



City of Troy

To: The Mayor & City Council
From: Phil Nelson, City Manager
Subject: Budgeting for Outcomes—Output Rankings
Date: September 19, 2008

In order to give you a better idea of what we have to work with this upcoming fiscal year, staff has prepared preliminary budget projections, both revenue and expenditures for the General Fund (copy attached). Based on preliminary assessed valuation totals, revenue projections total an estimated \$60,883,940. This total does not include any cash reserves as per Council direction at the last budget review session before the 2008-2009 Budget was adopted.

Preliminary projections for expenditures have been estimated at \$66,371,140 using a 3% increase in expenditures to account for inflation and the costs of doing business. Staff also made projections using a 2.5% increase in operating expenditures from the 2008/2009 adopted budget figures. To date, staff has come up with additional savings of \$581,200 by not replacing seven full-time employees who retired or left employment. This means that \$4,906,000 will have to be cut from the budget to balance expenditures with revenues. Staff is already working on a series of reductions and revenue possibilities that will be presented to the Council later in the year so that the Council will have the opportunity to give direction as to how the proposed cuts will relate to your priorities and to realign budget appropriations.

Timing for revenue and expenditure discussions should be determined by the Council. If you have any questions or need additional information, please contact me.

General Fund
2009/10 Preliminary Budget Projections

Bus. Unit	Department	6/30/07 Actual	6/30/08 Actual	2008/09 Budget	2009/10 +3% B	2009/10 +2.5% B
371	Building Insp.	2,051,078	2,121,746	2,322,790	2,392,474	2,380,860
	<u>Council Exex. Admin.</u>					
172	Manager	748,727	752,365			
266	City Attroney	1,021,109	1,029,220			
102	City Council	69,338	63,465			
		<u>1,839,174</u>	<u>1,845,050</u>	<u>4,031,940</u>	<u>4,152,898</u>	<u>4,132,739</u>
	<u>Engineering</u>					
442	Engineering	2,450,386	2,443,156			
443	Traffic Eng.	226,332	233,689			
		<u>2,676,718</u>	<u>2,676,845</u>	<u>2,955,450</u>	<u>3,044,114</u>	<u>3,029,336</u>
	<u>Finance</u>					
262	Elections	248,689	232,223			
191	Accounting	1,069,964	1,152,628			
257	Assessing	899,665	921,972			
215	Clerk	443,385	506,562			
223	Audit	59,280	60,347			
270	Human Resources	556,260	566,950			
233	Purchasing	405,995	370,410			
247	Bd. Of Review	1,616	1,753			
253	Treasurer	452,466	494,907			
748	Comm. Affairs	589,410	598,957			
		<u>4,726,730</u>	<u>4,906,709</u>	<u>3,146,810</u>	<u>3,241,214</u>	<u>3,225,480</u>

Bus. Unit	Department	6/30/07 Actual	6/30/08 Actual	2008/09 Budget	2009/10 +3% B	2009/10 +2.5% B
	<u>Fire Dept.</u>					
	337 Fire Admin.					
	338 Fire Oper.					
	340 Fire Companies					
	341 Fire Prev.					
	343 Fire Comm.					
	344 Fire Halls					
		4,376,861	4,373,012	4,333,920	4,463,938	4,442,268
	<u>Library & Museum</u>					
	790 Library	4,360,752	4,334,104			
	804 Museum Buildings	429,631	472,819			
	807 Museum Grounds	14,897	24,516			
		4,805,280	4,831,439	4,317,190	4,446,706	4,425,120
	<u>Other Gen. Gov't</u>					
	265 City Hall	1,084,989	819,161			
	277 District Court	263,582	245,089			
	261 Fire-Police Trng. Ctr.	95,423	98,866			
	721 Planning	667,154	732,573			
	723 Planning Comm.	30,327	27,149			
	410 Bd. Of Zoning Appeals	8,296	6,252			
	740 Real Estate & Dev.	402,744	499,052			
		2,552,515	2,428,142	2,520,740	2,596,362	2,583,759
	<u>Other</u>					
	966 Trsf. Out	3,510,000	10,000	-	-	-

Bus. Unit	Department	6/30/07 Actual	6/30/08 Actual	2008/09 Budget	2009/10 +3% B	2009/10 +2.5% B
	<u>Police</u>					
	305 Police Admin.					
	321 Criminal Justice Trng.					
	322 Training					
	324 Emerg. Response					
	334 Research & Tech.					
	307 Criminal Investigations					
	308 Crime Info Unit					
	309 Special Invest. Unit					
	310 Narcotics Enf.					
	311 Drug Enforcement					
	314 Juvenile Unit					
	315 Patrol					
	316 K Nine					
	317 Directed Patrol					
	318 Traffic Unit					
	319 Crossing Guards					
	328 Animal Control					
	325 Communications					
	326 Records					
	329 Lock Up					
	333 Property					
	335 Comm. Services					
		23,147,967	24,269,902	25,020,110	25,770,713	25,645,613

Bus. Unit	Department	6/30/07 Actual	6/30/08 Actual	2008/09 Budget	2009/10 +3% B	2009/10 +2.5% B
	<u>Parks & Recreation</u>					
	756 Civic Ctr. Maint.					
	757 Cemetery					
	758 Parks Garage					
	759 Athletic Field Maint.					
	770 Parks Maint.					
	772 Park Eq. Repair					
	773 Park Special Events					
	774 Major Tree Maint.					
	775 Major Tree Planting					
	776 Major tree Storm Damage					
	777 Local Tree Maint.					
	778 Local Tree Planting					
	779 Local Tree Storm Damage					
	780 Street Island Maint. Major					
	781 Street Island Maint. Local					
	782 Street Island Maint. Northfield					
	783 Street Island Maint. DDA					
	753 Recreation					
	754 Senior Programs					
	755 Comm. Ctr.					
	752 Parks & Rec. Admin.					
	771 Nature Center					
		8,424,151	9,413,684	10,023,370	10,324,071	10,273,954

Bus. Unit	Department	6/30/07 Actual	6/30/08 Actual	2008/09 Budget	2009/10 +3% B	2009/10 +2.5% B
	<u>Streets</u>					
	Local Roads		1,681,106			
	County Roads		578,848			
	Major Roads		2,287,361			
	Drains		457,342			
	Sidewalks		160,130			
	Streetlighting		400,817			
	Weeds		35,142			
		<u>4,754,158</u>	<u>5,600,746</u>	<u>5,765,680</u>	<u>5,938,650</u>	<u>5,909,822</u>
	Total	<u>62,864,632</u>	<u>62,477,275</u>	<u>64,438,000</u>	<u>66,371,140</u>	<u>66,048,950</u>
				2009/10 Revenue Projections	<u>60,883,940</u>	<u>60,883,940</u>
				2009/10 Budget Shortfall	5,487,200	5,165,010
				Less 2009/10 Budget Cuts Phase 1	(581,200)	(581,200)
					4,906,000	4,583,810

Budget Performance Report

	Prior Year Total	Amended Budget	2009-10 Prop. Budget
Fund: 101 GENERAL FUND			
Revenue			
Department: 000 Revenue			
4402 Property Taxes	34,182,976	34,000,000	34,200,000
4423 Mobile Home Tax	2,181	1,690	2,000
4427 Senior Citizen Housing	30,900	32,000	32,000
4445 Tax Penalties and Interest	711,366	600,000	700,000
4447 Administration Fee	1,741,038	1,700,000	1,750,000
4451 Business Licenses and Permits	-	-	-
4451-20 Business Licenses and Permits - Electric, Plumbing, Heating	11,761	15,000	13,000
4451-30 Business Licenses and Permits - Builders	-	-	-
4451-40 Business Licenses and Permits - Sign Erectors	-	-	-
4451-50 Business Licenses and Permits - Service Stations	175	-	-
4451-60 Business Licenses and Permits - Amusements	15,748	18,000	16,000
4451-70 Business Licenses and Permits - Other	10,660	7,000	8,000
Rollup Account 4451 Business Licenses and Permits totals:	38,344	40,000	
4476 Non-Business Licenses and Permit	-	-	-
4476-10 Non-Business Licenses and Permit - Refrigeration and Air Cond	27,630	40,000	30,000
4476-15 Non-Business Licenses and Permit - Building	799,645	1,100,000	900,000
4476-20 Non-Business Licenses and Permit - Electrical	132,218	160,000	150,000
4476-25 Non-Business Licenses and Permit - Heating	70,540	110,000	90,000
4476-30 Non-Business Licenses and Permit - Plumbing	85,529	110,000	100,000
4476-35 Non-Business Licenses and Permit - Animal	29,803	30,000	30,000
4476-40 Non-Business Licenses and Permit - Sidewalks	9,292	15,000	12,000
4476-45 Non-Business Licenses and Permit - Fence	2,515	3,000	3,000
4476-50 Non-Business Licenses and Permit - Sewer Inspection	17,394	23,000	20,000
4476-55 Non-Business Licenses and Permit - Right of Way	14,718	20,000	20,000
4476-60 Non-Business Licenses and Permit - Multiple Dwelling Inspections	15,020	24,000	20,000
4476-65 Non-Business Licenses and Permit - Grading	4,560	7,000	7,000
4476-70 Non-Business Licenses and Permit - Fire Protection	62,382	60,000	60,000
4476-75 Non-Business Licenses and Permit - Occupancy	34,197	38,000	38,000
4476-80 Non-Business Licenses and Permit - Sign	48,263	52,000	50,000
4476-85 Non-Business Licenses and Permit - Fireworks	555	-	500
4476-90 Non-Business Licenses and Permit - Hazardous Materials	-	1,000	1,000
4476-95 Non-Business Licenses and Permit - Miscellaneous	1,170	1,500	1,500
Rollup Account 4476 Non totals:	1,355,431	1,794,500	

Budget Performance Report

4505 Public Safety	-	-	
4506 LLEBG Mugshot	-	-	
4507 Domestic Preparedness	-	-	
4509 Sch Resource	-	-	
4510 VEST	-	6,500	
4511 Identity TF	-	-	
4512 MCOLES Police Academy	-	5,600	
4513 Museum Assmt	-	-	
4524 OHSP	14,577	-	
4543 State Grants - Public Safety	-	-	
4543-100 State Grants - Public Safety - Criminal Justice	31,273	30,000	
4543-110 State Grants - Public Safety - Internet Crimes Against Children	-	-	
4543-120 State Grants - Public Safety - 911 Training	16,215	-	
4543-130 State Grants - Public Safety - Oakland County NET	7,500	7,500	
Rollup Account 4543 State Grants totals:	54,988	37,500	
4566 State Grant - Culture/Recreation	-	-	
4566-100 State Grant - Culture/Recreation - Library	55,724	52,000	55,000
4566-200 State Grant - Culture/Recreation - LSCA Grant	-	-	
Rollup Account 4566 State Grant totals:	55,724	52,000	
4569 State Grants - Other	-	-	
4569-110 State Grants - Other - Community Forestry	-	-	
4569-200 State Grants - Other - FEMA Disaster	-	-	
Rollup Account 4569 State Grants totals:	-	-	
4574 State Revenue Sharing	-	-	
4574-010 State Revenue Sharing - Homestead Exemption Reimb	7,914	6,000	6,000
4574-020 State Revenue Sharing - Liquor Licenses	62,249	65,000	63,000
4574-030 State Revenue Sharing - Sales Tax	6,633,938	6,600,000	6,600,000
Rollup Account 4574 State Revenue Sharing totals:	6,704,100	6,671,000	
4582 Public Safety	32,642	25,000	25,000
4587 Library - Penal Fines	116,143	125,000	120,000
4588 Library Mini Grants	2,400	-	-
4589 County - West Nile	30,058	30,000	30,000
4607 Fees	-	-	
4607-010 Fees - Animal Impounds	1,275	1,000	1,250
4607-020 Fees - Building Board of Appeals	1,600	1,500	1,500
4607-030 Fees - CATV Franchise Fees	941,125	900,000	940,000
4607-040 Fees - Non-residential Library Card	19,600	20,000	20,000

Budget Performance Report

4607-050 Fees - Miscellaneous	820	2,500	2,500
4607-060 Fees - Museum Program	44,376	45,000	50,000
4607-070 Fees - Plan Review	58,150	80,000	80,000
4607-080 Fees - Platting	-	-	-
4607-085 Fees - Non-sufficient funds	13,617	12,000	14,000
4607-090 Fees - Planned Unit Develop Application	41,589	15,000	30,000
4607-100 Fees - Sign Appeal	-	-	-
4607-110 Fees - Site Plans	40,110	40,000	40,000
4607-130 Fees - Telecommunication	-	-	-
4607-135 Fees - Telecom - METRO	232,689	-	200,000
4607-140 Fees - Towing	4,790	20,000	20,000
4607-150 Fees - Vital Statistics	136,096	110,000	120,000
4607-170 Fees - Zoning Board of Appeals	5,645	8,000	8,000
4607-180 Fees - Zoning	12,000	20,000	18,000
Rollup Account 4607 Fees totals:	1,553,481	1,275,000	
4626 Services Rendered	-	-	-
4626-010 Services Rendered - Open and Close Cemetery	6,590	5,000	6,000
4626-020 Services Rendered - Court Ordered Pmt & Ins	15,249	8,000	12,000
4626-030 Services Rendered - County Road Maintenance	244,795	250,000	250,000
4626-060 Services Rendered - Department of Public Works	25,761	30,000	30,000
4626-070 Services Rendered - Duplicating and Photostats	45,725	40,000	45,000
4626-080 Services Rendered - Election Services	80,784	2,000	2,000
4626-085 Services Rendered - School Elections	-	2,500	2,500
4626-090 Services Rendered - Engineering Fees	1,048,044	700,000	800,000
4626-100 Services Rendered - Landscaping/Tree Pres Plan	3,963	8,000	8,000
4626-110 Services Rendered - Microfilming	4,900	6,000	6,000
4626-120 Services Rendered - Miscellaneous	9,622	20,000	12,000
4626-125 Services Rendered - Passports	88,084	100,000	100,000
4626-130 Services Rendered - Police Services - Contract	75,886	80,000	80,000
4626-135 Services Rendered - Police Services - Clawson	198,786	203,000	203,000
4626-140 Services Rendered - Police Reports	49,934	50,000	50,000
4626-145 Services Rendered - Police APCO Training	4,838	5,650	5,000
4626-170 Services Rendered - ROW	13,140	100,000	100,000
4626-210 Services Rendered - Soil Erosion	37,590	50,000	50,000
4626-220 Services Rendered - Special ROW Maintenance	43,086	40,000	43,000
4626-230 Services Rendered - Weed Cutting	11,562	12,000	12,000
Rollup Account 4626 Services Rendered totals:	2,008,339	1,712,150	
4642 Sales	-	-	-

Budget Performance Report

4642-010 Sales - Abandoned Vehicles	46,195	50,000	50,000
4642-020 Sales - Auction Confiscated Property	7,026	15,000	15,000
4642-050 Sales - Landscaping and Greenbelts	-	10,000	10,000
4642-070 Sales - Miscellaneous	3,517	4,000	4,000
4642-080 Sales - Printed Materials	2,280	4,500	4,000
4642-100 Sales - Outdoor Education Center	24,906	25,000	28,000
4642-115 Sales - Senior Store	17,320	18,000	20,000
4642-120 Sales - Sign Installation	2,734	5,000	4,000
4642-130 Sales - Smart Tickets	5,763	6,000	6,000
4642-140 Sales - Street Lighting	-	3,000	
4642-150 Sales - Tree Planting	4,655	10,000	8,000
Rollup Account 4642 Sales totals:	114,395	150,500	
4651 Use and Administration	-	-	
4651-040 Use and Administration - Miscellaneous	1,887	2,000	2,000
4651-050 Use and Administration - Nature Center	55,988	55,000	58,000
4651-074 Use and Administration - Senior Citizen Activity	293,525	275,000	290,000
4651-075 Use and Administration - Community Center Passes	1,620,223	1,675,000	1,650,000
4651-076 Use and Administration - Community Center Swim Programs	208,496	200,000	205,000
4651-077 Use and Administration - Community Center Fitness Classes	103,489	120,000	110,000
4651-078 Use and Administration - Community Center Programs/Events	28,330	30,000	30,000
4651-080 Use and Administration - Recreation	1,425,200	1,500,000	1,500,000
4651-090 Use and Administration - Winter Program	-	-	-
Rollup Account 4651 Use and Administration totals:	3,737,137	3,857,000	
4655 Fines and Forfeits	-	-	
4655-010 Fines and Forfeits - County Reimbursement-Court	366,188	410,000	400,000
4655-020 Fines and Forfeits - Drug Forfeiture Proceeds	163,723	225,000	200,000
4655-030 Fines and Forfeits - False Alarms - Fire Dept	10,800	12,000	12,000
4655-040 Fines and Forfeits - False Alarms - Police	156,006	170,000	160,000
4655-050 Fines and Forfeits - Library Materials	120,593	120,000	125,000
4655-060 Fines and Forfeits - OUIL Reimbursement	65,113	55,000	60,000
4655-065 Fines and Forfeits - Civil Infractions	2,185	2,000	2,000
4655-070 Fines and Forfeits - Bond Processing Fees	1,566	2,000	2,000
Rollup Account 4655 Fines and Forfeits totals:	886,174	996,000	
4667 Rent Income	-	-	
4667-010 Rent Income - Building Rent	208,046	300,000	300,000
4667-015 Rent Income - Communication Tower	47,803	47,800	45,000
4667-020 Rent Income - Concession Stand	3,322	3,000	3,500
4667-025 Rent Income - Community Center Rent	272,787	225,000	275,000
4667-028 Rent Income - Flynn Park - Beaumont	15,240	15,000	15,000

Budget Performance Report

4667-030 Rent Income - Gazebo	7,355	10,000	8,000
4667-045 Rent Income - Library Cafe	8,250	9,000	9,000
4667-050 Rent Income - Library Audio Visual	13,310	15,000	15,000
4667-060 Rent Income - Library Books	1,695	2,000	2,000
4667-075 Rent Income - Field Maintenance	34,627	40,000	40,000
4667-085 Rent Income - Parking Lot (SMART)	184,787	175,000	180,000
4667-095 Rent Income - Tennis Bubble	26,562	26,000	27,000
Rollup Account 4667 Rent Income totals:	823,784	867,800	
4669 Investment Income	-	-	
4669-020 Investment Income - Investment Income	765,993	600,000	750,000
Rollup Account 4669 Investment Income totals:	765,993	600,000	
4671 Miscellaneous	27,135	10,000	10,000
4675 Private Contributions	-	-	
4675-040 Private Contributions - Library	504	-	
4675-050 Private Contributions - Fire Department	8,077	-	
4675-060 Private Contributions - Miscellaneous	19,309	-	
4675-070 Private Contributions - Museum	320	-	
4675-080 Private Contributions - Police	9,510	5,000	5,000
4675-090 Private Contributions - Police - Recov	-	10,000	
4675-110 Private Contributions - Parks and Recreation	31,327	10,000	10,000
Rollup Account 4675 Private Contributions totals:	69,047	25,000	
4676 Reimbursements	-	-	
4676-010 Reimbursements - Reimbursements	1,174	-	20,000
Rollup Account 4676 Reimbursements totals:	1,174	-	
4677 Administrative Charges	-	-	
4677-226 Administrative Charges - Refuse	33,200	34,200	35,600
4677-301 Administrative Charges - Debt Service	45,100	46,450	48,300
4677-583 Administrative Charges - Sanctuary Lake Golf Course	-	-	
4677-584 Administrative Charges - Golf Course	44,100	45,420	47,230
4677-590 Administrative Charges - Sewer	120,300	124,000	129,000
4677-591 Administrative Charges - Water	138,000	142,000	148,000
4677-661 Administrative Charges - Motor Pool	37,750	39,000	40,560
Rollup Account 4677 Administrative Charges totals:	418,450	431,070	
4687 Refunds and Rebates	-	-	
4687-010 Refunds and Rebates - Legal Fees	6,600	10,000	10,000
4687-040 Refunds and Rebates - Rebates	8,464	10,000	10,000
Rollup Account 4687 Refunds and Rebates totals:	15,064	20,000	
4694 Cash Over or Short	(241)	-	

Budget Performance Report

4699 Operating Transfers In	-	-	
4699-101 Operating Transfers In - General	-	4,136,980	-
4699-202 Operating Transfers In - Major Street Fund	2,114,780	2,221,300	2,288,000
4699-203 Operating Transfers In - Local Streets Fund	1,681,106	1,794,330	1,848,000
4699-243 Operating Transfers In - LDFA	10,000	-	10,000
4699-248 Operating Transfers In - DDA	259,248	465,880	300,000
4699-250 Operating Transfers In - Brownfield	10,000	10,000	10,000
4699-257 Operating Transfers In - Budget Stabilization	58,906	40,000	50,000
4699-401 Operating Transfers In - Capital	848,522	-	
4699-590 Operating Transfers In - Sewer	682,140	704,200	725,000
Rollup Account 4699 Operating Transfers In totals:	5,664,702	9,372,690	
Department: 000 Revenue totals:	61,157,501	64,438,000	
Revenue Totals	61,157,501	64,438,000	60,883,940
Revenue Totals:	61,157,501	64,438,000	
Fund Totals: GENERAL FUND	61,157,501	64,438,000	
Revenue Grand Totals:	61,157,501	64,438,000	
Grand Totals:	61,157,501	64,438,000	