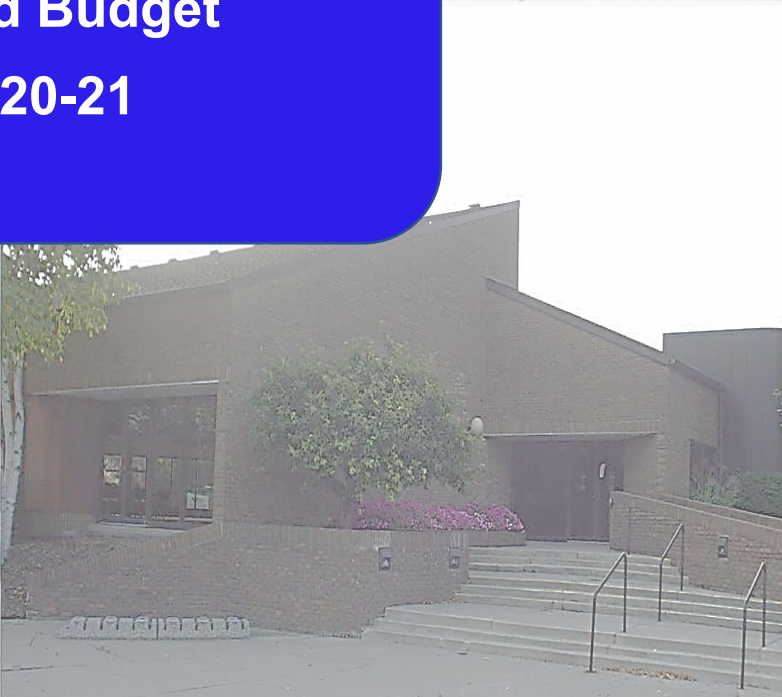




**City of Mount Clemens, Michigan
Approved Budget
FY 2020-21**





Recommended Budget for Fiscal Year 2020-21



Mayor

Laura Kropp

City Commissioners

Ronald Campbell
Laura Fournier
Wanda Goodnough
Rashidah Hammond
Denise Mentzer
Glenn Voorhess

City Manager

Donald E. Johnson

City of Mount Clemens

One Crocker Blvd
Mount Clemens, MI 48043
Cityofmountclemens.com

Department Heads

Director of Finance – Cliff Maison
Director of Public Services/Assistant City Manager – Jeff Wood
Director of Human Resources – Sara Price
City Clerk – Lisa Borgacz
Director of Community Development – Brian Tingley
Utilities Supervisor (Sewage Treatment) - Jason Pich
Utilities Supervisor (Water Treatment) - Lenny Bertrand

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Introduction to Mount Clemens

The founder of our city, Christian Clemens, first came to this area in 1796 as part of a surveying venture. At the time the area was known as “High Banks” or “Big Springs” along the river, then known as the Huron. Clemens was intrigued with the area, in 1801 bought some property along the river. He built a log house about where the county court building is today. In 1818, Clemens laid out lots and streets with names; plotting a village he named Mount Clemens. On January 15, 1818, Michigan Territory Governor, Lewis Cass, signed a proclamation establishing the County of Macomb, named after General Alexander Macomb, hero of the War of 1812. Three months later, Governor Cass named Mount Clemens the County seat and appointed Christian Clemens judge of the county court. On January 26, 1837, the little settlement was incorporated as a village, the same date that Michigan became the 26th state admitted to the union. By 1879, the town had grown to over 3,000 souls and the people voted for the village to become a city.

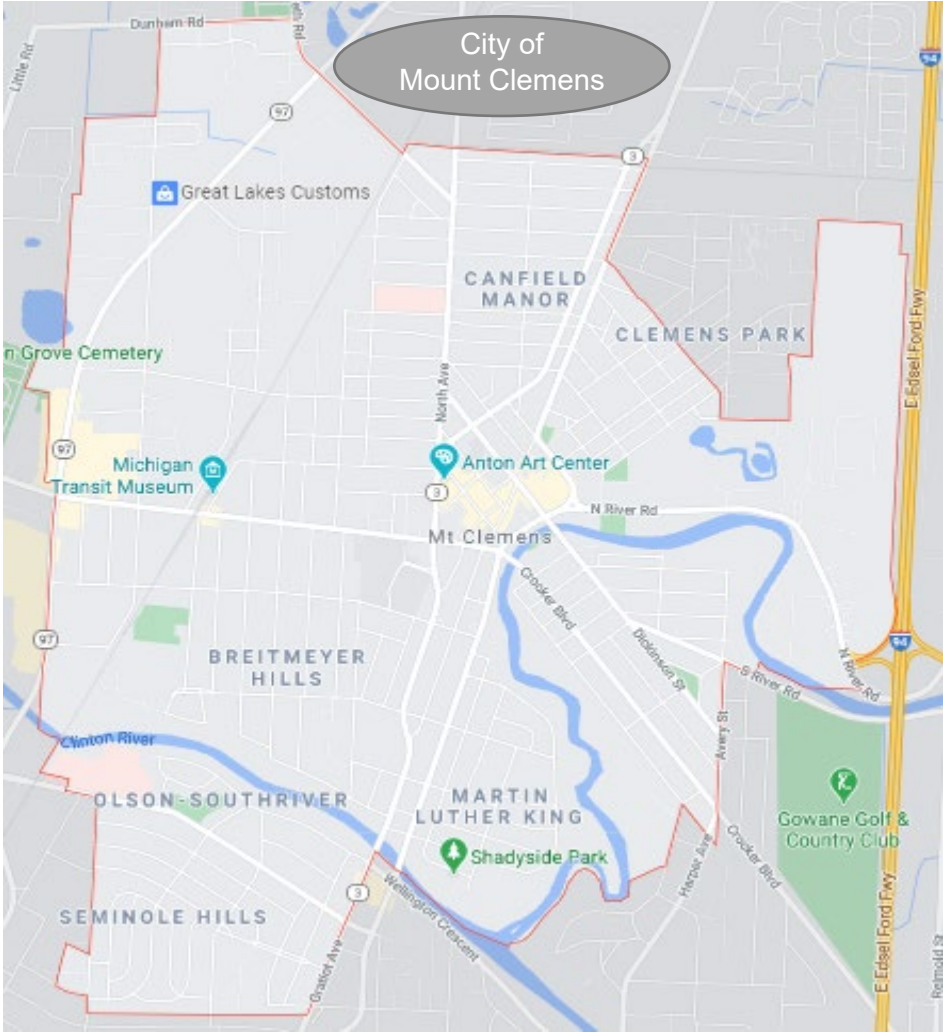
During the 1870’s, attempts to develop salt wells had proved unsuccessful but resulted in the discovery of the famed mineral waters. Soon a mineral bath industry flourished that made Mount Clemens famous throughout the world as a health spa. During the heyday of the mineral bath era, 23 major hotels and bath houses along with many smaller hotels and rooming houses prospered. Around World War II, this thriving industry began to decline, and fewer and fewer people came to stay the three weeks required to obtain the curative powers of the baths. Reminders of the era can still be seen throughout the city, in the neighborhoods with the lovely old homes and in the downtown with its picturesque buildings.

As the mineral baths were bringing fame to the city, another industry was developing which brought national attention to Mount Clemens. Beginning in 1880, and for two decades after World War I, there were ten major rose growers with over 30 acres under glass. Mount Clemens was once known as the Rose Capital of the United States. The Clinton River played a prominent role in the city’s development. From the earliest settlement, through the 1800’s and into the mid 1900’s, our citizens fished, hunted and trapped along its banks. Boat building and repair establishments flourished along the river. Notable among the boat builders was the Hacker Boat Company, originator of the famous “Hackercraft.” Mount Clemens built ships up to 190 ft. in length for the commercial trade.

After World War II, a group of forward-thinking citizens began what would become a nine-year struggle to reform the city charter. Since 1919, the city had been governed by four elected commissioners and a mayor. It took several attempts, but on April 5, 1954, a new city charter calling for a city manager form of government was passed. It also called for an elected mayor and six commissioners, elected at large.

The significance of this political reform became clear as physical reform of the city followed quickly. Extensive urban renewal projects began in the 1950’s and 1960’s that greatly transformed the appearance of the old city. Recent riverfront and downtown

developments such as landscaping, a marina and a boardwalk enhance the city's attractiveness. As the county seat and one of the oldest cities in Michigan, it remains as a financial and judicial center. Mount Clemens continues as a fine residential city and its citizens and business people are proud of its elegant, famous past and enthusiastically plan for its bright future.



Vision & Mission Statement & Core Values



Mission Statement

To provide ethical, effective leadership and municipal services that enhance the quality of life for an inclusive community.

Vision Statement

Mount Clemens: The UPtown of Macomb County

Core Values

Progressive: always moving forward
Respectful: of all who live, work, and play in our community
Inclusive & Diverse: mindful of ALL voices
Dynamic: positive & energetic
Ethical: always doing the right thing

Goals & Objectives

1. Economic development: improve business attraction & retention, enhance the city's image

- Establish a city-wide brand
- Complete MEDC's Redevelopment Ready Community (RRC) Certification process
- Expand the city's digital media presence
- Establish a city-DDA partnership for economic development
- Explore riverfront development

2. Address Mount Clemens' capital improvement needs

- Update the city's Capital Improvement Plan
- Water plant: filtration & sewer
- Infrastructure: streets; water & sewer separation
- Update city buildings:
 - City Hall: rebuild?
 - Fire Dept
 - DPS building
 - Community Center

3. Expand access to recreation for all city residents

- Establish a Parks & Recreation Advisory Board
- Partner with third-party entities to bring in low-cost recreation opportunities
- Seek grants from local foundations to support activities
- Bring programs to underutilized parks

4. Keep Mount Clemens safe & clean for all residents & visitors

- Compile a list of available resources
- Enforce existing ordinances
 - Residential & commercial
- Guide residents to resources
- Expand the city's sidewalk program
- Take responsibility for damage caused by trees in easements
- Consider using subcontractors to enforce ordinances to free up city employees
- Improve walkability with more & safer crosswalks, incl. handicap accessibility
- Increase police presence in community spaces (e.g., downtown, parks)
- Create small, noticeable aesthetic updates to city buildings & properties
- The city should hold itself more accountable for the appearance of its own properties
- Utilize volunteers to "Adopt a Spot" in the city
- Utilize existing boards & commissions more effectively (e.g. Beautification Commission)

5. Enhance collaboration with Macomb County

- Increase purchasing power via economies of scale
- Access to purchasing consortia, vendor relationships
- Charge for cost of city services rendered to the county
- Explore utilization of county personnel via service contracts, e.g., Assessing, IT, Economic Development
- Explore additional supports for roads, e.g., grants, sewer work, cooperative agreements for equipment use

6. Identify strategies for making Mount Clemens more inclusive

Budget Resolutions

Resolution One: Annual Budget Resolution and General Appropriations Act

Be it resolved, this and the following two resolutions constitute the City of Mount Clemens General Appropriations Act for the fiscal year beginning on July 1, 2020 and ending on June 30, 2021.

Be it further resolved, the 2020-21 City of Mount Clemens annual budget for each fund is hereby appropriated as follows:

General Fund

Revenue	
Taxes	6,876,000
Grants	2,964,433
Interest, Rents & Contributions	241,600
Other	120,500
Transfers	
licenses, Charges & Fines	1,025,200
Total Revenue	<u>11,227,733</u>
Expenditures	
General Government	2,007,347
Public Safety	5,199,161
Public Works	468,550
Community & Economic Dev	572,981
Recreation	253,571
Other- Insurance & Benefits	1,288,600
Transfers Out & Other Uses	2,269,500
Total Expenditures	<u>12,059,710</u>
Change in Fund Balance	<u>831,977</u>

Special Revenue Funds

Major Street Fund

Revenue

Taxes	
Grants	1,200,427
Interest, Rents & Contributions	15,000
Other	45,000
Transfers	
Licenses, Charges & Fines	
Total Revenue	<u>1,260,427</u>

Expenditures

General Government	252,627
Public Safety	
Public Works	1,007,800
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	
Total Expenditures	<u>1,260,427</u>

Local Street Fund

Revenue

Taxes	
Grants	468,226
Interest, Rents & Contributions	
Other	
Transfers	
Licenses, Charges & Fines	
Total Revenue	<u>468,226</u>

Expenditures

General Government	86,226
Public Safety	
Public Works	382,000
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	
Total Expenditures	<u>468,226</u>

Dial a Ride Fund

Revenue

Taxes	303,100
Grants	110,500
Interest, Rents & Contributions	
Other	500
Transfers	
Licenses, Charges & Fines	47,000
Total Revenue	<u>461,100</u>

Expenditures

General Government	455,400
Public Safety	
Public Works	
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	5,700
Total Expenditures	<u>461,100</u>

Public Improvement Revolving Fund

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	
Other	
Transfers	
Licenses, Charges & Fines	59,700
Total Revenue	<u>59,700</u>

Expenditures

General Government	
Public Safety	
Public Works	59,700
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	
Total Expenditures	<u>59,700</u>

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

Taxes	217,000
Grants	
Interest, Rents & Contributions	2,000
Other	
Transfers	
Licenses, Charges & Fines	
Total Revenue	<u>219,000</u>

Expenditures

General Government	
Public Safety	
Public Works	
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>219,000</u>
Total Expenditures	<u>219,000</u>

Downtown Development Authority**Revenue**

Taxes	43,600
Grants	
Interest, Rents & Contributions	
Other	70,000
Transfers	217,000
Licenses, Charges & Fines	
Total Revenue	<u>330,600</u>

Expenditures

General Government	
Public Safety	
Public Works	
Community & Economic Dev	298,350
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	
Total Expenditures	<u>298,350</u>

Change in Fund Balance	<u>32,250</u>
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Capital Improvement - Sidewalk Safety Fund

Revenue

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

Expenditures

General Government	
Public Safety	
Public Works	750,000
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	
Total Expenditures	<u>750,000</u>

Be it further resolved, the forecast for proprietary funds is as follows:

Internal Service Fund - Motor Pool

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	660,000
Other	1,000
Transfers	
Licenses, Charges & Fines	<u>32,000</u>
Total Revenue	<u>693,000</u>

Expenditures

General Government	
Public Safety	
Public Works	746,600
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>35,000</u>
Total Expenditures	<u>781,600</u>
Change in Net Assets	<u>88,600</u>

Enterprise Funds
Automobile Parking System Fund

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	22,500
Other	
Transfers	
Licenses, Charges & Fines	535,000
Total Revenue	<u>557,500</u>

Expenditures

General Government	
Public Safety	
Public Works	665,400
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	16,200
Total Expenditures	<u>681,600</u>

Change in Net Assets	<u>124,100</u>
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Sewage Treatment Fund

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	1,000
Other	500
Transfers	
Licenses, Charges & Fines	4,937,500
Total Revenue	<u>4,939,000</u>

Expenditures

General Government	
Public Safety	
Public Works	4,240,400
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	166,300
Total Expenditures	<u>4,406,700</u>

Change in Net Assets	<u>532,300</u>
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Water Fund**Revenue**

Taxes	85,000
Grants	
Interest, Rents & Contributions	1,000
Other	19,000
Transfers	
Licenses, Charges & Fines	<u>3,252,000</u>
Total Revenue	<u>3,357,000</u>

Expenditures

General Government	
Public Safety	
Public Works	3,094,600
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>107,400</u>
Total Expenditures	<u>3,202,000</u>

Change in Net Assets	<u>155,000</u>
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Solid Waste Fund**Revenue**

Taxes	108,200
Grants	7,000
Interest, Rents & Contributions	2,500
Other	4,500
Transfers	7,000
Licenses, Charges & Fines	<u>767,000</u>
Total Revenue	<u>896,200</u>

Expenditures

General Government	
Public Safety	
Public Works	891,400
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>8,800</u>
Total Expenditures	<u>900,200</u>

Change in Net Assets	<u>4,000</u>
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Ice Arena Fund**Revenue**

Taxes	108,200
Grants	7,000
Interest, Rents & Contributions	2,500
Other	4,500
Transfers	7,000
Licenses, Charges & Fines	<u>767,000</u>
Total Revenue	896,200

Expenditures

General Government	
Public Safety	
Public Works	891,400
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>8,800</u>
Total Expenditures	900,200
Change in Net Assets	<u>4,000</u>

Resolution Two: Tax Rates

Be it resolved, the general operating levy for the 2020-21 fiscal year is established at 19.4361 mills, and

Be it further resolved, the voted dial-a-ride levy for the 2020-21 fiscal year is established at 0.8887 mills, and

Be it further resolved, the voted pension levy for the 2020-21 fiscal year is established at 0.887 mills, and,

Be it further resolved, the sanitation levy authorized by Public Act 298 for the 2020-21 fiscal year is established at 0.3 mills, and

Be it further resolved, the total city-wide millage for 2020-21 shall be 21.5135 mills, and

Be it further resolved, the Downtown Development Authority levy for the 2020-21 fiscal year for the area designated by ordinance as the downtown district is established at 1.5768 mills, and

Be it finally resolved; the 1.5768 mill levy for the downtown district is in addition to the levies applicable to properties outside of the downtown district.

Resolution Three: Tax Administration Fee, Interest and Penalties

Be it resolved, the City of Mount Clemens shall impose the one percent tax administration fee on all property taxes collected by the Mount Clemens Treasurer's Office in 2020, and

Be it further resolved, summer taxes that are not paid or postmarked by September 15 shall be charged a four percent penalty on the unpaid balance. Summer and winter taxes that are not paid or postmarked by February 28 are turned over to Macomb County for collection and are subject to any interest and/or penalties imposed by the county.



Budget Transmittal

September 14, 2020

The Honorable Mayor Kropp and
Members of the City Commission:

Presented herewith is the revised 2020-2021 Recommended Budget for the City of Mount Clemens. On May 18, the commission adopted a budget with a three-month allotment and direction to bring back a revised budget for consideration and adoption before Sept 30. This is that budget document.

Budget Changes:

This budget document differs from the original in several ways. In the original, personnel costs were estimated by simply applying a factor to the prior year amounts. This time, we used a feature of our financial software to calculate payroll and fringe benefits. This required updating many fields that had not been setup during the initial conversion to BS&A.

We also established account classifications and budget classifications for every account and activity. This allows reports to be run which summarize line item data based on these classifications. For example, instead of dozens of different supply accounts, you will see a single “supply” item for every activity (department).

You will also see a significant amount of descriptive text, tables, charts, and graphs in this document. For every department, we have a description of what the department does, a personnel table, an organization chart and a blue highlighted “significant notes” section identifying problems, proposed solutions, and other changes.

The expenditure tables presented in the department section cross fund lines, just as the departmental operations do. The budget summary pages, however, are organized by fund and fund group. The proposed budget resolution is also organized by fund.

This document does not include fiduciary funds such as the retirement system fund, OPEB health care fund or the tax collection funds. It does include proprietary funds which

are not technically “budgeted” but instead are “forecasted.” The difference is a budget is generally not adopted for internal service funds or enterprise funds. You will see this in the recommended resolution.

Finance and Accounting

The finance department has made great progress in the past year. Most significantly, as we prepare for audit, all bank reconciliations have been completed within 3-5 days of the end of each month.

However, we still have an unnecessarily complex accounting system with far more accounts than we need. It is far from compliant with the Michigan Uniform Chart of Accounts. We are using numbers reserved for personal services as supply accounts. We do not take advantage of some of the features of our software because the way our accounts are numbered does not allow for it.

We anticipate the need for a major project to clean up and simplify our system. BS&A has recommended we do this as part of the conversion to the new state chart of accounts. That was supposed to happen this year, but the state has delayed issuing the new chart. We are not sure when it will be issued.

Staffing levels

It is very easy for the public, city commissioners and even me to sometimes forget how thinly we are staffed. Mount Clemens had only 58 full time employees as of June 30. Twenty years ago, we had 185. This is almost a 70% staff reduction! There are only 14 employees in city hall. Our fire department has only 10 employees, at the moment, and those are divided over three shifts. Public works was especially hard hit when staffing levels were reduced. We basically have just five full-time people who handle all street maintenance, park maintenance and miscellaneous tasks. This means a lot of things we would like to see done simply can't be done, without letting some other task go uncompleted.

Strategic Plan

City commissioners participated in a two-day strategic planning process this year, for the first time since 2015. This plan is different than the 2015 plan in two important ways. First, it is a very achievable plan, even if all of it may not be achieved this fiscal year. There is nothing in the goals and objectives that we are not capable of accomplishing. Second, the mayor, commission and administration are fully dedicated to achieving these goals and objectives. I know that was not the case in 2015.

The strategic planning process has not made as much of an impact on the budget numbers as I had anticipated. In the long run, it will. The riverfront development objective will probably require outside assistance. Revising the capital improvement plan will ultimately result in significant expenditures. So will the goal of expanding access to

recreation. An active parks and recreation advisory board will suggest improvements to our park facilities and programs that will cost money. However, there is no additional money budgeted this year for such facilities and programs. We will do our best to obtain grant money to support recreation.

We did not budget additional funds for outside assistance in developing the capital improvement plan. It is our attention to try to do this in house. However, that may not be possible. If we ultimately decide to hire a consultant for this, we may need a budget adjustment.

We did budget \$40,000 for a branding project and a \$500,000 transfer to the sidewalk fund as working capital to allow two more districts to be completed this spring. It is important to remember, most sidewalk money will ultimately be repaid by property owners. The city is only responsible for sidewalk adjacent to city property, sidewalk ramps adjacent to public right of way, and sidewalk flags containing other city infrastructure such as a manhole cover. Because we also plan to allow sidewalk repairs to be special assessed, it was necessary to make some assumptions about payments that will be received this year. We assumed one third of the sidewalk work performed will be paid for by property owners up front.

General Fund

Our general fund is in very solid shape. We are projecting a beginning fund balance of just over \$7 million which is almost 63% of proposed revenue. The Government Finance Officers Association of the United States and Canada recommends local governments maintain a minimum unrestricted fund balance equal to two months expenditures in governmental funds. That is equivalent to 16.7%.

This budget calls for general fund expenditures and transfers to exceed revenues by \$831,977. Half a million of this amount is a transfer to the sidewalk fund to provide working capital to allow two more sidewalk districts to be completed in the spring. Most of that will eventually be repaid by the residents and ultimately it can be returned to the general fund. Those that choose to spread their payments out over multiple years will be paying interest at a rate higher than we can currently earn on our investments of temporally idle cash. I think we should look at this as an investment rather than an expenditure.

That leaves a \$331,997 shortfall. This is the second and final year of \$500,000 transfers to the OPEB trust. Next year that number falls to \$180,000 where it will remain until 2045.

The 2019-2020 budget appeared to be balanced but it included a \$500,000 transfer from fund balance as a "revenue." It also failed to account for another \$500,000 transfer out to the OPEB trust needed to comply with the corrective action plan. Simple math suggests we should have ended the year down about a million dollars. Actually, our unaudited year end numbers say we increased fund balance by over \$400,000.

This is typical. It happens because most municipal finance professionals take a conservative approach to budgeting and usually underestimate revenues and overestimate expenditures. It also happens because expenditure budgets represent maximums not expectations. The more detailed the budget (more account numbers) the more this is compounded. We have 3,186 general ledger numbers.

I haven't had enough experience in Mount Clemens to be able to confidently tell you how by how much I anticipate beating the budget numbers, but I do expect to beat the budget numbers.

Major and Local Street Funds

These funds have 157% and 283% fund balance ratios respectively. However, that is not really 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.

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.

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 solid waste 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, 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.

Ice Arena

We will soon be presenting the commission with a bonding proposal to finance new compressors, a new roof, and parking lot resurfacing for the ice arena. We had hoped to have a handle on other capital needs so they could also be incorporated into this bond

issue, but we don't at this point and this project needs to be completed soon. We will be presenting a resolution authorizing publication of a notice of intent to sell bonds at the first meeting in October.

The commission has already authorized advancing the ice arena fund up to \$100,000 to cover operating expenses. Revenue is down significantly because of the COVID-19 pandemic.

Parking

The automobile parking system fund has also been devastated by COVID-19. Revenues are down significantly, and the fund is short on cash. However, this fund's financial problems will fix themselves in three years. We are currently spending \$410,417 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.

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 in 2020-21 than it had in 2019-20. The water treatment fund has almost half a million dollars less and another \$123,000 of debt service will drop off after 2020-21.

However, both facilities are old and in need of long deferred maintenance. We are awaiting the results of an outside engineering study of the water plant that was started in the spring. A similar study may be needed for the sewage treatment plant. We may be facing significant capital needs. Also, the state's new lead and copper rules make the city responsible for replacing an unknown number of privately owned water service lines. That is why we are not recommending a rate change this year.

Pension and OPEB

The Mount Clemens Employees Retirement System is remarkably well funded. As of June 30, 2019 general employee pension obligations were 98.9% funded and police/fire obligations were 88.3% 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 11.6% for general employees and 33.78% 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 into a 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 (this budget), and \$180,000 every fiscal year after that until 2044-45. As of June 30, 2020 the OPEB trust had \$839,000 of assets and we are expecting the new actuarial valuation will show a decline in liabilities. Never-the-less, we will still be far from properly funding this liability.

This \$500,000 obligation was not properly budgeted in 2019-20, but the required transfer was made. It is included in the 2020-21 budget. The good news is this obligation will decrease by \$320,000 next year.

When we get the new OPEB actuarial valuation, we will consider switching to a pre-funding model.

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 change the rental rates. 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, 2020, our unaudited balance sheet shows machinery and equipment assets at \$4.8 million with accumulated depreciation on those assets of \$4.25 million. Cash and other liquid assets are only \$139,000. We really should have liquid assets equal to accumulated depreciation of equipment. We have only about 3.3% of this amount. This means we cannot afford to replace our aging fleet of vehicles. We may not even have the ability to purchase a single new heavy-duty dump truck which typically cost about \$150,000.

Motor pool funding should be regarded as one of our most serious financial problems and it is definitely one that must be addressed soon.

This document represents a significant change in format from what has been presented in the past. This took a lot of work from a lot of people. There is a lot of text in this book

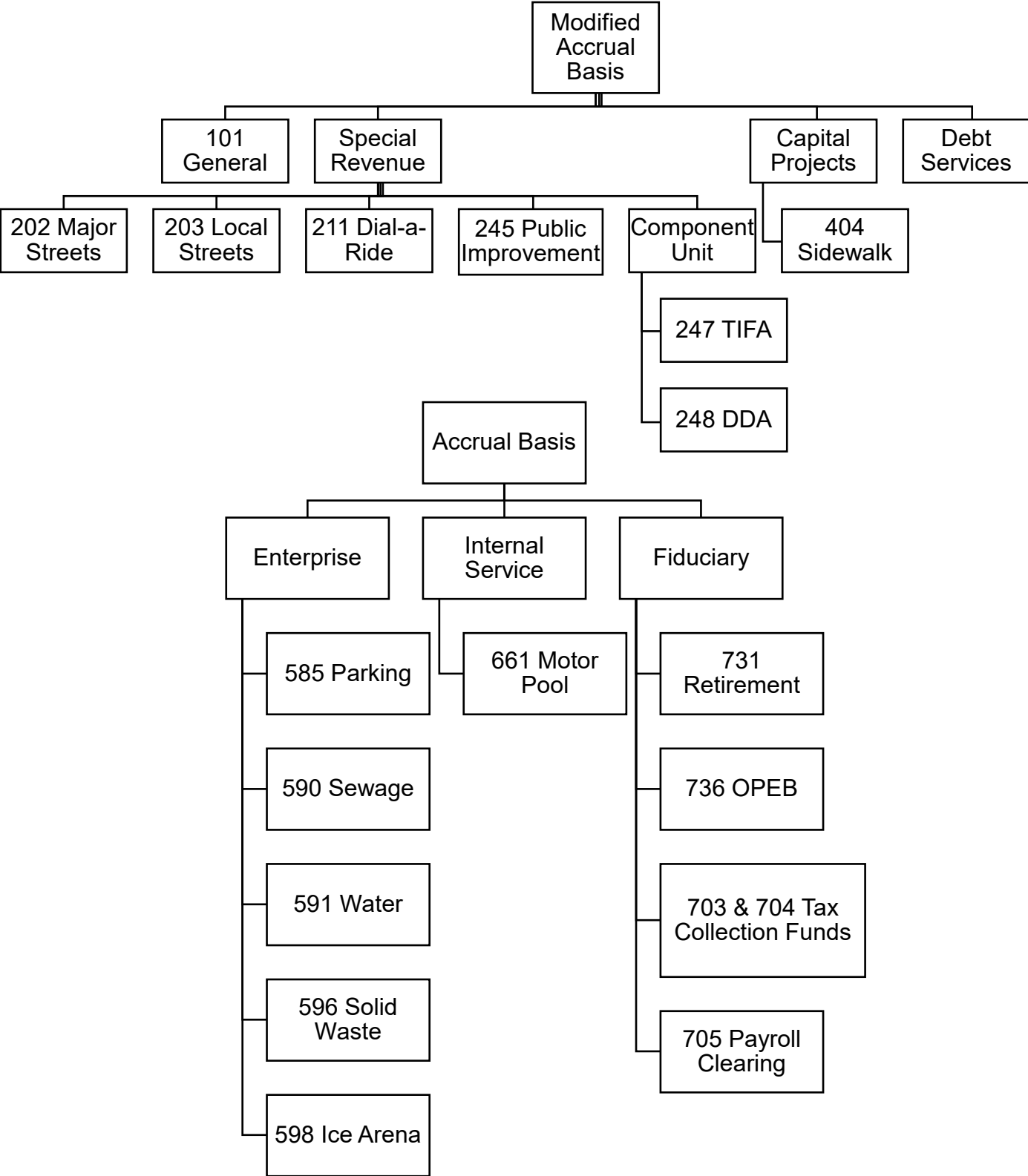
and a lot of supplementary information. It didn't write itself and I didn't write it all either. I want to thank all the department heads for their assistance. I also want to thank Finance Director Cliff Mason for his contributions. Most of all I want to thank Nicole Ratusznik for putting up with my endless changes.

Respectfully submitted,

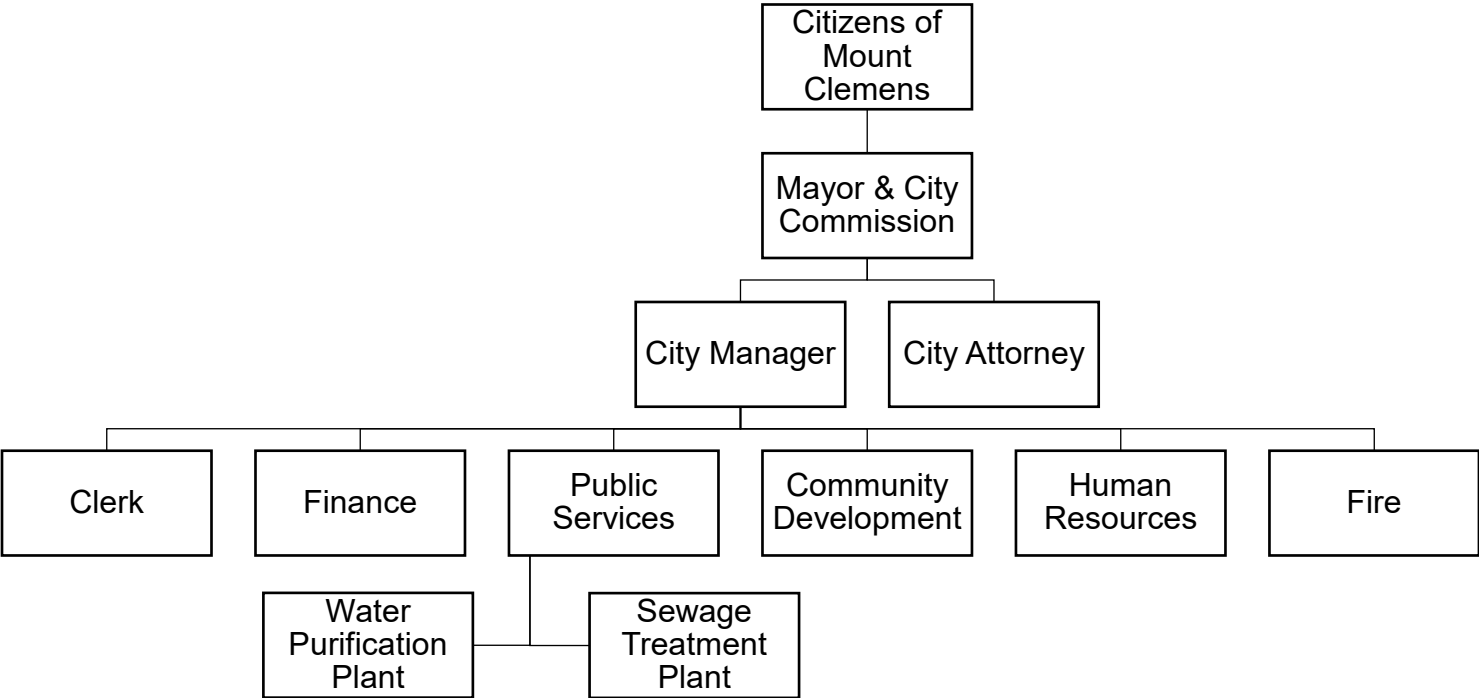
A handwritten signature in black ink, appearing to read "Donald E. Johnson". The signature is written in a cursive style with a large initial "D" and "J".

Donald E Johnson
City Manager

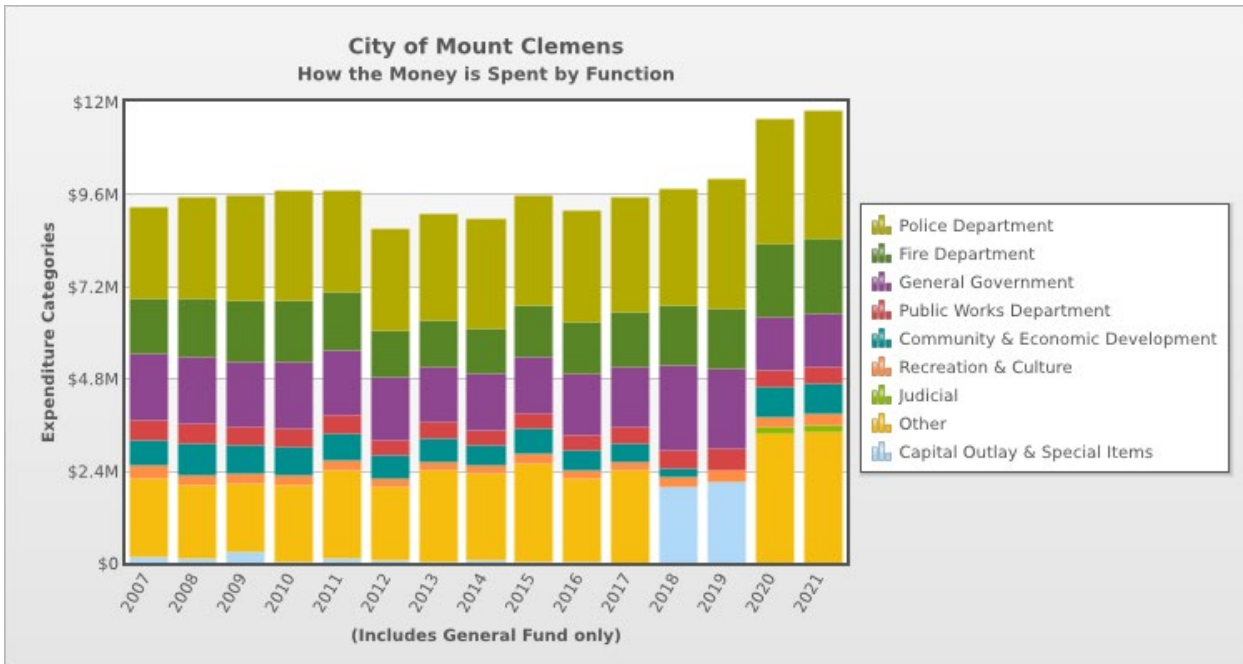
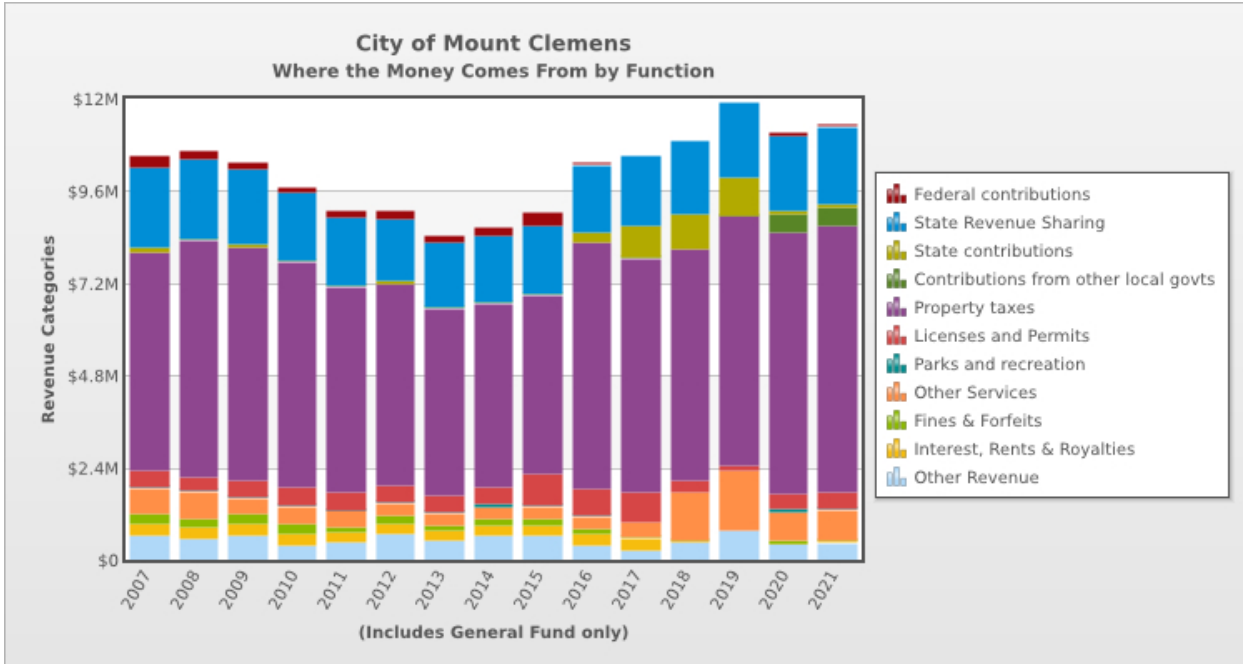
Financial Organization Chart

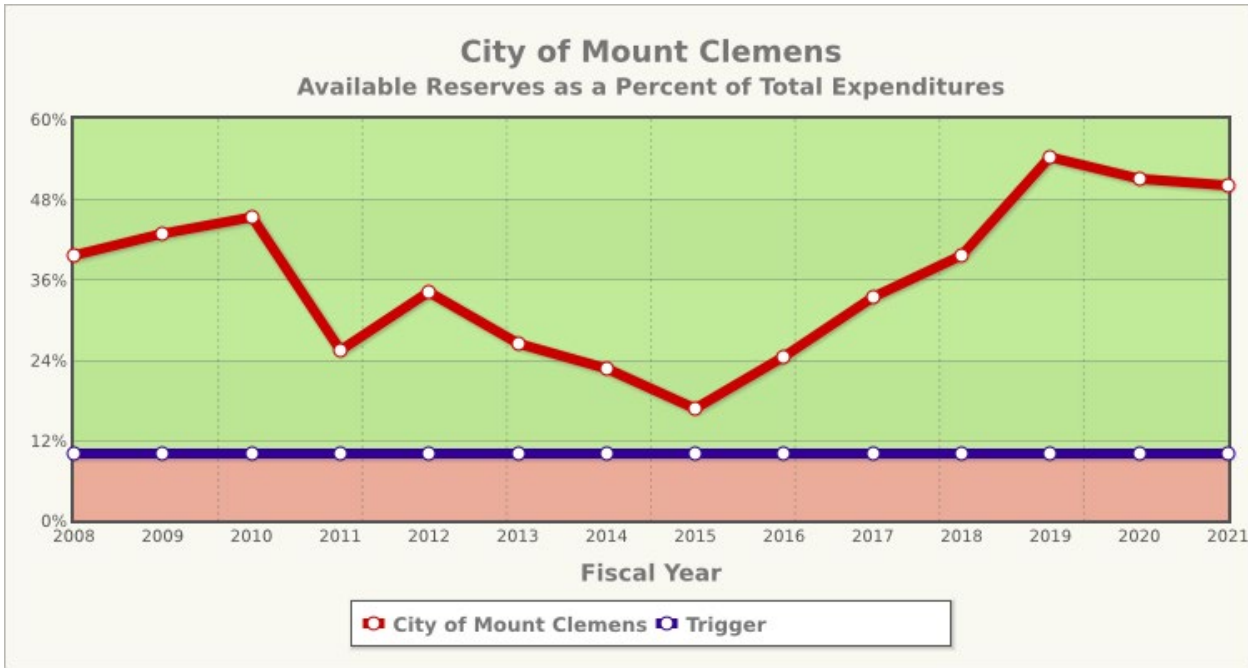
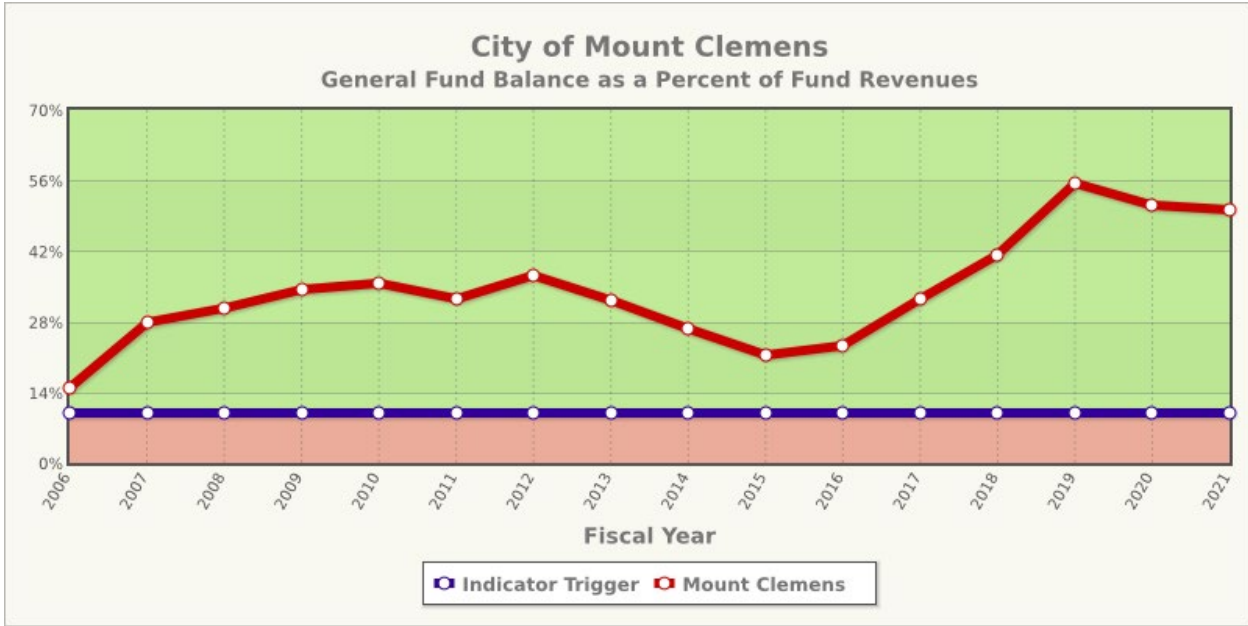


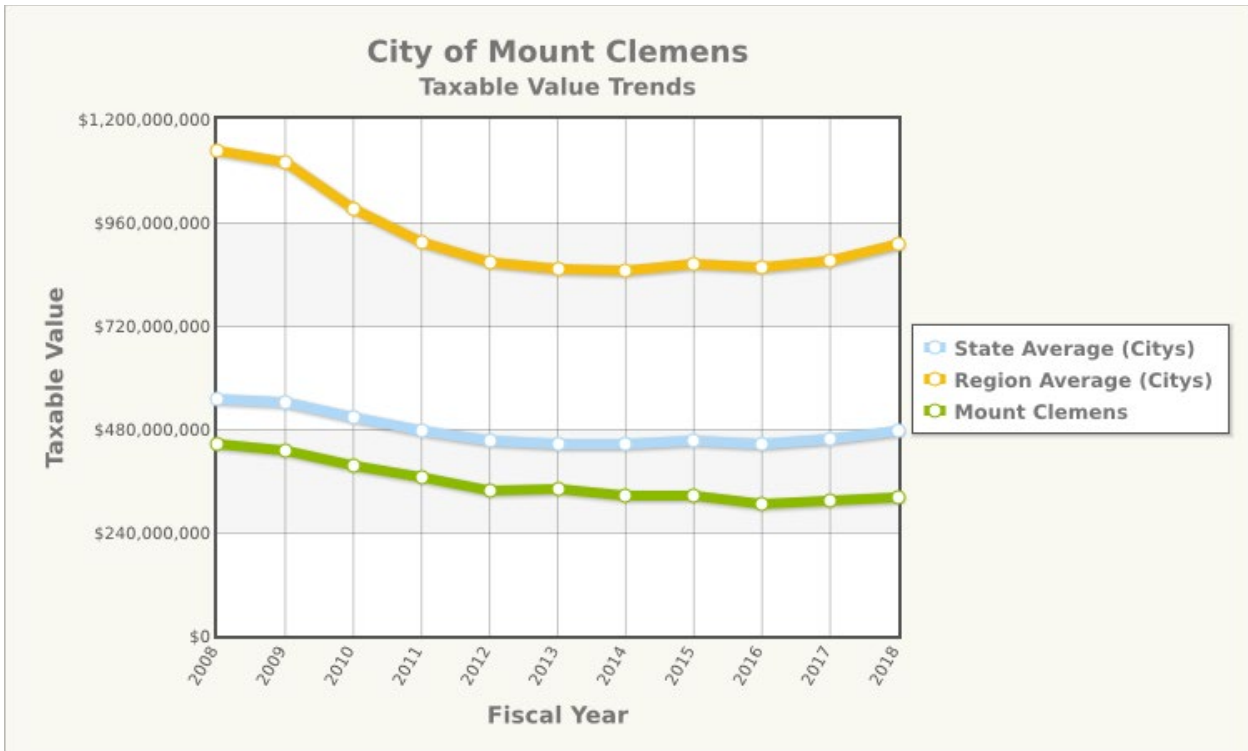
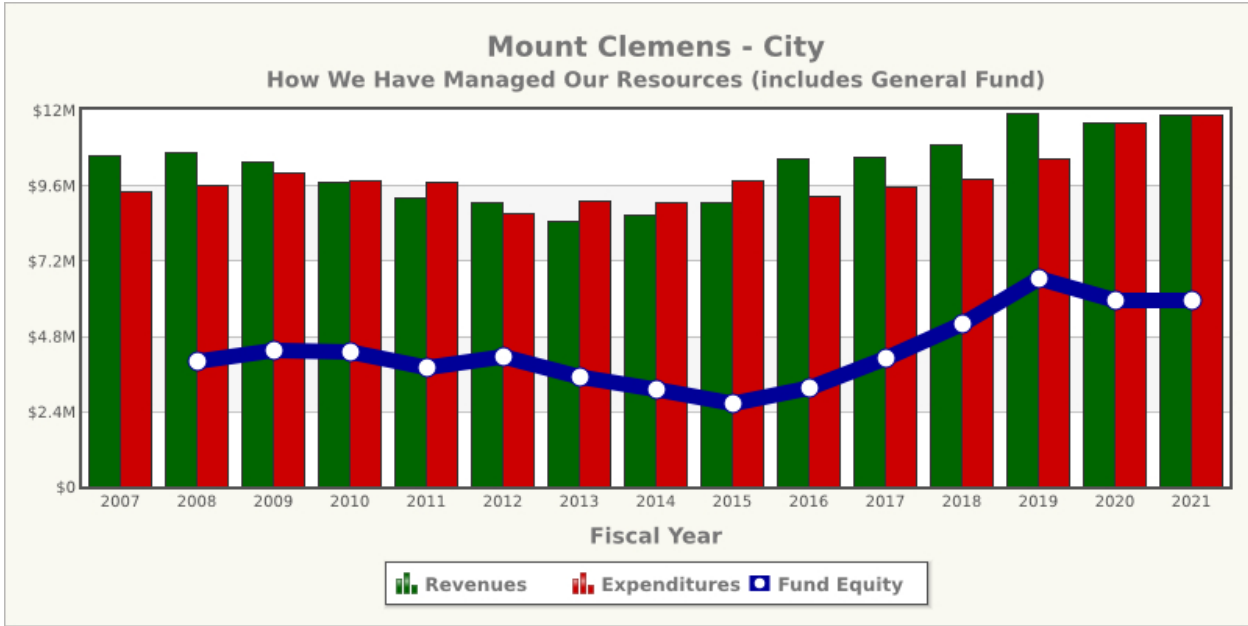
Organizational Chart

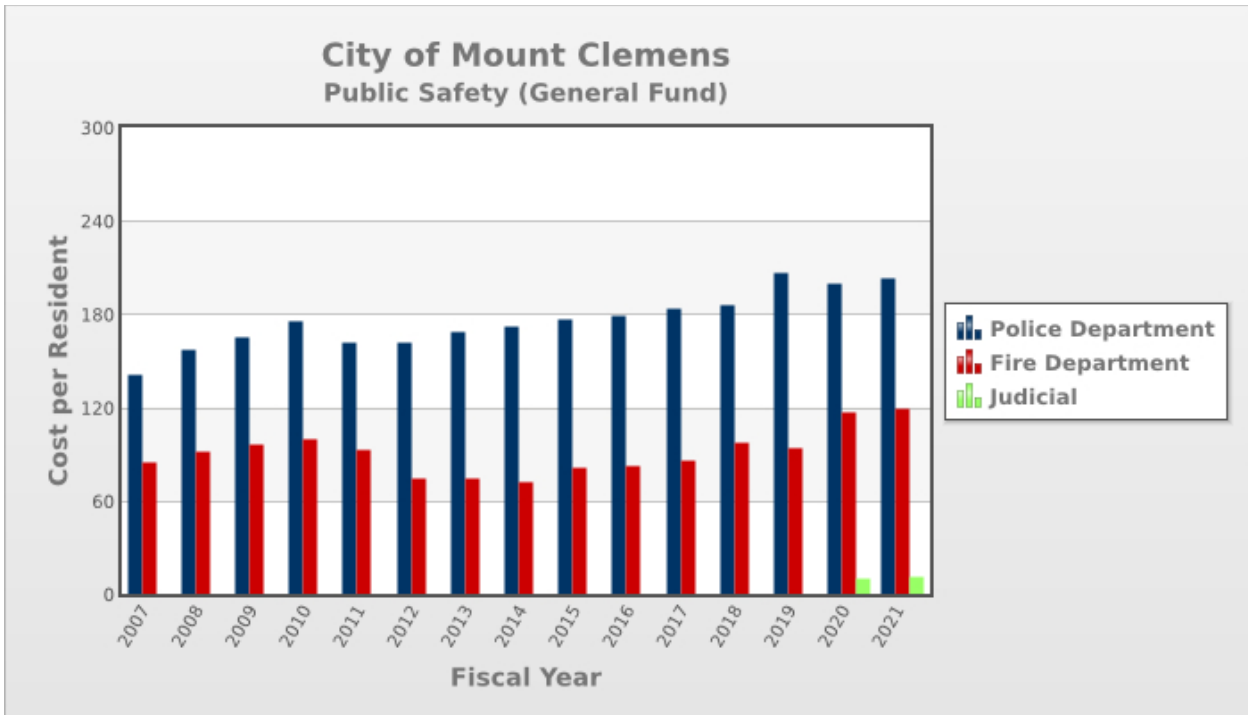
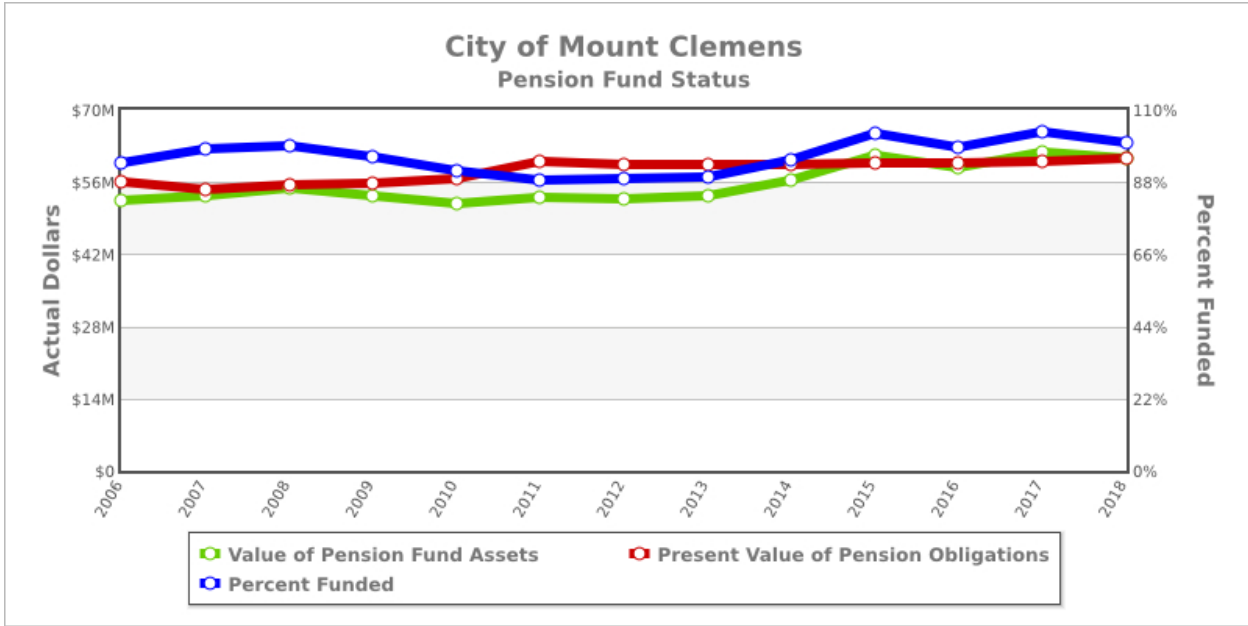


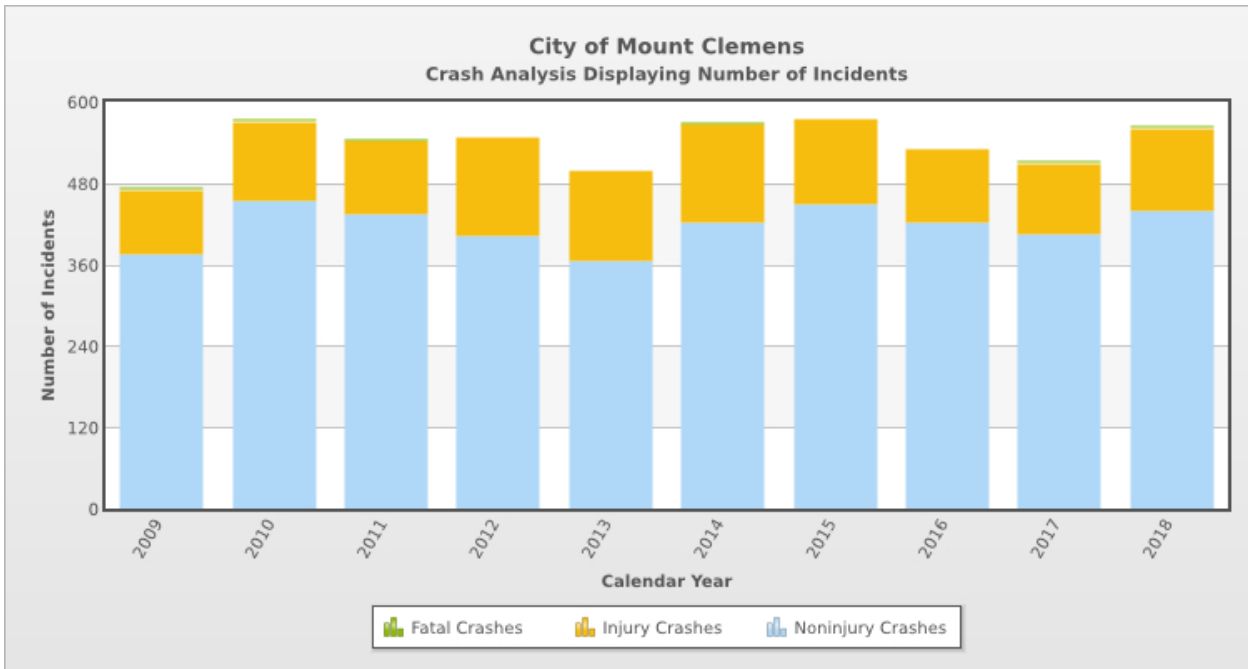
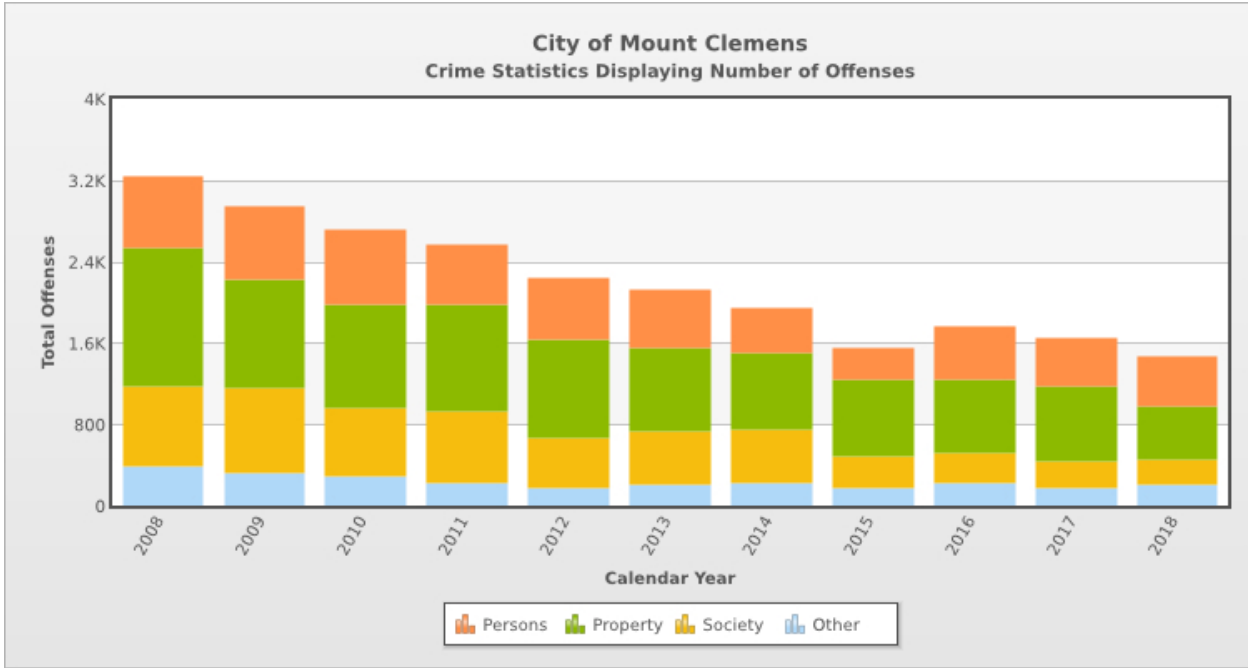
Financial Trends



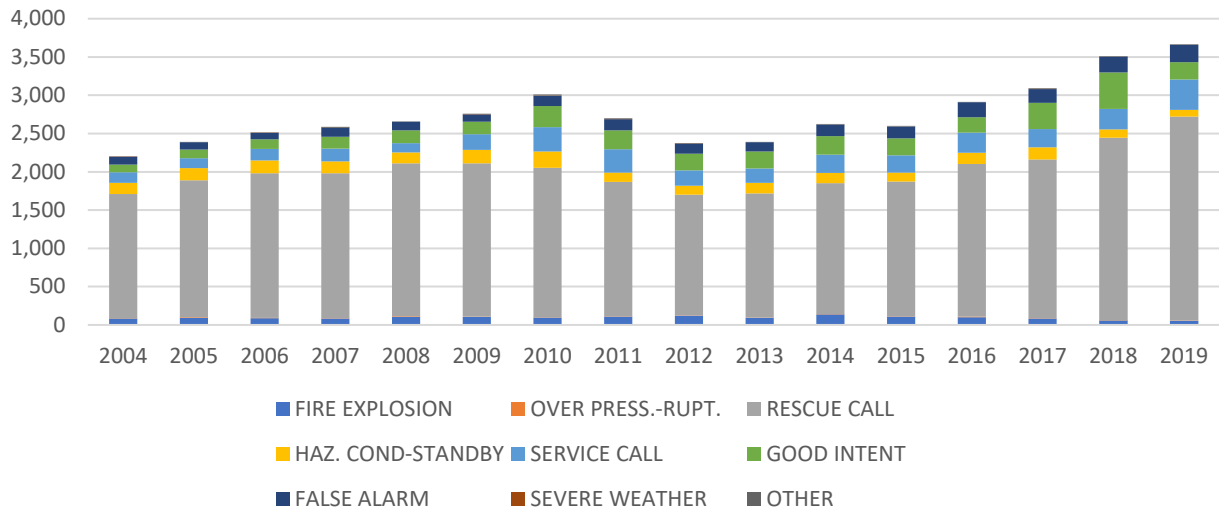




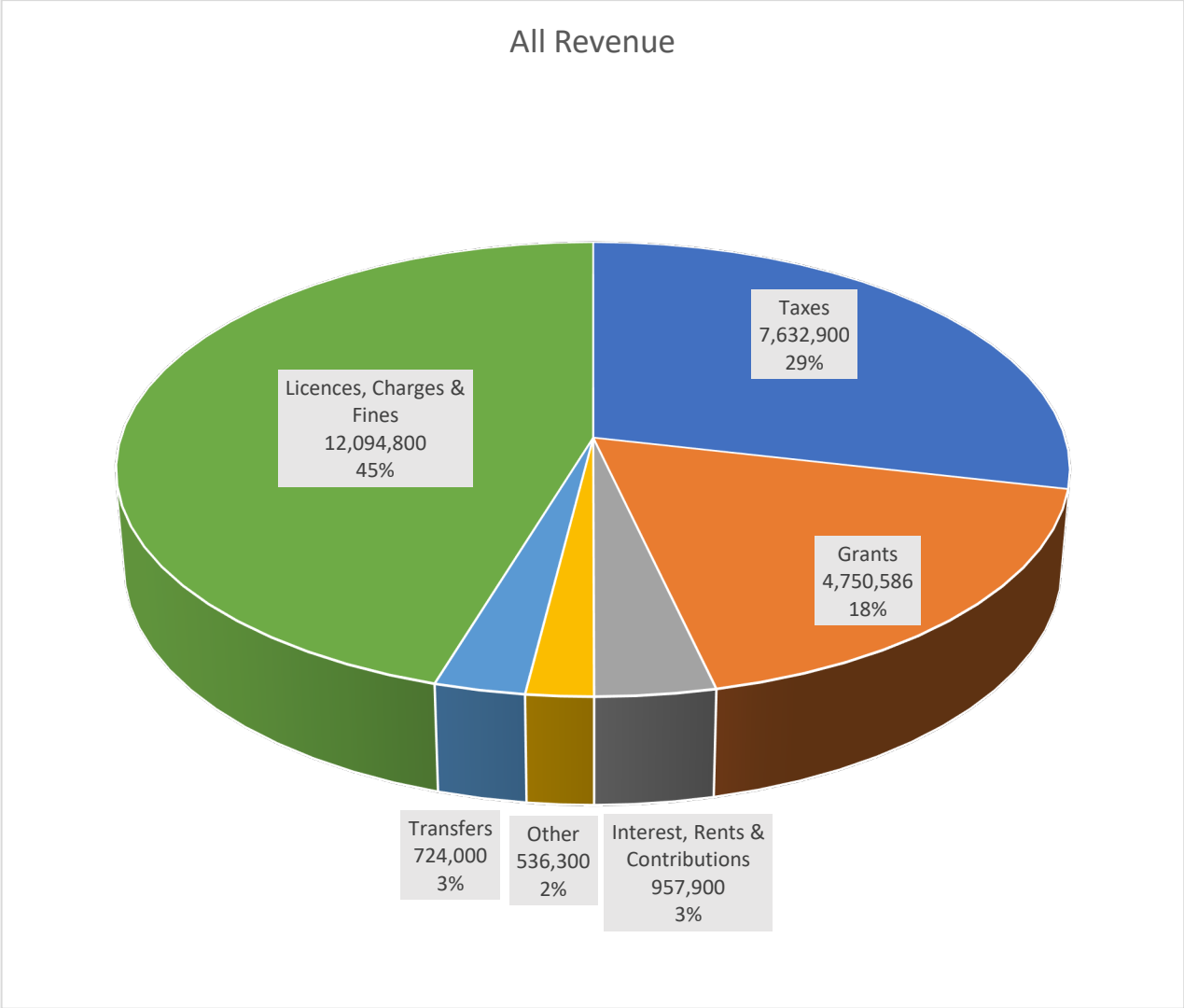




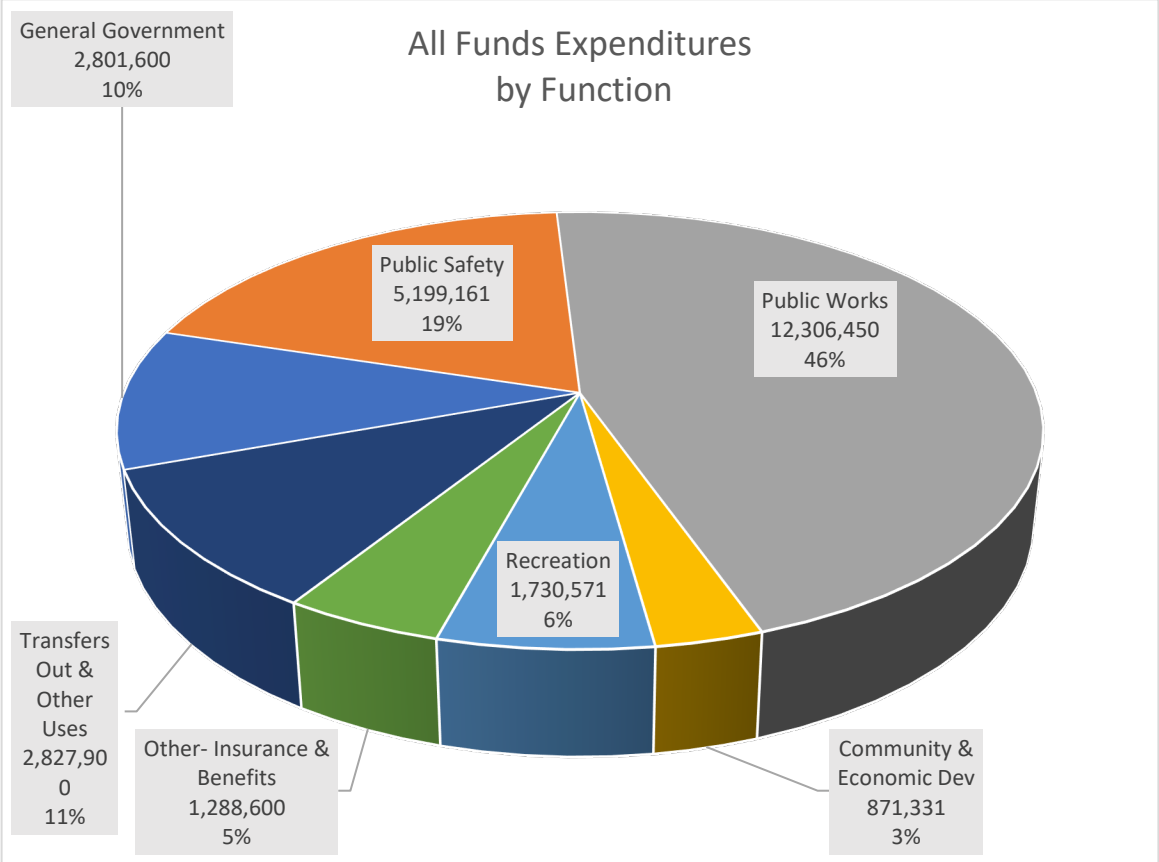
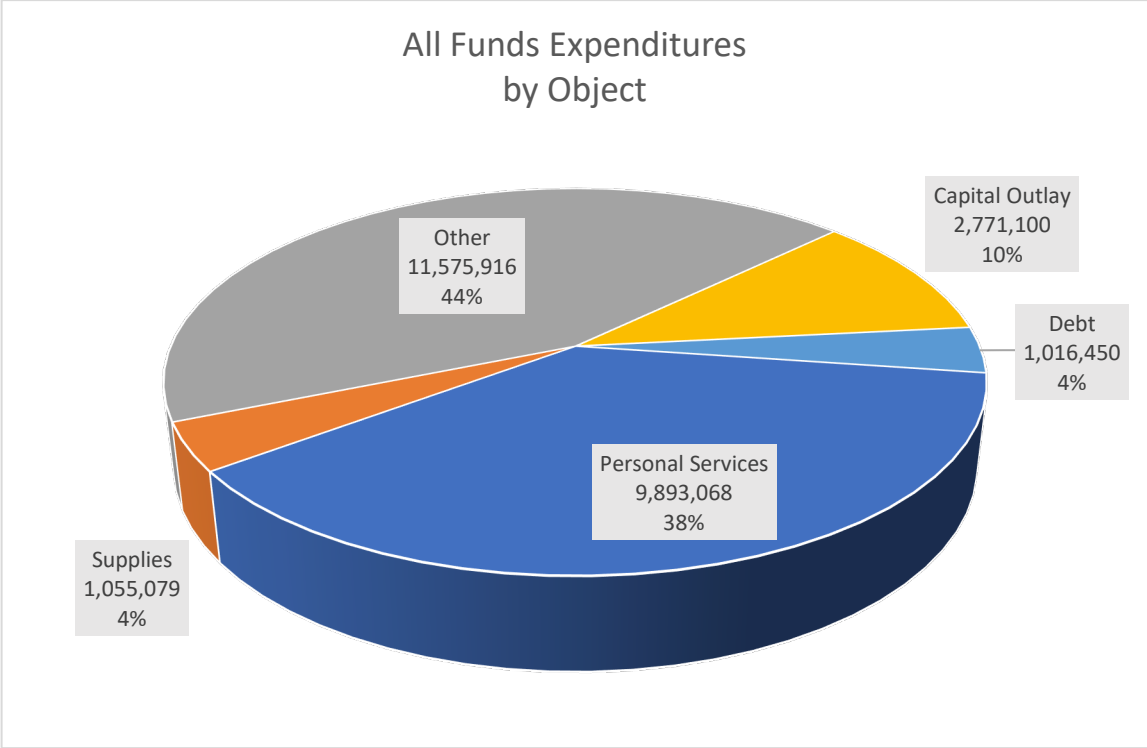
Fire Calls



Budget Summary - All Funds Revenue



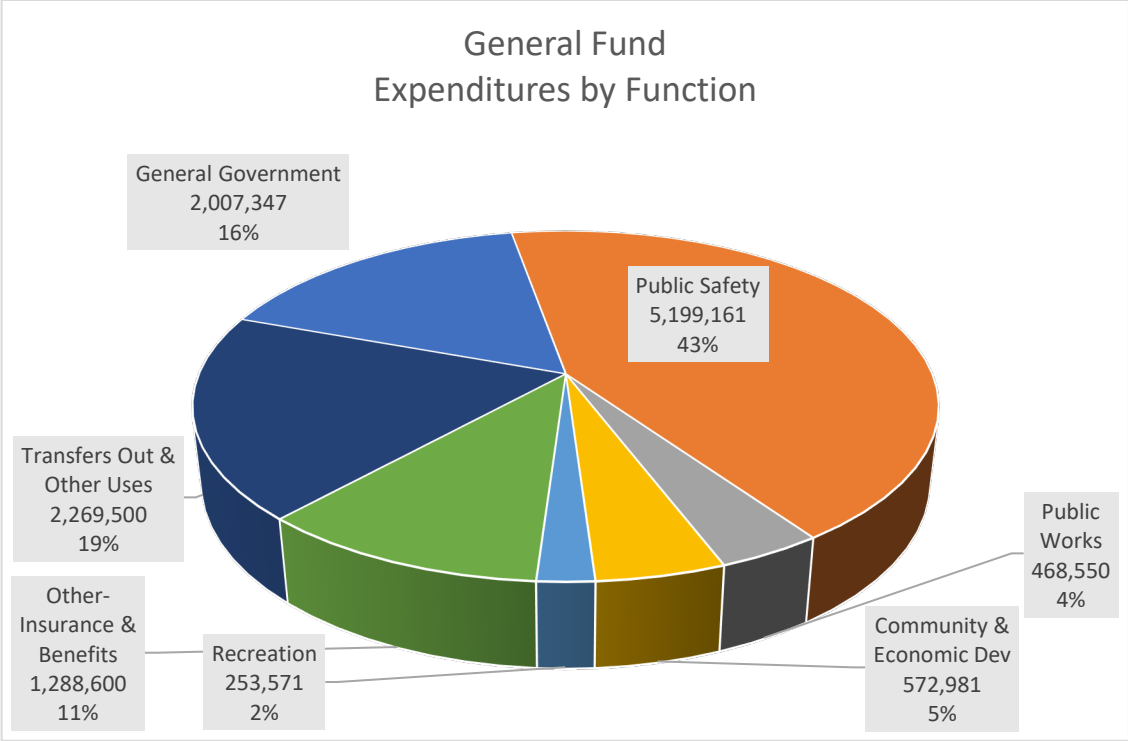
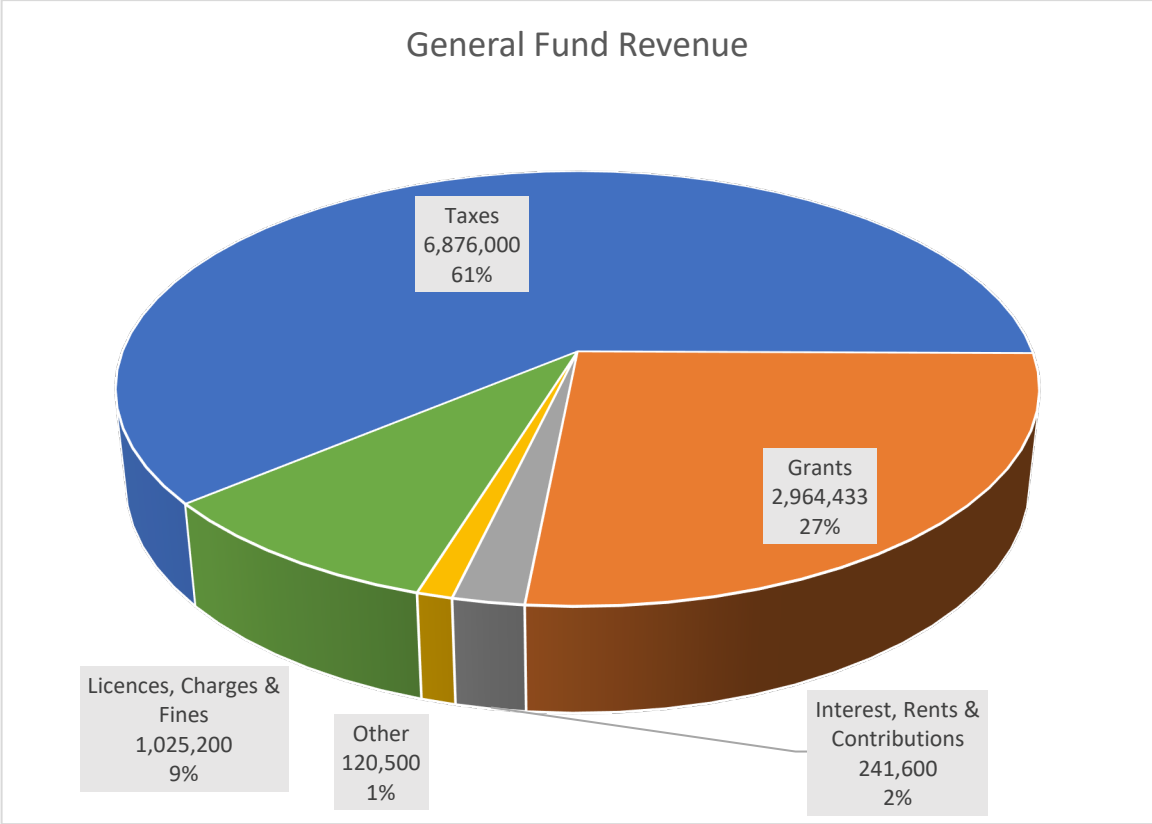
All Funds - Expenditures



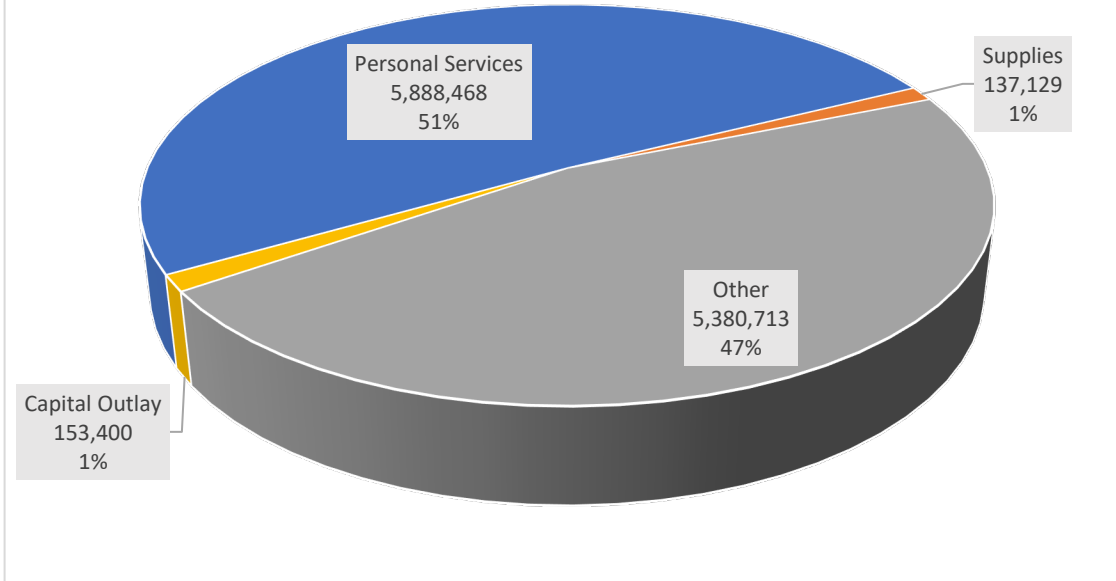
Budget Summary- All Funds

Budget Classification and Function	101 General	Total Special Revenue	Total Enterprise	661 Motor Pool	404 Sidewalk	Total Budget
Revenue						
Taxes	6,876,000	563,700	193,200			7,632,900
Grants	2,964,433	1,779,153	7,000			4,750,586
Interest, Rents & Contributions	241,600	17,000	39,300	660,000		957,900
Other	120,500	115,500	49,300	1,000	250,000	536,300
Transfers		217,000	7,000		500,000	724,000
Licenses, Charges & Fines	1,025,200	106,700	10,930,900	32,000		12,094,800
Total Revenue	11,227,733	2,799,053	11,226,700	693,000	750,000	26,696,486
Expenditures						
General Government	2,007,347	794,253				2,801,600
Public Safety	5,199,161					5,199,161
Public Works	468,550	1,449,500	8,891,800	746,600	750,000	12,306,450
Community & Economic Dev	572,981	298,350				871,331
Recreation	253,571		1,477,000			1,730,571
Other- Insurance & Benefits	1,288,600					1,288,600
Transfers Out & Other Uses	2,269,500	224,700	298,700	35,000		2,827,900
Total Expenditures	12,059,710	2,766,803	10,667,500	781,600	750,000	27,025,613
Change in Fund Balance or Net Assets						
	831,977	32,250	559,200	88,600		329,127
Beg. Fund Balance or Net Assets	7,032,134	4,098,966	38,187,257	643,229	255,666	50,217,252
Ending Fund Balance or Net Assets	6,200,157	4,131,216	38,746,457	554,629	255,666	49,888,125

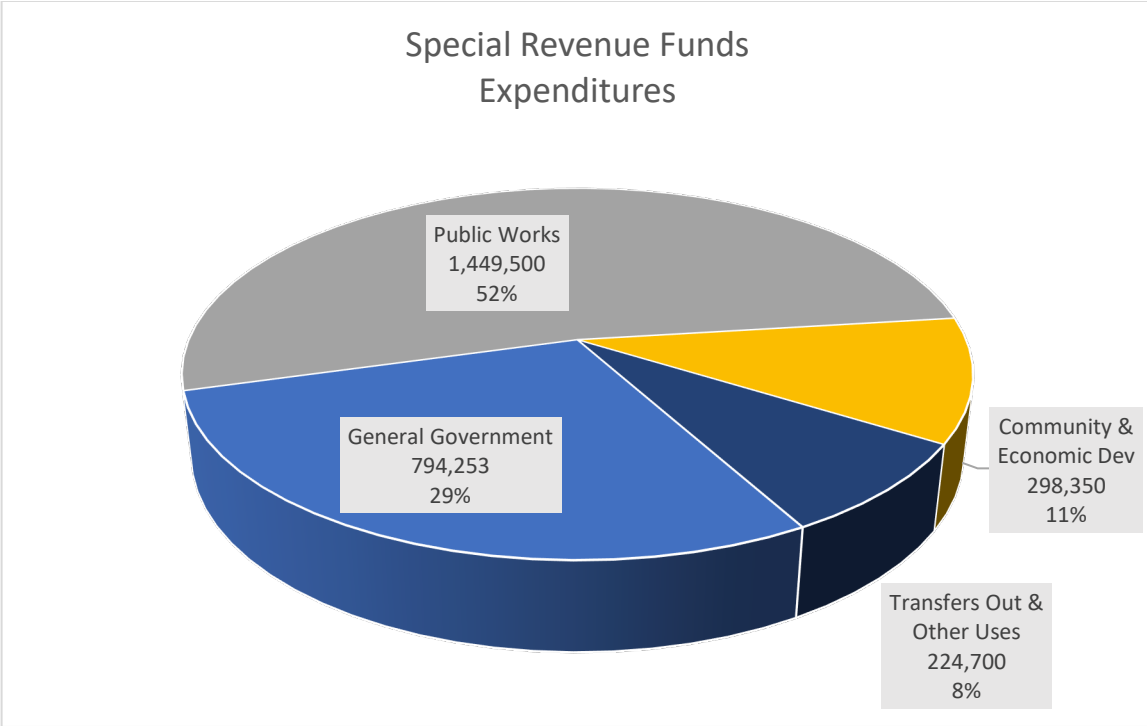
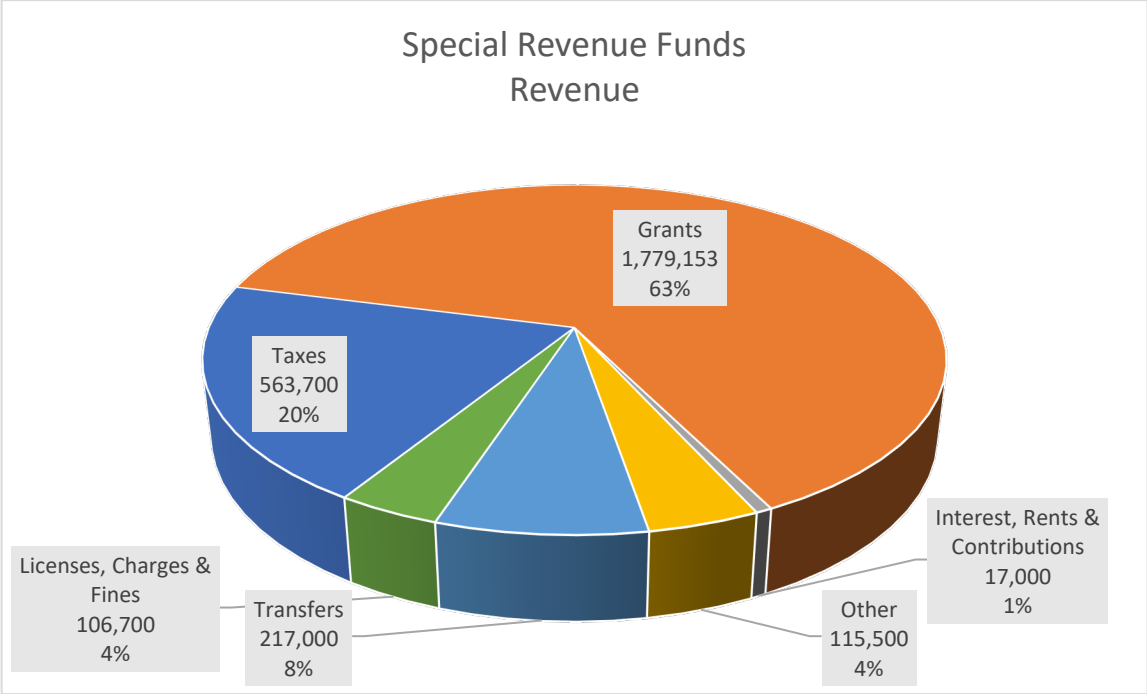
General Fund Summary



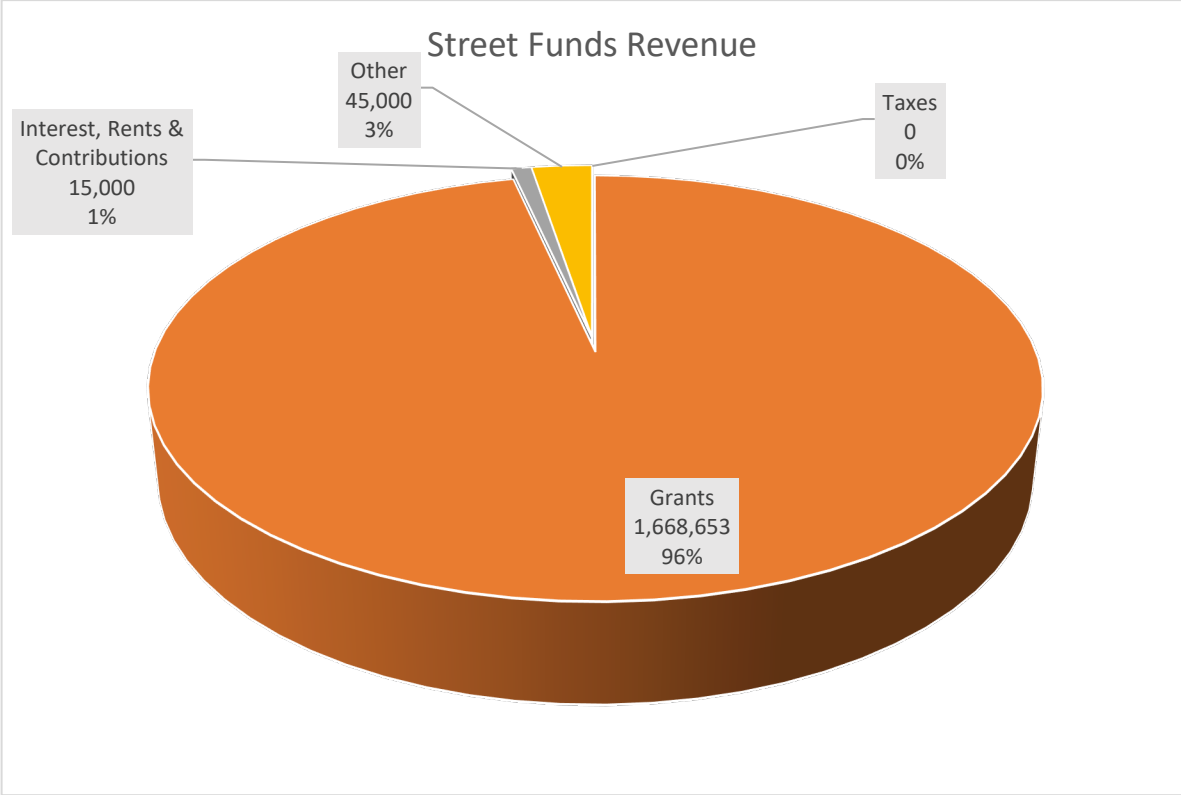
General Fund Expenditures by Object



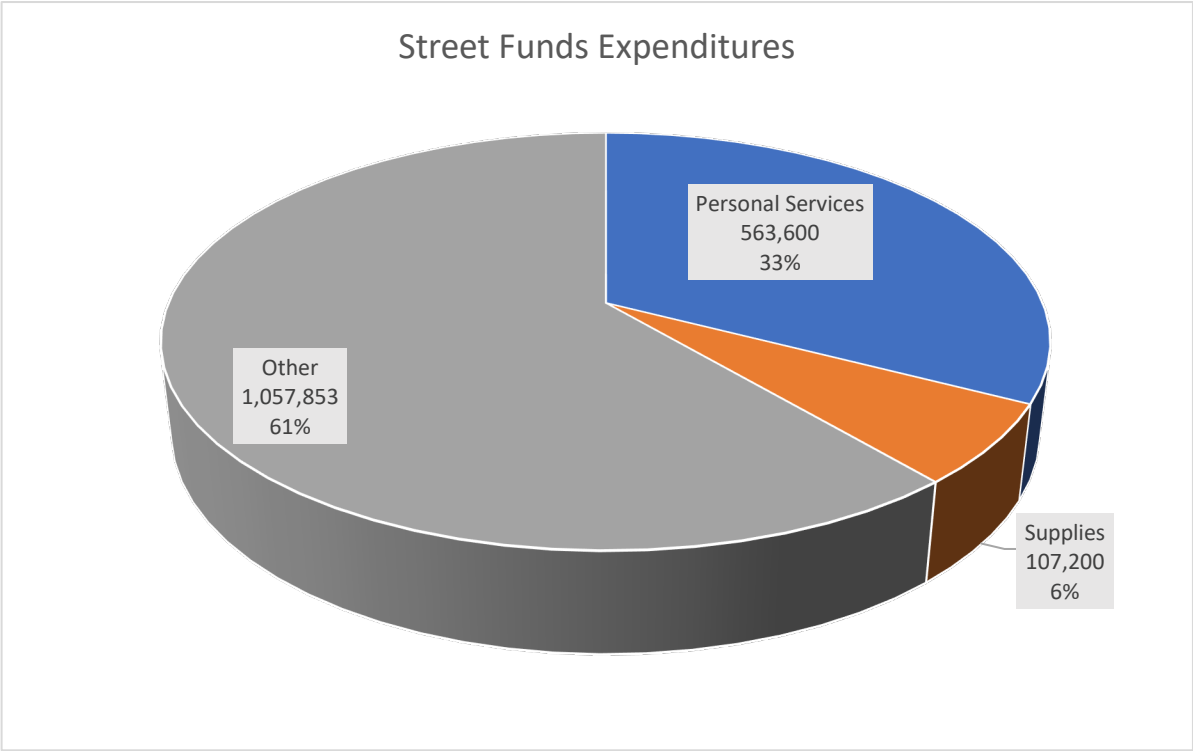
Special Revenue Funds



Street Funds (Part of Special Revenue)



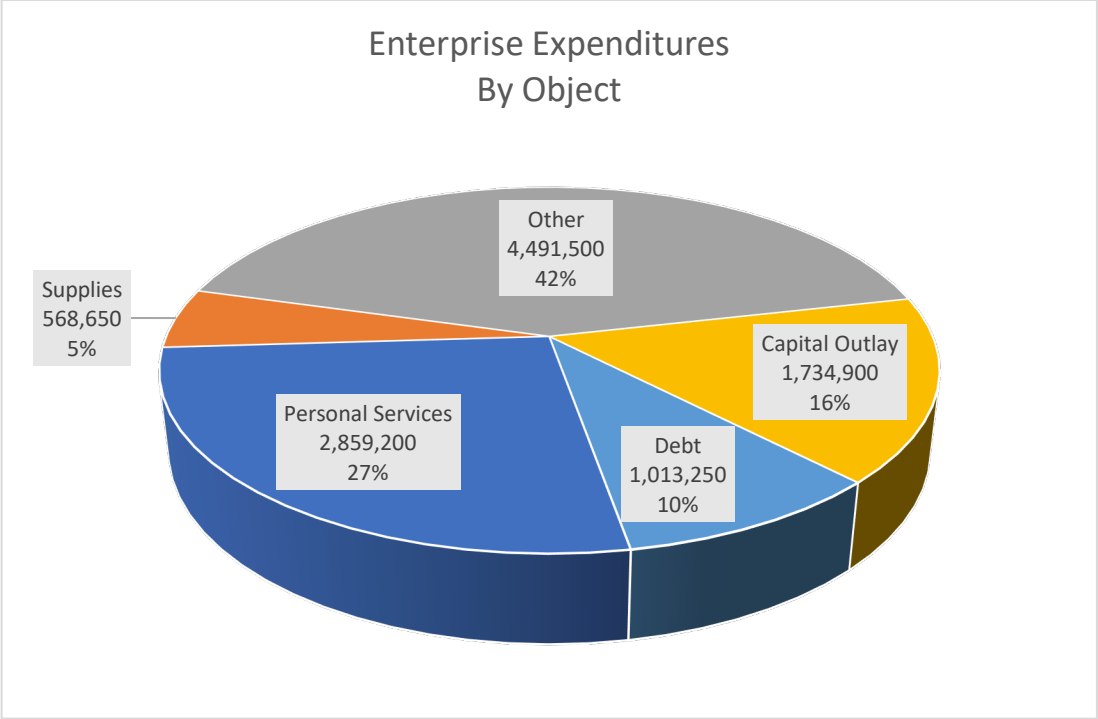
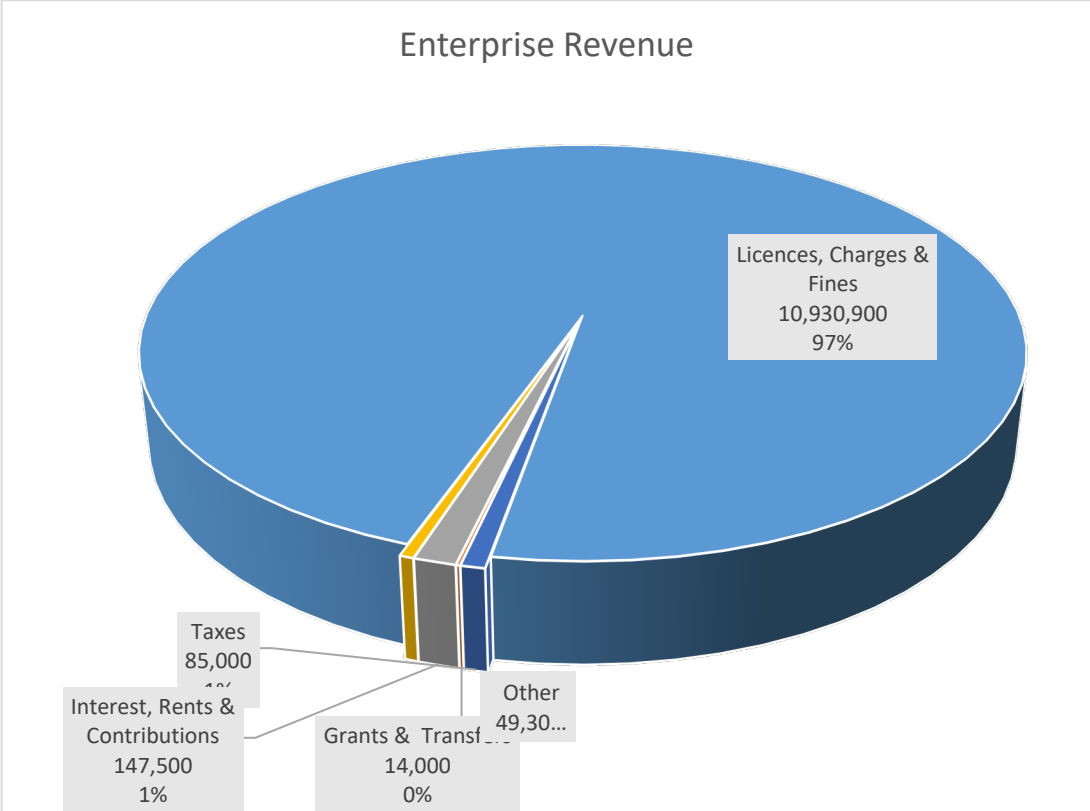
Note the amount of local taxes dedicated to streets is \$0.00.



Special Revenue Funds

Budget Classification and Function	202 Mj Street	203 Lcl Street	211 Dial a Ride	245 Pub Impv	247 TIFA	248 DDA	Total Special Revenue
Revenue							
Taxes			303,100		217,000	43,600	563,700
Grants	1,200,427	468,226	110,500				1,779,153
Interest, Rents & Contributions	15,000				2,000		17,000
Other	45,000		500			70,000	115,500
Transfers						217,000	217,000
licenses, Charges & Fines			47,000	59,700			106,700
Total Revenue	1,260,427	468,226	461,100	59,700	219,000	330,600	2,799,053
Expenditures							
General Government	252,627	86,226	455,400				794,253
Public Safety							
Public Works	1,007,800	382,000		59,700			1,449,500
Community & Economic Dev						298,350	298,350
Recreation							
Other- Insurance & Benefits							
Transfers Out & Other Uses			5,700		219,000		224,700
Total Expenditures	1,260,427	468,226	461,100	59,700	219,000	298,350	2,766,803
Change in Fund Balance						32,250	32,250
Beg. Fund Balance	1,984,639	1,327,023	509,217	35,542	2	242,543	4,098,966
Ending Fund Balance	1,984,639	1,327,023	509,217	35,542	2	274,793	4,131,216

Enterprise Funds



Budget Classification and Function	585 Parking	590 Sewage	591 Water	596 Solid Waste	598 Ice Arena	Total Enterprise
Revenue						
Taxes			85,000	108,200		193,200
Grants				7,000		7,000
Interest, Rents & Contributions	22,500	1,000	1,000	2,500	12,300	39,300
Other		500	19,000	4,500	25,300	49,300
Transfers				7,000		7,000
licenses, Charges & Fines	535,000	4,937,500	3,252,000	767,000	1,439,400	10,930,900
Total Revenue	557,500	4,939,000	3,357,000	896,200	1,477,000	11,226,700
Expenditures						
General Government						
Public Safety						
Public Works	665,400	4,240,400	3,094,600	891,400		8,891,800
Community & Economic Dev						
Recreation					1,477,000	1,477,000
Other- Insurance & Benefits						
Transfers Out & Other Uses	16,200	166,300	107,400	8,800		298,700
Total Expenditures	681,600	4,406,700	3,202,000	900,200	1,477,000	10,667,500
Change In Net Assets	124,100	532,300	155,000	4,000		559,200
Beg. Fund Net Assets	3,314,149	25,240,498	6,308,333	985,104	2,339,173	38,187,257
Ending Net Assets	3,190,049	25,772,798	6,463,333	981,104	2,339,173	38,746,457

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 ensure experienced legislators at all times. 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.

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 101.000 - City Commission						
Personal Services	9,200	9,200	9,039	11,000	11,000	11,000
	9,200	9,200	9,039	11,000	11,000	11,000

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.

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 266.000 - Legal Services						
Other	151,540	170,000	145,575	153,000	153,000	153,000
	<u>151,540</u>	<u>170,000</u>	<u>145,575</u>	<u>153,000</u>	<u>153,000</u>	<u>153,000</u>

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, coordinates and administers all elections held for the city and serves as a notary public for city business and residents.

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 and Election Commission and is secretary to the Civil Service Commission.

The city clerk is the freedom of information act coordinator and processes freedom of information 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, vending machines, amusement devices, waste hauler, auctions, door-to-door Solicitation, dog/cat licensing, and transient merchants.

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. "No solicitation" stickers are provided to residents who request to be on the list.

In 2018, we began working with Tessmer Book Bindery in an effort to preserve and restore all of the historical minute books of the city commission meetings. So far, six books from the years 1879-1900 have been completed for this project. We continue to update and add scanned documents, minutes and agendas on the city's website so they are easily searchable.

medical marihuana facilities permits, and all documents related to the application process,

were prepared in accordance with the medical marihuana facilities ordinance as adopted by the city commission in December, 2019.

GOALS

OBJECTIVES

-
- | | |
|--|--|
| <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. | <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. |
|--|--|

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021:

The City Clerk's office operates with two full-time employees and some part-time temporary help when preparing for elections held in even years. The city commission approved the medical marihuana facilities ordinance in December 2019. The number of permit requests could increase in the future due to the grow-class C permit being uncapped.

Performance Indicators / Outcome Measures

Documents Processed/Issued:	Actual <u>2016</u>	Actual <u>2017</u>	Actual <u>2018</u>	Actual <u>2019</u>	Actual* <u>2020</u>	Projected <u>2021</u>
Freedom of Information Act (FOIA) Requests	29	29	32	47	19	50
Medical Marihuana Facility Permits	n/a	n/a	n/a	4	4	10
Business Registrations	530	527	521	523	522	525
Amusement Device Permits	n/a	n/a	n/a	42	24	42
Vending Machine Permits	n/a	n/a	n/a	65	74	75
Waste Hauler Permits	44	17	31	31	32	32
Transient Merchant Permits	1	1	1	1	1	1
Pedicab Permits	1	1	1	1	1	1
Ice Cream Truck Permits	2	2	2	2	2	2
Door-to-Door Solicitor Permits	4	2	0	0	1	1
No Knock List (Participants)	n/a	n/a	n/a	n/a	397	415

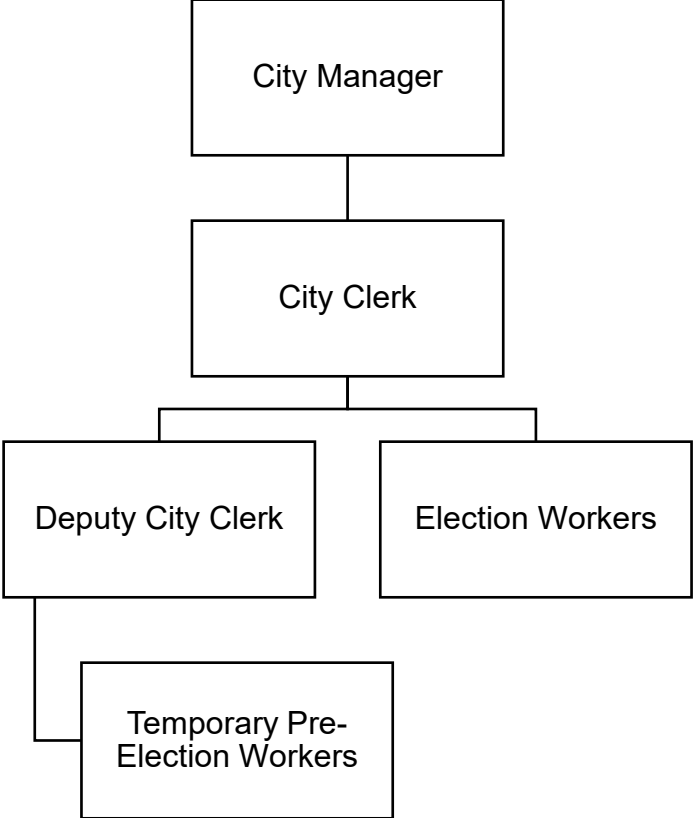
Budget Reductions - Fiscal Year 2021:

In regard to a reduction in budget, the City Clerk's Office is a two-person department that already operates on a very lean budget. We re-use office supplies, increase electronic document use and cut corners wherever possible. We continually make changes as needed to be fiscally responsible. In 2015, I changed the local newspaper of record from the Macomb Daily to the Journal and saved nearly 80% of publication costs in the clerk's budget alone. The clerk's office has increased its services, but the costs associated with those services do not generate much income.

In elections, I combine precincts during elections whenever the state allows us to, and have also permanently consolidated precincts when possible to help lower the costs of administering elections. In 2006, we utilized 9 precincts; we are now at 6. Besides lowering the number of election workers needed, we use less materials, less equipment, and it allows us to have back up equipment when needed. It also saves time in pre-election preparation. The supplies and equipment needed to administer elections are mandatory and have fixed costs.

The passage of Proposal 3 in 2018 allowed for “no reason” absentee ballot requests, which has nearly doubled the number of absentee voters in the city. The pandemic is only contributing to that increase. I believe we will see a shift in voters going from in-person voting to absentee voting, and therefore, will eventually see a shift in the budget lowering for precincts and equipment supplies, and increasing for the absentee counting board and av supplies.

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	<u>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>		<u>2015</u>		<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
City Clerk																				
City Clerk	1		1		1		1		1											1
Deputy City Clerk	1		1		1		1		1		1		1		1		1		1	
TOTALS	2	0	2	0	2	0	2	0	2	0	1	0	1	0	1	0	1	0	2	0

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Propose d Budget	2020-21 Adopted Budget
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Dept 215.000 - City Clerk

Personal Services	96,597	89,900	114,159	143,000	140,485	140,485
Supplies	312	200	147	200	200	200
Other	15,248	12,350	11,273	16,700	14,300	14,300
	112,157	102,450	125,579	159,900	154,985	154,985

Dept 262.000 - Elections

Personal Services	15,350	15,000	16,114	17,000	17,000	17,000
Supplies	816	1,500	2,487	1,500	1,500	1,500
Other	4,646	9,400	13,220	10,100	9,600	9,600
Capital Outlay	820	500	9,755	2,500	2,500	2,500
	21,632	26,400	41,576	31,100	30,600	30,600

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).

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 265.000 - Building and Grounds						
Supplies	4,467	6,400	4,817	7,400	5,700	5,700
Other	230,410	176,500	185,637	212,000	203,600	203,600
	234,877	182,900	190,454	219,400	209,300	209,300

City Manager

The mission of the city manager is to efficiently and effectively manage the delivery of the city's services 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 possible.3. 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>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>		<u>2015</u>		<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>	
	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P
	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T
City Manager																				
Admin. Assistant	1		1		1		1		1											
Confidential Secretary													1		1		1		1	
City Manager	1		1		1		1		1											1
Interim City Mgr/Clerk											1		1		1		1			
TOTALS	2	0	2	0	2	0	2	0	2	0	1	0	2	0	2	0	2	0	2	0

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Personal Services	139,237	129,690	154,960	197,500	196,187	196,187
Supplies	150	800	588	800	800	800
Other	7,888	4,500	17,029	53,700	40,200	40,200
	<u>147,275</u>	<u>134,990</u>	<u>172,577</u>	<u>252,000</u>	<u>237,187</u>	<u>237,187</u>

Dept 172.120 - City Manager Community Promotion

Other	24,414	35,200	12,155		74,500	74,500
	<u>24,414</u>	<u>35,200</u>	<u>12,155</u>		<u>74,500</u>	<u>74,500</u>

Dept 228.000 - Information Technology

Supplies	15,122	15,000	10,597	12,000	12,000	12,000
Other	62,716	80,000	51,827	85,000	70,000	70,000
Capital Outlay	152,316	60,000	19,145	30,000	30,000	30,000
	<u>230,154</u>	<u>155,000</u>	<u>81,569</u>	<u>127,000</u>	<u>112,000</u>	<u>112,000</u>

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, downtown development authority, harbor commission, historic district commission and historical commission.

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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021:

The Department Secretary/Planner position was last occupied in calendar year 2016. It was budgeted for the 2020 FY but was not filled. It is requested to be filled during the 2021 FY.

GOALS

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.

OBJECTIVES

- Explore bringing back the trade and rental inspector personnel as city employees from independent contractor beginning in the 2022 fiscal year.
- Actively promote online permit and inspection services, as well as increasing the information that can be found on the city website and other digital mediums.
- Finalize an agreement to have the downtown development authority fall under the administration of the community development department.
- Begin the creation of a city-wide business database.
- Participate in a branding process for the city.
- Complete the certification process to become a Michigan Economic Development Corporation Redevelopment Ready Community.
- Actively work with city departments on responses to the COVID-19 pandemic and its effects on city operations, residents and businesses.

Performance Indicators/Outcome Measures - Fiscal Year 2021:

	<u>2017</u>	<u>2018</u>	<u>2019</u>
Permits Issued			
Building	487	429	445
Electrical	275	249	290
Plumbing	253	221	203
Mechanical	212	231	209
Zoning/Signs	202	191	216
Total Permits	1429	1321	1363
Inspections Conducted			
Building	578	612	581
Electrical	345	312	349
Plumbing	281	264	256
Mechanical	230	247	220
Zoning	201	197	204
Rental	868	983	872
Total Inspections	2503	2615	2482
Code Enforcement Cases	2563	2314	2206
Certificates of Occupancy	69	52	59
Rental Certificates	394	433	438

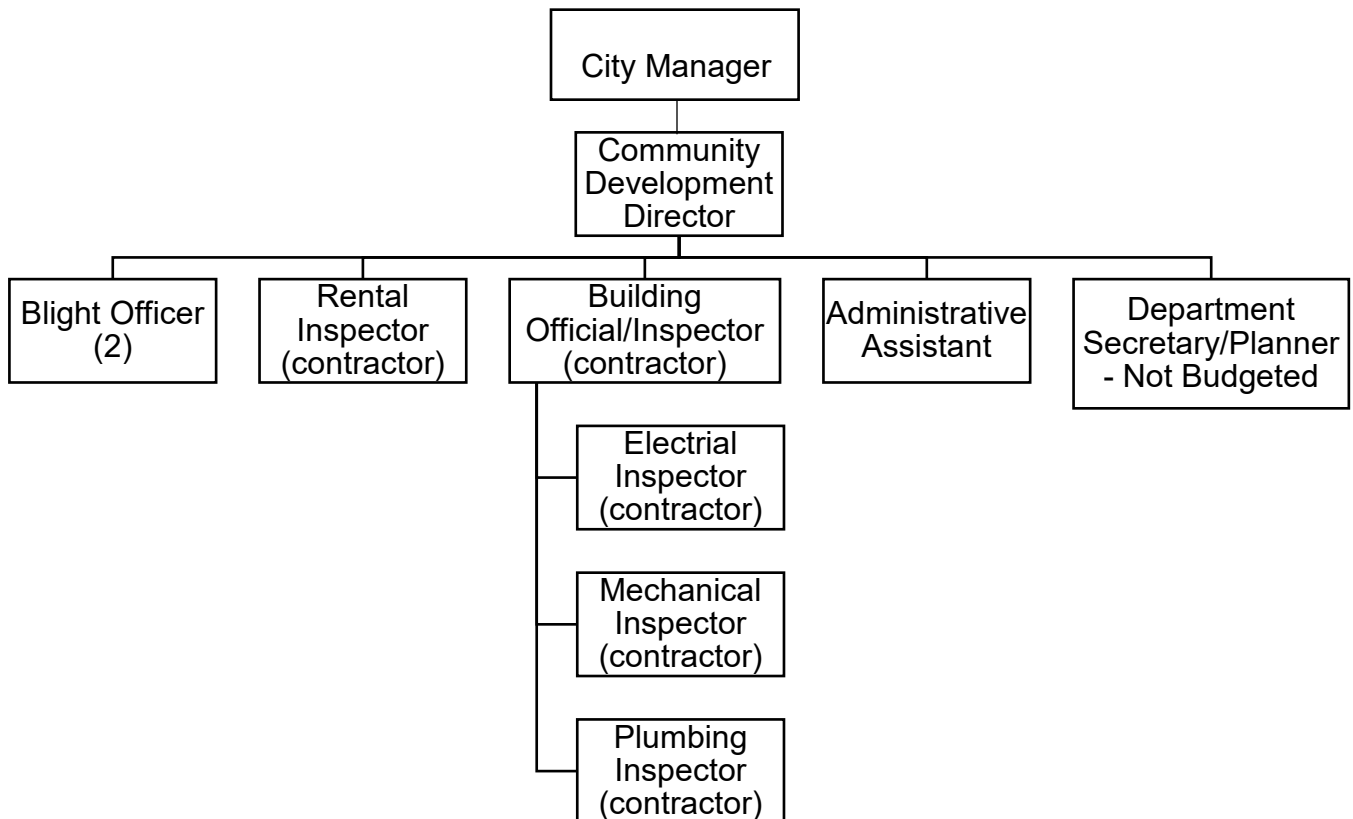
Budget Reductions - Fiscal Year 2021:

As a primarily customer service based department, the vast majority of our budget is comprised of personnel costs, with a current combination of city employees and independent contractors. Personnel costs currently make up approximately 73% of the total budget.

A 5% reduction of approximately \$29,185 would result in an attempt to reduce the contract amount for the building official/building inspection/mechanical inspection contractor to \$54,000 and reduce days of service from 5 to 3. This would be savings of \$14,000. A 5% reduction would also result in an attempt to reduce the contract amount for the rental inspection contractor to \$37,000 and reduce the days of service from 5 to 3. This would be a savings of \$11,000. Any remaining cuts would be spread out among the various line items.

A 10% reduction of approximately \$58,370 would result in the elimination of a blight officer position. Any remaining cuts would be spread out among the various line items.

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	<u>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>		<u>2015</u>		<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Community Development																				
<u>Full-Time Positions</u>																				
Director			1		1		1		1		1		1		1		1		1	
Administrative Assistant	1		1		1		1		1		1		1		1		1		1	
Department Secretary	1		1																	
Planner										1		1								
Blight Enf. Officer	2		2		2		2		2		2		2		2		2		2	
Building Official	1																			
<u>Part-Time Positions</u>																				
Mechanical Inspector		1																		
Electrical Inspector		1																		
Rental Inspector		1																		
Plumbing Inspector		1																		
TOTALS	5	4	5	0	4	0	4	0	4	0	5	0	5	0	4	0	4	0	4	0

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
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Dept 371.000 - Inspection Department

Other	190,000	190,000	190,000	190,000	190,000	190,000
	<u>190,000</u>	<u>190,000</u>	<u>190,000</u>	<u>190,000</u>	<u>190,000</u>	<u>190,000</u>

Dept 721.000 - Comm Dev & Planning

Personal						
Services	240,305	313,220	243,047	254,400	248,681	248,681
Supplies	311	1,000		1,000	1,000	1,000
Other	67,910	82,150	75,374	86,300	81,300	81,300
	<u>308,526</u>	<u>396,370</u>	<u>318,421</u>	<u>341,700</u>	<u>330,981</u>	<u>330,981</u>

Dept 721.736 - Comm Dev & Planning Comm Dev Block Grant

Other	176,565	70,250	18,254	52,000	52,000	52,000
	<u>176,565</u>	<u>70,250</u>	<u>18,254</u>	<u>52,000</u>	<u>52,000</u>	<u>52,000</u>

Elections

The mission of the elections division is to conduct elections in an effective and ethical manner 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 the elections in the city.

This division provides service to the community by maintaining a permanent absentee voter list and automatically mailing absentee applications to those voters, as requested. Since the passage of Proposal 18-3 at the November 2018 election, the number of absentee ballot requests has increased nearly 75%.

For an election cycle, the clerk's office sends voter identification cards to new voters, mails out absentee ballot applications to those who have requested to be on the permanent absentee voter list and mails ballots and orders election supplies. Prior to every election we participate with the county for a mock election to verify the accuracy of results. We test tabulators and ADA accessible voting equipment, and uploads election information onto laptops that are used at the precincts. The city clerk's office prepares election supplies and arranges for the use of buildings for precincts, and the delivery of voting equipment prior to election day.

Training is conducted for all election workers prior to every election to assure compliance with all applicable election laws. All election workers must attend a training session prior to working, then at least once every two years thereafter.

The clerk oversees all election day activities to make sure elections run smoothly. Election results are processed and sent via modem to the county. Once election results have been tabulated, voter history is uploaded into the Qualified Voter File software system.

Prior to the election, the clerk's office verifies candidate nominating petitions as well as other petitions submitted to the clerk's office requesting issues or proposals be placed on the ballot. Voter lists are prepared as requested by candidates for use in campaigning, including specific election data and daily lists.

Voter registration drives are conducted periodically with various nursing homes located within the city.

GOALS

OBJECTIVES

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- | | |
|---|---|
| <ol style="list-style-type: none">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. | <ul style="list-style-type: none">• 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 2021:

There are two elections scheduled in fiscal year 2020-21: August 4, 2020 Primary Election and November 3, 2020 Presidential/General Election. The budget for elections varies per year depending on the number of elections scheduled and the type of election. City elections are held in the odd years; State/Federal elections are held in the even years. The budget in odd years is typically lower due to an expected lower voter turnout and the ability to consolidate precincts, needing less workers. The budget is typically higher during State and Federal Elections due to the increase in voter turnout, and more precinct workers and training hours needed. New voting equipment was received in 2017 with funding from the Help America Vote Act (HAVA). The city clerk's office purchased a new tabulator in early 2020 for use in the absentee counting board following the approval of no reason absentee voting (Proposal 3 in 2018) to accommodate the expected increase in absentee voting. The tabulator will also serve as a back-up tabulator if needed at a precinct. In 2020, the number of necessary supplies for elections has increased, and the projected cost of supplies has increased as a result of the various materials and personal protection equipment needed due to COVID-19.

Performance Indicators / Outcome Measures

	Actual <u>2016</u>	Actual <u>2017</u>	Actual <u>2018</u>	Actual <u>2019</u>	Projected <u>2020</u>	Projected <u>2021</u>
Number of Elections	3	1	3	1	2	1
Number of Registered Voters	11,517	11,183	11,211	11,282	11,538	11,600
Number of Active Registered Voters	n/a	n/a	n/a	10,154	10,382	10,440
New Valid Registrations	868	753	1,011	1,203	713	1,200
Number of Voters on Permanent Absentee List	1,201	1,254	1,400	1,533	2,363	3,000

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
Primary Election	08/04/2020		11,539	
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
City Election	11/03/2015	1,866	11,140	16.75
Special Election	05/05/2015	2,450	11,074	22.12
Gubernatorial Election	11/04/2014	4,409	11,211	39.33
Primary Election	08/15/2014	2,474	11,131	22.23
City Election	11/05/2013	2,303	11,016	20.91
Presidential/General Election	11/06/2012	7,057	11,549	61.10
Primary Election	08/07/2012	2,360	11,468	20.58
Presidential Primary	02/28/2012	1,612	11,417	14.12
City Election	11/08/2011	2,377	11,454	20.75
Gubernatorial Election	11/02/2010	4,718	11,884	39.70
August Primary Election	08/03/2010	2,729	11,852	23.03

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 insight 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 department 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 and 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.

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 treasurer 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.

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 6,000 real property parcels. Additionally, an outside vendor, by contract, maintains approximately 976 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.

The mission of the treasurer's office is to effectively and efficiently collect, 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 city treasurer. All money received by any officer or employees of the city for or in connection with the business of the city is paid to the 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 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.

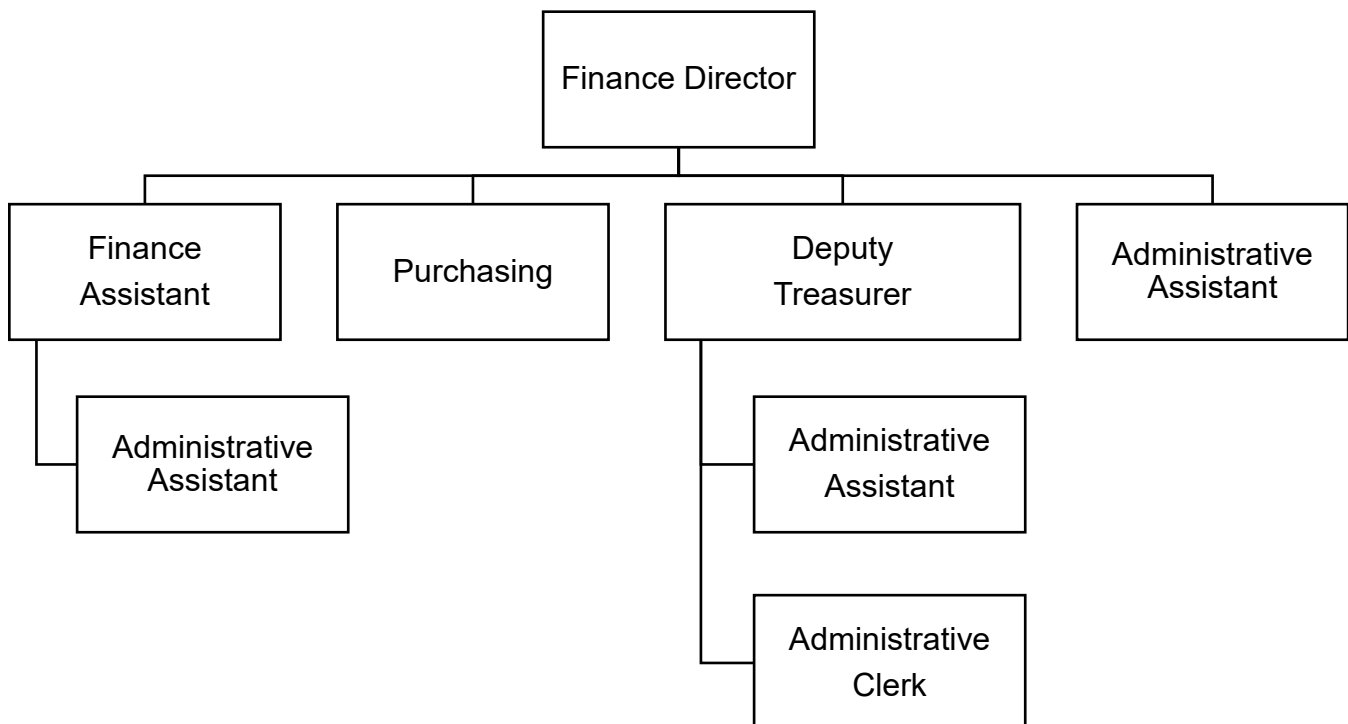
GOALS

1. To timely close all yearend 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. To incorporate the financial records of the Mt. Clemens ice arena into the financial network of the finance department
3. To design and coordinate an efficient cash management system in order to maximize the short-term investment strategy of the treasures office.

OBJECTIVES

- 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 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>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>		<u>2015</u>		<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Finance																				
Director Deputy	1		1		1		1		1		1		1		1		1		1	
Treasurer	1		1		1		1		1		1		1		1		1		1	
Asst. to Finance																				
Director	1		1		1		1		1											
Deputy Finance																				
Director Finance										1		1		1						
Assistant Accounting																				1
Technician I	1		1		1		1		1		1		1		1		1		1	
Adm. Clerk.													1							1
Clerk/Typist	2		2		2		2		2		2		1		1		2			
TOTALS	6	0	6	0	6	0	6	0	6	0	6	0	6	0	5	0	5	0	5	0

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 191.000 - Accounting						
Personal Services	146,442	98,020	52,457		157,071	157,071
Other	1,981	2,220	860		47,250	47,250
	148,423	100,240	53,317		204,321	204,321
Dept 191.101 - Accounting Administration						
Personal Services	44,844	77,770	85,295	368,300		
Supplies			42	500		
Other	182	670	43,312	204,000		
	45,026	78,440	128,649	572,800		
Dept 223.000 - Auditing Services						
Other	39,689	45,500	39,827		45,000	45,000
	39,689	45,500	39,827		45,000	45,000
Dept 233.000 - Central Purchasing						
Personal Services	68,531	60,580	68,876	66,600	64,046	64,046
Supplies	66,781	72,200	65,064	73,200	69,200	69,200
Other	23,017	21,070	21,525	21,600	21,600	21,600
	158,329	153,850	155,465	161,400	154,846	154,846

DESCRIPTION	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 253.000 - Treasurer						
Personal Services	137,999	135,930	149,514		153,518	153,518
Supplies	284	2,300	674		1,000	1,000
Other	50	1,500	1,334		2,950	2,950
	<u>138,333</u>	<u>139,730</u>	<u>151,522</u>		<u>157,468</u>	<u>157,468</u>
Dept 257.000 - Assessor						
Personal Services	57,026	53,360	55,956		56,058	56,058
Supplies					100	100
Other	91,664	91,600	97,368		102,050	102,050
	<u>148,690</u>	<u>144,960</u>	<u>153,324</u>		<u>158,208</u>	<u>158,208</u>

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 life saving 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 3,600 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 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 life saving 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.

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.

GOALS

1. Increase life safety and decrease fire loss through a comprehensive inspection and education program.
2. Maintain a safe working environment and increase effectiveness by instituting new standard operating procedures and following best practices.
3. Provide high quality emergency service delivery without increasing costs.
4. Maximize the efficiency, effectiveness and safety of our fire operations by utilizing the latest technology.
5. Utilize a quality and assurance program to evaluate the service level being delivered to our residents.
6. Reinforce the physical fitness program for all personnel.
7. Seek additional funding opportunities for fire services.
8. Seek additional fire grant opportunities
9. Reduce energy costs at the fire station.

OBJECTIVES

- Increase the number of inspections performed annually by 10 percent. Institute a home safety inspection program.
- Review and update existing standard operating procedures.
- Utilize department instructor coordinators to implement advanced training to include our mutual aid partners.
- Utilize the New World system to provide critical information enroute to the incident as well as on scene.
- Implement a customer service data system to monitor and evaluate service level.
- Utilize the Peer Fitness Program IAFF to promote physical readiness and decrease injuries.
- Work with neighboring departments to locate new funding opportunities.
- Work with the national fire department organizations to seek additional grant opportunities.
- Institute the energy reduction guidelines from Detroit Edison

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021:

The personnel budget will increase by 2 percent for existing firefighters due to contractual obligations. The two new firefighters will not be at top pay. They will get at least one step increase in this budget year. Fire equipment increased from \$25,000.00 to \$55,000.00. Our rescue boat was no longer safe to use so a new boat must be purchased. That equipment line item had been reduced the three previous budget years, so we are making up for that shortfall. There is added expense with outfitting the two new firefighters. Building additions and improvements increased \$17,700.00 due to bay door replacement, concrete work and floor drain replacement. There were no other significant line item changes.

The following capital improvement projects are budgeted for the fire department FY2020-21

• Turnout Gear	\$20,262.00
• Replacement of apparatus bay doors	\$10,500.00
• Concrete work	\$10,000.00
• Inflatable rescue boat	\$10,000.00
• Floor drain replacement	\$8,000.00
• Positive pressure fan replacement	\$6,000.00
• AED replacement	\$5,000.00
• Ice rescue suit replacement	<u>\$3,000.00</u>
FY2020-21 total:	\$72,762.00

Performance Indicators/Outcome Measures - Fiscal Year 2021:

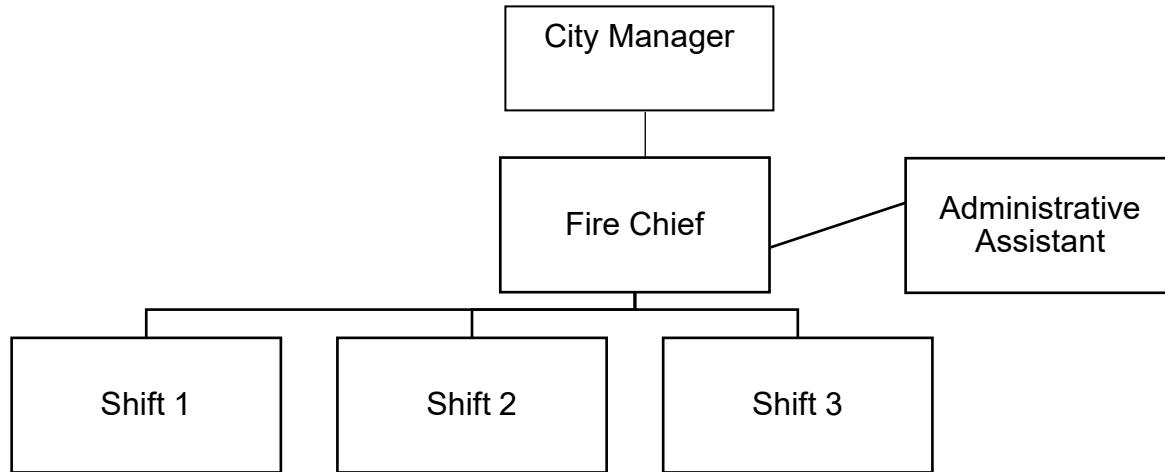
	<u>2017</u>	<u>2018</u>	<u>2019</u>
Fire Explosion	83	58	55
Over Press-Rupt	3	2	3
Rescue Call	2077	2384	2662
Haz. Cond- Standby	158	112	88
Service Call	239	264	400
Good Intent	341	479	225
False Alarm	180	206	224
Severe Weather	3	0	0
Special Incident Type	11	6	9
TOTAL INCIDENTS	3095	3511	3666
ISO Rating	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

Budget Reductions - Fiscal Year 2021:

The majority of the fire department budget is made up of bargaining unit obligations, maintenance agreements and contractual agreements. The bargaining unit obligations cannot be altered without negotiations. The maintenance and contractual agreements are in place to keep the building and the department operating safely. They also keep us in compliance with laws and regulations that govern the fire service. They are all necessary to maintain minimal and required operational standards. That does not leave much to cut. We could make 5-10 percent cuts for the short term of 1-2 budget years. Any longer than that and we would start to realize serious repercussions from those cuts. Not maintaining things now only costs you more later. We have had to do this many times in the past and we have never been able to make up for those shortfalls.

Departmental Organization Chart



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

	<u>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>		<u>2015</u>		<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Fire																				
Captain	3		3		3		3		3		3		3		3		3		3	
Sergeant/Lieutenant	3		3		3		3		3		3		3		3		2		3	
Firefighter	6		6		6		6		6		6		6		6		6		4	
Inspector	1																			
Administrative Asst.	1		1		1		1		1		1		1		1		1		1	
TOTALS	14	0	13	0	13	0	13	0	13	0	13	0	13	0	13	0	12	0	11	0

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 336.000 - Fire Department						
Personal						
Services	1,338,752	1,684,580	1,542,779	1,549,100	1,619,077	1,619,077
Supplies	19,294	21,380	19,987	32,900	29,329	29,329
Other	128,747	126,850	125,869	131,500	131,563	131,563
Capital Outlay	44,593	55,650	126,628	108,600	108,600	108,600
	<u>1,531,386</u>	<u>1,888,460</u>	<u>1,815,263</u>	<u>1,822,100</u>	<u>1,888,569</u>	<u>1,888,569</u>
Dept 340.000 - Volunteer Firemen						
Personal						
Services	4,881	15,000				
Other	893	4,500				
Capital Outlay		2,500				
	<u>5,774</u>	<u>22,000</u>				

General Administration

The general administration cost center records charges that are general fund responsibilities but are not specifically assigned to any user due to their subjective nature.

Administrative charges for non-specific items are recorded here to monitor total cost. There are numerous general costs expensed in this cost center such as property and general liability insurance costs, information technology service charges, audit services, a portion of bank services charges, tax correction/adjustments.

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 301.000 - Policing (Sheriff Contract)						
Other	2,633,411	2,724,400	2,726,502	2,760,000	2,760,000	2,760,000
	<u>2,633,411</u>	<u>2,724,400</u>	<u>2,726,502</u>	<u>2,760,000</u>	<u>2,760,000</u>	<u>2,760,000</u>
Dept 325.000 - Dispatch Center (Sheriff Contract)						
Other	481,958	502,350	500,642	500,000	500,000	500,000
Capital Outlay	13,160	26,320				
	<u>495,118</u>	<u>528,670</u>	<u>500,642</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>

DESCRIPTION	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 801.000 - Art Center						
Other	11,140	5,000	7,946	4,500	4,500	4,500
	<u>11,140</u>	<u>5,000</u>	<u>7,946</u>	<u>4,500</u>	<u>4,500</u>	<u>4,500</u>
Dept 851.000 - Liability Insurance						
Other	120,532	110,000	105,143	115,000	115,000	115,000
	<u>120,532</u>	<u>110,000</u>	<u>105,143</u>	<u>115,000</u>	<u>115,000</u>	<u>115,000</u>
Dept 852.000 - Employee Health Insurance						
Personal Services	1,816,117	1,846,620	648,016	1,007,000	1,007,000	1,007,000
	<u>1,816,117</u>	<u>1,846,620</u>	<u>648,016</u>	<u>1,007,000</u>	<u>1,007,000</u>	<u>1,007,000</u>
Dept 853.000 - Employee Life Insurance						
Personal Services	5,759	174,700	143,893	140,000	140,000	140,000
	<u>5,759</u>	<u>174,700</u>	<u>143,893</u>	<u>140,000</u>	<u>140,000</u>	<u>140,000</u>
Dept 854.000 - Employee Optical Insurance						
Personal Services	1,717	7,000				
	<u>1,717</u>	<u>7,000</u>				
Dept 855.000 - Employee Dental Insurance						
Personal Services	8,675	33,200	611			
	<u>8,675</u>	<u>33,200</u>	<u>611</u>			
Dept 861.000 - Employers Share Of Retirement						
Personal Services	33,965	34,000	124,644	125,000	125,000	125,000
Other	28,400	500,000				
	<u>62,365</u>	<u>534,000</u>	<u>124,644</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>

DESCRIPTION	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 862.000 - Social Security (FICA)						
Personal Services		133,800				
		<u>133,800</u>				
Dept 870.000 - Unemployment Compensation						
Personal Services	162	3,000	389	1,000	1,000	1,000
	<u>162</u>	<u>3,000</u>	<u>389</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Dept 871.000 - Workers Compensation						
Personal Services	28,250	22,000	19,078	25,600	25,600	25,600
	<u>28,250</u>	<u>22,000</u>	<u>19,078</u>	<u>25,600</u>	<u>25,600</u>	<u>25,600</u>
Dept 880.000 - Contingency Reserve						
Other		264,380				
		<u>264,380</u>				
Dept 899.000 - Tax Tribunal Refunds						
Other	13,782	20,000	5,569		20,000	20,000
	<u>13,782</u>	<u>20,000</u>	<u>5,569</u>		<u>20,000</u>	<u>20,000</u>
Dept 902.000 - Land Improve/demolition/acquis						
Other Capital Outlay						
Dept 904.000 - Building Improvements						
Capital Outlay	2,200	95,000				
	<u>2,200</u>	<u>95,000</u>				

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 966.000 - Transfer Out						
Other	566,493	50,500	1,855,645	1,734,500	1,734,500	1,734,500
	<u>566,493</u>	<u>50,500</u>	<u>1,855,645</u>	<u>1,734,500</u>	<u>1,734,500</u>	<u>1,734,500</u>
Dept 968.000 - Cable T.V.						
Other	75,000	75,000	75,000	75,000	75,000	75,000
Capital Outlay	263	10,000	12,281	10,000	10,000	10,000
	<u>75,263</u>	<u>85,000</u>	<u>87,281</u>	<u>85,000</u>	<u>85,000</u>	<u>85,000</u>

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 of our 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 2020, the city has 58 full time staff members and 9 part-time staff members.

GOALS

OBJECTIVES

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 2020/2021

The training line item in the human resources budget has been increased from \$8,000 to \$13,000 for FY 2020/2021. 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). All other line items remain relatively stable from prior budget years.

There are currently a number of employees who are eligible to retire. Should there be additional vacancies, we expect the costs for recruitment/physicals and advertising to increase from prior years.

Performance Indicators / Outcome Measures										
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Total Employees (FT&PT)	92	82	79	75	74	72	70	70	66	67
Total Paychecks Processed	4,964	4,795	4,696	4,609	4,652	4,644	4,479	4,446	4,242	2,048
W2s Prepared	141	119	116	113	117	117	100	107	101	
1099Rs Prepared	198	196	192	199	196	203	193	193	290	
Worker's Comp Claims Processed	19	11	13	5	5	3	6	7	7	0
New Hires										
Full Time	3	1	1	3	5	5	5	2	3	2
Part Time/Seasonal	10	9	9	7	11	10	9	17	12	2
Resignations/Retirements (FT & PT)	20	8	4	12	9	19	6	15	10	2

Budget Reduction

The human resources budget does not have much room to reduce expenditures. It is comprised of two full time staff members and is comprised of mainly salary for those positions. Should budget reductions become necessary, the most likely area that could be adjusted is with employee training costs.

Departmental Organization Chart



		Cost Center Position Detail - Home Base																			
		Full & Part-time Employees																			
		<u>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>		<u>2015</u>		<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>	
		FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Human Resources																					
Director		1		1		1							1	1		1				1	
Confidential Exec. Secretary		1		1		1		1		1											
Human Resources Assistant												1			1						
Payroll & Benefit Coordinator																					1
TOTALS		2	0	2	0	2	0	1	0	1	0	1	0	1	0	2	0	1	0	2	0

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 270.000 - Human Resources						
Personal Services	90,050	163,250	94,956	137,300	134,832	134,832
Supplies	4,723	500		500	500	500
Other	27,297	42,100	16,236	28,100	24,600	24,600
	122,070	205,850	111,192	165,900	159,932	159,932

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.

Dial-A-Ride

The 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.

GOALS

OBJECTIVES

-
- | | |
|--|--|
| <ol style="list-style-type: none">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. | <ul style="list-style-type: none">• 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. |
|--|--|

- The director will also work with the city's engineering firm to pursue any federal funds that are may be available.
- Encourage the coordination of transportation services that will simplify access, reduce duplication and improve the cost effectiveness of transportation services.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021:

Street repairs that were originally budgeted and scheduled to begin construction in 2019/2020 have been postponed for the fall of 2020. The Dickinson Street Rehabilitation Project is scheduled for rehabilitation this fall and monies that were originally budgeted and not used towards this project have been allocated for the 2020/2021 fiscal year.

The Department of Public Services has been operating with four less maintenance workers, one crew leader, and one administrative support since the budget cuts from 2009. Although the department has continually operated with needs of the community as the priority, the department has struggled to meet the needs of the residents during unpredictable situations.

The Department of Public Services will be requesting a 70% reduction of the Motor Pool line item 661441000-985000 (Vehicles). This is a decrease of \$130,000. The department is confident that it can maintain the current fleet this fiscal year.

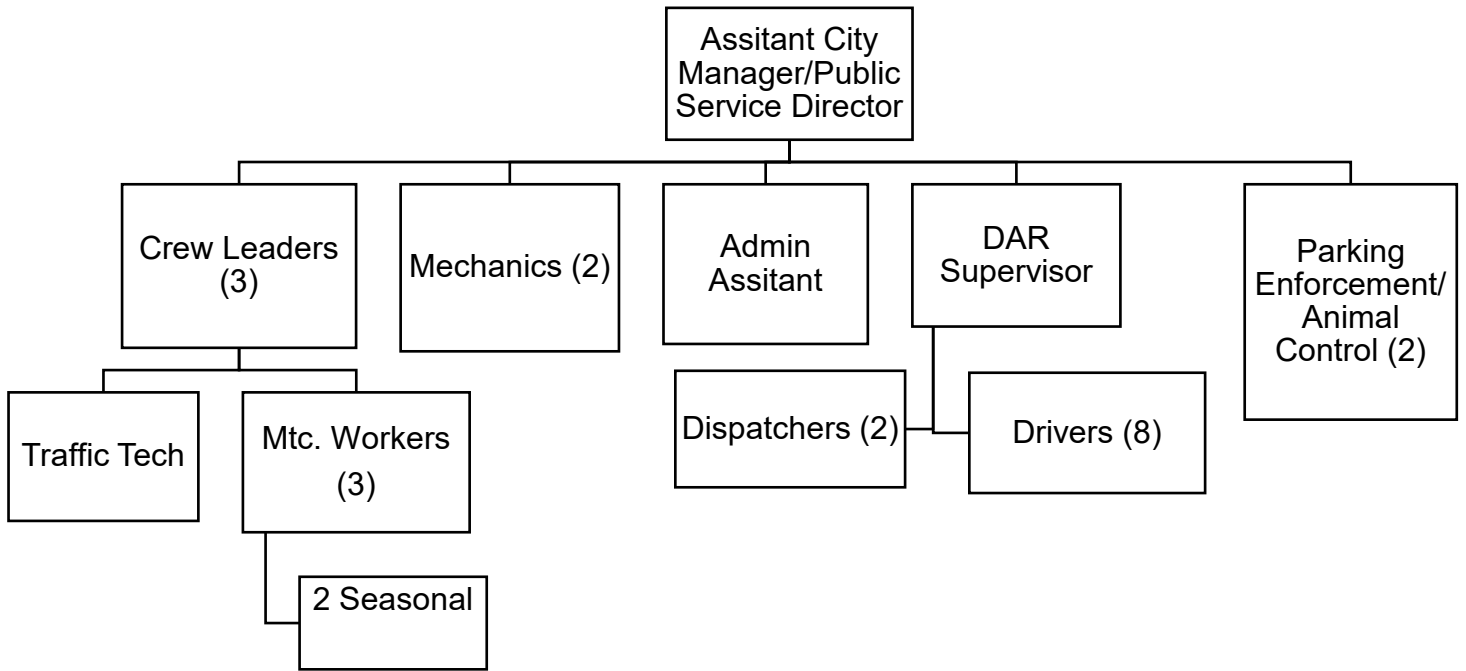
Performance Indicators / Outcome Measures

	<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

Budget Reductions

At this time, because the department of public services is a service-oriented department a 5%-10% budget reduction would not be recommended. A budget reduction in the DPS would further diminish the services provided to the residents. The DPS budget has been reflective of significant cuts and services and the community has noticed the result of those reductions. Further cuts to the budget would be detrimental to the department, the city, the businesses, and the residents.

Departmental Organization Chart



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

	<u>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>		<u>2015</u>		<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Public Services																				
Director	1		1		1		1		1		1									
Director/Asst. City Manager													1		1		1		1	
Dept. Secretary Administrative Assistant	1		1		1		1		1											
Parking Code Enf Off		1		1		1		1		1										
Code Enf. Officer I	2		2		2		2		2		2		2		2		2		2	1
Code Enf. Officer II																				1
Crew Leader	3		2		2		2		2		2		2		2		2		2	2
Maintenance Worker	6		4		4		4		4		4		4		4		4		4	3
Mechanic II	2		2		2		1		1		2		2		2		1		1	2
Mechanic I									1											
Traffic Control Tech.	1		1		1		1		1		1		1		1		1		1	1
TOTALS	16	1	13	1	13	1	12	1	13	0	13	0	13	0	13	0	12	0	12	0
Dial-A-Ride																				
DAR Supervisor	1		1		1		1		1		1		1		1		1		1	1
P/T Dispatcher		2		2		2		2		2		2		2		2		2		2
P/T Driver		11		10		9		8		7		8		7		7		7		7
TOTALS	1	13	1	12	1	11	1	10	1	9	1	10	1	9	1	9	1	9	1	9

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
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Dept 430.000 - Dog Warden

Personal Services	27,347	18,900	30,475	29,900	27,192	27,192
Supplies	200	650	52	800	800	800
Other	26,312	21,850	17,083	24,300	22,300	22,300
Capital Outlay		250		300	300	300
	<u>53,859</u>	<u>41,650</u>	<u>47,610</u>	<u>55,300</u>	<u>50,592</u>	<u>50,592</u>

Dept 446.000 - Street Dept

Personal Services	9,432	7,650	4,089		3,550	3,550
Other						
	<u>9,432</u>	<u>7,650</u>	<u>4,089</u>		<u>3,550</u>	<u>3,550</u>

Dept 448.000 - Street Lighting

Other	<u>381,501</u>	<u>420,000</u>	<u>455,775</u>	<u>465,000</u>	<u>465,000</u>	<u>465,000</u>
	381,501	420,000	455,775	465,000	465,000	465,000

Dept 751.000 - Community Center

Personal Services	1,238					
Other	<u>29,732</u>	<u>39,000</u>	<u>32,293</u>			
	30,970	39,000	32,293			

Dept 751.730 - Community Center Rec - Parks & Stadium

Personal Services	79,526	72,420	78,072	84,500	77,171	77,171
Supplies	15,439	12,250	8,898	15,000	15,000	15,000
Other	151,864	109,080	92,837	154,900	154,900	154,900
Capital Outlay	<u>3,098</u>	<u>2,000</u>		<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
	249,927	195,750	179,807	256,400	249,071	249,071

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Fund 202 - Major Street						
Fund						
Dept 446.402 - Street Dept Supervision & Overhead						
Personal						
Services	261,021	271,300	229,734	174,800	174,800	174,800
Supplies	2,917	3,950	4,083	3,900	3,900	3,900
Other	15,678	15,200	20,697	23,700	23,700	23,700
	<u>279,616</u>	<u>290,450</u>	<u>254,514</u>	<u>202,400</u>	<u>202,400</u>	<u>202,400</u>
Dept 446.447 - Street Dept Construction						
Other	202,563	150,000	79,550	150,000	150,000	150,000
	<u>202,563</u>	<u>150,000</u>	<u>79,550</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
Dept 446.448 - Street Dept Surface Maintenance						
Personal						
Services	12,116	9,660	16,286	20,600	20,600	20,600
Supplies	5,611	7,900	4,432	7,900	7,900	7,900
Other	406,363	358,100	64,914	310,200	310,200	310,200
	<u>424,090</u>	<u>375,660</u>	<u>85,632</u>	<u>338,700</u>	<u>338,700</u>	<u>338,700</u>
Dept 446.449 - Street Dept Winter Maintenance						
Personal						
Services	20,411	29,660	14,836	30,700	30,700	30,700
Supplies	34,059	30,200	23,565	30,200	30,200	30,200
Other	13,440	14,000	6,760	14,000	14,000	14,000
	<u>67,910</u>	<u>73,860</u>	<u>45,161</u>	<u>74,900</u>	<u>74,900</u>	<u>74,900</u>
Dept 474.000 - Traffic Control Maintenance						
Personal						
Services	40,706	34,290	30,031	40,900	40,900	40,900
Supplies	31,126	10,750	13,479	14,800	14,800	14,800
Other	54,303	54,320	66,205	61,000	61,000	61,000
	<u>126,135</u>	<u>99,360</u>	<u>109,715</u>	<u>116,700</u>	<u>116,700</u>	<u>116,700</u>

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 522.000 - Street Cleaning						
Personal Services	7,150	5,830	4,461	7,900	7,900	7,900
Other	2,730	4,000	2,496	4,000	4,000	4,000
	<u>9,880</u>	<u>9,830</u>	<u>6,957</u>	<u>11,900</u>	<u>11,900</u>	<u>11,900</u>
Dept 781.000 - Forestry						
Personal Services	58,263	62,280	80,242	74,300	74,300	74,300
Supplies	4,064	4,400	3,187	4,400	4,400	4,400
Other	23,719	24,000	23,382	29,000	29,000	29,000
	<u>86,046</u>	<u>90,680</u>	<u>106,811</u>	<u>107,700</u>	<u>107,700</u>	<u>107,700</u>
Dept 861.000 - Employers Share Of Retirement						
Personal Services			29,890	28,200	28,200	28,200
			<u>29,890</u>	<u>28,200</u>	<u>28,200</u>	<u>28,200</u>
Dept 880.000 - Contingency Reserve						
Other				261,000	224,427	224,427
				<u>261,000</u>	<u>224,427</u>	<u>224,427</u>

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Fund 203 - Local Street Fund						
Dept 446.402 - Street Dept Supervision & Overhead						
Personal						
Services	69,294	69,010	52,508	48,300	48,300	48,300
Supplies		100		100	100	100
Other	5,101	4,500	9,815	11,000	11,000	11,000
	<u>74,395</u>	<u>73,610</u>	<u>62,323</u>	<u>59,400</u>	<u>59,400</u>	<u>59,400</u>
Dept 446.447 - Street Dept Construction						
Other	9,000	5,000	4,691	10,000	10,000	10,000
Capital Outlay	27,675					
	<u>36,675</u>	<u>5,000</u>	<u>4,691</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Dept 446.448 - Street Dept Surface Maintenance						
Personal						
Services	8,961	9,860	7,424	13,200	13,200	13,200
Supplies	3,467	5,150	2,622	5,100	5,100	5,100
Other	11,344	90,000	152,193	90,000	90,000	90,000
	<u>23,772</u>	<u>105,010</u>	<u>162,239</u>	<u>108,300</u>	<u>108,300</u>	<u>108,300</u>
Dept 446.449 - Street Dept Winter Maintenance						
Personal						
Services	18,637	22,240	9,514	24,500	24,500	24,500
Supplies	40,703	26,200	25,731	35,200	35,200	35,200
Other	10,000	10,000	3,360	10,000	10,000	10,000
	<u>69,340</u>	<u>58,440</u>	<u>38,605</u>	<u>69,700</u>	<u>69,700</u>	<u>69,700</u>
Dept 474.000 - Traffic Control Maintenance						
Personal						
Services	21,351	18,420	14,860	22,500	22,500	22,500
Supplies	1,202	3,200	1,920	3,700	3,700	3,700
Other	9,600	8,320	8,320	8,400	8,400	8,400
	<u>32,153</u>	<u>29,940</u>	<u>25,100</u>	<u>34,600</u>	<u>34,600</u>	<u>34,600</u>

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Dept 522.000 - Street Cleaning						
Personal Services	7,150	5,830	4,461	7,900	7,900	7,900
Other	2,730	4,000	2,496	4,000	4,000	4,000
	<u>9,880</u>	<u>9,830</u>	<u>6,957</u>	<u>11,900</u>	<u>11,900</u>	<u>11,900</u>
Dept 781.000 - Forestry						
Personal Services	45,808	50,800	38,018	54,300	54,300	54,300
Supplies	1,542	1,900	1,434	1,900	1,900	1,900
Other	18,828	28,900	12,622	31,900	31,900	31,900
	<u>66,178</u>	<u>81,600</u>	<u>52,074</u>	<u>88,100</u>	<u>88,100</u>	<u>88,100</u>
Dept 861.000 - Employers Share Of Retirement						
Personal Services			9,803	12,000	12,000	12,000
			<u>9,803</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>
Dept 880.000 - Contingency Reserve						
Other				77,000	74,226	74,226
				<u>77,000</u>	<u>74,226</u>	<u>74,226</u>
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Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Fund 211 - Dial A Ride						
Dept 290.000 - Dial A Ride						
Personal Services	292,167	328,100	294,207	321,200	321,200	321,200
Supplies	30,305	31,050	24,199	33,000	33,000	33,000
Other	61,536	64,600	61,370	82,100	82,100	82,100
Capital Outlay	3,250		1,017			
	<u>387,258</u>	<u>423,750</u>	<u>380,793</u>	<u>436,300</u>	<u>436,300</u>	<u>436,300</u>
Dept 880.000 - Contingency Reserve						
Other					19,100	19,100
					<u>19,100</u>	<u>19,100</u>
Dept 966.000 - Transfer Out						
Other	700		28,913	5,700	5,700	5,700
	<u>700</u>		<u>28,913</u>	<u>5,700</u>	<u>5,700</u>	<u>5,700</u>
						<u>461,100</u>
						<u>90,958</u>
						<u>(370,142)</u>

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Fund 245 - Public Improvement Revolving						
Dept 441.441 - Dept Public Works Street - Dwtm Maint						
Personal Services	15,848	16,220	14,094	18,200	18,200	18,200
Supplies	6,592	7,500	7,846	7,500	7,500	7,500
Other	39,476	34,000	36,930	34,000	34,000	34,000
	61,916	57,720	58,870	59,700	59,700	59,700
APPROPRIATIONS - FUND 245	61,916	57,720	58,870	59,700	59,700	59,700
BEGINNING FUND BALANCE	40,596	34,108	34,108	(24,762)	(24,762)	(24,762)
ENDING FUND BALANCE	(21,320)	(23,612)	(24,762)	(84,462)	(84,462)	(84,462)

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Fund 404 - Sidewalk Safety Fund						
Dept 444.000 - Sidewalks						
Other Capital Outlay	12,450	90,000	95,627	150,000	750,000	750,000
	<u>12,450</u>	<u>90,000</u>	<u>95,627</u>	<u>150,000</u>	<u>750,000</u>	<u>750,000</u>

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
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Fund 585 - Automobile Parking System
Dept 521.000 - Sanitation System

Personal Services	(4,000)					
	(4,000)					

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
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Dept 546.000 - Automobile Park System

Personal Services	160,854	170,250	143,305	149,600	149,600	149,600
Supplies	2,355	11,500	3,996	11,500	11,500	11,500
Other	260,645	65,930	60,809	68,500	68,500	68,500
Capital Outlay		8,400		8,400	8,400	8,400
	423,854	256,080	208,110	238,000	238,000	238,000

Dept 906.000 - Debt Retirement

Debt	71,068	411,420	16,609	427,400	427,400	427,400
	71,068	411,420	16,609	427,400	427,400	427,400

Dept 966.000 - Transfer Out

Other	1,200		11,976	16,200	16,200	16,200
	1,200		11,976	16,200	16,200	16,200

681,600

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 water utilities supervisor 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 wastewater utilities supervisor is 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.

Both utilities supervisors are 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. Additionally, these supervisors perform 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 the installation and start-up of the water plant's new ozone disinfection system
 - Update the water plant's filter troughs, backwash system, and maintain and update the plant's 1929 system
 - Achieve the state mandated replacement of 5% of lead service lines
 - Properly and effectively execute the city's capital improvement plan
 - Fill the vacant wastewater treatment plant crew leader position
 - Begin transition to monthly water billing for all water system customers
 - Review and update the wastewater treatment plant's Antero work order system
 - Complete Dickinson Street pipe, valve, and hydrant repairs before resurfacing

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2020-2021:

In fiscal year 2019-2020, the city made a number of 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 a number of issues that are to be addressed with this year's budget. The basin's power transfer switch has failed, and is set for replacement. The dewatering stations at the basin are both in need of rehab, and are set to be updated.

The wastewater treatment plant has run into issues disposing of biosolids in particularly rainy springs, and is looking to purchase equipment to make available the option of disposing of biosolids ourselves to avert any issues. This purchase constitutes the largest capital improvement project of the fiscal year, and also necessitates an increase in the sludge disposal budget.

The wastewater plant has a vacancy at the crew leader position, and intends to hire a suitable candidate during this fiscal year.

The engineering firm of Fishbeck, Thompson, Carr and Huber, Inc is nearing the completion of a study regarding possible 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 Dickinson Street 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.

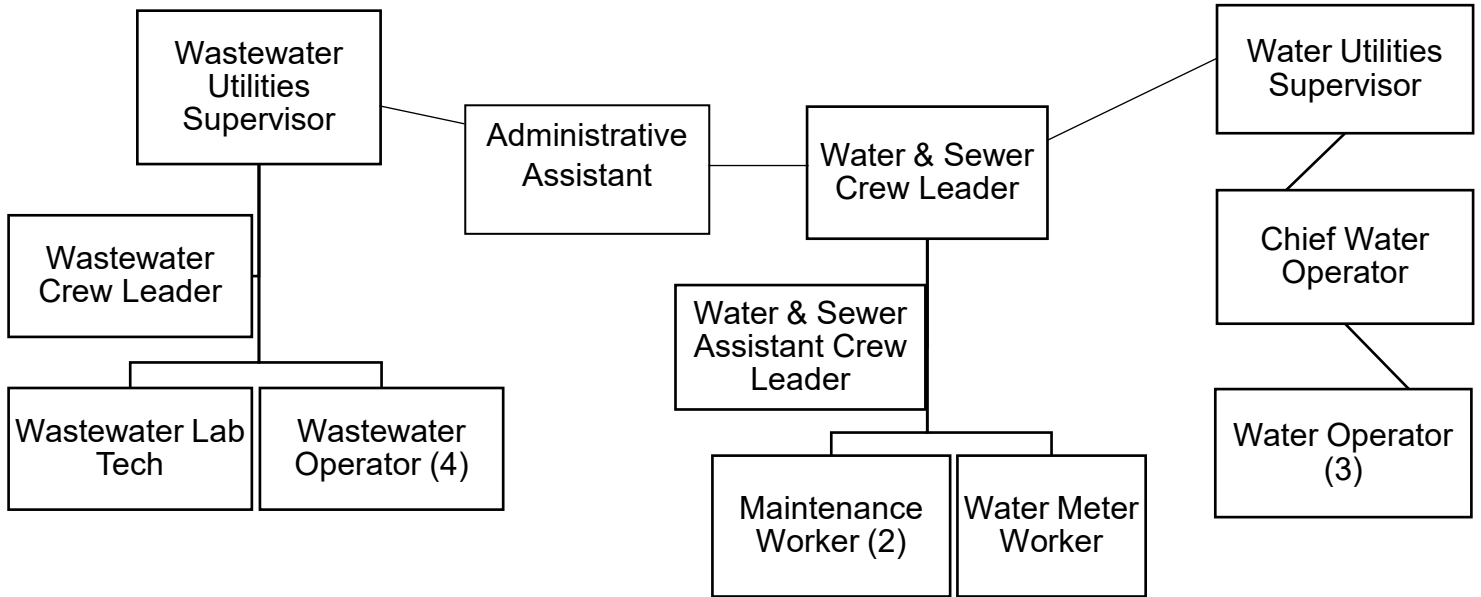
Performance Indicators / Outcome Measures

	Actual	Actual	Estimated
	<u>FY18/19</u>	<u>FY19/20</u>	<u>FY20/21</u>
Gallons of Drinking Water Produced	682,241,600	651,939,800	675,000,000
Gallons of Wastewater Treated	1,528,027,000	1,678,957,000	1,600,000,000
Customer Service Requests Performed	1132	849	1000
Water Main Breaks Repaired	34	19	20
Lead & Copper Lines Replaced	9	21	10
CIP Projects Completed	0	2	8
Employees with State Licenses (of 16)	12	12	13

Budget Reductions

Because of crippling bond re-payments from repairs and upgrades to each facility years ago, both the water and wastewater plant having been operating on very limited budgets for a long time. We have had to suspend virtually all capital improvements to each facility, and even more detrimental, we have had to either delay, or completely suspend in some cases, the regular maintenance and upkeep of critical equipment, generally spending in only emergency situations. Now that bond re-payments have been completed, we can begin to regularly and properly maintain equipment, and more crucially, begin capital improvements to bring the city's plants up to more current standards. If we had to reduce the budget in any way, we would essentially just have to eliminate, or delay, items from the capital improvement plan, and essentially only proceed with the most critical. Because of staffing levels at each facility, cutting back or reducing overtime is not an option at this point.

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

	<u>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>		<u>2015</u>		<u>2016</u>		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>	
	FT	PT	FT	PT	FT	PT	FT	PT	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 Filtr.																				
Operator	1		1		1		1		1		1									
Operator	3		3		3		3		3		2		4		4		4		4	
<u>WWTP</u>																				
Director	1		1		1								1		1					
Utilities																				
Supervisor																		1		1
Administrative																				
Asst.	1		1		1		1		1		1		1		1		1		1	
Crew Leader	1		1		1		1		1		1		1		1					
Operator	4		4		4		4		4		4		3		4		4		4	
Laboratory																				
Technician II	1		1		1		1		1		1		1		1		1		1	
<u>Water & Sewer</u>																				
<u>Crew</u>																				
Crew Leader	1		1		1		1		1		1		1		1		1		1	
Water Dist. Asst.																				
Crew Leader	1		1		1		1		1		1		1		1		1		1	
Maintenance																				
Worker	2		3		2		2		2		2		2		2		2		2	
Water Meter I	1		1		1		1		1		1		1		1		1		1	
TOTALS	17	0	18	0	17	0	16	0	16	0	15	0	17	0	18	0	17	0	17	0

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Utilities						
Fund 590 - Sewage Disposal System						
Dept 537.502 - Comm Activities Util -Supv & Overhead						
Personal Services	95,609	46,970	49,816	63,200	63,200	63,200
Supplies	1,589	1,250	1,081	1,300	1,300	1,300
Other	234	1,400	250	1,400	1,400	1,400
	<u>97,432</u>	<u>49,620</u>	<u>51,147</u>	<u>65,900</u>	<u>65,900</u>	<u>65,900</u>
Dept 537.503 - Comm Activities Util -Comm Activities						
Personal Services	202,412	370,950	202,620	204,400	204,400	204,400
Other	1,311,355	209,300	207,069	216,100	216,100	216,100
Capital Outlay						
	<u>1,513,767</u>	<u>580,250</u>	<u>409,689</u>	<u>420,500</u>	<u>420,500</u>	<u>420,500</u>
Dept 537.504 - Comm Activities Util - Transmission						
Personal Services	46,802	88,100	87,730	182,500	182,500	182,500
Supplies	14,613	11,300	34,072	47,700	47,700	47,700
Other	135,508	201,500	269,034	567,000	567,000	567,000
Capital Outlay	5,697	22,500	51,473	65,000	65,000	65,000
	<u>202,620</u>	<u>323,400</u>	<u>442,309</u>	<u>862,200</u>	<u>862,200</u>	<u>862,200</u>
Dept 537.505 - Comm Activities Util - Catch Basins						
Personal Services	83,919	57,280	78,051			
Supplies	7,934	21,200	6,403			
Other	238,866	213,000	161,525			
	<u>330,719</u>	<u>291,480</u>	<u>245,979</u>			
Dept 537.506 - Comm Activities Util - Pump Stations						
Personal Services	13,034	30,530	28,847	36,200	36,200	36,200
Supplies	11,616	15,700	22,778	25,700	25,700	25,700

Other	28,741	46,600	48,970	46,600	46,600	46,600
	<u>53,391</u>	<u>92,830</u>	<u>100,595</u>	<u>108,500</u>	<u>108,500</u>	<u>108,500</u>
Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget

Dept 537.507 - Comm Activities Util - Rentention Basin

Personal						
Services	11,820	34,560	30,998	39,700	39,700	39,700
Supplies	18,161	26,000	15,069	26,500	26,500	26,500
Other	76,885	98,000	75,815	128,000	128,000	128,000
Capital Outlay	13,027	40,000	18,134	160,000	160,000	160,000
	<u>119,893</u>	<u>198,560</u>	<u>140,016</u>	<u>354,200</u>	<u>354,200</u>	<u>354,200</u>

Dept 537.508 - Comm Activities Util - Oper Of Plant

Personal						
Services	367,922	388,950	360,293	381,800	381,800	381,800
Supplies	94,573	177,650	110,941	187,050	187,050	187,050
Other	769,584	865,850	812,104	970,400	970,400	970,400
Capital Outlay	76,636	161,500	92,975	812,000	812,000	812,000
	<u>1,308,715</u>	<u>1,593,950</u>	<u>1,376,313</u>	<u>2,351,250</u>	<u>2,351,250</u>	<u>2,351,250</u>

Dept 906.503 - Debt Retirement Util -Comm Activities

Debt	66,746	1,248,660	35,338	77,850	77,850	77,850
	<u>66,746</u>	<u>1,248,660</u>	<u>35,338</u>	<u>77,850</u>	<u>77,850</u>	<u>77,850</u>

Dept 966.000 - Transfer Out

Other	6,300		140,111	166,300	166,300	166,300
	<u>6,300</u>		<u>140,111</u>	<u>166,300</u>	<u>166,300</u>	<u>166,300</u>

APPROPRIATIONS

- FUND 590	3,699,583	4,378,750	2,941,497	4,406,700	4,406,700	4,406,700
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Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Fund 591 - Water Supply System						
Dept 537.503 - Comm Activities Util -Comm Activities						
Personal Services	281,660	392,700	194,688	175,000	175,000	175,000
Supplies						
Other	37,532	165,200	353,485	142,200	142,200	142,200
Capital Outlay						
	319,192	557,900	548,173	317,200	317,200	317,200
Dept 537.504 - Comm Activities Util - Transmission						
Personal Services	171,355	178,180	177,743	192,600	192,600	192,600
Supplies	52,554	52,700	63,460	88,600	88,600	88,600
Other	196,739	429,000	284,508	479,800	479,800	479,800
Capital Outlay	1,644	59,000	72,878	99,000	99,000	99,000
	422,292	718,880	598,589	860,000	860,000	860,000
Dept 537.508 - Comm Activities Util - Oper Of Plant						
Personal Services	342,860	334,580	338,073	368,700	368,700	368,700
Supplies	110,582	148,200	126,833	164,500	164,500	164,500
Other	293,370	358,750	420,918	375,700	375,700	375,700
Capital Outlay	9,541	500,500	555,702	500,500	500,500	500,500
	756,353	1,342,030	1,441,526	1,409,400	1,409,400	1,409,400
Dept 906.044 - Debt Retirement - Public Works						
Debt	80,639	978,400	57,257	508,000	508,000	508,000
	80,639	978,400	57,257	508,000	508,000	508,000
Dept 966.000 - Transfer Out						
Other	7,400		92,205	107,400	107,400	107,400
	7,400		92,205	107,400	107,400	107,400

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Fund 596 - Solid Waste Fund						
Dept 521.000 - Sanitation System						
Personal Services	72,079	106,420	60,422	74,400	74,400	74,400
Supplies	6,051	6,250	3,810	6,200	6,200	6,200
Other	678,016	745,750	777,093	770,800	770,800	770,800
Capital Outlay	7,041	40,000	30,254	40,000	40,000	40,000
	<u>763,187</u>	<u>898,420</u>	<u>871,579</u>	<u>891,400</u>	<u>891,400</u>	<u>891,400</u>
Dept 966.000 - Transfer Out						
Other	400		11,434	8,800	8,800	8,800
	<u>400</u>		<u>11,434</u>	<u>8,800</u>	<u>8,800</u>	<u>8,800</u>

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Fund 598 - Ice Arena Fund						
Dept 806.000 - Ice Arena						
Personal Services				692,400	692,400	692,400
Supplies				9,600	9,600	9,600
Other	1,591,542		(13,379)	725,000	725,000	725,000
Capital Outlay				50,000	50,000	50,000
	1,591,542		(13,379)	1,477,000	1,477,000	1,477,000
						1,477,000

Description	2018-19 Activity	2019-20 Amended Budget	2019-20 Projected Activity	2020-21 Dept. Budget	2020-21 Proposed Budget	2020-21 Adopted Budget
Fund 661 - Motor Pool Fund						
Dept 441.000 - Department Of Public Works						
Personal Services	177,650	223,340	190,392	201,700	201,700	201,700
Supplies	155,429	165,700	184,372	199,600	199,600	199,600
Other	323,810	184,500	219,708	209,300	209,300	209,300
Capital Outlay	17,286	209,500	44,577	132,800	132,800	132,800
	674,175	783,040	639,049	743,400	743,400	743,400
Dept 906.000 - Debt Retirement						
Debt			3,065	3,200	3,200	3,200
			3,065	3,200	3,200	3,200
Dept 966.000 - Transfer Out						
Other			22,112	35,000	35,000	35,000
			22,112	35,000	35,000	35,000

Supplemental Information - Debt

Debt Service Summary Report

Bonds & contracts payable

Fiscal Years

Name	2020	2021	2022	2023
41B District Court: 2015	942,006	915,783	889,749	961,904
Building Authority Refunding Bonds: 2016	401,860	410,417	418,656	425,587
Sewer Fund: 1999	527,875			
Sewer Fund: 1999B	79,500	0		
Sewer Fund: 1998	328,656			
Sewer Fund: 1998	232,746			
Sewer Fund: 2010	73,961	77,523	76,023	74,523
Water Fund: 2007	12,750	12,538	12,325	12,113
Water Fund: 1998	101,250			
Water Fund: 1999	312,625			
Water Fund: 2007	236,336	237,086	237,729	233,267
Water Fund: 1998	55,688			
Water Fund: 2000	133,062	134,875	131,625	
Water Fund: 2000	126,000	123,000		
Subtotal for Bonds & contracts payable	\$3,564,315	\$1,911,222	\$1,766,108	\$1,707,394

Capital leases

Fiscal Years

Name	2020	2021	2022	2023
Copier Lease:	7,524	7,524	1,881	
Subtotal for Capital leases	\$7,524	\$7,524	\$1,881	

Installment Loan

Fiscal Years

Name	2020	2021	2022	2023
All-In-One Machines Loan - US Bank:	7,524	7,524		1,880
Subtotal for Installment Loan	\$7,524	\$7,524		\$1,880
Total Principal & Interest	\$3,579,363	\$1,926,270	\$1,767,989	\$1,709,274

41B District Court: 2015

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Government
Repayment Source: General Obligation
Issuance Date: 2015-07-08
Issuance Amount: \$11,447,000
Interest Rate: 3.15
Maturing Through: 2031
Principal Maturity Range: \$374,000 - \$957,000
Series: 2015
Purpose: Joint Venture - Common Fund

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	3.15%		150,003.00	150,003.00	\$9,524,000.00
2020-04-01	3.15%	642,000.00	150,003.00	792,003.00	\$8,882,000.00
2020-10-01	3.15%		139,891.50	139,891.50	\$8,882,000.00
2021-04-01	3.15%	636,000.00	139,891.50	775,891.50	\$8,246,000.00
2021-10-01	3.15%		129,874.50	129,874.50	\$8,246,000.00
2022-04-01	3.15%	630,000.00	129,874.50	759,874.50	\$7,616,000.00
2022-10-01	3.15%		119,952.00	119,952.00	\$7,616,000.00
2023-04-01	3.15%	722,000.00	119,952.00	841,952.00	\$6,894,000.00
2023-10-01	3.15%		108,580.50	108,580.50	\$6,894,000.00
2024-04-01	3.15%	714,000.00	108,580.50	822,580.50	\$6,180,000.00
2024-10-01	3.15%		97,335.00	97,335.00	\$6,180,000.00
2025-04-01	3.15%	805,000.00	97,335.00	902,335.00	\$5,375,000.00
2025-10-01	3.15%		84,656.25	84,656.25	\$5,375,000.00
2026-04-01	3.15%	795,000.00	84,656.25	879,656.25	\$4,580,000.00
2026-10-01	3.15%		72,135.00	72,135.00	\$4,580,000.00
2027-04-01	3.15%	884,000.00	72,135.00	956,135.00	\$3,696,000.00
2027-10-01	3.15%		58,212.00	58,212.00	\$3,696,000.00
2028-04-01	3.15%	871,000.00	58,212.00	929,212.00	\$2,825,000.00
2028-10-01	3.15%		44,493.75	44,493.75	\$2,825,000.00
2029-04-01	3.15%	957,000.00	44,493.75	1,001,493.75	\$1,868,000.00
2029-10-01	3.15%		29,421.00	29,421.00	\$1,868,000.00
2030-04-01	3.15%	942,000.00	29,421.00	971,421.00	\$926,000.00
2030-10-01	3.15%		14,584.50	14,584.50	\$926,000.00
2031-04-01	3.15%	926,000.00	14,584.50	940,584.50	

Totals \$9,524,000.00 \$2,098,278.00 \$11,622,278.00

Building Authority Refunding Bonds: 2016

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Government
Repayment Source: General Obligation
Issuance Date: 2016-05-26
Issuance Amount: \$2,713,000
Interest Rate: 1.99
Maturing Through: 2023
Principal Maturity Range: \$355,000 - \$426,000
Series: 2016
Purpose: Current Refunding of 2003 Parking Improvement Project Bonds
Comments: Current Refunding of 2003 Parking Improvement Project Bonds

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-07-01	1.99%	366,000.00	19,750.75	385,750.75	\$1,619,000.00
2020-01-01	1.99%		16,109.05	16,109.05	\$1,619,000.00
2020-07-01	1.99%	382,000.00	16,109.05	398,109.05	\$1,237,000.00
2021-01-01	1.99%		12,308.15	12,308.15	\$1,237,000.00
2021-07-01	1.99%	398,000.00	12,308.15	410,308.15	\$839,000.00
2022-01-01	1.99%		8,348.05	8,348.05	\$839,000.00
2022-07-01	1.99%	413,000.00	8,348.05	421,348.05	\$426,000.00
2023-01-01	1.99%		4,238.70	4,238.70	\$426,000.00
2023-07-01	1.99%	426,000.00	4,238.70	430,238.70	
Totals		\$1,985,000.00	\$101,758.65	\$2,086,758.65	

Sewer Fund: 1999

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Business-type/Enterprise
Repayment Source: Revenue - Sewer
Issuance Date: 1999-04-01
Issuance Amount: \$8,255,000
Interest Rate: 2.5
Maturing Through: 2020
Principal Maturity Range: \$320,000 - \$515,000
Internal Number: 590-5148-02
Series: 1999
Purpose: Michigan Revolving - Sewer Revenue Bond

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	2.5%		6,437.50	6,437.50	\$515,000.00
2020-04-01	2.5%	515,000.00	6,437.50	521,437.50	\$0.00
Totals		\$515,000.00	\$12,875.00	\$527,875.00	

Sewer Fund: 1998

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Business-type/Enterprise
Repayment Source: Revenue - Sewer
Issuance Date: 1998-06-25
Issuance Amount: \$5,305,000
Interest Rate: 2.25
Maturing Through: 2019
Principal Maturity Range: \$215,000 - \$325,000
Internal Number: 590-5148-01
Series: 1998
Purpose: State Revolving - Sewer Revenue

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	2.25%	325,000.00	3,656.25	328,656.25	\$0.00
Totals		\$325,000.00	\$3,656.25	\$328,656.25	

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Business-type/Enterprise
Repayment Source: Revenue - Sewer
Issuance Date: 1998-09-29
Issuance Amount: \$4,418,333
Interest Rate: 2.25
Maturing Through: 2019
Principal Maturity Range: \$184,837 - \$267,527
Internal Number: 590-5148-03
Series: 1998
Purpose: State Revolving - Sewer Revenue
Fund Number: 590

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	2.25%	230,157.00	2,589.27	232,746.27	\$0.00
		<hr/>			
Totals		\$230,157.00	\$2,589.27	\$232,746.27	

Sewer Fund: 2010

Issuance Information

Debt Type:	Bonds & contracts payable
Activity Type:	Business-type/Enterprise
Repayment Source:	Revenue - Sewer
Issuance Date:	2010-09-22
Issuance Amount:	\$1,190,929
Interest Rate:	2.5
Maturing Through:	2029
Principal Maturity Range:	\$45,000 - \$75,929
Internal Number:	590-5447-01
Series:	2010
Purpose:	State Revolving Revenue Bond

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	2.5%	55,000.00	9,824.11	64,824.11	\$730,929.00
2020-04-01	2.5%		9,136.61	9,136.61	\$730,929.00
2020-10-01	2.5%	60,000.00	9,136.61	69,136.61	\$670,929.00
2021-04-01	2.5%		8,386.61	8,386.61	\$670,929.00
2021-10-01	2.5%	60,000.00	8,386.61	68,386.61	\$610,929.00
2022-04-01	2.5%		7,636.61	7,636.61	\$610,929.00
2022-10-01	2.5%	60,000.00	7,636.61	67,636.61	\$550,929.00
2023-04-01	2.5%		6,886.61	6,886.61	\$550,929.00
2023-10-01	2.5%	65,000.00	6,886.61	71,886.61	\$485,929.00
2024-04-01	2.5%		6,074.11	6,074.11	\$485,929.00
2024-10-01	2.5%	65,000.00	6,074.11	71,074.11	\$420,929.00
2025-04-01	2.5%		5,261.61	5,261.61	\$420,929.00
2025-10-01	2.5%	65,000.00	5,261.61	70,261.61	\$355,929.00
2026-04-01	2.5%		4,449.11	4,449.11	\$355,929.00
2026-10-01	2.5%	65,000.00	4,449.11	69,449.11	\$290,929.00
2027-04-01	2.5%		3,636.61	3,636.61	\$290,929.00
2027-10-01	2.5%	70,000.00	3,636.61	73,636.61	\$220,929.00
2028-04-01	2.5%		2,761.61	2,761.61	\$220,929.00
2028-10-01	2.5%	70,000.00	2,761.61	72,761.61	\$150,929.00
2029-04-01	2.5%		1,886.61	1,886.61	\$150,929.00
2029-10-01	2.5%	75,000.00	1,886.61	76,886.61	\$75,929.00
Totals		\$710,000.00	\$122,056.31	\$832,056.31	

Sewer Fund: 1999B

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Business-type/Enterprise
Repayment Source: Revenue - Sewer
Issuance Date: 1999-10-25
Issuance Amount: \$990,000
Interest Rate: 5-7%
Maturing Through: 2020
Principal Maturity Range: \$25,000 - \$75,000
Internal Number: 590
Series: 1999B
Purpose: Sewer Revenue
Fund Number: 590

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	6%		2,250.00	2,250.00	\$75,000.00
2020-04-01	6%	75,000.00	2,250.00	77,250.00	\$0.00
2020-10-01	6%			0.00	\$0.00
<hr/>					
Totals		\$75,000.00	\$4,500.00	\$79,500.00	

Water Fund: 1999

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Business-type/Enterprise
Repayment Source: Revenue - Water
Issuance Date: 1999-04-01
Issuance Amount: \$4,845,000
Interest Rate: 2.5
Maturing Through: 2020
Principal Maturity Range: \$190,000 - \$305,000
Internal Number: 591-7039-02
Series: 1999
Purpose: State Revolving - Water Revenue
Fund Number: 591

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	2.5%		3,812.50	3,812.50	\$305,000.00
2020-04-01	2.5%	305,000.00	3,812.50	308,812.50	\$0.00
Totals		\$305,000.00	\$7,625.00	\$312,625.00	

Water Fund: 1998

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Business-type/Enterprise
Repayment Source: Revenue - Water
Issuance Date: 1998-07-02
Issuance Amount: \$855,000
Interest Rate: 2.5
Maturing Through: 2019
Principal Maturity Range: \$35,000 - \$55,000
Internal Number: 591-7039-01
Series: 1998
Purpose: State Revolving - Water Revenue

Fund Number: 591

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	2.5%	55,000.00	687.50	55,687.50	\$0.00
<hr/>					
Totals		\$55,000.00	\$687.50	\$55,687.50	

Water Fund: 2000

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Business-type/Enterprise
Repayment Source: Revenue - Water
Issuance Date: 2000-06-29
Issuance Amount: \$1,960,000
Interest Rate: 2.5
Maturing Through: 2021
Principal Maturity Range: \$75,000 - \$120,000
Internal Number: 591-7039-03
Series: 2000
Purpose: State Revolving - Water Revenue

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	2.5%		3,000.00	3,000.00	\$240,000.00
2020-04-01	2.5%	120,000.00	3,000.00	123,000.00	\$120,000.00
2020-10-01	2.5%		1,500.00	1,500.00	\$120,000.00
2021-04-01	2.5%	120,000.00	1,500.00	121,500.00	
Totals		\$240,000.00	\$9,000.00	\$249,000.00	

Water Fund: 1998

Issuance Information

Debt Type:	Bonds & contracts payable
Activity Type:	Business-type/Enterprise
Repayment Source:	Revenue - Water
Issuance Date:	1998-09-29
Issuance Amount:	\$2,006,197
Interest Rate:	2.5
Maturing Through:	2019
Principal Maturity Range:	\$80,197 - \$124,500
Internal Number:	591-7024-01
Series:	1998
Purpose:	State Revolving - Water Revenue
Fund Number:	591

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	2.5%	100,000.00	1,250.00	101,250.00	\$0.00
<hr/>					
Totals		\$100,000.00	\$1,250.00	\$101,250.00	

Water Fund: 2007

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Business-type/Enterprise
Repayment Source: Revenue - Water
Issuance Date: 2007-03-29
Issuance Amount: \$3,799,911
Interest Rate: 2.125
Maturing Through: 2027
Principal Maturity Range: \$155,000 - \$225,000
Internal Number: 591-7143-01
Series: 2007
Purpose: State Revolving - Water revenue

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	2.125%		18,167.80	18,167.80	\$1,709,911.00
2020-04-01	2.125%	200,000.00	18,167.80	218,167.80	\$1,509,911.00
2020-10-01	2.125%		16,042.80	16,042.80	\$1,509,911.00
2021-04-01	2.125%	205,000.00	16,042.80	221,042.80	\$1,304,911.00
2021-10-01	2.125%		13,864.68	13,864.68	\$1,304,911.00
2022-04-01	2.125%	210,000.00	13,864.68	223,864.68	\$1,094,911.00
2022-10-01	2.125%		11,633.43	11,633.43	\$1,094,911.00
2023-04-01	2.125%	210,000.00	11,633.43	221,633.43	\$884,911.00
2023-10-01	2.125%		9,402.18	9,402.18	\$884,911.00
2024-04-01	2.125%	215,000.00	9,402.18	224,402.18	\$669,911.00
2024-10-01	2.125%		7,117.80	7,117.80	\$669,911.00
2025-04-01	2.125%	220,000.00	7,117.80	227,117.80	\$449,911.00
2025-10-01	2.125%		4,780.30	4,780.30	\$449,911.00
2026-04-01	2.125%	225,000.00	4,780.30	229,780.30	\$224,911.00
2026-10-01	2.125%		2,389.68	2,389.68	\$224,911.00
2027-04-01	2.125%	224,911.00	2,389.68	227,300.68	\$0.00
Totals		\$1,709,911.00	\$166,797.34	\$1,876,708.34	

Water Fund: 2000

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Business-type/Enterprise
Repayment Source: Revenue - Water
Issuance Date: 2000-09-28
Issuance Amount: \$2,075,000
Interest Rate: 2.5
Maturing Through: 2021
Principal Maturity Range: \$80,000 - \$130,000
Internal Number: 591-7024-02
Series: 2000
Purpose: State Revolving - Water Fund

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	2.5%	125,000.00	4,812.50	129,812.50	\$260,000.00
2020-04-01	2.5%		3,250.00	3,250.00	\$260,000.00
2020-10-01	2.5%	130,000.00	3,250.00	133,250.00	\$130,000.00
2021-04-01	2.5%		1,625.00	1,625.00	\$130,000.00
2021-10-01	2.5%	130,000.00	1,625.00	131,625.00	\$0.00
Totals		\$385,000.00	\$14,562.50	\$399,562.50	

Water Fund: 2007

Issuance Information

Debt Type: Bonds & contracts payable
Activity Type: Business-type/Enterprise
Repayment Source: Revenue - Water
Issuance Date: 2007-06-28
Issuance Amount: \$249,432
Interest Rate: 2.125
Maturing Through: 2027
Principal Maturity Range: \$10,000 - \$20,000
Internal Number: 591-7230-01
Series: 2007
Purpose: State Revolving - Water Revenue
Fund Number: 591

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-10-01	2.125%	10,000.00	1,428.34	11,428.34	\$124,432.00
2020-04-01	2.125%		1,322.09	1,322.09	\$124,432.00
2020-10-01	2.125%	10,000.00	1,322.09	11,322.09	\$114,432.00
2021-04-01	2.125%		1,215.84	1,215.84	\$114,432.00
2021-10-01	2.125%	10,000.00	1,215.84	11,215.84	\$104,432.00
2022-04-01	2.125%		1,109.59	1,109.59	\$104,432.00
2022-10-01	2.125%	10,000.00	1,109.59	11,109.59	\$94,432.00
2023-04-01	2.125%		1,003.34	1,003.34	\$94,432.00
2023-10-01	2.125%	15,000.00	1,003.34	16,003.34	\$79,432.00
2024-04-01	2.125%		843.97	843.97	\$79,432.00
2024-10-01	2.125%	20,000.00	843.97	20,843.97	\$59,432.00
2025-04-01	2.125%		631.47	631.47	\$59,432.00
2025-10-01	2.125%	20,000.00	631.47	20,631.47	\$39,432.00
2026-04-01	2.125%		418.97	418.97	\$39,432.00
2026-10-01	2.125%	20,000.00	418.97	20,418.97	\$19,432.00
2027-04-01	2.125%		206.47	206.47	\$19,432.00
2027-10-01	2.125%	19,432.00	206.47	19,638.47	\$0.00

Totals		\$134,432.00	\$14,931.82	\$149,363.82	
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Copier Lease:

Issuance Information

Debt Type:	Capital leases
Activity Type:	Government
Repayment Source:	Not Identified
Maturing Through:	2021
Principal Maturity Range:	\$481 - \$624

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2019-07-01	5.28%	556.89	70.09	626.98	\$15,371.60
2019-08-01	5.28%	559.34	67.64	626.98	\$14,812.26
2019-09-01	5.28%	561.80	65.18	626.98	\$14,250.46
2019-10-01	5.28%	564.27	62.71	626.98	\$13,686.19
2019-11-01	5.28%	566.76	60.22	626.98	\$13,119.43
2019-12-01	5.28%	569.25	57.73	626.98	\$12,550.18
2020-01-01	5.28%	571.75	55.23	626.98	\$11,978.43
2020-02-01	5.28%	574.27	52.71	626.98	\$11,404.16
2020-03-01	5.28%	576.80	50.18	626.98	\$10,827.36
2020-04-01	5.28%	579.34	47.64	626.98	\$10,248.02
2020-05-01	5.28%	581.88	45.10	626.98	\$9,666.14
2020-06-01	5.28%	584.45	42.53	626.98	\$9,081.69
2020-07-01	5.28%	587.02	39.96	626.98	\$8,494.67
2020-08-01	5.28%	589.60	37.38	626.98	\$7,905.07
2020-09-01	5.28%	592.19	34.79	626.98	\$7,312.88
2020-10-01	5.28%	594.80	32.18	626.98	\$6,718.08
2020-11-01	5.28%	597.42	29.56	626.98	\$6,120.66
2020-12-01	5.28%	600.05	26.93	626.98	\$5,520.61
2021-01-01	5.28%	602.69	24.29	626.98	\$4,917.92
2021-02-01	5.28%	605.34	21.64	626.98	\$4,312.58
2021-03-01	5.28%	608.00	18.98	626.98	\$3,704.58
2021-04-01	5.28%	610.68	16.30	626.98	\$3,093.90
2021-05-01	5.28%	613.37	13.61	626.98	\$2,480.53
2021-06-01	5.28%	616.06	10.92	626.98	\$1,864.47
2021-07-01	5.28%	618.78	8.20	626.98	\$1,245.69
2021-08-01	5.28%	621.50	5.48	626.98	\$624.19
2021-09-01	5.28%	624.19	2.79	626.98	
Totals		\$15,928.49	\$999.97	\$16,928.46	

All-In-One Machines Loan - US Bank:

Issuance Information

Debt Type: Installment Loan
Activity Type: Government
Repayment Source: General Obligation
Issuance Date: 2016-10-01
Issuance Amount: \$32,999
Interest Rate: 5.28%
Maturing Through: 2022
Principal Maturity Range: \$1,864 - \$7,217
Purpose: purchase copy/scan/fax/print machines for all city buildings
Comments: INSTALLMENT LOAN

Payment Schedule

<u>Date Due</u>	<u>Interest Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Payment</u>	<u>Balance</u>
2020-06-30	5.28%	6,847.00	677.00	7,524.00	\$9,082.00
2021-06-30	5.28%	7,217.00	307.00	7,524.00	\$1,865.00
2022-09-30	5.28%	1,864.00	16.00	1,880.00	\$0.00
Totals		\$15,928.00	\$1,000.00	\$16,928.00	

Community Profiles

YOU ARE VIEWING DATA FOR:

City of Mount Clemens

1 Crocker Blvd Mount
Clemens, MI 48043-
2525



Census 2010 Population:
16,314
Area: 4.2 square miles

<http://www.cityofmountclemens.com/>

[VIEW COMMUNITY EXPLORER MAP](#)

Population and Households

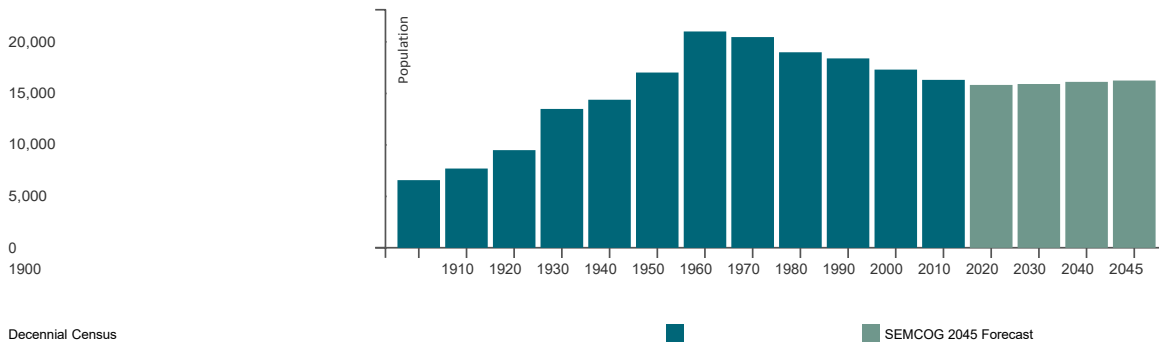
Link to American Community Survey (ACS) Profiles: **Select a Year**

2014-2018

Social | Demographic

Population and Household Estimates for Southeast Michigan, 2019

Population Forecast



Decennial Census



SEMCOG 2045 Forecast

Population and Households

Population and Households	Census 2010	Change 2000-2010	Pct Change 2000-2010	SEMCOG Jul 2019	SEMCOG 2045
Total Population	16,314	-998	-5.8%	16,771	16,245
Group Quarters Population	1,584	-97	-5.8%	1,528	2,143
Household Population	14,730	-901	-5.8%	15,243	14,102
Housing Units	7,582	36	0.5%	7,517	-
Households (Occupied Units)	6,714	-359	-5.1%	6,971	6,547
Residential Vacancy Rate	11.4%	5.2%	-	7.3%	-
Average Household Size	2.19	-0.02	-	2.19	2.15

Source: U.S. Census Bureau, SEMCOG Population and Household Estimates, and SEMCOG 2045 Regional Development Forecast

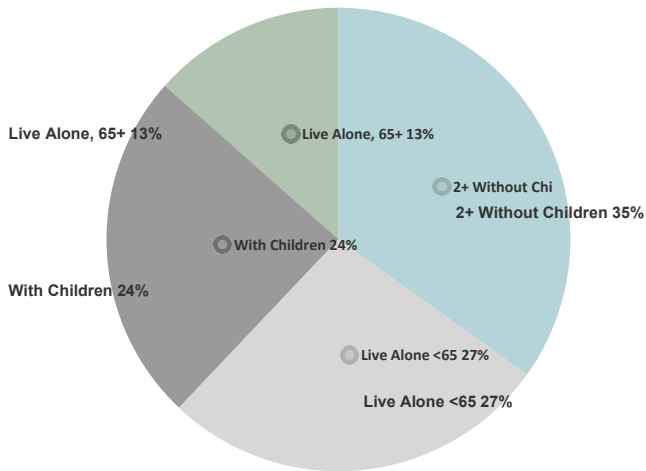
Components of Population Change

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

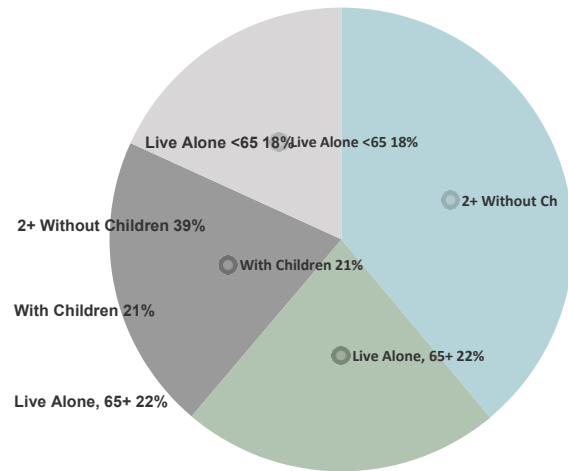
Source: Michigan Department of Community Health Vital Statistics, U.S. Census Bureau, and SEMCOG

Household Types

ACS
2018



SEMCOG
2045



Household Types	Census 2010	ACS 2018	Change 2010-2018	Pct Change 2010-2018	SEMCOG 2045
With Seniors 65+	1,626	1,813	187	11.5%	3,067
Without Seniors	5,088	5,001	-87	-1.7%	3,480
Live Alone, 65+	872	918	46	5.3%	1,457
Live Alone, <65	1,793	1,851	58	3.2%	1,190
2+ Persons, With children	1,739	1,667	-72	-4.1%	1,351
2+ Persons, Without children	2,310	2,378	68	2.9%	2,549
Total Households	6,714	6,814	100	1.5%	

Source: U.S. Census Bureau, Decennial Census, 2014-2018 American Community Survey 5-Year Estimates, and SEMCOG 2045 Regional Development Forecast

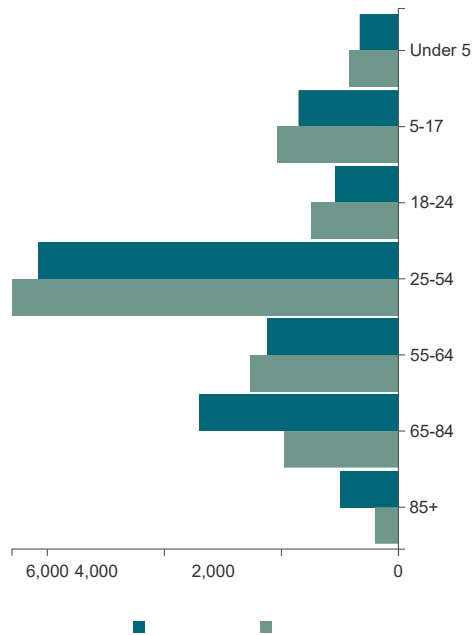
Population Change by Age, 2010-2018



Age Group	Census 2010	Change 2000-2010	ACS 2018	Change 2010-2018
Under 5	1,007	-103	781	-226
5-9	872	-202	920	48
10-14	858	-104	762	-96
15-19	1,067	75	1,126	59
20-24	1,143	-15	1,014	-129
25-29	1,219	-218	1,196	-23
30-34	1,234	-279	1,258	24
35-39	1,131	-404	1,108	-23
40-44	1,131	-327	1,039	-92
45-49	1,235	-67	1,122	-113
50-54	1,302	196	1,083	-219
55-59	1,066	268	1,321	255
60-64	929	384	1,223	294
65-69	664	118	882	218
70-74	397	-198	702	305
75-79	396	-111	192	-204
80-84	331	-34	227	-104
85+	332	23	402	70
Total	16,314	-998	16,358	44
Median Age	38.3	1.9	42.6	4.3

Source: U.S. Census Bureau, Decennial Census, and 2014-2018 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	ACS 2018	Change 2010-2018	Pct Change 2010-2018	SEMCOG 2045
60 and over	3,049	3,628	579	19%	5,603
65 and over	2,120	2,405	285	13.4%	4,405
65 to 84	1,788	2,003	215	12%	3,407
85 and Over	332	402	70	21.1%	998
Under 18	3,353	3,173	-180	-5.4%	2,371
5 to 17	2,346	2,392	46	2%	1,708
Under 5	1,007	781	-226	-22.4%	663

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, 2014-2018 American Community Survey 5-Year Estimates, and SEMCOG 2045 Regional Development Forecast

Race and Hispanic Origin

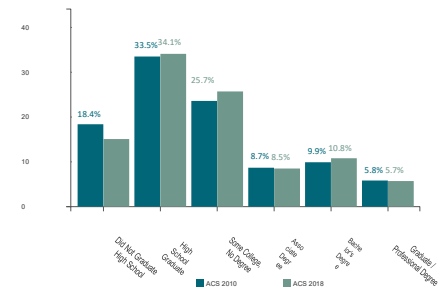
Race and Hispanic Origin	Census 2010	Percent of Population 2010	ACS 2018	Percent of Population 2018	Percentage Point Change 2010-2018
Non-Hispanic	15,837	97.1%	15,979	97.7%	0.6%
White	11,150	68.3%	11,136	68.1%	-0.3%
Black	3,993	24.5%	4,140	25.3%	0.8%
Asian	79	0.5%	48	0.3%	-0.2%
Multi-Racial	533	3.3%	553	3.4%	0.1%
Other	82	0.5%	102	0.6%	0.1%
Hispanic	477	2.9%	379	2.3%	-0.6%
Total	16,314	100%	16,358	100%	0%

Source: U.S. Census Bureau, Decennial Census, and 2014-2018 American Community Survey 5-Year Estimates

Highest Level of Education

Highest Level of Education*	ACS 2010	ACS 2018	Percentage Point Chg 2010-2018
Did Not Graduate High School	18.4%	15.1%	-3.3%
High School Graduate	33.5%	34.1%	0.6%
Some College, No Degree	23.6%	25.7%	2.1%
Associate Degree	8.7%	8.5%	-0.2%
Bachelor's Degree	9.9%	10.8%	0.9%
Graduate / Professional Degree	5.8%	5.7%	-0.1%

* Population age 25 and over



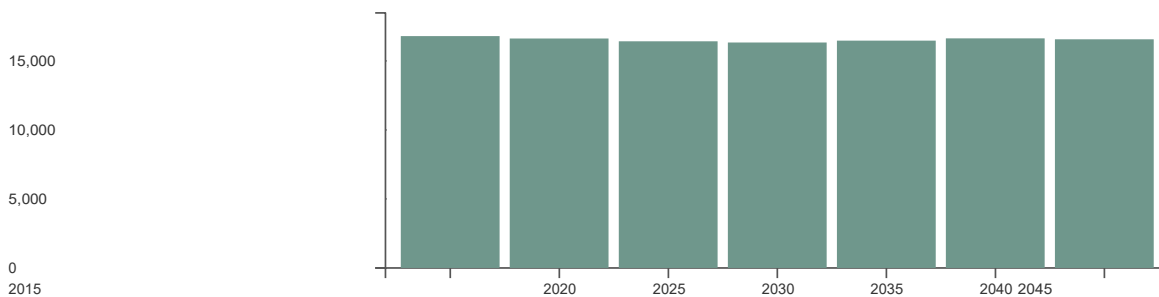
Source: U.S. Census Bureau, 2006-2010 and 2014-2018 American Community Survey 5-Year Estimates

Economy & Jobs

Link to American Community Survey (ACS) Profiles: **Select a Year**

2014-2018 **Economic**

Forecasted Jobs



Source: SEMCOG 2045 Regional Development Forecast

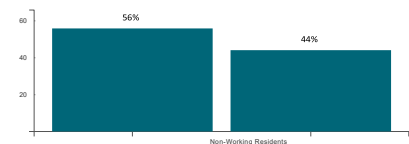
Forecasted Jobs by Industry Sector

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



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](#)

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.

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%

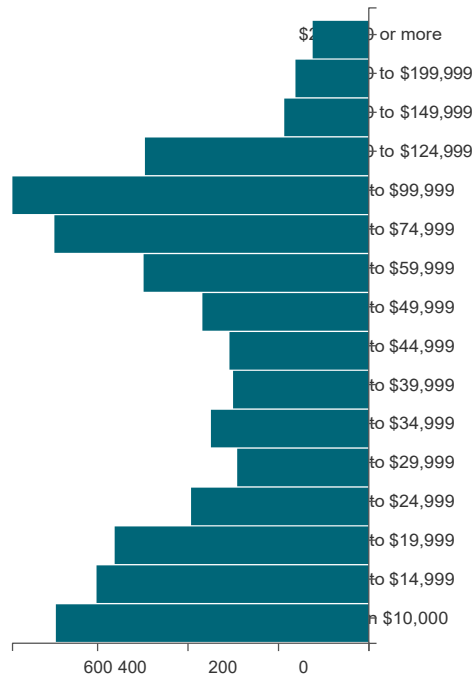
Source: U.S. Census Bureau - 2012-2016 CTPP/ACS Commuting Data and **Commuting Patterns in Southeast Michigan**

Household Income

Income (in 2018 dollars)	ACS 2010	ACS 2018	Change 2010-2018	Percent Change 2010-2018
Median Household Income	\$37,021	\$43,156	\$6,135	16.6%
Per Capita Income	\$24,933	\$25,872	\$939	3.8%

Source: U.S. Census Bureau, 2006-2010 and 2014-2018 American Community Survey 5-Year Estimates

Annual Household Income



Annual Household Income	ACS 2018
\$200,000 or more	124
\$150,000 to \$199,999	162
\$125,000 to \$149,999	187
\$100,000 to \$124,999	495
\$75,000 to \$99,999	788
\$60,000 to \$74,999	695
\$50,000 to \$59,999	498
\$45,000 to \$49,999	368
\$40,000 to \$44,999	308
\$35,000 to \$39,999	300
\$30,000 to \$34,999	349
\$25,000 to \$29,999	291
\$20,000 to \$24,999	393
\$15,000 to \$19,999	562
\$10,000 to \$14,999	602
Less than \$10,000	692
Total	

Source: U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates

Poverty

Poverty	ACS 2010	% of Total (2010)	ACS 2018	% of Total (2018)	% Point Chg 2010-2018
Persons in Poverty	3,139	21.5%	3,194	21.6%	0.1%
Households in Poverty	1,438	20.6%	1,521	22.3%	1.7%

Source: U.S. Census Bureau, 2006-2010 and 2014-2018 American Community Survey 5-Year Estimates

Housing

Link to American Community Survey (ACS) Profiles: **Select a Year**

2014-2018 **Housing**

Building Permits 2000 - 2020

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
2000 to 2020 totals	60	6	54	38	158	51	107

Source: **SEMCOG Development**

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

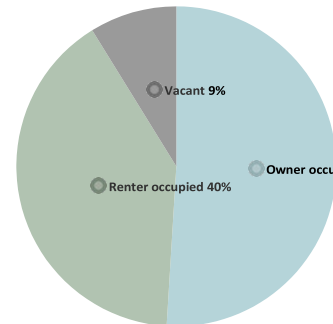
Housing Types

Housing Type	ACS 2010	ACS 2018	Change 2010-2018	New Units Permitted Since 2018
Single Unit	4,477	4,716	239	5
Multi-Unit	3,446	2,579	-867	0
Mobile Homes or Other	168	177	9	0
Total	8,091	7,472	-619	5
Units Demolished				-0
Net (Total Permitted Units - Units Demolished)				5

Source: U.S. Census Bureau, 2006-2010 and 2014-2018 American Community Survey 5-Year Estimates, SEMCOG Development

Housing Tenure

Housing Tenure	Census 2010	ACS 2018	Change 2010-2018
Owner occupied	3,886	3,808	-78
Renter occupied	2,828	3,006	178
Vacant	868	658	-210
Seasonal/migrant	15	75	60
Other vacant units	853	583	-270
Total Housing Units	7,582	7,472	-110



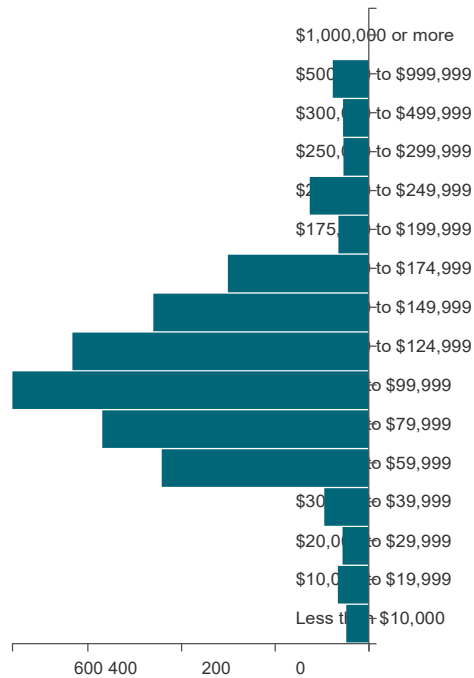
Source: U.S. Census Bureau, 2006-2010 and 2014-2018 American Community Survey 5-Year Estimates

Housing Value and Rent

Housing Value (in 2018 dollars)	ACS 2010	ACS 2018	Change 2010-2018	Percent Change 2010-2018
Median housing value	\$150,003	\$95,900	\$-54,103	-36.1%
Median gross rent	\$677	\$719	\$42	6.3%

Source: U.S. Census Bureau, Census 2000, 2006-2010 and 2014-2018 American Community Survey 5-Year Estimates

Housing Value

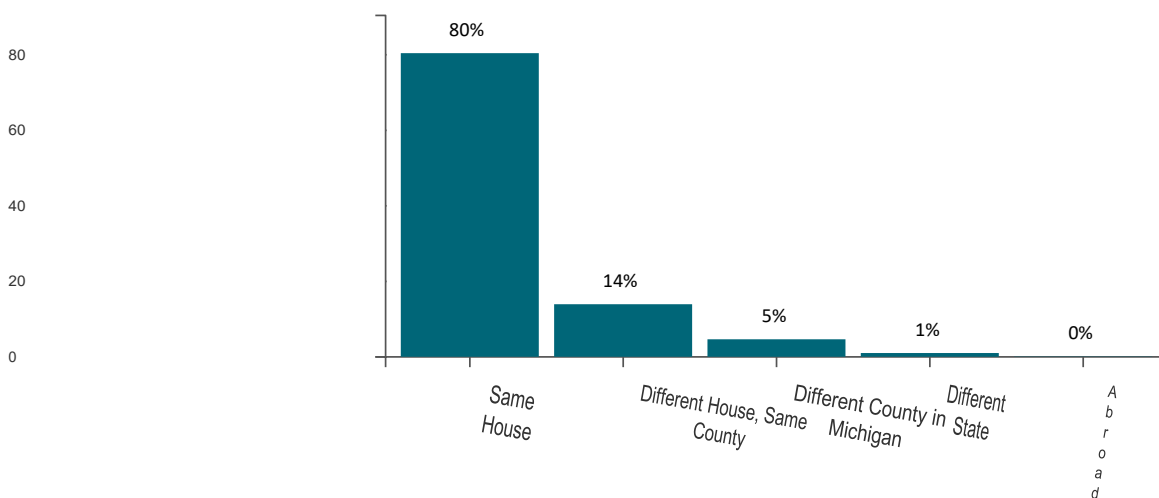


Housing Value	ACS 2018
\$1,000,000 or more	0
\$500,000 to \$999,999	77
\$300,000 to \$499,999	55
\$250,000 to \$299,999	54
\$200,000 to \$249,999	126
\$175,000 to \$199,999	65
\$150,000 to \$174,999	301
\$125,000 to \$149,999	460
\$100,000 to \$124,999	633
\$80,000 to \$99,999	761
\$60,000 to \$79,999	569
\$40,000 to \$59,999	442
\$30,000 to \$39,999	95
\$20,000 to \$29,999	56
\$10,000 to \$19,999	66
Less than \$10,000	48

Owner-Occupied Units 3,808

Source: U.S. Census Bureau, 2014-2018 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 2011-2018. The table does not represent person who moved out of City of Mount Clemens from 2011-2018. Source: U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates

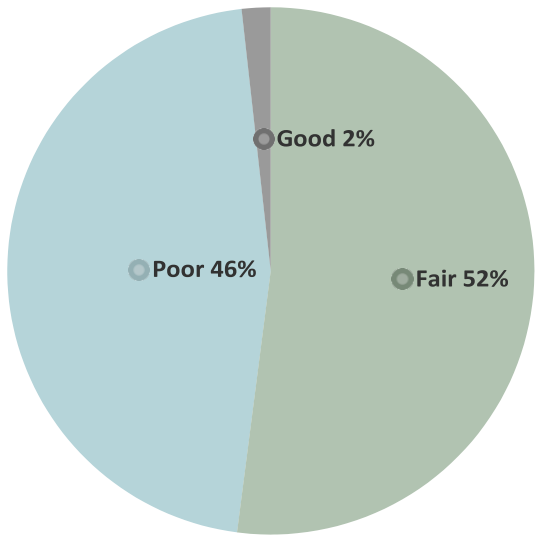
Transportation

Miles of public road (including boundary roads): 62

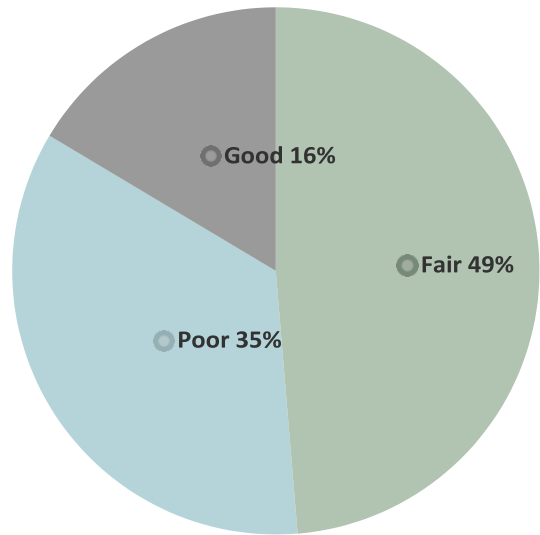
Source: Michigan Geographic Framework

Pavement Condition (in Lane Miles)

Past Pavement Conditions
2007



Current Pavement Conditions
2018 - 2019



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

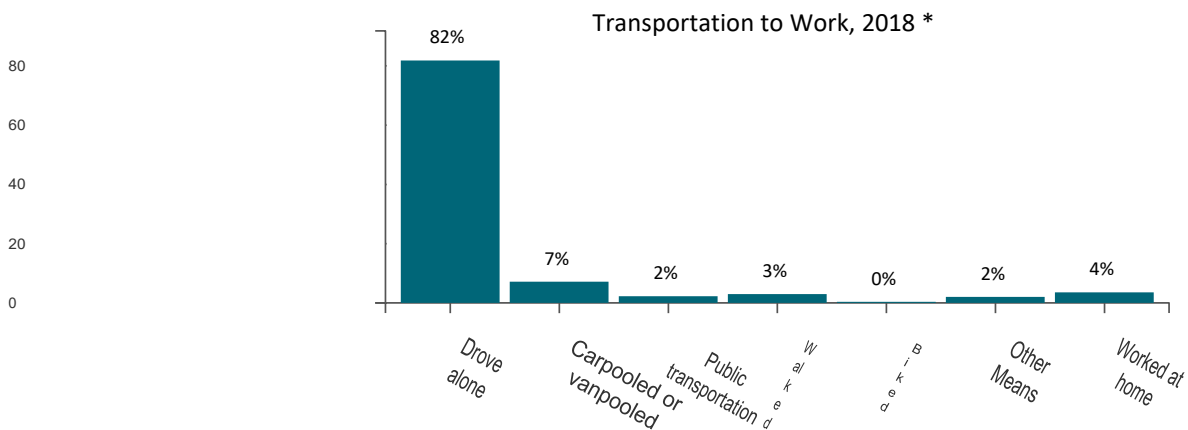
Bridge Status	2008	2008 (%)	2009	2009 (%)	2010	2010 (%)	Percent Point Chg 2008-2010
Open	2	100%	2	100%	6	100%	0%
Open with Restrictions	0	0%	0	0%	0	0%	0%
Closed*	0	0%	0	0%	0	0%	0%
Total Bridges	2	100.0%	2	100.0%	6	100.0%	0.0%
Deficient Bridges	2	100%	2	100%	2	33.3%	-66.7%

* 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



* Resident workers age 16 and over

Transportation to Work

Transportation to Work	ACS 2010	% of Total (ACS 2010)	ACS 2018	% of Total (ACS 2018)	% Point Chg 2010-2018
Drove alone	5,247	85.5%	5,675	81.8%	-3.7%
Carpooled or vanpooled	563	9.2%	496	7.1%	-2.1%
Public transportation	92	1.5%	156	2.2%	0.7%
Walked	92	1.5%	204	2.9%	1.4%
Biked	20	0.3%	23	0.3%	0%
Other Means	0	0%	139	2%	2%
Worked at home	122	2%	246	3.5%	1.5%
Resident workers age 16 and	6,136	100.0%	6,939	100.0%	0.0%

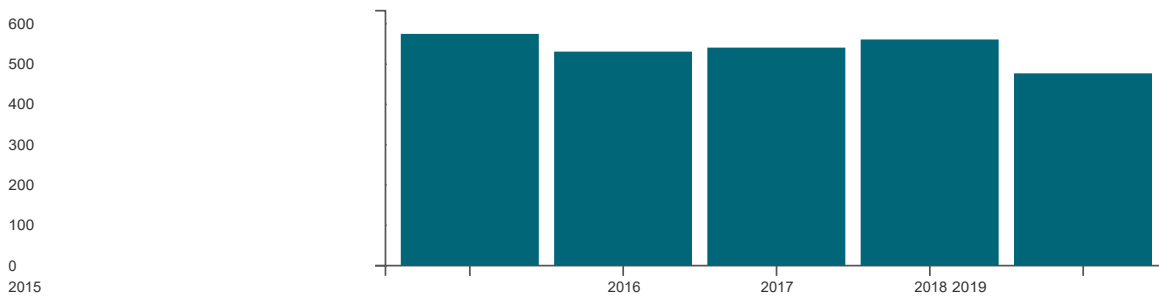
Source: U.S. Census Bureau, 2006-2010 and 2014-2018 American Community Survey 5-Year Estimates

Mean Travel Time to Work

Mean Travel Time To Work	ACS 2010	ACS 2018	Change 2010-2018
For residents age 16 and over who worked outside the home	23.4 minutes	23.2 minutes	-0.2 minutes

Source: U.S. Census Bureau, 2006-2010 and 2014-2018 American Community Survey 5-Year Estimates

Crashes, 2015-2019



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	2015	2016	2017	2018	2019	Percent of Crashes 2015 - 2019
<u>Fatal</u>	0	0	1	3	0	0.1%
<u>Serious Injury</u>	5	5	7	10	5	1.2%
<u>Other Injury</u>	120	105	102	110	108	20.3%
<u>Property Damage Only</u>	450	421	431	438	364	78.4%
<u>Total Crashes</u>	575	531	541	561	477	100%

Crashes by Type

Crashes by Type	2015	2016	2017	2018	2019	Percent of Crashes 2015 - 2019
<u>Head-on</u>	11	8	8	11	7	1.7%
<u>Angle or Head-on/Left-turn</u>	168	159	131	106	103	24.8%
<u>Rear-End</u>	183	161	154	178	131	30.1%
<u>Sideswipe</u>	110	113	120	141	122	22.6%
<u>Single Vehicle</u>	43	37	49	44	50	8.3%
<u>Backing</u>	0	7	26	19	27	2.9%
<u>Other or Unknown</u>	60	46	53	62	37	9.6%

Crashes by Involvement

Crashes by Involvement	2015	2016	2017	2018	2019	Percent of Crashes 2015 - 2019
<u>Red-light Running</u>	18	16	14	13	11	2.7%
<u>Lane Departure</u>	63	29	51	51	47	9%
<u>Alcohol</u>	18	16	21	23	29	4%
<u>Drugs</u>	5	6	10	6	9	1.3%
<u>Deer</u>	2	1	2	2	3	0.4%
<u>Train</u>	0	0	0	0	0	0%
<u>Commercial Truck/Bus</u>	19	16	18	29	33	4.3%
<u>School Bus</u>	2	1	1	3	7	0.5%
<u>Emergency Vehicle</u>	11	9	8	7	3	1.4%
<u>Motorcycle</u>	6	5	3	5	5	0.9%
<u>Intersection</u>	231	296	293	277	195	48.1%
<u>Work Zone</u>	1	7	0	1	3	0.4%
<u>Pedestrian</u>	8	4	5	10	5	1.2%
<u>Bicyclist</u>	8	8	11	3	5	1.3%
<u>Distracted Driver</u>	0	21	23	108	66	8.1%
<u>Older Driver (65 and older)</u>	112	127	96	100	112	20.4%
<u>Young Driver (16 to 24)</u>	164	154	157	155	121	28%

High Frequency Intersection Crash Rankings

Local Rank	County Rank	Region Rank	Intersection	Annual Avg 2015-2019
1	9	31	<u>Cass Ave @ Groesbeck Hwy N</u>	44.6
2	184	711	<u>Cass Ave @ Gratiot Ave S</u>	16
3	213	858	<u>Groesbeck Hwy @ Elizabeth Rd</u>	14.6
4	270	1,164	<u>Groesbeck Hwy S @ Church St</u>	12.2
5	274	1,198	<u>Gratiot Ave N @ Market St</u>	12
6	342	1,558	<u>Gratiot Ave S @ Harrington St</u>	10.2
7	440	2,135	<u>Cass Ave @ Rose St N</u>	8.2
8	458	2,219	<u>Cass Ave @ Gratiot Ave N</u>	8
9	477	2,311	<u>Gratiot Ave N @ Clair Ave</u>	7.8
10	492	2,402	<u>Gratiot Ave S @ Wellington Cres</u>	7.6

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 2015-2019
1	112	334	<u>Gratiot Ave S</u>	Metropolitan Pkwy - Harrington St	37.8
2	136	413	<u>Cass Ave</u>	Rose St N - Gratiot Ave S	34
3	155	490	<u>Groesbeck Hwy</u>	Harrington St - Church St	31.8
4	186	641	<u>Groesbeck Hwy N</u>	Cass Ave - Hubbard Ave	28.6
5	221	791	<u>Groesbeck Hwy S</u>	Church St - Cass Ave	26
6	265	984	<u>Gratiot Ave N</u>	Gratiot Ave N - Clair Ave	23.2
7	325	1,289	<u>Cass Ave</u>	Groesbeck Hwy N - Rose St N	20
8	443	1,975	<u>Harrington St</u>	Groesbeck Hwy - Gratiot Ave S	15.4
9	484	2,289	<u>Crocker Blvd</u>	Gratiot Ave N - Harper Ave	14
10	544	2,698	<u>Groesbeck Hwy N</u>	Rose St N - Elizabeth Rd	12.4

Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

Environment

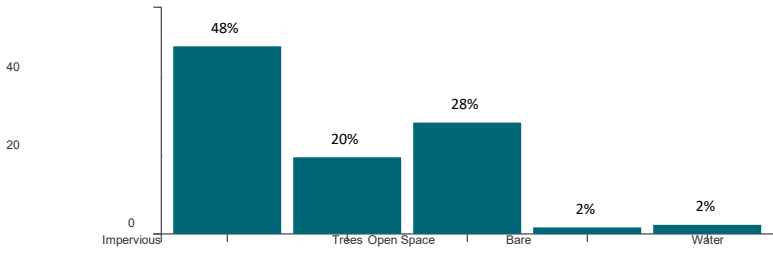
SEMCOG 2015 Land Use

SEMCOG 2015 Land Use	Acres	Percent
Single-Family Residential	913.2	33.9%
Multi-Family Residential	123.1	4.6%
Retail	169.4	6.3%
Office	76.8	2.9%
Hospitality	18.3	0.7%
Medical	25.4	0.9%
Institutional	169.3	6.3%
Industrial	256.9	9.5%
Agricultural	0	0%
Recreation / Open Space	91.7	3.4%
Cemetery	0	0%
Parking	25.2	0.9%
Extractive	0	0%
TCU	584.5	21.7%
Vacant	175.1	6.5%
Water	62.3	2.3%
Total	2,691.1	100%

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

SEMCOG

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
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Supplemental Information - Glossary

Accrual basis: Accrual basis accounting recognizes transactions when they occur, regardless of the timing of related cash flows. The application of accrual accounting techniques prevents distortions in financial statement representations due to shifts in the timing of cash flows and related underlying economic events near the end of a fiscal period.

Activity: Specific and distinguishable service performed by one or more organizational components of the city to accomplish a function for which the city is responsible.

Americans with Disabilities Act (ADA): A law to provide a clear and comprehensive national mandate for the elimination of discrimination against individuals with disabilities, to ensure the facilities, policies, and programs of public entities and their accommodations are equally accessible to the disabled.

Agency fund: A fund used to account for assets held by the city as an agent for individuals, private organizations, other governments and/or other funds.

Appropriation: An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose.

Appropriation budget: The official resolution by the city commission establishing the legal authority for the city to incur obligations and to expend public funds for a stated purpose.

Annual Required Contribution (ARC): Term used in connection with defined benefit pension and other postemployment benefit plans to

describe the amount an independent actuary has determined the employer should contribute in a given year.

Assessed Value (AV): The basic value of property assigned by an assessor. It is used for an individual parcel and in the aggregate for the city as whole. Pursuant to Michigan's laws and regulations, assessed value is 50% of market value at December 31st.

Balanced budget: A budget in which estimated revenues, transfers-in and use of fund balance are equal to or greater than estimated expenditures and transfers-out.

Bargaining Units for Full-Time Employees: The department heads and other administrative staff members are non-bargaining employees. Each employee has a separate employment agreement.

Governmental Employees Labor Council (GELC): The council represents the crew leaders in the public service and utilities department. The GELC also represents the clerical union which includes office personnel such as administrative assistants, secretaries, clerks, and blight enforcement officers. The GELC also represents the DPW employees through the Macomb Municipal Employees Association and includes maintenance workers, plant operators, and parking enforcement.

UAW Local 155: The union that represents the dial-a-ride bus drivers and dispatchers.

International Association of Fire Fighters: Represents the firefighters, lieutenants, and captains.

Brownfield: The site(s) or legally defined area(s) meeting the eligibility requirements of the brownfield development act as environmentally contaminated, functionally obsolete or blighted areas.

Brownfield Development Authority (BRA): The board to investigate potential brownfield sites and plan and finance their redevelopment. BRAs may use tax increment financing (TIF), per Public Act 381 of 196 as amended, to capture local property taxes and school taxes if approved.

Business-type activity: Business-type activities are financed in whole or in part by fees charged to external parties for goods and services. These activities are usually reported in enterprise funds which follow essentially the same accounting rules as a private enterprise.

Capital assets: Capital assets are tangible and intangible assets that will be of use for three or more years and have a cost greater than \$10,000. Typical examples are land, buildings, building improvements, streets, water and sewer lines, vehicles, machinery, equipment, and easements.

Capital projects fund: A fund to account for the development of municipal capital facilities.

Capital improvement budget: A capital improvement budget plans and prioritizes acquisition of or major repair to long-lived assets, such as infrastructure. This budget typically has a long-term outlook where a project can span a several year period. (see Operating Budget)

Community Development Block Grant (CDBG): This is a federally funded program to assist communities in the expansion and improvement of community services, to develop and improve neighborhoods, and to restore and preserve property values. In Mount Clemens, CDBG money pays for most of our senior citizen programs.

Contingency: An estimated amount of funds needed for contingent or emergency purposes.

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

Defeasance: In financial reporting, the netting of outstanding liabilities and related assets on the statement of position. Defeased debt is no longer reported as a liability on the face of the statement of position. Most refundings result in the defeasance of the refunded debt.

Deficit: An excess of liabilities and reserves of a fund over its assets.

Depreciation: Depreciation is the accrual accounting concept using various methods to expense the capitalized cost of an asset over its estimated useful life. It is not used in the general fund, special revenue funds, capital projects funds, or debt service funds. It is used in proprietary funds.

Downtown Development Authority (DDA): The city commission created the downtown development district and the DDA board (also the Authority) to administer it on November 1, 1976. The DDA Act (P.A. 175 of 1975 as

amended) is designed to resist blight and be a catalyst in the development of a downtown. DDAs have a variety of funding options. Mount Clemens's DDA primarily uses tax increment financing (TIF) to fund its development plan. It also levies a district tax millage for its staffing operations. Projects to date include downtown marketing, streetscape improvements, public parking, the district court building, and other public infrastructure improvements.

Downtown Development District (DDD): The legal area established by city commission action became effective on April 9, 1983. The district was most recently amended in 2014.

Emergency Medical Service (EMS): The fire department provides basic emergency medical services typically with a rescue unit or ambulance.

Enterprise fund: A fund established to account for operations that are financed and operated in a manner similar to a private business, i.e., the intent of the governing body is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Water & sewer is an example of an enterprise fund.

Expenditure: The cost of goods delivered, and services rendered whether paid or unpaid.

Expenditure object: An expenditure object is a specific classification of expenditure accounts which includes a number of related accounts determined by the type of goods and services to be

purchased. For example, the personnel services expenditure object includes the wages account as well as all fringe benefit accounts.

Expenditure objects include personnel services, supplies, other charges, capital outlays, debt service, and transfers out.

Final Average Compensation (FAC): An average of an employee's annual wages used in the calculation of their retirement benefit.

Fiscal Year (FY): The 12-month period, July 1 to June 30, to which the annual operating budget applies and, at the end of which, financial position and the results of operations are determined.

Full-Time Equivalent (FTE): A method to convert part-time hours worked to that of a fulltime worker in a like position based on 2,080 hours per year.

Function: Groups of related activities aimed at accomplishing a major service or regulatory program for which the city is responsible.

Fund: Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions, activities or objectives with special regulations, restrictions, or limitations. (e.g. Major Street Fund). A fund is a self-balancing set of accounts recording financial resources with all related liabilities resulting in equities or balances. The accounts of the city are organized on the basis of funds and account groups in order to report on its financial position and results of its operations.

Fund balance: The difference between assets and liabilities reported in a governmental fund.

Generally Accepted Accounting Principles (GAAP): Conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

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

Government-type activities: Activities typically supported by taxes, intergovernmental revenues or other non-exchange revenue. The general, special revenue, debt service, capital project, internal service and permanent funds are governmental activities.

Government Finance Officers Association (GFOA): The GFOA of the United States and Canada is a professional organization of public officials united to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies and practices for public benefit.

Industrial Facilities Tax (IFT): An exemption from property tax allowed to eligible industrial facilities in Michigan.

Infrastructure: Long-lived capital assets that normally are stationary in nature and normally can be preserved for significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems,

water and sewer systems, and lighting systems.

Interfund transfers: Flows of assets (such as cash or goods) between funds and blended components of the primary government without equivalent flows of assets in return or without a requirement for payment.

Internal service funds: Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. These funds use the flow of economic resources for measurement purposes and the full accrual basis of accounting. Included in this category are the information technology, motor pool and worker's compensation funds.

Industrial Waste Charge (IWC): A surcharge placed by the City of Detroit on certain nonresidential sewer accounts to pay to remove the level of waste (e.g. grease from restaurants) above normal residential use. Line item budget: A budget which emphasizes allocations of resources to given organizational units for particular expenditures, such as, salaries, supplies services, and equipment. Line item budgets may be organized to provide accountability at varying levels, such as on department, division, or agency levels. The City of Mount Clemens adopts budgets on a "function" level.

Modified accrual accounting: This basis of accounting recognizes revenues in the accounting period in which they are both measurable and available to

finance expenditures. Expenditures are generally recognized in the accounting period in which they are both measurable and incurred.

Net assets: The difference between assets and liabilities of assets and liabilities of proprietary funds. Net assets may be further divided into unrestricted and restricted amounts like constraints of legislation or external parties, trust amounts for pensions or pools, or other purposes like invested in capital assets, net of related debt.

Object (of expenditure): In the context of the classification of expenditures, the article purchased, or the service obtained, rather than the purpose for which the article or service was purchased or obtained (e.g., personal services, contractual services, materials and supplies).

Operating budget: The operating budget is the authorized revenues and expenditures for on-going municipal services and is the primary means by which government is controlled. The life span of an operating budget typically is one year. Personnel costs, supplies, and other charges are found in an operating budget. A capital budget typically has a longterm outlook where a project can span a several year period.

Occupational Safety and Health Administration (OSHA): The agencies in state and federal government that oversee the workplace environment to ensure it is safe for workers.

Other Postemployment Benefits (OPEB): Other postemployment benefits (OPEB) include postemployment

benefits provided separately from a pension plan, especially retiree healthcare benefits.

Other charges: An expenditure object within an activity which includes professional services, utilities, rents, and training for example.

Personnel services: An expenditure object within an activity which includes payroll and all fringe benefits.

Revenue: The income of the city used to fund operations. Typical revenue examples are taxation, licenses and permits, intergovernmental (e.g. state grants), charges for goods and services, fines and forfeitures, contributions and donations, reimbursements, interest and rents, and gains on the sale of investments or disposal of capital assets.

Refunding: Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refunding).

State Equalized Value (SEV): It is the function of the Michigan State Tax Commission to establish and maintain uniformity between counties by establishing the value of the total of each classification in each county. The state equalized valuation of an individual parcel of real property is that parcel's final value in the assessment process. Normally SEV equals assessed value (AV) when measurement and

professional standards are properly applied. (see AV, TV)

Special assessment: Amounts levied against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special revenue fund: A fund to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The major street fund and the local street fund are examples of special revenue funds.

Supplies: An expenditure object within an activity which includes all goods that have a useful life of less than three years and cost less than \$2,500.

Surplus: An excess of the assets of a fund over its liabilities and reserves.

Transmittal letter: A concise written policy and financial overview of the city as presented by the city manager. It notes the major changes in priorities or service levels from the current year and the factors leading to those changes. It articulates the priorities and key issues for the new budget period. It identifies and summarizes major financial factors and trends affecting the budget, such as economic factors; long-range outlook; significant changes in revenue collections, tax rates, or other changes; current and future debt obligations; and significant use of or increase in fund balance or retained earnings.

Transfers-in/out: A legally authorized funding transfer between funds in which one fund is responsible for the initial

receipt and the other fund is responsible for the actual disbursement.

Trust & agency fund: Trust & agency funds are used to account for assets held by the city in a trustee capacity or as an agent for individuals, organizations, other governments or other funds. These include the employees' retirement system and the agency funds.

Tax Increment Financing (TIF): Financing secured by the anticipated incremental increase in tax revenue, resulting from the redevelopment of an area, or the funding on a current basis of pay-as-you-go improvements or operations. The TIF Authority (TIFA) board creates the TIF plan, carries out the projects and collects the incremental taxes to pay its costs. TIFAs may capture local taxes but not school taxes.

Tax millage rate: Tax millage rates are expressed in dollars per thousand dollars of taxable value. A tax rate of 10 mills means \$10/1,000 or \$0.010 x Taxable Value. (see TV)

Taxable Value (TV): Taxable Value is the base for calculating a taxable parcel's property tax in Michigan. Property tax equals taxable value multiplied by the tax millage rate. taxable value is calculated to limit growth in property taxes to a parcel's state equalized value or to 5 percent a year or less depending on inflation. Michigan's 1994 Proposal A Constitutional amendment and related legislation govern its application. (see AV and SEV)

Unreserved fund balance: The balance of net financial resources that is spendable or available for appropriation, or the portion of funds balance that is not legally restricted.

Water & sewer fund: This enterprise fund accounts for the operation of a combined water & sewer system. The revenues consist of charges for services from city businesses and residences which are used to pay for all water and sewer related expenses.