

Recommended Budget for Fiscal Year 2022-23



Mayor

Laura Kropp

City Commissioners

Barb Dempsey

Denise Mentzer

Glenn E. Voorhess

Laura Fournier

Rashidah Hammond

Ronald Campbell

City Manager

Donald E. Johnson

City of Mount Clemens

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mountclemens.gov

Department Heads

Director of Finance – Cliff Maison
Director of Public Services/Assistant City Manager – Jeff Wood
Director of Human Resources – Jennifer Gigliotti
City Clerk – Cathleen Martin
Director of Community Development – Brian Tingley
Utilities Supervisor - Lenny Bertrand



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Vision & Mission Statement & Core Values



Mission Statement

Enhancing community through effective and equitable public services.

Core Values

Progressive: Moving forward, building community

Respectful: of all who live, work, and play in our community

Inclusive: Welcoming and respectful of all

Dynamic: Positive, energetic, and always willing to engage

Ethical: Doing what is right in the best interest of the entire community



Goals & Objectives

Mount Clemens Embraces its Diverse Community with “PRIDE”

- Celebrate the community’s diversity through civic events, block parties, and other activities that bring community members together by embracing “PRIDE.”
- Community engagement and service delivery will be executed proactively, strategically, and equitably regardless of race, gender, sex, age, sexual orientation, gender identity, disability, or other protected classes.
- Investigate data driven approaches that account for various socio-economic factors to aid in the strategic deployment of city investments and services designed to build up neighborhoods.

Building Bridges: Enhancing Engagement and Collaboration Throughout Macomb County

- Seek to build relational connections throughout the community, county, and region through strategic and multifaceted communication and engagement efforts using the brand guide as a reference.
- Begin the evaluation, consolidation, and/or dissolution of the city’s boards and commissions. Focus on the retention and enhancement of those boards and commissions with statutory standing and those that directly support adopted city goals.
- Set a biannual meeting schedule with the Macomb County Executive, city commission, and staff always with a clear agenda. Set quarterly check-ins with county executive staff, the county sheriff, city manager, and key staff.
- Following discussions with the county executive, revisit past and explore new opportunities for collaboration with Macomb County using fresh eyes and perspective. Seek to understand interests, priorities, and opportunities. In other words, start by building trust. Keep conversations going throughout the coming fiscal year, keeping the city commission apprised of potential opportunities, or when opportunities are found to be aloof.

Capital Improvements Heavily Impact Quality of Life and Must Be Effectively and Strategically Addressed

- Expand and accelerate community engagement and education regarding the realities of the city's capital improvement needs and related costs throughout the 2022/2023 Fiscal Year.



- Develop a feasible, actionable, and sustainable funding strategy for the city's CIP needs, built on community input, fiscal realities, and affordability that can be incorporated into the 2023/2024 Fiscal Year Budget.
- Review the costs and benefits relating to the Water Treatment Plant focusing closely on customer affordability. Finalize a path forward.
- Investigate opportunities to continue to enhance the city's capital improvement planning process. Consider tools that streamline the process.

A Safe and Clean Community is an Expectation for All Residents, Businesses, and Visitors

- Finalize the research and cost/benefit analysis regarding the establishment of an administrative hearing board to improve the efficiency and effectiveness of enforcing the property maintenance code.
- Coordinate with the county sheriff on the development and delivery of an annual report that demonstrates the deployment of resources to increase officer presence, effectiveness, and engagement throughout the community.
- Collaborate with the County Sheriff's Office and Community Development Department to build and expand neighborhood watch groups who are equipped to support staff and neighbors with public safety and code enforcement assistance through enhanced training and engagement.
- Charge the Beautification Commission with engaging area non-profits, churches, and neighborhood groups around volunteer efforts to assist residents in need of assistance with code enforcement related actions and minor home improvements. Extend volunteer opportunities to city facilities and properties.
- Assemble a property maintenance code enforcement strategy, built on data, prioritizing properties with common ownership (ex. landlords with multiple rental properties), those with high visibility along residential and commercial corridors, and where health and safety issues are of highly critical concern.
- Study the costs and benefits of bringing additional code enforcement resources to the community through part-time and/or part-time seasonal employees.
- Hold the Housing Authority to the same level of accountability as other property owners in the City. However, investigate strategies to encourage and support Housing Authority residents willing to participate in the enhancement of the Authority's properties.
- Walkability is a priority for our community and neighborhoods. Continue the city's sidewalk program to improve walkability while identifying financial strategies to accelerate ADA ramp and pedestrian crossing improvements.



Economic Development is an All-Hands Initiative to Bolster Mount Clemens' Uptown Vision Recognizing the Impacts All Goals Have on Economic Development

- Complete MEDC's Redevelopment Ready Community (RRC) Certification process.
- Explore new staffing, staffing models, and/or funding collaborations for the delivery of enhanced business development services focusing on coaching, retention, recruitment, and connections.
- Continue low-cost evaluation and visioning efforts relating to the city's riverfront property. Engage the community in these efforts in creative ways (examples: charrettes, cardboard modeling, chalk boards, and other playful engagement opportunities).

Recreation for All City Residents Will Be Enhanced as Resources Allow and Collaborations Are Forged

- Organize exploratory discussions with neighboring communities and Macomb County regarding interest in a recreation authority and/or countywide parks and recreation program.
- Creatively and persistently seek financial resources through staff and crowdsourced initiatives to organically grow recreational opportunities.
- Partner with third-party entities and organized neighborhood groups to bring in low-cost recreation opportunities and to activate underutilized parks and facilities. Ensure steps are taken to protect potential city liability concerns.



Transmittal Letter

March 31, 2022

The Honorable Mayor Kropp and
Members of the City Commission:

Presented herewith is the 2022-2023 Recommended Budget for the City of Mount Clemens.

Budget Summary:

This budget incorporates, for the first time, a capital improvement plan which depicts a material impact on the bottom-line numbers for each fund. It puts many funds into a negative position for 2022-23 and projects more negative numbers for future years. In many cases, the projections are impossible. In real life, we can't run a series of operating deficits without running out of cash. We must either reduce current costs by not making needed capital expenditures or we must increase revenue. The first option is merely kicking the can further down the road, as Mount Clemens has done so many times in the past. The second option will be painful but necessary.

Capital Improvement Plan

Since it has such a profound impact on the 2022-23 budget and future forecasts, we need to talk about the capital improvement plan. This is an evolving document built on the work of Kate Bell, our CEDAM Fellow, best known for putting together our social district program. We have done a lot of additional work, particularly in regard to water and sewer projects, where we had a great deal of assistance from AEW. I trust the numbers in that part of the CIP document the most. I have the least faith in the general fund side of the program. Ms. Bell worked from old estimates, and I think the numbers in this portion of the CIP document underestimate current costs considerably.

While we are well aware that it is far from perfect, the capital improvement plan is a good working document. We will ask the commission to officially adopt it, making us eligible to apply for Redevelopment Ready Community status, in the meantime, we will continue working to improve it.

We are currently looking at two options for replacing the water plant. I expect to have a final report from Fishbeck by the end of July and will bring a recommendation to the city commission soon after it is received. The projects listed under water plant are only necessary if we were to gradually repair and replace parts of the current plant. Fishbeck has already told us that approach would ultimately be far more expensive than building a new plant. You will note, there is very little capital budgeted for the plant in 2022-23. We deliberately pushed as much of that work as possible into future periods. If we choose



to build a new plant or join Great Lakes Water Association (GLWA), money spent on the old plant will not be recovered. We focused on the distribution system for 2022-23.

Our estimate for a new plant came from Fishbeck's preliminary report. The estimate for GLWA is a total SWAG. We think we can do the least costly connection in terms of initial cost, for less than the value of the land. However, it appears to make strong financial sense not to do just the minimum necessary. GLWA rates are lower for water pumped during non-peak hours. An additional water tower would be expensive but would enable us to purchase at non-peak rates. This would probably more than pay for itself if we go with GLWA. A new tower might be needed in any case. EGLE no longer allows new installations of underground water storage tanks. It is just a matter of time before they go after existing tanks. We currently have a 4-million-gallon underground tank on the water plant property and a 1-million-gallon elevated tank located at 175 Madison St.

General Fund:

The general fund budget calls for reducing fund balance by slightly over one million dollars. However, this is entirely the result of contributions to other funds. This budget sends \$1 million to the motor pool fund, \$420,000 to the automobile parking fund, and \$250,000 to the sidewalk fund. None of these are "normal" contributions. They will not be necessary forever. We also have "normal contributions" for OPEB totaling almost \$1.2 million which will be a consistent expenditure as long as the city remains self-insured for health care insurance.

This is actually not enough of a reduction in fund balance to bring us into compliance with our own fund balance policy so we will also be recommending the commission take action to reserve a portion of fund balance for future capital projects. As of the most recent audit, general fund balance is \$7,730,683. This represents 58% of budgeted expenditures. Our policy calls for maintaining unassigned and unreserved fund balance between 15% and 40% of budgeted expenditures. That means we need to reduce unassigned and unreserved balances by \$2,313,275.

Major and Local Street Funds:

As of 7-1-2021 these funds have 157% and 283% fund balance ratios respectively. However, that is not good news. We only have so much fund balance because we haven't completed badly needed road projects. The actual amount available is a drop in the bucket compared to our road needs.

Both street funds get almost all their revenue from the State of Michigan's distribution of gas and weight taxes. This is distributed on a formula based on miles of street and population. The total amount collected by the state is inadequate to maintain our road network and the amount that trickles down to Mount Clemens is inadequate to maintain our streets as well, especially local streets.



Some communities supplement the state road funds with dedicated local taxes. Some contribute money from the general fund. Mount Clemens does neither. We have no local tax revenue going to either street fund. We have done well in obtaining federal and state grants for roads and we anticipate more state funding in the future. However, these programs are almost always limited to major streets and sometimes only those that meet specific federal criteria. We almost never get grant funds for local streets.

I'm afraid the only way we will ever fix all our streets, particularly local streets, is with additional local money. This means to levy a local tax.

There are two approaches to doing this. Both require voter approval. The first is to issue general obligation unlimited tax bonds to finance road repairs and replacements. The voters are asked to approve a bond amount and to authorize the taxes necessary to meet the debt service requirements of those bonds.

The second approach is a road tax. The voters are asked to authorize an additional millage for road repair and replacement. This typically has a fixed term, often ten years. The term needs to be long enough to complete a road program. You don't want to hold a renewal vote when half the voters already have new streets and no incentive to vote for the taxes to do the remaining half.

In either case, a detailed road plan is essential to gather public support. Voters need to see when you will fix their street and how you will do it. In Mount Clemens one mill will only generate \$375,000 which is only enough to support a \$5.8 million bond. Our PASER report identifies needs of over \$76,739,367. To finance that amount over 20 years would require a 10.23 mill tax levy.

Proprietary Funds

Proprietary funds consist of intergovernmental service funds and enterprise funds. We have one intergovernmental service fund, the motor pool fund and five enterprise funds. These are the automobile parking system fund, the sewage disposal fund, the water fund, the rubbish fund (formerly known as the sanitation fund) and the ice arena fund. All are operated as though they were private businesses. They charge fees for services, receive no tax revenue (except rubbish), are expected to at least break even, and they use full accrual accounting. The only real difference in an intergovernmental service fund and an enterprise fund is the customers are other funds of the city rather than the general public.

All our proprietary funds are severely cash underfunded. Unlike the general fund and special revenue funds, we use full accrual accounting in these funds, just like a private business does. That means the bottom line "net assets" represents something very different from "fund balance," even though the latter term is often erroneously used in proprietary funds. Here, the depreciated value of land, buildings, furnishings, fixtures,



machinery, and equipment generally makes up most of net assets. Typically, relatively little of it is made up of cash or liquid assets. That means, we really need to be looking at cash and liquid assets not “net assets” or “fund balance” which, for our purposes, is a largely meaningless number.

Ice Arena

We completed a \$3 million bond for capital needs at the ice arena in February 2021. That project is nearly complete, with only the resurfacing of the parking lot remaining.

Because of revenue shortfalls due to the COVID-19 pandemic, the commission authorized advancing the ice arena fund up to \$100,000 to cover operating expenses. We treated this as a “line of credit” and only advanced funds as needed which the arena paid back entirely.

The arena is functioning almost normally again. It shows an operating deficit but that is because it is paying both debt service and depreciation on the new equipment which is almost like paying for it twice. The arena is cash flow positive, at this time. To remain so, it will need to increase its income as principal payments due on the bonds increase. We deliberately kept the initial principal installments low in the first years of repayment to create a cash reserve.

Increasing revenue is not simply a matter of raising rates. There is an abundant supply of ice time available in Southeast Michigan and leagues will move if rates become uncompetitive. It will become necessary for the arena management and the commission to meet and determine financing alternatives to fund future revenue shortfalls.

Parking

The automobile parking system fund was devastated by COVID-19. Revenues are down significantly, and the fund is short on cash. We had originally planned an infusion of ARP money, but final program rules required revenue losses to be measured entity wide, not fund by fund, and Mount Clemens did not experience enough revenue loss entity wide to qualify for that category of ARP payments. Instead, we shifted most of our ARP funds to water and sewer projects and transferred money from the general fund to parking.

During the past several months revenues have increased, this fund’s financial problems should fix themselves in another year. We are currently spending over \$400,000 on principal and interest for a bond that will be paid off in July of 2023. Without this debt service obligation, the parking system will rapidly recover.

Our parking lots are in dire need of considerable work, however, and we could find ourselves needing to issue another bond to pay for it.



We should take a hard look at how we charge for parking. A parking assessment district might be a better solution. Metered parking is extremely unpopular with customers and almost certainly causes some people to shop or dine elsewhere. In the end, the customer pays for parking, even if the direct assessment is to property owners. Any business in a mall pays for those mall parking lots through rents and passes those costs on to its customers.

Water and Sewage

The water supply and sewage treatment funds have both struggled financially for years but have recently completed paying off several bond issues. The sewage fund has over \$1.1 million less debt service than it had in 2019-20. The water treatment fund has about \$600,000 less.

However, both facilities are old, antiquated, and badly in need of long deferred maintenance. The recommendation of the Fishbeck engineering study of the water plant is that we should build a new plant which they estimated could cost as much \$42 million. The debt service necessary to fund such an expenditure will require at least doubling our water rates.

A similar study may be needed for the sewage treatment plant. We may be facing significant capital needs there too.

The state's new lead and copper rules make the city responsible for replacing an unknown number of privately owned water service lines. We have provided the means to seriously start this project in 2022-23 in this proposed budget. A new vector truck and two additional workers would allow us to tackle service replacements ourselves rather than rely in contractors. We are still hopeful some state money may become available for this project.

Motor Pool

Almost all cities have a motor pool fund because it is required to comply with Michigan Public Act 51 of 1951. This act provides for the distribution of a share of the gas and weight taxes collected by the state to local governments who maintain streets. It also provided for rules governing expenditures and accounting for this money.

This is the reason we have a "major street fund" and a "local street fund." Equipment used to maintain streets is not owned by the street funds. It is rented from motor pool on an hourly basis. The rental rates are provided to us in a manual published by the Michigan Department of Transportation. We have no ability to increase the rental rates, but we can and we have charged considerably less. We also have some equipment which is owned by motor pool and used full-time by funds other than the street funds. This is rented for a fixed monthly or annual amount at rates we set.



All motor vehicles and much other equipment is actually owned by the motor pool fund. This is an intergovernmental service fund which is required to use full accrual accounting, just like a business, so the value of all equipment is capitalized and depreciated. As of June 30, 2021, our unaudited balance sheet showed machinery and equipment assets at \$5.1 million with accumulated depreciation on those assets of \$4.69 million. Cash and other liquid assets total \$265,011. We really should have liquid assets equal to accumulated depreciation of equipment. We had only about 5.7% of this amount. This means we cannot afford to replace our aging fleet of vehicles. The above sum will allow the city to purchase a single new heavy-duty dump truck which typically cost in excess \$150,000.

At some point, our predecessors made a decision to reduce motor pool rental rates well below the level necessary to sustain the motor pool fund. They undoubtedly did that to reduce costs for the line departments in the general, special revenue and enterprise funds that rent vehicles from motor pool. A “quick and dirty” analysis of our hourly billing rates for equipment vs the MDOT rates found our charges averaged about 25% of the MDOT rate. We believe the rates for monthly rents are also way below actual cost.

While that practice certainly helped the renter funds it was a disaster for motor pool and motor pool can no longer function without an infusion of cash. This budget calls for a \$1 million transfer from the general fund which does not begin to fix the problem.

We are looking at removing all of the monthly rental vehicles and only keeping the vehicles rented hourly in motor pool. Other vehicles would become the property of the department and fund where they are used. Those departments would also be responsible for maintenance and repair costs. Motor pool would bill for such services at a rate comparable to a commercial garage. Departments would need to budget for vehicle replacements in their departmental budgets. Only the hourly billed vehicles would be the full responsibility of motor pool and those would be billed at the full MDOT rates.

Pension and OPEB

The Mount Clemens Employees Retirement System is remarkably well funded. As of June 30, 2021, general employee pension obligations were 102% funded and police/fire obligations were 86.9% funded. According to data published by the Mackinac Center the average municipal retirement system in Michigan is 71% funded. Our actuarially required contributions rates, as a percentage of payroll, are 8.93% for general employees and 36.19% for firefighters.

Retiree healthcare (officially known as other post-employment benefits or OPEB) is another matter. The city handled retiree health care entirely on a pay as you go basis with no pre-funding until the 2014-15 fiscal year. Then, it started making small contributions



to an OPEB trust fund. The June 30, 2018, OPEB actuarial report showed total liability of \$51,888,995 against plan assets of \$149,258. We were only 0.29% funded at the time.

The city entered Michigan Department of Treasury Corrective Action Plan in December 2018. That plan allowed the city to continue pay as you go funding but also required contributions to an OPEB trust fund of \$50,000 in 2018-19, \$500,000 in 2019-20, \$500,000 in 2020-21 and \$184,000 every fiscal year after that until 2044-45. As of June 30, 2021, the OPEB trust had \$1,506,829 of assets and we are expecting the new actuarial valuation will show a material decline in liabilities. Never-the-less, we will still be far from properly funding this liability.

We should explore moving to actuarial funding and we should take a very hard look at continuing to provide retiree health care. Most cities eliminated retiree health care, even for police and fire employees years ago.

Respectfully submitted,



Donald E Johnson
City Manager



Budget Resolutions

Resolution One: Annual Budget Resolution and General Appropriations Act

Be it resolved; this resolution constitutes the City of Mount Clemens General Appropriations Act for the fiscal year beginning on July 1, 2022, and ending on June 30, 2023.

Be it further resolved, the 2022-23 City of Mount Clemens annual budget for each fund is hereby appropriated as follows:

General Fund

Revenue

Taxes	7,847,350
Grants	2,457,900
Interest, Rents & Contributions	239,600
Other	4,000
Transfers	
Licenses, Charges & Fines	<u>1,375,500</u>
Total Revenue	11,924,350

Expenditures

General Government	2,865,780
Public Safety	5,577,330
Public Works	437,000
Community & Economic Development	696,620
Recreation	566,890
Other- Insurance & Benefits	541,900
Transfers Out & Other Uses	<u>2,858,000</u>
Total Expenditures	13,543,520

Projected Change in Fund Balance **1,619,170**



Major Street Fund

Revenue

Taxes	1,408,610
Grants	5,000
Interest, Rents & Contributions	3,300
Other	
Transfers	
Licenses, Charges & Fines	<u>40,000</u>
Total Revenue	1,456,910

Expenditures

General Government	
Public Safety	
Public Works	1,449,650
Community & Economic Development	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>7,000</u>
Total Expenditures	1,456,650

Projected Change in Fund Balance 260



Local Street Fund

Revenue

Taxes	
Grants	552,570
Interest, Rents & Contributions	3,500
Other	
Transfers	
Licenses, Charges & Fines	
Total Revenue	<u>556,070</u>

Expenditures

General Government	
Public Safety	
Public Works	608,350
Community & Economic Development	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>4,000</u>
Total Expenditures	<u>612,350</u>

Projected Change in Fund Balance -56,280



Dial-A-Ride Fund

Revenue

Taxes	359,000
Grants	96,500
Interest, Rents & Contributions	
Other	1,000
Transfers	
Licenses, Charges & Fines	<u>26,600</u>
Total Revenue	483,100

Expenditures

General Government	
Public Safety	
Public Works	
Community & Economic Development	445,250
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>10,700</u>
Total Expenditures	455,950

Projected Change in Fund Balance 27,150



Public Improvement Revolving Fund

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	2,000
Other	
Transfers	
Licenses, Charges & Fines	62,000
Total Revenue	<hr/> 64,000

Expenditures

General Government	
Public Safety	
Public Works	63,950
Community & Economic Development	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	
Total Expenditures	<hr/> 63,950
Projected Change in Fund Balance	50



**Special Revenue Funds- Component Units
Tax Increment Financing**

Authority

Revenue

Taxes	229,350
Grants	
Interest, Rents & Contributions	1,000
Other	
Transfers	
Licenses, Charges & Fines	
Total Revenue	<u>230,350</u>

Expenditures

General Government	1,000
Public Safety	
Public Works	
Community & Economic Development	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>229,350</u>
Total Expenditures	<u>230,350</u>

Projected Change in Fund Balance 0



Downtown Development Authority

Revenue

Taxes	45,300
Grants	1,474,560
Interest, Rents & Contributions	
Other	
Transfers	229,350
Licenses, Charges & Fines	<u>40,000</u>
Total Revenue	1,789,210

Expenditures

General Government	
Public Safety	
Public Works	
Community & Economic Development	2,003,470
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	
Total Expenditures	<u>2,003,470</u>
Projected Change in Fund Balance	-214,260



Capital Improvement-Sidewalk Safety Fund

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	
Other	
Transfers	250,000
Licenses, Charges & Fines	<u>500,000</u>
Total Revenue	750,000

Expenditures

General Government	
Public Safety	
Public Works	751,500
Community & Economic Development	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	
Total Expenditures	<u>751,500</u>

Projected Change in Fund Balance -1,500



Internal Service Fund- Motor Pool

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	822,000
Other	
Transfers	1,000,000
Licenses, Charges & Fines	22,000
Total Revenue	<u>1,844,000</u>

Expenditures

General Government	
Public Safety	
Public Works	1,286,250
Community & Economic Development	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	21,700
Total Expenditures	<u>1,307,950</u>
Change in Assets	536,050



Enterprise Funds
Automobile Parking System Fund

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	
Other	
Transfers	420,000
Licenses, Charges & Fines	<u>456,500</u>
Total Revenue	876,500

Expenditures

General Government	
Public Safety	
Public Works	403,350
Community & Economic Development	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>447,500</u>
Total Expenditures	850,850
Change in Assets	25,650



Sewage Treatment Fund

Revenue

Taxes	
Grants	324,000
Interest, Rents & Contributions	10,000
Other	1,000
Transfers	
Licenses, Charges & Fines	<u>4,960,000</u>
Total Revenue	5,295,000

Expenditures

General Government	
Public Safety	
Public Works	8,020,450
Community & Economic Development	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>229,550</u>
Total Expenditures	8,250,000
	-
Change in Assets	2,955,000



Water Fund

Revenue

Taxes	
Grants	1,187,000
Interest, Rents & Contributions	6,000
Other	500
Transfers	
Licenses, Charges & Fines	<u>3,111,580</u>
Total Revenue	4,305,080

Expenditures

General Government	
Public Safety	
Public Works	4,328,200
Community & Economic Development	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>435,400</u>
Total Expenditures	4,763,600
Change in Assets	-458,520



Solid Waste Fund

Revenue

Taxes	114,000
Grants	6,850
Interest, Rents & Contributions	1,000
Other	
Transfers	
Licenses, Charges & Fines	<u>776,850</u>
Total Revenue	898,700

Expenditures

General Government	
Public Safety	
Public Works	963,250
Community & Economic Development	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>6,000</u>
Total Expenditures	969,250
Change in Assets	-70,550



Ice Arena Fund

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	
Other	
Transfers	
Licenses, Charges & Fines	1,393,900
Total Revenue	<u>1,393,900</u>

Expenditures

General Government	
Public Safety	
Public Works	
Community & Economic Development	
Recreation	1,615,800
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>66,300</u>
Total Expenditures	<u>1,682,100</u>
Change in Assets	-288,200



Budget Polices

Capital Asset Policy

Capital assets are assets with an initial, individual cost of more than \$10,000 and an estimated useful life more than three years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the time of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the asset’s life are not capitalized.

Major outlays for capital assets and improvements are capitalized once projects are placed in service. Interest incurred during the construction phase of capital assets of business- type activities, if any, is included as part of the capitalized value of the assets constructed.

Property, plant, and equipment is depreciated using the straight-line method over the following estimated useful lives:

Assets	Years
Buildings & Renovations	25-50
Improvements	10-20
Infrastructure	15-30
Vehicles Equipment Intangibles	5-8
Equipment	5-10
Intangibles	10



Capital Improvement Project Policy

Capital improvement projects are any project or physical improvement that results in a permanent addition to the city's capital assets or revitalization/improvement that extends a capital asset's useful life or increases its usefulness or capacity. Qualifying projects must have an estimated cost of \$10,000 or more and an estimated useful life more than three years.

Examples include:

- New and expanded physical facilities for the community
- Renovation, reconstruction, repair, or major maintenance to existing facilities
- Equipment for any public facility or improvement when first erected or acquired
- Major landscape improvement
- Utility modification
- New construction project
- Public improvement projects (road and park improvements, curbs and gutters, drainage improvements, sidewalks, bikeways, etc.)
- Sewage-water line upgrade

A capital improvement is not a recurring capital outlay item (such as a motor vehicle) or a maintenance expense (such as fixing a leaking roof or painting park benches). Acquisition of equipment is not a capital project unless it is an integral part of the capital project.

Explanations of the option type of project are as follows:

Replacement: Existing improvements that are deteriorated and need to be replaced and/or upgraded to continue to provide service and to meet current codes and regulations.

Expansion: New improvements that are growth- related and/or based on projected development.

Economic vitality and diversity: This includes construction of improvements for promotion of economic vitality and diversity and to eliminate and prevent the spread of blight and deterioration to the city.

Explanation of the options for project priority are as follows:

Emergency: The project is urgent and must be completed as soon as possible. This could be a temporary or permanent repair to major equipment, facilities, or infrastructure. The project must be complete to protect the health, safety or welfare of the community.



Regulatory requirement: The project is required by new legislation, federal guidelines, codes or regulations. The city may be fined if the project is not implemented.

Correct existing deficiencies: The project corrects an existing deficiency to keep the facilities or infrastructure from becoming an emergency situation. If the project is not implemented, the health, safety and welfare of the community may be endangered in the near future.

Near-term capacity need: The project expands the capacity of equipment, facilities or infrastructure to accommodate increasing demand. Failure to address the project may create public inconvenience or an emergency situation.

Long-term capacity need/master plan: The project is identified in the city's master plan(s).

Availability of funds: The project is addressed when there exist sufficient funding sources within the fund.



Debt Management

Background: Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued, the issuance process, and the management of the city's debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines to manage its debt program in line with those resources.

Objective: To manage the debt portfolio to finance all necessary capital improvements while being fiscally responsible with the taxpayer's money in a conservative and prudent manner.

Debt manager and disclosure agent: The director of finance is the debt manager for all items involving debt management. The debt manager is the disclosure agent responsible to develop and conduct an investor relations program and is the person authorized to speak externally on behalf of the city concerning debt. His/her duties include the filing of all public records to meet federal and state legislation. He or she may appoint a member(s) of staff or consultant to assist in carrying out this mission.

The debt manager shall review this policy at least annually and recommend revisions as necessary.

Policy:

- The city shall exhibit purposeful restraint in incurring debt.
- The city shall refrain from issuing short-term debt which requires repeated annual appropriation.
- Long-term debt will not be used for operations except for legacy costs.
- Long-term debt will be confined to capital improvements and legacy costs that cannot be continually financed from current revenue.
- The payback period of the debt will not exceed the expected useful life of the project.
- Total city general obligation debt, including loans and contractual obligations, will not exceed ten percent (10%) of the total taxable valuation of taxable property.



- The city will maintain good communications with bond rating agencies about its financial condition and will follow a policy of continual disclosure on every financial report and bond prospectus.
- The city will strive to maintain a minimum bond rating of AA-, or the equivalent.



Fund Balance Policy

To ensure proper stewardship of the City of Mount Clemens' financial resources, by maintaining the city's ability to:

- Meet liquidity requirements for current and long-term obligations by considering economic cycles of municipal revenues/expenditures and the estimated budget forecasts.
- Manage unexpected revenue shortfalls
- Accept reasonable uninsured risks, where advantageous
- Provide for unanticipated contingencies and emergencies
- Provide for long-term budget and tax stabilization
- Borrow funds at reasonable interest rates, when needed

Policy:

It shall be the policy of the City of Mount Clemens to maintain an unassigned and unreserved fund balance in the general fund at least equal to 15 percent (15%) of budgeted expenditures but not more than 30 percent (30%) of budgeted expenditures. This shall be measured using the results of the annual audit and corrected in the next approved budget.

Actions to correct excess fund balance should first include transfers to underfunded funds, reservations, and assignments of fund balance for real future liabilities and finally reductions in property tax rates.

It shall be the policy of the City of Mount Clemens to maintain an unassigned and unreserved fund balance in special revenue funds at least equal to 15 percent (15%) of budgeted expenditures but not more than 50 percent (50%) of budgeted expenditures. This shall be measured using the results of the annual audit and corrected in the next approved budget.

Enterprise funds and internal service funds should strive to maintain liquid assets at least equal to accumulated depreciation of machinery and equipment (but not land or buildings).



Investment Policy

It is the policy of the City of Mount Clemens to invest its funds in a manner that will provide the highest investment return with the maximum security while meeting the daily cash flow needs of the city and complying with all state statutes governing the investment of public funds.

Scope:

This investment policy applies to all financial assets of the City of Mount Clemens, except the financial assets of the retirement funds. The city's financial assets are accounted in the city's annual report and include:

- general fund
- special revenue funds
- debt service funds
- capital project funds
- enterprise funds
- internal service funds
- agency funds
- any new fund type established by the city, unless specifically exempted by the legislative body.

This investment policy applies to all transactions involving the financial assets and related activity of all the foregoing funds.

Objectives:

The primary objectives of the city's investment activities, in priority order, are:

Preservation of principal - Ensuring the safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio and will employ mechanisms to control risks and diversify investments regarding specific types of individual financial institutions.

Liquidity - The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Investment maturities shall be scheduled to coincide with projected cash flow needs, taking into account large routine expenditures (payroll, accounts payable, etc.).



Return on investment—The investment portfolio shall be designed with the objective of attaining a market rate of return commensurate with the portfolio’s level of investment risk and cash flow characteristics.

Diversification - The investment portfolio will be diversified by security type and institution so that potential losses on individual securities do not exceed the gains generated from the remainder of the portfolio.

Delegation of authority to make investments:

Authority to manage the city’s investment program is granted to the city finance director, hereinafter referred to as investment officer. No person may engage in an investment transaction except as provided under the terms of this policy and any procedures established by the investment officer. The investment officer may designate an employee to be responsible for the day-to-day management of the portfolio, under the leadership of the investment officer, and to act on the investment officer’s behalf in the absence of the investment officer. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of any subordinate official.

Authorized investments:

The City of Mount Clemens, as a public corporation operating under the laws of the State of Michigan, is limited to investments authorized by Act 20 of the Public Acts of 1943, as amended (MCL 129.91 to 129.96). The city has approved investment in the following authorized investment instruments:

Bonds, securities and other obligations of the United States or an agency or instrumentality of the United States.

Certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution, but only if the financial institution is eligible to be a depository of funds belonging to the state under a rule or law of this state or the United States.

Commercial paper rated at the time of purchase within the two highest classifications established by not less than two standard rating services and that matures not more than 270 days after the date of purchase.

Repurchase agreements consisting of bonds, securities and other obligations of the United States or an agency or instrumentality of the United States.

Bankers’ acceptances of United States banks.



Obligations of this state or any of its political subdivisions that at the time of purchase are rated as investment grade by not less than one standard rating service.

Mutual funds registered under the Investment Company Act of 1940, title I of chapter 686, 54 Stat. 789, 15 U.S.C. 80a-1 to 80a-3 and 80a-4 to 80a-64, with authority to purchase only investment vehicles that are legal for direct investment by a public corporation. This mutual fund authorization is limited to securities whose intention is to maintain a net asset value of \$1.00 per share.

Obligations described in subsections 5.1 through 5.7 if purchased through an inter-local agreement under the Urban Cooperation Act, 1967 (Ex Sess) PA 7, MCL 124.501 to 124.512.

Investment pools organized under the Surplus Funds Investment Pool Act, 1982 PA 367, MCL 129.111 to 129.118.

Investment pools organized under the Local Government Investment Pool Act, 1985 PA 121, MCL 129.141 to 129.150.

It is further understood that investments of certain bond proceeds may be restricted by covenants in the bond ordinances.

Authorized financial institutions and brokers/dealers:

Investments shall be made only through approved financial institutions and approved security broker/dealers and shall be selected to attain a market rate of return commensurate with the portfolio's level of investment risk and cash flow characteristics. The investment officer, or his/her delegate, shall be responsible for reviewing financial institutions and broker/dealers' qualifications and deciding who is approved to conduct investment business with the city. The investment officer, or his/her delegate, shall maintain a list of the approved financial institutions and broker/dealers. All financial institutions and broker/dealers who desire to obtain approval for conducting investment business with the city must provide the investment officer or his/her delegate, with evidence of their creditworthiness and qualifications for doing business in this state. This evidence includes audited financial statements, proof of National Association of Securities Dealers (NASD) certification (if applicable), proof of qualifications for doing business in Michigan, a signed agreement to comply with this investment policy and any other documents required by the investment officer or his/her delegate.

The investment officer or his/her delegate shall conduct an annual review of the financial condition and qualifications of approved financial institutions and broker/dealers to determine if they should remain on the aforementioned list of approved institutions.



Financial institutions and broker/dealers shall provide the investment officer or his/her delegate, with documents necessary for the review.

Safekeeping & custody:

All trades, where applicable, will be executed on a cash basis or a delivery vs. payment (DVP) basis, as determined by the investment officer or his/her delegate. It shall be the responsibility of the investment officer, or his/her delegate, to determine which securities a third-party custodian shall hold. A safekeeping receipt must evidence any securities held in safekeeping by a third-party custodian.

All securities shall be properly designated as assets of the City of Mount Clemens. Securities shall be in the name of the City of Mount Clemens and shall name the specific fund from which the instrument was purchased.

Prudence:

In keeping with the investment officer's and his/her delegate's fiduciary responsibilities, investments shall be made with judgment and care, under circumstances then prevailing, in a manner consistent with that which persons of prudence, discretion, and intelligence exercise in the management of their own affairs. Investments shall be made for investment purposes, not for speculative purposes, considering the probable safety of the capital as well as the probable income to be derived.

The investment officer, or his/her delegate, acting in accordance with this policy and written procedures and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that deviations from expectations are reported in a timely manner and appropriate action is taken to control adverse developments.

Ethics & conflicts of interest:

Officials and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or that could impair their abilities to make impartial investment decisions.

Officials and employees involved in the investment process shall disclose to the city manager, or confirm the absence thereof, any material financial interests in financial institutions or broker/dealers that conduct business within this jurisdiction. They shall further disclose, or confirm the absence thereof, any large personal financial/investment positions that could be related to the performance of this jurisdiction's portfolio. Officials and employees shall subordinate their personal investment interests to those of this city.

Internal controls



The investment officer shall establish and maintain written procedures and internal controls for the operation of the investment program that are consistent with this investment policy. The internal control structure shall be designed to provide reasonable assurance that public funds are protected from loss, theft, or misuse and that the city complies with laws governing investment of public funds. These internal controls shall be reviewed annually by the independent auditor.

Reporting

The investment officer, or his/her delegate, shall prepare a monthly report of investment activity. The report shall be designed to provide a clear picture of the status of the current investment portfolio and to allow the city to ascertain if the investment activities during the reporting period conform to this investment policy. The monthly reports shall be maintained in the finance department and shall be available for review by the public or by city officials. On an annual basis, the investment officer shall provide an annual report of investment activity to the city commission.



Retirement (Pension) Contributions Policy

The City of Mount Clemens shall make pension contributions to the City of Mount Clemens retirement system or its successor in accordance with the recommendation of an independent actuarial valuation which shall be conducted on an annual basis.

Should the weighted average percentage contribution for unfunded actuarial accrued liability recommended by the actuary fall below two percent, the amortization period shall be reduced, and the contribution recalculated until a further reduction would result in a percentage in excess of two percent or until the amortization period is reduced to 20 years. This reduction in the amortization period shall be permanent.

Should the unfunded actuarial accrued liability fall below zero, the overfunding credit shall be calculated using an amortization period of not less than 30 years.



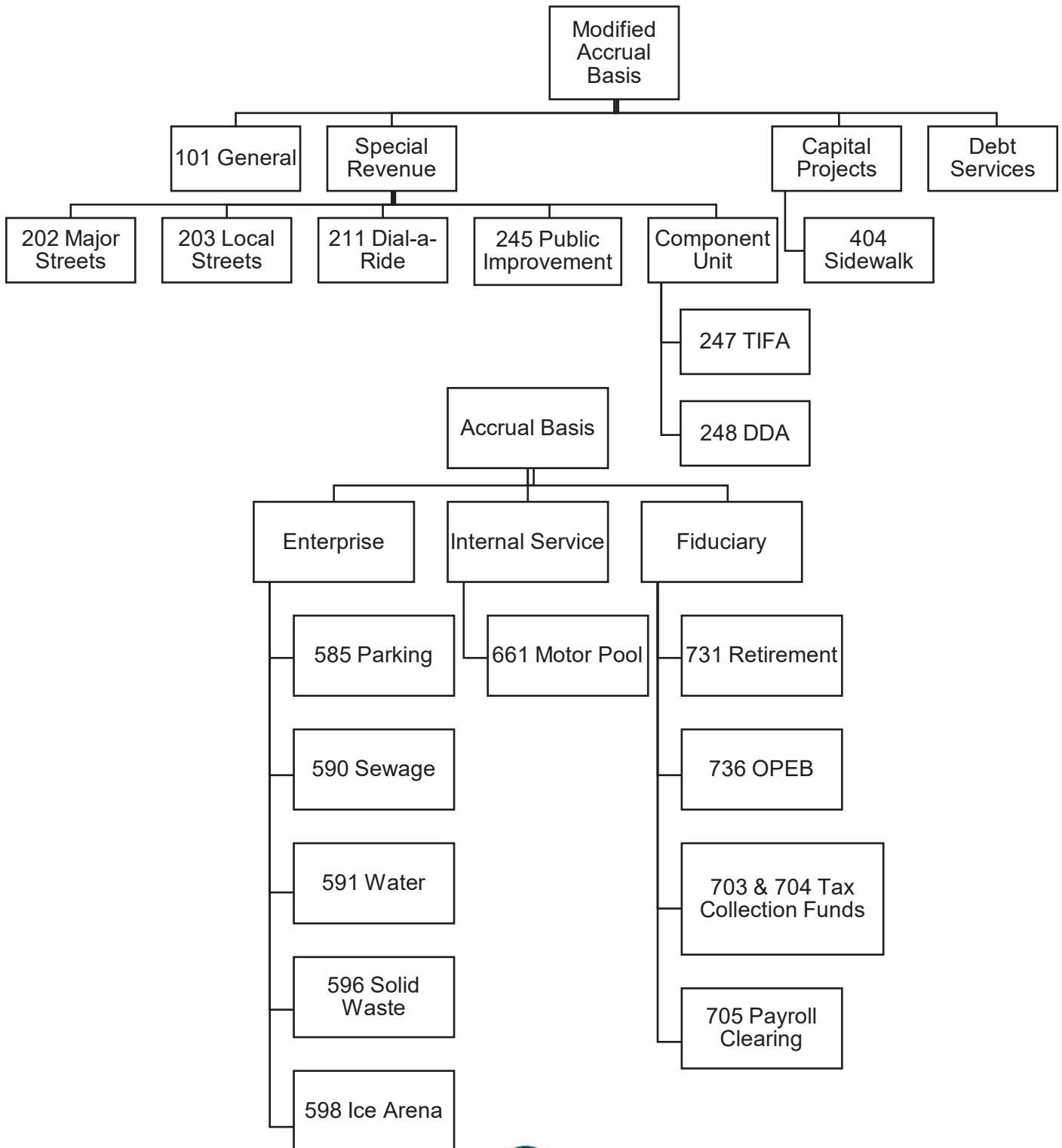
Other Post-Employment Benefits Contributions Policy

The City of Mount Clemens shall make contributions to the City of Mount Clemens Health Trust Fund system or its successor in accordance with the recommendation of an independent actuarial valuation which shall be conducted on an annual basis.

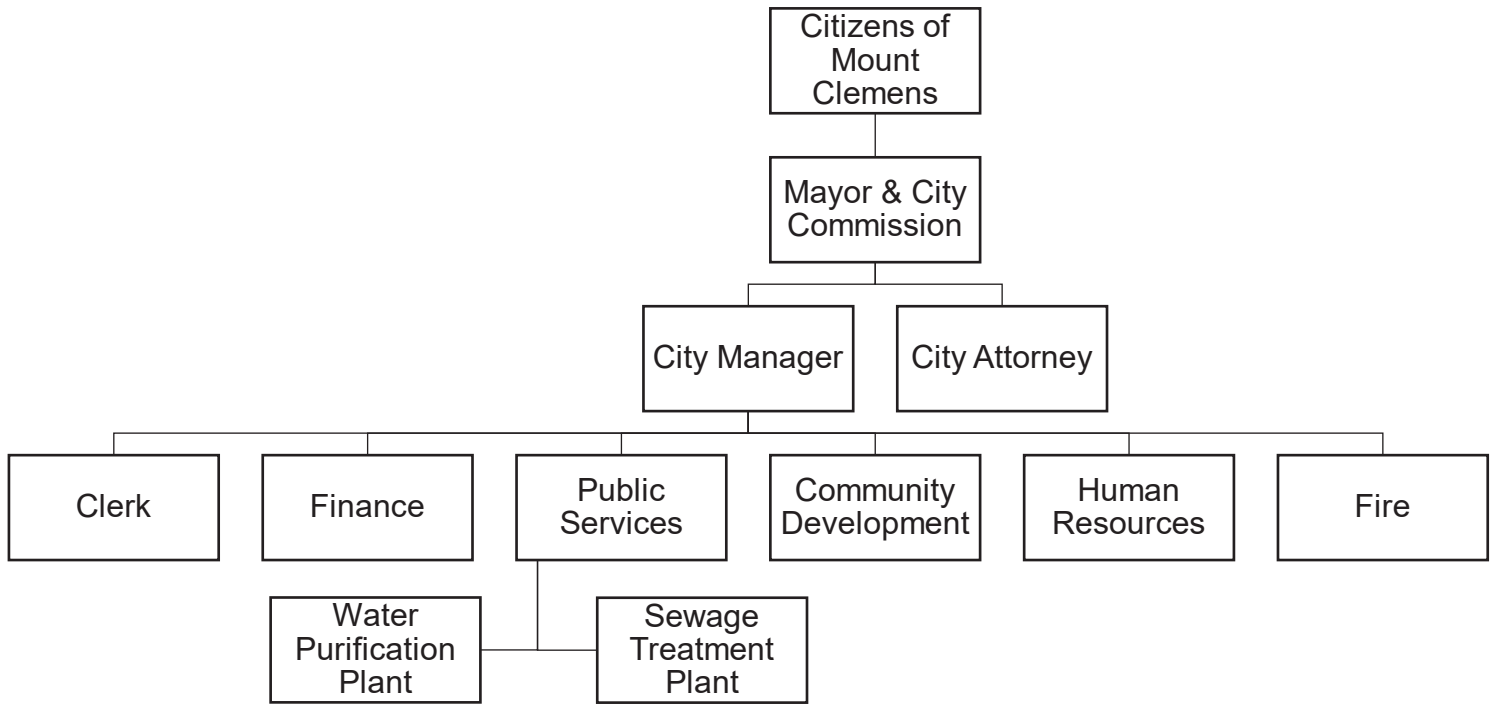
At this time the City shall follow the guidelines established by The Department of Treasury and approved by the Municipal Stability Board as stated in The Corrective Action Plan effective December 2018.



Financial Organization Chart



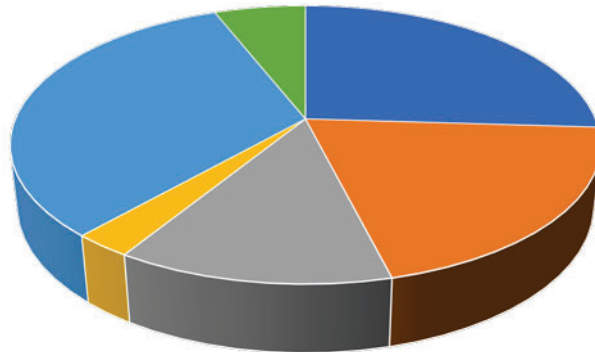
Organizational Chart



Budget Summary All Funds	General	Special Revenue	Enterprise	Motor Pool	Sidewalk	Total
Revenues						
Taxes	7,548,350	612,650	114,000			8,275,000
Grants	2,809,900	2,078,680	1,517,850			6,406,430
Interest, Rents & Contributions	230,600	1,487,060	1,518,400	822,000		4,058,060
Other	268,000	83,300	19,120		500,000	870,420
Licenses, Charges & Fines	1,067,500	88,600	9,174,810	22,000		10,352,910
Transfers		229,350	425,000	1,000,000	250,000	1,904,350
Total Revenues	11,924,350	4,579,640	12,769,180	1,844,000	750,000	31,867,170
Expenditures						
General Government	1,977,320	483,600				2,460,920
Public Safety - Police	5,577,330					5,577,330
Public Works	437,000	1,972,400	14,469,940	1,287,950		18,167,290
Community & Economic Development	957,870	2,003,470				2,961,340
Recreation	566,890		1,681,100			2,247,990
Other- Insurance & Benefits	541,900	111,200				653,100
Capital Outlay					751,500	751,500
Transfers Out & Other Uses	2,943,310	4,468,440	12,769,180	20,000		31,214,070
Total Expenditures	13,001,620	4,822,720	16,514,840	1,307,950	751,500	36,398,630
Change In Fund Balance	(1,077,270)			536,050	(1,500)	

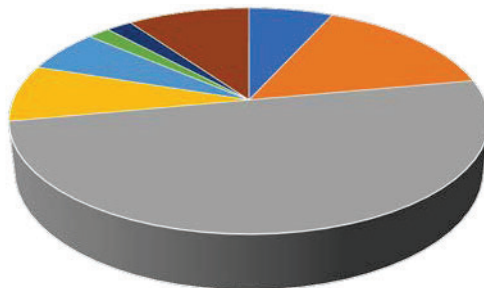


Budget Summary- All Funds Revenue



- | | |
|-----------------------------------|-------------|
| ■ Taxes | ■ Grants |
| ■ Interest, Rents & Contributions | ■ Other |
| ■ Licenses, Charges & Fines | ■ Transfers |

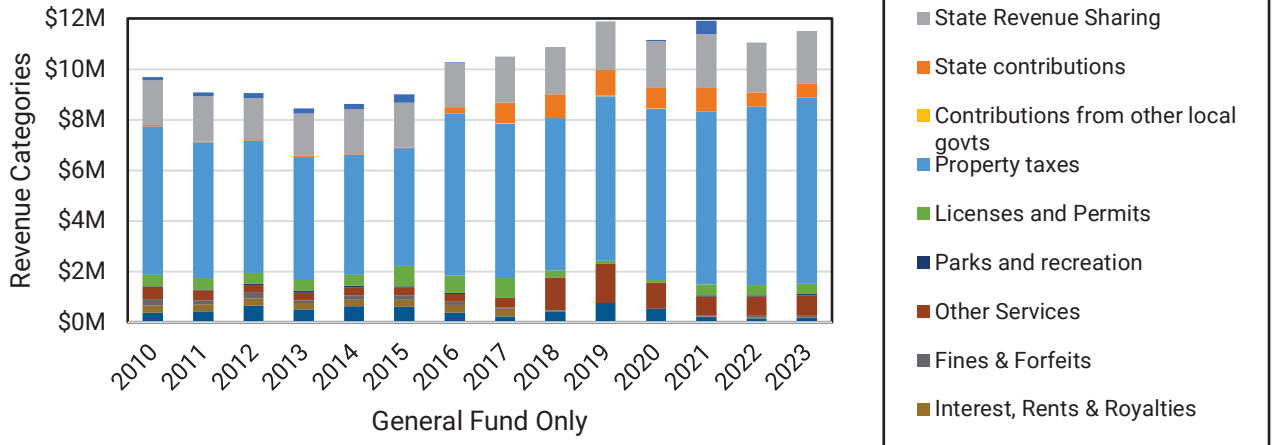
Budget Summary- All Funds Expenditures



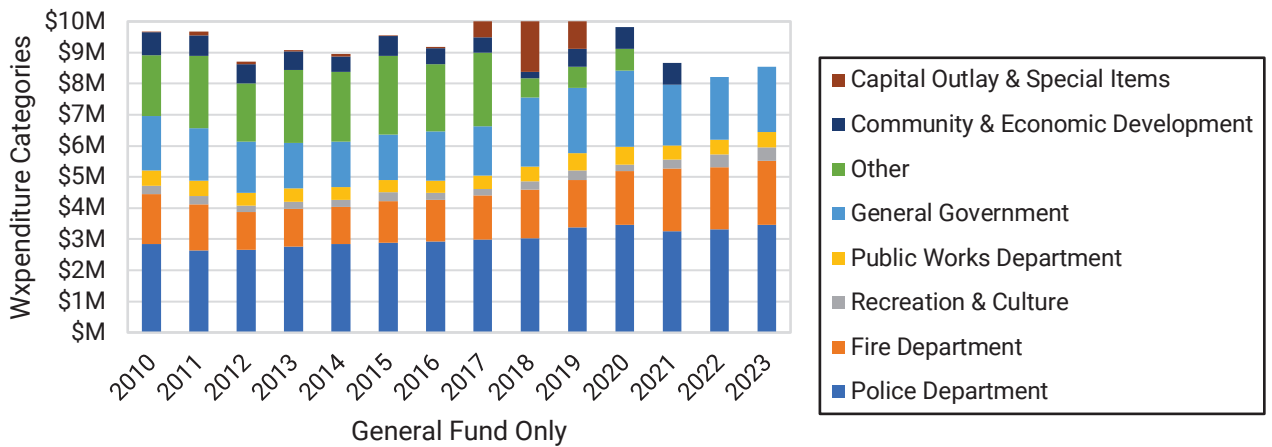
- | | |
|----------------------|------------------------------------|
| ■ General Government | ■ Public Safety - Police |
| ■ Public Works | ■ Community & Economic Development |
| ■ Recreation | ■ Other- Insurance & Benefits |
| ■ Capital Outlay | ■ Transfers Out & Other Uses |



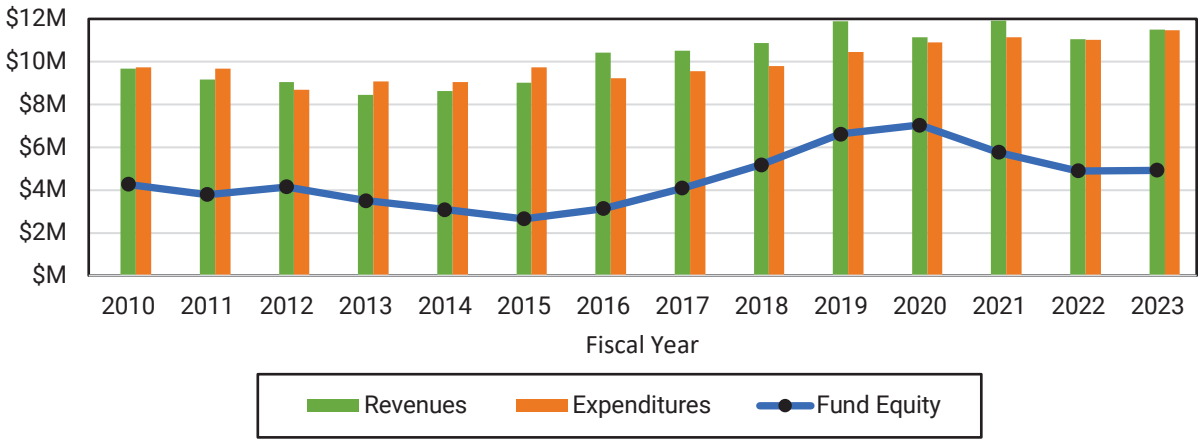
City of Mount Clemens Where the Money Comes From by Function



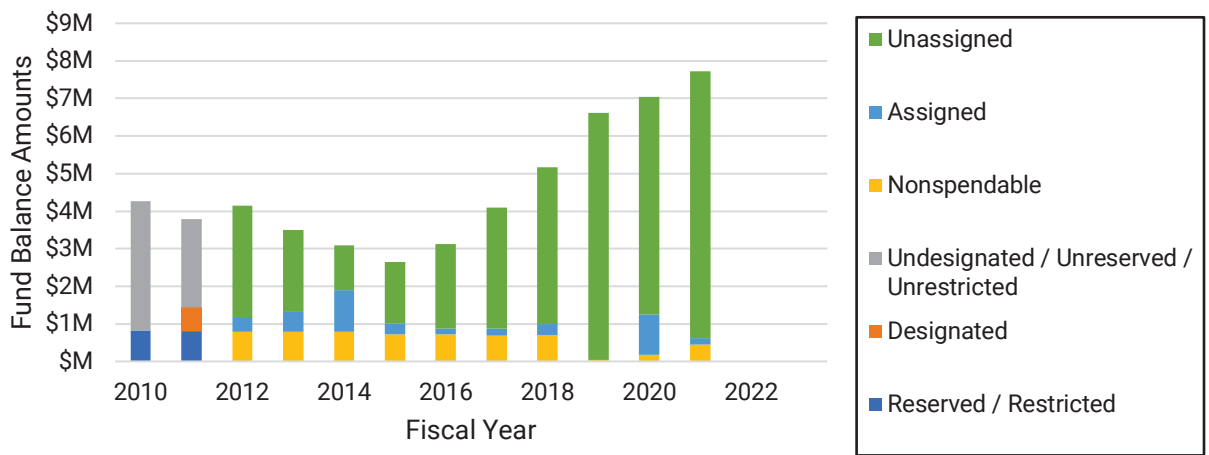
City of Mount Clemens How the Money is Spent by Function



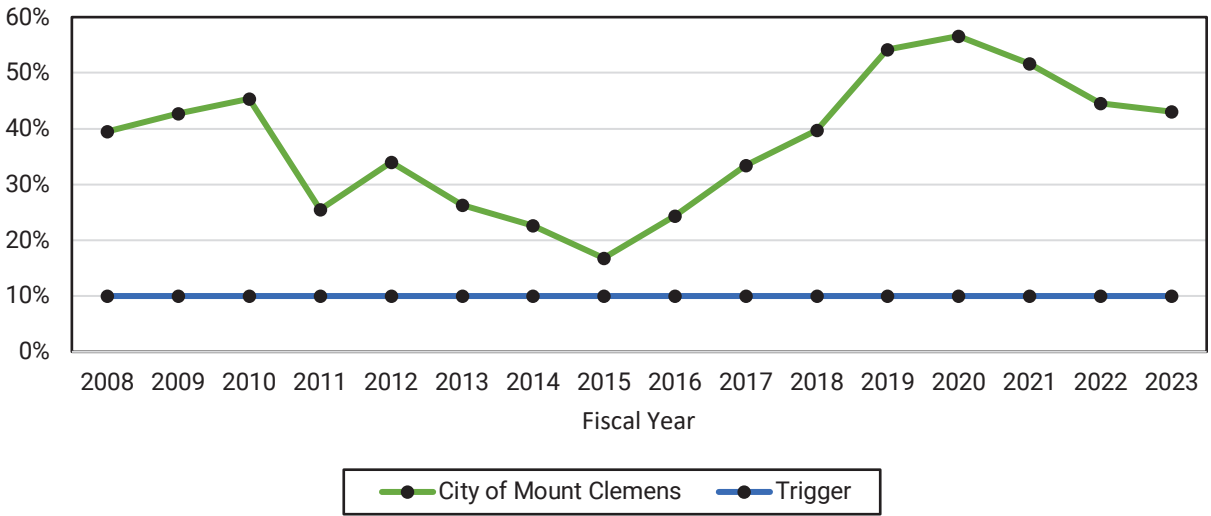
City of Mount Clemens
How We Have Managed Our Resources
(Includes General Fund)



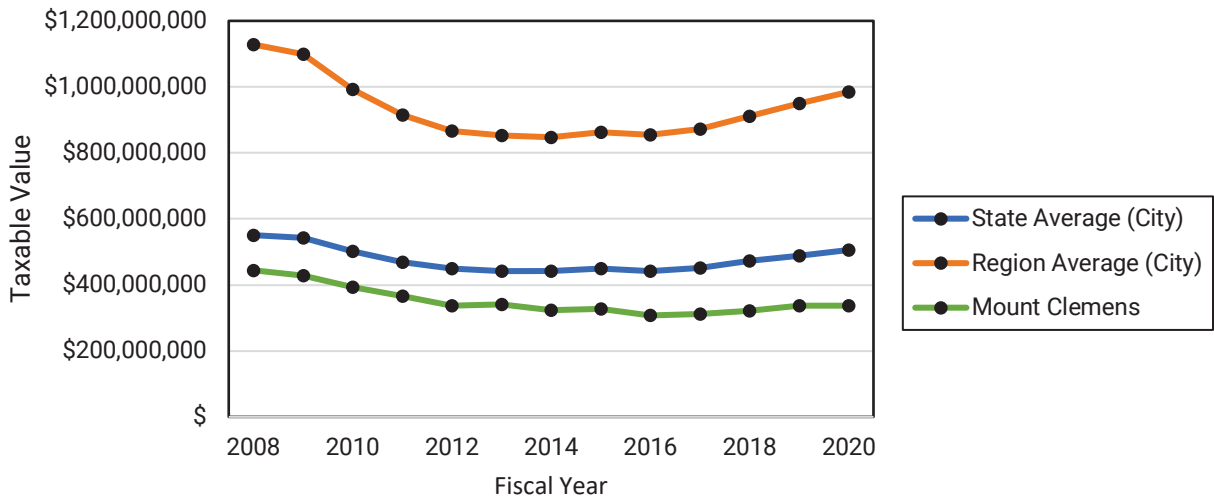
City of Mount Clemens
Components of Fund Equity
General Fund Only



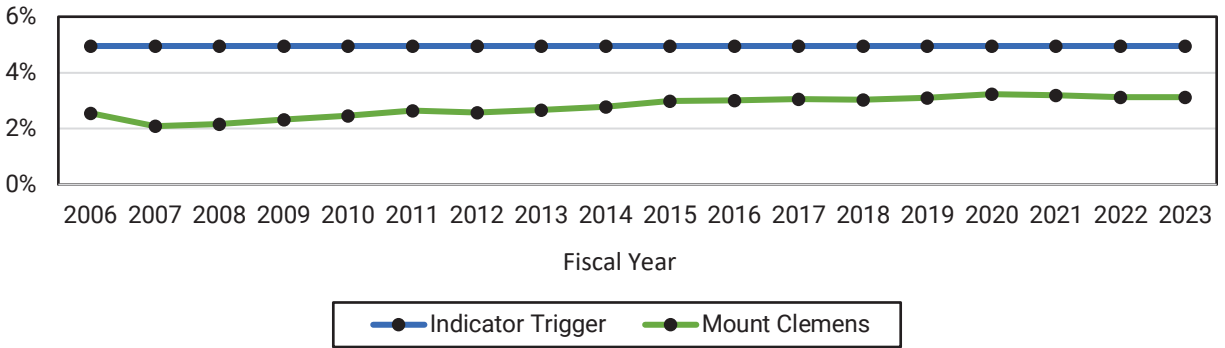
City of Mount Clemens Available Reserves as a Percent of Total Expenditures



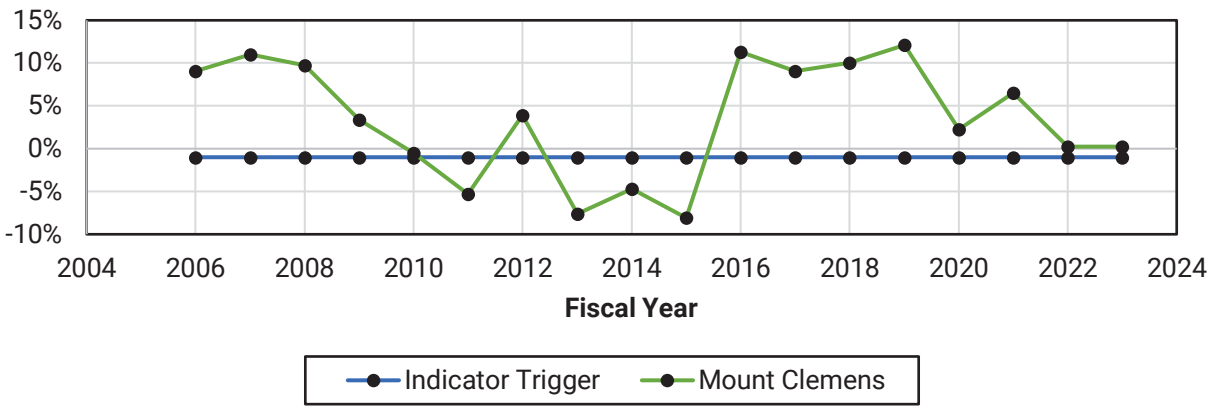
City of Mount Clemens Taxable Value Trends



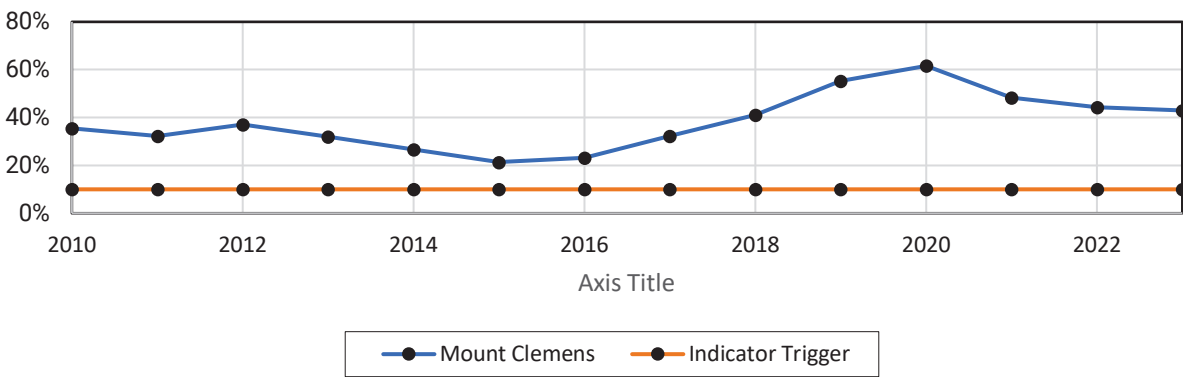
General Fund Expenditures as a Percent of Taxable Value



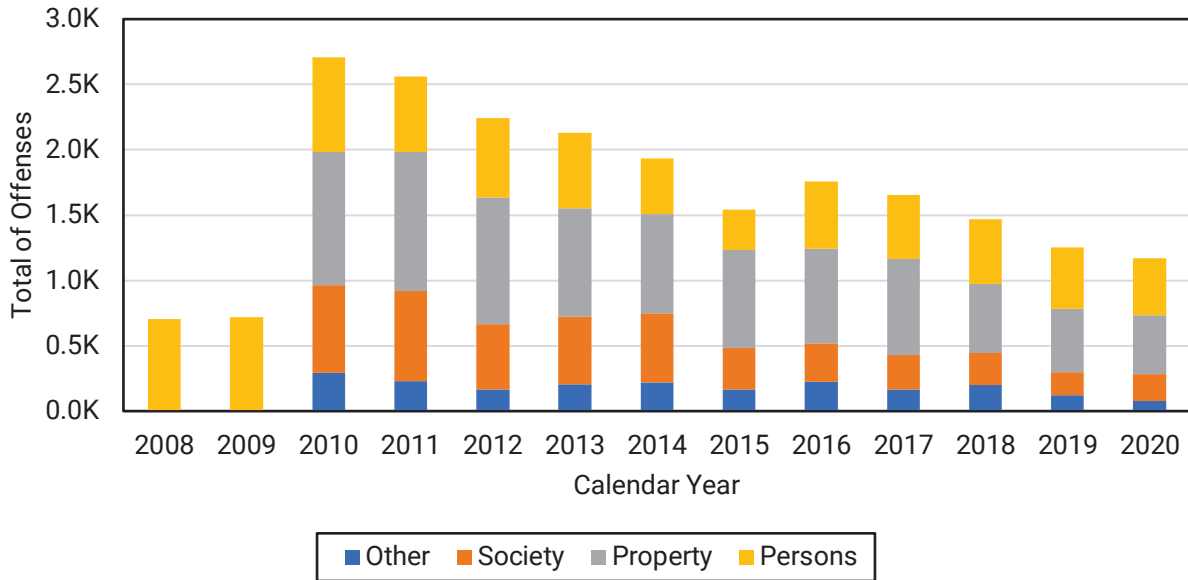
General Funds Operating Results
(Revenues- Expenses)- Revenue



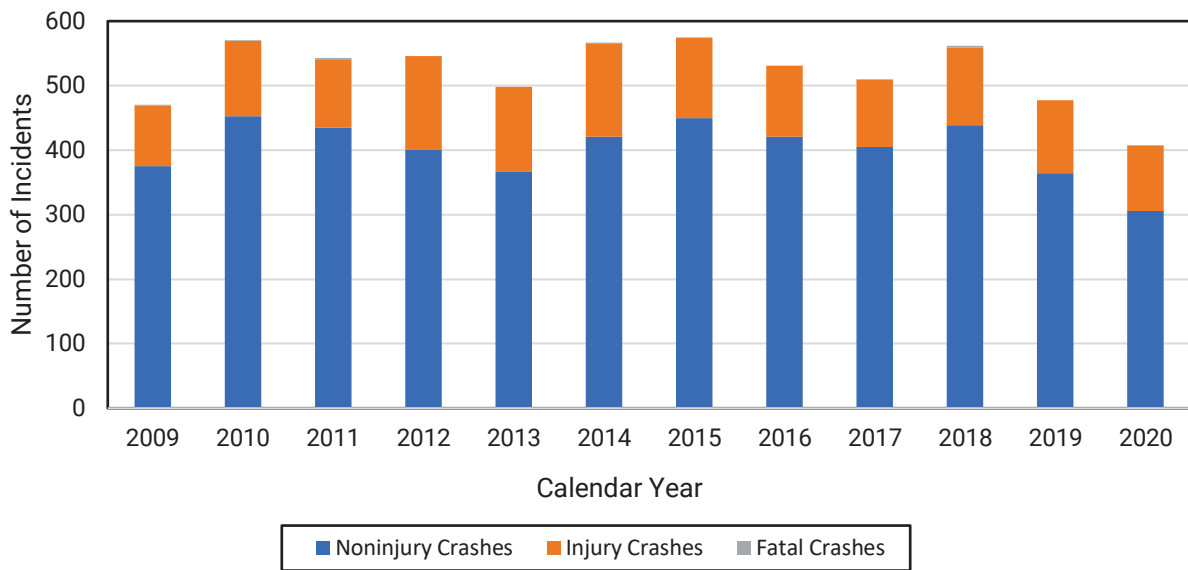
General Fund Balance as a Percent of Fund Revenues



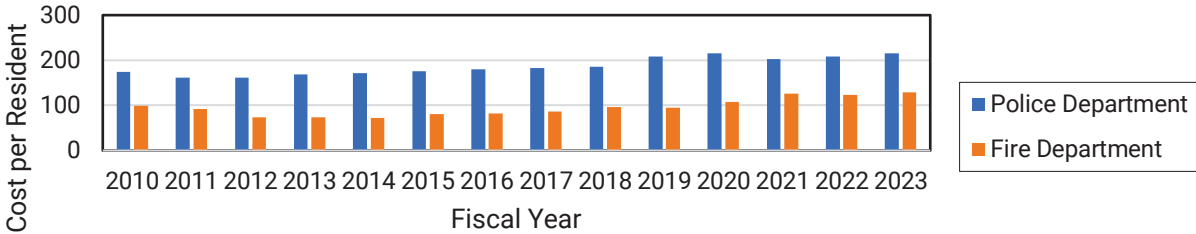
City of Mount Clemens
Crime Statistics Displaying Number of Offenses



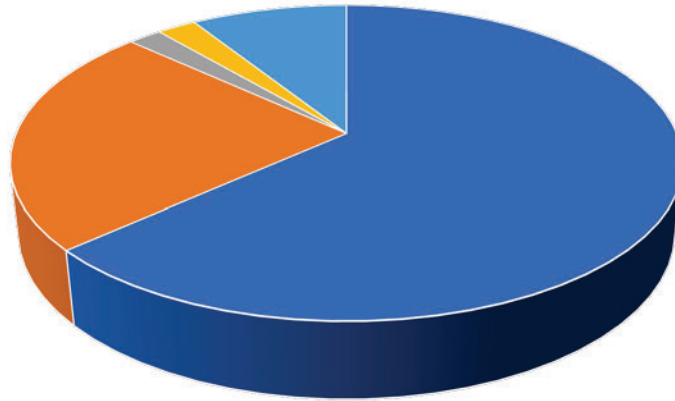
City of Mount Clemens
Crash Analysis Displaying Number of Incidents



City of Mount Clemens Public Safety (General Fund)

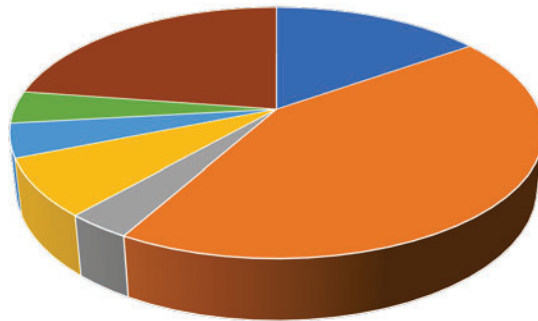


General Fund Revenue



- Taxes
- Grants
- Interest, Rents & Contributions
- Other
- Licenses, Charges & Fines

General Fund Expenditures



- General Government
- Public Safety - Police
- Public Works
- Community & Economic Development
- Recreation
- Other- Insurance & Benefits
- Capital Outlay
- Transfers Out & Other Uses



General Funds: Fund 101 General Fund

Revenue	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fees	Transfers	Totals
2019-20 Actual	2,718,337	208,197	298,141	957,583	0	11,031,299
2020-21 Actual	3,524,738	240,790	180,456	1,008,912	1,240	11,907,230
2021-22 Budget	2,459,187	245,500	133,500	1,029,100	0	11,053,037
2021-22 as of 2/28/02	1,390,858	106,496	166,087	570,294	0	9,125,779
2021-22 Projected	2,707,520	215,500	161,000	1,045,189	0	11,514,174
2022-23 Dept.	2,845,200	240,500	183,500	1,039,800	0	11,631,500
2022-23 Mgr. Rec.	2,809,900	230,600	268,000	1,067,500	0	11,924,350
2022-23 Adopted	0	0	0	0	0	0
2023-24 Forecast	2,866,090	235,210	273,360	1,088,850	0	12,234,510
2024-25 Forecast	2,923,410	239,910	278,810	1,110,600	0	12,552,980
2025-26 Forecast	2,981,880	244,710	284,390	1,132,780	0	12,880,060
2026-27 Forecast	3,041,520	249,600	290,070	1,155,430	0	13,215,970

Appropriations	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	5,445,752	113,353	5,081,194	167,810	10,858,109
2020-21 Actual	4,996,502	112,388	5,263,505	256,867	11,129,262
2021-22 Budget	4,832,518	153,024	5,890,716	104,223	11,230,481
2021-22 as of 2/28/02	3,099,216	67,743	3,587,766	373,814	7,538,847
2021-22 Projected	4,676,659	119,895	5,870,807	264,032	11,591,743
2022-23 Dept.	4,617,778	149,812	6,009,269	218,100	11,557,959
2022-23 Mgr. Rec.	4,792,970	121,360	7,243,650	173,640	13,001,620
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	4,930,770	124,360	6,399,660	577,000	12,581,790
2024-25 Forecast	5,072,620	127,440	6,559,610	1,091,500	12,951,170
2025-26 Forecast	5,199,450	130,590	6,723,480	187,500	12,341,020
2026-27 Forecast	5,297,390	130,590	6,723,480	9,500	12,260,960



Mayor and City Commission

The mission of the mayor and commission is to govern the City of Mount Clemens in such a manner as to provide a safe, healthy, and sustainable community.

As provided for in the city charter, Mount Clemens has a commission-manager form of government. A commission consisting of a mayor and six commissioners has full power and authority, except as herein otherwise provided, to exercise all the powers conferred upon the city.

The commission appoints the manager as the chief administrative officer of the city. The commission selects the city manager based on his executive and administrative qualifications. The commission constitutes the legislative and governing body of the city, possessing all the powers herein provided for, with power and authority to pass ordinances and adopt resolutions as they shall deem proper to exercise any or all these powers possessed by the city.

The members of the commission are elected on a non-partisan ballot by the city at large. To be eligible for the office of mayor or commissioner, a person shall have been a resident of the City of Mount Clemens at least one year immediately preceding election.

Three commissioners are elected to four-year terms every two years to always ensure experienced legislators. The mayor is elected for a two-year term.

The mayor is the presiding officer of the commission. In the absence of the mayor, the mayor pro tempore is the presiding officer.

Each elected official has one vote that can be cast on each motion. Appointed officials do not have a vote. Four members of the commission constitute a quorum and may conduct city business. Ordinance and resolutions require four affirmative votes to be approved.

City commission meetings are held every first and third Monday of the month (with some exceptions) at 7:00 p.m. in the commission chambers of city hall at 1 Crocker. Meetings are open to the public. During the COVID-19 pandemic meetings are held electronically. Meeting videos can be found on the city YouTube channel, Bath City Beat.



101.000 - Commission	Personal Services	Supplies	Other	Totals
2019-20 Actual	9,039	0	0	9,039
2020-21 Actual	11,339	0	0	11,339
2021-22 Budget	11,500	0	0	11,500
2021-22 as of 2/28/02	5,750	0	0	5,750
2021-22 Projected	15,000	0	0	15,000
2022-23 Dept.	18,500	500	1,500	20,500
2022-23 Mgr. Rec.	18,500	470	1,420	20,390
2022-23 Adopted	0	0	0	0
2023-24 Forecast	19,050	480	1,460	20,990
2024-25 Forecast	19,620	490	1,500	21,610
2025-26 Forecast	20,110	500	1,540	22,150
2026-27 Forecast	20,610	500	1,540	22,650



City Manager

The mission of the city manager is to manage the delivery of the city's services efficiently and effectively as established by the mayor and the city commission's goals, objectives and policies and as prescribed by the city charter.

The city manager is the chief administrative officer of the city. The manager is chosen by the commission based on his/her executive and administrative qualifications, in addition to other criteria described in the city charter.

The city manager is responsible to the commission for the proper administration of the affairs of the city and makes most appointments, including the heads of departments.

Another important duty involves maintaining effective communication with, and being available for, the city commission. The city manager is required to be present at all meetings of the commission and be present at meetings of its committees and to take part in discussions but has no vote.

The city manager's office oversees, administers, and supervises all departments within the city. The city manager's office acts as the chief operating officer for the local government.

The office sets the commission agendas, negotiates with the city's bargaining units, coordinates all special projects, works with all neighborhood associations and nonprofit and business groups, and has general control of all operational, financial, support and maintenance functions of the city government.

According to city charter, not later than 30 days before the first regular meeting in April, the city manager must prepare and submit to the commission an annual budget for the ensuing fiscal year, based upon detailed estimates furnished by the finance department and numerous other divisions of the city government.



GOALS

OBJECTIVES

-
- | | |
|--|---|
| <ol style="list-style-type: none">1. Complete the city commission's goals and objectives adopted as part of the strategic plan.2. Perform all city operations as efficiently and effectively as possible3. Proactively promote meaningful, open, and respectful dialogue that enables effective decision making.4. Support neighborhoods by encouraging community involvement and family activities.5. Encourage and support diverse investment to maximize property values and facilitate employment opportunities and desirable housing.6. Preserve Mount Clemens as a safe and healthy community through sound fiscal policy, strategic planning, decisive actions, and effective management of taxpayer's assets. | <ul style="list-style-type: none">• Complete RFP for branding, recommend proposal to city commission, manager process.• Make further improvements to budget including a multi-year forecast.• Prepare a new capital improvement plan.• Improve relationship with Macomb County.• Complete ice arena improvement bonding for compressors, roof, and parking lot resurfacing.• Revise city newsletter, update website, expand use of social media, improve media relations. Explore conducting community survey (not budgeted).• Participate in meetings and activities of the parks and recreation board and find low-cost ways to bring recreation opportunities to Mount Clemens youth and adults including senior adults.• Find a way to address the homeless problem effectively and humanly. |
|--|---|

Cost Center Position Detail - Home Base



Full & Part-time Employees

	<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>		<u>2021</u>	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
City Manager												
Admin. Assistant												
Confidential Secretary			1		1		1		1		1	
City Manager									1		1	
Interim City Manager/ Clerk	1		1		1		1					
TOTALS	1	0	2	0	2	0	2	0	2	0	2	0



172.000 - Manager	Personal Services	Supplies	Other	Totals
2019-20 Actual	154,960	588	17,029	172,577
2020-21 Actual	188,060	634	29,315	218,009
2021-22 Budget	221,076	800	24,200	246,076
2021-22 as of 2/28/02	149,427	81	11,777	161,285
2021-22 Projected	199,919	700	20,225	220,844
2022-23 Dept.	215,580	800	22,100	238,480
2022-23 Mgr. Rec.	215,900	750	20,980	237,630
2022-23 Adopted	0	0	0	0
2023-24 Forecast	222,380	770	21,510	244,660
2024-25 Forecast	229,050	790	22,050	251,890
2025-26 Forecast	234,780	810	22,590	258,180
2026-27 Forecast	240,630	810	22,590	264,030

172.120 - Community Promotion	Other	Totals
2019-20 Actual	12,155	12,155
2020-21 Actual	47,373	47,373
2021-22 Budget	67,000	67,000
2021-22 as of 2/28/02	26,146	26,146
2021-22 Projected	67,000	67,000
2022-23 Dept.	57,000	57,000
2022-23 Mgr. Rec.	69,140	69,140
2022-23 Adopted	0	0
2023-24 Forecast	70,870	70,870
2024-25 Forecast	72,640	72,640
2025-26 Forecast	74,450	74,450
2026-27 Forecast	74,450	74,450



Finance Department

The mission of the finance department is to continually excel in providing accurate and timely data, demonstrate unquestioned integrity, character in relationships, and foster a keen focus on providing quality information to our municipal customers.

The Director of Finance has the responsibility of the administration of the financial affairs of the city insofar as they relate to the keeping of accounts and financial records and the disbursement of city funds.

The short-term and long-term financial planning, cost allocation, labor contract costing, budget preparation and capital improvement plan coordination are performed by the finance department. The budget is prepared in accordance with the city charter and the state's budgeting act. The budget function includes all the personnel costing, cost allocation, monitoring, amendments, and various reporting.

The office accounts for approximately 21 funds and 150 cost centers, utilizing 2 different banking institutions. All account records are kept by the finance department showing all the financial transactions of the city including cash receipts, cash disbursements, revenues accrued, and liabilities incurred and all transactions affecting the acquisition, custody, and disposition of city property. In addition, they make such reports of the financial transactions and conditions of the city as required by law, ordinance, or resolution. Utility billing and accounts payable functions are performed within the department. Lastly, the office works closely with the independent C.P.A firm which under state law must conduct an annual audit on all the funds which comprise the city's accounting records.

The department supports other city departments with their purchases by providing assistance with bid and quotation solicitation and review of responses for the procurement of goods and services and purchase order processing. The procurement process is currently more decentralized, and services are limited due to a part-time position supporting the function.

In accordance with the city ordinance, the Finance Director serves as the officer for the retirement system and the custodian of its assets. The department is responsible for the preparation of estimated and final pension benefit calculations, monthly pension benefit payments, day-to-day administration of the system and provides data for the actuarial valuations. The director of finance also serves as the administrator to other benefit plans.

The sale of municipal bonds and the maintenance of the bond service payments are administered within the department along with the development of utility (water and sewage disposal) rates, various financial reports, certain aspects of risk management and assistance with grant reporting. The Director of Finance is ultimately responsible for the other fiscal related functions such as treasury, assessing, and information services.



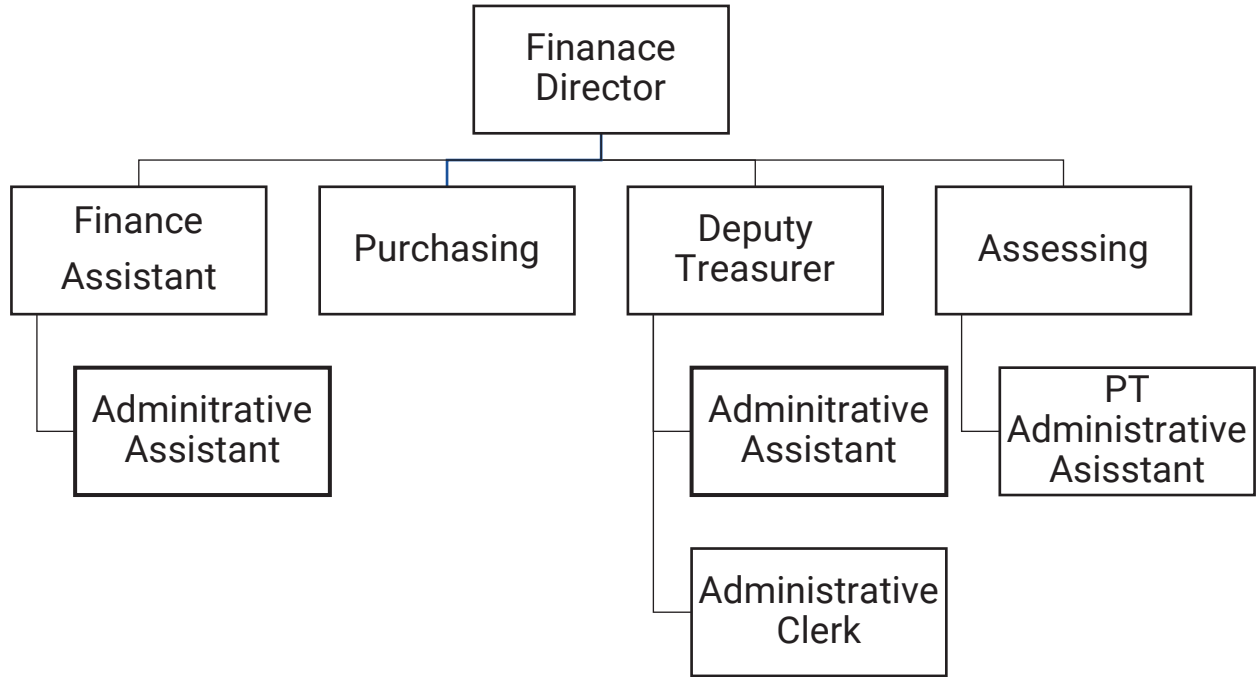
GOALS

OBJECTIVES

-
1. To timely close all year-end financial transactions in order to present the annual audit to the department heads, Mayor, and city commission within four months of the fiscal year end
 2. Download the audited financial records of the city into the network of the city's website in a concise and easily readable format.
 - 3.
 4. To design and coordinate an efficient cash management system in order to maximize the short-term investment strategy of the treasurers office.
- To review the current chart of accounts and modify where necessary to create a more user friendly as well as to edit the system for inconsistencies that were downloaded during the 2018 accounting conversion.
 - Reduce the cost of preparing the annual city audit.
 - Implement a new financial management system utilizing technology to improve upon efficiencies and reporting capabilities.
 - Assist with the facilitation of the development of a strategic revenue and grant procurement plan.
 - Aggressively pursue investigations into cost savings opportunities for the city in addition to revenue generating opportunities.



Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>		<u>2021</u>	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Finance												
Director	1		1		1		1		1		1	
Deputy Treasurer	1		1		1		1		1		1	
Deputy Finance Director	1		1		1							
Finance Assistant									1		1	
Accounting Technician I	1		1		1		1		1			
Accounting Technician II												1
Administrative Assistant												1
Adm. Clerk.			1						1		1	
Clerk/Typist	2		1		1		2					
Assessing Admin. Assistant												1
TOTALS	6	0	6	0	5	0	5	0	5	0	6	1



191.000 - Accounting	Personal Services	Other	Capital Outlay	Totals
2019-20 Actual	52,457	860	0	53,317
2020-21 Actual	156,866	20,941	16,472	194,279
2021-22 Budget	181,807	26,700	0	208,507
2021-22 as of 2/28/02	122,841	16,017	0	138,858
2021-22 Projected	180,194	26,100	0	206,294
2022-23 Dept.	180,252	27,250	0	207,502
2022-23 Mgr. Rec.	186,850	26,400	0	213,250
2022-23 Adopted	0	0	0	0
2023-24 Forecast	192,450	27,060	0	219,510
2024-25 Forecast	198,210	27,740	0	225,950
2025-26 Forecast	203,160	28,430	0	231,590
2026-27 Forecast	208,230	28,430	0	236,660

191.101 - Accounting Administration	Personal Services	Supplies	Other	Totals
2019-20 Actual	85,295	42	43,312	128,649
2020-21 Actual	0	0	0	0
2021-22 Budget	0	0	0	0
2021-22 as of 2/28/02	0	0	0	0
2021-22 Projected	0	0	0	0
2022-23 Dept.	0	0	0	0
2022-23 Mgr. Rec.	0	0	0	0
2022-23 Adopted	0	0	0	0
2023-24 Forecast	0	0	0	0
2024-25 Forecast	0	0	0	0
2025-26 Forecast	0	0	0	0
2026-27 Forecast	0	0	0	0



223.000 - Auditing Services	Other	Totals
2019-20 Actual	39,827	39,827
2020-21 Actual	45,000	45,000
2021-22 Budget	47,000	47,000
2021-22 as of 2/28/02	34,000	34,000
2021-22 Projected	47,000	47,000
2022-23 Dept.	60,000	60,000
2022-23 Mgr. Rec.	57,000	57,000
2022-23 Adopted	0	0
2023-24 Forecast	58,420	58,420
2024-25 Forecast	59,880	59,880
2025-26 Forecast	61,380	61,380
2026-27 Forecast	61,380	61,380

233.000 - Central Purchasing	Personal Services	Supplies	Other	Totals
2019-20 Actual	68,876	65,064	21,525	155,465
2020-21 Actual	68,381	53,644	21,660	143,685
2021-22 Budget	71,465	72,200	14,450	158,115
2021-22 as of 2/28/02	68,127	33,323	7,365	108,815
2021-22 Projected	92,122	56,000	8,450	156,572
2022-23 Dept.	57,803	75,000	15,450	148,253
2022-23 Mgr. Rec.	64,850	57,850	17,290	139,990
2022-23 Adopted	0	0	0	0
2023-24 Forecast	66,790	59,290	17,720	143,800
2024-25 Forecast	68,790	60,770	18,150	147,710
2025-26 Forecast	70,520	62,290	18,600	151,410
2026-27 Forecast	72,280	62,290	18,600	153,170



Treasurer

The mission of the treasurer's office is to collect effectively and efficiently, secure, invest, and disburse all city monies, which includes tax billing, water billing, accounts receivables, special assessments, parking funds, and numerous miscellaneous receivables and disbursements. All taxes, special assessments, and license fees, accruing to the city, are collected by the deputy city treasurer. All money received by any officer or employees of the city for or in connection with the business of the city is remitted to the deputy city treasurer and deposited to one of the approved banking institutions.

The treasury office collects and redistributes property taxes for all of the various taxing authorities within the city including city operation tax, library tax, MCCC operation, Macomb I.S.D, Mt. Clemens School, and several other agencies regulated by law. In addition, the office handles all accounts receivable billing, water/sewer utility receipts, parking permits, collection, balancing and accounting for city revenues collected by the cashier.

The deputy city treasurer is responsible for cash management: investing and tracking investments of city funds, the strategic planning of investments to cover regular monthly planned expenditures, such as accounts payable, payroll and retirement, as well as cash flow planning for less-regular expenditures, such as large construction contract or semi-annual bond payments.

Assessor

The assessor's office uniformly and accurately values all taxable property in the City of Mount Clemens. The office is responsible for preparing the assessment rolls and tax rolls of the city for all classes of property subject to taxation. The state constitution and statutes require that, notwithstanding any other provision of law, the assessed values placed upon the assessment roll shall be at 50 percent of true cash value.

The office is a valuable source of information for the public, maintaining data on each parcel of property in the city. This includes plat maps and record cards for over 5993 real property parcels. Additionally, an outside vendor, by contract, maintains approximately 955 personal property parcels. The total parcels include these ad valorem parcels, industrial facilities tax (IFT), tax increment financing authority (TIFA), downtown development authority (DDA), brownfield redevelopment authority properties, and several other tax development zones.

The city assessor conducts a board of appeals hearing three times a year to hear any discussion and or appeal that a resident or property owner may have. The city website has the dates of the upcoming appeal boards.



253.000 - Treasurer	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	149,514	674	1,334	0	151,522
2020-21 Actual	156,268	23	3,172	0	159,463
2021-22 Budget	182,570	0	4,550	0	187,120
2021-22 as of 2/28/02	130,929	0	4,647	1,771	137,347
2021-22 Projected	189,095	0	6,550	1,800	197,445
2022-23 Dept.	187,227	0	5,850	1,000	194,077
2022-23 Mgr. Rec.	195,300	0	4,890	950	201,140
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	201,150	0	5,000	0	206,150
2024-25 Forecast	207,190	0	5,120	0	212,310
2025-26 Forecast	212,370	0	5,240	0	217,610
2026-27 Forecast	217,680	0	5,240	0	222,920

257.000 - Assessor	Personal Services	Supplies	Other	Totals
2019-20 Actual	55,956	0	97,368	153,324
2020-21 Actual	73,606	400	109,765	183,771
2021-22 Budget	17,023	0	104,400	121,423
2021-22 as of 2/28/02	9,900	0	68,750	78,650
2021-22 Projected	19,571	0	103,000	122,571
2022-23 Dept.	19,816	0	111,000	130,816
2022-23 Mgr. Rec.	25,650	0	104,780	130,430
2022-23 Adopted	0	0	0	0
2023-24 Forecast	26,410	0	107,400	133,810
2024-25 Forecast	27,210	0	110,090	137,300
2025-26 Forecast	27,890	0	112,840	140,730
2026-27 Forecast	28,590	0	112,840	141,430



899.000 - Tax Tribunal Refunds	Other	Totals
2019-20 Actual	799	799
2020-21 Actual	2,329	2,329
2021-22 Budget	20,000	20,000
2021-22 as of 2/28/02	22,504	22,504
2021-22 Projected	25,000	25,000
2022-23 Dept.	25,000	25,000
2022-23 Mgr. Rec.	23,750	23,750
2022-23 Adopted	0	0
2023-24 Forecast	24,340	24,340
2024-25 Forecast	24,950	24,950
2025-26 Forecast	25,570	25,570
2026-27 Forecast	25,570	25,570



City Clerk

The mission of the city's clerk's office is to provide friendly and courteous public service, support the city commission and administer elections as prescribed by federal and state law and the city charter, with the highest degree of ethical, professional service.

Pursuant to the city charter, the city clerk is the custodian of the city seal, administers the oath of office, signs and attests all ordinances, contracts, resolutions and agreements approved by the city commission; and keeps a journal of record of the city commission's proceedings. In addition, the city clerk performs such other duties as are prescribed by the charter, the general laws of the state, or by the city commission.

The city clerk serves as the custodian of the official documents and records of the city and coordinates and administers all elections held for the city.

In accordance with the Michigan Open Meetings Act, the clerk's office oversees the posting of meeting dates and notices, attends all meetings of the city commission, and transcribes minutes for city commission regular meetings, special meetings and work sessions. The city clerk also serves as administrator of the Mount Clemens Employees Retirement System, the Mount Clemens Health Care Trust, the Election Commission, the Local Officers' Compensation Commission and is secretary to the Civil Service Commission.

The city clerk is the freedom of information act coordinator and processes Freedom of Information Act (FOIA) requests; publishes legal notices, sends updates of all ordinances to Municode for codification, processes applications from residents who want to serve on city boards and committees, and maintains a list of board members and applications of qualified candidates.

Other duties include processing permit applications for annual business registrations, waste hauler permits, auctions, fireworks displays, door-to-door solicitation, dog/cat licensing, transient merchants and medical marihuana facilities permits.

In coordination with the city's charitable solicitation ordinance adopted in 2012, A "Do Not Knock" list was established and is maintained by the city clerk's office. This list is provided to door-to-door solicitors, along with their soliciting permit. "No solicitation" stickers are provided to residents who request to be on the list.

The city clerk's office continues to maintain the historical records of the city by restoring historical minute books and by adding documents, minutes and agendas to the city's website, for increased accessibility and transparency.



GOALS

OBJECTIVES

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- | | |
|--|---|
| <ol style="list-style-type: none">1. To be in compliance with the city charter and all state laws related to the duties of the city clerk's office.2. To conduct the duties of the clerk's office, including issuing permits and processing FOIA requests, efficiently and fairly, while providing information with the utmost integrity and transparency.3. To provide excellent and efficient official record keeping using up-to-date technology, to keep records safe and accessible, while preserving the city's history.4. Utilize existing boards and commissions more effectively | <ul style="list-style-type: none">• Keep attending training and educating ourselves in order to be knowledgeable and up-to-date with all of the city's ordinances and state's new laws.• Continue to add documents to the city's website and provide online forms to the website to provide the information and make it easier for residents to find the information they are seeking.• Continue to find cost effective ways to preserve the history of the city's documents, operate the department, and serve the residents.• Had the Civil Service Commission members serve on Local Officers Compensation Commission |
|--|---|

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2023:

The city clerk's office operates with two full-time employees and some part-time temporary help when preparing for elections. There are two elections scheduled in fiscal year 2022-2023: the August 2, 2022, State Primary Election and the November 8, 2022 State General Election.

By working with the assessing department, the city clerk's office identified an estimated 200 additional businesses that are not currently registered with the city. This discovery could add an additional \$5000 a year to business registration revenue.

A significant upgrade will be made to Municode this year. Highlights include flat rate pricing for ordinance updates, an option to compare two versions of the city's online code, access to the ordinances of other municipalities and email notifications of updates to the code.

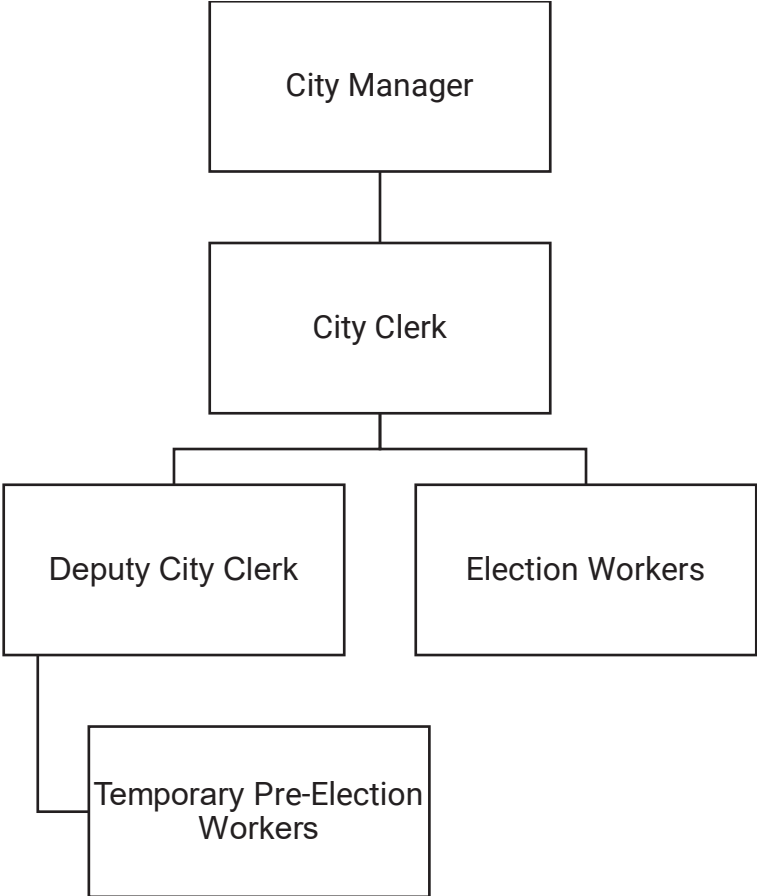


Performance Indicators / Outcome Measures

	<u>Actual</u>	<u>Actual</u>	<u>Actual*</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>
Documents Processed/Issued:	2018	2019	2020	2021	2022	2023
Freedom of Information Act (FOIA) Requests	32	47	19	64	70	75
Medical Marihuana Facility Permits	n/a	0	0	4	6	6
Business Registrations	521	523	522	531	730	720
Amusement Device Permits (Repealed 1/22)	n/a	42	24	26	0	0
Vending Machine Permits (Repealed 1/22)	n/a	65	74	92	0	0
Waste Hauler Permits	31	31	32	33	33	33
Transient Merchant Permits	1	1	1	1	1	1
Voter Information List Requests	n/a	n/a	9	16	20	25
Ice Cream Truck Permits	2	2	2	1	2	2
Door-to-Door Solicitor Permits	0	0	1	1	1	1
No Knock List (Participants)	n/a	n/a	397	405	410	420
Meeting Minutes	n/a	n/a	n/a	n/a	52	55
City Retirements Processed	n/a	n/a	n/a	n/a	8	3



Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>		<u>2021</u>	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
City Clerk												
City Clerk	1								1		1	
Deputy City Clerk	1		1		1		1		1		1	
TOTALS	2	0	1	0	1	0	1	0	2	0	2	0

215.000 - Clerk	Personal Services	Supplies	Other	Totals
2019-20 Actual	114,159	147	11,273	125,579
2020-21 Actual	147,483	187	14,551	162,221
2021-22 Budget	151,394	200	16,000	167,594
2021-22 as of 2/28/02	102,762	156	5,540	108,458
2021-22 Projected	150,891	300	6,550	157,741
2022-23 Dept.	148,861	160	16,470	165,491
2022-23 Mgr. Rec.	147,750	280	7,740	155,770
2022-23 Adopted	0	0	0	0
2023-24 Forecast	152,180	290	7,930	160,400
2024-25 Forecast	156,750	300	8,120	165,170
2025-26 Forecast	160,670	310	8,320	169,300
2026-27 Forecast	164,680	310	8,320	173,310



Elections

The mission of the elections division is to conduct safe, accurate and secure elections, while meeting the requirements of the federal and state election law and the city charter.

The elections division of the city clerk's office maintains the city's Qualified Voter File (QVF) for the State of Michigan and is responsible for administering elections in the city.

For an election cycle, the clerk's office orders election supplies, sends voter identification cards to new voters, creates and files mastercards for every voter, obtains county death certificates and deletes deceased voters from voting files, sends cancellation notices to voters with unverified residences, maintains a permanent absentee voter list, mails out absentee ballot applications/ballots to voters, makes arrangements for the use and layout of precinct locations and coordinates the delivery of voting equipment to the precincts.

Prior to the election, the clerk's office verifies candidate nominating petitions as well as ballot initiative petitions. Voter information lists are prepared on request from candidates for use in campaigning, including specific election data and daily lists.

The clerk's office ensures that all election equipment is tested for accuracy and routine maintenance such as the calibration and cleaning of the machines, is also performed. Precinct laptops are prepared, tested and uploaded with the Electronic Poll Book (EPB) software.

Over 50 election workers are recruited and trained for each election by the clerk's office. Training sessions and materials are created by the staff to correlate with Michigan's ever-changing election laws. The clerk's office also processes the payments for all the workers through accounts payable.

Post-election work includes tasks such as uploading voter history into the QVF, completing reports, conducting audits and/or recounts (if needed) and cleaning out the precinct supply carts.

Voter registration drives are conducted periodically with various nursing homes located within the city, as well as Mount Clemens High School.



GOALS

OBJECTIVES

1. To effectively administer elections by keeping informed of relevant legislation and improvements in technology and efficient process.
 2. Streamline election process wherever possible for all pre-election, election day and post-election procedures.
 3. Provide timely and accurate election results.
- Keep up to date with ever changing election procedures and laws.
 - Continue to seek and utilize new ideas to make the voting process as easy and convenient as possible that accommodate electors, whether voting at the precinct or by absentee ballot.
 - Always be prepared for any situation that may arise on election day; pay close attention to the Bureau of Elections updates

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2023:

Two elections were conducted in Mount Clemens in August 2021 and November 2021. Despite the temporary relocation of Precinct 2 due to the Mount Clemens Library's use of the Wilson Gym for storage during their reconstruction, as well as their use of the Community Center (Precincts 3 and 4), the elections were successful and ran smoothly.

The training of election workers has been enhanced this year with the addition of training videos, that were shown on the new projector purchased with funding from the Center for Technology and Civic Life (CTCL) grant.

The 2023 fiscal year budget will include two significant increases that haven't been seen in previous years. First, due to the redistricting changes that occurred in the state, all municipal clerks in the state of Michigan are required to send new voter ID cards to all registered voters in their jurisdictions. Though no precinct changes or ballot splits are occurring in our city, voters must still be informed of their new district numbers for Congress, State Senate, State Representative and County Commissioner. The cost of sending out 12,000 voter ID postcards will result in an increase of approximately \$3,000 in line item 904. This is a one-time charge.

The second change involves a maintenance cost that will be a regular expenditure in line item 933 going forward. On May 1, 2023, the city (like every municipality in Macomb County) will begin paying for maintenance on the DS-200 tabulators and ExpressVote machines for service years 6-10 to Elections Systems and Software (ES&S). The total cost of this service is \$3030 a year.



Performance Indicators / Outcome Measures

	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Actual <u>2021</u>	Projected <u>2022</u>	Projected <u>2023</u>
Number of Elections	3	1	3	2	2	1
Registered Voters	10,473	10,608	11,609	11,988	12,065	12,800
Active Registered Voters	9647	9,730	10,662	11,061	11,171	11,200
New Valid Registrations	1,081	1,001	1,664	1,105	1,500	1,000
Permanent AV List	1,400	1,533	3,021	2,921	3,000	3,100

Note: Elections Performance Indicators are reported on a calendar year basis as opposed to a fiscal year basis.

Mount Clemens Election History

Type of Election	Date	Total Voting	Voters Registered	Percent Voting
Special General Election	11/02/2021	2,111	12,014	17.57
Special Primary Election	08/03/2021	1,356	11,944	11.35
Presidential/General Election	11/03/2020	7,803	12,079	64.60
Primary Election	08/04/2020	3,703	11,526	32.13
Presidential Primary	03/10/2020	3,743	11,535	32.45
City Election	11/05/2019	2,857	11,282	25.30
Gubernatorial Election	11/06/2018	5,931	11,211	52.90
Primary Election	08/07/2018	3,147	11,212	28.07
City Election	11/07/2017	1,961	11,183	17.53
Presidential/General Election	11/08/2016	6,976	11,517	60.57
August Primary Election	08/02/2016	2,107	11,278	18.68
Presidential Primary	03/08/2016	3,814	11,189	34.09



262.000 - Elections	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	16,114	2,487	13,220	9,755	41,576
2020-21 Actual	19,584	(10)	7,324	531	27,429
2021-22 Budget	20,000	2,669	14,100	1,000	37,769
2021-22 as of 2/28/02	13,906	664	4,194	0	18,764
2021-22 Projected	13,906	664	4,201	0	18,771
2022-23 Dept.	20,000	1,300	14,700	0	36,000
2022-23 Mgr. Rec.	20,000	710	6,450	1,900	29,060
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	20,600	730	6,610	0	27,940
2024-25 Forecast	21,220	750	6,770	0	28,740
2025-26 Forecast	21,750	770	6,930	0	29,450
2026-27 Forecast	22,290	770	6,930	0	29,990



General Fund: Information Technology

228.000 - Information Technology	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	10,597	51,827	19,145	81,569
2020-21 Actual	11,196	56,640	19,401	87,237
2021-22 Budget	12,000	70,000	30,000	112,000
2021-22 as of 2/28/02	2,041	64,209	19,093	85,343
2021-22 Projected	12,000	70,000	30,000	112,000
2022-23 Dept.	12,500	72,000	30,000	114,500
2022-23 Mgr. Rec.	9,500	68,400	25,000	102,900
2022-23 Adopted	0	0	0	0
2023-24 Forecast	9,740	70,110	0	79,850
2024-25 Forecast	9,980	71,860	0	81,840
2025-26 Forecast	10,230	73,660	0	83,890
2026-27 Forecast	10,230	73,660	0	83,890



City Hall and Grounds

The city office building cost center records the operating, repair and maintenance charges for the city hall.

The city office building budget includes city hall building costs, under the city engineer for all departments. Building costs primarily involve external vendors. The largest operating costs are utilities (electric, gas, water and telephone), postage, janitorial service and supplies. Repairs and maintenance costs include building trades (HVAC, plumbing, electrical, elevator)

265.000 - Building and Grounds	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	4,817	185,637	0	190,454
2020-21 Actual	4,604	239,613	0	244,217
2021-22 Budget	7,400	230,000	0	237,400
2021-22 as of 2/28/02	2,808	147,631	12,761	163,200
2021-22 Projected	4,800	235,567	13,000	253,367
2022-23 Dept.	7,150	266,500	15,000	288,650
2022-23 Mgr. Rec.	4,480	248,090	9,500	262,070
2022-23 Adopted	0	0	0	0
2023-24 Forecast	4,580	254,280	0	258,860
2024-25 Forecast	4,680	260,630	0	265,310
2025-26 Forecast	4,790	267,150	0	271,940
2026-27 Forecast	4,790	267,150	0	271,940



City Attorney

The mission of the city of Mount Clemens attorney's office is to promote responsible government by providing highly professional legal counsel to the city commission, city departments, boards and committees, and city employees in all matters relating to any official duties.

The city attorney's office is established by the charter. The city attorney is appointed by and is directly responsible to the city commission. The attorney serves as the legal adviser and counsel for the city and for all officers and departments in all matters relating to their official duties and performs such other duties as may be imposed by the commission, either by ordinance or resolution.

The city attorney prepares and reviews contracts and development agreements, reviews bonds and insurance policies, prepares ordinances, and manages all civil litigation for the city.

The city attorney's office is also an integral part of the criminal justice system, working with the police and code enforcement departments in the prosecution of misdemeanors and civil infractions in the district court.

The city attorney is an independent contractor, not a city employee.

266.000 - Legal Services	Other	Totals
2019-20 Actual	145,575	145,575
2020-21 Actual	161,841	161,841
2021-22 Budget	155,000	155,000
2021-22 as of 2/28/02	93,550	93,550
2021-22 Projected	165,000	165,000
2022-23 Dept.	165,000	165,000
2022-23 Mgr. Rec.	156,750	156,750
2022-23 Adopted	0	0
2023-24 Forecast	160,670	160,670
2024-25 Forecast	164,690	164,690
2025-26 Forecast	168,800	168,800
2026-27 Forecast	168,800	168,800



Human Resources Department

The Human Resources Department has the opportunity to interact with all departments, unions and employees of the City of Mount Clemens on a daily basis. Unlike other departments, HR truly is a part of every division here as our job is to make sure the departments are staffed, and all employees can do their job to the best of their ability. We are also pleased to have contact with residents, the public, other communities, and organizations who may seek human resources information.

The Human Resources Department is responsible for coordinating the employment process: recruitment, application, selection, interview, training, and new hire orientation. We also process end of employment activities including exit interviews, insurance cancellation and final paperwork. For those employees electing to retire, the Human Resources Department works hand in hand with the City Clerk's Office to transition the employee into the next phase of their life. The HR Department prepares final payment calculations that are sent to the actuary for computation of their pension options and discusses the information with the staff member.

Day-to day benefit administration is handled within the Human Resources Department for eligible active and retired employees and their dependents (if applicable). We work intimately with our benefit advisors to offer the employee population health, dental, vision and life benefits and resolve concerns when needed. Vendor data is updated accordingly for the addition or deletion of dependents and the payroll system is updated to reflect any changes made to the contract makeup. HR is also responsible for payment of the dental and vision insurance invoices.

HR acts a liaison to the life insurance carrier for the retired employees when the beneficiaries need to complete a life insurance claim. The department also processes biweekly submissions to the Flexible Savings Account for staff who may elect pre-tax deductions for qualified medical expenses or dependent care. In addition, HR coordinates staff participation with the voluntary insurance carrier and optional 457 retirement plan. We also process and handle FMLA requests for all employees and work with a vendor in the processing of COBRA.

Human Resources administers in house payroll processing on a biweekly basis for active employees and on a monthly basis for retired employees. Biweekly remittances are processed which include federal tax payments, union dues, child support, and garnishments or other wage assignments. The department also prepares monthly, quarterly, and annual reports related to payroll and prepares nearly 100 W2s and 200 1099Rs at year end.

In conjunction with the Finance Department, payroll information is prepared for the annual audit, the annual actuary report, the OPEB actuarial and the self-audit for the workers compensation program. The department also responds to various wage surveys including the EEO4 report, the annual MML wage survey and the annual Conference of Western Wayne wage survey among others.



The employee population is represented by five collective bargaining agreements in addition to employment agreements for the non-union staff. HR participates in negotiations and the day-to-day administration of the respective agreements.

Another program which falls under the jurisdiction of Human Resources is the workers compensation (WC) program. On-the-job illness and injury claims are reviewed by the department and appropriate reports are filed with the WC insurance carrier. Human Resources ensures that treatment plans are adhered to by the afflicted employee and coordinates light duty assignments when appropriate. In cases where WC compensation is received, we forward those payments to the employee. Recordable cases are entered onto the MiOSHA log and information is kept up to date with respect to time off or restricted activity. End of the year summaries are completed for each physical location and appropriate reports are posted. Data is also entered on the federal OSHA website on an annual basis.

Unemployment claims are also processed in the Human Resources Department. Through an online system, questions are responded to, and information is provided to substantiate or protest a claim.

Most of our public services, utilities and Dial-A-Ride union members have positions which are classified as safety-sensitive. As such, they are subject to pre-employment and random DOT drug and alcohol testing. Utilizing a third-party administrator, random testing is performed to remain compliant with Federal Motor Carrier Safety Administration and Federal Transit Administration regulations. The FTA pool has additional reporting requirements, as the city receives federal funding through its partnership with SMART for the community transportation program.

Ancillary activities include performing employment verifications for current and past employment, keeping medical and personnel files up to date, working with staff to understand their benefit options and resolving concerns if need be.

From the start of employment through their last day on site, City employees are subject to a variety of policies and procedures. These employment documents provide a framework to outline what constitutes acceptable behavior and the ramifications for not adhering to the policy. The HR Department oversees the contents of our Policies and Procedures Manual and the supporting DOT drug and alcohol policies. Updates are conducted as needed and information is distributed when required. The HR Department also coordinates the mandatory posters displayed in each physical location. Through cooperation with administration in each of the facilities, the HR Department works to enforce the various employment policies.

The Human Resources Department is comprised of the Human Resources Director and the Payroll & Benefits Coordinator. For FY 2022, the city has 63 full time staff members and 7 part-time staff members.



GOALS

OBJECTIVES

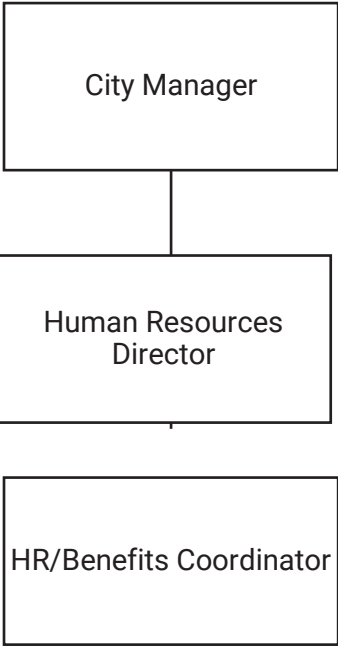
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1. To maintain open and transparent communication with administrative and union staff members regarding human resources services
 2. To educate and promote benefit program options to eligible employees that would assist to reduce financial costs to the member
 3. To continue to enhance and develop the skills and abilities of our staff by offering various methods of training programs.
- To enhance the Employee Self Service platform by offering relevant resources to employees and by promoting the availability and ease of use to staff.
 - To promote online doctor appointments which has a lower out of pocket copay for participants.
 - To encourage participation in the flexible spending account which helps employees pay for qualified expenses on a pre-tax basis.
 - To offer a relevant training platform that would offer general HR related training as well as software and procedural training specific to the type of position

Significant Revenue, Expenditure, Staff & Program Notes – Fiscal Year 2023:

All line items remain relatively stable from prior budget years. It is a goal of Human Resources to offer various training programs to all staff members that has relative human resources courses as well as software courses and training specific to the different types of positions here (such as confined space). This may increase the training line item in the Human Resources budget for FY 2022/2023.



Departmental Organization Chart



270.000 - Human Resources	Personal Services	Supplies	Other	Totals
2019-20 Actual	94,956	0	16,236	111,192
2020-21 Actual	142,831	411	23,745	166,987
2021-22 Budget	159,334	500	28,200	188,034
2021-22 as of 2/28/02	106,673	310	19,500	126,483
2021-22 Projected	156,792	596	16,262	173,650
2022-23 Dept.	153,294	596	29,700	183,590
2022-23 Mgr. Rec.	156,730	570	20,750	178,050
2022-23 Adopted	0	0	0	0
2023-24 Forecast	161,440	580	21,270	183,290
2024-25 Forecast	166,280	590	21,800	188,670
2025-26 Forecast	170,440	600	22,340	193,380
2026-27 Forecast	174,690	600	22,340	197,630



301.000 - Sheriff	Other	Totals
2019-20 Actual	2,726,502	2,726,502
2020-21 Actual	2,750,316	2,750,316
2021-22 Budget	2,815,000	2,815,000
2021-22 as of 2/28/02	1,846,948	1,846,948
2021-22 Projected	2,787,507	2,787,507
2022-23 Dept.	2,815,000	2,815,000
2022-23 Mgr. Rec.	2,870,360	2,870,360
2022-23 Adopted	0	0
2023-24 Forecast	2,942,120	2,942,120
2024-25 Forecast	3,015,670	3,015,670
2025-26 Forecast	3,091,060	3,091,060
2026-27 Forecast	3,091,060	3,091,060

325.000 - Dispatch Center	Other	Totals
2019-20 Actual	500,642	500,642
2020-21 Actual	503,646	503,646
2021-22 Budget	510,000	510,000
2021-22 as of 2/28/02	343,431	343,431
2021-22 Projected	524,403	524,403
2022-23 Dept.	525,000	525,000
2022-23 Mgr. Rec.	520,610	520,610
2022-23 Adopted	0	0
2023-24 Forecast	533,630	533,630
2024-25 Forecast	546,970	546,970
2025-26 Forecast	560,640	560,640
2026-27 Forecast	560,640	560,640



Fire Department

The mission of the Mount Clemens Fire Department is to reduce deaths, injuries, and property loss by being proactive in providing state of the art lifesaving and property preservation in a professional cost-effective manner, unhampered by tradition while recognizing and treating our people as our most valuable resource and the key to our success.

The Mount Clemens Fire Department was established in 1888. We have 12 full time firefighters. We work out of one station with a daily staffing of four and a minimum staffing of three. Our off-duty personnel are called in as needed. We respond to fire, EMS, hazardous material, and rescue calls as well as perform fire prevention and education duties. We average approximately 3,900 calls per year. We are the busiest fire station in the county and one of the busiest in the state. Operations are funded through general fund tax revenue.

Fire operations are combined with fire suppression and fire prevention duties being performed by the same personnel.

Fire prevention provides risk management services. They conduct inspections, investigations, test alarm panels and sprinkler systems, plan reviews and fire code enforcement. They provide fire safety talks to all the elementary schools as well as many different civic groups.

Fire suppression responds to fire emergencies, medical emergencies, technical rescues, hazardous materials incidents, lift assists, odor investigations and downed power lines. They also write grants for fire operations equipment.

The department provides basic non-transporting EMS service. The advanced life support transport is performed by Medstar Ambulance. The department provides lifesaving treatment until Medstar arrives on scene. We assist Medstar with treatment, packaging and loading of patients and patient care enroute to the hospital as needed.

We are part of a county wide mutual aid agreement, which encompasses 25 different fire departments. The agreement covers 482 square miles and has a population of 788,149 people. Also contained in the agreement are Selfridge Air National Guard Base and the U.S. Army Detroit Arsenal, which are both federal facilities. We also have an automatic aid agreement with one of the communities. We respond approximately 115 times a year to assist our neighboring departments.



The city's ISO rating which is based on manpower, stations, equipment, training and water supply is currently at three.

The department utilizes cost recovery for calls such as false alarms, vehicle accidents involving impaired drivers and hazardous material calls.

All fire department calls are dispatched by the 911 public safety answering point (PSAP) at the Macomb County Communications and Technology Center (COMTEC)

The department is responsible for the daily maintenance of all emergency response vehicles and equipment. The shift personnel clean and maintain the station. Daily skills and physical training are conducted to keep the quality of service high while reducing injuries. The training is also necessary to comply with ISO, OSHA and NFPA.

An annual payment is budgeted to the DPW to provide vehicle maintenance and repairs. This payment also covers fuel usage.

The fire department has a CPR program for the public. This function is performed by the firefighters to the public for the cost of training materials. This program is on hold due to COVID-19.

The fire department has a lock box program for its businesses and residents, which provides firefighters easy access to homes and businesses in case of an emergency. These boxes are purchased at the owner's expense



GOALS

OBJECTIVES

1. Increase firefighter safety
2. Improve cancer awareness and prevention
3. Develop performance and standard evolutions for skills evaluation
4. Educate on the issues of mental health and suicide for First Responders
5. Better prepare for Active Assailant Incidents
6. Secure structures for hands on training.
7. Seek grant funding opportunities
8. Increase fire prevention awareness for the public
9. Implement an officer training program
10. Update the fire station.

- Our number one goal will always be firefighter safety. As an organization we will develop strategies and implement training programs to enhance firefighter safety and survival. Safety is both an individual and team responsibility. Supervisors and employees shall take an active role in their personal safety and the safety of their crews.
- There is no question that cancer is on the rise in the fire service. Using the cancer awareness training course material, the department will implement a program to educate our personnel on cancer awareness and prevention
- Develop departmental performance standard evaluations to help evaluate skill levels. This will help us measure our current training program and will help identify deficiencies.
- More First Responders died by suicide last year than were killed in the line of duty. We will provide training to help members understand the signs symptoms and causes for the on-the-job stressors associated with mental health.
- Develop standard operating guidelines specific to Active Assailant situations. Purchase additional equipment to mitigate those situations
- A positive learning environment extends beyond the classroom or on-line training. Acquired structure or hands-on training can prove invaluable in the reinforcement of practical training. The past hands-on



training developed by the Training Division has been well received by our personnel. The Training Division will develop a training program for this year that focuses on the first arriving engine and truck duties to include positioning of apparatus, water supply, size-up, water supply flow for pump operators, RIT, ventilation, etc.

- We will continue to seek and apply for any grant funding that will benefit our department and help supplement our budget.
- Fire prevention has been put on the back burner for most communities due to budgetary constraints, manpower and strains on service levels. We hope to increase our efforts utilizing public service announcements through our cable access program.
- Develop and implement an officer training program. The intent is to prepare the officer for duty as much as possible before promotion. This will be accomplished through a series of benchmarks that will be accomplished through training in all facets of the position.
- This will be a continuation of the efforts that began last year. We replaced bay doors, concrete work and upgraded to energy efficient lighting. We plan to finish the projects that remain in all three areas



Significant Revenue, Expenditure, Staff and Program Notes-Fiscal year 2022-23:

The personnel budget will increase by 2 percent for existing firefighters due to contractual obligations. The three new firefighters will not be at top pay. They will get at least two step increases in this budget year. Computer Software increased by \$6,000.00 due to fire inspection and building pre-plan software. Contractual Services increased by \$160,000.00 due to wages for the Fire Chief and the Fire Inspector. Fire Equipment increased by \$50,000.00 due to a vehicle purchase to replace Utility-1. With a command vehicle. Building additions and improvements increased \$23,500.00 due to Bay door replacement, adding interconnected smoke detectors, and converting to LED lighting fixtures. Radio Equipment increased by \$16,300.00 due to the replacement of 2 base station 800 MHz radios. There were no other significant line-item changes.

The following capital improvement projects were requested for the fire department FY2022-23

1. New Command Vehicle	\$50,000.00
2. Concrete Work	\$5,000.00
3. Turnout Gear	\$12,500.00
4. Replacement of Apparatus Bay Doors	\$27,000.00
5. Floor Drain replacement	\$9,000.00
6. Utility-1 Roll Out Shelves/Cap	\$7,000.00
7. Base Station radios	\$16,300.00
8. Water Rescue Suits	<u>\$6,000.00</u>
Total	\$132,800.00



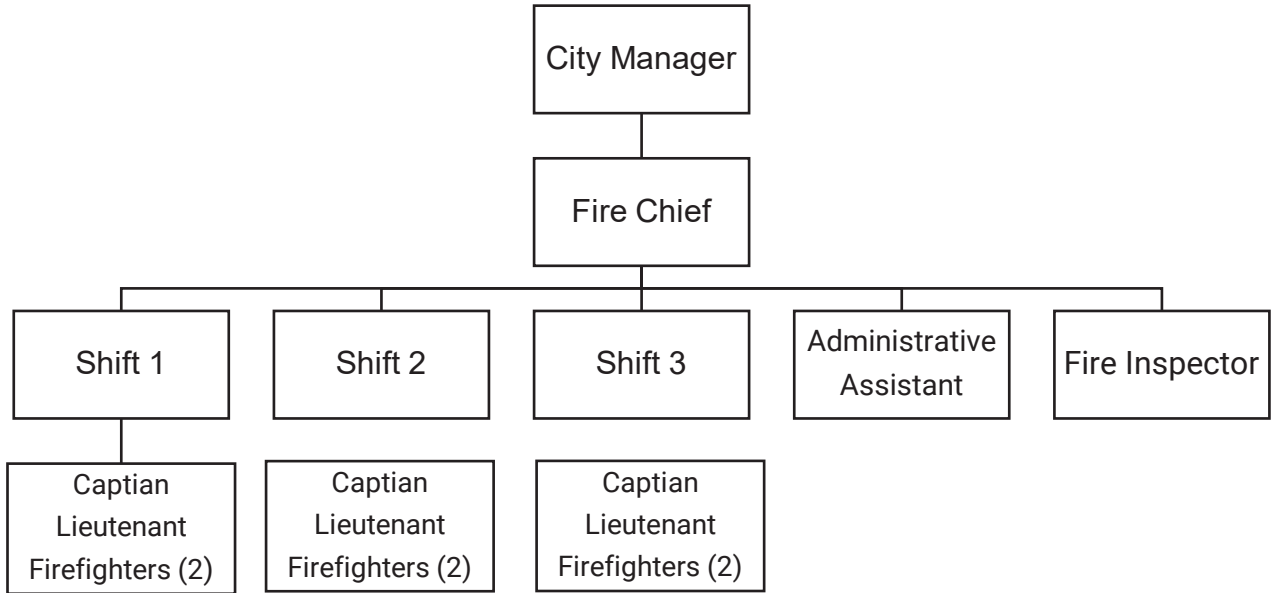
Performance Indicators/ Outcome Measures

	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Projected FY 20-21</u>
Fire Explosion	83	58	55	
Over Press-Rupt	3	2	3	
Rescue Call	2077	2384	2662	
Haz. Cond- Standby	158	112	88	
Service Call	239	264	400	
Good Intent	341	479	225	
False Alarm	180	206	224	
Severe Weather	3	0	0	
Special Incident Type	11	6	9	
TOTAL INCIDENTS	3095	3511	3666	
ISO Rating	4	4	3	
Average Fire Response Time				
# Of Fire Inspections Annually	68	61	41	
# Of Re- Inspections	26	25	36	
# Tent Inspections	6	6	8	
# Of Plan Reviews Conducted Annually	9	42	15	

Calendar Year Data



Departmental Organization Chart



Cost Center Position Detail - Home Base													
Full & Part-time Employees													
	2016		2017		2018		2019		2020		2021		
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	
Fire													
Fire Chief													1
Fire Inspector													
Fire Captian	3		3		3		3		3		3		3
Fire Lieutenant	3		3		3		2		3		3		3
Firefighter	6		6		6		6		6		6		6
Administrative Assistant	1		1		1		1		1		1		1
TOTALS	13	0	13	0	13	0	12	0	13				14



336.000 - Fire Department	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	1,546,832	19,987	125,869	126,628	1,819,316
2020-21 Actual	1,684,725	26,780	159,133	149,936	2,020,574
2021-22 Budget	1,656,325	39,905	239,619	59,923	1,995,772
2021-22 as of 2/28/02	1,199,066	23,917	106,282	71,391	1,400,656
2021-22 Projected	1,692,646	32,285	259,111	88,606	2,072,648
2022-23 Dept.	1,650,895	35,055	316,830	159,800	2,162,580
2022-23 Mgr. Rec.	1,756,610	29,900	316,720	39,780	2,143,010
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	1,809,310	30,640	324,600	0	2,164,550
2024-25 Forecast	1,863,590	31,410	332,710	0	2,227,710
2025-26 Forecast	1,910,190	32,190	341,020	0	2,283,400
2026-27 Forecast	1,957,960	32,190	341,020	0	2,331,170



Community Development Department

The mission of the Community Development Department is to provide building inspection, ordinance enforcement, community development and economic development services for the City of Mount Clemens in the most proficient and professional manner as possible.

The Community Development Director has the responsibility of the administration of programs related to several different but integrated specialties: planning and zoning, economic development, building and rental housing Inspection, and code enforcement.

The department efforts related to planning and zoning include the statutory requirements for preparing and adopting a master plan, as well as adopting and amending a zoning ordinance and providing staff support to both a planning commission and a zoning board of appeals. A planning commission for the city has been established under the provisions of the Michigan Planning Enabling Act (PA 33 of 2008, as amended), and oversees the drafting of, and amendments to, the city's master plan, reviews proposed and approves site plans and special land use requests, reviews rezoning requests, and draft amendments to the zoning ordinance, when needed. A zoning board of appeals for the city has been established under provisions of the Michigan Zoning Enabling Act (PA 110 of 2006, as amended), and is responsible for hearing requests for variances and interpretations to specific zoning ordinance provisions.

The department is responsible for the review, permitting and inspection of all construction in the city pursuant to the Michigan State Construction Code Act (PA 230 of 1972, as amended), including the inspection and issuance of residential and commercial certificates of occupancy, and administering a construction code board of appeals. Administering the city's rental registration and inspection ordinance, and enforcement of the international property maintenance code and other city ordinances through code enforcement efforts, are complimentary functions that are performed within the department.

The Community Development Department leads efforts on improving the city's business environment through economic development initiatives, including those related to business attraction, business retention and local and state incentive programs. The department administers the city's allocation of federal Community Development Block Grant (CDBG) dollars through the Macomb Urban County program and provides staff support on matters coming before the Brownfield Redevelopment Authority, Harbor Commission, Historic District Commission, Historical Commission and Parks & Recreation Advisory Board. The Community Development Director also serves as the Executive Director to the Downtown Development Authority.

Other initiatives and programs that department personnel are involved in include managing applications for special event permits, managing the outdoor patio permit process, overseeing the sale of city-owned vacant residential lots, responding to zoning inquiries through zoning verification letters, processing alley vacation requests, reviewing land divisions in coordination with the assessing department, and coordinating with the city's contracted engineering firm on various matters coming before the city.



GOALS

OBJECTIVES

-
- | | |
|---|---|
| <ol style="list-style-type: none">1. To administer all department programs in a timely and professional manner.2. To permit and inspect all new construction within the city.3. To inspect and certify rental dwellings in the city.4. To enforce certain ordinances that preserve the health, safety and welfare of residents and that maintain and improve property values.5. To administer the zoning ordinance to allow for orderly development within the city.6. To implement appropriate sections of the master plan.7. To foster and support business growth and employment opportunities through economic development actions. | <ul style="list-style-type: none">• Increase the amount of information that can be found on the city website and other digital mediums.• Explore moving to digital plan review for construction projects.• Explore utilizing a private firm to scan and digitize archived construction documents/plans.• Explore utilizing a cloud-based storage system for archived documents that can be linked to BS&A.• Begin a review and update of the department fee schedule for the 2023-2024 fiscal year.• Promote www.thinkmtc.com in partnership with other agencies.• Complete the certification process to become a Michigan Economic Development Corporation Redevelopment Ready Community• Assist in the preparation and adoption of a new 5-year parks and recreation plan. |
|---|---|

Significant Revenue, Expenditure, Staff & Program Notes Fiscal Year 2023:

All line items remain relatively stable from prior fiscal year.

The Department Secretary/Planner position was last occupied in the 2018 fiscal year. It is not requested to be filled during the 2023 FY.

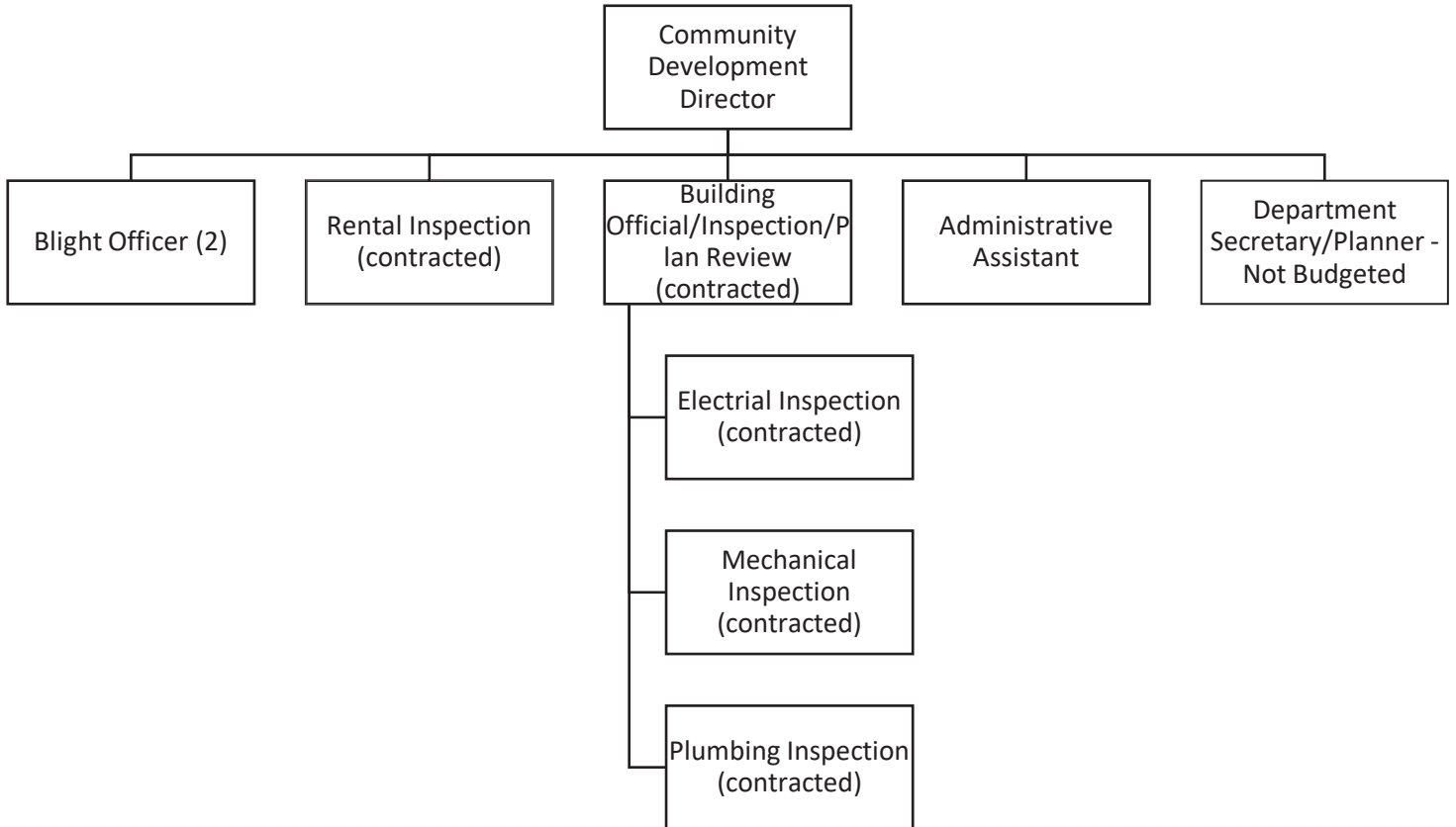


Performance Indicators/Outcome Measures- Fiscal Year 2023:					
	2017	2018	2019	2020*	2021
Permits Issued					
Building	487	429	445	403	406
Electrical	275	249	290	248	310
Plumbing	253	221	203	167	225
Mechanical	212	231	209	187	235
Zoning/Signs	202	191	216	248	230
Total Permits	1429	1321	1363	1253	1403
Inspections Conducted					
Building	578	612	581	413	473
Electrical	345	312	349	267	351
Plumbing	281	264	256	173	230
Mechanical	230	247	220	182	238
Zoning	201	197	204	123	162
Rental	868	983	872	723	864
Total Inspections	2503	2615	2482	1881	2318
Code Enforcement Cases	2563	2314	2206	1743	2201
Certificates of Occupancy	69	52	59	31	52
Rental Certificates	394	433	438	305	357

*2020 numbers were significantly impacted by the COVID-19 pandemic.



Departmental Organization Chart:



Cost Center Position Detail - Home Base
Full & Part-time Employees

	2016		2017		2018		2019		2020		2021	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Community Development												
Director	1		1		1		1		1		1	
Administrative Assistant	1		1		1		1		1		1	
Department Secretary												
Planner	1		1									
Blight Enf. Officer	2		2		2		2		2		3	
Building Official												
P/T Mechanical Inspector												
P/T Electrical Inspector												
P/T Rental Inspector												
P/T Plumbing Inspector												
TOTALS	5	0	5	0	4	0	4	0	4	0	5	0



371.000 - Inspection Department	Other	Totals
2019-20 Actual	190,000	190,000
2020-21 Actual	194,649	194,649
2021-22 Budget	283,000	283,000
2021-22 as of 2/28/02	199,441	199,441
2021-22 Projected	270,000	270,000
2022-23 Dept.	275,000	275,000
2022-23 Mgr. Rec.	261,250	261,250
2022-23 Adopted	0	0
2023-24 Forecast	267,780	267,780
2024-25 Forecast	274,470	274,470
2025-26 Forecast	281,330	281,330
2026-27 Forecast	281,330	281,330

721.000 - Comm Dev & Planning	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	243,047	0	75,374	0	318,421
2020-21 Actual	274,709	0	62,593	46,504	383,806
2021-22 Budget	316,200	400	104,517	0	421,117
2021-22 as of 2/28/02	199,529	0	73,685	149,500	422,714
2021-22 Projected	271,612	0	120,690	0	392,302
2022-23 Dept.	242,179	400	106,650	0	349,229
2022-23 Mgr. Rec.	274,670	0	134,750	0	409,420
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	282,890	0	138,110	0	421,000
2024-25 Forecast	291,380	0	141,550	0	432,930
2025-26 Forecast	298,670	0	145,070	0	443,740
2026-27 Forecast	306,130	0	145,070	0	451,200



721.736 - Comm Dev & Planning Comm Dev Block Grant	Other	Totals
2019-20 Actual	18,254	18,254
2020-21 Actual	0	0
2021-22 Budget	149,500	149,500
2021-22 as of 2/28/02	0	0
2021-22 Projected	149,500	149,500
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	287,200	287,200
2022-23 Adopted	0	0
2023-24 Forecast	294,380	294,380
2024-25 Forecast	301,740	301,740
2025-26 Forecast	309,280	309,280
2026-27 Forecast	309,280	309,280



Department of Public Services

The mission of the department of public services to maintain and enhance to the best of our ability a high quality of life for the city's residents, businesses, and visitors by providing well planned, environmentally sensitive, expeditious, and efficient services to promote public health, personal safety, and maintenance of our community assets.

The department of public services (DPS) consists of: the street department (surface maintenance, winter maintenance, leaf pickup, forestry, alley maintenance, and the city's downtown maintenance (including the Christmas decoration display); the sanitation department (refuse pickup, compost pickup, and the curbside recycling program); the city's parks division; the parking system (including meter enforcement); the animal control division; the traffic control division; and the city's motor pool (fleet maintenance division).

The DPS continually seeks grant funding and works closely with MDOT and the Macomb County Department of Roads to secure resources to repair roads throughout the city with best practices. Over the last 15 years the DPS has received over \$30,000,000 in grant funds updating roads, traffic signals, downtown enhancements, and other infrastructure.

Under the direction of the director of public services, the DPS operates with a full-time administrative assistant, two full-time crew leaders, one full-time traffic control technician, two full-time mechanics, four full-time maintenance workers, and two full-time animal control/code enforcement officers.

The DPS's operational budget consists of seven funds and 14 departments. Road maintenance, tree maintenance, public ways, snow removal, and sign maintenance are funded by major and local street funds which are supported with Act 51 monies.

The DPS maintains parking lots and the parking system with support from meter receipts and parking violations. Animal control and the parks division are maintained out of the general fund. The motor pool is funded through various departments to maintain vehicles and equipment.



GOALS

OBJECTIVES

-
1. To develop, support and retain an exceptionally qualified, healthy, well trained, and diverse work force to thrive in a changing world.
 2. Improve the effectiveness of our services.
 3. Research funding for deteriorated Local Streets.
 4. Promote quality transportations services and systems.
- Encourage our employees by building moral, encouraging continual self-improvement for individuals, and fostering a sense of personal worth for each employee.
 - Implement training and development to enhance skills and self-motivation.
 - Focus on using our resources on services that have the greatest positive impact on the community while staying within the limits of our budget.
 - Make communication a priority with employees and residents to ensure the best possible outcome.
 - Schedule bi-weekly meetings with supervisors and administration.
 - The director of public services in partnership with the State of Michigan and the County of Macomb will continue to seek grant and funding opportunities to fix local roads in our community.

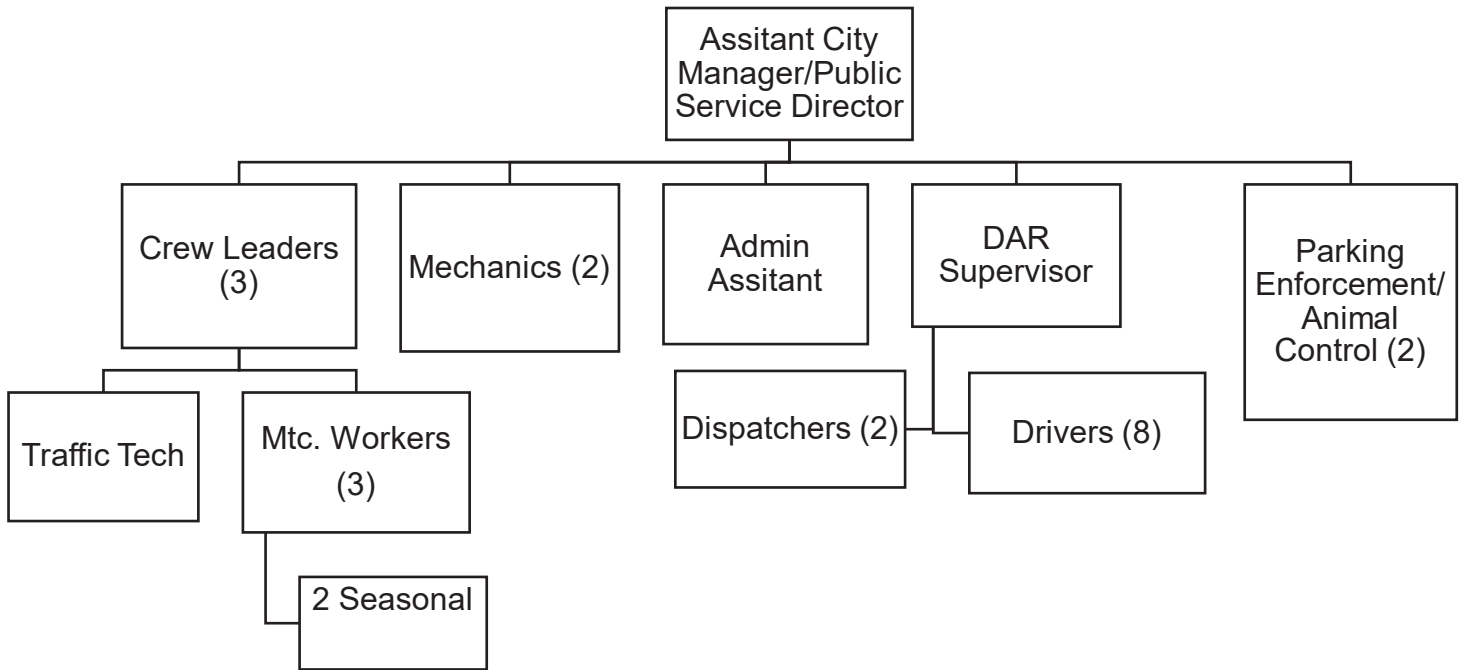


Performance Indicators / Outcome Measures

	<u>Actual FY17/18</u>	<u>Actual FY18/19</u>	<u>Dec 31 2019</u>	<u>Estimated FY19/20</u>	<u>Projected FY20/21</u>	<u>Projected FY21/22</u>
Animal Calls/Complaints	561	571	305	472	535	550
Downtown Maintenance Labor Hours	516	456	267	514	495	500
Riverbank Labor Hours	122	171	97	202	165	165
Ball Diamond Set Ups	469	407	187	235	370	450
Parks Maintenance Labor Hours	2809	3013	1149	2887	2900	2900
Cold Patching Labor Hours	937	895	309	876	900	900
Snow Removal Labor Hours	844	858	72	280	660	800
Traffic Signs/Posts Installed	208	189	125	227	208	200
Street Cleaning/Sweeper Labor Hours	1144	1480	1068	1372	1332	1400
Forestry Labor Hours	4450	4508	1868	4230	4396	4500
Sanitation Tonnage	4747	4659	2414	4832	4647	4700
Motor Pool Labor Hours	3388	2613	1929	3235	3079	3000
Parking Citations Issued	5581	5432	2611	3704	4900	5300
Parking Meter Revenue	\$466,593	\$496,610	\$250,083	\$361,317	\$441,507	\$470,000
Dial-A-Ride Passengers	59,256	61,380	30,464	53,722	57,119	59,000



Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>		<u>2021</u>	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Public Services												
Director	1											
Director/Asst. City Manager			1		1		1		1		1	
Administrative Assistant	1		1		1		1		1		1	
Code Enf. Officer I	2		2		2		2		1		1	
Code Enf. Officer II									1		1	
Crew Leader	2		2		2		2		2		2	
Maintenance Worker	4		4		4		4		3		6	
Mechanic I	1										1	
Mechanic II	1		2		2		1		2		1	
Traffic Control Tech	1		1		1		1		1		1	
TOTALS	13		13		13		12		12		15	
Dial-A-Ride												
Supervisor	1		1		1		1		1		1	
Dispatcher		2		2		2		2		2		2
Driver		8		7		7		7		7		5
TOTALS	1	10	1	9	1	9	1	9	1	9	1	7



430.000 - Dog Warden	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	30,475	52	17,083	0	47,610
2020-21 Actual	25,892	394	15,038	0	41,324
2021-22 Budget	23,639	350	22,717	300	47,006
2021-22 as of 2/28/02	17,766	50	3,867	0	21,683
2021-22 Projected	28,874	350	10,717	300	40,241
2022-23 Dept.	23,271	351	17,769	300	41,691
2022-23 Mgr. Rec.	25,970	190	16,910	280	43,350
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	26,750	190	17,340	0	44,280
2024-25 Forecast	27,550	190	17,780	0	45,520
2025-26 Forecast	28,230	190	18,220	0	46,640
2026-27 Forecast	28,920	190	18,220	0	47,330

446.000 - Street Dept	Personal Services	Totals
2019-20 Actual	4,089	4,089
2020-21 Actual	0	0
2021-22 Budget	0	0
2021-22 as of 2/28/02	0	0
2021-22 Projected	0	0
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	0	0
2022-23 Adopted	0	0
2023-24 Forecast	0	0
2024-25 Forecast	0	0
2025-26 Forecast	0	0
2026-27 Forecast	0	0



448.000 - Street Lighting	Other	Totals
2019-20 Actual	455,775	455,775
2020-21 Actual	460,336	460,336
2021-22 Budget	475,000	475,000
2021-22 as of 2/28/02	271,583	271,583
2021-22 Projected	460,000	460,000
2022-23 Dept.	460,000	460,000
2022-23 Mgr. Rec.	437,000	437,000
2022-23 Adopted	0	0
2023-24 Forecast	447,920	447,920
2024-25 Forecast	459,120	459,120
2025-26 Forecast	470,600	470,600
2026-27 Forecast	470,600	470,600



751.000 - Parks & Rec	Other	Totals
2019-20 Actual	32,293	32,293
2020-21 Actual	34,006	34,006
2021-22 Budget	16,000	16,000
2021-22 as of 2/28/02	23,206	23,206
2021-22 Projected	33,700	33,700
2022-23 Dept.	35,000	35,000
2022-23 Mgr. Rec.	28,050	28,050
2022-23 Adopted	0	0
2023-24 Forecast	28,760	28,760
2024-25 Forecast	29,490	29,490
2025-26 Forecast	30,220	30,220
2026-27 Forecast	30,220	30,220

751.730 - Community Center Rec - Parks & Stadium	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	78,072	8,898	92,837	0	179,807
2020-21 Actual	79,242	14,127	101,494	1,932	196,795
2021-22 Budget	86,685	16,600	147,753	2,000	253,038
2021-22 as of 2/28/02	66,719	4,392	58,212	0	129,323
2021-22 Projected	93,037	12,200	148,274	2,000	255,511
2022-23 Dept.	75,450	16,000	153,000	2,000	246,450
2022-23 Mgr. Rec.	93,540	16,660	151,250	1,900	263,350
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	96,350	17,070	155,020	0	268,440
2024-25 Forecast	99,250	17,490	158,900	0	275,640
2025-26 Forecast	101,720	17,910	162,870	0	282,500
2026-27 Forecast	104,250	17,910	162,870	0	285,030



756.000 - Recreation	Other	Capital Outlay	Totals
2019-20 Actual	0	0	0
2020-21 Actual	0	0	0
2021-22 Budget	100,000	0	100,000
2021-22 as of 2/28/02	823	119,298	120,121
2021-22 Projected	100,000	117,326	217,326
2022-23 Dept.	200,000	0	200,000
2022-23 Mgr. Rec.	190,000	80,270	270,270
2022-23 Adopted	0	0	0
2023-24 Forecast	194,750	0	194,750
2024-25 Forecast	199,620	0	199,620
2025-26 Forecast	204,610	0	204,610
2026-27 Forecast	204,610	0	204,610



801.000 - Art Center	Other	Totals
2019-20 Actual	7,946	7,946
2020-21 Actual	4,966	4,966
2021-22 Budget	5,510	5,510
2021-22 as of 2/28/02	3,067	3,067
2021-22 Projected	5,500	5,500
2022-23 Dept.	10,000	10,000
2022-23 Mgr. Rec.	5,220	5,220
2022-23 Adopted	0	0
2023-24 Forecast	5,350	5,350
2024-25 Forecast	5,480	5,480
2025-26 Forecast	5,610	5,610
2026-27 Forecast	5,610	5,610



General Fund-Fringe Benefits

851.000 - Liability Insurance	Other	Totals
2019-20 Actual	105,143	105,143
2020-21 Actual	118,427	118,427
2021-22 Budget	125,000	125,000
2021-22 as of 2/28/02	56,395	56,395
2021-22 Projected	125,000	125,000
2022-23 Dept.	130,000	130,000
2022-23 Mgr. Rec.	118,750	118,750
2022-23 Adopted	0	0
2023-24 Forecast	121,720	121,720
2024-25 Forecast	124,760	124,760
2025-26 Forecast	127,880	127,880
2026-27 Forecast	127,880	127,880

852.000 - Employee Health Insurance	Personal Services	Other	Totals
2019-20 Actual	698,102	0	698,102
2020-21 Actual	209,922	133	210,055
2021-22 Budget	500,000	0	500,000
2021-22 as of 2/28/02	197,903	0	197,903
2021-22 Projected	325,500	0	325,500
2022-23 Dept.	400,000	0	400,000
2022-23 Mgr. Rec.	400,500	0	400,500
2022-23 Adopted	0	0	0
2023-24 Forecast	412,510	0	412,510
2024-25 Forecast	424,890	0	424,890
2025-26 Forecast	435,510	0	435,510
2026-27 Forecast	446,390	0	446,390



853.000 - Employee Life Insurance	Personal Services	Totals
2019-20 Actual	118,168	118,168
2020-21 Actual	148,629	148,629
2021-22 Budget	12,500	12,500
2021-22 as of 2/28/02	27,358	27,358
2021-22 Projected	28,500	28,500
2022-23 Dept.	3,650	3,650
2022-23 Mgr. Rec.	3,650	3,650
2022-23 Adopted	0	0
2023-24 Forecast	3,760	3,760
2024-25 Forecast	3,870	3,870
2025-26 Forecast	3,970	3,970
2026-27 Forecast	4,070	4,070

855.000 - Employee Dental Insurance	Personal Services	Totals
2019-20 Actual	611	611
2020-21 Actual	0	0
2021-22 Budget	0	0
2021-22 as of 2/28/02	0	0
2021-22 Projected	0	0
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	0	0
2022-23 Adopted	0	0
2023-24 Forecast	0	0
2024-25 Forecast	0	0
2025-26 Forecast	0	0
2026-27 Forecast	0	0



861.000 - Employers Share of Retirement	Personal Services	Totals
2019-20 Actual	124,644	124,644
2020-21 Actual	125,000	125,000
2021-22 Budget	0	0
2021-22 as of 2/28/02	0	0
2021-22 Projected	0	0
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	0	0
2022-23 Adopted	0	0
2023-24 Forecast	0	0
2024-25 Forecast	0	0
2025-26 Forecast	0	0
2026-27 Forecast	0	0

870.000 - Unemployment Compensation	Personal Services	Totals
2019-20 Actual	389	389
2020-21 Actual	409	409
2021-22 Budget	1,000	1,000
2021-22 as of 2/28/02	83	83
2021-22 Projected	1,000	1,000
2022-23 Dept.	1,000	1,000
2022-23 Mgr. Rec.	1,000	1,000
2022-23 Adopted	0	0
2023-24 Forecast	1,030	1,030
2024-25 Forecast	1,060	1,060
2025-26 Forecast	1,090	1,090
2026-27 Forecast	1,120	1,120



871.000 - Workers Compensation	Personal Services	Totals
2019-20 Actual	19,078	19,078
2020-21 Actual	19,234	19,234
2021-22 Budget	20,000	20,000
2021-22 as of 2/28/02	11,539	11,539
2021-22 Projected	18,000	18,000
2022-23 Dept.	20,000	20,000
2022-23 Mgr. Rec.	18,000	18,000
2022-23 Adopted	0	0
2023-24 Forecast	18,540	18,540
2024-25 Forecast	19,100	19,100
2025-26 Forecast	19,580	19,580
2026-27 Forecast	20,070	20,070



966.000 - Transfer/Contributions	Debt And Transfers	Personal Services	Other	Totals
2019-20 Actual	50,000	1,780,924	500	1,831,424
2020-21 Actual	500,000	1,464,324	500	1,964,824
2021-22 Budget	250,000	1,200,000	500	1,450,500
2021-22 as of 2/28/02	410,308	668,936	0	1,079,244
2021-22 Projected	660,350	1,200,000	500	1,860,850
2022-23 Dept.	563,000	1,200,000	500	1,763,500
2022-23 Mgr. Rec.	670,000	1,187,500	1,000,500	2,858,000
2022-23 Adopted	0	0	0	0
2023-24 Forecast	550,000	1,217,180	500	1,767,680
2024-25 Forecast	100,000	1,247,610	500	1,348,110
2025-26 Forecast	100,000	1,278,800	500	1,379,300
2026-27 Forecast	100,000	1,278,800	500	1,379,300



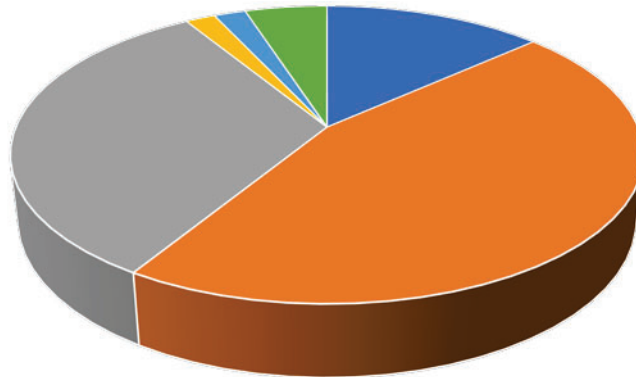
968.000 - Cable T.V.	Other	Capital Outlay	Totals
2019-20 Actual	75,000	12,281	87,281
2020-21 Actual	75,000	22,091	97,091
2021-22 Budget	75,000	11,000	86,000
2021-22 as of 2/28/02	75,000	0	75,000
2021-22 Projected	75,000	11,000	86,000
2022-23 Dept.	75,000	10,000	85,000
2022-23 Mgr. Rec.	71,250	14,060	85,310
2022-23 Adopted	0	0	0
2023-24 Forecast	73,030	0	73,030
2024-25 Forecast	74,860	0	74,860
2025-26 Forecast	76,730	0	76,730
2026-27 Forecast	76,730	0	76,730



Special Revenue Funds	Major Street	Local Street	Dial a Ride	Pub Imp	TIFA	DDA	Total
Revenues							
Taxes			338,000		229,350	45,300	612,650
Grants	1,408,610	552,570	117,500				2,078,680
Interest, Rents & Contributions	5,000	3,500	1,000	2,000	1,000	1,474,560	1,487,060
Other	43,300					40,000	83,300
Licenses, Charges & Fines			26,600	62,000			88,600
Transfers						229,350	229,350
Total Revenues	1,456,910	556,070	483,100	64,000	230,350	1,789,210	4,579,640
Expenditures							
General Government	28,150	10,200	445,250				483,600
Public Safety - Police							
Public Works	1,333,200	575,250		63,950			1,972,400
Community & Economic Development						2,003,470	2,003,470
Recreation							
Other- Insurance & Benefits	88,300	22,900					111,200
Capital Outlay							
Transfers Out & Other Uses	7,000	4,000	10,700		230,350		252,050
Total Expenditures	1,456,650	612,350	455,950	63,950	230,350	2,003,470	4,822,720
Change In Fund Balance	260	(56,280)	27,150	50	0	(214,260)	(243,080)

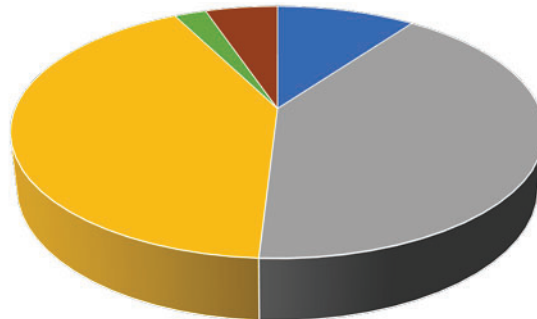


Special Revenue Funds Revenue



- | | |
|-----------------------------------|-------------|
| ■ Taxes | ■ Grants |
| ■ Interest, Rents & Contributions | ■ Other |
| ■ Licenses, Charges & Fines | ■ Transfers |

Special Revenue Funds Expenditures



- | | |
|----------------------|------------------------------------|
| ■ General Government | ■ Public Safety - Police |
| ■ Public Works | ■ Community & Economic Development |
| ■ Recreation | ■ Other- Insurance & Benefits |
| ■ Capital Outlay | ■ Transfers Out & Other Uses |



Special Revenue Funds: Fund 202 Major Street

Revenue	Grants	Interest, Rents & Contrib.	Other	Totals
2019-20 Actual	1,163,369	0	61,740	1,225,109
2020-21 Actual	1,278,274	3,266	42,117	1,323,657
2021-22 Budget	1,352,050	10,000	44,000	1,406,050
2021-22 as of 2/28/02	669,132	1,631	9,412	680,175
2021-22 Projected	1,369,720	3,000	44,000	1,416,720
2022-23 Dept.	1,363,600	0	0	1,363,600
2022-23 Mgr. Rec.	1,408,610	5,000	43,300	1,456,910
2022-23 Adopted	0	0	0	0
2023-24 Forecast	1,436,780	5,100	44,170	1,486,050
2024-25 Forecast	1,465,520	5,200	45,060	1,515,780
2025-26 Forecast	1,494,830	5,300	45,960	1,546,090
2026-27 Forecast	1,524,730	5,410	46,880	1,577,020

Appropriations	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	408,802	48,745	293,245	0	750,792
2020-21 Actual	350,015	51,843	115,823	543,359	1,061,040
2021-22 Budget	565,523	66,400	407,503	760,420	1,799,846
2021-22 as of 2/28/02	230,378	14,980	136,216	1,603	383,177
2021-22 Projected	193,679	52,773	237,516	760,400	1,244,368
2022-23 Dept.	597,628	58,550	133,400	0	789,578
2022-23 Mgr. Rec.	506,650	49,750	240,250	660,000	1,456,650
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	521,800	50,970	246,230	650,000	1,469,000
2024-25 Forecast	537,400	52,250	252,400	650,000	1,492,050
2025-26 Forecast	550,820	53,550	258,720	650,000	1,513,090
2026-27 Forecast	564,400	53,550	258,720	650,000	1,526,670



446.402 - Street Dept Supervision & Overhead	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	229,734	4,083	20,697	0	254,514
2020-21 Actual	176,204	3,673	17,113	1,887	198,877
2021-22 Budget	247,944	4,400	21,600	0	273,944
2021-22 as of 2/28/02	85,156	2,630	6,377	0	94,163
2021-22 Projected	39,622	4,409	20,703	0	64,734
2022-23 Dept.	364,158	4,400	21,400	0	389,958
2022-23 Mgr. Rec.	60,500	4,600	21,000	0	86,100
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	62,310	4,710	21,520	0	88,540
2024-25 Forecast	64,170	4,830	22,060	0	91,060
2025-26 Forecast	65,780	4,950	22,610	0	93,340
2026-27 Forecast	67,430	4,950	22,610	0	94,990

446.447 - Street Dept Construction	Other	Capital Outlay	Totals
2019-20 Actual	102,300	0	102,300
2020-21 Actual	0	541,472	541,472
2021-22 Budget	253,408	760,420	1,013,828
2021-22 as of 2/28/02	48,803	1,603	50,406
2021-22 Projected	85,223	760,400	845,623
2022-23 Dept.	0	0	0
2022-23 Mgr. Rec.	85,250	660,000	745,250
2022-23 Adopted	0	0	0
2023-24 Forecast	87,380	650,000	737,380
2024-25 Forecast	89,560	650,000	739,560
2025-26 Forecast	91,800	650,000	741,800
2026-27 Forecast	91,800	650,000	741,800



446.448 - Street Dept Surface Maintenance	Personal Services	Supplies	Other	Totals
2019-20 Actual	16,286	4,432	70,210	90,928
2020-21 Actual	14,822	3,104	5,315	23,241
2021-22 Budget	76,805	5,700	12,200	94,705
2021-22 as of 2/28/02	10,691	2,177	7,087	19,955
2021-22 Projected	20,036	3,750	9,590	33,376
2022-23 Dept.	61,231	5,650	0	66,881
2022-23 Mgr. Rec.	156,900	3,600	11,000	171,500
2022-23 Adopted	0	0	0	0
2023-24 Forecast	161,600	3,690	11,270	176,560
2024-25 Forecast	166,440	3,780	11,560	181,780
2025-26 Forecast	170,600	3,870	11,850	186,320
2026-27 Forecast	174,870	3,870	11,850	190,590

446.449 - Street Dept Winter Maintenance	Personal Services	Supplies	Other	Totals
2019-20 Actual	14,836	23,565	6,760	45,161
2020-21 Actual	19,940	31,888	10,100	61,928
2021-22 Budget	19,147	35,100	14,000	68,247
2021-22 as of 2/28/02	15,043	9,203	9,920	34,166
2021-22 Projected	4,241	35,000	12,000	51,241
2022-23 Dept.	9,689	35,000	12,000	56,689
2022-23 Mgr. Rec.	23,050	35,000	12,000	70,050
2022-23 Adopted	0	0	0	0
2023-24 Forecast	23,750	35,870	12,300	71,920
2024-25 Forecast	24,460	36,770	12,610	73,840
2025-26 Forecast	25,070	37,690	12,930	75,690
2026-27 Forecast	25,700	37,690	12,930	76,320



474.000 - Traffic Control Maintenance	Personal Services	Supplies	Other	Totals
2019-20 Actual	30,031	13,479	66,205	109,715
2020-21 Actual	36,389	10,309	57,555	104,253
2021-22 Budget	35,717	17,300	75,000	128,017
2021-22 as of 2/28/02	23,785	580	35,651	60,016
2021-22 Projected	38,198	6,114	60,000	104,312
2022-23 Dept.	38,907	10,000	75,000	123,907
2022-23 Mgr. Rec.	37,400	3,050	61,000	101,450
2022-23 Adopted	0	0	0	0
2023-24 Forecast	38,510	3,120	62,520	104,150
2024-25 Forecast	39,660	3,200	64,090	106,950
2025-26 Forecast	40,640	3,280	65,690	109,610
2026-27 Forecast	41,640	3,280	65,690	110,610

522.000 - Street Cleaning	Personal Services	Other	Totals
2019-20 Actual	7,781	3,692	11,473
2020-21 Actual	10,588	3,848	14,436
2021-22 Budget	23,217	6,000	29,217
2021-22 as of 2/28/02	9,545	15,150	24,695
2021-22 Projected	18,397	25,000	43,397
2022-23 Dept.	1,570	0	1,570
2022-23 Mgr. Rec.	91,500	25,000	116,500
2022-23 Adopted	0	0	0
2023-24 Forecast	94,240	25,620	119,860
2024-25 Forecast	97,070	26,260	123,330
2025-26 Forecast	99,490	26,920	126,410
2026-27 Forecast	101,970	26,920	128,890



781.000 - Forestry	Personal Services	Supplies	Other	Totals
2019-20 Actual	80,242	3,187	23,382	106,811
2020-21 Actual	63,872	2,869	21,893	88,634
2021-22 Budget	19,532	3,900	25,295	48,727
2021-22 as of 2/28/02	36,890	390	13,228	50,508
2021-22 Projected	66,185	3,500	25,000	94,685
2022-23 Dept.	5,621	3,500	25,000	34,121
2022-23 Mgr. Rec.	13,850	3,500	25,000	42,350
2022-23 Adopted	0	0	0	0
2023-24 Forecast	14,280	3,580	25,620	43,480
2024-25 Forecast	14,710	3,670	26,260	44,640
2025-26 Forecast	15,080	3,760	26,920	45,760
2026-27 Forecast	15,460	3,760	26,920	46,140

852.000 - Employee Health Insurance	Personal Services	Totals
2019-20 Actual	0	0
2020-21 Actual	0	0
2021-22 Budget	95,898	95,898
2021-22 as of 2/28/02	0	0
2021-22 Projected	0	0
2022-23 Dept.	88,300	88,300
2022-23 Mgr. Rec.	88,300	88,300
2022-23 Adopted	0	0
2023-24 Forecast	90,950	90,950
2024-25 Forecast	93,680	93,680
2025-26 Forecast	96,020	96,020
2026-27 Forecast	98,420	98,420



861.000 - Employers Share of Retirement	Personal Services	Totals
2019-20 Actual	29,890	29,890
2020-21 Actual	28,200	28,200
2021-22 Budget	42,263	42,263
2021-22 as of 2/28/02	42,263	42,263
2021-22 Projected	0	0
2022-23 Dept.	28,150	28,150
2022-23 Mgr. Rec.	28,150	28,150
2022-23 Adopted	0	0
2023-24 Forecast	28,990	28,990
2024-25 Forecast	29,860	29,860
2025-26 Forecast	30,610	30,610
2026-27 Forecast	31,380	31,380

966.000 - Transfer/Contributions	Personal Services	Totals
2019-20 Actual	0	0
2020-21 Actual	0	0
2021-22 Budget	5,000	5,000
2021-22 as of 2/28/02	7,000	7,000
2021-22 Projected	7,000	7,000
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	7,000	7,000
2022-23 Adopted	0	0
2023-24 Forecast	7,170	7,170
2024-25 Forecast	7,350	7,350
2025-26 Forecast	7,530	7,530
2026-27 Forecast	7,530	7,530



Special Revenue Funds- Fund 203 Local Street

Revenue	Grants	Interest, Rents & Contrib.	Totals
2019-20 Actual	462,139	0	462,139
2020-21 Actual	500,350	2,394	502,744
2021-22 Budget	755,700	5,000	760,700
2021-22 as of 2/28/02	247,306	1,196	248,502
2021-22 Projected	537,980	2,500	540,480
2022-23 Dept.	533,400	3,500	536,900
2022-23 Mgr. Rec.	552,570	3,500	556,070
2022-23 Adopted	0	0	0
2023-24 Forecast	563,620	3,570	567,190
2024-25 Forecast	574,890	3,640	578,530
2025-26 Forecast	586,390	3,710	590,100
2026-27 Forecast	598,120	3,780	601,900

Appropriations	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	136,589	31,708	193,497	0	361,794
2020-21 Actual	148,499	39,821	42,661	120,904	351,885
2021-22 Budget	157,536	50,200	77,600	700,000	985,336
2021-22 as of 2/28/02	115,663	13,109	52,641	0	181,413
2021-22 Projected	129,310	45,950	90,645	700,000	965,905
2022-23 Dept.	101,798	48,950	68,000	300,000	518,748
2022-23 Mgr. Rec.	196,250	48,750	67,350	300,000	612,350
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	202,110	49,960	69,020	250,000	571,090
2024-25 Forecast	208,160	51,200	70,750	250,000	580,110
2025-26 Forecast	213,370	52,480	72,520	250,000	588,370
2026-27 Forecast	218,600	52,480	72,520	250,000	593,600



446.402 - Street Dept Supervision & Overhead	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	52,508	0	9,815	0	62,323
2020-21 Actual	47,939	0	6,698	1,887	56,524
2021-22 Budget	18,988	100	10,200	0	29,288
2021-22 as of 2/28/02	12,317	0	6,130	0	18,447
2021-22 Projected	19,930	0	10,000	0	29,930
2022-23 Dept.	18,378	0	10,000	0	28,378
2022-23 Mgr. Rec.	11,200	0	9,350	0	20,550
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	11,540	0	9,580	0	21,120
2024-25 Forecast	11,880	0	9,820	0	21,700
2025-26 Forecast	12,180	0	10,060	0	22,240
2026-27 Forecast	12,490	0	10,060	0	22,550

446.447 - Street Dept Construction	Other	Capital Outlay	Totals
2019-20 Actual	4,691	0	4,691
2020-21 Actual	3,834	119,017	122,851
2021-22 Budget	8,000	700,000	708,000
2021-22 as of 2/28/02	2,395	0	2,395
2021-22 Projected	8,000	700,000	708,000
2022-23 Dept.	8,000	300,000	308,000
2022-23 Mgr. Rec.	8,000	300,000	308,000
2022-23 Adopted	0	0	0
2023-24 Forecast	8,200	250,000	258,200
2024-25 Forecast	8,400	250,000	258,400
2025-26 Forecast	8,610	250,000	258,610
2026-27 Forecast	8,610	250,000	258,610



446.448 - Street Dept Surface Maintenance	Personal Services	Supplies	Other	Totals
2019-20 Actual	7,424	2,622	152,193	162,239
2020-21 Actual	7,981	2,172	3,584	13,737
2021-22 Budget	19,979	4,850	10,000	34,829
2021-22 as of 2/28/02	11,778	1,674	4,864	18,316
2021-22 Projected	11,783	4,850	10,000	26,633
2022-23 Dept.	44,250	4,850	10,000	59,100
2022-23 Mgr. Rec.	46,500	4,850	10,000	61,350
2022-23 Adopted	0	0	0	0
2023-24 Forecast	47,890	4,970	10,250	63,110
2024-25 Forecast	49,330	5,090	10,510	64,930
2025-26 Forecast	50,570	5,210	10,770	66,550
2026-27 Forecast	51,840	5,210	10,770	67,820

446.449 - Street Dept Winter Maintenance	Personal Services	Supplies	Other	Totals
2019-20 Actual	9,514	25,731	3,360	38,605
2020-21 Actual	10,978	32,398	4,320	47,696
2021-22 Budget	14,799	40,200	10,000	64,999
2021-22 as of 2/28/02	13,485	9,284	6,880	29,649
2021-22 Projected	1,516	37,000	10,000	48,516
2022-23 Dept.	6,313	40,000	10,000	56,313
2022-23 Mgr. Rec.	13,550	40,000	10,000	63,550
2022-23 Adopted	0	0	0	0
2023-24 Forecast	13,960	41,000	10,250	65,210
2024-25 Forecast	14,380	42,020	10,510	66,910
2025-26 Forecast	14,740	43,070	10,770	68,580
2026-27 Forecast	15,110	43,070	10,770	68,950



474.000 - Traffic Control Maintenance	Personal Services	Supplies	Other	Totals
2019-20 Actual	14,860	1,920	8,320	25,100
2020-21 Actual	18,711	4,099	8,320	31,130
2021-22 Budget	20,465	3,100	9,000	32,565
2021-22 as of 2/28/02	12,636	1,433	5,760	19,829
2021-22 Projected	20,235	2,600	9,000	31,835
2022-23 Dept.	20,658	2,600	9,000	32,258
2022-23 Mgr. Rec.	20,800	2,600	9,000	32,400
2022-23 Adopted	0	0	0	0
2023-24 Forecast	21,420	2,660	9,220	33,300
2024-25 Forecast	22,070	2,720	9,450	34,240
2025-26 Forecast	22,620	2,790	9,690	35,100
2026-27 Forecast	23,180	2,790	9,690	35,660

522.000 - Street Cleaning	Personal Services	Other	Totals
2019-20 Actual	4,461	2,496	6,957
2020-21 Actual	5,781	1,456	7,237
2021-22 Budget	19,022	3,000	22,022
2021-22 as of 2/28/02	6,591	12,932	19,523
2021-22 Projected	8,158	22,645	30,803
2022-23 Dept.	2,447	0	2,447
2022-23 Mgr. Rec.	44,950	0	44,950
2022-23 Adopted	0	0	0
2023-24 Forecast	46,290	0	46,290
2024-25 Forecast	47,680	0	47,680
2025-26 Forecast	48,870	0	48,870
2026-27 Forecast	50,090	0	50,090



781.000 - Forestry	Personal Services	Supplies	Other	Totals
2019-20 Actual	38,018	1,434	12,622	52,074
2020-21 Actual	45,109	1,151	14,449	60,709
2021-22 Budget	26,750	1,950	27,400	56,100
2021-22 as of 2/28/02	41,245	717	13,680	55,642
2021-22 Projected	67,688	1,500	21,000	90,188
2022-23 Dept.	9,754	1,500	21,000	32,254
2022-23 Mgr. Rec.	22,150	1,300	21,000	44,450
2022-23 Adopted	0	0	0	0
2023-24 Forecast	22,810	1,330	21,520	45,660
2024-25 Forecast	23,490	1,370	22,060	46,920
2025-26 Forecast	24,080	1,410	22,620	48,110
2026-27 Forecast	24,680	1,410	22,620	48,710

852.000 - Employee Health Insurance	Personal Services	Totals
2019-20 Actual	0	0
2020-21 Actual	0	0
2021-22 Budget	20,920	20,920
2021-22 as of 2/28/02	0	0
2021-22 Projected	0	0
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	22,900	22,900
2022-23 Adopted	0	0
2023-24 Forecast	23,590	23,590
2024-25 Forecast	24,300	24,300
2025-26 Forecast	24,910	24,910
2026-27 Forecast	25,530	25,530



861.000 - Employers Share of Retirement	Personal Services	Totals
2019-20 Actual	9,803	9,803
2020-21 Actual	12,000	12,000
2021-22 Budget	13,613	13,613
2021-22 as of 2/28/02	13,613	13,613
2021-22 Projected	0	0
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	10,200	10,200
2022-23 Adopted	0	0
2023-24 Forecast	10,510	10,510
2024-25 Forecast	10,830	10,830
2025-26 Forecast	11,100	11,100
2026-27 Forecast	11,380	11,380

966.000 - Transfer/Contributions	Personal Services	Totals
2019-20 Actual	0	0
2020-21 Actual	0	0
2021-22 Budget	3,000	3,000
2021-22 as of 2/28/02	4,000	4,000
2021-22 Projected	0	0
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	4,000	4,000
2022-23 Adopted	0	0
2023-24 Forecast	4,100	4,100
2024-25 Forecast	4,200	4,200
2025-26 Forecast	4,300	4,300
2026-27 Forecast	4,300	4,300



Dial-A-Ride

Mount Clemens Dial-A-Ride is a small bus transportation service that operates on a call on demand response system. The operation consists of seven busses and provides services Monday through Friday 6:00 a.m. - 5:45 p.m. and Saturday 9:30 a.m. - 2:30 p.m. The type of service provided is a radio dispatch door to door service and routed site to site advanced reservations. Dial-a-ride also provides scheduled routes, the senior shopper route. Reservation calls and asap response calls are provided for anyone traveling in the city limits of Mount Clemens.

Dial-a-ride collaborates with Suburban Mobility Authority for Regional Transportation (SMART) to provide transportation needs to persons with disabilities through the Specialized Services Contract.

Under the direction of the director of public services, Mount Clemens Dial-A-Ride operates with one full-time supervisor, two part-time dispatchers, and eight part-time drivers.

The DAR budget is supported with funding from SMART and bus fares



Special Revenue Funds: Fund 211 Dial-A-Ride

Revenue	Taxes	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fees	Totals
2019-20 Actual	300,049	78,399	0	274	45,283	424,005
2020-21 Actual	305,111	191,353	654	71	28,736	525,925
2021-22 Budget	318,850	235,050	2,000	500	35,000	591,400
2021-22 as of 2/28/02	289,551	184,098	326	0	17,891	491,866
2021-22 Projected	318,850	289,900	1,000	0	26,300	636,050
2022-23 Dept.	338,000	117,000	1,000	0	26,250	482,250
2022-23 Mgr. Rec.	338,000	117,500	1,000	0	26,600	483,100
2022-23 Adopted	0	0	0	0	0	0
2023-24 Forecast	348,140	119,850	1,020	0	27,130	496,140
2024-25 Forecast	358,580	122,250	1,040	0	27,670	509,540
2025-26 Forecast	369,340	124,690	1,060	0	28,220	523,310
2026-27 Forecast	380,420	127,190	1,080	0	28,780	537,470

Appropriations	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	323,211	24,199	61,444	1,017	409,871
2020-21 Actual	290,054	14,866	42,849	14,722	362,491
2021-22 Budget	323,196	30,900	198,140	55,000	607,236
2021-22 as of 2/28/02	190,182	14,066	31,345	22,032	257,625
2021-22 Projected	260,500	27,600	47,450	45,000	380,550
2022-23 Dept.	181,872	30,650	29,450	25,000	266,972
2022-23 Mgr. Rec.	322,750	30,400	51,800	51,000	455,950
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	332,370	31,160	53,070	0	416,600
2024-25 Forecast	342,280	31,940	54,390	0	428,610
2025-26 Forecast	350,840	32,740	55,740	0	439,320
2026-27 Forecast	359,330	32,740	55,740	0	447,810



290.000 - Dial A Ride	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	294,475	24,199	61,444	1,017	381,135
2020-21 Actual	256,212	14,866	42,849	14,722	328,649
2021-22 Budget	286,496	30,900	60,140	55,000	432,536
2021-22 as of 2/28/02	173,817	14,066	31,345	22,032	241,260
2021-22 Projected	260,500	27,600	47,450	45,000	380,550
2022-23 Dept.	181,872	30,650	29,450	25,000	266,972
2022-23 Mgr. Rec.	312,050	30,400	51,800	51,000	445,250
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	321,400	31,160	53,070	0	405,630
2024-25 Forecast	331,030	31,940	54,390	0	417,360
2025-26 Forecast	339,310	32,740	55,740	0	427,790
2026-27 Forecast	347,800	32,740	55,740	0	436,280

880.000 - Contingency Reserve	Other	Totals
2019-20 Actual	0	0
2020-21 Actual	0	0
2021-22 Budget	138,000	138,000
2021-22 as of 2/28/02	0	0
2021-22 Projected	0	0
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	0	0
2022-23 Adopted	0	0
2023-24 Forecast	0	0
2024-25 Forecast	0	0
2025-26 Forecast	0	0
2026-27 Forecast	0	0



966.000 - Transfer/Contributions	Personal Services	Totals
2019-20 Actual	28,736	28,736
2020-21 Actual	33,842	33,842
2021-22 Budget	36,700	36,700
2021-22 as of 2/28/02	16,365	16,365
2021-22 Projected	0	0
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	10,700	10,700
2022-23 Adopted	0	0
2023-24 Forecast	10,970	10,970
2024-25 Forecast	11,250	11,250
2025-26 Forecast	11,530	11,530
2026-27 Forecast	11,530	11,530



Special Revenue Funds: Fund 245 Public Improvement Revolving

Revenue	Interest, Rents & Contrib.	Licenses, Charges & Fees	Totals
2019-20 Actual	104	57,706	57,810
2020-21 Actual	168	57,706	57,874
2021-22 Budget	0	58,000	58,000
2021-22 as of 2/28/02	0	57,706	57,706
2021-22 Projected	2,000	58,000	60,000
2022-23 Dept.	0	58,000	58,000
2022-23 Mgr. Rec.	2,000	62,000	64,000
2022-23 Adopted	0	0	0
2023-24 Forecast	2,040	63,240	65,280
2024-25 Forecast	2,080	64,500	66,580
2025-26 Forecast	2,120	65,790	67,910
2026-27 Forecast	2,160	67,110	69,270

Appropriations	Personal Services	Supplies	Other	Totals
2019-20 Actual	14,094	7,846	36,930	58,870
2020-21 Actual	11,355	8,067	40,216	59,638
2021-22 Budget	5,899	8,500	43,601	58,000
2021-22 as of 2/28/02	12,482	3,534	20,730	36,746
2021-22 Projected	17,980	8,000	38,000	63,980
2022-23 Dept.	8,545	8,000	41,000	57,545
2022-23 Mgr. Rec.	14,950	8,000	41,000	63,950
2022-23 Adopted	0	0	0	0
2023-24 Forecast	15,410	8,200	42,020	65,630
2024-25 Forecast	15,880	8,400	43,070	67,350
2025-26 Forecast	16,280	8,610	44,150	69,040
2026-27 Forecast	16,690	8,610	44,150	69,450



441.441 - Downtown Maintenance	Personal Services	Supplies	Other	Totals
2019-20 Actual	14,094	7,846	36,930	58,870
2020-21 Actual	11,355	8,067	40,216	59,638
2021-22 Budget	5,899	8,500	43,601	58,000
2021-22 as of 2/28/02	12,482	3,534	20,730	36,746
2021-22 Projected	17,980	8,000	38,000	63,980
2022-23 Dept.	8,545	8,000	41,000	57,545
2022-23 Mgr. Rec.	14,950	8,000	41,000	63,950
2022-23 Adopted	0	0	0	0
2023-24 Forecast	15,410	8,200	42,020	65,630
2024-25 Forecast	15,880	8,400	43,070	67,350
2025-26 Forecast	16,280	8,610	44,150	69,040
2026-27 Forecast	16,690	8,610	44,150	69,450



Special Revenue Funds: Fund 247 TIFA

Revenue	Taxes	Interest, Rents & Contrib.	Totals
2019-20 Actual	213,600	0	213,600
2020-21 Actual	222,606	0	222,606
2021-22 Budget	250,000	1,000	251,000
2021-22 as of 2/28/02	0	0	0
2021-22 Projected	242,300	0	242,300
2022-23 Dept.	229,350	1,000	230,350
2022-23 Mgr. Rec.	229,350	1,000	230,350
2022-23 Adopted	0	0	0
2023-24 Forecast	233,940	1,020	234,960
2024-25 Forecast	238,620	1,040	239,660
2025-26 Forecast	243,390	1,060	244,450
2026-27 Forecast	248,260	1,080	249,340

Appropriations	Debt & Transfers	Other	Totals
2019-20 Actual	657,257	3,301	660,558
2020-21 Actual	212,091	300	212,391
2021-22 Budget	250,000	1,000	251,000
2021-22 as of 2/28/02	0	0	0
2021-22 Projected	241,300	1,000	242,300
2022-23 Dept.	229,350	1,000	230,350
2022-23 Mgr. Rec.	229,350	1,000	230,350
2022-23 Adopted	0	0	0
2023-24 Forecast	233,940	1,020	234,960
2024-25 Forecast	238,610	1,050	239,660
2025-26 Forecast	243,370	1,080	244,450
2026-27 Forecast	248,260	1,080	249,340



966.000 - Transfer/Contributions	Debt And Transfers	Other	Totals
2019-20 Actual	657,257	3,301	660,558
2020-21 Actual	212,091	300	212,391
2021-22 Budget	250,000	1,000	251,000
2021-22 as of 2/28/02	0	0	0
2021-22 Projected	241,300	1,000	242,300
2022-23 Dept.	229,350	1,000	230,350
2022-23 Mgr. Rec.	229,350	1,000	230,350
2022-23 Adopted	0	0	0
2023-24 Forecast	233,940	1,020	234,960
2024-25 Forecast	238,610	1,050	239,660
2025-26 Forecast	243,370	1,080	244,450
2026-27 Forecast	248,260	1,080	249,340



Special Revenue Funds: 248 Downtown Development

Revenue	Taxes	Interest, Rents & Contrib.	Other	Transfers	Totals
2019-20 Actual	43,108	280	29,425	657,257	730,070
2020-21 Actual	43,053	602	39,185	212,091	294,931
2021-22 Budget	44,500	0	30,000	250,000	324,500
2021-22 as of 2/28/02	41,752	163	22,092	0	64,007
2021-22 Projected	44,500	0	25,000	241,300	310,800
2022-23 Dept.	44,500	0	30,000	250,000	324,500
2022-23 Mgr. Rec.	45,300	1,474,560	40,000	229,350	1,789,210
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	46,660	1,504,050	40,800	233,940	1,825,450
2024-25 Forecast	48,060	1,534,130	41,620	238,610	1,862,420
2025-26 Forecast	49,500	1,564,810	42,450	243,370	1,900,130
2026-27 Forecast	50,990	1,596,110	43,300	248,260	1,938,660

Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	0	0	893	234,221	0	235,114
2020-21 Actual	13,334	0	802	257,204	0	271,340
2021-22 Budget	0	27,750	2,000	298,934	0	328,684
2021-22 as of 2/28/02	0	14,685	596	226,797	0	242,078
2021-22 Projected	0	24,650	843	278,672	0	304,165
2022-23 Dept.	0	28,634	2,000	298,750	0	329,384
2022-23 Mgr. Rec.	0	29,400	840	298,670	1,674,560	2,003,470
2022-23 Adopted	0	0	0	0	0	0
2023-24 Forecast	0	30,270	860	306,130	0	337,260
2024-25 Forecast	0	31,180	880	313,780	0	345,840
2025-26 Forecast	0	31,950	900	321,630	0	354,480
2026-27 Forecast	0	32,740	900	321,630	0	355,270



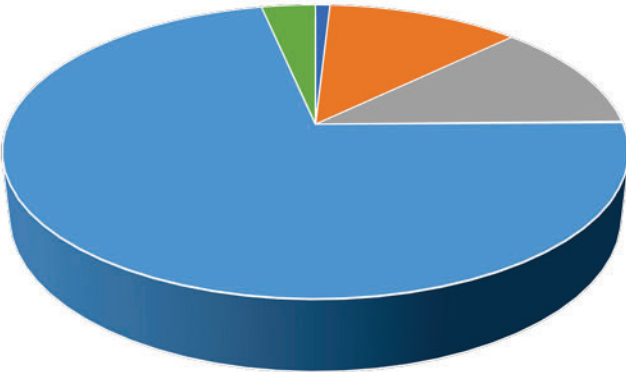
692.000 - Downtown Development	Personal Services	Supplies	Other	Capital Outlay	Unk_Exp
2019-20 Actual	0	893	234,221	0	0
2020-21 Actual	0	802	257,204	0	13,334
2021-22 Budget	27,750	2,000	298,934	0	0
2021-22 as of 2/28/02	14,685	596	226,797	0	0
2021-22 Projected	24,650	843	278,672	0	0
2022-23 Dept.	28,634	2,000	298,750	0	0
2022-23 Mgr. Rec.	29,400	840	298,670	1,674,560	0
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	30,270	860	306,130	0	0
2024-25 Forecast	31,180	880	313,780	0	0
2025-26 Forecast	31,950	900	321,630	0	0
2026-27 Forecast	32,740	900	321,630	0	0



Enterprise Funds	Parking	Sewage	Water	Rubbish	Ice Arena	Total
Revenues						
Taxes				114,000		114,000
Grants		324,000	1,187,000	6,850		1,517,850
Interest, Rents & Contributions	22,500	10,000	91,000	1,000	1,393,900	1,518,400
Other		1,000	13,620	4,500		19,120
Licenses, Charges & Fines	434,000	4,960,000	3,013,460	767,350		9,174,810
Transfers	420,000			5,000		425,000
Total Revenues	876,500	5,295,000	4,305,080	898,700	1,393,900	12,769,180
Expenditures						
General Government						
Public Safety - Police						
Public Works	838,350	8,094,740	4,573,600	963,250		14,469,940
Community & Economic Development						
Recreation					1,681,100	1,681,100
Other- Insurance & Benefits						
Capital Outlay						
Transfers Out & Other Uses	12,500	155,300	190,000	6,000		363,800
Total Expenditures	850,850	8,250,040	4,763,600	969,250	1,681,100	16,514,840
Change In Fund Balance	25,650	(2,955,040)	(458,520)	(70,550)	(287,200)	

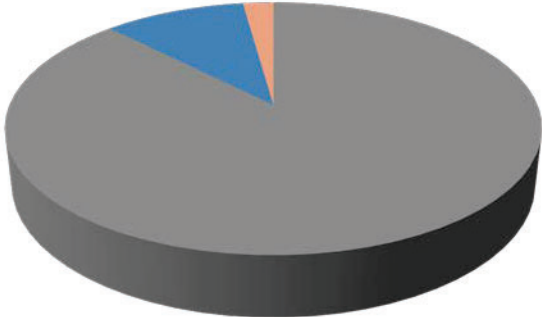


Enterprise Funds Revenue



- | | |
|-----------------------------------|-------------|
| ■ Taxes | ■ Grants |
| ■ Interest, Rents & Contributions | ■ Other |
| ■ Licenses, Charges & Fines | ■ Transfers |

Enterprise Funds Expenditures



- | | |
|-----------------------------------|-------------|
| ■ Taxes | ■ Grants |
| ■ Interest, Rents & Contributions | ■ Other |
| ■ Licenses, Charges & Fines | ■ Transfers |



Enterprise Funds: Fund 585 Parking

Revenues	Interest, Rents & Contrib.	Licenses, Charges & Fees	Transfers	Totals
2019-20 Actual	22,500	510,585	0	533,085
2020-21 Actual	22,500	234,728	0	257,228
2021-22 Budget	22,500	335,000	302,777	660,277
2021-22 as of 2/28/02	15,000	269,040	410,308	694,348
2021-22 Projected	22,500	421,500	410,350	854,350
2022-23 Dept.	22,500	409,000	320,000	751,500
2022-23 Mgr. Rec.	22,500	434,000	420,000	876,500
2022-23 Adopted	0	0	0	0
2023-24 Forecast	22,950	487,680	300,000	810,630
2024-25 Forecast	23,410	541,440	0	564,850
2025-26 Forecast	23,880	545,270	0	569,150
2026-27 Forecast	24,360	549,180	0	573,540



Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	27,333	(32,049)	3,996	284,803	0	284,083
2020-21 Actual	39,482	5,677	6,848	187,536	0	239,543
2021-22 Budget	434,200	149,261	5,850	234,816	5,000	829,127
2021-22 as of 2/28/02	8,848	107,877	3,091	23,653	0	143,469
2021-22 Projected	430,200	155,450	5,250	230,266	0	821,166
2022-23 Dept.	0	118,427	5,250	154,250	0	277,927
2022-23 Mgr. Rec.	435,000	168,350	5,200	242,300	0	850,850
2022-23 Adopted	0	0	0	10	0	10
2023-24 Forecast	510	173,340	5,330	248,340	384,000	811,520
2024-25 Forecast	520	178,470	5,470	254,560	84,000	523,020
2025-26 Forecast	530	182,910	5,610	260,940	84,000	533,990
2026-27 Forecast	530	187,140	5,610	260,940	84,000	538,220



546.000 - Automobile Park System	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	(44,586)	3,996	284,803	0	244,213
2020-21 Actual	(6,832)	6,848	187,536	0	187,552
2021-22 Budget	136,761	5,850	234,816	5,000	382,427
2021-22 as of 2/28/02	101,279	3,091	23,653	0	128,023
2021-22 Projected	142,950	5,250	230,266	0	378,466
2022-23 Dept.	118,427	5,250	154,250	0	277,927
2022-23 Mgr. Rec.	155,850	5,200	242,300	0	403,350
2022-23 Adopted	0	0	10	0	10
2023-24 Forecast	160,530	5,330	248,340	384,000	798,200
2024-25 Forecast	165,340	5,470	254,560	84,000	509,370
2025-26 Forecast	169,450	5,610	260,940	84,000	520,000
2026-27 Forecast	173,680	5,610	260,940	84,000	524,230

906.000 - Debt Retirement	Debt And Transfers	Totals
2019-20 Actual	27,333	27,333
2020-21 Actual	39,482	39,482
2021-22 Budget	434,200	434,200
2021-22 as of 2/28/02	8,848	8,848
2021-22 Projected	430,200	430,200
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	435,000	435,000
2022-23 Adopted	0	0
2023-24 Forecast	510	510
2024-25 Forecast	520	520
2025-26 Forecast	530	530
2026-27 Forecast	530	530



966.000 - Transfer/Contributions	Personal Services	Totals
2019-20 Actual	12,537	12,537
2020-21 Actual	12,509	12,509
2021-22 Budget	12,500	12,500
2021-22 as of 2/28/02	6,598	6,598
2021-22 Projected	12,500	12,500
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	12,500	12,500
2022-23 Adopted	0	0
2023-24 Forecast	12,810	12,810
2024-25 Forecast	13,130	13,130
2025-26 Forecast	13,460	13,460
2026-27 Forecast	13,460	13,460



Utilities Department

The mission of the Utilities Department is to efficiently and effectively operate, protect, and manage all water infrastructure and water resources for the current and future needs of the community and the environment.

The Utilities Department is a customer service organization responsible for the treatment and distribution of safe drinking water and the proper treatment and disposal of wastewater and storm water.

The Utilities Director is responsible for overseeing the Water Filtration Plant's 24/7 production of high purity drinking water to the residents of Mount Clemens, the Selfridge Air National Guard Base, and small portions of Harrison and Clinton Township: in total, comprising a base of roughly 25,000 customers. The Utilities Director is also responsible for overseeing all aspects of the City's 10-million-gallon wastewater treatment facility, 6 associated pump stations, and 31.3-million-gallon capacity retention basin. Additionally, the Utilities Director is responsible for day-to-day operations of these facilities, including the management of staff, the maintenance and repair of equipment, and the facilities' adherence to strict Federal and State requirements. Finally, the Director performs the business functions of this department, including forecasting, budgeting, and purchasing.

The Utilities Department also provides regular repair and maintenance of the water distribution system, which is comprised of 88 miles of pipeline, 775 valves, and 750 hydrants. The department also repairs and maintains the wastewater and storm water collection system.

The department operates Macomb County's only septic hauler and vector dumping station, treating domestic sewage from all over Southeast Michigan. The station creates a revenue stream for the city, while providing a safe and environmentally friendly spot for homeowners, businesses, or municipalities to have their waste treated.

The department is also responsible for the timely and accurate reading of water meters throughout the city, along with maintenance, repair and replacement needs whenever they occur. Finally, in line with the focus on customer service, the department regularly responds to over 1000 customer service requests annually,



GOALS

OBJECTIVES

1. To successfully oversee all water production and distribution services, as well as wastewater collection, treatment, and disposal operations
 2. To operate the City's utility assets in compliance with all Federal, State, and Local regulations, and to comply with all permit requirements
 3. To provide timely, accurate, and efficient water and wastewater services in order to provide high quality customer service for system users
 4. To manage the City's utility assets cost-effectively, to ensure that each utility is properly funded, and to plan for future system growth
- Complete Master Plan for the Water Plant to comply with EGLE's mandate
 - Achieve the State mandated replacement of 5% of lead service lines
 - Properly and effectively execute the City's Capital Improvement Plan.
 - Continue to replace broken valves, fire hydrants and sewer lines before it becomes an emergency repair.
 - Complete Breitmeyer pipe, valve, and hydrant repairs before resurfacing
 - Begin transition to monthly water billing for water customers
 - Hydroexcavate approximately 400 houses per EGLE mandate for water service line material inventory
 - Complete inspection and cleaning of all City catch basins. Another EGLE mandate.



Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2022-2023:

In fiscal year 2019-2020, the City made several final bond payments relating to Utilities Department activities, leading to the availability of significant funds available for other Utilities projects.

The wastewater treatment plant's retention basin has several issues that are to be addressed with this year's budget, including repair of the backup basin dewatering pump, and overhaul of the groundwater pump station.

The wastewater treatment plant upgrades include replacement of 5 of the plant's 10 aeration channel rotors, replacement of two of the main influent pumps, and several SCADA upgrades to better monitor plant activity. Additionally, the sludge system is set for an upgrade, including a new sludge press, as well as replacing one of the two sludge centrifuges.

The engineering firm of Fishbeck, Thompson, Carr and Huber, Inc is nearing the completion of a master plan regarding upgrade alternatives and repairs to the water treatment plant. Large capital improvements at the plant have been temporarily adjourned until the recommendations of the firm can be properly scrutinized by the city.

The city will be resurfacing Breitmeyer during this fiscal year, so a significant amount of financial resources will go into the repair and replacement of utility infrastructure before resurfacing, in order to avoid the need to damage a newly surfaced road to repair old and failing pipes and valves. The budget has also been increased for infrastructure projects in general.

In order to comply with EGLE mandates listed in the objective columns the city has determined the best route is to hire two water distribution employees and purchase a new vector. With these lead and copper rules starting to take effect there will be plenty of work for years to come. The vector while expensive now will also need to be replaced at some point no matter what.

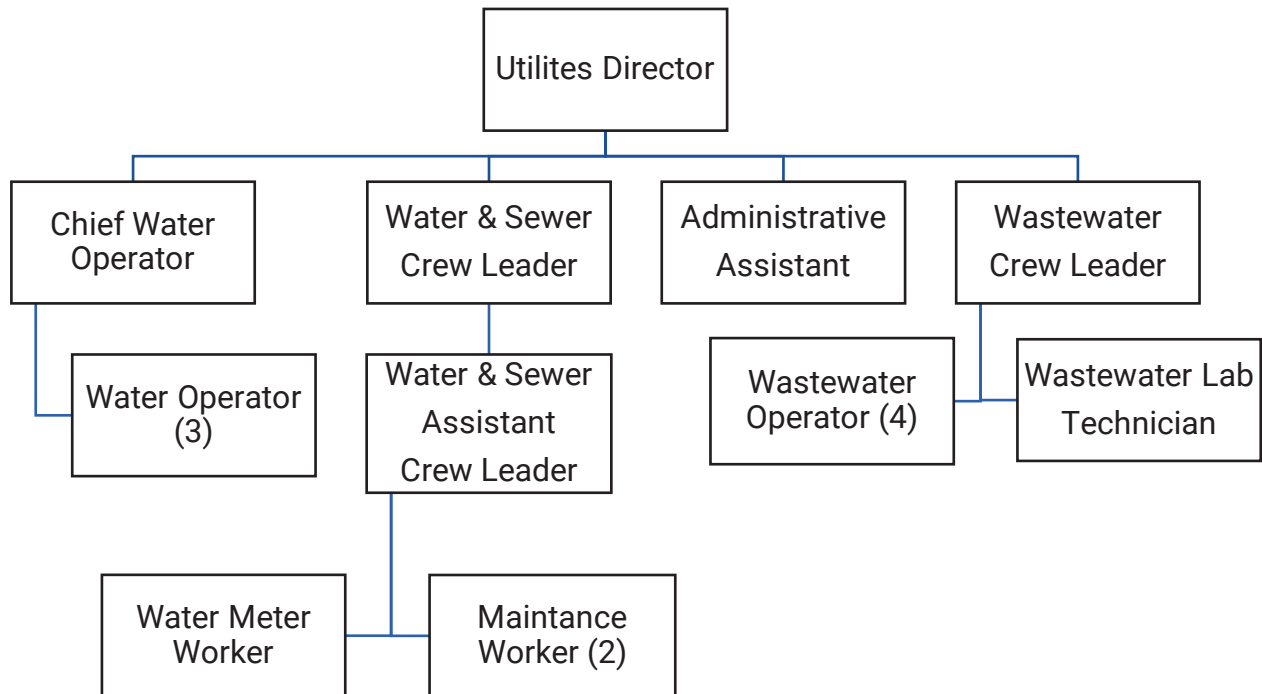


Performance Indicators / Outcome Measures

	Actual	Actual	Estimated
	FY19/20	FY20/21	FY21/22
Production (Gallons)	1,305,176,100	1,258,108,700	607,876,000
Treatment Volume (Gallons)	3,261,344,000	3,309,109,000	1,710,122,000
Valves Replaced	15	24	16
Main Breaks Repaired	51	39	21
Curb Stops Repaired	132	68	41
Hydrants Repaired	17	26	18
Water Service Taps Repaired	34	12	6
Sewers Repaired	10	18	13
Sewer Jet Cleaned	45	62	35
Catch Basin Repairs	22	21	5
Shut-Offs for Non Payment	710	287	236
Non-Payment Total	293,212.76	155,171.95	131,677.39
Customer Service Requests	1,915	1,692	907



Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>		<u>2021</u>	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
	Utilities											
<u>Water Filtration Plant</u>												
Utilities Supervisor			1		1		1		1			
Chief Water Filt. Operator	1											1
Operator	2		4		4		4		4			3
<u>WWTP</u>												
Director			1		1							1
Utilities Supervisor							1		1			
Administrative Asst.	1		1		1		1		1			1
Crew Leader	1		1		1							1
Operator	4		3		4		4		4			4
Laboratory Technician II	1		1		1		1		1			1
<u>Water & Sewer Crew</u>												
Crew Leader	1		1		1		1		1			1
Water Dist. Asst. Crew Leader	1		1		1		1		1			1
Maintenance Worker	2		2		2		2		2			2
Water Meter I	1		1		1		1		1			1
TOTALS	15	0	17	0	18	0	17	0	17	0	17	0



Enterprise Funds: Fund 590 Sewage

Revenue	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fees	Totals
2019-20 Actual	0	362	5,469	5,126,608	5,132,439
2020-21 Actual	0	11,411	2,077	4,974,198	4,987,686
2021-22 Budget	75,000	6,000	500	4,965,000	5,046,500
2021-22 as of 2/28/02	0	5,434	4,129	4,186,745	4,196,308
2021-22 Projected	0	10,000	5,000	4,975,000	4,990,000
2022-23 Dept.	0	17,000	0	4,950,000	4,967,000
2022-23 Mgr. Rec.	324,000	10,000	1,000	4,960,000	5,295,000
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	330,480	10,200	1,020	5,059,200	5,400,900
2024-25 Forecast	337,090	10,400	1,040	5,160,380	5,508,910
2025-26 Forecast	343,830	10,610	1,060	5,263,600	5,619,100
2026-27 Forecast	350,710	10,820	1,080	5,368,870	5,731,480

Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay
2019-20 Actual	132,662	993,986	133,290	3,191,126	12,970
2020-21 Actual	17,181	(55,379)	159,302	2,679,682	70,922
2021-22 Budget	76,050	1,052,506	132,032	3,132,232	1,246,117
2021-22 as of 2/28/02	8,387	697,813	139,161	804,418	797,695
2021-22 Projected	76,111	1,133,742	148,147	3,143,882	1,362,707
2022-23 Dept.	79,550	1,003,542	287,810	3,229,850	3,826,500
2022-23 Mgr. Rec.	74,520	1,053,600	196,420	3,220,970	3,704,530
2022-23 Adopted	0	0	0	20	10
2023-24 Forecast	77,960	1,084,440	201,320	3,301,450	4,650,500
2024-25 Forecast	76,330	1,116,180	206,350	3,384,010	3,330,000
2025-26 Forecast	74,760	1,144,120	211,500	3,468,600	3,370,000
2026-27 Forecast	73,090	1,168,560	211,500	3,468,600	3,325,000



537.502 - Utility - Supv & Overhead	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	51,326	1,081	250	0	52,657
2020-21 Actual	55,888	1,498	11,630	0	69,016
2021-22 Budget	118,762	1,550	500	0	120,812
2021-22 as of 2/28/02	85,308	817	7,330	0	93,455
2021-22 Projected	134,150	1,514	12,547	0	148,211
2022-23 Dept.	134,240	1,510	13,000	0	148,750
2022-23 Mgr. Rec.	65,500	1,550	12,750	0	79,800
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	67,470	1,590	13,070	4,650,500	4,732,630
2024-25 Forecast	69,490	1,630	13,400	3,330,000	3,414,520
2025-26 Forecast	71,250	1,670	13,730	3,370,000	3,456,650
2026-27 Forecast	73,050	1,670	13,730	3,325,000	3,413,450

537.503 - Utility - Comm Activities	Debt And Transfers	Personal Services	Other	Totals
2019-20 Actual	97,324	217,051	1,910,298	2,224,673
2020-21 Actual	0	(862,870)	1,476,673	613,803
2021-22 Budget	0	189,450	1,601,700	1,791,150
2021-22 as of 2/28/02	0	153,707	88,667	242,374
2021-22 Projected	0	257,627	1,630,423	1,888,050
2022-23 Dept.	0	211,100	1,652,500	1,863,600
2022-23 Mgr. Rec.	0	217,550	1,652,500	1,870,050
2022-23 Adopted	0	0	10	10
2023-24 Forecast	0	224,080	1,693,810	1,917,890
2024-25 Forecast	0	230,800	1,736,160	1,966,960
2025-26 Forecast	0	236,570	1,779,570	2,016,140
2026-27 Forecast	0	242,470	1,779,570	2,022,040



537.504 - Utility-Transmission	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	87,730	34,072	220,771	3,429	346,002
2020-21 Actual	164,623	37,265	293,317	9,976	505,181
2021-22 Budget	149,821	31,000	539,359	286,756	1,006,936
2021-22 as of 2/28/02	154,861	38,863	32,624	100,818	327,166
2021-22 Projected	236,847	49,914	386,000	185,003	857,764
2022-23 Dept.	178,263	91,500	436,000	1,535,000	2,240,763
2022-23 Mgr. Rec.	183,000	84,910	436,000	1,453,740	2,157,650
2022-23 Adopted	0	0	10	0	10
2023-24 Forecast	188,490	87,030	446,900	0	722,420
2024-25 Forecast	194,140	89,210	458,070	0	741,420
2025-26 Forecast	199,000	91,440	469,530	0	759,970
2026-27 Forecast	203,980	91,440	469,530	0	764,950

537.505 - Utility - Catch Basins	Personal Services	Supplies	Other	Totals
2019-20 Actual	78,051	6,403	131,351	215,805
2020-21 Actual	0	0	0	0
2021-22 Budget	0	0	0	0
2021-22 as of 2/28/02	440	0	9,988	10,428
2021-22 Projected	846	0	19,188	20,034
2022-23 Dept.	423	0	0	423
2022-23 Mgr. Rec.	0	0	0	0
2022-23 Adopted	0	0	0	0
2023-24 Forecast	0	0	0	0
2024-25 Forecast	0	0	0	0
2025-26 Forecast	0	0	0	0
2026-27 Forecast	0	0	0	0



537.506 - Utility - Pump Stations	Personal Services	Supplies	Other	Totals
2019-20 Actual	28,847	3,663	40,538	73,048
2020-21 Actual	26,515	1,363	28,853	56,731
2021-22 Budget	28,792	6,319	36,411	71,522
2021-22 as of 2/28/02	195	6,241	20,360	26,796
2021-22 Projected	0	10,000	36,647	46,647
2022-23 Dept.	0	45,000	38,150	83,150
2022-23 Mgr. Rec.	0	15,000	38,150	53,150
2022-23 Adopted	0	0	0	0
2023-24 Forecast	0	15,370	39,100	54,470
2024-25 Forecast	0	15,750	40,080	55,830
2025-26 Forecast	0	16,140	41,070	57,210
2026-27 Forecast	0	16,140	41,070	57,210

537.507 - Utility - Retention Basin	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	30,998	15,069	75,815	611	122,493
2020-21 Actual	25,588	6,337	88,732	16,621	137,278
2021-22 Budget	29,688	15,525	87,702	207,000	339,915
2021-22 as of 2/28/02	1,538	44,989	55,011	89,936	191,474
2021-22 Projected	3,049	15,105	92,993	171,489	282,636
2022-23 Dept.	0	24,250	99,000	180,000	303,250
2022-23 Mgr. Rec.	0	23,250	93,660	171,490	288,400
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	0	23,820	96,000	0	119,820
2024-25 Forecast	0	24,410	98,400	0	122,810
2025-26 Forecast	0	25,010	100,850	0	125,860
2026-27 Forecast	0	25,010	100,850	0	125,860



537.508 - Utility - Operation of Plant	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	360,293	73,003	812,104	8,931	1,254,331
2020-21 Actual	372,712	112,838	780,477	44,324	1,310,351
2021-22 Budget	365,693	77,639	866,560	752,361	2,062,253
2021-22 as of 2/28/02	221,682	48,250	590,438	606,941	1,467,311
2021-22 Projected	349,923	71,614	966,084	1,006,215	2,393,836
2022-23 Dept.	324,215	125,550	991,200	2,111,500	3,552,465
2022-23 Mgr. Rec.	432,250	71,710	987,910	2,079,300	3,571,170
2022-23 Adopted	0	0	0	10	10
2023-24 Forecast	445,220	73,510	1,012,570	0	1,531,300
2024-25 Forecast	458,590	75,350	1,037,900	0	1,571,840
2025-26 Forecast	470,060	77,240	1,063,850	0	1,611,150
2026-27 Forecast	481,820	77,240	1,063,850	0	1,622,910

906.503 - Debt Retirement Utility	Debt And Transfers	Totals
2019-20 Actual	35,338	35,338
2020-21 Actual	17,181	17,181
2021-22 Budget	76,050	76,050
2021-22 as of 2/28/02	8,387	8,387
2021-22 Projected	76,111	76,111
2022-23 Dept.	79,550	79,550
2022-23 Mgr. Rec.	74,520	74,520
2022-23 Adopted	0	0
2023-24 Forecast	77,960	77,960
2024-25 Forecast	76,330	76,330
2025-26 Forecast	74,760	74,760
2026-27 Forecast	73,090	73,090



966.000 - Transfer/Contributions	Personal Services	Totals
2019-20 Actual	139,688	139,688
2020-21 Actual	162,166	162,166
2021-22 Budget	170,300	170,300
2021-22 as of 2/28/02	80,081	80,081
2021-22 Projected	151,300	151,300
2022-23 Dept.	155,300	155,300
2022-23 Mgr. Rec.	155,300	155,300
2022-23 Adopted	0	0
2023-24 Forecast	159,180	159,180
2024-25 Forecast	163,160	163,160
2025-26 Forecast	167,240	167,240
2026-27 Forecast	167,240	167,240



Enterprise Fund: Fund 591 Water

Revenue	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fees	Totals
2019-20 Actual	272,161	57,819	47,192	3,298,513	3,675,685
2020-21 Actual	0	81,316	29,657	3,138,586	3,249,559
2021-22 Budget	75,000	78,000	21,000	3,280,000	3,454,000
2021-22 as of 2/28/02	0	58,304	15,471	1,740,748	1,814,523
2021-22 Projected	0	86,000	16,075	3,010,100	3,112,175
2022-23 Dept.	0	91,000	13,620	3,045,100	3,149,720
2022-23 Mgr. Rec.	1,187,000	91,000	13,620	3,013,460	4,305,080
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	1,210,740	92,820	13,890	3,073,730	4,391,180
2024-25 Forecast	1,234,950	94,670	14,170	3,135,210	4,479,000
2025-26 Forecast	1,259,650	96,560	14,450	3,197,910	4,568,570
2026-27 Forecast	1,284,840	98,490	14,740	3,261,870	4,659,940



Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	117,174	488,018	190,293	1,766,873	23,889	2,586,247
2020-21 Actual	43,255	210,819	165,504	1,267,444	8,560	1,695,582
2021-22 Budget	378,900	878,946	186,023	1,650,063	717,038	3,810,970
2021-22 as of 2/28/02	16,706	614,083	94,260	353,640	382,394	1,461,083
2021-22 Projected	250,050	1,035,106	183,899	713,461	654,020	2,836,536
2022-23 Dept.	245,400	985,299	240,030	859,012	1,789,800	4,119,541
2022-23 Mgr. Rec.	245,400	1,061,530	178,470	1,513,260	1,764,940	4,763,600
2022-23 Adopted	20	10	0	40	20	90
2023-24 Forecast	250,650	1,092,410	182,920	1,551,080	2,056,251	5,133,311
2024-25 Forecast	255,710	1,124,230	187,490	1,589,840	2,238,501	5,395,771
2025-26 Forecast	255,610	1,152,290	192,170	1,629,580	3,217,500	6,447,150
2026-27 Forecast	250,310	1,175,980	192,170	1,629,580	2,304,999	5,553,039



537.503 - Utility - Common Activities	Debt And Transfers	Personal Services	Other	Capital Outlay	Totals
2019-20 Actual	60,117	(190,757)	1,190,477	0	1,059,837
2020-21 Actual	0	(506,854)	696,277	0	189,423
2021-22 Budget	0	182,628	938,800	0	1,121,428
2021-22 as of 2/28/02	0	165,973	101,772	0	267,745
2021-22 Projected	0	312,078	225,899	0	537,977
2022-23 Dept.	0	264,175	231,662	0	495,837
2022-23 Mgr. Rec.	0	318,540	1,000,900	0	1,319,440
2022-23 Adopted	0	0	20	0	20
2023-24 Forecast	0	328,090	1,025,920	2,056,251	3,410,261
2024-25 Forecast	0	337,930	1,051,570	2,238,501	3,628,001
2025-26 Forecast	0	346,350	1,077,870	3,217,500	4,641,720
2026-27 Forecast	0	355,010	1,077,870	2,304,999	3,737,879

537.504 - Utility - Transmission	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	177,743	63,460	242,878	6,191	490,272
2020-21 Actual	191,812	36,005	138,235	3,460	369,512
2021-22 Budget	173,515	61,028	325,616	134,112	694,271
2021-22 as of 2/28/02	132,081	11,627	61,258	162,047	367,013
2021-22 Projected	204,914	69,628	198,112	255,117	727,771
2022-23 Dept.	207,035	81,310	303,000	1,339,800	1,931,145
2022-23 Mgr. Rec.	301,310	61,030	197,290	1,314,800	1,874,430
2022-23 Adopted	0	0	10	20	30
2023-24 Forecast	310,350	62,550	202,210	0	575,110
2024-25 Forecast	319,670	64,110	207,250	0	591,030
2025-26 Forecast	327,650	65,700	212,420	0	605,770
2026-27 Forecast	335,840	65,700	212,420	0	613,960



537.508 - Utility - Operation of Plant	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	342,573	126,833	333,518	17,698	820,622
2020-21 Actual	329,871	129,498	432,931	5,100	897,400
2021-22 Budget	332,803	124,995	385,646	582,926	1,426,370
2021-22 as of 2/28/02	208,184	82,633	190,610	220,347	701,774
2021-22 Projected	328,114	114,271	289,450	398,903	1,130,738
2022-23 Dept.	324,089	158,720	324,350	450,000	1,257,159
2022-23 Mgr. Rec.	251,680	117,440	315,070	450,140	1,134,330
2022-23 Adopted	0	0	10	0	10
2023-24 Forecast	259,220	120,370	322,950	0	702,540
2024-25 Forecast	267,010	123,380	331,020	0	721,410
2025-26 Forecast	273,680	126,470	339,290	0	739,440
2026-27 Forecast	280,520	126,470	339,290	0	746,280

906.044 - Debt Retirement - Public Works	Debt And Transfers	Totals
2019-20 Actual	57,057	57,057
2020-21 Actual	43,255	43,255
2021-22 Budget	378,900	378,900
2021-22 as of 2/28/02	16,706	16,706
2021-22 Projected	250,050	250,050
2022-23 Dept.	245,400	245,400
2022-23 Mgr. Rec.	245,400	245,400
2022-23 Adopted	20	20
2023-24 Forecast	250,650	250,650
2024-25 Forecast	255,710	255,710
2025-26 Forecast	255,610	255,610
2026-27 Forecast	250,310	250,310



966.000 - Transfer/Contributions	Personal Services	Totals
2019-20 Actual	158,463	158,463
2020-21 Actual	195,990	195,990
2021-22 Budget	190,000	190,000
2021-22 as of 2/28/02	107,844	107,844
2021-22 Projected	190,000	190,000
2022-23 Dept.	190,000	190,000
2022-23 Mgr. Rec.	190,000	190,000
2022-23 Adopted	10	10
2023-24 Forecast	194,750	194,750
2024-25 Forecast	199,620	199,620
2025-26 Forecast	204,610	204,610
2026-27 Forecast	204,610	204,610



Enterprise Funds: Fund 596 Rubbish

Revenue	Taxes	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fees	Transfers	Totals
2019-20 Actual	106,339	6,671	(237)	4,076	763,730	2,193	882,772
2020-21 Actual	108,925	6,790	1,522	0	762,931	4,796	884,964
2021-22 Budget	107,450	7,000	2,000	2,000	765,900	2,500	886,850
2021-22 as of 2/28/02	99,939	6,840	760	4,097	692,442	7,189	811,267
2021-22 Projected	107,450	6,850	1,000	4,500	767,350	8,000	895,150
2022-23 Dept.	114,000	6,850	1,000	2,000	767,350	5,000	896,200
2022-23 Mgr. Rec.	114,000	6,850	1,000	4,500	767,350	5,000	898,700
2022-23 Adopted	0	0	0	0	0	0	0
2023-24 Forecast	117,420	6,990	1,020	4,590	782,700	5,100	917,820
2024-25 Forecast	120,950	7,130	1,040	4,680	798,360	5,200	937,360
2025-26 Forecast	124,580	7,270	1,060	4,770	814,330	5,300	957,310
2026-27 Forecast	128,320	7,420	1,080	4,870	830,620	5,410	977,720



Appropriations	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	(22,801)	4,210	802,660	30,254	814,323
2020-21 Actual	(35,799)	1,630	791,291	2,625	759,747
2021-22 Budget	64,719	4,700	787,383	31,410	888,212
2021-22 as of 2/28/02	51,923	1,040	423,603	19,523	496,089
2021-22 Projected	80,603	4,100	772,380	35,000	892,083
2022-23 Dept.	79,749	2,500	784,380	35,000	901,629
2022-23 Mgr. Rec.	119,850	4,300	810,100	35,000	969,250
2022-23 Adopted	20	0	10	0	30
2023-24 Forecast	123,410	4,400	830,340	0	958,150
2024-25 Forecast	127,090	4,510	851,100	0	982,700
2025-26 Forecast	130,270	4,630	872,390	0	1,007,290
2026-27 Forecast	133,390	4,630	872,390	0	1,010,410



521.000 - Sanitation System	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	(33,802)	4,210	802,660	30,254	803,322
2020-21 Actual	(41,321)	1,630	791,291	2,625	754,225
2021-22 Budget	54,719	4,700	787,383	31,410	878,212
2021-22 as of 2/28/02	50,116	1,040	423,603	19,523	494,282
2021-22 Projected	74,603	4,100	772,380	35,000	886,083
2022-23 Dept.	73,749	2,500	784,380	35,000	895,629
2022-23 Mgr. Rec.	113,850	4,300	810,100	35,000	963,250
2022-23 Adopted	0	0	10	0	10
2023-24 Forecast	117,270	4,400	830,340	0	952,010
2024-25 Forecast	120,790	4,510	851,100	0	976,400
2025-26 Forecast	123,810	4,630	872,390	0	1,000,830
2026-27 Forecast	126,930	4,630	872,390	0	1,003,950

966.000 - Transfer/Contributions	Personal Services	Totals
2019-20 Actual	11,001	11,001
2020-21 Actual	5,522	5,522
2021-22 Budget	10,000	10,000
2021-22 as of 2/28/02	1,807	1,807
2021-22 Projected	6,000	6,000
2022-23 Dept.	6,000	6,000
2022-23 Mgr. Rec.	6,000	6,000
2022-23 Adopted	20	20
2023-24 Forecast	6,140	6,140
2024-25 Forecast	6,300	6,300
2025-26 Forecast	6,460	6,460
2026-27 Forecast	6,460	6,460



Enterprise Funds: Fund 598 Ice Arena

Revenue	Interest, Rents & Contrib.	Other	Totals
2019-20 Actual	1,266,229	0	1,266,229
2020-21 Actual	1,213,278	805,829	2,019,107
2021-22 Budget	1,403,000	0	1,403,000
2021-22 as of 2/28/02	989,619	0	989,619
2021-22 Projected	1,425,000	0	1,425,000
2022-23 Dept.	1,393,900	0	1,393,900
2022-23 Mgr. Rec.	1,393,900	0	1,393,900
2022-23 Adopted	0	0	0
2023-24 Forecast	1,421,780	0	1,421,780
2024-25 Forecast	1,450,220	0	1,450,220
2025-26 Forecast	1,479,220	0	1,479,220
2026-27 Forecast	1,508,800	0	1,508,800



Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	0	0	0	1,427,445	0	1,427,445
2020-21 Actual	72,634	591,835	46,976	648,460	0	1,359,905
2021-22 Budget	40,800	690,300	82,600	771,400	0	1,585,100
2021-22 as of 2/28/02	20,150	351,802	62,499	407,174	0	841,625
2021-22 Projected	40,300	595,050	78,000	791,030	0	1,504,380
2022-23 Dept.	65,300	695,400	82,600	787,800	50,000	1,681,100
2022-23 Mgr. Rec.	65,300	695,400	82,600	787,800	50,000	1,681,100
2022-23 Adopted	0	0	0	0	0	0
2023-24 Forecast	90,170	716,260	84,660	807,480	0	1,698,570
2024-25 Forecast	114,800	737,730	86,780	827,680	0	1,766,990
2025-26 Forecast	139,170	756,170	88,950	848,370	0	1,832,660
2026-27 Forecast	188,300	775,070	88,950	848,370	0	1,900,690



806.000 - Ice Arena	Debt And Transfers	Personal Services	Supplies	Other	Capital Outlay
2019-20 Actual	0	0	0	1,427,445	0
2020-21 Actual	60,096	591,835	46,976	648,460	0
2021-22 Budget	0	690,300	82,600	771,400	0
2021-22 as of 2/28/02	0	351,802	62,499	407,174	0
2021-22 Projected	0	595,050	78,000	791,030	0
2022-23 Dept.	0	695,400	82,600	787,800	50,000
2022-23 Mgr. Rec.	0	695,400	82,600	787,800	50,000
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	0	716,260	84,660	807,480	0
2024-25 Forecast	0	737,730	86,780	827,680	0
2025-26 Forecast	0	756,170	88,950	848,370	0
2026-27 Forecast	0	775,070	88,950	848,370	0

906.075 - Debt Retirement - Rec	Debt And Transfers	Totals
2019-20 Actual	0	0
2020-21 Actual	12,538	12,538
2021-22 Budget	40,800	40,800
2021-22 as of 2/28/02	20,150	20,150
2021-22 Projected	40,300	40,300
2022-23 Dept.	65,300	65,300
2022-23 Mgr. Rec.	65,300	65,300
2022-23 Adopted	0	0
2023-24 Forecast	90,170	90,170
2024-25 Forecast	114,800	114,800
2025-26 Forecast	139,170	139,170
2026-27 Forecast	188,300	188,300



Other Funds: Fund 404 Sidewalk

Revenue	Other	Transfers	Totals
2019-20 Actual	123,805	50,000	173,805
2020-21 Actual	199,062	500,000	699,062
2021-22 Budget	450,000	250,000	700,000
2021-22 as of 2/28/02	590,820	0	590,820
2021-22 Projected	600,000	250,000	850,000
2022-23 Dept.	500,000	250,000	750,000
2022-23 Mgr. Rec.	500,000	250,000	750,000
2022-23 Adopted	0	0	0
2023-24 Forecast	510,000	250,000	760,000
2024-25 Forecast	200,000	100,000	300,000
2025-26 Forecast	200,000	100,000	300,000
2026-27 Forecast	200,000	100,000	300,000

Appropriations	Other	Capital Outlay	Totals
2019-20 Actual	95,627	0	95,627
2020-21 Actual	1,550	788,241	789,791
2021-22 Budget	2,000	760,453	762,453
2021-22 as of 2/28/02	0	208,178	208,178
2021-22 Projected	0	750,000	750,000
2022-23 Dept.	1,500	750,000	751,500
2022-23 Mgr. Rec.	1,500	750,000	751,500
2022-23 Adopted	0	0	0
2023-24 Forecast	1,540	750,000	751,540
2024-25 Forecast	1,580	300,000	301,580
2025-26 Forecast	1,620	300,000	301,620
2026-27 Forecast	1,620	300,000	301,620



444.000 - Sidewalks	Other	Capital Outlay	Totals
2019-20 Actual	95,627	0	95,627
2020-21 Actual	1,550	788,241	789,791
2021-22 Budget	2,000	760,453	762,453
2021-22 as of 2/28/02	0	208,178	208,178
2021-22 Projected	0	750,000	750,000
2022-23 Dept.	1,500	750,000	751,500
2022-23 Mgr. Rec.	1,500	750,000	751,500
2022-23 Adopted	0	0	0
2023-24 Forecast	1,540	750,000	751,540
2024-25 Forecast	1,580	300,000	301,580
2025-26 Forecast	1,620	300,000	301,620
2026-27 Forecast	1,620	300,000	301,620



Other Funds: Fund 661 Motor Pool

Revenue	Interest, Rents & Contrib.	Other	Licenses, Charges & Fees	Transfers	Totals
2019-20 Actual	618,307	0	23,659	0	641,966
2020-21 Actual	600,807	55,434	16,316	0	672,557
2021-22 Budget	803,447	3,000	15,000	0	821,447
2021-22 as of 2/28/02	100,183	2,193	14,380	0	116,756
2021-22 Projected	800,000	0	21,000	0	821,000
2022-23 Dept.	800,000	0	21,000	0	821,000
2022-23 Mgr. Rec.	822,000	0	22,000	1,000,000	1,844,000
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	838,440	0	22,440	0	860,880
2024-25 Forecast	855,210	0	22,890	0	878,100
2025-26 Forecast	872,310	0	23,350	0	895,660
2026-27 Forecast	889,760	0	23,820	0	913,580



Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay	Totals
2019-20 Actual	1,057	228,599	183,971	314,965	24,751	753,343
2020-21 Actual	3,181	167,903	141,030	316,695	20,643	649,452
2021-22 Budget	0	242,197	186,950	362,560	51,095	842,802
2021-22 as of 2/28/02	1,697	110,909	111,583	109,344	35,689	369,222
2021-22 Projected	2,500	142,727	176,200	190,600	53,250	565,277
2022-23 Dept.	0	174,731	190,300	259,800	649,000	1,273,831
2022-23 Mgr. Rec.	1,700	190,900	178,500	354,600	582,250	1,307,950
2022-23 Adopted	0	0	0	0	0	0
2023-24 Forecast	1,740	196,510	182,930	363,450	122,997	867,627
2024-25 Forecast	1,780	202,310	187,500	372,530	247,002	1,011,122
2025-26 Forecast	1,820	207,390	192,190	381,840	84,000	867,240
2026-27 Forecast	1,820	212,030	192,190	381,840	84,000	871,880



441.000 - Department of Public Works	Debt And Transfers	Personal Services	Supplies	Other	Capital Outlay
2019-20 Actual	(1,500)	206,708	183,971	314,965	24,751
2020-21 Actual	0	146,578	141,030	316,695	20,643
2021-22 Budget	0	216,197	186,950	362,560	51,095
2021-22 as of 2/28/02	0	101,079	111,583	109,344	35,689
2021-22 Projected	0	124,227	176,200	190,600	53,250
2022-23 Dept.	0	154,731	190,300	259,800	649,000
2022-23 Mgr. Rec.	0	170,900	178,500	354,600	582,250
2022-23 Adopted	0	0	0	0	0
2023-24 Forecast	0	176,010	182,930	363,450	122,997
2024-25 Forecast	0	181,300	187,500	372,530	247,002
2025-26 Forecast	0	185,850	192,190	381,840	84,000
2026-27 Forecast	0	190,490	192,190	381,840	84,000

906.000 - Debt Retirement	Debt And Transfers	Totals
2019-20 Actual	2,557	2,557
2020-21 Actual	3,181	3,181
2021-22 Budget	0	0
2021-22 as of 2/28/02	1,697	1,697
2021-22 Projected	2,500	2,500
2022-23 Dept.	0	0
2022-23 Mgr. Rec.	1,700	1,700
2022-23 Adopted	0	0
2023-24 Forecast	1,740	1,740
2024-25 Forecast	1,780	1,780
2025-26 Forecast	1,820	1,820
2026-27 Forecast	1,820	1,820



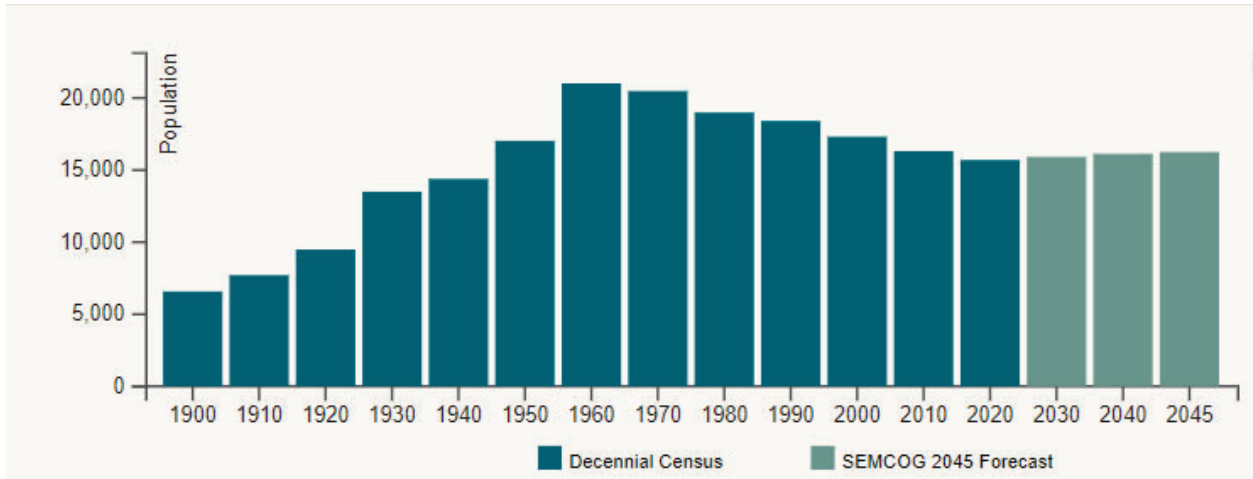
966.000 - Transfer/Contributions	Personal Services	Totals
2019-20 Actual	21,891	21,891
2020-21 Actual	21,325	21,325
2021-22 Budget	26,000	26,000
2021-22 as of 2/28/02	9,830	9,830
2021-22 Projected	18,500	18,500
2022-23 Dept.	20,000	20,000
2022-23 Mgr. Rec.	20,000	20,000
2022-23 Adopted	0	0
2023-24 Forecast	20,500	20,500
2024-25 Forecast	21,010	21,010
2025-26 Forecast	21,540	21,540
2026-27 Forecast	21,540	21,540



Supplementary Information: SEMCOG Community Profile

Population and Households

Population Forecast



Population and Households

Population and Households	Census 2020	Census 2010	Change 2010-2020	Pct Change 2010-2020	SEMCOG Jul 2021	SEMCOG 2045
Total Population	15,697	16,314	-617	-3.8%	15,645	16,245
Group Quarters Population	838	1,584	-746	-47.1%	838	2,143
Household Population	14,859	14,730	129	0.9%	14,807	14,102
Housing Units	7,432	7,582	-150	-2.0%	7,432	-
Households (Occupied Units)	6,982	6,714	268	4.0%	6,984	6,547
Residential Vacancy Rate	6.1%	11.4%	-5.4%	-	6.0%	-
Average Household Size	2.13	2.19	-0.07	-	2.12	2.15

Source: U.S. Census Bureau and SEMCOG 2045 Regional Development Forecast



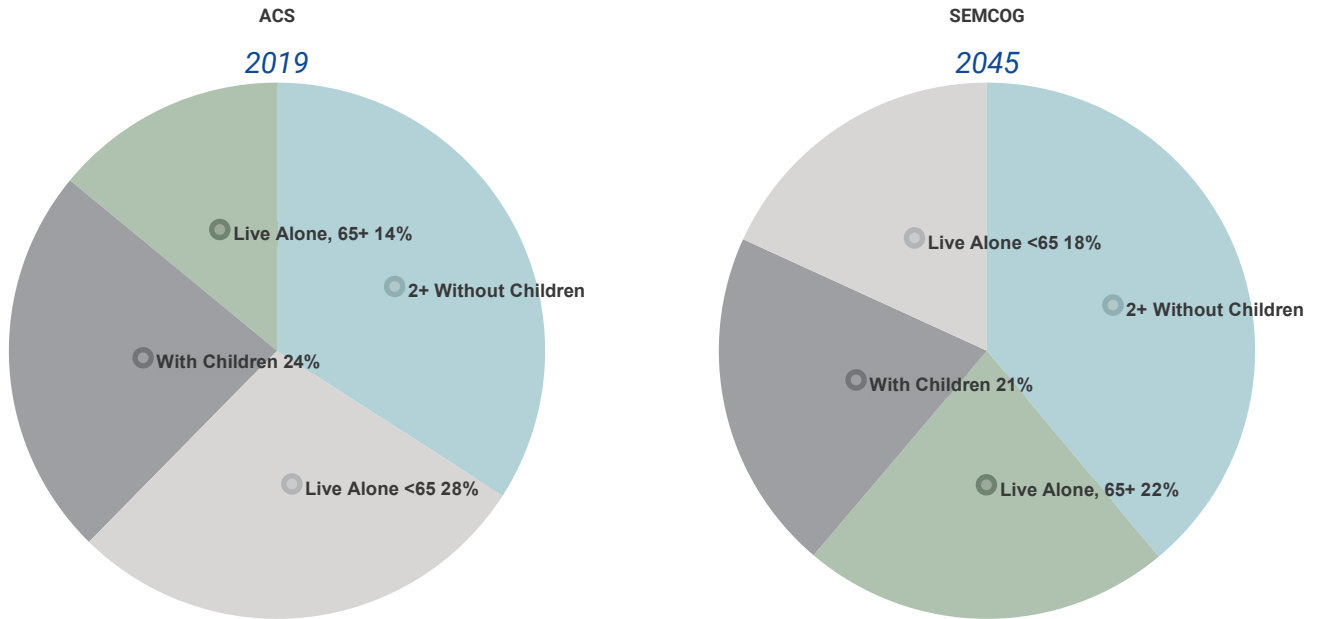
Components of Population Change

Components of Population Change	2000-2005 Avg.	2006-2010 Avg.	2011-2018 Avg.
Natural Increase (Births - Deaths)	39	34	-4
Births	278	221	186
Deaths	239	187	190
Net Migration (Movement In - Movement Out)	-87	-186	-17
Population Change (Natural Increase + Net Migration)	-48	-152	-21

Source: [Michigan Department of Community Health Vital Statistics](#), [U.S. Census Bureau](#), and SEMCOG



Household Types

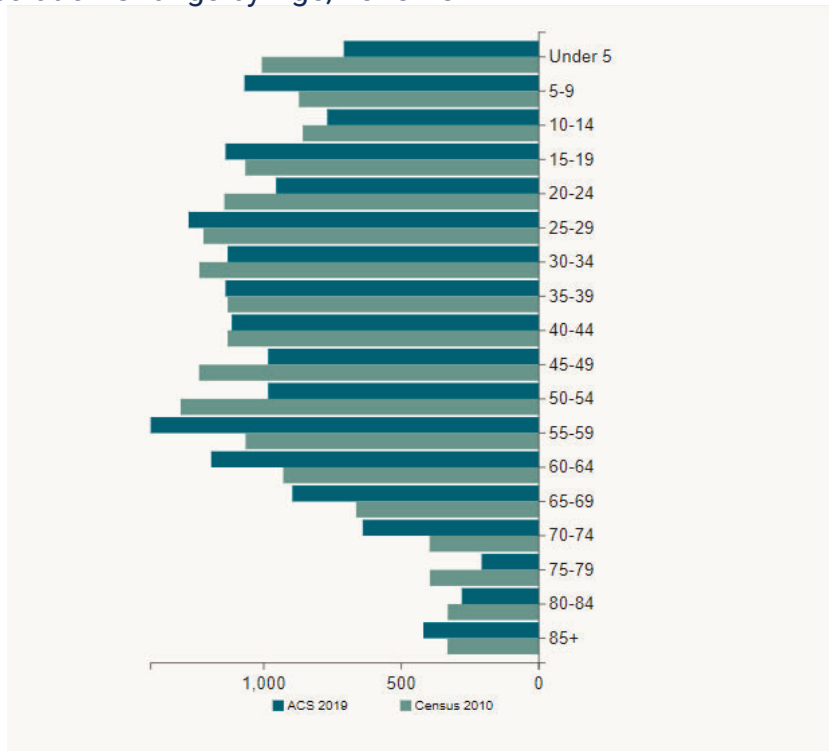


Household Types	Census 2010	ACS 2019	Change 2010-2019	Pct Change 2010-2019	SEMCOG 2045
With Seniors 65+	1,626	1,850	224	13.8%	3,067
Without Seniors	5,088	5,003	-85	-1.7%	3,480
Live Alone, 65+	872	962	90	10.3%	1,457
Live Alone, <65	1,793	1,938	145	8.1%	1,190
2+ Persons, With children	1,739	1,617	122	-7%	1,351
2+ Persons, Without children	2,310	2,336	26	1.1%	2,549
Total Households	6,714	6,853	139	2.1%	6,547

Source: U.S. Census Bureau, Decennial Census, 2015-2019 American Community Survey 5-Year Estimates, and SEMCOG 2045 Regional Development Forecast



Population Change by Age, 2010-2019

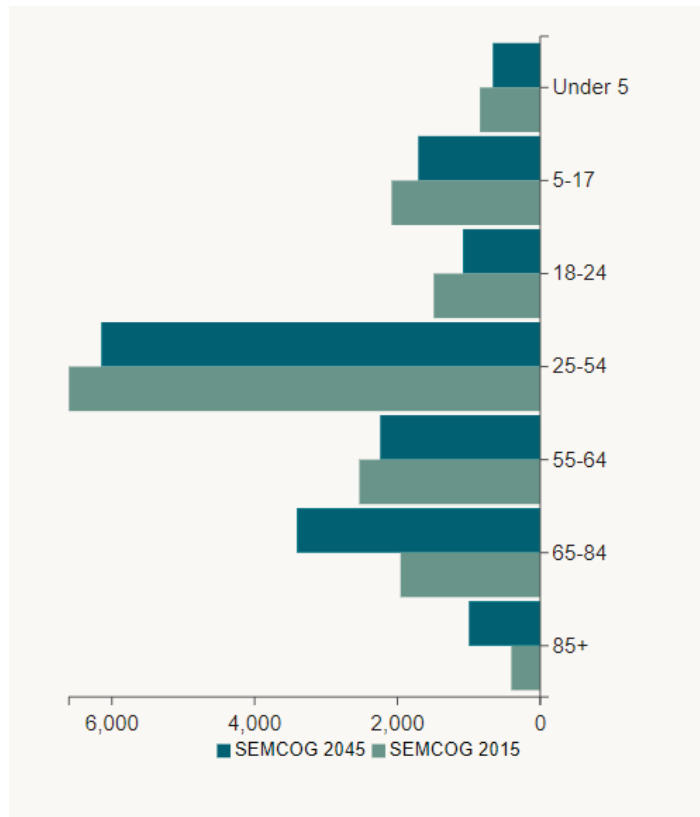


Age Group	Census 2010	Change 2000-2010	ACS 2019	Change 2010-2019
Under 5	1,007	-103	709	-298
5-9	872	-202	1,070	198
10-14	858	-104	769	-89
15-19	1,067	75	1,139	72
20-24	1,143	-15	955	-188
25-29	1,219	-218	1,273	54
30-34	1,234	-279	1,131	-103
35-39	1,131	-404	1,139	8
40-44	1,131	-327	1,116	-15
45-49	1,235	-67	984	-251
50-54	1,302	196	984	-318
55-59	1,066	268	1,411	345
60-64	929	384	1,191	262
65-69	664	118	896	232
70-74	397	-198	640	243
75-79	396	-111	208	-188
80-84	331	-34	280	-51
85+	332	23	420	88
Total	16,314	-998	16,315	1
Median Age	38.3	1.9	39.9	1.6

Source: U.S. Census Bureau, Decennial Census, and 2015-2019 American Community Survey 5-Year Estimates



Forecasted Population Change 2015-2045



Age Group	2015	2020	2025	2030	2035	2040	2045	Change 2015 - 2045	Pct Change 2015 - 2045
Under 5	843	830	819	730	698	722	663	-180	-21.4%
5-17	2,081	1,865	1,724	1,713	1,759	1,703	1,708	-373	-17.9%
18-24	1,491	1,393	1,267	1,145	1,059	1,069	1,080	-411	-27.6%
25-54	6,601	6,367	6,400	6,336	6,277	6,211	6,148	-453	-6.9%
55-64	2,533	2,460	2,247	2,143	2,100	2,062	2,241	-292	-11.5%
65-84	1,956	2,443	2,953	3,232	3,413	3,474	3,407	1,451	74.2%
85+	404	464	501	613	757	886	998	594	147%
Total	15,909	15,822	15,911	15,912	16,063	16,127	16,245	336	2.1%

Source: [SEMCOG 2045 Regional Development Forecast](#)



Older Adults and Youth Populations

Older Adults and Youth Population	Census 2010 SEMCOG 2045	ACS 2019	Change 2010-2019	Pct Change 2010-2019
60 and over	3,049 5,603	3,635	586	19.2%
65 and over	2,120 4,405	2,444	324	15.3%
65 to 84 3,407	1,788	2,024	236	13.2%
85 and Over 998	332	420	88	26.5%
Under 18	3,353 2,371	3,215	-138	-4.1%
5 to 17 1,708	2,346	2,506	160	6.8%
Under 5 663	1,007	709	-298	-29.6%

Note: Population by age changes over time because of the aging of people into older age groups, the movement of people, and the occurrence of births and deaths.

Source: U.S. Census Bureau, Decennial Census, 2015-2019 American Community Survey 5-Year Estimates, and SEMCOG 2045 Regional Development Forecast

Race and Hispanic Origin

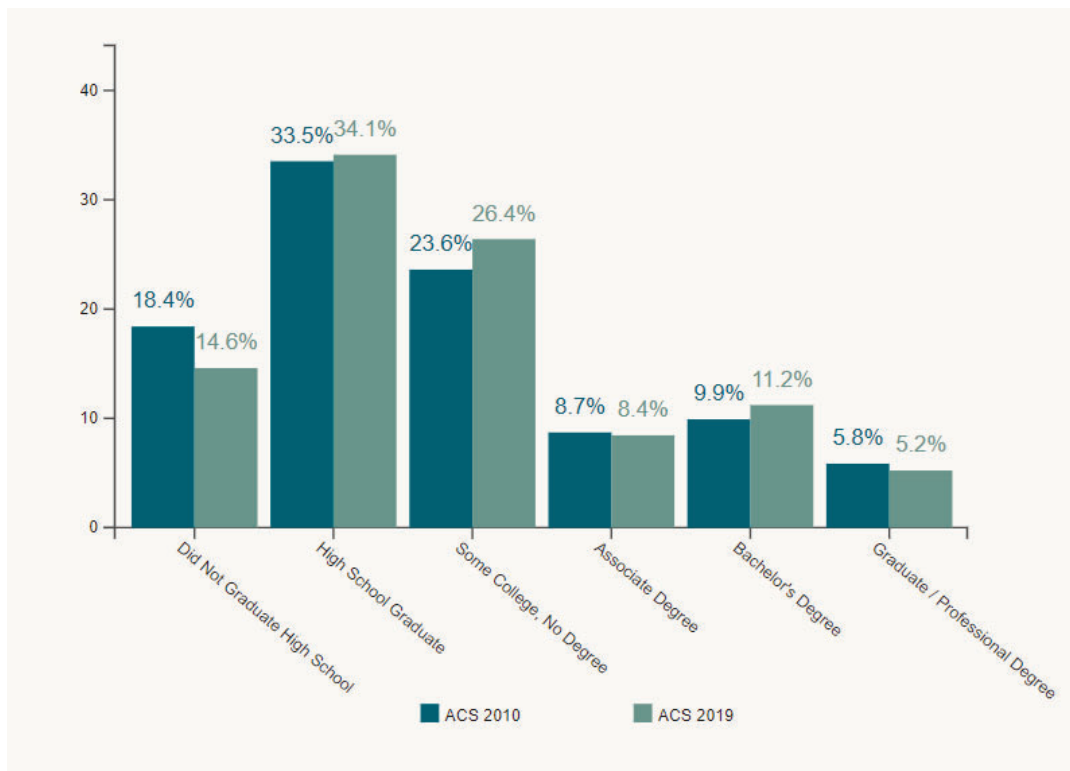
Race and Hispanic Origin	Census 2010	Percent of Population 2010	Census 2020	Percent of Population 2020	Percentage Point Change 2010-2020
Non-Hispanic	15,837	97.1%	15,085	96.1%	-1%
White	11,150	68.3%	10,142	64.6%	-3.7%
Black	3,993	24.5%	3,775	24%	-0.4%
Asian	79	0.5%	88	0.6%	0.1%
Multi-Racial	533	3.3%	927	5.9%	2.6%
Other	82	0.5%	153	1%	0.5%
Hispanic	477	2.9%	612	3.9%	1%
Total	16,314	100%	15,697	100%	0%

Source: [U.S. Census Bureau Decennial Census](#)

Highest Level of Education

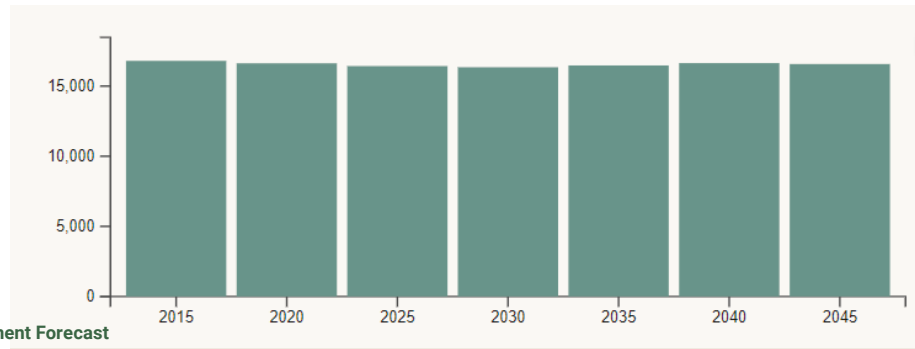
Highest Level of Education*	ACS 2010	ACS 2019	Percentage Point Chg 2010-2019
Did Not Graduate High School	18.4%	14.6%	-3.8%
High School Graduate	33.5%	34.1%	0.6%
Some College, No Degree	23.6%	26.4%	2.8%
Associate Degree	8.7%	8.4%	-0.3%
Bachelor's Degree	9.9%	11.2%	1.3%
Graduate / Professional Degree	5.8%	5.2%	-0.6%

* Population age 25 and over



Economy & Jobs

Forecasted Jobs



Source: SEMCOG 2045 Regional Development Forecast

Forecasted Jobs by Industry Sector

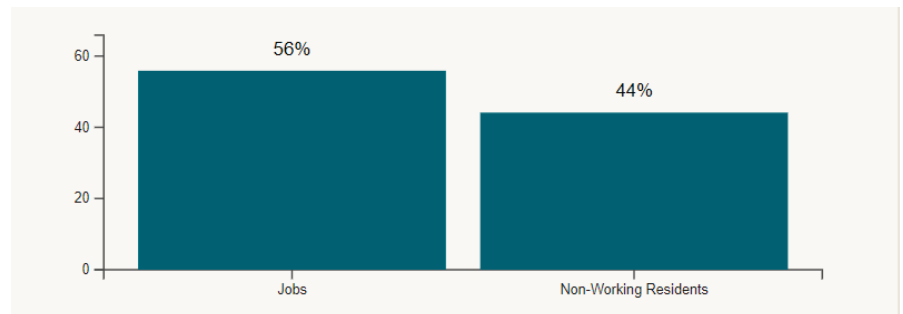
Forecasted Jobs by Industry Sector	2015	2020	2025	2030	2035	2040	2045	Change 2015-2045	Pct. Change 2015-2045
Natural Resources, Mining, & Construction	685	677	629	577	546	523	501	-184	-26.9%
Manufacturing	1,425	1,314	1,211	1,129	1,140	1,087	1,031	-394	-27.6%
Wholesale Trade	294	290	269	256	242	234	232	-62	-21.1%
Retail Trade	732	572	566	575	549	535	532	-200	-27.3%
Transportation, Warehousing, & Utilities	693	672	669	682	669	673	661	-32	-4.6%
Information & Financial Activities	1,272	1,226	1,208	1,150	1,201	1,178	1,143	-129	-10.1%
Professional and Technical Services & Corporate HQ	1,210	1,208	1,253	1,419	1,526	1,665	1,722	512	42.3%
Administrative, Support, & Waste Services	830	823	795	783	814	855	860	30	3.6%
Education Services	629	641	641	638	642	646	649	20	3.2%
Healthcare Services	4,271	4,397	4,400	4,373	4,378	4,515	4,518	247	5.8%
Leisure & Hospitality	908	923	969	979	998	997	998	90	9.9%
Other Services	832	833	766	742	733	701	705	-127	-15.3%
Public Administration	3,017	3,049	3,050	3,038	3,033	3,030	3,020	3	0.1%
Total Employment Numbers	16,798	16,625	16,426	16,341	16,471	16,639	16,572	-226	-1.3%

Source: SEMCOG 2045 Regional Development Forecast



Daytime Population

Daytime Population	ACS 2016
Jobs	12,442
Non-Working Residents	9,824
Age 15 and under	2,715
Not in labor force	6,222
Unemployed	887
Daytime Population	22,266



Note: The number of residents attending school outside Southeast Michigan is not available. Likewise, the number of students commuting into Southeast Michigan to attend school is also not known.

Source: 2012-2016 American Community Survey 5-Year Estimates and 2012-2016 Census Transportation Planning Products Program (CTPP). For additional information, visit SEMCOG's [Interactive Commuting Patterns Map](#)

Where Workers Commute From 2016

Rank Where Workers Commute From *	Workers	Percent
1 Clinton Twp	1,764	14.2%
2 Mount Clemens	1,237	9.9%
3 Macomb Twp	992	8%
4 Chesterfield Twp	852	6.8%
5 Warren	662	5.3%
6 Sterling Heights	660	5.3%
7 St. Clair Shores	595	4.8%
8 Shelby Twp	530	4.3%
9 Harrison Twp	497	4%
10 Detroit	309	2.5%
- Elsewhere	4,344	34.9%
* Workers, age 16 and over employed in Mount Clemens	12,442	100%

Source: U.S. Census Bureau - 2012-2016 CTPP/ACS Commuting Data and [Commuting Patterns in Southeast Michigan](#)

Where Residents Work 2016

Rank	Where Residents Work *	Workers	Percent
1	Mount Clemens	1,237	19.3%
2	Clinton Twp	1,219	19.1%
3	Warren	630	9.9%
4	Detroit	527	8.2%
5	Sterling Heights	376	5.9%
6	Chesterfield Twp	310	4.8%
7	Macomb Twp	274	4.3%
8	Roseville	176	2.8%
9	Fraser	146	2.3%
10	Auburn Hills	138	2.2%
-	Elsewhere	1,360	21.3%
* Workers, age 16 and over residing in Mount Clemens		6,393	100%

Source: U.S. Census Bureau - 2012-2016 CTPP/ACS Commuting Data and **Commuting Patterns in Southeast Michigan**

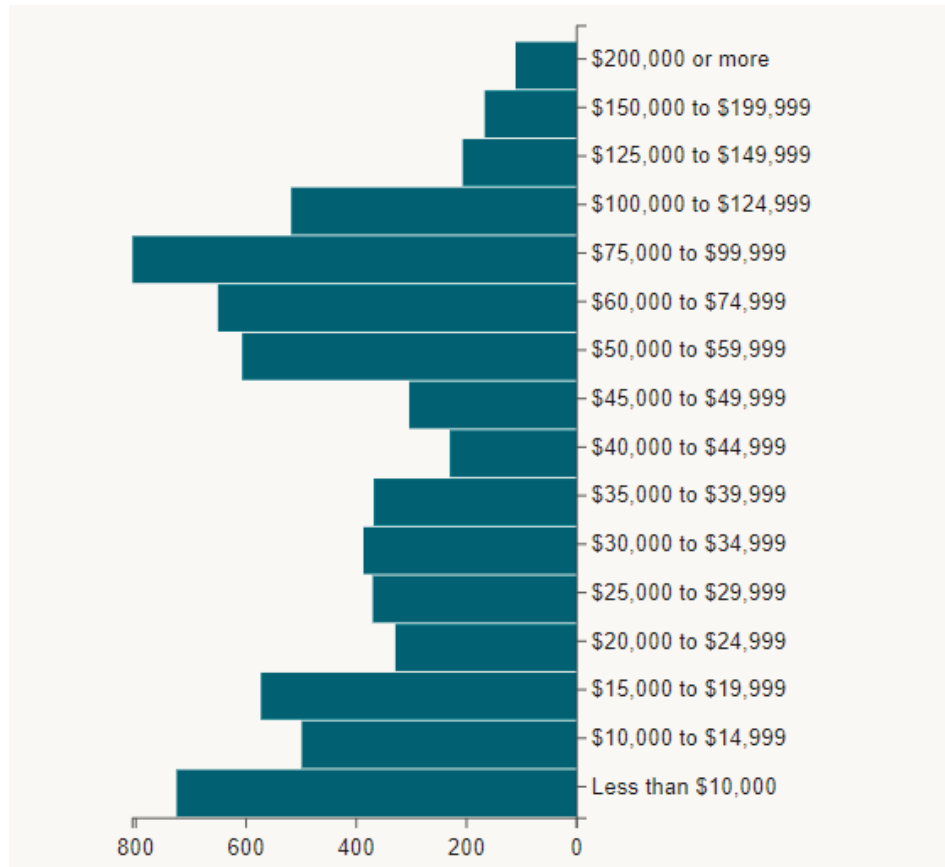
Household Income

Income (in 2019 dollars)	ACS 2010	ACS 2019	Change 2010-2019	Percent Change 2010-2019
Median Household Income	\$37,692	\$43,018	\$5,326	14.1%
Per Capita Income	\$25,384	\$26,388	\$1,004	4%

Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates



Annual Household Income



Annual Household Income	ACS 2019
\$200,000 or more	111
\$150,000 to \$199,999	167
\$125,000 to \$149,999	207
\$100,000 to \$124,999	518
\$75,000 to \$99,999	806
\$60,000 to \$74,999	651
\$50,000 to \$59,999	607
\$45,000 to \$49,999	304
\$40,000 to \$44,999	230
\$35,000 to \$39,999	368
\$30,000 to \$34,999	387
\$25,000 to \$29,999	370
\$20,000 to \$24,999	329
\$15,000 to \$19,999	573
\$10,000 to \$14,999	499
Less than \$10,000	726
Total	6,853

Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

Poverty

Poverty	ACS 2010	% of Total (2010)	ACS 2019	% of Total (2019)	%Point 2010-2019	Chg
Persons in Poverty	3,139	21.5%	2,986	20.1%		-1.3%
Households in Poverty	1,438	21.4%	1,389	20.3%		-1.1%

Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates



Housing

Building Permits 2000 - 2021

Year	Single Family	Two Family	Attach Condo	Multi Family	Total Units	Total Demos	Net Total
2000	7	0	13	30	50	3	47
2001	13	2	0	0	15	5	10
2002	9	0	0	0	9	2	7
2003	7	0	0	8	15	22	-7
2004	8	4	17	0	29	3	26
2005	3	0	24	0	27	0	27
2006	3	0	0	0	3	1	2
2007	0	0	0	0	0	0	0
2008	0	0	0	0	0	0	0
2009	1	0	0	0	1	0	1
2010	0	0	0	0	0	0	0
2011	0	0	0	0	0	0	0
2012	0	0	0	0	0	6	-6
2013	0	0	0	0	0	2	-2
2014	0	0	0	0	0	1	-1
2015	1	0	0	0	1	1	0
2016	1	0	0	0	1	0	1
2017	2	0	0	0	2	5	-3
2018	5	0	0	0	5	0	5
2019	0	0	0	0	0	0	0
2020	0	0	0	0	0	0	0
2021	1	0	0	30	31	22	9
2000 to 2021 totals	61	6	54	68	189	73	116

Source: SEMCOG Development

Note: Permit data for most recent years may be incomplete and is updated monthly.



Housing Types

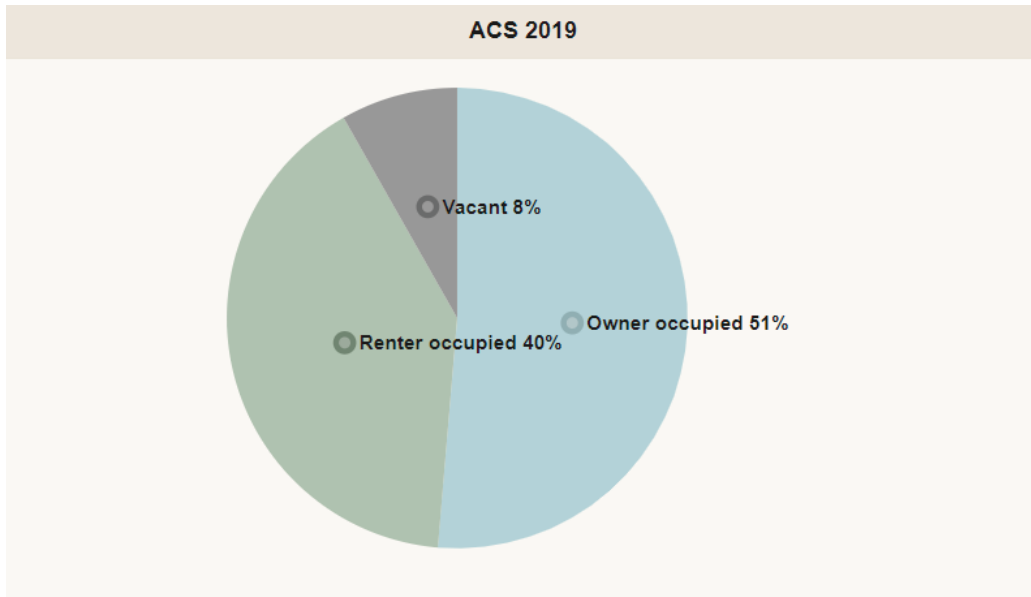
Housing Type	ACS 2010	ACS 2019	Change 2010-2019	New Units Permitted Since 2018
Single Unit	4,477	4,750	273	6
Multi-Unit	3,446	2,559	-887	30
Mobile Homes or Other	168	157	-11	0
Total	8,091	7,466	-625	36
Units Demolished				-22
Net (Total Permitted Units - Units Demolished)				14

Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates, SEMCOG Development

Housing Tenure

Housing Tenure	Census 2010	ACS 2019	Change 2010-2019
Owner occupied	3,886	3,833	-53
Renter occupied	2,828	3,020	192
Vacant	868	613	-255
Seasonal/migrant	15	35	20
Other vacant units	853	578	-275
Total Housing Units	7,582	7,466	-116

Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates



Housing Value and Rent

Housing Value (in 2019 dollars)	ACS 2010	ACS 2019	Change 2010-2019	Percent Change 2010-2019
Median housing value	\$154,340	\$103,100	-\$51,240	-33.2%
Median gross rent	\$696	\$746	\$50	7.2%

Source: U.S. Census Bureau, Census 2000, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

Housing Value

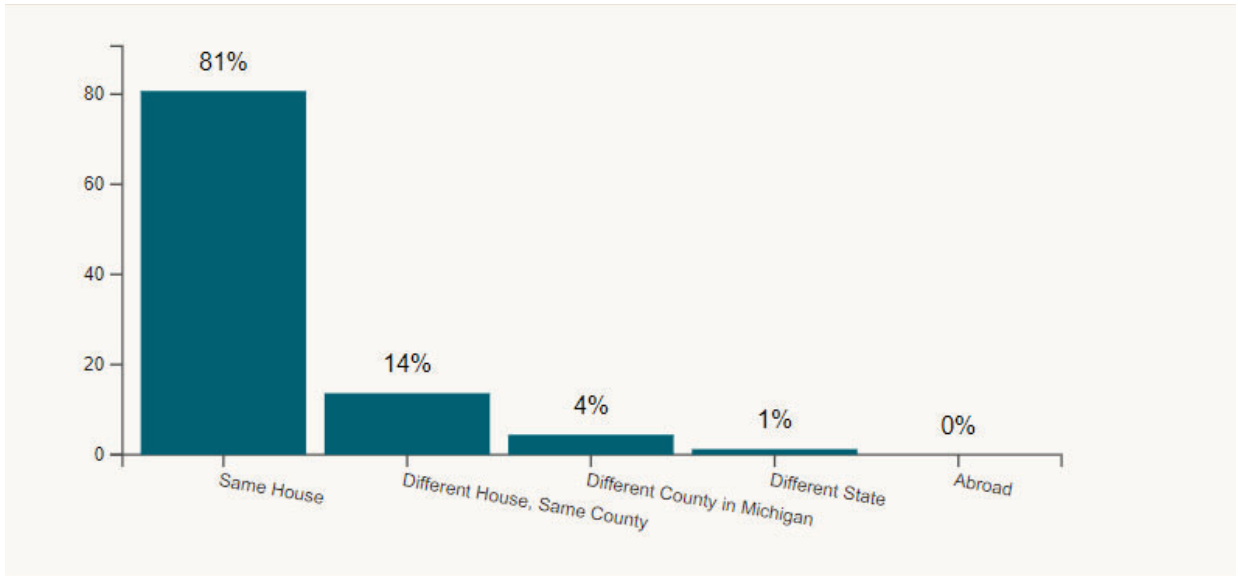


Housing Value	ACS 2019
\$1,000,000 or more	0
\$500,000 to \$999,999	70
\$300,000 to \$499,999	55
\$250,000 to \$299,999	119
\$200,000 to \$249,999	172
\$175,000 to \$199,999	90
\$150,000 to \$174,999	317
\$125,000 to \$149,999	484
\$100,000 to \$124,999	696
\$80,000 to \$99,999	699
\$60,000 to \$79,999	547
\$40,000 to \$59,999	343
\$30,000 to \$39,999	91
\$20,000 to \$29,999	39
\$10,000 to \$19,999	87
Less than \$10,000	24
Owner-Occupied Units	3,833

Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates



Residence One Year Ago *



* This table represents persons, age 1 and over, living in City of Mount Clemens from 2015-2019. The table does not represent person who moved out of City of Mount Clemens from 2015-2019.

Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

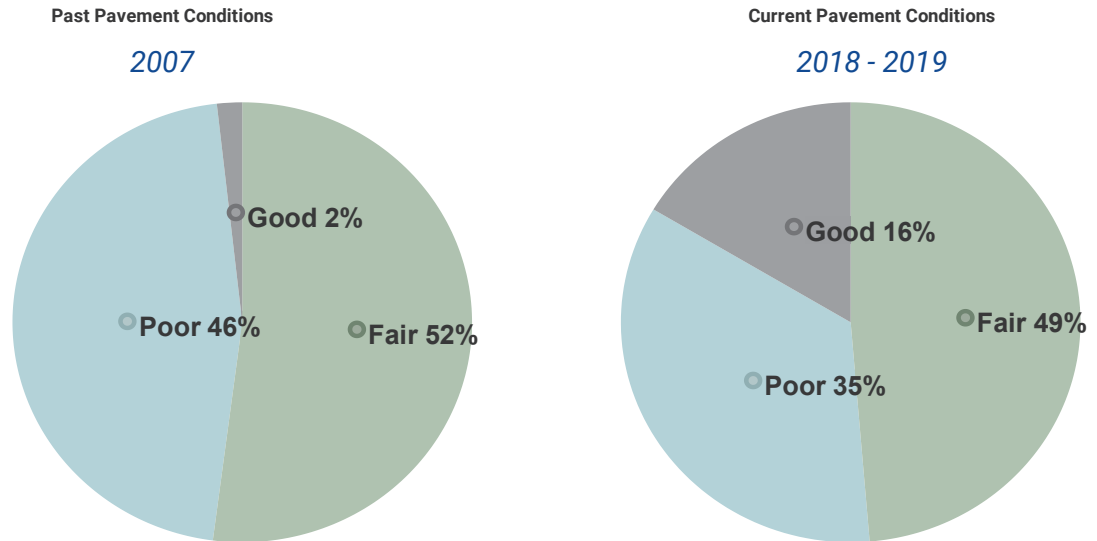


Transportation

Miles of public road (including boundary roads): 62

Source: Michigan Geographic Framework

Pavement Condition (in Lane Miles)



Note: Poor pavements are generally in need of rehabilitation or full reconstruction to return to good condition. Fair pavements are in need of capital preventive maintenance to avoid deteriorating to the poor classification. Good pavements generally receive only routine maintenance, such as street sweeping and snow removal, until they deteriorate to the fair condition.

Source: SEMCOG

Bridge Status

Bridge Status	2008	2008 (%)	2009	2009 (%)	2010	2010 (%)	Percent Point Chg 2008-2010
Open	2	100%	2	100%	6	100%	0%
Open with Restrictions	0	0%	0	0%	0	0%	0%
Closed*	0	0%	0	0%	0	0%	0%
Total Bridges	2	100.0%	2	100.0%	6	100.0%	0.0%
Deficient Bridges	2	100%	2	100%	2	33.3%	-66.7%

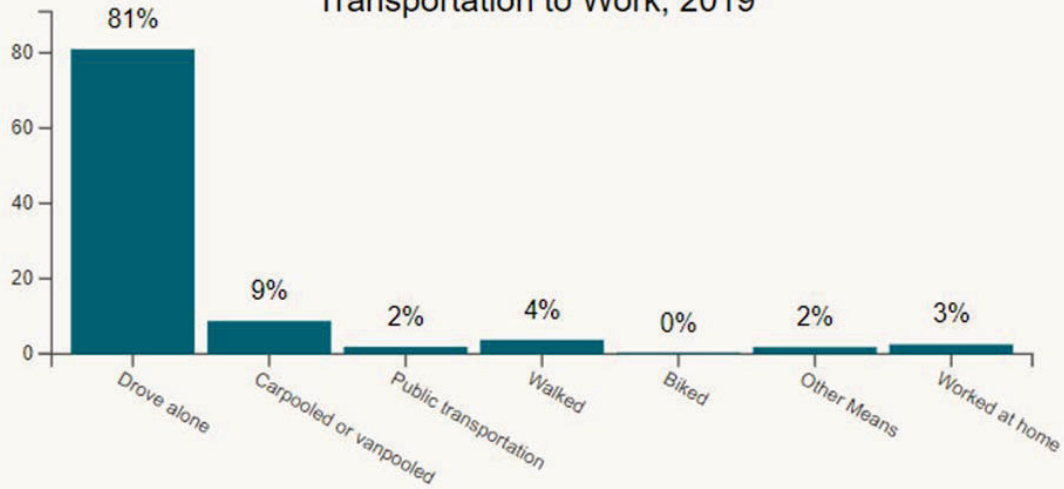
* Bridges may be closed because of new construction or failed condition.

Note: A bridge is considered deficient if it is structurally deficient (in poor shape and unable to carry the load for which it was designed) or functionally obsolete (in good physical condition but unable to support current or future demands, for example, being too narrow to accommodate truck traffic). Source: Michigan Structure Inventory and Appraisal Database

Detailed Intersection & Road Data



Transportation to Work, 2019*



* Resident workers age 16 and over

Transportation to Work

Transportation to Work	ACS 2010	% of Total (ACS 2010)	ACS 2019	% of Total (ACS 2019)	%Point 2010-2019	Chg
Drove alone	5,247	85.5%	5,655	81%	-4.5%	
Carpooled or vanpooled	563	9.2%	611	8.7%	-0.5%	
Public transportation	92	1.5%	131	1.9%	0.4%	
Walked	92	1.5%	262	3.8%	2.3%	
Biked	20	0.3%	23	0.3%	0%	
Other Means	0	0%	126	1.8%	1.8%	
Worked at home	122	2%	177	2.5%	0.5%	
Resident workers age 16 and over	6,136	100.0%	6,985	100.0%	0.0%	

Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

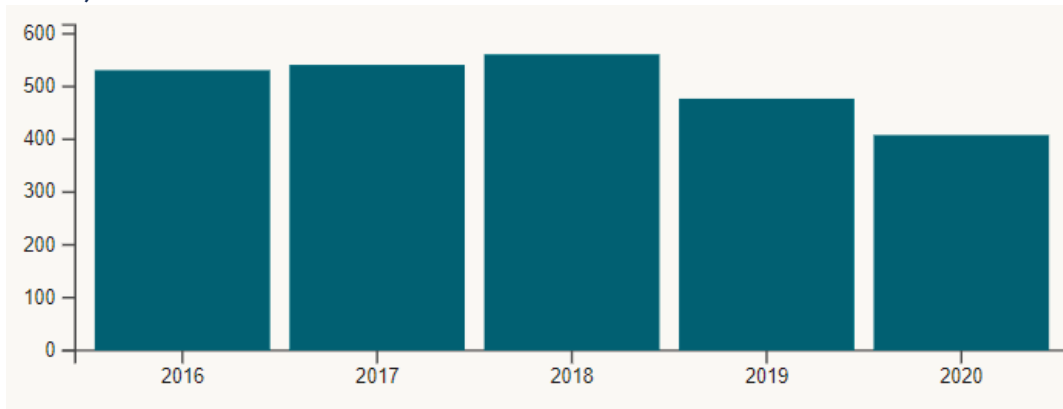
Mean Travel Time to Work

Mean Travel Time To Work	ACS 2010	ACS 2019	Change 2010-2019
For residents age 16 and over who worked outside the home	23.4 minutes	22.5 minutes	-0.9 minutes

Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates



Crashes, 2016-2020



Source: Michigan Department of State Police with the Criminal Justice Information Center and SEMCOG Note: Crash data shown is for the entire city.

Crash Severity

Crash Severity	2016	2017	2018	2019	2020	Percent of Crashes 2016 - 2020
<u>Fatal</u>	0	1	3	0	1	0.2%
<u>Serious Injury</u>	5	7	10	5	10	1.5%
<u>Other Injury</u>	105	102	110	108	91	20.5%
<u>Property Damage Only</u>	421	431	438	364	306	77.8%
<u>Total Crashes</u>	531	541	561	477	408	100%

Crashes by Type

Crashes by Type	2016	2017	2018	2019	2020	Percent of Crashes 2016 - 2020
<u>Head-on</u>	8	8	11	7	8	1.7%
<u>Angle or Head-on/Left-turn</u>	159	131	106	103	107	24.1%
<u>Rear-End</u>	161	154	178	131	113	29.3%
<u>Sideswipe</u>	113	120	141	122	81	22.9%
<u>Single Vehicle</u>	37	49	44	50	50	9.1%
<u>Backing</u>	7	26	19	27	23	4.1%
<u>Other or Unknown</u>	46	53	62	37	26	8.9%

Crashes by Involvement

Crashes by Involvement	2016	2017	2018	2019	2020	Percent of Crashes 2016 - 2020
<u>Red-light Running</u>	16	14	13	11	12	2.6%
<u>Lane Departure</u>	29	51	51	47	54	9.2%
<u>Alcohol</u>	16	21	23	29	19	4.3%
<u>Drugs</u>	6	10	6	9	8	1.5%
<u>Deer</u>	1	2	2	3	1	0.4%
<u>Train</u>	0	0	0	0	0	0%
<u>Commercial Truck/Bus</u>	16	18	29	33	20	4.6%
<u>School Bus</u>	1	1	3	7	2	0.6%
<u>Emergency Vehicle</u>	9	8	7	3	5	1.3%
<u>Motorcycle</u>	5	3	5	5	8	1%
<u>Intersection</u>	296	293	277	195	176	49.1%
<u>Work Zone</u>	7	0	1	3	1	0.5%
<u>Pedestrian</u>	4	5	10	5	5	1.2%
<u>Bicyclist</u>	8	11	3	5	1	1.1%
<u>Distracted Driver</u>	21	23	108	66	42	10.3%
<u>Older Driver (65 and older)</u>	127	96	100	112	81	20.5%
<u>Young Driver (16 to 24)</u>	154	157	155	121	121	28.1%
<u>Secondary</u>	0	0	0	0	0	0%



High Frequency Intersection Crash Rankings

Local Rank	County Rank	Region Rank	Intersection	Annual Avg 2016-2020
1	10	30	Cass Ave @ Groesbeck Hwy N	42
2	184	745	Cass Ave @ Gratiot Ave S	14.8
3	202	849	Groesbeck Hwy @ Elizabeth Rd	14
4	293	1,272	Groesbeck Hwy S @ Church St	11
5	310	1,343	Gratiot Ave N @ Market St	10.6
6	363	1,692	Gratiot Ave S @ Harrington St	9.2
7	463	2,309	Cass Ave @ Rose St N	7.4
8	463	2,309	Cass Ave @ Gratiot Ave N	7.4
9	530	2,710	Gratiot Ave S @ Wellington Cres	6.6
10	546	2,830	Gratiot Ave N @ Clair Ave	6.4

Note: Intersections are ranked by the number of reported crashes, which does not take into account traffic volume. Crashes reported occurred within 150 feet of the intersection. Source: Michigan Department of State Police with the Criminal Justice Information Center and SEMCOG

High Frequency Road Segment Crash Rankings

Local Rank	County Rank	Region Rank	Segment	From Road - To Road	Annual Avg 2016-2020
1	112	335	Gratiot Ave S	Metropolitan Pkwy - Harrington St	35.2
2	158	521	Groesbeck Hwy N	Cass Ave - Hubbard Ave	29
3	158	521	Cass Ave	Rose St N - Gratiot Ave S	29
4	182	616	Groesbeck Hwy	Harrington St - Church St	27.4
5	238	849	Groesbeck Hwy S	Church St - Cass Ave	23.6
6	280	1,070	Gratiot Ave N	Gratiot Ave N - Clair Ave	20.8
7	316	1,239	Cass Ave	Groesbeck Hwy N - Rose St N	19.2
8	444	2,025	Crocker Blvd	Gratiot Ave N - Harper Ave	14.4
9	541	2,698	Harrington St	Groesbeck Hwy - Gratiot Ave S	11.8
10	570	2,884	Gratiot Ave S	Wellington Cres - Gratiot/Main Cutoff S	11.2



Environment

SEMCOG 2020 Land Use

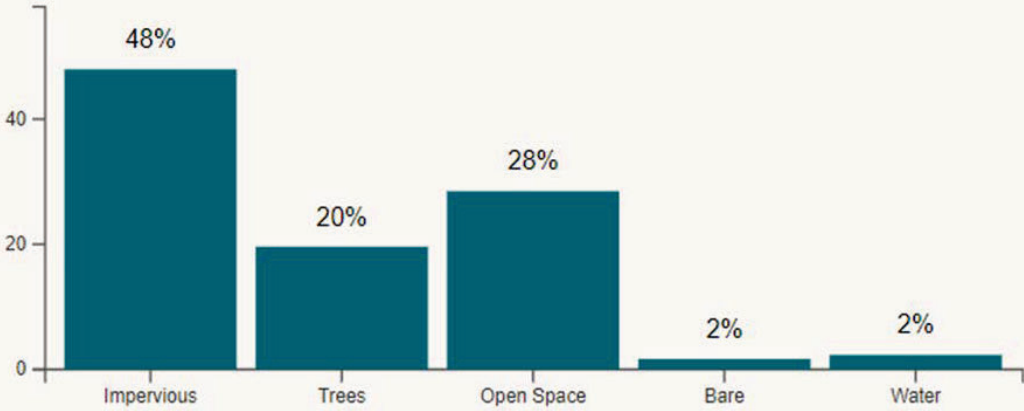
Parcel Land Use	Acres 2015	Acres 2020	Change 2015-2020	Pct Change 2015-2020
Single-Family Residential	907.3	888.1	-19.2	-2.1%
Attached Condo Housing	34	34	0	0%
Multi-Family Housing	67	87.3	20.3	30.3%
Mobile Home	17	17	0	0%
Agricultural/Rural Residential	10.9	0	-10.9	-100%
Mixed Use	0.3	3.1	2.8	893.7%
Retail	165.6	151.8	-13.8	-8.3%
Office	76.6	71.8	-4.8	-6.3%
Hospitality	16.3	20.4	4.1	24.9%
Medical	24.7	51.5	26.8	108.6%
Institutional	177.3	132.8	-44.5	-25.1%
Industrial	264.6	233.9	-30.7	-11.6%
Recreational/Open Space	86.8	92.3	5.5	6.3%
Cemetery	0	0	0	0%
Golf Course	0	0	0	0%
Parking	30.1	32.1	1.9	6.4%
Extractive	0	0	0	0%
TCU	87	87	0	0%
Vacant	163.4	227.8	64.4	39.4%
Water	72.9	72.9	0	0%
Not Parceled	485.1	483.2	-1.8	-0.4%
Total	2,686.8	2,686.8	0	0%

1. **Agricultural / Rural Res** includes any residential parcel containing 1 or more homes where the parcel is 3 acres or larger.
2. **Mixed Use** includes those parcels containing buildings with Hospitality, Retail, or Office square footage and housing units.
3. **Not Parceled** includes all areas within a community that are not covered by a parcel legal description.
4. Parcels that do not have a structure assigned to the parcel are considered vacant unless otherwise indicated, even if the parcel is part of a larger development such as a factory, school, or other developed series of lots.

Note: Land Cover was derived from SEMCOG's 2010 Leaf off Imagery.



SEMCOG Land Cover in 2010



Type	Description	Acres	Percent
Impervious	buildings, roads, driveways, parking lots	1,290.4	48%
Trees	woody vegetation, trees	527.6	19.6%
Open Space	agricultural fields, grasslands, turfgrass	766.2	28.5%
Bare	soil, aggregate piles, unplanted fields	44.7	1.7%
Water	rivers, lakes, drains, ponds	62.3	2.3%
Total Acres		2,691.1	



Debt Schedules

City of Mount Clemens
 Enterprise Fund Debt Service
 Sewer Fund (590)

Year	MSR - Project #5447-01 09/22/2010 Source: S Rev		
Bond Amount		Principal	Interest
	\$1,190,929		
2021-22	75,338	60,000	15,338
2022-23	78,775	65,000	13,775
2023-24	77,150	65,000	12,150
2024-25	75,525	65,000	10,525
2025-26	78,838	70,000	8,838
2026-27	77,088	70,000	7,088
2027-28	75,338	70,000	5,338
2028-29	78,525	75,000	3,525
2029-30	76,650	75,000	1,650
2030-31	75,356	75,000	356
Total Debt	768,583	690,000	78,583



City of Mount Clemens
 Enterprise Fund Debt Service
 Water Fund (591)

Year	MSR - Project #7143-01 03/29/2007 Source: W Rev		
Bond Amount		Principal	Interest
2021-22	237,730	210,000	27,730
2022-23	233,266	210,000	23,266
2023-24	233,804	215,000	18,804
2024-25	234,236	220,000	14,236
2025-26	234,560	225,000	9,560
2026-27	229,691	224,911	4,780
Total Debt	1,403,287	1,304,911	98,376

Year	MSR - Project #7230-01 06/28/2007 Source: W Rev		
Bond Amount		Principal	Interest
2021-22	12,326	10,000	2,326
2022-23	12,113	10,000	2,113
2023-24	16,847	15,000	1,847
2024-25	21,475	20,000	1,475
2025-26	21,050	20,000	1,050
2026-27	20,625	20,000	625
2027-28	19,638	19,432	206
Total Debt	124,074	114,432	9,642

Year	Total Water Debt	Total Water Fund	
Bond Amount		Principal	Interest
2021-22	250,056	220,000	30,056
2022-23	245,379	220,000	25,379
2023-24	250,651	230,000	20,651
2024-25	255,711	240,000	15,711
2025-26	255,610	245,000	10,610
2026-27	250,316	244,911	5,405
2027-28	19,638	19,432	206
Total Debt	1,527,361	1,419,343	108,018



