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# **CITY OF TROY 2020-2021 ADOPTED BUDGET**

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## Table of Contents

### Manager's Message

#### Introductory Section

Elected Officials and Executive Management	
Senior Staff	
Organizational Chart	
Budget in Brief	
Community Profile	
Budget Policies	
Budget Calendar	

#### Trends and Summaries

Millage Rates and Taxes	
Major Revenue Sources	
General Fund, Fund Balance	

#### All Funds Summary

Executive Summary	
All Funds Consolidated Statements	
Financial Organization Chart	
All Funds Financial Summaries	
Personnel Summary	

#### General Fund

How the City Allocates Resources	
Revenue, Expenditures & Fund Balance	
Revenue Details by Account	
Expenditures Details by Department	
Expenditure Details by Account	

#### General Fund Service Departments

##### General Government:

##### Council & Executive Administration

City Council	
City Manager's Office	
City Clerk's Office	
City Attorney's Office	
Human Resources	

##### I General Government (Continued):

##### Financial Services

2	Finance/Accounting	102
3	Treasurer's Office	105
4	Purchasing	109
5	Assessing	113
8		
9	<u>Other General Government</u>	
13	City Buildings	117

##### Public Safety

	Police Department	120
16	Fire Department	130
19	Building Inspections	135
26		

##### Department of Public Works

	Streets Department	140
28	Transportation/Trolley	154

35

##### 36 Community & Economic Dev.

37	Engineering Department	156
48	Planning Department	161

##### Recreation & Culture

61	Parks Department	166
62	Recreation Department	173
64	Historic Village/Nature Center	179

72

##### 79 Special Revenue Funds

	Special Revenues Summary	184
	Major and Local Street Funds	186
	Refuse Fund	188
	Transit Center Fund	192
82	Budget Stabilization Fund	193
84	Drug Forfeiture Fund	194
88	Library Fund	195
93	Community Development Block Grant	200
97	Cemetery Fund	201

**Debt Service Funds**

Legal Debt Limits	203
Debt Summary	204
Schedule of Principal & Interest	205
All Debt Fund Detail	208

**Capital Projects/Special Assessment Funds**

Capital Project Fund Summary	212
Capital Outlay Detail	217
Special Assessment Detail	226
Major Road Projects	227
Local Road Projects	232
Sidewalk Projects	236
Drain Projects	239
Six Year Major Roads	241
Six Year Local Roads	247
Six Year Sidewalks	252
Six Year Drains	256

**Enterprise Funds**

Golf Course Summaries	259
Sanctuary Lake Golf Course Fund	261
Sylvan Glen Golf Course Fund	262
Aquatic Center Fund	263
Water and Sewer Summary & Rates	266
Sewer Fund Statements	270
Sewer Fund Capital	271
Water Fund Statements	276
Water Fund Capital	277
Six Year Sewer Capital	282
Six Year Water Capital	287

**Internal Service Funds**

Building Operations Fund	295
Fleet Maintenance Fund	298
Information Technology Fund	306
Unemployment Reserve Fund	310
Worker's Compensation Reserve Fund	311
Compensated Absences Reserve Fund	312

**Supplemental Information**

Government Funds: Revenues, Expenditures and Changes in Fund Balance	314
Last Ten Years	316
General Fund Balance Compared to Annual Expenditures	317
Property Tax Levies and Collections	318
Demographic Statistics	319
Top 20 Taxpayers	320
Property Values and Construction	321
Collective Bargaining Agreements	322
Economic Information	323
Statistical Information	324
Glossary of Key Terms and Concepts	324



As your City Manager, it is my responsibility to the Council and to each and every citizen to ensure the efficient administration of our community - a responsibility that can never waiver, whether in the best of times or the worst. Unfortunately, we are presented with uncertainty as our community faces the COVID-19 crisis.

As a body, your charge is to make decisions that provide for the health, safety, and welfare of those in our community. This mission rarely holds more significance than in times like these. Developing a City-wide budget that predicts and prepares for unknown future circumstances is a difficult task, especially when we are still in the midst of that crisis.

City Management and City Council will have to carefully watch the events in the future and adjust the budget through budget amendments throughout the next few months and years. Our goal is to propose a City budget that addresses our future, and meets the needs of our community, even in these uncertain times. With that in mind, in accordance with the City Charter, we present the 2021-2023 budget for the City of Troy.

This budget document continues to incorporate a three-year budget outlay, taking into account the short and long-terms needs of the community. In addition, the City makes it a priority to concentrate on focused financial decisions based on metrics and outcomes, and strong partnerships with our community stakeholders. Budget priorities are developed throughout the year, and constantly evaluated throughout the budgeting process. 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.

We know that this budget does not fully take into account the financial impacts of the COVID-19 crisis, as we simply do not know what those financial impacts will look like yet. A nimble and thoughtful approach to amending our revenue and expenditure projections will occur as those details become clear throughout the year.



# ADOPTED - 2020-2021 CITY BUDGET

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The 2020/2021 budget includes: a total budget of \$179.3 million between all funds, with \$67.8 million in the General Fund which accounts for services to residents and businesses, Special Revenues Funds in the amount of \$23.4 million include major and local road maintenance, refuse collection/disposal and recycling activities, and Library operations, and Capital Projects Funds totaling more than \$16.8 million.

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

- » \$9.7 million for investment in the major and local streets we use every day, including an additional \$1 million contribution from the General Fund.
- » \$2.0 million for continuing the development of our City parks, trails, and pathways.
- » \$1.1 million for improvements in our Community Center that serves the more than 84,000 residents of Troy.
- » An additional \$1.6 million, or a 4.6% increase, for Public Safety to ensure that our first responders are available, trained, and equipped to handle any situation.
- » This budget also recognizes a decrease in Troy's total City property tax rate to 9.9991, which is a 0.2446 mill reduction due to the decrease in the debt millage, and a mandatory permanent rollback from application of the Headlee Amendment.

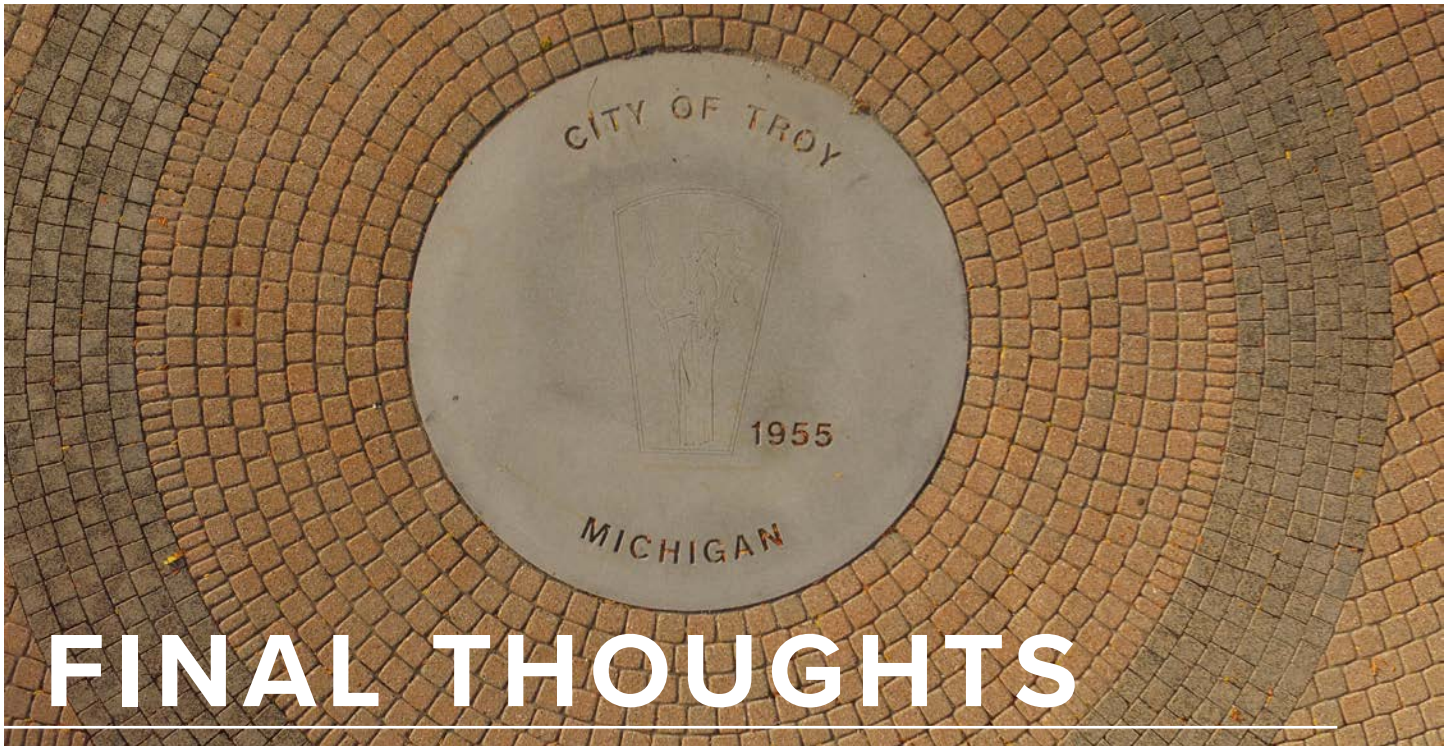
This budget also recommends changes to City staffing to enhance the capacity of our organization to provide services to our residents and businesses:

- » Two positions in the Police Department, which included one School Resource Officer (SRO) and one Lieutenant. An existing officer will also be assigned to be an SRO to increase safety within our community.
- » A Recreation Supervisor position increased from Part-Time to Full-Time to expand recreation programming.
- » A Marketing Coordinator dedicated for the Library to promote Library services.
- » A Planning Specialist in the Planning Department to assist with additional demands in the department, including the Master Plan and Community Engagement.

In total, all proposed changes cumulatively increase the General Fund expenditures by \$1.8 million, or 2.9%. General Fund revenues and other sources are budgeted at \$65.1 million, an increase of \$2.1 million, or 3.3% over the prior year's budget. The General Fund's main source of revenue, property taxes, increased by \$1.5 million or 4.4% totaling \$35.8 million.

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 2020/21 fiscal budget was 1.9%. In addition, the phase-in of the exemption for manufacturing personal property has further reduced the tax base. As a whole, 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.





# FINAL THOUGHTS

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

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

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

Respectfully Submitted,  
Mark F. Miller  
City Manager

# INTRODUCTORY SECTION

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2020/2021 BUDGET

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

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

**Executive Management**

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



## Senior Staff

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

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

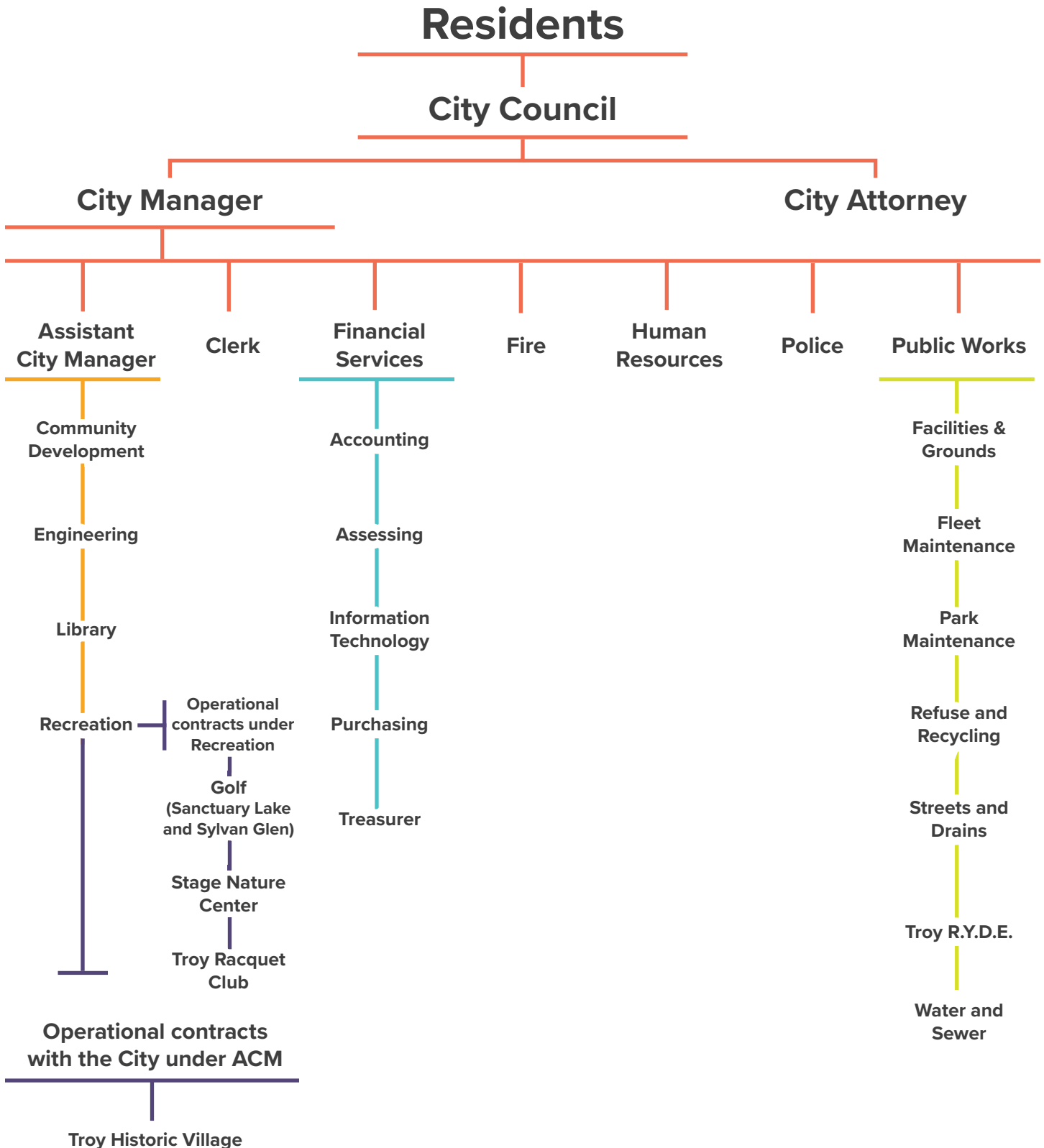
### City Seal

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

### 2020/21 Budget At A Glance

#### Challenges, Priorities and Issues

In developing the 2020/21 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 2020/21 budget are as follows:

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

Focus on core responsibilities. In response, the City has increased the budget for the Police Department with two additional sworn personnel. In addition, the City has increased the Volunteer Firefighters Incentive Plan (VFIP) and tied future increases to our revenue increases.

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

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

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

#### By The Numbers

Total City revenues (before transfers in) are budgeted at \$144.2 million. This shows a modest increase of \$4.5 million or 3.2% over budgeted fiscal 2020 amounts. Total tax revenues of \$54.0 million are up \$1.1 million or 2.0% due to increases in taxable values for residential, commercial and industrial real property. Grants, including State Shared Revenue, of \$18.5 million increased \$1.0 million or 6.1%. Charges for services are budgeted at \$51.8 million. This is up \$0.6 million or 1.2% from budgeted 2020 amounts primarily due to water and sanitary sewer sales, based on a normal season of approximately 470 thousand mcf in sales volume.

The total City budget for expenditures (before transfers out) of \$161.6 million increased \$4.8 million or 3.0% compared to the fiscal 2020 budget. Personal Services increased \$1.8 million or 3.1% due primarily to cost of living adjustments, and Other Service Charges increased \$2.7 million or 4.9% primarily due to Water and Sewer purchases of Water and Sewage disposal fees. Capital and debt expenditures of \$36.5 million represent a decrease of \$0.1 million or 0.2% from 2020 budget. Operating transfers out represent reimbursements to other funds for costs incurred on their behalf.





Overall, five Full-Time employee positions were added to the 2020/21 budget related to improving services within our community. Police added two positions which included one School Resource Officer (SRO) and one Lieutenant. An existing police officer will also be assigned to be an SRO to increase our service to the school community. Recreation added a full-time Recreation Supervisor and eliminated a part-time Supervisor to have better continuity between the public and our services. Recreation and Library were sharing a Marketing Coordinator so an additional Marketing Coordinator was added to assist with the continuing demand on these two departments including working on an upcoming Library millage. Planning added one Planner to assist with additional demand and the need to look at future succession planning needs. Healthcare costs increased 7.0% and retirement benefits were overall lower. City contributions to the Employee Retirement System are budgeted at \$0 (System is currently 124% funded). City contributions to the Retiree Healthcare Fund are \$3.2 million down from \$5.6 million due to our improved funding level of 75%. City contributions to the Volunteer Firefighter Incentive Program (VFIP) are budgeted at \$1.7 million, up \$0.4 million after updating the plan to include increases for inflation tied to our revenue increases.

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 \$410 thousand or 3.0% and sanitary sewer services increased \$219 thousand or 2.0%. The change in costs were incurred primarily from a rate change directly by the providers. The water costs are approximately 60% fixed cost in nature while the sanitary sewer costs are 100% fixed costs. The City charges residents and businesses on a rate per volume consumed platform. Accordingly, volume sales have a minor impact on City costs but is a major consideration in adjusting fees charged by the City to consumers to generate offsetting income. The City has introduced new rates to consumers to offset the increased costs from the providers.

Other service charges also include charges to departments and other funds from the City's internal service funds. Charges from the Building Operations internal service fund are budgeted at \$1.5 million, an increase of \$0.2 or 15%. Charges from the City's Information Technology Department are budgeted at \$2.1 million, an increase of \$44 thousand or 2.0%. Charges from the Fleet Services internal service fund are budgeted at \$4.2 million, an increase of \$0.2 million or 5.0% when compared to the prior year budget.

Capital Outlay totals \$31.6 million compared to \$31.7 million in the prior budget and includes a significant investment in the City's infrastructure. This includes \$9.7 million in Major and Local street projects, \$2.0 million in Parks Development including \$0.75 million for Trails and Pathways, and \$1.1 million for Community Center improvements including \$0.5 million for roof replacement. Investment in the Water and Sanitary Sewer Systems total \$10.7 million and includes \$7.5 million in Sewer work including Evergreen Correction Plan (\$4.0 million) and Big Beaver Relief Sewer (\$2.5 million).



## **2021/22 thru 2022/23 Budget Assumptions**

### **Long-Term Financial Plans**

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

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

Continued investment in the City's trails and pathways system. The City has budgeted future investment in trails and pathways in both 2021/22 and 2022/23 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.

### **2021/22 thru 2022/23 By the Numbers**

Total City revenues (before transfers in) are budgeted at \$147.0 million and \$149.7 million respectively. This is a modest increase of 1.9% and 1.8% respectively. It includes millage revenue for the Library that doesn't exist at this point due to the millage expiration in Fiscal 2021. Also, Property Tax is lower because of the elimination of the Debt Millage after fiscal 2021. The City will be trying to recoup this revenue via millages in November 2020. Grants of \$20.8 million and \$20.9 million in 2021/22 and 2022/23 are increased from 2020/21 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 \$53.0 million for 2021/22, an increase of \$1.2 million or 2.4% and \$54.4 million for 2022/23, an increase of \$1.4 million or 2.6%. 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 \$72.50 in 2021/22 and \$74.80 in 2022/23 per mcf.

The total City expenditures (before transfers out) are budgeted at \$158.6 million for 2021/22, a decrease of \$3.0 million or 1.9% and \$157.3 million for 2022/23, a decrease of \$1.3 million or 0.8%. Expenditures are lower primarily due to the elimination of debt payments in 2022 (\$2.8 million) and less capital in 2021/22 of \$2.3 million and less in 2022/2023 by \$4.2 million. These decreases are offset by normal increases in Operations \$2.1 million or \$1.7% in 2021/2022 and \$2.9 million or 2.3% in 2022/2023

The City has budgeted to make 100% of the actuarially determined contributions for the Retiree Healthcare Trust in the 2021/22 and 2022/23 fiscal years at \$3.2 million and \$3.1 million, respectively, along with the Volunteer Firefighter Incentive Plan & Trust at \$1.7 million each year. There are no required contributions for the Employee Pension Trust Fund.



## Community Profile

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

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

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

The 2019 estimated population for Troy is 84,547 according to the Southeast Michigan Council of Governments (SEMCOG), which compares to 80,980 from the 2010 census. In terms of population, Troy is the 10th largest city in Michigan and its total property value is the fourth highest in the state.

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

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

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

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

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

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

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



## Budget Policies

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

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

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

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

### FINANCIAL POLICIES

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

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

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



## Budget Policies

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

### REVENUE POLICIES

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



## Budget Policies

### RESERVE POLICIES

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

### ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

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

### INVESTMENT POLICIES

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

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

### DEBT POLICIES

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

### CAPITAL IMPROVEMENT BUDGET POLICIES

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



## Budget Policies

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

### BUDGET PROCESS

- ✓ Study Sessions with City Council to gain direction, priority and public feedback.
- ✓ Focus Group meetings are organized to solicit community recommendations and feedback. This may include a Financial Ideas Team "FIT" and other 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 2019/20 budget document distributed at the first City Council meeting in July

**November**

Quarterly financial performance report prepared

**December**

Prior year's annual audit released

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

Distribute operating budget manual and revenue worksheets

Identify potential issues and priorities to be addressed in budget process

**January**

Preparation of the water supply and sewerage disposal system rate analysis

Revenue worksheets due from all departments

**February**

Operating budget worksheets due from departments

2020/21 revenue forecast prepared by City management

City management analyzes department budget requests

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

Quarterly financial performance report prepared

Financial Services prepares proposed budget document

**March**

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

Three year budget update and revisions

Finalize current issues and priorities addressed in proposed budget

Analyze effects of budget on Long-Term financial planning.

**Budget Calendar****April**

City Manager makes final proposed budget recommendations

Proposed budget document presented to the City Council Monday, April 13, 2020

City Council workshops: Budget review, questions, and adjustments, Monday April 20, 2020 and Wednesday, April 22, 2020

Budget notice is published in local newspapers

Public hearing for budget, Monday, April 27, 2020

**May**

City Manager prepares approved 2020/21 Three Year Budget document incorporating City Council adjustments

Quarterly financial performance report prepared

City Council adopts taxation resolution and appropriations ordinance, Monday, May 11, 2020

**June**

Financial Services prepares final current year budget amendment

# TRENDS AND SUMMARIES

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**2020/2021 BUDGET**



### Millage Rates for Troy Residents and Businesses

Taxing Entity	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Proposed 2020/21
<b>Tax Rate Shown in Mills</b>								
Troy School District	10.07	10.07	9.69	10.10	10.33	10.33	10.30	10.23
Oakland County Gov.	4.65	4.65	4.55	4.49	4.49	4.49	4.45	4.48
O.C. Comm. College	1.58	1.58	1.58	1.57	1.56	1.56	1.54	1.53
Intermediate School Dist.	3.37	3.37	3.36	3.34	3.31	3.31	3.28	3.25
S.M.A.R.T.	0.59	0.59	1.00	0.99	0.99	0.99	1.00	0.99
State Education	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Zoo	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
O.C. Art Institute	0.20	0.20	0.20	0.20	0.20	0.20	0.19	0.19
<b>City of Troy</b>	<b>10.52</b>	<b>10.50</b>	<b>10.50</b>	<b>10.40</b>	<b>10.36</b>	<b>10.30</b>	<b>10.24</b>	<b>10.00</b>
<b>Total - Millage Rates</b>	<b>37.08</b>	<b>37.06</b>	<b>36.98</b>	<b>37.19</b>	<b>37.34</b>	<b>37.28</b>	<b>37.10</b>	<b>36.77</b>

Millage rates are estimated for other taxing jurisdictions.

<b>Average Residential</b>								
<b>Taxable Value</b>	<b>99,172</b>	<b>102,190</b>	<b>105,888</b>	<b>108,371</b>	<b>114,222</b>	<b>116,865</b>	<b>124,400</b>	<b>126,767</b>

Taxing Entity	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Proposed 2020/21
<b>Average Tax Rates Shown in Dollars</b>								
Troy School District	\$999	\$1,029	\$1,026	\$1,095	\$1,180	\$1,207	\$1,281	\$1,297
Oakland County Gov.	\$461	\$475	\$482	\$487	\$513	\$525	\$554	\$568
O.C. Comm. College	\$157	\$161	\$167	\$170	\$178	\$182	\$192	\$194
Intermediate School Dist.	\$334	\$344	\$356	\$362	\$378	\$387	\$408	\$412
S.M.A.R.T.	\$59	\$60	\$106	\$107	\$113	\$116	\$124	\$125
State Education	\$595	\$613	\$635	\$650	\$685	\$701	\$746	\$761
Zoo	\$10	\$10	\$11	\$11	\$11	\$12	\$12	\$13
O.C. Art Institute	\$20	\$20	\$21	\$22	\$23	\$23	\$24	\$24
<b>City of Troy</b>	<b>\$1,043</b>	<b>\$1,073</b>	<b>\$1,112</b>	<b>\$1,127</b>	<b>\$1,183</b>	<b>\$1,204</b>	<b>\$1,274</b>	<b>\$1,268</b>
<b>Total - Dollars</b>	<b>\$ 3,678</b>	<b>\$ 3,785</b>	<b>\$ 3,916</b>	<b>\$ 4,031</b>	<b>\$ 4,264</b>	<b>\$ 4,357</b>	<b>\$ 4,615</b>	<b>\$ 4,662</b>

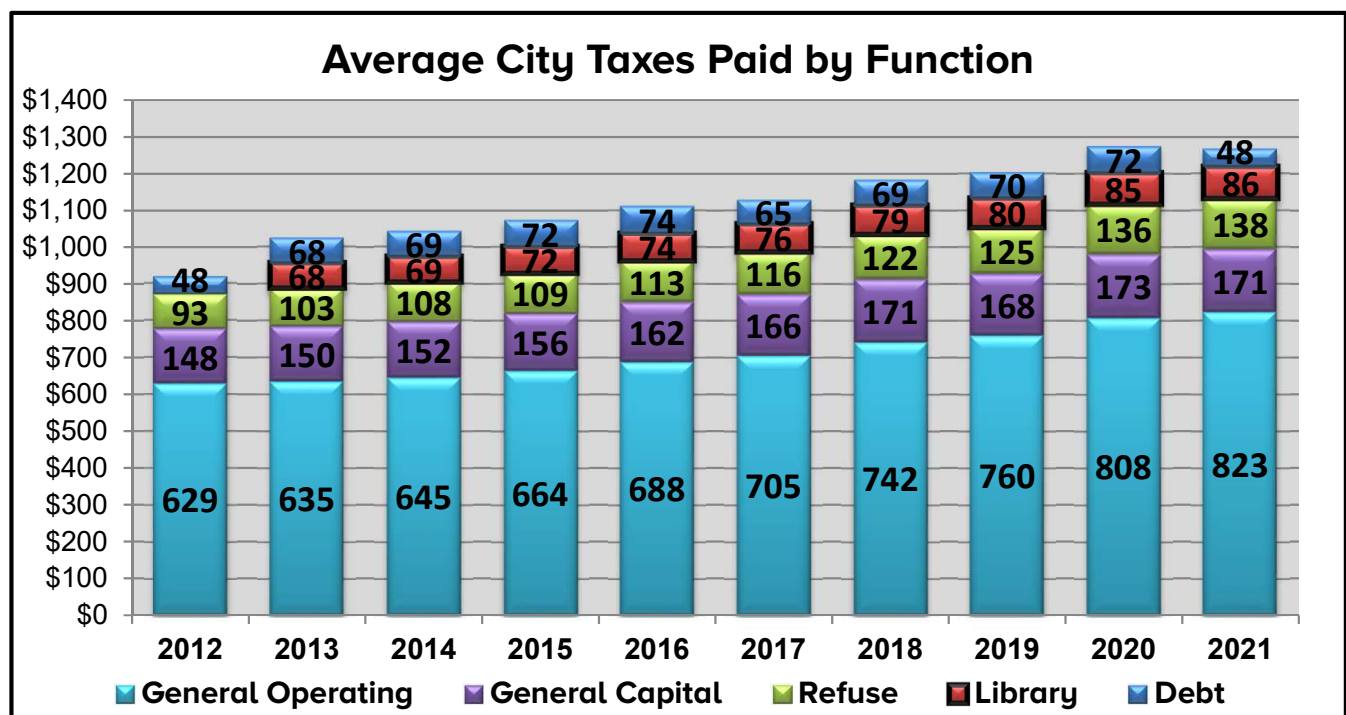
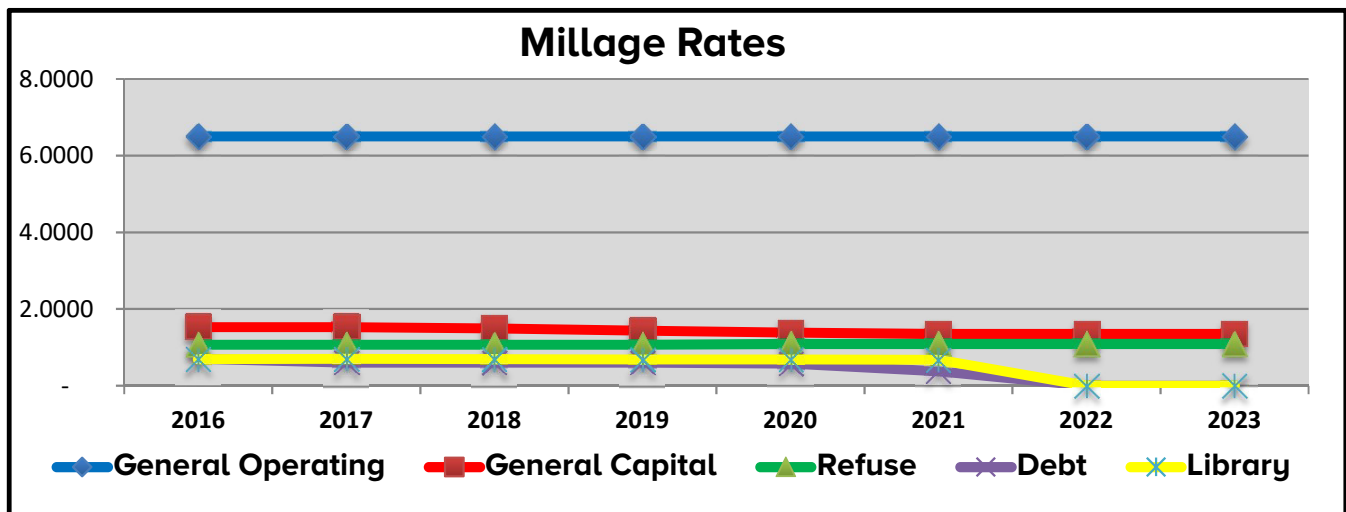
Average tax rates are based on residential homestead property within the Troy School District.

The 2020/21 adopted budget reflects City taxes for the average residential household at \$1,268. This is a decrease of \$6 or 0.5%. This decrease is the combined result of a reduction in the City millage rate of 0.24 mills due to reduction in debt millage and the mandatory rollback from the Headlee 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

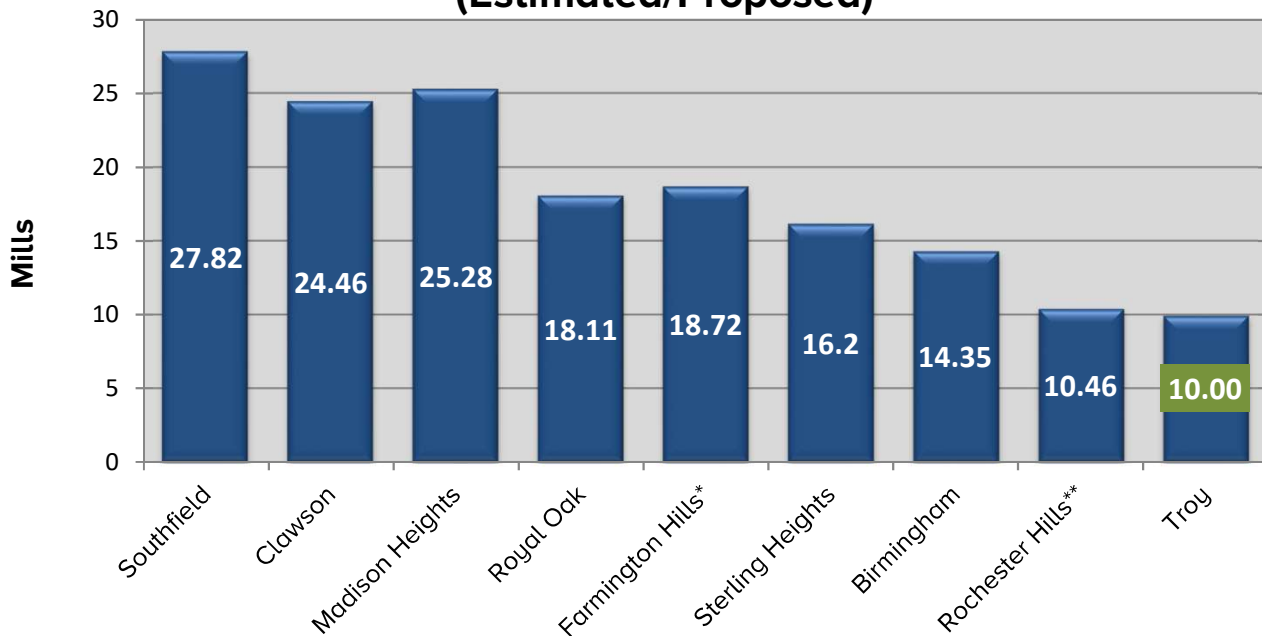
	2015/16	2016/17	2017/18	2018/19	2019/20	Proposed 2020/21	Proposed 2021/22	Proposed 2022/23
General Operating	6.5000	6.5000	6.5000	6.5000	6.5000	6.5000	6.5000	6.5000
Capital	1.5300	1.5300	1.4949	1.4381	1.3896	1.3486	1.3486	1.3486
Refuse	1.0700	1.0700	1.0700	1.0700	1.0900	1.0900	1.0900	1.0900
Debt	0.7000	0.6000	0.6000	0.6000	0.5800	0.3800	TBD	TBD
Library	0.6974	0.6989	0.6934	0.6884	0.6841	0.6805	TBD	TBD
<b>Total</b>	<b>10.4974</b>	<b>10.3989</b>	<b>10.3583</b>	<b>10.2965</b>	<b>10.2437</b>	<b>9.9991</b>	<b>8.9386</b>	<b>8.9386</b>





### Millage Rates for Troy Residents and Businesses

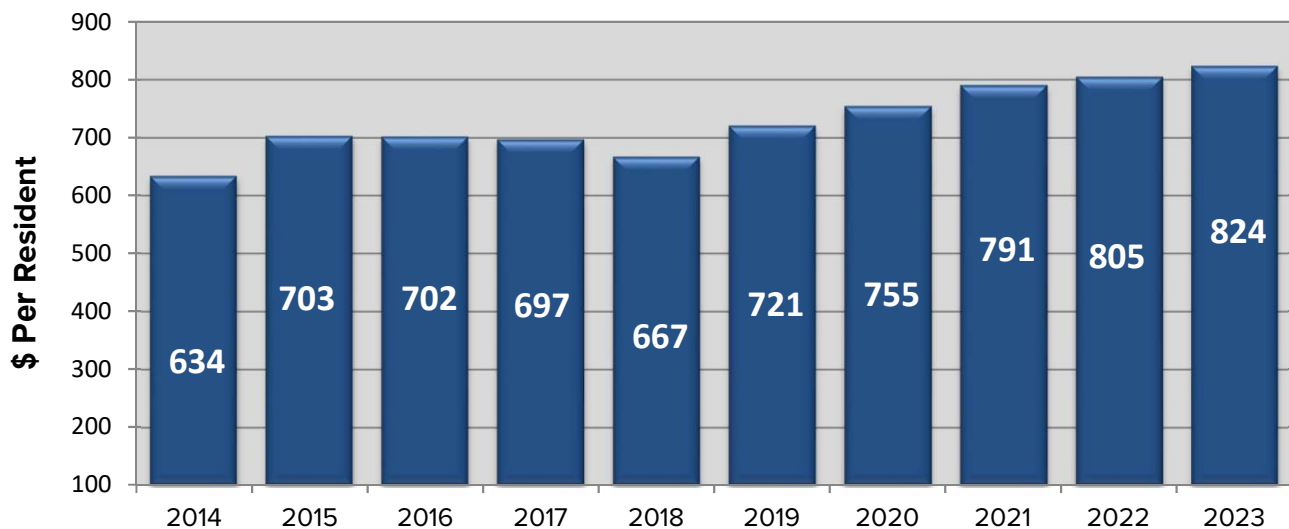
#### Comparison of Municipal Millage Rates For FY 2020 (Estimated/Proposed)



\*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 2020/21 budget, City property tax revenue of \$35.8 million represents 55.0% of total revenue and other sources, an increase of \$1.5 million or 4.4% 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 2020/21 taxable value was 1.9%. Taxable values were further restricted by the phase out of personal property tax on manufacturing equipment. In spite of these limitations, taxable value was \$5.3 billion representing an increase of \$169.8 million or 3.3%.

The general operations tax levy for the 2020/21 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 9.9991 mills **decreased by 0.2446 mills** compared to the prior year due to a lower debt millage and mandatory permanent reductions invoked by the Headlee Amendment. The operating millage rate of 7.8486 mills (general operating = 6.50 mills and Capital = 1.3486 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 \$3.3 million represents 5.1% 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 \$2.3 million or 69.7% of the total from licenses and permits.

#### Charges for Services

Charges for services are broken into the following four categories:

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

In total, this revenue source generates \$8.2 million or 12.6% of total General Fund revenue and other sources. The \$8.2 million compares to \$8.1 million estimated for the 2019/20 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

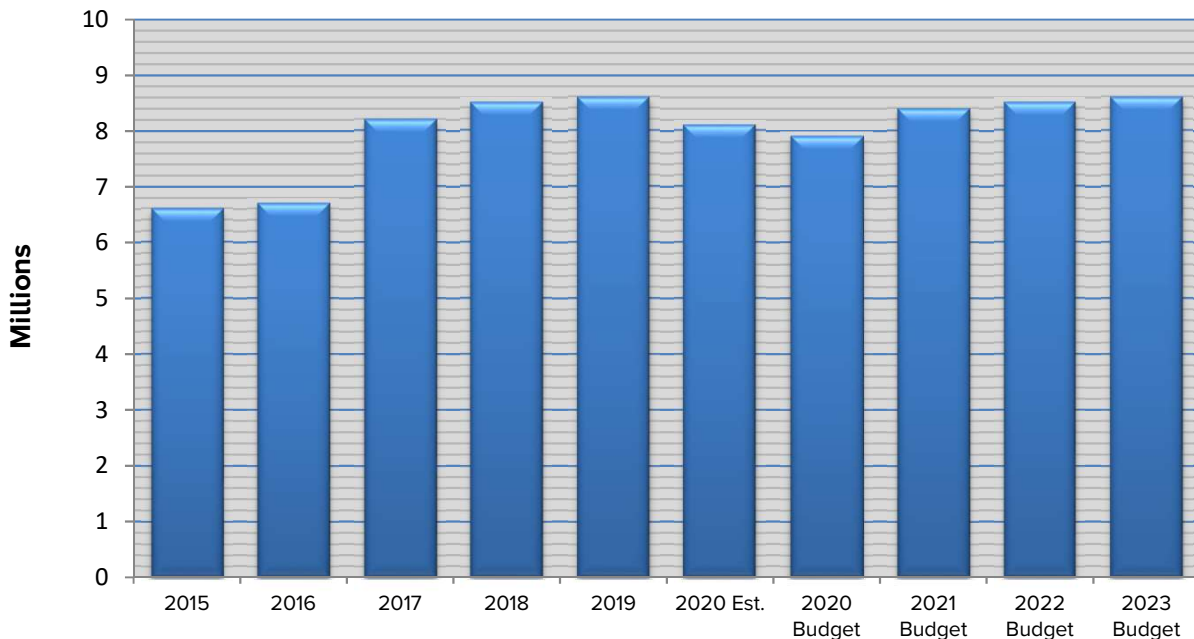
The main revenue sources are: 1.) Transfers to reimburse the General Fund for Major and Local Street Expenditures 2.) Component Unit Administrative Charges .





## Major Revenue Sources

### State Shared Revenue



#### [State Shared Revenues](#)

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

State revenue sharing estimates amount to \$8.4 million or 12.9% of total General Fund revenue and other sources. State shared revenue is the return of a percentage of the 6% state sales tax to local units of government. Distribution of state shared revenue is based on population, relative tax efforts, valuation and state operating and reporting mandates.

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

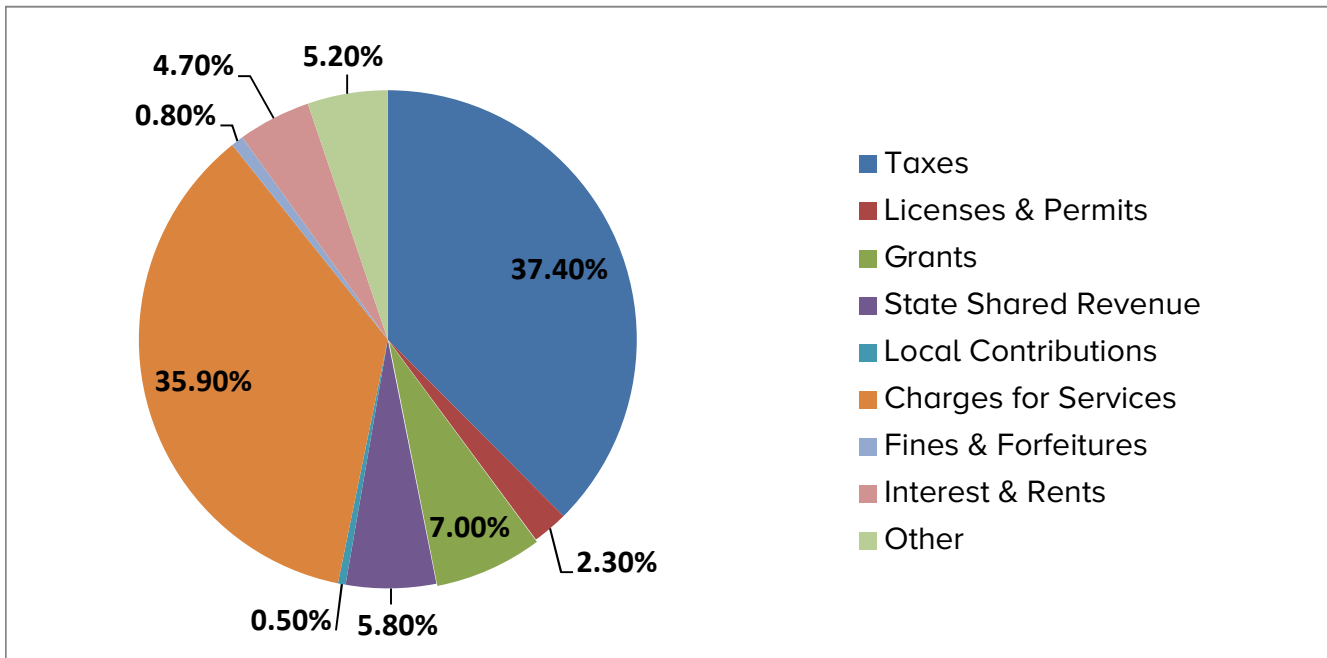
A trend of modest increases have been realized from State Shared Revenues since fiscal 2011. It should be noted however that these revenues were over \$8 million annually in early 2000. In addition, the increase that started in the 2016/17 fiscal year are reimbursements from the state for lost revenues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



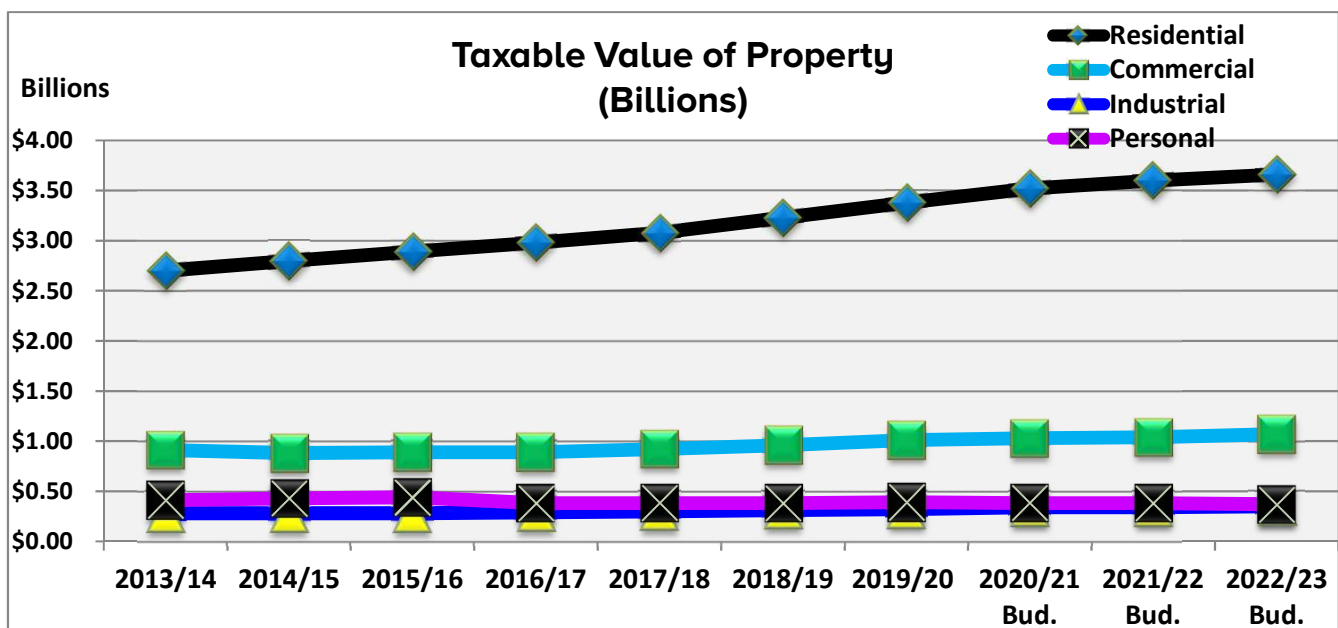
## Major Revenue Sources

### ALL FUNDS

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



The following graph shows property value assessments by property type. The taxable value, along with the millage rate, determines the total property tax collected. The 2020/21 Residential value to Commercial/Industrial/Personal value is 66.8% to 33.2%

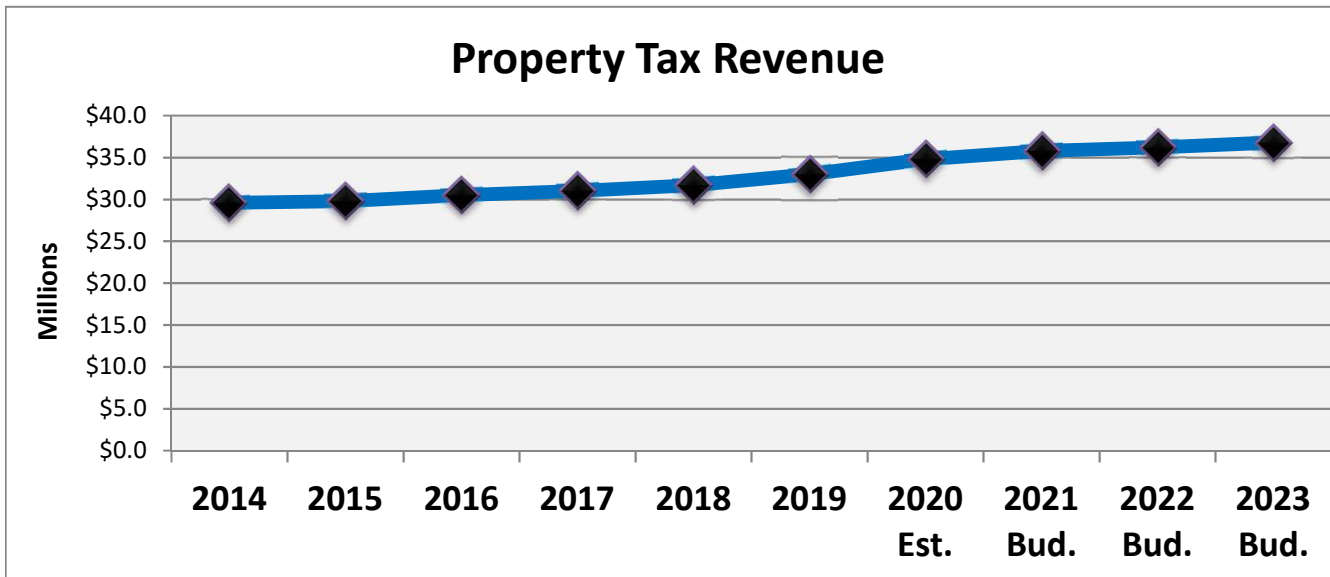




## Major Revenue Sources

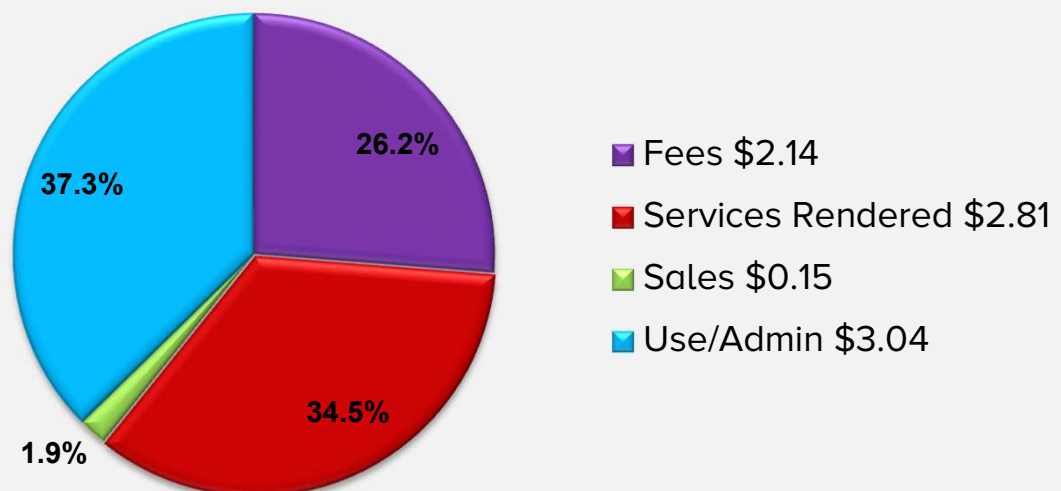
### GENERAL FUND

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 (\$5.9 million)

### General Fund Charges for Services

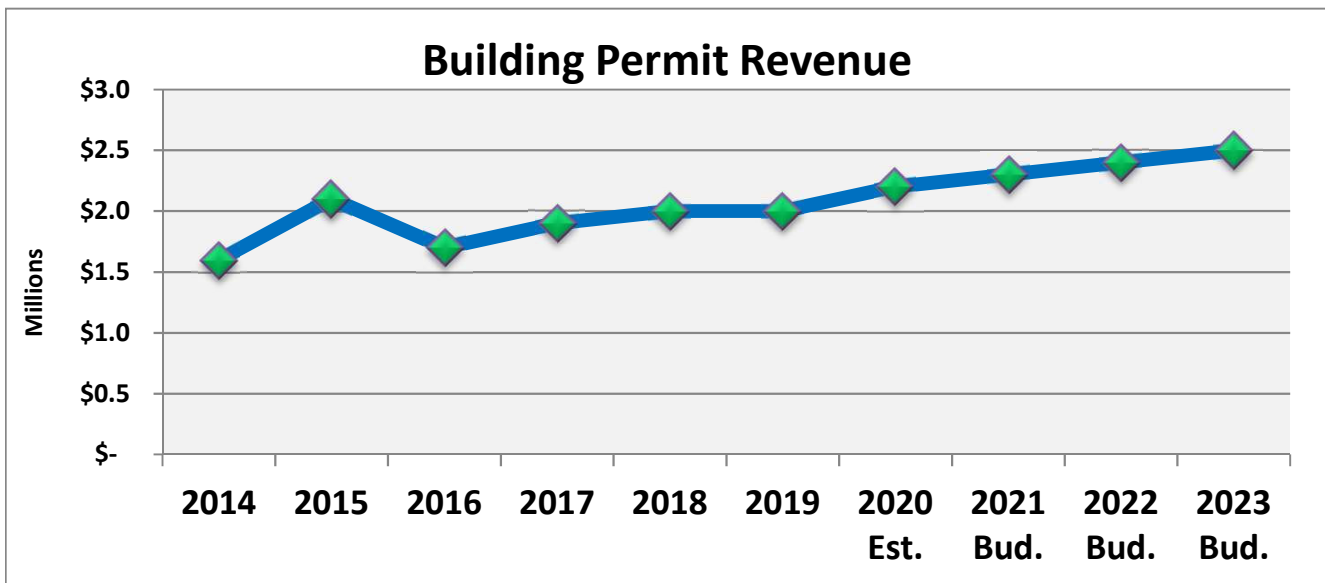




## Major Revenue Sources

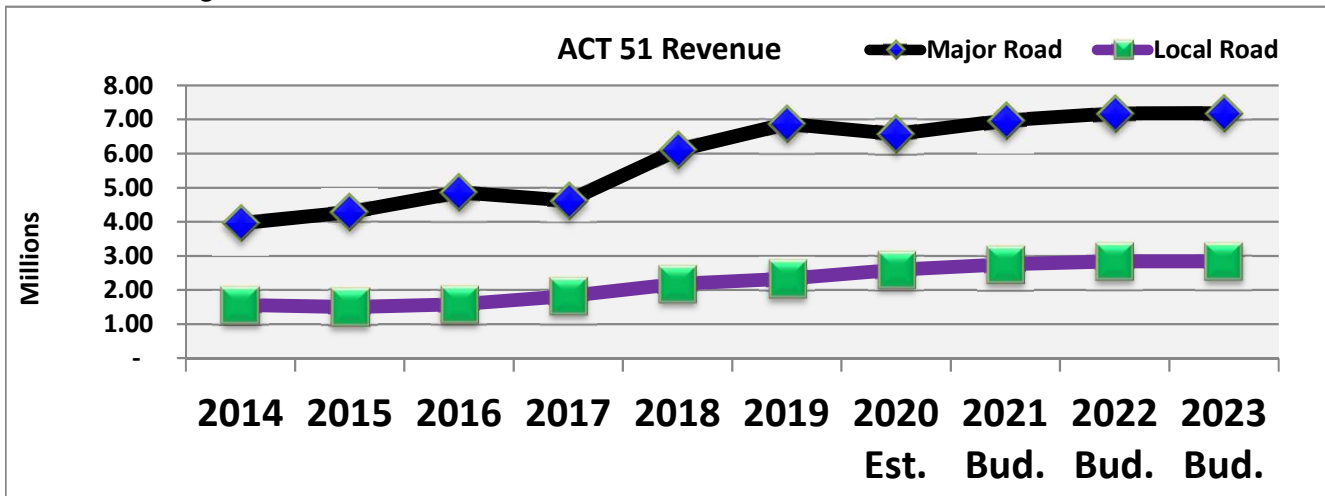
### GENERAL FUND, continued

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



### SPECIAL REVENUES FUNDS

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

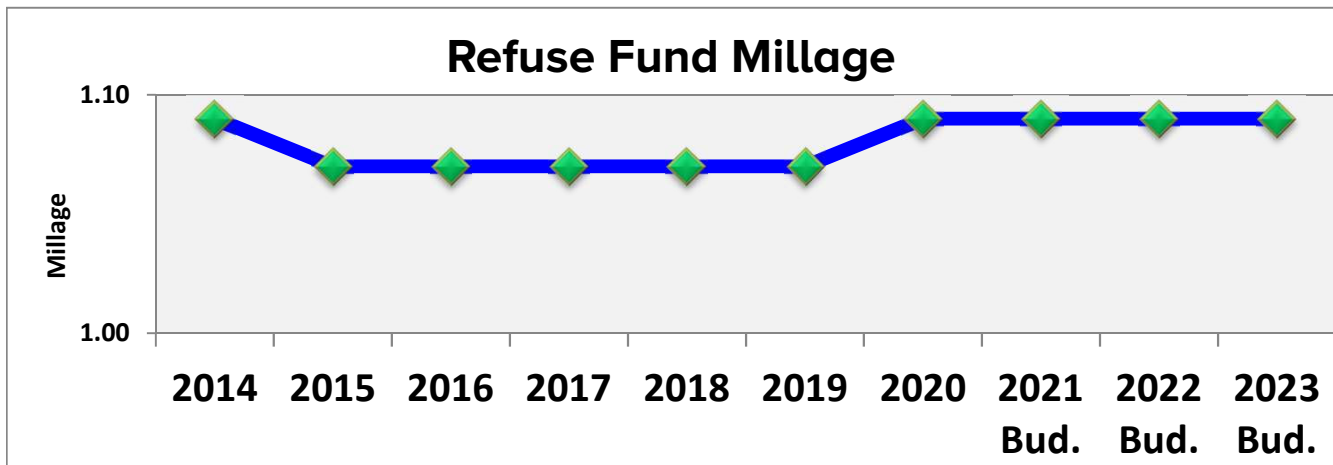




## Major Revenue Sources

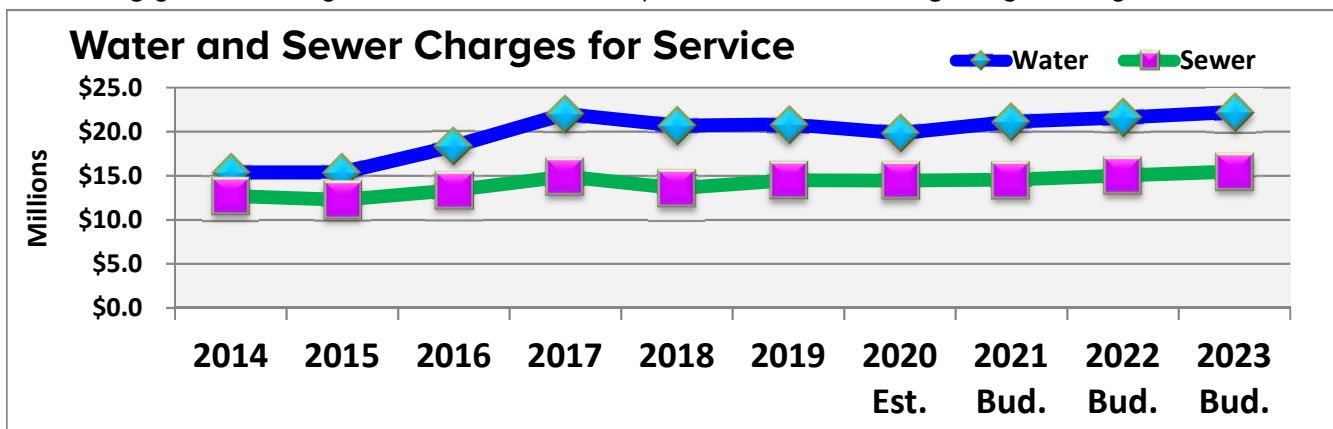
### SPECIAL REVENUES FUNDS, continued

The Refuse Fund tax revenues are determined by multiplying the rate below (millage rate) times the taxable value in order to generate sufficient revenue to cover the cost of refuse collection and disposal as well as single stream recycling initiatives. There was a need to increase the mills to 1.09 in 2014 and then down to 1.07 mills for 2015 through 2019. The millage rate is proposed at 1.09 for 2020 through 2023, an increase of 0.02 mills. The refuse millage is reviewed on an annual basis to assure the fund remains in good financial health.



### ENTERPRISE FUNDS

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

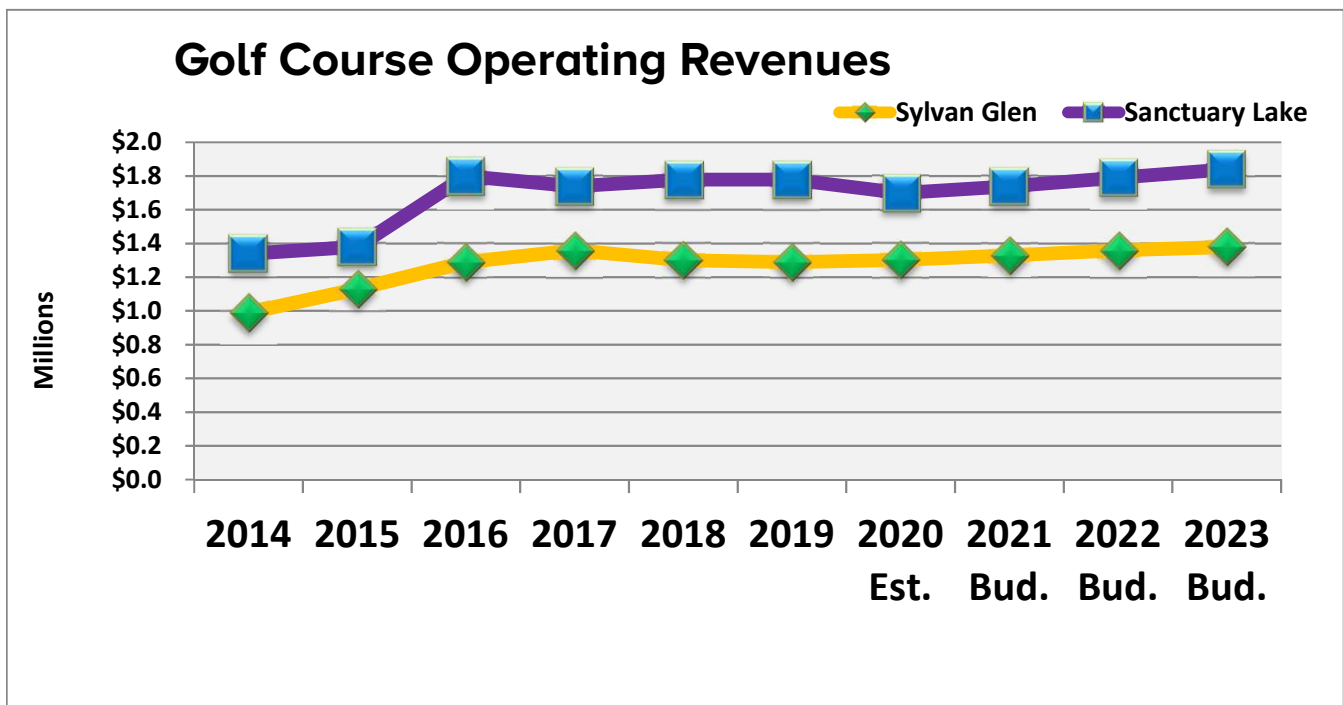




## Major Revenue Sources

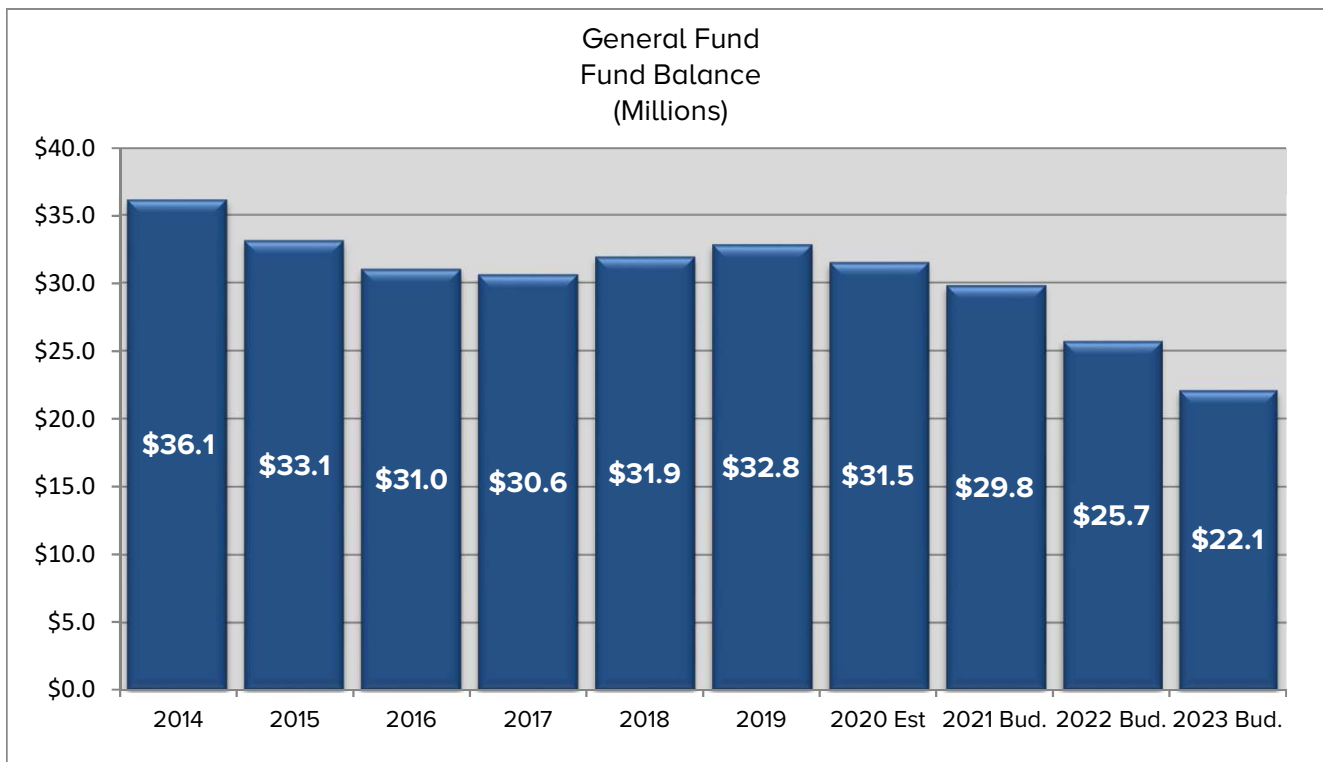
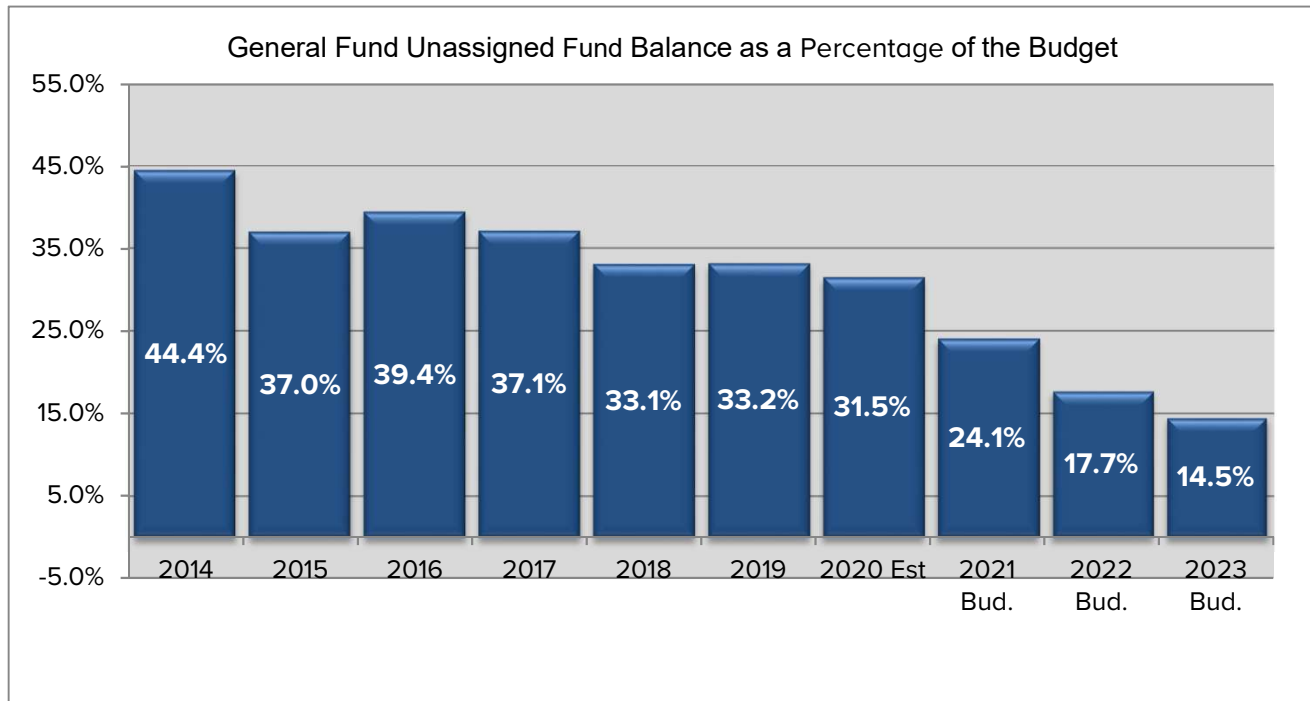
### ENTERPRISE FUNDS, continued

The City of Troy owns two public golf courses which are operated and maintained by Billy Casper Golf. Sylvan Glen Golf course is expected to produce 46,000 rounds of golf in 2020 and 46,790 in 2021. Sanctuary Lake, the newer links style public course is expected to produce 40,580 rounds in 2020 and 40,290 in 2021. The greens fees are higher at Sanctuary Lake and golfers are required to take a cart due to the challenging terrain, which accounts for the difference in the amount of revenue and projected rounds. Sanctuary Lake also has a practice facility consisting of a driving range, chipping area and putting greens.





### General Fund Fund Balance



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



# ALL FUNDS

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**2020/2021 BUDGET**



## Executive Summary

The Executive Summary is prepared as an introduction to the 2020/21 through 2022/2023 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.

### **2020/2021 BUDGET YEAR**

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

The 2020/21 budget for all City funds totals \$179.3 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 \$67.8 million in services to residents and businesses.

Special Revenues Funds provide a total of \$23.4 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 2020/21 budget include:

Maintain and repair major roads (\$8.8 million)

Maintain local roads (\$4.3 million)

Refuse collection and disposal and recycling activities (\$5.6 million). Millage rate of 1.09 mills is well below the state maximum of 3.0 mills.

Library operations (\$4.1 million). Millage rate of 0.7 mills which expires June 30, 2021.

Debt Service Funds total \$6.7 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 \$16.8 million for 2020/21. These funds are used for capital equipment and vehicles, construction and improvement of municipal facilities and road construction. Notable capital projects in the 2020/21 budget include:

- Major and local street projects (\$9.7 million)
- Parks Development (\$2.0 million)
- Community Center Roof replacement and other (\$1.1 million)
- Library Collection Replacement (\$0.6 million)
- Sidewalk projects (\$0.5 million)
- Museum projects (\$0.4 million)



## Executive Summary

Enterprise Funds total \$48.0 million and provide for \$4.5 million in recreational activities from the City golf courses and the Aquatic Center along with \$43.5 million for public utilities of water and sanitary sewer services.

Internal Service Funds account for \$16.5 million in services to all departments including Fleet Maintenance of \$7.4 million, Information Technology of \$2.4 million and Compensated Absences of \$4.7 million.

### **General Fund**

General Fund revenues and other sources are budgeted at \$65.1 million, an increase of \$2.1 million or 3.3% over the prior year budget. This modest increase is primarily in tax revenues (\$1.5 million), state shared revenue (\$0.5 million), and licenses and permits (\$0.3 million).

Tax revenues of \$35.8 million increased \$1.5 million or 4.4%. 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 2020/21 fiscal budget was 1.9%. In addition, the phase in of the exemption for manufacturing personal property has reduced the tax base.

State Shared Revenue (SSR) of \$8.4 million increased \$0.5 million or 6.2%. The constitutional portion of SSR increased \$0.3 million or 4.0% from 2020 projected. 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. The City is budgeting no increase in this item from the 2020 projection.

Charges for services of \$8.2 million decreased \$0.8 million or 9.0% primarily for budgeted engineering fees decreasing by \$0.5 million or 25%.

Transfers in of \$5.4 million increased \$0.1 million or 1.2% due to reimbursements from Major and Local Street funds and the DDA for direct costs incurred by the General Fund for street maintenance.

The 2020/21 General Fund expenditure and other uses budget is \$67.8 million, an increase of \$1.8 million or 2.9%.

General Government expenditures of \$9.5 million increased \$0.3 million or 2.7%. The increase was due primarily to the increase in election expenses, \$0.1 million, because of the additional elections in the fiscal year including the Presidential election.

Public Safety expenditures of \$36.9 million increased \$1.6 million or 4.6%. Included in this increase is the Police Department that increased \$0.8 million or 3.0% due primarily to personal services cost increases from negotiated labor contracts and the addition of two FTE's from the prior budget. The Fire Department increased \$0.6 million or 10.8% due primarily to personal services cost increases from negotiated labor contracts and the increase in the City's contribution for the VFIP plan.

Public Works expenditures of \$7.6 million increased \$0.1 million or 0.8%. Included in this slight increase is street maintenance major roads and total expenditures for drains. 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 \$4.4 million increased \$0.6 million or 15.7%. Included in this increase is the Engineering Department that includes an additional \$0.4 million for contracted services for Engineering consultants. This increase is due to being underfunded in the previous few years and the continued increase in demand for the Engineering Department.

Recreation and Culture expenditures of \$8.4 million increased \$0.3 million or 4.5%. The increase is due primarily to the Recreation department of \$0.3 million or 5.7%. The department added 1.5 FTE's to improve the customer service to the community and stabilize the department with these additional full time personnel.

Operating Transfers Out of \$1.0 million decreased \$1.0 million or 50%. This decrease is due to the amount of available funds to be transferred out to the Capital Projects Fund. These funds will be used to increase the spend on the City's Major Roads in 2021.

### ***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 \$35.8 million, or 55.0% of the total General Fund budget for revenues and other sources.

Troy's proposed overall millage rate of 9.9991 was reduced by 0.2446 mills due to a mandatory permanent rollback from application of the Headlee Amendment and the lowering of the debt millage from 0.58 to 0.38 to make the final payments on the outstanding debt millage in 2021.

### ***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	\$ 3.348	5.15%
Federal, State and Local Grants	0.094	0.15%
State Shared Revenues	8.392	12.90%
Charges for Services	8.155	12.54%
Fines & Forfeitures	1.030	1.58%
Interest & Rents	1.588	2.44%
Other Revenues	1.236	1.90%
Transfers In	5.397	8.30%

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

The \$67.8 million General Fund budget is comprised of four separate expenditure categories as follows:

Categories	Amount (Millions)	% of Total
Personal Services	\$ 42.818	63.11%
Supplies	3.085	4.55%
Other Service Charges	20.942	30.87%
Operating Transfers Out	1.000	1.47%

Personal Services is the largest category of General Fund Expenditures. The budget for Personal Services is



## Executive Summary

\$42.8 million, an increase of \$1.2 million or 2.9% over the prior year budget. Major factors to the increase include:

- Salary & Wages of \$25.0 million increased \$1.0 million or 4.4% due to normal annual wage and union step increases, two settled union contracts, and 4.5 new fte's in the general fund. The City also implemented merit pay for classified and exempt employees.
- Retirement benefits of \$6.2 million decreased \$0.8 million or 11.1% primarily 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 \$11.3 million increased \$0.9 million 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 \$3.1 million representing an increase of \$0.1 million or 3.7%. The increase is primarily in the area of repairs and maintenance along with expendable repairs & equipment.

Other Services/Charges of \$20.9 million increased \$1.5 million or 8.1% due primarily to professional and contractual services for building maintenance internal service charges, contractual services for custodial maintenance charges and engineering services 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 \$410 thousand or 3.0% based on increases to the combination of these two components.

The Great Lakes Water Authority will increase the water rate that it charges to the City of Troy effective July 1, 2020.

The budget recommends that City water rates increase from \$40.50 to \$41.50 per thousand cubic feet (mcf) used representing a \$1.00 or 2.5% 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 \$11.2 million representing a combined increase of \$219 thousand or 2.0%.

The OCWRC will increase the sanitary sewer rates it charges the City of Troy effective July 1, 2020.

The budget recommends that City sewer rates increase from \$28.20 to \$29.10 per thousand cubic feet (mcf) used representing a \$0.90 or 3.2% 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 \$68.70 to \$70.60 per mcf, an increase of \$1.90 or 2.8%. The average residential customer uses 3.9 MCF per quarter, which equates to a quarterly bill of \$275.34. This would be an increase of \$7.41 per quarter per average residential customer. Despite the increase, the City of Troy still maintains one of the lowest rates in the area.

Capital expenditures budgeted for both systems include \$3.2 million for water and \$7.5 million for sanitary sewer. Water capital expenditures include improvements on Indusco Court (\$1.1 million), Orchard Trail (\$0.6 million), and Naughton, Wheaton to Piedmont (\$0.4 million). Sewer capital expenditures include improvements for Evergreen Correction Plan (\$4.0 million) and Big Beaver Relief Sewer (\$2.5 million).

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

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

### ***Refuse Fund***

The Refuse Fund operates as a Special Revenue Fund of the City. It is primarily funded through tax dollars from a dedicated millage. The proposed millage for the 2020/2021 budget calls for no increases for a total of 1.09 mills. Based on the taxable value of the average residential home in the City of \$126,767, the average cost per resident is \$138 annually.

The 2020/21 budgeted expenditures of \$5.6 million have increased \$0.2 million or 2.9%. The City is a member of the Southeastern Oakland County Resource Recovery Authority (SOCRRA). SOCRRA is a 12 member community organization designed to assist members in containing costs through collective contractor agreements while maintaining a high level of service.



## Executive Summary

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

Property taxes, grants and transfers from the Major and Local Street Funds provide funding of \$16.8 million in the Capital Projects fund. Total Capital Outlay expenditures are budgeted at \$16.9 million. Significant projects include major and local Street improvements (\$9.7 million), \$2.0 million in Parks Development including \$0.75 million for Trails and Pathways, and \$1.1 million for Community Center improvements including \$0.5 million for roof replacement.

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

The voter approved Debt Service Funds (Proposals A, B & C) generate their revenue by applying 0.38 mills times the taxable value. Total outstanding debt and interest estimated at 6/30/2020 is \$2.81 million and is scheduled to be paid off by the end of the 2020/21 fiscal year. The debt service requirements budgeted for the 2020/21 fiscal year is \$2.81 million.

The Series 2013 DDA Debt is financed by transfers from the DDA. The total debt outstanding estimated at 6/30/2020 is \$13.4 million and is scheduled to be paid off by 2034. The debt service requirement budgeted for the 2020/21 fiscal year is \$1.0 million.

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

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

### ***Major Funds***

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

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

For financial statement (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).





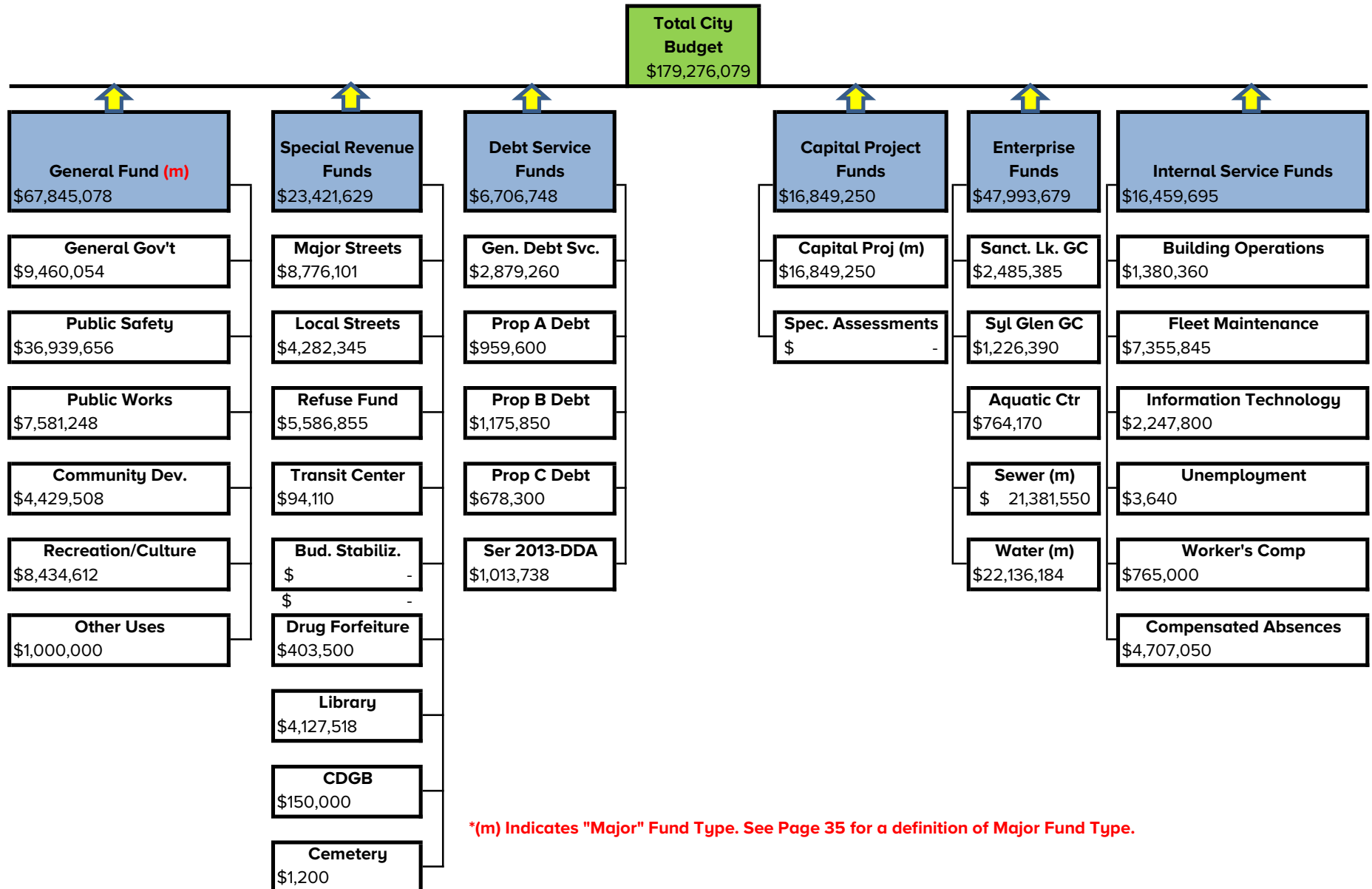
### All Funds Consolidated Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>REVENUE</b>								
Taxes	\$ 49,449,051	\$ 51,118,782	\$ 53,539,350	\$ 52,938,700	\$ 54,003,691	2.01%	\$ 53,092,328	\$ 53,924,513
Licenses And Permits	2,947,986	2,930,788	3,227,614	2,989,550	3,348,520	12.01%	3,474,380	3,605,490
Grants	17,518,955	18,882,806	17,714,051	17,459,440	18,519,119	6.07%	20,799,493	20,891,592
Contributions From Local Units	637,927	561,993	385,385	797,600	830,000	4.06%	780,600	781,200
Charges For Services	49,922,540	48,651,703	49,648,250	51,161,100	51,770,290	1.19%	53,028,106	54,414,880
Fines And Forfeitures	1,617,607	1,557,399	1,164,086	1,212,500	1,211,500	-0.08%	1,218,700	1,220,900
Interest & Rent	5,251,503	9,512,687	6,600,990	5,807,170	6,911,540	19.02%	6,961,240	6,978,640
Other Revenue	8,136,791	8,728,765	7,547,463	7,366,010	7,595,428	3.11%	7,661,543	7,909,263
<b>Total Revenue</b>	<b>135,482,361</b>	<b>141,944,923</b>	<b>139,827,189</b>	<b>139,732,070</b>	<b>144,190,088</b>	<b>3.19%</b>	<b>147,016,390</b>	<b>149,726,478</b>
<b>OTHER FINANCING SOURCES</b>								
Operating Transfers In	14,800,341	14,979,920	16,667,253	17,299,920	18,170,551	5.03%	12,893,501	12,835,726
<b>Total OTHER FINANCING SOURCES</b>	<b>14,800,341</b>	<b>14,979,920</b>	<b>16,667,253</b>	<b>17,299,920</b>	<b>18,170,551</b>	<b>5.03%</b>	<b>12,893,501</b>	<b>12,835,726</b>
<b>Total Revenue</b>	<b>150,282,702</b>	<b>156,924,843</b>	<b>156,494,442</b>	<b>157,031,990</b>	<b>162,360,639</b>	<b>3.39%</b>	<b>159,909,891</b>	<b>162,562,204</b>
<b>EXPENDITURE</b>								
Personal Services	49,845,101	52,944,452	56,621,285	58,321,530	60,137,610	3.11%	61,581,750	63,246,348
Supplies	6,077,967	5,948,030	6,055,205	6,413,560	6,715,656	4.71%	6,474,260	6,586,447
Other Service Charges	58,988,899	60,308,565	54,216,461	55,562,923	58,332,539	4.98%	59,267,766	60,388,638
<b>Expenditures For Operations</b>	<b>114,911,967</b>	<b>119,201,046</b>	<b>116,892,951</b>	<b>120,298,013</b>	<b>125,185,805</b>	<b>4.06%</b>	<b>127,323,776</b>	<b>130,221,433</b>
Capital Outlay	17,818,581	12,587,508	29,017,471	31,662,014	31,434,910	-0.72%	29,117,500	24,934,500
Debt Service	4,260,855	4,310,907	4,884,261	4,884,250	4,967,968	1.71%	2,109,483	2,169,161
<b>Total Expenditure</b>	<b>136,991,403</b>	<b>136,099,461</b>	<b>150,794,683</b>	<b>156,844,277</b>	<b>161,588,683</b>	<b>3.02%</b>	<b>158,550,759</b>	<b>157,325,094</b>
<b>OTHER FINANCING USES</b>								
Operating Transfers Out	14,583,962	14,694,064	16,215,163	16,922,110	17,687,396	4.52%	12,675,506	12,613,431
<b>Total OTHER FINANCING USES</b>	<b>14,583,962</b>	<b>14,694,064</b>	<b>16,215,163</b>	<b>16,922,110</b>	<b>17,687,396</b>	<b>4.52%</b>	<b>12,675,506</b>	<b>12,613,431</b>
<b>Total Expenditure</b>	<b>151,575,364</b>	<b>150,793,525</b>	<b>167,009,846</b>	<b>173,766,387</b>	<b>179,276,079</b>	<b>3.17%</b>	<b>171,226,265</b>	<b>169,938,525</b>
<b>Net Revenues Over/(Under) Expenditures</b>	<b>(\$ 1,292,663)</b>	<b>\$ 6,131,318</b>	<b>(\$ 10,515,404)</b>	<b>(\$ 16,734,397)</b>	<b>(\$ 16,915,440)</b>	<b>1.08%</b>	<b>(\$ 11,316,374)</b>	<b>(\$ 7,376,321)</b>



# Financial Organization Chart

36



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



### All Funds Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>GENERAL FUND</b>								
<b>GENERAL FUND</b>								
Total Revenue	\$ 59,851,135	\$ 61,867,936	\$ 62,570,471	\$ 62,970,500	\$ 65,050,080	3.30%	\$ 65,991,820	\$ 67,074,230
Expenditure								
General government	7,479,935	8,154,320	8,952,932	9,208,223	9,460,054	2.73%	9,438,850	9,686,433
Public Safety	31,330,032	33,458,399	34,289,098	35,320,270	36,939,656	4.58%	37,753,469	38,675,348
Public Works	6,184,739	5,946,527	6,521,675	7,523,770	7,581,248	0.76%	7,751,756	7,914,786
Community Development	3,567,613	3,865,877	4,114,480	3,828,650	4,429,508	15.69%	4,513,112	4,596,552
Recreation and Culture	7,813,660	7,895,971	7,931,730	8,069,370	8,434,612	4.53%	8,579,956	8,763,054
Transfers Out & Other Uses	2,200,000	1,635,410	2,000,000	2,000,000	1,000,000	-50.00%	1,000,000	1,000,000
Total Expenditure	58,575,977	60,956,503	63,809,915	65,950,283	67,845,078	2.87%	69,037,143	70,636,173
Net Surplus/(Shortfall)	1,275,158	911,433	(1,239,444)	(2,979,783)	(2,794,998)	-6.20%	(3,045,323)	(3,561,943)
Beginning Fund Balance	30,598,939	31,874,097	32,785,530	32,785,530	31,546,086	-3.78%	28,751,088	25,705,765
Ending Fund Balance	31,874,097	32,785,530	31,546,086	29,805,747	28,751,088	-3.54%	25,705,765	22,143,822
<b>SPECIAL REVENUE</b>								
<b>MAJOR STREET FUND</b>								
Total Revenue	6,102,644	7,020,210	6,616,100	6,580,100	7,026,570	6.79%	7,235,870	7,235,870
Expenditure								
Transfers Out & Other Uses	5,827,137	5,640,530	6,612,860	7,071,210	8,776,101	24.11%	6,630,602	6,685,663
Total Expenditure	5,827,137	5,640,530	6,612,860	7,071,210	8,776,101	24.11%	6,630,602	6,685,663
Net Surplus/(Shortfall)	275,507	1,379,680	3,240	(491,110)	(1,749,531)	256.24%	605,268	550,207
Beginning Fund Balance	3,733,545	4,009,053	5,388,733	5,388,733	5,391,973	0.06%	3,642,442	4,247,710
Ending Fund Balance	4,009,053	5,388,733	5,391,973	4,897,623	3,642,442	-25.63%	4,247,710	4,797,917



### All Funds Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>LOCAL STREET FUND</b>								
Total Revenue	3,188,839	3,427,357	4,123,650	4,111,650	4,285,650	4.23%	4,368,260	4,368,260
Expenditure								
Transfers Out & Other Uses	2,977,267	3,396,933	3,613,183	4,043,500	4,282,345	5.91%	4,043,704	4,100,068
Total Expenditure	2,977,267	3,396,933	3,613,183	4,043,500	4,282,345	5.91%	4,043,704	4,100,068
Net Surplus/(Shortfall)	211,572	30,424	510,467	68,150	3,305	-95.15%	324,556	268,192
Beginning Fund Balance	2,802,499	3,014,071	3,044,495	3,044,495	3,554,962	16.77%	3,558,267	3,882,823
Ending Fund Balance	3,014,071	3,044,495	3,554,962	3,112,645	3,558,267	14.32%	3,882,823	4,151,015
<b>REFUSE FUND</b>								
Total Revenue	4,939,042	5,191,259	5,466,120	5,442,000	5,670,600	4.20%	5,735,000	5,815,000
Expenditure								
Sanitation	5,008,259	5,250,788	5,400,720	5,427,190	5,586,855	2.94%	5,753,020	5,924,080
Total Expenditure	5,008,259	5,250,788	5,400,720	5,427,190	5,586,855	2.94%	5,753,020	5,924,080
Net Surplus/(Shortfall)	(69,216)	(59,530)	65,400	14,810	83,745	465.46%	(18,020)	(109,080)
Beginning Fund Balance	869,322	800,105	740,576	740,576	805,976	8.83%	889,721	871,701
Ending Fund Balance	800,105	740,576	805,976	755,386	889,721	17.78%	871,701	762,621
<b>Transit Center</b>								
Total Revenue	74,524	78,671	86,460	90,390	94,110	4.12%	95,850	97,610
Expenditure								
Community Development	74,524	78,661	86,460	90,390	94,110	4.12%	95,850	97,610
Total Expenditure	74,524	78,661	86,460	90,390	94,110	4.12%	95,850	97,610
Net Surplus/(Shortfall)	-	11	-	-	-	0.00%	-	-
Beginning Fund Balance	11,537	11,537	11,547	11,547	11,547	0.00%	11,547	11,547
Ending Fund Balance	11,537	11,547	11,547	11,547	11,547	0.00%	11,547	11,547



### All Funds Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>BUDGET STABILIZATION FUND</u></b>								
Total Revenue	2,324	51,669	18,000	2,000	18,000	800.00%	18,000	18,000
Net Surplus/(Shortfall)	2,324	51,669	18,000	2,000	18,000	800.00%	18,000	18,000
Beginning Fund Balance	1,563,397	1,565,721	1,617,390	1,617,390	1,635,390	1.11%	1,653,390	1,671,390
Ending Fund Balance	1,565,721	1,617,390	1,635,390	1,619,390	1,653,390	2.10%	1,671,390	1,689,390
<b><u>Forfeiture Fund</u></b>								
Total Revenue	425,191	185,629	101,586	133,000	141,000	6.02%	141,000	141,000
Expenditure								
Public Safety	97,515	255,259	453,000	453,000	403,500	-10.93%	444,040	270,540
Total Expenditure	97,515	255,259	453,000	453,000	403,500	-10.93%	444,040	270,540
Net Surplus/(Shortfall)	327,676	(69,630)	(351,414)	(320,000)	(262,500)	-17.97%	(303,040)	(129,540)
Beginning Fund Balance	1,006,225	1,333,901	1,264,271	1,264,271	912,857	-27.80%	650,357	347,317
Ending Fund Balance	1,333,901	1,264,271	912,857	944,271	650,357	-31.13%	347,317	217,777
<b><u>LIBRARY FUND</u></b>								
Total Revenue	3,550,376	3,657,318	3,712,705	3,687,150	3,734,800	1.29%	4,179,800	4,279,800
Expenditure								
Recreation and Culture	3,731,725	4,110,244	3,918,321	4,014,270	4,127,518	2.82%	4,197,145	4,265,325
Total Expenditure	3,731,725	4,110,244	3,918,321	4,014,270	4,127,518	2.82%	4,197,145	4,265,325
Net Surplus/(Shortfall)	(181,349)	(452,926)	(205,616)	(327,120)	(392,718)	20.05%	(17,345)	14,475
Beginning Fund Balance	1,259,817	1,078,468	625,543	625,543	419,927	-32.87%	27,209	9,864
Ending Fund Balance	1,078,468	625,543	419,927	298,423	27,209	-90.88%	9,864	24,339



### All Funds Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Comm Dev Block Grant Fund</b>								
Total Revenue	59,726	112,064	336,170	150,000	150,000	0.00%	150,000	150,000
Community development- OLD	59,726	112,064	331,720	150,000	150,000	0.00%	150,000	150,000
Total Expenditure	59,726	112,064	336,170	150,000	150,000	0.00%	150,000	150,000
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	-	-	-	-	-	0.00%	-	-
<b>DEBT SERVICE</b>								
<b>GENERAL DEBT SERVICE FUND</b>								
Total Revenue	2,761,462	2,895,233	2,966,811	2,891,000	1,953,240	-32.44%	-	-
Expenditure								
Debt Service	2,866,599	2,943,789	2,860,200	2,860,200	2,879,260	0.67%	-	-
Total Expenditure	2,866,599	2,943,789	2,860,200	2,860,200	2,879,260	0.67%	-	-
Net Surplus/(Shortfall)	(105,137)	(48,556)	106,611	30,800	(926,020)	3106.56%	-	-
Beginning Fund Balance	973,102	867,966	819,409	819,409	926,020	13.01%	-	-
Ending Fund Balance	867,966	819,409	926,020	850,209	-	-100.00%	-	-
<b>PROP A BOND DEBT RETIREMENT</b>								
Total Revenue	890,300	921,125	897,800	897,800	959,600	6.88%	-	-
Expenditure								
Debt Service	890,300	921,125	897,800	897,800	959,600	6.88%	-	-
Total Expenditure	890,300	921,125	897,800	897,800	959,600	6.88%	-	-
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	-	-	-	-	-	0.00%	-	-



### All Funds Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>PROP B BOND DEBT RETIREMENT</u></b>								
Total Revenue	1,216,500	1,266,725	1,214,800	1,214,800	1,175,850	-3.21%	-	-
Expenditure								
Debt Service	1,216,500	1,266,725	1,214,800	1,214,800	1,175,850	-3.21%	-	-
Total Expenditure	1,216,500	1,266,725	1,214,800	1,214,800	1,175,850	-3.21%	-	-
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	-	-	-	-	-	0.00%	-	-
<b><u>PROP C BOND DEBT RETIREMENT</u></b>								
Total Revenue	696,250	688,975	682,600	682,600	678,300	-0.63%	-	-
Expenditure								
Debt Service	696,250	688,975	682,600	682,600	678,300	-0.63%	-	-
Total Expenditure	696,250	688,975	682,600	682,600	678,300	-0.63%	-	-
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	-	-	-	-	-	0.00%	-	-
<b><u>Gen Obligation Debt-Series 2013</u></b>								
Total Revenue	931,513	923,713	914,613	914,600	1,013,738	10.84%	1,058,363	1,094,863
Expenditure								
Debt Service	931,513	923,713	914,613	914,600	1,013,738	10.84%	1,058,363	1,094,863
Total Expenditure	931,513	923,713	914,613	914,600	1,013,738	10.84%	1,058,363	1,094,863
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	-	-	-	-	-	0.00%	-	-



### All Funds Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>CAPITAL</b>								
<b>CAPITAL FUND</b>								
Total Revenue	15,350,114	15,906,833	15,628,566	15,747,960	16,779,351	6.55%	16,092,228	16,020,913
Expenditure								
Capital Outlay	18,093,568	12,866,494	14,539,464	15,860,660	16,849,250	6.23%	19,117,230	18,033,798
Total Expenditure	18,093,568	12,866,494	14,539,464	15,860,660	16,849,250	6.23%	19,117,230	18,033,798
Net Surplus/(Shortfall)	(2,743,454)	3,040,340	1,089,102	(112,700)	(69,899)	-37.98%	(3,025,002)	(2,012,885)
Beginning Fund Balance	9,713,559	6,970,105	10,010,444	10,010,444	11,099,546	10.88%	11,029,647	8,004,645
Ending Fund Balance	6,970,105	10,010,444	11,099,546	9,897,744	11,029,647	11.44%	8,004,645	5,991,760
<b>SPECIAL ASSESSMENT FUND</b>								
Total Revenue	6,817	505	-	-	-	0.00%	-	-
Expenditure								
Capital Outlay-OLD	596	-	-	-	-	0.00%	-	-
Total Expenditure	596	-	-	-	-	0.00%	-	-
Net Surplus/(Shortfall)	6,222	505	-	-	-	0.00%	-	-
Beginning Fund Balance	-	6,222	6,727	6,727	6,727	0.00%	6,727	6,727
Ending Fund Balance	6,222	6,727	6,727	6,727	6,727	0.00%	6,727	6,727





### All Funds Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>PERMANENT</b>								
<b>Cemetery Fund</b>								
Total Revenue	4,485	9,452	4,700	4,200	6,200	47.62%	6,200	6,200
Expenditure								
General government	2,000	-	1,200	1,200	1,200	0.00%	1,200	1,200
Total Expenditure	2,000	-	1,200	1,200	1,200	0.00%	1,200	1,200
Net Surplus/(Shortfall)	2,485	9,452	3,500	3,000	5,000	66.67%	5,000	5,000
Beginning Fund Balance	221,874	224,358	233,810	233,810	237,310	1.50%	242,310	247,310
Ending Fund Balance	224,358	233,810	237,310	236,810	242,310	2.32%	247,310	252,310
<b>ENTERPRISE</b>								
<b>Sanctuary Lake Golf Course</b>								
Total Revenue	1,781,279	1,802,470	1,702,230	1,684,470	1,738,800	3.23%	1,789,360	1,841,420
Expenditure								
Sanctuary Lake	1,930,682	1,959,693	2,340,460	2,401,540	2,485,385	3.49%	2,403,110	2,602,590
Total Expenditure	1,930,682	1,959,693	2,340,460	2,401,540	2,485,385	3.49%	2,403,110	2,602,590
Net Surplus/(Shortfall)	(149,404)	(157,223)	(638,230)	(717,070)	(746,585)	4.12%	(613,750)	(761,170)
Beginning Fund Balance	(6,358,091)	(6,507,495)	(6,664,718)	(6,664,718)	(7,302,948)	9.58%	(8,049,533)	(8,663,283)
Ending Fund Balance	(6,507,495)	(6,664,718)	(7,302,948)	(7,381,788)	(8,049,533)	9.05%	(8,663,283)	(9,424,453)



### All Funds Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>SYLVAN GLEN GOLF COURSE</u></b>								
Total Revenue	1,298,326	1,289,250	1,303,050	1,303,050	1,328,470	1.95%	1,357,140	1,380,640
Expenditure								
Sylvan Glen	1,082,554	1,111,181	1,617,600	1,626,880	1,226,390	-24.62%	1,637,100	1,219,570
Total Expenditure	1,082,554	1,111,181	1,617,600	1,626,880	1,226,390	-24.62%	1,637,100	1,219,570
Net Surplus/(Shortfall)	215,772	178,069	(314,550)	(323,830)	102,080	-131.52%	(279,960)	161,070
Beginning Fund Balance	5,974,263	6,190,034	6,368,104	6,368,104	6,053,554	-4.94%	6,155,634	5,875,674
Ending Fund Balance	6,190,034	6,368,104	6,053,554	6,044,274	6,155,634	1.84%	5,875,674	6,036,744
<b><u>AQUATIC CENTER FUND</u></b>								
Total Revenue	578,371	559,507	603,800	596,500	616,800	3.40%	624,900	635,400
Expenditure								
Aquatic Center	657,651	700,470	669,610	637,930	764,170	19.79%	871,600	666,560
Total Expenditure	657,651	700,470	669,610	637,930	764,170	19.79%	871,600	666,560
Net Surplus/(Shortfall)	(79,280)	(140,963)	(65,810)	(41,430)	(147,370)	255.71%	(246,700)	(31,160)
Beginning Fund Balance	968,299	889,019	748,056	748,056	682,246	-8.80%	534,876	288,176
Ending Fund Balance	889,019	748,056	682,246	706,626	534,876	-24.31%	288,176	257,016
<b><u>SEWER FUND</u></b>								
Total Revenue	13,585,763	14,495,157	14,445,000	13,897,500	14,584,400	4.94%	15,021,800	15,500,000
Expenditure								
Sewer	14,469,917	14,617,042	17,801,315	17,875,180	21,381,550	19.62%	17,689,420	15,423,210
Total Expenditure	14,469,917	14,617,042	17,801,315	17,875,180	21,381,550	19.62%	17,689,420	15,423,210
Net Surplus/(Shortfall)	(884,154)	(121,886)	(3,356,315)	(3,977,680)	(6,797,150)	70.88%	(2,667,620)	76,790
Beginning Fund Balance	67,736,320	66,852,167	66,730,281	66,730,281	63,373,966	-5.03%	56,576,816	53,909,196
Ending Fund Balance	66,852,167	66,730,281	63,373,966	62,752,601	56,576,816	-9.84%	53,909,196	53,985,986



### All Funds Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>WATER FUND</u></b>								
Total Revenue	20,714,447	20,832,848	19,834,600	20,597,800	21,151,900	2.69%	21,624,000	22,235,000
Expenditure								
Water	20,859,148	20,442,263	24,828,940	26,215,659	22,136,184	-15.56%	22,466,938	22,844,880
Total Expenditure	20,859,148	20,442,263	24,828,940	26,215,659	22,136,184	-15.56%	22,466,938	22,844,880
Net Surplus/(Shortfall)	(144,701)	390,585	(4,994,340)	(5,617,859)	(984,284)	-82.48%	(842,938)	(609,880)
Beginning Fund Balance	100,192,990	100,048,289	100,438,874	100,438,874	95,444,534	-4.97%	94,460,250	93,617,312
Ending Fund Balance	100,048,289	100,438,874	95,444,534	94,821,015	94,460,250	-0.38%	93,617,312	93,007,432
<b><u>INTERNAL SERVICE</u></b>								
<b><u>UNEMPLOYMENT COMPENSATION</u></b>								
Total Revenue	3,349	3,329	3,570	3,570	3,640	1.96%	3,710	3,790
Expenditure								
General government	3,349	3,329	3,570	3,570	3,640	1.96%	3,710	3,790
Total Expenditure	3,349	3,329	3,570	3,570	3,640	1.96%	3,710	3,790
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	40,000	40,000	40,000	40,000	40,000	0.00%	40,000	40,000
Ending Fund Balance	40,000	40,000	40,000	40,000	40,000	0.00%	40,000	40,000
<b><u>WORKER'S COMP RESERVE FUND</u></b>								
Total Revenue	373,378	525,930	536,450	536,450	765,000	42.60%	790,000	815,000
Expenditure								
General government	373,378	525,930	536,450	536,450	765,000	42.60%	790,000	815,000
Total Expenditure	373,378	525,930	536,450	536,450	765,000	42.60%	790,000	815,000
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0.00%	2,000,000	2,000,000
Ending Fund Balance	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0.00%	2,000,000	2,000,000



### All Funds Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>COMPENSATED ABSENCES FUND</b>								
Total Revenue	4,195,745	4,588,280	4,597,310	4,597,310	4,707,050	2.39%	4,820,240	4,966,610
Expenditure								
General government	4,195,745	4,588,280	4,597,310	4,597,310	4,707,050	2.39%	4,820,240	4,966,610
Total Expenditure	4,195,745	4,588,280	4,597,310	4,597,310	4,707,050	2.39%	4,820,240	4,966,610
Net Surplus/(Shortfall)	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	1,000,000	1,000,000
Ending Fund Balance	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	1,000,000	1,000,000
<b>BUILDING OPERATIONS</b>								
Total Revenue	1,145,947	1,441,317	1,358,030	1,323,560	1,472,620	11.26%	1,509,410	1,547,120
Expenditure								
General government	1,004,103	1,236,056	1,275,010	1,323,560	1,380,360	4.29%	1,360,720	1,397,290
Total Expenditure	1,004,103	1,236,056	1,275,010	1,323,560	1,380,360	4.29%	1,360,720	1,397,290
Net Surplus/(Shortfall)	141,844	205,261	83,020	-	92,260	0.00%	148,690	149,830
Beginning Fund Balance	600,000	741,844	947,105	947,105	1,030,125	8.77%	1,122,385	1,271,075
Ending Fund Balance	741,844	947,105	1,030,125	947,105	1,122,385	18.51%	1,271,075	1,420,905
<b>INFORMATION TECHNOLOGY</b>								
Total Revenue	2,058,738	2,193,090	2,159,840	2,151,840	2,226,080	3.45%	2,270,400	2,260,528
Expenditure								
General government	2,028,009	1,962,479	2,568,570	2,558,950	2,247,800	-12.16%	2,142,010	2,331,550
Total Expenditure	2,028,009	1,962,479	2,568,570	2,558,950	2,247,800	-12.16%	2,142,010	2,331,550
Net Surplus/(Shortfall)	30,729	230,611	(408,730)	(407,110)	(21,720)	-94.66%	128,390	(71,022)
Beginning Fund Balance	1,356,757	1,387,487	1,618,098	1,618,098	1,209,368	-25.26%	1,187,648	1,316,038
Ending Fund Balance	1,387,487	1,618,098	1,209,368	1,210,988	1,187,648	-1.93%	1,316,038	1,245,016



### All Funds Revenues and Expenditures

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>FLEET MAINTENANCE</u></b>								
Total Revenue	4,496,119	4,988,989	4,609,410	4,820,190	5,028,790	4.33%	5,026,540	5,074,950
Expenditure								
General government	3,921,374	4,234,999	5,429,705	6,357,655	7,355,845	15.70%	6,513,120	6,408,155
Total Expenditure	3,921,374	4,234,999	5,429,705	6,357,655	7,355,845	15.70%	6,513,120	6,408,155
Net Surplus/(Shortfall)	574,746	753,991	(820,295)	(1,537,465)	(2,327,055)	51.36%	(1,486,580)	(1,333,205)
Beginning Fund Balance	10,784,724	11,359,469	12,113,460	12,113,460	11,293,165	-6.77%	8,966,110	7,479,530
Ending Fund Balance	\$ 11,359,469	12,113,460	11,293,165	10,575,995	8,966,110	-15.22%	7,479,530	6,146,325


**Personnel Summary**

	Approved		Approved		Requested	
	2018/19		2019/20		2020/21	
	FT	PT	FT	PT	FT	PT
<b>Accounting</b>						
Account Clerk II	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		1.20
Grant Specialist PT		0.80		0.60		0.50
Office Manager					1.00	
<b>Total for Accounting</b>	<b>6.00</b>	<b>1.60</b>	<b>6.00</b>	<b>1.40</b>	<b>6.00</b>	<b>1.70</b>
<b>Aquatic Center</b>						
Attendant - Pool		0.00		0.90		
Cashier-Aquatic Center		2.20		1.30		2.60
Instructor-Water Safety TFAC		1.00		0.30		
Instructor-Water Safety-PrivTFAC		0.50				
Lifeguard TFAC		6.20		4.60		3.50
Pool Manager-TFAC		1.60		3.60		4.00
<b>Total for Aquatic Center</b>	<b>0.00</b>	<b>11.50</b>	<b>0.00</b>	<b>10.70</b>	<b>0.00</b>	<b>10.10</b>
<b>Assessing</b>						
Account Clerk II	2.00		2.00		2.00	
Appraiser	3.00		3.00		3.00	
City Assessor	1.00		1.00		1.00	
Deputy City Assessor	1.00		1.00		1.00	
<b>Total for Assessing</b>	<b>7.00</b>	<b>0.00</b>	<b>7.00</b>	<b>0.00</b>	<b>7.00</b>	<b>0.00</b>
<b>Building Inspection</b>						
Building Official	0.35		1.00		1.00	
<b>Total for Building Inspection</b>	<b>0.35</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>


**Personnel Summary**

	Approved 2018/19		Approved 2019/20		Requested 2020/21	
	FT	PT	FT	PT	FT	PT
<b>Building Operations</b>						
Building Maint Specialist I	3.00		3.00		3.00	
Building Maint Specialist II	1.00		1.00		1.00	
Building Maint Technician	4.00		4.00		4.00	
Division Supervisor - Facilities	0.71		0.71		0.71	
Facilities & Grounds Manager	0.50		0.50		0.50	
Public Works Director	0.13		0.13		0.13	
Secretary	1.00		1.00		1.00	
<b>Total for Building Operations</b>	<b>10.34</b>	<b>0.00</b>	<b>10.34</b>	<b>0.00</b>	<b>10.34</b>	<b>0.00</b>
<b>City Attorney</b>						
Assistant City Attorney	3.00		3.00		3.00	
City Attorney	1.00		1.00		1.00	
Intern		0.30		0.10		0.20
Legal Assistant I	1.00		1.00		1.00	
Legal Assistant II	1.00		1.00		1.00	
Legal Secretary	1.00		1.00		1.00	
<b>Total for City Attorney</b>	<b>7.00</b>	<b>0.30</b>	<b>7.00</b>	<b>0.10</b>	<b>7.00</b>	<b>0.20</b>
<b>City Clerk</b>						
City Clerk	1.00		1.00		1.00	
Customer Service Coordinator	1.00		1.00			
Deputy City Clerk	1.00		1.00		1.00	
Building Maint Specialist (Elections)	0.29		0.29		0.29	
Election Aide		1.20		1.00		
Intern		0.30				
Office Assistant I	2.00		2.00		2.00	
Office Assistant II					1.00	
Office Assistant PT		0.90		0.70		1.20
<b>Total for City Clerk</b>	<b>5.29</b>	<b>2.40</b>	<b>5.29</b>	<b>1.70</b>	<b>5.29</b>	<b>1.20</b>


**Personnel Summary**

	Approved		Approved		Requested	
	2018/19		2019/20		2020/21	
	FT	PT	FT	PT	FT	PT
<b>Engineering</b>						
Administrative Assistant	1.00		1.00		1.00	
City Engineer	1.00		1.00		1.00	
Civil Engineer	2.00		1.00		1.00	
Deputy City Engineer	1.00		1.00		1.00	
GIS Analyst	0.20		0.20		0.20	
Inspector Supervisor	1.00		1.00		1.00	
Land Surveyor	1.00		1.00		1.00	
MSE-E Engineering Specialist II	3.00		3.00		3.00	
MSE-H Engineering Specialist III	1.00		1.00		1.00	
Sr Right of Way Representative	1.00		1.00		1.00	
Sr Civil Engineer	0.00		1.00		1.00	
<b>Total for Engineering</b>	<b>12.20</b>	<b>0.00</b>	<b>12.20</b>	<b>0.00</b>	<b>12.20</b>	<b>0.00</b>
<b>Fire</b>						
Administrative Aide PT		0.50		0.30		0.50
Administrative Assistant					1.00	
Assistant Chief	1.00		1.00		2.00	
Fire Chief	1.00		1.00		1.00	
Fire Staff Assistant		1.80		1.40		1.40
Fire Staff Lieutenant	4.00		4.00		8.00	
Fire Staff Technician	5.00		5.00			
Secretary	1.00		1.00			
<b>Total for Fire</b>	<b>12.00</b>	<b>2.30</b>	<b>12.00</b>	<b>1.70</b>	<b>12.00</b>	<b>1.90</b>
<b>Historic Village - Contracted with Non-Profit Entity 2011/12</b>						
MSE-C Equipment Operator I	0.31	0.10	0.31	0.10	0.31	0.10
<b>Total for Historic Village</b>	<b>0.31</b>	<b>0.10</b>	<b>0.31</b>	<b>0.10</b>	<b>0.31</b>	<b>0.10</b>




**Personnel Summary**

	Approved 2018/19		Approved 2019/20		Requested 2020/21	
	FT	PT	FT	PT	FT	PT
<b>Human Resources</b>						
Human Resources Specialist	2.00		2.00		2.00	
Human Resources Director	1.00		1.00		1.00	
Intern		0.50				
Office Assistant PT				0.50		0.50
Office Manager	1.00		1.00		1.00	
<b>Total for Human Resources</b>	<b>4.00</b>	<b>0.50</b>	<b>4.00</b>	<b>0.50</b>	<b>4.00</b>	<b>0.50</b>
<b>Information Technology</b>						
Application Specialist	2.00		2.00		2.00	
Data Proc Analyst/Programmer	1.00		1.00		1.00	
GIS Administrator	0.50		0.50		0.50	
GIS Analyst	0.20		0.20		0.20	
Information Technology Director	1.00		1.00		1.00	
Lead PC Specialist	1.00		1.00		1.00	
Network Administrator	1.00		1.00		1.00	
PC Specialist/Help Desk Tech	3.00		3.00		3.00	
<b>Total for Information Technology</b>	<b>9.70</b>	<b>0.00</b>	<b>9.70</b>	<b>0.00</b>	<b>9.70</b>	<b>0.00</b>
<b>Library</b>						
Administrative Aide	1.00		1.00		1.00	
Administrative Aide PT		0.40		0.50		0.50
Assistant Library Director	1.00		1.00		1.00	
Circulation Supervisor	1.00		1.00		1.00	
Intern		0.80		1.00		
Librarian I	2.00		3.00		3.00	
Librarian II	2.00		2.00		2.00	
Librarian PT		8.20		7.20		7.70


**Personnel Summary**

	Approved 2018/19		Approved 2019/20		Requested 2020/21	
	FT	PT	FT	PT	FT	PT
<b>Library Continued</b>						
Librarian-Substitute		1.00		1.00		0.10
Library Aide			1.00		1.00	
Library Aide PT		6.30		7.20		6.70
Library Aide-Substitute		0.50		0.50		0.50
Library Assistant		7.70		5.30		5.30
Library Assistant-Substitute		1.20		0.90		1.80
Library Director	1.00		1.00		1.00	
Library Page		3.80		3.20		3.20
Library Page-Substitute		0.20				
Library System Specialist		0.50				
Marketing Associate PT		0.50		0.50		1.30
Marketing Coordinator	0.50		0.50		1.00	
Technical Services Supervisor	1.00		1.00		1.00	
Technology Specialist	1.00		1.00		1.00	
<b>Total for Library</b>	<b>10.50</b>	<b>31.10</b>	<b>12.50</b>	<b>27.30</b>	<b>13.00</b>	<b>27.10</b>
<b>Manager</b>						
Assistant City Manager			1.00		1.00	
Assistant to the City Manager	1.00		1.00		1.00	
Cable Production Specialist		0.30		0.30		0.40
Chief Financial Officer	1.00		1.00		1.00	
City Manager	1.00		1.00		1.00	
Community Affairs Associate				0.40		0.70
Community Affairs Director	1.00		1.00		1.00	
Economic & Comm Dev. Director	1.00					
Economic Development Specialist	1.00		1.00		1.00	
Intern		1.10		0.60		0.60
Management Analyst	1.00					
Marketing Coordinator	1.00		1.00		1.00	
Office Manager	1.00		1.00		1.00	
<b>Total for Manager</b>	<b>9.00</b>	<b>1.40</b>	<b>8.00</b>	<b>1.30</b>	<b>8.00</b>	<b>1.70</b>


**Personnel Summary**

	Approved 2018/19		Approved 2019/20		Requested 2020/21	
	FT	PT	FT	PT	FT	PT
<b>Fleet Maintenance</b>						
Field Supervisor	2.00		2.00		2.00	
Fleet Operations Manager	1.00		1.00		1.00	
Inventory Control Assistant	1.00		1.00		1.00	
MSE-D Service Tech I-Fleet	3.00		3.00		3.00	
MSE-F Trade Specialist I	6.00		6.00		6.00	
MSE-G Trade Specialist II	4.00		4.00		4.00	
Public Works Assistant		1.00		0.80		1.40
Public Works Director	0.13		0.13		0.13	
<b>Total for Fleet Maintenance</b>	<b>17.13</b>	<b>1.00</b>	<b>17.13</b>	<b>0.80</b>	<b>17.13</b>	<b>1.40</b>
<b>Parks</b>						
Division Supervisor	0.98		0.98		0.98	
Facilities and Grounds Manager	0.50		0.50		0.50	
Intern		0.60		0.60		0.80
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		1.40		1.80		1.40
Summer Laborer - Parks		8.40		7.10		7.50
<b>Total for Parks</b>	<b>6.32</b>	<b>10.40</b>	<b>6.32</b>	<b>9.50</b>	<b>6.32</b>	<b>9.70</b>


**Personnel Summary**

	Approved 2018/19		Approved 2019/20		Requested 2020/21	
	FT	PT	FT	PT	FT	PT
<b>Planning</b>						
Administrative Assistant	1.00		1.00		1.00	
Building Official/Code Inspector	0.65					
Community Development Director					1.00	
Housing & Zoning Inspector	1.00		2.00		2.00	
Housing & Zoning Inspector PT				0.70		0.80
Housing & Zoning Inspector Temp		0.80				
Intern				0.40		0.50
Ordinance Enforcement Officer		0.10				
Planner					1.00	
Planning Director	1.00		1.00			
Zoning & Compliance Specialist	1.00		1.00		1.00	
<b>Total for Planning</b>	<b>4.65</b>	<b>0.90</b>	<b>5.00</b>	<b>1.10</b>	<b>6.00</b>	<b>1.30</b>
<b>Police Department</b>						
911 Operator		0.50		0.40		0.50
Administrative Assistant	4.00		4.00		4.00	
Background Investigator		0.80		1.30		0.80
Communications Supervisor	8.00		8.00		8.00	
Crime Data Analyst	1.00		1.00		1.00	
Crossing Guard		1.40		1.30		1.30
Emergency Manager Specialist	1.00		1.00		1.00	
Investigative Assistant		1.20		1.20		1.20
Office Assistant PT		0.40		0.30		0.70
Office Manager	1.00		1.00		1.00	
Police Analyst/Planner	1.00		1.00		1.00	
Intern		0.60		0.40		0.50
Police Captain	3.00		2.00		2.00	
Police Chief	1.00		1.00		1.00	
Police Computer Technician		0.50		0.50		0.50
Police Desk Attendant		2.60		2.20		1.90


**Personnel Summary**

	Approved 2018/19		Approved 2019/20		Requested 2020/21	
	FT	PT	FT	PT	FT	PT
<b>Police Department-Continued</b>						
Information Tech Manager	1.00		1.00		1.00	
Police Lieutenant	5.00		5.00		6.00	
Police Officer	88.00		88.00		89.00	
Police Records Supervisor	1.00		1.00		1.00	
Police Sergeant	16.00		16.00		16.00	
Police Service Aide	26.00		26.00		26.00	
Records Clerk	4.00		4.00		4.00	
Student Enforcement Aide		0.10		0.00		0.10
Support Specialist	1.00		1.00		1.00	
<b>Total for Police Department</b>	<b>162.00</b>	<b>8.10</b>	<b>161.00</b>	<b>7.60</b>	<b>163.00</b>	<b>7.50</b>
<b>Purchasing</b>						
Administrative Aide PT		0.80		0.80		0.40
Associate Buyer	1.00		2.00		2.00	
Buyer	1.00					
Intern		0.80				
Purchasing Manager	1.00		1.00		1.00	
<b>Total for Purchasing</b>	<b>3.00</b>	<b>1.60</b>	<b>3.00</b>	<b>0.80</b>	<b>3.00</b>	<b>0.40</b>
<b>Recreation</b>						
Account Clerk II	1.00		1.00		1.00	
Aide-Adaptive Program		0.70		1.00		0.80
Assistant Recreation Director	1.00		1.00		1.00	
Attendant-Community Center		4.30		3.20		
Babysitter		1.50		1.50		1.60
Coordinator-Adaptive Program		0.50		0.40		0.50
Coordinator-Basketball Adult		0.10		0.10		0.10
Coordinator-Basketball Youth						0.20
Coordinator-Day Camp		0.40		0.40		0.30
Coordinator-Preschool		0.70		0.60		0.70
Coordinator-Recreation		9.40		7.70		8.30
Coordinator-Recreation Day Porter		0.60		2.40		2.00


**Personnel Summary**

	Approved		Approved		Requested	
	2018/19		2019/20		2020/21	
	FT	PT	FT	PT	FT	PT
<b>Recreation - Continued</b>						
Coordinator-Safety Town		0.10				
Coordinator-Senior Program		0.20		0.20		0.20
Coordinator-Soccer-Adult		0.00		0.10		0.10
Coordinator-Softball-Adult		0.10		0.10		0.10
Customer Service Assistant		0.00		0.40		3.90
Day Camp Leader		1.20		1.50		1.80
Fitness/Wellness Specialist-CC		0.30		0.30		0.30
Fitness/Wellness Specialist-SEN		0.10		0.10		0.10
Instructor-Preschool		2.60		2.40		2.10
Instructor-Safety Town		0.30		0.20		0.30
Instructor-Sports-Youth		0.10		0.10		0.10
Instructor-Water Safety CC		1.60		1.20		0.50
Instructor-Water Safety-Priv CC		0.60		0.30		0.20
Intern - Marketing Assistant		0.10		0.50		0.10
Lifeguard CC		7.30		6.20		6.20
Marketing Associate PT						0.50
Marketing Coordinator	0.50		0.50		1.00	
Office Manager	1.00		1.00		1.00	
Official-Basketball-Youth		0.40		0.50		0.40
Pool Manager-CC		3.00		3.70		2.80
Recreation Aide		6.90		6.30		6.50
Recreation Aide-Preschool		1.30		1.60		1.70
Recreation Director	1.00		1.00		1.00	
Recreation Supervisor	2.00		2.00		3.00	
Recreation Supervisor - Seniors	1.00		1.00		1.00	
Recreation Supervisor-PT-REC		0.60		0.80		0.60


**Personnel Summary**

	Approved		Approved		Requested	
	2018/19		2019/20		2020/21	
	FT	PT	FT	PT	FT	PT
<b>Recreation - Continued</b>						
Recreation Supervisor-PT-SEN		1.00		1.00		1.00
Scorekeeper		0.80		0.70		0.50
Umpire		0.10		0.10		
<b>Total for Recreation</b>	<b>7.50</b>	<b>46.90</b>	<b>7.50</b>	<b>45.60</b>	<b>9.00</b>	<b>44.50</b>
<b>Refuse and Recycling</b>						
Account Clerk I	0.05		0.05		0.05	
Public Works Director	0.13		0.10		0.10	
Public Works Coordinator	0.10		0.13		0.13	
<b>Total for Refuse and Recycling</b>	<b>0.28</b>	<b>0.00</b>	<b>0.28</b>	<b>0.00</b>	<b>0.28</b>	<b>0.00</b>
<b>Streets</b>						
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		1.40		0.60		1.40
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		0.70		0.00		0.70
Project Manager	1.00		1.00		1.00	
Public Works Director	0.25		0.25		0.25	
Seasonal Supervisor		0.60		0.30		0.40
Streets & Drains Operations Mgr.	1.00		1.00		1.00	
Summer Laborer - Streets		5.20		5.20		2.30
<b>Total for Streets</b>	<b>22.72</b>	<b>7.90</b>	<b>22.72</b>	<b>6.10</b>	<b>22.72</b>	<b>4.80</b>


**Personnel Summary**

	Approved 2018/19		Approved 2019/20		Requested 2020/21	
	FT	PT	FT	PT	FT	PT
<b>Transportation/Shuttle</b>						
Scheduler				1.00	1.00	
Scheduler PT						0.60
Shuttle Driver		3.70		4.00		
Trolley Bus Driver		1.20				
Transportation Coordinator			1.00		1.00	
Transportation Driver						6.00
Transportation Services Manager			1.00			
<b>Total for Transportation/Shuttle</b>	<b>0.00</b>	<b>4.90</b>	<b>2.00</b>	<b>5.00</b>	<b>2.00</b>	<b>6.60</b>
<b>Treasurer</b>						
Account Clerk II	3.00		2.00		2.00	
City Treasurer	1.00		1.00		1.00	
Deputy City Treasurer	0.00		1.00		1.00	
<b>Total for Treasurer</b>	<b>4.00</b>	<b>0.00</b>	<b>4.00</b>	<b>0.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Water &amp; Sewer</b>						
Account Clerk I	0.48		0.48		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		1.30		0.80		1.20
Water & Sewer Operations Mgr.	1.00		1.00		1.00	
<b>Total for Water &amp; Sewer</b>	<b>35.71</b>	<b>1.30</b>	<b>35.71</b>	<b>0.80</b>	<b>35.71</b>	<b>1.20</b>
<b>Grand Total</b>	<b>357.00</b>	<b>134.20</b>	<b>360.00</b>	<b>122.10</b>	<b>365.00</b>	<b>121.90</b>

**Position Changes for 2020/2021 Include:**

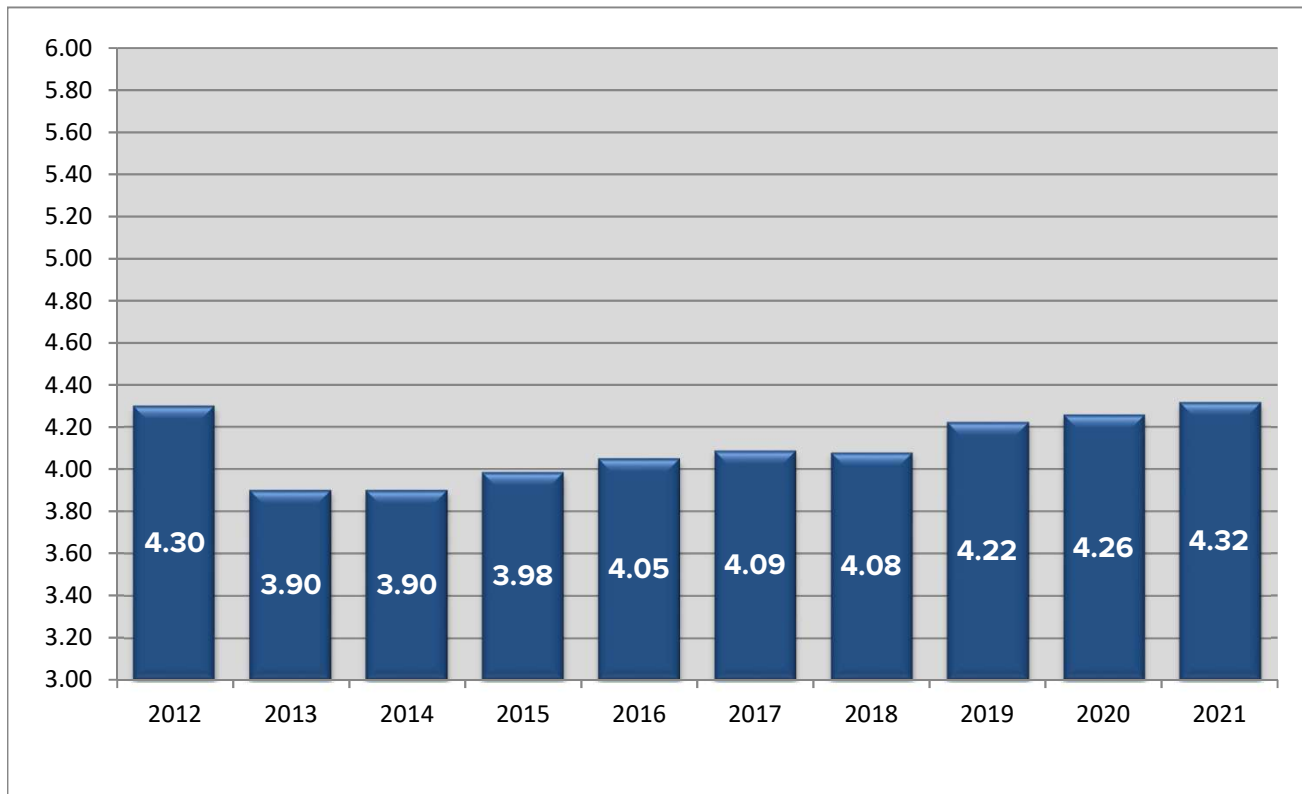
**Library** - Increased .5 FTE for Marketing Coordinator.

**Police** - Increased 2 FTE's for School Resource Officer and Lieutenant.

**Recreation** - Increased .5 FTE for Marketing Coordinator and 1 FTE for Recreation Supervisor.

**Planning** - Increased 1 FTE for Planner.



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

2019 through 2021 is based on the population estimate provided by the Southeast Michigan Council of Governments (SEMCOG) of 84,547.

# GENERAL FUND

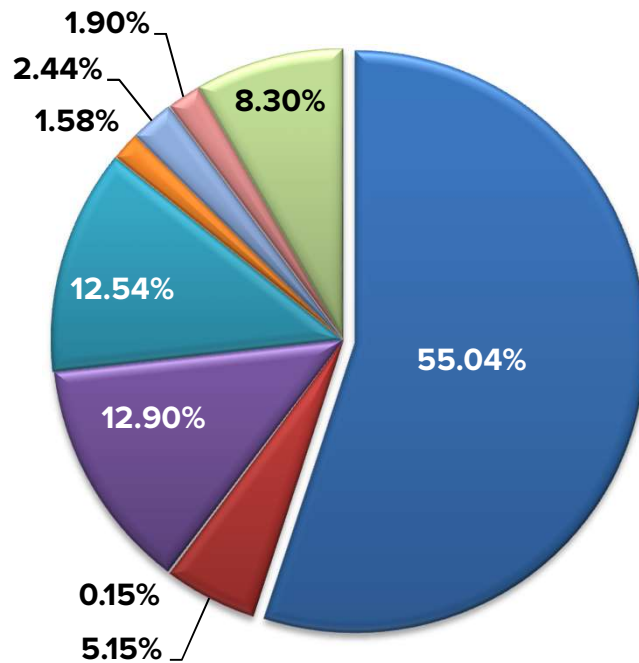
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**2020/2021 BUDGET**



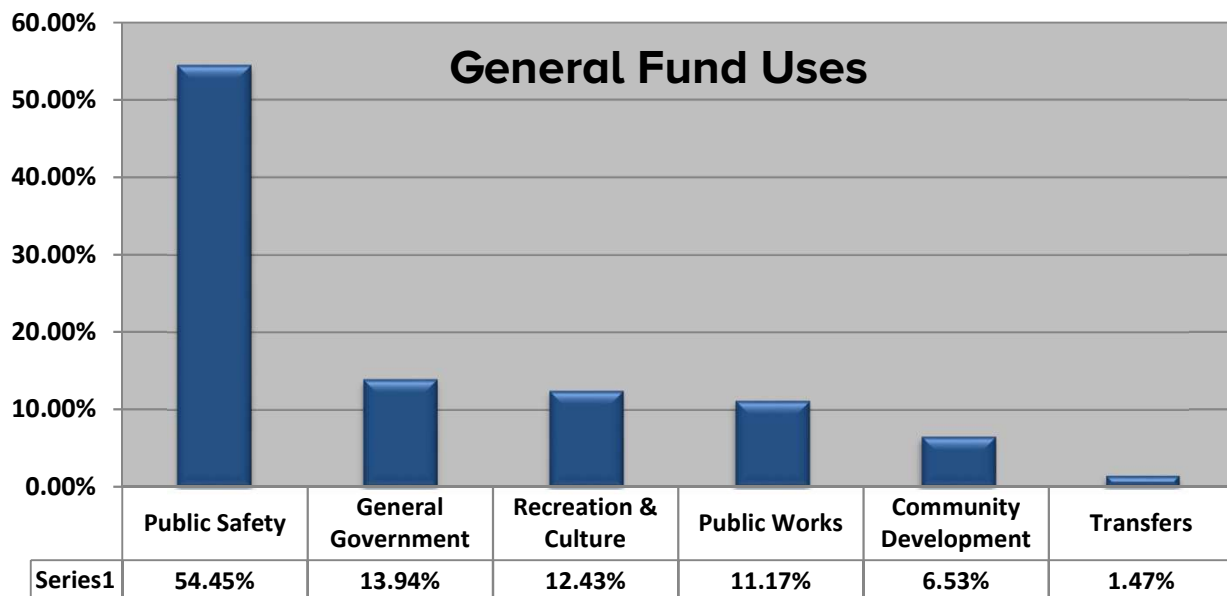
## How the City Allocates General Fund Resources

### General Fund Revenue Sources



### Millions

Taxes	\$35.8
Licenses and Permits	\$3.348
Federal, State & Local Grants	\$0.094
State Shared Revenue	\$8.392
Charges for Services	\$8.155
Fines & Forfeitures	\$1.03
Interest & Rents	\$1.588
Other Revenues	\$1.236
Other Sources	\$5.397





**General Fund  
Revenues Expenditures and Fund Balance**

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>REVENUE</u></b>								
Taxes	\$ 31,739,741	\$ 33,008,708	\$ 34,835,882	\$ 34,283,700	\$ 35,804,700	4.44%	\$ 36,238,700	\$ 36,788,700
Licenses And Permits	2,947,986	2,930,788	3,227,614	2,989,550	3,348,520	12.01%	3,474,380	3,605,490
Federal Grants	58,548	20,347	6,500	11,500	11,420	-0.70%	11,650	11,880
State Grants	47,519	43,217	41,200	46,500	42,000	-9.68%	42,700	43,400
State Shared Revenues	8,451,273	8,599,951	8,099,664	7,903,690	8,392,479	6.18%	8,540,013	8,631,182
Contributions From Local Units	52,077	52,156	41,418	51,600	41,000	-20.54%	41,600	42,200
Charges For Services	8,699,427	8,039,567	8,053,920	8,962,420	8,155,950	-9.00%	8,308,996	8,465,732
Fines And Forfeitures	1,110,197	1,369,202	1,025,500	1,036,500	1,030,500	-0.58%	1,037,700	1,039,900
Interest & Rent	1,061,509	2,362,894	1,578,780	1,172,780	1,588,780	35.47%	1,603,280	1,615,780
Other Revenue	1,160,076	1,173,146	1,214,300	1,177,900	1,236,930	5.01%	1,194,300	1,215,740
<b>REVENUE</b>	<b>55,328,352</b>	<b>57,599,977</b>	<b>58,124,778</b>	<b>57,636,140</b>	<b>59,652,279</b>	<b>3.50%</b>	<b>60,493,319</b>	<b>61,460,004</b>
<b><u>OTHER FINANCING SOURCES</u></b>								
Operating Transfers In	4,522,783	4,267,959	4,445,693	5,334,360	5,397,801	1.19%	5,498,501	5,614,226
<b>OTHER FINANCING SOURCES</b>	<b>4,522,783</b>	<b>4,267,959</b>	<b>4,445,693</b>	<b>5,334,360</b>	<b>5,397,801</b>	<b>1.19%</b>	<b>5,498,501</b>	<b>5,614,226</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>59,851,135</b>	<b>61,867,936</b>	<b>62,570,471</b>	<b>62,970,500</b>	<b>65,050,080</b>	<b>3.30%</b>	<b>65,991,820</b>	<b>67,074,230</b>
<b><u>EXPENDITURE</u></b>								
<b>General Government</b>								
Council And Executive Administration	4,075,357	4,232,453	4,590,888	4,789,990	5,039,090	5.20%	4,963,685	5,110,568
Finance	2,417,557	2,569,727	2,944,374	3,026,630	2,973,424	-1.76%	3,044,270	3,116,355
Other General Government	987,021	1,352,140	1,417,670	1,391,603	1,447,540	4.02%	1,430,895	1,459,510
<b>Total General government</b>	<b>7,479,935</b>	<b>8,154,320</b>	<b>8,952,932</b>	<b>9,208,223</b>	<b>9,460,054</b>	<b>2.73%</b>	<b>9,438,850</b>	<b>9,686,433</b>
<b>Public Safety</b>								
Police	23,454,742	25,583,852	26,450,585	27,493,450	28,330,920	3.05%	28,960,125	29,694,240
Fire	5,606,690	5,529,091	5,630,313	5,548,570	6,145,696	10.76%	6,235,474	6,325,398
Building Inspection	2,268,600	2,345,456	2,208,200	2,278,250	2,463,040	8.11%	2,557,870	2,655,710
<b>Total Public Safety</b>	<b>31,330,032</b>	<b>33,458,399</b>	<b>34,289,098</b>	<b>35,320,270</b>	<b>36,939,656</b>	<b>4.58%</b>	<b>37,753,469</b>	<b>38,675,348</b>



**General Fund  
Revenues Expenditures and Fund Balance**

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Public Works</b>								
Streets	5,967,871	5,722,967	6,089,440	6,997,110	7,061,456	0.92%	7,218,206	7,368,876
Transportation	216,868	223,560	432,235	526,660	519,792	-1.30%	533,550	545,910
<b>Total Public Works</b>	<b>6,184,739</b>	<b>5,946,527</b>	<b>6,521,675</b>	<b>7,523,770</b>	<b>7,581,248</b>	<b>0.76%</b>	<b>7,751,756</b>	<b>7,914,786</b>
<b>Community Development</b>								
Engineering	2,750,466	2,931,060	3,184,050	2,897,880	3,351,810	15.66%	3,408,050	3,466,330
Planning	817,146	934,817	930,430	930,770	1,077,698	15.79%	1,105,062	1,130,222
<b>Total Community Development</b>	<b>3,567,613</b>	<b>3,865,877</b>	<b>4,114,480</b>	<b>3,828,650</b>	<b>4,429,508</b>	<b>15.69%</b>	<b>4,513,112</b>	<b>4,596,552</b>
<b>Recreation And Culture</b>								
Parks	2,705,373	2,942,696	3,010,760	3,115,770	3,222,986	3.44%	3,255,330	3,334,570
Recreation	4,751,187	4,584,303	4,522,850	4,533,010	4,791,016	5.69%	4,892,192	4,996,294
Nature Center	156,248	154,012	154,870	154,900	158,930	2.60%	167,390	163,830
Historic Village	200,852	214,960	243,250	265,690	261,680	-1.51%	265,044	268,360
<b>Total Recreation and Culture</b>	<b>7,813,660</b>	<b>7,895,971</b>	<b>7,931,730</b>	<b>8,069,370</b>	<b>8,434,612</b>	<b>4.53%</b>	<b>8,579,956</b>	<b>8,763,054</b>
<b>EXPENDITURE</b>	<b>56,375,977</b>	<b>59,321,093</b>	<b>61,809,915</b>	<b>63,950,283</b>	<b>66,845,078</b>	<b>4.53%</b>	<b>68,037,143</b>	<b>69,636,173</b>
<b><u>OTHER FINANCING USES</u></b>								
Operating Transfers Out	2,200,000	1,635,410	2,000,000	2,000,000	1,000,000	-50.00%	1,000,000	1,000,000
<b>OTHER FINANCING USES</b>	<b>2,200,000</b>	<b>1,635,410</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>1,000,000</b>	<b>-50.00%</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>58,575,977</b>	<b>60,956,503</b>	<b>63,809,915</b>	<b>65,950,283</b>	<b>67,845,078</b>	<b>2.87%</b>	<b>69,037,143</b>	<b>70,636,173</b>
<b>SURPLUS (USE) OF FUND BALANCE</b>	<b>1,275,158</b>	<b>911,433</b>	<b>(1,239,444)</b>	<b>(2,979,783)</b>	<b>(2,794,998)</b>	<b>-6.20%</b>	<b>(3,045,323)</b>	<b>(3,561,943)</b>
<b>Beginning Fund Balance</b>	<b>30,598,939</b>	<b>31,874,097</b>	<b>32,785,530</b>	<b>32,785,530</b>	<b>31,546,086</b>	<b>-3.78%</b>	<b>28,751,088</b>	<b>25,705,765</b>
<b>Ending Fund Balance</b>	<b>\$ 31,874,097</b>	<b>\$ 32,785,530</b>	<b>\$ 31,546,086</b>	<b>\$ 29,805,747</b>	<b>\$ 28,751,088</b>	<b>-3.54%</b>	<b>\$ 25,705,765</b>	<b>\$ 22,143,822</b>



**General Fund  
Revenue Detailed By Account**

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>REVENUE</u></b>									
<b><u>TAXES</u></b>									
4402	Property Taxes	\$ 29,868,847	\$ 31,027,334	\$ 32,395,000	\$ 32,395,000	\$ 33,366,000	3.00%	\$ 33,750,000	\$ 34,250,000
4423	Mobile Home Tax	1,051	1,170	3,382	1,200	1,200	0.00%	1,200	1,200
4427	Senior Citizen Housing	35,602	72,260	37,500	37,500	37,500	0.00%	37,500	37,500
4445	Tax Penalties and Interest	378,496	389,013	300,000	300,000	300,000	0.00%	300,000	300,000
4447	Administration Fee	1,455,746	1,518,932	2,100,000	1,550,000	2,100,000	35.48%	2,150,000	2,200,000
<b>Total TAXES</b>		<b>31,739,741</b>	<b>33,008,708</b>	<b>34,835,882</b>	<b>34,283,700</b>	<b>35,804,700</b>	<b>4.44%</b>	<b>36,238,700</b>	<b>36,788,700</b>
<b><u>LICENSES AND PERMITS</u></b>									
<b><u>BUSINESS LICENSES AND PERMITS</u></b>									
4451.20	Electric, Plumbing, Heating	8,127	8,255	8,840	10,000	9,200	-8.00%	9,560	9,950
4451.30	Builders	3,615	3,580	3,520	4,000	3,660	-8.50%	3,800	3,960
4451.40	Sign Erectors	285	340	150	200	150	-25.00%	160	170
4451.50	Service Stations	188	188	200	200	200	0.00%	200	200
4451.60	Amusements	16,301	14,301	12,000	20,000	12,000	-40.00%	12,000	12,000
4451.70	Other	26,934	20,661	26,000	28,000	26,000	-7.14%	26,000	26,000
4451.75	Medical Marihuana	93,000	79,500	85,000	70,000	80,000	14.29%	80,000	80,000
<b>Total BUSINESS LICENSES AND PERMITS</b>		<b>148,450</b>	<b>126,825</b>	<b>135,710</b>	<b>132,400</b>	<b>131,210</b>	<b>-0.90%</b>	<b>131,720</b>	<b>132,280</b>



**General Fund  
Revenue Detailed By Account**

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>NON-BUSINESS LICENSES AND PERMIT</u></b>									
4476.15	Building	1,981,726	2,039,985	2,231,070	2,025,000	2,320,300	14.58%	2,413,120	2,509,650
4476.20	Electrical	173,592	158,442	152,060	180,000	158,140	-12.14%	164,470	171,050
4476.25	Mechanical Permits	147,528	134,506	150,060	160,000	156,060	-2.46%	162,300	168,800
4476.30	Plumbing	143,028	131,295	198,320	130,000	206,250	58.65%	214,500	223,080
4476.35	Animal	3,150	2,533	12,774	3,200	13,280	315.00%	13,810	14,400
4476.40	Sidewalks	15,100	13,416	14,600	15,000	15,200	1.33%	15,800	16,400
4476.45	Fence	3,754	3,550	3,800	3,800	4,000	5.26%	4,150	4,300
4476.50	Sewer Inspection	12,172	8,491	10,900	13,000	11,350	-12.69%	11,800	12,270
4476.55	Right of Way	30,251	19,259	18,000	18,000	18,000	0.00%	18,000	18,000
4476.60	Multiple Dwelling Inspections	50,040	26,600	51,000	51,000	50,000	-1.96%	50,000	50,000
4476.65	Grading	11,115	6,165	8,400	9,000	8,750	-2.78%	9,100	9,100
4476.70	Fire Protection	124,347	138,435	110,000	132,500	113,730	-14.17%	118,000	123,000
4476.75	Occupancy	67,121	73,280	85,000	70,000	89,000	27.14%	92,000	96,000
4476.80	Sign	26,478	37,079	34,000	30,000	37,000	23.33%	38,500	40,000
4476.85	Fireworks	305	540	800	400	90	-77.50%	900	900
4476.90	Hazardous Materials	8,750	9,350	10,000	15,000	15,000	0.00%	15,000	15,000
4476.95	Miscellaneous	1,080	1,040	1,120	1,250	1,160	-7.20%	1,210	1,260
<b>Total NON-BUSINESS LICENSES AND PERMIT</b>		<b>2,799,536</b>	<b>2,803,964</b>	<b>3,091,904</b>	<b>2,857,150</b>	<b>3,217,310</b>	<b>12.61%</b>	<b>3,342,660</b>	<b>3,473,210</b>
<b>Total LICENSES AND PERMITS</b>		<b>2,947,986</b>	<b>2,930,788</b>	<b>3,227,614</b>	<b>2,989,550</b>	<b>3,348,520</b>	<b>12.01%</b>	<b>3,474,380</b>	<b>3,605,490</b>
<b><u>GRANTS</u></b>									
<b><u>FEDERAL GRANTS</u></b>									
4505	Federal Grants - Public Works	-	4,125	-	-	-	0.00%	-	-
4510.010	Bullet Proof Vest	13,160	-	1,500	1,500	6,420	328.00%	6,550	6,680
4512.020	Homeland Security	39,343	12,360	3,000	10,000	3,000	-70.00%	3,060	3,120
4512.130	HIDTA	6,045	3,862	2,000	-	2,000	0.00%	2,040	2,080
<b>Total FEDERAL GRANTS</b>		<b>58,548</b>	<b>20,347</b>	<b>6,500</b>	<b>11,500</b>	<b>11,420</b>	<b>-0.70%</b>	<b>11,650</b>	<b>11,880</b>



**General Fund  
Revenue Detailed By Account**

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>STATE GRANTS</b>									
4543.100	Criminal Justice	17,621	17,684	18,500	18,500	18,000	-2.70%	18,360	18,720
4543.120	911 Training	17,471	19,631	14,000	15,300	16,000	4.58%	16,320	16,640
4543.130	Oakland County NET	9,427	2,902	1,000	9,700	1,000	-89.69%	1,020	1,040
4569.110	Community Forestry	3,000	-	-	3,000	3,000	0.00%	3,000	3,000
4569.300	Fire Training Courses	-	3,000	7,700	-	4,000	0.00%	4,000	4,000
<b>Total STATE GRANTS</b>		<b>47,519</b>	<b>43,217</b>	<b>41,200</b>	<b>46,500</b>	<b>42,000</b>	<b>-9.68%</b>	<b>42,700</b>	<b>43,400</b>
<b>STATE SHARED REVENUES</b>									
4574.010	Homestead Exemption Reimb	2,664	4,296	3,664	2,100	2,100	0.00%	2,100	2,100
4574.020	Liquor Licenses	70,192	60,180	66,000	69,000	70,000	1.45%	71,000	71,000
4574.030	Sales Tax	6,691,669	6,996,850	7,000,000	6,865,730	7,283,470	6.08%	7,418,831	7,500,000
4574.040	CVTRS	437,189	436,861	440,000	436,860	446,909	2.30%	458,082	458,082
4574.050	EMPP/PPEL Reimbursement	1,249,559	1,101,765	590,000	530,000	590,000	11.32%	590,000	600,000
<b>Total STATE SHARED REVENUES</b>		<b>8,451,273</b>	<b>8,599,951</b>	<b>8,099,664</b>	<b>7,903,690</b>	<b>8,392,479</b>	<b>6.18%</b>	<b>8,540,013</b>	<b>8,631,182</b>
<b>Total GRANTS</b>		<b>8,557,339</b>	<b>8,663,516</b>	<b>8,147,364</b>	<b>7,961,690</b>	<b>8,445,899</b>	<b>6.08%</b>	<b>8,594,363</b>	<b>8,686,462</b>
<b>CONTRIBUTIONS FROM LOCAL UNITS</b>									
4581	RAP Grants/MMRMA	4,868	1,868	-	-	-	0.00%	-	-
4582	Public Safety	37,111	39,500	30,000	40,800	30,000	-26.47%	30,600	31,200
4589	County - West Nile	10,099	10,288	11,418	10,300	10,500	1.94%	10,500	10,500
4590.100	MMRMA RAP Grants	-	500	-	500	500	0.00%	500	500
<b>Total CONTRIBUTIONS FROM LOCAL UNITS</b>		<b>52,077</b>	<b>52,156</b>	<b>41,418</b>	<b>51,600</b>	<b>41,000</b>	<b>-20.54%</b>	<b>41,600</b>	<b>42,200</b>





**General Fund  
Revenue Detailed By Account**

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>CHARGES FOR SERVICES</u></b>									
<b><u>FEES</u></b>									
4607.015	Police Auto Crash Prop Damage	-	2,747	200	-	200	0.00%	204	208
4607.020	Building Board of Appeals	1,250	600	-	1,250	1,250	0.00%	1,250	1,250
4607.025	Business Occupancy Permit	5,070	3,240	2,500	3,650	3,000	-17.81%	3,000	3,000
4607.030	CATV Franchise Fees	1,379,484	1,345,042	1,300,000	1,350,000	1,350,000	0.00%	1,350,000	1,350,000
4607.050	Miscellaneous	1,676	750	750	1,000	1,000	0.00%	1,000	1,000
4607.070	Plan Review	189,537	206,316	200,000	200,000	220,000	10.00%	225,000	230,000
4607.085	Non-sufficient funds	7,660	10,150	8,000	8,000	8,000	0.00%	8,000	8,000
4607.090	Planned Unit Develop Application	-	1,800	1,800	1,800	1,800	0.00%	1,800	1,800
4607.095	Police Arrest Booking	-	-	50	-	50	0.00%	51	52
4607.110	Site Plans	21,150	25,100	25,000	25,000	25,000	0.00%	25,000	25,000
4607.135	Telecom - METRO	275,687	275,807	280,000	280,000	280,000	0.00%	280,000	280,000
4607.140	Towing	69,900	72,510	60,000	70,000	60,000	-14.29%	61,200	62,400
4607.150	Vital Statistics	167,312	157,717	165,000	170,000	170,000	0.00%	170,000	175,000
4607.170	Zoning Board of Appeals	3,300	2,250	2,500	3,700	3,000	-18.92%	3,000	3,000
4607.180	Zoning	12,900	11,100	12,000	10,500	12,000	14.29%	12,000	12,000
4607.190	Farmer's Market	2,445	7,145	5,000	3,060	5,000	63.40%	5,000	5,000
<b>Total FEES</b>		<b>2,137,372</b>	<b>2,122,275</b>	<b>2,062,800</b>	<b>2,127,960</b>	<b>2,140,300</b>	<b>0.58%</b>	<b>2,146,505</b>	<b>2,157,710</b>

**SERVICES RENDERED**

4626.010	Open and Close Cemetery	5,640	1,775	2,000	3,400	3,400	0.00%	3,400	3,400
4626.020	Court Ordered Pmt & Ins	473	5,029	5,000	2,500	5,000	100.00%	5,000	5,000
4626.030	County Road Maintenance	285,757	291,472	295,000	295,000	305,000	3.39%	313,000	321,000
4626.060	Department of Public Works	77,384	298,680	100,000	225,000	150,000	-33.33%	150,000	150,000
4626.070	Duplicating and Photostats	5,809	4,082	5,000	5,800	5,800	0.00%	5,800	5,800
4626.080	Election Services	3,273	78	58,000	58,000	-	-100.00%	-	-
4626.085	School Elections	-	-	3,000	3,000	3,000	0.00%	3,000	3,000
4626.090	Engineering Fees	2,260,942	1,264,710	1,500,000	2,000,000	1,500,000	-25.00%	1,600,000	1,700,000
4626.110	Microfilming	3,574	4,065	4,000	5,000	5,000	0.00%	5,000	5,000
4626.120	Miscellaneous	2,817	2,646	2,800	2,500	2,500	0.00%	2,500	2,500
4626.125	Passports	24,189	22,946	17,000	17,000	17,000	0.00%	17,000	17,000



### General Fund Revenue Detailed By Account

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
4626.130	Police Services - Contract	139,904	125,131	127,500	127,500	127,500	0.00%	132,500	135,000
4626.132	Somerset	273,030	278,545	250,000	282,500	250,000	-11.50%	255,000	260,100
4626.135	Police Services - Clawson	199,884	203,880	207,960	207,960	205,000	-1.42%	209,100	213,280
4626.140	Police Reports	56,014	59,575	60,000	56,000	56,000	0.00%	56,000	58,000
4626.141	Police PBT	-	10	50	100	50	-50.00%	51	52
4626.170	ROW	39,330	81,798	150,000	150,000	150,000	0.00%	155,000	160,000
4626.210	Soil Erosion	29,690	10,540	15,000	30,000	15,000	-50.00%	15,000	15,000
4626.230	Weed Cutting	12,226	16,355	16,000	12,400	16,000	29.03%	16,000	16,000
4626.270	Snow Removal	1,939	-	-	-	-	0.00%	-	-
<b>Total SERVICES RENDERED</b>		<b>3,421,875</b>	<b>2,671,317</b>	<b>2,818,310</b>	<b>3,483,660</b>	<b>2,816,250</b>	<b>-19.16%</b>	<b>2,943,351</b>	<b>3,070,132</b>
<b><u>SALES</u></b>									
4642.010	Abandoned Vehicles	64,270	106,542	33,000	60,000	35,000	-41.67%	35,700	36,410
4642.020	Auction Confiscated Property	234	(1,019)	2,000	5,000	2,000	-60.00%	2,040	2,080
4642.070	Miscellaneous	9,029	17,162	17,000	17,900	17,900	0.00%	17,900	17,900
4642.080	Printed Materials	296	174	-	500	500	0.00%	500	500
4642.115	Senior Store	32,486	33,278	35,000	30,000	35,000	16.67%	35,000	35,000
4642.120	Sign Installation	5,776	3,377	4,000	3,000	3,000	0.00%	3,000	3,000
4642.150	Tree Planting	78,800	50,600	60,000	61,000	60,000	-1.64%	60,000	60,000
<b>Total SALES</b>		<b>190,891</b>	<b>210,114</b>	<b>151,000</b>	<b>177,400</b>	<b>153,400</b>	<b>-13.53%</b>	<b>154,140</b>	<b>154,890</b>
<b><u>USE AND ADMINISTRATION</u></b>									
4651.040	Miscellaneous	380	-	-	-	-	0.00%	-	-
4651.074	Senior Citizen Activity	203,718	202,966	205,000	220,000	210,000	-4.55%	213,000	215,000
4651.075	Community Center Passes	1,261,488	1,469,733	1,420,000	1,405,000	1,425,000	1.42%	1,427,000	1,430,000
4651.076	Community Center Swim Programs	181,863	153,764	145,000	180,000	147,000	-18.33%	149,000	150,000
4651.077	Community Center Fitness Classes	60,907	49,311	50,000	60,000	50,000	-16.67%	50,000	50,000
4651.078	Community Center Programs/Events	21,875	24,764	25,000	21,000	26,000	23.81%	27,000	28,000
4651.080	Recreation	1,174,074	1,103,896	1,150,000	1,250,000	1,160,000	-7.20%	1,170,000	1,180,000
4651.085	Dog Park Passes	27,660	16,147	12,000	20,400	13,000	-36.27%	14,000	15,000
<b>Total USE AND ADMINISTRATION</b>		<b>2,931,966</b>	<b>3,020,581</b>	<b>3,007,000</b>	<b>3,156,400</b>	<b>3,031,000</b>	<b>-3.97%</b>	<b>3,050,000</b>	<b>3,068,000</b>



**General Fund  
Revenue Detailed By Account**

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>OTHER RECREATION</u></b>								
4653.105 5K Run	17,323	15,280	14,810	17,000	15,000	-11.76%	15,000	15,000
<b>Total OTHER RECREATION</b>	<b>17,323</b>	<b>15,280</b>	<b>14,810</b>	<b>17,000</b>	<b>15,000</b>	<b>-11.76%</b>	<b>15,000</b>	<b>15,000</b>
<b>Total CHARGES FOR SERVICES</b>	<b>8,699,427</b>	<b>8,039,567</b>	<b>8,053,920</b>	<b>8,962,420</b>	<b>8,155,950</b>	<b>-9.00%</b>	<b>8,308,996</b>	<b>8,465,732</b>
<b><u>FINES AND FORFEITURES</u></b>								
<b><u>FINES AND FORFEITS</u></b>								
4655.010 County Reimbursement-Court	698,693	904,877	600,000	600,000	600,000	0.00%	600,000	600,000
4655.022 Police Investigations Reimburse	60,755	69,484	50,000	61,000	50,000	-18.03%	51,000	52,000
4655.030 False Alarms - Fire Dept	58,200	64,225	64,000	64,000	65,000	1.56%	66,000	66,000
4655.040 False Alarms - Police	228,250	266,550	250,000	250,000	254,000	1.60%	258,000	258,000
4655.060 OUIL Reimbursement	63,065	62,901	60,000	60,000	60,000	0.00%	61,200	62,400
4655.062 OWI Forfeiture	(373)	-	-	-	-	0.00%	-	-
4655.065 Civil Infractions	-	65	-	-	-	0.00%	-	-
4655.070 Bond Processing Fees	1,607	1,100	1,500	1,500	1,500	0.00%	1,500	1,500
<b>Total FINES AND FORFEITS</b>	<b>1,110,197</b>	<b>1,369,202</b>	<b>1,025,500</b>	<b>1,036,500</b>	<b>1,030,500</b>	<b>-0.58%</b>	<b>1,037,700</b>	<b>1,039,900</b>
<b>Total FINES AND FORFEITURES</b>	<b>1,110,197</b>	<b>1,369,202</b>	<b>1,025,500</b>	<b>1,036,500</b>	<b>1,030,500</b>	<b>-0.58%</b>	<b>1,037,700</b>	<b>1,039,900</b>
<b><u>INTEREST &amp; RENT</u></b>								
<b><u>INVESTMENT INCOME</u></b>								
4665 Interest Income	377,873	556,911	422,000	422,000	424,000	0.47%	426,000	426,000
4669.020 Investment Income	(350,126)	660,267	-	(350,000)	-	-100.00%	-	-
<b>Total INVESTMENT INCOME</b>	<b>27,747</b>	<b>1,217,179</b>	<b>422,000</b>	<b>72,000</b>	<b>424,000</b>	<b>488.89%</b>	<b>426,000</b>	<b>426,000</b>



**General Fund  
Revenue Detailed By Account**

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>RENT INCOME</u></b>									
4667.010	Building Rent	259,271	305,968	304,780	304,780	304,780	0.00%	304,780	304,780
4667.015	Communication Tower	64,800	64,800	72,000	72,000	72,000	0.00%	72,000	72,000
4667.025	Community Center Rent	345,376	403,789	377,000	377,000	379,000	0.53%	381,000	383,000
4667.028	Flynn Park - Beaumont	15,000	15,000	15,000	15,000	15,000	0.00%	15,000	15,000
4667.075	Field Maintenance	134,904	86,355	110,000	110,000	110,000	0.00%	115,000	120,000
4667.085	Parking Lot (SMART)	182,958	216,816	225,000	170,000	230,000	35.29%	235,000	240,000
4667.095	Tennis Bubble	31,454	52,988	53,000	52,000	54,000	3.85%	54,500	55,000
<b>Total RENT INCOME</b>		<b>1,033,763</b>	<b>1,145,716</b>	<b>1,156,780</b>	<b>1,100,780</b>	<b>1,164,780</b>	<b>5.81%</b>	<b>1,177,280</b>	<b>1,189,780</b>
<b>Total INTEREST &amp; RENT</b>		<b>1,061,509</b>	<b>2,362,894</b>	<b>1,578,780</b>	<b>1,172,780</b>	<b>1,588,780</b>	<b>35.47%</b>	<b>1,603,280</b>	<b>1,615,780</b>
<b><u>OTHER REVENUE</u></b>									
4671	Miscellaneous	19,956	18,026	18,000	18,000	18,000	0.00%	18,000	18,000
4694	Cash Over or Short	114	162	-	-	-	0.00%	-	-
<b>Total OTHER REVENUE</b>		<b>20,070</b>	<b>18,189</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>0.00%</b>	<b>18,000</b>	<b>18,000</b>
<b><u>PRIVATE CONTRIBUTIONS</u></b>									
4675.080	Police	(3,000)	2,000	-	-	-	0.00%	-	-
4675.110	Parks and Recreation	7,013	7,849	8,000	10,000	8,000	-20.00%	8,000	8,000
4675.130	Community Events	3,000	11,000	5,000	5,000	5,000	0.00%	5,000	5,000
<b>Total PRIVATE CONTRIBUTIONS</b>		<b>7,013</b>	<b>20,849</b>	<b>13,000</b>	<b>15,000</b>	<b>13,000</b>	<b>-13.33%</b>	<b>13,000</b>	<b>13,000</b>
<b><u>REIMBURSEMENTS</u></b>									
4676.010	Reimbursements	24,722	4,344	-	5,000	5,000	0.00%	5,000	5,000
4676.103	Troy Family Daze	10,000	10,000	10,000	10,000	10,000	0.00%	10,000	10,000
<b>Total REIMBURSEMENTS</b>		<b>34,722</b>	<b>14,344</b>	<b>10,000</b>	<b>15,000</b>	<b>15,000</b>	<b>0.00%</b>	<b>15,000</b>	<b>15,000</b>



**General Fund  
Revenue Detailed By Account**

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>ADMINISTRATIVE CHARGES</b>									
4677.226	Refuse	96,000	97,000	98,000	98,000	99,000	1.02%	101,000	103,000
4677.243	LDFA	5,000	5,000	5,000	5,000	5,000	0.00%	5,100	5,200
4677.248	DDA	25,500	26,000	26,500	26,500	27,000	1.89%	27,500	28,000
4677.250	BRA	5,000	5,500	5,600	5,600	5,700	1.79%	5,800	5,900
4677.271	Library	47,500	49,000	50,000	50,000	51,000	2.00%	52,000	53,000
4677.301	Debt Service	61,500	62,500	63,500	63,500	64,000	0.79%	-	-
4677.584	Golf Course	10,300	10,400	10,500	10,500	10,600	0.95%	10,800	11,000
4677.590	Sewer	299,000	302,000	305,000	305,000	308,000	0.98%	314,000	320,000
4677.591	Water	369,200	375,000	414,000	380,600	422,000	10.88%	430,000	438,000
4677.661	Motor Pool	77,300	78,500	86,600	86,600	88,330	2.00%	90,100	91,900
4677.731	Retirement System	80,350	82,000	83,600	83,600	85,300	2.03%	87,000	88,740
<b>Total ADMINISTRATIVE CHARGES</b>		<b>1,076,650</b>	<b>1,092,900</b>	<b>1,148,300</b>	<b>1,114,900</b>	<b>1,165,930</b>	<b>4.58%</b>	<b>1,123,300</b>	<b>1,144,740</b>
<b>REFUNDS AND REBATES</b>									
4687.040	Rebates	21,619	26,864	25,000	15,000	25,000	66.67%	25,000	25,000
<b>Total REFUNDS AND REBATES</b>		<b>21,619</b>	<b>26,864</b>	<b>25,000</b>	<b>15,000</b>	<b>25,000</b>	<b>66.67%</b>	<b>25,000</b>	<b>25,000</b>
<b>Total OTHER REVENUE</b>		<b>1,160,076</b>	<b>1,173,146</b>	<b>1,214,300</b>	<b>1,177,900</b>	<b>1,236,930</b>	<b>5.01%</b>	<b>1,194,300</b>	<b>1,215,740</b>
<b>OTHER FINANCING SOURCES</b>									
<b>OPERATING TRANSFERS IN</b>									
4699.150	Cemetery Fund	2,000	-	1,200	1,200	1,200	0.00%	1,200	1,200
4699.202	Major Street Fund	2,327,137	2,140,530	2,112,860	2,571,210	2,576,101	0.19%	2,630,602	2,685,663
4699.203	Local Streets Fund	1,977,267	1,896,933	2,113,183	2,543,500	2,482,345	-2.40%	2,543,704	2,600,068
4699.248	DDA	216,379	230,496	218,450	218,450	338,155	54.80%	322,995	327,295
<b>Total OPERATING TRANSFERS IN</b>		<b>4,522,783</b>	<b>4,267,959</b>	<b>4,445,693</b>	<b>5,334,360</b>	<b>5,397,801</b>	<b>1.19%</b>	<b>5,498,501</b>	<b>5,614,226</b>
<b>Total OTHER FINANCING SOURCES</b>		<b>4,522,783</b>	<b>4,267,959</b>	<b>4,445,693</b>	<b>5,334,360</b>	<b>5,397,801</b>	<b>1.19%</b>	<b>5,498,501</b>	<b>5,614,226</b>
<b>Total REVENUE</b>		<b>\$ 59,851,135</b>	<b>\$ 61,867,936</b>	<b>\$ 62,570,471</b>	<b>\$ 62,970,500</b>	<b>\$ 65,050,080</b>	<b>3.30%</b>	<b>\$ 65,991,820</b>	<b>\$ 67,074,230</b>



**General Fund  
Expenditure Details By Department**

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>GENERAL GOVERNMENT</b>									
<b><u>Council/Executive Administration</u></b>									
102	Council	\$ 84,906	\$ 61,113	\$ 95,770	\$ 96,420	\$ 102,350	6.15%	\$ 103,930	\$ 105,540
172	Manager	1,595,203	1,588,365	1,672,548	1,787,600	1,882,700	5.32%	1,859,215	1,896,580
215	City Clerk								
215	Clerk	589,608	631,520	643,440	678,730	652,760	-3.83%	668,080	683,850
262	Elections	101,287	176,246	239,700	262,740	346,850	32.01%	232,690	280,098
266	City Attorney	1,162,370	1,167,674	1,304,570	1,306,660	1,354,880	3.69%	1,384,110	1,412,370
270	Human Resources	541,983	607,536	634,860	657,840	699,550	6.34%	715,660	732,130
<b>Total Council/Executive Administration</b>		<b>4,075,357</b>	<b>4,232,453</b>	<b>4,590,888</b>	<b>4,789,990</b>	<b>5,039,090</b>	<b>5.20%</b>	<b>4,963,685</b>	<b>5,110,568</b>
<b><u>Finance</u></b>									
191	Financial Services								
191	Accounting	750,052	829,558	958,384	980,190	975,314	-0.50%	997,880	1,021,040
192	Risk Management	85	-	-	-	-	0.00%	-	-
223	Independent Auditor	54,000	55,500	60,800	60,610	60,800	0.31%	62,900	66,045
253	Treasurer	449,857	528,052	574,120	574,120	555,950	-3.16%	569,000	582,030
233	Purchasing	243,435	257,585	295,360	355,940	349,370	-1.85%	356,700	365,020
257	Assessing								
247	Board of Review	1,770	1,434	2,240	2,300	2,320	0.87%	2,370	2,410
257	Assessing	918,358	897,597	1,053,470	1,053,470	1,029,670	-2.26%	1,055,420	1,079,810
<b>Total Finance</b>		<b>2,417,557</b>	<b>2,569,727</b>	<b>2,944,374</b>	<b>3,026,630</b>	<b>2,973,424</b>	<b>-1.76%</b>	<b>3,044,270</b>	<b>3,116,355</b>
<b><u>Other General Government</u></b>									
264	Building Operations								
261	Fire-Police Training Center	88,113	105,108	101,660	104,740	108,610	3.69%	111,020	113,490
265	City Hall	683,654	878,824	965,590	928,380	1,022,090	10.09%	996,815	1,016,630
277	District Court	215,254	368,209	350,420	358,483	316,840	-11.62%	323,060	329,390
<b>Total Other General Government</b>		<b>987,021</b>	<b>1,352,140</b>	<b>1,417,670</b>	<b>1,391,603</b>	<b>1,447,540</b>	<b>4.02%</b>	<b>1,430,895</b>	<b>1,459,510</b>
<b>TOTAL GENERAL GOVERNMENT</b>		<b>\$ 7,479,935</b>	<b>\$ 8,154,320</b>	<b>\$ 8,952,932</b>	<b>\$ 9,208,223</b>	<b>\$ 9,460,054</b>	<b>2.73%</b>	<b>\$ 9,438,850</b>	<b>\$ 9,686,433</b>



### General Fund Expenditure Details By Department

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>PUBLIC SAFETY</u></b>									
<b><u>Police</u></b>									
<b>11</b>	<b>Investigative/Admin Services</b>								
305	Police Administration	\$ 1,803,099	\$ 1,704,376	\$ 1,592,337	\$ 1,742,460	\$ 1,689,100	-3.06%	\$ 1,726,870	\$ 1,766,050
307	Investigations Services	1,907,515	2,092,896	2,211,180	2,401,320	2,384,870	-0.69%	2,444,100	2,506,410
308	Crime Information Unit	447,908	507,042	650,340	650,340	663,240	1.98%	680,790	699,290
309	Special Investigations Unit	491,279	551,293	508,790	584,300	590,860	1.12%	605,880	621,670
311	Drug Enforcement (DEA)	202,651	218,722	212,870	217,020	217,620	0.28%	223,050	228,750
320	Professional Standards	543,364	642,615	615,230	699,410	702,880	0.50%	719,780	737,430
321	Criminal Justice Training (302)	18,226	17,360	22,620	22,620	23,080	2.03%	23,540	24,010
322	Training Section	433,722	472,237	391,830	454,690	377,280	-17.02%	386,040	395,260
324	Emergency Response/Preparedness	141,005	133,708	140,310	140,350	199,860	42.40%	147,940	151,280
325	Communications Section	1,897,117	2,015,228	2,070,000	2,262,450	2,599,330	14.89%	2,652,090	2,722,360
326	Records Section	582,324	635,956	599,850	679,710	475,050	-30.11%	487,920	501,270
329	Lockup Section	1,305,317	1,489,444	1,446,410	1,506,860	1,535,080	1.87%	1,576,140	1,618,820
333	Property Section	100,052	117,057	112,276	117,720	119,290	1.33%	122,785	126,440
334	Research & Technology	960,584	1,019,752	1,078,280	1,099,280	1,163,540	5.85%	1,189,040	1,215,180
335	Community Services Section	932,412	1,021,968	1,108,160	1,142,100	1,445,970	26.61%	1,483,010	1,521,970
Total Investigative/Admin Services		<b>11,766,574</b>	<b>12,639,654</b>	<b>12,760,483</b>	<b>13,720,630</b>	<b>14,187,050</b>	<b>3.40%</b>	<b>14,468,975</b>	<b>14,836,190</b>
<b>12</b>	<b>Operations</b>								
315	Road Patrol	10,196,994	10,834,855	11,080,360	11,204,390	11,090,420	-1.02%	11,362,810	11,650,670
316	K Nine	569,235	589,478	603,250	601,870	592,990	-1.48%	606,580	620,840
317	Directed Patrol Unit	529,435	546,620	856,950	866,400	865,090	-0.15%	887,450	911,100
318	Traffic Unit	354,928	934,010	1,109,320	1,058,710	1,551,710	46.57%	1,589,770	1,630,000
319	Crossing Guards	37,577	39,236	40,222	41,450	43,660	5.33%	44,540	45,440
Total Operations		<b>11,688,168</b>	<b>12,944,198</b>	<b>13,690,102</b>	<b>13,772,820</b>	<b>14,143,870</b>	<b>2.69%</b>	<b>14,491,150</b>	<b>14,858,050</b>
<b>Total Police</b>		<b>23,454,742</b>	<b>25,583,852</b>	<b>26,450,585</b>	<b>27,493,450</b>	<b>28,330,920</b>	<b>3.05%</b>	<b>28,960,125</b>	<b>29,694,240</b>



### General Fund Expenditure Details By Department

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fire</b>								
337 Fire Administration	375,995	436,473	383,573	407,440	392,820	-3.59%	402,000	410,660
338 Fire Operations	1,435,040	1,556,479	1,624,768	1,598,550	1,685,128	5.42%	1,725,836	1,767,176
340 Fire Companies	2,149,458	1,777,087	1,710,600	1,719,800	2,195,054	27.63%	2,199,424	2,203,690
341 Fire Prevention	922,562	927,600	1,032,972	919,100	981,106	6.75%	1,005,318	1,030,328
343 Fire Communications	237,610	249,980	277,600	277,870	270,628	-2.61%	271,506	276,162
344 Fire Halls	486,025	581,471	600,800	625,810	620,960	-0.77%	631,390	637,382
<b>Total Fire</b>	<b>5,606,690</b>	<b>5,529,091</b>	<b>5,630,313</b>	<b>5,548,570</b>	<b>6,145,696</b>	<b>10.76%</b>	<b>6,235,474</b>	<b>6,325,398</b>
<b>Building Inspection</b>								
371 Building Inspection	2,268,600	2,345,456	2,208,200	2,278,250	2,463,040	8.11%	2,557,870	2,655,710
<b>Total Building Inspection</b>	<b>2,268,600</b>	<b>2,345,456</b>	<b>2,208,200</b>	<b>2,278,250</b>	<b>2,463,040</b>	<b>8.11%</b>	<b>2,557,870</b>	<b>2,655,710</b>
<b>TOTAL PUBLIC SAFETY</b>	<b>\$ 31,330,032</b>	<b>\$ 33,458,399</b>	<b>\$ 34,289,098</b>	<b>\$ 35,320,270</b>	<b>\$ 36,939,656</b>	<b>4.58%</b>	<b>\$ 37,753,469</b>	<b>\$ 38,675,348</b>

### PUBLIC WORKS

#### Streets

#### 20 Local Roads

481 Local Surface Maint - Gravel	\$ 66,359	\$ 84,585	\$ 81,198	\$ 112,200	\$ 109,100	-2.76%	\$ 111,621	\$ 114,263
482 Local Surface Maint	448,821	391,476	411,420	565,270	526,660	-6.83%	536,343	546,260
485 Local Guard Rails & Posts	1,831	1,550	20,900	15,260	1,660	-89.12%	1,690	1,730
486 Local Sweeping	117,344	213,776	201,670	163,990	180,820	10.26%	184,630	188,530
489 Local Drain Structures	354,435	316,262	464,900	493,960	557,010	12.76%	569,920	583,730
490 Local Roadside Cleanup	8,708	10,639	10,745	13,370	5,520	-58.71%	5,630	5,780
491 Local Grass & Weed Control	8,243	3,508	2,075	1,140	1,165	2.19%	1,180	1,207
495 Local Signs	75,094	91,705	96,635	142,740	106,880	-25.12%	109,540	112,290
497 Local Markings	878	6,927	6,620	11,900	10,460	-12.10%	10,690	10,951
498 Local Snow & Ice Control	719,241	560,471	527,920	751,390	733,580	-2.37%	759,940	776,630
499 Local Administration	176,314	226,215	289,100	272,280	249,490	-8.37%	252,520	258,697
<b>Total Local Roads</b>	<b>1,977,267</b>	<b>1,907,114</b>	<b>2,113,183</b>	<b>2,543,500</b>	<b>2,482,345</b>	<b>-2.40%</b>	<b>2,543,704</b>	<b>2,600,068</b>





**General Fund  
Expenditure Details By Department**

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>21</b>	<b>County Roads</b>								
500	County Surface Maintenance	13,836	7,031	4,890	3,690	3,720	0.81%	3,790	3,870
502	County Snow & Ice Control	477,112	360,910	305,920	476,890	500,540	4.96%	512,160	524,110
503	County Administration	11,450	20,167	26,380	25,520	25,690	0.67%	24,830	25,480
504	County Signs	3,710	3,617	12,140	23,570	10,280	-56.39%	10,470	10,470
507	County Sweeping	78	4,571	795	1,120	1,140	1.79%	1,160	1,160
<b>Total County Roads</b>		<b>506,186</b>	<b>396,296</b>	<b>350,125</b>	<b>530,790</b>	<b>541,370</b>	<b>1.99%</b>	<b>552,410</b>	<b>565,090</b>
<b>22</b>	<b>Major Roads</b>								
464	Major Surface Maintenance	592,597	564,318	491,315	771,580	704,330	-8.72%	718,870	733,820
465	Major Guard Rails and Posts	414	-	1,425	4,300	330	-92.33%	330	330
466	Major Sweeping	85,678	105,910	128,890	129,560	126,830	-2.11%	129,650	130,970
469	Major Drain Structures	138,797	205,323	159,470	213,840	177,840	-16.84%	182,140	186,560
470	Major Roadside Cleanup	30,310	45,805	27,965	41,660	35,570	-14.62%	36,480	37,430
471	Major Grass & Weed Control	6,394	7,761	3,790	12,010	1,040	-91.34%	1,060	1,060
475	Major Signs	221,403	196,881	232,420	156,910	238,500	52.00%	244,730	250,860
477	Major Markings	85,960	88,655	102,545	115,620	116,940	1.14%	119,370	121,840
478	Major Snow & Ice Control	557,656	395,872	464,090	570,850	560,730	-1.77%	573,740	584,910
479	Major Administration	607,928	528,837	500,950	554,880	613,991	10.65%	624,232	637,883
<b>Total Major Roads</b>		<b>2,327,137</b>	<b>2,139,362</b>	<b>2,112,860</b>	<b>2,571,210</b>	<b>2,576,101</b>	<b>0.19%</b>	<b>2,630,602</b>	<b>2,685,663</b>
<b>23</b>	<b>Drains</b>								
514	Retention Ponds	235,071	299,163	236,882	278,030	254,390	-8.50%	260,400	265,120
515	Open Drain Maintenance	108,824	112,536	107,150	123,240	110,450	-10.38%	112,980	114,490
516	Drains Administration	102,191	96,459	163,855	51,090	197,710	286.98%	199,030	199,995
517	Storm Sewer & Ryd	120,616	126,553	222,120	190,520	173,950	-8.70%	178,340	182,870
<b>Total Drains</b>		<b>566,702</b>	<b>634,711</b>	<b>730,007</b>	<b>642,880</b>	<b>736,500</b>	<b>14.56%</b>	<b>750,750</b>	<b>762,475</b>
<b>24</b>	<b>Sidewalks</b>								
444	Sidewalk Administration	32,351	32,075	37,440	33,410	36,210	8.38%	36,970	37,820
511	Sidewalk Maint - Snow Control	19,625	26,571	44,405	54,780	56,150	2.50%	58,300	59,480



### General Fund Expenditure Details By Department

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
512	Sidewalk Maint - General	93,935	141,826	217,240	125,900	131,540	4.48%	134,830	137,500
Total Sidewalks		145,911	200,473	299,085	214,090	223,900	4.58%	230,100	234,800
<b>25</b>	<b>Street Lighting</b>								
448	Street Lighting	434,104	439,462	479,530	482,140	494,970	2.66%	504,250	514,390
Total Street Lighting		434,104	439,462	479,530	482,140	494,970	2.66%	504,250	514,390
<b>26</b>	<b>Weeds</b>								
519	Weeds/Snow and Ice	10,565	5,550	4,650	12,500	6,270	-49.84%	6,390	6,390
Total Weeds		10,565	5,550	4,650	12,500	6,270	-49.84%	6,390	6,390
Total Streets		5,967,871	5,722,967	6,089,440	6,997,110	7,061,456	0.92%	7,218,206	7,368,876
<b>Transportation</b>									
596	Shuttle Services	216,868	223,560	-	-	-	0.00%	-	-
598	Senior/Special Transportation	-	-	432,235	526,660	519,792	-1.30%	533,550	545,910
Total Transportation		216,868	223,560	432,235	526,660	519,792	-1.30%	533,550	545,910
TOTAL PUBLIC WORKS		\$ 6,184,739	\$ 5,946,527	\$ 6,521,675	\$ 7,523,770	\$ 7,581,248	0.76%	\$ 7,751,756	\$ 7,914,786
<b>COMMUNITY DEVELOPMENT</b>									
<b>Engineering</b>									
442	Engineering	\$ 2,750,466	\$ 2,931,060	\$ 3,184,050	\$ 2,897,880	\$ 3,351,810	15.66%	\$ 3,408,050	\$ 3,466,330
Total Engineering		2,750,466	2,931,060	3,184,050	2,897,880	3,351,810	15.66%	3,408,050	3,466,330
<b>Planning</b>									
721	Planning	805,238	922,092	910,250	910,580	1,057,478	16.13%	1,084,454	1,109,424
723	Planning Commission	9,467	9,261	15,310	15,320	15,340	0.13%	15,648	15,788
726	Board of Zoning Appeals	2,441	3,411	4,870	4,870	4,880	0.21%	4,960	5,010
740	Real Estate and Development	-	54	-	-	-	0.00%	-	-
Total Planning		817,146	934,817	930,430	930,770	1,077,698	15.79%	1,105,062	1,130,222
TOTAL COMMUNITY DEVELOPMENT		\$ 3,567,613	\$ 3,865,877	\$ 4,114,480	\$ 3,828,650	\$ 4,429,508	15.69%	\$ 4,513,112	\$ 4,596,552



### General Fund Expenditure Details By Department

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>RECREATION AND CULTURE</b>									
<b><u>Parks</u></b>									
751	Parks Administration	\$ 143,428	\$ 162,614	\$ 152,470	\$ 140,930	\$ 169,776	20.47%	\$ 173,790	\$ 177,930
756	Civic Center Maintenance	330,359	269,297	339,690	370,610	279,865	-24.49%	282,485	285,175
757	Cemetery Maintenance	17,030	10,697	19,240	23,770	23,770	0.00%	24,070	24,400
758	Parks Garage	53,999	62,375	59,880	59,940	62,700	4.60%	64,110	65,540
759	Athletic Field Maintenance	229,552	232,467	297,830	295,430	303,710	2.80%	308,430	313,310
770	Parks Maintenance	836,923	959,381	914,590	857,420	942,860	9.96%	958,540	974,000
772	Park Equipment Repair	161,884	116,489	76,380	76,080	86,660	13.91%	88,870	91,030
773	Parks-Special Events	54,314	68,879	54,340	27,450	60,660	120.98%	62,140	63,650
774	Major Tree Maintenance	2,534	3,358	13,570	26,300	26,230	-0.27%	26,900	27,570
776	Major Tree Storm Damage	427	297	-	200	200	0.00%	200	200
777	Local Tree Maintenance	410,038	594,693	597,470	665,790	634,170	-4.75%	643,170	679,310
778	Local Tree Planting	145,968	145,600	150,960	151,260	155,030	2.49%	158,900	162,870
779	Local Tree Storm Damage	14,295	14,768	32,960	57,970	54,890	-5.31%	56,290	57,710
780	Street Island Maintenance-Major	88,160	71,118	100,090	109,780	84,260	-23.25%	84,390	84,530
781	Street Island Maintenance-Local	82	98	50	250	50	-80.00%	50	50
783	Street Island Maintenance-DDA	216,379	230,565	201,240	252,590	338,155	33.88%	322,995	327,295
<b>Total Parks</b>		<b>2,705,373</b>	<b>2,942,696</b>	<b>3,010,760</b>	<b>3,115,770</b>	<b>3,222,986</b>	<b>3.44%</b>	<b>3,255,330</b>	<b>3,334,570</b>
<b><u>Recreation</u></b>									
752	Recreation Administration	892,837	873,202	723,240	717,720	820,200	14.28%	838,040	856,280
753	Recreation	927,385	988,285	1,000,500	1,020,590	1,026,900	0.62%	1,049,110	1,071,820
754	Senior Programs	336,866	310,434	335,280	333,870	334,901	0.31%	341,832	348,984
755	Community Center	2,594,098	2,412,382	2,463,830	2,460,830	2,609,015	6.02%	2,663,210	2,719,210
<b>Total Recreation</b>		<b>4,751,187</b>	<b>4,584,303</b>	<b>4,522,850</b>	<b>4,533,010</b>	<b>4,791,016</b>	<b>5.69%</b>	<b>4,892,192</b>	<b>4,996,294</b>
<b><u>Nature Center</u></b>									
771	Nature Center	156,248	154,012	154,870	154,900	158,930	2.60%	167,390	163,830
<b>Total Nature Center</b>		<b>156,248</b>	<b>154,012</b>	<b>154,870</b>	<b>154,900</b>	<b>158,930</b>	<b>2.60%</b>	<b>167,390</b>	<b>163,830</b>



**General Fund  
Expenditure Details By Department**

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>Historic Village</u></b>								
802 Historic Village Operations	100,000	100,000	100,000	100,000	100,000	0.00%	100,000	100,000
804 Museum Buildings	73,403	85,194	89,430	107,580	98,230	-8.69%	100,384	102,440
807 Museum Grounds	27,449	29,766	53,820	58,110	63,450	9.19%	64,660	65,920
<b>Total Historic Village</b>	<b>200,852</b>	<b>214,960</b>	<b>243,250</b>	<b>265,690</b>	<b>261,680</b>	<b>-1.51%</b>	<b>265,044</b>	<b>268,360</b>
<b>TOTAL RECREATION AND CULTURE</b>	<b>\$ 7,813,660</b>	<b>\$ 7,895,971</b>	<b>\$ 7,931,730</b>	<b>\$ 8,069,370</b>	<b>\$ 8,434,612</b>	<b>4.53%</b>	<b>\$ 8,579,956</b>	<b>\$ 8,763,054</b>
<b><u>TRANSFERS OUT &amp; OTHER USES</u></b>								
966 Transfers Out	\$ 2,200,000	\$ 1,635,410	\$ 2,000,000	\$ 2,000,000	\$ 1,000,000	-50.00%	\$ 1,000,000	\$ 1,000,000
<b>Total</b>	<b>2,200,000</b>	<b>1,635,410</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>1,000,000</b>	<b>-50.00%</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>TOTAL TRANSFERS OUT &amp; OTHER USES</b>	<b>\$ 2,200,000</b>	<b>\$ 1,635,410</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 1,000,000</b>	<b>-50.00%</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>
<b>TOTAL - GENERAL FUND</b>	<b>\$ 58,575,977</b>	<b>\$ 60,956,503</b>	<b>\$ 63,809,915</b>	<b>\$ 65,950,283</b>	<b>\$ 67,845,078</b>	<b>2.87%</b>	<b>\$ 69,037,143</b>	<b>\$ 70,636,173</b>


**General Fund  
Expenditure Details By Account**

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>EXPENDITURE</u></b>								
<b><u>PERSONAL SERVICES</u></b>								
Personal Service	\$ 20,999,429	\$ 21,541,484	\$ 23,104,279	\$ 23,984,200	\$ 25,033,590	4.38%	\$ 25,534,290	\$ 26,044,950
Elected and Appointed	21,700	21,975	25,350	25,350	25,350	0.00%	25,860	26,360
Election Inspectors	29,126	87,837	120,000	128,750	181,450	40.93%	90,500	136,088
S/A Supplement	25,384	19,539	5,860	-	-	0.00%	-	-
FICA	1,587,008	1,625,944	1,757,643	1,839,590	1,924,110	4.59%	1,962,530	2,001,890
Disability Pay - Volunteer Fire	13,723	918	-	-	-	0.00%	-	-
Workers Comp and Unemployment	262,716	335,759	461,005	453,450	630,370	39.02%	642,950	655,860
Sick Pay Allowance	1,268,063	1,332,451	1,404,543	1,405,470	1,460,520	3.92%	1,489,710	1,519,500
Hospital and Life Insurance	3,655,883	4,197,240	4,488,884	4,456,310	4,859,120	9.04%	5,199,240	5,563,190
Vacation	2,127,204	2,226,231	2,296,723	2,308,250	2,474,230	7.19%	2,523,740	2,574,190
Retirement	5,423,749	6,416,822	6,588,498	7,008,960	6,229,720	-11.12%	6,354,290	6,481,430
<b>TOTAL PERSONAL SERVICES</b>	<b>\$ 35,413,985</b>	<b>\$ 37,806,199</b>	<b>\$ 40,252,785</b>	<b>\$ 41,610,330</b>	<b>\$ 42,818,460</b>	<b>2.90%</b>	<b>\$ 43,823,110</b>	<b>\$ 45,003,458</b>
<b><u>SUPPLIES</u></b>								
Office Supplies	\$ 135,802	\$ 135,983	\$ 138,770	\$ 148,890	\$ 149,540	0.44%	\$ 152,410	\$ 155,020
Postage	127,389	109,904	150,030	153,570	164,311	6.99%	161,862	163,513
Operating Supplies	1,291,470	1,444,854	1,390,520	1,427,420	1,317,390	-7.71%	1,307,095	1,360,740
Fuel	18,924	20,237	21,880	22,380	23,370	4.42%	23,840	24,318
Tools	8,693	7,825	8,500	10,200	9,540	-6.47%	9,723	9,840
Uniforms	205,066	213,548	219,700	212,100	233,610	10.14%	236,140	238,434
Repair/Mtnce Supplies	1,058,558	867,586	838,970	999,980	1,186,905	18.69%	1,104,580	1,112,872
<b>TOTAL SUPPLIES</b>	<b>\$ 2,845,903</b>	<b>\$ 2,799,937</b>	<b>\$ 2,768,370</b>	<b>\$ 2,974,540</b>	<b>\$ 3,084,666</b>	<b>3.70%</b>	<b>\$ 2,995,650</b>	<b>\$ 3,064,737</b>
<b><u>OTHER SERVICE CHARGES</u></b>								
Professional Services	\$ 917,148	\$ 1,208,122	\$ 1,198,040	\$ 1,095,850	\$ 1,123,820	2.55%	\$ 1,121,700	\$ 1,150,995
Contractual Services	6,635,956	6,941,429	6,842,627	7,227,223	7,543,350	4.37%	7,663,904	7,818,320
Bad Debt Expense	-	53,867	100,000	100,000	35,000	-65.00%	35,000	35,000
Computer Services	1,333,917	1,370,076	1,409,245	1,414,390	1,474,468	4.25%	1,502,264	1,527,730
Consultant Services	874,748	993,001	1,150,000	860,000	1,320,000	53.49%	1,320,500	1,321,000
Health Services	17,592	26,995	24,500	34,940	44,930	28.59%	39,320	45,170
Communications	117,108	114,340	112,630	114,390	121,300	6.04%	123,260	124,805



**General Fund  
Expenditure Details By Account**

80

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
Vehicle Allowance	58,550	63,750	61,825	69,050	74,150	7.39%	74,250	74,250
Travel & Mileage	3,022	5,241	6,500	5,150	6,850	33.01%	6,980	7,090
Community Promotion	45,582	35,610	53,000	53,000	54,000	1.89%	55,000	56,000
Appreciation Banquet	6,004	625	5,000	10,000	10,000	0.00%	10,000	10,000
Firefighters Banquet	19,109	15,559	22,000	22,010	22,450	2.00%	22,900	22,900
Community Policing	7,123	11,492	6,880	6,880	7,020	2.03%	7,160	7,310
Sundry	6,522	3,844	5,630	5,630	5,750	2.13%	5,870	5,990
Printing	141,850	139,872	173,940	171,940	177,920	3.48%	180,400	182,630
Books and Magazines	7,734	6,094	8,780	11,070	12,940	16.89%	13,102	13,202
Legal Notices	7,509	10,109	6,780	6,210	6,320	1.77%	6,360	6,360
Advertising	662	722	1,250	1,000	1,250	25.00%	1,350	1,400
Other Fees	130,285	132,607	138,000	136,240	140,700	3.27%	143,460	146,160
Public Utilities	1,852,459	1,832,221	1,865,960	2,118,330	2,116,250	-0.10%	2,159,200	2,200,755
Contractor Equipment Rental	-	-	-	15,300	-	-100.00%	-	-
Vehicle Rental-Motor Pool	2,884,181	3,035,483	2,956,838	3,178,420	3,425,294	7.77%	3,498,682	3,565,759
Rent-Internal	130,606	92,725	177,120	176,340	119,800	-32.06%	114,250	115,500
Catering	157	-	-	-	-	0.00%	-	-
Rent	-	8,290	4,000	-	4,000	0.00%	4,000	4,000
Miscellaneous	2,371,505	2,056,407	1,882,888	1,893,620	2,400,195	26.75%	2,410,201	2,417,834
Membership & Dues	128,806	101,564	140,200	139,750	147,120	5.27%	149,920	152,003
Education & Training	252,982	273,174	282,903	317,540	321,600	1.28%	324,930	329,400
Other	64,720	62,812	52,424	77,340	120,245	55.48%	117,530	117,825
Tax Refunds	11,023	37,685	15,000	15,000	15,000	0.00%	15,000	15,000
Banking Fees	89,230	81,240	84,800	88,800	90,230	1.61%	91,890	93,590
<b>TOTAL OTHER SERVICE CHARGES</b>	<b>\$ 18,116,090</b>	<b>\$ 18,714,957</b>	<b>\$ 18,788,760</b>	<b>\$ 19,365,413</b>	<b>\$ 20,941,952</b>	<b>8.14%</b>	<b>\$ 21,218,383</b>	<b>\$ 21,567,978</b>
<b>TOTAL EXPENDITURE</b>	<b>\$ 56,375,977</b>	<b>\$ 59,321,093</b>	<b>\$ 61,809,915</b>	<b>\$ 63,950,283</b>	<b>\$ 66,845,078</b>	<b>4.53%</b>	<b>\$ 68,037,143</b>	<b>\$ 69,636,173</b>
<b><u>OTHER FINANCING USES</u></b>								
Operating Transfers Out	\$ 2,200,000	\$ 1,635,410	\$ 2,000,000	\$ 2,000,000	\$ 1,000,000	-50.00%	\$ 1,000,000	\$ 1,000,000
<b>TOTAL OTHER FINANCING USES</b>	<b>\$ 2,200,000</b>	<b>\$ 1,635,410</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 1,000,000</b>	<b>-50.00%</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>
<b>TOTAL - GENERAL FUND</b>	<b>\$ 58,575,977</b>	<b>\$ 60,956,503</b>	<b>\$ 63,809,915</b>	<b>\$ 65,950,283</b>	<b>\$ 67,845,078</b>	<b>2.87%</b>	<b>\$ 69,037,143</b>	<b>\$ 70,636,173</b>

# **CITY COUNCIL AND EXECUTIVE ADMINISTRATION**

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**2020/2021 BUDGET**

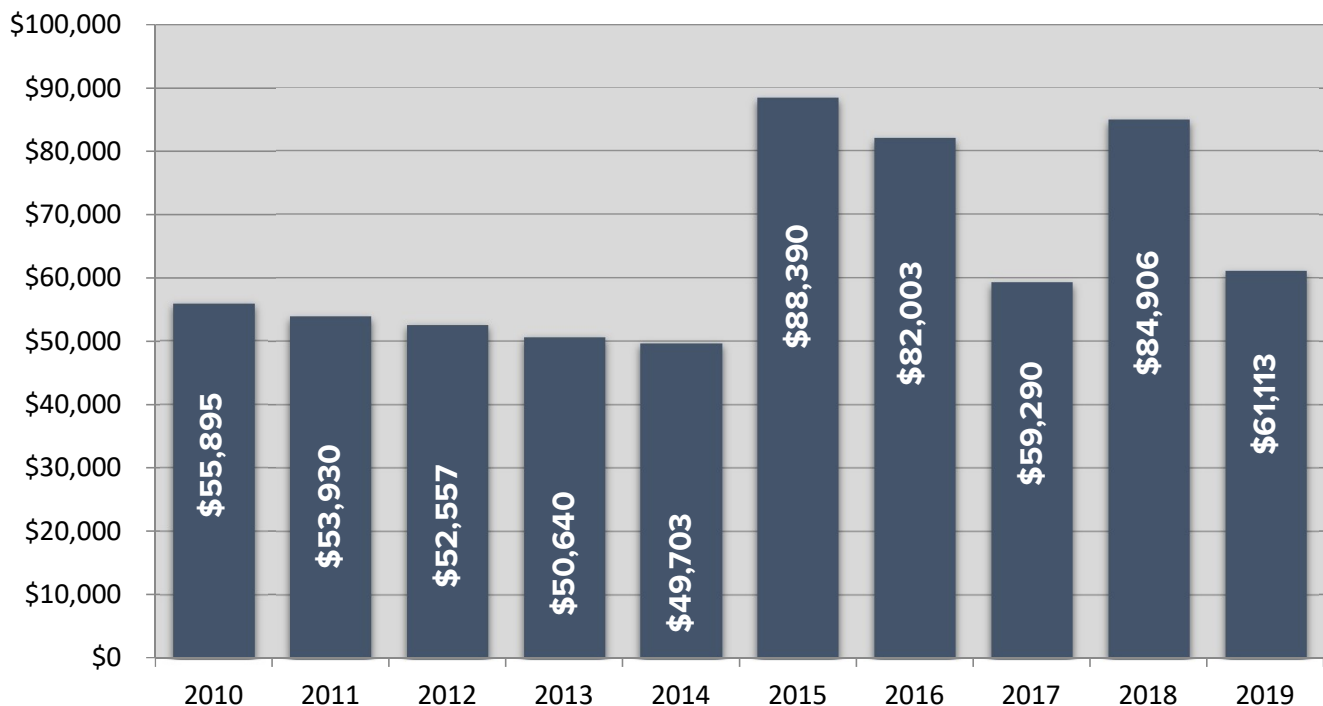


## City Council

# City Council

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

## Operating Budget History



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





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

## Council

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 102 Council</b>								
<b>Business Unit: 102 Council</b>								
Personal Services	\$ 15,840	\$ 15,847	\$ 15,850	\$ 15,850	\$ 15,860	0.06%	\$ 16,170	\$ 16,500
Supplies	1,848	770	2,200	2,850	2,900	1.75%	2,950	3,000
Other Service Charges	67,217	44,496	77,720	77,720	83,590	7.55%	84,810	86,040
<b>Department Total: Council</b>	<b>\$ 84,906</b>	<b>\$ 61,113</b>	<b>\$ 95,770</b>	<b>\$ 96,420</b>	<b>\$ 102,350</b>	<b>6.15%</b>	<b>\$ 103,930</b>	<b>\$ 105,540</b>



City Manager

# City Manager

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

MISSION STATEMENT

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

DEPARTMENT FUNCTIONS

City Management

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

Finance

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

Economic Development Services

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

Community Affairs

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



City Manager

## PERFORMANCE INDICATORS

Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
# of Council Meetings	26	39	36	30
# City Strategies Addressed	7	9	9	10
# of Employees' Retirement System Board	10	11	11	11
# of Downtown Development Authority	3	3	3	3
# of Brownfield Redevelopment Authority	2	2	2	2
# of Local Development Finance Authority	1	2	2	2
# of Labor Contracts Settled	1	0	2	2
# of Business Contacts	146	149	145	145
# of Business Attraction Contacts	52	56	50	50
GFOA Awards	3	3	3	3
Bond Rating (S&P)	AAA	AAA	AAA	AAA

## Notes on Performance Indicators

- # of Council meetings includes all Special Meetings & Study Sessions



### City Manager's Office

## SUMMARY OF BUDGET CHANGES

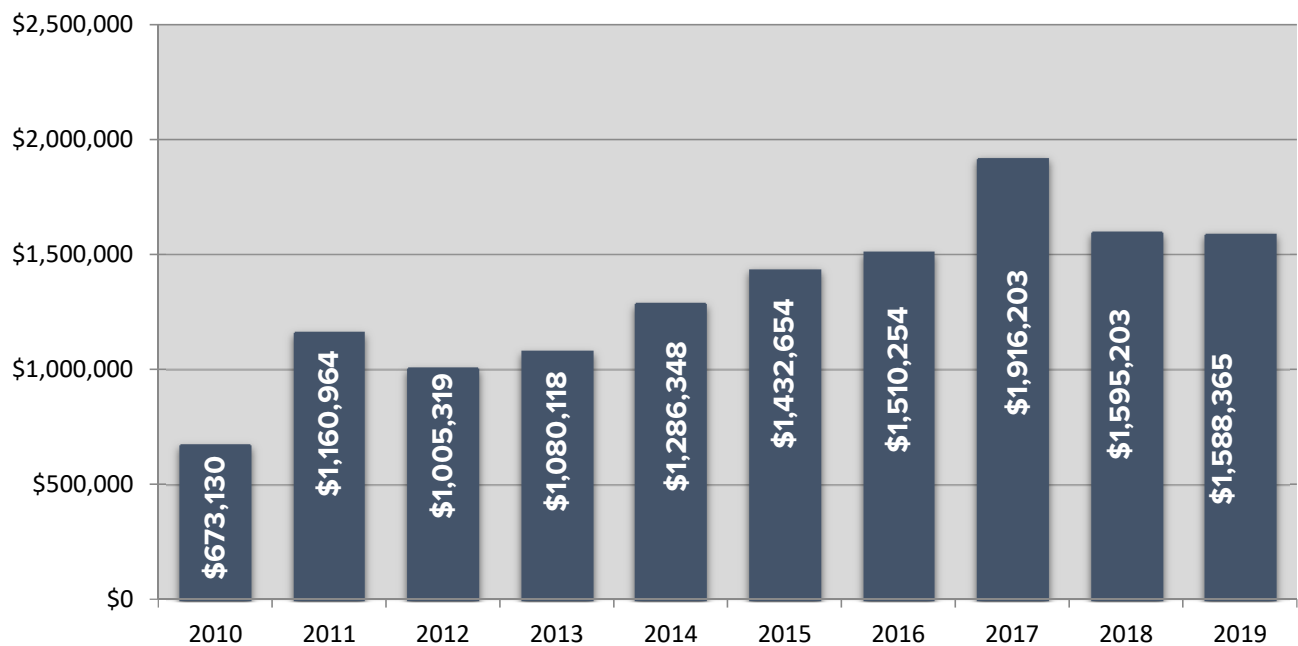
### Significant Notes - 2020/21 Budget Compared to 2019/20 Budget

- \* Replaced Financial Services Director position with Chief Financial Officer
- \* Carried forward funds for Community & Business Survey

Positions	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Manager's Office	10	2	9	1.4	8	1.3	8	1.7
<b>Total Department</b>	<b>10</b>	<b>2</b>	<b>9</b>	<b>1.4</b>	<b>8</b>	<b>1.3</b>	<b>8</b>	<b>1.7</b>

### Operating Budget History

- \* 2011 Incorporated Community Affairs Department





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

## Manager

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 172 Manager</b>								
<b>Business Unit: 172 Manager</b>								
Personal Services	1,297,686	1,238,685	1,365,000	1,434,650	1,492,600	4.04%	1,528,600	1,565,760
Supplies	44,451	31,742	29,000	35,700	73,000	104.48%	38,550	34,100
Other Service Charges	253,067	317,937	278,548	317,250	317,100	-0.05%	292,065	296,720
<b>Department Total: Manager</b>	<b>\$ 1,595,203</b>	<b>\$ 1,588,365</b>	<b>\$ 1,672,548</b>	<b>\$ 1,787,600</b>	<b>\$ 1,882,700</b>	<b>5.32%</b>	<b>\$ 1,859,215</b>	<b>\$ 1,896,580</b>



## City Clerk's Office &amp; Elections

# City Clerk's Office

City Clerk.....Aileen Dickson

## MISSION STATEMENT

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

## DEPARTMENT FUNCTIONS

### • City Council Meeting Administration

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

### • Elections

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

### • FOIA

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

### • Licensing

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

### • Vital Records

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



### City Clerk's Office & Elections

#### PERFORMANCE INDICATORS

Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Birth Certificate Requests Processed	3,760	3,837	3,738	3,800
Death Certificate Requests Processed	1,542	1,191	1,454	1,500
Elections Conducted	2	2	3	2
Voter Transactions Processed	2,904	4,281	6,028	8,000
Absent Voter Ballots Processed	6,059	19,274	14,373	35,000
Business Licenses Issued	172	212	200	200
Freedom of Information Act Requests Processed	379	351	388	380
Passport Photos Taken	515	309	123	0
Mail Room and Duplicating	224,435	289,412	280,000	280,000
City Council Agenda Packets Prepared	38	36	34	35
Legal Notices Prepared	91	90	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)	29%	67%	26%	75%

#### Notes on Performance Indicators

- Passport Photo services were eliminated from the City Clerk's Office due to the decrease in passport services making the replacement of obsolete photo equipment not cost-effective
- Absentee ballot numbers surge in 2020/21 due to the Presidential election cycle, the no-reason AV law, and the political climate that will cause an overall increase in voter participation



### City Clerk's Office & Elections

#### SUMMARY OF BUDGET CHANGES

- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget*

#### Personal Services:

The Presidential election cycle, which includes August and November of 2020, causes an increase in the need for Election Aides, Election Inspectors, and temporary workers to conduct ballot testing, as reflected in the Elections - Personal Services and Election Inspectors budgets.

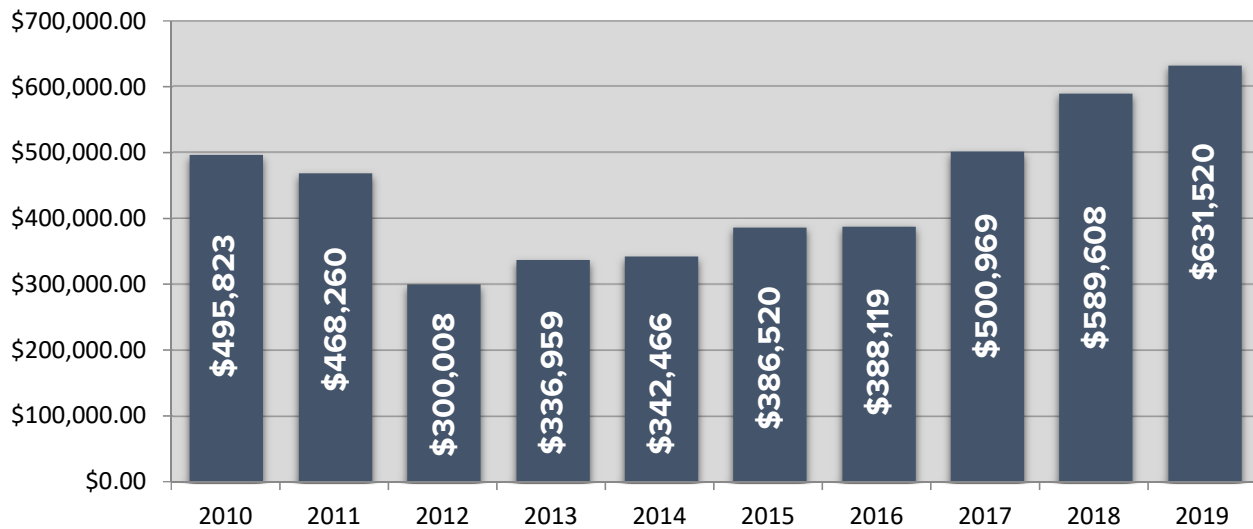
Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Clerks Office	3	0.3	4	0.3	5	0.7	5	1.2
Elections	1	0.9	1.29	2.1	0.29	1	0.29	0
<b>Total Department</b>	<b>4</b>	<b>1.2</b>	<b>5.29</b>	<b>2.4</b>	<b>5.29</b>	<b>1.7</b>	<b>5.29</b>	<b>1.2</b>



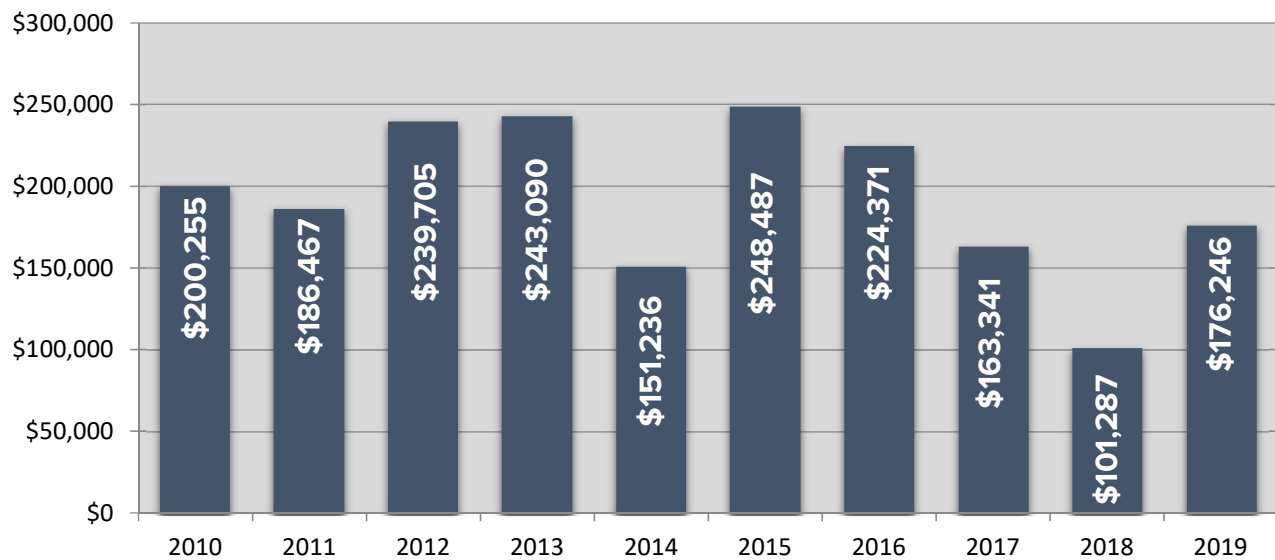


## City Clerk's Office &amp; Elections

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



- Operating Budget History - Elections**





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

## City Clerk

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 215 City Clerk</b>								
<b>Business Unit: 215 Clerk</b>								
Personal Services	527,718	568,341	574,980	610,270	583,320	-4.42%	598,390	614,000
Supplies	8,041	5,572	8,700	8,700	8,870	1.95%	9,040	9,200
Other Service Charges	53,850	57,607	59,760	59,760	60,570	1.36%	60,650	60,650
<b>Business Unit Total: Clerk</b>	<b>\$ 589,608</b>	<b>\$ 631,520</b>	<b>\$ 643,440</b>	<b>\$ 678,730</b>	<b>\$ 652,760</b>	<b>-3.83%</b>	<b>\$ 668,080</b>	<b>\$ 683,850</b>
<b>Business Unit: 262 Elections</b>								
Personal Services	40,489	111,227	144,230	169,690	221,970	30.81%	132,150	178,928
Supplies	19,403	20,848	27,400	26,980	46,800	73.46%	25,250	25,700
Other Service Charges	41,395	44,171	68,070	66,070	78,080	18.18%	75,290	75,470
<b>Business Unit Total: Elections</b>	<b>\$ 101,287</b>	<b>\$ 176,246</b>	<b>\$ 239,700</b>	<b>\$ 262,740</b>	<b>\$ 346,850</b>	<b>32.01%</b>	<b>\$ 232,690</b>	<b>\$ 280,098</b>
<b>Department Total: City Clerk</b>	<b>\$ 690,896</b>	<b>\$ 807,765</b>	<b>\$ 883,140</b>	<b>\$ 941,470</b>	<b>\$ 999,610</b>	<b>6.18%</b>	<b>\$ 900,770</b>	<b>\$ 963,948</b>



## City Attorney

# City Attorney

City Attorney.....Lori Grigg Bluhm

## MISSION STATEMENT

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

- ✓ 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

## DEPARTMENT FUNCTIONS

### • *Administration*

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

### • *Defense of the City*

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



## City Attorney

### DEPARTMENT FUNCTIONS (cont.)

#### • *Prosecution*

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

#### • *Other Activities*

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

### PERFORMANCE INDICATORS

Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
District Court Appearances	8,357	9,994	8,200	8,100
Claims and Incidents	107	134	122	115
Cost Recovery for City *	\$63,065	\$62,900	\$73,800	\$65,000
Warrants Issued	248	234	240	230
City Council Agenda Items	164	138	135	130

### **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

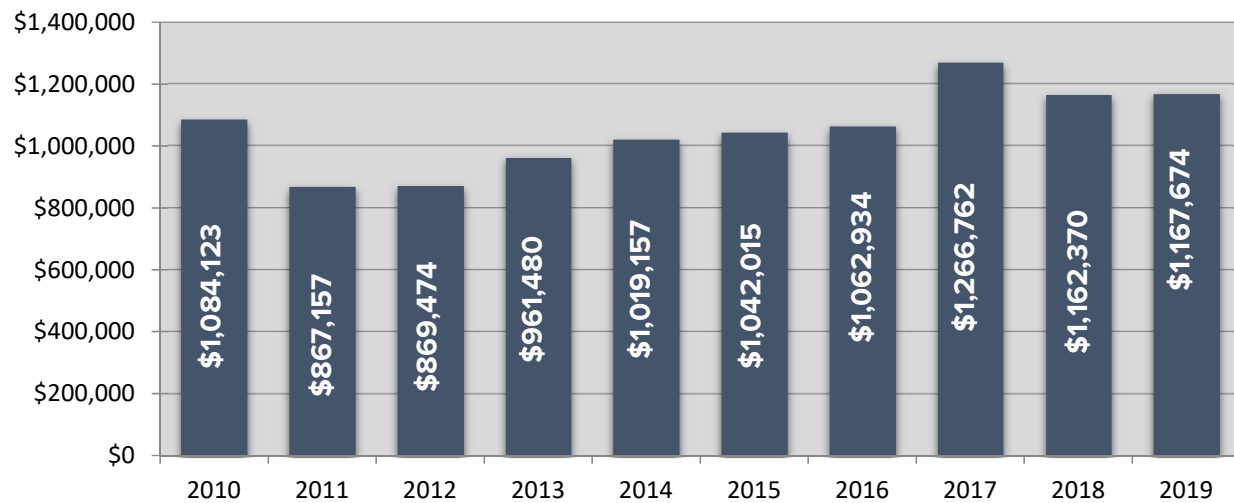
## SUMMARY OF BUDGET CHANGES

- Significant Notes - 2020/21 Budget Compared to 2019/20 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	7	0.3	7	0.1	7	0.2
<b>Total Department</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>0.3</b>	<b>7</b>	<b>0.1</b>	<b>7</b>	<b>0.2</b>

- Operating Budget History**





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

## City Attorney

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 266 City Attorney</b>								
<b>Business Unit: 266 City Attorney</b>								
Personal Services	964,577	1,037,080	1,083,700	1,076,710	1,088,620	1.11%	1,115,890	1,144,050
Supplies	24,503	5,208	6,200	6,320	6,440	1.90%	6,560	6,560
Other Service Charges	173,290	125,386	214,670	223,630	259,820	16.18%	261,660	261,760
<b>Department Total: City Attorney</b>	<b>\$ 1,162,370</b>	<b>\$ 1,167,674</b>	<b>\$ 1,304,570</b>	<b>\$ 1,306,660</b>	<b>\$ 1,354,880</b>	<b>3.69%</b>	<b>\$ 1,384,110</b>	<b>\$ 1,412,370</b>



## Human Resources

# Human Resources

Human Resources Director.....Jeanette Menig

## MISSION STATEMENT

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

## DEPARTMENT FUNCTIONS

### • *Human Resources*

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

### • *Labor Relations*

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

### • *Benefits Administration*

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

### • *Workplace Safety and Wellness*

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



## Human Resources

**PERFORMANCE INDICATORS**

<b>Performance Indicator</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Projected</b>	<b>2020/21 Budget</b>
Full-time New Hires	19	23	35	25
Full-time Promotions	23	15	10	12
Part-time/Temporary New Hires	181	155	160	160
Part-time/Temporary Rehires	62	60	61	61
Full-time Separations (not Retirement)	11	10	12	11
Full-time Retirements	9	9	8	10
Part-time/Temporary Separations	272	185	150	160
Other Employment Record Changes	1070	1345	1300	1300
Job Postings	59	78	52	65
Employment Applications	1042	1101	950	1100
Occupational Injury or Illness Claims	65	34	44	40
Average Number of Work Days to Complete Internal Recruitment	22	29	25	25
Average Number of Work Days to Complete External Recruitment	40	34	35	37
Full-time Employee Turnover Rate (Excluding Retirements)	3.3%	2.9%	3.2%	3.1%
Workplace Safety/Training Programs	9	4	4	5
Employee Involvement Activities	4	5	5	5
Employee Wellness Activities/Events	10	3	3	5





## Human Resources

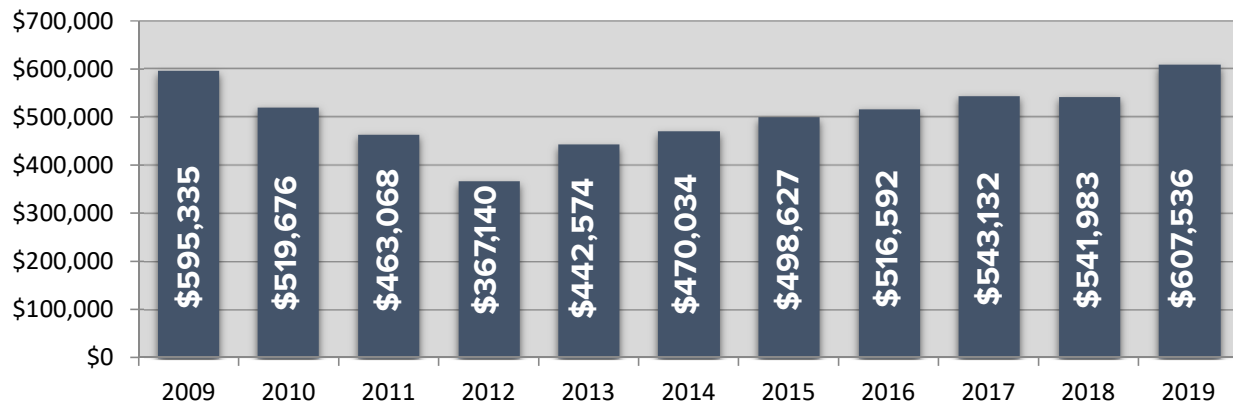
**SUMMARY OF BUDGET CHANGES**

- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget**

Increase in Other Service Charges of \$46,430 for various benefit programs.

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Human Resources	4	0.6	4	0.5	4	0.5	4	0.5
<b>Total Department</b>	<b>4</b>	<b>0.6</b>	<b>4</b>	<b>0.5</b>	<b>4</b>	<b>0.5</b>	<b>4</b>	<b>0.5</b>

- Operating Budget History**





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

## Human Resources

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 270 Human Resources</b>								
<b>Business Unit: 270 Human Resources</b>								
Personal Services	448,419	504,528	516,600	520,970	537,460	3.17%	551,710	566,480
Supplies	6,131	3,081	3,380	3,660	3,650	-0.27%	3,650	3,650
Other Service Charges	87,432	99,926	114,880	133,210	158,440	18.94%	160,300	162,000
<b>Department Total: Human Resources</b>	<b>\$ 541,983</b>	<b>\$ 607,536</b>	<b>\$ 634,860</b>	<b>\$ 657,840</b>	<b>\$ 699,550</b>	<b>6.34%</b>	<b>\$ 715,660</b>	<b>\$ 732,130</b>

# **FINANCIAL SERVICES**

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**2020/2021 BUDGET**



## Finance Department

# Finance

Accounting Manager.....Lisa Burnham

## MISSION STATEMENT

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

## DEPARTMENT FUNCTIONS

### • Accounting

- ✓ Performs accounting of all financial transactions
- ✓ Processes payroll payments
- ✓ Administers retiree health care and processes retirement payments

## PERFORMANCE INDICATORS

- ✓ 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	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Years Received GFOA CAFR Award	22	23	24	25
Audit Workpapers Prepared	328	473	475	485
P-Card Transactions Processed	6,083	6,105	4685	5,000
P-Card Rebate	\$ 21,620.00	\$ 24,032.00	\$ 20,000.00	\$ 19,000.00
General Journal Entries Processed	3340	3414	3500	3600
Payroll and Retiree Checks Processed	27,693	27,814	27,900	28,000
Retirees/Beneficiaries Receiving Medical Benefits	551	562	618	680
Bank Statements and Investments Reconciled	43	42	42	42
P-Card Statements Processed Per Year	648	651	678	693
Invoices Issued	10,235	10,102	10,250	10,400
Vendor Files Maintained	2,692	2,671	2,660	2,700
Accounts Payable Checks Issued	9,091	9,397	9,460	9,600
Accounts Payable Invoices Processed	19,475	19,994	20,000	21,000

## Notes on Performance Indicators

None



## Finance Department

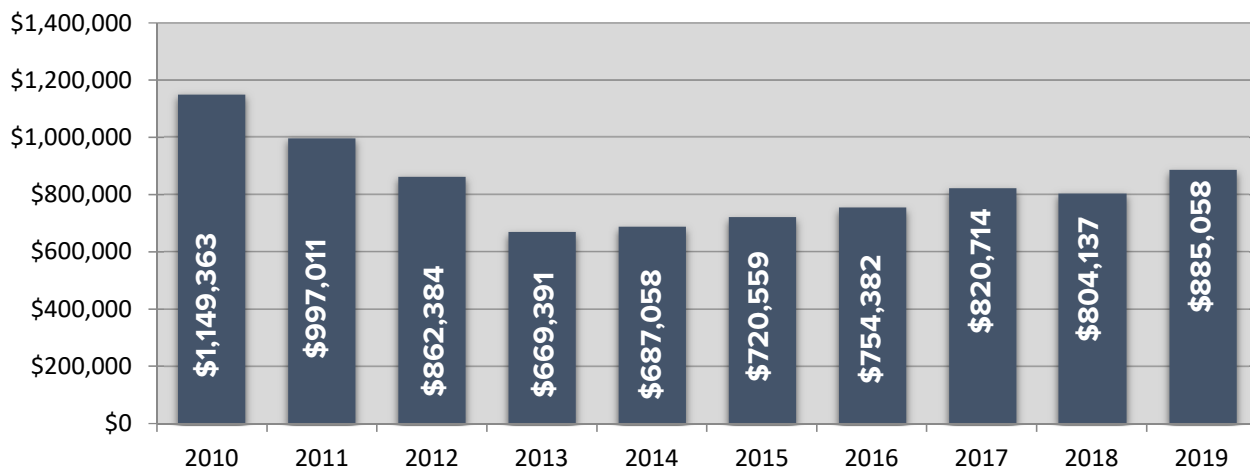
**SUMMARY OF BUDGET CHANGES**

- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget*

None

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 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	1.4	6	1.7
<b>Total Department</b>	<b>6</b>	<b>1.6</b>	<b>6</b>	<b>1.6</b>	<b>6</b>	<b>1.4</b>	<b>6</b>	<b>1.7</b>

- Operating Budget History*





**GENERAL FUND**  
General Government/Finance

## Financial Services

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 191 Financial Services</b>								
<b>Business Unit: 191 Accounting</b>								
Personal Services	676,948	707,387	793,440	793,440	833,800	5.09%	855,210	877,360
Supplies	9,973	18,048	12,000	21,230	13,250	-37.59%	13,560	13,760
Other Service Charges	63,131	104,124	152,944	165,520	128,264	-22.51%	129,110	129,920
<b>Business Unit Total: Accounting</b>	<b>\$ 750,052</b>	<b>\$ 829,558</b>	<b>\$ 958,384</b>	<b>\$ 980,190</b>	<b>\$ 975,314</b>	<b>-0.50%</b>	<b>\$ 997,880</b>	<b>\$ 1,021,040</b>
<b>Business Unit: 192 Risk Management</b>								
Other Service Charges	85	-	-	-	-	0.00%	-	-
<b>Business Unit Total: Risk Management</b>	<b>\$ 85</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Business Unit: 223 Independent Auditor</b>								
Other Service Charges	54,000	55,500	60,800	60,610	60,800	0.31%	62,900	66,045
<b>Business Unit Total: Independent Auditor</b>	<b>\$ 54,000</b>	<b>\$ 55,500</b>	<b>\$ 60,800</b>	<b>\$ 60,610</b>	<b>\$ 60,800</b>	<b>0.31%</b>	<b>\$ 62,900</b>	<b>\$ 66,045</b>
<b>Department Total: Financial Services</b>	<b>\$ 804,137</b>	<b>\$ 885,058</b>	<b>\$ 1,019,184</b>	<b>\$ 1,040,800</b>	<b>\$ 1,036,114</b>	<b>-0.45%</b>	<b>\$ 1,060,780</b>	<b>\$ 1,087,085</b>



City Treasurer's Office

# City Treasurer's Office

City Treasurer.....Sandra Kasperek

MISSION STATEMENT

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

DEPARTMENT FUNCTIONS

- *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**

<b>Performance Indicator</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Projected</b>	<b>2020/21 Budget</b>
Tax Bill Payments Taken in the Treasurer's Office	20,000	20,300	20,000	20,000
Tax Bill Payments Processed Electronically and at the Lockbox	41,050	40,400	40,500	40,500
Tax Bill Payments Processed Online/IVR Credit Card	1,630	1,920	1,950	1,950
Tax Adjustments Processed	380	320	300	300
Total % of Tax Roll Collected	99.90	99.90	99.90	99.90
Water Bill Payments Taken in the Treasurer's Office	15,920	16,100	16,100	16,100
Water Bill Payments Processed at the Lockbox	64,130	59,500	60,000	60,000
Water Bill Payments Processed Online/IVR Credit Card	5,000	6,300	6,500	6,500
Water Bill Payments Processed through Auto Pay	22,000	23,000	23,000	23,000
Customers Enrolled in Auto Pay	5,560	5,800	6,000	6,000
Special Assessment Billed	13	4	1	1
Number of Invoices Processed	7,630	7,000	7,000	7,000
Number of Pieces of Outgoing City Mail Processed	71,700	65,500	65,500	65,500
Passport Application Accepted	680	680	700	700

**Notes on Performance Indicators**

None





## City Treasurer's Office

**SUMMARY OF BUDGET CHANGES**

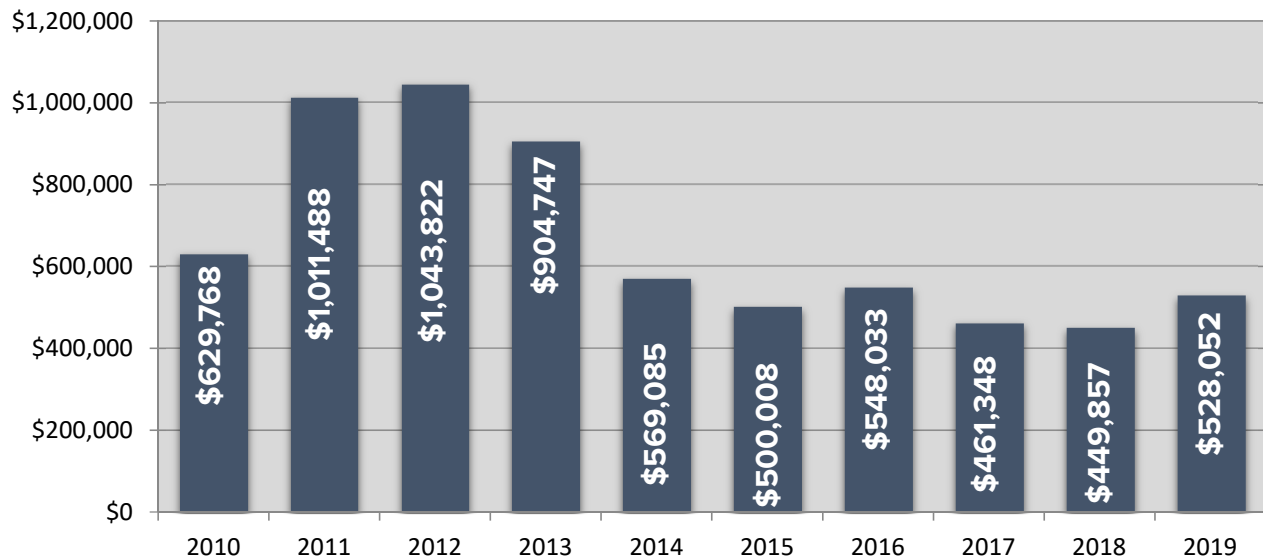
- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget***

Personal Service

none

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 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
<b>Total Department</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>

- Operating Budget History***





**GENERAL FUND**  
General Government/Finance

## Treasurer

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 191 Treasurer</b>								
<b>Business Unit: 253 Treasurer</b>								
Personal Services	371,185	422,227	466,200	466,200	451,600	-3.13%	464,100	477,130
Supplies	28,621	28,777	48,020	48,020	43,550	-9.31%	43,190	43,190
Other Service Charges	50,050	77,048	59,900	59,900	60,800	1.50%	61,710	61,710
<b>Business Unit Total: Treasurer</b>	<b>\$ 449,857</b>	<b>\$ 528,052</b>	<b>\$ 574,120</b>	<b>\$ 574,120</b>	<b>\$ 555,950</b>	<b>-3.16%</b>	<b>\$ 569,000</b>	<b>\$ 582,030</b>
<b>Department Total: Treasurer</b>	<b>\$ 449,857</b>	<b>\$ 528,052</b>	<b>\$ 574,120</b>	<b>\$ 574,120</b>	<b>\$ 555,950</b>	<b>-3.16%</b>	<b>\$ 569,000</b>	<b>\$ 582,030</b>

Purchasing

Purchasing

Purchasing Manager.....MaryBeth Murz

MISSION STATEMENT

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

DEPARTMENT FUNCTIONS

*The responsibilities of the Purchasing Department includes:*

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


**Purchasing**
**PERFORMANCE INDICATORS**

Performance Indicator	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Bid/Proposals Processed	60	58	63	60
Value of Goods/Services Purchased	\$41,966,240	\$44,064,552	\$43,000,000	\$43,000,000
Bid Process Savings	\$577,040	\$845,233	\$790,000	\$700,000
% of Awards Without Dispute	100%	100%	100%	100%
Vending Commissions	\$11,310	\$13,470	\$18,000	\$20,000
Office Supply Rebates	\$930	\$700	\$800	\$800

**Notes on Performance Indicators**

- The Purchasing Department had a very busy and successful year. The % of Awards without dispute were 100%
- Vending sales continue to perform and the City continues to receive commissions based on the City wide vending contract.



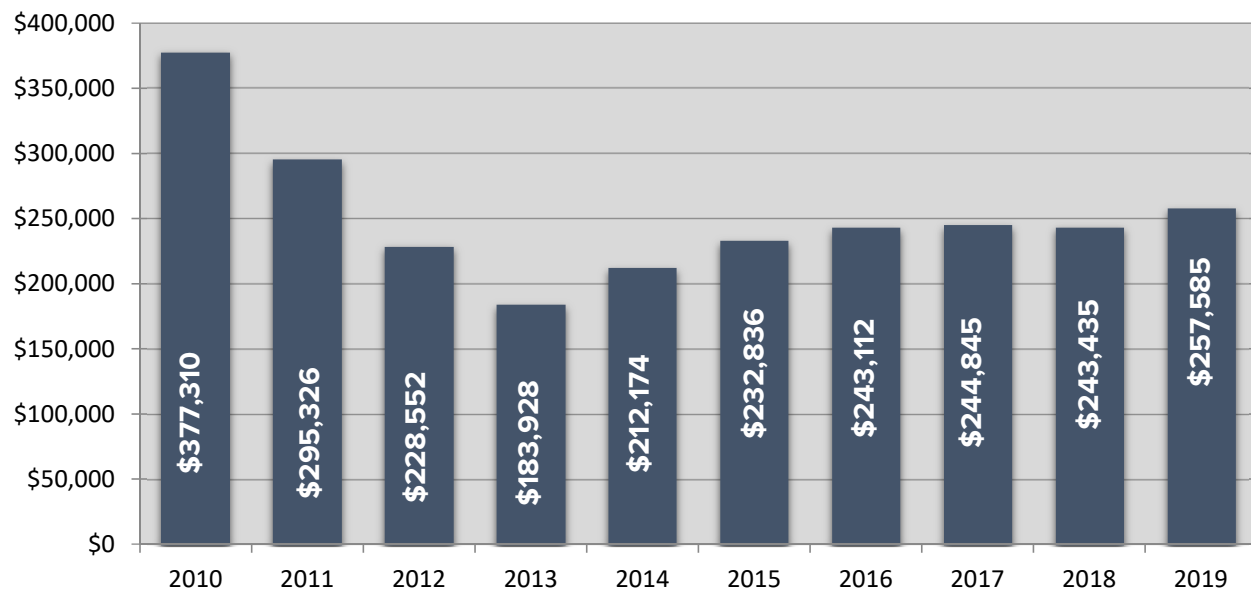
## Purchasing

### SUMMARY OF BUDGET CHANGES

- *Significant Notes - 2020/21 Budget Compared to 2019/20 Budget*  
None

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Purchasing Department	2	1.6	3	1.6	3	0.8	3	0.4
<b>Total Department</b>	<b>2</b>	<b>1.6</b>	<b>3</b>	<b>1.6</b>	<b>3</b>	<b>0.8</b>	<b>3</b>	<b>0.4</b>

- *Operating Budget History*





**GENERAL FUND**  
General Government/Finance

## Purchasing

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 233 Purchasing</b>								
<b>Business Unit: 233 Purchasing</b>								
Personal Services	225,007	238,132	275,840	334,020	326,370	-2.29%	334,320	342,540
Supplies	3,499	3,157	2,600	4,000	2,800	-30.00%	2,900	3,000
Other Service Charges	14,929	16,296	16,920	17,920	20,200	12.72%	19,480	19,480
<b>Department Total: Purchasing</b>	<b>\$ 243,435</b>	<b>\$ 257,585</b>	<b>\$ 295,360</b>	<b>\$ 355,940</b>	<b>\$ 349,370</b>	<b>-1.85%</b>	<b>\$ 356,700</b>	<b>\$ 365,020</b>



## City Assessor's Office

# City Assessor's Office

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

## MISSION STATEMENT

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

## DEPARTMENT FUNCTIONS

- **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	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Board of Review Appointments	109	49	35	25
Assessor Review Changes	10	22	17	15
Personal Property Audits	150	150	150	150
Principal Residence Exemptions	2,578	2,600	2,600	2,600
Transfer Affidavits and Deeds	5,156	5,200	5,200	5,200
Property Description Changes	100	100	100	100
Total State Equalized Value	\$5,894,241,270	\$6,146,885,474	\$6,496,866,656	\$6,934,284,890
Small Claims Tribunal Appeals	25	12	10	10
Full Tribunal Appeals	15	14	14	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

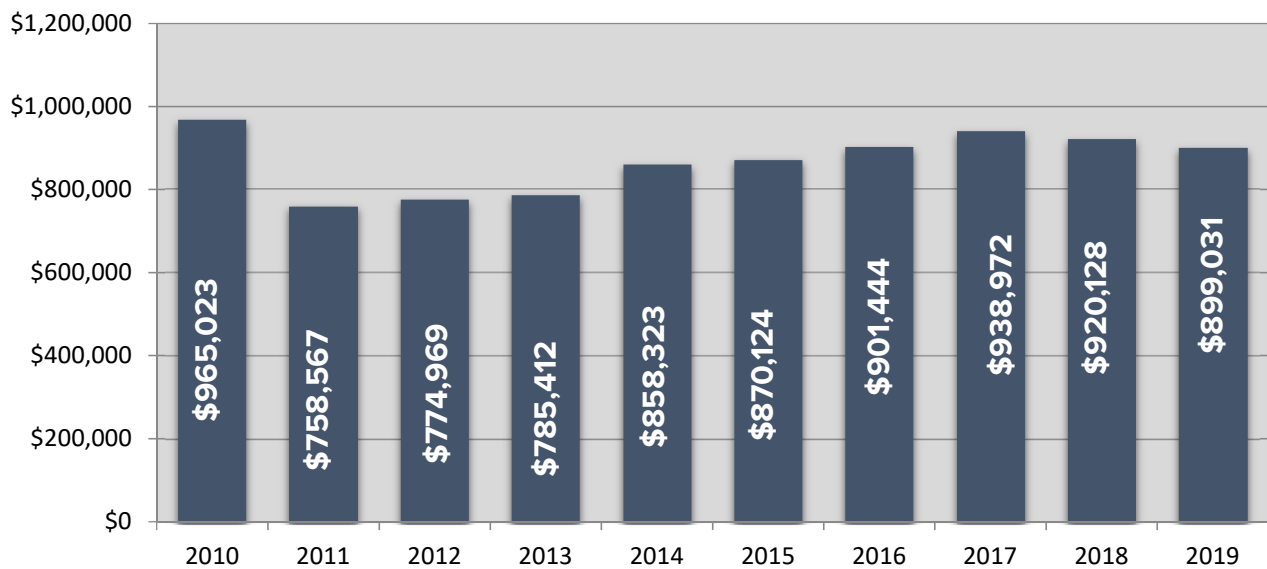
**SUMMARY OF BUDGET CHANGES**

- *Significant Notes - 2020/21 Budget Compared to 2019/20 Budget*

None

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Assessor's Office	7	0	7	0	7	0	7	0
<b>Total Department</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>0</b>

- *Operating Budget History*







**GENERAL FUND**  
General Government/Finance

## Assessing

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 257 Assessing</b>								
<b>Business Unit: 247 Board of Review</b>								
Personal Services	1,456	1,456	2,140	1,940	1,950	0.52%	1,990	2,030
Other Service Charges	314	(22)	100	360	370	2.78%	380	380
<b>Business Unit Total: Board of Review</b>	<b>\$ 1,770</b>	<b>\$ 1,434</b>	<b>\$ 2,240</b>	<b>\$ 2,300</b>	<b>\$ 2,320</b>	<b>0.87%</b>	<b>\$ 2,370</b>	<b>\$ 2,410</b>
<b>Business Unit: 257 Assessing</b>								
Personal Services	816,051	794,905	945,980	945,980	920,110	-2.73%	943,660	968,050
Supplies	18,609	18,102	25,150	25,150	25,660	2.03%	26,180	26,180
Other Service Charges	83,698	84,590	82,340	82,340	83,900	1.89%	85,580	85,580
<b>Business Unit Total: Assessing</b>	<b>\$ 918,358</b>	<b>\$ 897,597</b>	<b>\$ 1,053,470</b>	<b>\$ 1,053,470</b>	<b>\$ 1,029,670</b>	<b>-2.26%</b>	<b>\$ 1,055,420</b>	<b>\$ 1,079,810</b>
<b>Department Total: Assessing</b>	<b>\$ 920,128</b>	<b>\$ 899,031</b>	<b>\$ 1,055,710</b>	<b>\$ 1,055,770</b>	<b>\$ 1,031,990</b>	<b>-2.25%</b>	<b>\$ 1,057,790</b>	<b>\$ 1,082,220</b>

# OTHER GENERAL GOVERNMENT

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**2020/2021 BUDGET**



## City Buildings

# City Buildings

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

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Hall								
<b>Total Department</b>	√	√	√	√	√		√	

√ See Building Operations Fund (Internal Service Fund)



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

## Building Operations

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 264 Building Operations</b>								
<b>Business Unit: 261 Fire-Police Training Center</b>								
Supplies	1,893	4,094	5,150	5,530	5,530	0.00%	5,660	5,790
Other Service Charges	86,220	101,014	96,510	99,210	103,080	3.90%	105,360	107,700
<b>Business Unit Total: Fire-Police Training Center</b>	<b>\$ 88,113</b>	<b>\$ 105,108</b>	<b>\$ 101,660</b>	<b>\$ 104,740</b>	<b>\$ 108,610</b>	<b>3.69%</b>	<b>\$ 111,020</b>	<b>\$ 113,490</b>
<b>Business Unit: 265 City Hall</b>								
Supplies	430	30,839	26,640	26,100	37,620	44.14%	38,395	38,990
Other Service Charges	683,223	847,985	938,950	902,280	984,470	9.11%	958,420	977,640
<b>Business Unit Total: City Hall</b>	<b>\$ 683,654</b>	<b>\$ 878,824</b>	<b>\$ 965,590</b>	<b>\$ 928,380</b>	<b>\$ 1,022,090</b>	<b>10.09%</b>	<b>\$ 996,815</b>	<b>\$ 1,016,630</b>
<b>Business Unit: 277 District Court</b>								
Supplies	15,161	103,797	21,000	21,730	21,380	-1.61%	21,770	22,160
Other Service Charges	200,093	264,411	329,420	336,753	295,460	-12.26%	301,290	307,230
<b>Business Unit Total: District Court</b>	<b>\$ 215,254</b>	<b>\$ 368,209</b>	<b>\$ 350,420</b>	<b>\$ 358,483</b>	<b>\$ 316,840</b>	<b>-11.62%</b>	<b>\$ 323,060</b>	<b>\$ 329,390</b>
<b>Department Total: Building Operations</b>	<b>\$ 987,021</b>	<b>\$ 1,352,140</b>	<b>\$ 1,417,670</b>	<b>\$ 1,391,603</b>	<b>\$ 1,447,540</b>	<b>4.02%</b>	<b>\$ 1,430,895</b>	<b>\$ 1,459,510</b>

# **PUBLIC SAFETY**

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**2020/2021 BUDGET**



## Police

# Police

**Police Chief.....Frank Nastasi**

## MISSION STATEMENT

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

## DEPARTMENT FUNCTIONS

### • *Office of the Chief of Police / Professional Standards Section*

- ✓ Prepares and administers the Department budget
- ✓ Coordinates and administers grants
- ✓ Directs the planning, organization, coordination, and review of Department operations
- ✓ Establishes, evaluates, and reports on Department goals
- ✓ Develops, implements, and evaluates Department policies and procedures
- ✓ Works with the City Manager and department heads on city plans and projects

- ✓ Serves as a liaison with law enforcement and community groups
- ✓ Manages emergency operations and homeland security functions
- ✓ Conducts Internal and Pre-employment Investigations
- ✓ Develops, schedules, and presents department training
- ✓ Manages and disseminates social media
- ✓ Facilitates problem-solving projects
- ✓ Conducts background investigations on liquor license applicants, gun registration, and other city-mandated licensing and permits
- ✓ Manages and directs the Tactical Support Team, Crisis Negotiation Team, and Oakland County Hazardous Material Response Team
- ✓ Coordinates with Oak Tac Training Consortium to manage and direct small squad tactics, active shooter, and school safety training exercises

### • *Investigative/Administrative Services*

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



## Police

### DEPARTMENT FUNCTIONS (cont.)

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

### • *Operations Division*

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


**Police**
**PERFORMANCE INDICATORS**

Performance Indicator	2018/19 Actual	2019/20 Projected	2020/21 Budget
OWI Arrests	375	342	375
Liquor Law Violations	91	78	80
Alcohol Compliance Inspections	631	700	700
Group A Crimes Occurring	2,783	2,520	2,650
Group A Crimes Arrests	859	860	860
Group A Crime Clearance Rate	37.7%	37.0%	37.0%
Directed/Selective Traffic Enforcement Details	359	452	450
Hazardous Traffic Citations	9,551	7,298	8,000
Non-Hazardous Traffic Citations	1,254	946	1,000
License, Title, Registration Citations	3692	3112	3250
Commercial Motor Vehicle Violations	978	884	900
Traffic Crashes	3,581	3,464	3,600
School Safety Checks	452	3,018	3,200
Request for Ambulance With Officer	2,135	2,190	2,150
Volunteer Hours	3,753.00	3,682.00	3,700.00
Online (Web Based Reports Taken)	121	218	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

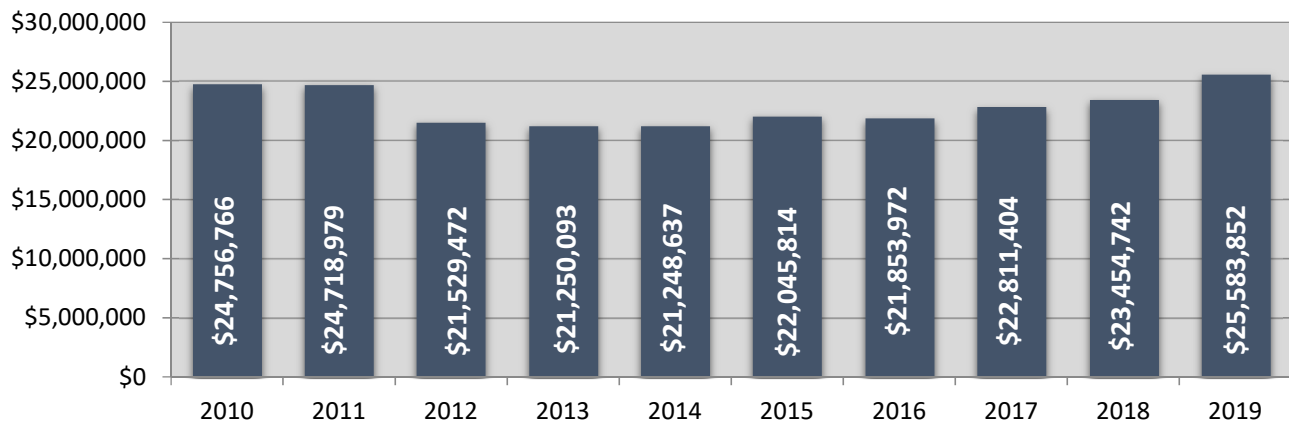
## SUMMARY OF BUDGET CHANGES

### • Significant Notes - 2020/21 Budget Compared to 2019/20 Budget

- \* The total Police Department Operating Budget is \$28.3 million. This is an \$837,000 or 3.0% increase over the prior year. Two FTE's were added to the budget in 2021. One is to hire an additional School Resource Officer and another is to add to the overall Command staff.

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Police Department	158	8.1	162	8.1	161	7.6	163	7.5
<b>Total Department</b>	<b>158</b>	<b>8.1</b>	<b>162</b>	<b>8.1</b>	<b>161</b>	<b>7.6</b>	<b>163</b>	<b>7.5</b>

### • Operating Budget History





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

## Police Department

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 301 Police Department</b>								
<b>Division: 11 Investigative/Admin Services</b>								
<b>Business Unit: 305 Police Administration</b>								
Personal Services	1,157,470	1,047,908	920,237	1,008,290	943,160	-6.46%	967,160	992,030
Supplies	104,200	98,931	105,900	109,260	111,400	1.96%	113,580	115,800
Other Service Charges	541,429	557,537	566,200	624,910	634,540	1.54%	646,130	658,220
<b>Business Unit Total: Police Administration</b>	<b>\$ 1,803,099</b>	<b>\$ 1,704,376</b>	<b>\$ 1,592,337</b>	<b>\$ 1,742,460</b>	<b>\$ 1,689,100</b>	<b>-3.06%</b>	<b>\$ 1,726,870</b>	<b>\$ 1,766,050</b>
<b>Business Unit: 307 Investigations Services</b>								
Personal Services	1,757,923	1,933,287	2,068,400	2,233,420	2,214,630	-0.84%	2,271,190	2,329,730
Supplies	14,872	15,238	17,460	17,460	17,600	0.80%	17,740	17,800
Other Service Charges	134,720	144,371	125,320	150,440	152,640	1.46%	155,170	158,880
<b>Business Unit Total: Investigations Services</b>	<b>\$ 1,907,515</b>	<b>\$ 2,092,896</b>	<b>\$ 2,211,180</b>	<b>\$ 2,401,320</b>	<b>\$ 2,384,870</b>	<b>-0.69%</b>	<b>\$ 2,444,100</b>	<b>\$ 2,506,410</b>
<b>Business Unit: 308 Crime Information Unit</b>								
Personal Services	423,670	481,975	622,400	622,400	635,070	2.04%	652,240	670,060
Supplies	3,549	4,957	4,370	4,370	4,410	0.92%	4,450	4,490
Other Service Charges	20,689	20,109	23,570	23,570	23,760	0.81%	24,100	24,740
<b>Business Unit Total: Crime Information Unit</b>	<b>\$ 447,908</b>	<b>\$ 507,042</b>	<b>\$ 650,340</b>	<b>\$ 650,340</b>	<b>\$ 663,240</b>	<b>1.98%</b>	<b>\$ 680,790</b>	<b>\$ 699,290</b>



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

## Police Department

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 301 Police Department</b>								
<b>Business Unit: 309 Special Investigations Unit</b>								
Personal Services	446,304	506,805	465,320	540,000	546,090	1.13%	560,380	575,160
Supplies	3,762	2,735	3,200	3,820	3,850	0.79%	3,880	3,910
Other Service Charges	41,214	41,753	40,270	40,480	40,920	1.09%	41,620	42,600
<b>Business Unit Total: Special Investigations Unit</b>	<b>\$ 491,279</b>	<b>\$ 551,293</b>	<b>\$ 508,790</b>	<b>\$ 584,300</b>	<b>\$ 590,860</b>	<b>1.12%</b>	<b>\$ 605,880</b>	<b>\$ 621,670</b>
<b>Business Unit: 311 Drug Enforcement (DEA)</b>								
Personal Services	179,383	192,000	186,550	189,970	190,230	0.14%	195,150	200,250
Supplies	3,592	7,048	4,700	5,430	5,530	1.84%	5,630	5,730
Other Service Charges	19,676	19,674	21,620	21,620	21,860	1.11%	22,270	22,770
<b>Business Unit Total: Drug Enforcement (DEA)</b>	<b>\$ 202,651</b>	<b>\$ 218,722</b>	<b>\$ 212,870</b>	<b>\$ 217,020</b>	<b>\$ 217,620</b>	<b>0.28%</b>	<b>\$ 223,050</b>	<b>\$ 228,750</b>
<b>Business Unit: 320 Professional Standards</b>								
Personal Services	513,968	614,617	586,740	670,920	674,290	0.50%	690,750	707,750
Supplies	1,077	875	1,800	1,800	1,800	0.00%	1,800	1,800
Other Service Charges	28,318	27,123	26,690	26,690	26,790	0.37%	27,230	27,880
<b>Business Unit Total: Professional Standards</b>	<b>\$ 543,364</b>	<b>\$ 642,615</b>	<b>\$ 615,230</b>	<b>\$ 699,410</b>	<b>\$ 702,880</b>	<b>0.50%</b>	<b>\$ 719,780</b>	<b>\$ 737,430</b>



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

## Police Department

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 301 Police Department</b>								
<b>Business Unit: 321 Criminal Justice Training (302)</b>								
Other Service Charges	18,226	17,360	22,620	22,620	23,080	2.03%	23,540	24,010
<b>Business Unit Total: Criminal Justice Training (302)</b>	<b>\$ 18,226</b>	<b>\$ 17,360</b>	<b>\$ 22,620</b>	<b>\$ 22,620</b>	<b>\$ 23,080</b>	<b>2.03%</b>	<b>\$ 23,540</b>	<b>\$ 24,010</b>
<b>Business Unit: 322 Training Section</b>								
Personal Services	301,256	318,287	284,320	342,080	269,690	-21.16%	276,400	283,350
Supplies	112,083	132,099	91,660	91,660	93,460	1.96%	95,300	97,180
Other Service Charges	20,383	21,851	15,850	20,950	14,130	-32.55%	14,340	14,730
<b>Business Unit Total: Training Section</b>	<b>\$ 433,722</b>	<b>\$ 472,237</b>	<b>\$ 391,830</b>	<b>\$ 454,690</b>	<b>\$ 377,280</b>	<b>-17.02%</b>	<b>\$ 386,040</b>	<b>\$ 395,260</b>
<b>Business Unit: 324 Emergency Response/Preparedness</b>								
Personal Services	81,938	82,253	86,070	86,070	89,300	3.75%	91,470	93,720
Supplies	56,873	51,381	52,200	52,200	108,440	107.74%	54,310	55,400
Other Service Charges	2,194	74	2,040	2,080	2,120	1.92%	2,160	2,160
<b>Business Unit Total: Emergency Response/Preparedness</b>	<b>\$ 141,005</b>	<b>\$ 133,708</b>	<b>\$ 140,310</b>	<b>\$ 140,350</b>	<b>\$ 199,860</b>	<b>42.40%</b>	<b>\$ 147,940</b>	<b>\$ 151,280</b>



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

## Police Department

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 301 Police Department</b>								
<b>Business Unit: 325 Communications Section</b>								
Personal Services	1,795,915	1,915,582	1,971,800	2,165,000	2,452,680	13.29%	2,518,470	2,586,740
Supplies	38,772	39,673	37,700	38,780	65,330	68.46%	50,680	51,040
Other Service Charges	62,430	59,973	60,500	58,670	81,320	38.61%	82,940	84,580
<b>Business Unit Total: Communications Section</b>	<b>\$ 1,897,117</b>	<b>\$ 2,015,228</b>	<b>\$ 2,070,000</b>	<b>\$ 2,262,450</b>	<b>\$ 2,599,330</b>	<b>14.89%</b>	<b>\$ 2,652,090</b>	<b>\$ 2,722,360</b>
<b>Business Unit: 326 Records Section</b>								
Personal Services	576,912	629,525	590,800	670,420	466,460	-30.42%	479,130	492,300
Supplies	1,108	1,089	5,410	5,500	4,690	-14.73%	4,790	4,890
Other Service Charges	4,304	5,342	3,640	3,790	3,900	2.90%	4,000	4,080
<b>Business Unit Total: Records Section</b>	<b>\$ 582,324</b>	<b>\$ 635,956</b>	<b>\$ 599,850</b>	<b>\$ 679,710</b>	<b>\$ 475,050</b>	<b>-30.11%</b>	<b>\$ 487,920</b>	<b>\$ 501,270</b>
<b>Business Unit: 329 Lockup Section</b>								
Personal Services	1,264,737	1,450,337	1,409,740	1,470,190	1,498,060	1.90%	1,538,610	1,580,690
Supplies	24,058	21,950	21,560	21,560	21,790	1.07%	22,020	22,250
Other Service Charges	16,521	17,158	15,110	15,110	15,230	0.79%	15,510	15,880
<b>Business Unit Total: Lockup Section</b>	<b>\$ 1,305,317</b>	<b>\$ 1,489,444</b>	<b>\$ 1,446,410</b>	<b>\$ 1,506,860</b>	<b>\$ 1,535,080</b>	<b>1.87%</b>	<b>\$ 1,576,140</b>	<b>\$ 1,618,820</b>
<b>Business Unit: 333 Property Section</b>								
Personal Services	98,332	113,991	109,820	115,460	116,790	1.15%	120,230	123,830
Supplies	1,213	2,381	1,920	1,920	1,950	1.56%	1,980	2,010
Other Service Charges	507	685	536	340	550	61.76%	575	600
<b>Business Unit Total: Property Section</b>	<b>\$ 100,052</b>	<b>\$ 117,057</b>	<b>\$ 112,276</b>	<b>\$ 117,720</b>	<b>\$ 119,290</b>	<b>1.33%</b>	<b>\$ 122,785</b>	<b>\$ 126,440</b>



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

## Police Department

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 301 Police Department</b>								
<b>Business Unit: 334 Research &amp; Technology</b>								
Personal Services	184,614	206,867	204,890	225,890	237,270	5.04%	243,500	249,970
Supplies	24,154	43,191	25,850	25,850	25,850	0.00%	26,370	26,900
Other Service Charges	751,815	769,694	847,540	847,540	900,420	6.24%	919,170	938,310
<b>Business Unit Total: Research &amp; Technology</b>	<b>\$ 960,584</b>	<b>\$ 1,019,752</b>	<b>\$ 1,078,280</b>	<b>\$ 1,099,280</b>	<b>\$ 1,163,540</b>	<b>5.85%</b>	<b>\$ 1,189,040</b>	<b>\$ 1,215,180</b>
<b>Business Unit: 335 Community Services Section</b>								
Personal Services	854,861	941,823	1,028,100	1,062,040	1,315,060	23.82%	1,349,860	1,385,960
Supplies	7,936	8,835	9,070	9,070	9,950	9.70%	10,030	10,110
Other Service Charges	69,614	71,310	70,990	70,990	120,960	70.39%	123,120	125,900
<b>Business Unit Total: Community Services Section</b>	<b>\$ 932,412</b>	<b>\$ 1,021,968</b>	<b>\$ 1,108,160</b>	<b>\$ 1,142,100</b>	<b>\$ 1,445,970</b>	<b>26.61%</b>	<b>\$ 1,483,010</b>	<b>\$ 1,521,970</b>
<b>Division Total: Investigative/Admin Services</b>	<b>\$ 11,766,574</b>	<b>\$ 12,639,654</b>	<b>\$ 12,760,483</b>	<b>\$ 13,720,630</b>	<b>\$ 14,187,050</b>	<b>3.40%</b>	<b>\$ 14,468,975</b>	<b>\$ 14,836,190</b>
<b>Division: 12 Operations</b>								
<b>Business Unit: 315 Road Patrol</b>								
Personal Services	9,138,773	9,704,065	10,015,200	10,116,450	9,812,860	-3.00%	10,064,720	10,325,520
Supplies	220,764	309,873	207,730	230,010	260,530	13.27%	263,660	266,880
Other Service Charges	837,456	820,917	857,430	857,930	1,017,030	18.54%	1,034,430	1,058,270
<b>Business Unit Total: Road Patrol</b>	<b>\$ 10,196,994</b>	<b>\$ 10,834,855</b>	<b>\$ 11,080,360</b>	<b>\$ 11,204,390</b>	<b>\$ 11,090,420</b>	<b>-1.02%</b>	<b>\$ 11,362,810</b>	<b>\$ 11,650,670</b>



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

## Police Department

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 301 Police Department</b>								
<b>Business Unit: 316 K Nine</b>								
Personal Services	491,921	516,211	526,000	526,000	513,840	-2.31%	526,020	538,570
Supplies	5,770	6,044	6,530	4,980	6,030	21.08%	6,100	6,160
Other Service Charges	71,544	67,223	70,720	70,890	73,120	3.15%	74,460	76,110
<b>Business Unit Total: K Nine</b>	<b>\$ 569,235</b>	<b>\$ 589,478</b>	<b>\$ 603,250</b>	<b>\$ 601,870</b>	<b>\$ 592,990</b>	<b>-1.48%</b>	<b>\$ 606,580</b>	<b>\$ 620,840</b>
<b>Business Unit: 317 Directed Patrol Unit</b>								
Personal Services	457,611	472,979	786,120	786,120	787,530	0.18%	808,630	830,530
Supplies	4,373	5,779	6,710	4,970	6,760	36.02%	6,810	6,860
Other Service Charges	67,452	67,862	64,120	75,310	70,800	-5.99%	72,010	73,710
<b>Business Unit Total: Directed Patrol Unit</b>	<b>\$ 529,435</b>	<b>\$ 546,620</b>	<b>\$ 856,950</b>	<b>\$ 866,400</b>	<b>\$ 865,090</b>	<b>-0.15%</b>	<b>\$ 887,450</b>	<b>\$ 911,100</b>
<b>Business Unit: 318 Traffic Unit</b>								
Personal Services	277,209	760,751	946,110	901,600	1,411,450	56.55%	1,447,280	1,484,370
Supplies	2,735	9,587	10,090	3,990	10,130	153.88%	10,170	10,210
Other Service Charges	74,984	163,672	153,120	153,120	130,130	-15.01%	132,320	135,420
<b>Business Unit Total: Traffic Unit</b>	<b>\$ 354,928</b>	<b>\$ 934,010</b>	<b>\$ 1,109,320</b>	<b>\$ 1,058,710</b>	<b>\$ 1,551,710</b>	<b>46.57%</b>	<b>\$ 1,589,770</b>	<b>\$ 1,630,000</b>
<b>Business Unit: 319 Crossing Guards</b>								
Personal Services	37,056	38,751	38,920	40,900	43,090	5.35%	43,950	44,830
Supplies	195	45	330	330	340	3.03%	350	360
Other Service Charges	327	440	972	220	230	4.55%	240	250
<b>Business Unit Total: Crossing Guards</b>	<b>\$ 37,577</b>	<b>\$ 39,236</b>	<b>\$ 40,222</b>	<b>\$ 41,450</b>	<b>\$ 43,660</b>	<b>5.33%</b>	<b>\$ 44,540</b>	<b>\$ 45,440</b>
<b>Division Total: Operations</b>	<b>\$ 11,688,168</b>	<b>\$ 12,944,198</b>	<b>\$ 13,690,102</b>	<b>\$ 13,772,820</b>	<b>\$ 14,143,870</b>	<b>2.69%</b>	<b>\$ 14,491,150</b>	<b>\$ 14,858,050</b>
<b>Department Total: Police Department</b>	<b>\$ 23,454,742</b>	<b>\$ 25,583,852</b>	<b>\$ 26,450,585</b>	<b>\$ 27,493,450</b>	<b>\$ 28,330,920</b>	<b>3.05%</b>	<b>\$ 28,960,125</b>	<b>\$ 29,694,240</b>



## Fire

# Fire

**Fire Chief.....David Roberts**

## **MISSION STATEMENT**

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

## **DEPARTMENT FUNCTIONS**

### **• Administration**

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

### **• Fire Prevention / Community Risk Reduction**

- ✓ Reviews plans for future site development
- ✓ Reviews plans for new building construction and renovation
- ✓ Reviews plans for fire protection system installations

- ✓ Conducts building fire and life safety inspections
- ✓ Issues permits for fire protection; fireworks; hazardous materials; occupancy; prescribed burns; and special events
- ✓ Administers MI-OSHA required "Firefighter Right to Know" program
- ✓ Conducts public fire safety education and community outreach programs
- ✓ Oversees youth explorer program

### **• Fire Suppression / Rescue**

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

### **• Operations / Training**

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





## Fire

**PERFORMANCE INDICATORS**

Performance Indicator	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Fire Department Responses	1,194	1,164	1,288	1,215
All Fires	186	140	168	165
Structure Fires	100	65	112	92
Property Endangered	\$46,408,201	\$50,640,239	\$39,440,764	\$45,496,401
Fire Loss	\$1,376,507	\$171,562	\$809,836	\$785,968
# of Volunteer Firefighters	163	165	168	165
Firefighter Training Hours	18,636	21,745	23,812	21,398
Public Education Programs	50	54	118	74
Public Education Attendance	7,014	5,481	11,146	7,880
Inspections Performed	2,023	1,724	1,320	1,689
Violations Issued	887	600	404	630
Violations Cleared	878	557	380	605
Fees Earned	\$148,965	\$188,519	\$145,204	\$160,896
Permits Issued	550	567	492	536
Plans Reviewed	1,504	1,752	1,474	1,577
Fire Loss Per Capita*	\$15.79	\$1.97	\$9.29	\$9.02
Dept. Operating Cost Per Capita**	\$64.32	\$64.58	\$63.65	\$64.18
Firefighting Efficiency***	97%	99%	98%	98%
Civilian fire related deaths/injuries	0/6	0/1	0/2	0/0
Firefighter death/injuries	0/0	0/3	0/2	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

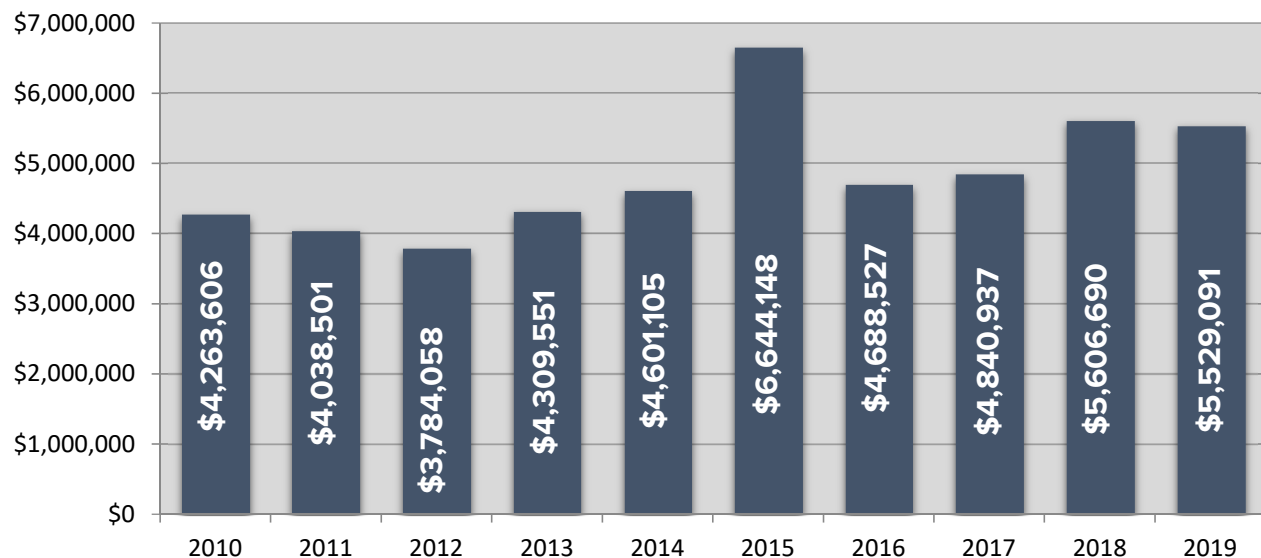
## SUMMARY OF BUDGET CHANGES

- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget**

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	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Fire Department	12	2.3	12	2.3	12	1.7	12	1.9
<b>Total Department</b>	<b>12</b>	<b>2.3</b>	<b>12</b>	<b>2.3</b>	<b>12</b>	<b>1.7</b>	<b>12</b>	<b>1.9</b>

- Operating Budget History**



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



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

# Fire

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 336 Fire</b>								
<b>Business Unit: 337 Fire Administration</b>								
Personal Services	326,570	345,285	336,513	358,870	343,660	-4.24%	352,060	360,720
Supplies	5,456	36,034	5,300	6,400	6,300	-1.56%	6,300	6,300
Other Service Charges	43,969	55,154	41,760	42,170	42,860	1.64%	43,640	43,640
<b>Business Unit Total: Fire Administration</b>	<b>\$ 375,995</b>	<b>\$ 436,473</b>	<b>\$ 383,573</b>	<b>\$ 407,440</b>	<b>\$ 392,820</b>	<b>-3.59%</b>	<b>\$ 402,000</b>	<b>\$ 410,660</b>
<b>Business Unit: 338 Fire Operations</b>								
Personal Services	514,223	639,961	661,098	636,380	735,880	15.64%	755,090	775,020
Supplies	320,037	293,113	341,000	347,400	299,020	-13.93%	304,900	310,900
Other Service Charges	600,779	623,405	622,670	614,770	650,228	5.77%	665,846	681,256
<b>Business Unit Total: Fire Operations</b>	<b>\$ 1,435,040</b>	<b>\$ 1,556,479</b>	<b>\$ 1,624,768</b>	<b>\$ 1,598,550</b>	<b>\$ 1,685,128</b>	<b>5.42%</b>	<b>\$ 1,725,836</b>	<b>\$ 1,767,176</b>
<b>Business Unit: 340 Fire Companies</b>								
Personal Services	13,723	918	-	-	-	0.00%	-	-
Supplies	13,363	37,300	16,000	16,000	16,160	1.00%	16,320	16,320
Other Service Charges	2,122,372	1,738,870	1,694,600	1,703,800	2,178,894	27.88%	2,183,104	2,187,370
<b>Business Unit Total: Fire Companies</b>	<b>\$ 2,149,458</b>	<b>\$ 1,777,087</b>	<b>\$ 1,710,600</b>	<b>\$ 1,719,800</b>	<b>\$ 2,195,054</b>	<b>27.63%</b>	<b>\$ 2,199,424</b>	<b>\$ 2,203,690</b>
<b>Business Unit: 341 Fire Prevention</b>								
Personal Services	800,689	809,070	953,144	809,710	882,490	8.99%	905,270	928,880
Supplies	12,984	9,088	13,160	12,240	17,000	38.89%	17,000	17,000
Other Service Charges	108,890	109,443	66,668	97,150	81,616	-15.99%	83,048	84,448
<b>Business Unit Total: Fire Prevention</b>	<b>\$ 922,562</b>	<b>\$ 927,600</b>	<b>\$ 1,032,972</b>	<b>\$ 919,100</b>	<b>\$ 981,106</b>	<b>6.75%</b>	<b>\$ 1,005,318</b>	<b>\$ 1,030,328</b>



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

# Fire

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 336 Fire</b>								
<b>Business Unit: 343 Fire Communications</b>								
Supplies	4,216	3,550	4,000	4,180	4,040	-3.35%	4,080	4,120
Other Service Charges	233,394	246,430	273,600	273,690	266,588	-2.59%	267,426	272,042
<b>Business Unit Total: Fire Communications</b>	<b>\$ 237,610</b>	<b>\$ 249,980</b>	<b>\$ 277,600</b>	<b>\$ 277,870</b>	<b>\$ 270,628</b>	<b>-2.61%</b>	<b>\$ 271,506</b>	<b>\$ 276,162</b>
<b>Business Unit: 344 Fire Halls</b>								
Supplies	37,420	81,601	39,120	39,130	85,680	118.96%	87,380	89,072
Other Service Charges	448,605	499,870	561,680	586,680	535,280	-8.76%	544,010	548,310
<b>Business Unit Total: Fire Halls</b>	<b>\$ 486,025</b>	<b>\$ 581,471</b>	<b>\$ 600,800</b>	<b>\$ 625,810</b>	<b>\$ 620,960</b>	<b>-0.77%</b>	<b>\$ 631,390</b>	<b>\$ 637,382</b>
<b>Department Total: Fire</b>	<b>\$ 5,606,690</b>	<b>\$ 5,529,091</b>	<b>\$ 5,630,313</b>	<b>\$ 5,548,570</b>	<b>\$ 6,145,696</b>	<b>10.76%</b>	<b>\$ 6,235,474</b>	<b>\$ 6,325,398</b>



## Building Inspection

# Building Inspection

**SAFEbuilt Building Official.....Dana Self**

**Building Official.....Salim Huerta**

### MISSION STATEMENT

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.

### DEPARTMENT FUNCTIONS

#### • *Administration*

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

#### • *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 through completion to assure compliance with all codes and ordinances
- ✓ Coordinates and compiles information from other departments involved in the plan review process.


**Building Inspection**
**PERFORMANCE INDICATORS**

<b>Performance Indicators</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Projected</b>	<b>2020/21 Budget</b>
Permits issued	11,273	9,765	9,200	9,500
Plans Reviewed	3,750	3,335	3,000	3,200
Total Value of Construction	\$180,411,536	\$221,057,841	\$230,000,000	\$235,000,000
Number of Inspections	19,355	17,497	17,500	18,000

**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

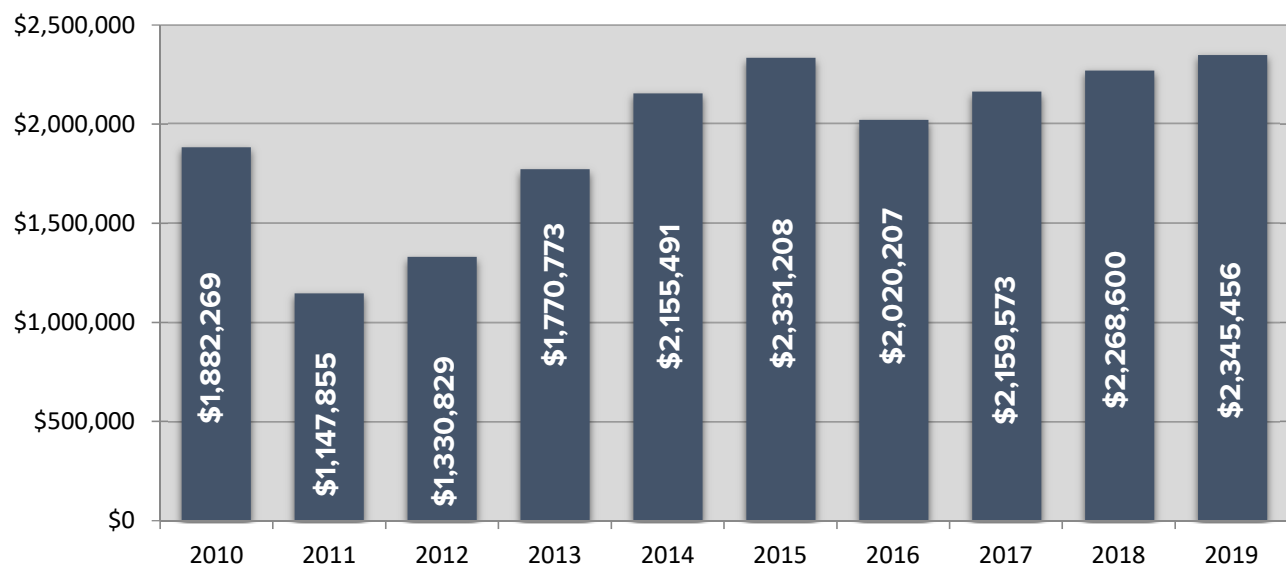
- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget**

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	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Building Inspection	0.35	0	0.35	0	1	0	1	0
<b>Total Department</b>	<b>*0.35</b>	<b>0</b>	<b>0.35</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>

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

- Operating Budget History**





**GENERAL FUND**  
Public Safety/Building Inspection

## Building Inspection

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 371 Building Inspection</b>								
<b>Business Unit: 371 Building Inspection</b>								
Personal Services	53,964	77,094	133,000	130,570	145,910	11.75%	149,940	154,130
Supplies	4,725	5,880	4,000	5,500	6,000	9.09%	6,250	6,500
Other Service Charges	2,209,911	2,262,482	2,071,200	2,142,180	2,311,130	7.89%	2,401,680	2,495,080
<b>Department Total: Building Inspection</b>	<b>\$ 2,268,600</b>	<b>\$ 2,345,456</b>	<b>\$ 2,208,200</b>	<b>\$ 2,278,250</b>	<b>\$ 2,463,040</b>	<b>8.11%</b>	<b>\$ 2,557,870</b>	<b>\$ 2,655,710</b>



# DEPARTMENT OF PUBLIC WORKS

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2020/2021 BUDGET



## Public Works

# Public Works

**Public Works Director .....Kurt Bovensiep**  
**Streets & Drains Operations Manager.....Scott Carruthers**

## MISSION STATEMENT

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

## DEPARTMENT FUNCTIONS

### • *Administrative and Support Services*

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

### • *Streets and Drains*

- ✓ Provides maintenance, repair and replacement to a network of 268.42 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 regulated by the Oakland County Storm Water Permit and MDEQ
- Assists other departments or agencies in securing a safe environment during emergencies
- ✓ Responds 24/7 to clear major, industrial and local roadways of snow and ice.



## Public Works

**PERFORMANCE INDICATORS**

Performance Indicator	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Sidewalks-New Installation	\$1,100	\$0	\$3,000	\$10,000
Concrete Pavement Repair	\$4,344,987	\$4,376,303	\$2,503,053	\$3,350,000
Crack and Joint Sealing	\$149,522	\$150,000	\$13,700	\$150,000
Street Light Maintenance	\$434,100	\$439,500	\$479,500	\$495,000
<b>Streets and Drains</b>				
Performance Indicator	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Snow Removal and Plowing Occurrences	10	6	4	6
Snow and Ice Control and Salting Occurrences	21	38	35	35
Salt Usages in Tons	10,350	6,827	7,000	8,000
Chloride Sand Usage in Tons	50	101	100	100
Asphalt Placed (Hot)	575	303 Tons	700 Tons	650 Tons
Asphalt Placed (Cold)	200	54 Tons	110 Tons	150 Tons
Concrete Redi-Mix Placed	317	467	450	500
Traffic Sign Repairs or Replacements	250	199	150	150
Street Sweeping Local Roads (4 times per year)	100%	100%	100%	100%
Requests for Service	1,080	1,595	1,622	1,600

**Notes on Performance Indicators**

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



## Public Works

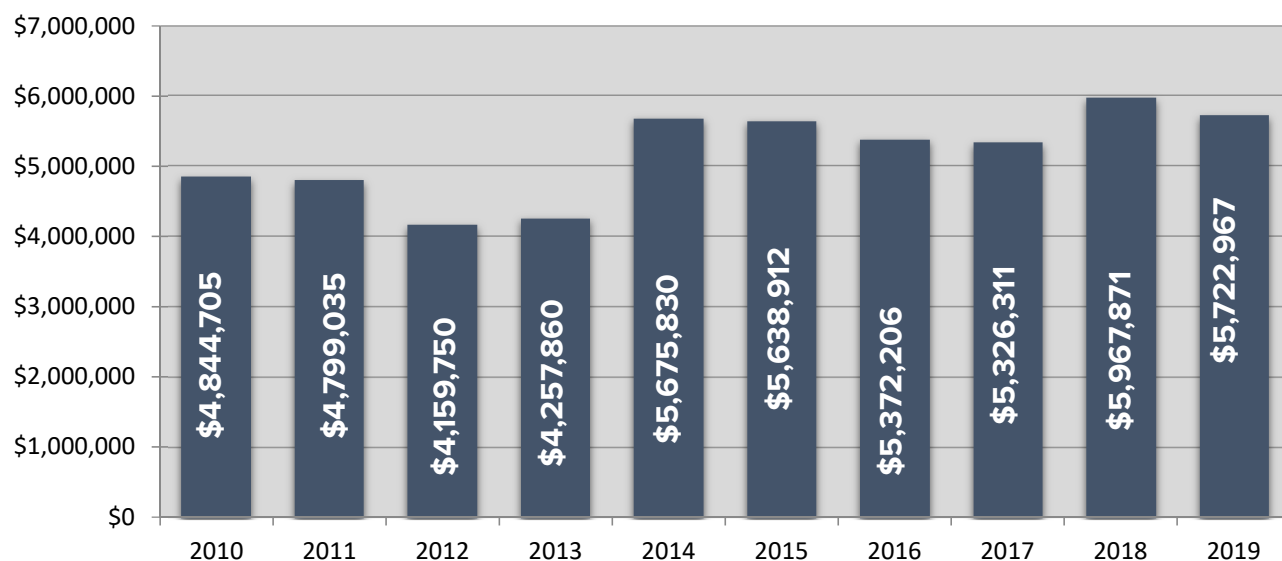
**SUMMARY OF BUDGET CHANGES**

- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget**

Additional resources will be allocated to city drains that includes rear yard and detention/retention ponds. This effort is consistent with our newly adopted MS4 State of Michigan permit.

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Streets and Drains	22.72	5.1	22.72	7.9	22.72	6.1	22.72	4.8
<b>Total Department</b>	<b>22.72</b>	<b>5.1</b>	<b>22.72</b>	<b>7.9</b>	<b>22.72</b>	<b>6.1</b>	<b>22.72</b>	<b>4.8</b>

- Operating Budget History**





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

## Streets

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 447 Streets</b>								
<b>Division: 20 Local Roads</b>								
<b>Business Unit: 481 Local Surface Maint - Gravel</b>								
Personal Services	38,755	44,494	48,178	78,350	75,550	-3.57%	77,530	79,620
Supplies	5,593	7,064	6,500	7,330	6,500	-11.32%	6,500	6,500
Other Service Charges	22,011	33,026	26,520	26,520	27,050	2.00%	27,591	28,143
<b>Business Unit Total: Local Surface Maint - Gravel</b>	<b>\$ 66,359</b>	<b>\$ 84,585</b>	<b>\$ 81,198</b>	<b>\$ 112,200</b>	<b>\$ 109,100</b>	<b>-2.76%</b>	<b>\$ 111,621</b>	<b>\$ 114,263</b>
<b>Business Unit: 482 Local Surface Maint</b>								
Personal Services	245,875	224,363	259,920	326,240	301,690	-7.53%	309,610	317,810
Supplies	71,328	45,629	82,500	88,350	84,600	-4.24%	85,653	86,650
Other Service Charges	131,618	121,485	69,000	150,680	140,370	-6.84%	141,080	141,800
<b>Business Unit Total: Local Surface Maint</b>	<b>\$ 448,821</b>	<b>\$ 391,476</b>	<b>\$ 411,420</b>	<b>\$ 565,270</b>	<b>\$ 526,660</b>	<b>-6.83%</b>	<b>\$ 536,343</b>	<b>\$ 546,260</b>
<b>Business Unit: 485 Local Guard Rails &amp; Posts</b>								
Personal Services	1,305	1,211	15,900	13,440	-	-100.00%	-	-
Supplies	-	-	-	190	-	-100.00%	-	-
Other Service Charges	526	339	5,000	1,630	1,660	1.84%	1,690	1,730
<b>Business Unit Total: Local Guard Rails &amp; Posts</b>	<b>\$ 1,831</b>	<b>\$ 1,550</b>	<b>\$ 20,900</b>	<b>\$ 15,260</b>	<b>\$ 1,660</b>	<b>-89.12%</b>	<b>\$ 1,690</b>	<b>\$ 1,730</b>
<b>Business Unit: 486 Local Sweeping</b>								
Personal Services	48,320	84,507	81,670	58,930	50,820	-13.76%	52,130	53,530
Other Service Charges	69,024	129,269	120,000	105,060	130,000	23.74%	132,500	135,000
<b>Business Unit Total: Local Sweeping</b>	<b>\$ 117,344</b>	<b>\$ 213,776</b>	<b>\$ 201,670</b>	<b>\$ 163,990</b>	<b>\$ 180,820</b>	<b>10.26%</b>	<b>\$ 184,630</b>	<b>\$ 188,530</b>



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

## Streets

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 447 Streets</b>								
<b>Business Unit: 489 Local Drain Structures</b>								
Personal Services	186,954	162,054	277,900	235,250	317,470	34.95%	325,900	334,650
Supplies	40,049	24,937	22,000	65,110	42,080	-35.37%	43,120	44,160
Other Service Charges	127,431	129,272	165,000	193,600	197,460	1.99%	200,900	204,920
<b>Business Unit Total: Local Drain Structures</b>	<b>\$ 354,435</b>	<b>\$ 316,262</b>	<b>\$ 464,900</b>	<b>\$ 493,960</b>	<b>\$ 557,010</b>	<b>12.76%</b>	<b>\$ 569,920</b>	<b>\$ 583,730</b>
<b>Business Unit: 490 Local Roadside Cleanup</b>								
Personal Services	7,214	8,150	9,095	11,050	3,230	-70.77%	3,300	3,400
Supplies	45	479	150	220	150	-31.82%	150	150
Other Service Charges	1,449	2,010	1,500	2,100	2,140	1.90%	2,180	2,230
<b>Business Unit Total: Local Roadside Cleanup</b>	<b>\$ 8,708</b>	<b>\$ 10,639</b>	<b>\$ 10,745</b>	<b>\$ 13,370</b>	<b>\$ 5,520</b>	<b>-58.71%</b>	<b>\$ 5,630</b>	<b>\$ 5,780</b>
<b>Business Unit: 491 Local Grass &amp; Weed Control</b>								
Personal Services	6,388	2,986	1,375	-	-	0.00%	-	-
Supplies	736	-	500	280	285	1.79%	290	297
Other Service Charges	1,120	522	200	860	880	2.33%	890	910
<b>Business Unit Total: Local Grass &amp; Weed Control</b>	<b>\$ 8,243</b>	<b>\$ 3,508</b>	<b>\$ 2,075</b>	<b>\$ 1,140</b>	<b>\$ 1,165</b>	<b>2.19%</b>	<b>\$ 1,180</b>	<b>\$ 1,207</b>



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

## Streets

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 447 Streets</b>								
<b>Business Unit: 495 Local Signs</b>								
Personal Services	51,196	59,507	73,135	107,090	70,520	-34.15%	72,450	74,460
Supplies	13,203	18,922	13,500	17,150	17,490	1.98%	17,840	18,200
Other Service Charges	10,694	13,275	10,000	18,500	18,870	2.00%	19,250	19,630
<b>Business Unit Total: Local Signs</b>	<b>\$ 75,094</b>	<b>\$ 91,705</b>	<b>\$ 96,635</b>	<b>\$ 142,740</b>	<b>\$ 106,880</b>	<b>-25.12%</b>	<b>\$ 109,540</b>	<b>\$ 112,290</b>
<b>Business Unit: 497 Local Markings</b>								
Personal Services	819	6,522	1,920	5,320	5,430	2.07%	5,570	5,740
Supplies	-	55	4,400	4,440	4,530	2.03%	4,620	4,711
Other Service Charges	59	350	300	2,140	500	-76.64%	500	500
<b>Business Unit Total: Local Markings</b>	<b>\$ 878</b>	<b>\$ 6,927</b>	<b>\$ 6,620</b>	<b>\$ 11,900</b>	<b>\$ 10,460</b>	<b>-12.10%</b>	<b>\$ 10,690</b>	<b>\$ 10,951</b>
<b>Business Unit: 498 Local Snow &amp; Ice Control</b>								
Personal Services	243,931	165,602	217,920	277,940	257,000	-7.53%	263,730	270,710
Supplies	79,026	52,101	65,000	89,930	91,730	2.00%	93,560	95,430
Other Service Charges	396,284	342,769	245,000	383,520	384,850	0.35%	402,650	410,490
<b>Business Unit Total: Local Snow &amp; Ice Control</b>	<b>\$ 719,241</b>	<b>\$ 560,471</b>	<b>\$ 527,920</b>	<b>\$ 751,390</b>	<b>\$ 733,580</b>	<b>-2.37%</b>	<b>\$ 759,940</b>	<b>\$ 776,630</b>
<b>Business Unit: 499 Local Administration</b>								
Personal Services	77,737	131,052	153,600	137,340	141,800	3.25%	145,610	149,590
Supplies	11,212	10,719	10,800	11,890	12,120	1.93%	12,360	12,574
Other Service Charges	87,366	84,443	124,700	123,050	95,570	-22.33%	94,550	96,533
<b>Business Unit Total: Local Administration</b>	<b>\$ 176,314</b>	<b>\$ 226,215</b>	<b>\$ 289,100</b>	<b>\$ 272,280</b>	<b>\$ 249,490</b>	<b>-8.37%</b>	<b>\$ 252,520</b>	<b>\$ 258,697</b>
<b>Division Total: Local Roads</b>	<b>\$ 1,977,267</b>	<b>\$ 1,907,114</b>	<b>\$ 2,113,183</b>	<b>\$ 2,543,500</b>	<b>\$ 2,482,345</b>	<b>-2.40%</b>	<b>\$ 2,543,704</b>	<b>\$ 2,600,068</b>



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

## Streets

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 447 Streets</b>								
<b>Division: 21 County Roads</b>								
<b>Business Unit: 500 County Surface Maintenance</b>								
Personal Services	9,924	4,060	3,870	2,670	2,680	0.37%	2,730	2,790
Other Service Charges	3,912	2,971	1,020	1,020	1,040	1.96%	1,060	1,080
<b>Business Unit Total: County Surface Maintenance</b>	<b>\$ 13,836</b>	<b>\$ 7,031</b>	<b>\$ 4,890</b>	<b>\$ 3,690</b>	<b>\$ 3,720</b>	<b>0.81%</b>	<b>\$ 3,790</b>	<b>\$ 3,870</b>
<b>Business Unit: 502 County Snow &amp; Ice Control</b>								
Personal Services	158,519	129,814	115,920	220,270	238,790	8.41%	245,170	251,790
Supplies	186,370	113,003	125,000	153,670	156,740	2.00%	159,880	163,070
Other Service Charges	132,222	118,093	65,000	102,950	105,010	2.00%	107,110	109,250
<b>Business Unit Total: County Snow &amp; Ice Control</b>	<b>\$ 477,112</b>	<b>\$ 360,910</b>	<b>\$ 305,920</b>	<b>\$ 476,890</b>	<b>\$ 500,540</b>	<b>4.96%</b>	<b>\$ 512,160</b>	<b>\$ 524,110</b>
<b>Business Unit: 503 County Administration</b>								
Personal Services	3,602	3,928	4,630	4,610	4,580	-0.65%	4,710	4,850
Supplies	509	523	1,350	510	610	19.61%	620	630
Other Service Charges	7,340	15,716	20,400	20,400	20,500	0.49%	19,500	20,000
<b>Business Unit Total: County Administration</b>	<b>\$ 11,450</b>	<b>\$ 20,167</b>	<b>\$ 26,380</b>	<b>\$ 25,520</b>	<b>\$ 25,690</b>	<b>0.67%</b>	<b>\$ 24,830</b>	<b>\$ 25,480</b>





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

## Streets

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 447 Streets</b>								
<b>Business Unit: 504 County Signs</b>								
Personal Services	1,996	1,076	2,140	8,580	-	-100.00%	-	-
Supplies	1,714	2,541	9,500	9,590	9,780	1.98%	9,970	9,970
Other Service Charges	-	-	500	5,400	500	-90.74%	500	500
<b>Business Unit Total: County Signs</b>	<b>\$ 3,710</b>	<b>\$ 3,617</b>	<b>\$ 12,140</b>	<b>\$ 23,570</b>	<b>\$ 10,280</b>	<b>-56.39%</b>	<b>\$ 10,470</b>	<b>\$ 10,470</b>
<b>Business Unit: 507 County Sweeping</b>								
Personal Services	28	2,279	535	-	-	0.00%	-	-
Other Service Charges	49	2,291	260	1,120	1,140	1.79%	1,160	1,160
<b>Business Unit Total: County Sweeping</b>	<b>\$ 78</b>	<b>\$ 4,571</b>	<b>\$ 795</b>	<b>\$ 1,120</b>	<b>\$ 1,140</b>	<b>1.79%</b>	<b>\$ 1,160</b>	<b>\$ 1,160</b>
<b>Division Total: County Roads</b>	<b>\$ 506,186</b>	<b>\$ 396,296</b>	<b>\$ 350,125</b>	<b>\$ 530,790</b>	<b>\$ 541,370</b>	<b>1.99%</b>	<b>\$ 552,410</b>	<b>\$ 565,090</b>
<b>Division: 22 Major Roads</b>								
<b>Business Unit: 464 Major Surface Maintenance</b>								
Personal Services	307,745	355,499	318,815	477,120	460,350	-3.51%	472,000	484,050
Supplies	64,644	51,479	87,500	88,190	53,230	-39.64%	54,300	55,370
Other Service Charges	220,208	157,340	85,000	206,270	190,750	-7.52%	192,570	194,400
<b>Business Unit Total: Major Surface Maintenance</b>	<b>\$ 592,597</b>	<b>\$ 564,318</b>	<b>\$ 491,315</b>	<b>\$ 771,580</b>	<b>\$ 704,330</b>	<b>-8.72%</b>	<b>\$ 718,870</b>	<b>\$ 733,820</b>



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

## Streets

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 447 Streets</b>								
<b>Business Unit: 465 Major Guard Rails and Posts</b>								
Personal Services	78	-	995	3,660	-	-100.00%	-	-
Supplies	336	-	280	130	130	0.00%	130	130
Other Service Charges	-	-	150	510	200	-60.78%	200	200
<b>Business Unit Total: Major Guard Rails and Posts</b>	<b>\$ 414</b>	<b>-</b>	<b>\$ 1,425</b>	<b>\$ 4,300</b>	<b>\$ 330</b>	<b>-92.33%</b>	<b>\$ 330</b>	<b>\$ 330</b>
<b>Business Unit: 466 Major Sweeping</b>								
Personal Services	37,940	42,491	54,890	54,560	50,330	-7.75%	51,620	52,940
Other Service Charges	47,739	63,419	74,000	75,000	76,500	2.00%	78,030	78,030
<b>Business Unit Total: Major Sweeping</b>	<b>\$ 85,678</b>	<b>\$ 105,910</b>	<b>\$ 128,890</b>	<b>\$ 129,560</b>	<b>\$ 126,830</b>	<b>-2.11%</b>	<b>\$ 129,650</b>	<b>\$ 130,970</b>
<b>Business Unit: 469 Major Drain Structures</b>								
Personal Services	81,355	119,860	109,970	153,050	116,680	-23.76%	119,760	122,960
Supplies	6,421	7,617	5,500	5,790	5,860	1.21%	5,970	6,080
Other Service Charges	51,021	77,845	44,000	55,000	55,300	0.55%	56,410	57,520
<b>Business Unit Total: Major Drain Structures</b>	<b>\$ 138,797</b>	<b>\$ 205,323</b>	<b>\$ 159,470</b>	<b>\$ 213,840</b>	<b>\$ 177,840</b>	<b>-16.84%</b>	<b>\$ 182,140</b>	<b>\$ 186,560</b>
<b>Business Unit: 470 Major Roadside Cleanup</b>								
Personal Services	24,125	36,279	23,795	36,140	29,940	-17.16%	30,740	31,580
Supplies	231	40	170	170	170	0.00%	170	170
Other Service Charges	5,954	9,486	4,000	5,350	5,460	2.06%	5,570	5,680
<b>Business Unit Total: Major Roadside Cleanup</b>	<b>\$ 30,310</b>	<b>\$ 45,805</b>	<b>\$ 27,965</b>	<b>\$ 41,660</b>	<b>\$ 35,570</b>	<b>-14.62%</b>	<b>\$ 36,480</b>	<b>\$ 37,430</b>



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

## Streets

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 447 Streets</b>								
<b>Business Unit: 471 Major Grass &amp; Weed Control</b>								
Personal Services	5,410	6,297	3,290	10,990	-	-100.00%	-	-
Other Service Charges	985	1,464	500	1,020	1,040	1.96%	1,060	1,060
<b>Business Unit Total: Major Grass &amp; Weed Control</b>	<b>\$ 6,394</b>	<b>\$ 7,761</b>	<b>\$ 3,790</b>	<b>\$ 12,010</b>	<b>\$ 1,040</b>	<b>-91.34%</b>	<b>\$ 1,060</b>	<b>\$ 1,060</b>
<b>Business Unit: 475 Major Signs</b>								
Personal Services	182,010	161,901	198,420	104,580	195,930	87.35%	200,900	206,030
Supplies	9,648	16,734	11,000	12,330	12,570	1.95%	12,830	12,830
Other Service Charges	29,744	18,246	23,000	40,000	30,000	-25.00%	31,000	32,000
<b>Business Unit Total: Major Signs</b>	<b>\$ 221,403</b>	<b>\$ 196,881</b>	<b>\$ 232,420</b>	<b>\$ 156,910</b>	<b>\$ 238,500</b>	<b>52.00%</b>	<b>\$ 244,730</b>	<b>\$ 250,860</b>
<b>Business Unit: 477 Major Markings</b>								
Personal Services	4,374	7,759	3,645	14,950	15,340	2.61%	15,740	16,150
Supplies	-	-	1,900	1,930	1,970	2.07%	2,010	2,050
Other Service Charges	81,586	80,896	97,000	98,740	99,630	0.90%	101,620	103,640
<b>Business Unit Total: Major Markings</b>	<b>\$ 85,960</b>	<b>\$ 88,655</b>	<b>\$ 102,545</b>	<b>\$ 115,620</b>	<b>\$ 116,940</b>	<b>1.14%</b>	<b>\$ 119,370</b>	<b>\$ 121,840</b>
<b>Business Unit: 478 Major Snow &amp; Ice Control</b>								
Personal Services	253,018	202,126	254,090	335,600	320,780	-4.42%	328,990	337,500
Supplies	157,754	81,872	115,000	128,090	130,650	2.00%	133,260	135,920
Other Service Charges	146,884	111,874	95,000	107,160	109,300	2.00%	111,490	111,490
<b>Business Unit Total: Major Snow &amp; Ice Control</b>	<b>\$ 557,656</b>	<b>\$ 395,872</b>	<b>\$ 464,090</b>	<b>\$ 570,850</b>	<b>\$ 560,730</b>	<b>-1.77%</b>	<b>\$ 573,740</b>	<b>\$ 584,910</b>



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

## Streets

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 447 Streets</b>								
<b>Business Unit: 479 Major Administration</b>								
Personal Services	292,913	204,144	206,550	152,640	225,110	47.48%	231,280	237,690
Supplies	8,173	8,441	7,850	7,950	8,111	2.03%	8,272	8,303
Other Service Charges	306,842	316,252	286,550	394,290	380,770	-3.43%	384,680	391,890
<b>Business Unit Total: Major Administration</b>	<b>\$ 607,928</b>	<b>\$ 528,837</b>	<b>\$ 500,950</b>	<b>\$ 554,880</b>	<b>\$ 613,991</b>	<b>10.65%</b>	<b>\$ 624,232</b>	<b>\$ 637,883</b>
<b>Division Total: Major Roads</b>	<b>\$ 2,327,137</b>	<b>\$ 2,139,362</b>	<b>\$ 2,112,860</b>	<b>\$ 2,571,210</b>	<b>\$ 2,576,101</b>	<b>0.19%</b>	<b>\$ 2,630,602</b>	<b>\$ 2,685,663</b>
<b>Division: 23 Drains</b>								
<b>Business Unit: 514 Retention Ponds</b>								
Personal Services	116,655	169,131	96,060	133,990	107,480	-19.79%	110,560	113,740
Supplies	7,451	10,385	7,700	11,240	11,460	1.96%	11,690	11,690
Other Service Charges	110,965	119,647	133,122	132,800	135,450	2.00%	138,150	139,690
<b>Business Unit Total: Retention Ponds</b>	<b>\$ 235,071</b>	<b>\$ 299,163</b>	<b>\$ 236,882</b>	<b>\$ 278,030</b>	<b>\$ 254,390</b>	<b>-8.50%</b>	<b>\$ 260,400</b>	<b>\$ 265,120</b>
<b>Business Unit: 515 Open Drain Maintenance</b>								
Personal Services	60,134	62,214	58,650	60,860	52,230	-14.18%	53,590	55,000
Supplies	3,447	6,206	4,500	5,060	5,160	1.98%	5,270	5,370
Other Service Charges	45,243	44,116	44,000	57,320	53,060	-7.43%	54,120	54,120
<b>Business Unit Total: Open Drain Maintenance</b>	<b>\$ 108,824</b>	<b>\$ 112,536</b>	<b>\$ 107,150</b>	<b>\$ 123,240</b>	<b>\$ 110,450</b>	<b>-10.38%</b>	<b>\$ 112,980</b>	<b>\$ 114,490</b>



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

## Streets

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 447 Streets</b>								
<b>Business Unit: 516 Drains Administration</b>								
Personal Services	61,830	64,723	24,390	12,950	34,960	169.96%	35,880	36,810
Supplies	801	873	2,120	820	830	1.22%	840	860
Other Service Charges	39,559	30,863	137,345	37,320	161,920	333.87%	162,310	162,325
<b>Business Unit Total: Drains Administration</b>	<b>\$ 102,191</b>	<b>\$ 96,459</b>	<b>\$ 163,855</b>	<b>\$ 51,090</b>	<b>\$ 197,710</b>	<b>286.98%</b>	<b>\$ 199,030</b>	<b>\$ 199,995</b>
<b>Business Unit: 517 Storm Sewer &amp; Ryd</b>								
Personal Services	88,051	96,429	183,000	150,300	132,930	-11.56%	136,490	140,180
Supplies	4,962	1,636	7,500	8,600	8,770	1.98%	8,950	9,130
Other Service Charges	27,603	28,488	31,620	31,620	32,250	1.99%	32,900	33,560
<b>Business Unit Total: Storm Sewer &amp; Ryd</b>	<b>\$ 120,616</b>	<b>\$ 126,553</b>	<b>\$ 222,120</b>	<b>\$ 190,520</b>	<b>\$ 173,950</b>	<b>-8.70%</b>	<b>\$ 178,340</b>	<b>\$ 182,870</b>
<b>Division Total: Drains</b>	<b>\$ 566,702</b>	<b>\$ 634,711</b>	<b>\$ 730,007</b>	<b>\$ 642,880</b>	<b>\$ 736,500</b>	<b>14.56%</b>	<b>\$ 750,750</b>	<b>\$ 762,475</b>



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

## Streets

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 447 Streets</b>								
<b>Division: 24 Sidewalks</b>								
<b>Business Unit: 444 Sidewalk Administration</b>								
Personal Services	28,526	29,282	34,620	30,170	32,810	8.75%	33,590	34,420
Other Service Charges	3,825	2,793	2,820	3,240	3,400	4.94%	3,380	3,400
<b>Business Unit Total: Sidewalk Administration</b>	<b>\$ 32,351</b>	<b>\$ 32,075</b>	<b>\$ 37,440</b>	<b>\$ 33,410</b>	<b>\$ 36,210</b>	<b>8.38%</b>	<b>\$ 36,970</b>	<b>\$ 37,820</b>
<b>Business Unit: 511 Sidewalk Maint - Snow Control</b>								
Personal Services	2,354	5,995	1,105	4,730	5,140	8.67%	5,270	5,410
Other Service Charges	17,271	20,576	43,300	50,050	51,010	1.92%	53,030	54,070
<b>Business Unit Total: Sidewalk Maint - Snow Control</b>	<b>\$ 19,625</b>	<b>\$ 26,571</b>	<b>\$ 44,405</b>	<b>\$ 54,780</b>	<b>\$ 56,150</b>	<b>2.50%</b>	<b>\$ 58,300</b>	<b>\$ 59,480</b>
<b>Business Unit: 512 Sidewalk Maint - General</b>								
Personal Services	74,455	119,963	186,140	95,200	100,220	5.27%	102,800	105,470
Supplies	5,304	2,507	6,100	5,700	5,820	2.11%	5,930	5,930
Other Service Charges	14,176	19,356	25,000	25,000	25,500	2.00%	26,100	26,100
<b>Business Unit Total: Sidewalk Maint - General</b>	<b>\$ 93,935</b>	<b>\$ 141,826</b>	<b>\$ 217,240</b>	<b>\$ 125,900</b>	<b>\$ 131,540</b>	<b>4.48%</b>	<b>\$ 134,830</b>	<b>\$ 137,500</b>
<b>Division Total: Sidewalks</b>	<b>\$ 145,911</b>	<b>\$ 200,473</b>	<b>\$ 299,085</b>	<b>\$ 214,090</b>	<b>\$ 223,900</b>	<b>4.58%</b>	<b>\$ 230,100</b>	<b>\$ 234,800</b>



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

## Streets

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 447 Streets</b>								
<b>Division: 25 Street Lighting</b>								
<b>Business Unit: 448 Street Lighting</b>								
Personal Services	20,668	24,944	30,030	14,480	17,240	19.06%	17,680	18,140
Supplies	22,702	17,495	60,000	61,720	62,950	1.99%	64,210	65,490
Other Service Charges	390,733	397,023	389,500	405,940	414,780	2.18%	422,360	430,760
<b>Division Total: Street Lighting</b>	<b>\$ 434,104</b>	<b>\$ 439,462</b>	<b>\$ 479,530</b>	<b>\$ 482,140</b>	<b>\$ 494,970</b>	<b>2.66%</b>	<b>\$ 504,250</b>	<b>\$ 514,390</b>
<b>Division: 26 Weeds</b>								
<b>Business Unit: 519 Weeds/Snow and Ice</b>								
Other Service Charges	10,565	5,550	4,650	12,500	6,270	-49.84%	6,390	6,390
<b>Division Total: Weeds</b>	<b>\$ 10,565</b>	<b>\$ 5,550</b>	<b>\$ 4,650</b>	<b>\$ 12,500</b>	<b>\$ 6,270</b>	<b>-49.84%</b>	<b>\$ 6,390</b>	<b>\$ 6,390</b>
<b>Department Total: Streets</b>	<b>\$ 5,967,871</b>	<b>\$ 5,722,967</b>	<b>\$ 6,089,440</b>	<b>\$ 6,997,110</b>	<b>\$ 7,061,456</b>	<b>0.92%</b>	<b>\$ 7,218,206</b>	<b>\$ 7,368,876</b>



**General Fund  
Public Works/Transportation**

## Transportation

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 General Fund</b>								
Expenditure								
<b>Department: 596 Transportation</b>								
<b>Business Unit: 596 Shuttle Services</b>								
Personal Services	149,672	123,776	-	-	-	0.00%	-	-
Supplies	4,251	1,317	-	-	-	0.00%	-	-
Other Service Charges	62,945	98,467	-	-	-	0.00%	-	-
<b>Business Unit Total: Shuttle Services</b>	<b>\$ 216,868</b>	<b>\$ 223,560</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Business Unit: 598 Senior/Special Transportation</b>								
Personal Services	-	-	287,600	378,060	377,430	-0.17%	386,910	396,740
Supplies	-	-	25,000	63,190	11,500	-81.80%	11,500	11,500
Other Service Charges	-	-	119,635	85,410	130,862	53.22%	135,140	137,670
<b>Business Unit Total: Senior/Special Transportation</b>	<b>-</b>	<b>-</b>	<b>\$ 432,235</b>	<b>\$ 526,660</b>	<b>\$ 519,792</b>	<b>-1.30%</b>	<b>\$ 533,550</b>	<b>\$ 545,910</b>
<b>Department Total: Transportation</b>	<b>\$ 216,868</b>	<b>\$ 223,560</b>	<b>\$ 432,235</b>	<b>\$ 526,660</b>	<b>\$ 519,792</b>	<b>-1.30%</b>	<b>\$ 533,550</b>	<b>\$ 545,910</b>



# COMMUNITY DEVELOPMENT

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**2020/2021 BUDGET**

Engineering

# Engineering

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

MISSION STATEMENT

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

- ✓ 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

DEPARTMENT FUNCTIONS

• Administration

- ✓ Prepares and administers capital improvement program (CIP) budget for roads, sewers, water mains and drains
- ✓ Develops master plans for capital improvements
- ✓ Serves as liaison with federal, state and county agencies and other cities to implement road, water, sewer and drain projects, programs, and permits
- ✓ Serves as liaison with utility companies for utility and telecommunications work within city right-of-way
- ✓ Member of Oakland County Federal Aid Comm. which prioritizes road funding
- ✓ Prepares and maintains design standards for public and private improvements
- ✓ Prepares requests for proposals for consulting engineering services

• Engineering

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



## Engineering

### DEPARTMENT FUNCTIONS (cont.)

#### • *Surveying and Inspection*

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

#### • *Right-of-Way*

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

- ✓ Skilled and trained in federal and state laws and regulations as they pertain to real estate acquisition and capital improvement projects

#### • *Traffic Engineering*

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

#### • *Storm Water Drainage*

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



## Engineering

### PERFORMANCE INDICATORS

Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Preliminary Site Plans Approved	33	55	75	75
Right-of-way Permits Issued	134	212	400	400
Value of Construction Contracts Awarded & Supervised	\$9M	\$6M	\$8M	\$10M
Soil Erosion Control Inspections	787	879	1,000	1,000
Soil Erosion Control Permits Issued	51	54	100	100
% Engineering Plans Reviewed within 8 Weeks	92%	92%	93%	93%
% Right -of-way Permits issued within 10 days	95%	95%	95%	95%
% Soil Erosion Control Permits Issued within 5 days	98%	98%	98%	98%
% CIP Projects Budgeted and Awarded	95%	90%	95%	95%

### Notes on Performance Indicators

- An increase in private development and work in the ROW has led to an increased number of permits reviewed, inspected and approved.



## Engineering

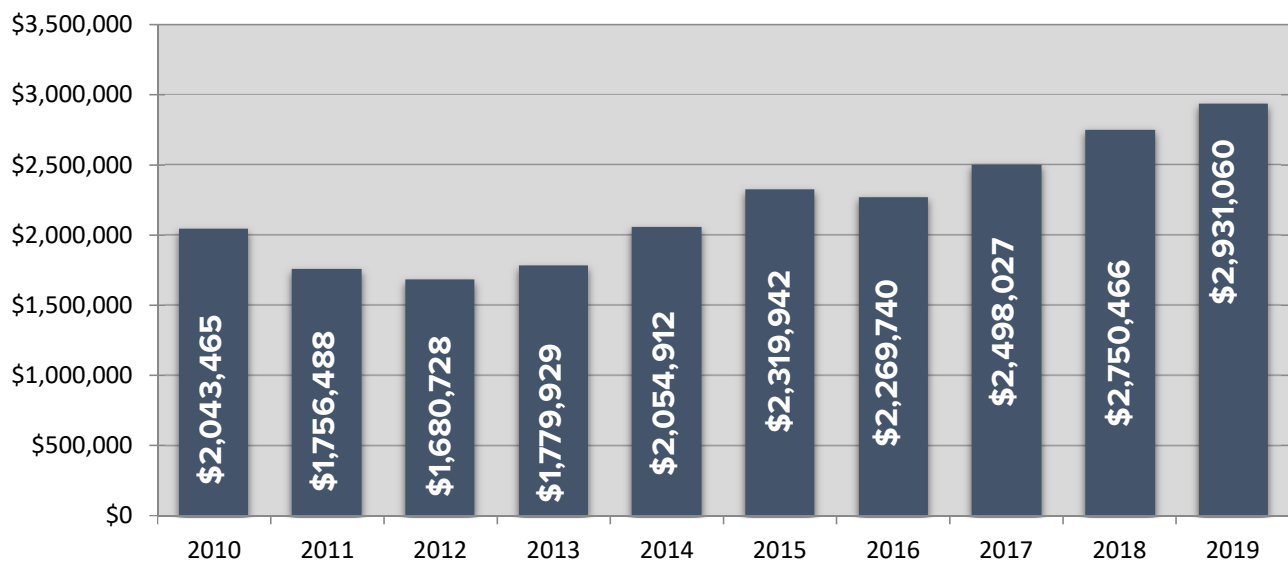
## SUMMARY OF BUDGET CHANGES

### Significant Notes - 2020/21 Budget Compared to 2019/20 Budget

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

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 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								
<b>Total Department</b>	<b>12.2</b>	<b>0</b>	<b>12.2</b>	<b>0</b>	<b>12.2</b>	<b>0</b>	<b>12.2</b>	<b>0</b>

### Operating Budget History





**GENERAL FUND**  
**Community Development/Engineering**

## Engineering

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 442 Engineering</b>								
<b>Business Unit: 442 Engineering</b>								
Personal Services	1,739,728	1,734,078	1,863,890	1,893,820	1,922,470	1.51%	1,973,810	2,027,090
Supplies	10,961	9,097	13,000	13,400	13,660	1.94%	13,920	14,190
Other Service Charges	999,777	1,187,884	1,307,160	990,660	1,415,680	42.90%	1,420,320	1,425,050
<b>Department Total: Engineering</b>	<b>\$ 2,750,466</b>	<b>\$ 2,931,060</b>	<b>\$ 3,184,050</b>	<b>\$ 2,897,880</b>	<b>\$ 3,351,810</b>	<b>15.66%</b>	<b>\$ 3,408,050</b>	<b>\$ 3,466,330</b>



## Planning

# Planning

Planning Director.....R. Brent Savidant

## MISSION STATEMENT

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

## DEPARTMENT FUNCTIONS

### • *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



## Planning

### DEPARTMENT FUNCTIONS

- ✓ Reviews street vacation request for compliance with City ordinances and provides design assistance to developers and City Staff
- ✓ Reviews planned unit development applications for compliance with City ordinances, regulations and high quality urban design standards
- ✓ Conducts site plan compliance inspections prior to issuance of certificates of occupancy
- ✓ Upgrades the development approval process, focusing on technological improvements and digital submittals
- ✓ Determines compliance with Zoning Ordinance
- *Planning, Zoning and Land Use*
  - ✓ Provides information regarding the City's zoning ordinance and subdivision regulations
  - ✓ Provides information regarding planning, land use and zoning issues
  - ✓ Prepares and maintains zoning districts map
  - ✓ Maintains the City's Master Plan
  - ✓ Provides analysis of zoning ordinances
  - ✓ 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	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Site Plan Reviews	11	9	10	12
Special Use Requests	5	15	15	15
Site Condominium Reviews	6	5	6	5
Rezoning requests	2	3	5	4
Conditional Rezoning Requests	1	7	5	5
Zoning Ordinance Text	2	2	4	4
Planned Unit Developments	0	1	1	1
Sign Permit Applications reviewed	294	340	300	300
Code Enforcements	3,569	3,002	4,000	4,000
Citizen Volunteer Enforcements (temporary sign removal)	1,578	1,174	1,100	1,100
Zoning Board of Appeals cases	22	22	22	22
Animal Licenses	5	7	5	5
Code Enforcement Inspections	7,405	6,245	7,500	7,500
Temporary Structure, Use, & Outdoor Special Events Permits	29	25	25	25

### Notes on Performance Indicators





## Planning

### SUMMARY OF BUDGET CHANGES

- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget**

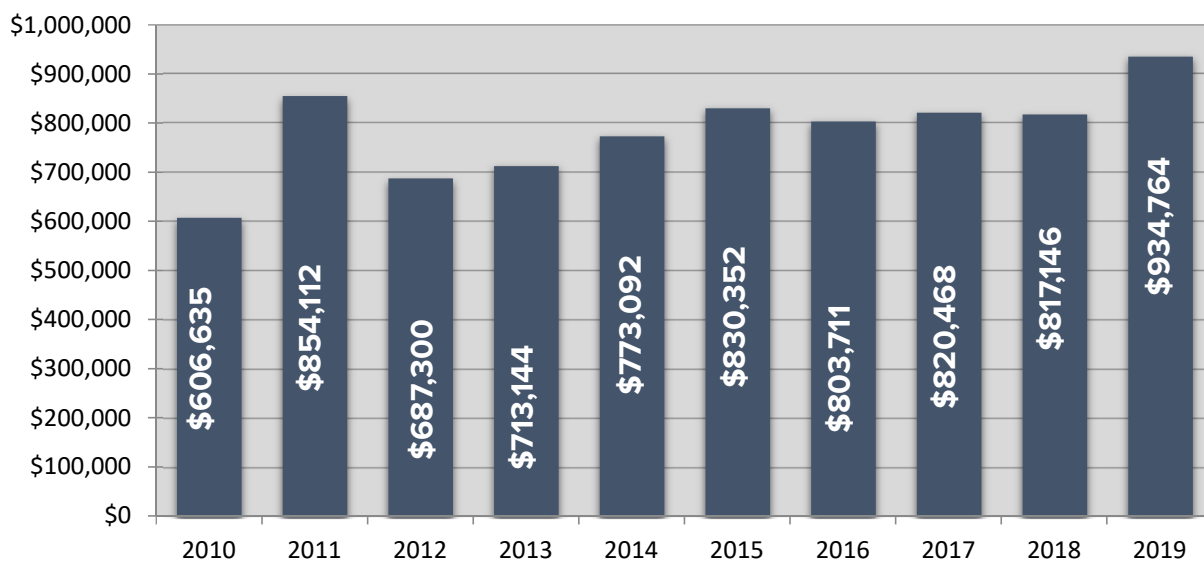
Continue to be a leader in Planning and Code Enforcement services and best management practices

### Personal Services

Added a full-time position of Planner to address work load and succession planning concerns.

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Planning Department	3.65	2.4	4.65	0.9	5	1.1	6	1.3
<b>Total Department</b>	<b>3.65</b>	<b>2.4</b>	<b>4.65</b>	<b>0.9</b>	<b>5</b>	<b>1.1</b>	<b>6</b>	<b>1.3</b>

- Operating Budget History**





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

## Planning

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 721 Planning</b>								
<b>Business Unit: 721 Planning</b>								
Personal Services	655,098	730,908	722,620	722,620	868,640	20.21%	892,650	917,620
Supplies	5,819	6,255	5,680	5,680	5,790	1.94%	5,910	5,910
Other Service Charges	144,321	184,930	181,950	182,280	183,048	0.42%	185,894	185,894
<b>Business Unit Total: Planning</b>	<b>\$ 805,238</b>	<b>\$ 922,092</b>	<b>\$ 910,250</b>	<b>\$ 910,580</b>	<b>\$ 1,057,478</b>	<b>16.13%</b>	<b>\$ 1,084,454</b>	<b>\$ 1,109,424</b>
<b>Business Unit: 723 Planning Commission</b>								
Personal Services	4,472	4,473	7,270	7,280	7,300	0.27%	7,450	7,590
Supplies	-	175	500	500	500	0.00%	510	510
Other Service Charges	4,995	4,612	7,540	7,540	7,540	0.00%	7,688	7,688
<b>Business Unit Total: Planning Commission</b>	<b>\$ 9,467</b>	<b>\$ 9,261</b>	<b>\$ 15,310</b>	<b>\$ 15,320</b>	<b>\$ 15,340</b>	<b>0.13%</b>	<b>\$ 15,648</b>	<b>\$ 15,788</b>
<b>Business Unit: 726 Board of Zoning Appeals</b>								
Personal Services	1,616	1,913	2,260	2,260	2,270	0.44%	2,310	2,360
Supplies	60	119	900	900	900	0.00%	920	920
Other Service Charges	765	1,378	1,710	1,710	1,710	0.00%	1,730	1,730
<b>Business Unit Total: Board of Zoning Appeals</b>	<b>\$ 2,441</b>	<b>\$ 3,411</b>	<b>\$ 4,870</b>	<b>\$ 4,870</b>	<b>\$ 4,880</b>	<b>0.21%</b>	<b>\$ 4,960</b>	<b>\$ 5,010</b>
<b>Department Total: Planning</b>	<b>\$ 817,146</b>	<b>\$ 934,764</b>	<b>\$ 930,430</b>	<b>\$ 930,770</b>	<b>\$ 1,077,698</b>	<b>15.79%</b>	<b>\$ 1,105,062</b>	<b>\$ 1,130,222</b>

# RECREATION AND CULTURE

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**2020/2021 BUDGET**



## Parks

# Parks

**Department of Public Works Director.....Kurt Bovensiepe**  
**Facilities & Grounds Operations Manager....Dennis Trantham**

## MISSION STATEMENT

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

## DEPARTMENT FUNCTIONS

### • *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	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Residential Tree Trimmed during Winter Block Pruning	3,000	3,200	3,800	4,100
Residential Tree Related Request	750	1,010	1,200	1,200
ROW Tree Planted	436	400	386	400
Athletic Field Maintenance Hours	1,800	2,100	2,100	2,100

### **Notes on Performance Indicators**

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



## Parks

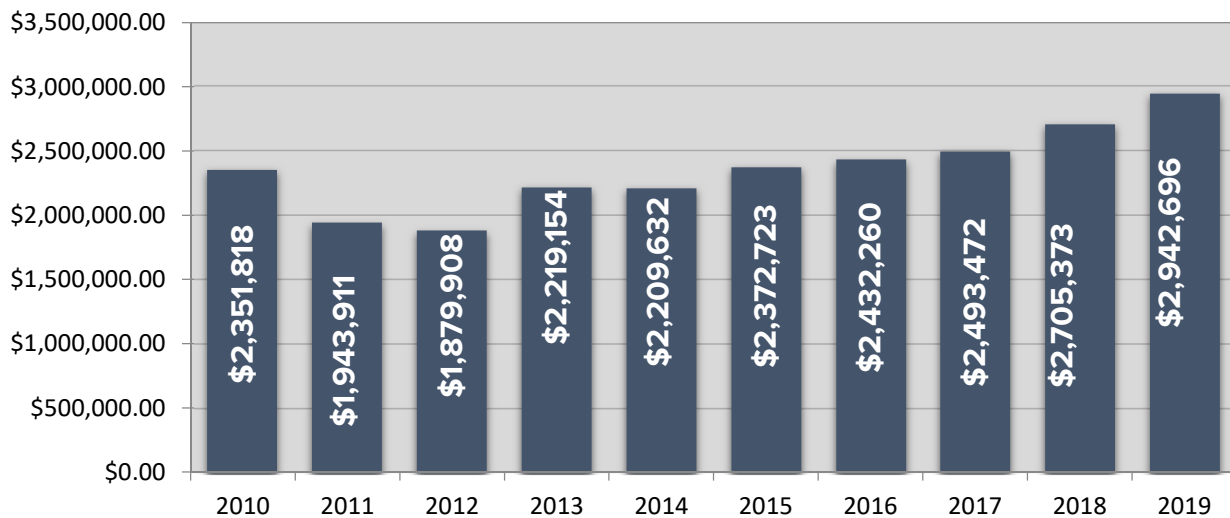
### Summary of Budget Changes

- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget**

Increasing the part time seasonal staff will allow the division to better maintain the parks during peak usage.

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Parks Department	6.3	9.6	6.3	10.4	6.3	9.5	6.3	9.7
<b>Total Department</b>	<b>6.3</b>	<b>9.6</b>	<b>6.3</b>	<b>10.4</b>	<b>6.3</b>	<b>9.5</b>	<b>6.3</b>	<b>9.7</b>

- Operating Budget History - Parks**





General Fund  
Recreation And Culture/Parks

## Parks

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 General Fund</b>								
Expenditure								
<b>Department: 751 Parks</b>								
<b>Division: 30 Parks Maintenance</b>								
<b>Business Unit: 751 Parks Administration</b>								
Personal Services	120,797	133,340	121,270	108,830	119,890	10.16%	122,990	126,200
Supplies	1,137	1,606	1,800	1,800	1,800	0.00%	1,800	1,800
Other Service Charges	21,494	27,667	29,400	30,300	48,086	58.70%	49,000	49,930
<b>Business Unit Total: Parks Administration</b>	<b>\$ 143,428</b>	<b>\$ 162,614</b>	<b>\$ 152,470</b>	<b>\$ 140,930</b>	<b>\$ 169,776</b>	<b>20.47%</b>	<b>\$ 173,790</b>	<b>\$ 177,930</b>
<b>Business Unit: 756 Civic Center Maintenance</b>								
Personal Services	46,610	29,041	70,220	94,530	83,240	-11.94%	85,310	87,440
Supplies	14,856	4,810	44,000	50,610	15,920	-68.54%	16,240	16,560
Other Service Charges	268,893	235,446	225,470	225,470	180,705	-19.85%	180,935	181,175
<b>Business Unit Total: Civic Center Maintenance</b>	<b>\$ 330,359</b>	<b>\$ 269,297</b>	<b>\$ 339,690</b>	<b>\$ 370,610</b>	<b>\$ 279,865</b>	<b>-24.49%</b>	<b>\$ 282,485</b>	<b>\$ 285,175</b>
<b>Business Unit: 757 Cemetery Maintenance</b>								
Personal Services	8,953	4,488	6,430	9,780	9,730	-0.51%	9,970	10,240
Other Service Charges	8,077	6,208	12,810	13,990	14,040	0.36%	14,100	14,160
<b>Business Unit Total: Cemetery Maintenance</b>	<b>\$ 17,030</b>	<b>\$ 10,697</b>	<b>\$ 19,240</b>	<b>\$ 23,770</b>	<b>\$ 23,770</b>	<b>0.00%</b>	<b>\$ 24,070</b>	<b>\$ 24,400</b>
<b>Business Unit: 758 Parks Garage</b>								
Supplies	4,191	931	3,000	4,050	3,000	-25.93%	3,060	3,100
Other Service Charges	49,809	61,444	56,880	55,890	59,700	6.82%	61,050	62,440
<b>Business Unit Total: Parks Garage</b>	<b>\$ 53,999</b>	<b>\$ 62,375</b>	<b>\$ 59,880</b>	<b>\$ 59,940</b>	<b>\$ 62,700</b>	<b>4.60%</b>	<b>\$ 64,110</b>	<b>\$ 65,540</b>



**General Fund  
Recreation And Culture/Parks**

## Parks

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 General Fund</b>								
Expenditure								
<b>Department: 751 Parks</b>								
<b>Business Unit: 759 Athletic Field Maintenance</b>								
Personal Services	65,057	72,964	124,590	124,590	133,770	7.37%	136,990	140,310
Supplies	19,387	26,491	26,000	20,400	20,800	1.96%	21,200	21,600
Other Service Charges	145,107	133,012	147,240	150,440	149,140	-0.86%	150,240	151,400
<b>Business Unit Total: Athletic Field Maintenance</b>	<b>\$ 229,552</b>	<b>\$ 232,467</b>	<b>\$ 297,830</b>	<b>\$ 295,430</b>	<b>\$ 303,710</b>	<b>2.80%</b>	<b>\$ 308,430</b>	<b>\$ 313,310</b>
<b>Business Unit: 770 Parks Maintenance</b>								
Personal Services	259,767	328,574	295,090	260,560	311,490	19.55%	318,430	325,570
Supplies	67,218	114,207	87,250	72,950	88,710	21.60%	90,930	93,200
Other Service Charges	509,938	516,599	532,250	523,910	542,660	3.58%	549,180	555,230
<b>Business Unit Total: Parks Maintenance</b>	<b>\$ 836,923</b>	<b>\$ 959,381</b>	<b>\$ 914,590</b>	<b>\$ 857,420</b>	<b>\$ 942,860</b>	<b>9.96%</b>	<b>\$ 958,540</b>	<b>\$ 974,000</b>
<b>Business Unit: 772 Park Equipment Repair</b>								
Personal Services	155,174	111,759	72,380	72,380	82,860	14.48%	84,970	87,130
Other Service Charges	6,710	4,729	4,000	3,700	3,800	2.70%	3,900	3,900
<b>Business Unit Total: Park Equipment Repair</b>	<b>\$ 161,884</b>	<b>\$ 116,489</b>	<b>\$ 76,380</b>	<b>\$ 76,080</b>	<b>\$ 86,660</b>	<b>13.91%</b>	<b>\$ 88,870</b>	<b>\$ 91,030</b>
<b>Business Unit: 773 Parks-Special Events</b>								
Personal Services	48,579	54,781	44,340	19,700	50,630	157.01%	51,850	53,100
Other Service Charges	5,734	14,098	10,000	7,750	10,030	29.42%	10,290	10,550
<b>Business Unit Total: Parks-Special Events</b>	<b>\$ 54,314</b>	<b>\$ 68,879</b>	<b>\$ 54,340</b>	<b>\$ 27,450</b>	<b>\$ 60,660</b>	<b>120.98%</b>	<b>\$ 62,140</b>	<b>\$ 63,650</b>



**General Fund  
Recreation And Culture/Parks**

## Parks

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 General Fund</b>								
Expenditure								
<b>Department: 751 Parks</b>								
<b>Business Unit: 774 Major Tree Maintenance</b>								
Personal Services	2,534	3,056	13,170	25,800	25,730	-0.27%	26,400	27,070
Other Service Charges	-	302	400	500	500	0.00%	500	500
<b>Business Unit Total: Major Tree Maintenance</b>	<b>\$ 2,534</b>	<b>\$ 3,358</b>	<b>\$ 13,570</b>	<b>\$ 26,300</b>	<b>\$ 26,230</b>	<b>-0.27%</b>	<b>\$ 26,900</b>	<b>\$ 27,570</b>
<b>Business Unit: 776 Major Tree Storm Damage</b>								
Personal Services	225	291	-	-	-	0.00%	-	-
Other Service Charges	202	7	-	200	200	0.00%	200	200
<b>Business Unit Total: Major Tree Storm Damage</b>	<b>\$ 427</b>	<b>\$ 297</b>	<b>-</b>	<b>\$ 200</b>	<b>\$ 200</b>	<b>0.00%</b>	<b>\$ 200</b>	<b>\$ 200</b>
<b>Business Unit: 777 Local Tree Maintenance</b>								
Personal Services	118,496	148,933	168,700	177,870	157,380	-11.52%	161,310	165,380
Supplies	1,856	2,943	3,000	2,650	3,000	13.21%	3,050	30,100
Other Service Charges	289,686	442,817	425,770	485,270	473,790	-2.37%	478,810	483,830
<b>Business Unit Total: Local Tree Maintenance</b>	<b>\$ 410,038</b>	<b>\$ 594,693</b>	<b>\$ 597,470</b>	<b>\$ 665,790</b>	<b>\$ 634,170</b>	<b>-4.75%</b>	<b>\$ 643,170</b>	<b>\$ 679,310</b>
<b>Business Unit: 778 Local Tree Planting</b>								
Supplies	145,968	145,600	150,960	150,960	154,730	2.50%	158,600	162,570
Other Service Charges	-	-	-	300	300	0.00%	300	300
<b>Business Unit Total: Local Tree Planting</b>	<b>\$ 145,968</b>	<b>\$ 145,600</b>	<b>\$ 150,960</b>	<b>\$ 151,260</b>	<b>\$ 155,030</b>	<b>2.49%</b>	<b>\$ 158,900</b>	<b>\$ 162,870</b>





General Fund  
Recreation And Culture/Parks

## Parks

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 General Fund</b>								
Expenditure								
<b>Department: 751 Parks</b>								
<b>Business Unit: 779 Local Tree Storm Damage</b>								
Personal Services	12,100	12,397	30,960	52,770	52,890	0.23%	54,240	55,610
Other Service Charges	2,195	2,372	2,000	5,200	2,000	-61.54%	2,050	2,100
<b>Business Unit Total: Local Tree Storm Damage</b>	<b>\$ 14,295</b>	<b>\$ 14,768</b>	<b>\$ 32,960</b>	<b>\$ 57,970</b>	<b>\$ 54,890</b>	<b>-5.31%</b>	<b>\$ 56,290</b>	<b>\$ 57,710</b>
<b>Business Unit: 780 Street Island Maintenance-Major</b>								
Personal Services	2,055	556	2,970	4,360	4,320	-0.92%	4,430	4,550
Supplies	1,147	-	-	500	500	0.00%	500	500
Other Service Charges	84,959	70,562	97,120	104,920	79,440	-24.29%	79,460	79,480
<b>Business Unit Total: Street Island Maintenance-Major</b>	<b>\$ 88,160</b>	<b>\$ 71,118</b>	<b>\$ 100,090</b>	<b>\$ 109,780</b>	<b>\$ 84,260</b>	<b>-23.25%</b>	<b>\$ 84,390</b>	<b>\$ 84,530</b>
<b>Business Unit: 781 Street Island Maintenance-Local</b>								
Other Service Charges	82	98	50	250	50	-80.00%	50	50
<b>Business Unit Total: Street Island Maintenance-Local</b>	<b>\$ 82</b>	<b>\$ 98</b>	<b>\$ 50</b>	<b>\$ 250</b>	<b>\$ 50</b>	<b>-80.00%</b>	<b>\$ 50</b>	<b>\$ 50</b>
<b>Business Unit: 783 Street Island Maintenance-DDA</b>								
Personal Services	46,525	64,286	68,030	68,030	72,440	6.48%	74,150	75,900
Supplies	270	34,476	1,500	2,040	37,000	1713.73%	17,120	17,160



**General Fund  
Recreation And Culture/Parks**

## Parks

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 General Fund</b>								
Expenditure								
<b>Department: 751 Parks</b>								
Other Service Charges	169,584	131,804	131,710	182,520	228,715	25.31%	231,725	234,235
<b>Business Unit Total: Street Island Maintenance-DDA</b>	<b>\$ 216,379</b>	<b>\$ 230,565</b>	<b>\$ 201,240</b>	<b>\$ 252,590</b>	<b>\$ 338,155</b>	<b>33.88%</b>	<b>\$ 322,995</b>	<b>\$ 327,295</b>
<b>Division Total: Parks Maintenance</b>	<b>\$ 2,705,373</b>	<b>\$ 2,942,696</b>	<b>\$ 3,010,760</b>	<b>\$ 3,115,770</b>	<b>\$ 3,222,986</b>	<b>3.44%</b>	<b>\$ 3,255,330</b>	<b>\$ 3,334,570</b>
<b>Department Total: Parks</b>	<b>\$ 2,705,373</b>	<b>\$ 2,942,696</b>	<b>\$ 3,010,760</b>	<b>\$ 3,115,770</b>	<b>\$ 3,222,986</b>	<b>3.44%</b>	<b>\$ 3,255,330</b>	<b>\$ 3,334,570</b>



## Recreation

# Recreation

Recreation Director.....Elaine S. Bo

## MISSION STATEMENT

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

## DEPARTMENT FUNCTIONS

### • *Adaptive Recreation*

- ✓ 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, Troy Baseball Boosters, and Troy travel teams
- ✓ Coordinates adult and youth instructional sport activities

### • *Administration*

- ✓ Acts as liaison with Parks and Recreation Board
- ✓ Conducts facility planning and development
- ✓ Oversees capital improvement projects
- ✓ Applies for grants
- ✓ Conducts marketing strategies
- ✓ Supervises staff assignments
- ✓ Prepares and administers the department budget
- ✓ Administers scholarship and fee waiver for recreation programs and community center membership
- ✓ Maintains a Facebook page and Instagram to be used for promoting and marketing
- ✓ Serves as liaison with Friends of Troy Seniors, Troy Racquet Club, Billy Casper Golf 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

**Recreation****DEPARTMENT FUNCTIONS (cont.)****• 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

**• 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**

<b>Performance Indicator</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Projected</b>	<b>2020/21 Budget</b>
Number of Fitness Members/pass holders	7,200	7,211	7,228	7,200
Number of Fitness area Daily visits	358,658	360,010	361,000	360,000
Number of Room Rentals	3,200	3,343	3,200	3,100
Number of Recreation Program Room Reservations	8,200	8,230	8,250	8,220
Number of Recreation Program Registrations	16,593	16,420	16,350	16,400
Park Shelter Reservations	462	460	455	460
Number of Dog Park Members	985	425	385	380
Senior Program Attendance (not including Friends of Troy Seniors)	119,924	121,075	125,000	126,000
Swim Lessons participants - Indoor	1,890	1,770	1,645	1,620
Youth Camp Enrollments (ages 3-18)	2,361	2,411	2,430	2,445

**Notes on Performance Indicators**

None



## Recreation

### Summary of Budget Changes

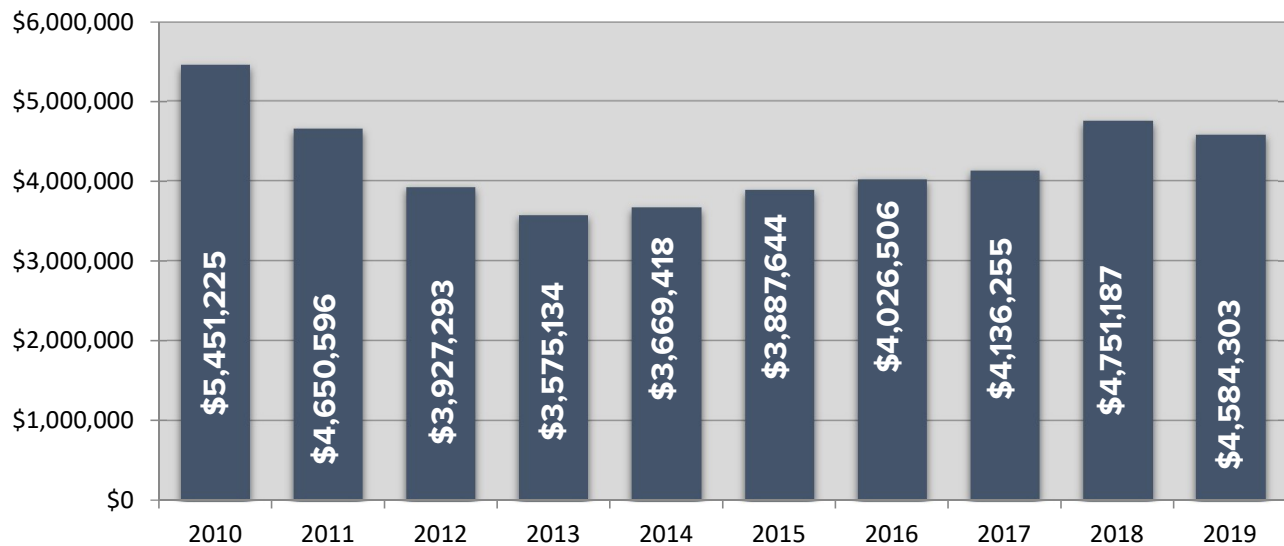
- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget**

Rec Division now has one full-time Marketing Coordinator, was part-time.

Added additional full time Supervisor, was part-time.

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Recreation Department	7.5	47.3	7.5	46.9	7.5	45.6	9.0	43.9
<b>Total Department</b>	<b>7.5</b>	<b>47.3</b>	<b>7.5</b>	<b>46.9</b>	<b>7.5</b>	<b>45.6</b>	<b>9.0</b>	<b>43.9</b>

- Operating Budget History - Recreation**





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

## Recreation

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 752 Recreation</b>								
<b>Business Unit: 752 Recreation Administration</b>								
Personal Services	369,166	371,408	406,400	400,380	490,500	22.51%	501,970	513,790
Supplies	47,372	54,178	57,000	56,000	58,200	3.93%	59,410	60,600
Other Service Charges	476,300	447,617	259,840	261,340	271,500	3.89%	276,660	281,890
<b>Business Unit Total: Recreation Administration</b>	<b>\$ 892,837</b>	<b>\$ 873,202</b>	<b>\$ 723,240</b>	<b>\$ 717,720</b>	<b>\$ 820,200</b>	<b>14.28%</b>	<b>\$ 838,040</b>	<b>\$ 856,280</b>
<b>Division: 31 Recreation</b>								
<b>Business Unit: 753 Recreation</b>								
Personal Services	512,376	557,074	554,190	554,190	570,630	2.97%	583,710	597,180
Supplies	120,977	133,317	124,300	137,300	126,780	-7.66%	129,310	131,880
Other Service Charges	294,033	297,895	322,010	329,100	329,490	0.12%	336,090	342,760
<b>Business Unit Total: Recreation</b>	<b>\$ 927,385</b>	<b>\$ 988,285</b>	<b>\$ 1,000,500</b>	<b>\$ 1,020,590</b>	<b>\$ 1,026,900</b>	<b>0.62%</b>	<b>\$ 1,049,110</b>	<b>\$ 1,071,820</b>
<b>Business Unit: 754 Senior Programs</b>								
Personal Services	156,367	134,851	146,680	146,680	142,610	-2.77%	145,850	149,170
Supplies	27,929	15,041	30,600	30,600	31,200	1.96%	31,800	32,600
Other Service Charges	152,570	160,541	158,000	156,590	161,091	2.87%	164,182	167,214
<b>Business Unit Total: Senior Programs</b>	<b>\$ 336,866</b>	<b>\$ 310,434</b>	<b>\$ 335,280</b>	<b>\$ 333,870</b>	<b>\$ 334,901</b>	<b>0.31%</b>	<b>\$ 341,832</b>	<b>\$ 348,984</b>
<b>Business Unit: 755 Community Center</b>								
Personal Services	1,060,378	987,671	1,032,490	1,032,490	1,118,890	8.37%	1,144,010	1,169,830
Supplies	454,445	255,938	262,050	262,050	267,290	2.00%	272,630	278,080



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

## Recreation

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 752 Recreation</b>								
Other Service Charges	1,079,275	1,168,773	1,169,290	1,166,290	1,222,835	4.85%	1,246,570	1,271,300
<b>Business Unit Total: Community Center</b>	<b>\$ 2,594,098</b>	<b>\$ 2,412,382</b>	<b>\$ 2,463,830</b>	<b>\$ 2,460,830</b>	<b>\$ 2,609,015</b>	<b>6.02%</b>	<b>\$ 2,663,210</b>	<b>\$ 2,719,210</b>
<b>Division Total: Recreation</b>	<b>\$ 3,858,349</b>	<b>\$ 3,711,101</b>	<b>\$ 3,799,610</b>	<b>\$ 3,815,290</b>	<b>\$ 3,970,816</b>	<b>4.08%</b>	<b>\$ 4,054,152</b>	<b>\$ 4,140,014</b>
<b>Department Total: Recreation</b>	<b>\$ 4,751,187</b>	<b>\$ 4,584,303</b>	<b>\$ 4,522,850</b>	<b>\$ 4,533,010</b>	<b>\$ 4,791,016</b>	<b>5.69%</b>	<b>\$ 4,892,192</b>	<b>\$ 4,996,294</b>



Historic Village and Nature Center

# 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.

**DEPARTMENT FUNCTIONS**

- ✓ 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**  
**MISSION STATEMENT**

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

**DEPARTMENT FUNCTIONS**

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



### Historic Village and Nature Center

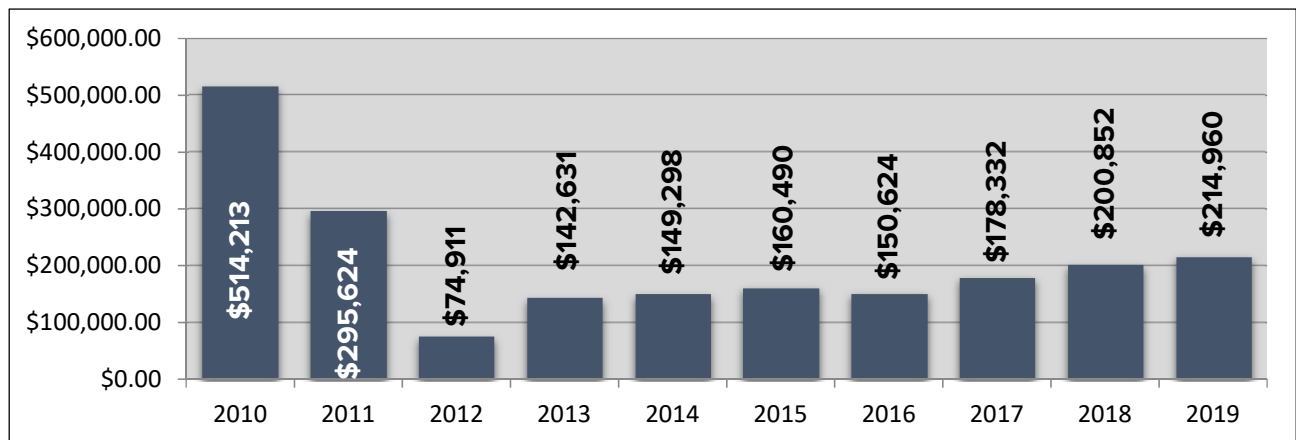
#### SUMMARY OF BUDGET CHANGES\_HISTORIC VILLAGE/NATURE CENTER

- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget**

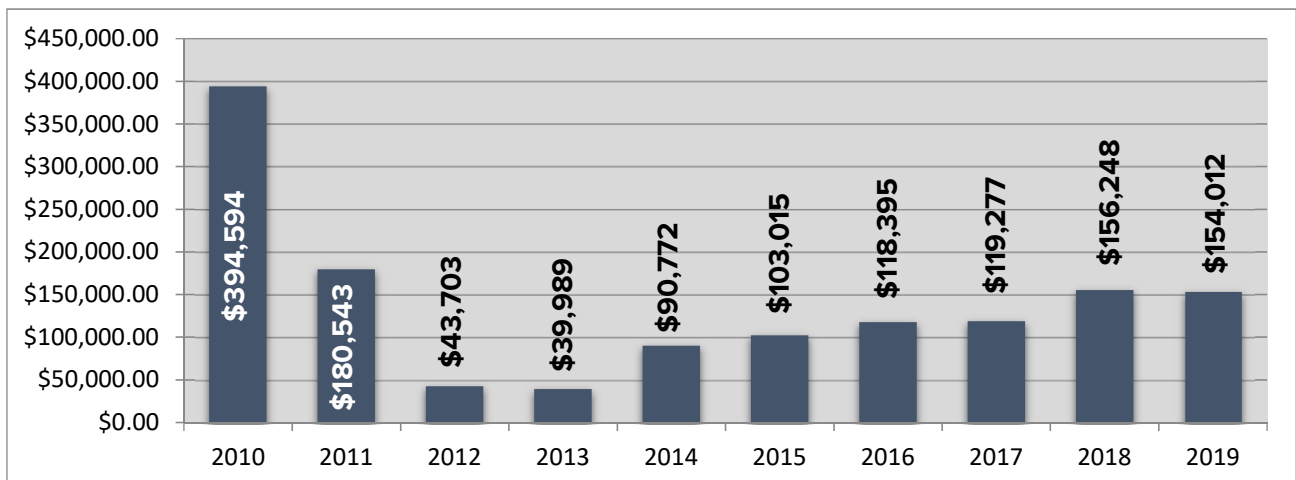
In addition to providing building and ground routine maintenance, the City appropriates \$100,00 each to the Troy Historical Society and the Troy Nature Society to provide management and programming services.

Personnel Summary	2017/18 Actual		2018/19 Actual		2019/20 Projected		2020/21 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Historic Village	0.31	0.1	0.31	0.1	0.31	0.1	0.31	0.1
<b>Total Department</b>	<b>0.31</b>	<b>0.1</b>	<b>0.31</b>	<b>0.1</b>	<b>0.31</b>	<b>0.1</b>	<b>0.31</b>	<b>0.1</b>

- Operating Budget History For Historic Village**



- Operating Budget History For Nature Center**





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

## Nature Center

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 GENERAL FUND</b>								
Expenditure								
<b>Department: 771 Nature Center</b>								
<b>Business Unit: 771 Nature Center</b>								
Personal Services	11,961	-	-	-	-	0.00%	-	-
Supplies	1,318	2,633	3,300	2,800	3,600	28.57%	8,910	4,210
Other Service Charges	142,970	151,379	151,570	152,100	155,330	2.12%	158,480	159,620
<b>Department Total: Nature Center</b>	<b>\$ 156,248</b>	<b>\$ 154,012</b>	<b>\$ 154,870</b>	<b>\$ 154,900</b>	<b>\$ 158,930</b>	<b>2.60%</b>	<b>\$ 167,390</b>	<b>\$ 163,830</b>



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

## Museum

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 101 General Fund</b>								
Expenditure								
<b>Department: 804 Museum</b>								
<b>Business Unit: 802 Historic Village Operations</b>								
Other Service Charges	100,000	100,000	100,000	100,000	100,000	0.00%	100,000	100,000
<b>Business Unit Total: Historic Village Operations</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>0.00%</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Business Unit: 804 Museum Buildings</b>								
Supplies	3,232	7,234	16,000	10,000	20,000	100.00%	20,400	20,810
Other Service Charges	70,171	77,960	73,430	97,580	78,230	-19.83%	79,984	81,630
<b>Business Unit Total: Museum Buildings</b>	<b>\$ 73,403</b>	<b>\$ 85,194</b>	<b>\$ 89,430</b>	<b>\$ 107,580</b>	<b>\$ 98,230</b>	<b>-8.69%</b>	<b>\$ 100,384</b>	<b>\$ 102,440</b>
<b>Business Unit: 807 Museum Grounds</b>								
Personal Services	7,676	14,729	39,820	41,830	47,170	12.77%	48,380	49,640
Other Service Charges	19,772	15,037	14,000	16,280	16,280	0.00%	16,280	16,280
<b>Business Unit Total: Museum Grounds</b>	<b>\$ 27,449</b>	<b>\$ 29,766</b>	<b>\$ 53,820</b>	<b>\$ 58,110</b>	<b>\$ 63,450</b>	<b>9.19%</b>	<b>\$ 64,660</b>	<b>\$ 65,920</b>
<b>Department Total: Museum</b>	<b>\$ 200,852</b>	<b>\$ 214,960</b>	<b>\$ 243,250</b>	<b>\$ 265,690</b>	<b>\$ 261,680</b>	<b>-1.51%</b>	<b>\$ 265,044</b>	<b>\$ 268,360</b>

# **SPECIAL REVENUES**

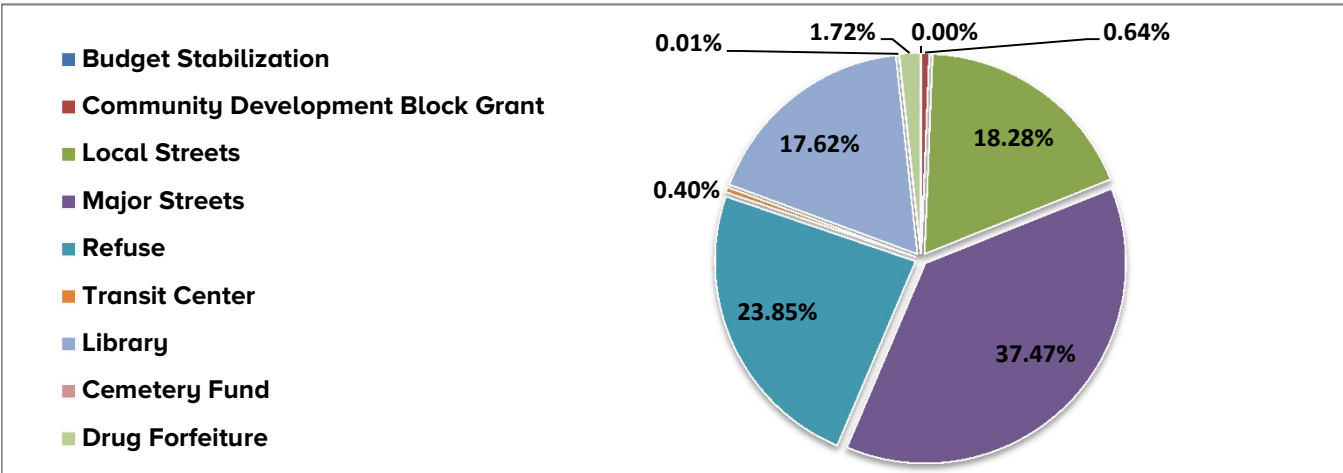
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**2020/2021 BUDGET**



### Special Revenue Funds Summary

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



#### • *Budget Stabilization Fund*

**\$0**

This fund was created for the following purposes:

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

#### • *CDBG Grant*

**\$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*

**\$4,282,345**

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

#### • *Major Streets Fund*

**\$8,776,101**

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*

**\$5,586,855**

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

**Special Revenue Funds*****· Library Fund*** ***\$4,127,518***

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

***· Drug Forfeiture Fund*** ***\$403,500***

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*** ***94,110***

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

***· Cemetery Fund*** ***1,200***

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



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

## Major Street Fund

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 202 MAJOR STREET FUND</b>								
<b><u>REVENUE</u></b>								
Grants	\$ 6,098,323	\$ 6,871,404	\$ 6,566,100	\$ 6,566,100	\$ 6,976,570	6.25%	\$ 7,185,870	\$ 7,185,870
Interest & Rent	4,321	148,805	50,000	14,000	50,000	257.14%	50,000	50,000
<b>Department Total: Revenue</b>	<b>6,102,644</b>	<b>7,020,210</b>	<b>6,616,100</b>	<b>6,580,100</b>	<b>7,026,570</b>	<b>6.79%</b>	<b>7,235,870</b>	<b>7,235,870</b>
<b><u>EXPENDITURE</u></b>								
<b>Department: 966 Transfers Out</b>								
<b>OTHER FINANCING USES</b>								
Other Financing Uses	5,827,137	5,640,530	6,612,860	7,071,210	8,776,101	24.11%	6,630,602	6,685,663
<b>Department Total: Transfers Out</b>	<b>5,827,137</b>	<b>5,640,530</b>	<b>6,612,860</b>	<b>7,071,210</b>	<b>8,776,101</b>	<b>24.11%</b>	<b>6,630,602</b>	<b>6,685,663</b>
<b>Surplus (Use) of Fund Balance</b>	<b>275,507</b>	<b>1,379,680</b>	<b>3,240</b>	<b>(491,110)</b>	<b>(1,749,531)</b>	<b>256.24%</b>	<b>605,268</b>	<b>550,207</b>
<b>Beginning Fund Balance</b>	<b>3,733,545</b>	<b>4,009,053</b>	<b>5,388,733</b>	<b>5,388,733</b>	<b>5,391,973</b>	<b>0.06%</b>	<b>3,642,442</b>	<b>4,247,710</b>
<b>Ending Fund Balance</b>	<b>\$ 4,009,053</b>	<b>\$ 5,388,733</b>	<b>\$ 5,391,973</b>	<b>\$ 4,897,623</b>	<b>\$ 3,642,442</b>	<b>-25.63%</b>	<b>\$ 4,247,710</b>	<b>\$ 4,797,917</b>





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

## Local Street Fund

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 203 LOCAL STREET FUND</b>								
<b><u>REVENUE</u></b>								
Grants	\$ 2,184,860	\$ 2,331,116	\$ 2,591,650	\$ 2,591,650	\$ 2,753,650	6.25%	\$ 2,836,260	\$ 2,836,260
Interest & Rent	3,978	96,242	32,000	20,000	32,000	60.00%	32,000	32,000
<b>OTHER FINANCING SOURCES</b>								
Other Financing Sources	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	0.00%	1,500,000	1,500,000
<b>Department Total: Revenue</b>	<b>3,188,839</b>	<b>3,427,357</b>	<b>4,123,650</b>	<b>4,111,650</b>	<b>4,285,650</b>	<b>4.23%</b>	<b>4,368,260</b>	<b>4,368,260</b>
<b><u>EXPENDITURE</u></b>								
<b>Department: 966 Transfers Out</b>								
<b>OTHER FINANCING USES</b>								
Other Financing Uses	2,977,267	3,396,933	3,613,183	4,043,500	4,282,345	5.91%	4,043,704	4,100,068
<b>Department Total: Transfers Out</b>	<b>2,977,267</b>	<b>3,396,933</b>	<b>3,613,183</b>	<b>4,043,500</b>	<b>4,282,345</b>	<b>5.91%</b>	<b>4,043,704</b>	<b>4,100,068</b>
<b>Surplus (Use) of Fund Balance</b>	<b>211,572</b>	<b>30,424</b>	<b>510,467</b>	<b>68,150</b>	<b>3,305</b>	<b>-95.15%</b>	<b>324,556</b>	<b>268,192</b>
<b>Beginning Fund Balance</b>	<b>2,802,499</b>	<b>3,014,071</b>	<b>3,044,495</b>	<b>3,044,495</b>	<b>3,554,962</b>	<b>16.77%</b>	<b>3,558,267</b>	<b>3,882,823</b>
<b>Ending Fund Balance</b>	<b>\$ 3,014,071</b>	<b>\$ 3,044,495</b>	<b>\$ 3,554,962</b>	<b>\$ 3,112,645</b>	<b>\$ 3,558,267</b>	<b>14.32%</b>	<b>\$ 3,882,823</b>	<b>\$ 4,151,015</b>

Refuse and Recycling

# Refuse and Recycling

Public Works Director .....Kurt Bovensiep

Public Works Coordinator.....Emily Frontera

**MISSION STATEMENT**

The Refuse and Recycling Division provides prompt, reliable, and efficient refuse and recycling collection by a private contractor once per week servicing 27,500 single-family homes, condominiums, mobile homes, duplexes, and 115 small commercial businesses. Refuse from 4,118 apartments is also collected on a weekly basis.

**DEPARTMENT FUNCTIONS**

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


**Refuse and Recycling**
**PERFORMANCE INDICATORS**

Performance Indicator	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Total Refuse/Recycling/Compost Collected in Tons	42,022	42,728	43,000	43,000
Refuse Collect in Tons	26,957	26,453	27,500	27,500
Compost Collected in Tons	8,806	10,033	10,000	10,000
Recyclables Collected in Tons	6,259	6,241	6,300	6,500
% of Total Refuse Composted	21%	23%	23%	23%
% of Total Refuse Recycled	15%	15%	15%	15%
Refuse and Recycling Collection Costs Per Capita	60.21	62.10	63.89	66.09

**Notes on Performance Indicators**

- Work with SOCRRA and EGLE to promote the "KNOW IT BEFORE YOU THROW IT" campaign educating residents on recycling's best practices to increase the quantity and quality of recycled materials. Educational materials will be mostly digital and used on the City's website and social media platforms.



## Refuse and Recycling

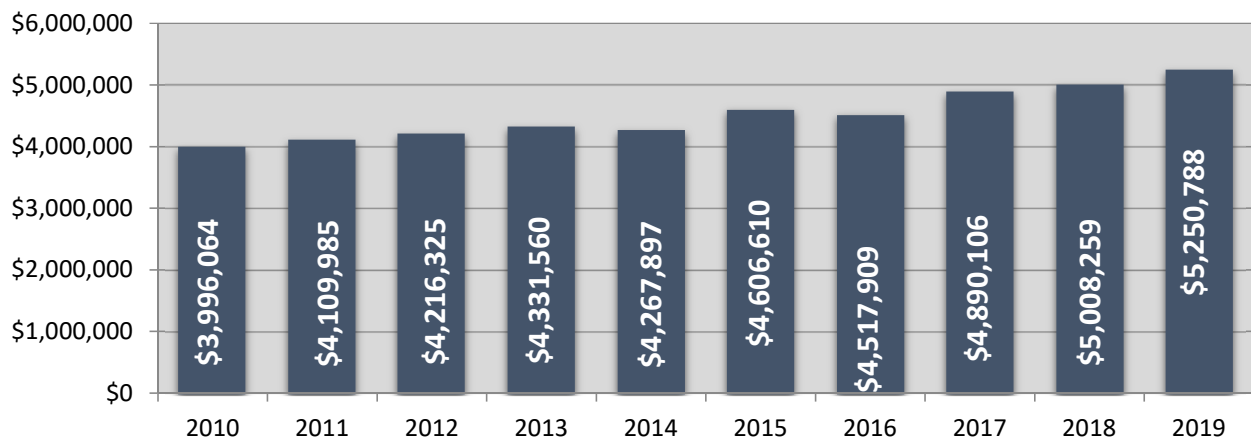
### SUMMARY OF BUDGET CHANGES

- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget**

Per SOCRRRA's recommendation, a 3.5% budget increase and the continuation of the \$1 per household surcharge will be required to cover costs in the 2020/21 fiscal year. It is expected that contractor service fees and disposal charges shall increase 2.5% due to a 2.4% increase in fuel costs from 2018 to 2019 and a CPI rate increase of 2.5%. Additionally, the unstable recycling market continues to reduce commodity pricing decreasing revenues received from the sale of recyclable goods. This budget increase will not significantly affect the fund balance and an adjustment to the refuse millage will not be necessary.

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Refuse & Recycling	0.28	0	0.28	0	0.28	0	0.28	0
<b>Total Department</b>	<b>0.28</b>	<b>0</b>	<b>0.28</b>	<b>0</b>	<b>0.28</b>	<b>0</b>	<b>0.28</b>	<b>0</b>

- Operating Budget History**





**SPECIAL REVENUE**  
**Sanitation**

## Refuse Fund

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 226 REFUSE FUND</b>								
<b>REVENUE</b>								
Taxes	\$ 4,909,101	\$ 5,102,374	\$ 5,425,520	\$ 5,431,000	\$ 5,630,000	3.66%	\$ 5,694,000	\$ 5,774,000
Charges For Services	25,923	1,118	600	1,000	600	-40.00%	1,000	1,000
Interest & Rent	4,019	87,767	40,000	10,000	40,000	300.00%	40,000	40,000
<b>Department Total: Revenue</b>	<b>4,939,042</b>	<b>5,191,259</b>	<b>5,466,120</b>	<b>5,442,000</b>	<b>5,670,600</b>	<b>4.20%</b>	<b>5,735,000</b>	<b>5,815,000</b>
<b>EXPENDITURE</b>								
<b>Department: 530 Refuse and Recycling</b>								
<b>Business Unit: 530 Contractors Service</b>								
Other Service Charges	4,869,416	5,088,671	5,245,000	5,264,000	5,428,575	3.13%	5,591,440	5,759,180
<b>Business Unit Total: Contractors Service</b>	<b>\$ 4,869,416</b>	<b>\$ 5,088,671</b>	<b>\$ 5,245,000</b>	<b>\$ 5,264,000</b>	<b>\$ 5,428,575</b>	<b>3.13%</b>	<b>\$ 5,591,440</b>	<b>\$ 5,759,180</b>
<b>Business Unit: 531 Other Refuse Expense</b>								
Personal Services	19,737	36,326	38,320	37,420	37,530	0.29%	38,490	39,480
Other Service Charges	98,112	103,625	99,310	100,250	101,310	1.06%	103,310	105,310
<b>Business Unit Total: Other Refuse Expense</b>	<b>\$ 117,849</b>	<b>\$ 139,951</b>	<b>\$ 137,630</b>	<b>\$ 137,670</b>	<b>\$ 138,840</b>	<b>0.85%</b>	<b>\$ 141,800</b>	<b>\$ 144,790</b>
<b>Business Unit: 532 Recycling</b>								
Personal Services	10,095	10,684	11,050	11,130	11,240	0.99%	11,550	11,880
Supplies	1,429	1,263	1,100	2,500	2,500	0.00%	2,500	2,500
Other Service Charges	9,470	10,219	5,940	11,890	5,700	-52.06%	5,730	5,730
<b>Business Unit Total: Recycling</b>	<b>\$ 20,994</b>	<b>\$ 22,166</b>	<b>\$ 18,090</b>	<b>\$ 25,520</b>	<b>\$ 19,440</b>	<b>-23.82%</b>	<b>\$ 19,780</b>	<b>\$ 20,110</b>
<b>Department Total: Refuse and Recycling</b>	<b>5,008,259</b>	<b>5,250,788</b>	<b>5,400,720</b>	<b>5,427,190</b>	<b>5,586,855</b>	<b>2.94%</b>	<b>5,753,020</b>	<b>5,924,080</b>
<b>Surplus (Use) of Fund Balance</b>	<b>(69,216)</b>	<b>(59,530)</b>	<b>65,400</b>	<b>14,810</b>	<b>83,745</b>	<b>465.46%</b>	<b>(18,020)</b>	<b>(109,080)</b>
<b>Beginning Fund Balance</b>	<b>869,322</b>	<b>800,105</b>	<b>740,576</b>	<b>740,576</b>	<b>805,976</b>	<b>8.83%</b>	<b>889,721</b>	<b>871,701</b>
<b>Ending Fund Balance</b>	<b>\$ 800,105</b>	<b>\$ 740,576</b>	<b>\$ 805,976</b>	<b>\$ 755,386</b>	<b>\$ 889,721</b>	<b>17.78%</b>	<b>\$ 871,701</b>	<b>\$ 762,621</b>



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

## Transit Center

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 234 Transit Center</b>								
<b>REVENUE</b>								
Charges For Services	\$ 74,524	\$ 78,661	\$ 86,460	\$ 90,390	\$ 94,110	4.12%	\$ 95,850	\$ 97,610
Interest & Rent	-	11	-	-	-	0.00%	-	-
<b>Department Total: Revenue</b>	<b>74,524</b>	<b>78,671</b>	<b>86,460</b>	<b>90,390</b>	<b>94,110</b>	<b>4.12%</b>	<b>95,850</b>	<b>97,610</b>
<b>EXPENDITURE</b>								
<b>Department: 265 Building and Facility Maint</b>								
Supplies	1,017	2,821	4,190	5,120	6,430	25.59%	6,510	6,590
Other Service Charges	61,307	65,983	75,380	78,380	80,790	3.07%	82,450	84,130
<b>Department Total: Building and Facility Maint</b>	<b>62,324</b>	<b>68,804</b>	<b>79,570</b>	<b>83,500</b>	<b>87,220</b>	<b>4.46%</b>	<b>88,960</b>	<b>90,720</b>
<b>Department: 285 Grounds and Common Area Maint</b>								
Other Service Charges	12,200	9,857	6,890	6,890	6,890	0.00%	6,890	6,890
<b>Department Total: Grounds and Common Area Maint</b>	<b>12,200</b>	<b>9,857</b>	<b>6,890</b>	<b>6,890</b>	<b>6,890</b>	<b>0.00%</b>	<b>6,890</b>	<b>6,890</b>
<b>Surplus (Use) of Fund Balance</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>11,537</b>	<b>11,537</b>	<b>11,547</b>	<b>11,547</b>	<b>11,547</b>	<b>0.00%</b>	<b>11,547</b>	<b>11,547</b>
<b>Ending Fund Balance</b>	<b>\$ 11,537</b>	<b>\$ 11,547</b>	<b>\$ 11,547</b>	<b>\$ 11,547</b>	<b>\$ 11,547</b>	<b>0.00%</b>	<b>\$ 11,547</b>	<b>\$ 11,547</b>



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

## Budget Stabilization Fund

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 257 BUDGET STABILIZATION FUND</b>								
<b><u>REVENUE</u></b>								
Interest & Rent	\$ 2,324	\$ 51,669	\$ 18,000	\$ 2,000	\$ 18,000	800.00%	\$ 18,000	\$ 18,000
<b>Department Total: Revenue</b>	<b>2,324</b>	<b>51,669</b>	<b>18,000</b>	<b>2,000</b>	<b>18,000</b>	<b>800.00%</b>	<b>18,000</b>	<b>18,000</b>
<b>Surplus (Use) of Fund Balance</b>	<b>2,324</b>	<b>51,669</b>	<b>18,000</b>	<b>2,000</b>	<b>18,000</b>	<b>800.00%</b>	<b>18,000</b>	<b>18,000</b>
<b>Beginning Fund Balance</b>	<b>1,563,397</b>	<b>1,565,721</b>	<b>1,617,390</b>	<b>1,617,390</b>	<b>1,635,390</b>	<b>1.11%</b>	<b>1,653,390</b>	<b>1,671,390</b>
<b>Ending Fund Balance</b>	<b>\$ 1,565,721</b>	<b>\$ 1,617,390</b>	<b>\$ 1,635,390</b>	<b>\$ 1,619,390</b>	<b>\$ 1,653,390</b>	<b>2.10%</b>	<b>\$ 1,671,390</b>	<b>\$ 1,689,390</b>



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

## Forfeiture Fund

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 265 Forfeiture Fund</b>								
<b><u>REVENUE</u></b>								
Fines And Forfeitures	\$ 423,423	\$ 138,770	\$ 86,586	\$ 131,000	\$ 131,000	0.00%	\$ 131,000	\$ 131,000
Interest & Rent	1,768	46,858	15,000	2,000	10,000	400.00%	10,000	10,000
<b>Department Total: Revenue</b>	<b>425,191</b>	<b>185,629</b>	<b>101,586</b>	<b>133,000</b>	<b>141,000</b>	<b>6.02%</b>	<b>141,000</b>	<b>141,000</b>
<b><u>EXPENDITURE</u></b>								
<b>Department: 321 Police Forfeitures</b>								
Supplies	97,515	28,720	142,000	142,000	289,500	103.87%	144,040	144,040
<b>OTHER FINANCING USES</b>								
Other Financing Uses	-	226,539	311,000	311,000	114,000	-63.34%	300,000	126,500
<b>Department Total: Police Forfeitures</b>	<b>97,515</b>	<b>255,259</b>	<b>453,000</b>	<b>453,000</b>	<b>403,500</b>	<b>-10.93%</b>	<b>444,040</b>	<b>270,540</b>
<b>Surplus (Use) of Fund Balance</b>	<b>327,676</b>	<b>(69,630)</b>	<b>(351,414)</b>	<b>(320,000)</b>	<b>(262,500)</b>	<b>-17.97%</b>	<b>(303,040)</b>	<b>(129,540)</b>
<b>Beginning Fund Balance</b>	<b>1,006,225</b>	<b>1,333,901</b>	<b>1,264,271</b>	<b>1,264,271</b>	<b>912,857</b>	<b>-27.80%</b>	<b>650,357</b>	<b>347,317</b>
<b>Ending Fund Balance</b>	<b>\$ 1,333,901</b>	<b>\$ 1,264,271</b>	<b>\$ 912,857</b>	<b>\$ 944,271</b>	<b>\$ 650,357</b>	<b>-31.13%</b>	<b>\$ 347,317</b>	<b>\$ 217,777</b>





## Library

# Library

Library Director.....Cathy Russ

## MISSION STATEMENT

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.

## DEPARTMENT FUNCTIONS

### • *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, maintains, and analyzes statistics
- ✓ Serves as liaison to the Suburban Cooperative
- ✓ Serves as a liaison to City departments
- ✓ Coordinates staff development
- ✓ Provides bookkeeping service for library accounts
- ✓ Collects and reports statistics



## Library

### • **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

### • **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 inter-library 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	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Annual Library Visits	406,455	377,100	425,137	430,000
Items Circulated	1,190,812	1,264,109	1,300,000	1,325,000
Program Attendance	28,560	28,490	42,168	43,000
New Library Cards Added	9,344	15,691	22,023	20,000
Total Number Library Cards	58,598	52,282	58,000	60,000
Electronic Resources Usage	100,810	107,920	110,000	115,000
Annual Visits/Capita	5.02	4.66	5.25	5.35
Annual Circulation/Capita	15	16	16	16
Hits on Library Website	464,853	541,703	550,000	575,000
Social Media Followers	4,889	5,241	6,000	6,250
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 slightly decreased last year due to the popularity of eResources and the popularity of the drive up materials return. However, foot traffic has increased this year. 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 - 2020/21 Budget Compared to 2019/20 Budget

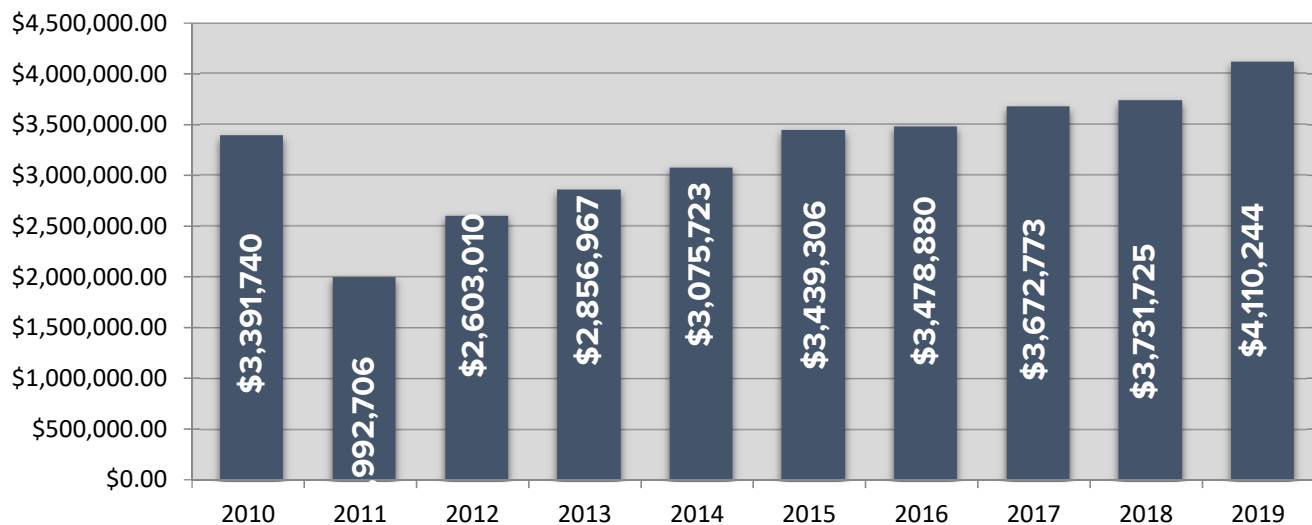
- FY20-21 is the last year of the Library's 5-year millage. The current millage expires June 30, 2021.

### Personal Service

Personal Service increases are largely due to the ongoing yearly increase in the minimum wage, as well as longevity of many full time staff members and full marketing position.

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Library	10.5	30.9	10.5	31.1	12.5	27.3	13	27.1
<b>Total Department</b>	<b>10.5</b>	<b>30.9</b>	<b>10.5</b>	<b>31.1</b>	<b>12.5</b>	<b>27.3</b>	<b>13</b>	<b>27.1</b>

### • Operating Budget History




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

## Library Fund

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 271 LIBRARY FUND</b>								
<b><u>REVENUE</u></b>								
Taxes	\$ 3,179,008	\$ 3,280,407	\$ 3,403,431	\$ 3,407,000	\$ 3,452,000	1.32%	\$ 3,900,000	\$ 4,000,000
Grants	86,052	64,908	32,767	30,000	33,000	10.00%	33,000	33,000
Contributions From Local Units	170,772	175,217	173,967	176,000	169,000	-3.98%	169,000	169,000
Charges For Services	22,983	20,369	18,000	18,150	17,800	-1.93%	17,800	17,800
Fines And Forfeitures	83,987	49,427	52,000	45,000	50,000	11.11%	50,000	50,000
Interest & Rent	5,798	60,524	9,500	6,000	8,000	33.33%	5,000	5,000
Other Revenue	1,777	6,466	23,040	5,000	5,000	0.00%	5,000	5,000
<b>Department Total: Revenue</b>	<b>3,550,376</b>	<b>3,657,318</b>	<b>3,712,705</b>	<b>3,687,150</b>	<b>3,734,800</b>	<b>1.29%</b>	<b>4,179,800</b>	<b>4,279,800</b>
<b><u>EXPENDITURE</u></b>								
<b>Department: 790 Library</b>								
Personal Services	1,977,777	2,091,085	2,193,240	2,310,950	2,428,260	5.08%	2,484,150	2,541,700
Supplies	127,209	114,920	136,600	142,600	111,500	-21.81%	118,000	118,000
Other Service Charges	852,827	986,411	993,481	965,720	992,758	2.80%	999,995	1,010,625
<b>OTHER FINANCING USES</b>								
Other Financing Uses	773,912	917,827	595,000	595,000	595,000	0.00%	595,000	595,000
<b>Department Total: Library</b>	<b>3,731,725</b>	<b>4,110,244</b>	<b>3,918,321</b>	<b>4,014,270</b>	<b>4,127,518</b>	<b>2.82%</b>	<b>4,197,145</b>	<b>4,265,325</b>
<b>Surplus (Use) of Fund Balance</b>	<b>(181,349)</b>	<b>(452,926)</b>	<b>(205,616)</b>	<b>(327,120)</b>	<b>(392,718)</b>	<b>20.05%</b>	<b>(17,345)</b>	<b>14,475</b>
<b>Beginning Fund Balance</b>	<b>1,259,817</b>	<b>1,078,468</b>	<b>625,543</b>	<b>625,543</b>	<b>419,927</b>	<b>-32.87%</b>	<b>27,209</b>	<b>9,864</b>
<b>Ending Fund Balance</b>	<b>\$ 1,078,468</b>	<b>\$ 625,543</b>	<b>\$ 419,927</b>	<b>\$ 298,423</b>	<b>\$ 27,209</b>	<b>-90.88%</b>	<b>\$ 9,864</b>	<b>\$ 24,339</b>



**SPECIAL REVENUE**  
Community Development- Old

## Comm Dev Block Grant Fund

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 280 COMM DEV BLOCK GRANT FUND</b>								
<b><u>REVENUE</u></b>								
Grants	\$ 59,726	\$ 112,064	\$ 336,170	\$ 150,000	\$ 150,000	0.00%	\$ 150,000	\$ 150,000
<b>Department Total: Revenue</b>	<b>59,726</b>	<b>112,064</b>	<b>336,170</b>	<b>150,000</b>	<b>150,000</b>	<b>0.00%</b>	<b>150,000</b>	<b>150,000</b>
<b><u>EXPENDITURE</u></b>								
<b>Department: 733 CDBG Home Chore Program</b>								
Other Service Charges	56,726	49,139	45,000	45,000	45,000	0.00%	45,000	45,000
<b>Department Total: CDBG Home Chore Program</b>	<b>56,726</b>	<b>49,139</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>0.00%</b>	<b>45,000</b>	<b>45,000</b>
<b>Department: 739 CDBG Architectural Barriers</b>								
Other Service Charges	-	-	4,450	-	-	0.00%	-	-
<b>Department Total: CDBG Architectural Barriers</b>	<b>-</b>	<b>-</b>	<b>4,450</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Department: 741 CDBG Park Improvements</b>								
<b>OTHER FINANCING USES</b>								
Other Financing Uses	-	-	286,720	105,000	105,000	0.00%	105,000	105,000
<b>Department Total: CDBG Park Improvements</b>	<b>-</b>	<b>-</b>	<b>286,720</b>	<b>105,000</b>	<b>105,000</b>	<b>0.00%</b>	<b>105,000</b>	<b>105,000</b>
<b>Department: 747 CDBG NoRes Historic Preservation</b>								
Other Service Charges	3,000	62,926	-	-	-	0.00%	-	-
<b>Department Total: CDBG NoRes Historic Preservation</b>	<b>3,000</b>	<b>62,926</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Surplus (Use) of Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>



**PERMANENT**  
**General Government**

## Cemetery Fund

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 150 CEMETERY FUND</b>								
<b><u>REVENUE</u></b>								
Charges For Services	\$ 4,150	\$ 1,975	\$ 2,500	\$ 4,000	\$ 4,000	0.00%	\$ 4,000	\$ 4,000
Interest & Rent	335	7,477	2,200	200	2,200	1000.00%	2,200	2,200
<b>Department Total: Revenue</b>	<b>4,485</b>	<b>9,452</b>	<b>4,700</b>	<b>4,200</b>	<b>6,200</b>	<b>47.62%</b>	<b>6,200</b>	<b>6,200</b>
<b><u>EXPENDITURE</u></b>								
<b>Department: 276 Cemetery</b>								
<b>OTHER FINANCING USES</b>								
Other Financing Uses	2,000	-	1,200	1,200	1,200	0.00%	1,200	1,200
<b>Department Total: Cemetery</b>	<b>2,000</b>	<b>-</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>0.00%</b>	<b>1,200</b>	<b>1,200</b>
<b>Surplus (Use) of Fund Balance</b>	<b>2,485</b>	<b>9,452</b>	<b>3,500</b>	<b>3,000</b>	<b>5,000</b>	<b>66.67%</b>	<b>5,000</b>	<b>5,000</b>
<b>Beginning Fund Balance</b>	<b>221,874</b>	<b>224,358</b>	<b>233,810</b>	<b>233,810</b>	<b>237,310</b>	<b>1.50%</b>	<b>242,310</b>	<b>247,310</b>
<b>Ending Fund Balance</b>	<b>\$ 224,358</b>	<b>\$ 233,810</b>	<b>\$ 237,310</b>	<b>\$ 236,810</b>	<b>\$ 242,310</b>	<b>2.32%</b>	<b>\$ 247,310</b>	<b>\$ 252,310</b>

# DEBT SERVICE

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2020/2021 BUDGET





## Legal Debt Limits

## Legal Debt Limits

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

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

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

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

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

The statutory debt limits of net bonded indebtedness incurred for all public purposes shall not at any one time exceed 10% of the assessed valuation of taxable property in the City (\$6,916,181,470) at December 31, 2019) 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	\$ 26,055,000	10%	\$ 691,618,147	\$ 665,563,147
Emergency Bonds	-	3/8%	25,935,681	25,935,681
Special Assessment Bonds	-	12%	829,941,776	829,941,776
<b>Total Debt</b>	<b>\$ 26,055,000</b>		<b>\$ 1,547,495,604</b>	<b>\$ 1,521,440,604</b>



### Debt Summary

#### DEBT SERVICE

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

Description of Debt	Debt Outstanding 6/30/2020	2021 Principal and Interest		
		Principal	Interest	Total
Proposal A - Streets	\$ 940,000	\$ 940,000	\$ 18,800	\$ 958,800
Proposal B - Public Safety	1,155,000	1,155,000	20,475	1,175,475
Proposal C - Recreation	665,000	665,000	13,300	678,300
Series 2013 - DDA	13,385,000	375,000	638,488	1,013,488
North Arm Relief Drain	54,932	54,932	618	55,550
George W. Kuhn Drain	793,391	195,406	18,790	214,196
<b>Total Debt Service</b>	<b>\$ 16,993,323</b>	<b>\$ 3,385,338</b>	<b>\$ 710,471</b>	<b>\$ 4,095,809</b>

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

General Debt Tax Debt Service	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimate	2020/21 Budget
Proposal A - Streets	\$ 903,150	\$ 890,300	\$ 921,125	\$ 897,800	\$ 959,600
Proposal B - Public Safety	1,355,550	1,216,500	1,266,725	1,214,800	1,175,850
Proposal C - Rec. Facilities	717,075	696,250	688,975	682,600	678,300
<b>Total General Debt</b>	<b>\$ 2,975,775</b>	<b>\$ 2,803,050</b>	<b>\$ 2,876,825</b>	<b>\$ 2,795,200</b>	<b>\$ 2,813,750</b>

DDA Capture Debt Service	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimate	2020/21 Budget
2013 Series - DDA	941,788	931,513	923,713	914,613	1,013,738

Capital Projects Debt Service	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Estimate	2020/21 Budget
North Arm Relief	\$ 56,878	\$ 56,712	\$ 56,853	\$ 56,964	\$ 55,550
George W. Kuhn	216,277	215,692	213,771	214,444	214,196
<b>Total Capital Projects Debt</b>	<b>\$ 273,155</b>	<b>\$ 272,404</b>	<b>\$ 270,624</b>	<b>\$ 271,408</b>	<b>\$ 269,746</b>



### Schedule of Principal and Interest

#### GENERAL DEBT SERVICE FUND

Fiscal Year	Proposal A Streets	Proposal B Public Safety	Proposal C Recreation Facilities	Interest	Total Tax-Financed Debt	Series 2013 DDA Financed Debt	Series 2013 Interest	Total DDA Financed Debt	Total General Debt Service
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	52,575	2,812,575	375,000	638,488	1,013,488	3,826,063
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
<b>Total</b>	<b>\$ 1,780,000</b>	<b>\$ 2,305,000</b>	<b>\$ 1,305,000</b>	<b>\$ 216,600</b>	<b>\$ 5,606,600</b>	<b>\$ 13,645,000</b>	<b>\$ 6,126,366</b>	<b>\$ 19,771,366</b>	<b>\$ 25,377,966</b>



### Schedule of Principal and Interest

#### CAPITAL PROJECTS FUNDS

Fiscal Year	George W. Kuhn Drain	North Arm Relief Drain	Interest	Total Capital Debt
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
<b>Total</b>	<b>\$ 984,442</b>	<b>\$ 110,040</b>	<b>\$ 76,434</b>	<b>\$ 1,170,916</b>

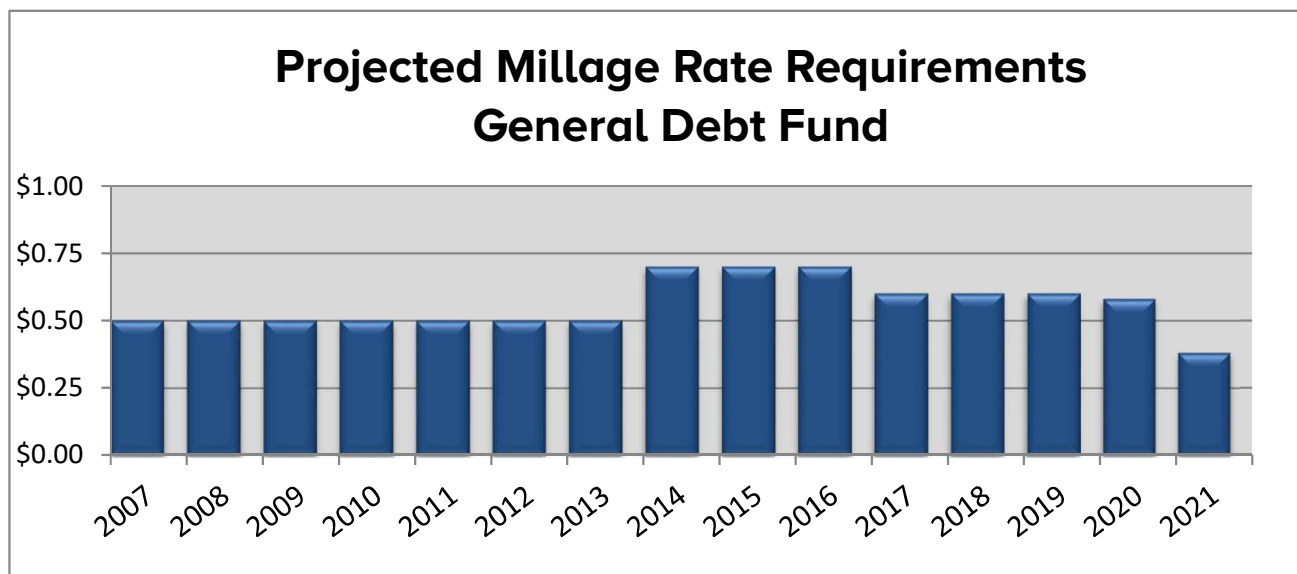
#### ENTERPRISE FUNDS

Fiscal Year	Sanctuary Lake Golf Course	Interest	Total Enterprise Debt
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
<b>Total</b>	<b>\$ 7,020,000</b>	<b>\$ 888,951</b>	<b>\$ 7,908,951</b>



### Schedule of Principal and Interest All Funds

Fiscal Year	General Debt Service Fund	Capital Projects Fund	Enterprise Funds	Total
2020	3,708,388	271,408	884,950	4,864,746
2021	3,826,063	269,746	855,800	4,951,609
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
<b>Total</b>	<b>\$ 25,377,966</b>	<b>\$ 1,170,916</b>	<b>\$ 7,908,951</b>	<b>\$ 34,457,833</b>



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


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

		2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>FUND 301 GENERAL DEBT SERVICE FUND</b>									
<b>REVENUE</b>									
4402	Property Taxes	\$ 2,760,034	\$ 2,866,822	\$ 2,954,811	\$ 2,890,000	\$ 1,944,240	-32.73%	-	-
4665	Interest Income	11,104	13,284	12,000	9,500	9,000	-5.26%	-	-
4669.020	Investment Income	(9,675)	15,127	-	(8,500)	-	-100.00%	-	-
<b>Total Revenue</b>		<b>2,761,462</b>	<b>2,895,233</b>	<b>2,966,811</b>	<b>2,891,000</b>	<b>1,953,240</b>	<b>-32.44%</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURE</b>									
7801.010	Adm & Prof	62,500	63,500	63,500	63,500	64,000	0.79%	-	-
7964	Tax Refunds	1,049	3,464	1,500	1,500	1,510	0.67%	-	-
<b>Total Expenditure</b>		<b>63,549</b>	<b>66,964</b>	<b>65,000</b>	<b>65,000</b>	<b>65,510</b>	<b>0.78%</b>	<b>-</b>	<b>-</b>
<b>OTHER FINANCING USES</b>									
8999.355	Proposal A Debt	890,300	921,125	897,800	897,800	959,600	6.88%	-	-
8999.356	Proposal B Debt	1,216,500	1,266,725	1,214,800	1,214,800	1,175,850	-3.21%	-	-
8999.357	Proposal C Debt	696,250	688,975	682,600	682,600	678,300	-0.63%	-	-
<b>Total OTHER FINANCING USES</b>		<b>2,803,050</b>	<b>2,876,825</b>	<b>2,795,200</b>	<b>2,795,200</b>	<b>2,813,750</b>	<b>0.66%</b>	<b>-</b>	<b>-</b>
<b>Total Expenditure</b>		<b>2,866,599</b>	<b>2,943,789</b>	<b>2,860,200</b>	<b>2,860,200</b>	<b>2,879,260</b>	<b>0.67%</b>	<b>-</b>	<b>-</b>
<b>Surplus/(Use) of Fund Balance</b>		<b>(105,137)</b>	<b>(48,556)</b>	<b>106,611</b>	<b>30,800</b>	<b>(926,020)</b>	<b>-3106.56%</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>		<b>973,102</b>	<b>867,966</b>	<b>819,409</b>	<b>819,409</b>	<b>926,020</b>	<b>13.01%</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>		<b>\$ 867,966</b>	<b>\$ 819,409</b>	<b>\$ 926,020</b>	<b>\$ 850,209</b>	<b>-</b>	<b>-100.00%</b>	<b>-</b>	<b>-</b>
<b>FUND 355 PROP A BOND DEBT RETIREMENT</b>									
<b>OTHER FINANCING SOURCES</b>									
4699.301	Debt Service	\$ 890,300	\$ 921,125	\$ 897,800	\$ 897,800	\$ 959,600	6.88%	-	-
<b>Total Revenue</b>		<b>890,300</b>	<b>921,125</b>	<b>897,800</b>	<b>897,800</b>	<b>959,600</b>	<b>6.88%</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURE</b>									
7991	Principal	760,000	825,000	840,000	840,000	940,000	11.90%	-	-
7995	Interest	129,550	95,375	57,000	57,000	18,800	-67.02%	-	-
7998	Other Fees	750	750	800	800	800	0.00%	-	-
<b>Total Expenditure</b>		<b>890,300</b>	<b>921,125</b>	<b>897,800</b>	<b>897,800</b>	<b>959,600</b>	<b>6.88%</b>	<b>-</b>	<b>-</b>


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

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
Surplus/(Use) of Fund Balance	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	-	-	-	-	-	0.00%	-	-
<b>FUND 356 PROP B BOND DEBT RETIREMENT</b>								
<b>OTHER FINANCING SOURCES</b>								
4699.301 Debt Service	\$ 1,216,500	\$ 1,266,725	\$ 1,214,800	\$ 1,214,800	\$ 1,175,850	-3.21%	-	-
Total Revenue	1,216,500	1,266,725	1,214,800	1,214,800	1,175,850	-3.21%	-	-
<b>EXPENDITURE</b>								
7991 Principal	1,060,000	1,155,000	1,150,000	1,150,000	1,155,000	0.43%	-	-
7995 Interest	156,250	111,475	64,425	64,425	20,475	-68.22%	-	-
7998 Other Fees	250	250	375	375	375	0.00%	-	-
Total Expenditure	1,216,500	1,266,725	1,214,800	1,214,800	1,175,850	-3.21%	-	-
Surplus/(Use) of Fund Balance	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	-	-	-	-	-	0.00%	-	-
<b>FUND 357 PROP C BOND DEBT RETIREMENT</b>								
<b>OTHER FINANCING SOURCES</b>								
4699.301 Debt Service	\$ 696,250	\$ 688,975	\$ 682,600	\$ 682,600	\$ 678,300	-0.63%	-	-
Total Revenue	696,250	688,975	682,600	682,600	678,300	-0.63%	-	-
<b>EXPENDITURE</b>								
7991 Principal	595,000	615,000	640,000	640,000	665,000	3.91%	-	-
7995 Interest	101,250	73,975	42,600	42,600	13,300	-68.78%	-	-
Total Expenditure	696,250	688,975	682,600	682,600	678,300	-0.63%	-	-
Surplus/(Use) of Fund Balance	-	-	-	-	-	0.00%	-	-
Beginning Fund Balance	-	-	-	-	-	0.00%	-	-
Ending Fund Balance	-	-	-	-	-	0.00%	-	-
<b>FUND 358 GEN OBLIGATION DEBT-SERIES 2013</b>								


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

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b><u>REVENUE</u></b>								
4676.248 DDA	\$ 931,513	\$ 923,713	\$ 914,613	\$ 914,600	\$ 1,013,738	10.84%	\$ 1,058,363	\$ 1,094,863
<b>Total Revenue</b>	<b>931,513</b>	<b>923,713</b>	<b>914,613</b>	<b>914,600</b>	<b>1,013,738</b>	<b>10.84%</b>	<b>1,058,363</b>	<b>1,094,863</b>
<b><u>EXPENDITURE</u></b>								
7991 Principal	260,000	260,000	260,000	260,000	375,000	44.23%	440,000	500,000
7995 Interest	671,263	663,463	654,363	654,363	638,488	-2.43%	618,113	594,613
7998 Other Fees	250	250	250	237	250	5.49%	250	250
<b>Total Expenditure</b>	<b>931,513</b>	<b>923,713</b>	<b>914,613</b>	<b>914,600</b>	<b>1,013,738</b>	<b>10.84%</b>	<b>1,058,363</b>	<b>1,094,863</b>
<b>Surplus/(Use) of Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>



# CAPITAL PROJECTS

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**2020/2021 BUDGET**



## Capital Projects Fund Summary

### **CAPITAL PROJECTS FUND**

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

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

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

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

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

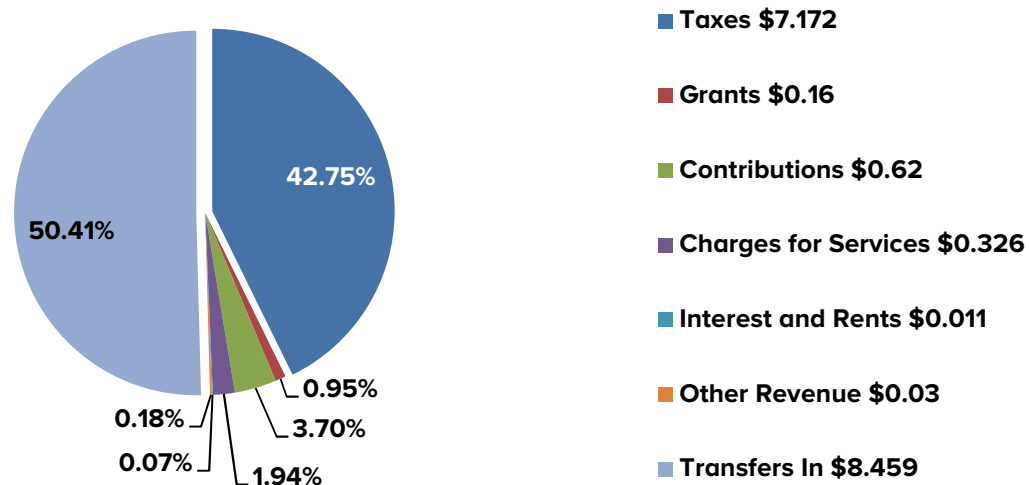
### **Major Sources of Revenue Include:**

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



## Capital Projects Fund Summary

### 2020/21 Capital Projects Fund Revenue (Millions)



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

Tax revenues of \$7.2 million accounts for approximately 43% of total capital project fund revenues. This is up slightly from the previous year budget by \$246 thousand or 3.55%. The increase has been limited due to a headlee amendment rollback in the current year millage rate. The fiscal year 2021 millage rate of 1.3486 mills was reduced from the previous year by 0.041 mills resulting in a decrease of potential tax revenues of approximately \$200 thousand.

Transfers in from other funds total \$8.5 million and account for approximately 51% of total capital projects fund revenues. The transfers from other funds include:

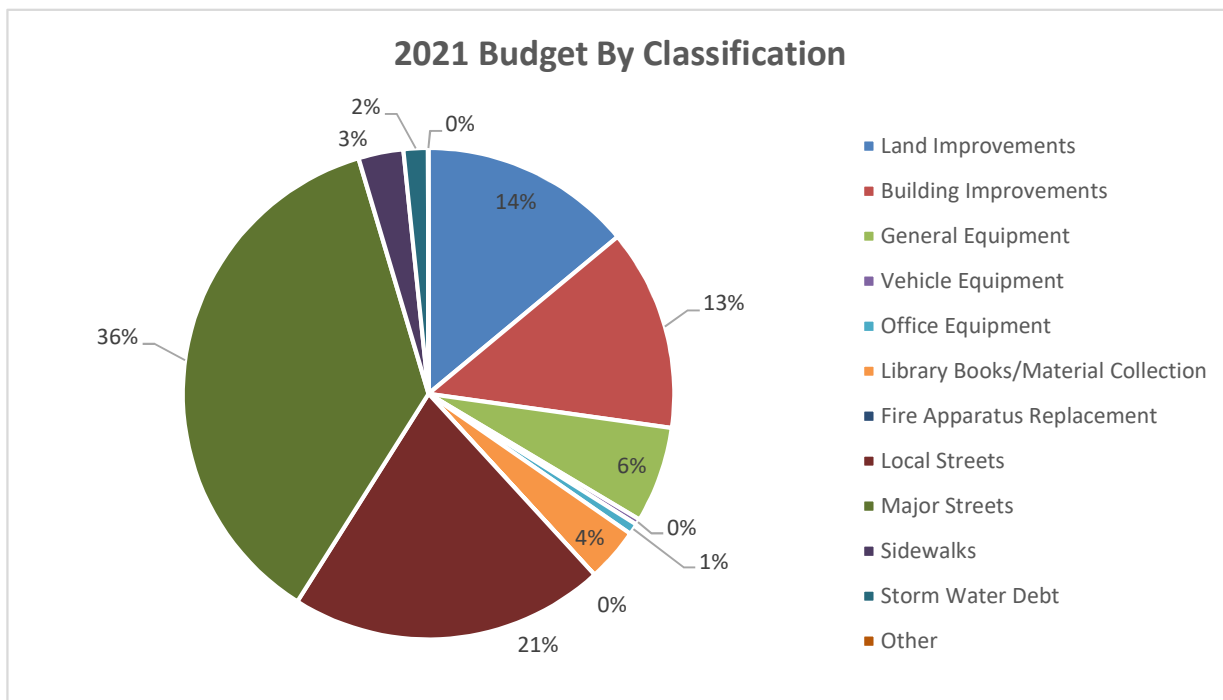
General Fund	\$ 1,000,000
Major Streets	4,700,000
Local Streets	1,800,000
Drug Forfeiture Fund	114,000
Library Fund	595,000
Community Development Block Grant Fund	250,000
<b>Total Transfers In</b>	<b>\$ 8,459,000</b>



### Capital Projects Fund Summary

#### CAPITAL PROJECTS BY CLASSIFICATION INCLUDE:

	2021 Proposed	2022 Proposed	2023 Proposed
• Land Improvements	\$ 2,355,000	\$ 1,865,000	\$ 1,300,000
• Building Improvements	2,234,000	4,240,000	3,151,000
• General Equipment	1,065,500	420,000	206,500
• Vehicle Equipment	65,000		-
• Office Equipment	120,000	80,000	160,000
• Library Books/Material Collection	595,000	600,000	600,000
• Fire Apparatus Replacement	-	1,268,000	1,500,000
• Streets:			
Local Streets	3,500,000	3,500,000	3,500,000
Major Streets	6,140,000	6,425,000	6,940,000
Sidewalks	500,000	500,000	500,000
• Storm Water Debt	269,750	214,230	171,300
• Other	5,000	5,000	5,000
<b>Total Capital Projects</b>	<b>\$ 16,849,250</b>	<b>\$ 19,117,230</b>	<b>\$ 18,033,800</b>





### Capital Projects Fund Summary

The following is a breakdown of the more significant planned capital projects by Department for the 2020/21 fiscal year:

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

<b><i>Total Capital Projects:</i></b>	<b>\$ 16,849,250</b>
<ul style="list-style-type: none"> <li> <b><i>Major Streets</i></b> <ul style="list-style-type: none"> <li>√ Major renovation of Major and County Roads throughout the City including: <ul style="list-style-type: none"> <li>Square Lake, Coolidge to Crooks (\$800K)</li> <li>Square Lake, Adams to Coolidge (\$1.1 million)</li> <li>Industrial Road Maintenance (\$1.5 million)</li> </ul> </li> </ul> </li> </ul>	<b>\$ 6,228,000</b>
<ul style="list-style-type: none"> <li> <b><i>Local Streets</i></b> <ul style="list-style-type: none"> <li>√ Concrete Slab Replacement (\$1.5 million)</li> <li>√ Asphalt Mill and Overlay (\$2.0 million)</li> </ul> </li> </ul>	<b>\$ 3,500,000</b>
<ul style="list-style-type: none"> <li> <b><i>Police Department</i></b> <ul style="list-style-type: none"> <li>√ (*) Mobile Digital Computer Replacement (\$260K)</li> </ul> </li> </ul>	<b>\$ 604,000</b>
<ul style="list-style-type: none"> <li> <b><i>Fire Department</i></b> <ul style="list-style-type: none"> <li>√ (*) Roof Replacement Station 2 (\$95K)</li> </ul> </li> </ul>	<b>\$ 160,000</b>
<ul style="list-style-type: none"> <li> <b><i>Public Works</i></b> <ul style="list-style-type: none"> <li>√ (*) Parking Lot Maintenance (\$250K)</li> </ul> </li> </ul>	<b>\$ 350,000</b>
<ul style="list-style-type: none"> <li> <b><i>Library</i></b> <ul style="list-style-type: none"> <li>√ Books and Materials (\$595K)</li> </ul> </li> </ul>	<b>\$ 595,000</b>
<ul style="list-style-type: none"> <li> <b><i>Parks</i></b> <ul style="list-style-type: none"> <li>√ Trails and Pathways (\$750K)</li> <li>(*) Civic Center Skate Park Demo (\$500K)</li> <li>(*) Boulan Park Tennis Court Resurfacing (\$275K)</li> </ul> </li> </ul>	<b>\$ 2,015,000</b>
<ul style="list-style-type: none"> <li> <b><i>City Buildings</i></b> <ul style="list-style-type: none"> <li>√ (*) Training Center Improvements (\$192K)</li> <li>(*) District Court Repairs (\$100K)</li> <li>(*) Access Control/Security Camera (\$300K)</li> </ul> </li> </ul>	<b>\$ 737,000</b>
<ul style="list-style-type: none"> <li> <b><i>Historic Village</i></b> <ul style="list-style-type: none"> <li>√ (*) Stamped Concrete Walkways (\$130)</li> <li>(*) Exterior Building Repairs and Painting (\$150K)</li> <li>(*) School House and General Store Roof Replace (\$124K)</li> </ul> </li> </ul>	<b>\$ 404,000</b>



### Capital Projects Fund Summary

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

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

Projects	Explanations	Cost	Operating Budget Impact
Mobile Digital Computer Replacement	To replace computer equipment in road patrol	\$260,000	The in-car video systems better prepare the city against false claims & unwarranted civil litigation
Fire Station 2 Roof Replacement	To replace the current roof on Fire Station 2 that has exceeded its useful life.	\$95,000	The replacement will reduce future maintenance costs & improve insulation for energy savings
Historic Village Improvements	Improvements to walkways, exterior building repairs and roof replacements on the school house & general store	\$404,000	These improvements and repairs will reduce future operating/maintenance costs and prevent water damage
Park Improvements	Improvements to Trails & Pathways, Demo of Civic Center Skate Park & Boulan Park Tennis Court Resurfacing	\$1,525,000	To improve the city's park amenities and reduce maintenance costs to deteriorating structures.
City Buildings Improvements	Access Control and Security Systems, District Court Repairs and updates, and Improvements to the Training Center	\$592,000	These improvements will provide increased security and reduce future operating maintenance costs.



### Capital Outlay Detail

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>FUND: 401 CAPITAL FUND</b>								
<b>REVENUE</b>								
<b>Department: 000 Revenue</b>								
Business Unit: 000 Revenue								
TAXES	\$ 6,861,168	\$ 6,860,470	\$ 6,919,706	\$ 6,927,000	\$ 7,172,751	3.55%	\$ 7,259,628	\$ 7,361,813
GRANTS	532,655	839,799	40,000	160,000	160,000	0.00%	2,000,000	2,000,000
CONTRIBUTIONS FROM LOCAL UNITS	415,077	334,620	170,000	570,000	620,000	8.77%	570,000	570,000
CHARGES FOR SERVICES	495,127	211,466	326,000	326,000	326,000	0.00%	326,000	326,000
INTEREST & RENT	29,929	369,823	11,600	11,600	11,600	0.00%	11,600	11,600
OTHER REVENUE	541,650	455,520	234,900	83,000	30,000	-63.86%	30,000	30,000
<b>Total Revenue</b>	<b>8,875,606</b>	<b>9,071,697</b>	<b>7,702,206</b>	<b>8,077,600</b>	<b>8,320,351</b>	<b>3.01%</b>	<b>10,197,228</b>	<b>10,299,413</b>
<b>OTHER FINANCING SOURCES</b>								
<b>Department: 000 Revenue</b>								
Business Unit: 000 Revenue								
Operating Transfers In								
General	2,200,000	1,861,949	2,000,000	2,000,000	1,000,000	-50.00%	1,000,000	1,000,000
Major Street Fund	2,500,000	2,500,000	3,000,000	3,000,000	4,700,000	56.67%	2,500,000	2,500,000
Local Streets Fund	1,000,000	1,500,000	1,500,000	1,500,000	1,800,000	20.00%	1,500,000	1,500,000
LDFA	-	55,360	159,360	159,360	-	-100.00%	-	-
Forfeitures	-	-	311,000	311,000	114,000	-63.34%	300,000	126,500
Library	773,912	917,827	595,000	595,000	595,000	0.00%	595,000	595,000
CDBG	-	-	361,000	105,000	250,000	138.10%	-	-
Special Assessment	596	-	-	-	-	0.00%	-	-
<b>Total OTHER FINANCING SOURCES</b>	<b>6,474,508</b>	<b>6,835,136</b>	<b>7,926,360</b>	<b>7,670,360</b>	<b>8,459,000</b>	<b>10.28%</b>	<b>5,895,000</b>	<b>5,721,500</b>
<b>Total Revenues and Other Sources</b>	<b>15,350,114</b>	<b>15,906,833</b>	<b>15,628,566</b>	<b>15,747,960</b>	<b>16,779,351</b>	<b>6.55%</b>	<b>16,092,228</b>	<b>16,020,913</b>



### Capital Outlay Detail

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>EXPENDITURE</b>								
<b>Department: 172 Manager</b>								
Business Unit: 172 Manager								
General Equipment								
General	-	-	-	-	29,500	0.00%	-	-
Communications	-	12,665	-	-	-	0.00%	-	-
<b>Total: Manager</b>	<b>-</b>	<b>12,665</b>	<b>-</b>	<b>-</b>	<b>29,500</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Department: 191 Financial Services</b>								
Business Unit: 253 Treasurer								
Tax Refunds	2,584	8,361	5,000	5,000	5,000	0.00%	5,000	5,000
<b>Total: Financial Services</b>	<b>2,584</b>	<b>8,361</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>0.00%</b>	<b>5,000</b>	<b>5,000</b>
<b>Department: 215 City Clerk</b>								
Business Unit: 262 Elections								
General Equipment								
General	292,515	-	265,305	300,000	180,000	-40.00%	-	-
<b>Total: City Clerk</b>	<b>292,515</b>	<b>-</b>	<b>265,305</b>	<b>300,000</b>	<b>180,000</b>	<b>-40.00%</b>	<b>-</b>	<b>-</b>
<b>Department: 264 Building Operations</b>								
Business Unit: 261 Fire-Police Training Center								
Buildings and Improvements	-	-	-	-	192,000	0.00%	-	100,000
<b>Total: Fire-Police Training Center</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>192,000</b>	<b>0.00%</b>	<b>-</b>	<b>100,000</b>
Business Unit: 265 City Hall								
Land Improvements								
Entry Way Signage & Landscaping	5,670	12,730	-	-	-	0.00%	-	-
Buildings and Improvements								
City Hall HVAC	-	-	-	-	115,000	0.00%	630,000	-
Roof Replacement	-	-	1,206,290	1,206,290	-	-100.00%	-	-
City Hall	-	-	-	300,000	300,000	0.00%	-	-
General Repairs	29,997	29,585	30,000	30,000	30,000	0.00%	380,000	30,000
<b>Total: City Hall</b>	<b>35,667</b>	<b>42,315</b>	<b>1,236,290</b>	<b>1,536,290</b>	<b>445,000</b>	<b>-71.03%</b>	<b>1,010,000</b>	<b>30,000</b>





### Capital Outlay Detail

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Business Unit: 277 District Court</b>								
Buildings and Improvements								
Reserve/Court Bldg	553,380	-	126,000	135,000	100,000	-25.93%	775,000	336,000
<b>Total: District Court</b>	<b>553,380</b>	<b>-</b>	<b>126,000</b>	<b>135,000</b>	<b>100,000</b>	<b>-25.93%</b>	<b>775,000</b>	<b>336,000</b>
<b>Total: Building Operations</b>	<b>589,047</b>	<b>42,315</b>	<b>1,362,290</b>	<b>1,671,290</b>	<b>737,000</b>	<b>-55.90%</b>	<b>1,785,000</b>	<b>466,000</b>
<b>Department: 266 City Attorney</b>								
Business Unit: 266 City Attorney								
Office Equipment								
Office Equipment and Furniture	20,530	-	-	-	-	0.00%	-	-
<b>Total: City Attorney</b>	<b>20,530</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Department: 270 Human Resources</b>								
Business Unit: 270 Human Resources								
Office Equipment								
Computer Software	-	-	-	15,000	-	-100.00%	-	-
<b>Total: Human Resources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>-100.00%</b>	<b>-</b>	<b>-</b>
<b>Department: 301 Police Department</b>								
Business Unit: 305 Police Administration								
Buildings and Improvements								
Garage/Office Renovation	-	-	-	-	-	0.00%	85,000	-
City Hall	-	-	-	-	-	0.00%	-	100,000
Gun Range Renovation and Updates	-	-	240,000	240,000	-	-100.00%	-	-
General Equipment								
General	-	-	-	-	45,000	0.00%	60,000	-
Federal Drug Forfeiture	-	157,724	-	-	-	0.00%	-	-
Office Equipment								
Office Equipment and Furniture	-	-	27,000	27,000	-	-100.00%	-	-
<b>Total: Police Administration</b>	<b>-</b>	<b>157,724</b>	<b>267,000</b>	<b>267,000</b>	<b>45,000</b>	<b>-83.15%</b>	<b>145,000</b>	<b>100,000</b>



### Capital Outlay Detail

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Business Unit: 315 Road Patrol</b>								
General Equipment								
General	-	57,773	-	150,000	300,000	100.00%	-	-
Federal Drug Forfeiture	-	68,815	71,000	71,000	34,000	-52.11%	-	26,500
Vehicle Equipment	-	-	-	-	65,000	0.00%	-	-
<b>Total: Road Patrol</b>	<b>-</b>	<b>126,588</b>	<b>71,000</b>	<b>221,000</b>	<b>399,000</b>	<b>80.54%</b>	<b>-</b>	<b>26,500</b>
<b>Business Unit: 325 Communications Section</b>								
General Equipment								
General	-	-	-	-	40,000	0.00%	-	-
911 Systems	-	-	-	-	-	0.00%	40,000	-
Federal Drug Forfeiture	-	-	-	-	80,000	0.00%	300,000	-
Office Equipment								
Computers	-	-	-	-	-	0.00%	-	35,000
Network Computer/Switches/Etc.	51,554	60,073	-	-	-	0.00%	40,000	125,000
Computer Software	-	-	-	-	40,000	0.00%	-	-
<b>Total: Communications Section</b>	<b>51,554</b>	<b>60,073</b>	<b>-</b>	<b>-</b>	<b>160,000</b>	<b>0.00%</b>	<b>380,000</b>	<b>160,000</b>
<b>Total: Police Department</b>	<b>51,554</b>	<b>344,385</b>	<b>338,000</b>	<b>488,000</b>	<b>604,000</b>	<b>23.77%</b>	<b>525,000</b>	<b>286,500</b>
<b>Department: 336 Fire</b>								
<b>Business Unit: 337 Fire Administration</b>								
Land Improvements								
Memorials/Peace Garden	-	-	100,000	100,000	-	-100.00%	-	-
<b>Total: Fire Administration</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-100.00%</b>	<b>-</b>	<b>-</b>
<b>Business Unit: 338 Fire Operations</b>								
General Equipment								
General	-	-	900,000	900,000	-	-100.00%	-	-
Opticom	69,174	420,576	200,000	200,000	-	-100.00%	-	-
Apparatus Replacement	-	1,635,409	-	-	-	0.00%	1,268,000	1,500,000
<b>Total: Fire Operations</b>	<b>69,174</b>	<b>2,055,985</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>-</b>	<b>-100.00%</b>	<b>1,268,000</b>	<b>1,500,000</b>



### Capital Outlay Detail

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Business Unit: 343 Fire Communications</b>								
Buildings and Improvements								
General Repairs	104,700	-	-	-	-	0.00%	-	-
<b>Total: Fire Communications</b>	<b>104,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Business Unit: 344 Fire Halls</b>								
Buildings and Improvements								
Station Two	-	-	-	75,000	95,000	26.67%	40,000	-
Station Three	-	-	-	-	-	0.00%	60,000	-
Station Four	832,289	-	-	-	-	0.00%	-	-
Station Six	-	-	117,600	117,600	65,000	-44.73%	-	-
<b>Total: Fire Halls</b>	<b>832,289</b>	<b>-</b>	<b>117,600</b>	<b>192,600</b>	<b>160,000</b>	<b>-16.93%</b>	<b>100,000</b>	<b>-</b>
<b>Total: Fire</b>	<b>1,006,164</b>	<b>2,055,985</b>	<b>1,317,600</b>	<b>1,392,600</b>	<b>160,000</b>	<b>-88.51%</b>	<b>1,368,000</b>	<b>1,500,000</b>
<b>Department: 442 Engineering</b>								
Business Unit: 442 Engineering								
General Equipment								
General	-	-	-	-	30,000	0.00%	-	-
<b>Total: Engineering</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Department: 447 Streets</b>								
Business Unit: 448 Street Lighting								
General Equipment								
General	49,692	49,692	50,000	50,000	50,000	0.00%	50,000	50,000
<b>Total: Street Lighting</b>	<b>49,692</b>	<b>49,692</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0.00%</b>	<b>50,000</b>	<b>50,000</b>
Business Unit: 479 Major Roads								
Buildings and Improvements								
General Repairs	45,141	537,893	-	-	28,000	0.00%	-	-
General Equipment								
General	30,125	-	59,000	60,000	60,000	0.00%	60,000	60,000
Public Works Construction								
Dequindre from Long Lk to Auburn	132,218	2,051	-	-	-	0.00%	-	-
John R from Long Lk - Square Lk	183,162	46,140	753,000	753,000	200,000	-73.44%	-	-
John R from Sq Lake to South Bld	177,105	46,020	753,000	753,000	200,000	-73.44%	-	-



### Capital Outlay Detail

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
Roch from Barclay to Trinway	35,823	176,458	50,000	200,000	200,000	0.00%	2,600,000	2,500,000
Wattles, John r to Dequindre	901,053	-	-	-	-	0.00%	-	-
2015 Tri-Party	791,044	181,796	193,000	600,000	450,000	-25.00%	600,000	600,000
Auto Alley/Smart Zone Xing	248,235	-	-	-	-	0.00%	250,000	-
Square Lake, Adams to Coolidge	-	-	-	-	1,100,000	0.00%	-	-
Square Lake, Coolidge to Crooks	-	-	-	-	800,000	0.00%	-	-
Livernois, at South Blvd	783	-	-	-	-	0.00%	-	-
Wattles, Rouge River to Coolidge	39,578	-	-	-	-	0.00%	-	-
Square Lake, Delphi to Livernois	313,514	-	-	-	-	0.00%	-	-
Adams, Long Lake - Square Lake	31,275	-	-	-	-	0.00%	-	-
Crooks, Wilshire Traffic Signal	-	150,000	-	-	-	0.00%	-	-
Todd Drive, OCLRP Funded	-	257,616	-	-	-	0.00%	-	-
Coolidge, Square Lk. to S. Blvd	-	-	-	-	-	0.00%	1,000,000	-
Maple @ Rochester Traffic Signal	-	-	125,000	125,000	-	-100.00%	-	-
Long Lk. @ Coolidge Traffic Sign	-	-	150,000	150,000	-	-100.00%	-	-
Coolidge under I-75	-	-	30,000	200,000	300,000	50.00%	-	-
OC Local Rd Imp (OCLRP)	-	-	458,000	456,000	340,000	-25.44%	340,000	340,000
Adams, Long Lake to Square Lake	-	-	-	-	100,000	0.00%	-	-
14 Mile, John R to Dequindre	-	-	-	-	-	0.00%	75,000	-
14 Mile, I-75 to John R	-	-	-	-	-	0.00%	60,000	-
Stephenson, 14 Mile to Maple	-	-	-	-	-	0.00%	-	2,000,000
Coolidge, Sq Lake Traffic Signal	-	-	-	-	300,000	0.00%	-	-
Coolidge at Maple Traffic Signal	-	-	-	-	150,000	0.00%	-	-
Concrete Pavement Leveling	2,872,136	1,799,518	1,050,000	1,000,000	1,500,000	50.00%	1,000,000	1,000,000
Concrete Slab Replacement	919,798	567,107	-	-	500,000	0.00%	500,000	500,000
<b>Total: Major Roads</b>	<b>6,720,990</b>	<b>3,764,598</b>	<b>3,621,000</b>	<b>4,297,000</b>	<b>6,228,000</b>	<b>44.94%</b>	<b>6,485,000</b>	<b>7,000,000</b>
<b>Business Unit: 499 Local Roads</b>								
<b>Buildings and Improvements</b>								
Garage/Office Renovation	41,384	-	-	-	-	0.00%	-	-
<b>Public Works Construction</b>								
Local Road Asphalt	2,184,075	2,295,352	1,900,000	1,500,000	2,000,000	33.33%	1,800,000	2,200,000
Concrete Slab Replacement	3,425,189	1,752,063	1,000,000	1,000,000	1,500,000	50.00%	1,700,000	1,300,000
<b>Total: Local Roads</b>	<b>5,650,648</b>	<b>4,047,416</b>	<b>2,900,000</b>	<b>2,500,000</b>	<b>3,500,000</b>	<b>40.00%</b>	<b>3,500,000</b>	<b>3,500,000</b>



### Capital Outlay Detail

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Business Unit: 513 Sidewalks</b>								
Public Works Construction								
New Construction	1,109	-	-	10,000	10,000	0.00%	10,000	10,000
Replacement Program	477,195	483,942	500,000	490,000	490,000	0.00%	490,000	490,000
<b>Total: Sidewalks</b>	<b>478,304</b>	<b>483,942</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>0.00%</b>	<b>500,000</b>	<b>500,000</b>
<b>Business Unit: 516 Drains</b>								
Public Works Construction								
Aquatic Center Pond	2,467	-	-	-	-	0.00%	-	-
Drains and Retention Ponds	33,844	61,389	-	-	-	0.00%	-	-
Sylvan Glen Phase 2	3,103	-	-	-	-	0.00%	-	-
Wattles over the Rouge	345	-	-	-	-	0.00%	-	-
<b>Total: Drains</b>	<b>39,759</b>	<b>61,389</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Total: Streets</b>	<b>12,939,394</b>	<b>8,407,037</b>	<b>7,071,000</b>	<b>7,347,000</b>	<b>10,278,000</b>	<b>39.89%</b>	<b>10,535,000</b>	<b>11,050,000</b>
<b>Department: 464 Public Works Administration</b>								
Business Unit: 464 Public Works Administration								
Land Improvements								
Municipal Parking Lots	531,860	-	100,000	100,000	250,000	150.00%	250,000	250,000
Buildings and Improvements								
Roof Replacement	-	396,238	125,000	125,000	-	-100.00%	-	-
General Repairs	41,044	-	220,000	266,000	100,000	-62.41%	-	125,000
General Equipment								
General	55,728	-	-	-	-	0.00%	-	-
<b>Total: Public Works Administration</b>	<b>628,632</b>	<b>396,238</b>	<b>445,000</b>	<b>491,000</b>	<b>350,000</b>	<b>-28.72%</b>	<b>250,000</b>	<b>375,000</b>
<b>Department: 740 Real Estate and Development</b>								
Business Unit: 740 Real Estate and Development								
Land								
Acquisition	-	99,264	-	-	-	0.00%	-	-
<b>Total: Real Estate and Development</b>	<b>-</b>	<b>99,264</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>



### Capital Outlay Detail

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Department: 751 Parks</b>								
Business Unit: 770 Park Development								
Land Improvements								
Beach Road Park	-	77,334	-	-	-	0.00%	-	-
Beaver Trail Park	-	-	-	-	-	0.00%	125,000	-
Boulan Park	-	-	13,000	13,000	275,000	2015.38%	-	-
Brinston Park	-	-	141,000	140,000	-	-100.00%	-	-
Firefighters Park	-	-	50,000	105,000	250,000	138.10%	-	-
Jaycee park	-	-	-	-	150,000	0.00%	-	-
Civic Center Park/Skate & Parkin	-	-	-	-	500,000	0.00%	-	-
Robinwood Trail	-	6,548	-	-	-	0.00%	-	-
City Farm Improvements	25,320	6,897	311,000	304,000	-	-100.00%	140,000	-
Sylvan Glen	-	-	-	-	-	0.00%	250,000	250,000
Schools Joint Project	-	-	-	-	-	0.00%	300,000	-
Various	122,958	13,876	-	-	-	0.00%	-	-
Trails and Pathways	704,132	26,362	31,000	25,000	750,000	2900.00%	750,000	750,000
Dog Park	374,689	86,267	-	-	-	0.00%	-	-
Buildings and Improvements								
Parks	-	-	54,000	55,000	90,000	63.64%	70,000	85,000
<b>Total: Parks</b>	<b>1,227,099</b>	<b>217,284</b>	<b>600,000</b>	<b>642,000</b>	<b>2,015,000</b>	<b>213.86%</b>	<b>1,635,000</b>	<b>1,085,000</b>
<b>Department: 752 Recreation</b>								
Business Unit: 755 Community Center								
Buildings and Improvements								
Annex Renovation	165,723	40,920	226,501	310,000	720,000	132.26%	2,200,000	1,500,000
General Equipment								
Annex Equipment	25,462	-	-	25,000	347,000	1288.00%	-	120,000
<b>Total: Recreation</b>	<b>191,185</b>	<b>40,920</b>	<b>226,501</b>	<b>335,000</b>	<b>1,067,000</b>	<b>218.51%</b>	<b>2,200,000</b>	<b>1,620,000</b>
<b>Department: 771 Nature Center</b>								
Business Unit: 771 Nature Center								
Buildings and Improvements	-	26,625	-	55,000	125,000	127.27%	-	60,000
<b>Total: Nature Center</b>	<b>-</b>	<b>26,625</b>	<b>-</b>	<b>55,000</b>	<b>125,000</b>	<b>127.27%</b>	<b>-</b>	<b>60,000</b>



### Capital Outlay Detail

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Department: 790 Library</b>								
Business Unit: 790 Library								
Buildings and Improvements								
Carpet/Tile Replacement	100,642	298,862	-	-	-	0.00%	-	-
Roof Replacement	-	-	1,318,360	1,318,360	-	-100.00%	-	-
General Repairs	1,076	41,074	104,000	104,000	-	-100.00%	-	815,000
Office Equipment								
Office Equipment and Furniture	70,457	-	-	-	-	0.00%	-	-
Books/Materials	601,737	593,065	595,000	595,000	595,000	0.00%	600,000	600,000
<b>Total: Library</b>	<b>773,913</b>	<b>933,001</b>	<b>2,017,360</b>	<b>2,017,360</b>	<b>595,000</b>	<b>-70.51%</b>	<b>600,000</b>	<b>1,415,000</b>
<b>Department: 804 Museum</b>								
Business Unit: 804 Museum Buildings								
Land Improvements								
Historic Village	-	-	-	130,000	130,000	0.00%	-	-
Buildings and Improvements								
General Repairs	98,549	11,791	620,000	700,000	274,000	-60.86%	-	-
<b>Total: Museum</b>	<b>98,549</b>	<b>11,791</b>	<b>620,000</b>	<b>830,000</b>	<b>404,000</b>	<b>-51.33%</b>	<b>-</b>	<b>-</b>
<b>Total Expenditure</b>	<b>17,821,165</b>	<b>12,595,869</b>	<b>14,268,056</b>	<b>15,589,250</b>	<b>16,579,500</b>	<b>6.35%</b>	<b>18,903,000</b>	<b>17,862,500</b>
<b>DEBT SERVICE</b>								
<b>Department: 447 Streets</b>								
Business Unit: 516 Drains								
Principal	235,420	240,469	246,159	246,159	250,338	1.70%	200,145	162,036
Interest	36,977	30,143	25,249	25,249	19,408	-23.13%	14,080	9,257
Other Fees	6	13	-	2	4	100.00%	5	5
<b>Total DEBT SERVICE</b>	<b>272,404</b>	<b>270,625</b>	<b>271,408</b>	<b>271,410</b>	<b>269,750</b>	<b>-0.61%</b>	<b>214,230</b>	<b>171,298</b>
<b>Total Expenditures and Other Uses</b>	<b>18,093,568</b>	<b>12,866,494</b>	<b>14,539,464</b>	<b>15,860,660</b>	<b>16,849,250</b>	<b>6.23%</b>	<b>19,117,230</b>	<b>18,033,798</b>
<b>Surplus/(Use) of Fund Balance</b>	<b>(2,743,454)</b>	<b>3,040,340</b>	<b>1,089,102</b>	<b>(112,700)</b>	<b>(69,899)</b>	<b>-37.98%</b>	<b>(3,025,002)</b>	<b>(2,012,885)</b>
<b>Beginning Fund Balance</b>	<b>9,713,559</b>	<b>6,970,105</b>	<b>10,010,444</b>	<b>10,010,444</b>	<b>11,099,546</b>	<b>10.88%</b>	<b>11,029,647</b>	<b>8,004,645</b>
<b>Ending Fund Balance</b>	<b>\$ 6,970,105</b>	<b>\$ 10,010,444</b>	<b>\$ 11,099,546</b>	<b>\$ 9,897,744</b>	<b>\$ 11,029,647</b>	<b>11.44%</b>	<b>\$ 8,004,645</b>	<b>\$ 5,991,760</b>



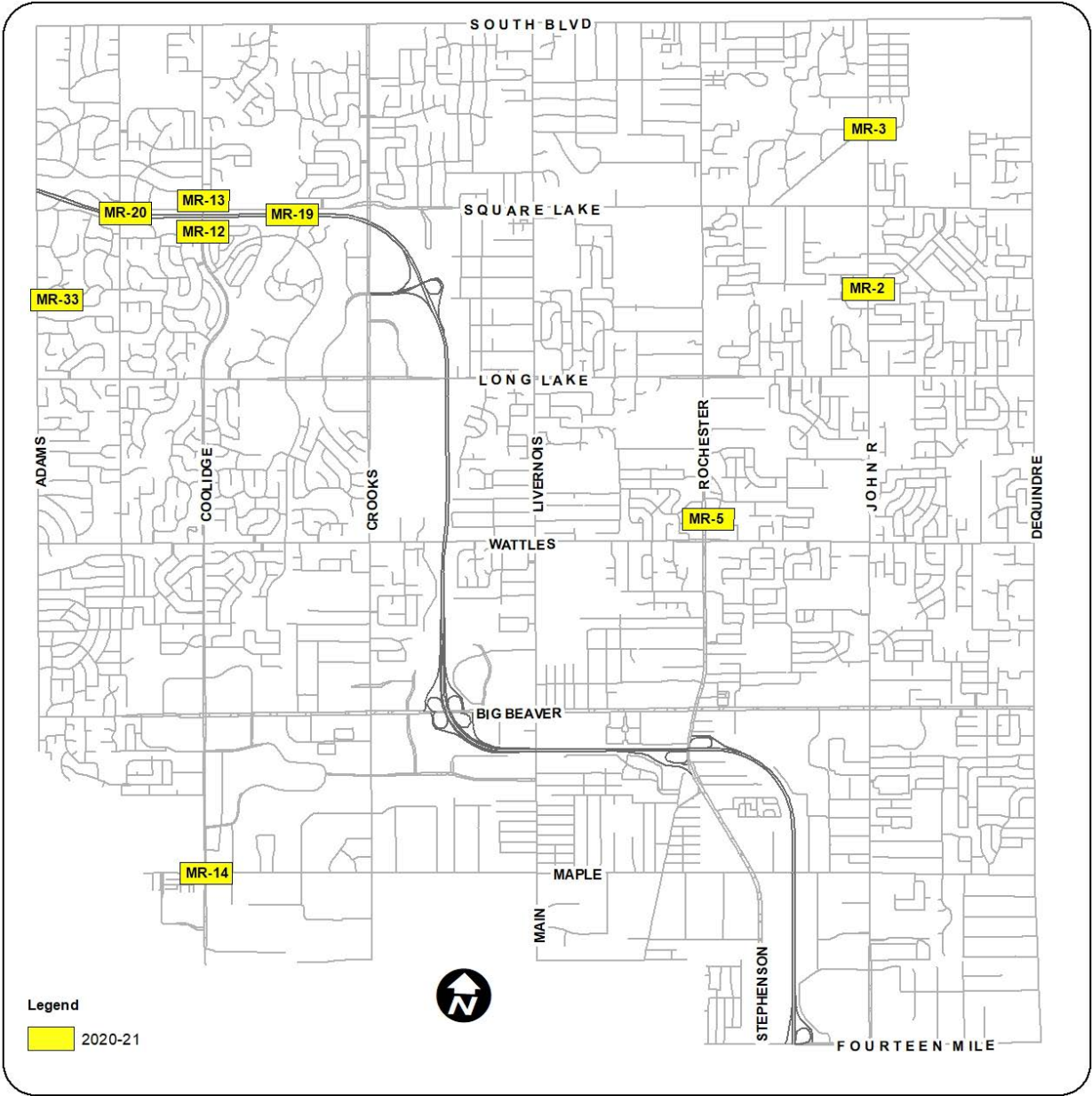
**Special Assessment Fund  
Revenues Expenditures and Fund Balance**

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>REVENUE</b>								
Interest & Rent	\$ 596	\$ 505	-	-	-	0.00%	-	-
Other Revenue	6,222	-	-	-	-	0.00%	-	-
<b>REVENUE</b>	<b>6,817</b>	<b>505</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>6,817</b>	<b>505</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>OTHER FINANCING USES</b>								
Operating Transfers Out	596	-	-	-	-	0.00%	-	-
<b>OTHER FINANCING USES</b>	<b>596</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>596</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>SURPLUS (USE) OF FUND BALANCE</b>	<b>6,222</b>	<b>505</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
Beginning Fund Balance	-	6,222	6,727	6,727	6,727	0.00%	6,727	6,727
Ending Fund Balance	\$ 6,222	\$ 6,727	\$ 6,727	\$ 6,727	\$ 6,727	0.00%	\$ 6,727	\$ 6,727





Major Roads





## Major Roads

## MAJOR ROADS 2021 BUDGET (401.447.479)

Map Number	Project Number	Project Name	Total Project Cost	Total City Cost	Other Sources	2020 Amended Budget	2020 Expenditure to 6/30/20	2020 Balance at 6/30/20	Proposed 2021 Budget	Comments
MR-2	7989.022035	John R, Long Lake to Square Lake	8,425,000	1,685,000	7,200,000	753,000	753,000	-	200,000	Widen & Reconstruct
MR-3	7989.022045	John R, Square Lake to South Blvd.	8,425,000	1,685,000	7,200,000	753,000	753,000	-	200,000	Widen & Reconstruct
MR-5	7989.022065	Rochester, Barclay to Trinway	21,000,000	4,200,000	14,400,000	200,000	50,000	150,000	200,000	Widen & Reconstruct
	7989.201035	Maple at Rochester Traffic Signal	250,000	125,000	125,000	125,000	125,000	-	-	TS - RCOC \$125k
	7989.201045	Long Lake at Coolidge Traffic Signal	300,000	150,000	150,000	150,000	150,000	-	-	TS - RCOC \$150k
MR-12		Coolidge at Square Lake Traffic Signal	300,000	300,000	-	-	-	-	300,000	TS - 100% City
MR-13	7989.201055	Coolidge Under I75 (Betterment)	300,000	300,000	-	200,000	30,000	170,000	300,000	Widen & Reconstruct Beyond MDOT Work
MR-14		Coolidge at Maple Traffic Signal	300,000	150,000	150,000	-	-	-	150,000	TS - 50% Troy - 25% RCOC - 25% Bham
MR-19	7989.171025	Square Lake, Coolidge to Crooks	800,000	800,000	-	-	-	-	800,000	Mill & Overlay
MR-20	7989.151125	Square Lake, Adams to Coolidge	1,100,000	1,100,000	-	-	-	-	1,100,000	Mill & Overlay
MR-30	7989.201065	Oakland Co. Local Road Imp. Program	2,040,000	1,020,000	170,000	456,000	458,000	(2,000)	340,000	OCLRP \$170k
MR-33	7989.211015	Adams, Long Lake to Square Lake	1,600,000	100,000	1,500,000	-	-	-	100,000	NHPP - \$1M
MR-44	7975	Streets Equipment Garage Exhaust Fans	28,000	28,000	-	-	-	-	28,000	By DPW
MR-45	7978	DPW Equipment	60,000	60,000	-	60,000	59,000	-	60,000	By DPW
MR-46	7989.151056	Tri-Party	600,000	200,000	400,000	600,000	193,000	407,000	450,000	1/3 City - 1/3 County - 1/3 Board
MR-49	7989.300	Industrial Road Maintenance	650,000	4,060,000	-	1,000,000	1,050,000	(50,000)	1,500,000	By DPW
MR-50	7989.500	Slab Replacement - Major Roads	400,000	600,000	-	-	-	-	500,000	By DPW
<b>TOTALS:</b>			<b>46,578,000</b>	<b>16,563,000</b>	<b>31,295,000</b>	<b>4,297,000</b>	<b>3,621,000</b>	<b>675,000</b>	<b>6,228,000</b>	
<b>Revenue (Federal Funds):</b>							<b>40,000</b>		<b>160,000</b>	
<b>Revenue (State Grants):</b>							<b>-</b>		<b>-</b>	
<b>Revenue (Tri-Party/NHPP/RCOC):</b>							<b>200,000</b>		<b>600,000</b>	



## Major Roads

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

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

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

- ◆ Reconstruction and Widening
- ◆ Maintenance

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

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

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

This project reconstructed and widened John R, from Long Lake to Square Lake from an existing 2-lane road to a new 3-lane asphalt pavement with right turn lanes at side streets. Included in the project were new traffic signals, concrete sidewalk on the east side, asphalt path on the west side and underground utilities where required. Federal funds were obligated to pay for approximately 80% of the project cost. Final cleanup and restoration is anticipated to be complete in the summer of 2020.

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

This project reconstructed and widened John R, from Square Lake 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 were new traffic signals, concrete sidewalk on the east side, asphalt path on the west side and underground utilities where required. Federal funds were obligated to pay for approximately 80% of the project cost. Final cleanup and restoration is anticipated to be complete in the summer of 2020.



## Major Roads

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

This project will reconstruct and widen Rochester, from Barclay to Trinway from an existing 5-lane road to a new 6-lane concrete boulevard. Included in the project are new traffic signals, concrete sidewalks and underground utilities where required. Federal funds for the design phase have been obligated and are available. The right-of-way and construction phases are approved for federal funding in 2021 and 2023 respectively. Federal funds will pay for approximately 80% of the project cost.

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

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

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

This project will widen Coolidge under I75 to provide a northbound 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 with City funds.

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

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

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

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

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

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

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

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



## Major Roads

### ***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. Federal funds will pay for approximately 80% of the project cost. The local match is shared by the RCOC and Troy.

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

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

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

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

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

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

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

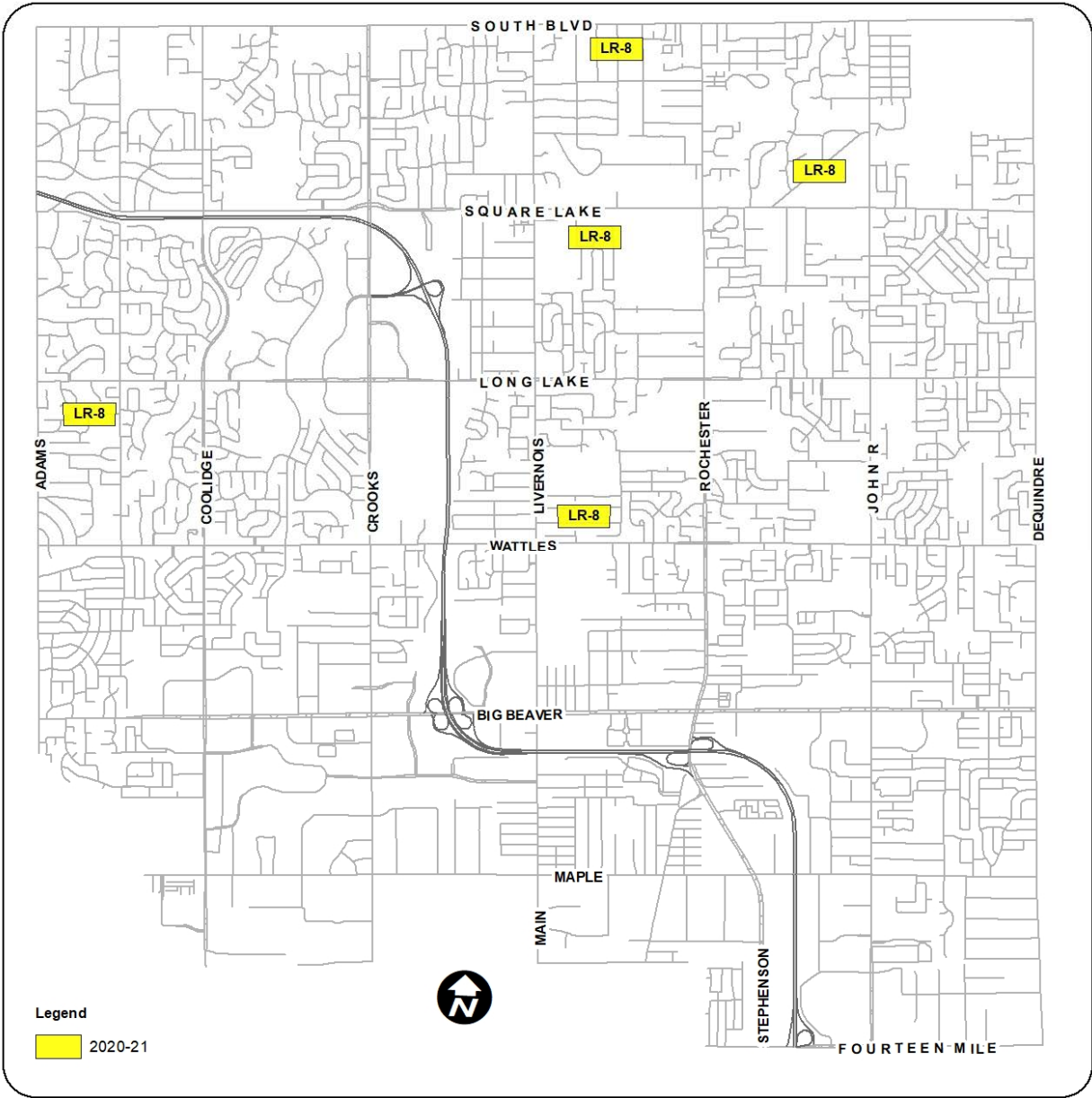
Project locations are determined annually based on the City's Pavement Management System and field inspections, and are not typically delineated on the CIP map. This work involves removal and replacement of failed concrete pavement to repair and extend the life of the pavement or mill and overlay projects.

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

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



Local Roads





Local Roads

LOCAL ROADS 2021 BUDGET (401.447.499)										
Map Number	Project Number	Project Name	Total Project Cost	Total City Cost	Other Sources	2020 Amended Budget	2020 Expenditure to 6/30/20	2020 Balance at 6/30/20	Proposed 2021 Budget	Comments
	7989.500	Concrete Slab Replacement	1,000,000	1,000,000	-	1,000,000	1,000,000	-	-	By DPW
LR-1	7989.500	Concrete Slab Replacement	1,500,000	1,500,000	-	-	-	-	1,500,000	By DPW
	7989.400	Asphalt Pavement Overlay	1,900,000	1,900,000	-	1,500,000	1,900,000	(400,000)	-	Sec. 30
LR-8	7989.400	Asphalt Pavement Overlay	2,000,000	2,000,000	-	-	-	-	2,000,000	Sec. 2,3,10,15,18 & 22
TOTALS:			6,400,000	6,400,000	-	2,500,000	2,900,000	(400,000)	3,500,000	



## 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)***

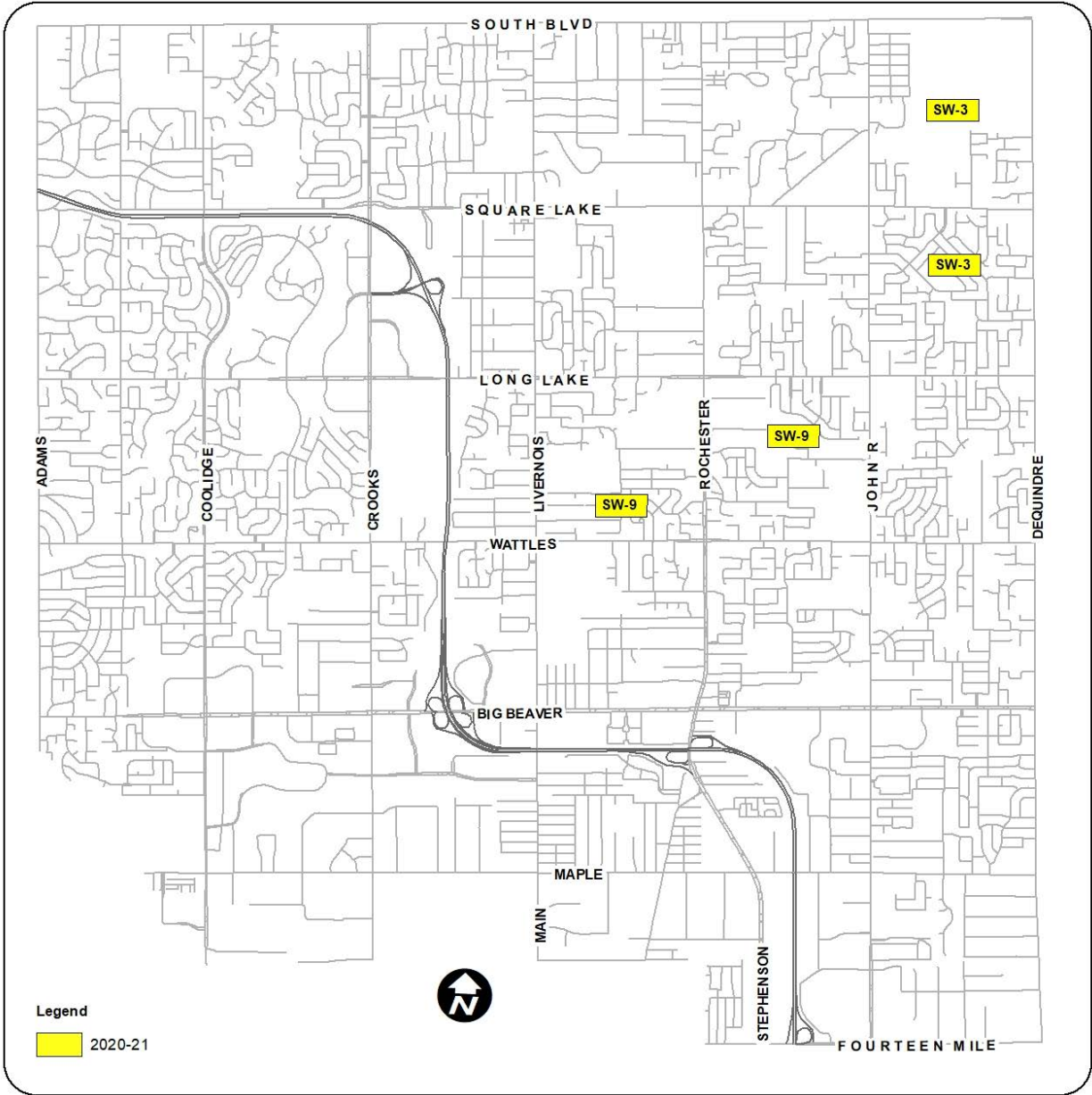
Concrete slab replacement removes and replaces spot sections of failed concrete pavement. Using PASER ratings in conjunction with our Roadsoft Pavement Management software and field verification, the Department of Public Works (DPW) identifies specific locations within sections throughout the City and 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, 3, 10, 15, 18 & 22)***

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



Sidewalks





## Sidewalks

### SIDEWALKS 2021 BUDGET (401.447.513)

Map Number	Project Number	Project Name	Total Project Cost	Total City Cost	Other Sources	2020 Amended Budget	2020 Expenditure to 6/30/20	2020 Balance at 6/30/20	Proposed 2021 Budget	Comments
	7989.700	Residential & Major	490,000	334,000	156,000	500,000	500,000	-	-	By DPW
SW-3	7989.700	Residential - Sec. 1 & 12	390,000	234,000	156,000	-	-	-	390,000	By DPW
SW-9	7989.700	Major Roads - Sec. 14 & 15	100,000	100,000	-	-	-	-	100,000	By DPW
SW-13	7989.650	New Construction	10,000	10,000	-	-	-	-	10,000	By DPW
<b>TOTALS:</b>			<b>990,000</b>	<b>678,000</b>	<b>312,000</b>	<b>500,000</b>	<b>500,000</b>	<b>-</b>	<b>500,000</b>	
<b>Revenue (Sidewalk Replacement Program):</b>							<b>156,000</b>		<b>156,000</b>	Paid by Resident for Sidewalk Repairs (40%)



## Sidewalks

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

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

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

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

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

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

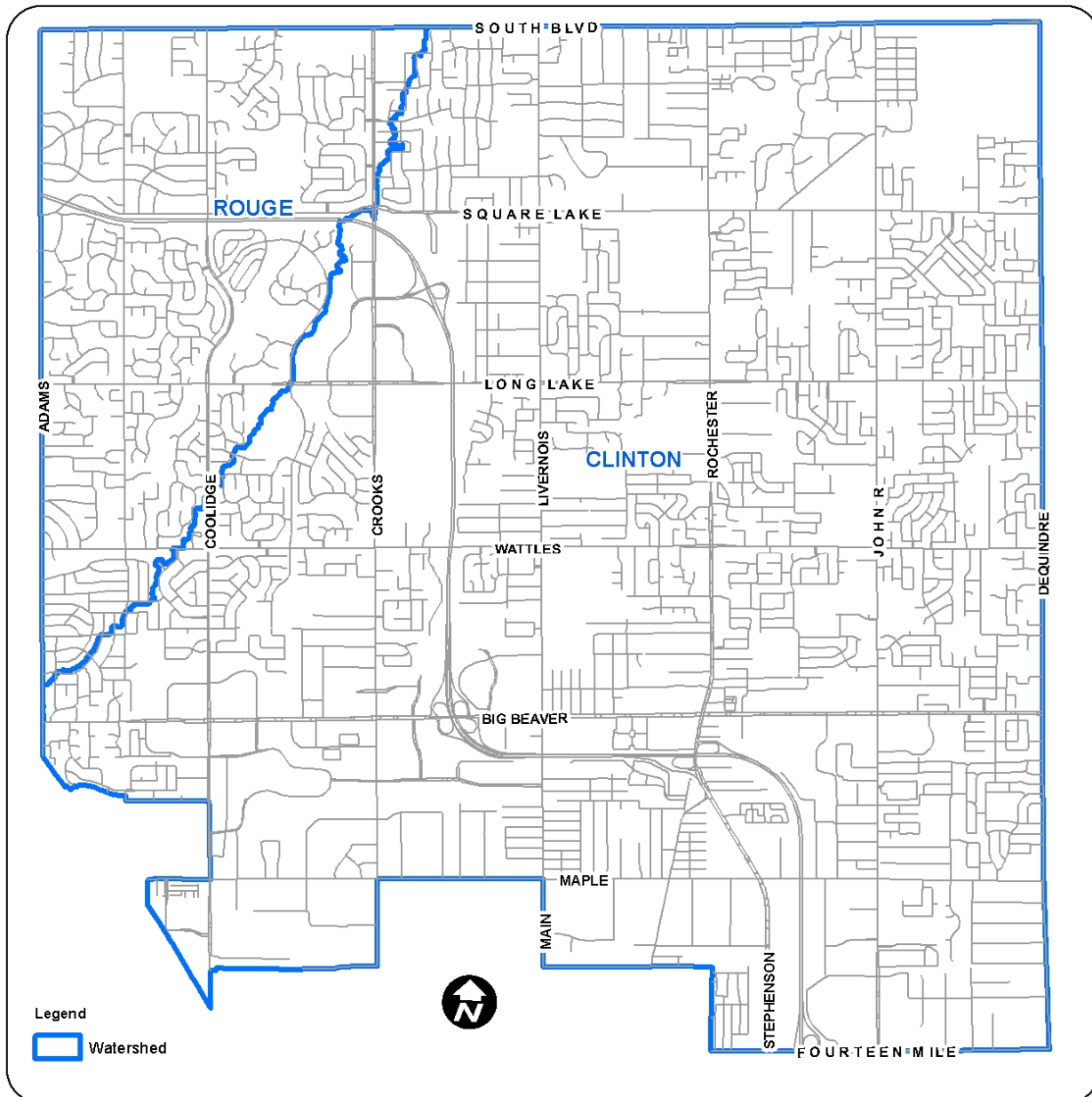
This project will be paid for entirely by City funds.

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

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



## Drain Fund





## Drain Fund

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 Environment, Great Lakes & Energy (EGLE) 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

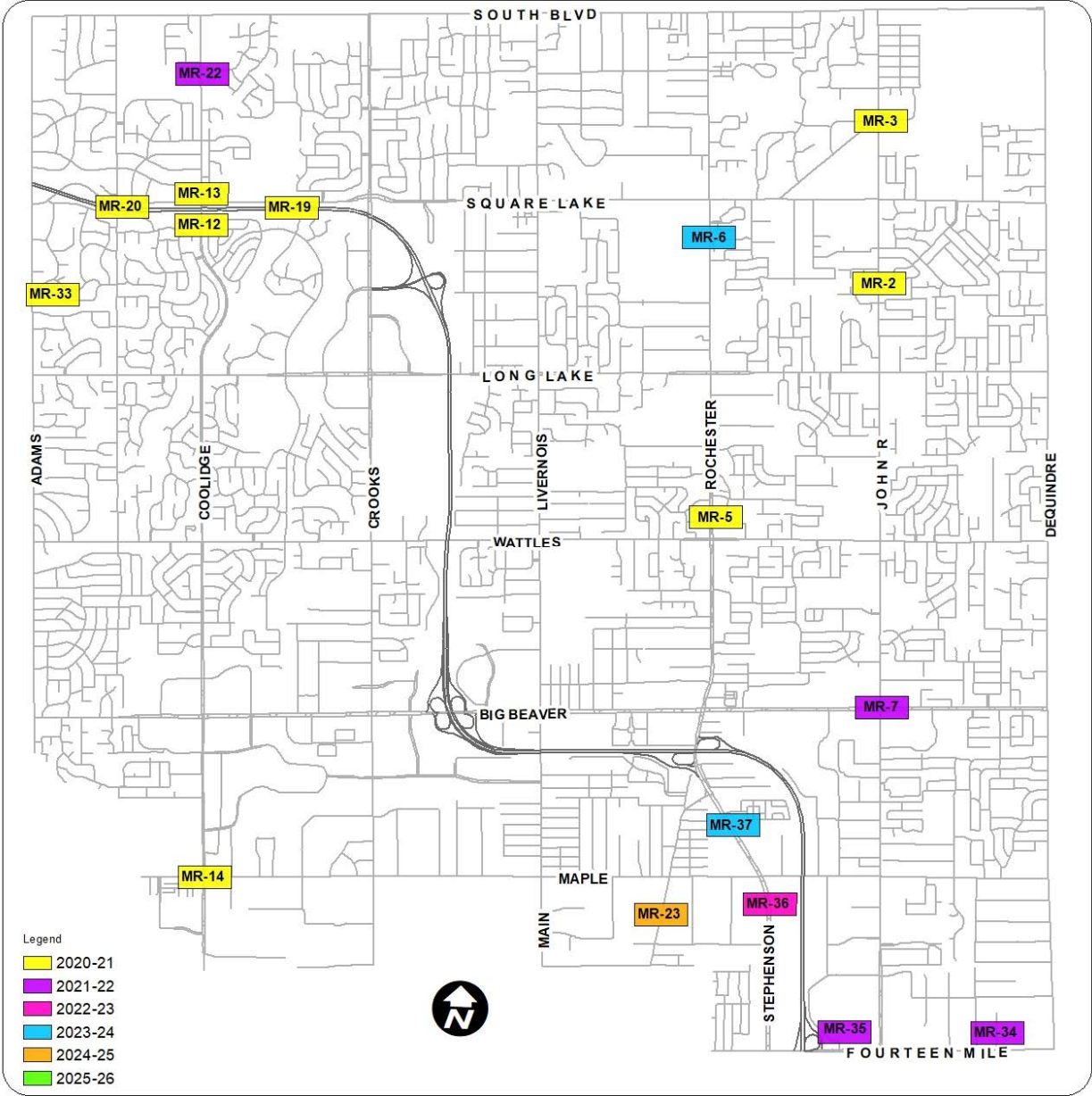
These measures are addressed through the Clinton River Red Run Subwatershed Management Plan; the Rouge River Main 1-2 Subwatershed Management Plan; the City's Stormwater Pollution Prevention Initiative; and the City's development standards and public works standard practices. Each fall the City must 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
				2021	2022	2023	2024	2025	2026	
MR-2	John R, Long Lake to Square Lake	8,425,000	1,685,000	200,000	-	-	-	-	-	Widen & Reconstruct
MR-3	John R, Square Lake to South Blvd.	8,425,000	1,685,000	200,000	-	-	-	-	-	Widen & Reconstruct
MR-5	Rochester, Barclay 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-6	Rochester, Long Lake to South Blvd	524,000	105,000	-	-	-	524,000	-	-	Concrete Pavement Replacement
MR-7	Automation Alley/Smart Zone Ped Crossing	250,000	250,000	-	250,000	-	-	-	-	Pedestrian Crossing
MR-12	Coolidge at Square Lake Traffic Signal	300,000	300,000	300,000	-	-	-	-	-	Traffic Signal - 100% City
MR-13	Coolidge under I75 (Betterment)	300,000	300,000	300,000	-	-	-	-	-	Widen & Reconstruct beyond MDOT Work
MR-14	Coolidge at Maple Traffic Signal	300,000	150,000	150,000	-	-	-	-	-	Traffic Signal - 50% City - 25% RCOC - 25% Bham
MR-19	Square Lake, Coolidge to Crooks	800,000	800,000	800,000	-	-	-	-	-	Mill & Overlay
MR-20	Square Lake, Adams to Coolidge	1,100,000	1,100,000	1,100,000	-	-	-	-	-	Mill & Overlay
MR-22	Coolidge, Square Lake to South Blvd	1,000,000	1,000,000	-	1,000,000	-	-	-	-	Mill & Overlay
MR-23	Rochester, Elmwood to Maple	625,000	625,000	-	-	-	-	625,000	-	Mill & Overlay
MR-30	Oakland Co. Local Road Imp. Program	2,040,000	1,020,000	340,000	340,000	340,000	340,000	340,000	340,000	OCLRP - \$170k
MR-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	2,000,000	2,000,000	-	-	2,000,000	-	-	-	Mill & Overlay
MR-37	Stephenson, Maple to I75	2,000,000	2,000,000	-	-	-	2,000,000	-	-	Mill & Overlay
MR-44	Streets Equipment Garage Exhaust Fan	28,000	28,000	28,000	-	-	-	-	-	By DPW
MR-45	DPW Equipment	360,000	360,000	60,000	60,000	60,000	60,000	60,000	60,000	By DPW
MR-46	Tri-Party	3,600,000	1,200,000	450,000	600,000	600,000	600,000	600,000	600,000	1/3 City - 1/3 County - 1/3 Board
MR-49	Industrial Road Maintenance	6,500,000	6,500,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	Various Locations
MR-50	Slab Replacement - Major Roads	4,000,000	4,000,000	500,000	500,000	500,000	500,000	1,000,000	1,000,000	Various Locations
<b>TOTAL:</b>		67,877,000	29,543,000	6,228,000	6,485,000	7,000,000	6,024,000	4,625,000	3,000,000	
<b>Revenue:</b>				760,000	2,600,000	2,600,000	1,019,000	600,000	600,000	





## 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 reconstructed and widened John R, from Long Lake to Square Lake from an existing 2-lane road to a new 3-lane asphalt pavement with right turn lanes at side streets. Included in the project were new traffic signals, concrete sidewalk on the east side, asphalt path on the west side and underground utilities where required. Federal funds were obligated to pay for approximately 80% of the project cost. Final cleanup and restoration is anticipated to be complete in the summer of 2020.

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

This project reconstructed and widened John R, from Square Lake 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 were new traffic signals, concrete sidewalk on the east side, asphalt path on the west side and underground utilities where required. Federal funds were obligated to pay for approximately 80% of the project cost. Final cleanup and restoration is anticipated to be complete in the summer of 2020.

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

This project will reconstruct and widen Rochester, from Barclay to Trinway from an existing 5-lane road to a new 6-lane concrete boulevard. Included in the project are new traffic signals, concrete sidewalks and underground utilities where required. Federal funds for the design phase have been obligated and are available. The right-of-way and construction phases are approved for federal funding in 2021 and 2023 respectively. Federal funds will pay for approximately 80% of the project cost.



## 6 Year Capital Improvement Plan Major Roads Fund

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

National Highway Performance Program (NHPP) federal funds were approved for 2024 for concrete pavement replacement on Rochester Road, from Long Lake to South Blvd. This project involves the removal and replacement of failed concrete pavement to repair and extend the life of the pavement on Rochester Road, north of the new boulevard section. The intent is to include the concrete pavement replacement work as part of the Rochester Road, Barclay to Trinway project to allow for coordination of traffic and economies of scale.

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

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

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

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

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

This project will widen Coolidge under I75 to provide a northbound 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 with City funds.

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

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

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

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

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

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



## 6 Year Capital Improvement Plan Major Roads Fund

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

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

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

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

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

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

### ***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 ADA 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 ADA requirements. Federal funds will pay for approximately 80% of the project cost. The local match is shared by the RCOC, Madison Heights and Troy.

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

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

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

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



## 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 ADA requirements. This project will be paid for entirely with City funds.

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

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

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

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

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

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

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

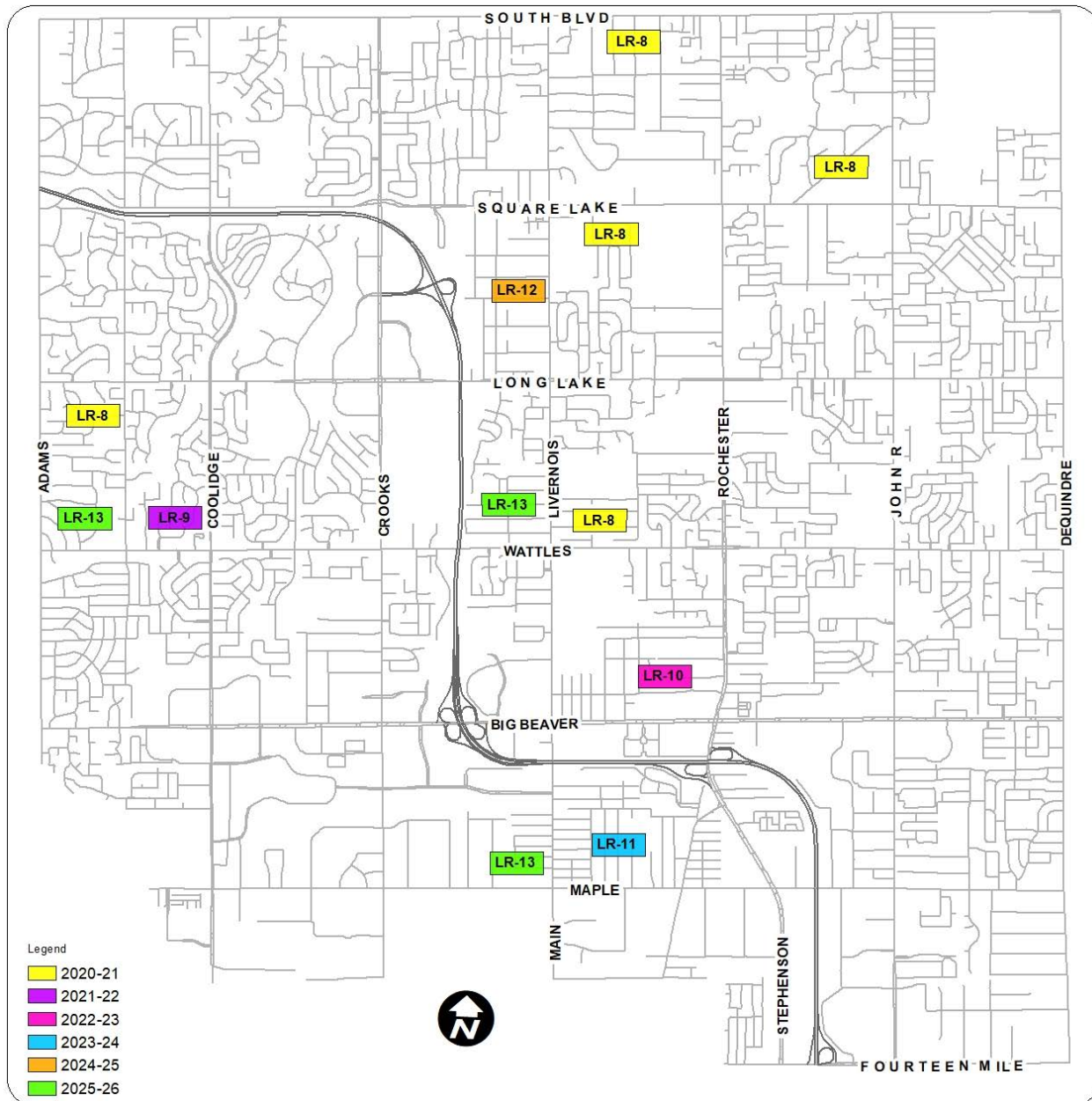
Project locations are determined annually based on the City's Pavement Management System and field inspections, and are not typically delineated on the 6-year CIP map. This work involves removal and replacement of failed concrete pavement to repair and extend the life of the pavement or mill and overlay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

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

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



## 6 Year Capital Improvement Plan Local Roads





### 6 Year Capital Improvement Plan Local Roads

#### 6 Year CIP - Local Roads

Map Number	Project Name	Total Project Cost	Total City Cost	Proposed						Comments
				2021	2022	2023	2024	2025	2026	
LR-1	Concrete Slab Replacement	1,500,000	1,500,000	1,500,000	-	-	-	-	-	By DPW
LR-2	Concrete Slab Replacement	1,700,000	1,700,000	-	1,700,000	-	-	-	-	By DPW
LR-3	Concrete Slab Replacement	1,300,000	1,300,000	-	-	1,300,000	-	-	-	By DPW
LR-4	Concrete Slab Replacement	1,100,000	1,100,000	-	-	-	1,100,000	-	-	By DPW
LR-5	Concrete Slab Replacement	1,500,000	1,500,000	-	-	-	-	1,500,000	-	By DPW
LR-6	Concrete Slab Replacement	1,500,000	1,500,000	-	-	-	-	-	1,500,000	By DPW
LR-8	Asphalt Pavement Overlay - Sec. 2,3,10,15,18 & 22	2,000,000	2,000,000	2,000,000	-	-	-	-	-	By Engineering
LR-9	Asphalt Pavement Overlay - Sec. 18	1,800,000	1,800,000	-	1,800,000	-	-	-	-	By Engineering
LR-10	Asphalt Pavement Overlay - Sec. 22	2,200,000	2,200,000	-	-	2,200,000	-	-	-	By Engineering
LR-11	Asphalt Pavement Overlay - Sec. 27	2,400,000	2,400,000	-	-	-	2,400,000	-	-	By Engineering
LR-12	Asphalt Pavement Overlay - Sec. 9	2,000,000	2,000,000	-	-	-	-	2,000,000	-	By Engineering
LR-13	Asphalt Pavement Overlay - Sec. 16,18 & 28	2,000,000	2,000,000	-	-	-	-	-	2,000,000	By Engineering
<b>TOTALS:</b>		21,000,000	21,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	



## 6 Year Capital Improvement Plan Local Roads

The City of Troy is responsible for the maintenance of approximately 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, which 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, 3, 10, 15, 18 & 22)***

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

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

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

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

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





## 6 Year Capital Improvement Plan Local Roads

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

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

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

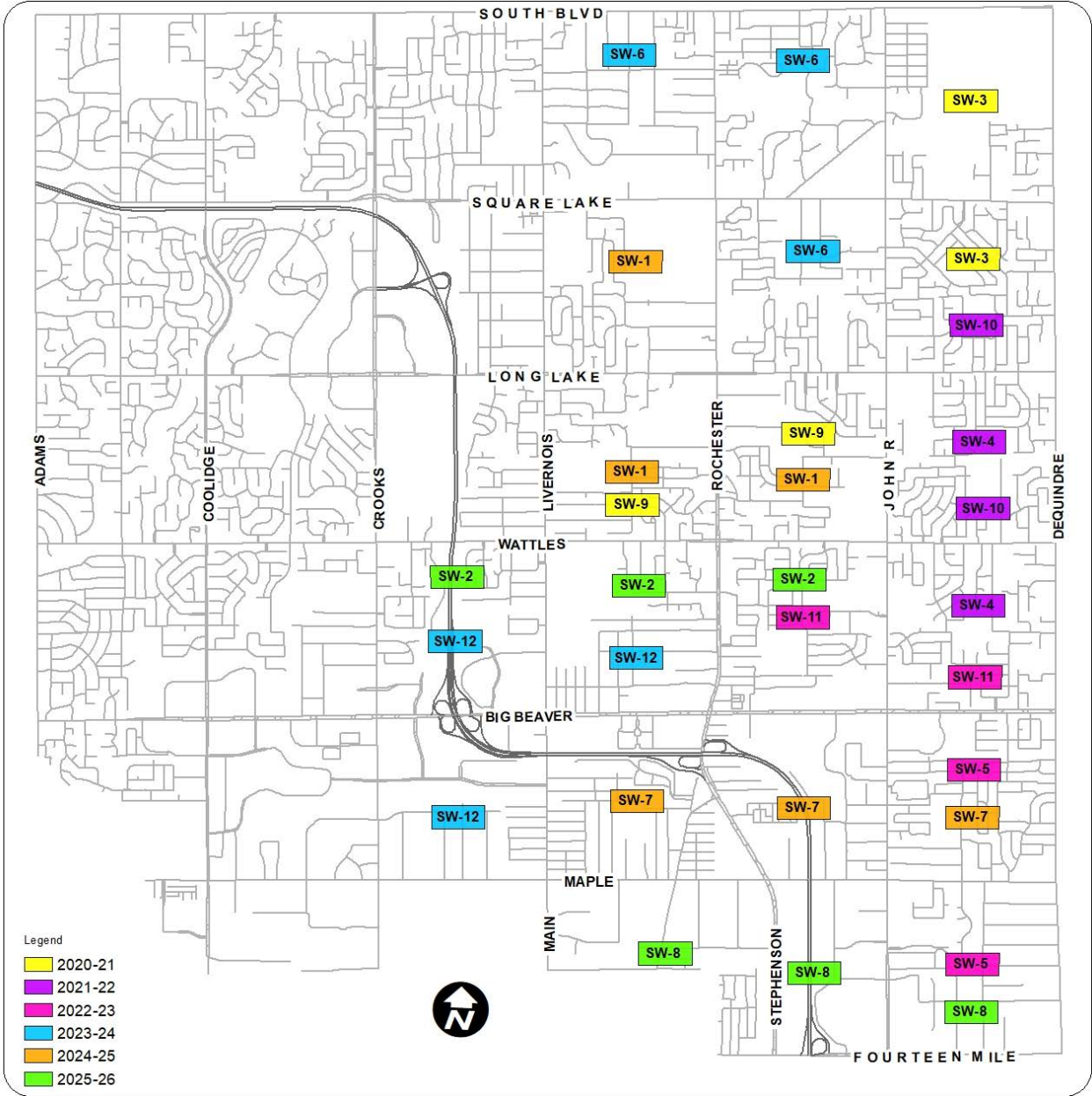
The local roads in the following areas will be targeted for asphalt pavement overlays: Section 9 - Houghten, Wright, Daniels, Deinmore, Virgilia, Niles, Haldane, Florence, Blanche, Habrand, McKinley, Stalwart and Fabius. The work will include milling (grinding) of the existing pavement and then placing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

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

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 16 - Hart, Webb, Paragon, Carter, Lange and Virgilia; Section 18 - Hylane, Pine Hill, Butternut Hill, Walnut Hill, Chestnut Hill, Rouge Circle, Juniper Court and Bronson; Section 28 - Olympia, Tacoma, Regents, Biltmore, Cloveridge, 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

253

6 Year CIP - Sidewalks										
Map Number	Project Name	Total Project Cost	Total City Cost	Proposed						Comments
				2021	2022	2023	2024	2025	2026	
SW-1	Residential - Sec. 10, 14 & 15	390,000	234,000	-	-	-	-	390,000	-	By DPW
SW-2	Residential - Sec. 21, 22 & 23	390,000	234,000	-	-	-	-	-	390,000	By DPW
SW-3	Residential - Sec. 1 & 12	390,000	234,000	390,000	-	-	-	-	-	By DPW
SW-4	Residential - Sec. 13 & 24	390,000	234,000	-	390,000	-	-	-	-	By DPW
SW-5	Residential - Sec. 25 & 36	390,000	234,000	-	-	390,000	-	-	-	By DPW
SW-6	Residential - Sec. 2,3 & 11	390,000	234,000	-	-	-	390,000	-	-	By DPW
SW-7	Major Roads - Sec. 25, 26 & 27	100,000	100,000	-	-	-	-	100,000	-	By DPW
SW-8	Major Roads - Sec. 34, 35 & 36	100,000	100,000	-	-	-	-	-	100,000	By DPW
SW-9	Major Roads - Sec. 14 & 15	100,000	100,000	100,000	-	-	-	-	-	By DPW
SW-10	Major Roads - Sec. 12 & 13	100,000	100,000	-	100,000	-	-	-	-	By DPW
SW-11	Major Roads - Sec. 23 & 24	100,000	100,000	-	-	100,000	-	-	-	By DPW
SW-12	Major Roads - Sec. 21, 22 & 28	100,000	100,000	-	-	-	100,000	-	-	By DPW
SW-13	New Construction	60,000	60,000	10,000	10,000	10,000	10,000	10,000	10,000	By DPW
<b>TOTALS:</b>		3,000,000	2,064,000	500,000	500,000	500,000	500,000	500,000	500,000	
<b>Revenue (Sidewalk Replacement Program):</b>				156,000	156,000	156,000	156,000	156,000	156,000	Paid by Resident for Sidewalk Repairs (40%)



## 6 Year Capital Improvement Plan Sidewalks

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

This project will be paid for entirely by City funds.

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

This project will be paid for entirely by City funds.



## 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)***

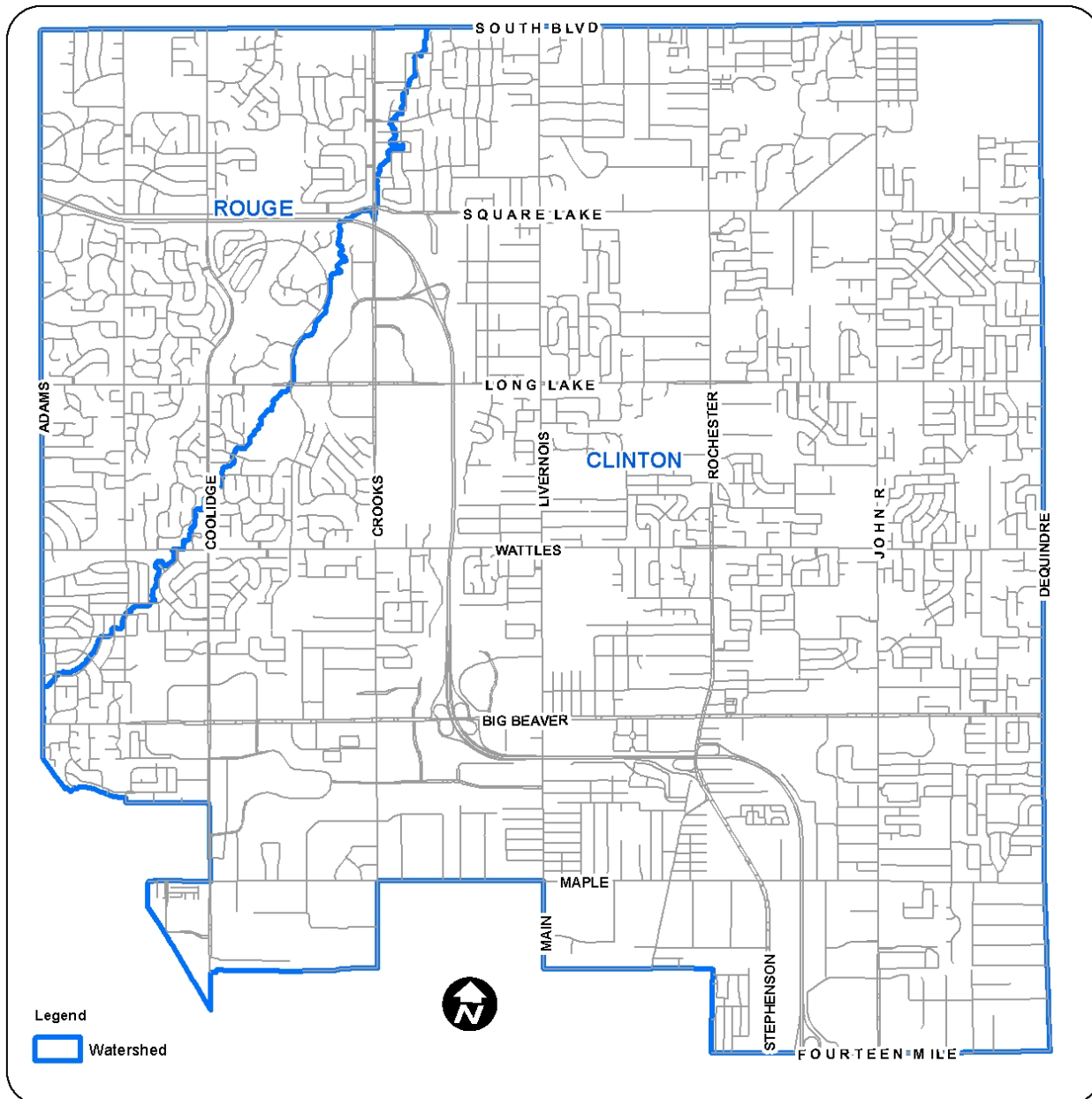
This project will be paid for entirely by City funds.

### ***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 Environment, Great Lakes & Energy (EGLE) 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

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**2020/2021 BUDGET**





## Golf Course Summaries

# Golf Courses

Recreation Director.....Elaine S. Bo

### MISSION STATEMENT

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	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Sylvan Glen Rounds	45,848	43,921	46,000	46,790
Sanctuary Lake Rounds	41,700	36,500	40,580	40,290

### Notes on Performance Indicators



## Golf Course Summaries

### SUMMARY OF BUDGET CHANGES

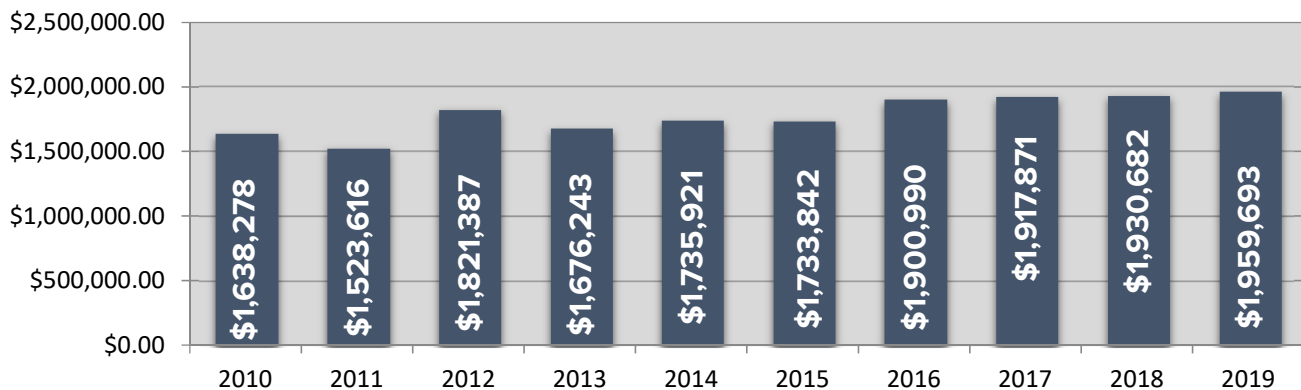
- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget**

As in all past years Sanctuary Lake operating income is not expected to cover debt service costs of \$856 thousand.

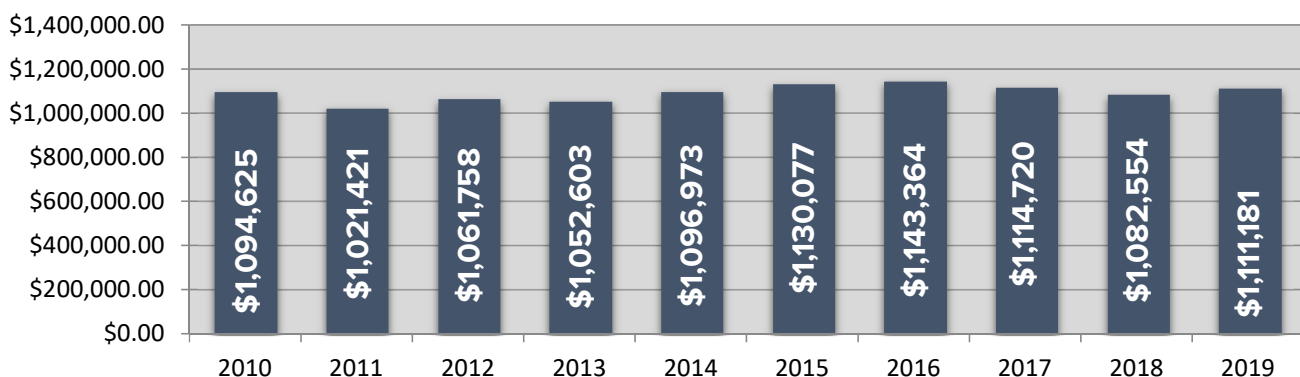
Personnel								
Summary	2017 Budget		2018 Budget		2019 Budget		2020 Budget	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Greens	0	0	0	0	0	0	0	0
Pro Shop	0	0	0	0	0	0	0	0
<b>Total Department</b>	<b>*0</b>	<b>*0</b>	<b>*0</b>	<b>*0</b>	<b>*0</b>	<b>*0</b>	<b>*0</b>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

### EXPENSE HISTORY

- Expense History - Sanctuary Lake Golf Course**



- Expense Budget History - Sylvan Glen Golf Course**





**Sanctuary Lake Golf Course  
Revenues Expenditures and Fund Balance**

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>REVENUE</b>								
Charges For Services	\$ 1,781,279	\$ 1,778,488	\$ 1,702,230	\$ 1,684,470	\$ 1,738,800	3.23%	\$ 1,789,360	\$ 1,841,420
Other Revenue	-	23,983	-	-	-	0.00%	-	-
<b>REVENUE</b>	<b>1,781,279</b>	<b>1,802,470</b>	<b>1,702,230</b>	<b>1,684,470</b>	<b>1,738,800</b>	<b>3.23%</b>	<b>1,789,360</b>	<b>1,841,420</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>1,781,279</b>	<b>1,802,470</b>	<b>1,702,230</b>	<b>1,684,470</b>	<b>1,738,800</b>	<b>3.23%</b>	<b>1,789,360</b>	<b>1,841,420</b>
<b>EXPENDITURE</b>								
<b>Sanctuary Lake</b>								
Billy Casper	1,686,374	1,719,791	1,438,550	1,441,970	1,517,895	5.27%	1,553,370	1,586,740
City Expenses	244,308	239,902	890,570	890,570	860,880	-3.33%	829,740	895,850
Capital	-	-	11,340	69,000	106,610	54.51%	20,000	120,000
<b>Total Sanctuary Lake</b>	<b>1,930,682</b>	<b>1,959,693</b>	<b>2,340,460</b>	<b>2,401,540</b>	<b>2,485,385</b>	<b>3.49%</b>	<b>2,403,110</b>	<b>2,602,590</b>
<b>EXPENDITURE</b>	<b>1,930,682</b>	<b>1,959,693</b>	<b>2,340,460</b>	<b>2,401,540</b>	<b>2,485,385</b>	<b>3.49%</b>	<b>2,403,110</b>	<b>2,602,590</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>1,930,682</b>	<b>1,959,693</b>	<b>2,340,460</b>	<b>2,401,540</b>	<b>2,485,385</b>	<b>3.49%</b>	<b>2,403,110</b>	<b>2,602,590</b>
<b>SURPLUS (USE) OF FUND BALANCE</b>	<b>(149,404)</b>	<b>(157,223)</b>	<b>(638,230)</b>	<b>(717,070)</b>	<b>(746,585)</b>	<b>4.12%</b>	<b>(613,750)</b>	<b>(761,170)</b>
Beginning Fund Balance	(6,358,091)	(6,507,495)	(6,664,718)	(6,664,718)	(7,302,948)	9.58%	(8,049,533)	(8,663,283)
Ending Fund Balance	(\$ 6,507,495)	(\$ 6,664,718)	(\$ 7,302,948)	(\$ 7,381,788)	(\$ 8,049,533)	9.05%	(\$ 8,663,283)	(\$ 9,424,453)



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

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>REVENUE</b>								
Charges For Services	\$ 1,127,919	\$ 1,098,018	\$ 1,120,650	\$ 1,120,650	\$ 1,146,070	2.27%	\$ 1,174,740	\$ 1,198,240
Interest & Rent	170,407	170,400	182,400	182,400	182,400	0.00%	182,400	182,400
Other Revenue	-	20,833	-	-	-	0.00%	-	-
<b>REVENUE</b>	<b>1,298,326</b>	<b>1,289,250</b>	<b>1,303,050</b>	<b>1,303,050</b>	<b>1,328,470</b>	<b>1.95%</b>	<b>1,357,140</b>	<b>1,380,640</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>1,298,326</b>	<b>1,289,250</b>	<b>1,303,050</b>	<b>1,303,050</b>	<b>1,328,470</b>	<b>1.95%</b>	<b>1,357,140</b>	<b>1,380,640</b>
<b>EXPENDITURE</b>								
<b>Sylvan Glen</b>								
Billy Casper	1,068,369	1,092,150	1,059,510	1,064,790	1,090,200	2.39%	1,107,250	1,122,020
City Expenses	14,185	19,031	27,890	27,890	27,490	-1.43%	27,350	27,550
Capital	-	-	530,200	534,200	108,700	-79.65%	502,500	70,000
<b>Total Sylvan Glen</b>	<b>1,082,554</b>	<b>1,111,181</b>	<b>1,617,600</b>	<b>1,626,880</b>	<b>1,226,390</b>	<b>-24.62%</b>	<b>1,637,100</b>	<b>1,219,570</b>
<b>EXPENDITURE</b>	<b>1,082,554</b>	<b>1,111,181</b>	<b>1,617,600</b>	<b>1,626,880</b>	<b>1,226,390</b>	<b>-24.62%</b>	<b>1,637,100</b>	<b>1,219,570</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>1,082,554</b>	<b>1,111,181</b>	<b>1,617,600</b>	<b>1,626,880</b>	<b>1,226,390</b>	<b>-24.62%</b>	<b>1,637,100</b>	<b>1,219,570</b>
<b>SURPLUS (USE) OF FUND BALANCE</b>	<b>215,772</b>	<b>178,069</b>	<b>(314,550)</b>	<b>(323,830)</b>	<b>102,080</b>	<b>-131.52%</b>	<b>(279,960)</b>	<b>161,070</b>
Beginning Fund Balance	5,974,263	6,190,034	6,368,104	6,368,104	6,053,554	-4.94%	6,155,634	5,875,674
Ending Fund Balance	<b>\$ 6,190,034</b>	<b>\$ 6,368,104</b>	<b>\$ 6,053,554</b>	<b>\$ 6,044,274</b>	<b>\$ 6,155,634</b>	<b>1.84%</b>	<b>\$ 5,875,674</b>	<b>\$ 6,036,744</b>



## Aquatics

# Aquatics

Recreation Director.....Elaine S. Bo

### MISSION STATEMENT

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

### DEPARTMENT FUNCTIONS

#### • *Administration*

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

#### • *Aquatics Division*

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

### PERFORMANCE INDICATORS

Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Aquatic Center Admissions	40,136	41,681	40,025	39,875
Season Pass Attendance	14,007	13,075	13,425	12,670
Swim Lesson Registrations	546	566	510	485
Residents Daily Visits	10,837	10,716	10,110	10,013
Non-Resident Daily Visits	15,292	17,890	16,075	15,111

### Notes on Performance Indicators

- \* Unseasonable wet and cool weather



## Aquatics

## SUMMARY OF BUDGET CHANGES

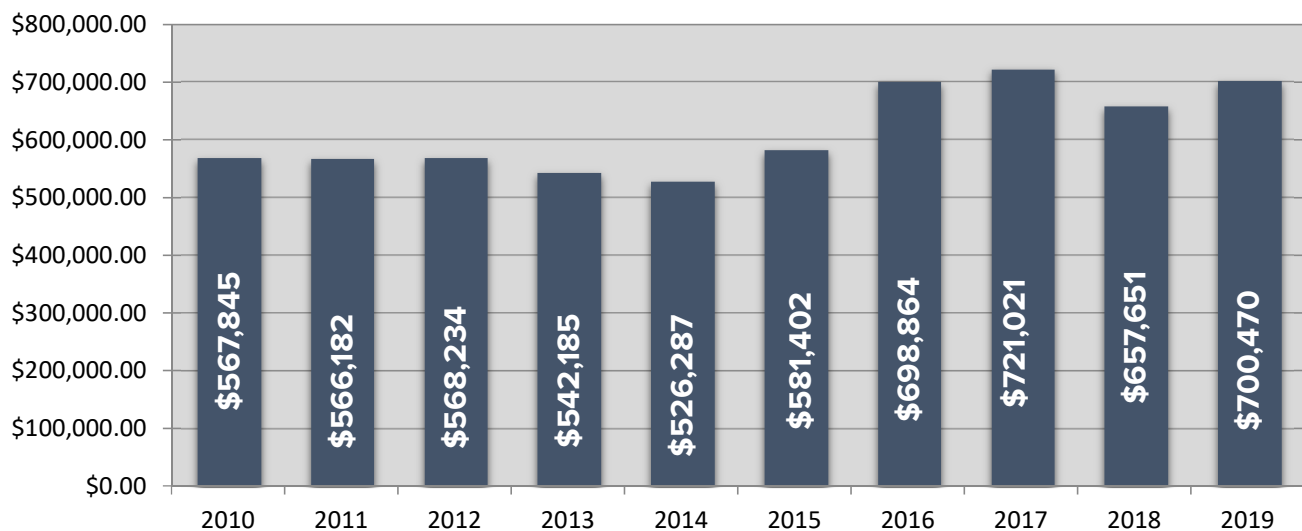
- Significant Notes - 2020/21 Budget Compared to 2019/20 Budget**

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

Personnel								
Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Aquatic Center	0	13.1	0	11.5	0	10.7	0	10.1
<b>Total Department</b>	<b>0</b>	<b>13.1</b>	<b>0</b>	<b>11.5</b>	<b>0</b>	<b>10.7</b>	<b>0</b>	<b>10.1</b>

## PERFORMANCE INDICATORS

- Expense History**



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



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

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>REVENUE</b>								
Charges For Services	\$ 569,807	\$ 532,805	\$ 577,000	\$ 588,000	\$ 590,000	0.34%	\$ 597,000	\$ 607,000
Interest & Rent	9,046	26,459	26,800	8,500	26,800	215.29%	27,900	28,400
Other Revenue	(483)	244	-	-	-	0.00%	-	-
<b>REVENUE</b>	<b>578,371</b>	<b>559,507</b>	<b>603,800</b>	<b>596,500</b>	<b>616,800</b>	<b>3.40%</b>	<b>624,900</b>	<b>635,400</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>578,371</b>	<b>559,507</b>	<b>603,800</b>	<b>596,500</b>	<b>616,800</b>	<b>3.40%</b>	<b>624,900</b>	<b>635,400</b>
<b>EXPENDITURE</b>								
<b>Aquatic Center</b>								
Operations	657,651	700,470	544,610	537,930	564,170	4.88%	576,600	586,560
Capital	-	-	125,000	100,000	200,000	100.00%	295,000	80,000
<b>Total Aquatic Center</b>	<b>657,651</b>	<b>700,470</b>	<b>669,610</b>	<b>637,930</b>	<b>764,170</b>	<b>19.79%</b>	<b>871,600</b>	<b>666,560</b>
<b>EXPENDITURE</b>	<b>657,651</b>	<b>700,470</b>	<b>669,610</b>	<b>637,930</b>	<b>764,170</b>	<b>19.79%</b>	<b>871,600</b>	<b>666,560</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>657,651</b>	<b>700,470</b>	<b>669,610</b>	<b>637,930</b>	<b>764,170</b>	<b>19.79%</b>	<b>871,600</b>	<b>666,560</b>
<b>SURPLUS (USE) OF FUND BALANCE</b>	<b>(79,280)</b>	<b>(140,963)</b>	<b>(65,810)</b>	<b>(41,430)</b>	<b>(147,370)</b>	<b>255.71%</b>	<b>(246,700)</b>	<b>(31,160)</b>
<b>Beginning Fund Balance</b>	<b>968,299</b>	<b>889,019</b>	<b>748,056</b>	<b>748,056</b>	<b>682,246</b>	<b>-8.80%</b>	<b>534,876</b>	<b>288,176</b>
<b>Ending Fund Balance</b>	<b>\$ 889,019</b>	<b>\$ 748,056</b>	<b>\$ 682,246</b>	<b>\$ 706,626</b>	<b>\$ 534,876</b>	<b>-24.31%</b>	<b>\$ 288,176</b>	<b>\$ 257,016</b>



## Water and Sewer Summary

# Water & Sewer

**Public Works Director.....Kurt Bovensiep**  
**Water and Sewer Operations Manager.....Paul Troser**

### MISSION STATEMENT

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

### DEPARTMENT FUNCTIONS

#### • *Water and Sewer Billing and Accounts*

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

#### • *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	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Service Request Received	2,040	2,971	2,750	2,800
New Water Taps	159	175	170	170
New Water Meter Installations	159	175	170	170
Backflow Compliance Notices	12,173	12,071	12,125	12,135
Repaired Water Main Breaks	17	30	20	25
Valves Turned	4,900	4,100	4,750	4,800
Miss Dig Teletypes	9,558	10,361	10,500	10,600
Hydrants Winterized	5,985	6,050	6,077	6,100
Water Sample Testing	525	575	580	580
Sanitary Sewers Cleaned (feet)	575,660	356,153	422,167	450,000
Large Meter Exchanges	62	58	60	60
10 Year Meter Exchanges	1,200	1,029	1,100	1,100
Water & Sewer Customers	27,700	28,452	28,700	28,700
Miles of Water Main	535	540	548	555
Water Purchased from Detroit (MCF)	488,350	470,324	470,000	470,000
Miles of Sanitary Sewer	412	400	405	405
Sanitary Sewer Main Blockages	4	5	4	5

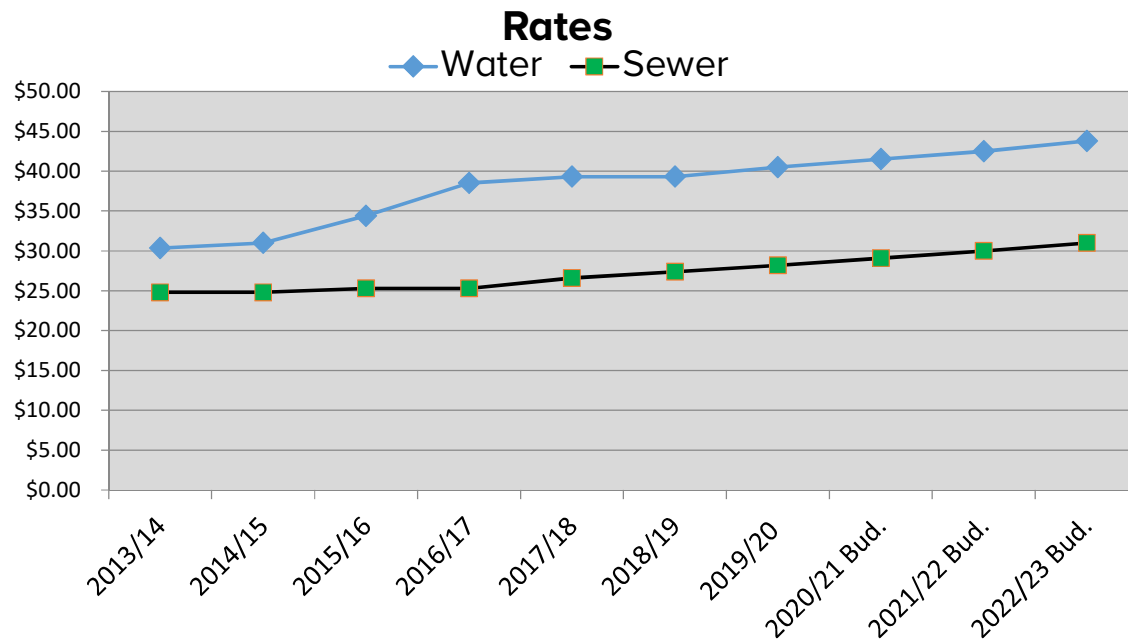
### Notes on Performance Indicators

Troy has experienced a large increase in development, both commercial and residential in 2019/20. This growth is expected to continue into 2020/21. 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 2020/21 fiscal year.



### Water and Sewer Summary



	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
	Rates	Rates	Rates	Rates	Rates	Rates	Rates	Rates	Rates	Rates
Water	\$30.35	\$31.00	\$34.40	\$38.50	\$39.30	\$39.30	\$40.50	\$41.50	\$42.50	\$43.80
Sewer	\$24.80	\$24.80	\$25.30	\$25.30	\$26.60	\$27.40	\$28.20	\$29.10	\$30.00	\$31.00
<b>Total</b>										
<b>Rate</b>	<b>\$55.15</b>	<b>\$55.80</b>	<b>\$59.70</b>	<b>\$63.80</b>	<b>\$65.90</b>	<b>\$66.70</b>	<b>\$68.70</b>	<b>\$70.60</b>	<b>\$72.50</b>	<b>\$74.80</b>

Rate										
Increase	\$ -	\$ 0.65	\$ 3.90	\$ 4.10	\$ 2.10	\$ 0.80	\$ 2.00	\$ 1.90	\$ 1.90	\$ 2.30
Percent	0.0%	1.2%	7.0%	6.9%	3.3%	1.2%	3.0%	2.8%	2.7%	3.2%

Average Quarterly Consumer Billing based on 3.9 mcf:	\$260.13	\$267.93	\$275.34	\$282.75	\$291.72
Increase Per Quarterly Billing		\$7.80	\$7.41	\$7.41	\$8.97

Personnel Summary	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Water/Sewer Division	35.73	1.5	35.73	1.3	35.73	0.8	35.73	1.2
<b>Total Department</b>	<b>35.73</b>	<b>1.5</b>	<b>35.73</b>	<b>1.3</b>	<b>35.73</b>	<b>0.8</b>	<b>35.73</b>	<b>1.2</b>



## Water and Sewer

### SUMMARY OF BUDGET CHANGES

#### • Significant Notes - 2020/21 Budget Compared to 2019/20

Great Lakes Water Authority (formerly Detroit Water and Sewer Dept. (DWSD)) estimate for the water cost fixed rate increased 1.0% and the estimate for the variable rate decreased from \$11.34 to \$12.20 per mcf. for a combined increase of 3.5%. The combined purchased water cost is estimated at \$14.2 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 \$11.0 million to \$11.2 million or \$219 thousand or 2.0%.

#### Great Lakes Water Authority (GLWA)

Year	Estimated Fixed Fee	Est. Variable Rate	Est. Combined Rate	Est. Usage (mcf)
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	8,370,000	\$11.34	\$29.15	470,000
<b>2020/21</b>	<b>8,450,400</b>	<b>\$12.20</b>	<b>\$30.18</b>	<b>470,000</b>

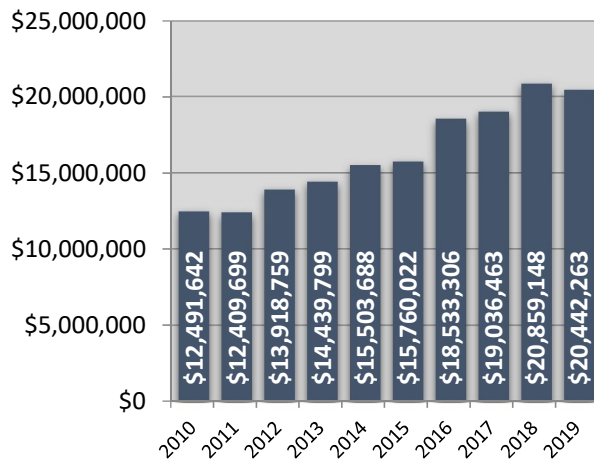
#### OCWRC - G.W. Kuhn Sewerage Rate:

Year	Estimated Fixed Fee	Est. Variable Rate	Estimated Combined Rate	Est. Usage (mcf)
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
<b>2020/21</b>	<b>9,261,804</b>	<b>\$0.00</b>	<b>\$23.15</b>	<b>400,000</b>

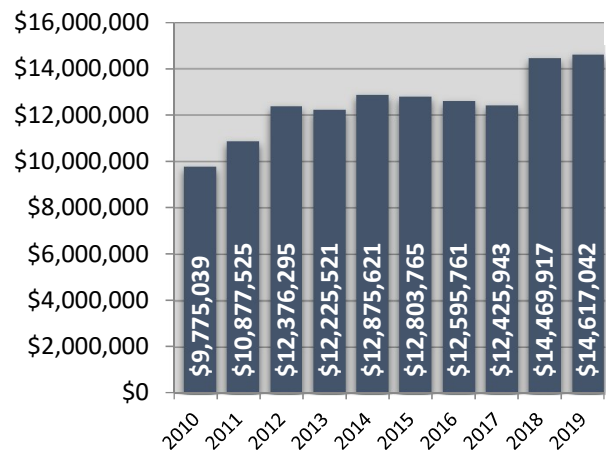
#### OCWRC - Evergreen-Farmington Sewerage Rate:

Year	Estimated Fixed Fee	Est. Variable Rate	Est. Combined Rate	Est. Usage (mcf)
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
<b>2020/21</b>	<b>1,907,196</b>	<b>\$0.00</b>	<b>\$27.25</b>	<b>70,000</b>

#### Operating Budget History - Water



#### Operating Budget History - Sewer



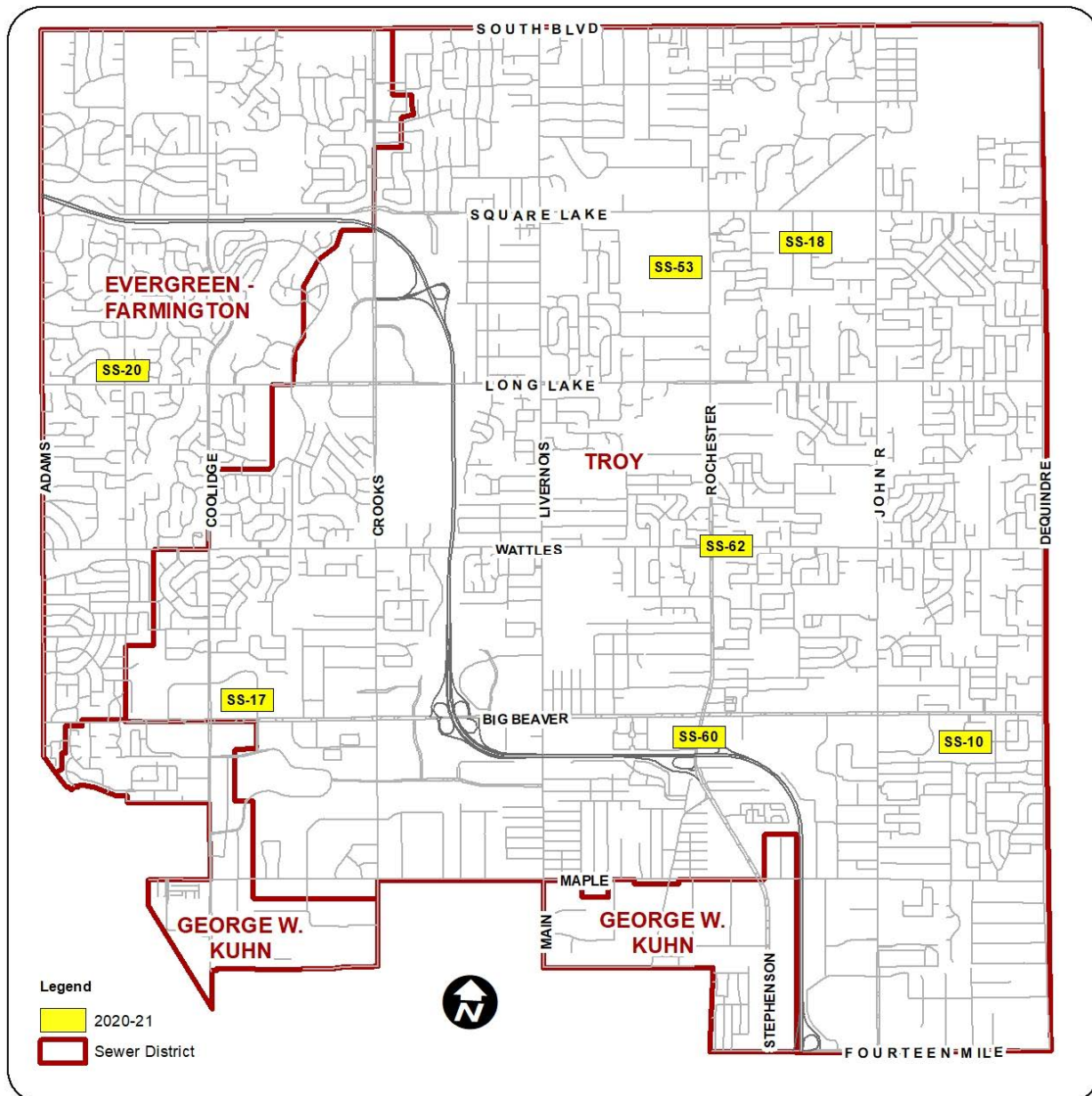


**Sewer Fund**  
**Revenues Expenditures and Fund Balance**

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>REVENUE</b>								
Charges For Services	\$ 13,335,048	\$ 13,124,295	\$ 14,095,000	\$ 13,847,500	\$ 14,284,400	3.16%	\$ 14,721,800	\$ 15,200,000
Interest & Rent	65,487	963,131	350,000	50,000	300,000	500.00%	300,000	300,000
Other Revenue	185,228	407,730	-	-	-	0.00%	-	-
<b>REVENUE</b>	<b>13,585,763</b>	<b>14,495,157</b>	<b>14,445,000</b>	<b>13,897,500</b>	<b>14,584,400</b>	<b>4.94%</b>	<b>15,021,800</b>	<b>15,500,000</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>13,585,763</b>	<b>14,495,157</b>	<b>14,445,000</b>	<b>13,897,500</b>	<b>14,584,400</b>	<b>4.94%</b>	<b>15,021,800</b>	<b>15,500,000</b>
<b>EXPENDITURE</b>								
<b>Sewer</b>								
Administration & Cost Of Sales	13,536,629	13,587,142	12,350,650	12,377,690	12,615,080	1.92%	12,868,060	13,128,720
Maintenance	933,288	1,029,900	1,037,755	1,197,490	1,191,470	-0.50%	1,221,360	1,244,490
Capital	-	-	4,412,910	4,300,000	7,575,000	76.16%	3,600,000	1,050,000
<b>Total Sewer</b>	<b>14,469,917</b>	<b>14,617,042</b>	<b>17,801,315</b>	<b>17,875,180</b>	<b>21,381,550</b>	<b>19.62%</b>	<b>17,689,420</b>	<b>15,423,210</b>
<b>EXPENDITURE</b>	<b>14,469,917</b>	<b>14,617,042</b>	<b>17,801,315</b>	<b>17,875,180</b>	<b>21,381,550</b>	<b>19.62%</b>	<b>17,689,420</b>	<b>15,423,210</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>14,469,917</b>	<b>14,617,042</b>	<b>17,801,315</b>	<b>17,875,180</b>	<b>21,381,550</b>	<b>19.62%</b>	<b>17,689,420</b>	<b>15,423,210</b>
<b>SURPLUS (USE) OF FUND BALANCE</b>	<b>(884,154)</b>	<b>(121,886)</b>	<b>(3,356,315)</b>	<b>(3,977,680)</b>	<b>(6,797,150)</b>	<b>70.88%</b>	<b>(2,667,620)</b>	<b>76,790</b>
Beginning Fund Balance	67,736,320	66,852,167	66,730,281	66,730,281	63,373,966	-5.03%	56,576,816	53,909,196
Ending Fund Balance	\$ 66,852,167	\$ 66,730,281	\$ 63,373,966	\$ 62,752,601	\$ 56,576,816	-9.84%	\$ 53,909,196	\$ 53,985,986



## 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	2020 Amended Budget	2020 Expenditure to 6/30/20	2020 Balance at 6/30/20	Proposed 2021 Budget	Comments
SS-04	09.401.5	Miscellaneous Sanitary Sewer Locations	100,000	100,000	-	500,000	500,000	-	100,000	City Wide Sanitary Sewer Ext. Program
SS-10	17.402.5	Big Beaver Relief Sewer	4,500,000	4,500,000	-	100,000	100,000	-	2,500,000	Big Beaver - Paris
	02.203.5	John R, Long Lake to Square Lake	-	-	-	587,000	596,740	(9,740)	-	Part of John R Widening
SS-17	16.403.5	Lift Station Renovation	200,000	200,000	-	563,000	854,780	(291,780)	200,000	7 Stations
SS-18	18.401.5	Willow Grove Sanitary Sewer	200,000	200,000	-	1,700,000	1,500,000	200,000	200,000	Trevino to Square Lake
SS-20	20.403.5	Ev-Frm Corrective Action Plan (CAP)	4,000,000	4,000,000	-	-	-	-	4,000,000	Phase II CAP - City's Share
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	30,000	20,000	50,000	DPW
SS-53	7975	W&S Storage Bldg. & Workshop Replacement	25,000	25,000	-	150,000	125,000	25,000	25,000	DPW
SS-54	7973.0001	SCADA Enhancements	-	-	-	275,000	220,630	54,370	-	DPW
SS-60	16.404.5	Sanitary Sewer CIPP	200,000	200,000	-	325,000	275,000	50,000	200,000	City wide sanitary sewer ext. program
SS-62	20.405.5	Sanitary Cleaning & Television Inspection	250,000	250,000	-	-	-	-	250,000	City wide sanitary sewer ext. program
<b>TOTALS:</b>			<b>9,575,000</b>	<b>9,575,000</b>	<b>-</b>	<b>4,300,000</b>	<b>4,252,150</b>	<b>47,850</b>	<b>7,575,000</b>	



## Sewer Fund Capital

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

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

### ***George W. Kuhn (GWK) Drainage District***

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

### ***Evergreen-Farmington Sewage Disposal District***

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

### ***Troy Sewage Disposal District***

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

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

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

### ***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 project will construct a large diameter relief sewer to provide for additional capacity to serve the Big Beaver Road corridor. Funds have previously been budgeted for study and design. The studies and design have been completed and the project is ready for bidding and construction. This project will be paid for entirely by City funds.

***SS-17. Lift Station Renovation (7 Stations)***

This project evaluating and updating the seven (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 was constructed on the east side of Willow Grove from Trevino to Square Lake. The construction of this sewer provided an outlet for residents who are currently on septic systems. The project was paid for entirely by City funds. Properties will be charged a Benefit Fee at the time of connection to the sanitary sewer. Road restoration and final clean-up is anticipated Fall 2020.

***SS-20. Evergreen - Farmington Corrective Action Plan (CAP)***

The Evergreen-Farmington sewage Disposal System is under a State of Michigan Department of the Environment, Great Lakes and Energy (EGLE), Administrative Consent Order (ACO). The ACO calls for a Corrective Action Plan (CAP) for the Phase II projects to be submitted by April 1, 2020 and for the construction of the Phase II projects to be completed by November 1, 2022. The Water Resources Commissioner Office has taken the lead for the fifteen (15) communities that makeup the Evergreen-Farmington Disposal System. The City of Troy accounts for approximately 4.3% of the flow and as such is responsible for 4.3% of the costs for the Phase II CAP, estimated at \$80,000,000.00.

***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.



**Sewer Fund Capital*****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-60. Sanitary Sewer CIPP***

Previous cleaning and televising sanitary sewers has identified some lines for immediate repair, others were highlighted for needing attention in the future. Sewer lines needing attention will be repaired by Sanitary Sewer CIPP projects.

***SS-62. Sanitary Cleaning & Television Inspection***

Previously Saw Grant Funding provided for cleaning and televising some sanitary sewers. Some lines were identified for immediate repair, others were highlighted for needing attention in the future. The results of the cleaning and inspection also made it very apparent that the older, larger diameter concrete pipes in the Troy Sanitary Sewer System needed to be cleaned, televised and inspected. Implementing a proactive approach to sewer maintenance will reduce reactive repair costs and restore capacity to the system.

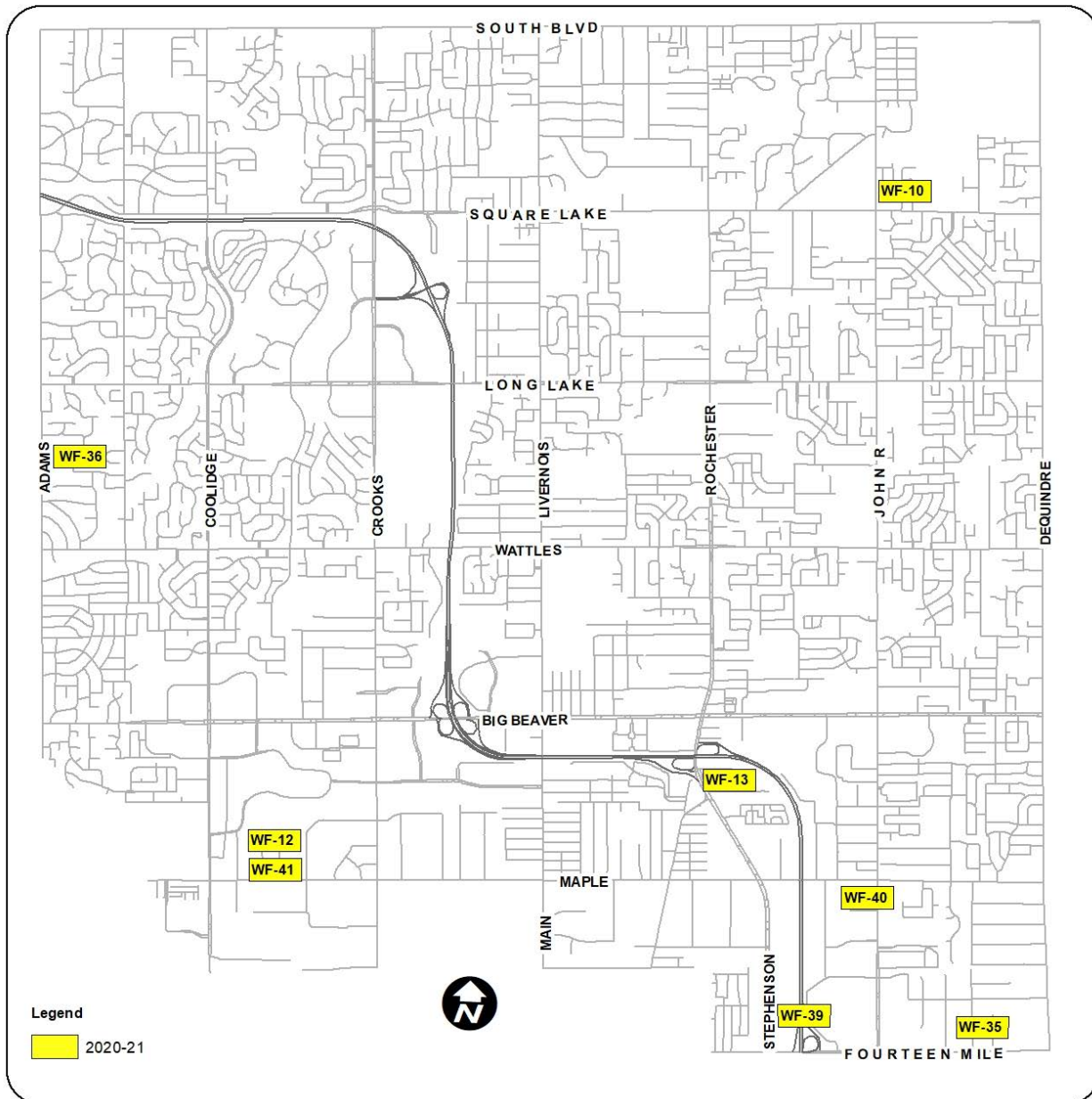


### Water Fund Revenues Expenditures and Fund Balance

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>REVENUE</b>								
Charges For Services	\$ 20,144,459	\$ 19,673,616	\$ 19,616,000	\$ 20,473,500	\$ 20,947,500	2.32%	\$ 21,419,500	\$ 22,030,500
Interest & Rent	12,661	501,806	116,500	24,200	104,300	330.99%	104,400	104,400
Other Revenue	557,327	657,425	102,100	100,100	100,100	0.00%	100,100	100,100
<b>REVENUE</b>	<b>20,714,447</b>	<b>20,832,848</b>	<b>19,834,600</b>	<b>20,597,800</b>	<b>21,151,900</b>	<b>2.69%</b>	<b>21,624,000</b>	<b>22,235,000</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>20,714,447</b>	<b>20,832,848</b>	<b>19,834,600</b>	<b>20,597,800</b>	<b>21,151,900</b>	<b>2.69%</b>	<b>21,624,000</b>	<b>22,235,000</b>
<b>EXPENDITURE</b>								
<b>Water</b>								
Administration & Cost Of Sales	17,789,026	17,317,535	14,070,000	14,854,680	15,316,074	3.11%	15,600,988	15,904,000
Transmission & Distribution	632,654	668,026	676,160	704,600	714,600	1.42%	731,010	746,340
Maintenance	2,225,346	2,228,774	2,374,090	2,508,700	2,670,700	6.46%	2,743,410	2,797,980
Reading & Accounting	212,122	227,927	226,050	220,240	284,810	29.32%	291,530	296,560
Capital	-	-	7,482,640	7,927,439	3,150,000	-60.26%	3,100,000	3,100,000
<b>Total Water</b>	<b>20,859,148</b>	<b>20,442,263</b>	<b>24,828,940</b>	<b>26,215,659</b>	<b>22,136,184</b>	<b>-15.56%</b>	<b>22,466,938</b>	<b>22,844,880</b>
<b>EXPENDITURE</b>	<b>20,859,148</b>	<b>20,442,263</b>	<b>24,828,940</b>	<b>26,215,659</b>	<b>22,136,184</b>	<b>-15.56%</b>	<b>22,466,938</b>	<b>22,844,880</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>20,859,148</b>	<b>20,442,263</b>	<b>24,828,940</b>	<b>26,215,659</b>	<b>22,136,184</b>	<b>-15.56%</b>	<b>22,466,938</b>	<b>22,844,880</b>
<b>SURPLUS (USE) OF FUND BALANCE</b>	<b>(144,701)</b>	<b>390,585</b>	<b>(4,994,340)</b>	<b>(5,617,859)</b>	<b>(984,284)</b>	<b>-82.48%</b>	<b>(842,938)</b>	<b>(609,880)</b>
Beginning Fund Balance	100,192,990	100,048,289	100,438,874	100,438,874	95,444,534	-4.97%	94,460,250	93,617,312
Ending Fund Balance	<b>\$ 100,048,289</b>	<b>\$ 100,438,874</b>	<b>\$ 95,444,534</b>	<b>\$ 94,821,015</b>	<b>\$ 94,460,250</b>	<b>-0.38%</b>	<b>\$ 93,617,312</b>	<b>\$ 93,007,432</b>



## Water Fund Capital





### Water Fund Capital

### WATER FUND 2021 BUDGET (591.537.555.7972)

Map Number	Project Number	Project Name	Total Project Cost	Total City Cost	Other Sources	2020 Amended Budget	2020 Expenditure to 6/30/20	2020 Balance at 6/30/20	Proposed 2021 Budget	Comments
WF-10	17.501.5	Square Lake Place Subdivision	1,400,000	1,400,000	-	1,700,000	1,500,000	200,000	50,000	Saxony, Tuscany, Normandy, Dryden, Smithfield, Brittany, Silverstone
WF-13	18.502.5	Naughton, Wheaton & Piedmont	4,500,000	4,500,000	-	4,500,000	4,100,000	400,000	400,000	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	10,000	10,000	-	10,000	92,240	(82,240)	-	Water Main Replacement
WF-31	17.503.5	Beach PRV	860,400	860,400	-	860,400	860,400	-	-	PRV Replacement at Beach and South Blvd
	17.504.5	2200, 2272, 2466 Crooks Crossings	57,039	57,039	-	57,039	35,000	22,039	-	6" & 8" Water Main Crossings
	20.501.5	Midtown Place Apt. Wm Upgrades	150,000	150,000	-	-	150,000	(150,000)	-	8" to 12" Water Main Replacement for Fire Protection & Reliability
WF-12	20.507.5	Maxwell & Stutz	250,000	250,000	-	-	-	-	250,000	Breaks & 8" to 12" Water Main Replacement
WF-35	20.505.5	Indusco Ct.	1,050,000	1,050,000	-	-	-	-	1,050,000	8" to 12" and 16" Water Main Replacement for Fire Protection & Reliability
WF-36	20.504.5	Orchard Trail	600,000	600,000	-	-	-	-	600,000	6" to 8" Water Main Replacement for Fire Protection & Reliability
WF-39	20.502.5	I-75 Crossing at Oakland Mall Betterment	250,000	250,000	-	-	-	-	250,000	Upgrade I-75 Crossing with road project
WF-40	20.503.5	I-75 Crossing at Maple Betterment	250,000	250,000	-	-	-	-	250,000	Upgrade I-75 Crossing with road project
WF-41	20.506.5	Axtell behind Hollywood Market	150,000	150,000	-	-	-	-	150,000	Breaks & 8" to 12" Water Main Replacement
WF-50	7972.0001	Various Projects & Locations	50,000	50,000	-	50,000	50,000	-	50,000	Various Projects By DPW
WF-51	7978.010	General Equipment	50,000	50,000	-	50,000	25,000	25,000	50,000	By DPW
<b>TOTALS:</b>			<b>10,327,439</b>	<b>10,327,439</b>	<b>-</b>	<b>7,927,439</b>	<b>7,512,640</b>	<b>414,799</b>	<b>3,100,000</b>	



## Water Fund Capital

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

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

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

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

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

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

This project lined the existing 8" water mains on Saxony, Tuscany, Normandy, Dryden, Smithfield, Brittany and Silverstone with a CIPP liner. This project was paid for entirely by City funds. Final cleanup and restoration is anticipated to be complete in the summer of 2020.

### ***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.

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

This project replaced the existing 8" cast iron water mains on Naughton, Wheaton and Piedmont with new 12" water mains. This project was paid for entirely by City funds. Road restoration and final cleanup is anticipated to be complete by the Fall of 2020.

***WF-35. Indusco Court, Maple Road to Elliott (Water Main Replacement)***

This project will replace the existing 8" cast iron water main 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 main will increase capacity and fire flow protection in this industrial area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs and is consistent with the 2015 reliability study.

***WF-36. Orchard Trail, Adams to the East (Water Main Replacement)***

This project will replace the existing 6" water main on Orchard Trail, from Adams to the east with a new 8" water main. There have been numerous water main breaks in this area and upsizing the main will increase capacity and fire flow protection in this residential area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs and is consistent with the 2015 reliability study.

***WF-39. I-75 Crossing to Oakland Mall (Water Main Replacement)***

This project will replace the existing 12" cast iron water main crossing under I-75 freeway with a new 12" water main in coordination with the Modernize I-75 Segment II Project. This project will be paid for entirely by City funds.

***WF-40. I-75 Crossing at Maple Road (Water Main Replacement)***

This project will replace the existing 12" cast iron water main crossing under I-75 freeway with a new 12" water main in coordination with the Modernize I-75 Segment II Project. This project will be paid for entirely by City funds.

***WF-41. Axtell behind Hollywood Market***

This project will replace the existing 8" cast iron water main, which runs behind Hollywood Market from Axtell water main, with a new 12" water main. There have been numerous water main breaks in this area and upsizing the main will increase capacity for fire flow protection. 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-50. Various Projects and Locations***

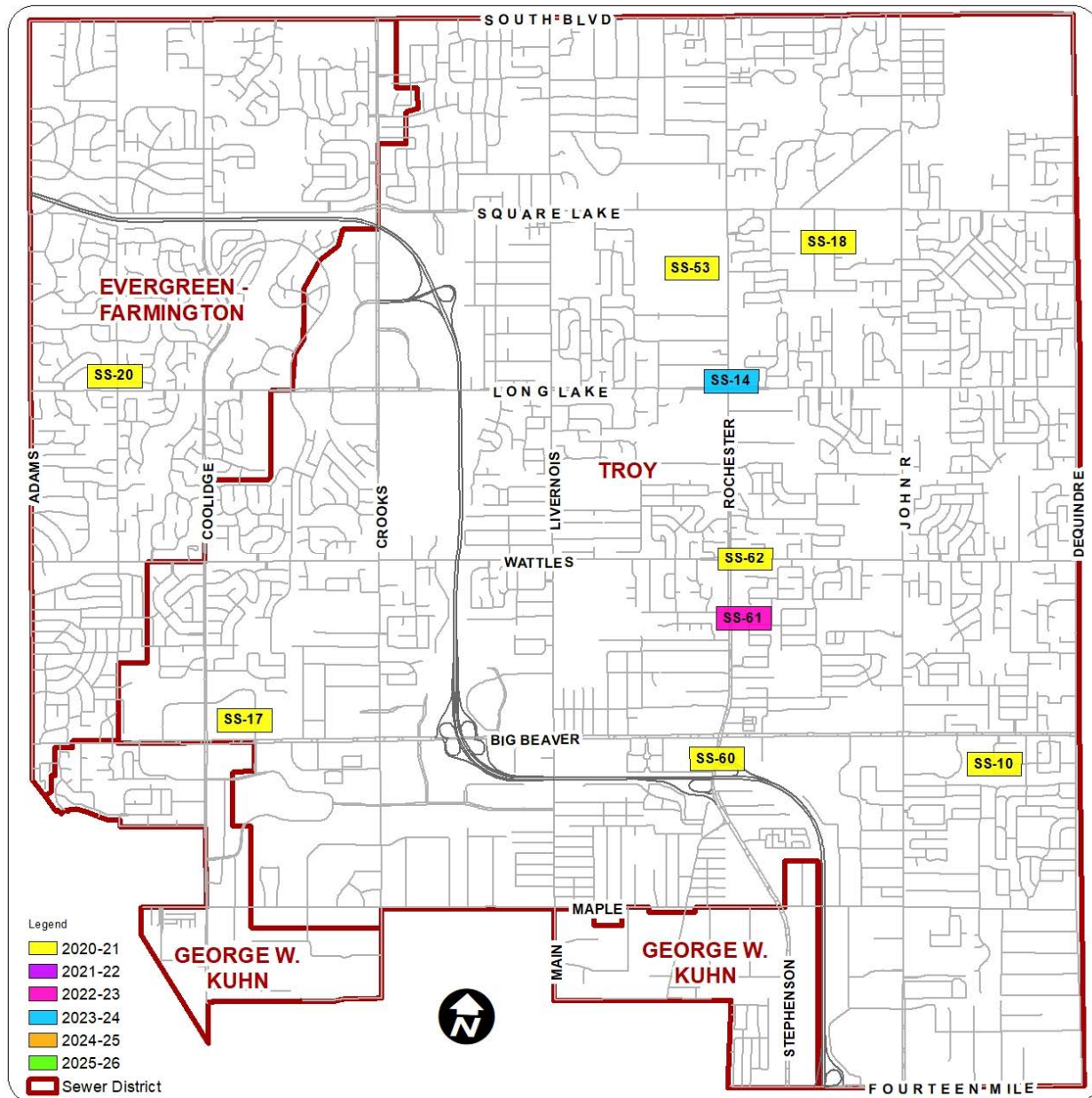
This item is used by the Water Department for small projects that are encountered throughout the year that do not fit within a traditional water fund project. Examples are maintenance items and expenditures for materials for the water system. An annual amount is included in the budget which is on-going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

***WF-51. General Equipment***

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



## 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
				2021	2022	2023	2024	2025	2026	
SS-04	Miscellaneous Sanitary Sewer Locations	2,600,000	2,600,000	100,000	500,000	500,000	500,000	500,000	500,000	City wide sanitary sewer ext. program
SS-10	Big Beaver Relief Sewer	5,000,000	5,000,000	2,500,000	2,500,000		-	-	-	Big Beaver - Paris
SS-14	Rochester, Barclay to Trinway	900,000	900,000	-	-	-	900,000	-	-	Part of Rochester Widening
SS-17	Lift Station Renovation	200,000	200,000	200,000	-	-	-	-	-	7 Stations - City Wide
SS-18	Willow Grove Sanitary Sewer	200,000	200,000	200,000	-	-		-	-	Trevino to Square Lake
SS-20	Ev-Frm Corrective Action Plan (CAP)	4,000,000	4,000,000	4,000,000						Phase II CAP - City's Share
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	25,000	25,000	25,000						DPW
SS-60	Sanitary Sewer CIPP	1,700,000	1,700,000	200,000	500,000		500,000		500,000	City wide sanitary sewer program
SS-61	I & I - Troy Sanitary District	400,000	400,000			200,000		200,000		City wide sanitary sewer program
SS-62	Sanitary Cleaning & Television Inspection	750,000	750,000	250,000	-	250,000		250,000		City wide sanitary sewer program
<b>TOTALS:</b>		16,375,000	16,375,000	7,575,000	3,600,000	1,050,000	2,000,000	1,050,000	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 project will construct a large diameter relief sewer to provide for additional capacity to serve the Big Beaver Road corridor. Funds have previously been budgeted for study and design. The studies and design have been completed and the project is ready for bidding and construction. This project will be paid for entirely by City funds.

***SS-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 is evaluating and updating the seven (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 was constructed on the east side of Willow Grove from Trevino to Square Lake. The construction of this sewer provided an outlet for residents who are currently on septic systems. The project was paid for entirely by City funds. Properties will be charged a Benefit Fee at the time of connection to the sanitary sewer. Road restoration and final clean up is anticipated Fall 2020.

***SS-20. Evergreen - Farmington Corrective Action Plan (CAP)***

The Evergreen-Farmington sewage Disposal System is under a State of Michigan Department of the Environment, Great Lakes and Energy (EGLE), Administrative Consent Order (ACO). The ACO calls for a Corrective Action Plan (CAP) for the Phase II projects to be submitted by April 1, 2020 and for the construction of the Phase II projects to be completed by November 1, 2022. The Water Resources Commissioner Office has taken the lead for the fifteen (15) communities that makeup the Evergreen-Farmington Disposal System. The City of Troy accounts for approximately 4.3% of the flow and as such is responsible for 4.3% of the costs for the Phase II CAP, estimated at 80 million.

***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.



## 6 Year Capital Improvement Plan Sewer Fund

### ***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.

### ***SS-60. Sanitary Sewer CIPP***

Previous cleaning and televising sanitary sewers has identified some lines for immediate repair, others were highlighted for needing attention in the future. Sewer lines needing attention will be repaired by Sanitary Sewer CIPP projects.

### ***SS-61. I & I, Troy Sanitary District***

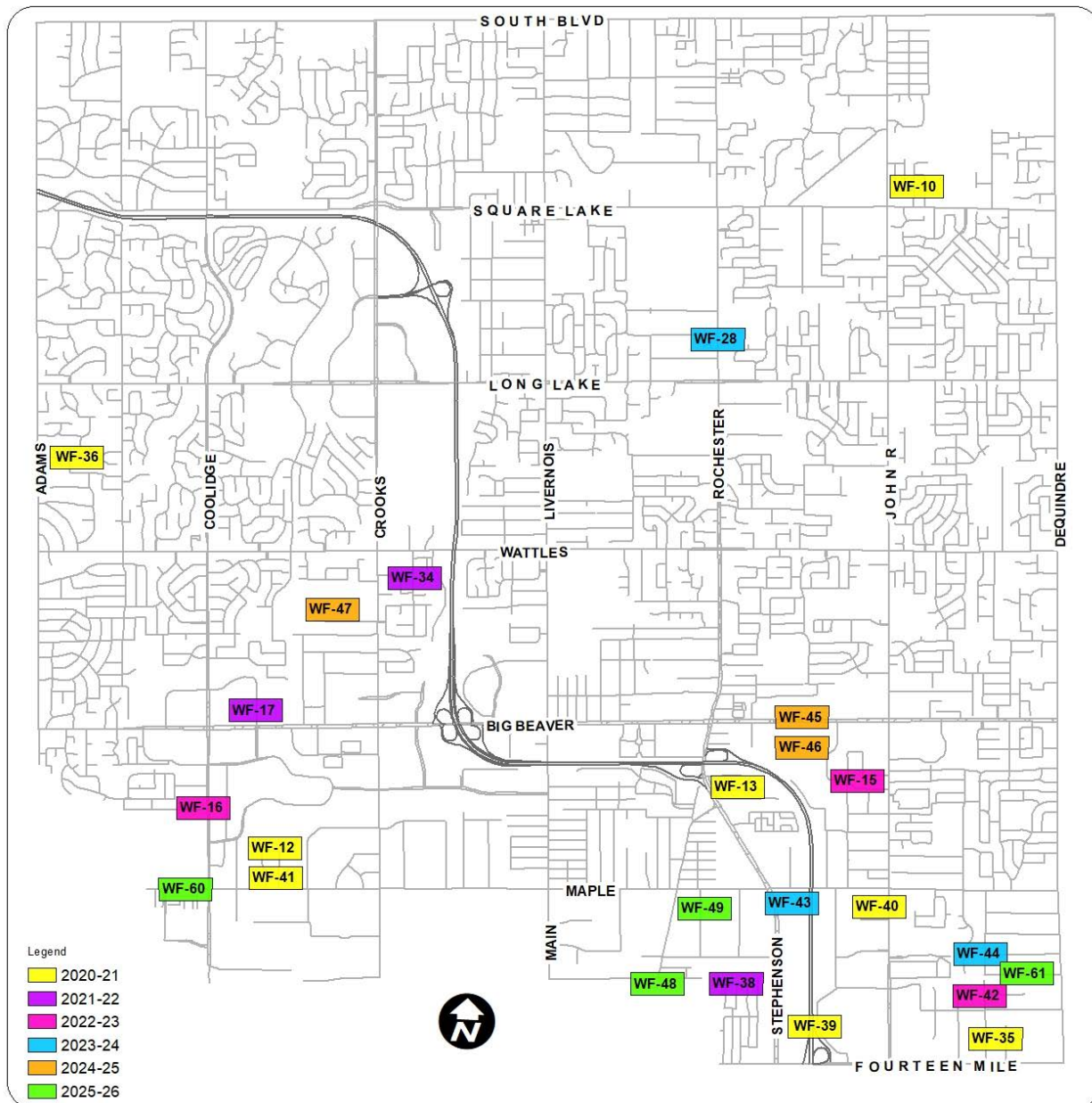
inflow and infiltration (I&I), when, "clear water", ground water and stormwater enter the sanitary system. Clear water in the sanitary system takes up valuable capacity within the system and gets treated, treatment is a significant cost. I & I studies consist of flow monitoring, dye testing and/or smoke testing. Sanitary sewers identified while cleaning and televising will be scheduled for I & I testing. Sewer lines will be identified for future and/or immediate repair. Implementing a proactive approach to sewer maintenance will reduce reactive repair costs and restore capacity to the system.

### ***SS-62. Sanitary Cleaning & Television Inspection***

Previously Saw Grant Funding provided for cleaning and televising some sanitary sewers. Some lines were identified for immediate repair, others were highlighted for needing attention in the future. The results of the cleaning and inspection also made it very apparent that the older, larger diameter concrete pipes in the Troy Sanitary Sewer System needed to be cleaned, televised and inspected. Implementing a proactive approach to sewer maintenance will reduce reactive repair costs and restore capacity to the system.



## 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
				2021	2022	2023	2024	2025	2026	
WF-10	Square Lake Place Subdivision	50,000	50,000	50,000	-	-	-	-	-	Saxony, Tuscany, Normandy, Dryden, Smithfield, Brittany, Silverstone
WF-12	Maxwell & Stutz	250,000	250,000	250,000	-	-	-	-	-	Breaks & 8" to 12" Water Main Replacement
WF-13	Naughton, Wheaton & Piedmont	400,000	400,000	400,000	-	-	-	-	-	Replace 8" with 12"
WF-15	Bethany Villas	1,700,000	1,700,000	-	-	1,700,000	-	-	-	Eldridge & Jackson
WF-16	Coolidge, Derby to Golfview	250,000	250,000	-	-	250,000	-	-	-	Abandon 8" WM and Transfer to 16" WM
WF-17	PRV #7	250,000	250,000	-	250,000	-	-	-	-	NE Corner of Big Beaver and Coolidge
WF-28	Rochester, Barclay to Trinway	500,000	500,000	-	-	-	500,000	-	-	Part of Rochester Widening
WF-34	Finch, Portsmouth to Huntsford	600,000	600,000	-	600,000	-	-	-	-	6" to 12" Water Main Replacement for Fire Protection & Reliability
WF-35	Indusco Ct., Maple to Elliot	1,050,000	1,050,000	1,050,000	-	-	-	-	-	8" to 12" and 16" Water Main Replacement for Fire Protection & Reliability
WF-36	Orchard Trail	600,000	600,000	600,000	-	-	-	-	-	6" to 8" Water Main Replacement for Fire Protection & Reliability
WF-38	Stephenson, Maple to 14 Mile	2,100,000	2,100,000	-	2,100,000	-	-	-	-	8" to 12" Water Main Replacement for Fire Protection & Reliability
WF-39	I-75 Crossing at Oakland Mall Betterment	250,000	250,000	250,000	-	-	-	-	-	Upgrade I-75 Crossing with road project
WF-40	I-75 Crossing at Maple Betterment	250,000	250,000	250,000	-	-	-	-	-	Upgrade I-75 Crossing with road project
WF-41	Axtell behind Hollywood Market	150,000	150,000	150,000	-	-	-	-	-	Breaks & 8" to 12" Water Main Replacement
WF-42	Minnesota, 14 Mile to Elliot	750,000	750,000	-	-	750,000	-	-	-	8" to 16" Water Main Replacement for Fire Protection & Reliability
WF-43	I-75, Maple to Oakland Mall	1,500,000	1,500,000	-	-	-	1,500,000	-	-	8" to 12" Water Main Replacement for Fire Protection & Reliability
WF-44	Elliot, Minnesota to Executive	700,000	700,000	-	-	-	700,000	-	-	12" to 16" Water Main Replacement for Fire Protection & Reliability
WF-45	Big Beaver, Daley to John R	1,700,000	1,700,000	-	-	-	-	1,700,000	-	8" to 16" Water Main Replacement for Fire Protection & Reliability
WF-46	1310 Big Beaver, South 800 feet	350,000	350,000	-	-	-	-	350,000	-	8" to 16" Water Main Replacement for Fire Protection & Reliability
WF-47	MacManus, Crooks to Boulan Park	750,000	750,000	-	-	-	-	750,000	-	8" to 12" Water Main Replacement for Fire Protection & Reliability
WF-48	Badder, Rochester to Redwood Park	1,125,000	1,125,000	-	-	-	-	-	1,125,000	8" to 12" Water Main Replacement for Fire Protection & Reliability
WF-49	Souter, Maple to Rankin	1,000,000	1,000,000	-	-	-	-	-	1,000,000	8" to 12" Water Main Replacement for Fire Protection & Reliability
WF-50	Various Projects & Locations	1,100,000	1,100,000	50,000	50,000	300,000	300,000	200,000	200,000	Various Projects
WF-51	General Equipment	300,000	300,000	50,000	50,000	50,000	50,000	50,000	50,000	Various Projects
WF-60	Coolidge & Maple	225,000	225,000	-	-	-	-	-	225,000	12" to 16" Water Main Replacement for Fire Protection & Reliability
WF-61	Minnesota, Elliot to American	450,000	450,000	-	-	-	-	-	450,000	8" to 12" Water Main Replacement for Fire Protection & Reliability
<b>TOTALS:</b>		18,350,000	18,350,000	3,100,000	3,050,000	3,050,000	3,050,000	3,050,000	3,050,000	



## 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 lined the existing 8" water mains on Saxony, Tuscany, Normandy, Dryden, Smithfield, Brittany and Silverstone with a CIPP liner. This project was paid for entirely by City funds. Final cleanup and restoration is anticipated to be complete in the summer of 2020.

### ***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 replaced the existing 8" cast iron water mains on Naughton, Wheaton and Piedmont with new 12" water mains. This project was paid for entirely by City funds. Road restoration and final cleanup is anticipated to be complete by the Fall of 2020.

### ***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-28. Rochester, Barclay to Trinway (Water Main Replacement)***

Portions of the existing water main will be replaced with a new 12" water main to accommodate the reconstruction and widening of Rochester Road to a new 6-lane concrete boulevard. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

### ***WF-34. Finch, Portsmouth to Huntsford (Water Main Replacement)***

This project will replace the existing 6" water mains on Finch, between Portsmouth and Huntsford with new 12" water main. There have been numerous water main breaks in this area and upsizing the main will increase capacity and fire flow protection in this residential area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs and is consistent with the 2015 reliability study.





## 6 Year Capital Improvement Plan Water Fund

### ***WF-35. Indusco Court , Maple Road to Elliott (Water Main Replacement)***

This project will replace the existing 8" cast iron water main 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 main will increase capacity and fire flow protection in this industrial area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs and is consistent with the 2015 reliability study.

### ***WF-36. Orchard Trail, Adams to the East (Water Main Replacement)***

This project will replace the existing 6" water main on Orchard Trail, from Adams to the east with a new 8" water main. There have been numerous water main breaks in this area and upsizing the main will increase capacity and fire flow protection in this residential area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs and is consistent with the 2015 reliability study.

### ***WF-38. Stephenson, Maple to 14 Mile (Water Main Replacement)***

This project will replace the existing 8" cast iron water main on the east side of Stephenson Highway with a new 12" water main. This area has experienced several water main breaks and reduced fire flows. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

### ***WF-39. I-75 Crossing to Oakland Mall (Water Main Replacement)***

This project will replace the existing 12" cast iron water main crossing under I-75 freeway with a new 12" water main in coordination with the Modernize I-75 Segment II Project. This project will be paid for entirely by City funds.

### ***WF-40. I-75 Crossing at Maple Road (Water Main Replacement)***

This project will replace the existing 12" cast iron water main crossing under I-75 freeway with a new 12" water main in coordination with the Modernize I-75 Segment II Project. This project will be paid for entirely by City funds.

### ***WF-41. Axtell behind Hollywood Market***

This project will replace the existing 8" cast iron water main, which runs behind Hollywood Market from Axtell water main, with a new 12" water main. There have been numerous water main breaks in this area and upsizing the main will increase capacity for fire flow protection. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

### ***WF-42. Minnesota, 14 Mile to Elliott (Water Main Replacement)***

This project will replace the existing 8" cast iron water main 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 and is consistent with the 2015



## 6 Year Capital Improvement Plan Water Fund

### ***WF-43. Along I-75, Maple Road to Oakland Mall (Water Main Replacement)***

This project will replace the existing 8" & 12" cast iron water mains along the west side of I-75, through the parking lots of the business along Stephenson Highway, from Maple Road to Oakland Mall with a new 12" water main. There have been numerous water main breaks in this area and upsizing the mains will increase capacity and improve fire flow in this industrial area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

### ***WF-44. Elliott, Minnesota to Executive (Water Main Replacement)***

This project will replace the existing 12" cast iron water main on Elliot with a new 16" water main. Upsizing the main will increase capacity and improve fire protection in this industrial area. This project will be paid for entirely by City funds and is consistent with the 2015 reliability study.

### ***WF-45. Big Beaver, John R to Daley (Water Main Replacement)***

This project will replace the existing 8" cast iron water mains on Big Beaver with a new 16" water main. Upsizing the main will increase capacity and improve fire protection. This project will be paid for entirely by City funds and is consistent with the 2015 reliability study.

### ***WF-46. 1310 Big Beaver, South 800 feet. (Water Main Replacement)***

This project will replace the existing 8" cast iron water main from 1310 Big Beaver to the south 800 feet, with a new 16" water main. Upsizing the main will increase capacity and improve fire flow protection in this industrial area. This project will be paid for entirely by City funds and is consistent with the 2015 reliability study.

### ***WF-47. MacManus, Crooks to Boulan Park (Water Main Replacement)***

This project will replace the existing 8" cast iron water main on MacManus with a new 12" water main. Upsizing the main will increase capacity and improve fire flow protection in this residential area and to Boulan Park. This project will be paid for entirely by City funds and is consistent with the 2015 reliability study.

### ***WF-48. Badder, Rochester to Redwood Park (Water Main Replacement)***

This project will replace the existing 8" cast iron water main on Badder with a new 12" water main. Upsizing the main will increase capacity and improve fire flow protection in this industrial area. This project will be paid for entirely by City funds and is consistent with the 2015 reliability study.

### ***WF-49. Souter, Maple to Rankin***

This project will replace the existing 8" cast iron water main on Souter with a new 12" water main. Upsizing the main will increase capacity and improve fire flow protection in this industrial area. This project will be paid for entirely by City funds and is consistent with the 2015 reliability study.



## 6 Year Capital Improvement Plan Water Fund

### ***WF-50. Various Projects and Locations***

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

### ***WF-51. General Equipment***

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

### ***WF-60. Coolidge & Maple (Water Main Replacement)***

This project will replace an existing 12" cast iron water main along Maple at Coolidge with a new 16" water main. Upsizing the main will increase capacity and fire flow protection. This project will be paid for entirely by City funds and is consistent with the 2015 reliability study.

### ***WF-61. Minnesota, Elliott to American (Water Main Replacement)***

This project will replace the existing 8" cast iron water main on Minnesota with a new 12" water main. Upsizing the main will increase capacity in this industrial area. This project will be paid for entirely by City funds and is consistent with the 2015 reliability study.

# INTERNAL SERVICE FUND

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**2020/2021 BUDGET**



## Internal Service Funds

# Facilities Maintenance

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

## MISSION STATEMENT

The mission of the Facilities Maintenance Division of the Department of Public Works is to maintain all city buildings and facilities in a cost effective and efficient manner to provide a safe and pleasing work environment for our employees, and to enhance the customer service experience for our citizens.

## DEPARTMENT FUNCTIONS

### • *Administrative Services*

- √ Maintains 595,658 sq ft of municipal facilities
- √ Prepares the department budget
- √ Manages facility-related renovation and capital projects
- √ Provides 24-hour maintenance and custodial services to all City-owned buildings
- √ Analyzes the needs of facilities and equipment for efficiency and longevity

- √ Plans and conducts preventive maintenance programs
- √ Procures material, equipment and supplies
- √ Coordinates with outside contractors
- √ Maintains parts inventory
- √ Processes and reviews utility invoices
- √ Formulates and develops service procedures and develops safe work practices
- √ Provides energy conservation with building upgrades
- √ Assists with Elections
- √ Operates and Maintains CCTV System
- √ Access Control Installation and Maintenance



### Internal Service Funds Building Operations

## PERFORMANCE INDICATORS

Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Service Requests	18,500	18,500	19,000	18,500
Work Orders Completed	5,500	5,500	5,700	6,000
Number of Buildings	51	54	53	57
City Facilities - Sq Ft	575,014	584,954	584,054	595,658
Renovation Projects	3	7	6	6
Interior Preventative Maint.	2	3	3	4
Exterior Preventative Maint.	1	3	2	4
Capital Projects Completed	5	8	21	10
Operations Cost per Sq Ft	\$ 1.75	\$ 2.11	\$ 2.27	\$ 2.47
Janitorial Cost per Sq Ft	\$ 0.64	\$ 1.16	\$ 1.20	\$ 1.24

## SUMMARY OF BUDGET CHANGES

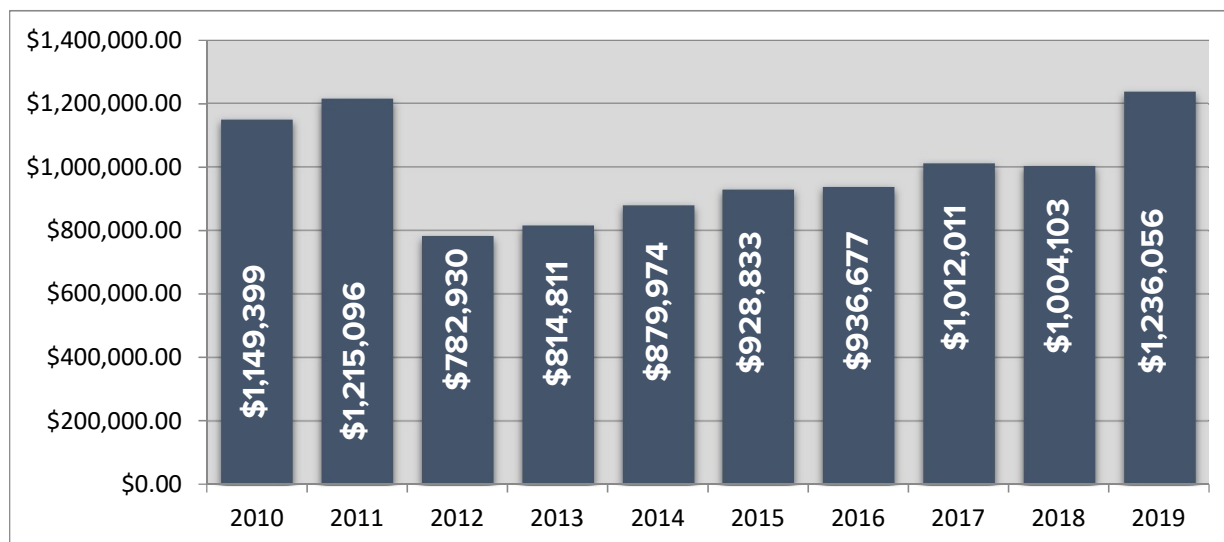
- Significant Notes - 2020/21 Budget Compared to 2019/20**

Upgraded Security controls

Technology Enhancements and Energy Efficiency Upgrades

Positions	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Building Operations	8.63	1.4	10.34	0	10.34	0	10.34	0
<b>Total Department</b>	<b>8.63</b>	<b>1.4</b>	<b>10.34</b>	<b>0</b>	<b>10.34</b>	<b>0</b>	<b>10.34</b>	<b>0</b>

- Operating Budget History**




**INTERNAL SERVICE**  
**General Government**

## Building Operations

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 631 BUILDING OPERATIONS</b>								
<b><u>REVENUE</u></b>								
<b>Department: 000 Revenue</b>								
Charges For Services	\$ 1,144,930	\$ 1,411,670	\$ 1,352,030	\$ 1,322,560	\$ 1,471,620	11.27%	\$ 1,508,410	\$ 1,546,120
Interest & Rent	1,017	29,647	6,000	1,000	1,000	0.00%	1,000	1,000
<b>Department Total: Revenue</b>	<b>1,145,947</b>	<b>1,441,317</b>	<b>1,358,030</b>	<b>1,323,560</b>	<b>1,472,620</b>	<b>11.26%</b>	<b>1,509,410</b>	<b>1,547,120</b>
<b><u>EXPENDITURE</u></b>								
<b>Department: 264 Building Operations</b>								
Personal Services	720,556	988,802	1,029,130	1,063,010	1,074,490	1.08%	1,104,970	1,136,700
Supplies	42,026	37,084	37,990	36,190	41,230	13.93%	41,480	41,730
Other Service Charges	241,521	210,170	207,890	224,360	264,640	17.95%	214,270	218,860
<b>Department Total: Building Operations</b>	<b>1,004,103</b>	<b>1,236,056</b>	<b>1,275,010</b>	<b>1,323,560</b>	<b>1,380,360</b>	<b>4.29%</b>	<b>1,360,720</b>	<b>1,397,290</b>
<b>Total Income from Operations</b>	<b>141,844</b>	<b>205,261</b>	<b>83,020</b>	<b>-</b>	<b>92,260</b>	<b>0.00%</b>	<b>148,690</b>	<b>149,830</b>
<b>Beginning Fund Balance</b>	<b>600,000</b>	<b>741,844</b>	<b>947,105</b>	<b>947,105</b>	<b>1,030,125</b>	<b>8.77%</b>	<b>1,122,385</b>	<b>1,271,075</b>
<b>Ending Fund Balance</b>	<b>\$ 741,844</b>	<b>\$ 947,105</b>	<b>\$ 1,030,125</b>	<b>\$ 947,105</b>	<b>\$ 1,122,385</b>	<b>18.51%</b>	<b>\$ 1,271,075</b>	<b>\$ 1,420,905</b>



## Internal Service Funds Fleet Maintenance

# Fleet Maintenance

**Public Works Director.....Kurt Bovensiepe**  
**Fleet Maintenance Operations Manager.....Brian D. Varney**

### MISSION STATEMENT

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

### DEPARTMENT FUNCTIONS

#### • *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
- √ Prepares equipment usage and cost reports for departmental budgeting

- √ Develops and administers safety and training for new and current equipment prior to implementation for seasonal use periods such as winter snow and ice control, sweeper maintenance and pavement construction seasons
- √ Coordinates DPW building repairs and improvements
- √ Administers signed service agreements with In-sourced customers
- √ Administers one (1) vehicle lease agreement with In-sourced customer
- √ Reviews customer service evaluations and responds as needed
- √ Monitors Dashboard which we developed for the fleet operation with 12 Key Performance Indicators (KPI)

#### **Fleet 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 (7:30am - 12:30am, Monday through Friday)
- √ Performs welding, fabrication and repairs on various equipment
- √ Assists Police Department with fatal traffic accident investigations





## DEPARTMENT FUNCTIONS (cont.)

- ✓ Repairs police and fire apparatus and public works vehicles and equipment from surrounding agencies
- ✓ Maintenance and calibration of DPW vehicle scale used by DPW vehicles and Police Traffic Safety Division.
- ✓ Administers fleet maintenance and fueling softwares.
- ✓ Specification and procurement of City vehicles and equipment.
- ✓ Repair contracts with Cities and Townships of Birmingham, Bloomfield Hills, Bloomfield Twp., Centerline, Madison Heights and Oak Park

## Internal Service Funds Fleet Maintenance

- ✓ Administers surplus auctions for end of life vehicles and equipment.
- ✓ Operates and maintains fuel stations at DPW and City Hall locations.
- ✓ Installs and removes radio equipment and emergency lights
- ✓ Chrysler and General Motors authorized warranty repair center

## PERFORMANCE INDICATORS

Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Completed Driver's Work Request	1,366	1,444	1,545	1,622
Road Service Calls	19	21	24	26
Completed Work Orders	2,564	2,474	2,892	2,920
Cleaning/Washing	1,259	756	955	1,345
Towing	135	188	167	175
Brake Replacement/Repairs	146	102	155	115
Preventative Maintenance - A	831	890	1,088	1,098
Preventative Maintenance - B	141	113	166	120
Vehicle Tires Replaced	360	316	358	379
% of Snow Removal Equip. Available	90%	100%	92%	100%
% of Snow Equip. Prepared by Nov. 15	80%	80%	80%	100%
% of Front Line Fire Apparatus Available	100%	100%	100%	100%
Average Age of Salt Trucks (Years)	11.7	10.2	9.9	9.1
Average Age of Police Vehicles (Years)	2.3	3.8	2.4	2.8

## Notes on Performance Indicators

- ° Average age of Salt Trucks and Police Vehicles declined from our increased investment in replacing these vehicles



### Internal Service Funds Fleet Maintenance

## SUMMARY OF BUDGET CHANGES

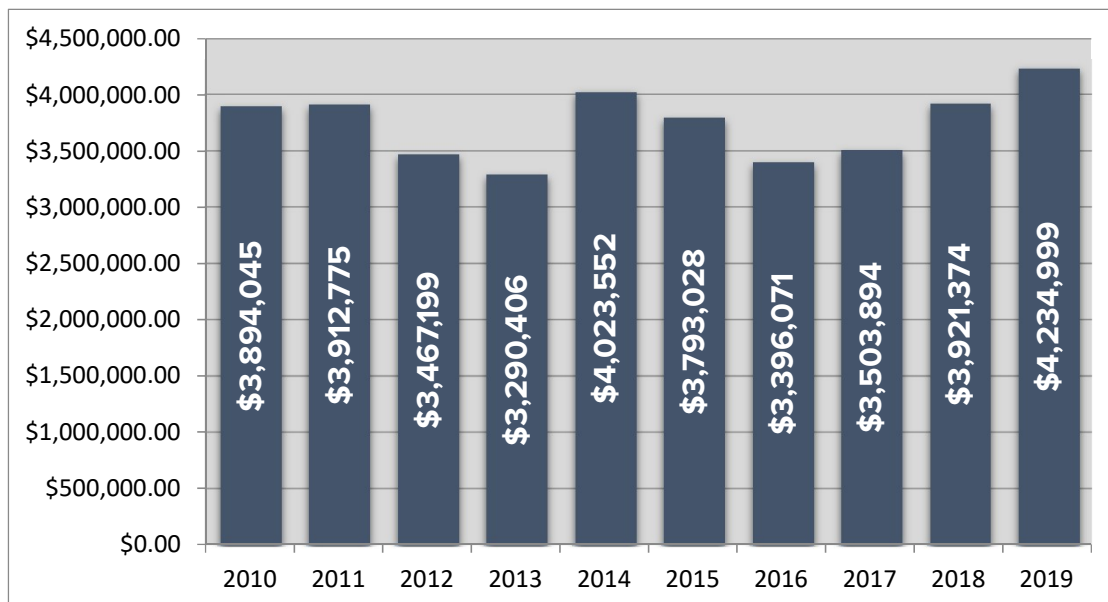
### • Significant Notes - 2020/21 Budget Compared to 2019/20 Budget

Increase in capital expenditures from replacing fuel islands at DPW

Large capital expenses include the replacement of a loader

Positions	2018 Budget		2019 Budget		2020 Budget		2021 Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Fleet Maintenance	17.13	0.9	17.1	1	17.13	0.8	17.13	1.4
<b>Total Department</b>	<b>17.13</b>	<b>0.9</b>	<b>17.1</b>	<b>1</b>	<b>17.13</b>	<b>0.8</b>	<b>17.13</b>	<b>1.4</b>

### • Operating Budget History




**Internal Service Funds  
Fleet Maintenance**
**FLEET MAINTENANCE FUND**
***• Section A - Replacement Units***

2021 Quantity	Replaces	Description	2021 Proposed	2022 Proposed	2023 Proposed
<b>Replacement Vehicles</b>					
8	A	Police Patrol Cars	304,000	\$ 190,000	\$ 195,000
4	B	Detective Cars	132,000	99,000	102,000
1	C	Police Canine	38,000	39,000	-
0		Prisoner Transport Van			40,000
1	D	Fire Department 4X4	38,000	78,000	78,000
1		Fire Department 4X4 - 2020 Project	35,000		
1	E	Fire Dept. 4X4 Pickup Truck	38,000		
1	F	Dump Truck - 2 1/2 Yard	60,000	62,000	63,000
1		Dump Truck - 2 1/2 Yard - 2020 Project	19,900		
1	G	Dump Truck Crew- 2 1/2 Yard	61,000	62,000	63,000
1		Dump Truck Crew- 2 1/2 Yard - 2020 Project	19,900		
1		Dump Truck 5 - 7 Yards - 2020 Project	114,300	210,000	
2	H	Dump Truck - 10-12 Yds w/plow & salter	460,000		780,000
0		Dump Truck - 10-12 Yds - 2020 Project	370,200		
0		Dump Truck - 16 Yds		-	
0		Street Sweeper			300,000
0		Sewer Jet Catch Basin Cleaner	-	450,000	
2	I	Staff Vehicles	56,000	30,000	30,000
2	J	Cargo Van	76,000	39,000	39,000
1	K	Cargo Van	35,800		
3	L	Pickup Truck	90,000	93,000	93,000
0		Pickup Truck Crew Cab	-	36,000	
2	M	Pickup Truck w/ plow	72,000	74,000	74,000
0		Arrowboard Trailer			
0		Water Crew Truck	-		200,000
0		Water Camera Truck			120,000
0		Street Sign Truck		160,000	
0		Tree Chipper Truck			200,000
1	N	Tractor Backhoe	130,000	135,000	
1	O	Loader	230,000		
0		Log Loader Trailer			30,000
1	P	Equipment Trailers	20,000	20,000	
0		Brush Chipper			60,000
<b>Total Section A - Replacement Units</b>			<b>\$ 2,400,100</b>	<b>\$ 1,777,000</b>	<b>\$ 2,467,000</b>



• **Section B - Buildings and Improvements General Repairs**

2021 Quantity	Replaces	Description	2021 Proposed	2022 Proposed	2023 Proposed
1		DPW Fuel Island Renovation	750,000	-	-
0		City Hall Fuel Island Renovation		750,000	-
1		Paint Fleet Shop	60,000		
1		Security System Upgrade	150,000	-	-
1	Q	DPW Scale	30,000		
1		Exhaust Fans	95,000		
1		LED Lights Fleet Shop	25,000		
<b>Total Section B - New Units</b>			<b>\$ 1,110,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>

• **Section C - Tools and Equipment**

Replaces	Description	2021 Proposed	2022 Proposed	2023 Proposed
	VHF Radio Repeater Upgrade		75,000	
	Hoist Replacement	60,000	60,000	
	Hoist Replacement			
<b>Total Section C - Tools and Equipment</b>		<b>\$ 60,000</b>	<b>\$ 135,000</b>	<b>\$ -</b>

• **Summary of Capital Purchases**

Replaces	Description	2021 Proposed	2022 Proposed	2023 Proposed
Various	Replacement Units Average	2,400,100	1,777,000	2,467,000
Various	Buildings and Improvements General Repairs	1,110,000	750,000	-
Various	Shop Equipment	60,000	135,000	-
<b>Total Capital Purchases</b>		<b>\$ 3,570,100</b>	<b>\$ 2,662,000</b>	<b>\$ 2,467,000</b>



**Internal Service Funds  
Fleet Maintenance**

**FLEET MAINTENANCE FUND**

• *Equipment to be Replaced - Estimated Proceeds*

Item #	Equipment#	Description	Estimated Recovery
A		Police Patrol Vehicles	\$22,500
B		Police Detective Vehicles	\$14,000
C		Police K9 Vehicle	\$4,500
D		Fire Dept. Staff Vehicles	\$5,000
E		Fire Dept. 4x4 Vehicles	\$5,000
F		2-1/2 Yd. Dump Truck	\$8,000
G		2-1/2 Yd Crew Dump Truck	\$8,000
H		5-7 Yd Dump Truck	\$15,000
I		12 Yd. Dump Trucks	\$46,000
J		Tractor Backhoe	\$28,000
K		Tractor Loader	\$45,000
L		Staff Vehicles	\$7,000
M		Cargo Vans	\$10,000
N		Pickup Trucks	\$9,000
O		Pickup Trucks With Plow	\$14,000
P		Equipment Trailer	\$3,000
Q		DPW Contribution Through Rent	\$19,000
<b>Total Replacement Units</b>			<b>\$263,000</b>



**INTERNAL SERVICE**  
**General Government**

## Fleet Maintenance

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 661 FLEET MAINTENANCE</b>								
<b><u>REVENUE</u></b>								
<b>Department: 000 Revenue</b>								
Charges For Services	\$ 87,175	\$ 81,386	\$ 33,000	\$ 48,600	\$ 23,720	-51.19%	\$ 24,540	\$ 25,140
Interest & Rent	3,863,944	4,273,475	4,098,210	4,296,490	4,465,460	3.93%	4,511,460	4,515,860
Other Revenue	545,000	634,128	478,200	475,100	539,610	13.58%	490,540	533,950
<b>Department Total: Revenue</b>	<b>4,496,119</b>	<b>4,988,989</b>	<b>4,609,410</b>	<b>4,820,190</b>	<b>5,028,790</b>	<b>4.33%</b>	<b>5,026,540</b>	<b>5,074,950</b>
<b><u>EXPENDITURE</u></b>								
<b>Department: 549 Motor Pool</b>								
<b>Business Unit: 549 Motor Pool</b>								
<b>Administration</b>								
Personal Services	471,894	526,532	591,200	540,040	552,260	2.26%	567,190	582,660
Supplies	9,802	10,917	11,200	11,140	11,260	1.08%	11,370	11,480
Other Service Charges	147,548	145,992	156,130	176,650	174,885	-1.00%	178,290	181,325
<b>Business Unit Total: Motor Pool Administration</b>	<b>629,244</b>	<b>683,441</b>	<b>758,530</b>	<b>727,830</b>	<b>738,405</b>	<b>1.45%</b>	<b>756,850</b>	<b>775,465</b>
<b>Business Unit: 550 Equipment Operation &amp; Maint</b>								
Personal Services	995,448	1,081,595	1,279,400	1,327,040	1,397,810	5.33%	1,435,900	1,475,470
Supplies	1,066,193	1,120,939	1,153,650	1,199,730	1,185,360	-1.20%	1,183,580	1,207,330
Other Service Charges	82,579	94,956	72,770	84,830	83,860	-1.14%	85,730	87,150
<b>Business Unit Total: Equipment Operation &amp; Maint</b>	<b>2,144,220</b>	<b>2,297,490</b>	<b>2,505,820</b>	<b>2,611,600</b>	<b>2,667,030</b>	<b>2.12%</b>	<b>2,705,210</b>	<b>2,769,950</b>



**INTERNAL SERVICE**  
**General Government**

## Fleet Maintenance

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Business Unit: 551 DPW Facility Maintenance</b>								
Supplies	27,315	21,673	12,900	25,650	19,940	-22.26%	20,330	20,620
Other Service Charges	305,542	348,189	360,130	345,450	360,370	4.32%	368,730	375,120
<b>Business Unit Total: DPW Facility</b>	<b>332,857</b>	<b>369,862</b>	<b>373,030</b>	<b>371,100</b>	<b>380,310</b>	<b>2.48%</b>	<b>389,060</b>	<b>395,740</b>
<b>Department Total: Motor Pool</b>	<b>3,106,322</b>	<b>3,350,794</b>	<b>3,637,380</b>	<b>3,710,530</b>	<b>3,785,745</b>	<b>2.03%</b>	<b>3,851,120</b>	<b>3,941,155</b>
<b>Total Income from Operations</b>	<b>7,602,441</b>	<b>8,339,783</b>	<b>8,246,790</b>	<b>8,530,720</b>	<b>8,814,535</b>	<b>12.02%</b>	<b>8,877,660</b>	<b>9,016,105</b>
<b>EXPENDITURE</b>								
<b>Department: 549 Motor Pool</b>								
Depreciation	815,052	884,205	-	-	-	0.00%	-	-
<b>Business Unit Total: Equipment Operation &amp; Maint</b>	<b>815,052</b>	<b>884,205</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Business Unit: 565 Motor Pool Capital</b>								
Capital Expenditures	-	-	1,792,325	2,647,125	3,570,100	34.87%	2,662,000	2,467,000
<b>Department Total: Motor Pool</b>	<b>815,052</b>	<b>884,205</b>	<b>1,792,325</b>	<b>2,647,125</b>	<b>3,570,100</b>	<b>34.87%</b>	<b>2,662,000</b>	<b>2,467,000</b>
<b>Total Capital/Depreciation Expense</b>	<b>815,052</b>	<b>884,205</b>	<b>1,792,325</b>	<b>2,647,125</b>	<b>3,570,100</b>	<b>34.87%</b>	<b>2,662,000</b>	<b>2,467,000</b>
<b>Total Income (Loss)</b>	<b>574,746</b>	<b>753,991</b>	<b>(820,295)</b>	<b>(1,537,465)</b>	<b>(2,327,055)</b>	<b>51.36%</b>	<b>(1,486,580)</b>	<b>(1,333,205)</b>
<b>Ending Fund Balance</b>	<b>\$ 11,359,469</b>	<b>\$ 12,113,460</b>	<b>\$ 11,293,165</b>	<b>\$ 10,575,995</b>	<b>\$ 8,966,110</b>	<b>-15.22%</b>	<b>\$ 7,479,530</b>	<b>\$ 6,146,325</b>



**Internal Service Funds  
Information Technology**

# Information Technology

**Information Technology Director.....Gert Paraskevin**

## MISSION STATEMENT

Information Technology is an internal service organization whose purpose is to provide technology and telecommunications services in support of the City of Troy's goals. Information Technology empowers users to effectively utilize resources by providing a stable, reliable environment, and responsive support services.

## DEPARTMENT FUNCTIONS

### • *Administrative & Support Services*

- ✓ Prepares and administers the department budget
- ✓ Keeps abreast of technological changes
- ✓ Develops short-and long-term plans
- ✓ Manages purchases and implementations
- ✓ Establishes standards
- ✓ Adopts policies
- ✓ Maintains software and equipment inventory
- ✓ Serves as liaison with City departments
- ✓ Coordinates and evaluates staff development and activities
- ✓ Oversees Technology Committees

### • *Application Support*

- ✓ Performs requirements analysis to determine application software needs
- ✓ Recommends and implements application software
- ✓ Provides initial and ongoing training
- ✓ Functions as front line support and acts as the liaison between software vendors and end users to resolve issues
- ✓ Implements change requests and enhancements

- ✓ Performs software upgrades
- ✓ Creates custom programming and interfaces
- ✓ Supports the Intranet and Internet websites

### • *Client Support*

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





### Internal Service Funds Information Technology

#### DEPARTMENT FUNCTIONS (cont.)

- **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	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Budget
Software Supported	164	170	159	157
Personal Computers Supported	503	502	511	506
Printers Supported	145	155	155	155
Servers Supported	72	74	74	72
Computer Help Desk Requests	3,683	3,043	3,010	3,200
IT Staff Training Costs	\$ 5,940	\$ 7,020	\$ 10,000	\$ 13,500
Equipment Maintenance Costs	\$ 13,090	\$ 3,750	\$ 13,900	\$ 15,500
Standard Computer Chargeback Rates	\$4,152 / \$3,934	\$4,235 / \$4,012 / \$2,500	\$4,320 / \$4,092 / \$2,550	\$4,406 / \$4,174 / \$2,601

#### **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 - 2020/21 Budget Compared to 2019/20*

#### Personal Services

None.

#### Supplies

Increase from last year (6%) as additional computer replacements will take place to eliminate all Windows 7 computers and replace oldest group of computers.

#### Other Service Charges

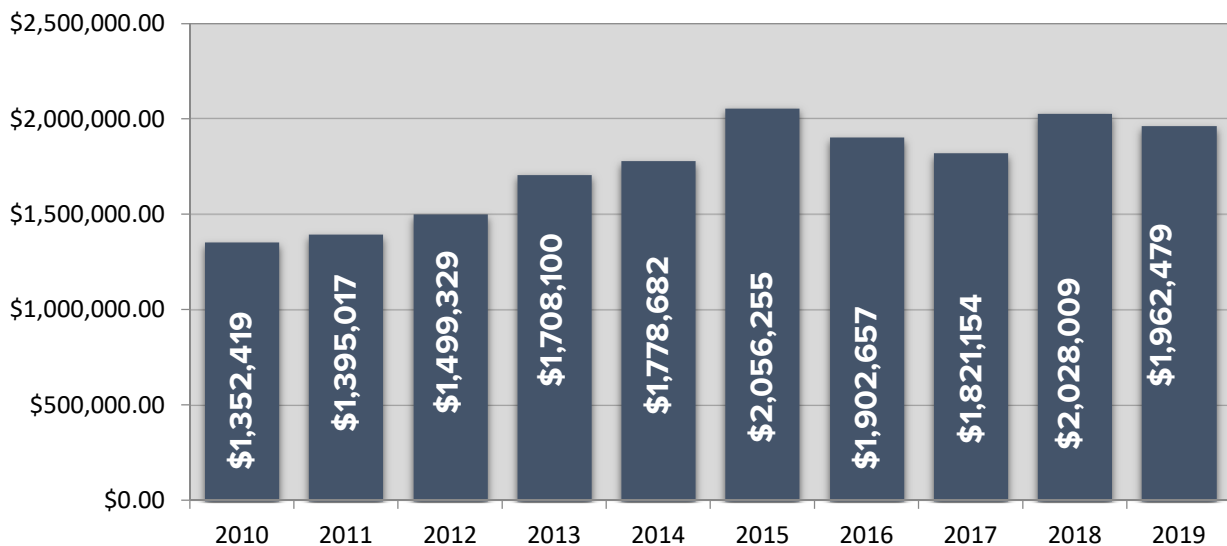
Significant increase from last year (9%). Some servers will be coming off their 5 year maintenance plan. In addition, some 3-year term contractual services will be coming due.

#### Capital Outlay

This year we are budgeting to replace the Test DR Server at the Troy School District and to upgrade Exchange.

Positions	2018 Budget		2019 Budget		2020 Budget		2021 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
<b>Total Department</b>	<b>9.7</b>	<b>0</b>	<b>9.7</b>	<b>0</b>	<b>9.7</b>	<b>0</b>	<b>9.7</b>	<b>0</b>

- *Operating Budget History*





**INTERNAL SERVICE**  
**General Government**

## Information Technology

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 636 INFORMATION TECHNOLOGY</b>								
<b>REVENUE</b>								
<b>Department: 000 Revenue</b>								
Charges For Services	\$ 2,057,212	\$ 2,150,401	\$ 2,149,840	\$ 2,149,840	\$ 2,216,080	3.08%	\$ 2,260,400	\$ 2,250,528
Interest & Rent	1,525	42,689	10,000	2,000	10,000	400.00%	10,000	10,000
<b>Department Total: Revenue</b>	<b>2,058,738</b>	<b>2,193,090</b>	<b>2,159,840</b>	<b>2,151,840</b>	<b>2,226,080</b>	<b>3.45%</b>	<b>2,270,400</b>	<b>2,260,528</b>
<b>EXPENDITURE</b>								
<b>Department: 228 Information Technology</b>								
Personal Services	1,194,053	1,188,324	1,334,620	1,345,810	1,371,140	1.88%	1,407,940	1,446,130
Supplies	281,491	260,489	241,500	261,000	233,500	-10.54%	201,500	201,500
Other Service Charges	409,843	364,966	448,160	452,140	493,160	9.07%	492,570	493,920
<b>Department Total: Information Technology</b>	<b>1,885,388</b>	<b>1,813,779</b>	<b>2,024,280</b>	<b>2,058,950</b>	<b>2,097,800</b>	<b>1.89%</b>	<b>2,102,010</b>	<b>2,141,550</b>
<b>Total Income from Operations</b>	<b>3,944,125</b>	<b>4,006,869</b>	<b>4,184,120</b>	<b>4,210,790</b>	<b>4,323,880</b>	<b>38.10%</b>	<b>4,372,410</b>	<b>4,402,078</b>
<b>EXPENDITURE</b>								
<b>Department: 228 Information Technology</b>								
Depreciation	142,621	148,701	144,290	-	-	0.00%	-	-
Capital Expenditures	-	-	400,000	500,000	150,000	-70.00%	40,000	190,000
<b>Department Total: Information Technology</b>	<b>142,621</b>	<b>148,701</b>	<b>544,290</b>	<b>500,000</b>	<b>150,000</b>	<b>-70.00%</b>	<b>40,000</b>	<b>190,000</b>
<b>Total Capital/Depreciation Expense</b>	<b>142,621</b>	<b>148,701</b>	<b>544,290</b>	<b>500,000</b>	<b>150,000</b>	<b>-70.00%</b>	<b>40,000</b>	<b>190,000</b>
<b>Total Income (Loss)</b>	<b>30,729</b>	<b>230,611</b>	<b>(408,730)</b>	<b>(407,110)</b>	<b>(21,720)</b>	<b>-94.66%</b>	<b>128,390</b>	<b>(71,022)</b>
<b>Beginning Fund Balance</b>	<b>1,356,757</b>	<b>1,387,487</b>	<b>1,618,098</b>	<b>1,618,098</b>	<b>1,209,368</b>	<b>-25.26%</b>	<b>1,187,648</b>	<b>1,316,038</b>
<b>Ending Fund Balance</b>	<b>\$ 1,387,487</b>	<b>\$ 1,618,098</b>	<b>\$ 1,209,368</b>	<b>\$ 1,210,988</b>	<b>\$ 1,187,648</b>	<b>-1.93%</b>	<b>\$ 1,316,038</b>	<b>\$ 1,245,016</b>



**INTERNAL SERVICE**  
**General Government**

## Unemployment Compensation

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 605 UNEMPLOYMENT COMPENSATION</b>								
<b><u>REVENUE</u></b>								
<b>Department: 000 Revenue</b>								
Charges For Services	\$ 3,290	\$ 2,049	\$ 3,570	\$ 3,570	\$ 3,640	1.96%	\$ 3,710	\$ 3,790
Interest & Rent	59	1,280	-	-	-	0.00%	-	-
<b>Department Total: Revenue</b>	<b>3,349</b>	<b>3,329</b>	<b>3,570</b>	<b>3,570</b>	<b>3,640</b>	<b>1.96%</b>	<b>3,710</b>	<b>3,790</b>
<b><u>EXPENDITURE</u></b>								
<b>Department: 870 Unemployment Compensation Fund</b>								
Other Service Charges	3,349	3,329	3,570	3,570	3,640	1.96%	3,710	3,790
<b>Department Total: Unemployment Compensation Fund</b>	<b>3,349</b>	<b>3,329</b>	<b>3,570</b>	<b>3,570</b>	<b>3,640</b>	<b>1.96%</b>	<b>3,710</b>	<b>3,790</b>
<b>Total Income from Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>0.00%</b>	<b>40,000</b>	<b>40,000</b>
<b>Ending Fund Balance</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>0.00%</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>


**INTERNAL SERVICE**  
**General Government**

## Worker's Comp Reserve Fund

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 606 WORKER'S COMP RESERVE FUND</b>								
<b><u>REVENUE</u></b>								
<b>Department: 000 Revenue</b>								
Charges For Services	\$ 349,289	\$ 445,820	\$ 511,450	\$ 520,450	\$ 750,000	44.11%	\$ 775,000	\$ 800,000
Interest & Rent	3,194	69,486	10,000	1,000	-	-100.00%	-	-
Other Revenue	20,895	10,624	15,000	15,000	15,000	0.00%	15,000	15,000
<b>Department Total: Revenue</b>	<b>373,378</b>	<b>525,930</b>	<b>536,450</b>	<b>536,450</b>	<b>765,000</b>	<b>42.60%</b>	<b>790,000</b>	<b>815,000</b>
<b><u>EXPENDITURE</u></b>								
<b>Department: 871 Worker's Compensation Fund</b>								
Other Service Charges	373,378	525,930	536,450	536,450	765,000	42.60%	790,000	815,000
<b>Department Total: Worker's Compensation Fund</b>	<b>373,378</b>	<b>525,930</b>	<b>536,450</b>	<b>536,450</b>	<b>765,000</b>	<b>42.60%</b>	<b>790,000</b>	<b>815,000</b>
<b>Total Income from Operations</b>	-	-	-	-	-	0.00%	-	-
<b>Beginning Fund Balance</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>0.00%</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Ending Fund Balance</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>0.00%</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>



**INTERNAL SERVICE**  
**General Government**

## Compensated Absences Fund

	2018 Actual Amount	2019 Actual Amount	2020 Estimated Amount	2020 Amended Budget	2021 Proposed	% Change	2022 Proposed	2023 Proposed
<b>Fund: 630 COMPENSATED ABSENCES FUND</b>								
<b><u>REVENUE</u></b>								
<b>Department: 000 Revenue</b>								
Interest & Rent	\$ 8,157	\$ 173,327	\$ 32,000	\$ 2,000	\$ 52,000	2500.00%	\$ 52,000	\$ 52,000
Other Revenue	4,187,587	4,414,954	4,565,310	4,595,310	4,655,050	1.30%	4,768,240	4,914,610
<b>Department Total: Revenue</b>	<b>4,195,745</b>	<b>4,588,280</b>	<b>4,597,310</b>	<b>4,597,310</b>	<b>4,707,050</b>	<b>2.39%</b>	<b>4,820,240</b>	<b>4,966,610</b>
<b><u>EXPENDITURE</u></b>								
<b>Department: 859 Compensated Absences Fund</b>								
Personal Services	4,195,745	4,588,280	4,597,310	4,597,310	4,707,050	2.39%	4,820,240	4,966,610
<b>Department Total: Compensated Absences Fund</b>	<b>4,195,745</b>	<b>4,588,280</b>	<b>4,597,310</b>	<b>4,597,310</b>	<b>4,707,050</b>	<b>2.39%</b>	<b>4,820,240</b>	<b>4,966,610</b>
<b>Total Income from Operations</b>	-	-	-	-	-	0.00%	-	-
<b>Beginning Fund Balance</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>0.00%</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Ending Fund Balance</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>0.00%</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>

# **SUPPLEMENTAL INFORMATION**

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**2020/2021 BUDGET**



## Governmental Funds

### Revenues, Expenditures and Changes in Fund Balance

Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Revenues</b>										
Property Taxes	\$ 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	\$ 51,118,782
Licenses and Permits	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	2,930,791
Federal Sources	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	350,211
State Sources	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	18,707,814
County Sources	908,398	1,039,709	614,530	786,068	31,209	587,902	1,401,455	1,624,744	1,227,514	904,756
Charges for Services	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	8,353,157
Fines and Forfeits	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	1,557,399
Interest Income	643,073	430,899	186,897	154,351	348,625	224,322	865,229	10,795	70,137	2,102,986
Miscellaneous	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	3,261,326
<b>Total Revenues</b>	<b>79,899,632</b>	<b>72,069,586</b>	<b>72,508,596</b>	<b>77,126,996</b>	<b>76,794,410</b>	<b>81,062,887</b>	<b>83,245,425</b>	<b>82,169,775</b>	<b>85,466,610</b>	<b>89,287,222</b>
<b>Expenditures</b>										
General Government	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	8,241,232
Public Safety	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	33,487,111
Roads and Streets	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	5,946,526
Other Public Works	2,043,464	1,756,490	1,680,731	1,779,928	-	-	-	-	-	-
Sanitation	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	5,250,790
Community Develop.	127,522	148,800	133,712	621,439	18,327,123	3,207,237	3,186,003	3,364,862	3,627,340	3,977,888
Recreation/Culture	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	11,088,389
Capital Outlay	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	12,587,681
Debt Service										
Principal	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	3,095,471
Interest	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	1,042,658
<b>Total Expenditures</b>	<b>83,451,249</b>	<b>76,003,481</b>	<b>67,181,391</b>	<b>71,355,799</b>	<b>89,074,748</b>	<b>84,633,262</b>	<b>87,786,933</b>	<b>84,452,259</b>	<b>86,465,492</b>	<b>84,717,746</b>
<b>Excess revenues over (under) Expenditures</b>	<b>(3,551,617)</b>	<b>(3,933,895)</b>	<b>5,327,205</b>	<b>5,771,197</b>	<b>(12,280,338)</b>	<b>(3,570,375)</b>	<b>(4,541,508)</b>	<b>(2,282,484)</b>	<b>(998,882)</b>	<b>4,569,476</b>





**Governmental Funds**  
**Revenues, Expenditures and Changes in Fund Balance**

Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Other Financing sources (uses)</b>										
Issuance of Debt	11,321,816	9,110,000	-	-	14,945,000	-	-	-	-	
Proceeds from Sale of Capital Assets	-	61,373	-	51,220	273,700	415,717	172,438	1,299	670	223,396
Payments to Escrow	(11,261,350)	(9,919,004)	-	-	-	-	-	-	-	
Premium on Debt Issue	-	947,639	-	-	-	-	-	-	-	
Transfers In	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	14,694,064
Transfers Out	(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)	(14,694,064)
<b>Total Other Financing Sources (Uses)</b>	567,415	657,123	584,701	51,220	15,668,700	356,707	172,438	1,299	670	223,396
<b>Net Change in Fund Balances</b>	<b>\$ (2,984,202)</b>	<b>\$ (3,276,772)</b>	<b>\$ 5,911,906</b>	<b>\$ 5,822,417</b>	<b>\$ 3,388,362</b>	<b>\$ (3,213,668)</b>	<b>\$ (4,369,070)</b>	<b>\$ (2,281,185)</b>	<b>\$ (998,212)</b>	<b>4,792,873</b>

Debt Service as a  
percentage of  
Non-capital  
Expenditures

5.5%      6.1%      6.5%      6.4%      5.1%      6.7%      6.9%      6.5%      5.9%      5.7%



### 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
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%
2019*	\$ 7,215,136	\$ 1,617,390		\$ 5,895,860	\$ 19,674,536	\$ 59,321,095	33%

\* Note: Includes balance of stabilization fund in accordance with GASB statement 54

#### VALUE OF TAXABLE PROPERTY

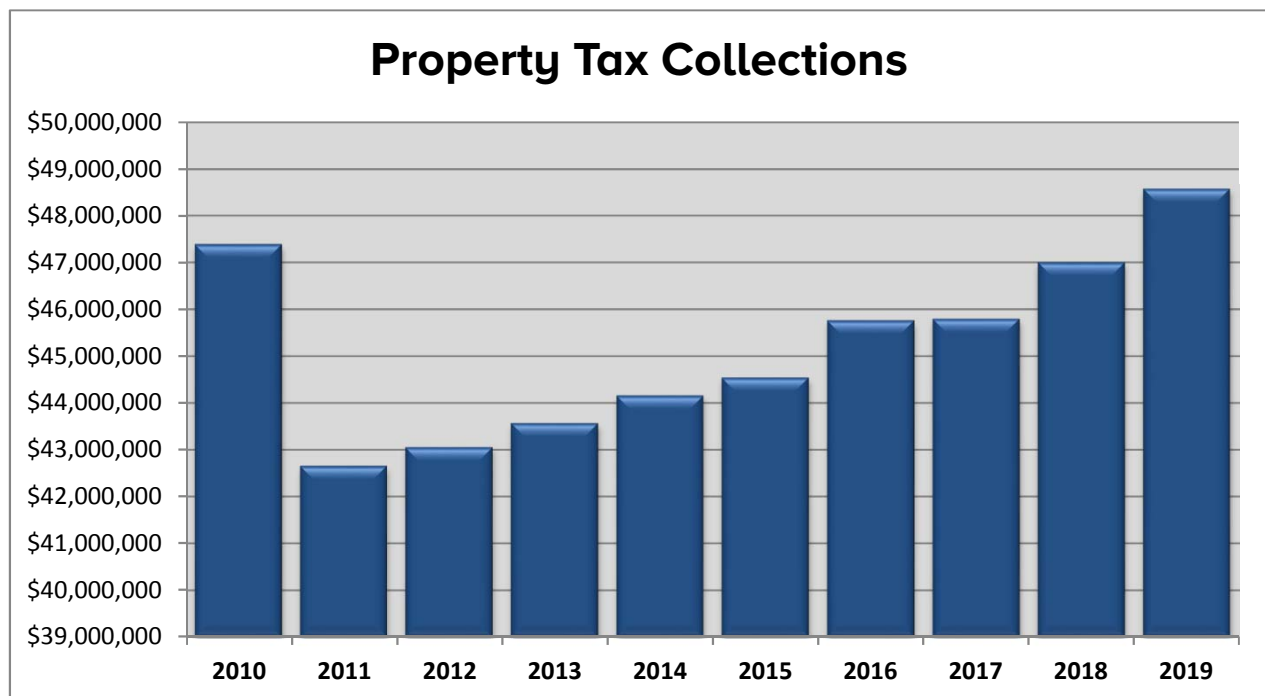
##### 10-YEAR HISTORY

Fiscal Year Ended 30-Jun	Real Property	Personal Property	Total Taxable Property	Real Property As Percent of Total Taxable Property
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%
2019	\$ 4,490,924,230	\$ 382,328,990	\$ 4,873,078,440	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
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%
2019	\$ 49,116,110	\$ 48,572,479	98.89%	\$ 477,132	\$ 49,049,611	99.86%





## Demographic Statistics

<b>Fiscal Year</b>				<b>Median</b>			
<b>Ended</b>	<b>Estimated</b>	<b># of</b>	<b>Income</b>	<b>Per</b>	<b>School</b>	<b>Median</b>	<b>Unempl.</b>
<b>30-Jun</b>	<b>Population (5)</b>	<b>Households (1)</b>	<b>Household (1)</b>	<b>Household (1)</b>	<b>Enrollments (3)</b>	<b>Age (4)</b>	<b>Rate (2)</b>
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
2019	84,547	31,674	\$	93,017	13,043	42.2	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

<b>Race</b>	<b>Population Based on 2010 Census</b>	<b>Percentage of Population</b>
White	60,006	82%
Black	3,239	2%
American Indian	162	0%
Asian	15,467	13%
Other	486	0%
Multiple	1,620	2%

<b>Educational Level Attainment - Age 25 or Older Based on 2010 Census</b>		
High School Graduates	76,688	94.70%
Bachelor's Degree or Higher	45,997	56.80%


**Top 20 Tax Payers**

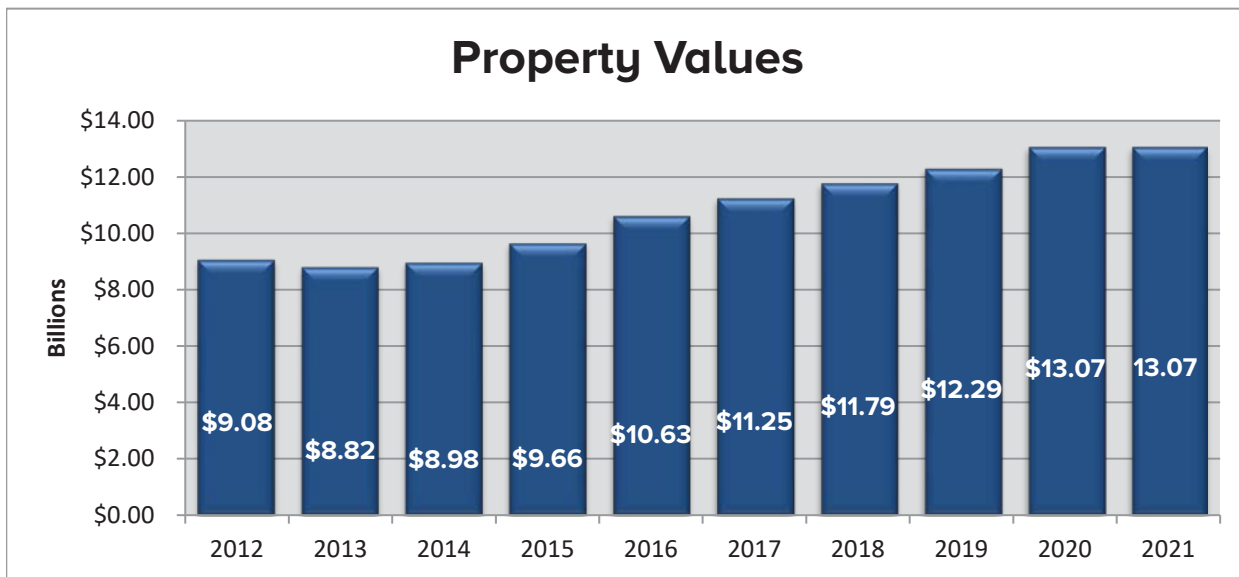
Rank	Name	2020 Assessed Value	2020 Taxable Value	# of Parcels	Business Activity	% of Total Taxable Value
1	Somerset Collection	95,817,520	58,558,600	5	Somerset Mall	1.11
2	DTE	44,069,090	43,704,870	17	Utility	0.83
3	Troy Apts	73,219,900	30,792,120	25	Apartment Leasing	0.58
4	Troy Officentre	26,739,140	26,487,590	7	Office Leasing	0.50
5	Urbancal	34,687,130	24,639,700	5	Oakland Mall	0.47
6	CC Troy	33,780,940	22,205,180	4	Office Leasing	0.42
7	Consumers Energy	21,836,210	21,717,310	12	Utility	0.41
8	Wilshire Plaza	19,008,040	16,809,920	3	Office Leasing	0.32
9	Kelly	24,798,460	15,966,860	7	Corporate HQ	0.30
10	Bostick	18,994,710	15,660,670	27	Various Leasing	0.30
11	755 Tower Assoc	24,103,140	15,411,090	2	Office Leasing	0.29
12	Macy's	18,226,480	14,899,410	4	Retail	0.28
13	Troy Beaver Realty	17,198,160	14,288,160	2	Office Leasing	0.27
14	Delphi	25,620,770	13,905,370	2	Corporate HQ	0.26
15	Regents Park	16,770,920	13,892,860	3	Apartment Leasing	0.26
16	SCA 100	15,197,790	13,087,420	1	Office Leasing	0.25
17	Children's Hospital	13,384,490	12,402,340	2	Hospital	0.24
18	Nemer Place	13,132,560	10,755,270	5	Office Leasing	0.20
19	Somerset Place	18,768,000	10,724,030	1	Office Leasing	0.20
20	Gables of Troy	16,479,480	10,131,620	4	Apartment Leasing	0.19
<b>Totals</b>		571,832,930	406,040,390	138		7.71

<b>2020 Total Assessed Value (AV)</b>	<b>2020 Total Taxable Value (TV)</b>
6,916,181,470	5,265,764,420
<b>% Total A/V 8.27</b>	<b>% Total T/V 7.71</b>



### Property Values and Construction Last 10 Fiscal Years

Fiscal Year Ended June 30 of:	Property Values	Construction
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
2021	\$13,822,362,940	\$148,242,462



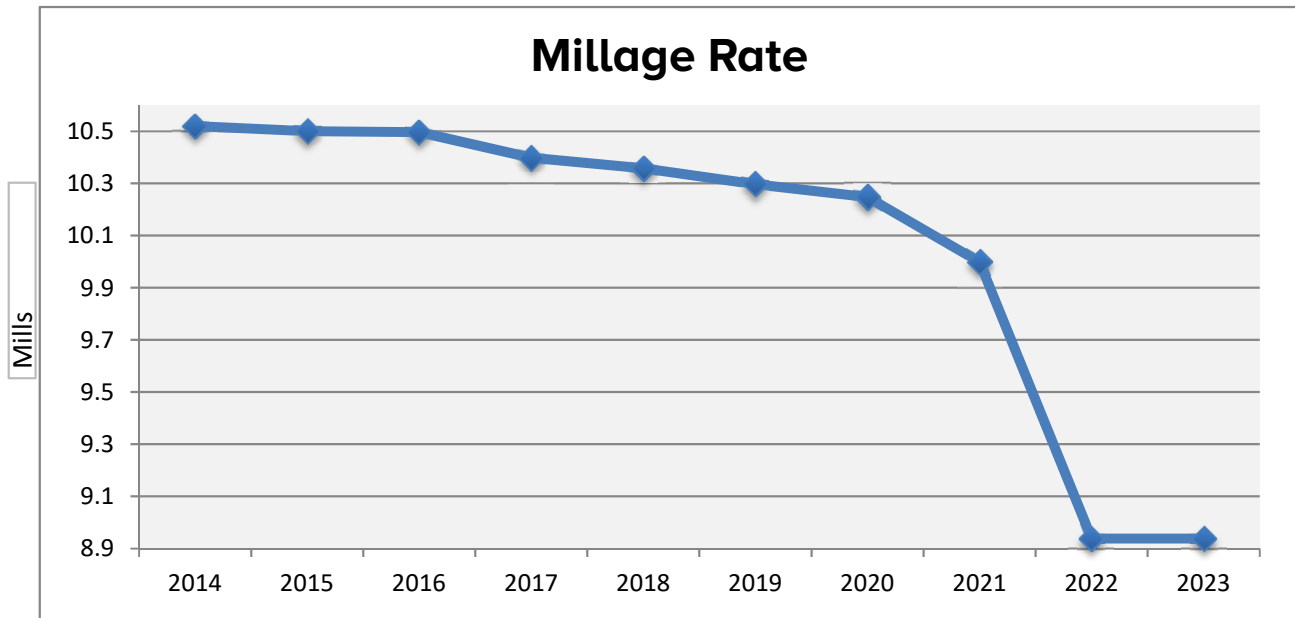


## Collective Bargaining Agreements

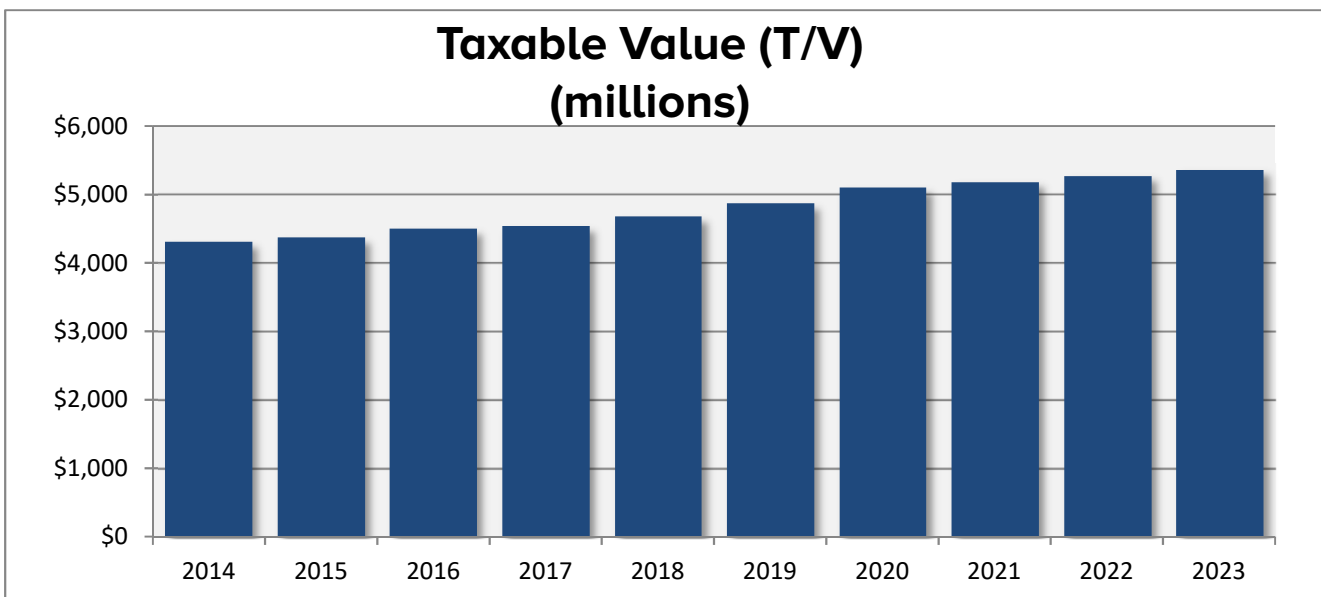
Bargaining Unit	Expiration Date	# of Employees Covered
American Federation of State, County and Municipal Employees <b>(AFSCME)</b> - Public Works Employees	6/30/2021	61
Michigan Association of Police <b>(MAP)</b> - Clerical Employees, Police Service Aides	6/30/2023	44
Troy Command Officers Association <b>(TCOA)</b> - Command Police Officers	6/30/2024	24
Troy Police Officers Association <b>(TPOA)</b> - Police Officers	6/30/2020	82
Troy Fire Staff Officers Association <b>(TFSOA)</b> - Career Fire Professionals	6/30/2024	9
Troy Communications Supervisors Association <b>(TCSA)</b> Civilian Communications Supervisors	6/30/2021	8



## Economic Information



The City of Troy has maintained one of the lowest tax rates of surrounding cities. The reduction in 2022 and 2023 is due to the expiration of the library and debt millages. The city plans to renew both millages in the future.



In Michigan the assessed value is approximately 50% of the market value of a home. If the home sells for \$200,000 the assessed value would be \$100,000. Each mill levied on this property would cost \$100 annually (before any applicable state or federal tax credits). Under the state school funding system (Proposal A) the annual increase in the taxable value of your property is capped at the rate of inflation or 5%, whichever is less.





## Statistical Information

· <b>Area</b>	34.3 square miles (21,952 acres)	
· <b>Form of Government</b>	Council-Manager (since December 12, 1955)	
· <b>Present Charter</b>	Adopted December 12, 1955	
· <b>Elections</b>	General Elections are in November of odd numbered years:	
	Registered voters at the time of General Election on November 2019	59,400
	Number of voters voting in General Election November 2019	39,230
	Percentage of registered voters voted	66.0%
	Registered voters at the time of City General Election on November 2018	58,627
	Number of voters voting in City General Election November 2018	39,082
	Percentage of registered voters voted	66.7%
· <b>Fiscal Year Begins</b>	July 1 <sup>st</sup>	
· <b># of Employees</b>	Budget for 2019/20 353 regular, 122 part time/seasonal (full-time equivalents), summer and fall programs	
· <b>Fire Protection</b>	6 stations, training center, 11 uniformed career personnel, 1 civilian and 180 volunteer firefighters	
· <b>Police Protection</b>	1 station, 113 police officers, 36 non-sworn and 14 civilian employees	
· <b>Building Construction</b>	2009/10 (*) 1,185 permits - \$ 56,329,455 estimated value	
	2010/11 940 permits - \$ 81,414,322 estimated value	
	2011/12 1,699 permits - \$ 98,609,054 estimated value	
	2012/13 2,006 permits - \$146,556,961 estimated value	
	2013/14 2,297 permits - \$165,364,134 estimated value	
	2014/15 2,369 permits - \$212,761,431 estimated value	
	2015/16 2,404 permits - \$154,161,117 estimated value	
	2016/17 3,042 permits - \$166,876,878 estimated value	
	2017/18 2,988 permits - \$180,411,536 estimated value	
	2018/19 2,711 permits - \$195,324,067 estimated value	
	*Change in permit base	
· <b>Streets</b>	410 miles improved 4.4 miles unimproved	
· <b>Sewers</b>	6.0 miles (combination storm and sanitary) 399 miles sanitary sewer 546 miles storm sewer	
· <b>Street Lights</b>	564 Detroit Edison-owned 1008 City-owned	
· <b>Water Plant</b>	Accounts: City - Regular 27,637 Annual Distribution 470,000 (mcf) Water Mains 548 miles Hydrants 6064	



## 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.