



**CITY OF**  
**Sterling**  
**Heights**  
MICHIGAN

**ANNUAL BUDGET**  
**2023-2024**



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# 2023-2024 Annual Budget

**Michael C. Taylor**  
Mayor

**Liz Sierawski**  
Mayor Pro Tem

**Deanna Koski**  
Councilwoman

**Michael V. Radtke Jr.**  
Councilman

**Maria G. Schmidt**  
Councilwoman

**Henry Yanez**  
Councilman

**Barbara A. Ziarko**  
Councilwoman



**Mark D. Vanderpool**  
City Manager

**Jennifer L. Varney**  
Finance & Budget Director

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Sterling Heights  
Michigan**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Sterling Heights, Michigan for its annual budget for the fiscal year beginning July 1, 2022.

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

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

<b>Mark D. Vanderpool</b>	City Manager
<b>Jeffrey A. Bahorski</b>	Assistant City Manager
<b>Frank Bayer</b>	Building Official
<b>Robin Palazzolo</b>	City Assessor
<b>Marc D. Kaszubski</b>	City Attorney
<b>Melanie D. Ryska</b>	City Clerk
<b>Jason Castor</b>	City Development Director
<b>Brent S. Bashaw</b>	City Engineer
<b>Vacant</b>	City Planner
<b>Jake Parcell</b>	Asst. City Planner/City Development Mgr.
<b>Mary Chavez</b>	City Treasurer
<b>Melanie D. Davis</b>	Community Relations Director
<b>Jason Denton</b>	Controller
<b>Todd Macovis</b>	Facilities Maintenance Director (Acting)
<b>Jennifer L. Varney</b>	Finance & Budget Director
<b>Nick Makie</b>	Assistant Finance & Budget Director
<b>Kevin Edmond</b>	Fire Chief
<b>Kate Baldwin</b>	Human Resources & Benefits Manager
<b>Steve Deon</b>	Information Technology Director
<b>Kyle Langlois</b>	Parks & Recreation Director
<b>Dale Dwojakowski</b>	Police Chief
<b>Tammy L. Turgeon</b>	Public Library Director
<b>Michael Moore</b>	Public Works Director
<b>Christine Jamison</b>	Purchasing Manager

## City Seal

Sterling Heights' "Coat of Arms" was officially adopted by the City Council in December, 1968. The words "City of Sterling Heights" encompass the circular seal beginning and ending with five-pointed stars, which represent Quality. Above the crest is the eagle, representing Courage. The eagle's talons hold a bundle of arrows, symbolizing Achievement. There are two types of branches beneath the eagle. On the right is an olive branch, representing Peace, while a religious symbol, the palm branch, curves upward on the left. A triskelion, representing Progress radiates above the symbolic City Hall and residents. At the base of the seal is an unrolled scroll with the words, "To Strive on Behalf of All," representing the government's commitment to its residents.■



**Note: A copy of this publication is available within five (5) business days in an alternate format, such as Braille or audio tape, for persons with visual impairments.**

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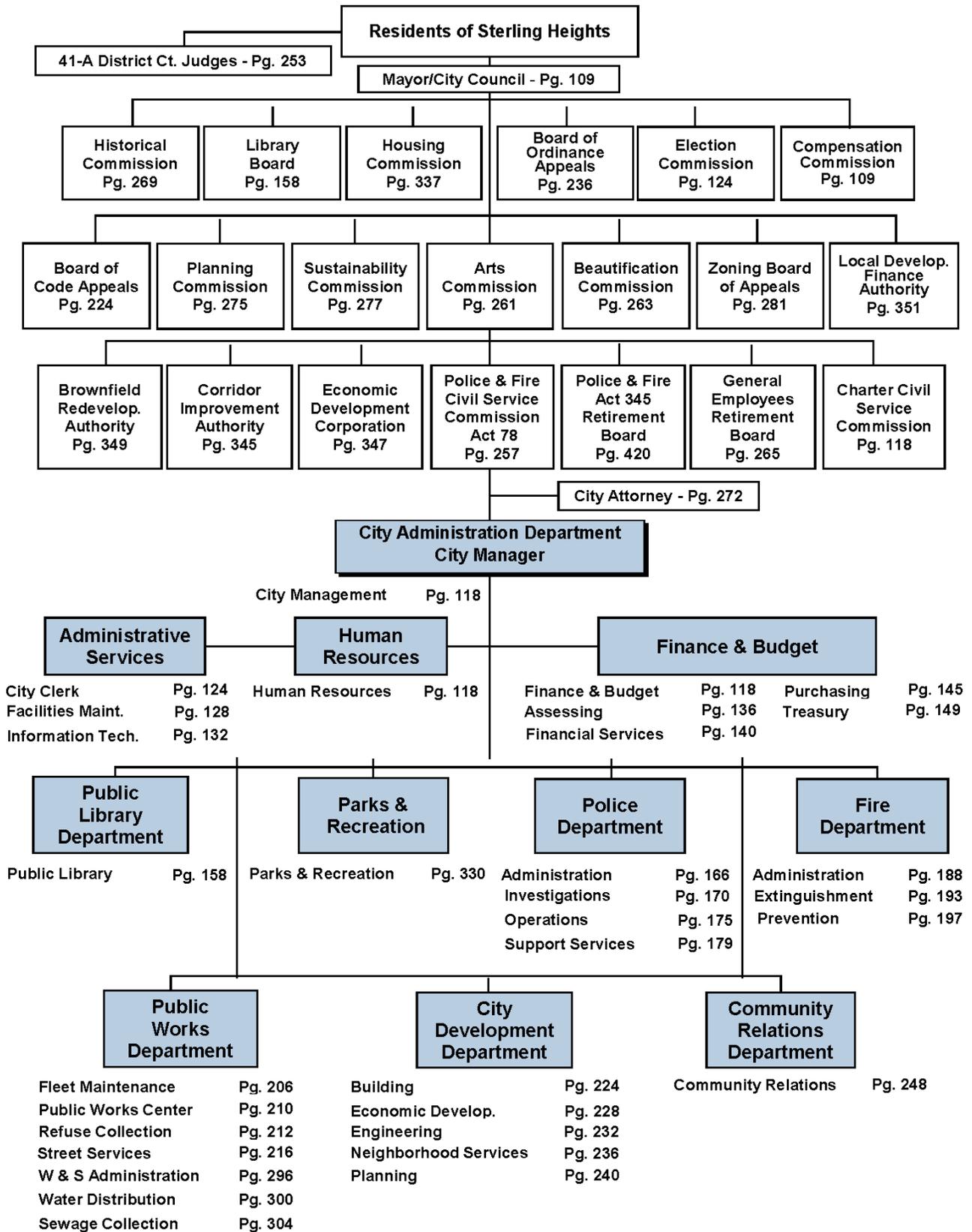
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NOTE: Offices are cross-referenced by budget page number.

## INTRODUCTION

As you review the City's Budget document, note that it is organized by fund type. In the printed copy of the document, these fund types are distinguished by the orange laminated tabs and include:

- General Fund
- Water & Sewer Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Project Funds

The General Fund is further divided into major divisions or departments. These departments are comprised of several offices. For example, within the City Administration Department, there are eight offices, including City Management, City Clerk, Facilities Maintenance, Information Technology, Assessing, Financial Services, Purchasing, and Treasury.

Each office in a department contains the following:

- Service & Mission Statement
- Performance Objectives & Indicators
- Staffing & Organization Chart
- Summary of Budget Changes

The Service & Mission Statement highlights the types of services each office or activity provides and annual Key Goals that are strived for each year. The Performance Objectives are specific objectives the office or activity hopes to achieve in the current year, while the Performance Indicators provide a listing of key measurements of service, efforts and accomplishments. All performance objectives are referenced and linked to the citywide goals. The Staffing & Organization Chart illustrates the number of budgeted positions and the internal office structure. Finally, the Summary of Budget Changes provides a detailed look at each office or activity's expenditure history and explains the funding level changes that have taken place.

The Functional Organization Charts, Department At A Glance summaries, and Key Departmental Trends provide a quick overview of the entire department.

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

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

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

**A:** *Line-item detail by account for each office is available from the Office of City Management upon request. These line-items are not included in the City budget document. The City budget document is more focused on total Citywide costs and the results achieved with the dollars spent. Regardless, each fund and office budget includes a detailed Summary of Budget Changes which provides expenditure account information.*

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

**A:** *The Capital Budget is incorporated in the annual budget document. It details the funds appropriated for specific facilities, equipment, vehicles, and improvement projects. A listing, description, and City map geographically depicting the location of all projects can be found behind the **Capital Projects** tab.*

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

**A:** *The **Table of Contents** at the beginning of the budget lists all offices in the order in which they appear in the document. The **Index** at the end of the document alphabetically lists each office and the corresponding page number. The City's **Organizational Chart** is also cross-referenced to the office's corresponding page number within the document.*

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

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

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

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

## **UNIFORM BUDGETING ACT**

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

1. Budgets must be adopted for the General Fund and Special Revenue Funds.
2. The budgets must be balanced.
3. The budgets must be amended when necessary.

4. Debt cannot be entered into unless permitted by law.
5. Expenditures cannot exceed the budget appropriations.
6. Expenditures cannot be made unless authorized in the budget.
7. Public hearings must be held before budget adoptions.

## **BUDGET PROCESS**

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

- A. Prior to April 1, the City Manager submits to the City Council a proposed operating budget for the fiscal year commencing the following July 1. The annual operating budget includes proposed expenditures and the means of financing them for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, and the Enterprise Fund.
- B. After the City Manager has submitted the proposed budget to the City Council, public hearings are conducted to obtain City Council input and taxpayer comments.
- C. Prior to May 10, the budget is legally adopted through the passage of an Appropriations Ordinance for each fund which takes effect the following July 1.
- D. The Appropriations Ordinance is the legislative vehicle which allows for the expenditure of funds throughout the City. The Ordinance is based on the approved and adopted budget and is the final product of the budget cycle.
- E. The City Manager is authorized to transfer budgeted amounts within budgetary centers (major activity or department); however, any revisions that alter the total expenditures of any

budgetary center must be approved by the City Council.

In addition to the Charter requirements, the Administrators of all City offices have made budget requests to the City Manager, which are reviewed before arriving at the proposed budget recommendations. The Budget Calendar outlines the entire budget process by month.

**The Proposed vs. Approved Budget:** The terminology “Proposed Budget” is utilized throughout the document to indicate the budgetary totals and concepts as presented by the City Manager to the City Council on or before April 1. The terminology “Adopted Budget” refers to the official budgetary totals adopted by the City Council after the City Manager’s submission and required public hearings are held.

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

## **BASIS OF BUDGETING**

The adopted Budget is prepared on a basis consistent with Generally Accepted Accounting Principles (GAAP) except that; operating transfers are treated as revenues and expenditures, certain expenditures such as compensated absences are not recognized for budgetary purposes, but are accrued, and capital outlay in the Water & Sewer Fund is recorded as an expense for budgetary purposes as opposed to an adjustment of the balance sheet account. The modified accrual basis of accounting is utilized in the preparation of budgets for all governmental fund types, which are contained within this document. Expenditures, other than accrued interest on long-term debt, are recorded at the time liabilities are incurred, and revenues are recorded when received in cash, except for material and/or available revenues which should be accrued to properly reflect the tax levied and revenues earned. The accrual basis of

accounting is utilized in developing the Water & Sewer Fund Budget.

Budgets are monitored carefully with the use of an encumbrance system. In addition, budgets are monitored monthly by City Management and necessary amendments are approved by City Council periodically throughout the year to ensure fiscal responsibility, accountability, and financial planning.

The budget document for the City also includes additional information summaries for debt and other non-budgetary funds.■

<b>October</b>	<ul style="list-style-type: none"> <li>• Quarterly Budget Report Prepared</li> <li>• Capital Budget manual and forms distributed to all offices</li> <li>• Offices submit Capital requests</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>• Revenue and Expenditure forecast prepared</li> <li>• Updated Revenue Study of rates and fees prepared</li> <li>• Preparation of Capital Improvement Plan and Multi-year Financial Plan</li> <li>• City Management prepares current year Budget Amendment</li> <li>• Capital request meetings held with all City Departments</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>• Prior year Audit released and Annual Comprehensive Financial Report completed</li> <li>• City Management prepares personnel costs for Proposed Budget</li> <li>• Preparation of the Water &amp; Sewer Fund Rate Study</li> <li>• City Management presents the Capital Improvements Report to City Manager</li> <li>• City Manager's final Capital recommendations are reported to all offices</li> <li>• City Council approves current year Budget Amendment</li> <li>• Department Managers begin Operating Budget Process</li> </ul>
<b>January</b>	<ul style="list-style-type: none"> <li>• City Council Strategic Planning Workshop</li> <li>• Operating Budget Requests due from all departments</li> <li>• Revenue Worksheets due from all departments</li> <li>• City Management analyzes department's budget requests</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>• Revenue Forecast prepared by City Management</li> <li>• Budget Meetings held with all City Departments</li> <li>• City Manager makes final Proposed Budget recommendations</li> <li>• City Management prepares Proposed Budget document</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>• Proposed Budget printed and distributed to City Council</li> <li>• Preparation begins for Budget Workshops</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>• City Council Workshops - Budget Review, Questions &amp; Adjustments</li> <li>• Budget Notice published in local newspaper</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• Public Hearing for Budget</li> <li>• City Council adopts Appropriations Ordinance</li> <li>• City Management prepares current year final Budget Amendment</li> </ul>
<b>June - July</b>	<ul style="list-style-type: none"> <li>• City Management prepares Approved Budget document incorporating City Council adjustments</li> <li>• Approved Budget document distributed at first City Council meeting in July</li> <li>• Preparation of Capital Improvement Status Report</li> <li>• Current year final Budget Amendment completed and approved</li> <li>• Begin monitoring Budget Performance</li> </ul>

The City of Sterling Heights is a vibrant and progressive community with a strong sense of civic pride and determination by its leaders. Its balanced environment is rich with cultural diversity, community wellness, and economic vitality. Sterling Heights is a family community known for its youthful residents, exceptional neighborhoods, scenic parks, and blue-ribbon schools.

A northeast suburb of Detroit, Sterling Heights is located six miles west of Lake St. Clair and 24 miles from the Detroit Metropolitan Airport.

The area now known as Sterling Heights was first incorporated as Jefferson Township on March 17, 1835. In 1838, its name was changed to Sterling Township, and in July of 1968, the City of Sterling Heights was incorporated. Since incorporation, a seven-member City Council, including the Mayor, has governed the City. All Council members now serve four-year terms due to a ballot proposal passed on November 3, 2020. Under the Council-Manager form of government, the Mayor and City Council appoint two officials: the City Manager and the City Attorney. In turn, the City Manager appoints all department heads and employees.

Geographically, Sterling Heights is the third largest city in the state, occupying 36.8 square miles. Although much of its land is developed, approximately 5% remains vacant and available for development. Per the 2020 U.S. census, the population of Sterling Heights is 134,346. In terms of population, the City is the fourth largest city in Michigan.

Sterling Heights has primarily developed into a residential community. There are approximately 55,066 households in the City and a 41-year old median age. The City's median household income is \$70,211. Of all communities with a population of 100,000 or more, Sterling Heights is consistently ranked one of the safest.

The City is a full-service community with the exception of a public transportation system, which is provided by a regional public transit authority. Sterling Heights offers a wide variety of restaurants, movie theaters, places of worship, and retail shops.

Currently, the City maintains 29 developed park sites. The City parks provide a variety of recreational opportunities from baseball diamond complexes, an ice skating rink, a skate park, playgrounds, canoeing



and kayaking, to miles of developed walking, jogging, and bicycle riding pathways. The Clinton River flows in a southeast direction through the northeast section of the City. In March 2020, the City opened a state of the art Community Center that focuses on offering a wide variety of unique programs to meet the evolving needs of our community. Among other highlights, the Community Center features two multipurpose gymnasiums, an indoor track, expanded dance and fitness studios, meeting rooms, the City's largest indoor special event space, dedicated teen and tot rooms, and the USA Softball of Metro Detroit Hall of Fame.

Sterling Heights takes pride in providing various community events throughout the year to its residents. The grand event highlighted each year is the City's "Sterlingfest", which provides the community with the opportunity to take pleasure in the summer festivity of fun, food, arts and crafts, carnival rides, and music.

Sterling Heights has enjoyed a solid reputation for municipal planning and growth management. The comprehensive Master Land Use Plan has foreseen the Van Dyke corridor and the Lakeside Mall shopping district area as the most significant focal points of the community, and the City continues to be proactive in paving the way for redevelopment as retail shopping habits change and evolve. The commercial and industrial business environment is a mix of services, products, and technological employers. This impressive mix of business opportunities has allowed the City to maintain a relatively low unemployment rate. Principal employers in the City include: Stellantis, Ford Motor Company, General Dynamics, Utica Community Schools, and Beaumont Health Systems.

Sterling Heights has received many awards from various professional associations and municipal service organizations for its innovative approaches to service delivery and quality improvements.■

Responsible government is the recognized duty and charge of all City employees and elected officials. The following Citywide goals have been identified to continue serving the residents of Sterling Heights in the most professional, courteous, and efficient manner possible. **Each City office also prepares annual performance objectives, which are located in the departmental sections of this document, and are directly tied and referenced to at least one of the City's overall goals and objectives.**

## **ORGANIZATIONAL OPERATIONS**

1. Provide quality and innovative services desired by the majority of the community, while maintaining the City's low cost and efficient government operations.
2. Provide managers and employees with the tools, resources and training to properly serve the community.
3. Offer an efficient, progressive, and high-quality service delivery system that manages costs, maximizes revenues, empowers managers and employees, rewards success, and encourages accountability and creativity.
4. Stay up to date on the latest trends to meet the changing needs of the community and to continually update the City's long-range plans for land use, roads, parks, technology, capital, financial forecasting, long-term liabilities, debt, and employee succession.
5. Review department structures and staffing levels to achieve continued efficient and effective desired service levels and review the sharing of services and avoiding the duplication of services with other units of government and the private sector where feasible.
6. Create high performance organization that adds value and continues to innovatively provide services and solve problems using an interdepartmental collaborative approach and where department goals are directed toward achieving City-wide goals.
7. Facilitate efficient management of City operations and services by keeping abreast of legislation, legal issues, and through regular communication with legislators.
8. Provide a system for financial and performance reporting that complies with accounting

standards, ensures the City's long-term financial stability, regularly reports the City's financial condition, controls risk, increases investment returns, and achieves the high City bond rating.

## **PUBLIC SAFETY**

9. Provide for a safe peaceful community by offering first rate emergency response capabilities that ensure a rapid response and which seek to lower the City's crime rate and minimize the effects of medical emergencies and property loss from fire.
10. Stay current with crime and fire prevention efforts, provide public education, and encourage citizen volunteers for neighborhood watch activities.
11. Maintain and improve the City's ability to respond to civil, natural and medical emergencies by partnering and coordinating with other public safety agencies.

## **PROPERTY VALUES**

12. Develop a clear and visual image of the community, which reflects the highest standards of design quality for both the public and private sectors.
13. Protect a property owner's investment by equitably assessing property, monitoring environmental and blighting conditions and land uses which may adversely affect housing values, and encourage and administer property maintenance, enhancement and redevelopment programs in both residential and commercial areas.
14. Emphasize existing programs and develop additional programs and services which reinforce Sterling Heights as a safe, attractive residential community with well-maintained and desirable neighborhoods.
15. Strive for a balance of housing options which is available to meet the needs of all members of the community regardless of age, income or background.

## **CITY INFRASTRUCTURE & ENVIRONMENT**

16. Develop a comprehensive system to maintain and improve City infrastructure including major and local roads, bridges, parks, sidewalks, City facilities, signage, rivers, and water, storm and sewer mains to serve the needs of Sterling Heights residents.
17. Provide an orderly, balanced, well-maintained and safe transportation plan for vehicular, bike, and

pedestrian traffic throughout the City, which is integrated with the regional transit system.

18. Ensure the safety and the physical beauty of the community with well-maintained, groomed, and attractive green spaces, a healthy urban forest, and an effective storm water runoff system.

### **RECREATIONAL OPPORTUNITIES**

19. Offer high quality and diverse educational, recreational, cultural, and leisure opportunities for City residents of all ages.

### **ECONOMIC DEVELOPMENT**

20. Aggressively maintain and improve the City's financial base by emphasizing the importance of economic development, redevelopment, and marketing the City as a distinctive and welcoming place to do business.
21. Refine economic development and marketing policies and work with local partnerships to focus on business retention and attraction efforts including high tech and emerging industries and entrepreneurs, through economic gardening, retail business development, VELOCITY and business incubation, the defense corridor, Blue Water Economy, and tax increments financing which can further diversify and expand the City's tax base and create local jobs.
22. Facilitate strong identifiable City regional centers and successful vibrant and attractive commercial centers with unique offerings and focal points, which offer alternatives to the traditional downtown by providing clusters of community commercial facilities that serve as destinations for residents and visitors.

### **TECHNOLOGY & INNOVATION**

23. Seek and maintain state-of-the-art innovation and technology hardware and software upgrades in City government through automating systems and the City's website, thereby enhancing customer service while reducing costs, leading to increases in efficiency and improves services to residents and businesses.

### **COMMUNICATIONS**

24. Maintain an open line of communication with all stakeholders, inform and promote City services, seek opinions, ideas, and feedback from all and promote cultural understanding in our diverse community.

25. Promote City services and events through a coordinated multi-media strategy incorporating the use of the City Magazine and website, press releases, brochures, social media, SHTV, and radio station AM 1700.

26. Encourage and promote volunteerism within the City to assist at City-wide events and with general operations where feasible.■

### **2030 VISION STATEMENT:**

***A vibrant, inclusive community for residents and businesses that is safe, active, progressive and distinctive. Sterling Heights—a bold vision for an exceptional quality of life.***

### **2030 GUIDING PRINCIPLES:**

- ***Safe, well maintained, and desirable neighborhoods enhanced by great schools.***
- ***Plentiful leisure and recreation opportunities featuring fully utilized parks.***
- ***Abundant pathways for biking and walking.***
- ***Focal points that are both public and private to serve as destinations for residents and visitors.***
- ***Well maintained and aesthetically pleasing roads and green spaces.***
- ***Successful, vibrant, and attractive commercial centers with unique offerings.***
- ***Destination for high-tech and emerging industries and entrepreneurs.***

As public officials, we are charged with the responsibility to ensure that all services are provided within acceptable levels of cost, and when required, to seek alternative methods of financing.

The budget continues the conservative spending approach that the residents of Sterling Heights have come to expect from City government. The document also assists our efforts to make the operations of the City more efficient, less costly, and more importantly, to target available resources to specific needs of the community.

For the fiscal year 2023/24 budget, the City of Sterling Heights has complied with all of the following financial policies.

## **FINANCIAL POLICIES**

The City of Sterling Heights' financial policies set forth basic tenets for the overall fiscal management of the City. Operating independently of changing circumstances and conditions, these policies provide a framework to assist the decision-making process of the City Council and Administration.

These policies provide guidelines for evaluating both current activities as well as proposals for future programs. All financial policies are reviewed annually in conjunction with the preparation of the annual budget to ensure continued relevancy and adherence to legislative mandates and accounting principles.

1. The budget will first determine how much money is available, it will then allocate the resources among the highest priority results based on analyses, which determine which programs can best achieve the desired results, and it will use a performance measurement process to annually evaluate the results.
2. Emphasis will be increased on those personnel and management areas of long-term importance: employee relations, work simpler but more effectively, implementation of new technologies, long-term work force planning, and management incentives.
3. Expanding an existing service program or adding a new service program will only be considered when a new revenue source can support all of the ongoing costs; 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.
4. The budget is balanced and the City will maintain a balanced budget in which estimated revenues and fund balance reserves are equal to or greater than estimated expenditures.
5. The City will maintain a control system to ensure adherence to the budget and will prepare monthly reports comparing actual revenues and expenditures to budgeted amounts.
6. The City will monitor departmental expenditures on a monthly basis to ensure conformity to budgets and decide on actions to bring the budget into balance, if necessary.
7. The City will integrate performance measurement and productivity indicators within the budget.
8. The City will attempt to avoid layoffs in all actions to balance the budget. Any personnel reductions will be scheduled to come from attrition and where necessary, through bumping actions. Any reductions in positions will be proportionately distributed among various levels of employees.
9. The City will avoid budgetary practices or procedures that balance current period expenditures at the expense of future years' revenues.
10. The budget will provide for the adequate maintenance and orderly replacement of capital facilities and equipment.
11. The budget will provide for adequate levels of funding for all retirement systems.

12. The City will develop and maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust.
  13. The Operating and Capital Budgets will describe the major goals to be achieved and the services to be delivered, based upon the levels of funding anticipated or provided.
  14. The City will finance essential City services, which have a City-wide benefit from revenue sources, which are generated from a broad base, i.e., property taxes, State revenue sharing, assessments, and fees.
  15. The impact on the use of property tax financing will be minimized by seeking alternative financing for City services including user fees and upgrading and/or enhancement of the property tax base.
  16. Financing formulas and user-fee rate structures will be reassessed to accurately charge the cost of service provided to the benefiting property owners and customers while considering the needs of low-income residents.
  17. Federal and State legislation will be supported that provides property tax relief and direct aid to cities. Any legislation which forces local service mandates without matching Federal, State, or regional funding will be opposed.
  18. In conjunction with the Municipal Improvement Plan (MIP), the City will prepare a three-year projection of operating revenues and expenditures for all major funds. The projection shall be monitored on an ongoing basis and major changes shall be incorporated into the document as they occur.
3. The City will maintain sound appraisal procedures and practices to reflect current property values.
  4. The City will establish user charges and set fees for services for its Water & Sewer Fund at a level that fully supports both the operational and capital outlay costs of the activity.
  5. The City will follow an aggressive policy of collecting revenues.
  6. The City will annually review fees and charges and will design or modify revenue systems to allow charges to increase at a rate that keeps pace with the cost of providing the service.

### **RESERVE POLICIES**

1. The City will strive to maintain a minimum General Fund and Self-Insurance Fund reserve of 10% or in an amount equal to 1.2 months of operational expenditures, however a General Fund reserve of 25% is ideal.

### **ACCOUNTING, FINANCIAL REPORTING, AND AUDITING POLICIES**

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

### **INVESTMENT POLICIES**

1. The City will attempt to maintain a diversified and stable revenue base to avoid short or long-term fluctuations in any one revenue source.
  2. Annual City revenues will be projected by an objective and thorough analytical process.
1. The City will conduct a cash-flow analysis of all funds on a regular basis. Disbursement, collection and deposit of all funds will be scheduled to maximize investment returns.
  2. When permitted by law, the City will pool cash

from several different funds for investment purposes to maximize potential earnings.

3. The City will analyze market conditions and potential investments to maximize its yield, while maintaining the integrity, diversification, and safety of the principal.
4. The City's accounting system will provide monthly information concerning cash position and investment performance.
5. The City's Investment Officer will quarterly report the portfolio holdings by type, the average maturity, earnings and any other information necessary to allow the City Council and Investment Committee to confirm compliance with the adopted investment policy.

## **DEBT POLICIES**

1. The City will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues. All bonds will be amortized over a period not to exceed the expected useful life of the project.
2. The City will attempt to keep the average maturity of general obligation and all types of revenue bonds at or below 20 years.
3. When possible, the City will use special assessment, revenue, tax increment, or other self-supporting bonds. These bonds may be backed by the limited full faith and credit of the City to achieve a lower interest cost.
4. The City will not incur long-term debt to support current operations.
5. The City will maintain a sound relationship with all bond-rating agencies and will keep them informed about our current capital projects.
6. The City will annually review all outstanding debt for potential refunding. Outstanding debt will be refunded only when a net savings greater than 1.5% can be achieved.

7. The City will not issue general obligation debt in excess of 10% of the current state equalized value of real and personal property. Additionally, the City will attempt to maintain the per capita debt, for all types of debt, at or below \$2,500.

## **CAPITAL IMPROVEMENT BUDGET POLICIES**

1. The fiscal integrity of the City's operating debt service and capital improvement budgets will be maintained in order to provide services, construct and maintain public facilities, streets, and utilities.
2. The City shall make all capital improvements in accordance with an adopted capital acquisition program.
3. The City will annually update its multi-year capital improvements plan including proposed funding sources.
4. The City will coordinate decision making for the capital improvement budget with the operating budget to make effective use of the City's limited resources for operating and maintaining existing services and facilities.
5. The City will attempt to maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
6. The City will use intergovernmental assistance to finance only those capital improvements that are consistent with the adopted capital improvement plan, City priorities, and for which operating and maintenance costs have been included in the operating budget.
7. Capital investments will foster Sterling Heights' goal of preserving its infrastructure.
8. The City will minimize long-term interest expense when financing capital improvements by maintaining an ongoing systematic bonding program, which spreads the costs of the improvements to the benefiting residents. ■

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***The best preparation for tomorrow is doing your best today.***

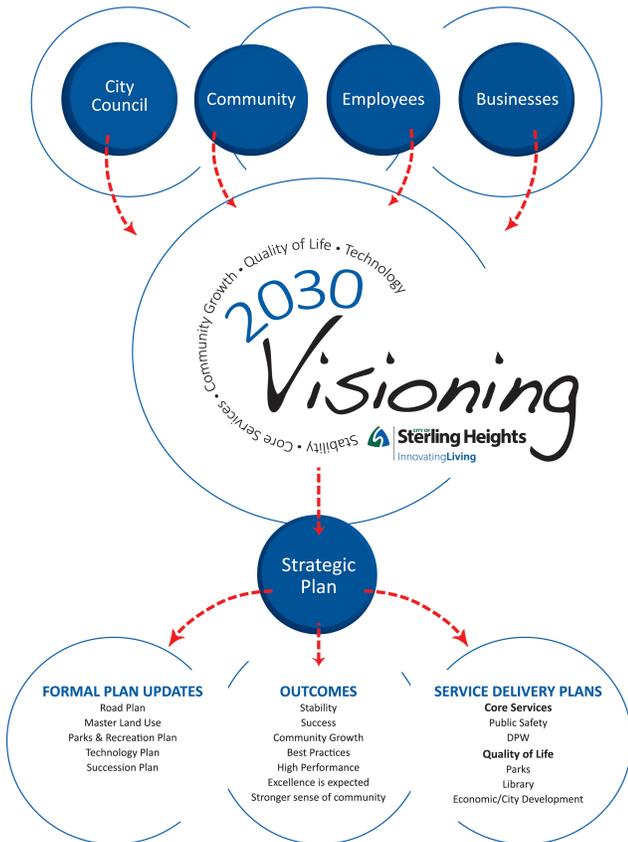
***~ H. Jackson Brown Jr. ~***



<u>Policy Benchmark</u>	<u>Status</u>
<p><b>Financial Policy</b></p> <ul style="list-style-type: none"> <li>Emphasis on areas of long-term importance such as efficiency, effectiveness, employee relations, automation, and technology improvements</li> </ul>	<ul style="list-style-type: none"> <li>Performed citywide manpower study to analyze manpower needs across all departments over the next five years</li> <li>Creation of detailed five-year financial plan</li> </ul>
<ul style="list-style-type: none"> <li>Maintain a budgetary control system to ensure adherence to the budget</li> </ul>	<ul style="list-style-type: none"> <li>Received the GFOA "Outstanding" Budget award in all categories; "Distinguished" budget award for the past 36 years.</li> </ul>
<ul style="list-style-type: none"> <li>Integrate performance measurement and productivity indicators in the budget</li> </ul>	<ul style="list-style-type: none"> <li>Earned GFOA's "Special Recognition" award for use of performance measurements</li> <li>Benchmarking included in the Citizen's Guide to Finances, Performance Scorecard and Dashboard</li> <li>Participation in ICMA's Center for Performance Measurement – one of 16 cities nationally to receive an Award of Distinction</li> <li>Department objectives linked to City goals</li> </ul>
<ul style="list-style-type: none"> <li>To avoid practices that balance current expenditures at the expense of future years' revenues</li> </ul>	<ul style="list-style-type: none"> <li>No short-term borrowing for operations</li> <li>Low government debt compared to ten benchmark MI cities</li> <li>Lowest employee ratio per 1,000 residents of our comparable communities</li> </ul>
<ul style="list-style-type: none"> <li>To provide adequate maintenance and orderly replacement of capital facilities and equipment</li> </ul>	<ul style="list-style-type: none"> <li>Facilities repair \$0.6 million</li> <li>Vehicle expenditures \$3.3 million</li> <li>Equipment &amp; technology \$1.0 million</li> <li>Planned Facilities Condition Assessment for Fire Station #5</li> </ul>
<ul style="list-style-type: none"> <li>Maintain adequate level of funding for all retirement systems</li> </ul>	<ul style="list-style-type: none"> <li>General Employees System 73.5% funded</li> <li>Police &amp; Fire Pension System 62.0% funded</li> <li>Retiree Medical System 73.3% funded</li> <li>401(a) Plan for all new general employees; reduced fixed pensions for all existing employees</li> <li>Eliminated retiree medical for new hires</li> <li>Consistently funding retiree medical</li> <li>Updated actuarial assumptions</li> </ul>
<ul style="list-style-type: none"> <li>Seek property tax relief</li> </ul>	<ul style="list-style-type: none"> <li>City tax rate lower than 51% of all cities in the State and one of lowest of any Macomb County city</li> <li>City tax rate is 5.4 mills below the average tax rate of all Macomb cities</li> <li>Lowest taxes per resident of ten comparable MI cities</li> <li>Operating millage rate below voter approved maximum</li> </ul>
<ul style="list-style-type: none"> <li>Enhancement of the property tax base</li> </ul>	<ul style="list-style-type: none"> <li>Property values increased 4.6% in 2022</li> <li>Over 12,500 code enforcement cases in 2022</li> <li>Defense Corridor and economic development initiatives</li> <li>SmartZone and North Van Dyke Corridor Improvements</li> <li>Proactive planning for future of Lakeside Mall District</li> <li>Highest overall assessed value in Macomb County</li> </ul>

<u>Policy Benchmark</u>	<u>Status</u>
<p><b>Revenue Policy</b></p> <ul style="list-style-type: none"> <li>Maintain a diversified and stable taxable revenue base</li> <li>Maintain sound appraisal procedures and practices to reflect accurate property values</li> <li>Review fees and charges to assure the cost of providing the service is appropriately charged</li> </ul>	<ul style="list-style-type: none"> <li>City's Taxable Value: <ul style="list-style-type: none"> <li>Residential 71%</li> <li>Commercial &amp; Industrial 29%</li> </ul> </li> <li>Equalization Factor = 1.0</li> <li>Use of one and two-year sales studies</li> <li>Annual review of rates and fees</li> <li>Higher non-resident fees</li> <li>Average \$125 monthly City tax bill and \$72 water &amp; sewer bill</li> </ul>
<p><b>Reserve Policy</b></p> <ul style="list-style-type: none"> <li>10% minimum/25% target unreserved/undesignated General Fund Balance (excluding Self-Insurance Fund)</li> <li>37 days of General Fund operations</li> </ul>	<ul style="list-style-type: none"> <li>28.1% of 2024 budgeted expenditures</li> <li>Continual improvement in General Fund reserves per resident</li> <li>104 days of General Fund operations</li> </ul>
<p><b>Accounting, Auditing, Financial Reporting Policy</b></p> <ul style="list-style-type: none"> <li>Produce comprehensive annual reports in accordance with GAAP</li> </ul>	<ul style="list-style-type: none"> <li>Certificate of Achievement for Excellence in Financial Reporting Award for 35 years</li> <li>One of first in State to implement GASB 34, earned recognition award from Governmental Accounting Standards Board</li> </ul>
<p><b>Investment Policy</b></p> <ul style="list-style-type: none"> <li>Analyze market conditions to maximize yields while maintaining the integrity and safety of principal</li> </ul>	<ul style="list-style-type: none"> <li>Maximize Interest on Investment earnings</li> <li>Retiree Health Care Fund Investments maximized</li> </ul>
<p><b>Debt Policy</b></p> <ul style="list-style-type: none"> <li>Keep average maturity of general obligation bonds at or below 20 years</li> <li>Maintain a sound relationship with all bond rating agencies</li> </ul>	<ul style="list-style-type: none"> <li>2022 Capital Improvement Bond 20 yrs.</li> <li>2022 MTF Road Bond 15 yrs.</li> <li>2021 Capital Improvement Bond 20 yrs.</li> <li>2021 MTF Road Bond 15 yrs.</li> <li>2020 Capital Improvement Bond 20 yrs.</li> <li>2020 MTF Road Bond 15 yrs.</li> <li>2019 Capital Improvement Bond 20 yrs.</li> <li>69.6% of City debt paid off within ten years</li> <li>Excellent Bond Rating</li> <li>Fitch's rating AA</li> <li>Moody's rating Aa2</li> <li>Standard &amp; Poors' rating AA</li> </ul>
<p><b>Capital Improvement Policy</b></p> <ul style="list-style-type: none"> <li>Make all capital improvements in accordance with an adopted capital acquisition program</li> <li>Continue to implement a multi-year plan for capital improvements</li> </ul>	<ul style="list-style-type: none"> <li>\$16.2 million in total Capital Improvement Projects</li> <li>\$6.6 million in neighborhood street repairs</li> <li>\$5.7 million in Major road improvements</li> <li>Capital Improvement Plan incorporated in the Sterling Vision and budget documents</li> </ul>

In 2014, the City of Sterling Heights adopted its 2030 Visioning plan in an effort to plan for a prosperous future. The plan now serves as a guide to City staff in all short and long-range planning initiatives.



The process began by assembling a Visioning Team consisting of 20 city representatives that served as stewards of this effort. The Visioning Team utilized existing resources such as the Citizen Service Satisfaction Survey, prior versions of existing formal plans, as well as SEMCOG data to develop a strengths, weaknesses, opportunities and threats analysis.

Next, the team engaged stakeholder groups including businesses, residents, City officials and employees. Over 700 stakeholders participated in a series of focus groups and/or completed an online survey. The Visioning Team then consolidated all of the feedback and formulated a Vision Statement

that was representative of all of the input received from the stakeholder groups.

The Vision Statement and Guiding Principles serve as a road map for policy development and service delivery. Using this framework, each year in January, the City holds a Strategic Planning session with City Council to discuss the budget priorities for the upcoming year.

Current year priorities include improving the appearance of commercial centers, updating the Master Land Use Plan, implementing a lift assist ordinance, and negotiating a new refuse contract. Updating the Visioning Strategy for 2040 will also begin this year.



## Vision Statement

A vibrant, inclusive community for residents and businesses that is safe, active, progressive and distinctive. Sterling Heights - a bold vision for an exceptional quality of life.

## Guiding Principles

- Safe, well maintained and desirable neighborhoods enhanced by great schools
- Plentiful leisure and recreation opportunities featuring fully utilized parks
- Abundant pathways for biking and walking
- Focal points that are both public and private to serve as destinations for residents and visitors
- Well maintained and aesthetically pleasing roads and green spaces
- Successful, vibrant and attractive commercial centers with unique offerings
- Destination for high-tech and emerging industries and entrepreneurs

To view the complete 2023 City of Sterling Heights Strategic Planning document, as well as the complete Special City Council Meeting, please visit our website by using this link: [www.sterling-heights.net/312/Annual-Strategic-Planning](http://www.sterling-heights.net/312/Annual-Strategic-Planning)

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***Budgeting only has one rule: Do not go over budget.***

***~ Leslie Tayne ~***



# Comparable City Benchmarks

## City Revenues

### Total Revenue Per Resident

1. Lansing	\$3,177
2. Southfield	2,970
3. Ann Arbor	2,841
4. Grand Rapids	2,634
5. Dearborn	2,509
6. Troy	1,901
7. Warren	1,893
8. Livonia	1,767
<b>9. Sterling Heights</b>	<b>1,747</b>
10. Farmington Hills	1,728

### Tax Revenue Per Resident

1. Southfield	\$1,027
2. Grand Rapids	877
3. Ann Arbor	805
4. Lansing	799
5. Dearborn	797
6. Farmington Hills	756
7. Warren	747
8. Troy	637
9. Livonia	630
<b>10. Sterling Heights</b>	<b>570</b>

### State Revenue Sharing Per Resident

1. Lansing	\$143
2. Grand Rapids	120
3. Warren	114
4. Livonia	110
5. Southfield	105
6. Ann Arbor	104
<b>7. Sterling Heights</b>	<b>102</b>
8. Dearborn	102
9. Farmington Hills	98
10. Troy	96

### Gas Tax (Act 51) Revenue Per Resident

1. Lansing	\$136
2. Livonia	127
3. Grand Rapids	124
4. Southfield	121
5. Farmington Hills	120
6. Ann Arbor	111
7. Warren	111
8. Troy	108
9. Dearborn	107
<b>10. Sterling Heights</b>	<b>101</b>

# Comparable City Benchmarks

## City Expenditures

### Total Expenditures Per Resident

1. Lansing	\$2,978
2. Grand Rapids	2,624
3. Ann Arbor	2,564
4. Southfield	2,402
5. Dearborn	2,293
6. Farmington Hills	1,808
7. Troy	1,798
8. Livonia	1,707
9. <b>Sterling Heights</b>	<b>1,698</b>
10. Warren	1,449

### Police Expenditures Per Resident

1. Dearborn	\$562
2. Lansing	385
3. Southfield	369
4. Troy	357
5. Grand Rapids	326
6. Warren	306
7. <b>Sterling Heights</b>	<b>271</b>
8. Livonia	254
9. Farmington Hills	246
10. Ann Arbor	237

### Fire Expenditures Per Resident

1. Lansing	\$291
2. Southfield	288
3. Dearborn	286
4. Warren	188
5. Grand Rapids	185
6. <b>Sterling Heights</b>	<b>170</b>
7. Livonia	169
8. Farmington Hills	142
9. Ann Arbor	133
10. Troy	71

### Public Works Expenditures Per Resident

1. Farmington Hills	\$312
2. Lansing	194
3. Dearborn	192
4. Livonia	188
5. Ann Arbor	160
6. Grand Rapids	150
7. Warren	146
8. Southfield	122
9. <b>Sterling Heights</b>	<b>111</b>
10. Troy	71

# Comparable City Benchmarks

## City Expenditures (continued)

### Refuse Expenditures Per Resident

1. Livonia	\$122
2. Ann Arbor	99
3. Grand Rapids	73
4. Troy	63
5. Warren	57
6. Dearborn	52
7. Farmington Hills	50
8. Lansing	39
9. Southfield	36
<b>10. Sterling Heights</b>	<b>34</b>

### Library Expenditures Per Resident

1. Grand Rapids	\$64
2. Southfield	61
3. Dearborn	48
4. Livonia	39
5. Troy	38
6. Warren	30
<b>7. Sterling Heights</b>	<b>21</b>
8. Ann Arbor*	0
9. Farmington Hills*	0
10. Lansing*	0

\*District Library

### Parks & Recreation Expenditures Per Resident

1. Dearborn	\$105
2. Ann Arbor	102
3. Farmington Hills	102
4. Troy	93
5. Livonia	73
6. Grand Rapids	68
7. Southfield	60
8. Lansing	58
<b>9. Sterling Heights</b>	<b>56</b>
10. Warren	28

### 2021 Revenues Over (Under) Expenditures Per Resident

1. Southfield	\$568
2. Warren	444
3. Ann Arbor	277
4. Dearborn	216
5. Lansing	199
6. Troy	103
7. Livonia	60
<b>8. Sterling Heights</b>	<b>49</b>
9. Grand Rapids	11
10. Farmington Hills	(81)

# Comparable City Benchmarks

## Financial Benchmarks

### 2022 (Tax Year) State Equalized Value (Billions)

1.	Ann Arbor	\$9.5
2.	Grand Rapids	8.7
3.	Troy	7.5
4.	<b>Sterling Heights</b>	<b>6.7</b>
5.	Livonia	6.0
6.	Warren	5.4
7.	Farmington Hills	5.2
8.	Dearborn	4.8
9.	Southfield	4.0
10.	Lansing	3.1

### Standard & Poor's Bond Ratings

1.	Farmington Hills	AAA
2.	Troy	AAA
3.	Ann Arbor	AA+
4.	<b>Sterling Heights</b>	<b>AA</b>
5.	Dearborn	AA
6.	Grand Rapids	AA
7.	Livonia	AA
8.	Southfield	AA
9.	Warren	AA
10.	Lansing	A+

### General Fund Reserves Per Resident

1.	Southfield	\$749
2.	Warren	586
3.	Farmington Hills	538
4.	Grand Rapids	369
5.	Troy	324
6.	Ann Arbor	259
7.	Lansing	259
8.	Dearborn	245
9.	<b>Sterling Heights</b>	<b>233</b>
10.	Livonia	171

### 2021 Fiscal Health Scores 0 = Best; 10 = Worst

1.	<b>Sterling Heights</b>	<b>0</b>
2.	Ann Arbor	0
3.	Farmington Hills	0
4.	Grand Rapids	0
5.	Livonia	0
6.	Southfield	0
7.	Warren	0
8.	Dearborn	1
9.	Troy	1
10.	Lansing	2

# Comparable City Benchmarks

## City Pension Plans

### Annual Required Contribution Per Resident

1.	Lansing	\$260
2.	Dearborn	184
3.	Southfield	175
4.	Warren	151
5.	Ann Arbor	123
<b>6.</b>	<b>Sterling Heights</b>	<b>119</b>
7.	Grand Rapids	114
8.	Farmington Hills	80
9.	Livonia	31
10.	Troy	15

### Police & Fire Plan

#### % Funded (PA 202 Report - FY 2021)

1.	Troy*	136.3
2.	Livonia	115.8
3.	Ann Arbor*	100.2
4.	Dearborn	88.9
5.	Farmington Hills*	87.7
6.	Warren	76.2
7.	Southfield	75.5
8.	Grand Rapids	72.3
<b>9.</b>	<b>Sterling Heights</b>	<b>72.0</b>
10.	Lansing	68.2

*\*Includes general employees*

### General Employees Plan

#### % Funded (PA 202 Report - FY 2021)

1.	Troy*	136.3
2.	Livonia	103.6
3.	Ann Arbor*	100.2
4.	Dearborn	102.6
5.	Farmington Hills*	87.7
<b>6.</b>	<b>Sterling Heights</b>	<b>86.1</b>
7.	Grand Rapids	80.9
8.	Southfield	75.6
9.	Warren	75.3
10.	Lansing	56.4

*\*Includes police & fire employees*

### Unfunded Pension Liability

#### Per Resident

1.	Lansing	\$2,612
2.	Southfield	1,483
3.	Grand Rapids	1,339
4.	Warren	1,038
<b>5.</b>	<b>Sterling Heights</b>	<b>927</b>
6.	Dearborn	503
7.	Farmington Hills	321
8.	Livonia	(92)
9.	Ann Arbor	(8)
10.	Troy	(786)

# Comparable City Benchmarks

## Retiree Health Benefit Plans

### Annual Required Contribution Per Resident

1. Lansing	\$180
2. Southfield	158
3. Dearborn	143
4. Warren	134
5. Ann Arbor	94
<b>6. Sterling Heights</b>	<b>78</b>
7. Livonia	42
8. Troy	37
9. Grand Rapids	24
10. Farmington Hills	6

### Retiree Health Plan % Funded (PA 202 Report - FY 2021)

1. Farmington Hills	127.8
2. Troy	94.8
3. Grand Rapids	85.7
<b>4. Sterling Heights</b>	<b>78.2</b>
5. Ann Arbor	77.9
6. Livonia	67.7
7. Dearborn	67.2
8. Southfield	56.5
9. Warren	45.6
10. Lansing	36.8

### Unfunded Health Liability Per Resident

1. Lansing	\$1,945
2. Warren	1,265
3. Southfield	1,035
4. Dearborn	724
5. Livonia	692
6. Ann Arbor	560
<b>7. Sterling Heights</b>	<b>344</b>
8. Troy	77
9. Grand Rapids	76
10. Farmington Hills	(261)

### Retirement Health Benefit Recipients Per 1,000 Residents

1. Lansing	14.7
2. Ann Arbor	8.5
3. Southfield	8.2
4. Warren	7.8
5. Dearborn	7.6
6. Livonia	7.2
<b>7. Sterling Heights</b>	<b>4.8</b>
8. Troy	3.8
9. Farmington Hills	2.2
10. Grand Rapids	2.4

# Comparable City Benchmarks

## Miscellaneous Benchmarks

### Full-Time Employees Per 1,000 Residents

1. Lansing	8.0
2. Grand Rapids	7.9
3. Southfield	7.8
4. Dearborn	7.0
5. Livonia	6.4
6. Ann Arbor	6.3
7. Warren	5.2
8. Farmington Hills	4.4
9. Troy	4.2
<b>10. Sterling Heights</b>	<b>4.0</b>

### Government Debt Per Resident

1. Grand Rapids	\$2,845
2. Dearborn	2,347
3. Ann Arbor	2,183
4. Southfield	1,751
<b>5. Sterling Heights</b>	<b>1,620</b>
6. Lansing	1,517
7. Warren	1,274
8. Farmington Hills	766
9. Livonia	430
10. Troy	193

### Pension & Retiree Health Care Annual Req'd Contribution Per Resident

1. Lansing	\$440
2. Southfield	333
3. Dearborn	326
4. Warren	285
5. Ann Arbor	217
<b>6. Sterling Heights</b>	<b>197</b>
7. Grand Rapids	138
8. Farmington Hills	86
9. Livonia	73
10. Troy	52

### Average Residential Monthly Water & Sewer Bill (FY 2022/23)

1. Lansing	\$113
2. Southfield	106
3. Ann Arbor	82
4. Grand Rapids	79
5. Dearborn	78
6. Farmington Hills	69
7. Warren	69
<b>8. Sterling Heights</b>	<b>68</b>
9. Livonia	67
10. Troy	56

# All Funds Summary



The All Funds Summary provides the reader with a quick overview of the entire financial plan of the city for the upcoming fiscal year. This section includes an Executive Summary, which explains the services each city fund provides and the budget adjustments from the previous year. Several schedules, charts and graphs are also included, which highlight the revenue, expenditure, and fund balance history and trends for all of the city's funds and helps to better illustrate the city's overall fund structure.

# Fund Structure

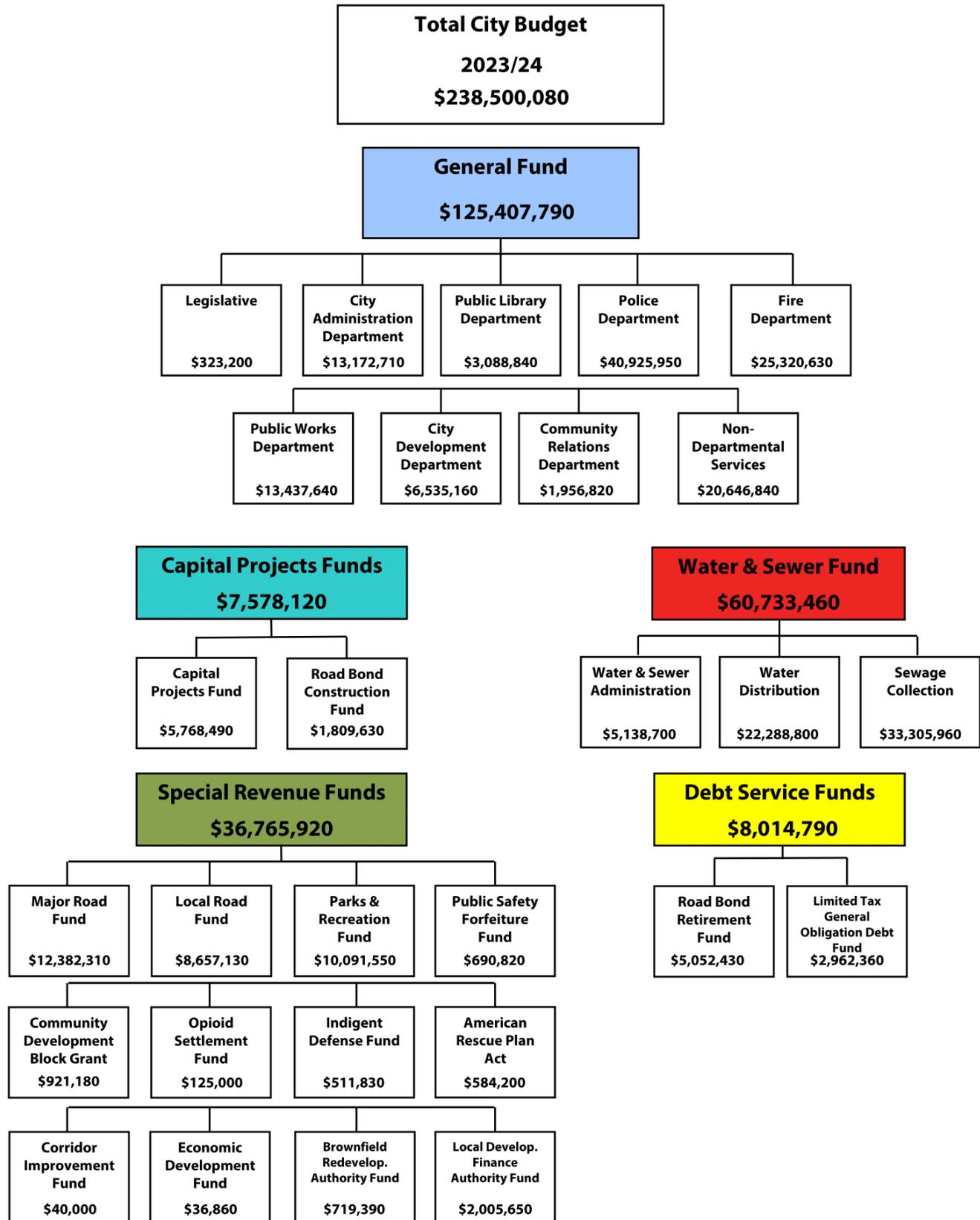


Chart figures correspond to budget tabs and include all transfers.

May 1, 2023

Honorable Mayor and  
Members of the City Council

## INTRODUCTION

On behalf of City Administration, I am pleased to submit the FY 2023/24 proposed budget. The proposed budget provides funding for the highest priority needs which include major capital expenditures to continue improving roads, water and sewer infrastructure, sidewalk construction and increasing manpower to help offset major reductions from prior years. Even though manpower is increasing by nine full-time positions, the City will still have 118 fewer positions than in 2008.

The proposed FY 2024 General Fund budget revenues of \$125.42 million exceeds expenditures of \$125.40 million by \$15,150. As a percent of General Fund Expenditures, fund balance will remain healthy at approximately 28%. There is no proposed increase in the City's overall tax rate 16.38 mills.

## YEAR IN REVIEW AND PREVIEW

Sterling Heights is continuing to experience unprecedented growth and economic development activity. The following paragraphs highlight just a few examples.

The housing market continues to be very strong with average home values just under \$300,000. In fact Crain's Detroit Business recently highlighted Sterling Heights as a hot housing market to watch in 2023.

Numerous new subdivisions were completed over the past year with home prices ranging from \$400,000 to over \$600,000. This strong single family housing market has resulted in high demand for multi-family housing with numerous significant developments approved over the past year.

After many years of planning, the Chaldean Community Foundation started construction on their long anticipated \$30 million mixed use development on North Van Dyke. Numerous other projects in this redevelopment district commenced over the past year.



*Rendering - Van Dyke Apartments*

The most notable economic development initiative over the past year was the approval of the \$1 billion Lakeside City Center development Memorandum of Understanding which established a framework for the implementation of the largest development in the City's history. After completing the necessary development districts over the next year the redevelopment will finally commence with demolition and infrastructure construction.



*Rendering - Lakeside City Center*

The redevelopment of the former Wyndham hotel began which includes conversion to market rate apartments and a new high end Radisson hotel near Van Dyke. Other major developments along the Van

Dyke corridor continued over the past year as well, including GM's Worldwide Virtual showroom.

Major road improvements continued over the past year including:

- Substantial completion of the \$230 million Innovate Mound Project with one more year of construction remaining.



- Approval of the \$5 million resurfacing of Plumbrook Road including the first ever bike lanes along a major road in the City.
- Road construction projects on Schoenherr Road, Metro Parkway, Ryan Road, Hayes Road, and nearly \$6 million in neighborhood road improvements were completed.
- Securing a \$500,000 Traffic Calming grant necessary to address speeding concerns on roads across the City including neighborhood roads.
- Securing a \$1 million grant to complete a feasibility study to transform Metro Parkway between Mound Road and Van Dyke, including replacement of the Conrail Bridge.

Significant infrastructure projects beyond roads including:

- Water and Sewer main improvements equating to \$11 million.
- Approval of over a \$1 million sidewalk repair and gap program.
- Televising all sewer lines in the City to prepare for a massive repair and maintenance program over the next 10 years.

Many organizational accomplishments were realized over the past year including:

- Hiring 5 new Police Officers dedicated to directed patrols in neighborhoods and retail areas which has resulted pro-active policing further improving the City's safe city ranking.
- The City Council approved the first ever lift assist ordinance to address the dramatic increase in EMS runs to senior living facilities across the City.
- Completion of the installation of 40,000 new water meters across the City including the successful transition to monthly billing.



- Improving the City's superior bond rating to AA with a positive outlook ensuring continued low interest rates.
- Implementation of a new cutting edge work week to address employee retention and recruitment without reducing services to residents and businesses.

Many quality of life initiatives were completed over the past year including:

- Creation of Sterling Green to provide grants and low interest loans for home energy improvements.



- Securing additional funding for the City's Urban Reforestation Initiative.

- Expansion of the bike hike trail system with a new segment east of Schoenherr.



- In collaboration with the African American Coalition, coordinating the first ever Memorial Day Tuskegee Flyover attracting significant community and regional attention.
- Developing a cutting edge water usage portal for residents to monitor and lower water usage and reduce costs.
- Completion of an enclosed Bocce Ball Court at the Senior Center.
- Unveiling three new community sculptures at Imus, Nelson and Mark Sawyers Family Park honoring Firefighters and Police Officers killed in the line of duty.



The City is continuing to experience unprecedented growth and financial success due to thoughtful long range planning. Our goal is to continue this tradition of excellence over the next fiscal year and beyond.

## PROPOSED BUDGET OVERVIEW

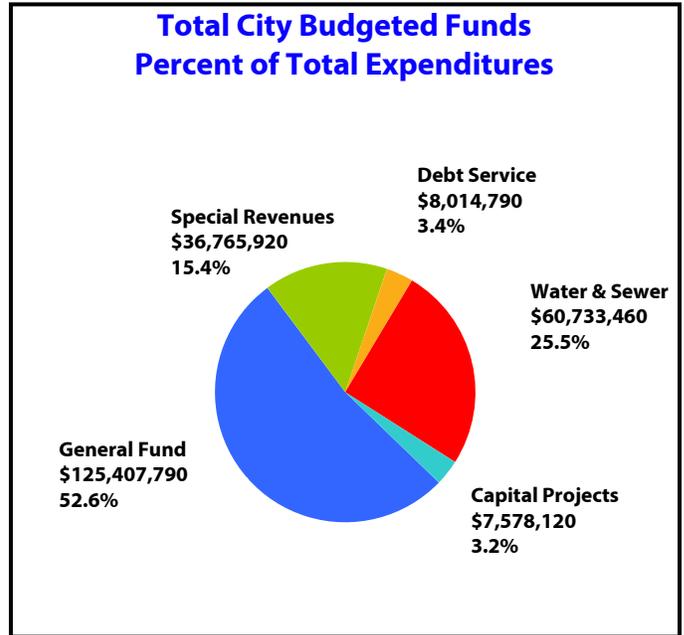


Figure 1

### **Total City Expenditures of \$238,500,080 (including transfers)**

The City establishes a budget for 18 separate funds or accounting divisions. These 18 funds can be further grouped into five major fund categories as detailed in *Figure 1*. The largest is the General Fund, which provides \$125.4 million in funding toward the majority of services available to City residents through the City's eight departments. The second largest fund is the Water & Sewer Operating Fund, which provides \$60.7 million in funding for the water distribution and sewage disposal services purchased from the Great Lakes Water Authority and Macomb County. Both the General and Water & Sewer Funds will be discussed in depth later in this Executive Summary.

The Special Revenue Funds, which include the Major and Local Road Funds and the Parks & Recreation Fund, and the Capital Project Funds account for the majority of the remainder of the Total Funds Budget.

As pictured in *Figure 1*, the 2023/24 Budget for all City Funds totals \$238.5 million - a decrease of \$34.6 million or 12.7% over the prior year. The changes by fund can be broken down as follows:

	<b>Dollar Change</b>	<b>Percentage Change</b>
General Fund	\$6,687,700	5.6%
Major Roads	(8,383,830)	-40.4%
Local Roads	824,130	10.5%
Parks & Recreation	569,330	6.0%
CDBG	(1,287,730)	-58.3%
Amer. Rescue Plan	(5,286,580)	-90.0%
VTGO Debt	(587,000)	-100.0%
Capital Projects	(6,106,340)	-51.4%
Road Bond Const.	(20,775,070)	-92.0%
Water & Sewer	1,035,870	1.7%
Other Funds	(1,240,840)	-9.3%
<b>Total</b>	<b>(\$34,550,360)</b>	<b>-12.7%</b>

**General Fund** expenditures increased \$6.7 million or 5.6%, primarily due to higher personnel costs, increased refuse costs, an increase in liability insurance and greater transfers to other funds. The cost of wages and benefits increased 3.2%, or \$2.8 million, due to increases in contractual wages and benefits and the addition of nine full-time positions. Refuse costs increased \$1.5 million, or 31.2%, due to anticipated price increases resulting from the expiration of the current contract. Higher claim activity caused an increase to liability insurance and transfers out to other funds also increased \$1.4 million. The transfer to the Major Road fund increased \$500,000, the transfer to the Parks & Recreation fund increased \$514,990 and the transfer to the Capital Projects Fund increased \$345,370.

Proposed expenditures in the **Major Road Fund** decreased \$8.4 million or 40.4% primarily due to the timing of construction projects. The proposed budget includes \$4.8 million in new major road projects.

**Local Road Fund** expenditures increased \$0.8 million or 10.5%. An additional \$500,000 was

allocated from the General Fund; which will allow for the reconstruction of additional neighborhood streets. The proposed budget includes funding for new local road repair and reconstruction programs totaling \$6.2 million.

Expenditures in the **Parks & Recreation Fund** increased by \$569,330 or 6.0% in the proposed budget. Personnel costs increased \$393,410 due to contractual wage adjustments and the addition of a Recreation Supervisor to oversee evening activities. Other Charges increased by \$356,900 primarily due to the cost of contracted services for grass cutting, athletic field maintenance and snow removal - all of which have seen significant inflationary price increases.

Funding for the **Community Development Block Grant (CDBG) Fund** decreased \$1.3 million due to the receipt of additional CARES Act funding in the prior year which funded an additional \$535,490 of projects and services. Several road projects were also funded in the prior year using carried forward proceeds from unspent funding, resulting in an additional \$738,550 of capital expenditures last year.

The **American Rescue Plan Act (ARPA) Fund** accounts for the expenditures funded through COVID-19 relief provided to the City through the federal American Rescue Plan Act. The proposed budget includes \$584,200 to fund temporary code enforcement personnel and retention pond repairs and maintenance. This is a decrease of \$5.3 million compared to the prior year's funding which included Plumbrook Road resurfacing and the purchase of property in the Van Dyke corridor. Multiple projects are in the development stage that will be funded with ARPA proceeds and the budget will be amended by City Council as these projects are finalized and brought for formal approval.

The **Voted Tax General Obligation (VTGO) Debt Fund** decreased \$587,000 as the final payment on the voter-approved Proposal F bond will be made in fiscal year 2022/23.

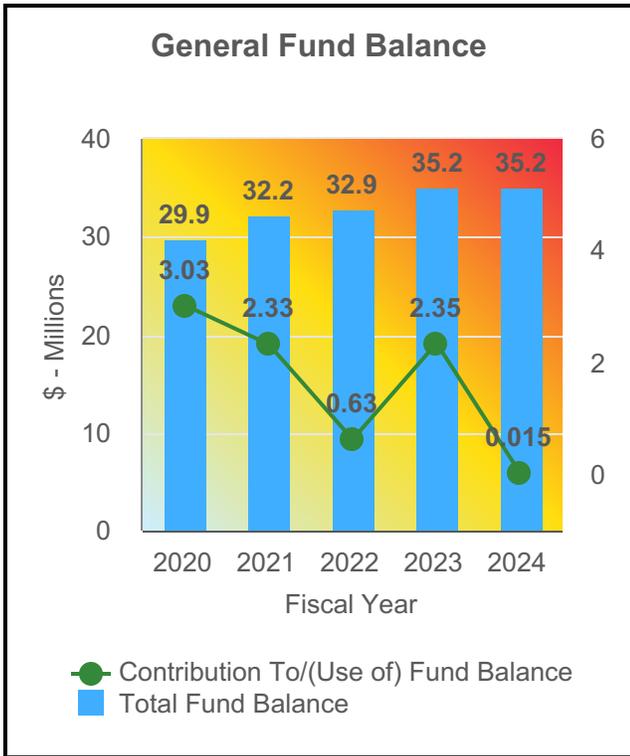


Figure 2

The proposed budget for the **Capital Projects Fund** decreased by \$6.1 million or 51.4% primarily due to large sidewalk gap and repair programs funded in the prior year - accounting for \$2.7 million of the difference. The final \$1 million of expenditures for the new public works building is also included in the prior year, as well as grant-funded equipment totaling \$500,000.

Expenditures in the **Road Bond Construction Fund** decreased \$20.8 million. The total reconstruction of Mound Road began in the summer of 2021. The total project cost of \$230 million is funded through a federal grant, an allocation from the State of Michigan, as well as cost sharing by Macomb County and the cities of Warren and Sterling Heights. The Sterling Heights share totals \$36.1 million and was financed through two Michigan Transportation Fund bonds. The majority of the expenditures were included in the budgets for fiscal years 2021/22 and 2022/23. The proposed budget includes the final \$1.8 million of City costs for the project, which should be completed in 2024.

The cost to operate the **Water & Sewer Fund** increased \$1.0 million or 1.7%. The cost of water from the Great Lakes Water Authority increased 0.4% and sewage treatment and sewer debt costs passed on from Macomb County Public Works increased 3.1%. Personnel costs increased \$308,000, or 5.4%, primarily due to contractual wage adjustments.

## GENERAL FUND

The General Fund revenues of \$125.42 million exceed proposed General Fund expenditures of \$125.41 million by \$15,150. As shown in *Figure 2*, General Fund reserves now total to 28.1% of General Fund expenditures. Maintaining a General Fund balance of 25% - 30% of General Fund expenditures will help ensure the City's ability to weather future economic uncertainty.

### Revenues by Category

General Fund revenues are budgeted at \$125.4 million, which is an increase of \$6.3 million compared to the prior year. The General Fund derives its revenue from a variety of sources as shown in *Figure 3*.

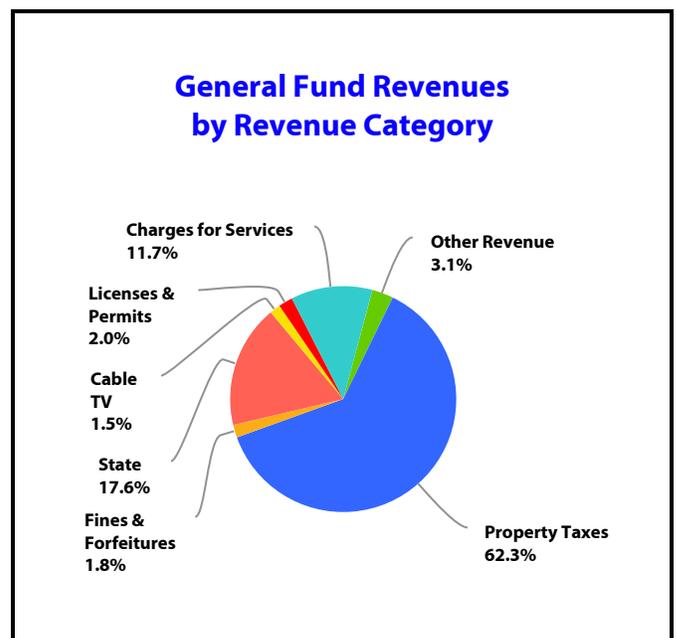


Figure 3

**Total General Fund Revenue of \$125,422,940**

The largest source is from property taxes. The City's tax rate of 16.3800 mills will provide \$78.1 million or 62.3% of the total General Fund budget. Taxes are levied for General Operations, Safe Streets, Recreating Recreation, and Refuse Collection.

The City's total millage rate of 16.3800 mills is broken down in *Figure 4*. There is no change in the total millage rate from the prior year.

CITY MILLAGE RATES	2022/23 Adopted	2023/24 Proposed	Increase/ (Decrease)
City Operating	9.4940	9.4940	0.0000
Safe Streets	2.3850	2.3859	0.0009
Recreating Recreation	0.9257	0.9260	0.0003
Refuse Collection	0.9468	1.1632	0.2164
Police & Fire Retirement	2.5189	2.4109	-0.1080
Fire Station Improve.	0.1096	0.0000	-0.1096
<b>Total City Millage</b>	<b>16.3800</b>	<b>16.3800</b>	<b>0.0000</b>

Figure 4

The City Operating millage rate also remains the same as last year.

The Safe Street millage and Parks & Recreation millage have been adjusted to the maximum allowable millage rate. This is a slight increase over last year's rate which was calculated using preliminary taxable values.

The Refuse Collection millage will increase by 0.2164 mill due to the expiration of the eight-year refuse contract in April 2023. The millage rate takes in to consideration expected cost increases as well as the implementation of automated carts and universal recycling.

The decrease in the Police & Fire millage is due to a an increase in taxable value, partially offset by an increase of \$398,000 to the required contribution.

The City has taken many steps over the last decade to control the police and fire pension liability, including reducing the pension multiplier by 28% for new members, capping the amount of accrual bank payouts that can be included in the final average compensation calculation, and increasing

the employee contribution to the pension plan from 5% to 8%. The Deferred Retirement Option Plan (DROP) was eliminated and replaced with the Early Retirement Option Plan (EROP), which has more restrictions for entry and requires a 15% contribution to the retirement system to offset any cost increases. All of these changes have resulted in reductions to the average annual pension payout, which is currently \$55,178.

The Fire Station Improvement millage is eliminated this year as the final payment on this debt will be made in the 2022/23 fiscal year.

The City's tax rate continues to be lower than most cities in the State and is one of the lowest of any city in Macomb County. As seen in *Figure 5*, for the 2022 tax year, the City's tax rate was 5.4 mills lower than the average tax rate of all Macomb County cities.

Macomb City Tax Rates (2022)	
1. Center Line	30.16
2. Roseville	27.69
3. Warren	27.09
4. Eastpointe	26.08
5. St. Clair Shores	23.41
6. Fraser	23.02
7. Mount Clemens	21.31
8. Utica	19.25
9. Memphis	18.26
<b>10. STERLING HEIGHTS</b>	<b>16.38</b>
11. Richmond	15.66
12. New Baltimore	13.36
Macomb Average: 21.81 mills	

Figure 5

The City's total taxable value in 2023 increased by 7.1%. Proposal A allowed a 5.0% inflationary adjustment, which is that maximum allowed under the law and is lower than the actual inflation rate of 7.9%. The additional 2.1% increase is due to increased investment in our community and the uncapping of taxable value on homes that were sold during the year. Seventeen years after taxable

value plummeted during the Great Recession, the City's taxable value has returned to 2008 levels. When compared to tax receipts in a normal housing market, the City has lost \$166.9 million in property tax revenue over the seventeen year period.

To lessen the burden and reliance on property taxes, the General Fund also realizes revenue from a variety of smaller revenue sources, as detailed in *Figure 3*.

As noted earlier, General Fund revenues increased a total of \$6.3 million over last year. Significant changes from the prior year budget in General Fund revenue sources include:

- A net increase of \$5.4 million in **Property Tax** revenue due to a 7.1% increase in taxable value.
- Revenue from **Fines & Forfeitures** is expected to increase \$542,000. A renewed emphasis on traffic enforcement has increased revenue which is returning to pre-pandemic levels.
- **State Revenue Sharing** estimates from the State of Michigan project an increase of \$544,140 or 3.6%.
- **Other Revenues** increased \$408,670 primarily due higher investment returns. Recent investments have been realizing returns of 4 - 5% and it is expected that these higher rates will continue into the next fiscal year.
- **Federal Grant Revenue** decreased \$551,630 due to the winding down of the SAFER Grant which partially funded the salaries of six firefighters for three years. This will be the final year that proceeds will be received on that grant.
- Revenue received from **Cable Television** PEG fees continues to decline as less households subscribe to cable television. Revenues are projected to fall \$256,000 this year to \$1.9 million - a 27% decrease from the high of \$2.6 million received in 2016.

## Expenditures by Category

The \$125.4 million General Fund budget represents a \$6.7 million or 5.6% increase compared to the prior year.

The General Fund is comprised of four separate categories as illustrated in *Figure 6*.

The largest category is Personnel Services, which is made up of wages and fringe benefit costs and comprises 71.0% of the total budget.

Supplies, which is primarily made up of operating supplies, fuel, parts for the repair and maintenance of City vehicles, and the purchase of library books, totals 2.6% of the budget.

Other Charges totals 16.2% of the budget and is primarily for refuse, dispatch, custodial contract costs, utility bills, street lighting, and legal costs.

Transfers to other City funds total 10.2% of the General Fund budget.

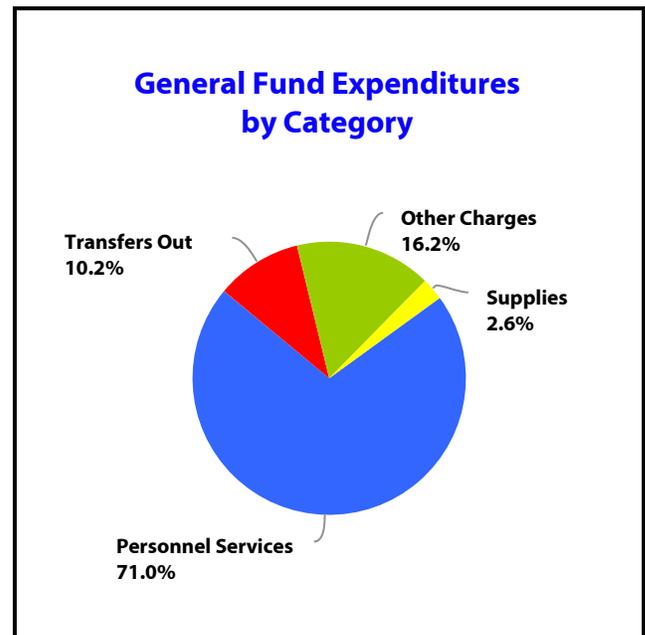


Figure 6

**Total General Fund Budget of \$125,407,790**

The total \$6,687,700 increase in General Fund expenditures can be explained by the following illustration:

	Dollar Change	Percentage Change
Personnel Services	\$2,765,490	3.2%
Supplies	231,540	7.6%
Other Charges	2,330,310	13.0%
Transfers Out	1,360,360	11.9%
<b>Total</b>	<b>\$6,687,700</b>	<b>5.6%</b>

**Personnel Services** increased by \$2,765,490 or 3.2%. Wages for full-time employees increased \$2,203,600 or 5.8% primarily due to contractual wage increases for all employees ranging from 2.0% to 3.0% annually and employee wage-step increases. Nine additional full-time positions are also funded and are detailed in *Figure 7*.

The City will again fully fund its actuarially required contribution for current and future pension and retiree medical liabilities. The total amount the City is required to contribute to fund pension liabilities will increase by \$385,490 or 1.6% next year. Required contributions to the General Employees' and Police and Fire pension plans increased by \$400,230 and \$397,750, respectively, primarily due to lower than expected investment returns. The Police and Fire pension is funded through a dedicated millage, however due to offsetting increases in taxable value, the millage rate decreased this year by 0.1080 to 2.4109. Offsetting these increases is a reduction to the Retiree Medical contribution of \$412,490. Consistent funding of this plan over and above the recommended contribution has resulted in nearly doubling plan assets over the past eight years. The earnings on this higher asset level allows for a reduction in the annual recommended contribution.

The budget (across all funds) includes funding for 531 full-time positions, which is a net increase of nine full-time positions. *Figure 7* summarizes the position changes compared to the 2022/23 original Adopted Budget.

Even with this increase to full-time staffing, the City still has 118 less full-time positions than in 2008, which saves an estimated \$12 million annually. Including these new positions, the City's employee per resident ratio is 4.0 employees for every 1,000 residents - still the **lowest** among our comparable communities (See *Figure 8*).

The total number of part-time positions in the proposed budget also increased by eight positions. Thirteen Intern positions were added as part of the launching of a new internship program designed to promote careers in local government to college students. A part-time Code Officer (funded through ARPA) and a grant-funded part-time Probation Officer were also added. These fifteen new positions were offset by the elimination of seven part-time positions, including three that were converted to full-time.

**Supplies** increased \$231,540 or 7.6% primarily due to the rise in fuel prices and inflationary increases in postage and office supplies.

Position	Cost Center	FTE
<b><u>New Positions</u></b>		
DEI Officer	City Management	1
GIS Specialist	Info. Tech.	1
Purchasing Coordinator	Purchasing	1
Asst. City Planner	Planning	1
<b><u>Part-time to Full-time Conversions</u></b>		
Electrical Inspector	Building	1
Account Clerk	Financial Services	1
Librarian	Library	1
<b><u>Net Increase Full-time Positions - General Fund</u></b>		
Recreation Supervisor	Parks & Rec	1
Social Worker	Opioid Settle.	1
<b><u>Net Increase Full-Time Positions - All Funds</u></b>		
		<b>9</b>

Figure 7

**Other Charges** increased \$2,330,310 or 13.0%. The cost of rubbish removal services increased \$1.5 million due to expected cost increases related to the the expiration of an eight-year contract and the transition to automatic carts and universal curbside recycling. General liability insurance costs increased \$500,000 due to a rise in expected claims and the cost of electricity for street lighting increased \$200,000 due to a 15% rate increase from DTE.

Full-Time Employees Per 1,000 Residents	
1. Lansing	8.0
2. Grand Rapids	7.9
3. Southfield	7.8
4. Dearborn	7.0
5. Livonia	6.4
6. Ann Arbor	6.3
7. Warren	5.2
8. Farmington Hills	4.4
9. Troy	4.2
<b>10. Sterling Heights</b>	<b>4.0</b>

Figure 8

**Capital Outlay** is budgeted in the Capital Projects Fund. All capital equipment and vehicles used by General Fund departments, with the exception of drug forfeiture purchases, are expensed in the Capital Projects Fund and are funded through a Transfer Out from the General Fund. **A complete list of all capital equipment, vehicles, and projects is located in the Capital Projects section of this document.**

General Fund **Transfers Out** to other City Funds increased by \$1,360,360 or 11.9%. The General Fund transfer to Major Roads increased by \$500,000 to fund additional road projects. The transfer out to the Parks & Recreation fund increased \$514,990 due to cost increases in contractual services for grass

cutting, athletic field maintenance and snow removal, and the transfer to the Capital Projects Fund increased by \$345,370.

## Expenditures by Budgetary Center

The General Fund can be further broken down into the departmental or budgetary center level. These centers are comprised of the eight City operating departments as well as other ancillary expenditure cost centers. As you will note in *Figure 9*, nearly 65% of the budget is used to fund the three largest City departments - Police, Fire and Public Works.

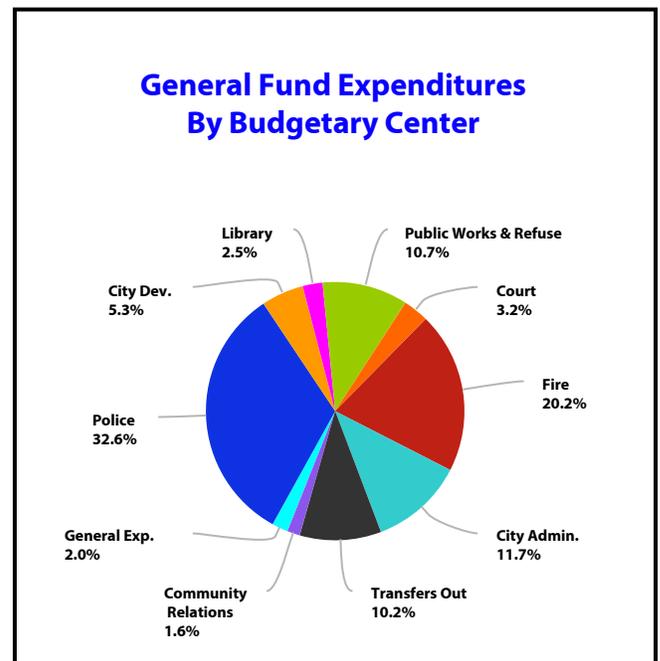


Figure 9

**Total General Fund Budget of \$125,407,790**

**Detailed information regarding changes in expenditures by department can be found in each department's specific section of this document.**

**The Special Revenue Funds** provide a total of \$36.8 million for expenditures that are legally restricted for specific purposes, such as major and local road maintenance and construction, Recreating Recreation expenditures, and public safety drug forfeiture purchases. A summary of Special Revenue expenditures by fund can be found in *Figure 10*.

Several notable items in the Special Revenue Funds budget include:

- CDBG funding to renovate the parking lot at Beaver Creek Park, to assist low and moderate-income families in making minor home repairs, funding for not-for-profit service organizations, and funding for the Adaptive Recreation program
- LDFA Funding for continued operation of the business incubator, and to resurface the Velocity Collaboration Center parking lot
- Hiring an additional full-time Social Worker using funding from the Opioid Settlement proceeds
- Retention pond repairs using ARPA funds
- Continued investment in major and local road maintenance including additional asphalt repairs, right-of-way mowing, and street sweeping

- Resurfacing of Moravian Road from Schoenherr Road to Hayes Road
- Resurfacing of Metro Parkway from Mound Road to Ryan Road
- Resurfacing of Pond View from 19 Mile Road to Mapleleaf Court
- Resurfacing of Maple Lane from 14 Mile Road to Volpe

In addition, \$6.2 million will be invested into neighborhood roads, including both sectional repairs and full reconstruction of 19 local streets. **Please see the Capital Projects section of this document for a complete list of every Major and Local Road project planned for 2023/24.**

**The Capital Project Funds** total \$7.6 million. These funds are used for road construction projects financed by the sale of bonds, the purchase of capital equipment and vehicles, and the repairs to municipal facilities, sidewalks, and storm drains.

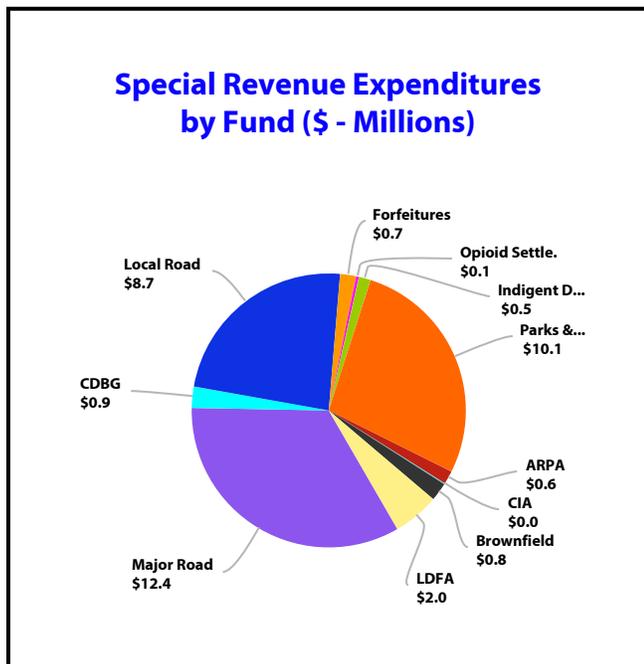


Figure 10  
**Total Special Revenue Fund Budget of \$36,765,920**

Significant Major Road improvement projects are budgeted next year including:

- Notable capital projects include:
- \$2.5 million for new and replacement vehicles, including ten police vehicles, an ambulance, a tandem-axle dump truck w/plow, a street sweeper, five alternative response vehicles for the Fire department, and 10 high mileage vehicles for various City departments as part of the annual replacement plan
  - \$554,000 for new and replacement equipment including a robotic survey instrument for the Engineering office, radio equipment and handheld speed monitoring devices for the Police department, cardiac monitors and turnout gear for the Fire department, a new fleet management system, and continued investment in public art
  - \$296,000 for technology upgrades including software enhancements for the Court, replacement mobile computers and modems for the Fire department, grant-funded election laptops and an election worker management system, and 57 replacement personal computers as part of the annual five-year replacement plan

- Phase I of the parking lot replacement at Fire Station # 1, investments in Clinton River bank stabilization and the Clinton River Park trail, resurfacing of the path at Mark Sawyers Family Park, replacement of the skylights at the Police department and the Public Library, and the continuation of the sidewalk repair program

Finally, the **Debt Service Funds** total \$8 million and provide funding for the debt payments on road construction projects and capital improvements. Total debt service decreased \$0.6 million or 7.1% over last year primarily due to the retirement of the voter-approved debt (Proposal F) that financed the building of fire stations.

## WATER & SEWER FUND

The Water & Sewer Fund is a self-supporting activity that does not receive funding from property taxes. It is not designed to make a profit; however, reserves may be built up for future infrastructure improvements. The fund is solely for the purpose of providing water distribution and sewage disposal services to the City of Sterling Heights’ residents.

Sterling Heights purchases its water and sewage services from the Great Lakes Water Authority (GLWA) and the Macomb County Public Works office. **Over 75%** of the total expenditures in the Water & Sewer Fund are directly related to the costs passed on to the City from the GLWA and the Macomb County Public Works Office. Effective July 1, 2023, the GLWA water rates will increase 0.4%. In addition, Macomb County sewer charges and debt service costs are increasing 3.1%.

The remainder of the expenditures in the Water & Sewer Fund are related to the costs the City incurs to maintain the system and deliver water and sewer services to its customers. The City is committed to controlling its costs, while still providing clean, reliable water and sewer services to the community. Personnel costs will increase \$308,000 or 5.4% this year, primarily due to contractual wage adjustments. Supplies increased \$100,130 or 31.8%

primarily due to increased fuel costs for Water department vehicles.

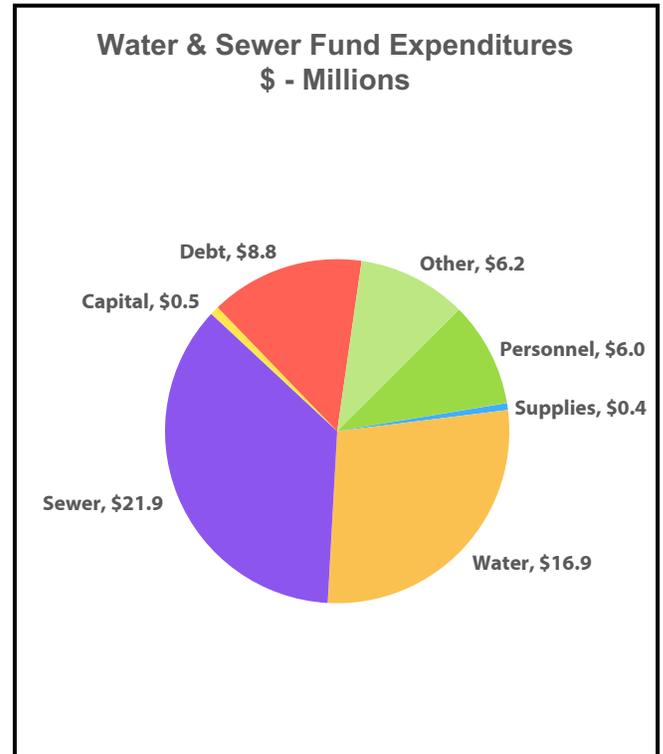


Figure 12  
**Total Water & Sewer Fund Budget of \$60,733,460**

Other Charges increased \$770,360 primarily due to cost increases from the GLWA and Macomb County. Capital Outlay includes the replacement of a flatbed dump truck, a water service worker truck and two vehicles as part of the regular vehicle replacement program. Debt Service increased \$269,620 or 3.2% due to additional sewer debt for two projects related to the Oakland Macomb interceptor.

Proposed Water & Sewer rates for the 2023/24 budget include a 4% increase to cover system cost increases as detailed above. The City of Sterling Heights strives to provide excellent service at a great value for all Water & Sewer customers. Changes to the rate structure were made last year to reduce seasonal variability and the switch to monthly billing has made budgeting for these costs easier for residents.

In the current year, the rollout of the WaterSmart portal will allow customers to monitor their water usage in real time and save money by offering the ability to set alerts for unusual usage and offering water conservation tips. A new monthly bill credit for all customers who enroll in e-billing and automatic payments will save residents \$60 per year on their water bill.

membership in the National League of Cities and attendance at the annual conference for seven City Council members and two staff members.

- To increase the 2023/24 General Fund proposed budget by \$25,000 to fund an environmental study to look at best practices in lawn care management.

Average Macomb County Residential Monthly Water & Sewer Bill	
1. Fraser	\$146
2. Eastpointe	122
3. Utica	111
4. St. Clair Shores	102
5. Center Line	99
6. Clinton Township	93
7. Mount Clemens	86
8. Shelby Township	83
9. Roseville	78
10. Macomb Township	74
11. Warren	69
<b>12. Sterling Heights</b>	<b>68</b>

Rates are current, using 9,000 cf.

Figure 13

Despite this necessary increase, Sterling Heights' residents still receive a great value for water & sewer services. *Figure 13* compares the average monthly water & sewer cost for Sterling Heights to our surrounding communities for the 2022/23 (current) fiscal year. We continue to have the lowest rates in Macomb County. The proposed rate changes will result in a monthly water & sewer cost for the average residential user of \$72 per month. ***That's just 1.1 cents per gallon for all the things you need to do, every day, to stay clean and healthy!***

These amendments were incorporated into the budget presented for adoption on May 1, 2023. A table summarizing all changes to appropriated expenditures can be found on the following page.

## CONCLUSION

In closing, I would like to acknowledge the exemplary leadership of the City's Finance and Budget Director Jennifer Varney and team members Breanna Koliba and Lauren Moore for their hard work and effort during the budget process. The City's solid financial position is due in large part to their hard work and dedication. The City's department directors and managers are also commended for their professionalism and continued commitment to service excellence. I am especially grateful to the City employees who remain dedicated to this great organization, and work tirelessly on behalf of our customers, delivering outstanding services resulting in high marks from residents and businesses alike. I would also like to thank the Mayor and City Council for their continued leadership and support throughout the past year which was once again filled with numerous accomplishments.

Respectfully submitted,



**Mark D. Vanderpool**  
City Manager

## CHANGES IN THE ADOPTED BUDGET

Two amendments to the proposed budget were made and approved by City Council at the April budget hearings:

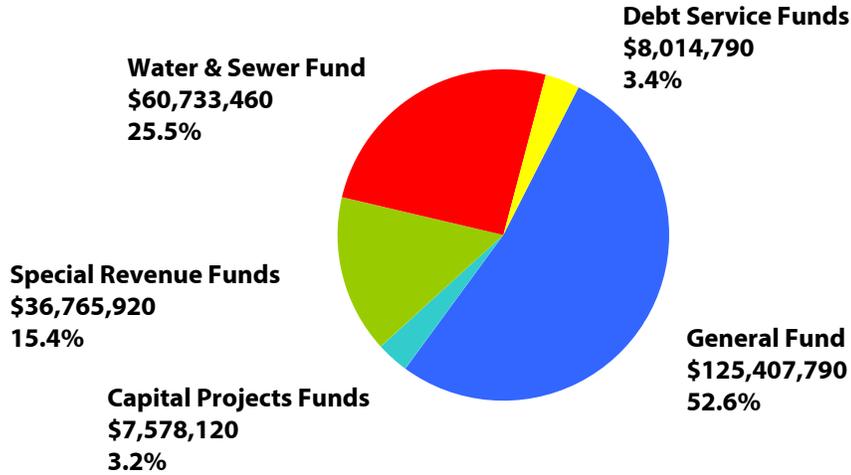
- To increase the 2023/24 General Fund proposed budget by \$35,000 for

## SUMMARY OF EXPENDITURE CHANGES BETWEEN THE PROPOSED AND ADOPTED BUDGET

Department	Description of Change	Proposed Budget	Increase/ (Decrease)	Adopted Budget
<b>General Fund</b>				
City Administration	Nat. League of Cities Conf.	\$14,692,950	\$23,950	14,716,900
Public Library		3,095,870	0	3,095,870
Police Department	Adv. Purch. of Bullet Proof Vests	40,964,380	(38,430)	40,925,950
Fire Department		25,320,630	0	25,320,630
Public Works		7,171,370	0	7,171,370
Refuse Collection		6,266,270	0	6,266,270
City Development	Lawn Care Mgmt. Study	6,560,460	25,000	6,585,460
Community Relations		1,959,330	0	1,959,330
41-A District Court		3,980,530	0	3,980,530
General Expenditures	Nat. League of Cities Memb.	2,565,900	11,050	2,576,950
Transfers Out		12,808,530	0	12,808,530
<b>Total General Fund</b>		<b>\$125,386,220</b>	<b>\$21,570</b>	<b>\$125,407,790</b>
<b>Major Roads Fund</b>				
	Adjustment to Actual Bid Cost	<b>\$12,482,310</b>	<b>(\$100,000)</b>	<b>\$12,382,310</b>
<b>Local Roads Fund</b>				
	Additional Local Road Repairs	<b>\$8,502,130</b>	<b>\$155,000</b>	<b>\$8,657,130</b>



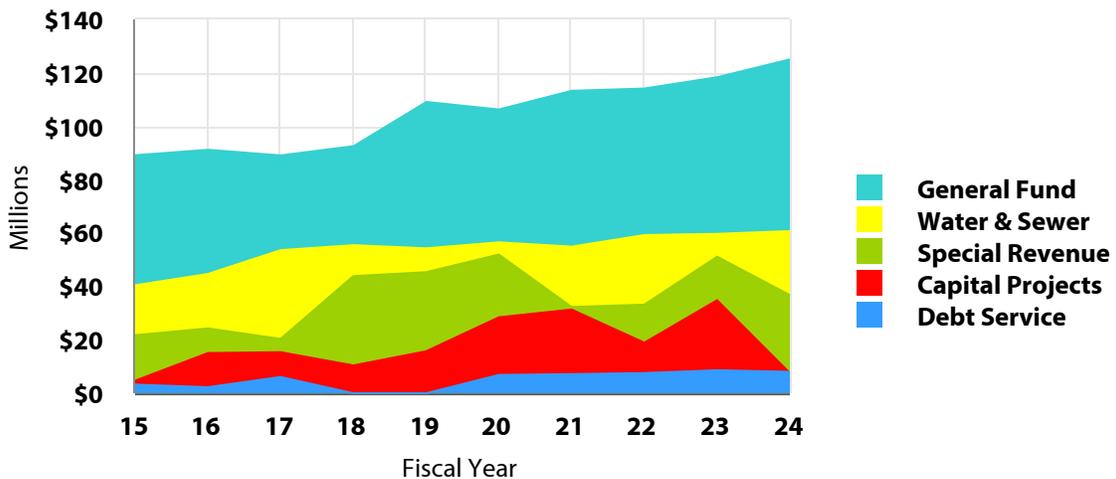
## Total City Budgeted Funds Percent of Total Expenditures



**Total City Expenditures of \$238,500,080  
(including transfers)**

This graph illustrates total fund expenditures as a percent of all City Funds.

## Total City Budgeted Funds Expenditure History



This graph illustrates the expenditure history of all City budgeted funds.

**2023/24 ALL FUNDS – COMBINED BUDGET SUMMARY  
OF REVENUES, EXPENDITURES AND FUND BALANCE**

	<b>General</b>	<b>Water &amp; Sewer</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Total Budget</b>
<b><u>REVENUES BY SOURCE</u></b>						
City Property Taxes	\$78,076,600	\$0	\$8,973,600	(\$2,900)	\$0	<b>\$87,047,300</b>
Water & Sewer Service	0	59,240,080	0	0	0	<b>59,240,080</b>
Charges for Services	14,625,940	1,922,100	1,389,260	0	0	<b>17,937,300</b>
Proceeds - Long-Term Debt	0	0	0	0	0	<b>0</b>
Interfund Transfers In	2,500	0	4,256,170	7,763,790	5,590,000	<b>17,612,460</b>
Highway & Street Grants	0	0	15,315,680	0	0	<b>15,315,680</b>
State Revenue Sharing	15,850,580	0	0	0	0	<b>15,850,580</b>
Federal State & Local Grants	878,650	0	2,906,110	0	70,000	<b>3,854,760</b>
Personal Property Tax Reimb.	5,382,050	0	623,380	40,450	0	<b>6,045,880</b>
Miscellaneous Revenue	3,030,690	180,000	708,700	150,030	824,900	<b>4,894,320</b>
Licenses & Permits	2,560,430	0	0	0	0	<b>2,560,430</b>
TIF/LDFA-SmartZone Capture	0	0	2,689,940	0	0	<b>2,689,940</b>
Cable Revenue	1,944,000	0	0	0	0	<b>1,944,000</b>
Fines & Forfeitures	2,271,500	0	0	0	0	<b>2,271,500</b>
Interest on Investments	800,000	400,000	198,850	0	250,000	<b>1,648,850</b>
<b>Total Revenues</b>	<b>125,422,940</b>	<b>61,742,180</b>	<b>37,061,690</b>	<b>7,951,370</b>	<b>6,734,900</b>	<b>238,913,080</b>
<b><u>EXPENDITURES BY OBJECT</u></b>						
Personnel Services	89,057,890	6,032,750	3,899,800	0	0	<b>98,990,440</b>
Other Charges	14,308,140	42,622,810	7,169,470	3,850	0	<b>64,104,270</b>
Capital Improvement Projects	0	0	12,037,140	0	4,203,830	<b>16,240,970</b>
Interfund Transfers Out	12,808,530	0	4,803,930	0	0	<b>17,612,460</b>
Principal Payments	0	5,379,450	1,775,000	5,270,000	0	<b>12,424,450</b>
Interest Payments	0	3,414,180	1,227,090	2,740,940	0	<b>7,382,210</b>
Other Services	0	0	4,943,320	0	0	<b>4,943,320</b>
Refuse Collection	5,877,770	0	0	0	0	<b>5,877,770</b>
Supplies	3,283,260	414,970	385,990	0	0	<b>4,084,220</b>
Capital Vehicles	0	362,000	385,000	0	2,525,000	<b>3,272,000</b>
Interfund Services	72,200	2,379,300	99,500	0	0	<b>2,551,000</b>
Capital Equipment	0	128,000	39,680	0	849,290	<b>1,016,970</b>
<b>Total Expenditures</b>	<b>125,407,790</b>	<b>60,733,460</b>	<b>36,765,920</b>	<b>8,014,790</b>	<b>7,578,120</b>	<b>238,500,080</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	15,150	*	295,770	(63,420)	(843,220)	<b>(595,720)</b>
<b>Beginning Fund Balance</b>	35,222,550	*	8,696,130	323,700	5,866,030	<b>50,108,410</b>
<b>Ending Fund Balance</b>	<b>\$35,237,700</b>	<b>*</b>	<b>\$ 8,991,900</b>	<b>\$ 260,280</b>	<b>\$ 5,022,810</b>	<b>\$49,512,690</b>

Note: \* Water & Sewer Fund revenue and expenses are excluded from the fund balance calculations.

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

	<b>2021/22 Actual</b>	<b>2022/23 Estimate</b>	<b>2023/24 Budget</b>
<b><u>REVENUES BY SOURCE</u></b>			
City Property Taxes	\$78,412,220	\$81,475,220	<b>\$87,047,300</b>
Water & Sewer Service	52,294,830	56,877,020	<b>59,240,080</b>
Charges for Services	16,940,550	17,397,540	<b>17,937,300</b>
Interfund Transfers In	17,012,680	17,974,550	<b>17,612,460</b>
Highway & Street Grants	14,678,820	15,002,470	<b>15,315,680</b>
State Revenue Sharing	15,281,500	16,025,000	<b>15,850,580</b>
Federal, State & Local Grants	6,394,530	14,608,840	<b>3,854,760</b>
Personal Property Tax Reimbursement	8,813,450	5,777,390	<b>6,045,880</b>
Miscellaneous Revenue	461,700	5,548,680	<b>4,894,320</b>
Licenses & Permits	2,572,200	2,655,000	<b>2,560,430</b>
TIF/LDFA - SmartZone Capture	2,546,400	2,515,100	<b>2,689,940</b>
Cable Revenue	2,114,490	2,025,000	<b>1,944,000</b>
Fines & Forfeitures	1,568,850	2,061,500	<b>2,271,500</b>
Interest on Investments	582,920	2,258,000	<b>1,648,850</b>
Proceeds - Long-Term Debt	17,886,150	0	<b>0</b>
<b>Total Revenues</b>	<b>237,561,290</b>	<b>242,201,310</b>	<b>238,913,080</b>
<b><u>EXPENDITURES BY OBJECT</u></b>			
Personnel Services	91,540,290	93,417,270	<b>98,990,440</b>
Other Charges	65,139,020	63,565,080	<b>64,104,270</b>
Capital Improvement Projects	27,262,700	58,684,650	<b>16,240,970</b>
Interfund Transfers Out	17,012,680	16,974,550	<b>17,612,460</b>
Principal Payments	6,803,000	12,721,350	<b>12,424,450</b>
Interest Payments	6,428,450	7,638,390	<b>7,382,210</b>
Other Services	4,678,700	5,390,440	<b>4,943,320</b>
Refuse Collection	4,296,010	4,394,110	<b>5,877,770</b>
Supplies	3,438,990	4,066,930	<b>4,084,220</b>
Capital Vehicles	2,806,730	3,161,080	<b>3,272,000</b>
Interfund Services	2,467,960	2,677,310	<b>2,551,000</b>
Capital Equipment	1,565,830	2,229,550	<b>1,016,970</b>
<b>Total Expenditures</b>	<b>233,440,360</b>	<b>274,920,710</b>	<b>238,500,080</b>
<b>Excess of Revenues Over (Under) Expenditures*</b>	<b>9,186,790</b>	<b>(32,341,330)</b>	<b>(595,720)</b>
<b>Beginning Fund Balance</b>	<b>73,262,950</b>	<b>82,449,740</b>	<b>50,108,410</b>
<b>Ending Fund Balance</b>	<b>\$82,449,740</b>	<b>\$50,108,410</b>	<b>\$49,512,690</b>

Note: \* Water & Sewer Fund revenue and expenses are excluded from the fund balance calculations.

## REVENUE COMPARISON CITY BUDGETED FUNDS

Fund No.	Fund Name	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget	% Change From 22/23
	<b><u>GENERAL FUND</u></b>						
101	General Fund	\$115,978,960	\$115,123,220	\$119,119,410	\$120,394,820	<b>\$125,422,940</b>	5.3%
	<b><u>WATER &amp; SEWER FUND</u></b>						
579	Water & Sewer Fund - Operations	57,971,070	54,181,640	60,052,700	59,550,810	<b>61,742,180</b>	2.8%
	<b><u>SPECIAL REVENUE FUNDS</u></b>						
202	Major Road Fund	12,596,460	12,871,140	11,945,050	13,223,920	<b>12,968,300</b>	8.6%
203	Local Road Fund	7,739,120	8,070,720	8,485,230	9,062,920	<b>8,678,000</b>	2.3%
244	Land & Water Conservation Fund	40	0	0	500	<b>0</b>	
276	Parks & Recreation Fund	8,913,090	8,478,410	9,233,240	9,182,890	<b>10,219,340</b>	10.7%
277	Public Safety Forfeiture Fund	791,700	1,083,160	344,460	1,293,470	<b>18,900</b>	-94.5%
278	Comm. Develop. Block Grant Fund	1,329,830	1,032,080	2,208,910	2,122,980	<b>921,180</b>	-58.3%
284	Opioid Settlement Fund	0	0	0	0	<b>125,000</b>	
285	Indigent Defense Fund	80	223,090	360,350	511,830	<b>511,830</b>	42.0%
286	American Rescue Plan Act Fund	0	2,354,140	5,870,780	7,936,290	<b>584,200</b>	-90.0%
851	Corridor Improvement Auth. Fund	230,760	253,930	275,380	282,380	<b>320,950</b>	16.5%
855	Economic Develop. Corp. Fund	70	0	0	0	<b>0</b>	
856	Brownfield Redevelopment Fund	627,340	706,550	729,780	681,370	<b>719,390</b>	-1.4%
867	Local Dev. Finance Authority Fund	1,581,560	1,801,950	1,767,900	1,773,350	<b>1,994,600</b>	12.8%
	<b>Total Special Revenue Funds</b>	<b>33,810,050</b>	<b>36,875,170</b>	<b>41,221,080</b>	<b>46,071,900</b>	<b>37,061,690</b>	<b>-10.1%</b>
	<b><u>DEBT SERVICE FUNDS</u></b>						
301	General Drain Fund	610	620	600	600	<b>600</b>	0.0%
305	Voted Gen. Obligation Debt Fund	559,130	590,690	591,150	593,340	<b>36,950</b>	-93.7%
327	Road Bond Debt Retirement Fund	3,520,860	4,175,000	4,796,730	4,796,680	<b>4,951,460</b>	3.2%
369	Ltd. Tax Gen. Obligation Debt Fund	2,955,610	2,958,360	2,962,360	2,962,360	<b>2,962,360</b>	0.0%
	<b>Total Debt Service Funds</b>	<b>7,036,210</b>	<b>7,724,670</b>	<b>8,350,840</b>	<b>8,352,980</b>	<b>7,951,370</b>	<b>-4.8%</b>
	<b><u>CAPITAL PROJECT FUNDS</u></b>						
403	Capital Projects Fund	7,281,220	5,627,000	7,432,800	7,505,800	<b>6,584,900</b>	-11.4%
404	Facilities Improvement Fund	3,896,400	298,160	0	0	<b>0</b>	
405	Clinton River Restoration Fund	80,000	0	0	0	<b>0</b>	
428	Road Bond Construction Fund	18,699,370	17,731,410	10,000	325,000	<b>150,000</b>	1,400.0%
	<b>Total Capital Project Funds</b>	<b>29,956,990</b>	<b>23,656,570</b>	<b>7,442,800</b>	<b>7,830,800</b>	<b>6,734,900</b>	<b>-9.5%</b>
	<b>Total Revenue</b>	<b>244,753,280</b>	<b>237,561,290</b>	<b>236,186,830</b>	<b>242,201,310</b>	<b>238,913,080</b>	<b>1.2%</b>
	<b>Duplicating Transfers</b>	<b>(19,940,070)</b>	<b>(17,012,680)</b>	<b>(16,464,550)</b>	<b>(16,974,550)</b>	<b>(17,612,460)</b>	<b>7.0%</b>
	<b>Total All Funds</b>	<b>\$224,813,210</b>	<b>\$220,548,610</b>	<b>\$219,722,280</b>	<b>\$225,226,760</b>	<b>\$221,300,620</b>	<b>0.7%</b>

Note: Figures do not include use of, or contribution to Fund Balance.

## EXPENDITURE COMPARISON CITY BUDGETED FUNDS

Fund No.	Fund Name	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget	% Change From 22/23
<b><u>GENERAL FUND</u></b>							
101	General Fund	\$113,644,210	\$114,498,100	\$118,720,090	\$118,046,570	<b>\$125,407,790</b>	5.6%
<b><u>WATER &amp; SEWER FUND</u></b>							
579	Water & Sewer Fund - Operations	54,910,690	59,247,500	59,697,590	59,928,880	<b>60,733,460</b>	1.7%
<b><u>SPECIAL REVENUE FUNDS</u></b>							
202	Major Road Fund	11,058,990	9,273,980	20,766,140	21,262,640	<b>12,382,310</b>	-40.4%
203	Local Road Fund	7,336,150	8,946,010	7,833,000	7,883,220	<b>8,657,130</b>	10.5%
244	Land & Water Conservation Fund	128,660	0	0	0	<b>0</b>	
276	Parks & Recreation Fund	9,361,810	8,404,210	9,522,220	9,549,860	<b>10,091,550</b>	6.0%
277	Public Safety Forfeiture Fund	626,440	623,250	643,400	690,410	<b>690,820</b>	7.4%
278	Comm. Develop. Block Grant Fund	1,329,830	1,032,070	2,208,910	2,122,980	<b>921,180</b>	-58.3%
284	Opioid Settlement Fund	0	0	0	0	<b>125,000</b>	
285	Indigent Defense Fund	136,000	223,080	360,350	511,830	<b>511,830</b>	42.0%
286	American Rescue Plan Act Fund	0	2,325,490	5,870,780	7,586,290	<b>584,200</b>	-90.0%
851	Corridor Improvement Auth. Fund	161,800	136,820	600,000	600,000	<b>40,000</b>	-93.3%
855	Economic Develop. Corp. Fund	77,900	77,900	77,900	77,900	<b>36,860</b>	-52.7%
856	Brownfield Redevelopment Fund	627,280	706,550	729,780	681,370	<b>719,390</b>	-1.4%
867	Local Dev. Finance Authority Fund	1,477,900	1,429,320	2,537,560	2,537,640	<b>2,005,650</b>	-21.0%
<b>Total Special Revenue Funds</b>		<b>32,322,760</b>	<b>33,178,680</b>	<b>51,150,040</b>	<b>53,504,140</b>	<b>36,765,920</b>	<b>-28.1%</b>
<b><u>DEBT SERVICE FUNDS</u></b>							
301	General Drain Fund	0	0	0	0	<b>0</b>	
305	Voted Gen. Obligation Debt Fund	586,050	587,170	587,000	587,000	<b>0</b>	-100.0%
327	Road Bond Debt Retirement Fund	3,624,010	4,020,580	5,080,970	5,080,350	<b>5,052,430</b>	-0.6%
369	Ltd. Tax Gen. Obligation Debt Fund	2,955,610	2,958,360	2,962,360	2,962,360	<b>2,962,360</b>	0.0%
<b>Total Debt Service Funds</b>		<b>7,165,670</b>	<b>7,566,110</b>	<b>8,630,330</b>	<b>8,629,710</b>	<b>8,014,790</b>	<b>-7.1%</b>
<b><u>CAPITAL PROJECT FUNDS</u></b>							
403	Capital Projects Fund	15,149,640	7,653,120	11,874,830	11,833,840	<b>5,768,490</b>	-51.4%
404	Facilities Improvement Fund	15,117,350	867,060	375,630	375,630	<b>0</b>	-100.0%
405	Clinton River Restoration Fund	62,140	620	17,230	17,240	<b>0</b>	-100.0%
428	Road Bond Construction Fund	1,025,160	10,429,180	22,584,700	22,584,700	<b>1,809,630</b>	-92.0%
<b>Total Capital Project Funds</b>		<b>31,354,290</b>	<b>18,949,980</b>	<b>34,852,390</b>	<b>34,811,410</b>	<b>7,578,120</b>	<b>-78.3%</b>
<b>Total Expenditures</b>		<b>239,397,620</b>	<b>233,440,370</b>	<b>273,050,440</b>	<b>274,920,710</b>	<b>238,500,080</b>	<b>-12.7%</b>
<b>Duplicating Transfers</b>		<b>(19,940,070)</b>	<b>(17,012,680)</b>	<b>(16,464,550)</b>	<b>(16,974,550)</b>	<b>(17,612,460)</b>	<b>7.0%</b>
<b>Total All Funds</b>		<b>\$219,457,550</b>	<b>\$216,427,690</b>	<b>\$256,585,890</b>	<b>\$257,946,160</b>	<b>\$220,887,620</b>	<b>-13.9%</b>

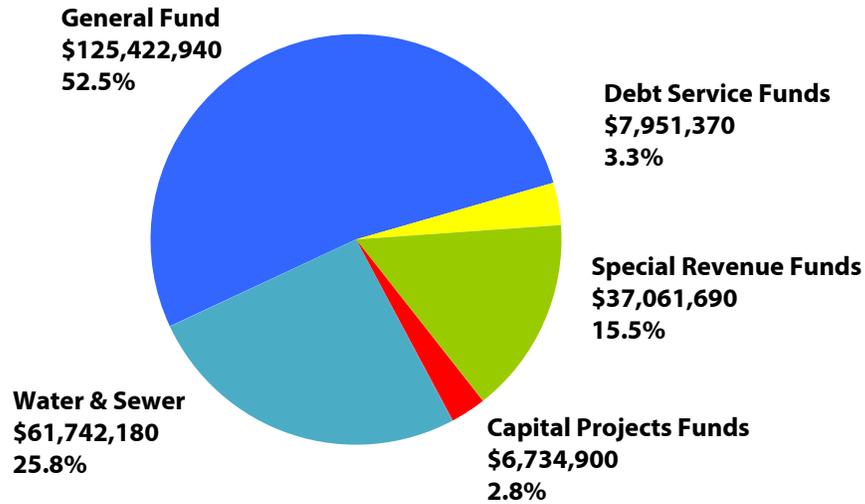
Note: Figures do not include use of, or contribution to Fund Balance.

**YEAR-END UNAPPROPRIATED  
FUND BALANCE COMPARISON  
GOVERNMENTAL FUNDS**

<b>Fund No.</b>	<b>Fund Name</b>	<b>2020/21 Actual</b>	<b>2021/22 Actual</b>	<b>2022/23 Budget</b>	<b>2022/23 Estimate</b>	<b>2023/24 Budget</b>	<b>% Change From 22/23</b>
	<b><u>GENERAL FUND</u></b>						
101	General Fund	\$32,249,180	\$32,874,300	\$33,273,620	\$35,222,550	<b>\$35,237,700</b>	5.9%
	<b><u>SPECIAL REVENUE FUNDS</u></b>						
202	Major Road Fund	7,167,100	10,764,260	1,943,170	2,725,540	<b>3,311,530</b>	70.4%
203	Local Road Fund	1,501,610	626,320	1,278,550	1,806,020	<b>1,826,890</b>	42.9%
244	Land & Water Conservation Fund	31,280	31,280	31,280	31,780	<b>31,780</b>	1.6%
276	Parks & Recreation Fund	756,850	831,050	542,070	464,080	<b>591,870</b>	9.2%
277	Public Safety Forfeiture Fund	891,710	1,351,620	1,052,680	1,954,680	<b>1,282,760</b>	21.9%
278	Comm. Develop. Block Grant Fund	0	10	10	10	<b>0</b>	0.0%
284	Opioid Settlement Fund	0	0	0	0	<b>0</b>	0.0%
285	Indigent Defense Fund	100,680	100,690	100,690	100,690	<b>100,690</b>	0.0%
286	American Rescue Plan Act Fund	0	28,640	28,640	378,640	<b>378,640</b>	100.0%
851	Corridor Improvement Auth. Fund	895,330	1,012,440	687,820	694,820	<b>975,770</b>	41.9%
855	Economic Develop. Corp. Fund	192,660	114,760	36,860	36,860	<b>0</b>	-100.0%
856	Brownfield Redevelopment Fund	2,150	2,150	2,150	2,150	<b>2,150</b>	0.0%
867	Local Dev. Finance Authority Fund	892,530	1,265,160	495,500	500,870	<b>489,820</b>	-1.1%
	<b>Total Special Revenue Funds</b>	<b>12,431,900</b>	<b>16,128,380</b>	<b>6,199,420</b>	<b>8,696,140</b>	<b>8,991,900</b>	<b>45.0%</b>
	<b><u>DEBT SERVICE FUNDS</u></b>						
301	General Drain Fund	1,710	2,330	2,930	2,930	<b>3,530</b>	20.5%
305	Voted Gen. Obligation Debt Fund	3,130	6,650	10,800	12,990	<b>49,940</b>	362.4%
327	Road Bond Debt Retirement Fund	436,770	591,190	306,950	307,520	<b>206,550</b>	-32.7%
369	Ltd. Tax Gen. Obligation Debt Fund	300	300	300	300	<b>300</b>	0.0%
	<b>Total Debt Service Funds</b>	<b>441,910</b>	<b>600,470</b>	<b>320,980</b>	<b>323,740</b>	<b>260,280</b>	<b>-18.9%</b>
	<b><u>CAPITAL PROJECT FUNDS</u></b>						
403	Capital Projects Fund	8,628,360	6,602,240	2,160,210	2,274,200	<b>3,090,610</b>	43.1%
404	Facilities Improvement Fund	944,530	375,630	0	0	<b>0</b>	0.0%
405	Clinton River Restoration Fund	17,860	17,240	10	0	<b>0</b>	-100.0%
428	Road Bond Construction Fund	18,549,300	25,851,530	3,276,830	3,591,830	<b>1,932,200</b>	-41.0%
	<b>Total Capital Project Funds</b>	<b>28,140,050</b>	<b>32,846,640</b>	<b>5,437,050</b>	<b>5,866,030</b>	<b>5,022,810</b>	<b>-7.6%</b>
	<b>Unappropriated Total - All Funds</b>	<b>\$73,263,040</b>	<b>\$82,449,700</b>	<b>\$45,231,070</b>	<b>\$50,108,360</b>	<b>\$49,512,690</b>	<b>9.5%</b>

Totals may not foot due to rounding.

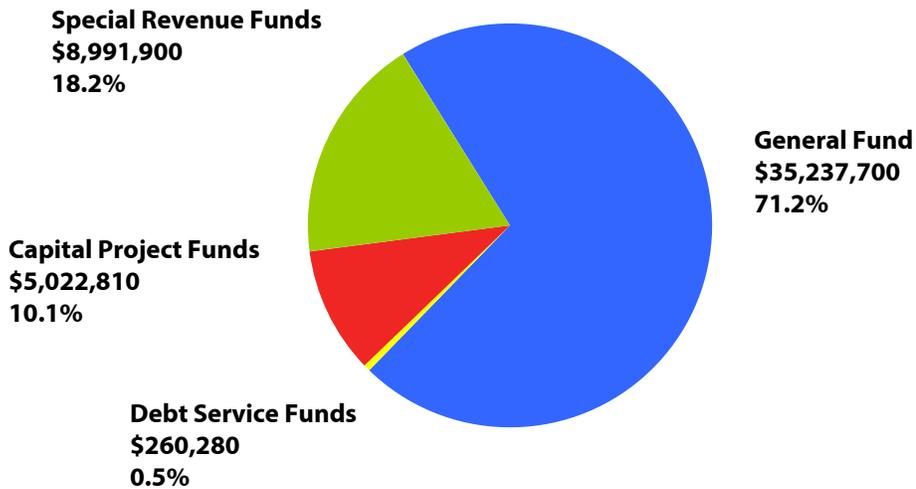
## Total City Budgeted Funds Percent of Total Revenues



**Total City Revenues (including transfers) \$238,913,080**

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## Total City Government Funds Percent of Total Reserves



**Total Government Fund Reserves of \$49,512,690**

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## TOTAL CITY BUDGETED FUNDS REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
<b><u>CITY TAXES</u></b>							
404000	City Operating Tax	\$44,739,240	18.83	\$47,281,190	20.02	\$50,461,800	21.12
404001	Property Tax Refunds	(452,970)	(0.19)	(343,500)	(0.15)	(399,000)	(0.17)
405000	City Refuse Tax	4,654,350	1.96	4,777,300	2.02	6,266,400	2.62
406000	Police & Fire Pension Tax	12,866,280	5.42	12,559,250	5.32	12,833,100	5.37
407000	Safe Streets Tax	11,377,130	4.79	11,891,780	5.03	12,699,960	5.32
408000	Recreating Recreation Tax	4,414,440	1.86	4,615,560	1.95	4,929,040	2.06
415000	Delinquent Personal Property Tax	92,770	0.04	68,000	0.03	83,500	0.03
415001	Delinquent Personal Property Tax	12,390	0.01	10,000	0.00	10,000	0.00
419000	Proposal F Debt Levy	548,400	0.23	553,010	0.23	0	0.00
445000	Penalties & Interest	160,190	0.07	167,500	0.07	162,500	0.07
	<b>Total City Taxes</b>	<b>78,412,220</b>	<b>33.01</b>	<b>81,580,090</b>	<b>34.54</b>	<b>87,047,300</b>	<b>36.43</b>
<b><u>IMPROVEMENT TAXES</u></b>							
420000	Property Taxes - TIF	554,090	0.23	603,720	0.26	655,210	0.27
422000	L DFA - Smartzone Capture	800,780	0.34	783,710	0.33	826,450	0.35
423000	L DFA - General Capture	785,140	0.33	789,190	0.33	833,150	0.35
424000	BRA - School Capture	406,390	0.17	401,440	0.17	375,130	0.16
	<b>Total Improvement Taxes</b>	<b>2,546,400</b>	<b>1.07</b>	<b>2,578,060</b>	<b>1.09</b>	<b>2,689,940</b>	<b>1.13</b>
<b><u>LICENSES &amp; PERMITS</u></b>							
451000	Business Operating License	103,700	0.04	120,000	0.05	100,000	0.04
452000	Mobile / Temporary Vendor	1,540	0.00	5,600	0.00	2,000	0.00
453000	Liquor License	113,120	0.05	100,000	0.04	120,000	0.05
454000	Vending/Amusement Device Fee	5,290	0.00	6,000	0.00	4,000	0.00
461000	Electrical Registration & Permits	407,710	0.17	350,000	0.15	365,000	0.15
462000	Heating Registration & Permits	356,270	0.15	310,000	0.13	335,000	0.14
463000	Plumbing Registration & Permits	248,540	0.10	200,000	0.08	217,500	0.09
464000	Sign Registration & Permits	40,290	0.02	45,000	0.02	45,000	0.02
470000	Building Registration & Permits	1,115,310	0.47	1,182,910	0.50	1,150,000	0.48
471000	Fence Permits	16,410	0.01	15,000	0.01	15,000	0.01
477000	Fire Suppression Permits	61,950	0.03	75,000	0.03	75,000	0.03
478000	Animal Permits	54,140	0.02	50,000	0.02	56,930	0.02
479401	Non-Homestead Resident Insp. Fee	29,300	0.01	100,000	0.04	50,000	0.02
479402	Re-Inspection Code Enforcement Fee	18,630	0.01	30,000	0.01	25,000	0.01
	<b>Total Licenses &amp; Permits</b>	<b>2,572,200</b>	<b>1.08</b>	<b>2,589,510</b>	<b>1.10</b>	<b>2,560,430</b>	<b>1.07</b>
<b><u>FEDERAL, STATE &amp; LOCAL RETURNS</u></b>							
529000	Federal Grant - Other	3,755,180	1.58	8,724,280	3.69	1,805,930	0.76
529003	Revenue Direct Loans	123,390	0.05	100,000	0.04	90,000	0.04
529100	Federal Forfeiture Grant	484,890	0.20	21,790	0.01	0	0.00
529101	Federal Forfeiture Program Income	8,700	0.00	8,750	0.00	0	0.00
529389	CDBG Revenue - COVID	54,260	0.02	535,490	0.23	0	0.00
539002	State Grants	263,240	0.11	778,720	0.33	581,830	0.24
539200	State Forfeiture Grant	400,970	0.17	129,090	0.05	0	0.00
539201	State Forfeiture Program Income	21,780	0.01	15,750	0.01	0	0.00
539300	Gambling Forfeitures	109,700	0.05	99,390	0.04	0	0.00
539348	Act 48 Public Right of Way	479,930	0.20	445,000	0.19	510,000	0.21
539500	Act 302 Training Funds	18,860	0.01	16,800	0.01	18,900	0.01
544000	Drunk Driving Case Flow Assistance	5,290	0.00	6,500	0.00	5,650	0.00
546000	Highway & Street Grants	14,678,820	6.18	14,774,040	6.26	15,315,680	6.41
549000	County & Other Local Grants	2,770	0.00	0	0.00	120,000	0.05
567001	State Aid - Library	122,280	0.05	115,520	0.05	135,280	0.06

## TOTAL CITY BUDGETED FUNDS REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
569001	Judges Salary Stand Payments	137,480	0.06	137,170	0.06	137,170	0.06
573386	Personal Prop. Tax Reimbursement	8,061,990	3.39	4,919,420	2.08	5,116,140	2.14
573486	Personal Prop. Tax Reimbursement	751,460	0.32	960,580	0.41	929,740	0.39
574000	State Revenue Sharing	15,281,500	6.43	15,306,440	6.48	15,850,580	6.63
581001	Municipal Credit Transportation	195,250	0.08	240,000	0.10	240,000	0.10
583000	Macomb Auto Theft Squad - Grant	99,200	0.04	105,000	0.04	90,000	0.04
585000	Drug Enforce. Admin. - Federal	25,740	0.01	35,000	0.01	35,000	0.01
587001	County Contrib. - Library Penal Fines	85,620	0.04	100,000	0.04	85,000	0.04
	<b>Total State &amp; Local Returns</b>	<b>45,168,300</b>	<b>19.01</b>	<b>47,574,730</b>	<b>20.14</b>	<b>41,066,900</b>	<b>17.19</b>
	<b><u>OTHER FINANCING SOURCES</u></b>						
699101	Transfer from General Fund	12,994,780	7.17	11,448,170	4.85	12,808,530	5.36
699202	Transfer from Major Road Fund	4,017,900	1.69	4,640,750	1.96	4,801,430	2.01
699404	Transfer from Facilities Fund	0	0.00	375,630	0.16	0	0.00
699856	Transfer from Brownfield Redev.	0	0.00	0	0.00	2,500	0.00
	<b>Total Other Financing Sources</b>	<b>17,012,680</b>	<b>8.86</b>	<b>16,464,550</b>	<b>6.97</b>	<b>17,612,460</b>	<b>7.37</b>
	<b><u>FINES &amp; FORFEITURES</u></b>						
656003	Contempt Court Fines	4,460	0.00	3,000	0.00	3,000	0.00
656004	Ordinance Fines & Costs	1,329,560	0.56	1,500,000	0.64	2,000,000	0.84
656005	Municipal Civil Infractions	34,110	0.01	35,000	0.01	30,000	0.01
657001	Library Fines	23,330	0.01	18,000	0.01	20,000	0.01
658001	Bond Forfeitures	25,210	0.01	36,000	0.02	36,000	0.02
659001	Driver Reinstatement Fee	15,400	0.01	25,000	0.01	10,000	0.00
659002	Default Judgment Fee	107,900	0.05	100,000	0.04	150,000	0.06
659003	Crime Victim Rights Admin. Fee	7,870	0.00	7,500	0.00	7,500	0.00
659004	Forensic Admin. Fee	21,010	0.01	5,000	0.00	15,000	0.01
	<b>Total Fines &amp; Forfeitures</b>	<b>1,568,850</b>	<b>0.66</b>	<b>1,729,500</b>	<b>0.73</b>	<b>2,271,500</b>	<b>0.95</b>
	<b><u>CHARGES FOR SERVICES</u></b>						
603000	Court Filing Fee	111,900	0.05	130,000	0.06	130,000	0.05
603001	Jury Demand Fee	2,040	0.00	2,500	0.00	2,500	0.00
604000	Probation Oversight	47,970	0.02	50,000	0.02	55,000	0.02
604001	Probation Oversight Fee - Grants	0	0.00	0	0.00	5,000	0.00
605000	Garnishments - Filing Fee	98,170	0.04	125,000	0.05	125,000	0.05
606000	Split/Combination Fee	6,310	0.00	12,400	0.01	6,960	0.00
607000	Fire Permits, Fees, & Inspections	16,340	0.01	20,000	0.01	20,000	0.01
608000	Recording Fees	3,790	0.00	4,000	0.00	4,000	0.00
609000	Mobile Home Tax	9,950	0.00	10,780	0.00	10,000	0.00
610000	Vital Statistics	81,380	0.03	79,000	0.03	82,000	0.03
611000	Attorney Fee Reimbursement	46,410	0.02	40,000	0.02	40,000	0.02
612000	Alcohol Assessment Fee	13,840	0.01	10,000	0.00	17,000	0.01
626000	Services - PTAF	2,194,170	0.92	2,291,950	0.97	2,336,100	0.98
627000	Water & Sewer Activity	1,601,940	0.67	1,807,050	0.77	1,636,540	0.68
627276	Administrative Services - RR	78,970	0.03	85,250	0.04	79,350	0.03
627444	Administrative Services - Roads	259,170	0.11	250,000	0.11	250,000	0.10
627531	Admin Services-Refuse	115,890	0.05	115,410	0.05	72,200	0.03
627556	Admin Services-Water Distribution	651,000	0.27	663,050	0.28	742,770	0.31
627677	Administrative Services-Self Insurance	309,370	0.13	378,810	0.16	323,640	0.14

**TOTAL CITY BUDGETED FUNDS  
REVENUE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
627732	Administrative Services-P&F Pension	1,170	0.00	2,300	0.00	1,000	0.00
628001	Voter Lists	610	0.00	400	0.00	400	0.00
629001	Labor Services - Roads	981,540	0.41	975,000	0.41	1,000,000	0.42
629002	Labor Services - Cross Charges	14,010	0.01	15,000	0.01	15,000	0.01
629003	Labor Services - Fleet Maintenance	58,170	0.02	36,000	0.02	65,000	0.03
631001	Police & Fire Services	295,340	0.12	350,000	0.15	300,000	0.13
631002	Towed Vehicle Impound Fee	69,960	0.03	80,000	0.03	70,000	0.03
632001	Inspection Services-Projects-Other	216,100	0.09	150,000	0.06	140,000	0.06
632002	Inspection Services-City Projects	247,660	0.10	380,000	0.16	400,000	0.17
632003	Engineering Review Fee	150,330	0.06	180,000	0.08	150,000	0.06
632004	Engineering & Design - Project	739,240	0.45	1,300,000	0.55	1,400,000	0.59
632005	Building Number Assignments	470	0.00	2,000	0.00	1,000	0.00
632006	SESC Review Fee	30,340	0.01	30,000	0.01	30,000	0.01
632007	SESC Inspection Fee	233,430	0.10	50,000	0.02	100,000	0.04
632008	Easement Vacation	600	0.00	600	0.00	600	0.00
632009	ROW Permit Fees	9,470	0.00	4,000	0.00	10,000	0.00
633001	Water Tap Fees	187,420	0.08	125,000	0.05	125,000	0.05
633002	Sewer Tap Fees	29,960	0.01	35,000	0.01	30,000	0.01
633003	Meter Charges	132,070	0.06	150,000	0.06	125,000	0.05
633004	Inspection	15,770	0.01	12,000	0.01	15,000	0.01
633005	Water & Sewer Services	44,120	0.02	50,000	0.02	40,000	0.02
633006	Hydrant Rental	178,850	0.08	182,430	0.08	187,900	0.08
633009	Turn-On Charge	10,710	0.00	10,000	0.00	10,000	0.00
634003	Supplies & Gasoline Revenue	89,050	0.04	65,000	0.03	90,000	0.04
634004	Parts-Vehicle Maintenance	125,970	0.05	115,000	0.05	115,000	0.05
635000	Municipal Services Fee	75,000	0.03	75,000	0.03	75,000	0.03
635535	Refuse Collection Fees	33,060	0.01	40,000	0.02	50,000	0.02
636000	Plan Review Fee	66,720	0.03	65,000	0.03	65,000	0.03
636001	Building Department Plan Review	416,270	0.18	425,000	0.18	410,000	0.17
636002	Passport Fees	38,990	0.00	35,000	0.01	75,000	0.03
637001	Copies & Forms	12,670	0.01	10,020	0.00	10,000	0.00
637002	Maps	140	0.00	100	0.00	100	0.00
637003	Police Reports	88,640	0.04	80,000	0.03	85,000	0.04
637005	Fire Reports	7,410	0.00	5,000	0.00	5,000	0.00
637006	PBT User Fee	300	0.00	100	0.00	100	0.00
637007	False Alarm Fees	28,590	0.01	80,000	0.03	50,000	0.02
637009	Transport Fees	3,928,320	1.65	3,797,430	1.61	3,916,150	1.64
637301	Notary Fee	1,730	0.00	1,500	0.00	1,000	0.00
638000	Application Fees	5,300	0.00	11,800	0.00	7,230	0.00
639001	Parks & Recreation Fees	820,090	0.35	1,126,720	0.48	1,210,710	0.51
639002	Baseball Registration Fees	101,290	0.04	127,050	0.05	127,050	0.05
639253	Treasury Transfer & Late Fees	97,470	0.04	60,000	0.03	60,000	0.03
640001	5% Cash Deposit	3,360	0.00	2,000	0.00	2,500	0.00
640002	Weed Cutting	48,730	0.02	75,000	0.03	50,000	0.02
640003	Board of Zoning Appeals Fees	9,600	0.00	15,000	0.01	10,000	0.00
640004	Tree Sales & Planting	65,150	0.03	50,000	0.02	51,500	0.02
640005	Ordinance Board of Appeals Fees	41,600	0.02	65,000	0.03	50,000	0.02
643000	Water Services	20,097,820	8.46	17,545,250	7.43	18,373,610	7.69
643001	Fixed Charges - Water	720,170	0.30	5,162,010	2.19	5,574,260	2.33
644000	Collections - Sewer	30,970,290	13.04	32,385,900	13.71	31,891,670	13.35
644001	Fixed Charges - Sewer	506,550	0.21	2,980,700	1.26	3,400,540	1.42

## TOTAL CITY BUDGETED FUNDS REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
645000	Penalties - Water & Sewer	503,640	0.21	650,000	0.28	<b>550,000</b>	<b>0.23</b>
646000	Industrial & Pollution Surcharge	388,070	0.16	387,000	0.16	<b>387,000</b>	<b>0.16</b>
	<b>Total Charges for Services</b>	<b>68,587,940</b>	<b>28.99</b>	<b>75,632,510</b>	<b>32.02</b>	<b>76,847,380</b>	<b>32.13</b>
	<b>OTHER REVENUE</b>						
656006	Interpreter Fees	25,830	0.01	16,000	0.01	<b>25,000</b>	<b>0.01</b>
665000	Interest on Investments	582,920	0.25	504,800	0.21	<b>1,648,850</b>	<b>0.69</b>
665001	Interest on Bond Proceeds	4,100	0.00	0	0.00	<b>0</b>	<b>0.00</b>
665100	Interest Income - Federal Forfeiture	1,020	0.00	3,470	0.00	<b>0</b>	<b>0.00</b>
665130	Interest Income - Treasury Forfeiture	10	0.00	30	0.00	<b>0</b>	<b>0.00</b>
665200	Interest Income - State Forfeiture	790	0.00	2,700	0.00	<b>0</b>	<b>0.00</b>
665300	Interest Income - Gambling Forfeiture	60	0.00	200	0.00	<b>0</b>	<b>0.00</b>
665400	Interest Income - OWI Forfeiture	110	0.00	360	0.00	<b>0</b>	<b>0.00</b>
665445	Interest & Penalties - Tax Roll	647,440	0.27	17,000	0.01	<b>330,000</b>	<b>0.00</b>
665500	Interest Income - ACT 302 Training	40	0.00	140	0.00	<b>0</b>	<b>0.00</b>
667003	Rental Income - DPS	446,220	0.19	448,110	0.19	<b>437,490</b>	<b>0.18</b>
667005	Rental - DPW - Impound Lot	46,500	0.02	63,000	0.03	<b>63,000</b>	<b>0.03</b>
667009	Rental - Towers	264,120	0.11	199,790	0.08	<b>174,150</b>	<b>0.07</b>
667716	Rental Income Smart Incubator	216,030	0.09	195,000	0.08	<b>195,000</b>	<b>0.08</b>
669001	Rental - Road Equipment	1,026,240	0.43	1,000,000	0.42	<b>1,050,000</b>	<b>0.44</b>
669002	Rental - Equipment - Cross Charges	11,800	0.00	7,500	0.00	<b>12,000</b>	<b>0.01</b>
672000	Special Assessment Revenue	151,790	0.06	131,060	0.06	<b>130,710</b>	<b>0.05</b>
672665	Special Assessment Interest	37,980	0.02	56,900	0.02	<b>38,220</b>	<b>0.02</b>
673000	Sale of Fixed Assets	75,090	0.03	50,000	0.02	<b>75,000</b>	<b>0.03</b>
675000	Contributions & Donations	17,770	0.01	40,310	0.02	<b>15,000</b>	<b>0.01</b>
675001	Donations - Parks & Recreation	55,660	0.02	35,000	0.01	<b>50,000</b>	<b>0.02</b>
675003	Art Fair Revenue	71,820	0.03	350,000	0.15	<b>350,000</b>	<b>0.15</b>
676000	Reimbursements	1,145,520	0.48	2,280,000	0.97	<b>1,765,000</b>	<b>0.74</b>
676001	Reimbursements - Legal	34,800	0.01	10,000	0.00	<b>10,000</b>	<b>0.00</b>
677008	Unrealized Gain/Loss	(3,874,170)	(1.63)	0	0.00	<b>0</b>	<b>0.00</b>
679752	Parks & Recreation Retail Sales	1,820	0.00	0	0.00	<b>700</b>	<b>0.00</b>
679792	Library Book Sales	130	0.00	20	0.00	<b>50</b>	<b>0.00</b>
685000	Miscellaneous Revenue	324,950	0.14	179,000	0.08	<b>184,000</b>	<b>0.08</b>
685010	Opioid Settlement Revenue	0	0.00	0	0.00	<b>125,000</b>	<b>0.05</b>
685015	Misc. Revenue - MCPWC	57,050	0.02	100,000	0.04	<b>100,000</b>	<b>0.04</b>
685200	Misc Revenue - State Forfeiture	36,230	0.02	45,990	0.02	<b>0</b>	<b>0.00</b>
685292	Misc Revenue - Comm Relations	420	0.00	0	0.00	<b>0</b>	<b>0.00</b>
685792	Miscellaneous Revenue - Library	72,330	0.03	5,000	0.00	<b>8,000</b>	<b>0.00</b>
687000	Refunds & Rebates	92,700	0.04	35,500	0.02	<b>36,000</b>	<b>0.02</b>
690000	O.U.I.L. Recovery	8,240	0.00	25,000	0.01	<b>25,000</b>	<b>0.01</b>
690002	Warrant Arrest Processing Fee	650	0.00	1,000	0.00	<b>0</b>	<b>0.00</b>
695000	Insurance Recovery & Subrogation	108,050	0.05	35,000	0.01	<b>25,000</b>	<b>0.01</b>
698000	Proceeds - Long Term Debt	16,850,000	7.09	0	0.00	<b>0</b>	<b>0.00</b>
698001	Bond Premiums	1,036,150	0.44	0	0.00	<b>0</b>	<b>0.00</b>
	<b>Total Other Revenue</b>	<b>19,578,210</b>	<b>8.24</b>	<b>5,837,880</b>	<b>2.47</b>	<b>6,873,170</b>	<b>2.74</b>
680000	Cable TV Revenue	2,114,490	0.89	2,200,000	0.93	<b>1,944,000</b>	<b>0.81</b>
	<b>Total City Budgeted Funds</b>	<b>\$237,561,290</b>	<b>100.00</b>	<b>\$236,186,830</b>	<b>100.00</b>	<b>\$238,913,080</b>	<b>100.00</b>

**Note: The 2021-2022 Actual Column is rounded to the nearest \$10. Totals may not foot due to rounding.**

## TOTAL CITY BUDGETED FUNDS EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b><u>PERSONNEL SERVICES</u></b>						
703000	Wages-Elected & Appointed	\$219,000	0.09	\$268,390	0.10	<b>\$268,550</b>	<b>0.11</b>
704000	Wages & Salaries-Permanent	38,959,220	16.69	42,206,050	15.46	<b>44,604,800</b>	<b>18.70</b>
704001	Sick Time Buy Back	584,390	0.25	545,800	0.20	<b>473,750</b>	<b>0.20</b>
704721	Health Insurance Allowance	184,250	0.08	177,000	0.06	<b>192,000</b>	<b>0.08</b>
705000	Wages-Salaries - Temp/Part Time	3,484,040	1.49	4,394,610	1.61	<b>4,583,680</b>	<b>1.92</b>
706000	Wages-Salaries - Occasional	113,580	0.05	150,000	0.05	<b>75,000</b>	<b>0.03</b>
708000	Overtime	3,778,780	1.62	3,473,870	1.27	<b>3,624,110</b>	<b>1.52</b>
708001	Compensatory Time Buy Back	1,702,470	0.73	1,726,590	0.63	<b>1,753,850</b>	<b>0.74</b>
708795	Overtime - F.L.S.A.	1,120	0.00	30,000	0.01	<b>19,000</b>	<b>0.01</b>
708900	Overtime - Grants	4,810	0.00	0	0.00	<b>0</b>	<b>0.00</b>
709000	Other Benefits/Reimbursements	92,020	0.04	107,980	0.04	<b>147,400</b>	<b>0.06</b>
710000	Longevity	831,480	0.36	933,730	0.34	<b>927,850</b>	<b>0.39</b>
711000	Holiday Pay	1,214,150	0.52	1,310,840	0.48	<b>1,422,100</b>	<b>0.60</b>
713500	Car Allowance	4,000	0.00	4,000	0.00	<b>5,000</b>	<b>0.00</b>
714000	Food Allowance	117,300	0.05	120,000	0.04	<b>120,000</b>	<b>0.05</b>
715000	Clothing Allowance	390,190	0.17	400,650	0.15	<b>411,150</b>	<b>0.17</b>
717000	FICA	2,076,150	0.89	2,321,720	0.85	<b>2,470,150</b>	<b>1.04</b>
718000	Worker's Compensation	424,910	0.18	430,660	0.16	<b>451,600</b>	<b>0.19</b>
719000	Unemployment Compensation	230	0.00	10,000	0.00	<b>10,000</b>	<b>0.00</b>
720000	Pension-General Emp Retirement	5,753,460	2.46	4,048,370	1.48	<b>4,570,650</b>	<b>1.92</b>
720001	Pension-Police and Fire Retirement	13,738,930	5.89	13,520,250	4.95	<b>13,918,000</b>	<b>5.84</b>
720002	Defined Contribution - Employer	487,530	0.21	620,380	0.23	<b>1,004,550</b>	<b>0.42</b>
721000	Health Insurance	6,871,240	2.94	7,926,710	2.90	<b>7,553,900</b>	<b>3.17</b>
721001	Health Insurance - Retirees	9,000,410	3.86	8,999,970	3.30	<b>8,500,650</b>	<b>3.56</b>
721003	Retiree Health Savings - City	604,250	0.26	826,800	0.30	<b>878,650</b>	<b>0.37</b>
722000	Dental Insurance	474,630	0.20	493,170	0.18	<b>497,950</b>	<b>0.21</b>
723000	Life Insurance	91,370	0.04	104,250	0.04	<b>108,400</b>	<b>0.05</b>
724000	Eye Care Insurance	35,920	0.02	41,270	0.02	<b>47,000</b>	<b>0.02</b>
725000	Disability Insurance - Long Term	80,740	0.03	90,660	0.03	<b>96,600</b>	<b>0.04</b>
725355	Disability Insurance - Short Term	219,720	0.09	240,570	0.09	<b>254,100</b>	<b>0.11</b>
	<b>Total Personnel Services</b>	<b>91,540,290</b>	<b>39.21</b>	<b>95,524,290</b>	<b>34.97</b>	<b>98,990,440</b>	<b>41.52</b>
	<b><u>SUPPLIES</u></b>						
729000	Postage	256,710	0.11	405,950	0.15	<b>428,520</b>	<b>0.18</b>
730000	Publications	36,740	0.02	33,660	0.01	<b>38,480</b>	<b>0.02</b>
741000	Ammunition	64,070	0.03	76,240	0.03	<b>78,400</b>	<b>0.03</b>
742000	Dog Care Supplies	7,170	0.00	8,240	0.00	<b>13,280</b>	<b>0.01</b>
750000	Fuels & Lubricants	880,730	0.38	761,100	0.28	<b>928,000</b>	<b>0.39</b>
750001	Fuel & Lubricant Inventory	27,460	0.01	25,150	0.01	<b>25,900</b>	<b>0.01</b>
751000	Operating Supplies	798,900	0.34	847,020	0.31	<b>907,150</b>	<b>0.38</b>
751001	Operating Supplies - Federal Funds	0	0.00	61,500	0.02	<b>0</b>	<b>0.00</b>
752002	Operating Supplies - Non Fed. Funds	0	0.00	2,500	0.00	<b>50,000</b>	<b>0.02</b>
751290	Supplies - School Programs	7,330	0.00	13,270	0.00	<b>11,270</b>	<b>0.00</b>
758000	Computer Software	560	0.00	1,500	0.00	<b>1,500</b>	<b>0.00</b>
759000	Parts & Sublet Services	776,780	0.33	816,000	0.30	<b>840,000</b>	<b>0.35</b>
761000	Program Activity Supplies	198,300	0.08	235,560	0.09	<b>237,490</b>	<b>0.10</b>
762000	Seniors Program Supplies	19,540	0.01	27,960	0.01	<b>34,980</b>	<b>0.01</b>
769000	Audio Visual Media	37,490	0.02	38,250	0.01	<b>0</b>	<b>0.00</b>
770000	Water Meters - Assembled	58,440	0.03	100,000	0.04	<b>103,000</b>	<b>0.04</b>
771000	Fire Hydrant Parts	490	0.00	32,290	0.01	<b>35,000</b>	<b>0.01</b>

**TOTAL CITY BUDGETED FUNDS  
EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
772000	Tap-In Materials - Water	55,500	0.02	50,000	0.02	101,500	0.04
774000	Water Meter Parts	29,940	0.01	20,000	0.01	20,600	0.01
785000	Books	182,840	0.08	184,340	0.07	229,150	0.10
	<b>Total Supplies</b>	<b>3,438,990</b>	<b>1.47</b>	<b>3,740,530</b>	<b>1.37</b>	<b>4,084,220</b>	<b>1.71</b>
	<b>OTHER CHARGES</b>						
802000	Audit & Accounting Services	145,800	0.06	131,430	0.05	140,580	0.06
803000	Computer Consultant Services	1,940	0.00	7,000	0.00	2,000	0.00
805000	Administrative Services	587,690	0.25	619,470	0.23	691,560	0.29
805100	Management Services	124,400	0.05	197,500	0.07	150,000	0.06
806000	Legal Services - Other	337,780	0.14	361,850	0.13	562,200	0.24
806001	Legal Services - City Attorney	885,060	0.38	1,004,700	0.37	1,025,100	0.43
806002	Legal Services - Judges	0	0.00	16,000	0.01	12,000	0.01
807000	Medical Services	29,680	0.01	37,180	0.01	43,880	0.02
807001	Medical Services - Grant	99,050	0.04	146,810	0.05	0	0.00
808000	Reporting Services	22,090	0.01	25,640	0.01	26,000	0.01
810000	Other Fees	714,450	0.31	350,460	0.13	448,710	0.19
820000	Tree/Weed Cutting	68,960	0.03	36,000	0.01	50,000	0.02
822000	Rubbish Removal	4,296,010	1.84	4,394,110	1.61	5,877,770	2.46
824000	Water Tap Install - Contractor	63,170	0.03	45,000	0.02	75,000	0.03
825000	Animal Collection	33,320	0.01	36,210	0.01	37,290	0.02
826000	Other Contracted Services	6,103,710	2.61	8,642,560	3.17	8,443,560	3.54
826001	Other Contracts	0	0.00	25,000	0.01	144,000	0.06
826002	Marketing	0	0.00	96,950	0.04	77,000	0.03
826003	Contracted Services - Safe Home	0	0.00	0	0.00	10,000	0.00
826004	Other Contracted Services - Grant	0	0.00	61,260	0.02	61,260	0.03
826005	Programs	0	0.00	90,000	0.03	426,000	0.18
826410	Nuisance Abatement Expense	0	0.00	0	0.00	200,000	0.08
826412	Nuisance Abatements	2,460	0.00	30,000	0.01	0	0.00
826900	Sub recipient Funding	91,970	0.04	145,510	0.05	95,300	0.04
827000	Interfund Services	2,467,960	1.06	2,690,560	0.99	2,551,000	1.07
829000	Hazardous Waste Disposal	1,440	0.00	2,850	0.00	2,850	0.00
830000	Recruiting Costs	0	0.00	56,500	0.02	56,500	0.02
832000	Building Maintenance	377,050	0.16	474,390	0.17	583,120	0.24
833000	Equipment Maintenance	224,820	0.10	346,270	0.13	404,170	0.17
835000	Vehicle Maintenance	205,390	0.09	199,980	0.07	209,950	0.09
836000	Radio Maintenance	5,560	0.00	11,500	0.00	6,500	0.00
837000	Retention Pond Maintenance	100,290	0.04	108,860	0.04	612,120	0.26
840000	Water Main Repair	594,000	0.25	400,000	0.15	612,000	0.26
841000	Distribution Line Repair	242,440	0.10	238,300	0.09	245,400	0.10
842000	Sewer Main Repair	67,760	0.03	102,000	0.04	105,000	0.04
880000	Community Promotion	12,350	0.01	25,000	0.01	41,040	0.02
902000	Publishing	18,370	0.01	25,310	0.01	24,730	0.01
903000	Printing	109,770	0.05	158,430	0.06	168,840	0.07
913000	Liability Insurance	1,653,370	0.71	653,400	0.24	1,268,400	0.53
915000	Other Insurance	21,420	0.01	22,260	0.01	850	0.00
921000	Electric	698,720	0.30	797,210	0.29	781,270	0.33
922000	Telephone	131,600	0.06	164,090	0.06	156,230	0.07
922001	Fiber Optic Lease Charges	61,250	0.03	66,570	0.02	66,570	0.03
923000	Gas - Fuel - Oil	243,340	0.10	244,600	0.09	232,600	0.10
924000	Street Lighting	1,637,270	0.70	994,680	0.36	1,200,000	0.50

**TOTAL CITY BUDGETED FUNDS  
EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
925000	Water	455,380	0.20	546,300	0.20	<b>533,750</b>	<b>0.22</b>
931000	Water Purchased	16,235,360	6.95	16,789,400	6.15	<b>16,921,000</b>	<b>7.09</b>
932000	Sewage Disposal	20,824,880	8.92	21,608,140	7.91	<b>21,908,270</b>	<b>9.19</b>
933000	Software Maintenance Fees	1,140,160	0.49	1,619,740	0.59	<b>1,722,260</b>	<b>0.72</b>
934000	Industrial & Pollution Surcharge	386,960	0.17	387,000	0.14	<b>387,000</b>	<b>0.16</b>
942000	Building Rental	17,530	0.01	20,000	0.01	<b>18,000</b>	<b>0.01</b>
944000	Hydrant Rental	178,850	0.08	182,430	0.07	<b>187,900</b>	<b>0.08</b>
945000	Other Rental	730,370	0.31	785,920	0.29	<b>837,580</b>	<b>0.35</b>
949000	Interpreter Fees	56,860	0.02	85,000	0.03	<b>60,000</b>	<b>0.03</b>
950000	Witness Fees	190	0.00	1,000	0.00	<b>1,000</b>	<b>0.00</b>
951000	Juror Fees	3,040	0.00	7,000	0.00	<b>7,000</b>	<b>0.00</b>
952000	Investigators & Experts	0	0.00	10,000	0.00	<b>10,000</b>	<b>0.00</b>
954000	Mileage	480	0.00	900	0.00	<b>900</b>	<b>0.00</b>
956000	Local Meetings	16,330	0.01	19,050	0.01	<b>21,780</b>	<b>0.01</b>
956002	Special Events	5,040	0.00	62,000	0.02	<b>58,100</b>	<b>0.02</b>
956003	Art Fair	195,060	0.08	320,000	0.12	<b>325,000</b>	<b>0.14</b>
957000	Memberships & Dues	160,900	0.07	183,570	0.07	<b>208,800</b>	<b>0.09</b>
959000	Education & Training	234,440	0.10	434,720	0.16	<b>456,410</b>	<b>0.19</b>
959001	Education & Training - Grant	50,540	0.02	83,440	0.03	<b>1,800</b>	<b>0.00</b>
959305	Tuition Reimbursement - Police	0	0.00	5,000	0.00	<b>5,000</b>	<b>0.00</b>
960000	Donation Expense Non-Capital	15,810	0.01	11,720	0.00	<b>4,000</b>	<b>0.00</b>
962000	Miscellaneous Expense	1,058,840	0.45	882,490	0.32	<b>899,140</b>	<b>0.38</b>
962001	Misc Exp - Cash - Short/Over	(240)	0.00	0	0.00	<b>0</b>	<b>0.00</b>
962003	Miscellaneous - Public Health	47,830	0.02	4,830	0.00	<b>0</b>	<b>0.00</b>
962004	Miscellaneous - Household Assistance	362,690	0.00	183,360	0.07	<b>0</b>	<b>0.00</b>
962200	Misc. Expense - Investigations	23,370	0.01	25,000	0.01	<b>25,000</b>	<b>0.01</b>
963717	Miscellaneous - Job Retention Grant	40,000	0.02	10,000	0.00	<b>0</b>	<b>0.00</b>
964000	Refunds & Rebates	4,800	0.00	15,000	0.01	<b>5,000</b>	<b>0.00</b>
968000	Depreciation	7,175,810	3.07	0	0.00	<b>0</b>	<b>0.00</b>
969000	Contingency	0	0.00	185,000	0.07	<b>0</b>	<b>0.00</b>
	<b>Total Other Charges</b>	<b>71,902,990</b>	<b>30.65</b>	<b>68,751,410</b>	<b>25.18</b>	<b>72,533,040</b>	<b>30.41</b>
	<b>OTHER SERVICES</b>						
886162	Access Road Maintenance	63,650	0.03	75,000	0.03	<b>77,250</b>	<b>0.03</b>
887000	Bridge Maintenance	13,580	0.01	10,000	0.00	<b>20,000</b>	<b>0.01</b>
887001	Bridge Maintenance - County	420	0.00	0	0.00	<b>0</b>	<b>0.00</b>
888000	Surface Maintenance	736,470	0.32	700,000	0.26	<b>700,000</b>	<b>0.29</b>
888001	Surface Maintenance - County	37,400	0.02	2,000	0.00	<b>2,000</b>	<b>0.00</b>
888372	2020 Joint Sealing Program	0	0.00	0	0.00	<b>130,000</b>	<b>0.05</b>
889000	Shoulder Maintenance	6,290	0.00	23,000	0.01	<b>23,000</b>	<b>0.01</b>
889001	Shoulder Maintenance - County	0	0.00	500	0.00	<b>500</b>	<b>0.00</b>
890000	Sweeping & Flushing	411,290	0.18	360,000	0.13	<b>370,800</b>	<b>0.16</b>
890001	Sweeping & Flushing - County	48,140	0.02	65,000	0.02	<b>66,950</b>	<b>0.03</b>
890002	Sweeping & Flushing - State	12,960	0.01	17,540	0.01	<b>18,070</b>	<b>0.01</b>
891000	Grass & Weed Control	351,660	0.15	346,500	0.13	<b>356,500</b>	<b>0.15</b>
891001	Grass & Weed Control - County	144,940	0.06	250,000	0.09	<b>275,000</b>	<b>0.12</b>
891002	Grass & Weed Control - State	238,640	0.10	275,000	0.10	<b>275,000</b>	<b>0.12</b>
892000	Roadside Cleanup	32,690	0.01	30,500	0.01	<b>30,500</b>	<b>0.01</b>
892001	Roadside Cleanup - County	25,300	0.01	35,400	0.01	<b>36,500</b>	<b>0.02</b>
892002	Roadside Cleanup - State	49,640	0.02	62,000	0.02	<b>62,000</b>	<b>0.03</b>
893000	Curb & Gutter Maintenance	2,960	0.00	5,000	0.00	<b>5,000</b>	<b>0.00</b>
894000	Storm Drain Maintenance	509,130	0.22	505,000	0.18	<b>515,000</b>	<b>0.22</b>

**TOTAL CITY BUDGETED FUNDS  
EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
895000	Tree & Shrub Maintenance	582,420	0.25	1,201,600	0.44	<b>613,000</b>	<b>0.26</b>
895001	Tree & Shrub Maint. - County	6,810	0.00	30,500	0.01	<b>30,500</b>	<b>0.01</b>
895002	Tree & Shrub Maintenance - State	15,820	0.01	40,000	0.01	<b>40,000</b>	<b>0.02</b>
897000	Snow & Ice Removal	1,067,720	0.46	1,000,000	0.37	<b>1,000,000</b>	<b>0.42</b>
898000	Traffic Signs/Signals	286,280	0.12	225,000	0.08	<b>225,750</b>	<b>0.09</b>
898001	Traffic Signs/Signals - County	330	0.00	3,000	0.00	<b>3,000</b>	<b>0.00</b>
899000	Pavement Markings	34,160	0.01	67,000	0.02	<b>67,000</b>	<b>0.03</b>
	<b>Total Other Services</b>	<b>4,678,700</b>	<b>2.00</b>	<b>5,329,540</b>	<b>1.93</b>	<b>4,943,320</b>	<b>2.07</b>
	<b><u>CAPITAL OUTLAY</u></b>						
971000	Land Acquisition	96,270	0.04	1,155,500	0.42	<b>0</b>	<b>0.00</b>
972350	Dodge Park Improvements	0	0.00	0	0.00	<b>30,000</b>	<b>0.01</b>
972795	Park Improvements	196,630	0.08	294,370	0.11	<b>70,000</b>	<b>0.03</b>
975000	Buildings & Improvements	2,160,970	0.93	1,260,490	0.46	<b>70,950</b>	<b>0.03</b>
975010	Municipal Bldg Modernization	242,210	0.10	258,100	0.09	<b>245,000</b>	<b>0.10</b>
975020	Library Renovations	0	0.00	43,900	0.00	<b>13,000</b>	<b>0.01</b>
975030	DPW Building	2,798,330	1.20	1,043,260	0.38	<b>0</b>	<b>0.00</b>
975040	DPW Storage Facilities	0	0.00	109,000	0.04	<b>0</b>	<b>0.00</b>
975060	Schoenherr Towers Expansion	141,750	0.06	1,950	0.00	<b>0</b>	<b>0.00</b>
975070	Senior Center Improvements	8,540	0.00	391,470	0.14	<b>0</b>	<b>0.00</b>
975210	Fire Station Renovations	90,740	0.04	0	0.00	<b>0</b>	<b>0.00</b>
975220	Misc. Fire Station Improvements	35,000	0.01	241,800	0.09	<b>400,000</b>	<b>0.17</b>
975388	Delia Park Parking Lot Improvement	0	0.00	872,060	0.32	<b>0</b>	<b>0.00</b>
979000	Computer Equipment	248,920	0.11	535,260	0.20	<b>175,240</b>	<b>0.07</b>
979150	Financial System - Hardware	53,980	0.02	52,300	0.02	<b>68,700</b>	<b>0.03</b>
979305	Police Department - Equipment	4,300	0.00	0	0.00	<b>0</b>	<b>0.00</b>
979320	Police Department - Car Computers	111,980	0.05	88,860	0.03	<b>0</b>	<b>0.00</b>
979850	Fire Department - Hardware	0	0.00	0	0.00	<b>58,720</b>	<b>0.02</b>
981000	Electronic Equipment	25,650	0.01	0	0.00	<b>0</b>	<b>0.00</b>
982000	Machinery & Equipment	985,750	0.42	1,132,300	0.41	<b>614,310</b>	<b>0.26</b>
982001	Machinery & Equipment - Grant	135,250	0.06	440,390	0.16	<b>0</b>	<b>0.00</b>
984000	Vehicles	760,170	0.33	1,008,190	0.37	<b>1,192,000</b>	<b>0.50</b>
984265	Vehicles - Facilities Maintenance	41,880	0.02	80,000	0.03	<b>0</b>	<b>0.00</b>
984315	Vehicles - Police Operations	1,025,880	0.44	611,480	0.22	<b>465,000</b>	<b>0.19</b>
984316	Vehicles - Police Upfitting	0	0.00	0	0.00	<b>230,000</b>	<b>0.10</b>
984337	Vehicles - Fire Administration	0	0.00	66,750	0.02	<b>0</b>	<b>0.00</b>
984338	Vehicles - Fire Transport	199,800	0.09	255,000	0.09	<b>285,000</b>	<b>0.12</b>
984339	Vehicles - Fire Extinguishment	672,850	0.29	0	0.00	<b>500,000</b>	<b>0.21</b>
984341	Vehicles - Fire Prevention	32,300	0.01	68,760	0.03	<b>0</b>	<b>0.00</b>
984412	Vehicles - Building	0	0.00	26,630	0.01	<b>0</b>	<b>0.00</b>
984417	Vehicles - Neighborhood Services	23,910	0.01	0	0.00	<b>0</b>	<b>0.00</b>
984444	Vehicles - DPW Street	1,820	0.00	949,280	0.35	<b>600,000</b>	<b>0.25</b>
984447	Vehicles - Engineering	24,210	0.01	0	0.00	<b>0</b>	<b>0.00</b>
984752	Vehicles - Parks & Recreation	23,910	0.01	75,050	0.03	<b>0</b>	<b>0.00</b>
985000	Weapons & Protective Gear	9,230	0.00	0	0.00	<b>0</b>	<b>0.00</b>
986000	Major Drain Improvement	399,910	0.17	122,750	0.04	<b>200,000</b>	<b>0.08</b>
987000	Public Art	62,400	0.03	281,210	0.10	<b>100,000</b>	<b>0.04</b>
988000	Construction	149,000	0.06	2,684,910	0.98	<b>4,149,200</b>	<b>1.74</b>
988246	Van Dyke Streetscape	3,720	0.00	0	0.00	<b>0</b>	<b>0.00</b>
988256	Velocity Parking Lot Repairs	0	0.00	0	0.00	<b>513,190</b>	<b>0.22</b>
988257	Gardner Street East	4,370	0.00	330,490	0.12	<b>0</b>	<b>0.00</b>
988276	2017 Bridge Repair Program	23,370	0.01	0	0.00	<b>0</b>	<b>0.00</b>

**TOTAL CITY BUDGETED FUNDS  
EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
988280	Smartzone District Improvements	9,370	0.00	815,090	0.30	0	0.00
988291	M-59 Regional Median Improvements	9,290	0.00	0	0.00	0	0.00
988303	2018 Sidewalk Gap Program	0	0.00	38,800	0.01	0	0.00
988329	LDFA - Phase II	4,760	0.00	10,230	0.00	0	0.00
988342	Dodge Park Rd and Clinton River	17,630	0.01	8,780	0.00	0	0.00
988344	Mound Rd Reconst. I-696 to M-59	10,019,280	4.29	22,584,700	8.27	1,809,630	0.76
988356	M59 Sidewalk Feasibility Study	18,330	0.01	992,790	0.36	0	0.00
988358	Schoenherr - Plumbrook to Clinton Rvr	412,370	0.18	388,500	0.14	0	0.00
988360	Hamilton Dr. East Reconstruction	0	0.00	30	0.00	0	0.00
988362	2020 Local Road Reconstruction	50	0.00	0	0.00	0	0.00
988363	2020 Concrete Sectional Repair	0	0.00	79,930	0.03	0	0.00
988364	Saal Road Resurfacing	970	0.00	0	0.00	0	0.00
988365	Pondview - 18 Mile to 19 Mile	30	0.00	0	0.00	0	0.00
988366	19 Mile - Schoenherr to Clinton Rvr	(237,520)	(0.10)	1,620	0.00	0	0.00
988370	Hayes Resurfacing - 14 Mile to Moravian	860	0.00	17,370	0.01	0	0.00
988371	Schoenherr/Moravian Signals	2,780	0.00	0	0.00	0	0.00
988373	18 Mile and Utica Road	71,790	0.03	0	0.00	0	0.00
988376	19 Mile Rd - Dequindre to Ryan Rd	826,610	0.35	0	0.00	0	0.00
988377	Sanford Drive Reconstruction	121,350	0.00	121,350	0.04	0	0.00
988378	2021 Sectional Concrete Replacement	1,745,170	0.00	7,840	0.00	0	0.00
988379	2021 Local Rd Reconstruction Program	4,590,670	1.97	0	0.00	0	0.00
988381	Sidewalk Repairs 14 Mile	0	0.00	12,080	0.00	0	0.00
988382	Metro Pkwy - Andrew to Dodge Park	49,370	0.02	1,078,810	0.40	0	0.00
988383	Traffic Signal Upgrades	0	0.00	310,000	0.11	0	0.00
988384	Takoma Sub Pond Study	10,230	0.00	4,990	0.00	0	0.00
988385	2022 Sidewalk Replacement Program	0	0.00	1,672,000	0.61	0	0.00
988386	Asphalt Resurfacing Fire Station	0	0.00	194,090	0.07	0	0.00
988387	Orban Drive Reconstruction	0	0.00	171,130	0.06	0	0.00
988389	Metro Pkwy - Ryan to Dequindre	1,009,390	0.43	1,550,610	0.57	0	0.00
988390	Ryan Road Resurfacing - Metro Pkwy	0	0.00	1,400,000	0.51	0	0.00
988391	2022 Concrete Sectional Replacement	730	0.00	1,550,000	0.57	0	0.00
988392	2022 Local Road Concrete Reconstr.	723,260	0.31	3,326,740	1.22	0	0.00
988393	Plumbrook Road Resurfacing	149,030	0.06	4,950,000	1.81	0	0.00
988394	Malibu Drive Reconstruction	0	0.00	383,160	0.14	0	0.00
988396	Ryan Road Concrete Repairs	1,256,520	0.54	597,590	0.22	0	0.00
988397	Hayes Resurfacing - 18 Mile Rd to M59	8,590	0.00	483,320	0.18	0	0.00
988399	ITC Corr. Edison Court to Hall Road	19,350	0.01	3,850	0.00	0	0.00
988400	2022 Transportation Asset Mgmt Prgm	0	0.00	32,000	0.01	0	0.00
988401	14M & Van Dyke Innovation/Def Dist.	0	0.00	10,000	0.00	0	0.00
988402	Dobry Road and Ryan Road Signal	0	0.00	40,000	0.01	0	0.00
988406	2023 Concrete Sectional Repair Prog.	0	0.00	0	0.00	1,825,000	0.77
988407	2023 Concrete Replacement Program	0	0.00	0	0.00	4,355,000	1.83
988408	Schoenherr Rd Resurfacing - 19 Mile Rd	0	0.00	1,785,850	0.65	0	0.00
988409	14 Mile Road Resurfacing - Hayes	0	0.00	1,984,400	0.73	0	0.00
988410	Metro Pkwy Resurfacing - Mound Rd	0	0.00	1,000,000	0.37	1,560,000	0.65
988413	17 Mile Bridge Replacement	0	0.00	1,000,000	0.37	0	0.00
988416	Pondview Drive Reconstruction	0	0.00	0	0.00	900,000	0.38
988417	2023 Pedestrian Improvements	0	0.00	0	0.00	100,000	0.04
	<b>Total Capital Outlay</b>	<b>31,635,260</b>	<b>12.74</b>	<b>63,089,160</b>	<b>23.09</b>	<b>20,529,940</b>	<b>8.61</b>
	<b>DEBT SERVICE</b>						
992000	Principal	6,803,000	2.91	11,270,830	4.13	11,384,450	4.77

## TOTAL CITY BUDGETED FUNDS EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
992001	Principal - Capital Bonds	0	0.00	1,075,000	0.39	<b>1,040,000</b>	<b>0.44</b>
993000	Interest	4,139,580	1.77	4,912,940	1.80	<b>4,752,280</b>	<b>1.99</b>
993001	Interest - OMID	898,110	0.38	1,077,270	0.39	<b>0</b>	<b>0.00</b>
993002	Interest - MID	1,081,060	0.46	1,531,010	0.56	<b>2,629,930</b>	<b>1.10</b>
993003	Interest - N. Gratiot	82,400	0.04	71,620	0.03	<b>0</b>	<b>0.00</b>
993005	Interest - Clintondale Pump	227,300	0.10	212,290	0.08	<b>0</b>	<b>0.00</b>
	<b>Total Debt Service</b>	<b>13,231,450</b>	<b>5.66</b>	<b>20,150,960</b>	<b>7.38</b>	<b>19,806,660</b>	<b>8.30</b>
	<b>TRANSFERS OUT</b>						
999202	Transfer to Major Road Fund	1,750,000	0.75	500,000	0.18	<b>1,000,000</b>	<b>0.42</b>
999276	Transfer to P&R Fund	2,525,970	1.08	2,741,180	1.00	<b>3,256,170</b>	<b>1.37</b>
999305	Transfer to VTGO Debt Fund	10,000	0.00	0	0.00	<b>0</b>	<b>0.00</b>
999327	Transfer to Road Bond Debt	4,017,900	1.72	4,640,750	1.70	<b>4,801,430</b>	<b>2.01</b>
999369	Transfer to LTGO Debt Fund	2,958,360	1.27	2,962,360	1.08	<b>2,962,360</b>	<b>1.24</b>
999403	Transfer to Capital Projects Fund	5,510,450	2.36	5,620,260	2.06	<b>5,590,000</b>	<b>2.34</b>
999404	Transfer to Facilities Fund	240,000	0.10	0	0.00	<b>0</b>	<b>0.00</b>
	<b>Total Transfers Out</b>	<b>17,012,680</b>	<b>7.29</b>	<b>16,464,550</b>	<b>6.03</b>	<b>17,612,460</b>	<b>7.38</b>
	<b>Total City Budgeted Funds</b>	<b>\$233,440,360</b>	<b>100.00</b>	<b>\$273,050,440</b>	<b>100.00</b>	<b>\$238,500,080</b>	<b>100.00</b>

**Note: The 2021-2022 Actual Column is rounded to the nearest \$10.**

**YEAR-END  
NET POSITION COMPARISON  
NON-BUDGETARY FUNDS**

<b>Fund No.</b>	<b>Fund Name</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 Actual</b>
	<b>PROPRIETARY FUNDS</b>					
	<b><u>ENTERPRISE FUND</u></b>					
579	Water & Sewer Fund	\$15,176,153	\$14,656,468	\$13,145,167	\$14,763,753	\$12,591,003
	<b><u>INTERNAL SERVICE FUND</u></b>					
677	Self-Insurance Fund	9,560,071	8,114,663	6,231,018	5,022,857	4,080,328
	<b>Total Proprietary Funds</b>	<b>24,736,224</b>	<b>22,771,131</b>	<b>19,376,185</b>	<b>19,786,610</b>	<b>16,671,331</b>
	<b>FIDUCIARY FUNDS</b>					
	<b><u>TRUST FUNDS</u></b>					
701	Retiree Medical Benefits Fund	112,075,196	119,986,687	123,037,940	165,342,379	139,306,439
737	General Employees Retirement System	110,271,962	108,944,501	102,783,780	125,747,503	101,257,884
738	Police & Fire Retirement System	206,639,692	210,069,689	207,375,720	267,892,453	219,710,351
	<b>Total Fiduciary Funds</b>	<b>428,986,850</b>	<b>439,000,877</b>	<b>433,197,440</b>	<b>558,982,335</b>	<b>460,274,674</b>
	<b>Total All Non-Budgetary Funds</b>	<b>\$453,723,074</b>	<b>\$461,772,008</b>	<b>\$452,573,625</b>	<b>\$578,768,945</b>	<b>\$476,946,005</b>

This informational schedule is included in the budget document to illustrate fund balance reserves or “net position” of the City's non-budgeted funds. The net positions shown are recorded in the City's audited financial statements as of June 30th for each fiscal year end. By listing these net positions as supplementary information, all City Funds' reserves or net positions are now reflected in the City's budget document.

In accordance with the State's Uniform Budgeting Act and the City Charter, the City produces a budget for the required governmental fund types including the General Fund and Special Revenue Funds. Though not required, we also produce a budget for the Debt Service Funds, Capital Project Funds, Water & Sewer Operating Fund, and Component Units.

The Funds listed on this informational page do not require a budget. However, many of their revenues and expenditures are directly budgeted in other City Funds. For example, the Self-Insurance Fund, Retiree Medical Benefits Fund, and the General Employees and Police & Fire Retirement Systems derive most of their revenue from budgeted cross-charges from the General Fund and Water & Sewer Operating Fund. The Trust Funds are managed based on actuarial methods and assumptions approved by their fiduciary boards and by approved labor contracts. The Trust Funds' net position, however, has not been netted against long-term actuarially determined liabilities. The net position of the Trust Funds is restricted for future benefit payments. The net position of the Retiree Medical Benefits Fund excludes the provision for uninsured liabilities in order to reflect the amount of funds available to pay benefits as calculated in the retiree health actuarial study. The Water & Sewer Fund is used to record water & sewer operations, as well as water & sewer main improvements adopted by the City Council and found in the City's Capital Improvement Plan. The net position shown for the Water & Sewer Fund excludes investments in capital assets and amounts for long-term actuarially determined liabilities. The net position represents funds available for the completion of the City's water & sewer main system and for future infrastructure replacement needs as the City matures.

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***A budget is telling your money where to go instead of wondering where it went.***

***~ Dave Ramsey ~***



# General Fund



The General Fund is the City's major operating fund, providing the majority of the services available to our residents.

The services provided include City Administration, Public Library, Police, Fire, Public Works, City Development, Community Relations and the 41-A District Court.

Local property taxes and state shared revenues are the primary sources of revenue used to fund these services.

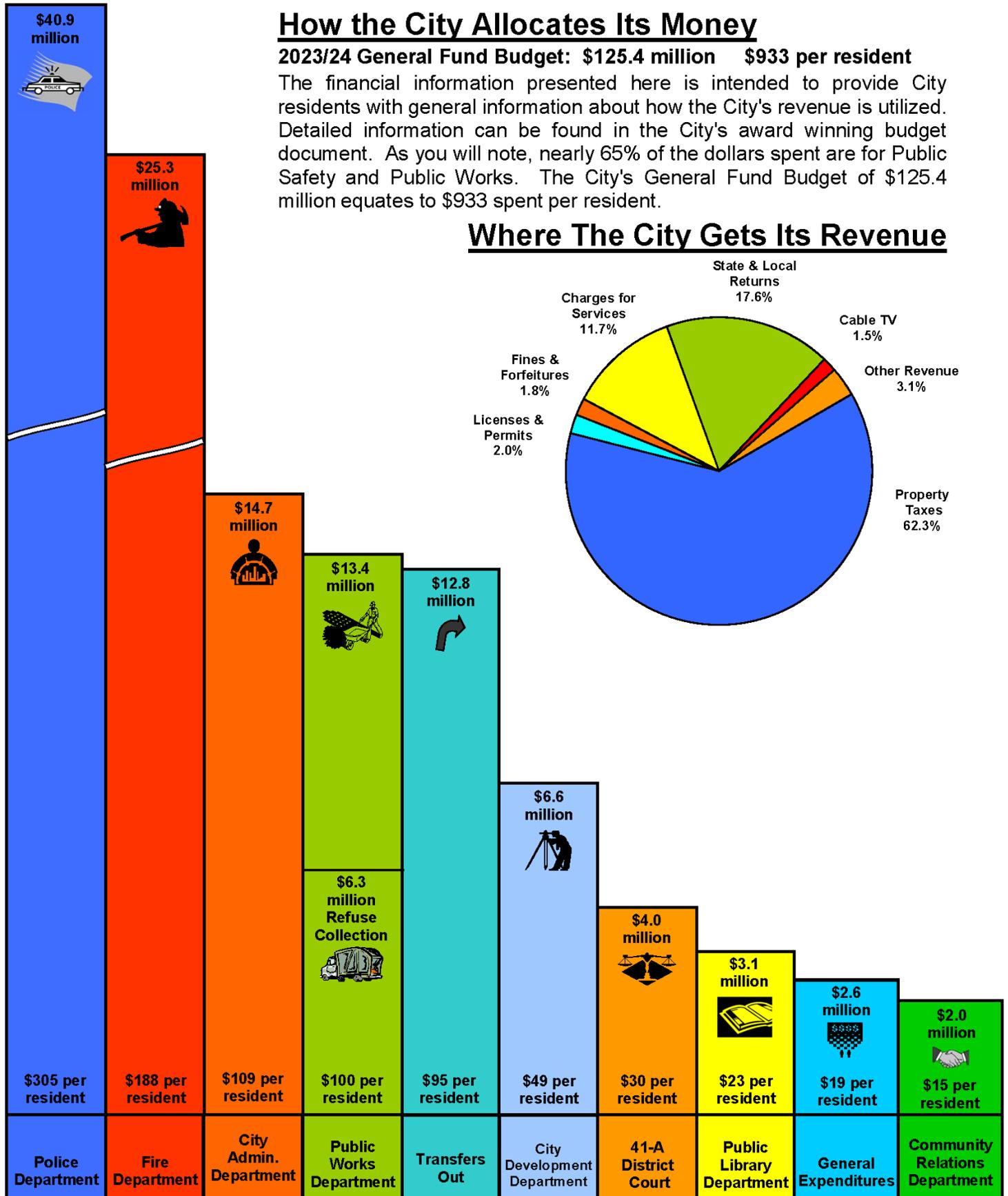
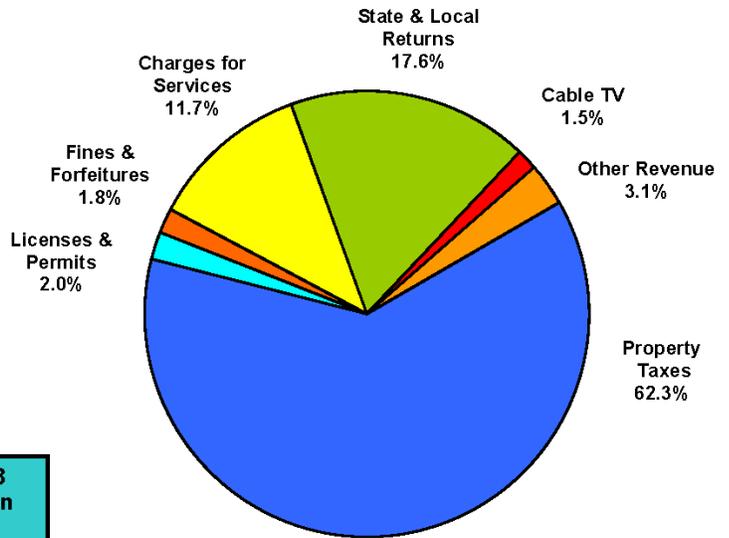
The General Fund also provides for Refuse Collection and Police and Fire Pensions. Revenues to cover these specific expenditures are generated by taxes levied exclusively for these purposes.

# How the City Allocates Its Money

**2023/24 General Fund Budget: \$125.4 million \$933 per resident**

The financial information presented here is intended to provide City residents with general information about how the City's revenue is utilized. Detailed information can be found in the City's award winning budget document. As you will note, nearly 65% of the dollars spent are for Public Safety and Public Works. The City's General Fund Budget of \$125.4 million equates to \$933 spent per resident.

## Where The City Gets Its Revenue



# Trends & Summaries



The Trends & Summaries section presents a concise synopsis of the General Fund's historical trends. Included is a wealth of useful information, both financial and demographic in nature, which should answer any questions the reader may have regarding the history behind the numbers. This history allows the reader to develop an idea of where Sterling Heights has come from and in what direction the community intends to go.

Graphs, tables and schedules numerically depict the relationship between revenues and expenditures. Historical data is presented by budgetary center, activity, and account.

Have you ever wondered how much of your total property tax bill goes to pay for City services and what you receive in City services for your tax dollar?

The average residential property tax bill is \$3,505 for those in the Utica Community School district and \$3,873 for those in the Warren Consolidated School district. Of this amount, the City receives 42%, or \$1,506, to fund all local City services such as police and fire protection, refuse collection, and snow plowing services. The average homeowner pays \$125 per month in City taxes.

	Utica Schools	Warren Schools
<b>Average Residential Total Property Tax Bill:</b> <i>(based on home with a market value of \$256,820 and taxable value of \$91,930)</i>	<b>\$3,505</b>	<b>\$3,873</b>
<b>Average Residential Property Tax (City Portion Only):</b>	<b>\$1,506</b>	<b>\$1,506</b>



<b>City of Sterling Heights</b> <b>42%</b>	<b>County &amp; Community College</b> <b>18%</b>	<b>Local Schools</b> <b>40%</b>
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The City of Sterling Heights spends an average of \$3,299 per parcel on the following general public programs and services. The funds are distributed as follows:

<b>Cost of City Services</b>			
Service	City Average Cost	% of Total	Average Residential Tax Paid Toward Service
Police Department	\$989	30 %	\$453
Fire Department	\$594	18 %	\$271
City Administration Department	\$363	11 %	\$166
Public Works	\$330	10 %	\$151
Parks & Recreation	\$231	7 %	\$105
General Expenditures & Transfers	\$231	7 %	\$105
City Development Department	\$165	5 %	\$75
41-A District Court	\$99	3 %	\$45
Local Roads	\$99	3 %	\$45
Debt Service	\$99	3 %	\$45
Public Library Department	\$66	2 %	\$30
Community Relations Department	\$33	1 %	\$15
<b>Total Per Parcel</b>	<b>\$3,299</b>	<b>100 %</b>	<b>\$1,506</b>

Because the average amount of residential property tax the City receives is only \$1,506, you will see that property taxes for most households are not enough to support the services rendered. To make up the difference, the City relies on property taxes from businesses and other revenue sources such as state revenue sharing, grants, engineering and building permits and fees, court fines, and interest on investments.

## RESIDENTIAL TAX RATES

### (UTICA COMMUNITY SCHOOLS)

Taxing Entity	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Tax Rate Shown in Mills</b>							
Utica Community Schools	9.850	9.760	9.500	9.500	9.500	9.500	<b>9.500</b>
Macomb County	4.529	4.498	4.459	4.415	4.372	4.320	<b>4.320</b>
Macomb Community College	1.403	1.464	1.453	1.439	1.425	1.408	<b>1.408</b>
Macomb Intermediate School District	2.915	2.895	2.874	4.730	4.685	4.630	<b>4.630</b>
Huron Clinton Metro Authority	0.214	0.213	0.212	0.210	0.209	0.207	<b>0.207</b>
S.M.A.R.T.	0.990	1.000	0.993	0.983	0.973	0.950	<b>0.950</b>
County Zoo/Veterans/DIA/Medical	0.365	0.365	0.360	0.356	0.353	0.355	<b>0.355</b>
Property Tax Administration Fee	0.364	0.374	0.361	0.478	0.382	0.378	<b>0.378</b>
<b>STERLING HEIGHTS</b>	16.156	17.180	16.207	16.207	16.674	16.380	<b>16.380</b>
<b>Total Millage Rates</b>	<b>36.786</b>	<b>37.748</b>	<b>36.419</b>	<b>38.318</b>	<b>38.573</b>	<b>38.128</b>	<b>38.128</b>
<b>Average Residential Taxable Value</b>	<b>\$65,600</b>	<b>\$71,460</b>	<b>\$75,500</b>	<b>\$76,930</b>	<b>\$80,990</b>	<b>\$85,660</b>	<b>\$91,930</b>
<b>Average Tax Rates Shown in Dollars</b>							
Utica Community Schools	\$646	\$697	\$717	\$731	\$769	\$814	<b>\$873</b>
Macomb County Government	297	321	337	340	354	370	<b>397</b>
Macomb Community College	92	105	110	111	115	121	<b>129</b>
Macomb Intermediate School District	191	207	217	364	379	397	<b>426</b>
Huron Clinton Metro Authority	14	15	16	16	17	18	<b>19</b>
S.M.A.R.T.	65	71	75	76	79	81	<b>87</b>
County Zoo/Veterans/DIA	24	26	27	35	29	30	<b>33</b>
Property Tax Administration Fee	24	27	27	29	31	32	<b>35</b>
<b>STERLING HEIGHTS</b>	1,060	1,228	1,224	1,247	1,350	1,403	<b>1,506</b>
<b>Total Tax Bill</b>	<b>\$2,413</b>	<b>\$2,697</b>	<b>\$2,750</b>	<b>\$2,949</b>	<b>\$3,123</b>	<b>\$3,266</b>	<b>\$3,505</b>

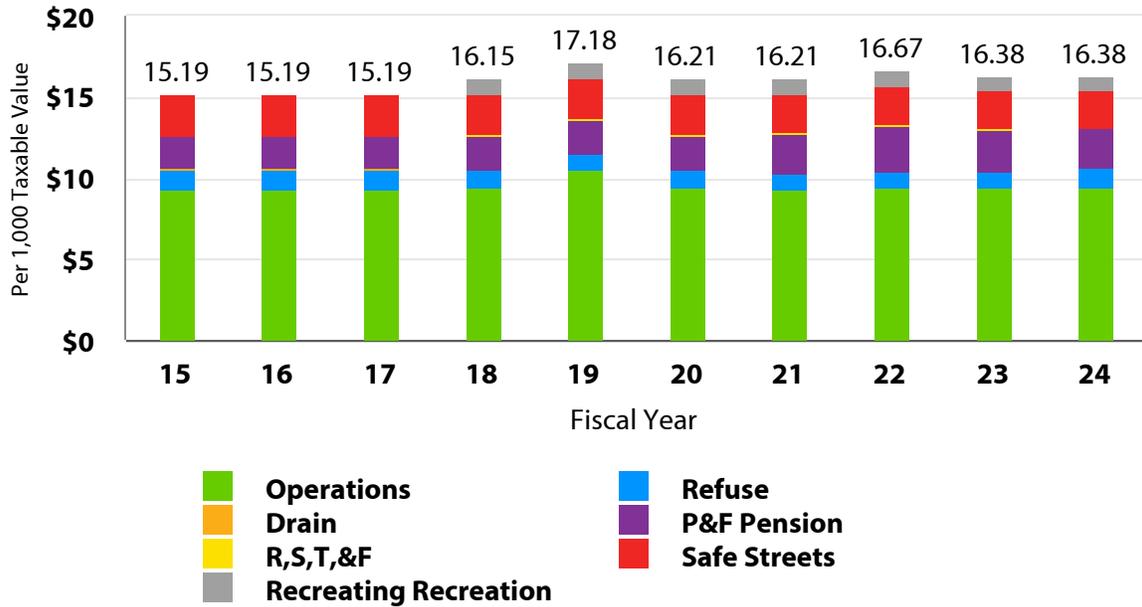
### (WARREN CONSOLIDATED SCHOOLS)

Taxing Entity	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Tax Rate Shown in Mills</b>							
Warren Consolidated Schools	17.289	16.948	16.573	16.138	15.845	13.462	<b>13.462</b>
Macomb County	4.529	4.498	4.459	4.415	4.372	4.320	<b>4.320</b>
Macomb Community College	1.403	1.464	1.453	1.439	1.425	1.408	<b>1.408</b>
Macomb Intermediate School District	2.915	2.895	2.874	4.730	4.685	4.630	<b>4.630</b>
Huron Clinton Metro Authority	0.214	0.213	0.212	0.210	0.209	0.207	<b>0.207</b>
S.M.A.R.T.	0.990	1.000	0.993	0.983	0.973	0.950	<b>0.950</b>
County Zoo/Veterans/DIA	0.365	0.365	0.360	0.455	0.353	0.355	<b>0.355</b>
Property Tax Administration Fee	0.439	0.446	0.431	0.446	0.445	0.417	<b>0.417</b>
<b>STERLING HEIGHTS</b>	16.156	17.180	16.207	16.207	16.674	16.380	<b>16.380</b>
<b>Total Millage Rates</b>	<b>44.300</b>	<b>45.008</b>	<b>43.562</b>	<b>45.023</b>	<b>44.981</b>	<b>42.129</b>	<b>42.129</b>
<b>Average Residential Taxable Value</b>	<b>\$65,600</b>	<b>\$71,460</b>	<b>\$75,500</b>	<b>\$76,930</b>	<b>\$80,990</b>	<b>\$85,660</b>	<b>\$91,930</b>
<b>Average Tax Rates Shown in Dollars</b>							
Warren Consolidated Schools	\$1,134	\$1,211	\$1,251	\$1,241	\$1,283	\$1,153	<b>\$1,238</b>
Macomb County Government	297	321	337	340	354	370	<b>397</b>
Macomb Community College	92	105	110	111	115	121	<b>129</b>
Macomb Intermediate School District	191	207	217	364	379	397	<b>426</b>
Huron Clinton Metro Authority	14	15	16	16	17	18	<b>19</b>
S.M.A.R.T.	65	71	75	76	79	81	<b>87</b>
County Zoo/Veterans/DIA	24	26	27	35	29	30	<b>33</b>
Property Tax Administration Fee	29	32	33	34	36	36	<b>38</b>
<b>STERLING HEIGHTS</b>	1,060	1,228	1,224	1,247	1,350	1,403	<b>1,506</b>
<b>Total Tax Bill</b>	<b>\$2,906</b>	<b>\$3,216</b>	<b>\$3,290</b>	<b>\$3,464</b>	<b>\$3,642</b>	<b>\$3,609</b>	<b>\$3,873</b>

<b>Average Total Tax Bill</b>	<b>\$2,660</b>	<b>\$2,957</b>	<b>\$3,020</b>	<b>\$3,207</b>	<b>\$3,383</b>	<b>\$3,438</b>	<b>\$3,689</b>
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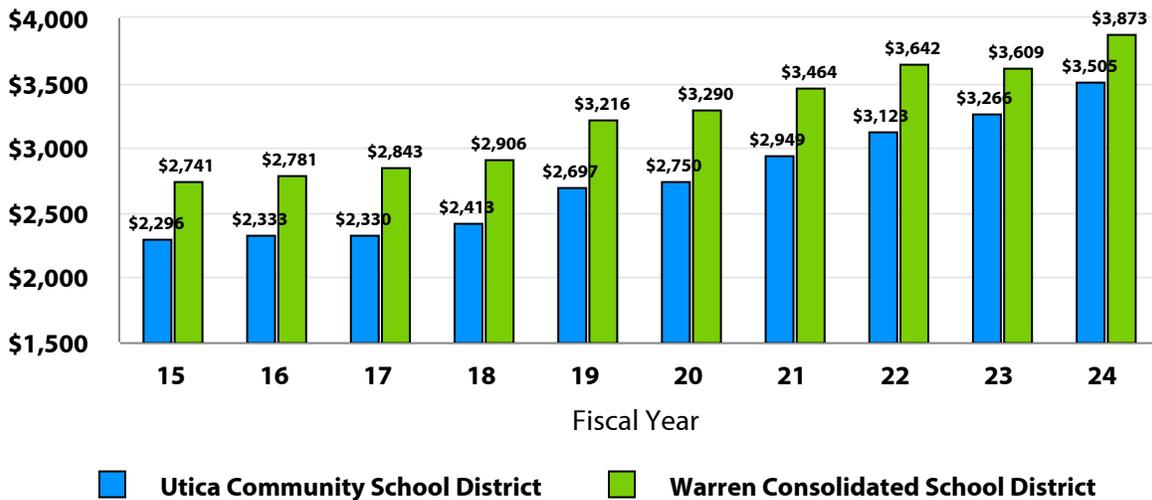
**Non-City tax rates are estimated. School rates are for principal residences. Totals may not foot due to rounding.**

## City of Sterling Heights Millage Rates



This graph illustrates the millage rates for the various City millage levies.

## Total Property Tax Bill Average Resident



This graph shows the total property tax bill for the average City resident residing in either the Utica Community School District (UCS) or the Warren Consolidated School District (WCS) for the past 10 years.

## GENERAL FUND

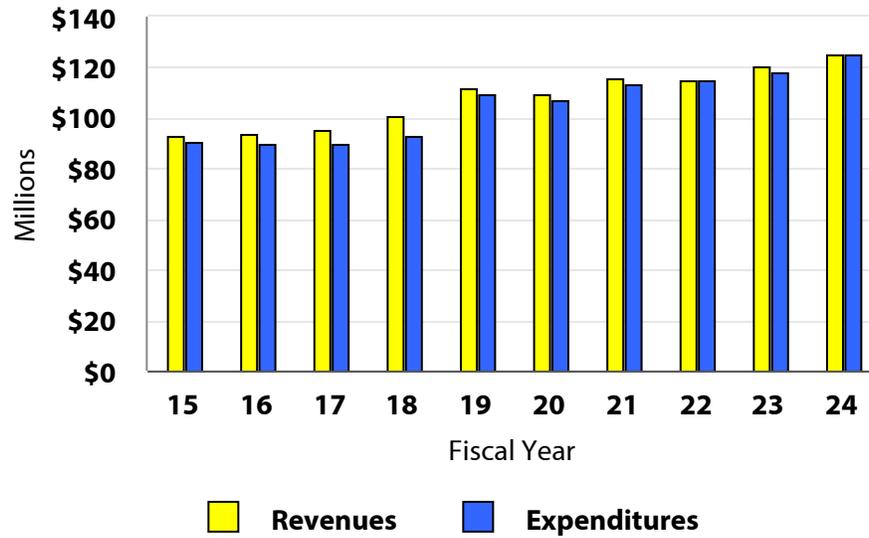
### REVENUES, EXPENSES & FUND BALANCE

Budgetary Centers	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Adopted	2024/25 Projected	2025/26 Projected	2026/27 Projected
<b>REVENUES</b>									
City Operating Taxes	\$42,775,550	\$44,561,890	\$47,195,590	\$47,146,630	\$50,331,200	<b>\$50,331,200</b>	\$52,344,400	\$54,438,200	\$56,615,700
Refuse Tax	4,416,900	4,654,350	4,777,300	4,768,920	6,266,400	<b>6,266,400</b>	10,788,550	10,896,400	11,005,400
Police & Fire Pension Tax	11,220,780	12,866,280	12,559,250	12,536,970	12,833,100	<b>12,833,100</b>	13,218,100	13,614,600	14,023,000
Safe Streets Tax	7,588,300	7,748,840	8,096,460	8,082,120	8,645,900	<b>8,645,900</b>	8,991,700	9,261,500	9,539,300
Licenses & Permits	2,344,500	2,572,200	2,589,510	2,655,000	2,560,430	<b>2,560,430</b>	2,637,200	2,716,300	2,797,800
Federal/State/Local Returns	28,147,110	24,536,260	22,036,760	22,868,190	22,111,280	<b>22,111,280</b>	22,774,600	23,457,800	24,161,500
Fines & Forfeitures	1,008,420	1,568,850	1,729,500	2,061,500	2,271,500	<b>2,271,500</b>	2,339,600	2,409,800	2,482,100
Charges For Services	13,184,260	13,648,100	14,513,020	14,245,400	14,625,940	<b>14,625,940</b>	15,064,700	15,516,600	15,982,100
Other Revenue	3,074,400	851,960	3,422,020	3,995,090	3,830,690	<b>3,830,690</b>	3,945,600	4,064,000	4,185,900
Cable Revenue	2,218,740	2,114,490	2,200,000	2,025,000	1,944,000	<b>1,944,000</b>	1,905,100	1,867,000	1,829,700
Transfers In	0	0	0	10,000	2,500	<b>2,500</b>	2,500	2,500	2,500
<b>Total Revenues</b>	<b>115,978,960</b>	<b>115,123,220</b>	<b>119,119,410</b>	<b>120,394,820</b>	<b>125,422,940</b>	<b>125,422,940</b>	<b>134,012,050</b>	<b>138,244,700</b>	<b>142,625,000</b>
<b>EXPENDITURES</b>									
City Administration Dept.	\$11,484,760	\$11,719,910	\$13,893,470	\$13,568,630	\$14,692,950	<b>\$14,716,900</b>	\$15,158,400	\$15,613,200	\$16,081,600
Public Library Department	2,832,390	2,798,030	2,962,460	2,920,220	3,095,870	<b>3,095,870</b>	3,188,700	3,284,400	3,382,900
Police Department	36,273,970	37,826,340	40,106,470	38,937,180	40,964,380	<b>40,925,950</b>	42,153,700	43,418,300	44,720,800
Fire Department	23,271,860	24,048,360	24,695,620	24,918,360	25,320,630	<b>25,320,630</b>	26,080,200	26,862,600	27,668,500
Public Works Department	5,910,880	6,650,560	6,871,250	6,901,630	7,171,370	<b>7,171,370</b>	7,386,500	7,608,100	7,836,300
Refuse Collection	4,567,230	4,618,500	4,777,380	4,819,450	6,266,270	<b>6,266,270</b>	10,788,550	10,896,400	11,005,400
City Development Dept.	5,188,690	5,254,330	5,855,910	5,712,360	6,560,460	<b>6,585,460</b>	6,783,000	6,986,500	7,196,100
Community Relations Dept.	1,269,180	1,553,450	2,053,040	1,988,260	1,959,330	<b>1,959,330</b>	2,018,100	2,078,600	2,141,000
41-A District Court	3,362,130	3,626,600	4,028,660	3,686,570	3,980,530	<b>3,980,530</b>	4,099,900	4,222,900	4,349,600
General Expenditures	1,932,310	3,407,230	2,027,660	2,645,740	2,565,900	<b>2,576,950</b>	2,654,300	2,733,900	2,815,900
Transfers Out	17,550,810	12,994,780	11,448,170	11,948,170	12,808,530	<b>12,808,530</b>	13,068,920	13,344,260	13,623,310
<b>Total Expenditures</b>	<b>\$113,644,210</b>	<b>\$114,498,090</b>	<b>\$118,720,090</b>	<b>\$118,046,570</b>	<b>\$125,386,220</b>	<b>\$125,407,790</b>	<b>\$133,380,270</b>	<b>\$137,049,160</b>	<b>\$140,821,410</b>
<b>Change in Fund Balance</b>	<b>2,334,750</b>	<b>625,130</b>	<b>399,320</b>	<b>2,348,250</b>	<b>36,720</b>	<b>15,150</b>	<b>631,780</b>	<b>1,195,540</b>	<b>1,803,590</b>
<b>Beginning Fund Balance</b>	<b>29,914,430</b>	<b>32,249,180</b>	<b>32,874,310</b>	<b>32,874,310</b>	<b>35,222,560</b>	<b>35,222,560</b>	<b>35,259,280</b>	<b>35,237,710</b>	<b>35,891,060</b>
<b>Ending Fund Balance</b>	<b>\$32,249,180</b>	<b>\$32,874,310</b>	<b>\$33,273,630</b>	<b>\$35,222,560</b>	<b>\$35,259,280</b>	<b>\$35,237,710</b>	<b>\$35,891,060</b>	<b>\$36,433,250</b>	<b>\$37,694,650</b>

Assumptions for Projected Fiscal Years:

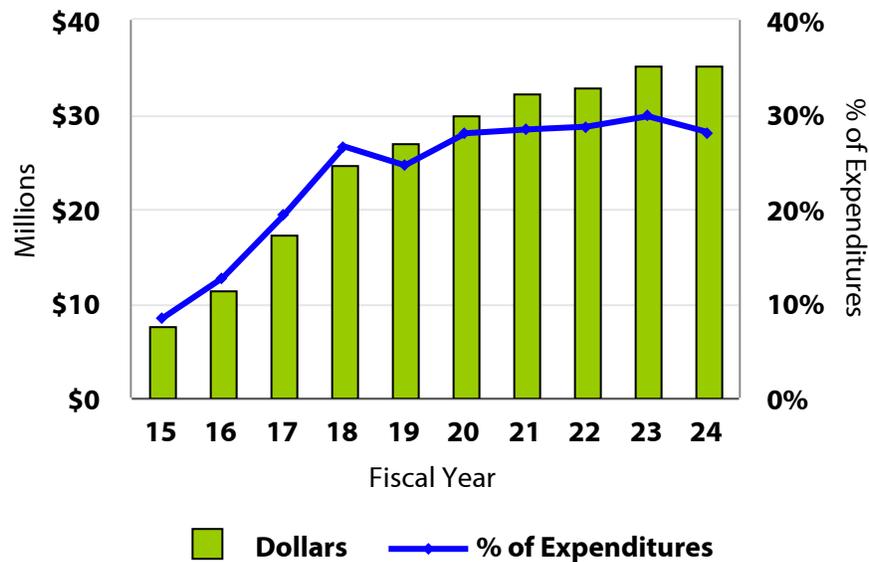
- (1) 4% Annual Increase in Taxable Value
- (2) 3% Annual Increase for most other Revenues
- (3) Continued Decrease in Cable TV Revenue
- (4) Assumes implementation of universal cart and curbside recycling programs - increasing Refuse Costs and Tax Revenue
- (5) 3% Increase in labor and other discretionary expenditures

## General Fund Revenues vs. Expenditures



The data presented plots revenues vs. expenditures in the General Fund.

## General Fund Fund Balance



This graph illustrates the cumulative result of excess General Fund revenues over expenditures and total fund balance as a percent of General Fund expenditures.

## TOTAL GENERAL FUND REVENUES

The General Fund derives its revenue from a variety of sources. Property Taxes and State & Local Returns make up the largest portion, followed by Charges for Services, Other Revenues, Licenses & Permits, Fines & Forfeitures, and Cable Television. *Figure 1R* summarizes General Fund revenues for five years, including the budget year. Each revenue source will be covered in detail in this section.

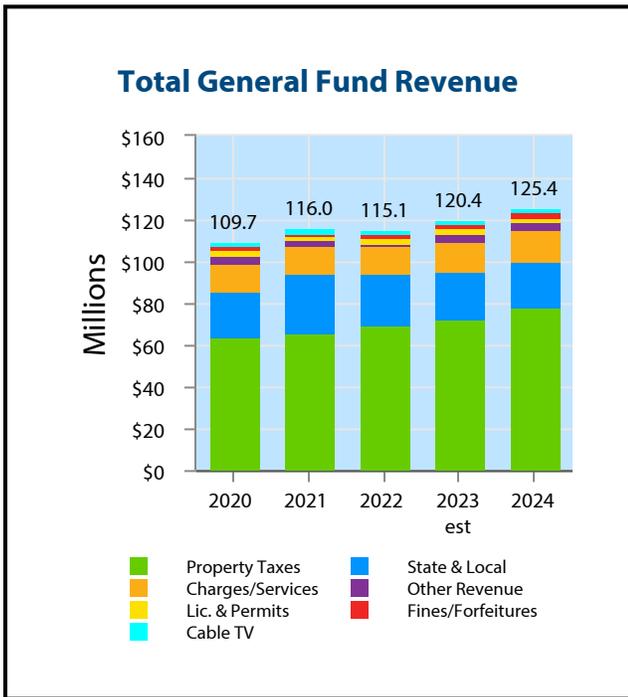


Figure 1R

## CITY OPERATING TAX

The City's largest source of revenue is from property taxes. Tax revenues are based on two variables. The first is the assessed taxable property valuation of industrial, commercial, and residential parcels, both real and personal property. This valuation is called the TV or Taxable Valuation. The second variable is the application of a specific tax millage levy. Changes in either of these two variables directly correlate to changes in City tax revenue.

The City has five individual tax levies - the largest is for Operations. Over the past ten years, Operating Tax revenues have generally increased, primarily due to increases in taxable values. As a percent of total General Fund revenues, Operating Taxes have remained relatively stable over the last decade, hovering at around 40% of total revenues.

City-wide taxable values declined significantly from 2008 to 2017 due to the Great Recession, as well as the elimination of personal property tax on most manufacturing equipment. Values began to rise in 2018 and now, sixteen years later, have returned to 2008 levels.

As shown in *Figure 2R*, the 2023/24 budgeted Operating Tax revenue represents 40.2% of total General Fund revenues, a \$3.2 million, or 6.8% increase from the amount to be collected in 2023. The increase is the result of a 7.1% overall rise in the City's taxable value. There is no change to the General Operating Millage rate.

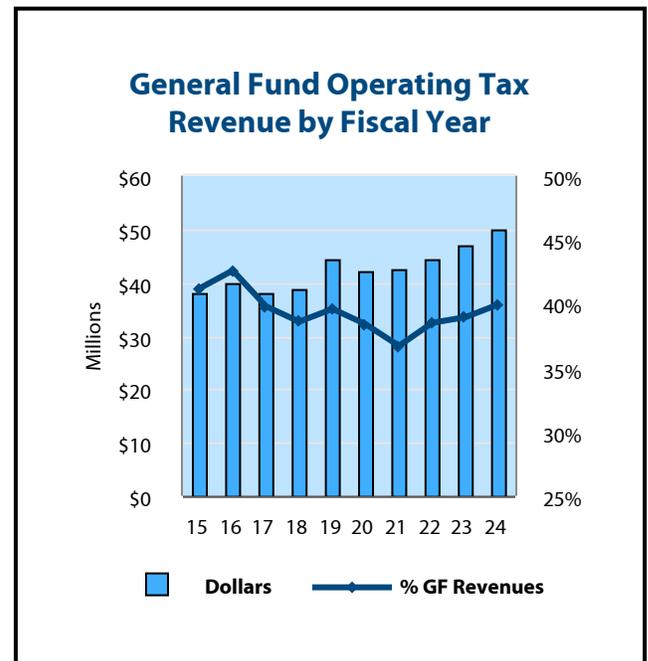


Figure 2R

For the first time in the past seven years, the City's maximum tax rate will not be subjected to a Headlee rollback and will remain at 10.3519.

Although no further reductions in the maximum tax rate will occur this year, in part due to the current inflationary environment, the prior reductions seen over the past six years remain permanent and limit the City's ability to capture revenue from new tax growth. Although Operating Tax revenue is currently not affected because the current millage rate is below the Headlee maximum, as shown in in *Figure 3R*, that gap has become smaller over time and could eventually decrease the amount of Operating Tax revenue collected. The Safe Streets millage and the *Recreating Recreation* millage have already been affected and are now being collected at rates below the voter approved maximums.

properties. The inflationary adjustment of 5.0% is the maximum allowable by law and is lower than the actual inflation rate for the period, which was 7.9%.

## LICENSES AND PERMITS

The revenue source of Licenses and Permits represents fees charged by offices to individuals and businesses for the building of new structures as well as improvements made to existing structures. New structures that require permits include garages, sheds, decks, porches, and buildings. Improvements such as central air conditioning, furnace replacement, electrical and plumbing modifications, fences, and pools also require permits.

License and Permit revenues are primarily comprised of building revenues, which are represented in *Figure 4R*. Permit revenue has remained relatively stable since 2017, generating just under \$3 million annually, with the exception of fiscal year 2020/21 which saw a reduction due to COVID-related shut downs.

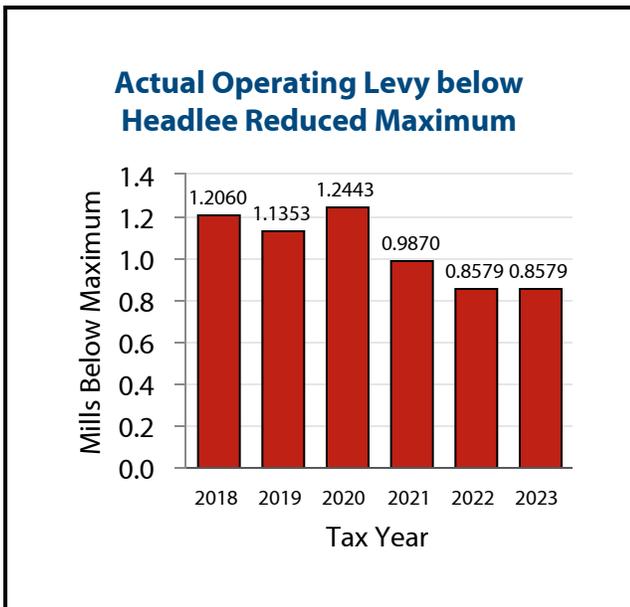


Figure 3R

The proposed Operations tax rate for 2023/24 is 9.4940 mills per \$1,000 Taxable Value which remains below the 12.0 millage rate limit established by the City Charter and is 0.8579 mills below the reduced maximum levy. The City's total millage rate continues to be lower than half of cities in the State and is one of the lowest of any city in Macomb County.

The City's total taxable value for 2023/24 increased by 7.1% due to new construction, property turnover leading to the uncapping of assessments, and a 5.0% inflationary adjustment on all existing

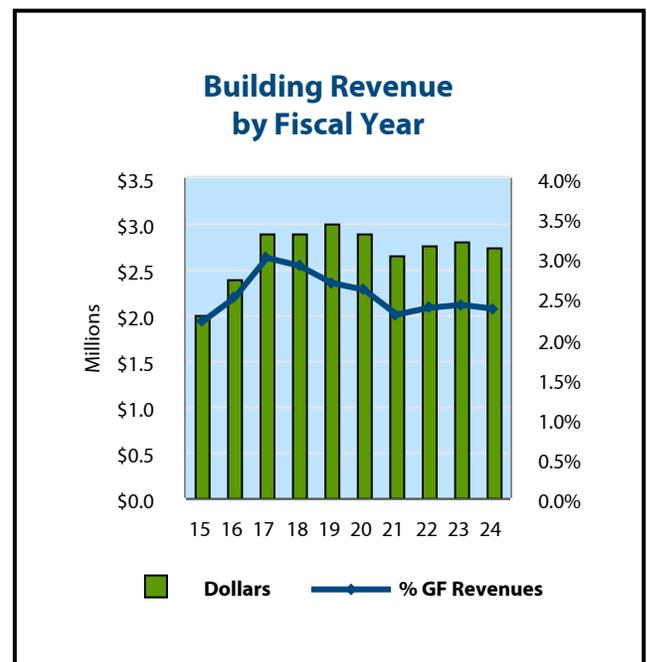


Figure 4R

For the current year building revenue is expected to continue to remain stable due to continued development activity, including:

- The redevelopment of the former Wyndham hotel into market rate apartments and a new Radisson hotel;
- Ryan Pointe - a fifty-five unit residential apartment building with 17,830 square feet of outdoor recreation space;
- Stonehill - a twenty unit, single-family detached condominium development;
- The Flats - a thirty-two unit development consisting of four two-story buildings; and
- The first Michigan location of Jollibee, a popular Filipino fast food restaurant chain.

In the 2023/24 Budget, License and Permit revenues represent 2.0% of total General Fund revenue sources, a \$94,570 or 3.6% decrease from 2023 estimated collections. The 2023/24 budget assumes stable permit activity and a slight reduction in revenue from business licenses. Revenue from Non-homestead Inspection Fees is expected to decrease \$25,000 due to the number of homes to be inspected.

## STATE AND LOCAL RETURNS

The second largest source of revenue to the General Fund is State & Local returns. This revenue is comprised of grants from the Federal, State, and County levels of government. The major revenue sources in this category are State Revenue Sharing and reimbursement from the State for lost Personal Property Tax revenue. Revenue sharing payments, made by the State to communities in Michigan from sales tax receipts, are distributed based on formulas that take into consideration population, government type, and taxable values per capita.

In 2023/24, based on estimates received from the State of Michigan, the City will receive \$15.9 million in State Revenue Sharing, a decrease of \$174,420 or 1.1% below what is estimated to be received in

2023. As shown in *Figure 5R*, State Revenue Sharing has been steadily increasing over the past decade. The estimate for 2023 is over \$500,000 more than originally budgeted due to higher than expected sales tax returns. The State projection for 2024 includes a 10% increase in statutory revenue sharing as proposed by the Governor, equating to approximately \$100,000 in additional revenue sharing.

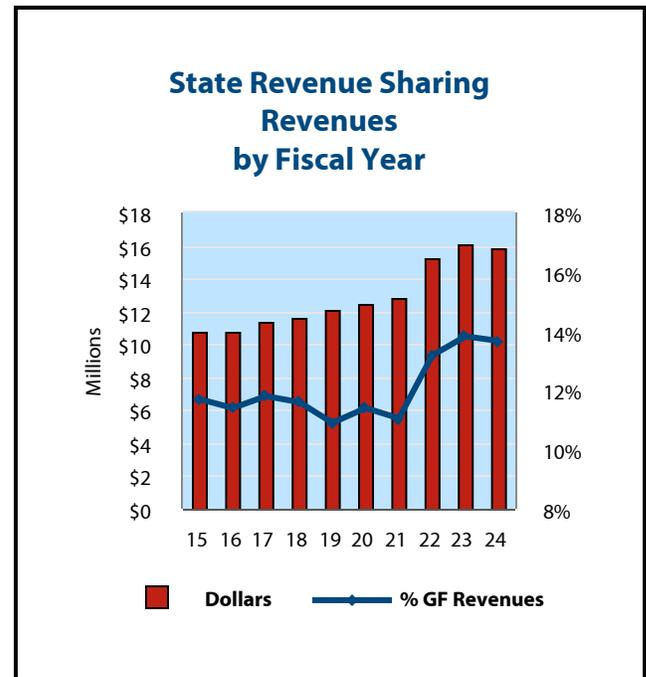


Figure 5R

Despite these increases, the State has not been fully funding revenue sharing to municipalities for over twenty years. Since 2002, the amount of Revenue Sharing the City has received has fallen dramatically. While the State has increased revenue sharing payments since 2011, the City has lost nearly \$128 million cumulatively since 2002 and the current annual payments are nearly \$6.5 million below the full funding level as recommended by state statute. As a percent of General Fund revenues, State revenue sharing has fallen from 20% in 2002 to only 12.6% today.

Another significant source of revenue in this category is payments received from the State of Michigan for reimbursement of property tax losses

on exempt personal property. The State reimbursement for losses is based on comparisons to 2013 taxable values. As a result, the City will never see reimbursements for exempt personal property added after 2013.

In 2023/24, State reimbursement for lost personal property tax is expected to be \$5.4 million. This estimate is based on a taxable value loss calculation from the City Assessor of over \$398 million. Although the City is reimbursed for the tax loss on this value, the amount reimbursed is limited to the tax rate from 2013, which is 1.1941 mills less than the adopted tax rate. As such, the City is losing over \$475,000 of property tax revenue annually over what is reimbursed from the State of Michigan.

In the 2023/24 Budget, total State & Local Return revenues represent 17.6% of General Fund revenue sources, a decrease of \$756,910 or 3.3% below 2023 estimated receipts. The decrease is primarily due a decrease in expected Federal Grant Revenue as the Staffing for Adequate Fire and Emergency Response (SAFER) grant, which reimburses the City for the cost of six firefighter/paramedics, comes to an end.

## FINES & FORFEITURES

Fines and Forfeiture revenues are comprised of payments made by individuals or businesses that have violated various statutes, ordinances, or laws.

Included in this revenue center are library fines, court costs, parking fines, bond forfeitures, and default judgment fees. Nearly 98% of these revenues are generated and collected by the judicial branch of our municipal government, the City's 41-A District Court, working in conjunction with the Police Department.

Historical trends (*Figure 6R*) show 41-A District Court revenue decreasing since its peak in 2010, largely due to a decrease in the number of tickets issued. Court revenues were also significantly impacted in fiscal years 2020 and 2021 due the COVID-19 pandemic, which led to an extended shutdown of

the 41-A District Court. Court revenues increased in 2022 upon reopening and are expected to continue to increase in 2024 due to the formation of the directed patrol unit, which focuses on proactive policing and traffic enforcement.

Overall, Court revenues have declined from 5.1% of total General Fund revenues in 2010 to 2.4% in 2024. In total, Fines & Forfeiture revenues represent 1.8% of General Fund revenues.

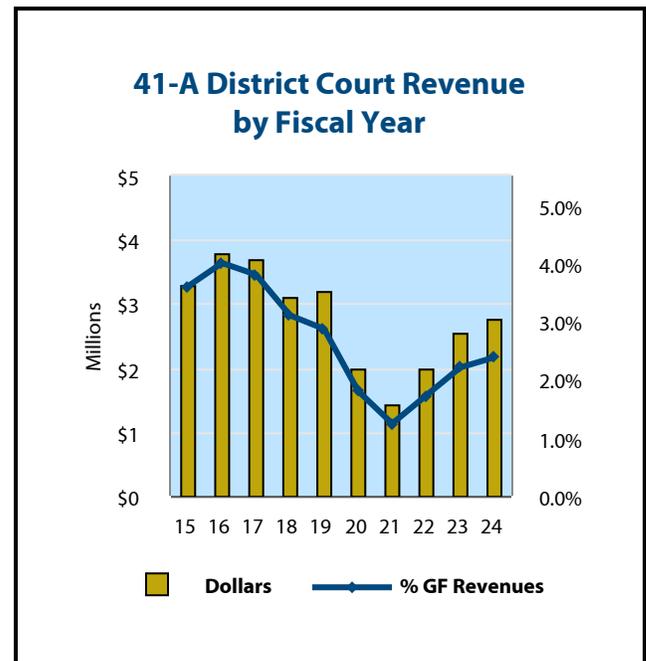


Figure 6R

## CHARGES FOR SERVICES

Charges for Services consist of revenues received from individuals, businesses, and cross-charges from other City Funds. These monies reimburse the General Fund for services provided by General Fund employees. The revenue accounts within this revenue center include Property Tax Administration fees, revenue from EMS transport services, Water & Sewer and Road Fund cross-charges, False Alarm fees, Engineering inspection and design charges, and Building review fees.

Revenue from EMS Transport (*Figure 7R*) services is one of the largest sources of Charges for Services

revenues. The Sterling Heights Fire Department assumed responsibility for EMS Transport in November 2017 and through the use of an outside medical services billing company, began billing Medicare, Medicaid, other insurance companies, commercial businesses and uninsured individuals for EMS Transport services. For 2023/24, EMS revenue is estimated at \$3.9 million, a \$76,780 or 2.0% increase over estimated collections in the current year. This increase is based on a steady increase in the numbers of runs and a consistent collection rate - currently at 85%.

Engineering revenues make up another large source of Charges for Services revenues. As shown in *Figure 8R*, Engineering revenues have remained relatively consistent since the passage of the Safe Streets proposal in 2015, as the General Fund receives a cross-charge from the Local Road Fund for the reimbursement of administration, design and inspection costs of neighborhood road repairs. For 2023/24, Engineering Revenue is expected to increase by \$316,700 or 16.5% due to the funding of several large road projects, including the Mound Road total reconstruction and the resurfacing of Plumbrook, Moravian and Metro Parkway.

In the 2023/24 Budget, Charges for Services revenues represent 11.7% of General Fund revenue sources, an increase of \$380,540 or 2.7% above 2023 estimated receipts. This increase is primarily due to higher anticipated EMS revenue and Engineering revenue as explained above.

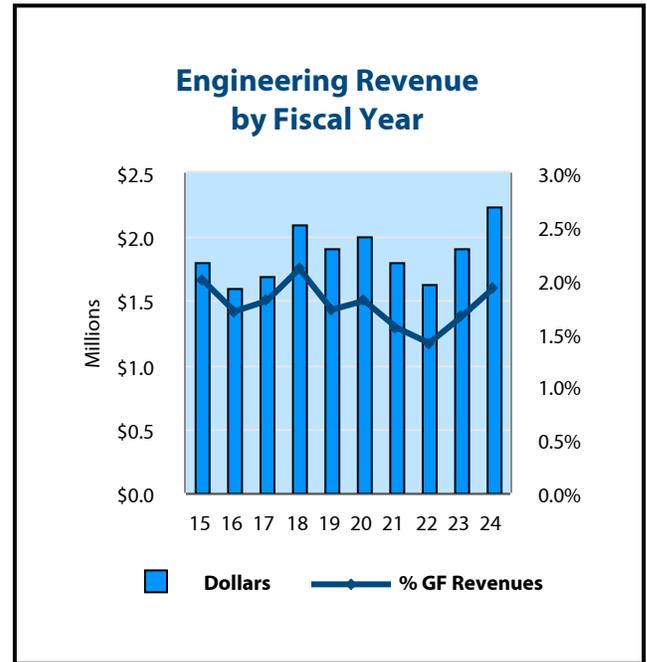


Figure 8R

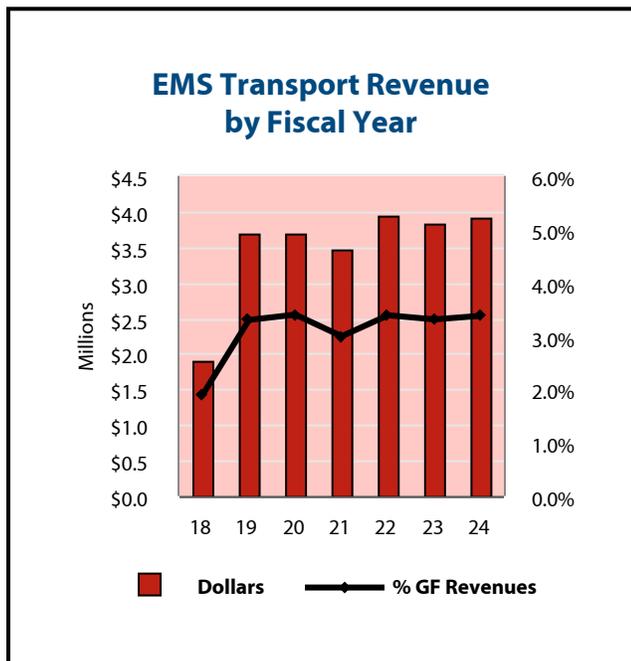


Figure 7R

## OTHER REVENUE

Other Revenue includes revenues that cannot be easily classified in another revenue center. Included in this revenue center is Interest on Investments, Rental Income from different sources, sales of fixed assets, Reimbursements, and OUIL cost recovery fees.

Due to interest rate cuts by the Federal Reserve starting in 2008 and declining fund balance reserves, Interest on Investments had fallen for many years. The Federal Reserve began to increase interest rates in 2017 and continued with two more rate increases in 2018. These increases in interest rates, coupled with higher General Fund Reserves, increased Interest Revenue to over \$1.3 million in 2019 (See *Figure 9R*). Interest rate cuts due to the

COVID-19 pandemic decreased Interest Revenue significantly for the next two years. In fiscal year 2022/23, in order to combat high inflation, the Federal Reserve has raised interest rates to their highest level since 2007. As such, Investment Income for fiscal year 2022/23 is estimated to be \$400,000 greater than the original budget and to remain at the same level for 2023/24, to total \$800,000 for the General Fund.

rise in the phenomenon of “cord cutting”, using the internet for television viewing as opposed to cable, is no doubt responsible for this decline. Based on recent trends, in 2023/24, Cable Revenue is estimated to decline an additional 4% to \$1.9 million, or 1.5% of General Fund revenue sources.

## REFUSE TAX

Another significant source of revenue to the City of Sterling Heights is the taxes to pay the City’s Refuse Collection costs. The refuse collection expenditures and the City’s taxable valuation are used to determine the ad-valorem tax to levy on all properties in the City.

Revenues generated by the refuse collection levy are used to pay for the collection, removal, and drop-off center recycling of all garbage in the City. The refuse collection millage rate is adjusted annually to cover the projected cost of the Refuse activity, less any refuse collection fees paid by apartments, mobile home parks and school districts (Figure 10R).

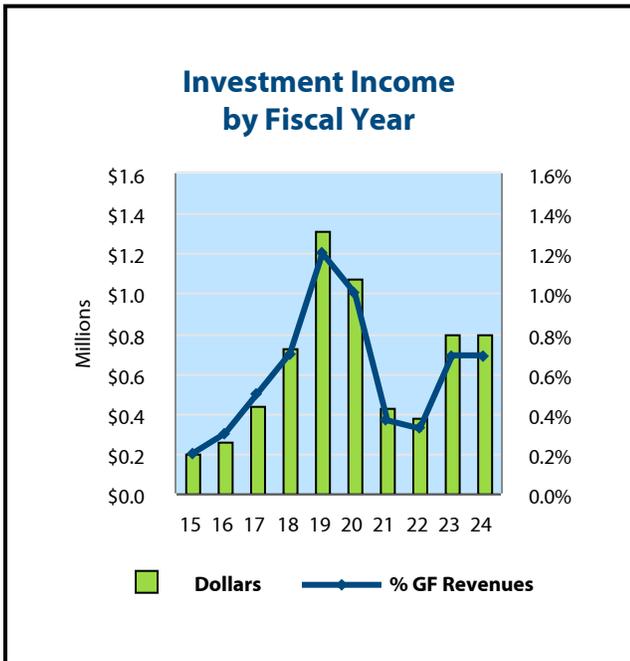


Figure 9R

In the 2023/24 Budget, Other Revenue represents 3.1% of General Fund revenue sources, a decrease of \$164,400 or 4.1% from 2023 estimates. This is primarily due to an adjustment downward to Reimbursements - based on historical trends.

## CABLE TV REVENUE

Cable Television Revenues are received from Comcast, AT&T, and Wide Open West (WOW!) as franchise fees between these companies and either the City or the State of Michigan. 83.3% of these fees repay the City for the use of our rights-of-way, while 16.7% of the fees reimburse the City for its cost of public access programming. Cable Revenue started to decrease for the first time in 2016/17. The

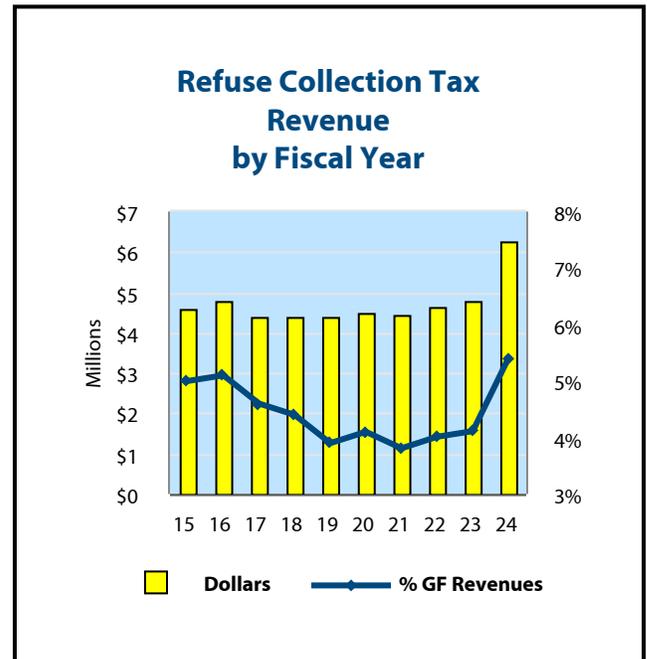


Figure 10R

The current eight-year refuse contract will expire in April 2023. Cost increases are expected, as well as additional costs for the implementation of an automated cart system and universal curbside recycling. The refuse millage was increased by 0.2164 mill to 1.1632 in anticipation of these cost increases.

In the 2023/24 Budget, the Refuse Tax represents 5.0% of General Fund total revenue sources.

## **POLICE & FIRE PENSION TAX**

The Police & Fire Pension Tax is another substantial source of revenue to the City. The annual millage rate is set at an amount sufficient to cover the City's actuarially required contribution to fund Police & Fire pensions. By dividing these projected expenditures by the City's taxable property valuation, an ad-valorem tax levy is calculated. The Police & Fire Tax millage rate is adjusted annually to cover the pension expenditures for which this revenue is restricted.

Although the required pension contribution increased \$397,750 to \$13.9 million for the 2023/24 fiscal year, (Figure 11R) because of the increase in taxable value, the millage rate decreased 0.1080 mill to 2.4109 in order to collect the required revenue. Due to lower than expected investment returns for the period ended June 30, 2022, the market basis funding level of the plan fell to 58%.

The City is committed to fully funding the Police & Fire Pension plan as well as adjusting actuarial assumptions when necessary. The most recent valuation assumed a new mortality table which also increased the overall liability of the plan.

In the 2023/24 Budget, the Police & Fire Pension Tax represents 10.2% of General Fund revenue sources, an increase of \$296,130 or 2.4%.

## **SAFE STREETS TAX**

The Safe Streets millage was originally approved by voters in November 2014 at 2.5 mills for six years. In November 2019, City residents renewed the millage for an additional ten years at 2.45 mills. Due to the six consecutive Headlee rollbacks, this millage has been reduced to a maximum level of 2.3859 mills. 1.6224 of the 2.3859 mills will generate \$8.6 million in the General Fund to prevent further staffing cuts to Police and Fire positions. The remaining 0.7635 mills will generate \$4.1 million in the Local Road Fund for asphalt and concrete repairs to neighborhood streets.

In the 2023/24 Budget, General Fund revenue from the Safe Streets Tax increased by \$563,780 or 7.0% over amounts collected in 2023 due to the 7.1% inflationary increase in City taxable values. Safe Streets Tax revenue represents 6.9% of General Fund revenue sources.

This revenue source has been critical in allowing the City to avoid further staff reductions in public safety, restoring capital purchases and infrastructure repairs that had been reduced during

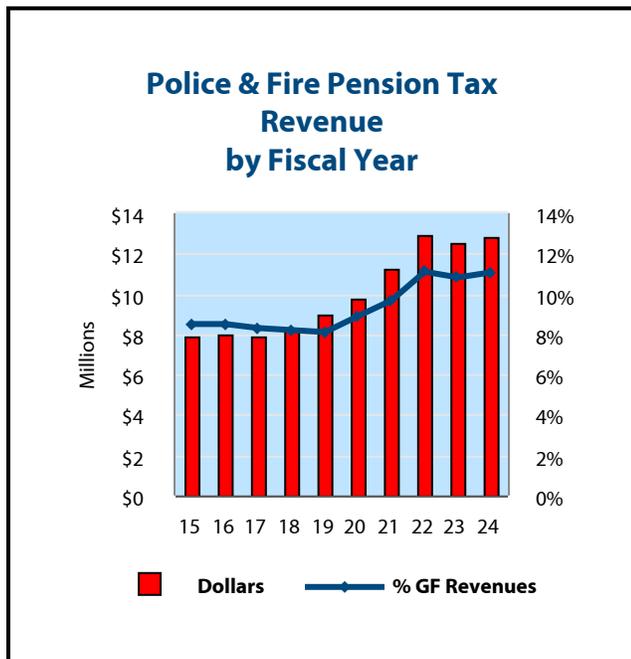


Figure 11R

the economic downturn, and restoring General Fund reserves back to adequate levels.

## USE OF FUND BALANCE

A budgeted Use of, or Contribution to, Fund Balance exists when there is an inequality between budgeted revenues and expenditures. If expenditures exceed revenues, a Use of Fund Balance is needed to balance the budget. If revenues exceed expenditures, then a Contribution to Fund Balance exists.

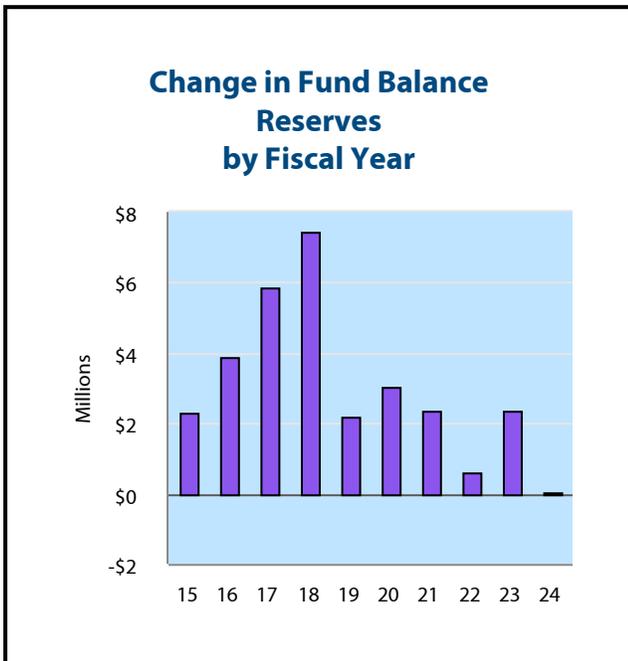


Figure 12R

As shown in *Figure 12R*, since 2015, the City has regularly contributed to Fund Balance in an effort to return to acceptable levels after drawing down Fund Balance during the Great Recession. Estimates for fiscal year 2022/23 include a \$2.3 million contribution to fund balance, nearly \$1.9 million more than originally budgeted, primarily due to higher than expected State revenue sharing and lower personnel costs due to unanticipated staff turnover.

The proposed 2023/24 budget includes a Contribution to Fund Balance of \$15,150, bringing

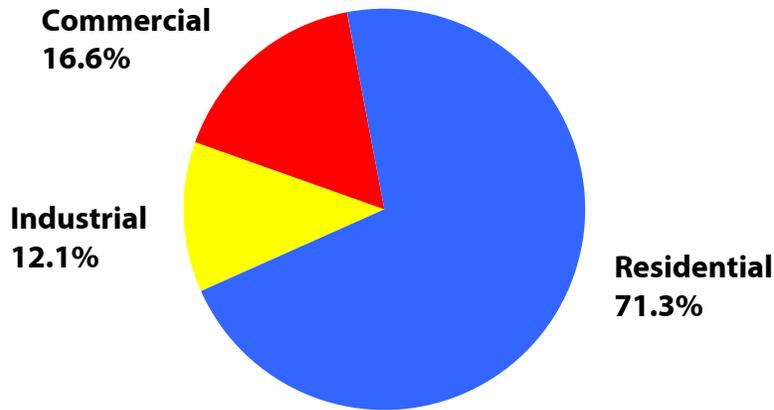
cumulative fund balance to nearly \$35.3 million or 28.1% of General Fund expenditures. Maintaining a strong fund balance, while continuing to budget for critical needs will ensure the City's continued strong financial position and ability to weather future economic downturns.

## OTHER CITY TAXES

There is one additional property tax millage levied by the City that is not recorded in the General Fund.

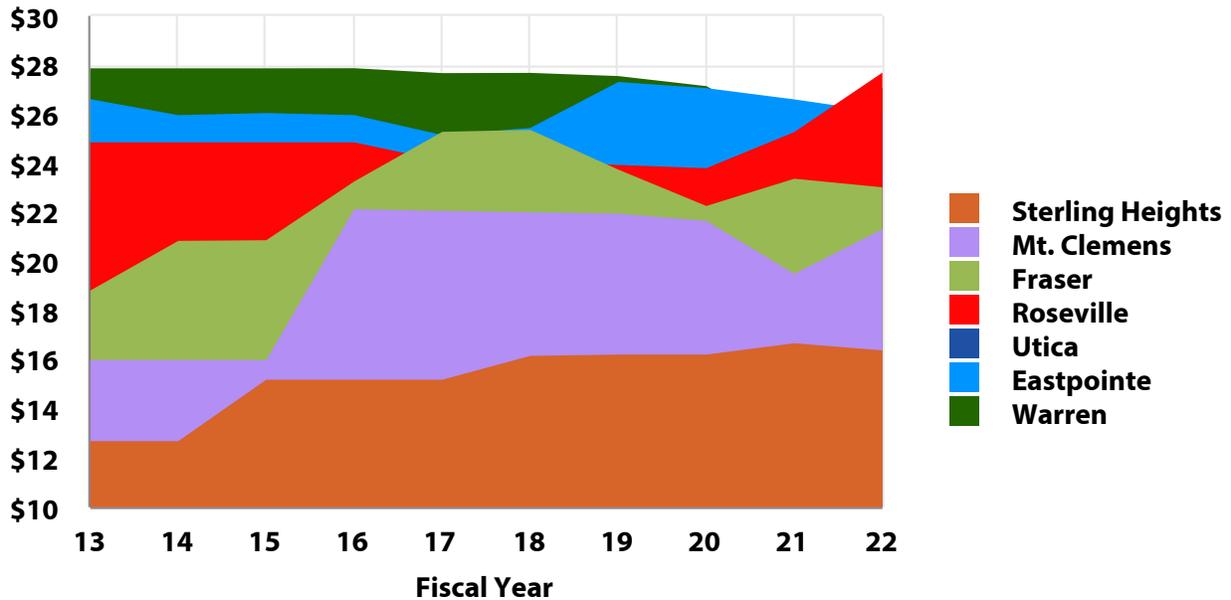
The *Recreating Recreation* millage was approved by voters in November 2016 and is recorded in the Parks and Recreation Special Revenue Fund. This millage was approved at 0.97 mills, however due to six years of consecutive Headlee rollbacks, the current maximum level for this millage is 0.9260. \$4.9 million will be generated for Parks and Recreation amenities. More detail can be found in the Special Revenues section of this document. ■

## Property Taxes by Customer Class



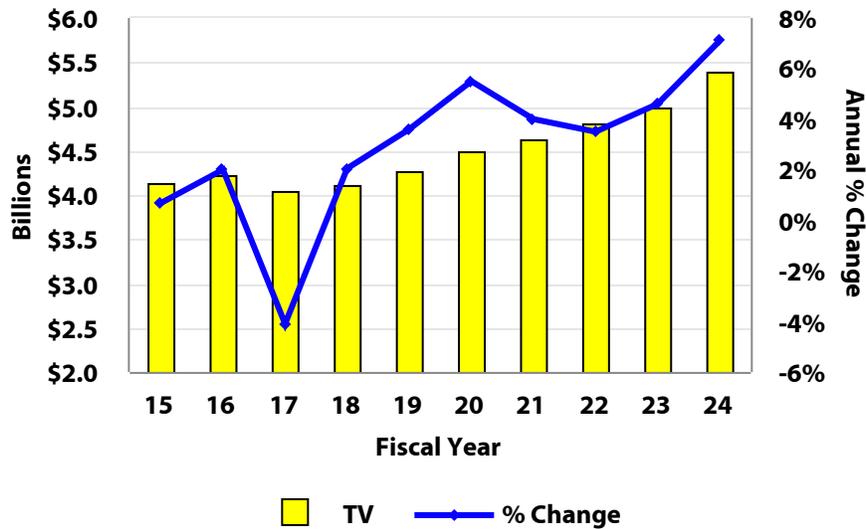
This graph illustrates the taxable value of property in the City as a percent by customer class.

## Comparable Tax Rates of Surrounding Macomb County Cities Per \$1,000 TV



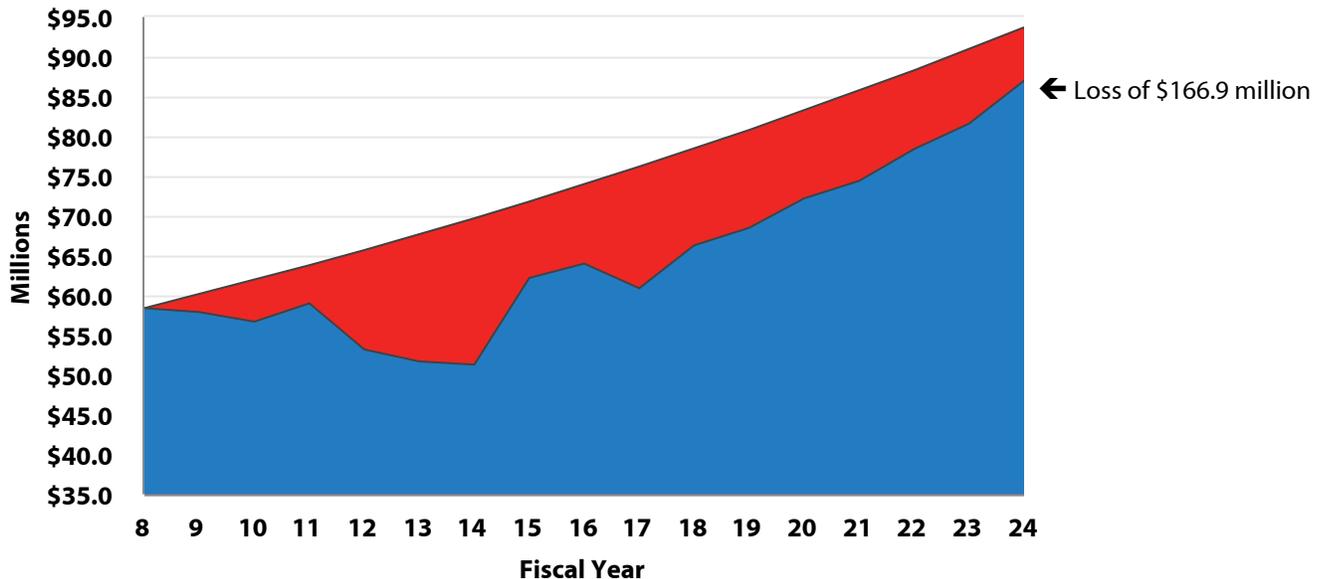
This graph illustrates the taxes levied by selected Macomb County cities for the past 10 years.

## City Taxable Values (TV)



This graph illustrates the property value assessments for real and personal property in the City. The TV, along with the millage rate, determines the total property tax collected.

## Property Tax Revenues



This graph illustrates that City property tax revenues historically increased, despite a declining City tax rate, due to inflationary property assessment increases and new development. Starting in 2009, revenues declined due to falling assessments, partially offset by a millage adjustment in 2011, 2015, and 2018.

**GENERAL FUND  
REVENUE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b><u>CITY OPERATING TAXES</u></b>						
404000	City Operating Tax	\$44,738,640	38.86	\$47,280,590	39.69	<b>\$50,461,200</b>	<b>40.23</b>
404001	Property Tax Refunds	(403,670)	(0.35)	(300,000)	(0.25)	<b>(350,000)</b>	<b>(0.28)</b>
415000	Delinquent Personal Property Tax	79,210	0.07	60,000	0.05	<b>70,000</b>	<b>0.06</b>
445000	Penalties & Interest	147,710	0.13	155,000	0.13	<b>150,000</b>	<b>0.12</b>
	<b>Total Taxes</b>	<b>44,561,890</b>	<b>38.71</b>	<b>47,195,590</b>	<b>39.62</b>	<b>50,331,200</b>	<b>40.13</b>
	<b><u>LICENSES &amp; PERMITS</u></b>						
451000	Business Operating License	103,700	0.09	120,000	0.10	<b>100,000</b>	<b>0.08</b>
452000	Mobile / Temporary Vendor	1,540	0.00	5,600	0.00	<b>2,000</b>	<b>0.00</b>
453000	Liquor License	113,120	0.10	100,000	0.08	<b>120,000</b>	<b>0.10</b>
454000	Vending/Amusement Device Fee	5,290	0.00	6,000	0.01	<b>4,000</b>	<b>0.00</b>
461000	Electrical Registration & Permits	407,710	0.35	350,000	0.29	<b>365,000</b>	<b>0.29</b>
462000	Heating Registration & Permits	356,270	0.31	310,000	0.26	<b>335,000</b>	<b>0.27</b>
463000	Plumbing Registration & Permits	248,540	0.22	200,000	0.17	<b>217,500</b>	<b>0.17</b>
464000	Sign Registration & Permits	40,290	0.03	45,000	0.04	<b>45,000</b>	<b>0.04</b>
470000	Building Registration & Permits	1,115,310	0.97	1,182,910	0.99	<b>1,150,000</b>	<b>0.92</b>
471000	Fence Permits	16,410	0.02	15,000	0.01	<b>15,000</b>	<b>0.01</b>
477000	Fire Suppression Permits	61,950	0.05	75,000	0.06	<b>75,000</b>	<b>0.06</b>
478000	Animal Permits	54,140	0.05	50,000	0.04	<b>56,930</b>	<b>0.05</b>
479401	Non-Homestead Resident Insp. Fee	29,300	0.03	100,000	0.08	<b>50,000</b>	<b>0.04</b>
479402	Re-Inspection Code Enforcement Fee	18,630	0.02	30,000	0.03	<b>25,000</b>	<b>0.02</b>
	<b>Total Licenses &amp; Permits</b>	<b>2,572,200</b>	<b>2.24</b>	<b>2,589,510</b>	<b>2.16</b>	<b>2,560,430</b>	<b>2.05</b>
	<b><u>STATE &amp; LOCAL RETURNS</u></b>						
528000	Federal Revenue - Other	0	0.00	0	0.00	<b>0</b>	<b>0.00</b>
529000	Federal Grant - Other	531,600	0.46	942,180	0.79	<b>390,550</b>	<b>0.31</b>
539002	State Grants	14,630	0.01	58,370	0.05	<b>0</b>	<b>0.00</b>
544000	Drunk Driving Case Flow Assistance	5,290	0.00	6,500	0.01	<b>5,650</b>	<b>0.00</b>
567001	State Aid - Library	122,280	0.11	115,520	0.10	<b>135,280</b>	<b>0.11</b>
569001	Judges Salary Stand Payments	137,480	0.12	137,170	0.12	<b>137,170</b>	<b>0.11</b>
573386	Personal Prop. Tax Reimbursement	7,481,460	6.50	4,270,000	3.58	<b>4,452,310</b>	<b>3.55</b>
573486	Federal/State/Local Returns	751,460	0.65	960,580	0.81	<b>929,740</b>	<b>0.74</b>
574000	State Revenue Sharing	15,281,500	13.27	15,306,440	12.85	<b>15,850,580</b>	<b>12.64</b>
583000	Macomb Auto Theft Squad - Grant	99,200	0.09	105,000	0.09	<b>90,000</b>	<b>0.07</b>
585000	Drug Enforce. Admin. - Federal	25,740	0.02	35,000	0.03	<b>35,000</b>	<b>0.03</b>
587001	County Contrib. - Library Penal Fines	85,620	0.07	100,000	0.08	<b>85,000</b>	<b>0.07</b>
	<b>Total State &amp; Local Returns</b>	<b>24,536,260</b>	<b>21.30</b>	<b>22,036,760</b>	<b>18.51</b>	<b>22,111,280</b>	<b>17.63</b>
	<b><u>FINES &amp; FORFEITURES</u></b>						
656003	Contempt Court Fines	4,460	0.00	3,000	0.00	<b>3,000</b>	<b>0.00</b>
656004	Ordinance Fines & Costs	1,329,560	1.15	1,500,000	1.26	<b>2,000,000</b>	<b>1.59</b>
656005	Municipal Civil Infractions	34,110	0.03	35,000	0.03	<b>30,000</b>	<b>0.02</b>
657001	Library Fines	23,330	0.02	18,000	0.02	<b>20,000</b>	<b>0.02</b>
658001	Bond Forfeitures	25,210	0.02	36,000	0.03	<b>36,000</b>	<b>0.03</b>
659001	Driver Reinstatement Fee	15,400	0.01	25,000	0.02	<b>10,000</b>	<b>0.01</b>
659002	Default Judgment Fee	107,900	0.09	100,000	0.08	<b>150,000</b>	<b>0.12</b>
659003	Crime Victim Rights Admin. Fee	7,870	0.01	7,500	0.01	<b>7,500</b>	<b>0.01</b>
	<b>Total Fines &amp; Forfeitures</b>	<b>1,568,850</b>	<b>1.33</b>	<b>1,729,500</b>	<b>1.45</b>	<b>2,271,500</b>	<b>1.80</b>

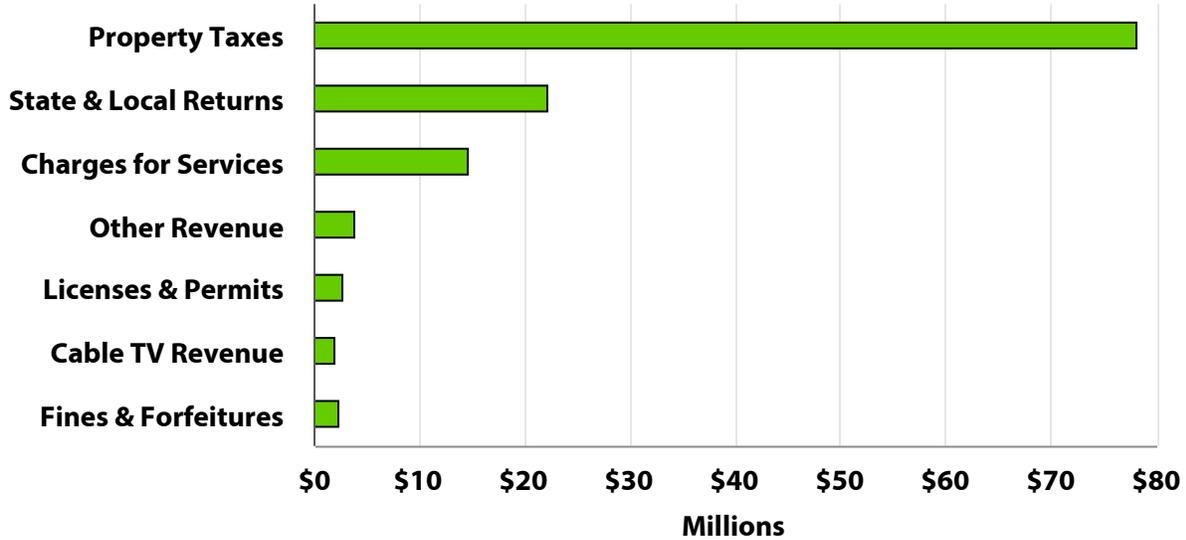
**GENERAL FUND  
REVENUE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b>CHARGES FOR SERVICES</b>						
603000	Court Filing Fee	111,900	0.10	130,000	0.11	<b>130,000</b>	<b>0.10</b>
603001	Jury Demand Fee	2,040	0.00	2,500	0.00	<b>2,500</b>	<b>0.00</b>
604000	Probation Oversight	47,970	0.04	50,000	0.04	<b>55,000</b>	<b>0.04</b>
604001	Probation Oversight - Grants	0	0.00	0	0.00	<b>5,000</b>	<b>0.00</b>
605000	Garnishments - Filing Fee	98,170	0.09	125,000	0.10	<b>125,000</b>	<b>0.10</b>
606000	Split/Combination Fee	6,310	0.01	12,400	0.01	<b>6,960</b>	<b>0.01</b>
607000	Fire Permits, Fees, & Inspections	16,340	0.01	20,000	0.02	<b>20,000</b>	<b>0.02</b>
608000	Recording Fees	3,790	0.00	4,000	0.00	<b>4,000</b>	<b>0.00</b>
609000	Mobile Home Tax	9,950	0.01	10,780	0.01	<b>10,000</b>	<b>0.01</b>
610000	Vital Statistics	81,380	0.07	79,000	0.07	<b>82,000</b>	<b>0.07</b>
611000	Attorney Fee Reimbursement	46,410	0.04	40,000	0.03	<b>40,000</b>	<b>0.03</b>
612000	Alcohol Assessment Fee	13,840	0.01	10,000	0.01	<b>17,000</b>	<b>0.01</b>
626000	Services - PTAF	2,194,170	1.91	2,291,950	1.92	<b>2,336,100</b>	<b>1.86</b>
627000	Water & Sewer Activity	1,601,940	1.39	1,807,050	1.52	<b>1,636,540</b>	<b>1.30</b>
627276	Administrative Services - RR	78,970	0.07	85,250	0.07	<b>79,350</b>	<b>0.06</b>
627444	Administrative Services - Roads	259,170	0.23	250,000	0.21	<b>250,000</b>	<b>0.20</b>
627556	Admin Services-Water Distribution	651,000	0.57	663,050	0.56	<b>742,770</b>	<b>0.59</b>
627677	Administrative Services-Self Insurance	309,370	0.27	378,810	0.32	<b>323,640</b>	<b>0.26</b>
627732	Administrative Services-P&F Pension	1,170	0.00	2,300	0.00	<b>1,000</b>	<b>0.00</b>
628001	Voter Lists	610	0.00	400	0.00	<b>400</b>	<b>0.00</b>
629001	Labor Services - Roads	929,570	0.81	950,000	0.80	<b>950,000</b>	<b>0.76</b>
629002	Labor Services - Cross Charges	14,010	0.01	15,000	0.01	<b>15,000</b>	<b>0.01</b>
629003	Labor Services - Fleet Maintenance	58,170	0.05	36,000	0.03	<b>65,000</b>	<b>0.05</b>
631001	Police & Fire Services	295,340	0.26	350,000	0.29	<b>300,000</b>	<b>0.24</b>
631002	Towed Vehicle Impound Fee	69,960	0.06	80,000	0.07	<b>70,000</b>	<b>0.06</b>
632001	Inspection Services-Projects-Other	216,100	0.19	150,000	0.13	<b>140,000</b>	<b>0.11</b>
632002	Inspection Services-City Projects	247,660	0.22	380,000	0.32	<b>400,000</b>	<b>0.32</b>
632003	Engineering Review Fee	150,330	0.13	180,000	0.15	<b>150,000</b>	<b>0.12</b>
632004	Engineering & Design - Project	739,240	0.64	1,300,000	1.09	<b>1,400,000</b>	<b>1.12</b>
632005	Building Number Assignments	470	0.00	2,000	0.00	<b>1,000</b>	<b>0.00</b>
632006	SESC Review Fee	30,340	0.03	30,000	0.03	<b>30,000</b>	<b>0.02</b>
632007	SESC Inspection Fee	233,430	0.20	50,000	0.04	<b>100,000</b>	<b>0.08</b>
632008	Easement Vacation	600	0.00	600	0.00	<b>600</b>	<b>0.00</b>
632009	ROW Permit Fees	9,470	0.01	4,000	0.00	<b>10,000</b>	<b>0.01</b>
634003	Supplies & Gasoline Revenue	89,050	0.08	65,000	0.05	<b>90,000</b>	<b>0.07</b>
634004	Parts-Vehicle Maintenance	125,970	0.11	115,000	0.10	<b>115,000</b>	<b>0.09</b>
635000	Municipal Services Fee	75,000	0.07	75,000	0.06	<b>75,000</b>	<b>0.06</b>
635535	Refuse Collection Fees	33,060	0.03	40,000	0.03	<b>50,000</b>	<b>0.04</b>
636000	Plan Review Fee	66,720	0.06	65,000	0.05	<b>65,000</b>	<b>0.05</b>
636001	Building Department Plan Review	416,270	0.36	425,000	0.36	<b>410,000</b>	<b>0.33</b>
636002	Passport Fees	38,990	0.03	35,000	0.03	<b>75,000</b>	<b>0.06</b>
637001	Copies & Forms	12,660	0.01	10,000	0.01	<b>10,000</b>	<b>0.01</b>
637002	Maps	140	0.00	100	0.00	<b>100</b>	<b>0.00</b>
637003	Police Reports	88,640	0.08	80,000	0.07	<b>85,000</b>	<b>0.07</b>

**GENERAL FUND  
REVENUE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
637005	Fire Reports	7,410	0.01	5,000	0.00	5,000	0.00
637006	PBT User Fee	300	0.00	100	0.00	100	0.00
637007	False Alarm Fees	28,590	0.02	80,000	0.07	50,000	0.04
637009	Transport Fees	3,928,320	3.41	3,797,430	3.19	3,916,150	3.12
637301	Notary Fee	1,730	0.00	1,500	0.00	1,000	0.00
638000	Application Fees	5,300	0.00	11,800	0.01	7,230	0.01
639253	Treasury Transfer & Late Fees	97,470	0.08	60,000	0.05	60,000	0.05
640001	5% Cash Deposit	3,360	0.00	2,000	0.00	2,500	0.00
640002	Weed Cutting	48,730	0.04	75,000	0.06	50,000	0.04
640003	Board of Zoning Appeals Fees	9,600	0.01	15,000	0.01	10,000	0.01
640005	Ordinance Board of Appeals Fees	41,600	0.04	65,000	0.05	50,000	0.04
	<b>Total Charges for Services</b>	<b>13,648,100</b>	<b>11.87</b>	<b>14,513,020</b>	<b>12.16</b>	<b>14,625,940</b>	<b>11.66</b>
	<b>OTHER REVENUE</b>						
656006	Interpreter Fees	25,830	0.02	16,000	0.01	25,000	0.02
665000	Interest on Investments	375,940	0.33	400,000	0.34	800,000	0.64
667002	Rental Income - Utica Road	0	0.00	0	0.00	0	0.00
667003	Rental Income - DPS	446,220	0.39	448,110	0.38	437,490	0.35
667005	Rental - DPW - Impound Lot	46,500	0.04	63,000	0.05	63,000	0.05
667009	Rental - Towers	264,110	0.23	199,790	0.17	174,150	0.14
669001	Rental - Road Equipment	977,780	0.85	1,000,000	0.84	1,000,000	0.80
669002	Rental - Equipment - Cross Charges	11,800	0.01	7,500	0.01	12,000	0.01
673000	Sale of Fixed Assets	77,230	0.07	50,000	0.04	75,000	0.06
675000	Contributions & Donations	17,760	0.02	6,100	0.01	15,000	0.01
675003	Art Fair Revenue	71,820	0.06	350,000	0.29	350,000	0.28
676000	Reimbursements	712,750	0.62	700,000	0.59	700,000	0.56
676001	Reimbursements - Legal	34,800	0.03	10,000	0.01	10,000	0.01
677008	Unrealized Gain/Loss	(2,523,860)	(2.19)	0	0.00	0	0.00
679000	Police Auction	0	0.00	0	0.00	0	0.00
679792	Library Book Sales	130	0.00	20	0.00	50	0.00
685000	Miscellaneous Revenue	89,110	0.08	70,000	0.06	75,000	0.06
685792	Miscellaneous Revenue - Library	72,330	0.06	5,000	0.00	8,000	0.01
687000	Refunds & Rebates	34,350	0.03	35,500	0.03	36,000	0.03
690000	O.U.I.L. Recovery	8,240	0.01	25,000	0.02	25,000	0.02
690002	Warrant Arrest Processing Fee	650	0.00	1,000	0.00	0	0.00
695000	Insurance Recovery & Subrogation	108,050	0.09	35,000	0.03	25,000	0.02
	<b>Total Other Revenue</b>	<b>851,960</b>	<b>0.75</b>	<b>3,422,020</b>	<b>2.88</b>	<b>3,830,690</b>	<b>3.07</b>
405000	City Refuse Tax	4,654,350	4.04	4,777,300	4.01	6,266,400	5.00
406000	P&F Pension Tax	12,866,280	11.18	12,559,250	10.54	12,833,100	10.23
407000	Safe Streets Tax	7,736,450	6.72	8,086,460	6.79	8,635,900	6.89
415001	Del. Personal Prop. Tax - Safe Streets	12,390	0.01	10,000	0.01	10,000	0.01
680000	Cable TV Revenue	2,114,490	1.84	2,200,000	1.85	1,944,000	1.55
699856	Transfer - Brownfield Redevelopment	0	0.00	0	0.00	2,500	0.00
	<b>Total General Fund Revenue</b>	<b>\$115,123,220</b>	<b>100.00</b>	<b>\$119,119,410</b>	<b>100.00</b>	<b>\$125,422,940</b>	<b>100.00</b>

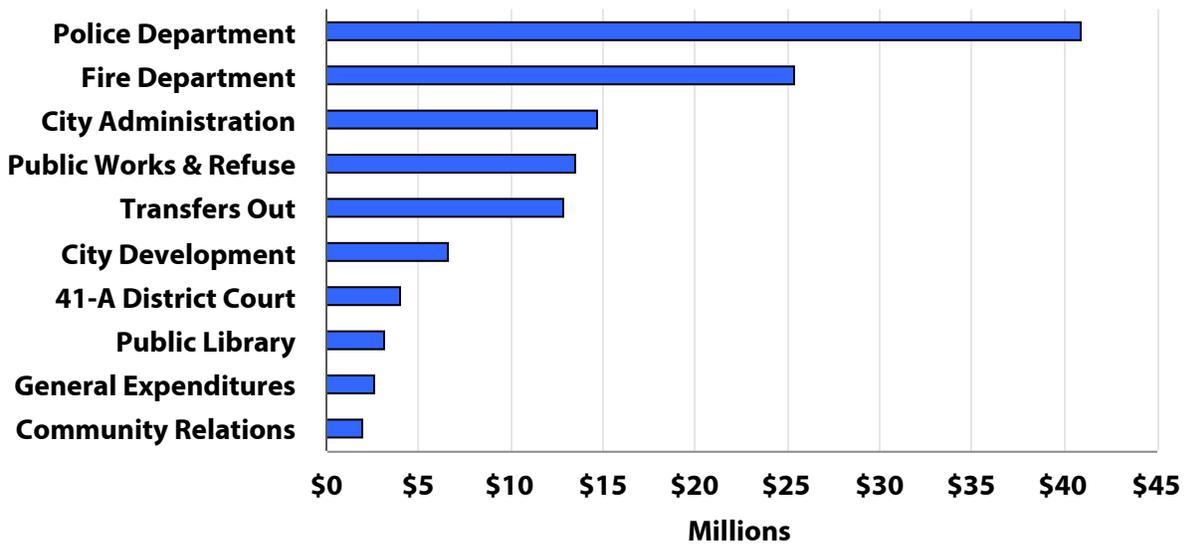
## General Fund Revenues by Revenue Category



This graph illustrates the amount budgeted for each revenue category.

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## General Fund Expenditures by Budgetary Center



This graph illustrates the amount budgeted for each budgetary center.

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**GENERAL FUND EXPENDITURES  
BY BUDGETARY CENTER**

Activity Name	Activity No.	2021/22 Actual	2022/23 Budget	2023/24 Budget	% Change From 22/23
<b><u>LEGISLATIVE</u></b>					
1. City Council	101	\$251,120	\$294,080	<b>\$323,200</b>	9.9%
<b><u>CITY ADMINISTRATION DEPARTMENT</u></b>					
1. City Management	172/270	1,759,640	2,171,960	<b>2,230,820</b>	2.7%
2. City Clerk	216/217	1,116,040	1,468,030	<b>1,301,270</b>	-11.4%
3. Information Technology	258	1,489,770	1,966,820	<b>2,236,640</b>	13.7%
4. Assessing	209	1,063,590	1,247,100	<b>1,349,410</b>	8.2%
5. Financial Services	201/205	1,515,800	1,905,170	<b>2,025,000</b>	6.3%
6. Purchasing	233	476,210	430,380	<b>548,650</b>	27.5%
7. Facilities Maintenance	265	2,156,790	2,316,160	<b>2,513,190</b>	8.5%
8. Treasury	253	812,080	938,550	<b>967,730</b>	3.1%
9. Act 78 - Civil Service Commission	220	32,210	51,700	<b>53,500</b>	3.5%
10. General Employees Pension Board	239	86,400	67,920	<b>72,490</b>	6.7%
11. Legal	210	960,270	1,035,600	<b>1,095,000</b>	5.7%
<b>Total City Administration Department</b>		<b>11,719,920</b>	<b>13,893,470</b>	<b>14,716,900</b>	<b>5.9%</b>
<b><u>PUBLIC LIBRARY DEPARTMENT</u></b>					
1. Library	792	2,793,270	2,955,630	<b>3,088,840</b>	4.5%
2. Historical Commission	803	4,760	6,830	<b>7,030</b>	2.9%
<b>Total Public Library Department</b>		<b>2,798,030</b>	<b>2,962,460</b>	<b>3,095,870</b>	<b>4.5%</b>
<b><u>POLICE DEPARTMENT</u></b>					
1. Police Administration	305	5,690,130	6,079,500	<b>6,351,950</b>	4.5%
2. Police Investigations	310	8,316,010	8,614,980	<b>8,722,100</b>	1.2%
3. Police Operations	315	21,741,770	23,276,150	<b>23,525,350</b>	1.1%
4. Police Support Services	326	2,078,430	2,135,840	<b>2,326,550</b>	8.9%
<b>Total Police Department</b>		<b>37,826,340</b>	<b>40,106,470</b>	<b>40,925,950</b>	<b>2.0%</b>
<b><u>FIRE DEPARTMENT</u></b>					
1. Fire Administration	337	1,904,780	2,150,950	<b>2,015,540</b>	-6.3%
2. Fire Extinguishment	338/339/342	20,731,840	20,950,700	<b>21,826,240</b>	4.2%
3. Fire Prevention	341	1,411,740	1,593,970	<b>1,478,850</b>	-7.2%
<b>Total Fire Department</b>		<b>24,048,360</b>	<b>24,695,620</b>	<b>25,320,630</b>	<b>2.5%</b>

**GENERAL FUND EXPENDITURES  
BY BUDGETARY CENTER**

<b>Activity Name</b>	<b>Activity No.</b>	<b>2021/22 Actual</b>	<b>2022/23 Budget</b>	<b>2023/24 Budget</b>	<b>% Change From 22/23</b>
<b><u>PUBLIC WORKS DEPARTMENT</u></b>					
1. Fleet Maintenance	553	3,340,390	3,356,980	<b>3,567,400</b>	6.3%
2. Public Works Center	442	136,420	164,950	<b>130,980</b>	-20.6%
3. Street Services	444	3,173,750	3,349,320	<b>3,472,990</b>	3.7%
<b>Total Public Works Department</b>		<b>6,650,560</b>	<b>6,871,250</b>	<b>7,171,370</b>	<b>4.4%</b>
<b><u>REFUSE COLLECTION</u></b>					
1. Refuse Collection	535	4,618,500	4,777,380	<b>6,266,270</b>	31.2%
<b>Total Refuse Collection</b>		<b>4,618,500</b>	<b>4,777,380</b>	<b>6,266,270</b>	<b>31.2%</b>
<b><u>CITY DEVELOPMENT DEPARTMENT</u></b>					
1. Building	412	1,141,970	1,211,550	<b>1,383,120</b>	14.2%
2. Economic Development	415	342,880	391,690	<b>375,690</b>	-4.1%
3. Engineering	447	1,424,770	1,563,010	<b>1,613,710</b>	3.2%
4. Neighborhood Services	417	1,994,720	2,075,450	<b>2,402,350</b>	15.8%
5. Planning	402	319,130	564,710	<b>760,290</b>	34.6%
6. Planning Commission	403	17,640	25,550	<b>25,770</b>	0.9%
7. Sustainability Commission	807	0	750	<b>950</b>	26.7%
8. Zoning Board of Appeals	413	13,220	23,200	<b>23,580</b>	1.6%
<b>Total City Development Department</b>		<b>5,254,330</b>	<b>5,855,910</b>	<b>6,585,460</b>	<b>12.5%</b>
<b><u>COMMUNITY RELATIONS DEPARTMENT</u></b>					
1. Community Relations	292	1,552,220	2,050,230	<b>1,956,820</b>	-4.6%
2. Arts Commission	793	0	50	<b>70</b>	40.0%
3. Beautification Commission	806	1,230	2,760	<b>2,440</b>	-11.6%
<b>Total Community Relations Department</b>		<b>1,553,450</b>	<b>2,053,040</b>	<b>1,959,330</b>	<b>-4.6%</b>
<b>41-A DISTRICT COURT</b>	136	3,626,600	4,028,660	<b>3,980,530</b>	-1.2%
<b>GENERAL EXPENDITURES</b>	895	3,407,230	2,027,660	<b>2,576,950</b>	27.1%
<b>TRANSFERS OUT</b>	966	12,994,780	11,448,170	<b>12,808,530</b>	11.9%
<b>Total General Fund Expenditures</b>		<b>\$114,498,100</b>	<b>\$118,720,090</b>	<b>\$125,407,790</b>	<b>5.6%</b>

Note: The 2021-2022 Actual Column is rounded to the nearest \$10.

**GENERAL FUND BUDGETARY CENTERS  
EXPENDITURES BY CATEGORY**

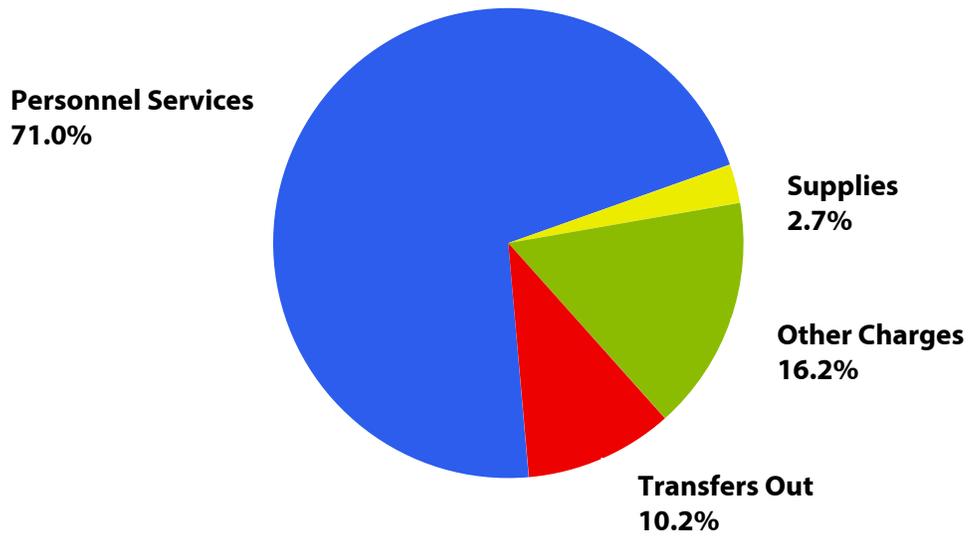
Activity Name	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2023/24 Budget
<b><u>CITY ADMINISTRATION DEPARTMENT</u></b>					
Personnel Services	\$7,045,230	\$7,629,950	\$7,719,230	\$8,817,650	<b>\$9,395,500</b>
Supplies	332,280	253,830	251,380	456,850	<b>483,940</b>
Other Charges	3,579,180	3,600,980	3,749,310	4,618,970	<b>4,837,460</b>
<b>Total</b>	<b>10,956,690</b>	<b>11,484,760</b>	<b>11,719,920</b>	<b>13,893,470</b>	<b>14,716,900</b>
<b><u>PUBLIC LIBRARY DEPARTMENT</u></b>					
Personnel Services	2,291,920	2,310,670	2,252,110	2,364,130	<b>2,470,080</b>
Supplies	240,580	248,460	252,170	258,290	<b>266,190</b>
Other Charges	281,210	273,260	293,750	340,040	<b>359,600</b>
<b>Total</b>	<b>2,813,710</b>	<b>2,832,390</b>	<b>2,798,030</b>	<b>2,962,460</b>	<b>3,095,870</b>
<b><u>POLICE DEPARTMENT</u></b>					
Personnel Services	31,420,640	33,080,810	34,834,450	37,117,610	<b>37,899,850</b>
Supplies	122,930	168,930	195,880	218,000	<b>237,380</b>
Other Charges	3,008,220	3,024,230	2,796,010	2,770,860	<b>2,788,720</b>
<b>Total</b>	<b>34,551,790</b>	<b>36,273,970</b>	<b>37,826,340</b>	<b>40,106,470</b>	<b>40,925,950</b>
<b><u>FIRE DEPARTMENT</u></b>					
Personnel Services	19,742,820	21,749,190	22,741,750	23,081,490	<b>23,852,160</b>
Supplies	270,000	354,280	359,560	389,130	<b>405,450</b>
Other Charges	946,460	994,440	947,050	1,225,000	<b>1,063,020</b>
Capital Outlay	0	173,950	0	0	<b>0</b>
<b>Total</b>	<b>20,959,280</b>	<b>23,271,860</b>	<b>24,048,360</b>	<b>24,695,620</b>	<b>25,320,630</b>
<b><u>PUBLIC WORKS DEPARTMENT</u></b>					
Personnel Services	4,166,730	4,298,460	4,497,270	4,701,290	<b>4,926,800</b>
Supplies	1,442,390	1,088,060	1,632,040	1,567,270	<b>1,719,300</b>
Other Charges	448,890	524,360	521,250	602,690	<b>525,270</b>
<b>Total</b>	<b>6,058,010</b>	<b>5,910,880</b>	<b>6,650,560</b>	<b>6,871,250</b>	<b>7,171,370</b>
<b><u>REFUSE</u></b>					
Personnel Services	117,720	124,210	143,700	149,160	<b>156,450</b>
Supplies	590	5,340	14,840	7,500	<b>7,650</b>
Other Charges	4,382,170	4,437,680	4,459,960	4,620,720	<b>6,102,170</b>
<b>Total</b>	<b>4,500,480</b>	<b>4,567,230</b>	<b>4,618,500</b>	<b>4,777,380</b>	<b>6,266,270</b>
<b><u>CITY DEVELOPMENT DEPARTMENT</u></b>					
Personnel Services	4,605,960	4,760,410	4,873,650	5,230,470	<b>5,531,350</b>
Supplies	20,240	17,020	21,660	27,590	<b>27,930</b>
Other Charges	382,060	411,260	359,020	597,850	<b>1,026,180</b>
Transfers Out	200,000	0	0	0	<b>0</b>
<b>Total</b>	<b>5,208,260</b>	<b>5,188,690</b>	<b>5,254,330</b>	<b>5,855,910</b>	<b>6,585,460</b>

**GENERAL FUND BUDGETARY CENTERS  
EXPENDITURES BY CATEGORY**

Activity Name	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2023/24 Budget
<b><u>COMMUNITY RELATIONS DEPARTMENT</u></b>					
Personnel Services	1,050,470	1,092,980	1,124,120	1,220,220	<b>1,271,900</b>
Supplies	41,180	34,800	44,250	58,720	<b>61,570</b>
Other Charges	437,360	141,430	385,080	774,100	<b>625,860</b>
<b>Total</b>	<b>1,529,010</b>	<b>1,269,210</b>	<b>1,553,450</b>	<b>2,053,040</b>	<b>1,959,330</b>
<b><u>41-A DISTRICT COURT</u></b>					
Personnel Services	3,196,390	3,117,320	3,330,310	3,600,380	<b>3,543,800</b>
Supplies	32,450	49,090	48,660	45,610	<b>50,400</b>
Other Charges	246,920	195,720	247,630	382,670	<b>386,330</b>
<b>Total</b>	<b>3,475,760</b>	<b>3,362,130</b>	<b>3,626,600</b>	<b>4,028,660</b>	<b>3,980,530</b>
<b><u>GENERAL EXPENDITURES</u></b>					
Personnel Services	11,950	10,390	230	10,000	<b>10,000</b>
Supplies	23,420	8,120	30,140	22,760	<b>23,450</b>
Other Charges	2,130,040	1,913,800	3,376,860	1,994,900	<b>2,543,500</b>
<b>Total</b>	<b>2,165,410</b>	<b>1,932,310</b>	<b>3,407,230</b>	<b>2,027,660</b>	<b>2,576,950</b>
<b><u>TRANSFERS OUT</u></b>					
Transfers Out	14,431,220	17,550,810	12,994,780	11,448,170	<b>12,808,530</b>
<b><u>TOTAL EXPENDITURES BY CATEGORY</u></b>					
Personnel Services	73,649,820	78,174,390	81,516,810	86,292,400	<b>89,057,890</b>
Supplies	2,526,060	2,227,920	2,850,580	3,051,720	<b>3,283,260</b>
Other Charges	15,842,510	15,517,140	17,135,920	17,927,800	<b>20,258,110</b>
Capital Outlay	0	173,950	0	0	<b>0</b>
Transfers Out	14,631,220	17,550,810	12,994,780	11,448,170	<b>12,808,530</b>
<b>Total General Fund</b>	<b>\$106,649,610</b>	<b>\$113,644,210</b>	<b>\$114,498,100</b>	<b>\$118,720,090</b>	<b>\$125,407,790</b>

**Note: Actual Columns are rounded to the nearest \$10.  
Totals may not foot due to rounding.**

## General Fund Expenditures by Expenditure Category



**Total General Fund Budget of \$125,407,790**

**This graph illustrates expenditures by category as a percent of the General Fund. Personnel Services, for example, comprises 71.0% of total General Fund expenditures.**

**GENERAL FUND**  
**EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021/22 Actual		2022/23 Budget		2023/24 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b><u>PERSONNEL SERVICES</u></b>						
703000	Wages-Elected & Appointed	\$219,000	0.19	\$268,390	0.23	<b>\$268,550</b>	<b>0.21</b>
704000	Wages & Salaries-Permanent	34,925,160	30.50	38,321,200	32.28	<b>40,524,800</b>	<b>32.31</b>
704001	Sick Time Buy Back	555,280	0.48	516,130	0.43	<b>444,950</b>	<b>0.35</b>
704721	Health Insurance Allowance	153,750	0.13	147,000	0.12	<b>171,000</b>	<b>0.14</b>
705000	Wages-Salaries - Temp/Part Time	2,114,640	1.85	2,701,650	2.28	<b>2,669,330</b>	<b>2.13</b>
706000	Wages-Salaries - Occasional	113,580	0.10	150,000	0.13	<b>75,000</b>	<b>0.06</b>
708000	Overtime	3,308,560	2.89	3,055,280	2.57	<b>3,167,960</b>	<b>2.53</b>
708001	Compensatory Time Buy Back	1,673,220	1.46	1,690,440	1.42	<b>1,720,300</b>	<b>1.37</b>
708795	Overtime - F.L.S.A.	1,120	0.00	30,000	0.03	<b>19,000</b>	<b>0.02</b>
708900	Overtime - Grants	4,810	0.00	0	0.00	<b>0</b>	<b>0.00</b>
709000	Other Benefits/Reimbursements	72,200	0.06	87,180	0.07	<b>124,100</b>	<b>0.10</b>
710000	Longevity	756,490	0.66	849,180	0.72	<b>832,650</b>	<b>0.66</b>
711000	Holiday Pay	1,214,150	1.06	1,310,840	1.10	<b>1,422,100</b>	<b>1.13</b>
713500	Car Allowance	4,000	0.00	4,000	0.00	<b>5,000</b>	<b>0.00</b>
714000	Food Allowance	117,300	0.10	120,000	0.10	<b>120,000</b>	<b>0.10</b>
715000	Clothing Allowance	381,770	0.33	391,650	0.33	<b>402,150</b>	<b>0.32</b>
717000	FICA	1,621,700	1.42	1,846,010	1.55	<b>1,959,400</b>	<b>1.56</b>
718000	Worker's Compensation	380,620	0.33	391,250	0.33	<b>407,050</b>	<b>0.32</b>
719000	Unemployment Compensation	230	0.00	10,000	0.01	<b>10,000</b>	<b>0.01</b>
720000	Pension - General Emp Retirement	3,473,200	3.03	3,101,670	2.61	<b>3,501,900</b>	<b>2.79</b>
720001	Pension - Police and Fire Retirement	13,738,930	12.00	13,520,250	11.39	<b>13,918,000</b>	<b>11.10</b>
720002	Defined Contribution - Employer	399,940	0.35	520,310	0.44	<b>836,300</b>	<b>0.67</b>
721000	Health Insurance	6,275,350	5.48	7,260,490	6.12	<b>6,848,000</b>	<b>5.46</b>
721001	Health Insurance - Retirees	8,642,520	7.55	8,363,710	7.04	<b>7,899,650</b>	<b>6.30</b>
721003	Retiree Health Savings - City	557,590	0.49	763,400	0.64	<b>809,700</b>	<b>0.65</b>
722000	Dental Insurance	429,620	0.38	446,110	0.38	<b>448,800</b>	<b>0.36</b>
723000	Life Insurance	81,390	0.07	92,810	0.08	<b>96,250</b>	<b>0.08</b>
724000	Eye Care Insurance	31,280	0.03	35,990	0.03	<b>40,900</b>	<b>0.03</b>
725000	Disability Insurance - Long Term	73,360	0.06	82,350	0.07	<b>87,750</b>	<b>0.07</b>
725355	Disability Insurance - Short Term	196,050	0.17	215,110	0.18	<b>227,300</b>	<b>0.18</b>
	<b>Total Personnel Services</b>	<b>81,516,810</b>	<b>71.17</b>	<b>86,292,400</b>	<b>72.68</b>	<b>89,057,890</b>	<b>71.01</b>
	<b><u>SUPPLIES</u></b>						
729000	Postage	252,040	0.22	399,610	0.34	<b>422,180</b>	<b>0.34</b>
730000	Publications	36,490	0.03	33,410	0.03	<b>38,230</b>	<b>0.03</b>
741000	Ammunition	64,070	0.06	73,440	0.06	<b>75,600</b>	<b>0.06</b>
742000	Dog Care Supplies	7,170	0.01	8,240	0.01	<b>13,280</b>	<b>0.01</b>
750000	Fuels & Lubricants	791,680	0.69	700,000	0.59	<b>826,000</b>	<b>0.66</b>
750001	Fuel & Lube Inventory	27,460	0.02	25,150	0.02	<b>25,900</b>	<b>0.02</b>
751000	Operating Supplies	672,790	0.59	698,310	0.59	<b>753,950</b>	<b>0.60</b>
751001	Operating Supplies - Federal Funds	0	0.00	61,500	0.05	<b>0</b>	<b>0.00</b>
751002	Operating Supplies - Non-Federal	0	0.00	2,500	0.00	<b>50,000</b>	<b>0.04</b>
751290	Supplies - School Programs	7,330	0.01	13,270	0.01	<b>11,270</b>	<b>0.01</b>
758000	Computer Software	560	0.00	1,500	0.00	<b>1,500</b>	<b>0.00</b>

**GENERAL FUND  
EXPENDITURE SUMMARY BY ACCOUNT**

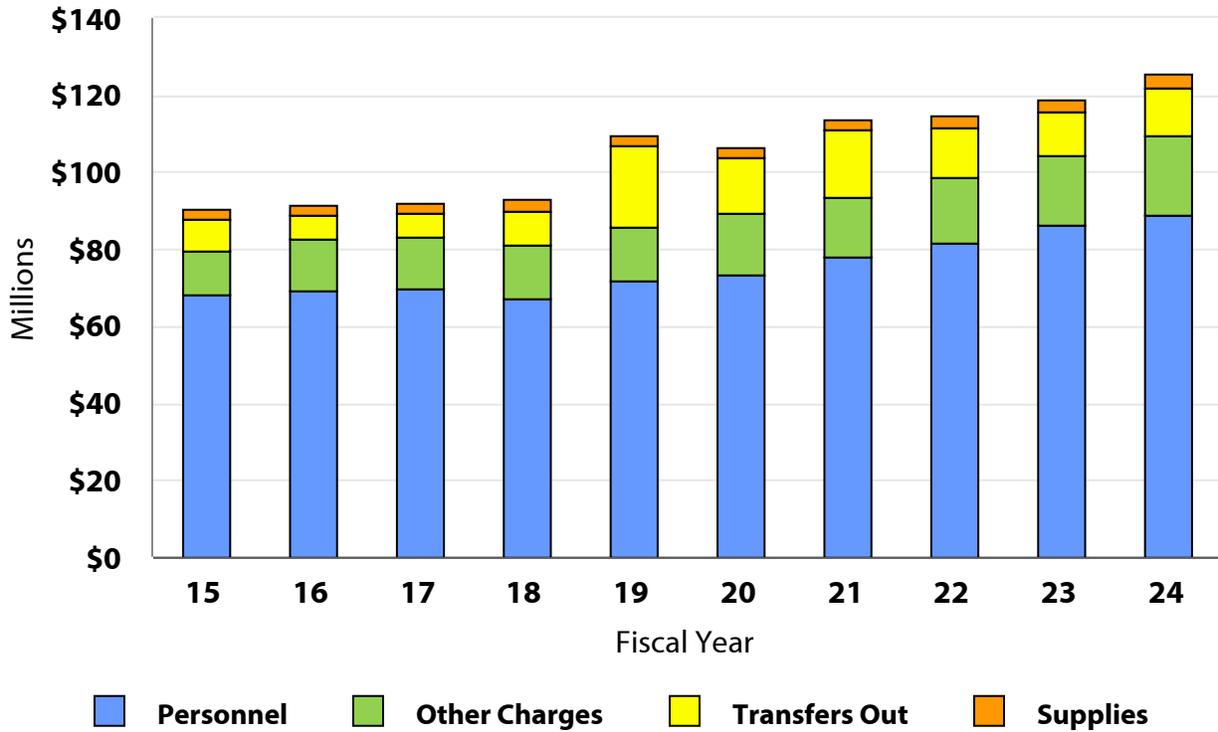
Account Number	Account Name	2021/22 Actual		2022/23 Budget		2023/24 Budget	
		Dollars	%	Dollars	%	Dollars	%
759000	Parts & Sublet Services	776,780	0.68	816,000	0.69	<b>840,000</b>	<b>0.67</b>
769000	Audio Visual Media	37,490	0.03	38,250	0.03	<b>0</b>	<b>0.00</b>
785000	Books	176,720	0.15	180,540	0.15	<b>225,350</b>	<b>0.18</b>
	<b>Total Supplies</b>	<b>2,850,580</b>	<b>2.49</b>	<b>3,051,720</b>	<b>2.57</b>	<b>3,283,260</b>	<b>2.62</b>
	<b>OTHER CHARGES</b>						
802000	Audit & Accounting Services	101,690	0.09	85,520	0.07	<b>93,690</b>	<b>0.07</b>
803000	Computer Consultant Services	1,940	0.00	7,000	0.01	<b>2,000</b>	<b>0.00</b>
806000	Legal Services - Other	108,290	0.09	61,000	0.05	<b>100,000</b>	<b>0.08</b>
806001	Legal Services - City Attorney	881,650	0.77	1,000,200	0.84	<b>1,020,600</b>	<b>0.81</b>
806002	Legal Services - Judges	0	0.00	16,000	0.01	<b>12,000</b>	<b>0.01</b>
807000	Medical Services	28,190	0.02	34,640	0.03	<b>40,300</b>	<b>0.03</b>
807001	Medical Services - Grant	99,050	0.09	146,810	0.12	<b>0</b>	<b>0.00</b>
808000	Reporting Services	22,090	0.02	25,640	0.02	<b>26,000</b>	<b>0.02</b>
810000	Other Fees	102,730	0.09	138,290	0.12	<b>138,660</b>	<b>0.11</b>
820000	Tree/Weed Cutting	68,960	0.06	36,000	0.03	<b>50,000</b>	<b>0.04</b>
822000	Rubbish Removal	4,296,010	3.75	4,394,110	3.70	<b>5,877,770</b>	<b>4.69</b>
825000	Animal Collection	33,320	0.03	36,210	0.03	<b>37,290</b>	<b>0.03</b>
826000	Other Contracted Services	4,151,550	3.63	4,931,020	4.15	<b>4,941,560</b>	<b>3.94</b>
826003	Contracted Services - Sage Home	0	0.00	0	0.00	<b>10,000</b>	<b>0.01</b>
826004	Other Contracted Services - Grant	0	0.00	61,260	0.05	<b>61,260</b>	<b>0.05</b>
826410	Nuisance Abatement Expense	0	0.00	0	0.00	<b>200,000</b>	<b>0.16</b>
826412	Contracted - Nuisance Abatements	2,460	0.00	30,000	0.03	<b>0</b>	<b>0.00</b>
827000	Interfund Services	115,890	0.10	115,410	0.10	<b>72,200</b>	<b>0.06</b>
829000	Hazardous Waste Disposal	1,440	0.00	2,850	0.00	<b>2,850</b>	<b>0.00</b>
830000	Recruiting Costs	0	0.00	56,500	0.05	<b>56,500</b>	<b>0.05</b>
832000	Building Maintenance	324,170	0.28	392,340	0.33	<b>498,120</b>	<b>0.40</b>
833000	Equipment Maintenance	156,820	0.14	223,880	0.19	<b>293,670</b>	<b>0.23</b>
833001	Personal Computer Maintenance	0	0.00	0	0.00	<b>0</b>	<b>0.00</b>
835000	Vehicle Maintenance	60,610	0.05	62,480	0.05	<b>64,350</b>	<b>0.05</b>
836000	Radio Maintenance	5,560	0.00	11,500	0.01	<b>6,500</b>	<b>0.01</b>
837000	Retention Pond Maintenance	100,290	0.09	108,860	0.09	<b>112,120</b>	<b>0.09</b>
880000	Community Promotion	12,350	0.01	25,000	0.02	<b>41,040</b>	<b>0.03</b>
902000	Publishing	15,340	0.01	18,460	0.02	<b>17,380</b>	<b>0.01</b>
903000	Printing	107,730	0.09	151,560	0.13	<b>164,230</b>	<b>0.13</b>
913000	Liability Insurance	1,505,900	1.32	505,900	0.43	<b>1,005,900</b>	<b>0.80</b>
915000	Other Insurance	18,960	0.02	18,960	0.02	<b>0</b>	<b>0.00</b>
921000	Electric	390,900	0.34	435,730	0.37	<b>429,570</b>	<b>0.34</b>
922000	Telephone	66,580	0.06	73,590	0.06	<b>68,810</b>	<b>0.05</b>
922001	Fiber Optic Lease Charges	61,250	0.05	66,570	0.06	<b>66,570</b>	<b>0.05</b>
923000	Gas - Fuel - Oil	151,860	0.13	149,500	0.13	<b>137,500</b>	<b>0.11</b>
924000	Street Lighting	1,637,270	1.43	994,680	0.84	<b>1,200,000</b>	<b>0.96</b>
925000	Water	293,640	0.26	332,550	0.28	<b>305,750</b>	<b>0.24</b>
933000	Software Services	996,530	0.87	1,354,720	1.14	<b>1,465,430</b>	<b>1.17</b>
944000	Hydrant Rental	178,850	0.16	182,430	0.15	<b>187,900</b>	<b>0.15</b>

**GENERAL FUND  
EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021/22 Actual		2022/23 Budget		2023/24 Budget	
		Dollars	%	Dollars	%	Dollars	%
945000	Other Rental	206,640	0.18	240,560	0.20	<b>260,820</b>	<b>0.21</b>
949000	Interpreter Fees	56,860	0.05	85,000	0.07	<b>60,000</b>	<b>0.05</b>
950000	Witness Fees	190	0.00	1,000	0.00	<b>1,000</b>	<b>0.00</b>
951000	Juror Fees	3,040	0.00	7,000	0.01	<b>7,000</b>	<b>0.01</b>
954000	Mileage	480	0.00	900	0.00	<b>900</b>	<b>0.00</b>
956000	Local Meetings	15,500	0.01	17,560	0.01	<b>20,280</b>	<b>0.02</b>
956002	Special Events	4,220	0.00	2,000	0.00	<b>9,100</b>	<b>0.01</b>
956003	Sterlingfest	195,060	0.17	320,000	0.27	<b>325,000</b>	<b>0.26</b>
957000	Memberships & Dues	150,470	0.13	169,890	0.14	<b>194,300</b>	<b>0.15</b>
959000	Education & Training	195,860	0.17	367,150	0.31	<b>387,440</b>	<b>0.31</b>
959001	Education & Training - Grant	50,540	0.04	83,440	0.07	<b>1,800</b>	<b>0.00</b>
959305	Tuition Reimbursement - Police	0	0.00	5,000	0.00	<b>5,000</b>	<b>0.00</b>
960000	Donation Expense Non-Capital	15,810	0.01	11,720	0.01	<b>4,000</b>	<b>0.00</b>
962000	Miscellaneous Expense	94,050	0.08	144,410	0.12	<b>173,950</b>	<b>0.14</b>
962001	Misc Exp - Cash - Short/Over	(240)	0.00	0	0.00	<b>0</b>	<b>0.00</b>
962003	Miscellaneous - Public Health	47,570	0.04	0	0.00	<b>0</b>	<b>0.00</b>
969000	Contingency	0	0.00	185,000	0.16	<b>0</b>	<b>0.00</b>
	<b>Total Other Charges</b>	<b>17,135,920</b>	<b>14.93</b>	<b>17,927,800</b>	<b>15.10</b>	<b>20,258,110</b>	<b>16.15</b>
	<b>TRANSFERS OUT</b>						
999202	Transfer to Major Road Fund	1,750,000	1.53	500,000	0.42	<b>1,000,000</b>	<b>0.80</b>
999276	Transfer to P&R Fund	2,525,970	2.21	2,741,180	2.31	<b>3,256,170</b>	<b>2.60</b>
999305	Transfer to VTGO Debt Fund	10,000	0.01	0	0.00	<b>0</b>	<b>0.00</b>
999369	Transfer to LTGO Debt Fund	2,958,360	2.58	2,962,360	2.50	<b>2,962,360</b>	<b>2.36</b>
999403	Transfer to Capital Projects Fund	5,510,450	4.81	5,244,630	4.42	<b>5,590,000</b>	<b>4.46</b>
999404	Transfer to Facilities Imp. Fund	240,000	0.21	0	0.00	<b>0</b>	<b>0.00</b>
	<b>Total Transfers Out</b>	<b>12,994,780</b>	<b>11.35</b>	<b>11,448,170</b>	<b>9.64</b>	<b>12,808,530</b>	<b>10.22</b>
	<b>Total General Fund</b>	<b>\$114,498,100</b>	<b>100.00</b>	<b>\$118,720,090</b>	<b>100.00</b>	<b>\$125,407,790</b>	<b>100.00</b>

**Note: The 2021-2022 Actual Column is rounded to the nearest \$10.  
Totals may not foot due to rounding.**

## General Fund Expenditure History



**This graph illustrates the expenditure category history for the General Fund.**

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***You don't have to see the whole staircase,  
just take the first step.***

***~ Martin Luther King, Jr. ~***

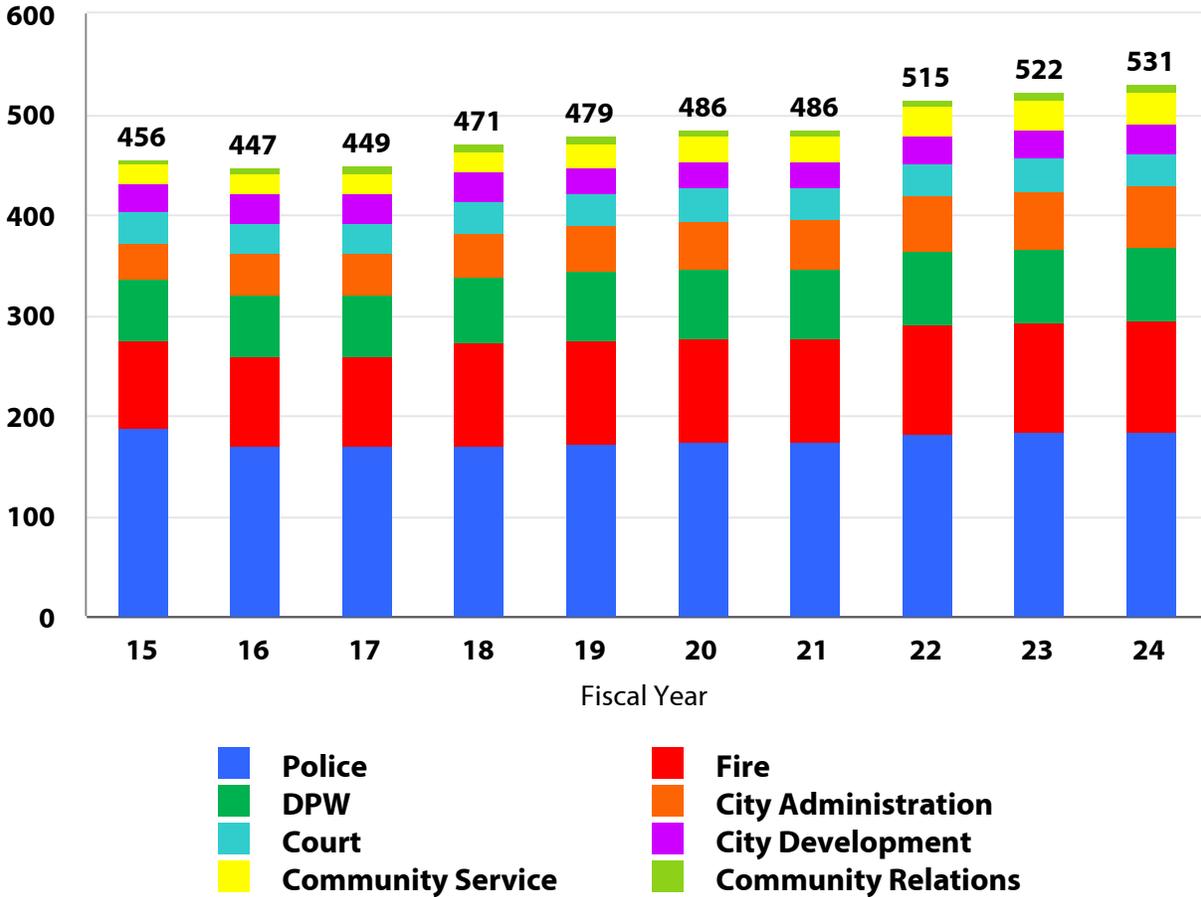


# Personnel Summary



The Personnel Summary portion of the city budget represents a historical summary of all personnel related information. This information includes graphs showing the number of full-time personnel employed by the city, along with fringe benefit expenses. Also presented is a breakdown of the personnel assigned within each activity, and the budgeted wages for each position.

## Full-time Personnel History by Department



This graph illustrates the number of full-time employees by department for the past 10 years.

# HEADCOUNT SUMMARY BY DEPARTMENT

OFFICE	Budget 2021/22		Budget 2022/23		Budget 2023/24	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
<b><u>CITY ADMINISTRATION DEPARTMENT</u></b>						
CITY MANAGEMENT	5	1	5	2	6	2
CITY MANAGEMENT - HUMAN RESOURCES	5	1	5	1	5	1
CITY CLERK	5	1	7	0	7	1
FACILITIES MAINTENANCE	6	2	5	4	5	4
INFORMATION TECHNOLOGY	5	1	6	1	7	2
ASSESSING	8	0	8	1	8	3
FINANCIAL SERVICES	5	2	7	2	8	2
UTILITY SERVICES	5	0	5	0	5	0
PURCHASING	4	0	3	0	4	0
TREASURY	6	1	6	1	6	1
<b>TOTAL CITY ADMINISTRATION DEPARTMENT</b>	<b>54</b>	<b>9</b>	<b>57</b>	<b>12</b>	<b>61</b>	<b>16</b>
<b><u>PUBLIC LIBRARY DEPARTMENT</u></b>						
	13	28	13	26	14	25
<b><u>POLICE DEPARTMENT</u></b>						
POLICE ADMINISTRATION	17	0	18	0	19	2
POLICE INVESTIGATIONS	43	0	43	0	43	0
POLICE OPERATIONS	108	30	108	30	107	30
POLICE SUPPORT SERVICES	14	2	15	1	16	1
<b>TOTAL POLICE DEPARTMENT</b>	<b>182</b>	<b>32</b>	<b>184</b>	<b>31</b>	<b>185</b>	<b>33</b>
<b><u>FIRE DEPARTMENT</u></b>						
FIRE ADMINISTRATION	8	2	8	2	8	2
FIRE EXTINGUISHMENT	96	0	96	0	96	0
FIRE PREVENTION	6	0	6	3	6	1
<b>TOTAL FIRE DEPARTMENT</b>	<b>110</b>	<b>2</b>	<b>110</b>	<b>5</b>	<b>110</b>	<b>3</b>
<b><u>PUBLIC WORKS DEPARTMENT</u></b>						
FLEET MAINTENANCE	13	2	13	2	13	3
REFUSE COLLECTION	0	5	0	5	0	5
STREET SERVICES	21	10	21	10	21	10
<b>TOTAL PUBLIC WORKS DEPARTMENT</b>	<b>34</b>	<b>17</b>	<b>34</b>	<b>17</b>	<b>34</b>	<b>18</b>
<b><u>CITY DEVELOPMENT DEPARTMENT</u></b>						
BUILDING	7	1	7	1	8	0
ECONOMIC DEVELOPMENT	1	0	1	0	1	0
ENGINEERING	9	1	9	1	9	1
NEIGHBORHOOD SERVICES	8	16	8	16	8	16
PLANNING	3	0	3	0	4	2
<b>TOTAL CITY DEVELOPMENT DEPARTMENT</b>	<b>28</b>	<b>18</b>	<b>28</b>	<b>18</b>	<b>30</b>	<b>19</b>

# HEADCOUNT SUMMARY BY DEPARTMENT

OFFICE	Budget 2021/22		Budget 2022/23		Budget 2023/24	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
<b>COMMUNITY RELATIONS DEPARTMENT</b>	7	2	8	2	8	3
<b>41-A DISTRICT COURT</b>	33	11	33	11	33	12
<b>TOTAL GENERAL FUND</b>	461	119	467	122	475	129
<b>PARKS &amp; RECREATION FUND</b>	15	3	16	2	17	3
<b><u>WATER &amp; SEWER FUND</u></b>						
WATER & SEWER ADMINISTRATION	8	1	8	1	8	1
WATER DISTRIBUTION	14	6	14	5	14	5
SEWAGE COLLECTION	17	5	17	4	17	4
<b>TOTAL WATER &amp; SEWER FUND</b>	39	12	39	10	39	10
<b>TOTAL ALL FUNDS</b>	515	134	522	134	531	142

# PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2021/22		Budget 2022/23		Budget 2023/24	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
	<b><u>CITY ADMINISTRATION DEPARTMENT</u></b>						
	<b><u>CITY MANAGEMENT</u></b>						
232,234	City Manager	1		1		1	
98,565 - 137,811	Finance & Budget Director	1		1		1	
88,707 - 131,524	DEI Officer	0		0		1	
62,919 - 78,249	Budget Management Coordinator	1		1		1	
56,950 - 70,725	Special Projects Coordinator	1		1		1	
50,648 - 62,898	Management Services Specialist	1		1		1	
39,249 - 43,868	Management Services Specialist (P.T.)		1		1		1
15,000	Intern (P.T.)		0		1		1
	<b>Total</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>6</b>	<b>2</b>
	<b><u>CITY MANAGEMENT - HUMAN RESOURCES</u></b>						
168,246	Assistant City Manager	1		1		1	
86,923 - 119,745	Human Resources & Benefits Manager	1		1		1	
56,950 - 70,725	Risk Management Coordinator	1		1		1	
56,950 - 70,725	Human Resources Coordinator	2		2		2	
15,000	Intern (P.T.)		1		1		1
	<b>Total</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>1</b>
	<b><u>CITY CLERK</u></b>						
98,565 - 137,811	City Clerk	1		1		1	
57,608 - 71,532	Clerk Coordinator	1		1		1	
50,648 - 62,898	Management Services Specialist	0		1		1	
47,385 - 61,580	Management Assistant	1		1		1	
45,786 - 59,429	Elections Assistant	1		1		1	
45,786 - 59,429	Administrative Assistant	0		1		1	
41,474 - 53,862	Senior Clerk	0		1		1	
NA	Clerk Typist	1		0		0	
NA	Clerk Typist (P.T.)		1		0		0
15,000	Intern (P.T.)		0		0		1
	<b>Total</b>	<b>5</b>	<b>1</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>1</b>
	<b><u>FACILITIES MAINTENANCE</u></b>						
97,947 - 134,933	Facilities Maintenance Director	1		1		1	
68,299 - 85,773	Facilities Maintenance Superintendent	1		1		1	
NA	Management Services Specialist	1		0		0	
53,533 - 69,297	Lead Facilities Maintenance Mechanic	2		2		2	
48,998 - 63,155	Facilities Maintenance Mechanic	1		1		1	
35,597 - 41,294	Facilities Maintenance Mechanic (P.T.)		2		3		3
26,561 - 35,059	Clerk Typist (P.T.)		0		1		1
	<b>Total</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>4</b>
	<b><u>INFORMATION TECHNOLOGY</u></b>						
97,947 - 134,933	Information Technology Director	1		1		1	
75,497 - 98,007	Information Technology Coordinator	0		0		1	
73,298 - 95,152	GIS/CAD Coordinator	1		1		1	
66,618 - 77,824	GIS Specialist	0		0		1	
62,228 - 77,279	Senior Systems Analyst	2		2		1	
59,238 - 74,289	Information Technology Specialist	1		2		2	
15,000	Intern (P.T.)		1		1		2
	<b>Total</b>	<b>5</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>2</b>
	<b><u>ASSESSING</u></b>						
91,270 - 125,732	City Assessor	1		1		1	
83,559 - 108,473	Assessing Coordinator	1		1		1	
69,670 - 88,248	Appraiser III	2		1		3	
53,991 - 61,247	Appraiser III (P.T.)		0		1		1

# PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2021/22		Budget 2022/23		Budget 2023/24	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
61,574 - 77,993	Appraiser II	2		3		1	
53,874 - 68,238	Appraiser I	1		1		2	
NA	Appraiser Aide	1		1		0	
15,000	Intern (P.T.)		0		0		2
	<b>Total</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>1</b>	<b>8</b>	<b>3</b>
	<b><u>FINANCIAL SERVICES</u></b>						
94,373 - 130,005	Assistant Finance & Budget Director	0		1		1	
91,270 - 125,732	Controller	1		1		1	
62,919 - 78,249	Payroll Accountant	1		1		1	
60,872 - 75,975	Accountant	1		2		2	
45,786 - 59,429	Senior Account Clerk	2		2		3	
38,334 - 53,862	Account Clerk (P.T.)		2		2		1
15,000	Intern (P.T.)		0		0		1
	<b>Total</b>	<b>5</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>8</b>	<b>2</b>
	<b><u>UTILITY SERVICES</u></b>						
NA	Utility Services Manager	1		0		0	
60,872 - 75,975	Accountant	1		1		1	
47,385 - 61,580	Management Assistant	1		1		1	
45,786 - 59,429	Senior Account Clerk	1		1		1	
38,334 - 53,862	Account Clerk	1		2		2	
	<b>Total</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>
	<b><u>PURCHASING</u></b>						
86,923 - 119,745	Purchasing Manager	2		1		1	
73,886 - 83,595	Purchasing Coordinator	0		0		1	
56,950 - 70,725	Purchasing Specialist	1		1		1	
45,786 - 59,429	Administrative Assistant	1		1		1	
	<b>Total</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>0</b>
	<b><u>TREASURY</u></b>						
91,270 - 125,732	City Treasurer	1		1		1	
66,497 - 83,595	Treasury Services Coordinator	1		1		1	
47,385 - 61,580	Management Assistant	1		1		1	
45,786 - 59,429	Senior Account Clerk	1		1		1	
38,334 - 53,862	Account Clerk	2		2		2	
26,212 - 32,984	Account Clerk (P.T.)		1		1		1
	<b>Total</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>1</b>
	<b>Total City Administration Department</b>	<b>54</b>	<b>9</b>	<b>57</b>	<b>12</b>	<b>61</b>	<b>16</b>
	<b><u>PUBLIC LIBRARY DEPARTMENT</u></b>						
97,947 - 134,933	Public Library Director	1		1		1	
60,872 - 76,727	Library Service Area Coordinator	2		2		2	
59,238 - 74,289	Public Relations & Programs Coordinator	1		1		1	
56,876 - 70,978	Librarian	3		3		4	
36,297 - 40,767	Librarian (P.T.)		9		9		8
53,874 - 68,238	Circulation Supervisor	1		1		1	
49,168 - 63,824	Library Services Specialist	1		1		1	
48,532 - 56,695	Library Assistant III	0		0		1	
45,786 - 59,429	Library Assistant II	3		3		2	
42,524 - 55,200	Library Assistant I	1		1		1	
21,844 - 25,779	Library Clerk (P.T.)		6		6		6
8,730 - 9,760	Library Page (P.T.)		12		10		10
15,000	Intern (P.T.)		1		1		1
	<b>Total Public Library Department</b>	<b>13</b>	<b>28</b>	<b>13</b>	<b>26</b>	<b>14</b>	<b>25</b>

# PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2021/22		Budget 2022/23		Budget 2023/24	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
	<b><u>POLICE DEPARTMENT</u></b>						
	<b><u>POLICE ADMINISTRATION</u></b>						
102,726 - 143,270	Chief of Police	1		1		1	
TBD	Deputy Police Chief	0		1		1	
127,549 - 131,467	Captain	1		1		1	
116,503 - 122,399	Lieutenant	1		1		1	
105,329 - 111,408	Sergeant	3		3		3	
53,139 - 93,090	Police Officer	4		4		4	
54,337 - 68,152	Social Worker	1		1		2	
38,466 - 60,008	Secretary to Chief	1		1		1	
37,442 - 58,199	Administrative Secretary	5		5		5	
15,000	Intern (P.T.)		0		0		2
	<b>Total</b>	<b>17</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>19</b>	<b>2</b>
	<b><u>POLICE INVESTIGATIONS</u></b>						
127,549 - 131,467	Captain	1		1		1	
116,503 - 122,399	Lieutenant	2		2		2	
105,329 - 111,408	Sergeant	5		5		5	
53,139 - 93,090	Police Officer	33		33		33	
37,442 - 58,199	Administrative Secretary	1		1		1	
28,141 - 50,778	Technical Secretary	1		1		1	
	<b>Total</b>	<b>43</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>43</b>	<b>0</b>
	<b><u>POLICE OPERATIONS</u></b>						
127,549 - 131,467	Captain	1		1		1	
116,503 - 122,399	Lieutenant	4		4		4	
105,329 - 111,408	Sergeant	16		16		16	
53,139 - 93,090	Police Officer	85		85		85	
37,442 - 58,199	Administrative Secretary	1		1		1	
NA	Technical Secretary	1		1		0	
10,800	Crossing Guards (P.T.)		30		30		30
	<b>Total</b>	<b>108</b>	<b>30</b>	<b>108</b>	<b>30</b>	<b>107</b>	<b>30</b>
	<b><u>POLICE SUPPORT SERVICES</u></b>						
105,329 - 111,408	Sergeant	1		1		1	
53,139 - 93,090	Police Officer	1		1		1	
40,290 - 45,924	Criminal Investigations Assistant (P.T.)		1		1		1
38,466 - 60,008	Evidence Clerk	1		1		1	
37,442 - 58,199	Administrative Secretary	3		3		4	
37,442 - 58,199	Data Analyst	1		1		1	
44,397 - 55,961	Animal Control Officer	2		3		3	
NA	Animal Control Officer (P.T.)		1		0		0
37,442 - 58,199	Terminal Agency Coordinator	1		1		1	
28,141 - 50,778	Technical Secretary	4		4		4	
	<b>Total</b>	<b>14</b>	<b>2</b>	<b>15</b>	<b>1</b>	<b>16</b>	<b>1</b>
	<b>Total Police Department</b>	<b>182</b>	<b>32</b>	<b>184</b>	<b>31</b>	<b>185</b>	<b>33</b>
	<b><u>FIRE DEPARTMENT</u></b>						
	<b><u>FIRE ADMINISTRATION</u></b>						
102,726 - 143,270	Fire Chief	1		1		1	
122,536 - 132,931	Division Chief/Assistant Fire Chief	1		1		1	
112,418 - 122,518	Chief of Training	1		1		1	
110,350 - 114,560	EMS Coordinator	1		1		1	
105,146 - 109,257	Fire Instructor	1		1		1	
52,118 - 67,654	Fire Services Specialist	1		1		1	
47,385 - 61,580	Management Assistant	1		1		1	

# PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2021/22		Budget 2022/23		Budget 2023/24	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
45,786 - 59,429	Administrative Assistant	1		1		1	
23,436 - 30,935	Clerk Typist (P.T.)		1		1		1
15,000	Intern (P.T.)		1		1		1
	<b>Total</b>	<b>8</b>	<b>2</b>	<b>8</b>	<b>2</b>	<b>8</b>	<b>2</b>
	<b><u>FIRE EXTINGUISHMENT</u></b>						
116,829 - 123,685	Battalion Chief	3		3		3	
106,255 - 112,441	Captain-Advanced Life Support	4		4		4	
100,242 - 106,076	Captain	2		2		2	
96,478 - 103,157	Lieutenant-Advanced Life Support	15		15		15	
90,649 - 92,407	Sergeant - Fire Engine Operator	9		9		9	
55,605 - 89,701	Fire Fighter-Advanced Life Support	51		51		51	
54,556 - 88,009	Fire Fighter-Fire Engine Operator	12		12		12	
	<b>Total</b>	<b>96</b>	<b>0</b>	<b>96</b>	<b>0</b>	<b>96</b>	<b>0</b>
	<b><u>FIRE PREVENTION</u></b>						
112,418 - 122,518	Fire Marshal	1		1		1	
105,146 - 107,349	Fire Inspector	4	0	4	2	4	0
96,795	Fire Fighter Specialist	1		1		1	
26,212 - 32,984	Account Clerk (P.T.)		0		1		1
	<b>Total</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>3</b>	<b>6</b>	<b>1</b>
	<b>Total Fire Department</b>	<b>110</b>	<b>2</b>	<b>110</b>	<b>5</b>	<b>110</b>	<b>3</b>
	<b><u>PUBLIC WORKS DEPARTMENT</u></b>						
	<b><u>FLEET MAINTENANCE</u></b>						
65,956 - 96,601	Division Supervisor	1		1		1	
51,020 - 73,382	Mechanic	11		11		11	
47,916 - 66,834	Storekeeper	1		1		1	
7,500 - 32,000	Seasonal Laborer (P.T.)		2		2		2
15,000	Intern		0		0		1
	<b>Total</b>	<b>13</b>	<b>2</b>	<b>13</b>	<b>2</b>	<b>13</b>	<b>3</b>
	<b><u>REFUSE COLLECTION</u></b>						
29,707 - 37,382	Account Clerk (P.T.)		1		1		1
7,500 - 32,000	Seasonal Laborer (P.T.)		4		4		4
	<b>Total</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>
	<b><u>STREET SERVICES</u></b>						
65,956 - 96,601	Division Supervisor	1		1		1	
53,394 - 73,382	Equipment Operator A	1		1		1	
50,206 - 69,692	Equipment Operator B	7		7		7	
50,206 - 69,692	Traffic Sign Worker	2		2		2	
50,206 - 69,692	Street Services Inspector	1		1		1	
47,916 - 66,834	Equipment Operator C	5		5		5	
34,261 - 64,911	Laborer	4		4		4	
7,500 - 32,000	Seasonal Laborer (P.T.)		10		10		10
	<b>Total</b>	<b>21</b>	<b>10</b>	<b>21</b>	<b>10</b>	<b>21</b>	<b>10</b>
	<b>Total Public Works Department</b>	<b>34</b>	<b>17</b>	<b>34</b>	<b>17</b>	<b>34</b>	<b>18</b>

# PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2021/22		Budget 2022/23		Budget 2023/24	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
	<b><u>CITY DEVELOPMENT DEPARTMENT</u></b>						
	<b><u>BUILDING</u></b>						
86,923 - 119,745	Building Official	1		1		1	
81,470 - 105,051	Assistant Building Official	0		0		1	
84,244 - 99,081	Building Plan Review Coordinator	1		1		1	
72,695 - 89,820	Building Inspector	2		2		2	
NA	Building Inspector (P.T.)		1		1		0
72,695 - 89,820	Electrical Inspector	1		1		1	
72,695 - 89,820	Mechanical Inspector	1		1		1	
72,695 - 89,820	Plumbing Inspector	1		1		1	
	<b>Total</b>	<b>7</b>	<b>1</b>	<b>7</b>	<b>1</b>	<b>8</b>	<b>0</b>
	<b><u>ECONOMIC DEVELOPMENT</u></b>						
57,230 - 71,073	Building Services Specialist - Velocity	1		1		1	
	<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>
	<b><u>ENGINEERING</u></b>						
97,475 - 134,278	City Engineer	1		1		1	
83,559 - 108,473	Lead Civil Engineer	1		1		1	
73,298 - 95,152	Civil Engineer II	2		2		2	
59,955 - 77,824	Civil Engineer I	1		1		1	
70,230 - 85,775	Construction Coordinator	1		1		1	
50,958 - 81,159	Engineering Aide	3		3		3	
15,000	Intern (P.T.)		1		1		1
	<b>Total</b>	<b>9</b>	<b>1</b>	<b>9</b>	<b>1</b>	<b>9</b>	<b>1</b>
	<b><u>NEIGHBORHOOD SERVICES</u></b>						
98,565 - 137,811	City Development Director	1		1		1	
78,979 - 92,888	Code Enforcement Coordinator	1		1		1	
62,228 - 77,279	HUD Program Coordinator	1		1		1	
42,549 - 47,557	HUD Program Coordinator (P.T.)		0		1		0
60,396 - 76,492	Neighborhood Property Maintenance Code Officer	1		1		1	
47,385 - 61,580	Management Assistant	2		2		3	
45,786 - 59,429	Administrative Assistant	1		1		1	
41,474 - 53,862	Senior Clerk	1		1		0	
36,479 - 41,378	Code Enforcement Officer (P.T.)		12		12		13
26,561 - 35,059	Clerk Typist (P.T.)		3		3		2
NA	CDBG Intern (P.T.)		1		0		1
	<b>Total</b>	<b>8</b>	<b>16</b>	<b>8</b>	<b>16</b>	<b>8</b>	<b>16</b>
	<b><u>PLANNING</u></b>						
NA	City Planner/City Development Manager	1		1		0	
94,373 - 130,005	City Planner	0		0		1	
91,270 - 125,732	Asst. City Planner/City Development Manager	0		0		1	
62,228 - 77,279	Planner II	1		1		1	
49,413 - 62,591	Planner I	1		1		1	
15,000	Intern		0		0		2
	<b>Total</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>2</b>
	<b>Total City Development Department</b>	<b>28</b>	<b>18</b>	<b>28</b>	<b>18</b>	<b>30</b>	<b>19</b>
	<b><u>COMMUNITY RELATIONS DEPARTMENT</u></b>						
98,564 - 131,524	Community Relations Director	1		1		1	
63,965 - 80,412	Broadcast Services Coordinator	1		1		1	
63,965 - 80,412	Marketing and Communications Coordinator	0		1		1	
54,337 - 68,152	Broadcast Programming Specialist	1		1		1	
54,337 - 68,152	Digital Content Coordinator	1		1		1	
50,648 - 64,156	Community Relations Services Specialist	1		1		1	
49,349 - 61,665	Citizen Services Specialist	1		1		1	

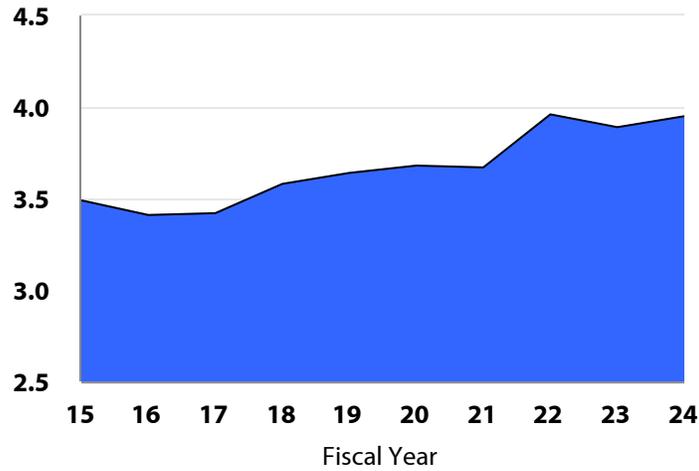
# PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2021/22		Budget 2022/23		Budget 2023/24	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
47,175 - 61,252	Printing Technician II	1		1		1	
33,285	Graphic Specialist (P.T.)		1		1		1
15,000	Intern (P.T.)		1		1		2
	<b>Total Community Relations Department</b>	<b>7</b>	<b>2</b>	<b>8</b>	<b>2</b>	<b>8</b>	<b>3</b>
	<b><u>41-A DISTRICT COURT</u></b>						
45,724	Judge	3		3		3	
126,021	Magistrate	1		1		1	
104,550	Court Administrator	1		1		1	
82,008	Chief Probation Officer	1		1		1	
76,150	Chief Deputy Clerk	1		1		1	
68,423	Court Recorder	3		3		3	
63,657	Court Officer	3		3		3	
52,720 - 55,649	Probation Officer	1		1		1	
27,195	Probation Officer (P.T.)		0		0		1
34,536 - 50,516	Deputy Clerk	19		19		19	
19,202 - 24,840	Deputy Clerk (P.T.)		6		6		6
	Security Guards (P.T.)		5		5		5
	<b>Total 41-A District Court</b>	<b>33</b>	<b>11</b>	<b>33</b>	<b>11</b>	<b>33</b>	<b>12</b>
	<b>Total General Fund</b>	<b>461</b>	<b>119</b>	<b>467</b>	<b>122</b>	<b>475</b>	<b>129</b>
	<b><u>PARKS &amp; RECREATION FUND</u></b>						
97,947 - 134,933	Parks & Recreation Director	1		1		1	
68,299 - 85,773	Recreation Superintendent	3		4		4	
59,238 - 74,289	Recreation Supervisor	3		2		3	
47,343 - 58,791	Recreation Specialist	1		2		2	
36,688 - 41,003	Recreation Specialist (P.T.)		2		1		1
45,786 - 59,429	Administrative Assistant	1		1		1	
41,474 - 53,862	Program & Services Assistant	2		2		2	
32,140 - 37,382	Program & Services Assistant (P.T.)		1		1		1
NA	Lead Facilities Maintenance Mechanic	1		0		0	
48,998 - 63,155	Parks Maintenance Mechanic	1		2		2	
41,474 - 53,862	Senior Clerk	1		1		1	
30,964 - 50,515	Clerk Typist	1		1		1	
15,000	Intern (P.T.)		0		0		1
	<b>Total Parks &amp; Recreation Fund</b>	<b>15</b>	<b>3</b>	<b>16</b>	<b>2</b>	<b>17</b>	<b>3</b>
	<b><u>WATER &amp; SEWER FUND</u></b>						
	<b><u>WATER &amp; SEWER ADMINISTRATION</u></b>						
102,726 - 143,270	Public Works Director	1		1		1	
74,698 - 109,467	Operations Manager	1		1		1	
69,166 - 101,323	General Supervisor	2		2		2	
65,956 - 96,601	Environmental & Safety Supervisor	1		1		1	
45,786 - 59,429	Administrative Assistant	1		1		1	
45,786 - 59,429	Senior Account Clerk	1		1		1	
30,964 - 50,515	Clerk Typist	1		1		1	
7,500 - 32,000	Seasonal Laborer (P.T.)		1		1		1
	<b>Total</b>	<b>8</b>	<b>1</b>	<b>8</b>	<b>1</b>	<b>8</b>	<b>1</b>
	<b><u>WATER DISTRIBUTION</u></b>						
65,956 - 96,601	Division Supervisor	1		1		1	
58,526 - 82,112	Maintenance Supervisor	1		1		1	
50,206 - 69,692	Water Inspector	2		2		2	
50,206 - 69,692	Water Service Worker	5		5		5	
47,916 - 66,834	Meter Repair/Installer	3		3		3	
34,261 - 64,911	Laborer	2		2		2	

# PERSONNEL DETAILED SUMMARY

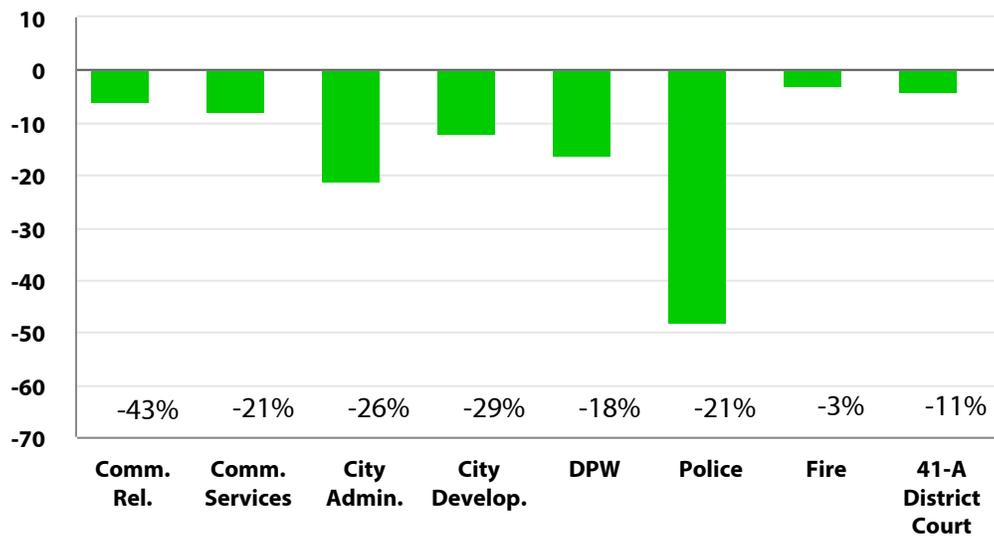
Current Pay Range	OFFICE	Budget 2021/22		Budget 2022/23		Budget 2023/24	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
26,561 - 30,935	Clerk Typist (P.T.)		1		1		1
7,500 - 32,000	Seasonal Laborer (P.T.)		5		4		4
	<b>Total</b>	<b>14</b>	<b>6</b>	<b>14</b>	<b>5</b>	<b>14</b>	<b>5</b>
	<b>SEWAGE COLLECTION</b>						
65,956 - 96,601	Division Supervisor	1		1		1	
51,020 - 70,488	Plant Operator/Mechanic	3		3		3	
50,206 - 69,692	Sewer Service Worker (Clean)	2		2		2	
50,206 - 69,692	Water/Sewage Inspector	3		3		3	
47,916 - 68,146	Sewer Service Worker (Maint.)	1		1		1	
34,261 - 64,911	Laborer	7		7		7	
7,500 - 32,000	Seasonal Laborer (P.T.)		5		4		4
	<b>Total</b>	<b>17</b>	<b>5</b>	<b>17</b>	<b>4</b>	<b>17</b>	<b>4</b>
	<b>Total Water &amp; Sewer Fund</b>	<b>39</b>	<b>12</b>	<b>39</b>	<b>10</b>	<b>39</b>	<b>10</b>
	<b>Total All Funds</b>	<b>515</b>	<b>134</b>	<b>522</b>	<b>134</b>	<b>531</b>	<b>142</b>

## Full-time Employees per 1,000 Population



This graph illustrates the number of City employees per 1,000 residents.

## Full-time Staffing Reductions By Department Since 2002



Despite recent headcount additions, the City's full-time staffing is still down by 118 positions or 18% since 2002.

# Legislative



*The Sterling Heights City Council (L-R)*  
Councilman Michael V. Radtke Jr., Councilwoman Maria G. Schmidt,  
Mayor Pro Tem Liz Sierawski, Mayor Michael C. Taylor,  
Councilwoman Barbara A. Ziarko, Councilwoman Deanna Koski,  
Councilman Henry Yanez.

**MISSION STATEMENT:** *To represent the residents of the City of Sterling Heights in a responsible and judicious manner, ensuring their health, safety, and well-being.*

**KEY GOALS**

- **To provide policy direction to City Administration in the implementation and evaluation of various City programs.**
- **To ensure the City's long-term financial stability by seeking alternative revenue sources.**
- **To preserve and improve the City's infrastructure and economic base.**
- **To enhance communications between the residents and City government through cable programming, focus groups, surveys, and other written material.**
- **To promote a legislative agenda dedicated to neighborhood safety, economic development, environmental issues, and traffic enforcement.**

The Sterling Heights City Council assumes many duties and responsibilities. Unlike the Mayor/Council form of government, separation of powers between the elected Mayor and Council does not exist in Sterling Heights. The legislative powers of the Council are shared equally among all members. The Mayor and Council members are collectively responsible for establishing policy and adopting a budget, as well as hiring, directing, and evaluating the City Manager, the chief administrator responsible for the City's administrative operations. The City Council also appoints, directs and evaluates the City Attorney.

One of the main duties of the City Council is to establish policies. Priorities include the adoption of goals and objectives, the establishment of priorities

for public services, and the approval of programs throughout the City. This also includes the approval and amendment of the operating and capital budgets, approval of expenditures and payments, and grant applications. The City Council also ratifies contracts, adopts zoning ordinances and changes, and resolves appeals.

The City Council acts indirectly in a supervisory role as part of its duties and responsibilities. Direction is given to City Administration through the City Council regarding the implementation and evaluation of various programs. Residents' concerns are forwarded to City Administration by the City Council.

The Sterling Heights City Council represents the City in various local, regional, state, and national boards, commissions and committees, provides public leadership, and communicates with constituents about various issues. Public leadership is provided by the City Council through verbal and written communications with constituents. The wishes of the constituents are brought forth and addressed at the City Council meetings. Ultimately, the City Council is responsible for the arbitration of conflicting interests that arise during the course of City Business.

City Council studies the issues, reviews alternatives, and determines the best course of public policy. ■



**Did you know...that for the 2022/23 Fiscal year, City Council adopted a budget totaling over \$250 million?**

# City Council

	<b>Performance Indicators</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 Actual</b>	<b>2022/23 Budget</b>	<b>2022/23 Estimate</b>	<b>2023/24 Budget</b>
<b>Output</b>	Regular City Council Meetings	24	24	24	24	24	24
	Special City Council Meetings	2	3	6	4	5	5
	Public Hearings Held	6	10	10	6	10	10
	Ordinances and Amendments Adopted	11	11	8	10	12	12
	Agenda Items Reviewed and Acted Upon	364	367	397	350	363	360
	City Council Members Attending Training Sessions	6	7	16	15	15	15
	"Nice Neighbor" Awards Presented	4	6	1	8	5	6
<b>Effectiveness</b>	City Council Member Attendance at Council Mtgs.	96%	98%	98%	100%	100%	100%
	% Legislative Items Acted on within 1 Month	100%	100%	100%	100%	100%	100%
	% Diff. from Proposed to Adopted Budget (G.F.)	0.00%	0.02%	-1.10	0.00%	0.00%	0.00%
	Activity Expenditures as % of General Fund	0.16 %	0.16 %	0.22 %	0.25 %	0.25 %	0.26 %

# City Council

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

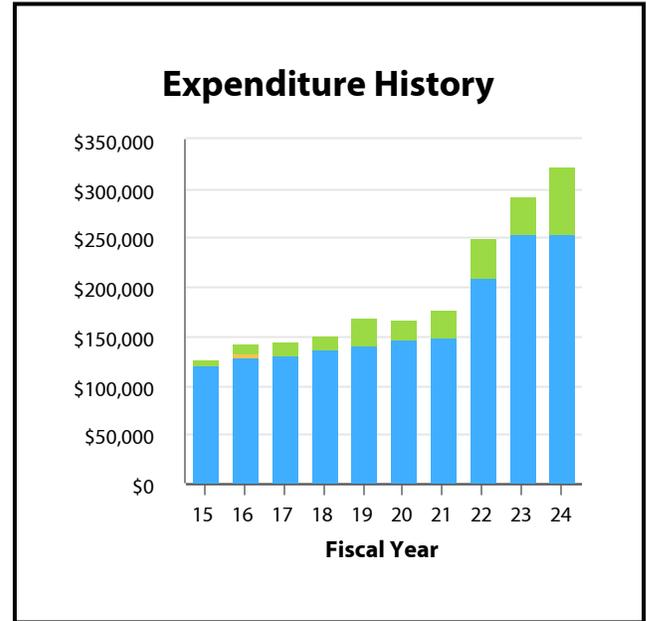
*The total budget increased by 9.9%.*

**Personnel Services** - There is no significant increase to Personnel Services.

**Supplies** - Total Supplies decreased \$170 or 16.7% to bring budget in line with historical spending levels.

**Other Charges** - Total Other Charges increased \$29,220 or 75.4%. Local meetings increased \$2,000 in response to increased expenditures for local City meetings and events.

**Capital** - There is no Capital proposed for this activity.



### CITY COUNCIL ADJUSTMENTS TO PROPOSED BUDGET

**Other Charges** - Education & Training was increased by \$23,950 for City Council to attend the National League of Cities' annual conference.

### FUNDING LEVEL SUMMARY

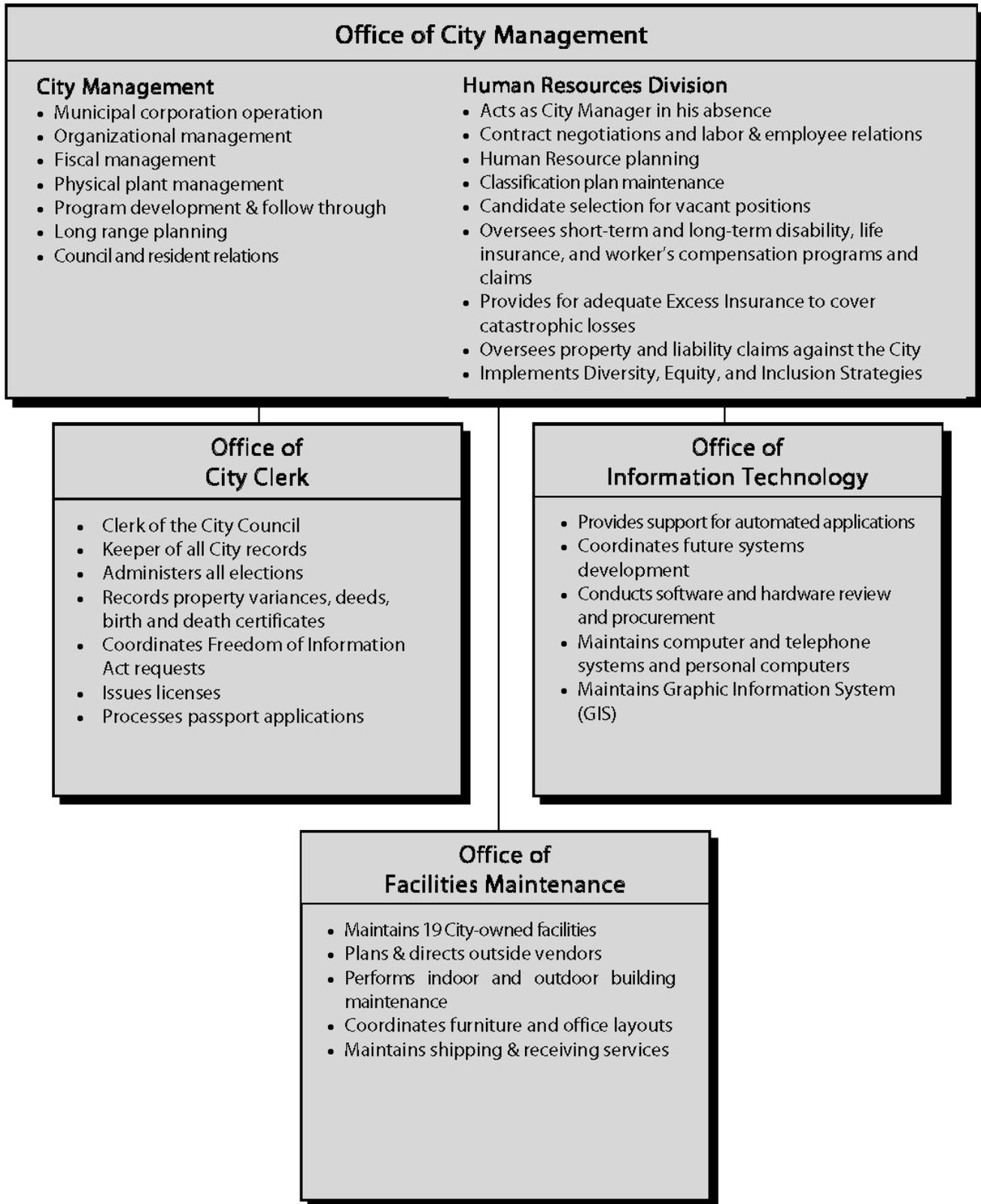
	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$210,010	\$254,330	\$254,340	\$254,400	\$254,400
<b>Supplies</b>	790	1,020	3,660	850	850
<b>Other Charges</b>	40,320	38,730	37,850	44,000	67,950
<b>Total</b>	\$251,120	\$294,080	\$295,850	\$299,250	\$323,200

# City Administration Department



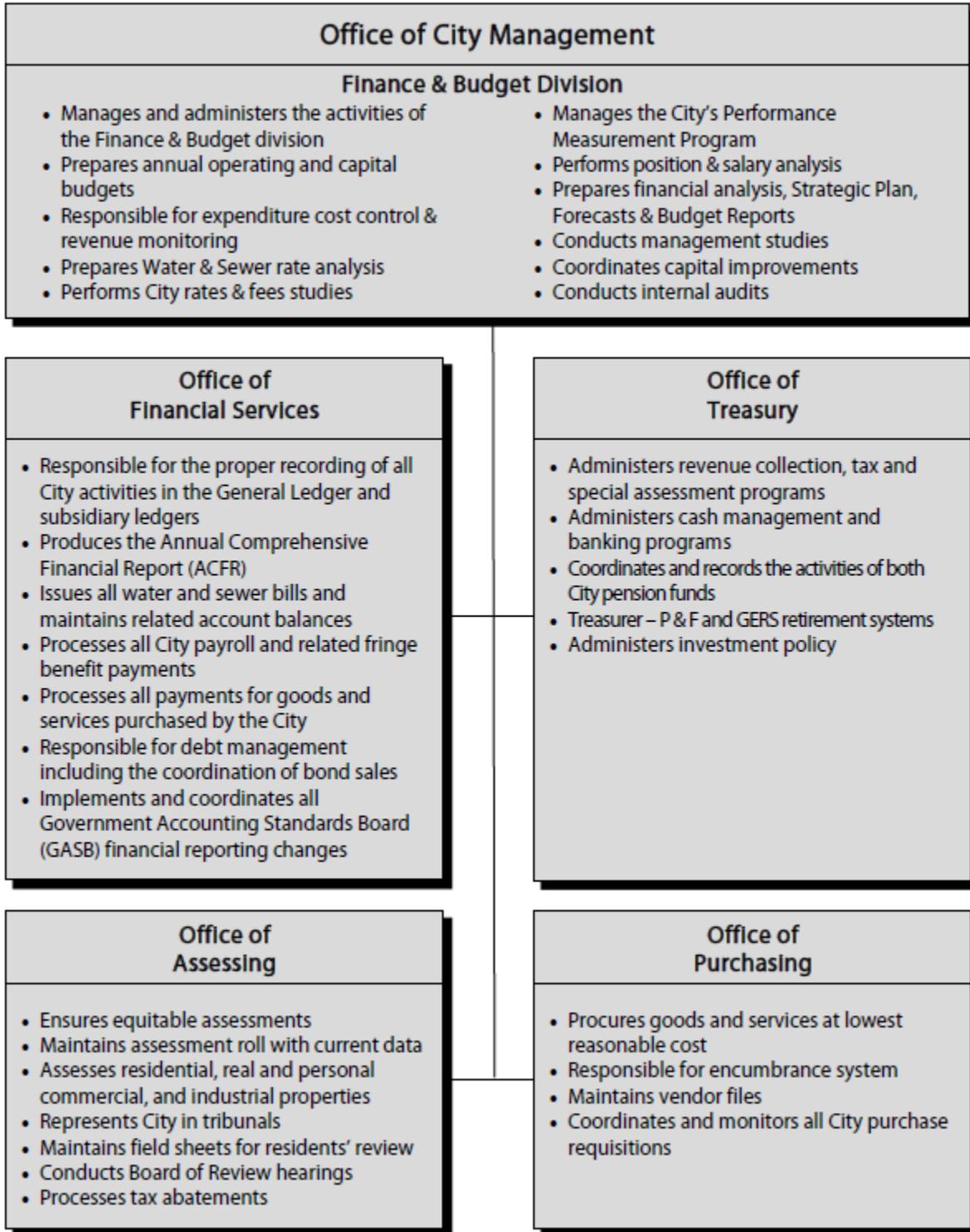
# FUNCTIONAL ORGANIZATION CHART

## City Administration Department



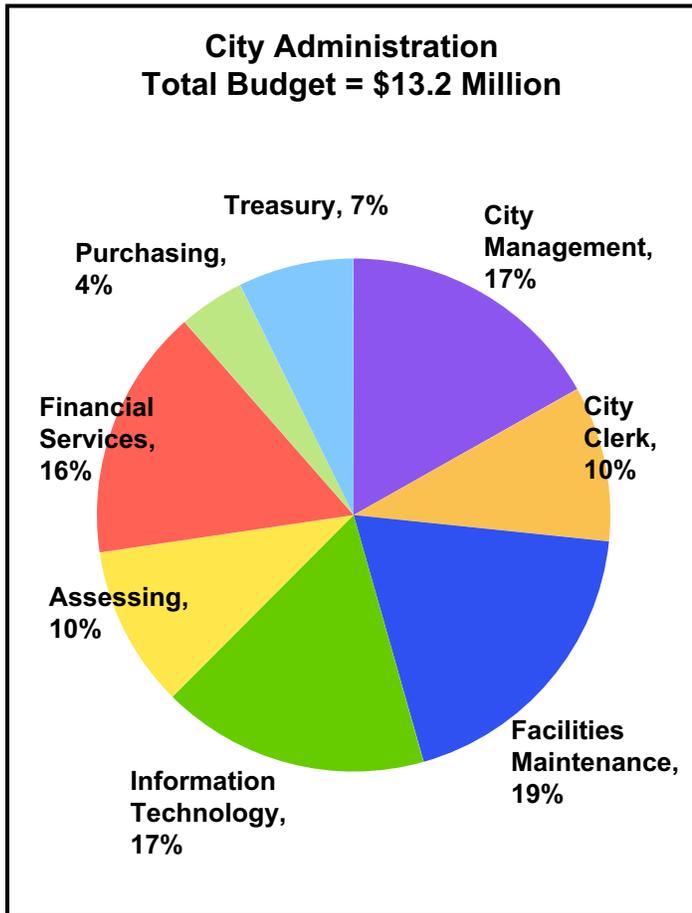
# FUNCTIONAL ORGANIZATION CHART

## City Administration Department (continued)



# DEPARTMENT AT A GLANCE

## City Administration Department



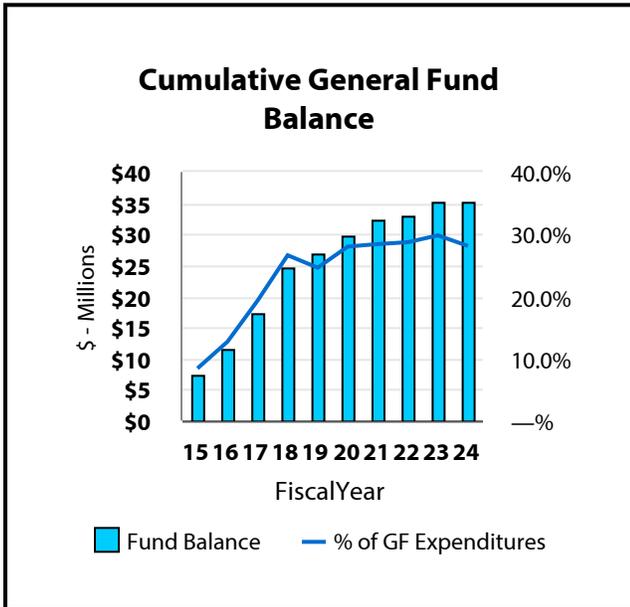
	2023/24	
	Full Time	Part Time
City Management	11	3
City Clerk	7	1
Facilities Maintenance	5	4
Information Technology	7	2
Assessing	8	3
Financial Services	13	2
Purchasing	4	0
Treasury	6	1
<b>Total Department</b>	<b>61</b>	<b>16</b>

FUNDING LEVEL SUMMARY					
	2020/21	2021/22	2022/23	2023/24	% Change
	Actual	Actual	Budget	Budget	From 22/23
City Management	\$1,647,570	\$1,759,640	\$2,171,960	\$2,230,820	2.7%
City Clerk	1,076,540	1,116,030	1,468,030	1,301,270	-11.4%
Facilities Maintenance	2,166,180	2,156,790	2,316,160	2,513,190	8.5%
Information Technology	1,477,760	1,489,770	1,966,820	2,236,640	13.7%
Assessing	1,131,540	1,063,590	1,247,100	1,349,410	8.2%
Financial Services	959,480	1,515,800	1,905,170	2,025,000	6.3%
Purchasing	380,940	476,210	430,380	548,650	27.5%
Treasury	1,274,310	812,080	938,550	967,730	3.1%
<b>Total Department</b>	<b>\$10,114,320</b>	<b>\$10,389,910</b>	<b>\$12,444,170</b>	<b>\$13,172,710</b>	<b>5.9%</b>
Personnel Services	\$7,479,780	\$7,509,210	\$8,563,320	\$9,141,100	6.7%
Supplies	253,130	250,380	455,450	482,690	6.0%
Other Charges	2,381,410	2,630,320	3,425,400	3,548,920	3.6%
<b>Total Department</b>	<b>\$10,114,320</b>	<b>\$10,389,910</b>	<b>\$12,444,170</b>	<b>\$13,172,710</b>	<b>5.9%</b>

Excludes Legal Activity and Boards and Commissions.

# KEY DEPARTMENTAL TRENDS

## City Administration Department



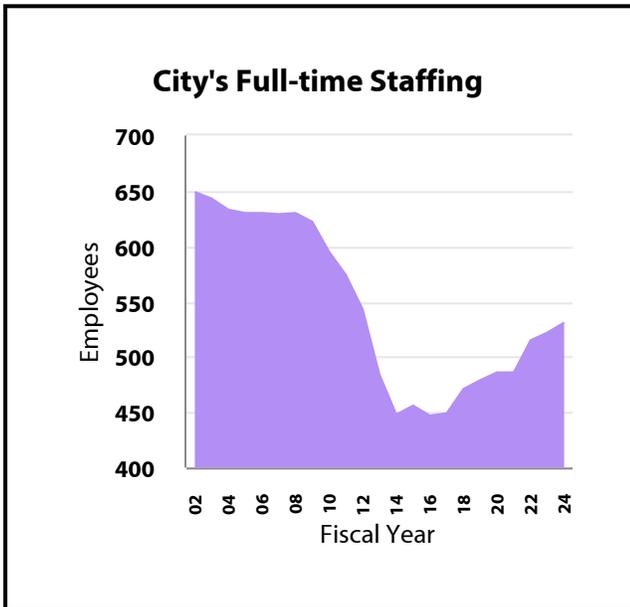
General Fund Balance has increased for the last ten years to its projected level of \$35.3 million, which is 28.1% of General Fund expenditures. A healthy fund balance is critical to the City's ability to weather future economic downturns.

**Macomb City Tax Rates (2022)**

1. Center Line	30.16
2. Roseville	27.69
3. Warren	27.09
4. Eastpointe	26.08
5. St. Clair Shores	23.41
6. Fraser	23.02
7. Mount Clemens	21.31
8. Utica	19.25
9. Memphis	18.26
<b>10. STERLING HEIGHTS</b>	<b>16.38</b>
11. Richmond	15.66
12. New Baltimore	13.36

Macomb Average: 21.81 mills

The City's property tax rate is lower than 51% of Michigan cities. It is also one of the lowest of any city in Macomb County. The tax rate in Sterling Heights is 5.4 mills below the average of all cities in Macomb County. The tax rate in Warren, for example, is over 10.71 mills or 65% higher than in Sterling Heights.



The proposed budget includes 9 new positions, to increase full-time positions to a total of 531. Although we have been able to add key positions in order to continue to provide exceptional service to residents, there are still 118 less full-time employees than the peak level seen in 2002. And as the next graph shows, the City still has the lowest full-time employee staffing ratio per 1,000 residents of our comparable communities.

**Full-Time Employees Per 1,000 Residents**

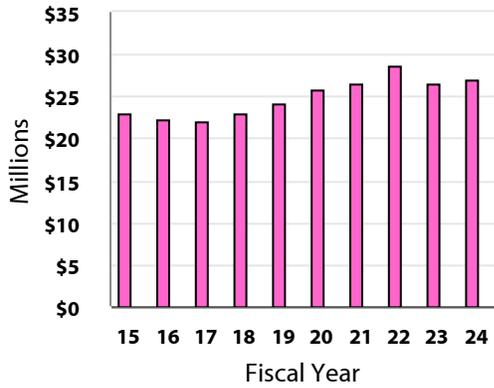
1. Lansing	8.0
2. Grand Rapids	7.9
3. Southfield	7.8
4. Dearborn	7.0
5. Livonia	6.4
6. Ann Arbor	6.3
7. Warren	5.2
8. Farmington Hills	4.4
9. Troy	4.2
<b>10. Sterling Heights</b>	<b>4.0</b>

Based on proposed staffing data and the 2020 census, Sterling Heights has 4.0 full-time employees per 1,000 residents – the lowest of our benchmark communities. Despite having the fourth largest population, Sterling Heights has the fewest employees.

# KEY DEPARTMENTAL TRENDS

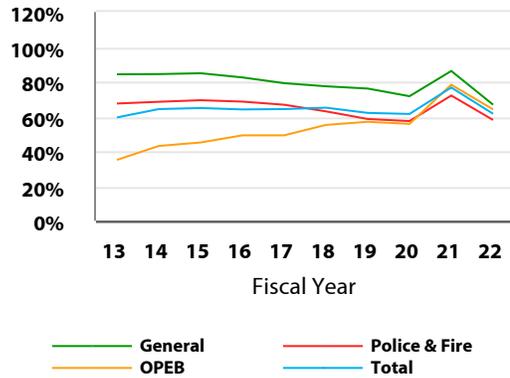
## City Administration Department (continued)

### Contributions to Fund Retirement Liabilities



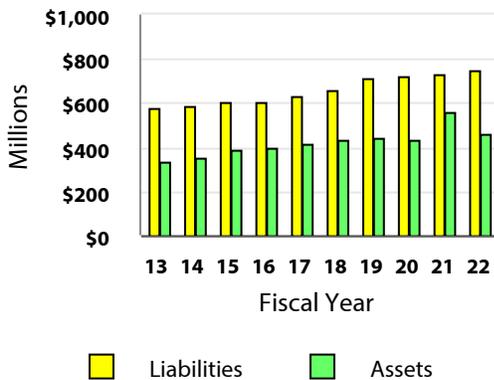
The City annually contributes 100% of the actuarially required funding for all long-term retiree liabilities including police & fire pensions, general employee pensions, and retiree medical.

### City Retirement Plans Percent Funded



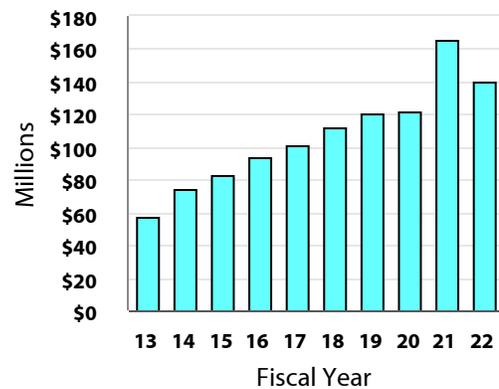
All three plans saw a decrease in funding levels as of the 6/30/2022 valuation primarily due to investment losses. The General Employees pension system and retiree medical plans are closed to new members. In addition, all employee pensions and medical benefits have been reduced with new labor contracts.

### Long-Term Retirement Assets vs. Liabilities



\$460 million has been set aside to fund future long-term retirement liabilities. The City has worked hard to reduce the growth of the liabilities by changing future retiree benefits and eliminating benefits for new hires.

### Retiree Medical Fund Net Assets



The City has dramatically increased the assets being set aside to pay for future retiree medical benefit costs. We now have 2.5 times the assets we had only ten years ago, and we continue to fully fund these liabilities each year, unlike many communities. In addition, the City has reduced the cost of the benefits for all employees, and benefits have been completely eliminated for new hires.

**MISSION STATEMENT:** *To effectively and efficiently manage the delivery of City services in accordance with the guidelines and policies established by the Mayor and City Council.*

**KEY GOALS**

- ***To identify key priorities and establish management procedures that develop and effectively utilize City resources.***
- ***To create a results-oriented budget for City operations and capital improvements that encourages accountability, flexibility, and creativity in response to community needs.***
- ***To provide leadership, coordination and administrative support to City departments.***
- ***To hire the most qualified employees using selection methods based on merit and equal opportunity.***
- ***To work in partnership with the City Council to achieve the City's mission and goals.***
- ***To provide risk management activities, which will safeguard all City assets in the most cost effective manner.***

As the City's Chief Administrative Officer, the City Manager is ultimately responsible for all operations of the municipal corporation.

The Manager's work can be summarized into five distinct categories including organizational, fiscal, physical plant management, program development and follow-through, and long-range planning. Each requires daily planning and organizing of ongoing programs and services.

The City Manager is responsible for creating new and innovative City programs and services. Public policy issues are researched and analyzed in anticipation of future needs and problems.

Maintaining good relations with the Mayor and City Council is an important aspect of this office. This involves maintaining effective communications, and being available to the City Council. This office must

present an image that conveys vitality, professionalism, and quality service to private agencies, organizations, groups, and residents.

The Finance & Budget Director oversees the Assessing, Financial Services, Purchasing and Treasury offices. The City's budget is prepared in accordance with the State Budgeting Act. This office monitors the City's financial and service performance through budget amendments, forecasts, quarterly budget reports, and the management of the City's performance measurement program. The Capital Improvement Plan, Citizen's Guide to Finances, water and sewer rate studies, benchmarking and performance reports, financial & demographic trend reviews, department audits, and revenue studies are also prepared.

The Human Resources function administers programs including employee education and development, labor and employee relations, human resource planning, and equal opportunity reporting. This office also administers all short-term disability, long-term disability, worker's compensation, and Family & Medical Leave Act requests. Labor negotiations and grievance processing are conducted with 12 different bargaining units representing over 99% of the City's workforce. Loss control and risk management functions are also performed by this office.■



***Did you know...that the City has formed a Diversity, Equity, and Inclusion (DEI) Employee Council to assist in the development of the city-wide DEI strategy?***

# City Management

## 2023/24 INTENTION STATEMENTS

(City Management)

1. Continue providing oversight of the Lakeside Town Center redevelopment plan.
2. Assist the Fire Department leadership team in developing and implementing an equipment allocation plan necessary to extend the useful life of a Fire Engine and the Ladder Truck thereby minimizing daily use for EMS runs.
3. Provide oversight of the City's marketing and branding initiative.
4. Continue collaboration with Directors to implement the City's ambitious American Rescue Plan Act (ARPA).
5. Provide oversight of the Visioning 2040 process.
6. Assist in developing the City's Master Land Use Plan and related Zoning Plan updates.
7. Assist in developing the first-ever City-wide Traffic Calming Study.
8. Study and recommend additional economic development initiatives to build on the City's solid commercial and manufacturing tax base.

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Admin. Policy & Procedure Orders Reviewed/Updated	12	5	8	6	4	6
	False Alarm Appeals Received	11	6	6	8	10	8
	False Alarm Appeals Completed	14	13	10	8	10	8
	Special Projects Initiated	18	15	9	10	8	8
	Policy Resolutions Presented to Council	2	6	6	4	4	4
	Legislative Issues Monitored	40	27	35	20	30	25
	Interoffice Meetings Facilitated	363	512	333	350	300	300
	Development Project Meetings	52	83	64	60	62	60
	Resident/Business Meetings Facilitated	25	60	56	55	56	55
	Intergovernmental Membership Meetings	93	107	92	95	74	80
	New Programs & Policies Developed	4	0	2	3	4	4
	Residential/Business Inquiry Responses Sent	53	46	71	70	85	80
	Presentations Created	22	28	24	30	24	25
	Weekly City Connect Newsletters Distributed	52	51	53	52	52	52
	Conferences Attended/Business Travel	2	0	2	5	4	5
<b>Efficiency</b>	Activity Expenditures as % of General Fund	1.36 %	1.45 %	1.54 %	1.83 %	1.70 %	1.78 %

# City Management

## 2023/24 PERFORMANCE OBJECTIVES

### (Finance & Budget)

1. To continue to oversee the utilization of the funds received through the American Rescue Plan Act to ensure the best use of funds within the rules set forth by the U.S. Department of Treasury. (City Goal 3, 4, 6, 16)
2. To continue to analyze the financial impact of the Lakeside development, and advocate for the interest of the City and its residents. (City Goal 4, 12, 13, 15, 20)
3. To investigate software solutions for streamlining the travel approval and reimbursement process. (City Goal 3, 6, 8)
4. To collaborate with Utility Services and the Water & Sewer Department to analyze the impact of a Dynamic pricing model for water & sewer rates with a goal of implementation for the 2024/25 fiscal year. (City Goal 1, 3, 16)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	City Budgeted Funds Monitored (Millions)	\$274.9	\$257.3	\$233.4	\$273.0	\$274.9	\$238.4
	Budget Amendments Prepared	2	2	2	2	2	2
	Internal Budget Transfers Completed	11	33	35	30	50	50
	City Council Agenda Statements Reviewed	364	367	356	350	350	350
	Bond Issuances	1	2	2	1	1	0
	Travel Requests Reviewed for Policy Compliance	120	79	120	150	150	150
<b>Efficiency &amp; Effectiveness</b>	City Bond Rating (Moody's, Fitch, S & P)	Aa2,AA,AA	Aa2,AA,AA	Aa2,AA,AA	Aa2,AA,AA	Aa2,AA,AA	Aa2,AA,AA
	City's Fiscal Indicator Score	0	0	0	0	0	0
	General Fund Expenditures Per Capita	\$808	\$859	\$852	\$884	\$879	\$933
	Government Debt Per Capita	\$1,325	\$1,620	\$1,757	\$1,649	\$1,662	\$1,567
	OPEB Ann'l Recomm. Contrib. Funded (Millions)	\$10.60	\$10.50	\$8.20	\$9.00	\$8.10	\$7.40
	OPEB Trust Funding Status	55.7%	55.7%	78.2%	80.0%	80.0%	85.0%
	Accuracy Forecasting Expenditures - General Fund	98.7%	98.6%	98.1%	100.0%	99.0%	100.0%
	Accuracy Forecasting Revenues - General Fund	100.3%	100.1%	98.3%	100.0%	99.0%	100.0%
	Years Rec'd. G.F.O.A. Distinguished Budget Award	33	34	35	36	36	37

# City Management

## 2023/24 PERFORMANCE OBJECTIVES

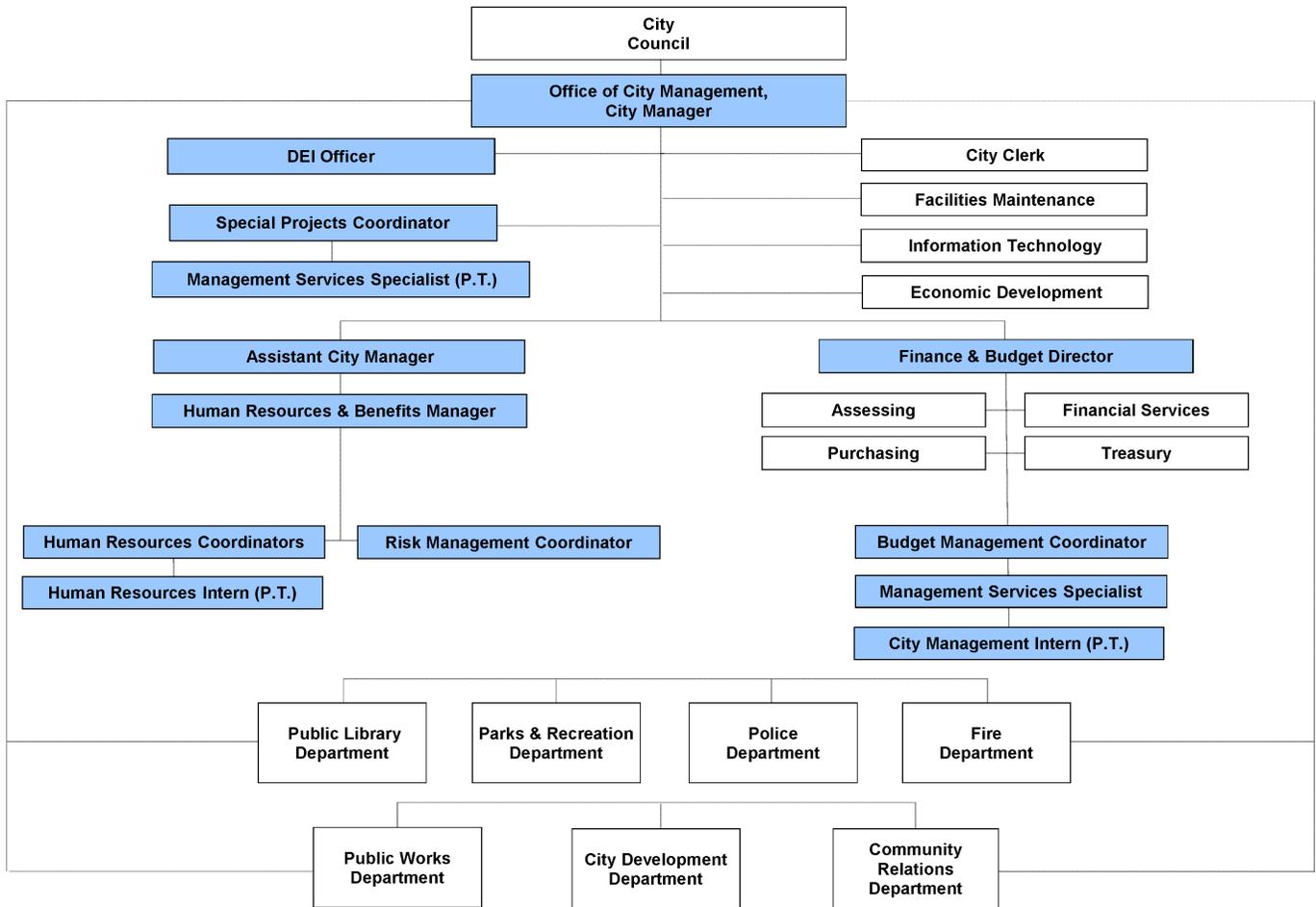
(Human Resources)

- To negotiate three new collective bargaining agreements. (City Goal 1, 2, 6)
- To continue the implementation of a Diversity, Equity, and Inclusion (DEI) Strategy, bringing a focus and awareness within the organization on DEI through recruitment initiatives, and amongst our internal processes, procedures, and practices. (City Goal 2, 4, 6)
- To enhance the Risk Management function by providing accurate information and quality services, both internally and to the public. (City Goal 1,2,6)
- To develop a robust internship program that offers meaningful, practical work experience to college students with the goal of fostering career interest in governmental public service. (City Goal 2, 5, 6)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Promotional Job Postings	30	46	52	38	45	45
	Open Competitive Job Postings	40	58	57	37	47	42
	Applications Reviewed & Processed	1,248	1,680	1,151	1,500	1,326	1,413
	Employees Hired (Full-time/Part-time)	19/63	39/246	51/137	32/112	41/125	37/119
	Police/Fire Promotional Tests	1	1	2	3	1	1
	Labor Contracts Settled	1	3	6	2	2	3
	Worker's Compensation Incident Reports	12	36	74	20	47	34
	New Short-Term Disability Claims Opened	24	27	27	22	25	24
	Life Insurance Claims	1	3	0	2	0	1
	New Worker's Compensation Claims	59	75	37	45	41	43
	Liability/Property Claims	105	106	192	93	143	118
	Liability/Property Incident Reports	39	49	97	102	97	100
	# of Labor Grievances	8	3	2	8	3	3
	# of Worker's Comp Claims	59	75	37	53	45	49
	Job Related Automobile Accidents	35	43	55	39	47	43
	New Lawsuits/Lawsuits Closed	5/7	6/4	7/6	4/4	6/5	5/5
Retirees/Beneficiaries Receiving Medical Benefits	636	642	637	638	638	637	
<b>Efficiency &amp; Effectiveness</b>	Avg. # Work Days to Complete External Recruitment	60	60	60	60	66	63
	Avg. # Work Days to Complete Internal Recruitment	30	30	30	31	30	31
	% of Grievances Resolved Before Arbitration	100%	100%	100%	100%	100%	100%
	Total FTE's Per 1,000 Residents	3.7	3.7	3.8	3.8	3.9	
	Full-time Employee Turnover Rate (Excl. Retirements)	1.0%	1.5%	5.0%	1.0%	9.3%	8.9%
	Workforce Diversity	2.0%	2.0%	3.3%	3.0%	3.5%	4.0%
	# of Employees Not Completing Probation	2	2	1	4	6	5
	Cost to Recruit & Hire a Full-time General Employee	\$1,002	\$1,160	\$1,079	*	*	*
	Worker's Comp Claims Paying Compensation	23	36	5	20	13	17
	W/C Lost Work Days Due to Injury	505	450	462	385	424	405

\*Cost is calculated for "Actual" columns only.

# City Management



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
City Manager	1	1	1
Assistant City Manager	1	1	1
Finance & Budget Director	1	1	1
DEI Officer	0	0	1
Human Resources & Benefits Manager	1	1	1
Budget Management Coordinator	1	1	1
Human Resources Coordinator	2	2	2
Risk Management Coordinator	1	1	1
Special Projects Coordinator	1	1	1
Management Services Specialist	1	1	1
Management Services Specialist (P.T.)	1	1	1
Intern (P.T.)	1	2	2
<b>Total</b>	<b>12</b>	<b>13</b>	<b>14</b>

# City Management

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

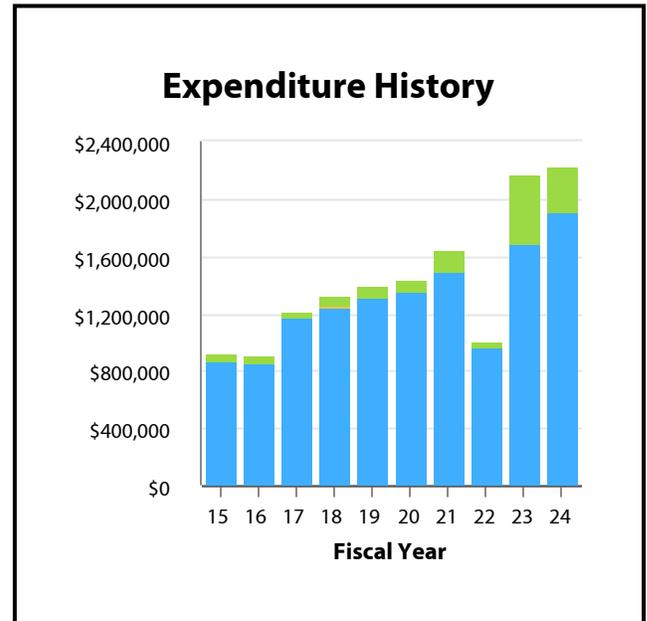
*The total budget increased by 2.7%.*

**Personnel Services** - Total Increase \$219,100 or 13.0%

- \$138,620 due to the addition of a new position focusing on Diversity, Equity, and Inclusion
- \$29,720 due to an increase in the 401(a) employer match
- \$53,980 due to contractual wage adjustments

**Supplies** - Total Supplies decreased \$60 or 0.9%. Decrease in Publications of \$140 allowed higher allocation to Postage budgeting. Mailing efforts in the current year will be focused on outreach to retirees.

**Other Charges** - Total Other Charges decreased \$160,180 or 33.7%. The cost for the City-wide Diversity, Equity, and Inclusion training decreased as the initiative has entered the final phase of training. The prior year's training budget also included the carry forward of unused funding for executive training and Sterling University. The proposed budget also includes funding to implement a City-wide internship program. Twenty internship positions are funded throughout multiple City departments.



■ Personnel Services    ■ Supplies  
■ Other Charges

**Capital** - There is no Capital proposed for this office.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$1,572,170	\$1,689,900	\$1,602,300	\$1,909,000	\$1,909,000
<b>Supplies</b>	4,760	6,880	6,770	6,820	6,820
<b>Other Charges</b>	182,710	475,180	400,100	315,000	315,000
<b>Total</b>	\$1,759,640	\$2,171,960	\$2,009,170	\$2,230,820	\$2,230,820

**MISSION STATEMENT:** *The office of the City Clerk serves the community with exceptional customer service. We efficiently manage the election process and safeguard the vital, historical, and permanent records of the City, providing transparency while strengthening the public's trust in government operations.*

## KEY GOALS

- **To provide accurate and efficient record keeping by incorporating the use of modern technology to streamline programs whenever possible.**
- **To assist City Council by expediting information to them that will aid in establishing policy and by communicating Council's actions regarding items on the agenda.**
- **To facilitate efficient management of the election process by keeping abreast of proposed and current legislation and any new technological developments relating to the election field.**
- **To oversee and monitor the license application process to ensure that appropriate inspections and/or investigations are completed thus protecting public safety.**

The City Clerk's Office is responsible for many diverse functions of the City, acting as both an internal and external office.

The City Clerk attends and records all City Council meetings. A summary report of Council's actions is prepared and distributed. The City Clerk also prepares the tentative and final agendas with the assistance of the City Manager. All public hearing notices are posted and submitted for publishing by the City Clerk's Office.

As Keeper of the Records, the Clerk maintains and/or records the following City documents: Boards and Commissions meeting minutes, bids, summonses, lawsuits and legal documents, property variances and deeds, and birth and death certificates. The City Clerk also processes passport applications and requests filed under the Freedom of Information Act.

The City Clerk receives and processes all applications for Boards and Commissions. The business registry is annually updated to ensure that information utilized by various City offices is accurate. Specialty business license applications are also filed with the City Clerk. The dog license program ensures that dogs receive their mandatory vaccinations in order to protect the health and welfare of City residents.

The Elections staff registers potential new voters, processes absentee ballot applications, hires and supervises precinct workers, tabulates election results, verifies nominating petitions, and conducts tests on the election program to detect errors prior to an election.

In addition to these services, the City Clerk also serves as administrative liaison to the Act 78 Civil Service Commission, Local Officials Compensation Commission, and the Election Commission. ■



***Did you know...that you can easily view Council Meeting documents on our new platform? <https://publicdocs.sterling-heights.net/OnBaseAgendaOnline>***

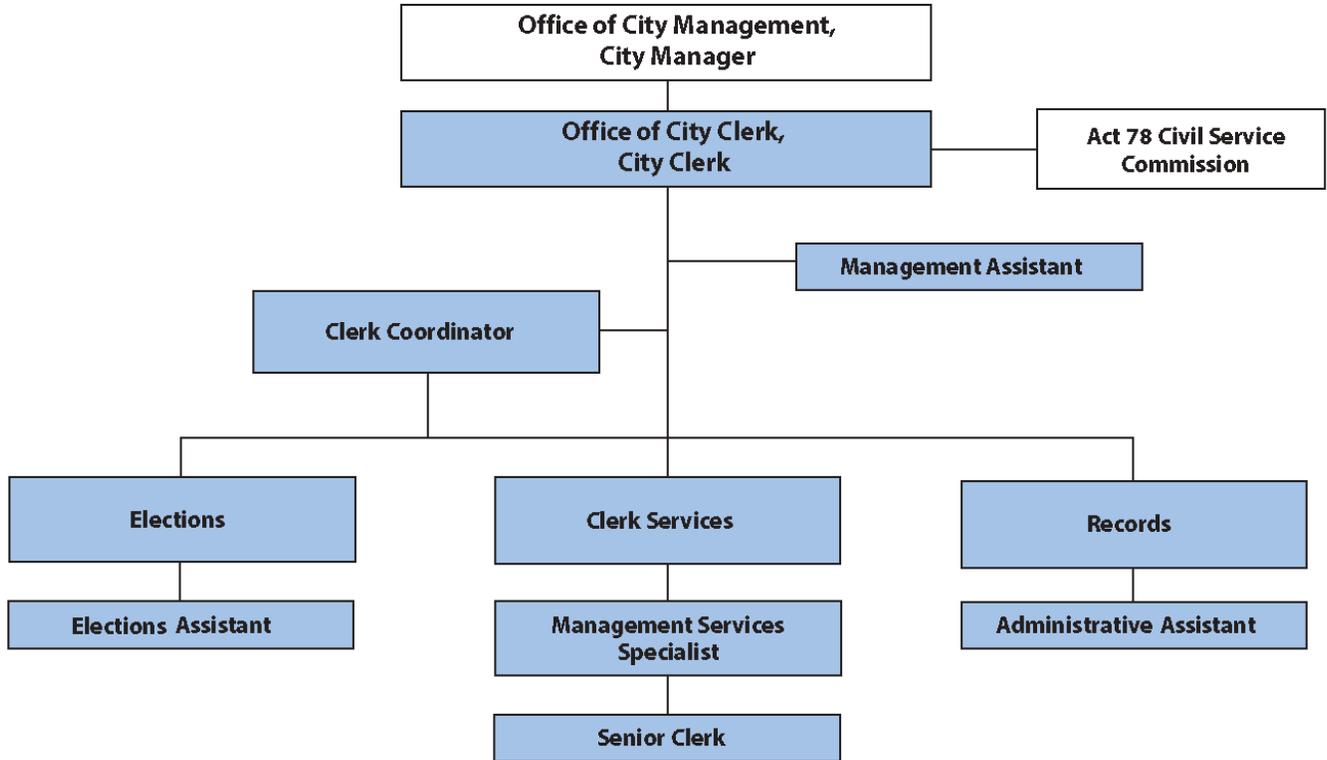
# City Clerk

## 2023/24 PERFORMANCE OBJECTIVES

- To continue implementing records retention policies and promote electronic record storage to improve retrieval times and reduce the inventory of paper documents. (City Goal 1, 2, 3, 6, 23)
- To continue to streamline internal procedures promoting efficiency and reducing costs. (City Goal 1, 2, 3, 5, 6)
- To collaborate with the Warren Consolidated Schools District and Utica Community Schools District to enhance Passport accessibility for students and their families. (City Goal 1, 3, 4, 6, 25)
- To develop a robust Election Intern program, encouraging 16 and 17-year-olds to take part in the democratic process of voting. (City Goal 1, 6, 25, 26)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Council Agenda Items Processed	418	375	409	400	400	400
	Council Actions Correspondence E-mailed & Mailed	566	449	583	400	500	500
	Number of Registered Voters (November)	90,254	98,915	99,390	100,000	103,000	103,000
	Voter Reg. Processed - New & Status Changes	27,434	38,204	22,377	30,000	30,000	30,000
	Absent Voter Applications Mailed	41,351	49,504	44,558	36,000	45,000	36,000
	Absent Voter Ballots Mailed	41,880	61,235	31,754	60,000	60,000	30,000
	Elections Conducted	2	2	3	2	3	1
	# of Voters Voting at Polls (November)	8,798	29,532	7,134	25,000	31,576	0
	# of Voters Voting Absentee (November)	9,105	40,672	12,517	40,000	21,372	0
	Business Licenses - New	83	703	1,088	200	200	200
	Business Licenses - Renewals	826	1,319	499	2,000	1,500	2,000
	Class C Liquor Licenses Approved (New/Transferred)	3	3	0	3	4	3
	Licenses Issued (Specialty Licenses)	30	96	46	80	80	50
	Dog Licenses Issued	2,630	5,008	4,051	5,000	5,000	5,000
	# of Passport Applications Accepted	N/A	N/A	700	650	1,000	1,200
	Freedom of Information Requests Processed	280	317	334	330	350	350
	Documents Recorded	84	152	95	120	120	120
	Birth & Death Certificates Processed	864	822	833	800	800	800
	Pieces of Outgoing Mail Processed	122,057	124,940	119,076	120,000	125,000	125,000
	Board/Commission Applications on File	207	215	218	250	220	220
<b>Efficiency</b>	% of Registered Voters Voting (November)	19.84 %	70.97 %	19.77 %	65.00 %	51.72%	—%
	% of License Applications Reviewed within 48 Hours	100%	100 %	100 %	100 %	100%	100%
	% of FOIA Requests Resp. to within Legal Limits	100%	100 %	100 %	100 %	100%	100%
	Activity Expenditures as % of General Fund	0.91 %	0.95 %	0.97 %	1.24 %	1.25 %	1.04 %

# City Clerk



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
City Clerk	1	1	1
Clerk Coordinator	1	1	1
Management Services Specialist	0	1	1
Management Assistant	1	1	1
Elections Assistant	1	1	1
Administrative Assistant	0	1	1
Senior Clerk	0	1	1
Clerk Typist	1	0	0
Clerk Typist (P.T.)	1	0	0
Intern	0	0	1
<b>Total</b>	<b>6</b>	<b>7</b>	<b>8</b>

# City Clerk

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

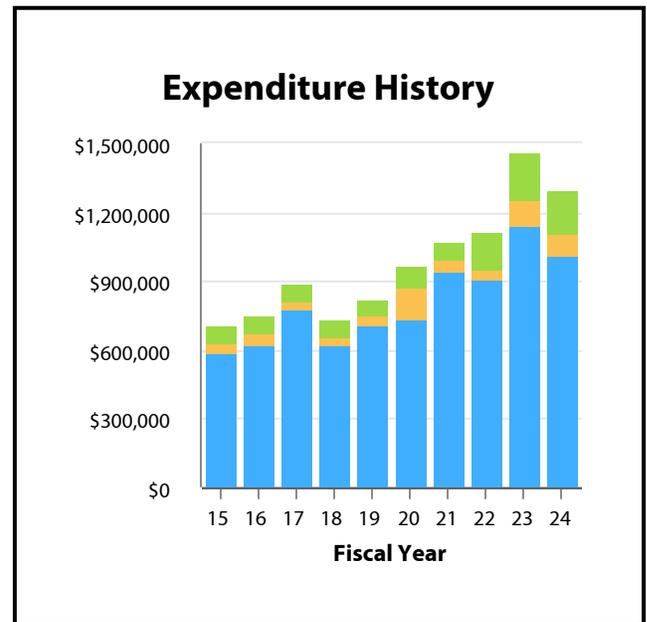
*The total budget decreased by 11.4%.*

**Personnel Services** - Total Decrease of \$131,250, or 11.4%, primarily due to less need for part-time election workers as only one election is expected in the next fiscal year.

**Supplies** - Total Supplies decreased \$16,020, or 14.4%, primarily due to less required postage as only one election is expected in the upcoming year. Less supplies are also needed, however this is partially offset by the purchase of additional ballot boxes and other election supplies funded through the MEDC Enhancement Grant.

**Other Charges** - Total Other Charges decreased \$19,490 or 9.3%. Some of this reduction comes from a decrease of \$7,390 in printing costs. This is due to the decrease in informational and promotional items being mailed in relation to elections. For contracted services there is a \$5,000 savings due to a decrease in animal licensing.

**Capital** - Total Capital of \$18,550 is proposed for the purchase of a new mail processing machine. The current model was purchased in 2014 and is due for replacement before the next presidential election.



■ Personnel Services    ■ Supplies  
■ Other Charges

MEDC Enhancement Grant funding of \$82,100 will be used to replace 60 Election Center laptops and an election worker management system. The new system will significantly improve oversight for staffing elections.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$914,080	\$1,147,400	\$1,137,610	\$1,016,150	\$1,016,150
<b>Supplies</b>	36,570	111,020	118,800	95,000	95,000
<b>Other Charges</b>	165,390	209,610	214,200	190,120	190,120
<b>Total</b>	\$1,116,040	\$1,468,030	\$1,470,610	\$1,301,270	\$1,301,270

**MISSION STATEMENT:** *To maintain all City facilities in a safe, clean and economical manner for the benefit of the residents and staff of the City of Sterling Heights.*

**KEY GOALS**

- *To operate efficiently, reduce unnecessary spending and effectively maintain the City's facilities.*
- *To oversee outside contractors/vendors to ensure the quality of materials and workmanship on projects and adherence to all applicable state and City codes.*
- *To meet all safety standards prescribed by state and federal regulations.*
- *To conduct preventative maintenance programs on all mechanical, electrical, and plumbing equipment, ensuring it operates at safe and optimum efficiency.*
- *To ensure the turf and landscaping at municipal building sites are cut, trimmed and upgraded in accordance with maintenance schedules.*
- *To provide snow and ice control at municipal building sites.*

The primary goal of Facilities Maintenance is to maintain all City facilities in a safe, clean, and economical manner for the benefit of the residents and staff of the City of Sterling Heights.

The Facilities Maintenance Superintendent plans and directs the operations of the maintenance staff, as well as all outside contracted work and vendors. The overseeing of outside contractors and vendors ensures the quality of workmanship and materials on projects and the adherence of all applicable State and City codes, while meeting all safety standards prescribed by State and federal regulations. The maintenance staff is the “nuts and

bolts” component of a wide range of projects that have been constructed and completed in-house.

The maintenance staff also ensures that through preventative maintenance programs, all mechanical, electrical, and plumbing equipment operates at safe and optimum efficiency. The staff maintains all interior and exterior surfaces that require painting throughout the year to ensure that facilities stay attractive year round.

Facilities Maintenance is responsible for housekeeping services at eleven City facilities on a daily basis. This service ensures that residents and employees of Sterling Heights have clean and safe facilities to carry on their day-to-day business.

The staff assists all departments with furniture transfers and office furniture and equipment layout to help ensure that personnel and equipment are properly and ergonomically situated.

To ensure that all municipal grounds are well maintained, the following activities are undertaken: grass cutting and trimming, turf maintenance, tree and shrub trimming, planting and replacement of flowers/plants/trees, and fertilizer/herbicide application at all municipal sites. When conditions warrant, snow and ice are removed at all municipal sites. ■



*Did you know...the Facilities Maintenance Department oversees 28 annual contracts for facilities services, such as custodial, lighting, HVAC, snow removal, pest control, etc.?*

# Facilities Maintenance

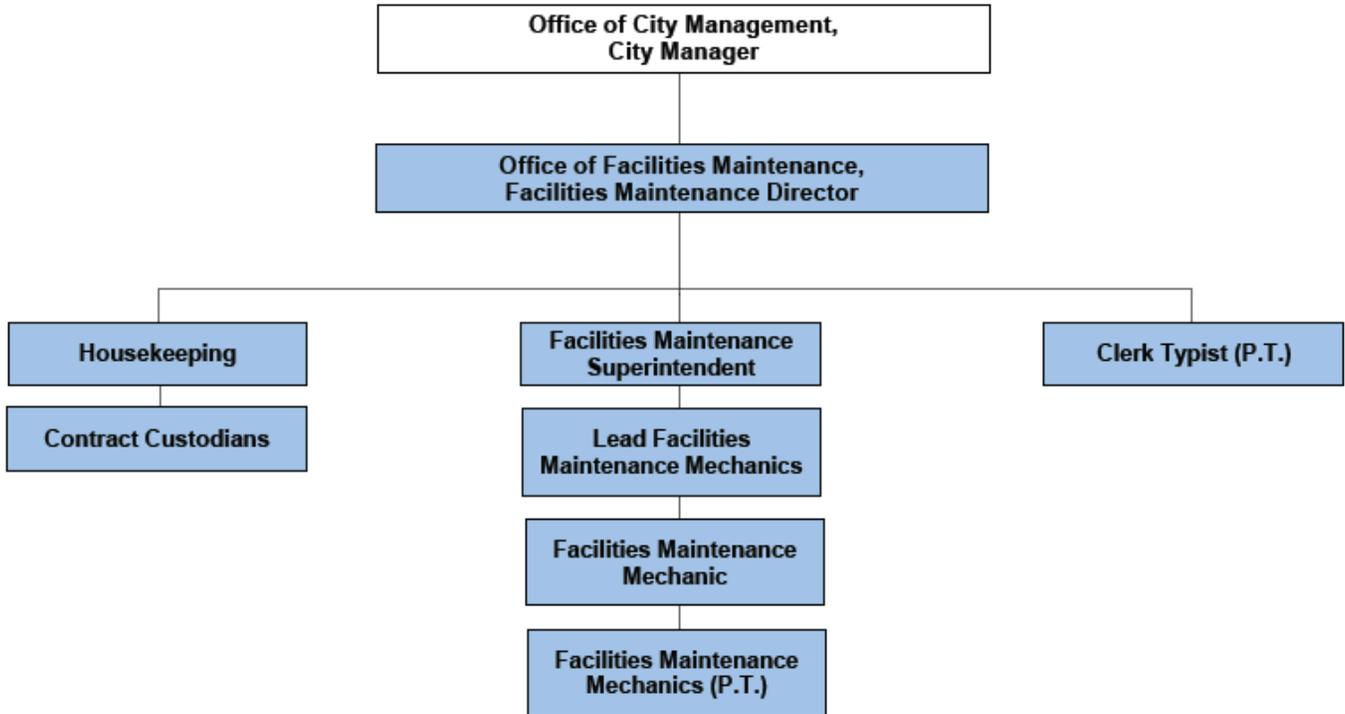
## 2023/24 PERFORMANCE OBJECTIVES

1. To maintain City facilities and grounds in a condition of operating excellence, cleanliness, and safety, so that full departmental and community use is ensured. (City Goal 1, 3, 16)
2. To develop and maintain a comprehensive Facilities Master Plan through Facility Condition Assessments to evaluate and document future maintenance projects. (City Goal 1, 4, 16)
3. To effectively manage all service contracts to ensure quality, performance, accountability, safety, and value. (City Goal 1, 3, 16)
4. To continue to provide quality and reliable inter-departmental services for elections, special events, and emergencies. (City Goal 2, 6)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	# of City Facilities	18	18	18	18	18	18
	City Facilities Supported - Square Feet	463,300	463,300	509,438	509,438	509,438	509,438
	City Facilities Receiving Daily Housekeeping - Sq. Ft.	346,500	346,500	379,368	379,368	379,368	379,368
	Renovations/Projects Supervised/Coordinated	\$6,146,565	\$17,573,640	\$1,869,830	\$915,700	\$1,199,700	\$620,000
	Cuttings/Trimming - 15 Mun. Sites (Subcontracted)	32	33	37	32	34	35
	Snow/Ice Control Call-Ins	21	21	29	25	28	28
	Preventive Maintenance Cycles	12	12	12	12	12	12
	Maintenance/Custodial Service Requests Processed	901	637	3,361	2,500	4,800	4,500
	Active Service Contracts	23	25	26	27	28	28
	FedEx/UPS Packages Processed	2,993	1,441	1,916	2,300	2,100	2,300
	Security Badges Created/Replaced	168	210	402	250	310	300
	Meetings with Directors Regarding Building Issues	N/A	N/A	44	60	48	60
	Voting Precincts (Assembled & Delivered)	64	90	107	90	107	90
<b>Efficiency &amp; Effectiveness</b>	% of Emergency Calls Responded to within 30 mins.	100%	100%	100%	100%	100%	100%
	% of Service Requests Met within 15 days	99%	99%	95%	97%	99%	99%
	Hrs. Spent for Building Maintenance Per 1,000 s.f.	24.3	19.6	16.0	21.6	21.0	22
	Overtime/Comp Hours Worked	820	795	543	775	900	850
	Cost to Complete In-House Maintenance Requests	\$323,756	\$325,076	\$334,523	*	*	*
	Cost for Janitorial Services Per s.f.	\$1.73	\$1.74	\$1.69	\$2.00	\$1.80	\$2.00
	Value of City Facilities (millions)	\$112.4	\$112.4	\$125.0	\$125.0	\$125.0	\$125.0
	Activity Expenditures as % of General Fund	2.11%	1.91%	1.88%	1.95%	1.98%	2.00%

\*Cost is calculated for "Actual" columns only.

# Facilities Maintenance



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Facilities Maintenance Director	1	1	1
Facilities Maintenance Superintendent	1	1	1
Management Services Specialist	1	0	0
Lead Facilities Maintenance Mechanic	2	2	2
Facilities Maintenance Mechanic	1	1	1
Facilities Maintenance Mechanic (P.T.)	2	3	3
Clerk Typist (P.T.)	0	1	1
<b>Total</b>	<b>8</b>	<b>9</b>	<b>9</b>

# Facilities Maintenance

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 8.5%.*

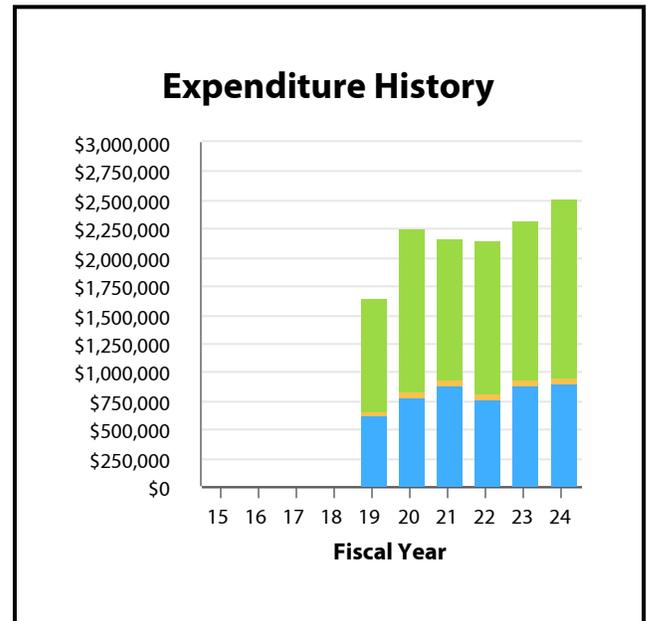
**Personnel Services** - Total Increase \$14,070 or 1.6%

- \$17,300 due to contractual wage adjustments
- \$9,190 due to an increase in the 401(a) employer match, partially offset by
- Savings of \$14,380 due to lower health insurance rates than expected and changes in coverage levels

**Supplies** - Total Supplies increased \$1,750 or 3.0% for additional materials and small hand tools needed to maintain City buildings and grounds.

**Other Charges** - Total Other Charges increased \$181,210 or 13.2%. The budget increased \$69,800 due to higher contractual costs for snow removal, custodial services, security system maintenance, and city campus parking lot maintenance. Building and equipment maintenance is expected to increase by \$111,400 in response to rising costs in materials, parts, and the price of service contracts. This includes repairs and upkeep for roofing, windows, plumbing, electrical and HVAC systems. Increases in Education and Training funding of \$2,520 will allow additional opportunities for employees.

**Capital** - Total Capital of \$657,000 is proposed and includes \$400,000 for the first phase of the resurfacing of the parking lot at Fire Station #1. Skylights in the Police Department and Library will be replaced for a total of \$65,000. \$12,000 is set to replace the John Deere Gator used in the daily



■ Personnel Services    ■ Supplies  
■ Other Charges

transport of supplies and equipment. Other notable improvements include \$125,000 to modernize the Police Department elevator, and \$18,000 for upgrades to the Police Station Pump Pit.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$765,520	\$887,030	\$835,970	\$901,100	\$901,100
<b>Supplies</b>	56,790	57,500	57,500	59,250	59,250
<b>Other Charges</b>	1,334,480	1,371,630	1,446,070	1,552,840	1,552,840
<b>Total</b>	\$2,156,790	\$2,316,160	\$2,339,540	\$2,513,190	\$2,513,190

**MISSION STATEMENT:** *The Office of Information Technology is committed to excellence and ensuring the business of government is efficient by providing an information technology infrastructure and applications that are reliable, long-term, financially viable and secure.*

**KEY GOALS**

- *To respond to the needs of end-users in a timely and pleasant manner.*
- *To share query solutions with end-users to encourage self-reliance whenever possible.*
- *To collaborate with user departments to ensure state-of-the-art status on all computer systems.*
- *To standardize computer workstations throughout the City.*

The goals and objectives of the Information Technology (I.T.) Office are approved by the City Manager and established by prioritizing the technology needs of the City's operating departments. I.T. continually strives to improve the dissemination of City information using expanded communications, computing technology, and effective telecommunications oversight.

The three major areas of responsibility within the Information Technology activity are: Network Administration, Maintenance, and Operations. The Network Administration section is responsible for the development and maintenance of the Wide Area Network (WAN). This WAN supports the voice and data communication needs of the City. I.T. provides stable and reliable network and enterprise technology systems to support the effective and efficient operation of City business. This section also assumes the responsibility for all security, configuration and back up of permanent data files.

The Maintenance section is responsible for assisting all City offices in the implementation and support of enterprise applications. The responsibility for troubleshooting hardware and software issues falls within this area. Hardware support is provided to all Windows workstations. The goal of this section is to standardize workstation hardware and software whenever possible. All communication devices, with the exception of the 800MHz radio system, are also maintained by the Office of Information Technology.

The Operations area provides support to all workstations, printers, telephone desk sets, telephone wall units and all wireless communication devices, such as cellular devices and smartphones.

Information Technology also oversees the Geographical Information System (GIS) Department. The GIS Department creates and maintains the City's interactive GIS map that is a visual representation of the City's spatial data. Users are able to navigate the GIS map to see relevant information from various established GIS datasets, such as tax parcels, zoning, road centerlines, storm and sanitary sewer lines, and water mains. The GIS Department has created mobile applications that enables the collection of GIS data via cellphone, allowing users easier access to the wealth of data contained in the system.■



***Did you know...the Office of Information Technology supports over 300 mobile devices?***

# Information Technology

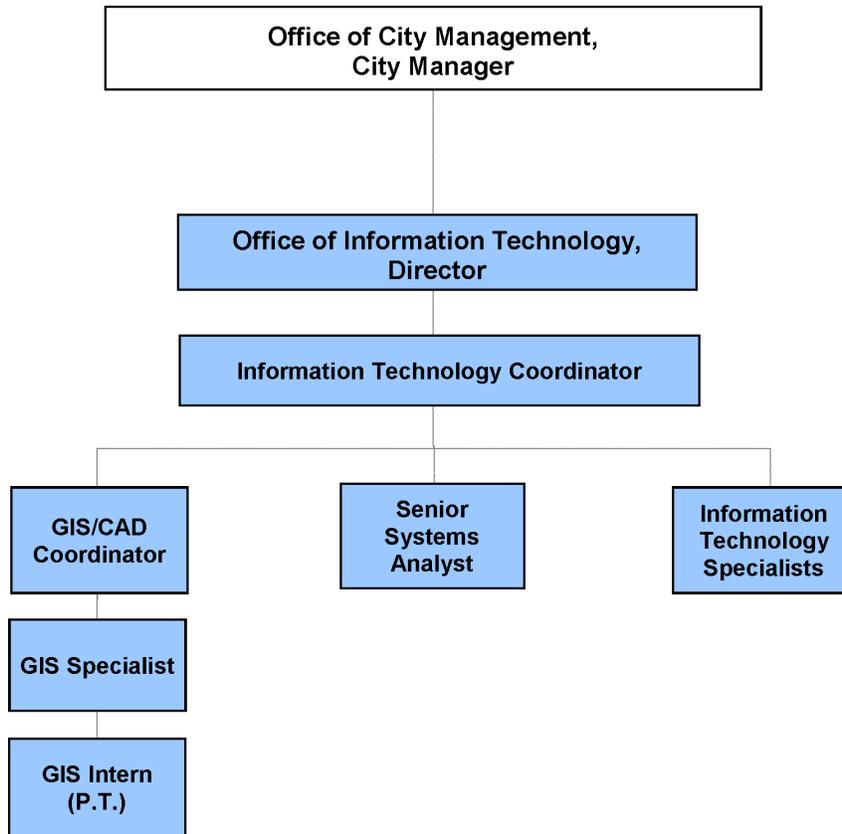
## 2023/24 PERFORMANCE OBJECTIVES

- To successfully implement workstation replacement in the Offices of Building Services, Community Relations, Finance, Parks and Recreation, and Police. (City Goal 6, 17, 18)
- To update the data closets at Fire Stations 2, 3, and 4. This project will consolidate wiring and networking equipment. (City Goal 6, 17, 18)
- To continue the security overlay program for cyber security protection and detection and establish and educate employees on computer security policies. (City Goal 6, 17, 18)
- To successfully implement Office 365 and move email and office applications to the cloud. (City Goal 6, 17, 18)
- To replace the core network switches at City Hall. (City Goal 6, 17, 18)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Hardware Platforms Supported (Windows, Unix, etc.)	5	5	5	5	5	5
	Applications/Database Systems Supported	38	39	39	38	38	38
	"Help Desk" Communications Received	6,891	6,600	6,273	7,500	7,500	7,500
	Computers Supported (Desk/Laptops)	486	636	650	645	642	645
	MDC's and Tablets Supported	193	206	252	244	216	216
	Printers Supported	78	80	84	82	83	83
	Land Line Telephones Supported	562	563	575	568	570	570
	Mobile Telephones Supported	141	148	157	155	152	152
	E-Mail Accounts Supported	692	700	700	700	700	700
	Servers Maintained	103	115	115	115	122	122
	Network Equipment Maintained (Routers/Switches)	71	85	86	86	85	85
	Wireless Access Point/Infrastructure Maintained	114	154	195	192	169	169
	<b>Efficiency &amp; Effectiveness</b>	% of "Help Desk" Issues Resolved w/i 8 hrs.	90%	90%	90%	90%	90%
# of Computers/Tablets/MDC's per FTE		1.17	1.44	1.52	1.49	1.49	1.42
Telephone Problems Resolved within 1 day		90%	90%	90%	90%	90%	90%
% of Revolving 5-yr. Technology Plan Implemented		70%	80%	80%	90%	90%	90%
% of Time Computer Network Down		0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
Overtime/Comp Hours Required to Meet Demand		593	550	756	575	750	750
Average Annual Cost to Support a PC		\$212	\$200	\$226	*	*	*
Cost to Support User Systems		\$313,682	\$300,028	\$334,895	*	*	*
Activity Expenditures as % of General Fund	1.36 %	1.30 %	1.30 %	1.66 %	1.64 %	1.78 %	

\*Cost is calculated for "Actual" columns only.

# Information Technology



## STAFFING SUMMARY

Position	Budget	Budget	Budget
	2021/22	2022/23	2023/24
Information Technology Director	1	1	1
Information Technology Coordinator	0	0	1
GIS/CAD Coordinator	1	1	1
GIS Specialist	0	0	1
Senior Systems Analyst	2	2	1
Information Technology Specialist	1	2	2
Intern (P.T.)	1	1	2
<b>Total</b>	<b>6</b>	<b>7</b>	<b>9</b>

# Information Technology

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

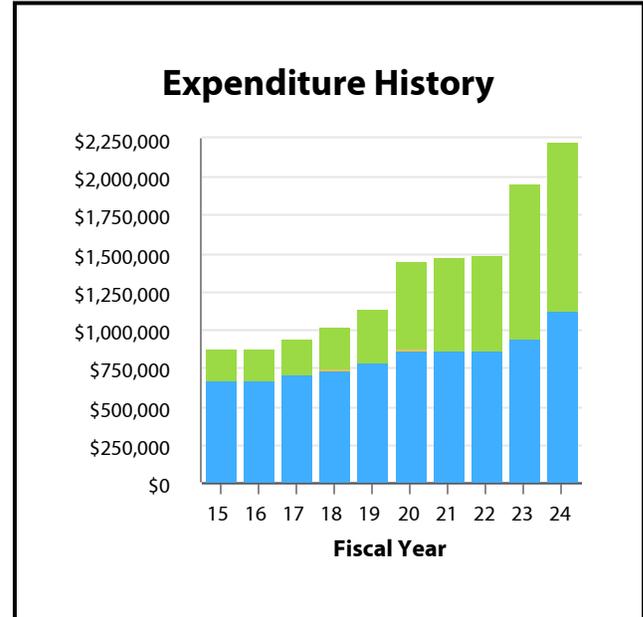
*The total budget increased by 13.7%.*

**Personnel Services** - Total Increase \$183,510 or 19.3%

- \$92,840 due to the addition of a GIS Specialist necessary to improve service delivery of the asset management system
- \$16,150 due to the addition of a second Intern position
- \$9,100 due to increased salary for an upgraded Information Technology Coordinator position
- \$28,390 due to contractual wage adjustments
- \$17,710 due to an increase in the 401(a) employer match
- \$20,000 due to an increase in required overtime

**Supplies** - Total Supplies is proposed to remain the same at \$2,050 as there are no funding changes.

**Other Charges** - Total Other Charges increased \$86,310 or 8.5%. Software Maintenance fees have increased \$145,460 due to the proposed purchase of a new internal Help Desk software for \$45,800 that will streamline service requests and device maintenance management. Another \$69,450 will be invested to move Motorola Watchguard to the cloud which will improve performance and storage issues. Savings of \$67,210 will be realized in Contracted Services due to Microsoft Office 365 one-time setup charges in the prior year.



■ Personnel Services    ■ Supplies  
■ Other Charges

**Capital** - Total Capital of \$295,580 is proposed. \$48,100 is designated for a Core Switch replacement. \$62,700 is for 57 replacement personal computers and \$6,000 is for computers and phones for additional headcount. Conference room scheduling equipment and software is proposed for \$10,000.

An upgrade to the Court's JIS system is proposed for \$27,960 and \$58,720 is included to replace modems and computers used by the Fire Department. Grant funded election laptops and an election worker management system are proposed for \$82,100.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$869,330	\$951,240	\$929,650	\$1,134,750	\$1,134,750
<b>Supplies</b>	880	2,050	2,050	2,050	2,050
<b>Other Charges</b>	619,560	1,013,530	998,980	1,099,840	1,099,840
<b>Total</b>	\$1,489,770	\$1,966,820	\$1,930,680	\$2,236,640	\$2,236,640

**MISSION STATEMENT:** *To promote and foster positive interaction between the Office of Assessing and the taxpayers of the City of Sterling Heights by ensuring that all assessments are accurate, fair, equitable, and lawful.*

**KEY GOALS**

- **To provide an accurate and equitable assessment annually for residential, commercial, industrial, and personal property.**
- **To provide accurate and timely implementation of Primary Residence Exemption requests.**
- **To inform taxpayers, residents, and potential investors of new or pertinent assessment information.**
- **To ensure that recipients of Industrial Facilities Tax Exemptions comply with all program requirements.**
- **To meet and/or exceed all State Tax Commission and Macomb County Equalization Department requirements.**

The primary and continuing goal of the Assessing activity is to achieve fair and equitable assessments in all classes of property.

Assessments are used in conjunction with the millage rates adopted by legislative bodies to generate property taxes guaranteeing revenues for the operation of all local governing units.

This activity continues to introduce new technology, update existing programs, and develop cost-saving practices to allow for the efficient operation of equipment and personnel. To achieve this goal, extensive research in all phases of residential, commercial, industrial, and personal property must be conducted. These include: 1) gathering sales data on vacant property and homes, 2) compiling rental and lease information for

apartments, 3) assembling commercial and industrial information, and 4) auditing personal property accounts. This research process must be done annually to maintain equitable valuations in all classes of property.

At the conclusion of this research, a computerized listing, or assessment roll, containing the property identification number, property address and legal description, school district, property classification and tentative state equalized and taxable values for all properties in the City is generated. The assessment roll is the only record in the City that ties the property owner of record with the legal description and/or property address. It is in constant use by taxpayers, appraisers, and real estate personnel. Assessing information is available online via the City’s website at [www.sterling-heights.net](http://www.sterling-heights.net).

The Assessing Office is monitored closely by higher taxing authorities (e.g. Macomb County Equalization Department and State Tax Commission) to make sure all necessary guidelines are followed. It is a difficult task, but the end result will benefit the taxpayers of Sterling Heights.■



***Did you know...the Office of Assessing processed 3,215 Property Transfer affidavits and 2,010 Principal Residence Exemption Affidavits in 2022?***

# Assessing

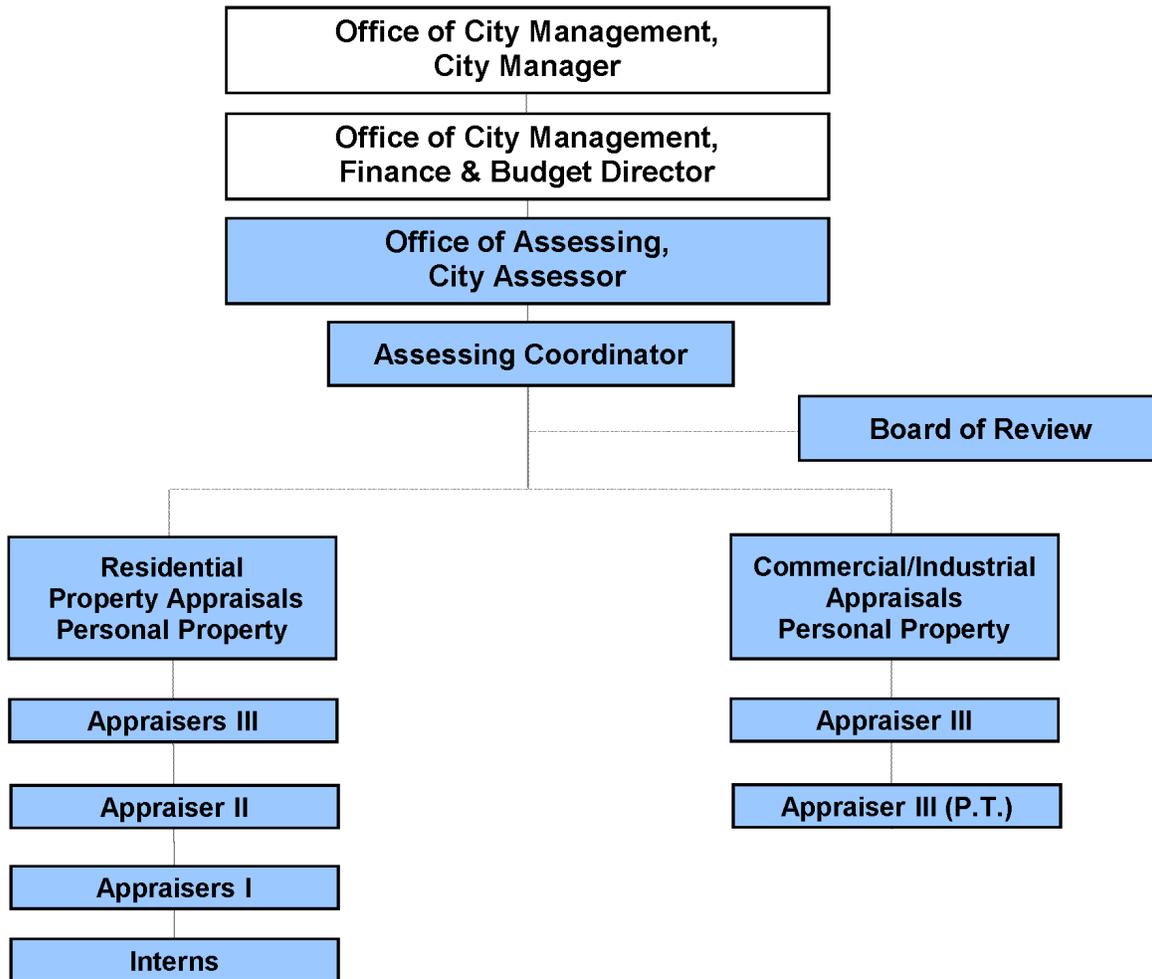
## 2023/24 PERFORMANCE OBJECTIVES

1. To increase the number of residential property reappraisals, which will improve the accuracy of real property data and ensure equity amongst taxpayers. (City Goal 12, 13)
2. To create digital sketches of residential houses and condominiums in the City and have them accessible on the City's website. (City Goal 12, 23)
3. To Implement Computer-Assisted Mass Appraisal (CAMA) Data Standard changes as promulgated by the State of Michigan. (City Goal 2, 13)
4. To collaborate with the Water Billing department in an attempt to ensure certain residential zero water usage parcels are registered as Non-Principal Residences in Sterling Heights. (City Goal 6, 13)

		2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Assessment Notices Processed - Real/Personal	47,152	47,299	45,927	48,200	48,200	48,600
	Residential Property Appraisals (including Partial)	23	63	122	200	200	200
	Commercial/Industrial Property Appraisals - Real	133	144	184	200	200	220
	Reappraisals Conducted	0	408	200	1,000	700	800
	Full Tax Tribunal Applications - Businesses	15	37	23	70	35	70
	Board of Review Appeals	619	634	525	800	460	545
	Value Appeals	35	53	32	95	32	95
	Poverty Exemptions	50	53	36	70	22	25
	Veterans Exemptions	193	214	222	235	221	225
	Assessor Corrections	341	314	235	400	185	200
	Land Divisions/Combinations Processed	15	12	13	20	14	20
	Resident Assessing Online Retrievals	185,526	228,800	193,599	250,000	192,246	250,000
	Deeds & Property Owner Updates	3,694	3,776	5,433	4,700	4,700	5,500
	Property Transfer Affidavits Processed	2,785	3,413	3,505	4,000	3,700	4,000
	Homestead Exemption Affidavits Processed	3,340	4,306	4,299	4,600	4,100	4,600
	Residential Digital Sketches Created	1,284	485	3,041	1,000	2,596	1,000
	Average Residential Tax Valuation	\$75,473	\$78,349	\$85,656	\$85,656	\$89,940	\$94,440
	Average Residential Market Valuation	\$197,315	\$208,114	\$230,452	\$231,609	\$254,610	\$267,340
	IFEC's/328's Personal Property Exemptions Approved	4	5	0	5	1	5
	Total Invest. Resulting from IFEC's/328's (millions)	\$28	\$28	\$0	\$15	\$25	\$25
<b>Efficiency &amp; Effectiveness</b>	I.F.T. Roll & Certif. Status Reported by Deadline	100%	100%	100%	100%	100%	100%
	Total I.F.T. Valuation as a % of City Tax Base (TV)	2.1%	2.5%	2.5%	2.5%	2.5%	2.5%
	% Change in City Tax Base (TV)	3.51%	3.34%	4.71%	3.50%	4.00%	5.00%
	% Site Plans Reviewed within 2 days	100%	100%	100%	100%	100%	100%
	% Land Divisions/Comb. Processed w/i 3 days	100%	100%	100%	100%	100%	100%
	Equalization Factor	1.000	1.000	1.000	1.000	1.000	1.000
	Average Cost to Appraise a Residential Parcel	\$3.52	\$3.78	\$3.36	*	*	*
	Activity Expenditures as % of General Fund	1.02%	1.00%	0.93%	1.05%	0.98%	1.08%

\*Cost is calculated for "Actual" columns only.

# Assessing



## STAFFING SUMMARY

Position	Budget	Budget	Budget
	2021/22	2022/23	2023/24
City Assessor	1	1	1
Assessing Coordinator	1	1	1
Appraiser III	2	1	3
Appraiser III (P.T.)	0	1	1
Appraiser II	2	3	1
Appraiser I	1	1	2
Appraiser Aide	1	1	0
Intern	0	0	2
<b>Total</b>	<b>8</b>	<b>9</b>	<b>11</b>

# Assessing

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

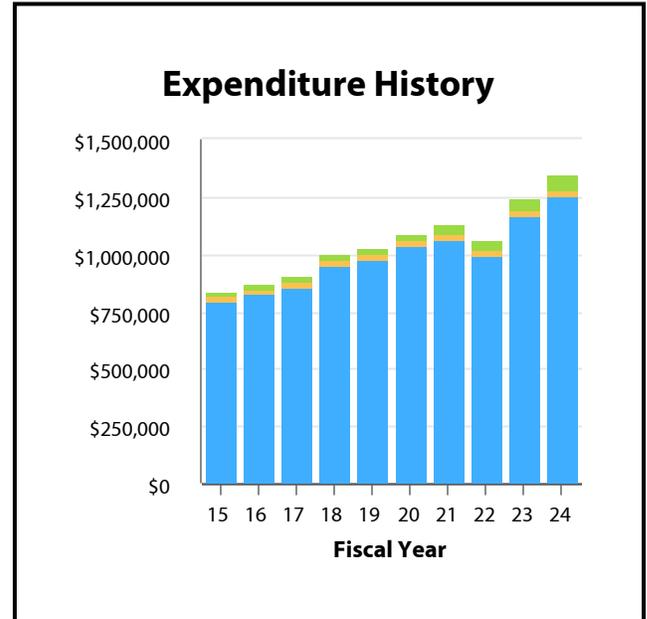
*The total budget increased by 8.2%.*

**Personnel Services** - Total Increase \$85,630 or 7.3%

- \$32,300 due to the addition of two interns
- \$51,290 due to contractual wage adjustments
- \$14,390 due to an increase in the 401(a) employer match, partially offset by:
- Savings of \$11,830 due to staff turnover

**Supplies** - Total Supplies increased \$890 or 3.2%, based on expected postal rate changes and inflationary increases for daily supplies.

**Other Charges** - Total Other Charges increased \$15,790 or 31.9%. \$25,000 was added to Contracted Services based on the potential need for outside Assessing services due to the ongoing shortage of qualified Appraisers. Funding of \$3,840 was also added to Education and Training for continuing education courses, attendance at the Michigan Assessor's Association Conference, and certification programs held throughout the year. This is offset by a decrease in Software Maintenance of \$12,990 due to the elimination of Pivot Point software, which was not meeting the needs of the Assessing Office.



■ Personnel Services    ■ Supplies  
■ Other Charges

**Capital** - There is no Capital proposed for this office.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$997,290	\$1,169,820	\$1,082,760	\$1,255,450	\$1,255,450
<b>Supplies</b>	25,200	27,810	27,810	28,700	28,700
<b>Other Charges</b>	41,100	49,470	49,230	65,260	65,260
<b>Total</b>	\$1,063,590	\$1,247,100	\$1,159,800	\$1,349,410	\$1,349,410

**MISSION STATEMENT: *To provide competent and comprehensive financial services to the City and its residents.***

**KEY GOALS**

- ***To meet all payroll and related reporting deadlines on a timely basis with a tolerance of zero defects.***
- ***To provide timely payments to vendors after appropriate internal approvals have been granted.***
- ***To ensure an annual audit is performed, and that an Annual Comprehensive Financial Report is distributed to City Council and available to all residents.***
- ***To serve all water and sewer customers with accurate and timely billing and collections.***

The Financial Services activity is directly responsible for all financial records, payroll, accounts payable, bond sale activity, benefit plan activities and annual audit completion and reporting.

Financial Services develops and maintains tracking systems for funds, projects, grants, capital assets and other financial information. This office prepares required work papers, schedules and financial statements to complete the annual external audit and the award winning [Annual Comprehensive Financial Report \(ACFR\)](#) as well as annual reports to the State of Michigan and compliance reports for state and federal granting agencies. This office also prepares monthly reports for City Council, City management and City departments, as well as other specifically required periodic reports.

Payroll processing and record keeping for all City employees is executed in Financial Services. This processing includes data input and coordination of insurance benefits, withholding and reporting of income taxes, maintenance of records and payment of all other deductions. Payroll processing and record keeping functions are performed for 11

bargaining units and two (2) employee groups, all with unique benefits.

Financial Services processes all accounts payable and related bill listings are generated for approval at each regularly scheduled City Council meeting.

The Utility Services Division of Financial Services is responsible for the monthly water and sewer bills that are prepared for residential, industrial and commercial customers. Delinquent account reports are generated and transferred to tax rolls after approval by the City Manager on a semi-annual basis.■



***Did you know...the Financial Services team received the Government Finance Associations Certificate of Excellence for the 33rd year?***

# Financial Services

## 2023/24 PERFORMANCE OBJECTIVES

## (Financial Services)

- To adjust the current General Ledger to comply with the new State Chart of Accounts. (City Goal 8)
- To improve internal controls across all financial functions. (City Goal 1, 3, 4, 7, 8)
- To design and implement a training program for City financial systems. (City Goal 2, 3, 8)
- To design and implement a system to ensure we are taking full advantage of the Grants available to the City. (City Goal 3, 4)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Bank Statements Reconciled	228	93	42	48	36	36
	General Journal Entries Processed	1,631	1,345	2,076	1,400	1,500	1,550
	Accounts Payable Invoices Processed	14,447	15,288	16,938	16,000	16,500	16,500
	Accounts Payable Checks Issued	5,740	4,933	5,762	4,250	6,000	6,000
	# of ACH Payments Issued to Vendors	N/A	167	170	1,550	170	170
	# of Payments Paid via Virtual Payment Card	697	680	601	700	600	600
	Revenue from Virtual Pymt Card Rebate Program	24,750	23,270	23,866	25,000	25,000	25,000
	Accounting Funds Maintained	31	33	33	33	33	33
	Federal Grants Tracked	28	46	36	35	35	35
	Audit Work papers Prepared	500	575	608	575	600	600
	Active Assets Tracked	5,533	5,805	5,723	5,700	5,700	5,800
	Active Vendors	N/A	N/A	1,144	2,100	2,100	2,100
	Payroll Checks & Deposit Notices Generated	19,089	20,456	26,391	21,000	27,500	27,500
<b>Efficiency &amp; Effectiveness</b>	Avg. Days to Compile Monthly Financial Statements	12.0	14.0	15.0	14.0	14.0	14.0
	% of A/P Checks Issued Without Error	99.5 %	99.2 %	99.5 %	99.0 %	99.0 %	99.0 %
	% of Payroll Checks Issued Without Error	99.2 %	99.6 %	99.5 %	99.5 %	98.0 %	98.0 %
	% of Payments Paid Electronically	10.8 %	14.7 %	11.8 %	34.6 %	35 %	40 %
	Active Employees Receiving Compensation/Benefits	1,295	1,609	1,686	1,650	1,700	1,750
	Financial Statement Correcting Entries by Auditors	0	0	0	0	0	0
	Financial Admin. of Federal Grant Expenditures	\$2,249,130	\$8,269,260	\$4,165,910	\$9,500,000	\$9,500,000	\$4,250,000
	Cost for an Independent Auditor to Perform Audit	\$112,650	\$112,435	\$114,704	\$117,018	\$117,018	\$120,000
	Years Rec'd GFOA Annual Comprehensive Financial Report Award	32	33	34	35	35	36
	Cost to Process an Accounts Payable Invoice	\$10.46	\$10.22	11.36	*	*	*
	Cost of Payroll Service Per Employee	\$356	\$342	\$323	*	*	*
	Activity Expenditures as % of General Fund	0.89 %	0.84 %	1.32 %	1.60 %	1.57 %	1.61 %

\*Cost is calculated for "Actual" columns only.

# Financial Services

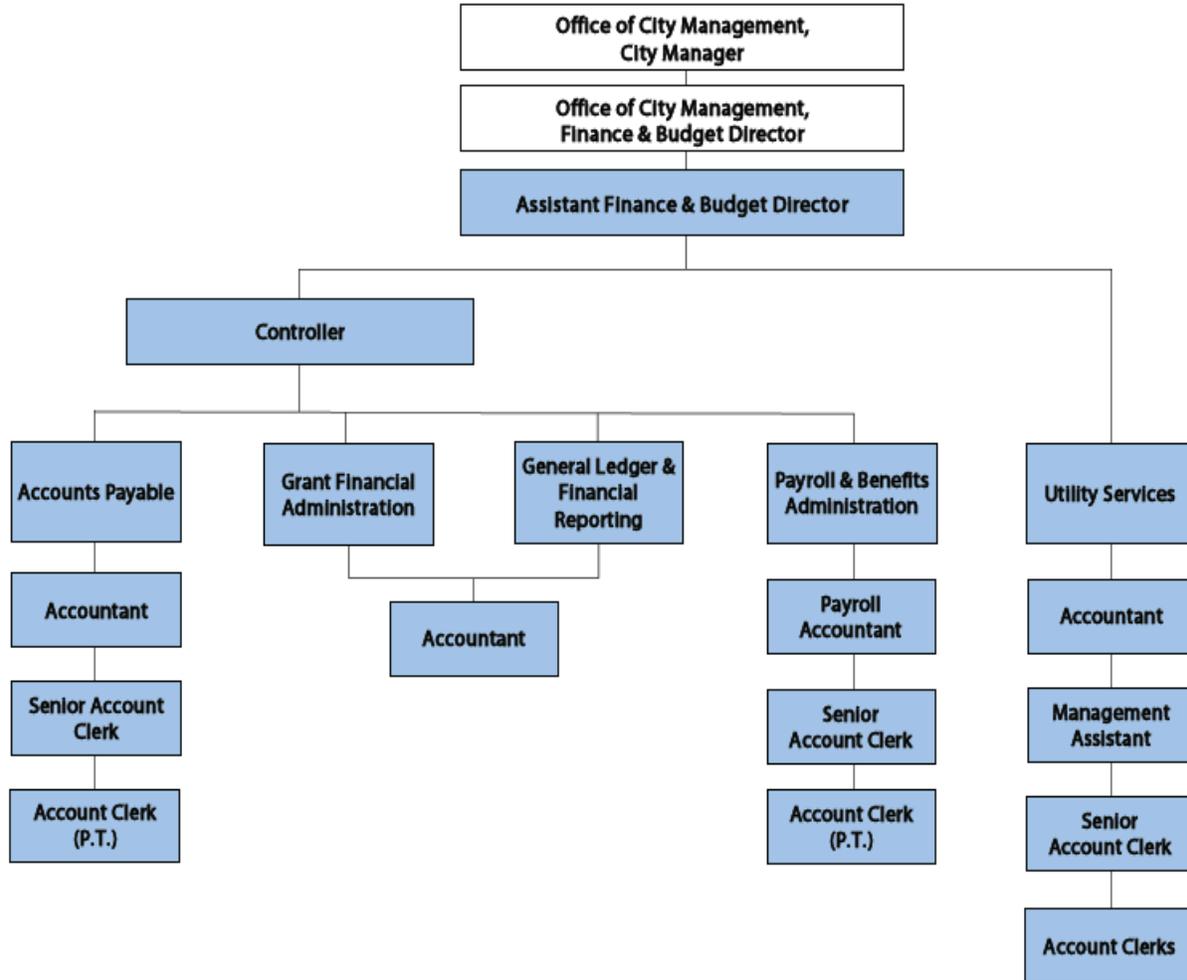
## 2023/24 PERFORMANCE OBJECTIVES

## (Utility Services)

1. To continue to promote paperless water billing and water bill auto pay. (City Goal 24, 25)
2. To increase community engagement regarding system usage, available services, and available programs related to assist residents with utility bills. (City Goal 23, 24, 25)
3. To collaborate with the Finance & Budget Office and the Water & Sewer Department to analyze the impact of a Dynamic pricing model for water & sewer rates with a goal of implementation for the 2024/25 fiscal year. (City Goal 1, 3, 5)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Water and Sewer Bills Issued	190,964	188,998	214,768	450,000	478,000	480,000
	E-Bills Issued	N/A	2,632	9,195	93,600	27,000	54,000
	Final Water Bills Prepared	908	1,477	1,837	1,000	1,600	1,000
	Water & Sewer Customer Bill Online Retrievals	63,930	75,141	84,333	80,000	216,000	220,000
	Water & Sewer Auto Pay Customers	2,274	2,255	2,325	5,000	5,300	10,000
	Water & Sewer Budget Billing Customers	72	79	80	80	100	100
	Service Orders Processed by Utility Billing	2,628	3,382	4,021	3,600	6,500	4,000
	Water Bill Adjustments	2,146	1,125	1,739	6,000	10,600	6,000
<b>Efficiency</b>	% of Estimated Water Bills Issued	N/A	N/A	N/A	2.5 %	2.5 %	2.0 %

# Financial Services



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Assistant Finance & Budget Director	0	1	1
Controller	1	1	1
Utility Services Manager	1	0	0
Payroll Accountant	1	1	1
Accountant	2	3	3
Management Assistant	1	1	1
Senior Account Clerk	3	3	4
Account Clerk	1	2	2
Account Clerk (P.T.)	2	2	1
Intern	0	0	1
<b>Total</b>	<b>12</b>	<b>14</b>	<b>15</b>

# Financial Services

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

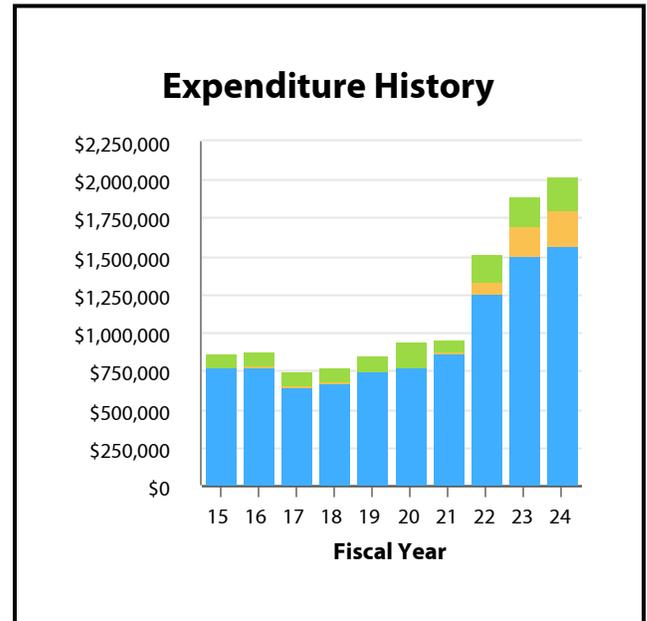
*The total budget increased by 6.3%.*

**Personnel Services** - Total Increase \$63,870 or 4.2%

- \$53,260 due to contractual wage adjustments
- \$16,150 due to the addition of an Intern position
- \$17,500 due to an increase in the 401(a) employer match, partially offset by:
- Savings of \$30,000 due to staff turnover, resulting in new employees at a lower wage rate

**Supplies** - Total Supplies increased \$41,170 or 21.0% primarily due to an increase in postage resulting from rate increases and the full impact of the transition to monthly water bills.

**Other Charges** - Total Other Charges increased \$14,790 or 7.5%. Increased printing costs of \$8,890 are due to a change to a more reliable printing company. Greater expectation for informational billing inserts also influenced this increase. Annual costs for financial software increased \$7,540. Funding related to education and training increased \$1,160 for additional conferences necessitated by staff turnover.



■ Personnel Services    ■ Supplies  
■ Other Charges

**Capital** - One replacement personal computer is proposed for this office.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$1,263,480	\$1,510,630	\$1,409,800	\$1,574,500	\$1,574,500
<b>Supplies</b>	81,250	196,140	233,390	237,310	237,310
<b>Other Charges</b>	171,070	198,400	207,310	213,190	213,190
<b>Total</b>	\$1,515,800	\$1,905,170	\$1,850,500	\$2,025,000	\$2,025,000

**MISSION STATEMENT:** *To procure goods and services at the lowest competitive price and to maintain efficiency, quality and ethical standards while acting in the City's best interest.*

**KEY GOALS**

- *To ensure that the maximum number of vendors are contacted in order to obtain the best possible price and quality.*
- *To research products and services to ensure quality, particularly in large purchases.*
- *To participate in statewide and local cooperatives to broaden purchasing operations and to obtain better pricing by combining orders with multiple communities.*
- *To monitor purchasing histories and activities identifying areas where purchases can be consolidated to allow for further cost reduction.*
- *To provide guidance to departments and vendors regarding purchasing practices.*

The procurement of goods and services is an integral part of the quality control procedures currently being applied to all levels of the organization. Several policies and procedures are in place to ensure that all purchase requisitions are screened for compliance.

The use of several different purchasing methods allows for the purchase of goods and services at the lowest competitive price. Examples include: online requisitioning, cooperative purchasing, quantity purchases, Requests for Proposals, purchasing cards and an online e-procurement program that allows registered vendors instant access to bids and quotes. Having these alternatives available allows for a more expedient method of procuring goods and services.

Surplus items such as vehicles, furniture, computer equipment, police related items, etc. are disposed of through GovDeals.com, an online liquidity service marketplace.

The issues involving ethical standards of purchasing are continually monitored to maintain the highest level of standards. These issues include establishing policies and procedures, preparing specifications, and the testing and inspecting of materials and supplies purchased by and for the City.

Purchasing is also responsible for encumbering and monitoring all purchase requisitions through the BS&A software system, which coordinates with the modules used by the City's other financial and management offices. The encumbrance module strengthens the control and reporting procedures of the City.

Additional Purchasing responsibilities include training personnel on the use of online requisitioning, purchasing cards, and Internet purchases of office supplies. Determination is made for equipment replacement, service contracts, and/or vendor performance.■



***Did you know...the Purchasing Office is implementing a contract management system that will benefit every department by providing advanced warnings of renewals and/or expirations, better-managing everyone's workflow?***

# Purchasing

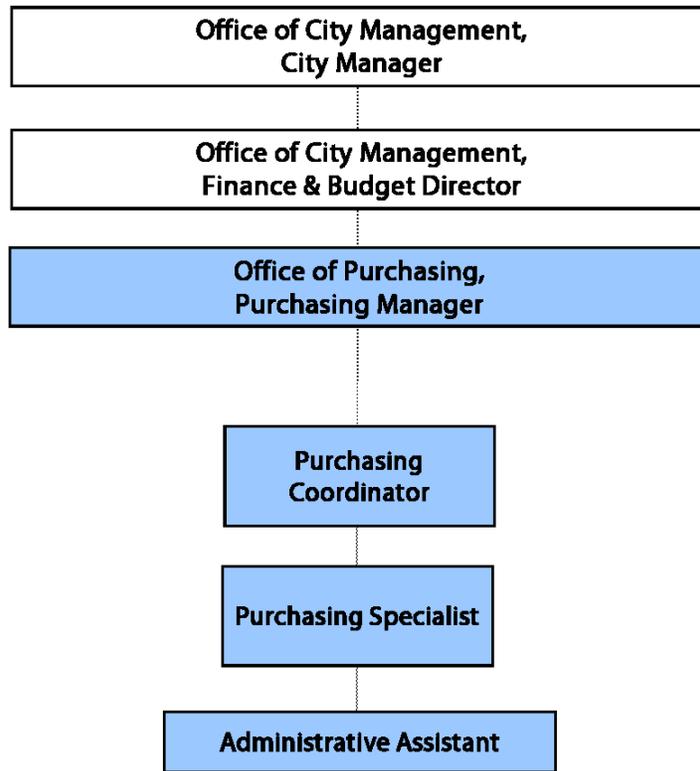
## 2023/24 PERFORMANCE OBJECTIVES

1. To evaluate staffing roles within the Purchasing Department and revise for growth and succession planning. (City Goal 5)
2. To continue the implementation of the contract management program for all ITBs, RFPs, etc executed by the Purchasing Department. (City Goal 2, 6, 23)
3. To train key stakeholders from other departments on the contract management system and its capabilities. (City Goal 2, 6, 23)
4. To implement a tracking system for minority suppliers awarded bids. (City Goal 1, 2, 3, 4)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Purchase Orders Processed	1,340	1,421	1,497	1,325	1,363	1,350
	Bid Solicitation Occurrences	75	49	47	53	63	58
	Total # of Bid Responses Reviewed	336	189	147	200	150	150
	Electronic Bids Reviewed	129	189	147	200	150	150
	Surplus Item Auctions Conducted	77	65	91	65	80	72
	Agenda Items Presented to City Council	110	124	155	120	125	120
	Written Quotation Solicitation Occurrences	1	3	9	12	7	10
	Written Quotation Responses Reviewed	2	13	30	36	21	30
	# of Employees Assigned a Purchasing Card	76	71	78	75	75	75
	Purchasing Card Transactions	3,910	3,736	3,694	3,400	3,600	3,500
<b>Efficiency &amp; Effectiveness</b>	% of P.O.'s Processed within 5 days	95%	95%	95%	95%	95%	95%
	Avg. Days to Process a P.O. (informal/formal pricing)	7/30	7/30	7/30	7/30	7/30	7/30
	Online Procurement System - Registered Vendors	14,159	16,842	16,411	16,500	17,000	17,000
	Revenue from Sale of Surplus Property	\$46,270	\$100,637	\$116,131	\$50,000	\$140,000	\$100,000
	Dollar Value of Purchasing Card Transactions	\$805,003	\$752,376	\$828,164	\$840,000	\$830,000	\$830,000
	Cost to Issue a Purchase Order	\$65	\$62	\$60	*	*	*
	Average Cost to Go Out to Bid	\$1,218	\$1,244	\$1,248	*	*	*
	Total Dollar Value of Purchase Orders	\$81.2M	\$60.1M	\$47.9M	\$67.0M	\$47.0M	\$50.0M
	Revenue from Purchasing Card Rebate Program	\$9,730	\$8,931	\$10,488	\$10,500	\$10,375	\$10,375
	Activity Expenditures as % of General Fund	0.43%	0.34%	0.42%	0.36%	0.35%	0.44%

\*Cost is calculated for "Actual" columns only.

# Purchasing



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Purchasing Manager	2	1	1
Purchasing Coordinator	0	0	1
Purchasing Specialist	1	1	1
Administrative Assistant	1	1	1
<b>Total</b>	<b>4</b>	<b>3</b>	<b>4</b>

# Purchasing

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 27.5%.*

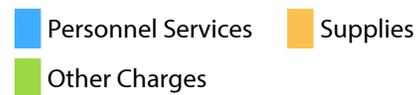
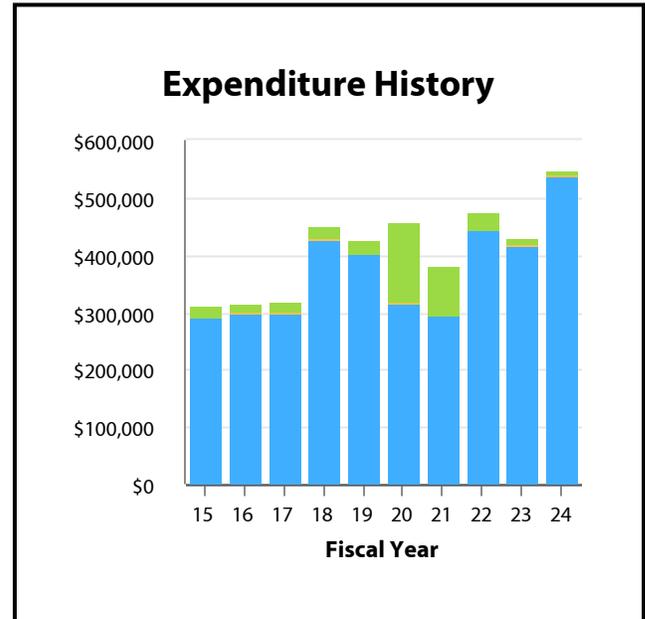
**Personnel Services** - Total Increase \$121,240 or 29.0%

- \$113,360 due to the addition of a full-time Purchasing Coordinator
- \$6,060 increase due to contractual wage adjustments
- \$7,980 due to an increase in the 401(a) employer match

**Supplies** - Total Supplies is proposed to remain the same at \$1,460.

**Other Charges** - Total Other Charges decreased \$2,970 or 26.7%. Included in this decrease is a savings of \$3,650 after a new contract management software was adopted in the previous year. Annual charges for this software decrease after the year of implementation. A portion of this savings will be invested in Education and Training to improve the skills of the staff. The increase in training will be \$550.

**Capital** - There is no Capital proposed for this office.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$442,890	\$417,810	\$398,090	\$539,050	\$539,050
<b>Supplies</b>	720	1,460	1,460	1,460	1,460
<b>Other Charges</b>	32,600	11,110	11,020	8,140	8,140
<b>Total</b>	\$476,210	\$430,380	\$410,570	\$548,650	\$548,650

**MISSION STATEMENT:** *To accurately bill and collect all City revenues on a timely basis and invest idle funds prudently while establishing and accomplishing strategic financial objectives of the City.*

**KEY GOALS**

- ***To effectively administer tax programs in accordance with all applicable laws.***
- ***To administer cash management programs with the goal of decreasing costs and increasing earnings.***
- ***To assist in administering the City's two pension funds: Police & Fire and General Employees.***
- ***To assist in developing and implementing programs to reduce costs, increase revenues, and add efficiencies.***

Treasury is responsible for the receipt, deposit, control, and distribution of all receipts (taxes, water and sewer, and all other revenues) of the City on a daily basis.

A major function of Treasury is the investment of available City funds. The City utilizes Internet technology to provide current market information to allow timely purchases and trades, thus decreasing costs and increasing earnings.

Treasury also bills, collects, and maintains all special assessments for water, sewer, pavement, sidewalks, and drains.

Other responsibilities involve acting as Treasurer and trustee for both the Police & Fire and the General Employees Retirement Systems. Through prudent investment strategies, both systems continue to maximize investment earnings.

The Treasurer provides administrative support to the Corridor Improvement Authority (CIA), the Brownfield Redevelopment Authority, and the Local Development Finance Authority (LDFA). The

Brownfield Redevelopment Authority reviews and processes applications for potential development on contaminated sites while the CIA and LDFA work to enhance commercial districts in the City by offering development incentives in order to increase economic vitality within these districts.

Treasury is also responsible for the various defined contribution plans (401(A) and 457 plans) and the defined benefit plan (General Employee's Retirement System or GERS) sponsored by the City. Duties related to the GERS include day-to-day administration of the system, preparing agendas and packets for monthly meetings, coordinating with money managers and service providers for quarterly performance meetings, assisting the system's legal actuary and custodial bank to ensure timely and proper benefit payments to retired employees.

The office also compiles and provides all required data to complete the annual actuarial valuation for both defined benefit pension plans and the bi-annual actuarial valuation of the retiree health and other post employment benefits trust fund. ■



***Did you know...that the City Treasurer is a member of the General Employees' Pension Board and the Police and Fire Pension Board?***

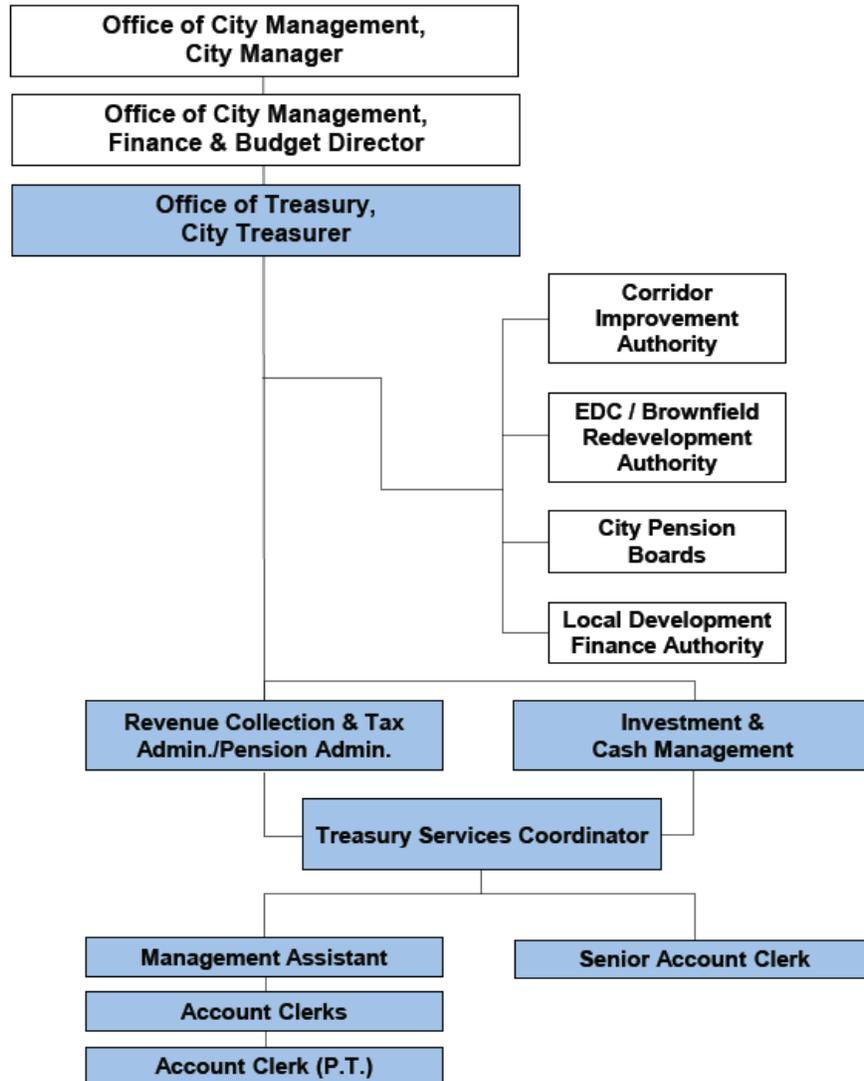
# Treasury

## 2023/24 PERFORMANCE OBJECTIVES

- To investigate the use of an Electronic Lockbox (ELB) for residents to submit their property tax payments electronically using their personal online banking system. (City Goal 1, 2, 3, 4, 23)
- To streamline the processing of court deposits by working together with the new Court Administrator to reduce the bottleneck in payment processing during the summer tax due date. (City Goal 1, 2, 3, 4, 23)
- To eliminate the manual printing and mailing of approximately 300 tax bills each tax season that are distributed to smaller mortgage companies via USPS. (City Goal 3, 4, 8, 23)
- To establish an online payment portal for the police department. (City Goal 1, 2, 3, 23)
- To create a payment instruction pamphlet in multiple languages. (City Goal 1, 4, 24)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Tax Bill Payments Processed - Manually (incl. partials)	23,843	37,120	20,835	25,000	21,000	22,000
	Tax Bill Payments Processed - Electronically (escrows)	34,562	34,318	34,495	35,000	36,000	37,000
	Tax Bill Payments Processed - Lock Box	23,896	24,322	21,567	27,000	22,000	23,000
	Tax Bill Payments Processed - Online (website)	7,206	10,456	12,148	11,500	12,500	13,500
	Special Assessment Parcels Billed	43	44	81	85	81	130
	Invoices Billed	2,387	3,734	2,623	4,000	2,900	3,000
	Investments Bought/Sold - Number of Transactions	294	194	150	200	150	175
	Resident Tax Online Retrievals	79,034	105,712	81,968	90,000	90,000	96,000
	Cash Receipts Processed by Treasury Personnel	48,517	45,263	45,282	55,000	55,000	60,000
	Citywide Online Payments Received	48,659	76,095	102,281	80,000	150,000	160,000
	Dollar Value of All Online Transactions (Millions)	\$9.3	\$36.7	\$45.0	\$40.0	\$50.0	\$55.0
	Defined Contribution Active Employees	157	167	187	180	190	200
	Defined Benefit Active GERS Employees	77	70	66	67	60	50
	Defined Benefit Active PFRS Employees	235	252	265	255	257	257
	GERS Retirements Processed	6	9	9	4	10	5
	GERS Retirees/Beneficiaries Receiving Benefits	363	357	363	362	364	365
Pension Calculations Prepared (P&F and GERS)	33	31	36	30	30	30	
<b>Efficiency &amp; Effectiveness</b>	% of Real & Personal City Prop. Tax Levy Collected	98%	98%	97%	98%	98%	98%
	% of Prop. Tax Parcels Turned Delinquent to County	4.70%	5.56%	5.64%	5.00%	5.00%	5.00%
	Average Rate of Return on Investments	2.19%	0.74%	1.05%	1.00%	1.00%	2.00%
	Average 2-Year T-Note Rate	1.87%	0.68%	0.69%	1.00%	1.00%	1.50%
	% of Portfolio Invested in Active Market	84.4%	79.4%	81.7%	85.0%	85.0%	85.0%
	Total Interest Earnings - Budgeted Funds (Millions)	\$2.3	\$0.9	\$0.6	\$0.5	\$1.6	\$2.0
	P&F Pension System - % Funded (per actuarial val.)	58.5%	61.3%	62.0%	61.0%	61.0%	61.0%
	GERS - % Funded (per actuarial val.)	76.1%	77.3%	73.5%	77.0%	72.0%	72.0%
	Ratio of Active GERS Employees to GERS Retirees	1:4.71	1:5.10	1:5.64	1:5.10	1:5.70	1:5.70
	GERS Internal Rate of Return GASB	5.4%	30.3%	-14.3%	7.25%	7.15%	7.15%
	PFRS Internal Rate of Return GASB	7.2%	34.2%	-15.3%	7.25%	7.25%	7.25%
	Ratio of Active P&F Employees to P&F Retirees	1:1.54	1:1.58	1:1.70	1:1.6	1:1.70	1:1.70
	Activity Expenditures as % of General Fund	1.12%	1.12%	0.71%	0.79%	0.75%	0.77%

# Treasury



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
City Treasurer	1	1	1
Treasury Services Coordinator	1	1	1
Management Assistant	1	1	1
Senior Account Clerk	1	1	1
Account Clerk	2	2	2
Account Clerk (P.T.)	1	1	1
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>

# Treasury

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 3.1%.*

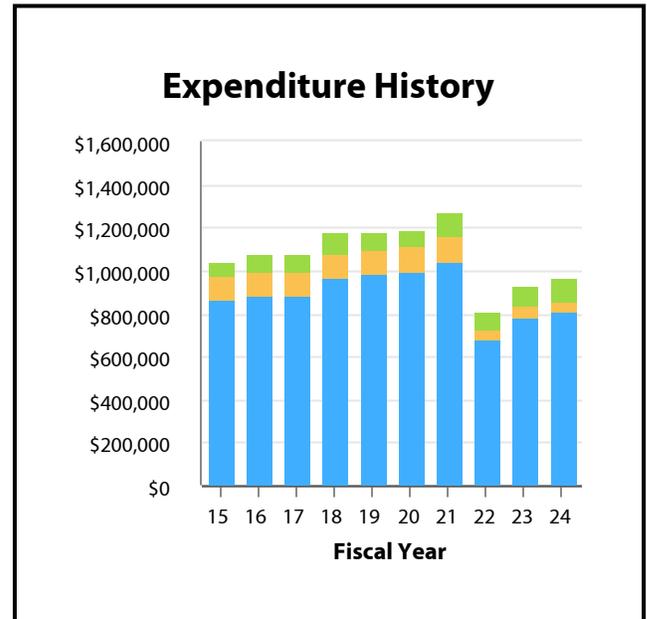
**Personnel Services** - Total Increase \$21,610 or 2.7%

- \$9,210 due to contractual wage adjustments
- \$8,730 due to an increase in the 401(a) employer match
- \$5,000 due to an increase in required overtime

**Supplies** - Total Supplies decreased \$490 or 0.9% based on updated estimates of total postage cost for property tax bill mailings.

**Other Charges** - Total Other Charges increased \$8,060 or 8.4%. Contracted Services increased \$4,000 due to an increase in the cost of tax bill printing. Software Maintenance Fees have also increased by \$2,100 as a result of regular yearly increases with the financial software used.

**Capital** - There is no Capital proposed for this office.



■ Personnel Services   
 ■ Supplies   
 ■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$684,460	\$789,490	\$741,850	\$811,100	\$811,100
<b>Supplies</b>	44,210	52,590	52,590	52,100	52,100
<b>Other Charges</b>	83,410	96,470	94,860	104,530	104,530
<b>Total</b>	\$812,080	\$938,550	\$889,300	\$967,730	\$967,730

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***A room without books is like a body without a soul.***

**~ Marcus Tullius Cicero ~**

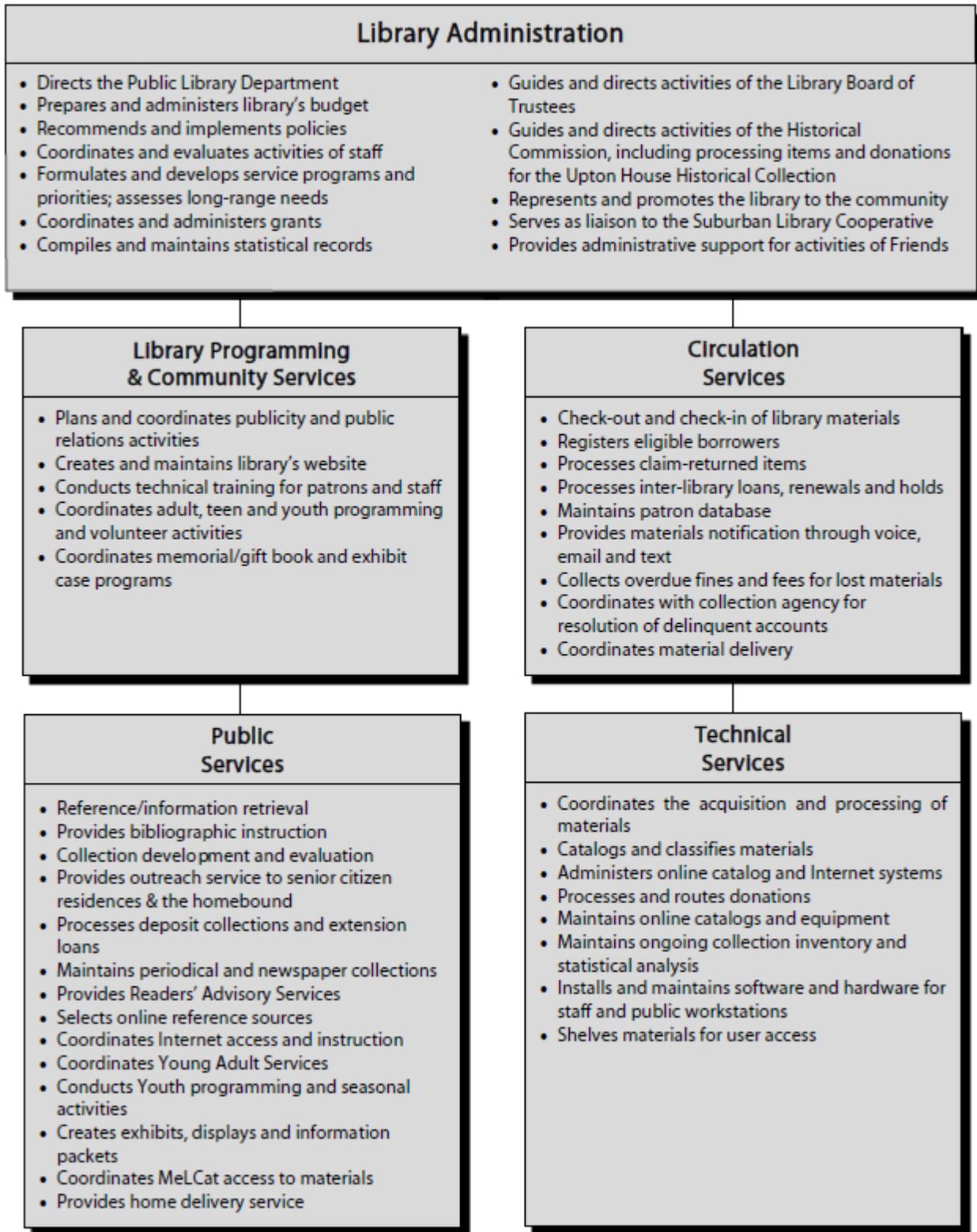


# Public Library Department



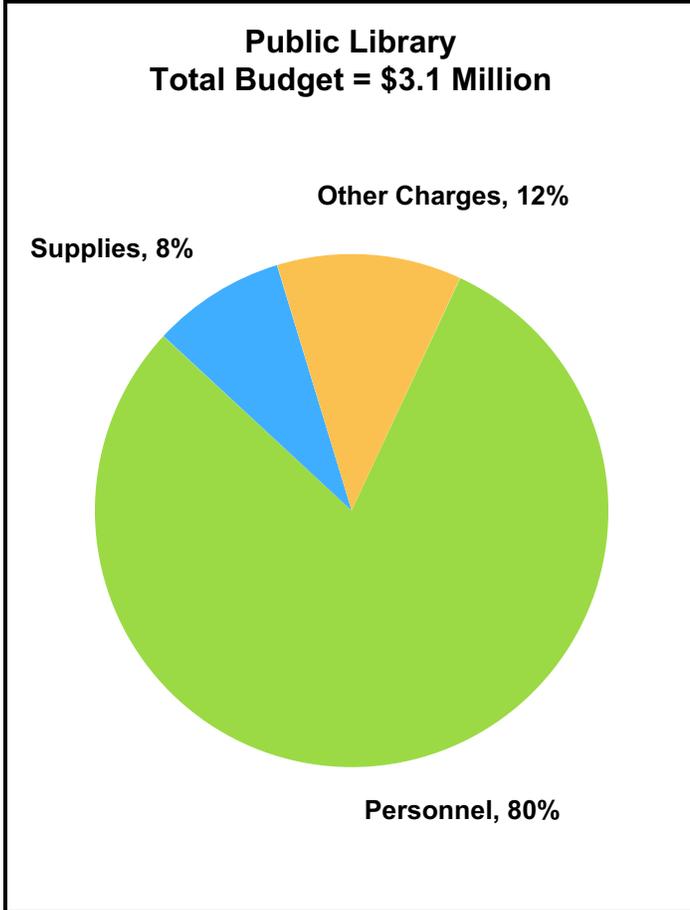
# FUNCTIONAL ORGANIZATION CHART

## *Public Library Department*



# DEPARTMENT AT A GLANCE

## Public Library Department



	2023/24	
	Full Time	Part Time
Public Library	14	25
<b>Total Department</b>	<b>14</b>	<b>25</b>

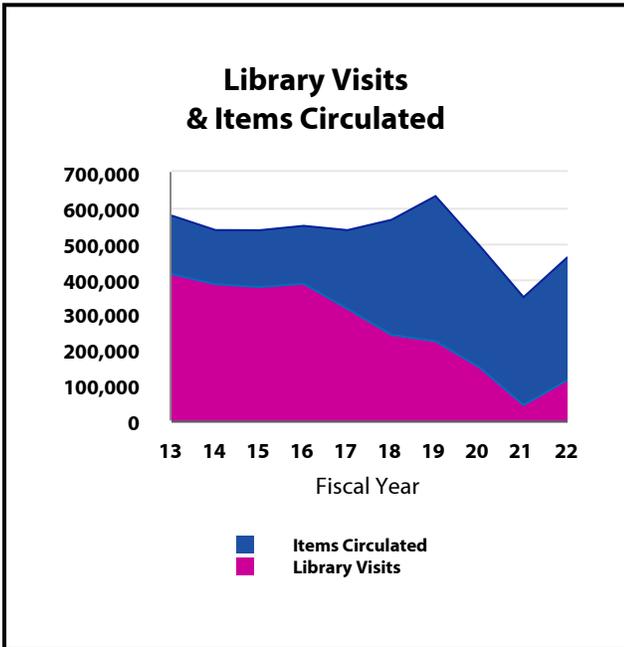


FUNDING LEVEL SUMMARY					
	2020/21 Actual	2021/22 Actual	2022/23 Budget	2023/24 Budget	% Change From 22/23
Public Library	\$2,828,450	\$2,793,270	\$2,955,630	\$3,088,840	4.5%
<b>Total Department</b>	<b>\$2,828,450</b>	<b>\$2,793,270</b>	<b>\$2,955,630</b>	<b>\$3,088,840</b>	<b>4.5%</b>
Personnel Services	\$2,310,670	\$2,252,110	\$2,364,130	\$2,470,080	4.5%
Supplies	244,750	248,760	252,550	259,760	2.9%
Other Charges	273,030	292,400	338,950	359,000	5.9%
<b>Total Department</b>	<b>\$2,828,450</b>	<b>\$2,793,270</b>	<b>\$2,955,630</b>	<b>\$3,088,840</b>	<b>4.5%</b>

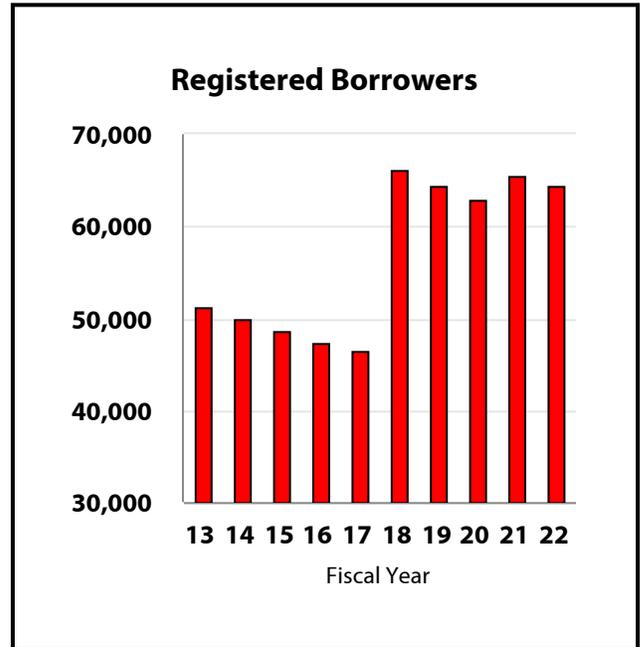
Excludes Historical Commission.

# KEY DEPARTMENTAL TRENDS

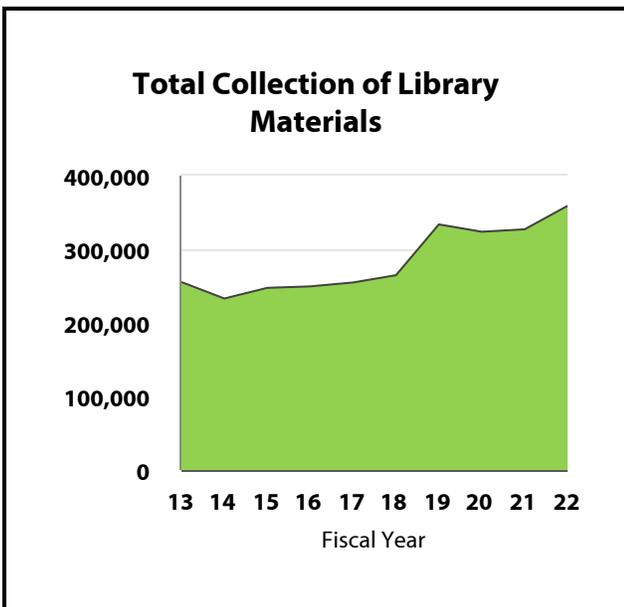
## Public Library Department



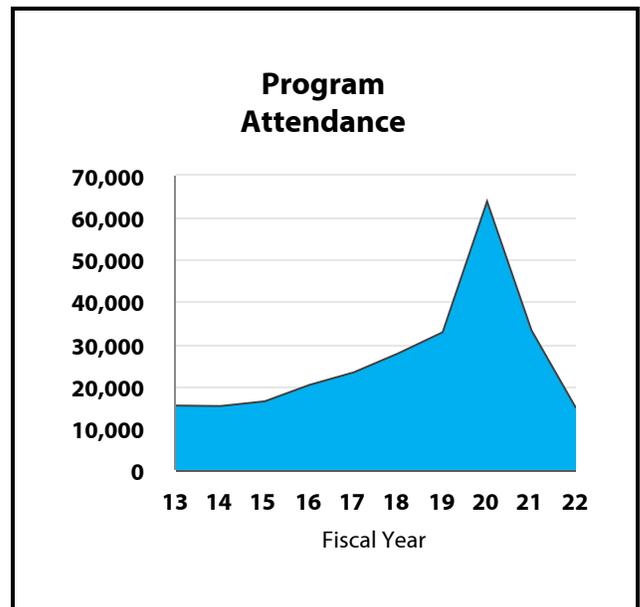
Library attendance returned to normal levels in 2022 after declining due to the COVID-19 pandemic. In 2022, 114,189 visits were recorded and 460,384 items were circulated. The library continued curbside pickup and home delivery of library materials - started during the pandemic.



Registered borrowers have remained stable after a large increase in 2018 due to the implementation of the Virtual Library Card Program that issued cards to all UCS and WCS students.



The size of the Library's collection has generally grown over the past ten years. There are currently 358,945 materials on-hand, or an average of 2.60 items per resident. The percentage of digital materials is increasing and now accounts for over 41% of all materials.



Library program attendance nearly doubled in 2020 due to the availability of virtual and curbside programs created in response to the COVID-19 pandemic. Program attendance decreased in 2022 due to staffing issues.

**MISSION STATEMENT:** *To encourage innovative living through literacy, discovery, and community while striving for an engaged community where all can discover, learn, and grow.*

## KEY VALUES

- **Community Focus:** *Deeply understand and match resources to local needs.*
- **Continuous Improvement:** *Encouraging ongoing growth and development personally, professionally, and organizationally.*
- **Learning:** *Empowering the community through life-long learning and professional development opportunities.*
- **Welcoming:** *Inviting everyone in through engaging staff, spaces, and services.*
- **Open-Minded:** *Remaining adaptable and unbiased in serving community needs.*
- **Forward Thinking:** *Pioneering creative and resourceful new approaches.*
- **Inclusion:** *Ensuring access for all through outreach, connections, and comprehensive resources.*

The Sterling Heights Public Library offers a full range of services for all community residents. Activities such as preschool story times, adult, teen and youth summer reading programs, computer and Internet assistance, film festivals, book talks, author visits, consumer interest programs, reference and readers’ advisory services, an oral history collection, and a wide selection of books, online reference sources, digital collections and audiovisual materials provide residents with excellent educational opportunities.

Digital information retrieval is offered with the online catalog of 21 libraries in the Suburban Library Cooperative. The Library also participates in the MeLCat statewide catalog and delivery system,

allowing City residents to borrow materials from hundreds of public, school and academic libraries throughout Michigan. Other services include full-text online magazine and newspaper reference sources, Internet access at public workstations, wireless Internet access and an early literacy area with educational software applications and games, an interactive art board, and other early literacy materials.

The Library’s website, [www.shpl.net](http://www.shpl.net), serves as an guide to the wealth of resources provided by the Library providing access to thousands of full-text electronic books, audiobooks, digital magazines, downloadable music and an online tutoring service. Home delivery service is also available for those not able to get to the Library.

The Library has an international language collection of popular fiction and magazines in 22 languages, and a unique collection of English as a second language materials. For patrons with visual disabilities, the Library provides large print and audio books. Additionally, the Library has an art garden with a hand-painted mural as a backdrop, as well as an oversize chess/checker board and other outdoor games for residents to enjoy.

The Library is committed to quality service that satisfies the individual and enriches the community.■



***Did you know...the Sterling Heights Public Library has an interactive light board (Everbright) in the Youth Services area for children and their caregivers to create art and practice fine motor skills?***

# Library

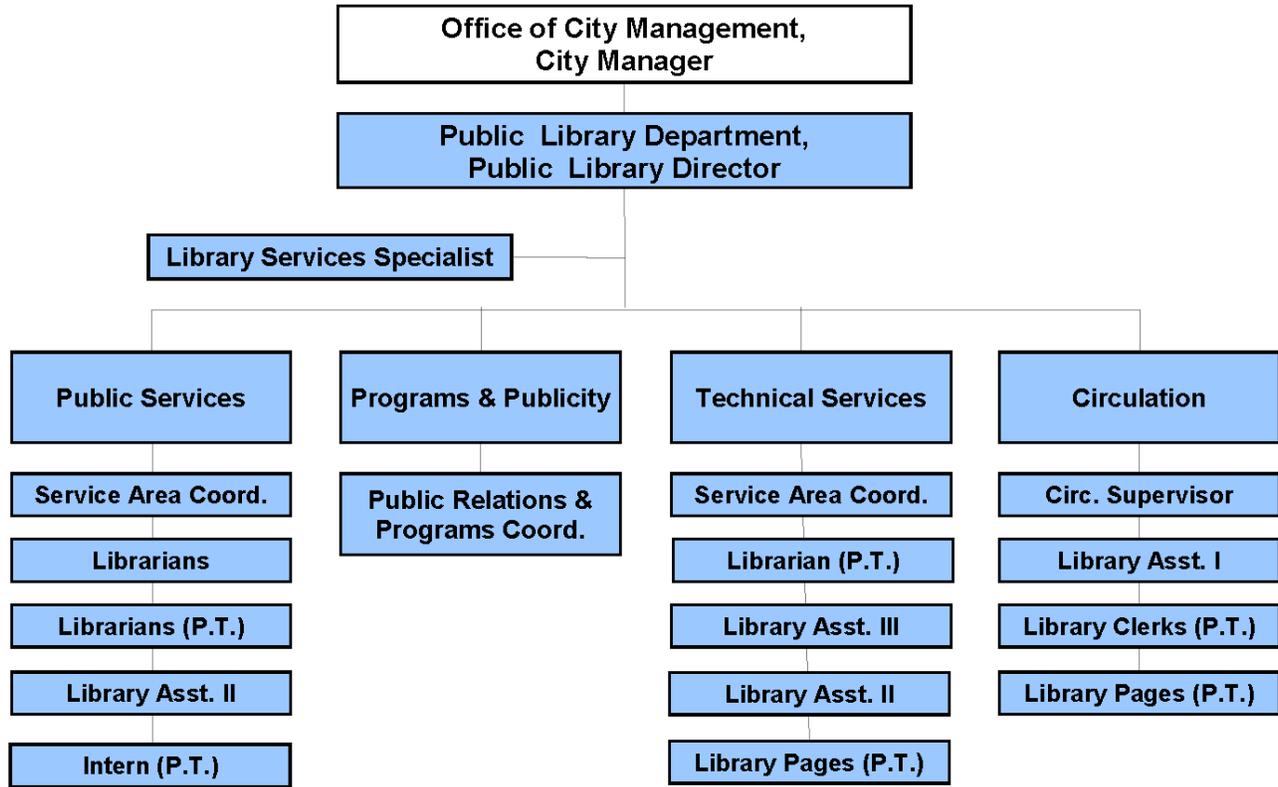
## 2023/24 PERFORMANCE OBJECTIVES

- To implement the Library's Strategic Plan. (City Goal 1, 4, 6, 19)
- To continue to foster an environment of creativity to preserve and expand the quality of life services in cooperation with all City departments. (City Goal 1, 19)
- To increase library outreach to community members through events and at locations outside of the library building. (City Goal 1, 19)
- To increase the size and availability of the Maker Space for residents to learn new skills and express their creativity. (City Goal 1, 4, 19)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Library Registered Borrowers	62,882	65,530	64,287	65,000	64,500	65,500
	Library Visits	149,962	43,640	114,189	150,000	150,000	155,000
	Virtual Visits to the Library's Website*	420,272	525,849	497,343	460,000	180,000	120,000
	Total Collection of Physical Library Materials	210,054	211,786	211,694	215,000	205,000	205,000
	Total Collection of Digital Library Materials	113,673	115,256	147,251	120,000	160,000	160,000
	Physical Items Circulated	381,007	235,292	342,953	325,000	325,000	32,500
	Digital Items Circulated	111,667	112,244	117,431	110,000	110,000	120,000
	Number of Programs	519	374	546	500	500	500
	Program Attendance	63,867	33,198	14,733	30,000	10,000	12,000
	Reference & General Information Requests	42,828	50,613	44,940	45,000	45,000	45,000
	Annual Hours of Library Operation	2,212	2,731	2,919	2,900	2,900	2,900
	In-Library Use of Materials	18,710	0	14,103	15,000	16,000	16,000
	# of Items Loaned to Other Libraries	49,901	69,814	59,758	60,000	50,000	50,000
	# of Items Borrowed from Other Libraries	54,225	71,081	57,795	62,000	50,000	50,000
	Electronic Database Usage	100,896	109,077	89,002	100,000	5,000	5,000
	Public Internet Computer Sessions	35,843	9,507	23,140	20,000	25,000	23,000
	Wireless Computer Users	92,418	12,585	18,241	20,000	20,000	22,000
Outreach Visits	130	305	421	300	400	420	
<b>Efficiency &amp; Effectiveness</b>	Volunteer Hours	5,917	1,595	4,734	5,000	5,000	5,000
	Donations Added to Collection	1,602	125	302	500	400	450
	Total Room Usage	1,126	16	2,361	2,400	2,300	2,400
	Registered Borrowers as a % of Population	48%	50%	49%	49%	132,750	133,000
	Library Materials per Capita	2.45	2.47	2.71	2.52	2.71	2.71
	Circulation of Materials per Capita	3.73	2.63	3.47	3.28	3.23	3.31
	% of Hold Material Requests Filled within 30 days	78%	88%	80%	80%	80%	80%
	Full-time Equivalent Staff Per 1,000 Population	0.20	0.20	0.20	0.20	0.20	0.20
	Library Cost Per Capita	\$21.13	\$21.39	\$21.08	\$22.15	\$21.69	\$22.99
	Total Cost Per Library Registered Borrower	\$44.36	\$43.16	\$43.45	\$45.23	\$45.17	\$47.16
Activity Expenditures as % of General Fund	2.63%	2.49%	2.44%	2.49%	2.47%	2.46%	

\*Excludes direct visits to the library catalog effective September 2022.

# Library



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Public Library Director	1	1	1
Library Service Area Coordinator	2	2	2
Public Relations & Programs Coordinator	1	1	1
Librarian	3	3	4
Librarian (P.T.)	9	9	8
Circulation Supervisor	1	1	1
Library Services Specialist	1	1	1
Library Assistant III	0	0	1
Library Assistant II	3	3	2
Library Assistant I	1	1	1
Library Clerk (P.T.)	6	6	6
Library Page (P.T.)	12	10	10
Intern (P.T.)	1	1	1
<b>Total</b>	<b>41</b>	<b>39</b>	<b>39</b>

# Library

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

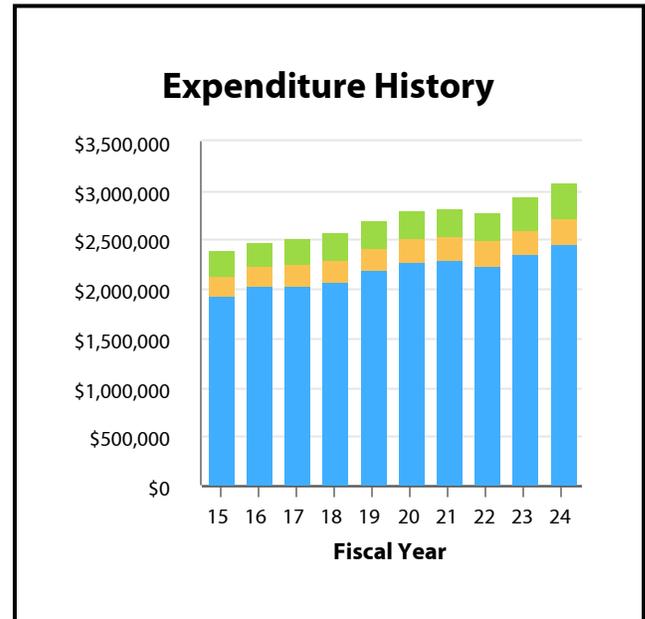
*The total budget increased by 4.5%.*

**Personnel Services** - Total Increase \$105,950 or 4.5%

- \$51,970 due to the conversion of one part-time Librarian to full-time
- \$68,280 due to contractual wage adjustments
- \$19,190 due to an increase in the 401(a) employer match, partially offset by:
- Savings of \$33,440 due to staff turnover resulting in wages at lower steps

**Supplies** - Total Supplies increased \$7,210 or 2.9%. Funding increased \$5,410 to expand the Library's digital book collection. \$1,150 was added for additional audiovisual materials.

**Other Charges** - Total Other Charges increased \$20,050 or 5.9%. \$22,320 in funding was added for an update to the Library Programming Center and \$9,000 was included for an expansion to the Maker Space. An increase of \$7,200 was also included for the regular increase to the Library Co-op Membership fee. Offsetting savings of \$17,490 in Contracted Services are due to a one-time expenditure for Strategic Planning in the prior year.



■ Personnel Services    ■ Supplies  
■ Other Charges

**Capital** - Total Capital of \$36,000 is designated to this division. \$23,000 will replace the skylights in the building. The remaining funding is provided for the Children's Music Garden project, which will create an outdoor space for residents of all ages to gather and create music outdoors.

### FUNDING LEVEL SUMMARY

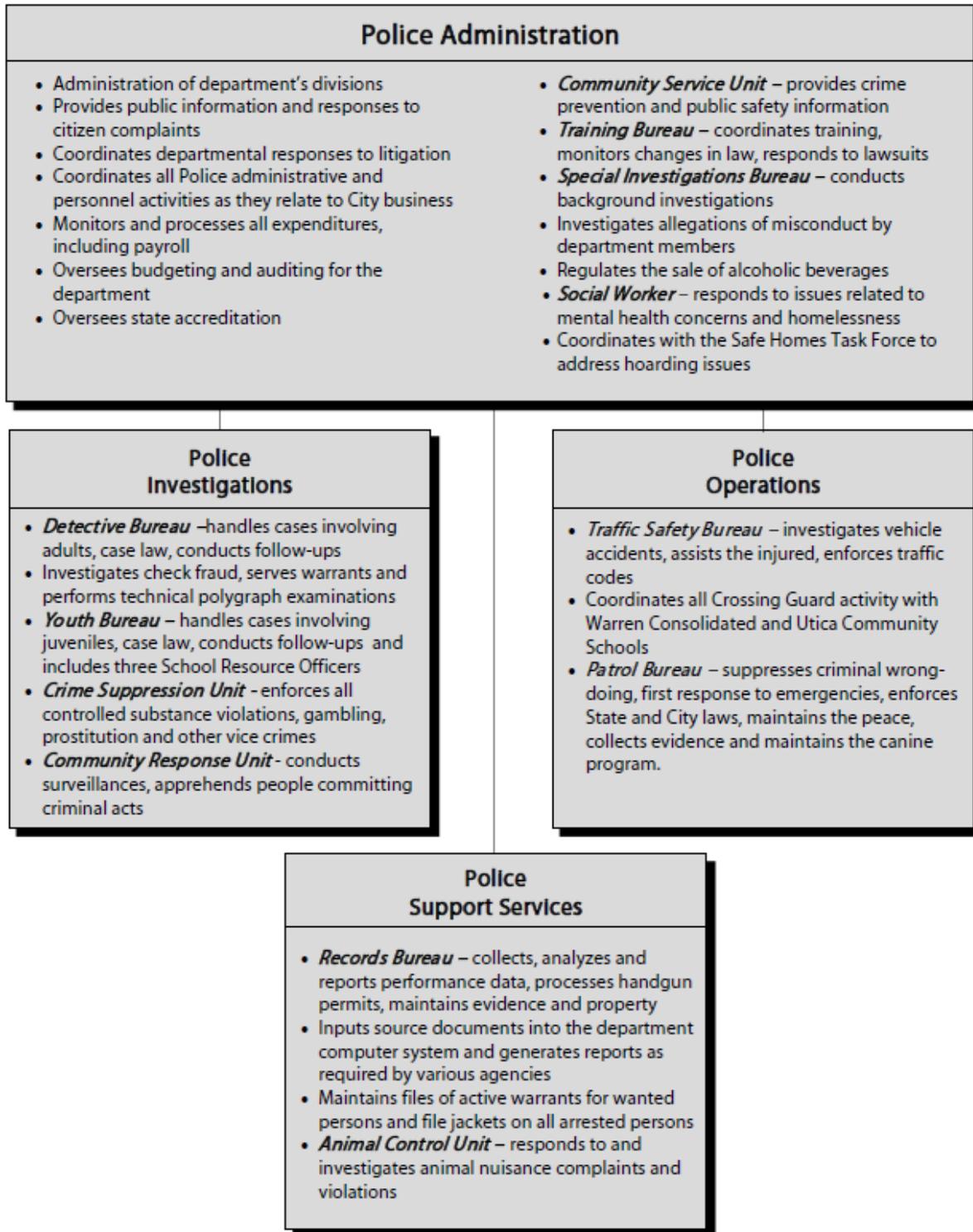
	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$2,252,110	\$2,364,130	\$2,320,310	\$2,470,080	\$2,470,080
<b>Supplies</b>	248,760	252,550	252,550	259,760	259,760
<b>Other Charges</b>	292,400	338,950	340,530	359,000	359,000
<b>Total</b>	\$2,793,270	\$2,955,630	\$2,913,390	\$3,088,840	\$3,088,840

# Police Department



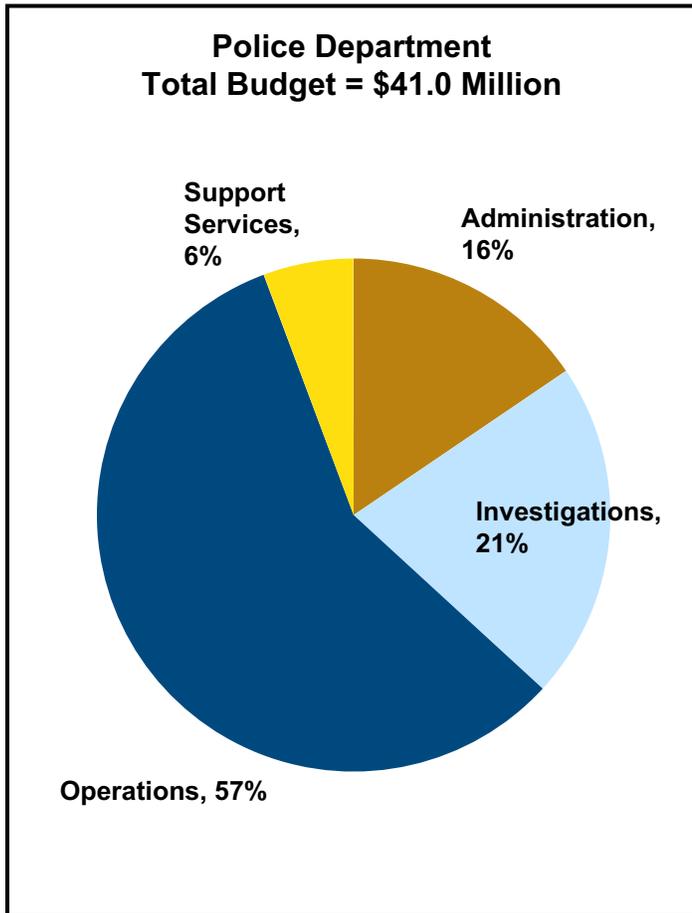
# FUNCTIONAL ORGANIZATION CHART

## Police Department



# DEPARTMENT AT A GLANCE

## Police Department

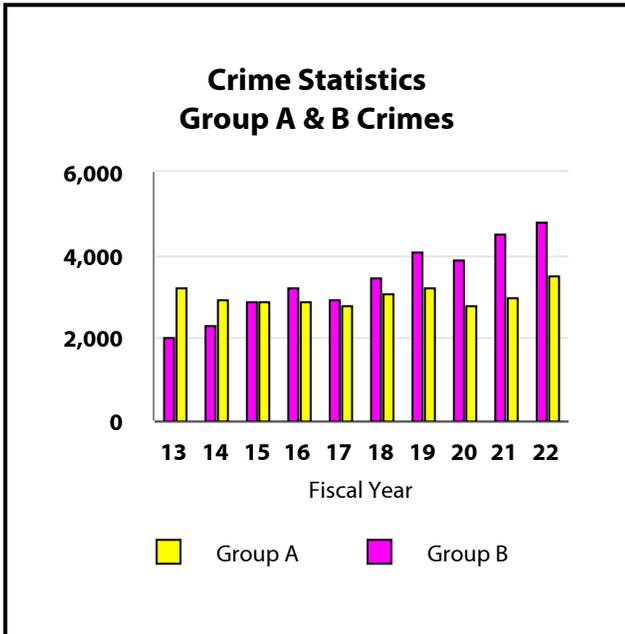


	2023/24	
	Full Time	Part Time
Police Administration	19	2
Police Investigations	43	0
Police Operations	107	30
Police Support Services	16	1
<b>Total Department</b>	<b>185</b>	<b>33</b>

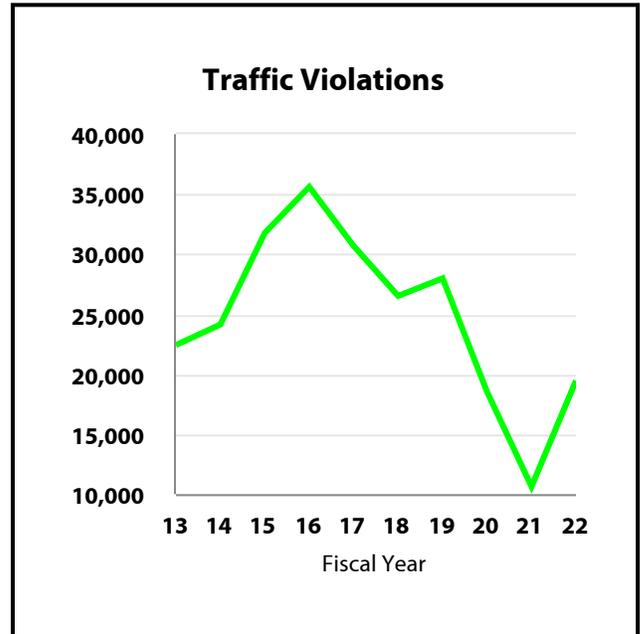
FUNDING LEVEL SUMMARY					
	2020/21 Actual	2021/22 Actual	2022/23 Budget	2023/24 Budget	% Change From 22/23
Police Administration	\$5,652,550	\$5,690,130	\$6,079,500	\$6,351,950	4.5%
Police Investigations	7,752,710	8,316,010	8,614,980	8,722,100	1.2%
Police Operations	20,819,960	21,741,770	23,276,150	23,525,350	1.1%
Police Support Services	2,048,750	2,078,430	2,135,840	2,326,550	8.9%
<b>Total Department</b>	<b>\$36,273,970</b>	<b>\$37,826,340</b>	<b>\$40,106,470</b>	<b>\$40,925,950</b>	<b>2.0%</b>
Personnel Services	\$33,080,810	\$34,834,450	\$37,117,610	\$37,899,850	2.1%
Supplies	168,930	195,880	218,000	237,380	8.9%
Other Charges	3,024,230	2,796,010	2,770,860	2,788,720	0.6%
<b>Total Department</b>	<b>\$36,273,970</b>	<b>\$37,826,340</b>	<b>\$40,106,470</b>	<b>\$40,925,950</b>	<b>2.0%</b>

# KEY DEPARTMENTAL TRENDS

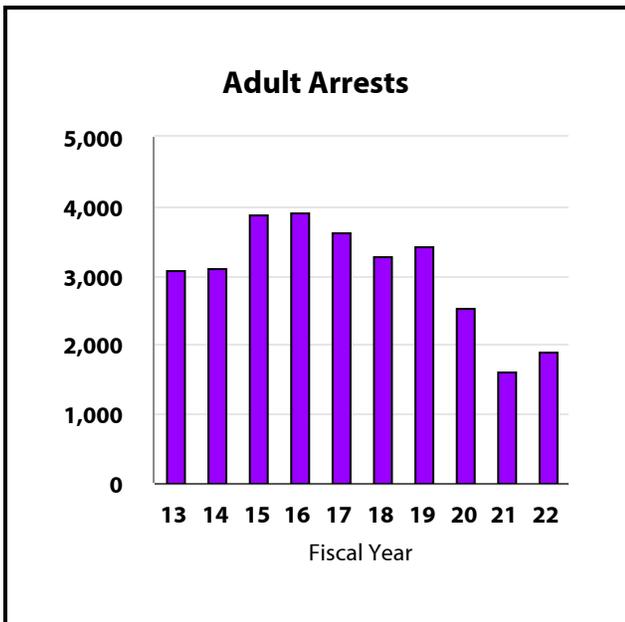
## Police Department



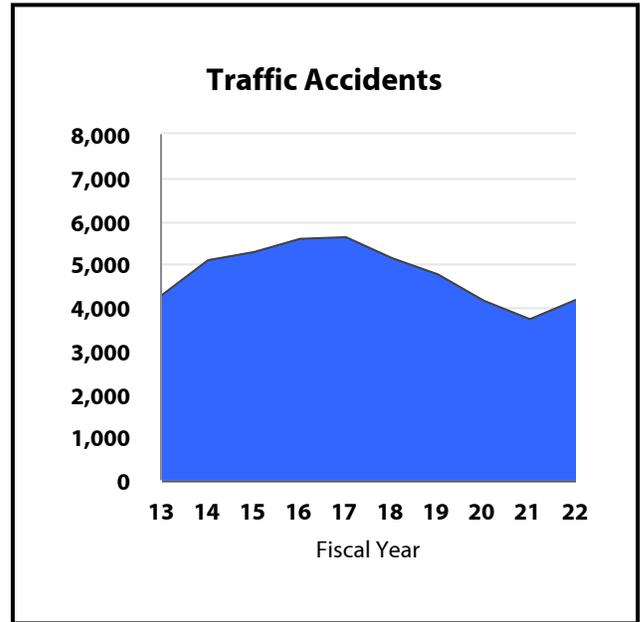
Although Group B crime rates have increased somewhat over the past five years, overall crime rates are significantly lower than the national average. Sterling Heights was again named the safest big city in Michigan for the fourth year in a row, according to FBI crime statistics. Group A crimes include murder, robbery, burglary, car theft, damage to property, larceny, and retail fraud. Group B crimes include assault, family trouble, OUIL and disorderly conduct.



Traffic violations rose as the department initiated a multi-faceted strategy to increase traffic enforcement by concentrating on high accident areas and those locations where residents expressed a concern. The issuance of traffic violations has started to return to normal levels after declining significantly in 2020 and 2021 due to pandemic-related shutdowns.



This graph reflects the number of arrests in the City. The number of adult arrests have decreased due to the legalization of marijuana, the offering of treatment programs in lieu of arrest, and the issuance of tickets v. arrest for misdemeanors.



Despite an increase in traffic over the past ten years due to the growth in the City and in the surrounding northern communities, traffic accidents have generally decreased. A slight uptick was seen in 2022 to a total of 4,173.

**MISSION STATEMENT:** *To provide effective, efficient and ethical police services through the management of allocated human and physical resources.*

**KEY GOALS**

- **To provide leadership, coordination and support to the Department’s four divisions.**
- **To conduct thorough investigations on prospective City employees, liquor license applicants, and any internal allegations of serious misconduct.**
- **To provide staff training in various areas of law enforcement to reduce liability and improve services.**
- **To provide public education in areas of crime prevention, personal safety, and child protection.**
- **To coordinate special projects that will provide for a more effective and efficient service to the public.**
- **To coordinate crime fighting efforts with other law enforcement agencies, utilizing the latest in crime analysis software and technology.**
- **To coordinate the citywide Emergency Response Program.**
- **To provide the SMART Moves Program throughout the schools.**

The Chief of Police is responsible for the overall management of police services in the community. Reporting to the City Manager, the Chief and his staff plan, organize and direct all Police Department operations to provide a safe and orderly environment for residents and visitors. The Chief is also responsible for media relations, and manages responses to citizen complaints and inquiries.

The Police Chief is assisted by a Deputy Police Chief and three Captains. The Deputy Police Chief provides administrative support, handles special projects, assists in the development of policies and procedures, and aids in the development and administration of the annual budget. The Deputy Police Chief also assists the Chief in

selection, placement, training, safety, and discipline of personnel. The Police Captains each command one the three divisions within the department.

The Special Investigations Bureau (S.I.B.) investigates allegations of misconduct by Police Department members, and incidents that may result in civil litigation. This Bureau also conducts background investigations for employment and licensing and enforces laws regulating the sale of alcohol and prepares the Department’s response to litigation.

The Community Service Unit is responsible for all social media, the Skills Mastery and Resilience Training (SMART) Moves Program, the Community Outreach and Engagement (CORE) program, the Citizen’s Police Academy, Community Emergency Response Team (CERT), Citizens on Patrol (COP), Quick Response Team (QRT), and planning public relation events. The department Social Worker handles issues concerning mental health throughout the City.

The Training Bureau identifies training needs and provides officers with the necessary equipment to effectively perform their jobs.

The Administrative Captain and the Police Administration staff prepare the annual budget, monitor and process all expenditures, oversee audits and are responsible for the Department’s inventory. This Division also administers personnel matters and processes the Department’s payroll. ■



***Did you know...that over 1,750 students have attended an Officer led school safety program?***

# Police Administration

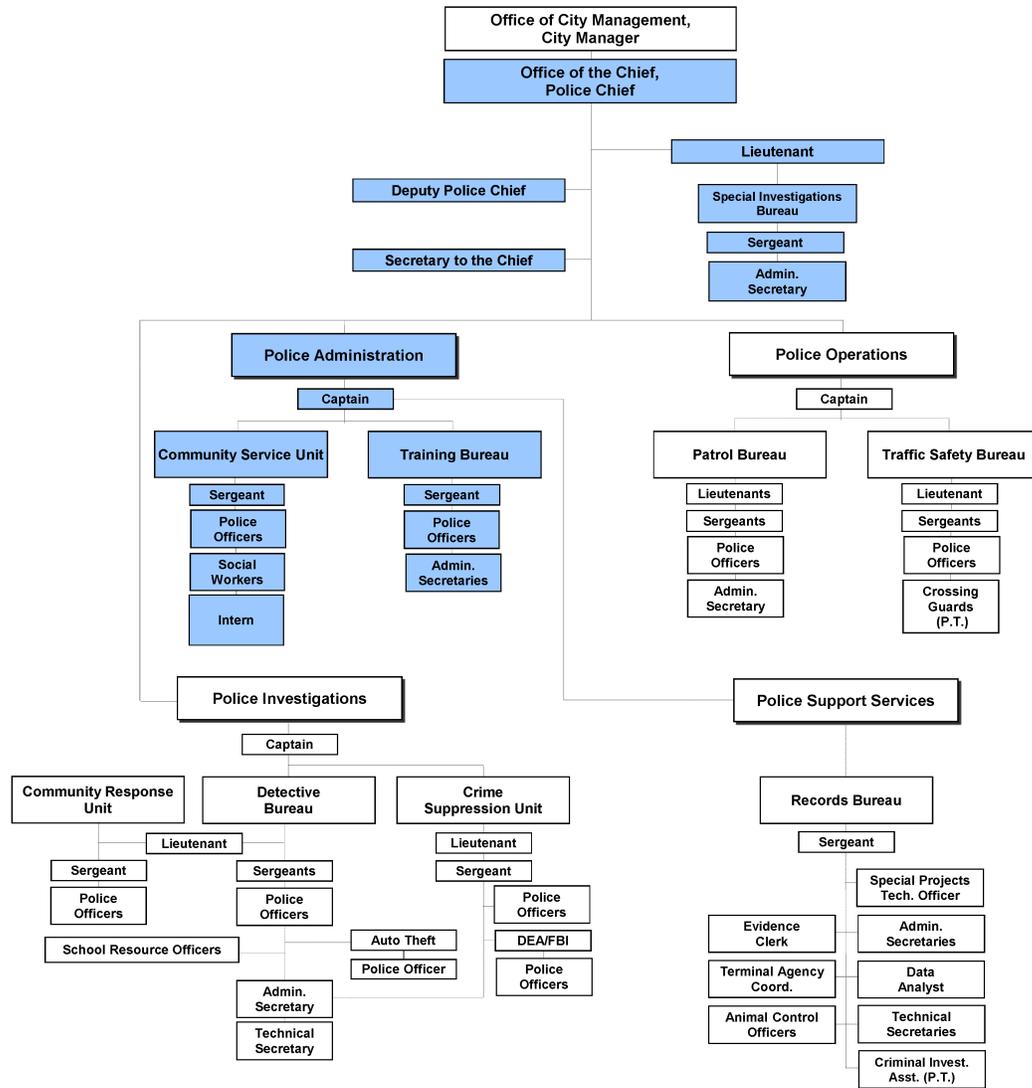
## 2023/24 PERFORMANCE OBJECTIVES

- To train and assign the additional social worker on Safe Homes Task Force cases. (City Goal 1, 2, 13, 14)
- To create a mentorship program with foster children to promote their growth and positive outlook toward law enforcement. (City Goal 24, 25, 26)
- To implement a Community Policing podcast with SHTV to cover various community topics. (City Goal 1, 2, 3, 25)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Public Education Programs Presented	23	319	400	412	347	367
	Security/Safety Presentations	11	45	47	50	75	75
	Elementary and Middle School Programs	10	10	15	190	190	190
	Citizen's Police Academy Programs	2	2	2	2	2	2
	Drug Outreach Program-QRT/Hope Not Handcuffs	N/A	262	60	170	80	100
	General Orders Issued or Amended	42	126	56	20	56	50
	School Safety Program - Students Impacted	928	1,500	1,600	1,700	1750	1,750
	Training Seminars Attended - Department-wide	347	210	287	400	330	330
	Employment Background Investigations	336	328	217	100	210	210
	Internal Affairs Investigations	46	77	51	50	50	50
	Liquor License Background Investigations	7	9	9	5	26	25
	Other Special Investigations Bureau Investigations	129	146	146	80	94	90
	Liquor & Tobacco Inspections/Observations	104	41	122	150	140	140
	Liquor License Violations	4	2	3	10	2	2
	CORE Deployments	N/A	114	155	200	250	250
	COPS Program Participants	17	11	15	30	25	25
	Citizen's Police Academy Participants	50	30	50	50	50	50
	<b>Efficiency</b>	Employment Background Investigations - % Hired	80%	93%	93%	80%	95%
# of Complaints per Officer		0.24	0.04	0.02	0.05	0.05	0.05
Average Cost of an Administrative Investigation		\$802	\$838	\$952	*	*	*
Average Liquor License or Tobacco Inspection Cost		\$109	\$97	\$95	*	*	*
Department Cost per Capita		\$262	\$274	\$285	\$301	\$290	\$305
Division Expenditures as % of General Fund		5.18%	4.97%	4.97%	5.12%	4.99%	5.07%

\*Cost is calculated for "Actual" columns only.

# Police Administration



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Chief of Police	1	1	1
Deputy Police Chief	0	1	1
Captain	1	1	1
Lieutenant	1	1	1
Sergeant	3	3	3
Police Officer	4	4	4
Social Worker	1	1	2
Secretary to Chief	1	1	1
Administrative Secretary	5	5	5
Intern	0	0	2
<b>Total</b>	<b>17</b>	<b>18</b>	<b>21</b>

# Police Administration

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

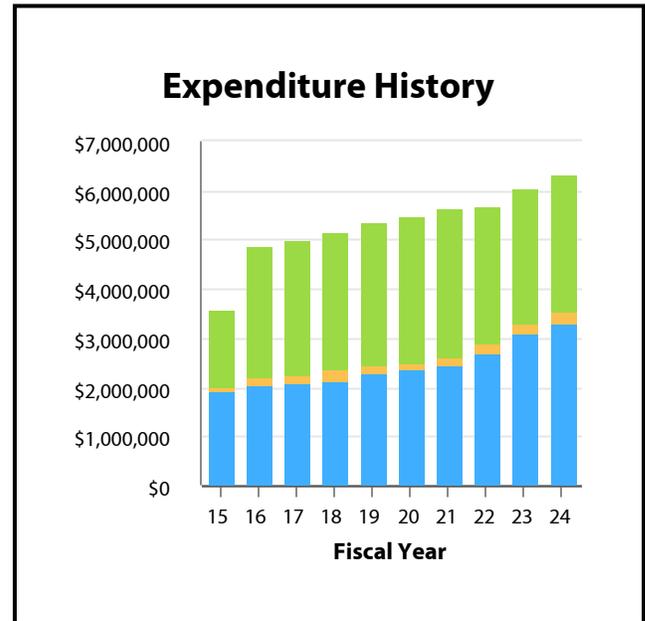
*The total budget increased by 4.5%.*

**Personnel Services** - Total Increase \$235,210 or 7.6%

- \$90,420 due to the addition of a full-time Social Worker funded through proceeds from the opioid settlement fund
- \$56,060 due to contractual wage adjustments
- \$32,300 due to the addition of two Intern positions
- \$66,140 due to staff turnover resulting in Police Officers at higher steps than the prior year

**Supplies** - Total Supplies increased \$19,380 or 8.9% primarily due to the purchase additional replacement bulletproof vests. This replacement plan began in the prior year and will conclude this fiscal year. Supplies for the Safe Home Task Force and an additional speed radar sign have also been included.

**Other Charges** - Total Other Charges increased \$17,860 or 0.6%. Funding for contracted services increased \$57,670 based on the most recent contract with Macomb County Dispatch. Building maintenance will increase by \$30,000 to allow for necessary stairwell maintenance including an epoxy treatment. Software maintenance fees are projected to decrease \$26,210 after a one-time purchase of software upgrades and grant funded software in the prior year. Additional savings of \$47,800 were realized due to grant funded training in the prior year.



■ Personnel Services    ■ Supplies  
■ Other Charges

**Capital** - Total Capital of \$185,000 is proposed for building improvements including the replacement of the skylights, the modernization of the Police Department elevator and the repair of the pump pit. \$35,000 is included to fund a vehicle for the Deputy Chief position and two replacement command vehicles totaling \$70,000 are funded with Federal Forfeitures.

### ADJUSTMENTS TO PROPOSED BUDGET

**Supplies** - Total Supplies decreased \$38,430 due to the advance purchase of bullet proof vests in the 22/23 fiscal year.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$2,701,450	\$3,096,640	\$2,926,750	\$3,331,850	\$3,331,850
<b>Supplies</b>	195,880	218,000	218,990	275,810	237,380
<b>Other Charges</b>	2,792,800	2,764,860	2,742,980	2,782,720	2,782,720
<b>Total</b>	\$5,690,130	\$6,079,500	\$5,888,720	\$6,390,380	\$6,351,950

**MISSION STATEMENT:** *To deliver professional, effective and efficient investigative services to the community.*

**KEY GOALS**

- ***To quickly respond to complainants and/or victims.***
- ***To create a safer community through the vigorous enforcement of controlled substance laws and other vice crimes.***
- ***To assist school administrators in the creation of a safe and secure learning environment within the City's schools.***
- ***To foster close working relationships with other law enforcement professionals to accomplish the Division's mission.***
- ***To conduct timely and thorough investigations of criminal activity and process these cases through the appropriate criminal justice system.***
- ***To efficiently and effectively provide accurate and timely information to various entities in accordance with state statutes.***

The primary responsibility of the Investigations Division is the investigation and prosecution of criminal activity occurring within the City.

The Investigations Division consists of five squads of detectives. The Detective Bureau consists of two squads that investigate criminal activity involving persons 18 and over. This includes the processing of arrest warrants, and the presentation of evidence in court. The Detective Bureau has one detective assigned to the Macomb Auto Theft Squad (MATS) and one detective assigned to the United States Marshals on a part-time, as-needed basis.

The Community Response Unit (CRU) is a six-member unit, made up of five Police Officers and one Sergeant. The CRU conducts focused directed patrols in plain clothes in the areas of surveillance, gathering intelligence, and taking appropriate enforcement action in order to identify, arrest, successfully prosecute and otherwise deter criminal activity.

The Youth Bureau examines all law violations involving persons 17 years of age and younger. The Youth Bureau is also responsible for the investigation and subsequent prosecution of all cases involving child abuse and neglect. The Youth Bureau has three School Resource Officers. One is assigned to each local high school.

The Crime Suppression Unit is a group of detectives that enforces all controlled substance violations, gambling, prostitution and other vice crimes. Additionally, this unit coordinates with federal, state and local task forces to address organized drug trafficking issues, conduct surveillance, and apprehend persons actively committing criminal acts. This Unit also has personnel assigned to Drug Enforcement Administration and the FBI Violent Crimes Task Force.

Victim assistance and citizen satisfaction are key objectives to our approach toward lessening the effects of crime on our community. Detectives work in close partnership with social response agencies, such as Turning Point, Macomb County Victims Assistance Unit, Forensics Nurses Examiner Program, and Crime Stoppers. ■



***Did you know...our School Resource Officers are working Macomb County Emergency Management & school administrators to establish Community Based Multi-Disciplinary Threat Assessment Teams ?***

# Police Investigations

## 2023/24 PERFORMANCE OBJECTIVES

1. To meet monthly with the Macomb County Prosecutor's Office and other Police Departments to discuss current crime trends in the County and how to best decrease certain crimes. (City Goal 2, 4, 10)
2. To review current staffing levels and reallocate personnel as needed to add a detective to the computer crimes unit to assist with digital forensics. (City Goal 4, 5, 23)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Total Detective Bureau Cases Assigned	3,643	3,486	4,129	3,700	4,600	4,600
	Adult Investigative Cases	3,088	2,988	3,367	3,050	4,000	4,000
	Juvenile Investigative Cases	555	498	762	650	600	600
	Auto Theft Investigative Cases	91	196	167	100	250	250
	Theft from Auto Invest. Cases (Incl. Parts/Access.)	34	32	98	60	100	100
	Crime Suppression Unit (CSU) Investigative Cases	321	489	420	400	450	450
	Marijuana Grow Facilities Investigated	N/A	501	233	450	100	100
	Total Interviews Conducted	22,928	23,020	21,892	23,000	18,500	18,500
	Suspect Interviews	2,962	2,964	2,879	3,000	2,500	2,500
	Witness & Informant Interviews	12,843	12,618	12,085	13,000	10,300	10,300
	Victim Interviews	7,123	7,438	6,928	7,000	5,700	5,700
	Arrest Warrants Obtained	848	852	1,000	900	1,000	1,000
	Search Warrants Obtained/Executed	576	617	554	600	650	650
	Criminal Surveillance	1,978	1,944	1,929	2,000	1,700	1,700
	Federal Forfeiture Cases Processed	29	50	50	40	20	20
	State Forfeiture Cases Processed	63	56	59	60	100	100
	School Resource Officers - # of Hrs. Assisting Schools	2,910	4,380	4,380	4,350	4,350	4,350

# Police Investigations

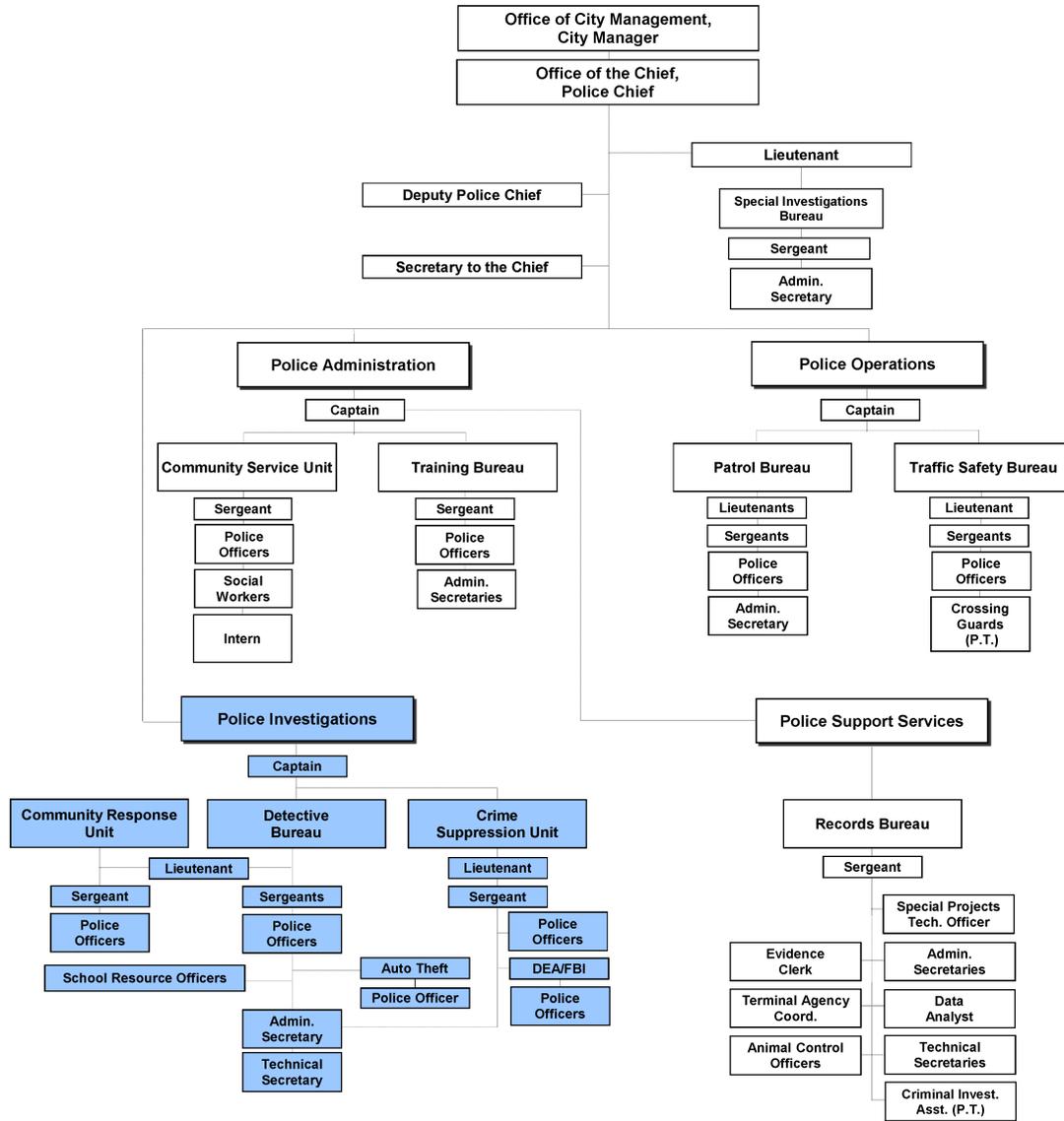
## 2023/24 PERFORMANCE OBJECTIVES

3. To coordinate with Macomb County Prosecutor's Office to host a legal update class for the entire department. (City Goal 6, 7)
4. To provide the latest technology for detectives including access to automated license plate readers to track possible suspects or missing persons. (City Goal 2, 9)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Efficiency &amp; Effectiveness</b>	% of Petitions Obtained vs. Requested	89%	79%	92%	95%	98%	95%
	% of Arrest Warrants Obtained vs. Requested	78%	68%	80%	71%	86%	85%
	Detective Bureau Cases per Investigator	228	218	258	231	280	280
	Crime Suppression Unit Cases per Investigator	64	49	84	40	80	80
	% of Part I Violent Crimes Cleared	53%	57%	55%	61%	45%	50%
	Part I Violent Crimes Cleared Per Sworn Dept. FTE	0.7	0.7	0.7	0.8	0.8	0.8
	Juvenile Arrests Violent Crimes - % of Total Arrests	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	% of Part I Property Crimes Cleared	41%	18%	21%	19%	20%	20%
	Part I Property Crimes Cleared Per Sworn Dept. FTE	2.5	1.2	1.4	1.1	1.3	1.3
	Juvenile Arrests Property Crimes - % of Total Arrests	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	Auto Theft Ratio Per 1,000 Population	0.7	1.5	1.3	0.8	1.2	1.2
	Average Cost to Investigate a Case	\$536	\$549	\$598	*	*	*
	Division Expenditures as % of General Fund	7.13%	6.82%	7.26%	7.26%	7.05%	6.95%

\*Cost is calculated for "Actual" columns only.

# Police Investigations



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Captain	1	1	1
Lieutenant	2	2	2
Sergeant	5	5	5
Police Officer	33	33	33
Administrative Secretary	1	1	1
Technical Secretary	1	1	1
<b>Total</b>	<b>43</b>	<b>43</b>	<b>43</b>

# Police Investigations

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

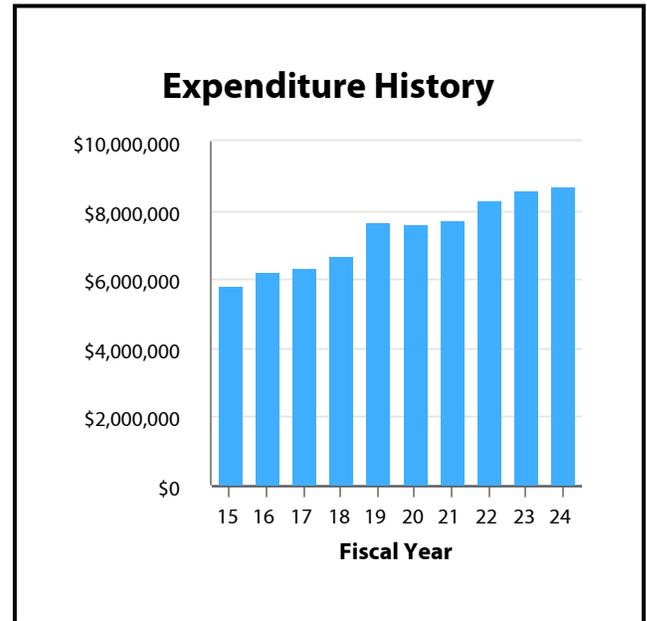
*The total budget increased by 1.2%.*

**Personnel Services** - Total Increase of \$107,120 or 1.2% is primarily due to contractual wage adjustments partially offset by health insurance savings due to changes in coverages.

**Supplies** - All Supplies for the Police Department are budgeted in Police Administration.

**Other Charges** - All Other Charges for the Police Department are budgeted in Police Administration, except miscellaneous expenses. Funding for investigative materials will remain the same at \$5,000.

**Capital** - \$322,080 is budgeted in the Public Safety Forfeiture Fund, including \$315,000 for the replacement of high-mileage investigative vehicles and \$7,080 for two new laptops for the Crime Suppression Unit. 24 personal computers are also scheduled to be replaced for this department.



■ Personnel Services   
 ■ Supplies  
■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$8,312,800	\$8,609,980	\$8,321,000	\$8,717,100	\$8,717,100
<b>Supplies</b>	0	0	0	0	0
<b>Other Charges</b>	3,210	5,000	5,000	5,000	5,000
<b>Total</b>	\$8,316,010	\$8,614,980	\$8,326,000	\$8,722,100	\$8,722,100

**MISSION STATEMENT:** *To function as the primary first responder to scenes requiring police assistance and enforcing laws in an effort to maintain a safe community.*

## KEY GOALS

- **To suppress criminal activity; respond to crimes and emergencies; conduct preliminary investigations; and collect forensic evidence.**
- **To enforce compliance with state laws, traffic laws, and local ordinances; and to arrest or cite violators as necessary.**
- **To provide prompt and efficient service to the public.**
- **To provide a safe environment for vehicular and pedestrian traffic by implementing effective traffic safety strategies and providing traffic and pedestrian safety information.**

Police Operations is divided into two Bureaus: Patrol and Traffic Safety. The Division commander is a Captain who reports directly to the Chief of Police.

The Patrol Bureau is responsible for the suppression of all criminal wrongdoing. Patrol personnel are the first responders to most emergency situations. They conduct the initial investigation of all reported incidents of crime. The Evidence Technicians from within this Bureau locate and collect forensic evidence in support of criminal cases. Other responsibilities include maintaining peace, ensuring order at public gatherings, enforcing State and City laws and ordinances, and mediating disputes.

Four officers are assigned to the K-9 program. The dogs are trained in narcotics and tracking. These officers and their partners are not only involved in criminal apprehension, but in the identification of

illegal contraband. They have been recognized with national awards and honors.

The Traffic Safety Bureau investigates motor vehicle collisions, assists the injured, and impounds disabled vehicles at accident scenes. They enforce motor carrier laws, investigate abandoned autos, and are the primary traffic enforcement agency for state and local traffic codes. This Bureau trains and maintains a cadre of part-time adult school crossing guards. These crossing guards ensure direct street safety for elementary and junior high students in grades K-9.

The Special Response Team (SRT) is a unit of Police Operations which reports to the Police Operations Captain. The SRT is responsible for special operations where appropriate, such as crisis negotiations, active shooter situations, hostage situations, barricade situations, sniper situations, high-risk apprehension, high-risk warrant service, and other highly tactical situations.■



***Did you know...that the Police Department created a new Directed Patrol unit that will focus on areas that are experiencing speeding complaints and other reports of poor driving?***

# Police Operations

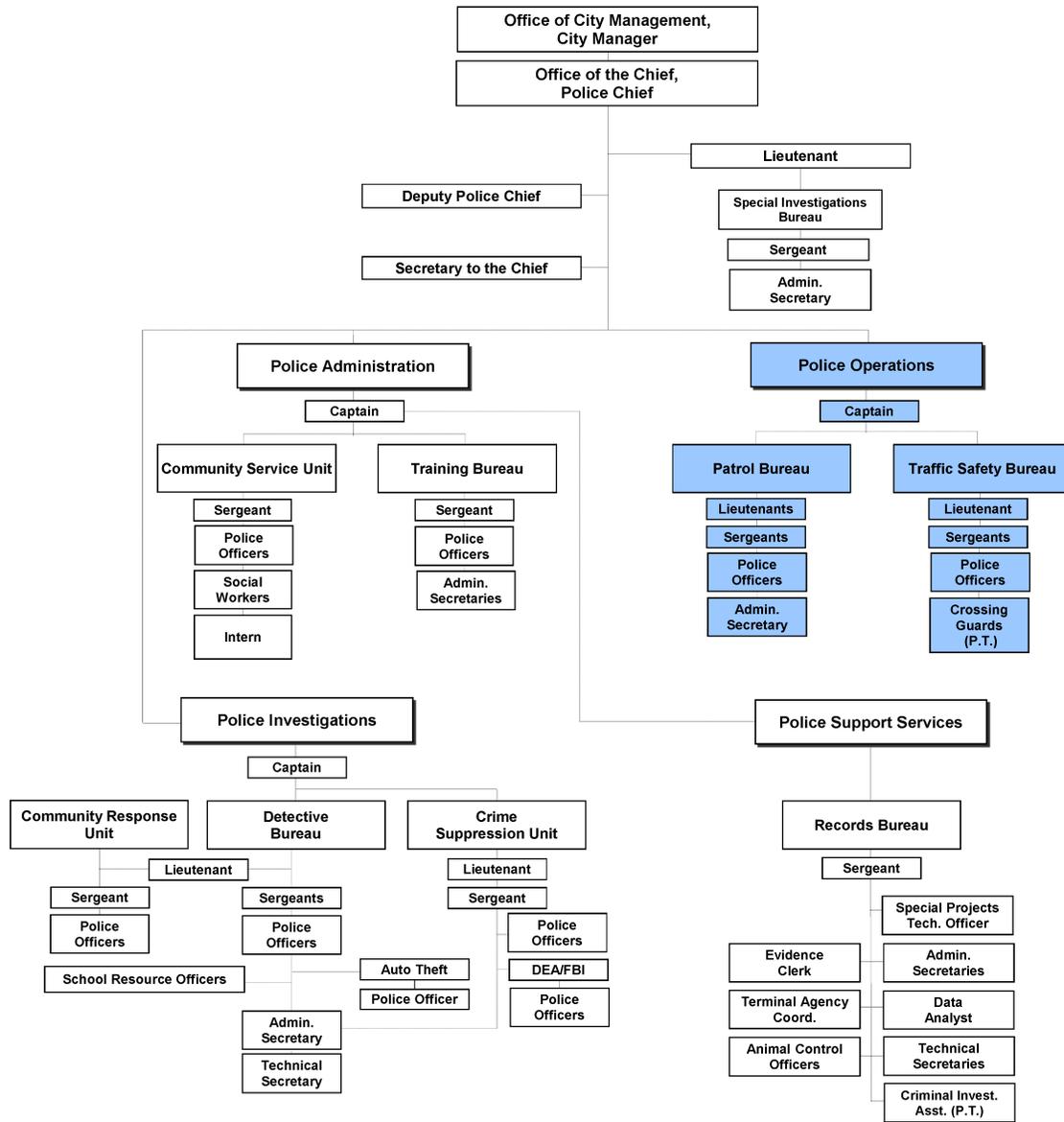
## 2023/24 PERFORMANCE OBJECTIVES

1. To reduce speeding in residential neighborhoods by restructuring shifts and officer deployment times in the Traffic Bureau. (City Goal 9, 10)
2. To acquire new canines that are trained to detect only illegal substances, keeping compliance with new law changes. (City Goal 9, 10)
3. To hold mental health and wellness awareness training to help officers notice signs of mental and emotional distress to assist in the de-escalation of potentially volatile situations. (City Goal 9, 10, 11)
4. To create officer workstations in local schools to allow for a more efficient working environment and increase officer presence within the school districts. (City Goal 9, 10, 11)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Police Incident Reports Completed	77,446	79,428	113,662	110,000	124,650	125,000
	Group A Crime Reports	2,800	2,987	3,486	3,500	4,290	4,300
	Group B Crime Reports	3,877	4,515	4,803	4,650	4,680	4,700
	Vehicular Accident Reports	5,122	3,201	4,237	4,500	4,300	4,500
	All Other Rpts. (incl. cases prev. not given case #)	65,647	68,665	101,136	97,350	111,380	111,500
	Adults/Juveniles Arrested	2,529/57	1,618/31	1,888/38	2,000/100	2,600/5	2,600/5
	Total Traffic Violations Issued	18,528	10,634	19,459	25,000	30,500	31,000
	Motor Carrier Violations Issued	32	30	31	60	30	30
	Residential Traffic Enforcement Violations	1,229	921	1,209	2,600	1,400	1,400
	SMART Radar Trailer Deployments	304	797	927	1,500	1,500	1,500
	K-9 Unit Deployments	225	207	217	200	260	250
	OUIL Arrests	141	116	165	250	250	250
	SWAT/SRT Call-outs	10	12	18	12	6	12
<b>Efficiency &amp; Effectiveness</b>	Group A Crimes per 1,000 Population	21.2	22.6	26.3	26.4	31.9	32.0
	Group B Crimes per 1,000 Population	29.4	34.1	36.2	35.0	34.8	35.0
	# of Incident Reports per Sworn Division Personnel	752	780	1,072	1,040	1,176	1,179
	# of Injury Traffic Accidents per 100,000 Pop.	538	493	594	*	*	*
	# of Traffic Fatalities Per 100,000 Population	4.5	3.8	7.5	*	*	*
	% of Total Sworn Personnel in Traffic & Patrol	68%	68%	68%	68%	68%	68%
	OUIL Arrests Per 1,000 Residents	1.1	0.9	1.2	1.9	1.9	1.9
	Division Expenditures as % of General Fund	18.37%	18.32%	18.99%	19.61%	19.16%	18.76%

\*Calculated for "Actual" columns only.

# Police Operations



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Captain	1	1	1
Lieutenant	4	4	4
Sergeant	16	16	16
Police Officer	85	85	85
Administrative Secretary	1	1	1
Technical Secretary	1	1	0
Crossing Guards (P.T.)	30	30	30
<b>Total</b>	<b>138</b>	<b>138</b>	<b>137</b>

# Police Operations

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 1.1%.*

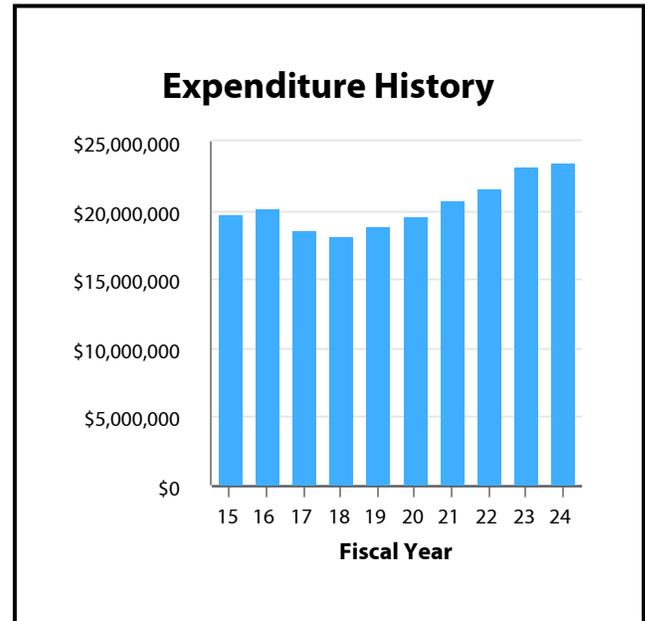
**Personnel Services** - Total Increase \$249,200 or 1.1% primarily due to contractual wage adjustments and an increase to the hourly rate for crossing guards from \$15/hour to \$18/hour. This is partially offset by health insurance savings due to a lower than expected rate increase and changes in coverages.

**Supplies** - All Supplies for the Police Department are budgeted in Police Administration.

**Other Charges** - No changes in funding.

**Capital** - Total Capital of \$731,770 is included. \$430,000 of this funding is to replace ten patrol cars and \$230,000 will be used to customize the replaced vehicles with lights, sirens and other necessary equipment. An additional \$43,500 was added to replace radio equipment that has reached the end of its useful life. \$28,270 is budgeted to replace 10 handheld speed measuring units as part of a multi-year replacement plan.

Rifle rated shields, a vehicle scanner, and K9 night vision goggles are funded through the Public Safety Forfeiture Fund at a total cost of \$32,600.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$21,741,770	\$23,275,150	\$22,617,920	\$23,524,350	\$23,524,350
<b>Supplies</b>	0	0	0	0	0
<b>Other Charges</b>	0	1,000	1,000	1,000	1,000
<b>Total</b>	\$21,741,770	\$23,276,150	\$22,618,920	\$23,525,350	\$23,525,350

**MISSION STATEMENT:** *To function as the Police Department's main information center.*

**KEY GOALS**

- **To collect, maintain and disseminate information to the public as needed.**
- **To input report information into the computer database in compliance with state and federal guidelines.**
- **To properly receive, record and store property and criminal evidence.**
- **To monitor, enforce and educate the public regarding the City's Animal Control Regulatory Ordinance and to impound stray or neglected animals as necessary.**
- **To provide prompt, efficient service when public requests for service are received.**

The Support Services Division is one of four divisions within the Police Department. The Division commander is a Sergeant who reports to a Captain. The Captain oversees the Records Bureau and the Animal Control Unit.

The Records Bureau serves as the information center for businesses, attorneys and the public. The Records Bureau collects, maintains, and distributes reports of crimes, incidents, vehicular accidents and other matters of interest to the public and those needed for police operations. Records personnel respond to all police-related document requests filed under the Freedom of Information Act. They receive, process and monitor file jackets pertaining to arrested persons. Records personnel input source documents into the Department's computer system and generate reports as required by the State of Michigan, the Federal Bureau of

Investigations (FBI) and other Police Department personnel.

The Records Bureau also maintains the inventory of all recovered or confiscated property, items of evidence, impounded motor vehicles and property in conjunction with other City departments. Personnel process all applications for the purchase of handguns and concealed weapon permits.

The Computer Services function of the Records Bureau provides for the capture and retrieval of information designated by statute and/or the needs of the Department. The Lab Technician is responsible for processing all photographic evidence. This area assists other City departments in processing photographs and serves as a resource to the Department's Evidence Technicians and Police Investigations Division.

The Animal Control Unit patrols, responds to and investigates reported violations of the City and State's Animal Control Regulatory Ordinance and other animal nuisance complaints.■



***Did you know...Animal Control provides vouchers for residents to trap, neuter, and release of feral cats (TNR)?***

# Police Support Services

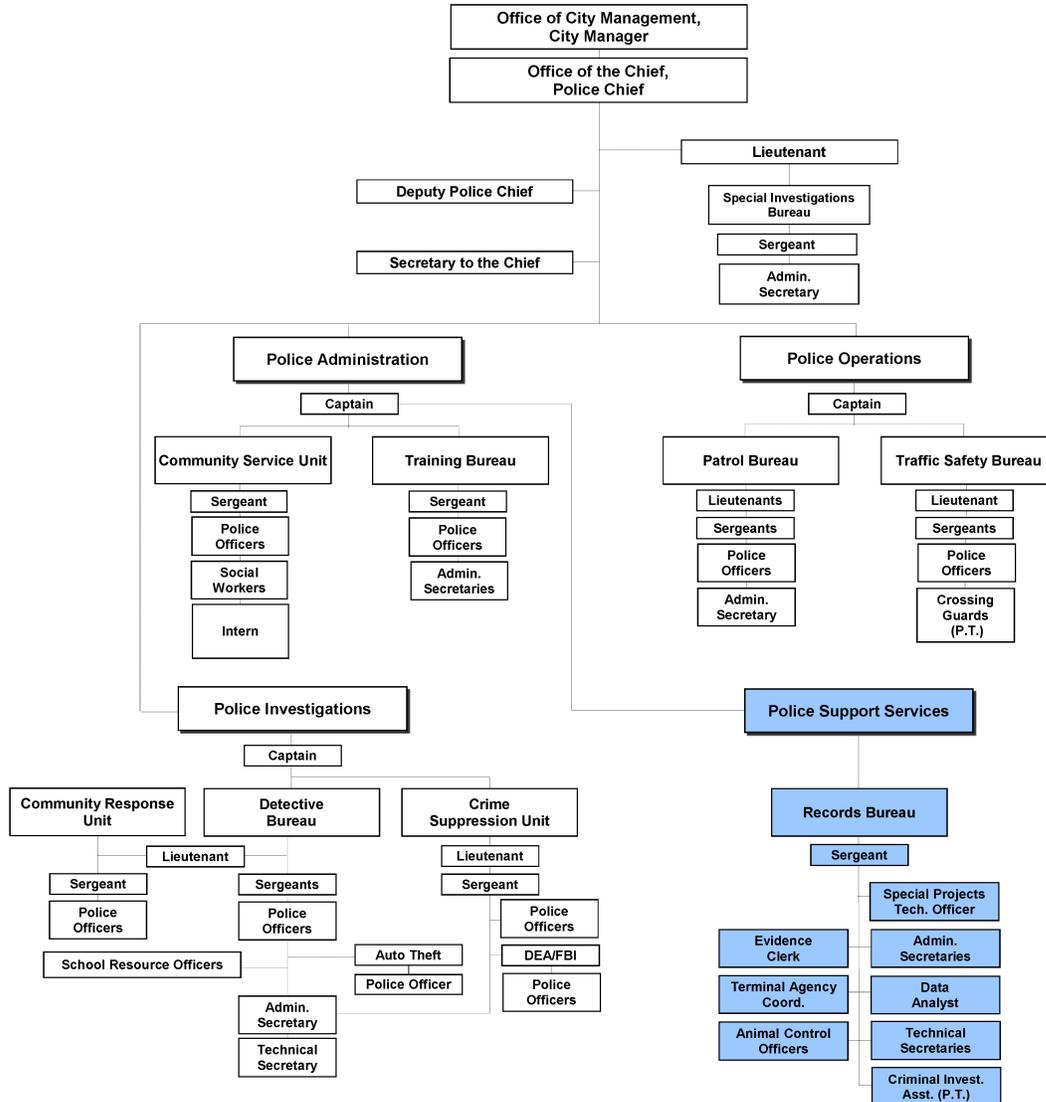
## 2023/24 PERFORMANCE OBJECTIVES

1. To create educational videos for the city website to educate the public on various animal control matters. (City Goal 1, 14, 25)
2. To create web-based impound forms and witness statements to reduce paper waste. (City Goal 9, 23)
3. To partner with animal rescue groups to assist with the housing of animals brought to us in need. (City Goal 1, 11, 14)
4. To implement web briefing protocols to allow for quicker dissemination of information to officers. (City Goal 1, 9, 23)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Incidents Processed into Computer	77,446	79,428	113,662	110,000	124,500	124,500
	Police Reports Provided on Request	4,675	4,399	5,420	5,000	5,800	5,800
	Gun Permits Obtained	4,106	4,773	4,074	5,000	3,200	3,500
	Responses by Animal Control	3,846	4,998	4,393	6,000	4,000	5,500
	Background Clearance Letters Processed	N/A	966	939	1,000	850	900
	Freedom of Information Act Requests	1,154	1,117	1,180	1,200	1,300	1,300
	Arrests Processed	2,617	1,644	1,926	2,100	2,500	2,500
	Pieces of Evidence Collected	2,826	3,010	3,714	3,700	4,900	4,900
	Prescription Drug Take Back (Lbs.)	N/A	1782	846	1,400	1,100	1,100
<b>Efficiency &amp; Effectiveness</b>	% of FOIA Requests Resp. to within Legal Limits	100%	100%	100%	100%	100%	100%
	Average Cost of an Animal Control Response	\$27.69	\$27.21	\$28.05	*	*	*
	Average Cost to Process a FOIA Request	\$40	\$42	\$45	*	*	*
	Outsourced Dispatch Operations Cost	\$1.9M	\$1.9M	\$2.0M	\$2.2M	\$2.1M	\$2.15M
	Outsourced Detention Facility Cost	\$586,890	\$580,600	\$272,600	\$25,000	\$11,000	\$20,000
	Division Expenditures as % of General Fund	1.72%	1.80%	1.82%	1.80%	1.78%	1.86%

\*Cost is calculated for "Actual" columns only.

# Police Support Services



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Sergeant	1	1	1
Police Officer	1	1	1
Criminal Investigations Assistant (P.T.)	1	1	1
Evidence Clerk	1	1	1
Administrative Secretary	3	3	4
Data Analyst	1	1	1
Animal Control Officer	2	3	3
Animal Control Officer (P.T.)	1	0	0
Terminal Agency Coordinator	1	1	1
Technical Secretary	4	4	4
<b>Total</b>	<b>16</b>	<b>16</b>	<b>17</b>

# Police Support Services

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 8.9%.*

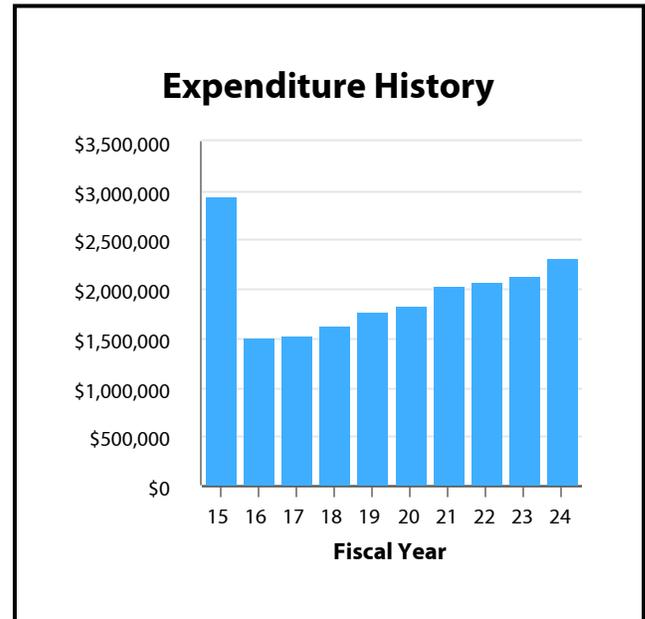
**Personnel Services** - Total Increase \$190,710 or 8.9%

- \$62,150 due to contractual wage adjustments
- \$57,790 due to the transfer of an Administrative Secretary from Police Operations
- \$19,920 due to an increase in the 401(a) employer match
- \$16,600 due to an increase to the retiree health savings benefit for the Police Clerical union

**Supplies** - All Supplies for the Police Department are budgeted in Police Administration.

**Other Charges** - All Other Charges for the Police Department are budgeted in Police Administration.

**Capital** - There is no Capital proposed for this activity.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$2,078,430	\$2,135,840	\$2,103,540	\$2,326,550	\$2,326,550
<b>Supplies</b>	0	0	0	0	0
<b>Other Charges</b>	0	0	0	0	0
<b>Total</b>	\$2,078,430	\$2,135,840	\$2,103,540	\$2,326,550	\$2,326,550

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***The only limit to our realization of tomorrow will be our doubts of today.***

**~ Franklin D. Roosevelt ~**

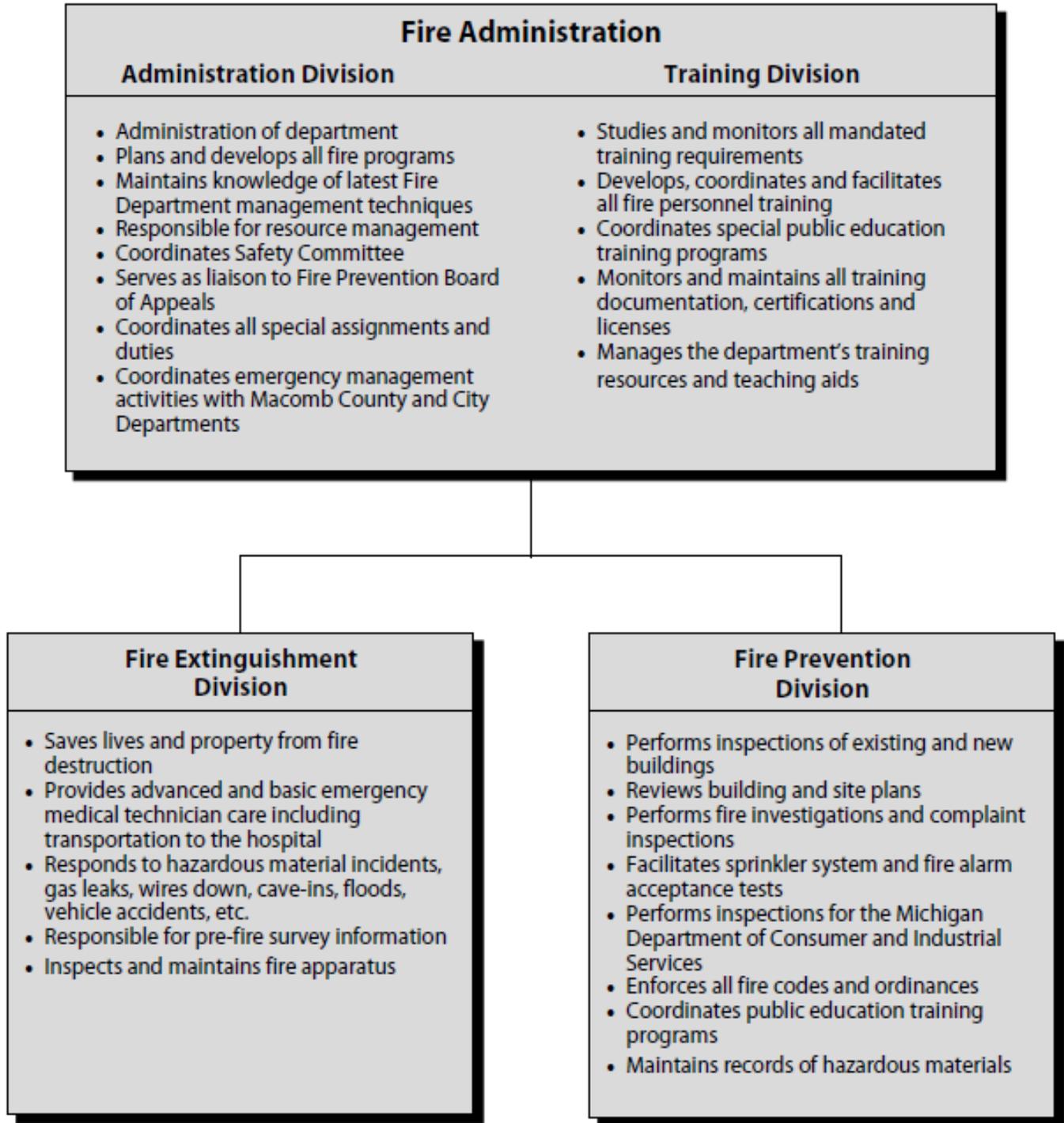


# Fire Department



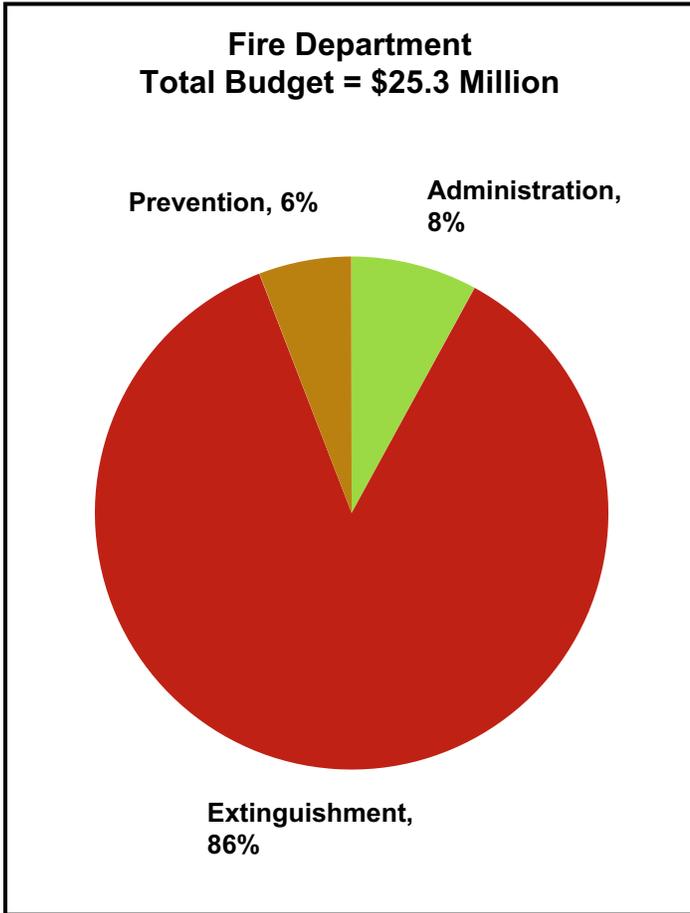
# FUNCTIONAL ORGANIZATION CHART

## *Fire Department*



# DEPARTMENT AT A GLANCE

## Fire Department



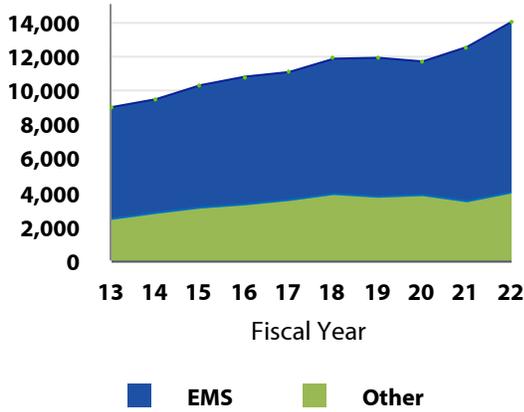
	2023/24	
	Full Time	Part Time
Fire Administration	8	2
Fire Extinguishment	96	0
Fire Prevention	6	1
<b>Total Department</b>	<b>110</b>	<b>3</b>

FUNDING LEVEL SUMMARY					
	2020/21 Actual	2021/22 Actual	2022/23 Budget	2023/24 Budget	% Change From 22/23
Fire Administration	\$1,892,100	\$1,904,780	\$2,150,950	\$2,015,540	-6.3%
Fire Extinguishment	19,841,870	20,731,840	20,950,700	21,826,240	4.2%
Fire Prevention	1,537,890	1,411,740	1,593,970	1,478,850	-7.2%
<b>Total Department</b>	<b>\$23,271,860</b>	<b>\$24,048,360</b>	<b>\$24,695,620</b>	<b>\$25,320,630</b>	<b>2.5%</b>
Personnel Services	\$21,749,190	\$22,741,750	\$23,081,490	\$23,852,160	3.3%
Supplies	354,280	359,560	389,130	405,450	4.2%
Other Charges	173,950	0	0	0	0.0%
Capital Outlay	994,440	947,050	1,225,000	1,063,020	-13.2%
<b>Total Department</b>	<b>\$23,271,860</b>	<b>\$24,048,360</b>	<b>\$24,695,620</b>	<b>\$25,320,630</b>	<b>2.5%</b>

# KEY DEPARTMENTAL TRENDS

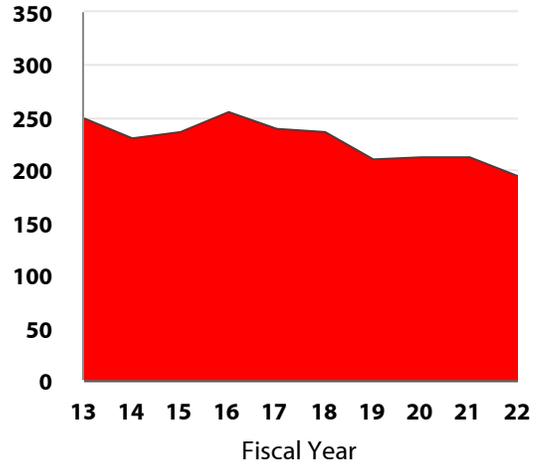
## Fire Department

### Emergency Medical & HazMat/Other Incidents



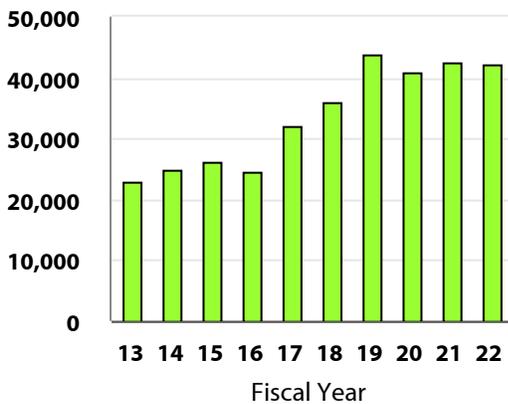
There has been an overall increase in the number of emergency medical runs and other incidents over the past ten years. The City's medical rescue services continue to receive high marks from patients and the survival rate of heart attack victims is one of the best in the nation.

### Fire Incidents



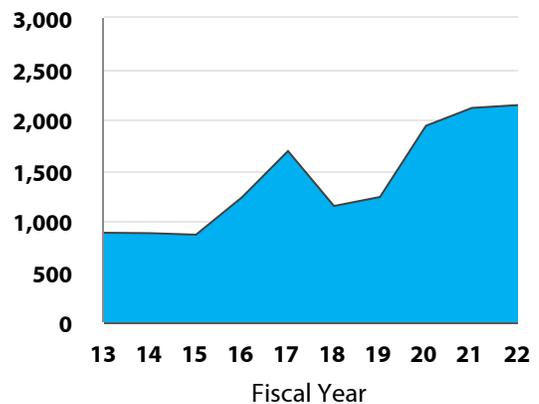
Over the past 10 years, the number of fires has declined by 22%, to the current count of 194 in 2022. The value of non-residential fires spiked in 2020 to \$27.8 million due to two large commercial fires. The City currently averages fewer than one fire incident per week at each of the City's five fire stations.

### Training Hours Completed



The City's firefighters devote many hours during the year toward in-house formalized training provided by the Fire Training division. In recent years, training has been necessary for Advanced Life Support, Hazardous Materials, Building Collapse Rescue, Peer Fitness, and Weapons of Mass Destruction education. Training hours decreased in 2020 due to COVID-19 restrictions, but are returning to previous levels.

### Fire Inspections Conducted



Fire inspections declined due to a decrease in the number of Fire Inspectors. In 2016, two additional Fire Inspectors were added which increased inspections by 43%. The number of inspections continue to increase due to improved processes and more trained personnel.

**MISSION STATEMENT:** *To reduce deaths, injuries, and property loss from fire, hazardous material incidents, emergency medical situations, and other disasters/emergencies.*

**KEY GOALS**

- *To develop, deliver, evaluate, and document training of Fire Department members.*
- *To ensure that training meets all federal, state and locally mandated requirements.*
- *To develop, deliver, evaluate, and document public fire safety education.*
- *To research and implement new equipment and procedures.*
- *To budget for training facilities, supplies, training aids, and training staff.*

Fire Administration is responsible for supervising the prevention and extinguishment of fires and the protection of life and property against the hazards of fire in the City of Sterling Heights.

The Fire Chief directs the planning and development of all Fire Department programs. The Fire Chief must keep informed of the latest fire techniques to develop policies that improve and enhance the operations of the Department. This will ensure that the Fire Department is providing the finest fire extinguishment and emergency medical service available to the City's residents.

The Fire Chief also serves as a liaison to the Board of Code Appeals. Within the Department, the Chief conducts weekly briefing sessions with divisional managers, holds monthly meetings with staff, and conducts semi-annual meetings with all Department officers. Maintaining discipline and adherence to Fire Department policies rests with

the Fire Chief. The Fire Chief stays active with other agencies in the County and throughout the State to foster professional working relationships to ensure that mutual aid is efficient during times of need.

Resource management is another part of administration. Preparing the annual Fire Department budget is a large part, as well as the ongoing process of revenue and expenditure monitoring. The support staff maintains all records, files, and employee time records, coordinates public relations and educational activities, and performs word processing and mail distribution functions.

This activity includes the funding support of the Fire Training Division, which is headed by the Chief of Training, and is responsible for all firefighter training.

The Fire Training Division develops, coordinates, facilitates, and conducts training to ensure that all personnel are proficient in the operation of all departmental equipment and technical skills. The State and federal governments, and the firefighters' collective bargaining agreement have mandated new programs and standards. With these new standards, there are certain training packages that must be delivered, certification processes that must be met, standards that must be adhered to, and accurate documentation that must be prepared for all aspects of these programs.■



*Did you know...that firefighters receive regular vehicle extrication training using junkyard vehicles provided by a local business?*

# Fire Administration

## 2023/24 PERFORMANCE OBJECTIVES

(Administration)

1. To develop a five-year strategic plan based on the accreditation process to align with best practices. (City Goal 1, 2, 3, 6, 8, 9, 10, 11, 12)
2. To assess response plans and ensure the most appropriate resources are sent on emergency runs. (City Goal 1, 2, 9, 10, 11, 14)
3. To continue developing a succession planning program to prepare the fire administration division for anticipated vacancies due to the retirement of senior personnel. (City Goal 1, 2, 9, 10, 11, 14)
4. To implement the review of all fire administrative Standard Operating Guidelines as well as rules and regulations. (City Goal 1, 2, 9, 10, 11, 14)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Incident Reports Reviewed for Quality	15,683	16,170	18130	17,000	18,500	18,500
	Employee Evaluations Conducted/Tracked	449	257	245	400	300	300
	APPO's and Standard Operating Guidelines Reviewed	249	273	293	300	300	300
	Freedom of Information Act Requests	99	110	137	100	100	100
	Staff/Battalion Meetings Conducted	56	95	40	50	50	50
	Presentations to Civic Groups/Organizations	47	23	43	30	30	30
	Employee/Civilian Citations Processed	62	0	241	40	40	40
	Service Complaints Processed	10	9	11	10	10	10
	Safety-Suggestions Processed	34	15	19	20	15	15
	EOC Activations/Emerg. Responses/Train. Exercises	16	1	1	2	0	0
<b>Efficiency</b>	% of Incident Reports Reviewed for Quality	100%	100%	100%	100%	100%	100%
	% Employee Evaluations Conducted on Time	100%	100%	100%	100%	100%	100%
	% of Safety Suggestions Acted Upon within 90 Days	100%	100%	100%	100%	100%	100%
	Department Cost per Capita	\$159	\$176	\$181	\$183	\$185	\$188
	Division Expenditures as % of General Fund	1.62 %	1.66 %	1.66 %	1.81 %	1.82 %	1.61 %

# Fire Administration

## 2023/24 PERFORMANCE OBJECTIVES

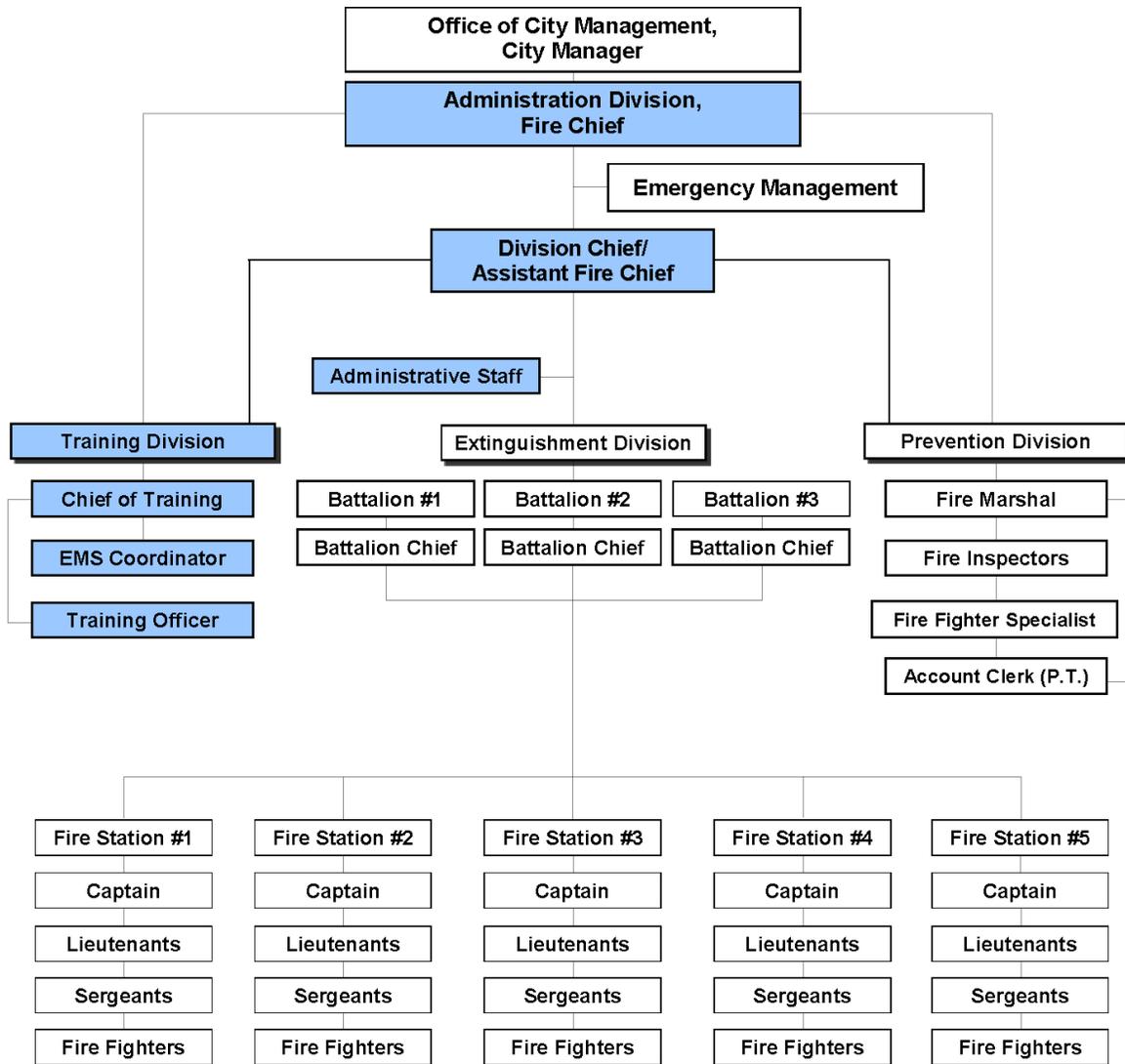
(Training)

- To increase the number of formal training hours coordinated by the training division by 10% in the next fiscal year. (City Goal 2, 4, 6, 9)
- To develop and implement the second part of the in-house Officer Academy for the Senior Lieutenant and Junior Captain ranks that addresses policies and expectations in order to prepare members for leadership positions. (City Goal 2, 6, 7, 10)
- To conduct quarterly "Live Burn" exercises on-site at Fire Station #5 using the Dragger Burn Chamber. The training will provide hands-on live fire training and experience to all staff in the extinguishment division. (City Goal 2, 6, 11)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Total Formal Training Hours Coordinated	40,687	42,538	42,159	41,950	37,887	41,676
	Hours of Fire Officer Training	10,088	10,901	12,849	11,000	10,290	11,319
	Hours of EMS Training	5,742	5,052	5,096	5,800	4,370	6,380
	Hours of Fire Suppression Training	7,072	3,846	2,724	3,850	1,438	4,235
	Hours of Hazardous Materials Training	350	606	1,221	500	928	1,021
	Hours of Professional Development Training	2,540	3,512	2,105	4,000	1,172	4,400
	Hours of Physical Training	10,811	9,943	10,056	11,000	10,214	12,100
	Hours of Technical Rescue Training	457	1,328	1,543	1,200	1,104	1,214
	Hours of All Other Training	3,627	3,944	5,496	4,600	4,158	5,060
	Residents Receiving Formal Public Education	1,353	90	2,552	700	4,086	4,499
	Students Receiving Fire Safety Tours	3,293	0	0	3,500	0	5,000
	Individuals Receiving CPR Instruction	201	187	225	120	146	500
	Paramedic/EMT License Applications Processed	29	27	36	35	48	45
	Procedures Developed and Updated	55	54	66	40	94	100
<b>Efficiency</b>	Days of Work Lost Due to Injury	78	278	225	50	50	50
	% of Right-to-Know Training Completed	100%	100%	100%	100%	100%	100%
	Avg. Training Hrs. per Budgeted Sworn Personnel	407	421	394	392	408	450
	Training Division Cost per Fire Fighter	\$3,309	\$3,388	\$3,411	*	*	*

\*Cost is calculated for "Actual" columns only.

# Fire Administration



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Fire Chief	1	1	1
Division Chief/Assistant Fire Chief	1	1	1
Chief of Training	1	1	1
EMS Coordinator	1	1	1
Fire Instructor	1	1	1
Fire Services Specialist	1	1	1
Management Assistant	1	1	1
Administrative Assistant	1	1	1
Clerk Typist (P.T.)	1	1	1
Intern (P.T.)	1	1	1
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>

# Fire Administration

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

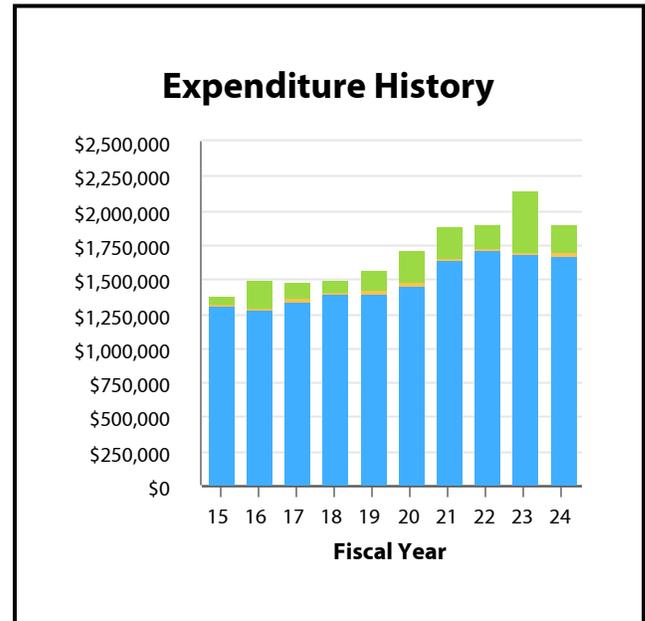
*The total budget decreased by 6.3%.*

**Personnel Services** - Total Increase \$99,140 or 5.9%

- \$23,560 due to contractual wage adjustments
- \$35,000 due to an increased reserve for potential retirements
- \$29,580 due to an increase in required overtime
- \$9,150 due to an increase in the 401(a) employer match

**Supplies** - Total Supplies increased \$10,370 or 43.1%. \$5,400 is due to the purchase of material for live burn training and \$9,000 is for the purchase of air hand dryers; the cost of which will be partially offset by savings on the purchase of paper towels.

**Other Charges** - Total Other Charges decreased \$244,920 or 55.4%. \$180,650 was saved due to grant funded physicals and training in the prior year. Building maintenance decreased by \$56,290 due to the carry forward unspent funds in the prior year. The current year budget includes funds for replacement furniture at all fire stations. Other Contracted Services decreased by \$10,140 due to the funding for a Fire Department strategic plan in the prior year, partially offset by a planned facilities condition assessment for Fire Station #5 in the current year.



■ Personnel Services    ■ Supplies  
■ Other Charges

**Capital** - Total Capital of \$400,000 is proposed for the reconstruction of the parking lot at Fire Station #1. The current budget includes phase 1 of a two-year project that will total \$750,000.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$1,715,530	\$1,684,970	\$1,677,610	\$1,784,110	\$1,784,110
<b>Supplies</b>	23,970	24,080	24,080	34,450	34,450
<b>Other Charges</b>	165,280	441,900	442,020	196,980	196,980
<b>Total</b>	\$1,904,780	\$2,150,950	\$2,143,710	\$2,015,540	\$2,015,540

**MISSION STATEMENT:** *To reduce deaths and limit pain and suffering through proper emergency medical services while preserving, protecting, and minimizing loss of property from fire.*

**KEY GOALS**

- *To provide the highest quality fire protection possible thereby saving lives and property from the ravages of fire.*
- *To provide the highest quality advanced life support delivery system possible thereby saving lives and minimizing the effects of medical emergencies and injuries.*
- *To provide for community betterment through Fire Department sponsored public education.*

The primary function of the Fire Extinguishment Division is to save lives, minimize property from loss, and reduce the time needed to recover from medical emergencies, fires, and man-made or natural disasters in the City of Sterling Heights.

Fire Extinguishment Division personnel follow regulations, recommended practices, and guidelines of the Superfund Amendment Reauthorization Act (SARA), National Fire Academy’s Incident Command System (NFA-IC), and the National Fire Protection Association (NFPA), to efficiently manage a wide spectrum of emergency events safely with the proper techniques and needed equipment.

The Division’s three battalions respond to a wide variety of incidents including medical issues, hazardous material leaks and spills, down wires, vehicle accidents, cave-ins, floods, technical rescue, and much more in addition to providing fire protection service. Fire Extinguishment Division personnel also provide public education and fire safety programs to the residents of our community.

The Fire Department provides the transportation services for all emergency medical patients who need to be taken to the hospital. A cost effective program was developed to provide a significant increase in the service delivery of emergency medical services to our residents, with no increase in funding to the department. This should reduce response times to all incidents throughout the City.

This Division also performs pre-incident surveys of major buildings in the City to develop plans to reduce risk to personnel and damage to the facility in the event of fire or other destructive events.

Division personnel are responsible for the daily maintenance of all emergency response apparatus, emergency medical equipment, as well as maintaining the five fire stations.

To maintain proficiency in multiple skills, firefighters attend daily training in emergency medicine, fire ground tactics and operations, vehicle accident victim extrication, search & rescue, hazardous materials, and emergency situation management. In addition to their training, firefighters receive the continuing education required to maintain their various levels of licensure and certification.

The Fire Extinguishment Division works diligently to provide skilled professionals to successfully mitigate emergencies and raise public awareness of safety, in a cost-effective manner. ■



***Did you know...the Fire Extinguishment Division not only provides fire protection and emergency medical transport but also has a hazardous materials team and a technical rescue team?***

# Fire Extinguishment

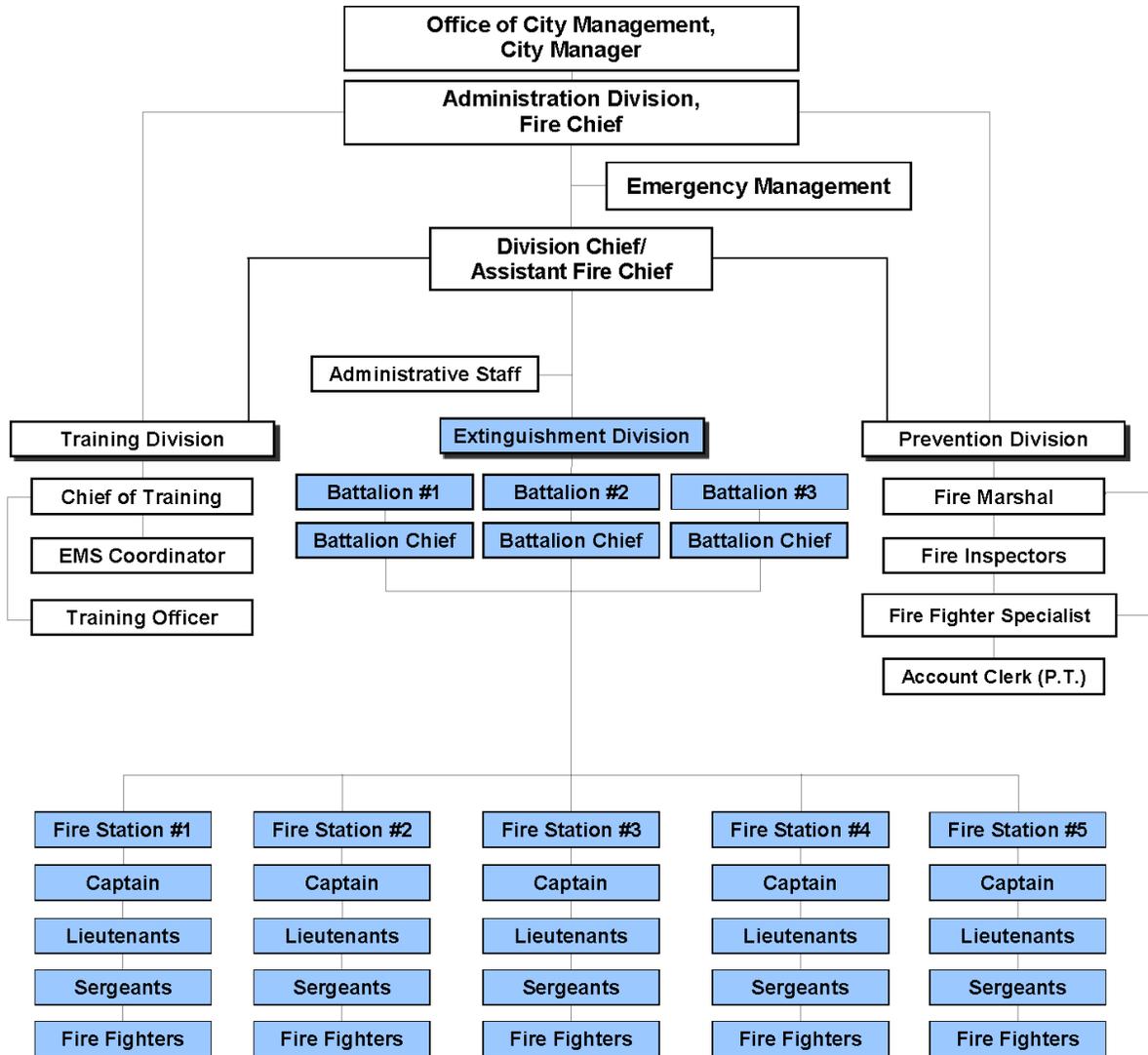
## 2023/24 PERFORMANCE OBJECTIVES

- To review and implement new recruitment policies to ensure the Fire Department employees are the most talented, qualified, and diverse workforce reflective of the citizens that we serve. (City Goal 1, 2, 3, 4, 6, 9, 11, 12, 14, 24)
- To assess response plans and ensure the most appropriate resources are sent on emergency runs. (City Goal 1, 2, 9, 10, 11, 14)
- To continue developing a succession planning program to prepare the fire administration division for anticipated vacancies due to the retirement of senior personnel. (City Goal 1, 2, 9, 10, 11, 14)
- To implement the review of all fire administrative Standard Operating Guidelines as well as rules and regulations. (City Goal 1, 2, 9, 10, 11, 14)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Total Fire Department Incidents	15,683	16,170	18,130	17,000	18,257	18,257
	Fire Incidents	212	212	194	200	215	215
	Hazardous Material Incidents	119	165	174	120	100	100
	EMS-Related Incidents	11,644	12,493	13,957	12,500	13,900	13,900
	All Other Incidents	3,708	3,300	3,804	4,180	3,100	3,100
	Total Patients Transported to Hospitals	8,901	9,527	10,528	10,000	10,600	10,600
	Priority 1 Patients	484	469	510	500	700	700
	Priority 2 Patients	4,010	4,148	4,179	4,500	4,700	4,700
	Priority 3 Patients	4,407	4,910	5,839	5,000	5,200	5,200
	Ambulance Only Runs	2,194	2,624	3,222	3,000	3,000	3,000
	Collection Recovery Rate/Avg. recovery per incident	93%/\$390	88%/\$368	85%/\$373	88%/\$370	85%/\$370	85%/\$370
	Transports handled by another agency	27	44	29	30	30	30
	Mutual Aid Provided/Received (Man Hours)	60/483	66/53	226/80	30/40	100/80	100/80
<b>Efficiency &amp; Effectiveness</b>	Average Scene Time (Hours) per Fire/ALS Incident	.85/.23	1.10/.22	1.00/.21	.90/.25	1.00/.20	1.00/.20
	Fire Fighter Injuries/Deaths	43/0	80/0	67/0	*	*	*
	Civilian Fire Related Injuries/Deaths	9/2	13/3	9/0	*	*	*
	% of Emg. Incidents Responded w/i 5 Min. Fire/EMS	84%/71%	74%/67%	79%/65%	80%/70%	80%/80%	80%/80%
	Average EMS Response Time - Minutes	4.8	5.1	5.4	4.9	5.0	5.0
	Division Expenditures as % of General Fund	16.82 %	17.09 %	18.10 %	17.65 %	18.05 %	17.40 %

\*Calculated for "Actual" columns only.

# Fire Extinguishment



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Battalion Chief	3	3	3
Captain-Advanced Life Support	4	4	4
Captain	2	2	2
Lieutenant-Advanced Life Support	15	15	15
Sergeant - Fire Engine Operator	9	9	9
Fire Fighter-Advanced Life Support	51	51	51
Fire Fighter-Fire Engine Operator	12	12	12
<b>Total</b>	<b>96</b>	<b>96</b>	<b>96</b>

# Fire Extinguishment

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 4.2%.*

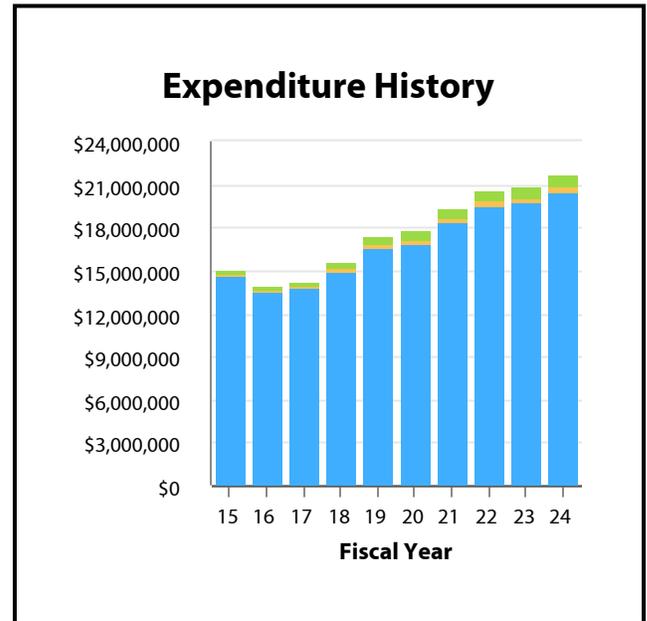
**Personnel Services** - Total Increase \$786,650 or 4.0%

- \$643,280 due to contractual wage adjustments
- \$90,000 due to an additional 24 hours of holiday pay per firefighter
- \$15,100 due to an increase to the retiree health savings benefit

**Supplies** - Total Supplies increased \$5,950 or 1.6% due to inflationary increases in the cost of fuel and supplies.

**Other Charges** - Total Other Charges increased \$82,940 or 10.6%. An investment of \$59,750 will be made into the Stryker ProCare Plan for departmental equipment. An additional expenditure of \$25,000 will be used for the Fire Equipment Allocation Study.

**Capital** - Total Capital of \$1,042,610 is proposed. \$285,000 is for the replacement of a high mileage ambulance and \$500,000 is for the purchase of alternative response vehicles in an effort to reduce wear and tear on engines and ladder trucks. \$198,890 is for replacement equipment including turnout gear, LifePaks, SCBA Bottles and a commercial stove for fire station #5.



■ Personnel Services    ■ Supplies  
■ Other Charges

\$58,720 is included to replace fourteen mobile computers and modems used in fire apparatus as part of a two-year replacement plan.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$19,614,480	\$19,802,550	\$20,184,490	\$20,589,200	\$20,589,200
<b>Supplies</b>	335,590	365,050	365,050	371,000	371,000
<b>Other Charges</b>	781,770	783,100	763,250	866,040	866,040
<b>Total</b>	\$20,731,840	\$20,950,700	\$21,312,790	\$21,826,240	\$21,826,240

**MISSION STATEMENT:** *To ensure structures are built and maintained in accordance with the adopted fire prevention code, and to reduce and ultimately eliminate fire and life safety hazards through diligent code enforcement and public fire education.*

**KEY GOALS**

- **To reduce fire incident rates to the lowest achievable level in inspectable buildings.**
- **To remove and ultimately eliminate fire hazards through diligent code enforcement efforts.**
- **To educate the commercial/business/industrial community in fire and life safety methodology.**
- **To educate residents in fire safety practices, thereby reducing residential fire incidents and ultimately eliminating fatal and large loss residential fires.**

The Fire Prevention Division is responsible inspections of existing buildings, new buildings, fire systems, and hazardous homes.

The division also reviews all site plans, building plans and fire systems to ensure compliance with fire codes.

Investigations into suspicious fires can include photography, State/Federal Reporting, arson follow-up, and evidence preservation.

The Fire Investigations division performs D.S.S. Fire System Acceptance Test Inspections of adult foster care, child day care, and child foster care facilities. The division also performs State inspections of clinics, health care facilities, and schools.

Public fire education is conducted at health care facilities, and for senior citizens, industrial personnel, and commercial & mercantile personnel. Child fire safety programs are conducted in all schools and include juvenile fire setter intervention.

This Division is also responsible for capacity inspections, complaint inspections and investigations, environmental hazard mitigation, fire emergency preparedness, and referrals to other City departments.

Fire Prevention personnel are actively involved in legislative improvements. The staff is active in the International Association of Arson Investigators, the Oakland Macomb Fire Prevention Society, attends required certification training, schedules and attends meetings with Building, Planning, Engineering, Public Works, Police, and the Macomb County Health Department. Meetings are also held as necessary with architects and contractors.

The Fire Prevention Division prepares an annual report based on the files that are maintained throughout the year. This Division maintains files on all buildings located in the City.

The Fire Prevention Division is the lead division on all fire code enforcement and related issues and the coordination of efforts between the Fire Department and other City departments responsible for code and ordinance enforcement. The Fire Prevention Division uses a third party reporting company to ensure compliance to the fire code.■



***Did you know...that three out of five home fire deaths resulted from fires in properties without working smoke detectors?***

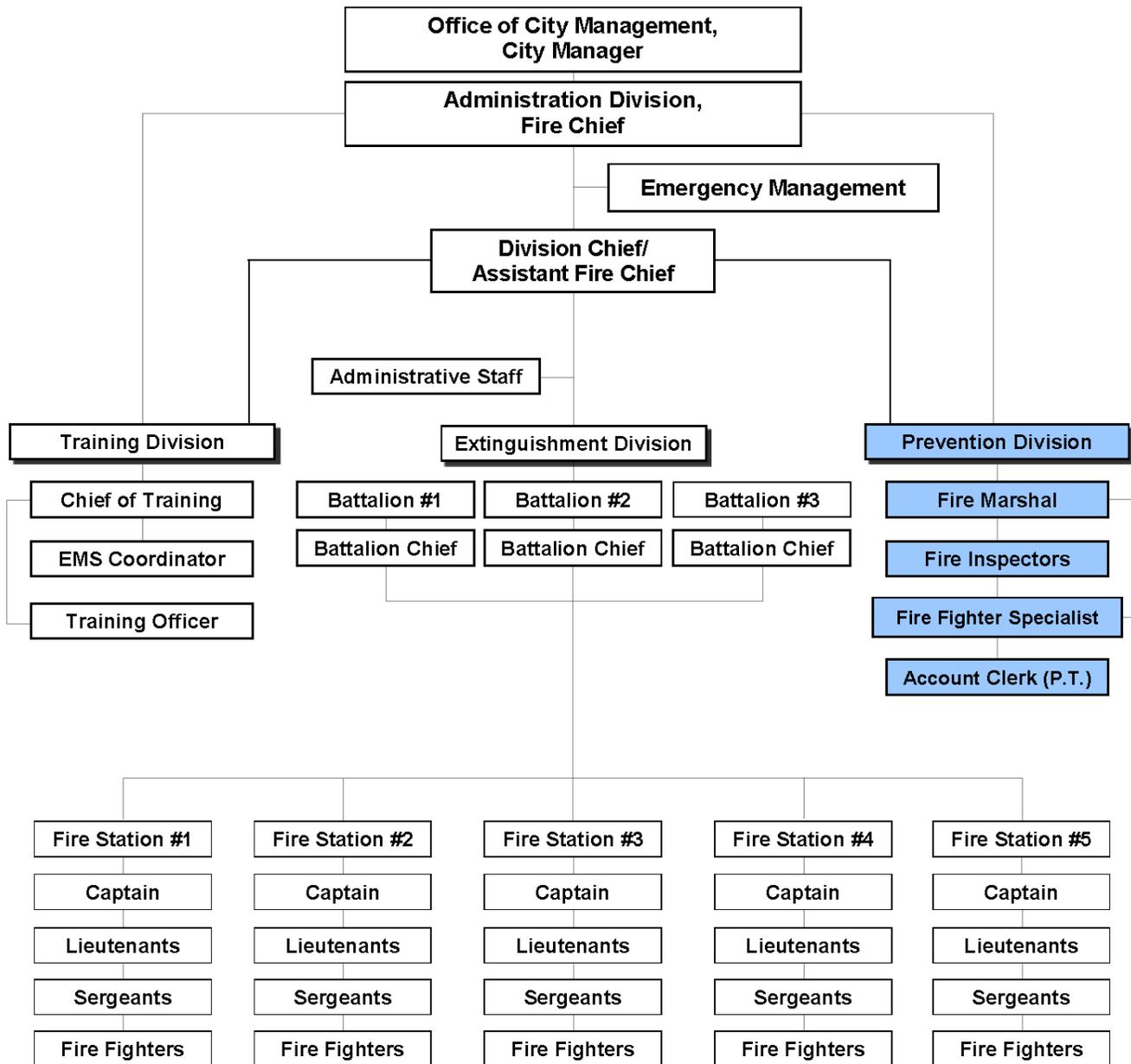
# Fire Prevention

## 2023/24 PERFORMANCE OBJECTIVES

- To revise and update Chapter 20 of the City Code of Ordinances to reflect the 2021 International Fire Code. (City Goal 4, 9, 13, 19)
- To prepare, educate, and train our two newly promoted Fire Inspectors and update current Standard Operating Guidelines on training to meet modern requirements and build a solid foundation for the future of the Fire Prevention Division. (City Goal 9, 13, 14)
- To work with the City Clerk's Office to increase the number of businesses properly registered. (City Goal 6, 9, 13)
- To substantially increase the number of residential rental properties that have a properly working smoke detectors through the use of informational mailers to property owners and requiring a notarized affidavit to be filed with the Fire Prevention Division. (City Goal 9, 10, 13)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Total Inspections Conducted	1,937	2,113	2,141	2,900	1,900	2,100
	Use Permit, Bldg. Permit & General Inspections	595	621	641	1,650	600	650
	Specialty License & Hazardous Bldg. Inspections	807	800	690	500	450	500
	Witnessed Acceptance Test Inspections	140	149	159	150	200	200
	Reinspections of Violations	256	524	610	400	700	400
	Citizen Assistance Inspections	79	19	41	100	90	100
	High Risk & Complex Code Enf. Issues/Total Hours	70/950	138/919	86/694	75/1,100	65/550	75/1100
	IROL's Submitted & Reviewed	2,149	1,940	2,332	2,000	2,000	2,200
	Violations Discovered and Issued	3,050	3,483	2,913	3,200	1,500	3,000
	Investigations (Fire and Other)/Total Hours	54/840	103/675	128/775	55/800	80/550	100/800
Plan Reviews (sites, buildings, alarms)	317	314	282	250	250	250	
<b>Efficiency &amp; Effectiveness</b>	% Bus. Receiving Violations during Inspections	92%	93%	85%	95%	95%	95%
	Value of Non-Residential Fire Loss	\$27,847,080	\$1,057,000	\$2,720,450	\$3,000,000	\$7,000,000	\$3,000,000
	Value of Residential Fire Loss	\$2,115,570	\$4,209,000	\$2,808,650	\$2,500,000	\$4,000,000	\$3,500,000
	% of Solicited Inspections Performed w/i 1 Day	95%	92%	90%	95%	93%	95%
	% of Inspectable Occupancies Experiencing Fires	0.05%	0.04%	0.05%	0.15%	0.20%	0.05%
	Inspections Conducted Per Inspector*	536	604	612	620	600	600
	% of Site Plans Reviewed within 20 Days	100%	91%	100%	100%	98%	100%
	Division Expenditures as % of General Fund	1.22%	1.35%	1.23%	1.34%	1.24%	1.18%

# Fire Prevention



## STAFFING SUMMARY

Position	Budget	Budget	Budget
	2021/22	2022/23	2023/24
Fire Marshal	1	1	1
Fire Inspector	4	4	4
Fire Inspector (P.T.)	0	2	0
Fire Fighter Specialist	1	1	1
Account Clerk (P.T.)	0	1	1
<b>Total</b>	<b>6</b>	<b>9</b>	<b>7</b>

# Fire Prevention

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget decreased by 7.2%.*

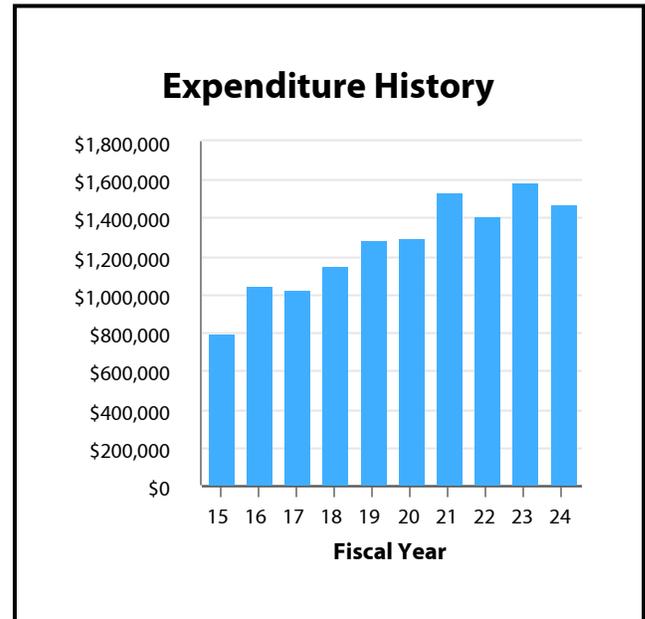
**Personnel Services** - Total decrease \$115,120 or 7.2%

- Savings of \$110,480 due to the elimination of two part-time Fire Inspectors
- Savings of \$22,750 in health insurance due to lower than expected rate increases and changes in coverages
- Savings of \$15,370 due to staff turnover resulting in lower wage rates, partially offset by:
- Increase of \$36,620 due to contractual wage adjustments

**Supplies** - All Supplies for this division are budgeted in Fire Administration.

**Other Charges** - All Other Charges for this division are budgeted in Fire Administration.

**Capital** - There is no Capital proposed for this office.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$1,411,740	\$1,593,970	\$1,461,860	\$1,478,850	\$1,478,850
<b>Supplies</b>	0	0	0	0	0
<b>Other Charges</b>	0	0	0	0	0
<b>Total</b>	\$1,411,740	\$1,593,970	\$1,461,860	\$1,478,850	\$1,478,850

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***Never let the fear of striking out keep you from playing the game.***

**~ Babe Ruth ~**

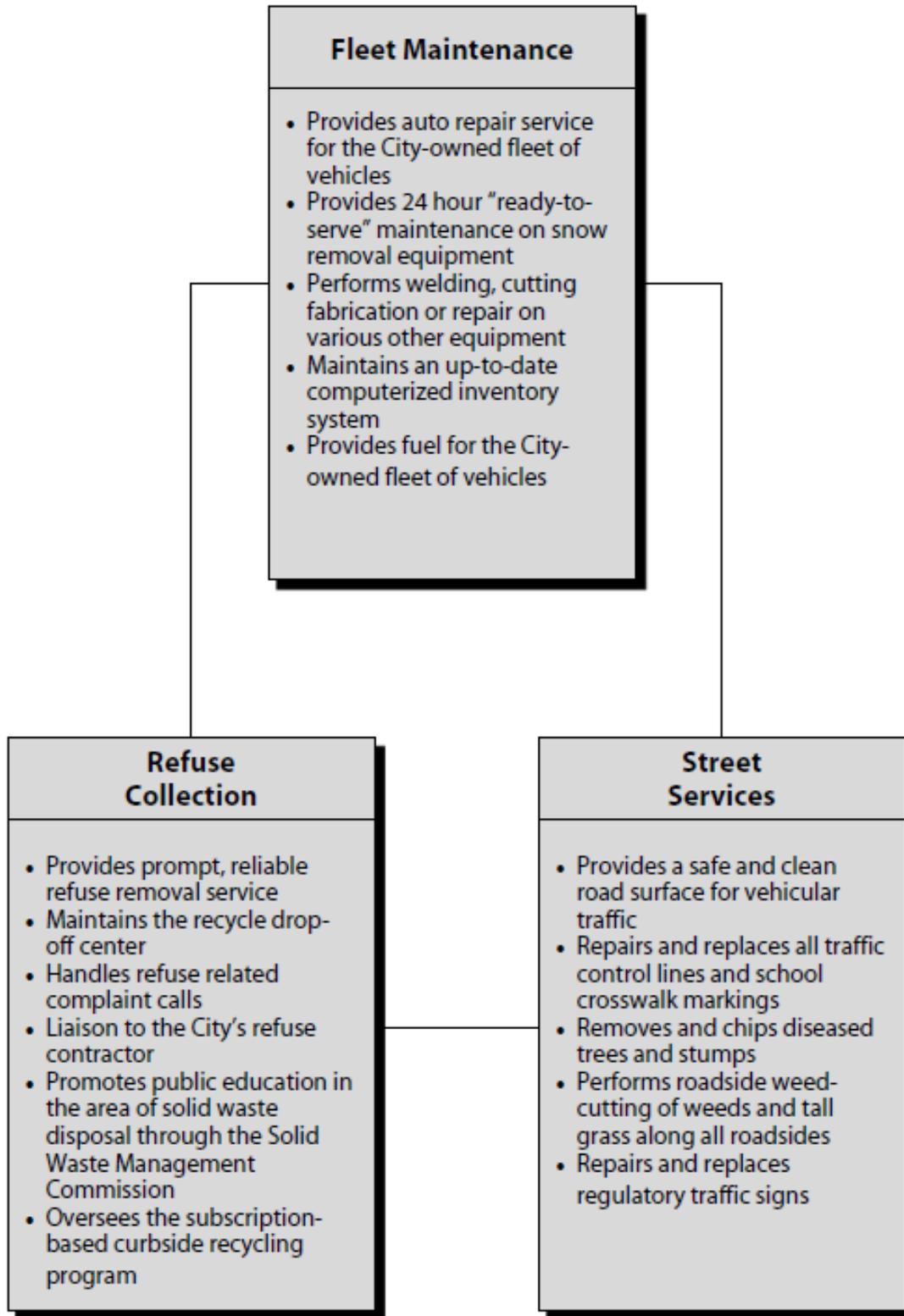


# Public Works Department



# FUNCTIONAL ORGANIZATION CHART

## *Public Works Department*

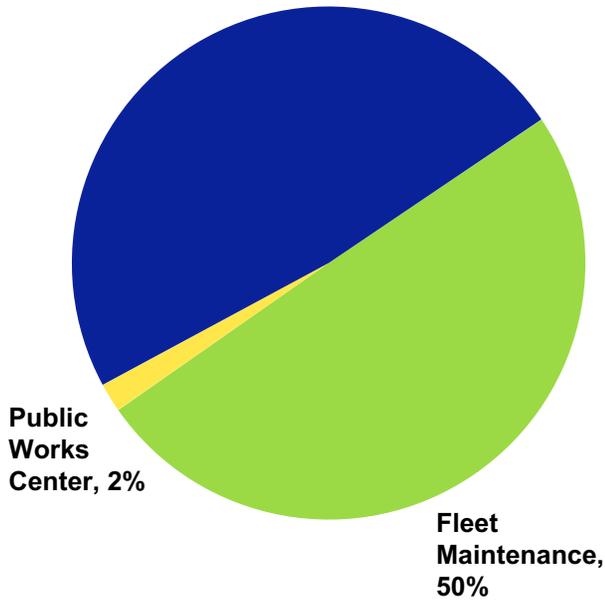


# DEPARTMENT AT A GLANCE

## Public Works Department

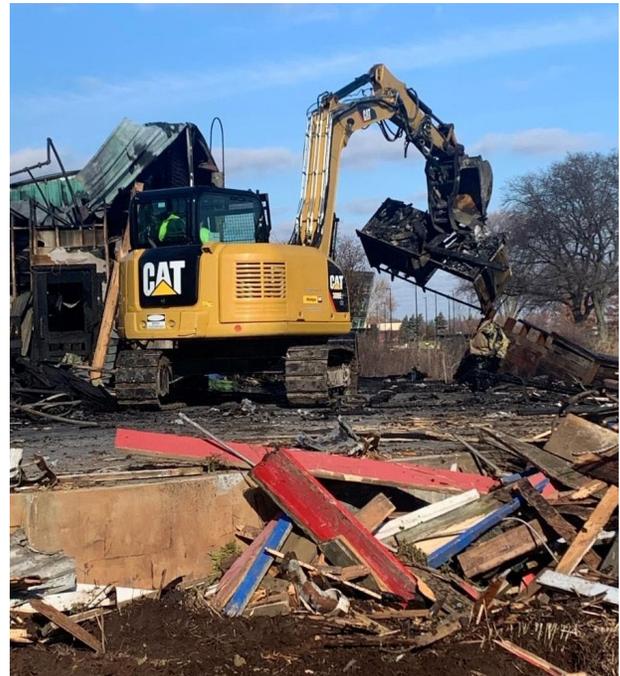
Public Works Department  
Total Budget = \$7.2 Million

Street Services, 48%



### PERSONNEL SUMMARY

	2023/24	
	Full Time	Part Time
Fleet Maintenance	13	3
Public Works Center	0	5
Street Services	21	10
<b>Total Department</b>	<b>34</b>	<b>18</b>



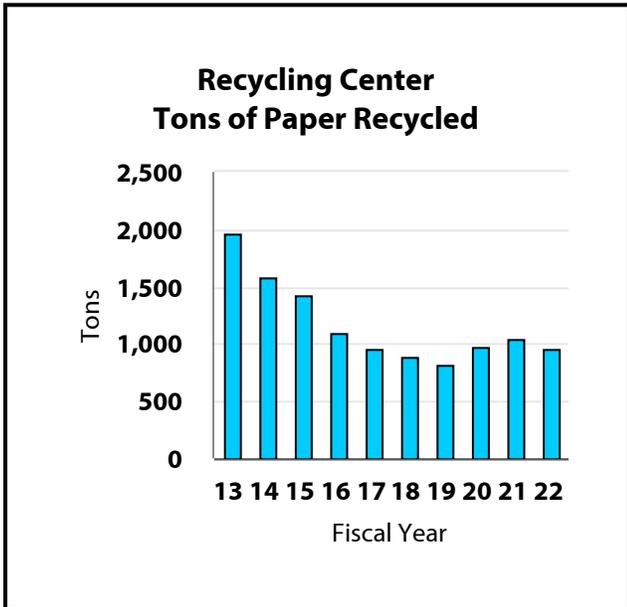
### FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Actual	2022/23 Budget	2023/24 Budget	% Change From 22/23
Fleet Maintenance	\$2,727,520	\$3,340,390	\$3,356,980	\$3,567,400	6.3%
Public Works Center	115,470	136,420	164,950	130,980	-20.6%
Street Services	3,067,890	3,173,750	3,349,320	3,472,990	3.7%
<b>Total Department</b>	<b>\$5,910,880</b>	<b>\$6,650,560</b>	<b>\$6,871,250</b>	<b>\$7,171,370</b>	<b>4.4%</b>
Personnel Services	\$4,298,460	\$4,497,270	\$4,701,290	\$4,926,800	4.8%
Supplies	1,088,060	1,632,040	1,567,270	1,719,300	9.7%
Other Charges	524,360	521,250	602,690	525,270	-12.8%
<b>Total Department</b>	<b>\$5,910,880</b>	<b>\$6,650,560</b>	<b>\$6,871,250</b>	<b>\$7,171,370</b>	<b>4.4%</b>

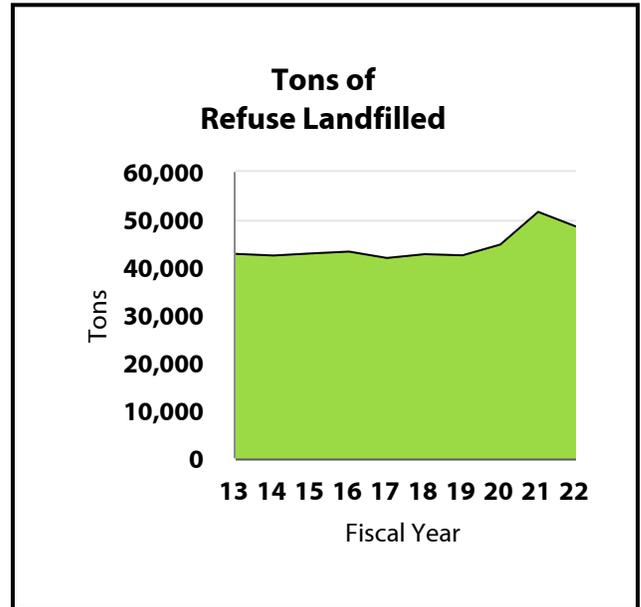
Excludes Refuse Collection

# KEY DEPARTMENTAL TRENDS

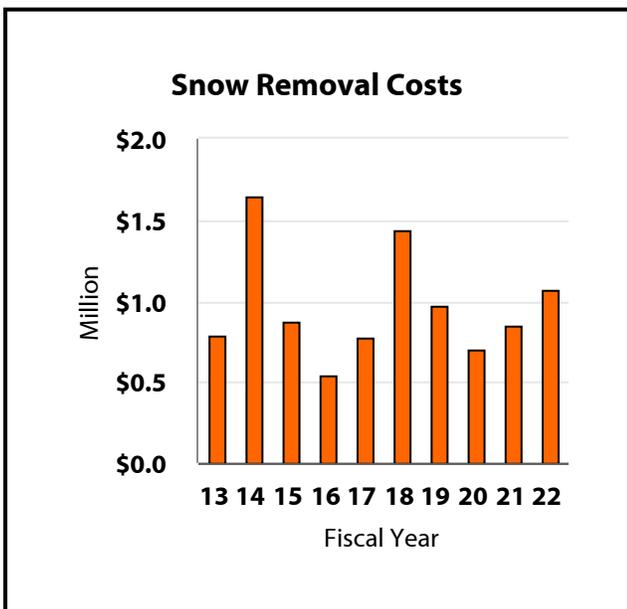
## Public Works Department



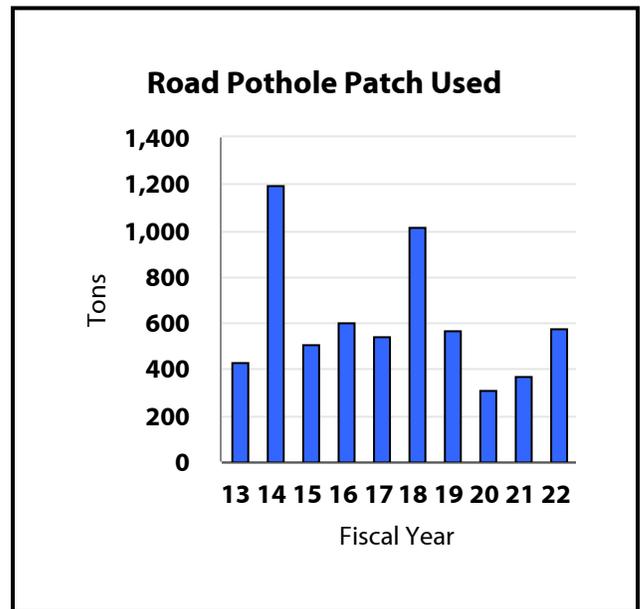
The amount of newspaper recycled at the drop-off recycling centers has declined due to the growth in the number of non-city newspaper recycling sites and the subscription based curbside recycling program initiated in 2013. 947 tons of paper were recycled in 2022.



Tons of refuse land filled has remained relatively stable over the last decade, with an exception of a spike seen in 2021 related to the COVID-19 pandemic. 48,581 tons of refuse was land filled in 2022.



The City's snow removal costs have generally increased over ten years. Expenditures decreased in some years due to warmer winters or reduced snowfalls. Snow removal costs reached a ten-year high of \$1.64 million in 2014, while costs fell in 2012 to a low of \$384,000. 2022 experienced slightly more snow than average and costs were \$1.1 million.



Road patch use increased in 2022 to 578 tons primarily due to the deterioration of Ryan Road and 16 Mile Road. These two roads are scheduled for repair and reconstruction in the new few years.

**MISSION STATEMENT:** *To efficiently and economically maintain the City-owned fleet of vehicles and equipment in a safe and properly functioning condition.*

**KEY GOALS**

- *To provide an effective vehicle/equipment repair program in order to maintain a full complement of vehicles/equipment in service.*
- *To maintain an adequate parts inventory to minimize downtime.*
- *To provide a preventative maintenance program on a scheduled basis consistent with manufacturer's recommendations and professional standards.*
- *To provide pre-season maintenance and winterization programs for spring/winter equipment.*
- *To recommend specifications for the purchase of vehicles/equipment and the economical replacement of the City fleet.*

The Fleet Maintenance Division is responsible for maintaining the City-owned fleet of vehicles and equipment in a safe and properly functioning condition. An adequate parts inventory is maintained in order to complete repairs in a timely manner to minimize down time.

The Division is "ready to serve". Twenty-four (24) hour service is available for repairs required on snow removal equipment during a snow emergency, pumps during flood control operations, or Fire Department equipment at a fire scene.

This Division handles the maintenance and repair of the City-owned fleet of vehicles and equipment on an as-needed basis. Approximately 72 pieces of heavy equipment, 421 pieces of various equipment ranging from chainsaws to tractors, and 261 cars

and light trucks are repaired. Preventative maintenance is performed on over 754 heavy and light vehicles. Also included is the repair and preventative maintenance of 37 Fire Department emergency vehicles. Fleet Maintenance provides road call service to vehicles in the field to minimize down time. Fleet Maintenance performs welding, cutting, fabrication, repair of gates, retention pond fences, pumping stations, and many other projects. This Division repairs heating-cooling and exhaust systems, bridges, and guardrails. This involves the planning and designing of modifications performed on various pieces of equipment.

Another responsibility of Fleet Maintenance is to maintain an up-to-date inventory of frequently used parts and a computerized inventory system. This inventory system ensures that a sufficient quantity of proper parts, tools, and materials are stocked. This Division also distributes parts and tools as necessary.

Fleet Maintenance maintains its own records and files. On a daily basis, a record of fuel being dispensed from the pumping facilities is maintained to ensure sufficient availability.

This Division also performs an annual physical inventory to count and record each stock item by identifying quantity, location, and price.■



*Did you know...that over 300,000 gallons of fuel were provided to city-owned vehicles last year using the city-owned fuel system?*

# Fleet Maintenance

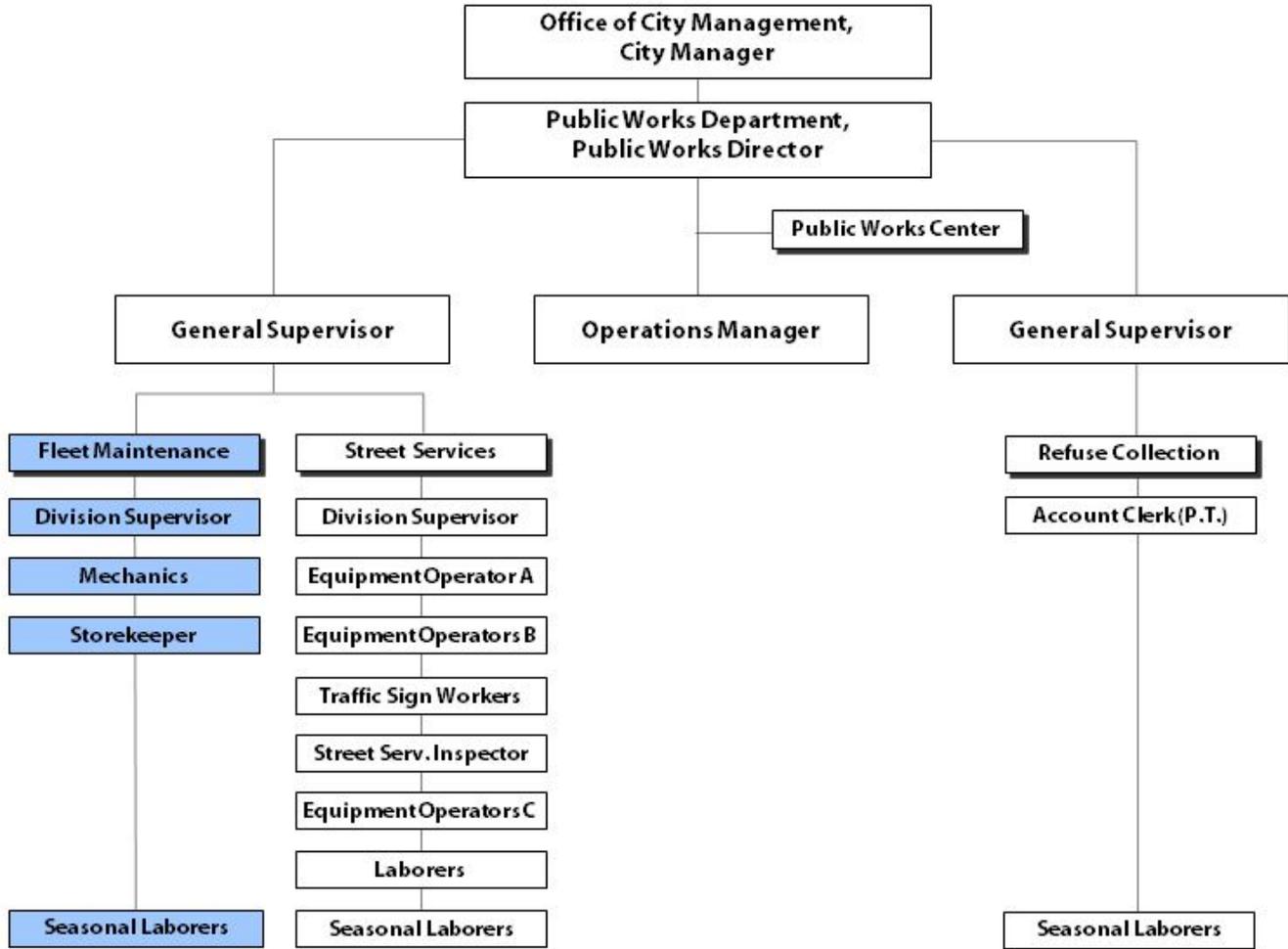
## 2023/24 PERFORMANCE OBJECTIVES

1. To seek specialized certifications for mechanics in the field of emergency vehicle repair. (City Goal 1, 2, 4, 6)
2. To establish a bar code reading system for the Store Room. (City Goal 1, 2, 3)
3. To create a centralized motor pool for City vehicles. (City Goal 1, 2, 5)
4. To establish a pilot program for city-owned alternative fuel vehicles. (City Goal 1, 3, 4)
5. To collaborate with City Management and Fire Administration to develop a plan to implement the use of alternative response vehicles in lieu of expensive and sophisticated fire apparatus. (City Goal 1, 3, 4)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Full Service Preventive Maintenances Performed	360	417	401	410	425	420
	Total # of Work Orders Completed	1,058	1,101	1,401	950	1,300	1,300
	Gallons of Fuel Used	252,837	295,000	301,171	295,000	290,000	290,000
	Safety Inspections Conducted on Hoists	12	16	16	16	16	16
	Total # of Vehicles in Inventory	N/A	328	328	325	325	321
	Total # of Vehicles with Over 100,000 Miles	N/A	65	65	55	50	45
	Total # of Vehicles Over 10 Years Old	N/A	83	64	80	70	80
<b>Efficiency &amp; Effectiveness</b>	% of Preventive Maint. Performed on Schedule	85%	90%	90%	90%	90%	92%
	Avg. # of Days Vehicle is Out of Service	N/A	1	1	1	1	1
	Average Cost of Repair	\$935	\$900	\$786	\$1,100	\$900	\$1,000
	Average Age of Police Vehicles (Years)	5.0	5.0	4.0	4.0	4.0	4.0
	Average Age of Fire Engines (Years)	12.0	13.0	12.0	12.0	12.0	13.0
	% of Snow Removal Vehicles & Equipment Available	95%	95%	95%	95%	95%	95%
	% of Front Line Fire Pumper Trucks Avail. for Service	99%	99%	99%	99%	99%	99%
	% of Actual Inventory to Inventory Ledger	95%	95%	95%	98%	98%	98%
	Preventive Maintenance Cost of a Passenger Car	\$62.99	\$63.95	\$64.12	*	*	*
	Activity Expenditures as % of General Fund	2.81%	2.40%	2.92%	2.83%	2.94%	2.84%

\*Cost is calculated for "Actual" columns only.

# Fleet Maintenance



## STAFFING SUMMARY

Position	Budget	Budget	Budget
	2021/22	2022/23	2023/24
Division Supervisor	1	1	1
Mechanic	11	11	11
Storekeeper	1	1	1
Seasonal Laborer (P.T.)	2	2	2
Intern	0	0	1
<b>Total</b>	<b>15</b>	<b>15</b>	<b>16</b>

# Fleet Maintenance

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

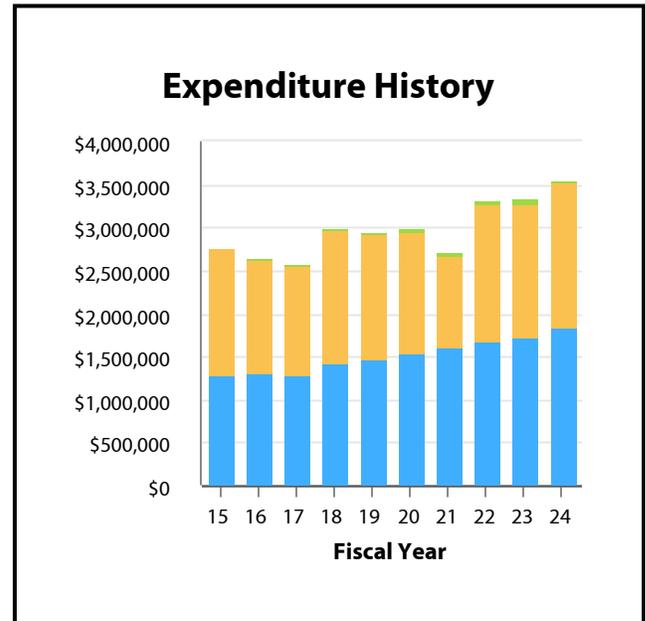
*The total budget increased by 6.3%.*

**Personnel Services** - Total Increase \$96,370 or 5.5%

- \$55,130 due to contractual wage adjustments
- \$16,160 due to the addition of a Fleet Management Intern
- \$14,210 due to an increase in the 401(a) employer match

**Supplies** - Total Supplies increased \$151,250 or 9.8%. Fuel costs increased \$125,000. Fuel usage is projected to remain consistent, however the average cost of both diesel and unleaded fuel has risen 20% over the past twelve months and is not expected to decrease significantly. \$24,000 was added to the budget for inflationary increases to the cost of City vehicle and equipment repairs and parts.

**Other Charges** - Total Other Charges decreased \$37,200 or 51.0%. Contracted services decreased \$24,000 due to the prior year completion of the comprehensive study of the City fleet. An additional savings of \$15,000 is expected in software related fees as the new Fleet Management System is adopted. Funding of \$1,050 is proposed for mechanics to receive Emergency Vehicle Technician Certification.



Personnel Services (Blue), Supplies (Orange), Other Charges (Green)

**Capital** - Total funding for capital is \$557,000. \$445,000 will be used to replace ten City vehicles in various departments as part of the yearly replacement plan. \$95,000 is designated to a Fleet Management System. This system streamlines monthly reporting and cost tracking and will integrate with the current fuel system. \$17,000 is also included for a replacement diagnostic computer for service bay applications.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$1,685,800	\$1,742,630	\$1,706,270	\$1,839,000	\$1,839,000
<b>Supplies</b>	1,598,020	1,541,450	1,691,300	1,692,700	1,692,700
<b>Other Charges</b>	56,570	72,900	71,990	35,700	35,700
<b>Total</b>	\$3,340,390	\$3,356,980	\$3,469,560	\$3,567,400	\$3,567,400

**MISSION STATEMENT:** *To budget and account for expenditures that are incurred for the maintenance and operation of the Public Works Department that are not reflected in any other Public Works activity.*

## **KEY GOALS**

- *To provide a means of accounting for facility maintenance and repair expenditures which benefit all offices of the Public Works Department.*
- *To provide a means of accounting for certain operational expenditures for the Public Works facility.*

The Public Works Center is used to budget and account for expenditures that are incurred throughout the fiscal year for the operations and maintenance of the Public Works facility (including required repairs and preventative maintenance). There are no department staff members assigned to this activity. The Public Works Director and the Operations Manager oversee the administrative functions of this activity, which are necessary to ensure the efficient and effective delivery of services.

Examples of the types of expenditures that are charged to this activity include water, heating, and electric costs for the operation of the Public Works facility, office supplies, and custodial supplies, licensing fees for the 800 MHz radio communication system, and office telephone charges. In addition, the contracted service cost for preventative maintenance on specialty equipment is also included in this activity. Examples include vehicle hoists, air compressors, truck scales, power washers, and other items specific to divisional operations. ■



***Did you know...the reconstruction of the DPW facility included a truck scale? This scale will ensure that all vehicles owned and operated by the City will never exceed Federal and State load limits, ultimately protecting staff, the motoring public, and roadways and extending vehicle life.***

# Public Works Center

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

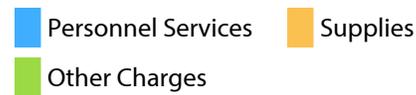
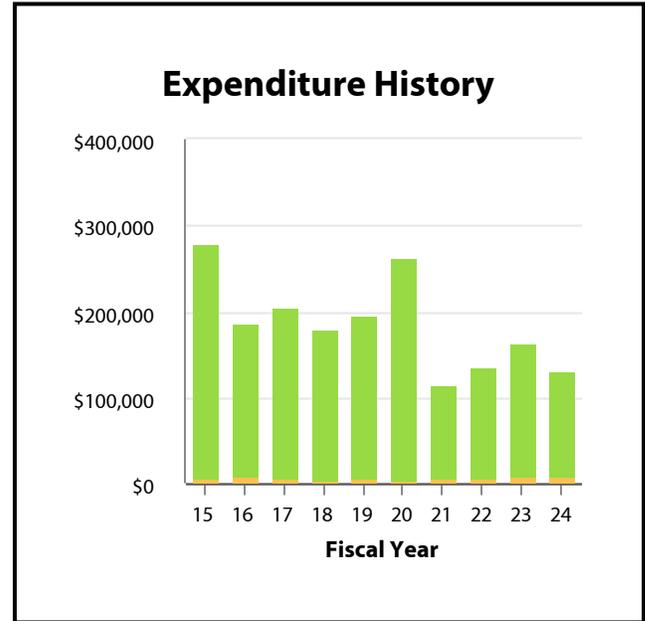
*The total budget decreased by 20.6%.*

**Personnel Services** - There is no staff assigned to this division.

**Supplies** - Total Supplies increased \$300 or 3.2% as additional cleaning supplies are needed to maintain the larger Public Works facility.

**Other Charges** - Total Other Charges decreased \$34,270 or 22.0% primarily due to a reduction in heating costs based on better estimates of actual efficiencies achieved now that the DPW building is complete.

**Capital** - There is no Capital proposed for this office.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Supplies</b>	7,430	9,500	9,500	9,800	9,800
<b>Other Charges</b>	128,990	155,450	122,590	121,180	121,180
<b>Total</b>	\$136,420	\$164,950	\$132,090	\$130,980	\$130,980

**MISSION STATEMENT:** *To provide prompt, reliable and efficient refuse collection for each household in the City and ensure that all waste generated in the City is properly collected, transported, and disposed of in accordance with State and federal laws and professional standards.*

**KEY GOALS**

- **To ensure that all properly placed refuse is collected on a weekly basis by the City's private contractor and transported and disposed of at an approved facility.**
- **To provide recycling and composting opportunities in a cost-effective manner.**
- **To assist the Solid Waste Management Commission in its review of the City's solid waste collection, recycling, composting and waste reduction efforts.**
- **To maintain and supervise the City's recycling center.**

Refuse Collection provides prompt, reliable, and efficient refuse collection by a private contractor weekly from residential homes, condominiums, commercial curb sides, and City dumpster pick-ups. A voluntary subscription-based curbside recycling program is also provided by the City's contractor.

A separate collection of yard waste is made from early April through mid-December from all curbside collection stops. Yard waste is composted and diverted from landfill disposal. A separate collection of Christmas trees for composting is also provided.

Refuse Collection includes pick up of bulky items on regularly scheduled collection days, as well as the separate collection of "white" goods, i.e. stoves, refrigerators, etc. These white goods are delivered to a scrap metal recycler for reuse. All refuse related files and correspondences are maintained in this activity.

The General Supervisor serves as the City's liaison with the refuse contractor to ensure the contractor is performing in accordance with the contract and City

ordinance. The handling and resolution of more difficult complaints and the provision of information and reports is accomplished through this area. The clerical support staff verifies the contractor's monthly invoices, prepares requests for payment and monthly reports, maintains all refuse files, and types all related correspondence.

The Solid Waste Management Commission is funded in the Refuse activity. The Operations Manager serves as the liaison to the Commission. The Commission serves in an advisory capacity to the City Council and Administration.

The Commission's responsibility is to continually review and update the City's position regarding solid waste disposal activities.

The City operates one recycle center located on Clinton River Road, adjacent to Farmstead Park and the Parks Maintenance Facility. At this Recycle Center, the City accepts clean metals, such as aluminum, steel, cast iron, and other miscellaneous metals. Glass of all colors, paper, cardboard and plastics are also accepted. These materials are transported to multiple recycling facilities (MRFs), which ultimately reduces landfill volumes. In addition to the recycle center, residents also have an option to sign up for a subscription-based curbside recycling program provided by the City's current waste hauler. The recyclables produced from residents are conveniently collected weekly on their regularly scheduled refuse day for a small fee of about \$1 per week or \$57 annually.

Clerical support is also provided for tree planting, tree removal, trimming, as well as general information requests.■



***Did you know...that according to the EPA, recycling just one ton of paper can save 380 gallons of oil, 7,000 gallons of water, and enough energy to power the average American home for up to 6 months?***

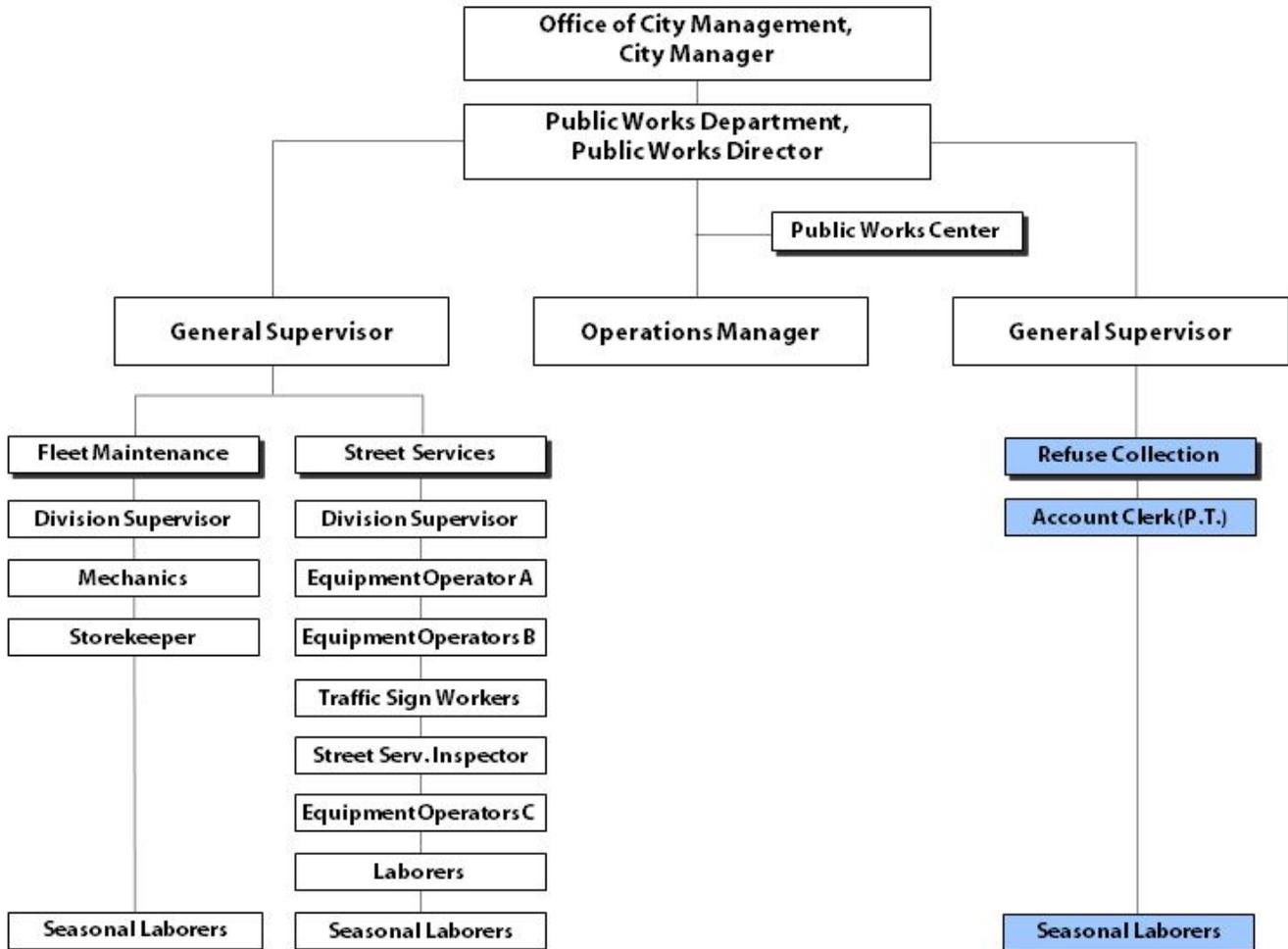
# Refuse Collection

## 2023/24 PERFORMANCE OBJECTIVES

1. To seek and obtain grant funding for uniform recycling and refuse carts. (City Goal 1, 3)
2. To eliminate unnecessary dumpster locations and reduce the cost of dumpster collection services provided at apartment complexes. (City Goal 1, 13, 14)
3. To transition to a fully automated and uniform curbside cart collection. (City Goal 1, 12, 13, 14)
4. To improve professionalism within the contracted services of Refuse and Recycling collections. (City Goal 1, 12, 13, 14)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Curbside Refuse Collection Points (Per Week)	40,835	41,552	41,094	42,500	41,146	41,500
	Tons of Refuse Land filled	44,800	51,648	48,581	45,000	44,875	45,000
	Tons of Yard Waste Composted/Diverted	16,840	11,498	11,527	15,000	11,300	11,000
	Christmas Trees Chipped and Composted	1,228	890	578	1,000	729	750
	Tons of Plastics Recycled (Recycling Center)	1,880	1,998	1,830	1,200	1,000	1,000
	Tons of Paper Recycled (Recycling Center)	976	1,050	947	600	720	720
	Curbside Recycling Subscribers	9,250	10,768	10,983	12,000	10,500	10,500
	Curbside Recycling Volume (tons)	1,875	2,072	2,136	2,000	1,513	1,750
<b>Efficiency &amp; Effectiveness</b>	Refuse Violations Tagged by Contractor	246	323	413	350	500	500
	% of Refuse Collection Stops Making Complaints	0.09%	0.09%	0.09%	0.09%	0.09%	0.09%
	Refuse Collection Costs per Capita	\$33.95	\$34.53	\$34.86	\$35.99	\$35.87	\$46.64
	Refuse Collection Millage Rate	1.00	0.96	0.99	0.95	0.95	1.16
	Refuse Cost for Average Homeowner	\$76	\$74	\$80	\$81	\$81	
	Net Cost to Operate Recycling Center	\$192,260	\$186,000	\$149,000	\$140,000	\$140,000	\$140,000
	Recycling Costs Per Ton Recycled	\$38.50	\$38.50	\$50.70	\$77.78	\$81.40	\$80.00
	Cost to Collect/Dispose of Refuse (1 ton)	\$100.41	\$88.43	\$95.07	\$106.16	\$107.40	\$110.20
	Activity Expenditures as % of General Fund	4.22%	4.02%	4.03%	4.02%	4.08%	5.00%

# Refuse Collection



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Account Clerk (P.T.)	1	1	1
Seasonal Laborer (P.T.)	4	4	4
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>

# Refuse Collection

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

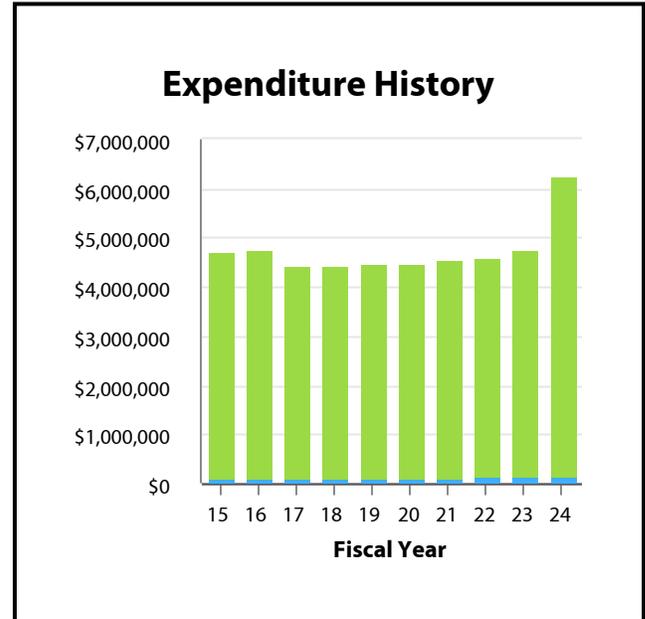
*The total budget increased by 31.2%.*

**Personnel Services** - Total Increase \$7,290 or 4.9% primarily due to a wage increases for part-time employees.

**Supplies** - Total Supplies increased \$150 or 2.0% in response to cost increases for basic necessities.

**Other Charges** - Total Other Charges increased \$1,481,450 or 32.1%. Funding for Rubbish Removal increased \$1.5 million due to higher expected contract pricing for waste collection. The refuse contract expires on April 30, 2023 and an estimated increase is included for the last two months of the fiscal year. The new refuse contract is expected to include the purchase of carts as well as universal curbside recycling. Other Contracted Services also increased by \$41,000 as a result of the increasing cost of the annual hazardous material collection event. Interfund Services decreased by \$43,210 due to reductions in expected administrative costs.

**Capital** - There is no Capital proposed for this division.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$143,700	\$149,160	\$151,230	\$156,450	\$156,450
<b>Supplies</b>	14,840	7,500	7,500	7,650	7,650
<b>Other Charges</b>	4,459,960	4,620,720	4,660,720	6,102,170	6,102,170
<b>Total</b>	\$4,618,500	\$4,777,380	\$4,819,450	\$6,266,270	\$6,266,270

**MISSION STATEMENT:** *To maintain the City's streets and rights-of-way in such a manner as to ensure safety for vehicular and pedestrian traffic as well as presenting a clean, well-groomed, attractive roadside environment.*

**KEY GOALS**

- **To provide a safe and clean road surface for vehicular traffic.**
- **To provide adequate visual direction to regulate, warn, or guide vehicular and pedestrian traffic through proper signage and pavement markings.**
- **To provide a safe, well-maintained and unobstructed roadside environment.**
- **To provide effective storm water runoff without damaging our stream ecology.**
- **To provide an organized snow and ice control program based on designated priorities in order to maintain safe, passable streets.**

Street Services provides a safe and clean road surface for vehicular traffic, adequate visual direction and a safe, maintained, and unobstructed roadside environment on more than 350 miles of City roads.

The Roads and Streets Maintenance program strives to maintain safe road surfaces for vehicular and pedestrian traffic by ensuring adequate pavement markings. One-third of all school crosswalks and stop bar pavement markings are repaired or replaced every year.

Street Services strives to sweep all paved road surfaces a minimum of four times per year on 395 miles of major, local, county, and state roads. This activity is responsible for road patching and shoulder grading to maintain safe roads.

The Supplementary Roadside Maintenance program provides a safe, well-maintained roadside environment. Cutting of weeds and tall grass along all roadsides, ditches, and medians is done 36 times per year.

Support activities include the installation of new street signs, maintenance and repair of existing signs, and the installation of informational signs for the municipal sites. Another support activity is the maintenance of Sterling Heights' urban forest. Approximately 29,000 right-of-way trees are maintained, including inspection, trimming, removal of trees and stumps, and replanting of trees.

Catch basin cleaning is another important function. Catch basins are routinely cleaned, allowing for the rapid disposal of storm water runoff and drainage. Drainage ditches are cleaned and the culverts are maintained to ensure adequate capacity for storm runoff.

During a declared Snow Emergency, the Snow and Ice Control program ensures an organized procedure for snow removal of all City roads within 48 hours after snowfall ceases. This objective is achieved on 63 miles of major roads and 288 miles of local roads.■



***Did you know...that State grant funding is aiding in re-establishing the tree canopy? The funding provided has allowed for over 500 new trees to be planted over the past twelve months.***

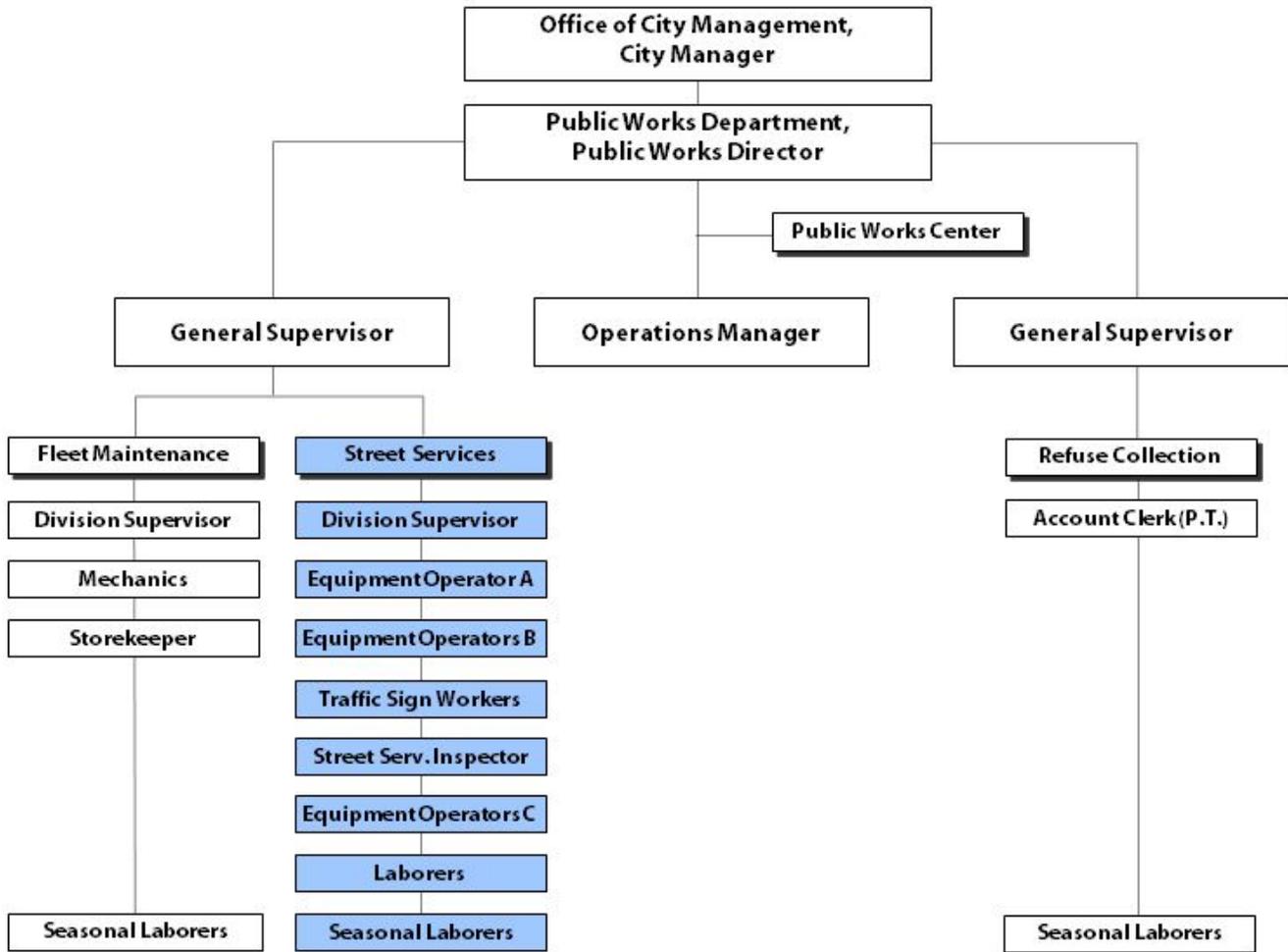
# Street Services

## 2023/24 PERFORMANCE OBJECTIVES

- To identify buckling seams caused by moisture penetration on major roadways and perform maintenance to extend the life of the roadway until reconstruction or resurfacing can occur. (City Goal 4)
- To integrate all City right-of-way trees into Geographical Information System (GIS) maps. Trees will then be added to City asset layers identifying species, size, and condition. (City Goal 13, 18)
- To schedule tree trimming on County and State roads. As Van Dyke and Mound mature, all landscaping and tree trimming will be added to the city maintenance rotation. (City Goal 16, 18)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	After Hours Snow Removal Occurrences	25	27	32	25	25	25
	Tons of Road Salt Used	5,542	6,762	9,061	7,000	7,500	7,500
	Pothole Patching - Tons of Patch Used	307	366	578	300	300	300
	Street Sweeping Rotations - Local Roads	4	4	4	4	4	4
	Street Sweeping Rotations - Major Roads	5	5	5	5	5	5
	Storm Catch Basin Cleaning-Number of Locations	149	951	208	1,200	700	1,000
	Street Trees Removed	113	118	245	175	1,000	2,000
	Street Trees Planted	389	122	234	200	320	300
	Street Trees Pruned	2,877	4,101	2,305	3,000	2,700	3,000
	Homeowner Tree Inquiries/Inspection Responses	732	733	888	800	884	850
	Traffic Sign Repairs or Replacements	132	178	107	150	136	150
	Gravel Roads - Rotations	16	15	13	20	17	20
<b>Efficiency</b>	% of Emergency Calls Responded to w/i 1 hour	100%	100%	100%	100%	100%	100%
	Property Damage Due to Snow Removal Operation	\$400	\$350	\$850	\$500	\$450	\$500
	Street Services Cost Per Capita	\$20.79	\$23.20	\$23.95	\$25.22	\$24.56	\$25.85
	Hours to Complete Snow Emergencies	48	48	48	48	48	48
	Activity Expenditures as % of General Fund	2.62%	2.70%	2.77%	2.82%	2.80%	2.77%

# Street Services



## STAFFING SUMMARY

Position	Budget	Budget	Budget
	2021/22	2022/23	2023/24
Division Supervisor	1	1	1
Equipment Operator A	1	1	1
Equipment Operator B	7	7	7
Traffic Sign Worker	2	2	2
Street Services Inspector	1	1	1
Equipment Operator C	5	5	5
Laborer	4	4	4
Seasonal Laborer (P.T.)	10	10	10
<b>Total</b>	<b>31</b>	<b>31</b>	<b>31</b>

# Street Services

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 3.7%.*

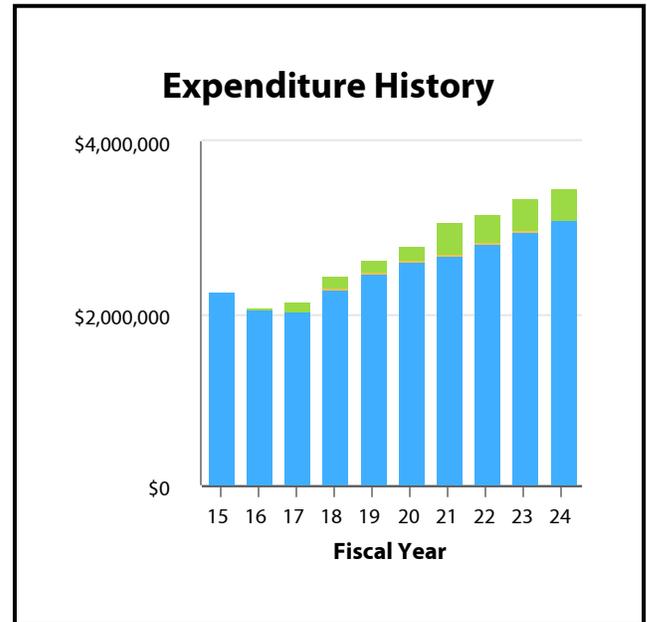
**Personnel Services** - Total Increase \$129,140 or 4.4%

- \$61,890 due to contractual wage increases
- \$17,180 due to an increase in the 401(a) employer match
- \$18,170 due to changes in health insurance coverages

**Supplies** - Total Supplies increased \$480 or 2.9% due to an inflationary cost increase for small hand-held equipment and personal protective gear.

**Other Charges** - Total Other Charges decreased \$5,950 or 1.6%. Water costs decreased \$10,000 based on recent trends. An inflationary increase of \$3,260 was included in Retention Pond Maintenance as part of a regular yearly increase. This is in response to the increasing cost of fundamental department needs.

**Capital** - Total Capital of \$600,000 is proposed for the purchase of a tandem dump truck and a street sweeper. Both are replacing high mileage vehicles that are over twenty years old.



■ Personnel Services    ■ Supplies  
■ Other Charges

### FUNDING LEVEL SUMMARY

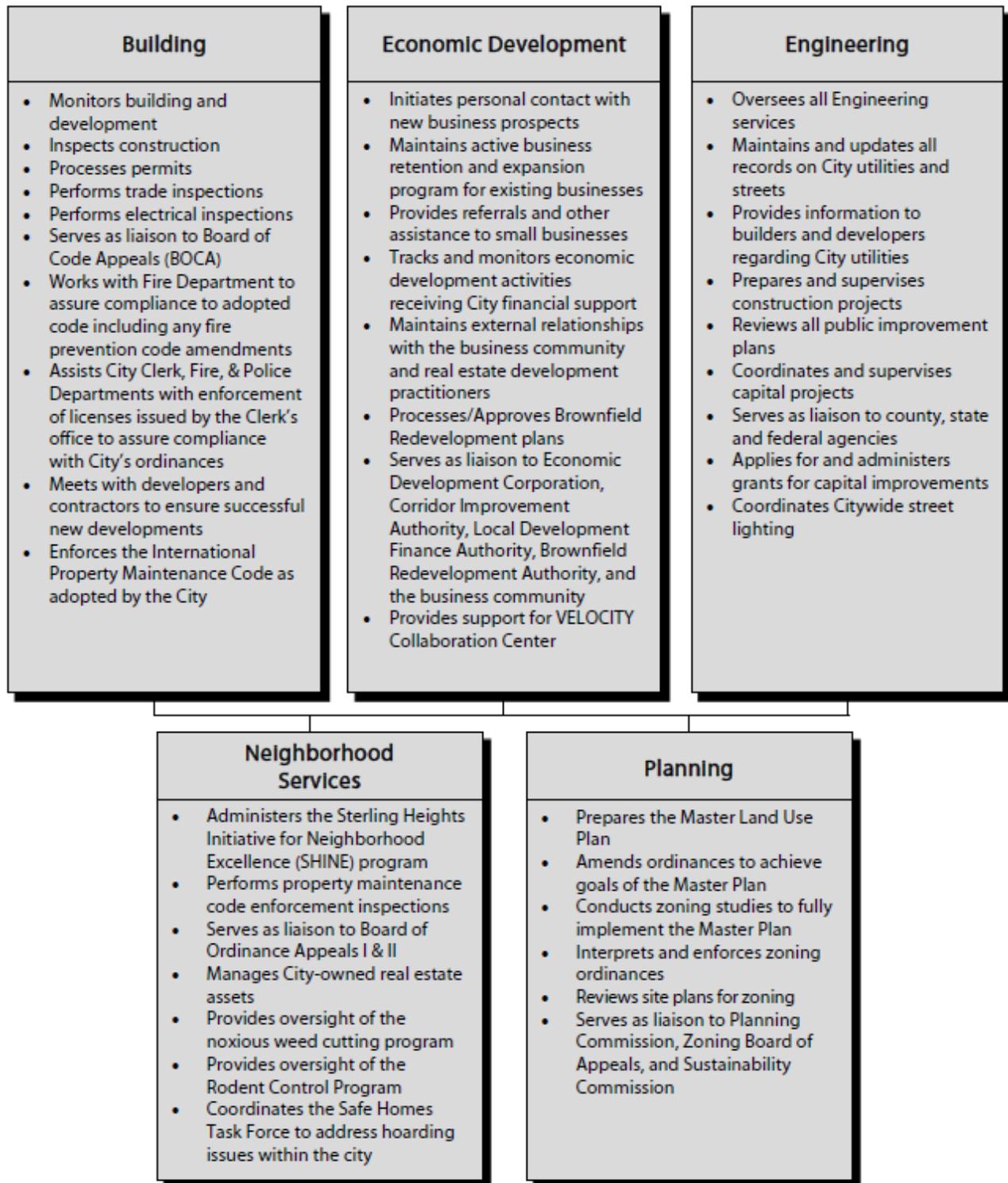
	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$2,811,470	\$2,958,660	\$2,923,110	\$3,087,800	\$3,087,800
<b>Supplies</b>	26,590	16,320	16,320	16,800	16,800
<b>Other Charges</b>	335,690	374,340	360,550	368,390	368,390
<b>Total</b>	\$3,173,750	\$3,349,320	\$3,299,980	\$3,472,990	\$3,472,990

# City Development Department



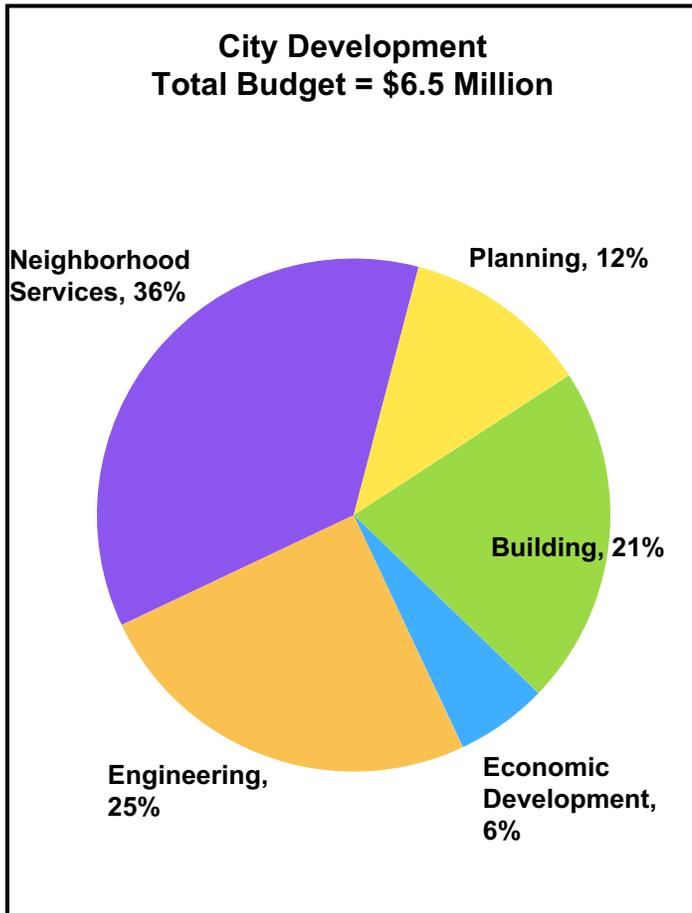
# FUNCTIONAL ORGANIZATION CHART

## City Development Department



# DEPARTMENT AT A GLANCE

## City Development Department



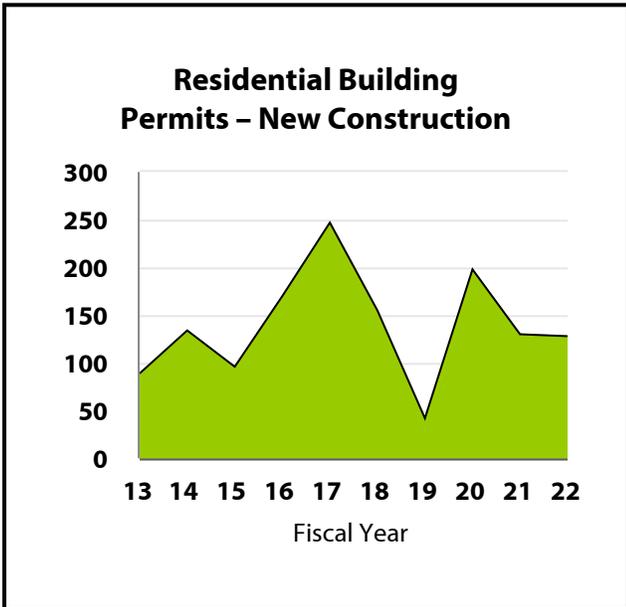
	2023/24	
	Full Time	Part Time
Building	8	0
Economic Development	1	0
Engineering	9	1
Neighborhood Services	8	16
Planning	4	2
<b>Total Department</b>	<b>30</b>	<b>19</b>

FUNDING LEVEL SUMMARY					
	2020/21	2021/22	2022/23	2023/24	% Change
	Actual	Actual	Budget	Budget	From 22/23
Building	\$1,148,200	\$1,141,970	\$1,211,550	\$1,383,120	14.2%
Economic Development	352,360	342,880	391,690	375,690	-4.1%
Engineering	1,408,770	1,424,770	1,563,010	1,613,710	3.2%
Neighborhood Services	1,956,960	1,994,720	2,075,450	2,402,350	15.8%
Planning	302,140	319,130	564,710	760,290	34.6%
<b>Total Department</b>	<b>\$5,168,430</b>	<b>\$5,223,470</b>	<b>\$5,806,410</b>	<b>\$6,535,160</b>	<b>12.6%</b>
Personnel Services	\$4,755,490	\$4,857,600	\$5,209,020	\$5,509,800	5.8%
Supplies	15,940	20,570	25,490	26,070	2.3%
Other Charges	397,000	345,300	571,900	999,290	74.7%
<b>Total Department</b>	<b>\$5,168,430</b>	<b>\$5,223,470</b>	<b>\$5,806,410</b>	<b>\$6,535,160</b>	<b>12.6%</b>

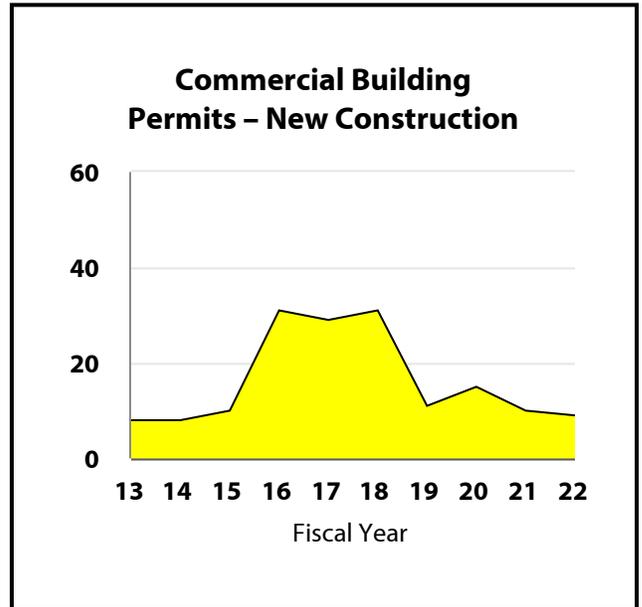
Excludes Boards and Commissions.

# KEY DEPARTMENTAL TRENDS

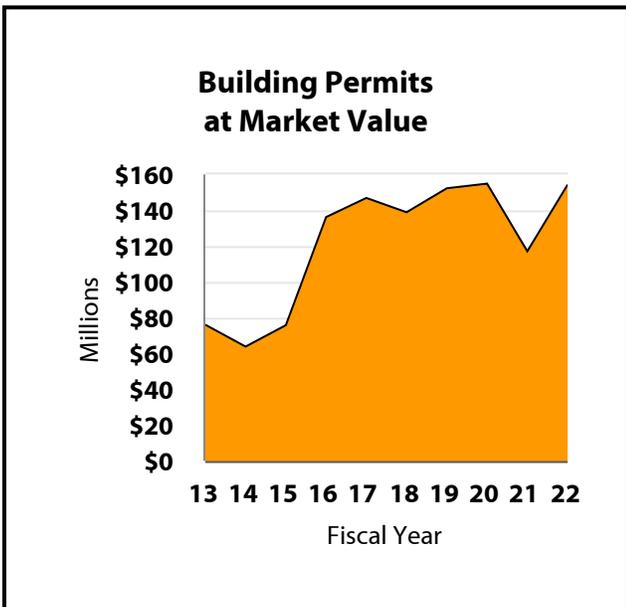
## City Development Department



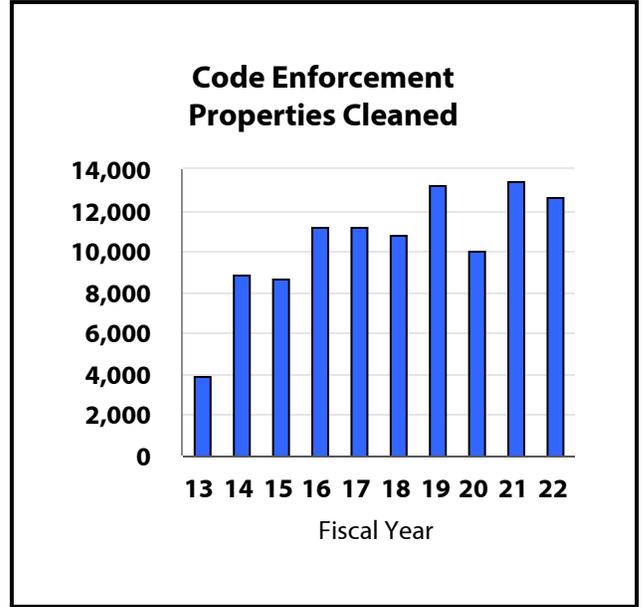
The number of residential building permits varies annually based on the number of new subdivisions constructed. For 2022, 128 residential building permits were issued.



The number of commercial building permits varies annually based on the number of new buildings constructed. As Sterling Heights is a relatively mature community, new commercial structure construction is minimal. For 2022, 9 commercial building permits were issued.



Although the number of commercial building permits has been declining due to the maturation of the community, the value of these permits has continued to remain high. In 2022, building permits with a value of \$154.3 million were issued.



The City continues to prioritize this effort to strengthen and vigorously maintain property values by eliminating blighting influences. The number of properties cleaned fell slightly in 2020 due to the COVID-19 pandemic, but has returned to normal levels - 12,656 properties were cleaned in 2022. 95% of inspections were performed within 48 hours of complaint and 98% of violations were corrected prior to City action.

**MISSION STATEMENT:** *To maintain a well-balanced program of monitoring building construction, so that the community may enjoy a safe environment and to maintain all City facilities in a safe, clean and economical manner.*

## KEY GOALS

- ***To aggressively inspect all new residential construction to ensure a safe living environment for our residents.***
- ***To process permits in an expedient and efficient manner.***
- ***To review plans and construction drawings in a manner that will reduce the time necessary to issue permits.***
- ***To protect public safety, health, and welfare and preserve property values by strictly enforcing property maintenance standards.***
- ***To oversee outside contractors/vendors to ensure the quality of materials and workmanship on projects and adherence to all applicable state and City codes.***

The Building office monitors the building and development activities in the City. The objective of the staff is to inspect projects for compliance to the State adopted construction codes to ensure the health, safety and welfare of the public. This is achieved through a thorough inspection program in all types of construction - residential, commercial, and industrial. Daily inspections are performed throughout the City to assure compliance to State building codes and local ordinances.

The wellness of the community is looked after from the ground up when it comes to the construction of buildings that are open to the general public. The community is safeguarded against improperly constructed structures by numerous inspections

performed by the inspection staff from the beginning through the completion of a project.

To best serve the interests of the taxpayers, developers and investors in the community, the Building activity is operated in a very efficient manner to ensure that inspections are conducted in a timely manner. The established plan review process provides for the efficient administration of the permitting process.

The inspectors employed within the Building office are highly qualified and trained professionals who are monitored not only by the City, but also by the State. They have obtained nationally recognized certifications and participate in continuing education to stay informed of all new construction techniques and code changes. A highly competent clerical staff supports the inspectors and assists customers visiting the Building office.

The Building Official is responsible for proper enforcement of code requirements throughout the construction process. The Building Official oversees the daily responsibilities of the department and provides assistance to the inspection staff as needed. The Building Official has the authority to render interpretations of the codes and to adopt policies and procedures in order to clarify the provisions.■



***Did you know...that since 2000, state law requires all local municipalities throughout the state to enforce the Michigan Construction Codes?***

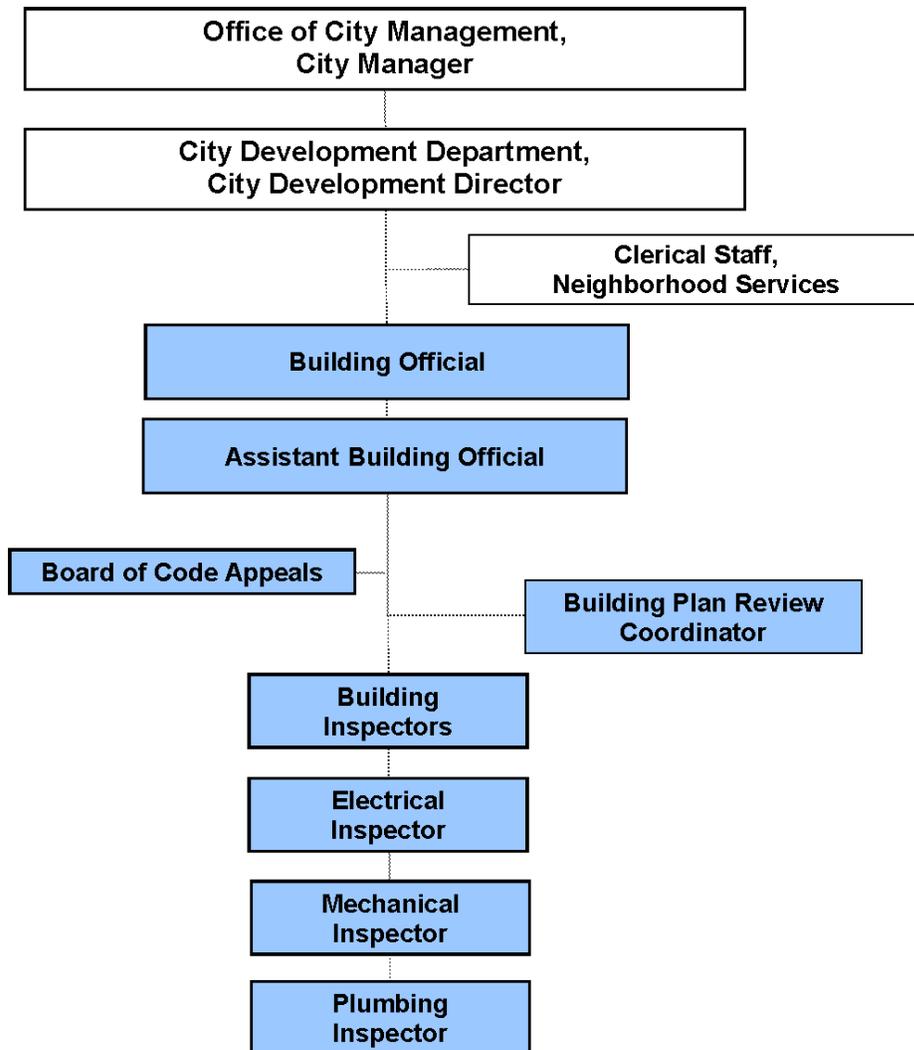
# Building

## 2023/24 PERFORMANCE OBJECTIVES

- To implement a process to allow residents and contractors to apply and pay for residential alteration permits online. (City Goal 1, 4, 23)
- To create a workflow in BS&A to automatically send a commercial inspection checklist with all new permits issued. (City Goal 1, 23)
- To provide residential builders who do business in Sterling Heights their required 3 hours of continuing education for license renewal, free of charge. (City Goal 1, 24)
- To create a clerical staff operation manual promoting consistency for our front-end staff in dealing with the public. (City Goal 1, 3)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Total Permits Issued	6,244	7,622	7,101	8,560	6,715	7,015
	Building Permits Issued	1,548	2,211	2,055	3,000	1,800	2,000
	Mechanical Permits Issued	1,672	2,012	1,962	2,100	2,000	2,000
	Plumbing Permits Issued	887	735	747	750	700	720
	Electrical Permits Issued	1,152	1,401	1,413	1,400	1,060	1,100
	Special Inspection Permits Issued	161	253	445	550	400	420
	Fence Permits Issued	330	554	367	400	400	400
	Fire Alarm Permits Issued	39	55	71	60	30	40
	Fire Suppression Permits Issued	55	45	59	60	50	55
	Sign Permits Issued	400	291	241	240	275	280
	Permits Issued via City's Website	1,618	3,075	3,457	3,100	3,300	3,400
	Total Inspections Performed	20,160	17,494	17,626	19,800	17,000	17,600
	Building Inspections	6,650	7,832	7,457	9,500	7,000	7,500
	Mechanical Inspections	2,877	3,595	3,709	3,600	4,000	4,000
	Plumbing/Fence Inspections	2,898	2,038	2,275	2,100	1,850	1,900
	Electrical Inspections	2,335	2,899	3,040	3,000	2,900	3,000
	Other Insp. (Fence, Liquor License, Amusement Devices, Etc.)	3,700	1,535	1,145	1,600	1,100	1,200
	# of Follow-Up Inspection Communications	1,700	1,700	N/A	N/A	N/A	N/A
	# of Virtual Inspections	N/A	63	15	25	20	30
	Ordinance Complaint Tickets Issued	0	2	0	5	0	0
Board of Code Appeals Applications	4	1	4	4	2	3	
<b>Efficiency</b>	Insurance Service Office (ISO) Rating	3	3	3	4	4	4
	% of Inspections Performed on Schedule	95%	95%	95%	98%	98%	98%
	% of Commercial Plans Reviewed w/i 20 days	95%	95%	95%	95%	95%	95%
	% of Residential Plans Reviewed w/i 10 days	95%	95%	95%	95%	95%	95%
	Average No. of Inspections per Budgeted Inspector	3,102	2,691	2,712	3,050	2,800	3,000
	Market Value of Building Permits (Millions)	\$154.9	\$117.1	\$154.3	\$108.0	\$113.0	\$120.0
	Activity Expenditures as % of General Fund	1.05 %	1.01 %	1.00 %	1.02 %	0.99%	1.10%

# Building



## STAFFING SUMMARY

Position	Budget	Budget	Budget
	2021/22	2022/23	2023/24
Building Official	1	1	1
Assistant Building Official	0	0	1
Building Plan Review Coordinator	1	1	1
Building Inspector	2	2	2
Building Inspector (P.T.)	1	1	0
Electrical Inspector	1	1	1
Mechanical Inspector	1	1	1
Plumbing Inspector	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>

# Building

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 14.2%.*

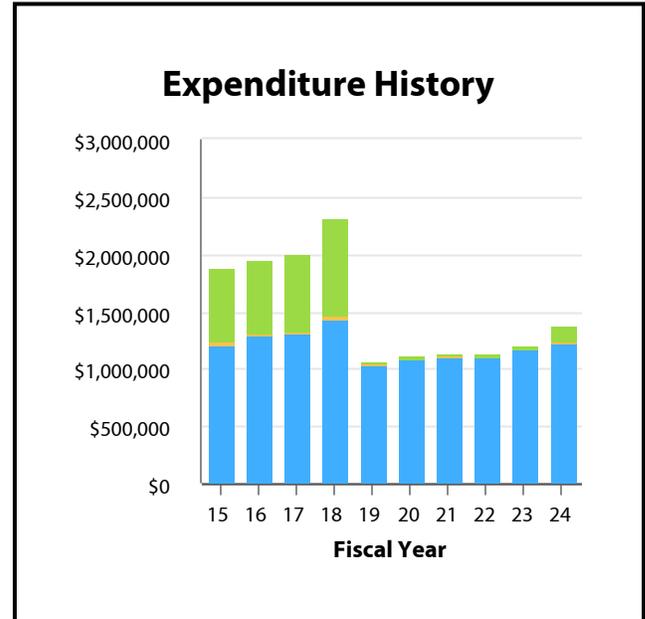
**Personnel Services** - Total Increase \$60,720 or 5.2%

- \$52,420 due to the conversion of a part-time Electrical Inspector to full-time
- \$25,480 due to contractual wage adjustments
- \$12,280 due to an increase in the 401(a) employer match, partially offset by:
- Benefit savings of \$22,350 due to the hiring of a retiree as an Inspector

**Supplies** - Total Supplies increased \$710 or 7.6%. Publication costs increased \$610 to account for required code books for the new inspector position.

**Other Charges** - Total Other Charges increased \$110,140 or 435.0%. \$100,000 has been allocated for contractual inspection services due to the ongoing staffing shortage in this profession. \$7,500 has been allocated for scanning services to ensure that all critical records are stored digitally. \$2,280 was added to Education and Training to allow for the Building Official to attend the International Code Conference.

**Capital** - Five personal computers are scheduled to be replaced for this department as part of the annual PC replacement plan.



■ Personnel Services    ■ Supplies  
■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$1,109,700	\$1,176,880	\$1,118,730	\$1,237,600	\$1,237,600
<b>Supplies</b>	4,570	9,350	7,310	10,060	10,060
<b>Other Charges</b>	27,700	25,320	47,620	135,460	135,460
<b>Total</b>	\$1,141,970	\$1,211,550	\$1,173,660	\$1,383,120	\$1,383,120

**MISSION STATEMENT:** *To implement and maintain a progressive and proactive economic development program designed to sustain and expand the City's economic and employment base. Sterling Heights Economic Development will seek to retain Sterling Heights' ranking as one of the nation's premier communities to live, work, play and prosper.*

## KEY GOALS

- *To maintain a solid foundation for a competitive economic development program that is high performing, targeted, and efficient.*
- *To implement and maintain a business retention strategy focused on existing employers, particularly in targeted clusters that represent growth opportunities for Sterling Heights.*
- *To establish a targeted business attraction strategy for Sterling Heights by being "set up for success" and focused on target-rich mediums.*
- *To establish a marketing and outreach plan that provides relevant and timely information to the business community.*
- *To implement a meaningful retail business development strategy that achieves a high return for the public investment.*
- *To work in partnership with Macomb County to support the VELOCITY collaborative center that serves as a hub for business incubation and collaboration.*

Sterling Heights Economic Development is the key point of contact for business support and needs. Sterling Heights Economic Development implements policies, programs, and activities that

seek to improve the economic well-being of the community by supporting the creation or retention of jobs, and facilitating investment and growth in the City. Proposing and implementing economic development programs and functions that address the goals of the City are also primary objectives.

This office maintains an active program that encourages the retention and expansion of existing businesses providing quality jobs, a diverse workforce and expanded tax base. The Business Attraction program fosters an economic development climate that attracts and encourages the recruitment of businesses in targeted industries to Sterling Heights. The office also works with a variety of partners to promote workforce development in the City.

The partnership between the City of Sterling Heights and Macomb County at VELOCITY is fostered by this office to promote business incubation and collaboration in advanced manufacturing, defense, and homeland security.

This office offers a professional image that demonstrates a strong customer focus and a positive image of the City as a great place to do business.■



*Did you know...that Sterling Heights has been recognized by the University of Michigan-Dearborn as a 5 Star Community that fosters entrepreneurship and small business development, as part of their annual E-Cities Award Program?*

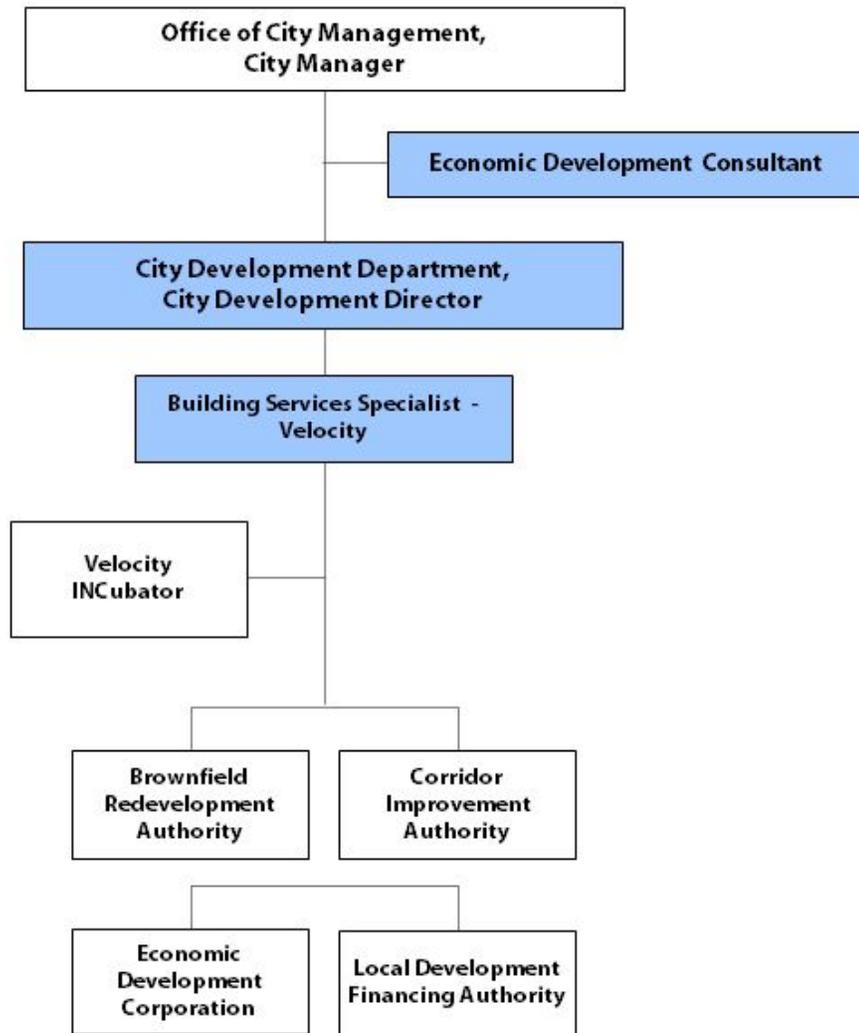
# Economic Development

## 2023/24 PERFORMANCE OBJECTIVES

- To plan for improvements to the publicly owned property in the North Van Dyke Avenue District including public park spaces and a linear art walk. (City Goal 20, 21, 22)
- To continue to manage the redevelopment of Lakeside into the next phases including the PUD process, Corridor Improvement Authority, and Brownfield Redevelopment Authority. (City Goal 20, 21, 22)
- To create an economic development strategic plan that is in alignment with the Michigan Economic Development Corporation Redevelopment Ready Program. (City Goal 20, 22)
- To launch the Sterling Innovation District marketing campaign (City Goal 20)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Business Retention/Attraction Contacts Made	124	84	119	85	85	85
	State & Federal Legislative Contacts Made	9	17	8	10	15	10
	Banking & Real Estate Contacts Made	64	103	136	75	90	75
	LDFA Meetings Held	8	7	6	8	8	8
	Meetings with Chambers of Commerce	33	33	15	15	10	15
	Targeted Industry Events Attended	14	7	17	15	15	15
	Velocity Partner Meetings Held	25	54	25	25	28	25
	Economic Development Partner Meetings	50	51	29	30	30	30
	Velocity Events & Meetings Held	74	57	62	60	145	175
	Business Awards Presented	0	0	0	5	5	5
	Hits on City's Website	1,127	1,658	1,206	1,200	1,200	1,200
<b>Efficiency &amp; Effectiveness</b>	Velocity Center Number of Businesses	17	15	13	18	15	15
	Velocity Center Occupancy Rate	100%	92%	79%	92%	75%	75%
	Businesses and/or Participants at Velocity Events	2,701	1,363	1,957	2,500	3,500	4,000
	Value of Redevelop. Projects & New Investments	\$92M	\$51M	\$72M	\$50M	\$60M	\$50M
	Industrial Vacancy Rate	3.60%	1.40%	0.70%	1.50%	0.80%	1.50%
	Retail Vacancy Rate	4.20%	6.20%	9.00%	7.00%	8.00%	7.00%
	City Unemployment Rate (April)	17.5%	4.3%	3.9%	5.0%	2.7%	4.0%
	Activity Expenditures as % of General Fund	0.34%	0.31%	0.30%	0.33%	0.32%	0.30%

# Economic Development



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Building Services Specialist - Velocity	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

# Economic Development

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

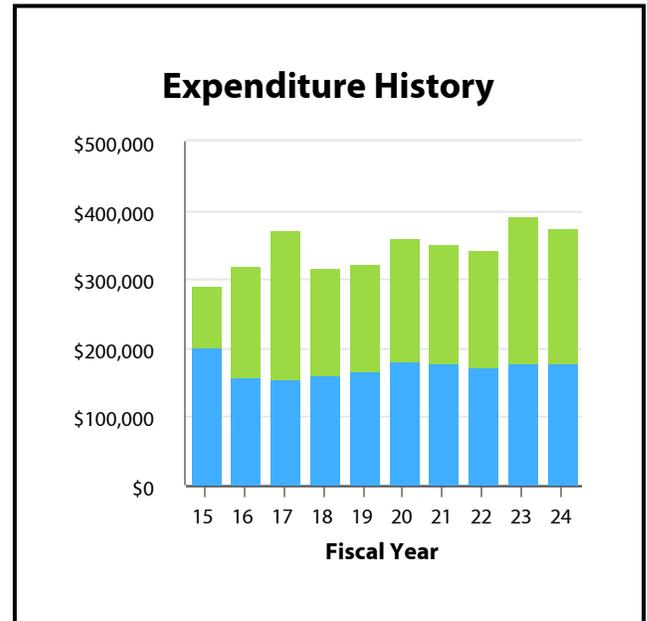
*The total budget decreased by 4.1%.*

**Personnel Services** - Total Decrease \$540 or 0.3%. There is no significant change to personnel costs in this department.

**Supplies** - Total Supplies is proposed to remain the same at \$200. There are no proposed changes to the postage and operating supply accounts.

**Other Charges** - Total Other Charges decreased \$15,460 or 7.3%. Other Contracted Services was reduced by \$31,000 as consultation for the City's application for Redevelopment Ready Certification with the Michigan Economic Development Corporation concluded. \$16,040 was added for continued efforts of the Community Promotion initiative.

**Capital** - There is no Capital proposed for this office.



■ Personnel Services    ■ Supplies  
■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$174,530	\$178,890	\$167,630	\$178,350	\$178,350
<b>Supplies</b>	40	200	200	200	200
<b>Other Charges</b>	168,310	212,600	211,050	197,140	197,140
<b>Total</b>	\$342,880	\$391,690	\$378,880	\$375,690	\$375,690

**MISSION STATEMENT:** *To develop and implement master plans and programs and to supervise and inspect all public improvements constructed by or for the City.*

**KEY GOALS**

- *To maintain and regularly update all records of City utilities, streets, properties, parks, zoning changes, rights-of-way, and addresses.*
- *To provide current information to prospective developers, builders, consulting engineers, residents and other interested parties on City utilities and scheduled or future public improvements.*
- *To review plans for consideration of public and private improvements.*
- *To prepare plans and specifications and supervise construction of all authorized projects.*
- *To administer the Soil Erosion and Sedimentation Control Program.*

Major responsibilities of the Engineering office include the supervision and performance of all engineering services of the City. Engineering is responsible for the development of master plans and programs for public improvements, supervision, and inspection of all improvements constructed by or for the City.

Engineering maintains and updates all records of City utilities, streets, properties including parks, zoning changes, rights-of-way and addresses.

Information is provided to prospective developers, builders, and consulting engineers on the availability, size and location of all City utilities. Information is provided to residents and other interested parties on scheduled or future public improvements. In addition, information is provided

to residents regarding water and sanitary sewer connection fees and traffic signs and signals. Other activities include the review of site plans and building plans for appropriate water and sewer connections, the issuance of culvert permits, common area irrigation permits, and monitoring well permits.

Engineering reviews all planned public improvements, City projects, City awarded contracts, and subdivision sites which generate revenues to the City each year.

Engineering prepares the plans and specifications and supervises construction of all projects authorized by City Council. This office prepares ordinance variance agreements and coordinates activities and decisions involving the City and other agencies such as the Road Commission of Macomb County and the City of Detroit. Multi-jurisdictional contracts are often required with road construction projects. The City Engineer serves as liaison to County, State and federal agencies to synchronize the approval process for orderly and organized project development.

The Soil Erosion and Sedimentation Control Program is administered by the Engineering Office as required by the State of Michigan and the National Pollutant Discharge Elimination System Program. ■



***Did you know...the Office of Engineering administers the City floodplain program and participates in a voluntary program that lowers flood insurance premiums for residents by 15%?***

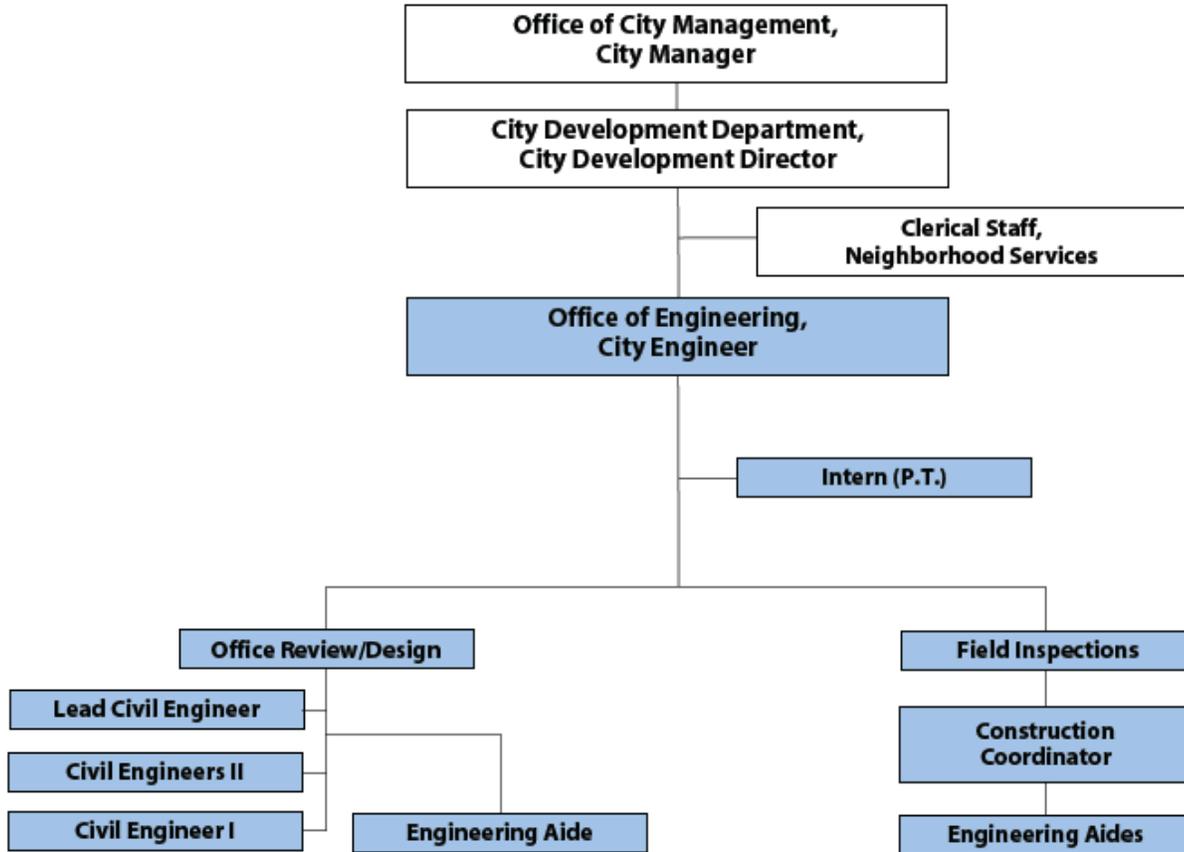
# Engineering

## 2023/24 PERFORMANCE OBJECTIVES

1. To work with the Innovate Mound project team to ensure project construction is well coordinated and the City's vision is achieved and City standards are met. (City Goal 1, 16, 17, 18)
2. To continue to close the priority sidewalk gaps along City major roads. (City Goal 16, 17)
3. To improve communication provided to the public on major and local road and construction projects including, but not limited, to real-time updates. (City Goal 24)
4. To implement the 5-year road plan and continue to look for ways to improve and build on the current plan. (City Goal 16, 17, 18)
5. To optimally utilize local road funding and improve the overall condition of local road infrastructure to promote well-maintained and desirable neighborhoods. (City Goal 14, 16, 18)
6. To manage and provide quality, innovative, and efficient site plan reviews for large-scale development and redevelopment projects. (City Goal 20, 23)
7. To collaborate with Water & Sewer Administration to develop a long-term repair and replacement plan for underground infrastructure. (City Goal 1, 16, 18)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Site Plans Approved	21	24	19	25	15	20
	Land Divisions Reviewed	26	11	7	18	10	12
	Plot Plans/Grading Plans Approved	13	12	9	25	8	10
	Utility Company Permits Issued	109	71	98	100	100	100
	SESC Permits Issued	125	142	146	120	110	115
	Value of Const. Contracts Awarded & Supervised	\$15.5M	\$5.6M	\$9.1M	\$9.7M	\$9.7M	\$21.1M
	Sidewalk Gap Installation (Linear Feet)	7,760	6,864	563	16,000	12,000	18,000
	Neighborhood Road Improvement (Miles)	7.19	4.70	4.65	4.50	4.50	3.90
	Miles of Sidewalks in City	625	626	628	631	632	635
	Miles of Roads in City (Major & Local)	351	352	353.5	354	354	355
	Service Requests Processed	312	316	335	350	300	300
<b>Efficiency &amp; Effectiveness</b>	% of First Site Plans Reviewed w/i 4-6 weeks	81%	90%	95%	90%	90%	90%
	% of Utility Company Permits Reviewed w/i 15 days	100%	100%	100%	90%	90%	90%
	% of Plot or Grading Plans Reviewed w/i 10 days	100%	100%	100%	90%	90%	90%
	% of Capital Projects Completed w/i 5% of Bid Costs	80%	100%	100%	90%	90%	90%
	Visual Rd. Surface (PASER) Rating - Good, Fair, Poor	18%,75%,7%	20%,72%,8%	23%, 70%, 7%	22%,71%,7%	23%, 70%, 7%	25%, 69%, 6%
	Eng. Inspection Hrs. Required to Meet Demand	5,688	5,299	4,848	5,700	4,900	5,700
	Activity Expenditures as % of General Fund	1.33%	1.24%	1.24%	1.32%	1.28%	1.29%

# Engineering



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
City Engineer	1	1	1
Lead Civil Engineer	1	1	1
Civil Engineer II	2	2	2
Civil Engineer I	1	1	1
Construction Coordinator	1	1	1
Engineering Aide	3	3	3
Intern (P.T.)	1	1	1
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>

# Engineering

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 3.2%.*

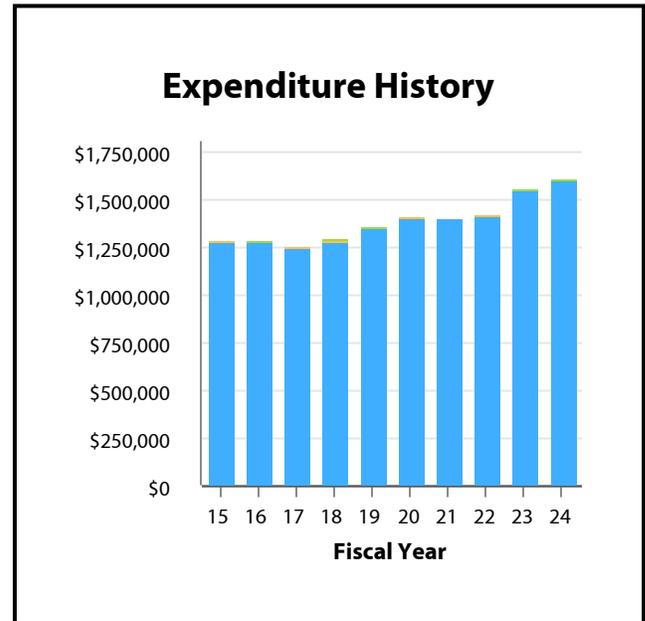
**Personnel Services** - Total Increase \$52,020 or 3.4%

- \$35,670 due to contractual wage adjustments
- \$12,160 due to an increase in the 401(a) employer match

**Supplies** - Total Supplies increased \$160 or 2.9% due to an inflationary adjustment.

**Other Charges** - Total Other Charges decreased \$1,480 or 14.5%. Other Contracted Services decreased \$2,000 in response to a reduction in scanning services in the current year.

**Capital** - Total Capital of \$25,000 was approved for the purchase of an additional Robotic Survey Instrument, doubling the efficiency of inspectors. After the approval of the Safe Streets millage timely project bids and designs are essential to City operations.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$1,415,100	\$1,547,230	\$1,492,350	\$1,599,250	\$1,599,250
<b>Supplies</b>	5,440	5,540	5,700	5,700	5,700
<b>Other Charges</b>	4,230	10,240	10,600	8,760	8,760
<b>Total</b>	\$1,424,770	\$1,563,010	\$1,508,650	\$1,613,710	\$1,613,710

**MISSION STATEMENT:** *To protect a property owner's investment by enhancing the quality of life in our neighborhoods, educating residents, and performing neighborhood outreach, as well as encouraging economic development through the promotion of energy efficiency and water-related tourism.*

## KEY GOALS

- ***To protect a property owner's investment by administering property maintenance ordinances and the City's Noxious Weed Program.***
- ***To implement the principals of SHINE - Sterling Heights Initiative for Neighborhood Excellence - to encourage long-term property maintenance.***
- ***To support policies and practices that will attract talent to the area and consequently help revive the economy.***

Neighborhood Services is the office in the City Development Department responsible for code enforcement, as well as economic development programs related to energy efficiency and technology, and the Blue Economy (promotion of water resources).

This office works closely with the office of Community Relations to implement and administer the principals of SHINE - Sterling Heights Initiative for Neighborhood Excellence. Those principals include working closely with community groups to advise property owners on maintenance issues; using multi-lingual resources to communicate in neighborhoods where there may have been a significant influx of refugees; coordinating clean-ups to assist residents who may have challenges that prevent them from maintaining their property.

Neighborhood Services' Code Enforcement Officers

strive to preserve residential and commercial property values through strict enforcement of property maintenance standards. Property owners who do not voluntarily comply are sent to the Board of Ordinance Appeals (BOA) and a nuisance abatement public hearing is held. The mission of the Board of Ordinance Appeals (BOA) is to consider appeals and requests for variances from City ordinances as authorized by the City Council. The Board of Ordinance Appeals (BOA) also reviews dangerous and potentially dangerous dog cases. The City Development Director is the staff liaison to the Board of Ordinance Appeals (BOA).

To support efficient and sustainable energy-related policies and practices, the City is a member of the Southeast Michigan Regional Energy Office (SEMREO), a unique collaboration of nonprofits and local governments encouraging greener communities to attract talent and consequently help revive Michigan's economy.■



***Did you know...that almost 98% of the 12,000+ property maintenance violations are addressed by the property owner before the City hires a contractor to resolve the issue?***

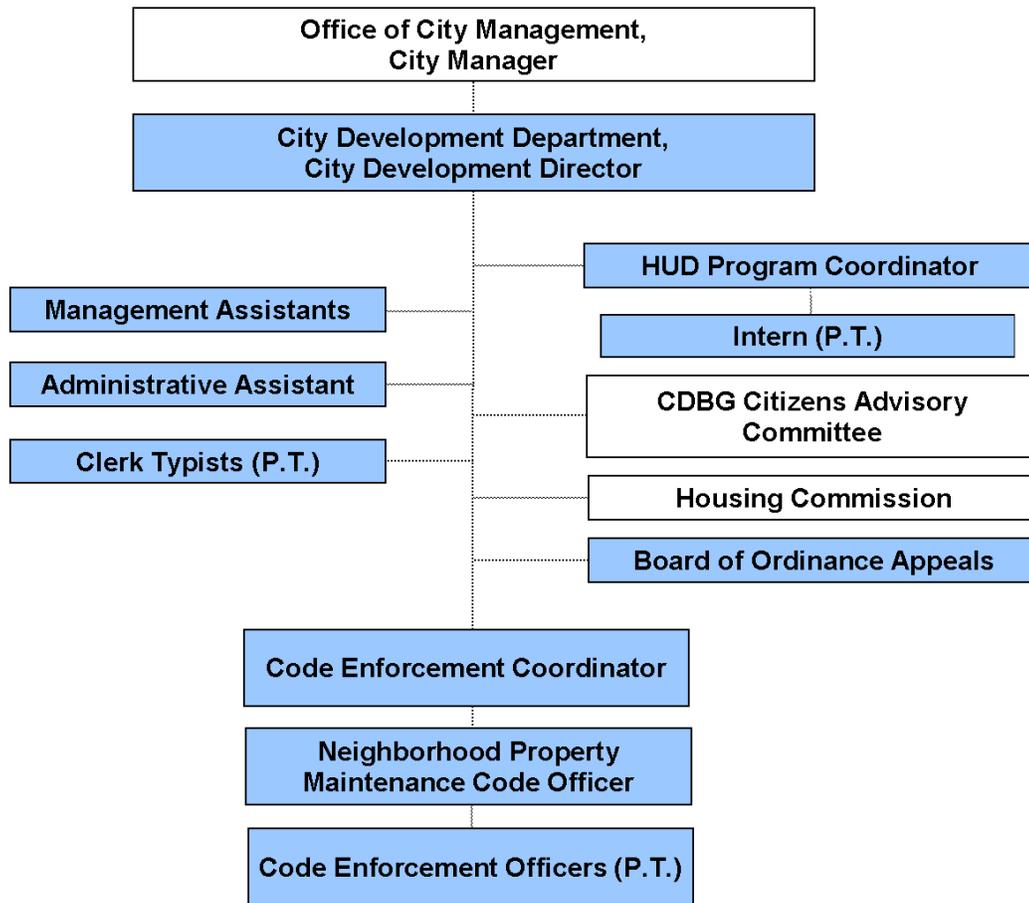
# Neighborhood Services

## 2023/24 PERFORMANCE OBJECTIVES

1. To continue strong interdepartmental coordination for Code Enforcement with DPW, Building, Planning, Police, and Fire. (City Goal 1, 6, 12, 13, 14)
2. To enhance Code Enforcement throughout the City with innovative solutions to challenging issues while maintaining open communication with property owners. (City Goal 1, 2, 3, 6, 12, 13, 14, 18)
3. To coordinate regular meetings with Planning, Engineering, Building, and the Fire Department staff to review proposed developments with the developer. Additional departments may be added if necessary. (City Goal 1, 2, 3, 6, 9, 10, 14, 24)
4. To arrange training for new staff or refresher for current staff for development review software Bluebeam Revu and Planning, Zoning, and Engineering (PZE) BS&A module. (City Goal 1, 2, 3, 6, 14, 23)
5. To enlist consultant services to provide quality, timely reviews and inspections of the proposed Lakeside redevelopment (City Goal 1, 2, 3, 6, 15, 19, 20, 22)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Total Inspections Performed	21,902	26,252	28,259	23,000	25,471	23,000
	Total Code Enforcement Cases/Properties Cleaned	10,041	13,435	12,656	11,500	12,044	11,500
	# of Proactive Code Enforcements (City Observed)	7,494	10,172	9,355	8,700	9,007	8,700
	# of Code Complaints Received	2,547	3,263	3,301	2,800	3,037	2,800
	Vacant Parcels Cut - Tall Grass/Weed Program	192	175	195	200	187	200
	Parcels Cut - Occupied Res. Homes/Businesses	285	405	428	400	373	400
	Board of Ordinance Appeals Hearings	15	21	21	22	19	22
	Ordinance Board Cases Prepared - Nuisances	307	245	308	350	287	350
	Civil Infraction & Misdemeanor Tickets Issued	35	16	61	50	37	50
	# of Snow Emerg. Vehicle Tickets Issued (incl. Police)	638	334	644	600	539	600
	# of Snow Sidewalk Tags Issued	392	437	490	500	440	500
	# of Illegal Signs Removed from ROW	1,980	2,414	1,938	2,200	2,111	2,200
	# of Homes Addressed by Safe Homes Task Force	5	8	10	8	8	8
	# of SHINE Tags Issued	319	324	239	400	294	400
	CDBG-CV Grants Awarded/Applications Received	N/A	45/99	3/3	2/2	12/12	1/1
# of CDBG Home Rehab Applications Received	6	0	15	10	11	10	
<b>Efficiency &amp; Effectiveness</b>	% of Insp. Performed w/i 48 Hours of Complaints	95%	95%	95%	95%	95%	95%
	Avg. Days Between Violation Notice & 1st Inspection	10	10	10	10	10	10
	% of Violations Corrected Prior to City Action	98%	98%	98%	98%	98%	98%
	Inspections Performed Per Inspector (FTE's)	2,577	3,088	2,975	2,420	2,681	2,421
	Code Enforcement Cases Per Inspector (FTE's)	1,181	1,581	1,332	1,210	1,268	1,210
	Code Enforcement Cases Per 1,000 Residents	76.1	101.6	95.5	86.6	89.7	86.6
	Activity Expenditures as % of General Fund	1.70%	1.72%	1.74%	1.75%	1.74%	1.92%

# Neighborhood Services



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
City Development Director	1	1	1
Code Enforcement Coordinator	1	1	1
HUD Program Coordinator	1	1	1
HUD Program Coordinator (P.T.)	0	1	0
Neighborhood Property Maintenance Code Officer	1	1	1
Management Assistant	2	2	3
Administrative Assistant	1	1	1
Senior Clerk	1	1	0
Code Enforcement Officer (P.T.)	12	12	13
Clerk Typist (P.T.)	3	3	2
CDBG Intern (P.T.)	1	0	1
<b>Total</b>	<b>24</b>	<b>24</b>	<b>24</b>

# Neighborhood Services

## SUMMARY OF BUDGET CHANGES

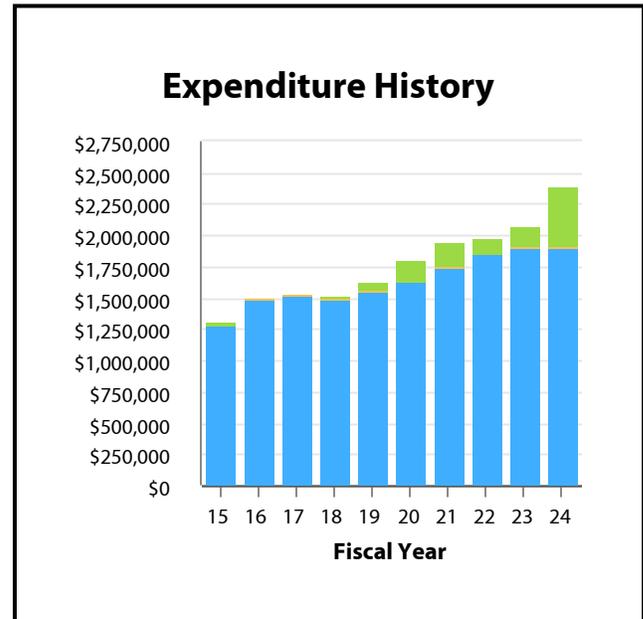
### SIGNIFICANT NOTES –2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 15.8%.*

- Personnel Services** - Total Increase \$9,600 or 0.5%
- \$44,250 due to contractual wage adjustments
  - \$6,660 due to an increase in the 401(a) employer match, partially offset by:
  - Savings of \$28,440 due to the transition of the temporary part-time HUD Coordinator back to an Intern position
  - Savings of \$9,180 in health insurance due to changes in coverages

**Supplies** - Total Supplies decreased \$300 or 3.0%, This department is projected to mail out more communications in the current year and the postage budget was increased by \$500. This was offset by a \$800 savings in operational supplies as the budget for SHINE supplies has been transferred to Community Relations.

**Other Charges** - Total Other Charges increased \$317,600 or 198.9%. A change in the accounting for nuisance abatements increased expenditures by \$170,000 and weed cutting expenditures also increased by \$14,000. The costs of both of these programs are billed to property owners. \$100,000 was added for weekly paddling assessments and wood debris management of the Clinton River.



■ Personnel Services    ■ Supplies  
■ Other Charges

**Capital** - \$100,000 in funding will be dedicated to bank stabilization efforts along the Clinton River to improve habitats and quality of life for the local wildlife.

### CITY COUNCIL ADJUSTMENTS TO PROPOSED BUDGET

**Other Charges** - Other Charges increased by \$25,000 to fund a Lawn Care Management study to reduce the City's carbon footprint.

FUNDING LEVEL SUMMARY					
	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$1,856,850	\$1,905,850	\$1,878,940	\$1,915,450	\$1,915,450
<b>Supplies</b>	10,360	9,900	9,900	9,600	9,600
<b>Other Charges</b>	127,510	159,700	166,520	452,300	477,300
<b>Total</b>	\$1,994,720	\$2,075,450	\$2,055,360	\$2,377,350	\$2,402,350

**MISSION STATEMENT:** *To act as the principal technical source of assistance to the Planning Commission and Zoning Board of Appeals in carrying out their duties in accordance with State enabling legislation.*

**KEY GOALS**

- *To provide technical support to the Planning Commission to prepare and adopt a Master Land Use Plan.*
- *To provide technical support to the Planning Commission to prepare and adopt Zoning and Subdivision Regulation Ordinances.*
- *To provide technical review and assistance on all development applications.*
- *To protect public safety, health, welfare, and property values by administering regulations, zoning ordinances, and other general codes.*
- *To provide support services to residents, businesses, developers, and builders.*

It is the responsibility of the Office of Planning to coordinate site plan reviews, and interpret and enforce the Zoning and other general ordinances of the City. This is done in accordance with its duty of providing administrative and technical assistance to both the Planning Commission and Zoning Board of Appeals (ZBA). As such, the City Planner serves as the administrative liaison to the Planning Commission, the Zoning Board of Appeals, and the Sustainability Commission.

The Planning Commission is required, by State enabling legislation, to prepare and adopt a Master Land Use Plan as set forth in the Michigan Planning Enabling Act, Public Act 33 of 2008. Planning provides the technical and professional assistance necessary for the creation of the plan, including any successive

amendments. The Master Land Use Plan guides the physical development of the City as it relates to uses of land, public and quasi-public facilities, transportation systems, and utilities.

Planning is also responsible for the interpretation and enforcement of the zoning ordinance, tree preservation ordinance, and other regulatory ordinances. This office reviews plans for compliance with community standards that have been implemented in the Code of Ordinances. Development plans for industrial, commercial, and residential units are reviewed for height limitations, building setback, site density, parking accommodations, and floodplain violations.

The ZBA has specific powers and duties as provided in Act 110 of the Public Acts of 2006, as amended. The ZBA is a quasi-judicial body, and serves as the only body at the municipal level to hear appeals on various zoning matters. These duties include ordinance interpretations, appeals of administrative decisions, modification, and variance of ordinance requirements, and use variances.

The Sustainability Commission was formed in 2020 and has the primary responsibility of prioritizing goals and objectives for overall sustainable practices within the City, which will then be utilized by City Council, Administration and other Boards and Commissions to make decisions that consider impacts to the environment.■



***Did you know...that the Planning Office staff serves as liaisons for the Planning Commission, Zoning Board of Appeals, and the Sustainability Commission?***

# Planning

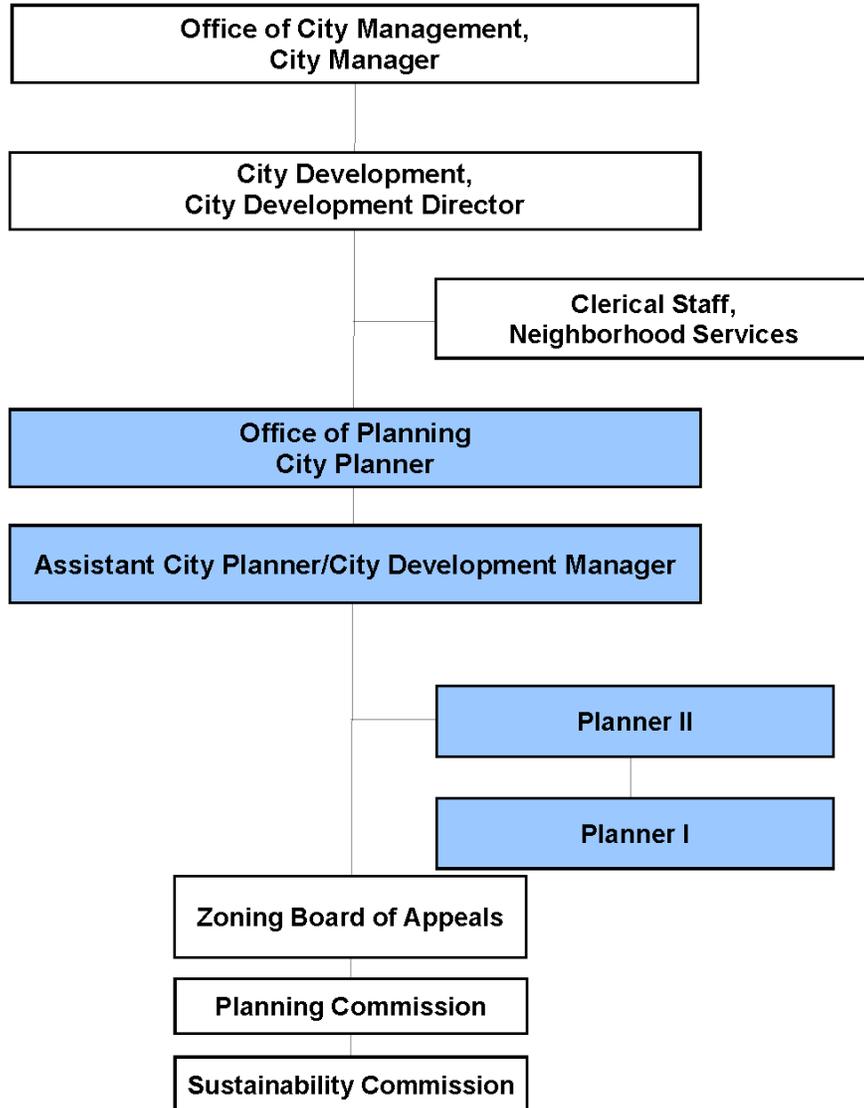
## 2023/24 PERFORMANCE OBJECTIVES

- To ensure quality development that is in alignment with the City's vision for our nodes and corridors. (City Goal 1, 12, 13, 18, 22)
- To adopt or amend the existing Master Land Use Plan and move towards becoming a Redevelopment Ready Community. (City Goal 12, 13, 15, 18, 20, 22)
- To enhance the City Development process by providing general support for all departments; including Planning, Engineering, Fire, Police, and Building. (City Goal 1, 6, 7, 21, 24)
- To provide the best training and educational opportunities for staff and commission members. (City Goal 2, 4, 6, 7)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Pre-Preliminary Site Plan Reviews	26	20	12	30	14	15
	Preliminary Site Plan Reviews	31	28	17	25	20	22
	Final Site Plan Reviews	43	11	11	25	10	15
	Rezoning Petitions Processed	13	2	5	4	6	6
	Single-Family Residential Developments	1	2	3	3	2	2
	Multi-Family Residential Developments	1	5	7	5	8	5
	Special Approval Land Uses Processed	16	26	20	20	18	20
	Planned Unit Developments Reviewed	2	2	6	5	6	5
	Site Inspections Conducted	100	87	37	100	80	90
	Planning Commission Cases Prepared	27	33	34	30	38	35
	Planning Commission Meetings Attended	10	12	12	12	12	12
	Zoning Board of Appeals Cases Prepared	36	39	26	35	36	35
	Zoning Board of Appeals Meetings Held	10	12	11	12	13	12
	Council Agenda Items Prepared	11	14	6	12	20	15
	Temporary Uses Reviewed	38	40	46	30	50	45
	Use Permits Reviewed	248	273	353	350	300	320
	Lot Combination/Lot Split Applications Reviewed	12	2	2	8	10	8
<b>Efficiency</b>	% of Preliminary Site Plans Reviewed w/i 10 days	90%	90%	90%	90%	90%	90%
	% of Final Site Plans Reviewed w/i 5 days	90%	90%	90%	90%	90%	90%
	% of Property Splits Reviewed w/i 5 days	90%	90%	90%	90%	90%	90%
	Average Fee-to Review a Site Plan	\$966	\$984	\$999	*	*	*
	Activity Expenditures as % of General Fund	0.27%	0.27%	0.28%	0.48%	0.46%	0.61%

\*Cost is calculated for "Actual" columns only.

# Planning



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
City Planner/City Development Manager	1	1	0
City Planner	0	0	1
Asst. City Planner/City Development Manager	0	0	1
Planner II	1	1	1
Planner I	1	1	1
Intern	0	0	2
<b>Total</b>	<b>3</b>	<b>3</b>	<b>6</b>

# Planning

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

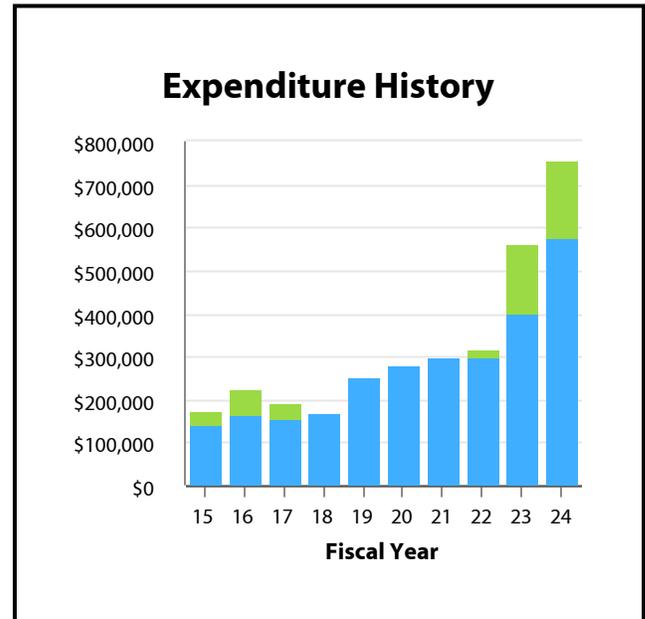
*The total budget increased by 34.6%.*

**Personnel Services** - Total Increase \$178,980 or 44.7% primarily due to the addition of an Assistant City Planner and two intern positions.

**Supplies** - Total Supplies is proposed to increase \$10 or 2.0% for small inflationary increases to costs.

**Other Charges** - Total Other Charges increased \$16,590 or 10.1%. \$175,000 is included for consulting services for revisions to the City's Master Land Use Plan. This process is required by state statute to be completed every five years. This is partially offset by a reduction in professional services for an electric vehicle feasibility study and planning services funded in the prior year for a net increase to Contracted Services of \$40,220. Education and Training expenditures are also lower by \$23,620 due to Bluebeam Revu software training in the prior year.

**Capital** - There is no Capital proposed for this office.



■ Personnel Services    ■ Supplies  
■ Other Charges

### FUNDING LEVEL SUMMARY

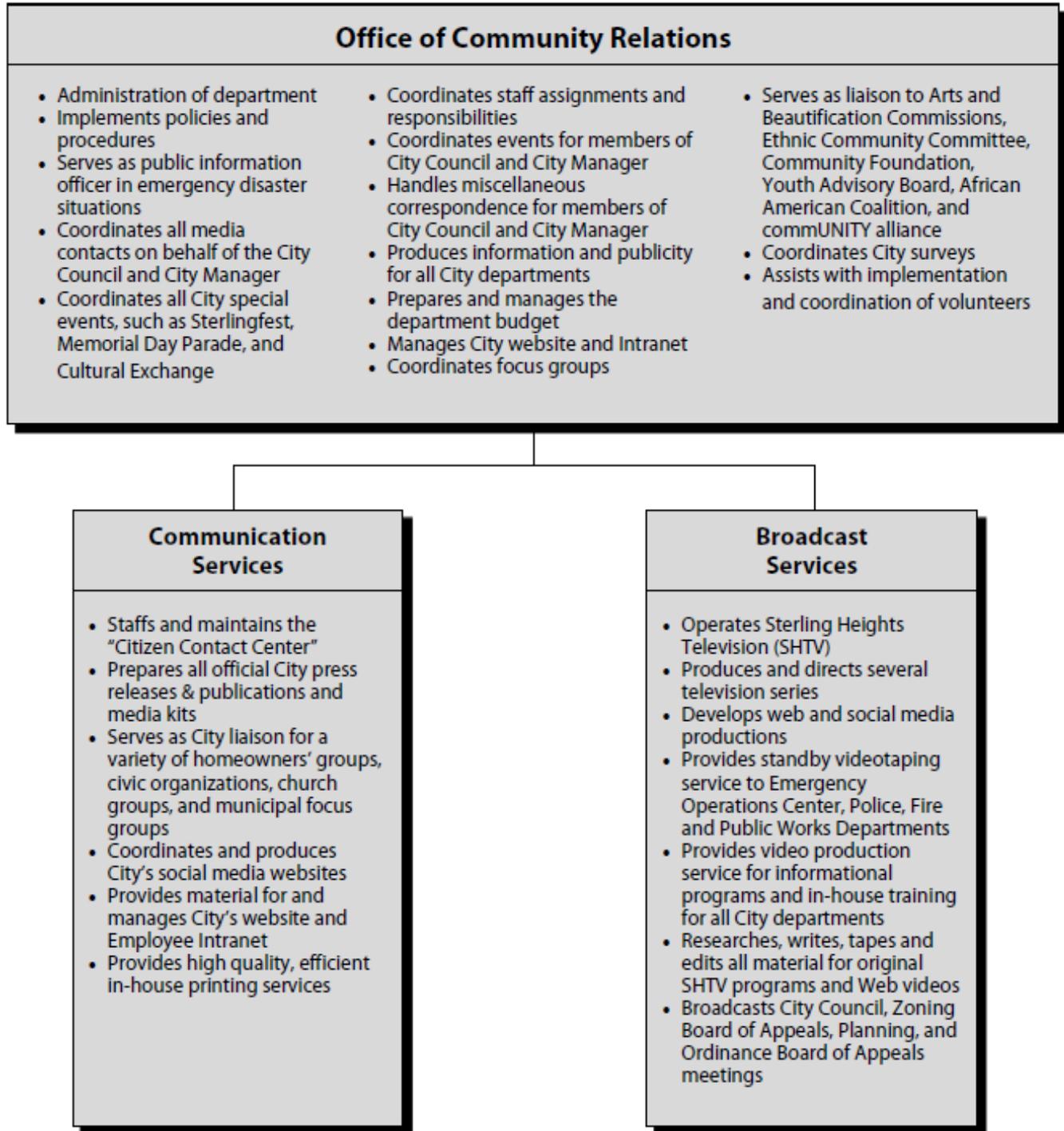
	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$301,420	\$400,170	\$344,220	\$579,150	\$579,150
<b>Supplies</b>	160	500	500	510	510
<b>Other Charges</b>	17,550	164,040	204,000	180,630	180,630
<b>Total</b>	\$319,130	\$564,710	\$548,720	\$760,290	\$760,290

# Community Relations Department



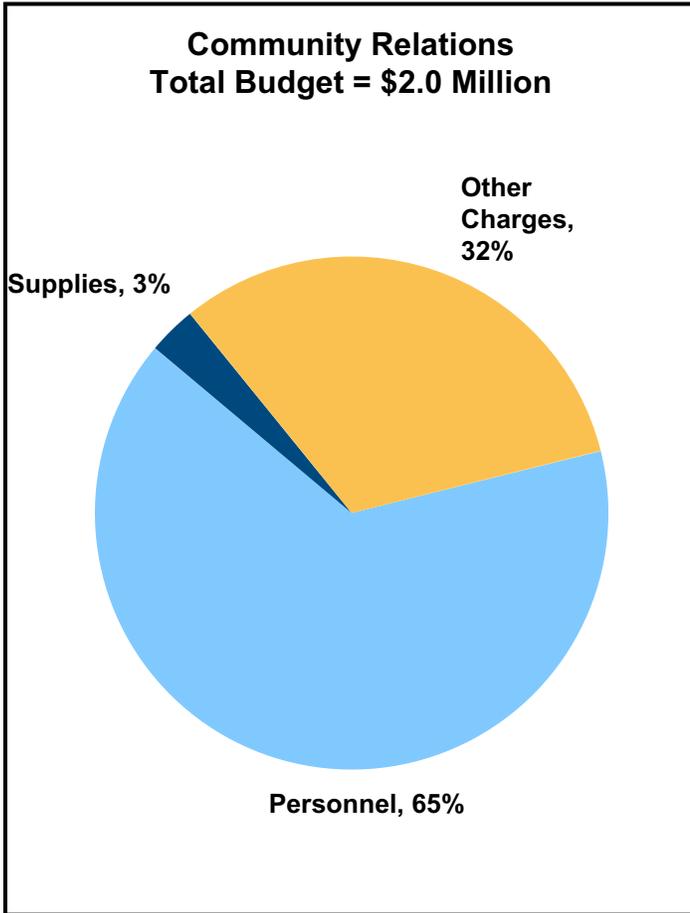
# FUNCTIONAL ORGANIZATION CHART

## Community Relations Department



# DEPARTMENT AT A GLANCE

## Community Relations Department



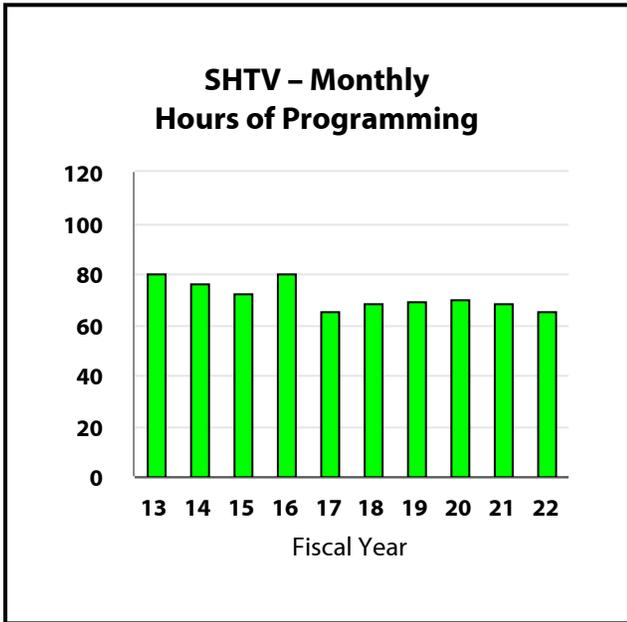
	2023/24	
	Full Time	Part Time
Community Relations	8	3
<b>Total Department</b>	<b>8</b>	<b>3</b>

<b>FUNDING LEVEL SUMMARY</b>					
	2020/21 Actual	2021/22 Actual	2022/23 Budget	2023/24 Budget	% Change From 22/23
<b>Community Relations</b>	\$1,268,900	\$1,552,220	\$2,050,230	\$1,956,820	-4.6%
<b>Total Department</b>	<u>\$1,268,900</u>	<u>\$1,552,220</u>	<u>\$2,050,230</u>	<u>\$1,956,820</u>	<u>-4.6%</u>
<b>Personnel Services</b>	\$1,092,970	\$1,124,120	\$1,220,220	\$1,271,900	4.2%
<b>Supplies</b>	34,540	43,720	58,070	59,890	3.1%
<b>Other Charges</b>	141,390	384,380	771,940	625,030	-19.0%
<b>Total Department</b>	<u>\$1,268,900</u>	<u>\$1,552,220</u>	<u>\$2,050,230</u>	<u>\$1,956,820</u>	<u>-4.6%</u>

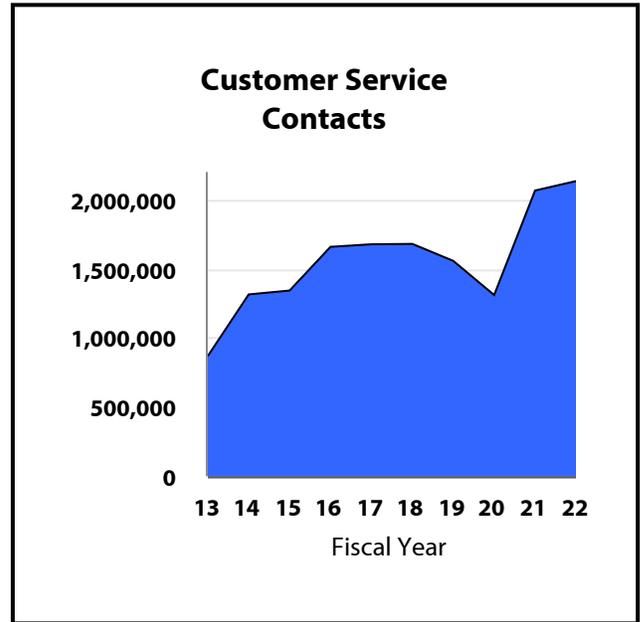
Excludes Boards and Commissions.

# KEY DEPARTMENTAL TRENDS

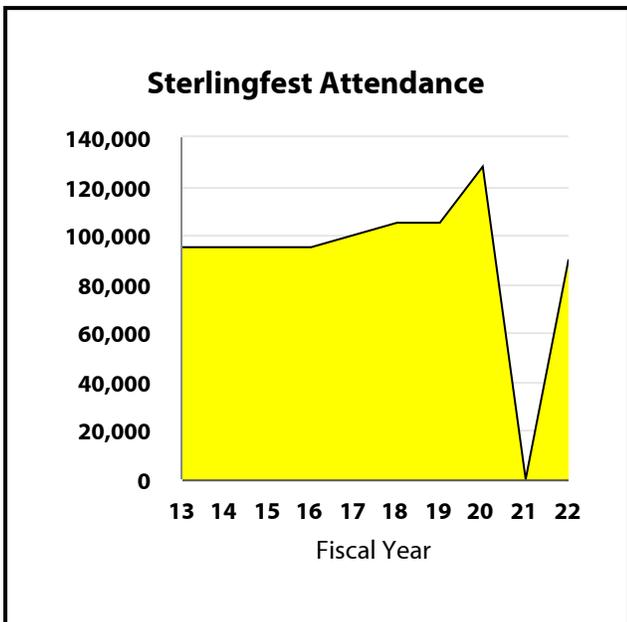
## Community Relations Department



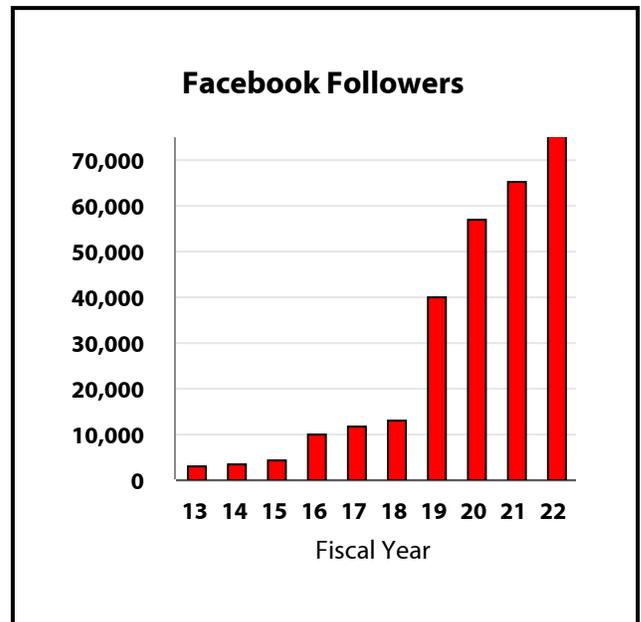
Sterling Heights Television programming hours remain relatively stable, focusing primarily on televising City Council meetings and programming for seniors.



City website visits account for 99% of total service contacts. Community Relations has increased its customer service contacts through Citizen Contact Center calls received from residents, e-mails, social media, and additional electronic feedback programs.



The Sterlingfest Art and Jazz Fair now includes a carnival midway, restaurant vendors, a beer tent, concerts, art and jazz fest areas during the three-day event. Sterlingfest was canceled in 2021 due to the COVID-19 pandemic. For fiscal year 2022, a scaled down version (Oktoberfest) was held in the fall. The full festival returned in July 2022.



The number of Facebook followers of City pages continues to increase due to a continued emphasis on using social media to communicate with residents. The City hosts multiple pages, including pages for the Police Department, Fire Department, Parks and Recreation, and the Public Library, as well as the main City Hall page.

**MISSION STATEMENT:** *To coordinate and prepare all communication efforts for the City of Sterling Heights in accordance with the goals, objectives, and policies adopted by the City Council and City Manager.*

**KEY GOALS**

- *To keep the lines of communication open among residents, businesses and municipal government.*
- *To promote City government services and events through various media in order to inform the public of what is available to them.*
- *To listen to the needs and concerns of the community and process its desires to the City Council and administration.*
- *To maintain a cost effective in-house printing center.*
- *To promote and showcase City meetings, events, programs and services in a televised manner so that residents stay informed.*
- *To preserve and enhance the City's physical and economic development.*

The Community Relations Department provides accurate information to the public through all means of communication. The Community Relations Office is subdivided into two divisions: Communications and Broadcast Services. Each division has separate and distinct duties and responsibilities.

The Communications Division prepares publications such as the City Magazine, press releases, advertisements, brochures, pamphlets and service directories. This division also maintains and updates information on the City's website at

www.sterling-heights.net, City social media accounts, and employee news and information on the City's Intranet. The City's Print Shop is responsible for printing all City publications.

Community Relations serves as the public information contact in the event of Emergency Operation Center activation. It is responsible for emergency press releases, speeches, and press conferences.

A Citizen Services Specialist is always available for residents to contact regarding any concern or need for City information. These referrals are documented and followed up with a telephone call. Residents are also welcome to voice their input on the City's website or by phone at (586) 446-CITY.

The Broadcast Services Division is responsible for the City Hall and Library public access channels. This division also compiles multi-media productions for broadcast on the Internet and YouTube Channel SHTV1.

The Community Relations Director assists the Economic Development Manager with activities to promote general development in the City and proposes policies that produce a better community in which to live, work, and play. ■



***Did you know...that the City's African American Coalition held its first-ever Juneteenth event in 2022? The event featured live entertainment, food trucks, vendors, & organizations.***

# Community Relations

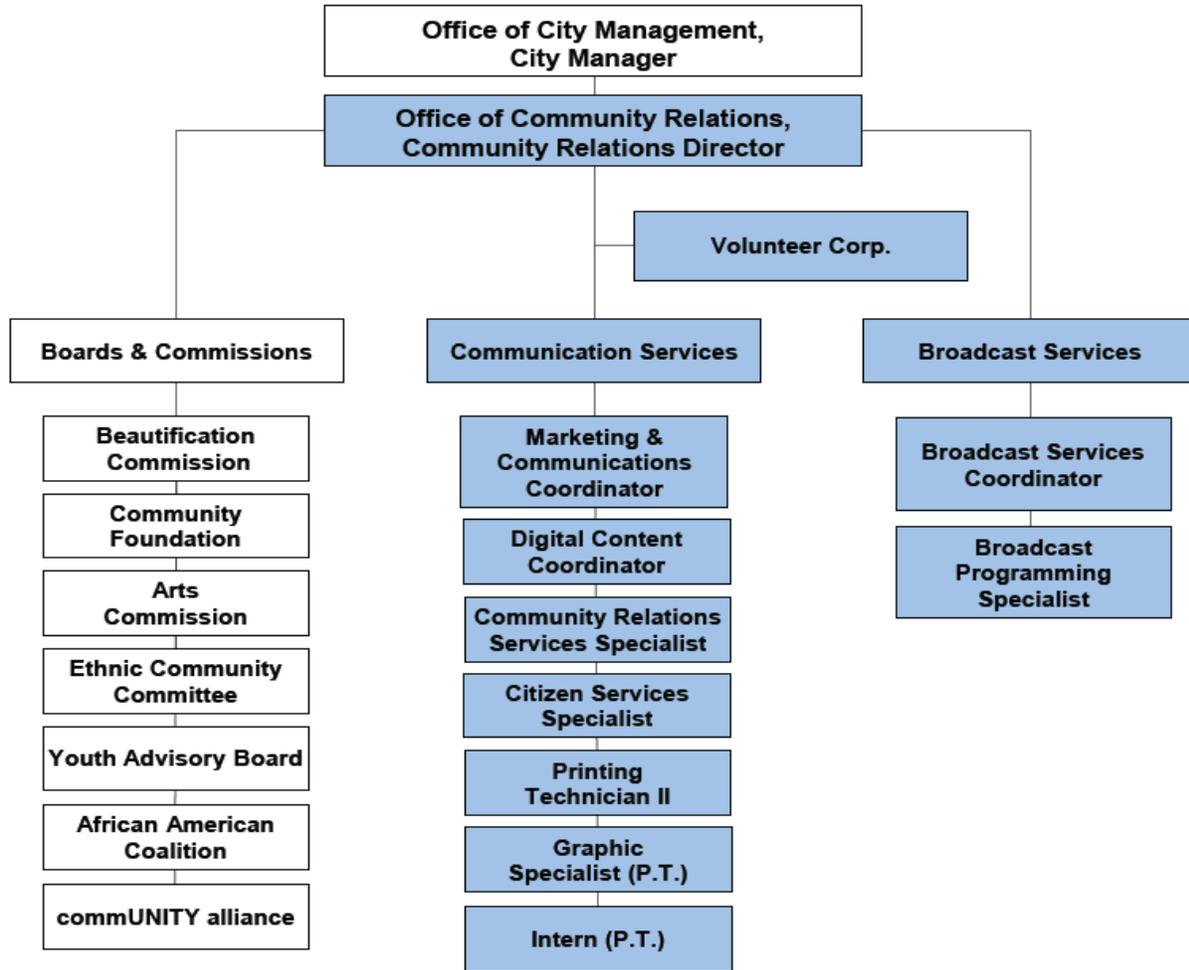
## 2023/24 PERFORMANCE OBJECTIVES

- To develop a series of podcasts to help share the stories of the City's residents and businesses. (City Goal 24, 25)
- To work with a selected vendor to put together a brand identity/storytelling campaign for the City and execute the campaign across multiple channels. (City Goal 21, 24, 25)
- To revamp the City's resident engagement efforts with a re-imagined new resident forum. (City Goal 24)
- To research potential methods for crowdfunding and public advocacy at the state and national level for key projects and initiatives. (City Goal 24)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Citizen Action Center Calls/Walk-ins (est.)	19,500	19,500	15,400	20,000	18,000	18,000
	Citizen E-Mail Requests (est.)	2,740	1,645	1,600	2,500	2,000	2,000
	Citizen Tickets Submitted Through See Click Fix	2,109	3,006	3,893	2,750	3,500	3,500
	Sterling Heights Website Home Page Views	1,286,074	2,041,723	2,113,244	1,800,000	1,800,000	2,000,000
	Total Customer Service Contacts (est.)	1,310,423	2,065,874	2,134,137	1,825,250	1,823,500	2,023,500
	Total Tapings & Programs Aired	399	332	310	350	350	350
	SHTV Hours of Programming (Monthly)	70	68	65	70	70	70
	City Council, Board & Commission Live Broadcasts	63	73	75	75	75	75
	Press Releases Produced	101	108	95	90	90	90
	Resident Newsletters Distributed	0	61	82	65	70	75
	City Magazine/Brochures Produced	30	4	8	30	30	30
	Graphic Design Projects	254	234	200	275	250	250
	Print Requests Completed	209	210	187	200	200	200
	Facebook Followers	57,303	65,361	75,625	62,000	65,000	65,000
	Twitter Followers	3,742	3,639	3,723	3,850	3,700	3,700
	Instagram Followers	N/A	7,237	8,526	7,600	7,600	8,000
	Sterlingfest/Oktoberfest/Parade Attend. (est.)	135,000	200	90,000	125,000	150,000	160,000
	Neighborhood Clean Up Events Scheduled (SHINE)	8	5	5	8	8	8
	Beautification Awards Presented	46	53	57	53	53	53
	Public Art Projects Completed	N/A	3	3	5	5	4
	News Stories Resulting from Releases (Local/Nat'l)	N/A	264	220	200	200	220
	# of Resident Email Addresses Secured	N/A	22,721	37,874	25,000	33,000	35,000
	Avg. Reach Per Facebook Post (Monthly)	50,000	75,889	96,325	65,000	65,000	70,000
	Avg. Engagement Per Facebook Post (Monthly)	N/A	18,615	32,547	66,000	35,000	35,000
# of Homes Cleaned-Up through SHINE	70	65	45	90	60	60	
Volunteers Recruited to Volunteer Corps	730	630	650	775	700	750	
<b>Efficiency</b>	Avg. See Click Fix Tickets Acknowledged w/i 24 hrs.	2,109/100%	3,006/100%	3,893/100%	2,750/100%	3,500/100	3,500/100
	Avg. See Click Fix Tickets Closed w/i One Week	2,109/100%	3,006/100%	3,893/100%	2,750/100%	3,500/100	3,500/100
	Activity Expenditures as % of General Fund	1.43 %	1.12 %	1.36 %	1.73 %	1.68 %	1.56 %

\*Cost is calculated for "Actual" columns only.

# Community Relations



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Community Relations Director	1	1	1
Broadcast Services Coordinator	1	1	1
Broadcast Programming Specialist	1	1	1
Marketing and Communications Coordinator	0	1	1
Digital Content Coordinator	1	1	1
Community Relations Services Specialist	1	1	1
Citizen Services Specialist	1	1	1
Printing Technician II	1	1	1
Graphic Specialist (P.T.)	1	1	1
Intern (P.T.)	1	1	2
<b>Total</b>	<b>9</b>	<b>10</b>	<b>11</b>

# Community Relations

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget decreased by 4.6%.*

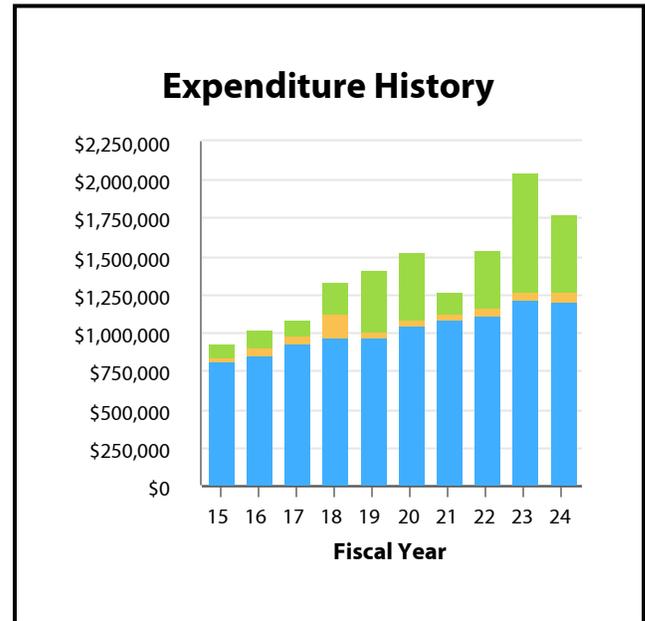
**Personnel Services** - Total Increase \$51,680 or 4.2%

- \$20,910 due to contractual wage adjustments
- \$13,320 due to an increase in the 401(a) employer match
- \$16,160 due to the addition of a second Intern to assist with broadcast services

**Supplies** - Total Supplies increased \$1,820 or 3.1%. Operating supply costs increased \$640 and Postage increased by \$1,180. This department is expected to release an increased number of communications over the upcoming year for various events, sponsorships, and City magazines.

**Other Charges** - Total Other Charges decreased \$146,910 or 19.0% primarily due to consultant services for a City branding strategy in the prior year. This savings is partially offset by increases in costs for the City magazine, software programs, and funding for a flyover by the Tuskegee Airmen for the Memorial Day Parade.

**Capital** - Total Capital of \$115,500 is proposed. \$100,000 is for the maintenance, cleaning, and commissioning of public art. \$15,500 is designated to replace the playback server used for broadcasting on cable platforms. It will allow higher quality playback for a professional viewing experience. In addition, two personal computers are scheduled to be replaced for this office.



■ Personnel Services    ■ Supplies  
■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$1,124,120	\$1,220,220	\$1,154,860	\$1,271,900	\$1,271,900
<b>Supplies</b>	43,720	58,070	58,070	59,890	59,890
<b>Other Charges</b>	384,380	771,940	772,520	625,030	625,030
<b>Total</b>	\$1,552,220	\$2,050,230	\$1,985,450	\$1,956,820	\$1,956,820

# Non-Departmental Services



**MISSION STATEMENT:** *To provide a forum of equitable, peaceful, and timely legal dispute resolution, based on the principles of due process, while instilling public confidence in the Court system.*

## **KEY GOALS**

- ***To provide a safe and secure environment for the people involved in all dispute resolutions within our jurisdiction.***
- ***To provide an unbiased climate for resolving disputes in the areas of Civil, Criminal, Traffic and Ordinance, Landlord/Tenant, Small Claims, and non-court traffic and ordinance violations.***
- ***To assist sentencing decisions through the use of a Probation Division by providing personalized analysis, special reports, and rehabilitation programs.***

The Judicial branch of the City of Sterling Heights is the 41-A District Court. The Kenneth J. Kosnic 41-A District Court and Probation offices are located in the Judicial Services Center on the grounds of City Center Commons.

The Court staff consists of three judges and a full-time magistrate who hears small claims cases, signs warrants, sets bonds, etc. The District Court Administrator oversees the court operations and supervises the support staff. The court is subdivided into three divisions and one Probation division. The three court divisions are Civil, Criminal and Traffic/Ordinance.

The Civil Division handles the jurisdiction of all civil litigation up to \$25,000. Included in that jurisdiction are all landlord/tenant cases, as well as small claims cases, which are below \$5,500 and require no attorney.

The Criminal Division handles all felony and misdemeanor complaints filed by law enforcement agencies.

The Traffic and Ordinance Division handles complaints filed by law enforcement agencies regarding traffic and city ordinances.

The Probation Division is responsible for providing services to judges and probationary clients. The Probation Officer provides special reports and analyses to the judges for assistance on sentencing decisions. The Court's "Alternatives to Incarceration Program" is one example of how the community may benefit from cost savings and community service work when this option is appropriate. The services provided to probationary clients include securing employment, school, or training and referrals to rehabilitation programs to assist those with drug, alcohol, or emotional problems.■



***Did you know...the 41-A District Court successfully implemented a Driving While Intoxicated (DWI) Sobriety Court as of July 2022? The goal is to reduce recidivism and provide the help clients need to battle the effects of addiction.***

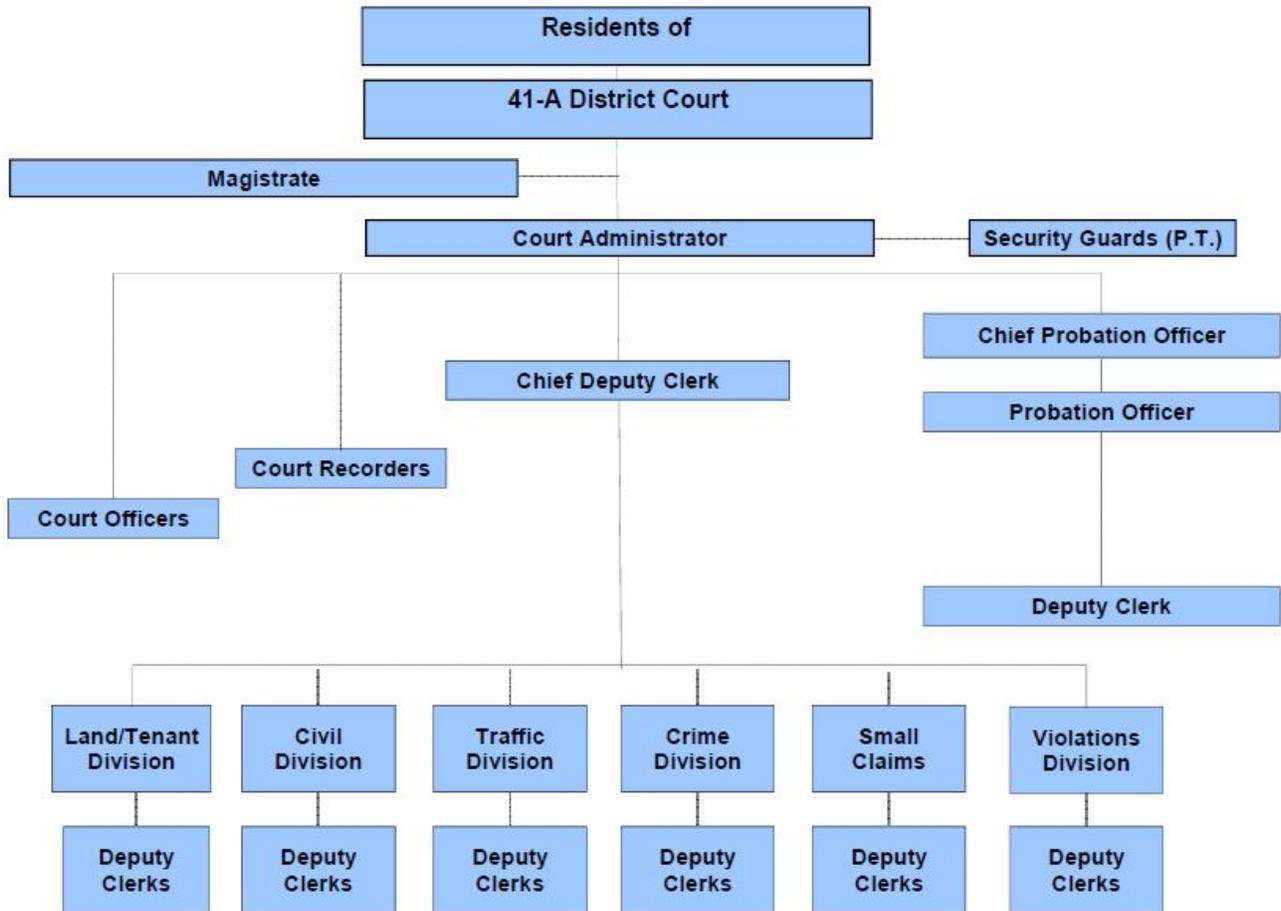
# 41-A District Court

## 2023/24 PERFORMANCE OBJECTIVES

1. To use the most current technology to provide remote hearing capabilities to 41A District Court stakeholders (City Goal 1, 4, 23)
2. To improve access to court services by implementing the electronic file system, MiFile, in concert with the State Court Administrator's Office (City Goal 2, 4, 23)
3. To provide in-depth training to staff to provide high-quality service(s) to 41A District Court patrons. (City Goal 2, 3, 5)
4. To create an updated 41A District Court website to provide the community with the most up-to-date information regarding court services. (City Goal 1, 4, 23)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Total Active Caseload	41,092	42,421	38,804	42,000	44,000	47,000
	Total New Cases	25,804	20,521	24,442	25,700	28,000	29,000
	Traffic Cases	16,926	12,392	15,579	18,000	18,000	20,000
	Parking Cases	1,641	1,025	2,814	1,000	3,000	3,000
	Misdemeanor Cases	2,655	2,554	962	2,400	2,600	2,800
	Felony Cases	402	672	445	500	550	600
	General Civil Cases	2,467	2,709	2,401	2,600	2,600	2,800
	Small Claims Cases	175	100	130	100	150	175
	Landlord/Tenant Cases	1,538	1,069	2,111	1,100	2,500	2,700
	Magistrate Dispositions	6,728	4,511	5,866	5,500	5,700	5,800
	Jury/Bench Verdicts	5,461	3,337	4,790	3,200	4,900	5,000
	Guilty/Admissions/Default - By Party	10,618	7,520	13,734	7,100	14,500	15,000
	Dismissals - By Court or Party	6,520	7,011	7,698	6,500	9,000	9,500
	Probation Caseload (includes Shelby)	485	593	974	250	900	1,000
<b>Efficiency</b>	Total Court Expenditures Per Capita	\$26.23	\$25.42	\$27.37	\$28.99	\$27.44	\$29.63
	Cost per Active Case	\$85	\$79	\$93	\$96	\$84	\$85
	# of Active Cases per FT Employee	1,284	1,326	1,176	1,270	1,333	1,424
	Activity Expenditures as % of General Fund	3.26 %	2.96 %	3.17 %	3.39 %	3.12 %	3.17 %

# 41-A District Court



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Judge	3	3	3
Magistrate	1	1	1
Court Administrator	1	1	1
Chief Probation Officer	1	1	1
Chief Deputy Clerk	1	1	1
Court Recorder	3	3	3
Court Officer	3	3	3
Probation Officer	1	1	1
Probation Officer (P.T.)	0	0	1
Deputy Clerk	19	19	19
Deputy Clerk (P.T.)	6	6	6
Security Guard (P.T.)	5	5	5
<b>Total</b>	<b>44</b>	<b>44</b>	<b>45</b>

# 41-A District Court

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

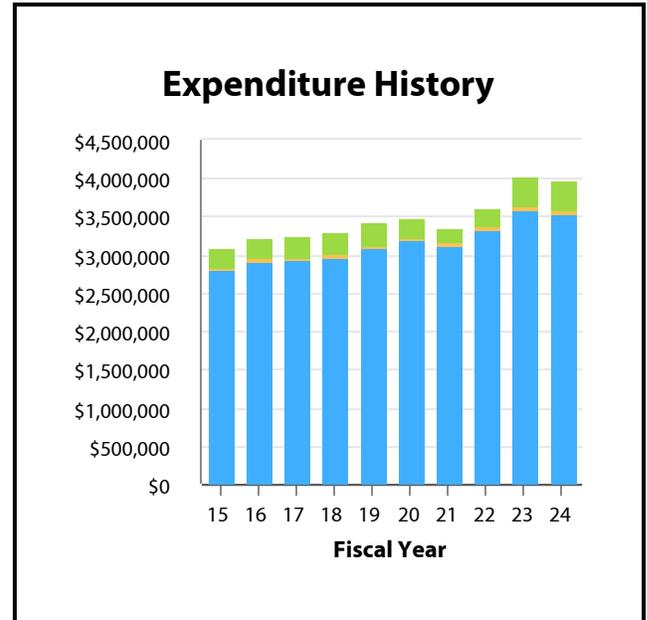
*The total budget decreased by 1.2%.*

**Personnel Services** - Total Decrease \$56,580 or 1.6%

- Savings of \$124,530 due to staff turnover at the Deputy Court Clerk level resulting in more employees at lower steps
- Savings of \$38,740 in health insurance costs due to changes in coverages, partially offset by:
- \$78,630 increase due to contractual wage adjustments
- \$32,670 due to an increase in the 401(a) employer match

**Supplies** - Total Supplies increased \$4,790 or 10.5% primarily for the increased cost of legal publications.

**Other Charges** - Total Other Charges increased \$3,660 or 1.0%. \$12,860 was added to the equipment maintenance fund. This is a result of a maintenance agreement tied to the new and improved courtroom A/V system. Several new in-depth training programs will be offered after \$2,000 was added to the education budget. This will allow employees to participate in new programs and attend conferences. These increases are partially offset by a savings of \$25,000 in interpreter fees based on historical actual usage.



**Capital** - Total Capital of \$27,960 was approved for enhancements to the JIS Case Management System. These enhancements will allow the court to operate more efficiently and increase the collection rate of unpaid court fines.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$3,330,310	\$3,600,380	\$3,288,940	\$3,543,800	\$3,543,800
<b>Supplies</b>	48,660	45,610	45,610	50,400	50,400
<b>Other Charges</b>	247,630	382,670	352,020	386,330	386,330
<b>Total</b>	\$3,626,600	\$4,028,660	\$3,686,570	\$3,980,530	\$3,980,530

**MISSION STATEMENT:** *To govern the testing for appointment, employment, and promotion of Police and Fire personnel.*

## KEY GOALS

- *To set requirements for police officer and firefighter applicants that will best serve the interest and well-being of the residents of Sterling Heights.*
- *To keep police officer and firefighter eligibility lists current by initiating the application process in a timely fashion.*
- *To monitor the testing process for new hires and personnel who have applied for certain promotions within the Police and Fire Departments.*

The Act 78 Civil Service Commission is a General Fund activity and is budgeted and accounted in a manner similar to other General Fund activities. The plan of Civil Service as established by Act No. 78 of the Public Acts of 1935, as amended, is incorporated in the Charter of the City and can be changed only by a formal amendment to the City Charter.

The City Clerk acts as ex officio liaison to the Commission and provides the necessary administrative and clerical support.

The Commission governs all aspects of the testing procedures for Police and Fire personnel. From the physical and agility aptitude exams to the written, oral, physiological, and psychological examinations, the Commission has a hands-on interface with the selection of examiners, criteria for examination, and selection of final evaluators. This important role of the Act 78 Civil Service Commission ensures the best candidates are selected for employment. The three members of the Commission serve without compensation during their term. ■



***Did you know...that the Act 78 Civil Service Commission administers a competitive Assessment Center for internal applicants seeking promotion to Police Lieutenant and Police Captain?***

# Act 78 – Civil Service Commission

## 2023/24 PERFORMANCE OBJECTIVES

1. To establish a new eligibility list for the Police Department. (City Goal 1, 2, 3)
2. To establish a new eligibility list for the Fire Department. (City Goal 1, 2, 3)
3. To hire 10 Firefighters and/or Police officers, primarily due to retirements. (City Goal 1, 5, 9)
4. To maintain high eligibility requirements for Police and Fire ensuring new hires can perform to the City's exceptional standards. (City Goal 1, 2, 3, 9)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Minutes of Act 78 Meetings Recorded	3	7	8	5	5	5
	Police Officer Eligibility List Applications	0	34	76	50	50	50
	Firefighter Eligibility List Applications	28	16	8	25	25	25
	Written Tests - Police Officer Eligibility List	0	34	76	50	50	50
	Written Tests - Firefighter Eligibility List	28	16	8	25	25	25
	Oral Interviews - Police Officer Eligibility List	0	22	76	25	25	25
	Oral Interviews - Firefighter Eligibility List	28	16	8	25	25	25
	Physical/Psychological Test - Police/Fire Candidates	37	38	43	25	25	25
<b>Effectiveness</b>	# of Appeals by Candidates/ Terminated Employees	0	2	0	0	0	0
	Activity Expenditures as % of General Fund	0.02%	0.03%	0.03%	0.04%	0.04%	0.04%

# Act 78 – Civil Service Commission

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

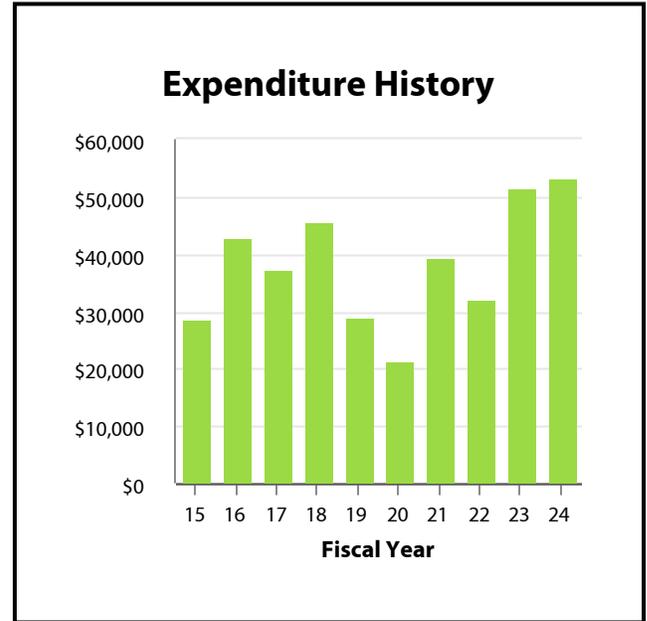
*The total budget increased by 3.5%.*

**Personnel Services** - There is no Personnel budget for this commission.

**Supplies** - Total Supplies are designated at \$100 as expenditures for postage and operating supplies remained consistent.

**Other Charges** - Total Other Charges increased \$1,800 or 3.5% for the additional cost of medical and psychological examinations for new hires. Police and Fire Administration are expected to hire more personnel than in previous years and as a result have increased examination expenditures.

**Capital** - There is no Capital proposed for this commission.



■ Personnel Services    ■ Supplies  
■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Supplies</b>	0	100	0	100	100
<b>Other Charges</b>	32,210	51,600	51,200	53,400	53,400
<b>Total</b>	\$32,210	\$51,700	\$51,200	\$53,500	\$53,500

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***The person who says it cannot be done should not interrupt the person who is doing it.***

**~ Chinese Proverb ~**



**MISSION STATEMENT:** *To serve in an advisory capacity to the City Council for the development of Citywide art programs.*

**KEY GOALS**

- *To sponsor City events, such as Sterlingfest, that showcase various forms of the performing and visual arts and encourage family entertainment.*
- *To develop an art appreciation program targeted at the City's youth, including programs that encourage creative painting and the visual arts at City events such as Sterlingfest.*
- *To maintain the City's outdoor publicly-owned sculptures to preserve them for future generations.*

Programs and projects sponsored by the Arts Commission are developed in accordance with the goals and objectives set by the City Council and administration.

The Arts Commission's primary responsibility is to consider, study and recommend Citywide art programs. Culture reflects the act of developing social, moral, and intellectual faculties through education. The Commission promotes, coordinates and develops the performing and creative arts by recommending art programs and opportunities.

The "Featured Artist" program reinforces the attitude expressed by the Commission that culture should be appreciated. Throughout the year, local artists are chosen to professionally display their art in a public forum.

The Sterlingfest Art & Music Fair and the accompanying food festival held in Dodge Park brings thousands of area residents together. This festive and family-friendly atmosphere is conducive

to good times and the appreciation of the performing, visual and culinary arts.

The annual Memorial Day Ceremony & Parade honors those men and women who gave their lives for our American freedom. The Arts Commission sponsors this event, as well as Best Float and Band awards for those groups who best display their creativity during the parade event.

The 12 members of the Arts Commission are appointed by the City Council and serve without compensation. The Community Relations Director serves as the liaison. ■



***Did you know...that in 2022, the Arts Commission helped unveil 3 new memorial sculptures in Imus, Nelson, & Sawyers parks for the City's fallen police officers & firefighter. Each sculpture is called a "Lifetree" as it shows the changes in our lives & growth over time. They also symbolize how life can change in an instant & speak to how their dedication & sacrifice helped save another's life.***

# Arts Commission

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

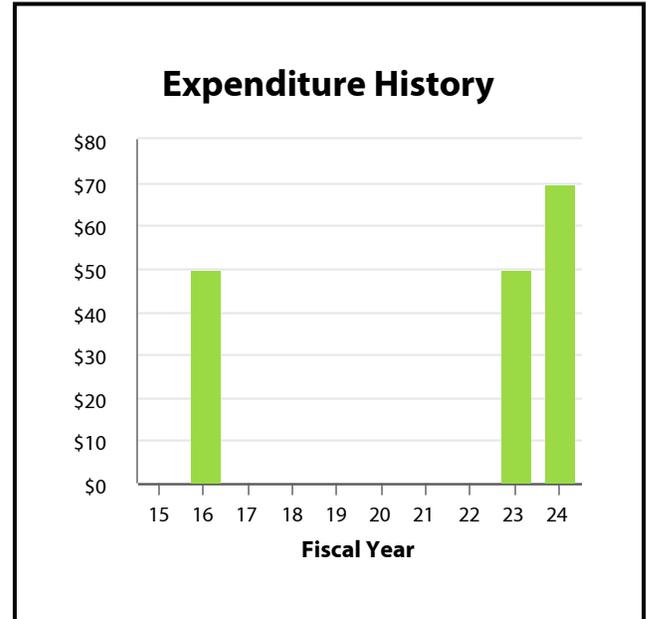
*The total budget increased by 40.0%.*

**Personnel Services** - There is no Personnel budget for this commission.

**Supplies** - There is no Supplies budget for this commission.

**Other Charges** - Total Other Charges is proposed to increase \$20. This increase to memberships is designed to help better connect with local artists through the Anton Art Center.

**Capital** - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY					
	2021/22	2022/23	2022/23	2023/24	2023/24
	Actual	Budget	Estimate	Proposed	Approved
Personnel Services	0	\$0	\$0	\$0	\$0
Supplies	0	0	0	0	0
Other Charges	0	50	50	70	70
<b>Total</b>	<b>\$0</b>	<b>\$50</b>	<b>\$50</b>	<b>\$70</b>	<b>\$70</b>

**MISSION STATEMENT:** *To promote public interest in the general improvement of the City's appearance.*

## **KEY GOALS**

- *To recognize and honor those individuals who take the initiative to beautify their properties.*
- *To sponsor educational programs to teach students how to beautify their City.*
- *To partner with other communities to inform residents of ways to beautify their communities.*

Residents and owners of all property within the City of Sterling Heights are encouraged to accept basic responsibilities in preserving and enhancing the beauty of public and private properties. An annual awards program assists the Beautification Commission in promoting its mission throughout the City. Nominations are submitted annually for properties in Sterling Heights that exemplify the enhancement of both public and private properties. The Commission reviews these nominations and those that are worthy of the award receive Citywide recognition.

Special projects are organized and coordinated to lead the way for residents to follow suit. Environmental awareness education for residents tops the list of priorities. The Beautification Commission initially proposed the City's recycling centers. This landmark project has gained Citywide acceptance and resident participation.

The Beautification Commission recommends the planting and preservation of trees, flowers, plants, and shrubbery, as well as the placing of other ornamentation throughout the City. The Beautification Commission also promotes public education for the disposal of litter in our

community through its contacts with schools, scouting troops and businesses. This is accomplished through programs such as "Adopt a City Road".

The 12 member Commission includes a variety of City residents appointed by the City Council. The Community Relations Director serves as staff liaison to the Beautification Commission, coordinating its activities within City guidelines. The Commission was established pursuant to Ordinance No. 145. The Commission sets a specific budget for purposes of funding programs and projects.■



***Did you know...the Beautification Commission earned the National Wildlife Federation's Mayors' Monarch Pledge certificate this year? This pledge allows municipalities to take action to help save the monarch butterfly, an iconic species that is a vital pollinator but whose populations have declined dramatically in recent years.***

# Beautification Commission

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

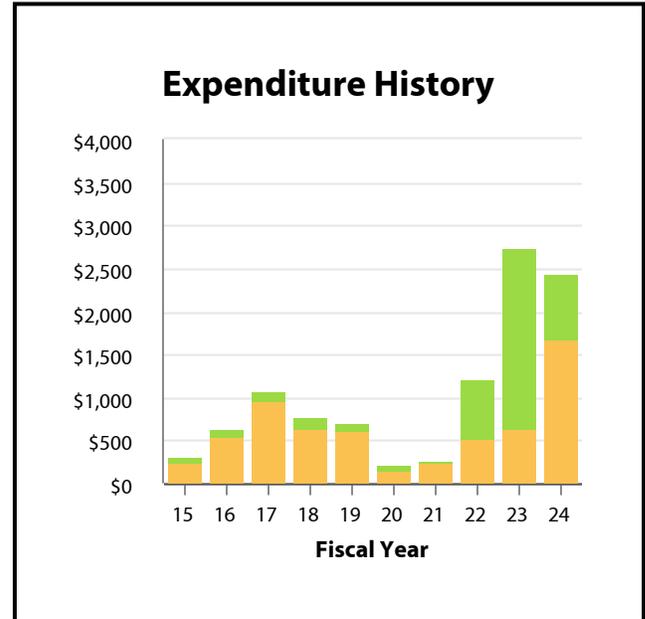
*The total budget decreased by 11.6%.*

**Personnel Services** - There is no Personnel budget for this commission.

**Supplies** - Total Supplies increased \$1,030 or 158.5% due to the transfer of SHINE expenditures to this commission from the Neighborhood Services department. The Sterling Heights Initiative for Neighborhood Excellence (SHINE) organizes city-wide cleanup events.

**Other Charges** - Total Other Charges decreased \$1,350 or 64.0%. The quarterly meeting of the Beautification Council of Southeastern Michigan (BCSEM) was held by Sterling Heights last year. The host cities for these meetings rotate and the City will not be holding one this year.

**Capital** - There is no Capital proposed for this commission.



■ Personnel Services    ■ Supplies  
■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2022/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Supplies</b>	530	650	650	1,680	1,680
<b>Other Charges</b>	700	2,110	2,110	760	760
<b>Total</b>	\$1,230	\$2,760	\$2,760	\$2,440	\$2,440

**MISSION STATEMENT:** *To invest plan assets prudently while meeting or exceeding actuarial liabilities, while insuring timely and proper distribution of benefits to which plan participants are entitled.*

**KEY GOALS**

- *To monitor investments and liabilities to ensure proper matching while making necessary adjustments to maintain proper balance and long-term funding levels.*
- *To develop and follow procedures whereby plan participants receive the benefits to which they are entitled by contract and/or ordinance.*
- *To provide adequate communication to members of the retirement system so that they know how their funds are managed and what to expect at retirement.*

The General Employees Retirement (GERS) Board activity was established with the authority to administer, manage, and operate the retirement system following the provisions established by the retirement ordinance referenced in the City Charter and Code of Ordinances. The mission of the GERS Board is to ensure that the assets of the retirement fund are invested in a safe and prudent manner, yielding the highest possible return on the investment of the funds. The Board is also responsible for calculation of retiree benefits. Board meetings are held on the third Thursday of every month at 1:30 p.m. in City Hall. These are public meetings with the agenda posted by the end of the week prior to each meeting.

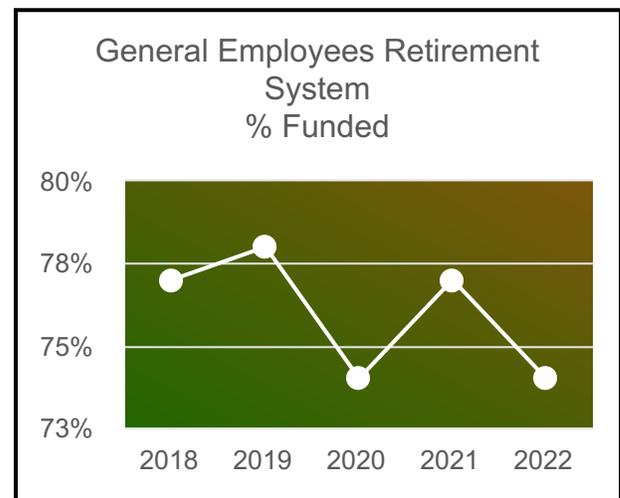
Assets in the fund as of June 30, 2022 total a market value of \$101,257,884, while the City’s contribution for the 2023/24 fiscal year will be \$4,569,791. The fund is now 74% funded.

The Board has established the following asset allocation guidelines:

Large cap equities	23 %
Small Midcap equities	10.5 %
International equities	27.5 %
Fixed Income	20 %
Real Estate Investment Trust	3 %
Infrastructure	5 %
Alternative Investments	11 %
Cash	0 %

There are currently 361 retirees receiving benefits from the fund and 64 active members of the system. As of June 30, 2018, all active members were vested.

Five members serve on the GERS Board. The officers include the Finance & Budget Director as the Board Secretary and the City Treasurer as the Treasurer of the retirement system and asset custodian. A resident is appointed by City Council to serve on the Board while two employee representatives are elected for staggered three-year terms by members of the General Employees Retirement System. An attorney designated by the Board acts as legal advisor while the Pension Administrator serves as the pension board liaison.■



***Did you know...that there are currently 361 retirees receiving benefits from the General Employee's Retirement System?***

# General Employees Retirement Board

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

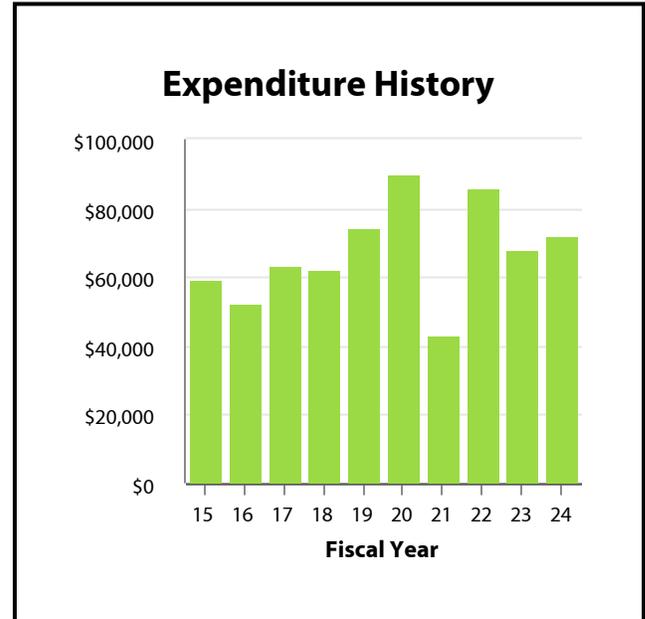
*The total budget increased by 6.7%.*

**Personnel Services** - There is no Personnel budget for this board.

**Supplies** - Total Supplies increased \$20 or 7.1%, as funding for postage rose due to a recent postal rate increase.

**Other Charges** - Total Other Charges increased \$4,550 or 6.7%. Actuarial services increased \$5,570 due to a great number of pension estimates requested by potential retirees. Funding for banking related fees decreased \$2,000 based on a savings in costs observed in the prior year.

**Capital** - There is no Capital proposed for this board.



■ Personnel Services   
 ■ Supplies   
 ■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Supplies</b>	210	280	280	300	300
<b>Other Charges</b>	86,190	67,640	71,130	72,190	72,190
<b>Total</b>	\$86,400	\$67,920	\$71,410	\$72,490	\$72,490

**MISSION STATEMENT:** *To budget and account for general expenditures not assigned to specific users within the City due to their non-specific nature.*

## KEY GOALS

- *To provide a means of accounting for certain unallocable citywide expenditures which benefit all City departments or the public at large.*
- *To provide a means of accounting for certain benefits to residents such as street lighting, auditing costs, and citywide memberships.*
- *To provide a means of budgeting and accounting for citywide liability insurance coverage.*

The General Expenditures activity of the General Fund is used to budget and account for all general expenditures that are incurred throughout the fiscal year. This activity is a budgetary center within the General Fund. Expenditures are charged to this activity because of the inability to properly reflect the expenditures in any other activity. This situation exists when an expenditure is incurred by the City in which benefit is realized by more than one activity. Rather than allocate the expense over the many activities in the City, it is much simpler and more auditable to charge it to an activity specifically set up for this type of expenditure - the General Expenditures activity.

Examples of these types of expenditures include employee unemployment compensation costs, postage for City publications and miscellaneous bulk mailings, and operating supplies for the copiers used throughout the City.

Other Charges, such as audit and accounting services for the annual year-end financial report and contracted services for potential studies and reports

are included in this activity. City street lighting, all liability and property insurance for the City, and citywide memberships and dues are other items of interest found in this activity.

The General Expenditures activity is its own budgetary center. If, and when, amendments are necessary to this activity, approval must be received from City Council before the adjustment is made. This budgetary center rarely requires any formal budget amendment.■



***Did you know...that the operating costs for all City-owned street lights are paid by the General Expenditures activity?***

# General Expenditures

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

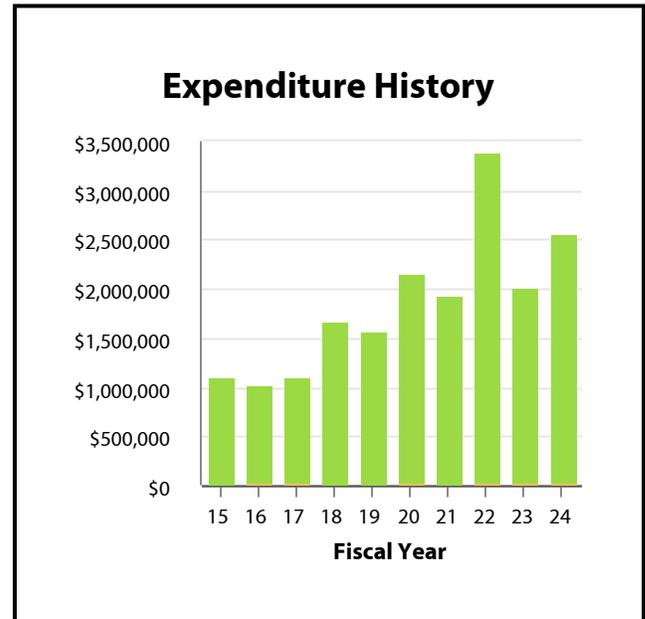
*The total budget increased by 27.1%.*

**Personnel Services** - There is no change to Personnel Services. Unemployment claims are expected to remain consistent.

**Supplies** - Total Supplies increased \$690 or 3.0% for regular inflationary increases to everyday use supplies such as copy paper.

**Other Charges** - Total Other Charges increased \$548,600 or 27.5%. Street lighting required additional funding of \$205,320 due to a utility rate increase of 15%. An overall increase for Liability Insurance expenditures totaled \$500,000 as a trend of increased claims is observed. These increases are partially offset by an inflationary contingency reserve in the prior year that is no longer required.

**Capital** - There is no Capital proposed for this cost center.



### CITY COUNCIL ADJUSTMENTS TO PROPOSED BUDGET

**Other Charges** - Memberships & Dues increased by \$11,050 for membership in the National League of Cities.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$230	\$10,000	\$10,000	\$10,000	\$10,000
<b>Supplies</b>	30,140	22,760	22,760	23,450	23,450
<b>Other Charges</b>	3,376,860	1,994,900	2,612,980	2,532,450	2,543,500
<b>Total</b>	\$3,407,230	\$2,027,660	\$2,645,740	\$2,565,900	\$2,576,950

**MISSION STATEMENT:** *To foster an understanding and appreciation of local history and to identify the heritage of our City.*

**KEY GOALS**

- *To increase public knowledge about local history and historic preservation.*
- *To collect and archive historic photographs.*
- *To collect, maintain, and promote a Sterling Historical Collection in the Upton House Museum and the Library.*
- *To promote cooperation and resource sharing with local, state, and national preservation organizations.*

The Historical Commission strives to promote an awareness of the community’s heritage; to identify local preservation concerns; to attend workshops and seminars relating to preservation management; to study public policies designed to protect and preserve local history; and to provide opportunities for residents to share and shape their historical legacy.

Through membership in the Macomb County Heritage Alliance, the National Council on Public History, and the Historical Society of Michigan, the Commission works to expand its perceptions and knowledge of current practices in the field of local history. It keeps informed of state and federal legislation, as well as identifies sources of funding such as grants and endowments.

The Historical Commission has the responsibility to identify structures and sites of historic significance; to study the value of their preservation, and to make recommendations for future use. The Residential Date Plaque Award Program, established in 1992, has recognized 33 homes of historic value in Sterling Heights as identified by age and architectural significance.

To encourage an appreciation of local history, the Sterling Heights Historical Commission is also responsible for the development of the Sterling Historical Collection in the Upton House Museum. The Commission collects and exhibits items reflecting life and times in our community since its inception as a township in 1835.

The Commission, in partnership with the Friends of the Library, produced a book on local history entitled, *Seven Miles from Home: An Oral History of Sterling Township, a Michigan Farm Community*. In addition, in partnership with the Public Library, the Commission authored *Sterling Township: 1875 - 1968*, a pictorial history. Most recently, the Commission published the book, *Sterling Heights* in Arcadia’s Images of America series. The book is authored by Debra Vercellone, a retired Librarian from the Sterling Heights Public Library, and is a tribute to the City’s 50<sup>th</sup> Anniversary.

The seven member Historical Commission acts in an advisory capacity to the City Council. Members serve uncompensated terms of three years. The Commission, established in 1970, meets bi-monthly. The Library Director is the staff liaison, relating the activities of the Commission to City Administration. ■



***Did you know...the Sterling Heights Historical Commission has a Community Tree on display at the Upton House Museum during A Sterling Christmas? The tree displays ornaments donated by residents that represent their families and the diverse community of Sterling Heights.***

# Historical Commission

## 2023/24 PERFORMANCE OBJECTIVES

1. To implement an annual cemetery gravestone cleaning program. (City Goal 19)
2. To develop and implement a full audio tour of the Upton House Museum for those who aren't able to physically visit the museum. (City Goal 19)
3. To increase fundraising efforts to support the maintenance of the Upton House Museum. (City Goal 19)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Meetings Held	5	6	6	6	6	6
	Museum Hours Open	N/A	96	195	180	200	210
	Programs/Lectures on Local History Topics	1	2	3	3	2	2
	Professional Memberships	3	3	3	3	3	3
	Historic Photographs and Memorabilia Collected	20	30	37	20	20	20
	Program/ Museum Attendance	760	271	691	500	500	500

# Historical Commission

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

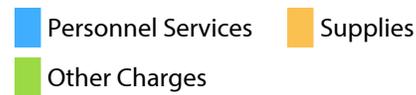
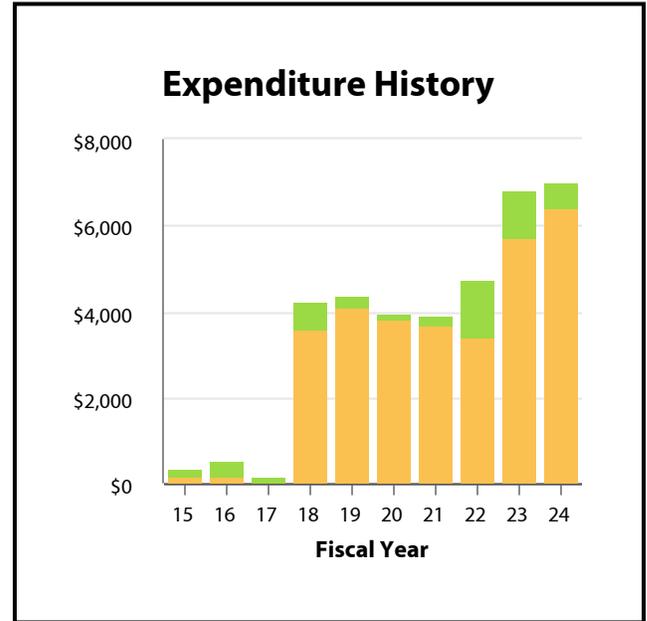
*The total budget increased by 2.9%.*

**Personnel Services** - There is no Personnel budget for this commission.

**Supplies** - Total Supplies increased \$690 or 12.0%. \$2,000 was allocated for a new sign for the Upton House Museum.

**Other Charges** - Total Other Charges decreased \$490 or 45.0% as funding was reallocated to other priorities.

**Capital** - There is no Capital proposed for this commission.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Supplies</b>	3,410	5,740	5,740	6,430	6,430
<b>Other Charges</b>	1,350	1,090	1,090	600	600
<b>Total</b>	\$4,760	\$6,830	\$6,830	\$7,030	\$7,030

**MISSION STATEMENT:** *To provide all legal services, legal support, and advice to the City Council, City Manager, and City employees in a prompt, professional manner.*

**KEY GOALS**

- *To provide legal services in an efficient, competent and cost effective manner.*
- *To identify key legal priorities of the City.*
- *To assist the City Council and other Boards and Commissions regarding legal issues that may arise at meetings.*
- *To establish legal procedures, guidelines and standards in support of the City Council and City Administration's missions and goals.*
- *To provide advice and counsel regarding developing state and federal legislation, as well as recent court decisions.*

instruments that are submitted by either the City Council or City Manager. All new and modified matters of law and changes in the developments affecting the City are called to the attention of the City Council and City Manager after review by the City Attorney's office.

The City Attorney bills the City on a monthly basis for services rendered. These itemized billings are distributed to those activities that received benefit from the legal services. Administrators review the bills for accuracy and seek clarification from the Financial Services office if discrepancies arise. The General Fund charges will be ultimately expended to the Legal activity in the Legal Services - City Attorney account. This method of accounting for legal services has been determined to be superior to the past practice of recording expenditures in each specific activity. Centralized monitoring is more practical using the current method.

Anticipated payment for outside legal services is also budgeted in this activity. These services include a labor attorney and fees paid to visiting judges.■

The Legal activity is used to account for all legal services charged to the General Fund.

The City Attorney is appointed by the City Council and serves as legal advisor and counsel for the City Council and City Manager. When requested, he advises City department directors and administrators on legal matters.

The City Attorney prosecutes District Court ordinance and traffic violations, and represents the City in court cases and other legally constituted tribunals as the City Council may request. The City Clerk keeps copies of all written legal opinions, records, and files relating to City matters.

The City Attorney prepares and reviews all ordinances, contracts, bonds, and other written



***Did you know...that, in addition to expertise in municipal law, the City Attorney's Office consists of 18 skilled attorneys specializing in a wide variety of practice areas, including commercial law, property law, litigation, and many more, who support all of the City's legal needs?***

# Legal

## 2023/24 PERFORMANCE OBJECTIVES

1. To identify, research, and prepare new ordinances that will serve to update the City Code and improve the effectiveness and efficiency of the affected City department. (City Goal 6, 7)
2. To update legal procedures, guidelines, and standards in support of the City Council and City Administration’s missions and goals. (City Goal 6, 7)
3. To identify and inform City Council and City Administration on changes in state and federal legislation impacting the City. (City Goal 7 )
4. To provide legal counsel and aggressively pursue litigation against operations, businesses, and individuals causing nuisance conditions to exist within the City that affects the health, safety, and welfare of residents and the surrounding community. (City Goal 4, 7, 21)
5. To mitigate and aggressively defend all liability claims alleged against the City and its personnel to minimize exposure to damages and costs of litigation. (City Goal 7)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
Output	District Court Cases	6,543	6,764	7,606	9,000	8,500	8,500
	Legal Opinions Rendered	5	4	7	10	8	10
	Ordinances and Amendments Prepared	9	6	8	10	10	10
	Commission Meetings Attended	31	39	38	30	32	32
	Council Meetings Attended	25	27	25	26	26	26
	Number of Open Lawsuits	9	19	13	25	25	25
	Number of Closed Lawsuits	9	67	59	50	50	35
	Number of Files Opened	36	155	66	55	55	45
	Number of Files Closed	29	79	148	50	50	35
	Legislative Issues Reviewed	165	110	85	75	75	75
	Number of Illegal Grow Operations Shut Down	N/A	722	210	350	110	65
	Number of Illegal Grow Operation Lawsuits Filed	N/A	73	45	45	35	20
	Hours Spent on City Business	7,494	9,403	8,782	8,750	8,750	8,500
Efficiency	% Opinions Replied to on Agreed Schedule	100%	100%	100%	100%	100%	100%
	% Resolutions Drafted on Agreed Schedule	100%	100%	100%	100%	100%	100%
	% Contracts Drafted on Agreed Schedule	100%	100%	100%	100%	100%	100%
	Activity Expenditures as % of General Fund	0.81%	0.98%	0.84%	0.87%	0.92%	0.87%

# Legal

## SUMMARY OF BUDGET CHANGES

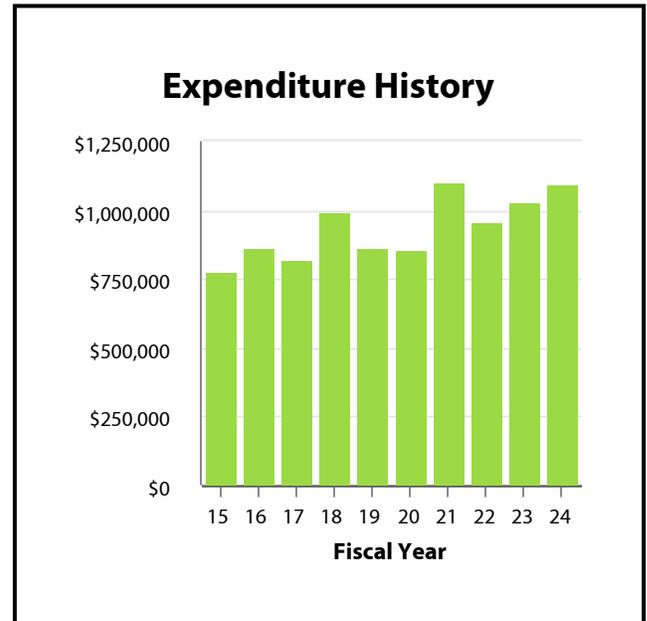
### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 5.7%.*

**Personnel Services** - There is no Personnel budget for this cost center.

**Supplies** - There is no Supplies budget for this cost center.

**Other Charges** - Total Other Charges increased \$59,400 or 5.7%. Funding for City Attorney legal services increased \$20,400 to bring the budget more in line with recent expenditure levels, which reflect an increase in litigation activity. Funding for the City's other legal services increased \$39,000 based on an increasing need for professional legal services for labor issues and contract negotiations.



**Capital** - There is no Capital proposed for this cost center.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Supplies</b>	0	0	0	0	0
<b>Other Charges</b>	960,270	1,035,600	1,090,000	1,095,000	1,095,000
<b>Total</b>	\$960,270	\$1,035,600	\$1,090,000	\$1,095,000	\$1,095,000

**MISSION STATEMENT:** *To develop and adopt a Master Land Use Plan for the physical growth and development of the City, review and approve public development proposals and develop and implement zoning and subdivision regulations.*

## **KEY GOALS**

- ***To prepare and maintain the City's Master Land Use Plan.***
- ***To prepare and implement zoning regulations affecting the use of land to protect the health, safety, and welfare of the public.***
- ***To prepare and implement subdivision regulations related to the subdividing or platting of land.***
- ***To provide technical review and recommendations on rezonings, site plans, special approval land uses, temporary uses, special development options, and subdivision plats.***

Ordinance No. 113 adopted in August of 1968 established the Planning Commission. The City Council appointed Commission consists of nine members who serve terms not exceeding three years without reappointment. The Commission is an activity within the General Fund charged with several key responsibilities. The mission of the Planning Commission involves the preparation of a Master Land Use Plan for the physical development of the City. In furthering the policies and objectives of the adopted Master Land Use Plan, the Planning Commission is also empowered to review and approve a comprehensive Municipal Improvement Program (MIP) for public structures and improvements.

Similarly, the Planning Commission reviews and approves the development plans on all parks in accordance with the City's adopted Recreation Plan and Municipal Improvement Program.

The Planning Commission reviews and approves subdivision plats of land for conformity with various elements of the Master Land Use Plan and adopted City ordinances. The Commission also provides recommendations to the City Council on amendments to the Zoning and Subdivision Regulation Ordinances. The Commission reviews and recommends plans related to municipal facilities.

The review and approval of special land uses, temporary uses, and temporary buildings are also included among the key responsibilities of the Planning Commission. Recommendations are provided to the City Council relative to proposed projects under the federal Community Development Block Grant (CDBG) Program.

The members of the Planning Commission are compensated as appointed officials. Much of its budgeted expenditures are related to the recording services for the meetings; the publishing of notices or minutes; education and training; and other related matters.

The City Planning Commission adopted a new Master Land Use Plan in February 2017 after nearly two (2) years of development and input. The previous Master Land Use Plan was adopted in May 2005 with amendments in 2007 and 2009.■

***Did you know...the Planning Commission's purpose is to prepare and maintain the City's Master Land Use Plan and to provide a technical review on ordinance changes, rezoning, site plans, special approval land uses, and more? In 2022 the Planning Commission processed 18 special approval land uses, 6 planned unit developments, and heard a total of 38 cases.***

# Planning Commission

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

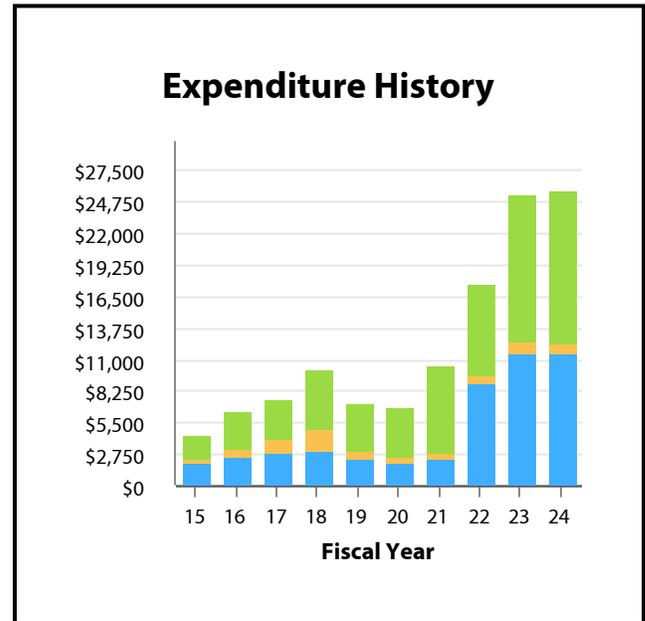
*The total budget increased by 0.9%.*

**Personnel Services** - Total Increase of \$20 or 0.2%.

**Supplies** - Total Supplies decreased by \$240 or 24.0% as no paid subscriptions are utilized.

**Other Charges** - Total Other Charges increased \$440 or 3.4%. \$1,200 was added to Reporting Services in anticipation of an increased number of meetings and agenda items. After recent investment in new tablets, telephone expenditures decreased \$740.

**Capital** - There is no Capital proposed for this commission.



■ Personnel Services    ■ Supplies  
■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$9,080	\$11,630	\$11,630	\$11,650	\$11,650
<b>Supplies</b>	660	1,000	750	760	760
<b>Other Charges</b>	7,900	12,920	13,380	13,360	13,360
<b>Total</b>	\$17,640	\$25,550	\$25,760	\$25,770	\$25,770

**MISSION STATEMENT:** *To serve in an advisory capacity to the City Council, City Administration and other applicable City Boards and Commissions for making decisions on projects, programs and funding that are in line with defined goals and objectives that will help guide, protect, sustain and enhance the human, natural and built environments of the City into the future.*

## KEY GOALS

- *To develop and present a citywide sustainability plan for City Council adoption that will provide overarching principles for making sustainable decisions.*
- *To prioritize sustainable goals and objectives for the City Council and City Administration to review and implement in decision-making processes.*

The Sustainability Commission's primary responsibility is to prioritize goals and objectives for sustainable practices within the City, which will then be utilized by City Council, Administration and other Boards and Commissions to make decisions that may impact the environment either directly or indirectly.

The Sustainability Commission developed the City's first Sustainability Plan that was adopted in 2021. The Sustainability Plan is designed to guide the City moving forward in all aspects of sustainability including, but not limited to, natural assets, sustainable mobility, sustainable development and land use, and environmental stewardship.

The Sustainability Commission is tasked with providing input to any Board or Commission that is seeking consultation on sustainable best practices relative to their subject matter. In addition, the Commission will also proactively provide recommendations on implementing sustainable

practices to City Administration and other Boards and Commissions, for their consideration.

The Sustainability Commission is made up of five members appointed by the City Council. This Commission is also unique in that its structure allows for additional liaisons from regional and county planning authorities. The Commission members serve without compensation. The City liaison to the Commission is the City Planner. ■



***Did you know...the City of Sterling Heights' first-ever adopted Sustainability Plan was the recipient of the Michigan Association of Planning's Outstanding Planning Project in Resiliency and Sustainability award in 2022.***

# Sustainability Commission

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

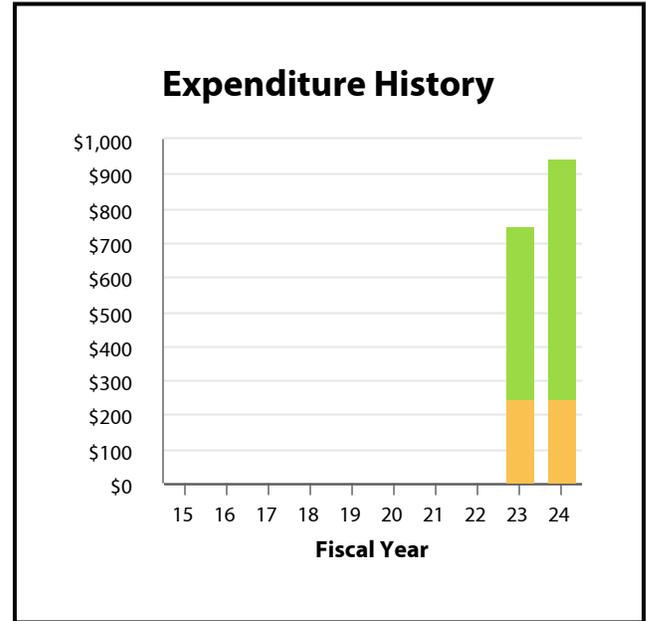
*The total budget increased by 26.7%.*

**Personnel Services** - There is no Personnel budget for this commission.

**Supplies** - Total Supplies is proposed to remain the same at \$250.

**Other Charges** - Total Other Charges increased by \$200 or 40.0%. These funds are primarily used for Education and Training. This includes registration for webinars, workshops and any necessary training materials.

**Capital** - There is no Capital proposed for this commission.



### FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Supplies</b>	0	250	250	250	250
<b>Other Charges</b>	0	500	500	700	700
<b>Total</b>	\$0	\$750	\$750	\$950	\$950

**MISSION STATEMENT:** *To facilitate the accountability of revenues and expenditures by providing a means of tracing the transfer of monies from one fund to another.*

### KEY GOALS

- *To provide a system to track monies out of one fund and into another.*
- *To accurately transfer out monies in order to provide the appropriate level of funding to allow the receiver fund to pay its obligations.*

The Transfers Out activity in the General Fund is used to account for the outgoing transfers of funds to support other City funds. The expenditure in this activity is offset in its entirety by a revenue source in the fund receiving the transfer.

This fiscal year, four transfers are budgeted from the General Fund totaling \$12,808,530. They include a transfer to the Capital Projects Fund, the Limited Tax General Obligation Debt Service Fund, the Parks & Recreation Fund, and the Major Road Fund.

The \$5,590,000 Transfer Out to the Capital Projects Fund will be used for the funding of budgeted equipment, vehicles, information technology capital items, and capital projects.

The \$2,962,360 General Fund transfer to the Limited Tax General Obligation Debt Service Fund will be used for the debt payments on the 2018 Facilities Improvement bond, and the 2019 Capital Improvement bond for the new Public Works Building.

The \$3,256,170 General Fund transfer to the Parks & Recreation Fund will fund the pre-existing expenses of the Department prior to the passing of the Recreating Recreation millage and the additional expenses incurred for park maintenance. This transfer ensures that the revenue generated from

the millage will only be used to fund the new services and amenities in the Recreating Recreation Plan.

The Transfer Out to the Major Road Fund totals \$1,000,000, and allows for additional investments in emergency major road repair.■

***Did you know...that most Capital Projects are funded through the General Fund using a Transfer Out?***

# Transfers Out

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 11.9%.*

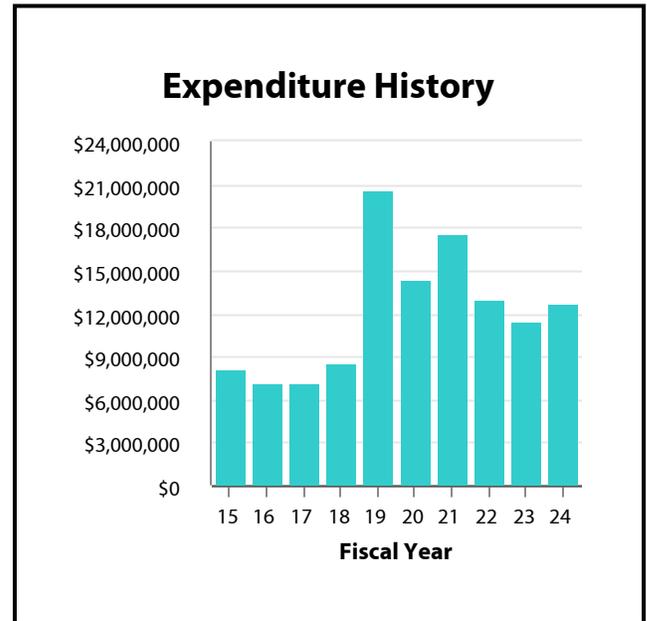
**Personnel Services** - There is no Personnel budget for this cost center.

**Other Charges** - There is no Other Charges budget for this cost center.

**Transfers Out** - Transfers Out to other City funds total \$12,808,530. Transfers to the Capital Projects Fund total \$5,590,000 for the funding of equipment, vehicles, information technology capital items, and capital projects. ***A listing of all proposed equipment, vehicles, and projects can be found in the Capital schedules within the Capital Projects section of this budget document.***

Transfers to the Limited Tax General Obligation Debt Service Fund total \$2,962,360. This transfer will fund the debt payments on the 2018 Facilities Improvement Bond and the 2019 Capital Improvement Bond for the DPW facility.

Transfers to the Parks & Recreation Fund total \$3,256,170 to fund parks & recreation expenditures not funded through the Recreating Recreation millage. More detail on these expenditures can be found in the Special Revenue section of this document.



■ Transfers Out

A transfer to the Major Road Fund is budgeted for \$1,000,000 for additional funding that will be utilized for major road projects.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Charges</b>	0	0	0	0	0
<b>Transfer Out</b>	12,994,780	11,448,170	11,948,170	12,808,530	12,808,530
<b>Total</b>	\$12,994,780	\$11,448,170	\$11,948,170	\$12,808,530	\$12,808,530

**MISSION STATEMENT:** *To hear and act upon appeals on various zoning matters related to the development and use of land in the City and to provide ordinance interpretation.*

## **KEY GOALS**

- *To review and act upon use and dimensional variances to the City's Zoning Ordinance.*
- *To hear appeals in regard to special land uses and planned unit developments.*
- *To hear and act upon appeals made from a review, order, requirement, decision or determination made by a public body or official administering the Zoning Ordinance.*
- *To hear and act upon questions referred to the Board that may arise from the administration of the Zoning Ordinance including ordinance interpretation, standards review and the zoning district map.*

The Zoning Board of Appeals was established in accordance with Zoning Ordinance No. 278. The Board performs its duties and exercises its powers as provided in Act 110 of the Public Acts of 2006, as amended. Execution of its duties are performed in such a way that the objectives of the Zoning Ordinance shall be observed and met, public safety secured, and substantial justice done. The Zoning Board of Appeals consists of seven members appointed by City Council for a term of three years.

The Zoning Board of Appeals enjoys all the powers granted to it by both State law and Ordinance No. 278, which includes certain specific powers. Ordinance and map interpretations, modification of height, wall, buffering, screening and landscape requirements, modification of vehicle parking stalls, loading area and placement regulations, and the granting of use variances are specific examples of power granted to this Board.

The members of the Board are compensated as appointed officials. Much of its budgeted expenditures are related to the recording services for the meetings; the publishing of notices or minutes; education and training; and other related matters.

Zoning Board of Appeals meetings are open to the public except those authorized to be conducted in closed session pursuant to the Open Meetings Act. The public is afforded the opportunity to speak at any public hearing in accordance with the Rules of Procedure and Bylaws of the Board. No business is conducted unless a majority of the members are present.

If the Board approves a variance, it shall remain in effect only as long as the facts and circumstances, as presented, continue to exist and conditions attached to the approval are satisfied and maintained. If the variance is not exercised within 12 months from the date it was granted, the variance shall lapse.

The appeal process begins by filing a notice of appeal accompanied by an application fee. The notice of appeal must specify the requirement from which a variance is sought and the nature and extent of such variance. An official record is prepared for each appeal upon which the Board has based a decision.■

***Did you know...the Zoning Board of Appeals reviews and acts upon variances in the City's Zoning Ordinance? In 2022, the Zoning Board of Appeals held hearings on 36 cases.***

# Zoning Board of Appeals

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

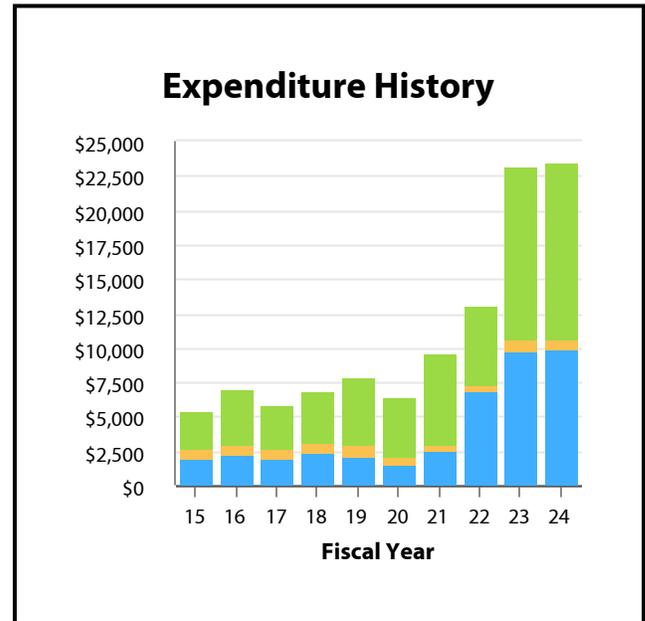
*The total budget increased by 1.6%.*

**Personnel Services** - Total increase of \$80 or 0.8%.

**Supplies** - Total Supplies is proposed to remain the same at \$850. There are no proposed funding changes to the postage and operating supply accounts.

**Other Charges** - Total Other Charges increased \$300 or 2.4%. \$500 was added to reporting services as the average cost per meeting has increased. The expected number of meetings to be held is twelve. Telephone related expenditures are expected to decrease by \$750 in the absence of initial internet enrollment fees from the previous year. An increase of \$280 was made to educational expenses to account for increased training opportunities available to commission participants.

**Capital** - There is no Capital proposed for this board.



■ Personnel Services    ■ Supplies  
■ Other Charges

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$6,970	\$9,820	\$9,820	\$9,900	\$9,900
<b>Supplies</b>	430	850	850	850	850
<b>Other Charges</b>	5,820	12,530	9,910	12,830	12,830
<b>Total</b>	\$13,220	\$23,200	\$20,580	\$23,580	\$23,580

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***Coming together is a beginning; keeping together is progress;  
working together is success.***

**~ Edward Everett Hale ~**



# Water & Sewer Fund



The Water & Sewer Fund is an Enterprise Fund responsible for operation of the city's combined water supply and sewage disposal system. The fund is used to finance the cost of providing services to residents through user fees. Activities that make up the Water & Sewer Fund include Water & Sewer Administration, Water Distribution, and Sewage Collection.

## WATER & SEWER SYSTEM OPERATING FUND REVENUES & EXPENSES

Budgetary Centers	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Adopted
<b>REVENUES</b>						
Water & Sewer Service	\$55,971,010	\$52,294,830	\$58,073,860	\$56,877,020	\$59,240,080	\$59,240,080
Penalties & Interest	602,550	503,640	650,000	550,000	550,000	550,000
Hydrant Rental	176,380	178,850	182,430	182,430	187,900	187,900
Interfund Service	105,100	115,890	115,410	115,410	72,200	72,200
Tap and Meter Revenue	556,300	349,450	310,000	300,000	280,000	280,000
Repair and Service	48,190	96,090	75,000	100,000	90,000	90,000
Inspection Fees	18,360	15,770	12,000	15,000	15,000	15,000
Turn-On Charge	13,730	10,710	10,000	10,000	10,000	10,000
Ind./Pollution Surcharge	381,410	388,070	387,000	387,000	387,000	387,000
Sale of Fixed Assets	16,070	(2,140)	0	18,950	0	0
Miscellaneous	(12,490)	(507,610)	130,000	175,000	180,000	180,000
Interest on Investments	94,460	738,090	107,000	820,000	730,000	730,000
<b>Total Revenues</b>	<b>\$57,971,070</b>	<b>\$54,181,640</b>	<b>\$60,052,700</b>	<b>\$59,550,810</b>	<b>\$61,742,180</b>	<b>\$61,742,180</b>
<b>EXPENDITURES</b>						
<b>WATER &amp; SEWER ADMIN.</b>						
Personnel Services	\$955,200	\$1,716,240	\$1,499,450	\$1,464,810	\$1,572,950	\$1,572,950
Supplies	10,290	8,970	12,340	18,690	18,940	18,940
Other Charges	9,479,260	10,373,650	3,446,720	3,532,660	3,546,810	3,546,810
<b>Total Expenses</b>	<b>10,444,750</b>	<b>12,098,860</b>	<b>4,958,510</b>	<b>5,016,160</b>	<b>5,138,700</b>	<b>5,138,700</b>
<b>WATER DISTRIBUTION</b>						
Personnel Services	\$1,460,840	\$2,301,230	\$1,991,880	\$1,970,560	\$2,091,550	\$2,091,550
Supplies	424,940	208,390	249,730	316,730	323,200	323,200
Other Charges	17,524,060	17,308,810	17,851,460	18,112,270	18,207,780	18,207,780
Capital Outlay	6,500	3,260	164,430	178,020	264,000	264,000
Debt Service	0	145,070	1,401,820	1,401,820	1,402,270	1,402,270
<b>Total Expenses</b>	<b>19,416,340</b>	<b>19,966,760</b>	<b>21,659,320</b>	<b>21,979,400</b>	<b>22,288,800</b>	<b>22,288,800</b>
<b>SEWAGE COLLECTION</b>						
Personnel Services	\$1,734,700	\$2,522,850	\$2,233,420	\$2,147,940	\$2,368,250	\$2,368,250
Supplies	54,910	69,950	52,770	72,170	72,830	72,830
Other Charges	20,858,430	21,576,800	22,933,570	22,644,430	23,247,520	23,247,520
Capital Outlay	2,600	489,750	737,810	737,810	226,000	226,000
Debt Service	2,398,960	2,522,530	7,122,190	7,330,970	7,391,360	7,391,360
<b>Total Expenses</b>	<b>25,049,600</b>	<b>27,181,880</b>	<b>33,079,760</b>	<b>32,933,320</b>	<b>33,305,960</b>	<b>33,305,960</b>
<b>Total Operating Expenses</b>	<b>\$54,910,690</b>	<b>\$59,247,500</b>	<b>\$59,697,590</b>	<b>\$59,928,880</b>	<b>\$60,733,460</b>	<b>\$60,733,460</b>

Note: Miscellaneous Revenue excludes Water & Sewer Special Assessment Revenue and Capital and Frontage charges.

## STATE & LOCAL RETURNS

This source of revenue is comprised of grants from the Federal, State, and/or County levels of government. In fiscal year 2023/24 there is no grant funding budgeted.

## CHARGES FOR SERVICES

Charges for Services consists of revenue received from individuals, businesses, and other City funds. These monies are collected based on the rates set annually for water and sewer services and are used to reimburse the Water & Sewer Fund for services provided to water and sewer customers, funds, or other departments. The primary revenue accounts within this revenue center include Water Services and Sewage Collections.

In the 2023/24 Budget, Charges for Services revenue totals \$60.8 million and represents 98.5% of total revenue sources, an increase of \$1.0 million.

Proposed Water & Sewer rates include a 4% increase to cover system cost increases. In 2023/24, the Great Lakes Water Authority's rates to the City will increase by 0.4% and the Macomb County sewer charges and debt service costs are increasing 3.1%. City personnel, supply and equipment costs are also increasing as detailed on the following pages.

***The average residential customer will pay approximately \$72 per month for water & sewer services.***

Despite the increase, Sterling Heights customers continue to receive clean, reliable water at a great value. The proposed rate changes will result in a monthly water & sewer cost for the average residential user of just \$72 per month and the City will continue to have the lowest rates of our surrounding Macomb County communities.

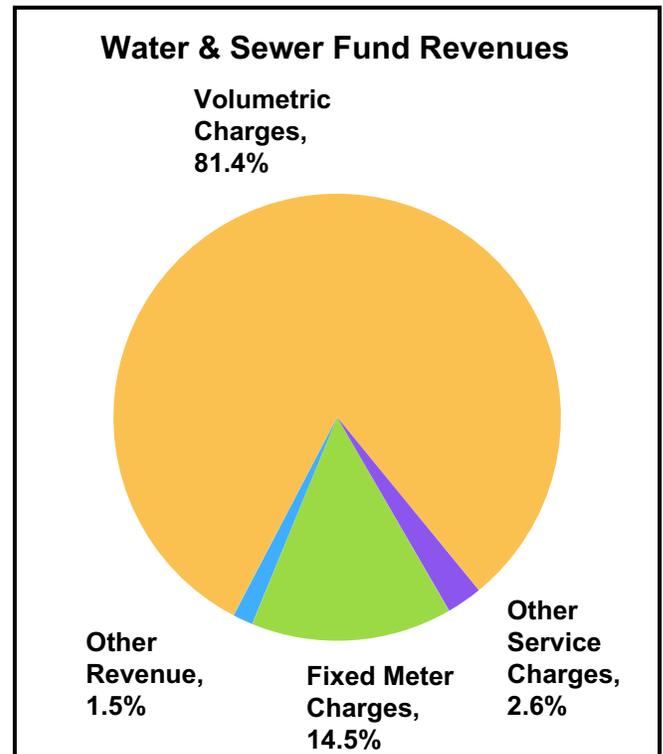
## OTHER REVENUE

The revenue source of Other Revenue includes revenues that cannot be easily classified in other revenue centers. Included in this revenue center are Interest on Investments, Reimbursements, and Miscellaneous Revenue.

In the 2023/24 Budget, Other Revenues represents 1.5% of total revenue sources, an increase of \$673,000. This increase is primarily due to interest earned on investments.

## CONTRIBUTION TO (USE OF) NET ASSETS

In the 2023/24 Budget, revenues exceed expenses by \$1,008,720, allowing for a contribution to net assets to continue to build up water and sewer reserves.■



**Total Water & Sewer Fund Revenue of \$61,742,180**

**WATER & SEWER FUND  
REVENUE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b>STATE &amp; LOCAL RETURNS</b>						
539002	State Grants	\$0	0.00	\$0	0.00	\$0	0.00
	<b>Total State &amp; Local Returns</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>
	<b>CHARGES FOR SERVICES</b>						
627531	Administrative Services - Refuse	115,890	0.21	115,410	0.19	72,200	0.12
629001	Labor Services - Roads	51,970	0.09	25,000	0.04	50,000	0.08
633001	Water Tap Fees	187,420	0.33	125,000	0.21	125,000	0.20
633002	Sewer Tap Fees	29,960	0.05	35,000	0.06	30,000	0.05
633003	Meter Charges	132,070	0.24	150,000	0.25	125,000	0.20
633004	Inspection	15,770	0.03	12,000	0.02	15,000	0.02
633005	Water & Sewer Services	44,120	0.08	50,000	0.08	40,000	0.06
633006	Hydrant Rental - Fire Department	178,850	0.32	182,430	0.30	187,900	0.30
633009	Turn-On Charge	10,710	0.02	10,000	0.02	10,000	0.02
643000	Water Services	20,097,820	35.80	17,545,250	29.22	18,373,610	29.76
643001	Fixed Charges - Water	720,170	1.28	5,162,010	8.60	5,574,260	9.03
644000	Collections - Sewer	30,970,290	55.17	32,385,900	53.93	31,891,670	51.65
644001	Fixed Charges - Sewer	506,550	0.90	2,980,700	4.96	3,400,540	5.51
645000	Penalties - Water & Sewer	503,640	0.90	650,000	1.08	550,000	0.89
646000	Industrial & Pollution Surcharge	388,070	0.69	387,000	0.64	387,000	0.63
	<b>Total Charges for Services</b>	<b>53,953,300</b>	<b>96.11</b>	<b>59,815,700</b>	<b>99.60</b>	<b>60,832,180</b>	<b>98.52</b>
	<b>OTHER REVENUE</b>						
665000	Interest on Investments	87,040	0.16	90,000	0.15	400,000	0.65
665001	Interest on Bond Proceeds	4,100	0.01	0	0.00	0	0.00
665445	Interest & Penalties - Tax Roll	646,950	1.15	17,000	0.03	330,000	0.53
669001	Rental - Road Equipment	48,460	0.09	0	0.00	50,000	0.08
673000	Sale of Fixed Assets	(2,140)	0.00	0	0.00	0	0.00
676000	Reimbursements	26,310	0.05	30,000	0.05	30,000	0.05
677008	Unrealized Gain/Loss	(792,850)	(1.41)	0	0.00	0	0.00
685000	Miscellaneous Revenue	210,470	0.37	100,000	0.17	100,000	0.16
	<b>Total Other Revenue</b>	<b>228,340</b>	<b>2.28</b>	<b>237,000</b>	<b>0.40</b>	<b>910,000</b>	<b>1.47</b>
	<b>Total Water &amp; Sewer Fund</b>	<b>\$54,181,640</b>	<b>100.00</b>	<b>\$60,052,700</b>	<b>100.00</b>	<b>\$61,742,180</b>	<b>100.00</b>

Note: The 2021-2022 Actual Column is rounded to the nearest \$10.

**WATER & SEWER FUND  
EXPENDITURE SUMMARY BY ACCOUNT**

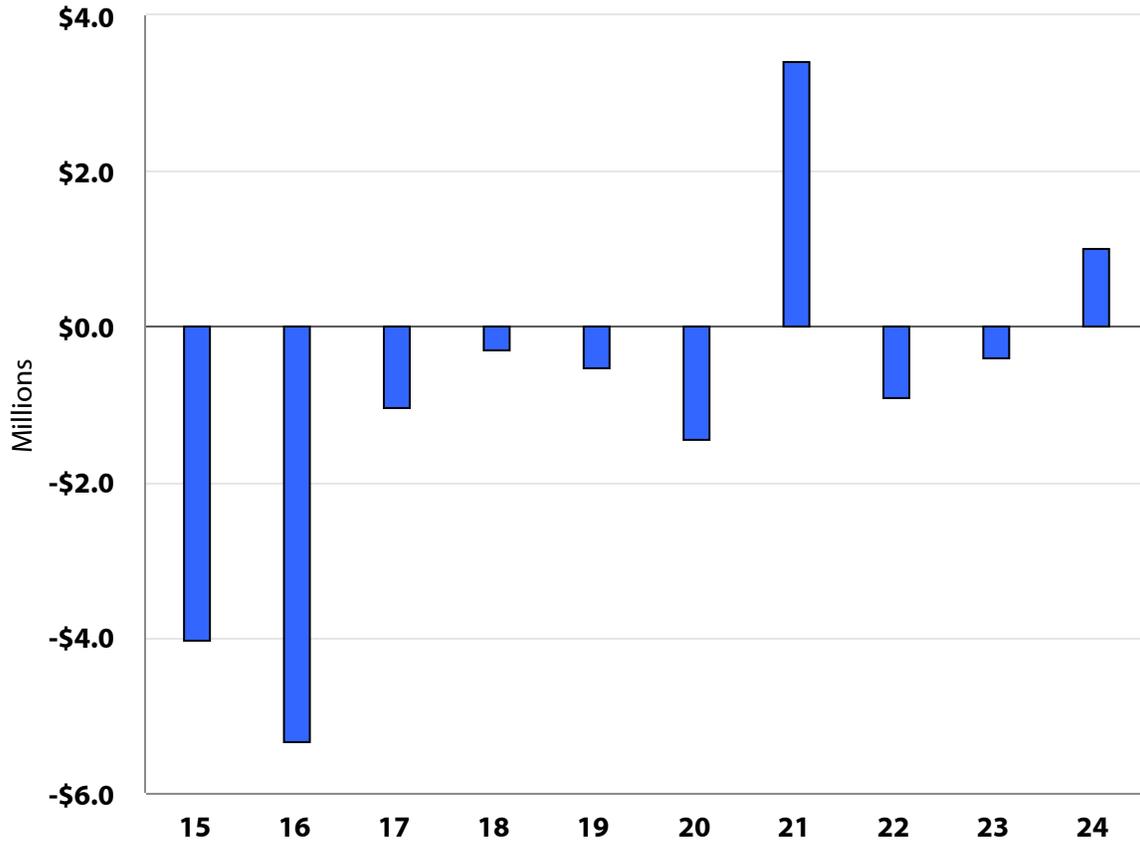
Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b>PERSONNEL SERVICES</b>						
704000	Wages & Salaries - Permanent	\$2,631,520	4.44	\$2,777,750	4.65	\$2,906,300	4.79
704001	Sick Time Buy Back	24,160	0.04	22,690	0.04	23,750	0.04
704721	Health Insurance Allowance	20,750	0.04	18,000	0.03	12,000	0.02
705000	Wages-Salaries - Temp/Part-Time	211,630	0.36	257,220	0.43	271,550	0.45
708000	Overtime	419,030	0.71	361,000	0.60	370,100	0.61
708001	Compensation Time Buy Back	9,880	0.02	10,130	0.02	12,100	0.02
709000	Union Contract Reimbursements	15,250	0.03	16,100	0.03	16,100	0.03
710000	Longevity	55,210	0.09	64,300	0.11	73,700	0.12
715000	Clothing Allowance	8,350	0.01	8,700	0.01	8,700	0.01
717000	FICA	252,250	0.43	270,500	0.45	283,700	0.47
718000	Worker's Compensation	28,810	0.05	28,460	0.05	30,500	0.05
720000	Pension - General Emp Retirement	2,097,350	3.54	783,360	1.31	884,350	1.46
720002	Defined Contribution - Employer	56,790	0.10	60,200	0.10	95,500	0.16
721000	Health Insurance	402,940	0.68	452,140	0.76	468,400	0.77
721001	Health Insurance - Retirees	209,090	0.35	492,260	0.82	465,000	0.77
721003	Retiree Health Savings - City	34,540	0.06	36,000	0.06	41,750	0.07
722000	Dental Insurance	30,350	0.05	30,970	0.05	32,200	0.05
723000	Life Insurance	6,600	0.01	7,510	0.01	7,900	0.01
724000	Eye Care Insurance	2,960	0.00	3,150	0.01	3,650	0.01
725000	Disability Insurance - Long Term	5,330	0.01	5,910	0.01	6,250	0.01
725355	Disability Insurance - Short Term	17,530	0.03	18,400	0.03	19,250	0.03
	<b>Total Personnel Services</b>	<b>6,540,320</b>	<b>11.04</b>	<b>5,724,750</b>	<b>9.59</b>	<b>6,032,750</b>	<b>9.93</b>
	<b>SUPPLIES</b>						
729000	Postage	1,960	0.00	2,040	0.00	2,040	0.00
750000	Fuels & Lubricants	89,050	0.15	61,100	0.10	102,000	0.17
751000	Operating Supplies	51,930	0.09	49,410	0.08	50,830	0.08
770000	Water Meters - Assembled	58,440	0.10	100,000	0.17	103,000	0.17
771000	Fire Hydrant Parts	490	0.00	32,290	0.05	35,000	0.06
772000	Tap-In Materials - Water	55,500	0.09	50,000	0.08	101,500	0.17
774000	Water Meter Parts	29,940	0.05	20,000	0.03	20,600	0.03
	<b>Total Supplies</b>	<b>287,310</b>	<b>0.48</b>	<b>314,840</b>	<b>0.53</b>	<b>414,970</b>	<b>0.68</b>
	<b>OTHER CHARGES</b>						
802000	Audit & Accounting Services	42,790	0.07	44,540	0.07	45,500	0.07
806000	Legal Services - Other	90	0.00	0	0.00	0	0.00
806001	Legal Services - City Attorney	3,410	0.01	4,000	0.01	4,000	0.01
807000	Medical Services	780	0.00	1,940	0.00	1,980	0.00
810000	Other Fees	188,830	0.32	190,700	0.32	285,700	0.47
810100	Other Fees - Paid Ref Escrow	0	0.00	0	0.00	0	0.00
824000	Water Tap Installation - Contractor	63,170	0.11	45,000	0.08	75,000	0.12
826000	Other Contracted Services	259,350	0.44	835,950	1.40	845,900	1.39
827000	Interfund Services	2,252,940	3.80	2,470,100	4.14	2,379,300	3.92
832000	Building Maintenance	450	0.00	1,270	0.00	0	0.00
833000	Equipment Maintenance	23,350	0.04	56,000	0.09	42,000	0.07
835000	Vehicle Maintenance	144,780	0.24	137,500	0.23	145,600	0.24
840000	Water Main Repair	594,000	1.00	400,000	0.67	612,000	1.01

**WATER & SEWER FUND**  
**EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
841000	Distribution Line Repair	242,440	0.41	238,300	0.40	<b>245,400</b>	<b>0.40</b>
842000	Sewer Main Repair	67,760	0.11	102,000	0.17	<b>105,000</b>	<b>0.17</b>
903000	Printing	230	0.00	2,910	0.00	<b>660</b>	<b>0.00</b>
913000	Liability Insurance	135,000	0.23	135,000	0.23	<b>250,000</b>	<b>0.41</b>
915000	Other Insurance	2,460	0.00	2,460	0.00	<b>0</b>	<b>0.00</b>
921000	Electric	22,200	0.04	26,880	0.05	<b>27,700</b>	<b>0.05</b>
922000	Telephone	5,430	0.01	5,900	0.01	<b>6,570</b>	<b>0.01</b>
923000	Gas - Fuel - Oil	2,640	0.00	3,100	0.01	<b>3,100</b>	<b>0.01</b>
931000	Water Purchased	16,235,360	27.40	16,789,400	28.12	<b>16,921,000</b>	<b>27.86</b>
932000	Sewage Disposal Services	20,824,880	35.15	21,608,140	36.20	<b>21,908,270</b>	<b>36.07</b>
933000	Software Maintenance	119,840	0.20	245,200	0.41	<b>229,970</b>	<b>0.38</b>
934000	Industrial & Pollution Surcharge	386,960	0.65	387,000	0.65	<b>387,000</b>	<b>0.64</b>
945000	Other Rental	448,100	0.76	453,680	0.76	<b>442,660</b>	<b>0.73</b>
956000	Local Meetings	90	0.00	1,100	0.00	<b>1,100</b>	<b>0.00</b>
957000	Memberships & Dues	2,550	0.00	3,580	0.01	<b>3,600</b>	<b>0.01</b>
959000	Education & Training	8,770	0.01	25,100	0.04	<b>28,100</b>	<b>0.05</b>
964000	Refunds & Rebates	4,800	0.01	15,000	0.03	<b>5,000</b>	<b>0.01</b>
968000	Depreciation	7,175,810	12.11	0	0.00	<b>0</b>	<b>0.00</b>
	<b>Total Other Charges</b>	<b>49,259,260</b>	<b>83.14</b>	<b>44,231,750</b>	<b>74.09</b>	<b>45,002,110</b>	<b>74.10</b>
	<b><u>CAPITAL OUTLAY</u></b>						
979000	Computer Equipment	3,260	0.01	0	0.00	<b>0</b>	<b>0.00</b>
981000	Electronic Equipment	0	0.00	0	0.00	<b>0</b>	<b>0.00</b>
982000	Machinery & Equipment	0	0.00	205,000	0.34	<b>128,000</b>	<b>0.21</b>
984000	Vehicles	489,750	0.83	697,240	1.17	<b>362,000</b>	<b>0.60</b>
	<b>Total Capital Outlay</b>	<b>493,010</b>	<b>0.83</b>	<b>902,240</b>	<b>1.51</b>	<b>490,000</b>	<b>0.81</b>
	<b><u>DEBT SERVICE</u></b>						
992000	Principal	0	0.00	3,806,830	6.38	<b>4,339,450</b>	<b>7.15</b>
992001	Principal - Capital Bonds	0	0.00	1,075,000	1.80	<b>1,040,000</b>	<b>1.71</b>
993000	Interest - Capital Bonds	378,730	0.64	749,990	1.26	<b>784,250</b>	<b>1.29</b>
993001	Interest - Oakland-Macomb Intcpt.	898,110	1.52	1,077,270	1.80	<b>0</b>	<b>0.00</b>
993002	Interest - Macomb Interceptor	1,081,060	1.82	1,531,010	2.56	<b>2,629,930</b>	<b>4.33</b>
993003	Interest - North Gratiot Interceptor	82,400	0.14	71,620	0.12	<b>0</b>	<b>0.00</b>
993005	Interest - Clintondale Pump Station	227,300	0.38	212,290	0.36	<b>0</b>	<b>0.00</b>
	<b>Total Debt Service</b>	<b>2,667,600</b>	<b>4.50</b>	<b>8,524,010</b>	<b>14.28</b>	<b>8,793,630</b>	<b>14.48</b>
	<b>Total Water &amp; Sewer Fund</b>	<b>\$59,247,500</b>	<b>100.00</b>	<b>\$59,697,590</b>	<b>100.00</b>	<b>\$60,733,460</b>	<b>100.00</b>

Note: The 2021-2022 Actual Column is rounded to the nearest \$10.

## Water & Sewer Net Income from Operations



**This graph illustrates the net income from operations in the Water & Sewer fund. These numbers reflect the truest picture of the results of Water & Sewer fund operating performance upon which the City’s water & sewer rates are established.**

*Revenue includes interest on investments for both the Water & Sewer Operating and Receiving funds. Expenses exclude depreciation costs and include certain capital outlay and principal payments.*

The Enterprise Fund of the City of Sterling Heights is the Water & Sewer Fund. It is used to provide water and sewer services to residential, industrial, and commercial customers. It is self-supporting and is designed to meet its obligations free of taxation. An annual independent audit is prepared on prior year financial results and administrative staff projects a forecast of the next year. Together they are used to help determine what, if any, adjustments need to be made so the fund will remain financially sound.

The City's water and sewer rates are calculated based on the proposed expenditures for capital and operational expenses for the budget year. The use of, or replenishment of financial reserves during a given fiscal year may also influence rates.

To ensure the City is utilizing a rate structure that offers quality service at a good value for its customers, the City contracted with Raftelis Financial Consultants in 2021 to perform a comprehensive water & sewer rate study. Based on their recommendations, the City changed its rate structure in 2021/22 to include a fixed residential meter charge and increased fixed meter charges for commercial customers, in lieu of the previous fixed charges. The minimum billed amount was also eliminated. The City also adopted the Average Winter Consumption method for sewer charges and eliminated the summer discount.

In August 2022, the City changed the billing cycle for residential customers from quarterly to monthly. This will assist residents by giving them smaller more frequent billing and allow for easier budgeting similar to other utilities.

ability to set alerts for unusual usage and offering water conservation tips.

A new monthly bill credit for all customers who enroll in e-billing and automatic payments will save residents \$60 per year on their water bill.

**Over 75%** of the total expenditures in the Water & Sewer Fund are directly related to the costs passed on to the City from the GLWA and the Macomb County Public Works Office. Effective July 1, 2023, the GLWA water rates will increase 0.4%. In addition, Macomb County sewer charges and debt service costs are increasing 3.1%.

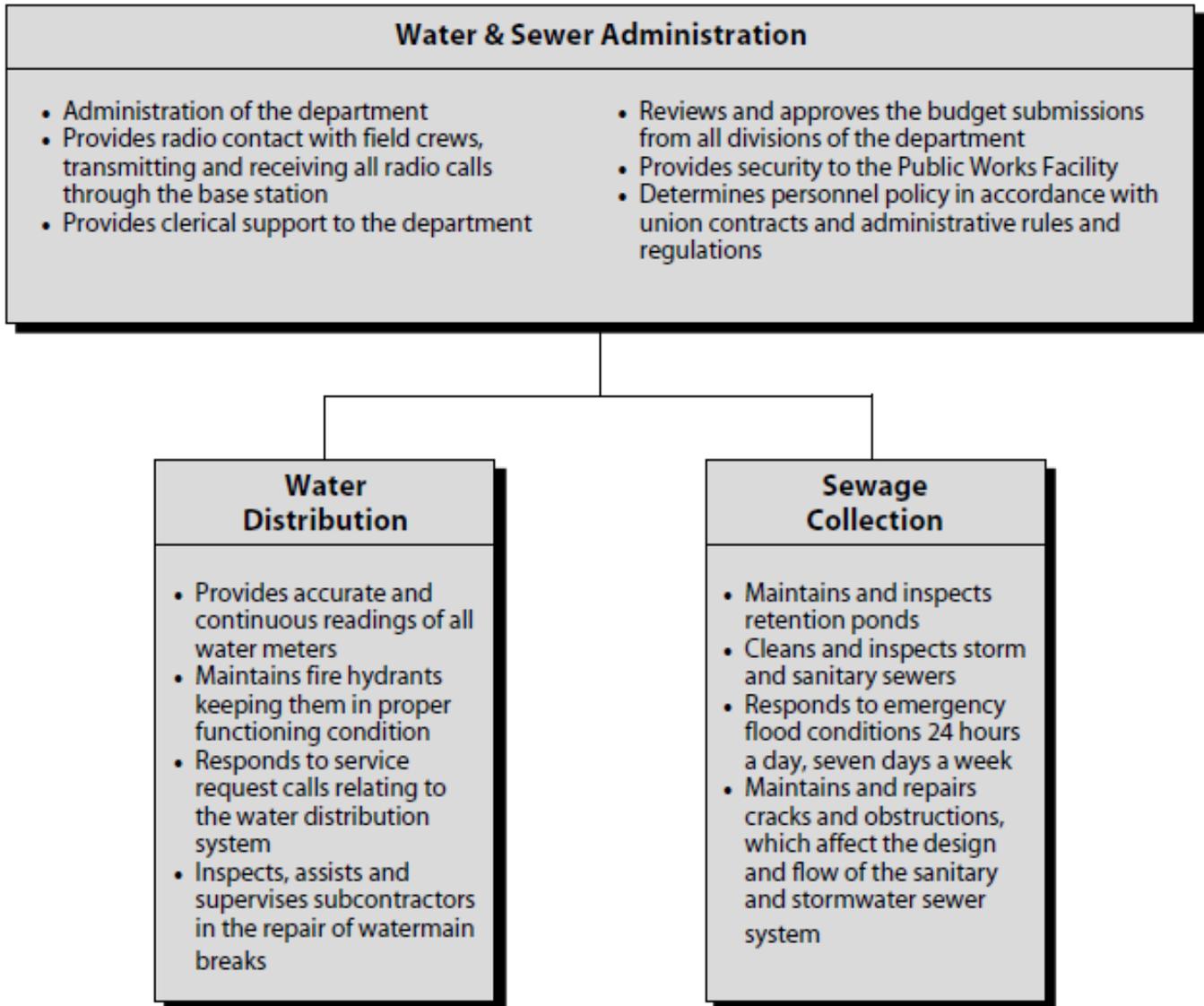
Proposed Water & Sewer rates for the 2023/24 budget include a 4% increase to cover system cost increases. The proposed rate changes will result in a monthly water & sewer cost for the average residential user of \$72 per month.■



In the current year, the rollout of the WaterSmart portal will allow customers to monitor their water usage in real time and save money by offering the

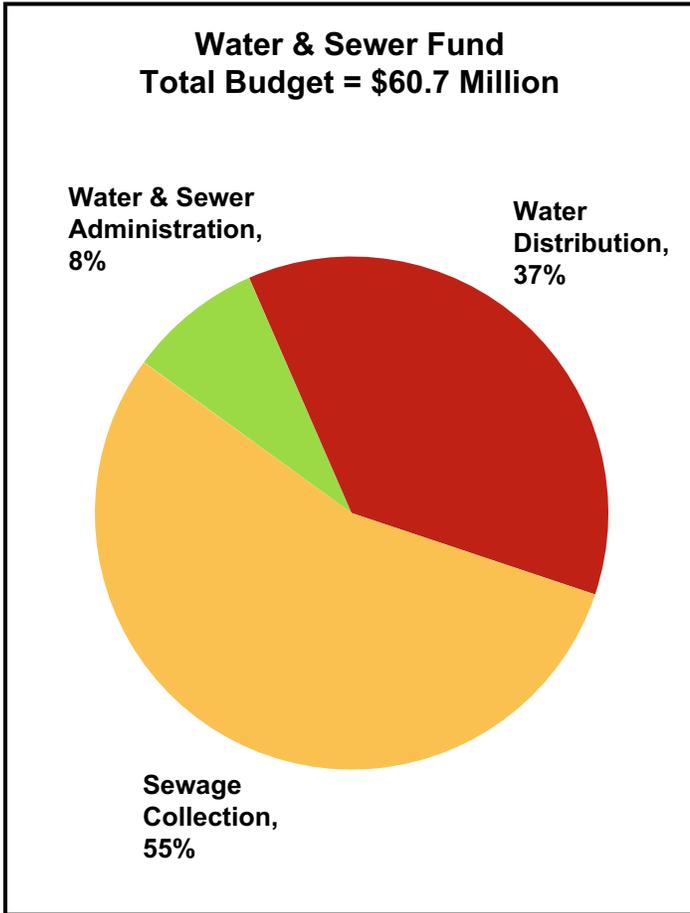
# FUNCTIONAL ORGANIZATION CHART

## *Water & Sewer Fund (Public Works Department)*



# DEPARTMENT AT A GLANCE

## Water & Sewer Fund

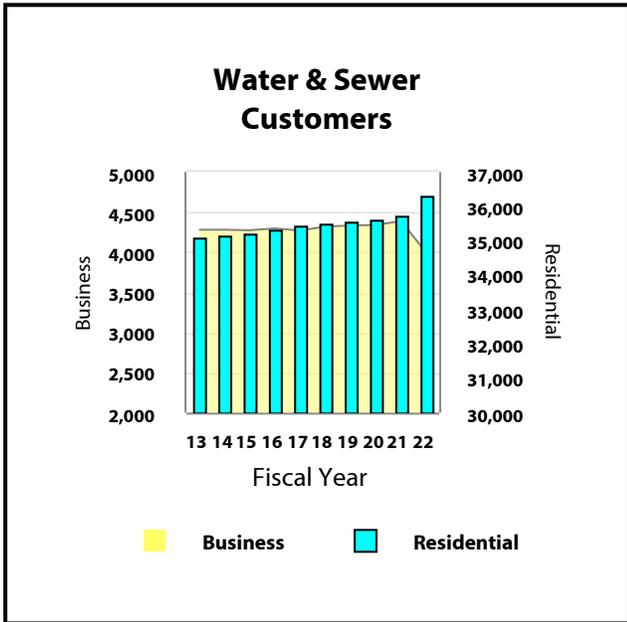


	2023/24	
	Full Time	Part Time
Water & Sewer Admin.	8	1
Water Distribution	14	5
Sewage Collection	17	4
<b>Total Department</b>	<b>39</b>	<b>10</b>

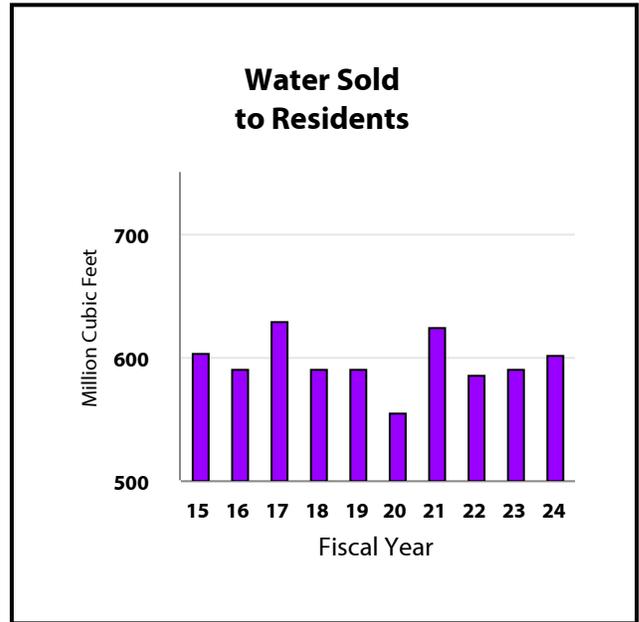
FUNDING LEVEL SUMMARY					
	2020/21	2021/22	2022/23	2023/24	% Change
	Actual	Actual	Budget	Budget	From 22/23
Water & Sewer Admin.	\$10,444,750	\$12,098,860	\$4,958,510	\$5,138,700	3.6%
Water Distribution	19,416,340	19,966,760	21,659,320	22,288,800	2.9%
Sewage Collection	25,049,600	27,181,880	33,079,760	33,305,960	0.7%
<b>Total Department</b>	<b>\$54,910,690</b>	<b>\$59,247,500</b>	<b>\$59,697,590</b>	<b>\$60,733,460</b>	<b>1.7%</b>
Personnel Services	\$4,150,740	\$6,540,320	\$5,724,750	\$6,032,750	5.4%
Supplies	490,140	287,310	314,840	414,970	31.8%
Other Charges	47,861,750	49,259,260	44,231,750	45,002,110	1.7%
Capital Outlay	9,100	493,010	902,240	490,000	-45.7%
Debt Service	2,398,960	2,667,600	8,524,010	8,793,630	3.2%
<b>Total Department</b>	<b>\$54,910,690</b>	<b>\$59,247,500</b>	<b>\$59,697,590</b>	<b>\$60,733,460</b>	<b>1.7%</b>

# KEY FUND TRENDS

## Water & Sewer Fund



The number of business and residential Water & Sewer customers has increased over the past ten years due to growth and development in the City, though the rate of growth has slowed in the past several years.



Although water usage fluctuates year to year due to the weather, overall water usage has been declining significantly over the last decade. This phenomenon has been seen across the metro Detroit region and can be attributed to the increased cost of service, as well as changing consumer demand.

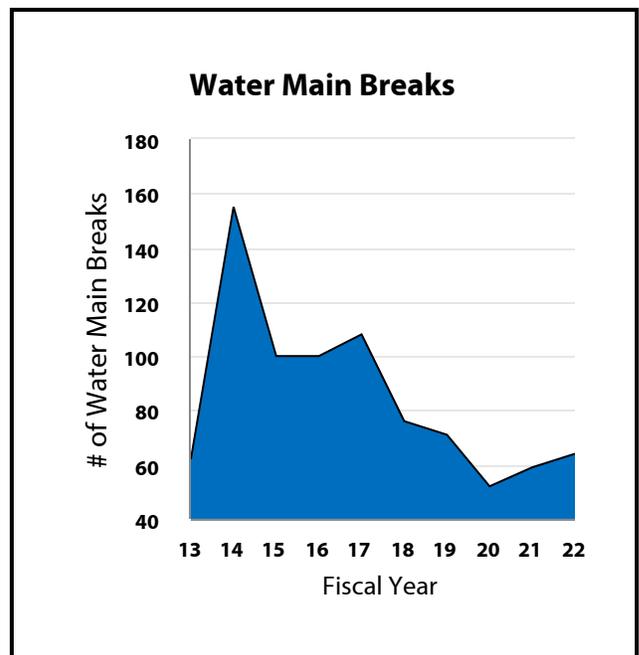
### Average Macomb County Residential Monthly Water & Sewer Bill

Fiscal Year 2022/23

1. Fraser	\$146
2. Eastpointe	122
3. Utica	111
4. St. Clair Shores	102
5. Center Line	99
6. Clinton Township	93
7. Mount Clemens	86
8. Shelby Township	83
9. Roseville	78
10. Macomb Township	74
11. Warren	69
<b>12. Sterling Heights</b>	<b>68</b>

Rates are current, using 9,000 cf.

The City purchases its water and sewer services through the Great Lakes Water Authority and Macomb County Public Works Office. The average resident pays \$68 per month for such services. This amount compares favorably to other communities in Macomb County.



The number of water main breaks peaked in 2014, which was the coldest winter in the last ten years. Frost levels exceeded the depth of the pipes, which resulted in more pipes failing. In recent years, there have been less breaks due to lower demand and increased investment in maintenance.

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***Beware of little expenses. A small leak will sink a great ship.***

**~ Benjamin Franklin ~**



**MISSION STATEMENT:** *To provide high quality maintenance of the City's Public Works infrastructure in an economically and environmentally responsible manner, while preserving and enhancing quality of life, health, aesthetics and public safety.*

## KEY GOALS

- **To preserve the investment made in the City's infrastructure through a continual proactive maintenance program.**
- **To provide continual high levels of safety, convenience and health protection to the public in the use of roads, water, sewers, vehicles, equipment and refuse collection.**
- **To establish priorities and monitor the department's performance plan and standards.**
- **To create, develop and maintain a positive, competent, service-oriented public image.**

The Water & Sewer Administration activity plans, directs, and coordinates all Water & Sewer Operations.

The staff of the Public Works Department responds to resident inquiries and service requests pertaining to all Public Works operations such as: water and sewer maintenance, snow removal, road maintenance, refuse collection, tree maintenance, and recycling. Services provided are continually monitored and analyzed in an effort to provide the best possible service in the most cost efficient manner. Reports, correspondence, and responses to residents and users concerning activities of the divisions are provided through this activity. Specifications are developed, analyzed and prepared for the timely bidding of capital equipment, vehicles, materials, supplies, and subcontracted services.

This Division provides clerical support to the Public Works operation including preparation of

specialized reports and correspondence, assistance in budget preparation, and response to resident inquiries and service requests'. Staff schedules water and sewer inspections, Miss Dig stake-outs for City water and sewer lines, tree branch chipping, and tree removal and planting.

Staff has constant and immediate radio contact with field crews during regular duty hours, by transmitting and receiving all radio calls to the base station. The communication system also provides immediate 24 hour, seven day a week communication between administration, supervisors, and staff. Internal calls are evaluated and relayed to the appropriate division.

In the case of emergencies during off-duty hours, a recorded message message advises callers to contact the Macomb County Dispatch Center. The DPW provides the County Dispatch Center with a list of emergency scenarios and a list of supervisors to contact for each type of emergency. In an emergency situation, appropriate personnel are contacted to respond. Examples of such emergencies include flood conditions, snow removal, tree damage due to storms, water main breaks, sanitary sewer backups, emergency vehicle repair and other emergency conditions, which require personnel to report to work on other than regular duty hours. Radio contact is maintained with field crews, messages are received and relayed, and specific field operations are recorded.■



**Did you know... DPW employees received over 1,800 hours of safety training in 2022?**

# Water & Sewer Administration

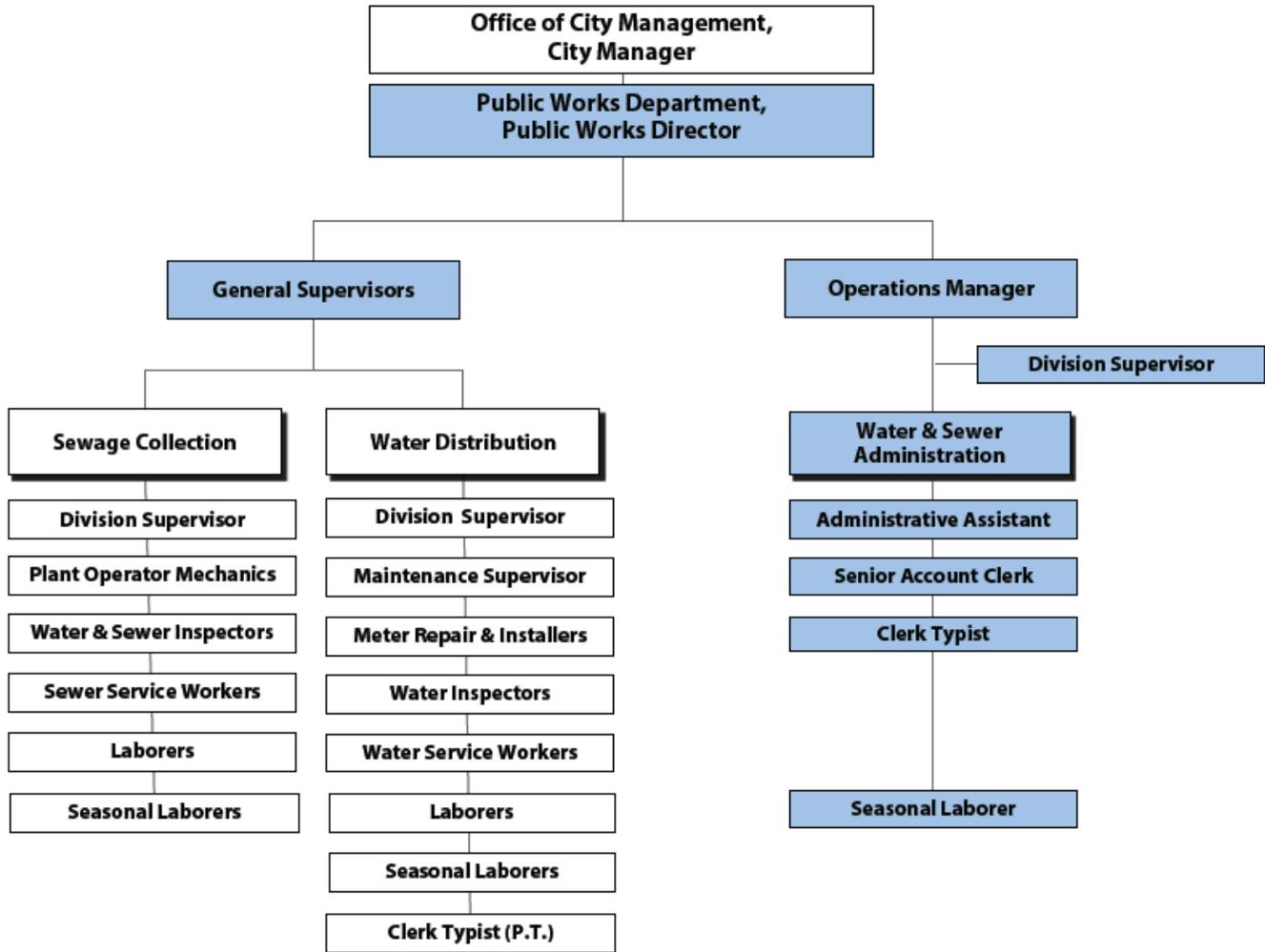
## 2023/24 PERFORMANCE OBJECTIVES

1. To continue development and review of departmental standard operating guidelines with a focus on safety, training, and succession. (City Goal 2, 3, 5, 16)
2. To align drain cleanup efforts within City and County jurisdiction to improve stormwater flow and reduce pollution. (City Goal 3, 5, 6, 18, 22)
3. To bid out and complete specifications for maintenance of enhanced landscape areas. (City Goal 16, 17, 18)
4. To collaborate with the Office of Engineering to develop a long-term repair and replacement plan for underground infrastructure. (City Goal 1, 16, 18)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Water & Sewer Customers	39,964	40,925	41,090	41,500	39,693	39,900
	Customer Service Requests	10,572	10,292	14,166	10,500	10,700	10,500
	Departmental Policies Created/Reviewed	N/A	4	6	10	10	6
	Backflow Preventer Testing Compliance Letters	1,982	2,782	2,426	2,000	1,200	2,000
	Site Plans Reviewed	33	28	36	30	18	20
	Vehicles/Equipment Specifications Prepared	15	12	20	20	22	20
	Materials/Supplies/Services Specifications Prepared	34	32	18	25	25	18
	Hours of Safety Training	975	450	930	1,000	2,000	1,500
	Outfalls Inspected	60	60	267	280	280	280
	Landscape Median Mowing - Revolutions	33	34	34	33	34	35
<b>Efficiency</b>	Workers Comp. Claims	56	16	28	28	28	56
	% Water Samples Meeting Federal/State Standards	100%	100%	100%	100%	100%	100%
	Annual Residential Water & Sewer Bill (9,000 cfs)*	\$965	\$766	\$780	\$818	\$825	\$859
	Monthly Residential Water & Sewer Bill (9,000 cfs)*	\$80	\$64	\$65	\$68	\$69	\$72
	City's Fixed Charge as a % of Total W&S Bill	5.6%	5.3%	20.0%	22.0%	22.0%	22.0%

\*Prior to fiscal year 2020/21, the annual and monthly residential water and sewer bill amounts were calculated using 12,000 cfs.

# Water & Sewer Administration



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Public Works Director	1	1	1
Operations Manager	1	1	1
General Supervisor	2	2	2
Environmental & Safety Supervisor	1	1	1
Administrative Assistant	1	1	1
Senior Account Clerk	1	1	1
Clerk Typist	1	1	1
Seasonal Laborer (P.T.)	1	1	1
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>

# Water & Sewer Administration

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 3.6%.*

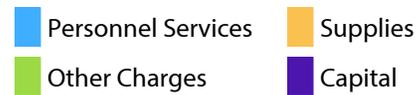
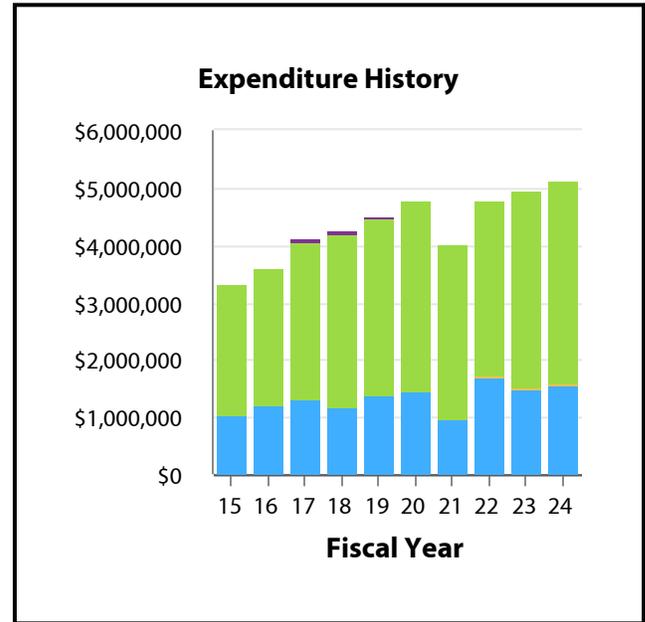
**Personnel Services** – Total Increase \$73,500 or 4.9%

- \$41,450 due to contractual wage adjustments
- \$7,850 due to an increase in the 401(a) employer match
- \$4,270 due to an increase in required overtime

**Supplies** – Total Supplies increased \$6,600 or 53.5% primarily due increased fuel cost for administrative vehicles.

**Other Charges** – Total Other Charges increased \$100,090 or 2.9% primarily due to increased credit card fees as more customers are using the online and auto payment options.

**Capital** - There is no Capital proposed for this division.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$1,716,240	\$1,499,450	\$1,464,810	\$1,572,950	\$1,572,950
<b>Supplies</b>	8,970	12,340	18,690	18,940	18,940
<b>Other Charges*</b>	10,373,650	3,446,720	3,532,660	3,546,810	3,546,810
<b>Capital Outlay</b>	0	0	0	0	0
<b>Total</b>	\$12,098,860	\$4,958,510	\$5,016,160	\$5,138,700	\$5,138,700

\*Graph excludes depreciation.

**MISSION STATEMENT:** *To provide a clean, reliable and reasonably priced water supply to our residents and corporate customers.*

## KEY GOALS

- **To provide efficient and economical maintenance and repair of the water distribution system.**
- **To ensure accurate and continuous reading of residential, commercial and industrial water meters.**
- **To maintain all fire hydrants in a properly functioning condition to support firefighting throughout the City.**
- **To inspect commercial/industrial establishments for cross connections and proper backflow prevention in order to protect the water system from contamination.**
- **To review construction plans for future development of the water system and inspect new connections for proper installation.**

The Water Distribution Division ensures the accurate and continuous reading of residential, commercial, and industrial water meters, and the maintenance and service of water meters.

Personnel respond promptly to numerous service request calls regarding the water distribution system in order to assist the residential and business community. Over 7,000 fire hydrants are maintained to ensure that they are properly functioning. The economical and efficient maintenance and repair of the water distribution system is of utmost concern.

Inspections and reinspections are conducted at approximately 1,300 commercial and industrial establishments each year. Citations are issued to those in violation of City ordinance and/or State

rules and regulations. Residents' water shut-off boxes are checked and repaired if necessary. City-owned gate wells, valves, and meter pits are inspected for repairs, cleaning, and electrical functioning. This Division also inspects and repairs water services, damaged water shut-offs, leaking curb stop boxes as well as supervises and assists subcontractors in water main break repairs. Approximately 6,000 service request calls are responded to annually.

An inventory is maintained of all materials used in the operation of the Water Distribution system. The upkeep of the divisional garage area, storage area, and meter shop, as well as the operator/driver maintenance of vehicles and equipment is performed.

All water meters are read on a monthly basis via a fixed network radio meter reading system. Personnel read and perform rechecks as requested by homeowners and customers to check for high, low, or questionable reads. All new or replacement water meters are tested for accuracy prior to installation to ensure that high volume users are billed correctly. One-half of all compound water meters are tested and repaired annually.■



***Did you know...the City consumes roughly 4.5 billion gallons of water every year? That's more than 12 million gallons per day. June, July, and August are the highest consumption months due to irrigation and outdoor usage.***

# Water Distribution

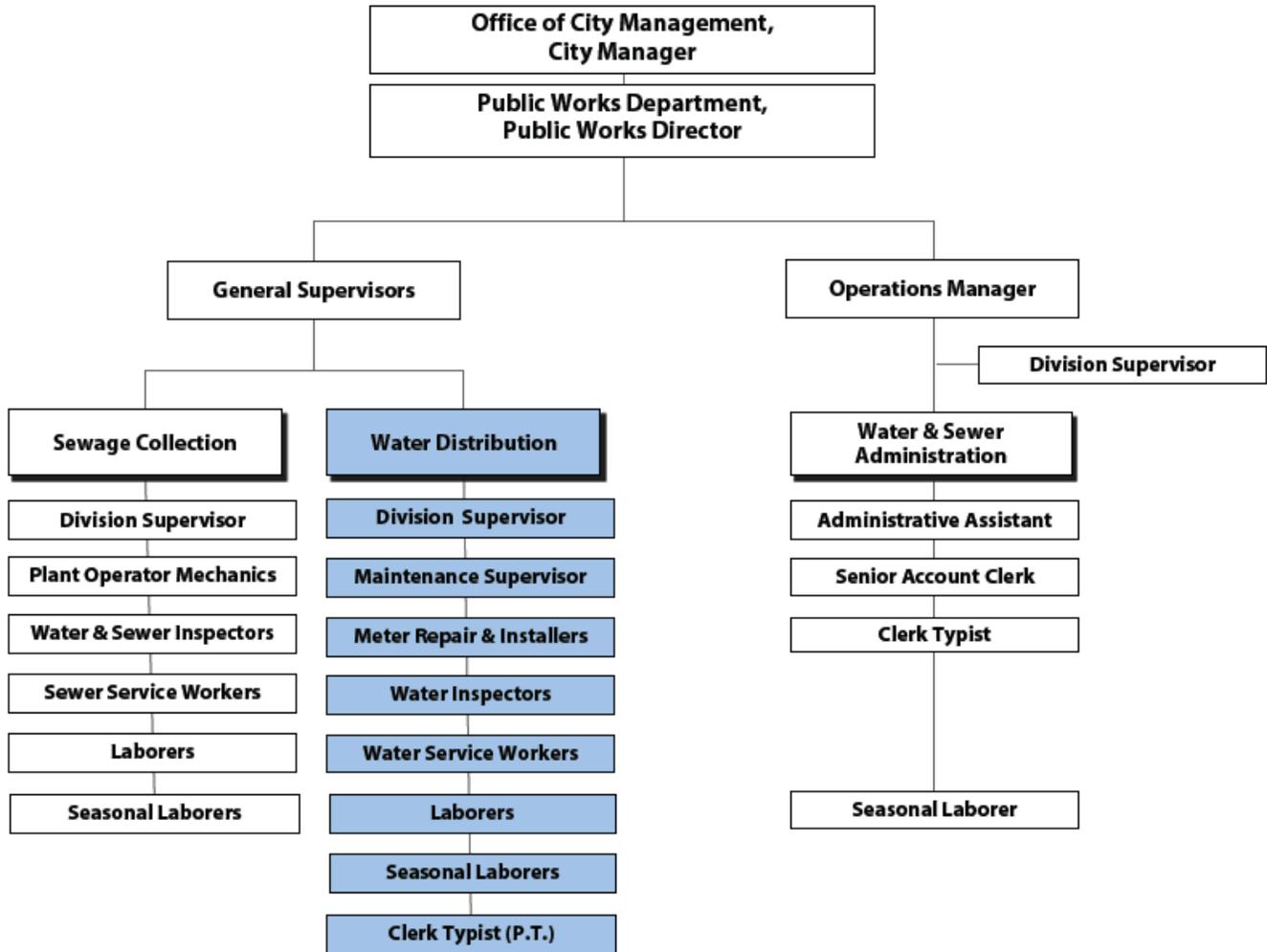
## 2023/24 PERFORMANCE OBJECTIVES

1. To develop a map layer within the Geographical Information System (GIS) to track water main breaks in order to develop future asset management plans. (City Goal 1, 2, 16, 23)
2. To replace all remaining commercial water meters that are not compatible with the Advanced Metering Infrastructure (AMI) technology that supports hourly consumption data and reads. (City Goal 1, 2, 16, 23)
3. To market and increase the utilization of the Water Smart software to residents so they can track and manage their own water consumption. (City Goal 1, 2, 23, 25)
4. To utilize the existing training programs and EGLE resources to educate and certify our existing Water Division personnel to better serve the community and its drinking water customers. (City Goal 1, 2, 3)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Miles of Water Mains in City	667	667	667	667	667	667
	Accounts on Automatic Meter Reading System	N/A	5,428	35,055	40,495	40,260	40,360
	# of Residential Customers	35,599	35,720	36,317	35,900	36,820	36,900
	# of Commercial Customers	4,340	4,389	3,986	4,595	3,440	3,460
	Water Main Breaks	52	59	64	100	106	100
	Miss Dig Stakeouts of Utilities Performed	8,264	9,604	11,125	11,200	12,060	12,000
	Water Meters Replaced	702	426	19,992	21,620	22,776	200
	Water Taps Installed	92	120	124	100	120	100
	Cross Connection Inspections	121	105	155	175	165	175
	Meters Tested	150	72	24	50	10	50
	Gate Valves Repaired	600	506	306	500	300	500
	Businesses Monitored - Backflow Compliance	3,375	3,430	3,467	3,450	3,490	3,500
	Fire Hydrants Replaced	29	26	12	40	70	40
	Fire Hydrants Painted	940	25	145	800	200	400
<b>Efficiency</b>	Miles of Water Main Maint. per FT Employee	55.6	55.6	47.6%	47.6	476.0	476.0
	Water Purchased from GLWA (1,000 cubic feet)	571,373	657,886	590,786	591,100	596,000	601,400
	Highland Park Bad Debt Adjustment (Water)	\$51,100	\$51,100	\$52,800	\$54,800	\$0	\$0
	Cost of 1,000 Cubic Feet of Water from GLWA*	\$10.38	\$10.69	\$11.14	\$11.36	\$11.32	\$11.25
	GLWA Water Fixed Charge	\$9,314,700	\$9,366,000	\$9,654,000	\$10,074,000	\$10,040,400	\$10,153,200
	Water Fixed Charge as a % of Total Costs	61.1%	57.2%	59.5%	60.0%	60.0%	60.0%

\*Does not include fixed water costs.

# Water Distribution



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Division Supervisor	1	1	1
Maintenance Supervisor	1	1	1
Water Inspector	2	2	2
Water Service Worker	5	5	5
Meter Repair/Installer	3	3	3
Laborer	2	2	2
Clerk Typist (P.T.)	1	1	1
Seasonal Laborer (P.T.)	5	4	4
<b>Total</b>	<b>20</b>	<b>19</b>	<b>19</b>

# Water Distribution

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 2.9%.*

**Personnel Services** – Total Increase \$99,670 or 5.0%

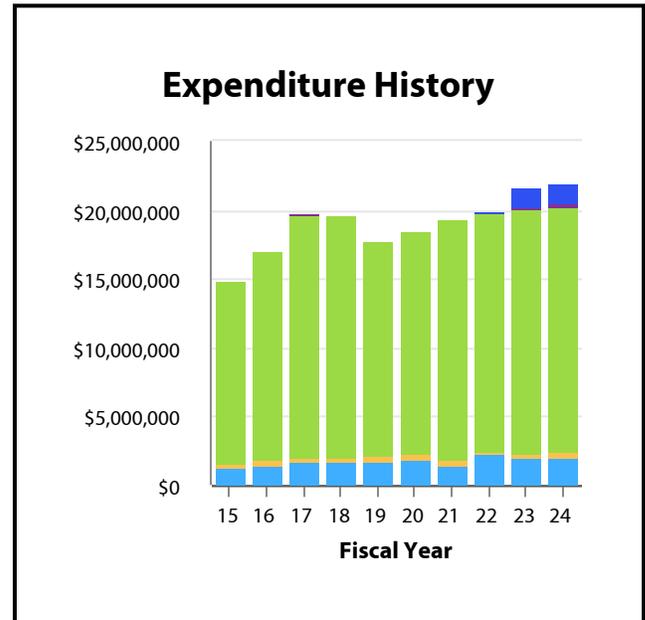
- \$63,540 due to contractual wage adjustments
- \$8,570 due to an increase in the 401(a) employer match

**Supplies** – Total Supplies increased \$73,470 or 29.4%. \$15,000 due to higher fuel costs for Water Department vehicles. \$51,500 is due to an increase in costs for water meter parts.

**Other Charges** – Total Other Charges increased \$356,320 or 2.0%. The cost of water purchased from the GLWA increased an estimated \$131,600 due to a rate increase of 0.4% and a slight increase in expected usage. Funding of \$212,000 was added for an increasing number of emergency water main repairs.

**Capital** – Total Capital of \$264,000 is proposed. \$120,000 is to replace large commercial water meters. \$75,000 will be used to replace an obsolete vehicle used for daily water maintenance services.

**Debt Service** - Total Debt Service of \$1,402,270 includes debt service on bonds issued for the water and sewer main replacement under Mound Road and for the water meter replacement project.



■ Personnel Services    ■ Supplies  
■ Other Charges        ■ Capital  
■ Debt Service

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$2,301,230	\$1,991,880	\$1,970,560	\$2,091,550	\$2,091,550
<b>Supplies</b>	208,390	249,730	316,730	323,200	323,200
<b>Other Charges</b>	17,308,810	17,851,460	18,112,270	18,207,780	18,207,780
<b>Capital Outlay</b>	3,260	164,430	178,020	264,000	264,000
<b>Debt Service</b>	145,070	1,401,820	1,401,820	1,402,270	1,402,270
<b>Total</b>	\$19,966,760	\$21,659,320	\$21,979,400	\$22,288,800	\$22,288,800

**MISSION STATEMENT:** *To maintain the sanitary and storm sewer systems to ensure that they are properly functioning in accordance with designed capacities.*

## **KEY GOALS**

- ***To provide a systematic preventative maintenance sanitary sewer cleaning program to prevent sewer blockages.***
- ***To provide efficient and economical maintenance, repair and restoration of the City's sanitary and storm sewer systems.***
- ***To provide an efficient, competent and responsible sewer connection and utility inspection program.***
- ***To ensure safe, well maintained, functioning storm water retention basins for temporary detention of storm water run-off without damaging our stream ecology while preventing street and basement flooding.***
- ***To minimize infiltration into the sanitary sewer system through inspection and an ongoing rehabilitation program.***

The Sewage Collection Division is responsible for maintaining designed sewerage flows through maintenance of the City-owned sanitary and storm sewer systems to ensure proper functioning.

Staff conducts thorough and responsible sewer and utility inspections. Crews of this Division continually repair and restore damaged utility structures, sewer lines, and replace the concrete required by these repairs. Included among the duties of this Division is the maintenance of retention ponds to assure proper functioning for the temporary retention of storm water drainage.

A three-year preventative maintenance program cleans a third of the sanitary system each year. Specific trouble spots in the sanitary sewer system

are cleaned on a quarterly basis to avoid unnecessary problems. Debris is removed from the system to prevent blockages. Cracked or broken pipes, roots or other problems are located and resolved.

This Division responds to calls regarding sewer back-ups and/or blockages. Blockages are investigated, located, and relieved through sewer cleaning. If internal plumbing problems or sump pump malfunction is the cause, advice and assistance is provided. Residential and commercial sewer tap installations and utility structures (sanitary manholes, storm manholes, and gate wells) are inspected prior to the issuance of final occupancy permits.

Sanitary, water, and storm structures are rebuilt or repaired on a priority basis. Repairs to sanitary and storm sewers are initiated as required. Sewage Collection personnel also resod or reseed areas due to utility structure repair, water main breaks, and snow/ice control activities.

Emergency flooding conditions are responded to 24 hours a day, seven days a week. Known sanitary sewer system and lift station problem areas are checked for surcharging and proper operation during heavy rainfall.

Sanitary sewer pumping stations are inspected three times per week. All retention pond sites both privately and City-owned are inspected monthly for proper operation, hazardous conditions and appearance. Grass and weeds in retention ponds are cut and trimmed on a scheduled basis. The City's retention pond wet wells are cleaned annually by removing sand and sediment. This Division also performs bank stabilization, erosion, and fence repairs.■

***Did you know...the City operates two types of sewer systems? The Sanitary Sewer System collects wastewater from homes and businesses, and delivers it to a treatment facility before it is discharged back into our rivers and lakes. The Stormwater Sewer System is completely separate from the sanitary system. This system directs water runoff back into the rivers and lakes without treatment.***

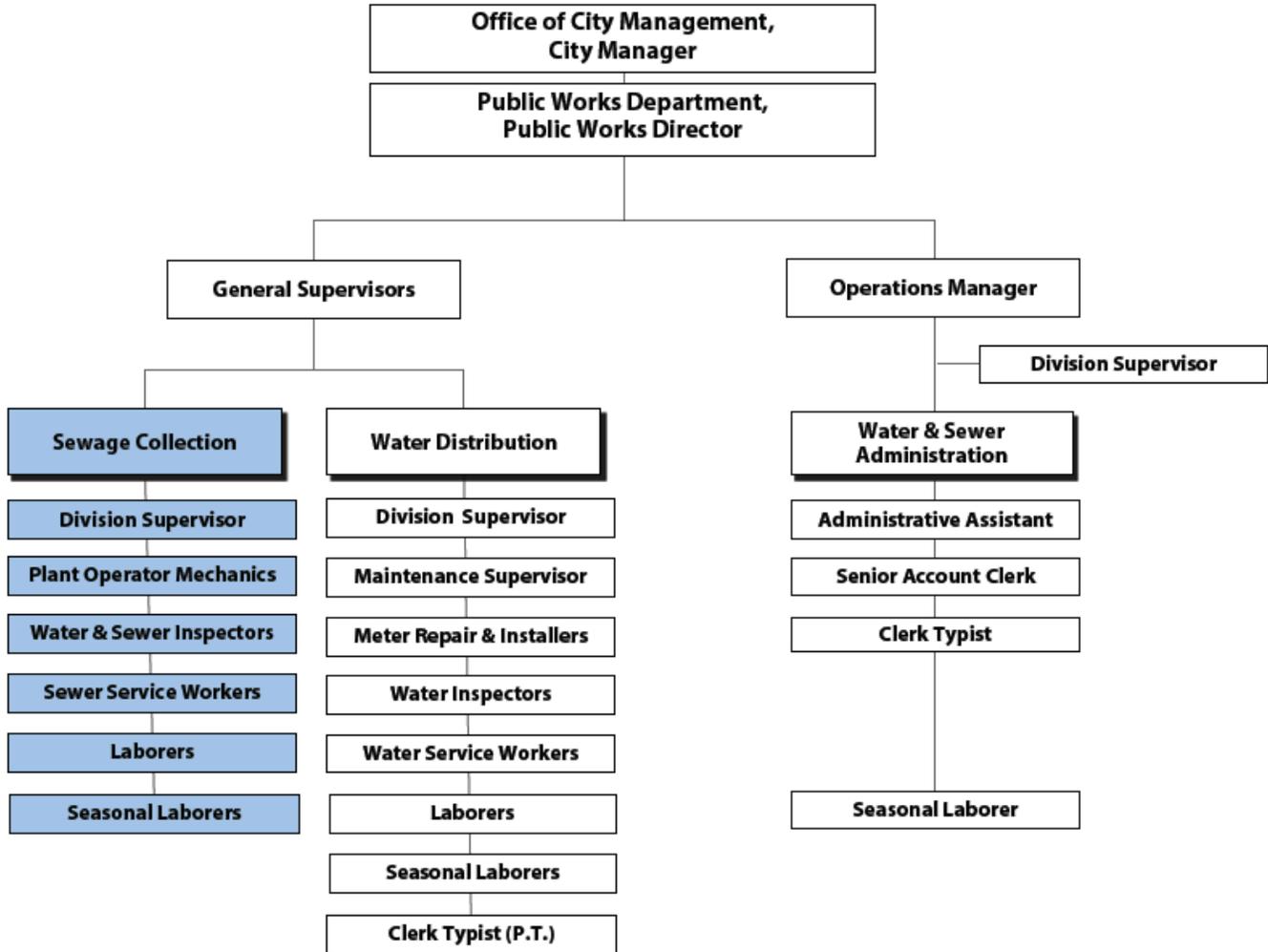
# Sewage Collection

## 2023/24 PERFORMANCE OBJECTIVES

1. To clean 200,000 linear feet of large-diameter sanitary mains, targeting areas that have not been cleaned in the past several years. (City Goal 16)
2. To evaluate catch basins spanning 2 square miles including the repair of any structure rated 8 or higher on the priority list. (City Goal 16, 18)
3. To enforce the annual grease trap inspection program directly aimed at reducing backups caused by grease from repeat violators. (City Goal 16)
4. To clear and eliminate phragmite growth in retention/detention areas to improve stormwater flow and reduce the risk of flooding. (City Goal 16)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Miles of Sanitary Sewers in City	475	475	475	475	475	475
	Sewer Inquiries Received & Resolved	3,022	5,870	7,585	4,000	6,000	5,000
	Sewer Inspections	311	371	366	250	275	250
	Water Inspections	71	135	111	50	75	50
	Certificate of Occupancy Inspections	29	22	58	50	75	50
	Sanitary Sewer Cleaned - Feet	409,402	534,048	467,074	600,000	500,000	500,000
	Utility Structures Restored	194	219	224	225	250	225
	Flags of Sidewalk Replaced	82	81	72	75	35	40
	Sections of Street/Approaches Replaced	514/86	524/81	566/53	475/50	500/40	475/50
	Sod Replaced - Yards	216	55	0	0	0	0
	Retention Basin Inspections Performed	1,018	1,857	1,830	1,000	1,000	1,000
	Retention Basin Wet Wells Cleaned	2	4	2	10	5	10
	Grease Trap Program Inspections	66	146	130	100	100	100
	<b>Efficiency &amp; Effectiveness</b>	Sewer Main Blockages	28	22	37	20	15
% of Emergencies Responded to within 45 Minutes		100%	100%	100%	100%	100%	100%
% of Trouble Mains Cleaned a Minimum of 4 Times		100%	100%	100%	100%	100%	100%
Miles of Sanitary Sewer Maintained per FT Employee		29.7	27.9	27.9	27.9	27.9	27.9
Sewage Fixed Charge as a % of Total Cost		100%	100%	100%	100%	100%	100%
Highland Park Bad Debt Expense (Sewer only)		203,680	203,680	203,680	\$289,810	\$0	\$0
MCPW Fixed Charges		\$20,506,720	\$20,077,750	\$20,824,879	\$21,608,140	\$21,321,000	\$22,067,240
Total MC Debt Service (Principal & Interest)		\$5,504,400	\$7,210,110	\$6,802,950	\$6,699,020	\$7,330,970	\$7,322,960

# Sewage Collection



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Division Supervisor	1	1	1
Plant Operator/Mechanic	3	3	3
Sewer Service Worker (Clean)	2	2	2
Water/Sewage Inspector	3	3	3
Sewer Service Worker (Maint.)	1	1	1
Laborer	7	7	7
Seasonal Laborer (P.T.)	5	4	4
<b>Total</b>	<b>22</b>	<b>21</b>	<b>21</b>

# Sewage Collection

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 0.7%.*

**Personnel Services** – Total Increase \$134,830 or 6.0%

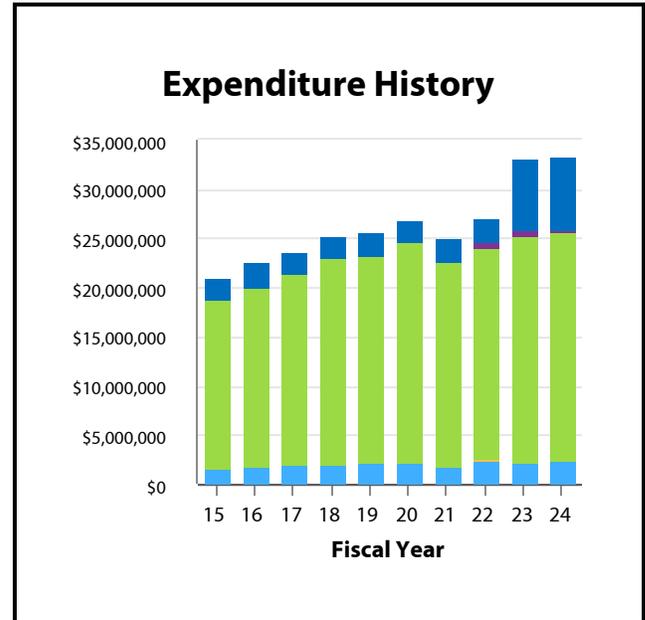
- \$70,090 due to contractual wage adjustments
- \$19,660 increase in health insurance due to changes in coverages
- \$18,880 due to an increase in the 401(a) employer match

**Supplies** – Total Supplies increased \$20,060 or 38.0% primarily due to higher fuel costs for Sewer Department vehicles.

**Other Charges** – Total Other Charges increased \$313,950 or 1.4% primarily due to a 3.1% increase in sewage disposal costs from Macomb County.

**Capital** - Total Capital of \$226,000 is proposed and includes \$165,000 for a Flatbed Dump Truck. This is replacing the current seventeen-year old vehicle. The remaining \$61,000 is part of the regular vehicle replacement program.

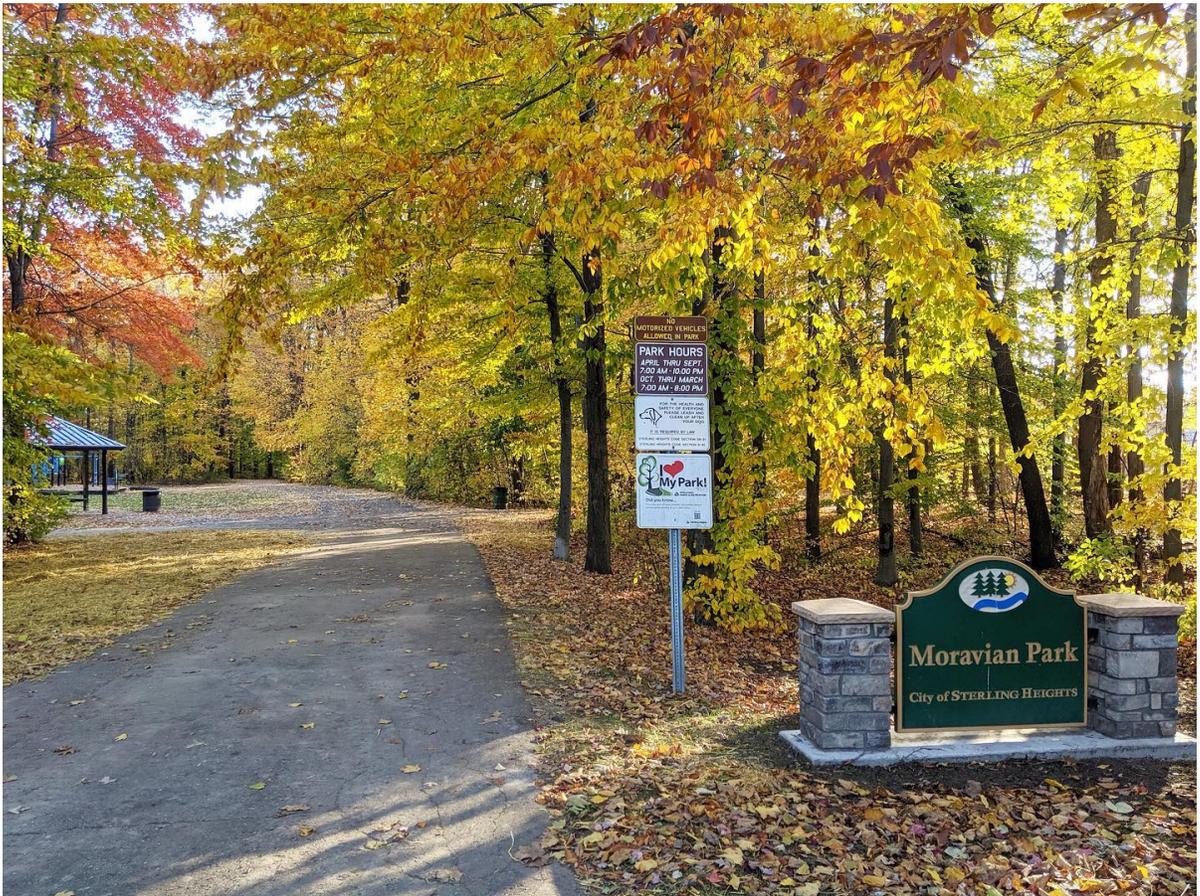
**Debt Service** – Total Debt Service increased \$269,170 or 3.8% primarily due to the City's share of the District's sewer rehabilitation payments.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$2,522,850	\$2,233,420	\$2,147,940	\$2,368,250	\$2,368,250
<b>Supplies</b>	69,950	52,770	72,170	72,830	72,830
<b>Other Charges</b>	21,576,800	22,933,570	22,644,430	23,247,520	23,247,520
<b>Capital Outlay</b>	489,750	737,810	737,810	226,000	226,000
<b>Debt Service</b>	2,522,530	7,122,190	7,330,970	7,391,360	7,391,360
<b>Total</b>	\$27,181,880	\$33,079,760	\$32,933,320	\$33,305,960	\$33,305,960

# Special Revenue Funds



Special Revenue Funds are used to detail transactions in which the funding source is legally restricted to be spent for specific purposes. Included in this section are funds for Major and Local Roads, Parks & Recreation, Public Safety Forfeitures, the Community Development Block Grant, Opioid Settlement, Indigent Defense, American Rescue Plan Act, Corridor Improvement Authority, Economic Development Corporation, Brownfield Redevelopment Authority and the Local Development Finance Authority.

**SPECIAL REVENUE FUNDS  
REVENUES, EXPENDITURES & FUND BALANCES**

Special Revenue Funds	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Adopted	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
<b>MAJOR ROAD FUND</b>									
<b>REVENUES</b>									
Federal & State Grants	\$12,990	\$15,400	\$0	\$3,170	\$0	\$0	\$0	\$0	\$0
Gas & Weight Tax	9,924,670	10,706,770	10,785,050	10,948,900	11,180,450	11,180,450	11,404,060	11,632,140	11,864,780
Metro Act	332,290	350,350	325,000	364,000	375,000	375,000	386,250	397,840	409,770
Other Revenue	326,510	48,620	335,000	407,850	412,850	412,850	421,100	429,530	438,120
Transfer from General Fund	2,000,000	1,750,000	500,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Total Revenues</b>	<b>12,596,460</b>	<b>12,871,140</b>	<b>11,945,050</b>	<b>13,223,920</b>	<b>12,968,300</b>	<b>12,968,300</b>	<b>13,211,410</b>	<b>13,459,510</b>	<b>13,712,670</b>
<b>EXPENDITURES</b>									
Major Street Maintenance	2,440,710	2,516,120	2,510,040	2,570,940	2,596,270	2,596,270	2,661,180	2,727,710	2,795,900
Major Street Improvements	6,116,900	2,622,260	13,504,060	13,826,660	4,860,000	4,760,000	4,200,000	3,700,000	6,300,000
Tfr. to Road Bond Debt Fund	2,389,260	4,017,900	4,640,750	4,640,750	4,801,430	4,801,430	5,028,840	5,005,360	4,797,140
<b>Total Expenditures</b>	<b>11,058,990</b>	<b>9,273,980</b>	<b>20,766,140</b>	<b>21,262,640</b>	<b>12,482,310</b>	<b>12,382,310</b>	<b>12,120,240</b>	<b>11,669,050</b>	<b>14,134,920</b>
<b>Rev. Over (Under) Expend.</b>	<b>1,537,470</b>	<b>3,597,160</b>	<b>(8,821,090)</b>	<b>(8,038,720)</b>	<b>485,990</b>	<b>585,990</b>	<b>1,091,170</b>	<b>1,790,460</b>	<b>(422,250)</b>
<b>Beginning Fund Balance</b>	<b>5,629,630</b>	<b>7,167,100</b>	<b>10,764,260</b>	<b>10,764,260</b>	<b>2,725,540</b>	<b>2,725,540</b>	<b>3,311,530</b>	<b>4,402,700</b>	<b>6,193,160</b>
<b>Ending Fund Balance</b>	<b>\$7,167,100</b>	<b>\$10,764,260</b>	<b>\$1,943,170</b>	<b>\$2,725,540</b>	<b>\$3,211,530</b>	<b>\$3,311,530</b>	<b>\$4,402,700</b>	<b>\$6,193,160</b>	<b>\$5,770,910</b>
<b>LOCAL ROAD FUND</b>									
<b>REVENUES</b>									
Property Taxes	\$3,563,510	\$3,631,070	\$3,793,820	\$3,789,570	\$4,055,560	\$4,055,560	\$4,136,670	\$4,219,400	\$4,303,790
Federal & State Grants	0	25,520	250,000	250,000	0	0	0	0	0
Gas & Weight Tax	3,685,900	3,972,050	3,988,990	4,053,570	4,135,230	4,135,230	4,217,940	4,302,290	4,388,340
Metro Act	122,900	129,580	120,000	130,000	135,000	135,000	140,000	145,000	150,000
Personal Property Tax Reimb.	268,900	243,100	278,170	272,680	281,710	281,710	287,340	293,090	298,950
Charges for Services	76,370	65,150	50,000	50,000	51,500	51,500	52,530	53,580	54,650
Other Revenue	21,540	4,250	4,250	17,100	19,000	19,000	19,380	19,770	20,170
Transfer from General Fund	0	0	0	500,000	0	0	0	0	0
<b>Total Revenues</b>	<b>7,739,120</b>	<b>8,070,720</b>	<b>8,485,230</b>	<b>9,062,920</b>	<b>8,678,000</b>	<b>8,678,000</b>	<b>8,853,860</b>	<b>9,033,130</b>	<b>9,215,900</b>
<b>EXPENDITURES</b>									
Local Street Maintenance	2,428,760	2,162,580	2,463,500	2,463,500	2,347,050	2,347,050	2,405,730	2,465,870	2,527,520
Local Street Improvements	4,771,340	6,661,900	5,239,420	5,289,640	6,025,000	6,180,000	5,710,000	5,840,000	5,980,000
<b>Total Expenditures</b>	<b>7,336,150</b>	<b>8,946,010</b>	<b>7,833,000</b>	<b>7,883,220</b>	<b>8,502,130</b>	<b>8,657,130</b>	<b>8,249,060</b>	<b>8,442,540</b>	<b>8,647,610</b>
<b>Rev. Over (Under) Expend.</b>	<b>402,970</b>	<b>(875,290)</b>	<b>652,230</b>	<b>1,179,700</b>	<b>175,870</b>	<b>20,870</b>	<b>604,800</b>	<b>590,590</b>	<b>568,290</b>
<b>Beginning Fund Balance</b>	<b>1,098,640</b>	<b>1,501,610</b>	<b>626,320</b>	<b>626,320</b>	<b>1,806,020</b>	<b>1,806,020</b>	<b>1,826,890</b>	<b>2,431,690</b>	<b>3,022,280</b>
<b>Ending Fund Balance</b>	<b>\$1,501,610</b>	<b>\$626,320</b>	<b>\$1,278,550</b>	<b>\$1,806,020</b>	<b>\$1,981,890</b>	<b>\$1,826,890</b>	<b>\$2,431,690</b>	<b>\$3,022,280</b>	<b>\$3,590,570</b>

**SPECIAL REVENUE FUNDS  
REVENUES, EXPENDITURES & FUND BALANCES**

Special Revenue Funds	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Adopted	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
<b>LAND &amp; WATER FUND</b>									
<b>REVENUES</b>									
Other Revenue	\$40	\$0	\$0	\$500	\$0	\$0			
<b>Total Revenues</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>			
<b>EXPENDITURES</b>									
Land Acquisition & Improve.	128,660	0	0	0	0	0			
<b>Total Expenditures</b>	<b>128,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Rev. Over (Under) Expend.</b>	<b>(128,620)</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>			
<b>Beginning Fund Balance</b>	<b>159,900</b>	<b>31,280</b>	<b>31,280</b>	<b>31,280</b>	<b>31,780</b>	<b>31,780</b>			
<b>Ending Fund Balance</b>	<b>\$31,280</b>	<b>\$31,280</b>	<b>\$31,280</b>	<b>\$31,780</b>	<b>\$31,780</b>	<b>\$31,780</b>			
<b>PARKS &amp; RECREATION FUND</b>									
<b>REVENUES</b>									
Property Taxes	\$4,325,540	\$4,402,370	\$4,606,560	\$4,601,370	\$4,918,040	\$4,918,040	\$5,114,760	\$5,319,350	\$5,532,120
Federal/State/Local Returns	548,720	527,180	570,710	594,540	581,670	581,670	593,300	605,170	617,270
Charges for Services	473,370	921,390	1,253,790	1,122,300	1,337,760	1,337,760	1,364,510	1,391,800	1,419,640
Other Revenue	79,110	101,500	61,000	123,500	125,700	125,700	128,210	130,770	133,390
Transfer from General Fund	3,486,350	2,525,970	2,741,180	2,741,180	3,256,170	3,256,170	3,353,860	3,454,480	3,558,110
<b>Total Revenues</b>	<b>8,913,090</b>	<b>8,478,410</b>	<b>9,233,240</b>	<b>9,182,890</b>	<b>10,219,340</b>	<b>10,219,340</b>	<b>10,554,640</b>	<b>10,901,570</b>	<b>11,260,530</b>
<b>EXPENDITURES</b>									
Personnel Services	2,498,840	2,977,850	3,452,190	3,515,430	3,845,600	3,845,600	3,960,968	4,079,797	4,202,191
Supplies	197,820	271,970	323,680	327,500	336,570	336,570	346,667	357,067	367,779
Other Charges	1,837,440	1,955,670	2,450,390	2,410,970	2,807,290	2,807,290	2,891,509	2,978,254	3,067,602
Capital Outlay	1,829,120	196,630	294,370	294,370	100,000	100,000	500,000	500,000	500,000
Debt Service	2,998,590	3,002,090	3,001,590	3,001,590	3,002,090	3,002,090	2,998,540	3,000,340	3,002,590
<b>Total Expenditures</b>	<b>9,361,810</b>	<b>8,404,210</b>	<b>9,522,220</b>	<b>9,549,860</b>	<b>10,091,550</b>	<b>10,091,550</b>	<b>10,697,684</b>	<b>10,915,458</b>	<b>11,140,162</b>
<b>Rev. Over (Under) Expend.</b>	<b>(448,720)</b>	<b>74,200</b>	<b>(288,980)</b>	<b>(366,970)</b>	<b>127,790</b>	<b>127,790</b>	<b>(143,044)</b>	<b>(13,888)</b>	<b>120,368</b>
<b>Beginning Fund Balance</b>	<b>1,205,570</b>	<b>756,850</b>	<b>831,050</b>	<b>831,050</b>	<b>464,080</b>	<b>464,080</b>	<b>591,870</b>	<b>591,870</b>	<b>448,826</b>
<b>Ending Fund Balance</b>	<b>\$756,850</b>	<b>\$831,050</b>	<b>\$542,070</b>	<b>\$464,080</b>	<b>\$591,870</b>	<b>\$591,870</b>	<b>\$448,826</b>	<b>\$577,982</b>	<b>\$569,194</b>
<b>PUBLIC SAFETY FORF. FUND</b>									
<b>REVENUES</b>									
Federal Forfeitures & Income	\$188,450	\$493,590	\$30,540	\$124,520	\$0	\$0			
Treasury Forfeitures & Income	0	0	0	396,130	0	0			
State Forfeitures & Income	361,970	422,750	144,840	226,260	0	0			
OWI Forfeitures	3,150	0	0	0	0	0			
Gambling Forfeitures	220,670	109,700	99,390	464,330	0	0			
Act 302 Training Funds	16,730	18,860	16,800	9,110	18,900	18,900			
Other Revenue	730	38,260	52,890	73,120	0	0			
<b>Total Revenue</b>	<b>791,700</b>	<b>1,083,160</b>	<b>344,460</b>	<b>1,293,470</b>	<b>18,900</b>	<b>18,900</b>			

**SPECIAL REVENUE FUNDS  
REVENUES, EXPENDITURES & FUND BALANCES**

Special Revenue Funds	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Adopted	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
<b>EXPENDITURES</b>									
Federal Forfeiture Expenditures	152,390	72,920	82,320	120,930	193,880	193,880			
Treasury Forf. Expenditures	0	0	0	0	0	0			
State Forfeiture Expenditures	448,690	526,780	519,250	527,680	144,140	144,140			
Gambling Forf. Expenditures	0	0	0	0	315,000	315,000			
OWI Forfeiture Expenditures	1,580	2,570	13,030	15,000	11,000	11,000			
Act 302 Training Funds	23,800	20,980	28,800	26,800	26,800	26,800			
<b>Total Expenditures</b>	<b>626,460</b>	<b>623,250</b>	<b>643,400</b>	<b>690,410</b>	<b>690,820</b>	<b>690,820</b>			
<b>Rev. Over (Under) Expend.</b>	<b>165,240</b>	<b>459,910</b>	<b>(298,940)</b>	<b>603,060</b>	<b>(671,920)</b>	<b>(671,920)</b>			
<b>Beginning Fund Balance</b>	<b>726,470</b>	<b>891,710</b>	<b>1,351,620</b>	<b>1,351,620</b>	<b>1,954,680</b>	<b>1,954,680</b>			
<b>Ending Fund Balance</b>	<b>\$891,710</b>	<b>\$1,351,620</b>	<b>\$1,052,680</b>	<b>\$1,954,680</b>	<b>\$1,282,760</b>	<b>\$1,282,760</b>			
<b>COMM. DEV. BLOCK GRANT FUND</b>									
<b>REVENUES</b>									
Federal Grants	\$739,740	\$854,430	\$1,573,420	\$1,487,490	\$831,180	\$831,180			
CDBG-CV Grant	495,570	54,260	535,490	535,490	0	0			
Revenue Direct Loans	94,520	123,390	100,000	100,000	90,000	90,000			
<b>Total Revenues</b>	<b>1,329,830</b>	<b>1,032,080</b>	<b>2,208,910</b>	<b>2,122,980</b>	<b>921,180</b>	<b>921,180</b>			
<b>EXPENDITURES</b>									
Community Development	1,329,830	1,032,070	2,208,910	2,122,980	921,180	921,180			
<b>Total Expenditures</b>	<b>1,329,830</b>	<b>1,032,070</b>	<b>2,208,910</b>	<b>2,122,980</b>	<b>921,180</b>	<b>921,180</b>			
<b>Rev. Over (Under) Expend.</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>			
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$10</b>	<b>\$10</b>	<b>\$10</b>	<b>\$10</b>	<b>\$0</b>			
<b>OPIOID SETTLEMENT FUND</b>									
<b>REVENUES</b>									
Other Revenue	0	0	0	0	125,000	125,000			
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>125,000</b>			
<b>EXPENDITURES</b>									
Supplies	0	0	0	0	10,000	10,000			
Other Charges	0	0	0	0	115,000	115,000			
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>125,000</b>			
<b>Rev. Over (Under) Expend.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>			

**SPECIAL REVENUE FUNDS**  
**REVENUES, EXPENDITURES & FUND BALANCES**

Special Revenue Funds	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Adopted	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
<b>INDIGENT DEFENSE FUND</b>									
<b>REVENUES</b>									
State Grants	\$0	\$223,090	\$360,350	\$511,830	\$511,830	\$511,830			
Interest on Investments	80	0	0	0	0	0			
<b>Total Revenues</b>	<b>80</b>	<b>223,090</b>	<b>360,350</b>	<b>511,830</b>	<b>511,830</b>	<b>511,830</b>			
<b>EXPENDITURES</b>									
Supplies	0	0	500	250	250	250			
Other Charges	136,000	223,080	359,850	511,580	511,580	511,580			
<b>Total Expenditures</b>	<b>136,000</b>	<b>223,080</b>	<b>360,350</b>	<b>511,830</b>	<b>511,830</b>	<b>511,830</b>			
<b>Rev. Over (Under) Expend.</b>	<b>(135,920)</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Beginning Fund Balance</b>	<b>236,600</b>	<b>100,680</b>	<b>100,690</b>	<b>100,690</b>	<b>100,690</b>	<b>100,690</b>			
<b>Ending Fund Balance</b>	<b>\$100,680</b>	<b>\$100,690</b>	<b>\$100,690</b>	<b>\$100,690</b>	<b>\$100,690</b>	<b>\$100,690</b>			
<b>AMERICAN RESCUE PLAN ACT</b>									
<b>REVENUES</b>									
Federal Grants	\$0	\$2,325,500	\$5,870,780	\$7,586,290	\$584,200	\$584,200			
Other Revenue	0	28,640	0	350,000	0	0			
<b>Total Revenues</b>	<b>0</b>	<b>2,354,140</b>	<b>5,870,780</b>	<b>7,936,290</b>	<b>584,200</b>	<b>584,200</b>			
<b>EXPENDITURES</b>									
Personnel Services	0	505,310	54,950	54,950	54,200	54,200			
Other Charges	0	398,420	413,350	1,413,210	530,000	530,000			
Other Services	0	0	356,000	356,000	0	0			
Capital Outlay	0	1,421,760	5,046,480	5,762,130	0	0			
<b>Total Expenditures</b>	<b>0</b>	<b>2,325,490</b>	<b>5,870,780</b>	<b>7,586,290</b>	<b>584,200</b>	<b>584,200</b>			
<b>Rev. Over (Under) Expend.</b>	<b>0</b>	<b>28,640</b>	<b>0</b>	<b>350,000</b>	<b>0</b>	<b>0</b>			
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>28,640</b>	<b>28,640</b>	<b>378,640</b>	<b>378,640</b>			
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$28,640</b>	<b>\$28,640</b>	<b>\$378,640</b>	<b>\$378,640</b>	<b>\$378,640</b>			
<b>CORR. IMPROVE. AUTH. FUND</b>									
<b>REVENUES</b>									
Property Taxes	\$230,610	\$253,930	\$275,380	\$273,380	\$310,950	\$310,950			
Other Revenue	150	0	0	9,000	10,000	10,000			
<b>Total Revenues</b>	<b>230,760</b>	<b>253,930</b>	<b>275,380</b>	<b>282,380</b>	<b>320,950</b>	<b>320,950</b>			
<b>EXPENDITURES</b>									
Other Charges	161,800	40,550	100,000	100,000	40,000	40,000			
Capital Outlay	0	96,270	500,000	500,000	0	0			
<b>Total Expenditures</b>	<b>161,800</b>	<b>136,820</b>	<b>600,000</b>	<b>600,000</b>	<b>40,000</b>	<b>40,000</b>			
<b>Rev. Over (Under) Expend.</b>	<b>68,960</b>	<b>117,110</b>	<b>(324,620)</b>	<b>(317,620)</b>	<b>280,950</b>	<b>280,950</b>			
<b>Beginning Fund Balance</b>	<b>826,370</b>	<b>895,330</b>	<b>1,012,440</b>	<b>1,012,440</b>	<b>694,820</b>	<b>694,820</b>			
<b>Ending Fund Balance</b>	<b>\$895,330</b>	<b>\$1,012,440</b>	<b>\$687,820</b>	<b>\$694,820</b>	<b>\$975,770</b>	<b>\$975,770</b>			

**SPECIAL REVENUE FUNDS  
REVENUES, EXPENDITURES & FUND BALANCES**

Special Revenue Funds	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Adopted	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
<b>ECON. DEV. CORP. FUND</b>									
<b>REVENUES</b>									
Funding from General Gov't	\$0	\$0	\$0	\$0	\$0	\$0			
<b>Total Revenues</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>EXPENDITURES</b>									
Other Charges	77,900	77,900	77,900	77,900	36,860	36,860			
<b>Total Expenditures</b>	<b>77,900</b>	<b>77,900</b>	<b>77,900</b>	<b>77,900</b>	<b>36,860</b>	<b>36,860</b>			
<b>Rev. Over (Under) Expend.</b>	<b>(77,830)</b>	<b>(77,900)</b>	<b>(77,900)</b>	<b>(77,900)</b>	<b>(36,860)</b>	<b>(36,860)</b>			
<b>Beginning Fund Balance</b>	<b>270,490</b>	<b>192,660</b>	<b>114,760</b>	<b>114,760</b>	<b>36,860</b>	<b>36,860</b>			
<b>Ending Fund Balance</b>	<b>\$192,660</b>	<b>\$114,760</b>	<b>\$36,860</b>	<b>\$36,860</b>	<b>\$0</b>	<b>\$0</b>			
<b>BROWNFIELD REDEV. AUTH. FUND</b>									
<b>REVENUES</b>									
Property Taxes - TIF	\$627,270	\$706,550	\$729,780	\$681,370	\$719,390	\$719,390			
Other Revenue	70	0	0	0	0	0			
<b>Total Revenues</b>	<b>627,340</b>	<b>706,550</b>	<b>729,780</b>	<b>681,370</b>	<b>719,390</b>	<b>719,390</b>			
<b>EXPENDITURES</b>									
Other Charges	627,280	706,550	729,780	671,370	716,890	716,890			
Transfers to General Fund	0	0	0	10,000	2,500	2,500			
<b>Total Expenditures</b>	<b>627,280</b>	<b>706,550</b>	<b>729,780</b>	<b>681,370</b>	<b>719,390</b>	<b>719,390</b>			
<b>Rev. Over (Under) Expend.</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Beginning Fund Balance</b>	<b>2,090</b>	<b>2,150</b>	<b>2,150</b>	<b>2,150</b>	<b>2,150</b>	<b>2,150</b>			
<b>Ending Fund Balance</b>	<b>\$2,150</b>	<b>\$2,150</b>	<b>\$2,150</b>	<b>\$2,150</b>	<b>\$2,150</b>	<b>\$2,150</b>			
<b>LOC. DEV. FINANCE AUTH. FUND</b>									
<b>REVENUES</b>									
LDFA General Capture	\$687,160	\$785,140	\$789,190	\$783,530	\$833,150	\$833,150			
LDFA SmartZone Capture	696,070	800,780	783,710	776,820	826,450	826,450			
Federal Grants	0	0	0	0	120,000	120,000			
Other Revenue	198,330	216,030	195,000	213,000	215,000	215,000			
<b>Total Revenues</b>	<b>1,581,560</b>	<b>1,801,950</b>	<b>1,767,900</b>	<b>1,773,350</b>	<b>1,994,600</b>	<b>1,994,600</b>			
<b>EXPENDITURES</b>									
Incubator Operations	1,065,000	1,119,950	1,684,330	1,719,640	1,952,650	1,952,650			
SmartZone Improvements	412,900	309,370	853,230	818,000	53,000	53,000			
<b>Total Expenditures</b>	<b>1,477,900</b>	<b>1,429,320</b>	<b>2,537,560</b>	<b>2,537,640</b>	<b>2,005,650</b>	<b>2,005,650</b>			
<b>Rev. Over (Under) Expend.</b>	<b>103,660</b>	<b>372,630</b>	<b>(769,660)</b>	<b>(764,290)</b>	<b>(11,050)</b>	<b>(11,050)</b>			
<b>Beginning Fund Balance</b>	<b>788,870</b>	<b>892,530</b>	<b>1,265,160</b>	<b>1,265,160</b>	<b>500,870</b>	<b>500,870</b>			
<b>Ending Fund Balance</b>	<b>\$892,530</b>	<b>\$1,265,160</b>	<b>\$495,500</b>	<b>\$500,870</b>	<b>\$489,820</b>	<b>\$489,820</b>			

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***An investment in knowledge pays the best interest.***

***~ Benjamin Franklin ~***



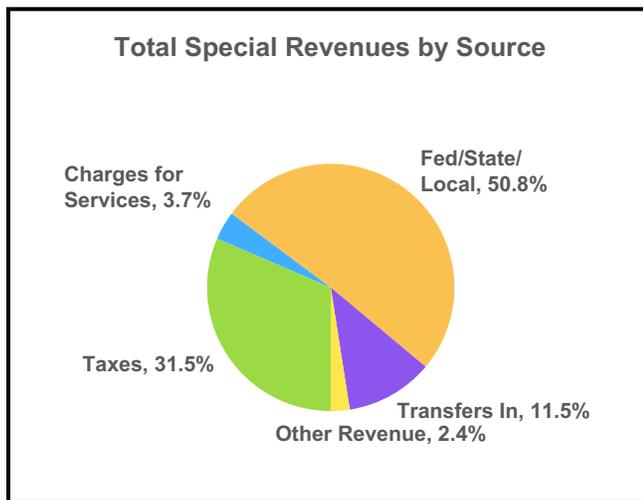
## TAXES

This revenue source represents 31.5% of total Special Revenues and is largely generated by the voter approved Safe Streets millage and Recreating Recreation millage, as well as from tax increment financing (TIF) revenues from the Local Development Authority, the Brownfield Redevelopment Authority, and the Corridor Improvement Authority. A total of \$11.7 million is anticipated next fiscal year. Property Tax revenue is up 6.2% primarily due to increases in taxable value. There is no increase in millage rates.

## STATE & LOCAL RETURNS

The largest source of revenue to the Special Revenue Funds is State & Local Returns. This source of revenue is comprised of grants from the Federal, State, and County levels of government. The major source of revenue in this revenue center is Highway & Street Grants, or as more commonly known, Act 51 Funds. The Act 51 Funds are distributed to communities based on predetermined Michigan Department of Transportation formulas.

In 2023/24, State and Local Returns total \$18.8 million and represent 50.8% of total Special Revenue sources, a decrease of \$6.2 million from the prior year. Grant revenue from the American Rescue Plan is down \$6 million as budgeted expenditures are less than last year and revenue is recognized as funds are spent. This is partially offset by an increase in Highway & Street Grants of \$541,640 based on estimates received from the State of Michigan.



## OTHER FINANCING SOURCES

Other Financing Sources include Transfers In from other funds. This revenue center receives a transfer from the General Fund each year.

In 2023/24, revenues generated from Other Financing Sources represent 11.5% of total Special Revenue sources, an increase of \$1 million. The General Fund transfer to Major Roads increased \$500,000 to fund additional road projects and the transfer to the Parks & Recreation fund increased \$514,990 due to cost increases in contractual services.

## CHARGES FOR SERVICES

Charges for Services consists primarily of revenue from Parks & Recreation Fees. In the 2023/24 Budget, Charges for Services represents 3.7% of total Special Revenue sources, an increase of \$85,470.

## OTHER REVENUE

The revenue source of Other Revenue includes revenues that cannot be easily classified in other revenue centers. Included in this revenue center is Interest on Investments, Special Assessment Revenue, Rental Income, Contributions & Donations, and Reimbursements. These reimbursements are from the Macomb County Road Commission and MDOT for the sweeping and mowing of State and County roads by the City.

In 2023/24, Other Revenues represent 2.4% of total Special Revenue sources, an increase of \$259,410. The increase is due to the recognition of Opioid Settlement revenue used to fund a full-time Social Worker position and higher interest earnings due to increasing rates of return.

## EXCESS REVENUE OVER (UNDER) EXPENDITURES

A Contribution to Fund Balance exists when revenues exceed expenditures.

In the 2023/24 Budget, revenues exceed expenditures by \$295,770. Additions to fund balance in the Major and Local Roads funds are offset by a drawdown in fund balance for the Public Safety Forfeitures Fund. Funding for Public Safety Forfeitures does not take into consideration the revenue from future anticipated receipts.

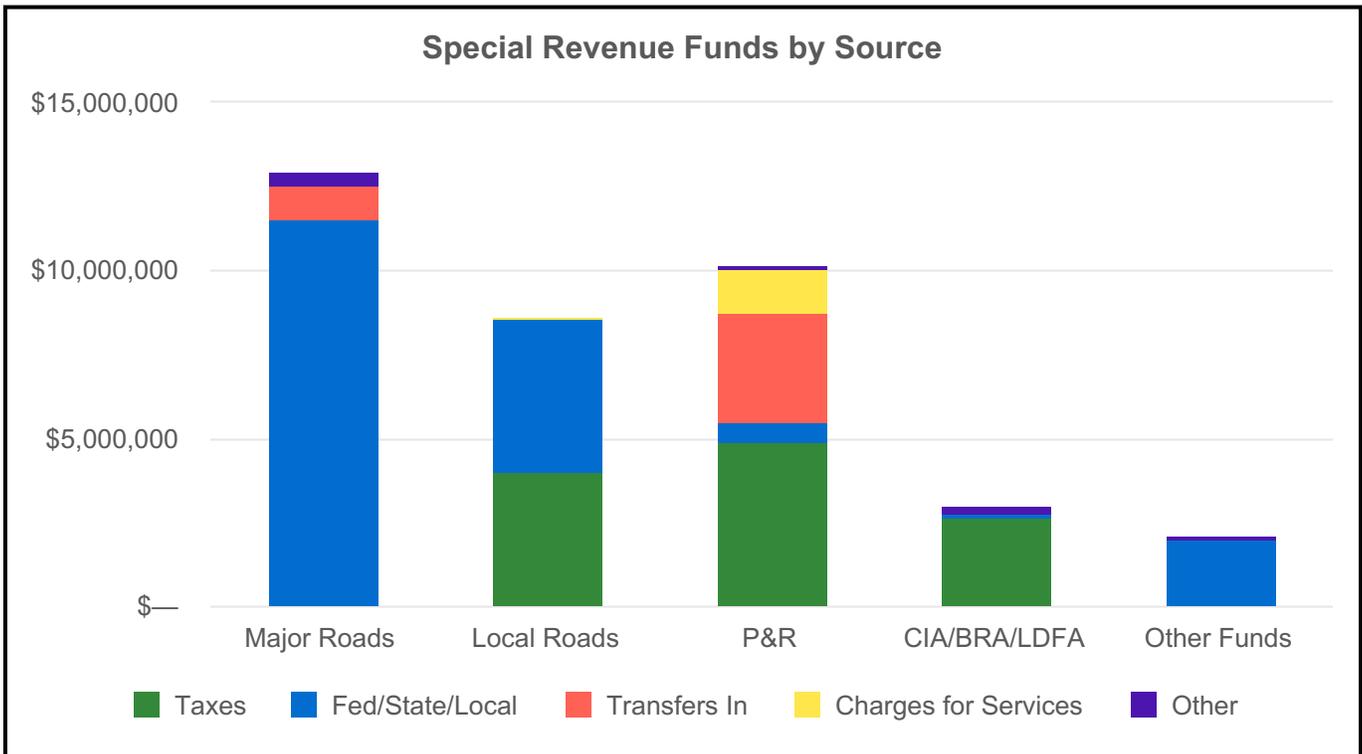
**SPECIAL REVENUE FUNDS  
REVENUE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b>TAXES</b>						
404001	Property Tax Refunds	(\$46,120)	(0.13)	(\$40,000)	(0.10)	<b>(\$45,000)</b>	<b>(0.12)</b>
407000	Safe Streets Tax	3,640,680	9.87	3,805,320	9.23	<b>4,064,060</b>	<b>10.97</b>
408000	Recreating Recreation Tax	4,414,440	11.97	4,615,560	11.20	<b>4,929,040</b>	<b>13.30</b>
415000	Delinquent Personal Property Tax	12,740	0.03	7,500	0.02	<b>13,000</b>	<b>0.04</b>
420000	Property Taxes - TIF	554,090	1.50	603,720	1.46	<b>655,210</b>	<b>1.77</b>
422000	LDFA - SmartZone Capture	800,780	2.17	783,710	1.90	<b>826,450</b>	<b>2.23</b>
423000	LDFA - General Capture	785,140	2.13	789,190	1.91	<b>833,150</b>	<b>2.25</b>
424000	BRA - School Capture	406,390	1.10	401,440	0.97	<b>375,130</b>	<b>1.01</b>
445000	Penalties and Interest	11,700	0.03	12,000	0.03	<b>12,500</b>	<b>0.03</b>
	<b>Total Taxes</b>	<b>10,579,840</b>	<b>28.69</b>	<b>10,978,440</b>	<b>26.63</b>	<b>11,663,540</b>	<b>31.47</b>
	<b>STATE &amp; LOCAL RETURNS</b>						
529000	Federal Grant - Other	3,223,580	8.74	7,444,200	18.06	<b>1,415,380</b>	<b>3.82</b>
529003	Revenue Direct Loans	123,390	0.33	100,000	0.24	<b>90,000</b>	<b>0.24</b>
529100	Federal Forfeiture Grants	484,890	1.31	21,790	0.05	<b>0</b>	<b>0.00</b>
529101	Federal Forfeiture Program Income	8,700	0.02	8,750	0.02	<b>0</b>	<b>0.00</b>
529389	CDBG COVID-19	54,260	0.15	535,490	1.30	<b>0</b>	<b>0.00</b>
539002	State Grants	248,610	0.67	610,350	1.48	<b>511,830</b>	<b>1.38</b>
539200	State Forfeiture Grants	400,970	1.09	129,090	0.31	<b>0</b>	<b>0.00</b>
539201	State Forfeiture Program Income	21,780	0.06	15,750	0.04	<b>0</b>	<b>0.00</b>
539300	Gambling Forfeitures	109,700	0.30	99,390	0.24	<b>0</b>	<b>0.00</b>
539348	Metro Act	479,930	1.30	445,000	1.08	<b>510,000</b>	<b>1.38</b>
539500	Act 302 Training Funds	18,860	0.05	16,800	0.04	<b>18,900</b>	<b>0.05</b>
546000	Highway & Street Grants	14,678,820	39.81	14,774,040	35.84	<b>15,315,680</b>	<b>41.32</b>
549000	County & Other Local Grants	0	0.00	0	0.00	<b>120,000</b>	<b>0.32</b>
573386	Personal Property Tax Reimbursement	546,780	1.48	608,880	1.48	<b>623,380</b>	<b>1.68</b>
581001	Municipal Credit Transportation	195,250	0.53	240,000	0.58	<b>240,000</b>	<b>0.65</b>
	<b>Total State &amp; Local Returns</b>	<b>20,595,520</b>	<b>55.85</b>	<b>25,049,530</b>	<b>60.77</b>	<b>18,845,170</b>	<b>50.85</b>
	<b>OTHER FINANCING SOURCES</b>						
699101	Transfer from General Fund	4,275,970	11.60	3,241,180	7.86	<b>4,256,170</b>	<b>11.48</b>
	<b>Total Other Financing Sources</b>	<b>4,275,970</b>	<b>11.60</b>	<b>3,241,180</b>	<b>7.86</b>	<b>4,256,170</b>	<b>11.48</b>
	<b>CHARGES FOR SERVICES</b>						
637001	Copies & Forms	10	0.00	20	0.00	<b>0</b>	<b>0.00</b>
639001	Parks & Recreation Fees	820,090	2.22	1,126,720	2.73	<b>1,210,710</b>	<b>3.27</b>
639002	Baseball Registration Fees	101,290	0.27	127,050	0.31	<b>127,050</b>	<b>0.34</b>
640004	Tree Sales & Planting	65,150	0.18	50,000	0.12	<b>51,500</b>	<b>0.14</b>
	<b>Total Charges for Services</b>	<b>986,540</b>	<b>2.68</b>	<b>1,303,790</b>	<b>3.16</b>	<b>1,389,260</b>	<b>3.75</b>
	<b>OTHER REVENUE</b>						
665000	Interest on Investments	60,670	0.16	2,150	0.01	<b>198,850</b>	<b>0.54</b>
665100	Interest Income - Federal Forfeiture	1,020	0.00	3,470	0.01	<b>0</b>	<b>0.00</b>
665130	Interest Income - Treas. Forfeiture	10	0.00	30	0.00	<b>0</b>	<b>0.00</b>
665200	Interest Income - State Forfeiture	790	0.00	2,700	0.01	<b>0</b>	<b>0.00</b>
665300	Interest Income - Gamble Forf	60	0.00	200	0.00	<b>0</b>	<b>0.00</b>
665400	Interest Income - OWI Forfeitures	110	0.00	360	0.00	<b>0</b>	<b>0.00</b>
665500	Interest Income - Act 302 Training	40	0.00	140	0.00	<b>0</b>	<b>0.00</b>
667716	Rental Income Smart Incubator	216,030	0.59	195,000	0.47	<b>195,000</b>	<b>0.53</b>
672000	Special Assessment Revenue	2,590	0.01	2,380	0.01	<b>2,380</b>	<b>0.01</b>
672445	SA Delinquent Interest & Penalties	0	0.00	0	0.00	<b>0</b>	<b>0.00</b>
672665	Special Assessment Interest	1,620	0.00	1,720	0.00	<b>1,620</b>	<b>0.00</b>
675001	Donations - Parks & Recreation	55,660	0.15	35,000	0.08	<b>50,000</b>	<b>0.13</b>

## SPECIAL REVENUE FUNDS REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
676000	Reimbursements	295,140	0.80	350,000	0.85	<b>325,000</b>	<b>0.88</b>
677008	Unrealized Gain/Loss	(260,650)	(0.71)	0	0.00	<b>0</b>	<b>0.00</b>
679752	Parks & Recreation Retail Sale	1,820	0.00	0	0.00	<b>700</b>	<b>0.00</b>
685000	Miscellaneous Revenue	25,370	0.07	9,000	0.02	<b>9,000</b>	<b>0.02</b>
685010	Opioid Settlement Revenue	0	0.00	0	0.00	<b>125,000</b>	<b>0.34</b>
685200	Miscellaneous Revenue - State	36,230	0.10	45,990	0.11	<b>0</b>	<b>0.00</b>
687000	Refunds and Rebates	790	0.00	0	0.00	<b>0</b>	<b>0.00</b>
	<b>Total Other Revenue</b>	<b>437,300</b>	<b>1.19</b>	<b>648,140</b>	<b>1.57</b>	<b>907,550</b>	<b>2.45</b>
	<b>Total Special Revenue Funds</b>	<b>\$36,875,170</b>	<b>100.00</b>	<b>\$41,221,080</b>	<b>100.00</b>	<b>\$37,061,690</b>	<b>100.00</b>

Note: The 2021-2022 Actual Column is rounded to the nearest \$10.



**SPECIAL REVENUE FUNDS  
EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b><u>PERSONNEL SERVICES</u></b>						
704000	Wages - Salaries - Permanent	\$1,402,540	4.23	\$1,107,100	2.16	\$1,173,700	3.19
704001	Sick/Personal Buy Back	4,950	0.01	6,980	0.01	5,050	0.01
704721	Health Insurance Allowance	9,750	0.03	12,000	0.02	9,000	0.02
705000	Wages - Salaries - Temp/Part-time	1,157,770	3.49	1,435,740	2.81	1,642,800	4.47
708000	Overtime	51,190	0.15	57,590	0.11	86,050	0.23
708001	Comp Time Buy Back	19,370	0.06	26,020	0.05	21,450	0.06
709000	Other Benefits/Reimbursements	4,570	0.01	4,700	0.01	7,200	0.02
710000	Longevity	19,780	0.06	20,250	0.04	21,500	0.06
715000	Clothing Allowance	70	0.00	300	0.00	300	0.00
717000	FICA	202,200	0.61	205,210	0.40	227,050	0.62
718000	Worker's Compensation	15,480	0.05	10,950	0.02	14,050	0.04
720000	Pension - General Employees	182,910	0.55	163,340	0.32	184,400	0.50
720002	Defined Contribution	30,800	0.09	39,870	0.08	72,750	0.20
721000	Health Insurance	192,950	0.58	214,080	0.42	237,500	0.65
721001	Health Insurance - Retirees	148,800	0.45	144,000	0.28	136,000	0.37
721003	Retiree Health Savings	12,120	0.04	27,400	0.05	27,200	0.07
722000	Dental Insurance	14,660	0.04	16,090	0.03	16,950	0.05
723000	Life Insurance	3,380	0.01	3,930	0.01	4,250	0.01
724000	Eye Care Insurance	1,680	0.01	2,130	0.00	2,450	0.01
725000	Disability Insurance - Long-term	2,050	0.01	2,400	0.00	2,600	0.01
725355	Disability Insurance - Short-term	6,140	0.02	7,060	0.01	7,550	0.02
	<b>Total Personnel Services</b>	<b>3,483,160</b>	<b>10.50</b>	<b>3,507,140</b>	<b>6.86</b>	<b>3,899,800</b>	<b>10.61</b>
	<b><u>SUPPLIES</u></b>						
729000	Postage	2,710	0.01	4,300	0.01	4,300	0.01
730000	Publications	250	0.00	250	0.00	250	0.00
741000	Ammunition	0	0.00	2,800	0.01	2,800	0.01
751000	Operating Supplies	74,180	0.22	99,300	0.19	102,370	0.28
761000	Program Activity Supplies	198,300	0.60	235,560	0.46	237,490	0.65
762000	Seniors Program Supplies	19,540	0.06	27,960	0.05	34,980	0.10
785000	Books	6,120	0.02	3,800	0.01	3,800	0.01
	<b>Total Supplies</b>	<b>301,100</b>	<b>0.91</b>	<b>373,970</b>	<b>0.73</b>	<b>385,990</b>	<b>1.05</b>
	<b><u>OTHER CHARGES</u></b>						
802000	Audit & Accounting Services	1,320	0.00	1,370	0.00	1,390	0.00
805000	Administrative Services	587,690	1.77	619,470	1.21	691,560	1.88
805100	Management Services	124,400	0.37	197,500	0.39	150,000	0.41
806000	Legal Services - Other	229,400	0.69	300,850	0.59	462,200	1.26
806001	Legal Services - City Attorney	0	0.00	500	0.00	500	0.00
807000	Medical Services	710	0.00	600	0.00	1,600	0.00
810000	Other Fees	12,700	0.04	16,500	0.03	20,500	0.06
826000	Other Contracted Services	1,692,190	5.10	2,858,360	5.59	2,656,100	7.22
826001	Other Contracts	0	0.00	25,000	0.05	144,000	0.39
826002	Marketing	0	0.00	96,950	0.19	77,000	0.21
826005	Programs	0	0.00	90,000	0.18	426,000	1.16
826900	Sub recipient Funding	91,970	0.28	145,510	0.28	95,300	0.26
827000	Interfund Services	99,130	0.30	105,050	0.21	99,500	0.27
832000	Building Maintenance	52,430	0.16	80,780	0.16	85,000	0.23
833000	Equipment Maintenance	44,650	0.13	66,390	0.13	68,500	0.19
837000	Retention Pond Maintenance	0	0.00	0	0.00	500,000	1.36
902000	Publishing	3,030	0.01	6,850	0.01	7,350	0.02

**SPECIAL REVENUE FUNDS  
EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
903000	Printing	1,810	0.01	3,960	0.01	3,950	0.01
913000	Liability Insurance	12,470	0.04	12,500	0.02	12,500	0.03
915000	Other Insurance	0	0.00	840	0.00	850	0.00
921000	Electric	285,620	0.86	334,600	0.65	324,000	0.88
922000	Telephone	59,590	0.18	84,600	0.17	80,850	0.22
923000	Gas - Fuel - Oil	88,840	0.27	92,000	0.18	92,000	0.25
925000	Water	161,740	0.49	213,750	0.42	228,000	0.62
933000	Software Maintenance	23,790	0.07	19,820	0.04	26,860	0.07
942000	Building Rent	17,530	0.05	20,000	0.04	18,000	0.05
945000	Other Rental	75,630	0.23	91,680	0.18	134,100	0.36
952000	Investigators & Experts	0	0.00	10,000	0.02	10,000	0.03
956000	Local Meetings	740	0.00	390	0.00	400	0.00
956002	Special Events	820	0.00	60,000	0.12	49,000	0.13
957000	Memberships & Dues	7,880	0.02	10,100	0.02	10,900	0.03
959000	Education & Training	29,810	0.00	42,470	0.08	40,870	0.11
962000	Miscellaneous Expense	964,790	2.91	738,080	1.44	725,190	1.97
962003	Miscellaneous - Public Health	260	0.00	4,830	0.01	0	0.00
962004	Miscellaneous - Household Assistance	362,690	1.09	183,360	0.36	0	0.00
962200	Miscellaneous - Investigations	23,370	0.07	25,000	0.05	25,000	0.07
963717	Miscellaneous - Job Retention Grant	40,000	0.12	10,000	0.02	0	0.00
	<b>Total Other Charges</b>	<b>5,097,000</b>	<b>15.36</b>	<b>6,569,660</b>	<b>12.84</b>	<b>7,268,970</b>	<b>19.77</b>
	<b>OTHER SERVICES</b>						
886162	Access Road Maintenance	63,650	0.19	75,000	0.15	77,250	0.21
887000	Bridge Maintenance	13,580	0.04	10,000	0.02	20,000	0.05
887001	Bridge Maintenance - County	420	0.00	0	0.00	0	0.00
888000	Surface Maintenance	736,470	2.22	700,000	1.37	700,000	1.90
888001	Surface Maintenance - County	37,400	0.11	2,000	0.00	2,000	0.01
888372	2020 Joint Sealing Program	0	0.00	0	0.00	130,000	0.35
889000	Shoulder Maintenance	6,290	0.02	23,000	0.04	23,000	0.06
889001	Shoulder Maintenance - County	0	0.00	500	0.00	500	0.00
890000	Sweeping & Flushing	411,290	1.24	360,000	0.70	370,800	1.01
890001	Sweeping & Flushing - County	48,140	0.15	65,000	0.13	66,950	0.18
890002	Sweeping & Flushing - State	12,960	0.04	17,540	0.03	18,070	0.05
891000	Grass & Weed Control	351,660	1.06	346,500	0.68	356,500	0.97
891001	Grass & Weed Control - County	144,940	0.44	250,000	0.49	275,000	0.75
891002	Grass & Weed Control - State	238,640	0.72	275,000	0.54	275,000	0.75
892000	Roadside Cleanup	32,690	0.10	30,500	0.06	30,500	0.08
892001	Roadside Cleanup - County	25,300	0.08	35,400	0.07	36,500	0.10
892002	Roadside Cleanup - State	49,640	0.15	62,000	0.12	62,000	0.17
893000	Curb & Gutter Maintenance	2,960	0.01	5,000	0.01	5,000	0.01
894000	Storm Drain Maintenance	509,130	1.53	505,000	0.99	515,000	1.40
895000	Tree & Shrub Maintenance	582,420	1.76	1,201,600	2.35	613,000	1.67
895001	Tree & Shrub Maintenance - County	6,810	0.02	30,500	0.06	30,500	0.08
895002	Tree & Shrub Maintenance - State	15,820	0.05	40,000	0.08	40,000	0.11
897000	Snow & Ice Removal	1,067,720	3.22	1,000,000	1.96	1,000,000	2.72
898000	Traffic Signs & Signals	286,280	0.86	225,000	0.44	225,750	0.61
898001	Traffic Signs & Signals - County	330	0.00	3,000	0.01	3,000	0.01
899000	Pavement Markings	34,160	0.10	67,000	0.13	67,000	0.18
	<b>Total Other Services</b>	<b>4,678,700</b>	<b>14.10</b>	<b>5,329,540</b>	<b>10.42</b>	<b>4,943,320</b>	<b>13.45</b>
	<b>CAPITAL OUTLAY</b>						
971000	Land Acquisition	96,270	0.29	1,155,500	2.26	0	0.00

**SPECIAL REVENUE FUNDS  
EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
972350	Dodge Park Improvements	0	0.00	0	0.00	30,000	0.08
972795	Park Improvements	196,630	0.59	294,370	0.58	70,000	0.19
975000	Buildings & Improvements	852,700	2.57	584,660	1.14	70,950	0.19
975060	Schoenherr Towers	141,750	0.43	1,950	0.00	0	0.00
975070	Senior Center Improvements	8,540	0.03	391,470	0.77	0	0.00
979000	Computer Equipment	66,720	0.20	5,260	0.01	7,080	0.02
982000	Machinery & Equipment	136,670	0.41	234,680	0.46	32,600	0.09
984000	Vehicles	246,650	0.74	274,950	0.54	385,000	1.05
985000	Weapons & Protective Gear	9,230	0.03	0	0.00	0	0.00
988000	Construction	5,420	0.02	340,990	0.67	2,613,000	7.11
988246	Van Dyke Streetscape Design	3,720	0.01	0	0.00	0	0.00
988256	Velocity Parking Lot Repairs	0	0.00	0	0.00	513,190	1.40
988257	Gardner Street East	4,370	0.01	330,490	0.65	0	0.00
988276	2017 Bridge Repair Program	23,370	0.07	0	0.00	0	0.00
988280	Smartzone District Improvements	9,370	0.03	815,090	1.59	0	0.00
988329	LDFA Phase II	4,760	0.01	10,230	0.02	0	0.00
988342	Dodge Park Road and Clinton River	17,630	0.05	8,780	0.02	0	0.00
988344	Mound Reconstruction I696 to M59	5,230	0.02	0	0.00	0	0.00
988356	M59 Sidewalk Feasibility Study	18,330	0.06	992,790	1.94	0	0.00
988358	Schoenherr - Plumbrook to Clinton River	412,370	1.24	388,500	0.76	0	0.00
988360	Hamilton Dr East Reconstruction	0	0.00	30	0.00	0	0.00
988362	2020 Local Road Reconstruction	50	0.00	0	0.00	0	0.00
988363	2020 Concrete Sectional Repair	0	0.00	79,930	0.16	0	0.00
988364	Saal Rd Resurf - Clinton River to 19 Mile Rd	970	0.00	0	0.00	0	0.00
988365	Pondview - 18 to 19 Mile Road	30	0.00	0	0.00	0	0.00
988366	19 Mile - Schoenherr to Clinton River Rd	(237,520)	(0.72)	1,620	0.00	0	0.00
988370	Hayes Resurfacing - 14 Mile to Moravian	860	0.00	17,370	0.03	0	0.00
988371	Schoenherr/Moravian Signals	2,780	0.01	0	0.00	0	0.00
988373	18 Mile and Utica Road	71,790	0.22	0	0.00	0	0.00
988376	19 Mile Rd - Dequindre to Ryan	826,610	2.49	0	0.00	0	0.00
988377	Sanford Drive Reconstruction	121,350	0.37	121,350	0.24	0	0.00
988378	2021 Concrete Sectional Replacement	1,745,170	5.26	7,840	0.02	0	0.00
988379	2021 Local Road Reconstruction	4,590,670	13.84	0	0.00	0	0.00
988381	Sidewalk Repairs 14 Mile Road	0	0.00	12,080	0.02	0	0.00
988382	Metro Parkway - Andrew to Dodge Park	49,370	0.15	1,078,810	2.11	0	0.00
988383	Traffic Signal Upgrades	0	0.00	310,000	0.61	0	0.00
988387	Orban Drive Reconstruction	0	0.00	171,130	0.33	0	0.00
988389	Metro Parkway - Ryan to Dequindre	1,009,390	3.04	1,550,610	3.03	0	0.00
988390	Ryan Road - Metro Parkway	0	0.00	1,400,000	2.74	0	0.00
988391	2022 Concrete Sectional Replacement	730	0.00	1,550,000	3.03	0	0.00
988392	2022 Local Road Concrete	723,260	2.18	3,326,740	6.50	0	0.00
988393	Plumbrook Rd Resurf - Van Dyke to Utica	149,030	0.45	4,950,000	9.68	0	0.00
988394	Malibu Drive Reconstruction	0	0.00	383,160	0.75	0	0.00
988396	Ryan Concrete Repairs - 14 Mile Road	1,256,520	3.79	597,590	1.17	0	0.00
988397	Hayes Resurfacing 18 Mile Road to M59	8,590	0.03	483,320	0.94	0	0.00
988399	Edison Court to Hall Road	19,350	0.06	3,850	0.01	0	0.00
988400	2022 Transportation Asset Management	0	0.00	32,000	0.06	0	0.00
988401	14 Mile and Van Dyke Innov/Defense	0	0.00	10,000	0.02	0	0.00
988402	Dobry Road at Ryan Road Signal	0	0.00	40,000	0.08	0	0.00
988706	2023 Concrete Sectional Repair Program	0	0.00	0	0.00	1,825,000	4.96
988407	2023 Concrete Replacement Program	0	0.00	0	0.00	4,355,000	11.85
988408	Schoenherr Road Resurfacing - 19 Mile Rd	0	0.00	1,785,850	3.49	0	0.00
988409	14 Mile Road Resurfacing - Hayes	0	0.00	1,984,400	3.88	0	0.00

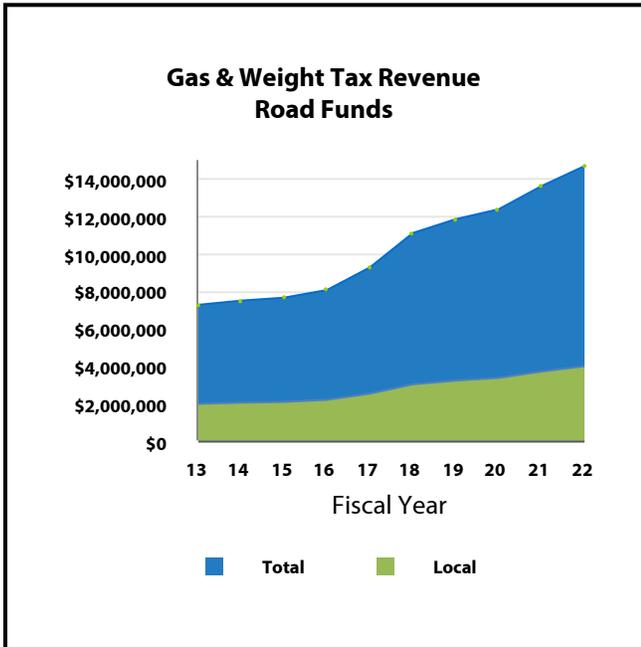
**SPECIAL REVENUE FUNDS  
EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
988410	Metro Parkway Resurfacing - Mound Road	0	0.00	1,000,000	1.96	1,560,000	4.24
988413	17 Mile Road Bridge over Plumbrook Road	0	0.00	1,000,000	1.96	0	0.00
988416	Pondview Drive Reconstruction	0	0.00	0	0.00	900,000	2.45
988417	2023 Pedestrian Improvements	0	0.00	0	0.00	100,000	0.27
	<b>Total Capital Outlay</b>	<b>12,598,730</b>	<b>37.97</b>	<b>27,727,390</b>	<b>54.21</b>	<b>12,461,820</b>	<b>33.90</b>
	<b><u>DEBT SERVICE</u></b>						
992000	Principal	1,610,000	4.85	1,690,000	3.30	1,775,000	4.83
993000	Interest	1,392,090	4.20	1,311,590	2.56	1,227,090	3.34
	<b>Total Debt Service</b>	<b>3,002,090</b>	<b>9.05</b>	<b>3,001,590</b>	<b>5.87</b>	<b>3,002,090</b>	<b>8.17</b>
	<b><u>TRANSFERS OUT</u></b>						
999101	Transfer to General Fund	0	0.00	0	0.00	2,500	0.01
999327	Transfer to Road Bond Debt Fund	4,017,900	12.11	4,640,750	9.07	4,801,430	13.06
	<b>Total Transfers Out</b>	<b>4,017,900</b>	<b>12.11</b>	<b>4,640,750</b>	<b>9.07</b>	<b>4,803,930</b>	<b>13.07</b>
	<b>Total Special Revenue Funds</b>	<b>\$33,178,680</b>	<b>100.00</b>	<b>\$51,150,040</b>	<b>100.00</b>	<b>\$36,765,920</b>	<b>100.00</b>

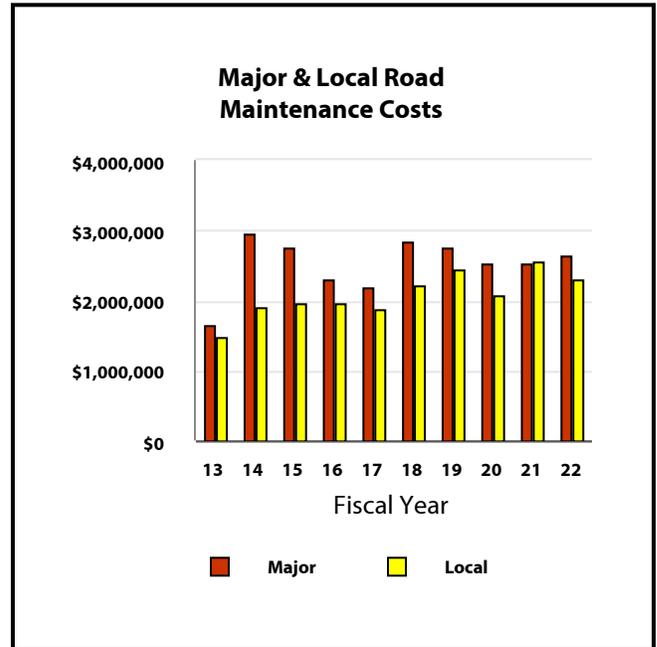
**Note: The 2021-2022 Actual Column is rounded to the nearest \$10.**

# KEY FUND TRENDS

## Special Revenue Funds



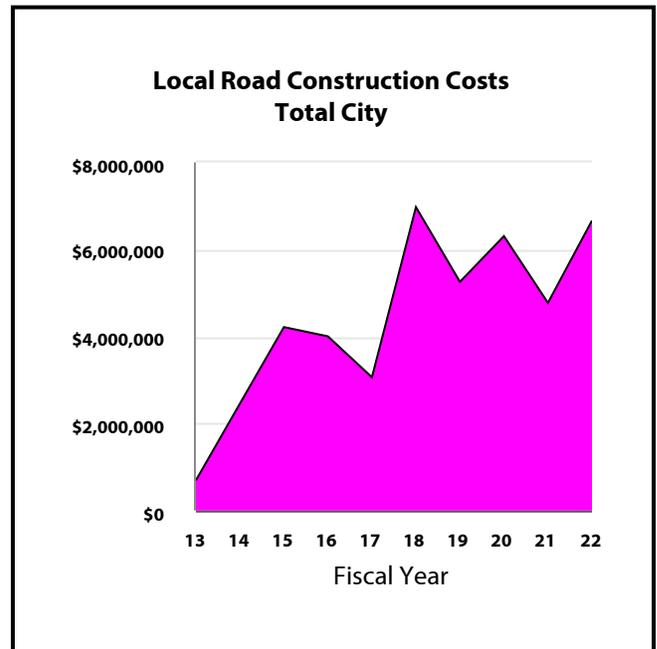
Gas tax revenues fell from 2008 to 2010 due to the economy, higher gas prices and the use of more fuel-efficient vehicles, which lessened gas consumption. Gas tax revenue increased beginning in 2017 due to an increase in the gas tax and vehicle registration fees that was effective January 1, 2017.



The cost of major and local road maintenance has increased over the past ten years as a result of the increased number of roads, emphasis on right of way maintenance, and fluctuating snow removal costs.



The City has invested significant funds in Major Road improvements over the last five years. By the end of 2022, nearly every Major Road in the City will have been improved. The \$233 million total reconstruction of Mound Road began in Summer 2021.



Local Road construction expenditures increased exponentially due to the passage of the Safe Streets millage in 2013. To date, over \$41 million has been invested in neighborhood roads due to funds raised through the millage.

The Major Road Fund is a Special Revenue Fund of the City of Sterling Heights and is used to control the expenditure of motor fuel taxes. The motor fuel taxes are earmarked, by law and the State Constitution, for street and highway purposes that are described in detail by the Michigan Department of Transportation.

This Fund receives Act 51 revenues paid to Sterling Heights by the State and accounts for the construction, maintenance, and other authorized operations pertaining to all streets classified as major streets within the City. In addition, this Fund receives monies paid to Sterling Heights for trunk line contracts and accounts for monies transferred to other City funds. This Fund has been established to make it possible to show that all legal provisions are in compliance with Act 51.

The City's share of the construction of State and County road improvements and the cost of City major road capital improvements, including the payment of debt, are paid through the Major Road Fund.

\$224,610 is included for Other Charges, which includes administrative chargebacks from the Department of Public Works for work performed on the major road network. The city share of a federally funded traffic calming study is also included. The goal of the study is to develop a safety action plan on both local and major roadways in Sterling Heights and will include specific recommendations for safety solutions and traffic calming.

Total Other Services is budgeted in the amount of \$2,596,270, which is primarily used for major road maintenance, snow removal, and grass and weed control.

The 2023/24 Capital Outlay budget includes:

- Resurfacing of Moravian Road from Schoenherr Road to Hayes Road (\$1,500,000)
- Resurfacing Metro Parkway from to Mound Road to Ryan Road (\$1,560,000)

- Resurfacing of Pond View from 19 Mile Road to Mapleleaf Court (\$900,000)
- Resurfacing Maple Lane from 14 Mile Road to Volpe (\$600,000)

In fiscal year 2023/24, \$4,801,430 is programmed for transfer to the Road Bond Debt Retirement Fund to pay the debt from the sale of Michigan Transportation Fund bonds.

***Additional information on projects in the Major Road Fund can be found in the Capital Projects section of this document.■***

***Did you know...the City installed a pedestrian salvage island and enhanced mid-block crossing on 15-mile road east of Van Dyke to improve pedestrian safety and mobility in the area?***

# Major Road Fund

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

**The total budget decreased by 40.4%.**

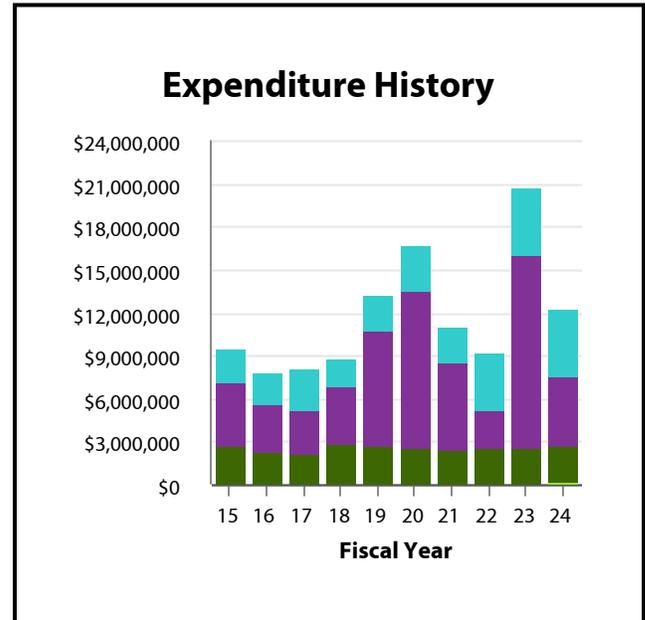
**Other Charges** – Total Other Charges increased \$113,320 or 101.8% for the City portion of a grant funded traffic calming study. The federally funded portion of the project is \$400,000 for a total of \$510,000 to develop a safety action plan for local and major roadways in Sterling Heights.

**Other Services** – Total Other Services increased \$86,230 or 3.4% primarily for inflationary increases in major road maintenance. \$30,000 was added to reinstitute the joint sealing program.

**Capital** – Proposed projects totaling \$4,760,000 include:

- Resurfacing of Moravian Road from Schoenherr Road to Hayes Road (\$1,500,000)
- Resurfacing of Metro Parkway from Mound Road to Ryan Road (\$1,560,000)
- Resurfacing of Pond View from 19 Mile Road to Mapleleaf Court (\$900,000)
- Resurfacing of Maple Lane from 14 Mile Road to Volpe (\$600,000)

**For a complete list of all Major Road projects, refer to the Capital Improvements schedule and maps in the Capital Projects section of this document.**



■ Other Charges      ■ Other Services  
■ Capital Outlay      ■ Transfers Out

**Transfers Out** - Transfers Out to the Road Bond Debt Retirement Fund total \$4,801,430 for the debt payments on existing road bonds.

### ADJUSTMENTS TO PROPOSED BUDGET

**Capital Outlay** - The budget for the Resurfacing on Pond View was reduced by \$100,000 based on received project bids.

FUNDING LEVEL SUMMARY					
	2021/22	2022/23	2022/23	2023/24	2023/24
	Actual	Budget	Estimate	Proposed	Approved
<b>Other Charges</b>	\$117,700	\$111,290	\$224,290	\$224,610	\$224,610
<b>Other Services</b>	2,516,120	2,510,040	2,570,940	2,596,270	2,596,270
<b>Capital Outlay</b>	2,622,260	13,504,060	13,826,660	4,860,000	4,760,000
<b>Transfers Out</b>	4,017,900	4,640,750	4,640,750	4,801,430	4,801,430
<b>Total</b>	\$9,273,980	\$20,766,140	\$21,262,640	\$12,482,310	\$12,382,310

The Local Road Fund is a Special Revenue Fund of the City of Sterling Heights and is used to control the expenditure of motor fuel taxes. These taxes are earmarked, by law and the State Constitution for street and highway purposes that are described in detail by the Michigan Department of Transportation.

The Local Road Fund receives all local road revenue paid to Sterling Heights by the State, and accounts for the construction, maintenance, traffic services, and snow and ice control on all streets classified as local roads within the City. This Fund also accounts for the money raised through special assessments to property owners for street improvements as provided by Act 51 of the Public Acts of 1951, as amended, and for the transfers into this Fund from other City funds.

***The voter-approved Safe Streets millage provides over \$4 million annually for the repair and reconstruction of neighborhood streets.***

This Fund has been established to make it possible to show that all legal provisions are in compliance with Act 51 of the Public Acts of 1951, as amended.

The Local Roads Fund also receives revenue from the Safe Streets millage, approved by the voters in November 2013 and renewed in November 2019 for an additional 10 years. Approximately 32% of the funds collected through the Safe Streets millage are used exclusively for the repair and reconstruction of neighborhood streets.

\$130,080 is budgeted for Other Charges, primarily to fund the administrative time spent on local road projects.

Other Services in this fund total \$2,347,050 and is allocated primarily for local road maintenance, snow removal, storm drain maintenance, and tree and shrub maintenance.

In fiscal year 2023/24, \$6,180,000 is budgeted for Capital Outlay. \$4,355,000 is budgeted for the 2023 Concrete Reconstruction Program. Planned streets for this year's program include Gregory, Ellsworth, Kenwood, Kings, Oak Pointe, Rosewood, Deveere, Lamparter, Sprucewood, Palm, Leslie, Kristen, Pickwick, Allison, Ketsin, English, Jackman, Joslyn, and Waltham.

Sectional repairs of \$1,825,000 are also planned on Farmdale, Faith, Dundee, Susan, Havana, Hearn, Carriage, Heartsworth, Edgevale, Blackstone, and Cologne roads.

***Specific capital projects in the Local Road Fund are detailed in the Capital Projects section of this document.■***

***Did you know...the City provides real-time direct message updates to residents adjacent to Local Road reconstruction projects?***

# Local Road Fund

## SUMMARY OF BUDGET CHANGES

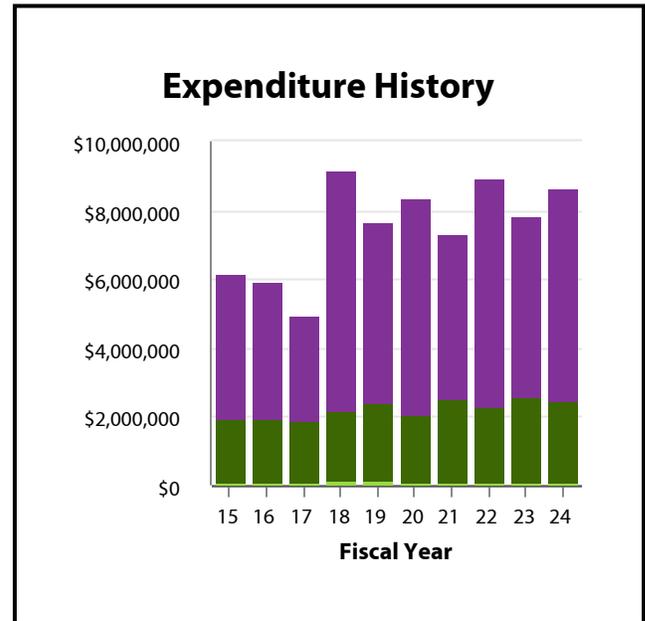
### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 10.5%.*

**Other Charges** - Total Other Charges is proposed to remain the same at \$130,080 for the General Fund administrative costs for time spent on Local Road projects and audit costs.

**Other Services** - Total Other Services decreased \$116,450 or 4.7%. Funding for Tree & Shrub maintenance decreased \$250,000 due to additional trees that were purchased through an MEDC grant in the prior year. This savings is partially offset by funding of \$100,000 for the reintroduction of the joint sealing program.

**Capital** - Total Capital of \$6,180,000 is proposed. \$4,355,000 is budgeted for the 2023 Local Road Reconstruction Program. Planned streets for this year's program include Gregory, Ellsworth, Kenwood, Kings, Oak Pointe, Rosewood, Deveere, Lamparter, Sprucewood, Palm, Leslie, Kristen, Pickwick, Allison, Ketsin, English, Jackman, Joslyn, and Waltham. Sectional repairs of \$1,825,000 are also planned on Farmdale, Faith, Dundee, Susan, Havana, Hearn, Carriage, Heartsworth, Edgevale, Blackstone, and Cologne roads.



■ Other Services      ■ Other Charges  
■ Capital Outlay

### ADJUSTMENTS TO PROPOSED BUDGET

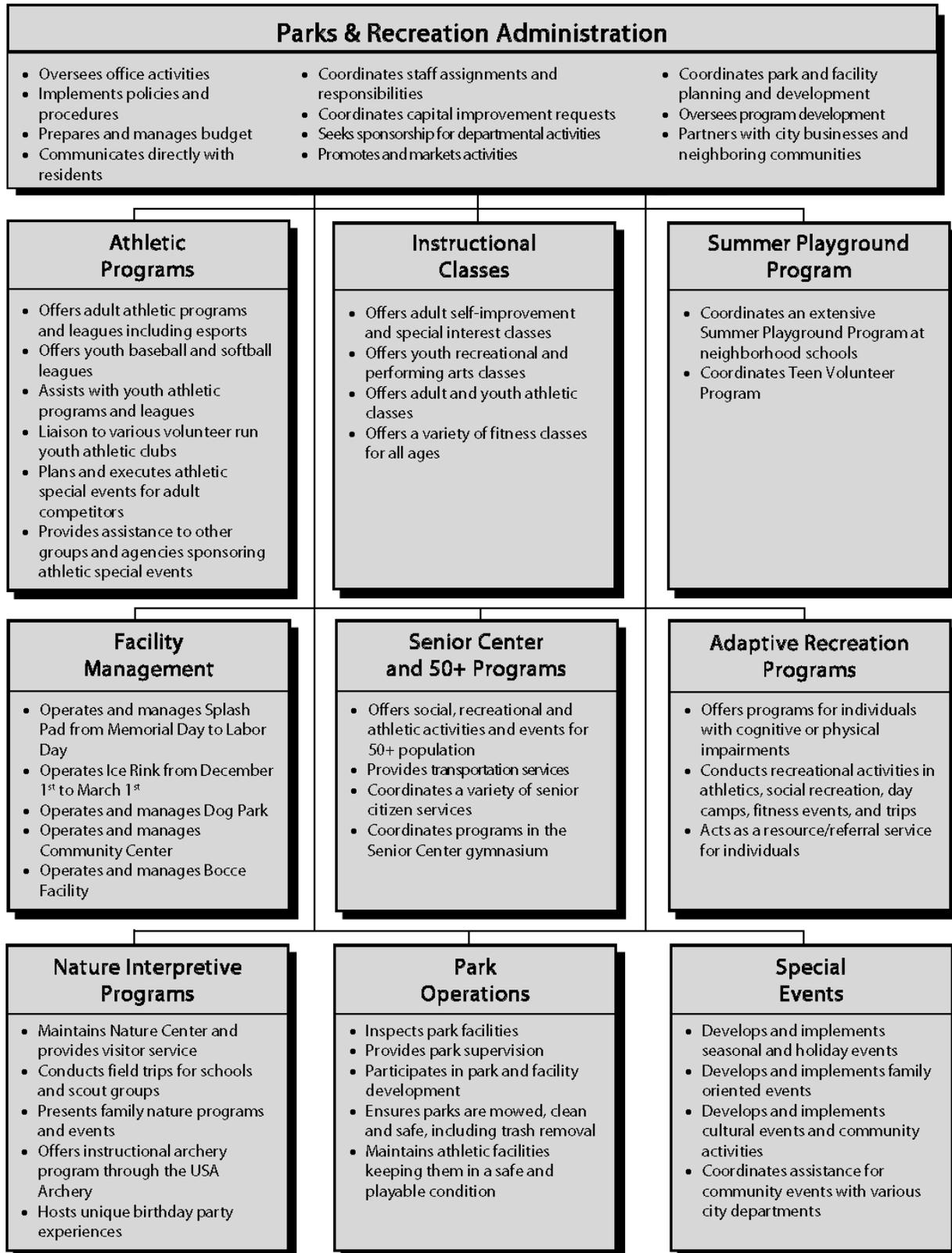
**Capital Outlay** - The Local Road Reconstruction and Repair programs were increased by \$155,000 to include additional streets.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Other Charges</b>	\$121,530	\$130,080	\$130,080	\$130,080	\$130,080
<b>Other Services</b>	2,162,580	2,463,500	2,463,500	2,347,050	2,347,050
<b>Capital Outlay</b>	6,661,900	5,239,420	5,289,640	6,025,000	6,180,000
<b>Total</b>	\$8,946,010	\$7,833,000	\$7,883,220	\$8,502,130	\$8,657,130

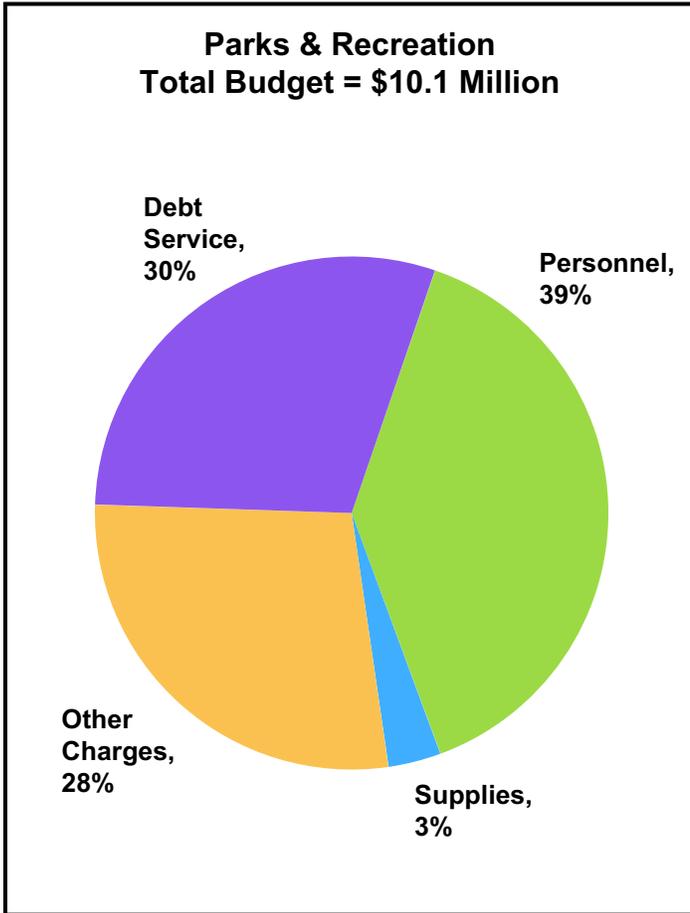
# FUNCTIONAL ORGANIZATION CHART

## Parks & Recreation Fund



# DEPARTMENT AT A GLANCE

## Parks & Recreation Fund

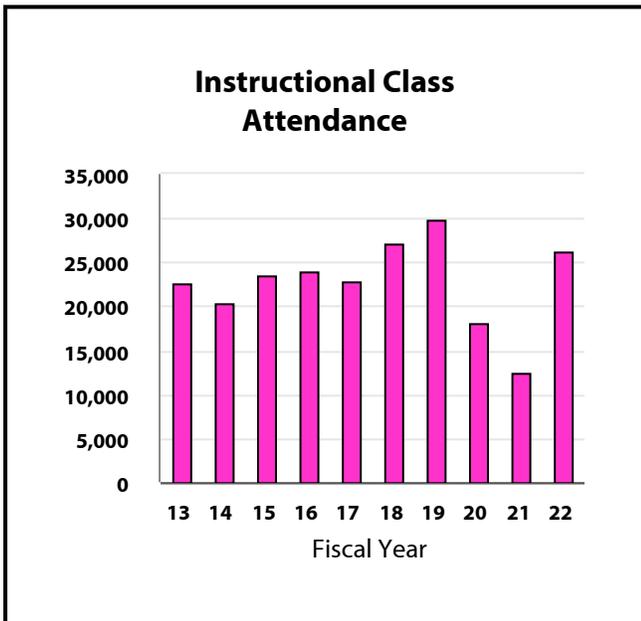


	2023/24	
	Full Time	Part Time
<b>Parks &amp; Recreation</b>	17	3
<b>Total Department</b>	17	3

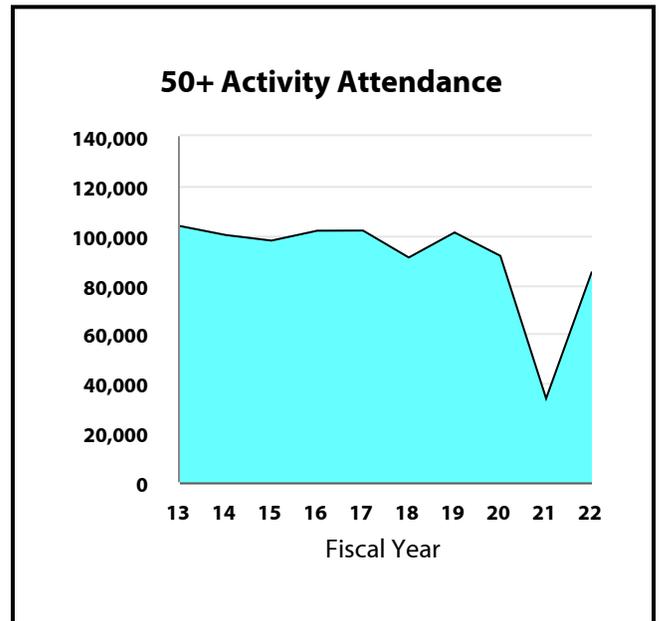
<b>FUNDING LEVEL SUMMARY</b>					
	2020/21 Actual	2021/22 Actual	2022/23 Budget	2023/24 Budget	% Change From 22/23
<b>Parks &amp; Recreation</b>	\$9,361,810	\$8,404,210	\$9,522,220	\$10,091,550	6.0%
<b>Total Department</b>	\$9,361,810	\$8,404,210	\$9,522,220	\$10,091,550	6.0%
<b>Personnel Services</b>	\$2,498,840	\$2,977,850	\$3,452,190	\$3,845,600	11.4%
<b>Supplies</b>	197,820	271,970	323,680	336,570	4.0%
<b>Other Charges</b>	1,837,440	1,955,670	2,450,390	2,807,290	14.6%
<b>Capital Outlay</b>	1,829,120	196,630	294,370	100,000	-66.0%
<b>Debt Service</b>	2,998,590	3,002,090	3,001,590	3,002,090	0.0%
<b>Total Department</b>	\$9,361,810	\$8,404,210	\$9,522,220	\$10,091,550	6.0%

# KEY DEPARTMENTAL TRENDS

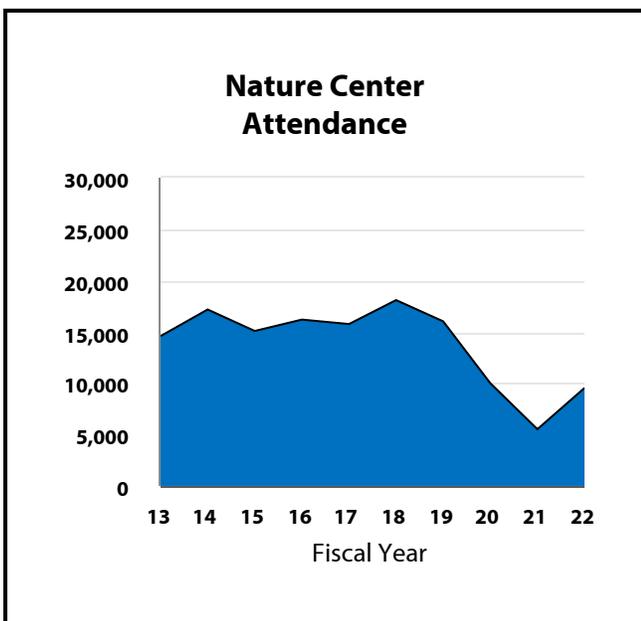
## Parks & Recreation Fund



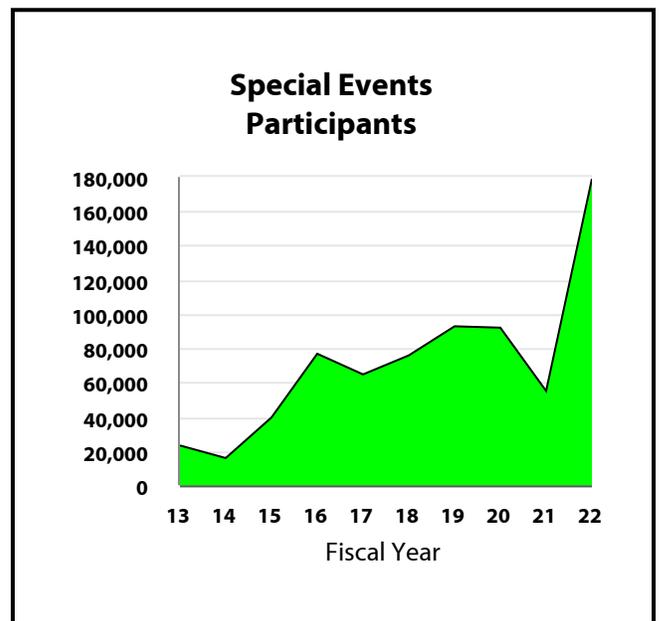
Instructional class attendance has been growing in recent years and is expected to continue to grow due to the opening of the new Community Center. 2020 attendance was reduced due to COVID-19 restrictions, and the pandemic continued to affect 2021 attendance. Attendance increased in 2022 to 26,276 as pandemic restrictions were lifted.



Senior program attendance has been stable in the past ten years with the exception of declines during the COVID-19 pandemic. Attendance totaled 85,208 for 2022.



Nature Center program attendance increased in 2018 due to the addition of archery and a St. Patrick's Day event. The overnight camp-out also returned. Attendance declined in 2020 due to COVID-19 restrictions, and has still not fully recovered, in large part due to the lack of school field trips.



Special events participation increased significantly in 2015 due to the addition of the Dodge Park Farmers Market. 2021 attendance declined significantly due to COVID-19 restrictions. The lifting of restrictions has resulted in a large increase in special event attendance.

**MISSION STATEMENT:** *To enhance the quality of life in Sterling Heights by linking the community through innovative parks, facilities, programs, and events.*

## KEY GOALS

- **To offer high quality, value-driven recreation services and programs to our residents that benefit their overall physical and mental well-being.**
- **To continue the vision of park and facility development providing new and/or improved recreation opportunities for our residents of various ages, interests and abilities as per the Department's Master Plan.**
- **To provide positive play opportunities to the youth and teens of our community through wholesome and well-rounded programs and recreational venues.**
- **To closely monitor our parks and facilities to ensure a safe and clean environment for the resident users.**

The Parks & Recreation Fund is a Special Revenue Fund of the City of Sterling Heights. It was created in Fiscal Year 2017/18 after voter approval of the Recreating Recreation millage in November 2016. The Fund will receive a dedicated millage for 20 years. The Recreating Recreation initiative delivers a diverse mix of recreational opportunities and facilities including:

- A 98,000 square foot Community Center
- A permanent pavilion for the Dodge Park Farmer's Market
- A refrigerated ice-rink, an outdoor splash park, a skate park and a dog park
- Facilities for canoe and kayak enthusiasts along the Clinton River
- Development of a hike/bike trail linking Delia Park with the City Nature Preserve
- Capital improvements to nearly every neighborhood and major park
- A fully enclosed three-season bocce ball facility

The Fund also receives revenue from Parks & Recreation fees, SMART credits and a transfer from the

General Fund for the pre-existing department expenses prior to the passing of the millage. In addition to providing new amenities, Parks & Recreation administers a variety of programs for all ages.

The Instructional Program offers a variety of fitness, dance, athletic, and special interest classes. The Special Events Program includes Sterling Frights Halloween, A Sterling Christmas, Music in the Park, Sterlingfest, Daddy/Daughter Dance, Dance Recital, and Farmers Market.

In Athletic Services, adults and youth are provided the opportunity to compete in organized leagues and events. A Summer Playground Program is conducted at schools throughout the City for children ages 5 to 14. This program offers activities such as games, crafts, field trips, sports and more.

Teens have the opportunity to participate in Esports and have a place in the Community Center especially designed for them. The Nature Services Program offers individuals, families, and groups an opportunity to learn more about our environment and the local ecosystem.

Park Operations monitors over 610 acres of large urban parks, community parks and sport complexes, as well as over 236 acres of neighborhood parks. It is estimated that over 800,000 people frequent the park system annually.

The 50+ Program provides a variety of recreational activities such as trips, seasonal events, athletics, etc. Some of the special services available to our senior residents include transportation, medical services, and a healthy dining program.

The Award Winning Adaptive Recreation Program provides a space for children and adults with special needs to enrich their lives. Participants have the opportunity to engage in a variety of leisure programs including athletics, creative arts, food preparation, summer day camps, and seasonal events. ■

***Did you know...that almost 17,000 square feet of sensitive parkland was replanted with natural plants and seeds in 2022, better supporting the local ecosystem and reducing fuel use and emissions?***

# Parks & Recreation Fund

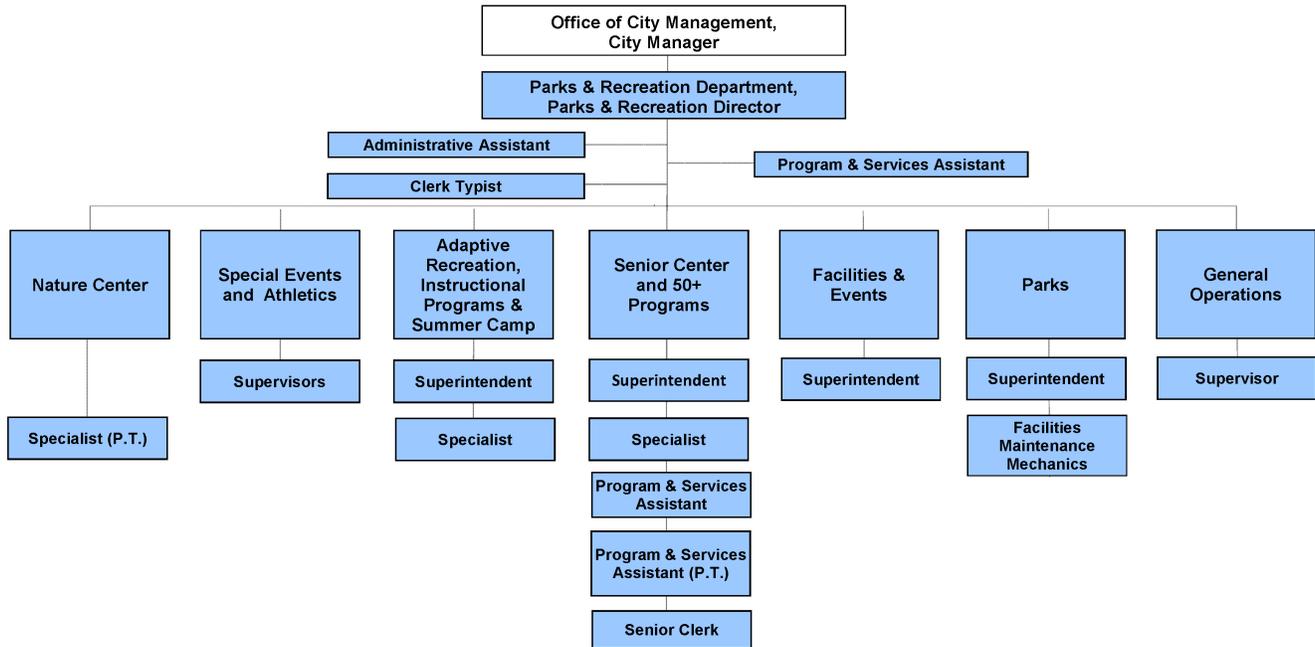
## 2023/24 PERFORMANCE OBJECTIVES

- To coordinate and implement two new programs for the utilization of the Bocce Barn. (City Goal 19)
- To begin the utilization of the cricket field at Delia park for rentals and lessons to bring a new recreational opportunity to our residents. (City Goal 19)
- To form or rekindle two strategic partnerships between community organizations for the implementation of Adaptive Recreation services. (City Goal 6)
- To implement at least two new programs or events that promote diversity and inclusiveness. (City Goal 19)

	Performance Indicators	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Budget
<b>Output</b>	Instructional Class Attendance	17,980	12,506	26,276	29,000	28,511	29,500
	Spec. Event Participation (Incl. Farm. Mkt.)	92,013	55,071	178,894	140,000	151,931	150,000
	Adaptive Recreation Program Attendance	4,990	2,355	2,978	7,100	3,200	5,000
	Adult & Youth Athletic Attendance	18,942	13,865	22,177	30,000	25,014	30,000
	Nature Center Attendance	9,999	5,521	9,531	11,000	13,119	14,000
	Pavilion Rentals	190	120	349	330	350	350
	Number of Internet Registrations	2,760	12,316	6,664	6,000	7,753	7,000
	Summer Playground Registrations	25	431	689	640	690	690
	Splash Pad & Ice Rink Attendance	55,372	15,872	64,107	80,000	63,750	80,000
	50+ Activity Attendance	91,615	33,880	85,208	101,000	89,849	101,000
	Transport. Riders (Incl. Sterlingfest/Special Activities)	33,462	5,090	11,856	33,000	30,061	33,000
	Dog Park Passes Issued	0	0	402	407	400	400
	Youth Baseball and Softball Registrations	0	0	604	576	650	700
	Community Center Room and Gymnasium Rentals	0	0	0	44	75	70
	Senior Center Memberships	0	0	227	972	985	980
	Field Rental Dates Booked	75	66	59	200	85	100
Community Center Drop-in Attendance	3,344	12,065	38,677	40,000	45,919	46,000	
Community Center Other Use	50	1,006	1,927	3,000	4,560	4,500	
<b>Efficiency</b>	P & R Revenue Earned per Capita	\$6.18	\$3.74	\$7.39	\$9.33	\$8.35	\$9.96
	% of Refunds Due to Dissatisfaction	0.02%	0.01%	0.01%	0.50%	0.01%	0.50%
	FTE's per 100,000 Pop.	36	37	39	40	40	40
	Nature Center Cost per Visitor	\$7.79	\$6.65	\$6.05	*	*	*
	Transportation Cost per Rider	\$14.31	\$13.77	\$14.02	*	*	*

\*Cost is calculated for "Actual" columns only.

# Parks & Recreation Fund



## STAFFING SUMMARY

Position	Budget 2021/22	Budget 2022/23	Budget 2023/24
Parks & Recreation Director	1	1	1
Recreation Superintendent	3	4	4
Recreation Supervisor	3	2	3
Recreation Specialist	1	2	2
Recreation Specialist (P.T.)	2	1	1
Administrative Assistant	1	1	1
Program & Services Assistant	2	2	2
Program & Services Assistant (P.T.)	1	1	1
Lead Facilities Maintenance Mechanic	1	0	0
Parks Maintenance Mechanic	1	2	2
Senior Clerk	1	1	1
Clerk Typist	1	1	1
Clerk Typist (P.T.)	1	0	0
Intern	0	0	1
<b>Total</b>	<b>19</b>	<b>18</b>	<b>20</b>

# Parks & Recreation Fund

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 6.0%.*

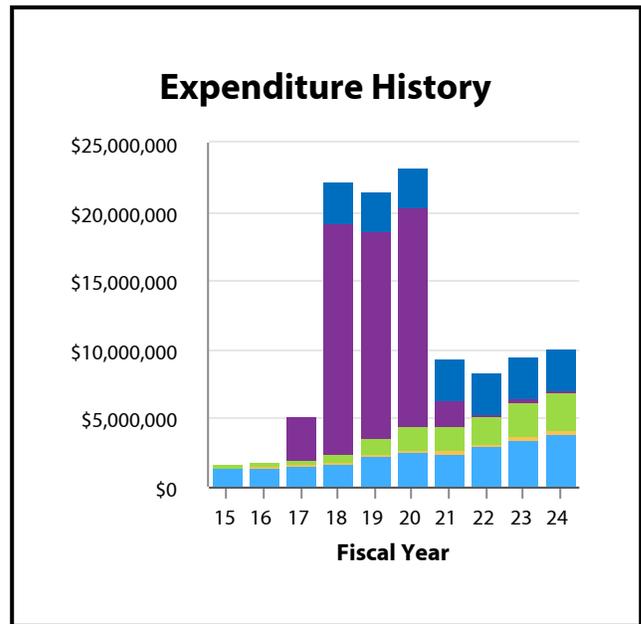
**Personnel Services** – Total Increase \$393,410 or 11.4%

- \$96,150 due to the addition of a full-time Recreation Supervisor to cover evening activities
- \$48,880 due to contractual wage adjustments
- \$32,880 due to an increase in the 401(a) employer match
- \$223,760 due to increased part-time wages resulting from a higher minimum wage and the growth of programs and services

**Supplies** – Total Supplies increased \$12,890 or 4.0% due to inflationary cost increases. The majority of the funding increase is for Senior Program Supplies for senior sports league and events.

**Other Charges** – Total Other Charges increased \$356,900 or 14.6%. \$301,610 was added to contracted services as bid prices have increased for nearly every service. Contracts for grass cutting and athletic field maintenance in particular have risen significantly. Funds have been added to increase holiday lighting along M-59. Rental expenditures increased by \$42,420 for the leasing of a field striping robot and increases in special event rentals.

**Capital** – \$100,000 is proposed for capital improvements. \$30,000 is for replacement lighting for the soccer field in Dodge Park, \$50,000 is for the installation of the pitching area on the Delia Park cricket field, and \$20,000 is for the resurfacing of the pickleball court at Magnolia Park.



- Personnel Services
- Supplies
- Other Charges
- Capital Outlay
- Debt Service

Additional projects funded through the Capital Projects fund total \$401,700 and include trail replacement in Clinton River Park, park fencing replacement in Carpathia Park, path resurfacing in Mark Sawyers Family Park, and the development of a trail connection to Moravian Park. 26 personal computers are also scheduled to be replaced.

**Debt Service** – Total Debt Service of \$3,002,090 funds the Park improvements financed through the voter-approved Recreating Recreation millage.

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$2,977,850	\$3,452,190	\$3,515,430	\$3,845,600	\$3,845,600
<b>Supplies</b>	271,970	323,680	327,500	336,570	336,570
<b>Other Charges</b>	1,955,670	2,450,390	2,410,970	2,807,290	2,807,290
<b>Capital Outlay</b>	196,630	294,370	294,370	100,000	100,000
<b>Debt Service</b>	3,002,090	3,001,590	3,001,590	3,002,090	3,002,090
<b>Total</b>	\$8,404,210	\$9,522,220	\$9,549,860	\$10,091,550	\$10,091,550

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***When completed, the budget must provide the services we have promised to our constituents.***

**~ Jane D. Hull, Former Governor of Arizona ~**



The Public Safety Forfeiture Fund is a Special Revenue Fund of the City of Sterling Heights that was established to provide centralized management of seized monies and the sale proceeds from forfeited property. By using one centralized fund, the City has met the proper federal auditing requirements of a Single Audit, and has enhanced its ability to track, monitor, and report on forfeiture revenues and expenditures. There are four divisions in the Public Safety Forfeiture Fund: State Narcotics, Federal Narcotics, Gambling, and Operating While Intoxicated (O.W.I.) Forfeitures.

Revenue in the State Narcotics Forfeiture division is generated when an investigation conducted by the City's Police Department, either alone or in conjunction with other local or state authorities, leads to the seizure of money or real property that is later sold at auction or sold back to the person from whom it was seized. State law dictates that authorities can seize any money or property that can be shown to have been the proceeds from criminal activity or that was used in committing a crime.

State Forfeiture revenue is limited by statute as to its permitted uses. Some examples of permitted uses include the enhancement of law enforcement efforts pertaining to narcotics enforcement, establishment of a "Buy Fund" for the purchase of evidence or to pay informants, and the operation and maintenance costs for vehicles used by narcotics enforcement officers.

Revenue in the Federal Narcotics Forfeiture division is generated when the federal government electronically deposits funds into a designated City account for our equitable share of money or property that was seized during a federal investigation in which a Sterling Heights police officer took part. The City currently has two police officers assigned to Drug Enforcement Administration (D.E.A.) task forces. Therefore, the Department is entitled to a percentage, relative to these Officers' involvement in an investigation. The federal guidelines allow for the proceeds to be used to enhance overall law enforcement efforts. Some examples of Federal Forfeiture permitted uses include the purchase of new equipment,

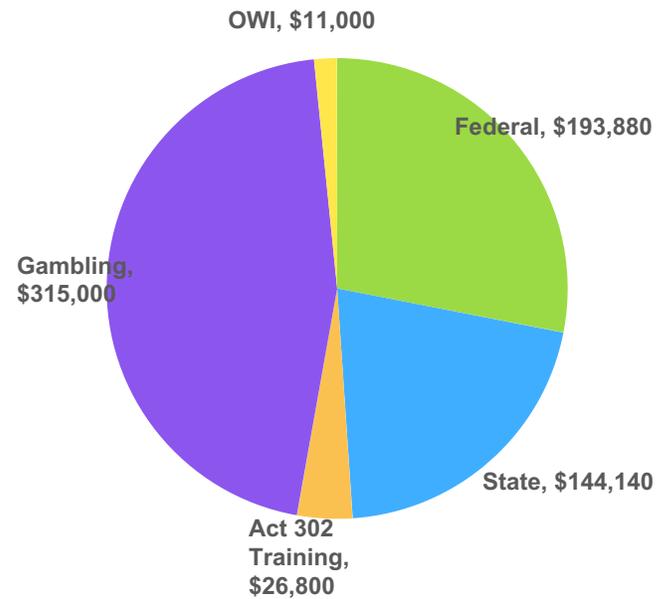
improvements to police facilities, and law enforcement training.

Gambling Forfeiture revenue is generated from seized money or property that is directly related to illegal gambling. Seized property is sold at auction and the proceeds along with any forfeited cash are used to enhance the future enforcement of gambling statutes.

Persons involved in serious Operating While Intoxicated (O.W.I.) arrests or those with a prior O.W.I. conviction are subject to having their vehicles seized. Upon arrest, an offender's vehicle is impounded and either a settlement is paid or the vehicle is forfeited. Forfeited vehicles are then sold at auction and the proceeds are used to enhance traffic enforcement and education.

In fiscal year 2023/24, a total of \$690,820 is budgeted for this fund. Following State guidelines, the budget for this fund is based on existing year-to-date revenue and does not take into consideration the revenue from future anticipated receipts. ■

**Total Budgeted Forfeiture Expenditures**



***Did you know...that our Crime Suppression Unit intercepted over 20,000 fentanyl pills that were destined for Sterling Heights?***

# Public Safety Forfeiture Fund

## SUMMARY OF BUDGET CHANGES

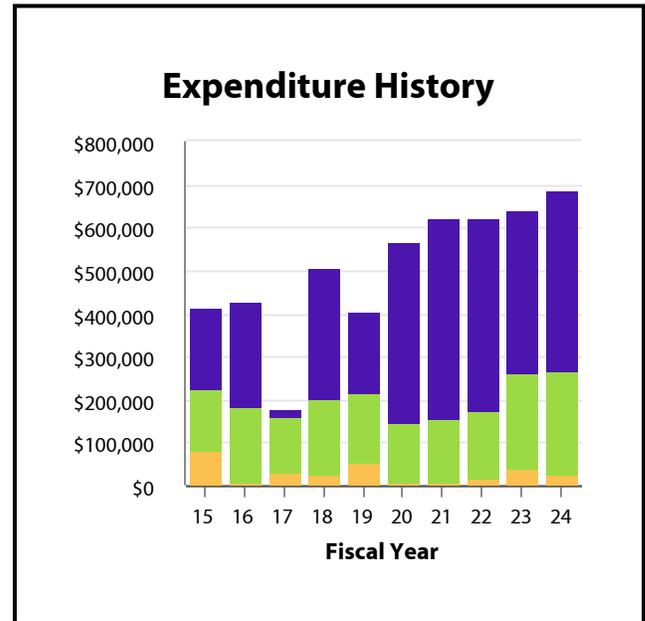
### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 7.4%.*

**Supplies** - Total Supplies decreased \$10,620 or 26.6% primarily for the prior year one-time purchase of radios for the Community Emergency Response (CERT) and Citizens on Patrol (COPS) teams.

**Other Charges** - Total Other Charges increased \$11,210 or 5.0%. Contracted service costs increased \$8,800 as a result of inflationary cost increases for software licenses and databases. Software maintenance fees increased by \$6,910 due to the purchase of an additional Cellebrite license for data review in police investigations. This is partially offset by a reduction of \$2,000 in funds allocated for rental of the Troy gun range and additional savings on telephone expenditures of \$3,500.

**Capital** - Total Capital of \$424,680 is proposed. \$385,000 is budgeted to replace seven high-mileage investigative vehicles, two executive command vehicles, and two administrative vehicles. Several kinds of equipment such as Rifle Rated Shields and K-9 Night Vision will be purchased for \$32,600. An investment of \$7,080 will be made for two new laptops for the Crime Suppression Unit.



■ Supplies      ■ Other Charges  
■ Capital Outlay

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Supplies</b>	\$18,930	\$39,940	\$74,100	\$29,320	\$29,320
<b>Other Charges</b>	155,860	225,610	238,460	236,820	236,820
<b>Capital Outlay</b>	448,460	377,850	377,850	424,680	424,680
<b>Total</b>	\$623,250	\$643,400	\$690,410	\$690,820	\$690,820

The Community Development Block Grant Fund serves many facets of the Sterling Heights community. In 1974, the Congress of the United States initiated the C.D.B.G. program. This program was designed to replace existing categorical programs identified with city development or redevelopment, namely: Urban Renewal and Neighborhood Development Programs, Model Cities Program, Neighborhood Facilities Programs, Open Space Acquisition, and Rehabilitation Loans.

One of the primary functions of the Community Development Act is to allow local communities the opportunity to structure the program to their own specific needs. This concept was unique at the time and offered local communities far greater flexibility than was present in the categorical programs.

Monies under this program may be spent on activities which are directed to fulfilling specific objectives: elimination of slums and blight, elimination of conditions which are detrimental to health, safety, and public welfare through code enforcement, conservation and expansion of the nation's housing stock in order to provide a decent home for all persons, expansion and improvement of community services principally for persons of low and moderate income, provide a more rational use of land, develop and improve neighborhoods, restore and preserve properties with historical value, and economically develop activities which aid in the revitalization of the community.

Block Grant funds also provide library books for low and moderate-income seniors at senior housing units. These book collections include large-print and audio books.

When funding allows, the City of Sterling Heights uses Block Grant funds to defer 100% of the special assessments that would be levied against a property within the neighborhood where these improvements occur. Households meeting the low and moderate income criteria may qualify for a total relief of the special assessments because program rules require that when capital improvements are made to a neighborhood, low and moderate income families may not be negatively impacted. The Housing Commission administers this program on behalf of the City Council.

Examples of activities undertaken in past years include the Upton House purchase and renovation, improvements to Nelson and Beaver Creek Parks, SMART Bus Stop Improvements along north Van Dyke, housing rehabilitation, Minor Home Repair Program, Adapted Recreation Program, the Home Chore Program, and meeting the federally mandated Americans With Disabilities Act requirements.

In fiscal year 2020/21, the City received additional funding through the Community Development Block Grant to address urgent needs created by the COVID-19 pandemic. The two separate allocations totaled \$1,067,203 and were used in the past two fiscal years to primarily fund the Small Business Relief Grant program, which provided relief to eligible small businesses affected by the coronavirus pandemic, and the purchase of personal protection equipment and subsistence payments for qualifying individuals.

In the years that followed unspent funding was reallocated to the City's initiative to further improve the Senior Center. Completed projects include AV equipment upgrades, the outdoor fitness center, restroom renovations, and LED light replacement. The 2022/2023 budgeting year marked the completion of the three-year investment in the Senior Center. Concrete replacements were also emphasized with the reconstruction of Bonneville Road and Orban Drive.

The fiscal year 2023/24 budget concentrates funding on residential home rehabilitation (\$187,170) and various charitable organizations (\$95,300). Some of these organizations include MCREST, Turning Point, Care House, and the Home Chore program. Funding of \$413,000 will also be provided for the renovation of the Beaver Creek Park parking lot.

***Did you know...that last year the City of Sterling Heights expended over 90% of its CDBG funds on activities that primarily benefited low and moderate-income individuals?***

# Community Development Block Grant Fund

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

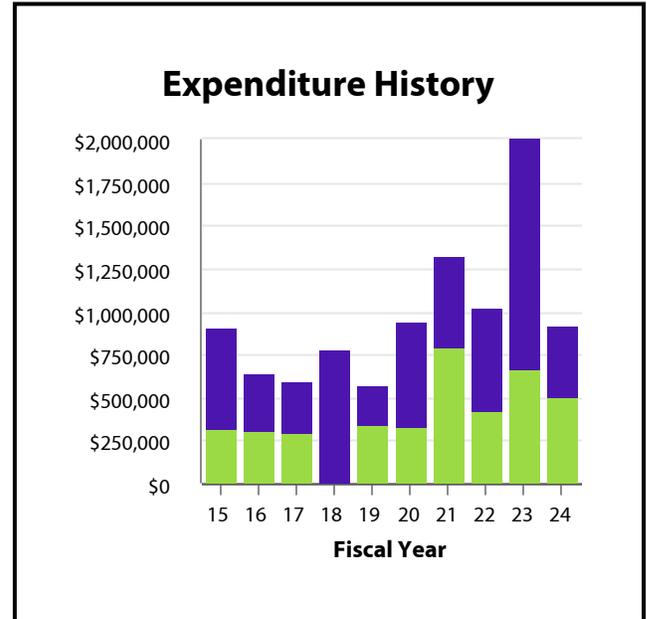
*The total budget decreased by 58.3%.*

**Personnel Services** – There is no Personnel budget for this cost center.

**Supplies** – Total Supplies is proposed to remain at the same level of funding.

**Other Charges** – Total Other Charges decreased \$157,710 or 23.8%, primarily due the use of one-time CARES Act grant funding of \$144,020 in the prior year. Non-capital funding totals \$508,180 for the budget year and includes \$187,170 for housing rehabilitation, \$43,110 for Minor Home Repair and \$20,000 is included for the Adaptive Recreation Program. \$153,880 is to reimburse the costs of City personnel administering the CDBG program and \$95,300 is allocated to other charitable organizations including MCREST, Turning Point, Care House and the Home Chore program.

**Capital** – Total Capital of \$413,000 is proposed for the renovation of the Beaver Creek Park parking lot.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Supplies</b>	6,840	4,600	4,600	4,600	4,600
<b>Other Charges</b>	420,030	661,290	661,290	503,580	503,580
<b>Capital Outlay</b>	605,200	1,543,020	1,457,090	413,000	413,000
<b>Total</b>	\$1,032,070	\$2,208,910	\$2,122,980	\$921,180	\$921,180

The Opioid Settlement Fund is a Special Revenue Fund created to track the proceeds and expenditures related to the national opioid settlement approved in 2021.

In 2019 the City of Sterling Heights joined other Michigan communities to file a lawsuit to recover damages incurred in response to the opioid epidemic. This lawsuit targeted various manufacturers and distributors of opioids for negligent distribution and marketing of the highly addictive painkillers that is estimated to have affected millions of people in the United States. The lawsuit sought both injunctive relief and damages stemming from over-prescription of opioid medications, which has caused the City to incur significant response costs.



In 2021 the Michigan Attorney General announced that Michigan would participate in a \$26 billion nationwide settlement of the case. All eligible Michigan municipalities were given the option to participate in the settlement and Sterling Heights elected to do so.

As a result of this settlement, the City will receive approximately \$2.6 million over the next 18 years.



**Families Against Narcotics**

Your **connection** for information, resources, and support.

The funds from this settlement are to be used for the prevention and treatment of opioid use disorder and any co-occurring substance use disorder or mental health conditions.



While a long-term plan for the use of these funds is still in development, in the near-term, the City plans to fund a second Social Worker to focus on substance abuse issues and partner with local organizations such as the Sterling Heights Drug Free Coalition and Families Against Narcotics (FAN) to support ongoing prevention and education efforts.

For fiscal year 2023/24, a total of \$125,000 is budgeted. \$90,000 is proposed to fund a full-time Social Worker, \$10,000 is proposed to support partner programs for the prevention of opioid disorders and \$25,000 is proposed to fund a community health study to determine the long-term needs of the community.

***Did you know...that the City will receive \$2.6 million over the next 18 years from the opioid settlement fund?***

# Opioid Settlement Fund

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

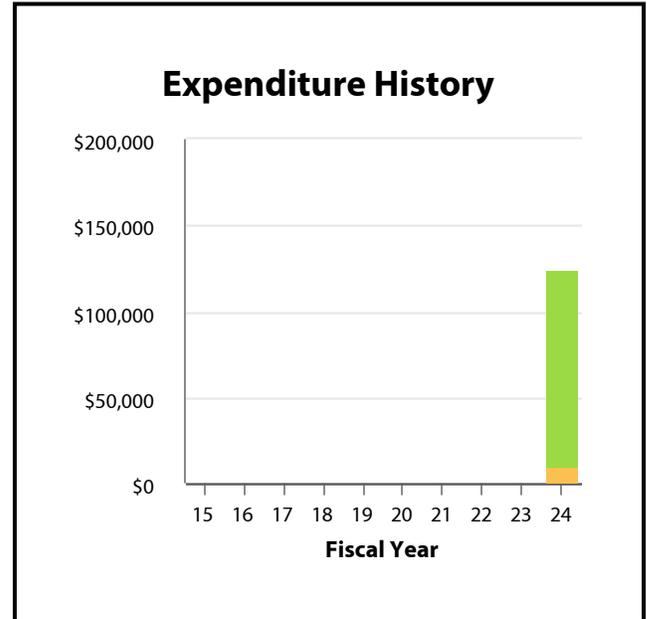
**The total budget is \$125,000. This is a new Special Revenue Fund.**

**Personnel Services** - There is no Personnel budget proposed.

**Supplies** - Total Supplies for this fund are projected to be \$10,000. This includes operating supplies for the Drug Free Coalition to run special events.

**Other Charges** - Total Other Charges are established to be \$115,000. This funding is divided to include \$90,000 for administrative services and \$25,000 in contracted services. Expenditures in this fund will be offset by the settlement funds to be paid to the City over the course of the next eighteen years. The City will retain a social worker with the funds provided by the settlement. In addition to this, a Community Health Study will be conducted. It will ensure that the City and its community remain abreast of any growing concerns surrounding this complex issue.

**Capital** - There is no Capital proposed for this fund.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel</b>	\$0	\$0	\$0	\$0	\$0
<b>Supplies</b>	0	0	0	10,000	10,000
<b>Other Charges</b>	0	0	0	115,000	115,000
<b>Total</b>	\$0	\$0	\$0	\$125,000	\$125,000

The Indigent Defense Fund has been established and organized pursuant to Act 93 of 2013. The legislation's stated purpose was "to provide indigent defendants in criminal cases with effective assistance of counsel; to provide standards for the appointment of legal counsel; to provide for and limit certain causes of action; and to provide for certain appropriations and grants."

text of the approved standards as well as standards pending approval can be downloaded [here](#).

All related expenses incurred by the Court for adherence to these standards are reimbursed through a grant from the State of Michigan. The Indigent Defense Fund was created to track grant proceeds and related expenses as required by law.

For fiscal year 2023/24, total expenditures of \$511,830 are budgeted to fund defense attorneys and other expert and investigative services for defendants who do not have the financial means to do so on their own.■



MICHIGAN INDIGENT DEFENSE COMMISSION

To date, six standards have been approved by the Department of Licensing and Regulator Affairs (LARA). All trial court funding units in Michigan are required to adhere to these approved standards.

***The Michigan Indigent Defense Commission was created by the State legislature in 2013 and works to ensure the State's public defense system is fair, cost-effective and constitutional while simultaneously protecting public safety and accountability.***

Standards 1, 2, 3 and 4 were approved on May 22, 2017. These standards cover training and education of counsel, the initial client interview, use of investigation and experts and counsel at first appearance. Standard 5 was approved on October 20, 2020 and requires independence from the judiciary. Standard 8 was approved on October 28, 2022 and covers attorney compensation.

Standards 6 and 7 are still awaiting approval by LARA. Standard 6 limits the caseload level of indigent defense attorneys and Standard 7 sets minimum qualifications for those attorneys. Full



***Did you know...the MIDC protects a defendant's right to counsel by requiring the assigned counsel and judges to operate independently?***

# Indigent Defense Fund

## SUMMARY OF BUDGET CHANGES

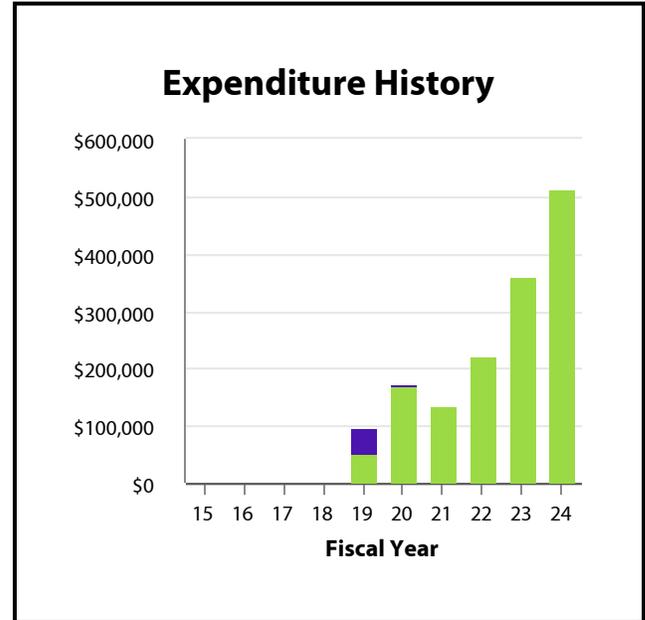
### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget increased by 42.0%.*

**Supplies** - Total Supplies decreased by \$250 or 50.0% as needs shift toward remote access and work.

**Other Charges** - Total Other Charges increased \$151,730 or 42.2%. Funding for defense counsel was increased by \$161,350 as the system moves from a house counsel system to individual assignments and paying compensation pursuant to an event-based schedule. All costs incurred by the City for adherence to MIDC guidelines will be reimbursed through a State grant.

**Capital** - There is no Capital proposed for this fund.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Supplies</b>	\$0	\$500	\$250	\$250	\$250
<b>Other Charges</b>	223,080	359,850	511,580	511,580	511,580
<b>Capital Outlay</b>	0	0	0	0	0
<b>Total</b>	\$223,080	\$360,350	\$511,830	\$511,830	\$511,830

The American Rescue Plan Act (ARPA) of 2021 was signed by the President on March 11, 2021. As part of the Act, approximately \$130 billion was allocated to Local Fiscal Recovery. Approximately \$45 billion of that was allocated to metropolitan cities. The City of Sterling Heights will receive \$19.8 million over a two year period. The funds must be obligated by the end of calendar year 2024 and spent by the end of calendar year 2026.

The funds can be used in four broad categories:

1. In response to the public health emergency or its negative impacts
2. Premium pay for essential workers
3. For government services to the extent of lost revenue
4. For investments in water, sewer or broadband infrastructure

There are two prohibited uses. The funds cannot be used for contributions to any pension fund or to pay down debt.

Based on current calculations, the City will be able to show revenue losses of nearly the entire amount of our allocation which will allow for the use of funds on a broad range of governmental services.

Based on input from City staff and City Council and resident feedback from community forums and through the website, as well as additional feedback provided at the Strategic Planning Session held in January 2022, an ARPA Action Plan was proposed and approved by City Council at the April 19, 2022 City Council meeting. The projects approved in the plan will be further researched and presented again to City Council for final approval before proceeding.

Projects approved in the ARPA Action Plan include:

- Concrete repairs to Ryan Road from 14 Mile to Metro Parkway
- Resurfacing of Plumbrook Road from Utica Road to Van Dyke Avenue

- Additional neighborhood street tree planting
- Construction of a multi-use path along the ITC Corridor
- Land acquisition for Riverland Park improvements
- Land acquisition for a park in the south end of the City
- An enhanced sidewalk gap program
- The development of a Community Garden
- The planting of Micro Forest(s) throughout the City
- Retention pond improvements
- A comprehensive traffic calming study
- Direct household assistance for low to moderate-income households
- Job training scholarships for unemployed workers
- Premium pay for essential City workers
- Funding for temporary code enforcement officers

To date, projects totaling over \$6 million have been completed or are in progress, including Ryan Road concrete repairs, Plumbrook Road resurfacing and the purchase of property in the Van Dyke corridor.

For the 2023/24 budget, \$584,200 is proposed to fund retention pond improvements and to continue to fund additional code enforcement. Other projects are in the development stage and may be brought to City Council throughout the year for approval.



**Click [here](#) For a complete summary of the Proposed ARPA Action Plan approved by City Council.**

***Did you know...that the Plumbrook Road reconstruction will be funded primarily through American Rescue Plan Act funds and will include the City's first bike lane?***

# American Rescue Plan Act

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget decreased by 90.9%.*

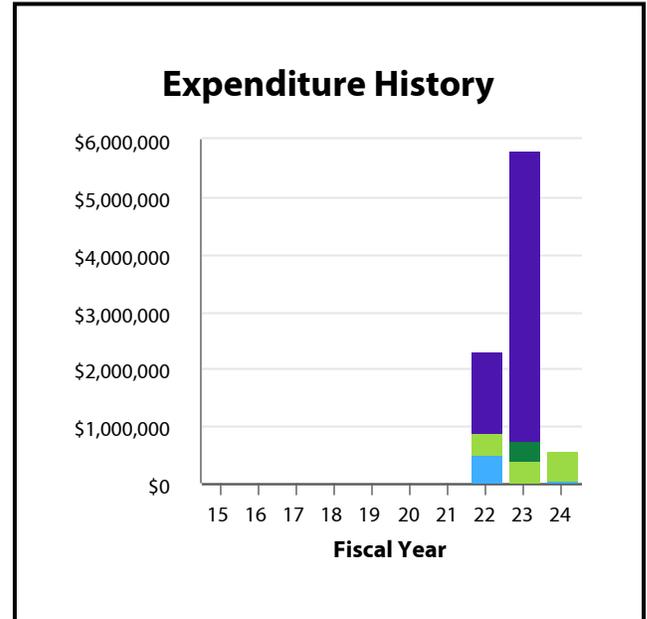
**Personnel Services** - Total decrease \$750 or 1.4%. Funding is provided for temporary code enforcement focusing on the inspection of commercial centers that do not house hazardous materials.

**Supplies** - There is no Supplies budget for this fund.

**Other Charges** - Proposed Other Charges total \$530,000 and include funding for retention pond maintenance and ongoing consulting services to help identify additional grant opportunities.

**Other Services** - Total Other Services is projected to have no expenditures as the tree planting initiatives from the previous year are complete.

**Capital** - There is no Capital proposed for this fund. There are multiple projects in the development stage to be funded through ARPA proceeds. The budget will be amended by City Council as these projects are finalized and brought for formal approval.



■ Personnel      ■ Capital Outlay  
■ Other Charges      ■ Other Services

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel</b>	\$505,310	\$54,950	\$54,950	\$54,200	\$54,200
<b>Supplies</b>	0	0	0	0	0
<b>Other Charges</b>	398,420	413,350	1,413,210	530,000	530,000
<b>Other Services</b>	0	356,000	356,000	0	0
<b>Capital Outlay</b>	1,421,760	5,046,480	5,762,130	0	0
<b>Total</b>	\$2,325,490	\$5,870,780	\$7,586,290	\$584,200	\$584,200

The Corridor Improvement Authority (CIA) Fund is a Special Revenue Fund of the City of Sterling Heights. Established in 2006, the Authority allows the City to identify commercial districts in the City and utilize tax incrementing financing to make public improvements and offer development incentives in order to increase economic vitality within these districts.

The CIA currently includes one District located in the north central portion of Sterling Heights. The District consists of properties bordering Van Dyke Avenue between 18½ Mile Road to the north City limit and along Utica Road between Van Dyke Avenue and Triangle Drive.

The Primary Goals for the District are (1) to enhance the public spaces within the District; (2) to delineate the District by developing a consistent beautification and landscape style along its rights-of-way; (3) to provide a unified building style through the development and redevelopment of properties within the District; and (4) to spur economic growth and increase property values within the District's borders.



As a necessary prerequisite to achieve these goals, both a Development Plan and a Tax Increment Finance Plan have been prepared. The Development Plan outlines the improvements proposed within the District, while the Tax Increment Finance Plan identifies the funding mechanism that will be utilized to finance the proposed improvements.

The Streetscape Design Guidelines prepared for the District include select specifications for paving,

decorative lighting, site furnishings, and landscaping. These amenities are intended to be constructed within the Van Dyke Avenue and Utica Road rights-of-way as well as on private property as part of future development and redevelopment within the District.



The Development Plan also includes potential façade improvements with selected styles and material specifications, access management improvements, property acquisition, floodplain/wetland mitigation, park space improvements, general infrastructure improvements, and a business recruitment and retention program. The CIA Master Plan provides for approximately \$20 million worth of improvements in the District over a 20-year period.

The Economic Development Consultant serves as the City's liaison to the Corridor Improvement Authority Board.

For fiscal year 2023/24, there are no scheduled Capital projects budgeted for this fund. Allocations to this fund in the current year are dedicated to planning and developing projects for the upcoming years.

***Did you know...the Corridor Improvement Authority is now known as the North Van Dyke Avenue District? Nearly 14 acres has been acquired in the District to create new recreational amenities that contribute to the revitalization of the area.***

# Corridor Improvement Authority Fund

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

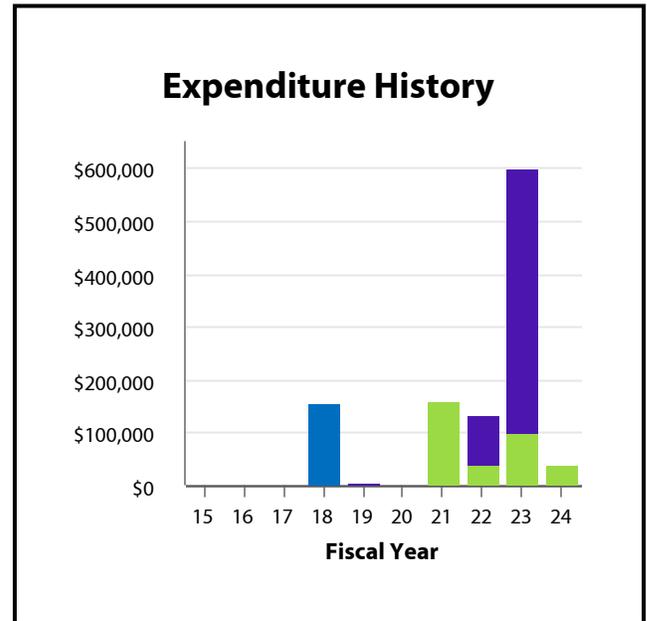
*The total budget decreased by 93.3%.*

**Supplies** - There is no Supplies budget for this fund.

**Other Charges** - Total Other Charges decreased \$60,000 or 60.0% as the District completed its work with the consultant retained in the prior year. The purpose of this consultation was to assist with developing a zoning ordinance for the District and for federal grant writing support for infrastructure and public improvements.

**Capital** - There is no Capital proposed for this fund. Prior year Capital included funding for the purchase of property within the Van Dyke Corridor.

**Debt Service** - There is no Debt Service budget for this fund.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Supplies</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Charges</b>	40,550	100,000	100,000	40,000	40,000
<b>Capital Outlay</b>	96,270	500,000	500,000	0	0
<b>Debt Service</b>	0	0	0	0	0
<b>Total</b>	\$136,820	\$600,000	\$600,000	\$40,000	\$40,000

The Economic Development Corporation Fund of the City of Sterling Heights has been established and organized, pursuant to Act 388 of the Public Acts of 1974, to achieve essential public objectives of the City. Its objectives are to alleviate and prevent conditions of unemployment, and to assist and retain local industries and commercial enterprise in order to strengthen and revitalize the economy of the City. The Economic Development Corporation also provides the means and methods for encouragement and assistance of industrial and research enterprises, and provides needed services or facilities to the City by constructing, acquiring through gift or purchase, improving, reconstructing, repairing, maintaining, and acquiring land for planned improvements suitable for use by any industrial or research enterprise.

***The Economic Development Corporation provides the means and methods for encouragement and assistance of industrial and research enterprises.***

To accomplish these objectives, the Economic Development Corporation is allowed to borrow money and issue its revenue bonds or revenue notes to finance all or part of the cost of the acquisition, purchase, construction, reconstruction, or improvements of any project or any part of that project. Additionally, the Economic Development Corporation may enter into leases, lease purchase agreements, or installment sales contracts with any person, firm, or corporation for the use or sale of projects.

The Economic Development Corporation functions as a nine member appointed Board and generates revenues by assessing fees on a particular bond and project improvement program.

Using web-based marketing services, promotional ads, marketing brochures, and television advertising, the Economic Development Corporation seeks to identify industries and research enterprises that may be considering expansion or relocation to the Detroit Metropolitan

area. City Administration assists interested parties in locating properties, securing financing and obtaining information about the City of Sterling Heights. The Economic Development Manager is the City's liaison to the Economic Development Corporation.

The Economic Development Corporation has been given the additional responsibility of the Brownfield Redevelopment Authority. Their tasks include making recommendations to the City Council on Brownfield plans. Brownfield Redevelopment has a positive impact on the community by providing a cleaner and safer environment.

Endeavors in this fund are being shifted to the General Fund and with the expectation that this fund will be closed at the end of the fiscal year.■

***Did you know...the Economic Development Corporation Fund has been consistently supporting the marketing program with Issue Media Group? Over 200 features have been developed and reached over one million readers since 2018.***

# Economic Development Corporation Fund

## SUMMARY OF BUDGET CHANGES

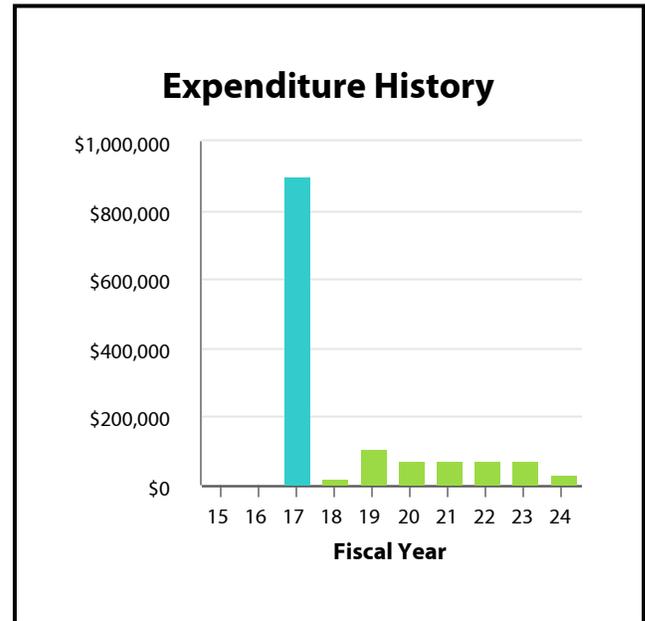
### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget decreased by 52.7%.*

**Personnel Services** - There is no Personnel budget for this fund. The Economic Development Corporation members serve as volunteers without compensation.

**Other Charges** - Total Other Charges decreased by \$41,040 or 52.7%. The remaining funding available is \$36,860. Additional expenditures for contractual consulting and business marketing services will be shifted to the General Fund. This fund will be closed at the end of this fiscal year.

**Transfers Out** - There are no Transfers Out to other City funds proposed for the 2023/24 fiscal year.



■ Personnel Services    ■ Other Charges  
■ Transfers Out

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Charges</b>	77,900	77,900	77,900	36,860	36,860
<b>Transfers Out</b>	0	0	0	0	0
<b>Total</b>	\$77,900	\$77,900	\$77,900	\$36,860	\$36,860

The Brownfield Redevelopment Authority Fund is a Special Revenue Fund of the City of Sterling Heights. The Authority was established in 2000 to offer private developers an opportunity to take advantage of tax incentives and grant programs to redevelop underutilized and obsolete properties, as well as remediate those properties that may be contaminated.

***The Authority offers private developers an opportunity to take advantage of tax incentives and grant programs to redevelop underutilized and obsolete properties.***

The goals of the Brownfield Redevelopment Authority are to clean up environmentally questionable properties, maximize land use in relation to the appropriate zoning district, reduce the blighting influence of underutilized or obsolete properties, create new job opportunities for residents of Sterling Heights, stimulate new investment in the City by wisely using all available resources, and control urban sprawl by reusing sites with existing infrastructure.

The City of Sterling Heights, through the Brownfield Redevelopment Authority, uses promotional advertising to encourage new investment in existing properties and assists developers in obtaining financial assistance through grant programs, tax credits, and tax increment financing.

***The Brownfield Redevelopment Authority encourages new investment in existing properties.***

The Brownfield Redevelopment Authority's tasks include making recommendations to City Council on future Brownfield plans, coordinating environmental inspections of possible Brownfield sites, and providing technical assistance, including zoning and infrastructure information and guidance

to those parties that are redeveloping land in the City. Overall, Brownfield Redevelopment will have a positive impact on the Community by providing a cleaner and safer environment.

The Economic Development Consultant is the City's liaison to the Brownfield Redevelopment Authority, whose nine members are the same as the Economic Development Corporations' members. ■

***Did you know...that the State of Michigan Brownfield Act is Public Act 381 of 1996? This act creates financial incentives to redevelop environmentally contaminated properties. Under this Act, brownfields are also defined by blighted and functionally obsolete structures. Lakeside Mall, for example, could be considered a brownfield due to the structures at the mall now being obsolete today compared to when it was built in 1976.***

# Brownfield Redevelopment Authority Fund

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

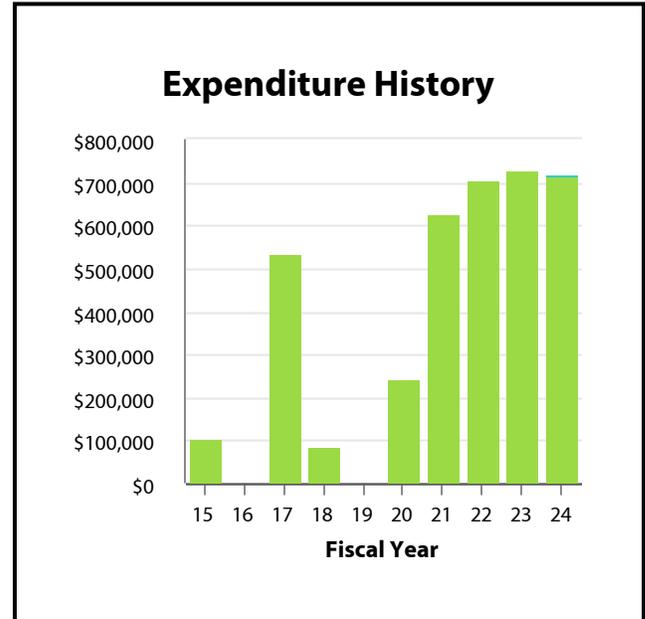
*The total budget decreased by 1.4%.*

**Personnel Services** - There is no Personnel budget for this fund. The Brownfield Redevelopment Authority members serve as volunteers without compensation.

**Other Charges** - Total funding of \$716,890 in Other Charges is proposed for the reimbursement of eligible brownfield project costs now that the Ashley Capital property has been fully developed, resulting in an increase in the property tax increment capture.

**Capital** - There is no Capital budget for this fund.

**Transfers Out** - There is one proposed Transfer Out to other City funds proposed for \$2,500 to the General Fund to cover allowable administrative costs as approved in the Liberty Park Brownfield Plan.



■ Personnel Services   
 ■ Other Charges  
■ Transfers Out

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Charges</b>	706,550	729,780	671,370	716,890	716,890
<b>Transfers Out</b>	0	0	10,000	2,500	2,500
<b>Total</b>	\$706,550	\$729,780	\$681,370	\$719,390	\$719,390

Public Act No. 281 of 1986, entitled The Local Development Financing Act, is intended to encourage local development to prevent unemployment and promote economic growth. These objectives are achieved under the Act by establishing local development finance authorities that create and implement development plans through tax increment financing.

The Act establishes the process for forming a Local Development Finance Authority (LDFA). This process is initiated by the municipality's governing body declaring by resolution its intention to create and provide for the operation of an authority.

The LDFA provides development incentives to companies that fall in the following categories: defense, high technology, alternative energy, agricultural processing, and automotive. The development incentives include reimbursing eligible entities for costs such as roads, water, sanitary and storm sewer, environmental remediation, demolition, and utilities.

As a prerequisite to achieving these goals, a Development Plan and Tax Increment Finance Plan are prepared. The Development Plan outlines the improvements proposed within the District, and the Tax Increment Finance Plan identifies the funding mechanism utilized to finance the proposed improvements.

The impetus for establishing the City's LDFA was the redevelopment of the former TRW site by BAE Systems located on the west side of Van Dyke Avenue, between 14 Mile Road and 15 Mile Road. This parcel was the first authority district in which the LDFA board is exercising its powers.

BAE Systems constructed a 230,000 square foot, state of the art business development and technology center based on the requirements of the United States Department of Defense and its worldwide allies. This new technology center focuses on and facilitates the integration of the technical, business and program management teams dedicated to the design and development of tactical wheeled and combat vehicles in support of the next generation of combat systems, while enhancing the capabilities of the current combat

systems of the United States and its allies. The capital investment by BAE Systems in real and personal property is an estimated \$33 million.

The State of Michigan designated the City's LDFA as a SmartZone. This designation allows the LDFA to operate a business incubator. A SmartZone plan is required to describe the operation of the business incubator and how tax dollars will be used to fund its activities.

In 2016 the LDFA plan was amended to allow for the capture of Tax Increment Financing revenue generated from the development of Sterling Enterprise Park. This development is projected to generate nearly \$6 million in revenue over a 20-year period and will be used to support eligible public improvements within the LDFA district.

In fiscal year 2023/24, the total LDFA budget of \$2,005,650 consists of \$1,368,510 for the operational costs associated with the Velocity Collaboration Center and \$584,140 for the reconstruction of the Collaboration Center's parking lot and updates to facility lighting and ceiling tiles. An additional \$53,000 is included for lawn maintenance on rights of way throughout the LDFA district.

***Did you know...Velocity is the main hub for all entrepreneurial services in Macomb County? The Senior Advisor For Entrepreneurship and Innovation is responsible for strategic planning, community outreach, and programming for all manufacturing and technology-related startup activity.***

# Local Development Finance Authority Fund

## SUMMARY OF BUDGET CHANGES

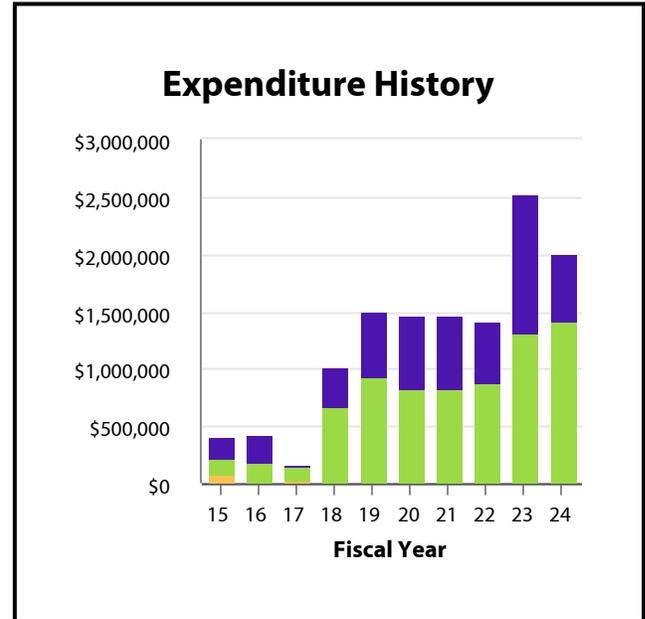
### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget decreased by 21.0%.*

**Supplies** - Total Supplies is proposed to remain the same at \$5,250.

**Other Charges** - Total Other Charges increased \$106,140 or 8.1% primarily due to funding allocated to contract a part-time Event Coordinator and a full-time Community Manager. The cost of the Community Manager will be funded through the MEDC Gateway Grant.

**Capital** - Total Capital of \$584,140 is proposed. The majority of these funds are for the Velocity Collaboration Center. \$513,190 will go towards the resurfacing of the parking lot. An additional \$36,950 and \$34,000 will allow for tenant spaces to be updated with new ceiling tiles and lighting.



FUNDING LEVEL SUMMARY					
	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Supplies</b>	\$3,360	\$5,250	\$5,000	\$5,250	\$5,250
<b>Other Charges</b>	879,710	1,310,120	1,299,470	1,416,260	1,416,260
<b>Capital Outlay</b>	546,250	1,222,190	1,233,170	584,140	584,140
<b>Total</b>	\$1,429,320	\$2,537,560	\$2,537,640	\$2,005,650	\$2,005,650

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***A well adjusted person is one who makes the same mistake twice  
without getting nervous.***

**~ Alexander Hamilton ~**



# Debt Service Funds



The city's Debt Service Funds are used to account for the accumulation of resources and payments of general long-term debt principal and interest. Debt Service Funds are required when legally mandated. Debt Service Funds include the General Drain Fund, Limited Tax General Obligation (LTGO) Debt Fund, Road Bond Debt Retirement Fund, and the Voted General Obligation Debt Fund.

## GENERAL OBLIGATION

Section 11.01 of the Sterling Heights City Charter outlines the City's general borrowing power. It states that Council, by ordinance or resolution, may authorize the borrowing of money, the issuance of bonds, or other evidences of indebtedness, subject to State law and Charter provisions. The City may pledge its full faith credit and resources for the payment of the obligation created.

The Charter further states that the City may borrow money, within provisions stipulated by State law, in anticipation of the payment of special assessments made for defraying any public improvement costs and can issue revenue or other types of bonds. This borrowing authority is limited, however. The net bonded indebtedness incurred for all public purposes cannot exceed 10% of the assessed value of all real and personal property in the City subject to taxation. In the case of fire, flood or other disaster requiring an emergency fund for the relief of City inhabitants, or for the repair or rebuilding of municipal buildings, infrastructure, bridges, or streets, the City's legislative body may borrow money for up to five years and in the amount not exceeding three-eighths of one percent of the assessed valuation of all property in the City, notwithstanding such loan may increase the indebtedness beyond the limitation fixed in the Charter.

Some bonds are not included in the computation of net bond indebtedness including bonds issued in anticipation of the payment of special assessments, mortgage bonds that are secured only by a mortgage on the property or franchise of a public utility, Michigan Transportation Fund (MTF) road construction bonds, and bonds issued to refund monies advanced or paid on special assessments for water main extensions. The resources of the sinking fund pledged for the retirement of any outstanding bonds shall also be deducted from the amount of the bonded indebtedness. The City's portion of the sewer district's debt service is also excluded from this calculation.

The City's 2022 State Equalized Valuation plus the assessed value of abated property is \$7,435,634,300. Therefore, the City's debt limit is \$743,563,430 or 10% of total valuation. The City's population is 134,346. The outstanding Net Direct Bonded Debt for the City as of June 30, 2023 is shown here as a ratio of debt to state equalized value and debt per capita.

	<b>Debt Out- standing 6/30/23</b>	<b>Debt to Assessed Value</b>	<b>Debt Per Capita</b>
<b>Net Direct Bonded Debt</b>	\$93,920,000	1.26%	\$699

The City's Debt Management Program is the product of over 50 years of deliberate decision-making by our community's leaders. The City has made judicious use of its authorities to sell bonds or otherwise incur debt. Our current bond ratings are indicated on the next page. The City's favorable credit rating results from low debt levels, as well as a history of conservative budgeting, maintaining adequate reserves, and financial flexibility based on an operating tax rate margin. The City anticipates maintaining its low debt position due to a modest debt burden and a rapid debt amortization. 69.6% of the City's total non-sewer debt is scheduled to be repaid within ten years. Favorable credit ratings and low debt service will better position the City to finance debt in the future.

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### **Total Debt Maturity within 10 Years = 69.6%**

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In compliance with the Uniform Budget Act of 1978, a summary of the City's total indebtedness as of June 30, 2023, including the principal and interest payments required for fiscal 2023/24 and the funding sources, is included in this Debt Service section. Total indebtedness is \$208,507,450. Total principal payment is \$12,424,450 and the interest payment is \$7,382,210. Brief descriptions of each type of debt incurred by the City are provided next, followed by the debt summary schedules.

BOND RATINGS		
Standard & Poors	Moody's Investor Service	Fitch
AAA	Aaa	AAA
AA+	Aa1	AA+
→ AA	Aa2	AA
AA-	A1	AA-
A+	A2	A+
A	A3	A
A-	Baa1	A-
BBB+	Baa2	BBB+
BBB	Baa3	BBB
BBB-	Ba1	BBB-
BB+	Ba2	BB+
BB	Ba3	BB
BB-	B1	BB-
B+	B2	B+
B	B3	B
B-	Caa1	B-
CCC+	Caa2	CCC+
CCC	Caa3	CCC
CCC-	Ca	CCC-

## LIMITED TAX GENERAL OBLIGATION DEBT FUND

In 2018, a \$20 million Facilities Improvement Bond was issued to finance facility infrastructure and information technology improvements. Total principal payment for 2023/24 is \$785,000 and the interest payment is \$595,110.

In the spring of 2019, a Capital Improvement Bond of \$25 million was issued to finance the new Public Works building. The budgeted principal payment for 2023/24 is \$895,000 and interest is \$686,250.

## VOTED TAX GENERAL OBLIGATION DEBT FUND

In the spring of 2008, a \$5.0 million General Obligation bond was issued for improvements at three of the City's fire stations (Public Improvement F), which was approved by the voters in November, 2006. The debt was refinanced in 2016/17 at a net savings of \$190,000 over the remaining six-year life of the bond. The final payment on this bond was made in the 2022/23 fiscal year.

## MAJOR ROAD IMPROVEMENTS

The City uses Gas and Weight tax revenues to finance various road improvements. Indebtedness is \$45,261,000. The Principal payment is \$3,390,000 and interest is \$1,411,430.

## SPECIAL ASSESSMENTS

In 2008, a \$3.26 million Special Assessment bond was issued to finance improvements within the Lakeside Shopping Center District. Total principal payment of \$200,000 and interest of \$48,150 is funded through special assessments.

## WATER & SEWER FUND

In 2023/24, total principal of \$4,339,450 and interest of \$2,629,930 is budgeted for the City's portion of Sewer District Debt. Total indebtedness is \$68,126,450.

In the Spring of 2021, a \$15 million Water & Sewer capital bond was issued to fund the water and sewer main replacement on Mound Road and water main rehabilitation at 19 Mile between Schoenherr and Clinton River Road. Principal payment and interest payment for this bond in 2023/2024 will be \$640,000 and 277,350 respectively.

In the Spring of 2022 a \$12.3 million Water & Sewer capital bond was issued to fund the city-wide water meter replacement program. Budgeted principal payments include \$400,000 and interest payments of 506,900.

## PARKS & RECREATION FUND

In the spring of 2017, a \$42.1 million Limited Tax General Obligation Bond was issued to fund the Recreating Recreation improvements. Total principal payment for 2023/24 is \$1,775,000 and interest is \$1,227,090.■

## DEBT SUMMARY

Description of Debt	Funding Sources	Debt Outstanding 6/30/2023	2023/24		Total
			Principal	Interest	
<b>LIMITED TAX GENERAL OBLIGATION DEBT FUND</b>					
2018 Facilities Improvement Bonds	Gen Fund	\$15,910,000	\$785,000	\$595,110	<b>\$1,380,110</b>
2019 Capital Improvement Bonds - DPW	Gen Fund	19,565,000	895,000	686,250	<b>1,581,250</b>
<b>Total General Fund Debt Service</b>		<b>35,475,000</b>	<b>1,680,000</b>	<b>1,281,360</b>	<b>2,961,360</b>
<b>VOTED TAX GENERAL OBLIGATION DEBT FUND</b>					
2017 Fire Station Impr. Refunding Bonds (F)	VTGO Fund	0	0	0	<b>0</b>
<b>Total Debt Fund Direct Debt Service</b>		<b>35,475,000</b>	<b>1,680,000</b>	<b>1,281,360</b>	<b>2,961,360</b>
<b>ROAD BOND DEBT RETIREMENT FUND</b>					
2016 MI Transportation Bonds	Major Rds	5,660,000	635,000	146,680	<b>781,680</b>
2017 MI Transportation Bonds	Major Rds	1,365,000	130,000	40,950	<b>170,950</b>
2018 MI Transportation Bonds	Major Rds	5,765,000	510,000	202,880	<b>712,880</b>
2020 MI Transportation Refunding Bonds	Major Rds	601,000	205,000	5,380	<b>210,380</b>
2021 MI Transportation Bonds	Major Rds	15,900,000	1,085,000	318,000	<b>1,403,000</b>
2022 MI Transportation Bonds	Major Rds	15,970,000	825,000	697,540	<b>1,522,540</b>
<b>Subtotal MI Transportation Bonds</b>		<b>45,261,000</b>	<b>3,390,000</b>	<b>1,411,430</b>	<b>4,801,430</b>
2008 Special Assessment Bonds	S/A - RBDF	1,200,000	200,000	48,150	<b>248,150</b>
<b>Total Road Bond Debt Service</b>		<b>46,461,000</b>	<b>3,590,000</b>	<b>1,459,580</b>	<b>5,049,580</b>
<b>WATER &amp; SEWER FUND</b>					
Sewer District Rehabilitation Bonds (MID/OMID)	W&S Fund	68,126,450	4,339,450	2,629,930	<b>6,969,380</b>
2021 Capital Improvement Bonds	W&S Fund	13,755,000	640,000	277,350	<b>917,350</b>
2022 Capital Improvement Bonds	W&S Fund	11,825,000	400,000	506,900	<b>906,900</b>
<b>Total W&amp;S Debt Service</b>		<b>93,706,450</b>	<b>5,379,450</b>	<b>3,414,180</b>	<b>8,793,630</b>
<b>PARKS &amp; RECREATION FUND</b>					
2017 Capital Improvement Bonds	P&R Fund	32,865,000	1,775,000	1,227,090	<b>3,002,090</b>
<b>Total Debt Service</b>		<b>\$208,507,450</b>	<b>\$12,424,450</b>	<b>\$7,382,210</b>	<b>\$19,806,660</b>

Note: Outstanding Debt Balance does not include unamortized premium

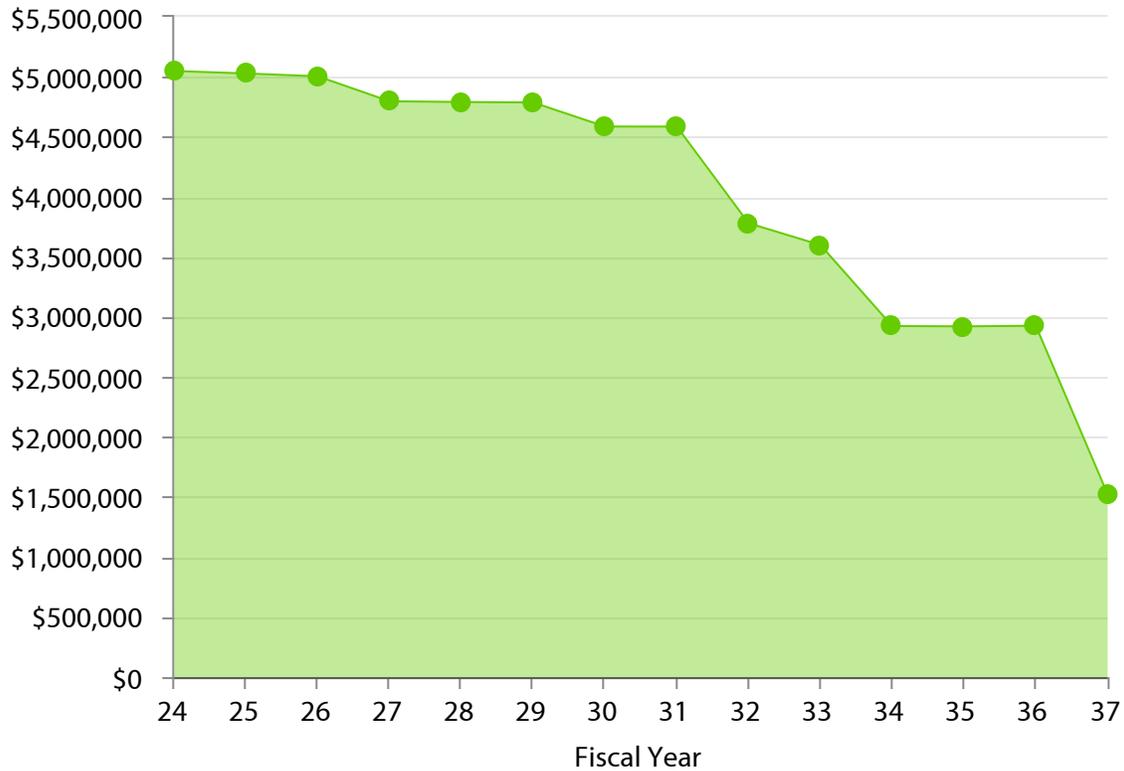
## GENERAL FUND & TAX SUPPORTED DEBT SERVICE

Debt Service	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 To Dec. 31	2022/23 Estimate	2023/24 Proposed
<b>LIMITED TAX GENERAL OBLIGATION DEBT FUND</b>						
2018 Facilities Improvement Bonds	\$1,371,360	\$1,377,860	\$1,377,360	\$316,180	\$1,377,360	\$1,380,110
2019 Capital Improvement Bonds	1,583,250	1,579,500	1,584,000	364,500	1,584,000	1,581,250
<b>Total General Fund Debt Service</b>	<b>2,954,610</b>	<b>2,957,360</b>	<b>2,961,360</b>	<b>680,680</b>	<b>2,961,360</b>	<b>2,961,360</b>
<b>VOTED TAX GENERAL OBLIGATION DEBT FUND</b>						
2008 Fire Station Improvement Bonds (F)	585,550	586,670	586,500	5,750	586,500	0
<b>Total VTGO Fund Debt Service</b>	<b>585,550</b>	<b>586,670</b>	<b>586,500</b>	<b>5,750</b>	<b>586,500</b>	<b>0</b>
<b>PARKS &amp; RECREATION FUND</b>						
2017 Capital Improvement Bonds	2,998,590	3,002,090	3,001,590	655,790	3,001,590	3,002,090
<b>Total Parks and Recreation Debt Service</b>	<b>2,998,590</b>	<b>3,002,090</b>	<b>3,001,590</b>	<b>655,790</b>	<b>3,001,590</b>	<b>3,002,090</b>
<b>Total Tax Supported Debt Service</b>	<b>\$6,538,750</b>	<b>\$6,546,120</b>	<b>\$6,549,450</b>	<b>\$1,342,220</b>	<b>\$6,549,450</b>	<b>\$5,963,450</b>

## SCHEDULE OF PRINCIPAL & INTEREST ROAD BOND DEBT RETIREMENT FUND

Fiscal Year	2016 M.T.F. Bonds	2017 M.T.F. Bonds	2018 M.T.F. Bonds	2020 M.T.F. Refunding	2021 M.T.F. Bonds	2022 M.T.F. Bonds	2008 S.A.D. Bonds	Total
2023/24	781,680	170,950	712,880	210,380	1,403,000	1,522,540	248,150	5,049,580
2024/25	788,970	172,050	697,380	203,200	1,401,300	1,526,290	239,650	5,028,840
2025/26	795,880	173,000	686,380	197,060	1,399,200	1,522,790	231,050	5,005,360
2026/27	802,370	173,800	674,630		1,401,700	1,522,290	222,350	4,797,140
2027/28	805,000	174,450	675,190		1,398,700	1,524,540	213,500	4,791,380
2028/29	808,550	174,950	674,650		1,400,300	1,524,290	204,500	4,787,240
2029/30	806,350	180,300	677,250		1,401,400	1,521,540		4,586,840
2030/31	808,550	180,350	674,250		1,402,000	1,521,290		4,586,440
2031/32		180,250	675,800		1,402,100	1,523,290		3,781,440
2032/33			675,960		1,401,700	1,522,290		3,599,950
2033/34					1,400,800	1,524,090		2,924,890
2034/35					1,399,400	1,522,710		2,922,110
2035/36					1,402,500	1,524,760		2,927,260
2036/37						1,523,290		1,523,290
<b>Total</b>	<b>\$6,397,350</b>	<b>\$1,580,100</b>	<b>\$6,824,370</b>	<b>\$610,640</b>	<b>\$18,214,100</b>	<b>\$21,326,000</b>	<b>\$1,359,200</b>	<b>\$56,311,760</b>

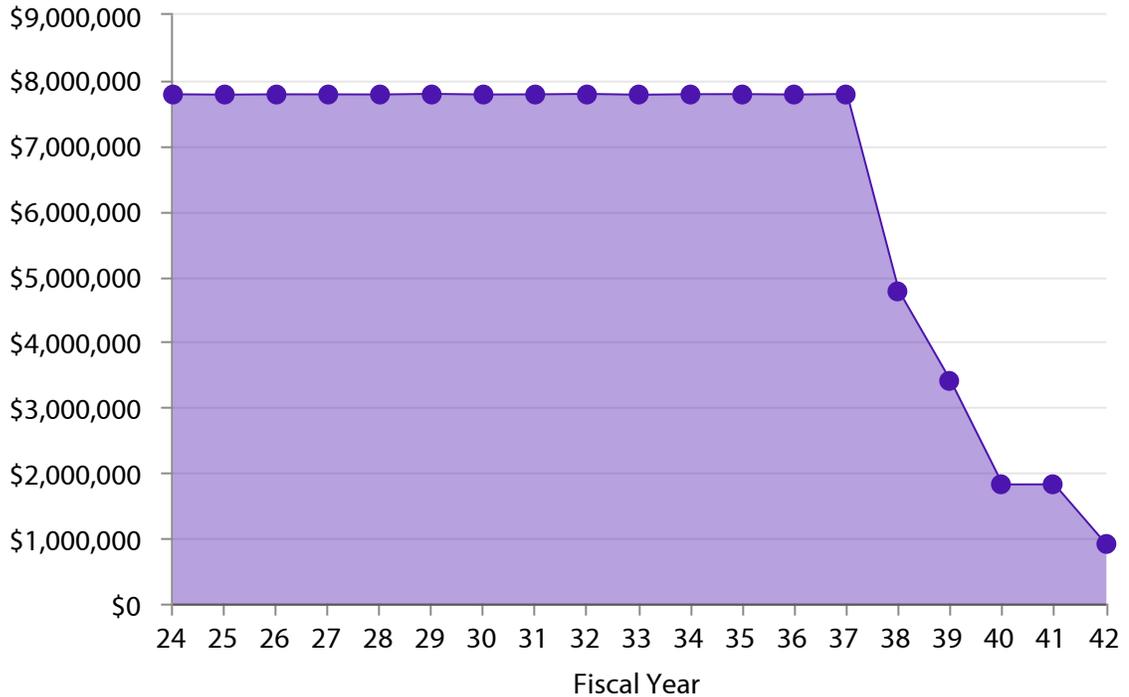
### Total Debt Service by Fiscal Year - Road Bonds



## LIMITED AND VOTED TAX GENERAL OBLIGATION DEBT SERVICE

Fiscal Year	2017 P&R Improve. Bonds (P&R)	2018 Facilities Improve. Bonds (LTGO)	2019 DPW Capital Improve. Bonds (LTGO)	2021 Capital Improve. Bonds (W&S)	2022 Capital Improve. Bonds (W&S)	Total
2023/24	3,002,090	1,380,110	1,581,250	917,330	906,890	7,787,670
2024/25	2,998,340	1,375,860	1,581,500	919,520	906,890	7,782,110
2025/26	3,000,340	1,379,860	1,579,500	921,420	905,890	7,787,010
2026/27	3,002,590	1,376,610	1,580,250	918,030	908,890	7,786,370
2027/28	2,999,840	1,376,360	1,583,500	919,430	905,640	7,784,770
2028/29	2,998,640	1,388,360	1,579,900	920,520	906,390	7,793,810
2029/30	2,999,030	1,378,360	1,579,700	921,320	905,890	7,784,300
2030/31	2,999,130	1,377,160	1,584,450	921,830	904,140	7,786,710
2031/32	3,002,130	1,380,060	1,583,000	922,030	906,140	7,793,360
2032/33	2,999,790	1,376,910	1,580,500	916,920	906,640	7,780,760
2033/34	3,001,920	1,376,440	1,581,950	921,620	906,840	7,788,770
2034/35	3,001,280	1,379,870	1,582,200	920,930	906,040	7,790,320
2035/36	3,002,880	1,375,550	1,581,250	919,930	904,240	7,783,850
2036/37	3,003,040	1,380,080	1,584,100	918,620	906,440	7,792,280
2037/38		1,376,550	1,580,600	917,020	907,440	4,781,610
2038/39			1,575,900	920,130	909,130	3,405,160
2039/40				917,830	904,690	1,822,520
2040/41				919,120	904,310	1,823,430
2041/42					907,810	907,810
<b>Total</b>	<b>\$42,011,040</b>	<b>\$20,678,140</b>	<b>\$25,299,550</b>	<b>\$16,553,550</b>	<b>\$17,220,340</b>	<b>\$121,762,620</b>

### Total Debt Service by Fiscal Year - Limited and Voted Tax Bonds

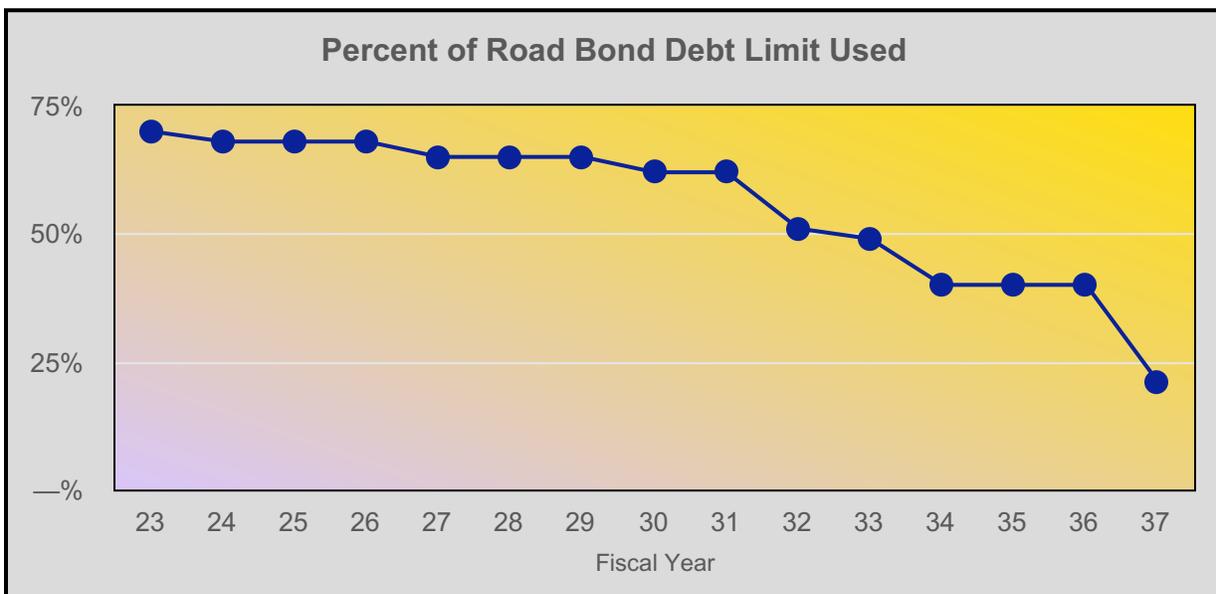


LEGAL DEBT MARGIN					
	2018	2019	2020	2021	2022
State Equalized Value (SEV)	5,261,715,125	5,461,624,715	5,851,809,075	6,211,667,616	6,490,425,650
10% of SEV	526,171,513	546,162,472	585,180,908	621,166,762	649,042,565
<b>Total Debt</b>	<b>139,470,048</b>	<b>131,890,255</b>	<b>159,109,556</b>	<b>199,119,220</b>	<b>218,689,597</b>
<b>Less: Debt not subject to limit</b>					
Michigan Transportation Fund Bonds	23,180,000	20,845,000	19,129,213	36,003,953	50,878,548
Special Assessment Bonds	2,100,000	1,950,000	1,800,000	1,600,000	1,400,000
MID District Special Assessments	2,258,379	1,962,402	1,983,169	1,844,015	1,704,561
OMID District Special Assessments	1,454,232	1,385,851	1,316,331	1,244,530	1,171,590
<b>Net Debt subject to limit</b>	<b>110,477,437</b>	<b>105,747,002</b>	<b>134,880,843</b>	<b>158,426,722</b>	<b>163,534,898</b>
<b>Net Debt subject to limit as % of Debt Limit</b>	<b>21.00 %</b>	<b>19.36 %</b>	<b>23.05 %</b>	<b>25.50 %</b>	<b>25.20 %</b>

The above chart represents the calculation of the City's legal debt margin over the past five years. Per the audited financial statements, for the fiscal year ended June 30, 2022, City debt totaled 25.2% of the legal limit.

CURRENT YEAR ROAD BOND DEBT LIMIT CALCULATION	
2023 State Road (ACT 51) Revenue	\$14,774,040
50% of Revenue	\$7,387,020
2023/24 Debt Service	\$5,049,580
% of Limit	68%

Per Michigan Public Act 175 of 1952, the total debt service for Michigan Transportation Fund bonds may not exceed 50% of the total road funding received from the State for the preceding year. As shown in the chart above, the budgeted debt service for 2023/24 is 34% below the allowable levels. The chart below shows the forecasted change in the % of Debt Limit used over time.



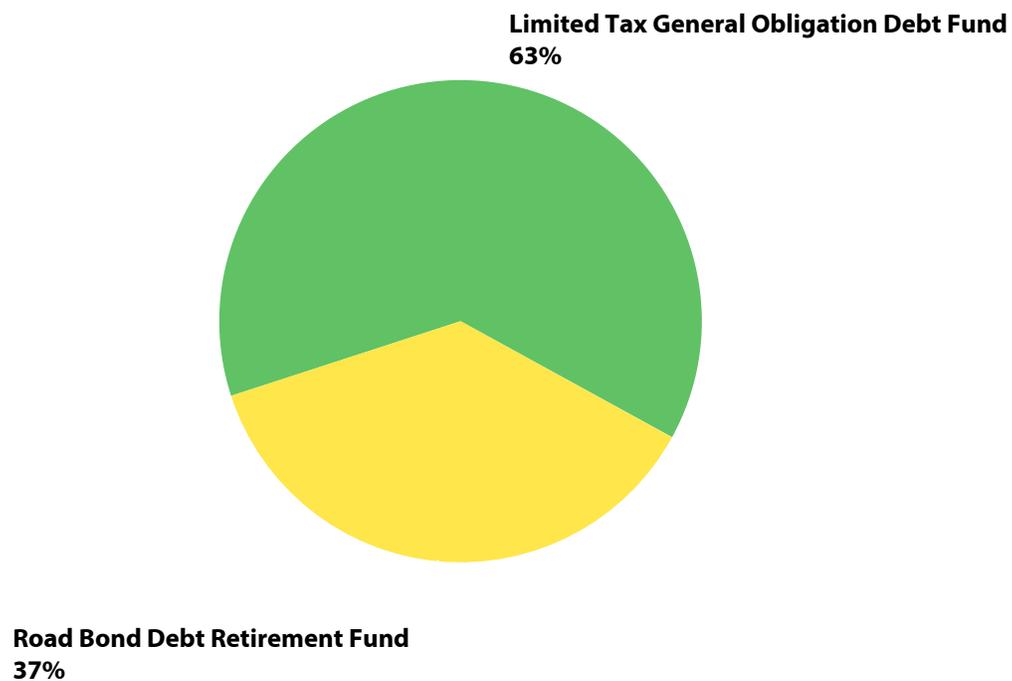
**DEBT SERVICE FUNDS  
REVENUES, EXPENDITURES & FUND BALANCES**

Debt Service Funds	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Adopted
<b>GENERAL DRAIN FUND</b>						
<b>REVENUES</b>						
Property Taxes	\$610	\$620	\$600	\$600	\$600	\$600
State/Local Returns	0	0	0	0	0	0
Interest Income	0	0	0	0	0	0
<b>Total Revenues</b>	<b>610</b>	<b>620</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>EXPENDITURES</b>						
Principal	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>610</b>	<b>620</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Beginning Fund Balance</b>	<b>1,100</b>	<b>1,710</b>	<b>2,330</b>	<b>2,330</b>	<b>2,930</b>	<b>2,930</b>
<b>Ending Fund Balance</b>	<b>\$1,710</b>	<b>\$2,330</b>	<b>\$2,930</b>	<b>\$2,930</b>	<b>\$3,530</b>	<b>\$3,530</b>
<b>VOTED TAX GENERAL OBLIGATION DEBT FUND</b>						
<b>REVENUES</b>						
Property Taxes	\$506,170	\$546,800	\$550,510	\$549,040	(\$3,500)	(\$3,500)
State/Local Returns	37,700	33,750	40,540	39,300	40,450	40,450
Interest Income	260	140	100	5,000	0	0
Transfer from General Fund	15,000	10,000	0	0	0	0
<b>Total Revenues</b>	<b>559,130</b>	<b>590,690</b>	<b>591,150</b>	<b>593,340</b>	<b>36,950</b>	<b>36,950</b>
<b>EXPENDITURES</b>						
Principal	555,000	565,000	575,000	575,000	0	0
Interest	30,550	21,670	11,500	11,500	0	0
Other Charges	500	500	500	500	0	0
<b>Total Expenditures</b>	<b>586,050</b>	<b>587,170</b>	<b>587,000</b>	<b>587,000</b>	<b>0</b>	<b>0</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>(26,920)</b>	<b>3,520</b>	<b>4,150</b>	<b>6,340</b>	<b>36,950</b>	<b>36,950</b>
<b>Beginning Fund Balance</b>	<b>30,050</b>	<b>3,130</b>	<b>6,650</b>	<b>6,650</b>	<b>12,990</b>	<b>12,990</b>
<b>Ending Fund Balance</b>	<b>\$3,130</b>	<b>\$6,650</b>	<b>\$10,800</b>	<b>\$12,990</b>	<b>\$49,940</b>	<b>\$49,940</b>

**DEBT SERVICE FUNDS**  
**REVENUES, EXPENDITURES & FUND BALANCES**

Debt Service Funds	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Adopted
<b>ROAD BOND DEBT RETIREMENT FUND</b>						
<b><u>REVENUES</u></b>						
Special Assessment Revenue	\$142,060	\$156,940	\$155,930	\$155,930	\$150,030	<b>\$150,030</b>
Federal Interest Rebates	16,150	0	0	0	0	<b>0</b>
Interest Income	390	160	50	0	0	<b>0</b>
Bond Proceeds	973,000	0	0	0	0	<b>0</b>
Transfer from Major Roads Fund	2,389,260	4,017,900	4,640,750	4,640,750	4,801,430	<b>4,801,430</b>
<b>Total Revenues</b>	<b>3,520,860</b>	<b>4,175,000</b>	<b>4,796,730</b>	<b>4,796,680</b>	<b>4,951,460</b>	<b>4,951,460</b>
<b><u>EXPENDITURES</u></b>						
Principal	2,959,050	3,108,000	3,599,000	3,599,000	3,590,000	<b>3,590,000</b>
Interest	637,080	909,730	1,478,500	1,478,500	1,459,580	<b>1,459,580</b>
Other Charges	27,880	2,850	3,470	2,850	2,850	<b>2,850</b>
<b>Total Expenditures</b>	<b>3,624,010</b>	<b>4,020,580</b>	<b>5,080,970</b>	<b>5,080,350</b>	<b>5,052,430</b>	<b>5,052,430</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>(103,150)</b>	<b>154,420</b>	<b>(284,240)</b>	<b>(283,670)</b>	<b>(100,970)</b>	<b>(100,970)</b>
<b>Beginning Fund Balance</b>	<b>539,920</b>	<b>436,770</b>	<b>591,190</b>	<b>591,190</b>	<b>307,520</b>	<b>307,520</b>
<b>Ending Fund Balance</b>	<b>\$436,770</b>	<b>\$591,190</b>	<b>\$306,950</b>	<b>\$307,520</b>	<b>\$206,550</b>	<b>\$206,550</b>
<b>LIMITED TAX GENERAL OBLIGATION DEBT FUND</b>						
<b><u>REVENUES</u></b>						
Transfer from General Fund	\$2,955,610	\$2,958,360	\$2,962,360	\$2,962,360	\$2,962,360	<b>\$2,962,360</b>
<b>Total Revenues</b>	<b>2,955,610</b>	<b>2,958,360</b>	<b>2,962,360</b>	<b>2,962,360</b>	<b>2,962,360</b>	<b>2,962,360</b>
<b><u>EXPENDITURES</u></b>						
Principal	1,445,000	1,520,000	1,600,000	1,600,000	1,680,000	<b>1,680,000</b>
Interest	1,509,610	1,437,360	1,361,360	1,361,360	1,281,360	<b>1,281,360</b>
Other Charges	1,000	1,000	1,000	1,000	1,000	<b>1,000</b>
<b>Total Expenditures</b>	<b>2,955,610</b>	<b>2,958,360</b>	<b>2,962,360</b>	<b>2,962,360</b>	<b>2,962,360</b>	<b>2,962,360</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>Ending Fund Balance</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>

## Debt Service Funds Percent of Total Expenditures



**This graph reflects budgeted expenditures for Debt Service Funds as a percent of the total \$8,014,790 Debt Service Funds budget.**

## **GENERAL DRAIN TAXES**

Although all City issued drain debt has been paid in full, small amounts of revenue are still realized primarily from the collection of delinquent property taxes.

## **OTHER FINANCING SOURCES**

Other Financing Sources in the Debt Service Funds represent the Transfers In from other funds. The General Fund and Major Road Fund provide revenue to the Debt Service Funds through this revenue center.

In 2023/24, revenues generated from Other Financing Sources represent 97.6% of total Debt Service revenues, an increase of \$160,680. Transfers from the General Fund total \$2,962,360 and remain the same as the prior year. The transfer from the Major Road Fund to the Road Bond Debt Retirement Fund increased \$160,680 due to small differences in in the debt service on Michigan Transportation bonds.

## **STATE & LOCAL RETURNS**

This source of revenue consists of reimbursements from the State to offset the elimination of property taxes on eligible manufacturing personal property. In 2023/24, a total of \$40,450 is expected.

## **OTHER REVENUE**

Other Revenue consists of revenue from Interest on Investments and Special Assessment revenue. In the 2023/24 Budget, Other Revenues represent 1.9% of total Debt Service revenues, a decrease of \$6,050. This decrease is primarily due to projected reduction in interest revenue for Special Assessment payments as many of these special assessments have been paid off

## **PUBLIC IMPROVEMENTS TAX**

The Voted Tax General Obligation Debt Fund has been established to isolate the revenues and expenditures for the voter approved debt to finance various public improvements. This fund is used to account for the payment of principal and interest on the current debt portion of the public improvements. A specific millage is levied to retire the debt incurred and the necessary paying agent fees. The final payment on this debt was made in fiscal year 2022/23, therefore there is no tax revenue for this fund in the current budget year.

## **EXCESS REVENUE OVER (UNDER) EXPENDITURES**

A budgeted use of fund balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2023/24 Budget, expenditures exceed revenues by \$63,420. A drawdown of funds is planned for debt payments in the Road Bond Debt Retirement Fund.■

**DEBT SERVICE FUNDS  
REVENUE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b>TAXES</b>						
404000	City Operating Tax	\$600	0.01	\$600	0.01	\$600	0.01
404001	Property Tax Refunds	(3,180)	(0.04)	(3,500)	(0.04)	(4,000)	(0.05)
415000	Delinquent Personal Property Tax	820	0.01	500	0.01	500	0.01
445000	Penalties & Interest	780	0.01	500	0.01	0	0.00
	<b>Total Taxes</b>	<b>(980)</b>	<b>0.000</b>	<b>(1,900)</b>	<b>0.000</b>	<b>(2,900)</b>	<b>0.000</b>
	<b>OTHER FINANCING SOURCES</b>						
698100	Bond Proceeds - Refunding Issue	0	0.00	0	0.00	0	0.00
699101	Transfer From General Fund	2,968,360	38.43	2,962,360	35.47	2,962,360	37.26
699202	Transfer From Major Road Fund	4,017,900	52.01	4,640,750	55.57	4,801,430	60.38
	<b>Total Other Financing Sources</b>	<b>6,986,260</b>	<b>90.44</b>	<b>7,603,110</b>	<b>91.04</b>	<b>7,763,790</b>	<b>97.64</b>
	<b>STATE &amp; LOCAL RETURNS</b>						
529004	Federal - Interest Rebates	0	0.00	0	0.00	0	0.00
573386	Personal Property Tax Reimbursement	33,750	0.44	40,540	0.49	40,450	0.51
	<b>Total State &amp; Local Returns</b>	<b>33,750</b>	<b>0.44</b>	<b>40,540</b>	<b>0.49</b>	<b>40,450</b>	<b>0.51</b>
	<b>OTHER REVENUE</b>						
665000	Interest on Investments	300	0.00	150	0.00	0	0.00
672000	Special Assessment Revenue	120,770	1.56	114,680	1.37	114,680	1.44
672665	Special Assessment Interest	36,170	0.47	41,250	0.49	35,350	0.44
	<b>Total Other Revenue</b>	<b>157,240</b>	<b>2.03</b>	<b>156,080</b>	<b>1.86</b>	<b>150,030</b>	<b>1.88</b>
	<b>PUBLIC IMPROVEMENTS TAX</b>						
419000	Proposal F Debt Levy	548,400	7.10	553,010	6.62	0	0.00
	<b>Total Public Improvements Tax</b>	<b>548,400</b>	<b>7.10</b>	<b>553,010</b>	<b>6.62</b>	<b>0</b>	<b>0.00</b>
	<b>Total Debt Service Funds</b>	<b>\$7,724,670</b>	<b>100.00</b>	<b>\$8,350,840</b>	<b>100.00</b>	<b>\$7,951,370</b>	<b>100.00</b>

Note: The 2021-2022 Actual Column is rounded to the nearest \$10.

**DEBT SERVICE FUNDS  
EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b>OTHER CHARGES</b>						
810000	Other Fees	\$4,350	0.06	\$4,970	0.06	\$3,850	0.05
	<b>Total Other Charges</b>	<b>4,350</b>	<b>0.06</b>	<b>4,970</b>	<b>0.06</b>	<b>3,850</b>	<b>0.05</b>
	<b>DEBT SERVICE</b>						
992000	Principal	5,193,000	68.64	5,774,000	66.90	5,270,000	65.75
992100	Principal - Refunded Escrow Agent	0	0.00	0	0.00	0	0.00
993000	Interest	2,368,760	31.31	2,851,360	33.04	2,740,940	34.20
993100	Interest - Paid to Ref Escrow	0	0.00	0	0.00	0	0.00
	<b>Total Debt Service</b>	<b>7,561,760</b>	<b>99.94</b>	<b>8,625,360</b>	<b>99.94</b>	<b>8,010,940</b>	<b>99.95</b>
	<b>Total Debt Service Funds</b>	<b>\$7,566,110</b>	<b>100.00</b>	<b>\$8,630,330</b>	<b>100.00</b>	<b>\$8,014,790</b>	<b>100.00</b>

Note: The 2021-2022 Actual Column is rounded to the nearest \$10.

# KEY FUND TRENDS

## Debt Service Funds

### City Bond Ratings

1.	Farmington Hills	AAA
2.	Troy	AAA
3.	Ann Arbor	AA+
4.	<b>STERLING HEIGHTS</b>	<b>AA</b>
5.	Dearborn	AA
6.	Grand Rapids	AA
7.	Livonia	AA
8.	Southfield	AA
9.	Warren	AA
10.	Lansing	A+

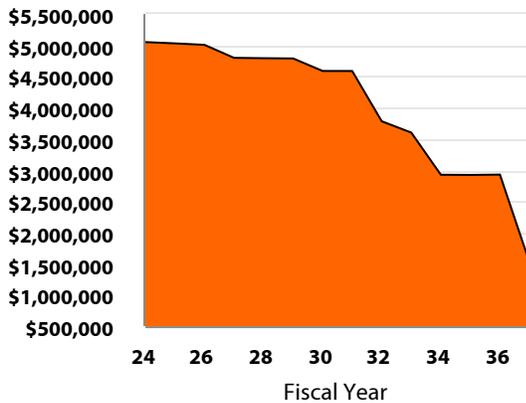
Only three of our comparable communities have a higher bond rating than Sterling Heights. Sterling Heights maintains a high Aa2 rating from Moody's and an AA rating from Fitch Investor's Rating Service due to the City's low costs and proactive response to changing economic conditions. In 2022, the City received an upgraded outlook from 'stable' to 'positive' from Standard and Poors.

### Government Debt Per Capita

1.	Grand Rapids	\$2,845
2.	Dearborn	\$2,347
3.	Ann Arbor	\$2,183
4.	Southfield	\$1,751
5.	<b>STERLING HEIGHTS</b>	<b>\$1,620</b>
6.	Lansing	\$1,517
7.	Warren	\$1,274
8.	Farmington Hills	\$766
9.	Livonia	\$430
10.	Troy	\$193

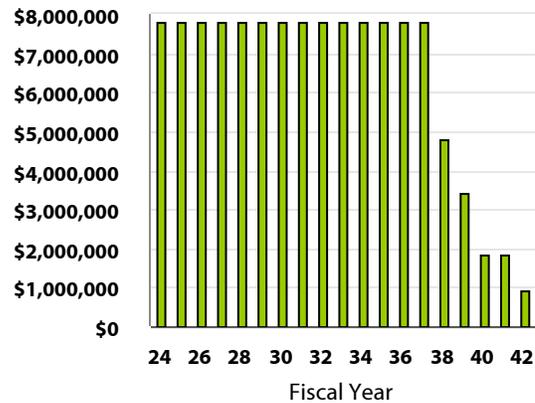
City debt per capita increased due to the issuance of an \$16.85 million MTF bond to fund phase II of the Mound Road reconstruction and a \$12.3 million Capital Improvement bond to fund the water and sewer meter replacement project. However, the City is still at only 25.2% of the legal debt limit.

### Annual Debt Payments Road Bonds



Road Bond Debt payments will remain relatively stable for the next three years as no future issuances are anticipated. Debt Service will start to decrease in fiscal year 2026/27 when the 2020 MTF Refunding bond is retired.

### Annual Debt Payments General Obligation Bonds



General Obligation Debt includes debt to fund the parks & recreation facilities paid for through the *Recreating Recreation* millage, as well as bonds issued to finance facilities renovations, a new DPW Building, and water and sewer infrastructure. General Obligation Debt will remain stable until fiscal year 2036/37 when the parks & recreation improvement bond will be retired.



The voter approved General Obligation Debt Fund was created to provide a formal mechanism of accounting for tax millage revenue and expenditures dedicated and used for the repayment of voter approved debt to finance various public improvements. A specific millage, as approved by the voters, is levied each year to retire the annual principal, interest and paying agent fee associated with each bond issued.

Each public improvement debt has its own activity and its own budgetary center within the fund. Thus, no budget adjustment can be made between budgetary centers without City Council authorization.

Proposal R authorized \$21 million of bonds to finance various road improvements. All road improvements have been completed and include Ryan Road from 14 Mile Road to M-59 Highway, Dodge Park Road from 15 Mile to 16 Mile Road, 15 Mile Road from Maple Lane to Schoenherr Road, 19 Mile Road from Saal to Canal Road, and 17 Mile Road from east of Mound Road to Dequindre Road. The bonds were issued in a series starting in 1990 and ending in 1999. The debt for "R" was retired in fiscal year 2008/09.

Proposal S authorized \$3,000,000 for the construction of the City's fifth fire station located in the northwest quadrant of the City. This station houses the Fire Department's administrative offices, classrooms for training and the fire garage. The debt for "S" was retired in fiscal year 2000/01.

Proposal T authorized \$900,000 for the purchase of a new ladder truck and related equipment. This capital was used to make the fifth fire station serviceable. The debt was retired in fiscal year 1996/97.

In November 2006, the voters approved Proposal F authorizing \$5 million for improvements to three of the City's fire stations. The improvements began in the spring of 2008 and included the modernization of the work areas, updating of the heating and cooling systems, and expansion of the facilities for both equipment storage and personnel quarters. In

conjunction with the start of the project, a bond was issued to provide financing for the public improvements. In the spring of fiscal year 2016/17, the debt was refinanced resulting in the issuance of the 2017 refunding bond, which saved the City \$190,000 in future debt payments.

The final payment on the debt issuance for Proposal F will be made in fiscal year 2022/23. As such, there is no debt service included for this fund in the proposed budget.

***Did you know...the 2008 Proposal F bond was the last remaining voter approved millage and was retired in the 2022/23 fiscal year?***

# Voted Tax General Obligation Debt Fund

## SUMMARY OF BUDGET CHANGES

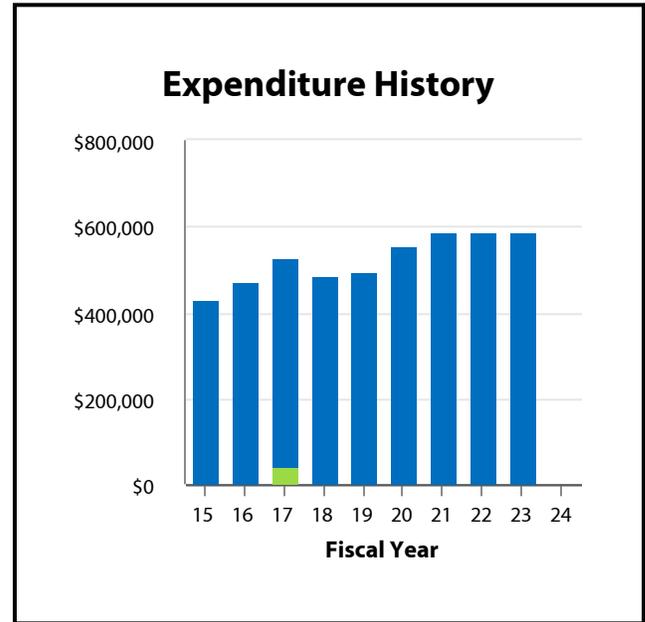
### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget decreased by 100.0%.*

**Personnel Services** - There is no Personnel budget for this fund.

**Other Charges** - There are no Other Charges for this fund.

**Debt Service** - There is no Debt Service for this fund in the current budget year. The final payment on this debt service will be made in fiscal year 22/23.



FUNDING LEVEL SUMMARY					
	2021/22	2022/23	2022/23	2023/24	2023/24
	Actual	Budget	Estimate	Proposed	Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Other Charges	500	500	500	0	0
Debt Service	586,670	586,500	586,500	0	0
<b>Total</b>	<b>\$587,170</b>	<b>\$587,000</b>	<b>\$587,000</b>	<b>\$0</b>	<b>\$0</b>

The Road Bond Debt Retirement Fund is a Debt Service Fund. It is used exclusively for the retirement of debt incurred by the City for various road improvements.

**Road bond projects to be retired through this fund are specified on the Road Bond Construction Fund schedule located in the Capital Projects section of this document. ■**

The most significant revenue source of this fund is through a transfer from the Major Road Fund. In 2023/24, the Major Road Fund transfer represents 97% of total Road Bond Debt Retirement Fund revenues. Most of the bonded road construction projects are considered major roads and Public Act 51 guidelines allow for such transfer payments for major road construction and debt payments. Other sources of revenue include Interest on Investments and Special Assessment revenue.

***The most significant revenue source of this fund is through a transfer from the Major Road Fund.***

This Fund's debt budgeted to be paid in fiscal year 2023/24 totals \$5,049,580, which is comprised of \$3,590,000 toward principal and \$1,459,580 in interest payments on Michigan Transportation Fund (MTF) bonds and the Lakeside Special Assessment bond that was issued in the spring of 2008. The Special Assessment bond was issued to finance various improvements within the Lakeside Shopping Center district. The improvements included road repairs, landscape improvements, brick paver crosswalks, decorative street lighting, banners, and other aesthetic improvements to the area surrounding the shopping center. The debt repayment for this project is being funded through assessments on the affected property owners.

In recent years Michigan Transportation Fund bonds were issued in 2021 and 2022 to finance the City's portion of the total Mound Road Reconstruction. No additional bonds will be issued in the fiscal year 2023/24 for this project.

The principal and interest payments for road bond projects are amortized based on the estimated total cost of the project times the interest rate for a fixed period of time - usually 15 years.



**INNOVATE MOUND**  
Construction Progress



***Did you know...the Mound Road total reconstruction is more than halfway complete and is scheduled to be finished in 2024?***

# Road Bond Debt Retirement Fund

## SUMMARY OF BUDGET CHANGES

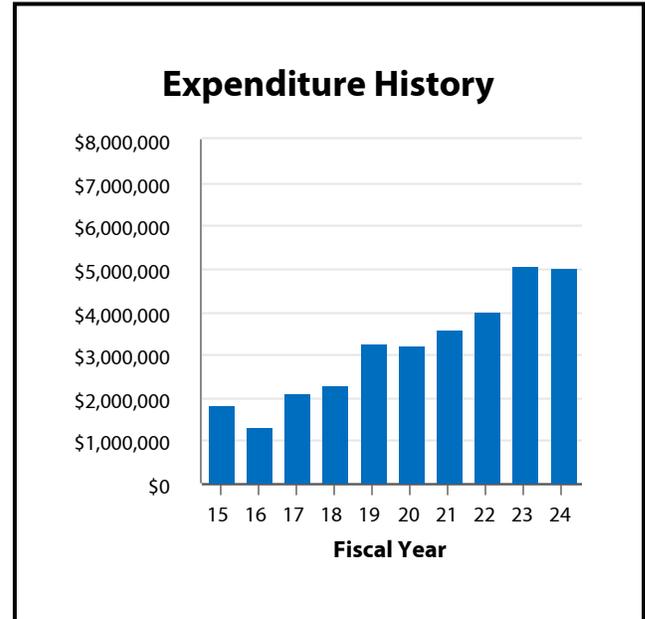
### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget decreased by 0.6%.*

**Supplies** - There is no Supplies budget for this fund.

**Other Charges** - Total Other Charges decreased \$620 or 17.9% based on the required fees for remaining bonds.

**Debt Service** - Total Debt Service decreased \$27,920 or 0.5% based on actual bond amortization schedules. There are no new road bond debt issuances planned for the budget year.



FUNDING LEVEL SUMMARY					
	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Supplies</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Charges</b>	2,850	3,470	2,850	2,850	2,850
<b>Debt Service</b>	4,017,730	5,077,500	5,077,500	5,049,580	5,049,580
<b>Total</b>	\$4,020,580	\$5,080,970	\$5,080,350	\$5,052,430	\$5,052,430



The Limited Tax General Obligation (LTGO) Fund is a Debt Service Fund that is used to account for the bond payments related to the construction and financing of City buildings and equipment.

The Limited Tax General Obligation Fund receives revenue for operations as a result of receiving cash transferred from the General Fund for the debt payments on Capital Improvement Bonds.

A \$20 million Facilities Improvement Bond was issued in the spring of 2018 to finance the facility infrastructure and information technology improvements identified as part of the facilities condition assessment completed in 2017 and the five-year information technology plan. This debt is scheduled to be retired in fiscal year 2037/38. Debt payments for the 2023/24 fiscal year total \$1,380,110.



In the spring of 2019, a \$25 million Capital Improvement Bond was issued to finance the construction of a new Department of Public Works facility. This debt is scheduled to be retired in fiscal year 2038/39. Debt payments in the 2023/24 fiscal year total \$1,581,250. ■

*Did you know...the debt service in this fund is the only City debt funded using General Fund dollars? All other City debt has a separate, dedicated funding source.*

# Limited Tax General Obligation Fund

## SUMMARY OF BUDGET CHANGES

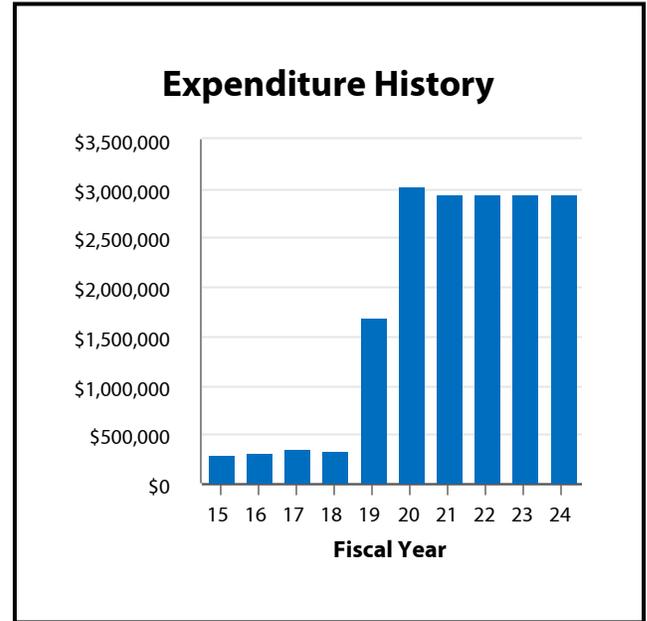
### SIGNIFICANT NOTES – 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget had no change from the prior year.*

**Personnel Services** - There is no Personnel budget for this fund.

**Other Charges** - Total Other Charges is proposed to remain the same at \$1,000.

**Debt Service** - Total Debt Service is proposed to remain the same at \$2,961,360.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Personnel Services</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Charges</b>	1,000	1,000	1,000	1,000	1,000
<b>Debt Service</b>	2,957,360	2,961,360	2,961,360	2,961,360	2,961,360
<b>Total</b>	\$2,958,360	\$2,962,360	\$2,962,360	\$2,962,360	\$2,962,360

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***Whatever you are, be a good one.***

**~ Abraham Lincoln ~**



# Capital Projects



Capital Projects Funds are used to account for resources to be used for the acquisition or construction of major capital facilities, and for the purchase of capital equipment and vehicles. The city currently maintains two capital projects funds, the Capital Projects Fund and the Road Bond Construction Fund. The city's Capital Improvement Program is a multi-year planning instrument used to coordinate the financing and timing of improvements in a way that maximizes the return to residents.

**CAPITAL PROJECT FUNDS**  
**REVENUES, EXPENDITURES & FUND BALANCES**

Capital Projects	2020/21 Actual	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Adopted
<b>CAPITAL PROJECTS FUND</b>						
<b>REVENUES</b>						
State & Local Returns	\$701,520	\$2,770	\$447,900	\$447,900	\$70,000	<b>\$70,000</b>
Other Revenue	1,241,570	113,780	1,364,640	1,437,640	924,900	<b>924,900</b>
Proceeds Long-Term Debt	0	0	0	0	0	<b>0</b>
Transfer from General Fund	5,338,130	5,510,450	5,620,260	5,620,260	5,590,000	<b>5,590,000</b>
<b>Total Revenues</b>	<b>7,281,220</b>	<b>5,627,000</b>	<b>7,432,800</b>	<b>7,505,800</b>	<b>6,584,900</b>	<b>6,584,900</b>
<b>EXPENDITURES</b>						
Capital Equipment	688,170	1,072,380	1,414,220	1,386,450	553,710	<b>553,710</b>
Capital Equipment - IT	1,691,060	349,200	671,160	668,070	295,580	<b>295,580</b>
Capital Vehicles	1,492,870	2,070,330	2,168,950	2,175,300	2,525,000	<b>2,525,000</b>
Capital Projects	11,277,540	4,161,210	7,620,500	7,604,020	2,394,200	<b>2,394,200</b>
Other Charges	0	0	0	0	0	<b>0</b>
<b>Total Expenditures</b>	<b>15,149,640</b>	<b>7,653,120</b>	<b>11,874,830</b>	<b>11,833,840</b>	<b>5,768,490</b>	<b>5,768,490</b>
<b>Rev. Over (Under) Expend.</b>	<b>(7,868,420)</b>	<b>(2,026,120)</b>	<b>(4,442,030)</b>	<b>(4,328,040)</b>	<b>816,410</b>	<b>816,410</b>
<b>Beginning Fund Balance</b>	<b>16,496,780</b>	<b>8,628,360</b>	<b>6,602,240</b>	<b>6,602,240</b>	<b>2,274,200</b>	<b>2,274,200</b>
<b>Ending Fund Balance</b>	<b>\$8,628,360</b>	<b>\$6,602,240</b>	<b>\$2,160,210</b>	<b>\$2,274,200</b>	<b>\$3,090,610</b>	<b>\$3,090,610</b>
<b>FACILITIES IMPROVE. FUND</b>						
<b>REVENUES</b>						
Federal & Other Rev Sources	\$3,896,400	\$298,160	\$0	\$0	\$0	<b>\$0</b>
<b>Total Revenues</b>	<b>3,896,400</b>	<b>298,160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURES</b>						
Other Charges	53,180	0	0	0	0	<b>0</b>
Capital Improvements	15,064,170	867,060	0	0	0	<b>0</b>
Transfer from General Fund	0	0	375,630	375,630	0	<b>0</b>
<b>Total Expenditures</b>	<b>15,117,350</b>	<b>867,060</b>	<b>375,630</b>	<b>375,630</b>	<b>0</b>	<b>0</b>
<b>Rev. Over (Under) Expend.</b>	<b>(11,220,950)</b>	<b>(568,900)</b>	<b>(375,630)</b>	<b>(375,630)</b>	<b>0</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>12,165,480</b>	<b>944,530</b>	<b>375,630</b>	<b>375,630</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>	<b>\$944,530</b>	<b>\$375,630</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>CLINTON RIVER REST. FUND</b>						
<b>REVENUES</b>						
Transfer from General Fund	\$80,000	\$0	\$0	\$0	\$0	<b>0</b>
<b>Total Revenues</b>	<b>80,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURES</b>						
Other Charges	10,340	620	17,230	17,240	0	<b>0</b>
Capital Projects	51,800	0	0	0	0	<b>0</b>
<b>Total Expenditures</b>	<b>62,140</b>	<b>620</b>	<b>17,230</b>	<b>17,240</b>	<b>0</b>	<b>0</b>
<b>Rev. Over (Under) Expend.</b>	<b>17,860</b>	<b>(620)</b>	<b>(17,230)</b>	<b>(17,240)</b>	<b>0</b>	<b>0</b>
<b>Beginning Fund Balance</b>	<b>0</b>	<b>17,860</b>	<b>17,240</b>	<b>17,240</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>	<b>\$17,860</b>	<b>\$17,240</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>ROAD BOND CONSTR. FUND</b>						
<b>REVENUES</b>						
Other Revenue	\$(3,530)	(\$154,740)	\$10,000	\$325,000	\$150,000	<b>\$150,000</b>
Proceeds Long-Term Debt	18,000,000	16,850,000	0	0	0	<b>0</b>
Bond Premiums	702,900	1,036,150	0	0	0	<b>0</b>
<b>Total Revenues</b>	<b>18,699,370</b>	<b>17,731,410</b>	<b>10,000</b>	<b>325,000</b>	<b>150,000</b>	<b>150,000</b>
<b>EXPENDITURES</b>						
Capital Improvements	862,120	10,023,340	22,584,700	22,584,700	1,809,630	<b>1,809,630</b>
Other Charges	163,040	405,840	0	0	0	<b>0</b>
<b>Total Expenditures</b>	<b>1,025,160</b>	<b>10,429,180</b>	<b>22,584,700</b>	<b>22,584,700</b>	<b>1,809,630</b>	<b>1,809,630</b>
<b>Rev. Over (Under) Expend.</b>	<b>17,674,210</b>	<b>7,302,230</b>	<b>(22,574,700)</b>	<b>(22,259,700)</b>	<b>(1,659,630)</b>	<b>(1,659,630)</b>
<b>Beginning Fund Balance</b>	<b>875,090</b>	<b>18,549,300</b>	<b>25,851,530</b>	<b>25,851,530</b>	<b>3,591,830</b>	<b>3,591,830</b>
<b>Ending Fund Balance</b>	<b>\$18,549,300</b>	<b>\$25,851,530</b>	<b>\$3,276,830</b>	<b>\$3,591,830</b>	<b>\$1,932,200</b>	<b>\$1,932,200</b>

## STATE & LOCAL RETURNS

Revenue from Federal, State, and/or County grants is included in State and Local Returns. In fiscal year 2023/24, \$70,000 is budgeted for an MEDC Election Enhancement grant to purchase election laptops and an election worker management system.

## OTHER FINANCING SOURCES

Other Financing Sources include all proceeds received from long-term debt as a result of planned Capital Project construction and/or acquisition by the City. Also included in this revenue center are transfers into the Capital Project Funds from other funds.

In the 2023/24 Budget, revenues generated from Other Financing Sources represent 83.0% of total revenue sources, a decrease of \$30,260. Transfers from the General Fund continue to increase to the Capital Projects Fund for the replacement of capital vehicles, equipment, and needed facility repairs.

## OTHER REVENUE

The revenue source of Other Revenue includes revenues that cannot be easily classified in other revenue centers. Included in this revenue center are Interest on Investments, Special Assessment Revenue, Reimbursements, Insurance Recovery, Miscellaneous Revenue, and Interest and Penalties.

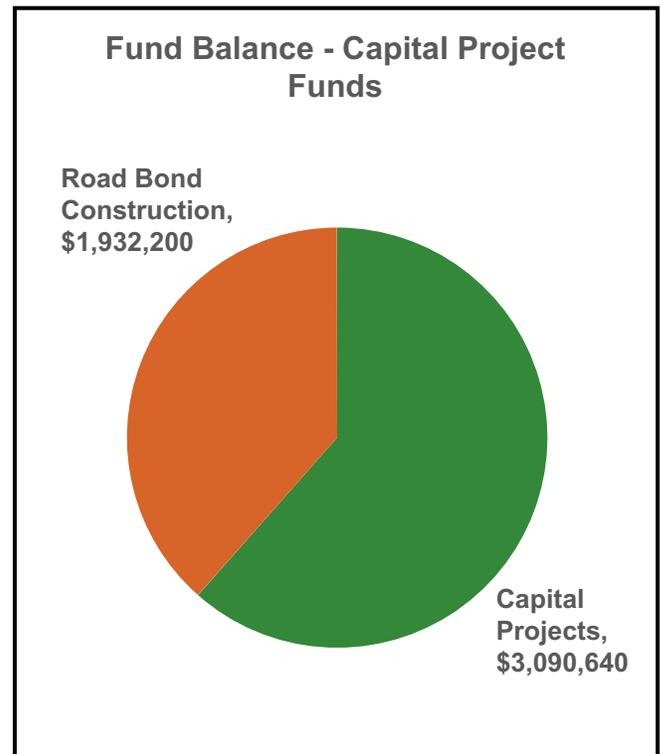
In the 2023/24 Budget, Other Revenues represent 16.0% of total revenue sources, a decrease of \$299,740. This decrease is primarily due to less expected reimbursements for the sidewalk gas and repair programs. This year's program will be smaller in scope. An increase in expected interest income will partially offset this reduction.

## EXCESS REVENUE OVER (UNDER) EXPENDITURES

A budgeted Use of Fund Balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2023/24 Budget, use of fund balance as a revenue source totals \$843,220. This is due to a planned drawdown of reserves to fund the final portion of the Mound Road reconstruction project. Bonds to fund this project were issued in previous fiscal years and remain the primary source of funding.

Fund balance reserves across all Capital Project Funds total \$5,022,810 and consist of \$1,932,200 in the Road Bond Construction Fund for future year expenditures and \$3,090,610 in the Capital Projects Fund, \$1.3 million of which is set aside for the future replacement of ambulances, additional response vehicles, and other equipment related to EMS transport. ■



**Total Fund Balance = \$5,022,810**

**CAPITAL PROJECT FUNDS  
REVENUE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b><u>STATE &amp; LOCAL RETURNS</u></b>						
529000	Federal Grant - Other	0	0.00	337,900	4.54	0	0.00
539002	State Grants	0	0.00	110,000	1.48	70,000	1.04
549000	County & Other Local Grants	2,770	0.01	0	0.00	0	0.00
	<b>Total State &amp; Local Returns</b>	<b>2,770</b>	<b>0.01</b>	<b>447,900</b>	<b>6.02</b>	<b>70,000</b>	<b>1.04</b>
	<b><u>OTHER FINANCING SOURCES</u></b>						
698000	Proceeds Long-Term Debt	16,850,000	71.23	0	0.00	0	0.00
698001	Bond Premiums	1,036,150	4.38	0	0.00	0	0.00
699101	Transfer from General Fund	5,750,450	24.31	5,244,630	70.47	5,590,000	83.00
699404	Transfer from Facilities Fund	0	0.00	375,630	5.05	0	0.00
	<b>Total Other Financing Sources</b>	<b>23,636,600</b>	<b>99.92</b>	<b>5,620,260</b>	<b>75.51</b>	<b>5,590,000</b>	<b>83.00</b>
	<b><u>OTHER REVENUE</u></b>						
665000	Interest on Investments	58,970	0.25	12,500	0.17	250,000	3.71
665445	Interest & Penalties - Tax Roll	490	0.00	0	0.00	0	0.00
672000	Special Assessment Revenue	28,430	0.12	14,000	0.19	13,650	0.20
672665	Special Assessment Interest	190	0.00	13,930	0.19	1,250	0.02
675000	Contributions & Donations	0	0.00	34,210	0.46	0	0.00
676000	Reimbursements	111,320	0.47	1,200,000	16.12	710,000	10.54
677008	Unrealized Gain/Loss	(296,810)	(1.25)	0	0.00	0	0.00
685015	Miscellaneous Revenue - MCPWC	57,050	0.24	100,000	1.34	100,000	1.48
687000	Refunds & Rebates	57,560	0.24	0	0.00	0	0.00
	<b>Total Other Revenue</b>	<b>17,200</b>	<b>0.07</b>	<b>1,374,640</b>	<b>18.47</b>	<b>1,074,900</b>	<b>15.96</b>
	<b>Total Capital Projects Funds</b>	<b>\$23,656,570</b>	<b>100.00</b>	<b>\$7,442,800</b>	<b>100.00</b>	<b>\$6,734,900</b>	<b>100.00</b>

**Note: The 2021-2022 Actual Column is rounded to the nearest \$10.**

**CAPITAL PROJECT FUNDS  
EXPENDITURE SUMMARY BY ACCOUNT**

Account Number	Account Name	2021-2022 Actual		2022-2023 Budget		2023-2024 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<b><u>OTHER CHARGES</u></b>						
810000	Other Fees	\$405,840	2.14	\$0	0.00	\$0	0.00
826000	Contracted Services	620	0.00	17,230	0.05	0	0.00
	<b>Total Other Charges</b>	<b>406,460</b>	<b>2.14</b>	<b>17,230</b>	<b>0.05</b>	<b>0</b>	<b>0.00</b>
	<b><u>CAPITAL OUTLAY</u></b>						
975000	Building & Improvements	1,308,270	6.90	675,830	1.94	0	0.00
975010	Municipal Building Modernization	242,210	1.28	258,100	0.74	245,000	3.23
975020	Library Renovations	0	0.00	43,900	0.13	13,000	0.17
975030	DPW Building	2,798,330	14.77	1,043,260	2.99	0	0.00
975040	DPW Storage Facilities	0	0.00	109,000	0.31	0	0.00
975210	Fire Station Renovations	90,740	0.48	0	0.00	0	0.00
975220	Misc. Fire Station Improvements	35,000	0.18	241,800	0.69	400,000	5.28
975388	Delia Park Parking Lot Improvement	0	0.00	872,060	2.50	0	0.00
979000	Computer Equipment	178,940	0.94	530,000	1.52	168,160	2.22
979150	Financial System - Hardware	53,980	0.28	52,300	0.15	68,700	0.91
979305	Police Department - Equipment	4,300	0.02	0	0.00	0	0.00
979320	Police Department - Car Computers	111,980	0.59	88,860	0.25	0	0.00
979850	Fire Department - Hardware	0	0.00	0	0.00	58,720	0.77
981000	Electronic Equipment	25,650	0.14	0	0.00	0	0.00
982000	Machinery & Equipment	849,080	4.48	692,620	1.99	453,710	5.99
982001	Machinery & Equipment - Grant	135,250	0.71	440,390	1.26	0	0.00
984000	Vehicles	23,770	0.13	36,000	0.10	445,000	5.87
984265	Vehicles - Facilities Maintenance	41,880	0.22	80,000	0.23	0	0.00
984315	Vehicles - Police Operations	1,025,880	5.41	611,480	1.75	465,000	6.14
984316	Vehicles - Police Upfitting	0	0.00	0	0.00	230,000	3.04
984337	Vehicles - Fire Administration	0	0.00	66,750	0.19	0	0.00
984338	Vehicles - Fire Transport	199,800	1.05	255,000	0.73	285,000	3.76
984339	Vehicles - Fire Extinguishment	672,850	3.55	0	0.00	500,000	6.60
984341	Vehicles - Fire Prevention	32,300	0.17	68,760	0.20	0	0.00
984412	Vehicles - Building	0	0.00	26,630	0.08	0	0.00
984417	Vehicles - Neighborhood Services	23,910	0.13	0	0.00	0	0.00
984444	Vehicles - Street Services	1,820	0.01	949,280	2.72	600,000	7.92
984447	Vehicles - Engineering	24,210	0.13	0	0.00	0	0.00
984752	Vehicles - Parks & Recreation	23,910	0.13	75,050	0.22	0	0.00
986000	Major Drain Improvements	399,910	2.11	122,750	0.35	200,000	2.64
987000	Public Art	62,400	0.33	281,210	0.81	100,000	1.32
988000	Construction	143,580	0.76	2,343,920	6.73	1,536,200	20.27
988291	M59 Regional Median Improvements	9,290	0.05	0	0.00	0	0.00
988303	2018 Sidewalk Gap Program	0	0.00	38,800	0.11	0	0.00
988344	Mound Reconstruction I696 to M59	10,014,050	52.84	22,584,700	64.80	1,809,630	23.88
988384	Takoma Park Subdivision Pond Study	10,230	0.05	4,990	0.01	0	0.00
988385	2022 Sidewalk Replacement Program	0	0.00	1,672,000	4.80	0	0.00
988386	Asphalt Resurfacing Fire Station	0	0.00	194,090	0.56	0	0.00
	<b>Total Capital Outlay</b>	<b>18,543,520</b>	<b>97.86</b>	<b>34,459,530</b>	<b>98.87</b>	<b>7,578,120</b>	<b>100.00</b>
	<b><u>TRANSFERS OUT</u></b>						
999403	Transfer to Capital Projects - General	0	0.00	375,630	1.08	0	0.00
	<b>Total Transfers Out</b>	<b>0</b>	<b>0.00</b>	<b>375,630</b>	<b>1.08</b>	<b>0</b>	<b>0.00</b>
	<b>Total Capital Projects Fund</b>	<b>\$18,949,980</b>	<b>100.00</b>	<b>\$34,852,390</b>	<b>100.00</b>	<b>\$7,578,120</b>	<b>100.00</b>

2021-2022 Actual Column is rounded to the nearest \$10.

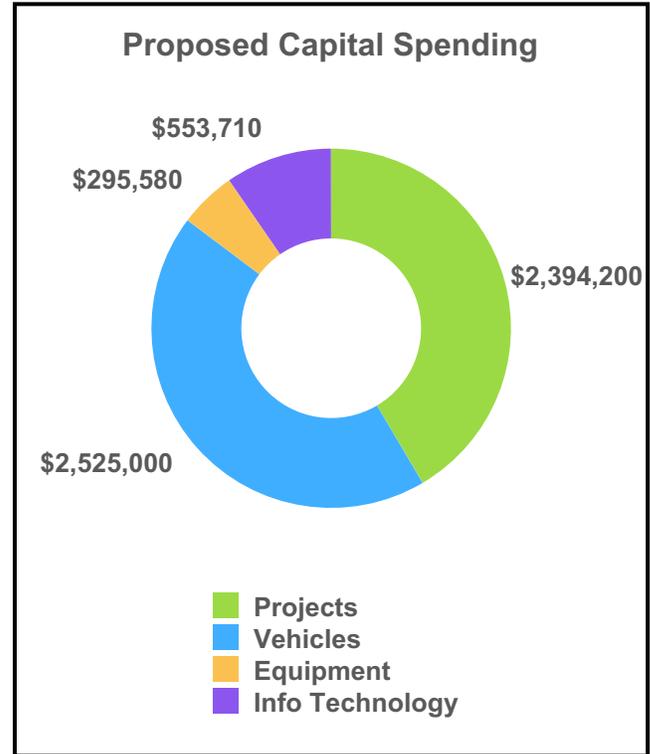
The City of Sterling Heights uses a Capital Projects Fund to account for the development, improvement, and repair of capital facilities, and the purchase of capital vehicles and equipment, not financed by other funds. The receipt and disbursement of resources to be utilized for the construction or acquisition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

Creating a separate fund to account for capital projects, vehicles and equipment, provides a formal mechanism that enables administrators to ensure that revenues dedicated to a certain purpose are used for that purpose. This fund enables administrators to report to creditors and other grantors of capital projects fund resources that their requirements regarding the use of the resources were met.

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

Funding for Capital in 2023/24 totals \$5,768,490 and includes \$2,394,200 improvement projects, \$849,290 for capital equipment and information technology improvements and \$2,525,000 for vehicles.

***For a complete list of all equipment, vehicles and projects, please refer to the Capital schedules on the following pages. ■***



**Total Expenditures = \$5,768,490**

***Did you know...the Capital budget includes funding for Clinton Riverbank stabilization which will improve the habitats and quality of life for the local wildlife by completing weekly assessments of the river?***

# Capital Projects Fund

## SUMMARY OF BUDGET CHANGES

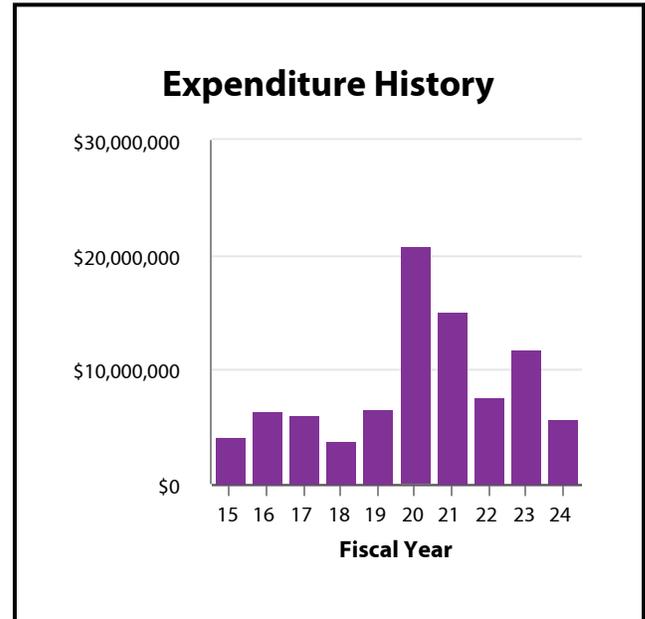
### SIGNIFICANT NOTES - 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

*The total budget decreased by 51.4%.*

**Capital** – Total Capital of \$5,768,490 is proposed. \$553,710 is for capital equipment, \$2,525,000 for capital vehicles, and \$295,580 for the Information Technology Capital Program. **The significant notes for equipment, vehicles, and Information Technology capital can be found in the General Fund activity in which the capital will be utilized.**

In addition, Capital Projects totaling \$2,394,200 are proposed. Significant projects are listed below:

- Police Station Elevator Modernization (\$125,000)
- Police Station Pump Pit Repairs (\$18,000)
- Police Station and Library Skylight Replacement (\$65,000)
- Library Children's Music Garden Installation (\$13,000)
- Fire Station #1 Parking Lot Reconstruction (\$400,000)
- Stormwater Pump Station Repairs (\$154,500)
- Clinton River bank Stabilization (\$100,000)
- Park Trail Replacement Plan - Clinton River Park (\$215,000)
- Park Fencing Replacement - Carpathia Park (\$36,700)
- Mark Sawyers Family Park Path Resurfacing (\$90,000)
- 2023 Sidewalk Repair Program (\$780,000)
- Maisano Drive Connection to Moravian Park (\$60,000)



Other Charges  
Capital Outlay  
Transfers Out

**For a complete listing of all Capital Equipment, Vehicles, and Projects, please refer to the schedules on the following pages.**

### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Other Charges</b>	\$0	\$0	\$0	\$0	\$0
<b>Capital Outlay</b>	7,653,120	11,874,830	11,833,840	5,768,490	5,768,490
<b>Transfers Out</b>	0	0	0	0	0
<b>Total</b>	\$7,653,120	\$11,874,830	\$11,833,840	\$5,768,490	\$5,768,490

The Road Bond Construction Fund is a Capital Projects Fund that was established in compliance with Government Accounting Standards Board (GASB) No. 6. Proceeds from the Long-Term Debt account are the most significant revenue source for this Fund.

The Road Bond Construction Fund is used to account for transactions relating to road construction costs, paving, or storm drain activities financed by special assessments or long-term bonds. Other transactions, which are accounted for in this Fund, are associated road construction costs such as engineering costs, legal fees, advertising costs for bids, and rights-of-way acquisition costs.

***The Road Bond Construction Fund is a self-balancing group of accounts used for recording bond proceeds received from the sale of bonds. The offsetting expenditures are for the construction of capital projects.***

The Road Bond Construction Fund is a self-balancing group of accounts used for recording bond proceeds received from the sale of bonds. The offsetting expenditures are for the construction of capital projects as described below.

Proposal R, Michigan Transportation Fund, Build America Bonds, and Special Assessment Bonds are sold to finance the cost of the road construction projects within this Fund.



In fiscal year 2023/24, the Mound Road reconstruction project will be completed. Total funding was reduced to \$1,809,630 as the renovations enter the final phase. A federal grant of \$98 million was awarded toward the total

reconstruction of Mound Road from Interstate 696 to M59 and an additional \$32 million of funding from the State of Michigan was recently allocated. The City of Sterling Heights, the City of Warren, and Macomb County are contributing to the total project cost of \$230 million. A bond was sold in the spring of 2021 to begin funding the City's share. A second bond was sold in the spring of 2022 for the remainder of the project.

***Additional information regarding the projects undertaken in the Road Bond Construction Fund can be found in the Capital Projects section of this document. ■***



***Did you know...the Innovate Mound project includes the most advanced green infrastructure techniques, including bio-retention cells used for Stormwater Management located in the median of the roadway?***

# Road Bond Construction Fund

## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES - 2023/24 BUDGET COMPARED TO PRIOR YEAR BUDGET

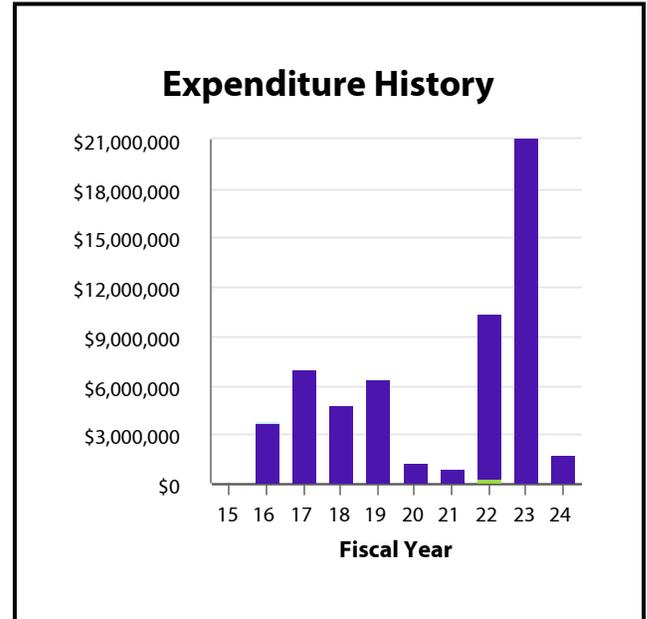
*The total budget decreased by 92.0%.*

**Supplies** – There is no Supplies budget for this fund.

**Other Charges** – There is no Other Charges budget for this fund.

**Capital** - Total Capital of \$1,809,630 is proposed for this fund. The entire amount is for the final phase of the Mound Road reconstruction project. A federal grant of \$98 million was awarded toward the total reconstruction of Mound Road from Interstate 696 to M59 and an additional \$32 million of funding from the State of Michigan was recently allocated. The City of Sterling Heights, the City of Warren and Macomb County are contributing the remainder of the total project cost of \$230 million.

**Transfers Out** – There are no Transfers Out proposed for this fund.



### FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Budget	2022/23 Estimate	2023/24 Proposed	2023/24 Approved
<b>Supplies</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Charges</b>	405,840	0	0	0	0
<b>Capital Outlay</b>	10,023,340	22,584,700	22,584,700	1,809,630	1,809,630
<b>Transfers Out</b>	0	0	0	0	0
<b>Total</b>	\$10,429,180	\$22,584,700	\$22,584,700	\$1,809,630	\$1,809,630

Since Sterling Heights was incorporated as a city on July 1, 1968, it has proudly followed its motto “To Strive on Behalf of All”. Its 36.8 square miles makes Sterling Heights the third largest city in Michigan geographically. Fifty-five (55) years after its incorporation, the City has matured into a community serving approximately 134,346 residents. Coupled with the City’s rapid growth has been a desire to provide top quality city services with an emphasis on roads, beautiful parks and safe neighborhoods.

Based on the five-year financial forecast previously prepared by the Finance & Budget Office, the total amount to be allocated to capital improvements is determined. Using information obtained from the request forms, the individual meetings, and the ranking criteria listed below, a recommendation is made to the City Manager as to the projects to be approved.

The City Manager reviews all submissions and makes final recommendations in December for inclusion



Along with the desire to provide for quality service is the realization that needs always exceed resources. The City's Capital Improvement process was developed by City administration to identify needed capital projects and to coordinate financing and timing of improvements to maximize the return to the residents of Sterling Heights.

The Capital Budget process typically begins in October for inclusion in the budget effective the following first of July. The Finance & Budget Office distributes a capital budget manual and forms for all departments to complete. Departmental requests include projects for the upcoming budget year as well as a forecast of capital needs for the next five years. The completed requests are submitted to the Finance & Budget Office, which in turn compiles all requests. Individual meetings are held with the Finance & Budget Director, the Assistant City Manager and each Departmental Director to discuss the justification for each request.

in the following year’s proposed budget document. City Council then approves the Capital program as part of the annual budget adoption in May.

Capital improvement planning and programming priorities include the renovation of existing facilities, reduction of maintenance and operation costs, improvements for the health and safety of City employees and residents, and the completion of prior approved projects.

Specific Capital Improvement Program policies are as follows:

- a. Resident participation shall be strongly encouraged through the process of developing and adopting the Capital Improvement Program.
- b. Projects included in the Capital Program shall be consistent with the City’s Master Plan.
- c. The Capital Program shall integrate all of the community’s capital project resources (e.g.,

- revenue sharing, grants, bonds, city funds allocated to capital projects, donations, and any other available funding).
- d. Efforts should be made to secure grants or private funds to finance specific projects.
  - e. Capital projects should be financed to the greatest extent possible through user fees and assessment districts where direct benefit to users result from construction of the project.
  - f. Efforts should be made to leverage funds which would not otherwise be available.
  - g. Efforts should be made to continue cooperative efforts with other agencies (e.g., Road Commission of Macomb County, State of Michigan).

Projects which will receive priority consideration include:

- a. State and federal mandated projects
- b. Projects which have been previously initiated and are a completion of subsequent phases
- c. Projects which preserve and protect the health and safety of the community
- d. Projects that provide for the renovation of existing facilities resulting in the preservation of the community's prior investments
- e. Facilities whose construction or acquisition results in a new or substantial increase in operating costs. These should be considered only after an assessment indicates a clear need for the project and plans for funding operating costs are developed.

In recommending projects and replacements for funding, City Administration bases its ranking on overall policy direction and available funding. For capital project requests, the ranking process includes criteria which considers:

- a. Whether the project is legally required
- b. Whether public health or safety is impacted by the project
- c. Whether the project maintains or extends existing services
- d. Whether funding is a single or multiple year commitment
- e. Year in which the project must be initiated
- f. Cost of the project and the size of the user group(s) which will be affected

- g. Impact of the project upon City operating costs once completed
- h. Project life once completed

For capital equipment and vehicle request rankings, the criteria includes:

- a. Whether the project impacts the health and safety of City employees
- b. Impact of the project on employee productivity
- c. Impact of the project on energy consumption
- d. Whether the project will correct any condition which results in a poor public image
- e. Whether the project is essential to the provision of a minimal current or increased service level and whether the service is a basic, auxiliary, or discretionary service (i.e., Police, Fire-basic, Planning-auxiliary, Parks and Recreation, Library-discretionary).

In fiscal year 2023/24, the City's total capital funding is \$20,529,940. Of the total, \$16,240,970 is budgeted for improvements, \$3,272,000 is for vehicles, \$1,016,970 is for equipment and Information Technology.

The following schedules detail specific projects to be undertaken by major category. The first three sets of schedules in the Capital Improvement Program detail the equipment, technology improvements, and vehicles that are budgeted. These categories of capital are usually funded utilizing General Fund Tax Revenue. Capital equipment and vehicles are budgeted in the Capital Projects Fund with the exception of drug forfeiture, Parks & Recreation, and Local Development Finance Authority purchases, which are budgeted and expensed in their respective funds. The Water & Sewer Fund equipment, vehicles, and technology improvements are budgeted within the respective Water & Sewer division. The fourth and last set of schedules detail capital improvement costs, future years capital requests, future operational costs, and the proposed method of funding these costs.

The Capital Projects Fund is also used to account for the development of capital facilities other than those financed by the Enterprise Fund. The budget for facility improvements in the Capital Projects Fund for fiscal year 2023/24 is \$2,394,200.

The Road Bond Construction Fund is used to account for transactions relating to road construction, paving, or storm drain activities financed by special assessments. Road construction projects financed wholly or in part by bond issues are also accounted for in this fund. In fiscal year 2023/24, the budgeted expenditures total \$1,809,630. This expenditure represents the final phase of the Mound Road total reconstruction and uses remaining bond proceeds from previously issued bonds.

Gas & Weight tax revenue received in the Major Road Fund is used for construction, maintenance and other operations pertaining to all streets classified as “major” within the City. These revenues are generated by the tax on gasoline & vehicle sales. Funds are distributed to each community based on population, miles, and classification of road types and are commonly referred to as Act 51 Funds. Major Road Fund street improvements totaling \$4,760,000 are budgeted for fiscal year 2023/24.

The Local Road Fund provides for the construction, maintenance, traffic services, and snow & ice control for streets classified as “local” within the City. Local Road reconstruction is also financed using designated proceeds from the Safe Streets millage. Local Road Fund street improvements totaling \$6,180,000 are budgeted for fiscal year 2023/24. Approximately \$4,000,000 of which is funded through the dedicated millage.

The Land & Water Conservation Fund is used to reflect activities related to the acquisition of land and development of parks. These activities are mostly financed through Land & Water Conservation and Michigan Land Trust Fund grants and the sale of excess City property. The grants have been provided to the City on a matching basis with the General Fund typically providing the match. This year there are no capital projects funded in the Land & Water Conservation Fund.

The Parks & Recreation Fund was created after voter approval of the *Recreating Recreation* millage in November 2016. In 2023/24, \$100,000 is budgeted for park improvements including upgrades to Dodge Park athletic lighting, Magnolia Park pickleball resurfacing and the creation of a concrete pad for the Cricket field at Delia Park.

The Community Development Block Grant Fund has been used in constructive ways in prior years for the development of the community. In 2023/24, \$413,000 is budgeted for parking lot reconstruction at Beaver Creek Park.

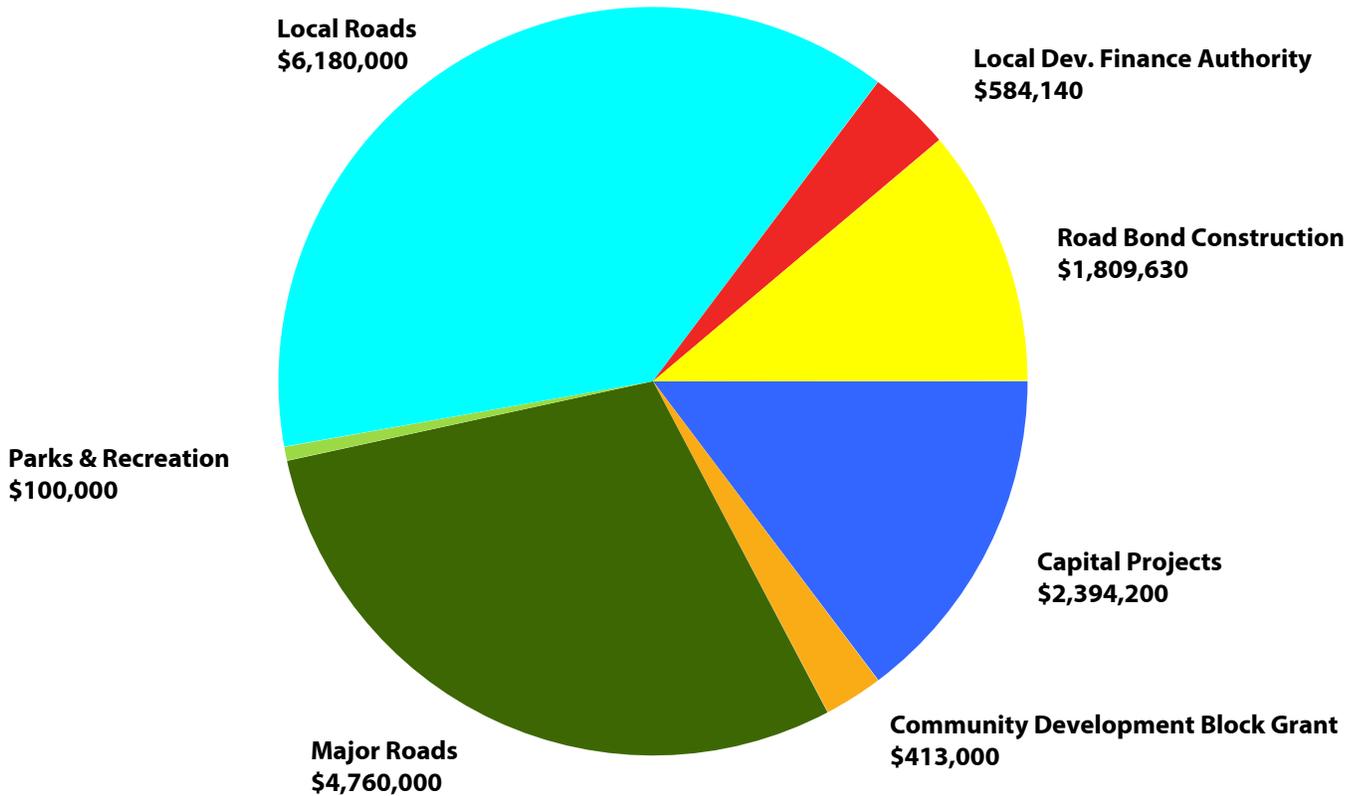
The American Rescue Plan Act Fund is a temporary fund created to account for the funds received from the American Rescue Plan and the expenditures for projects approved under the City's ARPA Action Plan. There are no capital projects proposed in the 2023/24 budget, however many projects approved in the Action Plan are currently in the planning stages and the budget will be amended as necessary throughout the year as these projects are presented to City Council for approval.

The Corridor Improvement Authority Fund is used to account for public improvements that are made utilizing tax increment financing. For 2023/24, there are no land acquisitions or public improvement projects in the proposed budget.

The Local Development Finance Authority Fund is utilized for the improvements and operational costs associated with the Velocity Collaboration Center and redevelopment in the City's commercial corridor district. In 2023/24, \$584,140 is budgeted for reconstruction of the parking lot and other building improvements at the Velocity Center.

The primary funding sources for Water & Sewer Fund improvements and replacement projects are fees charged for connections into the existing system and funding from special assessments and bond proceeds. In the current fiscal year, bond proceeds will fund projects totaling \$11,327,820. There are no new projects budgeted for fiscal year 2023/24. ■

## Total Capital Improvements\* Program by Fund



**This graph breaks down the total Capital Improvements Program of \$16,240,970 by Fund.**

\*Note: Excludes Vehicles, Equipment and Information Technology.

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***The secret of getting ahead is getting started.***

**~ Mark Twain ~**



# CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2022/23	Estimate 2022/23	Qty.	Proposed Budget 2023/24	Qty.	Adopted Budget 2023/24	Dept. Request 2024/25	Dept. Request 2025/26	Dept. Request 2026/27
<b>City Administration Department</b>												
<b>City Clerk (403.170.216)</b>												
Extra High Capacity Letter Opener (Grant funded)	982.000	Machinery & Equip.	2	9,750	9,750							
Xante En/Press Printer (Grant funded)	982.000	Machinery & Equip.	1	23,000	22,680							
Security Cameras for Election Drop Boxes and C/R Storage (HAVA Grant funded)	982.000	Machinery & Equip.	1	50,000	29,950							
Election Center Printer (Grant funded)	982.000	Machinery & Equip.	1	4,000	4,000							
ADA Ballot Containers (Grant funded)	982.000	Machinery & Equip.	60	12,000	12,000							
Mail Machine	982.000	Machinery & Equip.				1	18,550	1	18,550			
<b>Total City Administration Department</b>			<b>65</b>	<b>\$98,750</b>	<b>\$78,380</b>	<b>1</b>	<b>\$18,550</b>	<b>1</b>	<b>\$18,550</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Facilities Maintenance (403.170.265)</b>												
John Deere Gator 6x4 UTV	982.000	Machinery & Equip.				1	12,000	1	12,000			
Replacement Generators	982.000	Machinery & Equip.								80,000	85,000	
<b>Total Facilities Maintenance</b>			<b>0</b>	<b>\$0</b>		<b>1</b>	<b>\$12,000</b>	<b>1</b>	<b>\$12,000</b>	<b>\$80,000</b>	<b>\$85,000</b>	<b>\$0</b>
<b>City Development Department</b>												
<b>Engineering (403.400.447)</b>												
Robotic Survey Instrucment	982.000	Machinery & Equip.				1	25,000	1	25,000			
<b>Total City Development Department</b>			<b>0</b>	<b>\$0</b>		<b>1</b>	<b>\$25,000</b>	<b>1</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Police Department</b>												
<b>Police Operations (403.301.315)</b>												
Stalker RLR Lidar handheld speed measuring	982.000	Machinery & Equip.	10	27,800	27,800	10	28,270	10	28,270			
Ballistic Helmet w/Riot Face Shield	982.000	Machinery & Equip.	71	24,540	24,540							
Cellebrite Digital Forensic License	982.000	Machinery & Equip.	1	10,100	10,100							
Sniper Rifle - SRT	982.000	Machinery & Equip.	1	7,710	7,710							
Life Fitness PowerMill (Insurance Claim)	982.000	Machinery & Equip.	1	6,140	6,140							
Radio Equipment	982.000	Machinery & Equip.				22	43,500	22	43,500			
<b>Total Police Operations</b>			<b>84</b>	<b>\$76,290</b>	<b>\$76,290</b>	<b>32</b>	<b>\$71,770</b>	<b>32</b>	<b>\$71,770</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Police Department</b>			<b>84</b>	<b>\$76,290</b>	<b>\$76,290</b>	<b>32</b>	<b>\$71,770</b>	<b>32</b>	<b>\$71,770</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Fire Department</b>												
<b>Fire Administration (403.336.337)</b>												
Plymovent Diesel Exhaust System	982.000	Machinery & Equip.	5	75,000	75,000							
Quantifit 2 Respiratory Fit Testing System	982.000	Machinery & Equip.	1	10,200	9,800							

# CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2022/23	Estimate 2022/23	Qty.	Proposed Budget 2023/24	Qty.	Adopted Budget 2023/24	Dept. Request 2024/25	Dept. Request 2025/26	Dept. Request 2026/27
<b>Total Fire Administration</b>			6	\$85,200	\$84,800	0	\$0	0	\$0	\$0	\$0	\$0
<b>Fire Transport (403.336.338)</b>												
Stryker Power Load System (Transport)	982.000	Machinery & Equip.										
<b>Total Fire Transport</b>			0	\$0	\$0	0	\$0	0	\$0	\$0	\$0	\$0
<b>Fire Extinguishment (403.336.339)</b>												
Emergency Vehicle Preemption System	982.000	Machinery & Equip.	1	64,800	64,800							
SCBA Air Packs	982.000	Machinery & Equip.	16	99,920	99,920							
LifePak 15 Cardiac Monitor/Defibrillator	982.000	Machinery & Equip.	1	40,450	40,450	2	86,420	2	86,420			
Blitz-Fire Remote Monitors	982.000	Machinery & Equip.	2	8,000	0							
Turnout Gear Replacement	982.000	Machinery & Equip.	10	26,000	26,000	25	80,000	25	80,000	90,750	99,800	87,850
AED Replacements	982.000	Machinery & Equip.								24,000	24,000	
Exercise Equipment (Grant Funded)	982.001	Machinery & Equip.	1	64,950	64,950							
Power Lift System (AFG Grant)	982.001	Machinery & Equip.	1	27,000	27,000							
FIT Tester (AFG Grant)	982.001	Machinery & Equip.	1	10,500	10,500							
Source Capture Exhaust Systems (AFG Grant)	982.001	Machinery & Equip.	5	337,940	337,940							
SCBA Bottles	982.000	Machinery & Equip.				30	26,970	30	26,970	28,320	29,730	21,850
Commercial Range Top/Stove (Fire #5)	982.000	Machinery & Equip.				1	5,500	1	5,500			
<b>Total Fire Extinguishment</b>			38	\$679,560	\$671,560	58	\$198,890	58	\$198,890	\$143,070	\$153,530	\$109,700
<b>Total Fire Department</b>			44	\$764,760	\$756,360	58	\$198,890	58	\$198,890	\$143,070	\$153,530	\$109,700
<b>Public Works Department</b>												
<b>Street Services (403.440.444)</b>												
Chipper	982.000	Machinery & Equip.	1	80,000	78,390					240,000	205,000	100,000
<b>Total Street Services</b>			1	\$80,000	\$78,390	0	\$0	0	\$0	\$240,000	\$205,000	\$100,000
<b>Fleet Maintenance (403.440.553)</b>												
Diagnostic Laptop	982.000	Machinery & Equip.				1	17,000	1	17,000			
Fleet Management System	982.000	Machinery & Equip.				1	95,000	1	95,000			
<b>Total Fleet Maintenance</b>			0	\$0	\$0	2	\$112,000	2	\$112,000	\$0	\$0	\$0
<b>Total Public Works Department</b>			1	\$80,000	\$78,390	2	\$112,000	2	\$112,000	\$240,000	\$205,000	\$100,000
<b>Community Relations Dept. (403.289.292)</b>												
SHTV Video Cameras & Support Equipment	982.000	Machinery & Equip.	2	21,600	22,090							
Playback Server	982.000	Machinery & Equip.				1	15,500	1	15,500	54,000		10,000

# CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2022/23	Estimate 2022/23	Qty.	Proposed Budget 2023/24	Qty.	Adopted Budget 2023/24	Dept. Request 2024/25	Dept. Request 2025/26	Dept. Request 2026/27
Police & Fire Memorial Sculptures	987.000	Public Art	3	57,400	57,400							
Mosaic Installation - Community Center	987.000	Public Art	1	36,000	36,000							
Ringo Starr Sculpture	987.000	Public Art	1	95,000	95,000							
Public Art - Other	987.000	Public Art		92,810	92,810		100,000		100,000			
<b>Total Community Relations Department</b>			<b>7</b>	<b>\$302,810</b>	<b>\$303,300</b>	<b>1</b>	<b>\$115,500</b>	<b>1</b>	<b>\$115,500</b>	<b>\$54,000</b>	<b>\$0</b>	<b>\$10,000</b>
<b><u>Parks &amp; Recreation Department (403.750.752)</u></b>												
Cushman Transportation Cart	982.000	Machinery & Equip.	1	13,780	15,900					132,000		23,000
Bobcat Tractor	982.000	Machinery & Equip.	1	35,830	35,830							
Recumbent Elliptical Machine	982.000	Machinery & Equip.	1	6,200	6,200							
Delia Park Ballfield Irrigation System	982.000	Machinery & Equip.	1	35,800	35,800							
<b>Total Parks &amp; Recreation Department</b>			<b>4</b>	<b>\$91,610</b>	<b>\$93,730</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$132,000</b>	<b>\$0</b>	<b>\$23,000</b>
<b>Total Capital Projects Fund</b>			<b>205</b>	<b>\$1,414,220</b>	<b>\$1,386,450</b>	<b>96</b>	<b>\$553,710</b>	<b>96</b>	<b>\$553,710</b>	<b>\$649,070</b>	<b>\$443,530</b>	<b>\$242,700</b>
<b><u>Public Safety Forfeiture Fund</u></b>												
<b>Federal Forfeitures (277.310.320)</b>												
Rifle Rated Shields	982.000	Machinery & Equip.				2	14,020	2	14,020			
K9 Night Vision	982.000	Machinery & Equip.				1	11,580	1	11,580			
K910G Density Meter	982.000	Machinery & Equip.				1	7,000	1	7,000			
<b>Total Federal Forfeitures</b>			<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>4</b>	<b>\$32,600</b>	<b>4</b>	<b>\$32,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>State Forfeitures (277.310.320)</b>												
Life Fitness Equipment	982.000	Machinery & Equip.	1	10,210	10,210							
Tasers w/Accessories	982.000	Machinery & Equip.	20	30,500	30,500							
Vehicle Radios & Radar Cables	982.000	Machinery & Equip.	1	29,580	29,580							
Handheld/Portable Alternate Light Source (Rofin Flare)	982.000	Machinery & Equip.	1	17,750	17,750							
TruNarc Narcotics Analyzer	982.000	Machinery & Equip.	1	30,900	30,900							
Service Dog	982.000	Machinery & Equip.	1	8,900	8,900							
<b>Total State Forfeitures</b>			<b>25</b>	<b>\$127,840</b>	<b>\$127,840</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Public Safety Forfeiture Fund</b>			<b>25</b>	<b>\$127,840</b>	<b>\$127,840</b>	<b>4</b>	<b>\$32,600</b>	<b>4</b>	<b>\$32,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>American Rescue Plan</u></b>												
Ipad & Accessories (Code)	982.000	Machinery & Equip.	1	1,360	1,360							
<b>Total American Rescue Plan Fund</b>			<b>1</b>	<b>\$1,360</b>	<b>\$1,360</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET						FUTURE CAPITAL REQUESTS			
			Qty.	Budget 2022/23	Estimate 2022/23	Qty.	Proposed Budget 2023/24	Qty.	Adopted Budget 2023/24	Dept. Request 2024/25	Dept. Request 2025/26	Dept. Request 2026/27
<b>Water &amp; Sewer Fund</b>												
<b>Water Distribution (579.556.556)</b>												
Backhoe Loader	982.000	Machinery & Equip.	1	90,000	90,000					348,500	255,000	58,500
Pickup Service Body	982.000	Machinery & Equip.				1	8,000	1	8,000			
Replace Large Commercial Water Meters	982.000	Machinery & Equip.				5	120,000	5	120,000			
<b>Total Water Distribution</b>			<b>1</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>6</b>	<b>\$128,000</b>	<b>6</b>	<b>\$128,000</b>	<b>\$348,500</b>	<b>\$255,000</b>	<b>\$58,500</b>
<b>Sewage Collection (579.558.558)</b>												
KISM Scada Sanitary Lift Stations	982.000	Machinery & Equip.		25,000	25,000							
Lift Station Pumps	982.000	Machinery & Equip.		90,000	90,000							
<b>Total Sewage Collection</b>			<b>0</b>	<b>\$115,000</b>	<b>\$115,000</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Water &amp; Sewer Fund</b>			<b>1</b>	<b>\$205,000</b>	<b>\$205,000</b>	<b>6</b>	<b>\$128,000</b>	<b>6</b>	<b>\$128,000</b>	<b>\$348,500</b>	<b>\$255,000</b>	<b>\$58,500</b>
<b>Local Dev. Finance Auth. Fund (867.070.716)</b>												
IT Hardware	982.000	Machinery & Equip.	1	105,480	109,700							
Touchscreen Directory	982.000	Machinery & Equip.	8		7,080							
<b>Total LDFA Fund</b>			<b>9</b>	<b>\$105,480</b>	<b>\$116,780</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total City Equipment</b>			<b>241</b>	<b>\$1,853,900</b>	<b>\$1,837,430</b>	<b>106</b>	<b>\$714,310</b>	<b>106</b>	<b>\$714,310</b>	<b>\$997,570</b>	<b>\$698,530</b>	<b>\$301,200</b>

# INFORMATION TECHNOLOGY CAPITAL PROGRAM

Activity Name	Acct.	Item Description	CURRENT CAPITAL BUDGET						FUTURE CAPITAL REQUESTS			
			Qty.	Budget 2022/23	Estimate 2022/23	Qty.	Proposed Budget 2023/24	Qty.	Adopted Budget 2023/24	Dept. Request 2024/25	Dept. Request 2025/26	Dept. Request 2026/27
<b>CAPITAL PROJECTS FUND</b>												
<b>Information Technology (403.170.258)</b>												
Information Technology	979.000	Data Closet Upgrades	1	60,000	60,000							
Planning & Zoning	979.000	iPlan Review Equipment	1	93,000	93,000							
Parks & Recreation	979.000	Security Camera System - Dodge Park	1	30,920	30,920							
Information Technology	979.000	City Hall Firewall Replacement	1	131,500	131,500							
Information Technology	979.000	VSAN SSD Disks	32	5,600	5,280					500,000	350,000	500,000
Information Technology	979.000	Core Switch Replacement				2	48,100	2	48,100			
41A District Court	979.000	Replace Courtroom Audio	1	176,560	176,560							
41A District Court	979.000	JIS Software Enhancements				1	27,960	1	27,960			
Street Services	979.000	Sign Shop Printer & Software	1	620	620							
City Clerk	979.000	Election Inspector Management Software	1	12,000	12,000							
City Clerk	979.000	Laptop Repl. Election Ctr/AV Office/Precincts				61	67,100	61	67,100			
City Clerk	979.000	Election Worker Management System				1	15,000	1	15,000			
Fire	979.000	Wifi Access Points	1	19,800	19,800							
Various	979.000	Conference Room Scheduling Equip. & Software				10	10,000	10	10,000			
Various	979.150	Replacement Personal Computer	80	50,000	50,000	57	62,700	57	62,700	75,000	75,000	75,000
Various	979.150	Computers/Desk Phones for Inc. Headcount				5	6,000	5	6,000			
Community Relations	979.150	Mac Computer Replacement	1	2,300	2,300							
Police Department	979.320	Computers and Modems (In-car)	20	88,860	86,090							
Fire	979.850	Mobile Computers				14	46,720	14	46,720	46,720		
Fire	979.850	Modem-Gateways				14	12,000	14	12,000	12,000		
<b>Total Capital Projects Fund</b>			<b>141</b>	<b>\$671,160</b>	<b>\$668,070</b>	<b>165</b>	<b>\$295,580</b>	<b>165</b>	<b>\$295,580</b>	<b>\$633,720</b>	<b>\$425,000</b>	<b>\$575,000</b>
<b>Public Safety Forfeiture Fund</b>												
<i>State Forfeitures (277.320.322)</i>												
Police Investigations	979.000	Dell Laptops				2	7,080	2	7,080			
Police Department	979.000	Computers and Modems (In-car)	1	5,260	5,260							
<b>Total Public Safety Forf. Fund</b>			<b>1</b>	<b>\$5,260</b>	<b>\$5,260</b>	<b>2</b>	<b>\$7,080</b>	<b>2</b>	<b>\$7,080</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total City Info. Technology</b>			<b>142</b>	<b>\$676,420</b>	<b>\$673,330</b>	<b>167</b>	<b>\$302,660</b>	<b>167</b>	<b>\$302,660</b>	<b>\$633,720</b>	<b>\$425,000</b>	<b>\$575,000</b>

# CAPITAL VEHICLES

Vehicle Description	Acct. No.	CURRENT CAPITAL BUDGET								FUTURE CAPITAL REQUESTS		
		Responsible Activity	Qty.	Budget 2022/23	Estimate 2022/23	Qty.	Proposed Budget 2023/24	Qty.	Adopted Budget 2023/24	Dept. Request 2024/25	Dept. Request 2025/26	Dept. Request 2026/27
<b>CAPITAL PROJECTS FUND (403.901.901)</b>												
Ford Explorer (Replacement)	984.000	City Management	1	36,000	35,240							
Ford Transit Van (Replacement)	984.265	Facilities Maintenance	1	30,000	42,090							
Ford E-350 Box Truck	984.265	Facilities Maintenance	1	50,000	50,000					55,000	50,000	90,000
Vehicle Replacement Plan	984.315	Police Operations	10	277,820	277,820	10	430,000	10	430,000	451,500	474,080	497,780
Upfitting for Police Vehicles	984.315	Police Operations	10	301,450	301,450							
Upfitting for Police Vehicles	984.315	Police Operations				10	230,000	10	230,000	241,500	253,580	266,260
Harley Davidson Police Motorcycle (Donation)	984.315	Police Operations	1	32,210	32,210							
Deputy Police Chief Vehicle	984.315	Police Administration				1	35,000	1	35,000			
Ford F-250 (Replacement)	984.337	Fire Administration	1	32,370	32,370							
Ford Interceptor (Replacement)	984.337	Fire Administration	1	34,380	34,380							
Ambulance	984.338	Fire Transport	1	255,000	255,000	1	285,000	1	285,000	299,250	314,210	329,920
Alternative Response Vehicles	984.339	Fire Operations				5	500,000	5	500,000			
Ford Interceptor (Replacement)	984.341	Fire Prevention	2	68,760	68,760							
Ford Escape AWD (Replacement)	984.412	Building	1	26,630	26,630							
Ford F-250 w/plow (Replacement)	984.444	DPW Street Services	3	239,280	215,850							
Tandem-Axle Dump Truck w/Plow	984.444	DPW Street Services	3	710,000	728,450	1	300,000	1	300,000	600,000	620,000	315,000
Street Sweeper	984.444	DPW Street Services				1	300,000	1	300,000	275,000	515,000	800,000
Ford Escape AWD (Replacement)	984.752	Parks & Recreation	1	26,630	26,630							
Ford F-250	984.752	Parks & Recreation	1	48,420	48,420							
Annual Vehicle Replacement Plan	984.000	Various				10	445,000	10	445,000	467,250	490,610	515,140
<b>Total Capital Projects Fund Vehicles</b>			<b>38</b>	<b>\$2,168,950</b>	<b>\$2,175,300</b>	<b>39</b>	<b>\$2,525,000</b>	<b>39</b>	<b>\$2,525,000</b>	<b>\$2,389,500</b>	<b>\$2,717,480</b>	<b>\$2,814,100</b>
<b>PUBLIC SAFETY FORFEITURE FUND</b>												
<i>Federal Forfeitures (277.310.320)</i>												
Executive Command Vehicle	984.000	Police Administration				2	70,000	2	70,000			
<i>State Forfeitures (277.320.322)</i>												
Vehicle Replacement Plan	984.000	Police Investigation	7	244,750	244,750					257,250	270,110	283,620
<i>Gambling Forfeitures (277.330.323)</i>												
Vehicle Replacement Plan	984.000	Police Investigation				9	315,000	9	315,000			
<b>Total Public Safety Forf. Fund Vehicles</b>			<b>7</b>	<b>\$244,750</b>	<b>\$244,750</b>	<b>11</b>	<b>\$385,000</b>	<b>11</b>	<b>385,000</b>	<b>\$257,250</b>	<b>\$270,110</b>	<b>\$283,620</b>
<b>AMERICAN RESCUE ACT PLAN FUND (286.070.725)</b>												
Ford Escape AWD (Additional Code Enforcement)	984.000	Neighborhood Services	1	30,200	30,200							
<b>Total American Rescue Plan Fund Vehicles</b>			<b>1</b>	<b>\$30,200</b>	<b>\$30,200</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WATER &amp; SEWER FUND</b>												
<i>Water Distribution (579.556.556)</i>												
Ford Transit Van (Replacement)	984.000	Water Distribution	2	74,430	88,020							
Water Service Worker Truck	984.000	Water Distribution				1	75,000	1	75,000	78,750	82,690	86,820
Vehicle Replacement Plan	984.000	Water Distribution				1	61,000	1	61,000			
<i>Sewage Collection (579.558.558)</i>												

# CAPITAL VEHICLES

Vehicle Description	Acct. No.	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS			
		Responsible Activity	Qty.	Budget 2022/23	Estimate 2022/23	Qty.	Proposed Budget 2023/24	Qty.	Adopted Budget 2023/24	Dept. Request 2024/25	Dept. Request 2025/26	Dept. Request 2026/27
Ford F-250 w/Plow	984.000	Sewage Collection	6	319,490	319,490					130,000	136,500	143,330
Tandem-Axle Dump Truck w/Plow	984.000	Sewage Collection	1	214,410	214,410					525,000	551,250	578,810
Ford F-550 Stake Truck	984.000	Sewage Collection	1	67,850	67,850							
Toro Dingo Power Buggy	984.000	Sewage Collection	1	21,060	21,060							
Flatbed Dump Truck	984.000	Sewage Collection				1	165,000	1	165,000			
Vehicle Replacement Plan	984.000	Sewage Collection				1	61,000	1	61,000			
<b>Total Water &amp; Sewer Fund Vehicles</b>			<b>11</b>	<b>\$697,240</b>	<b>\$710,830</b>	<b>4</b>	<b>\$362,000</b>	<b>4</b>	<b>\$362,000</b>	<b>\$733,750</b>	<b>\$770,440</b>	<b>\$808,960</b>
<b>Total City Vehicles</b>			<b>57</b>	<b>\$3,141,140</b>	<b>\$3,161,080</b>	<b>54</b>	<b>\$3,272,000</b>	<b>54</b>	<b>\$3,272,000</b>	<b>\$3,380,500</b>	<b>\$3,758,030</b>	<b>\$3,906,680</b>

# CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2022/23	Estimate 2022/23	Proposed Budget 2023/24	Adopted Budget 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27		Est. Curr. Yr. 2022/23	Budget Year 2023/24	Future Years		
													2024/25	2025/26	2026/27
	<b>CAPITAL PROJECTS FUND (403.070.700)</b>														
975.000	Nature Center Roof	282,170	175,000	175,000					GF	0	0	0	0	0	0
975.000	Community Center HVAC Controls	50,000	50,000	50,000					GF	0	0	0	0	0	0
975.000	Council Chambers Carpet Replacement	25,000	25,000	25,000					GF	0	0	0	0	0	0
975.000	Additional Security Gates behind Police Department	70,000	70,000	70,000					GF	0	0	0	0	0	0
975.000	Facility Renovations: City Hall, Police Department, Library, Court	355,830	355,830	355,830					GF	1,377,860	1,377,360	1,380,110	1,375,860	1,379,860	
	<b>Subtotal</b>	<b>783,000</b>	<b>675,830</b>	<b>675,830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>							
975.010	Modernize City Campus Elevators (City Hall-Year 1/Library - Year 2)	272,610	254,770	272,610					GF	0	500	500	500	500	
975.010	Modernize Elevators (Police Main in BY)	125,000			125,000	125,000	120,000	125,000	GF	0	0	500	500	500	
975.010	Police Station Pump Pit	18,000			18,000	18,000	100,000		GF	0	0	0	0	0	0
975.010	Senior Center Employee Entrance	12,000			12,000	12,000			GF	0	0	0	0	0	0
975.010	Police Station Skylights	42,000			42,000	42,000			GF	0	0	0	0	0	0
975.010	Public Library Skylights	23,000			23,000	23,000			GF	0	0	0	0	0	0
975.010	Workstations for new employees	80,000	3,330	3,330	25,000	25,000			GF	0	0	0	0	0	0
	<b>Subtotal</b>	<b>572,610</b>	<b>258,100</b>	<b>275,940</b>	<b>245,000</b>	<b>245,000</b>	<b>220,000</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
975.020	Library Shelving End Panel Replacement	41,220	32,400	32,400					GF	0	0	0	0	0	0
975.020	Library Interior Sliding Door	11,500	11,500	11,500					GF	0	0	0	0	0	0
975.020	Children's Music Garden	13,000			13,000	13,000			GF	0	0	0	0	0	0
	<b>Subtotal</b>	<b>65,720</b>	<b>43,900</b>	<b>43,900</b>	<b>13,000</b>	<b>13,000</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>	<b>0</b>
975.030	DPW Building	24,102,740	1,043,260	1,043,260					GF	1,579,500	1,584,000	1,581,250	1,581,500	1,579,500	
	<b>Subtotal</b>	<b>24,102,740</b>	<b>1,043,260</b>	<b>1,043,260</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>	<b>0</b>	<b>0</b>	<b>0</b>
975.040	DPW Storage Facilities	300,000	109,000	109,000					GF	0	0	0	0	0	0
	<b>Subtotal</b>	<b>300,000</b>	<b>109,000</b>	<b>109,000</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>	<b>0</b>	<b>0</b>	<b>0</b>
975.220	Fire Station #5 HVAC Replacement	241,800	241,800	241,800				80,000	40,000	GF	0	0	0	0	0
975.220	Parking Lot - Fire #1	750,000			400,000	400,000	350,000			GF	0	0	0	0	0
	<b>Subtotal</b>	<b>991,800</b>	<b>241,800</b>	<b>241,800</b>	<b>400,000</b>	<b>400,000</b>	<b>350,000</b>	<b>80,000</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
975.388	Delia Park South Parking Lot Replacement	872,490	872,060	872,490						GF	0	0	0	0	0
	<b>Subtotal</b>	<b>872,490</b>	<b>872,060</b>	<b>872,490</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>	<b>0</b>	<b>0</b>	<b>0</b>
986.000	Drain Improvements - Macomb County	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	GF	0	0	0	0	0

# CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2022/23	Estimate 2022/23	Proposed Budget 2023/24	Adopted Budget 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27		Est. Curr. Yr. 2022/23	Budget Year 2023/24	Future Years		
													2024/25	2025/26	2026/27
986.000	Drain Improvements - Miscellaneous	122,750	22,750	22,750	100,000	100,000	100,000	100,000	100,000	GF	0	0	0	0	0
	<b>Subtotal</b>	<b>322,750</b>	<b>122,750</b>	<b>122,750</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>		0	0	0	0	0
988.000	Gibson Drain Erosion/Sediment Study	20,000	20,000	20,000						GF	0	0	0	0	0
988.000	Retention Pond Fence Replacements and Repairs	500,000	118,320	118,320	100,000	100,000	100,000	100,000	100,000	GF	0	0	0	0	0
988.000	Stormwater Pump Station Repairs	341,000	186,500	186,500	154,500	154,500				GF	0	0	0	0	0
988.000	Magnolia Park Tennis Court Resurfacing	35,430	35,430	35,430						GF	0	0	0	0	0
988.000	Baumgartner Park Ballpark Reconstruction	33,670	33,670	33,670						GF	0	0	0	0	0
988.000	Clinton River Bank Stabilization	400,000			100,000	100,000	100,000	100,000	100,000	GF	0	0	0	0	0
988.000	Trail Replacement Plan - Clinton River Park Farmstead to Donovan	740,000			215,000	215,000	214,000	311,000		GF	0	0	0	0	0
988.000	Park Fencing Replacement - Carpathia Park	118,200			36,700	36,700	44,500	37,000		GF	0	0	0	0	0
988.000	Family Park Path Resurfacing	90,000			90,000	90,000				GF	0	0	0	0	0
988.000	Maisano Drive Connection to Moravian Park	60,000			60,000	60,000				GF	0	0	0	0	0
988.000	Municipal Parking Lot Sealing	2,700,000	120,000	120,000			850,000	850,000	850,000	GF	0	0	0	0	0
988.000	Sidewalk Gap Program: 2023	500,000	500,000	500,000	0	0	250,000	250,000	250,000	GF	0	0	0	0	0
988.000	Sidewalk Gap Program: 2023 - SAD	400,000	400,000	400,000	0	0	200,000	200,000	200,000	SAD	0	0	0	0	0
988.000	Sidewalk Repair Program: 2023	370,000	300,000	300,000	70,000	70,000	350,000	350,000	350,000	GF	0	0	0	0	0
988.000	Sidewalk Repair Program: 2023 - SAD	1,310,000	600,000	600,000	710,000	710,000	1,300,000	1,300,000	1,300,000	SAD	0	0	0	0	0
	<b>Subtotal</b>	<b>7,618,300</b>	<b>2,313,920</b>	<b>2,313,920</b>	<b>1,536,200</b>	<b>1,536,200</b>	<b>3,408,500</b>	<b>3,498,000</b>	<b>3,150,000</b>						
988.303	Sidewalk Gap Program: 18 Mile Road	217,650	38,800	4,050						GF	0	0	0	0	0
988.303	Sidewalk Gap Program: 18 Mile Road - SAD	150,000	0	0						SAD	0	0	0	0	0
988.384	Takoma Sub Pond Study	18,700	4,990	4,990						GF	0	0	0	0	0
988.385	Sidewalk Repair Program: 2022	360,000	360,000	360,000						GF	0	0	0	0	0
988.385	Sidewalk Repair Program: 2022 - SAD	1,312,000	1,312,000	1,312,000						SAD	0	0	0	0	0
988.386	Asphalt Resurfacing - Fire Station #4	194,090	194,090	194,090						GF	0	0	0	0	0
988.418	City Hall West Parking Lot Improvements	30,000	30,000	30,000						GF	0	0	0	0	0
	<b>Total Capital Improvements</b>	<b>\$37,911,850</b>	<b>\$7,620,500</b>	<b>\$7,604,020</b>	<b>\$2,394,200</b>	<b>\$2,394,200</b>	<b>\$4,178,500</b>	<b>\$3,903,000</b>	<b>\$3,390,000</b>		<b>\$2,957,360</b>	<b>\$2,961,860</b>	<b>\$2,962,360</b>	<b>\$2,958,360</b>	<b>\$2,960,360</b>
	<b>Total Information Technology Projects</b>	<b>N/A</b>	<b>\$671,160</b>	<b>\$668,070</b>	<b>\$295,580</b>	<b>\$295,580</b>	<b>\$633,720</b>	<b>\$425,000</b>	<b>\$575,000</b>						
	<b>Total Vehicles</b>	<b>N/A</b>	<b>\$2,168,950</b>	<b>\$2,175,300</b>	<b>\$2,525,000</b>	<b>\$2,525,000</b>	<b>\$2,389,500</b>	<b>\$2,717,480</b>	<b>\$2,814,100</b>						
	<b>Total Equipment</b>	<b>N/A</b>	<b>\$1,414,220</b>	<b>\$1,386,450</b>	<b>\$553,710</b>	<b>\$553,710</b>	<b>\$649,070</b>	<b>\$443,530</b>	<b>\$242,700</b>						
	<b>Total Capital Projects Fund</b>	<b>\$37,911,850</b>	<b>\$11,874,830</b>	<b>\$11,833,840</b>	<b>\$5,768,490</b>	<b>\$5,768,490</b>	<b>\$7,850,790</b>	<b>\$7,489,010</b>	<b>\$7,021,800</b>		<b>\$2,957,360</b>	<b>\$2,961,860</b>	<b>\$2,962,360</b>	<b>\$2,958,360</b>	<b>\$2,960,360</b>

# CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2022/23	Estimate 2022/23	Proposed Budget 2023/24	Adopted Budget 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27		Est. Curr. Yr. 2022/23	Budget Year 2023/24	Future Years		
													2024/25	2025/26	2026/27
	<b>ROAD BOND CONSTRUCTION FUND</b>														
988.344	Mound Road Total Reconstruction (MTF21/MTF22)	36,084,210	22,584,700	22,584,700	1,809,630	1,809,630				MRF	2,923,926	2,925,540	2,927,590	2,921,990	2,923,990
	<b>Total Road Bond Construction Fund</b>	<b>\$36,084,210</b>	<b>\$22,584,700</b>	<b>\$22,584,700</b>	<b>\$1,809,630</b>	<b>\$1,809,630</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$2,923,926</b>	<b>\$2,925,540</b>	<b>\$2,927,590</b>	<b>\$2,921,990</b>	<b>\$2,923,990</b>
	<b>MAJOR ROAD FUND (202,070,700)</b>														
	<b>STATE/COUNTY ROADS</b>														
988.000	14 Mile Road Resurfacing - Van Dyke Avenue to Maple Lane	500,000					500,000			MRF	0	0	0	0	0
988.000	18 Mile Road Resurfacing - Plumbrook Drain to Utica Road	1,400,000					1,400,000			MRF	0	0	0	0	0
988.000	Moravian Road Resurfacing - Schoenherr Road to Hayes Road	4,000,000			1,500,000	1,500,000				MRF	0	0	0	0	0
988.000	Hayes Bridge Rehabilitation over Clinton River Road	100,000					100,000			MRF	0	0	0	0	0
988.356	M59 Trail Project/Fencing	1,035,000	992,790	900,000						MRF	0	0	0	0	0
988.358	Schoenherr Road Resurfacing - Plumbrook Drain to 18 Mile Road	1,200,000	388,500	388,500						MRF	0	0	0	0	0
988.370	Hayes Road Resurfacing - 14 Mile Road to 15 Mile Road	NA	17,370	860						MRF	0	0	0	0	0
988.382	Metro Parkway Rehabilitation - Andrew Drive to Dodge Park Road	1,708,690	1,078,810	1,078,810						MRF	0	0	0	0	0
988.389	Metro Parkway Resurfacing - Dequindre Road to Ryan Road	2,600,000	1,207,120	1,121,100						MRF	0	0	0	0	0
988.397	Hayes Road Resurfacing - 18 Mile Road to M59	483,320	483,320	483,320						MRF	0	0	0	0	0
988.401	Van Dyke/14 Mile Improvements	10,000	10,000	10,000						MRF	0	0	0	0	0
988.408	Schoenherr Road Resurfacing - 19 Mile Road to M59	1,785,850	1,785,850	1,785,850						MRF	0	0	0	0	0
988.409	14 Mile Road Resurfacing - Hayes Road to Maple Lane	1,984,400	1,984,400	1,984,400						MRF	0	0	0	0	0
988.410	Metro Parkway Resurfacing - Mound Road to Ryan Road	5,120,000	1,000,000	1,000,000	1,560,000	1,560,000				MRF	0	0	0	0	0
	<b>Total State/County Roads</b>	<b>\$21,927,260</b>	<b>\$8,948,160</b>	<b>\$8,752,840</b>	<b>\$3,060,000</b>	<b>\$3,060,000</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>CITY ROADS</b>														
988.000	15 Mile Road Reconstruction - Mound Road to Van Dyke Avenue	1,200,000						1,200,000		MRF	0	0	0	0	0
988.000	15 Mile Road Resurfacing - Van Dyke Avenue to Maple Lane	1,200,000						1,200,000		MRF	0	0	0	0	0
988.000	17 Mile Road Resurfacing - Mound Road to Van Dyke Avenue	1,000,000					1,000,000			MRF	0	0	0	0	0
988.000	Dobry Drive Resurfacing - Ryan Road East to crossover	800,000					800,000			MRF	0	0	0	0	0
988.000	Shoreline Drive Resurfacing - Lakeside Circle to Hayes	900,000						900,000		MRF	0	0	0	0	0
988.000	Maple Lane Resurfacing - 14 Mile Road to Volpe	2,700,000			600,000	600,000			2,100,000	MRF	0	0	0	0	0
988.000	Dobry Road Resurfacing- Dequindre to Ryan	1,200,000							1,200,000	MRF	0	0	0	0	0

# CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2022/23	Estimate 2022/23	Proposed Budget 2023/24	Adopted Budget 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27		Est. Curr. Yr. 2022/23	Budget Year 2023/24	Future Years		
													2024/25	2025/26	2026/27
988.000	Clinton River Road Resurfacing - Saal to Hayes	1,100,000						1,100,000	MRF	0	0	0	0	0	
988.000	Utica Road Resurfacing - Van Dyke to 19 1/2 Mile Road	1,500,000						1,500,000	MRF	0	0	0	0	0	
988.000	Concrete Sectional Repair	NA			200,000	200,000	300,000	300,000	MRF	0	0	0	0	0	
988.342	Dodge Park/Clinton River Road Improvements	NA	8,780	11,020					MRF	0	0	0	0	0	
988.363	Concrete Sectional Repair	1,300,000	79,930	49,850					MRF	0	0	0	0	0	
988.366	19 Mile - Schoenherr Road to Clinton River Road	NA	1,620	20,000					MRF	0	0	0	0	0	
988.378	2021 Concrete Sectional Replacement Program	NA	7,650	80					MRF	0	0	0	0	0	
988.390	Ryan Road Resurfacing - Metro Parkway to 18 Mile Road	1,400,000	1,400,000	1,400,000					MRF	0	0	0	0	0	
988.393	Plumbrook Road Resurfacing - Utica Road to Van Dyke Avenue	950,000	950,000	1,450,000					MRF	0	0	0	0	0	
988.396	Ryan Road Concrete Repairs - 14 Mile Road to Metropolitan Parkway	1,854,100	597,590	628,520					MRF	0	0	0	0	0	
988.399	ITC Corridor	NA		4,020					MRF	0	0	0	0	0	
988.413	17 Mile Bridge over Plumbrook Drain	1,000,000	1,000,000	1,000,000					MRF	0	0	0	0	0	
988.416	Pondview - 19 Mile Road to Mapleleaf Court	900,000			1,000,000	900,000			MRF	0	0	0	0	0	
	<b>TRAFFIC CONTROLS</b>														
988.000	Miscellaneous Locations/Safety Improvements	NA	160,330	160,330			100,000	100,000	MRF	0	0	0	0	0	
988.383	Signal Upgrades - 12 Locations	310,000	310,000	310,000					MRF	0	0	0	0	0	
988.402	Dobry/Ryan Signal	40,000	40,000	40,000					MRF	0	0	0	0	0	
	<b>Total City Major Road</b>	<b>\$19,354,100</b>	<b>\$4,555,900</b>	<b>\$5,073,820</b>	<b>\$1,800,000</b>	<b>\$1,700,000</b>	<b>\$2,200,000</b>	<b>\$3,700,000</b>	<b>\$6,300,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
	<b>Total Major Road Fund</b>	<b>\$41,281,360</b>	<b>\$13,504,060</b>	<b>\$13,826,660</b>	<b>\$4,860,000</b>	<b>\$4,760,000</b>	<b>\$4,200,000</b>	<b>\$3,700,000</b>	<b>\$6,300,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
	<b>LOCAL ROAD FUND (203,070,700)</b>														
988.257	Gardner Street East - Paving	375,000	72,620	72,620					LRF	0	0	0	0	0	
			257,870	257,870					SAD	0	0	0	0	0	
988.363	2020 Local Road Sectional Repair Program			190											
988.378	2021 Local Road Sectional Repair Program: Corriander, Arcola, Monterey, Littlefield, Elmcrest, Shell and Danforth	4,950,000	190	220					LRF	0	0	0	0	0	
988.391	2022 Local Road Sectional Repair Program: Mac Rae, Streamview, Suffield, Kurch, Rowe, Lodge, Chene, Iroquois, Sebastian, Marksway Court, and Picket Ridge	1,600,000	1,550,000	1,600,000					LRF	0	0	0	0	0	
988.406	2023 Local Road Sectional Repair Program: Farmdale, Faith, Dundee, Susan, Havana, Hearn, Carriage, Heartsworth, Edgevale, Blackstone, Cologne	1,825,000			1,650,000	1,825,000	1,650,000	1,700,000	1,750,000	LRF	0	0	0	0	

# CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2022/23	Estimate 2022/23	Proposed Budget 2023/24	Adopted Budget 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27		Est. Curr. Yr. 2022/23	Budget Year 2023/24	Future Years		
													2024/25	2025/26	2026/27
988.400	City Roadway Asset Management Plan	32,000	32,000	32,000					LRF	0	0	0	0	0	
	<b>Neighborhood Road Repairs - Safe Streets</b>														
988.392	2022 Local Road Reconstruction Program: Mill Pond, Red Oak, Woodford, Fordwich, Cooper, De Grove, Barcroft Way, Rockingham, Torrington, Ashburton, Lancaster, Colfax, Mint Court, Mandale, Sleigh, Steede and Tulane	3,326,740	3,326,740	3,326,740					SS	0	0	0	0	0	
988.407	2023 Local Road Reconstruction Program: Gregory, Ellsworth, Kenwood, Kings, Oak Pointe, Rosewood, Deveere, Lamparter, Sprucewood, Palm, Leslie, Kristen, Pickwick, Allison, Ketsin, English, Jackman, Joslyn, and Waltham	4,355,000			4,375,000	4,355,000	4,060,000	4,140,000	4,230,000	SS	0	0	0	0	
	<b>Total Local Road Fund</b>	<b>\$16,463,740</b>	<b>\$5,239,420</b>	<b>\$5,289,640</b>	<b>\$6,025,000</b>	<b>\$6,180,000</b>	<b>\$5,710,000</b>	<b>\$5,840,000</b>	<b>\$5,980,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
	<b>PARKS &amp; RECREATION FUND - #/CREATING RECREATION (276.750.753)</b>														
972.795	Park Improvements	400,000	294,370	294,370			450,000	1,300,000	1,000,000	RR	3,002,090	3,001,590	3,002,090	2,998,340	
972.350	Dodge Park Athletic Lighting	30,000			30,000	30,000				RR					
972.795	Cricket Field Concrete/Carpet	50,000			50,000	50,000				RR					
972.795	Magnolia Park Pickleball Resurfacing	20,000			20,000	20,000				RR					
	<b>Total Parks &amp; Recreation Improvements</b>	<b>500,000</b>	<b>\$294,370</b>	<b>\$294,370</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$450,000</b>	<b>\$1,300,000</b>	<b>\$1,000,000</b>		<b>\$3,002,090</b>	<b>\$3,001,590</b>	<b>\$3,002,090</b>	<b>\$2,998,340</b>	
	<b>Total Vehicles</b>	<b>N/A</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>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
	<b>Total Parks &amp; Recreation Fund</b>	<b>\$500,000</b>	<b>\$294,370</b>	<b>\$294,370</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$450,000</b>	<b>\$1,300,000</b>	<b>\$1,000,000</b>		<b>\$3,002,090</b>	<b>\$3,001,590</b>	<b>\$3,002,090</b>	<b>\$2,998,340</b>	
	<b>PUBLIC SAFETY FORFEITURE FUND</b>														
	<b>Total Building &amp; Improvements</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>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
	<b>Total Information Technology Projects</b>	<b>N/A</b>	<b>\$5,260</b>	<b>\$5,260</b>	<b>\$7,080</b>	<b>\$7,080</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>						
	<b>Total Vehicles</b>	<b>N/A</b>	<b>\$244,750</b>	<b>\$244,750</b>	<b>\$385,000</b>	<b>\$385,000</b>	<b>\$257,250</b>	<b>\$270,110</b>	<b>\$283,620</b>						
	<b>Total Equipment</b>	<b>N/A</b>	<b>\$127,840</b>	<b>\$127,840</b>	<b>\$32,600</b>	<b>\$32,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>						
	<b>Total Public Safety Forfeiture Fund</b>	<b>\$0</b>	<b>\$377,850</b>	<b>\$377,850</b>	<b>\$424,680</b>	<b>\$424,680</b>	<b>\$257,250</b>	<b>\$270,110</b>	<b>\$283,620</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

# CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2022/23	Estimate 2022/23	Proposed Budget 2023/24	Adopted Budget 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27		Est. Curr. Yr. 2022/23	Budget Year 2023/24	Future Years		
													2024/25	2025/26	2026/27
	<b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND (278,070,700)</b>														
975.000	Senior Center Lighting	9,000	1,770	1,770					CDBG	0	0	0	0	0	0
975.000	Senior Center LED Upgrade	72,500	72,500	72,500					CDBG	0	0	0	0	0	0
975.000	Senior Center Restroom Renovations	219,000	219,000	219,000					CDBG	0	0	0	0	0	0
975.060	Schoenherr Towers Generator	410,000	1,950	1,950					CDBG	0	0	0	0	0	0
975.070	Senior Center Improvements (278,490,389)	391,470	391,470	391,470					CDBG	0	0	0	0	0	0
988.000	Beaver Creek Parking Lot Renovation	413,000			413,000	413,000			CDBG	0	0	0	0	0	0
988.360	Hamilton Drive East	NA	30	30					CDBG	0	0	0	0	0	0
988.377	Sanford Drive	121,350	121,350	20					CDBG	0	0	0	0	0	0
988.387	Orban Drive	171,130	171,130	197,140					CDBG	0	0	0	0	0	0
988.394	Malibu Drive Concrete Reconstruction	383,160	383,160	392,550					CDBG	0	0	0	0	0	0
988.411	Bonneville Drive Concrete Replacement	180,660	180,660	180,660					CDBG	0	0	0	0	0	0
	<b>Total C.D.B.G. Fund</b>	<b>\$2,371,270</b>	<b>\$1,543,020</b>	<b>\$1,457,090</b>	<b>\$413,000</b>	<b>\$413,000</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>	<b>\$0</b>
	<b>AMERICAN RESCUE PLAN ACT FUND (286,070,700)</b>														
971.000	Purchase of 43934 Van Dyke	655,500	655,500	655,500					ARPA	0	0	0	0	0	0
988.381	Sidewalk Repairs - 14 Mile	12,560	12,080	12,560					ARPA	0	0	0	0	0	0
988.389	Metro Parkway Resurfacing - Dequindre Road to Ryan Road	2,600,000	343,490	343,490					ARPA	0	0	0	0	0	0
988.393	Plumbrook Road Resurfacing - Utica Road to Van Dyke Avenue	4,000,000	4,000,000	4,000,000					ARPA	0	0	0	0	0	0
988.399	ITC Corridor Path	NA	3,850	3,850					ARPA	0	0	0	0	0	0
	<b>Total ARPA Fund Improvements</b>	<b>\$7,268,060</b>	<b>\$5,014,920</b>	<b>\$5,015,400</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>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>Total Vehicles</b>		<b>\$30,200</b>	<b>\$30,200</b>	<b>\$0</b>	<b>\$0</b>									
	<b>Total Equipment</b>		<b>\$1,360</b>	<b>\$1,360</b>	<b>\$0</b>	<b>\$0</b>									
	<b>Total American Rescue Plan Act Fund</b>	<b>\$7,268,060</b>	<b>\$5,046,480</b>	<b>\$5,046,960</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>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2022/23	Estimate 2022/23	Proposed Budget 2023/24	Adopted Budget 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27		Est. Curr. Yr. 2022/23	Budget Year 2023/24	Future Years		
													2024/25	2025/26	2026/27
<b>CORRIDOR IMPROVEMENT AUTHORITY</b>															
971.000	Land Acquisition	500,000	500,000	500,000						CIA	0	0	0	0	0
<b>Total CIA Fund Improvements</b>		<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</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>	<b>\$0</b>	<b>\$0</b>
<b>Total Corridor Improvement Authority Fund</b>		<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</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>	<b>\$0</b>	<b>\$0</b>
<b>LOCAL DEVELOPMENT FINANCING AUTH.</b>															
<b>Velocity (867.070.716)</b>															
975.000	Velocity Remodeling	900,000	188,940	188,940						LDFA	0	0	0	0	0
975.000	Replace Boilers	102,450	102,450	102,450						LDFA	0	0	0	0	0
975.000	Ceiling Tiles - Velocity	34,000			34,000	34,000				LDFA	0	0	0	0	0
975.000	Lighting Replacement - Velocity	36,950			36,950	36,950				LDFA	0	0	0	0	0
988.000	Repl. Parking Lot - Phase 2 - Velocity	513,190			513,190	513,190				LDFA	0	0	0	0	0
988.280	Replacement Flooring - Velocity	50,550	25,090	25,000						LDFA	0	0	0	0	0
<b>Total Velocity</b>		<b>\$1,637,140</b>	<b>\$316,480</b>	<b>\$316,390</b>	<b>\$584,140</b>	<b>\$584,140</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>
<b>Other LDFA (867.070.718)</b>															
988.329	LDFA District Improvements - Signage-Center Drive/Sterling Ponds Blvd.	400,000	10,230	10,000						LDFA	0	0	0	0	0
988.414	Brentwood Drive Reconstruction	790,000	790,000	790,000						LDFA	0	0	0	0	0
<b>Total LDFA General</b>		<b>\$1,190,000</b>	<b>\$800,230</b>	<b>\$800,000</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>	<b>\$0</b>	<b>\$0</b>
<b>Total LDFA Improvements</b>		<b>\$2,827,140</b>	<b>\$1,116,710</b>	<b>\$1,116,390</b>	<b>\$584,140</b>	<b>\$584,140</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>						
<b>Total Equipment</b>		<b>N/A</b>	<b>\$105,480</b>	<b>\$116,780</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>						
<b>Total L.D.F.A. Fund</b>		<b>\$2,827,140</b>	<b>\$1,222,190</b>	<b>\$1,233,170</b>	<b>\$584,140</b>	<b>\$584,140</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>
<b>WATER &amp; SEWER FUND</b>															
<b>SEWER MAINS/OTHER</b>															
<b>Total Water &amp; Sewer Fund Improvements</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>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Information Technology Projects</b>		<b>N/A</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>						
<b>Total Vehicles</b>		<b>N/A</b>	<b>\$697,240</b>	<b>\$710,830</b>	<b>\$362,000</b>	<b>\$362,000</b>	<b>\$733,750</b>	<b>\$770,440</b>	<b>\$808,960</b>						
<b>Total Equipment</b>		<b>N/A</b>	<b>\$205,000</b>	<b>\$205,000</b>	<b>\$128,000</b>	<b>\$128,000</b>	<b>\$348,500</b>	<b>\$255,000</b>	<b>\$58,500</b>						
<b>Total Water &amp; Sewer Fund (Budgeted)</b>		<b>\$0</b>	<b>\$902,240</b>	<b>\$915,830</b>	<b>\$490,000</b>	<b>\$490,000</b>	<b>\$1,082,250</b>	<b>\$1,025,440</b>	<b>\$867,460</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2022/23	Estimate 2022/23	Proposed Budget 2023/24	Adopted Budget 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27		Est. Curr. Yr. 2022/23	Budget Year 2023/24	Future Years		
													2024/25	2025/26	2026/27
	<b>Total Capital Improvements</b>	#####	\$57,417,700	\$57,688,270	\$16,185,970	\$16,240,970	\$14,538,500	\$14,743,000	\$16,670,000		\$8,883,376	\$8,888,990	\$8,892,040	\$8,878,690	\$8,884,690
	Total Information Technology Projects	N/A	\$676,420	\$673,330	\$302,660	\$302,660	\$633,720	\$425,000	\$575,000						
	Total Vehicles	N/A	\$3,141,140	\$3,161,080	\$3,272,000	\$3,272,000	\$3,380,500	\$3,758,030	\$3,906,680						
	Total Equipment	N/A	\$1,853,900	\$1,837,430	\$714,310	\$714,310	\$997,570	\$698,530	\$301,200						
	<b>Total Budgeted Capital Expenditures</b>	#####	\$63,089,160	\$63,360,110	\$20,474,940	\$20,529,940	\$19,550,290	\$19,624,560	\$21,452,880		\$8,883,376	\$8,888,990	\$8,892,040	\$8,878,690	\$8,884,690
	<b>WATER &amp; SEWER IMPROVEMENT FUND</b>														
	<b>WATER MAINS</b>														
988.334	Water Main Replacement: Medville	355,360	31,030	31,030						W&S	0	0	0	0	0
	<b>Total Water Mains</b>	<b>\$355,360</b>	<b>\$31,030</b>	<b>\$31,030</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>	<b>\$0</b>	<b>\$0</b>
	<b>WATER &amp; SEWER REPLACEMENT</b>														
975.050	Meter Replacement Project	12,000,000	3,527,390	3,527,390						W&S	0	0	0	0	0
988.344	Water & Sewer Main Replacement - Mound Road	11,347,280	7,253,630	3,501,350			\$6,500,000	\$6,500,000	\$2,500,000	W&S	0	0	0	0	0
988.366	Water Main Replacement - 19 Mile Road	1,669,590	515,770	515,770						W&S	0	0	0	0	0
	<b>Total Replacement Items</b>	<b>\$25,016,870</b>	<b>\$11,296,790</b>	<b>\$7,544,510</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,500,000</b>	<b>\$6,500,000</b>	<b>\$2,500,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>Total Water &amp; Sewer Fund Improvements (Non-Budgeted)</b>	<b>\$25,372,230</b>	<b>\$11,327,820</b>	<b>\$7,575,540</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,500,000</b>	<b>\$6,500,000</b>	<b>\$2,500,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>Total Capital Improvements</b>	#####	\$68,745,520	\$65,263,810	\$16,185,970	\$16,240,970	\$21,038,500	\$21,243,000	\$19,170,000		\$8,883,376	\$8,888,990	\$8,892,040	\$8,878,690	\$8,884,690
	Total Information Technology Projects	N/A	\$676,420	\$673,330	\$302,660	\$302,660	\$633,720	\$425,000	\$575,000						
	Total Vehicles	N/A	\$3,141,140	\$3,161,080	\$3,272,000	\$3,272,000	\$3,380,500	\$3,758,030	\$3,906,680						
	Total Equipment	N/A	\$1,853,900	\$1,837,430	\$714,310	\$714,310	\$997,570	\$698,530	\$301,200						
	<b>Total Planned Capital Expenditures</b>	#####	\$74,416,980	\$70,935,650	\$20,474,940	\$20,529,940	\$26,050,290	\$26,124,560	\$23,952,880		\$8,883,376	\$8,888,990	\$8,892,040	\$8,878,690	\$8,884,690

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***Believe you can and you're halfway there.***

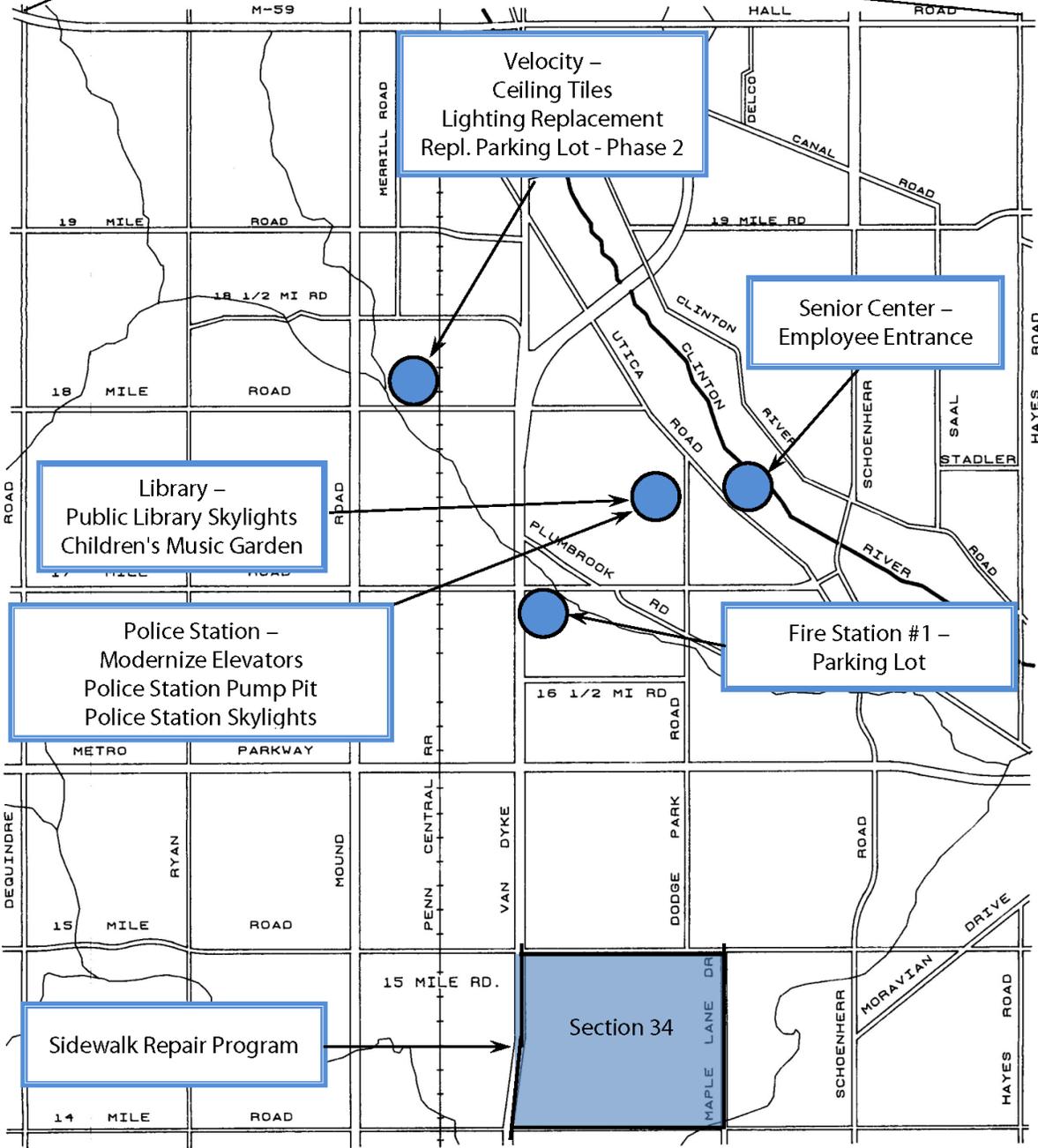
***~ Theodore Roosevelt ~***



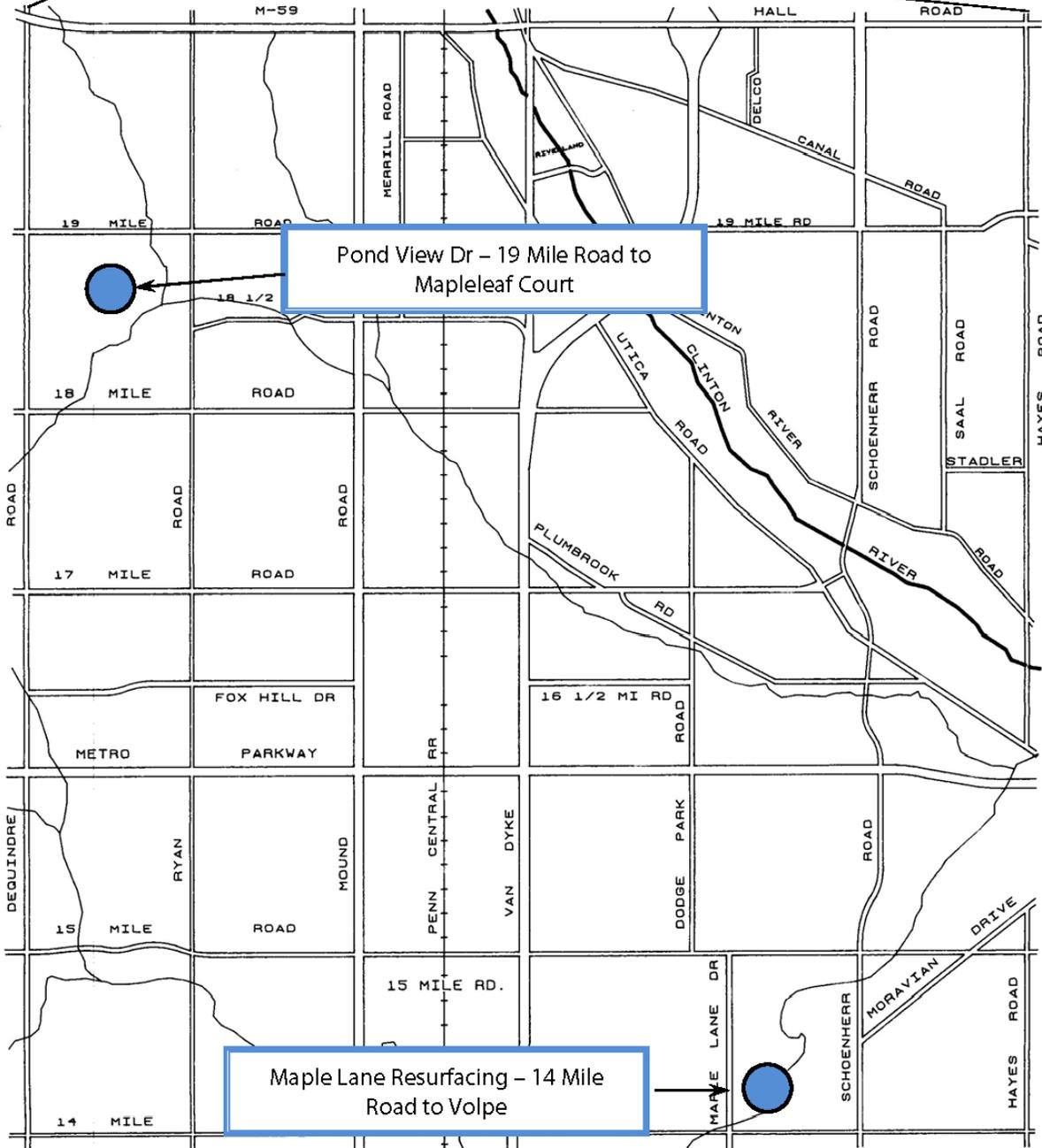
# 2023/24 MUNICIPAL FACILITIES



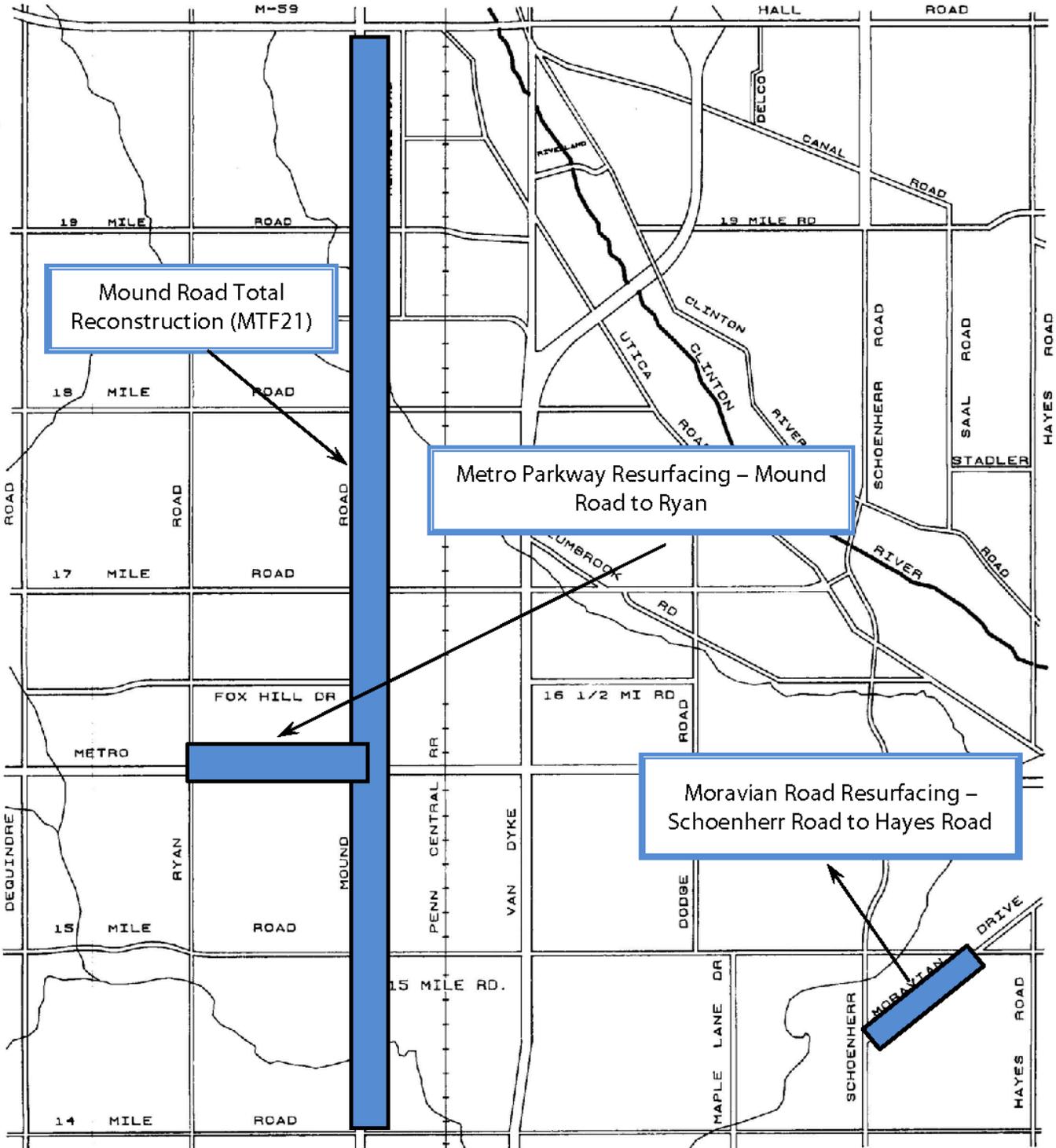
Citywide Sidewalk  
Repair Program



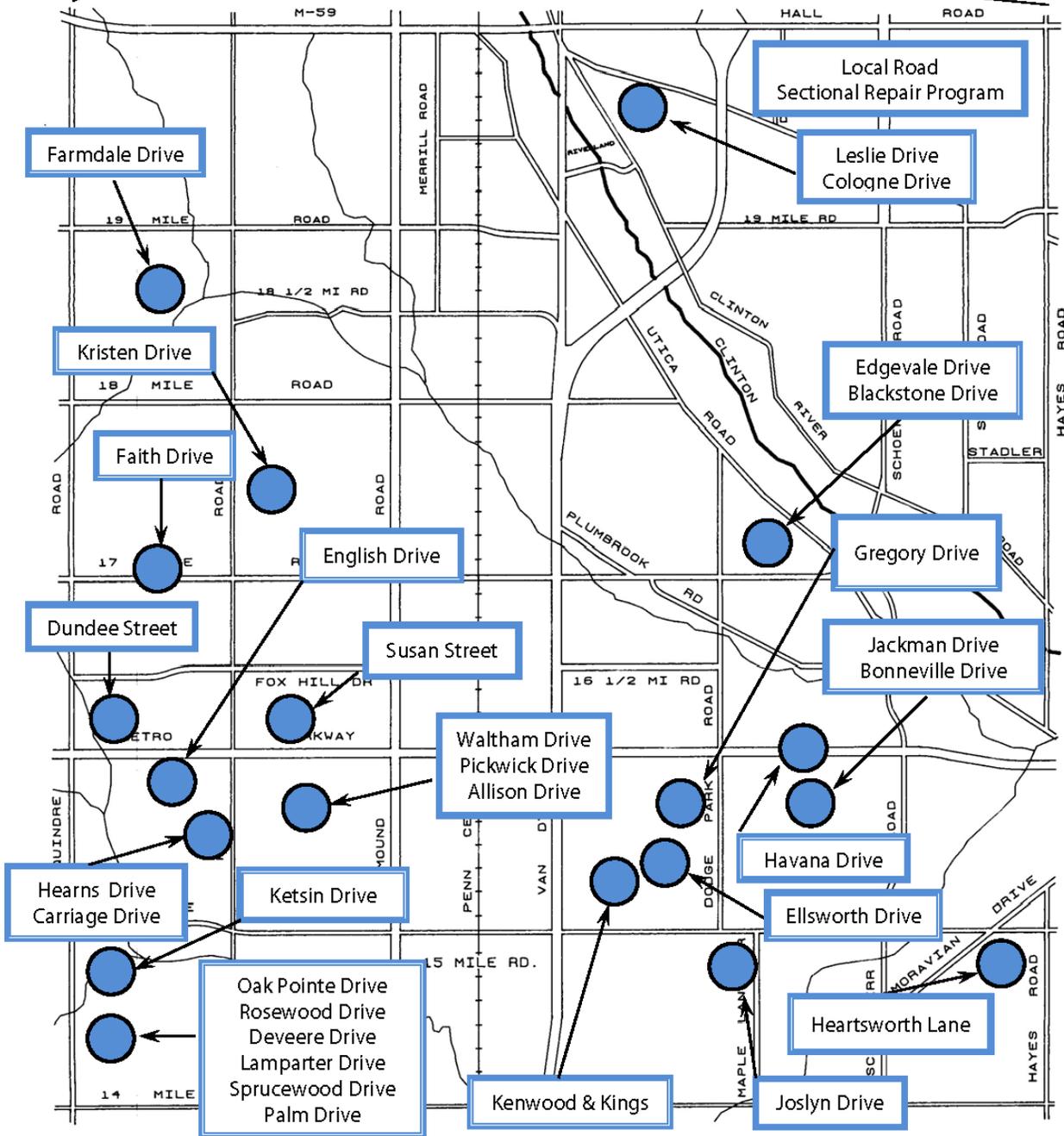
# 2023/24 MAJOR ROADS



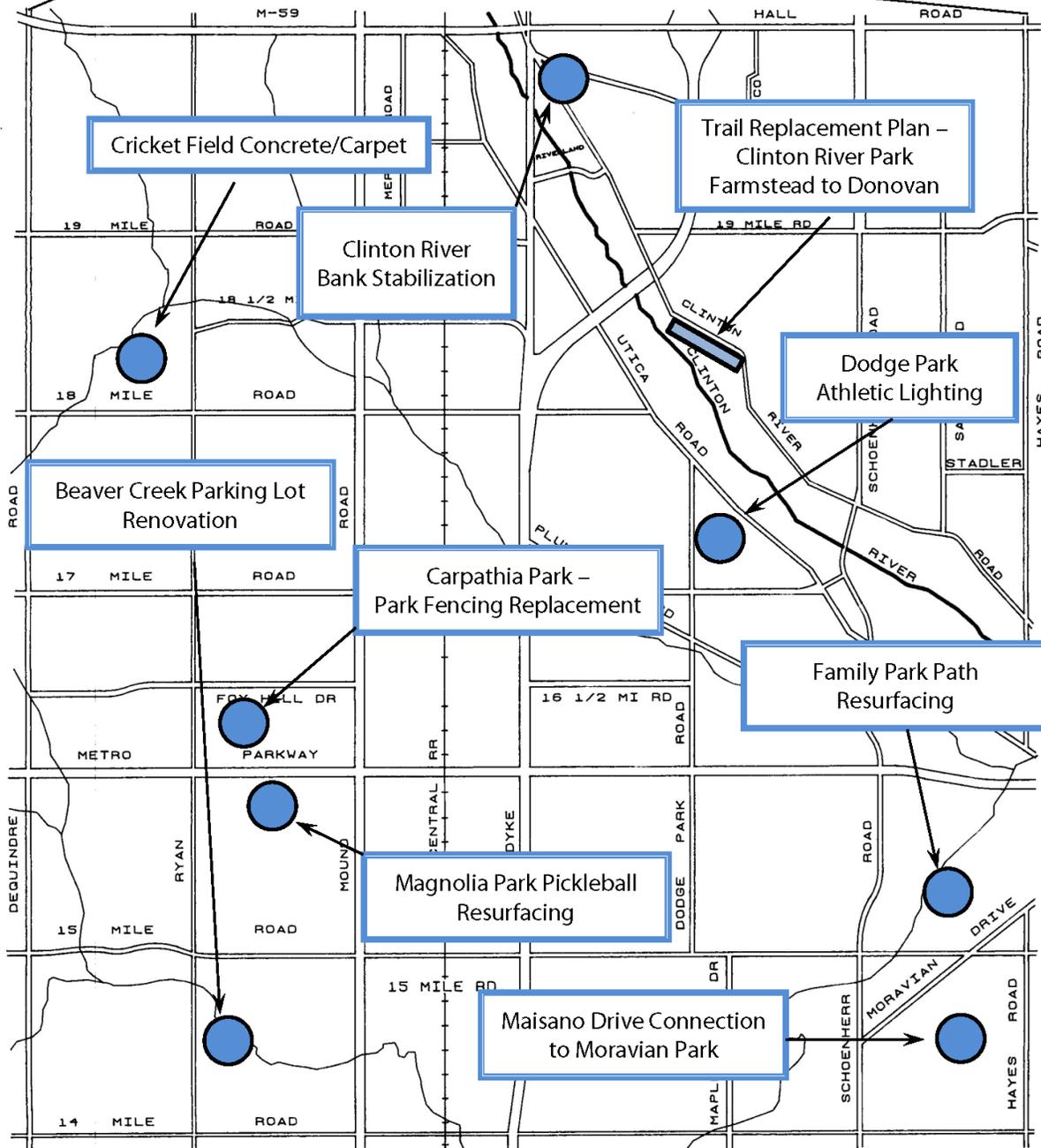
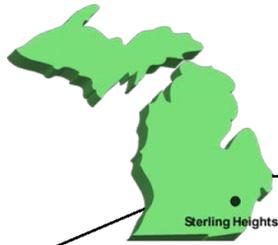
# 2023/24 COUNTY & STATE ROAD PLANS



# 2023/24 LOCAL ROADS



# 2023/24 MUNICIPAL PARKLANDS

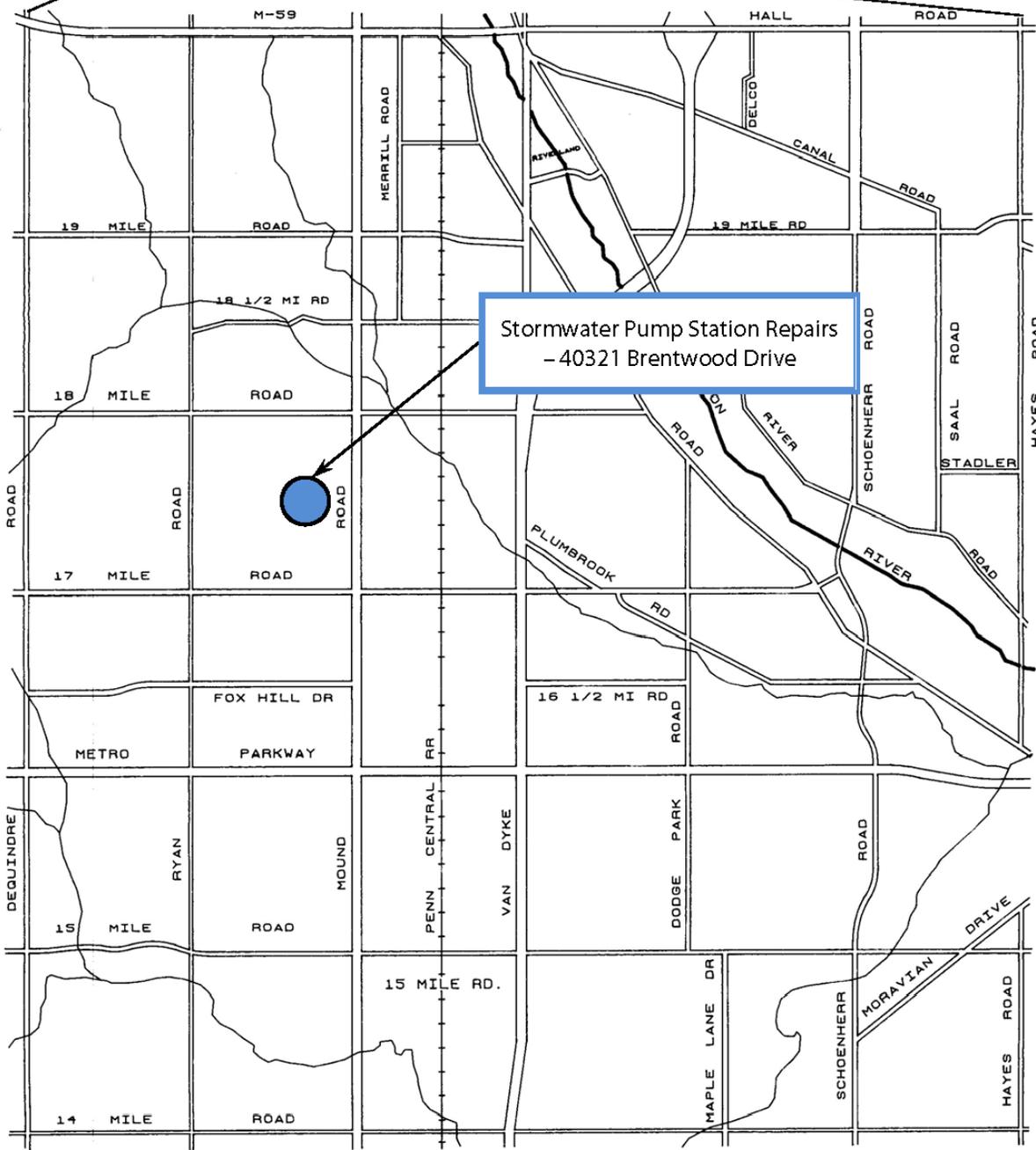


# 2023/24 STORMWATER SYSTEM



Retention Pond Fence Replacements and Repairs

Drain Improvements



# Supplemental Information



This section provides additional information about the City of Sterling Heights, including Financial & Demographic Data, Labor Agreements, and other Statistical Data. This section also includes the Appropriations Ordinance and Fee Schedule, as well as the Glossary and Index.

## CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS

Fiscal Year Ended June 30	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Revenue</b>										
Property Taxes	\$51,665,928	\$51,344,025	\$62,231,352	\$64,036,721	\$60,946,929	\$66,282,454	\$72,759,327	\$72,179,599	\$74,402,654	\$78,406,913
Fees & Permits	1,789,803	1,735,413	1,800,968	2,149,069	2,568,909	2,648,068	2,629,072	2,562,476	2,344,498	2,572,200
Federal Sources	1,126,423	1,921,050	1,456,596	1,990,255	6,300,698	4,122,227	2,356,723	2,713,283	8,277,635	4,452,146
State & Local Sources	18,825,672	19,920,337	21,054,148	21,279,925	27,584,764	31,365,436	34,699,398	36,310,073	37,924,816	40,764,798
Fines & Forfeitures	2,489,252	2,326,870	2,567,229	3,057,417	2,944,500	2,384,499	2,517,198	1,540,704	1,079,803	1,678,277
Charges For Services	8,306,458	9,048,012	10,085,731	9,719,467	9,842,019	12,373,661	14,938,523	14,298,086	13,657,617	14,569,479
Investment Income	58,534	257,632	247,437	426,998	112,450	1,120,683	3,382,059	2,045,963	671,876	(2,582,927)
Special Assessments	206,501	314,871	212,828	201,579	199,092	222,250	263,804	126,507	119,427	151,788
Rental Income	1,536,939	1,951,540	1,829,381	1,578,977	1,488,753	1,630,951	1,552,811	1,498,761	1,640,887	1,746,415
Cable Revenue	2,292,537	2,342,953	2,533,069	2,595,396	2,579,599	2,414,752	2,329,624	2,227,827	2,218,739	2,114,490
Other	1,700,076	1,619,427	1,414,282	1,960,041	1,568,519	1,866,109	2,510,236	2,792,592	2,426,826	1,871,711
<b>Total Revenue</b>	<b>89,998,123</b>	<b>92,782,130</b>	<b>105,433,021</b>	<b>108,995,845</b>	<b>116,136,232</b>	<b>126,431,090</b>	<b>139,938,775</b>	<b>138,295,871</b>	<b>144,764,778</b>	<b>145,745,290</b>
<b>Expenditures</b>										
General Government	7,700,466	7,175,604	7,803,567	8,154,052	8,300,238	9,118,455	11,087,713	12,485,728	12,753,975	14,177,083
41A District Court	3,258,362	3,078,766	3,087,262	3,223,740	3,242,874	3,309,841	3,480,346	3,646,569	3,569,512	3,959,102
Public Safety	48,644,125	48,807,450	49,752,772	49,704,157	48,646,567	50,311,362	54,426,486	55,657,071	59,704,317	62,044,521
Public Works	18,062,177	20,790,973	21,450,688	20,929,934	20,869,103	23,165,358	21,359,651	20,507,719	21,707,991	22,276,474
Recreation & Culture	4,339,952	4,002,476	4,189,468	4,393,760	7,664,887	4,805,997	6,159,499	7,039,735	7,153,046	7,782,054
General Expenditures	2,294,184	2,171,473	1,119,452	1,027,555	1,164,656	1,845,158	1,589,904	2,369,508	2,922,963	3,411,578
Capital Outlay	3,115,621	7,026,982	14,388,416	19,122,277	22,513,996	39,333,835	44,685,871	62,799,049	45,291,490	30,724,425
Debt Service - Principal	3,895,000	3,235,000	2,620,000	1,725,000	2,280,000	4,100,000	5,340,000	6,462,520	5,535,000	6,803,000
Debt Service - Interest	1,114,056	744,170	628,563	545,331	700,971	2,025,489	3,109,779	3,574,278	3,638,619	3,760,843
<b>Total Expenditures</b>	<b>92,423,943</b>	<b>97,032,894</b>	<b>105,040,188</b>	<b>108,825,806</b>	<b>115,383,292</b>	<b>138,015,495</b>	<b>151,239,249</b>	<b>174,542,177</b>	<b>162,276,913</b>	<b>154,939,080</b>
<b>Other Financing Sources</b>										
Long-term Financing	3,275,000	0	198,633	9,630,000	47,315,000	27,590,000	0	24,919,316	18,973,000	16,850,000
Sale of Fixed Assets	0	0	0	0	80,363	41,655	87,482	17,875	41,899	77,230
Bond Premium	9,311	0	0	254,555	2,902,577	1,302,812	0	0	702,899	1,036,153
Transfers In	6,158,405	5,639,290	13,594,435	10,797,379	10,180,735	10,588,025	23,133,990	17,627,275	19,940,070	17,012,684
Transfers Out	(3,500,200)	(4,266,460)	(10,494,435)	(9,447,315)	(10,180,735)	(10,588,025)	(23,133,990)	(17,627,275)	(19,940,070)	(17,012,684)
<b>Total Other Fin. Sources</b>	<b>5,942,516</b>	<b>1,372,830</b>	<b>3,298,633</b>	<b>11,234,619</b>	<b>50,297,940</b>	<b>28,934,467</b>	<b>87,482</b>	<b>24,937,191</b>	<b>19,717,798</b>	<b>17,963,383</b>
<b>Net Change in Fund Balance</b>	<b>\$3,516,696</b>	<b>(\$2,877,934)</b>	<b>\$3,691,466</b>	<b>\$11,404,658</b>	<b>\$51,050,880</b>	<b>\$17,350,062</b>	<b>(\$11,212,992)</b>	<b>(\$11,309,115)</b>	<b>\$2,205,663</b>	<b>\$8,769,593</b>

**GENERAL FUND  
EXPENDITURE HISTORY BY ACTIVITY**

<b>Activity Name</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 Actual</b>	<b>2022/23 Budget</b>	<b>2023/24 Budget</b>
City Council	\$151,280	\$170,490	\$167,750	\$178,710	\$251,120	\$294,080	<b>\$323,200</b>
City Management	1,336,800	1,405,260	1,446,560	1,647,550	1,759,640	2,171,960	<b>2,230,820</b>
City Clerk	735,170	823,430	967,040	1,076,550	1,116,040	1,468,030	<b>1,301,270</b>
Facilities Maintenance	0	1,655,820	2,254,760	2,166,190	2,156,790	2,316,160	<b>2,513,190</b>
Information Technology	1,029,780	1,144,640	1,454,300	1,477,760	1,489,770	1,966,820	<b>2,236,640</b>
Assessing	1,005,050	1,030,810	1,091,280	1,131,540	1,063,590	1,247,100	<b>1,349,410</b>
Financial Services	780,650	855,340	948,270	959,490	1,515,800	1,905,170	<b>2,025,000</b>
Purchasing	450,380	425,400	458,290	380,940	476,210	430,380	<b>548,650</b>
Treasury	1,180,250	1,181,000	1,196,770	1,274,310	812,080	938,550	<b>967,730</b>
Act 78 - Civil Service Commission	45,740	29,180	21,540	39,640	32,210	51,700	<b>53,500</b>
General Employees Pension Board	62,170	74,590	90,300	43,100	86,400	67,920	<b>72,490</b>
Legal	994,950	864,190	859,830	1,108,980	960,270	1,035,600	<b>1,095,000</b>
<b>Total City Administration Dept.</b>	<b>7,772,220</b>	<b>9,660,150</b>	<b>10,956,690</b>	<b>11,484,760</b>	<b>11,719,920</b>	<b>13,893,470</b>	<b>14,716,900</b>
Library	2,585,240	2,711,030	2,809,710	2,828,450	2,793,270	2,955,630	<b>3,088,840</b>
Historical Commission	4,260	4,410	4,000	3,940	4,760	6,830	<b>7,030</b>
<b>Total Library Department</b>	<b>2,589,500</b>	<b>2,715,440</b>	<b>2,813,710</b>	<b>2,832,390</b>	<b>2,798,030</b>	<b>2,962,460</b>	<b>3,095,870</b>
Parks & Recreation	0	0	0	0	0	0	<b>0</b>
<b>Total Parks &amp; Recreation Dept.</b>	<b>0</b>						
Police Administration	5,171,590	5,366,080	5,520,240	5,652,570	5,690,130	6,079,500	<b>6,351,950</b>
Police Investigations	6,702,800	7,695,970	7,607,950	7,752,700	8,316,010	8,614,980	<b>8,722,100</b>
Police Operations	18,201,260	18,988,640	19,592,060	20,819,950	21,741,770	23,276,150	<b>23,525,350</b>
Police Support Services	1,646,830	1,772,840	1,831,540	2,048,750	2,078,430	2,135,840	<b>2,326,550</b>
<b>Total Police Department</b>	<b>31,722,480</b>	<b>33,823,530</b>	<b>34,551,790</b>	<b>36,273,970</b>	<b>37,826,340</b>	<b>40,106,470</b>	<b>40,925,950</b>
Fire Administration	1,498,400	1,579,340	1,723,910	1,892,100	1,904,780	2,150,950	<b>2,015,540</b>
Fire Extinguishment	15,735,290	17,517,850	17,938,890	19,841,870	20,731,840	20,950,700	<b>21,826,240</b>
Fire Prevention	1,153,310	1,287,980	1,296,470	1,537,890	1,411,740	1,593,970	<b>1,478,850</b>
<b>Total Fire Department</b>	<b>18,387,000</b>	<b>20,385,170</b>	<b>20,959,270</b>	<b>23,271,860</b>	<b>24,048,360</b>	<b>24,695,620</b>	<b>25,320,630</b>

## GENERAL FUND EXPENDITURE HISTORY BY ACTIVITY

Activity Name	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Budget	2023/24 Budget
Fleet Maintenance	3,012,640	2,958,440	2,998,690	2,727,510	3,340,390	3,356,980	3,567,400
Parks & Grounds Maintenance	1,458,050	559,210	0	0	0	0	0
Public Works Center	179,300	197,120	263,870	115,460	136,420	164,950	130,980
Street Services	2,440,450	2,639,760	2,795,450	3,067,880	3,173,750	3,349,320	3,472,990
<b>Total Public Works Department</b>	<b>7,090,440</b>	<b>6,354,530</b>	<b>6,058,010</b>	<b>5,910,850</b>	<b>6,650,560</b>	<b>6,871,250</b>	<b>7,171,370</b>
Refuse Collection	4,462,720	4,491,460	4,500,480	4,567,230	4,618,500	4,777,380	6,266,270
<b>Total Refuse Collection</b>	<b>4,462,720</b>	<b>4,491,460</b>	<b>4,500,480</b>	<b>4,567,230</b>	<b>4,618,500</b>	<b>4,777,380</b>	<b>6,266,270</b>
Building	2,328,160	1,076,430	1,118,740	1,148,210	1,141,970	1,211,550	1,383,120
Economic Development	318,290	324,800	362,260	352,350	342,880	391,690	375,690
Engineering	1,300,040	1,361,010	1,419,390	1,408,770	1,424,770	1,563,010	1,613,710
Foreclosure Relief	0	0	0	0	0	0	0
Neighborhood Services	1,525,150	1,641,600	1,810,100	1,956,950	1,994,720	2,075,450	2,402,350
Planning	172,070	255,810	284,360	302,140	319,130	564,710	760,290
Planning Commission	10,300	7,340	6,960	10,600	17,640	25,550	25,770
Sustainability Commission	0	0	0	0	0	750	950
Zoning Board of Appeals	6,930	7,990	6,450	9,670	13,220	23,200	23,580
Component Unit Funding	300,000	300,000	200,000	0	0	0	0
<b>Total City Development Dept.</b>	<b>5,960,940</b>	<b>4,974,980</b>	<b>5,208,260</b>	<b>5,188,690</b>	<b>5,254,330</b>	<b>5,855,910</b>	<b>6,585,460</b>
Community Relations	1,341,190	1,422,420	1,528,780	1,268,930	1,552,220	2,050,230	1,956,820
Arts Commission	0	0	0	0	0	50	70
Beautification Commission	780	710	230	280	1,230	2,760	2,440
<b>Total Community Relations Dept.</b>	<b>1,341,970</b>	<b>1,423,130</b>	<b>1,529,010</b>	<b>1,269,210</b>	<b>1,553,450</b>	<b>2,053,040</b>	<b>1,959,330</b>
41-A District Court	3,309,840	3,428,460	3,475,760	3,362,130	3,626,600	4,028,660	3,980,530
General Expenditures	1,681,850	1,586,080	2,165,410	1,932,310	3,407,230	2,027,660	2,576,950
Transfers Out	8,588,030	20,633,990	14,431,220	17,550,810	12,994,780	11,448,170	12,808,530
<b>Total General Fund</b>	<b>\$92,906,990</b>	<b>\$109,476,920</b>	<b>\$106,649,610</b>	<b>\$113,644,210</b>	<b>\$114,498,100</b>	<b>\$118,720,090</b>	<b>\$125,407,790</b>

**GENERAL FUND BALANCE COMPARED TO ANNUAL EXPENDITURES  
AND OTHER FINANCING USES  
LAST TEN FISCAL YEARS**

<b>Fiscal Year Ended June 30</b>	<b>General Fund Balance</b>	<b>Annual Expenditures &amp; Other Uses</b>	<b>General Fund Balance as % of Expenditures &amp; Other Uses</b>
<b>2013</b>	5,248,480	81,612,889	6.43%
<b>2014</b>	5,229,392	81,742,384	6.40%
<b>2015</b>	7,539,734	90,289,405	8.35%
<b>2016</b>	11,394,869	89,866,581	12.68%
<b>2017</b>	17,266,609	89,450,707	19.30%
<b>2018</b>	24,713,754	92,906,988	26.60%
<b>2019</b>	26,883,913	109,476,928	24.56%
<b>2020</b>	29,914,428	106,676,131	28.04%
<b>2021</b>	32,249,173	113,715,596	28.36%
<b>2022</b>	32,874,306	114,607,548	28.68%

**ASSESSED & ESTIMATED ACTUAL VALUATION  
OF TAXABLE PROPERTY  
LAST TEN FISCAL YEARS**

<b>Fiscal Year Ended June 30</b>	<b>Real Assessed Valuation (1)</b>	<b>Personal Assessed Valuation (1)</b>	<b>Total Valuation</b>	<b>Percent of True Value (2)</b>
<b>2013</b>	3,503,196,250	755,514,350	4,258,710,600	50%
<b>2014</b>	3,526,557,005	724,659,700	4,251,216,705	50%
<b>2015</b>	3,564,635,642	714,092,150	4,278,727,792	50%
<b>2016</b>	3,665,393,466	670,143,500	4,335,536,966	50%
<b>2017</b>	3,737,558,043	366,173,450	4,103,731,493	50%
<b>2018</b>	3,855,214,582	327,166,100	4,182,380,682	50%
<b>2019</b>	4,032,937,100	289,445,900	4,322,383,000	50%
<b>2020</b>	4,244,580,889	305,210,600	4,549,791,489	50%
<b>2021</b>	4,427,329,545	282,249,500	4,709,579,045	50%
<b>2022</b>	4,562,968,811	319,918,100	4,882,886,911	50%

(1) All taxable values reflect the year in which tax revenue streams were generated. For example, the 2012 TV's (stated above in the 2013 row) were used to generate tax revenue for the year ended June 30, 2013.

(2) In accordance with the 1970 State of Michigan Constitution, the assessed value is 50 percent of appraised or estimated value.

**HOMESTEAD PROPERTY TAX RATES  
DIRECT AND OVERLAPPING GOVERNMENTS  
(PER \$1,000 OF TAXABLE VALUATION)**

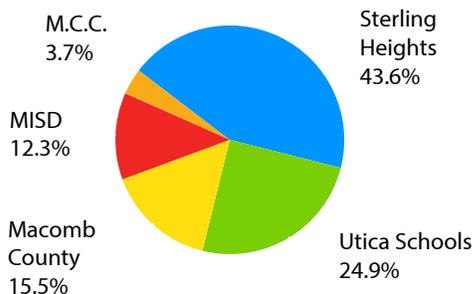
	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>City of Sterling Heights</b>									
Operating (1)	9.47030	9.37010	9.49090	9.48560	9.49400	10.49400	9.49400	9.31060	<b>9.49400</b>
Refuse	1.08790	1.12670	1.14240	1.10620	1.08270	1.04200	1.00380	0.96390	<b>0.98770</b>
Police & Fire Pension	1.82250	1.92380	1.90260	1.97880	2.01240	2.12790	2.19840	2.44410	<b>2.72400</b>
Public Improvements	0.10180	0.10470	0.11220	0.11520	0.11140	0.09710	0.10960	0.10970	<b>0.11500</b>
Drain	0.20330	0.16050	0.03770	0.00000	0.00000	0.00000	0.00000	0.00000	<b>0.00000</b>
Recreating Recreation	0.00000	0.00000	0.00000	0.00000	0.97000	0.95160	0.95060	0.94430	<b>0.93780</b>
Safe Streets	0.00000	2.50000	2.50000	2.50000	2.48530	2.46780	2.45050	2.43430	<b>2.41570</b>
<b>Total City</b>	<b>12.68580</b>	<b>15.18580</b>	<b>15.18580</b>	<b>15.18580</b>	<b>16.15580</b>	<b>17.18040</b>	<b>16.20690</b>	<b>16.20690</b>	<b>16.67420</b>
<b>Overlapping Governments</b>									
Macomb County	4.57350	4.57350	4.57350	4.56160	4.52920	4.49750	4.45920	4.41500	<b>4.37210</b>
Utica Comm. Schools	3.85000	3.85000	3.85000	3.85000	3.85000	3.76000	3.50000	3.50000	<b>3.50000</b>
Warren Consol. Schools	11.38290	10.76030	10.69660	11.66140	11.37910	10.94780	10.57310	10.13830	<b>9.84520</b>
State Education	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	<b>6.00000</b>
Macomb Comm. College	1.53120	1.52620	1.53020	1.42120	1.40340	1.46400	1.45310	1.43870	<b>1.42470</b>
M.I.S.D.	2.94300	2.94300	2.94300	2.93550	2.91460	2.89450	2.87440	4.72960	<b>4.68450</b>
Huron/Clinton Metro Auth.	0.21460	0.21460	0.21460	0.21460	0.21400	0.21290	0.21170	0.21040	<b>0.20890</b>
S.M.A.R.T.	0.59000	1.00000	1.00000	0.99740	0.99030	1.00000	0.99260	0.98270	<b>0.97310</b>
County Zoo Authority	0.10000	0.10000	0.10000	0.09970	0.09890	0.09850	0.09770	0.09670	<b>0.09570</b>
D.I.A.	0.20000	0.20000	0.20000	0.19940	0.19790	0.19650	0.19500	0.19300	<b>0.19110</b>
Med Call	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.09900	<b>0.00000</b>
Veterans Operations	0.04000	0.04000	0.04000	0.03980	0.06820	0.06760	0.06740	0.06670	<b>0.06600</b>
<b>Total</b>									
<b>Utica Schools (2)</b>	<b>32.72810</b>	<b>35.63310</b>	<b>35.63710</b>	<b>35.50500</b>	<b>36.42230</b>	<b>37.37190</b>	<b>36.05800</b>	<b>37.93870</b>	<b>38.19030</b>
<b>Total</b>									
<b>Warren Schools (2)</b>	<b>40.26100</b>	<b>42.54340</b>	<b>42.48370</b>	<b>43.31640</b>	<b>43.95140</b>	<b>44.55970</b>	<b>43.13110</b>	<b>44.57700</b>	<b>44.53550</b>

(1) City general operating tax rate charter limit equals 12.0 mills.

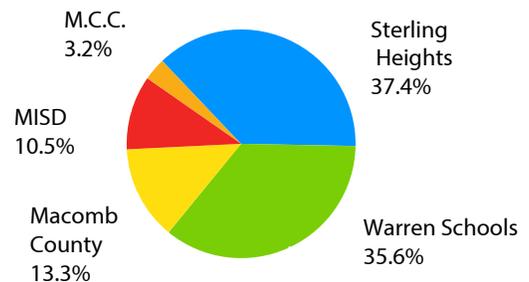
(2) Sterling Heights taxable valuation is based on 62% for Utica Schools and 38% for Warren Consolidated Schools for the year ended June 30, 2022.

**City of Sterling Heights  
2021/22 Distribution of Homestead Taxes**

**Utica Community Schools**



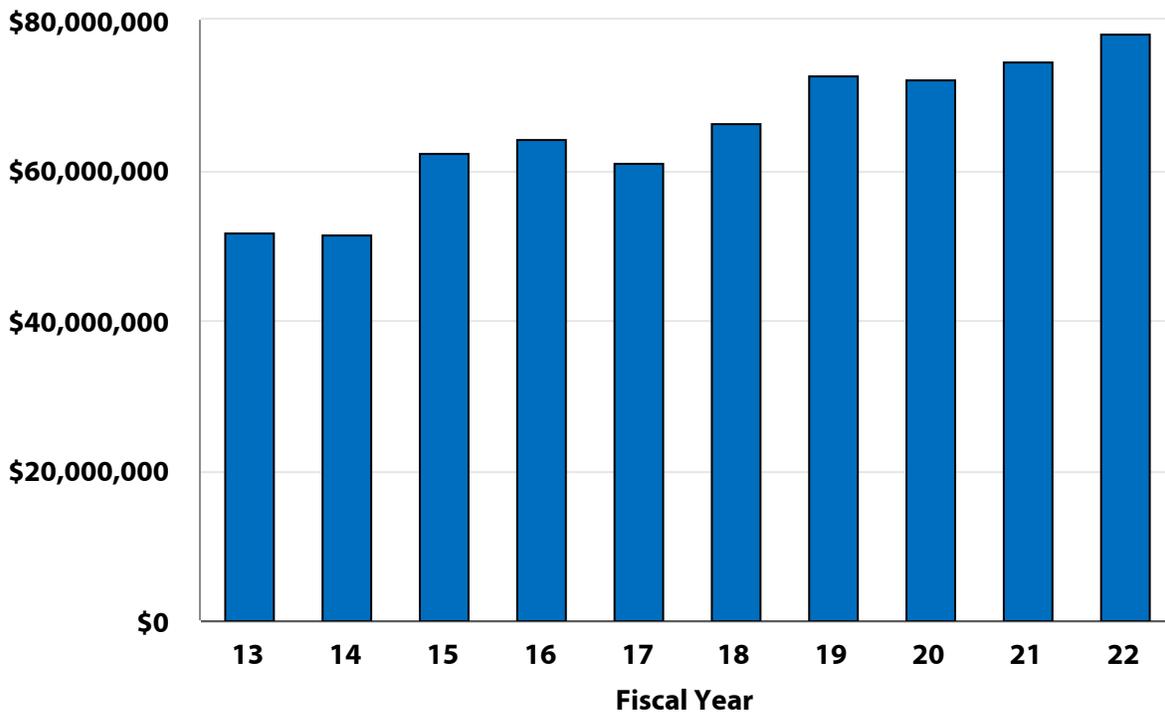
**Warren Consolidated Schools**



## GENERAL GOVERNMENT TAX REVENUES BY SOURCE LAST TEN FISCAL YEARS

Fiscal Year Ended June 30	General Fund Property Taxes					Local Rds Prop Taxes	P&R Prop Taxes	Debt Service Funds Prop Taxes			Total All Property Taxes
	Operating	Refuse	Police & Fire Retirement System	Safe Streets	Total	Safe Streets	Recreating Recreation	General Drain	Voted Tax General Obligation	Total	
2013	37,142,292	4,403,288	8,529,892	—	50,075,472	—	—	1,224,522	365,934	1,590,456	51,665,928
2014	38,262,436	4,400,850	7,444,408	—	50,107,694	—	—	823,757	412,574	1,236,331	51,344,025
2015	38,380,857	4,615,657	7,905,424	6,969,239	57,871,177	3,271,161	—	658,448	430,566	1,089,014	62,231,352
2016	40,154,336	4,786,968	7,992,154	7,121,201	60,054,659	3,344,947	—	164,288	472,828	637,116	64,036,722
2017	38,159,793	4,418,198	7,914,369	6,786,371	57,278,731	3,201,818	—	2,297	464,084	466,381	60,946,930
2018	39,003,553	4,425,923	8,251,737	6,916,401	58,597,614	3,258,923	3,965,701	1,052	459,166	460,218	66,282,456
2019	44,404,945	4,407,310	9,011,570	7,102,036	64,925,861	3,330,120	4,032,610	688	413,759	414,447	72,703,038
2020	42,343,466	4,454,516	9,780,505	7,400,807	63,979,294	3,479,548	4,228,073	628	492,057	492,685	72,179,600
2021	42,775,551	4,416,896	11,220,782	7,588,298	66,001,527	3,563,507	4,325,536	607	506,168	506,775	74,397,345
2022	44,334,972	4,654,345	12,866,281	7,748,836	69,604,434	3,625,780	4,395,966	613	546,022	546,635	78,172,815

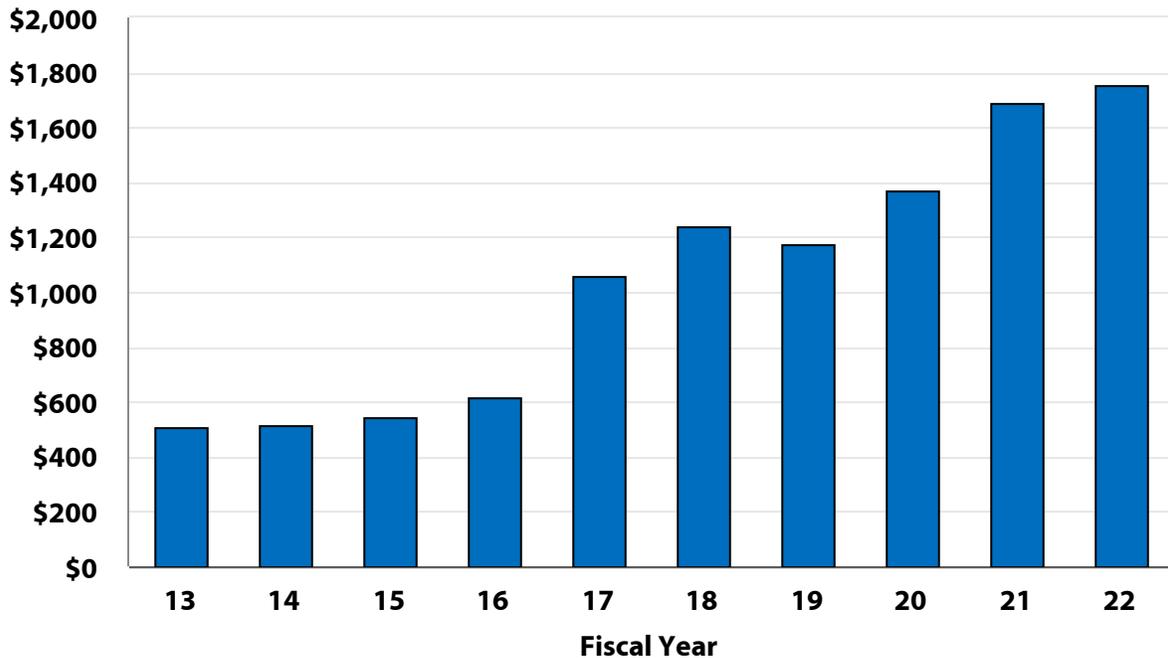
### Property Tax Revenue



## RATIOS OF OUTSTANDING DEBT BY TYPE LAST TEN FISCAL YEARS

Fiscal Year Ended June 30	Governmental Activities				Business-Type Activities County Issued			Total Primary Gov't.	% of Personal Income	Pop.	Govt. Debt Per Capita
	General Obligation Bonds	Michigan Transp. Bonds	Special Assess. Bonds	County Issued Bonds	General Obligation Bonds	Special Assess. Bonds	Revolving Loan Funds				
2013	6,165,000	10,405,000	2,850,000	1,525,000	35,428,997	2,647,602	6,825,826	65,847,425	1.74%	129,699	507.69
2014	5,777,683	8,811,416	2,700,000	775,000	34,264,780	2,548,452	11,703,389	66,580,720	2.12%	129,699	513.35
2015	5,253,950	7,465,086	2,550,000	150,000	33,071,724	4,098,344	17,592,684	70,181,788	2.23%	129,699	541.11
2016	4,667,114	16,480,393	2,400,000	0	31,831,025	4,054,112	20,725,947	80,158,591	2.55%	129,699	618.04
2017	46,135,000	16,595,000	2,250,000	0	46,597,435	3,702,527	22,126,394	137,406,356	4.38%	129,699	1,059.42
2018	63,190,000	23,180,000	2,100,000	0	48,741,669	2,258,379	21,072,504	160,542,552	5.11%	129,699	1,237.81
2019	60,335,000	20,845,000	1,950,000	0	46,797,853	1,962,402	19,973,656	151,863,911	4.84%	129,699	1,170.90
2020	84,852,623	19,129,213	1,800,000	0	51,344,551	1,983,169	18,860,521	177,970,077	5.67%	129,699	1,372.18
2021	80,975,911	36,003,953	1,600,000	0	80,269,356	1,844,015	18,485,695	219,178,930	6.98%	129,699	1,689.90
2022	76,866,655	50,878,548	1,400,000	0	87,839,833	1,704,561	17,320,226	236,009,823	5.61%	134,346	1,756.73

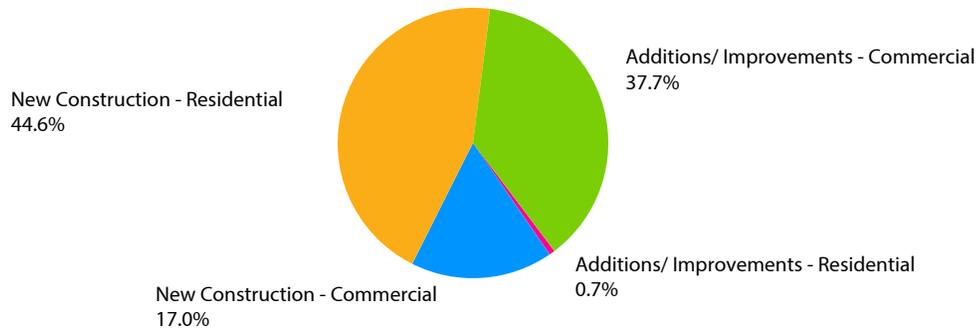
### Outstanding Debt Per Capita



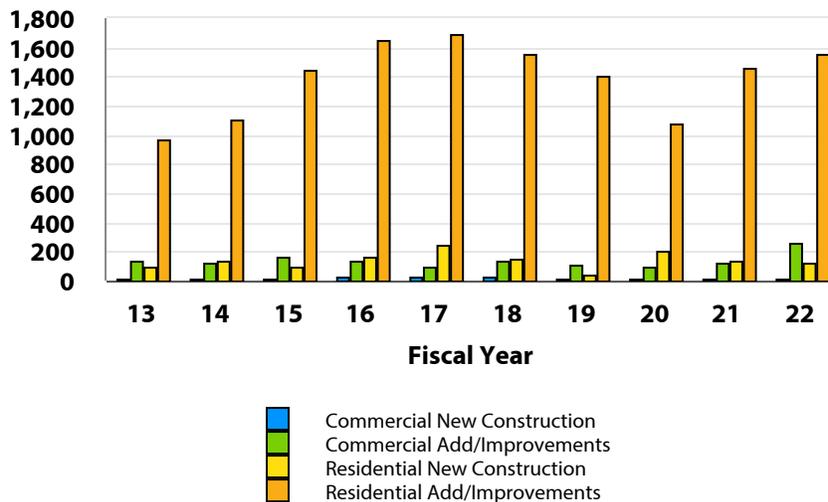
## BUILDING PERMITS AT MARKET VALUE LAST TEN FISCAL YEARS

Fiscal Year Ended June 30	Residential					Commercial				
	New Construction		Additions/Improve.		Total Residential	New Construction		Additions/Improve.		Total Commercial
	No.	Value	No.	Value		No.	Value	No.	Value	
2013	89	20,919,441	964	2,528,899	23,448,340	8	15,546,849	141	37,063,864	52,610,713
2014	134	31,286,101	1,104	1,191,570	32,477,671	8	6,077,060	129	25,288,174	31,365,234
2015	96	22,656,130	1,443	1,126,895	23,783,025	10	25,455,891	166	26,570,017	52,025,908
2016	170	87,099,668	1,652	1,528,732	88,628,400	31	31,932,939	135	15,628,005	47,560,944
2017	247	55,558,146	1,694	958,155	56,516,301	29	81,070,698	94	9,340,587	90,411,285
2018	155	28,786,551	1,548	1,101,534	29,888,085	31	77,545,580	131	31,448,148	108,993,728
2019	42	13,392,236	1,401	887,605	14,279,841	11	108,794,390	110	29,263,744	138,058,134
2020	198	38,434,748	1,076	1,107,943	39,542,691	15	74,557,626	90	40,847,483	115,405,109
2021	130	45,584,777	1,465	1,241,345	46,826,122	10	32,648,979	120	37,667,034	70,316,013
2022	128	68,867,372	1,561	1,033,094	69,900,466	9	26,217,462	260	58,202,708	84,420,170

### Market Value of 2022 Building Permits



### Building Permits



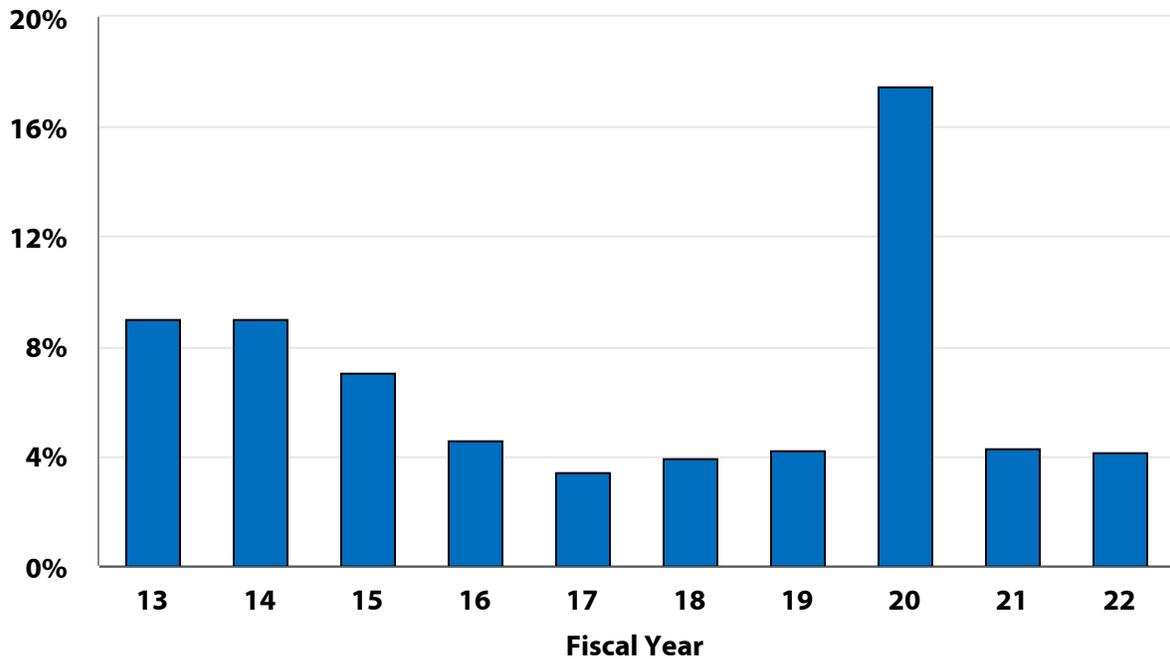
## DEMOGRAPHIC AND ECONOMIC STATISTICS LAST TEN FISCAL YEARS

Fiscal Year Ended June 30	Estimated Population	Median Age (2)	Age 25 or Older (2)		Per Capita Income (2)	Income In Thousands	Number of Households (2)	Median Household Income (1)	Sterling Heights Unemployment Rate (3)/(4)
			High School Graduate or Higher	Bachelor's Degree or Higher					
2013	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	9.0%
2014	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	9.0%
2015	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	7.0%
2016	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	4.6%
2017	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	3.4%
2018	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	3.9%
2019	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	4.2%
2020	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	17.5%
2021	132,438 (1)	40-44	86.4%	26.7%	30,631	4,056,708	51,615	64,833	4.3%
2022	134,346 (1)	40-44	86.4%	26.7%	31,335	4,209,732	51,615	64,833	4.1%

Sources:

- (1) United States Census Bureau
- (2) Southeast Michigan Council of Governments (SEMCOG)
- (3) Michigan Department of Career Development, Employment Security Agency, Office of Labor Market Information
- (4) Michigan Department of Technology, Labor & Budget

### City of Sterling Heights Unemployment Rate



## 2023/24 BUDGET

**Activity Name**

**Police & Fire Pension Board**

**Activity**

**2380**

Account Number	Account Name	2021/22 Actual	2022/23 Budget	2022/23 To 12/31	2022/23 Estimate	2023/24 Budget
Supplies						
729.000	Postage	\$270	\$400	\$240	\$150	\$400
751.000	Operating Supplies	170	400	90	100	400
	<b>Total Supplies</b>	<b>440</b>	<b>800</b>	<b>330</b>	<b>250</b>	<b>800</b>
Other Charges						
802.000	Audit & Accounting Services	23,020	36,640	20,700	36,640	36,640
805.000	Administrative Services	51,790	49,500	42,510	25,000	55,000
806.000	Legal Services	7,270	11,000	1,450	11,000	11,000
807.000	Medical Services	0	2,000	0	2,000	2,000
809.000	Other Professional Services	1,170	1,500	930	5,670	1,500
810.000	Other Fees	19,290	22,000	9,640	12,350	22,000
826.000	Other Contracted Services	1,684,700	1,533,750	748,280	1,044,470	1,533,750
957.000	Memberships & Dues	200	200	200		200
959.000	Education & Training	3,220	10,000	8,750	950	10,000
	<b>Total Other Charges</b>	<b>1,790,660</b>	<b>1,666,590</b>	<b>832,460</b>	<b>1,138,080</b>	<b>1,672,090</b>
Capital Outlay						
979.000	Computer Equipment	0	0	0	0	0
	<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Activity</b>		<b>\$1,791,100</b>	<b>\$1,667,390</b>	<b>\$832,790</b>	<b>\$1,138,330</b>	<b>\$1,672,890</b>

NOTE: The "2021/22 Actual" & "2022/23 To 12/31" columns are rounded to the nearest \$10.

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***It's clearly a budget. It's got a lot of numbers in it.***

**~ George W. Bush ~**



NAME	CONTRACT EXPIRATION	BUDGETED EMPLOYEES	
		FULL-TIME	PART-TIME
<b><u>Union Employees</u></b>			
Police Officers - MAP	6/30/2024	123	
Fire Fighters - IAFF Local 1557	6/30/2025	106	
Technical/Office - MAPE	6/30/2025	70	33*
DPW Field - Teamsters Local 214	6/30/2024	60	
Police Command Officers - COA	6/30/2025	35	
Professional & Technical - MAPE	6/30/2023	50	11
Court Clerical - AFSCME Local 1884	6/30/2025	19	7
Police Clerical - MAP	6/30/2023	20	
Supervisory - MAPE	6/30/2025	14	
Executive Group - SHEG	6/30/2025	9	
DPW Supervisors - AFSCME Local 1917	6/30/2024	9	
Total Union Employees		515	51
<b><u>Non-Union Employees</u></b>			
41-A District Court Administration	N/A	11	
41-A District Court Judges	N/A	3	
Ordinance Employees	N/A	2	
Other Employees (Seasonal/Part-time)**			91
Total Non-Union Employees		16	91
<b><u>Total All Employees</u></b>		<b>531</b>	<b>142</b>

\* Includes thirteen part-time employees that are excluded from the part-time limit.

\*\*Excludes Parks & Recreation seasonal employees.

## Population

Total Population <sup>1</sup> .....	134,346
<b>Gender <sup>2</sup></b>	
Male .....	65,743
Female .....	68,319
<b>Age <sup>2</sup></b>	
Under 5 years .....	7,270
5 to 9 years .....	7,191
10 to 14 years .....	7,015
15 to 19 years .....	7,677
20 to 24 years .....	8,709
25 to 34 years .....	19,667
35 to 44 years .....	14,535
45 to 54 years .....	18,873
55 to 59 years .....	9,971
60 to 64 years .....	9,329
65 to 74 years .....	13,809
75 to 84 years .....	6,786
85 years and older .....	3,230
<b>Racial Makeup <sup>1</sup></b>	
White .....	107,043
African American .....	8,802
American Indian & Alaska Native .....	254
Asian .....	10,960
Native Hawaiian & Other Pacific Islander .....	17
Other Race .....	1,006
Two or more races .....	6,264

## Housing

Median Housing Value .....	\$256,820
Total Housing Units .....	55,066
Houses .....	34,918
Condominiums .....	6,890
Apartments .....	11,567
Mobile Homes .....	1,691

## Principal Property Taxpayers

<b>Company/Taxable Value</b>	
Stellantis .....	\$92,538,663
Detroit Edison Company .....	56,633,434
Consumers Energy Company .....	50,004,301
Ford Motor Company .....	28,289,567
Chalk Spade Investments (USA), Inc. ....	24,385,211
Comcast .....	17,753,216
ITC Transmission .....	17,406,468
Liberty Park Commerce Center LLC .....	16,437,186
General Dynamics Land Systems .....	13,532,280
Sun Properties .....	12,651,618

## Major Employers

<b>Company/Employees</b>	
Stellantis .....	9,061
Ford Motor Company .....	4,180
General Dynamics Land Systems .....	3,170
Utica Community Schools .....	2,300
Beaumont Health .....	1,299
Detroit Newspaper Partnership, LP .....	1,000
Mayco International LLC .....	750
BAE Systems .....	600
Metalsa Structural Products Inc. ....	583
Walmart Inc .....	550

## Employment Status <sup>2</sup>

Population 16 years & over .....	111,219
In labor force .....	69,793
Civilian labor force .....	69,709
Employed .....	65,650
Unemployed .....	4,059
Percent of civilian labor force .....	6
Armed Forces .....	84
Not in labor force .....	41,426

## Occupation <sup>2</sup>

Employed civilian population 16 yrs. & over .....	65,650
Management, business, science & arts occupations .....	25,336
Service occupations .....	10,574
Sales & office occupations .....	14,923
Natural resources, construction, & maintenance occupations .....	4,177
Production, transportation & material moving occupations .....	10,640

## Industry <sup>2</sup>

Agriculture, forestry, fishing and hunting, & mining .....	125
Construction .....	2,802
Manufacturing .....	14,260
Wholesale trade .....	1,557
Retail trade .....	9,174
Transportation and warehousing & utilities .....	3,455
Information .....	860
Finance, insurance, real estate & rental and leasing .....	3,522
Professional, scientific, management, administrative & waste management .....	5,836
Educational, health & social assistance .....	12,432
Arts, entertainment, recreation, accommodation & food services .....	6,385
Other services .....	3,165
Public administration .....	2,077

## **School Enrollment** <sup>2</sup>

Population 3 yrs. & over enrolled in school .....	29,917
Nursery school, preschool .....	1,462
Kindergarten .....	1,499
Elementary (grades 1-8) .....	10,951
High School (grades 9-12) .....	6,642
College or graduate school .....	9,363

## **Streets & Sidewalks**

Miles of City Streets:	
Primary .....	63
Secondary .....	290
Estimated Sidewalks in Miles .....	640
Bridges .....	11
Street Lights .....	2,535

## **Police Protection**

Group A offenses <sup>3</sup> .....	3,486
Group B offenses <sup>4</sup> .....	4,803
Injury Accidents .....	787
Property Damage .....	3,436
Private Property Damage .....	218
Total Traffic Violations .....	19,459
Civil Infractions .....	15,121
Parking Violations .....	2,291
Adult Arrests .....	1,888
Juvenile Arrests .....	38
OUIL Arrests .....	165

## **Fire Protection**

Stations .....	5
Emergency Alarms Answered .....	18,130
Medical Emergencies .....	13,957
Fire Inspections Conducted .....	2,141
Inspection Violations Issued .....	2,913
Training Hours Completed .....	42,159

## **41-A District Court**

Cases Handled:	
Civil .....	2,401
Criminal .....	1,407
Traffic .....	18,393
Landlord & Tenant .....	2,111
Small Claims .....	130

## **Election Data**

Registered Voters .....	99,390
Voters at Polls .....	7,134
Absentee Ballots .....	12,517
Percent Voting .....	19.77

## **Parks & Recreation**

Acres .....	821
Developed Parks .....	28
Adult Athletics Attendance .....	12,407
Instructional Rec. Attendance .....	26,276
Nature Program Attendance .....	9,531
50+ Activity Program Attendance .....	85,208
Special Event Attendance .....	178,894
Summer Playground Attendance .....	6,649
Adaptive Recreation Program Attendance .....	2,978

## **Library**

Registered Borrowers .....	64,287
In-House Materials Usage .....	14,103
Items Circulated .....	460,384
Reference Transactions .....	44,940
Program Attendance .....	14,733
Library Visits .....	114,189
Inter Library Loan Requests .....	57,795
Inter Library Loans - Lent .....	59,758
Outreach Visits .....	421
Electronic Database Usage .....	89,002

## **Water & Sewer Services**

Customers:	
Residential .....	36,738
Commercial/Industrial .....	2,871
Miles of Water Mains .....	667
Miles of Sanitary Sewers .....	475
Fire Hydrants .....	7,454
Water (in thousand cubic feet):	
Purchased from Detroit .....	590,785
Sold to Residents .....	579,482
Rates:	
100 Cubic Feet (water and sewer) .....	\$8.31
Sewer Only - Per Billing .....	\$95.00

1 Source: U.S. Census Bureau, Census 2020

2 Source: 2020 American Community Survey 5-year estimates. Totals will not foot to Census 2020 population.

3 Murder, criminal sexual conduct, robbery, aggravated assault, burglary, larceny, arson, motor vehicle theft, damage to property, retail fraud, etc.

4 Disorderly conduct, assault, family trouble, negligent homicide, obstructing justice, OUIL, etc.

**CITY OF STERLING HEIGHTS  
MACOMB COUNTY, MICHIGAN  
ORDINANCE NO. 490**

AN ORDINANCE TO PROVIDE FOR THE GENERAL APPROPRIATIONS OF THE CITY, AND SETTING FORTH THE AMOUNTS APPROPRIATED TO DEFRAY THE EXPENDITURES AND SETTING FORTH A STATEMENT OF ESTIMATED REVENUES, BY SOURCE, IN EACH FUND; TO ADOPT THE CITY'S BUDGETS FOR THE FISCAL YEAR 2023/24; TO ADOPT THE FEE SCHEDULE FOR PUBLIC RECORDS AND SERVICES FOR THE FISCAL YEAR 2023/24; AND TO ADOPT WATER AND SEWAGE DISPOSAL RATES FOR THE FISCAL YEAR 2023/24.

THE CITY OF STERLING HEIGHTS ORDAINS:

**ARTICLE I**

**TITLE**

This ordinance shall constitute the "ANNUAL APPROPRIATIONS ORDINANCE" in accordance with Section 9.14 of the City Charter, the "GENERAL APPROPRIATIONS ACT" in accordance with the Michigan Uniform Budgeting and Accounting Act, MCL 141.436 and the "SPECIAL APPROPRIATIONS ACT" pursuant to Public Act 493 of 2000.

**ARTICLE II**

The following is an estimate of revenues, by source, in each fund and an appropriation of monies as authorized by law, as may be needed or deemed necessary to defray all expenses and liabilities of the City as specified for the corporate purposes and objects of the City for the fiscal year July 1, 2023 through June 30, 2024. The City Council does hereby adopt, by budgetary center, the following General Fund and Special Revenue Funds budgets for 2023/24.

**Sec. 2.01**

**GENERAL FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Net General Tax Revenue	\$50,331,200	
Licenses and Permits	2,560,430	
Federal/State/Local Returns	22,111,280	
Fines and Forfeitures	2,271,500	
Charges for Services	14,625,940	
Other Revenue	3,830,690	
Cable Revenue	1,944,000	
Use of Fund Balance	0	
 Total General Revenue		 97,675,040

Refuse Tax Revenue	6,266,400	
Police & Fire Pension Tax Revenue	12,833,100	
Safe Streets Tax Revenue	8,645,900	
Total Other Tax Revenue	27,745,400	
Total Revenues		<b>\$125,420,440</b>

**OTHER FINANCING SOURCES**

Transfers In	2,500	
Total Other Financing Sources	2,500	

<b>Total Revenues &amp; Other Financing Sources</b>		<b>\$125,422,940</b>
---	--	----------------------

and does hereby designate \$50,461,200 to be raised by 9.4940 mills tax levied for General Purposes on the assessed valuation of all real and personal property subject to taxation in the City,

and does hereby designate \$12,833,100 to be raised by 2.4109 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of meeting appropriations for fire and police pension purposes, as authorized by MCL 38.551, et. seq.,

and does hereby designate \$6,266,400 to be raised by 1.1632 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of the collection and removal of garbage and trash of the City as authorized by MCL 123.261, et. seq.,

and does hereby designate \$8,645,900 to be raised by 1.6224 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of providing revenue for police and fire protection as authorized by the electors of the City in the renewal of the Safe Streets Proposal in 2019, et. seq.,

and directs the Treasurer to add a collection fee of one-half (1/2) percent per month to all taxes, charges and assessments paid after September 1, and further, upon all taxes, charges and assessments returned to the County Treasurer upon any delinquent tax roll, a charge of three percent (3%) shall be added and the same shall be collected by the County Treasurer in like manner as and together with the taxes, charges and assessments so returned.

**EXPENDITURES & OTHER FINANCING USES**

**EXPENDITURES**

City Administration Department	\$14,716,900	
Public Library Department	3,095,870	
Police Department	40,925,950	
Fire Department	25,320,630	
Public Works Department	7,171,370	
Refuse Collection	6,266,270	
City Development Department	6,585,460	
Community Relations Department	1,959,330	
41-A District Court	3,980,530	
General Expenditures	2,576,950	
Contribution to Fund Balance	15,150	
Total Expenditures		112,614,410

**OTHER FINANCING USES**

Transfers Out	12,808,530	
Total Other Financing Uses		12,808,530

**Total General Fund**

**\$125,422,940**

**Sec. 2.02**

**WATER & SEWER OPERATING FUND:**

**OPERATING REVENUES**

Operating Revenues	\$61,742,180	
Total Operating Revenues		<b><u>\$61,742,180</u></b>

**OPERATING EXPENSES**

Administration	\$5,138,700	
Water Distribution	22,288,800	
Sewage Collection	33,305,960	
Contribution to Retained Earnings	1,008,720	
Total Water & Sewer Operating Fund		<b><u>\$61,742,180</u></b>

and does hereby designate the rates to be charged for water and sewage disposal services to be as follows for all bills rendered on or after July 1, 2023.

**WATER RATES**

Volume Charges Per Billing Period:	<u>Rate Per</u> <u>100 Cubic Ft. (CCF)</u>
Residential Volume	
Block 1 (1-12 CCFs) .....	\$2.33
Block 2 (Above 12 CCFs) .....	\$4.28
Commercial Volume (per CCF) .....	\$3.54
Fixed Meter Charge (Monthly):	
5/8" .....	\$ 8.40
3/4" .....	8.40
1" .....	18.80
1 1/2" .....	35.40
2" .....	56.20
3" .....	120.70
4" .....	215.30
6" .....	444.10
8" .....	954.80
10" .....	1,431.10
12" .....	1,431.10

**SEWER RATES**

Volume Charges Per Billing Period:	<u>Rate Per</u> <u>100 Cubic Ft. (CCF)</u>
Residential (per CCF) .....	\$6.24
Commercial (per CCF) .....	\$6.24
Fixed Charge (Monthly)	\$7.30

**BILLING**

Bills for water and sewer service shall be rendered periodically as set forth in this article. The billing period for all customers will be monthly. All bills shall be due and payable twenty (20) days from the date thereon. A penalty of six percent (6%) of the amount of the unpaid portion of each current bill shall be added to each bill not paid on or before the due date. An additional penalty of seventeen percent (17%) of the total of the unpaid balance and the six percent (6%) penalty shall be added at the time the delinquent bill is entered upon the tax roll, pursuant to section 35-6 (a) of the Sterling Heights City Code.

For all single-family residential customers of both water and sewer services from the City, sewer usage will be based on water consumption during the current billing period or the average of the actual water consumption of the bills issued on January 1, February 1, and March 1, whichever is lower. The City reserves the right to base sewer consumption charges on a minimum of 300 Ccf (cubic feet) per month for any residential customer in situations where minimal or zero usage is recorded for any portion of the designated winter months. For commercial and multi-family residential customers, sewer usage is based on actual water consumption at all times of the year. There will be a \$95.00 charge per bill for sewer only customers.

**Sec. 2.03**

**MAJOR ROAD FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Fund Balance	\$0	
Federal Grants	0	
State Sources	11,555,450	
Other Revenue	412,850	
Total Revenues	<u>11,968,300</u>	11,968,300

**OTHER FINANCING SOURCES**

Transfer from General Fund	1,000,000	
Total Other Financing Sources	<u>1,000,000</u>	1,000,000

**Total Revenues & Other Financing Sources**

**\$12,968,300**

**EXPENDITURES & OTHER FINANCING USES**

**EXPENDITURES**

Administration Expenses	\$224,610	
Major Street Maintenance	2,596,270	
Major Street Improvements	4,760,000	
Contribution to Fund Balance	585,990	
Total Expenditures	<u>8,166,870</u>	8,166,870

**OTHER FINANCING USES**

Transfer to Road Bond Debt Retirement Fund	4,801,430	
Transfer to Local Road Fund	0	
Total Other Financing Uses	<u>4,801,430</u>	4,801,430

**Total Major Road Fund**

**\$12,968,300**

**Sec. 2.04**

**LOCAL ROAD FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Fund Balance	\$0	
Net Property Taxes	4,055,560	
State Sources	4,551,940	
Charges for Services	51,500	
Other Revenues	19,000	
Total Revenues	<u>8,678,000</u>	8,678,000

**OTHER FINANCING SOURCES**

Transfer from General Fund	0	
Transfer from Major Road Fund	0	
Total Other Financing Sources	<u>0</u>	0

**Total Revenues & Other Financing Sources**

**\$8,678,000**

and does hereby designate \$4,064,060 to be raised by 0.7635 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of providing revenue for local street improvements as authorized by the electors of the City in the renewal the Safe Streets Proposal in 2019, et. seq.

**EXPENDITURES & OTHER FINANCING USES**

**EXPENDITURES**

Administration Expenses	\$130,080	
Local Street Maintenance	2,347,050	
Local Street Improvements	6,180,000	
Contribution to Fund Balance	20,870	
Total Expenditures	<u>                    </u>	8,678,000

**OTHER FINANCING USES**

Transfer to Road Bond Debt Retirement Fund	0	
Total Other Financing Uses	<u>                    </u>	0

**Total Local Road Fund**                      **\$8,678,000**

**Sec. 2.05**

**PARKS & RECREATION FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Fund Balance	\$0	
Property Taxes	4,918,040	
State Sources	581,670	
Charges for Services	1,337,760	
Other Revenue	125,700	
Total Revenues	<u>                    </u>	6,963,170

**OTHER FINANCING SOURCES**

Transfer from General Fund	3,256,170	
Total Other Financing Sources	<u>                    </u>	3,256,170

**Total Revenues & Other Financing Sources**                      **\$10,219,340**

and does hereby designate \$4,929,040 to be raised by 0.9260 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of providing revenue to acquire, construct, furnish, equip and operate parks and recreation improvements, including a new community center, as authorized by the electors of the City in approving the *Recreating Recreation Proposal* in 2016.

**EXPENDITURES**

Personnel Services	\$3,845,600
Supplies	336,570
Other Charges	2,807,290
Capital Outlay	100,000
Debt Service	3,002,090
Contribution to Fund Balance	<u>127,790</u>

**Total Parks & Recreation Fund**                      **\$10,219,340**

**Sec. 2.06**

**PUBLIC SAFETY FORFEITURE FUND BUDGET:**

**REVENUES**

Fund Balance	\$671,920
Federal Forfeitures	0
Treasury Forfeitures	0
State Forfeitures	0
Gambling Forfeitures	0
Operating While Intoxicated Forfeitures	0
Act 302 Training Funds	18,900
Interest Income	0

**Total Revenues**

**\$690,820**

**EXPENDITURES**

Federal Forfeitures	\$193,880
Treasury Forfeitures	0
State Forfeitures	144,140
Gambling Forfeitures	315,000
Operating While Intoxicated Forfeitures	11,000
Act 302 Training Funds	26,800

**Total Public Safety Forfeiture Fund**

**\$690,820**

**Sec. 2.07**

**COMMUNITY DEVELOPMENT BLOCK GRANT FUND BUDGET:**

**REVENUES**

Community Development Block Grant	\$921,180
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**Total Revenues**

**\$921,180**

**EXPENDITURES**

Administrative Expenses	\$158,800
Books	3,800
Single Parent Education Program	10,000
Minor Home Repair	43,110
Adaptive Recreation Program	20,000
Housing Rehabilitation Program	187,170
Contributions to Non-Profit Organizations	85,300
Capital & Other Improvements	413,000

**Total Community Development Block Grant Fund**

**\$921,180**

**Sec. 2.08**

**OPIOID SETTLEMENT FUND BUDGET:**

**REVENUES**

Fund Balance	\$0
Other Revenue	125,000

**Total Revenues**

**\$125,000**

**EXPENDITURES**

Supplies	\$10,000
Other Charges	115,000

**Total Opioid Settlement Fund**

**\$125,000**

**Sec. 2.09**

**INDIGENT DEFENSE FUND BUDGET:**

**REVENUES**

Fund Balance	\$0
State Grants	511,830
Interest on Investments	0

**Total Revenues**

**\$511,830**

**EXPENDITURES**

Supplies	\$250
Other Charges	511,580

**Total Indigent Defense Fund**

**\$511,830**

**Sec. 2.10**

**AMERICAN RESCUE PLAN ACT FUND BUDGET:**

**REVENUES**

Fund Balance	\$0
Federal Grants	584,200
Other Revenue	0

**Total Revenues**

**\$584,200**

**EXPENDITURES**

Personnel Services	\$54,200
Other Charges	530,000
Other Services	0
Capital Outlay	0

**Total Indigent Defense Fund**

**\$584,200**

**Sec. 2.11**

**CORRIDOR IMPROVEMENT AUTHORITY FUND:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Fund Balance	\$0	
Property Taxes	310,950	
Other Revenue	10,000	
	<hr/>	

**Total Revenues**

**\$320,950**

**EXPENDITURES**

Other Charges	\$40,000	
Capital Outlay	0	
Contribution to Fund Balance	280,950	
	<hr/>	

**Total Corridor Improvement Authority Fund**

**\$320,950**

**Sec. 2.12**

**ECONOMIC DEVELOPMENT CORPORATION FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Fund Balance	\$36,860	
Other Revenue	0	
Total Revenues	<hr/>	36,860

**OTHER FINANCING SOURCES**

Transfer from General Fund	0	
Total Other Financing Sources	<hr/>	0

**Total Revenues & Other Financing Sources**

**\$36,860**

**EXPENDITURES & OTHER FINANCING USES**

**EXPENDITURES**

Administration Expenses	\$0	
Other Charges	36,860	
Total Expenditures	<hr/>	36,860

**OTHER FINANCING USES**

Transfer to LDFA Fund	0	
Total Other Financing Uses	<hr/>	0

**Total Economic Development Corporation Fund**

**\$36,860**

**Sec. 2.13**

**BROWNFIELD AUTHORITY FUND:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Property Taxes	\$719,390	
Other Revenue	0	
	<hr/>	

**Total Revenues**

**\$719,390**

**EXPENDITURES**

Other Charges	\$716,890	
Transfer to General Fund	2,500	
	<hr/>	

**Total Brownfield Authority Fund**

**\$719,390**

**Sec. 2.14**

**LOCAL DEVELOPMENT FINANCE AUTHORITY FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Fund Balance	\$11,050	
Federal Grants	120,000	
Property Taxes	1,659,600	
Other Revenue	215,000	
	<hr/>	
Total Revenues		2,005,650

**OTHER FINANCING SOURCES**

Transfer from Economic Development Fund	0	
	<hr/>	
Total Other Financing Sources		0

**Total Revenues & Other Financing Sources**

**\$2,005,650**

**EXPENDITURES**

Incubator Renovations	\$0	
Incubator Operations	1,952,650	
SmartZone Improvements	53,000	
Contribution to Fund Balance	0	
	<hr/>	

**Total Local Development Finance Authority Fund**

**\$2,005,650**

**Sec. 2.15**

**ROAD BOND DEBT RETIREMENT FUND:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Fund Balance	\$100,970	
Special Assessment Revenue	150,030	
Interest Income	0	
Federal Interest Rebates	0	
Total Revenues	<u>0</u>	251,000

**OTHER FINANCING SOURCES**

Transfer from Major Road Fund	4,801,430	
Transfer from Road Bond Construction Fund	0	
Total Other Financing Sources	<u>0</u>	4,801,430

**Total Revenues & Other Financing Sources**

**\$5,052,430**

**EXPENDITURES**

Principal	\$3,590,000
Interest	1,459,580
Other Fees	2,850
Contribution to Fund Balance	<u>0</u>

**Total Road Bond Debt Retirement Fund**

**\$5,052,430**

**Sec. 2.16**

**LIMITED TAX GENERAL OBLIGATION DEBT FUND:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Fund Balance	\$0	
Other Revenue	0	
Total Revenues	<u>0</u>	0

**OTHER FINANCING SOURCES**

Transfer from General Fund	2,962,360	
Total Other Financing Sources	<u>0</u>	2,962,360

**Total Revenues & Other Financing Sources**

**\$2,962,360**

**EXPENDITURES**

Principal	\$1,680,000
Interest	1,281,360
Other Fees	<u>1,000</u>

**Total Limited Tax General Obligation Debt Fund**

**\$2,962,360**

**Sec. 2.17**

**CAPITAL PROJECTS FUND:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Fund Balance	\$0	
State & Local Returns	70,000	
Other Revenue	924,900	
Total Revenues		994,900

**OTHER FINANCING SOURCES**

Transfer from General Fund	5,590,000	
Total Other Financing Sources		5,590,000

**Total Revenues & Other Financing Sources** \$6,584,900

**EXPENDITURES**

Capital Equipment	\$849,290	
Capital Vehicles	2,525,000	
Capital Projects	2,394,200	
Contribution to Fund Balance	816,410	

**Total Capital Projects Fund** \$6,584,900

**Sec. 2.18**

**ROAD BOND CONSTRUCTION FUND:**

**REVENUES & OTHER FINANCING SOURCES**

**REVENUES**

Fund Balance	\$1,659,630	
Other Revenue	150,000	
Federal Grants	0	
Total Revenues		1,809,630

**OTHER FINANCING SOURCES**

Proceeds from Long-Term Debt	0	
Transfer from Major Road Fund	0	
Total Other Financing Sources		0

**Total Revenues & Other Financing Sources** \$1,809,630

**EXPENDITURES & OTHER FINANCING USES**

**EXPENDITURES**

Construction	\$1,809,630	
Contribution to Fund Balance	0	

**Total Road Bond Construction Fund** \$1,809,630

**ARTICLE III**

The City Council adopts the following fee schedule for public records and services provided by the City of Sterling Heights for the fiscal year July 1, 2023 through June 30, 2024. Any parts of resolutions and ordinances in conflict with this article are repealed. This article is intended to preserve all existing charges and fees set forth in any resolution, ordinance, or law which are not in conflict with this article and to fulfill the requirements of any ordinance authorizing the City Council to establish fees by resolution.

Fees for public records not set forth in this article, or in any other resolution, ordinance, or law, shall be set by the City Manager in accordance with Act 442 of the Public Acts of 1976, as amended. Fees for public services not specifically set forth in this article or in any other resolution, ordinance, or law may be established by the City Manager, who shall promptly notify the City Council in writing of each of them. The City Manager shall establish fees for public services based upon the cost of providing the public service.

**Sec. 3.01**

**ASSESSING OFFICE:**

Lot Splits .....	630.00
Lot Combinations .....	530.00
Processing Labels (per page) .....	1.70
Resident Field Sheet Fee .....	2.20
Apartment Listing (Names/Sidwells/Assessments) .....	72.00
Shopping Center List .....	72.00
Section or Subdivision Listing (per page) .....	1.00
Assessing, Board of Review, & Sales Information (first page): .....	2.20
Additional Pages .....	0.30
Board of Review Member Compensation (per hour) .....	20.00
Plat Map .....	155.00
Custom Assessment Information Report .....	80.00
IFEC Extension Application Fee .....	655.00
IFEC Request for Extension to Complete Project Application Fee .....	655.00
IFEC Request for Revision of Final Project Cost Application Fee .....	655.00
Application to Establish a Speculative Building Designation Fee .....	655.00
Tax Hardship Income Limits:	
1 Person .....	14,580.00
2 Person .....	19,720.00
3 Person .....	24,860.00
4 Person .....	30,000.00
5 Person .....	35,140.00
6 Person .....	40,280.00
7 Person .....	45,420.00
8 Person .....	50,560.00
Each Additional Person .....	5,140.00

**Sec. 3.02**

**BUILDING OFFICE:**

Fence Permit .....	43.00
Fence Permit – Masonry, Separation .....	126.00

Board of Code Appeals .....	306.00
Reestablish Expired Permit Fee .....	73.00
Overtime Inspections, Each Hour (3 hour minimum) .....	99.00
Special Inspections, Each Trade - Residential .....	56.00
Special Inspections, Each Trade - Commercial under 50,000 sq ft .....	80.00
Special Inspections, Each Trade - Commercial over 50,000 sq ft .....	119.00
Special Inspections, Each Trade - illegal Grow Compliance .....	119.00
Building Code Publication .....	Cost + 17.00 Administration Fee
Building Moving Permit .....	327.00
Municipal Civil Infraction:	
Each Violation .....	150.00
First Repeat Offense .....	375.00
Second Repeat Offense .....	750.00
Third or Subsequent Repeat Offenses .....	1,500.00
<b>Electrical Work</b>	
Application Fee (Non-refundable) .....	53.00
Miscellaneous .....	73.00
Permit fee (minimum) .....	73.00
Electrical Contractor's Registration .....	31.00
Fire Alarm Contractor's Registration .....	31.00
Sign Contractor's Registration .....	31.00
Furnace Wiring .....	32.00
Air Conditioner Reconnect .....	32.00
Circuits: Each (new or extended) .....	26.00
Fixtures: Each 25 .....	26.00
Motors, Power, Heating Units, Furnaces, Transformers:	
Each ¼ to 10 HP .....	32.00
Each 11 to 30 HP .....	37.00
Each 31 to 50 HP .....	42.00
Each 51 to 60 HP .....	48.00
Each 61 and over .....	62.00
Feeders (Conduit, Wireways, Bus Ducts, Cables):	
Each 100 ft. (or less) .....	55.00
Refrigeration Units:	
Air Conditioning (residential) .....	32.00
Interruptible Service .....	32.00
Air Conditioning (commercial):	
Up to 5 Tons .....	37.00
5 to 40 Tons .....	55.00
Over 40 Tons .....	83.00
Electric Ranges, Ovens, Dryers, Water Heaters, X-Ray Equipment:	
Each unit of type .....	32.00
Swimming Pools/Hot Tubs (all) .....	61.00
Service (Lights, Heat, and Power):	
100 Ampere or less .....	32.00
101 to 200 Ampere .....	42.00
201 to 300 Ampere .....	42.00
301 to 400 Ampere .....	42.00
401 to 500 Ampere .....	42.00

501 to 900 Ampere .....	55.00
901 Ampere or more .....	67.00
Solar Panels:	
Up to 10 KVA .....	32.00
11-30 KVA .....	42.00
31-50 KVA .....	55.00
51 KVA or more .....	67.00
Signs: Sign Circuit .....	48.00
Sign Tag Inspection .....	70.00
Sign Connection .....	75.00
General Repair & Alterations (per hour or fraction thereof) .....	63.00
Generator Connection .....	55.00
Motion Picture Apparatus .....	55.00
Special Inspections not specifically covered:	
Festivals .....	146.00
Carnivals .....	146.00
Circuses .....	146.00
Shop Inspection .....	81.00
Theatrical Road Show .....	81.00
Christmas Tree Lot .....	81.00
Temporary Wiring:	
Display Area (Sq. Ft.):	
Up to 100,000 sq. ft. ....	72.00
Over 100,000 to 200,000 sq. ft. ....	136.00
Over 200,000 to 300,000 sq. ft. ....	163.00
Over 300,000 to 400,000 sq. ft. ....	242.00
Over 400,000 sq. ft. ....	322.00
Outline Tubing – Connection or Tag Inspection:	
Each 100 feet .....	81.00
Mobile Home and Trailer Park Inspections (minimum) .....	73.00
Fire Alarm Inspection (minimum) .....	76.00
Manual Pull Station .....	16.00
A/V, Strobe, Voice Speaker .....	16.00
Water Flow/Tamper Switch .....	16.00
Heat or Smoke Detector .....	16.00
Flame, Duct Detector .....	16.00
Auxiliary Panel .....	16.00
Electric Door Release .....	16.00
Elevator Recall Status .....	16.00
Fire Alarm Circuit .....	25.00
Alterations to existing system .....	73.00
Reinspection Fee .....	73.00
Miscellaneous Fire Alarm Fee .....	73.00
<b>Plumbing Work</b>	
Application Fee (Non-refundable) .....	53.00
Miscellaneous .....	73.00
Permit Fee (minimum) .....	73.00
Plumber's Registration .....	1.00
Journeyman Plumber's Registration .....	0.50

Fixture Inspection: (New and Replacement)

New Installation (minimum) .....	73.00
New Stack or Stack Alteration .....	23.00
Air Admittance Valve .....	23.00
Roof conductor .....	23.00
Sump or interceptor .....	23.00
Backflow preventor .....	23.00
Pump or Water Lift .....	23.00
Hose connection (sillcocks) .....	23.00
Water treatment device .....	23.00
Water closets .....	23.00
Shower traps .....	23.00
Baths .....	23.00
Water heater .....	37.00
Electric Water Heater Reconnect .....	38.00
Tankless Water Heater .....	37.00
Basement Waterproofing .....	53.00
Radon .....	121.00
Sinks (any description) .....	23.00
Lavatories .....	23.00
Laundry trays .....	23.00
Floor drains .....	23.00
Ice Maker .....	23.00
Back Water Valve .....	23.00
Thermal Expansion Tank .....	23.00
Bidet .....	23.00
Dental Chair .....	23.00
Grease or Oil Interceptor .....	23.00
Drinking fountains .....	23.00
Soda fountains/bars .....	23.00
Waste opening .....	23.00
Humidifiers .....	23.00
Food waste grinders .....	23.00
Dishwashers .....	23.00
Urinals .....	23.00
Whirlpools .....	42.00
Lawn Sprinkler Systems .....	73.00
All other fixtures not mentioned .....	23.00
Reinspection Fee .....	73.00
Special Equipment (automatic laundry, humidifier, beverage vending machine, vacuum systems, nitrous oxide, oxygen, nitrogen, medical air):	
Automatic Machines (minimum) .....	37.00
Each additional .....	23.00
Building Sewer Connection – sump connection .....	55.00
Drains:	
Storm drains to catch basin for main storm sewer .....	322.00
Lines less than 4" in diameter .....	33.00
Lines less than 6" in diameter .....	38.00
Lines less than 8" in diameter .....	49.00
Lines less than 10" in diameter .....	63.00

Lines less than 12" in diameter .....	81.00
Lines less than 14" in diameter .....	96.00
Lines less than 16" in diameter .....	113.00
Lines less than 18" in diameter .....	129.00
Lines exceeding 18" in diameter (per inch) .....	21.00
<b>Water Distribution System:</b>	
3/4" .....	27.00
1" .....	38.00
1 1/4" .....	43.00
1 1/2" .....	56.00
2" .....	72.00
2 1/2" .....	106.00
3" .....	120.00
4" .....	136.00
Exceeding 4" .....	162.00
Replace piping, no increase in size .....	43.00
 <b>Mechanical Work</b>	
Application Fee (Non-refundable) .....	53.00
Miscellaneous .....	73.00
Permit Fee (minimum) .....	73.00
License/Registration .....	15.00
<b>Gas-Fired Equipment; Oil Burners; New or Replacement –</b>	
Burners with input:	
up to 75,000 .....	55.00
75,001 to 500,000 .....	62.00
500,001 – 1,000,000 .....	110.00
1,000,001 – 2,000,000 .....	124.00
2,000,001 – 3,000,000 .....	157.00
over 3,000,000 .....	189.00
<b>Air Handlers:</b>	
Up to 2,000 CFM .....	55.00
Over 2,000 CFM .....	110.00
Duct Work .....	55.00
Hydronic Piping .....	63.00
<b>Gas Piping:</b>	
Mains up to 2" .....	48.00
Mains 2 1/2" to 4" .....	62.00
Mains over 4" .....	76.00
Each Opening off of Main .....	20.00
<b>Factory Built Chimneys:</b>	
Up to 8" .....	26.00
9" to 12" .....	37.00
Over 12" .....	48.00
Pre-Fab Fireplace .....	62.00
Flue Liner .....	42.00
<b>Exhaust Fans:</b>	
Up to 400 cfm .....	21.00
401 cfm to 1,000 cfm .....	26.00
1,001 cfm to 4,000 cfm .....	37.00
Over 4,000 cfm .....	48.00

Dryer Vents .....	26.00
Furnace Reconnect .....	38.00
A/C Reconnect .....	38.00
Kitchen Hood and Duct (UL300/FM200) .....	73.00
Spray Booth Hood and Duct .....	73.00
Alterations to existing installations .....	73.00
Alterations to existing boilers .....	73.00
Reinspection Fee .....	73.00
Refrigeration Systems –	
2 Tons or Less, each .....	48.00
Over 2 to 5 Tons, each .....	55.00
Alterations to each system .....	73.00
Remote Systems:	
5 Tons or Less, each .....	55.00
Over 5 to 50 Tons, each .....	76.00
Over 50 Tons, each .....	124.00
Alterations to each system .....	73.00
Cooling Towers .....	73.00
Stand Pipes and Fire Suppression:	
Riser pipe up to 4" diameter .....	49.00
Riser pipe up to 6" diameter .....	81.00
Riser pipe up to 8" diameter .....	113.00
Riser pipe 8" or more diameter .....	241.00
Each suppression opening (each head of the system) .....	7.50
Alteration to existing system .....	73.00
Flammable and Bulk Storage Tanks:	
Tanks under 500 Gallons .....	55.00
Tanks under 5,000 Gallons .....	70.00
Tanks under 20,000 Gallons .....	95.00
Tanks under 50,000 Gallons .....	110.00
Tanks under 200,000 Gallons .....	124.00
Tanks over 200,000 Gallons .....	235.00
<b>Buildings</b>	
Application Fee (Non-refundable) .....	53.00
Miscellaneous .....	73.00
Plan Review Deposits (Non-refundable):	
Single Family Residential .....	630.00
Commercial Alteration .....	256.00
New Commercial/Industrial Building .....	1,265.00
Commercial/Industrial Addition .....	630.00
Building Permit Fees (all use groups):	
Valuation to \$1,000 .....	60.00
Valuation \$1,001 to \$10,000 .....	60.00 + 15.00 per 1,000 over 1,000
Valuation \$10,001 to \$100,000 .....	240.00 + 6.00 per 1,000 over 10,000
Valuation \$100,001 to \$500,000 .....	1,010.00 + 6.00 per 1,000 over 100,000
Valuation \$500,001 and over .....	4,380.00 + 6.00 per 1,000 over 500,000
Residential Bond (5% Retained) .....	590.00
Temporary C/O Refundable Bond .....	610.00
Multi-Family Bond (5% Retained) .....	880.00

Commercial Bond - New or Addition (5% Retained) .....	1,790.00
Industrial Bond - New or Addition (5% Retained) .....	3,580.00
Mobile Homes .....	167.00
Plan Review Fee:	
Valuation \$0 - \$500,000 .....	0.0040 of valuation but not less than 100.00
Valuation over \$500,000 .....	2,570.00 + 0.0015 of valuation over 500,000
Residential Plan Review: If Plan Number is on File .....	126.00
Additional Expedited Commercial Interior Alteration Plan Review Fee .....	232.00
Miscellaneous Plan Review .....	74.00
Misc. Items (concrete, antennas, awnings, sheds, canopies, tents, gazebos, decks, porches, reroofs) .....	76.00
Pigeon Loft Inspection .....	76.00
Use Permit (tenant space) .....	106.00
Fire Repair/Water Repair/Storm Repair .....	Based on valuation but not less than 294.00
Fire Inspection Fee (New City Businesses) .....	100.00
Spray Booth .....	73.00
Solar Panel .....	147.00
Reinspection Fee .....	73.00
Demolition:	
Plan review and administration base fee .....	74.00 + 0.10 per square ft.
Swimming Pools:	
Above Ground .....	76.00
Below Ground .....	157.00
Signs:	
Application Fee (non-refundable) .....	53.00
Plan Review Fee .....	74.00
Permanent .....	162.00
Temporary .....	72.00
Contractor Registration Fee .....	31.00
Residential Basement Finish .....	256.00
Residential Interior Finish .....	256.00
Minor Commercial Alterations under 400 sq. ft. ....	242.00

**Sec. 3.03**

**CITY ADMINISTRATION:**

Amusement Device License (2-year) .....	795.00
Amusement Device Distributor License (2-year) .....	265.00
Attorney Services .....	Attorney fees & costs
Auction Sales License (per day) .....	25.00
Auctioneer License .....	65.00
Banquet & Event Facility License .....	520.00
Renewal Fee .....	260.00
General Business License Annual Fee .....	60.00
Carnival/Festival License .....	83.00 + 6.00 each booth, ride, etc.
Cigarette Vending Machine License .....	74.00 + 6.00 each additional machine
Commercial Outdoor Patio Space License: .....	520.00
Renewal Fee .....	260.00
Renewal Fee with Major Material Modifications .....	520.00
Death and Birth Certificate (Non-FOIA): .....	26.00

Additional Copies (Non-FOIA) .....	9.50
Dog License:	
Newly Acquired Dog - Jan. 1 to Oct. 31 OR License Renewal - Jan. 1 to Mar. 31:	
Spayed/Neutered Dog:	
1-Year License .....	11.00
2-Year License .....	17.00
3-Year License .....	23.00
Unaltered Dog:	
1-Year License .....	24.00
2-Year License .....	44.00
3-Year License .....	64.00
Newly Acquired Dog - Nov. 1 to Dec. 31	
Spayed/Neutered Dog:	
1-Year License .....	6.00
Unaltered Dog:	
1-Year License .....	12.00
Newly Acquired Dog - Registering later than 30 days after acquisition:	
Additional Late Fee .....	12.00
License Renewal - After Mar. 31:	
Additional Late Fee .....	12.00
Senior (60+) Owner .....	No charge
Service Dog .....	No charge
Potentially Dangerous Dog Annual License Fee .....	64.00
Replacement Dog Tag .....	6.00
Fire Inspection Fee (new City businesses – charged by Building) .....	102.00
Going Out of Business Sales License .....	50.00
Renewal Fee .....	50.00
House Moving License .....	83.00
Industrial Development District Filing Fee .....	1,120.00
Industrial Facilities Exemption Certificate Filing Fee .....	2,400.00
Industrial Facilities Exemption Certificate Application Amendment Fee .....	1,120.00
Industrial Facilities Exemption Certificate Transfer Fee .....	1,120.00
New Personal Property Exemption Fee .....	2,400.00
Junk Yard License .....	315.00
Medical Marijuana Location Registration Fee .....	815.00
Mobile Vending License .....	220.00
Pawnbroker License .....	500.00
Refuse Collection License .....	115.00 + 7.00 each truck
Secondhand Goods Merchant Registration Fee .....	120.00
Snow Removal License .....	225.00
Solicitor/Peddler License .....	144.00
Tattoo Permit .....	650.00
Taxi License (annual fee) .....	113.00 + 12.00 per vehicle
Massage Establishment License: .....	745.00
Renewal Fee Massage Establishment License .....	380.00
Passport Acceptance Fee .....	35.00
Passport Photo .....	20.00
Precinct Map .....	5.50
City Street Map .....	6.50
Zoning Map .....	6.50

City Budget .....	60.00
Capital Improvement Program .....	40.00
City Financial Audit .....	40.00
Collective Bargaining Agreement .....	7.00
Voter and Business Registry Labels (per page) .....	1.70
Voter and Business Registry Lists (per computer hour) .....	Payroll + 0.05/page
Voter List .....	37.00
Liquor License: Class C .....	2,420.00
Tavern .....	2,420.00
SDD & SDM .....	2,420.00
Entertainment and/or Dance Permit .....	2,420.00
Extended Hours Permit .....	2,420.00
Shareholder Partial Transfer .....	1,190.00
Hotel/Motel License: .....	2,420.00
Renewal Fee Hotel/Motel License .....	1,190.00
Certifications .....	7.50
Photo Copies – Black & White (Non-FOIA): .....	2.20
Additional Pages – Black & White (Non-FOIA) .....	0.30
Photo Copies – Color (Non-FOIA): .....	2.20
Additional Pages – Color (Non-FOIA) .....	0.85
Microfilm Copies (per page) (Non-FOIA) .....	6.00
Recording Fee (formerly Encroachment Fee) .....	50.00
Notary Fee .....	10.00
Fireworks Display Permit .....	810.00
Close Proximity Pyrotechnic Display Permit .....	810.00
Sterlingfest Art Fair Applications: .....	250.00
Double Booth Fee .....	430.00
Corner Booth Additional Charge .....	36.00
Sterlingfest Art Fair Vendor Jury Fee (Non-Refundable) .....	19.00
Sterlingfest Booth – Food Cart Vendors .....	680.00
Sterlingfest Booth - Restaurateurs .....	1,570.00
Digital Files:	
Resident (Non-FOIA) .....	5.00
Non-Resident (Non-FOIA) .....	10.00
Gazebo Rental (per event):	
Resident .....	67.00
Non-Resident .....	106.00
Gazebo Rental for Photographs Only (per 1 hour rental):	
Resident .....	40.00
Non-Resident .....	53.00
Sterling Heights Magazine Advertisement Fees:	
Full Page, Premium (Covers) .....	1,590.00
Full Page Ad (Two Color) .....	1,060.00
One-Half Page Ad (Full Color) .....	636.00
One-Half Page Ad (Two Color) .....	530.00
One-Fourth Page Ad (Full Color) .....	318.00
One-Fourth Page Ad (Two Color) .....	270.00
Business Card Ad (Full Color) .....	106.00
Business Card Ad (Two Color) .....	80.00
Three-Edition Ad Commitment (Minimum) .....	20% Discount

Municipal Civil Infraction:	
Each Violation .....	150.00
First Repeat Offense .....	375.00
Second Repeat Offense .....	750.00
Third and Subsequent Repeat Offenses .....	1,500.00
Municipal Civil Infraction (Failure to Obtain Amusement Device/Amusement Device Distributor License):	
First Violation .....	500.00
First Repeat Offense .....	500.00
Reduced Fee if License Obtained Prior to Court Appearance .....	150.00
Second Repeat Offense .....	750.00
Third and Subsequent Repeat Offenses .....	1,500.00
Municipal Civil Infraction (Failure to Comply with Owner/Keeper of a Potentially Dangerous Dog Requirements):	
First Violation .....	500.00
First Repeat Offense .....	750.00
Second and Subsequent Repeat Offenses .....	1,000.00
Municipal Civil Infraction (Failure to License a Dog with the City Clerk):	
First Violation .....	500.00
First Repeat Offense .....	750.00
Reduced Fee if Licensed Prior to Court Appearance .....	150.00
Second and Subsequent Repeat Offenses .....	1,000.00

**Sec. 3.04**

**ECONOMIC DEVELOPMENT OFFICE:**

Brownfield Redevelopment Auth./Local Dev. Finance Auth. Fees:	
Application Fee (one-time up front) .....	570.00
Tax Increment Plan Annual Administrative Fee .....	2,800.00

**Sec. 3.05**

**ENGINEERING OFFICE:**

Review Fees:	
Site Plan .....	499.00 + 79.00/acre + 1.3% of site imp.cost
Multiple Developments .....	499.00 + 79.00/acre + 1.3% of site imp.cost
Cluster Developments .....	499.00 + 79.00/acre + 1.3% of site imp.cost
Site Condominiums .....	499.00 + 79.00/acre + 1.3% of site imp.cost
Subdivisions .....	1.3% of estimated site improvement costs
Plan Revision Review Fee .....	106.00
Design Fees:	
Construction plans and specifications -	
*Class 1 .....	7.0% of construction costs
**Class 2 .....	8.7% of construction costs
Field engineering and contract administration -	
*Class 1 .....	2.4% of construction costs
**Class 2 .....	2.7% of construction costs
Engineering Bid Packet Fee .....	55.00
R.O.W. Permits:	
Review Fees – Public Improvements .....	1.3% of construction cost (\$50 minimum)
Review Fees – Privately Owned Facility .....	\$0.05/linear foot (\$50 minimum)

Inspection .....	Payroll +180%
Telecommunications ROW Application Fee .....	752.00
Major Road Residential Drive Approach (Review & Inspection) .....	275.00
Staking Fees .....	Payroll + 180%
Inspection Fees:	
Site Plan .....	Payroll +180%
Multiple Development .....	Payroll +180%
Cluster Development .....	Payroll +180%
Site Condominiums .....	Payroll +180%
City Construction Projects .....	Payroll +180%
Subdivisions .....	Payroll +180%
Inspections by Consultants .....	Consultant Fee +10%
Private Development Engineering Consultant Fee .....	Consultant Fee +10%
Sidewalk Repair and Gap Programs .....	Cost +20%
Easement Vacations .....	Attorney fee+ 280.00
Easement Encroachments .....	300.00
Building Number Assignments (per address) .....	30.00
S.E.S.C. Review Fee for:	
Commercial, Industrial, Multi-Family, Subdivision .....	¼ of 1% of first \$500,000.00 + 1/8 of 1% over \$500,000 (\$50.00 minimum)
Single-Family Residential House .....	78.00
Underground Private Utility .....	0.05 linear foot (50.00 minimum)
S.E.S.C. Inspection Fee (per inspection) .....	53.00
S.E.S.C. Inspection by Consultant .....	Consultant fee +10%
S.E.S.C. Permit Renewal Fee (\$50 min.) .....	10% of Permit Fee
Water & Sewer Permit Revision Review Fee .....	119.00
Public Services Agreement Execution Fee .....	41.00
Recording Fee .....	50.00
Water & Sewer Debt Service Agreement Finance Charge .....	20%
Document Copying for:	
24" x 36" Prints (Xerox 2510 or blueline) - each .....	10.00
34" x 34" Prints (Xerox 2510 or blueline) - each .....	10.00
Larger than 34" x 34" (Xerox 2510 or blueline) - each .....	10.00
Topographic Map 36" x 36" (blueline) .....	50.00
Planimetric Map 36" x 36" (blueline) .....	33.00
Overall Watermain Map (blueline) .....	12.50
Overall Sanitary Sewer Map (blueline) .....	12.50
Overall Storm Sewer Map (blueline) .....	12.50
Master Storm Sewer Plan (book form) .....	57.00
Master Watermain Plan (book form) .....	45.00
Master Sanitary Sewer Plan (book form) .....	45.00
Master Road Plan (book form) 1998 HRC .....	57.00
Municipal Civil Infraction for Various Soil Erosion and Sedimentation Control Regulations:	
First and Subsequent Repeat Offenses .....	750.00
Municipal Civil Infraction for Unabated Knowing Violations of City Code Chapter 17:	
Each Violation .....	5,000.00
First Repeat Offense .....	7,500.00
Second and Subsequent Repeat Offenses .....	10,000.00
Municipal Civil Infraction for Unabated Knowing Violations After a Notice of Determination:	
Each Violation .....	10,000.00
First Repeat Offense .....	15,000.00

Second and Subsequent Repeat Offenses ..... 20,000.00

\* Class 1 projects include drain enclosures, channel improvements, sanitary sewer, water main, and pavement overlay.

\*\* Class 2 projects include new road construction or reconstruction, bridges, pumping stations, etc.

**Sec. 3.06**

**FIRE DEPARTMENT:**

Fire Reports: First Page (Non-FOIA) .....	15.00
Additional Pages (Non-FOIA) .....	1.00
Digital Photographs:	
5" x 7" Color Print (Non-FOIA) .....	40.00
8" x 10" Color Print (Non-FOIA) .....	40.00
8" x 10" Contact Sheet (Non-FOIA) .....	40.00
Compact Disc (Non-FOIA) .....	33.00
Burning Permit .....	240.00
Fireworks Sales Permit .....	810.00
Fireworks Display Permit .....	810.00
Close Proximity Pyrotechnic Display Permit .....	810.00
Board of Code Appeals .....	306.00
Witnessed Acceptance Test Fee .....	197.00
Off-Hour Witnessed Acceptance Test Fee (3 hour minimum) .....	915.00
Each additional hour .....	305.00
Reinspection Fee for Witnessed Acceptance Test .....	197.00
Phase I Site Inspection (1 hour minimum) .....	68.00 + 43.00 per hour
Special Fire Prevention Inspection (festivals, craft shows, carnivals, haunted houses, flea markets):	
Each Inspection .....	216.00
Each Re-Inspection .....	216.00
Off-Hour Inspection (3 hour minimum) .....	305.00
Each Additional Hour .....	92.00
Off-Hour Re-Inspection (3 hour minimum) .....	305.00
Each Additional Hour .....	92.00
Plan Review Fee .....	186.00
Resubmitted Plan Review Fee .....	61.00
Explosive Materials Permit Fee .....	235.00
Requested Fire Services (Schools, Businesses, Hazmat Incidents, etc.) .....	Cost+30%
Reinspection Fees:	
First Reinspection .....	28.00
Second and Subsequent Reinspections .....	132.00
Medical Fees:	
BLS Non-Emergency .....	485.00
Resident Discounted Fee .....	435.00
BLS Emergency .....	600.00
Resident Discounted Fee .....	550.00
ALS Non-Emergency .....	635.00
Resident Discounted Fee .....	585.00
ALS Level I Emergency .....	725.00
Resident Discounted Fee .....	650.00
ALS Level II Emergency .....	1,200.00
Resident Discounted Fee .....	900.00

Advanced Life Support Treat No Transport (subject to insurance)	485.00
Resident Discounted Fee	435.00
Oxygen	46.00
Mileage (per patient mile)	16.00
Non-emergency Lift Assists (Residential Living Facilities)	800.00
Non-emergency Responses (Residential Living Facilities)	500.00
CPR Classes (per person)	50.00
False Alarm Fees: (within a 12 month period)	
First Response	No Fee
Second Response	190.00
Third Response	360.00
Fourth and Subsequent Responses	725.00
Municipal Civil Infraction:	
First Offense Each Violation	150.00
First Repeat Offense	375.00
Second Repeat Offense	750.00
Third and Subsequent Repeat Offenses	1,500.00
Municipal Civil Infraction for Violation of a Stop Work Order:	
First Offense Each Violation	150.00
First Repeat Offense	375.00
Second Repeat Offense	750.00
Third and Subsequent Repeat Offenses	1,500.00

**Sec. 3.07**

**NEIGHBORHOOD SERVICES:**

Administrative Warrant	215.00
Board of Ordinance Nuisance Abatement Appeals	235.00
Board of Ordinance Noxious Weed Appeals	60.00
Board of Ordinance Appeals Member Compensation (per meeting)	50.00
Cutting of noxious weeds	Contract costs + 60% administrative fee + 40.00 fine
Single Family Res. Non-Homestead Inspection Fee (biennial)	140.00
Nuisance Abatement Administrative Fee	25%
Nuisance Abatement Agreement Execution Fee	Attorney Fee + 25%
Sidewalk Snow Removal Fee	Cost + 25% + 65.00
Tree Evaluation (if determined to be dead or hazardous)	75.00
Claimed Signs:	
16 sq. ft. or less	5.00 ea.
17 – 31 sq. ft.	25.00 ea.
32 sq. ft. and over	120.00 ea.
Reinspection Fee	65.00
Real Estate Sign Removal Fee	Contract Costs + 25% Administration Fee
Municipal Civil Infraction (Residential Parking and Signs):	
Each Violation	100.00
First Repeat Offense	250.00
Second and Subsequent Repeat Offenses	500.00
Municipal Civil Infraction for Prohibited Parking during a Snow Emergency (within a 2-year period):	
Each Violation	25.00
First Repeat Offense	100.00
Second and Subsequent Repeat Offenses	125.00

**Sec. 3.08**

**PARKS & RECREATION:**

Pavilion Rental:

Dodge Park 1 & 2

Weekday (Resident) .....	102.00
(Non-Resident) .....	153.00
Weekend (Resident) .....	133.00
(Non-Resident) .....	200.00

Dodge Park 4

Weekday (Resident) .....	61.00
(Non-Resident) .....	91.00
Weekend (Resident) .....	71.00
(Non-Resident) .....	106.00

Farmstead & Nelson

Weekday (Resident) .....	92.00
(Non-Resident) .....	138.00
Weekend (Resident) .....	122.00
(Non-Resident) .....	183.00

Security Deposit .....

100.00

Picnic Kits:

Weekday (Resident) .....	14.00
(Non-Resident) .....	21.00
Weekend (Resident) .....	34.00
(Non-Resident) .....	51.00

Nature Center Classes:

School Field Trips (WCS/UCS Schools) .....	38.00
(All Other Districts per class) .....	55.00
Children's Nature Classes (3 wk) (Resident) .....	22.00
(Non-Resident) .....	32.00
Adult Nature Classes (6 wk) (Resident) .....	50.00
(Non-Resident) .....	74.00
Nature Center Archery (Resident) .....	12.00
(Non-Resident) .....	15.00
Scout Badge Classes .....	10.00
Birthday Parties (Resident) .....	126.00
(Non-Resident) .....	164.00

Parent & Tot Classes:

1 Child Per Family (1 hr) (Resident) .....	58.00
(Non-Resident) .....	85.00
2 Children Per Family (1 hr) (Resident) .....	64.00
(Non-Resident) .....	94.00
1 Child Per Class (1.5 hr) (Resident) .....	87.00
(Non-Resident) .....	127.00

Summer Playground:

Resident .....	127.00
Non-Resident .....	190.00
Field Trip Bus Fee (Per Person) .....	9.00

Adaptive Recreation Dances:

Preregistered (Resident) .....	10.00
(Non-Resident) .....	13.00
Registration at the Door (Resident) .....	13.00
(Non-Resident) .....	17.00
Staff Registration .....	5.00
Prom Dance – Individual (Resident) .....	25.00
(Non-Resident) .....	37.00
Christmas Dance Resident .....	22.00
(Non-Resident) .....	29.00
Adaptive Recreation Playgrounds:	
P.O.H.I. – Individual (Resident) .....	260.00
(Non-Resident) .....	390.00
P.O.H.I. – Family (Resident) .....	468.00
(Non-Resident) .....	702.00
C.I. – Individual (Resident) .....	260.00
(Non-Resident) .....	390.00
C.I. – Family (Resident) .....	468.00
(Non-Resident) .....	702.00
Autism Day Camp (Resident) .....	708.00
(Non-Resident) .....	920.00
Adaptive Recreation:	
Meal Prep (Resident) .....	22.00
(Non-Resident) .....	33.00
Exercise (6 weeks) (Resident) .....	38.00
(Non-Resident) .....	56.00
Softball – Individual (Resident) .....	55.00
(Non-Resident) .....	71.00
Softball – 2nd player - Same Family (Resident) .....	45.00
(Non-Resident) .....	60.00
Softball – 3rd player - Same Family (Resident) .....	35.00
(Non-Resident) .....	50.00
Basketball (Resident) .....	49.00
(Non-Resident) .....	63.00
Adaptive Bike Club: (Resident) .....	36.00
(Non-Resident) .....	54.00
Adaptive Unplug & Play Saturdays: (Resident) .....	5.00
(Non-Resident) .....	8.00
Farmers Market:	
Advanced Pay-Full Season .....	345.00
Per-Day Rate .....	25.00
Electricity (Additional Fee Per Day) .....	7.00
Vendor Alcohol Permit Per Day .....	7.00
Vendor Alcohol Permit Full Season .....	54.00
Food Truck/Vendor (Rate per day) .....	75.00
Splash Pad:	
Resident .....	0.00
Non-Resident .....	5.00
Ice Rink:	
Resident .....	0.00
Non-Resident .....	5.00
Skate Rental .....	4.00

Ice Skating Lessons: (Resident)	40
(Non-Resident)	52.00
Dodge Park Carriage Rides:	
Couple	75.00
Foursome	100.00
Dog Park Annual Membership:	
Resident	12.00
Non-Resident	24.00
Senior Resident	10.00
Senior Non-Resident	20.00
Drop-in Community Center Fee:	
Resident	0.00
Non-Resident	5.00
Coffeehouse Tickets:	
Advance Tickets (Resident)	18.00
(Non-Resident)	22.00
Subscription (Resident)	39.00
(Non-Resident)	51.00
At the Door Sales (Resident)	18.00
(Non-Resident)	24.00
Mom 2 Mom Resale:	
10 x 8 Space (Resident)	20.00
(Non-Resident)	30.00
12 x 10 Space (Resident)	35.00
(Non-Resident)	45.00
Table Rental	5.00
Beg. Karate (60 Minute):	
Resident	60.00
Non-Resident	78.00
Adv. Karate (90 Minute):	
Resident	90.00
Non-Resident	117.00
Yoga/Fitness Classes (6 weeks):	
Resident	44.00
Non-Resident	57.00
Home Alone Safety:	
Resident	16.00
Non-Resident	21.00
Babysitting:	
Resident	32.00
Non-Resident	41.00
Sporties for Shorties / Rookie Recreators (6 Weeks)	
Resident	38.00
Non-Resident	49.00
Double Header Softball	950.00
Single Header Softball	620.00
Co-ed Kickball	345.00
Sand Volleyball League	268.00
Adult Basketball	475.00
Ball Field Rental Fees – Seasonal:	

Delia or LWB Park (per field per day):	
MABF Teams/Church Teams .....	457.00
All Other Users .....	485.00
All Users – Lighted Fields Additional Fee (per day) .....	67.00
Additional Teams on Permit (per team) .....	55.00
Donovan Park (per field per day):	
MABF Teams/Church Teams .....	390.00
All Other Users .....	415.00
All Users – Lighted Fields Additional Fee (per day) .....	47.00
Additional Teams on Permit (per team) .....	55.00
Ball Field Rental Fees – Daily:	
Delia or LWB Park (per field per day):	
MABF Teams/Church Teams .....	76.00
All Other Users .....	87.00
All Users – Lighted Fields Additional Fee (per day) .....	67.00
Donovan Park (per field per day):	
MABF Teams/Church Teams .....	68.00
All Other Users .....	78.00
All Users – Lighted Fields Additional Fee (per day) .....	47.00
Ball Field Request to Groom/Stripe Additional Fee .....	Cost+25%
Soccer Field Rental Fees (per field per season):	
Travel Clubs:	
Seasonal 1-3 days/week .....	647.00
Seasonal 4-7 days/week .....	966.00
Camp/Other:	
Weekly (one week only) .....	229.00
Daily .....	97.00
Youth Baseball/Softball:	
Early Registration:	
Resident .....	150.00
Non-Resident .....	195.00
Registration	
Resident .....	165.00
Non-Resident .....	215.00
Late Registration	
Resident .....	190.00
Non-Resident .....	247.00
E Sports Tournament .....	5.00
E Sports League: (Resident) .....	35.00
(Non-Resident) .....	45.00
Daddy/Daughter Dance:	
Resident per person .....	30.00
Non-Resident per person .....	39.00
Mother/Son Cookout:	
Resident Couple .....	21.00
Non-Resident Couple .....	27.00
Gymnastics:	
45 minute Class (Resident) .....	53.00
(Non-Resident) .....	80.00
One Hour Class (Resident) .....	64.00

	(Non-Resident) .....	98.00
Dance:		
	Fall Session (Resident) .....	61.00
	(Non-Resident) .....	79.00
	Winter/Spring Session (Resident) .....	94.00
	(Non-Resident) .....	122.00
30 Minute Dance Classes:		
	Fall Session (Resident) .....	49.00
	(Non-Resident) .....	61.00
	Winter/Spring Session (Resident) .....	60.00
	(Non-Resident) .....	77.00
60 Minute Dance Classes:		
Senior Center Activities:		
	Arthritis Exercise (Resident) .....	6.00
	(Non-Resident) .....	8.00
	Bowling League (Resident) .....	17.00
	(Non-Resident) .....	25.00
	Exercise (Resident) .....	6.00
	(Non-Resident) .....	8.00
	Line Dance (Resident) .....	6.00
	(Non-Resident) .....	8.00
	Senior News Subscription per year (Resident) .....	13.00
	(Non-Resident) .....	19.00
	Stained Glass Class (Resident) .....	6.00
	(Non-Resident) .....	8.00
	Tai Chi (Resident) .....	6.00
	(Non-Resident) .....	8.00
	Zumba Gold (Resident) .....	6.00
	(Non-Resident) .....	8.00
	Pickleball League (Resident) .....	49.00
	(Non-Resident) .....	64.00
	Seasonal Events (Resident) .....	20.00
	(Non-Resident) .....	24.00
	Holiday Party (Resident) .....	25.00
	(Non-Resident) .....	30.00
Senior Center Annual Membership (Resident) .....		16.00
	(Non-Resident) .....	32.00
Senior Bus Trip:		
	1 day.....(Resident) .....	10.00
	(Non-Resident) .....	15.00
	2-4 days....(Resident) .....	17.00
	(Non-Resident) .....	25.00
	Extended..(Resident) .....	40.00
	(Non-Resident) .....	60.00
SMART Bus Day Trips: (Resident) .....		5.00
	(Non-Resident) .....	8.00
Parks and Recreation Plan .....		10.25

**Sec. 3.09**

**PLANNING:**

Special Approval Land Use/Planned Unit Development .....	670.00
Temporary Use Planning Commission .....	490.00
Temporary Use Administrative Review .....	295.00
Variances to Subdivision Regulations .....	500.00
Right-of-Way Vacations .....	735.00
Rezoning Petition:	
First Acre .....	2,055.00
Additional Acre .....	78.00
Revisions to Approved Conditional Rezoning Agreements .....	amount consistent with original fee
Public Hearing Postponements (Petitioner Requested) .....	55.00
Ordinance Text Amendment .....	2,055.00
Subdivision Plat/Site Condominium .....	1,610.00
Each lot over 100 lots .....	10.00
Site Plan Review: (incl. Landscape Plan, Inspection and Tree Preservation Administrative Fee)	
First Acre .....	1,305.00
Additional Acre .....	215.00
Master Land Use Report .....	48.00
Master Land Use Map .....	15.00
Subdivision Plat Print (per sheet) .....	15.00
Planning Commissioner Compensation (per meeting) .....	100.00
Board of Zoning Appeals Member Compensation (per meeting) .....	100.00
Alternate Member Compensation (per meeting) .....	30.00
Zoning Board of Appeals:	
Variance (Regular Meeting) .....	500.00
Variance (Special Meeting) .....	965.00
Municipal Civil Infraction:	
Each Violation .....	150.00
First Repeat Offense .....	375.00
Second Repeat Offense .....	750.00
Third or Subsequent Repeat Offenses .....	1,500.00

**Sec. 3.10**

**POLICE DEPARTMENT:**

Police Reports:	
First Page (Non-FOIA) .....	15.00
Additional Pages (Non-FOIA) .....	2.00
Clearance Letter .....	20.00
Noncriminal Fingerprint Card .....	33.00
Photos: 8" x 10" Color (Non-FOIA) .....	37.00
5" x 7" Color (Non-FOIA) .....	35.00
8" x 10" Contact Sheet (Non-FOIA) .....	35.00
Compact Disc (Non-FOIA) .....	50.00
Administrative Towing Fees: (Charged to Towing Company)	
Inspection of VIN .....	31.00
Reports on TR-52 Tracking .....	36.00

Administration and Presence at Auction .....	670.00
Audio Tape Duplication Fee (Non-FOIA) .....	47.00
Video Tape, DVD, CD Duplication Fee (Non-FOIA) .....	50.00
Animal Give-up Fee:	
No Euthanasia .....	50.00
Euthanasia .....	90.00
Animal Impoundment Fee (Per Day) .....	30.00
Macomb County Animal Care Fee (Per Day) .....	30.00
Animal Trap Rental Deposit .....	50.00
Animal 10-Day Quarantine Fee .....	300.00
Rabies Testing:	
Euthanasia Not Required .....	Cost
Euthanasia Required .....	Cost
Treatment Rendered to an Animal .....	Cost
Use of Tranquilizer Equipment (County) .....	Cost
County Animal Control Officer Fee .....	Cost
Personal Breathalyzer Test (PBT) .....	32.00
Booking Photo (Non-FOIA) .....	15.00
Notary Fee for Gun Permits .....	10.00
Park Alcohol Permit Fee .....	42.00
Temporary Liquor License Application Fee: .....	204.00
Outdoor Service Permit .....	300.00
Towed Vehicle Impound Fee .....	34.00
Warrant Fee (All Warrants) .....	10.00
False Alarm Fees: (within a 12 month period)	
First Response .....	No fee
Second Response .....	No fee
Third Response (Residential) .....	43.00
Third Response (Non-Residential) .....	115.00
Fourth Response (Residential) .....	75.00
Fourth Response (Non-Residential) .....	235.00
Fifth and Subsequent Responses (Residential) .....	156.00
Fifth and Subsequent Responses (Non-Residential) .....	465.00
Municipal Civil Infraction (including Animal Control Regulations):	
Each Violation .....	150.00
First Repeat Offense .....	375.00
Second Repeat Offense .....	750.00
Third and Subsequent Repeat Offenses .....	1,500.00
Municipal Civil Infraction for Prohibited Parking during a Snow Emergency (within a 2-year period):	
Each Violation .....	25.00
First Repeat Offense .....	100.00
Second and Subsequent Repeat Offenses .....	125.00
Municipal Civil Infraction for Youth Curfew Violations:	
Each Violation .....	25.00
First Repeat Offense .....	50.00
Second and Subsequent Repeat Offenses .....	100.00
Municipal Civil Infraction for Violation of Bicycle Regulations (City Parks):	
Each Violation .....	10.00
First Repeat Offense .....	25.00
Second and Subsequent Repeat Offenses .....	50.00

**Sec. 3.11**

**PUBLIC LIBRARY:**

Overdue fines (per day):	
Hardcover Books (maximum \$16.00) .....	0.25
Paperback Books (maximum \$6.00) .....	0.25
Magazines (maximum \$6.00) .....	0.25
Audios (maximum \$16.00) .....	0.25
Compact Discs (maximum \$16.00) .....	0.25
DVD's (maximum \$16.00) .....	0.25
Replacement Library Card .....	3.00
Suburban Library Cooperative Non-Resident Library Card .....	200.00
Black & White Copy/Computer Print .....	0.10
Color Copy/Computer Print .....	1.00
Internet Use Without Library Card .....	No fee
Municipal Civil Infraction:	
Each Violation .....	75.00
First Repeat Offense .....	150.00
Second or Subsequent Repeat Offenses .....	300.00

**Sec. 3.12**

**PUBLIC WORKS DEPARTMENT:**

Sewer Inspection .....	120.00
Sewer Tap .....	1,300.00
Sewer Capital - Based on Meter Size:	
5/8" .....	510.00
3/4" .....	510.00
1" .....	1,120.00
1 1/2" .....	2,350.00
2" .....	3,770.00
3" .....	8,160.00
4" .....	14,790.00
6" .....	30,500.00
8" .....	65,690.00
10" .....	98,530.00
12" .....	182,890.00
Sewer Frontage (per front ft.) .....	78.00
Sewage Disposal Service Only (per billing) .....	97.00
Residential and Commercial Water Meters:	
3/4" Remote .....	510.00
1" Remote .....	590.00
1 1/2" Remote .....	880.00
2" Compound Remote .....	2,280.00
3" Compound Remote .....	4,050.00
4" Compound Remote .....	5,680.00
6" Compound Remote .....	8,420.00
Damaged Meter Fee 5/8" - 3/4" .....	220.00

Water Inspection .....	120.00
Water Tap:	
1" .....	1,330.00
1 ½" .....	1,840.00
2" .....	2,160.00
3" .....	4,310.00
4" .....	4,720.00
6" .....	5,350.00
Additional Charge for 86 ft. wide street:	
1" .....	420.00
1 ½" .....	470.00
2" .....	610.00
Additional Charge for 120 ft. wide street:	
1" .....	760.00
1 ½" .....	1,030.00
2" .....	1,290.00
Additional Charge for 204 ft. wide street:	
1" .....	1,870.00
1 ½" .....	2,390.00
2" .....	3,420.00
Water Capital - Based on Meter Size:	
5/8" .....	510.00
¾" .....	510.00
1" .....	1,330.00
1 ½" .....	2,650.00
2" .....	4,280.00
3" .....	9,280.00
4" .....	16,730.00
6" .....	34,480.00
8" .....	74,260.00
10" .....	111,490.00
12" .....	206,960.00
Water Frontage (per front ft.) .....	47.00
Monitor Surcharge .....	per GLWA Indust. Waste Control Base Structure
Water Turn On Fee .....	105.00
Water Service Fee (avoidable & repeat visits) .....	115.00
Water Service Abandonment Fee:	
Residential .....	540.00
Commercial .....	Contract Costs + 1,080.00
Sewer Service Abandonment Fee .....	119.00
Water Service Re-Use Fee:	
Residential .....	540.00
Commercial .....	Contract Costs + 1,080.00
Sewer Service Re-Use Fee .....	119.00
Water Meter Testing Fee .....	118.00
Water Meter Rescheduling Fee .....	220.00
24 Hour and 48 Hour Bacteria Sampling .....	105.00
Non-Compliance with Service Request .....	270.00
Non-Compliance with Back Flow Fee .....	270.00
Water Meter Interface Unit (MIU) Opt-out Enrollment fee (one time) .....	250.00
Manual Read Fee for MIU Opt-Out Program (monthly) .....	25.00

Automatic Fixed Network Meter Read Permit .....	199.00
Final Water Meter Read .....	42.00
Final Water & Sewer Bill Preparation Fee .....	20.00
Monthly Bill Credit for AutoPay and Ebill Sign up .....	(5.00)
Citizen Water Service Request – after hours .....	105.00
Public Works Services Provided .....	Cost+25%
Water Meter Removal/Reinstallation for common area irrigation system (one-time fee/year) .....	105.00
Landlord/Tenant Affidavit Filing Fee .....	270.00
Fire Hydrant Rental – Payable by City .....	30.00
Private Use of Fire Hydrant:	
Per Hydrant .....	110.00 per month + 400.00 water usage dep.
Bypass Inspection Fee .....	Back bill + 175.00
Common Area Irrigation System Permit .....	460.00
Planting of tree in right-of-way .....	300.00
Culvert installation permit .....	108.00
Ditch enclosure permit .....	108.00
Monitoring well installation permit .....	520.00
Sewer connection to discharge treated ground water .....	520.00
Special Pickup/Additional Refuse Collection .....	Contract costs + 25% administrative fee
Refuse Collection Fees (Schools) .....	Contract costs
Refuse Collection Fees (Mobile Home Parks and Apartment Complexes) .....	Contract costs +
	5% administrative fee – refuse taxes paid
Curbside Recycling License (min. \$1,500/year) .....	1% of program revenue based upon previous yr
Debris Removal Fee .....	Contract Costs + 25% administrative fee
Tree Branch Chipping Fee (in-house) .....	118.00
Fleet Services Requested by Other Cities .....	Cost+30%
Municipal Civil Infraction:	
Each Violation .....	150.00
First Repeat Offense .....	375.00
Second Repeat Offense .....	750.00
Third and Subsequent Repeat Offenses .....	1,500.00
Municipal Civil Infraction for Trash Placed at Curb Outside of Permitted Hours:	
Each Violation .....	25.00
First Repeat Offense .....	50.00
Second and Subsequent Repeat Offenses .....	100.00
Municipal Civil Infraction for Violation of a Mandatory Water Restriction:	
Each Violation .....	25.00
First Repeat Offense .....	50.00
Second and Subsequent Repeat Offenses .....	100.00
Municipal Civil Infraction for Raking Leaves Into Street:	
Each Violation .....	25.00
First Repeat Offense .....	50.00
Second and Subsequent Repeat Offenses .....	100.00

**Sec. 3.13**

**TREASURY OFFICE:**

Bounced Check Fee .....	30.00
Delinquent Bill to Tax Roll Penalty (excluding Water & Sewer) .....	17%

Late Payment Penalty .....	6%
Penalty Assessment on Delinquent Taxes .....	3%
Attorney Review Fee for Liens or Discharges .....	88.00
Subordination of Lien .....	580.00
Annual Lien Penalty .....	6% + lien filing costs
O.U.I.L./O.U.I.D. ....	360.00 + additional reimbursements
Property Tax Administration Fee (P.T.A.F.) .....	1%
Summer Tax Roll Request .....	75.00
Winter Tax Roll Request .....	75.00
Municipal Civil Infraction for Failure to Pay Police or Fire False Alarm Invoices:	
Each Violation .....	150.00
First Repeat Offense .....	375.00
Second Repeat Offense .....	750.00
Third and Subsequent Repeat Offenses .....	1,500.00

**ARTICLE IV**

The City Manager is hereby authorized to make transfers within the budgetary centers established in this ordinance but all transfers between budgetary centers, contingencies, reserves, and fund balances shall be made only by further action of the City Council pursuant to law; the City Manager is hereby authorized to sign letters of severance after notifying the City Council and establish City programs which are a de minimis, but necessary expenditure for the benefit of the recipient employee and funded through appropriations in this ordinance; the City Manager is hereby authorized to release bidding documents for those capital items and recurring commodities expressly authorized within appropriations in this ordinance for public review by the City Council following receipt of bids.

**ARTICLE V**

**SEVERABILITY**

If any clause, sentence, paragraph, or part of this ordinance, or the application thereof to any person or circumstance, shall for any reason be adjudged by any Court of competent jurisdiction to be unconstitutional or invalid, said judgment shall not affect, impair, or invalidate the remainder of this ordinance and the application of such provision to other persons or circumstances, but shall be confined in its operation to the clause, sentence, paragraph, or part thereof directly involved in the controversy in which such judgment shall have been rendered and to the person or circumstances involved. It is hereby declared to be the legislative intent of this body that the ordinance would have been adopted had such invalid provision not been included.

**ARTICLE VI**

**EFFECTIVE DATE**

This ordinance shall become effective July 1, 2023.

**BY ORDER OF CITY COUNCIL**

**ADOPTED:**

**PUBLISHED:**

**EFFECTIVE:                   07/01/2023**

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***Life is like riding a bicycle. To keep your balance,  
you must keep moving.***

***~ Albert Einstein ~***



## A

**ACCRUAL BASIS** - Accrual basis accounting recognizes transactions when they occur, regardless of the timing of related cash flows. The application of accrual accounting techniques prevents distortions in financial statement representations due to shifts in the timing of cash flows and related underlying economic events near the end of a fiscal period.

**ACT 51** - Highway and street funds derived from gas and weight taxes, distributed to communities by the Michigan Department of Transportation based on a municipality's population and number of street miles.

**ACT 78 CIVIL SERVICE COMMISSION** - Established by Act No. 78 of the Michigan Public Acts of 1935 and incorporated into the City Charter. A General Fund Activity which governs the testing for appointment, employment, promotion, transfer, suspension, reinstatement, and discharge of all Police and Fire personnel.

**ACTIVITY** - An office within a department to which specific expenses are to be allocated.

**AMORTIZATION** - The process of reducing, or accounting for, an amount (usually a financial debt) over a period according to a plan.

**APPROPRIATION** - An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose.

**APPROPRIATIONS ORDINANCE** - The official enactment by the City Council establishing the legal authority for the City to incur obligations and to expend public funds for a stated purpose.

**APPO** - Administrative Policies & Procedures Order. Promulgation of orders to help ensure efficiency, effectiveness or fiscal responsibility in municipal operations.

**ASSET** - Anything owned by an individual or a business, which has commercial exchange value. Assets may consist of specific property or claims against others, in contrast to obligations due others.

**AUDIT** - An official inspection of an individual's or organization's accounts, typically by an independent body.

## B

**BALANCED BUDGET** - A budget in which estimated revenues and use of reserves are equal to or greater than estimated expenditures.

**BOND** - a certificate issued by a government or a public company promising to repay borrowed money at a fixed rate of interest at a specified time.

**BUDGET** - An estimate of income and expenditure for a set period of time.

**BUDGET MESSAGE** - A written policy and financial overview of the City as presented by the City Manager.

**BUDGETARY CENTER** - A grouping of offices' or activities' budgets that are combined to create a cost center in which actual expenditures cannot exceed budgeted appropriations.

## C

**CAPITAL OUTLAY** - A disbursement of money which results in the acquisition of or addition to fixed assets. The item must have a purchase price greater than \$2,500 to be a capital item.

**CAPITAL PROJECTS FUND** - A fund to account for the development of municipal capital facilities other than those financed by the Enterprise Fund.

**COMPENSATED ABSENCE** - An absence for which an employee is paid, such as vacation, holiday, or sick leave.

**CONTINGENCY** - An estimated amount of funds needed for deficiency, contingent or emergency purposes.

## D

**DEBT SERVICE FUND** - A fund to account for the accumulation of resources for and the payment of general long-term debt principal and interest.

**DEFERMENT** - A form filed by qualifying residents allowing a postponement of the summer homestead tax, without levying interest or penalty, unless payment is made after the deferment date.

**DEFICIT** - An excess of liabilities and reserves of a fund over its assets.

**DEPARTMENTAL MISSION STATEMENT** - A mission statement provides the full range of activities that will be used in the results oriented budget format to link the municipal purpose with the financial resources of the department.

**DEPRECIATION** - The amount of expense charged against earnings by a company to write off the cost of an asset over its useful life, giving consideration to wear and tear, obsolescence, and salvage value.

## E

**EFFICIENCY PERFORMANCE INDICATOR** - The quantifying of the relationship between input and output.

**EFFECTIVENESS PERFORMANCE INDICATOR** - The measure of results, accomplishments, or quality of the item or service provided.

**ENCUMBRANCE** - An anticipated expenditure, or funds restricted for anticipated expenditures, such as for outstanding purchase orders.

**ENTERPRISE FUND** - A fund established to account for operations that are financed and operated in a manner similar to a private business, i.e., the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. (Water & Sewer is an example of an enterprise fund.)

**EQUALIZATION FACTOR** - A multiplier that is applied to the Assessed Value of a class of property by the County Equalization Department or State Tax Commission that will produce a sum that represents 50% of the true cash value of that class.

**EXPENDITURE** - The cost of goods delivered and services rendered, whether paid or unpaid, including expenses, debt retirement not reported as liability of the fund from which retired, or capital outlay.

**EXPENDITURE OBJECT** - An expenditure object is a specific classification of expenditure accounts which 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 charges, capital outlay, debt service, and transfers out.

## F

**FTE** - The amount of funding for full-time positions and part-time positions converted to the decimal equivalent of a full-time position (based on 2,080 hours per year, as set by the ICMA Center for Performance Measurement).

**FISCAL YEAR** - An accounting period of twelve months. The City's fiscal year begins July 1<sup>st</sup> and ends June 30<sup>th</sup>.

**FIXED ASSETS** - Fixed assets are equipment and other capital items used in governmental fund type operations and are accounted for in the governmental full accrual statements and recorded as expenditures at the time of purchase.

**FUND** - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities.

**FUND ACCOUNTING** - The accounts of the City are organized on the basis of funds and account groups in order to report on its financial position and results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities.

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

## G

**GAAP** - Generally Accepted Accounting Principles. The guiding conventions, rules, and procedures that define accepted accounting practice at a particular time in the United States.

**GENERAL FUND** - The City's major operating fund to account for all financial resources except those required to be accounted for in another fund.

**GOVERNMENTAL FUND** - A monetary resource of the City that is used in financing government projects and expenditures.

**GROUP A CRIME OFFENSE** - A more serious group of crimes such as larceny, robbery, murder, or gambling.

**GROUP B CRIME OFFENSE** - A less serious group of crimes such as solicitation, trespassing, or disorderly conduct.

## H

**HEADLEE ROLLBACK** - A term coined with the passage of the Headlee Amendment to the Michigan Constitution in 1978. Headlee requires a local unit of government to reduce its millage when annual growth on existing property is greater than the rate of inflation.

## I

**ICMA CENTER FOR PERFORMANCE MEASUREMENT** - Center created to help communities obtain fair,

accurate and comparable data about the quality and efficiency of service delivery to their residents.

**INTERNAL SERVICE FUNDS** - Funds used to finance and account for services furnished by a designated department to another department within a single governmental unit. Included in this category is the Self-Insurance Fund. This Fund was established in 1986 when the City became a participant in the Michigan Municipal Risk Management Authority. Expenses in this Fund include reinsurance charges, administration fees, and claims expenses and reserves for both reported and unreported claims.

## L

**LIABILITY** - A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honored by that entity.

**LINE ITEM BUDGET** - A budget which 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 department, division, or agency levels.

## M

**MIDC** - Michigan Indigent Defense Commission

**MIP** - A multi-year *Municipal Improvement Program* that is developed to plan and guide the needed capital improvements and expenditures in a fiscally sound manner, and to ensure that these improvements are consistent with the goals and policies of the City Council and the City's residents.

**MAJOR FUND** - A fund whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

**MILLAGE RATE** - A rate used to determine the amount of annual property tax a property owner must pay. This rate is expressed in mills per dollar or 1/10 cent. Each governing body that levies property taxes sets its own millage rate annually. Property taxes may generally be calculated by multiplying the millage rate by the amount of, or a percentage of, the assessed value. (A mill represents \$1 of tax per \$1,000 of assessed valuation.)

**MODIFIED ACCRUAL BASIS** - The basis of accounting under which revenues are recognized in the period they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority. Exceptions to the general rule of expenditure recognition occur in debt service.

## O

**OPERATING BUDGET** - The operating budget is the authorized revenues and expenditures for on-going municipal services and is the primary means by which government is controlled. The life span of an operating budget typically is one year or less. Personnel costs, supplies, and other charges are found in an operating budget. A capital budget typically has a long term outlook where a project can span a several year period.

**OPERATING TRANSFER** - Transfer from a fund receiving revenue to the fund through which the resources are to be expended.

**ORDINANCE EMPLOYEE** - An employee position which is called for and whose duties are described in the City Charter and who is not a member of a collective bargaining agreement.

**OTHER CHARGES** - An expenditure object within an activity which includes professional services, utilities, rents, and training for example.

**OUIL** - Operating Under the Influence of Liquor. The detainment of an individual who is operating, authorizing or knowingly permitting another person to operate a motor vehicle while under the

influence of intoxicating liquor or controlled substance, or combination thereof, or with blood alcohol level content of .10% or more.

**OUTPUT PERFORMANCE INDICATOR** - The measure of quantity or volume of products or service provided.

## P

**PERFORMANCE INDICATOR** - A measurement of how a program is accomplishing its mission through the delivery of products or service. See Output Performance Indicator, Effectiveness Performance Indicator, or Efficiency Performance Indicator.

**PERFORMANCE OBJECTIVE** - Desired output oriented accomplishment which can be measured within a given time period.

**PERSONNEL SERVICES** - An expenditure object within an activity, which includes payroll and all fringe benefits.

## R

**RESULTS ORIENTED BUDGETING** - A management concept which links the annual line item budget to departmental results of operations.

**REVENUE** - An addition to the assets of a fund, which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in enterprise or in intra-governmental service funds.

## S

**SAD** - Special Assessment District. A geographic area over which a governing authority has power to levy taxes for specific public uses.

**SERVICE STATEMENT** - A statement of general and specific service deliveries rendered by an activity for the community.

**SINKING FUND** - A special reserve account created by a bond issuer. The issuer promises to put money into the account at regular intervals and to use the cash that accumulates to redeem the bonds.

**SMARTZONE** - The Smartzone program was created by the State of Michigan in 2005 as a tool to spur technology development and business creation. In SmartZone areas, unique technology development, entrepreneurial support, and infrastructure are available to meet the needs of growing technology companies.

**SPECIAL ASSESSMENT** - A tax or levy imposed against specific parcels of real estate that will benefit from a proposed public improvement like a street or sewer.

**SPECIAL REVENUE FUND** - A fund to account for the proceeds of specific revenue sources (other than special assessment, expendable trusts, or the major capital projects) that are legally restricted to expenditures for specified purposes.

**SUPPLIES** - An expenditure object within an activity which includes all supplies that have a useful life of less than one year and/or a purchase price of less than \$1,000.

**SURPLUS** - An excess of the assets of a fund over its liabilities and reserves.

## T

**TRANSFER IN/OUT** - A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

**TRUST & AGENCY FUND** - Trust & Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, organizations, other governments, or other funds. These include the Retirement Systems and the Agency Funds. The Retirement Systems are accounted for in the same manner as a proprietary fund. Agency Funds are custodial in nature (assets

equal liabilities) and do not involve measurement of results or operations.

## W

**WATER & SEWER FUND** - This enterprise fund accounts for the operation of a combined water and sewer system. The revenues consist of charges for services from City businesses and residences which are used to pay for all water and sewer related expenses.

**ACFR** - Annual Comprehensive Financial Report

**ADA** - Americans with Disabilities Act

**AFSCME** - American Federation of State, County & Municipal Employees

**ALS** - Advanced Life Support

**AMAR** - Audit of Minimum Assessing Requirements

**AMI** - Advanced Metering Infrastructure

**APPO** - Administrative Policies & Procedures Order

**ARPA** - American Rescue Plan Act

**BCSEM** - Beautification Council of Southeastern Michigan

**BLS** - Basic Life Support

**BOA** - Board of Ordinance Appeals

**BOCA** - Board of Code Appeals

**BRA** - Brownfield Redevelopment Authority

**BS & A** - Financial software system

**CAMA** - Computer Assisted Mass Appraisal

**CARES** - Coronavirus Aid, Relief and Economic Security

**CCF** - 100 cubic feet

**CCU** - Capital Coordinating Unit

**CCW** - Concealed Carry Weapon

**CDBG** - Community Development Block Grant

**CERT** - Community Emergency Response Team

**CFM** - Cubic feet per minute

**CIA** - Corridor Improvement Authority

**COA** - Command Officers Association

**COBRA** - Consolidated Omnibus Budget Reconciliation Act (Continuation of Health Coverage)

**CORE** - Community Outreach and Engagement

**COPS** - Citizens on Patrol

**COVID-19** - Coronavirus 2019

**CRU** - Community Response Unit

**CSU** - Crime Suppression Unit

**DIA** - Detroit Institute of Arts

**DEA** - Drug Enforcement Agency

**DEI** - Diversity, Equity, and Inclusion

**DEQ** - Department of Environmental Quality

**DPW** - Department of Public Works

**DROP** - Deferred Retirement Option Plan

**DTE** - DTE Energy

**EDC** - Economic Development Corporation

**EGLE** - Department of Environment, Great Lakes and Energy

**ELB** - Electronic Lock Box

**EMS** - Emergency Medical Services

**EOC** - Emergency Operations Center

**EPA** - Environmental Protection Agency

**EROP** - Early Retirement Option Plan

<b>ERP</b> - Enterprise Resource Planning	<b>LDFA</b> - Local Development Finance Authority
<b>ESOG</b> - Emergency Services Operations Group	<b>LED</b> - A light source that is more economical than traditional electric lighting
<b>ESRI</b> - Environmental Systems Research Institute	<b>LTGO</b> - Limited Tax General Obligation
<b>FAN</b> - Families Against Narcotics	<b>LWB</b> - L.W. Baumgartner Park
<b>FASB</b> - Financial Accounting Standards Board	<b>MABF</b> - Macomb Amateur Baseball Federation
<b>FOIA</b> - Freedom of Information Act	<b>MACC</b> - Managed Assigned Counsel Coordinator
<b>FTE</b> - Full-time Equivalent	<b>MACRO</b> - Macomb Area Communities for Regional Opportunities
<b>GAAP</b> - Generally Accepted Accounting Principles	<b>MAMC</b> - Michigan Association of Municipal Clerks
<b>GASB</b> - Governmental Accounting Standards Board	<b>MAP</b> - Michigan Association of Police
<b>GERS</b> - General Employees' Retirement System	<b>MAPE</b> - Michigan Association of Public Employees
<b>GFOA</b> - Government Finance Officers Association	<b>MATS</b> - Macomb Auto Theft Squad
<b>GIS</b> - Geographical Information System	<b>MCPW</b> - Macomb County Public Works
<b>GLWA</b> - Great Lakes Water Authority	<b>MCREST</b> - Macomb County Rotating Emergency Shelter Team
<b>HRIS</b> - Human Resources Information System	<b>MCTA</b> - Macomb County Treasurers' Association
<b>IAFF</b> - International Association of Fire Fighters	<b>MDC</b> - Mobile Data Computer
<b>ICAC</b> - Internet Crimes Against Children	<b>MDEQ</b> - Michigan Department of Environmental Quality
<b>ICMA</b> - International City/County Management Association	<b>MDOT</b> - Michigan Department of Transportation
<b>IFEC</b> - Industrial Facilities Exemption Certificate	<b>MEDC</b> - Michigan Economic Development Corporation
<b>IFT</b> - Industrial Facilities Tax	<b>MelCat</b> - Michigan electronic library catalog
<b>IROL</b> - Inspection Reports Online	<b>MGFOA</b> - Michigan Government Finance Officers Association
<b>ITB</b> - Invitation to Bid	<b>MIDC</b> - Michigan Indigent Defense Commission
<b>JIS</b> - Judicial Information Services	
<b>KVA</b> - 1,000 volt amps	

<b>MICRS</b> - Michigan Care Improvement Registry	<b>OPEB</b> - Other Post-employment Benefits
<b>MIP</b> - Municipal Improvement Program	<b>OUIL</b> - Operating Under the Influence of Liquor
<b>MISD</b> - Macomb Intermediate School District	<b>OWI</b> - Operating While Intoxicated
<b>MITN</b> - Michigan Inter-Governmental Trade Network	<b>PASER</b> - Pavement Surface Evaluation and Rating
<b>MIU</b> - Milli-international unit	<b>PFRS</b> - Police & Fire Retirement System
<b>MLEAC</b> - Michigan Law Enforcement Accreditation Program	<b>PTAF</b> - Property Tax Administration Fee
<b>MML</b> - Michigan Municipal League	<b>PUD</b> - Planned Unit Development
<b>MMSVP</b> - Michigan Marshall & Swift Valuation Platform	<b>PZE</b> - Planning, Zoning & Engineering
<b>MMTA</b> - Michigan Municipal Treasurer's Association	<b>QRT</b> - Quick Response Team
<b>MPELRA</b> - Michigan Public Employer Labor Relations Association	<b>QVF</b> - Qualified Voter File
<b>MRF</b> - Material Recycling Facility	<b>RFP</b> - Request for Proposal
<b>MUNIS</b> - Financial Software	<b>SAD</b> - Special Assessment District
<b>MTF</b> - Michigan Transportation Fund	<b>SAW</b> - Stormwater, Asset Management and Wastewater
<b>MTU</b> - Meter Transmission Unit (Water measurement)	<b>SAFER Grant</b> - Staffing for Adequate Fire and Emergency Response
<b>NFA</b> - National Fire Academy	<b>SCBA</b> - Self-Contained Breathing Apparatus
<b>NFIRS</b> - National Fire Incident Reporting System	<b>SEMCOG</b> - Southeastern Michigan Council of Governments
<b>NFPA</b> - National Fire Protection Association	<b>SEMREO</b> - Southeast Michigan Regional Energy Office
<b>NIMS</b> - National Incident Management System	<b>SESC</b> - Soil Erosion and Sediment Control
<b>NLC</b> - National League of Cities	<b>SHINE</b> - Sterling Heights Initiative for Neighborhood Excellence.
<b>OBA</b> - Ordinance Board of Appeals	<b>SHEG</b> - Sterling Heights Executive Group
<b>OMID</b> - Oakland Macomb Interceptor District	<b>SHPD</b> - Sterling Heights Police Department
<b>OnBase</b> - City Clerk's document managing system	

**SHTV** - Sterling Heights Television

**SMART** - Suburban Mobility Authority for Regional Transportation

**SMART Moves** - Skills Master and Resilience Training

**SRT** - Special Response Team

**STEM** - Science, Technology, Engineering, and Mathematics

**TNR** - Trap, Neuter and Return

**TIF** - Tax Increment Financing

**VTGO** - Voted Tax General Obligation

**UCS** - Utica Community Schools

**WAN** - Wide Area Network

**WCS** - Warren Consolidated Schools

**Wdesk** - Budget book builder software

**ZBA** - Zoning Board of Appeals

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