

Recommended Budget for Fiscal Year 2021-22



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

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Cityofmountclemens.com

Department Heads

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

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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.

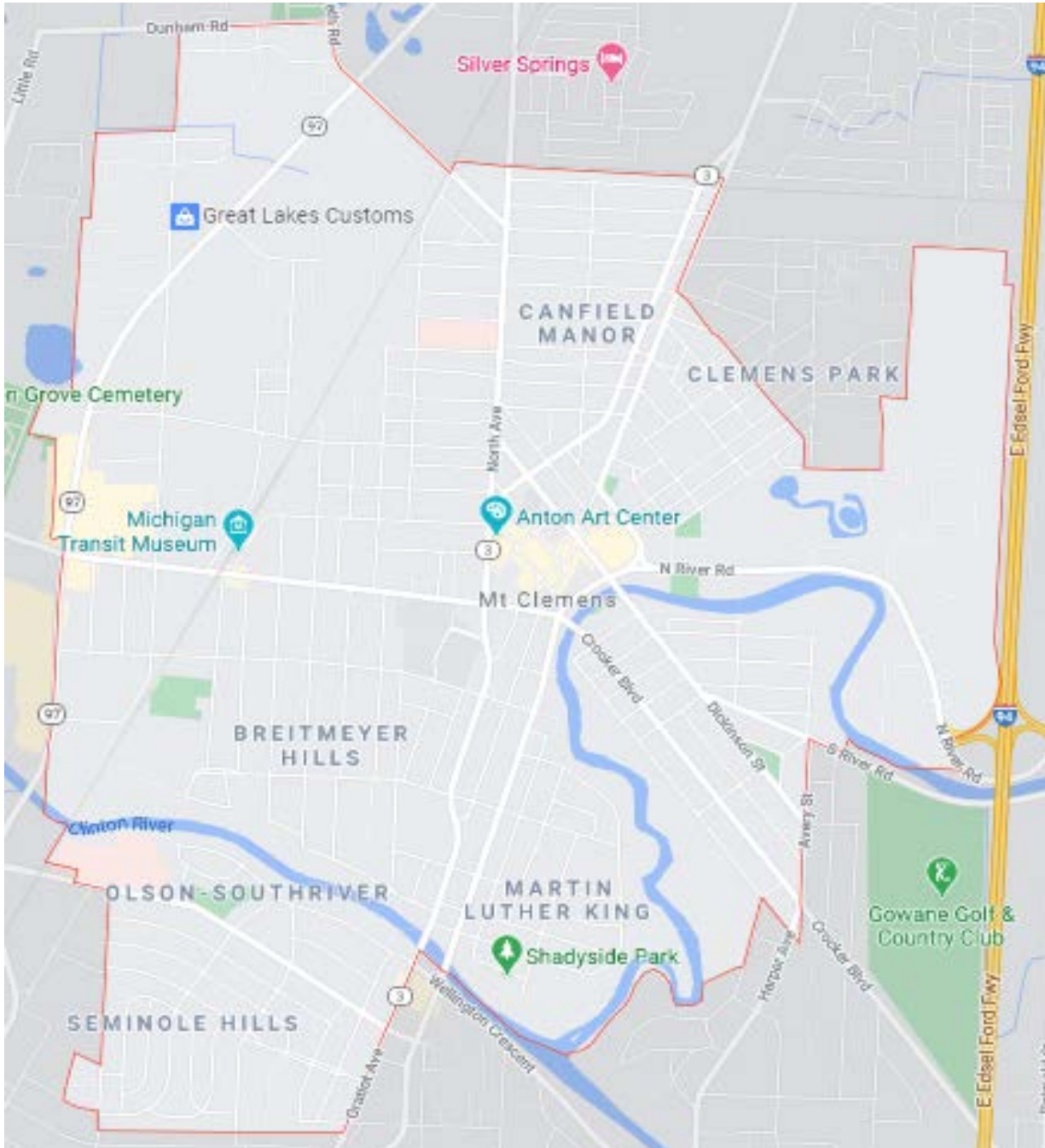
After World War II, a group of forward-thinking citizens began what would become a nine-year struggle to reform the city charter. Since 1919, the city had been governed by four elected commissioners and a mayor. It took several attempts, but on April 5, 1954, a new city charter calling for a city manager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

Budget Highlights

Introduction to Mount Clemens

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 Statements & 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 and 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

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



City of Mount Clemens

*One Crocker Boulevard
Mount Clemens, Michigan 48043*

Budget Transmittal

April 19, 2021

The Honorable Mayor Kropp and
Members of the City Commission:

Presented herewith is the revised 2021-2022 Recommended Budget for the City of Mount Clemens.

Budget Changes:

This budget retains most of the changes from the revised 2020-21 budget document. It also adds a projection for four future years. This projection represents four additional years of the same activity level. It does not consider increasing or decreasing activity levels, nor does it allow for differing capital improvement needs and it is not linked to the capital improvement plan.

Of greater significance, but not readily apparent, is the approach used to budgeting personnel costs. The initial budget, last year, merely applied a factor to the prior year's budget. The revised budget started using the personnel cost modeling tools available in our financial software. This year, we again used the BS&A model but we also validated the model with an independent spreadsheet calculation. As a result, we are very confident of our personnel cost projections.

We continue to report accounts grouped by budget classification in the main part of the document. For example, instead of dozens of different supply accounts, you will see a single "supply" item for every activity (department). However, we have also provided a section of the report which contains line-item detail for all accounts because commissioners asked for that last time.

Budget Highlights

Transmittal Letter

We have moved back to a more traditional presentation with every fund separate but we did place the text for the Department of Public Services separate from any particular fund because it includes many funds. We did also include the retirement system fund and OPEB fund, this year, in the presentation but not in the summary tables even though the commission does not adopt a budget for fiduciary funds.

Finance and Accounting

The finance department made great progress in the past year. The 2021 audit was much smoother than the 2020 audit even though it was largely done remotely due to the COVID-19 pandemic. Bank reconciliations have been completed within 3-5 days of the end of each month. A short-term investment plan has been fully implemented for all operating funds and meeting the criteria as set-forth in the city's investment policy document.

However, we still have an unnecessarily complex accounting system for a city of our size. We have far more accounts than we need. Our system is far from compliant with the Michigan Uniform Chart of 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 still 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. The state has now issued the new chart, so we will try to get this accomplished after the end of the current fiscal year.

Strategic Plan

City commissioners participated in a two-day strategic planning process in July and August 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 though it will take several fiscal years to achieve it all. However, 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.

We are doing very well on four of our five economic development objectives. We budgeted for a branding project, selected a firm and the project is underway. We have adopted a new zoning ordinance and are working on a new capital improvement plan. The first draft is presented with this budget document. This is the only item left to complete the MEDC "Redevelopment Ready Community" certification. We have greatly expanded our digital media presence with Linked In, Pinterest, Twitter and Instagram and a more active Facebook page. When the branding project is completed, we will complete a redesign of the city's web page. The city is working much closer with the DDA, with agreements for executive director and social media services. We have also jointly engaged with Macomb County's Economic Development Department.

We have made no progress on riverfront development and I am not recommending budgeting for a consultant at this time either. I see this as a matter of timing. The city's riverfront property could become very valuable if we are successful with downtown development. Until then,

Budget Highlights

Transmittal Letter

however, there is little or no demand for our property unless we give it away. I favor simply waiting.

We have made little progress with our capital improvement objectives. As noted above, a draft copy of a new capital improvement plan is presented in this document. However, it was developed as an independent process and isn't reflected in the proposed budget, not even in the future projections. As it shows projects without funding, it is little more than a wish list.

We do have a draft copy of the Fishback study of our water plant. It recommends the construction of a new plant. That is not reflected in the budget or in the capital improvement plan. I recently provided the commission with a copy of our PASER report which details the condition of our roadways. The commission asked for a review of city buildings. I did include \$30,000 in the 2021-22 budget for a consultant to do such a project. However, there is very little money available to make any capital improvements that may be recommended.

We have done much better with our recreation objectives. The parks and recreation advisory board has been re-established and is very active. They have made several recommendations which will be coming before the city commission. Their most expensive recommendation is included in this budget. That is to re-establish a recreation department and hire a director. We have provided \$200,000 in the recommended budget for this.

Partnerships with the YMCA and Advancing Macomb have brought low cost or no cost recreation opportunities to Mount Clemens residents. Advancing Macomb has been extremely helpful in seeking grants for recreation opportunities.

Our progress on the "Keep Mount Clemens safe and clean" goal is mixed. We discovered an excellent resource, "The Right Connection to Macomb County Resources" guidebook and website, already exists so there is no need to create our own. We have shared this on our web site, made it available to staff and to the sheriff's office substation.

The objectives to "enforce existing ordinances" and "residential and commercial" needs clarification. I assume both refer to the property maintenance code which we are actively enforcing but perhaps not aggressively enough. We are not proposing to add more code enforcement officers in this budget.

We have significantly expanded the city's sidewalk program. Only two zones were completed during the first three years of the program. In 2020-21, we will complete three zones and we are planning to do another three in 2021-22. If we maintain that pace, we will complete the residential program in 2022-23. Downtown still needs to be addressed. Then we need to move into a permanent annual sidewalk maintenance program with fewer but larger zones.

The commission addressed the tree issue by amending the tree ordinance to allow removal of street trees by residents. We have a price proposal from SAFEbuilt for building inspection services. It is significantly more expensive than our existing contractors, but we did include it in this budget.

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The new sergeant running the Mount Clemens' Sub-station for the Sheriff's Office has made significant efforts to increase police presence in community spaces.

We have not made great progress with making aesthetic updates to city buildings and properties or in holding ourselves more accountable for the appearance of our properties except for minor improvements in the interior appearance of city hall. We do have a report, prepared by an intern, regarding "Adopt a Spot" programs which we have yet to share with the commission.

Progress with Macomb County is mixed. Commissioner Mentzer has been pushing her department at the county to make more county purchasing services, in particular the use of county stores catalogs, available to local governmental units. We do often use county and state contracts, and those of other governmental units for purchases. In fact, most of our purchasing is done through such collectives.

We have done nothing with regard to charging the county for services provided. We have utilized county economic development personnel to develop the "Mount Clemens Property Opportunities" website (thinkmtc.com) and we are exploring maintaining that relationship with the county and DDA.

The commission has yet to identify specific objectives for the "Make Mount Clemens more inclusive" goal. Never-the-less, the mayor and commission have significantly increased the minority representation on boards and commissions and we have also increased the percentage of minority hires.

COVID-19

The COVID-19 pandemic has had the greatest financial impact on the parking fund, the ice arena fund, and the district court. The general fund has experienced some extra ordinary costs, but these were more than covered by various CARES grants.

We have been advised the city will be receiving approximately \$1.7 million through the American Rescue Plan (ARP). We have yet to receive specific instructions and requirements for the expenditure of these funds, but we are supposed to be allowed to replace lost revenues. We plan to do so in the parking fund. We are projecting using \$407,000 in the current fiscal year and \$302,777 in 2021-22 to supplement parking revenue given that our revenues mirror the estimates of 2020-21. Without ARP funds, a transfer from the general fund would be necessary to meet our bond interest and principal. We did not budget the use of ARP funds for the court or for the ice arena, but it may still be necessary.

That leaves about one million in ARP funds which we have not budgeted.

Infrastructure Programs

The president is proposing a \$2.9 trillion infrastructure program and the governor is still touting a road program. At this point, we have no idea whether either of these will come to fruition or how much money may filter down to Mount Clemens if they do.

Budget Highlights

Transmittal Letter

We have huge infrastructure needs which this budget does not even try to address. We know we need a new water plant (\$34 million-\$43 million). We need an analysis of our ancient sewage treatment plant. We are being required, by the state, to replace many lead water service lines, even though they are private property, and we don't know how many we have. We have identified the need for **\$76,739,367** of road work in the PASER study.

While we would welcome any federal or state assistance, I do not think it is something we should expect. We need to begin discussing how to deal with our infrastructure needs ourselves. We certainly cannot do it with existing revenue.

Water and sewer improvements will impact rates. Our only real option for paying for road construction ourselves is a local road millage. However, a property tax levy in Mount Clemens will only generate about \$ 357,000 per mill.

Cairns Center

The school board has moved to terminate the lease with the city for the Cairns field which now includes a building, the Cairns Community Center. We expect it to be under city control by July 1. There is no budget proposed specifically for operating Cairns but some of the proposed recreation budget could be put to that use, if necessary.

We are working with the Boys and Girls Club of Southeastern Michigan (BGCSM) and are hopeful they will occupy and manage that facility. We would like to see them handle all of the building maintenance expenses and capital needs, but they are asking that the city remain responsible for major items such as the roof, parking lot, and HVAC system. We believe the school district should be responsible for replacing the parking lot or paying us for the cost of doing so under the terms of the lease. AEW estimated that at \$160,000.

General Fund

Our general fund is in very solid shape. As of 6-30-21 the projecting fund balance of just over \$6.9 million which is 63% of proposed revenue. This actually exceeds the maximum balance permitted by our current fund balance policy, adopted in 2012. We are proposing a new fund balance policy and other financial policies in this document.

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%. GFOA does not recommend a maximum fund balance

This budget is essentially balanced. It actually calls for general fund revenues to exceed expenditures and transfers by \$27,236. Our 2020-21 budget allowed for expenditures to exceed revenues by \$831,977 but we are currently projecting this deficit to be only \$145,064.

Budget Highlights

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You will notice a much more aggressive approach was used to reduce department budget requests for 2021-22 year so we should not expect a similar result at the end of the 2021-22 fiscal year.

Major and Local Street Funds

These funds have 140% and 180% fund balance/21-22 revenue ratios respectively. However, that is not necessarily 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.

All our proprietary funds are severely underfunded. Unlike the general fund and special revenue funds, we use full accrual accounting in these funds, just like a private business does. That means the bottom line "net assets" represents something very different from "fund balance," even though the latter term is often erroneously used in proprietary funds. Here, the depreciated value of land, buildings, furnishings, fixtures, machinery and equipment generally makes up most of net assets. Typically, relatively little of it is made up of cash or liquid assets. That means, we really need to be looking at cash and liquid assets not "net assets" or "fund balance" which, for our purposes, is a meaningless number.

We need to complete a rate studies for these funds. That was not done yet in preparing this document, so we budgeted based on current rates except in Motor Pool. Motor Pool charges to other funds were increased by a factor to keep Motor Pool solvent. However, there appears to be no rational bases for the old amounts and we just added a percentage to the old amounts.

Ice Arena

We completed a \$3 million Capital Improvement Bond for several building needs at the ice arena in February. That project is currently underway.

Because of revenue shortfalls due to the COVID-19 pandemic, the commission has already authorized advancing the ice arena fund up to \$100,000 to cover operating expenses. We are treating this as a “line of credit” and only advancing funds as needed which the arena will pay back as it can. At present, the balance is \$21,000.

We believe, when operations are fully back to normal, the ice arena will be solvent again.

Parking

The automobile parking system fund has also been devastated by COVID-19. Revenues are down significantly, and the fund is short on cash. Without an infusion of ARP money, we would have to transfer money from the general fund, to meet debt payments.

However, this fund’s financial problems should fix themselves in two years. We are currently spending over \$400,000 on principal and interest for a bond that will be paid off in July of 2023. Without this debt service obligation, the parking system will rapidly recover.

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. At this time A.E.W is preparing a proposed water and sewage user rate charge, which if adopted would go into effect for purchases made as of July 1, 2021.

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

A similar study may be needed for the sewage treatment plant. We may be facing significant capital needs there too. Also, the state’s new lead and copper rules make the city responsible for replacing an unknown number of privately owned water service lines.

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

Budget Highlights

Transmittal Letter

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 owned by the motor pool fund. This is an intergovernmental service fund which is required to use full accrual accounting, just like a business, so the value of all equipment is capitalized and depreciated. As of June 30, 2021, our projected unaudited balance sheet shows machinery and equipment assets at \$4.8 million with accumulated depreciation on those assets of \$4.5 million. Cash and other liquid assets are only \$150,000. 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.

Pension and OPEB

The Mount Clemens Employees Retirement System is remarkably well funded. As of June 30, 2020, general employee pension obligations were 97.6% funded and police/fire obligations were 88.4% 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 12.4% for general employees and 39.64% for firefighters. Due to improved investment performance the city could be near 100% funded as of June 30, 2021.

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 \$51,739,737 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 liabilities of \$36,026,034 and we are expecting the new actuarial valuation will show a further decline in liabilities. Never-the-less, we will still be far from properly funding this liability.

Summary

In spite of the COVID pandemic, Mount Clemens made significant progress in 2020-21. The general fund is projected to finish the year in a much stronger position than we planned, and we are projecting a surplus in 2021-22. The special revenue funds are financially solid. The pension fund is in good shape and OPEB is improving.

However, we have a very long way to go. We have serious problems in all the enterprise funds and in the motor pool fund. The street funds look good if you only look at the financials, but not so good when you look at the PASER report or drive on our roads. Then you see the result of a long history of inadequate investment.

We are not going to be able to fix all of Mount Clemens' problems, at least not in any reasonably short period of time. We can only work hard to make continuous improvements and constantly make things better for our residents, businesses, and visitors.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Donald E. Johnson". The signature is written in a cursive, flowing style.

Donald E Johnson
City Manager

Budget Highlights

Budget Resolutions

Resolution One: Annual Budget Resolution and General Appropriations Act

Be it resolved; this and the following resolutions constitute the City of Mount Clemens General Appropriations Act for the fiscal year beginning on July 1, 2021 and ending on June 30, 2022.

Be it further resolved; the 2021-22 City of Mount Clemens annual budget for each fund is hereby appropriated as follows:

General Fund

Revenue	
Taxes	7,553,700
Grants	2,126,187
Interest, Rents & Contributions	363,800
Other	
Transfers	
Licenses, Charges & Fines	1,009,350
Total Revenue	<u>11,053,037</u>
Expenditures	
General Government	2,040,669
Public Safety	5,207,567
Public Works	522,006
Community & Economic Dev	685,500
Recreation	461,559
Other- Insurance & Benefits	658,000
Transfers Out & Other Uses	1,450,500
Total Expenditures	<u>11,025,801</u>
Change In Fund Bal or Net Assets	<u>27,236</u>

Budget Highlights

Budget Resolutions

Major Street Fund

Revenue

Taxes	
Grants	1,352,050
Interest, Rents & Contributions	14,000
Other	40,000
Transfers	
Licenses, Charges & Fines	
Total Revenue	<u>1,406,050</u>

Expenditures

General Government	
Public Safety	
Public Works	1,202,973
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>5,000</u>
Total Expenditures	<u>1,207,973</u>

Local Street Fund

Revenue

Taxes	
Grants	755,700
Interest, Rents & Contributions	
Other	5,000
Transfers	
Licenses, Charges & Fines	
Total Revenue	<u>760,700</u>

Expenditures

General Government	
Public Safety	
Public Works	604,586
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>3,000</u>
Total Expenditures	<u>607,586</u>

Budget Highlights

Budget Resolutions

Dial a Ride Fund

Revenue

Taxes	339,900
Grants	76,500
Interest, Rents & Contributions	
Other	2,000
Transfers	
Licenses, Charges & Fines	<u>35,000</u>
Total Revenue	453,400

Expenditures

General Government	
Public Safety	
Public Works	
Community & Economic Dev	432,496
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>36,700</u>
Total Expenditures	469,196

Public Improvement Revolving Fund

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	
Other	
Transfers	
Licenses, Charges & Fines	<u>58,000</u>
Total Revenue	58,000

Expenditures

General Government	
Public Safety	
Public Works	58,000
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	
Total Expenditures	<u>58,000</u>

Budget Highlights

Budget Resolutions

Special Revenue Funds - Component Units

Tax Increment Financing Authority

Revenue

Taxes	250,000
Grants	
Interest, Rents & Contributions	1,000
Other	
Transfers	
Licenses, Charges & Fines	
Total Revenue	<u>251,000</u>

Expenditures

General Government	1,000
Public Safety	
Public Works	
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>250,00</u>
Total Expenditures	<u>251,000</u>

Downtown Development Authority

Revenue

Taxes	42,000
Grants	
Interest, Rents & Contributions	2,500
Other	
Transfers	250,000
Licenses, Charges & Fines	<u>30,000</u>
Total Revenue	<u>324,500</u>

Budget Highlights

Budget Resolutions

Expenditures

General Government	
Public Safety	
Public Works	
Community & Economic Dev	324,500
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	
Total Expenditures	<u>324,500</u>
Change in Fund Balance	<u>32,250</u>

Capital Improvement - Sidewalk Safety Fund

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	
Other	
Transfers	250,000
Licenses, Charges & Fines	450,000
Total Revenue	<u>700,000</u>

Expenditures

General Government	
Public Safety	
Public Works	752,000
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	
Total Expenditures	<u>752,000</u>

Budget Highlights

Budget Resolutions

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

Internal Service Fund - Motor Pool

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	803,447
Other	3,000
Transfers	
Licenses, Charges & Fines	<u>15,000</u>
Total Revenue	821,447

Expenditures

General Government	
Public Safety	
Public Works	795,447
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>26,000</u>
Total Expenditures	821,447

Change in Fund Bal or Net Assets	<u>0</u>
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Enterprise Funds

Automobile Parking System Fund

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	
Other	
Transfers	302,777
Licenses, Charges & Fines	<u>357,500</u>
Total Revenue	660,277

Budget Highlights

Budget Resolutions

Expenditures

General Government	
Public Safety	
Public Works	382,377
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	446,700
Total Expenditures	<u>829,077</u>
Change in Net Assets	<u>168,800</u>

Sewage Treatment Fund

Revenue

Taxes	
Grants	75,000
Interest, Rents & Contributions	6,000
Other	500
Transfers	
Licenses, Charges & Fines	4,965,000
Total Revenue	<u>5,046,500</u>

Expenditures

General Government	
Public Safety	
Public Works	4,792,608
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	246,350
Total Expenditures	<u>5,08958</u>
Change in Net Assets	<u>7,542</u>

Budget Highlights

Budget Resolutions

Water Fund

Revenue

Taxes	
Grants	75,000
Interest, Rents & Contributions	3,000
Other	1,000
Transfers	
Licenses, Charges & Fines	<u>3,375,000</u>
Total Revenue	<u>3,454,000</u>

Expenditures

General Government	
Public Safety	
Public Works	2,951,817
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	<u>568,900</u>
Total Expenditures	<u>3,520,717</u>

Change in Net Assets 66,717

Solid Waste Fund

Revenue

Taxes	107,450
Grants	7,000
Interest, Rents & Contributions	2,000
Other	
Transfers	
Licenses, Charges & Fines	<u>770,400</u>
Total Revenue	<u>886,850</u>

Budget Highlights

Budget Resolutions

Expenditures

General Government	
Public Safety	
Public Works	876,802
Community & Economic Dev	
Recreation	
Other- Insurance & Benefits	
Transfers Out & Other Uses	10,000
Total Expenditures	<u>886,802</u>

Change in Net Assets	<u>48</u>
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Ice Arena Fund

Revenue

Taxes	
Grants	
Interest, Rents & Contributions	
Other	
Transfers	
Licenses, Charges & Fines	1,403,000
Total Revenue	<u>1,403,000</u>

Expenditures

General Government	
Public Safety	
Public Works	
Community & Economic Dev	
Recreation	1,544,300
Other- Insurance & Benefits	
Transfers Out & Other Uses	40,800
Total Expenditures	<u>1,585,100</u>

Change in Net Assets	<u>182,100</u>
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Budget Highlights

Budget Resolutions

Resolution Two: Tax Rates Also 2021-22

Be it resolved; the general operating levy for the 2021-22 fiscal year is established at 19.50250 mills, and

Be it resolved; the voted dial-a-ride levy for the 2021-22 fiscal year is established at 0.89090 mills, and

Be it resolved; the voted pension levy for the 2021-22 fiscal year is established at 0.89090 mills; and,

Be it resolved; the sanitation levy authorized by Public Act 298 for the 2021-22 fiscal year is established at 0.3 mills, and

Be it resolved; the total city-wide millage for 2021-22 shall be 21.5843 mills, and

Be it resolved; the Downtown Development Authority levy for the 2021-22 fiscal year for the area designated by ordinance as the downtown district is established at 1.57562 mills, and

Be it finally resolved, the 1.57820 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 2021, 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 Highlights

Budget Resolutions

Resolution Four: Financial Policies

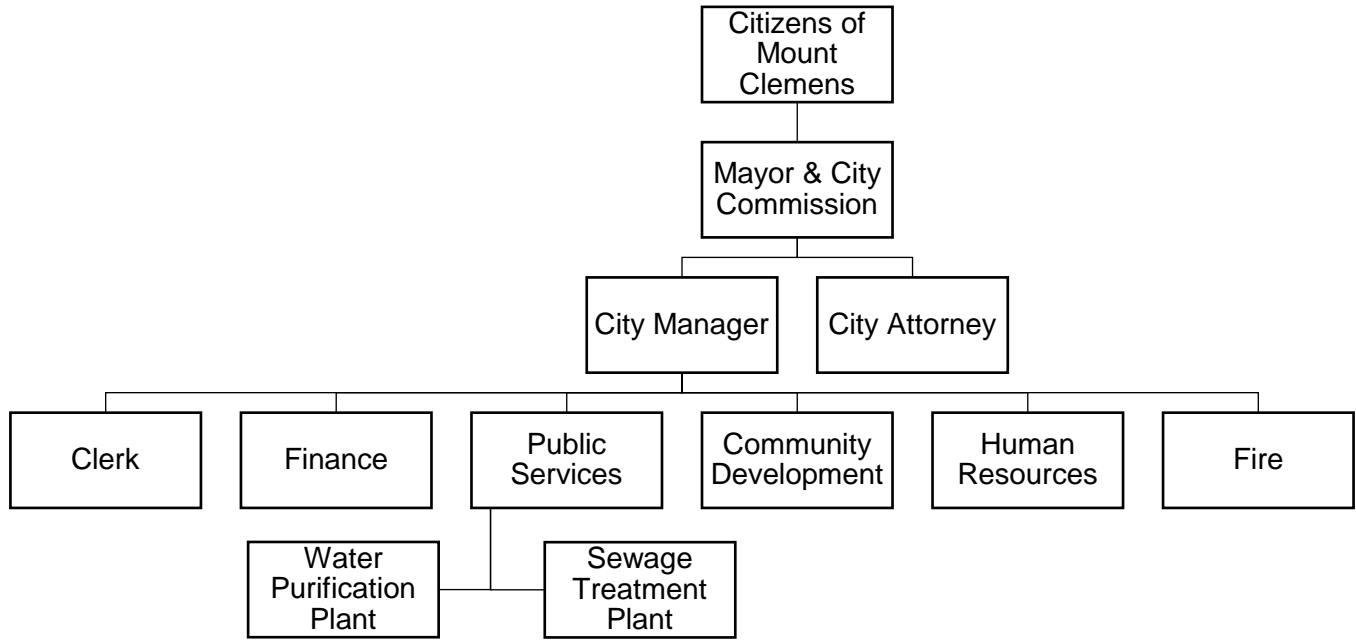
Whereas, the City of Mount Clemens has established a set of financial policies, and

Whereas, it is prudent to regularly review and update those policies and to add new ones as needed,

Now, therefore, be it resolved, the City of Mount Clemens reaffirms its existing financial policy on investments, adopts the revised policy on fund balances, and adopts the new policies on debt management, capital assets, capital improvement projects, pension contributions and OPEB contributions..

Budget Highlights

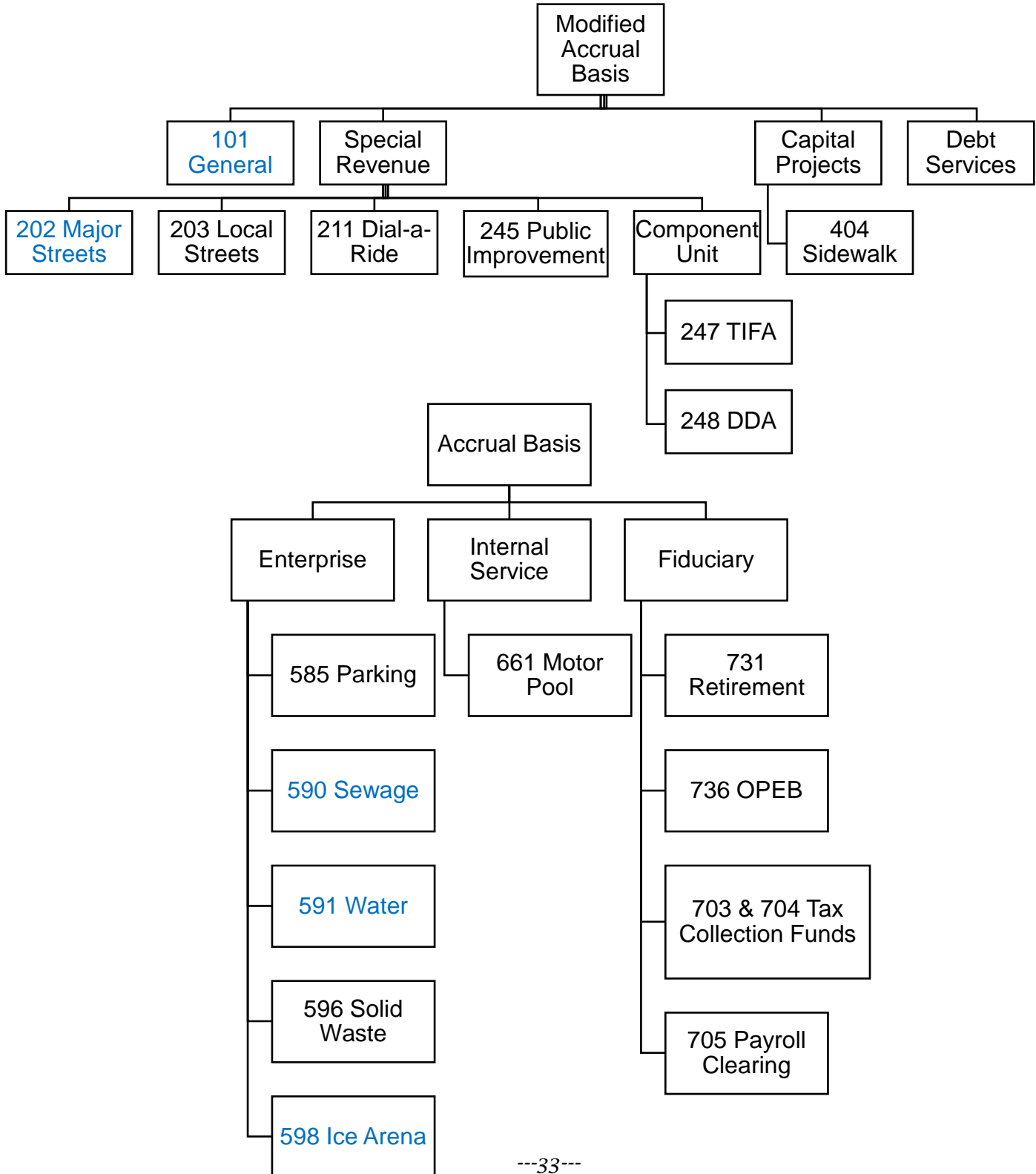
Organizational Chart



Budget Highlights

Financial Organizational Chart

Financial Organizational Chart



Budget Highlights

Financial Organizational Chart

The City of Mount Clemens, like almost all cities, is composed of multiple economic entities called “funds.” A fund is an independent, self-balancing, group of accounts. Many were established to comply with state requirements, or Government Accounting Standards Board requirements. Some were established for our convenience.

Different types of funds are subject to different accounting practices. Governmental funds (general and special revenue), capital improvement funds and debt service funds must use modified accrual accounting. Enterprise funds, Internal Service Funds and Fiduciary Funds must use full accrual accounting.

Full accrual accounting is essentially the same as accounting for private sector for profit organizations. Revenues are recognized when earned, expense are recognized when incurred and capital assets are recorded as assets and depreciated.

In modified accrual accounting, revenue is recognized when “measurable and collectable,” expenditures when incurred, and capital purchases are treated as expenditures of the period when obtained. There is no depreciation.

This is often the cause of confusion for users of governmental financial statements. “Fund balance” in a governmental type fund essentially represents cash and other assets which are always relatively liquid less liabilities. The same term is often applied, incorrectly, to the bottom line of an enterprise fund’s balance sheet where it includes the value of capital assets such as machinery, equipment, buildings, and land, less accumulated depreciation. An accrual-based entity can have significant asset value but little cash. We see exactly that if we look at any of Mount Clemens’ enterprise or internal service funds.

In the financial organization chart, funds classified as “major funds” use blue text while the “non-major” funds are in black text. Major funds are those whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least ten percent of corresponding totals for all governmental or enterprise funds and at least five percent of the aggregate amount for all governmental and enterprise funds. Any other fund may be reported as major if the government’s officials believe that fund is particularly important to financial statement users.

Budget Highlights

Personnel Summary

	2014		2015		2016		2017		2018		2019		2020		2021	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Assessing																
Administrative Assistant	1		1		1		1		1		1		1		0	
TOTALS	1	0	1	0	1	0	1	0	1	0	1	0	1	0	0	0
City Clerk																
City Clerk	1		1										1		1	
Deputy City Clerk	1		1		1		1		1		1		1		1	
TOTALS	2	0	2	0	1	0	1	0	1	0	1	0	2	0	2	0
City Manager																
Administrative Assistant	1		1													
Confidential Exec. Secretary							1		1		1		1			
Confidential Exec. Assistant															1	
City Manager			1										1		1	
Interim City Manager/Clerk					1		1		1		1					
TOTALS	1	0	2	0	1	0	2	0	2	0	2	0	2	0	2	0
Community Development																
Director	1		1		1		1		1		1		1		1	
Administrative Assistant	1		1		1		1		1		1		1		1	
Department Secretary																
Planner					1		1									
Blight Enf. Officer	2		2		2		2		2		2		2		2	
Building Official																
P/T Mechanical Inspector																
P/T Electrical Inspector																
P/T Rental Inspector																
P/T Plumbing Inspector																
TOTALS	4	0	4	0	5	0	5	0	4	0	4	0	4	0	4	0

Budget Highlights

Personnel Summary

	2014		2015		2016		2017		2018		2019		2020		2021	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Dial-A-Ride																
DAR Supervisor	1		1		1		1		1		1		1		1	
P/T Dispatcher		2		2		2		2		2		2		2		2
P/T Driver		8		7		8		7		7		7		7		4
TOTALS	1	10	1	9	1	10	1	9	1	9	1	9	1	9	1	6
DDA																
DDA Director																
TOTALS																
Finance																
Finance Director	1		1		1		1		1		1		1		1	
Deputy Treasurer	1		1		1		1		1		1		1		1	
Asst. to Finance Director	1		1													
Deputy Finance Director					1		1		1							
Finance Assistant													1		1	
Accounting Technician I	1		1		1		1		1		1		1			
Accounting Technician II															1	
Administrative Assistant															1	
Adm. Clerk.							1						1		1	
Clerk/Typist	2		2		2		1		1		2					
TOTALS	6	0	6	0	6	0	6	0	5	0	5	0	5	0	6	0
Fire																
Captain	3		3		3		3		3		3		3		3	
Sergeant/Lieutenant	3		3		3		3		3		2		3		3	
Firefighter	6		6		6		6		6		6		4		6	
Inspector																
Administrative Asst.	1		1		1		1		1		1		1		1	
TOTALS	13	0	13	0	13	0	13	0	13	0	12	0	11	0	13	0

Budget Highlights

Personnel Summary

	2014		2015		2016		2017		2018		2019		2020		2021	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Human Resources																
Human Resources Director							1		1		1		1		1	
Confidential Exec. Secretary	1		1													
Human Resources Assistant					1				1							
Payroll & Benefit Coordinator													1		1	
TOTALS	1	0	1	0	1	0	1	0	2	0	1	0	2	0	2	0
Public Housing																
Director	1		1		1											
Manager																
Department Secretary	1		1													
Housing Acct. Clerk	1															
Acct Tech I.																
Maintenance Worker	3		3		3											
TOTALS	6	0	5	0	4	0										
Purchasing																
Purchasing Assistant II	1		1		1		1		1		1		1		1	
TOTALS	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0
Public Services																
Public Services Director	1		1		1											
Public Services Director/Asst. City Manager							1		1		1		1		1	
Dept. Secretary	1		1													
Administrative Assistant					1		1		1		1		1		1	
P/T Parking Code Enf Off		1														
Code Enf. Officer I	2		2		2		2		2		2		1		1	
Code Enf. Officer II													1		1	
Crew Leader	2		2		2		2		2		2		2		2	
Maintenance Worker	4		4		4		4		4		4		3		4	

Budget Highlights

Personnel Summary

	2014		2015		2016		2017		2018		2019		2020		2021	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Mechanic II	1		1		2		2		2		1		2		1	
Mechanic I			1													
Traffic Control Tech.	1		1		1		1		1		1		1		1	
TOTALS	12	1	13	0	13	0	13	0	13	0	12	0	12	0	12	0
Utilities																
<u>Water Filtration Plant</u>																
Utilities Supervisor							1		1		1		1		1	
Chief Water Filt. Operator	1		1		1											
Operator	3		3		2		4		4		4		4		3	
<u>WWTP</u>																
Director							1		1							
Utilities Supervisor											1		1			
Administrative Asst.	1		1		1		1		1		1		1		1	
Crew Leader	1		1		1		1		1						1	
Operator	4		4		4		3		4		4		4		3	
Laboratory Technician II	1		1		1		1		1		1		1		1	
<u>Water & Sewer Crew</u>																
Crew Leader	1		1		1		1		1		1		1		1	
Water Dist. Asst. Crew Leader	1		1		1		1		1		1		1		1	
Maintenance Worker	2		2		2		2		2		2		2		2	
Water Meter I	1		1		1		1		1		1		1		1	
TOTALS	16	0	16	0	15	0	17	0	18	0	17	0	17	0	15	0
	64	11	65	9	62	10	61	9	61	9	57	9	58	9	58	6
GRAND TOTALS	75		74		72		70		70		66		67		64	

Capital Asset Policy

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

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

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

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

<u>Assets</u>	<u>Years</u>
Buildings and renovations	25-50
Improvements	10-20
Infrastructure	15-30
Vehicles Equipment Intangibles	5- 8
Equipment	5-10
Intangibles	10

Budget Highlights

Budget Policies

Budget Policies

Capital Improvement Project Policy

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

Examples include:

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

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

Explanations of the option type of project are as follows:

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

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

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

Explanation of the options for project priority are as follows:

Budget Highlights

Budget Polices

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

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

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

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

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

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

Budget Highlights

Budget Policies

Debt Management

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

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

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

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

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

Policy:

- The city shall exhibit purposeful restraint in incurring debt.
- The city shall refrain from issuing short-term debt which requires repeated annual appropriation.
- Long-term debt will not be used for operations except for legacy costs.
- Long-term debt will be confined to capital improvements and legacy costs that cannot be continually financed from current revenue.
- The payback period of the debt will not exceed the expected useful life of the project.
- Total city general obligation debt, including loans and contractual obligations, will not exceed ten percent (10%) of the total taxable valuation of taxable property.
- The city will maintain good communications with bond rating agencies about its financial condition and will follow a policy of continual disclosure on every financial report and bond prospectus.
- The city will strive to maintain a minimum bond rating of AA-, or the equivalent.

Fund Balance Policy

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

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

Policy:

It shall be the policy of the City of Mount Clemens to maintain an unassigned and unreserved fund balance in the general fund at least equal to fifteen percent (15%) of budgeted expenditures but not more than forty percent (40%) of budgeted expenditures. This shall be measured using the results of the annual audit and corrected in the next approved budget.

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

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

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

Budget Highlights

Budget Policies

Investment Policy

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

Scope:

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

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

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

Objectives:

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

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

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

Budget Highlights

Budget Policies

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

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

Delegation of authority to make investments:

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

Authorized investments:

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

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

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

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

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

Bankers' acceptances of United States banks.

Budget Highlights

Budget Polices

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

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

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

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

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

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

Authorized financial institutions and brokers/dealers:

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

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

Budget Highlights

Budget Policies

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

Safekeeping & custody:

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

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

Prudence:

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

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

Ethics & conflicts of interest:

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

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

Budget Highlights

Budget Policies

related to the performance of this jurisdiction's portfolio. Officials and employees shall subordinate their personal investment interests to those of this city.

Internal controls

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

Reporting

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

Retirement (Pension) Contributions Policy

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

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

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

Budget Highlights

Budget Policies

Other Post-Employment Benefits Contributions Policy

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

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

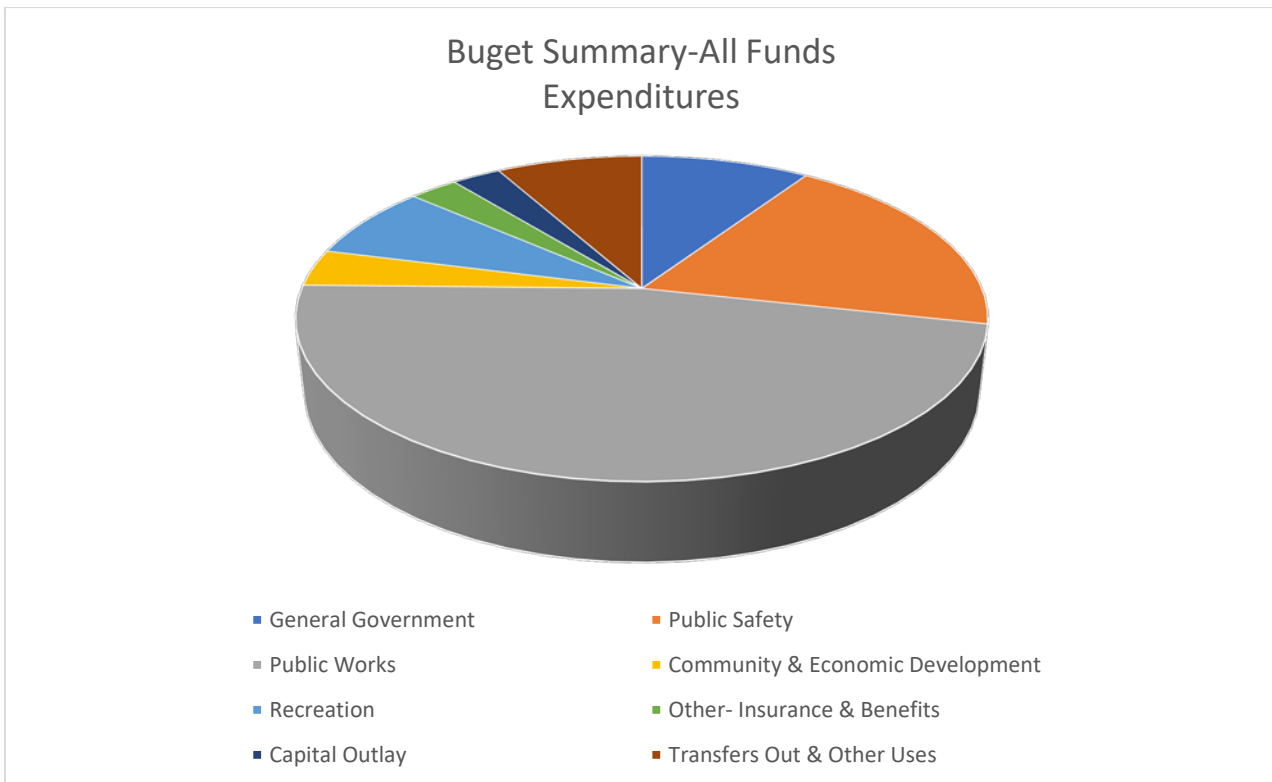
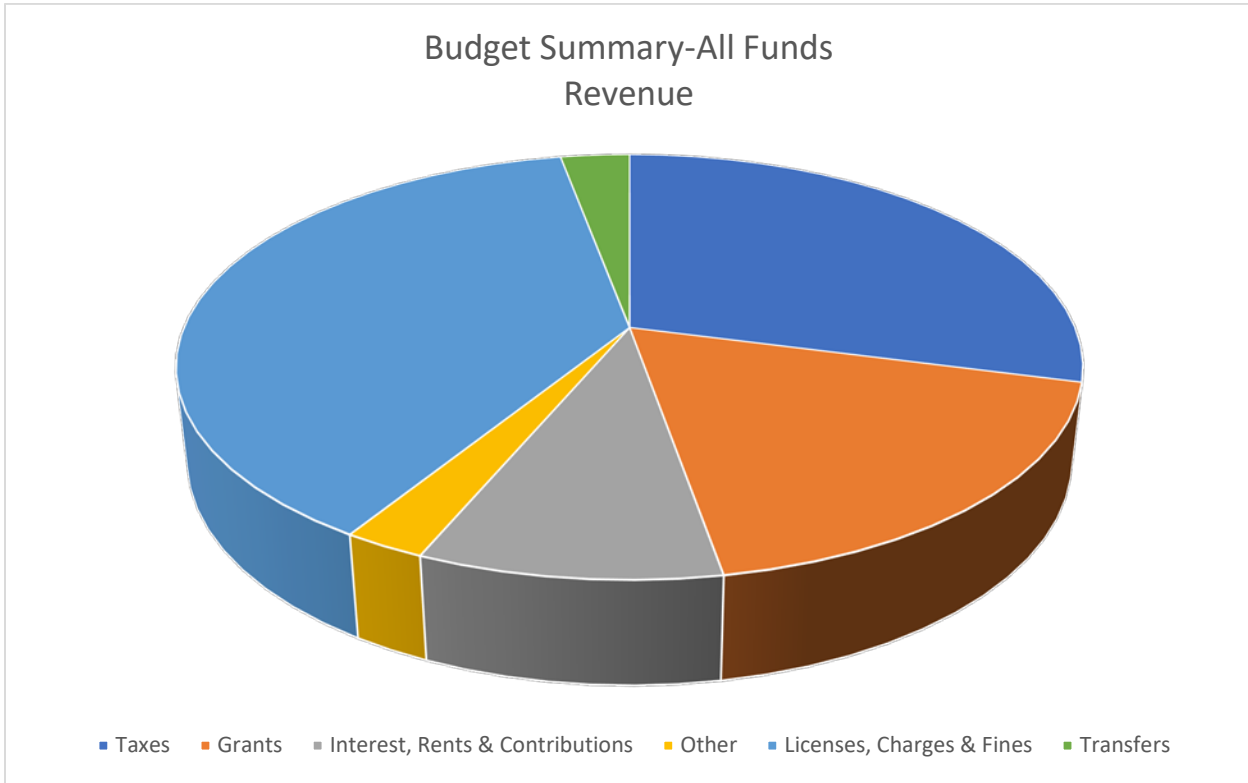
Budget Highlights

Budget Summary

Budget Summary- All Funds	General	Special Revenue	Enterprise	Motor Pool	Sidewalk
Revenues					
Taxes	7,185,750	613,350	182,450	0	0
Grants	2,459,187	2,364,800	157,000	0	0
Interest, Rents & Contributions	245,500	18,000	1,436,500	803,447	0
Other	133,500	74,500	23,500	3,000	450,000
Licenses, Charges & Fines	1,029,100	93,000	9,345,900	15,000	0
Transfers	0	250,000	305,277	0	250,000
Total Revenue	11,053,037	3,413,650	11,450,627	821,447	700,000
Expenditures					
General Government	1,954,169	636,646	0	0	0
Public Safety	5,254,573	0	0	0	0
Public Works	475,000	1,736,559	9,892,754	795,447	0
Community & Economic Development	685,500	324,250	0	0	0
Recreation	461,559	0	1,585,100	0	0
Other- Insurance & Benefits	658,500	84,850	0	0	0
Capital Outlay	0	0	0	0	752,000
Transfers Out & Other Uses	1,536,500	295,700	382,800	26,000	0
Total Expenditures	11,025,801	3,078,005	11,860,654	821,447	752,000
	0	0	0	0	0
Change In Fund Balance or Net Assets	27,236	335,645	(410,027)	0	(52,000)
Projected YE Change in FB or NA	(120,114)	774,499	(781,821)	(37,950)	258,000
Beg. Fund Balance or Net Assets	6,787,832	4,125,673	35,617,058	552,614	255,186
Ending Fund Balance or Net Assets	6,694,954	5,235,817	34,425,210	514,664	461,186

Budget Highlights

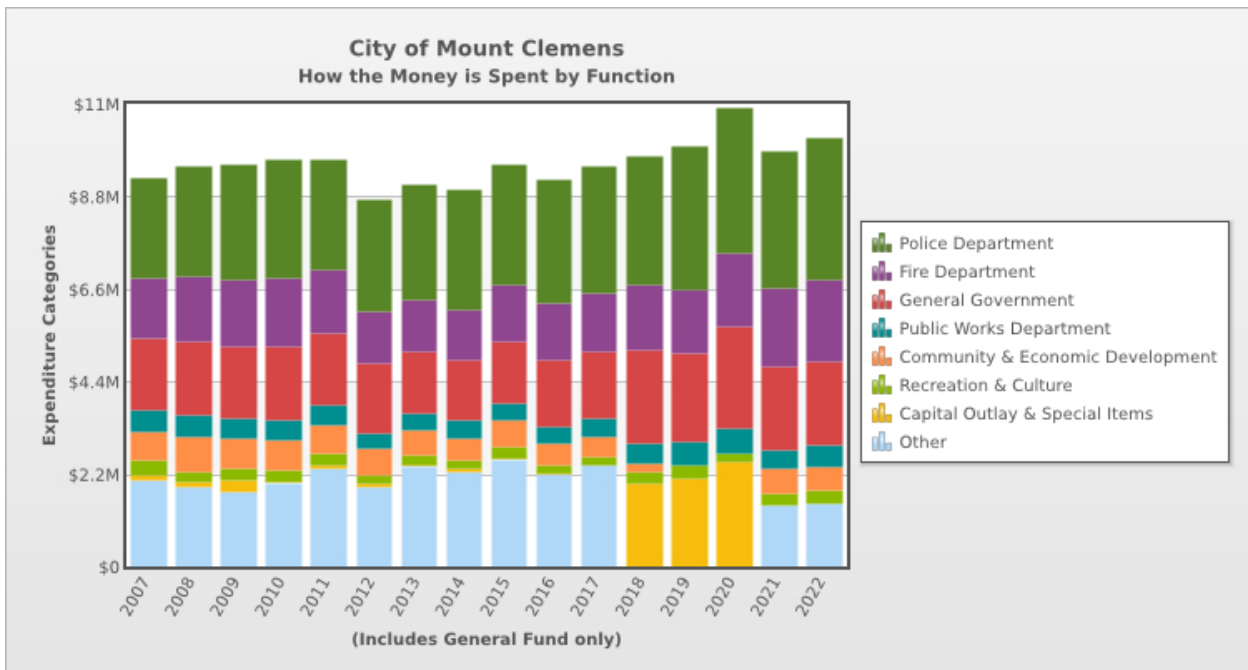
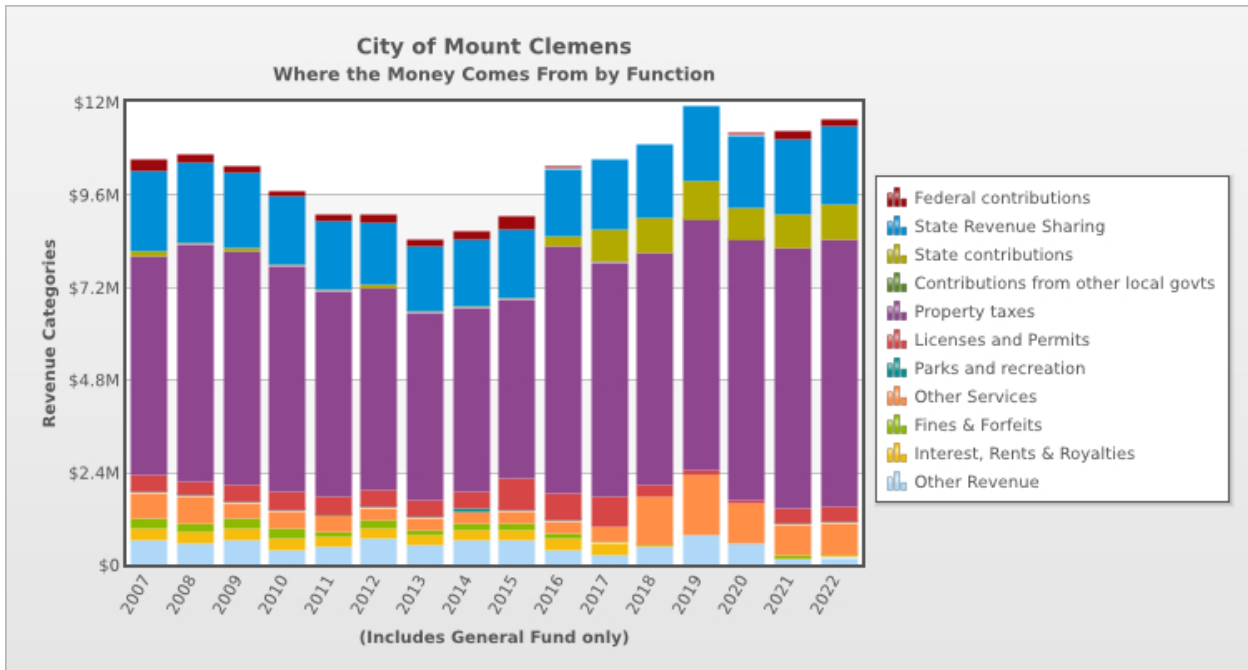
Budget Summary

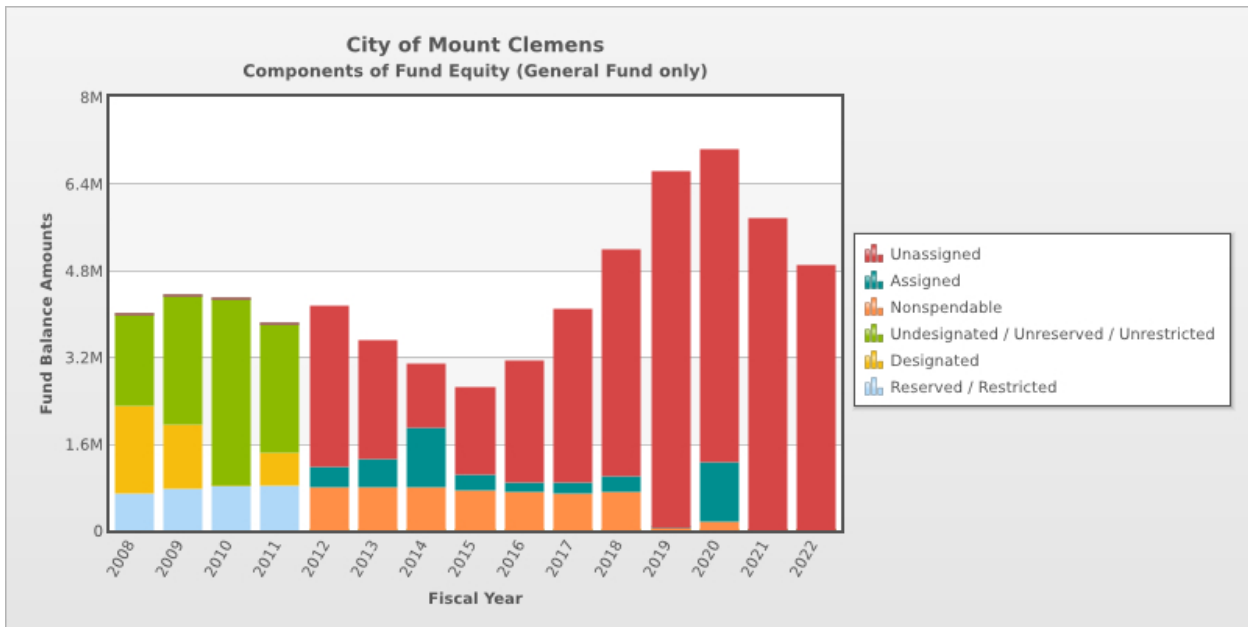
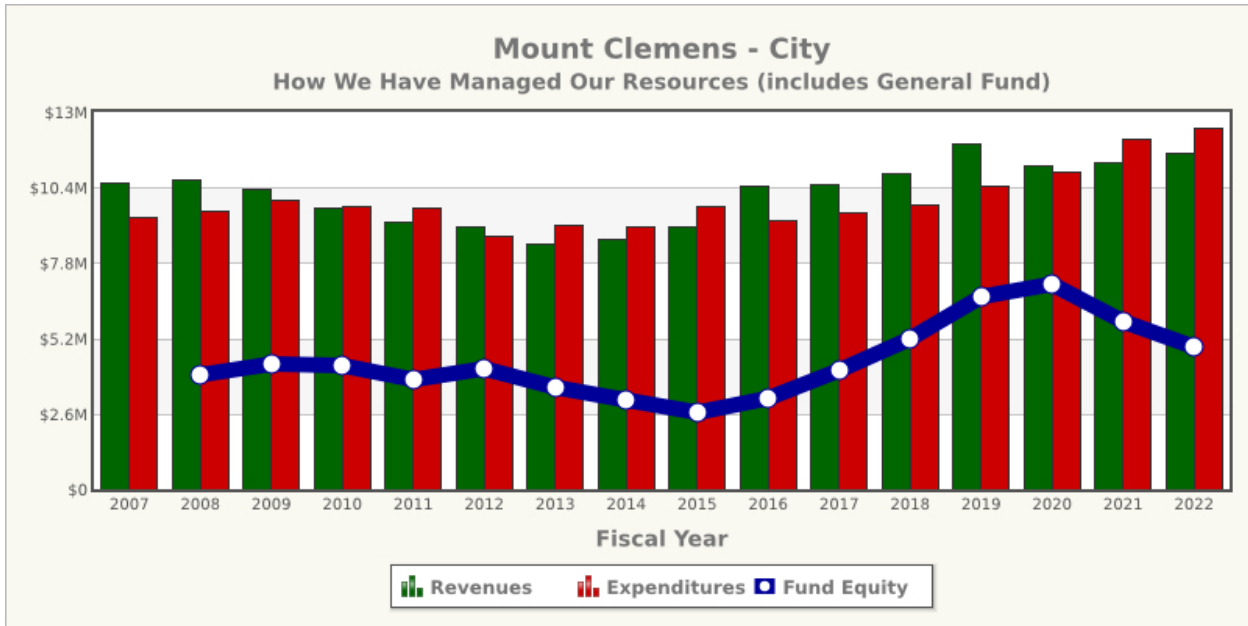


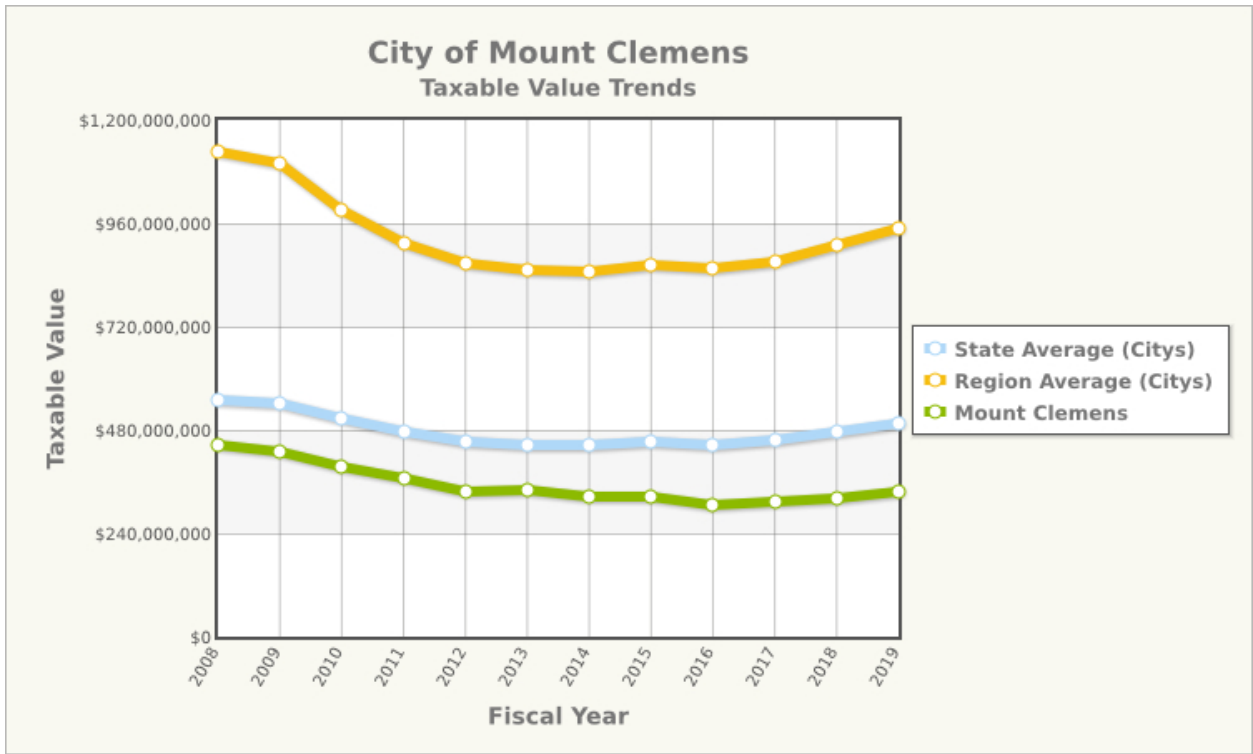
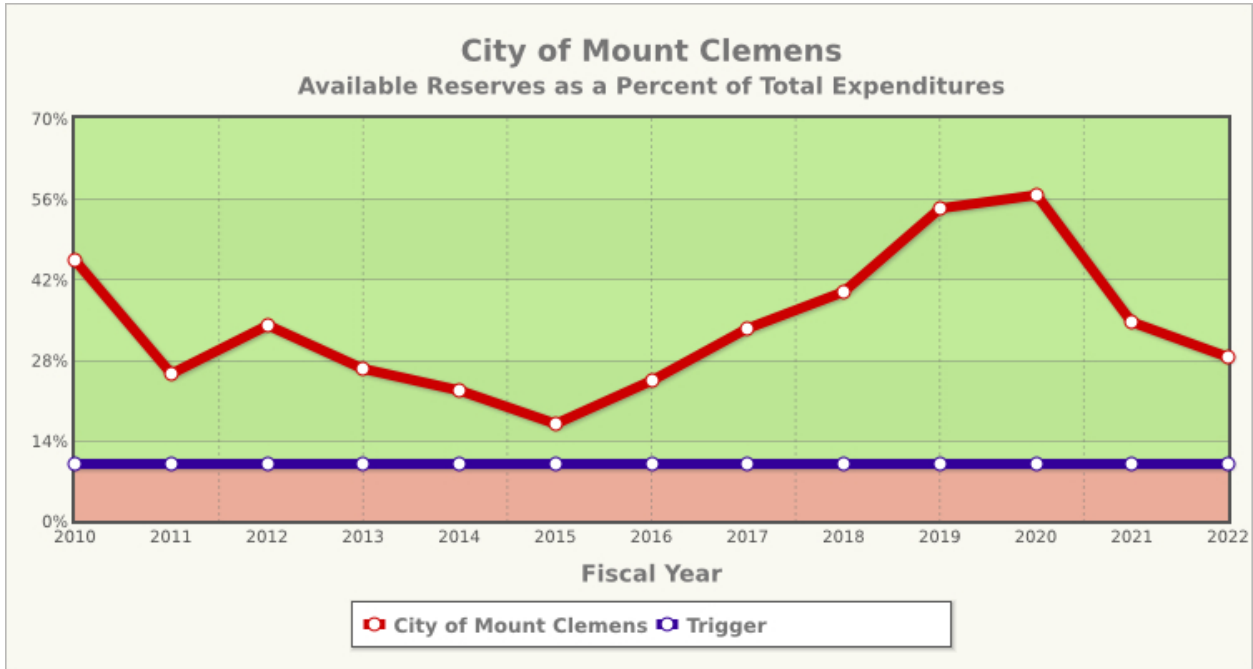
Budget Highlights

Budget Summary

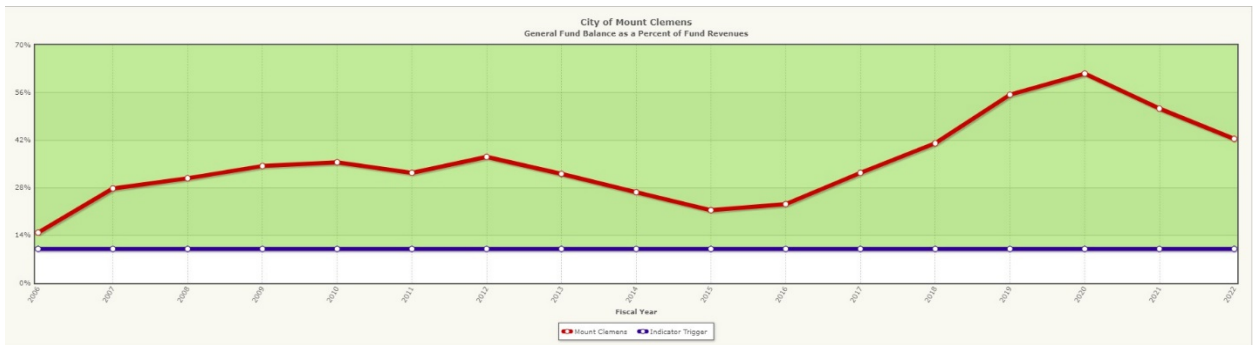




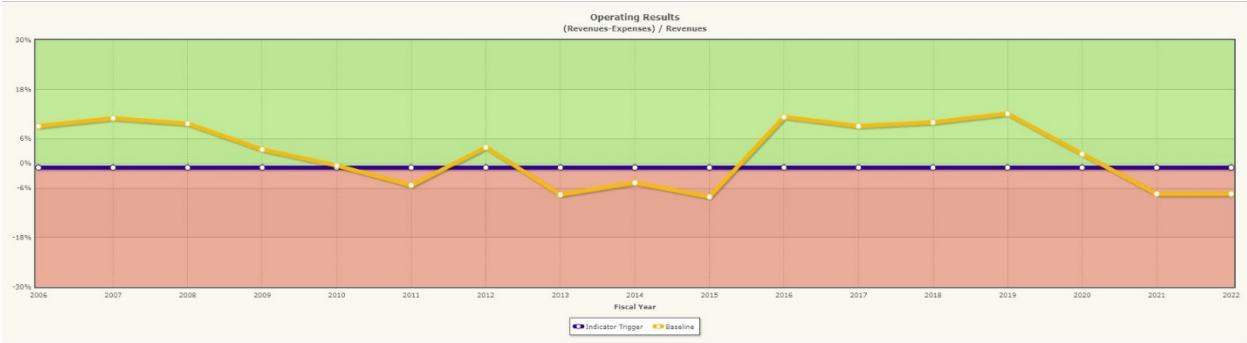


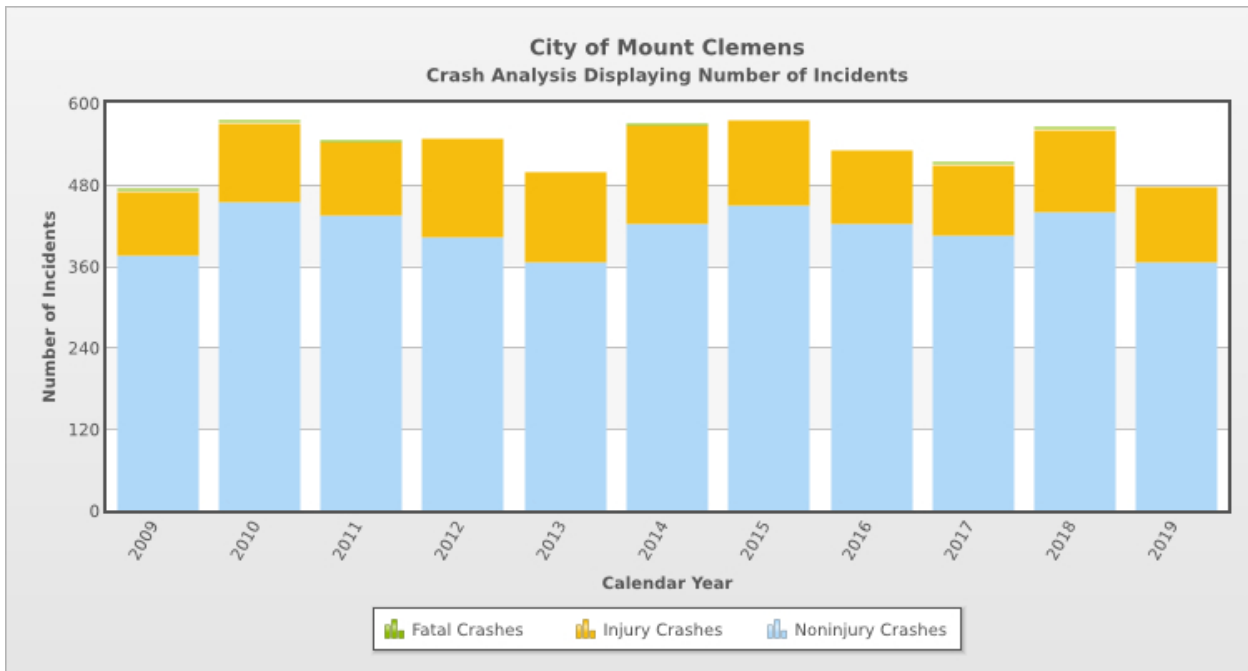
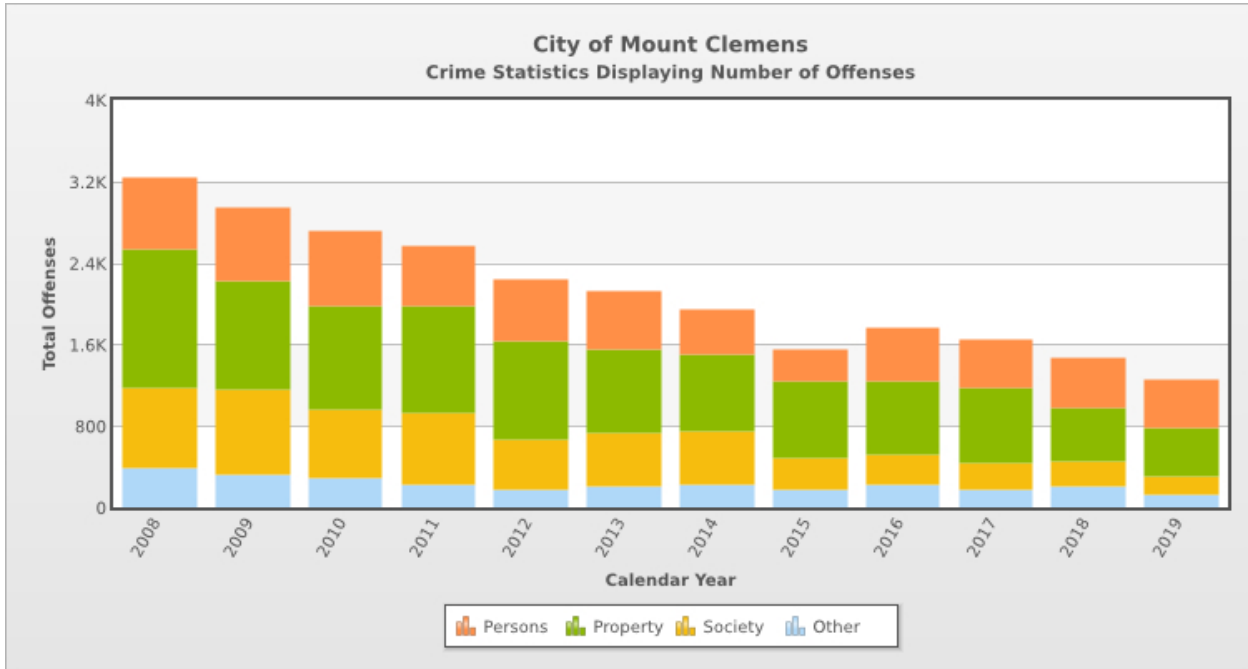


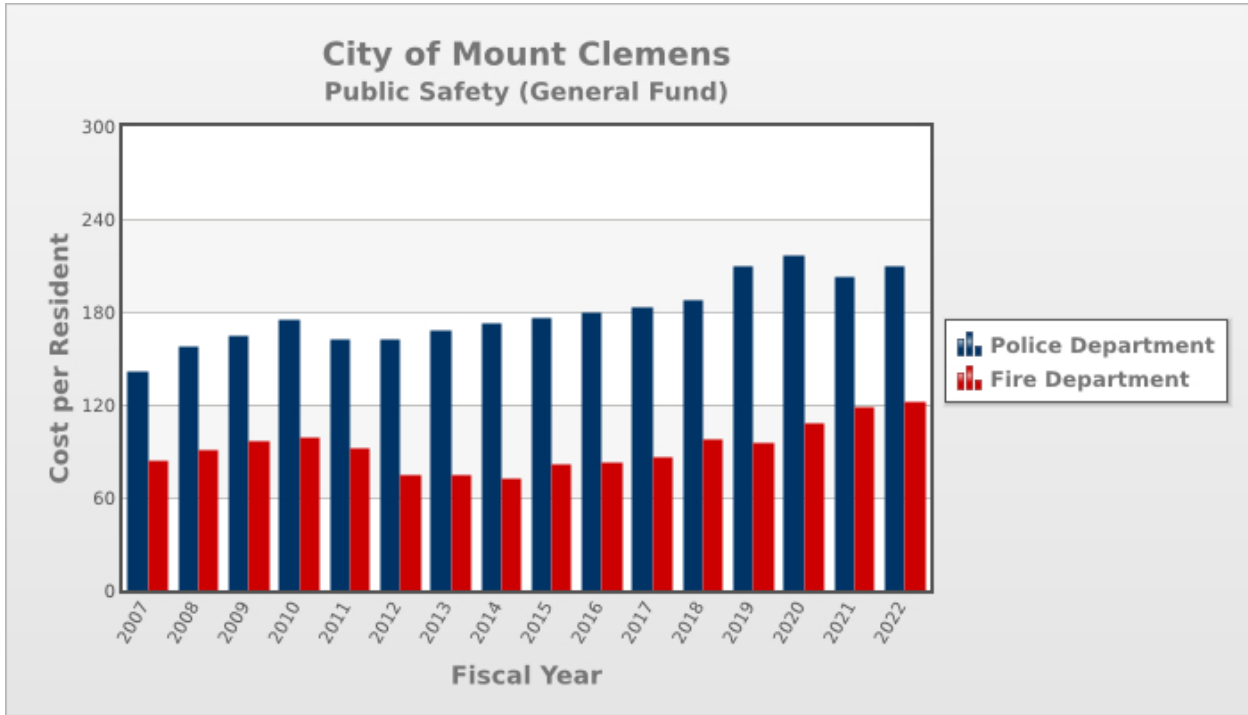
Financial Trends



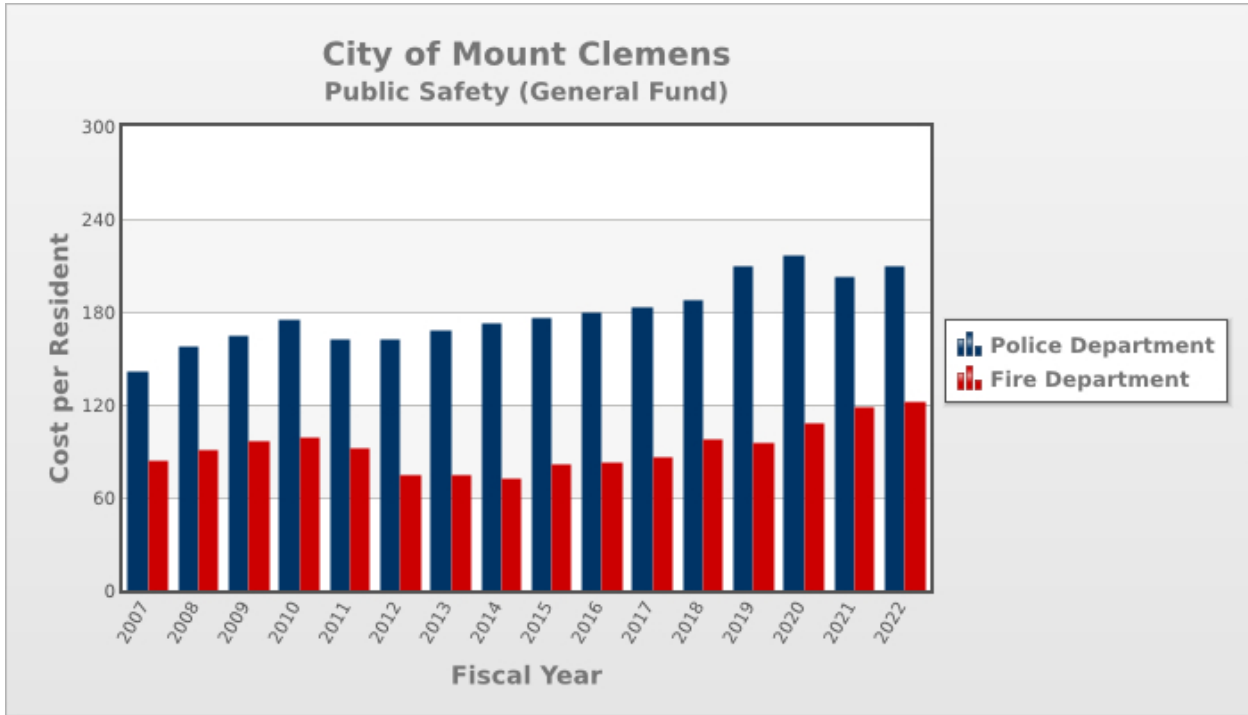
Financial Trends





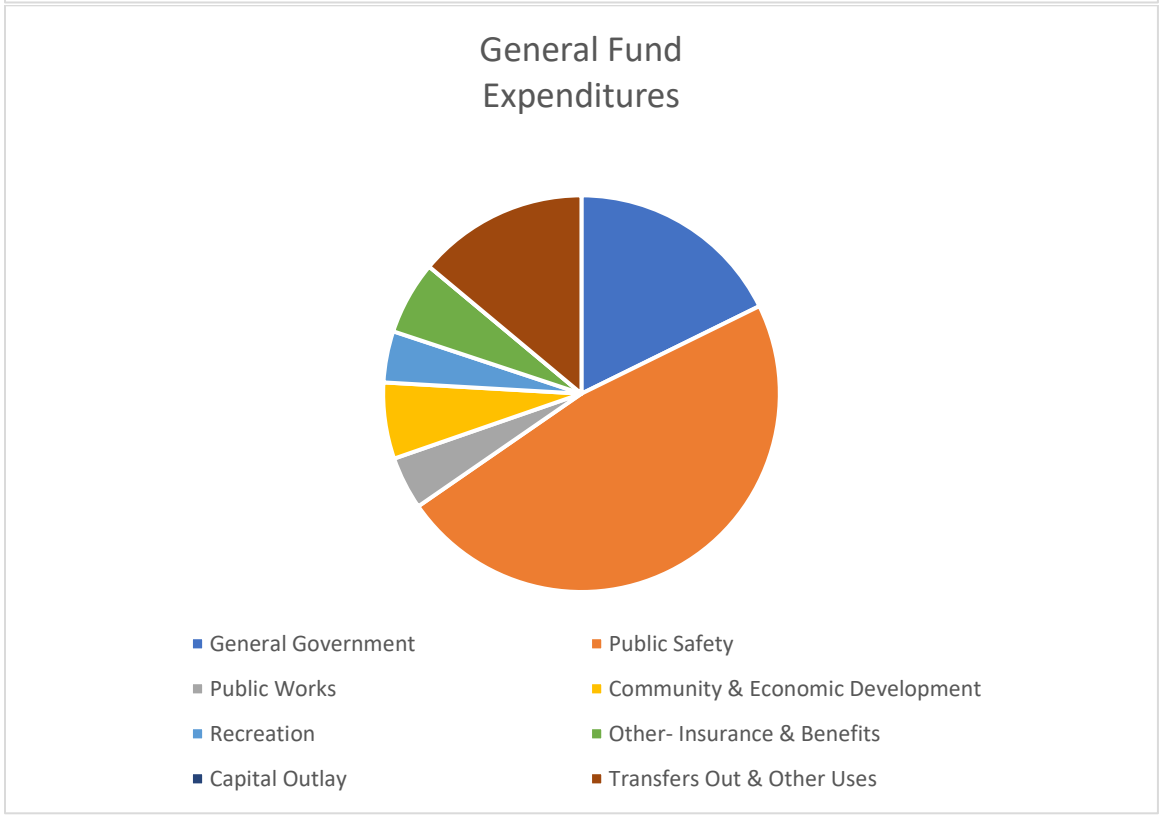
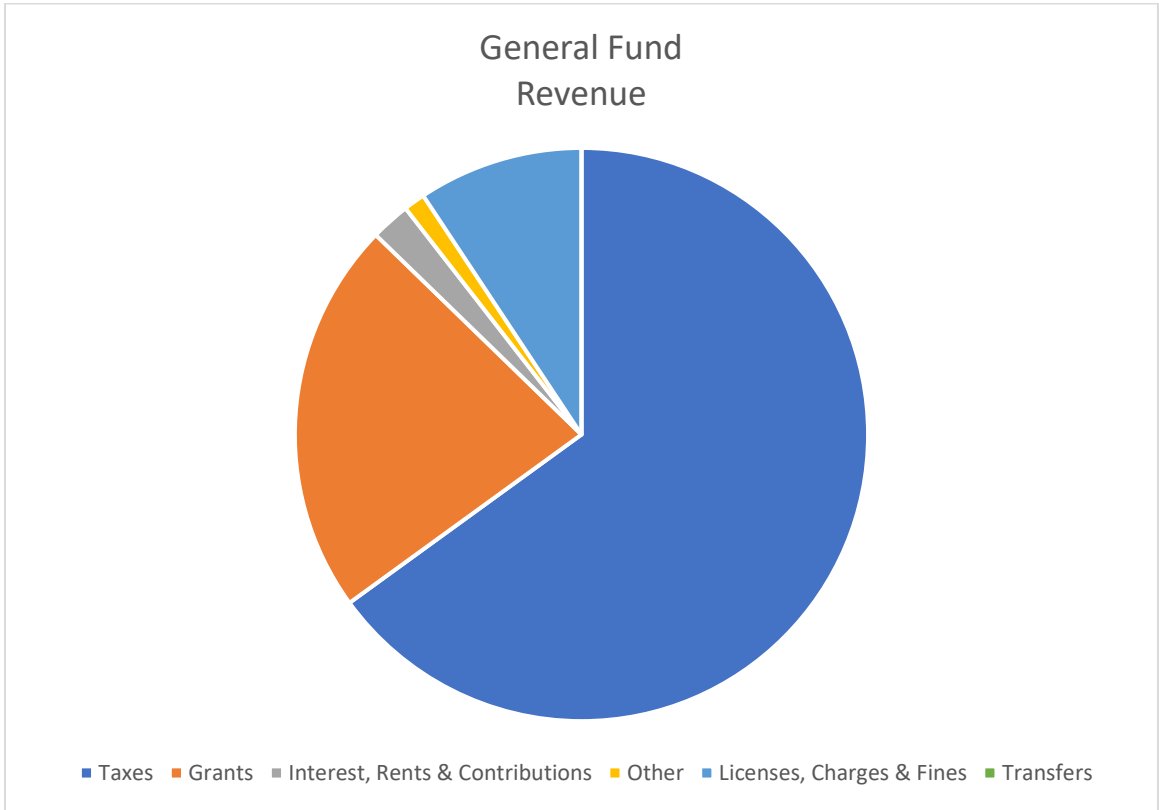


Debt Report is unchanged from last year. Need to add Arena bonds. Run fr



General Fund

Summary



---City of Mount Clemens 2021-22 Recommended Budget---

General Fund

Summary

Fund 101 - General Fund

Estimated Revenues	Taxes	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fines	Transfers	Total
2018-19 Actual	6,588,540	2,925,159	343,108	719,585	1,373,077		11,949,469
2019-20 Actual	6,849,041	2,718,337	208,197	298,141	957,583		11,031,299
2020-21 2/28/2021	6,495,201	1,445,701	129,364	99,218	619,611	1,000	8,790,095
2020-21 Budget	6,876,000	2,964,433	241,600	120,500	1,025,200		11,227,733
2020-21 Projected	6,888,000	2,964,453	240,900	156,500	1,132,850		11,382,703
2021-22 Dept. Request	7,100,650	2,609,187	245,500	133,500	1,029,100		11,117,937
2021-22 Recommended	7,185,750	2,459,187	245,500	133,500	1,029,100		11,053,037
2021-22 Adopted							
2022-23 Forecast	7,301,790	2,505,912	250,165	136,037	1,048,654		11,242,558
2023-24 Forecast	7,427,009	2,556,030	255,169	138,759	1,069,630		11,446,597
2024-25 Forecast	7,569,232	2,612,263	260,783	141,811	1,093,160		11,677,249
2025-26 Forecast	7,721,750	2,672,345	266,781	145,072	1,118,300		11,924,248

Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay	Total	
2018-19 Actual	532,493	4,463,796	127,898	5,170,091	216,450	10,510,728	
2019-20 Actual	50,000	5,445,752	113,353	5,081,194	167,810	10,858,109	
2020-21 2/28/2021		3,754,280	82,852	3,775,477	73,030	7,685,639	
2020-21 Budget	500,000	5,888,468	137,129	5,380,713	153,400	12,059,710	
2020-21 Projected	500,000	5,359,750	143,950	5,302,967	196,150	11,502,817	
2021-22 Dept. Request	250,000	4,887,149	145,200	5,749,300	157,300	11,188,949	
2021-22 Recommended	250,000	4,816,201	138,900	5,717,400	103,300	11,025,801	
2021-22 Adopted							
2022-23 Forecast	254,750	4,909,996	141,545	5,826,042	105,263	11,237,596	
2023-24 Forecast	260,355	5,018,012	144,655	5,954,207	107,578	11,484,807	
2024-25 Forecast	266,343	5,133,428	147,984	6,091,157	110,053	11,748,965	
2025-26 Forecast	272,469	5,256,375	151,384	6,231,255	112,585	12,024,068	

General Fund

Commission

101.000 - Commission	Personal Services	Total			
2018-19 Actual	9,200	9,200			
2019-20 Actual	9,039	9,039			
2020-21 through 2/28/2021	5,589	5,589			
2020-21 Budget	11,000	11,000			
2020-21 Projected	11,350	11,350			
2021-22 Dept. Request	11,500	11,500			
2021-22 Recommended	11,500	11,500			
2021-22 Adopted					
2022-23 Forecast	11,730	11,730			
2023-24 Forecast	11,988	11,988			
2024-25 Forecast	12,264	12,264			
2025-26 Forecast	12,571	12,571			

Mayor and City Commission

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

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

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

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

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

General Fund

Commission

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.

---City of Mount Clemens 2021-22 Recommended Budget---

General Fund

City Manager

172.000 - City Manager	Personal Services	Supplies	Other	Total	
2018-19 Actual	139,237	150	7,888	147,275	
2019-20 Actual	154,960	588	17,029	172,577	
2020-21 through 2/28/2021	125,971	335	29,118	155,424	
2020-21 Budget	196,187	800	40,200	237,187	
2020-21 Projected	182,350	800	46,600	229,750	
2021-22 Dept. Request	218,800	800	24,200	243,800	
2021-22 Recommended	221,076	800	24,200	246,076	
2021-22 Adopted					
2022-23 Forecast	225,467	816	24,661	250,944	
2023-24 Forecast	230,426	834	25,204	256,464	
2024-25 Forecast	235,726	853	25,785	262,364	
2025-26 Forecast	241,554	872	26,379	268,805	

172.120 - City Manager Community Promotion	Other	Total			
2018-19 Actual	24,414	24,414			
2019-20 Actual	12,155	12,155			
2020-21 through 2/28/2021	15,506	15,506			
2020-21 Budget	74,500	74,500			
2020-21 Projected	55,000	55,000			
2021-22 Dept. Request	62,000	62,000			
2021-22 Recommended	57,000	57,000			
2021-22 Adopted					
2022-23 Forecast	58,084	58,084			
2023-24 Forecast	59,361	59,361			
2024-25 Forecast	60,726	60,726			
2025-26 Forecast	62,124	62,124			

General Fund

City Manager

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.

General Fund

City Manager

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 the branding project and manage a successful brand rollout, including a new website and updated social media look.• Start a regular goals and objectives review.• Continue annual strategic planning session.• Simplify accounts, procedures, ordinances, policies. With our staff levels, our motto needs to be KISS.• Lobby for a more equitable distribution of CDBG funds and other grants using the CDBG formula.• Find a way to address the homeless problem effectively and humanly. |
|---|---|

---City of Mount Clemens 2021-22 Recommended Budget---

General Fund

Finance-Accounting

Accounting	Personal Services	Other	Capital Outlay	Total	
2018-19 Actual	146,442	1,981		148,423	
2019-20 Actual	52,457	860		53,317	
2020-21 through 2/28/2021	101,956	18,031		119,987	
2020-21 Budget	157,071	47,250		204,321	
2020-21 Projected	149,250	27,300		176,550	
2021-22 Dept. Request	183,950	26,700		210,650	
2021-22 Recommended	181,807	26,700		208,507	
2021-22 Adopted					
2022-23 Forecast	185,422	27,208		212,630	
2023-24 Forecast	189,500	27,805		217,305	
2024-25 Forecast	193,858	28,445		222,303	
2025-26 Forecast	198,658	29,099		227,757	

191.101 - Accounting Administration	Personal Services	Supplies	Other	Total	
2018-19 Actual	44,844		182	45,026	
2019-20 Actual	85,295	42	43,312	128,649	
2020-21 through 2/28/2021					
2020-21 Budget					
2020-21 Projected					
2021-22 Dept. Request					
2021-22 Recommended					
2021-22 Adopted					
2022-23 Forecast					
2023-24 Forecast					
2024-25 Forecast					
2025-26 Forecast					

General Fund

Finance-Accounting

Finance Department

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

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

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

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

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

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

The sale of municipal bonds and the maintenance of the bond service payments are administered within the department along with the development of utility (water and sewage disposal) rates, various financial reports, certain aspects of risk management and assistance with grant reporting.

General Fund

Finance-Accounting

The Director of Finance is ultimately responsible for the other fiscal related functions such as treasury, assessing, and information services.

General Fund

Finance-Accounting

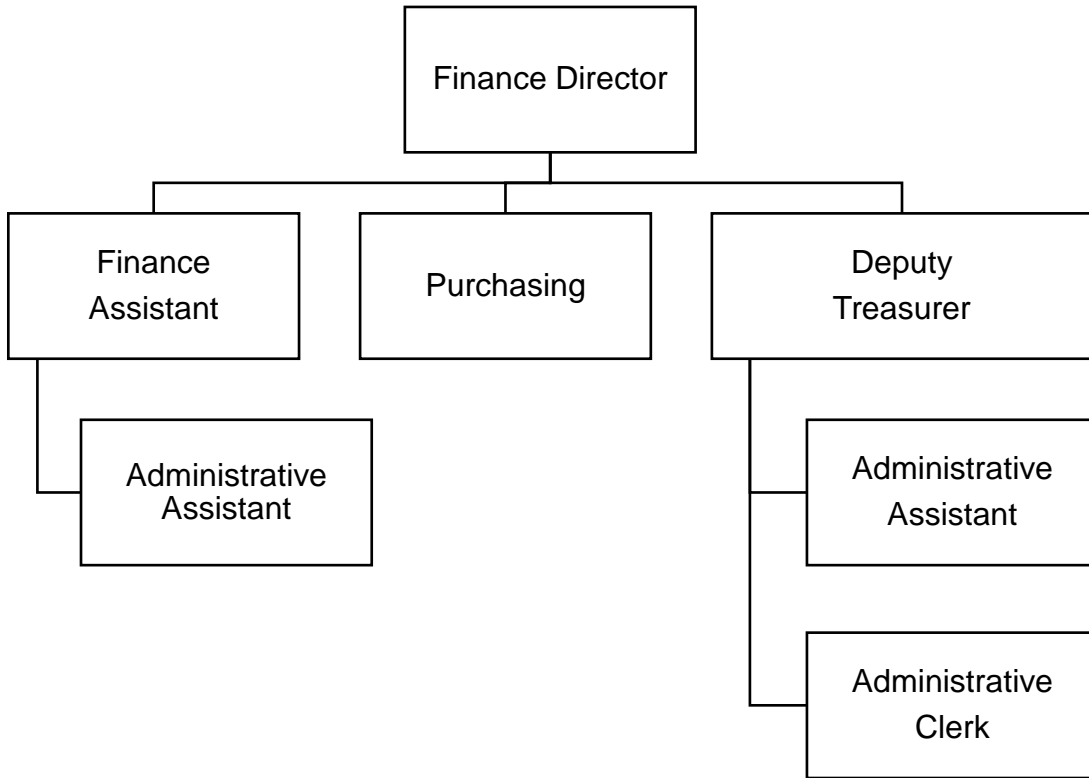
GOALS

OBJECTIVES

1. To timely close all year-end financial transactions in order to present the annual audit to the department heads, Mayor, and city commission within four months of the fiscal year end.
2. Download the audited financial records of the city into the network of the city's web-site in an concise and easily readable format.
3. To design and coordinate an efficient cash management system in order to maximize the short-term investment strategy of the treasures office.

- To review the current chart of accounts and modify where necessary to create a more user friendly as well as to edit the system for inconsistencies that were downloaded during the 2018 accounting conversion.
- Reduce the cost of preparing the annual city audit.
- Implement a new financial management system utilizing technology to improve upon efficiencies and reporting capabilities.
- Assist with the facilitation of the development of a strategic revenue and grant procurement plan.
- Aggressively pursue investigations into cost savings opportunities for the city in addition to revenue generating opportunities.

Departmental Organization Chart



General Fund

Finance - Audit

223.000 - Auditing Services	Other	Total			
2018-19 Actual	39,689	39,689			
2019-20 Actual	39,827	39,827			
2020-21 through 2/28/2021	45,000	45,000			
2020-21 Budget	45,000	45,000			
2020-21 Projected	45,000	45,000			
2021-22 Dept. Request	47,000	47,000			
2021-22 Recommended	47,000	47,000			
2021-22 Adopted					
2022-23 Forecast	47,893	47,893			
2023-24 Forecast	48,947	48,947			
2024-25 Forecast	50,073	50,073			
2025-26 Forecast	51,225	51,225			

233.000 - Purchasing	Personal Services	Supplies	Other	Total	
2018-19 Actual	68,531	66,781	23,017	158,329	
2019-20 Actual	68,876	65,064	21,525	155,465	
2020-21 through 2/28/2021	46,229	38,022	15,809	100,060	
2020-21 Budget	64,046	69,200	21,600	154,846	
2020-21 Projected	98,900	68,200	23,350	190,450	
2021-22 Dept. Request	65,450	72,200	14,450	152,100	
2021-22 Recommended	71,465	72,200	14,450	158,115	
2021-22 Adopted					
2022-23 Forecast	72,890	73,572	14,725	161,187	
2023-24 Forecast	74,493	75,190	15,049	164,732	
2024-25 Forecast	76,206	76,920	15,395	168,521	
2025-26 Forecast	78,101	78,690	15,749	172,540	

General Fund

Finance - Treasurer

253.000 - Treasurer	Personal Services	Supplies	Other	Total	
2018-19 Actual	137,999	284	50	138,333	
2019-20 Actual	149,514	674	1,334	151,522	
2020-21 through 2/28/2021	100,890		2,649	103,539	
2020-21 Budget	153,518	1,000	2,950	157,468	
2020-21 Projected	152,950		4,000	156,950	
2021-22 Dept. Request	185,000		3,150	188,150	
2021-22 Recommended	182,570		4,550	187,120	
2021-22 Adopted					
2022-23 Forecast	186,201		4,637	190,838	
2023-24 Forecast	190,297		4,738	195,035	
2024-25 Forecast	194,675		4,847	199,522	
2025-26 Forecast	199,498		4,958	204,456	

Treasurer

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 deputy city treasurer. All money received by any officer or employees of the city for or in connection with the business of the city is remitted to the deputy city treasurer and deposited to one of the approved banking institutions.

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

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

---City of Mount Clemens 2021-22 Recommended Budget---

General Fund

Finance - Assessor

257.000 - Assessor	Personal Services	Supplies	Other	Total	
2018-19 Actual	57,026		91,664	148,690	
2019-20 Actual	55,956		97,368	153,324	
2020-21 through 2/28/2021	70,261	400	74,445	145,106	
2020-21 Budget	56,058	100	102,050	158,208	
2020-21 Projected	74,500	400	106,750	181,650	
2021-22 Dept. Request	17,024		104,400	121,424	
2021-22 Recommended	17,023		104,400	121,423	
2021-22 Adopted					
2022-23 Forecast	17,364		106,384	123,748	
2023-24 Forecast	17,746		108,724	126,470	
2024-25 Forecast	18,154		111,225	129,379	
2025-26 Forecast	18,608		113,782	132,390	

899.000 - Tax Tribunal Refunds	Other	Total			
2018-19 Actual	13,782	13,782			
2019-20 Actual	799	799			
2020-21 through 2/28/2021	1,113	1,113			
2020-21 Budget	20,000	20,000			
2020-21 Projected	10,000	10,000			
2021-22 Dept. Request	20,000	20,000			
2021-22 Recommended	20,000	20,000			
2021-22 Adopted					
2022-23 Forecast	20,380	20,380			
2023-24 Forecast	20,828	20,828			
2024-25 Forecast	21,307	21,307			
2025-26 Forecast	21,797	21,797			

Assessor

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

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

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

General Fund

City Clerk

215.000 - City Clerk	Personal Services	Supplies	Other	Total	
2018-19 Actual	96,597	312	15,248	112,157	
2019-20 Actual	114,159	147	11,273	125,579	
2020-21 through 2/28/2021	105,431	187	7,202	112,820	
2020-21 Budget	140,485	200	14,300	154,985	
2020-21 Projected	150,150	200	16,267	166,617	
2021-22 Dept. Request	147,750	200	15,450	163,400	
2021-22 Recommended	151,394	200	16,000	167,594	
2021-22 Adopted					
2022-23 Forecast	154,407	204	16,305	170,916	
2023-24 Forecast	157,805	208	16,663	174,676	
2024-25 Forecast	161,435	213	17,047	178,695	
2025-26 Forecast	165,441	218	17,439	183,098	

262.000 - Elections	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	15,350	816	4,646	820	21,632
2019-20 Actual	16,114	2,487	13,220	9,755	41,576
2020-21 through 2/28/2021	19,584	(140)	5,982	(399)	25,027
2020-21 Budget	17,000	1,500	9,600	2,500	30,600
2020-21 Projected	20,000	2,500	14,100		36,600
2021-22 Dept. Request	20,000	2,500	14,100	1,000	37,600
2021-22 Recommended	20,000	2,500	14,100	1,000	37,600
2021-22 Adopted					
2022-23 Forecast	20,380	2,548	14,369	1,019	38,316
2023-24 Forecast	20,828	2,604	14,685	1,041	39,158
2024-25 Forecast	21,307	2,664	15,023	1,065	40,059
2025-26 Forecast	21,797	2,725	15,368	1,089	40,979

General Fund

City Clerk

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 Act (FOIA) requests; publishes legal notices, sends updates of all ordinances to Municode for codification, processes applications from residents who want to serve on city boards and committees, and maintains a list of board members and applications of qualified candidates.

Other duties include processing permit applications for annual business registrations, 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. We continue to update and add scanned documents, minutes and agendas on the city's website, so they are easily searchable.

General Fund

City Clerk

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.

General Fund

City Clerk

GOALS

OBJECTIVES

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- | | |
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| <ol style="list-style-type: none">1. To be in compliance with the city charter and all state laws related to the duties of the city clerk's office.2. To conduct the duties of the clerk's office, including issuing permits and processing FOIA requests, efficiently and fairly, while providing information with the utmost integrity and transparency.3. To provide excellent and efficient official record keeping using up-to-date technology, to keep records safe and accessible, while preserving the city's history. | <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 2022:

The City Clerk's office operates with two full-time employees and some part-time temporary help when preparing for elections. There are two elections scheduled in fiscal year 2021-2022: August 3, 2021 Special Primary Election and November 2, 2021 City General Election. For both of these elections, Precincts 3 and 4 will be consolidated to save costs.

In order to further streamline the department, it has been advised that the clerk's office eliminate vending machine, amusement device and waste hauler licensing as there is no way to enforce compliance and it provides minimal revenue. This type of licensing serves no real purpose either.

General Fund

City Clerk

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>	Projected <u>2022</u>
Freedom of Information Act (FOIA) Requests	29	29	32	47	19	50	50
Medical Marihuana Facility Permits	n/a	n/a	n/a	4	4	0	10
Business Registrations	530	527	521	523	522	539	560
Amusement Device Permits	n/a	n/a	n/a	42	24	26	25
Vending Machine Permits	n/a	n/a	n/a	65	74	106	110
Waste Hauler Permits	44	17	31	31	32	32	32
Transient Merchant Permits	1	1	1	1	1	1	1
Pedicab Permits	1	1	1	1	1	0	0
Ice Cream Truck Permits	2	2	2	2	2	2	2
Door-to-Door Solicitor Permits	4	2	0	0	1	1	1
No Knock List (Participants)	n/a	n/a	n/a	n/a	397	402	410

Budget Reductions - Fiscal Year 2022:

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.

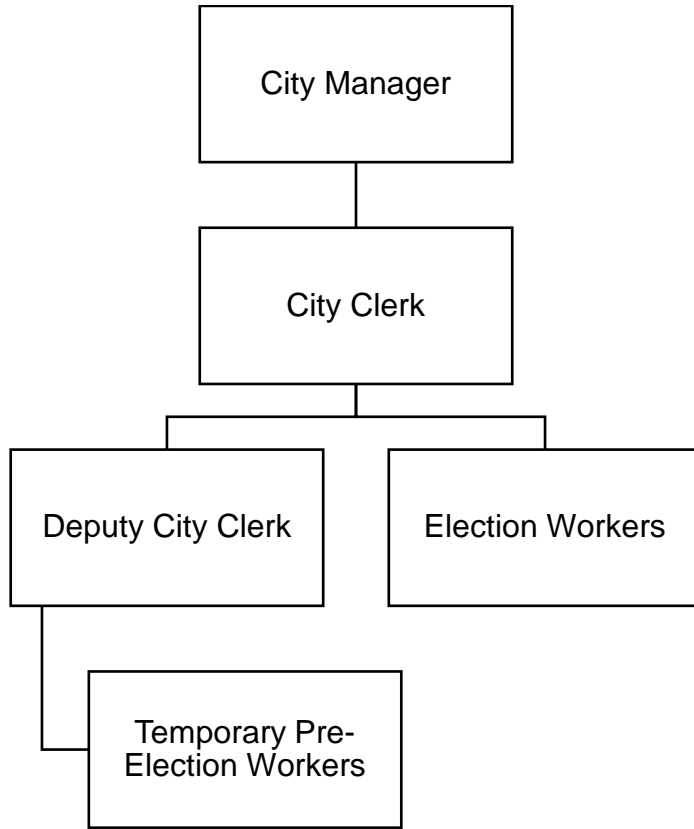
In elections, we combine precincts whenever the state allows us to and have also permanently consolidated precincts when possible to help lower the costs of administering elections. The supplies and equipment needed to administer elections are mandatory and have fixed costs.

For the 2020 elections, it was necessary to obtain additional equipment in order to accommodate the substantial increase in absentee ballots. Instead of purchasing a \$40,000 DS-450 high speed tabulator, we opted to acquire a \$5,600 DS-200 instead. The decision turned out not only to be fiscally responsible, but an effortless time saver as well. We later learned from other communities that the expensive DS-450 was a complete letdown on election night and caused several problems which resulted in all-nighters for their workers. The voting results for Mount Clemens were reported to Macomb County in an expedient manner and our department was complimented on this feat by several neighboring communities.

General Fund

City Clerk

Departmental Organization Chart



General Fund

City Clerk

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 2022:

To say that the 2020 elections were challenging is an understatement. Not only did the clerk's office face unprecedented voter turnout (like every clerk's office in the U.S.), but the COVID-19 pandemic presented obstacles on how to handle the large crowds of people, while keeping everyone safe at the same time. Despite all of this, the clerk's office continued to provide exemplary public service and ensured that the voices of our residents were heard through safe, secure and accurate elections.

To process the substantial increase in absentee ballots, an additional tabulator was purchased for use by the Absentee Voter Counting Board. The total cost of the tabulator was \$5,624.00, but the clerk's office obtained a grant in the amount of \$2,649.00 from the 2020 Help America Vote Act (HAVA) CARES Act Grant, CFDA 90.404 to help offset this expense.

Additionally, the clerk's office obtained a grant in the amount of \$12,274.00 from the Center for Technology and Civic Life (CTCL) to help finance this very expensive election year. For the first time in history, the department was tasked with providing personal protection equipment (PPE) for both election workers and voters, which included items like gloves, masks, wipes, sanitizer, disposable pens and the construction of plastic sneeze guards. Outside canopies for Precincts 1 & 2 were purchased to protect voters from the elements while waiting outside for their turn to enter buildings due to social distancing rules.

The CTCL Grant provided hazard pay to our election workers who were not only exposed to extreme health risks by working the polls but were also subjected to the dangerous political climate that surfaced for all the 2021 elections. Our workers did an outstanding job in the wake of all this and deserve our respect and gratitude. A permanent increase in the compensation of these workers is being requested for their work in all future elections. As a result, fees and per diem costs will increase by approximately \$4000.00 (non-Presidential election) and \$6000.00 (Presidential Election)

The CTCL Grant also funded a new projector to show training videos created by the Michigan Bureau of Elections to our election workers, as well as a new indoor wall-mounted ballot drop box that was purchased in order to quell some voters' fears of ballot theft and tampering.

Performance Indicators / Outcome Measures

	Actual <u>2017</u>	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
Number of Elections	1	3	1	3	2	2
Number of Registered Voters	11,183	11,211	11,282	11,820	11,880	12,000
Number of Active Registered Voters	n/a	n/a	10,154	11,367	11,434	11,500
New Valid Registrations	753	1,011	1,203	1,792	1,200	1,500
Number of Voters on Permanent Absentee List	1,254	1,400	1,533	3,021	3,200	3,700

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
Presidential/General Election	11/03/2020	7,803	12,079	64.60
Primary Election	08/04/2020	3,703	11,526	32.13
Presidential Primary	03/10/2020	3,743	11,535	32.45
City Election	11/05/2019	2,857	11,282	25.30
Gubernatorial Election	11/06/2018	5,931	11,211	52.90
Primary Election	08/07/2018	3,147	11,212	28.07
City Election	11/07/2017	1,961	11,183	17.53
Presidential/General Election	11/08/2016	6,976	11,517	60.57
August Primary Election	08/02/2016	2,107	11,278	18.68
Presidential Primary	03/08/2016	3,814	11,189	34.09
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

General Fund

Information Technology

228.000 - Information Technology	Supplies	Other	Capital Outlay	Total	
2018-19 Actual	15,122	62,716	152,316	230,154	
2019-20 Actual	10,597	51,827	19,145	81,569	
2020-21 through 2/28/2021	10,849	45,083	4,223	60,155	
2020-21 Budget	12,000	70,000	30,000	112,000	
2020-21 Projected	11,000	70,000	20,000	101,000	
2021-22 Dept. Request	12,000	70,000	30,000	112,000	
2021-22 Recommended	12,000	70,000	30,000	112,000	
2021-22 Adopted					
2022-23 Forecast	12,228	71,330	30,570	114,128	
2023-24 Forecast	12,497	72,899	31,243	116,639	
2024-25 Forecast	12,784	74,576	31,962	119,322	
2025-26 Forecast	13,078	76,291	32,697	122,066	

General Fund

Building and Grounds

265.000 - Building and Grounds	Supplies	Other	Total		
2018-19 Actual	4,467	230,410	234,877		
2019-20 Actual	4,817	185,637	190,454		
2020-21 through 2/28/2021	3,528	134,560	138,088		
2020-21 Budget	5,700	203,600	209,300		
2020-21 Projected	5,900	201,950	207,850		
2021-22 Dept. Request	7,400	205,800	213,200		
2021-22 Recommended	7,400	229,800	237,200		
2021-22 Adopted					
2022-23 Forecast	7,541	234,166	241,707		
2023-24 Forecast	7,706	239,317	247,023		
2024-25 Forecast	7,884	244,821	252,705		
2025-26 Forecast	8,065	250,452	258,517		

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).

General Fund

Legal Services

266.000 - Legal Services	Other	Total			
2018-19 Actual	151,540	151,540			
2019-20 Actual	145,575	145,575			
2020-21 through 2/28/2021	94,453	94,453			
2020-21 Budget	153,000	153,000			
2020-21 Projected	150,000	150,000			
2021-22 Dept. Request	155,000	155,000			
2021-22 Recommended	155,000	155,000			
2021-22 Adopted					
2022-23 Forecast	157,945	157,945			
2023-24 Forecast	161,420	161,420			
2024-25 Forecast	165,132	165,132			
2025-26 Forecast	168,930	168,930			

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.

General Fund

Human Resources

270.000 - Human Resources	Personal Services	Supplies	Other	Total	
2018-19 Actual	90,050	4,723	27,297	122,070	
2019-20 Actual	94,956		16,236	111,192	
2020-21 through 2/28/2021	92,699	411	12,132	105,242	
2020-21 Budget	134,832	500	24,600	159,932	
2020-21 Projected	134,750	500	23,100	158,350	
2021-22 Dept. Request	155,800	500	28,200	184,500	
2021-22 Recommended	159,334	500	28,200	188,034	
2021-22 Adopted					
2022-23 Forecast	162,498	510	28,738	191,746	
2023-24 Forecast	166,073	521	29,368	195,962	
2024-25 Forecast	169,894	533	30,044	200,471	
2025-26 Forecast	174,095	545	30,736	205,376	

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

General Fund

Human Resources

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.

General Fund

Human Resources

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 2021, the City has 60 full time staff members and 6 part-time staff members.

GOALS

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.

OBJECTIVES

- To enhance the employee self service platform by offering relevant resources to employees and by promoting the availability and ease of use to staff.

General Fund

Human Resources

- 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 2022

All 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.

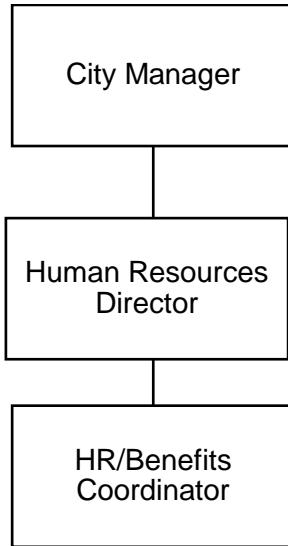
Budget Reduction

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.

General Fund

Human Resources

Departmental Organization Chart



General Fund

Sheriff

301.000 - Sheriff	Other	Total			
2018-19 Actual	2,633,411	2,633,411			
2019-20 Actual	2,726,502	2,726,502			
2020-21 through 2/28/2021	2,062,595	2,062,595			
2020-21 Budget	2,760,000	2,760,000			
2020-21 Projected	2,750,000	2,750,000			
2021-22 Dept. Request	2,815,000	2,815,000			
2021-22 Recommended	2,815,000	2,815,000			
2021-22 Adopted					
2022-23 Forecast	2,868,485	2,868,485			
2023-24 Forecast	2,931,592	2,931,592			
2024-25 Forecast	2,999,019	2,999,019			
2025-26 Forecast	3,067,996	3,067,996			

325.000 - Dispatch Center	Other	Capital Outlay	Total		
2018-19 Actual	481,958	13,160	495,118		
2019-20 Actual	500,642		500,642		
2020-21 through 2/28/2021	377,805		377,805		
2020-21 Budget	500,000		500,000		
2020-21 Projected	502,300		502,300		
2021-22 Dept. Request	510,000		510,000		
2021-22 Recommended	510,000		510,000		
2021-22 Adopted					
2022-23 Forecast	519,690		519,690		
2023-24 Forecast	531,123		531,123		
2024-25 Forecast	543,339		543,339		
2025-26 Forecast	555,836		555,836		

Sheriff

The City of Mount Clemens contracts with the Macomb County Sheriff's Office for police and dispatch services. We have no police officers or dispatchers of our own.

---City of Mount Clemens 2021-22 Recommended Budget---

General Fund

Fire Department

336.000 - Fire Department	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	1,338,752	19,294	128,747	44,593	1,531,386
2019-20 Actual	1,546,832	19,987	125,869	126,628	1,819,316
2020-21 through 2/28/2021	1,298,350	22,066	109,400	57,046	1,486,862
2020-21 Budget	1,619,077	29,329	131,563	108,600	1,888,569
2020-21 Projected	1,716,650	37,150	158,900	155,850	2,068,550
2021-22 Dept. Request	1,656,325	29,850	261,300	113,000	2,060,475
2021-22 Recommended	1,559,458	24,950	239,159	59,000	1,882,567
2021-22 Adopted					
2022-23 Forecast	1,590,053	25,424	243,704	60,121	1,919,302
2023-24 Forecast	1,625,034	25,984	249,067	61,442	1,961,527
2024-25 Forecast	1,662,410	26,583	254,796	62,856	2,006,645
2025-26 Forecast	1,702,706	27,195	260,657	64,303	2,054,861

340.000 - Volunteer Firemen	Personal Services	Other	Total		
2018-19 Actual	4,881	893	5,774		
2019-20 Actual					
2020-21 through 2/28/2021					
2020-21 Budget					
2020-21 Projected					
2021-22 Dept. Request					
2021-22 Recommended					
2021-22 Adopted					
2022-23 Forecast					
2023-24 Forecast					
2024-25 Forecast					
2025-26 Forecast					

Fire Department

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

General Fund

Fire Department

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 tax revenue.

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

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

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

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

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

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

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

General Fund

Fire Department

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 motor pool fund 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
10. Update the fire station

Objectives

- Bring back the full time Fire Inspector position. Perform an annual inspection of each business as mandated by the International Fire Code. Perform shift inspections of businesses to assist the inspections division. This will also provide valuable training on building layout and function. This data can be entered into our pre-plan program.

Perform annual fire safety talks to schools and civic groups. Offer in home inspection services on a voluntary basis. We can couple this with our smoke detector program.

- Review and update existing standard operating procedures. Provide training to meet inadequacies or additions to our operating procedures.
- Utilize department instructor coordinators to implement advanced training to include our mutual aid partners. Utilize training resources with surrounding communities.
- Utilize the New World system to provide critical information enroute to the incident as well as on scene. Add a mobile data computer to the ladder truck. Add a more advanced pre-plan program.
- Implement a customer service data system to monitor and evaluate service level.
- Utilize the Peer Fitness Program through the 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. Continue the insulated door replacement. Begin replacing fluorescent lighting with LED lighting.
- This ties in with objective #9. We just refinished the day room. We will continue with the replacement of damaged concrete. Exterior and interior painting will be done by the firefighters. Research a window replacement program.

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

The personnel budget will increase by 2 percent for existing firefighters due to contractual obligations. The three new firefighters will not be at top pay. They will get at least two step increases in this budget year. The department requested a full time fire inspector position at a lieutenant's wage scale. This is not included in the recommended budget. The department also requested \$40,000 for a vehicle which was not included in the recommended budget. Rental City increased by \$40,000.00 due to a vehicle purchase to replace Utility-1. Contractual services increased by \$3,100.00 due to the addition of fire hose testing and a price increase in gear cleaning and repair. Capital Outlay grants increased by \$1,300.00 to help offset anticipated matching grant funds. Building additions and improvements increased \$2,000.00 due to hazardous sidewalk replacement, Bay door replacement and floor drain replacement. Radio Equipment increased by \$1,800.00 due to the purchase of a portable radio for the Fire Chief. Medical supplies increased by \$1,000.00 due to COVID-19 priorities. There were no other significant line item changes.

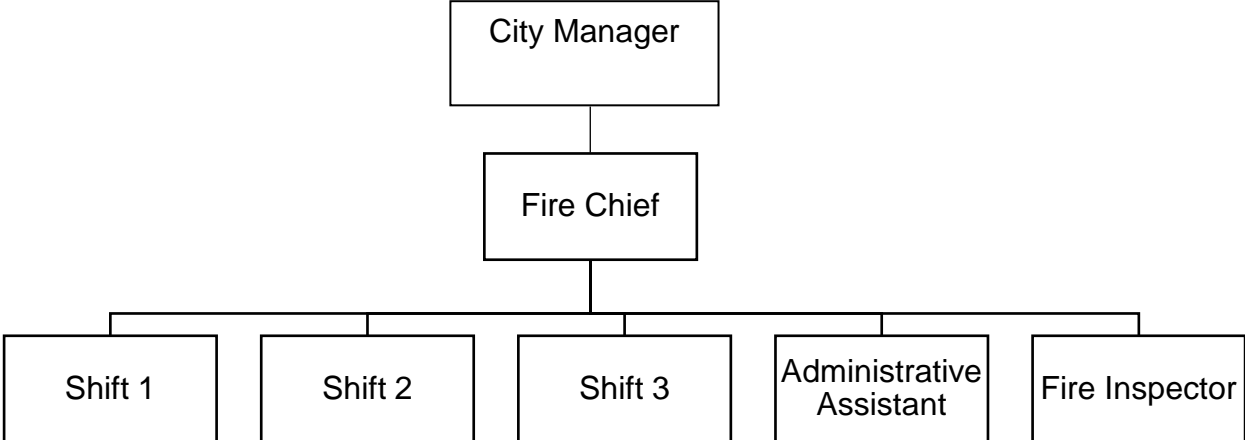
The following capital improvement projects are budgeted for the fire department FY2020-21

1. New Rescue vehicle	\$40,000.00
2. Concrete Work	\$16,000.00
3. Turnout Gear	\$15,000.00
4. Replacement of Apparatus bay Doors	\$12,150.00
5. Floor Drain replacement	\$9,000.00
6. Utility-1 Roll Out Shelves/Cap	\$5,000.00
7. Positive Pressure Fan	<u>\$3,500.00</u>
Total	\$100,650.00

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



---City of Mount Clemens 2021-22 Recommended Budget---

General Fund

Community Development

371.000 - Inspection Department	Other	Total			
2018-19 Actual	190,000	190,000			
2019-20 Actual	190,000	190,000			
2020-21 through 2/28/2021	131,538	131,538			
2020-21 Budget	190,000	190,000			
2020-21 Projected	190,000	190,000			
2021-22 Dept. Request	283,000	283,000			
2021-22 Recommended	283,000	283,000			
2021-22 Adopted					
2022-23 Forecast	288,377	288,377			
2023-24 Forecast	294,721	294,721			
2024-25 Forecast	301,500	301,500			
2025-26 Forecast	308,435	308,435			

721.000 - Comm Dev & Planning	Personal Services	Supplies	Other	Total	
2018-19 Actual	240,305	311	67,910	308,526	
2019-20 Actual	243,047		75,374	318,421	
2020-21 through 2/28/2021	166,849		40,681	207,530	
2020-21 Budget	248,681	1,000	81,300	330,981	
2020-21 Projected	254,700	500	79,550	334,750	
2021-22 Dept. Request	297,750	1,000	106,300	405,050	
2021-22 Recommended	316,200	400	85,900	402,500	
2021-22 Adopted					
2022-23 Forecast	322,468	408	87,533	410,409	
2023-24 Forecast	329,563	416	89,458	419,437	
2024-25 Forecast	337,143	426	91,515	429,084	
2025-26 Forecast	345,452	436	93,620	439,508	

General Fund

Community Development

721.736 - Comm Dev & Planning Comm Dev Block Grant	Other	Total			
2018-19 Actual	176,565	176,565			
2019-20 Actual	18,254	18,254			
2020-21 through 2/28/2021					
2020-21 Budget	52,000	52,000			
2020-21 Projected					
2021-22 Dept. Request					
2021-22 Recommended					
2021-22 Adopted					
2022-23 Forecast					
2023-24 Forecast					
2024-25 Forecast					
2025-26 Forecast					

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

General Fund

Community Development

other city ordinances through code enforcement efforts, are complimentary functions that are performed within the department.

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

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

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 not requested to be filled during the 2022 FY.

The city is expected to receive revenue from two grants this fiscal year; approximately \$150,000 from the Macomb County Urban CDBG program and approximately \$225,000 from the Michigan Department of Natural Resources. The latter of which the city is also contributing 25% of the total project cost, or approximately \$75,000. Both grants are related to utility repair and street reconstruction of Jones Street adjacent to MacArthur Park. Both are also reimbursable grants, in that the city pays for the total project cost and then requests reimbursement from the granting agency.

Additional money has been placed for inspection division contractual services. This would be for if the city made the decision to move away from independent contractors for trade inspections and to utilize the services of a single firm. This would be an approximate increase in \$100,000. Another \$50,000 would need to be budgeted for 2 days per week of supplemental code enforcement services.

GOALS

1. To administer all department programs in a timely and professional manner.
2. To permit and inspect all new construction within the city.

General Fund

Community Development

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

- Seek ways to improve the code enforcement processes through ordinance amendments or other administrative improvements.
- 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.
- Assist the DDA on the development of conceptual designs for Cherry Street mall and other public areas in the downtown and identify source funding.
- Promote www.thinkmtc.com and work on a long-term city-wide economic development agreement with the Macomb County Planning & Economic Development Department.
- Participate in a branding development process for the city and begin promoting the new brand.
- 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.
- Assist in the preparation and adoption of a new 5-year parks and recreation plan.

General Fund

Community Development

Performance Indicators/Outcome Measures - Fiscal Year 2022:

	2017	2018	2019	2020*
Permits Issued				
Building	487	429	445	403
Electrical	275	249	290	248
Plumbing	253	221	203	167
Mechanical	212	231	209	187
Zoning/Signs	202	191	216	248
Total Permits	1429	1321	1363	1253
Inspections Conducted				
Building	578	612	581	413
Electrical	345	312	349	267
Plumbing	281	264	256	173
Mechanical	230	247	220	182
Zoning	201	197	204	123
Rental	868	983	872	723
Total Inspections	2503	2615	2482	1881
Code Enforcement Cases	2563	2314	2206	1743
Certificates of Occupancy	69	52	59	31
Rental Certificates	394	433	438	305

*2020 Q2 numbers were significantly impacted by COVID-19 stay at home orders, thus impacting overall 2020 figures.

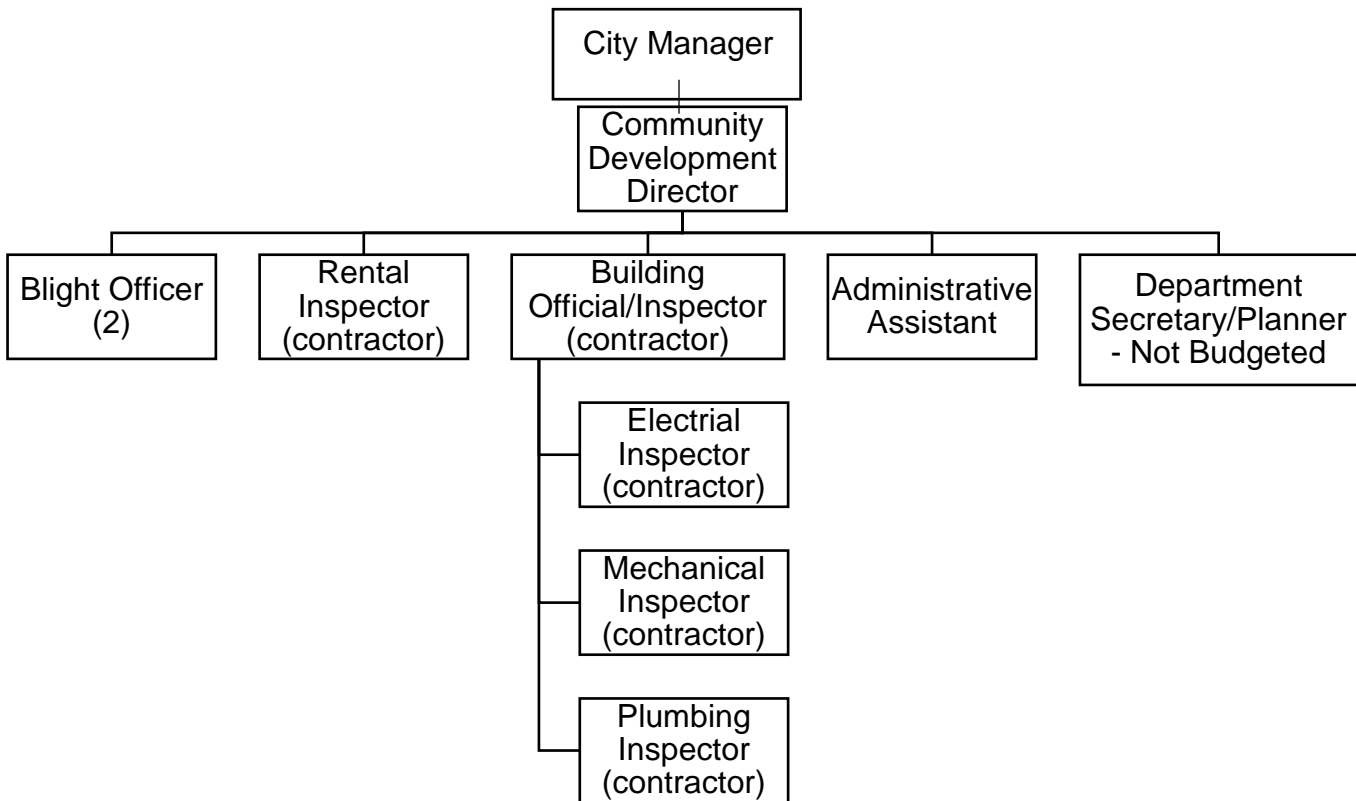
Budget Reductions - Fiscal Year 2022:

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 80% of the total budget.

A 5% reduction of approximately \$26,235 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.

A 10% reduction of approximately \$52,475 would result in the above stated items, as well as reducing the hours worked by the 2 blight officers. Any remaining cuts would be spread out among the various line items.

Departmental Organization Chart



General Fund

Dog Warden

430.000 - Dog Warden	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	27,347	200	26,312		53,859
2019-20 Actual	30,475	52	17,083		47,610
2020-21 through 2/28/2021	16,929	394	7,426		24,749
2020-21 Budget	27,192	800	22,300	300	50,592
2020-21 Projected	31,150	800	22,300	300	54,550
2021-22 Dept. Request	26,750	750	22,300	300	50,100
2021-22 Recommended	23,639	350	22,717	300	47,006
2021-22 Adopted					
2022-23 Forecast	24,112	357	23,148	306	47,923
2023-24 Forecast	24,642	364	23,657	313	48,976
2024-25 Forecast	25,208	371	24,201	320	50,100
2025-26 Forecast	25,840	378	24,757	327	51,302

General Fund

Street Department

446.000 - Street Dept	Personal Services	Total			
2018-19 Actual	9,432	9,432			
2019-20 Actual	4,089	4,089			
2020-21 through 2/28/2021	372	372			
2020-21 Budget	3,550	3,550			
2020-21 Projected					
2021-22 Dept. Request					
2021-22 Recommended					
2021-22 Adopted					
2022-23 Forecast					
2023-24 Forecast					
2024-25 Forecast					
2025-26 Forecast					

448.000 - Street Lighting	Other	Total			
2018-19 Actual	381,501	381,501			
2019-20 Actual	455,775	455,775			
2020-21 through 2/28/2021	272,578	272,578			
2020-21 Budget	465,000	465,000			
2020-21 Projected	465,000	465,000			
2021-22 Dept. Request	465,000	465,000			
2021-22 Recommended	475,000	475,000			
2021-22 Adopted					
2022-23 Forecast	484,025	484,025			
2023-24 Forecast	494,674	494,674			
2024-25 Forecast	506,052	506,052			
2025-26 Forecast	517,691	517,691			

---City of Mount Clemens 2021-22 Recommended Budget---

General Fund

Community Center

751.000 - Community Center	Personal Services	Other	Total		
2018-19 Actual	1,238	29,732	30,970		
2019-20 Actual		32,293	32,293		
2020-21 through 2/28/2021		24,586	24,586		
2020-21 Budget					
2020-21 Projected		37,000	37,000		
2021-22 Dept. Request		16,000	16,000		
2021-22 Recommended		16,000	16,000		
2021-22 Adopted					
2022-23 Forecast		16,304	16,304		
2023-24 Forecast		16,663	16,663		
2024-25 Forecast		17,046	17,046		
2025-26 Forecast		17,438	17,438		

751.730 - Community Center Rec - Parks & Stadium	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	79,526	15,439	151,864	3,098	249,927
2019-20 Actual	78,072	8,898	92,837		179,807
2020-21 through 2/28/2021	53,639	6,798	79,357	1,546	141,340
2020-21 Budget	77,171	15,000	154,900	2,000	249,071
2020-21 Projected	81,250	16,000	107,000	2,000	206,250
2021-22 Dept. Request	87,000	18,000	155,000	2,000	262,000
2021-22 Recommended	86,685	16,600	133,774	2,000	239,059
2021-22 Adopted					
2022-23 Forecast	88,414	16,918	136,316	2,038	243,686
2023-24 Forecast	90,360	17,290	139,314	2,083	249,047
2024-25 Forecast	92,438	17,688	142,518	2,131	254,775
2025-26 Forecast	94,738	18,093	145,796	2,180	260,807

General Fund

Recreation

756.000 - Recreation	Personal Services	Supplies	Other	Total	
2018-19 Actual					
2019-20 Actual					
2020-21 through 2/28/2021					
2020-21 Budget					
2020-21 Projected					
2021-22 Dept. Request	80,550		119,450	200,000	
2021-22 Recommended	80,550	1,000	119,450	201,000	
2021-22 Adopted					
2022-23 Forecast	82,153	1,019	121,720	204,892	
2023-24 Forecast	83,959	1,041	124,398	209,398	
2024-25 Forecast	85,891	1,065	127,259	214,215	
2025-26 Forecast	88,020	1,089	130,186	219,295	

This is a proposed new, or re-established department. Expanding access to recreation for all city residents is one of the city commissions goals. Re-establishing the parks and recreation advisory board is one of the commission’s objectives.

Appointments have been made, and that board is actively meeting. Most months, they have met twice.

The recreation board has formally recommended a recreation director be hired and a budget of at least \$200,000 be established for this department.

The city manager concurs with the recreation board’s recommendation. Unless we put some resources into recreation, we will never meet the commission’s goal.

---City of Mount Clemens 2021-22 Recommended Budget---

General Fund

Art Center

801.000 - Art Center	Other	Total			
2018-19 Actual	11,140	11,140			
2019-20 Actual	7,946	7,946			
2020-21 through 2/28/2021	3,909	3,909			
2020-21 Budget	4,500	4,500			
2020-21 Projected	5,000	5,000			
2021-22 Dept. Request	5,000	5,000			
2021-22 Recommended	5,500	5,500			
2021-22 Adopted					
2022-23 Forecast	5,605	5,605			
2023-24 Forecast	5,728	5,728			
2024-25 Forecast	5,860	5,860			
2025-26 Forecast	5,995	5,995			

General Fund

Fringe Benefits

851.000 - Liability Insurance	Other	Total			
2018-19 Actual	120,532	120,532			
2019-20 Actual	105,143	105,143			
2020-21 through 2/28/2021	89,019	89,019			
2020-21 Budget	115,000	115,000			
2020-21 Projected	117,000	117,000			
2021-22 Dept. Request	125,000	125,000			
2021-22 Recommended	125,000	125,000			
2021-22 Adopted					
2022-23 Forecast	127,375	127,375			
2023-24 Forecast	130,177	130,177			
2024-25 Forecast	133,171	133,171			
2025-26 Forecast	136,234	136,234			

852.000 - Employee Health Insurance	Personal Services	Total			
2018-19 Actual	1,816,117	1,816,117			
2019-20 Actual	698,102	698,102			
2020-21 through 2/28/2021	238,164	238,164			
2020-21 Budget	1,007,000	1,007,000			
2020-21 Projected	400,000	400,000			
2021-22 Dept. Request	500,000	500,000			
2021-22 Recommended	500,000	500,000			
2021-22 Adopted					
2022-23 Forecast	509,500	509,500			
2023-24 Forecast	520,709	520,709			
2024-25 Forecast	532,685	532,685			
2025-26 Forecast	544,937	544,937			

General Fund

Fringe Benefits

853.000 - Employee Life Insurance	Personal Services	Total			
2018-19 Actual	5,759	5,759			
2019-20 Actual	118,168	118,168			
2020-21 through 2/28/2021	172,755	172,755			
2020-21 Budget	140,000	140,000			
2020-21 Projected	173,500	173,500			
2021-22 Dept. Request	12,500	12,500			
2021-22 Recommended	12,500	12,500			
2021-22 Adopted					
2022-23 Forecast	12,738	12,738			
2023-24 Forecast	13,018	13,018			
2024-25 Forecast	13,317	13,317			
2025-26 Forecast	13,623	13,623			

854.000 - Employee Optical Insurance	Personal Services	Total			
2018-19 Actual	1,717	1,717			
2019-20 Actual					
2020-21 through 2/28/2021					
2020-21 Budget					
2020-21 Projected					
2021-22 Dept. Request					
2021-22 Recommended					
2021-22 Adopted					
2022-23 Forecast					
2023-24 Forecast					
2024-25 Forecast					
2025-26 Forecast					

General Fund

Fringe Benefits

855.000 - Employee Dental Insurance	Personal Services	Total			
2018-19 Actual	8,675	8,675			
2019-20 Actual	611	611			
2020-21 through 2/28/2021					
2020-21 Budget					
2020-21 Projected					
2021-22 Dept. Request					
2021-22 Recommended					
2021-22 Adopted					
2022-23 Forecast					
2023-24 Forecast					
2024-25 Forecast					
2025-26 Forecast					

861.000 - Employers Share Of Retirement	Personal Services	Total			
2018-19 Actual	62,365	62,365			
2019-20 Actual	124,644	124,644			
2020-21 through 2/28/2021	125,000	125,000			
2020-21 Budget	125,000	125,000			
2020-21 Projected	125,000	125,000			
2021-22 Dept. Request					
2021-22 Recommended					
2021-22 Adopted					
2022-23 Forecast					
2023-24 Forecast					
2024-25 Forecast					
2025-26 Forecast					

General Fund

Fringe Benefits

870.000 - Unemployment Compensation	Personal Services	Total			
2018-19 Actual	162	162			
2019-20 Actual	389	389			
2020-21 through 2/28/2021	43	43			
2020-21 Budget	1,000	1,000			
2020-21 Projected	50	50			
2021-22 Dept. Request	1,000	1,000			
2021-22 Recommended	1,000	1,000			
2021-22 Adopted					
2022-23 Forecast	1,019	1,019			
2023-24 Forecast	1,041	1,041			
2024-25 Forecast	1,065	1,065			
2025-26 Forecast	1,089	1,089			

871.000 - Workers Compensation	Personal Services	Total			
2018-19 Actual	28,250	28,250			
2019-20 Actual	19,078	19,078			
2020-21 through 2/28/2021	22,630	22,630			
2020-21 Budget	25,600	25,600			
2020-21 Projected	19,250	19,250			
2021-22 Dept. Request	20,000	20,000			
2021-22 Recommended	20,000	20,000			
2021-22 Adopted					
2022-23 Forecast	20,380	20,380			
2023-24 Forecast	20,828	20,828			
2024-25 Forecast	21,307	21,307			
2025-26 Forecast	21,797	21,797			

---City of Mount Clemens 2021-22 Recommended Budget---

General Fund

Transfers

966.000 - Transfer Out	Debt & Transfers	Personal Services	Other	Capital Outlay	Total
2018-19 Actual	532,493	34,000			566,493
2019-20 Actual	50,000	1,780,924	500		1,831,424
2020-21 through 2/28/2021		990,943	500		991,443
2020-21 Budget	500,000	1,684,000	500		2,184,500
2020-21 Projected	500,000	1,584,000	500		2,084,500
2021-22 Dept. Request	250,000	1,200,000	500		1,450,500
2021-22 Recommended	250,000	1,200,000	500		1,450,500
2021-22 Adopted					
2022-23 Forecast	254,750	1,222,800	510		1,478,060
2023-24 Forecast	260,355	1,249,702	521		1,510,578
2024-25 Forecast	266,343	1,278,445	533		1,545,321
2025-26 Forecast	272,469	1,307,850	545		1,580,864

General Fund

Cable T.V

968.000 - Cable T.V.	Other	Capital Outlay	Total		
2018-19 Actual	75,000	263	75,263		
2019-20 Actual	75,000	12,281	87,281		
2020-21 through 2/28/2021	75,000	10,614	85,614		
2020-21 Budget	75,000	10,000	85,000		
2020-21 Projected	75,000	18,000	93,000		
2021-22 Dept. Request	75,000	11,000	86,000		
2021-22 Recommended	75,000	11,000	86,000		
2021-22 Adopted					
2022-23 Forecast	76,425	11,209	87,634		
2023-24 Forecast	78,106	11,456	89,562		
2024-25 Forecast	79,902	11,719	91,621		
2025-26 Forecast	81,740	11,989	93,729		

Multiple Funds

Department of Public Services

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).

It's responsibilities include functions in the general fund, the major streets fund, the local streets fund, the rubbish fund, the parking fund, the water fund and the sewer fund. They also do work for the DDA fund.

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.

Multiple Funds

Department of Public Services

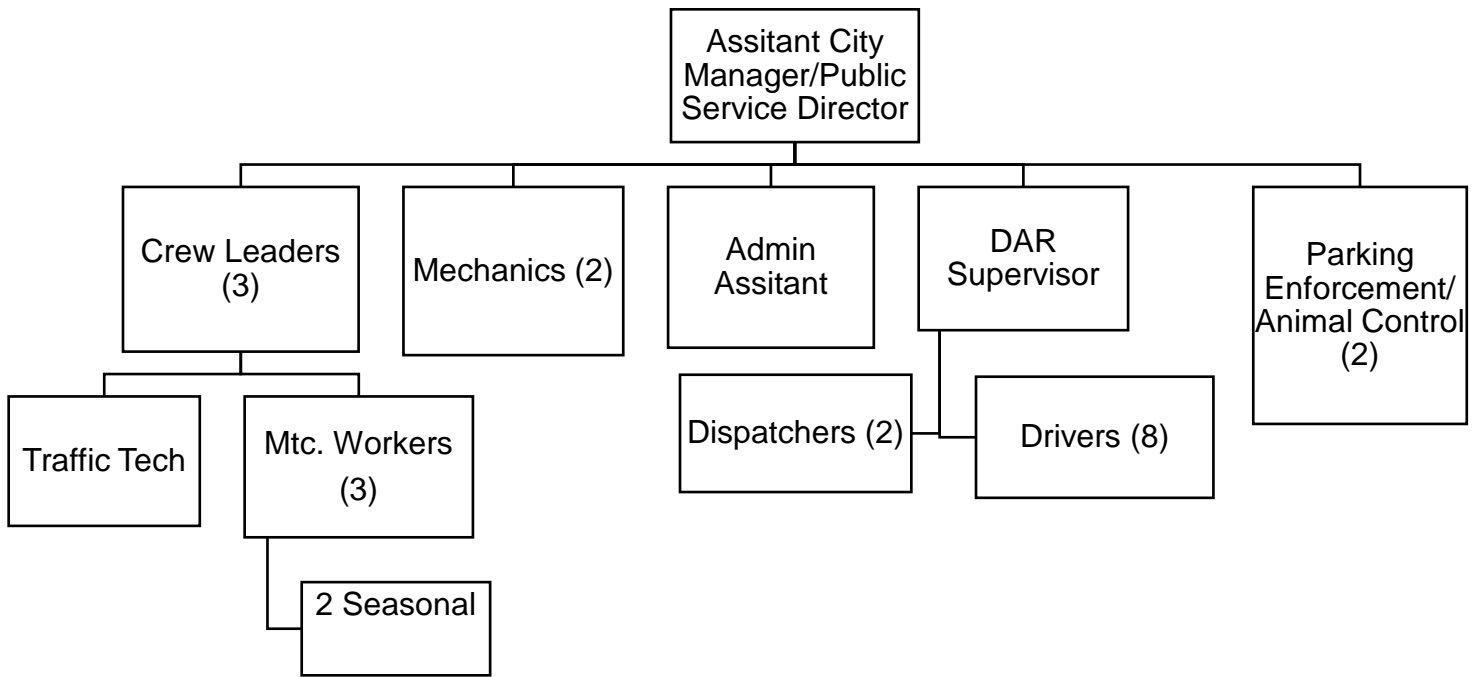
Performance Indicators / Outcome Measures

	<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



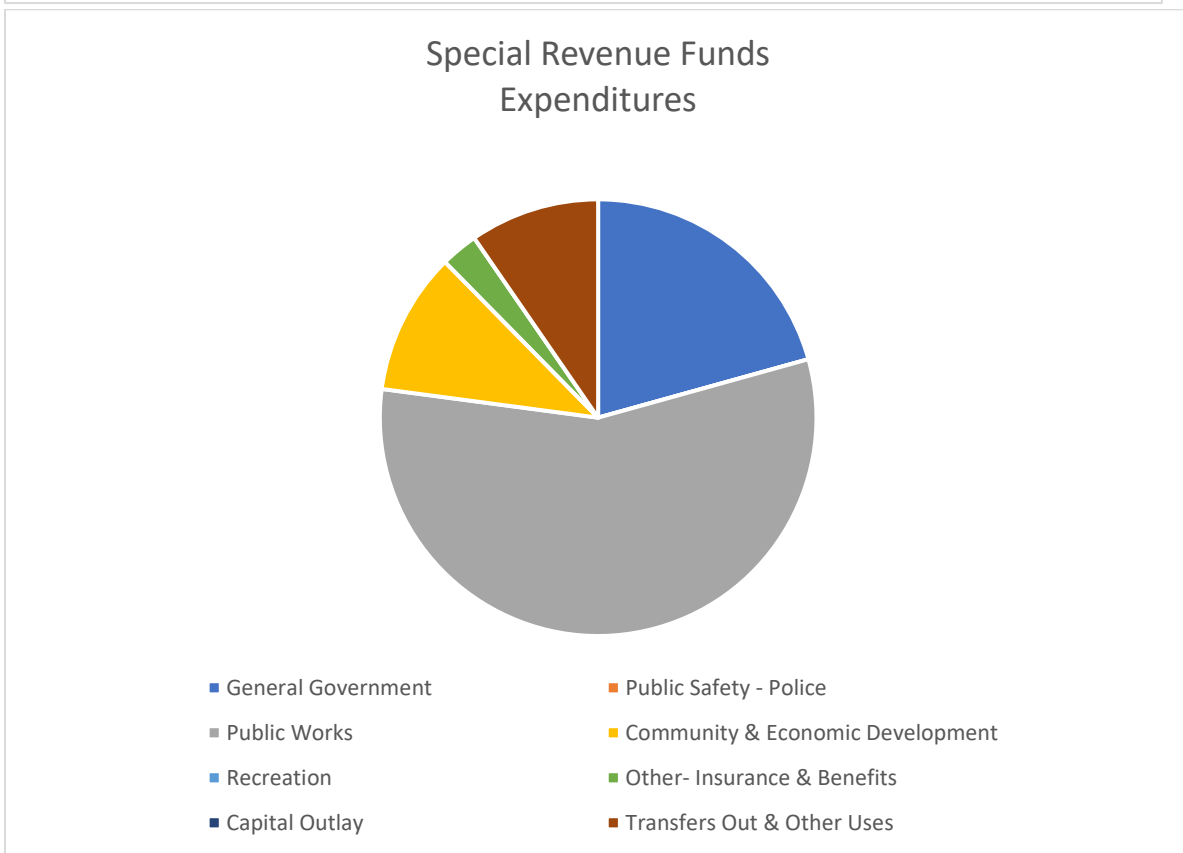
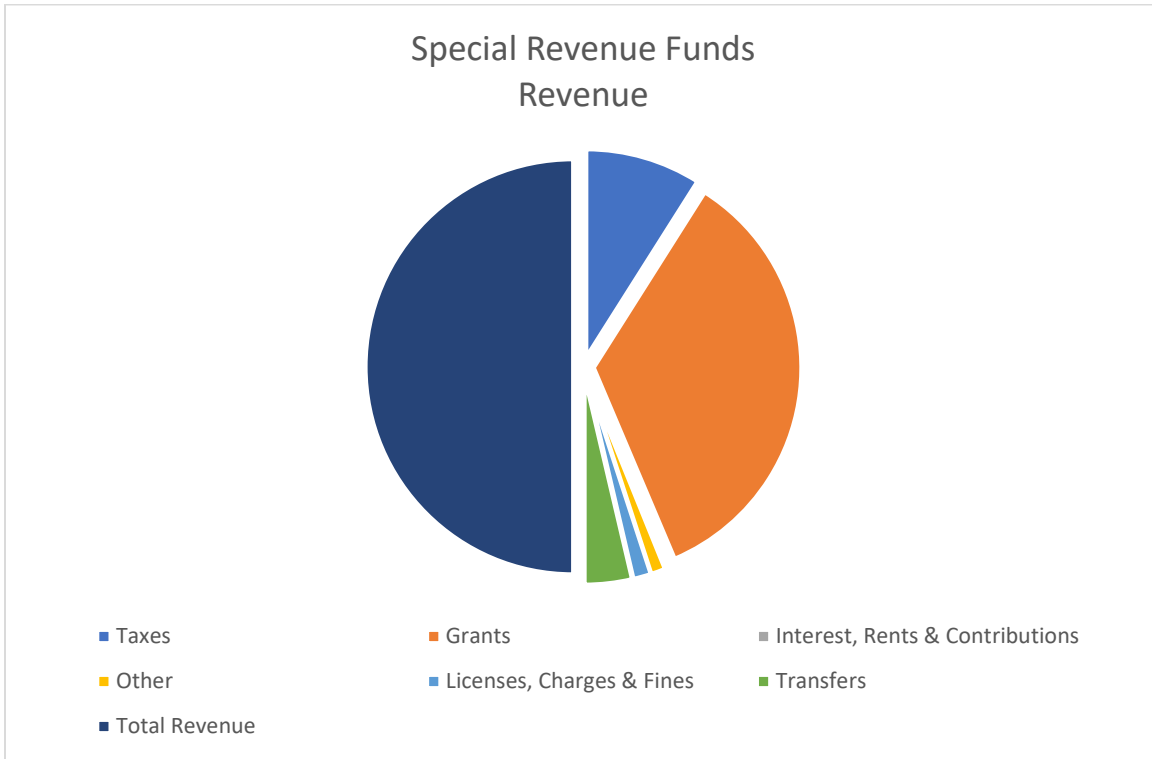
Special Revenue Funds

Summary

Special Revenue Funds	Major Street	Local Street	Dial a Ride	Pub Imp	TIFA	DDA	Total Special Revenue
Revenues							
Taxes	0	0	318,850	0	250,000	44,500	613,350
Grants	1,352,050	755,700	257,050	0	0	0	2,364,800
Interest, Rents & Contributions	10,000	5,000	2,000	0	1,000	0	18,000
Other	44,000	0	500	0	0	30,000	74,500
Licenses, Charges & Fines	0	0	35,000	58,000	0	0	93,000
Transfers	0	0	0	0	0	250,000	250,000
Total Revenue	1,406,050	760,700	613,400	58,000	251,000	324,500	3,413,650
Expenditures							
General Government	36,400	7,750	592,496	0	0	0	636,646
Public Safety	0	0	0	0	0	0	0
Public Works	1,086,623	591,936	0	58,000	0	0	1,736,559
Community & Economic Development	0	0	0	0	0	324,250	324,250
Recreation	0	0	0	0	0	0	0
Other- Insurance & Benefits	79,950	4,900	0	0	0	0	84,850
Capital Outlay	0	0	0	0	0	0	0
Transfers Out & Other Uses	5,000	3,000	36,700	0	251,000	0	295,700
Total Expenditures	1,207,973	607,586	629,196	58,000	251,000	324,250	3,078,005
Change In Fund Balance or Net Assets	198,077	153,114	(15,796)	0	0	250	335,645
Projected YE Change in FB or NA	394,100	263,500	91,299	450	700	24,450	774,499
Beg. Fund Balance or Net Assets	1,969,256	1,365,747	514,797	33,048	1	242,824	4,125,673
Ending Fund Balance or Net Assets	2,561,433	1,782,361	590,300	33,498	701	267,524	5,235,817

Special Revenue Funds

Summary



Special Revenue Funds

Major Streets

Fund 202 - MAJOR STREET

Estimated Revenues	Grants	Interest, Rents & Contrib.	Other	Total			
2018-19 Actual	1,284,170	18,343	29,547	1,332,060			
2019-20 Actual	1,163,369		61,740	1,225,109			
2020-21 2/28/2021	624,938		16,662	641,600			
2020-21 Budget	1,200,427	15,000	45,000	1,260,427			
2020-21 Projected	1,313,900	6,000	34,000	1,353,900			
2021-22 Dept. Request	1,352,050	10,000	44,000	1,406,050			
2021-22 Recommended	1,352,050	10,000	44,000	1,406,050			
2021-22 Adopted							
2022-23 Forecast	1,377,739	10,190	44,836	1,432,765			
2023-24 Forecast	1,405,294	10,394	45,733	1,461,421			
2024-25 Forecast	1,436,210	10,623	46,739	1,493,572			
2025-26 Forecast	1,469,243	10,867	47,814	1,527,924			

Appropriations	Personal Services	Supplies	Other	Capital Outlay	Total		
2018-19 Actual	399,824	77,777	720,018		1,197,619		
2019-20 Actual	408,802	48,745	293,245		750,792		
2020-21 2/28/2021	196,758	33,310	225,409	204,599	660,076		
2020-21 Budget	380,900	61,200	818,327		1,260,427		
2020-21 Projected	323,900	70,000	360,900	205,000	959,800		
2021-22 Dept. Request	482,100	70,500	360,900	300,000	1,213,500		
2021-22 Recommended	487,773	66,400	353,800	300,000	1,207,973		
2021-22 Adopted							
2022-23 Forecast	497,405	67,663	360,523	305,700	1,231,291		
2023-24 Forecast	508,347	69,151	368,454	312,425	1,258,377		
2024-25 Forecast	520,042	70,743	376,931	319,611	1,287,327		
2025-26 Forecast	532,777	72,371	385,601	326,962	1,317,711		

Special Revenue Funds

Major Streets

Fund 202 Major Street

446.402 - Street Dept Supervision & Overhead	Personal Services	Supplies	Other	Total	
2018-19 Actual	261,021	2,917	15,678	279,616	
2019-20 Actual	229,734	4,083	20,697	254,514	
2020-21 through 2/28/2021	79,083	2,466	5,833	87,382	
2020-21 Budget	174,800	3,900	23,700	202,400	
2020-21 Projected	121,500	4,700	24,700	150,900	
2021-22 Dept. Request	242,700	4,700	24,700	272,100	
2021-22 Recommended	247,944	4,400	21,600	273,944	
2021-22 Adopted					
2022-23 Forecast	252,898	4,484	22,011	279,393	
2023-24 Forecast	258,462	4,583	22,495	285,540	
2024-25 Forecast	264,406	4,689	23,014	292,109	
2025-26 Forecast	271,003	4,797	23,544	299,344	

446.447 - Street Dept Construction	Other	Capital Outlay	Total		
2018-19 Actual	202,563		202,563		
2019-20 Actual	102,300		102,300		
2020-21 through 2/28/2021	159,465	204,599	364,064		
2020-21 Budget	150,000		150,000		
2020-21 Projected	200,000	205,000	405,000		
2021-22 Dept. Request	200,000	300,000	500,000		
2021-22 Recommended	200,000	300,000	500,000		
2021-22 Adopted					
2022-23 Forecast	203,800	305,700	509,500		
2023-24 Forecast	208,284	312,425	520,709		
2024-25 Forecast	213,075	319,611	532,686		
2025-26 Forecast	217,976	326,962	544,938		

Special Revenue Funds

Major Streets

446.448 - Street Dept Surface Maintenance	Personal Services	Supplies	Other	Total	
2018-19 Actual	12,116	5,611	406,363	424,090	
2019-20 Actual	16,286	4,432	70,210	90,928	
2020-21 through 2/28/2021	7,916	2,123	768	10,807	
2020-21 Budget	20,600	7,900	310,200	338,700	
2020-21 Projected	19,500	7,900	12,200	39,600	
2021-22 Dept. Request	59,900	7,900	12,200	80,000	
2021-22 Recommended	60,057	5,700	12,200	77,957	
2021-22 Adopted					
2022-23 Forecast	61,257	5,809	12,432	79,498	
2023-24 Forecast	62,604	5,936	12,705	81,245	
2024-25 Forecast	64,044	6,073	12,997	83,114	
2025-26 Forecast	65,642	6,213	13,296	85,151	

446.449 - Street Dept Winter Maintenance	Personal Services	Supplies	Other	Total	
2018-19 Actual	20,411	34,059	13,440	67,910	
2019-20 Actual	14,836	23,565	6,760	45,161	
2020-21 through 2/28/2021	11,954	22,338	9,560	43,852	
2020-21 Budget	30,700	30,200	14,000	74,900	
2020-21 Projected	31,350	35,200	14,000	80,550	
2021-22 Dept. Request	6,200	35,200	14,000	55,400	
2021-22 Recommended	7,889	35,100	14,000	56,989	
2021-22 Adopted					
2022-23 Forecast	8,048	35,767	14,266	58,081	
2023-24 Forecast	8,225	36,554	14,580	59,359	
2024-25 Forecast	8,415	37,394	14,915	60,724	
2025-26 Forecast	8,628	38,254	15,258	62,140	

Special Revenue Funds

Major Streets

474.000 - Traffic Control Maintenance	Personal Services	Supplies	Other	Total	
2018-19 Actual	40,706	31,126	54,303	126,135	
2019-20 Actual	30,031	13,479	66,205	109,715	
2020-21 through 2/28/2021	23,885	5,065	33,239	62,189	
2020-21 Budget	40,900	14,800	61,000	116,700	
2020-21 Projected	41,000	18,300	75,000	134,300	
2021-22 Dept. Request	36,250	18,300	75,000	129,550	
2021-22 Recommended	35,717	17,300	75,000	128,017	
2021-22 Adopted					
2022-23 Forecast	36,432	17,629	76,425	130,486	
2023-24 Forecast	37,234	18,017	78,106	133,357	
2024-25 Forecast	38,091	18,432	79,903	136,426	
2025-26 Forecast	39,046	18,856	81,741	139,643	

522.000 - Street Cleaning	Personal Services	Other	Total		
2018-19 Actual	7,307	3,952	11,259		
2019-20 Actual	7,781	3,692	11,473		
2020-21 through 2/28/2021	10,423	3,848	14,271		
2020-21 Budget	11,400	6,000	17,400		
2020-21 Projected	13,200	6,000	19,200		
2021-22 Dept. Request	7,000	6,000	13,000		
2021-22 Recommended	6,542	6,000	12,542		
2021-22 Adopted					
2022-23 Forecast	6,673	6,114	12,787		
2023-24 Forecast	6,819	6,249	13,068		
2024-25 Forecast	6,977	6,393	13,370		
2025-26 Forecast	7,151	6,540	13,691		

Special Revenue Funds

Major Streets

781.000 - Forestry	Personal Services	Supplies	Other	Total	
2018-19 Actual	58,263	4,064	23,719	86,046	
2019-20 Actual	80,242	3,187	23,382	106,811	
2020-21 through 2/28/2021	35,295	1,318	12,697	49,310	
2020-21 Budget	74,300	4,400	29,000	107,700	
2020-21 Projected	69,150	3,900	29,000	102,050	
2021-22 Dept. Request	8,700	4,400	29,000	42,100	
2021-22 Recommended	8,274	3,900	25,000	37,174	
2021-22 Adopted					
2022-23 Forecast	8,441	3,974	25,475	37,890	
2023-24 Forecast	8,627	4,061	26,035	38,723	
2024-25 Forecast	8,826	4,155	26,634	39,615	
2025-26 Forecast	9,050	4,251	27,246	40,547	

852.000 - Employee Health Insurance	Personal Services	Total			
2018-19 Actual					
2019-20 Actual					
2020-21 through 2/28/2021					
2020-21 Budget					
2020-21 Projected					
2021-22 Dept. Request	79,950	79,950			
2021-22 Recommended	79,950	79,950			
2021-22 Adopted					
2022-23 Forecast	81,469	81,469			
2023-24 Forecast	83,261	83,261			
2024-25 Forecast	85,176	85,176			
2025-26 Forecast	87,135	87,135			

Special Revenue Funds

Major Streets

861.000 - Employers Share of Retirement	Personal Services	Total			
2018-19 Actual					
2019-20 Actual	29,890	29,890			
2020-21 through 2/28/2021	28,200	28,200			
2020-21 Budget	28,200	28,200			
2020-21 Projected	28,200	28,200			
2021-22 Dept. Request	36,400	36,400			
2021-22 Recommended	36,400	36,400			
2021-22 Adopted					
2022-23 Forecast	37,092	37,092			
2023-24 Forecast	37,908	37,908			
2024-25 Forecast	38,780	38,780			
2025-26 Forecast	39,672	39,672			

880.000 - Contingency Reserve	Other	Total			
2018-19 Actual					
2019-20 Actual					
2020-21 through 2/28/2021					
2020-21 Budget	224,427	224,427			
2020-21 Projected					
2021-22 Dept. Request					
2021-22 Recommended					
2021-22 Adopted					
2022-23 Forecast					
2023-24 Forecast					
2024-25 Forecast					
2025-26 Forecast					

Special Revenue Funds

Major Streets

966.000 - Transfer Out	Personal Services	Total			
2018-19 Actual					
2019-20 Actual					
2020-21 through 2/28/2021					
2020-21 Budget					
2020-21 Projected					
2021-22 Dept. Request	5,000	5,000			
2021-22 Recommended	5,000	5,000			
2021-22 Adopted					
2022-23 Forecast	5,095	5,095			
2023-24 Forecast	5,207	5,207			
2024-25 Forecast	5,327	5,327			
2025-26 Forecast	5,450	5,450			

Special Revenue Funds

Local Streets

Fund 203 - Local Street

Estimated Revenues	Grants	Interest, Rents & Contrib.	Other	Transfers	Total		
2018-19 Actual	433,653	3,525	3,000		440,178		
2019-20 Actual	462,139				462,139		
2020-21 2/28/2021	230,733				230,733		
2020-21 Budget	468,226				468,226		
2020-21 Projected	518,050	3,000			521,050		
2021-22 Dept. Request	755,700	5,000			760,700		
2021-22 Recommended	755,700	5,000			760,700		
2021-22 Adopted							
2022-23 Forecast	770,058	5,095			775,153		
2023-24 Forecast	785,460	5,197			790,657		
2024-25 Forecast	802,740	5,311			808,051		
2025-26 Forecast	821,203	5,433			826,636		

Appropriations	Personal Services	Supplies	Other	Capital Outlay	Total		
2018-19 Actual	171,200	46,915	66,603	27,675	312,393		
2019-20 Actual	136,589	31,708	193,497		361,794		
2020-21 2/28/2021	87,566	25,236	31,300		144,102		
2020-21 Budget	182,700	46,000	239,526		468,226		
2020-21 Projected	133,000	51,600	67,900	5,000	257,500		
2021-22 Dept. Request	77,550	52,800	85,600	400,000	615,950		
2021-22 Recommended	79,786	50,200	77,600	400,000	607,586		
2021-22 Adopted							
2022-23 Forecast	81,370	51,156	79,075	407,600	619,201		
2023-24 Forecast	83,160	52,280	80,814	416,567	632,821		
2024-25 Forecast	85,072	53,482	82,675	426,148	647,377		
2025-26 Forecast	87,173	54,710	84,578	435,949	662,410		

Special Revenue Funds

Local Streets

Fund 203 Local Street

446.402 - Street Dept Supervision & Overhead	Personal Services	Supplies	Other	Total	
2018-19 Actual	69,294		5,101	74,395	
2019-20 Actual	52,508		9,815	62,323	
2020-21 through 2/28/2021	11,876		5,418	17,294	
2020-21 Budget	48,300	100	11,000	59,400	
2020-21 Projected	16,800	100	10,200	27,100	
2021-22 Dept. Request	18,600	100	10,200	28,900	
2021-22 Recommended	18,988	100	10,200	29,288	
2021-22 Adopted					
2022-23 Forecast	19,368	102	10,394	29,864	
2023-24 Forecast	19,793	104	10,622	30,519	
2024-25 Forecast	20,247	106	10,867	31,220	
2025-26 Forecast	20,754	108	11,118	31,980	

446.447 - Street Dept Construction	Other	Capital Outlay	Total		
2018-19 Actual	9,000	27,675	36,675		
2019-20 Actual	4,691		4,691		
2020-21 through 2/28/2021	2,226		2,226		
2020-21 Budget	10,000		10,000		
2020-21 Projected	10,000	5,000	15,000		
2021-22 Dept. Request	10,000	400,000	410,000		
2021-22 Recommended	8,000	400,000	408,000		
2021-22 Adopted					
2022-23 Forecast	8,152	407,600	415,752		
2023-24 Forecast	8,331	416,567	424,898		
2024-25 Forecast	8,523	426,148	434,671		
2025-26 Forecast	8,719	435,949	444,668		

Special Revenue Funds

Local Streets

446.448 - Street Dept Surface Maintenance	Personal Services	Supplies	Other	Total	
2018-19 Actual	8,961	3,467	11,344	23,772	
2019-20 Actual	7,424	2,622	152,193	162,239	
2020-21 through 2/28/2021	4,572	1,390	1,536	7,498	
2020-21 Budget	13,200	5,100	90,000	108,300	
2020-21 Projected	9,850	4,800	6,000	20,650	
2021-22 Dept. Request	1,950	6,000	10,000	17,950	
2021-22 Recommended	3,151	4,850	10,000	18,001	
2021-22 Adopted					
2022-23 Forecast	3,214	4,943	10,190	18,347	
2023-24 Forecast	3,285	5,052	10,414	18,751	
2024-25 Forecast	3,360	5,168	10,654	19,182	
2025-26 Forecast	3,444	5,287	10,899	19,630	

446.449 - Street Dept Winter Maintenance	Personal Services	Supplies	Other	Total	
2018-19 Actual	18,637	40,703	10,000	69,340	
2019-20 Actual	9,514	25,731	3,360	38,605	
2020-21 through 2/28/2021	5,892	20,160	4,320	30,372	
2020-21 Budget	24,500	35,200	10,000	69,700	
2020-21 Projected	16,500	40,200	10,000	66,700	
2021-22 Dept. Request	2,400	40,200	10,000	52,600	
2021-22 Recommended	3,693	40,200	10,000	53,893	
2021-22 Adopted					
2022-23 Forecast	3,767	40,964	10,190	54,921	
2023-24 Forecast	3,850	41,865	10,414	56,129	
2024-25 Forecast	3,939	42,828	10,654	57,421	
2025-26 Forecast	4,038	43,813	10,899	58,750	

Special Revenue Funds

Local Streets

474.000 - Traffic Control Maintenance	Personal Services	Supplies	Other	Total	
2018-19 Actual	21,351	1,202	9,600	32,153	
2019-20 Actual	14,860	1,920	8,320	25,100	
2020-21 through 2/28/2021	12,201	2,741	5,760	20,702	
2020-21 Budget	22,500	3,700	8,400	34,600	
2020-21 Projected	20,600	4,200	8,500	33,300	
2021-22 Dept. Request	20,800	4,200	9,000	34,000	
2021-22 Recommended	20,465	3,100	9,000	32,565	
2021-22 Adopted					
2022-23 Forecast	20,876	3,160	9,171	33,207	
2023-24 Forecast	21,336	3,229	9,373	33,938	
2024-25 Forecast	21,827	3,303	9,589	34,719	
2025-26 Forecast	22,375	3,378	9,810	35,563	

522.000 - Street Cleaning	Personal Services	Other	Total		
2018-19 Actual	7,150	2,730	9,880		
2019-20 Actual	4,461	2,496	6,957		
2020-21 through 2/28/2021	5,781	1,456	7,237		
2020-21 Budget	7,900	4,000	11,900		
2020-21 Projected	8,300	2,800	11,100		
2021-22 Dept. Request	2,600	3,000	5,600		
2021-22 Recommended	2,347	3,000	5,347		
2021-22 Adopted					
2022-23 Forecast	2,394	3,057	5,451		
2023-24 Forecast	2,446	3,124	5,570		
2024-25 Forecast	2,503	3,196	5,699		
2025-26 Forecast	2,565	3,270	5,835		

Special Revenue Funds

Local Streets

781.000 - Forestry	Personal Services	Supplies	Other	Total	
2018-19 Actual	45,808	1,542	18,828	66,178	
2019-20 Actual	38,018	1,434	12,622	52,074	
2020-21 through 2/28/2021	35,245	944	10,584	46,773	
2020-21 Budget	54,300	1,900	31,900	88,100	
2020-21 Projected	48,950	2,300	20,400	71,650	
2021-22 Dept. Request	15,550	2,300	33,400	51,250	
2021-22 Recommended	15,492	1,950	27,400	44,842	
2021-22 Adopted					
2022-23 Forecast	15,804	1,987	27,921	45,712	
2023-24 Forecast	16,152	2,030	28,536	46,718	
2024-25 Forecast	16,523	2,077	29,192	47,792	
2025-26 Forecast	16,940	2,124	29,863	48,927	

852.000 - Employee Health Insurance	Personal Services	Total			
2018-19 Actual					
2019-20 Actual					
2020-21 through 2/28/2021					
2020-21 Budget					
2020-21 Projected					
2021-22 Dept. Request	4,900	4,900			
2021-22 Recommended	4,900	4,900			
2021-22 Adopted					
2022-23 Forecast	4,993	4,993			
2023-24 Forecast	5,103	5,103			
2024-25 Forecast	5,220	5,220			
2025-26 Forecast	5,340	5,340			

Special Revenue Funds

Local Streets

861.000 - Employers Share of Retirement	Personal Services	Total			
2018-19 Actual					
2019-20 Actual	9,803	9,803			
2020-21 through 2/28/2021	12,000	12,000			
2020-21 Budget	12,000	12,000			
2020-21 Projected	12,000	12,000			
2021-22 Dept. Request	7,750	7,750			
2021-22 Recommended	7,750	7,750			
2021-22 Adopted					
2022-23 Forecast	7,897	7,897			
2023-24 Forecast	8,071	8,071			
2024-25 Forecast	8,257	8,257			
2025-26 Forecast	8,447	8,447			

861.000 - Employers Share of Retirement	Personal Services	Total			
2018-19 Actual					
2019-20 Actual	9,803	9,803			
2020-21 through 2/28/2021	12,000	12,000			
2020-21 Budget	12,000	12,000			
2020-21 Projected	12,000	12,000			
2021-22 Dept. Request	7,750	7,750			
2021-22 Recommended	7,750	7,750			
2021-22 Adopted					
2022-23 Forecast	7,897	7,897			
2023-24 Forecast	8,071	8,071			
2024-25 Forecast	8,257	8,257			
2025-26 Forecast	8,447	8,447			

Special Revenue Funds

Local Streets

880.000 - Contingency Reserve	Other	Total			
2018-19 Actual					
2019-20 Actual					
2020-21 through 2/28/2021					
2020-21 Budget	74,226	74,226			
2020-21 Projected					
2021-22 Dept. Request					
2021-22 Recommended					
2021-22 Adopted					
2022-23 Forecast					
2023-24 Forecast					
2024-25 Forecast					
2025-26 Forecast					

966.000 - Transfer Out	Personal Services	Total			
2018-19 Actual					
2019-20 Actual					
2020-21 through 2/28/2021					
2020-21 Budget					
2020-21 Projected					
2021-22 Dept. Request	3,000	3,000			
2021-22 Recommended	3,000	3,000			
2021-22 Adopted					
2022-23 Forecast	3,057	3,057			
2023-24 Forecast	3,124	3,124			
2024-25 Forecast	3,196	3,196			
2025-26 Forecast	3,270	3,270			

Special Revenue Funds

Dial a Ride

Fund 211 - Dial A
Ride

Estimated Revenues	Taxes	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fines	Transfers	Total
2018-19 Actual	288,161	118,844	3,276	26,178	57,228		493,687
2019-20 Actual	300,049	78,399		274	45,283		424,005
2020-21 2/28/2021	278,719	73,531			18,115		370,365
2020-21 Budget	303,100	110,500		500	47,000		461,100
2020-21 Projected	310,500	137,650	1,000		28,049		477,199
2021-22 Dept. Request	319,600	97,050	2,000	500	35,000		454,150
2021-22 Recommended	318,850	257,050	2,000	500	35,000		613,400
2021-22 Adopted							
2022-23 Forecast	323,952	261,934	2,038	510	35,665		624,099
2023-24 Forecast	329,459	267,172	2,079	520	36,378		635,608
2024-25 Forecast	335,719	273,050	2,125	531	37,178		648,603
2025-26 Forecast	342,433	279,330	2,174	543	38,033		662,513

Appropriations	Personal Services	Supplies	Other	Capital Outlay	Total		
2018-19 Actual	292,867	30,305	61,536	3,250	387,958		
2019-20 Actual	323,211	24,199	61,444	1,017	409,871		
2020-21 2/28/2021	188,155	8,229	34,006	13,953	244,343		
2020-21 Budget	326,900	33,000	101,200		461,100		
2020-21 Projected	261,050	33,400	75,450	16,000	385,900		
2021-22 Dept. Request	266,450	33,400	183,800		483,650		
2021-22 Recommended	323,196	30,900	220,100	55,000	629,196		
2021-22 Adopted							
2022-23 Forecast	329,591	31,488	224,284	56,045	641,408		
2023-24 Forecast	336,842	32,181	229,216	57,278	655,517		
2024-25 Forecast	344,589	32,922	234,488	58,596	670,595		
2025-26 Forecast	353,055	33,679	239,881	59,944	686,559		

Special Revenue Funds

Dial a Ride

Fund 211- Dial a Ride

290.000 - Dial A Ride	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	292,167	30,305	61,536	3,250	387,258
2019-20 Actual	294,475	24,199	61,444	1,017	381,135
2020-21 through 2/28/2021	169,389	8,229	34,006	13,953	225,577
2020-21 Budget	321,200	33,000	82,100		436,300
2020-21 Projected	224,350	33,400	75,450	16,000	349,200
2021-22 Dept. Request	229,750	33,400	183,800		446,950
2021-22 Recommended	286,496	30,900	60,100	55,000	432,496
2021-22 Adopted					
2022-23 Forecast	292,194	31,488	61,244	56,045	440,971
2023-24 Forecast	298,622	32,181	62,589	57,278	450,670
2024-25 Forecast	305,490	32,922	64,029	58,596	461,037
2025-26 Forecast	313,057	33,679	65,501	59,944	472,181

880.000 - Contingency Reserve	Other	Total			
2018-19 Actual					
2019-20 Actual					
2020-21 through 2/28/2021					
2020-21 Budget	19,100	19,100			
2020-21 Projected					
2021-22 Dept. Request					
2021-22 Recommended	160,000	160,000			
2021-22 Adopted					
2022-23 Forecast	163,040	163,040			
2023-24 Forecast	166,627	166,627			
2024-25 Forecast	170,459	170,459			
2025-26 Forecast	174,380	174,380			

Special Revenue Funds

Dial a Ride

966.000 - Transfer Out	Personal Services	Total			
2018-19 Actual	700	700			
2019-20 Actual	28,736	28,736			
2020-21 through 2/28/2021	18,766	18,766			
2020-21 Budget	5,700	5,700			
2020-21 Projected	36,700	36,700			
2021-22 Dept. Request	36,700	36,700			
2021-22 Recommended	36,700	36,700			
2021-22 Adopted					
2022-23 Forecast	37,397	37,397			
2023-24 Forecast	38,220	38,220			
2024-25 Forecast	39,099	39,099			
2025-26 Forecast	39,998	39,998			

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.

Special Revenue Funds

Public Improvement Revolving

Fund 245 - Public Improv. Rev.

Estimated Revenues	Taxes	Interest, Rents & Contrib.	Other	Licenses, Charges & Fines	Total		
2018-19 Actual	109			55,319	55,428		
2019-20 Actual	104			57,706	57,810		
2020-21 2/28/2021				57,706	57,706		
2020-21 Budget				59,700	59,700		
2020-21 Projected				58,000	58,000		
2021-22 Dept. Request				58,000	58,000		
2021-22 Recommended				58,000	58,000		
2021-22 Adopted							
2022-23 Forecast				59,102	59,102		
2023-24 Forecast				60,284	60,284		
2024-25 Forecast				61,610	61,610		
2025-26 Forecast				63,027	63,027		

Appropriations	Personal Services	Supplies	Other	Total			
2018-19 Actual	15,848	6,592	39,476	61,916			
2019-20 Actual	14,094	7,846	36,930	58,870			
2020-21 2/28/2021	7,875	8,067	25,689	41,631			
2020-21 Budget	18,200	7,500	34,000	59,700			
2020-21 Projected	13,550	9,000	35,000	57,550			
2021-22 Dept. Request	5,000	8,500	40,000	53,500			
2021-22 Recommended	5,899	8,500	43,601	58,000			
2021-22 Adopted							
2022-23 Forecast	6,017	8,662	44,429	59,108			
2023-24 Forecast	6,149	8,852	45,406	60,407			
2024-25 Forecast	6,289	9,056	46,450	61,795			
2025-26 Forecast	6,447	9,264	47,518	63,229			

Special Revenue Funds

Public Improvement Revolving

Fund 245 – Public Improvement Revolving

441.441 - Downtown Maint.	Personal Services	Supplies	Other	Total	
2018-19 Actual	15,848	6,592	39,476	61,916	
2019-20 Actual	14,094	7,846	36,930	58,870	
2020-21 through 2/28/2021	7,875	8,067	25,689	41,631	
2020-21 Budget	18,200	7,500	34,000	59,700	
2020-21 Projected	13,550	9,000	35,000	57,550	
2021-22 Dept. Request	5,000	8,500	40,000	53,500	
2021-22 Recommended	5,899	8,500	43,601	58,000	
2021-22 Adopted					
2022-23 Forecast	6,017	8,662	44,429	59,108	
2023-24 Forecast	6,149	8,852	45,406	60,407	
2024-25 Forecast	6,289	9,056	46,450	61,795	
2025-26 Forecast	6,447	9,264	47,518	63,229	

Special Revenue Funds

TIFA & DDA

Fund 247 - TIFA

Estimated Revenues	Taxes	Interest, Rents & Contrib.	Total				
2018-19 Actual	231,160		231,160				
2019-20 Actual	213,600		213,600				
2020-21 2/28/2021							
2020-21 Budget	217,000	2,000	219,000				
2020-21 Projected	248,000	1,000	249,000				
2021-22 Dept. Request	250,000	1,000	251,000				
2021-22 Recommended	250,000	1,000	251,000				
2021-22 Adopted							
2022-23 Forecast	254,750	1,019	255,769				
2023-24 Forecast	259,845	1,039	260,884				
2024-25 Forecast	265,562	1,062	266,624				
2025-26 Forecast	271,670	1,086	272,756				

Appropriations	Debt & Transfers	Other	Total				
2018-19 Actual	140,000		140,000				
2019-20 Actual	657,257	3,301	660,558				
2020-21 2/28/2021		300	300				
2020-21 Budget	214,000	5,000	219,000				
2020-21 Projected	248,000	300	248,300				
2021-22 Dept. Request	250,000	1,000	251,000				
2021-22 Recommended	250,000	1,000	251,000				
2021-22 Adopted							
2022-23 Forecast	254,750	1,019	255,769				
2023-24 Forecast	260,355	1,041	261,396				
2024-25 Forecast	266,343	1,065	267,408				
2025-26 Forecast	272,469	1,089	273,558				

Special Revenue Funds

TIFA & DDA

Fund 247 TIFA & 248 DDA

966.000 - TIFA	Debt & Transfers	Other	Total		
2018-19 Actual	140,000		140,000		
2019-20 Actual	657,257	3,301	660,558		
2020-21 through 2/28/2021		300	300		
2020-21 Budget	214,000	5,000	219,000		
2020-21 Projected	248,000	300	248,300		
2021-22 Dept. Request	250,000	1,000	251,000		
2021-22 Recommended	250,000	1,000	251,000		
2021-22 Adopted					
2022-23 Forecast	254,750	1,019	255,769		
2023-24 Forecast	260,355	1,041	261,396		
2024-25 Forecast	266,343	1,065	267,408		
2025-26 Forecast	272,469	1,089	273,558		

692.000 - Downtown Development	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual		507	283,245		283,752
2019-20 Actual		893	234,221		235,114
2020-21 through 2/28/2021		362	155,721		156,083
2020-21 Budget		2,000	296,350		298,350
2020-21 Projected		1,300	277,350		278,650
2021-22 Dept. Request	27,750	2,000	294,500		324,250
2021-22 Recommended	27,750	2,000	294,500		324,250
2021-22 Adopted					
2022-23 Forecast	28,305	2,039	300,096		330,440
2023-24 Forecast	28,928	2,083	306,697		337,708
2024-25 Forecast	29,593	2,131	313,752		345,476
2025-26 Forecast	30,334	2,179	320,967		353,480

Special Revenue Funds

TIFA & DDA

Fund 248 - DDA

Estimated Revenues	Taxes	Interest, Rents & Contrib.	Other	Transfers	Total		
2018-19 Actual	43,854		44,809	140,000	228,663		
2019-20 Actual	43,108	280	29,425	657,257	730,070		
2020-21 2/28/2021	38,954		7,070		46,024		
2020-21 Budget	43,600		70,000	217,000	330,600		
2020-21 Projected	45,100		10,000	248,000	303,100		
2021-22 Dept. Request	44,500		30,000	250,000	324,500		
2021-22 Recommended	44,500		30,000	250,000	324,500		
2021-22 Adopted							
2022-23 Forecast	45,212		30,570	254,750	330,532		
2023-24 Forecast	45,980		31,181	259,845	337,006		
2024-25 Forecast	46,854		31,867	265,562	344,283		
2025-26 Forecast	47,791		32,600	271,670	352,061		

Appropriations	Personal Services	Supplies	Other	Capital Outlay	Total		
2018-19 Actual		507	283,245		283,752		
2019-20 Actual		893	234,221		235,114		
2020-21 2/28/2021		362	155,721		156,083		
2020-21 Budget		2,000	296,350		298,350		
2020-21 Projected		1,300	277,350		278,650		
2021-22 Dept. Request	27,750	2,000	294,500		324,250		
2021-22 Recommended	27,750	2,000	294,500		324,250		
2021-22 Adopted							
2022-23 Forecast	28,305	2,039	300,096		330,440		
2023-24 Forecast	28,928	2,083	306,697		337,708		
2024-25 Forecast	29,593	2,131	313,752		345,476		
2025-26 Forecast	30,334	2,179	320,967		353,480		

Enterprise Funds



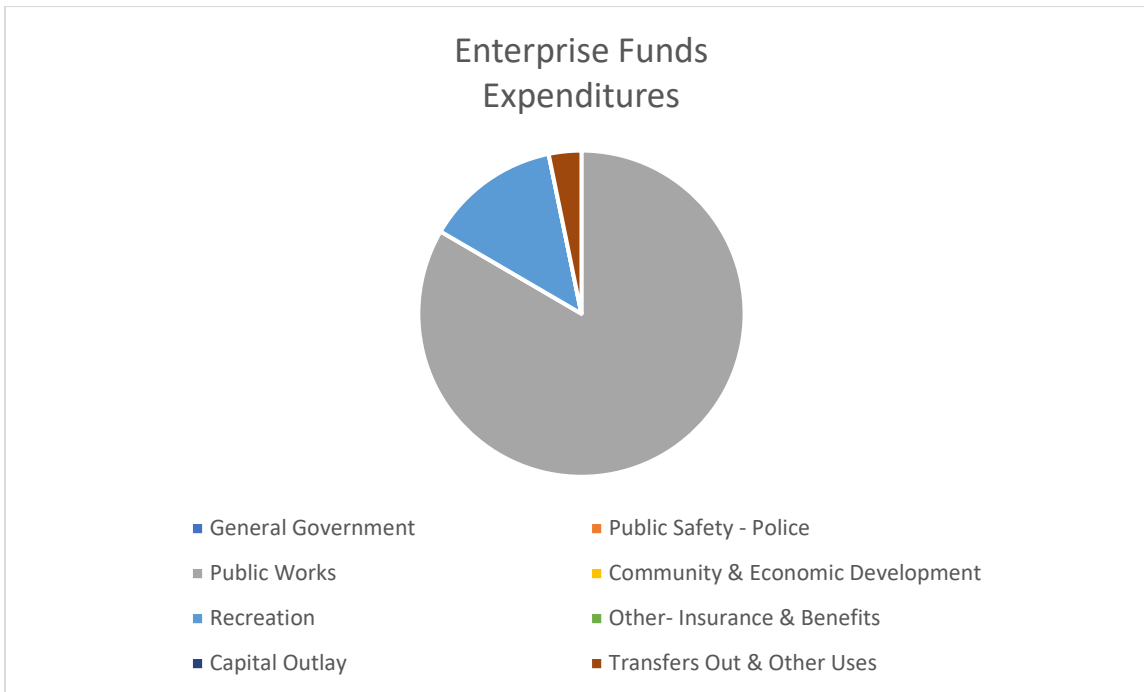
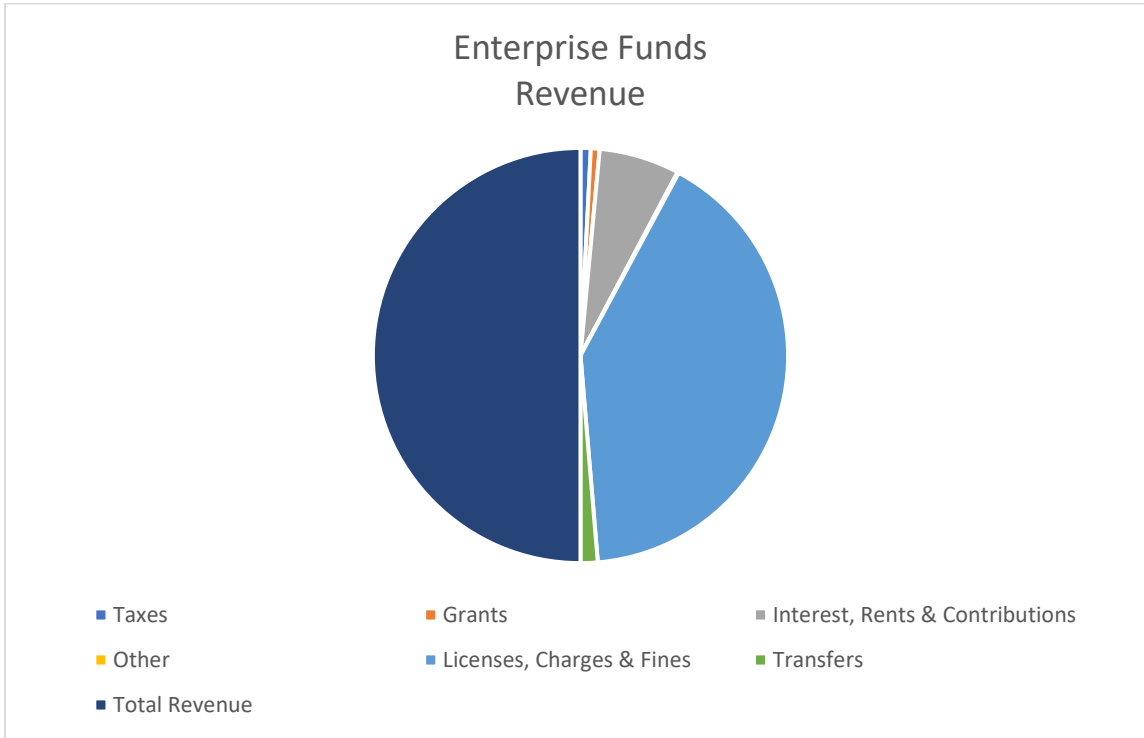
Enterprise Funds

Summary

Enterprise Funds	Sewage	Water	Rubbish	Ice Arena	Total Enterprise
Revenues					
Taxes	0	75,000	107,450	0	182,450
Grants	75,000	75,000	7,000	0	157,000
Interest, Rents & Contributions	6,000	3,000	2,000	1,403,000	1,436,500
Other	500	21,000	2,000	0	23,500
Licenses, Charges & Fines	4,965,000	3,280,000	765,900	0	9,345,900
Transfers	0	0	2,500	0	305,277
Total Revenue	5,046,500	3,454,000	886,850	1,403,000	11,450,627
Expenditures					
General Government	0	0	0	0	0
Public Safety	0	0	0	0	0
Public Works	4,868,658	3,330,717	876,802	0	9,892,754
Community & Economic Development	0	0	0	0	0
Recreation	0	0	0	1,585,100	1,585,100
Other- Insurance & Benefits	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers Out & Other Uses	170,300	190,000	10,000	0	382,800
Total Expenditures	5,038,958	3,520,717	886,802	1,585,100	11,860,654
Change In Fund Balance or Net Assets	7,542	(66,717)	48	(182,100)	(410,027)
Projected YE Change in FB or NA	(372,300)	(23,085)	4,950	(222,586)	(781,821)
Beg. Fund Balance or Net Assets	24,249,391	6,782,484	484,008	2,164,578	35,617,058
Ending Fund Balance or Net Assets	23,884,633	6,692,682	489,006	1,759,892	34,425,210

Enterprise Funds

Summary



---City of Mount Clemens 2021-22 Recommended Budget---

Enterprise Funds

Parking

Fund 585 - Parking

Estimated Revenues	Interest, Rents & Contrib.	Other	Licenses, Charges & Fines	Transfers	Total		
2018-19 Actual	22,500		627,274	176,238	826,012		
2019-20 Actual	22,500		510,585		533,085		
2020-21 2/28/2021	15,000	16,109	130,579		161,688		
2020-21 Budget	22,500		535,000		557,500		
2020-21 Projected	22,500	16,150	207,800	407,000	653,450		
2021-22 Dept. Request	22,500		335,000	314,300	671,800		
2021-22 Recommended	22,500		335,000	302,777	660,277		
2021-22 Adopted							
2022-23 Forecast	22,928		341,365	308,530	672,823		
2023-24 Forecast	23,387		348,193	314,701	686,281		
2024-25 Forecast	23,902		355,854	321,624	701,380		
2025-26 Forecast	24,452		364,038	329,021	717,511		

Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay	Total	
2018-19 Actual	71,068	158,054	2,355	260,645		492,122	
2019-20 Actual	27,333	(32,049)	3,996	284,803		284,083	
2020-21 2/28/2021	28,917	108,149	1,360	17,883		156,309	
2020-21 Budget	427,400	165,800	11,500	68,500	8,400	681,600	
2020-21 Projected	426,950	156,100	5,500	232,700	1,000	822,250	
2021-22 Dept. Request	434,200	148,800	10,500	239,100	8,000	840,600	
2021-22 Recommended	434,200	149,261	5,850	234,766	5,000	829,077	
2021-22 Adopted							
2022-23 Forecast	442,450	152,211	5,962	239,227	5,095	844,945	
2023-24 Forecast	452,184	155,557	6,091	244,489	5,207	863,528	
2024-25 Forecast	462,584	159,133	6,232	250,113	5,327	883,389	
2025-26 Forecast	473,223	163,035	6,375	255,867	5,450	903,950	

---City of Mount Clemens 2021-22 Recommended Budget---

Enterprise Funds

Parking

Fund 585 – Parking

546.000 - Automobile Park System	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	160,854	2,355	260,645		423,854
2019-20 Actual	(44,586)	3,996	284,803		244,213
2020-21 through 2/28/2021	101,390	1,360	17,883		120,633
2020-21 Budget	149,600	11,500	68,500	8,400	238,000
2020-21 Projected	142,900	5,500	232,700	1,000	382,100
2021-22 Dept. Request	136,300	10,500	239,100	8,000	393,900
2021-22 Recommended	136,761	5,850	234,766	5,000	382,377
2021-22 Adopted					
2022-23 Forecast	139,473	5,962	239,227	5,095	389,757
2023-24 Forecast	142,539	6,091	244,489	5,207	398,326
2024-25 Forecast	145,816	6,232	250,113	5,327	407,488
2025-26 Forecast	149,412	6,375	255,867	5,450	417,104

906.000 - Debt Retirement	Debt & Transfers	Total			
2018-19 Actual	71,068	71,068			
2019-20 Actual	27,333	27,333			
2020-21 through 2/28/2021	28,917	28,917			
2020-21 Budget	427,400	427,400			
2020-21 Projected	426,950	426,950			
2021-22 Dept. Request	434,200	434,200			
2021-22 Recommended	434,200	434,200			
2021-22 Adopted					
2022-23 Forecast	442,450	442,450			
2023-24 Forecast	452,184	452,184			
2024-25 Forecast	462,584	462,584			
2025-26 Forecast	473,223	473,223			

Enterprise Funds

Parking

966.000 - Transfer Out	Personal Services	Total			
2018-19 Actual	1,200	1,200			
2019-20 Actual	12,537	12,537			
2020-21 through 2/28/2021	6,759	6,759			
2020-21 Budget	16,200	16,200			
2020-21 Projected	13,200	13,200			
2021-22 Dept. Request	12,500	12,500			
2021-22 Recommended	12,500	12,500			
2021-22 Adopted					
2022-23 Forecast	12,738	12,738			
2023-24 Forecast	13,018	13,018			
2024-25 Forecast	13,317	13,317			
2025-26 Forecast	13,623	13,623			

Enterprise Funds

Utilities

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

1. To successfully oversee all water production and distribution services, as well as wastewater collection, treatment, and disposal operations

Enterprise Funds

Utilities

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

OBJECTIVES

- 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 and the water plant's Water Operator 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 North River Road and Jones Street pipe, valve, and hydrant repairs before resurfacing

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 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, including repair of the backup basin dewatering pump, and overhaul of the groundwater pump station.

Enterprise Funds

Utilities

Performance Indicators / Outcome Measures

	Actual FY19/20	Actual FY20/21 (as of 03/01/2021)	Estimated FY20/21
Gallons of Drinking Water Produced	651,939,800	448,701,700	675,000,000
Gallons of Wastewater Treated	1,678,957,000	950,705,000	1,600,000,000
Customer Service Requests Performed	849	553	1000
Water Main Breaks Repaired	19	22	20
Lead & Copper Lines Replaced	21	2	10
CIP Projects Completed	2	5	8
Employees with State Licenses (of 16)	12	14	14

The wastewater treatment plant upgrades include replacement of 2 of the plant's 10 aeration channel rotors, replacement of one of the plant's 3 main influent pumps, as well as a number of SCADA upgrades to better monitor plant activity.

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 North River Road and a portion of Jones 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.

Budget Reductions

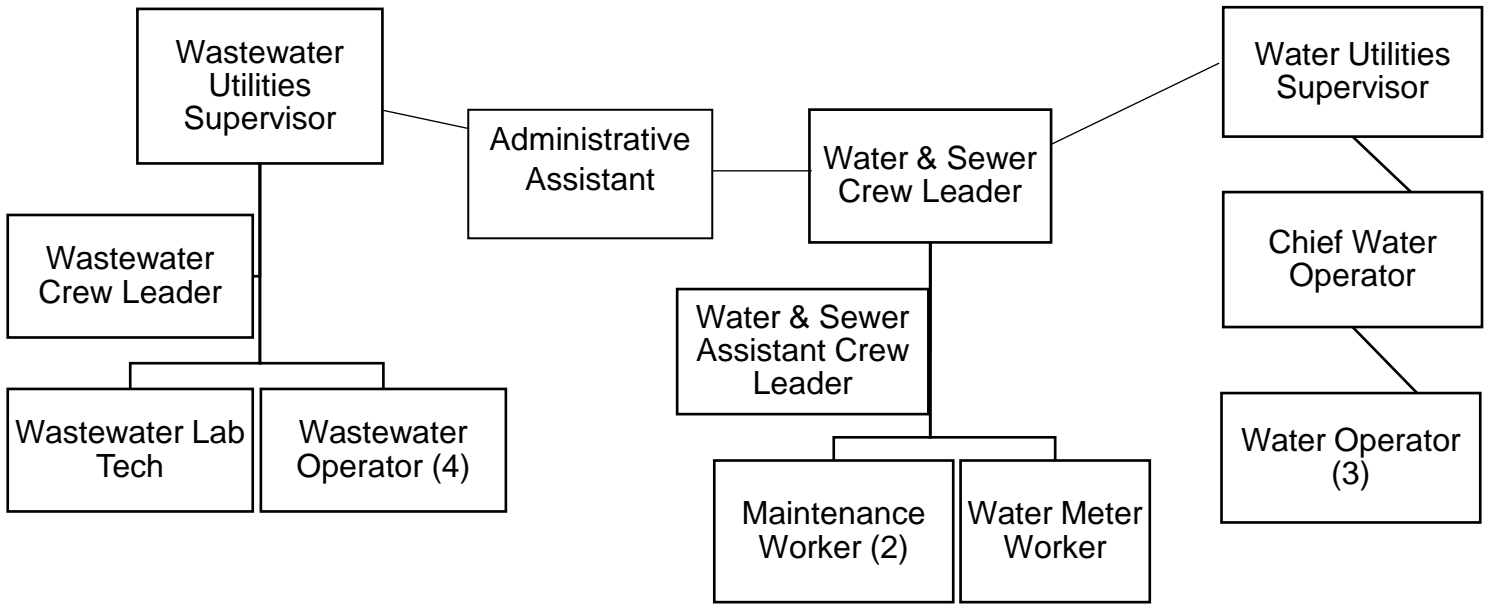
Because of crippling bond re-payments from repairs and upgrades to each facility years ago, both the water and wastewater plant having been operating on very limited budgets for a long time. We have had to suspend virtually all capital improvements to each facility, and even more detrimental, we have 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.

Enterprise Funds

Utilities

Because of staffing levels at each facility, cutting back on staff or reducing overtime is not an option at this point.

Departmental Organization Chart



Enterprise Funds

Sewage

Fund 590 - Sewage

Estimated Revenues	Taxes	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fines	Total	
2018-19 Actual	306	16,272	9,620	(33,835)	5,257,562	5,249,925	
2019-20 Actual	362			5,469	5,126,608	5,132,439	
2020-21 2/28/2021				175	3,264,932	3,265,107	
2020-21 Budget			1,000	500	4,937,500	4,939,000	
2020-21 Projected			5,000	2,500	4,964,000	4,971,500	
2021-22 Dept. Request			6,000	500	4,965,000	4,971,500	
2021-22 Recommended		75,000	6,000	500	4,965,000	5,046,500	
2021-22 Adopted							
2022-23 Forecast		76,425	6,114	510	5,059,335	5,142,384	
2023-24 Forecast		77,954	6,236	520	5,160,522	5,245,232	
2024-25 Forecast		79,669	6,373	531	5,274,053	5,360,626	
2025-26 Forecast		81,501	6,520	543	5,395,356	5,483,920	

Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay	Total	
2018-19 Actual	66,746	342,412	148,485	3,046,578	95,360	3,699,581	
2019-20 Actual	132,662	993,986	133,290	3,191,126	12,970	4,464,034	
2020-21 2/28/2021	9,137	710,115	83,335	926,242	778,264	2,507,093	
2020-21 Budget	77,850	1,074,100	288,250	1,929,500	1,037,000	4,406,700	
2020-21 Projected	77,550	1,005,050	150,600	2,902,500	1,208,100	5,343,800	
2021-22 Dept. Request	76,050	1,048,300	288,100	3,348,450	1,262,000	6,022,900	
2021-22 Recommended	76,050	1,052,506	129,125	3,101,527	679,750	5,038,958	
2021-22 Adopted							
2022-23 Forecast	77,495	1,073,209	131,581	3,160,459	692,666	5,135,410	
2023-24 Forecast	79,200	1,096,820	134,473	3,229,988	707,905	5,248,386	
2024-25 Forecast	81,021	1,122,045	137,568	3,304,279	724,188	5,369,101	
2025-26 Forecast	82,884	1,149,352	140,731	3,380,276	740,844	5,494,087	

Enterprise Funds

Sewage

Fund 590 Sewage

537.502 - Util -Supv & Overhead	Personal Services	Supplies	Other	Total	
2018-19 Actual	95,609	1,589	234	97,432	
2019-20 Actual	51,326	1,081	250	52,657	
2020-21 through 2/28/2021	40,723	1,194	130	42,047	
2020-21 Budget	63,200	1,300	1,400	65,900	
2020-21 Projected	59,650	1,500	500	61,650	
2021-22 Dept. Request	136,250	1,750	1,200	139,200	
2021-22 Recommended	118,762	1,550	500	120,812	
2021-22 Adopted					
2022-23 Forecast	121,137	1,579	510	123,226	
2023-24 Forecast	123,802	1,614	521	125,937	
2024-25 Forecast	126,648	1,652	533	128,833	
2025-26 Forecast	129,814	1,690	545	132,049	

537.503 - Util -Comm Activities	Debt & Transfers	Personal Services	Other	Capital Outlay	Total
2018-19 Actual		(282,994)	1,796,761		1,513,767
2019-20 Actual	97,324	217,051	1,910,298		2,224,673
2020-21 through 2/28/2021		191,508	73,099		264,607
2020-21 Budget		204,400	216,100		420,500
2020-21 Projected		192,700	1,599,700		1,792,400
2021-22 Dept. Request		189,450	1,604,900		1,794,350
2021-22 Recommended		189,450	1,601,700		1,791,150
2021-22 Adopted					
2022-23 Forecast		193,050	1,632,132		1,825,182
2023-24 Forecast		197,298	1,668,038		1,865,336
2024-25 Forecast		201,836	1,706,403		1,908,239
2025-26 Forecast		206,478	1,745,650		1,952,128

Enterprise Funds

Sewage

537.504 - Util - Transmission	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	46,802	14,613	135,508	5,697	202,620
2019-20 Actual	87,730	34,072	220,771	3,429	346,002
2020-21 through 2/28/2021	92,846	10,578	282,442	623,839	1,009,705
2020-21 Budget	182,500	47,700	567,000	65,000	862,200
2020-21 Projected	156,850	16,500	313,000	634,000	1,120,350
2021-22 Dept. Request	150,800	58,000	567,000	305,000	1,080,800
2021-22 Recommended	149,821	31,000	537,035	268,500	986,356
2021-22 Adopted					
2022-23 Forecast	152,820	31,590	547,239	273,602	1,005,251
2023-24 Forecast	156,181	32,284	559,278	279,621	1,027,364
2024-25 Forecast	159,772	33,027	572,142	286,052	1,050,993
2025-26 Forecast	163,771	33,787	585,301	292,632	1,075,491

537.505 - Util - Catch Basins	Personal Services	Supplies	Other	Total	
2018-19 Actual	83,919	7,934	238,866	330,719	
2019-20 Actual	78,051	6,403	131,351	215,805	
2020-21 through 2/28/2021	14,557	290	1,606	16,453	
2020-21 Budget					
2020-21 Projected					
2021-22 Dept. Request					
2021-22 Recommended					
2021-22 Adopted					
2022-23 Forecast					
2023-24 Forecast					
2024-25 Forecast					
2025-26 Forecast					

Enterprise Funds

Sewage

537.506 - Util - Pump Stations	Personal Services	Supplies	Other	Total	
2018-19 Actual	13,034	11,616	28,741	53,391	
2019-20 Actual	28,847	3,663	40,538	73,048	
2020-21 through 2/28/2021	19,689	221	19,596	39,506	
2020-21 Budget	36,200	25,700	46,600	108,500	
2020-21 Projected	29,650	5,000	34,300	68,950	
2021-22 Dept. Request	29,300	25,500	47,100	101,900	
2021-22 Recommended	28,792	4,500	36,411	69,703	
2021-22 Adopted					
2022-23 Forecast	29,369	4,586	37,103	71,058	
2023-24 Forecast	30,016	4,687	37,920	72,623	
2024-25 Forecast	30,707	4,795	38,792	74,294	
2025-26 Forecast	31,476	4,905	39,683	76,064	

537.507 - Util - Retention Basin	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	11,820	18,161	76,885	13,027	119,893
2019-20 Actual	30,998	15,069	75,815	611	122,493
2020-21 through 2/28/2021	18,931	3,083	53,183	58,060	133,257
2020-21 Budget	39,700	26,500	128,000	160,000	354,200
2020-21 Projected	29,000	11,300	81,500	210,000	331,800
2021-22 Dept. Request	28,000	27,500	126,000	155,000	336,500
2021-22 Recommended	29,688	15,525	83,582	80,000	208,795
2021-22 Adopted					
2022-23 Forecast	30,283	15,820	85,170	81,520	212,793
2023-24 Forecast	30,949	16,168	87,044	83,314	217,475
2024-25 Forecast	31,661	16,540	89,046	85,231	222,478
2025-26 Forecast	32,453	16,921	91,094	87,191	227,659

Enterprise Funds

Sewage

537.508 - Util - Oper Of Plant	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	367,922	94,573	769,584	76,636	1,308,715
2019-20 Actual	360,293	73,003	812,104	8,931	1,254,331
2020-21 through 2/28/2021	242,533	67,972	496,186	96,366	903,057
2020-21 Budget	381,800	187,050	970,400	812,000	2,351,250
2020-21 Projected	369,800	116,300	873,500	364,100	1,723,700
2021-22 Dept. Request	344,200	175,350	1,002,250	802,000	2,323,800
2021-22 Recommended	365,693	76,550	842,299	331,250	1,615,792
2021-22 Adopted					
2022-23 Forecast	373,014	78,006	858,305	337,544	1,646,869
2023-24 Forecast	381,220	79,720	877,187	344,970	1,683,097
2024-25 Forecast	389,988	81,554	897,363	352,905	1,721,810
2025-26 Forecast	399,754	83,428	918,003	361,021	1,762,206

906.503 - Debt Retirement Util	Debt & Transfers	Total			
2018-19 Actual	66,746	66,746			
2019-20 Actual	35,338	35,338			
2020-21 through 2/28/2021	9,137	9,137			
2020-21 Budget	77,850	77,850			
2020-21 Projected	77,550	77,550			
2021-22 Dept. Request	76,050	76,050			
2021-22 Recommended	76,050	76,050			
2021-22 Adopted					
2022-23 Forecast	77,495	77,495			
2023-24 Forecast	79,200	79,200			
2024-25 Forecast	81,021	81,021			
2025-26 Forecast	82,884	82,884			

Enterprise Funds

Sewage

966.000 - Transfer Out	Personal Services	Total			
2018-19 Actual	6,300	6,300			
2019-20 Actual	139,688	139,688			
2020-21 through 2/28/2021	89,328	89,328			
2020-21 Budget	166,300	166,300			
2020-21 Projected	167,400	167,400			
2021-22 Dept. Request	170,300	170,300			
2021-22 Recommended	170,300	170,300			
2021-22 Adopted					
2022-23 Forecast	173,536	173,536			
2023-24 Forecast	177,354	177,354			
2024-25 Forecast	181,433	181,433			
2025-26 Forecast	185,606	185,606			

---City of Mount Clemens 2021-22 Recommended Budget---

Enterprise Funds

Water

Fund 591 - Water

Estimated Revenues	Taxes	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fines	Total	
2018-19 Actual	89,387	179,216	2,092	30,291	3,658,458	3,959,444	
2019-20 Actual	57,819	272,161		47,192	3,298,513	3,675,685	
2020-21 2/28/2021	51,022			19,975	2,196,146	2,267,143	
2020-21 Budget	85,000		1,000	19,000	3,252,000	3,357,000	
2020-21 Projected	76,646		3,000	25,279	3,285,290	3,390,215	
2021-22 Dept. Request	75,000		3,000	21,000	3,280,000	3,379,000	
2021-22 Recommended	75,000	75,000	3,000	21,000	3,280,000	3,454,000	
2021-22 Adopted							
2022-23 Forecast	76,425	76,425	3,057	21,399	3,342,320	3,519,626	
2023-24 Forecast	77,954	77,954	3,118	21,827	3,409,167	3,590,020	
2024-25 Forecast	79,669	79,669	3,187	22,307	3,484,168	3,669,000	
2025-26 Forecast	81,501	81,501	3,260	22,820	3,564,304	3,753,386	

Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay	Total	
2018-19 Actual	80,639	(156,645)	163,135	1,487,560	11,185	1,585,874	
2019-20 Actual	117,174	488,018	190,293	1,766,873	23,889	2,586,247	
2020-21 2/28/2021	22,115	637,672	94,702	524,649	116,679	1,395,817	
2020-21 Budget	508,000	843,700	253,100	997,700	599,500	3,202,000	
2020-21 Projected	507,500	913,650	168,200	1,518,350	305,600	3,413,300	
2021-22 Dept. Request	378,900	822,150	258,300	1,590,300	1,017,800	4,067,450	
2021-22 Recommended	378,900	878,946	182,150	1,603,221	477,500	3,520,717	
2021-22 Adopted							
2022-23 Forecast	386,099	896,188	185,615	1,633,683	486,573	3,588,158	
2023-24 Forecast	394,593	915,904	189,697	1,669,624	497,277	3,667,095	
2024-25 Forecast	403,669	936,973	194,061	1,708,028	508,716	3,751,447	
2025-26 Forecast	412,954	959,679	198,525	1,747,314	520,416	3,838,888	

Enterprise Funds

Water

Fund 591 – Water

537.503 - Util -Comm Activities	Debt & Transfers	Personal Services	Supplies	Other	Total
2018-19 Actual		(678,260)		997,452	
2019-20 Actual	60,117	(190,757)		1,190,477	
2020-21 through 2/28/2021		199,055		71,586	
2020-21 Budget		175,000		142,200	
2020-21 Projected		197,300		931,250	
2021-22 Dept. Request		182,800		933,800	
2021-22 Recommended		182,628		932,800	
2021-22 Adopted					
2022-23 Forecast		186,118		950,523	
2023-24 Forecast		190,213		971,435	
2024-25 Forecast		194,590		993,779	
2025-26 Forecast		199,108		1,016,637	

537.504 - Util - Transmission	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	171,355	52,554	196,739	1,644	422,292
2019-20 Actual	177,743	63,460	242,878	6,191	490,272
2020-21 through 2/28/2021	120,862	18,862	167,339	30,387	337,450
2020-21 Budget	192,600	88,600	479,800	99,000	860,000
2020-21 Projected	190,000	45,200	178,700	90,300	504,200
2021-22 Dept. Request	200,200	90,700	279,700	267,300	837,900
2021-22 Recommended	173,515	60,700	324,328	127,000	685,543
2021-22 Adopted					
2022-23 Forecast	176,990	61,854	330,491	129,413	698,748
2023-24 Forecast	180,883	63,214	337,761	132,260	714,118
2024-25 Forecast	185,043	64,668	345,530	135,303	730,544
2025-26 Forecast	189,678	66,155	353,477	138,415	747,725

Enterprise Funds

Water

537.508 - Util - Oper Of Plant	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	342,860	110,582	293,370	9,541	756,353
2019-20 Actual	342,573	126,833	333,518	17,698	820,622
2020-21 through 2/28/2021	217,341	75,840	285,724	86,291	665,196
2020-21 Budget	368,700	164,500	375,700	500,500	1,409,400
2020-21 Projected	340,050	123,000	408,400	215,300	1,086,750
2021-22 Dept. Request	249,150	167,600	376,800	750,500	1,544,050
2021-22 Recommended	332,803	121,450	346,093	350,500	1,150,846
2021-22 Adopted					
2022-23 Forecast	339,470	123,761	352,669	357,160	1,173,060
2023-24 Forecast	346,939	126,483	360,428	365,017	1,198,867
2024-25 Forecast	354,920	129,393	368,719	373,413	1,226,445
2025-26 Forecast	363,817	132,370	377,200	382,001	1,255,388

906.044 - Debt Retirement - Public Works	Debt & Transfers	Total			
2018-19 Actual	80,639	80,639			
2019-20 Actual	57,057	57,057			
2020-21 through 2/28/2021	22,115	22,115			
2020-21 Budget	508,000	508,000			
2020-21 Projected	507,500	507,500			
2021-22 Dept. Request	378,900	378,900			
2021-22 Recommended	378,900	378,900			
2021-22 Adopted					
2022-23 Forecast	386,099	386,099			
2023-24 Forecast	394,593	394,593			
2024-25 Forecast	403,669	403,669			
2025-26 Forecast	412,954	412,954			

Enterprise Funds

Water

966.000 - Transfer Out	Personal Services	Total			
2018-19 Actual	7,400	7,400			
2019-20 Actual	158,463	158,463			
2020-21 through 2/28/2021	100,414	100,414			
2020-21 Budget	107,400	107,400			
2020-21 Projected	186,300	186,300			
2021-22 Dept. Request	190,000	190,000			
2021-22 Recommended	190,000	190,000			
2021-22 Adopted					
2022-23 Forecast	193,610	193,610			
2023-24 Forecast	197,869	197,869			
2024-25 Forecast	202,420	202,420			
2025-26 Forecast	207,076	207,076			

---City of Mount Clemens 2021-22 Recommended Budget---

Enterprise Funds

Rubbish

Fund 596 - Rubbish

Estimated Revenues	Taxes	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fines	Transfers	Total
2018-19 Actual	104,161	6,798	6,427	745	772,765	8,059	898,955
2019-20 Actual	106,339	6,671	(237)	4,076	763,730	2,193	882,772
2020-21 2/28/2021	95,852	6,790			683,632	873	787,147
2020-21 Budget	108,200	7,000	2,500	4,500	767,000	7,000	896,200
2020-21 Projected	104,200	6,800	1,500		765,900	1,500	879,900
2021-22 Dept. Request	106,500	7,000	2,000	2,000	765,900	2,500	885,900
2021-22 Recommended	107,450	7,000	2,000	2,000	765,900	2,500	886,850
2021-22 Adopted							
2022-23 Forecast	109,169	7,133	2,038	2,038	780,452	2,548	903,378
2023-24 Forecast	111,025	7,276	2,079	2,079	796,061	2,599	921,119
2024-25 Forecast	113,135	7,436	2,125	2,125	813,575	2,656	941,052
2025-26 Forecast	115,398	7,607	2,174	2,174	832,287	2,717	962,357

Appropriations	Personal Services	Supplies	Other	Capital Outlay	Total		
2018-19 Actual	72,479	6,051	678,016	7,041	763,587		
2019-20 Actual	(22,801)	4,210	802,660	30,254	814,323		
2020-21 2/28/2021	43,641	530	402,459	23,745	470,375		
2020-21 Budget	83,200	6,200	770,800	40,000	900,200		
2020-21 Projected	63,550	2,600	773,800	35,000	874,950		
2021-22 Dept. Request	65,300	5,700	787,800	35,000	893,800		
2021-22 Recommended	64,719	4,700	787,383	30,000	886,802		
2021-22 Adopted							
2022-23 Forecast	65,995	4,791	802,343	30,570	903,699		
2023-24 Forecast	67,444	4,896	819,994	31,243	923,577		
2024-25 Forecast	68,994	5,009	838,854	31,962	944,819		
2025-26 Forecast	70,677	5,124	858,147	32,697	966,645		

Enterprise Funds

Rubbish

Fund 596 – Rubbish

521.000 - Sanitation System	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual	72,079	6,051	678,016	7,041	763,187
2019-20 Actual	(33,802)	4,210	802,660	30,254	803,322
2020-21 through 2/28/2021	38,581	530	402,459	23,745	465,315
2020-21 Budget	74,400	6,200	770,800	40,000	891,400
2020-21 Projected	54,150	2,600	773,800	35,000	865,550
2021-22 Dept. Request	55,300	5,700	787,800	35,000	883,800
2021-22 Recommended	54,719	4,700	787,383	30,000	876,802
2021-22 Adopted					
2022-23 Forecast	55,805	4,791	802,343	30,570	893,509
2023-24 Forecast	57,030	4,896	819,994	31,243	913,163
2024-25 Forecast	58,340	5,009	838,854	31,962	934,165
2025-26 Forecast	59,778	5,124	858,147	32,697	955,746

966.000 - Transfer Out	Personal Services	Total			
2018-19 Actual	400	400			
2019-20 Actual	11,001	11,001			
2020-21 through 2/28/2021	5,060	5,060			
2020-21 Budget	8,800	8,800			
2020-21 Projected	9,400	9,400			
2021-22 Dept. Request	10,000	10,000			
2021-22 Recommended	10,000	10,000			
2021-22 Adopted					
2022-23 Forecast	10,190	10,190			
2023-24 Forecast	10,414	10,414			
2024-25 Forecast	10,654	10,654			
2025-26 Forecast	10,899	10,899			

---City of Mount Clemens 2021-22 Recommended Budget---

Enterprise Funds

Ice Arena

Fund 598 - Ice Arena

Estimated Revenues	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fines	Total		
2018-19 Actual	28,825	1,539,806	265,755		1,834,386		
2019-20 Actual		1,266,229			1,266,229		
2020-21 2/28/2021		743,254			743,254		
2020-21 Budget		12,300	25,300	1,439,400	1,477,000		
2020-21 Projected		948,558			948,558		
2021-22 Dept. Request		1,403,190			1,403,190		
2021-22 Recommended		1,403,000			1,403,000		
2021-22 Adopted							
2022-23 Forecast		1,429,657			1,429,657		
2023-24 Forecast		1,458,250			1,458,250		
2024-25 Forecast		1,490,332			1,490,332		
2025-26 Forecast		1,524,610			1,524,610		

Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual				1,591,542		1,591,542
2019-20 Actual				1,427,445		1,427,445
2020-21 2/28/2021		351,184	20,242	233,465		604,891
2020-21 Budget		692,400	9,600	725,000	50,000	1,477,000
2020-21 Projected	12,538	434,819	25,833	697,954		1,171,144
2021-22 Dept. Request	40,800	692,700	82,600	771,400		1,587,500
2021-22 Recommended	40,800	690,300	82,600	771,400		1,585,100
2021-22 Adopted						
2022-23 Forecast	41,576	704,010	84,169	786,056		1,615,811
2023-24 Forecast	42,490	719,498	86,021	803,350		1,651,359
2024-25 Forecast	43,467	736,046	88,000	821,828		1,689,341
2025-26 Forecast	44,466	754,243	90,024	840,731		1,729,464

Enterprise Funds

Ice Arena

Fund 598 Ice Arena

806.000 - Ice Arena	Personal Services	Supplies	Other	Capital Outlay	Total
2018-19 Actual			1,591,542		
2019-20 Actual			1,427,445		
2020-21 through 2/28/2021	351,184	20,242	233,465		
2020-21 Budget	692,400	9,600	725,000	50,000	
2020-21 Projected	434,819	25,833	697,954		
2021-22 Dept. Request	692,700	82,600	771,400		
2021-22 Recommended	690,300	82,600	771,400		
2021-22 Adopted					
2022-23 Forecast	704,010	84,169	786,056		
2023-24 Forecast	719,498	86,021	803,350		
2024-25 Forecast	736,046	88,000	821,828		
2025-26 Forecast	754,243	90,024	840,731		

906.075 - Debt Retirement - Rec	Debt & Transfers	Total			
2018-19 Actual					
2019-20 Actual					
2020-21 through 2/28/2021					
2020-21 Budget					
2020-21 Projected	12,538	12,538			
2021-22 Dept. Request	40,800	40,800			
2021-22 Recommended	40,800	40,800			
2021-22 Adopted					
2022-23 Forecast	41,576	41,576			
2023-24 Forecast	42,490	42,490			
2024-25 Forecast	43,467	43,467			
2025-26 Forecast	44,466	44,466			

Other Funds



Other Funds

Fund 404 - Sidewalk

Estimated Revenues	Other	Transfers	Total				
2018-19 Actual	43,062	40,000	83,062				
2019-20 Actual	123,805	50,000	173,805				
2020-21 2/28/2021	143,360		143,360				
2020-21 Budget	250,000	500,000	750,000				
2020-21 Projected	450,000	500,000	950,000				
2021-22 Dept. Request	450,000	250,000	700,000				
2021-22 Recommended	450,000	250,000	700,000				
2021-22 Adopted							
2022-23 Forecast	458,550	254,750	713,300				
2023-24 Forecast	467,721	259,845	727,566				
2024-25 Forecast	478,011	265,562	743,573				
2025-26 Forecast	489,005	271,670	760,675				

Appropriations	Other	Capital Outlay	Total				
2018-19 Actual	12,450		12,450				
2019-20 Actual	95,627		95,627				
2020-21 2/28/2021	1,550	187,575	189,125				
2020-21 Budget		750,000	750,000				
2020-21 Projected	2,000	690,000	692,000				
2021-22 Dept. Request	2,000	750,000	752,000				
2021-22 Recommended	2,000	750,000	752,000				
2021-22 Adopted							
2022-23 Forecast	2,038	764,250	766,288				
2023-24 Forecast	2,083	781,064	783,147				
2024-25 Forecast	2,131	799,028	801,159				
2025-26 Forecast	2,180	817,406	819,586				

Other Funds

Capital Outlay - Sidewalk

Fund 404 – Sidewalk

444.000 - Sidewalks	Other	Capital Outlay	Total		
2018-19 Actual	12,450		12,450		
2019-20 Actual	95,627		95,627		
2020-21 through 2/28/2021	1,550	187,575	189,125		
2020-21 Budget		750,000	750,000		
2020-21 Projected	2,000	690,000	692,000		
2021-22 Dept. Request	2,000	750,000	752,000		
2021-22 Recommended	2,000	750,000	752,000		
2021-22 Adopted					
2022-23 Forecast	2,038	764,250	766,288		
2023-24 Forecast	2,083	781,064	783,147		
2024-25 Forecast	2,131	799,028	801,159		
2025-26 Forecast	2,180	817,406	819,586		

Other Funds

Internal Service – Motor Pool

Fund 661 - Motor Pool

Estimated Revenues	Grants	Interest, Rents & Contrib.	Other	Licenses, Charges & Fines	Transfers	Total	
2018-19 Actual		600,776	2,379	30,478	50,000	683,633	
2019-20 Actual		618,307		23,659		641,966	
2020-21 2/28/2021		576,354	21,826	9,731		607,911	
2020-21 Budget		660,000	1,000	32,000		693,000	
2020-21 Projected		622,000	32,650	13,700		668,350	
2021-22 Dept. Request		650,000	3,000	15,000		668,000	
2021-22 Recommended		803,447	3,000	15,000		821,447	
2021-22 Adopted							
2022-23 Forecast		818,712	3,057	15,285		837,054	
2023-24 Forecast		835,086	3,118	15,591		853,795	
2024-25 Forecast		853,458	3,187	15,934		872,579	
2025-26 Forecast		873,088	3,260	16,300		892,648	

Appropriations	Debt & Transfers	Personal Services	Supplies	Other	Capital Outlay	Total	
2018-19 Actual		177,650	155,429	323,810	17,286	674,175	
2019-20 Actual	1,057	228,599	183,971	314,965	24,751	753,343	
2020-21 2/28/2021	2,179	145,297	78,429	128,601	5,503	360,009	
2020-21 Budget	3,200	236,700	199,600	209,300	132,800	781,600	
2020-21 Projected	3,200	189,750	148,500	352,750	12,100	706,300	
2021-22 Dept. Request		251,700	219,200	371,800	31,000	873,700	
2021-22 Recommended		242,197	186,950	361,800	30,500	821,447	
2021-22 Adopted							
2022-23 Forecast		246,944	190,504	368,675	31,080	837,203	
2023-24 Forecast		252,376	194,693	376,785	31,764	855,618	
2024-25 Forecast		258,181	199,170	385,450	32,495	875,296	
2025-26 Forecast		264,428	203,749	394,316	33,243	895,736	

Other Funds

Internal Service – Motor Pool

Fund 661 Motor Pool

441.000 - Department of Public Works	Debt & Transfers	Personal Services	Supplies	Other	Total
2018-19 Actual		177,650	155,429	323,810	17,286
2019-20 Actual	(1,500)	206,708	183,971	314,965	24,751
2020-21 through 2/28/2021		130,628	78,429	128,601	5,503
2020-21 Budget		201,700	199,600	209,300	132,800
2020-21 Projected		168,250	148,500	352,750	12,100
2021-22 Dept. Request		225,700	219,200	371,800	31,000
2021-22 Recommended		216,197	186,950	361,800	30,500
2021-22 Adopted					
2022-23 Forecast		220,450	190,504	368,675	31,080
2023-24 Forecast		225,300	194,693	376,785	31,764
2024-25 Forecast		230,482	199,170	385,450	32,495
2025-26 Forecast		236,092	203,749	394,316	33,243

906.000 - Debt Retirement	Debt & Transfers	Total			
2018-19 Actual					
2019-20 Actual	2,557	2,557			
2020-21 through 2/28/2021	2,179	2,179			
2020-21 Budget	3,200	3,200			
2020-21 Projected	3,200	3,200			
2021-22 Dept. Request					
2021-22 Recommended					
2021-22 Adopted					
2022-23 Forecast					
2023-24 Forecast					
2024-25 Forecast					
2025-26 Forecast					

Other Funds

Internal Service – Motor Pool

966.000 - Transfer Out	Personal Services	Total			
2018-19 Actual					
2019-20 Actual	21,891	21,891			
2020-21 through 2/28/2021	14,669	14,669			
2020-21 Budget	35,000	35,000			
2020-21 Projected	21,500	21,500			
2021-22 Dept. Request	26,000	26,000			
2021-22 Recommended	26,000	26,000			
2021-22 Adopted					
2022-23 Forecast	26,494	26,494			
2023-24 Forecast	27,076	27,076			
2024-25 Forecast	27,699	27,699			
2025-26 Forecast	28,336	28,336			

Other Funds

Fiduciary– Retirement

Fund 731 - Retirement

Estimated Revenues	Taxes	Grants	Interest, Rents & Contrib	Other
2018-19 Actual	288,161	22,409	3,413,665	529,147
2019-20 Actual	300,049	21,035	1,780,946	1,108,439
2/28/2021	278,719	21,299	1,524,181	6,735,300
Budget	309,700	20,500		230,000
Projected	313,000	21,300	2,101,000	8,437,000
Dept Request	320,950	21,300	2,102,000	4,841,000
Recommended	320,950	21,300	2,102,000	4,841,000

Appropriations	Personal Services	Supplies	Other	Total
2018-19 Actual			5,124,773	5,124,773
2019-20 Actual	487	23	5,142,004	5,142,514
2/28/2021	32,748		3,319,196	3,351,944
Budget	900	100	4,699,000	4,700,000
Projected	33,150		5,361,100	5,394,250
Dept Request	33,750		5,138,000	5,171,750
Recommended	33,800		5,138,000	5,171,800

Other Funds

Fiduciary–OPEB

Fund 736 – OPEB

Estimated Revenues	Interest, Rents & Contrib	Other	Transfers	Total
2018-19 Actual	86,206	(21,874)	1,576,344	1,640,676
2019-20 Actual	19,801	85,220	2,153,239	2,258,260
2/28/2021	24,089	72,527	1,225,938	1,322,554
Budget	40,000	48,000	1,960,000	2,048,000
Projected	40,000	132,000	2,000,000	2,172,000
Dept Request	40,000	100,000	1,734,500	1,874,500
Recommended	40,000	100,000	1,734,500	1,874,500

Appropriations	Personal Services	Other	Total
2018-19 Actual	1,519,001	14,036	1,533,037
2019-20 Actual	1,653,238	22,226	1,675,464
2/28/2021	922,295	28,338	950,633
Budget	1,568,000	15,000	1,583,000
Projected	1,512,500	33,000	1,545,500
Dept Request	1,562,500	35,000	1,597,500
Recommended	1,562,500	35,000	1,597,500

Supplementary Information



SEMCOG Community Profile

Population and Households

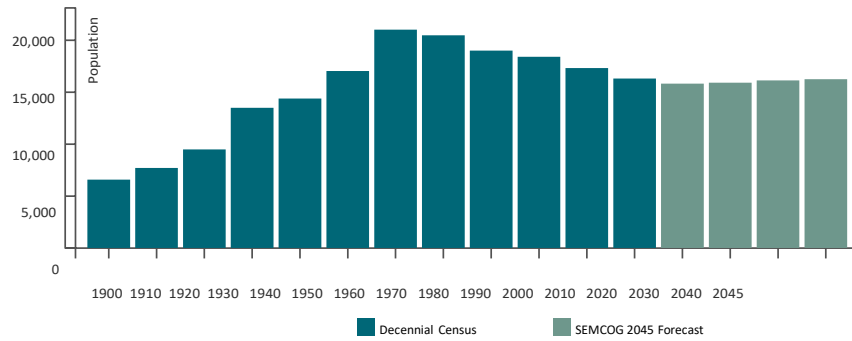
Link to American Community Survey (ACS) Profiles: **Select a Year**

2015-2019

Social | Demographic

Population and Household Estimates for Southeast Michigan, 2020

Population Forecast



Supplementary Information

SEMCOG Community Profile

Population and Households

Population and Households	Census 2010	Change 2000-2010	Pct Change 2000-2010	SEMCOG Jul 2020	SEMCOG 2045
Total Population	16,314	-998	-5.8%	16,926	16,245
Group Quarters Population	1,584	-97	-5.8%	1,944	2,143
Household Population	14,730	-901	-5.8%	14,982	14,102
Housing Units	7,582	36	0.5%	7,515	-
Households (Occupied Units)	6,714	-359	-5.1%	6,848	6,547
Residential Vacancy Rate	11.4%	5.2%	-	8.9%	-
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

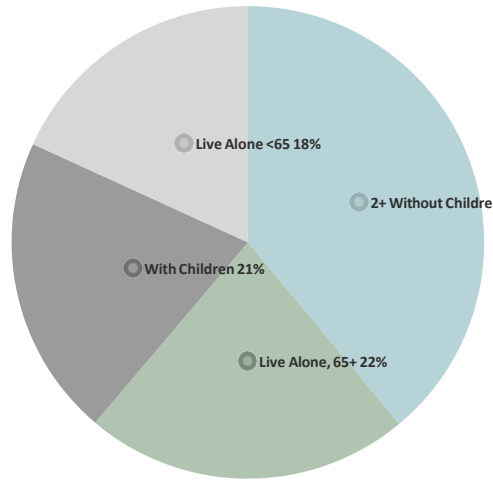
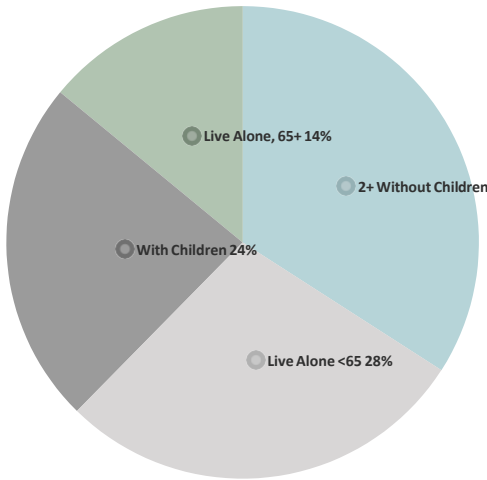
Supplementary Information

SEMCOG Community Profile

Household Types

ACS
2019

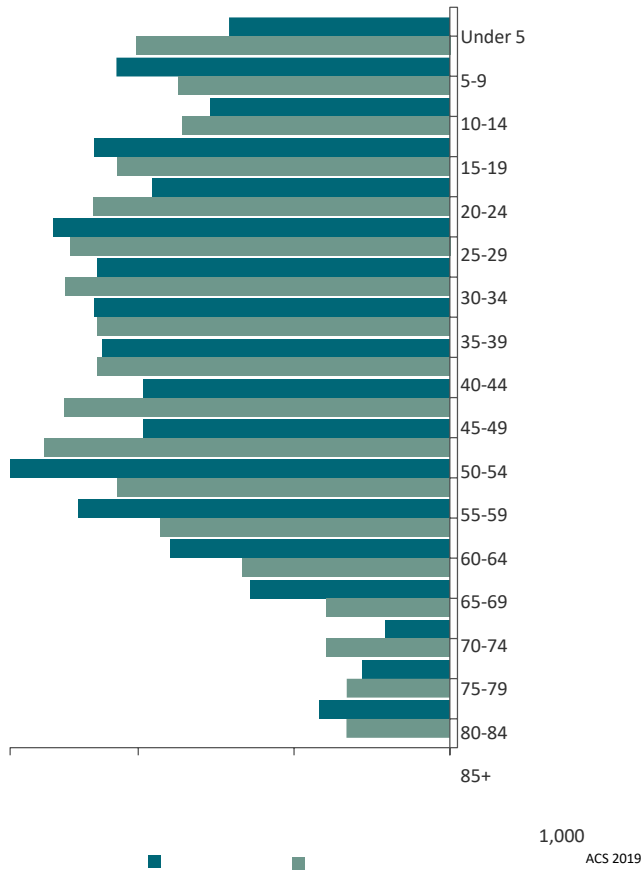
SEMCOG
2045



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

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

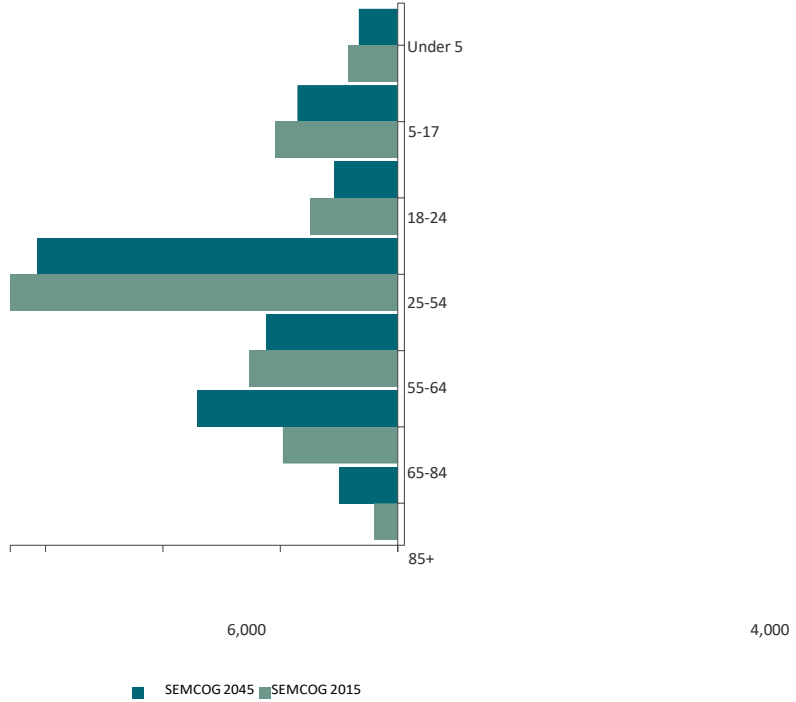
Population Change by Age, 2010-2019



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

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

Forecasted Population Change 2015-2045



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

Source: SEMCOG 2045 Regional Development Forecast

Older Adults and Youth Populations

Older Adults and Youth Population	Census 2010	ACS 2019	Change 2010-2019	Pct Change 2010-2019	SEMCOG 2045
60 and over	3,049	3,635	586	19.2%	5,603
65 and over	2,120	2,444	324	15.3%	4,405
65 to 84	1,788	2,024	236	13.2%	3,407
85 and Over	332	420	88	26.5%	998
Under 18	3,353	3,215	-138	-4.1%	2,371
5 to 17	2,346	2,506	160	6.8%	1,708
Under 5	1,007	709	-298	-29.6%	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, 2015-2019 American Community Survey 5-Year Estimates, and SEMCOG 2045 Regional Development Forecast

Race and Hispanic Origin

Race and Hispanic Origin	Census 2010	Percent of Population 2010	ACS 2019	Percent of Population 2019	Percentage Point Change 2010-2019
Non-Hispanic	15,837	97.1%	15,911	97.5%	0.4%
White	11,150	68.3%	11,160	68.4%	0.1%
Black	3,993	24.5%	4,008	24.6%	0.1%
Asian	79	0.5%	19	0.1%	-0.4%
Multi-Racial	533	3.3%	624	3.8%	0.6%
Other	82	0.5%	100	0.6%	0.1%
Hispanic	477	2.9%	404	2.5%	-0.4%
Total	16,314	100%	16,315	100%	0%

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

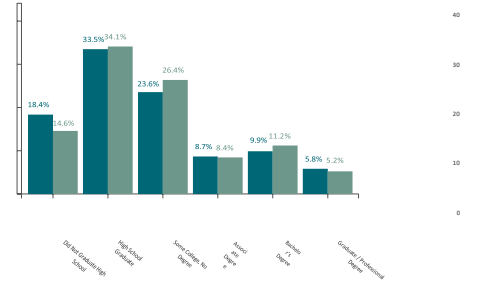
Supplementary Information

SEMCOG Community Profile

Highest Level of Education

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

* Population age 25 and over



Source: U.S. Census Bureau, 2019 American Community Survey

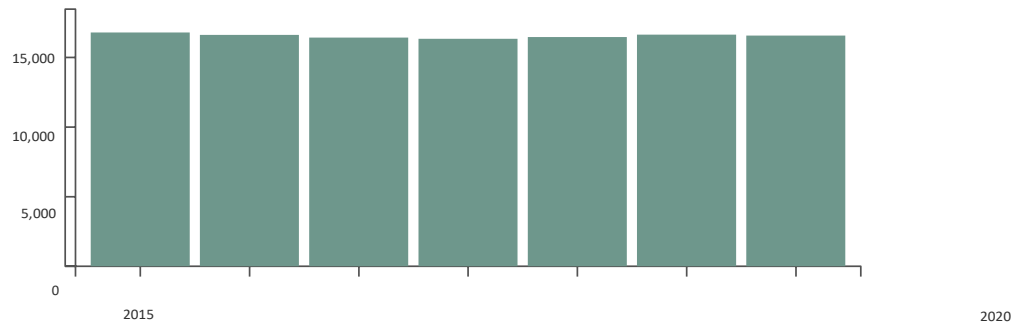
Economy & Jobs

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

2015-2019

Economic

Forecasted Jobs



Source: SEMCOG 2045 Regional Development Forecast

Supplementary Information

SEMCOG Community Profile

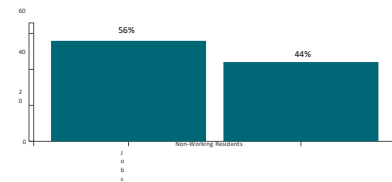
Forecasted Jobs by Industry Sector

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



Supplementary Information

SEMCOG Community Profile

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

Where Workers Commute From 2016

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

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

Where Residents Work 2016

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

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

Supplementary Information

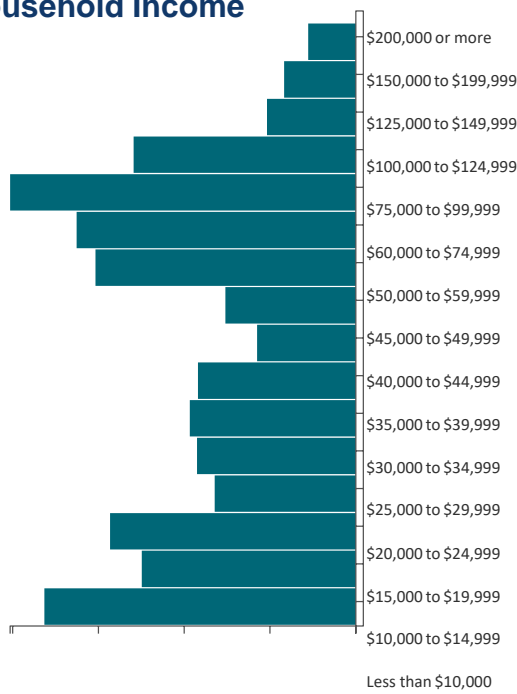
SEMCOG Community Profile

Household Income

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

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

Annual Household Income



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

Poverty

Poverty	ACS 2010	% of Total (2010)	ACS 2019	% of Total (2019)	% Point Chg 2010-2019
Persons in Poverty	3,139	21.5%	2,986	20.1%	-1.3%
Households in Poverty	1,438	20.6%	1,389	20.3%	-0.4%

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

Supplementary Information

SEMCOG Community Profile

Housing

Building Permits 2000 - 2021

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

Supplementary Information

SEMCOG Community Profile

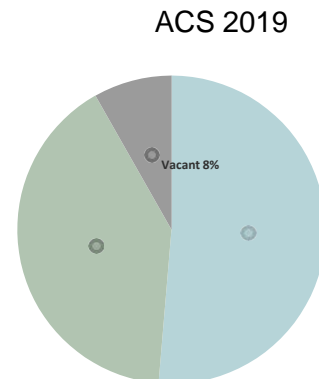
Housing Types

Housing Type	ACS 2010	ACS 2019	Change 2010-2019	New Units Permitted Since 2018
Single Unit	4,477	4,750	273	5
Multi-Unit	3,446	2,559	-887	0
Mobile Homes or Other	168	157	-11	0
Total	8,091	7,466	-625	5
Units Demolished				-0
Net (Total Permitted Units - Units Demolished)				5

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

Housing Tenure

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



2015-2019 American Community Survey 5-Year Estimates

Housing Value and Rent

Source: U.S. Census Bureau, 2006-2010 and

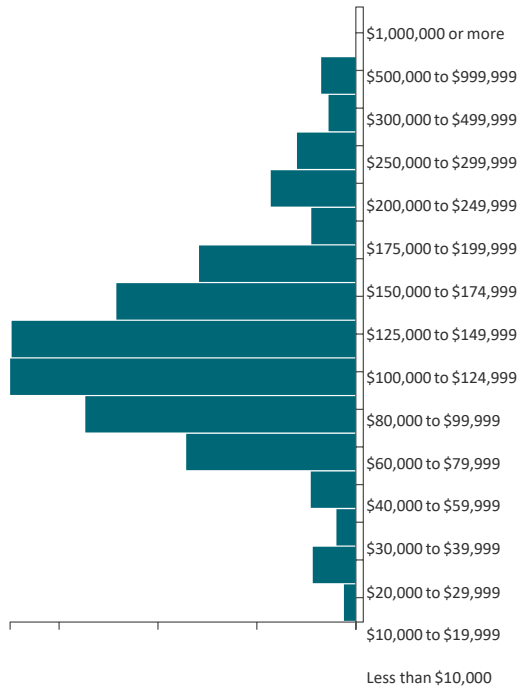
Housing Value (in 2019 dollars)	ACS 2010	ACS 2019	Change 2010-2019	Percent Change 2010-2019
Median housing value	\$154,340	\$103,100	\$-51,240	-33.2%
Median gross rent	\$696	\$746	\$50	7.2%

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

Supplementary Information

SEMCOG Community Profile

Housing Value

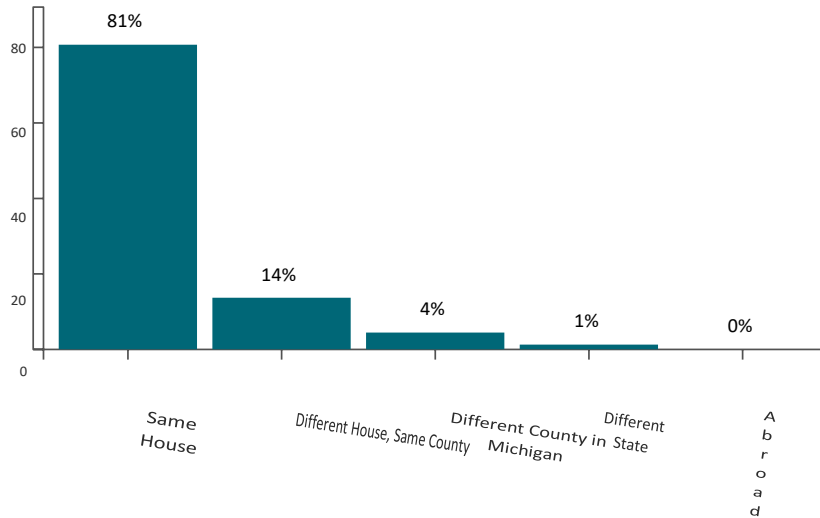


600

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

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

Residence One Year Ago *



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

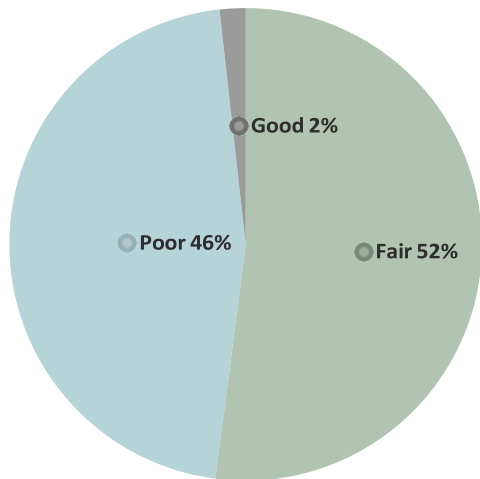
Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

Transportation

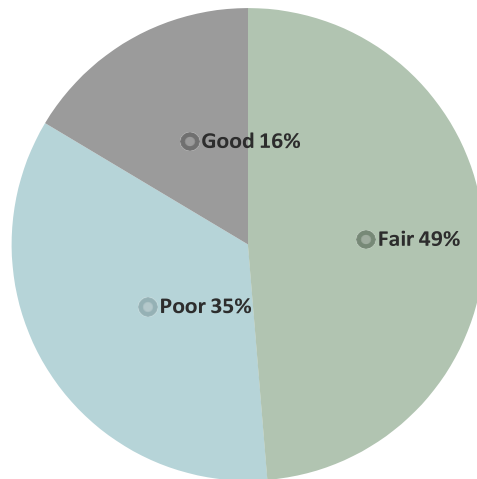
Miles of public road (including boundary roads): **62**Source: Michigan Geographic Framework

Pavement Condition (in Lane Miles)

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

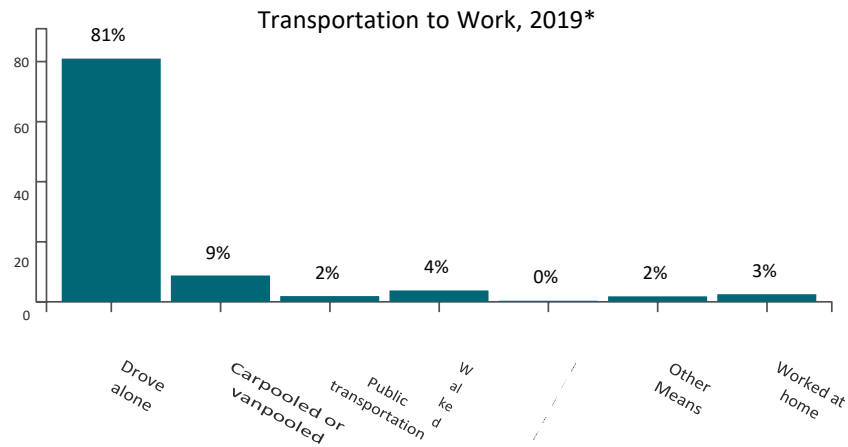
Bridge Status	2008	2008 (%)	2009	2009 (%)	2010	2010 (%)	Percent Point Chg 2008-2010
Open	2	100%	2	100%	6	100%	0%
Open with Restrictions	0	0%	0	0%	0	0%	0%
Closed*	0	0%	0	0%	0	0%	0%
Total Bridges	2	100.0%	2	100.0%	6	100.0%	0.0%
Deficient Bridges	2	100%	2	100%	2	33.3%	-66.7%

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

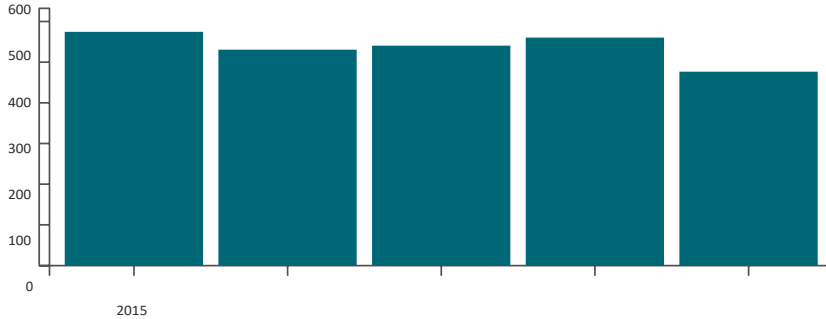
Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

Mean Travel Time to Work

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

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

Crashes, 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%

Supplementary Information

SEMCOG Community Profile

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

Supplementary Information

SEMCOG Community Profile

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.

Supplementary Information

SEMCOG Community Profile

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%

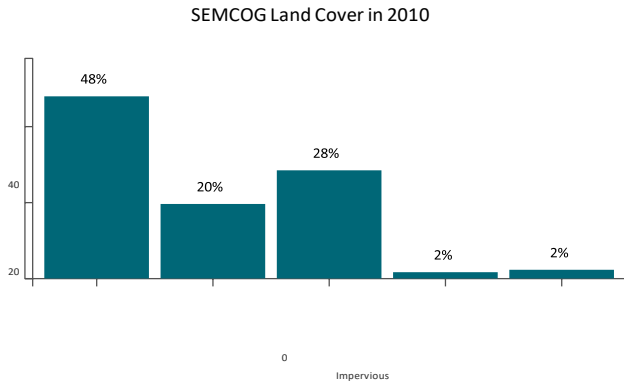
Note: Land Cover was derived from SEMCOG's 2010 Leaf off Imagery. Source:

SEMCOG

Supplementary Information

SEMCOG Community Profile

Source Data
SEMCOG - Detailed
Data



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	

---City of Mount Clemens 2021-22 Recommended Budget---

Debt Schedules

These schedules were obtained through Munetrix except for data on the ice arena bonds.

City of Mount Clemens

Name	6/30/2020	6/30/2021	6/30/2022	6/30/2023
4IB District Court: 2015 Building Authority	942,006	915,783	889,749	961,904
Refunding Bonds: 2016	401,860	410,417	418,656	425,587
Sewer Fund: 1999B	79,500	0		
Sewer Fund: 1999	527,875			
Sewer Fund: 1998	232,746			
Sewer Fund: 1998	328,656			
Sewer Fund: 2010	73,961	77,523	76,023	74,523
Water Fund: 1998	101,250			
Water Fund: 1999	312,625			
Water Fund: 2007	12,750	12,538	12,325	12,113
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		
Capital Imp 2021- Ice Arena	0	12,538	40,300	65,175
Subtotal for Bonds & Contracts Payable	\$3,564,315	\$1,923,760	\$1,806,407	\$1,772,569

Local Code: 50-2050

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

**City of Mount Clemens
Complete Debt Report for
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	

---City of Mount Clemens 2021-22 Recommended Budget---

Totals	\$9,524,000.00	\$2,098,278.00	\$11,622,278.00
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**City of Mount Clemens
Complete Debt Report for
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
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**City of Mount Clemens
Complete Debt Report for
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	

**City of Mount Clemens
Complete Debt Report for
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
		<hr/>			
Totals		\$325,000.00	\$3,656.25	\$328,656.25	

**City of Mount Clemens
Complete Debt Report for
Sewer Fund: 1998**

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	

**City of Mount Clemens
Complete Debt Report for
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

**City of Mount Clemens
Complete Debt Report for
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
Totals		\$75,000.00	\$4,500.00	\$79,500.00	

**City of Mount Clemens
Complete Debt Report for
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
<hr/>					
Totals		\$305,000.00	\$7,625.00	\$312,625.00	

**City of Mount Clemens
Complete Debt Report for
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	

**City of Mount Clemens
Complete Debt Report for
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	

**City of Mount Clemens
Complete Debt Report for
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	

**City of Mount Clemens
Complete Debt Report for
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	

**City of Mount Clemens
Complete Debt Report for
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	

**City of Mount Clemens
Complete Debt Report for
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	

**City of Mount Clemens
Complete Debt Report for
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

**City of Mount Clemens
Complete Debt Report for
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
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Totals		\$15,928.00	\$1,000.00	\$16,928.00	

---City of Mount Clemens 2021-22 Recommended Budget---

Issuance Information

Debt Type: Bonds Payable
 Activity Type: Business Type- Enterprise
 Ice Arena Revenues- G.O. Limited
 Repayment Source: Tax
 Issuance Date: 2021-02-09
 Issuance Amount: \$2,985,000
 Interest Rate: 1.54
 Maturing Through: 2040
 Principal Maturity Range: \$25,000 - \$205,000
 Internal Number: 621,043- Base CUSIP
 Series: 2021
 Purpose: Ice Arena Improvements

**City of Mount Clemens
 Complete Debt Report
 for
 Ice Arena 2021**

Payment Schedule:

Date	Principal	Coupon	Interest	Debt Service	Annual Debt Service
2021-06-01			12,537.78	12,537.78	12,537.78
2021-12-01			20,150.00	20,150.00	
2022-06-01			20,150.00	20,150.00	40,300.00
2022-12-01	25,000	1.000%	20,150.00	45,150.00	
2023-06-01			20,025.00	20,025.00	65,175.00
2023-12-01	50,000	1.000%	20,025.00	70,025.00	
2024-06-01			19,775.00	19,775.00	89,800.00
2024-12-01	75,000	1.000%	19,775.00	94,775.00	
2025-06-01			19,400.00	19,400.00	114,175.00
2025-12-01	100,000	1.000%	19,400.00	119,400.00	
2026-06-01			18,900.00	18,900.00	138,300.00
2026-12-01	150,000	1.000%	18,900.00	168,900.00	
2027-06-01			18,150.00	18,150.00	187,050.00
2027-12-01	170,000	1.000%	18,150.00	188,150.00	
2028-06-01			17,300.00	17,300.00	205,450.00
2028-12-01	170,000	1.000%	17,300.00	187,300.00	
2029-06-01			16,450.00	16,450.00	203,750.00
2029-12-01	175,000	1.000%	16,450.00	191,450.00	
2030-06-01			15,575.00	15,575.00	207,025.00
2030-12-01	175,000	1.000%	15,575.00	190,575.00	
2031-06-01			14,700.00	14,700.00	205,275.00
2031-12-01	180,000	1.150%	14,700.00	194,700.00	
2032-06-01			13,665.00	13,665.00	208,365.00
2032-12-01	180,000	1.150%	13,665.00	193,665.00	
2033-06-01			12,630.00	12,630.00	206,295.00
2033-12-01	180,000	1.350%	12,630.00	192,630.00	
2034-06-01			11,415.00	11,415.00	204,045.00
2034-12-01	185,000	1.350%	11,415.00	196,415.00	
2035-06-01			10,166.25	10,166.25	206,581.25
2035-12-01	185,000	1.550%	10,166.25	195,166.25	
2036-06-01			8,732.50	8,732.50	203,898.75
2036-12-01	190,000	1.550%	8,732.50	198,732.50	

---City of Mount Clemens 2021-22 Recommended Budget---

2037-06-01			7,260.00	7,260.00	205,992.50
2037-12-01	195,000	1.750%	7,260.00	202,260.00	
2038-06-01			5,553.75	5,553.75	207,813.75
2038-12-01	195,000	1.750%	5,553.75	200,553.75	
2039-06-01			3,847.50	3,847.50	204,401.25
2039-12-01	200,000	1.900%	3,847.50	203,847.50	
2040-06-01			1,947.50	1,947.50	205,795.00
2040-12-01	205,000	1.900%	1,947.50	206,947.50	206,947.50
	2,985,000		543,972.78	3,528,972.78	3,528,972.78