

Adopted Budget

BUILDING BRIDGES



CITY OF TROY
2019/2020 Budget

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MAYOR AND MEMBERS OF CITY COUNCIL,

2018 was a year that marked many significant changes and challenges for the City of Troy. Among those changes, we welcomed new residents and businesses, introduced new members to our staff, and began a healing process that will shape the future of our community. As we take the first steps towards that future, we must lay down a solid foundation from which we bridge our past towards the direction we seek to go. In order to successfully build that bridge, our organization must implement a strategic financial plan. With that in mind, it is my pleasure, in accordance with the City Charter, to present to you the 2020-2022 City Budget.





This budget document builds on the stable and consistent financial foundation that we have built since the Great Recession, and continues to incorporate a three-year budget outlay. In addition, the City has made it a priority to concentrate on outcomes through strong links to the 10 adopted strategies, focused financial decisions based on metrics and outcomes, and strong partnerships with our community stakeholders. Budget priorities are developed throughout the year, and constantly evaluated throughout the budgeting process. In addition, City Council and community partners are an integral part of this process through numerous study sessions, meetings, and on-going discussions that outline the City's direction and priorities.

Through the hard work of our talented and professional staff, and the input and guidance from our community leaders, we have developed a budget that incorporates a focus on the core responsibilities of local government, while also placing an emphasis on being a leader in both innovation and planning for our future.

- The 2019/2020 budget includes:
- » A total budget of \$169.4 million between all funds
 - » \$65.9 million in the General Fund which accounts for services to residents and businesses.
 - » Special Revenues Funds in the amount of \$21.3 million include major and local road maintenance, refuse collection/disposal and recycling activities, and Library operations.
 - » Capital Projects Funds total \$14.8 million
- Some of the most notable projects in the 2019/2020 budget include: major and local street projects (\$ 6.5 million), repair of the City Hall & Library roofs (\$2.4 million), and the purchase of equipment for the Fire Department (1.3 Million). Some of the other key changes in this budget include:
- » Personnel Services is the largest category of the General Fund Expenditures. The budget is \$41.6 million, an increase of \$586 thousand, or 1.4% over the prior year budget.
 - » Workers Compensation increased by \$127 thousand, or 38.9%. This increase is due to increased claims in the 2019 fiscal year.
 - » Healthcare costs for employees increased by \$311 thousand, or 7.5%. This increase is due to increased claims in the 2019 fiscal year and two (2) additional employees.



- » Wages for employees increased by \$383 thousand, or 1.6%. This modest increase is due to a 2.5% increase for classified and union employees, and a decrease in part-time employees.
- » Engineering inspections increased by \$100,000, or 16.7%.
- » The 2019/2020 budget includes a \$2 million contribution to the Capital Fund in an effort to offset the costs of replacing the City Hall and Library roofs.
- » In total, two (2) new full-time staff positions were created for the senior/specialized transportation services. A few changes in positions or between departments did occur.
- » In total, the General Fund expenditures increased by \$265 thousand, or 0.4% due to the increased transfer to the Capital Fund.
- » Public Safety expenditures of \$35.3 million increased by \$403 thousand, or 1.2%.
- » The Budget recognizes that the City sewer rates will increase from \$27.40 to \$28.20 per thousand cubic feet (mcf) used, representing a \$0.80 or a 3.0% increase. The combined water/sewer rates are recommended to increase from \$66.70 to \$68.70 per mcf, an increase of \$2.00 or 3.0%. Despite the increases, the City of Troy still maintains one of the lowest rates in the area.
- » The Refuse Millage Rate is set to increase by .02 mills to a total of 1.09 mills, generating an increase of \$100 thousand per year. This was done to help stabilize the refuse fund, as costs have unexpectedly increased over the past few years due to increased costs of recycling.

The City's revenues continue to see modest increases due to increases in taxable value, although charges for service, state shared revenues, and transfers in from other funds are relatively stable.

Due to current state legislation, Proposal A and the Headlee Amendment continue to mandatorily reduce the City's millage rate. This is due to the mandate that taxable value can only increase at the rate of inflation or 5%, whichever is less. The CPI index used for the 2019/20 fiscal budget was 2.4%. In addition, the phase-in of the exemption for manufacturing personal property has reduced the tax base. Some of the key revenue figures include:

- » General Fund revenues and other sources are budgeted at \$63.0 million, an increase of \$807 thousand, or 1.3% over the prior year's budget.
- » The General Fund's main source of revenue, property taxes, increased by \$1.4 million or 4.3% totaling \$34.3 million.
- » Troy's overall millage rate of 10.2437 was reduced by 0.0528 mills due to a mandatory permanent rollback from application of the Headlee Amendment.

The process for developing the three-year spending plan is reinforced by a policy of openness and inclusion. This is achieved through dynamic engagement with City Council, staff, the Financial Ideas Team, and community partners. Our financial strategy incorporates analysis, benchmarking, and long-term projections, and builds bridges between our short terms needs and long term goals. The spending plan continues to meet these standards and the result is a balanced approach towards allocating our resources. We are proud to continue to highlight our AAA bond rating from Standard and Poor's Municipal Bond Rating Analysis, and strong financial standing in Oakland County and the State of Michigan. The City's overall financial profile and financial management practices remain embedded and sustainable.

I WOULD LIKE TO THANK,

Our dedicated staff for thoroughly reviewing their operations and dedicating time to create this responsible financial plan. Special thanks to the staff of the City Manager's Office for their teamwork, cooperation, and commitment to excellence in the budget process. I would also like to thank the community residents of the Financial Ideas Team for their time and for providing valuable insight. Finally, I would like to thank the Mayor and City Council Members for their assistance in supporting the full budgeting process, and direction in developing our annual strategies. Together we can continue to build the bridges necessary to maintain our special community, and progress forward towards a brighter future.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Mark F. Miller', with a stylized, flowing script.

Mark F. Miller
City Manager



INTRODUCTORY SECTION

Elected Officials and Executive Management**City Council**

- *Mayor.....* Dane M. Slater
- *Mayor Pro Tem.....* Ethan Baker
- *Council Member.....* Dave Henderson
- *Council Member.....* Ed Pennington
- *Council Member.....* Ellen Hodorek
- *Council Member.....* Edna Abraham
- *Council Member.....* David Hamilton

Executive Management

- *City Manager.....* Mark F. Miller
- *City Attorney.....* Lori Grigg Bluhm
- *Assistant City Manager.....* Robert J. Bruner
- *Director of Financial Services.....* Thomas E. Darling, CPA

Senior Staff

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

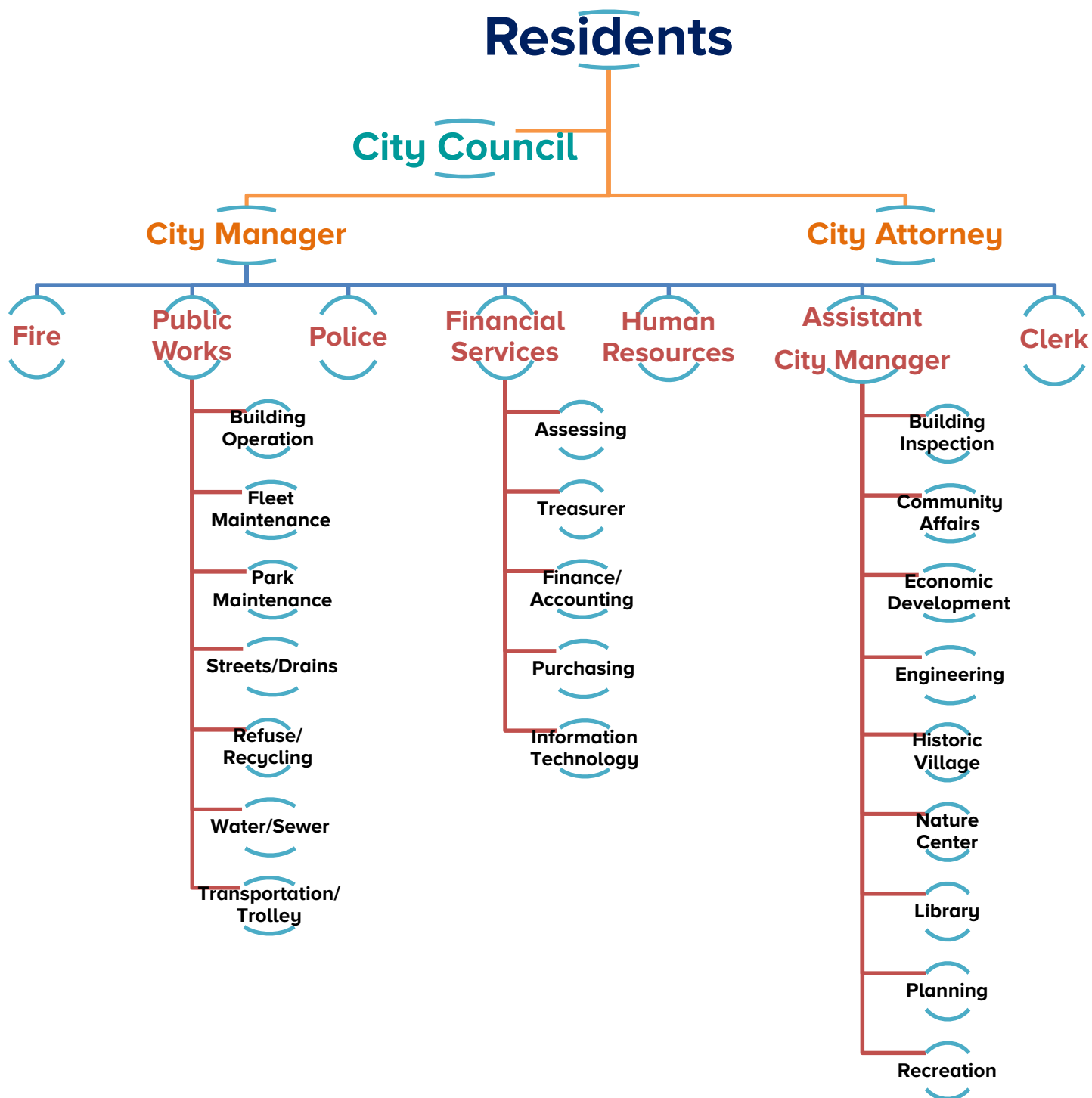
Mark F. Miller
 Lori Grigg Bluhm
 Robert J. Bruner
 Thomas Darling, CPA
 Leger (Nino) Licari
 Aileen Dickson
 William Huotari
 Sandra Kasperek
 Lisa Burnham
 Cindy Stewart
 Dave Roberts
 Jeanette Menig
 Gert Paraskevin
 Cathleen A. Russ
 Elaine S. Bo
 R. Brent Savidant
 Frank Nastasi
 Kurt Bovensiep
 MaryBeth Murz

City Seal

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



Organizational Chart



Budget in Brief

2019/20 Budget At A Glance

Challenges, Priorities and Issues

In developing the 2019/20 budget, the City considers current issues, priorities and challenges that affect the scope and level of services that the City provides along with the long-term implications. Some of the considerations in developing the 2019/20 budget are as follows:

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

Focus on core responsibilities. In response, the City has increased the budget for the Police Department in the areas of investigative services and directed patrol units. In addition, the City has incorporated a strategy to evaluate the Volunteer Firefighters Incentive Plan (VFIP).

Refuse Fund Sustainability. Due to increased costs of disposal and a decrease in recycling credits, the City has responded by increasing the millage by 0.02 mills in the current year.

Development of Trails and Pathways. Receiving public consensus on a path to extend the current system has been a challenge. The City has responded by incorporating a modest amount in the current budget for plan development and outreach along with highlighting this priority in the current strategy document.

Building Assessment Study. The City has responded to several critical issues as identified in the recent Building Assessment Study by budgeting several capital outlays including roof renovation at both City Hall and the Public Library.

Transportation Needs. The City evaluated the impact of the Big Beaver Shuttle service on overall community needs and the cost of providing the service. This was compared to the growing demand for senior and specialized transportation request. The budget reflects a re-direction of resources for the Big Beaver Shuttle service to meet the needs of Senior/Specialized transportation services.

By The Numbers

Total City revenues (before transfers in) are budgeted at \$139.7 million. This shows a modest increase of \$4.2 million or 3.1% over estimated fiscal 2019 amounts.. Total tax revenues of \$52.9 million are up \$1.7 million or 3.4% due to increases in taxable values for residential, commercial and industrial real property. Grants, including State Shared Revenue of \$17.5 million increased \$102 thousand or 0.06%. Charges for services are budgeted at \$51.2 million. This is up \$1.4 million from estimated 2019 amounts primarily due to water and sanitary sewer sales, up \$1.3 million, based on a normal season of approximately 470 thousand mcf in sales volume.

The total City budget for expenditures (before transfers out) of \$152.4 million decreased \$643 thousand compared to the fiscal 2019 budget (primarily due to a reduction in Capital expenditures) and is an increase of \$12.9 million or 9.2% compared to fiscal 2019 estimated amounts. Expenditures can be further defined by "Operating" costs and "Capital and Debt" related costs. The City's budgeted operating costs are \$120.2 million and are up \$218 thousand or 0.2% from the prior year budget. This increase is primarily in personal services (\$287 thousand). Capital and debt expenditures of \$32.2 million represent a decrease of \$861 thousand or 2.6% and is primarily associated with deferred street projects until the completion of the Interstate I-75 project. Operating transfers out represent reimbursements to other funds for costs incurred on their behalf.

Overall, 2 Full-Time employee positions were added to the 2019/20 budget related to senior/specialized transportation services. In addition, some positions were added while others were eliminated. New positions created include an Assistant City Manager, Librarian I and Librarian Aide, a Deputy Treasurer, a Housing and Zoning Inspector, and an Associate Buyer. Eliminated positions include a Community & Economic Director, a Management Analyst, a Temporary Captain and Police Officer, an Account Clerk, and a Buyer position. In addition, an overall 1.1% increase in wages was established while discontinuing the "Merit Pay" system. Healthcare costs increased 6.4% and retirement benefits remained relatively flat. City contributions to the Employee Retirement System are budgeted at \$0 (System is currently 122% funded) and City contributions to the Defined Contribution System are \$2.2 million. City contributions to the Retiree Healthcare Fund are \$5.6 million and City contributions to the Retiree Health Savings System is \$391 thousand. City contributions to the Volunteer Firefighter Incentive Program (VFIP) are budgeted at \$1.3 million.

Other service charges include the cost of water and sanitary sewer services. The City purchases water from the Great Lakes Water Authority (GLWA) and sanitary sewer services from the Oakland County Water Resource Commission (OCWRC). Water costs have increased approximately \$193 thousand or 1.4% and sanitary sewer services increased \$215 thousand or 2.0%. The change in costs were incurred primarily from a rate change directly by the providers. The water costs are approximately 60% fixed cost in nature while the sanitary sewer costs are 100% fixed costs. The City charges residents and businesses on a rate per volume consumed platform. Accordingly, volume sales have a minor impact on City costs but is a major consideration in adjusting fees charged by the City to consumers to generate offsetting income. The City has introduced new rates to consumers to offset the increased costs from the providers.

Other service charges also include charges to departments and other funds from the City's internal service funds. Charges from the Building Operations internal service fund are budgeted at \$1.3 million, an increase of \$9 thousand or (0.7%). Charges from the City's Information Technology Department are budgeted at \$2.1 million, an increase of \$40 thousand or (1.9%). Charges from the Fleet Services internal service fund are budgeted at \$4.0 million, an increase of \$40 thousand or (1.0%) when compared to the prior year budget.

Capital Outlay totals \$26.7 million and although less than the prior year budgeted amount of \$28.1 million, includes a significant investment in the City's infrastructure. This includes \$6.5 million in major and local street projects, \$240 thousand for Police Gun Range improvements, \$900 thousand for firefighter SCBA tanks, \$2.4 million for the replacement of the City Hall and Library roofs. The City will invest \$2.5 million in vehicle replacement. Investment in the water and sanitary sewer systems total \$9.3 million.

The total City expenditures (before transfers out) are budgeted at \$147.7 million for 2020/21, a decrease of of \$4.1 million or 2.7% and \$148.3 million for 2021/22, an increase of \$606 thousand or 0.4%. Expenditures can be further defined by "Operating" costs and "Capital and Debt" related costs. The City's budgeted operating costs for 2020/21 are \$122.5 million an increase of \$2.2 million or 1.9% and \$125.0 million for 2021/22, an increase of \$2.6 million or 2.1%. These increases are primarily in personal services (average \$1.5 million or 2.5%) for salary increases, increased healthcare costs and retirement benefits. Capital and debt expenditures for 2020/21 are \$25.2 million, a decrease of \$6.3 million or 20.0% and \$23.3 million for 2021/22, a decrease of \$1.9 million or 7.7%. These decreases are primarily attributed to a decrease in capital expenditures.

The City has budgeted to make 100% of the actuarially determined contributions for the Retiree Healthcare Trust in the 2020/21 and 2021/22 fiscal years at \$5.5 million and \$5.5 million, respectively, along with the Volunteer Firefighter Incentive Plan & Trust at \$1.3 million each year. There are no required contributions for the Employee Pension Trust Fund.

2020/21 thru 2021/22 Budget Assumptions

Long-Term Financial Plans

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

Some of the issues contained in the City's Long-Term financial plan of which many can be tied to the 2019 adopted strategies include:

Continued investment in the City's trails and pathways system. The City has budgeted future investment in trails and pathways in both 2020/21 and 2021/22 along with additional years in the City's five year capital plan.

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

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

Library Services. Although a funding source for Library services has not been identified to date for the 2021/22 fiscal year (current millage expires June 30, 2021), this document contains financial information based on a "Going Concern" basis for discussion purposes only.

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

2020/21 thru 2021/22 By the Numbers

Total City revenues (before transfers in) are budgeted at \$143.4 million and \$143.6 million respectively. This is a slight increase overall of approximately \$3.7 million or 2.7% from 2020 budgeted amounts. Property taxes are expected to decrease \$199 thousand or 0.3% in 2020/21 and decrease \$1.4 million or 2.6% in 2021/22 due to an expected decrease in the millage rate for debt service. Grants of \$12.0 million and \$12.3 million in 2020/21 and 2021/22 are increased from 2019/20 amounts due to expected increase in federally funded street projects for the Rochester Road, Barclay to Trinway project (\$2.0 million) which is expected to be completed. State Shared revenues are conservatively budgeted to remain flat for these outlying years. Charges for services are budgeted at \$52.2 million for 2020/21, an increase of \$1.1 million or 2.1% and \$54.4 million for 2021/22, an increase of \$1.1 million or 2.2%. The increases are primarily due to water and sanitary sewer sales, based on a normal season of approximately 470 thousand mcf in sales volume using estimated combined water/sewer rates of \$70.60 in 2020/21 and \$72.50 in 2021/22 per mcf.

Community Profile

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

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

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

The 2018 estimated population for Troy is 85,584 according to the Southeast Michigan Council of Governments (SEMCOG), which compares to 80,980 from the 2010 census. In terms of population, Troy is the 11th largest city in Michigan and its total property value is the third highest in the state.

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

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

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

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

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

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

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

CITY OF TROY

2019 Strategies

- 1 | Re-evaluate the Trails & Pathways program with a focus on public participation and creative problem-solving to build community support.
- 2 | Gather community input, reassess the most recent Town Center initiative, and develop a plan for the future of the Civic Center property.
- 3 | Determine the customer service needs of City Hall and incorporate the findings of the Facilities Condition Assessment into the maintenance plan of the facilities.
- 4 | Establish a comprehensive Capital Improvement Program and planning process that is reviewed and implemented on an annual basis.
- 5 | Convene the Charter Revision Committee to evaluate charter language and millage limitations, and develop a strategy to fund the Library past 2021.
- 6 | Determine public transportation service needs, and implement a revised plan for the Big Beaver Shuttle and Medi-Go.
- 7 | Update the Parks and Recreation Plan and incorporate the Green Space Subcommittee recommendations to protect and invest in the City's parks.
- 8 | Evaluate the Volunteer Firefighters Incentive Plan to ensure the policy is reasonable and sustainable.
- 9 | Study the feasibility of a Rochester Road Improvement District.
- 10 | Develop a plan to effectively engage residents and businesses through community conversations.

Budget Policies

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

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

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

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

FINANCIAL POLICIES

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

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

- ✓ The budget process involves personnel and management areas of long-term importance: Provide a safe, clean and livable city; provide effective and efficient local government; build a sense of community and attract and retain business investment.

- ✓ Expansion of existing service programs or addition of a new service program is only considered in the proposed budget when a revenue source can support all of the ongoing cost, or when the requesting department can identify an existing service which can be reduced or eliminated. Programs financed with grant money shall be budgeted in special funds and, when grant revenues are reduced or eliminated, the service program shall be adjusted accordingly.

- ✓ The City maintains a budgetary control system to ensure adherence to the budget and prepare monthly reports comparing actual revenues and expenditures to budgeted amounts. The City reports its financial performance quarterly.

- ✓ The City monitors departmental expenditures on a monthly basis to ensure conformity to budgets.

- ✓ The City stresses results, integrating performance measurement and productivity indicators with the budget.

- ✓ The City avoids budgetary practices or procedures that balance current period expenditures at the expense of future years' revenues.

- ✓ The budget provides for adequate maintenance of capital facilities and equipment, and for their orderly replacement.

Budget Policies

REVENUE POLICIES

- ✓ The budget provides for adequate levels of funding for all retirement systems and other postemployment benefits.
- ✓ The City develops and maintains accounting and budgetary control systems to adequately safeguard the assets held in public trust.
- ✓ The operating and capital budgets fully describe the major goals to be achieved and the services and programs to be delivered based upon the levels of funding anticipated or provided.
- ✓ The City finances essential City services that have a City-wide benefit in the budget from revenue sources which are generated from a broad base, i.e. property taxes, state revenue sharing, assessments, and fees.
- ✓ The City seeks to minimize the impact in use of property tax financing by seeking alternative financing for City services that focus on user fees for responsive services, and upgrading and enhancing the property tax base.
- ✓ Special assessment financing formulas and user-fee rate structures accurately charge the cost of service provided to the benefiting property owners and customers served while being sensitive to the needs of low-income people.
- ✓ The definition of a balanced budget includes one in which estimated revenues plus prior year accumulated reserves are equal to or greater than estimated expenditures.
- ✓ The City makes every attempt to maintain a diversified and stable revenue base to shelter it from short- or long-term fluctuations in any one revenue source.
- ✓ The City projects its annual revenues by an objective and thorough analytical process.
- ✓ The City maintains sound appraisal procedures and practices to reflect current property values.
- ✓ The City establishes user charges and sets fees for services for its enterprise funds at a level that fully supports the total direct and indirect costs of the activities. Indirect costs include the recognition of annualized depreciation of capital assets. Cash flow requirements to adequately defray bond retirement and capital outlay are primary determinants in the development of user charges.
- ✓ The City follows an aggressive policy of collecting revenues.
- ✓ The City reviews fees/charges annually and design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.

Budget Policies

RESERVE POLICIES

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

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

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

INVESTMENT POLICIES

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

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

DEBT POLICIES

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

CAPITAL IMPROVEMENT BUDGET POLICIES

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

Budget Policies

- ✓ The City maintains the fiscal integrity of its operating debt service and capital improvement budgets in order to provide services, and construct and maintain public facilities, streets, and utilities.
- ✓ The City implements a multi-year plan for capital improvements with proposed funding sources, and updates it annually.
- ✓ The City makes all capital improvements in accordance with an adopted capital acquisition program.
- ✓ The City coordinates decision-making for the capital improvement budget with the operating budget to make effective use of the City's limited resources for operating and maintaining existing services and facilities.
- ✓ The City uses inter-governmental assistance to finance only those capital improvements that are consistent with the adopted capital improvement plan, City priorities, and for which operating and maintenance costs have been included in the operating budget.
- ✓ The City maintains a responsible and prudent fiscal condition to minimize long-term interest expense when financing capital improvements.
- ✓ Capital investments are enhanced when there is the ability to leverage City assets.
- ✓ The capital dollar threshold has been established at \$10,000 with the exception of federally funded projects (\$5,000).

BUDGET PROCESS

- ✓ Study Sessions with City Council to gain direction, priority and public feedback.
- ✓ Focus Group meetings are organized to solicit community recommendations and feedback. This includes a Financial Ideas Team "FIT" and other stakeholder groups.
- ✓ Budget worksheets received from departments incorporating direction and goals.
- ✓ Department budget worksheets compiled, analyzed and refined to meet proposed direction and goals.
- ✓ Per City Charter, City Manager submits to City Council proposed budget for fiscal year commencing July 1 on or before the third Monday in April.
- ✓ Budget workshop with City Council to review proposed budget and make any directed modifications.
- ✓ Per City Charter a Public Hearing shall be held prior to adoption of budget to obtain public comments.
- ✓ The budget shall be adopted on or before the third Monday in May.
- ✓ The City Manager is authorized to transfer budgeted amounts within budgetary functions however, any revisions that alter the total expenditure of any budgetary function must be approved by a majority of the members elect of the City Council.

Budget Calendar**July**

Begin preparing updated Capital Improvements Plan (CIP)
Begin monitoring budget performance
Approved 2018/19 budget document distributed at the first City Council meeting in July

November

Quarterly financial performance report prepared

December

Prior year's annual audit released
Director of Financial Services prepares personnel costs and operating cost targets for proposed budget
Distribute operating budget manual and revenue worksheets
Identify potential issues and priorities to be addressed in budget process

January

Preparation of the water supply and sewerage disposal system rate analysis
Revenue worksheets due from all departments

February

Operating budget worksheets due from departments
2019/20 revenue forecast prepared by City management
City management analyzes department budget requests
Capital budget unit (CBU) develops Capital requests and presents the CBU's Capital improvement report to the City Manager
Quarterly financial performance report prepared
Director of Financial Services prepares proposed budget document

March

City Manager's final Capital recommendations are reported to all offices and included in the proposed budget
Three year budget update and revisions
Focus Group study sessions
Finalize current issues and priorities addressed in proposed budget
Analyse effects of budget on Long-Term financial planning.

Budget Calendar**April**

City Manager makes final proposed budget recommendations

Proposed budget document presented to the City Council Monday, April 8, 2019

City Council workshops: Budget review, questions, and adjustments, Thursday April 11, 2019 and Monday, April 15, 2019

May

Budget notice is published in local newspapers

City Manager prepares approved 2019/20 Three Year Budget document incorporating City Council adjustments

Quarterly financial performance report prepared

Public hearing for budget, Monday, May 6, 2019

City Council adopts taxation resolution and appropriations ordinance, Monday, May 6, 2019

June

Director of Financial Services prepares final current year budget amendment

The background is a solid green color with a complex pattern of overlapping geometric shapes. These include solid lines of varying thicknesses and dashed lines, all in different shades of green, creating a sense of depth and movement. The lines radiate from various points, some forming triangular or diamond-like shapes.

TRENDS AND SUMMARIES

Millage Rates for Troy Residents and Businesses

Taxing Entity	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Proposed 2019/20
Tax Rate Shown in Mills								
Troy School District	10.51	10.07	10.07	9.69	10.10	10.33	10.33	10.30
Oakland County Gov.	4.65	4.65	4.65	4.55	4.49	4.49	4.49	4.45
O.C. Comm. College	1.58	1.58	1.58	1.58	1.57	1.56	1.56	1.54
Intermediate School Dist.	3.37	3.37	3.37	3.36	3.34	3.31	3.31	3.28
S.M.A.R.T.	0.59	0.59	0.59	1.00	0.99	0.99	0.99	1.00
State Education	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Zoo	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
O.C. Art Institute	-	0.20	0.20	0.20	0.20	0.20	0.20	0.19
City of Troy	10.48	10.52	10.50	10.50	10.40	10.36	10.30	10.24
Total - Millage Rates	37.28	37.08	37.06	36.98	37.19	37.34	37.28	37.10

Millage rates are estimated for other taxing jurisdictions.

Average Residential								
Taxable Value	97,742	99,172	102,190	105,888	108,371	114,222	116,865	124,400

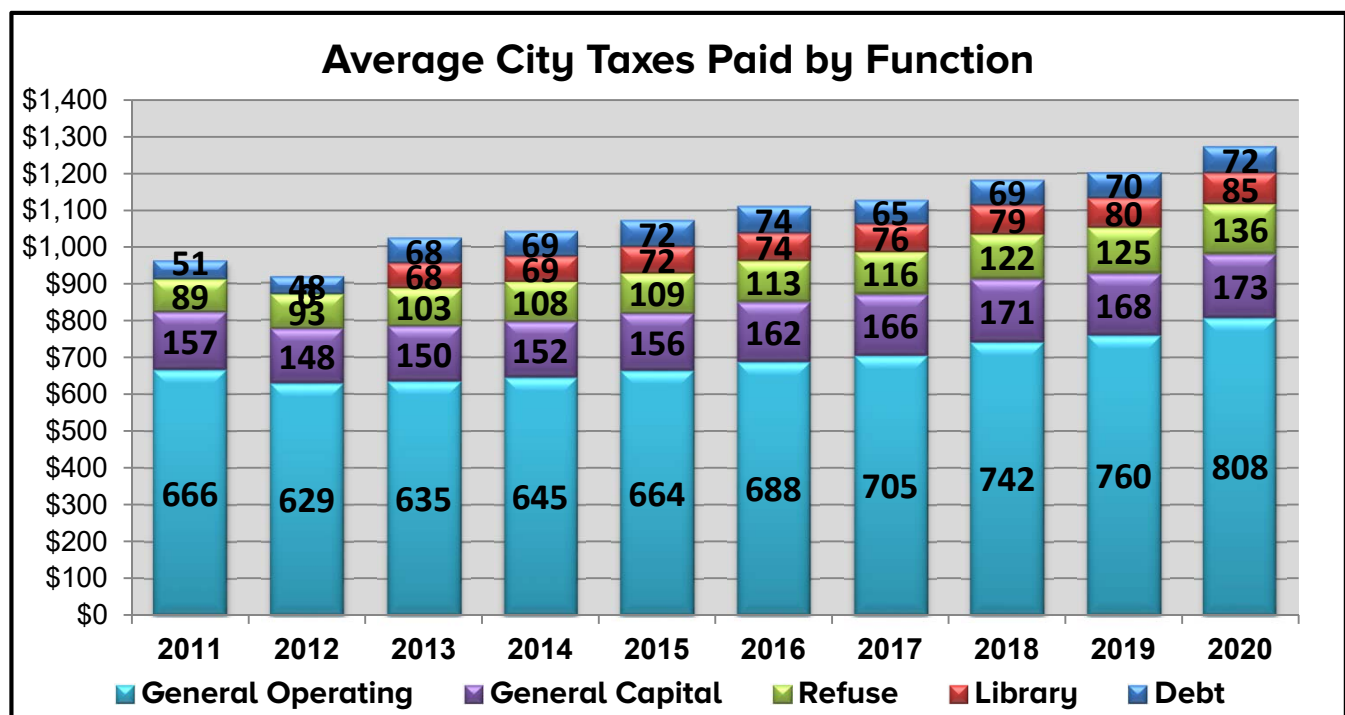
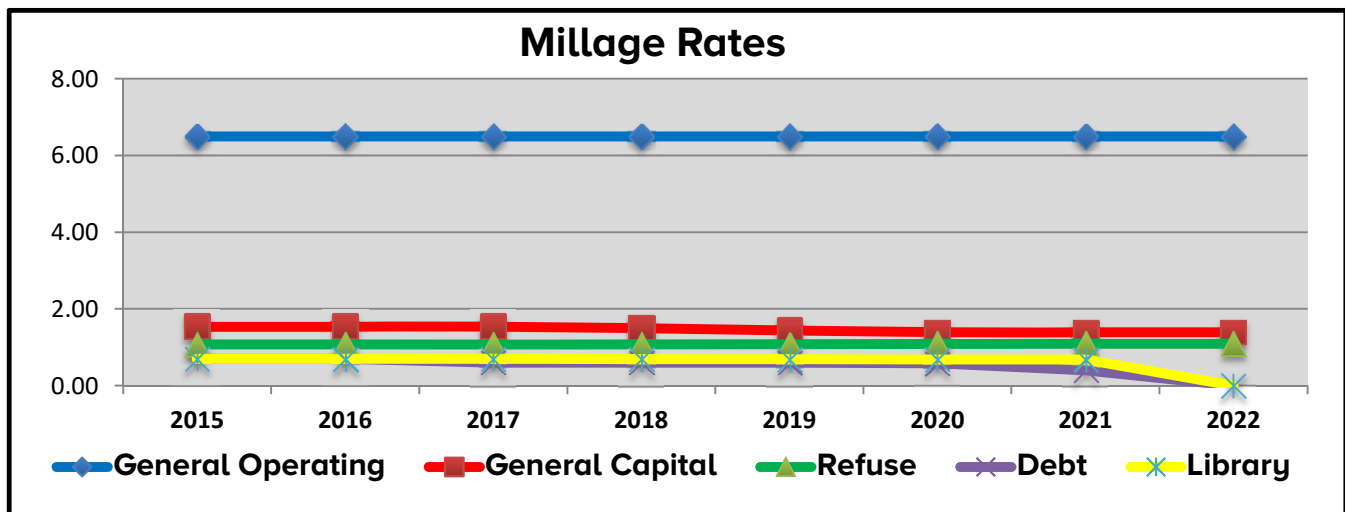
Taxing Entity	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Proposed 2019/20
Average Tax Rates Shown in Dollars								
Troy School District	\$952	\$999	\$1,029	\$1,026	\$1,095	\$1,180	\$1,207	\$1,281
Oakland County Gov.	455	\$461	\$475	\$482	\$487	\$513	\$525	\$554
O.C. Comm. College	154	\$157	\$161	\$167	\$170	\$178	\$182	\$192
Intermediate School Dist.	329	\$334	\$344	\$356	\$362	\$378	\$387	\$408
S.M.A.R.T.	58	\$59	\$60	\$106	\$107	\$113	\$116	\$124
State Education	586	\$595	\$613	\$635	\$650	\$685	\$701	\$746
Zoo	10	\$10	\$10	\$11	\$11	\$11	\$12	\$12
O.C. Art Institute	-	\$20	\$20	\$21	\$22	\$23	\$23	\$24
City of Troy	1,024	\$1,043	\$1,073	\$1,112	\$1,127	\$1,183	\$1,204	\$1,274
Total - Dollars	\$ 3,568	\$ 3,678	\$ 3,785	\$ 3,916	\$ 4,031	\$ 4,264	\$ 4,357	\$ 4,615

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

The 2019/20 adopted budget reflects City taxes for the average residential household at \$1,275. This is an increase of \$71 or 5.9%. This increase is the combined result of a reduction in the City millage rate of 0.05 mills due to the mandatory rollback from the Headlee Amendment and the increase in average residential value which includes un-capping of sold properties along with new construction.

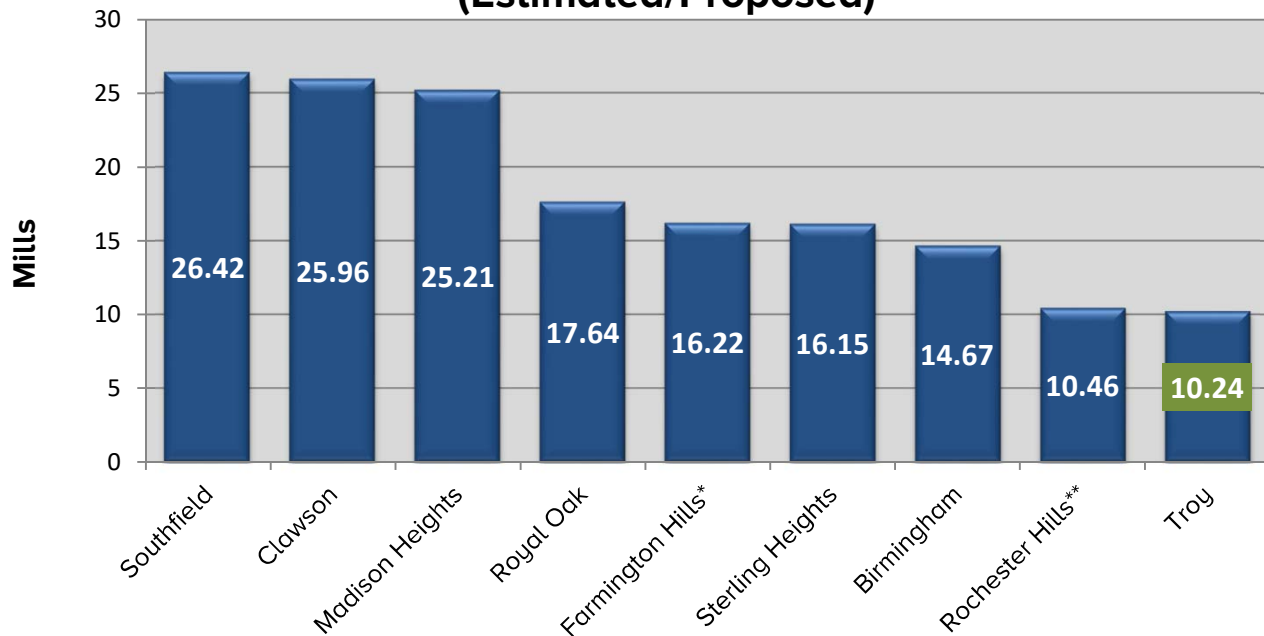
Millage Rates for Troy Residents and Businesses

	2014/15	2015/16	2016/17	2017/18	2018/19	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22
General Operating	6.5000	6.5000	6.5000	6.5000	6.5000	6.5000	6.5000	6.5000
Capital	1.5300	1.5300	1.5300	1.4949	1.4381	1.3896	1.3896	1.3896
Refuse	1.0700	1.0700	1.0700	1.0700	1.0700	1.0900	1.0900	1.0900
Debt	0.7000	0.7000	0.6000	0.6000	0.6000	0.5800	0.4000	-
Library	0.7000	0.6974	0.6989	0.6934	0.6884	0.6841	0.6841	TBD
Total	10.5000	10.4974	10.3989	10.3583	10.2965	10.2437	10.0637	8.9796



Millage Rates for Troy Residents and Businesses

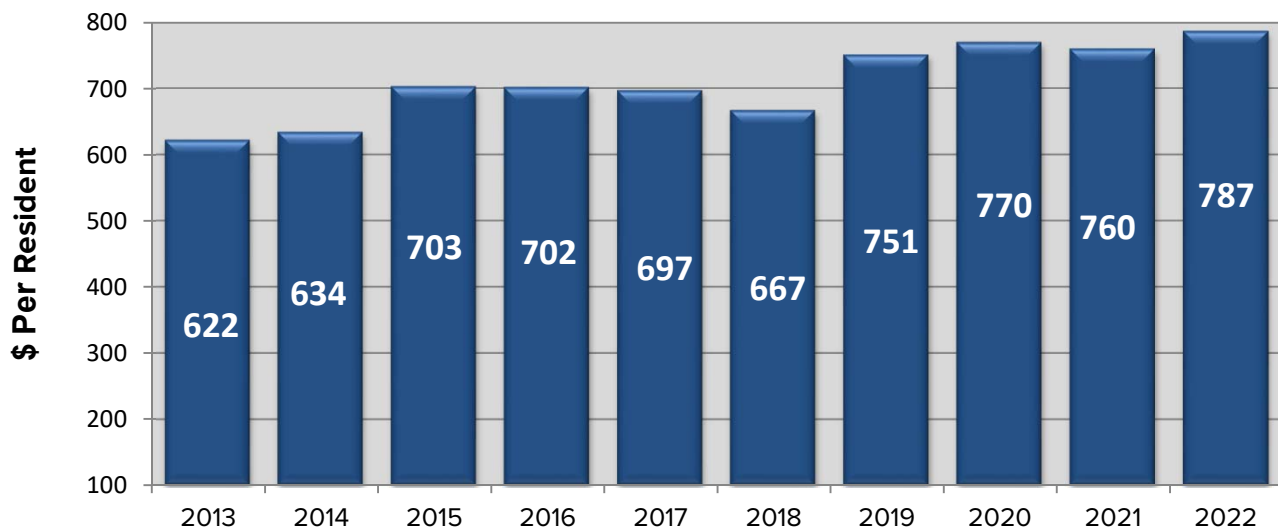
Comparison of Municipal Millage Rates For FY 2019 (Estimated/Proposed)



*Does not include a Library millage

** Does not include a refuse millage

General Fund Budget Per Resident



Major Revenue Sources

GENERAL FUND

Property Taxes

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

In the 2019/20 budget, City property tax revenue of \$34.3 million represents 54.4% of total revenue and other sources, an increase of \$1.4 million or 4.3% to prior year budget.

Taxable values have leveled out and are beginning to see modest increases. These increases are restricted by the lesser of 5% or the rate of inflation. The CPI index used in the 2019/20 taxable value was 2.4%. Taxable values were further restricted by the phase out of personal property tax on manufacturing equipment. In spite of these limitations, taxable value was \$5.1 billion representing an increase of \$222.9 million or 4.6%.

The general operations tax levy for the 2019/20 fiscal year is 6.50 mills per \$1,000 taxable value. The operating millage rate remains at the same level since 2005/06.

The City's total tax rate of 10.2481 mills **decreased by 0.0484 mills** compared to the prior year due mandatory permanent reductions invoked by the Headlee Amendment equating to a reduction of \$247 thousand. The operating millage rate of 7.8897 mills (general operating = 6.50 mills and Capital = 1.3897 mills) continues to be below the 8.10 millage rate established by the approved (November 2008) City Charter amendment.

Licenses and Permits

The revenue source from licenses and permits is made up of business licenses and permits and non-business licenses and permits. This revenue source of \$3.0 million represents 3.5% of total revenue and other financing sources, and is generated by fees charged to individuals and businesses for the building of new structures as well as improvements made to existing structures. Building permits generate the largest source of revenue, accounting for \$2.0 million or 67.7% of the total from licenses and permits.

Charges for Services

Charges for services are broken into the following 4 categories:

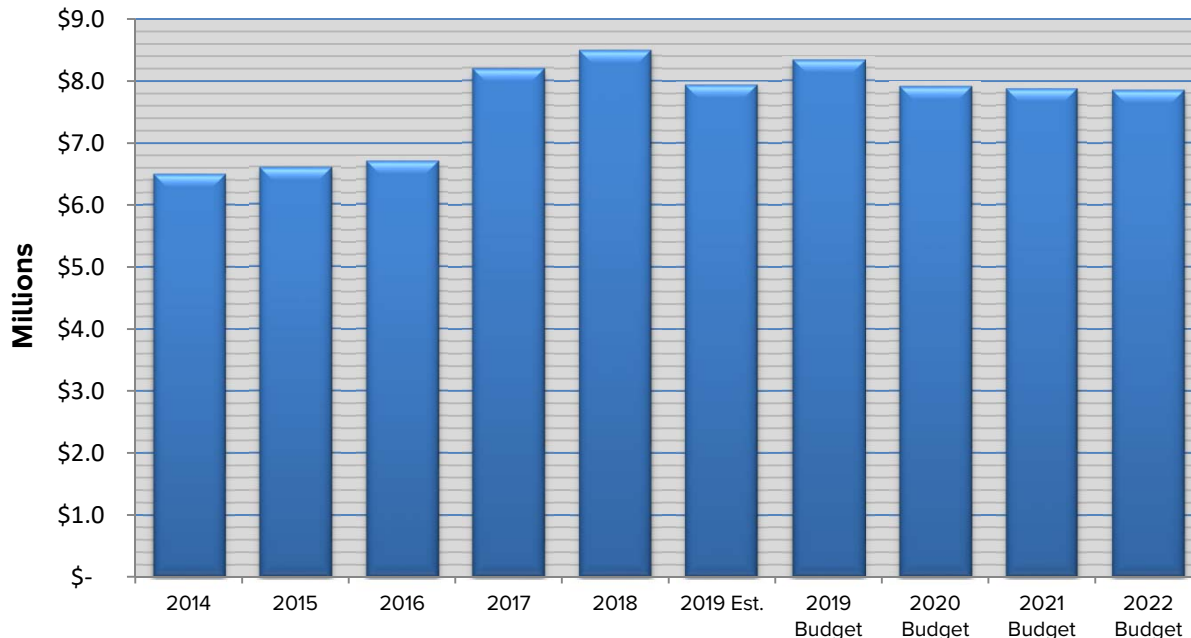
- 1.) Fees
- 2.) Services Rendered
- 3.) Sales
- 4.) Uses

In total, this revenue source generates \$9.0 million or 14.2% of total General Fund revenue and other sources. The \$9.0 million compares to \$9.1 million estimated for the 2018/19 fiscal year. The major sources of revenue are CATV franchise fees, Parks and Recreation program fees, Community Center pass fees and Engineering fees. The Community Center and its program revenue are reviewed annually to meet the goals established by City Council.

Other Financing Sources

The main revenue sources are: 1.) Transfers to reimburse the General Fund for Major and Local Street Expenditures 2.) Component Unit Administrative Charges .

Major Revenue Sources

GENERAL FUNDLicenses and Permits**State Shared Revenue**State Shared Revenues

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

State revenue sharing estimates amount to \$7.9 million or 12.6% of total General Fund revenue and other sources. State shared revenue is the return of a percentage of the 6% state sales tax to local units of government. Distribution of state shared revenue is based on population, relative tax efforts, valuation and state operating and reporting mandates.

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

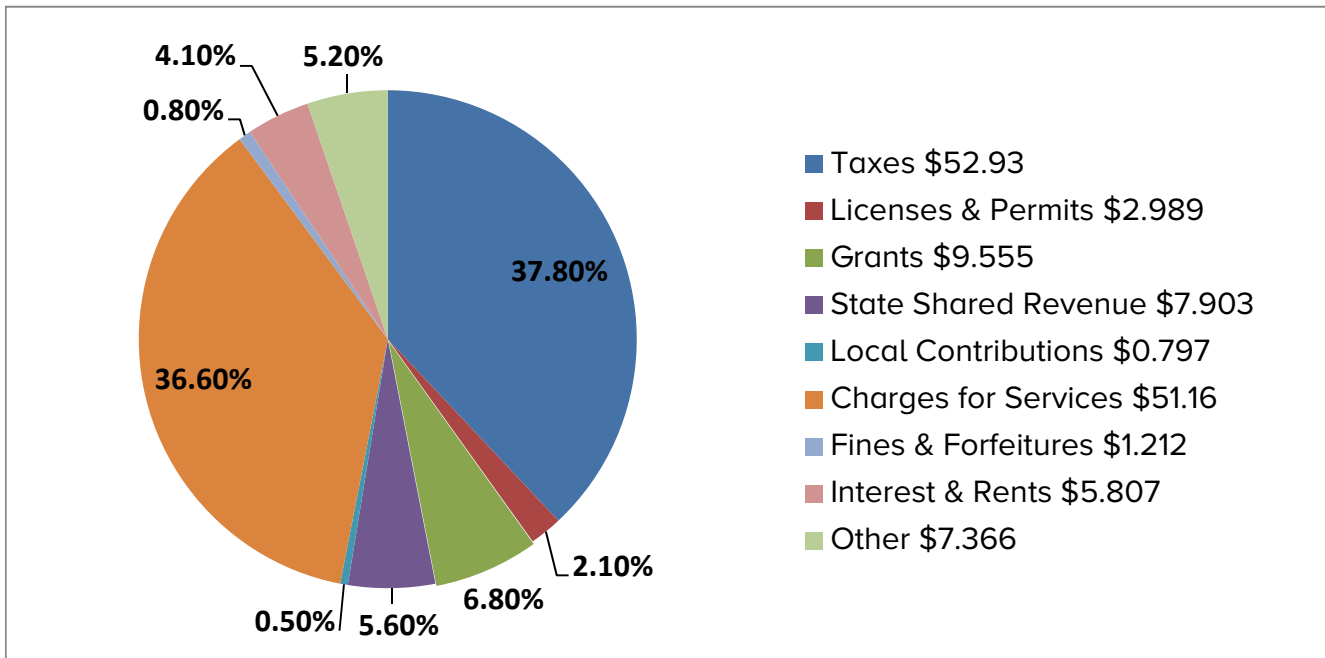
A trend of modest increases have been realized from State Shared Revenues since fiscal 2011. It should be noted however that these revenues were over \$8 million annually in early 2000. In addition, the increase that started in the 2016/17 fiscal year are reimbursements from the state for lost revenues from state mandated personal property tax exclusions on manufacturing equipment. These reimbursements are funded by the State of Michigan through the Local Community Stabilization Authority (LCSA) and contingent on available funds in the Authority. As such, total reimbursement for lost personal property taxes are not guaranteed into the future. In fact, the estimated reimbursement for the 2018/19 fiscal year decreased \$683 thousand from the previous year.

Major Revenue Sources

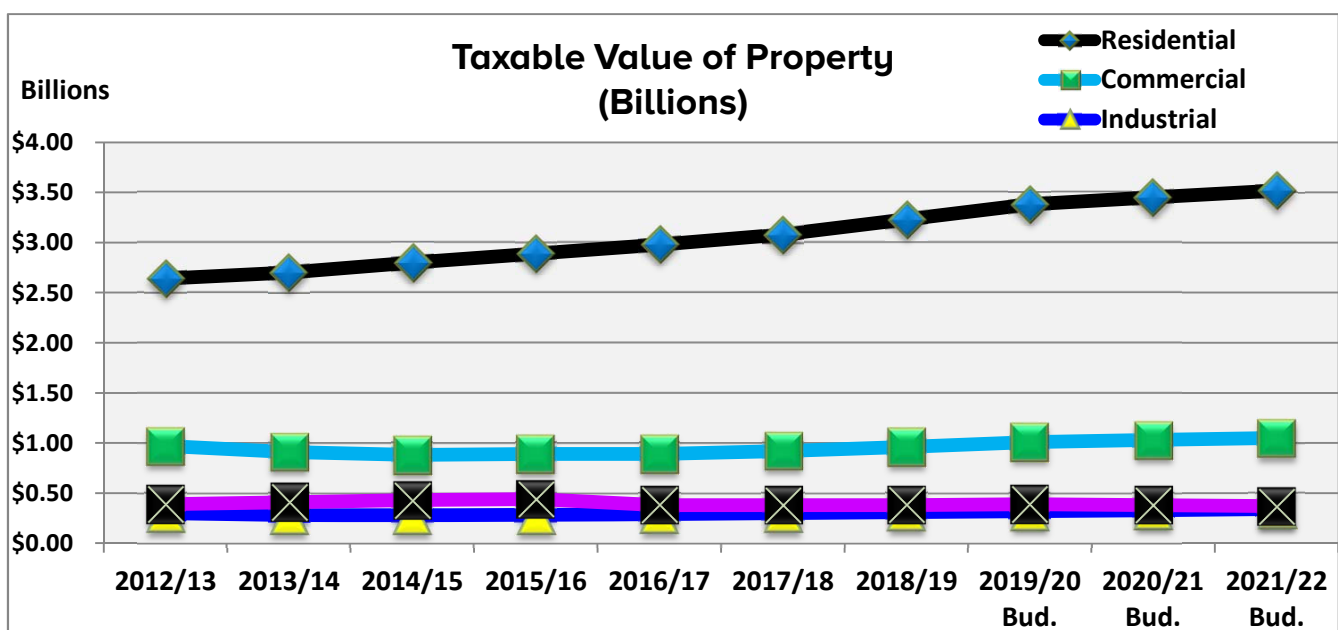
ALL FUNDS

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

(Millions)



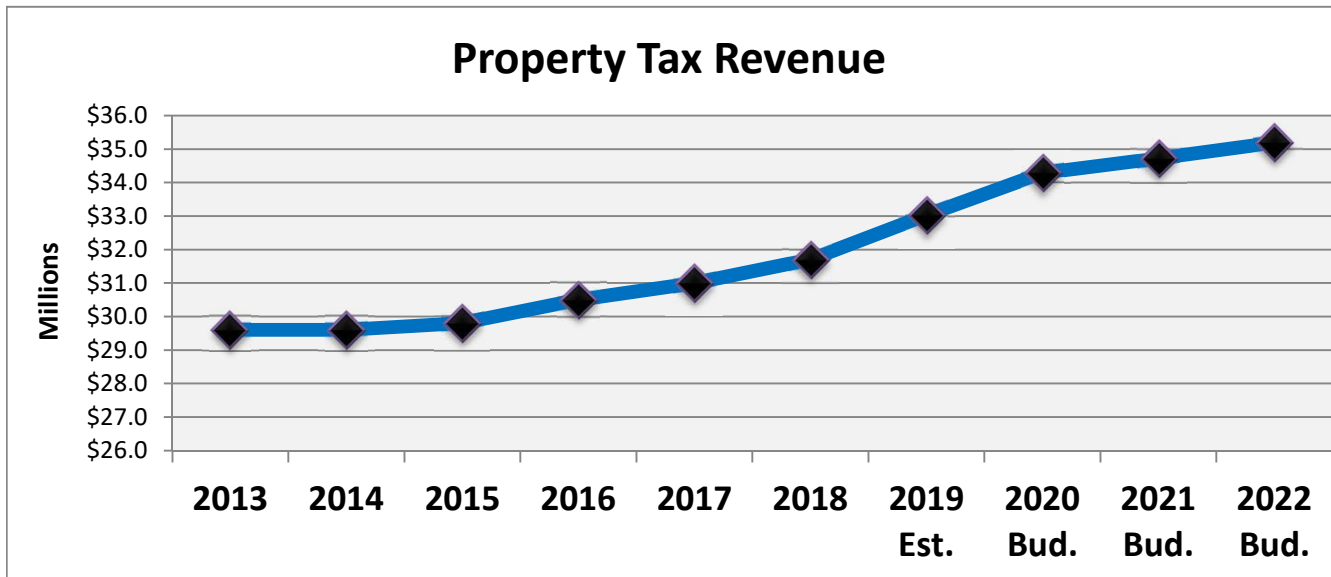
The following graph shows property value assessments by property type. The taxable value, along with the millage rate, determines the total property tax collected. The 2019/20 Residential value to Commercial/Industrial/Personal value is 66.2% to 33.8%



Major Revenue Sources

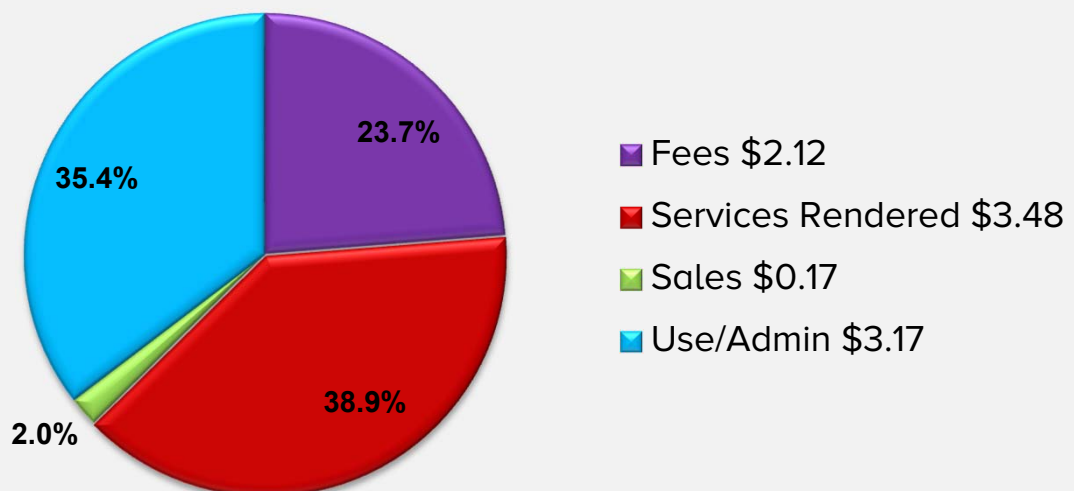
GENERAL FUND

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



The major sources of revenues are CATV franchise fees, Parks and Recreation program fees, Community Center passes and Engineering fees (\$6.0 million)

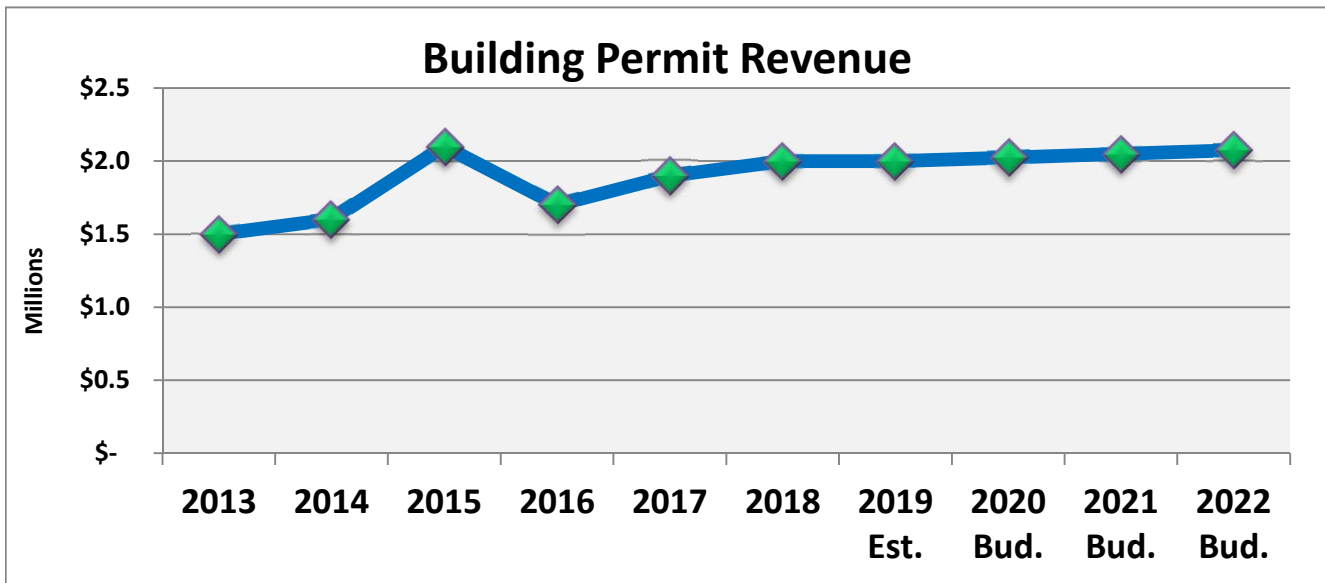
General Fund Charges for Services



Major Revenue Sources

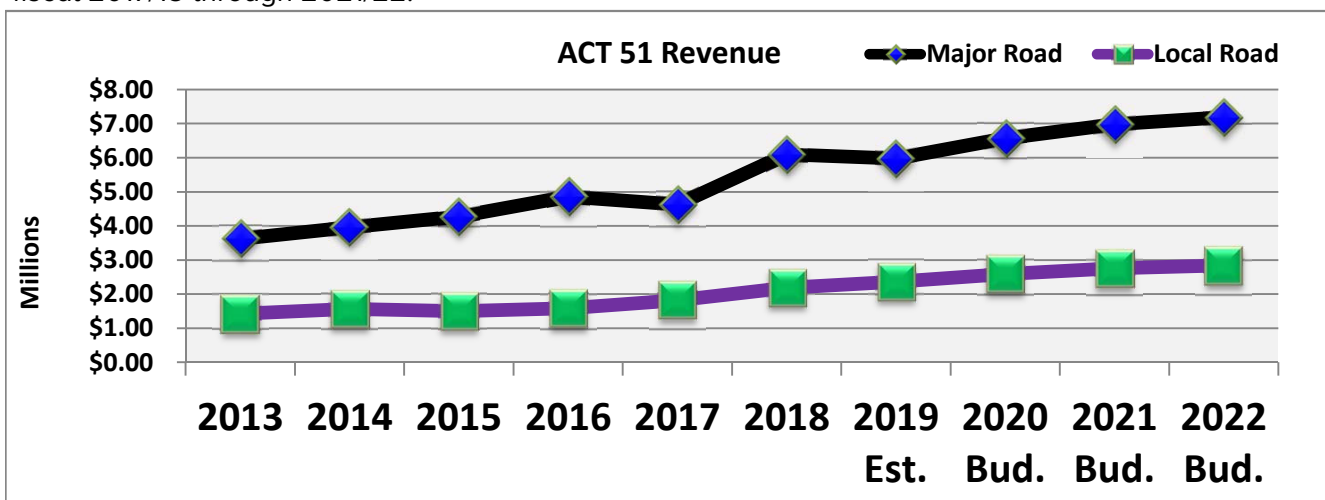
GENERAL FUND, continued

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



SPECIAL REVENUES FUNDS

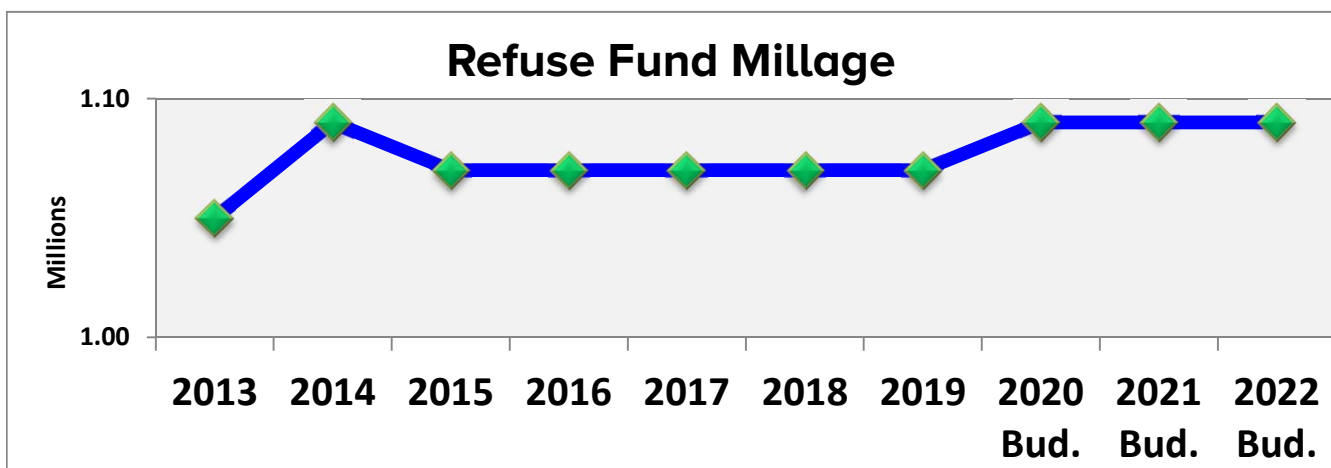
ACT 51 revenue is funded by the state and are based on a \$0.263 tax per gallon of gasoline and diesel sales which is then partially returned to local units of government using a formula that includes population and number of miles of major and local roads. This source of revenue is tied directly to and affected by the price of gasoline, fuel efficiency and the number of miles driven. Recent legislation to increase the gasoline tax and vehicle registration fees "fuels" the increased budgeted revenues in fiscal 2017/18 through 2021/22.



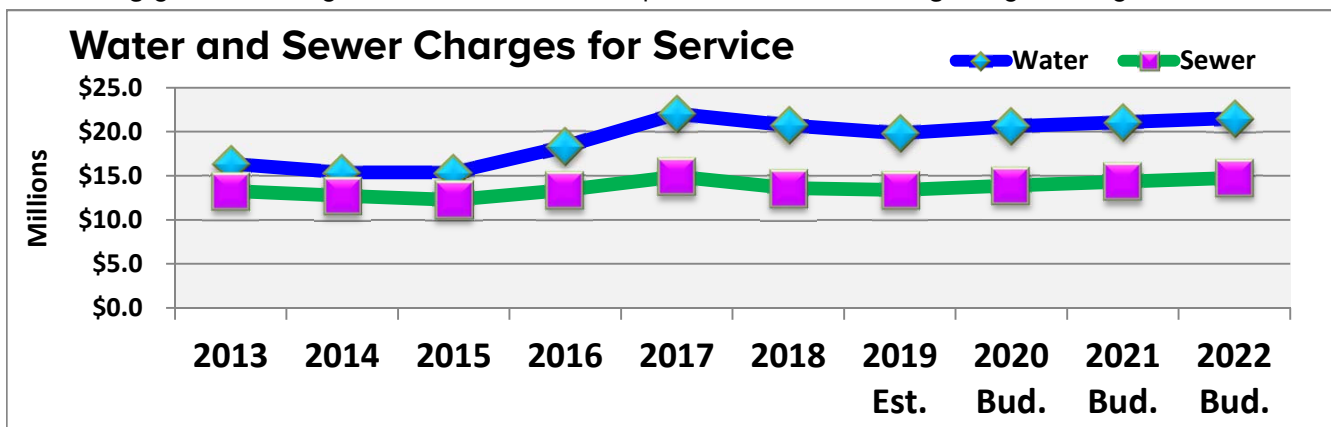
Major Revenue Sources

SPECIAL REVENUES FUNDS, continued

The Refuse Fund tax revenues are determined by multiplying the rate below (millage rate) times the taxable value in order to generate sufficient revenue to cover the cost of refuse collection and disposal as well as single stream recycling initiatives. There was a need to increase the mills to 1.09 in 2014 and then down to 1.07 mills for 2015 through 2019. The millage rate is proposed at 1.09 for 2020 through 2022 an increase of 0.02 mills or \$2.49 annually per average annual household. The refuse millage is reviewed on an annual basis to assure the fund remains in good financial health.

ENTERPRISE FUNDS

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

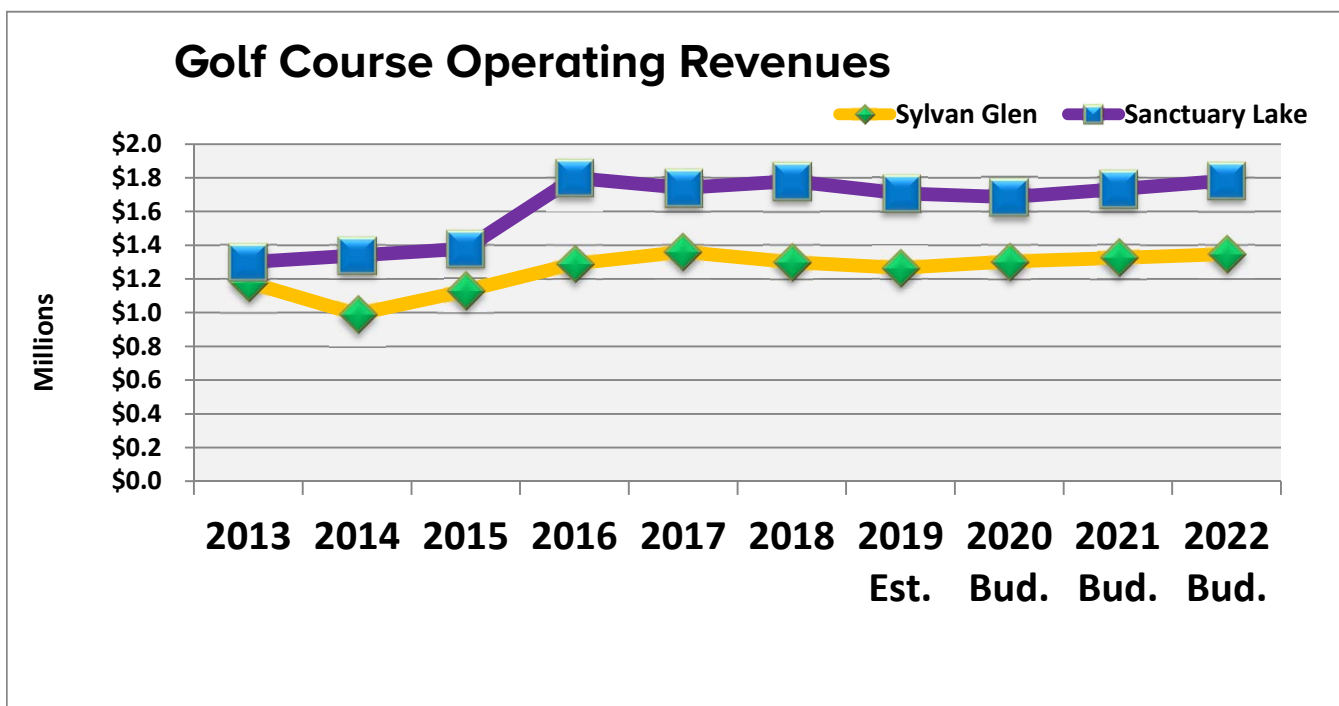


Major Revenue Sources

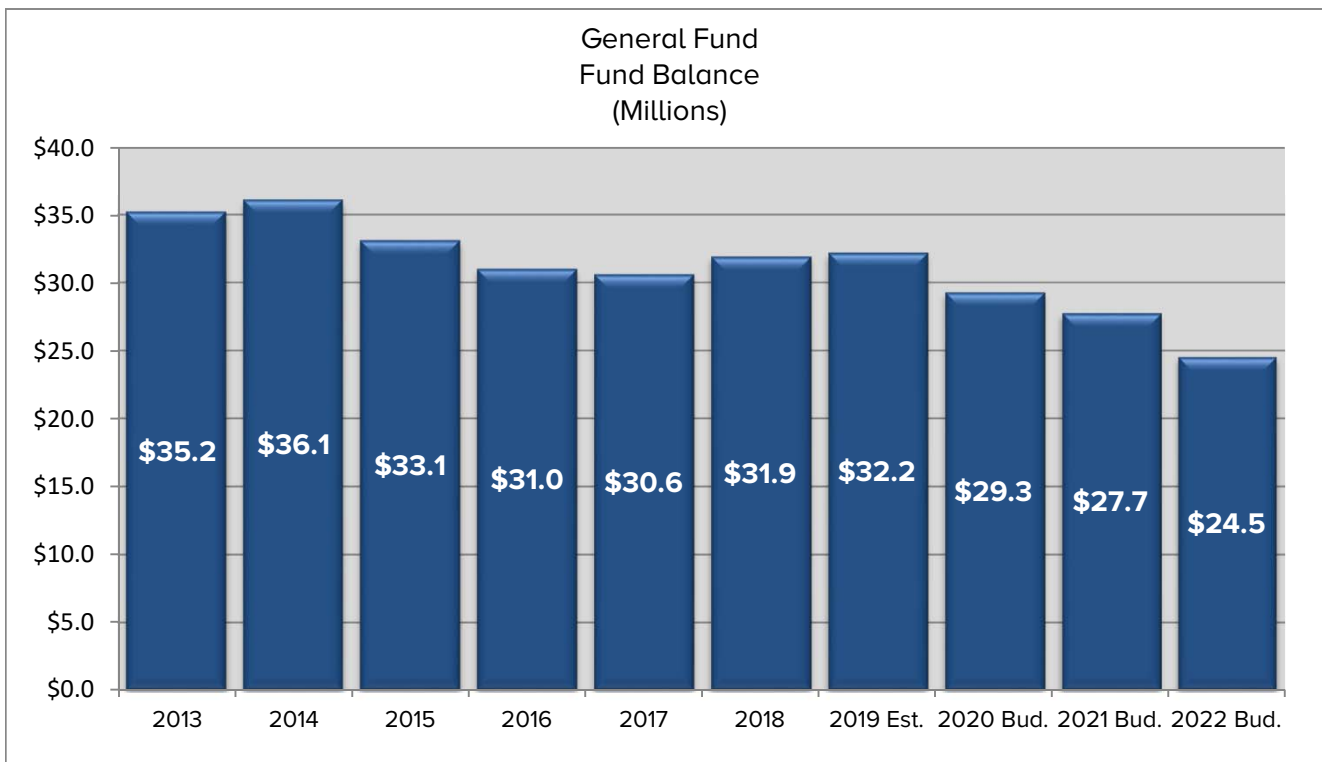
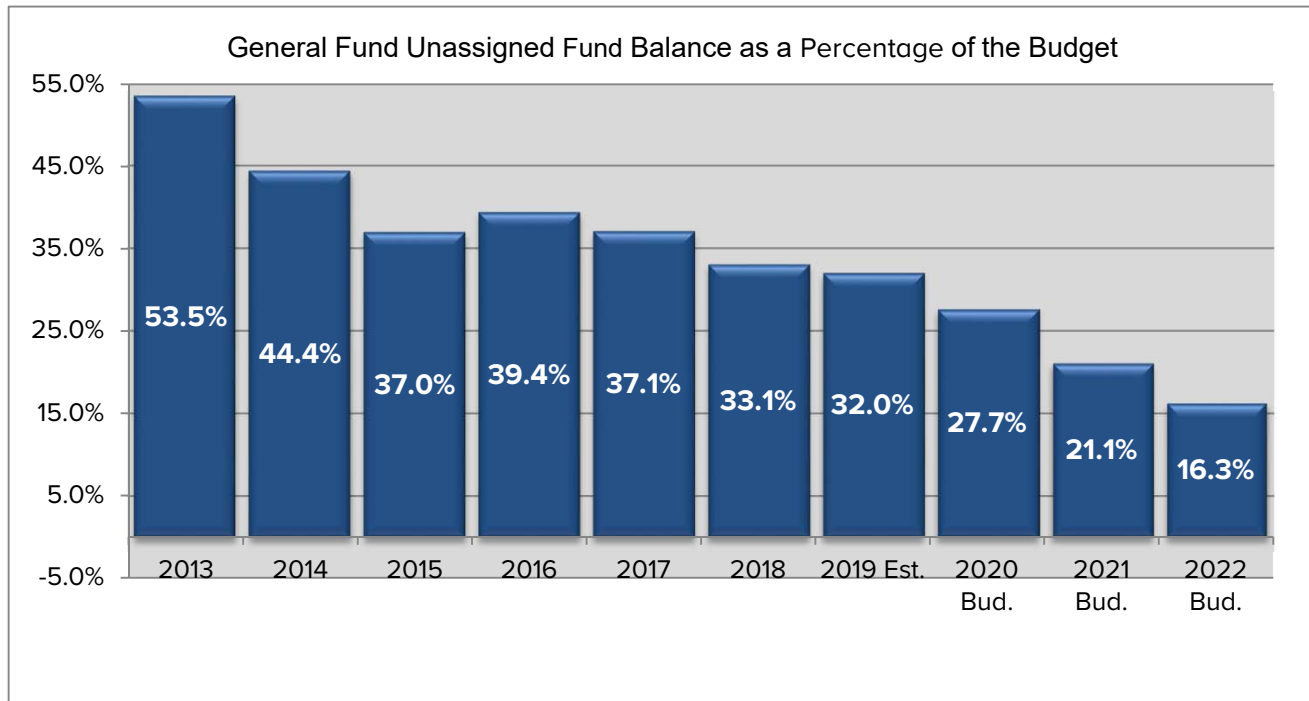
ENTERPRISE FUNDS, continued

The City of Troy owns two public golf courses which are now operated and maintained by Billy Casper Golf. Sylvan Glen Golf course is expected to produce 46,000 rounds of golf in 2019 and 46,200 in 2020. Sanctuary Lake, the newer links style public course is expected to produce 39,100 rounds in 2019 and 39,230 in 2020. The greens fees are higher at Sanctuary Lake and golfers are required to take a cart due to the challenging terrain, which accounts for the difference in the amount of revenue and projected rounds. Sanctuary Lake also has a practice facility consisting of a driving range, chipping area and putting greens.

The decrease in 2014 and 2015 for Sylvan Glen was due to significant green damage from the winter kill. It is estimated that rounds and revenue for the 2014 Fiscal Year was down 6,200 rounds and \$180,00 respectively.



General Fund Fund Balance



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

The background is a solid teal color. It features a complex geometric pattern of light blue lines. A central vertical line and a central horizontal line intersect at the center. Diagonal lines also intersect at the center, creating a star-like or web-like pattern. Dashed lines form concentric circles and other geometric shapes, adding to the intricate design.

ALL FUNDS

Executive Summary

The Executive Summary is prepared as an introduction to the 2019/20 through 2021/2022 budgets and provides a summary of Administration's financial plans for the upcoming fiscal years. It will explain how the City plans to utilize its resources and highlights some of the more significant changes to the City's budget. If a more in-depth understanding of the budget is desired, please take some time to review the wealth of information found within the graphs, charts, narrative text, significant notes and funding level summaries provided in the budget. The budget is available at the City Clerk's Office and on the City of Troy's web site.

2019/2020 BUDGET YEAR

Total City Funds

The 2019/20 budget for all City funds totals \$169.4 million. The City establishes a budget for 21 General Fund Departments as well as 28 separate funds; these 28 funds can be further paired down into 6 major fund groupings. The largest is the General Fund, which accounts for \$65.9 million in services to residents and businesses.

Special Revenues Funds provide a total of \$21.3 million for major and local road maintenance, refuse and recycling, library operations, federally funded Community Development Block Grant programs, federal and state drug forfeiture programs, an Amtrak funded transportation center, budget stabilization contingency and cemetery maintenance.

Several notable items in the Special Revenues Funds 2019/20 budget include:

Maintain and repair major roads (\$7.1 million)

Maintain local roads (\$4.0 million)

Refuse collection and disposal and recycling activities (\$5.4 million). Millage rate of 1.09 mills is well below the state maximum of 3.0 mills.

Library operations (\$4.0 million). Millage rate of 0.7 mills which expires July 1, 2021.

Debt Service Funds total \$6.6 million, which provides for debt payments on voter approved debt for road construction projects, public safety facilities and the Community Center projects. In addition it provides for Downtown Development Authority (DDA) financed debt that was refunded under the city name but is paid by the DDA.

Capital Projects Fund totals \$14.8 million for 2019/20. These funds are used for capital equipment and vehicles, construction and improvement of municipal facilities and road construction. Notable capital projects in the 2019/20 budget include:

- Major and local street projects (\$6.5 million)
- Police Gun Range Update (\$240 thousand)
- Firefighter SCBA Breathing Tank replacement (\$900 thousand)
- City Hall Roof replacement (\$1.2 million)
- Library Roof replacement (\$1.2 million)
- Niles Barnard Historic House renovation (\$700 thousand)
- Public Works CO2 & NO2 detection (\$150 thousand)

Executive Summary

Enterprise Funds total \$45.7 million and provide for \$4.5 million in recreational activities from the City golf courses and the Aquatic Center along with \$41.2 million for public utilities of water and sanitary sewer services.

Internal Service Funds account for \$15.2 million in services to all departments including Fleet Maintenance of \$6.2 million, Information Technology of \$2.6 million and Compensated Absences of \$4.6 million.

General Fund

General Fund revenues and other sources are budgeted at \$63.0 million, an increase of \$807 thousand or 1.3% over the prior year budget. This modest increase is primarily in tax revenues (\$1.4 million) and offset by reductions in charges for services (\$256 thousand), state shared revenues (\$442 thousand) and transfers in from other funds (\$208 thousand).

Tax revenues of \$34.3 million increased \$1.4 million or 4.3%. Although residential assessed values have seen modest increases since 2014, commercial assessed values have stabilized and are beginning to yield small trends upward, taxable value can only increase the lesser of inflation or 5%. The CPI index used for the 2019/20 fiscal budget was 2.4%. In addition, the phase in of the exemption for manufacturing personal property has reduced the tax base.

State Shared Revenue (SSR) of \$7.9 million decreased \$434 thousand or 5.2%. The constitutional portion of SSR increased \$228 thousand or 3.4% but this amount was offset by a reduction in the lost personal property tax reimbursement from the state by \$720 thousand. It should be noted that a significant increase in State Shared Revenue began in the 2016/17 fiscal year when the City began receiving reimbursements from the state for lost personal property taxes for exempt manufacturing legislation.

Charges for services of \$9.0 million decreased \$256 thousand or 2.8% primarily for budgeted engineering fees.

Transfers in of \$5.3 million decreased \$208 thousand or 3.8% due to reimbursements from Major and Local Street funds for direct costs incurred by the General Fund for street maintenance.

The 2019/20 General Fund expenditure and other uses budget is \$65.9 million, an increase of \$265 thousand or 0.4%.

General Government expenditures of \$9.1 million decreased \$218 thousand or 2.3%. The City Manager's office decreased the budget by \$122 thousand by elimination of the Analyst position, Human Resources decreased the budget by \$47 thousand by elimination of special resources for the wage & classification study, and purchasing decreased the budget by \$27 thousand by elimination of the next assistant position.

Public Safety expenditures of \$35.3 million increased \$403 thousand or 1.2%. Included in this increase is the Police Department that increased \$571 thousand or 2.1% due primarily to personal services cost increases from negotiated labor contracts. This was partially offset by reductions in the Fire Department of \$104 thousand or 1.8% due to a reduction in repair and maintenance costs and part-time personnel hours.

Public Works expenditures of \$7.2 million decreased \$375 thousand or 4.9%. Included in this decrease is street maintenance materials \$127 thousand, contractor equipment maintenance \$76 thousand and motor pool rental \$121 thousand. It should be noted that the Major and Local Street funds reimburse the General Fund for Street Maintenance expenditures.

Executive Summary

Community Development expenditures of \$3.8 million increased \$34 thousand or 0.9%. Included in this increase is the Engineering Department that includes an additional \$100 thousand for contracted services for Right of Way inspections.

Recreation and Culture expenditures of \$8.4 million increased \$57 thousand or 0.7%. Included in this increase is the Parks Department that includes an additional \$108 thousand for contractual grounds maintenance but partially offset by a decrease of \$32 thousand for expendable equipment.

Operating Transfers Out increased \$365 thousand or 22.3%. This increase is due to the \$2 million budget transfer to the Capital Projects Fund for replacement of the City Hall and Library roof as identified in the recent Building Assessment Study.

Revenues by Category

The General Fund derives its revenue from a variety of sources, the largest being property taxes. The City's general operating millage rate of 6.50 mills will provide approximately \$34.3 million, or 54.4% of the total General Fund budget for revenues and other sources.

Troy's proposed overall millage rate of 10.2481 was reduced by 0.0484 mills due to a mandatory permanent rollback from application of the Headlee Amendment.

Revenues by Categories:

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

Categories	Amount (Millions)	% of Total
Licenses & Permits	\$ 2.990	4.75%
Federal, State and Local Grants	0.110	0.17%
State Shared Revenues	7.904	12.55%
Charges for Services	8.962	14.23%
Fines & Forfeitures	1.037	1.65%
Interest & Rents	1.173	1.86%
Other Revenues	1.178	1.87%
Transfers In	5.33	8.47%

Expenditures by Categories:

The \$65.9 million General Fund budget is comprised of 4 separate expenditure categories as follows:

Categories	Amount (Millions)	% of Total
Personal Services	\$ 41.610	63.18%
Supplies	2.975	4.52%
Other Service Charges	19.275	29.27%
Operating Transfers Out	2.000	3.04%

Personal Services is the largest category of General Fund Expenditures. The budget for Personal Services is \$41.4 million, an increase of \$369 thousand or 0.9% over the prior year budget. Major factors to the increase include:

Executive Summary

- Salary & Wages of \$23.9 million increased \$252 thousand or 1.1% due to normal annual wage and union step increases (1%-2.5%). Some part-time positions were reduced or eliminated primarily in the area of Next (Intern) Assistants. The City also eliminated the "Merit Pay" program.
- Retirement benefits of \$7.0 million decreased \$46 thousand or 0.7% due to a decrease in the actuarially determined contribution (ADC) to the Retiree Healthcare Fund.
- Other benefits such as FICA, Healthcare, Workers Comp, Sick and Vacation costs of \$10.5 million increased \$163 thousand primarily due to increased healthcare and worker's comp claims (the City is Self-Insured) incurred in the current fiscal year that increased illustrative rates for the subsequent year.

Supplies are budgeted at \$2.9 million representing a decrease of \$265 thousand or 8.3%. The decrease is primarily in the area of repairs and maintenance along with expendable repairs & equipment.

Other Services/Charges of \$19.6 million decreased \$203 thousand or 1.0% due primarily to professional and contractual services for building maintenance internal service charges, contractual services for custodial maintenance charges and internal rent charges for fleet division charges. All departmental outlay for major capital purchases is found in the Capital Projects Fund.

Expenditures by Budgetary Center

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

Water and Sewer Fund

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

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

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

Water costs charged to the City of Troy are made of two components. These include a fixed rate component and a variable rate per usage component. The City of Troy cost of water is expected to increase approximately \$193 thousand or 1.4% based on increases to the combination of these two components.

The Great Lakes Water Authority will increase the water rate that it charges to the City of Troy effective July 1, 2018.

The budget recommends that City water rates increase from \$39.30 to \$40.50 per thousand cubic feet (mcf) used representing a \$1.20 or 3.0% increase.

Executive Summary

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

Total cost for the George W. Kuhn (GWK) drain and the Evergreen-Farmington drain are estimated at \$11.0 million representing a combined increase of \$215 thousand or 2.0%.

The OCWRC will increase the sanitary sewer rates it charges the City of Troy effective July 1, 2018.

The budget recommends that City sewer rates increase from \$27.40 to \$28.20 per thousand cubic feet (mcf) used representing a \$0.80 or 3.0% increase. The sanitary sewer rates charged to Troy consumers is budgeted artificially low in order to help reduce the "overall" consumer cost of combined water and sewer. It is expected that current reserves in the sewer fund will offset the increased cost.

The combined water/sewer rates are recommended to increase from \$66.70 to \$68.70 per mcf, an increase of \$2.00 or 3.0%. The average residential customer uses 3.9 MCF per quarter, which equates to a quarterly bill of \$267.93. This would be an increase of \$7.80 per quarter per average residential customer. Despite the increase, the City of Troy still maintains one of the lowest rates in the area.

Capital expenditures budgeted for both systems include \$6.2 million for water and \$3.1 million for sanitary sewer. Water capital expenditures include improvements on Naughton, Wheaton to Piedmont (\$4.5 million) and Square Lake Subdivision (\$1.4 million). Sewer capital expenditures include improvements on Willow Grove Sanitary Sewer (\$1.5 million), and Lift Station renovations (\$500 thousand).

Both the Water and Sanitary Sewer Systems are expected to operate with an economic loss of \$617 thousand and \$1.1 million, respectively. A reduction in working capital of approximately \$3.9 million for the Water System and \$2.8 million for the Sanitary Sewer System is expected as the City meets the infrastructure needs of both systems.

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

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

Refuse Fund

The Refuse Fund operates as a Special Revenue Fund of the City. It is primarily funded through tax dollars from a dedicated millage. The proposed millage for the 2019/2020 budget calls for an increase of 0.02 mills for a total of 1.09 mills. Based on the taxable value of the average residential home in the City of \$124,400, the average cost per resident is \$136 annually.

The 2019/20 budgeted expenditures of \$5.4 million have increased \$115 thousand or 2.2%. The City is a member of the Southeastern Oakland County Resource Recovery Authority (SOCRRA). SOCCRRA is a 12 member community organization designed to assist members in containing costs through collective contractor agreements while maintaining a high level of service.

Executive Summary

Capital Projects Fund

Property taxes, grants and transfers from the Major and Local Street Funds provide funding of \$15.7 million in the Capital Projects fund. Total Capital Outlay expenditures are budgeted at \$14.4 million. Significant projects include major and local Street improvements (\$6.5 million), roof replacement for the City Hall and Library buildings (\$2.4 million), firefighter SCBA tanks (\$900 thousand), Police Gun Range improvements (\$240 thousand) and the historic Barnard House renovations (\$700 thousand).

Debt Service Funds

The voter approved Debt Service Funds (Proposals A, B & C) generate their revenue by applying 0.58 mills times the taxable value. Total outstanding debt estimated at 6/30/2019 is \$5.4 million and is scheduled to be paid off by the end of the 2020/21 fiscal year. The debt service requirements budgeted for the 2019/20 fiscal year is \$2.8 million.

The Series 2013 DDA Debt is financed by transfers from the DDA. The total debt outstanding estimated at 6/30/2019 is \$13.6 million and is scheduled to be paid off by 2034. The debt service requirement budgeted for the 2019/20 fiscal year is \$915 thousand.

Internal Service Funds

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

Major Funds

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

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

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

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

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

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

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

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

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

Basis of Budgeting

All governmental funds which includes the General Fund, Special Revenues Fund, Capital Projects Funds and Debt Service Funds were budgeted using the Modified Accrual basis of accounting (See definition of Modified Accrual Basis in the Glossary of Key Terms and Concepts section) which is used for financial reporting purposes in the City's audited Comprehensive Annual Financial Report (CAFR).

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

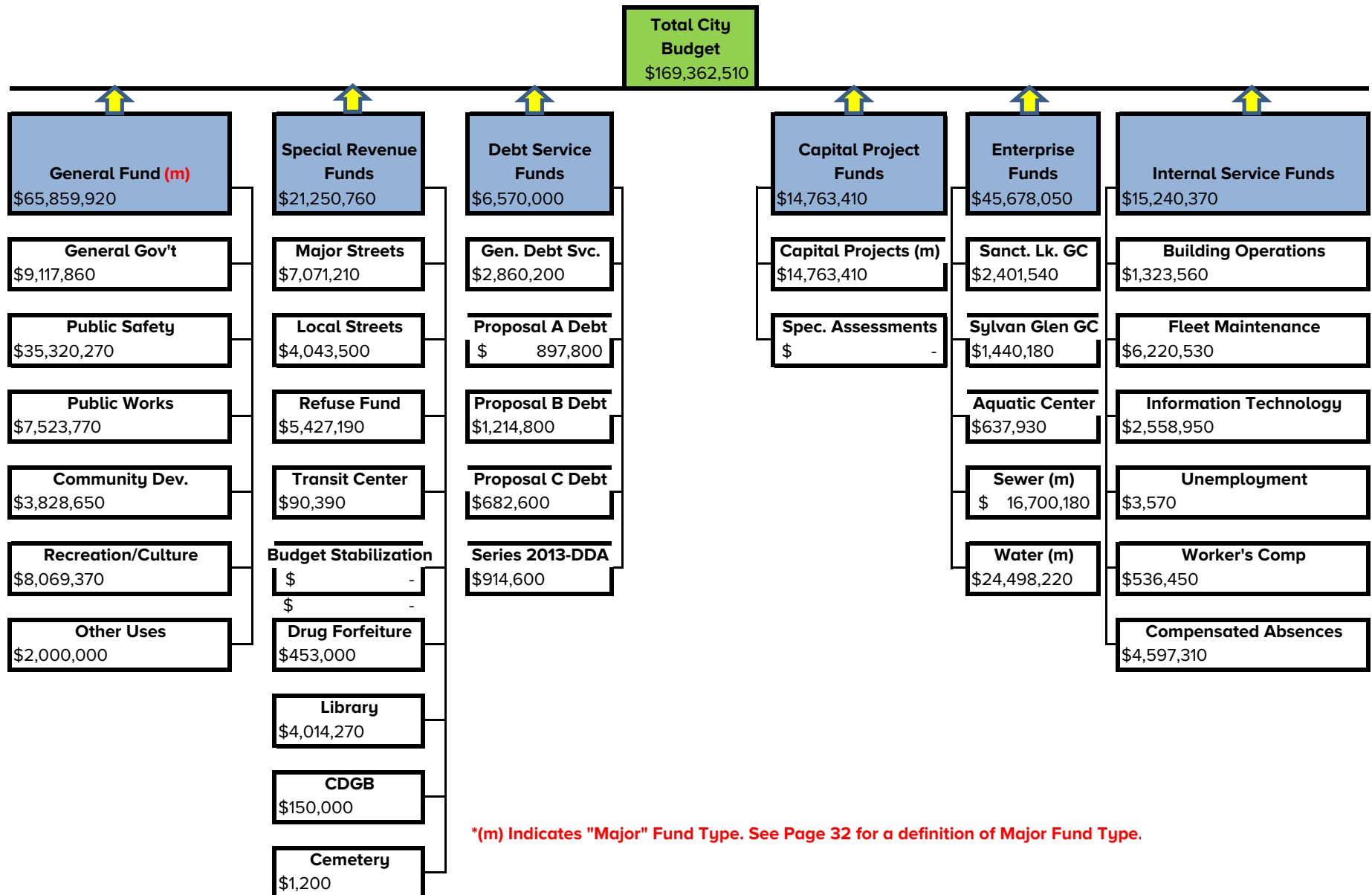
All Funds Consolidated Revenues and Expenditures

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
REVENUE								
Taxes	\$ 48,330,907	\$ 49,449,051	\$ 51,208,400	\$ 51,002,270	\$ 52,938,700	3.80%	\$ 52,739,774	\$ 51,377,700
Licenses And Permits	2,755,578	2,947,986	2,949,000	2,888,880	2,989,550	3.48%	3,015,450	3,040,850
Grants	7,610,124	9,067,682	9,417,530	10,924,400	9,555,750	-12.53%	12,048,520	12,260,830
State Shared Revenues	8,168,343	8,451,273	7,940,090	8,337,300	7,903,690	-5.20%	7,874,690	7,850,690
Contributions - Local	1,326,568	637,927	791,120	780,600	797,600	2.18%	798,500	799,400
Charges For Services	50,447,809	49,922,540	49,753,296	50,481,790	51,161,100	1.35%	52,224,650	53,350,990
Fines And Forfeitures	1,415,428	1,617,607	1,215,500	1,151,500	1,212,500	5.30%	1,218,500	1,224,500
Interest & Rent	4,824,586	5,251,503	5,237,020	5,693,950	5,807,170	1.99%	5,922,930	5,990,050
Other Revenue	9,431,454	8,136,791	7,025,525	7,419,760	7,366,010	-0.72%	7,579,790	7,753,710
Total Revenue	134,310,797	135,482,361	135,537,481	138,680,450	139,732,070	0.76%	143,422,804	143,648,720
OTHER FINANCING SOURCES								
Operating Transfers in	15,833,834	14,800,341	14,958,352	16,890,070	17,299,920	2.43%	14,450,200	12,614,140
Total Revenues and Other Sources	150,144,630	150,282,702	150,495,833	155,570,520	157,031,990	0.94%	157,873,004	156,262,860
EXPENDITURES								
Personal Services	46,952,027	49,845,101	53,210,700	57,817,320	58,321,530	0.87%	59,788,420	61,272,000
Supplies	5,421,498	6,068,138	6,068,080	6,591,770	6,413,560	-2.70%	6,296,190	6,376,600
Other Services and Charges	49,902,163	53,077,335	53,826,650	55,580,560	55,472,560	-0.19%	56,371,300	57,367,556
Depreciation	5,045,043	5,921,393	-	-	-	0.00%	-	-
Expenditures for Operations	107,320,731	114,911,967	113,105,430	119,989,650	120,207,650	0.18%	122,455,910	125,016,156
Debt Service	4,466,103	4,260,855	4,987,850	4,981,210	4,884,250	-1.95%	4,967,940	2,109,450
Capital Outlay	18,916,703	17,818,581	21,448,480	28,112,990	27,348,500	-2.72%	20,276,000	21,180,200
Total Expenditures	130,703,537	136,991,403	139,541,760	153,083,850	152,440,400	-0.42%	147,699,850	148,305,806
Operating Transfers out	15,612,737	14,583,962	14,699,252	16,623,970	16,922,110	1.79%	14,300,400	12,466,340
Total Expenditures and Other Uses	146,316,273	151,575,364	154,241,012	169,707,820	169,362,510	-0.20%	162,000,250	160,772,146
Net Revenues Over/(Under) Expenditures	3,828,357	(1,292,663)	(3,745,179)	(14,137,300)	(12,330,520)	-12.78%	(4,127,246)	(4,509,286)

* Note: Variance in transfers in to transfers out due to component units (DDA, LDFA and Brownfield) not included in City annual budget.

Financial Organization Chart

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All Funds Financial Summaries

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
General Fund								
Revenues and Other Sources	\$ 57,568,393	\$ 59,851,135	\$ 60,917,040	\$ 62,163,010	\$ 62,970,500	1.30%	\$ 63,515,320	\$ 64,157,370
Expenditures By Function:								
General Government	7,845,624	7,479,935	8,297,780	9,336,320	9,117,860	-2.34%	9,191,960	9,372,020
Public Safety	29,811,914	31,330,032	32,708,060	34,916,810	35,320,270	1.16%	36,074,820	36,898,990
Public Works	5,441,181	6,184,739	6,153,810	7,601,820	7,523,770	-1.03%	7,653,200	7,797,290
Community Development	3,318,495	3,567,613	3,754,930	3,794,900	3,828,650	0.89%	3,902,790	3,982,620
Recreation and Culture	6,927,336	7,813,660	8,067,650	8,309,230	8,069,370	-2.89%	8,228,100	8,339,500
Other Financing Uses	4,668,860	2,200,000	1,635,410	1,635,410	2,000,000	22.29%	-	1,000,000
Total Expenditures and Other Uses	58,013,410	58,575,977	60,617,640	65,594,490	65,859,920	0.40%	65,050,870	67,390,420
Net Surplus/(Shortfall)	(445,017)	1,275,158	299,400	(3,431,480)	(2,889,420)	-15.80%	(1,535,550)	(3,233,050)
Beginning Fund Balance	31,043,957	30,598,940	31,874,097	31,874,097	32,173,497	0.94%	29,284,077	27,748,527
Ending Fund Balance	\$ 30,598,940	\$ 31,874,097	\$ 32,173,497	\$ 28,442,617	\$ 29,284,077	2.96%	\$ 27,748,527	\$ 24,515,477
Special Revenue Funds								
Major Streets Fund								
Revenues and Other Sources	\$ 4,619,092	\$ 6,102,644	\$ 5,986,910	\$ 5,835,430	\$ 6,580,100	12.76%	\$ 6,990,570	\$ 7,199,870
Expenditures - Public Works	4,797,666	5,827,137	5,638,620	6,133,300	7,071,210	15.29%	6,598,010	6,657,500
Net Surplus/(Shortfall)	(178,574)	275,507	348,290	(297,870)	(491,110)	64.87%	392,560	542,370
Beginning Fund Balance	3,912,121	3,733,547	4,009,054	4,009,054	4,357,344	8.69%	3,866,234	4,258,794
Ending Fund Balance	\$ 3,733,547	\$ 4,009,054	\$ 4,357,344	\$ 3,711,184	\$ 3,866,234	4.18%	\$ 4,258,794	\$ 4,801,164

All Funds Financial Summaries

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Local Streets Fund								
Revenues and Other Sources	\$ 2,322,553	\$ 3,188,839	\$ 3,377,510	\$ 3,301,920	\$ 4,111,650	24.52%	\$ 4,273,650	\$ 4,356,260
Expenditures - Public Works	2,281,295	2,977,267	3,580,820	4,193,100	4,043,500	-3.57%	4,101,430	4,161,110
Net Surplus/(Shortfall)	41,258	211,572	(203,310)	(891,180)	68,150	-107.65%	172,220	195,150
Beginning Fund Balance	2,761,242	2,802,500	3,014,071	3,014,071	2,810,761	-6.75%	2,878,911	3,051,131
Ending Fund Balance	\$ 2,802,500	\$ 3,014,071	\$ 2,810,761	\$ 2,122,891	\$ 2,878,911	35.61%	\$ 3,051,131	\$ 3,246,281
Refuse Fund								
Revenues and Other Sources	\$ 4,773,468	\$ 4,939,042	\$ 5,135,800	\$ 5,121,420	\$ 5,442,000	6.26%	\$ 5,514,000	\$ 5,589,000
Expenditures - Sanitation	4,890,106	5,008,259	5,267,840	5,312,510	5,427,190	2.16%	5,588,960	5,755,200
Net Surplus/(Shortfall)	(116,638)	(69,216)	(132,040)	(191,090)	14,810	-107.75%	(74,960)	(166,200)
Beginning Fund Balance	985,959	869,321	800,105	800,105	668,065	-16.50%	682,875	607,915
Ending Fund Balance	\$ 869,321	\$ 800,105	\$ 668,065	\$ 609,015	\$ 682,875	12.13%	\$ 607,915	\$ 441,715
Transit Center								
Revenues and Other Sources	\$ 68,456	\$ 74,524	\$ 71,240	\$ 90,510	\$ 90,390	-0.13%	\$ 91,720	\$ 93,350
Expenditures - Community Development	80,576	74,524	71,240	90,510	90,390	-0.13%	91,720	93,350
Net Surplus/(Shortfall)	(12,120)	-	-	-	-	0.00%	-	-
Beginning Fund Balance	23,657	11,537	11,537	11,537	11,537	0.00%	11,537	11,537
Ending Fund Balance	\$ 11,537	\$ 11,537	\$ 11,537	\$ 11,537	\$ 11,537	0.00%	\$ 11,537	\$ 11,537

All Funds Financial Summaries

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Budget Stabilization Fund								
Revenues and Other Sources	\$ 194	\$ 2,324	\$ 2,000	\$ 3,000	\$ 2,000	-33.33%	\$ 2,000	\$ 2,000
Expenditures - General Government	-	-	-	-	-	0.00%	-	-
Net Surplus/(Shortfall)	194	2,324	2,000	3,000	2,000	-33.33%	2,000	2,000
Beginning Fund Balance	1,563,203	1,563,397	1,565,721	1,565,721	1,567,721	0.13%	1,569,721	1,571,721
Ending Fund Balance	\$ 1,563,397	\$ 1,565,721	\$ 1,567,721	\$ 1,568,721	\$ 1,569,721	0.06%	\$ 1,571,721	\$ 1,573,721
Drug Forfeiture Fund								
Revenues and Other Sources	\$ 325,450	\$ 425,191	\$ 142,000	\$ 133,000	\$ 133,000	0.00%	\$ 133,000	\$ 133,000
Expenditures - Public Safety	57,795	97,515	232,000	471,590	453,000	-3.94%	223,000	244,040
Net Surplus/(Shortfall)	267,656	327,676	(90,000)	(338,590)	(320,000)	-5.49%	(90,000)	(111,040)
Beginning Fund Balance	738,569	1,006,225	1,333,901	1,333,901	1,243,901	-6.75%	923,901	833,901
Ending Fund Balance	\$ 1,006,225	\$ 1,333,901	\$ 1,243,901	\$ 995,311	\$ 923,901	-7.17%	\$ 833,901	\$ 722,861
Library Fund								
Revenues and Other Sources	\$ 3,466,434	\$ 3,550,376	\$ 3,569,270	\$ 3,590,950	\$ 3,687,150	2.68%	\$ 3,732,050	\$ 3,779,050
Expenditures - Recreation and Culture	3,672,773	3,731,725	3,771,650	4,253,000	4,014,270	-5.61%	4,065,960	3,978,240
Net Surplus/(Shortfall)	(206,339)	(181,349)	(202,380)	(662,050)	(327,120)	-50.59%	(333,910)	(199,190)
Beginning Fund Balance	1,466,156	1,259,817	1,078,468	1,078,468	876,088	-18.77%	548,968	215,058
Ending Fund Balance	\$ 1,259,817	\$ 1,078,468	\$ 876,088	\$ 416,418	\$ 548,968	31.83%	\$ 215,058	\$ 15,868

NOTE: The current Library Millage expires after Fiscal Year 2021. The 2022 Budget is applied on a "Going Concern" basis and is for discussion purposes only.

All Funds Financial Summaries

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Community Development Block Grant								
Revenues and Other Sources	\$ 75,376	\$ 59,726	\$ 290,000	\$ 517,490	\$ 150,000	-71.01%	\$ 150,000	\$ 150,000
Expenditures - Community Development	75,376	59,726	290,000	517,490	150,000	-71.01%	150,000	150,000
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -
Cemetery Fund								
Revenues and Other Sources	\$ 5,952	\$ 4,485	\$ 4,200	\$ 4,200	\$ 4,200	0.00%	\$ 4,200	\$ 4,200
Expenditures - Community Development	-	2,000	1,200	3,100	1,200	-61.29%	1,200	1,200
Net Surplus/(Shortfall)	5,952	2,485	3,000	1,100	3,000	172.73%	3,000	3,000
Beginning Fund Balance	215,922	221,874	224,359	224,359	227,359	1.34%	230,359	233,359
Ending Fund Balance	\$ 221,874	\$ 224,359	\$ 227,359	\$ 225,459	\$ 230,359	2.17%	\$ 233,359	\$ 236,359
Debt Service Funds								
General Debt Service Fund								
Revenues and Other Sources	\$ 2,680,118	\$ 2,761,462	\$ 2,880,400	\$ 2,902,990	\$ 2,891,000	-0.41%	\$ 2,041,074	\$ -
Expenditures - Debt Service	3,039,388	2,866,599	2,940,980	2,941,980	2,860,200	-2.78%	2,879,260	-
Net Surplus/(Shortfall)	(359,270)	(105,137)	(60,580)	(38,990)	30,800	-178.99%	(838,186)	-
Beginning Fund Balance	1,332,372	973,102	867,966	867,966	807,386	-6.98%	838,186	(0)
Ending Fund Balance	\$ 973,102	\$ 867,966	\$ 807,386	\$ 828,976	\$ 838,186	1.11%	\$ (0)	\$ (0)

**All Funds
Financial Summaries**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Proposal A Bond Debt Fund								
Revenues and Other Sources	\$ 903,100	\$ 890,300	\$ 921,180	\$ 921,180	\$ 897,800	-2.54%	\$ 959,610	\$ -
Expenditures - Debt Service	903,100	890,300	921,180	921,180	897,800	-2.54%	959,610	-
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -
Proposal B Bond Debt Fund								
Revenues and Other Sources	\$ 1,355,550	\$ 1,216,500	\$ 1,266,800	\$ 1,266,800	\$ 1,214,800	-4.10%	\$ 1,175,850	\$ -
Expenditures - Debt Service	1,355,550	1,216,500	1,266,800	1,266,800	1,214,800	-4.10%	1,175,850	-
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -
Proposal C Bond Debt Fund								
Revenues and Other Sources	\$ 717,075	\$ 696,250	\$ 689,000	\$ 689,000	\$ 682,600	-0.93%	\$ 678,300	\$ -
Expenditures - Debt Service	717,075	696,250	689,000	689,000	682,600	-0.93%	678,300	-
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -

**All Funds
Financial Summaries**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Series 2013-DDA								
Revenues and Other Sources	\$ 941,788	\$ 931,513	\$ 923,700	\$ 923,700	\$ 914,600	-0.99%	\$ 1,013,700	\$ 1,058,330
Expenditures - Debt Service	941,788	931,513	923,700	923,700	914,600	-0.99%	1,013,700	1,058,330
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -
Capital Project Funds								
Capital Project Fund								
Revenues and Other Sources	\$ 17,916,495	\$ 15,350,114	\$ 15,263,172	\$ 17,519,890	\$ 15,747,960	-10.11%	\$ 14,719,600	\$ 15,593,130
Expenditures - Capital Outlay	19,194,780	18,093,568	14,100,710	18,459,500	14,763,410	-20.02%	12,347,750	13,905,230
Net Surplus/(Shortfall)	(1,278,285)	(2,743,454)	1,162,462	(939,610)	984,550	-204.78%	2,371,850	1,687,900
Beginning Fund Balance	10,991,845	9,713,560	6,970,105	6,970,105	8,132,567	16.68%	9,117,117	11,488,967
Ending Fund Balance	\$ 9,713,560	\$ 6,970,105	\$ 8,132,567	\$ 6,030,495	\$ 9,117,117	51.18%	\$ 11,488,967	\$ 13,176,867
Special Assessments Fund								
Revenues and Other Sources	\$ 44,315	\$ 6,817	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -
Expenditures - Capital Outlay	44,315	596	6,222	-	-	0.00%	-	-
Net Surplus/(Shortfall)	-	6,222	(6,222)	-	-	0.00%	-	-
Beginning Fund Balance	-	-	6,222	6,222	-	-100.00%	-	-
Ending Fund Balance	\$ -	\$ 6,222	\$ -	\$ 6,222	\$ -	-100.00%	\$ -	\$ -

All Funds Financial Summaries

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Enterprise Funds								
Sanctuary Lake Golf Course Fund								
Operating Revenues	\$ 1,736,038	\$ 1,781,279	\$ 1,708,610	\$ 1,635,910	\$ 1,684,470	2.97%	\$ 1,733,660	\$ 1,784,170
Operating Expenses	1,320,387	1,351,086	1,372,280	1,355,750	1,438,420	6.10%	1,466,100	1,494,130
Income Before Cap/Dep	415,652	430,192	336,330	280,160	246,050	-12.18%	267,560	290,040
Capital/Depreciation Expense	323,836	326,051	94,650	100,000	69,000	-31.00%	102,000	-
Income from Operations	91,816	104,141	241,680	180,160	177,050	-1.73%	165,560	290,040
Other Financing Uses	(269,898)	(253,545)	(912,920)	(909,600)	(894,120)	-1.70%	(863,390)	(831,190)
Net Income/(Loss)	(178,083)	(149,404)	(671,240)	(729,440)	(717,070)	-1.70%	(697,830)	(541,150)
Beginning Net Position	(6,180,008)	(6,358,091)	(6,507,494)	(6,507,494)	(7,178,734)	10.31%	(7,895,804)	(8,593,634)
Ending Net Position	\$ (6,358,091)	\$ (6,507,494)	\$ (7,178,734)	\$ (7,236,934)	\$ (7,895,804)	9.10%	\$ (8,593,634)	\$ (9,134,784)
Sylvan Glen Golf Course Fund								
Operating Revenues	\$ 1,363,114	\$ 1,298,326	\$ 1,265,510	\$ 1,265,510	\$ 1,303,050	2.97%	\$ 1,325,150	\$ 1,348,040
Operating Expenses	1,004,188	1,029,461	1,039,490	1,035,630	1,083,760	4.65%	1,099,070	1,111,290
Income Before Cap/Dep	358,926	268,865	226,020	229,880	219,290	-4.61%	226,080	236,750
Capital/Depreciation Expense	108,745	52,749	160,710	163,870	347,500	112.06%	90,000	50,000
Income from Operations	250,181	216,116	65,310	66,010	(128,210)	-294.23%	136,080	186,750
Other Financing Uses	(1,537)	(344)	(3,320)	-	(8,920)	#DIV/0!	(7,340)	(5,700)
Net Income/(Loss)	248,644	215,772	61,990	66,010	(137,130)	-307.74%	128,740	181,050
Beginning Net Position	5,725,619	5,974,263	6,190,035	6,190,035	6,252,025	1.00%	6,114,895	6,243,635
Ending Net Position	\$ 5,974,263	\$ 6,190,035	\$ 6,252,025	\$ 6,256,045	\$ 6,114,895	-2.26%	\$ 6,243,635	\$ 6,424,685

All Funds Financial Summaries

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Aquatic Center								
Operating Revenues	\$ 591,387	\$ 578,371	\$ 593,500	\$ 628,600	\$ 596,500	-5.11%	\$ 600,500	\$ 606,500
Operating Expenses	532,896	469,125	535,310	557,050	537,930	-3.43%	548,760	561,090
Income Before Cap/Dep	58,491	109,246	58,190	71,550	58,570	-18.14%	51,740	45,410
Capital/Depreciation Expense	188,125	188,526	40,000	65,000	100,000	53.85%	-	70,000
Income from Operations	(129,634)	(79,280)	18,190	6,550	(41,430)	-732.52%	51,740	(24,590)
Other Financing Uses	-	-	-	-	-	0.00%	-	-
Net Income/(Loss)	(129,634)	(79,280)	18,190	6,550	(41,430)	-732.52%	51,740	(24,590)
Beginning Net Position	1,097,933	968,299	889,019	889,019	907,209	2.05%	865,779	917,519
Ending Net Position	\$ 968,299	\$ 889,019	\$ 907,209	\$ 895,569	\$ 865,779	-3.33%	\$ 917,519	\$ 892,929
Sewer Fund								
Operating Revenues	\$ 14,912,783	\$ 13,585,763	\$ 13,383,190	\$ 13,785,180	\$ 13,897,500	0.81%	\$ 14,334,400	\$ 14,771,800
Operating Expenses	11,257,229	13,000,597	13,137,050	13,804,520	13,575,180	-1.66%	13,852,030	14,140,030
Income Before Cap/Dep	3,655,554	585,166	246,140	(19,340)	322,320	-1766.60%	482,370	631,770
Capital/Depreciation Expense	1,168,714	1,469,320	2,836,940	3,029,240	3,125,000	3.16%	3,100,000	2,600,000
Income from Operations	2,486,840	(884,154)	(2,590,800)	(3,048,580)	(2,802,680)	-8.07%	(2,617,630)	(1,968,230)
Other Financing Uses	-	-	-	-	-	0.00%	-	-
Net Income/(Loss)	2,486,840	(884,154)	(2,590,800)	(3,048,580)	(2,802,680)	-8.07%	(2,617,630)	(1,968,230)
Beginning Net Position	65,249,479	67,736,319	66,852,165	66,852,165	64,261,365	-3.88%	61,458,685	58,841,055
Ending Net Position	\$ 67,736,319	\$ 66,852,165	\$ 64,261,365	\$ 63,803,585	\$ 61,458,685	-3.68%	\$ 58,841,055	\$ 56,872,825

**All Funds
Financial Summaries**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Water Fund								
Operating Revenues	\$ 22,012,039	\$ 20,714,447	\$ 19,804,385	\$ 19,920,100	\$ 20,597,800	3.40%	\$ 21,071,900	\$ 21,542,500
Operating Expenses	16,686,527	17,932,074	17,768,200	17,957,400	18,288,220	1.84%	18,621,690	19,033,930
Income Before Cap/Dep	5,325,512	2,782,373	2,036,185	1,962,700	2,309,580	17.67%	2,450,210	2,508,570
Capital/Depreciation Expense	2,349,934	2,927,074	2,710,530	4,235,530	6,210,000	46.62%	2,535,000	2,520,000
Income from Operations	2,975,578	(144,701)	(674,345)	(2,272,830)	(3,900,420)	71.61%	(84,790)	(11,430)
Other Financing Uses	-	-	-	-	-	0.00%	-	-
Net Income/(Loss)	2,975,578	(144,701)	(674,345)	(2,272,830)	(3,900,420)	71.61%	(84,790)	(11,430)
Beginning Net Position	97,217,413	100,192,991	100,048,290	100,048,290	99,373,945	-0.67%	95,473,525	95,388,735
Ending Net Position	\$ 100,192,991	\$ 100,048,290	\$ 99,373,945	\$ 97,775,460	\$ 95,473,525	-2.35%	\$ 95,388,735	\$ 95,377,305

**All Funds
Financial Summaries**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Internal Service Funds								
Building Operations Fund								
Operating Revenues	\$ 1,012,011	\$ 1,145,947	\$ 1,119,416	\$ 1,332,700	\$ 1,323,560	-0.69%	\$ 1,353,030	\$ 1,389,340
Operating Expenses	1,012,011	1,004,103	1,261,260	1,332,700	1,323,560	-0.69%	1,353,030	1,389,340
Income Before Cap/Dep	-	141,844	(141,844)	-	-	0.00%	-	-
Capital/Depreciation Expense	-	-	-	-	-	0.00%	-	-
Income from Operations	-	141,844	(141,844)	-	-	0.00%	-	-
Other Financing Uses	-	-	-	-	-	0.00%	-	-
Net Income/(Loss)	-	141,844	(141,844)	-	-	0.00%	-	-
Beginning Net Position	600,000	600,000	741,844	741,844	600,000	-19.12%	600,000	600,000
Ending Net Position	\$ 600,000	\$ 741,844	\$ 600,000	\$ 741,844	\$ 600,000	-19.12%	\$ 600,000	\$ 600,000
Fleet Maintenance Fund								
Operating Revenues	\$ 3,980,446	\$ 4,496,119	\$ 4,242,240	\$ 4,673,450	\$ 4,820,190	3.14%	\$ 5,007,020	\$ 5,084,190
Operating Expenses	2,731,967	3,106,322	3,445,130	3,669,270	3,710,530	1.12%	3,808,540	3,897,856
Income Before Cap/Dep	1,248,479	1,389,798	797,110	1,004,180	1,109,660	10.50%	1,198,480	1,186,334
Capital/Depreciation Expense	771,928	815,052	1,655,870	2,240,780	2,510,000	12.01%	2,356,000	2,229,200
Income from Operations	476,551	574,746	(858,760)	(1,236,600)	(1,400,340)	13.24%	(1,157,520)	(1,042,866)
Other Financing Uses	-	-	-	-	-	0.00%	-	-
Net Income/(Loss)	476,551	574,746	(858,760)	(1,236,600)	(1,400,340)	13.24%	(1,157,520)	(1,042,866)
Beginning Net Position	10,308,172	10,784,723	11,359,469	11,359,469	10,500,709	-7.56%	9,100,369	7,942,849
Ending Net Position	\$ 10,784,723	\$ 11,359,469	\$ 10,500,709	\$ 10,122,869	\$ 9,100,369	-10.10%	\$ 7,942,849	\$ 6,899,983

**All Funds
Financial Summaries**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Information Technology Fund								
Operating Revenues	\$ 1,963,491	\$ 2,058,738	\$ 2,111,610	\$ 2,111,610	\$ 2,151,840	1.91%	\$ 2,194,830	\$ 2,238,690
Operating Expenses	1,687,392	1,885,388	1,995,600	2,142,260	2,058,950	-3.89%	1,993,810	2,036,700
Income Before Cap/Dep	276,099	173,350	116,010	(30,650)	92,890	-403.07%	201,020	201,990
Capital/Depreciation Expense	133,762	142,621	125,000	105,000	500,000	376.19%	20,000	25,000
Income from Operations	142,337	30,729	(8,990)	(135,650)	(407,110)	200.12%	181,020	176,990
Other Financing Uses	-	-	-	-	-	0.00%	-	-
Net Income/(Loss)	142,337	30,729	(8,990)	(135,650)	(407,110)	200.12%	181,020	176,990
Beginning Net Position	1,214,420	1,356,757	1,387,487	1,387,487	1,378,497	-0.65%	971,387	1,152,407
Ending Net Position	\$ 1,356,757	\$ 1,387,487	\$ 1,378,497	\$ 1,251,837	\$ 971,387	-22.40%	\$ 1,152,407	\$ 1,329,397
Unemployment Fund								
Operating Revenues	\$ 3,763	\$ 3,349	\$ 3,500	\$ 3,900	\$ 3,570	-8.46%	\$ 3,640	\$ 3,710
Operating Expenses	3,763	3,349	3,500	3,900	3,570	-8.46%	3,640	3,710
Income Before Cap/Dep	(0)	-	-	-	-	0.00%	-	-
Capital/Depreciation Expense	-	-	-	-	-	0.00%	-	-
Income from Operations	(0)	-	-	-	-	0.00%	-	-
Other Financing Uses	-	-	-	-	-	0.00%	-	-
Net Income/(Loss)	(0)	-	-	-	-	0.00%	-	-
Beginning Net Position	40,000	40,000	40,000	40,000	40,000	0.00%	40,000	40,000
Ending Net Position	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	0.00%	\$ 40,000	\$ 40,000

**All Funds
Financial Summaries**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Worker's Compensation Fund								
Operating Revenues	\$ 481,604	\$ 373,378	\$ 525,930	\$ 389,320	\$ 536,450	37.79%	\$ 547,180	\$ 558,120
Operating Expenses	481,604	373,378	525,930	389,320	536,450	37.79%	547,180	558,120
Income Before Cap/Dep	(0)	-	-	-	-	0.00%	-	-
Capital/Depreciation Expense	-	-	-	-	-	0.00%	-	-
Income from Operations	(0)	-	-	-	-	0.00%	-	-
Other Financing Uses	-	-	-	-	-	0.00%	-	-
Net Income/(Loss)	(0)	-	-	-	-	0.00%	-	-
Beginning Net Position	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0.00%	2,000,000	2,000,000
Ending Net Position	<u>\$ 2,000,000</u>	<u>\$ 2,000,000</u>	<u>\$ 2,000,000</u>	<u>\$ 2,000,000</u>	<u>\$ 2,000,000</u>	<u>0.00%</u>	<u>\$ 2,000,000</u>	<u>\$ 2,000,000</u>
Compensated Absences Fund								
Operating Revenues	\$ 4,300,145	\$ 4,195,745	\$ 4,297,720	\$ 4,839,750	\$ 4,597,310	-5.01%	\$ 4,707,050	\$ 4,820,240
Operating Expenses	4,212,839	4,195,745	4,297,720	4,839,750	4,597,310	-5.01%	4,707,050	4,820,240
Income Before Cap/Dep	87,306	-	-	-	-	0.00%	-	-
Capital/Depreciation Expense	-	-	-	-	-	0.00%	-	-
Income from Operations	87,306	-	-	-	-	0.00%	-	-
Other Financing Uses	-	-	-	-	-	0.00%	-	-
Net Income/(Loss)	87,306	-	-	-	-	0.00%	-	-
Beginning Net Position	912,694	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	1,000,000	1,000,000
Ending Net Position	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>0.00%</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>

Personnel Summary

	Approved		Approved		Requested	
	2017/18		2018/19		2019/20	
	FT	PT	FT	PT	FT	PT
Accounting						
Account Clerk II	1.00		1.00		1.00	
Accountant	4.00		4.00		4.00	
Accounting Manager	1.00		1.00		1.00	
Administrative Aide PT		0.80		0.80		0.80
Grant Specialist PT		0.80		0.80		0.60
Total for Accounting	6.00	1.60	6.00	1.60	6.00	1.40
Aquatic Center						
Attendant - Pool		0.00		0.00		0.90
Cashier-Aquatic Center		2.70		2.20		1.30
Concession Manager - Harvey Hut		0.10		0.00		0.00
Coordinator - Recreation TFAC		0.10		0.00		0.00
Instructor-Water Safety TFAC		1.20		1.00		0.30
Instructor-Water Safety-PrivTFAC		0.40		0.50		0.00
Lifeguard TFAC		6.90		6.20		4.60
Pool Manager-TFAC		1.70		1.60		3.60
Total for Aquatic Center	0.00	13.10	0.00	11.50	0.00	10.70
Assessing						
Account Clerk II	2.00		2.00		2.00	
Appraiser	3.00		3.00		3.00	
City Assessor	1.00		1.00		1.00	
Deputy City Assessor	1.00		1.00		1.00	
Total for Assessing	7.00	0.00	7.00	0.00	7.00	0.00
Building Inspection						
Building Official	0.35		0.35		1.00	
Total for Building Inspection	0.35	0.00	0.35	0.00	1.00	0.00

Personnel Summary

	Approved 2017/18		Approved 2018/19		Requested 2019/20	
	FT	PT	FT	PT	FT	PT
Building Operations						
Building Maint Specialist I	4.00		3.00		3.00	
Building Maint Specialist II	1.00		1.00		1.00	
Building Maint Specialist PT		0.90		0.00		0.00
Building Maint Technician	1.00		4.00		4.00	
Division Supervisor - Facilities	1.00		0.71		0.71	
Facilities & Grounds Manager	0.50		0.50		0.50	
Public Works Director	0.13		0.13		0.13	
Intern	0.00	0.50	0.00	0.00	0.00	0.00
Secretary	1.00		1.00		1.00	
Total for Building Operations	8.63	1.40	10.34	0.00	10.34	0.00
City Attorney						
Assistant City Attorney	3.00		3.00		3.00	
City Attorney	1.00		1.00		1.00	
Intern		0.00		0.30		0.10
Legal Assistant I	1.00		1.00		1.00	
Legal Assistant II	1.00		1.00		1.00	
Legal Secretary	1.00		1.00		1.00	
Total for City Attorney	7.00	0.00	7.00	0.30	7.00	0.10
City Clerk						
City Clerk	1.00		1.00		1.00	
Customer Service Coordinator	0.00		1.00		1.00	
Deputy City Clerk	1.00		1.00		1.00	
Building Maint Specialist (Elections)			0.29		0.29	
Election Aide		0.00		1.20		1.00
Intern		0.30		0.30		0.00
Office Assistant I	2.00		2.00		2.00	
Office Assistant PT		0.90		0.90		0.70
Total for City Clerk	4.00	1.20	5.29	2.40	5.29	1.70

Personnel Summary

	Approved		Approved		Requested	
	2017/18		2018/19		2019/20	
	FT	PT	FT	PT	FT	PT
Engineering						
Administrative Assistant	0.00		1.00		1.00	
City Engineer	1.00		1.00		1.00	
Civil Engineer	2.00		2.00		1.00	
Deputy City Engineer	1.00		1.00		1.00	
GIS Analyst	0.20		0.20		0.20	
Inspector Supervisor	1.00		1.00		1.00	
Land Surveyor	1.00		1.00		1.00	
MSE-E Engineering Specialist II	3.00		3.00		3.00	
MSE-H Engineering Specialist III	1.00		1.00		1.00	
Secretary II	1.00		0.00		0.00	
Sr Right of Way Representative	1.00		1.00		1.00	
Sr Civil Engineer	0.00		0.00		1.00	
Total for Engineering	12.20	0.00	12.20	0.00	12.20	0.00
Fire						
Administrative Aide PT		0.50		0.50		0.30
Assistant Chief	1.00		1.00		1.00	
Fire Chief	1.00		1.00		1.00	
Fire Staff Assistant		1.80		1.80		1.40
Fire Staff Lieutenant	4.00		4.00		4.00	
Fire Staff Technician	5.00		5.00		5.00	
Secretary	1.00		1.00		1.00	
Total for Fire	12.00	2.30	12.00	2.30	12.00	1.70
Historic Village - Contracted with Non-Profit Entity 2011/12						
MSE-C Equipment Operator I	0.31	0.10	0.31	0.10	0.31	0.10
Total for Historic Village	0.31	0.10	0.31	0.10	0.31	0.10

Personnel Summary

	Approved		Approved		Requested	
	2017/18		2018/19		2019/20	
	FT	PT	FT	PT	FT	PT
Human Resources						
Human Resources Specialist	2.00		2.00		2.00	
Human Resources Director	1.00		1.00		1.00	
Intern		0.60		0.50		0.00
Office Assistant PT						0.50
Office Leader	1.00		0.00		0.00	
Office Manager	0.00		1.00		1.00	
Total for Human Resources	4.00	0.60	4.00	0.50	4.00	0.50
Information Technology						
Application Specialist	2.00		2.00		2.00	
Data Proc Analyst/Programmer	1.00		1.00		1.00	
GIS Administrator	0.50		0.50		0.50	
GIS Analyst	0.20		0.20		0.20	
Information Technology Director	1.00		1.00		1.00	
Lead PC Specialist	1.00		1.00		1.00	
Network Administrator	1.00		1.00		1.00	
PC Specialist/Help Desk Tech	3.00		3.00		3.00	
Total for Information Technology	9.70	0.00	9.70	0.00	9.70	0.00
Library						
Administrative Aide	1.00		1.00		1.00	
Administrative Aide PT		0.50		0.40		0.50
Assistant Library Director	1.00		1.00		1.00	
Circulation Supervisor	1.00		1.00		1.00	
Intern		1.30		0.80		1.00
Librarian I	2.00		2.00		3.00	
Librarian II	2.00		2.00		2.00	
Librarian PT		8.50		8.20		7.20

Personnel Summary

	Approved		Approved		Requested	
	2017/18		2018/19		2019/20	
	FT	PT	FT	PT	FT	PT
Library Continued						
Librarian-Substitute		0.20		1.00		1.00
Library Aide					1.00	
Library Aide PT		6.50		6.30		7.20
Library Aide-Substitute		1.00		0.50		0.50
Library Assistant		6.50		7.70		5.30
Library Assistant-Substitute		0.50		1.20		0.90
Library Director	1.00		1.00		1.00	
Library Page		5.30		3.80		3.20
Library Page-Substitute		0.10		0.20		0.00
Library System Specialist		0.50		0.50		0.00
Marketing Associate PT		0.00		0.50		0.50
Marketing Coordinator	0.50		0.50		0.50	
Technical Services Supervisor	1.00	0.00	1.00	0.00	1.00	0.00
Technology Specialist	1.00		1.00		1.00	
Total for Library	10.50	30.90	10.50	31.10	12.50	27.30
Manager						
Assistant City Manager	0.00		0.00		1.00	
Assistant to the City Manager	1.00		1.00		1.00	
Cable Production Specialist		0.30		0.30		0.30
City Manager	1.00		1.00		1.00	
Community Affairs Associate						0.40
Community Affairs Director	1.00		1.00		1.00	
Customer Service Coordinator	1.00		0.00		0.00	
Economic & Comm Dev. Director	1.00		1.00		0.00	
Economic Development Specialist	1.00		1.00		1.00	
Financial Services Director	1.00		1.00		1.00	
Intern		1.70		1.10		0.60
Management Analyst	1.00		1.00		0.00	
Marketing Coordinator	1.00		1.00		1.00	
Office Manager	1.00		1.00		1.00	
Total for Manager	10.00	2.00	9.00	1.40	8.00	1.30

Personnel Summary

	Approved		Approved		Requested	
	2017/18		2018/19		2019/20	
	FT	PT	FT	PT	FT	PT
Fleet Maintenance						
Field Supervisor	2.00		2.00		2.00	
Fleet Operations Manager	1.00		1.00		1.00	
Inventory Control Assistant	1.00		1.00		1.00	
MSE-D Service Tech I-Fleet	3.00		3.00		3.00	
MSE-F Trade Specialist I	6.00		6.00		6.00	
MSE-G Trade Specialist II	4.00		4.00		4.00	
Public Works Assistant		0.90		1.00		0.80
Public Works Director	0.13		0.13		0.13	
Total for Fleet Maintenance	17.13	0.90	17.13	1.00	17.13	0.80
Parks						
Division Supervisor	0.00		0.98		0.98	
Facilities and Grounds Manager	0.50		0.50		0.50	
Field Supervisor	0.98		0.00		0.00	
Intern		0.50		0.60		0.60
MSE-C Equipment Operator I	1.95		1.95		1.95	
MSE-F Park Maint.Trade Spec. I	0.88		0.88		0.88	
MSE-F Trade Specialist I	1.00		1.00		1.00	
MSE-G Leader	0.88		0.88		0.88	
Public Works Director	0.13		0.13		0.13	
Seasonal Supervisor		1.10		1.40		1.80
Summer Laborer - Parks		8.00		8.40		7.10
Total for Parks	6.32	9.60	6.32	10.40	6.32	9.50

Personnel Summary

	Approved		Approved		Requested	
	2017/18		2018/19		2019/20	
	FT	PT	FT	PT	FT	PT
Planning						
Administrative Assistant	0.00		1.00		1.00	
Building Official/Code Inspector	0.65		0.65		0.00	
Housing & Zoning Inspector	0.00		1.00		2.00	
Housing & Zoning Inspector PT		1.30		0.00		0.70
Housing & Zoning Inspector Temp		0.90		0.80		0.00
Intern		0.20		0.00		0.40
Ordinance Enforcement Officer		0.00		0.10		0.00
Planning Director	1.00		1.00		1.00	
Secretary II	1.00		0.00		0.00	
Zoning & Compliance Specialist	1.00		1.00		1.00	
Total for Planning	3.65	2.40	4.65	0.90	5.00	1.10
Police Department						
911 Operator		0.50		0.50		0.40
Administrative Assistant	0.00		4.00		4.00	
Background Investigator		0.80		0.80		1.30
Communications Supervisor	8.00		8.00		8.00	
Crime Data Analyst	1.00		1.00		1.00	
Crossing Guard		1.40		1.40		1.30
Emergency Manager Specialist	1.00		1.00		1.00	
Investigative Assistant		1.30		1.20		1.20
Office Assistant PT		0.30		0.40		0.30
Office Coordinator	1.00		0.00		0.00	
Office Manager	0.00		1.00		1.00	
Police Analyst/Planner	1.00		1.00		1.00	
Police Analyst/Programmer	1.00		0.00		0.00	
Intern		0.60		0.60		0.40
Police Captain	2.00		3.00		2.00	
Police Chief	1.00		1.00		1.00	
Police Computer Technician		0.50		0.50		0.50
Police Desk Attendant		2.60		2.60		2.20

Personnel Summary

	Approved		Approved		Requested	
	2017/18		2018/19		2019/20	
	FT	PT	FT	PT	FT	PT
Police Department-Continued						
Information Tech Manager	1.00		1.00		1.00	
Police Lieutenant	5.00		5.00		5.00	
Police Officer	85.00		88.00		87.00	
Police Records Supervisor	1.00		1.00		1.00	
Police Sergeant	15.00		16.00		16.00	
Police Service Aide	26.00		26.00		26.00	
Records Clerk	4.00		4.00		4.00	
Secretary II	4.00		0.00		0.00	
Student Enforcement Aide		0.10		0.10		0.00
Support Specialist	1.00		1.00		1.00	
Total for Police Department	158.00	8.10	162.00	8.10	160.00	7.60
Purchasing						
Administrative Aide PT		0.80		0.80		0.80
Associate Buyer	0.00		1.00		2.00	
Buyer	1.00		1.00		0.00	
Intern		0.80		0.80		0.00
Purchasing Manager	1.00		1.00		1.00	
Total for Purchasing	2.00	1.60	3.00	1.60	3.00	0.80
Recreation						
Account Clerk II	1.00		1.00		1.00	
Aide-Adaptive Program		0.80		0.70		1.00
Assistant Pool Manager-CC		0.80		0.00		0.00
Assistant Recreation Director	1.00		1.00		1.00	
Attendant-Community Center		3.50		4.30		3.20
Babysitter		0.50		1.50		1.50
Coordinator-Adaptive Program		0.40		0.50		0.40
Coordinator-Basketball Adult		0.00		0.10		0.10
Coordinator-Day Camp		1.00		0.40		0.40
Coordinator-Preschool		0.60		0.70		0.60
Coordinator-Recreation		12.60		9.40		7.70
Coordinator-Recreation Day Porter		0.00		0.60		2.40

Personnel Summary

	Approved		Approved		Requested	
	2017/18		2018/19		2019/20	
	FT	PT	FT	PT	FT	PT
Recreation - Continued						
Coordinator-Safety Town		0.10		0.10		0.00
Coordinator-Senior Program		0.20		0.20		0.20
Coordinator-Soccer-Adult		0.10		0.00		0.10
Coordinator-Softball-Adult		0.10		0.10		0.10
Coordinator-Softball-Youth		0.10		0.00		0.00
Customer Service Assistant		0.00		0.00		0.40
Day Camp Leader		1.20		1.20		1.50
Fitness/Wellness Specialist-CC		0.40		0.30		0.30
Fitness/Wellness Specialist-SEN		0.10		0.10		0.10
Instructor-Dance-Senior		0.10		0.00		0.00
Instructor-Preschool		2.90		2.60		2.40
Instructor-Safety Town		0.30		0.30		0.20
Instructor-Sports-Youth		0.10		0.10		0.10
Instructor-Water Safety CC		1.60		1.60		1.20
Instructor-Water Safety-Priv CC		0.80		0.60		0.30
Intern - Marketing Assistant		0.00		0.10		0.50
Intern - Recreation Assistant		0.40		0.00		0.00
Lifeguard CC		6.20		7.30		6.20
Marketing Coordinator (Lib/Rec)	0.50		0.50		0.50	
Office Leader	1.00		0.00		0.00	
Office Manager	0.00		1.00		1.00	
Official-Basketball-Youth		0.50		0.40		0.50
Pool Manager-CC		1.70		3.00		3.70
Recreation Aide		6.80		6.90		6.30
Recreation Aide-Preschool		0.80		1.30		1.60
Recreation Director	1.00		1.00		1.00	
Recreation Supervisor	2.00		2.00		2.00	
Recreation Supervisor - Seniors	1.00		1.00		1.00	
Recreation Supervisor-PT-REC		0.60		0.60		0.80

Personnel Summary

	Approved 2017/18		Approved 2018/19		Requested 2019/20	
	FT	PT	FT	PT	FT	PT
Recreation - Continued						
Recreation Supervisor-PT-SEN		1.60		1.00		1.00
Scorekeeper		0.30		0.80		0.70
Umpire		0.10		0.10		0.10
Total for Recreation	7.50	47.30	7.50	46.90	7.50	45.60
Refuse and Recycling						
Account Clerk I	0.05		0.05		0.05	
Public Works Director	0.13		0.13		0.10	
Public Works Coordinator	0.10		0.10		0.13	
Total for Refuse and Recycling	0.28	0.00	0.28	0.00	0.28	0.00
Streets						
Account Clerk I	0.47		0.47		0.47	
Division Supervisor	1.00		1.00		1.00	
Field Supervisor	1.00		1.00		1.00	
Intern		1.20		1.40		0.60
MSE-C Equipment Operator I	8.00		8.00		8.00	
MSE-F Equipment Operator II	8.00		8.00		8.00	
MSE-G Leader	2.00		2.00		2.00	
Ordinance Enforcement Officer		0.00		0.70		0.00
Streets Continued						
Project Manager	1.00		1.00		1.00	
Public Works Director	0.25		0.25		0.25	
Seasonal Supervisor		0.80		0.60		0.30
Streets & Drains Operations Mgr.	1.00		1.00		1.00	
Summer Laborer - Streets		3.10		5.20		5.20
Total for Streets	22.72	5.10	22.72	7.90	22.72	6.10

Personnel Summary

	Approved		Approved		Requested	
	2017/18		2018/19		2019/20	
	FT	PT	FT	PT	FT	PT
Transportation/Shuttle						
Scheduler						1.00
Shuttle Driver		3.20		3.70		4.00
Trolley Bus Driver		1.10		1.20		0.00
Transportation Coordinator					1.00	
Transportation Services Manager					1.00	
Total for Transportation/Shuttle	0.00	4.30	0.00	4.90	2.00	5.00
Treasurer						
Account Clerk II	3.00		3.00		2.00	
City Treasurer	1.00		1.00		1.00	
Deputy City Treasurer	0.00		0.00		1.00	
Total for Treasurer	4.00	0.00	4.00	0.00	4.00	0.00
Water & Sewer						
Account Clerk I	0.48		0.48		0.48	
Cross Connection Inspector	1.00		1.00		1.00	
Division Supervisor - Water	1.00		1.00		1.00	
GIS Administrator	0.50		0.50		0.50	
GIS Analyst	0.60		0.60		0.60	
Inventory Control Assistant	1.00		1.00		1.00	
MSE-C Equipment Operator I	11.00		11.00		11.00	
MSE-D Service Tech I-Water	6.00		6.00		6.00	
MSE-F Equipment Operator II	6.00		6.00		6.00	
MSE-G Leader	3.00		3.00		3.00	
Office Assistant I	2.00		2.00		2.00	
Office Assistant II	1.00		1.00		1.00	
Public Works Coordinator	0.90		0.90		0.90	
Public Works Director	0.23		0.23		0.23	
Summer Laborer - Water		1.50		1.30		0.80
Water & Sewer Operations Mgr.	1.00		1.00		1.00	
Total for Water & Sewer	35.71	1.50	35.71	1.30	35.71	0.80
Grand Total	349.00	134.00	357.00	134.20	359.00	122.10

Position Changes for 2019/2020 Include:

City Manager - Added 1 Assistant City Manager, less 1 Community & Economic Director and 1 Management Analyst.

Library - Added 1 Librarian I and 1 Librarian Aide

Police - Removed 1 Temporary Captain and 1 Police Officer (LT Disability)

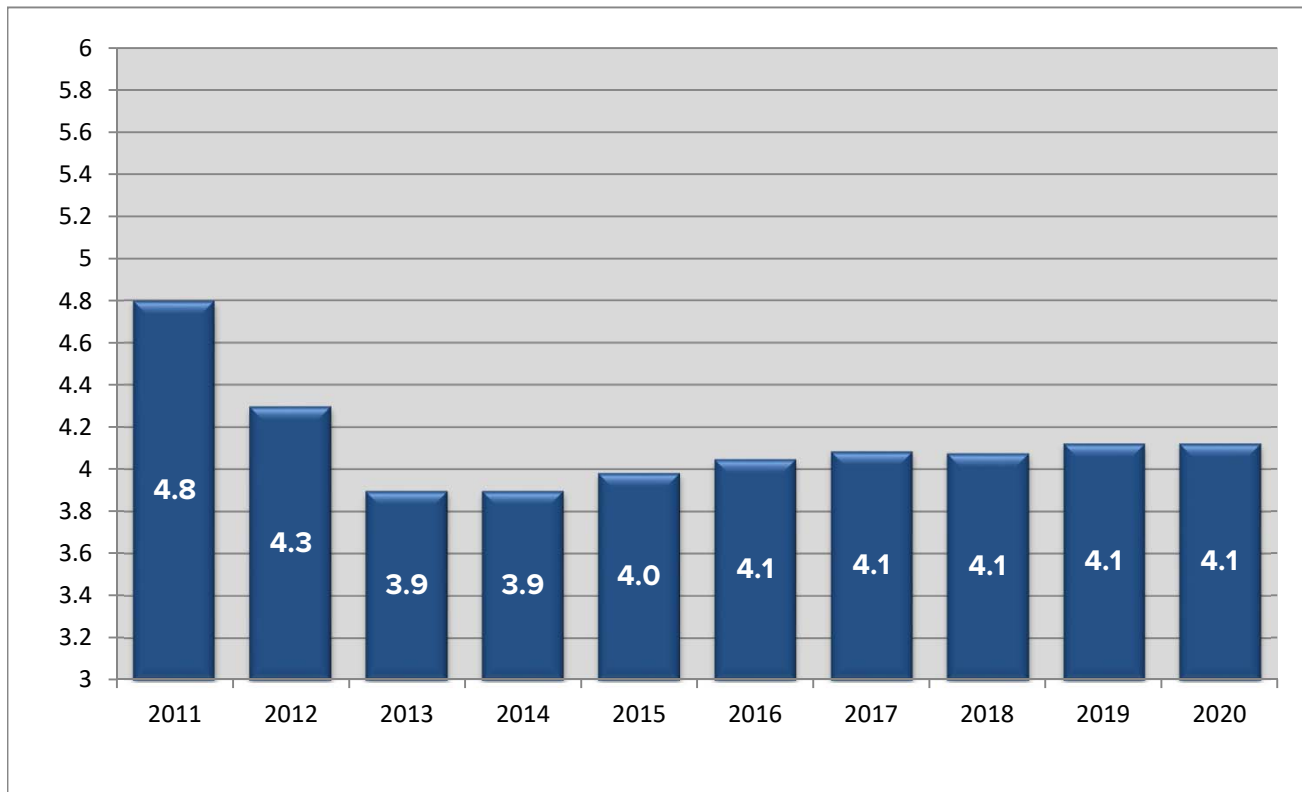
Transportation- Added 1 Transportation Manager and 1 Coordinator less 1 Trolley Driver to establish new Senior/Specialized transportation services.

Treasurer- Added 1 Deputy Treasurer less 1 Account Clerk

Planning - Added 1 full-time Housing and Zoning Inspector

Purchasing - Added 1 full-time Associate Buyer less 1 full-time Buyer

Part-time positions - Significant decrease primarily due to reduction in Next (Intern) Assistants

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

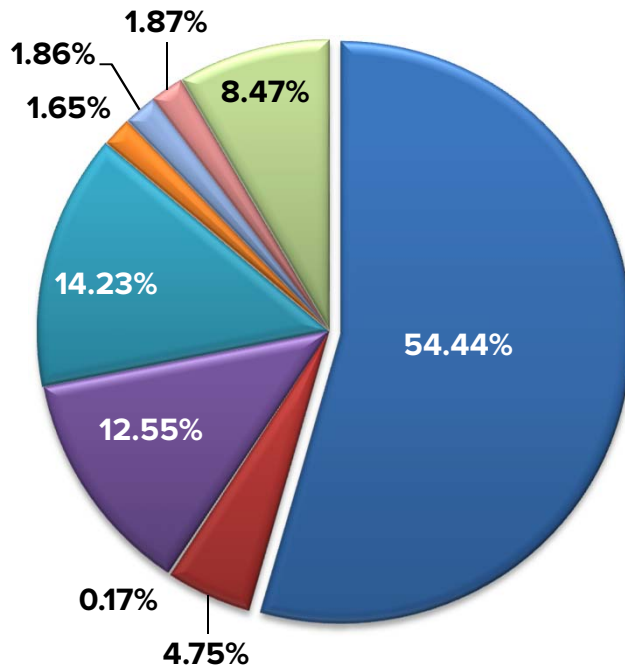
2019 is based on the population estimate provided by the Southeast Michigan Council of Governments (SEMCOG) for July 2018 of 85,584. The 2011 population count reflects the 2010 official U.S. census number of 80,980.



GENERAL FUND

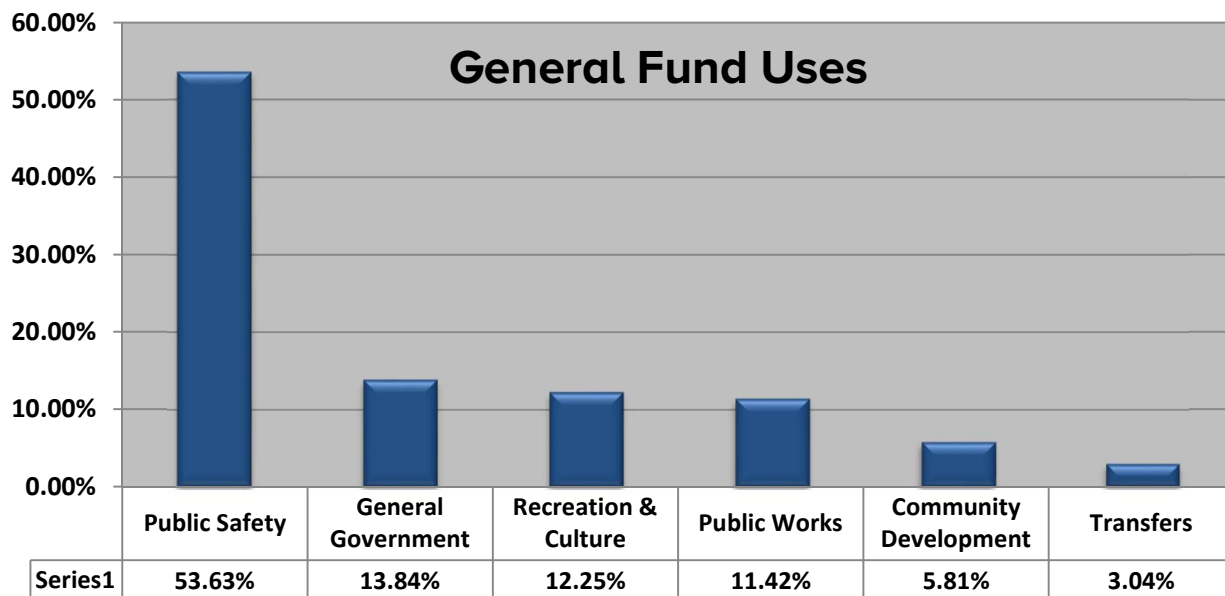
How the City Allocates General Fund Resources

General Fund Revenue Sources



Millions

- Taxes \$34.28
- Licenses and Permits \$2.989
- Federal, State & Local Grants \$0.109
- State Shared Revenue \$7.903
- Charges for Services \$8.962
- Fines & Forfeitures \$1.036
- Interest & Rents \$1.172
- Other Revenues \$1.177
- Other Sources \$5.334



General Fund
Revenues Expenditures and Fund Balance

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
REVENUE								
Taxes	\$ 30,959,317	\$ 31,739,741	\$ 33,018,700	\$ 32,879,130	\$ 34,283,700	4.27%	\$ 34,725,700	\$ 35,186,700
Licenses And Permits	2,755,578	2,947,986	2,949,000	2,888,880	2,989,550	3.48%	3,015,450	3,040,850
Federal Grants	22,637	58,548	11,500	4,500	11,500	155.56%	11,500	11,500
State Grants	44,758	47,519	50,700	55,200	46,500	-15.76%	46,800	47,200
State Shared Revenue	8,168,343	8,451,273	7,940,090	8,337,300	7,903,690	-5.20%	7,874,690	7,850,690
Contributions - Local	63,942	52,077	50,780	54,600	51,600	-5.49%	52,500	53,400
Charges For Services	8,607,306	8,699,427	9,112,550	9,218,100	8,962,420	-2.77%	8,952,830	8,997,240
Fines And Forfeitures	992,798	1,110,197	1,030,500	930,500	1,036,500	11.39%	1,042,500	1,048,500
Interest & Rent	1,087,488	1,061,509	1,161,580	1,094,300	1,172,780	7.17%	1,176,780	1,180,780
Other Revenue	1,066,169	1,160,076	1,156,900	1,157,900	1,177,900	1.73%	1,193,130	1,197,900
Total Revenue	53,768,335	55,328,352	56,482,300	56,620,410	57,636,140	1.79%	58,091,880	58,614,760
OTHER FINANCING SOURCES								
Operating Transfers in	3,800,058	4,522,783	4,434,740	5,542,600	5,334,360	-3.76%	5,423,440	5,542,610
Total Revenue & Other Financing Sources	57,568,393	59,851,135	60,917,040	62,163,010	62,970,500	1.30%	63,515,320	64,157,370
EXPENDITURES								
General Government								
Council/Executive Administration	4,449,697	4,075,357	4,337,700	4,930,620	4,758,390	-3.49%	4,837,480	4,915,520
Financial Services	2,465,879	2,417,557	2,596,910	3,012,960	3,026,630	0.45%	2,999,920	3,073,810
Other General Government	930,048	987,021	1,363,170	1,392,740	1,332,840	-4.30%	1,354,560	1,382,690
Total General Government	7,845,624	7,479,935	8,297,780	9,336,320	9,117,860	-2.34%	9,191,960	9,372,020
Public Safety								
Police	22,811,404	23,454,742	25,072,780	26,922,800	27,493,450	2.12%	28,163,610	28,865,380
Fire	4,840,937	5,606,690	5,475,020	5,652,420	5,548,570	-1.84%	5,594,360	5,680,550
Building Inspections	2,159,573	2,268,600	2,160,260	2,341,590	2,278,250	-2.70%	2,316,850	2,353,060
Total Public Safety	29,811,914	31,330,032	32,708,060	34,916,810	35,320,270	1.16%	36,074,820	36,898,990

General Fund
Revenues Expenditures and Fund Balance

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Public Works								
Streets	5,326,311	5,967,871	5,951,540	7,355,400	6,997,110	-4.87%	7,123,320	7,262,770
Transportation	114,870	216,868	202,270	246,420	526,660	113.72%	529,880	534,520
Total Public Works	5,441,181	6,184,739	6,153,810	7,601,820	7,523,770	-1.03%	7,653,200	7,797,290
Community Development								
Engineering	2,498,027	2,750,466	2,800,660	2,841,250	2,897,880	1.99%	2,951,980	3,008,030
Planning	820,468	817,146	954,270	953,650	930,770	-2.40%	950,810	974,590
Total Community Development	3,318,495	3,567,613	3,754,930	3,794,900	3,828,650	0.89%	3,902,790	3,982,620
Recreation and Culture								
Parks	2,493,472	2,705,373	2,898,260	3,072,510	3,115,770	1.41%	3,171,760	3,202,930
Recreation	4,136,255	4,751,187	4,780,120	4,841,080	4,533,010	-6.36%	4,632,280	4,701,230
Nature Center	119,277	156,248	184,280	154,240	154,900	0.43%	155,120	163,070
Historic Village	178,332	200,852	204,990	241,400	265,690	10.06%	268,940	272,270
Total Recreation and Culture	6,927,336	7,813,660	8,067,650	8,309,230	8,069,370	-2.89%	8,228,100	8,339,500
TOTAL - EXPENDITURES	53,344,550	56,375,977	58,982,230	63,959,080	63,859,920	-0.16%	65,050,870	66,390,420
Surplus (Use) Before Other Uses	4,223,843	3,475,158	1,934,810	(1,796,070)	(889,420)	-50.48%	(1,535,550)	(2,233,050)
<u>OTHER FINANCING USES</u>								
Operating Transfers Out	4,668,860	2,200,000	1,635,410	1,635,410	2,000,000	22.29%	-	1,000,000
TOTAL - EXPENDITURES/TRANS OUT	58,013,410	58,575,977	60,617,640	65,594,490	65,859,920	0.40%	65,050,870	67,390,420
SURPLUS (USE) OF FUND BALANCE	(445,017)	1,275,158	299,400	(3,431,480)	(2,889,420)	-15.80%	(1,535,550)	(3,233,050)
BEGINNING FUND BALANCE	31,043,957	30,598,940	31,874,097	31,874,097	32,173,497	0.94%	29,284,077	27,748,527
ENDING FUND BALANCE	\$ 30,598,940	\$ 31,874,097	\$ 32,173,497	\$ 28,442,617	\$ 29,284,077	2.96%	\$ 27,748,527	\$ 24,515,477

General Fund Revenue Detailed By Account

		2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
<u>REVENUE</u>									
<u>TAXES</u>									
4402	Property Taxes	\$ 29,113,486	\$ 29,868,847	\$ 31,140,000	\$ 31,026,730	\$ 32,395,000	4.41%	\$ 32,826,000	\$ 33,271,000
4423	Mobile Home Tax	969	1,051	1,200	900	1,200	33.33%	1,200	1,200
4427	Senior Citizen Housing	36,541	35,602	37,500	37,500	37,500	0.00%	37,500	37,500
4445	Tax Penalties And Interest	392,580	378,496	320,000	380,000	300,000	-21.05%	280,000	280,000
4447	Administration Fee	1,415,742	1,455,746	1,520,000	1,434,000	1,550,000	8.09%	1,581,000	1,597,000
TOTAL - TAXES		30,959,317	31,739,741	33,018,700	32,879,130	34,283,700	4.27%	34,725,700	35,186,700
<u>BUSINESS LICENSES AND PERMITS</u>									
4451.20	Electric, Plumbing, Heating	13,505	8,127	8,000	10,000	10,000	0.00%	10,000	10,000
4451.30	Builders	4,265	3,615	4,000	4,200	4,000	-4.76%	4,000	4,000
4451.40	Sign Erectors	160	285	200	200	200	0.00%	200	200
4451.50	Service Stations	175	188	200	180	200	11.11%	200	200
4451.60	Amusements	15,421	16,301	20,000	20,000	20,000	0.00%	20,000	20,000
4451.70	Other	28,820	26,934	27,500	27,500	28,000	1.82%	28,500	28,500
4451.75	Medical Marihuana	-	93,000	80,000	-	70,000	100.00%	60,000	50,000
TOTAL - LICENSES AND PERMITS		62,346	148,450	139,900	62,080	132,400	113.27%	122,900	112,900
<u>NON-BUSINESS LICENSES AND PERMIT</u>									
4476.10	Refrig. And Air Cond	-	-	-	-	-	0.00%	-	-
4476.15	Building	1,889,650	1,981,726	2,000,000	2,000,000	2,025,000	1.25%	2,050,000	2,075,000
4476.20	Electrical	183,792	173,592	180,000	180,000	180,000	0.00%	182,500	185,000
4476.25	Mechanical Permits	151,498	147,528	158,000	158,000	160,000	1.27%	162,500	165,000
4476.30	Plumbing	124,918	143,028	130,000	130,000	130,000	0.00%	132,500	135,000
4476.35	Animal	3,640	3,150	3,200	3,600	3,200	-11.11%	3,200	3,200
4476.40	Sidewalks	12,805	15,100	15,000	13,700	15,000	9.49%	15,000	15,000

**General Fund
Revenue Detailed By Account**

		2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
4476.45	Fence	3,735	3,754	3,800	3,800	3,800	0.00%	3,900	4,000
4476.50	Sewer Inspection	13,524	12,172	11,500	13,000	13,000	0.00%	13,250	13,500
4476.55	Right Of Way	8,810	30,251	18,000	10,000	18,000	80.00%	18,000	18,000
4476.60	Mult. Dwelling Inspect.	50,100	50,040	35,000	50,000	51,000	2.00%	52,000	53,000
4476.65	Grading	9,108	11,115	9,000	9,000	9,000	0.00%	9,000	9,000
4476.70	Fire Protection	124,947	124,347	132,000	134,000	132,500	-1.12%	133,000	133,500
4476.75	Occupancy	67,905	67,121	67,000	73,600	70,000	-4.89%	71,000	72,000
4476.80	Sign	30,907	26,478	30,000	30,000	30,000	0.00%	30,000	30,000
4476.85	Fireworks	375	305	400	400	400	0.00%	400	400
4476.90	Hazardous Materials	16,750	8,750	15,000	17,000	15,000	-11.76%	15,000	15,000
4476.95	Miscellaneous	770	1,080	1,200	700	1,250	78.57%	1,300	1,350
TOTAL - NON-BUS. LICENSE/PERMIT		2,693,232	2,799,536	2,809,100	2,826,800	2,857,150	1.07%	2,892,550	2,927,950
TOTAL - LICENSES AND PERMITS		2,755,578	2,947,986	2,949,000	2,888,880	2,989,550	3.48%	3,015,450	3,040,850

FEDERAL GRANTS

4500	General	-	-	-	-	-	0.00%	-	-
4510.010	Bullet Proof Vest	13,506	13,160	1,500	1,500	1,500	0.00%	1,500	1,500
4512.020	Homeland Security	9,131	39,343	10,000	3,000	10,000	233.33%	10,000	10,000
4512.130	HIDTA	-	6,045	-	-	-	0.00%	-	-
TOTAL - FEDERAL GRANTS		\$ 22,637	\$ 58,548	\$ 11,500	\$ 4,500	\$ 11,500	155.56%	\$ 11,500	\$ 11,500

STATE GRANTS

4512	Mcoles Police Academy	-	-	-	-	-	0.00%	-	-
4543.100	Criminal Justice	18,017	17,621	18,500	19,500	18,500	-5.13%	18,500	18,500
4543.120	911 Training	13,999	17,471	15,000	22,000	15,300	-30.45%	15,600	16,000
4543.130	Oakland County NET	9,742	9,427	9,700	9,700	9,700	0.00%	9,700	9,700
4569.110	Other Grants	3,000	3,000	7,500	4,000	3,000	-25.00%	3,000	3,000

**General Fund
Revenue Detailed By Account**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
TOTAL - OTHER GRANTS	\$ 44,758	\$ 47,519	\$ 50,700	\$ 55,200	\$ 46,500	-15.76%	\$ 46,800	\$ 47,200
STATE REVENUE SHARING								
4574.010 Homestead Exemption Reimb	4,005	2,664	2,100	6,000	2,100	-65.00%	2,100	2,100
4574.020 Liquor Licenses	72,952	70,192	68,000	72,000	69,000	-4.17%	70,000	71,000
4574.030 Sales Tax	6,519,473	6,691,669	6,865,730	6,637,800	6,865,730	3.43%	6,865,730	6,865,730
4574.040 Evip	371,435	437,189	436,860	371,500	436,860	17.59%	436,860	436,860
4574.050 EMPP/PPEL Reimbursement	1,200,477	1,249,559	567,400	1,250,000	530,000	-57.60%	500,000	475,000
TOTAL - STATE REVENUE SHARING	\$ 8,168,343	\$ 8,451,273	\$ 7,940,090	\$ 8,337,300	\$ 7,903,690	-5.20%	\$ 7,874,690	\$ 7,850,690
TOTAL - STATE SOURCES	\$ 8,213,101	\$ 8,498,792	\$ 7,990,790	\$ 8,392,500	\$ 7,950,190	-5.27%	\$ 7,921,490	\$ 7,897,890
CONTRIBUTIONS - LOCAL								
4581 RAP Grants/MMRMA	-	4,868	-	-	-	0.00%	-	-
4582 Public Safety	49,190	37,111	40,000	44,500	40,800	-8.31%	41,600	42,400
4589 County-West Nile	14,752	10,099	10,280	10,100	10,300	1.98%	10,400	10,500
4590.100 RAP Grants/MMRMA	-	-	500	-	500	100.00%	500	500
TOTAL - CONTRIBUTIONS - LOCAL	\$ 63,942	\$ 52,077	\$ 50,780	\$ 54,600	\$ 51,600	-6.33%	\$ 52,500	\$ 53,400
CHARGES FOR SERVICES - FEES								
4607.015 Auto Crash Damage	60	-	280	-	-	0.00%	-	-
4607.020 Building B Of A	1,250	1,250	1,250	1,300	1,250	-3.85%	1,250	1,250
4607.025 Bus. Occupancy Permit	2,700	5,070	3,650	3,200	3,650	14.06%	3,650	3,650
4607.030 Catv Franchise Fees	1,450,709	1,379,484	1,370,000	1,440,000	1,350,000	-6.25%	1,350,000	1,350,000
4607.050 Miscellaneous	(2,708)	1,676	1,000	500	1,000	100.00%	1,000	1,000
4607.070 Plan Review	183,147	189,537	190,000	200,000	200,000	0.00%	210,000	220,000
4607.085 Non-Sufficient Funds	3,932	7,660	8,000	8,000	8,000	0.00%	8,000	8,000

General Fund Revenue Detailed By Account

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
4607.090 Planned Unit Develop App.	1,800	-	1,800	1,800	1,800	0.00%	1,800	1,800
4607.095 Police Arrest Bookings	60	-	-	-	-	0.00%	-	-
4607.110 Site Plans	25,453	21,150	25,000	25,000	25,000	0.00%	25,000	25,000
4607.130 Telecommunications	17,400	-	-	-	-	0.00%	-	-
4607.135 Telecom - Metro	273,078	275,687	275,000	280,000	280,000	0.00%	280,000	280,000
4607.140 Towing	67,710	69,900	70,000	60,000	70,000	16.67%	70,000	70,000
4607.150 Vital Statistics	167,754	167,312	171,000	171,000	170,000	-0.58%	170,000	170,000
4607.170 Zoning Board Of Appeals	2,850	3,300	3,500	2,800	3,700	32.14%	3,900	4,100
4607.180 Zoning	8,100	12,900	10,000	8,500	10,500	23.53%	11,000	11,500
4607.190 Farmer's Market	-	2,445	3,000	-	3,060	100.00%	3,120	3,180
TOTAL - CHARGES FOR FEES	\$ 2,203,296	\$ 2,137,372	\$ 2,133,480	\$ 2,202,100	\$ 2,127,960	-3.37%	\$ 2,138,720	\$ 2,149,480

CHARGES/SERVICES RENDERED

4626.010 Open And Close Cemetery	2,455	5,640	3,400	3,000	3,400	13.33%	3,400	3,400
4626.020 Court Ordered Pmt & Ins	4,127	473	2,500	2,500	2,500	0.00%	2,500	2,500
4626.030 County Road Maintenance	280,154	285,757	291,500	291,500	295,000	1.20%	297,000	300,000
4626.060 Department Of Public Works	111,167	77,384	275,000	81,600	225,000	175.74%	225,000	225,000
4626.070 Duplicating And Photostats	4,370	5,809	5,800	7,300	5,800	-20.55%	5,800	5,800
4626.080 Election Services	60,808	3,273	-	300	58,000	19233.33%	-	-
4626.085 Special School Election Svcs	-	-	3,000	-	3,000	100.00%	3,000	3,000
4626.090 Engineering Fees	2,162,437	2,260,942	2,200,000	2,500,000	2,000,000	-20.00%	2,000,000	2,000,000
4626.110 Microfilming	5,549	3,574	3,400	5,000	5,000	0.00%	5,000	5,000
4626.120 Miscellaneous	2,515	2,817	2,500	2,500	2,500	0.00%	2,500	2,500
4626.125 Passports	27,182	24,189	17,000	30,000	17,000	-43.33%	17,000	17,000
4626.130 Police Services - Contract	84,613	139,904	125,000	112,000	127,500	13.84%	130,000	132,500
4626.132 Police Services - Somerset	268,717	273,030	278,500	278,500	282,500	1.44%	286,900	291,200

General Fund Revenue Detailed By Account

		2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
4626.135	Police Services - Clawson	194,052	199,884	203,880	203,900	207,960	1.99%	212,110	216,360
4626.140	Police Reports	56,665	56,014	56,000	55,000	56,000	1.82%	56,000	56,000
4626.141	Police Pbt	70	-	100	100	100	0.00%	100	100
4626.170	Row	27,000	39,330	150,000	20,000	150,000	650.00%	150,000	150,000
4626.210	Soil Erosion	32,850	29,690	30,000	40,000	30,000	-25.00%	30,000	30,000
4626.230	Weed Cutting	12,961	12,226	12,200	12,200	12,400	1.64%	12,600	12,800
4626.270	Snow Removal	-	1,939	-	-	-	0.00%	-	-
TOTAL-CHARGE SERVICE RENDERED		\$ 3,337,692	\$ 3,421,875	\$ 3,659,780	\$ 3,645,400	\$ 3,483,660	-4.44%	\$ 3,438,910	\$ 3,453,160

CHARGES/SERVICE - SALES

4642.010	Abandoned Vehicles	41,139	64,270	60,000	45,000	60,000	33.33%	60,000	60,000
4642.020	Auction- Property	6,613	234	5,000	5,000	5,000	0.00%	5,000	5,000
4642.070	Miscellaneous	21,666	9,029	17,900	17,600	17,900	1.70%	17,900	17,900
4642.080	Printed Materials	569	296	500	500	500	0.00%	500	500
4642.100	Outdoor Edu. Center	20	-	-	-	-	0.00%	-	-
4642.115	Senior Store	31,209	32,486	30,000	30,000	30,000	0.00%	30,000	30,000
4642.120	Sign Installation	1,738	5,776	5,000	2,500	3,000	20.00%	3,000	3,000
4642.150	Tree Planting	61,920	78,800	61,000	61,000	61,000	0.00%	61,000	61,000
TOTAL - CHARGES/SERVICE - SALES		\$ 164,873	\$ 190,891	\$ 179,400	\$ 161,600	\$ 177,400	9.78%	\$ 177,400	\$ 177,400

CHARGES/SERVICE - USE/ADMIN

4651.040	Miscellaneous	-	380	-	-	-	0.00%	-	-
4651.050	Nature Center	-	-	-	-	-	0.00%	-	-
4651.074	Senior Citizen Activity	214,764	203,718	215,000	245,000	220,000	-10.20%	223,000	226,000
4651.075	Community Center Passes	1,336,048	1,261,488	1,400,000	1,350,000	1,405,000	4.07%	1,410,000	1,410,000
4651.076	Community Center Swim	197,028	181,863	160,000	220,000	180,000	-18.18%	185,000	190,000
4651.077	Community Center Fitness	74,166	60,907	60,000	76,000	60,000	-21.05%	60,000	60,000

General Fund Revenue Detailed By Account

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
4651.078 Comm. Prog./Events	15,410	21,875	20,000	30,000	21,000	-30.00%	22,000	23,000
4651.080 Recreation	1,050,618	1,174,074	1,250,000	1,250,000	1,250,000	0.00%	1,260,000	1,270,000
4651.085 Dog Park Passes	-	27,660	20,000	26,000	20,400	-21.54%	20,800	21,200
4653.105 Big Beaver 5K Run	13,413	17,323	14,890	12,000	17,000	41.67%	17,000	17,000
TOTAL - CHARGES FOR USE/ADMIN	\$ 2,901,445	\$ 2,949,289	\$ 3,139,890	\$ 3,209,000	\$ 3,173,400	-1.11%	\$ 3,197,800	\$ 3,217,200
TOTAL - CHARGES FOR SERVICES	\$ 8,607,306	\$ 8,699,427	\$ 9,112,550	\$ 9,218,100	\$ 8,962,420	-2.77%	\$ 8,952,830	\$ 8,997,240
<u>FINES AND FORFEITS</u>								
4655.010 County -Court	577,925	698,693	600,000	527,000	600,000	13.85%	600,000	600,000
4655.022 Police Investigations	55,076	60,755	60,000	50,000	61,000	22.00%	62,000	63,000
4655.030 False Alarms - Fire Dept	52,300	58,200	63,000	52,000	64,000	23.08%	65,000	66,000
4655.040 False Alarms - Police	244,475	228,250	246,000	240,000	250,000	4.17%	254,000	258,000
4655.060 Ouil Reimbursement	61,493	63,065	60,000	60,000	60,000	0.00%	60,000	60,000
4655.062 OWI Forfeiture	-	(373)	-	-	-	0.00%	-	-
4655.070 Bond Processing Fees	1,529	1,607	1,500	1,500	1,500	0.00%	1,500	1,500
TOTAL - FINES AND FORFEITS	\$ 992,798	\$ 1,110,197	\$ 1,030,500	\$ 930,500	\$ 1,036,500	11.39%	\$ 1,042,500	\$ 1,048,500
<u>RENT INCOME</u>								
4667.010 Building Rent	257,917	259,271	304,780	261,500	304,780	16.55%	304,780	304,780
4667.015 Communication Tower	129,600	64,800	64,800	64,800	72,000	11.11%	72,000	72,000
4667.025 Community Center Rent	349,074	345,376	375,000	355,000	377,000	6.20%	379,000	381,000
4667.028 Flynn Park - Beaumont	30,000	15,000	15,000	30,000	15,000	-50.00%	15,000	15,000
4667.075 Field Maintenance	118,855	134,904	110,000	110,000	110,000	0.00%	110,000	110,000
4667.085 Parking Lot (Smart)	170,172	182,958	170,000	170,000	170,000	0.00%	170,000	170,000
4667.095 Tennis Bubble	27,519	31,454	52,000	29,000	52,000	79.31%	52,000	52,000
TOTAL - RENT INCOME	\$ 1,083,137	\$ 1,033,763	\$ 1,091,580	\$ 1,020,300	\$ 1,100,780	7.89%	\$ 1,102,780	\$ 1,104,780

**General Fund
Revenue Detailed By Account**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
<u>INVESTMENT INCOME</u>								
4665 Interest Income	-	377,873	420,000	374,000	422,000	12.83%	424,000	426,000
4669.020 Investment Income	4,351	(350,126)	(350,000)	(300,000)	(350,000)	16.67%	(350,000)	(350,000)
TOTAL - INVESTMENT INCOME	\$ 4,351	\$ 27,747	\$ 70,000	\$ 74,000	\$ 72,000	-2.70%	\$ 74,000	\$ 76,000
TOTAL - INTEREST AND RENTS	\$ 1,087,488	\$ 1,061,509	\$ 1,161,580	\$ 1,094,300	\$ 1,172,780	7.17%	\$ 1,176,780	\$ 1,180,780
<u>MISCELLANEOUS</u>								
4694 Cash Over/(Short)	423	114	-	-	-	0.00%	-	-
4671 Miscellaneous	9,196	19,956	18,000	25,000	18,000	-28.00%	18,000	18,000
TOTAL - MISCELLANEOUS	\$ 9,619	\$ 20,070	\$ 18,000	\$ 25,000	\$ 18,000	\$ (0)	\$ 18,000	\$ 18,000
<u>PRIVATE CONTRIBUTIONS</u>								
4675.050 Fire Department	-	-	-	-	-	0.00%	-	-
4675.060 Miscellaneous	-	-	-	-	-	0.00%	-	-
4675.080 Police	-	(3,000)	-	-	-	0.00%	-	-
4675.110 Parks And Recreation	9,251	7,013	10,000	10,000	10,000	0.00%	10,000	10,000
4675.130 Community Events	-	3,000	6,000	-	5,000	100.00%	5,000	5,000
TOTAL - PRIVATE CONTRIBUTIONS	\$ 9,251	\$ 7,013	\$ 16,000	\$ 10,000	\$ 15,000	50.00%	\$ 15,000	\$ 15,000
<u>REIMBURSEMENTS</u>								
4676.010 Reimbursements	4,292	24,722	5,000	5,000	5,000	0.00%	5,000	5,000
4676.103 Troy Family Daze	-	10,000	10,000	10,000	10,000	0.00%	10,000	10,000
TOTAL - REIMBURSEMENTS	\$ 4,292	\$ 34,722	\$ 15,000	\$ 15,000	\$ 15,000	0.00%	\$ 15,000	\$ 15,000

**General Fund
Revenue Detailed By Account**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
<u>ADMINISTRATIVE CHARGES</u>								
4677.226 Refuse	95,000	96,000	97,000	97,000	98,000	1.03%	99,000	99,000
4677.243 LDFA	-	5,000	5,000	5,000	5,000	0.00%	5,000	5,000
4677.248 DDA	-	25,500	26,000	26,000	26,500	1.92%	27,000	27,000
4677.250 BRA	-	5,000	5,500	5,500	5,600	1.82%	5,700	5,700
4677.271 Library	46,000	47,500	49,000	49,000	50,000	2.04%	51,000	51,000
4677.301 Debt Service	60,500	61,500	62,500	62,500	63,500	1.60%	64,000	64,000
4677.584 Golf Course	10,200	10,300	10,400	10,400	10,500	0.96%	10,600	10,600
4677.590 Sewer	296,000	299,000	302,000	302,000	305,000	0.99%	308,000	311,000
4677.591 Water	365,500	369,200	375,000	375,000	380,600	1.49%	386,200	386,200
4677.661 Motor Pool	78,000	77,300	78,500	78,500	86,600	10.32%	88,330	90,100
4677.731 Retirement System	77,300	80,350	82,000	82,000	83,600	1.95%	85,300	85,300
TOTAL - ADMINISTRATIVE CHARGES	\$ 1,028,500	\$ 1,076,650	\$ 1,092,900	\$ 1,092,900	\$ 1,114,900	2.01%	\$ 1,130,130	\$ 1,134,900
<u>REFUNDS AND REBATES</u>								
4687.040 Rebates	14,507	21,619	15,000	15,000	15,000	0.00%	15,000	15,000
TOTAL - REFUNDS AND REBATES	\$ 14,507	\$ 21,619	\$ 15,000	\$ 15,000	\$ 15,000	0.00%	\$ 15,000	\$ 15,000
TOTAL - OTHER REVENUE	\$ 1,066,169	\$ 1,160,076	\$ 1,156,900	\$ 1,157,900	\$ 1,177,900	1.73%	\$ 1,193,130	\$ 1,197,900
TOTAL - REVENUE	\$ 53,768,335	\$ 55,328,352	\$ 56,482,300	\$ 56,620,410	\$ 57,636,140	1.79%	\$ 58,091,880	\$ 58,614,760

**General Fund
Revenue Detailed By Account**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
<u>OTHER FINANCING SOURCES</u>								
<u>OPERATING TRANSFERS IN</u>								
4699.150 Cemetery Fund	-	2,000	1,200	2,100	1,200	-42.86%	1,200	1,200
4699.202 Major Street Fund	1,797,666	2,327,137	2,138,620	2,633,300	2,571,210	-2.36%	2,598,010	2,657,500
4699.203 Local Streets Fund	1,781,295	1,977,267	2,080,820	2,693,100	2,543,500	-5.55%	2,601,430	2,661,110
4699.243 LDFA	5,000	-	-	-	-	0.00%	-	-
4699.248 DDA	211,097	216,379	214,100	214,100	218,450	2.03%	222,800	222,800
4699.250 BRA	5,000	-	-	-	-	0.00%	-	-
TOTAL - OPERATING TRANSFERS IN	\$ 3,800,058	\$ 4,522,783	\$ 4,434,740	\$ 5,542,600	\$ 5,334,360	-3.76%	\$ 5,423,440	\$ 5,542,610
TOTAL - OTHER FINANCING SOURCES	\$ 3,800,058	\$ 4,522,783	\$ 4,434,740	\$ 5,542,600	\$ 5,334,360	-3.76%	\$ 5,423,440	\$ 5,542,610
1010 TOTAL - GENERAL FUND REVENUE	\$ 57,568,393	\$ 59,851,135	\$ 60,917,040	\$ 62,163,010	\$ 62,970,500	1.30%	\$ 63,515,320	\$ 64,157,370

**General Fund
Expenditure Details By Department**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
GENERAL GOVERNMENT								
Council/Executive Administration								
102 Council	\$ 59,290	\$ 84,906	\$ 83,490	\$ 84,610	\$ 84,920	0.37%	\$ 86,640	\$ 88,380
172 City Manager	1,916,203	1,595,203	1,517,360	1,910,060	1,787,600	-6.41%	1,828,410	1,870,170
215 Clerks Office								
215 Clerk	500,969	589,608	683,790	680,130	678,730	-0.21%	693,760	710,450
262 Elections	163,341	101,287	211,340	257,110	262,740	2.19%	256,050	226,190
266 City Attorney	1,266,762	1,162,370	1,251,960	1,313,560	1,306,660	-0.53%	1,335,340	1,367,150
270 Human Resources	543,132	541,983	589,760	685,150	637,740	-6.92%	637,280	653,180
Total Council/Executive Administration	\$ 4,449,697	\$ 4,075,357	\$ 4,337,700	\$ 4,930,620	\$ 4,758,390	-3.49%	\$ 4,837,480	\$ 4,915,520
Financial Services								
191 Finance Department								
191 Accounting	\$ 763,714	\$ 750,052	\$ 869,560	\$ 938,350	\$ 980,190	4.46%	\$ 907,370	\$ 929,280
192 Risk Management	-	85	-	-	-	0.00%	-	-
223 Independent Auditor	57,000	54,000	55,500	59,160	60,610	2.45%	61,740	62,900
233 Treasurer's Office	461,348	449,857	501,850	587,710	574,120	-2.31%	583,620	597,730
247 Purchasing	244,845	243,435	257,340	383,150	355,940	-7.10%	364,540	373,350
253 Assessing								
253 Board of Review	1,931	1,770	1,840	2,490	2,300	-7.63%	2,350	2,400
257 Assessor's Office	937,041	918,358	910,820	1,042,100	1,053,470	1.09%	1,080,300	1,108,150
Total Financial Services	\$ 2,465,879	\$ 2,417,557	\$ 2,596,910	\$ 3,012,960	\$ 3,026,630	0.45%	\$ 2,999,920	\$ 3,073,810
Other General Government								
264 Building Operations								
261 Fire/Police Training Center	\$ 77,892	\$ 88,113	\$ 94,800	\$ 109,460	\$ 104,740	-4.31%	\$ 106,490	\$ 114,320
265 City Hall	646,322	683,654	876,450	977,580	928,380	-5.03%	944,250	960,350
277 District Court	205,834	215,254	391,920	305,700	299,720	-1.96%	303,820	308,020
Total Other General Government	\$ 930,048	\$ 987,021	\$ 1,363,170	\$ 1,392,740	\$ 1,332,840	-4.30%	\$ 1,354,560	\$ 1,382,690
TOTAL GENERAL GOVERNMENT	\$ 7,845,624	\$ 7,479,935	\$ 8,297,780	\$ 9,336,320	\$ 9,117,860	-2.34%	\$ 9,191,960	\$ 9,372,020

**General Fund
Expenditure Details By Department**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
PUBLIC SAFETY								
Police								
10 Executive Administration								
305 Police Administration	\$ 1,506,039	\$ 1,803,099	\$ 1,846,320	\$ 1,956,800	\$ 1,742,460	-10.95%	\$ 1,795,710	\$ 1,835,250
320 Professional Standards	736,849	543,364	674,760	835,290	699,410	-16.27%	717,550	735,630
Total Executive Administration	2,242,888	2,346,463	2,521,080	2,792,090	2,441,870	-12.54%	2,513,260	2,570,880
11 Investigative/Admin Services								
307 Investigations Services	2,036,931	1,907,515	2,068,520	2,201,830	2,401,320	9.06%	2,453,550	2,514,070
308 Crime Information Unit	447,388	447,908	490,240	492,660	650,340	32.01%	663,700	681,370
309 Special Investigations Unit	569,825	491,279	545,760	560,300	584,300	4.28%	599,610	614,700
311 Drug Enforcement (DEA)	213,608	202,651	207,730	217,290	217,020	-0.12%	222,770	228,360
321 Criminal Justice Training	22,711	18,226	22,170	22,170	22,620	2.03%	23,080	23,540
322 Training Section	391,855	433,722	404,350	458,730	454,690	-0.88%	466,290	477,850
324 Emergency Response/Preparedness	127,645	141,005	140,550	154,180	140,350	-8.97%	149,060	152,440
326 Records Section	530,658	582,324	636,460	676,110	679,710	0.53%	693,240	711,570
329 Lockup Section	1,256,163	1,305,317	1,478,830	1,464,530	1,506,860	2.89%	1,547,880	1,589,620
333 Property Section	101,539	100,052	113,950	109,650	117,720	7.36%	121,120	124,630
334 Research & Technology	839,915	960,584	1,026,680	1,080,740	1,099,280	1.72%	1,117,710	1,141,560
Total Investigative/Admin Services	6,538,237	6,590,582	7,135,240	7,438,190	7,874,210	5.86%	8,058,010	8,259,710
12 Operations								
315 Road Patrol	9,710,348	10,196,994	10,423,990	11,392,720	11,204,390	-1.65%	11,461,710	11,748,340
316 K-Nine Unit	567,395	569,235	552,250	617,460	601,870	-2.52%	615,630	629,830
317 Directed Patrol Unit	495,207	529,435	572,180	568,280	866,400	52.46%	895,950	919,280
318 Traffic Unit	307,032	354,928	762,130	821,970	1,058,710	28.80%	1,083,690	1,109,470
319 Crossing Guards	36,081	37,577	41,450	42,880	41,450	-3.33%	42,290	43,130
325 Communications Section	1,965,663	1,897,117	2,093,190	2,219,550	2,262,450	1.93%	2,322,460	2,384,680
335 Community Services Section	948,552	932,412	971,270	1,029,660	1,142,100	10.92%	1,170,610	1,200,060
Total Operations	14,030,278	14,517,698	15,416,460	16,692,520	17,177,370	2.90%	17,592,340	18,034,790
Total Police	\$ 22,811,404	\$ 23,454,742	\$ 25,072,780	\$ 26,922,800	\$ 27,493,450	2.12%	\$ 28,163,610	\$ 28,865,380

**General Fund
Expenditure Details By Department**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fire Department								
337 Fire Administration	\$ 369,129	\$ 375,995	\$ 430,770	\$ 453,870	\$ 407,440	-10.23%	\$ 417,390	\$ 427,740
338 Fire Operations	1,165,101	1,435,040	1,544,010	1,544,730	1,598,550	3.48%	1,614,660	1,647,690
340 Fire Companies	1,583,468	2,149,458	1,758,540	1,743,270	1,719,800	-1.35%	1,724,150	1,728,540
341 Fire Prevention	1,172,038	922,562	869,610	1,015,130	919,100	-9.46%	942,720	967,210
343 Fire Communications	234,269	237,610	243,040	235,690	277,870	17.90%	260,630	265,510
344 Fire Halls	316,932	486,025	629,050	659,730	625,810	-5.14%	634,810	643,860
Total Fire Department	\$ 4,840,937	\$ 5,606,690	\$ 5,475,020	\$ 5,652,420	\$ 5,548,570	-1.84%	\$ 5,594,360	\$ 5,680,550
Building Inspections								
371 Building Inspections	\$ 2,159,573	\$ 2,268,600	\$ 2,160,260	\$ 2,341,590	\$ 2,278,250	-2.70%	\$ 2,316,850	\$ 2,353,060
TOTAL PUBLIC SAFETY	\$ 29,811,914	\$ 31,330,032	\$ 32,708,060	\$ 34,916,810	\$ 35,320,270	1.16%	\$ 36,074,820	\$ 36,898,990
DEPARTMENT OF PUBLIC WORKS								
Streets Department								
20 Local Streets								
481 Local Surface Maint - Gravel	\$ 75,402	\$ 66,359	\$ 74,100	\$ 114,540	\$ 112,200	-2.04%	\$ 114,830	\$ 117,550
482 Local Surface Maint	402,734	448,821	499,750	610,550	565,270	-7.42%	578,290	591,690
483 Local Surf Maint - Concrete	-	-	-	-	-	0.00%	-	-
485 Local Guard Rails & Posts	1,932	1,831	2,560	18,230	15,260	-16.29%	15,560	15,880
486 Local Sweeping	72,947	117,344	182,300	166,440	163,990	-1.47%	167,630	171,340
489 Local Drain Structures	607,927	354,435	436,140	510,970	493,960	-3.33%	505,240	516,870
490 Local Roadside Cleanup	6,722	8,708	27,340	6,010	13,370	122.46%	13,700	14,030
491 Local Grass & Weed Control	9,220	8,243	8,060	850	1,140	34.12%	1,160	1,190
492 Local Dust Control	-	-	-	-	-	0.00%	-	-
495 Local Signs	57,009	75,094	103,530	166,080	142,740	-14.05%	146,280	149,950
497 Local Markings	2,832	878	13,130	22,800	11,900	-47.81%	12,170	12,450
498 Local Snow & Ice Control	410,204	719,241	473,480	780,730	751,390	-3.76%	767,970	785,010
499 Local Administration	134,367	176,314	260,430	295,900	272,280	-7.98%	278,600	285,150
Total Local Streets	1,781,295	1,977,267	2,080,820	2,693,100	2,543,500	-5.55%	2,601,430	2,661,110

**General Fund
Expenditure Details By Department**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
21 County Roads								
500 County Surface Maintenance	309	13,836	68,970	3,560	3,690	3.65%	3,760	3,850
501 County Drain Structures	-	-	-	-	-	0.00%	-	-
502 County Snow & Ice Control	301,481	477,112	335,360	502,250	476,890	-5.05%	487,770	498,980
503 County Administration	31,237	11,450	24,520	25,100	25,520	1.67%	26,080	26,640
504 County Signs	22,660	3,710	6,130	25,710	23,570	-8.32%	24,100	24,610
507 County Sweeping	4,213	78	1,360	1,100	1,120	1.82%	1,140	1,160
Total County Roads	359,900	506,186	436,340	557,720	530,790	-4.83%	542,850	555,240
22 Major Streets								
464 Major Surface Maintenance	360,375	592,597	549,230	746,660	771,580	3.34%	752,820	770,550
465 Major Guard Rails And Posts	313	414	150	4,340	4,300	-0.92%	4,370	4,470
466 Major Sweeping	46,106	85,678	112,690	178,050	129,560	-27.23%	132,400	135,350
469 Major Drain Structures	60,118	138,797	163,970	216,140	213,840	-1.06%	219,010	224,370
470 Major Roadside Cleanup	34,668	30,310	35,910	42,940	41,660	-2.98%	42,700	43,770
471 Major Grass & Weed Control	6,869	6,394	6,300	12,570	12,010	-4.46%	12,240	12,490
475 Major Signs	247,522	221,403	199,760	189,450	156,910	-17.18%	160,660	164,560
477 Major Markings	99,083	85,960	96,960	109,230	115,620	5.85%	118,020	120,480
478 Major Snow & Ice Control	323,970	557,656	366,530	581,830	570,850	-1.89%	584,110	597,770
479 Major Administration	618,641	607,928	607,120	552,090	554,880	0.51%	571,680	583,690
Total Major Streets	1,797,666	2,327,137	2,138,620	2,633,300	2,571,210	-2.36%	2,598,010	2,657,500
23 Drains								
514 Retention Ponds	272,508	235,071	287,300	326,490	278,030	-14.84%	284,040	290,200
515 Open Drain Maintenance	129,563	108,824	112,520	126,760	123,240	-2.78%	126,050	128,950
516 Drains Administration	100,609	102,191	126,640	50,370	51,090	1.43%	52,160	53,290
517 Storm Sewer & Ryd	163,231	120,616	124,660	185,160	190,520	2.89%	195,190	200,020
Total Drains	665,911	566,702	651,120	688,780	642,880	-6.66%	657,440	672,460
24 Sidewalks								
444 Sidewalk Administration	28,972	32,351	31,940	33,580	33,410	-0.51%	34,210	35,030
511 Sidewalk Maint - Snow Control	8,895	19,625	18,540	45,720	54,780	19.82%	55,890	58,070
512 Sidewalk Maint - General	144,914	93,935	158,260	145,690	125,900	-13.58%	128,930	108,640
Total Sidewalks	182,780	145,911	208,740	224,990	214,090	-4.84%	219,030	201,740

**General Fund
Expenditure Details By Department**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
25 Street Lighting								
448 Street Lighting	523,076	434,104	429,150	519,290	482,140	-7.15%	491,810	501,720
26 Weeds/Snow & Ice								
519 Weeds/Snow And Ice	15,682	10,565	6,750	38,220	12,500	-67.29%	12,750	13,000
Total Streets Department	\$ 5,326,311	\$ 5,967,871	\$ 5,951,540	\$ 7,355,400	\$ 6,997,110	-4.87%	\$ 7,123,320	\$ 7,262,770
Transportation Department								
596 Big Beaver Shuttle/Trolly	\$ 114,870	\$ 216,868	\$ 202,270	\$ 246,420	\$ -	-100.00%	\$ -	\$ -
598 Senior/Specialized Transportation	-	-	-	-	526,660	100.00%	529,880	534,520
Total Transportation Department	\$ 114,870	\$ 216,868	\$ 202,270	\$ 246,420	\$ 526,660	113.72%	\$ 529,880	\$ 534,520
TOTAL DEPARTMENT OF PUBLIC WORKS	\$ 5,441,181	\$ 6,184,739	\$ 6,153,810	\$ 7,601,820	\$ 7,523,770	-1.03%	\$ 7,653,200	\$ 7,797,290
COMMUNITY DEVELOPMENT								
Engineering								
442 Engineering	\$ 2,498,027	\$ 2,750,466	\$ 2,800,660	\$ 2,841,250	\$ 2,897,880	1.99%	\$ 2,951,980	\$ 3,008,030
443 Traffic Engineering	-	-	-	-	-	0.00%	-	-
Total Engineering Department	\$ 2,498,027	\$ 2,750,466	\$ 2,800,660	\$ 2,841,250	\$ 2,897,880	1.99%	\$ 2,951,980	\$ 3,008,030
Planning								
721 Planning	\$ 808,565	\$ 805,238	\$ 934,910	\$ 933,190	\$ 910,580	-2.42%	\$ 930,430	\$ 953,822
723 Planning Commission	10,084	9,467	14,790	15,300	15,320		15,470	15,768
726 Board of Zoning Appeals	1,818	2,441	4,570	5,160	4,870	-5.62%	4,910	5,000
Total Planning Department	\$ 820,468	\$ 817,146	\$ 954,270	\$ 953,650	\$ 930,770	-2.40%	\$ 950,810	\$ 974,590
TOTAL COMMUNITY DEVELOPMENT	\$ 3,318,495	\$ 3,567,613	\$ 3,754,930	\$ 3,794,900	\$ 3,828,650	0.89%	\$ 3,902,790	\$ 3,982,620

**General Fund
Expenditure Details By Department**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
RECREATION AND CULTURE								
<u>Parks</u>								
751 Parks Administration	\$ 88,863	\$ 143,428	\$ 170,570	\$ 138,300	\$ 140,930	1.90%	\$ 144,580	\$ 148,360
756 Civic Center Maintenance	303,120	330,359	243,740	355,530	370,610	4.24%	353,450	356,340
757 Cemetery Maintenance	15,131	17,030	17,680	23,370	23,770	1.71%	24,290	24,850
758 Parks Garage	46,015	53,999	63,220	66,660	59,940	-10.08%	61,030	62,140
759 Athletic Field Maintenance	238,431	229,552	246,900	302,050	295,430	-2.19%	299,800	304,330
770 Parks Maintenance	759,119	836,923	840,920	901,810	857,420	-4.92%	869,970	882,750
772 Park Equipment Repair	122,820	161,884	72,500	74,470	76,080	2.16%	78,020	80,050
773 Parks-Special Events	42,486	54,314	75,380	30,690	27,450	-10.56%	28,210	28,980
774 Major Tree Maintenance	3,070	2,534	8,840	25,650	26,300	2.53%	26,960	27,650
775 Major Tree Planting	152	-	-	-	-	0.00%	-	-
776 Major Tree Storm Damage	3,786	427	300	200	200	0.00%	200	200
777 Local Tree Maintenance	476,621	410,038	597,800	553,460	665,790	20.30%	704,170	696,780
778 Local Tree Planting	97,152	145,968	148,300	148,310	151,260	1.99%	154,280	157,360
779 Local Tree Storm Damage	16,526	14,295	22,820	56,760	57,970	2.13%	59,400	60,860
780 Street Island Maintenance-Major	92,378	88,160	106,320	118,980	109,780	-7.73%	110,420	111,090
781 Street Island Maintenance-Local	1,704	82	250	240	250	4.17%	250	250
783 Street Island Maintenance-DDA	186,097	216,379	282,720	276,030	252,590	-8.49%	256,730	260,940
Total Parks Department	\$ 2,493,472	\$ 2,705,373	\$ 2,898,260	\$ 3,072,510	\$ 3,115,770	1.41%	\$ 3,171,760	\$ 3,202,930
<u>Recreation</u>								
752 Recreation Administration	\$ 836,560	\$ 892,837	\$ 992,360	\$ 1,022,310	\$ 717,720	-29.79%	\$ 733,220	\$ 749,210
753 Recreation	879,529	927,385	984,650	991,040	1,020,590	2.98%	1,054,100	1,051,140
754 Senior Programs	213,481	336,866	332,880	360,510	333,870	-7.39%	340,450	347,180
755 Community Center	2,206,685	2,594,098	2,470,230	2,467,220	2,460,830	-0.26%	2,504,510	2,553,700
Total Recreation Department	\$ 4,136,255	\$ 4,751,187	\$ 4,780,120	\$ 4,841,080	\$ 4,533,010	-6.36%	\$ 4,632,280	\$ 4,701,230
<u>Nature Center</u>								
771 Nature Center	\$ 119,277	\$ 156,248	\$ 184,280	\$ 154,240	\$ 154,900	0.43%	\$ 155,120	\$ 163,070

**General Fund
Expenditure Details By Department**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Historic Village								
802 Village Operations	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	0.00%	\$ 100,000	\$ 100,000
804 Village Buildings	61,563	73,403	75,490	84,440	107,580		109,730	111,910
807 Village Grounds	16,770	27,449	29,500	56,960	58,110	2.02%	59,210	60,360
Total Historic Village	\$ 178,332	\$ 200,852	\$ 204,990	\$ 241,400	\$ 265,690	10.06%	\$ 268,940	\$ 272,270
TOTAL RECREATION AND CULTURE	\$ 6,927,336	\$ 7,813,660	\$ 8,067,650	\$ 8,309,230	\$ 8,069,370	-2.89%	\$ 8,228,100	\$ 8,339,500
OTHER USES								
966 Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -
966 Capital - Enhanced Streets	2,600,000	1,600,000	-	-	-	0.00%	-	-
966 Capital - Fire Station #4	1,788,860	-	-	-	-	0.00%	-	-
966 Building Assessment Projects	-	-	-	-	2,000,000	100.00%	-	1,000,000
966 Capital - Fire Ladder Trucks #5 & #6	-	-	1,635,410	1,635,410	-	-100.00%	-	-
966 Capital - Police Fencing	280,000	-	-	-	-	0.00%	-	-
966 Capital - Training Facility Parking Lot	-	600,000	-	-	-	0.00%	-	-
TOTAL OTHER USES	4,668,860	2,200,000	1,635,410	1,635,410	2,000,000	22.29%	-	1,000,000
TOTAL - GENERAL FUND	\$ 58,013,410	\$ 58,575,977	\$ 60,617,640	\$ 65,594,490	\$ 65,859,920	0.40%	\$ 65,050,870	\$ 67,390,420

**General Fund
Expenditure Details By Account**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
<u>EXPENSE</u>								
<u>PERSONAL SERVICES</u>								
Personal Service	\$ 20,092,924	\$ 21,024,799	\$ 21,558,140	\$ 23,600,970	\$ 23,984,200	1.62%	\$ 24,463,930	\$ 24,953,170
Elected And Appointed	22,400	21,700	24,620	25,350	25,350	0.00%	25,860	26,360
Election Inspectors	93,238	29,126	89,000	143,450	128,750	-10.25%	131,330	100,000
Fica	1,510,040	1,587,008	1,570,580	1,810,590	1,839,590	1.60%	1,876,350	1,913,940
Disability Pay - Volunteer Fire	45,700	13,723	1,710	-	-	0.00%	-	-
Workers Comp & Unemployment	348,356	262,716	486,720	326,690	453,450	38.80%	462,460	471,740
S/A Supplement	15	13	-	-	-	0.00%	-	-
Sick Pay Allowance	1,283,939	1,268,063	1,305,770	1,480,610	1,405,470	-5.07%	1,433,570	1,462,270
Hospital And Life Insurance	3,339,102	3,655,883	4,502,920	4,145,510	4,456,310	7.50%	4,768,200	5,101,910
Vacation	2,196,744	2,127,204	2,150,460	2,450,530	2,308,250	-5.81%	2,354,400	2,401,490
Retirement	5,818,816	5,423,749	6,025,910	7,040,680	7,008,960	-0.45%	7,149,160	7,292,150
Total - Personal Services	34,751,275	35,413,985	37,715,830	41,024,380	41,610,330	1.43%	42,665,260	43,723,030
<u>SUPPLIES</u>								
Office Supplies	140,771	135,802	144,000	149,900	148,890	-0.67%	151,820	154,870
Postage	121,332	127,389	142,760	146,580	153,570	4.77%	157,080	159,820
Operating Supplies	1,131,681	1,284,979	1,335,160	1,352,970	1,392,420	2.92%	1,414,860	1,406,090
Fuel	19,132	18,924	22,230	33,570	22,380	-33.33%	22,830	23,290
Tools	7,034	8,693	10,000	16,060	10,200	-36.49%	10,410	10,610
Uniforms	188,536	205,066	221,250	248,370	212,100	-14.60%	215,180	218,320
Repair/Mtnce Supplies	843,966	800,337	706,210	1,047,060	909,280	-13.16%	927,120	945,400
Holiday Decorations	58,757	6,492	-	15,000	35,000	133.33%	15,000	15,000
Expendable Repairs/Equipment	52,181	238,852	221,160	149,080	70,660	-52.60%	29,200	8,000
Repair/Mtnce General Vehicle	-	19,369	19,640	19,640	20,040	2.04%	-	-
Total - Supplies	2,563,389	2,845,903	2,822,410	3,178,230	2,974,540	-6.41%	2,943,500	2,941,400

**General Fund
Expenditure Details By Account**

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
<u>OTHER SERVICE CHARGES</u>								
Professional Services	1,009,149	917,148	1,174,780	1,185,590	1,064,250	-10.23%	1,084,180	1,111,100
Contractual Services	5,855,383	6,635,956	7,018,020	7,542,930	7,168,460	-4.96%	7,233,520	7,336,740
Computer Services	1,268,010	1,333,917	1,365,330	1,370,120	1,414,390	3.23%	1,437,860	1,465,890
Consultant Services	829,125	874,748	793,000	750,000	860,000	14.67%	860,000	862,000
Community Policing	7,115	7,123	6,470	6,740	6,880	2.08%	7,020	7,160
Health Services	23,085	17,592	33,380	65,910	34,940	-46.99%	35,270	35,620
Communications	110,478	117,108	104,580	97,180	114,390	17.71%	116,170	117,950
Travel & Mileage	3,150	3,022	4,650	6,300	5,150	-18.25%	5,160	5,190
Community Promotion	29,751	46,245	51,000	45,700	54,000	18.16%	55,010	56,020
Appreciation Banquet	-	6,004	6,200	10,000	10,000	0.00%	10,000	10,000
Firefighters Banquet	15,757	19,109	21,850	21,850	22,010	0.73%	22,450	22,900
Printing & Publishing	126,661	141,850	106,400	164,890	171,940	4.28%	159,990	162,656
Books & Magazines	7,099	7,734	8,580	14,220	11,070	-22.15%	11,220	11,382
Other Fees	120,413	130,285	135,000	138,000	136,240	-1.28%	138,500	140,790
Public Utilities	1,716,764	1,852,459	2,017,760	2,150,260	2,118,330	-1.48%	2,167,690	2,213,080
Rentals	10,800	157	-	15,000	-	-100.00%	-	-
Rentals-Internal	2,672,583	3,014,787	2,908,490	3,403,970	3,370,060	-1.00%	3,451,800	3,499,592
Miscellaneous	1,637,334	2,371,505	1,938,200	1,886,360	1,893,620	0.38%	1,903,040	1,913,570
Membership & Dues	105,178	128,806	126,750	144,440	139,750	-3.25%	142,270	144,800
Education & Training	221,736	252,982	316,470	317,560	317,540	-0.01%	322,220	327,460
Vehicle Allowance	52,511	58,550	63,530	66,750	69,050	3.45%	69,050	69,150
Other	73,137	71,242	73,840	122,200	82,970	-32.10%	84,470	85,980
Legal Notices	6,027	7,509	7,510	4,700	6,210	32.13%	6,220	6,260
Banking fees	109,247	89,230	87,200	90,800	88,800	-2.20%	89,000	90,700
Tax Refunds	19,393	11,023	15,000	75,000	15,000	-80.00%	15,000	15,000
Bad Debt	-	-	60,000	60,000	100,000	66.67%	15,000	15,000
Total - Other Service Charges	16,029,886	18,116,090	18,443,990	19,756,470	19,275,050	-2.44%	19,442,110	19,725,990
TOTAL EXPENDITURES	53,344,550	56,375,977	58,982,230	63,959,080	63,859,920	-0.16%	65,050,870	66,390,420
<u>OTHER FINANCING USES</u>								
Operating Transfers Out	4,668,860	2,200,000	1,635,410	1,635,410	2,000,000	22.29%	-	1,000,000
TOTAL - GENERAL FUND	\$ 58,013,410	\$ 58,575,977	\$ 60,617,640	\$ 65,594,490	\$ 65,859,920	0.40%	\$ 65,050,870	\$ 67,390,420

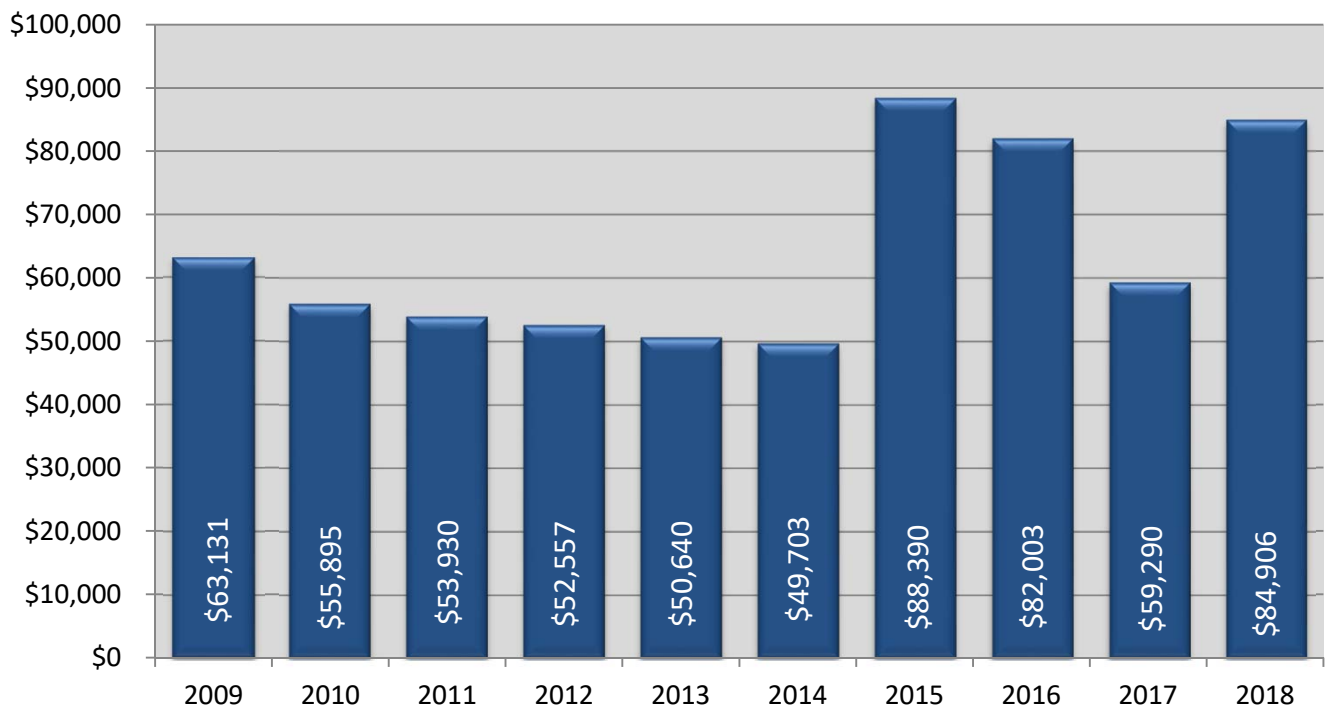


COUNCIL/ EXECUTIVE ADMINISTRATION

CITY COUNCIL

Mayor | Dane Slater
Mayor Pro Tem | Ethan Baker
Council Member | Edna Abraham
Council Member | David Hamilton
Council Member | Dave Henderson
Council Member | Ellen Hodorek
Council Member | Ed Pennington

Operating Budget History



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

General Fund
General Government/Council & Exec Admin

City Council

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 102 Council								
101.102.00.102								
PERSONAL SERVICES	\$ 15,846	\$ 15,840	\$ 15,850	\$ 15,840	\$ 15,850	0.06%	\$ 16,160	\$ 16,490
SUPPLIES	2,955	1,848	2,750	2,600	2,850	9.62%	2,900	2,950
OTHER SERVICE CHARGES	40,489	67,217	64,890	66,170	66,220	0.08%	67,580	68,940
Department Total: Council	\$ 59,290	\$ 84,906	\$ 83,490	\$ 84,610	\$ 84,920	0.37%	\$ 86,640	\$ 88,380

CITY MANAGER

City Manager | Mark F. Miller, AICP

Assistant City Manager | Currently Vacant

Director of Financial Services | Thomas Darling, CPA

Director of Community Affairs | Cindy Stewart

Economic Development Specialist | Glenn Lapin

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

CITY MANAGEMENT

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

FINANCE

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

ECONOMIC DEVELOPMENT SERVICES

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

COMMUNITY AFFAIRS

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

City Manager

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
# of Regular Council Meetings	26	26	26	26
# City Strategies Addressed	9	7	10	10
# of Employees' Retirement System Board	12	10	11	12
# of Downtown Development Authority	5	3	3	3
# of Brownfield Redevelopment Authority	3	2	2	2
# of Local Development Finance Authority	2	1	2	2
# of Labor Contracts Settled	0	1	2	1
# of Business Contacts	162	146	145	145
# of Business Attraction Contacts	72	52	50	50
GFOA Awards	3	3	3	3
Bond Rating (S&P)	AAA	AAA	AAA	AAA

Notes on Performance Indicators

- Added "# of City Strategies Addressed" as a new performance indicator

City Manager's Office

SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget**

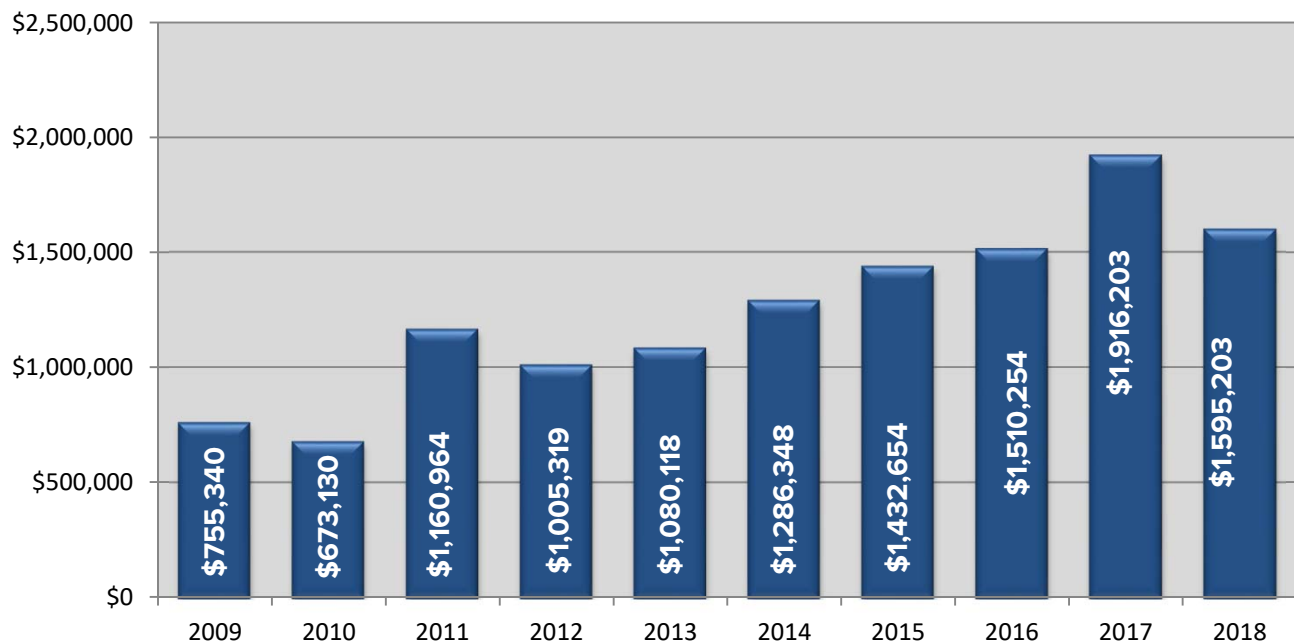
Personal services decreased due to removal of Management Analyst position.

Director of Economic & Community Development position changed to an Assistant City Manager.

Positions	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Manager's Office	10	1	10	2	9	1.4	8	1.4
Total Department	10	1	10	2	9	1.4	8	1.4

- Operating Budget History**

* 2011 Incorporated Community Affairs Department



General Fund
General Government/Council & Exec Admin

City Manager

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 172 City Manager								
101.172.00.172								
Personal Services	\$ 1,403,727	\$ 1,297,686	\$ 1,178,960	\$ 1,522,600	\$ 1,434,650	-5.78%	\$ 1,469,190	\$ 1,504,810
Supplies	36,971	44,451	34,900	34,900	35,700	2.29%	36,300	37,020
Other Service Charges	475,505	253,067	303,500	352,560	317,250	-10.02%	322,920	328,340
Department Total: City Manager	\$ 1,916,203	\$ 1,595,203	\$ 1,517,360	\$ 1,910,060	\$ 1,787,600	-6.41%	\$ 1,828,410	\$ 1,870,170

CITY CLERK'S OFFICE

City Clerk | Aileen Dickson

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

CITY COUNCIL MEETING ADMINISTRATION

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

ELECTIONS

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

FOIA

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

LICENSING

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

VITAL RECORDS

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

City Clerk's Office & Elections

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Birth Certificate Requests Processed	3,915	3,760	3,886	3,900
Death Certificate Requests Processed	1,498	1,542	1,228	1,500
Elections Conducted	2	2	2	2
Voter Transactions Processed	17,638	13,520	18,210	18,000
Absent Voter Ballots Processed	18,663	6,059	19,675	20,000
Business Licenses Issued	197	172	221	220
Freedom of Information Act Requests Processed	282	379	300	300
Passport Photos Taken	580	515	550	550
Mail Room and Duplicating	204,603	224,435	225,000	225,000
City Council Agenda Packets Prepared	40	38	40	40
Legal Notices Prepared	78	91	90	90
Efficiencies and Savings Growth Expected Through the continuing development of electronic operations in the department	5%	5%	5%	5%
% of Registered Voters Voting (November)	74%	29%	67%	27%

Notes on Performance Indicators

- Absent Voter Ballots expected to increase per election due to revisions to Election Law allowing for No Reason Absentee voting
- Higher than average turnout was experienced in August and November, 2018, elections. This trend expected to continue through the Presidential Primary in early 2020.

City Clerk's Office & Elections

SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget*

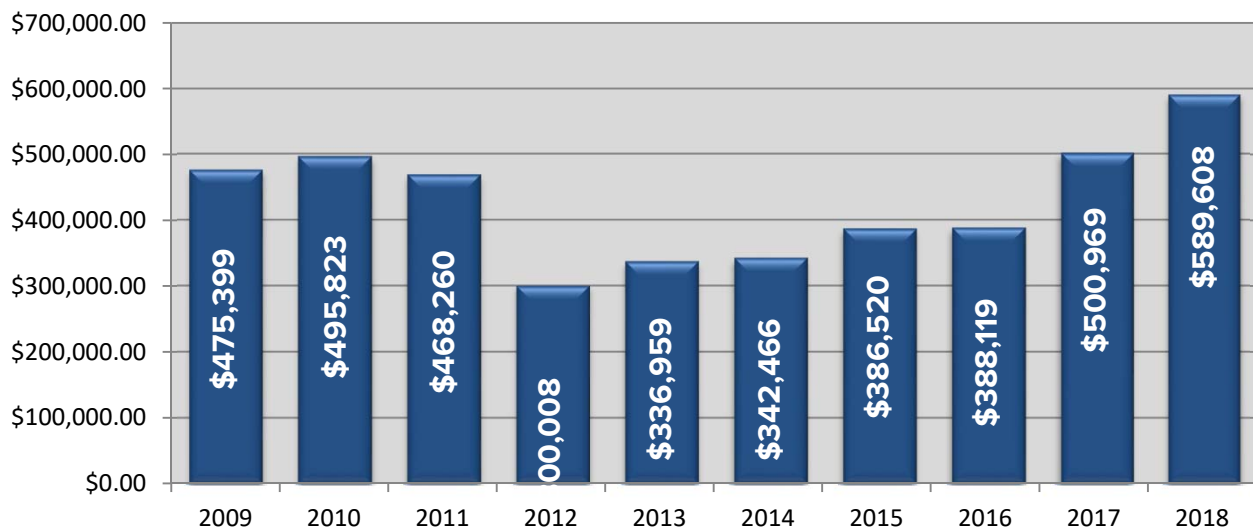
Personal Services:

Customer Service Coordinator position is eliminated as of July 1, 2019. Elections Personal Services is affected by the increase in Election Inspector pay rate from \$10 to \$12 per hour and the two elections occurring this Fiscal Year: the City General Election in November, and the Presidential Primary occurring in early 2020.

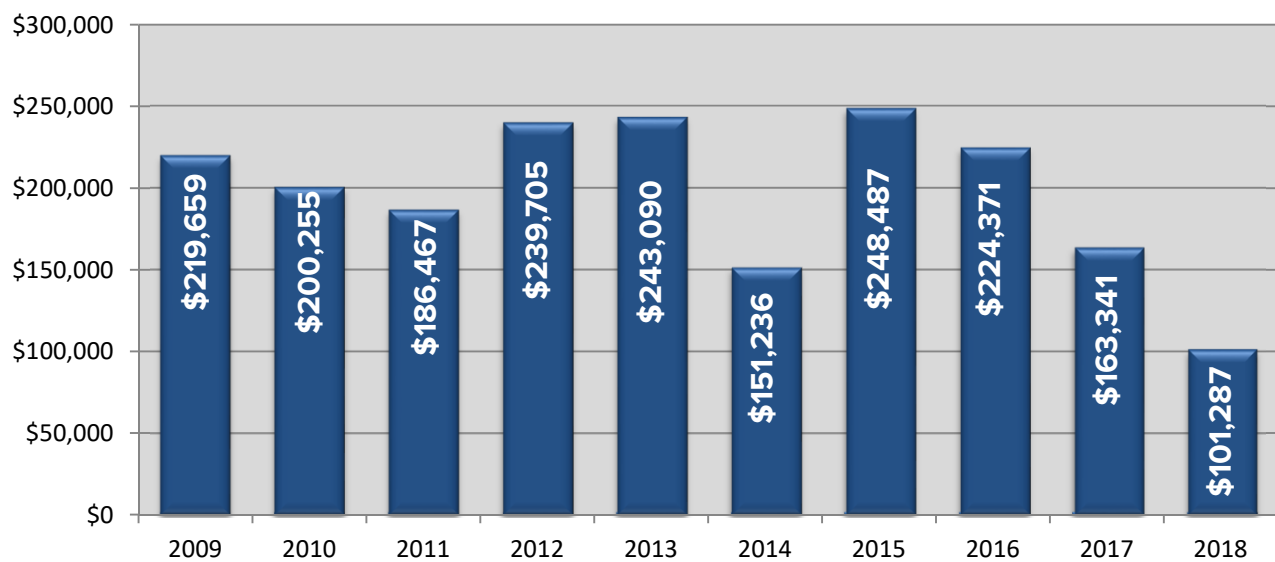
Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Clerks Office	3	0.2	3	0.3	4	0.3	5	0.7
Elections	1	2	1	0.9	1.29	2.1	0.29	1
Total Department	4	2.2	4	1.2	5.29	2.4	5.29	1.7

City Clerk's Office & Elections

- Operating Budget History - City Clerk's Office**



- Operating Budget History - Elections**



General Fund
General Government/Council & Exec Admin

Clerks Office

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 215 City Clerk								
Business Unit: 215 City Clerk								
101.215.00.215								
Personal Services	\$ 443,863	\$ 527,718	\$ 616,240	\$ 612,750	\$ 610,270	-0.40%	\$ 625,470	\$ 641,220
Supplies	8,183	8,041	8,600	8,600	8,700	1.16%	8,800	8,900
Other Service Charges	48,923	53,850	58,950	58,780	59,760	1.67%	59,490	60,330
Business Unit Total: City Clerk	500,969	589,608	683,790	680,130	678,730	-0.21%	693,760	710,450
Business Unit: 262 Elections								
101.215.00.262								
Personal Services	118,215	40,489	117,130	161,770	169,690	4.90%	173,390	143,220
Supplies	19,828	19,403	33,000	38,000	26,980	-29.00%	25,400	25,500
Other Service Charges	25,298	41,395	61,210	57,340	66,070	15.22%	57,260	57,470
Business Unit Total: Elections	163,341	101,287	211,340	257,110	262,740	2.19%	256,050	226,190
Department Total: City Clerk	\$ 664,310	\$ 690,896	\$ 895,130	\$ 937,240	\$ 941,470	0.45%	\$ 949,810	\$ 936,640

CITY ATTORNEY

City Attorney | Lori Grigg Bluhm

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.

ADMINISTRATION

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

CITY AS PLAINTIFF

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

DEFENSE OF THE CITY

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

PROSECUTION

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

OTHER ACTIVITIES

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

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
District Court Appearances	9,022	8,357	10,019	8,500
Claims and Incidents	66	107	100	100
Cost Recovery for City *	\$61,493	\$63,065	\$55,653	\$50,000
Warrants Issued	255	248	250	250
City Council Agenda Items	152	164	192	160

Notes on Performance Indicators

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

City Attorney

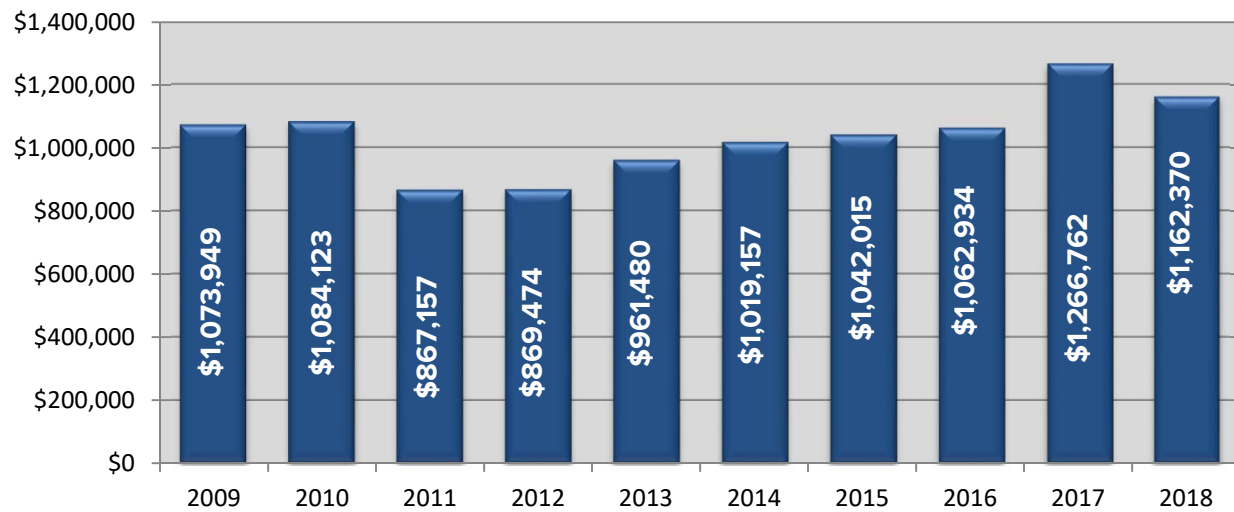
SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget**

No items noted.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Attorney's Office	7	0.3	7	0	7	0.3	7	0.1
Total Department	7	0.3	7	0	7	0.3	7	0.1

- Operating Budget History**



**General Fund
General Government/Council & Exec Admin**

City Attorney

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 266 City Attorney								
101.266.00.266								
Personal Services	\$ 936,375	\$ 964,577	\$ 1,043,100	\$ 1,082,110	\$ 1,076,710	-0.50%	\$ 1,103,360	\$ 1,130,910
Supplies	6,442	24,503	6,200	6,200	6,320	1.94%	6,440	6,560
Other Service Charges	323,945	173,290	202,660	225,250	223,630	-0.72%	225,540	229,680
Department Total: City Attorney	\$ 1,266,762	\$ 1,162,370	\$ 1,251,960	\$ 1,313,560	\$ 1,306,660	-0.53%	\$ 1,335,340	\$ 1,367,150

HUMAN RESOURCES

Human Resources Director | Jeanette Menig

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

HUMAN RESOURCES

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

LABOR RELATIONS

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

BENEFITS ADMINISTRATION

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

WORKPLACE SAFETY AND WELLNESS

- » Administer workers' compensation program; coordinate with City-designated clinic and management insurer, maintain records and report injuries as required
- » Coordinate early return-to-work program
- » Lead the Employee Safety Committee
- » Review and evaluate workplace injuries and accidents with committee; recommend ways to reduce future incidents and safeguard employees and other City assets
- » Coordinate safety training; ensure compliance to MIOSHA standards J Coordinate Wellness Program, promote multi-faceted employee wellness

Human Resources

PERFORMANCE INDICATORS

Performance Indicator	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Full-time New Hires	23	19	26	25
Full-time Promotions	20	23	10	20
Part-time/Temporary New Hires	133	181	125	150
Part-time/Temporary Rehires	62	62	50	50
Full-time Separations (not Retirement)	3	11	8	7
Full-time Retirements	6	9	5	5
Part-time/Temporary Separations	184	272	250	275
Other Employment Record Changes	1206	1070	1300	1300
Employment Applications	625	1042	1000	1000
Occupational Injury or Illness Claims	39	65	30	30
Average Number of Work Days to Complete Internal Recruitment	26	22	23	24
Average Number of Work Days to Complete External Recruitment	46	40	38	40
Full-time Employee Turnover Rate (Excluding Retirements)	1.0%	3.3%	2.7%	2.5%
Workplace Safety/Training Programs	15	9	8	10
Employee Involvement Activities	8	4	5	6
Employee Wellness Activities/Events	18	10	7	10

Human Resources

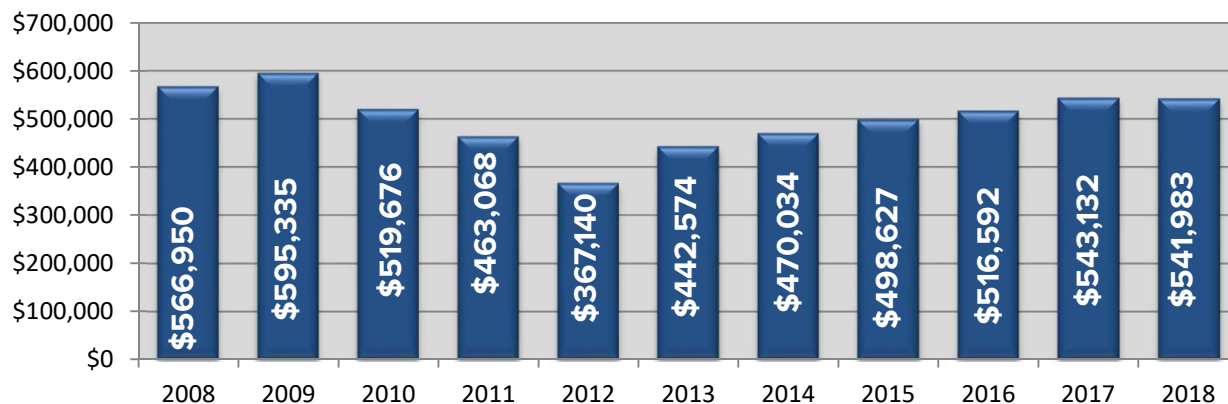
SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget**

Contratual Services - Human Resources was reduced due to a new contract with our benefit consultants and completion of contracted work to get ADA compliant and updated job descriptions in FY 2018/19. Other Service Charges decreased due to the wage and classification study contracted in the 2018/19 fiscal year.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Human Resources	4	0.6	4	0.6	4	0.5	4	0.5
Total Department	4	0.6	4	0.6	4	0.5	4	0.5

- Operating Budget History**



General Fund

Human Resources

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 270 Human Resources								
101.270.00.270								
Personal Services	\$ 456,089	\$ 448,419	\$ 482,660	\$ 515,890	\$ 520,970	0.98%	\$ 534,660	\$ 548,820
Supplies	8,510	6,131	1,450	8,750	3,660	-58.17%	3,720	3,780
Other Service Charges	78,534	87,432	105,650	160,510	113,110	-29.53%	98,900	100,580
Department Total: Human Resources	\$ 543,132	\$ 541,983	\$ 589,760	\$ 685,150	\$ 637,740	-6.92%	\$ 637,280	\$ 653,180



FINANCIAL SERVICES

FINANCE/ACCOUNTING

Accounting Manager | Lisa Burnham

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

ACCOUNTING

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

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
P-Card Transactions Processed	5,466	6,083	6,200	6,500
P-Card Rebate	\$ 13,753.00	\$ 21,620.00	\$ 24,033.00	\$ 28,000.00
Payroll and Retiree Checks Processed	27,665	27,693	28,000	28,500
Bank Statements and Investments Reconciled	43	43	43	43
P-Card Statements Processed Per Year	602	648	658	700
Invoices Issued	10,363	10,235	10,300	10,500
Accounts Payable Invoices Processed	19,234	19,475	19,600	20,000

Notes on Performance Indicators

None

Finance and Accounting

SUMMARY OF BUDGET CHANGES

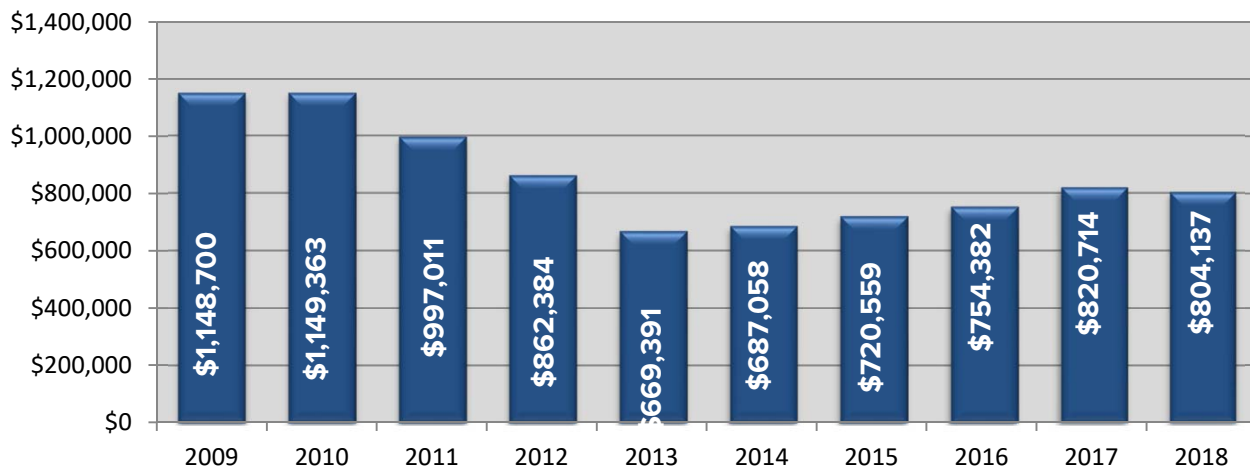
- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget*

Other Service Charges:

Bad Debt - Recognize \$100 thousand for dated receivables deemed uncollectable.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accounting	6	1.6	6	1.6	6	1.6	6	1.4
Total Department	6	1.6	6	1.6	6	1.6	6	1.4

- Operating Budget History*



**General Fund
General Government/
Financial Services**

Finance Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 191 Finance								
Business Unit: 191 Accounting								
Department								
101.191.00.191								
Personal Services	\$ 670,472	\$ 676,948	\$ 729,730	\$ 788,580	\$ 793,440	0.62%	\$ 813,390	\$ 834,040
Supplies	11,624	9,973	12,500	22,000	21,230	-3.50%	13,490	13,760
Other Service Charges	81,619	63,131	127,330	127,770	165,520	29.55%	80,490	81,480
Business Unit Total: Accounting								
Department	763,714	750,052	869,560	938,350	980,190	4.46%	907,370	929,280
Business Unit: 192 Risk Management								
101.191.00.192								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	-	85	-	-	-	0.00%	-	-
Business Unit Total: Risk Management	-	85	-	-	-	0.00%	-	-
Business Unit: 223 Independent								
Auditor								
101.191.00.223								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	57,000	54,000	55,500	59,160	60,610	2.45%	61,740	62,900
Business Unit Total: Independent								
Auditor	57,000	54,000	55,500	59,160	60,610	2.45%	61,740	62,900
Department Total: Finance								
Department	\$ 820,714	\$ 804,137	\$ 925,060	\$ 997,510	\$ 1,040,800	4.34%	\$ 969,110	\$ 992,180

CITY TREASURER'S OFFICE

City Treasurer | Sandra Kasperek

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

CITY TREASURER'S OFFICE

- » Collection and recording of all City revenue
- » Preparation and deposit of all funds to appropriate bank accounts
- » Maintain and balance tax roll
- » Collection of tax revenue and disbursement to appropriate taxing authorities
- » Maintain billing of special assessments
- » Process outgoing City mail
- » Passport Acceptance Facility

City Treasurer's Office

PERFORMANCE INDICATORS

Performance Indicator	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Tax Bill Payments Taken in the Treasurer's Office	21,409	20,000	20,000	20,000
Tax Bill Payments Processed Electronically and at the Lockbox	40,466	41,050	41,000	41,000
Tax Bill Payments Processed Online/IVR Credit Card	810	1,630	1,650	1,650
Tax Adjustments Processed	361	380	350	350
Total % of Tax Roll Collected	99.85	99.90	99.90	99.90
Water Bill Payments Taken in the Treasurer's Office	17,234	15,920	16,000	16,000
Water Bill Payments Processed at the Lockbox	65,876	64,130	64,150	64,150
Water Bill Payments Processed Online/IVR Credit Card	NA	5,000	5,000	5,000
Water Bill Payments Processed through Auto Pay	19,697	22,000	22,000	22,000
Customers Enrolled in Auto Pay	4,900	5,560	5,600	5,600
Special Assessment Billed	24	13	3	1
Number of Invoices Processed	11,500	7,630	7,650	7,650
Number of Pieces of Outgoing City Mail Processed	92,386	71,700	70,000	70,000
Passport Application Accepted	2,420	680	700	700

Notes on Performance Indicators

None

City Treasurer's Office

SUMMARY OF BUDGET CHANGES

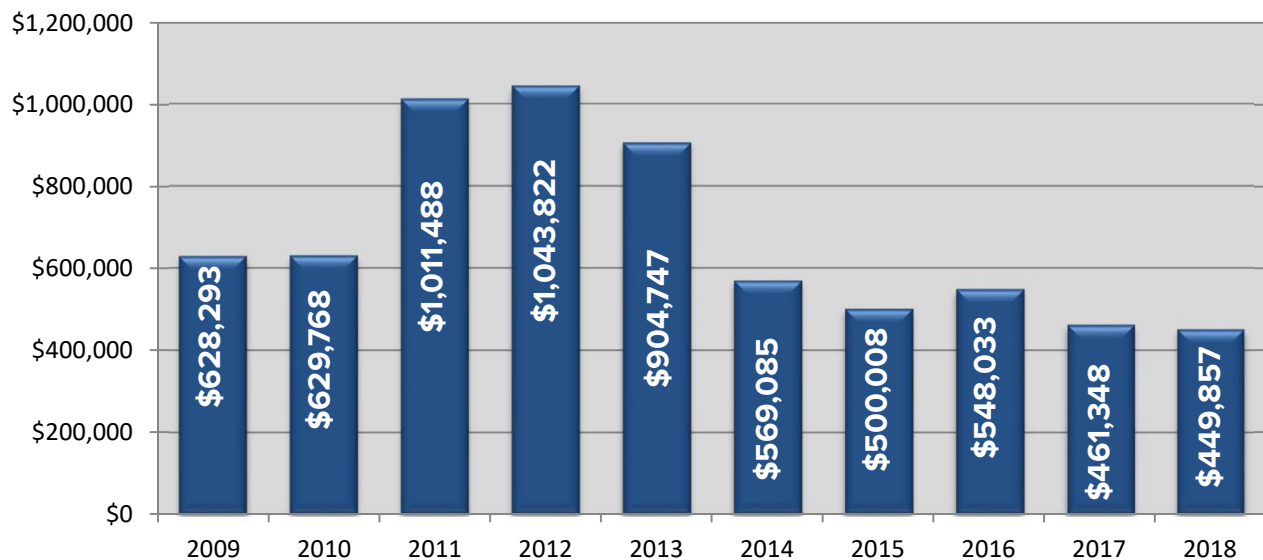
- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget***

Personal Service

Filled a vacant Clerk II position with a Deputy Treasurer position.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Treasurer's Office	4	0	4	0	4	0	4	0
Total Department	4	0	4	0	4	0	4	0

- Operating Budget History***



General Fund
General Government/Financial Services

Treasurer's Office

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 191 Finance/Treasury								
Business Unit: 253 Treasurer's Office								
101.191.00.253								
Personal Services	\$ 375,490	\$ 371,185	\$ 404,900	\$ 422,430	\$ 466,200	10.36%	\$ 479,270	\$ 492,830
Supplies	27,656	28,621	38,000	38,000	48,020	26.37%	43,550	43,190
Other Service Charges	58,201	50,050	58,950	127,280	59,900	-52.94%	60,800	61,710
Department Total: Treasurer's Office	\$ 461,348	\$ 449,857	\$ 501,850	\$ 587,710	\$ 574,120	-2.31%	\$ 583,620	\$ 597,730

PURCHASING

Purchasing Manager | MaryBeth Murz

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

PURCHASING

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

Purchasing

PERFORMANCE INDICATORS

Performance Indicator	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Bid/Proposals Processed	40	60	65	60
Value of Goods/Services Purchased	\$39,967,850	\$41,966,240	\$41,000,000	\$42,000,000
Bid Process Savings	\$438,757	\$577,040	\$570,000	\$570,000
% of Awards Without Dispute	100%	100%	100%	100%
P-Card Transactions per Year	5,398	6,083	6,100	6,200
Total P-Card Spending	\$1,883,101	\$2,999,000	\$3,000,000	\$3,000,000
Average Amount of P-Card Transactions	\$349	\$493	\$490	\$490
Vending Commissions	\$11,150	\$11,310	\$12,000	\$12,000
Office Supply Rebates	\$760	\$930	\$1,000	\$1,000

Notes on Performance Indicators

- The Purchasing Department had a very busy and successful year. The % of Awards without dispute were 100%
- The total P-card spend had a substantial increase over last year; which means the City's P-card rebate will be \$24,033. The rebate is base on the total P-Card spend.
- Vending sales continue to perform and the City continues to receive commissions based on the City wide vending contract.

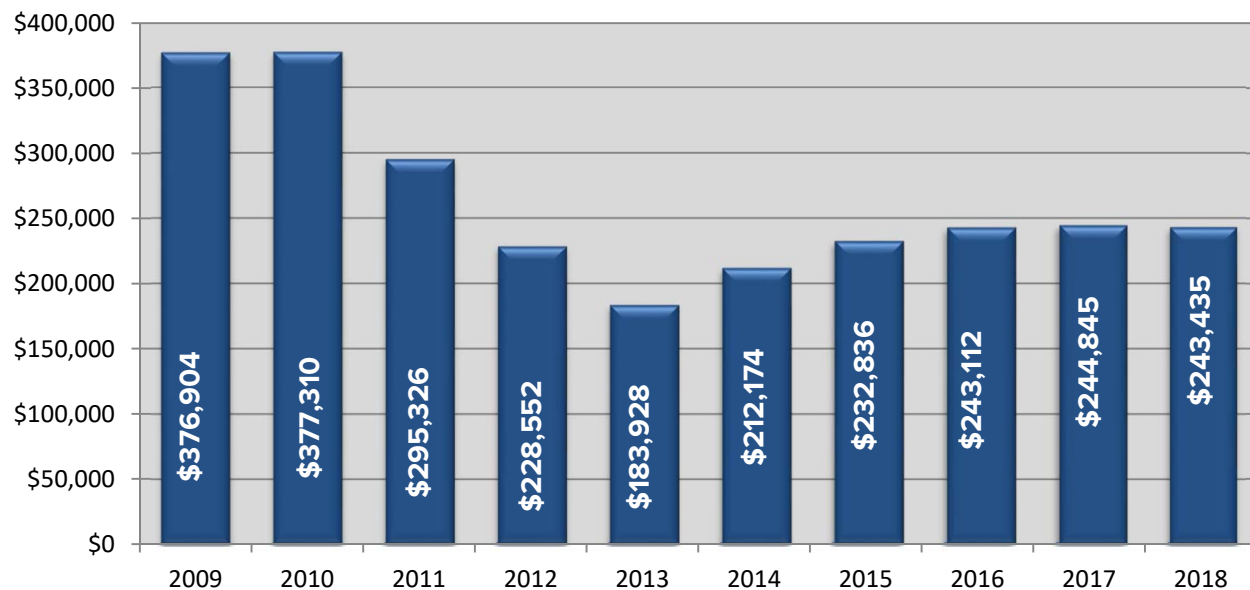
Purchasing

SUMMARY OF BUDGET CHANGES

- *Significant Notes - 2019/20 Budget Compared to 2018/19 Budget*
None

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Purchasing Department	2	0.7	2	1.6	3	1.6	3	0.8
Total Department	2	0.7	2	1.6	3	1.6	3	0.8

- *Operating Budget History*



General Fund
General Government/Financial Services

Purchasing Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 233 Purchasing								
Business Unit: 233 Purchasing								
101.233.00.233								
Personal Services	\$ 227,232	\$ 225,007	\$ 236,170	\$ 360,310	\$ 334,020	-7.30%	\$ 342,200	\$ 350,610
Supplies	3,639	3,499	3,900	3,900	4,000	2.56%	4,100	4,180
Other Service Charges	13,973	14,929	17,270	18,940	17,920	-5.39%	18,240	18,560
Department Total: Purchasing Department	\$ 244,845	\$ 243,435	\$ 257,340	\$ 383,150	\$ 355,940	-7.10%	\$ 364,540	\$ 373,350

CITY ASSESSOR'S OFFICE

City Assessor | Leger A. (Nino) Licari

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

ASSESSING

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

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Board of Review Appointments	127	109	218	125
Assessor Review Changes	10	10	10	10
Personal Property Audits	150	150	150	150
Principal Residence Exemptions	2,774	2,578	2,543	2,500
Transfer Affidavits and Deeds	4,624	5,156	5,086	5,000
Property Description Changes	300	100	100	100
Total State Equalized Value	\$4,827,541,740	\$5,894,241,270	\$6,146,885,474	\$6,496,866,656
Small Claims Tribunal Appeals	55	25	25	25
Full Tribunal Appeals	64	15	10	10
Sales Ratio	50.00%	50.00%	50.00%	50.00%
Equalization Factor	1.00	1.00	1.00	1.00

Notes on Performance Indicators

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

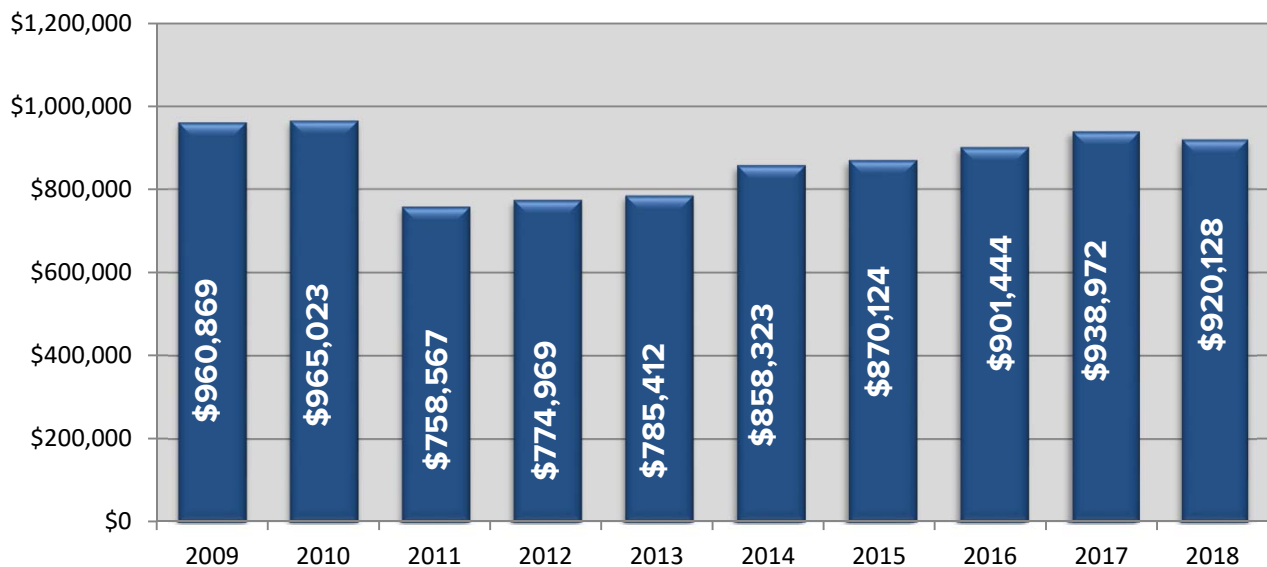
City Assessor's Office

SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget***

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Assessor's Office	6	0.7	7	0	7	0	7	0
Total Department	6	0.7	7	0	7	0	7	0

- Operating Budget History***



General Fund
General Government/Financial Services

Assessing Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 257 Assessing Department								
Business Unit: 247 Board of Review								
101.257.00.247								
Personal Services	\$ 1,699	\$ 1,456	\$ 1,490	\$ 1,940	\$ 1,940	0.00%	\$ 1,980	\$ 2,020
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	232	314	350	550	360	-34.55%	370	380
Business Unit Total: Board of Review	1,931	1,770	1,840	2,490	2,300	-7.63%	2,350	2,400
Business Unit: 257 Assessor's Office								
101.257.00.257								
Personal Services	843,867	816,051	805,330	936,440	945,980	1.02%	970,740	996,390
Supplies	16,869	18,609	24,660	24,660	25,150	1.99%	25,660	26,180
Other Service Charges	76,305	83,698	80,830	81,000	82,340	1.65%	83,900	85,580
Business Unit Total: Assessor's Office	937,041	918,358	910,820	1,042,100	1,053,470	1.09%	1,080,300	1,108,150
Department Total: Assessing Department	\$ 938,972	\$ 920,128	\$ 912,660	\$ 1,044,590	\$ 1,055,770	1.07%	\$ 1,082,650	\$ 1,110,550

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OTHER GENERAL GOVERNMENT

CITY BUILDINGS

Public Works Director | Kurt Bovensiep
Facilities & Grounds Operations Manager | Dennis Trantham

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Hall								
Total Department	√	√	√	√	√	√	√	√

√ See Building Operations Fund (Internal Service Fund)

General Fund
General Government/Other General

Building Operations

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 264 Building Operations								
Business Unit: 261								
Fire/Police Training Center								
101.264.00.261								
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -
Supplies	2,857	1,893	4,650	5,430	5,530	1.84%	5,630	5,730
Other Service Charges	75,035	86,220	90,150	104,030	99,210	-4.63%	100,860	108,590
Business Unit Total:								
Fire/Police Training Ctr.	77,892	88,113	94,800	109,460	104,740	-4.31%	106,490	114,320
Business Unit: 265 City Hall								
101.264.00.265								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	3,217	430	30,550	35,310	26,100	-26.08%	26,550	27,010
Other Service Charges	643,105	683,223	845,900	942,270	902,280	-4.24%	917,700	933,340
Business Unit Total: City Hall	646,322	683,654	876,450	977,580	928,380	-5.03%	944,250	960,350

General Fund
General Government/Other General

Building Operations

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 277 District Court								
101.264.00.277								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	17,335	15,161	121,360	21,360	21,730	1.73%	22,100	22,480
Other Service Charges	188,499	200,093	270,560	284,340	277,990	-2.23%	281,720	285,540
Business Unit Total: District Court	205,834	215,254	391,920	305,700	299,720	-1.96%	303,820	308,020
Department Total: Building Operations	\$ 930,048	\$ 987,021	\$ 1,363,170	\$ 1,392,740	\$ 1,332,840	-4.30%	\$ 1,354,560	\$ 1,382,690



PUBLIC SAFETY

POLICE

Police Chief | Frank Nastasi

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

DEPARTMENT FUNCTIONS

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

INVESTIGATIVE/ADMINISTRATIVE SERVICES

- » Investigates reported crimes and suspected criminal activity
- » Conducts undercover investigations and criminal surveillances
- » Gathers collates, and disseminates information regarding criminal activity
- » Administers criminal and narcotics forfeiture actions
- » Provides specialized narcotics trafficking and arson investigations
- » Serves as liaison with other law enforcement agencies
- » Conducts forensic examinations of electronic devices
- » Participates in multi-jurisdictional investigative efforts
- » Conducts investigations relative to child welfare, abuse, and neglect
- » Serves as liaison with local, state, and federal prosecutors and courts
- » Maintains records, processes Freedom of Information (FOIA) requests, and permit and license requests
- » Stores, secures, and disposes of property and evidence
- » Houses and transports prisoners
- » Dispatches calls for emergency services
- » Coordinates and maintains management information systems and conducts research and planning
- » Coordinates purchase and maintenance of Department vehicles
- » Manages impound vehicles
- » Coordinates volunteers working inside the Department
- » Manages the function of Crime Data Analyst

POLICE

Police Chief | Frank Nastasi

OPERATIONS DIVISION

- » Establishes working relationships with people in the community to facilitate quality policing and problem solving
- » Operates motor and foot patrol by uniformed and plain clothes officers for the general maintenance of law and order
- » Provides immediate response to emergency situations and provides specialized law enforcement response to tactical situations
- » Investigates traffic crashes, facilitates traffic education programs, responds to complaints of neighborhood traffic problems
- » Disseminates media information/Public Information Officer
- » Conducts safety education classes for youth groups
- » Implements crime prevention programs
- » Coordinates school crossing guards
- » Coordinates Chaplain programs
- » Facilitates the volunteer Citizen on Patrol program
- » Participates in multi-jurisdictional South Oakland County Crash Investigations team
- » Utilizes K-9 Unit for drug searches, missing persons, and tracking criminals
- » Processes major crime scene/Evidence Technician Unit
- » Conducts liquor compliance inspections by plain clothes and uniform officers
- » Conducts tobacco compliance checks and Smoking Lounges compliance checks
- » Massage facilities compliance checks
- » Somerset Liaison Officer
- » School Resource Officer
- » Plan, coordinate, staff and execute large Scale Special Events occurring in the City
- » Coordinate the PD involvement in Community charity based events in conjunction with City Civic Groups

Police

PERFORMANCE INDICATORS

Performance Indicator	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
OWI Arrests	413	352	362	375
Underage Alcohol Enforcement	59	31	2	5
Liquor Law Violations	13	0	0	3
Alcohol Compliance Inspections Resulting in Violations	4	2	0	2
Group A Crimes Occurring	2,933	2,955	2,680	2,700
Group A Crimes Arrests	1,251	1,098	1,034	1,050
Group A Crime Clearance Rate	43.7%	37.9%	38.0%	39.0%
Directed/Selective Traffic Enforcement Details	1	5,094	11,720	12,000
Hazardous Traffic Citations	5,283	653	1,140	1,200
Non-Hazardous Traffic Citations	1,221	3,069	4,012	4,000
License, Title, Registration Citations	3,528	157	180	180
Obligated Time	69.8%	27,373	31,010	31,010
Traffic Crashes (Reportable)	3,174	186	400	425
Request for Ambulance With Officer	2,765	2,063	2,184	2,000
Volunteer Hours	4,275.00	4,016.00	3,872.00	4,000.00
Online (Web Based Reports Taken)	432	190	228	200

Notes on Performance Indicators

- The Police Department's goals are:
 - To increase community involvement/awareness in an effort to enhance the livability of the overall Troy community
 - To maintain a high level of police service and professionalism in Troy
 - To reduce/maintain crime level in Troy

Police

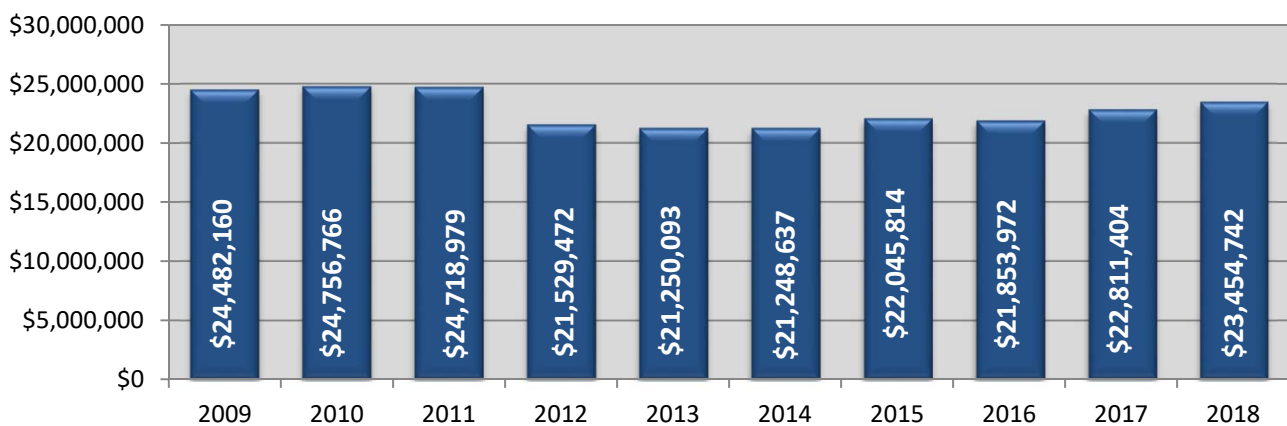
SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget**

- * The total Police Department Operating Budget is \$27.5 million. This is a \$571,000 or 2.12% increase over the prior year. Personal Services is the largest cost in the department at \$23.8 million, an increase of \$588,620 or 2.54%.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Police Department	152	9.1	158	8.1	162	8.1	160	7.6
Total Department	152	9.1	158	8.1	162	8.1	160	7.6

- Operating Budget History**



**General Fund
Public Safety**

Police Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 301 Police Department								
Division: 10 Executive Administration								
Business Unit: 305 Police Administration 101.301.10.305								
Personal Services	\$ 939,750	\$ 1,157,470	\$ 1,148,640	\$ 1,197,080	\$ 1,008,290	-15.77%	\$ 1,032,510	\$ 1,057,520
Supplies	98,873	104,200	107,600	110,950	109,260	-1.52%	111,400	113,580
Other Service Charges	467,416	541,429	590,080	648,770	624,910	-3.68%	651,800	664,150
Business Unit Total: Police Administration	1,506,039	1,803,099	1,846,320	1,956,800	1,742,460	-10.95%	1,795,710	1,835,250

**General Fund
Public Safety**

Police Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 320								
Professional Standards								
101.301.10.320								
Personal Services	713,743	513,968	646,160	806,470	670,920	-16.81%	687,840	705,360
Supplies	2,010	1,077	1,800	1,800	1,800	0.00%	1,800	1,800
Other Service Charges	21,096	28,318	26,800	27,020	26,690	-1.22%	27,910	28,470
Business Unit Total:								
Professional Standards	736,849	543,364	674,760	835,290	699,410	-16.27%	717,550	735,630
Division Total:								
Executive								
Administration	2,242,888	2,346,463	2,521,080	2,792,090	2,441,870	-12.54%	2,513,260	2,570,880
Division: 11								
Investigative/Admin								
Services								
Business Unit: 307								
Investigations Services								
101.301.11.307								
Personal Services	1,895,936	1,757,923	1,913,020	2,042,770	2,233,420	9.33%	2,288,900	2,346,250
Supplies	16,015	14,872	15,230	16,660	17,460	4.80%	17,600	17,740
Other Service Charges	124,981	134,720	140,270	142,400	150,440	5.65%	147,050	150,080
Business Unit Total:								
Investigations Services	2,036,931	1,907,515	2,068,520	2,201,830	2,401,320	9.06%	2,453,550	2,514,070

**General Fund
Public Safety**

Police Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 308								
Crime Information Unit								
101.301.11.308								
Personal Services	420,761	423,670	466,950	468,670	622,400	32.80%	638,980	656,190
Supplies	3,665	3,549	4,300	4,340	4,370	0.69%	4,410	4,450
Other Service Charges	22,961	20,689	18,990	19,650	23,570	19.95%	20,310	20,730
Business Unit Total:								
Crime Information Unit	447,388	447,908	490,240	492,660	650,340	32.01%	663,700	681,370
Business Unit: 309								
Special Investigations Unit								
101.301.11.309								
Personal Services	528,546	446,304	504,040	517,740	540,000	4.30%	553,730	567,920
Supplies	3,947	3,762	3,700	3,800	3,820	0.53%	3,850	3,880
Other Service Charges	37,332	41,214	38,020	38,760	40,480	4.44%	42,030	42,900
Business Unit Total:								
Special Investigations Unit	569,825	491,279	545,760	560,300	584,300	4.28%	599,610	614,700

**General Fund
Public Safety**

Police Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 311 Drug Enforcement (DEA)								
101.301.11.311								
Personal Services	189,127	179,383	181,970	186,450	189,970	1.89%	194,820	199,840
Supplies	4,531	3,592	4,900	9,460	5,430	-42.60%	5,530	5,630
Other Service Charges	19,951	19,676	20,860	21,380	21,620	1.12%	22,420	22,890
Business Unit Total: Drug Enforcement (DEA)	213,608	202,651	207,730	217,290	217,020	-0.12%	222,770	228,360
Business Unit: 321 Criminal Justice Training								
101.301.11.321								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	22,711	18,226	22,170	22,170	22,620	2.03%	23,080	23,540
Business Unit Total: Criminal Justice Training	22,711	18,226	22,170	22,170	22,620	2.03%	23,080	23,540

**General Fund
Public Safety**

Police Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 322								
Training Section								
101.301.11.322								
Personal Services	304,898	301,256	269,300	322,950	342,080	5.92%	351,010	360,270
Supplies	69,067	112,083	114,500	114,890	91,660	-20.22%	93,460	95,300
Other Service Charges	17,889	20,383	20,550	20,890	20,950	0.29%	21,820	22,280
Business Unit Total:								
Training Section	391,855	433,722	404,350	458,730	454,690	-0.88%	466,290	477,850
Business Unit: 324								
Emergency Response/Preparedness								
101.301.11.324								
Personal Services	79,249	81,938	80,510	86,660	86,070	-0.68%	88,140	90,300
Supplies	46,607	56,873	56,000	56,510	52,200	-7.63%	58,800	59,980
Other Service Charges	1,789	2,194	4,040	11,010	2,080	-81.11%	2,120	2,160
Business Unit Total:								
Emergency Response/Preparedness	127,645	141,005	140,550	154,180	140,350	-8.97%	149,060	152,440

**General Fund
Public Safety**

Police Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 326								
Records Section								
101.301.11.326								
Personal Services	526,695	576,912	629,830	664,110	670,420	0.95%	688,010	706,250
Supplies	1,516	1,108	3,300	5,410	5,500	1.66%	1,350	1,360
Other Service Charges	2,447	4,304	3,330	6,590	3,790	-42.49%	3,880	3,960
Business Unit Total:								
Records Section	530,658	582,324	636,460	676,110	679,710	0.53%	693,240	711,570
Business Unit: 329								
Lockup Section								
101.301.11.329								
Personal Services	1,222,683	1,264,737	1,448,330	1,428,320	1,470,190	2.93%	1,509,840	1,551,000
Supplies	19,188	24,058	20,300	21,340	21,560	1.03%	21,790	22,020
Other Service Charges	14,291	16,521	10,200	14,870	15,110	1.61%	16,250	16,600
Business Unit Total:								
Lockup Section	1,256,163	1,305,317	1,478,830	1,464,530	1,506,860	2.89%	1,547,880	1,589,620
Business Unit: 333								
Property Section								
101.301.11.333								
Personal Services	99,397	98,332	111,820	107,470	115,460	7.43%	118,820	122,290
Supplies	1,888	1,213	1,800	1,900	1,920	1.05%	1,950	1,980
Other Service Charges	254	507	330	280	340	21.43%	350	360
Business Unit Total:								
Property Section	101,539	100,052	113,950	109,650	117,720	7.36%	121,120	124,630

**General Fund
Public Safety**

Police Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 334								
Research & Technology								
101.301.11.334								
Personal Services	183,380	184,614	217,520	225,540	225,890	0.16%	231,790	237,910
Supplies	27,132	24,154	-	25,340	25,850	2.01%	25,850	26,370
Other Service Charges	629,403	751,815	809,160	829,860	847,540	2.13%	860,070	877,280
Business Unit Total:								
Research & Technology	839,915	960,584	1,026,680	1,080,740	1,099,280	1.72%	1,117,710	1,141,560
Division Total:								
Investigative/Admin Services	6,538,237	6,590,582	7,135,240	7,438,190	7,874,210	5.86%	8,058,010	8,259,710
Division: 12 Operations								
Business Unit: 315 Road Patrol								
101.301.12.315								
Personal Services	8,701,610	9,138,773	9,323,720	10,262,910	10,116,450	-1.43%	10,372,050	10,636,520
Supplies	205,932	220,764	259,540	241,280	230,010	-4.67%	214,190	218,470
Other Service Charges	802,806	837,456	840,730	888,530	857,930	-3.44%	875,470	893,350
Business Unit Total:								
Road Patrol	9,710,348	10,196,994	10,423,990	11,392,720	11,204,390	-1.65%	11,461,710	11,748,340

**General Fund
Public Safety**

Police Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 316 K Nine								
101.301.12.316								
Personal Services	499,565	491,921	478,420	543,100	526,000	-3.15%	538,280	550,950
Supplies	4,626	5,770	4,920	4,930	4,980	1.01%	5,030	5,080
Other Service Charges	63,204	71,544	68,910	69,430	70,890	2.10%	72,320	73,800
Business Unit Total: K Nine	567,395	569,235	552,250	617,460	601,870	-2.52%	615,630	629,830
Business Unit: 317 Directed Patrol Unit								
101.301.12.317								
Personal Services	433,210	457,611	486,880	483,070	786,120	62.73%	806,860	828,360
Supplies	4,302	4,373	4,700	4,860	4,970	2.26%	5,080	5,180
Other Service Charges	57,696	67,452	80,600	80,350	75,310	-6.27%	84,010	85,740
Business Unit Total: Directed Patrol Unit	495,207	529,435	572,180	568,280	866,400	52.46%	895,950	919,280
Business Unit: 318 Traffic Unit								
101.301.12.318								
Personal Services	269,541	277,209	649,760	749,970	901,600	20.22%	923,400	945,930
Supplies	3,542	2,735	3,700	3,750	3,990	6.40%	4,070	4,150
Other Service Charges	33,949	74,984	108,670	68,250	153,120	124.35%	156,220	159,390
Business Unit Total: Traffic Unit	307,032	354,928	762,130	821,970	1,058,710	28.80%	1,083,690	1,109,470

**General Fund
Public Safety**

Police Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 319								
Crossing Guards								
101.301.12.319								
Personal Services	35,699	37,056	40,940	42,380	40,900	-3.49%	41,720	42,540
Supplies	220	195	300	320	330	3.13%	340	350
Other Service Charges	162	327	210	180	220	22.22%	230	240
Business Unit Total:								
Crossing Guards	36,081	37,577	41,450	42,880	41,450	-3.33%	42,290	43,130
Business Unit: 325								
Communications Section								
101.301.12.325								
Personal Services	1,870,702	1,795,915	1,959,880	2,097,880	2,165,000	3.20%	2,223,010	2,283,170
Supplies	33,461	38,772	53,700	60,810	38,780	-36.23%	39,560	40,360
Other Service Charges	61,500	62,430	79,610	60,860	58,670	-3.60%	59,890	61,150
Business Unit Total:								
Communications Section	1,965,663	1,897,117	2,093,190	2,219,550	2,262,450	1.93%	2,322,460	2,384,680

**General Fund
Public Safety**

Police Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 335								
Community Services								
Section								
101.301.12.335								
Personal Services	874,572	854,861	894,010	951,060	1,062,040	11.67%	1,088,910	1,116,680
Supplies	10,437	7,936	8,600	9,000	9,070	0.78%	9,250	9,430
Other Service Charges	63,543	69,614	68,660	69,600	70,990	2.00%	72,450	73,950
Business Unit Total:								
Community Services								
Section	948,552	932,412	971,270	1,029,660	1,142,100	10.92%	1,170,610	1,200,060
Operations	14,030,278	14,517,698	15,416,460	16,692,520	17,177,370	2.90%	17,592,340	18,034,790
Department Total:								
Police Department	\$ 22,811,404	\$ 23,454,742	\$ 25,072,780	\$ 26,922,800	\$ 27,493,450	2.12%	\$ 28,163,610	\$ 28,865,380

FIRE

Fire Chief | David Roberts

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

ADMINISTRATION

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

» OPERATIONS

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

FIRE PREVENTION / COMMUNITY RISK REDUCTION

- » Reviews plans for future site development
- » Reviews plans for new building construction and renovation
- » Reviews plans for fire protection system installations
- » Conducts building fire and life safety inspections
- » Issues permits for fire protection; hazardous materials; occupancy; fireworks; and special event permits
- » Administers state and federal "Firefighter Right to Know" program
- » Conducts public fire safety education
- » Oversees youth explorer program

FIRE SUPPRESSION

- » Responds to fires, rescues, and other emergencies
- » Mitigates hazardous situations
- » Provides firefighting mutual aid to neighboring communities
- » Administers private provider emergency medical services

Fire

PERFORMANCE INDICATORS

Performance Indicator	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Fire Department Responses	1,076	1,194	1,156	1,189
All Fires	154	186	144	186
Structure Fires	41	100	63	72
Property Endangered	\$124,787,496	\$46,408,201	\$6,213,518	\$57,241,578
Fire Loss	\$2,198,859	\$1,376,507	\$182,860	\$1,136,622
# of Volunteer Firefighters	155	163	163	164
Firefighter Training Hours	18,100	18,636	24,660	21,998
Public Education Programs	95	50	50	59
Public Education Attendance	8,470	7,014	7,000	7,524
Inspections Performed	2,766	2,023	1,212	1,863
Violations Issued	1,775	887	357	869
Violations Cleared	1,167	878	427	830
Fees Earned	\$155,200	\$148,965	\$115,043	\$146,596
Permits Issued	598	550	365	485
Plans Reviewed	845	1,504	1,120	1,243
Fire Loss Per Capita*	\$27.15	\$15.79	\$2.10	\$13.34
Dept. Operating Cost Per Capita**	\$82.22	\$64.32	\$63.21	\$78.19
Firefighting Efficiency***	98%	97%	97%	97%
Civilian fire related deaths/injuries	0/2	0/6	0/2	0/0
Firefighter death/injuries	0/6	0/0	0/0	0/0

Notes on Performance Indicators

- *Structure fires only
- **The 2017/18 and 2018/19 costs are based on the 2017 estimated population of 87,177 residents from SEMCOG.
- ***Fire loss vs. endangered structure value

Fire

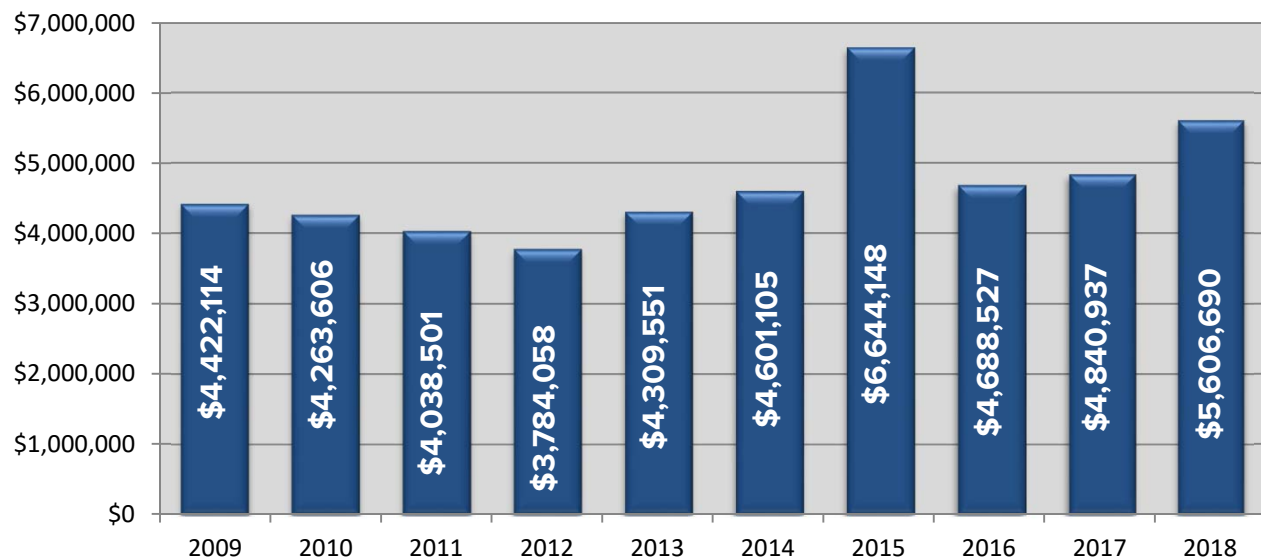
SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget***

None. The Fire Department continues to provide effective and efficient fire protection, rescue, and hazard mitigation for the community at a fraction of the cost of comparably sized fire departments.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Fire Department	12	2.2	12	2.3	12	2.3	12	1.7
Total Department	12	2.2	12	2.3	12	2.3	12	1.7

- Operating Budget History***



Note: Fiscal 2015 included a one-time contribution to the Volunteer Firefighter Incentive Plan of \$2 million

General Fund

Fire Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 336 Fire Department								
Business Unit: 337 Fire Administration								
101.336.00.337								
Personal Services	\$ 329,473	\$ 326,570	\$ 332,740	\$ 359,280	\$ 358,870	-0.11%	\$ 367,930	\$ 377,300
Supplies	4,323	5,456	36,110	7,500	6,400	-14.67%	6,490	6,680
Other Service Charges	35,332	43,969	61,920	87,090	42,170	-51.58%	42,970	43,760
Business Unit Total: Fire Administration	369,129	375,995	430,770	453,870	407,440	-10.23%	417,390	427,740
Business Unit: 338 Fire Operations								
101.336.00.338								
Personal Services	292,822	514,223	611,220	604,510	636,380	5.27%	653,060	670,330
Supplies	281,077	320,037	347,400	347,400	347,400	0.00%	334,370	337,470
Other Service Charges	591,202	600,779	585,390	592,820	614,770	3.70%	627,230	639,890
Business Unit Total: Fire Operations	1,165,101	1,435,040	1,544,010	1,544,730	1,598,550	3.48%	1,614,660	1,647,690

General Fund

Fire Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 340 Fire Companies								
101.336.00.340								
Personal Services	45,700	13,723	1,710	-	-	0.00%	-	-
Supplies	18,619	13,363	32,000	30,000	16,000	-46.67%	16,160	16,320
Other Service Charges	1,519,150	2,122,372	1,724,830	1,713,270	1,703,800	-0.55%	1,707,990	1,712,220
Business Unit Total: Fire Companies	1,583,468	2,149,458	1,758,540	1,743,270	1,719,800	-1.35%	1,724,150	1,728,540
Business Unit: 341 Fire Prevention								
101.336.00.341								
Personal Services	1,050,514	800,689	772,960	914,910	809,710	-11.50%	831,480	854,080
Supplies	11,008	12,984	12,240	12,240	12,240	0.00%	12,300	12,360
Other Service Charges	110,516	108,890	84,410	87,980	97,150	10.42%	98,940	100,770
Business Unit Total: Fire Prevention	1,172,038	922,562	869,610	1,015,130	919,100	-9.46%	942,720	967,210
Business Unit: 343 Fire Communications								
101.336.00.343								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	4,981	4,216	4,180	4,180	4,180	0.00%	4,220	4,260
Other Service Charges	229,288	233,394	238,860	231,510	273,690	18.22%	256,410	261,250
Business Unit Total: Fire Communications	234,269	237,610	243,040	235,690	277,870	17.90%	260,630	265,510

General Fund

Fire Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 344 Fire Halls								
101.336.00.344								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	35,722	37,420	41,610	80,860	39,130	-51.61%	39,830	40,540
Other Service Charges	281,210	448,605	587,440	578,870	586,680	1.35%	594,980	603,320
Business Unit Total: Fire Halls	316,932	486,025	629,050	659,730	625,810	-5.14%	634,810	643,860
Department Total: Fire Department	\$ 4,840,937	\$ 5,606,690	\$ 5,475,020	\$ 5,652,420	\$ 5,548,570	-1.84%	\$ 5,594,360	\$ 5,680,550

BUILDING INSPECTION

SAFEbuilt Building Official | Randy McClure
Building Official | Currently Vacant

The City of Troy contracts with SAFEbuilt Inc. to perform duties dedicated to protecting the health, safety and welfare of the Troy community. The Building Inspection Department enforces nearly 30 different chapters of the Troy City Code including building codes, property maintenance, signs, litter, zoning, nuisance and others.

ADMINISTRATION

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

CLERICAL

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

PLAN REVIEW

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

Building Inspection

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Permits issued	10,633	11,273	10,681	10,800
Plans Reviewed	3,817	3,750	3,312	3,600
Total Value of Construction	\$166,879,878	\$180,411,536	\$173,651,240	\$170,000,000
Number of Inspections	19,211	19,355	18,017	18,800

Notes on Performance Indicators

- There was a spike in the number of permits and inspection activity through 2017 & 2018 which is expected to decline back to 2016/2017 levels going forward

Building Inspection

SUMMARY OF BUDGET CHANGES

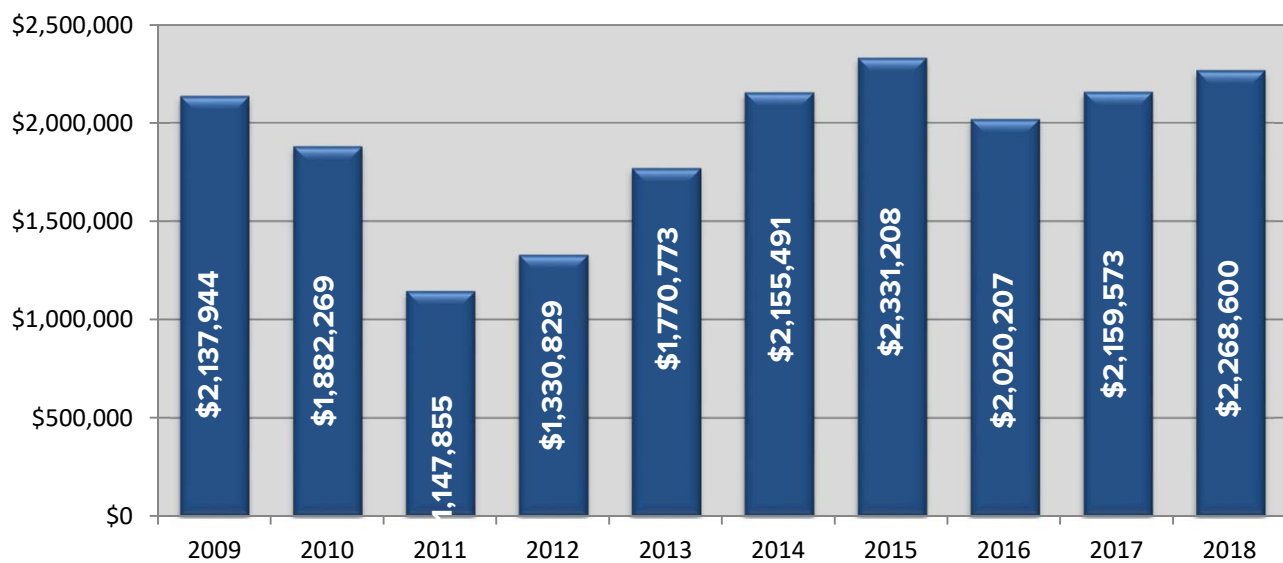
- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget**

Adding a full-time Building Official in 2019-2020 budget that used to be partially housed in Planning
Increased cost for Vehicle Rental - upgraded to a 4x4 vehicle.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Building Inspection	*0.35	0	0.35	0	0.35	0	1	0
Total Department	*0.35	0	0.35	0	0.35	0	1	0

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

- Operating Budget History**



General Fund

Building Inspections

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 371 Building Inspections								
Business Unit: 371 Building Inspections								
101.3/1.00.3/1								
Personal Services	\$ 51,763	\$ 53,964	\$ 55,750	\$ 59,730	\$ 130,570	118.60%	\$ 134,330	\$ 138,260
Supplies	7,697	4,725	3,200	7,600	5,500	-27.63%	5,500	5,550
Other Service Charges	2,100,113	2,209,911	2,101,310	2,274,260	2,142,180	-5.81%	2,177,020	2,209,250
Business Unit Total: Building Inspections	2,159,573	2,268,600	2,160,260	2,341,590	2,278,250	-2.70%	2,316,850	2,353,060
Department Total: Building Inspections	\$ 2,159,573	\$ 2,268,600	\$ 2,160,260	\$ 2,341,590	\$ 2,278,250	-2.70%	\$ 2,316,850	\$ 2,353,060

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DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS

Public Works Director | Kurt Bovensiepe

Streets & Drains Operations Manager | Scott Carruthers

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

ADMINISTRATIVE AND SUPPORT SERVICES

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

STREETS AND DRAINS

- » Provides maintenance, repair and replacement to a network of 268.42 miles of Local Roads, 57.34 miles of Major/Industrial Roads, and 67.18 miles of County roads
- » Provides maintenance and oversight to over 1,000 street lights
- » Maintains traffic control signs through Major, Local, and select County roads
- » Maintains a program that monitors and replaces hazardous sidewalks in the 514 miles of city sidewalks
- » Investigates residential storm water issues
- » Works to maintain a highly efficient storm water drainage system as regulate by the Oakland County Storm Water Permit and MDEQ
- » Assists other departments or agencies in securing a safe environment during emergencies

Public Works

PERFORMANCE INDICATORS

Performance Indicator	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Sidewalks-New Installation	\$22,000	\$1,100	\$5,000	\$10,000
Concrete Pavement Repair	\$8,600,000	\$4,344,987	\$3,600,000	\$1,400,000
Crack and Joint Sealing	\$125,000	\$149,522	\$147,360	\$150,000
Street Light Maintenance	\$523,000	\$434,100	\$429,150	\$521,660
Streets and Drains				
Performance Indicator	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Snow Removal and Plowing Occurrences	1	10	6	6
Snow and Ice Control and Salting Occurrences	28	21	41	32
Salt Usages in Tons	4,900	10,350	8,000	10,000
Chloride Sand Usage in Tons	16	50	100	75
Asphalt Placed (Hot)	720	575	500	550
Asphalt Placed (Cold)	100	200	200	200
Concrete Redi-Mix Placed	300	317	320	350
Traffic Sign Repairs or Replacements	186	250	172	200
Street Sweeping Local Roads (4 times per year)	50%	100%	100%	100%
Requests for Service	1,956	1,080	1,080	1,500

Notes on Performance Indicators

- More concentration on asphalt roads then concrete in future budgets.

Public Works

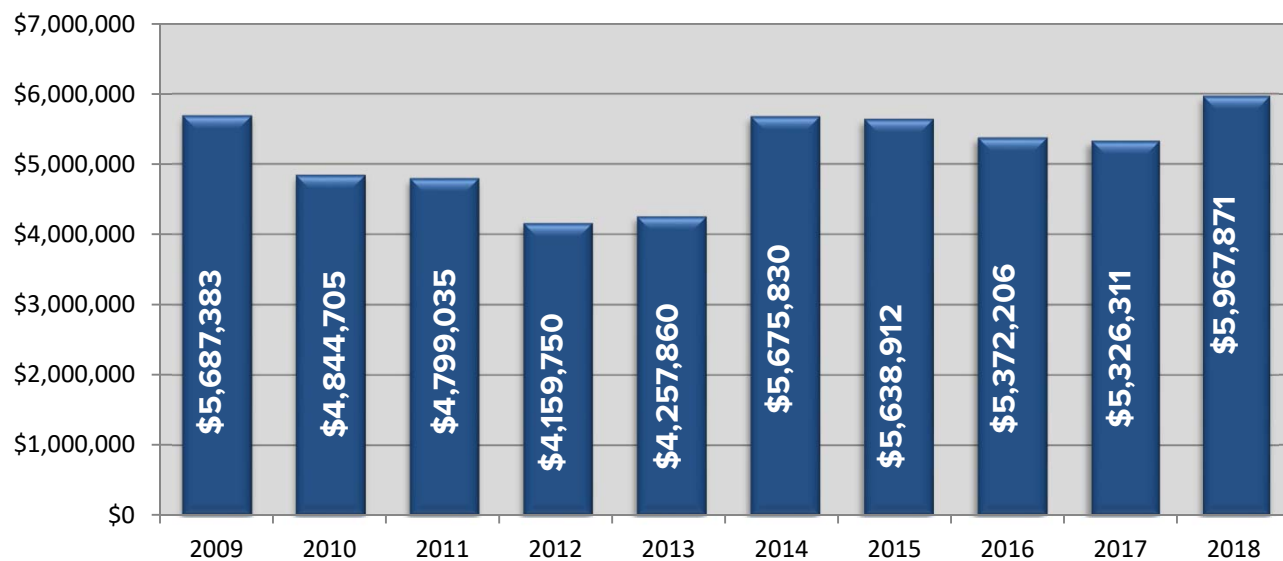
SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget**

Significant decrease in concrete repair/replacement. Increased budgeted funds for pavement marking to cover more areas in need of marking.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Streets and Drains	22.42	4.6	22.72	5.1	22.72	7.9	22.72	6.1
Total Department	22.42	4.6	22.72	5.1	22.72	7.9	22.72	6.1

- Operating Budget History**



**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets Department								
Division: 20 - Local Streets								
Business Unit: 481 Local Surface Maint-Gravel 101.44/.20.481								
Personal Services	\$ 37,623	\$ 38,755	\$ 48,600	\$ 78,540	\$ 78,350	-0.24%	\$ 80,300	\$ 82,320
Supplies	10,062	5,593	3,000	10,000	7,330	-26.70%	7,480	7,640
Other Service Charges	27,717	22,011	22,500	26,000	26,520	2.00%	27,050	27,590
Business Unit Total: Local Surface Maint-Gravel	75,402	66,359	74,100	114,540	112,200	-2.04%	114,830	117,550
Business Unit: 482 Local Surface Maintenance 101.447.20.482								
Personal Services	242,404	245,875	273,450	324,550	326,240	0.52%	334,490	343,010
Supplies	90,862	71,328	82,500	105,000	88,350	-15.86%	90,110	91,910
Other Service Charges	69,468	131,618	143,800	181,000	150,680	-16.75%	153,690	156,770
Business Unit Total: Local Surface Maintenance	402,734	448,821	499,750	610,550	565,270	-7.42%	578,290	591,690

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 483 Local Surface Maint-Concrete 101.447.20.483								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	-	-	-	-	-	0.00%	-	-
Business Unit Total: Local Surface Maint-Concrete	-	-	-	-	-	0.00%	-	-
Business Unit: 485 Local Guard Rails & Posts 101.447.20.485								
Personal Services	1,496	1,305	1,410	14,130	13,440	-4.88%	13,710	13,990
Supplies	-	-	500	2,500	190	-92.40%	190	200
Other Service Charges	436	526	650	1,600	1,630	1.88%	1,660	1,690
Business Unit Total: Local Guard Rails & Posts	1,932	1,831	2,560	18,230	15,260	-16.29%	15,560	15,880

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 486 Local Sweeping 101.447.20.486								
Personal Services	30,023	48,320	79,700	63,440	58,930	-7.11%	60,470	62,040
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	42,924	69,024	102,600	103,000	105,060	2.00%	107,160	109,300
Business Unit Total: Local Sweeping	72,947	117,344	182,300	166,440	163,990	-1.47%	167,630	171,340
Business Unit: 489 Local Drain Structures 101.447.20.489								
Personal Services	373,772	186,954	192,140	232,370	235,250	1.24%	241,360	247,710
Supplies	68,679	40,049	63,700	63,800	65,110	2.05%	66,420	67,740
Other Service Charges	165,476	127,431	180,300	214,800	193,600	-9.87%	197,460	201,420
Business Unit Total: Local Drain Structures	607,927	354,435	436,140	510,970	493,960	-3.33%	505,240	516,870
Business Unit: 490 Local Roadside Cleanup 101.447.20.490								
Personal Services	5,441	7,214	25,940	3,800	11,050	190.79%	11,340	11,630
Supplies	28	45	500	150	220	46.67%	220	220
Other Service Charges	1,253	1,449	900	2,060	2,100	1.94%	2,140	2,180
Business Unit Total: Local Roadside Cleanup	6,722	8,708	27,340	6,010	13,370	122.46%	13,700	14,030

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 491 Local Grass & Weed Control 101.447.20.491								
Personal Services	7,851	6,388	7,200	-	-	0.00%	-	-
Supplies	-	736	-	-	280	100.00%	280	290
Other Service Charges	1,369	1,120	860	850	860	1.18%	880	900
Business Unit Total: Local Grass & Weed Control	9,220	8,243	8,060	850	1,140	34.12%	1,160	1,190
Business Unit: 492 Local Dust Control 101.447.20.492								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	-	-	-	-	-	0.00%	-	-
Business Unit Total: Dust Control	-	-	-	-	-	0.00%	-	-
Business Unit: 495 Local Signs 101.447.20.495								
Personal Services	33,650	51,196	73,530	104,380	107,090	2.60%	109,920	112,860
Supplies	12,327	13,203	20,000	30,900	17,150	-44.50%	17,490	17,840
Other Service Charges	11,032	10,694	10,000	30,800	18,500	-39.94%	18,870	19,250
Business Unit Total: Local Signs	57,009	75,094	103,530	166,080	142,740	-14.05%	146,280	149,950

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 497 Local Markings								
101.447.20.497								
Personal Services	961	819	2,980	5,250	5,320	1.33%	5,460	5,610
Supplies	1,782	-	10,000	15,450	4,440	-71.26%	4,530	4,620
Other Service Charges	89	59	150	2,100	2,140	1.90%	2,180	2,220
Business Unit Total: Local Markings	2,832	878	13,130	22,800	11,900	-47.81%	12,170	12,450
Business Unit: 498 Local Snow & Ice Control								
101.447.20.498								
Personal Services	140,241	243,931	177,980	277,130	277,940	0.29%	285,050	292,420
Supplies	69,231	79,026	90,500	123,600	89,930	-27.24%	91,730	93,570
Other Service Charges	200,731	396,284	205,000	380,000	383,520	0.93%	391,190	399,020
Business Unit Total: Local Snow & Ice Control	410,204	719,241	473,480	780,730	751,390	-3.76%	767,970	785,010
Business Unit: 499 Local Street Administration								
101.447.20.499								
Personal Services	35,344	77,737	130,790	151,790	137,340	-9.52%	140,990	144,810
Supplies	11,504	11,212	10,500	14,400	11,890	-17.43%	12,120	12,360
Other Service Charges	87,519	87,366	119,140	129,710	123,050	-5.13%	125,490	127,980
Business Unit Total: Local Street Administration	134,367	176,314	260,430	295,900	272,280	-7.98%	278,600	285,150

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Division Total: Local Streets	1,781,295	1,977,267	2,080,820	2,693,100	2,543,500	-5.55%	2,601,430	2,661,110
Division: 21 - County Roads								
Business Unit: 500 County Surface Maintenance								
101.447.21.500								
Personal Services	293	9,924	68,470	2,560	2,670	4.30%	2,720	2,790
Supplies	16	-	-	-	-	0.00%	-	-
Other Service Charges	-	3,912	500	1,000	1,020	2.00%	1,040	1,060
Business Unit Total: County Surface Maintenance	309	13,836	68,970	3,560	3,690	3.65%	3,760	3,850
Business Unit: 501 County Drain Structures								
101.447.21.501								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	-	-	-	-	-	0.00%	-	-
Business Unit Total: County Drain Structures	-	-	-	-	-	0.00%	-	-

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 502 County Snow & Ice Control 101.447.21.502								
Personal Services	95,079	158,519	204,360	215,910	220,270	2.02%	226,020	231,990
Supplies	136,097	186,370	85,500	185,400	153,670	-17.11%	156,740	159,880
Other Service Charges	70,306	132,222	45,500	100,940	102,950	1.99%	105,010	107,110
Business Unit Total: County Snow & Ice Control	301,481	477,112	335,360	502,250	476,890	-5.05%	487,770	498,980
Business Unit: 503 County Road Administration 101.447.21.503								
Personal Services	3,984	3,602	4,020	4,500	4,610	2.44%	4,750	4,880
Supplies	22,187	509	500	600	510	-15.00%	520	530
Other Service Charges	5,066	7,340	20,000	20,000	20,400	2.00%	20,810	21,230
Business Unit Total: County Road Administration	31,237	11,450	24,520	25,100	25,520	1.67%	26,080	26,640

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 504 County Signs								
101.447.21.504								
Personal Services	24	1,996	4,030	15,410	8,580	-44.32%	8,810	9,020
Supplies	22,636	1,714	1,100	5,000	9,590	91.80%	9,780	9,970
Other Service Charges	-	-	1,000	5,300	5,400	1.89%	5,510	5,620
Business Unit Total:								
County Signs	22,660	3,710	6,130	25,710	23,570	-8.32%	24,100	24,610
Business Unit: 507 County Sweeping								
101.447.21.507								
Personal Services	1,760	28	360	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	2,453	49	1,000	1,100	1,120	1.82%	1,140	1,160
Business Unit Total:								
County Sweeping	4,213	78	1,360	1,100	1,120	1.82%	1,140	1,160
Division Total: County Roads	359,900	506,186	436,340	557,720	530,790	-4.83%	542,850	555,240

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Division 22 - Major Streets								
Business Unit: 464 Major Surface Maintenance 101.447.22.464								
Personal Services	237,566	307,745	311,030	473,560	477,120	0.75%	489,180	501,640
Supplies	34,069	64,644	52,200	74,300	88,190	18.69%	53,240	54,300
Other Service Charges	88,740	220,208	186,000	198,800	206,270	3.76%	210,400	214,610
Business Unit Total: Major Surface Maintenance	360,375	592,597	549,230	746,660	771,580	3.34%	752,820	770,550
Business Unit: 465 Major Guard Rail & Posts 101.447.22.465								
Personal Services	280	78	-	3,840	3,660	-4.69%	3,720	3,810
Supplies	-	336	-	-	130	100.00%	130	130
Other Service Charges	33	-	150	500	510	2.00%	520	530
Business Unit Total: Major Guard Rails & Posts	313	414	150	4,340	4,300	-0.92%	4,370	4,470

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 466 Major Sweeping 101.447.22.466								
Personal Services	19,164	37,940	60,690	54,450	54,560	0.20%	55,900	57,320
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	26,943	47,739	52,000	123,600	75,000	-39.32%	76,500	78,030
Business Unit Total: Major Sweeping	46,106	85,678	112,690	178,050	129,560	-27.23%	132,400	135,350
Business Unit: 469 Major Drain Structures 101.447.22.469								
Personal Services	41,624	81,355	126,870	150,940	153,050	1.40%	157,010	161,120
Supplies	2,755	6,421	6,100	6,200	5,790	-6.61%	5,900	6,020
Other Service Charges	15,739	51,021	31,000	59,000	55,000	-6.78%	56,100	57,230
Business Unit Total: Major Drain Structures	60,118	138,797	163,970	216,140	213,840	-1.06%	219,010	224,370
Business Unit: 470 Major Roadside Cleanup 101.447.22.470								
Personal Services	26,945	24,125	33,810	37,190	36,140	-2.82%	37,070	38,030
Supplies	10	231	200	500	170	-66.00%	170	170
Other Service Charges	7,713	5,954	1,900	5,250	5,350	1.90%	5,460	5,570
Business Unit Total: Major Roadside Cleanup	34,668	30,310	35,910	42,940	41,660	-2.98%	42,700	43,770

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 471 Major Grass & Weed Control 101.447.22.471								
Personal Services	5,634	5,410	5,350	11,570	10,990	-5.01%	11,200	11,430
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	1,235	985	950	1,000	1,020	2.00%	1,040	1,060
Business Unit Total: Major Grass & Weed Control	6,869	6,394	6,300	12,570	12,010	-4.46%	12,240	12,490
Business Unit: 475 Major Signs 101.447.22.475								
Personal Services	184,490	182,010	162,260	102,650	104,580	1.88%	107,290	110,110
Supplies	13,962	9,648	15,000	25,000	12,330	-50.68%	12,570	12,830
Other Service Charges	49,071	29,744	22,500	61,800	40,000	-35.28%	40,800	41,620
Business Unit Total: Major Signs	247,522	221,403	199,760	189,450	156,910	-17.18%	160,660	164,560

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 477 Major Markings								
101.447.22.477								
Personal Services	3,880	4,374	10,510	14,830	14,950	0.81%	15,340	15,750
Supplies	133	-	5,000	10,000	1,930	-80.70%	1,970	2,010
Other Service Charges	95,070	81,586	81,450	84,400	98,740	16.99%	100,710	102,720
Business Unit Total: Major Markings	99,083	85,960	96,960	109,230	115,620	5.85%	118,020	120,480
Business Unit: 478 Major Snow & Ice Control								
101.447.22.478								
Personal Services	153,218	253,018	231,530	332,570	335,600	0.91%	344,160	353,020
Supplies	107,304	157,754	75,000	144,200	128,090	-11.17%	130,650	133,260
Other Service Charges	63,448	146,884	60,000	105,060	107,160	2.00%	109,300	111,490
Business Unit Total: Major Snow & Ice Control	323,970	557,656	366,530	581,830	570,850	-1.89%	584,110	597,770

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 479 Major Street Administration 101.447.22.479								
Personal Services	377,618	292,913	219,560	187,510	152,640	-18.60%	156,620	160,750
Supplies	6,647	8,173	8,150	12,600	7,950	-36.90%	8,110	8,270
Other Service Charges	234,375	306,842	379,410	351,980	394,290	12.02%	406,950	414,670
Business Unit Total: Major Street Administration	618,641	607,928	607,120	552,090	554,880	0.51%	571,680	583,690
Division Total: Major Streets	1,797,666	2,327,137	2,138,620	2,633,300	2,571,210	-2.36%	2,598,010	2,657,500
Division 23 - Drains								
Business Unit: 514 Retention Ponds 101.447.23.514								
Personal Services	127,285	116,655	165,280	134,130	133,990	-0.10%	137,130	140,360
Supplies	10,785	7,451	5,350	25,800	11,240	-56.43%	11,460	11,690
Other Service Charges	134,438	110,965	116,670	166,560	132,800	-20.27%	135,450	138,150
Business Unit Total: Retention Ponds	272,508	235,071	287,300	326,490	278,030	-14.84%	284,040	290,200

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 515 Open Drain Maintenance 101.447.23.515								
Personal Services	72,031	60,134	71,620	61,860	60,860	-1.62%	62,420	64,040
Supplies	7,091	3,447	2,900	8,200	5,060	-38.29%	5,160	5,270
Other Service Charges	50,441	45,243	38,000	56,700	57,320	1.09%	58,470	59,640
Business Unit Total: Open Drain Maintenance	129,563	108,824	112,520	126,760	123,240	-2.78%	126,050	128,950
Business Unit: 516 Drain Administration 101.447.23.516								
Personal Services	62,522	61,830	94,840	13,040	12,950	-0.69%	13,250	13,590
Supplies	578	801	-	1,000	820	-18.00%	830	840
Other Service Charges	37,509	39,559	31,800	36,330	37,320	2.73%	38,080	38,860
Business Unit Total: Drain Administration	100,609	102,191	126,640	50,370	51,090	1.43%	52,160	53,290
Business Unit: 517 Storm Sewer & Ryd 101.447.23.517								
Personal Services	113,483	88,051	98,660	143,860	150,300	4.48%	154,170	158,170
Supplies	12,865	4,962	5,000	10,300	8,600	-16.50%	8,770	8,950
Other Service Charges	36,883	27,603	21,000	31,000	31,620	2.00%	32,250	32,900
Business Unit Total: Storm Sewer & Ryd	163,231	120,616	124,660	185,160	190,520	2.89%	195,190	200,020
Division Total: Drains	665,911	566,702	651,120	688,780	642,880	-6.66%	657,440	672,460

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Division 24 - Sidewalks								
Business Unit: 444								
Sidewalk Administration								
101.447.24.444								
Personal Services	26,258	28,526	29,110	30,440	30,170	-0.89%	30,900	31,650
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	2,713	3,825	2,830	3,140	3,240	3.18%	3,310	3,380
Business Unit Total:								
Sidewalk Administration	28,972	32,351	31,940	33,580	33,410	-0.51%	34,210	35,030
Business Unit: 511								
Sidewalk Maint.-Snow								
Removal								
101.447.24.511								
Personal Services	2,210	2,354	8,040	4,720	4,730	0.21%	4,840	4,980
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	6,685	17,271	10,500	41,000	50,050	22.07%	51,050	53,090
Business Unit Total:								
Sidewalk Maint.-Snow								
Removal	8,895	19,625	18,540	45,720	54,780	19.82%	55,890	58,070

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 512 Sidewalk Maint.-General 101.447.24.512								
Personal Services	117,062	74,455	133,760	94,190	95,200	1.07%	97,610	100,100
Supplies	4,340	5,304	5,500	10,300	5,700	-44.66%	5,820	5,930
Other Service Charges	23,512	14,176	19,000	41,200	25,000	-39.32%	25,500	2,610
Business Unit Total: Sidewalk Maint.-General	144,914	93,935	158,260	145,690	125,900	-13.58%	128,930	108,640
Division Total: Sidewalks	182,780	145,911	208,740	224,990	214,090	-4.84%	219,030	201,740
Lighting								
Business Unit: 448 Street Lighting 101.447.25.448								
Personal Services	19,639	20,668	25,270	14,330	14,480	1.05%	14,800	15,150
Supplies	125,152	22,702	16,000	30,000	61,720	105.73%	62,950	64,210
Other Service Charges	378,285	390,733	387,880	474,960	405,940	-14.53%	414,060	422,360
Business Unit Total: Street Lighting	523,076	434,104	429,150	519,290	482,140	-7.15%	491,810	501,720
Lighting	523,076	434,104	429,150	519,290	482,140	-7.15%	491,810	501,720

**General Fund
Public Works**

Streets Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Division 26 - Weeds/Snow & Ice								
Business Unit: 519								
Weeds/Snow & Ice								
101.447.26.519								
Personal Services	1,262	-	-	24,360	-	-100.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	14,420	10,565	6,750	13,860	12,500	-9.81%	12,750	13,000
Business Unit Total:								
Weeds/Snow & Ice	15,682	10,565	6,750	38,220	12,500	-67.29%	12,750	13,000
Division Total:								
Weeds/Snow & Ice	15,682	10,565	6,750	38,220	12,500	-67.29%	12,750	13,000
Department Total: Streets Department	\$ 5,326,311	\$ 5,967,871	\$ 5,951,540	\$ 7,355,400	\$ 6,997,110	-4.87%	\$ 7,123,320	\$ 7,262,770

**General Fund
Public Works**

Transportation

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 596								
Transportation								
Shuttle/Trolley								
101.596.00.596								
Personal Services	\$ 79,322	\$ 149,672	\$ 136,320	\$ 177,920	\$ -	-100.00%	\$ -	\$ -
Supplies	4,001	4,251	1,500	1,500	-	-100.00%	-	-
Other Service Charges	31,548	62,945	64,450	67,000	-	-100.00%	-	-
Business Unit Total: Shuttle/Trolley	114,870	216,868	202,270	246,420	-	-100.00%	-	-
Business Unit: 598								
Senior/Specialized Trans.								
101.596.00.598								
Personal Services	-	-	-	-	378,060	0.00%	387,870	398,020
Supplies	-	-	-	-	63,190	100.00%	54,890	47,660
Other Service Charges	-	-	-	-	85,410	100.00%	87,120	88,840
Business Unit Total: Transportation/Trolley	-	-	-	-	526,660	100.00%	529,880	534,520
Department Total: Transportation								
Department	\$ 114,870	\$ 216,868	\$ 202,270	\$ 246,420	\$ 526,660	113.72%	\$ 529,880	\$ 534,520

The background is a solid green color. Overlaid on this are several sets of lines radiating from the center towards the corners. These lines are in two shades of green: a medium green and a lighter, lime green. Some of these lines are solid, while others are dashed. The lines create a sense of movement and growth, similar to a stylized sunburst or a network diagram.

COMMUNITY DEVELOPMENT

ENGINEERING

City Engineer/Traffic Engineer | William J. Huotari, P.E.
Deputy City Engineer | G. Scott Finlay, P.E.

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

ADMINISTRATION

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

ENGINEERING

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

- » Prepares special assessment district projects for paving, sanitary sewers and sidewalks

SURVEYING AND INSPECTION

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

RIGHT-OF-WAY

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

ENGINEERING

City Engineer/Traffic Engineer | William J. Huotari, P.E.
Deputy City Engineer | G. Scott Finlay, P.E.

TRAFFIC ENGINEERING

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

STORM WATER DRAINAGE

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

Engineering

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Site Plans Approved	60	65	65	60
Right-of-way Permits Issued	504	543	540	525
Value of Construction Contracts Awarded & Supervised	\$7M	\$9M	\$20M	\$12M
Soil Erosion Control Inspections	655	785	450	725
Soil Erosion Control Permits	225	238	230	220
% Engineering Plans Reviewed within 8 Weeks	90%	92%	92%	92%
% Right -of-way Permits issued within 10 days	98%	95%	98%	98%
% Soil Erosion Control Permits Issued within 5 days	98%	98%	98%	98%
% CIP Projects Budgeted and Awarded	95%	95%	95%	95%

Notes on Performance Indicators

- "Value of Construction Contracts Awarded & Supervised" is down due to a reduction in major & local road contracts to avoid conflicts with I75 reconstruction & John R contract completion.

Engineering

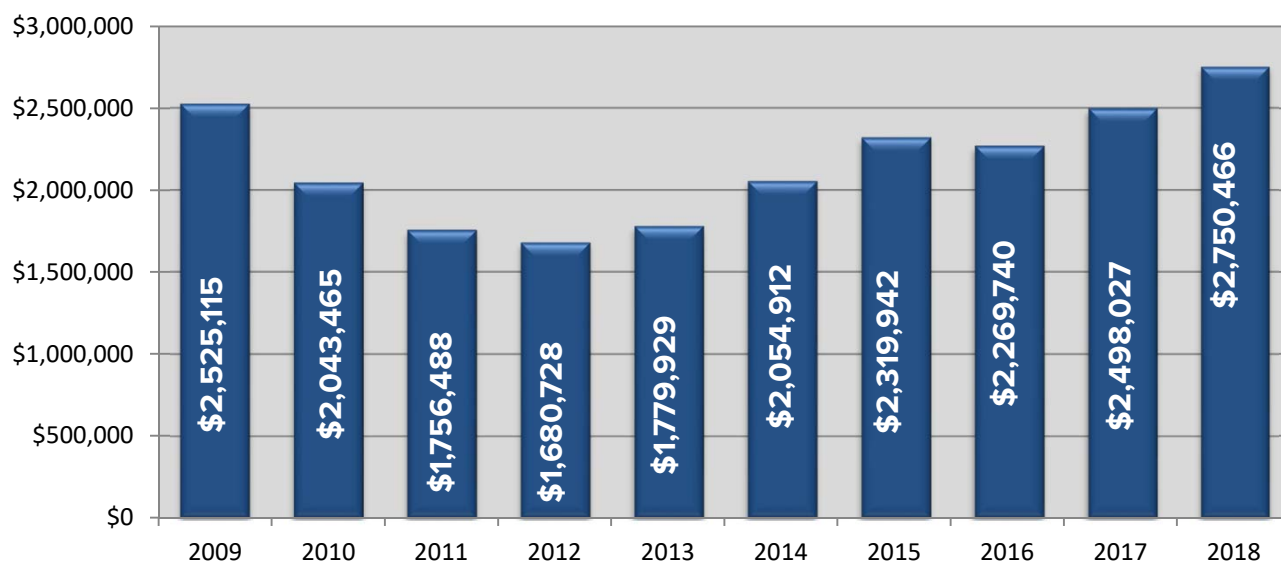
SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget***

Other service charges increased due to additional contractual engineering services needed for private development and permit inspection.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Engineering	12.2	0	12.2	0	12.2	0	12.2	0
Traffic Engineering		0.3						
Total Department	12.2	0.3	12.2	0	12.2	0	12.2	0

- Operating Budget History***



**General Fund
Community Development**

Engineering Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 442								
Engineering								
Business Unit: 442								
Engineering								
101.442.00.442								
Personal Services	\$ 1,686,510	\$ 1,739,728	\$ 1,793,230	\$ 1,944,930	\$ 1,893,820	-2.63%	\$ 1,943,910	\$ 1,995,850
Supplies	9,601	10,961	13,000	16,260	13,400	-17.59%	13,660	13,920
Other Service Charges	801,916	999,777	994,430	880,060	990,660	12.57%	994,410	998,260
Business Unit Total:								
Engineering	2,498,027	2,750,466	2,800,660	2,841,250	2,897,880	1.99%	2,951,980	3,008,030
Business Unit: 443 Traffic								
Engineering								
101.442.00.443								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	-	-	-	-	-	0.00%	-	-
Business Unit Total: Traffic								
Engineering	-	-	-	-	-	0.00%	-	-
Department Total:								
Engineering Department	\$ 2,498,027	\$ 2,750,466	\$ 2,800,660	\$ 2,841,250	\$ 2,897,880	1.99%	\$ 2,951,980	\$ 3,008,030

PLANNING

Planning Director | R. Brent Savidant

The Planning Department guides private and public development and redevelopment efforts. Planning assists in creating a more socially, economically and environmentally sustainable community, as envisioned in the City of Troy Master Plan

The Planning Department provides expertise and information to elected officials, appointed boards and commissions, City Departments and citizens to assist in understanding and addressing key community issues and priorities.

The Planning Department promotes and maintains a clean, healthy, and safe city through education, cooperation, and enforcement of our property maintenance, zoning, nuisance and rental inspection codes.

The Planning Department assists the City Manager in creating an environment for investment in the City of Troy.

ADMINISTRATION

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

APPLICATION AND REVIEW PROCESS

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

APPLICATION AND REVIEW PROCESS

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

PLANNING, ZONING AND LAND USE

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

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Site Plan Reviews	12	11	8	12
Special Use Requests	4	5	12	6
Site Condominium Reviews	2	6	6	4
Rezoning requests	0	2	2	2
Conditional Rezoning Requests	5	1	4	6
Zoning Ordinance Text	2	2	1	2
Planned Unit Developments	1	0	1	1
Sign Permit Applications reviewed	316	294	300	300
Code Enforcements	3,736	3,569	3,750	3,750
Citizen Volunteer Enforcements (temporary sign removal)	1,896	1,578	1,600	1,600
Zoning Board of Appeals cases	22	22	22	22
Animal Licenses	3	5	4	5
Code Enforcement Inspections	8,179	7,405	8,000	8,000
Temporary Structure, Use, & Outdoor Special Events Permits	32	29	30	30

Notes on Performance Indicators

Planning

SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget***

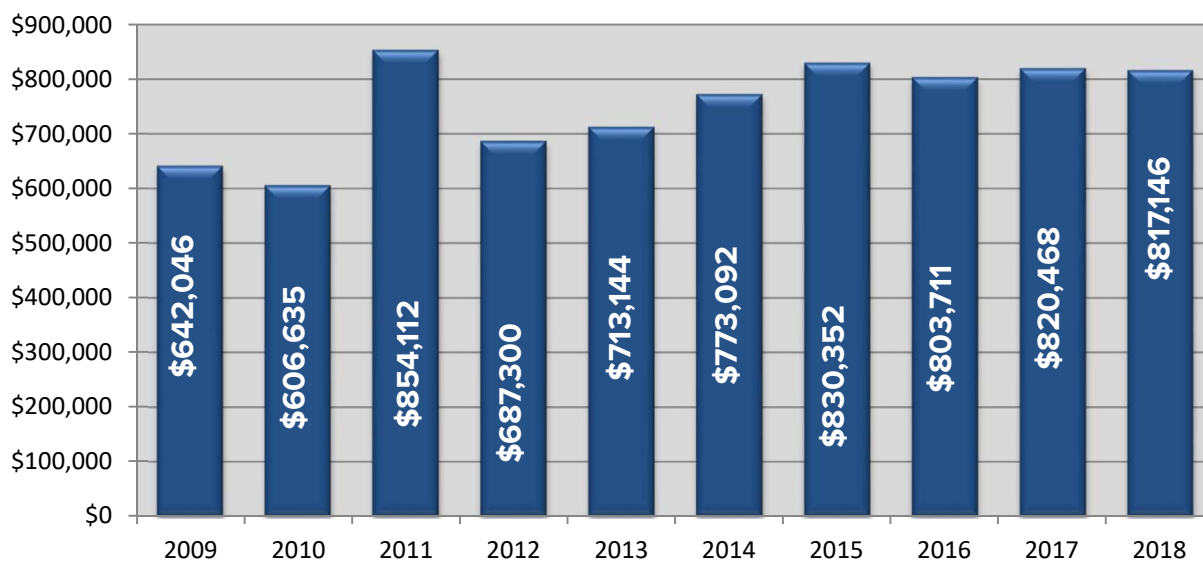
Continue to be a leader in Planning and Code Enforcement services and best management practices

Personal Services

Housing & Zoning Official budgeted at 1.0 FTE, previously was only 0.65FTE.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Planning Department	3.65	1.7	3.65	2.4	4.65	0.9	5	1.1
Total Department	3.65	1.7	3.65	2.4	4.65	0.9	5	1.1

- Operating Budget History***



General Fund

Planning Department

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 721 Planning								
Business Unit: 721 Planning								
101.721.00.721								
Personal Services	\$ 648,650	\$ 655,098	\$ 750,200	\$ 754,510	\$ 722,620	-4.23%	\$ 742,280	\$ 762,700
Supplies	4,992	5,819	5,420	4,420	5,680	28.51%	5,790	5,910
Other Service Charges	154,924	144,321	179,290	174,260	182,280	4.60%	182,360	185,212
Business Unit Total: Planning	808,565	805,238	934,910	933,190	910,580	-2.42%	930,430	953,822
Business Unit: 723 Planning								
Commission								
101.721.00.723								
Personal Services	4,986	4,472	6,750	7,280	7,280	0.00%	7,430	7,570
Supplies	-	-	500	500	500	0.00%	500	510
Other Service Charges	5,098	4,995	7,540	7,520	7,540	0.27%	7,540	7,688
Business Unit Total: Planning								
Commission	10,084	9,467	14,790	15,300	15,320	0.13%	15,470	15,768
Business Unit: 726 Board of Zoning								
Appeals								
101.721.00.726								
Personal Services	1,617	1,616	1,960	2,260	2,260	0.00%	2,300	2,350
Supplies	143	60	900	900	900	0.00%	900	920
Other Service Charges	58	765	1,710	2,000	1,710	-14.50%	1,710	1,730
Business Unit Total: Board of Zoning								
Appeals	1,818	2,441	4,570	5,160	4,870	-5.62%	4,910	5,000
Department Total: Planning								
Department	\$ 820,468	\$ 817,146	\$ 954,270	\$ 953,650	\$ 930,770	-2.40%	\$ 950,810	\$ 974,590



RECREATION AND CULTURE

PARKS

Department of Public Works Director | Kurt Bovensiep
Facilities & Grounds Operations Manager | Dennis Trantham

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

PARKS

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

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Residential Tree Trimmed during Winter Block Pruning	3,950	3,000	3,200	3,800
Residential Tree Related Request	776	750	800	850
ROW Tree Planted	316	436	400	410
Athletic Field Maintenance Hours	1,850	1,800	2,100	2,100

Notes on Performance Indicators

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

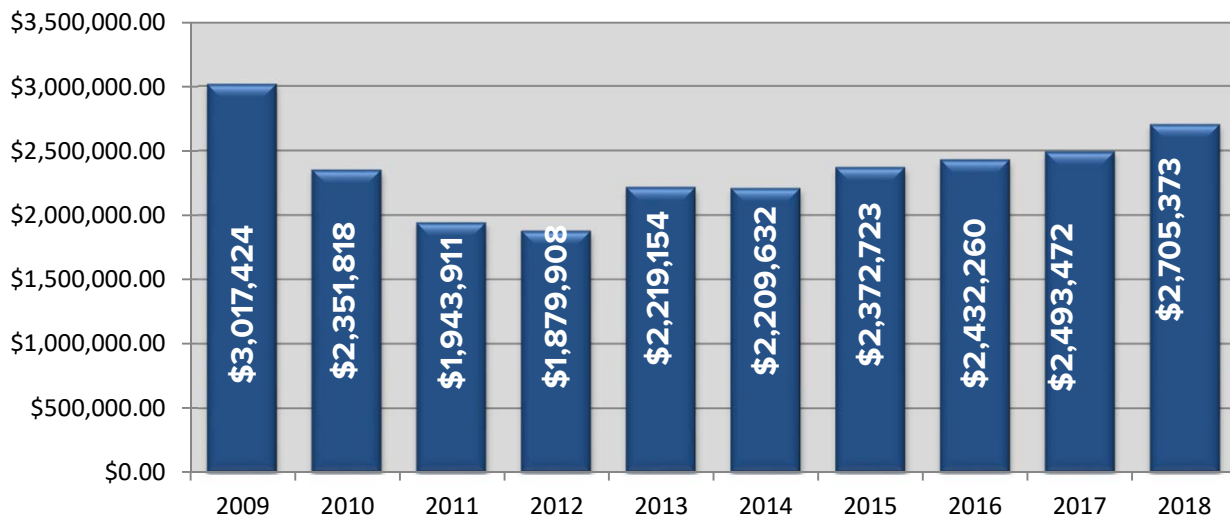
Parks

Summary of Budget Changes

- ***Significant Notes - 2019/20 Budget Compared to 2018/19 Budget***
None

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Parks Department	6.0	9.3	6.3	9.6	6.3	10.4	6.3	9.5
Total Department	6.0	9.3	6.3	9.6	6.3	10.4	6.3	9.5

- ***Operating Budget History - Parks***



**General Fund
Recreation and Culture**

City Parks

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 751 Parks								
Division: 30 - Parks Maintenance								
Business Unit: 751 Parks Administration 101.751.30.751								
Personal Services	\$ 68,420	\$ 120,797	\$ 139,400	\$ 106,930	\$ 108,830	1.78%	\$ 111,650	\$ 114,590
Supplies	851	1,137	1,600	1,800	1,800	0.00%	1,900	2,000
Other Service Charges	19,593	21,494	29,570	29,570	30,300	2.47%	31,030	31,770
Business Unit Total: Parks Administration	88,863	143,428	170,570	138,300	140,930	1.90%	144,580	148,360

**General Fund
Recreation and Culture**

City Parks

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 756 Civic Center Maintenance 101.751.30.756								
Personal Services	24,135	46,610	37,690	100,090	94,530	-5.56%	96,830	99,170
Supplies	62,940	14,856	15,000	30,300	50,610	67.03%	30,920	31,240
Other Service Charges	216,045	268,893	191,050	225,140	225,470	0.15%	225,700	225,930
Business Unit Total: Civic Center Maintenance	303,120	330,359	243,740	355,530	370,610	4.24%	353,450	356,340
Business Unit: 757 Cemetery Maintenance 101.751.30.757								
Personal Services	7,874	8,953	10,030	9,440	9,780	3.60%	10,030	10,310
Supplies	83	-	-	-	-	0.00%	-	-
Other Service Charges	7,174	8,077	7,650	13,930	13,990	0.43%	14,260	14,540
Business Unit Total: Cemetery Maintenance	15,131	17,030	17,680	23,370	23,770	1.71%	24,290	24,850

**General Fund
Recreation and Culture**

City Parks

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 758								
Parks Garage								
101.751.30.758								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	2,599	4,191	3,500	4,000	4,050	1.25%	4,130	4,210
Other Service Charges	43,416	49,809	59,720	62,660	55,890	-10.80%	56,900	57,930
Business Unit Total:								
Parks Garage	46,015	53,999	63,220	66,660	59,940	-10.08%	61,030	62,140
Business Unit: 759								
Athletic Field								
Maintenance								
101.751.30.759								
Personal Services	69,274	65,057	84,680	120,240	124,590	3.62%	127,660	130,850
Supplies	15,911	19,387	20,000	23,700	20,400	-13.92%	20,800	21,220
Other Service Charges	153,246	145,107	142,220	158,110	150,440	-4.85%	151,340	152,260
Business Unit Total:								
Athletic Field								
Maintenance	238,431	229,552	246,900	302,050	295,430	-2.19%	299,800	304,330

**General Fund
Recreation and Culture**

City Parks

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 770 Parks Maintenance 101.751.30.770								
Personal Services	252,261	259,767	258,210	306,200	260,560	-14.91%	266,550	272,670
Supplies	89,290	67,218	70,840	78,000	72,950	-6.47%	74,410	75,890
Other Service Charges	417,567	509,938	511,870	517,610	523,910	1.22%	529,010	534,190
Business Unit Total: Parks Maintenance	759,119	836,923	840,920	901,810	857,420	-4.92%	869,970	882,750
Business Unit: 772 Park Equipment Repair 101.751.30.772								
Personal Services	118,021	155,174	68,900	70,870	72,380	2.13%	74,220	76,150
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	4,799	6,710	3,600	3,600	3,700	2.78%	3,800	3,900
Business Unit Total: Park Equipment Repair	122,820	161,884	72,500	74,470	76,080	2.16%	78,020	80,050

**General Fund
Recreation and Culture**

City Parks

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 773								
Parks - Special Events								
101.751.30.773								
Personal Services	37,817	48,579	68,880	19,190	19,700	2.66%	20,210	20,730
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	4,669	5,734	6,500	11,500	7,750	-32.61%	8,000	8,250
Business Unit Total:								
Special Events	42,486	54,314	75,380	30,690	27,450	-10.56%	28,210	28,980
Business Unit: 774								
Major Tree								
Maintenance								
101.751.30.774								
Personal Services	2,823	2,534	8,840	25,150	25,800	2.58%	26,460	27,150
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	247	-	-	500	500	0.00%	500	500
Business Unit Total:								
Major Tree								
Maintenance	3,070	2,534	8,840	25,650	26,300	2.53%	26,960	27,650

**General Fund
Recreation and Culture**

City Parks

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 775								
Major Tree Planting								
101.751.30.775								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	152	-	-	-	-	0.00%	-	-
Other Service Charges	-	-	-	-	-	0.00%	-	-
Business Unit Total:								
Major Tree Planting	152	-	-	-	-	0.00%	-	-
Major Tree Storm Damage								
101.751.30.776								
Personal Services	2,753	225	100	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	1,033	202	200	200	200	0.00%	200	200
Business Unit Total:								
Major Tree Storm Damage	3,786	427	300	200	200	0.00%	200	200

**General Fund
Recreation and Culture**

City Parks

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 777								
Local Tree Maintenance								
101.751.30.777								
Personal Services	140,644	118,496	154,450	174,720	177,870	1.80%	182,220	186,730
Supplies	2,412	1,856	2,600	3,100	2,650	-14.52%	27,000	2,760
Other Service Charges	333,565	289,686	440,750	375,640	485,270	29.18%	494,950	507,290
Business Unit Total:								
Local Tree Maintenance	476,621	410,038	597,800	553,460	665,790	20.30%	704,170	696,780
Business Unit: 778								
Local Tree Planting								
101.751.30.778								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	97,152	145,968	148,000	148,010	150,960	1.99%	153,980	157,060
Other Service Charges	-	-	300	300	300	0.00%	300	300
Business Unit Total:								
Local Tree Planting	97,152	145,968	148,300	148,310	151,260	1.99%	154,280	157,360

**General Fund
Recreation and Culture**

City Parks

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Local Tree Storm Damage								
101.751.30.779								
Personal Services	12,952	12,100	20,320	51,660	52,770	2.15%	54,100	55,460
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	3,574	2,195	2,500	5,100	5,200	1.96%	5,300	5,400
Business Unit Total: Local Tree Storm Damage	16,526	14,295	22,820	56,760	57,970	2.13%	59,400	60,860
Business Unit: 780 Street Island Maint.- Major								
101.751.30.780								
Personal Services	317	2,055	2,120	4,170	4,360	4.56%	4,470	4,600
Supplies	-	1,147	-	500	500	0.00%	500	500
Other Service Charges	92,061	84,959	104,200	114,310	104,920	-8.21%	105,450	105,990
Business Unit Total: Street Island Maint.- Major	92,378	88,160	106,320	118,980	109,780	-7.73%	110,420	111,090

**General Fund
Recreation and Culture**

City Parks

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 781 Street Island Maint.- Local								
101.751.30.781								
Personal Services	1,390	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	314	82	250	240	250	4.17%	250	250
Business Unit Total: Street Island Maint.- Local	1,704	82	250	240	250	4.17%	250	250
Business Unit: 782 Street Island Maint.- Northfield								
101.751.30.782								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	-	-	-	-	-	0.00%	-	-
Business Unit Total: Street Island Maint.- Northfield	-	-	-	-	-	0.00%	-	-

**General Fund
Recreation and Culture**

City Parks

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 783 Street Island Maint.- DDA								
101.751.30.783								
Personal Services	47,438	46,525	77,120	56,800	68,030	19.77%	69,640	71,280
Supplies	1,525	270	35,000	35,200	2,040	-94.20%	2,080	2,120
Other Service Charges	137,134	169,584	170,600	184,030	182,520	-0.82%	185,010	187,540
Business Unit Total: Street Island Maint.- DDA	186,097	216,379	282,720	276,030	252,590	-8.49%	256,730	260,940
Division Total: Parks	2,493,472	2,705,373	2,898,260	3,072,510	3,115,770	1.41%	3,171,760	3,202,930
Department Total: City Parks	\$ 2,493,472	\$ 2,705,373	\$ 2,898,260	\$ 3,072,510	\$ 3,115,770	1.41%	\$ 3,171,760	\$ 3,202,930

RECREATION

Recreation Director | Elaine S. Bo

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

ADAPTIVE RECREATION

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

ATHLETICS

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

ADMINISTRATION

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

PRESCHOOL

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

CAMPS

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

COMMUNITY CENTER

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

RECREATION

Recreation Director | Elaine S. Bo

ENRICHMENT PROGRAMS

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

SENIOR CITIZENS PROGRAMS

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

Recreation

PERFORMANCE INDICATORS

Performance Indicator	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Number of Fitness Members/pass holders	7,189	7,200	7,210	7,220
Number of Fitness area Daily visits	351,899	358,658	360,000	360,225
Number of Room Rentals	3,211	3,200	3,250	3,300
Number of Recreation Program Room Reservations	7,910	8,200	8,230	8,250
Number of Recreation Program Registrations	17,588	16,593	17,000	17,210
Park Shelter Reservations *	517	462	470	475
Number of Dog Park Members	NA	985	425	450
Senior Program Attendance (not including Friends of Troy Seniors)	119,703	119,924	200,035	200,150
Swim Lessons participants - Indoor	2,504	1,890	1,950	2,000
Youth Camp Enrollments (ages 3-18)	2,268	2,361	2,567	2,600

Notes on Performance Indicators

- * Half day shelter rentals on Saturdays are no longer available which reduced budgeted shelter reservations for 2017/18 fiscal year.

Recreation

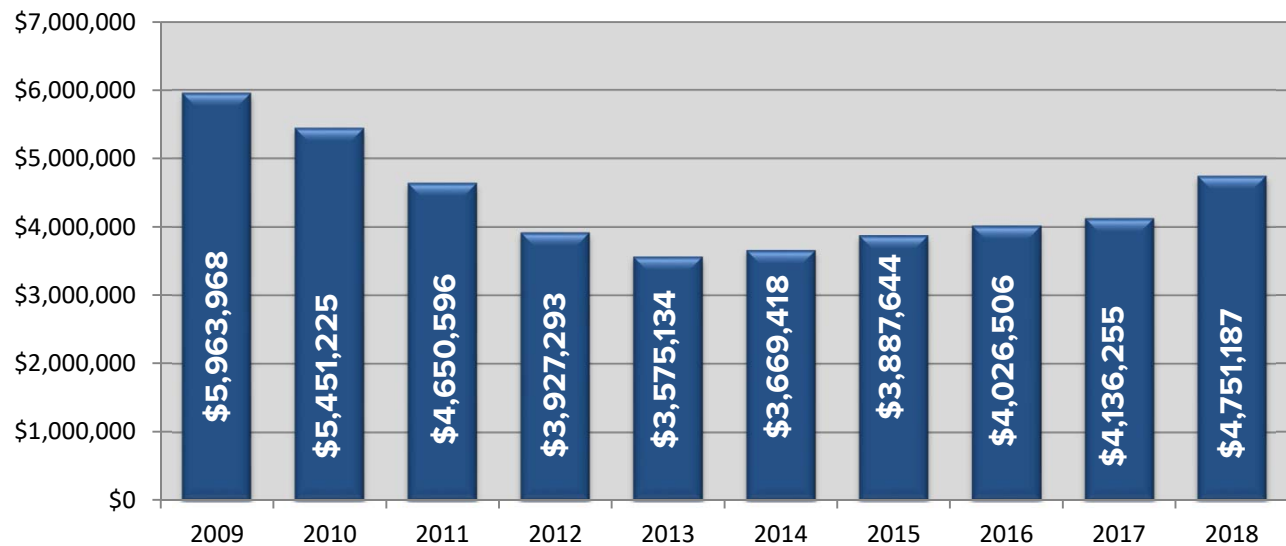
Summary of Budget Changes

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget*

Non noted.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Recreation Department	6.5	41.4	7.5	47.3	7.5	46.9	7.5	45.6
Total Department	6.5	41.4	7.5	47.3	7.5	46.9	7.5	45.6

- Operating Budget History - Recreation*



**General Fund
Recreation and Culture**

Recreation

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
FUND								
Expenditures								
Recreation								
Business Unit: 00								
Recreation								
Administration								
101.752.00.752								
Personal Services	\$ 364,176	\$ 369,166	\$ 389,700	\$ 434,900	\$ 400,380	-7.94%	\$ 409,760	\$ 419,420
Supplies	56,480	47,372	53,000	53,000	56,000	5.66%	57,120	58,260
Other Service Charges	415,904	476,300	549,660	534,410	261,340	-51.10%	266,340	271,530
Business Unit Total:								
Recreation								
Administration	836,560	892,837	992,360	1,022,310	717,720	-29.79%	733,220	749,210
Business Unit: 753								
Recreation								
101.752.31.753								
Personal Services	486,429	512,376	539,080	528,440	554,190	4.87%	566,840	579,860
Supplies	84,839	120,977	122,000	106,400	137,300	29.04%	151,500	128,700
Other Service Charges	308,260	294,033	323,570	356,200	329,100	-7.61%	335,760	342,580
Business Unit Total:								
Recreation	879,529	927,385	984,650	991,040	1,020,590	2.98%	1,054,100	1,051,140

**General Fund
Recreation and Culture**

Recreation

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 754 Senior Programs 101.752.31.754								
Personal Services	62,900	156,367	148,930	142,490	146,680	2.94%	149,970	153,350
Supplies	7,773	27,929	30,000	50,700	30,600	-39.64%	31,210	31,830
Other Service Charges	142,808	152,570	153,950	167,320	156,590	-6.41%	159,270	162,000
Business Unit Total: Senior Programs	213,481	336,866	332,880	360,510	333,870	-7.39%	340,450	347,180
Business Unit: 755 Community Center 101.752.31.755								
Personal Services	965,245	1,060,378	1,025,520	1,017,540	1,032,490	1.47%	1,054,700	1,077,460
Supplies	259,378	454,445	257,050	257,100	262,050	1.93%	265,050	270,250
Other Service Charges	982,062	1,079,275	1,187,660	1,192,580	1,166,290	-2.20%	1,184,760	1,205,990
Business Unit Total: Community Center	2,206,685	2,594,098	2,470,230	2,467,220	2,460,830	-0.26%	2,504,510	2,553,700
Department Total: Recreation Department	\$ 4,136,255	\$ 4,751,187	\$ 4,780,120	\$ 4,841,080	\$ 4,533,010	-6.36%	\$ 4,632,280	\$ 4,701,230

HISTORIC VILLAGE NATURE CENTER

Troy Historic Village Executive Director | Loraine Campbell

Troy Nature Society Executive Director | Carla Reeb

HISTORIC VILLAGE MISSION STATEMENT

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

NATURE CENTER MISSION STATEMENT

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

HISTORIC VILLAGE

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

NATURE CENTER

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

Historic Village and Nature Center

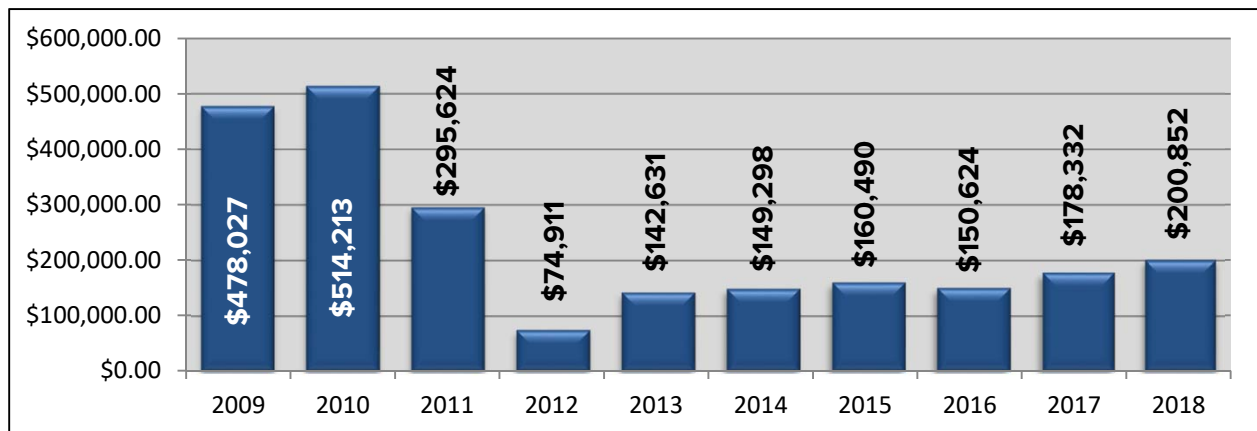
SUMMARY OF BUDGET CHANGES_HISTORIC VILLAGE/NATURE CENTER

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget**

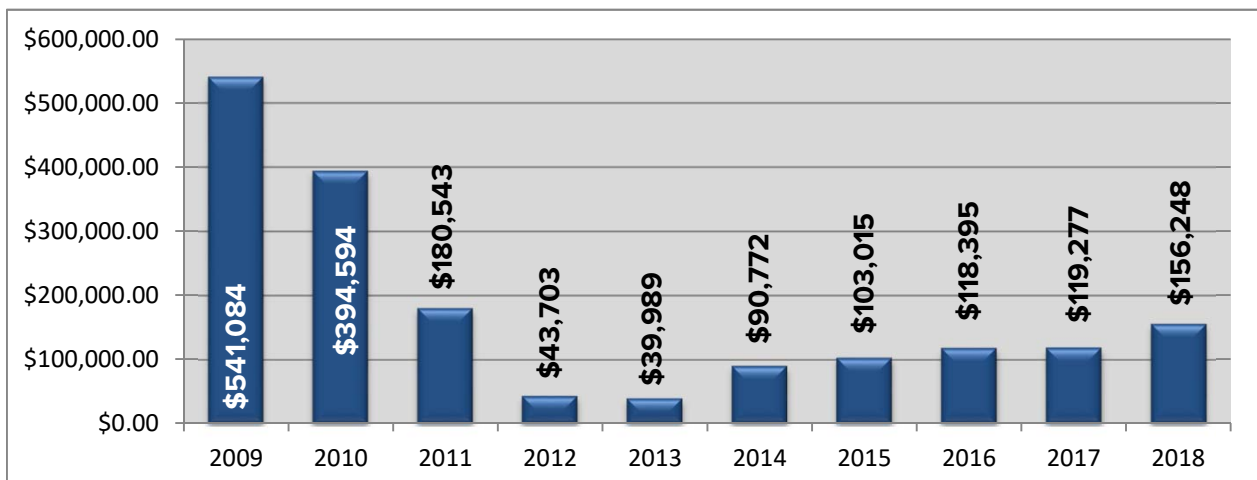
In addition to providing building and ground routine maintenance, the City appropriates \$100,00 each to the Troy Historic Village Society and the Troy Nature Society to provide management and programming services.

Personnel Summary	2016/17 Actual		2017/18 Actual		2018/19 Projected		2019/20 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Historic Village	0.19	0.1	0.31	0.1	0.31	0.1	0.31	0.1
Total Department	0.19	0.1	0.31	0.1	0.31	0.1	0.31	0.1

- Operating Budget History For Historic Village**



- Operating Budget History For Nature Center**



**General Fund
Recreation and Culture**

Nature Center

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 771 Nature Center								
Business Unit: 771 Nature Center								
101.771.00.771								
Personal Services	\$ 3,917	\$ 11,961	\$ 34,110	\$ -	\$ -	0.00%	\$ -	\$ -
Supplies	1,802	1,318	1,650	2,800	2,800	0.00%	2,800	7,860
Other Service Charges	113,558	142,970	148,520	151,440	152,100	0.44%	152,320	155,210
Business Unit Total: Nature Center	119,277	156,248	184,280	154,240	154,900	0.43%	155,120	163,070
Department Total: Nature Center	\$ 119,277	\$ 156,248	\$ 184,280	\$ 154,240	\$ 154,900	0.43%	\$ 155,120	\$ 163,070

**General Fund
Recreation and Culture**

Historic Village

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 804 Historic Village								
Business Unit: 802 Operations 101.804.00.802								
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	100,000	100,000	100,000	100,000	100,000	0.00%	100,000	100,000
Business Unit Total: Operations	100,000	100,000	100,000	100,000	100,000	0.00%	100,000	100,000
Business Unit: 804 Village Buildings 101.804.00.804								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	3,891	3,232	8,000	8,000	10,000	25.00%	10,200	10,400
Other Service Charges	57,672	70,171	67,490	76,440	97,580	27.66%	99,530	101,510
Business Unit Total: Village Buildings	61,563	73,403	75,490	84,440	107,580	27.40%	109,730	111,910
Business Unit: 804 Village Grounds 101.804.00.807								
Personal Services	7,074	7,676	18,500	41,160	41,830	1.63%	42,930	44,080
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	9,696	19,772	11,000	15,800	16,280	3.04%	16,280	16,280
Business Unit Total: Village Grounds	16,770	27,449	29,500	56,960	58,110	2.02%	59,210	60,360
Department Total: Historic Village	\$ 178,332	\$ 200,852	\$ 204,990	\$ 241,400	\$ 265,690	10.06%	\$ 268,940	\$ 272,270

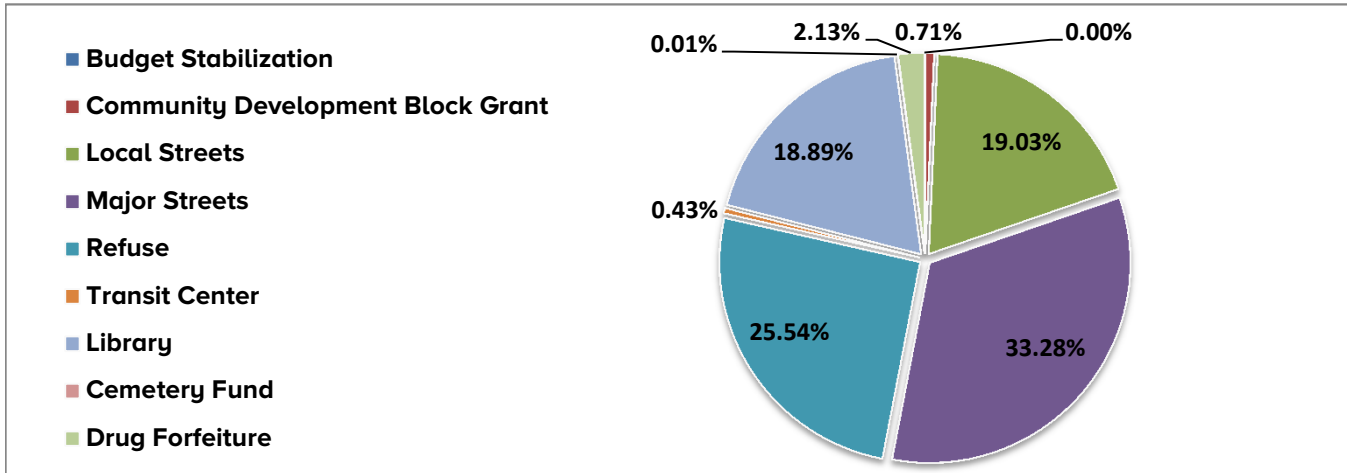
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SPECIAL REVENUES

Special Revenue Funds Summary

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



• *Budget Stabilization Fund*

\$0

This fund was created for the following purposes:

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

• *CDBG Grant*

\$150,000

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

• *Local Streets Fund*

\$4,043,500

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

• *Major Streets Fund*

\$7,071,210

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

• *Refuse Fund*

\$5,427,190

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

Special Revenue Funds**· *Library Fund* \$4,014,270**

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

· *Drug Forfeiture Fund* \$453,000

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

· *Transit Center Fund* 90,390

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

· *Cemetery Fund* 1,200

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

**Special Revenue Funds
Public Works**

Major Streets

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Streets								
<u>REVENUES</u>								
202.000.00.000								
State Grant Revenues	\$ 4,618,597	\$ 6,098,323	\$ 5,972,910	\$ 5,830,430	\$ 6,566,100	12.62%	\$ 6,976,570	\$ 7,185,870
Interest and rents	495	4,321	14,000	5,000	14,000	180.00%	14,000	14,000
Total Revenues	4,619,092	6,102,644	5,986,910	5,835,430	6,580,100	12.76%	6,990,570	7,199,870
<u>EXPENDITURES</u>								
202.966.00.966								
Other Financing Uses								
Transfers Out for Services and Capital	4,797,666	5,827,137	5,638,620	6,133,300	7,071,210	15.29%	6,598,010	6,657,500
Surplus/(Use) of Fund Balance	(178,574)	275,507	348,290	(297,870)	(491,110)	64.87%	392,560	542,370
Beginning Fund Balance	3,912,121	3,733,547	4,009,054	4,009,054	4,357,344	8.69%	3,866,234	4,258,794
Ending Fund Balance	\$ 3,733,547	\$ 4,009,054	\$ 4,357,344	\$ 3,711,184	\$ 3,866,234	4.18%	\$ 4,258,794	\$ 4,801,164

**Special Revenue Funds
Public Works**

Local Streets

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 203 Local Streets								
<u>REVENUES</u>								
203.000.00.000								
State Grant Revenues	\$ 1,822,201	\$ 2,184,860	\$ 2,357,510	\$ 2,296,920	\$ 2,591,650	12.83%	\$ 2,753,650	\$ 2,836,260
Interest and rents	352	3,978	20,000	5,000	20,000	300.00%	20,000	20,000
Total Revenues	1,822,553	2,188,839	2,377,510	2,301,920	2,611,650	13.46%	2,773,650	2,856,260
Other Financing Sources								
Transfers In from Major Streets	500,000	1,000,000	1,000,000	1,000,000	1,500,000	50.00%	1,500,000	1,500,000
Total Revenues and Other Sources	2,322,553	3,188,839	3,377,510	3,301,920	4,111,650	24.52%	4,273,650	4,356,260
<u>EXPENDITURES</u>								
203.966.00.966								
Other Financing Uses								
Transfers Out for Services and Capital	2,281,295	2,977,267	3,580,820	4,193,100	4,043,500	-3.57%	4,101,430	4,161,110
Surplus/(Use) of Fund Balance	41,258	211,572	(203,310)	(891,180)	68,150	-107.65%	172,220	195,150
Beginning Fund Balance	2,761,242	2,802,500	3,014,071	3,014,071	2,810,761	-6.75%	2,878,911	3,051,131
Ending Fund Balance	\$ 2,802,500	\$ 3,014,071	\$ 2,810,761	\$ 2,122,891	\$ 2,878,911	35.61%	\$ 3,051,131	\$ 3,246,281

REFUSE AND RECYCLING

Public Works Director | Kurt Bovensie
Public Works Coordinator | Emily Frontera

The Refuse and Recycling Division provides prompt, reliable, and efficient refuse and recycling collection by a private contractor once per week servicing 27,000 single-family homes; condominiums; mobile homes; duplexes; and 123 small commercial businesses. Refuse from 4,118 apartments is also collected on a weekly basis.

ADMINISTRATIVE AND SUPPORT SERVICES

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

Refuse and Recycling
PERFORMANCE INDICATORS

Performance Indicator	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Total Refuse/Recycling/Compost Collected in Tons	43,146	42,022	43,000	43,000
Refuse Collect in Tons	28,475	26,957	27,500	27,500
Compost Collected in Tons	9,580	8,806	9,000	9,000
Recyclables Collected in Tons	5,091	6,259	6,500	6,500
% of Total Refuse Composted	22%	21%	21%	21%
% of Total Refuse Recycled	12%	15%	15%	15%
Refuse and Recycling Collection Costs Per Capita	59.39	60.21	63.33	65.26

Notes on Performance Indicators

- Continued education to residents and businesses about the fundamentals and ease of mixed recycling and waste reduction through personal contact, brochures and website.
- Increased recycling amounts a result of simplified recycling guidelines, curbside mixed recycling collection and larger compacity recycling carts.
- Increased Per Capita costs due to SOCRRA's recycling facility renovations, City issued 64-gallon recycling containers to each single family home and Tringali's Direct Customer Service Program.

Refuse and Recycling

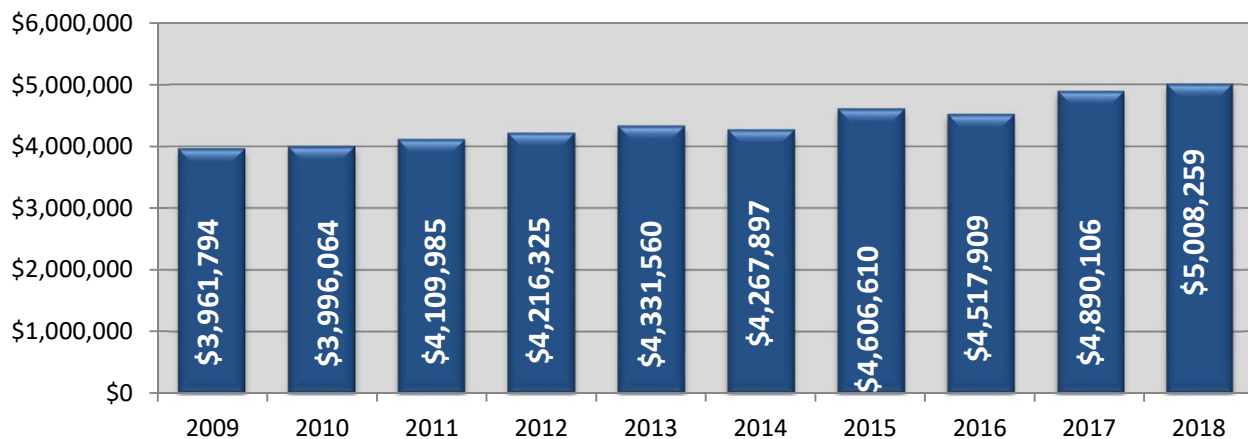
SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget***

Contractor collection costs will increase 1.3% for the 2019-2020 fiscal year due to a 1.9% increase in fuel costs from 2017 to 2018 and a 1.2% increase in the CPI index. Curbside recycling tonnages have increased 22% as a result of the new larger recycling carts consequently reducing the amount of trash collected by 5%. The newly renovated SOCRRA facility is operating successfully and will begin accepting recycling from non-member communities in 2019. This added revenue from outside communities will help offset the weak recycling commodities market and lower return on goods. Overall, the refuse and recycling budget will increase a total of 3%. An increase of .02 mills to the refuse millage will be required in the 2019/20 fiscal year to stabilize the fund balance.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Refuse & Recycling	0.2	0.3	0.28	0	0.28	0	0.28	0
Total Department	0.2	0.3	0.28	0	0.28	0	0.28	0

- Operating Budget History***



Refuse Fund

Special Revenue Funds Sanitation

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 226 Refuse Fund								
<u>REVENUES</u>								
Department: 000 Revenue								
Business Unit: 226 Revenues								
226.000.00.000								
Tax Revenues	\$ 4,764,992	\$ 4,909,101	\$ 5,124,800	\$ 5,105,920	\$ 5,431,000	6.37%	\$ 5,503,000	\$ 5,578,000
Federal Grants	-	-	-	-	-	0.00%	-	-
Charges for Services	8,199	25,923	1,000	5,500	1,000	-81.82%	1,000	1,000
Interest and rents	277	4,019	10,000	10,000	10,000	0.00%	10,000	10,000
Total Revenues	4,773,468	4,939,042	5,135,800	5,121,420	5,442,000	6.26%	5,514,000	5,589,000
<u>EXPENDITURES</u>								
Business Unit: 530 Refuse and Recycling								
226.530.00.530								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	4,754,995	4,869,416	5,110,000	5,141,000	5,264,000	2.39%	5,422,500	5,585,300
Business Unit Total: Refuse And Recycling	4,754,995	4,869,416	5,110,000	5,141,000	5,264,000	2.39%	5,422,500	5,585,300
Business Unit: 531 Other Refuse Expenditures								
226.530.00.531								
Personal Services	7,672	19,737	36,070	36,500	37,420	2.52%	38,370	39,340
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	98,558	98,112	98,450	102,130	100,250	-1.84%	102,250	104,250
Business Unit Total: Other Refuse Expenditures	106,230	117,849	134,520	138,630	137,670	-0.69%	140,620	143,590

Refuse Fund

Special Revenue Funds Sanitation

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 532 Recycling								
226.530.00.532								
Personal Services	10,864	10,095	10,340	11,080	11,130	0.45%	11,440	11,760
Supplies	9,306	1,429	2,500	7,200	2,500	-65.28%	2,500	2,500
Other Service Charges	8,711	9,470	10,480	14,600	11,890	-18.56%	11,900	12,050
Business Unit Total: Recycling	28,881	20,994	23,320	32,880	25,520	-22.38%	25,840	26,310
Total Expenditures	4,890,106	5,008,259	5,267,840	5,312,510	5,427,190	2.16%	5,588,960	5,755,200
Surplus/(Use) of Fund Balance	(116,638)	(69,216)	(132,040)	(191,090)	14,810	-107.75%	(74,960)	(166,200)
Beginning Fund Balance	985,959	869,321	800,105	800,105	668,065	-16.50%	682,875	607,915
Ending Fund Balance	\$ 869,321	\$ 800,105	\$ 668,065	\$ 609,015	\$ 682,875	12.13%	\$ 607,915	\$ 441,715

Transit Center

Special Revenue Funds

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 234 Transit Center Fund								
<u>REVENUES</u>								
Department: 000 Revenue								
Business Unit: 234 Transit Center								
234.000.00.000								
Charges for Services - Amtrak	68,456	74,524	71,240	90,510	90,390	-0.13%	91,720	93,350
Interest and rents	-	-	-	-	-	0.00%	-	-
Other Revenue	-	-	-	-	-	0.00%	-	-
Total Revenues	68,456	74,524	71,240	90,510	90,390	-0.13%	91,720	93,350
<u>EXPENDITURES</u>								
Business Unit: 234 Sponsored Costs								
234.234.00.234								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	2,642	-	-	-	-	0.00%	-	-
Other Service Charges	9,478	-	-	-	-	0.00%	-	-
Business Unit Total: Sponsored Costs	12,120	-	-	-	-	0.00%	-	-
Business Unit: 265 Building Maintenance								
234.265.00.265								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	1,839	1,017	1,990	5,080	5,120	0.79%	5,190	5,270
Other Service Charges	60,984	61,307	65,650	78,860	78,380	-0.61%	79,640	81,190
Business Unit Total: Building Maintenance	62,823	62,324	67,640	83,940	83,500	-0.52%	84,830	86,460

Transit Center

Special Revenue Funds

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 285 Grounds Maintenance								
234.285.00.285								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	5,634	12,200	3,600	6,570	6,890	4.87%	6,890	6,890
Business Unit Total: Grounds Maintenance	5,634	12,200	3,600	6,570	6,890	4.87%	6,890	6,890
Total Expenditures	80,576	74,524	71,240	90,510	90,390	-0.13%	91,720	93,350
Surplus/(Use) of Fund Balance	(12,120)	-	-	-	-	0.00%	-	-
Beginning Fund Balance	23,657	11,537	11,537	11,537	11,537	0.00%	11,537	11,537
Ending Fund Balance	\$ 11,537	\$ 11,537	\$ 11,537	\$ 11,537	\$ 11,537	0.00%	\$ 11,537	\$ 11,537

Special Revenue Funds
General Government

Budget Stabilization

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 257 Budget Stabilization								
<u>REVENUES</u>								
257.000.00.000								
Interest Income	194	2,324	2,000	3,000	2,000	-33.33%	2,000	2,000
<u>EXPENDITURES</u>								
257.966.00.966								
Other Financing Uses								
Transfers Out for Budget Stabilization	-	-	-	-	-	0.00%	-	-
Surplus/(Use) of Fund Balance	194	2,324	2,000	3,000	2,000	-33.33%	2,000	2,000
Beginning Fund Balance	1,563,203	1,563,397	1,565,721	1,565,721	1,567,721	0.13%	1,569,721	1,571,721
Ending Fund Balance	\$ 1,563,397	\$ 1,565,721	\$ 1,567,721	\$ 1,568,721	\$ 1,569,721	0.06%	\$ 1,571,721	\$ 1,573,721

Special Revenue Funds
Public Safety

Drug Forfeiture

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 265 Drug Forfeiture								
<u>REVENUES</u>								
265.000.00.000								
Fines and Forfeitures	\$ 325,333	\$ 423,423	\$ 140,000	\$ 131,000	\$ 131,000	0.00%	\$ 131,000	\$ 131,000
Interest and rents	117	1,768	2,000	2,000	2,000	0.00%	2,000	2,000
Total Revenues	325,450	425,191	142,000	133,000	133,000	0.00%	133,000	133,000
<u>EXPENDITURES</u>								
265.321.00.321								
Operating Expenditures								
Supplies	48,295	97,515	112,000	102,000	142,000	39.22%	142,000	144,040
Other Financing Uses								
Transfers Out to Capital	9,500	-	120,000	369,590	311,000	-15.85%	81,000	100,000
Total Expenditures and Other Uses	57,795	97,515	232,000	471,590	453,000	-3.94%	223,000	244,040
Surplus/(Use) of Fund Balance	267,656	327,676	(90,000)	(338,590)	(320,000)	-5.49%	(90,000)	(111,040)
Beginning Fund Balance	738,569	1,006,225	1,333,901	1,333,901	1,243,901	-6.75%	923,901	833,901
Ending Fund Balance	\$ 1,006,225	\$ 1,333,901	\$ 1,243,901	\$ 995,311	\$ 923,901	-7.17%	\$ 833,901	\$ 722,861

LIBRARY

Library Director | Cathy Russ

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

TECHNICAL SERVICES

- » Orders and invoices new materials
- » Catalogs materials
- » Processes materials
- » Maintains and updates inventory
- » Runs acquisition and fund reports
- » Monitors collection budget spending
- » Acquires supplies and equipment and maintains AV equipment
- » Cleans and repairs print and AV material
- » Discards and recycles library materials
- » Receives and routes deliveries

CIRCULATION SERVICES

- » Collects and reports statistics
- » Administers the automation system
- » Circulates materials
- » Collects fines from patrons
- » Registers borrowers
- » Staffs telephone reception desk
- » Coordinates statewide delivery service
- » Acts as concierge for library services

ADMINISTRATIVE AND SUPPORT SERVICES

- » Prepares and administers the department budgets
- » Recommends and implements policies
- » Coordinates and evaluates activities of staff
- » Develops programs and priorities
- » Coordinates and administers grants
- » Serves as liaison to Friends of the Library
- » Represents, promotes and markets the library to the community
- » Implements new collections, programs and services
- » Compiles, maintain and analyzes statistics
- » Serves as liaison to the Suburban
- » Serves as a liaison to City departments

ADMINISTRATIVE AND SUPPORT SERVICES

- » Coordinates staff development
- » Provides bookkeeping service for library accounts
- » Collects and reports statistics

YOUTH SERVICES

- » Maintains a current collection of print and AV material for children
- » Advises patrons in choosing materials
- » Assists students in locating materials
- » Teaches basic research methods
- » Oversees the youth computer area and Tech Farm, offering search strategy instructions
- » Plans and presents a variety of programs for children and families
- » Develops cooperative programs with schools and community groups, providing visits to schools for storytelling and tours of the library
- » Creates bibliographies and displays
- » Implements a summer reading program
- » Compiles list of recommended titles to feature on library's website
- » Manages the special needs collection
- » Shelves all materials
- » Collects and reports statistics
- » Extends volunteer opportunities for students
- » Educates patrons on use of databases and research methods

LIBRARY

Library Director | Cathy Russ

» TEEN SERVICES

- » Performs reference and information retrieval
- » Educates patrons on use of databases and research methods
- » Coordinates teen multicultural services
- » Advises patrons in selection of print and AV materials
- » Manages teen social media
- » Serves as liaison with high schools, vocational schools, colleges and the Teen Advisory Board
- » Plans and conducts teen programming
- » Creates displays and shelves materials
- » Performs collection management
- » Compiles lists of recommended titles to feature on library's website

ADULT SERVICES

- » Performs reference and information searches for patrons in person, electronically, and by telephone
- » Maintains a current collection of print and audiovisual materials for adults
- » Teaches patrons how to access downloadable digital resources (eBooks, magazines, music)
- » Plans, coordinates and promotes adult programs
- » Advises patrons in choosing materials
- » Coordinates book discussion groups
- » Performs collection management
- » Shelves materials
- » Creates displays
- » Maintains periodicals
- » Coordinates interlibrary loans
- » Coordinates adult multi-cultural services and the international collection
- » Provides outreach services to homebound patrons
- » Educates patrons on use of databases, software, and research methods
- » Compiles list of recommended titles to feature on library's webpage
- » Manages public Internet access and database use
- » Maintains public events calendar
- » Assists public in reserving meeting rooms
- » Promotes electronic resources
- » Troubleshoots library and patron computer hardware and software issues
- » Assists visually-impaired patrons
- » Coordinates Adult Services volunteers

Library

PERFORMANCE INDICATORS

Performance Indicator	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Annual Library Visits	408,784	406,455	405,000	410,000
Items Circulated	1,237,308	1,190,812	1,200,000	1,205,000
Program Attendance	29,842	28,560	23,000	28,000
New Library Cards Added	7,125	9,344	10,000	10,000
Total Number Library Cards	61,362	58,598	60,000	62,000
Electronic Resources Usage	99,410	100,810	101,000	104,000
Annual Visits/Capita	5.04	5.02	5.03	5.04
Annual Circulation/Capita	15	15	15	15
Hits on Library Website	380,495	464,853	524,000	530,000
Social Media Followers	3,500	4,889	5,200	5,500
Number of Library Volunteers	175	175	175	175

Notes on Performance Indicators

- Ebook circulation, AV streaming, and use of electronic resources from home and mobile devices is increasing; in person visits have slightly decreased due to the popularity of the drive up materials return. Program attendance is fairly stable, with over 5,000 people attending Winter Wonderland.
- Number of new library cards increased this year, perhaps in part to the "use your library card and save" program offered every September, as well as the ConnectEd initiative with the Troy Schools, which allows students to use their Student Id number to access and use TPL's electronic resources.

Library

SUMMARY OF BUDGET CHANGES

- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget**

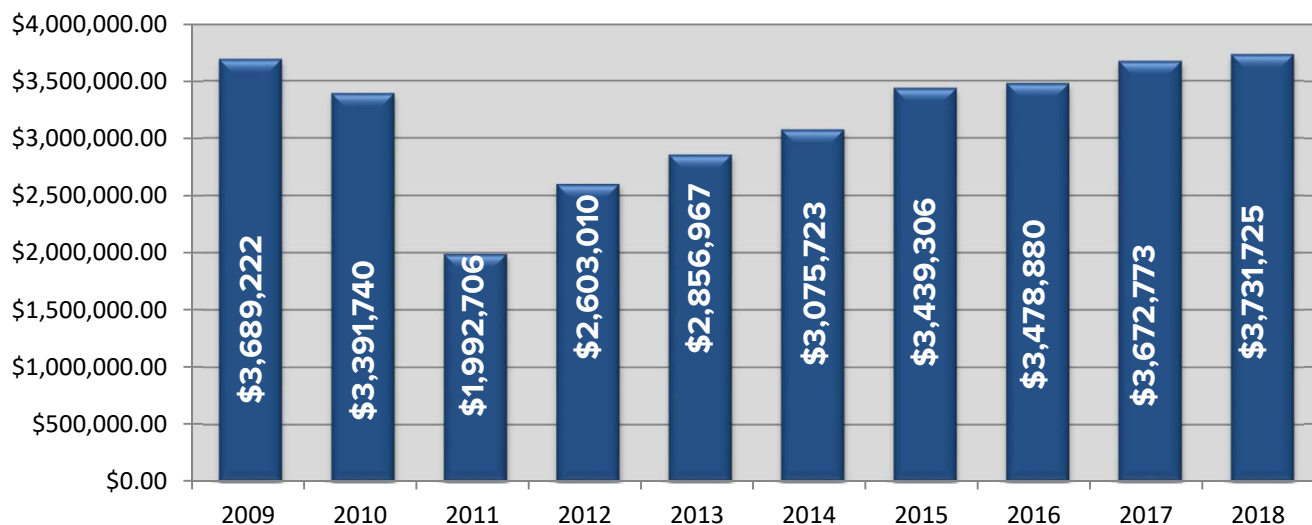
- Capital expenditures of \$595 thousand is for the Library Collection (Books, audio/visual and other reference materials). The completion of Library Building renovations (\$104 thousand) and new roof (\$1.2 million) will be funded through the Capital Projects Fund.

Personal Service

Personal Service increase is largely due to the ongoing yearly increase in the minimum wage, as well as longevity of many full time staff members.

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Library	9.5	30.3	10.5	30.9	10.5	31.1	12.5	27.3
Total Department	9.5	30.3	10.5	30.9	10.5	31.1	12.5	27.3

- Operating Budget History**



Library

Special Revenue Funds

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 271 Library								
<u>REVENUES</u>								
Department: 000								
Revenue								
Business Unit: 721								
Planning								
271.000.00.000								
Tax Revenues	\$ 3,110,616	\$ 3,179,008	\$ 3,294,900	\$ 3,283,230	\$ 3,407,000	3.77%	\$ 3,452,000	\$ 3,499,000
State Grant Revenues	26,302	86,052	29,910	26,670	30,000	12.49%	30,000	30,000
Local Contributions	165,998	170,772	170,340	156,000	176,000	12.82%	176,000	176,000
Charges for Services	22,145	22,983	18,120	26,050	18,150	-30.33%	18,050	18,050
Fines and Forfeitures	97,298	83,987	45,000	90,000	45,000	-50.00%	45,000	45,000
Interest and rents	2,930	5,798	6,000	4,000	6,000	50.00%	6,000	6,000
Other Revenues	41,146	1,777	5,000	5,000	5,000	0.00%	5,000	5,000
Total Revenues	3,466,434	3,550,376	3,569,270	3,590,950	3,687,150	2.68%	3,732,050	3,779,050
<u>EXPENDITURES</u>								
Business Unit: 271								
Library								
Expenditures for								
Operations								
271.790.00.790								
Personal Services	1,941,713	1,977,777	2,129,370	2,230,820	2,310,950	3.59%	2,363,720	2,418,010
Supplies	98,427	127,209	116,000	115,000	142,600	24.00%	122,600	123,000
Other Service Charges	826,269	852,827	931,280	967,180	965,720	-0.15%	979,640	995,700
Total Operating								
Expenditures	2,866,410	2,957,813	3,176,650	3,313,000	3,419,270	3.21%	3,465,960	3,536,710

Library

Special Revenue Funds

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Other Financing Uses								
271.790.00.790								
Office Equipment	-	-	-	-	-	0.00%	-	-
Library Collection and Capital Expenditures	806,363	773,912	595,000	940,000	595,000	-36.70%	600,000	441,530
Total Expenditures	3,672,773	3,731,725	3,771,650	4,253,000	4,014,270	-5.61%	4,065,960	3,978,240
Surplus/(Use) of Fund Balance	(206,339)	(181,349)	(202,380)	(662,050)	(327,120)	-50.59%	(333,910)	(199,190)
Beginning Fund Balance	1,466,156	1,259,817	1,078,468	1,078,468	876,088	-18.77%	548,968	215,058
Ending Fund Balance	\$ 1,259,817	\$ 1,078,468	\$ 876,088	\$ 416,418	\$ 548,968	31.83%	\$ 215,058	\$ 15,868

NOTE: The current Library Millage of 0.07 mills was passed by voters to cover a 5 year period from July 1, 2016 through June 30, 2021. The proposed budget for fiscal year 2022 is provided on a "Going Concern" basis for discussion purposes only.

**Special Revenue Funds
Community Development**

Community Development Block Grant

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 280 COMMUNITY DEVELOPMENT BLOCK GRANT								
<u>REVENUES</u>								
280.000.00.000								
Federal Grants	\$ 75,376	\$ 59,726	\$ 290,000	\$ 517,490	\$ 150,000	-71.01%	\$ 150,000	\$ 150,000
<u>EXPENDITURES</u>								
Business Unit: 733 Home Chore Program								
280.733.00.733								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	36,381	56,726	45,000	45,000	45,000	0.00%	45,000	45,000
Business Unit Total: Home Chore Program	36,381	56,726	45,000	45,000	45,000	0.00%	45,000	45,000
Business Unit: 735 CDBG Administration								
280.735.00.735								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	-	-	-	-	-	0.00%	-	-
Business Unit Total: CDBG Administration	-	-	-	-	-	0.00%	-	-

Special Revenue Funds
Community Development

Community Development Block Grant

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 736 Park Pathway								
280.736.00.736								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	-	-	-	-	-	0.00%	-	-
Business Unit Total: Park Pathway	-	-	-	-	-	0.00%	-	-
Business Unit: 739 Architectural Barriers								
280.739.00.739								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	-	-	-	-	-	0.00%	-	-
Transfers to Capital	-	-	-	-	-	0.00%	-	-
Business Unit Total: Architectural Barriers	-	-	-	-	-	0.00%	-	-
Business Unit: 745 CDBG Tree Planting								
280.745.00.745								
Personal Services	4,416	-	-	-	-	0.00%	-	-
Supplies	5,000	-	-	-	-	0.00%	-	-
Other Service Charges	566	-	-	-	-	0.00%	-	-
Business Unit Total: Tree Planting	9,983	-	-	-	-	0.00%	-	-

**Special Revenue Funds
Community Development**

Community Development Block Grant

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 741 Park Improvements 280.741.00.741								
Other Service Charges	29,013	-	245,000	472,490	105,000	-77.78%	105,000	105,000
Business Unit Total: Park Improvements	29,013	-	245,000	472,490	105,000	-77.78%	105,000	105,000
Business Unit: 747 Historic Preservation 280.747.00.747								
Other Service Charges	-	3,000	-	-	-	0.00%	-	-
Business Unit Total: Historic Preservation	-	3,000	-	-	-	0.00%	-	-
Total Expenditures	75,376	59,726	290,000	517,490	150,000	-71.01%	150,000	150,000
Surplus/(Use) of Fund Balance	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-		-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -

Cemetery Fund

Special Revenue Funds
General Government

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 150 Cemetery Fund								
<u>REVENUES</u>								
Department: 000 Revenue								
Business Unit: 234 Transit Center								
150.000.00.000								
Charges for Services	5,925	4,150	4,000	4,000	4,000	0.00%	4,000	4,000
Interest and rents	27	335	200	200	200	0.00%	200	200
Total Revenues	5,952	4,485	4,200	4,200	4,200	0.00%	4,200	4,200
<u>EXPENDITURES</u>								
Business Unit: 150 Cemetery Costs								
150.276.00.276								
Reimburse General Fund	-	2,000	1,200	3,100	1,200	-61.29%	1,200	1,200
Surplus/(Use) of Fund Balance	5,952	2,485	3,000	1,100	3,000	172.73%	3,000	3,000
Beginning Fund Balance	215,922	221,874	224,359	224,359	227,359	1.34%	230,359	233,359
Ending Fund Balance	\$ 221,874	\$ 224,359	\$ 227,359	\$ 225,459	\$ 230,359	2.17%	\$ 233,359	\$ 236,359



DEBT SERVICE

Legal Debt Limits

Legal Debt Limits

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

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

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

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

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

The statutory debt limits of net bonded indebtedness incurred for all public purposes shall not at any one time exceed 10% of the assessed valuation of taxable property in the City (\$6,536,364,170 at December 31, 2018) except that this limit may be exceeded by 3/8ths of 1% in case of fire, flood or any other calamity. This limitation does not include bonds issued in anticipation of the payment of special assessments, nor bonds issued pursuant to court order for sewerage or garbage disposal systems.

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

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

	Annual Net Debt	% of State Equalization Value	Legal Maximum Debt	Legal Debt Margin
General Obligation Debt	\$ 29,635,000	10%	\$ 653,636,417	\$ 624,001,417
Emergency Bonds	-	3/8%	24,511,366	24,511,366
Special Assessment Bonds	-	12%	784,363,700	784,363,700
Total Debt	\$ 29,635,000		\$ 1,462,511,483	\$ 1,432,876,483

Debt Summary

DEBT SERVICE

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

Description of Debt	Debt Outstanding 6/30/2019	2020 Principal and Interest		
		Principal	Interest	Total
Proposal A - Streets	\$ 1,780,000	\$ 840,000	\$ 57,000	\$ 897,000
Proposal B - Public Safety	2,305,000	1,150,000	64,425	1,214,425
Proposal C - Recreation	1,305,000	640,000	42,600	682,600
Series 2013 - DDA	13,645,000	260,000	654,363	914,363
North Arm Relief Drain	110,040	55,108	1,856	56,964
George W. Kuhn Drain	984,442	191,051	23,393	214,444
Total Debt Service	\$ 20,129,482	\$ 3,136,159	\$ 843,637	\$ 3,979,796

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

General Debt Tax Debt Service	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimate	2019/20 Budget
Proposal A - Streets	\$ 914,563	\$ 903,150	\$ 890,300	\$ 921,180	\$ 897,800
Proposal B - Public Safety	1,391,250	1,355,550	1,216,500	1,266,800	1,214,800
Proposal C - Rec. Facilities	722,600	717,075	696,250	689,000	682,600
Total General Debt	\$ 3,028,413	\$ 2,975,775	\$ 2,803,050	\$ 2,876,980	\$ 2,795,200

DDA Capture Debt Service	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimate	2019/20 Budget
2013 Series - DDA	951,013	941,788	931,513	923,700	914,600

Capital Projects Debt Service	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimate	2019/20 Budget
North Arm Relief	\$ 56,684	\$ 56,878	\$ 56,712	\$ 56,853	\$ 56,964
George W. Kuhn	218,900	216,277	215,692	214,077	214,446
Total Capital Projects Debt	\$ 275,584	\$ 273,155	\$ 272,404	\$ 270,930	\$ 271,410

**Schedule of Principle and Interest
General Debt Fund**

GENERAL DEBT SERVICE FUND

Fiscal Year	Proposal A Streets	Proposal B Public Safety	Proposal C Recreation Facilities	Interest	Total Tax-Financed Debt	Series 2013 DDA Financed Debt	Series 2013 Interest	Total DDA Financed Debt	Total General Debt Service
2019	825,000	1,155,000	615,000	280,825	2,875,825	260,000	663,463	923,463	3,799,288
2020	840,000	1,150,000	640,000	164,025	2,794,025	260,000	654,363	914,363	3,708,388
2021	940,000	1,155,000	665,000	52,579	2,812,579	375,000	638,488	1,013,488	3,826,067
2022	-	-	-	-	-	440,000	618,113	1,058,113	1,058,113
2023	-	-	-	-	-	500,000	594,613	1,094,613	1,094,613
2024	-	-	-	-	-	600,000	567,113	1,167,113	1,167,113
2025	-	-	-	-	-	745,000	537,213	1,282,213	1,282,213
2026	-	-	-	-	-	900,000	499,813	1,399,813	1,399,813
2027	-	-	-	-	-	975,000	452,938	1,427,938	1,427,938
2028	-	-	-	-	-	1,250,000	403,563	1,653,563	1,653,563
2029	-	-	-	-	-	1,250,000	352,781	1,602,781	1,602,781
2030	-	-	-	-	-	1,250,000	294,188	1,544,188	1,544,188
2031	-	-	-	-	-	1,275,000	227,906	1,502,906	1,502,906
2032	-	-	-	-	-	1,275,000	160,969	1,435,969	1,435,969
2033	-	-	-	-	-	1,275,000	94,031	1,369,031	1,369,031
2034	-	-	-	-	-	1,275,000	30,274	1,305,274	1,305,274
Total	\$ 2,605,000	\$ 3,460,000	\$ 1,920,000	\$ 497,429	\$ 8,482,429	\$ 13,905,000	\$ 6,789,829	\$ 20,694,829	\$ 29,177,258

Schedule of Principle and Interest General Debt Fund

CAPITAL PROJECTS FUNDS

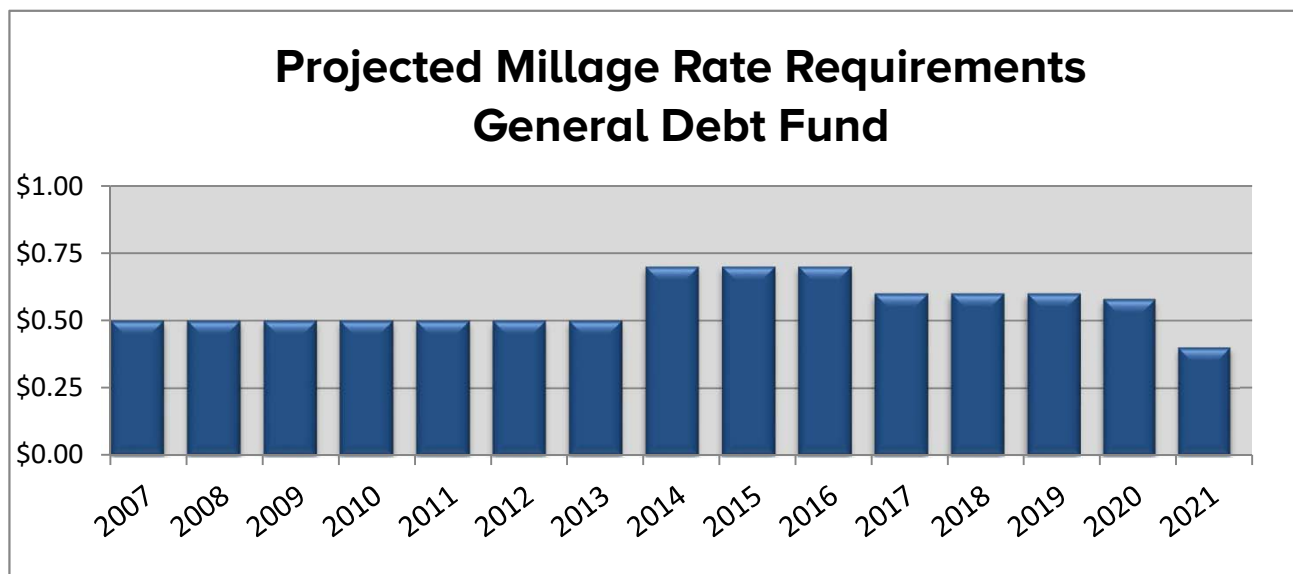
Fiscal Year	George W. Kuhn Drain	North Arm Relief Drain	Interest	Total Capital Debt
2019	186,698	53,772	30,969	271,439
2020	191,051	55,108	25,249	271,408
2021	195,406	54,932	19,408	269,746
2022	200,145	-	14,080	214,225
2023	162,036	-	9,257	171,293
2024	164,407	-	5,320	169,727
2025	16,111	-	1,320	17,431
2026	16,477	-	960	17,437
2027	14,551	-	590	15,141
2028	14,531	-	250	14,781
2029	9,727	-	-	9,727
Total	\$ 1,171,140	\$ 163,812	\$ 107,403	\$ 1,442,355

ENTERPRISE FUNDS

Fiscal Year	Sanctuary Lake Golf Course	Interest	Total Enterprise Debt
2019	725,000	184,350	909,350
2020	715,000	169,950	884,950
2021	700,000	155,800	855,800
2022	685,000	140,238	825,238
2023	770,000	122,050	892,050
2024	755,000	102,988	857,988
2025	840,000	83,050	923,050
2026	820,000	62,300	882,300
2027	850,000	39,300	889,300
2028	885,000	13,275	898,275
Total	\$ 7,745,000	\$ 1,073,301	\$ 8,818,301

Schedule of Principal and Interest All Funds

Fiscal Year	General Debt Service Fund	Capital Projects Fund	Enterprise Funds	Total
2019	3,799,288	271,439	909,350	4,980,077
2020	3,708,388	271,408	884,950	4,864,746
2021	3,826,067	269,746	855,800	4,951,613
2022	1,058,113	214,225	825,238	2,097,576
2023	1,094,613	171,293	892,050	2,157,956
2024	1,167,113	169,727	857,988	2,194,828
2025	1,282,213	17,431	923,050	2,222,694
2026	1,399,813	17,437	882,300	2,299,550
2027	1,427,938	15,141	889,300	2,332,379
2028	1,653,563	14,781	898,275	2,566,619
2029	1,602,781	9,727	-	1,612,508
2030	1,544,188	-	-	1,544,188
2031	1,502,906	-	-	1,502,906
2032	1,435,969	-	-	1,435,969
2033	1,369,031	-	-	1,369,031
2034	1,305,274	-	-	1,305,274
Total	\$ 29,177,258	\$ 1,442,355	\$ 8,818,301	\$ 39,437,914



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

Debt Service Funds
Debt Service

Debt Service

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
FUND 301 GENERAL DEBT								
REVENUES								
4402 Property Taxes	\$ 2,679,988	\$ 2,760,034	\$ 2,879,400	\$ 2,868,800	\$ 2,890,000	0.74%	\$ 2,040,074	\$ -
4574.050 EMPP/PPEL	-	-	-	33,190	-	-100.00%	-	-
4665 Interest Income	-	11,104	10,000	10,000	9,500	-5.00%	9,000	-
4669.020 Invest Income	130	(9,675)	(9,000)	(9,000)	(8,500)	-5.56%	(8,000)	-
Total Revenues	2,680,118	2,761,462	2,880,400	2,902,990	2,891,000	-0.41%	2,041,074	-
EXPENDITURES								
7801.010 Administrative Fees	61,500	62,500	62,500	62,500	63,500	1.60%	64,000	-
7964 Tax Refunds	2,163	1,049	1,500	2,500	1,500	-40.00%	1,500	-
7998 Other Fees	-	-	-	-	-	0.00%	-	-
Total Expenditures	63,663	63,549	64,000	65,000	65,000	0.00%	65,500	-
OTHER FINAINCING USES								
8999.355 Transfer Out to Prop A	903,100	890,300	921,180	921,180	897,800	-2.54%	959,610	-
8999.356 Transfer Out to Prop B	1,355,550	1,216,500	1,266,800	1,266,800	1,214,800	-4.10%	1,175,850	-
8999.357 Transfer Out to Prop C	717,075	696,250	689,000	689,000	682,600	-0.93%	678,300	-
Total Other Financing Uses	2,975,725	2,803,050	2,876,980	2,876,980	2,795,200	-2.84%	2,813,760	-

Debt Service Funds
Debt Service

Debt Service

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Total Expenditures and Other Financing Uses	3,039,388	2,866,599	2,940,980	2,941,980	2,860,200	-2.78%	2,879,260	-
Surplus/(Use) of Fund Balance	(359,270)	(105,137)	(60,580)	(38,990)	30,800	-178.99%	(838,186)	-
Beginning Fund Balance	1,332,372	973,102	867,966	867,966	807,386	-6.98%	838,186	-0
Ending Fund Balance	\$ 973,102	\$ 867,966	\$ 807,386	\$ 828,976	\$ 838,186	1.11%	\$ (0)	\$ (0)
FUND 355 PROPOSAL A								
BOND DEBT								
OTHER FINANCING SOURCES								
4699.301 Transfer In - Gen. Debt Service	\$ 903,100	\$ 890,300	\$ 921,180	\$ 921,180	\$ 897,800	-2.54%	\$ 959,610	\$ -
EXPENDITURES								
7991 Principal	745,000	760,000	825,000	825,000	840,000	1.82%	940,000	-
7995 Interest	157,350	129,550	95,375	95,375	57,000	-40.24%	18,804	-
7998 Other Fees	750	750	805	805	800	-0.62%	806	-
Total Expenditures	903,100	890,300	921,180	921,180	897,800	-2.54%	959,610	-
Surplus/(Use) of Fund Balance	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -

**Debt Service Funds
Debt Service**

Debt Service

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
FUND 356 PROPOSAL B BOND DEBT								
<u>OTHER FINANCING SOURCES</u>								
4699.301 Transfer In - Gen. Debt Service	\$ 1,355,550	\$ 1,216,500	\$ 1,266,800	\$ 1,266,800	\$ 1,214,800	-4.10%	\$ 1,175,850	\$ -
<u>EXPENDITURES</u>								
7991 Principal	1,150,000	1,060,000	1,155,000	1,155,000	1,150,000	-0.43%	1,155,000	-
7995 Interest	205,300	156,250	111,475	111,475	64,425	-42.21%	20,475	-
7998 Other Fees	250	250	325	325	375	15.38%	375	-
Total Expenditures	1,355,550	1,216,500	1,266,800	1,266,800	1,214,800	-4.10%	1,175,850	-
Surplus/(Use) of Fund Balance	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -

Debt Service Funds
Debt Service

Debt Service


	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
FUND 357 PROPOSAL C BOND DEBT								
<u>OTHER FINANCING SOURCES</u>								
4699.301 Transfer In - Gen. DS	\$ 717,075	\$ 696,250	\$ 689,000	\$ 689,000	\$ 682,600	-0.93%	\$ 678,300	\$ -
<u>EXPENDITURES</u>								
7991 Principal	595,000	595,000	615,000	615,000	640,000	4.07%	665,000	-
7995 Interest	122,075	101,250	73,975	73,975	42,600	-42.41%	13,300	-
7998 Other Fees	-	-	25	25	-	-100.00%	-	-
Total Expenditures	717,075	696,250	689,000	689,000	682,600	-0.93%	678,300	-
Surplus/(Use) of Fund Balance	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -

Debt Service Funds
Debt Service

Debt Service

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
FUND 358 SERIES 2013 DDA								
REVENUES								
4676.248 Charges to DDA	941,788	931,513	923,700	923,700	914,600	-0.99%	1,013,700	1,058,330
OTHER FINANCING SOURCES								
4698 Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -
4698.100 Bond Premiums	-	-	-	-	-	0.00%	-	-
4699.301 Transfer from DDA	-	-	-	-	-	0.00%	-	-
Total Revenues and Other Sources	941,788	931,513	923,700	923,700	914,600	-0.99%	1,013,700	1,058,330
EXPENDITURES								
7991 Principal	260,000	260,000	260,000	260,000	260,000	0.00%	375,000	440,000
7995 Interest	681,663	671,263	663,463	663,463	654,363	-1.37%	638,488	618,113
8999.394 Transfer to DDA	-	-	-	-	-	0.00%	-	-
7998 Other Fees	125	250	237	237	237	0.00%	212	217
Total Expenditures	941,788	931,513	923,700	923,700	914,600	-0.99%	1,013,700	1,058,330
Surplus/(Use) of Fund Balance	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -

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CAPITAL PROJECTS

Capital Projects Fund Summary**CAPITAL PROJECTS FUND**

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

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

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

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

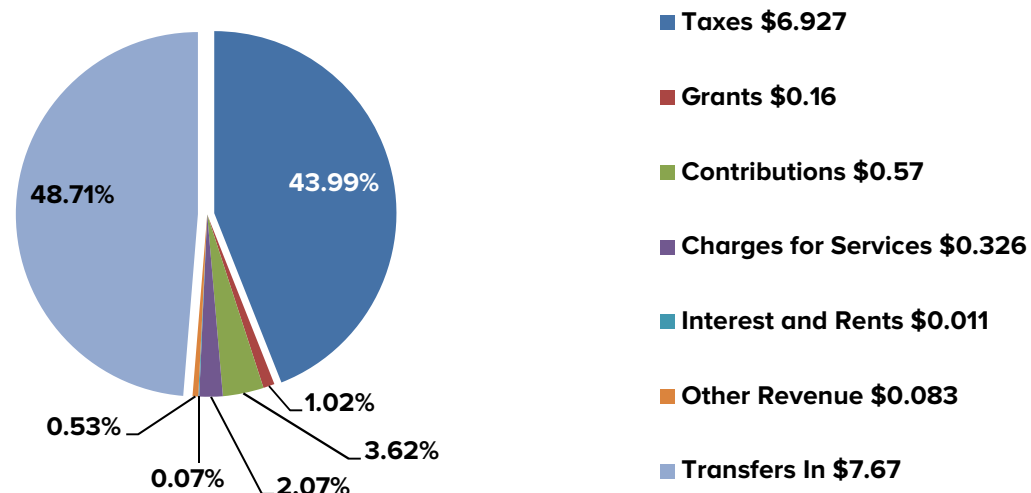
The administrator of the Capital Projects Fund has the authority to continue expenditures within prescribed limits until a project is completed.

Major Sources of Revenue Include:

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

Capital Projects Fund Summary

2019/20 Capital Projects Fund Revenue (Millions)



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

Tax revenues of \$6.9 million accounts for approximately 44% of total capital project fund revenues. This is up slightly from the previous year budget by \$62 thousand or 0.9%. The increase has been limited due to a headlee amendment rollback in the current year millage rate. The fiscal year 2020 millage rate of 1.3896 mills was reduced from the previous year by 0.0485 mills resulting in a decrease of potential tax revenues of approximately \$248 thousand. If compared to the City Charter approved millage rate of 1.6 mills, the resulting decrease in potential tax revenues is approximately \$1.05 million.

Transfers in from other funds total \$7.7 million and account for approximately 49% of total capital projects fund revenues. The transfers from other funds include:

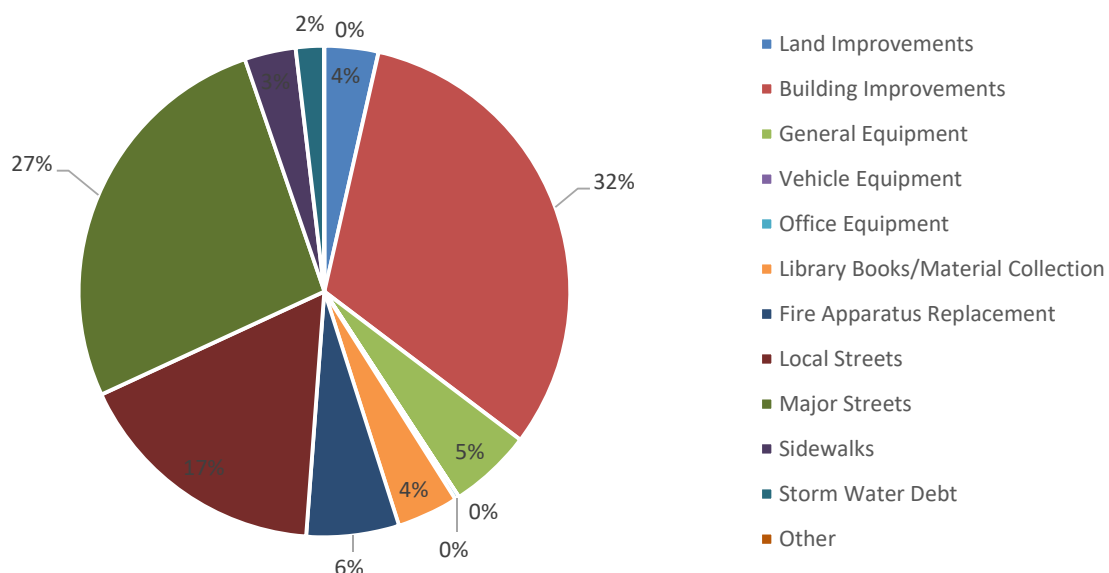
General Fund	\$ 2,000,000
Major Streets	3,000,000
Local Streets	1,500,000
Drug Forfeiture Fund	311,000
Library Fund	595,000
Community Development Block Grant Fund	105,000
Local Development Financing Authority	159,360
Total Transfers In	\$ 7,670,360

Capital Projects Fund Summary

CAPITAL PROJECTS BY CLASSIFICATION INCLUDE:

	2020		
	Proposed	2021 Proposed	2022 Proposed
• Land Improvements	\$ 523,000	\$ 350,000	\$ 350,000
• Building Improvements	4,690,000	1,350,000	3,636,000
• General Equipment	806,000	218,000	15,000
• Vehicle Equipment	-	65,000	-
• Office Equipment	42,000	100,000	270,000
• Library Books/Material Collection	595,000	600,000	600,000
• Fire Apparatus Replacement	900,000	850,000	-
• Streets:			
Local Streets	2,500,000	2,500,000	3,200,000
Major Streets	3,931,000	5,540,000	5,115,000
Sidewalks	500,000	500,000	500,000
• Storm Water Debt	271,410	269,750	214,230
• Other	5,000	5,000	5,000
Total Capital Projects	\$ 14,763,410	\$ 12,347,750	\$ 13,905,230

2020 Budget By Classification



Capital Projects Fund Summary

The following is a breakdown of the more significant planned capital projects by Department for the 2019/20 fiscal year:

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

<i>Total Capital Projects:</i>	\$ 14,763,410
<ul style="list-style-type: none"> • <i>Major Streets</i> <ul style="list-style-type: none"> √ Major renovation of Major and County Roads throughout the City including: John R., Long Lake to South Blvd (\$1.2 million) Pavement Leveling (\$1.0 million) Tri-Party Projects (\$600K) 	\$ 3,991,000
<ul style="list-style-type: none"> • <i>Local Streets</i> <ul style="list-style-type: none"> √ Concrete Slab Replacement (\$1.0 million) √ Asphalt Mill and Overlay (\$1.5 million) 	\$ 2,500,000
<ul style="list-style-type: none"> • <i>Police Department</i> <ul style="list-style-type: none"> √ (*) Gun Range improvements (\$240K) 	\$ 488,000
<ul style="list-style-type: none"> • <i>Fire Department</i> <ul style="list-style-type: none"> √ (*) Replace SCBA Tanks (\$900K) 	\$ 1,310,000
<ul style="list-style-type: none"> • <i>Public Works</i> <ul style="list-style-type: none"> √ CO2 & NO2 Detection (\$150K) 	\$ 570,000
<ul style="list-style-type: none"> • <i>Library</i> <ul style="list-style-type: none"> √ (*) Library Roof (\$1.2 million) 	\$ 1,899,000
<ul style="list-style-type: none"> • <i>Parks</i> <ul style="list-style-type: none"> √ (*) Park Restroom Improvements (\$55K) 	\$ 198,000
<ul style="list-style-type: none"> • <i>City Buildings</i> <ul style="list-style-type: none"> √ (*) Roof Replacement (\$1.2 million) 	\$ 1,625,000
<ul style="list-style-type: none"> • <i>Historic Village</i> <ul style="list-style-type: none"> √ (*) Rehabilitate Niles Barnard House (\$700K) 	\$ 830,000

Capital Projects Fund Summary

CAPITAL PROJECTS FUND - Significant Nonrecurring Capital Expenditures

The City coordinates decision-making for the capital improvement budget with the operating budget to make effective use of the City's limited resources for operating and maintaining existing services and facilities as described in the Budget Policies section of this document. Below are some of the more significant nonrecurring capital projects budgeted and the related impact on the operating budget.

Projects	Explanations	Cost	Operating Budget Impact
Gun Range Improvements	To update equipment and provide additional sound proofing of facility.	\$240,000	These improvements will provide increased efficiency and reduce excess noise through City Hall. Approximate savings are estimated at \$1,500 per year.
Replace SCBA Tanks	Self-Contained Breathing Apparatus (SCBA) tanks are used by Firefighters to reduce risk of smoke inhalation.	\$900,000	The replacement is mandatory based on the certification expiration of current SCBA tanks. No significant operating maintenance costs are expected in future years.
Library Roof	To replace current Library Roof that has exceeded the expected useful life.	\$1,200,000	The replacement will reduce future operating maintenance costs and risk of water damage to equipment in future years.
Park Restroom Improvements	Improvements to restrooms at Firefighters Park as noted during the Building Assessment Study.	\$55,000	The renovation will reduce future operating maintenance costs. Future restroom renovations are budgeted for Boulan Park, Brinston Park, Don Flynn Park, Jaycee Park and Raintree Park in future years.
City Center Roof Replacement	To replace current City Hall Roof that has exceeded the expected useful life.	\$1,160,000	The replacement will reduce future operating maintenance costs and risk of water damage to equipment in future years.
Rehabilitation of Niles Barnard House	To replace current City Hall Roof that has exceeded the expected useful life.	\$700,000	The rehabilitation will make the structure suitable for public and private events, meet contractual obligations and an asset for interpretive programs.

**Capital Outlay
Detail**

Capital Projects Fund

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
REVENUES								
Fund: 401 Capital Projects								
Department: 000 CP Revenues								
401.000.00.000								
Taxes	6,815,995	6,861,168	6,890,600	6,865,190	6,927,000	0.90%	7,019,000	7,114,000
Grants	725,778	532,655	705,000	2,160,000	160,000	-92.59%	2,080,000	2,000,000
Contributions	1,096,628	415,077	570,000	570,000	570,000	0.00%	570,000	570,000
Charges for Services	462,726	495,127	326,000	331,000	326,000	-1.51%	326,000	326,000
Interest and Rents	10,942	29,929	11,600	11,600	11,600	0.00%	11,600	11,600
Other Revenue	246,375	541,650	113,340	111,610	83,000	-25.63%	-	-
Business Unit Total: Revenue	9,358,444	8,875,606	8,616,540	10,049,400	8,077,600	-19.62%	10,006,600	10,021,600
OTHER FINANCING SOURCES								
Transfers In:	-	-	-	-	-	0.00%	-	-
General Fund:						0.00%		
Street Project - Troy Roads Rock	2,600,000	1,600,000	-	-	-	0.00%	-	-
Fire Station #4 Rebuild	1,788,860	-	-	-	-	0.00%	-	-
Building Assessment Study Items	-	-	-	-	2,000,000	100.00%	-	1,000,000
Fire Ladder Trucks #5 and #6	-	-	1,635,410	1,635,410	-	-100.00%	-	-
Police Fencing	280,000	-	-	-	-	0.00%	-	-
Training Ctr Parking Lot	-	600,000	-	-	-		-	-
Major Streets	2,500,000	2,500,000	2,500,000	2,500,000	3,000,000	20.00%	2,500,000	2,500,000

**Capital Outlay
Detail**

Capital Projects Fund

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Local Streets	500,000	1,000,000	1,500,000	1,500,000	1,500,000	0.00%	1,500,000	1,500,000
Drug Forfeiture Fund	9,500	-	120,000	369,590	311,000	-15.85%	81,000	100,000
Library Fund	806,363	773,912	595,000	940,000	595,000	-36.70%	600,000	441,530
CDBG	29,013	-	245,000	472,490	105,000	-77.78%	-	-
LDFA	-	-	45,000	53,000	159,360	200.68%	32,000	30,000
Special Assessments	44,315	596	6,222	-	-	0.00%	-	-
Business Unit Total:Other Sources	8,558,051	6,474,508	6,646,632	7,470,490	7,670,360	2.68%	4,713,000	5,571,530
Total Revenues and Other Sources	17,916,495	15,350,114	15,263,172	17,519,890	15,747,960	-10.11%	14,719,600	15,593,130
EXPENDITURES								
Department: City Manager								
Business Unit: 172 City Manager								
Building Improvements	-	-	-	-	-	0.00%	-	-
General Equipment	-	-	-	-	-	0.00%	-	-
Communications Equipment	12,995	-	12,670	12,670	-	-100.00%	-	-
Office Equipment and Furniture	-	-	-	-	-	0.00%	-	-
Total City Manager	12,995	-	12,670	12,670	-	-100.00%	-	-

**Capital Outlay
Detail**

Capital Projects Fund

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Department: Finance								
Business Unit: 253 Treasurer								
Tax Refunds	4,923	2,584	5,000	15,000	5,000	-66.67%	5,000	5,000
Total Treasurer	4,923	2,584	5,000	15,000	5,000	-66.67%	5,000	5,000
Total Finance Department	4,923	2,584	5,000	15,000	5,000	-66.67%	5,000	5,000
Department: Clerk								
Business Unit: 262 Elections								
General Equipment-Elections	-	292,515	-	-	300,000	100.00%	80,000	-
Total City Clerk	-	292,515	-	-	300,000	100.00%	80,000	-
Department: City Buildings								
Business Unit: 264 Buildings								
Fire/Police Training Center								
Building Improvements	-	-	30,000	30,000	-	-100.00%	-	-
General Equipment	-	-	-	-	-	0.00%	-	-
City Hall								
Entry Way Signage and Landscaping	-	5,670	200,000	200,000	-	-100.00%	-	-
City Hall HVAC	-	-	-	-	-	0.00%	115,000	630,000
Roof Replacement	-	-	-	-	1,160,000	100.00%	-	-
City Hall Building Improvements	-	-	-	-	300,000	100.00%	-	-
General Improvements	6,988	29,997	30,000	30,000	30,000	0.00%	430,000	380,000
District Court								

**Capital Outlay
Detail**

Capital Projects Fund

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Reserve/Court Bldg	-	553,380	-	-	135,000	100.00%	700,000	311,000
Total City Buildings	6,988	589,047	260,000	260,000	1,625,000	525.00%	1,245,000	1,321,000
Department: City Attorney								
Business Unit: 266 Attorney								
Office Equipment and Renovation	-	20,530	-	-	-	0.00%	-	-
Total City Attorney	-	20,530	-	-	-	0.00%	-	-
Department: Human Resources								
Business Unit: 270 Human Resources								
Office Equipment - Software	-	-	-	15,000	15,000	0.00%	-	-
Total Human Resources	-	-	-	15,000	15,000	0.00%	-	-
Department: Police								
Business Unit: 301 Police								
Police Administration								
Land Improvements Civic Center	279,505	-	-	-	-	0.00%	-	-
Building Improvements - Office/Garage	-	-	-	-	-	0.00%	-	-
Building Improvements - Admin Offices	-	-	-	-	-	0.00%	-	60,000
Building Improvements - Gun Range	-	-	120,000	356,590	240,000	-32.70%	-	-
General Equipment	-	-	-	-	-	0.00%	-	-
General Equipment - Training	12,378	-	-	-	-	0.00%	-	-
Office Equipment and Furniture	-	-	-	-	27,000	100.00%	-	-
Police Road Patrol								

**Capital Outlay
Detail**

Capital Projects Fund

249

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
General Equipment	-	-	150,000	150,000	150,000	0.00%	-	-
Equipment - Federal Drug Forfeiture	9,500	-	-	13,000	71,000	446.15%	21,000	-
Vehicle Equipment	-	-	-	-	-	0.00%	65,000	-
Police Communications								
Building Improvements - General Repair	82,500	-	-	-	-	0.00%	-	-
General Equipment	-	-	-	-	-	0.00%	40,000	-
911 System	145,730	-	-	-	-	0.00%	-	40,000
Equipment - Federal Drug Forfeiture	-	-	-	-	-	0.00%	60,000	100,000
Network Equipment	-	51,554	65,000	65,000	-	-100.00%	-	40,000
Computer Software	900	-	-	-	-	0.00%	40,000	90,000
Computer Aided Dispatch	-	-	40,000	40,000	-	-100.00%	-	-
Radio Communications	-	-	-	-	-	0.00%	-	-
Total Police Department	530,513	51,554	375,000	624,590	488,000	-21.87%	226,000	330,000
Department: Fire								
Business Unit: 336 Fire								
Land Acquisition	-	-	-	-	-	0.00%	-	-
Land Improvements - Memorials	-	-	-	100,000	100,000	0.00%	-	-
General Building Improvements	22,000	104,700	-	-	-	0.00%	-	-
General Equipment	-	-	-	-	900,000	100.00%	-	-
Vehicles	-	-	-	-	-	0.00%	-	-
Apparatus Replacement	-	-	1,635,410	1,635,410	-	-100.00%	850,000	-
Communication Equipment	-	-	-	-	-	0.00%	-	-

**Capital Outlay
Detail**

Capital Projects Fund

250

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Opticom Enhancements	-	69,174	420,580	420,580	200,000	-52.45%	-	-
Fire Station One	-	-	-	-	-	0.00%	-	-
Station Two	-	-	-	-	75,000	100.00%	-	-
Station Three	-	-	-	-	-	0.00%	-	-
Station Four	2,927,212	832,289	-	-	-	0.00%	-	-
Fire Station Five	-	-	-	-	-	0.00%	-	-
Station Six	-	-	75,000	75,000	35,000	-53.33%	-	-
Total Fire Department	2,949,212	1,006,164	2,130,990	2,230,990	1,310,000	-41.28%	850,000	-
Department: Streets								
Business Unit: 448 Street Lighting								
General	49,692	49,692	49,700	50,000	50,000	0.00%	50,000	50,000
Business Unit: 479 Major Streets								
General Building Improvements	-	45,141	538,000	587,290	-	-100.00%	-	-
General Equipment	25,363	30,125	-	40,000	60,000	50.00%	-	-
Dequindre from Long Lk to Auburn	256,583	132,218	100,000	100,000	-	-100.00%	-	-
John R from Long Lk - Square Lk	202,562	183,162	200,000	200,000	600,000	200.00%	-	-
John R from Sq Lake to South Bld	203,522	177,105	200,000	200,000	600,000	200.00%	-	-
Roch from Barclay to Trinway	31,002	35,823	300,000	2,500,000	200,000	-92.00%	2,600,000	2,500,000
Wattles, Crooks to Livernois	11,193	-	-	-	-	0.00%	-	-
Wattles, Livernois to Rochester	31,307	-	-	-	-	0.00%	-	-
LDFA Concrete and Slab Replace	-	-	-	-	-	0.00%	-	-

**Capital Outlay
Detail**

Capital Projects Fund

251

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Long Lake, Mill/Overlay Adams to N. Pkwy	7,632	-	-	-	-	0.00%	-	-
Wattles, Rochester to John R	881,134	-	-	-	-	0.00%	-	-
Wattles, John r to Dequindre	-	901,053	-	-	-	0.00%	-	-
2015 Tri-Party Funding	947,210	791,044	670,000	670,000	600,000	-10.45%	600,000	600,000
Various Skip Patch Projects	-	-	-	-	-	0.00%	-	-
Move X Troy - Smart Zone Xing	55,688	248,235	-	-	-	0.00%	-	-
South Blvd., Livernois to Rochester	298,236	-	-	-	-	0.00%	-	-
I-75 Widening	900	-	-	-	-	0.00%	-	-
Livernois, at South Blvd.	-	783	-	-	-	0.00%	-	-
Wattles, Rouge River to Coolidge	302,652	39,578	-	-	-	0.00%	-	-
Square Lake, Delphi to Livernois	51,867	313,514	-	-	-	0.00%	-	-
Adams, Long Lake to Square Lake	-	31,275	-	-	-	0.00%	-	-
Doyle Drive Agreement	100,000	-	-	-	-	0.00%	-	-
Crooks, Wilshire Traffic Signal	-	-	150,000	150,000	-	-100.00%	-	-
Todd Drive, OCLRP Funded	-	-	224,000	340,000	-	-100.00%	-	-
Maple @ Rochester Traffic Signal	-	-	-	-	125,000	100.00%	-	-
Long Lake @ Coolidge Traffic Signal	-	-	-	-	150,000	100.00%	-	-
Coolidge under I-75	-	-	-	-	200,000	100.00%	-	-
Oakland County Local Rd Imp. (OCLRP)	-	-	-	-	456,000	100.00%	340,000	340,000
Adams, Long Lake to Square Lake	-	-	-	-	-	0.00%	100,000	-
Concrete Crack Sealing	124,322	-	-	-	-	0.00%	-	-

**Capital Outlay
Detail**

Capital Projects Fund

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Concrete Pavement Leveling	3,356,900	2,872,136	1,560,000	1,560,000	1,000,000	-35.90%	1,000,000	1,000,000
Concrete Slab Replacement	239,544	919,798	600,000	600,000	-	-100.00%	600,000	600,000
Future Major Road Improvements	-	-	-	-	-	0.00%	300,000	75,000
Other Fees	-	-	-	-	-	0.00%	-	-
Total Major Streets	7,127,618	6,720,990	4,542,000	6,947,290	3,991,000	-42.55%	5,540,000	5,115,000
Business Unit: 499 Local Streets								
Building Improvements	-	41,384	-	-	-	0.00%	-	-
General Equipment	-	-	-	-	-	0.00%	-	-
Crack Sealing	57,500	-	-	-	-	0.00%	-	-
Charnwood Hills Phse 1 Chip Seal	-	-	-	-	-	0.00%	-	-
Local Road Asphalt	-	2,184,075	2,200,000	2,200,000	1,500,000	-31.82%	1,500,000	1,700,000
Concrete Slab Replacement	4,993,050	3,425,189	1,500,000	1,500,000	1,000,000	-33.33%	1,000,000	1,500,000
Total Local Streets	5,050,550	5,650,648	3,700,000	3,700,000	2,500,000	-32.43%	2,500,000	3,200,000
Business Unit: 513 Sidewalks								
New Construction	21,533	1,109	10,000	10,000	10,000	0.00%	10,000	10,000
Replacement Program	517,500	477,195	490,000	490,000	490,000	0.00%	490,000	490,000
Total Sidewalks	539,033	478,304	500,000	500,000	500,000	0.00%	500,000	500,000
Business Unit: 516 Drains								
Land Acquisition	26,750	-	-	-	-	0.00%	-	-
Streambank Stabilization	-	-	-	-	-	0.00%	-	-

**Capital Outlay
Detail**

Capital Projects Fund

253

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Aquatic Center Pond	15,287	2,467	-	-	-	0.00%	-	-
Drains and Retention Ponds	18,355	33,844	-	50,000	-	-100.00%	-	-
Sylvan Glen Access Drive Culvert	-	-	-	-	-	0.00%	-	-
Saw Grant-Storm Sewer	324,271	-	-	-	-	0.00%	-	-
Sylvan Glen Phase II	604,236	3,103	-	-	-	0.00%	-	-
Wattles over the Rouge	271,566	345	-	-	-	0.00%	-	-
Total Drains	1,260,465	39,759	-	50,000	-	-100.00%	-	-
Total Streets Department	14,027,358	12,939,394	8,791,700	11,247,290	7,041,000	-37.40%	8,590,000	8,865,000
Department: Public Works								
Various Land Improvements	-	-	-	-	-	0.00%	-	-
Municipal Parking Lots	402,418	531,860	50,000	100,000	100,000	0.00%	100,000	100,000
Roof Replacement	-	-	400,000	450,000	125,000	-72.22%	-	-
General Repairs	-	41,044	-	-	266,000	100.00%	-	-
General	8,679	55,728	20,000	20,000	-	-100.00%	-	-
Total Public Works Department	411,096	628,632	470,000	570,000	491,000	-13.86%	100,000	100,000
Department: Real Estate Develop.								
Land Acquisition	-	-	96,730	60,000	-	-100.00%	-	-

**Capital Outlay
Detail**

Capital Projects Fund

254

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Department: Parks								
Beach Road Park	-	-	-	66,525	-	-100.00%	-	-
Boulan Park	-	-	-	-	13,000	100.00%	-	-
Brinston Park	-	-	140,000	140,000	-	-100.00%	-	-
Firefighters Park	-	-	-	-	105,000	100.00%	-	-
Flynn Park	-	-	-	-	-	0.00%	-	-
Civic Center Park/Skate and Parking	-	-	-	100,000	-	-100.00%	-	-
Barrier Free Project	29,013	-	-	-	-	0.00%	-	-
Robinwood Trail Park	-	-	25,000	25,000	-	-100.00%	-	-
City Farm Improvements	-	25,320	-	372,490	-	-100.00%	-	-
Outdoor Education Center	-	-	-	-	-	0.00%	-	-
Various Land Improvements	53,970	122,958	50,000	50,000	-	-100.00%	-	-
Trails and Pathways	77,572	704,132	75,000	750,000	25,000	-96.67%	200,000	200,000
Dog Park	3,960	374,689	-	96,525	-	-100.00%	-	-
Section 36 Pathways	-	-	-	-	-	0.00%	-	-
Park Building Improvements	-	-	398,000	-	55,000	100.00%	60,000	55,000
Total Parks Department	164,516	1,227,099	688,000	1,600,540	198,000	(5)	260,000	255,000

**Capital Outlay
Detail**

Capital Projects Fund

2015

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Department: Recreation								
Community Center Building Improvements	-	165,723	-	190,000	210,000	10.53%	45,000	2,200,000
Community Center Equipment	-	25,462	-	-	25,000	100.00%	77,000	15,000
Total Recreation	-	191,185	-	190,000	235,000	23.68%	122,000	2,215,000
Department: Nature Center								
Total Nature Center	-	-	22,690	22,690	55,000	142.40%	-	-
Department: Library								
Carpet/Tile Replacement	-	100,642	299,000	300,000	-	-100.00%	-	-
Roof Replacement	-	-	-	-	1,200,000	100.00%	-	-
General Repairs	216,224	1,076	-	-	104,000	100.00%	-	-
Office Equipment and Furniture	-	70,457	43,000	45,000	-	-100.00%	-	-
Library Materials Collection	590,138	601,737	595,000	595,000	595,000	0.00%	600,000	600,000
Total Library	806,363	773,913	937,000	940,000	1,899,000	102.02%	600,000	600,000
Department: Historic Village								
Historic Green Dev	-	-	-	-	130,000	100.00%	-	-
General Repairs	7,661	98,549	40,000	399,800	700,000	75.09%	-	-
Total Historic Village	7,661	98,549	40,000	399,800	830,000	107.60%	-	-
Total Expenditures	18,921,626	17,821,165	13,829,780	18,188,570	14,492,000	-20.32%	12,078,000	13,691,000

**Capital Outlay
Detail**

Capital Projects Fund

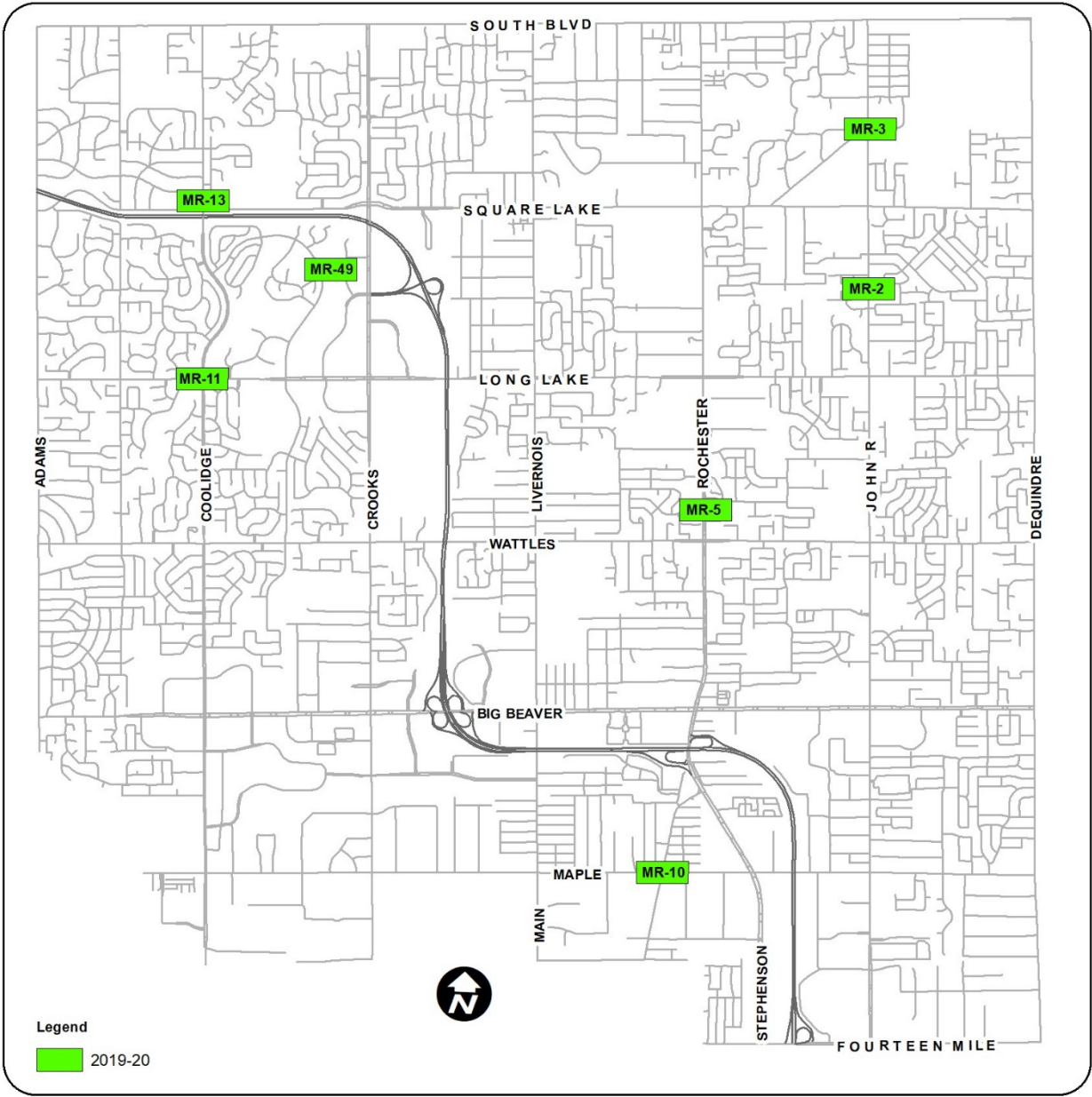
	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Other Financing Uses								
Principal	230,066	235,420	239,959	239,959	246,159	2.58%	250,338	200,145
Interest	43,081	36,977	30,969	30,969	25,249	-18.47%	19,408	14,080
Other Fees	7	6	2	2	2	0.00%	4	5
Total Other Financing Uses	273,155	272,404	270,930	270,930	271,410	0.18%	269,750	214,230
Total Expenditures and Other Uses	19,194,780	18,093,568	14,100,710	18,459,500	14,763,410	-20.02%	12,347,750	13,905,230
Surplus/(Use) of Fund Balance	(1,278,285)	(2,743,454)	1,162,462	(939,610)	984,550	-204.78%	2,371,850	1,687,900
Beginning Fund Balance	10,991,845	9,713,560	6,970,105	6,970,105	8,132,567	16.68%	9,117,117	11,488,967
Ending Fund Balance	\$ 9,713,560	\$ 6,970,105	\$ 8,132,567	\$ 6,030,495	\$ 9,117,117	51.18%	\$ 11,488,967	\$ 13,176,867

**Capital Outlay
Special Assessments**

Special Assessments

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
REVENUES								
Fund: 403 Special Assessments								
Department: 000 SA Revenues								
403.000.00.000								
Interest and Rents	\$ 3,245	\$ 596	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -
Other Revenue	41,070	6,222	-	-	-	0.00%	-	-
Business Unit Total: CP Revenue	44,315	6,817	-	-	-	0.00%	-	-
OTHER FINANCING USES								
403.896.00.896								
Transfers Out	44,315	596	6,222	-	-	0.00%	-	-
Surplus/(Use) of Fund Balance	-	6,222	(6,222)	-	-	0.00%	-	-
Beginning Fund Balance	-	-	6,222	6,222	-	-100.00%	-	-
Ending Fund Balance	\$ -	\$ 6,222	\$ -	\$ 6,222	\$ -	-100.00%	\$ -	\$ -

Major Roads



Major Roads

MAJOR ROADS 2020 BUDGET (401.447.479)

Map Number	Project Number	Project Name	Total Project Cost	Total City Cost	Other Sources	2019 Amended Budget	2019 Expenditure to 6/30/19	2019 Balance at 6/30/19	Proposed 2020 Budget	Comments
	7989.022025	Dequindre, Long Lake to Auburn	23,000,000	800,000	16,700,000	100,000	100,000	-	-	RCOC
MR-2	7989.022035	John R, Long Lake to Square Lake	8,425,000	1,685,000	7,200,000	200,000	200,000	-	600,000	FF
MR-3	7989.022045	John R, Square Lake to South Blvd.	8,425,000	1,685,000	7,200,000	200,000	200,000	-	600,000	FF
MR-5	7989.022065	Rochester, Barclay to Trinway	21,000,000	4,200,000	14,400,000	2,500,000	300,000	2,200,000	200,000	FF
MR-10		Maple at Rochester Traffic Signal	250,000	125,000	125,000	-	-	-	125,000	TS/Ped X-ing - RCOC \$125k
MR-11		Long Lake at Coolidge Traffic Signal	300,000	150,000	150,000	-	-	-	150,000	TS/Ped X-ing - RCOC \$150k
MR-13		Coolidge Under I75 (Betterment)	200,000	200,000	-	-	-	-	200,000	Widen & Reconstruct Beyond MDOT Work
MR-30		Oakland Co. Local Road Imp. Program	456,000	286,000	170,000	-	-	-	456,000	OCLRP \$170k
MR-45	7978	Mini Excavator	70,000	60,000	10,000	-	-	-	60,000	By DPW - \$10k Trade-in
MR-46	7989.151056	Tri-Party	600,000	200,000	400,000	670,000	670,000	-	600,000	TP
	7989.191015	Crooks at Wilshire	300,000	150,000	150,000	150,000	150,000	-	-	TS/Ped X-ing - RCOC \$150k
	7989.191025	Todd Drive, OCLRP	340,000	170,000	170,000	340,000	224,000	116,000	-	OCLRP \$170k
	7975	Streets Cold Storage Building Improvements	590,000	590,000	-	587,290	538,000	49,290	-	By DPW
	7978	Portable Cement Mixer	40,000	40,000	-	40,000	-	40,000	-	By DPW
MR-49	7989.300	Industrial Road Maintenance	4,060,000	4,060,000	-	1,560,000	1,560,000	-	1,000,000	
	7989.500	Slab Replacement - Major Roads	600,000	600,000	-	600,000	600,000	-	-	By DPW
TOTALS:			68,656,000	15,001,000	46,675,000	6,947,290	4,542,000	2,405,290	3,991,000	
Revenue (Federal Funds):							80,000		160,000	
Revenue (State Grants):							625,000		-	
Revenue (Tri-Party/NHPP/RCOC):							570,000		570,000	

Major Roads

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

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

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

- ◆ Reconstruction and Widening
- ◆ Maintenance

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

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

MR-2. John R Road, Long Lake Road to Square Lake Road (Reconstruction and Widening)

This project will reconstruct and widen John R Road, from Long Lake Road to Square Lake Road from an existing 2-lane road to a new 3-lane asphalt pavement with right turn lanes at side streets. Included in the project are new traffic signals, concrete sidewalk on the east side, asphalt path on the west side and underground utilities where required. Federal funds have been obligated to pay for approximately 80% of the project cost.

MR-3. John R Road, Square Lake Road to South Boulevard (Reconstruction and Widening)

This project will reconstruct and widen John R Road, from Square Lake Road to South Boulevard from an existing 2-lane road to a new 3-lane asphalt pavement with right turn lanes at side streets. Included in the project are new traffic signals, concrete sidewalk on the east side, asphalt path on the west side and underground utilities where required. Federal funds have been obligated to pay for approximately 80% of the project cost.

Major Roads

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

This project will reconstruct and widen Rochester Road, from Barclay to Trinway from an existing 5-lane road to a new 6-lane concrete boulevard. Included in the project are new traffic signals, concrete sidewalks and underground utilities where required. Federal funds for the design phase have been obligated and are available. The right-of-way and construction phases are approved for federal funding in 2020 and 2022 respectively. Federal funds will pay for approximately 80% of the project cost.

MR-10. Maple Road at Rochester Road (Traffic Signal Modernization)

The existing traffic signal at Maple and Rochester will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made ADA compliant. The city and RCOC are sharing in the cost of the modernization project 50/50.

MR-11. Long Lake Road at Coolidge Highway (Traffic Signal Modernization)

The existing traffic signal at Long Lake and Coolidge will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made ADA compliant. A new east-west pedestrian crossing will be constructed on the south side of Long Lake. The city and RCOC are sharing in the cost of the modernization project 50/50.

MR-13. Coolidge Highway Under I75 (Reconstruction and Widening)

This project will widen Coolidge under I75 to provide a northbound 250' right turn, through and left turn lanes in addition to a southbound through lane. This work will be completed as part of the I75 reconstruction project. The widening of Coolidge will be paid for entirely with City funds. The reconstruction of the existing pavement on Coolidge, as necessary for the I75 project, will be paid for as part of the I75 work.

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

The Oakland County Local Road Improvement Program was established to provide funding for road improvements on non-County roads that would improve economic development in Oakland County. Work is typically concrete pavement replacement and/or mill and overlay, depending on the existing pavement type and overall condition. Specific project locations are typically not delineated on the 6-year CIP map as locations are determined annually dependent on road conditions. The City is responsible for 50% of the program amount while the Oakland County Board of Commissioners is responsible for the remaining 50%.

MR-45. Mini Excavator

The DPW has the need for miscellaneous underground work that requires a mini excavator. The current mini excavator has reached the end of its service life and a trade-in and replacement purchase is proposed. The mini excavator allows DPW staff to complete repairs in a more economical and efficient manner than hiring an outside contractor for small items of work that can be completed in house. In addition to providing DPW much greater availability, the other advantage is based on accessibility. The mini excavator is a smaller piece of equipment and can be used in areas that may have space restrictions and/or limitations. The purchase of a mini excavator will be paid for entirely by City funds minus the trade-in value.

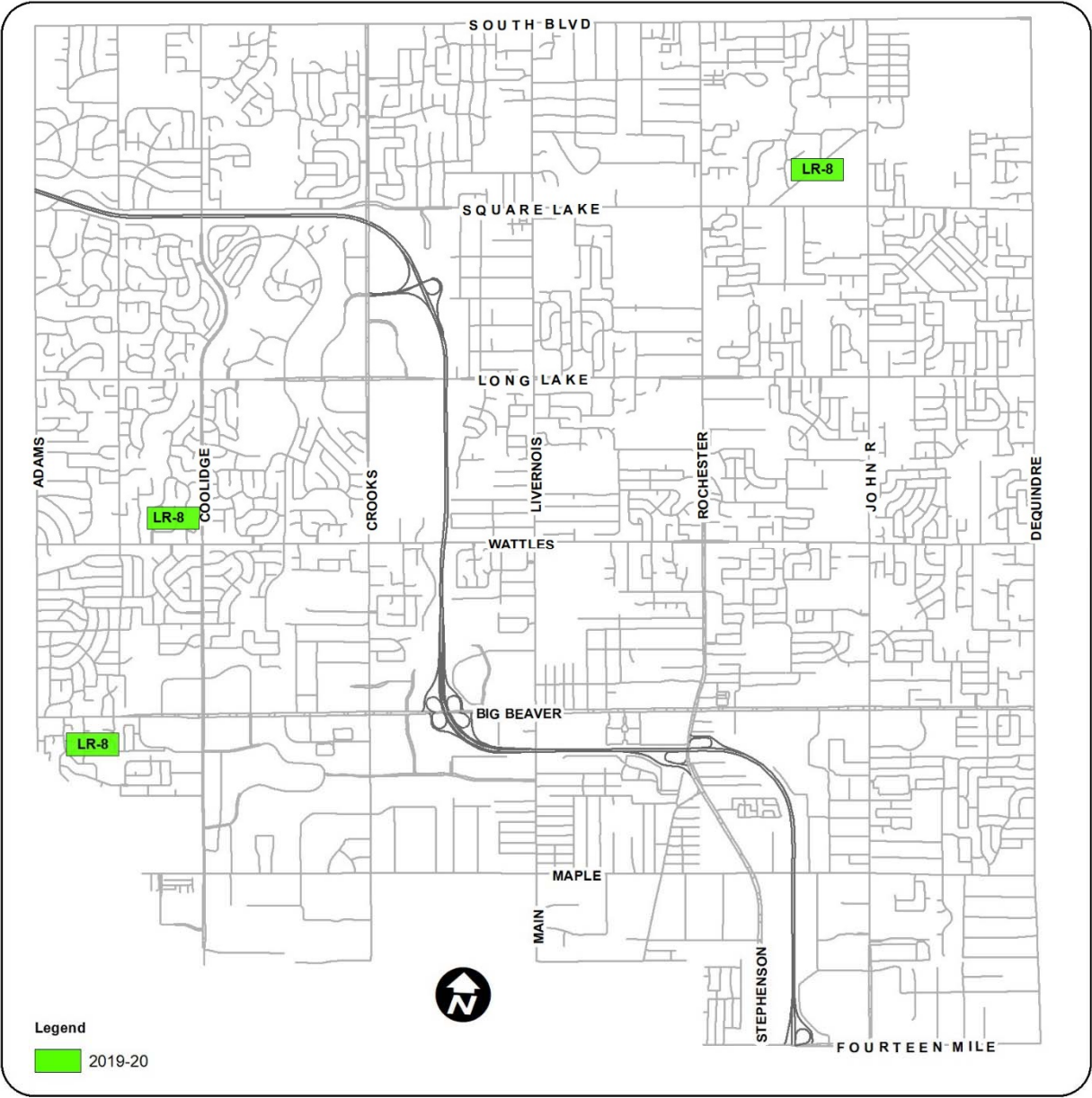
Major Roads***MR-46. Tri-Party Program***

Tri-Party program funds are made available on an annual basis for projects on County roads within the city. Specific project locations are typically not delineated on the 6-year CIP map as locations are determined annually dependent on road conditions. The City is responsible for 1/3 of the program amount while the Board of Road Commissioners for the County of Oakland and the Oakland County Board of Commissioners is responsible for the remaining 2/3.

MR-49. Industrial Road Maintenance

Project locations are determined annually based on the City's Pavement Management System and field inspections, and are not typically delineated on the 6-year CIP map. This work involves removal and replacement of failed concrete pavement to repair and extend the life of the pavement or mill and overlay projects. An annual allocation is budgeted to complete this work and is targeted at industrial roads in the city. These projects will be paid for entirely by City funds.

Local Roads



Local Roads

LOCAL ROADS 2020 BUDGET (401.447.499)

Map Number	Project Number	Project Name	Total Project Cost	Total City Cost	Other Sources	2019 Amended Budget	2019 Expenditure to 6/30/19	2019 Balance at 6/30/19	Proposed 2020 Budget	Comments
	7989.500	Concrete Slab Replacement	1,500,000	1,500,000	-	1,500,000	1,500,000	-	-	By DPW
LR-1	7989.500	Concrete Slab Replacement	1,000,000	1,000,000	-	-	-	-	1,000,000	By DPW
	7989.400	Asphalt Pavement Overlay	2,200,000	2,200,000	-	2,200,000	2,200,000	-	-	Sec. 2, 13, 14 & 21
LR-8	7989.400	Asphalt Pavement Overlay	1,500,000	1,500,000	-	-	-	-	1,500,000	Sec. 2, 18 & 30
TOTALS:			6,200,000	6,200,000	-	3,700,000	3,700,000	-	2,500,000	

Local Roads

The City of Troy is responsible for the maintenance of approximately 268 miles of local roads. Approximately 250 miles of these are subdivision streets of concrete or asphalt, 5 miles are chip seal and 4 miles are gravel roads. Approximately 2/3 of subdivision streets are concrete with the remaining 1/3 being asphalt. The remaining 9 miles are nominally termed by the city as “Industrial Roads”, such as Naughton, Wheaton and Piedmont, that are classified as local because they do not meet the definition of a Major Road under Act 51.

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

The TAMC established the following categories:

PASER ratings of 8-10 require routine maintenance, such as street sweeping, shoulder grading or crack sealing
PASER ratings of 5-7 require capital preventative maintenance, such as concrete slab replacements or asphalt overlays.

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

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

Once PASER rating work is complete, analysis of the network is performed using Roadsoft Pavement Management software, which is available free to local agencies by the Center for Technology & Training (CTT) at Michigan Technological University. Roadsoft is used statewide by numerous road agencies including MDOT, most Counties and numerous local governments. Roadsoft uses the PASER condition ratings as a basis for the analysis. Specific maintenance procedures and their associated costs are established by the city based on city practice and experience. The software uses this data along with specific user defined information (such as budgetary limitations and timeframes) to generate an optimal mix of maintenance procedures and project future network conditions. The Pavement Management system is augmented by field reviews of the recommended areas as pavement conditions in areas can deteriorate faster or slower than anticipated based on numerous factors including weather, traffic, pavement thickness and previous maintenance.

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

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

Local Roads

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

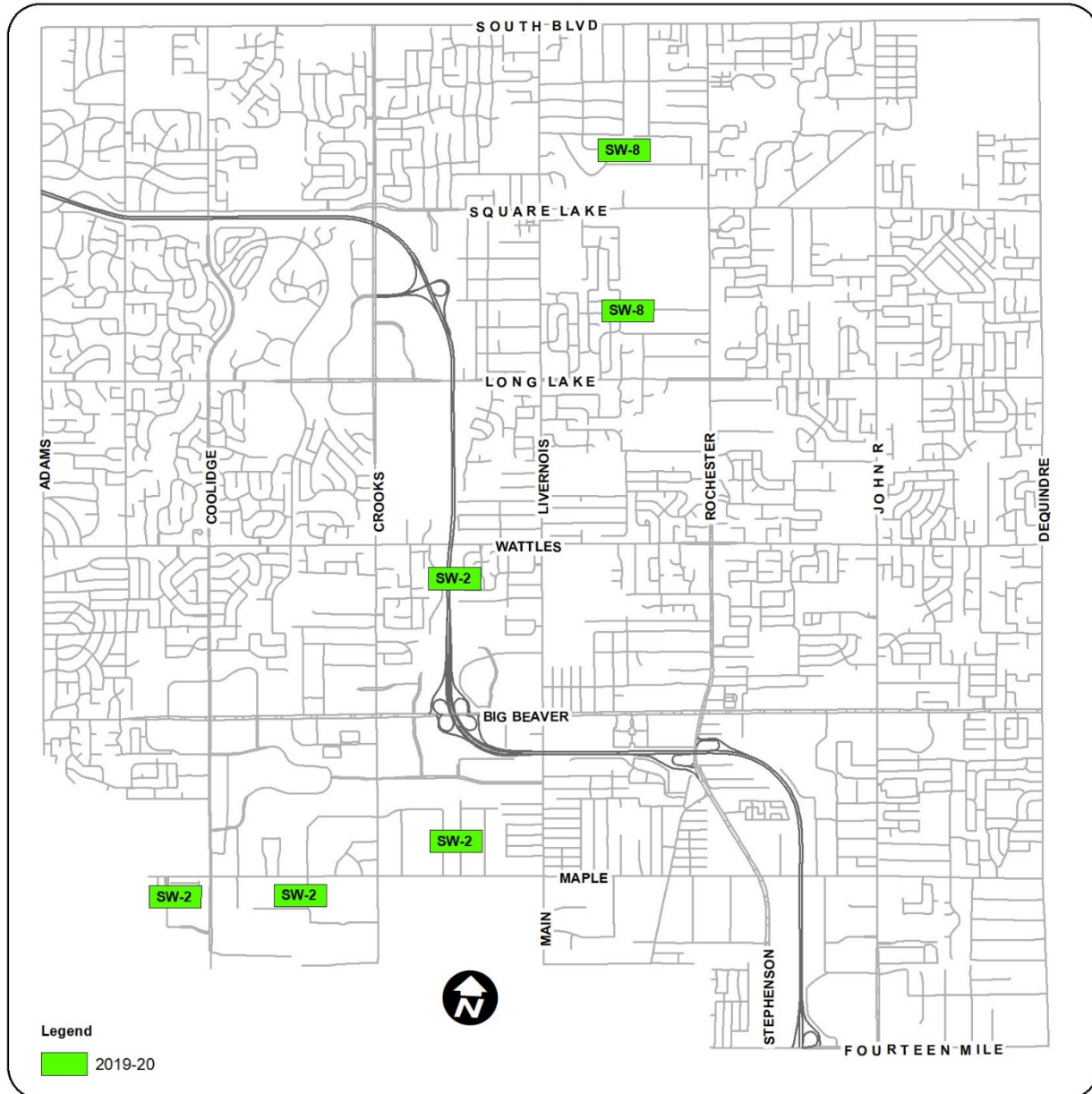
LR-1. Local Road Maintenance – Concrete Slab Replacement (Sections TBD)

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

LR-8. Asphalt Pavement Overlay (Sec. 2, 18 & 30)

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 2 - Atkins; Section 18 - Brandywyne, Sugar Grove Ct., Frostwood Ct., Stonehenge Ct., Cherrywood & Briargrove; Section 30 - Wrenwood, Engle Ct., Nampa Ct., Brooklawn, Brooklawn Ct., Norwich, Witherbee, Graefield, Eton, Dartmoor, Derby and St. Andrews. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

Sidewalks



Sidewalks

SIDEWALKS 2020 BUDGET (401.447.513)

Map Number	Project Number	Project Name	Total Project Cost	Total City Cost	Other Sources	2019 Amended Budget	2019 Expenditure to 6/30/19	2019 Balance at 6/30/19	Proposed 2020 Budget	Comments
	7989.700	Residential & Major	490,000	334,000	156,000	490,000	490,000	-	-	By DPW
SW-2	7989.700	Residential - Sec. 21, 28, 31 & 32	390,000	234,000	156,000	-	-	-	390,000	By DPW
SW-8	7989.700	Major Roads - Sec. 3 & 10	100,000	100,000	-	-	-	-	100,000	By DPW
SW-13	7989.650	New Construction	10,000	10,000	-	10,000	10,000	-	10,000	By DPW
TOTALS:			990,000	678,000	312,000	500,000	500,000	-	500,000	
Revenue (Sidewalk Replacement Program):							156,000		156,000	Paid by Resident for Sidewalk Repairs (40%)

Sidewalks

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

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

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

SW-2. Residential Sidewalk Replacements (Section 21, 28, 31 & 32)

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

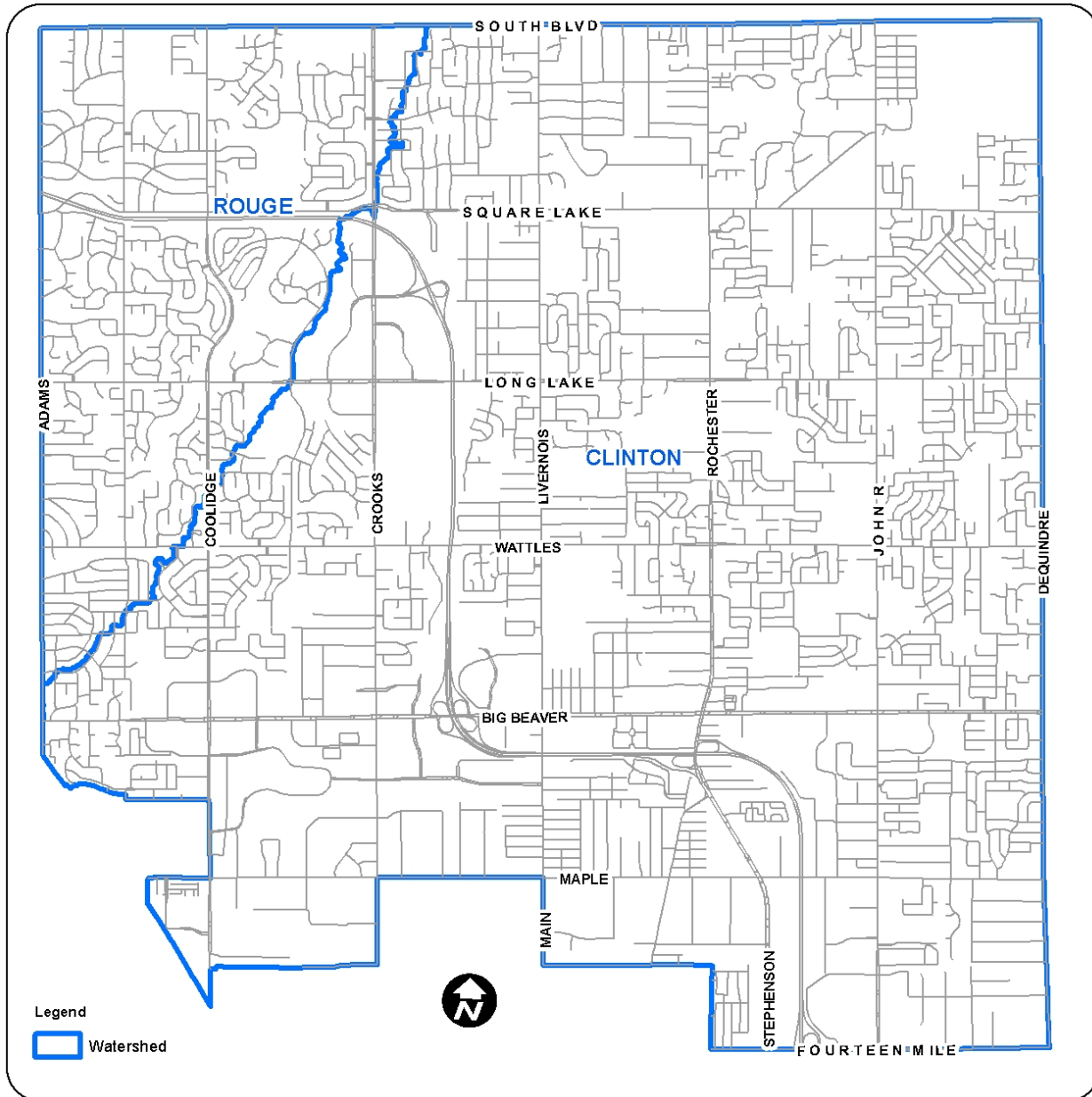
SW-8. Major Road Sidewalk Replacements (Section 3 & 10)

This project will be paid for entirely by City funds.

SW-13. New Construction (City-wide)

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

Drain Fund



Drain Fund

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

Rouge River Watershed

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

Clinton River Watershed

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

The Federal Environmental Protection Agency and the Michigan Department of Natural Resources and Environment (DNRE) have placed limitations on municipal storm water activities, known as Phase II Stormwater Regulations and the National Pollutant Discharge Elimination System (NPDES) permit.

These regulations state 6 minimum measures that municipalities must address:

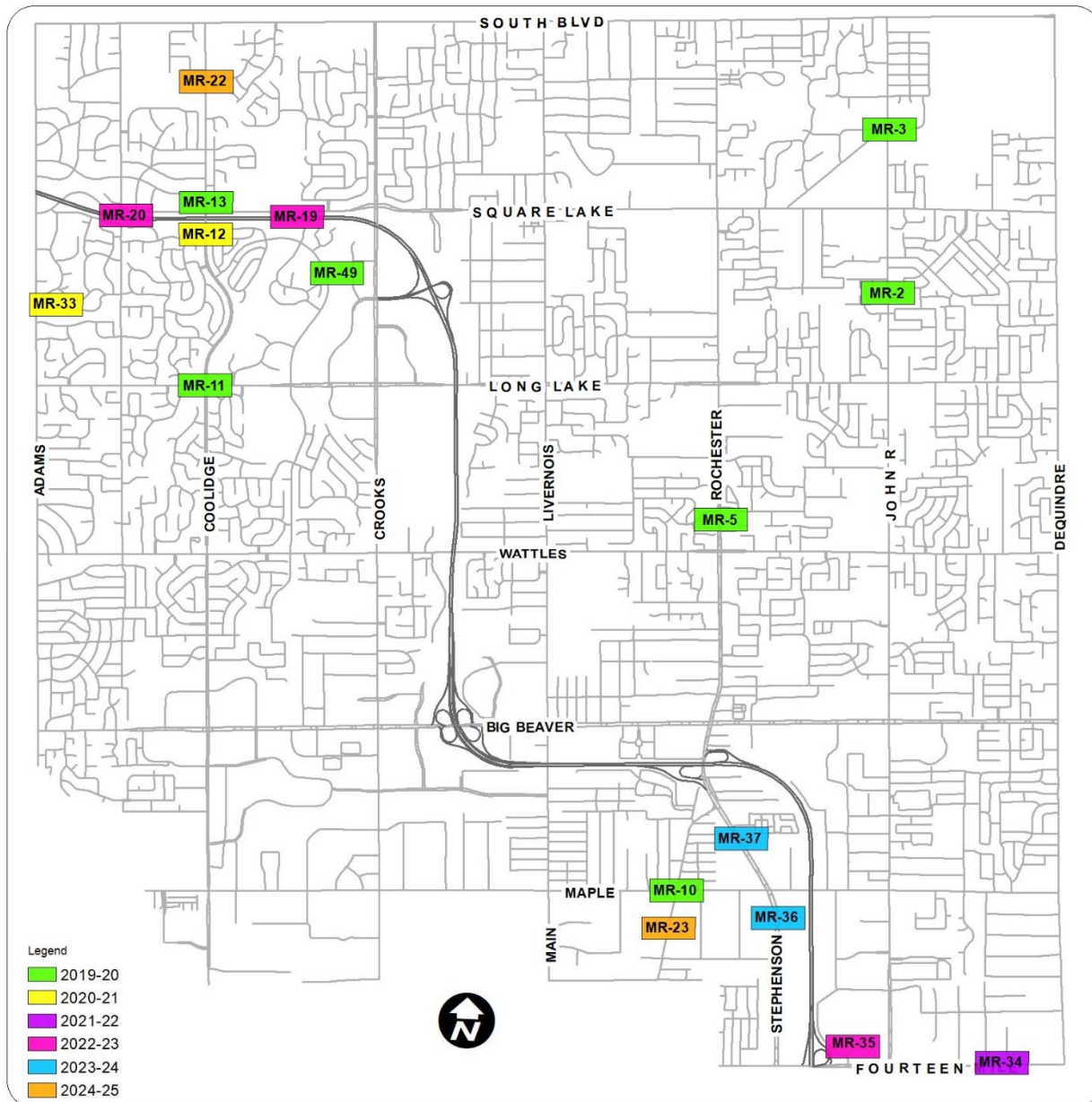
- Public education and outreach
- Public participation and involvement
- Illicit discharge detection and elimination
- Construction site runoff control
- Post-construction runoff control
- Pollution prevention and good housekeeping

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

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

There are no standalone Drain projects proposed in the Capital Fund. Non-capital projects and/or maintenance for drains related items are funded from the Streets Department Operating budget.

6 Year Capital Improvement Plan Major Roads Fund



6 Year Capital Improvement Plan Major Roads Fund

6 Year CIP - Major Roads										
Map Number	Project Name	Total Project Cost	Total City Cost	Proposed						Comments
				2020	2021	2022	2023	2024	2025	
MR-2	John R, Long Lake to Square Lake	8,425,000	1,685,000	600,000	-	-	-	-	-	Widen & Reconstruct
MR-3	John R, Square Lake to South Blvd.	8,425,000	1,685,000	600,000	-	-	-	-	-	Widen & Reconstruct
MR-5	Rochester, Barday to Trinway	21,000,000	4,200,000	200,000	2,600,000	2,500,000	1,000,000	1,000,000	-	Widen & Reconstruct
MR-10	Maple at Rochester Traffic Signal	250,000	125,000	125,000	-	-	-	-	-	Traffic Signal - RCOC - \$125k
MR-11	Long Lake at Coolidge Traffic Signal	300,000	150,000	150,000	-	-	-	-	-	Traffic Signal & Ped X-ing - RCOC - \$150k
MR-12	Coolidge at Square Lake Traffic Signal	300,000	300,000	-	300,000	-	-	-	-	Traffic Signal - 100% City
MR-13	Coolidge under I75 (Betterment)	200,000	200,000	200,000	-	-	-	-	-	Widen & Reconstruct beyond MDOT Work
MR-19	Square Lake, Coolidge to Crooks	825,000	825,000	-	-	-	825,000	-	-	Mill & Overlay
MR-20	Square Lake, Adams to Coolidge	950,000	950,000	-	-	-	950,000	-	-	Mill & Overlay
MR-22	Coolidge, Square Lake to South Blvd	950,000	950,000	-	-	-	-	-	950,000	Mill & Overlay
MR-23	Rochester, Elmwood to Maple	625,000	625,000	-	-	-	-	-	625,000	Mill & Overlay
MR-30	Oakland Co. Local Road Imp. Program	2,040,000	1,020,000	456,000	340,000	340,000	340,000	340,000	340,000	OCLRP - \$170k
MR-33	Adams, Long Lake to Square Lake	1,600,000	100,000	-	100,000	-	-	-	-	NHPP - \$1M
MR-34	14 Mile, John R to Dequindre	1,500,000	75,000	-	-	75,000	-	-	-	STP - \$1.2M
MR-35	14 Mile, I75 to John R	1,200,000	60,000	-	-	-	60,000	-	-	STP - \$960k
MR-36	Stephenson, 14 Mile to Maple	1,000,000	1,000,000	-	-	-	-	1,000,000	-	Mill & Overlay
MR-37	Stephenson, Maple to I75	1,000,000	1,000,000	-	-	-	-	1,000,000	-	Mill & Overlay
MR-45	Mini Excavator	70,000	70,000	60,000	-	-	-	-	-	By DPW - \$10k Trade-in
MR-46	Tri-Party	3,600,000	1,200,000	600,000	600,000	600,000	600,000	600,000	600,000	1/3 City - 1/3 County - 1/3 Board
MR-49	Industrial Road Maintenance	6,000,000	6,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	Various Locations - Northfield Pkwy
MR-50	Slab Replacement - Major Roads	3,000,000	3,000,000	-	600,000	600,000	600,000	600,000	600,000	Various Locations
TOTAL:		63,260,000	25,220,000	3,991,000	5,540,000	5,115,000	5,375,000	5,540,000	4,115,000	
Revenue (Federal Funds):				160,000	2,080,000	2,000,000	-	-	-	
Revenue (Tri-Party/NHPP/RCOC/OCLRP):				570,000	570,000	570,000	570,000	570,000	570,000	

6 Year Capital Improvement Plan Major Roads Fund

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

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

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

- ♦ Reconstruction and Widening
- ♦ Maintenance

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

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

MR-2. John R Road, Long Lake Road to Square Lake Road (Reconstruction and Widening)

This project will reconstruct and widen John R Road, from Long Lake Road to Square Lake Road from an existing 2-lane road to a new 3-lane asphalt pavement with right turn lanes at side streets. Included in the project are new traffic signals, concrete sidewalk on the east side, asphalt path on the west side and underground utilities where required. Federal funds have been obligated to pay for approximately 80% of the project cost.

MR-3. John R Road, Square Lake Road to South Boulevard (Reconstruction and Widening)

This project will reconstruct and widen John R Road, from Square Lake Road to South Boulevard from an existing 2-lane road to a new 3-lane asphalt pavement with right turn lanes at side streets. Included in the project are new traffic signals, concrete sidewalk on the east side, asphalt path on the west side and underground utilities where required. Federal funds have been obligated to pay for approximately 80% of the project cost.

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

This project will reconstruct and widen Rochester Road, from Barclay to Trinway from an existing 5-lane road to a new 6-lane concrete boulevard. Included in the project are new traffic signals, concrete sidewalks and underground utilities where required. Federal funds for the design phase have been obligated and are available. The right-of-way and construction phases are approved for federal funding in 2020 and 2022 respectively. Federal funds will pay for approximately 80% of the project cost.

**6 Year Capital Improvement Plan
Major Roads Fund*****MR-10. Maple Road at Rochester Road (Traffic Signal Modernization)***

The existing traffic signal at Maple and Rochester will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made ADA compliant. The city and RCOC are sharing in the cost of the modernization project 50/50.

MR-11. Long Lake Road at Coolidge Highway (Traffic Signal Modernization)

The existing traffic signal at Long Lake and Coolidge will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made ADA compliant. A new east-west pedestrian crossing will be constructed on the south side of Long Lake. The city and RCOC are sharing in the cost of the modernization project 50/50.

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

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

MR-13. Coolidge Highway Under I75 (Reconstruction and Widening)

This project will widen Coolidge under I75 to provide a northbound 250' right turn, through and left turn lanes in addition to a southbound through lane. This work will be completed as part of the I75 reconstruction project. The widening of Coolidge will be paid for entirely with City funds. The reconstruction of the existing pavement on Coolidge, as necessary for the I75 project, will be paid for as part of the I75 work.

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

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

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

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

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

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

**6 Year Capital Improvement Plan
Major Roads Fund*****MR-23. Rochester Road, Elmwood to Maple Road (Mill and Overlay)***

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

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

The Oakland County Local Road Improvement Program was established to provide funding for road improvements on non-County roads that would improve economic development in Oakland County. Work is typically concrete pavement replacement and/or mill and overlay, depending on the existing pavement type and overall condition. Specific project locations are typically not delineated on the 6-year CIP map as locations are determined annually dependent on road conditions. The City is responsible for 50% of the program amount while the Oakland County Board of Commissioners is responsible for the remaining 50%.

MR-33. Adams Road, Long Lake to Square Lake (Mill and Overlay)

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

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

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

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

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

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

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

**6 Year Capital Improvement Plan
Major Roads Fund*****MR-37. Stephenson, Maple to I75 (Mill and Overlay)***

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

MR-45. Mini Excavator

The DPW has the need for miscellaneous underground work that requires a mini excavator. The current mini excavator has reached the end of its service life and a trade-in and replacement purchase is proposed. The mini excavator allows DPW staff to complete repairs in a more economical and efficient manner than hiring an outside contractor for small items of work that can be completed in house. In addition to providing DPW much greater availability, the other advantage is based on accessibility. The mini excavator is a smaller piece of equipment and can be used in areas that may have space restrictions and/or limitations. The purchase of a mini excavator will be paid for entirely by City funds minus the trade-in value.

MR-46. Tri-Party Program

Tri-Party program funds are made available on an annual basis for projects on County roads within the city. Specific project locations are typically not delineated on the 6-year CIP map as locations are determined annually dependent on road conditions. The City is responsible for 1/3 of the program amount while the Board of Road Commissioners for the County of Oakland and the Oakland County Board of Commissioners is responsible for the remaining 2/3.

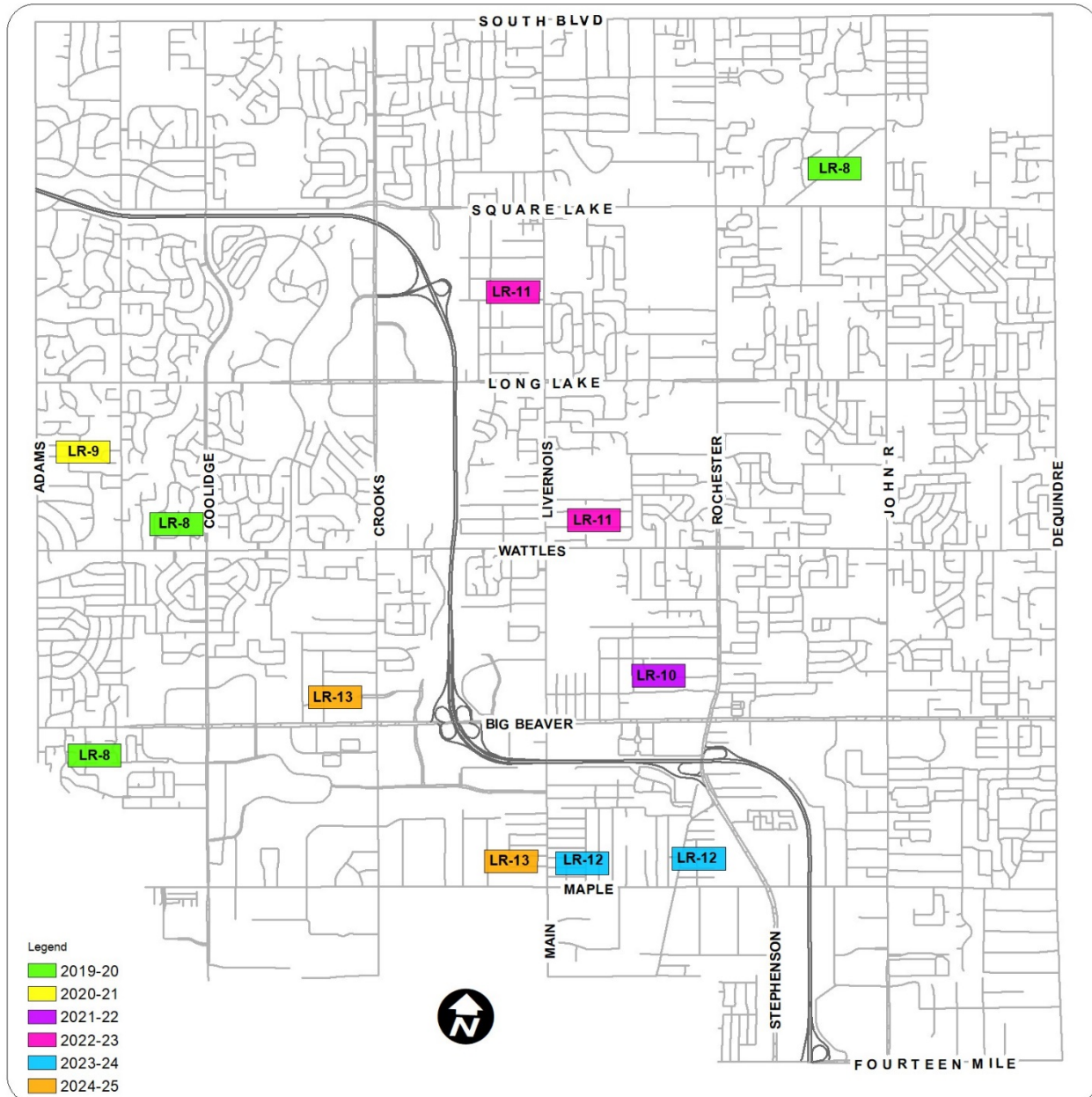
MR-49. Industrial Road Maintenance

Project locations are determined annually based on the City's Pavement Management System and field inspections, and are not typically delineated on the 6-year CIP map. This work involves removal and replacement of failed concrete pavement to repair and extend the life of the pavement or mill and overlay projects. An annual allocation is budgeted to complete this work and is targeted at industrial roads in the city. These projects will be paid for entirely by City funds.

MR-50. Concrete Slab Replacement (Major Roads)

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

6 Year Capital Improvement Plan Local Roads



6 Year Capital Improvement Plan Local Roads

6 Year CIP - Local Roads										
Map Number	Project Name	Total Project Cost	Total City Cost	Proposed						Comments
				2020	2021	2022	2023	2024	2025	
LR-1	Concrete Slab Replacement	1,000,000	1,000,000	1,000,000	-	-	-	-	-	By DPW
LR-2	Concrete Slab Replacement	1,000,000	1,000,000	-	1,000,000	-	-	-	-	By DPW
LR-3	Concrete Slab Replacement	1,500,000	1,500,000	-	-	1,500,000	-	-	-	By DPW
LR-4	Concrete Slab Replacement	1,500,000	1,500,000	-	-	-	1,500,000	-	-	By DPW
LR-5	Concrete Slab Replacement	1,500,000	1,500,000	-	-	-	-	1,500,000	-	By DPW
LR-6	Concrete Slab Replacement	1,500,000	1,500,000	-	-	-	-	-	1,500,000	By DPW
LR-8	Asphalt Pavement Overlay - Sec. 2, 18 & 30	1,500,000	1,500,000	1,500,000	-	-	-	-	-	By Engineering
LR-9	Asphalt Pavement Overlay - Sec. 18	1,500,000	1,500,000	-	1,500,000	-	-	-	-	By Engineering
LR-10	Asphalt Pavement Overlay - Sec. 22	1,700,000	1,700,000	-	-	1,700,000	-	-	-	By Engineering
LR-11	Asphalt Pavement Overlay - Sec. 9 & 15	2,000,000	2,000,000	-	-	-	2,000,000	-	-	By Engineering
LR-12	Asphalt Pavement Overlay - Sec. 26 & 27	1,900,000	1,900,000	-	-	-	-	1,900,000	-	By Engineering
LR-13	Asphalt Pavement Overlay - Sec. 20 & 28	1,600,000	1,600,000	-	-	-	-	-	1,600,000	By Engineering
TOTALS:		18,200,000	18,200,000	2,500,000	2,500,000	3,200,000	3,500,000	3,400,000	3,100,000	

6 Year Capital Improvement Plan Local Roads

The City of Troy is responsible for the maintenance of approximately 268 miles of local roads. Approximately 250 miles of these are subdivision streets of concrete or asphalt, 5 miles are chip seal and 4 miles are gravel roads. Approximately 2/3 of subdivision streets are concrete with the remaining 1/3 being asphalt. The remaining 9 miles are nominally termed by the city as “Industrial Roads”, such as Naughton, Wheaton and Piedmont, that are classified as local because they do not meet the definition of a Major Road under Act 51.

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

The TAMC established the following categories:

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

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

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

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

Once PASER rating work is complete, analysis of the network is performed using Roadsoft Pavement Management software, which is available free to local agencies by the Center for Technology & Training (CTT) at Michigan Technological University. Roadsoft is used statewide by numerous road agencies including MDOT, most Counties and numerous local governments. Roadsoft uses the PASER condition ratings as a basis for the analysis. Specific maintenance procedures and their associated costs are established by the city based on city practice and experience. The software uses this data along with specific user defined information (such as budgetary limitations and timeframes) to generate an optimal mix of maintenance procedures and project future network conditions. The Pavement Management system is augmented by field reviews of the recommended areas as pavement conditions in areas can deteriorate faster or slower than anticipated based on numerous factors including weather, traffic, pavement thickness and previous maintenance.

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

6 Year Capital Improvement Plan Local Roads

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

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

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

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

LR-8. Asphalt Pavement Overlay (Sec. 2, 18 & 30)

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 2 - Atkins; Section 18 - Brandywyne, Sugar Grove Ct., Frostwood Ct., Stonehenge Ct., Cherrywood & Briargrove; Section 30 - Wrenwood, Engle Ct., Nampa Ct., Brooklawn, Brooklawn Ct., Norwich, Witherbee, Graefield, Eton, Dartmoor, Derby and St. Andrews. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

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

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 18 - Big Oak, Valley Vista Circle, Valley Vista Ct., Valley Vista, Orchard Trail, Timberwyck Trail, Black Pine, Red Fox Trail, Tarragona Way, Bronson, Hylane, Pine Hill, Juniper Ct., Rouge Circle, Butternut Hill, Walnut Hill and Chestnut Hill. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

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

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

**6 Year Capital Improvement Plan
Local Roads*****LR-11. Asphalt Pavement Overlay (Sec. 9 & 15)***

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 9 - Houghten, Wright, Daniels, Deinmore, Virgilia, Niles, Haldane, Florence, Blanche, Habrand, McKinley, Stalwart, Fabius, Cutting and Donaldson; Section 15 - Evaline, Leetonia, Crestfield and Hanover. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

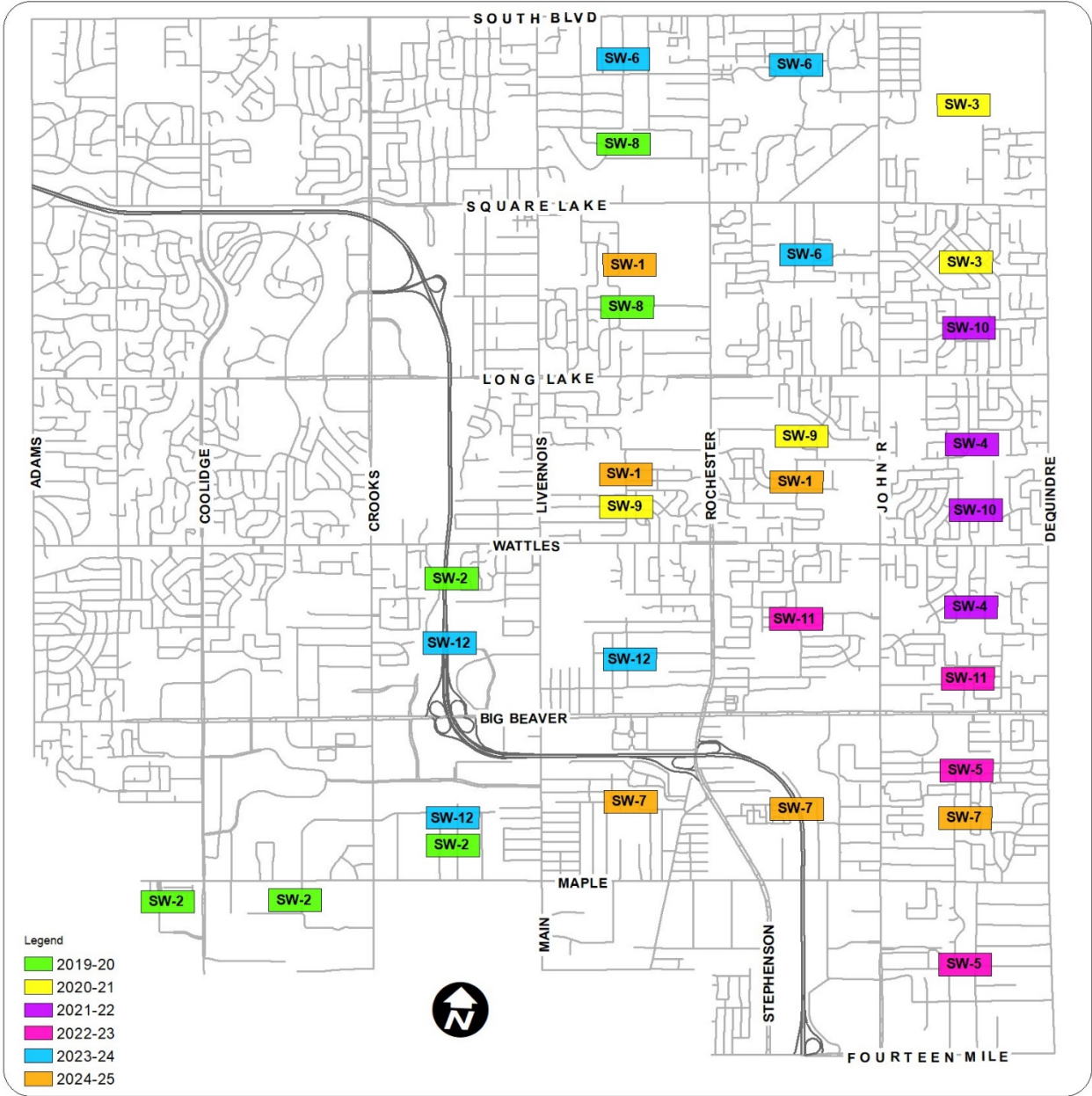
LR-12. Asphalt Pavement Overlay (Sec. 26 & 27)

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 26 - Kelley, Larchwood, Arthur, Woodslee, Vermont, Birchwood, Chopin and Lydia; Section 27 - Starr, Hickory, Cherry, Robinwood, Algansee, Larchwood, Arthur, Woodslee, Vermont, Birchwood, Chopin, Mastin, Hartshorn, Plum, Beech Lane, Kirkton, Cook Ct. Eastport, Westwood, VanCourtland, and Enterprise. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

LR-13. Asphalt Pavement Overlay (Sec. 20 & 28)

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 20 - McManus, Boulan, Muer, Banmoor, Sachin Way, Alpine and McClure; Section 28 - Olympia, Tacoma, Regents, Biltmore, Cloveridge, Forthton and Shepherds. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

6 Year Capital Improvement Plan
Sidewalks



6 Year Capital Improvement Plan Sidewalks

6 Year CIP - Sidewalks										
Map Number	Project Name	Total Project Cost	Total City Cost	Proposed						Comments
				2020	2021	2022	2023	2024	2025	
SW-1	Residential - Sec. 10, 14 & 15	390,000	234,000	-	-	-	-	-	390,000	By DPW
SW-2	Residential - Sec. 21, 28, 31 & 32	390,000	234,000	390,000	-	-	-	-	-	By DPW
SW-3	Residential - Sec. 1 & 12	390,000	234,000	-	390,000	-	-	-	-	By DPW
SW-4	Residential - Sec. 13 & 24	390,000	234,000	-	-	390,000	-	-	-	By DPW
SW-5	Residential - Sec. 25 & 36	390,000	234,000	-	-	-	390,000	-	-	By DPW
SW-6	Residential - Sec. 2,3 & 11	390,000	234,000	-	-	-	-	390,000	-	By DPW
SW-7	Major Roads - Sec. 25, 26 & 27	100,000	100,000	-	-	-	-	-	100,000	By DPW
SW-8	Major Roads - Sec. 3 & 10	100,000	100,000	100,000	-	-	-	-	-	By DPW
SW-9	Major Roads - Sec. 14 & 15	100,000	100,000	-	100,000	-	-	-	-	By DPW
SW-10	Major Roads - Sec. 12 & 13	100,000	100,000	-	-	100,000	-	-	-	By DPW
SW-11	Major Roads - Sec. 23 & 24	100,000	100,000	-	-	-	100,000	-	-	By DPW
SW-12	Major Roads - Sec. 21, 22 & 28	100,000	100,000	-	-	-	-	100,000	-	By DPW
SW-13	New Construction	60,000	60,000	10,000	10,000	10,000	10,000	10,000	10,000	By DPW
TOTALS:		3,000,000	2,064,000	500,000	500,000	500,000	500,000	500,000	500,000	
Revenue (Sidewalk Replacement Program):				156,000	156,000	156,000	156,000	156,000	156,000	Paid by Resident for Sidewalk Repairs (40%)

6 Year Capital Improvement Plan Sidewalks

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

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

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

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

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

SW-2. Residential Sidewalk Replacements (Section 21, 28, 31 & 32)

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

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

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

SW-4. Residential Sidewalk Replacements (Section 13 & 24)

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

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

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

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

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

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

This project will be paid for entirely by City funds.

SW-8. Major Road Sidewalk Replacements (Section 3 & 10)

This project will be paid for entirely by City funds.

**6 Year Capital Improvement Plan
Sidewalks*****SW-9. Major Road Sidewalk Replacements (Section 14 & 15)***

This project will be paid for entirely by City funds.

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

This project will be paid for entirely by City funds.

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

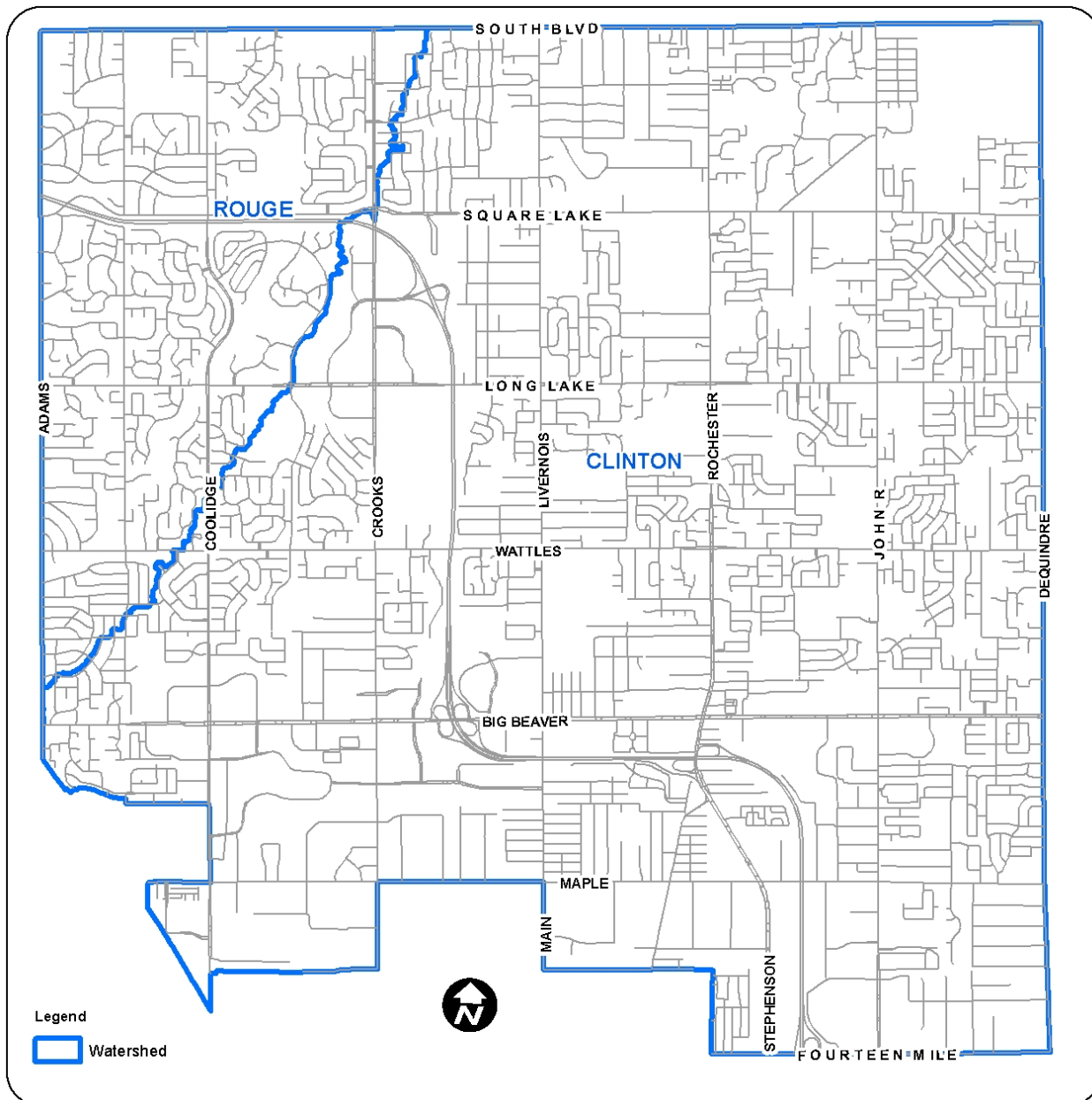
This project will be paid for entirely by City funds.

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

This project will be paid for entirely by City funds.

SW-13. New Construction (City-wide)

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

**6 Year Capital Improvement Plan
Drain Fund**

6 Year Capital Improvement Plan

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

Rouge River Watershed

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

Clinton River Watershed

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

The Federal Environmental Protection Agency and the Michigan Department of Natural Resources and Environment (DNRE) have placed limitations on municipal storm water activities, known as Phase II Stormwater Regulations and the National Pollutant Discharge Elimination System (NPDES) permit.

These regulations state 6 minimum measures that municipalities must address:

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

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

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

There are no standalone Drain projects proposed in the Capital Fund. Non-capital projects and/or maintenance for drains related items are funded from the Streets Department Operating budget.



ENTERPRISE FUNDS

GOLF COURSES

Recreation Director | Elaine S. Bo

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

DEPARTMENT FUNCTIONS

- » Acts as liaison with golf management company
Billy Casper Golf
- » Conducts facility planning and development
- » Works on capital improvement projects

GOLF DIVISION

- » With Billy Casper Golf operates two municipal golf operations
- » Serves as liaison with restaurant operation Camp Ticonderoga
- » Works with Billy Casper Golf to ensure repairs and improvements to courses are completed
- » Offers a full practice facility at Sanctuary Lake Golf Course

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Sylvan Glen Rounds	49,044	45,848	46,000	46,200
Sanctuary Lake Rounds	41,459	41,700	39,100	39,230

Notes on Performance Indicators

Golf Course Summaries

SUMMARY OF BUDGET CHANGES

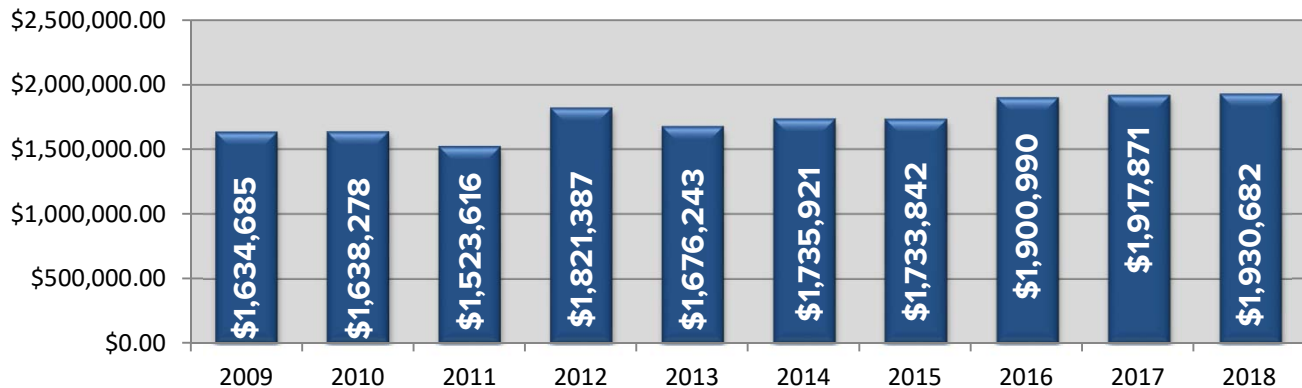
- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget**

As in all past years Sanctuary Lake operating income is not expected to cover debt service costs of \$894 thousand.

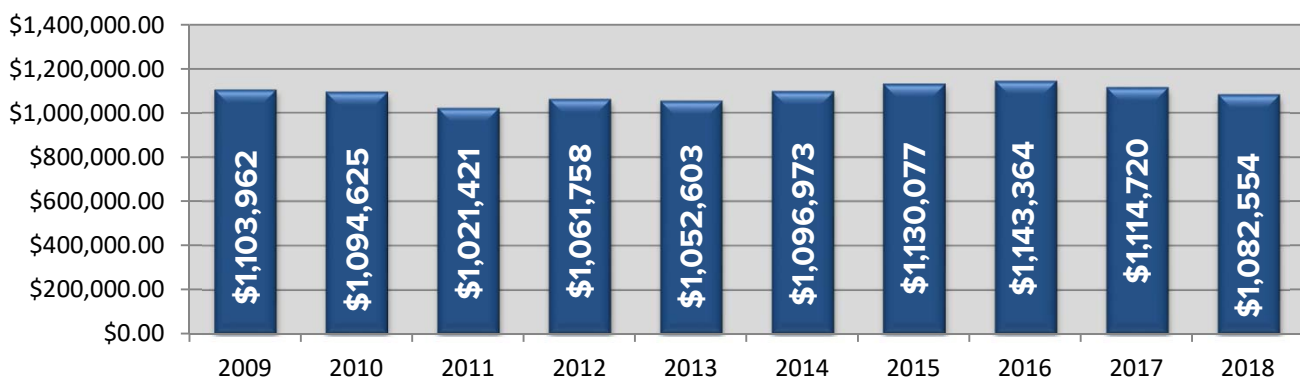
Personnel								
Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Greens	0	0	0	0	0	0	0	0
Pro Shop	0	0	0	0	0	0	0	0
Total Department	*0	*0	*0	*0	*0	*0	*0	*0
<i>* Billy Casper Golf</i>								

EXPENSE HISTORY

- Expense History - Sanctuary Lake Golf Course**



- Expense Budget History - Sylvan Glen Golf Course**



**Enterprise Funds
Recreation and Culture**

Sanctuary Lake Golf Course

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 583 Sanctuary Lake Golf Course								
REVENUES								
Department: 000 Revenue								
Business Unit: 583 SL Golf Course Revenue								
583.000.00.000								
Charges for Services	\$ 1,736,038	\$ 1,781,279	\$ 1,708,610	\$ 1,635,910	\$ 1,684,470	2.97%	\$ 1,733,660	\$ 1,784,170
Interest and rents	-	-	-	-	-	0.00%	-	-
Total Revenues	1,736,038	1,781,279	1,708,610	1,635,910	1,684,470	2.97%	1,733,660	1,784,170
EXPENSE								
Business Unit: 765 Billy Casper Operations								
Expenditures for Operations								
583.765.00.765								
PERSONAL SERVICES	604,202	644,289	673,770	671,470	686,500	2.24%	700,230	714,230
SUPPLIES	539,309	557,399	551,940	538,190	565,590	5.09%	576,110	586,660
OTHER SERVICE CHARGES	169,071	158,635	145,830	181,460	189,880	4.64%	192,270	194,690
Total Billy Casper Operations	1,312,581	1,360,323	1,371,540	1,391,120	1,441,970	3.66%	1,468,610	1,495,580
Business Unit: 766 City Expenses								
Expenditures for Operations								
583.766.00.766								
PERSONAL SERVICES	11,071	5,832	-	-	-	0.00%	-	-
SUPPLIES	17,760	954	2,000	2,000	2,040	2.00%	2,080	2,120
OTHER SERVICE CHARGES	(21,026)	(16,023)	(1,260)	(37,370)	(5,590)	-85.04%	(4,590)	(3,570)
Total City Expenses	7,805	(9,237)	740	(35,370)	(3,550)	-89.96%	(2,510)	(1,450)
Total Operating Expenses	1,320,387	1,351,086	1,372,280	1,355,750	1,438,420	6.10%	1,466,100	1,494,130

**Enterprise Funds
Recreation and Culture**

Sanctuary Lake Golf Course

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Total Income from Operations Before Dep/Cap	415,652	430,192	336,330	280,160	246,050	-12.18%	267,560	290,040
Capital/Depreciation Expense								
583.768.00.768								
Depreciation	323,836	326,051	-	-	-	0.00%	-	-
Capital Expenditures	-	-	94,650	100,000	69,000	-31.00%	102,000	-
Total Capital/Depreciation Expense	323,836	326,051	94,650	100,000	69,000	-31.00%	102,000	-
Income from Operations	91,816	104,141	241,680	180,160	177,050	-1.73%	165,560	290,040
<u>OTHER FINANCING SOURCES (USES)</u>								
Debt Service								
583.766.00.766								
Debt Service	(273,648)	(253,545)	(912,920)	(909,600)	(894,120)	-1.70%	(863,390)	(831,190)
Gain on Sale of Capital Assets	3,750	-	-	-	-	0.00%	-	-
Total Income (Loss)	(178,083)	(149,404)	(671,240)	(729,440)	(717,070)	-1.70%	(697,830)	(541,150)
Beginning Net Position	(6,180,008)	(6,358,091)	(6,507,494)	(6,507,494)	(7,178,734)	10.31%	(7,895,804)	(8,593,634)
Ending Net Position	\$ (6,358,091)	\$ (6,507,494)	\$ (7,178,734)	\$ (7,236,934)	\$ (7,895,804)	9.10%	\$ (8,593,634)	\$ (9,134,784)

Note: Actual amounts are on the full-accrual basis of accounting. Accordingly, capital expenses are capitalized and debt service expenses will not include principal amounts paid as these amounts are used to reduce the liability.

**Enterprise Funds
Recreation and Culture**

Sylvan Glen Golf Course

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 584 Sylvan Glen Golf Course								
<u>REVENUES</u>								
Department: 000 Revenue								
Business Unit: 584 SG Golf Course Revenue								
584.000.00.000								
Charges for Services	\$ 1,149,508	\$ 1,127,919	\$ 1,095,110	\$ 1,095,110	\$ 1,120,650	2.33%	\$ 1,142,750	\$ 1,165,640
Interest and rents	213,605	170,407	170,400	170,400	182,400	7.04%	182,400	182,400
Total Revenues	1,363,114	1,298,326	1,265,510	1,265,510	1,303,050	2.97%	1,325,150	1,348,040
<u>EXPENSE</u>								
Business Unit: 785 Billy Casper Operations								
Expenditures for Operations								
584.785.00.785								
PERSONAL SERVICES	515,015	532,147	534,330	534,330	541,560	1.35%	546,990	552,440
SUPPLIES	318,286	330,518	343,580	343,560	343,770	0.06%	350,480	353,720
OTHER SERVICE CHARGES	165,301	152,955	139,440	174,710	179,460	2.72%	181,450	183,480
Total Billy Casper Operations	998,602	1,015,620	1,017,350	1,052,600	1,064,790	1.16%	1,078,920	1,089,640
Business Unit: 786 City Expenses								
Expenditures for Operations								
584.786.00.786								
PERSONAL SERVICES	3,236	(157)	-	-	-	0.00%	-	-
SUPPLIES	12,081	11,488	3,000	-	3,060	100.00%	3,120	3,180
OTHER SERVICE CHARGES	(9,731)	2,509	19,140	(16,970)	15,910	-193.75%	17,030	18,470
Total City Expenses	5,586	13,841	22,140	(16,970)	18,970	-211.79%	20,150	21,650
Total Operating Expenses	1,004,188	1,029,461	1,039,490	1,035,630	1,083,760	4.65%	1,099,070	1,111,290
Total Income from Operations Before Dep/Cap	358,926	268,865	226,020	229,880	219,290	-4.61%	226,080	236,750

**Enterprise Funds
Recreation and Culture**

Sylvan Glen Golf Course

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Capital/Depreciation Expense								
584.788.00.788								
Depreciation	108,745	52,749	-	-	-	0.00%	-	-
Capital Expenditures	-	-	160,710	163,870	347,500	112.06%	90,000	50,000
Total Capital/Depreciation Expense	108,745	52,749	160,710	163,870	347,500	112.06%	90,000	50,000
Income from Operations	250,181	216,116	65,310	66,010	(128,210)	-294.23%	136,080	186,750
OTHER FINANCING SOURCES (USES)								
Debt Service								
584.786.00.786								
Debt Service	(1,787)	(344)	(3,320)	-	(8,920)	#DIV/0!	(7,340)	(5,700)
Gain on Sale of Capital Assets	250	-	-	-	-	0.00%	-	-
Total Income (Loss)	248,644	215,772	61,990	66,010	(137,130)	-307.74%	128,740	181,050
Beginning Net Position	5,725,619	5,974,263	6,190,035	6,190,035	6,252,025	1.00%	6,114,895	6,243,635
Ending Net Position	\$ 5,974,263	\$ 6,190,035	\$ 6,252,025	\$ 6,256,045	\$ 6,114,895	-2.26%	\$ 6,243,635	\$ 6,424,685

Note: Actual amounts are on the full-accrual basis of accounting. Accordingly, capital expenses are capitalized and debt service expenses will not include principal amounts paid as these amounts are used to reduce the liability.

AQUATICS

Recreation Director | Elaine S. Bo

The mission of the Troy Family Aquatic Center is to offer splashable moments for family and friends in a safe and welcoming environment

ADMINISTRATION

- » Works on capital improvement projects
- » Coordinates marketing
- » Establishes staff assignments
- » Coordinates planning and development
- » Prepares and administers the department budget
- » Manages sponsorship and donations

AQUATICS DIVISION

- » Operates the Troy Family Aquatics Center
- » Processes over 55,000 visitors annually
- » Conducts classes including lifeguarding, lifeguard instructor, water safety instructor, learn to swim, preschool and private swim lessons
- » Conducts birthday and celebration parties
- » Provides group rentals and private rentals to residents, businesses and school groups
- » Conducts weekly family nights and special events

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Aquatic Center Admissions	36,417*	40,136	41,000	41,000
Season Pass Attendance	15,732	14,007	14,000	14,000
Swim Lesson Registrations	821	546	600	650
Residents Daily Visits	10,081	10,837	11,000	11,000
Non-Resident Daily Visits	9,156	15,292	13,000	13,000

Notes on Performance Indicators

- * Unseasonable wet and cool weather

Aquatics

SUMMARY OF BUDGET CHANGES

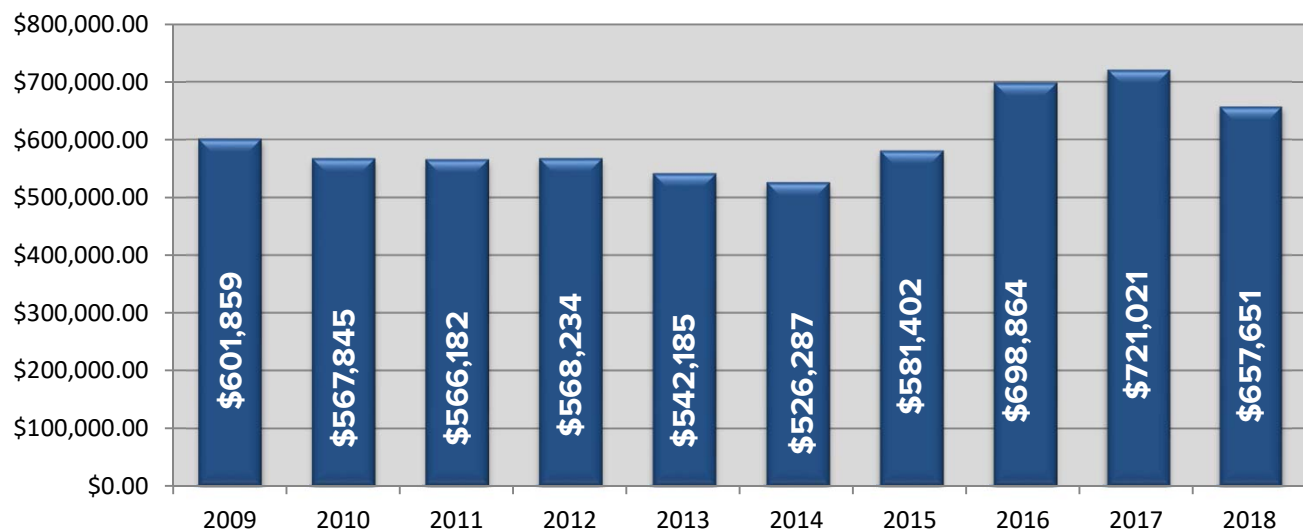
- Significant Notes - 2019/20 Budget Compared to 2018/19 Budget**

Less hours budgeted for concessions and water instructors. General operating supplies increase for additional pool maintenance.

Personnel								
Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Aquatic Center	0	13.5	0	13.1	0	11.5	0	10.7
Total Department	0	13.5	0	13.1	0	11.5	0	10.7

PERFORMANCE INDICATORS

- Expense History**



Note: expenditure increase beginning in fiscal 2016 due to TFAC incorporating concession operations.

Aquatic Center

Enterprise Funds Recreation and Culture

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 587 Aquatic Center								
REVENUES								
Department: 000 Revenue								
Business Unit: 587 Aquatic Revenue								
587.000.00.000								
Charges for Services	\$ 587,931	\$ 569,807	\$ 585,000	\$ 620,000	\$ 588,000	-5.16%	\$ 592,000	\$ 598,000
Interest and rents	3,331	9,046	8,500	8,500	8,500	0.00%	8,500	8,500
Other Revenues	125	(483)	-	100	-	-100.00%	-	-
Total Revenues	591,387	578,371	593,500	628,600	596,500	-5.11%	600,500	606,500
EXPENSE								
Business Unit: 787 Aquatic Exp								
Expenditures for Operations								
587.787.00.787								
PERSONAL SERVICES	313,409	269,049	290,300	310,000	288,950	-6.79%	294,720	300,620
SUPPLIES	129,627	104,717	109,550	121,100	111,740	-7.73%	113,950	116,190
OTHER SERVICE CHARGES	89,860	95,359	135,460	125,950	137,240	8.96%	140,090	144,280
Total Operating Expense	532,896	469,125	535,310	557,050	537,930	-3.43%	548,760	561,090
Income from Operations (Before Cap/Depr)	58,491	109,246	58,190	71,550	58,570	-18.14%	51,740	45,410
Capital/Depreciation Expense								
587.789.00.789								
Depreciation	188,125	188,526	-	-	-	0.00%	-	-
Capital Expenditures	-	-	40,000	65,000	100,000	53.85%	-	70,000
Total Capital/Depreciation Expense	188,125	188,526	40,000	65,000	100,000	53.85%	-	70,000
Total Income (Loss)	(129,634)	(79,280)	18,190	6,550	(41,430)	-732.52%	51,740	(24,590)
Beginning Net Position	1,097,933	968,299	889,019	889,019	907,209	2.05%	865,779	917,519
Ending Net Position	\$ 968,299	\$ 889,019	\$ 907,209	\$ 895,569	\$ 865,779	-3.33%	\$ 917,519	\$ 892,929

WATER & SEWER

Public Works Director | Kurt Bovensiepe

Water and Sewer Operations Manager | Paul Trosper

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

DEPARTMENT FUNCTIONS

- » Water and Sewer Billing and Accounts
- » Provides billing, account management and administration
- » Communicates with field staff regarding customer service request and information Provides clerical support to the department Educates consumers on leak detection, Water-driven sump pumps, water loss through leaking toilets and lawn sprinkler systems

WATER TRANSMISSION AND DISTRIBUTION

- » Provides accurate and continuous readings of water meters
- » Maintains water distribution system, including pressure reducing valves, hydrants, services and meters
- » Responds to citizen service request and inquiries related to water quality questions, water pressure problems and water main construction
- » Inspect, assist and supervises contractors in the development and expansion of the water distribution system
- » Inspects connections to the water supply in commercial buildings and enforces City Ordinances related to cross-connection control

SEWER MAINTENANCE

- » Maintains , cleans, televises and repairs sanitary sewers, lift stations and manholes
- » Responds to service request calls related to the sanitary sewer system
- » Inspects, assist and supervises subcontractors in the development and expansion of the sanitary sewer system
- » Provides flow metering for a study to identify inflow and infiltration issues

Water and Sewer Summary

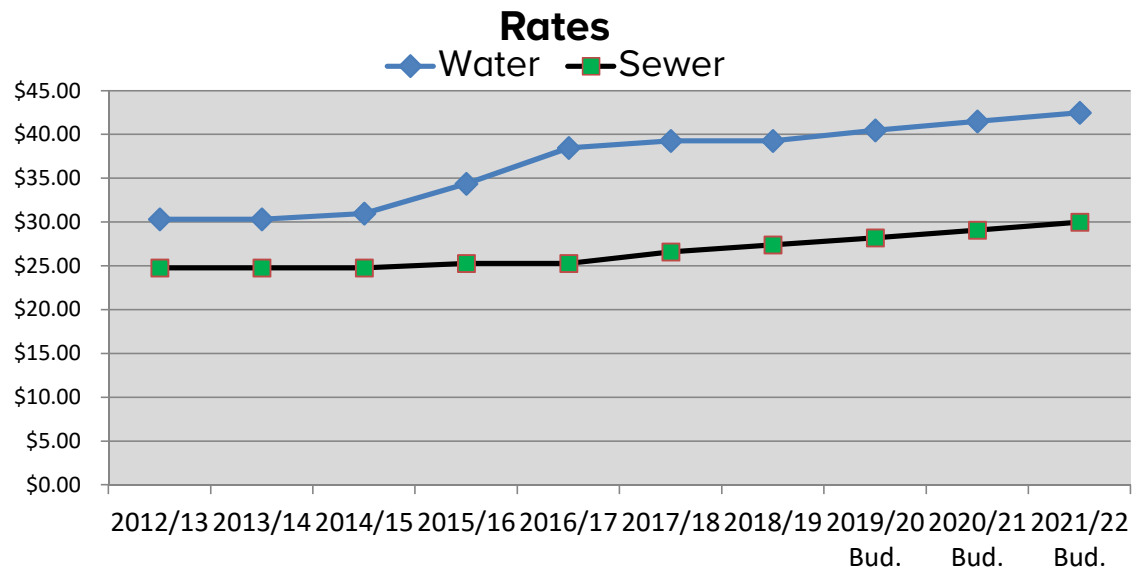
PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Service Request Received	3,000	2,040	2,350	2,500
New Water Taps	145	159	165	155
New Water Meter Installations	145	159	165	155
Backflow Compliance Notices	12,923	12,173	13,000	13,050
Repaired Water Main Breaks	16	17	25	25
Valves Turned	5,000	4,900	6,000	6,930
Miss Dig Teletypes	6,500	9,558	10,000	10,200
Hydrants Winterized	5,977	5,985	6,029	6,050
* Water Sample Testing	450	525	600	675
Sanitary Sewers Cleaned (feet)	985,000	575,660	600,000	750,000
Large Meter Exchanges	60	62	65	65
10 Year Meter Exchanges	2,100	1,200	950	1,000
Water & Sewer Customers	27,200	27,700	28,812	29,000
Miles of Water Main	529	535	545	550
Water Purchased from Detroit (MCF)	508,334	488,350	465,080	470,000
Miles of Sanitary Sewer	410	412	415	420
Sanitary Sewer Main Blockages	4	4	6	6

Notes on Performance Indicators

Troy has experienced a large increase in development, both commercial and residential in 2017/18 . This growth is expected to continue into 2019/20. While new development brings an increase in water usage, weather is still the most important factor regarding usage/rates. Continued new technology in the field of water conservation is also impacting water usage across the nation. With all factors considered water use is predicted and budgeted at similar volumes projected for the 2018/19 fiscal year.

Water and Sewer



	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Budget	Budget	Budget	Budget
	Rates	Rates	Rates	Rates	Rates	Rates	2018/19	2019/20	2020/21	2021/22
Water	\$30.35	\$30.35	\$31.00	\$34.40	\$38.50	\$39.30	\$39.30	\$40.50	\$41.50	\$42.50
Sewer	\$24.80	\$24.80	\$24.80	\$25.30	\$25.30	\$26.60	\$27.40	\$28.20	\$29.10	\$30.00
Total										
Rate	\$55.15	\$55.15	\$55.80	\$59.70	\$63.80	\$65.90	\$66.70	\$68.70	\$70.60	\$72.50
Rate Increase	\$ 4.15	\$ -	\$ 0.65	\$ 3.90	\$ 4.10	\$ 2.10	\$ 0.80	\$ 2.00	\$ 1.90	\$ 1.90
Percent	8.1%	0.0%	1.2%	7.0%	6.9%	3.3%	1.2%	3.0%	2.8%	2.7%
Average Quarterly Consumer Billing based on 3.9 mcf:							\$257.01	\$260.13	\$267.93	\$275.34
Increase Per Quarterly Billing							\$3.12	\$7.80	\$7.41	\$7.41

Personnel Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Water/Sewer Division	35.71	1	35.71	1.5	35.71	1.3	35.71	1.3
Total Department	35.71	1	35.71	1.5	35.71	1.3	35.71	1.3

Water and Sewer

SUMMARY OF BUDGET CHANGES

• Significant Notes - 2019/20 Budget Compared to 2018/19

Great Lakes Water Authority (formerly Detroit Water and Sewer Dept. (DWSD)) estimate for the water cost fixed rate increased 2.8% and the estimate for the variable rate decreased from \$11.55 to \$11.40 per mcf. The combined purchased water cost is estimated at \$13.8 million based on an estimated usage of 470,000 mcf. Sewer costs are 100% fixed for both the G.W. Kuhn and Evergreen-Farmington drains. The total fee for both sewer systems is expected to increase from \$10.7 million to \$11.0 million or \$215 thousand or 2.0%.

Great Lakes Water Authority (GLWA)

Year	Estimated Fixed Fee	Est. Variable Rate	Est. Combined Rate	Est. Usage (mcf)
2014/15	4,533,000	\$12.45	\$21.00	530,000
2015/16	7,232,000	\$10.76	\$26.90	448,000
2016/17	7,836,000	\$12.01	\$29.04	460,000
2017/18	8,079,600	\$11.80	\$28.99	470,000
2018/19	8,190,000	\$11.55	\$28.98	470,000
2019/20	8,416,800	\$11.40	\$29.31	470,000

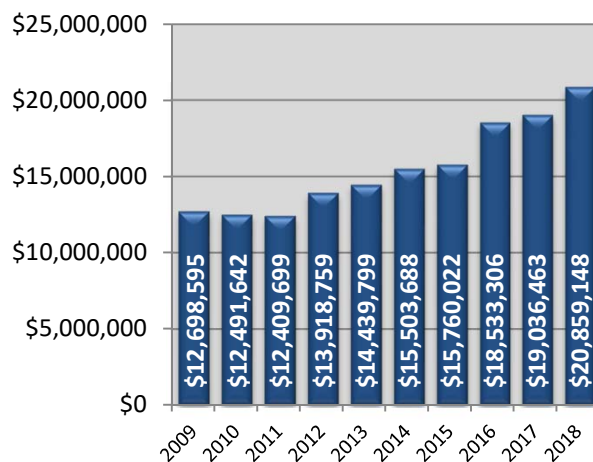
OCWRC - G.W. Kuhn Sewerage Rate:

Year	Estimated Fixed Fee	Est. Variable Rate	Estimated Combined Rate	Est. Usage (mcf)
2014/15	7,579,000	\$0.00	\$20.62	367,502
2015/16	7,784,701	\$0.00	\$20.79	374,459
2016/17	8,150,903	\$0.00	\$21.05	387,130
2017/18	8,738,221	\$0.00	\$21.85	400,000
2018/19	8,902,126	\$0.00	\$22.26	400,000
2019/20	9,080,200	\$0.00	\$22.70	400,000

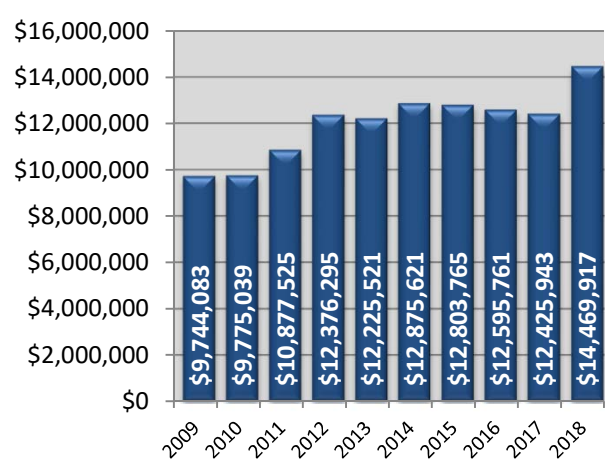
OCWRC - Evergreen-Farmington Sewerage Rate:

Year	Estimated Fixed Fee	Est. Variable Rate	Est. Combined Rate	Est. Usage (mcf)
2014/15	1,594,000	\$0.00	\$23.04	69,171
2015/16	1,597,071	\$0.00	\$22.66	70,480
2016/17	1,631,218	\$0.00	\$22.39	72,870
2017/18	1,799,371	\$0.00	\$25.71	70,000
2018/19	1,833,123	\$0.00	\$26.19	70,000
2019/20	1,869,800	\$0.00	\$26.71	70,000

Operating Budget History - Water



Operating Budget History - Sewer



**Enterprise Funds
Public Works**

Sewer Fund

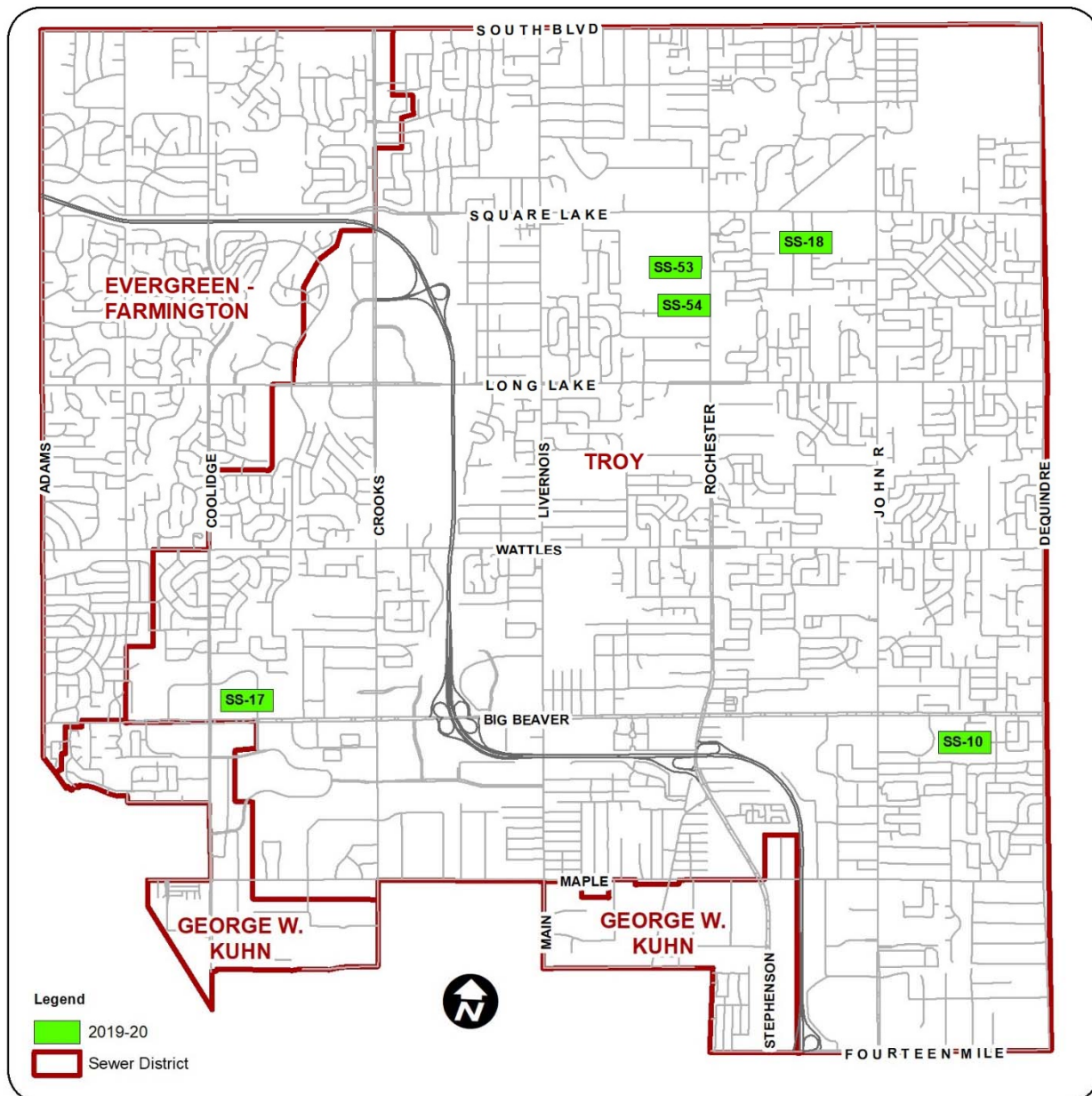
	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 590 Sewer Fund								
REVENUES								
Department: 000 Revenue								
Business Unit: 590 Sewer Revenue								
590.000.00.000								
Charges for Services	\$ 13,507,180	\$ 13,335,048	\$ 13,333,190	\$ 13,735,180	\$ 13,847,500	0.82%	\$ 14,284,400	\$ 14,721,800
Federal Grants - SAW	274,475	-	-	-	-	0.00%	-	-
Interest and rents	26,182	65,487	50,000	50,000	50,000	0.00%	50,000	50,000
Other Revenues	1,104,946	185,228	-	-	-	0.00%	-	-
Total Revenues	14,912,783	13,585,763	13,383,190	13,785,180	13,897,500	0.81%	14,334,400	14,771,800
EXPENSE								
Expenditures for Operations								
Business Unit: 527 Sewer Administration								
590.527.00.527								
Personal Services	27,269	308,098	360,480	403,650	384,580	-4.72%	395,120	406,040
Supplies	39	2,621	3,000	4,000	3,060	-23.50%	3,120	3,180
Other Service Charges	10,939,958	11,756,590	11,749,700	12,123,010	11,990,050	-1.10%	12,233,310	12,479,470
Total Sewer Administration	10,967,266	12,067,309	12,113,180	12,530,660	12,377,690	-1.22%	12,631,550	12,888,690
Business Unit: 536 Sewer Maintenance								
590.527.00.536								
Personal Services	17,112	605,618	700,420	913,320	826,940	-9.46%	849,320	872,560
Supplies	48,698	51,663	41,660	85,160	85,170	0.01%	85,200	86,930
Other Service Charges	224,154	276,006	281,790	275,380	285,380	3.63%	285,960	291,850
Total Sewer Maintenance	289,964	933,288	1,023,870	1,273,860	1,197,490	-6.00%	1,220,480	1,251,340
Total Operating Expense (Before Cap/Depr)	11,257,229	13,000,597	13,137,050	13,804,520	13,575,180	-1.66%	13,852,030	14,140,030

**Enterprise Funds
Public Works**

Sewer Fund

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Total Operating Income (Before Cap/Depr)	3,655,554	585,166	246,140	(19,340)	322,320	-1766.60%	482,370	631,770
Business Unit: 535 Capital/Depreciation Expense								
590.527.00.535								
Depreciation	1,168,714	1,469,320	-	-	-	0.00%	-	-
Capital Expenditures	0	(0)	2,836,940	3,029,240	3,125,000	3.16%	3,100,000	2,600,000
Total Capital/Depreciation Expense	1,168,714	1,469,320	2,836,940	3,029,240	3,125,000	3.16%	3,100,000	2,600,000
Total Operating Income (Loss)	2,486,840	(884,154)	(2,590,800)	(3,048,580)	(2,802,680)	-8.07%	(2,617,630)	(1,968,230)
Business Unit: 536 Other Financing Uses								
Transfers Out	-	-	-	-	-	0.00%	-	-
Total Income (Loss)	2,486,840	(884,154)	(2,590,800)	(3,048,580)	(2,802,680)	-8.07%	(2,617,630)	(1,968,230)
Beginning Net Position (restated GASB 75)	65,249,479	67,736,319	66,852,165	66,852,165	64,261,365	-3.88%	61,458,685	58,841,055
Ending Net Position	\$ 67,736,319	\$ 66,852,165	\$ 64,261,365	\$ 63,803,585	\$ 61,458,685	-3.68%	\$ 58,841,055	\$ 56,872,825

Sewer Fund Capital



Sewer Fund Capital

SEWER FUND 2020 BUDGET (590.527.535.7973)

Map Number	Project Number	Project Name	Total Project Cost	Total City Cost	Other Sources	2019 Amended Budget	2019 Expenditure to 6/30/19	2019 Balance at 6/30/19	Proposed 2020 Budget	Comments
SS-04	09.401.5	Miscellaneous Sanitary Sewer Locations	3,000,000	3,000,000	-	500,000	450,000	50,000	500,000	City Wide Sanitary Sewer Ext. Program
SS-10	17.402.5	Big Beaver Relief Sewer	4,600,000	4,600,000	-	100,000	50,000	50,000	100,000	Big Beaver Interceptor
	02.203.5	John R, Long Lake to Square Lake	1,000,000	1,000,000		1,000,000	1,000,000	-	-	Part of John R Widening
	02.204.5	John R, Square Lake to South Blvd.	600,000	600,000	-	600,000	600,000	-	-	Part of John R Widening
SS-17	16.403.5	Lift Station Renovation	500,000	500,000	-	578,000	500,000	78,000	500,000	7 Stations
SS-18	18.401.5	Willow Grove Sanitary Sewer	1,500,000	1,500,000	-	-	-	-	1,500,000	Trevino to Square Lake
	17.401.5	SCADA Enhancements	70,000	70,000	-	70,000	66,240	3,760	-	DPW
SS-49	7973.0001	Various Projects & Locations	50,000	50,000	-	50,000	50,000	-	50,000	Various Projects
SS-50	7978.010	General Equipment	50,000	50,000	-	50,000	35,000	15,000	50,000	DPW
	7975	W&S Garage Heat Unit Replacement	55,000	55,000	-	55,000	55,700	(700)	-	DPW
	7975	W&S Garage Door Replacement	30,000	30,000	-	30,000	30,000	-	-	DPW
SS-53	7975	W&S Storage Bldg. & Workshop Replacement	150,000	150,000	-	-	-	-	150,000	DPW
SS-54	7973.0001	SCADA Enhancements	275,000	275,000	-	-	-	-	275,000	DPW
TOTALS:			11,880,000	11,880,000	-	3,033,000	2,836,940	196,060	3,125,000	

Sewer Fund Capital

The City of Troy is divided into 3 sanitary sewer districts: the George W. Kuhn Drainage District (formerly the Twelve Towns Drainage District); Evergreen-Farmington Sewage Disposal District; and the Troy Sewage Disposal District. Wastewater from all 3 districts is carried through large diameter interceptor pipes to the Detroit Wastewater Treatment Plant for treatment before discharge to the Detroit River. Following is a description of the specific functions of each district:

George W. Kuhn (GWK) Drainage District

The George W. Kuhn Drainage District (formerly the Twelve Towns Drainage District) serves all or part of 14 communities, encompassing a drainage area of 24,500 acres upstream of the Red Run Drain, a tributary of the Clinton River. During dry weather, all flow is routed to the Detroit Wastewater Treatment Plant, but during heavy rainfall, high volumes of combined sewage (typically more than 93 percent storm water) exceed the outlet capacity to Detroit, causing excess flow to be diverted to the George W. Kuhn Retention Treatment Basin (GWK RTB) where it is stored, screened and disinfected prior to discharge to the Red Run Drain. The GWK RTB construction was completed in 2006.

Evergreen-Farmington Sewage Disposal District

This district is in the northwest portion of the city in the Rouge River Drainage Basin. This interceptor was constructed by the Oakland County Department of Public Works in 1959 and serves the City of Troy and surrounding communities. The County contracted with each community for their share of the interceptor based on population.

Troy Sewage Disposal District

The interceptor sewers in this district were constructed for the City of Troy by the Oakland County Department of Public Works. The sanitary flow from this district discharges to the Dequindre Interceptor at 14 Mile and Dequindre. The city contracted for capacity in the Southeastern Oakland County Sewage Disposal System. Troy's capacity was computed on the basis of population in the GWK Drainage District and the Troy Sewage Disposal District.

Sewer Fund projects typically are initiated to address one of 3 issues:

- ♦ To provide for the City of Troy's share towards major sewer projects that may be mandated by state or federal laws or permit requirements.
- ♦ Sewer system studies that identify projects to address state and federal requirements.
- ♦ Elimination of septic systems in Troy.

SS-4. Miscellaneous Sanitary Sewer Locations

This annual amount budgeted is to provide for new sanitary sewer throughout the city. Locations that are currently serviced by septic systems have been identified. A continuation of this program will require that right-of-way and/or easements be acquired in order to construct additional sanitary sewer. Specific locations are not delineated on the map due to the small size of most locations. This project will be paid for entirely by City funds.

Sewer Fund Capital***SS-10. Big Beaver Relief Sewer***

This is a future project to construct a large diameter relief sewer to provide for additional capacity to serve the area adjacent to Big Beaver Road, south of I-75. This would also involve a future large diameter relief sewer between Big Beaver Road and Fourteen Mile Road that ultimately outlets to the Dequindre interceptor. Flow monitoring of the affected areas was recently completed which show a relief sewer is currently not needed, but population changes and redevelopment of the Big Beaver corridor are major items that impact the current and proposed flows within this project area in the future. Funds are budgeted to begin the design effort with the assumption that redevelopment of the Big Beaver corridor in the future would necessitate the relief sewer. This project will be paid for entirely by City funds.

SS-17. Lift Station Renovation (7 Stations)

This project will evaluate and update the 7 lift stations in the city's sewer system. Six (6) are wet well/dry well designs, one (1) is a submersible design. All were built in the 1964 - 1965 timeframe. While the electronic control systems have been upgraded recently, the pumps/valves and structures are mostly original and out dated designs, that clog frequently, requiring extensive maintenance.

SS-18. Willow Grove (Sanitary Sewer)

A new sanitary sewer will be constructed on the east side from Trevino to Square Lake. The master plan sewer for this area was recently extended from Hopedale through the Oak Forest 4 site condominium project. The construction of this sewer will provide an outlet for residents who are currently on septic systems. The project will be paid for entirely by City funds. Properties will be charged a Benefit Fee at the time of connection to the sanitary sewer.

SS-49. Various Projects and Locations

This item is used for small projects that are encountered throughout the year that do not fit within a traditional sewer fund project. Examples are maintenance items and expenditures for materials for the sewer system. An annual amount is included in the budget which is on-going and is paid for entirely by City funds.

SS-50. General Equipment

This is an annual budget amount in the Sewer Fund for miscellaneous equipment required by the Public Works or Engineering Department for work associated with the Sewer Fund that are otherwise not specifically noted in the capital improvement plan. The budget amount is established annually based on anticipated needs and is on-going. This project will be paid for entirely by City funds.

SS-53. Water & Sewer Storage building. & Workshop Replacement (DPW)

The Water & Sewer storage building & workshop is one of the original buildings built on the DPW site in 1972. The structure has exceeded its' life expectancy, is costly to repair and material storage is starting to be compromised. Materials stored and repaired in this building connect to the municipal water and sewer systems.

Sewer Fund Capital***SS-54. SCADA Enhancements***

Due to the age and obsolescence of the existing remote site hardware, the existing Supervisory Control and Data Acquisition (SCADA) system was replaced with a wireless system. By upgrading the SCADA system, the City will be able to remotely collect real-time operations data on our sewer system and expand as needed. The new system allows control of the upgraded locations remotely using handheld or portable computer based devices.

There are 7 pump stations; 3 monitoring manholes; and the central computer location at the Department of Public Works facility in the Troy system that were affected by the upgrades. This project replaced the obsolete hardware to meet the requirements of Homeland Security for securing sewer system data as set forth by the National Infrastructure Protection Plan of 2006.

**Enterprise Funds
Public Works**

Water Fund

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 591 Water Fund								
<u>REVENUES</u>								
Department: 000 Revenue								
Business Unit: 591 Water Revenue								
591.000.00.000								
Charges for Services	\$ 20,696,128	\$ 20,144,459	\$ 19,698,640	\$ 19,806,000	\$ 20,473,500	3.37%	\$ 20,947,500	\$ 21,418,000
Interest and rents	6,521	12,661	25,500	14,000	24,200	72.86%	24,300	24,400
Other Revenues	1,309,391	557,327	80,245	100,100	100,100	0.00%	100,100	100,100
Total Revenues	22,012,039	20,714,447	19,804,385	19,920,100	20,597,800	3.40%	21,071,900	21,542,500
<u>EXPENSE</u>								
Expenditures for Operations								
Transmission/Distribute								
591.537.00.537								
Personal Services	81,679	110,372	104,870	136,040	187,240	37.64%	192,340	197,630
Supplies	29,135	34,494	24,000	30,000	30,000	0.00%	30,000	30,600
Other Service Charges	29,672	38,946	41,450	30,350	41,760	37.59%	42,880	43,600
Total Water Transmission/Distribution	140,486	183,811	170,320	196,390	259,000	31.88%	265,220	271,830
Business Unit: 538 Water Customer Cross Connect								
591.537.00.538								
Personal Services	101,738	98,182	114,690	116,220	108,370	-6.75%	110,860	113,430
Supplies	4,627	4,891	5,000	8,000	6,000	-25.00%	6,200	6,500
Other Service Charges	11,936	10,344	10,000	10,000	10,000	0.00%	10,000	10,200
Total Water Customer Cross Connection	118,300	113,418	129,690	134,220	124,370	-7.34%	127,060	130,130

**Enterprise Funds
Public Works**

Water Fund

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 539 Water Contractors Service								
591.537.00.539								
Personal Services	222,066	226,538	238,050	141,010	180,770	28.20%	185,420	190,210
Supplies	1,717	779	2,000	2,300	2,400	4.35%	2,500	2,550
Other Service Charges	16,856	18,549	50,000	18,000	50,000	177.78%	50,000	50,000
Total Water Contractors Service	240,639	245,865	290,050	161,310	233,170	44.55%	237,920	242,760
Business Unit: 540 Water Main Testing								
591.537.00.540								
Personal Services	32,443	59,268	81,150	82,660	82,760	0.12%	85,010	87,330
Supplies	504	674	1,000	1,100	1,300	18.18%	1,350	1,350
Other Service Charges	2,701	3,803	4,000	3,200	4,000	25.00%	4,100	4,200
Total Water Main Testing	35,648	63,745	86,150	86,960	88,060	1.26%	90,460	92,880
Business Unit: 541 Maintenance of Mains								
591.537.00.541								
Personal Services	206,716	266,089	353,640	393,010	300,280	-23.59%	308,440	316,920
Supplies	56,431	28,239	35,000	35,000	36,000	2.86%	36,500	36,700
Other Service Charges	129,267	200,611	194,000	124,200	196,000	57.81%	198,000	200,000
Total Maintenance of Mains	392,414	494,939	582,640	552,210	532,280	-3.61%	542,940	553,620

**Enterprise Funds
Public Works**

Water Fund

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 542 Maintenance of Services								
591.537.00.542								
Personal Services	388	337,823	384,370	430,220	530,950	23.41%	545,700	561,020
Supplies	67,150	56,808	60,000	55,000	61,000	10.91%	61,000	61,000
Other Service Charges	143,293	114,370	110,000	110,000	115,000	4.55%	115,000	117,300
Total Maintenance of Services	210,831	509,001	554,370	595,220	706,950	18.77%	721,700	739,320
Business Unit: 543 Maintenance of Meters								
591.537.00.543								
Personal Services	34,849	517,742	430,520	487,130	495,860	1.79%	509,660	523,970
Supplies	324,526	242,678	200,000	275,000	240,000	-12.73%	250,000	280,500
Other Service Charges	29,974	54,071	54,000	58,000	58,500	0.86%	59,000	60,180
Total Maintenance of Meters	389,348	814,491	684,520	820,130	794,360	-3.14%	818,660	864,650
Business Unit: 544 Maintenance of Hydrants								
591.537.00.544								
Personal Services	250,001	263,933	351,790	353,130	344,610	-2.41%	353,790	363,310
Supplies	45,734	51,793	37,000	45,000	45,000	0.00%	50,000	51,000
Other Service Charges	107,242	91,188	85,000	83,200	85,500	2.76%	86,000	86,500
Total Maintenance of Hydrants	402,978	406,915	473,790	481,330	475,110	-1.29%	489,790	500,810

**Enterprise Funds
Public Works**

Water Fund

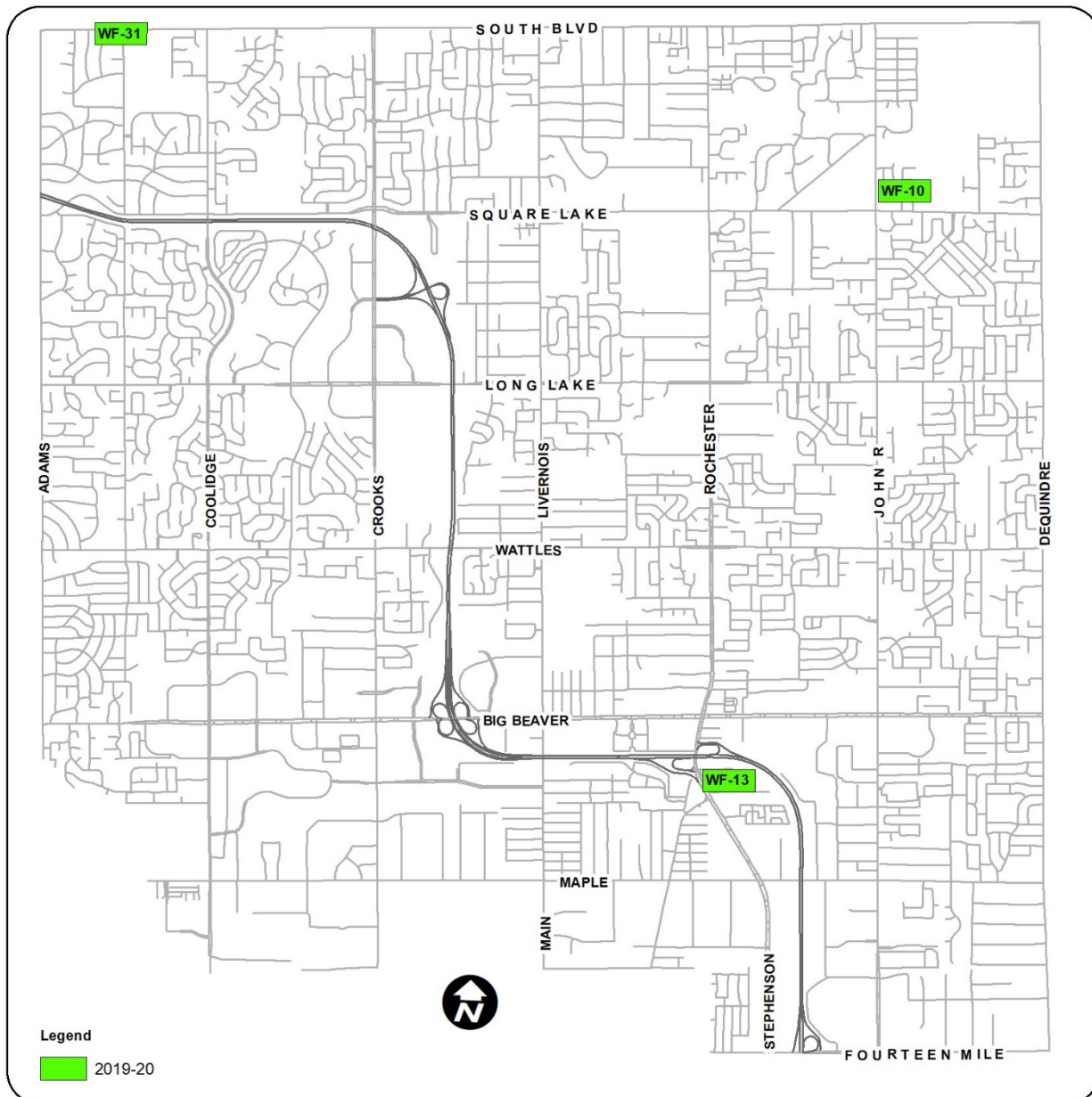
	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 545 Water Meter & Tap-Ins								
591.537.00.545								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	14,782	25,815	-	-	-	0.00%	-	-
Other Service Charges	-	-	-	-	-	0.00%	-	-
Total Water Meter & Tap-Ins	14,782	25,815	-	-	-	0.00%	-	-
Business Unit: 548 Water Administration								
591.537.00.548								
Personal Services	95,986	495,505	411,120	346,360	412,000	18.95%	423,270	434,980
Supplies	29,526	26,253	30,000	34,000	32,460	-4.53%	32,930	33,590
Other Service Charges	14,423,314	14,340,194	14,116,270	14,291,840	14,410,220	0.83%	14,647,880	14,940,330
Total Water Administration	14,548,826	14,861,952	14,557,390	14,672,200	14,854,680	1.24%	15,104,080	15,408,900
Business Unit: 546 Water Accounting								
591.546.00.546								
Personal Services	38,615	54,315	78,210	87,250	40,160	-53.97%	41,290	42,450
Supplies	-	-	-	-	-	0.00%	-	-
Other Service Charges	3,120	3,950	4,500	5,000	5,000	0.00%	5,000	5,100
Total Water Administration	41,735	58,265	82,710	92,250	45,160	-51.05%	46,290	47,550

**Enterprise Funds
Public Works**

Water Fund

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 547 Water Accounting & Collect								
591.546.00.547								
Personal Services	41,806	51,169	53,760	59,070	66,960	13.36%	68,950	71,050
Supplies	44,708	46,281	43,700	43,000	44,500	3.49%	45,000	45,540
Other Service Charges	64,026	56,407	59,110	63,110	63,620	0.81%	63,620	64,890
Total Water Administration	150,539	153,857	156,570	165,180	175,080	5.99%	177,570	181,480
Total Operating Expenses (Before Cap/Depr)	16,686,527	17,932,074	17,768,200	17,957,400	18,288,220	1.84%	18,621,690	19,033,930
Total Operating Income (Before Cap/Depr)	5,325,512	2,782,373	2,036,185	1,962,700	2,309,580	17.67%	2,450,210	2,508,570
Business Unit: 555 Capital/Depreciation Expense								
591.537.00.555								
Depreciation	2,349,934	2,927,074	-	-	-	0.00%	-	-
Capital Expenditures	(0)	0	2,710,530	4,235,530	6,210,000	46.62%	2,535,000	2,520,000
Total Capital/Depreciation Expense	2,349,934	2,927,074	2,710,530	4,235,530	6,210,000	46.62%	2,535,000	2,520,000
Total Income (Loss)	2,975,578	(144,701)	(674,345)	(2,272,830)	(3,900,420)	71.61%	(84,790)	(11,430)
Beginning Net Position (restated GASB 75)	97,217,413	100,192,991	100,048,290	100,048,290	99,373,945	-0.67%	95,473,525	95,388,735
Ending Net Position	\$ 100,192,991	\$ 100,048,290	\$ 99,373,945	\$ 97,775,460	\$ 95,473,525	-2.35%	\$ 95,388,735	\$ 95,377,305

Water Fund Capital



Water Fund Capital

WATER FUND 2020 BUDGET (591.537.555.7972)

Map Number	Project Number	Project Name	Total Project Cost	Total City Cost	Other Sources	2019 Amended Budget	2019 Expenditure to 6/30/18	2019 Balance at 6/30/18	Proposed 2020 Budget	Comments
	16.505.5	Wattles, John R to Dequindre	50,000	50,000	-	50,000	10,000	40,000	-	
WF-10	17.501.5	Square Lake Place Subdivision	1,400,000	1,400,000	-	-	-	-	1,400,000	Saxony, Tuscany, Normandy, Dryden, Smithfield, Brittany, Silverstone
	17.507.5	Road Crossings Axtell & Coolidge	258,000	258,000	-	258,000	258,000	-	-	1640, 1670, 1890 & 1902 Axtell/Coolidge, South Blvd to Mountain
WF-13	18.502.5	Naughton, Wheaton & Piedmont	4,500,000	4,500,000	-	1,000,000	-	1,000,000	4,500,000	Replace 8" with 12"
	02.203.5	John R, Long Lake to Square Lake	400,000	400,000	-	400,000	400,000	-	-	Part of John R Widening
	02.204.5	John R, Square Lake to South Blvd.	300,000	300,000	-	300,000	300,000	-	-	Part of John R Widening
	17.502.5	Roundtree Loop	568,000	568,000	-	568,000	558,000	10,000	-	Water Main Replacement
WF-31	17.503.5	Beach PRV	945,530	945,530	-	945,530	745,530	200,000	200,000	PRV Replacement at Beach and South Blvd
	17.504.5	2200, 2272, 2466 Crooks Crossings	424,000	424,000	-	424,000	424,000	-	-	6" & 8" Water Main Crossings
	17.505.5	14 Mile & John R Parallel Service Line	340,000	340,000	-	340,000	-	340,000	-	Replace Gate Valve & Wells on 14 Mile at John R
WF-49	7972.0001	Various Projects & Locations	50,000	50,000	-	50,000	15,000	35,000	60,000	Various Projects
WF-50	7978.010	General Equipment	50,000	50,000	-	50,000	-	50,000	50,000	By DPW
TOTALS:			9,285,530	9,285,530	-	4,385,530	2,710,530	1,675,000	6,210,000	

Water Fund Capital

The City of Troy receives its water from the City of Detroit through large diameter transmission mains, ranging in size from 54-inch to 84-inch, that flow into the city through six (6) Great Lakes Water Authority (GLWA) metered locations located along the perimeter of the city. There are two (2) of these meter vaults located along Adams, two (2) along South Boulevard and two (2) along Dequindre. The water flows from these entrance points through approximately 536 miles of city water mains consisting of 6-inch to 36-inch mains. Pressures are increased or reduced, as needed, within the five (5) pressure districts within the city to maintain proper fire flows and pressures in response to water demands.

The city water system is managed by the use of a Supervisory Control and Data Acquisition (SCADA) system. SCADA allows the collection of real-time operations data and the ability to monitor locations to optimize the overall water system. The SCADA system is comprised of twenty-two remote data collection sites, the central computer location at the DPW yard and six GLWA meter vaults.

Proposed projects in the Water Fund are selected primarily based on the following factors:

- ♦ History of water main breaks
- ♦ Flow requirements based on the Water System Master Plan
- ♦ Age of the water main
- ♦ Coordination with other capital improvement projects
- ♦ Redundancy or the looping of the water system
- ♦ Size of the water main

The proposed water system projects are flexible, allowing for the addition of new improvements to address specific needs. Studies and analysis of the existing system is an on-going endeavor that, coupled with new technologies, provides for improved system capabilities and reliability.

WF-10. Square Lake Place Subdivision (Water Main Lining)

This project will line the existing 8" water mains on Saxony, Tuscany, Normandy, Dryden, Smithfield, Brittany and Silverstone with a CIPP liner. The existing water main was installed in the late 1980's but did not have polywrap. There have been numerous water main breaks in this area due to severe pipe deterioration. This project will be paid for entirely by City funds. CIPP lining of the water mains will reduce the number of water main breaks that occur, reducing costs for repairs.

WF-13. Naughton, Wheaton and Piedmont (Water Main Replacement)

This project will replace the existing 8" cast iron water mains on Naughton, Wheaton and Piedmont with new 12" water mains. There have been numerous water main breaks in this area and upsizing the mains will increase capacity in this all industrial area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

Water Fund Capital***WF-31. Beach Road Pressure Reducing Vault (PRV)***

During the 84" water main break experienced in November 2016, it was discovered that a permanent PRV connection at the site of an unused GLWA to Troy connection was located at Beach Rd and South Blvd. This connection would give the city a needed redundant feed. This connection will allow the city the ability to supply water and limit disruptions in the northwest section of the city, when necessary.

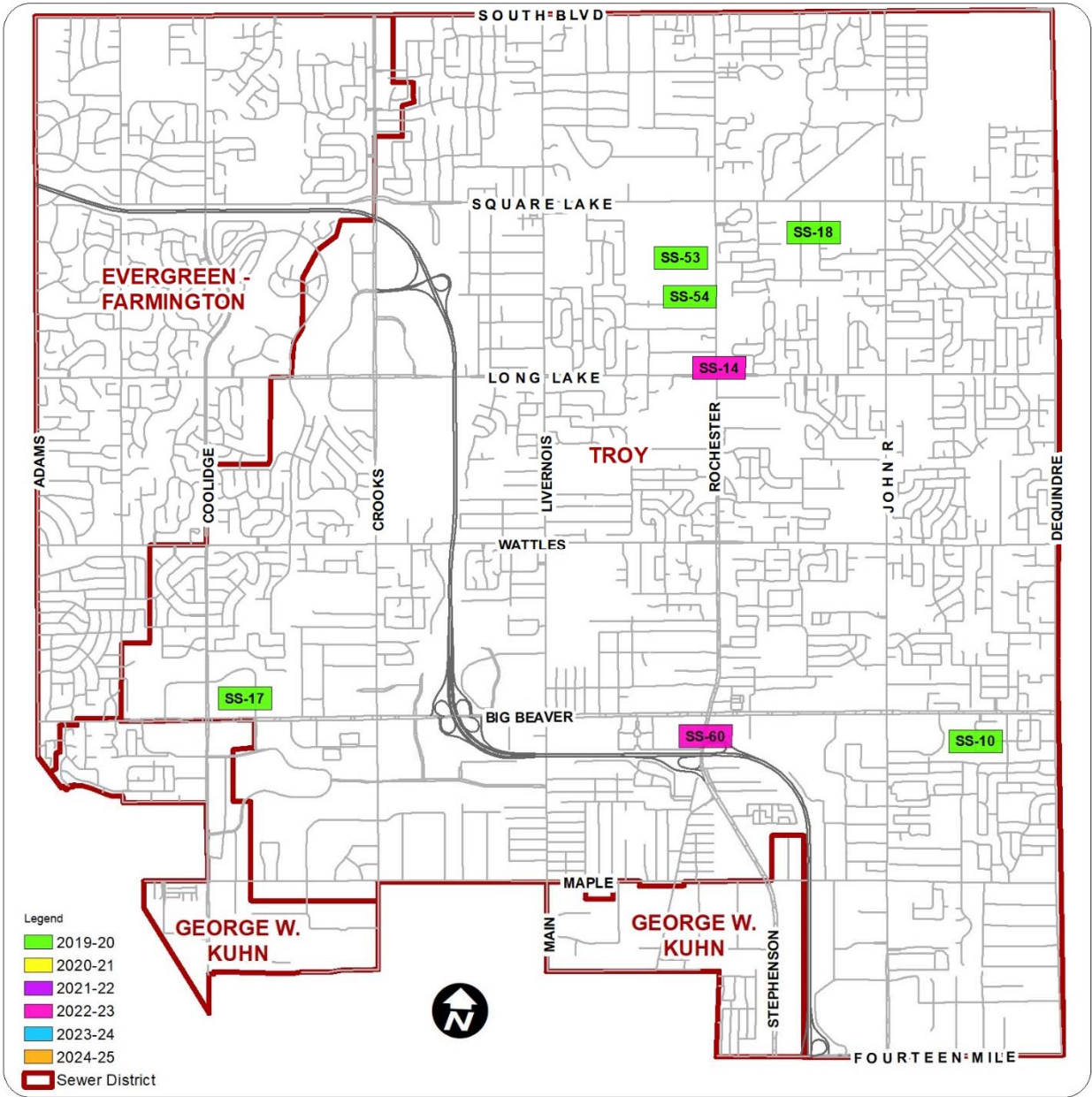
WF-49. Various Projects and Locations

This item is used by the Water Department for small projects that are encountered throughout the year that do not fit within a traditional water fund project. Examples are maintenance items and expenditures for materials for the water system. An annual amount is included in the budget which is on-going and is paid for entirely by City funds. Operation and maintenance costs will not be impacted.

WF-50. General Equipment

This is an annual budget amount in the Water Fund for miscellaneous equipment required by the Public Works or Engineering Department for work associated with the Water Fund that are otherwise not specifically noted in the capital improvement plan. The budget amount is established annually based on anticipated needs, is on-going and is paid for entirely by City funds. Operation and maintenance costs are not expected to be impacted.

6 Year Capital Improvement Plan
Sewer Fund



6 Year Capital Improvement Plan Sewer Fund

6 Year CIP - Sewer Fund										
Map Number	Project Name	Total Project Cost	Total City Cost	Proposed						Comments
				2020	2021	2022	2023	2024	2025	
SS-04	Miscellaneous Sanitary Sewer Locations	3,000,000	3,000,000	500,000	500,000	500,000	500,000	500,000	500,000	City wide sanitary sewer ext. program
SS-10	Big Beaver Relief Sewer	4,600,000	4,600,000	100,000	2,500,000	2,000,000	-	-	-	Big Beaver-14 Mile to Deq. Interceptor
SS-14	Rochester, Barclay to Trinway	900,000	900,000	-	-	-	900,000	-	-	Part of Rochester Widening
SS-17	Lift Station Renovation	500,000	500,000	500,000	-	-	-	-	-	7 Stations
SS-18	Willow Grove Sanitary Sewer	1,500,000	1,500,000	1,500,000	-	-	-	-	-	Trevino to Square Lake
SS-49	Various Projects & Locations	300,000	300,000	50,000	50,000	50,000	50,000	50,000	50,000	Various Projects
SS-50	General Equipment	300,000	300,000	50,000	50,000	50,000	50,000	50,000	50,000	DPW
SS-53	W&S Storage Bldg. & Workshop Replacement	150,000	150,000	150,000	-	-	-	-	-	DPW Water & Sewer
SS-54	SCADA Enhancements	275,000	275,000	275,000	-	-	-	-	-	DPW
SS-60	Sanitary Sewer CIPP	1,500,000	1,500,000	-	-	-	500,000	500,000	500,000	Big Beaver - 14 Mile
TOTALS:		13,025,000	13,025,000	3,125,000	3,100,000	2,600,000	2,000,000	1,100,000	1,100,000	

6 Year Capital Improvement Plan Sewer Fund

The City of Troy is divided into 3 sanitary sewer districts: the George W. Kuhn Drainage District (formerly the Twelve Towns Drainage District); Evergreen-Farmington Sewage Disposal District; and the Troy Sewage Disposal District. Wastewater from all 3 districts is carried through large diameter interceptor pipes to the Detroit Wastewater Treatment Plant for treatment before discharge to the Detroit River.

Following is a description of the specific functions of each district:

George W. Kuhn (GWK) Drainage District

The George W. Kuhn Drainage District (formerly the Twelve Towns Drainage District) serves all or part of 14 communities, encompassing a drainage area of 24,500 acres upstream of the Red Run Drain, a tributary of the Clinton River. During dry weather, all flow is routed to the Detroit Wastewater Treatment Plant, but during heavy rainfall, high volumes of combined sewage (typically more than 93 percent storm water) exceed the outlet capacity to Detroit, causing excess flow to be diverted to the George W. Kuhn Retention Treatment Basin (GWK RTB) where it is stored, screened and disinfected prior to discharge to the Red Run Drain. The GWK RTB construction was completed in 2006.

Evergreen-Farmington Sewage Disposal District

This district is in the northwest portion of the city in the Rouge River Drainage Basin. This interceptor was constructed by the Oakland County Department of Public Works in 1959 and serves the City of Troy and surrounding communities. The County contracted with each community for their share of the interceptor based on population.

Troy Sewage Disposal District

The interceptor sewers in this district were constructed for the City of Troy by the Oakland County Department of Public Works. The sanitary flow from this district discharges to the Dequindre Interceptor at 14 Mile and Dequindre. The city contracted for capacity in the Southeastern Oakland County Sewage Disposal System. Troy's capacity was computed on the basis of population in the GWK Drainage District and the Troy Sewage Disposal District.

Sewer Fund projects typically are initiated to address one of 3 issues:

- ♦ To provide for the City of Troy's share towards major sewer projects that may be mandated by state or federal laws or permit requirements.
- ♦ Sewer system studies that identify projects to address state and federal requirements.
- ♦ Elimination of septic systems in Troy.

SS-4. Miscellaneous Sanitary Sewer Locations

This annual amount budgeted is to provide for new sanitary sewer throughout the city. Locations that are currently serviced by septic systems have been identified. A continuation of this program will require that right-of-way and/or easements be acquired in order to construct additional sanitary sewer. Specific locations are not delineated on the map due to the small size of most locations. This project will be paid for entirely by City funds.

**6 Year Capital Improvement Plan
Sewer Fund*****SS-10. Big Beaver Relief Sewer***

This is a future project to construct a large diameter relief sewer to provide for additional capacity to serve the area adjacent to Big Beaver Road, south of I-75. This would also involve a future large diameter relief sewer between Big Beaver Road and Fourteen Mile Road that ultimately outlets to the Dequindre interceptor. Flow monitoring of the affected areas was recently completed which show a relief sewer is currently not needed, but population changes and redevelopment of the Big Beaver corridor are major items that impact the current and proposed flows within this project area in the future. Funds are budgeted to begin the design effort with the assumption that redevelopment of the Big Beaver corridor in the future would necessitate the relief sewer. This project will be paid for entirely by City funds.

SS-14. Rochester, Barclay to Trinway (Sanitary Sewer)

A new sanitary sewer will be constructed at various locations as part of the reconstruction and widening project. It is the City's policy to construct underground utilities when a road is reconstructed to avoid having to remove new or newer pavement sometime after the road has been completed. The construction of this sewer would also provide an outlet for residents who are currently on septic systems. The sanitary sewer portion of the project will be paid for entirely by City funds.

SS-17. Lift Station Renovation (7 Stations)

This project will evaluate and update the 7 lift stations in the city's sewer system. Six (6) are wet well/dry well designs, one (1) is a submersible design. All were built in the 1964 - 1965 timeframe. While the electronic control systems have been upgraded recently, the pumps/valves and structures are mostly original and outdated designs, that clog frequently, requiring extensive maintenance.

SS-18. Willow Grove (Sanitary Sewer)

A new sanitary sewer will be constructed on the east side from Trevino to Square Lake. The master plan sewer for this area was recently extended from Hopedale through the Oak Forest 4 site condominium project. The construction of this sewer will provide an outlet for residents who are currently on septic systems. The project will be paid for entirely by City funds. Properties will be charged a Benefit Fee at the time of connection to the sanitary sewer.

SS-49. Various Projects and Locations

This item is used for small projects that are encountered throughout the year that do not fit within a traditional sewer fund project. Examples are maintenance items and expenditures for materials for the sewer system. An annual amount is included in the budget which is on-going and is paid for entirely by City funds.

SS-50. General Equipment

This is an annual budget amount in the Sewer Fund for miscellaneous equipment required by the Public Works or Engineering Department for work associated with the Sewer Fund that are otherwise not specifically noted in the capital improvement plan. The budget amount is established annually based on anticipated needs and is on-going. This project will be paid for entirely by City funds.

**6 Year Capital Improvement Plan
Sewer Fund*****SS-53. Water & Sewer Storage building & Workshop Replacement (DPW)***

The Water & Sewer storage building & workshop is one of the original buildings built on the DPW site in 1972. The structure has exceeded its' life expectancy, is costly to repair and material storage is starting to be compromised. Materials stored and repaired in this building connect to the municipal water and sewer systems.

SS-54. SCADA Enhancements

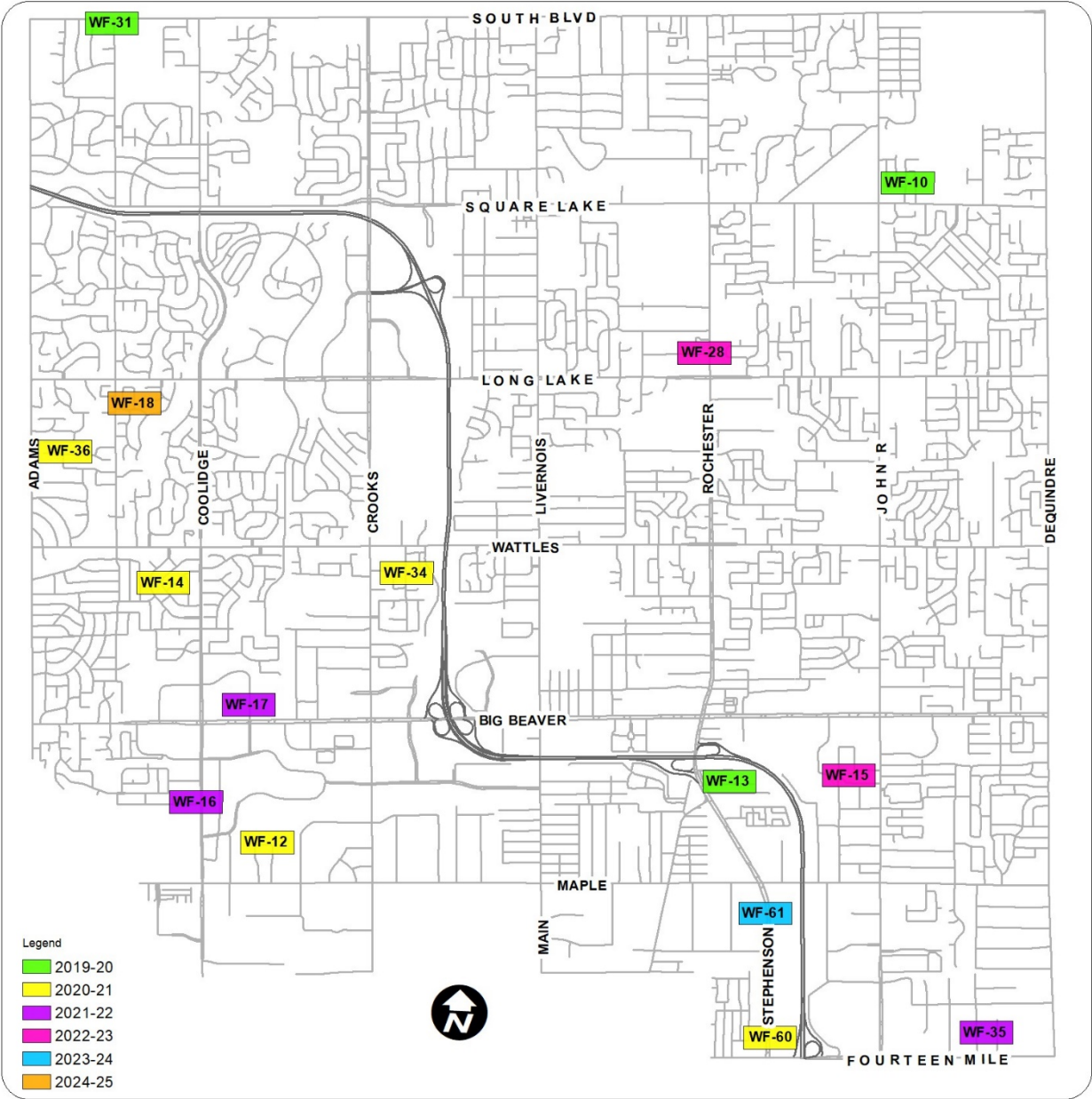
Due to the age and obsolescence of the existing remote site hardware, the existing Supervisory Control and Data Acquisition (SCADA) system was replaced with a wireless system. By upgrading the SCADA system, the City will be able to remotely collect real-time operations data on our sewer system and expand as needed. The new system allows control of the upgraded locations remotely using handheld or portable computer based devices.

There are 7 pump stations; 3 monitoring manholes; and the central computer location at the Department of Public Works facility in the Troy system that were affected by the upgrades. This project replaced the obsolete hardware to meet the requirements of Homeland Security for securing sewer system data as set forth by the National Infrastructure Protection Plan of 2006.

SS-60. Sanitary Sewer CIPP

Previously Saw Grant Funding provided for cleaning and televising sanitary sewers. Some lines were identified for immediate repair, others were highlighted for needing attention in the future. Sewer lines needing attention are also associated with the Big Beaver Relief Sewer, once the relief sewer is constructed, it can be used as a by-pass sewer for the sewer lining of the existing sewer. Utilizing the new Relief Sewer for by-pass will provide significant cost savings to the Sanitary Sewer CIPP project.

6 Year Capital Improvement Plan
Water Fund



6 Year Capital Improvement Plan Water Fund

6 Year CIP - Water Fund

Map Number	Project Name	Total Project Cost	Total City Cost	Proposed						Comments
				2020	2021	2022	2023	2024	2025	
WF-10	Square Lake Place Subdivision	1,400,000	1,400,000	1,400,000	-	-	-	-	-	Saxony, Tuscany, Normandy, Dryden, Smithfield, Brittany, Silverstone
WF-12	Maxwell & Stutz	500,000	500,000	-	500,000	-	-	-	-	Road Repair Due to Water Main Const.
WF-13	Naughton, Wheaton & Piedmont	4,500,000	4,500,000	4,500,000	-	-	-	-	-	Replace 8" with 12"
WF-14	Section 19 NE 1/4	500,000	500,000	-	500,000	-	-	-	-	Scott, Estates, Sunset, Ledge and Jack
WF-15	Bethany Villas	1,000,000	1,000,000	-	-	-	1,500,000	-	-	Eldridge & Jackson
WF-16	Coolidge, Derby to Dorchester	200,000	200,000	-	-	200,000	-	-	-	Abandon 8" WM and Transfer to 16" WM
WF-17	PRV #7	200,000	200,000	-	-	200,000	-	-	-	NE Corner of Big Beaver and Coolidge
WF-18	Section 13 N 1/2	1,500,000	1,500,000	-	-	-	-	-	1,500,000	6" to 8" Water Main Replacement
WF-28	Rochester, Barclay to Trinway	400,000	400,000	-	-	-	400,000	-	-	Part of Rochester Widening
WF-31	Beach PRV	200,000	200,000	200,000	-	-	-	-	-	PRV Replacement at Beach & South Blvd
WF-34	Finch, Portsmouth to Huntsford	400,000	400,000	-	410,000	-	-	-	-	6" to 12" Water Main Replacement
WF-35	Indusco Ct. & Minnesota	1,570,000	1,570,000	-	-	1,570,000	-	-	-	8" to 12" and 16" Water Main Replacement
WF-36	Orchard Trail	575,000	575,000	-	575,000	-	-	-	-	6" to 8" Water Main Replacement
WF-38	Stephenson, Maple to 14 Mile	1,900,000	1,900,000	-	-	-	-	1,900,000	-	8" to 12" Water Main Replacement
WF-49	Various Projects & Locations	300,000	300,000	60,000	500,000	500,000	500,000	500,000	500,000	Various Projects
WF-50	General Equipment	300,000	300,000	50,000	50,000	50,000	50,000	50,000	50,000	DPW
TOTALS:		15,445,000	15,445,000	6,210,000	2,535,000	2,520,000	2,450,000	2,450,000	2,050,000	

6 Year Capital Improvement Plan Water Fund

The City of Troy receives its water from the City of Detroit through large diameter transmission mains, ranging in size from 54-inch to 84-inch, that flow into the city through six (6) Great Lakes Water Authority (GLWA) metered locations located along the perimeter of the city. There are two (2) of these meter vaults located along Adams, two (2) along South Boulevard and two (2) along Dequindre. The water flows from these entrance points through approximately 536 miles of city water mains consisting of 6-inch to 36-inch mains. Pressures are increased or reduced, as needed, within the five (5) pressure districts within the city to maintain proper fire flows and pressures in response to water demands.

The city water system is managed by the use of a Supervisory Control and Data Acquisition (SCADA) system. SCADA allows the collection of real-time operations data and the ability to monitor locations to optimize the overall water system. The SCADA system is comprised of twenty-two remote data collection sites, the central computer location at the DPW yard and six GLWA meter vaults.

Proposed projects in the Water Fund are selected primarily based on the following factors:

- ◆ History of water main breaks
- ◆ Flow requirements based on the Water System Master Plan
- ◆ Age of the water main
- ◆ Coordination with other capital improvement projects
- ◆ Redundancy or the looping of the water system
- ◆ Size of the water main

The proposed water system projects are flexible, allowing for the addition of new improvements to address specific needs. Studies and analysis of the existing system is an on-going endeavor that, coupled with new technologies, provides for improved system capabilities and reliability.

WF-10. Square Lake Place Subdivision (Water Main Lining)

This project will line the existing 8" water mains on Saxony, Tuscany, Normandy, Dryden, Smithfield, Brittany and Silverstone with a CIPP liner. The existing water main was installed in the late 1980's but did not have polywrap. There have been numerous water main breaks in this area due to severe pipe deterioration. This project will be paid for entirely by City funds. CIPP lining of the water mains will reduce the number of water main breaks that occur, reducing costs for repairs.

WF-12. Maxwell & Stutz (Water Main Replacement & Road Repair due to Water Main Construction)

This project will replace a section of existing 8" water main in the northwest corner of Maxwell and Stutz with a new 12" water main. The majority of water main in this area was replaced in 2015, but due to very poor soils in this area, open cut replacement in this area was not an option. The water main in northwest corner will be replaced using directional drill or boring methods to avoid impacts from open cutting. After the water main replacement is complete, the existing asphalt over concrete pavement in the project area will receive a mill and overlay due to damage caused by the water main construction. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

**6 Year Capital Improvement Plan
Water Fund*****WF-13. Naughton, Wheaton and Piedmont (Water Main Replacement)***

This project will replace the existing 8" cast iron water mains on Naughton, Wheaton and Piedmont with new 12" water mains. There have been numerous water main breaks in this area and upsizing the mains will increase capacity in this all industrial area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

WF-14. Section 19 NE 1/4 (Water Main Replacement)

This project will replace the existing 6" water mains on Scott, Estates, Sunset, Ledge and Jack with new 8" water mains. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

WF-15. Bethany Villas (Water Main Replacement)

This project will replace the existing 8" cast iron water mains on Eldridge and Jackson that supplies the entire Bethany Villa complex with new 8" water mains. There have been numerous water main breaks on the existing water main and due to the fact that it runs between buildings, restoration and repair of water main breaks are very expensive. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

WF-16. Coolidge, Derby to Golfview (Water Main Abandonment)

This project will transfer connections and water services over to a parallel 16" concrete water main. The south end of the existing 8" cast iron water main was abandoned approximately 10 years ago. By transferring connections to the 16" water main, we will be able to eliminate a section of existing 8" water main that has a history of water main breaks. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

WF-17. PRV #7 (Pressure Reducing Vault Renovations)

This project will rehabilitate a pressure reducing vault (PRV) located at the northwest corner of Big Beaver and Coolidge. This vault regulates water main pressures in the southwest quadrant of the City and is showing signs of deterioration. Access to the vault will also be improved to comply with current standards.

WF-18. Section 13 N 1/2 (Water Main Replacement)

This project will replace the existing 6" water mains on Foxcroft, Timmer, Waltham, DeWulf, Danbury and Windsor with new 8" water mains. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

**6 Year Capital Improvement Plan
Water Fund*****WF-28. Rochester, Barclay to Trinway (Water Main Replacement)***

Portions of the existing water main will be replaced with a new 12" water main to accommodate the reconstruction and widening of Rochester Road to a new 6-lane concrete boulevard. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

WF-31. Beach Road Pressure Reducing Vault (PRV)

During the 84" water main break experienced in November 2016, it was discovered that a permanent PRV connection at the site of an unused GLWA to Troy connection was located at Beach Rd and South Blvd. This connection would give the city a needed redundant feed. This connection will allow the city the ability to supply water and limit disruptions in the northwest section of the city, when necessary.

WF-34. Finch, Portsmouth to Huntsford (Water Main Replacement)

This project will replace the existing 6" water mains on Finch, between Portsmouth and Huntsford with new 12" water mains. This area has experienced several water main breaks and reduced fire flows. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

WF-35. Indusco Court and Minnesota, 14 Mile to Elliott (Water Main Replacement)

This project will replace the existing 8" cast iron water mains on Indusco Court with a new 12" water main and on Minnesota with a new 16" water main. There have been numerous water main breaks in this area and upsizing the mains will increase capacity in this industrial area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

WF-36. Orchard Trail, Adams to the East (Water Main Replacement)

This project will replace the existing 6" water main on Orchard Trail, from Adams to the east with a new 8" water main. This area has experienced several water main breaks and reduced fire flows. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

WF-38. Stephenson, Maple to 14 Mile (Water Main Replacement)

This project will replace the existing 8" cast iron water main on the east side of Stephenson Highway with a new 12" water main. This area has experienced several water main breaks and reduced fire flows. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

**6 Year Capital Improvement Plan
Water Fund*****WF-49. Various Projects and Locations***

This item is used by the Water Department for small projects that are encountered throughout the year that do not fit within a traditional water fund project. Examples are maintenance items and expenditures for materials for the water system. An annual amount is included in the budget which is on-going and is paid for entirely by City funds.

WF-50. General Equipment

This is an annual budget amount in the Water Fund for miscellaneous equipment required by the Public Works or Engineering Department for work associated with the Water Fund that are otherwise not specifically noted in the capital improvement plan. The budget amount is established annually based on anticipated needs, is on-going and is paid for entirely by City funds.

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INTERNAL SERVICE FUNDS

FACILITIES MAINTENANCE

Public Works Director | Kurt Bovensiep

Facilities & Grounds Operations Manager | Dennis Trantham

The mission of the Facilities Maintenance Division of the Department of Public Works is to maintain all city buildings and facilities in a cost effective and efficient manner to provide a safe and pleasing work environment for our employees, and to enhance the customer service experience for our citizens.

DEPARTMENT FUNCTIONS

- » Administrative Services
- » Maintains 584,054 sq ft of municipal facilities
- » Prepares the department budget
- » Manages facility-related renovation and capital projects
- » Provides 24-hour maintenance and custodial services to all City-owned buildings
- » Analyzes the needs of facilities and equipment for efficiency and longevity
- » Plans and conducts preventive maintenance programs
- » Procures material, equipment and supplies
- » Coordinates with outside contractors
- » Maintains parts inventory
- » Processes and reviews utility invoices
- » Formulates and develops service procedures and develops safe work practices
- » Provides energy conservation with building upgrades
- » Assists with Elections

Internal Service Funds Building Operations

PERFORMANCE INDICATORS

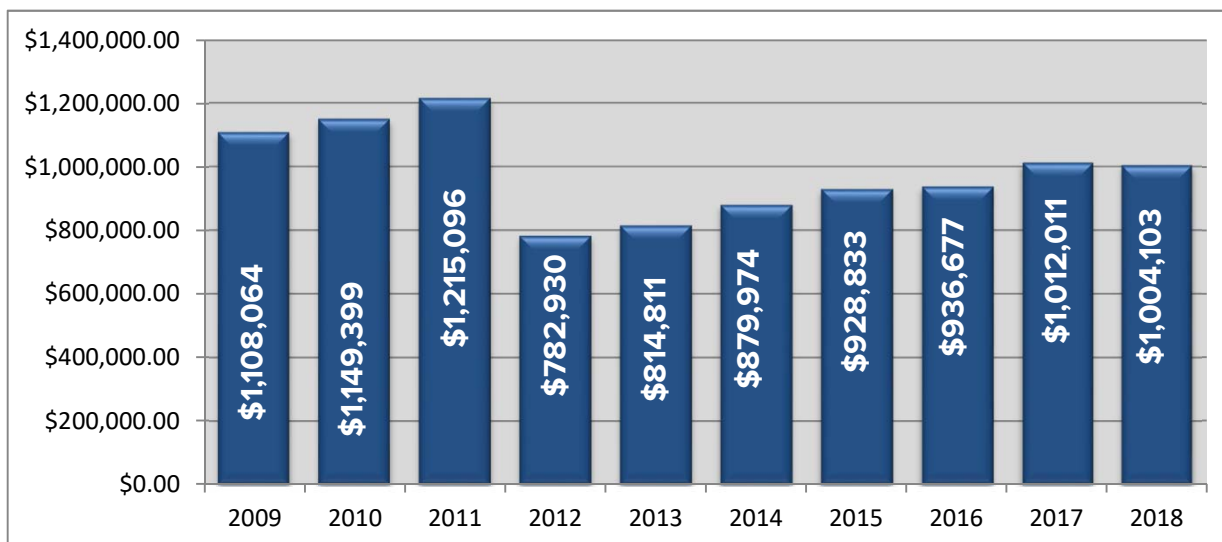
Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Service Requests	18,500	18,500	19,000	18,500
Number of Buildings	51	51	54	53
City Facilities - Sq Ft	569,623	575,014	584,954	584,054
Renovation Projects	2	3	7	6
Interior Preventative Maint.	2	2	3	3
Exterior Preventative Maint.	1	1	3	2
Capital Projects Completed	3	5	8	12
Operations Cost per Sq Ft	\$ 1.77	\$ 1.75	\$ 2.16	\$ 2.31
Janitorial Cost per Sq Ft	\$ 0.68	\$ 0.64	\$ 1.16	\$ 1.16

SUMMARY OF BUDGET CHANGES

- **Significant Notes - 2019/20 Budget Compared to 2018/19**
Upgraded Security controls
Technology Enhancements and Investment in Training and Education

Positions	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Building Operations	7	1.8	8.63	1.4	10.34	0	10.34	0
Total Department	7	1.8	8.63	1.4	10.34	0	10.34	0

• Operating Budget History



Building Operations

Internal Service Funds
General Government

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 631 Building Operations								
REVENUES								
Department: 000 Revenue								
Business Unit: 587 Aquatic Revenue								
631.000.00.000								
Charges for Services	\$ 1,011,623	\$ 1,144,930	\$ 1,118,416	\$ 1,331,700	\$ 1,322,560	-0.69%	\$ 1,352,030	\$ 1,388,340
Interest and rents	65	1,017	1,000	1,000	1,000	0.00%	1,000	1,000
Other Revenues	323	-	-	-	-	0.00%	-	-
Total Revenues	1,012,011	1,145,947	1,119,416	1,332,700	1,323,560	-0.69%	1,353,030	1,389,340
EXPENSE								
Business Unit: 264 Building Operations								
Expenditures for Operations								
631.264.00.264								
PERSONAL SERVICES	879,826	720,556	978,180	1,057,180	1,063,010	0.55%	1,092,710	1,123,570
SUPPLIES	36,835	42,026	42,050	30,250	36,190	19.64%	36,630	37,110
OTHER SERVICE CHARGES	95,349	241,521	241,030	245,270	224,360	-8.53%	223,690	228,660
Total Operating Expense	1,012,011	1,004,103	1,261,260	1,332,700	1,323,560	-0.69%	1,353,030	1,389,340
Income from Operations (Before Cap/Depr)	-	141,844	(141,844)	-	-	0.00%	-	-
Capital/Depreciation Expense								
631.264.00.264								
Depreciation	-	-	-	-	-	0.00%	-	-
Capital Expenditures	-	-	-	-	-	0.00%	-	-
Total Capital/Depreciation Expense	-	-	-	-	-	0.00%	-	-
Total Income (Loss)	-	141,844	(141,844)	-	-	0.00%	-	-
Beginning Net Position	600,000	600,000	741,844	741,844	600,000	-19.12%	600,000	600,000
Ending Net Position	\$ 600,000	\$ 741,844	\$ 600,000	\$ 741,844	\$ 600,000	-19.12%	\$ 600,000	\$ 600,000

FLEET MAINTENANCE

Public Works Director | Kurt Bovensiep

Fleet Maintenance Operations Manager | Brian D. Varney

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

ADMINISTRATIVE & SUPPORT SERVICES

- » Prepares specifications and administers the department budget
- » Coordinates and evaluates staff activities
- » Coordinates staff development and training
- » Procures materials, equipment and supplies
- » Formulates and develops operational programs and priorities
- » Maintains computerized fleet maintenance, parts and fuel inventory program
- » Recommends creative and efficient procedures and programs in the department's areas of concern
- » Coordinates vehicle and equipment auctions
- » Prepares equipment usage and cost reports for departmental budgeting
- » Develops and administers safety and training for new and current equipment prior to implementation for seasonal use periods such as winter snow and ice control, sweeper maintenance and pavement construction seasons
- » Coordinates DPW building repairs and improvements
- » Administers ten (10) signed service agreements with In-sourced customers
- » Administers one (1) vehicle lease agreement with In-sourced customer
- » Reviews customer service evaluations and responds as needed
- » Monitors Dashboard which we developed for the fleet operation with 12 (KPI) Key Performance Indicators

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 (7:30 AM - 12:30 AM, Monday through Friday)
- » Performs welding, fabrication and repairs on various equipment
- » Assists Police Department with fatal traffic accident investigations
- » Repairs police and fire apparatus and public works vehicles and equipment from ten surrounding agencies
- » Repairs and maintains vehicles and equipment from the Southeastern Oakland County Resource Recovery Authority (SOCRRA) and the Southeastern Oakland County Water Authority (SOCWA)
- » Repairs and maintains Troy School District maintenance vehicles
- » Repairs and maintains Cities and Townships of Birmingham, Bloomfield Hills, Bloomfield Twp., Centerline, Madison Heights and Oak Park
- » Repairs and maintains vehicle and equipment for the Road Commission for Oakland County
- » Repairs and maintains four MEDIGO vehicles.
- » Calibrates speedometers for Troy patrol cars and surrounding communities
- » Installs and removes radio equipment and emergency lights
- » Places mirror hanger customer evaluations on completed vehicle repairs
- » Chrysler and General Motors authorized warranty repair center

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Completed Driver's Work Request	1,114	1,366	1,434	1,505
Road Service Calls	22	19	21	23
Completed Work Orders	2,473	2,564	2,692	2,826
Cleaning/Washing	1,833	1,259	765	800
Towing	111	135	140	154
Brake Replacement/Repairs	190	146	180	155
Preventative Maintenance - A	872	831	864	835
Preventative Maintenance - B	148	141	126	140
Vehicle Tires Replaced	349	360	375	390
% of Snow Removal Equip. Available	100%	90%	90%	100%
% of Snow Equip. Prepared by Nov. 15	100%	80%	80%	100%
% of Front Line Fire Apparatus Available	100%	100%	100%	100%
Average Age of Salt Trucks (Years)	11.9	11.7	11.1	9.7
Average Age of Police Vehicles (Years)	3.4	2.3	2.7	2.6

Notes on Performance Indicators

- ° Achieve 98-100% compliance with a monthly preventive maintenance program.
- ° Replacement of vehicles and equipment that have exceeded life expectancies.

Internal Service Funds Fleet Maintenance

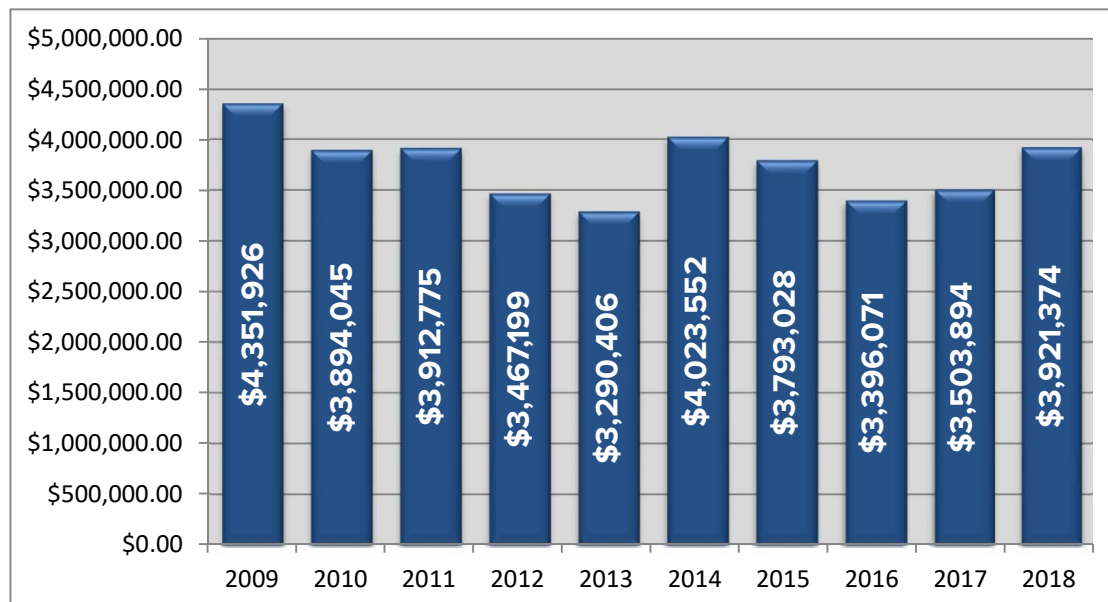
SUMMARY OF BUDGET CHANGES

• Significant Notes - 2019/20 Budget Compared to 2018/19 Budget

- Decrease in Facility Maintenance due to Decrease in utility costs and security maintenance.
- Capital expenditures increase due to increase in building and security upgrades.

Positions	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Fleet Maintenance	17.3	1	17.1	0.9	17.13	1	17.13	0.8
Total Department	17.3	1	17.1	0.9	17.13	1	17.13	0.8

• Operating Budget History



**Internal Service Funds
Fleet Maintenance**

FLEET MAINTENANCE FUND

• Section A - Replacement Units

2020 Quantity	Replaces	Description	Unit Cost	2020 Proposed	2021 Proposed	2022 Proposed
Replacement Vehicles						
7	A	Police Patrol Cars	32,000	224,000	\$ 160,000	\$ 163,200
4	B	Detective Cars	32,000	128,000	96,000	99,000
0		Police Canine	-	-	33,000	33,000
1	C	Fire Department 4X4	35,000	35,000	35,000	70,000
0		Fire Dept. 4X4 Pickup Truck	-		35,000	
1	D	Dump Truck - 2 1/2 Yards	58,000	58,000	59,000	
1	E	Dump Truck Crew- 2 1/2 Yards	55,000	55,000	56,000	57,000
1	F	Dump Truck 5 - 7 Yards	200,000	200,000	200,000	
3	G	Dump Truck - 10-12 Yds w/plow & salter	720,000	720,000	720,000	750,000
2	H	Dump Truck - 10-12 Yds 2019 Project	230,000	460,000		
0		Dump Truck - 16 Yds			-	
0		Sewer Jet Catch Basin Cleaner		-	-	450,000
2	I	Staff Vehicles	48,000	48,000		33,000
3	J	Cargo Van	34,000	102,000	34,000	
3	K	Pickup Truck	30,000	90,000	90,000	93,000
0		Pickup Truck Crew Cab		-	-	36,000
2	L	Pickup Truck w/ plow	35,000	70,000	72,000	
2	M	Arrowboard Trailer	6,000	12,000	6,000	
0		Water Crew Truck	-	-	200,000	
0		Water Camera Truck				120,000
0		Street Sign Truck				160,000
0		Tractor Backhoe	-	-	140,000	145,000
0		Loader			230,000	
0		Equipment Trailers	-	-	20,000	20,000
0		Brush Chipper			60,000	
Total Section A - Replacement Units				\$ 2,202,000	\$ 2,186,000	\$ 2,229,200

• **Section B - New Units**

2020 Quantity	Replaces	Description	Unit Cost	2020 Proposed	2021 Proposed	2022 Proposed
3		Overhead doors		35,000	-	-
5		Roof Top Units		13,000	-	-
14		Unit Heaters		50,000		
1		Renovation Garage/Parts Room		60,000	-	-
1		Security System Upgrade		150,000	-	-
Total Section B - New Units				\$ 308,000	\$ -	\$ -

• **Section C - Tools and Equipment**

2020 Quantity	Replaces	Description	Unit Cost	2020 Proposed	2021 Proposed	2022 Proposed
0		Fleet & Fuel Software Upgrade			70,000	
0		Hoist Replacement			40,000	
Total Section C - Tools and Equipment				\$ -	\$ 110,000	\$ -

• **Summary of Capital Purchases**

2020 Quantity	Replaces	Description	Unit Cost	2020 Proposed	2021 Proposed	2022 Proposed
32	Various	Replacement Units Average	84,167	2,202,000	2,246,000	2,229,200
24	Various	New Units		308,000	-	-
0	Various	Tools and Equipment		-	110,000	-
Total Capital Purchases				\$ 2,510,000	\$ 2,356,000	\$ 2,229,200

**Internal Service Funds
Fleet Maintenance**

FLEET MAINTENANCE FUND

• *Equipment to be Replaced - Estimated Proceeds*

Item #	Equipment#	Description	Estimated Recovery
A		Police Patrol Vehicles	\$31,500
B		Police Detective Vehicles	\$13,000
C		Fire Dept. 4x4 Vehicles	\$6,000
D		2-1/2 Yd. Dump Truck	\$10,000
E		2-1/2 Yd Crew Dump Truck	\$12,000
F		5-7 Yd Dump Truck	\$15,000
G		12 Yd. Dump Trucks	\$69,000
H		12 Yd. Dump Trucks 2019 Project	\$46,000
I		Staff Vehicles	\$7,000
J		Cargo Vans	\$15,000
K		Pickup Trucks	\$9,000
L		Pickup Trucks With Plow	\$14,000
M		Arrowboard Trailers	\$2,000
Total Replacement Units			<u>\$249,500</u>

**Internal Service Funds
General Government**

Fleet Maintenance

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 661 Motor Pool								
<u>REVENUES</u>								
Department: 000 Revenue								
Business Unit: 661 Revenues								
661.000.00.000								
Charges for Services	\$ 136,116	\$ 87,175	\$ 54,000	\$ 81,000	\$ 48,600	-40.00%	\$ 51,060	\$ 52,880
Contributions - local	-	-	-	-	-	0.00%	-	-
Interest and rents	3,467,770	3,863,944	3,748,240	4,308,850	4,296,490	-0.29%	4,408,150	4,472,170
Other Revenues	376,559	545,000	440,000	283,600	475,100	67.52%	547,810	559,140
Total Revenues	3,980,446	4,496,119	4,242,240	4,673,450	4,820,190	3.14%	5,007,020	5,084,190
<u>EXPENSE</u>								
Expenditures for Operations								
Business Unit: 549 Motor Pool Administration								
661.549.00.549								
Personal Services	447,792	471,894	520,960	538,390	540,040	0.31%	554,470	569,420
Supplies	9,469	9,802	10,600	11,100	11,140	0.36%	11,360	11,590
Other Service Charges	136,151	147,548	150,610	150,280	176,650	17.55%	180,240	183,920
Total Motor Pool Administration	593,412	629,244	682,170	699,770	727,830	4.01%	746,070	764,930
Business Unit: 550 Equipment Operation & Maint.								
661.549.00.550								
Personal Services	907,965	995,448	1,180,360	1,269,820	1,327,040	4.51%	1,362,440	1,399,190
Supplies	881,512	1,056,363	1,162,000	1,182,500	1,199,730	1.46%	1,223,730	1,248,210
Other Service Charges	67,384	92,409	73,610	75,070	84,830	13.00%	87,000	88,886
Total Equipment Operations & Maintenance	1,856,860	2,144,220	2,415,970	2,527,390	2,611,600	3.33%	2,673,170	2,736,286

**Internal Service Funds
General Government**

Fleet Maintenance

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Business Unit: 551 DPW Facility Maintenance								
661.549.00.551								
Personal Services	-	-	-	-	-	0.00%	-	-
Supplies	26,629	27,315	13,500	25,400	25,650	0.98%	26,140	26,570
Other Service Charges	255,066	305,542	333,490	416,710	345,450	-17.10%	363,160	370,070
Total DPW Facility Maintenance	281,695	332,857	346,990	442,110	371,100	-16.06%	389,300	396,640
Total Operating Expenses (Before Cap/Depr)	2,731,967	3,106,322	3,445,130	3,669,270	3,710,530	1.12%	3,808,540	3,897,856
Total Operating Income (Before Cap/Depr)	1,248,479	1,389,798	797,110	1,004,180	1,109,660	10.50%	1,198,480	1,186,334
Business Unit: 555 Capital/Depreciation Expense								
661.549.00.565								
Depreciation	771,928	815,052	-	-	-	0.00%	-	-
Capital Expenditures	-	-	1,655,870	2,240,780	2,510,000	12.01%	2,356,000	2,229,200
Total Capital/Depreciation Expense	771,928	815,052	1,655,870	2,240,780	2,510,000	12.01%	2,356,000	2,229,200
Total Income (Loss) Before Transfers	476,551	574,746	(858,760)	(1,236,600)	(1,400,340)	13.24%	(1,157,520)	(1,042,866)
Business Unit: 549								
661.549.00.549								
Transfers (Out)	-	-	-	-	-	0.00%	-	-
Net Income (Loss)	476,551	574,746	(858,760)	(1,236,600)	(1,400,340)	13.24%	(1,157,520)	(1,042,866)
Beginning Net Position	10,308,172	10,784,723	11,359,469	11,359,469	10,500,709	-7.56%	9,100,369	7,942,849
Ending Net Position	\$ 10,784,723	\$ 11,359,469	\$ 10,500,709	\$ 10,122,869	\$ 9,100,369	-10.10%	\$ 7,942,849	\$ 6,899,983

INFORMATION TECHNOLOGY

Information Technology Director | Certe Paraskevin

Information Technology is an internal service organization whose purpose is to provide technology and telecommunications services in support of the City of Troy's goals. Information Technology empowers users to effectively utilize resources by providing a stable, reliable environment, and responsive support services.

ADMINISTRATIVE & SUPPORT SERVICES

- » Prepares and administers the department budget
- » Keeps abreast of technological changes
- » Develops short-and long-term plans
- » Manages purchases and implementations
- » Establishes standards
- » Adopts policies
- » Maintains software and equipment inventory
- » Serves as liaison with City departments
- » Coordinates and evaluates staff development and activities
- » Oversees Technology Committees

APPLICATION SUPPORT

- » Performs requirements analysis to determine application software needs
- » Recommends and implements application software
- » Provides initial and ongoing training
- » Functions as front line support and acts as the liaison between software vendors and end users to resolve issues
- » Implements change requests and enhancements
- » Performs software upgrades
- » Creates custom programming and interfaces
- » Supports the Intranet and Internet websites

CLIENT SUPPORT

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

INFRASTRUCTURE SUPPORT

- » Provides network administration.
- » Supports all data communications technology.
- » Performs installations, maintenance and upgrades of network operating systems.
- » Maintains communications equipment and network hardware.
- » Develops and executes backup procedures.
- » Monitors the network to proactively identify problems and recommend upgrades.
- » Maintains e-mail communication gateways.
- » Oversees network security.
- » Maintains and supports the City's telecommunication system.

PERFORMANCE INDICATORS

Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Budget
Software Supported	162	164	170	170
Personal Computers Supported	498	503	502	501
Printers Supported	145	145	140	140
Servers Supported	70	72	78	78
Computer Help Desk Requests	3,207	3,683	3,300	3,300
IT Staff Training Costs	\$ 13,300	\$ 5,940	\$ 11,630	\$ 12,500
Equipment Maintenance Costs	\$ 14,000	\$ 13,090	\$ 13,900	\$ 13,900
Standard Computer Chargeback Rates	\$4,031/ \$3,819	\$4,152 / \$3,934	\$4,235 / \$4,012	\$4,320 / \$4,092

Notes on Performance Indicators

- 1 This does not include software written in-house only publicly available or commercial software
- 2 Includes physical and virtual servers (not hosts)

Internal Service Funds Information Technology

SUMMARY OF BUDGET CHANGES

- *Significant Notes - 2019/20 Budget Compared to 2018/19*

Personal Services

None.

Supplies

Significant decrease from last year(-24%) as the computer replacement program will be substantially complete. This year does include an upgrade to the latest version of Microsoft Office.

Other Service Charges

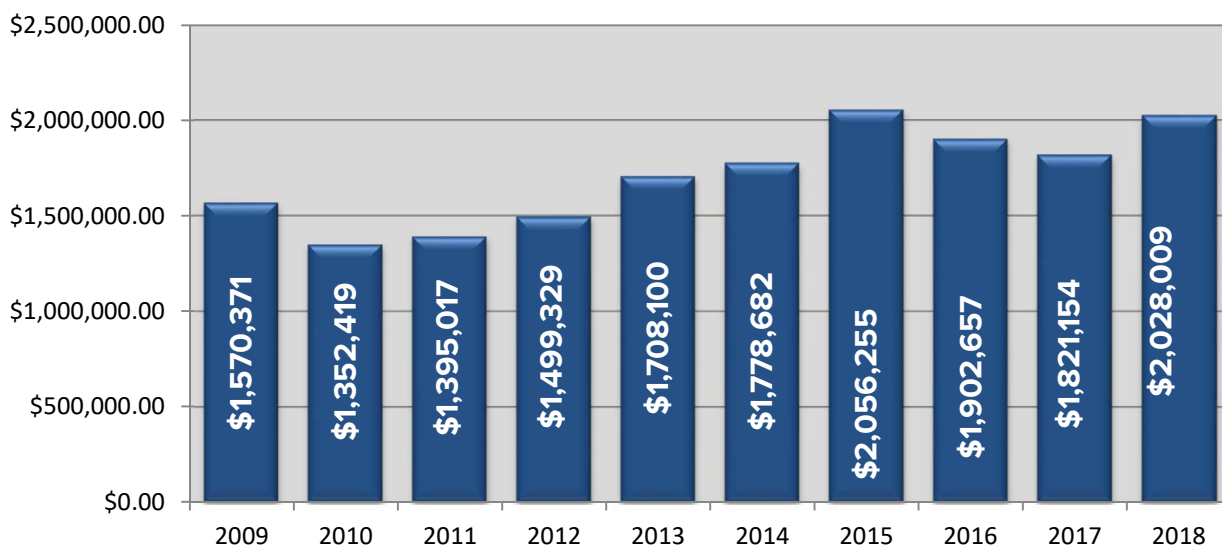
None.

Capital Outlay

This year we are budgeting to replace the City Phone System, purchase furniture if we can expand into and renovate Finance, and to replace Public Servers at the Library.

Positions	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Information Technology	9.7	0	9.7	0	9.7	0	9.7	0
Total Department	9.7	0	9.7	0	9.7	0	9.7	0

- *Operating Budget History*



Internal Service Funds

Information Technology

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 636 Information Technology								
REVENUES								
Department: 000 Revenue								
Business Unit: 636 IT Revenue								
636.000.00.000								
Charges for Services	\$ 1,963,410	\$ 2,057,212	\$ 2,109,610	\$ 2,109,610	\$ 2,149,840	1.91%	\$ 2,192,830	\$ 2,236,690
Interest and rents	81	1,525	2,000	2,000	2,000	0.00%	2,000	2,000
Other Revenues	-	-	-	-	-	0.00%	-	-
Transfers In	-	-	-	-	-	0.00%	-	-
Total Revenues	1,963,491	2,058,738	2,111,610	2,111,610	2,151,840	1.91%	2,194,830	2,238,690
EXPENSE								
Business Unit: 228 Information Technology								
Expenditures for Operations								
636.228.00.228								
PERSONAL SERVICES	1,190,063	1,194,053	1,180,400	1,344,530	1,345,810	0.10%	1,381,850	1,419,250
SUPPLIES	53,516	281,491	292,600	312,600	261,000	-16.51%	133,000	135,600
OTHER SERVICE CHARGES	443,813	409,843	522,600	485,130	452,140	-6.80%	478,960	481,850
Total Operating Expense	1,687,392	1,885,388	1,995,600	2,142,260	2,058,950	-3.89%	1,993,810	2,036,700
Income from Operations (Before Cap/Depr)	276,099	173,350	116,010	(30,650)	92,890	-403.07%	201,020	201,990

Internal Service Funds

Information Technology

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Capital/Depreciation Expense								
636.228.00.228								
Depreciation	133,762	142,621	-	-	-	0.00%	-	-
Capital Expenditures	(0)	-	125,000	105,000	500,000	376.19%	20,000	25,000
Transfers In	-	-	-	-	-	0.00%	-	-
Total Capital/Depreciation Expense	133,762	142,621	125,000	105,000	500,000	376.19%	20,000	25,000
Total Income (Loss)	142,337	30,729	(8,990)	(135,650)	(407,110)	200.12%	181,020	176,990
Beginning Net Position	1,214,420	1,356,757	1,387,487	1,387,487	1,378,497	-0.65%	971,387	1,152,407
Ending Net Position	\$ 1,356,757	\$ 1,387,487	\$ 1,378,497	\$ 1,251,837	\$ 971,387	-22.40%	\$ 1,152,407	\$ 1,329,397

**Internal Service Funds
General Government**

Unemployment Compensation

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 605 Unemployment Comp								
<u>REVENUES</u>								
Department: 000 Revenue								
Business Unit: 605 Unemployment								
605.000.00.000								
Charges for Services	\$ 3,759	\$ 3,290	\$ 3,500	\$ 3,800	\$ 3,570	-6.05%	\$ 3,640	\$ 3,710
Interest and Rents	5	59	-	100	-	-100.00%	-	-
Other Revenues	-	-	-	-	-	0.00%	-	-
Total Revenues	3,763	3,349	3,500	3,900	3,570	-8.46%	3,640	3,710
<u>EXPENSE</u>								
Business Unit: 870 Unemployment								
Expenditures for Operations								
605.870.00.870								
PERSONAL SERVICES	-	-	-	-	-	0.00%	-	-
SUPPLIES	-	-	-	-	-	0.00%	-	-
OTHER SERVICE CHARGES	3,763	3,349	3,500	3,900	3,570	-8.46%	3,640	3,710
Total Operating Expense	3,763	3,349	3,500	3,900	3,570	-8.46%	3,640	3,710
Income from Operations	(0)	-	-	-	-	0.00%	-	-
Beginning Net Position	40,000	40,000	40,000	40,000	40,000	0.00%	40,000	40,000
Ending Net Position	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	0.00%	\$ 40,000	\$ 40,000

**Internal Service Funds
General Government**

Worker's Compensation Reserve

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 606 Worker's Comp Reserve								
<u>REVENUES</u>								
Department: 000 Revenue								
Business Unit: 606 Work Comp Revenue								
606.000.00.000								
Charges for Services	\$ 481,357	\$ 349,289	\$ 514,310	\$ 388,320	\$ 520,450	34.03%	\$ 531,180	\$ 542,120
Interest and rents	247	3,194	1,000	1,000	1,000	0.00%	1,000	1,000
Other Revenues	-	20,895	10,620	-	15,000	100.00%	15,000	15,000
Total Revenues	481,604	373,378	525,930	389,320	536,450	37.79%	547,180	558,120
<u>EXPENSE</u>								
Business Unit: 871 Worker's Compensation								
Expenditures for Operations								
606.871.00.871								
PERSONAL SERVICES	-	-	-	-	-	0.00%	-	-
SUPPLIES	-	-	-	-	-	0.00%	-	-
OTHER SERVICE CHARGES	481,604	373,378	525,930	389,320	536,450	37.79%	547,180	558,120
Total Operating Expense	481,604	373,378	525,930	389,320	536,450	37.79%	547,180	558,120
Income from Operations	(0)	-	-	-	-	0.00%	-	-
Beginning Net Position	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0.00%	2,000,000	2,000,000
Ending Net Position	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	0.00%	\$ 2,000,000	\$ 2,000,000

**Internal Service Funds
General Government**

Compensated Absences

	2017 Actual Amount	2018 Actual Amount	2019 Estimated Amount	2019 Amended Budget	2020 Proposed	% Change	2021 Proposed	2022 Proposed
Fund: 630 Compensated Absences								
<u>REVENUES</u>								
Department: 000 Revenue								
Business Unit: 630 Comp Abs Revenue								
630.000.00.000								
Interest and rents	\$ 582	\$ 8,157	\$ 2,000	\$ 2,000	\$ 2,000	0.00%	\$ 2,000	\$ 2,000
Other Revenues	4,299,563	4,187,587	4,295,720	4,837,750	4,595,310	-5.01%	4,705,050	4,818,240
Total Revenues	4,300,145	4,195,745	4,297,720	4,839,750	4,597,310	-5.01%	4,707,050	4,820,240
<u>EXPENSE</u>								
Business Unit: 859 Compensated Absences								
Expenditures for Operations								
630.859.00.859								
PERSONAL SERVICES	4,212,839	4,195,745	4,297,720	4,839,750	4,597,310	-5.01%	4,707,050	4,820,240
SUPPLIES	-	-	-	-	-	0.00%	-	-
OTHER SERVICE CHARGES	-	-	-	-	-	0.00%	-	-
Total Operating Expense	4,212,839	4,195,745	4,297,720	4,839,750	4,597,310	-5.01%	4,707,050	4,820,240
Income from Operations	87,306	-	-	-	-	0.00%	-	-
Beginning Net Position	912,694	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	1,000,000	1,000,000
Ending Net Position	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	0.00%	\$ 1,000,000	\$ 1,000,000



SUPPLEMENTAL INFORMATION

Governmental Funds
Revenues, Expenditures and Changes in Fund Balance

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Revenues										
Property Taxes	\$ 51,092,129	\$ 50,828,551	\$ 46,082,673	\$ 46,450,199	\$ 46,470,104	\$ 46,739,163	\$ 47,032,046	\$ 48,181,711	\$ 48,330,909	\$ 49,449,053
Licenses and Permits	1,237,191	1,113,809	1,259,748	1,686,633	2,254,775	2,429,459	2,896,533	2,519,342	2,755,580	2,947,987
Federal Sources	4,884,314	3,185,364	2,171,633	1,040,037	5,119,153	3,189,800	1,909,795	2,492,626	564,401	419,889
State Sources	11,345,811	10,494,294	10,504,385	11,384,502	11,673,045	12,238,420	14,532,201	14,016,525	15,102,588	17,266,839
County Sources	465,212	908,398	1,039,709	614,530	786,068	31,209	587,902	1,401,455	1,624,744	1,227,514
Charges for Services	7,782,945	8,151,713	7,335,759	7,660,204	7,760,295	8,378,616	9,375,710	9,636,700	9,198,024	9,328,352
Fines and Forfeits	1,054,161	1,226,729	1,277,705	1,154,999	902,183	1,396,241	1,418,354	1,183,571	1,415,429	1,617,607
Interest Income	1,592,062	643,073	430,899	186,897	154,351	348,625	224,322	865,229	10,795	70,137
Miscellaneous	1,999,943	3,347,701	1,967,075	2,330,595	2,007,022	2,042,877	3,086,024	2,948,266	3,167,305	3,139,232
Total Revenues	81,453,768	79,899,632	72,069,586	72,508,596	77,126,996	76,794,410	81,062,887	83,245,425	82,169,775	85,466,610
Expenditures										
General Government	9,167,749	8,562,924	8,232,791	7,499,219	7,409,887	6,621,292	6,992,994	7,338,404	7,931,122	7,557,035
Public Safety	31,042,277	30,902,648	29,899,440	26,644,367	27,371,783	28,082,145	31,108,472	28,611,021	29,860,208	31,427,553
Roads and Streets	5,687,378	4,844,712	4,799,035	4,159,761	4,257,865	5,675,847	5,638,918	5,372,214	5,441,176	6,184,744
Other Public Works	2,525,114	2,043,464	1,756,490	1,680,731	1,779,928	-	-	-	-	-
Sanitation	3,961,794	3,996,065	4,109,985	4,216,324	4,331,560	4,267,898	4,606,610	4,517,910	4,890,106	5,008,258
Community Develop.	195,216	127,522	148,800	133,712	621,439	18,327,123	3,207,237	3,186,003	3,364,862	3,627,340
Recreation/Culture	13,830,413	12,231,424	9,067,491	8,060,815	8,243,322	8,556,099	9,186,959	9,457,699	9,793,755	10,771,468
Capital Outlay	17,176,377	17,062,105	14,244,384	11,130,331	13,670,400	13,725,931	19,554,175	24,973,022	18,916,700	17,818,579
Debt Service										
Principal	2,225,309	2,304,692	2,496,586	2,536,167	2,626,776	2,691,746	2,832,182	2,922,716	2,980,066	2,910,420
Interest	1,461,569	1,375,693	1,248,479	1,119,964	1,042,839	1,126,667	1,505,715	1,407,944	1,274,264	1,160,095
Total Expenditures	87,273,196	83,451,249	76,003,481	67,181,391	71,355,799	89,074,748	84,633,262	87,786,933	84,452,259	86,465,492
Excess revenues over (under) Expenditures	(5,819,428)	(3,551,617)	(3,933,895)	5,327,205	5,771,197	(12,280,338)	(3,570,375)	(4,541,508)	(2,282,484)	(998,882)

Governmental Funds
Revenues, Expenditures and Changes in Fund Balance

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Other Financing sources (uses)										
Issuance of Debt	181,379	11,321,816	9,110,000	-	-	14,945,000	-	-	-	-
Proceeds from Sale of Capital Assets	131,205	-	61,373	-	51,220	273,700	415,717	172,438	1,299	670
Payments to Escrow	-	(11,261,350)	(9,919,004)	-	-	-	-	-	-	-
Premium on Debt Issue	-	-	947,639	-	-	-	-	-	-	-
Transfers In	11,066,116	10,441,542	9,229,240	8,803,101	8,648,930	13,742,158	15,247,847	18,223,266	15,568,422	14,583,366
Transfers Out	(10,442,591)	(9,934,593)	(8,772,125)	(8,218,400)	(8,648,930)	(13,292,158)	(15,306,857)	(18,223,266)	(15,568,422)	(14,583,366)
Total Other Financing Sources (Uses)	936,109	567,415	657,123	584,701	51,220	15,668,700	356,707	172,438	1,299	670
Net Change in Fund Balances	\$ (4,883,319)	\$ (2,984,202)	\$ (3,276,772)	\$ 5,911,906	\$ 5,822,417	\$ 3,388,362	\$ (3,213,668)	\$ (4,369,070)	\$ (2,281,185)	\$ (998,212)

Debt Service as a
percentage of
Non-capital
Expenditures

5.3% 5.5% 6.1% 6.5% 6.4% 5.1% 6.7% 6.9% 6.5% 5.9%

General Fund Balance Compared to Annual Expenditures

Fiscal Year Ended 30-Jun	Nonspendable Fund Balance	Restricted Fund Balance	Committed Fund Balance	Assigned Fund Balance	Unassigned Fund Balance	Annual Operating Expenditures	Unassigned Fund Balance as a % of Expenditures
2009	\$ 623,544	\$ -	\$ 1,000,000	\$ 9,171,895	\$ 10,519,037	\$ 62,252,931	17%
2010	\$ 447,720	\$ -	\$ 3,400,000	\$ 9,171,895	\$ 10,722,271	\$ 58,585,172	18%
2011*	\$ 4,034,119	\$ 1,508,257	\$ 3,610,131	\$ 5,953,000	\$ 12,359,648	\$ 53,695,418	23%
2012*	\$ 3,884,686	\$ 1,514,118	\$ 1,517,000	\$ 3,655,000	\$ 23,340,380	\$ 45,761,906	51%
2013*	\$ 4,369,038	\$ 1,525,598	\$ 2,771,300	\$ 3,148,000	\$ 24,946,170	\$ 46,634,537	53%
2014*	\$ 4,417,528	\$ 1,534,139	\$ 6,622,968	\$ 3,162,000	\$ 21,856,139	\$ 49,211,683	44%
2015*	\$ 5,287,206	\$ 1,538,879	\$ -	\$ 8,075,520	\$ 19,716,862	\$ 53,251,675	37%
2016*	\$ 5,669,290	\$ 1,563,203	\$ -	\$ 5,312,270	\$ 20,062,397	\$ 53,251,675	38%
2017*	\$ 6,260,979	\$ 1,563,397	\$ -	\$ 4,561,613	\$ 19,776,349	\$ 53,344,554	37%
2018*	\$ 6,885,751	\$ 1,565,721	\$ -	\$ 6,326,870	\$ 18,661,478	\$ 56,375,977	33%

* Note: Includes balance of stabilization fund in accordance with GASB statement 54

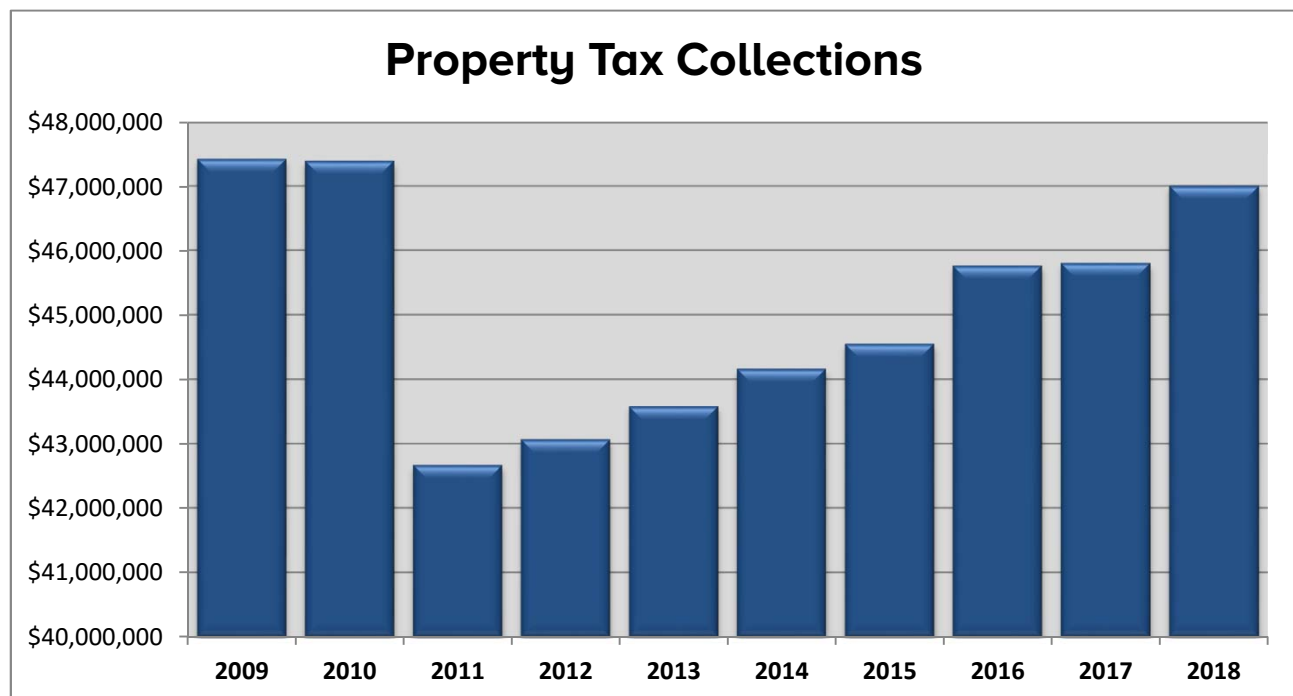
VALUE OF TAXABLE PROPERTY

10-YEAR HISTORY

Fiscal Year Ended 30-Jun	Real Property	Personal Property	Total Taxable Property	Real Property As Percent of Total Taxable Property
2009	\$ 5,105,043,510	\$ 457,552,500	\$ 5,562,596,010	92%
2010	\$ 5,011,679,706	\$ 448,100,230	\$ 5,459,779,936	92%
2011	\$ 4,435,622,282	\$ 407,990,730	\$ 4,843,613,012	92%
2012	\$ 4,064,665,270	\$ 384,084,890	\$ 4,448,750,160	92%
2013	\$ 3,917,595,130	\$ 395,096,920	\$ 4,312,692,050	91%
2014	\$ 3,896,168,868	\$ 414,094,580	\$ 4,310,263,448	90%
2015	\$ 3,945,738,670	\$ 425,887,200	\$ 4,371,625,870	90%
2016	\$ 4,067,554,570	\$ 437,230,620	\$ 4,504,785,190	90%
2017	\$ 4,158,063,320	\$ 381,971,050	\$ 4,540,034,370	92%
2018	\$ 4,295,280,600	\$ 384,517,840	\$ 4,679,798,440	92%

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
2009	\$ 48,676,220	\$ 47,420,544	97.42%	\$ 771,027	\$ 48,191,571	99.00%
2010	\$ 48,273,658	\$ 47,388,992	98.17%	\$ 766,850	\$ 48,155,842	99.76%
2011	\$ 43,852,179	\$ 42,664,592	97.29%	\$ 1,095,386	\$ 43,759,978	99.79%
2012	\$ 44,257,157	\$ 43,064,206	97.30%	\$ 1,108,768	\$ 44,172,974	99.81%
2013	\$ 44,391,807	\$ 43,575,998	98.16%	\$ 729,657	\$ 44,305,655	99.81%
2014	\$ 45,071,690	\$ 44,160,748	97.98%	\$ 609,614	\$ 44,770,362	99.33%
2015	\$ 45,097,245	\$ 44,545,996	98.78%	\$ 483,614	\$ 45,029,610	99.85%
2016	\$ 46,462,301	\$ 45,764,152	98.50%	\$ 615,231	\$ 46,379,383	99.82%
2017	\$ 46,326,577	\$ 45,802,258	98.87%	\$ 476,191	\$ 46,278,449	99.90%
2018	\$ 47,541,259	\$ 47,004,145	98.87%	\$ 481,373	\$ 47,485,518	99.88%



Demographic Statistics

Fiscal Year					Median Income				
Ended	Estimated		# of		Per	School	Median	Unempl.	
30-Jun	Population (5)		Households (1)		Household (1)	Enrollments (3)	Age (4)	Rate (2)	
2009	81,490 **		33,368 **	\$	83,135 **	12,177	38.1 **	9.4%	
2010	81,235 (4)		30,723	\$	87,269	12,076	38.1	11.9%	**
2011	80,980		32,907		\$85,946	12,032	41.8	950.0%	
2012	82,071		32,998	\$	86,465	12,312	41.8	7.7	
2013	82,853		33,063	\$	85,685	12,438	41.8	7.4	
2014	83,270		33,182	\$	84,325	12,591	41.8	5.9	
2015	83,319		33,233	\$	85,797	12,563	41.8	4.4	
2016	83,181		32,002	\$	87,269	12,731	41.8	3.5	
2017	83,181		32,002	\$	87,269	12,878	41.8	2.5	
2018	85,584		30,812	\$	85,027	13,034	41.5	2.8	

(1) U.S. Census, American Community Survey

(2) Michigan Dept. of Energy, Labor and Economic Growth

(3) Troy School District

(4) U.S. Bureau of the Census (2010)

(5) Southeast Michigan Council of Governments (SEMCOG)

* Information not available

** Change in the calculation method

Race	Population Based on 2010 Census	Percentage of Population
White	60,006	82%
Black	3,239	2%
American Indian	162	0%
Asian	15,467	13%
Other	486	0%
Multiple	1,620	2%

Educational Level Attainment - Age 25 or Older Based on 2010 Census		
High School Graduates	76,688	94.70%
Bachelor's Degree or Higher	45,997	56.80%

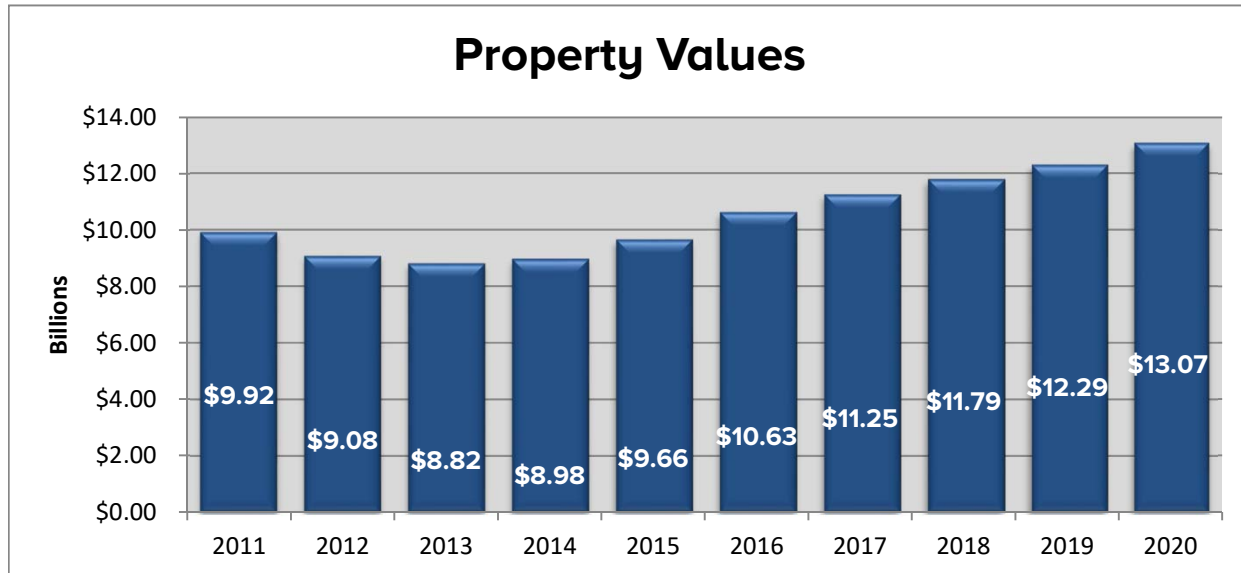
Top 20 Tax Payers

Rank	Name	2019 Assessed Value	2019 Taxable Value	# of Parcels	Business Activity	% of Total Taxable Value
1	Somerset Collection Ltd I	92,707,040	56,656,730	5	Somerset Mall	1.11
2	DTE	45,132,560	44,744,250	17	Utility	0.88
3	Troy Apts I-IV	71,180,620	30,222,270	24	Apartment Leasing	0.59
4	Troy Office Center Owner	31,847,040	28,899,610	7	Office Leasing	0.57
5	Bostick	30,983,860	27,183,590	50	Various Leasing	0.53
6	Urbancal Oakland	34,688,530	24,192,760	5	Oakland Mall	0.47
7	Columbia Center Troy As	29,014,770	21,791,170	3	Office Leasing	0.43
8	Kelly Props	26,124,020	19,960,800	8	Corporate HQ	0.39
9	Consumers	18,416,110	18,299,180	12	Utility	0.36
10	Wilshire Plaza	18,621,870	17,149,890	3	Office Leasing	0.34
11	Macy's	19,659,180	16,824,510	4	Retail	0.33
12	755 Tower Assoc	20,441,600	15,099,850	2	Office Leasing	0.30
13	Troy Beaver Realty	14,851,800	13,970,750	2	Office Leasing	0.27
14	Delphi	21,987,580	13,653,040	4	Corporate HQ	0.27
15	Regents Park	15,843,490	13,633,820	3	Apartment Leasing	0.27
16	SCA-100 LLC	13,977,070	12,843,400	1	Office Leasing	0.25
17	Oakland Plaza	13,961,960	12,494,930	6	Retail	0.25
18	VHS Children's Hospital	13,009,870	12,533,490	2	Hospital	0.25
19	Nemer Troy Place	11,397,390	10,554,760	5	Office Leasing	0.21
20	Somerset Place	15,665,360	10,524,080	1	Office Leasing	0.21
Total Top 20		\$ 559,511,720	\$ 421,232,880	164		8.27 %
Percent of Total Value		8.6%	8.3%			

2019 Total Assessed Value (A/V)	2019 Total Taxable Value (T/V)
6,536,364,170	5,095,995,110

Property Values and Construction Last 10 Fiscal Years

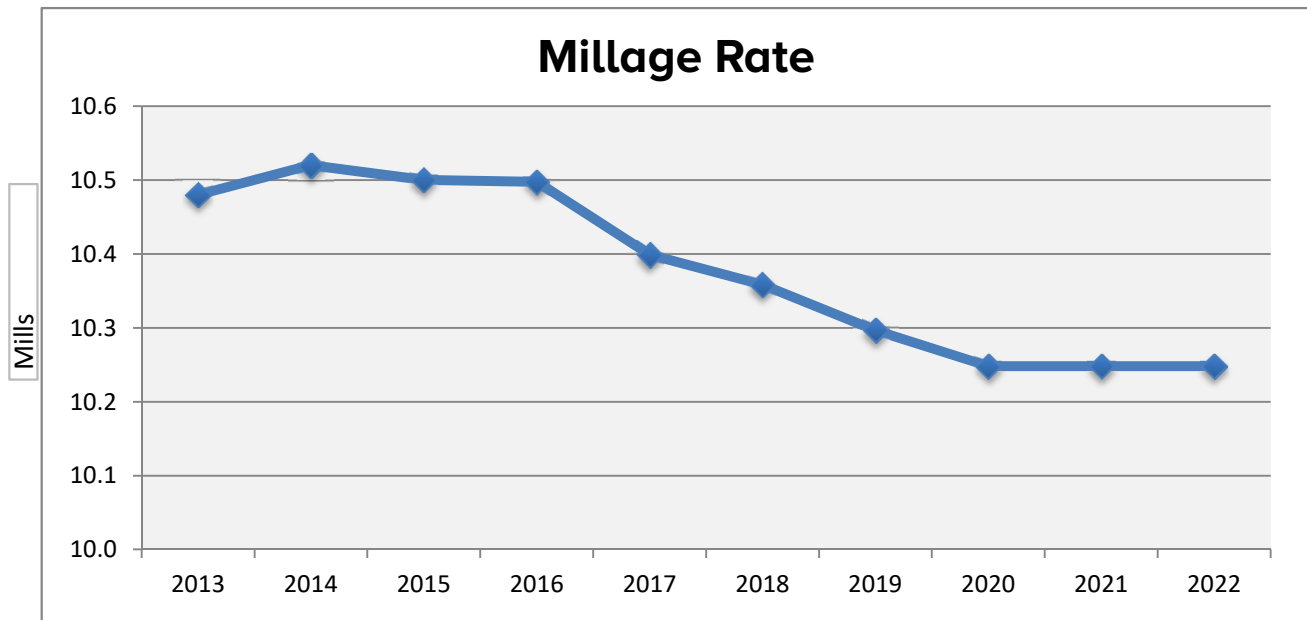
Fiscal Year Ended June 30 of:	Property Values	Construction
2011	\$9,917,036,626	\$263,289,234
2012	\$9,080,825,360	\$252,679,260
2013	\$8,820,217,800	\$263,246,270
2014	\$8,982,864,680	\$211,200,000
2015	\$9,655,083,480	\$242,225,572
2016	\$10,627,223,400	\$193,228,860
2017	\$11,253,757,740	\$126,013,888
2018	\$11,788,480,440	\$92,929,120
2019	\$12,293,770,948	\$78,114,554
2020	\$13,072,728,340	\$134,598,664



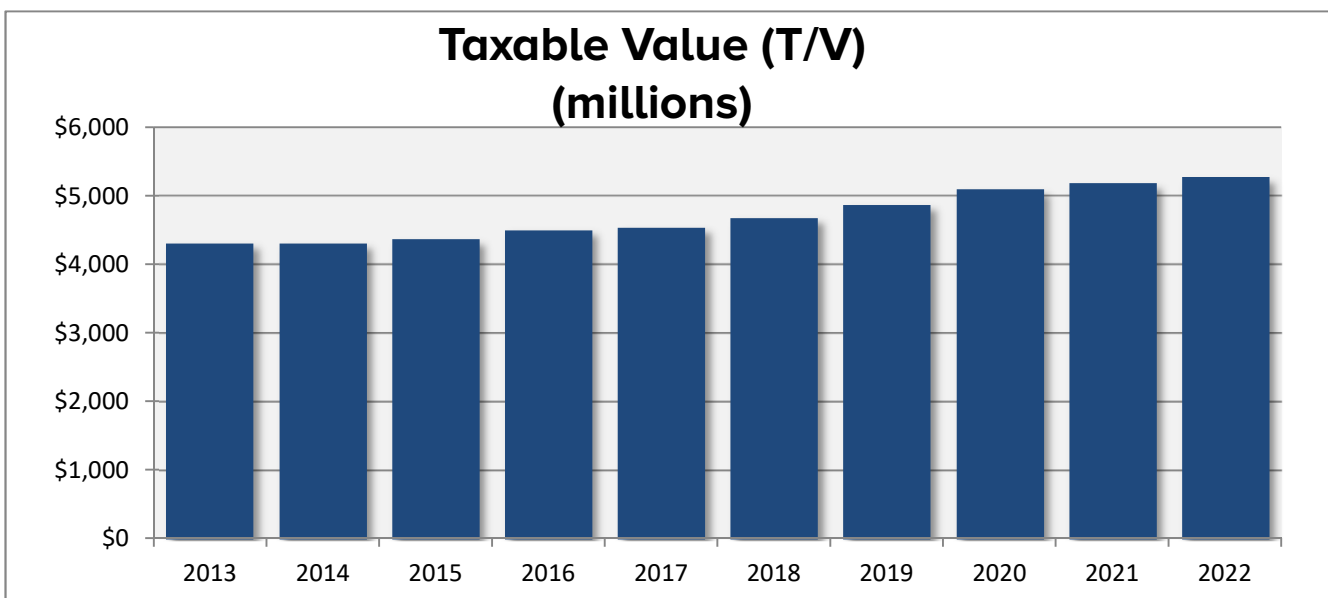
Collective Bargaining Agreements

Bargaining Unit	Expiration Date	# of Employees Covered
American Federation of State, County and Municipal Employees (AFSCME) - Public Works Employees	6/30/2021	61
Michigan Association of Police (MAP) - Clerical Employees, Police Service Aides	6/30/2023	44
Troy Command Officers Association (TCOA) - Command Police Officers	6/30/2019	24
Troy Police Officers Association (TPOA) - Police Officers	6/30/2020	82
Troy Fire Staff Officers Association (TFSOA) - Career Fire Professionals	6/30/2019	9
Troy Communications Supervisors Association (TCSA) Civilian Communications Supervisors	6/30/2021	8

Economic Information



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



In Michigan the assessed value is approximately 50% of the market value of a home. If the home sells for \$200,000 the assessed value would be \$100,000. Each mill levied on this property would cost \$100 annually (before any applicable state or federal tax credits). Under the state school funding system (Proposal A) the annual increase in the taxable value of your property is capped at the rate of inflation or 5%, whichever is less.

Statistical Information

· Area	34.3 square miles (21,952 acres)	
· Form of Government	Council-Manager (since December 12, 1955)	
· Present Charter	Adopted December 12, 1955	
· Elections	General Elections are in November of odd numbered years:	
	Registered voters at the time of General Election on November 2018	58,627
	Number of voters voting in General Election November 2018	39,082
	Percentage of registered voters voted	66.7%
	Registered voters at the time of City General Election on November 2017	58,312
	Number of voters voting in City General Election November 2017	17,055
	Percentage of registered voters voted	29.2%
· Fiscal Year Begins	July 1 st	
· # of Employees	Budget for 2019/20 353 regular, 122 part time/seasonal (full-time equivalents), summer and fall programs	
· Fire Protection	6 stations, training center, 11 uniformed career personnel, 1 civilian and 180 volunteer firefighters	
· Police Protection	1 station, 113 police officers, 36 non-sworn and 14 civilian employees	
· Building Construction	2008/09 1,251 permits - \$ 99,128,945 estimated value	
	2009/10 (*) 1,185 permits - \$ 56,329,455 estimated value	
	2010/11 940 permits - \$ 81,414,322 estimated value	
	2011/12 1,699 permits - \$ 98,609,054 estimated value	
	2012/13 2,006 permits - \$146,556,961 estimated value	
	2013/14 2,297 permits - \$165,364,134 estimated value	
	2014/15 2,369 permits - \$212,761,431 estimated value	
	2015/16 2,404 permits - \$154,161,117 estimated value	
	2016/17 3,042 permits - \$166,876,878 estimated value	
	2017/18 2,988 permits - \$180,411,536 estimated value	
	*Change in permit base	
· Streets	454 miles improved	
	4.4 miles unimproved	
· Sewers	7.5 miles (combination storm and sanitary)	
	400.5 miles sanitary sewer	
	637 miles storm sewer	
· Street Lights	562 Detroit Edison-owned	
	1007 City-owned	
· Water Plant	Accounts:	
	City - Regular	27,637
	Annual Distribution	470,000 (mcf)
	Water Mains	540 miles
	Hydrants	5,854

Key Terms and Concepts

[A] Accrual basis accounting recognizes transactions when they occur, regardless of the timing of related cash flows. The application of accrual accounting techniques prevents distortions in financial statement representations due to shifts in the timing of cash flows and related underlying economic events near the end of a fiscal period.

ACT 51 highway and street funds are derived from gas and weight taxes, and are distributed to communities by the Michigan Department of Transportation based on a municipality's population and number of street miles.

An **activity** is an office within a department to which specific expenses are allocated.

Appropriation refers to authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose.

The City of Troy's **appropriation ordinance** is the official enactment by City Council establishing legal authority for the City to incur obligations and to expend public funds for a stated purpose.

Assessed valuation is the value placed upon property equal to 50% of fair market value, as required by State law.

[B] A balanced budget is one in which estimated revenues plus prior year accumulated reserves are equal to or greater than estimated expenditures.

The **budget calendar** is the schedule of key dates a government follows in the preparation and adoption of the budget.

The **budget message** is a written policy and financial overview of the City as presented by the City Manager.

A **budgetary center** is a grouping of office, or activity, budgets that are combined to create a cost center in which actual expenditures cannot exceed budgeted appropriations.

[C] A disbursement of money that results in the acquisition of or addition to fixed assets is called a **Capital expenditure**. The item must have a purchase price greater than \$10,000 to be considered a Capital item.

The **Capital Projects Fund** is used to account for development of municipal Capital facilities other than those financed by the Enterprise Fund.

The **Community Development Block Grant (CDBG)** is a federally funded program to assist communities in the expansion and improvement of community services, to develop and improve neighborhoods, and to restore and preserve property values.

[D] The **Debt Service Fund** is used to account for the accumulation of resources for and the payment of general long-term debt principal and interest.

Deferment is a form filed (by qualifying residents) that allows a postponement of the summer homestead tax, without levying interest or penalty, unless payment is made after the deferment date.

A **deficit** is an excess of liabilities and reserves of a fund over its assets.

The **departmental mission statement** describes the course of action proposed to link the City's goals and objectives with the financial resources of the department.

[E] An **enterprise fund** is used to account for operations that are financed and operated in a manner similar to a private business, i.e. the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. An example of an enterprise fund is the Water and Sewer Fund.

The **equalization factor** is a multiplier applied to the assessed value of a class of property by the County Equalization Department or State Tax Commission that will produce a sum that represents 50 percent of the true cash value of that class.

Expenditure is the cost of goods delivered and services rendered, whether paid or unpaid, including expenses, debt retirement not reported as liability of the fund from which retired, or capital outlay.

An **expenditure object** is a specific classification of expenditure accounts that includes a number of related accounts determined by the type of goods and services to be purchased. For example, the personnel services expenditure object includes the wages account as well as all fringe benefit accounts. Expenditure objects include personnel services, supplies, other services/charges, capital outlay, debt service, and transfers out.

[F] **FOIA** is the acronym for the Freedom of Information Act.

Fixed assets are equipment and other Capital items used in governmental fund type operations and are accounted for in the general fixed assets group of accounts rather than in the government funds. Such assets, which are recorded as expenditures at the time of purchase, do not include certain improvements such as roads, bridges, curbs and gutters, streets and sidewalks, and lighting systems. No depreciation has been provided on general fixed assets.

A **fund** is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities.

The City's accounts are organized on the basis of funds and account groups in order to report on its financial position and results of its operations. **Fund accounting** is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities.

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

[G] The **Governmental Accounting Standards Board (GASB)** is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

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

Generally Accepted Accounting Principles (GAAP) are conventions, rules and procedures that define accepted accounting practice at a particular time, including both broad guidelines of general applications and detailed practices and procedures. GAAP represents the benchmark by which financial statements are measured

The **Government Finance Officers Association (GFOA)** of the United States and Canada is a professional organization of public officials united to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies and practices for public benefit.

[I] Internal Service Funds are used to finance and account for services furnished by a designated department to another department within a single governmental unit. Examples of funds in this category are Building Operations, Fleet Maintenance, and Information Services.

[L] A Line Item Budget is one that emphasizes allocations of resources to given organizational units for particular expenditures, such as salaries, supplies, services, and equipment. Line item budgets may be organized to provide accountability at varying levels, such as on department, division, or agency levels.

[M] The Michigan Transportation Fund (MTF) designates bonded road projects that are financed by Motor Vehicle Highway Funds.

The **modified accrual basis of accounting** recognizes revenues in the period they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority. Exceptions to the general rule of expenditure recognition occur in debt service.

[O] The operating budget represents the authorized revenues and expenditures for ongoing municipal services and is the primary means by which government is controlled. The life span of an operating budget typically is one year or less, as opposed to a Capital budget, which usually has a long-term outlook, showing projects spanning a several year period. Personnel costs, supplies, and other service/charges are found in an operating budget.

Other Services/Charges is an expenditure object within an activity that includes professional services, utilities, rents, and training, for example.

[P] Performance indicators measure how a program is accomplishing its mission through the delivery of products or services.

Performance objectives are desired output-oriented accomplishments which can be measured within a given time period.

Personal Services is an expenditure object within an activity, which includes payroll and all fringe benefits.

Proposal “A” is a State constitutional amendment approved by the electorate in 1994 that limits the increase in taxable value of individual parcels to the Consumer Price Index or 5%, whichever is lower. This applies to all properties that do not transfer ownership. Properties that change ownership or where additions or new construction takes place can be assessed at 50% of fair market value.

[R] Results-oriented budgeting is a management concept that links the annual line item budget to departmental results of operations.

Revenue is defined as an addition to the assets of a fund which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in enterprise or in intra-governmental service funds.

[S] SAD is the acronym for special assessment district.

The **service statement** shows general and specific service deliveries rendered by an activity for the community.

The **Special Revenue Fund** is used to account for the proceeds of specific revenue sources (other than special assessment, expendable trusts, or the major capital projects) that are legally restricted to expenditures for specified purposes.

State Shared Revenue refers to the portion of the \$.06 sales tax returned to local governments based on per capita taxable value, population and relative tax effort.

Supplies is an expenditure object within an activity, which includes all supplies that have a useful life of less than one year and/or a purchase price of less than \$500.

Surplus refers to an excess of the assets of a fund over its liabilities and reserves.

[T] Transfers - In/Out are legally authorized funding transfers between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

[U] Unreserved Fund Balance is the balance of net financial resources that are spendable or available for appreciation or the portion of fund balance that is not legally restricted.

[W] Water & Sewer Fund: The enterprise funds account for the operation of the water and sewer system. The revenues consist of charges for services from City businesses and residences that are used to pay for all water and sewer related expenses.