

**City of Traylor**  
**2012-2013 Annual Budget Report**

Prepared by: City Treasurer Department

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# Memorandum

The City of Traverse City



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TO: CITY COMMISSION & MAYOR ESTES

FROM: R. BEN BIFOSS, CITY MANAGER

A handwritten signature in black ink, appearing to be 'R. B. Bifoss', written over the printed name.

DATE: APRIL 16, 2012

SUBJECT: 2012-2013 BUDGET

As requested by the City Commission, this year's budget review begins earlier than in past years. The City Commission has met in Study Sessions to discuss budget priorities. The top two budget priorities identified by the City Commission are 1) infrastructure spending, and 2) current and legacy employee costs. Both are addressed in this budget.

At the beginning I point out that there is a very small increase in taxable values and subsequently property tax income for the 2012/13 fiscal year. While only slightly more than 1%, this increase is in stark contrast with most cities in Michigan and even the surrounding townships. The City of Traverse City remains a very desirable place to live.

Before discussing budget specifics, it is important to provide some context for the budget. It is important to recall significant changes that were incorporated in the 2011/12 budget. First, the City Commission reduced the General Fund tax levy by .7 mills (.1 mill was an offset for the County Sr. Center levy), or approximately 6% of the property tax revenue. This tax reduction had an approximate \$500,000 impact on the General Fund. This tax reduction saves the average residential property owner with a taxable value of \$78,209 approximately \$54.75 per year.

Second, the 2011/12 Budget relied on a one time transfer of \$275,000 from the Garage Fund. The 2012/13 budget not only continues to address these two changes but also includes a \$250,000 increase in infrastructure spending to a total of \$1.25 million. This amount of infrastructure spending is supplemented by various grants the City has received and utility funds for an average of \$2.8 million on infrastructure spending during each of the last two construction seasons.

**General Fund Tax Levy:** The General Fund Budget anticipates a tax levy of 11.1167, the same levy as the 2011/12 budget.

**Managing It:** City Staff has been "tightening the belt" for many years. In previous years the budget has been managed primarily with staff reductions through attrition and by various budget reductions of \$1,000 here and \$10,000 there. The relationship among the various funds has been addressed to benefit the General Fund. Funding for the Senior Center has effectively been transferred to the County. Through these adjustments and by some deficit spending, earlier budgets have gotten by. That is not the case for fiscal year 2012/13.

**Labor Costs:** The City has been, and continues to be, aggressive in addressing labor costs. The City has converted to a High Deductible Health Insurance plan for all employees. Based on bids received April, 2012, the current plan costs approximately 70% of the comparable BC/BS Plan. City employees already pay more than 20% of the cost of health insurance.

Noting that there are three collective bargaining agreements in negotiations, the City is anticipating a wage freeze for all employees for the 2012/13 and 2013/14 fiscal years. Regarding pensions, all new hires are already at a 1.5% multiplier for MERS-eligible employees and 2.0 for Police and Fire employees in Act 345; a reduction from 2.25 and 2.8 respectively.

The City anticipates a future reduction in the multiplier for all current employees to 1.5% and 2.25% respectively. For all employees, this will represent a very real reduction in the pension program. New hires are not eligible for retiree health insurance and are not expected to receive a COLA or an "early out" provision.

Currently and before the proposed reductions discussed below, the City has reduced the total number of City employees by 15%. These efforts have allowed earlier budgets to be "managed."

**Expenditures:** General Fund expenditure line items are basically unchanged from the 2011/12 budget. Some transportation costs are increased to reflect the price of gas; other line items are tweaked up or down based on the specific circumstances in each department. A more detailed review of line item changes is attached.

The lack of significant changes in "Supplies" or "Communications" or other line items is based on my budget philosophy. In its simplest form, there is little point in having employees if you cannot afford to provide the tools the employee needs to do the job. Further, the scale of budget reductions necessary will not be found in those line items.

**Staff Reductions:** The recommended budget reflects the following staff reductions:

1. Two positions in the Police Department, one by attrition and one patrol position by layoff. This is one more police reduction than suggested in the Weiss Report. Administrative support in the Police Department was reduced by layoff in the last fiscal year. Estimated savings: \$110,000 this budget; \$140,000 in future budgets. (A portion of the savings from the attrition position was already anticipated.)
2. Two positions in the Fire Department, both by layoff. Estimated savings; \$140,000.
3. Two positions in the Streets/Parks Department, one by attrition and one by layoff. In addition, that portion of the Marina Manager attributable to Hickory Hills would be by layoff. Estimated savings; \$115,000.
4. One position in GIS, by attrition.

The above savings include all General Funds dollars and do not include pension costs for Police and Fire. These estimated savings include benefit costs. Layoffs impact the least seniority employees.

Following these changes, the number of City employees will have been reduced by 32, or 20% from six years ago. In the event that additional retirements occur, some of the above layoffs could be avoided by attrition.

**Other General Fund Reductions:**

**History Center.** The General Fund budget includes no dollars to the History Center. Historically, the City has provided approximately \$95,000 for the History Center. There is a hope that TIF 2 funds can replace the lack of City funds but at this time that is uncertain.

**Cemetery Maintenance.** The City has historically contracted for the maintenance at the Cemetery. This budget reduces that contract by one-half. This represents an approximate \$70,000 cost savings.

**Hickory Hills.** The General Fund budget includes no dollars for the Hickory Hills ski program. Frankly, I cannot think of a justification to subsidize a recreational program when we are reducing personnel in key departments like Police and Fire. This represents an approximate \$95,000 cost savings.

The above reductions total approximately \$625,000.

**Why Not:** I reviewed all departments prior to making these recommendations. The City Commission should rightfully ask “why not” other departments. Following is my answer to that question.

**City Manager:** The City Manager's Department has already absorbed the loss of two positions, the Community Development Office and the former Human Resources Director. Remaining personnel include an assistant in Human Resources who manages all payroll and benefit matters in addition to all personnel issues, the City Manager's administrative assistant who also manages all City purchasing, and the Assistant and City Manager.

**City Attorney.** The City Attorney and the part-time assistant are substantially more cost-effective than outside counsel. Reductions to this department would increase the City cost.

**City Assessor.** The City Assessor's Office is small, but it is also the prime revenue stream for the City. Accurate and current taxable values are the source of the City's income. Reductions that would impact the revenue stream would be counterproductive.

**City Clerk.** The City Clerk's Office is another small department. Staff reductions would have a direct and visible public impact.

**City Treasurer.** Approximately one-half of the funding for the Treasurer's Office is from the Enterprise Funds. That is because the department manages all of the accounts and billing for the Enterprise Funds. Like Assessing, this department is also responsible for the revenue stream for the City. Staff reductions would have a direct and visible public impact.

**Engineering.** With the City Commission's priority on infrastructure, substantial work load has been added to this department with no additional staffing. The recommended 2012/13 budget with the additional \$250,000 for infrastructure further adds to the work load in this department.

**Planning/Code Enforcement.** This is another small department. Code Enforcement is a necessary function if we are to maintain our neighborhoods. The planning function needs to continue to be development-friendly in order to grow our tax base. Reductions in staff would create interminable delays in the permitting process.

**Streets.** The Streets Department is primarily responsible for maintaining our infrastructure. In addition, the Streets Department is primarily funded outside of the General Fund.

**Other.** All remaining staff are funded through Enterprise Funds and staff reductions would not affect the General Fund expenditures. The only remaining non-core services are lifeguards at the beach and the summer recreation programs that basically break even on revenues and expenses.

**Service Impacts:** The City Commission and residents should expect an impact on service levels. The reductions in Police and Fire will have an impact. The City parks and cemetery will not be maintained to current levels. The City would not provide recreational skiing in the City.

**Deficit Spending:** With the above reductions, General Fund Revenues are \$13,098,100, General Fund Expenditures are \$13,591,575 and the General Fund deficit is \$493,475. The City Treasurer and I believe this is not a sustainable deficit as discussed below.

**Fund Balance:** The budgeted General Fund Balance on June 30, 2012 is \$4.3 million, or 30% of current year expenditures. The projected current year's deficit spend is approximately \$330,000. As has often been discussed, the target for the Fund Balance is 25% of expenditures, or approximately \$3.4 million. The proposed level of deficit spending can be sustained for a year or two, but it is not long-term sustainable. Additional budget reductions should be anticipated in future budgets. Again, a 20% Fund Balance in these economic times is not unreasonable. The budgeted Fund Balance on June 30, 2013 is 28% of expenditures.

**Act 345 Levy:** Each year the City levies a specific tax to provide for police and fire pension benefits through the Act 345 Fund. The current levy is 1.94 mills that will generate \$1,350,700. The proposed levy is 2.32 mills. That levy is expected to generate \$1,633,000. Please note that this levy is sufficient to reimburse the Economic Development Fund \$100,500 loaned dollars to the Act 345 fund in prior fiscal years.

**City Opera House Fund:** I draw your attention to the City Opera House Fund. That fund receives income from the rental of the retail spaces on Front Street and pays expenses associated with the Opera House. While the fund shows a positive cash flow of \$54,000 per year, several years ago that fund provided capital for Opera House improvements. That resulted in a negative fund balance of \$141,500 as of June 30, 2011.

The City is under order from the State to address that negative fund balance. This year's budget shows a transfer in from the Economic Development Fund of \$114,500 to eliminate the negative fund balance. That "loan" will be repaid with the positive cash flow in the next several years.

**Water and Sewer:** Attached, please find recommendations from the City Treasurer regarding water and sewer rates. Please note the proposed water rate increase would not impact the smallest water users. This is effectively the "Sr." rate that has been earlier discussed. Also

please note that the proposed rate structure may lead to greater conservation efforts. Procedurally, adoption of the proposed rates would be part of the City Commission Budget adoption.

**Capital Improvement Projects:** The Capital Improvement Project funds are expected to have an active year with water, sewer, sidewalk, street and Bayfront projects in line.

**City Commission Budget:** While the above and following include my recommendations for the budgets, those are only recommendations. The only body with decision-making authority is the City Commission. All of the budget is open for City Commission changes. The first review of the recommendations will be at the April 23 Study Session. April 30 is a fifth Monday and there would normally be no Study Session but that date is open for budget review, if desired. Additional dates can be scheduled before and after the Public Hearing which is scheduled for May 7. The budget may be scheduled for adoption not earlier than May 21 and not later than June 4.

Thank you.

## Budget Line Item Detail

<u>Department</u>	<u>Proposed Changes</u>
City Commission	No significant changes
City Manager Department	No significant changes
Human Resources Department	No significant changes
Community Development Department	Closed
GIS Department	Closed - \$20,000 for future professional services
City Assessor Department	Approximate \$20,000 increase for possible future outside appraisal in Tax Tribunal Appeals.
City Attorney Department	No significant changes. Increase in Fringe Benefits is the result of previous attorney did not have health insurance benefits and current attorney does. Professional Services in projected column are the result of an overlap with Ms. Zeits.
City Clerk Department	Salaries and Fringe Benefits changes are the result of new hires to the department. Change in Professional Services is due to the number of elections next year.
City Treasurer Department	No significant changes
Police Department	Personnel reductions earlier discussed. Transportation increase due to higher gas prices. Rentals reduction due to fewer vehicles.
Fire Department	Personnel reductions earlier discussed. Rentals increased due to newer vehicle and cost of lights & communication equipment. Note Revenue increase from ambulance services.

<u>Department</u>	<u>Proposed Changes</u>
Engineering Department	No significant changes. The change in Salaries is the result of an employee coming back after a long term medical leave.
Planning and Zoning Department	No significant changes. Professional Services is up to retain outside grant writing assistance.
Parks and Recreation Department	Personnel reductions earlier discussed. Changes in Salaries and Professional Services and Revenue are the result on no train or Hickory Hills skiing. Decrease in Rentals due to Hickory Hills. Utilities decrease due to Hickory Hills.
Oakwood Cemetery Division	Contracted maintenance earlier discussed.
DPS Director and Streets Administration	Continuing balance between Street Funds.
Street Lighting	Transferred to Light & Power
Government Owned Buildings	No significant changes
Appropriations	No significant changes
Contingencies	No significant changes

CITY OF TRAVERSE CITY

MEMORANDUM

To: R. Ben Bifoss, City Manager  
From: William E. Twietmeyer, City Treasurer/Finance Director *W.E.T.*  
Subject: Water Rate Analysis  
Date: April 9, 2012

My annual review of the Water Fund is concluded. My communication last year recommended a rate increase in the Water Fund for the 2011-2012 fiscal year. I am recommending a rate increase again for the Water Fund for the 2012-2013 fiscal year.

However, my recommendation is that the current base rate which is \$12.00 for the first 600 cubic feet of water use should remain **unchanged**. I am recommending that all usage above the base of 600 cubic feet should be increased from \$1.20 per 100 cubic feet to \$1.50 per 100 cubic feet and that this should take effect beginning July 1, 2012. This rate increase is necessitated primarily by the need to pay for the various capital improvements at the Water Treatment Plant and to the Water Distribution system. In particular, the replacement of water distribution mains in conjunction with the street resurfacing or reconstruction projects are a large factor in driving this rate increase. However, replacement of equipment at the water treatment plant is also a factor. It should be specifically noted that the Raw Water Intake project for \$4,000,000, the Barlow Reservoir for \$750,000, the Regional Water Storage for \$4,000,000 and the Low Service Pump Upgrade for \$2,150,000 are combined together into one bond issue proposed for the 2013-2014 fiscal year. This would help spread the cost for these projects over a much longer period of time. In addition to the recommended rate increase for 2012-2013, I am expecting we will need to raise water rates in the following year commensurate with the issuance of bonds for these major infrastructure projects.

Attached for your review is a copy of a spreadsheet showing seven years of historical financial data for the Water Fund, along with current year projections, and four future years of projections. Also included is a copy of the proposed rate structure that would need to be adopted by resolution of the City Commission in conjunction with the final adoption of the budget. Finally, it should be noted that for many years we had an inverse rate structure. That rate schedule became a flat rate schedule for a few years and now we are proposing a slight escalation in the rate schedule both to encourage conservation and to avoid increasing rates on the small users. Please let me know if you desire any additional information.

Encl.

WATER FUND

PROJECTED TEN YEAR OPERATING REVENUES, EXPENSES AND DEBT SERVICE

For Year Ended June 30

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Operating Revenue</b>												
Water Sales	\$1,514,412	\$1,486,015	\$1,527,500	\$1,702,359	\$1,652,289	\$1,810,338	\$2,107,580	\$2,507,900	\$2,772,483	\$2,786,346	\$2,800,278	\$2,814,279
Twp. Bulk Sales	\$673,309	\$517,948	\$615,308	\$587,907	\$553,896	\$572,576	\$621,125	\$594,400	\$612,232	\$630,599	\$649,517	\$669,002
Other Revenue	\$377,918	\$187,046	\$165,513	\$174,675	\$97,212	\$85,534	\$145,283	\$101,565	\$100,000	\$115,000	\$115,000	\$115,000
<b>Total Revenue</b>	\$2,565,639	\$2,201,009	\$2,308,321	\$2,464,941	\$2,303,397	\$2,468,448	\$2,873,968	\$3,203,865	\$3,484,715	\$3,531,945	\$3,564,795	\$3,598,281
<b>Operating Expenses</b>												
Expenses (Net of Deprec.)	\$1,532,180	\$1,588,984	\$1,730,956	\$1,724,520	\$1,911,809	\$1,916,227	\$2,099,927	\$2,029,320	\$2,050,600	\$2,112,118	\$2,175,482	\$2,240,746
Payment in Lieu of Taxes	\$110,120	\$110,233	\$115,322	\$123,330	\$115,189	\$123,153	\$143,001	\$180,193	\$174,236	\$176,597	\$178,240	\$179,914
<b>Total Operating Expenses</b>	\$1,642,300	\$1,699,217	\$1,846,278	\$1,847,850	\$2,026,998	\$2,039,380	\$2,242,928	\$2,189,513	\$2,224,836	\$2,288,715	\$2,353,721	\$2,420,660
<b>Operating Income</b>	\$923,339	\$501,792	\$462,043	\$617,091	\$276,399	\$429,068	\$631,040	\$1,014,352	\$1,259,880	\$1,243,230	\$1,211,073	\$1,177,621
<b>Debt Service</b>												
Bond Debt Service	\$257,875	\$273,750	\$263,250	\$279,500	\$267,500	\$280,500	\$267,000	\$253,500	\$265,000	\$0	\$0	\$0
Bond Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$874,650	\$874,650	\$874,650
<b>Total Debt Service</b>	\$257,875	\$273,750	\$263,250	\$279,500	\$267,500	\$280,500	\$267,000	\$253,500	\$265,000	\$874,650	\$874,650	\$874,650
<b>Capital Projects Improvements</b>	\$594,411	\$661,574	\$265,403	\$112,777	\$305,914	\$245,954	\$280,415	\$640,000	\$710,000	\$1,860,000	\$585,000	\$585,000
<b>Net Income/(Loss)</b>	\$71,053	(\$433,532)	(\$86,610)	\$224,814	(\$297,015)	(\$97,386)	\$83,625	\$120,852	\$284,880	(\$1,491,420)	(\$248,577)	(\$282,029)
<b>Cash Balance</b>	\$1,412,499	\$978,967	\$892,357	\$1,117,171	\$820,156	\$722,770	\$806,395	\$927,247	\$1,212,126	(\$279,294)	(\$527,871)	(\$809,899)

Assumptions:

This projection contains the increase in base rates of \$2.00 effective July 1, 2011, and a proposed \$3.00 increase in tiered rates other than base rates effective July 1, 2012. A rate increase effective July 1, 2013 will be required in conjunction with the issuance of bonds with the increase yet to be determined.

Water Sales are anticipated to increase .5% per year in the future.

Township Bulk Sales are anticipated to increase 3.0% per year.

Expenses net of depreciation are expected to increase 3.0% per year.

Debt Service amounts represent the current 1992 Water Revenue bond issue.

Capital Projects Improvement costs are taken from the recently submitted Capital Projects Plan.

The Raw Water Intake project for \$4,000,000, the Barlow Reservoir for \$750,000, the Regional Water Storage for \$4,000,000, and the Low Service Pump Upgrade for \$2,150,000 are bonded for in 2013-14 at the rate of 5% for 20 years.

**DRAFT**

**WATER RATES**

**Current Rates**

First 600 Cu. Ft or less	Inside City Limits	Outside City Limits
5/8 Inch or 3/4 inch (Avg Residence)	\$12.00	\$18.00
1 Inch	\$24.00	\$36.00
1 1/4 Inch	\$36.00	\$54.00
1 1/2 Inch	\$48.00	\$72.00
2 Inch	\$72.00	\$108.00
3 Inch	\$96.00	\$144.00
4 Inch	\$144.00	\$216.00
6-12 Inch	\$240.00	\$360.00
Next 3,400 Cu. ft./1,000 Cu. ft.	\$12.00	\$18.00
Next 16,000 Cu. ft./1,000 Cu. ft.	\$12.00	\$24.00
All over 20,000 Cu. ft.	\$12.00	\$24.00

**Proposed Rates**

First 600 Cu. Ft or less	Inside City Limits	Outside City Limits
5/8 Inch or 3/4 inch (Avg Residence)	\$12.00	\$18.00
1 Inch	\$24.00	\$36.00
1 1/4 Inch	\$36.00	\$54.00
1 1/2 Inch	\$48.00	\$72.00
2 Inch	\$72.00	\$108.00
3 Inch	\$96.00	\$144.00
4 Inch	\$144.00	\$216.00
6-12 Inch	\$240.00	\$360.00
Next 3,400 Cu. ft./1,000 Cu. ft.	\$15.00	\$22.50
Next 16,000 Cu. ft./1,000 Cu. ft.	\$15.00	\$30.00
All over 20,000 Cu. ft.	\$15.00	\$30.00

Run 4-5-12

CITY OF TRAVERSE CITY

MEMORANDUM

To: R. Ben Bifoss, City Manager  
From: William E. Twietmeyer, City Treasurer/Finance Director *W.E.T.*  
Subject: Sewer Fund Projections  
Date: April 9, 2012

My annual review of the Sewer Fund is concluded. My communication last year recommended a rate increase in the Sewer Fund for the 2011-2012 fiscal year. I am recommending a rate increase again for the Sewer Fund for the 2012-2013 fiscal year.

My recommendation is that Sewer rates should be increased from their current base rate of \$32.00 to \$35.00 beginning July 1, 2012. This rate increase is necessitated primarily by the need to pay for the various capital improvements both to the collection system and to the wastewater treatment plant. I anticipate that additional rate increases will be necessary in future years for these planned improvements. The two main capital costs that are driving this rate increase are the amounts planned for sewer collection line replacement in conjunction with street resurfacing or reconstruction projects and the amounts needed for Membrane Replacement at the Treatment Plant.

Attached for your review is a copy of a spreadsheet showing seven years of historical financial data for the Sewer Fund, along with the current year expenses, and three future years of projections. Also included is a copy of the proposed rate structure that would need to be adopted by resolution of the City Commission in conjunction with the final adoption of the budget. Please let me know if you desire any additional information.

Encl.

SEWER FUND PROJECTED TEN YEAR REVENUE AND EXPENSES

FOR YEAR ENDED JUNE 30

D R A F T

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>OPERATING REVENUE</b>											
Sewer Sales	\$3,374,731	\$3,378,000	\$3,362,915	\$3,413,516	\$3,292,019	\$3,390,974	\$3,697,780	\$4,020,000	\$4,381,800	\$4,403,709	\$4,425,728
Township Revenue	\$1,154,286	\$1,169,183	\$1,242,477	\$1,374,972	\$1,604,479	\$1,287,416	\$1,151,974	\$1,150,000	\$1,196,000	\$1,243,840	\$1,293,594
Septage Treatment	\$44,959	\$268,735	\$384,284	\$474,016	\$494,386	\$521,016	\$461,553	\$456,000	\$14,000	\$14,420	\$14,853
Other Revenue	\$83,354	\$67,230	\$141,016	\$50,476	\$20,655	\$29,467	\$51,814	\$23,000	\$25,000	\$27,000	\$29,000
<b>Total Revenue</b>	<b>\$4,657,330</b>	<b>\$4,883,148</b>	<b>\$5,110,692</b>	<b>\$5,312,980</b>	<b>\$5,411,549</b>	<b>\$5,228,873</b>	<b>\$5,363,131</b>	<b>\$5,649,000</b>	<b>\$5,616,800</b>	<b>\$5,688,969</b>	<b>\$5,763,174</b>
<b>OPERATING EXPENSES</b>											
Treatment Plant	\$2,139,880	\$2,377,927	\$2,658,745	\$3,003,382	\$2,857,372	\$2,847,840	\$2,753,947	\$2,745,000	\$2,301,000	\$2,347,020	\$2,405,696
Collection & Maint	\$524,037	\$523,275	\$620,361	\$614,865	\$478,003	\$486,166	\$564,197	\$741,800	\$742,580	\$757,432	\$772,580
Customer Acctg	\$318,092	\$336,099	\$344,481	\$387,737	\$449,979	\$454,792	\$523,378	\$543,620	\$547,050	\$557,991	\$574,731
<b>Total Expenses</b>	<b>\$2,982,009</b>	<b>\$3,237,301</b>	<b>\$3,623,587</b>	<b>\$4,005,984</b>	<b>\$3,785,354</b>	<b>\$3,788,798</b>	<b>\$3,841,522</b>	<b>\$4,030,420</b>	<b>\$3,590,630</b>	<b>\$3,662,443</b>	<b>\$3,753,006</b>
<b>DEBT SERVICE</b>											
1971 Bond Prin & Int	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1995 Bond Prin & Int	\$153,261	\$132,539	\$136,171	\$132,314	\$138,245	\$154,747	\$156,921	\$132,000	\$132,000	\$132,000	\$132,000
1998 Bond Prin & Int	\$75,039	\$66,609	\$71,640	\$61,812	\$66,044	\$73,885	\$71,485	\$60,000	\$60,000	\$60,000	\$60,000
2002 Bond Prin & Int	\$1,195,108	\$1,190,697	\$1,186,410	\$1,179,927	\$1,167,343	\$1,184,416	\$1,183,224	\$1,135,300	\$1,106,100	\$1,109,600	\$1,109,400
<b>Total Debt Service</b>	<b>\$1,423,408</b>	<b>\$1,389,845</b>	<b>\$1,394,221</b>	<b>\$1,374,053</b>	<b>\$1,371,632</b>	<b>\$1,413,048</b>	<b>\$1,411,630</b>	<b>\$1,327,300</b>	<b>\$1,298,100</b>	<b>\$1,241,600</b>	<b>\$1,241,400</b>
<b>SUB NET INCOME</b>	<b>\$251,913</b>	<b>\$256,002</b>	<b>\$92,884</b>	<b>(\$67,057)</b>	<b>\$254,563</b>	<b>\$27,027</b>	<b>\$109,979</b>	<b>\$291,280</b>	<b>\$728,070</b>	<b>\$784,926</b>	<b>\$768,767</b>
Capital Improvements	\$110,650	\$157,842	\$320,271	\$562,575	\$132,473	\$194,844	\$568,304	\$515,000	\$931,500	\$1,486,000	\$1,179,000
Township Share Reimbursed									\$41,250	\$58,500	
<b>NET INCOME</b>	<b>\$141,263</b>	<b>\$98,160</b>	<b>(\$227,387)</b>	<b>(\$629,632)</b>	<b>\$122,090</b>	<b>(\$167,817)</b>	<b>(\$458,325)</b>	<b>(\$223,720)</b>	<b>(\$162,180)</b>	<b>(\$642,574)</b>	<b>(\$410,233)</b>
<b>TOTAL CASH BALANCE</b>	<b>\$1,502,754</b>	<b>\$1,800,914</b>	<b>\$1,373,527</b>	<b>\$743,895</b>	<b>\$865,985</b>	<b>\$698,168</b>	<b>\$239,843</b>	<b>\$16,123</b>	<b>(\$146,057)</b>	<b>(\$788,630)</b>	<b>(\$1,198,863)</b>

Please note the following assumptions:

This projection contains the increase of \$2.00 in sewer rates effective July 1, 2010 and the increase of \$3.00 July 1, 2011. Growth in sales is estimated to increase 1/2% per year.

Growth in Township Revenue is estimated to increase 4% per year.

Treatment Plant Expenses are projected to increase 2.0% per year. Collection & Maint and Customer Acctg expenses are projected at 2% per year.

The City's portion of debt service is estimated to be 60% of the total debt service less 10% for leased capacity.

The Capital Improvements are as provided in the six year public improvements plan.

Note: The membrane replacement is scheduled to start in 2012-13 and continue for several years.

The township share represents their portion of the cost of various capital projects at the wastewater treatment plant.

Analysis Run 4-5-12.

**DRAFT**

## SEWER RATES

### Current Rates

#### Inside City Limits

\$32.00 per first 600 cubic feet

\$32.00 per thousand for each additional thousand cubic feet

Customers outside City limits are charged 1 1/2 times the City rate.

### Proposed Rates

#### Inside City Limits

\$35.00 per first 600 cubic feet

\$35.00 per thousand for each additional thousand cubic feet

Customers outside City limits are charged 1 1/2 times the City rate.

Run 4-5-12

# City of Traverse City, Michigan

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# City of Traverse City, Michigan

## City Officials

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### MAYOR

Michael Estes  
(2011-2013\*)

### COMMISSION

Mary Ann Moore  
(2009-2013\*)

Jeanine Easterday  
(2011-2015\*)

Michael Gillman  
(2009-2013\*)

\* elected term expires



Jody Bergman  
Mayor Pro-Tem  
(2005-2013\*)

Jim Carruthers  
(2007-2015\*)

Barbara Budros  
(2007-2015\*)

### CITY MANAGER

R. Ben Bifoss

### CITY CLERK

Benjamin C. Marentette

### CITY ATTORNEY

Lauren Tribble-Laucht, Esq.

### CITY TREASURER/ FINANCE DIRECTOR

William E. Twietmeyer

### DEPARTMENT DIRECTORS

**CITY ASSESSOR  
PUBLIC SERVICES DIRECTOR  
CITY ENGINEER  
POLICE CHIEF  
FIRE CHIEF  
PLANNING DIRECTOR**

Debra Chavez  
Robert Cole  
Timothy Lodge  
Michael Warren  
James Tuller  
Russell Soyring

### OTHER CITY OFFICIALS

**LIGHT AND POWER EXECUTIVE DIRECTOR  
DDA EXECUTIVE DIRECTOR**

Edward Rice  
Bryan Crough

**City of Traverse City, Michigan  
City Commission  
Mission Statement**

---

The Mission of the Traverse City Commission is to guide the preservation and development of the City's infrastructure, services, and planning based on extensive participation by its citizens coupled with the expertise of the City's staff.

The Commission will both lead and serve Traverse City in developing a vision for sustainability and the future that is rooted in the hopes and input of its citizens and organizations, as well as cooperation from surrounding units of government.

Adopted: February 22, 2000



## **Fund Descriptions**

---

**General Fund** – is the government’s primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

**Special Revenue Funds** – account for the proceeds of specific revenue sources (other than permanent trust or major capital projects) that are set aside for a specific purpose.

**Debt Service Funds** – account for the accumulation of resources set aside to meet current and future debt service requirements on general long term debt.

**Capital Project Funds** – account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary funds.

**Permanent Funds** – account for resources that are legally restricted to the extent that only earnings and not principal, may be used for purposes that support the reporting government’s programs, that is, for the benefit of the government or its citizenry.

**Enterprise Funds** – account for the operations that are financed and operated in a manner similar to a private business enterprise, where costs are primarily recovered through user charges.

**Internal Service Funds** – account for fleet and equipment management provided to other departments or agencies of the government, on a cost reimbursement basis.

**Component Unit Funds** – account for operations maintained and operated by related entities of the City created through State Statute or City Charter.

## **Expenditure/Expense Line Item Descriptions**

---

**Salaries and Wages** – record payment of salaries and wages to unit officials and employees.

**Fringe Benefits** – record expenditures for employees’ social security, health, dental and vision insurance, employees’ life insurance, unemployment, retirement fund contributions and worker’s compensation.

**Office/Operating Supplies** – record expenditures for supplies normally used in the operation of an office such as stationary, pencils, publications and postage. Additionally, operation supplies of a department such as blankets, chemicals, street salt, and cleaning supplies.

**Professional Services** – record outside service such as audit fees, computer services, consulting fees, contractual fire services, legal fees, witness and jury fees, and memberships.

**Communications** – record the cost of telephone services and dispatch radios.

**Transportation** – record the costs associated with automobile expenses such as mileage reimbursements, gas, oil, also train, boat, bus and plane fares.

**Professional Development** – record the costs associated with employee education, seminars, organization dues, lodging, meals, and certification requirements.

**Community Promotion** – record expenditures for holiday decorations, civic betterment and public relations.

**Printing and Publishing** – record expenditures for advertising, legal notices, copies and printing and publishing.

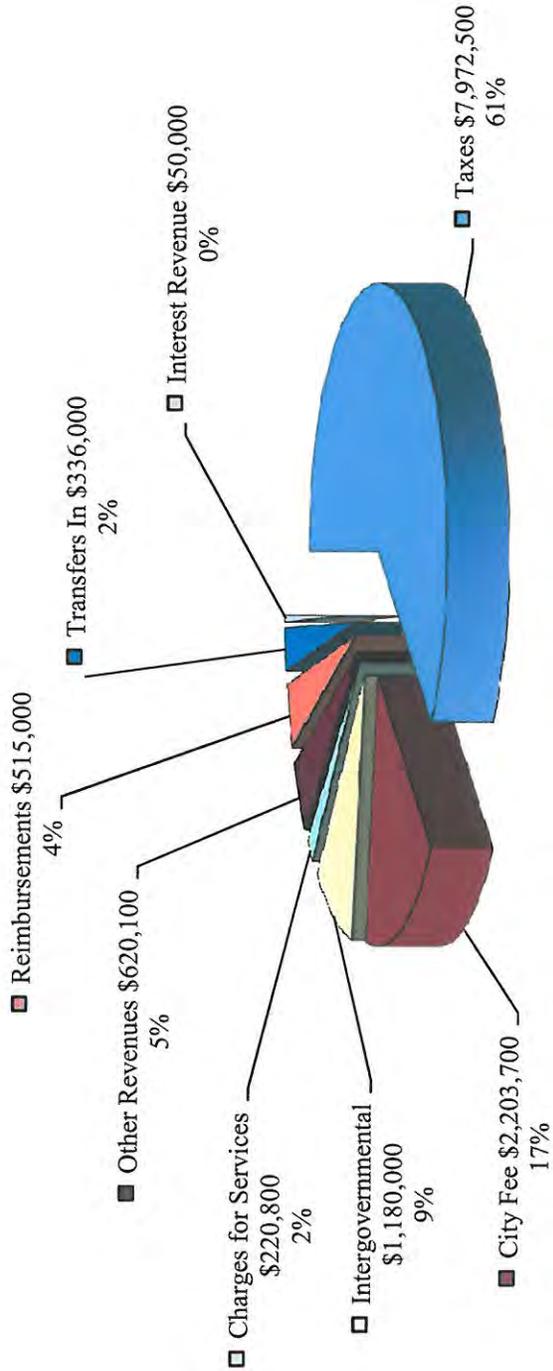
**Insurance and Bonds** – record expenditures for all insurance and bonds, such as surety bonds.

**Repairs and Maintenance** – record expenditures used for repair and maintenance, such as seeding and painting supplies. Also, the expenditures for repairs and maintenance to buildings, office equipment and vehicles.

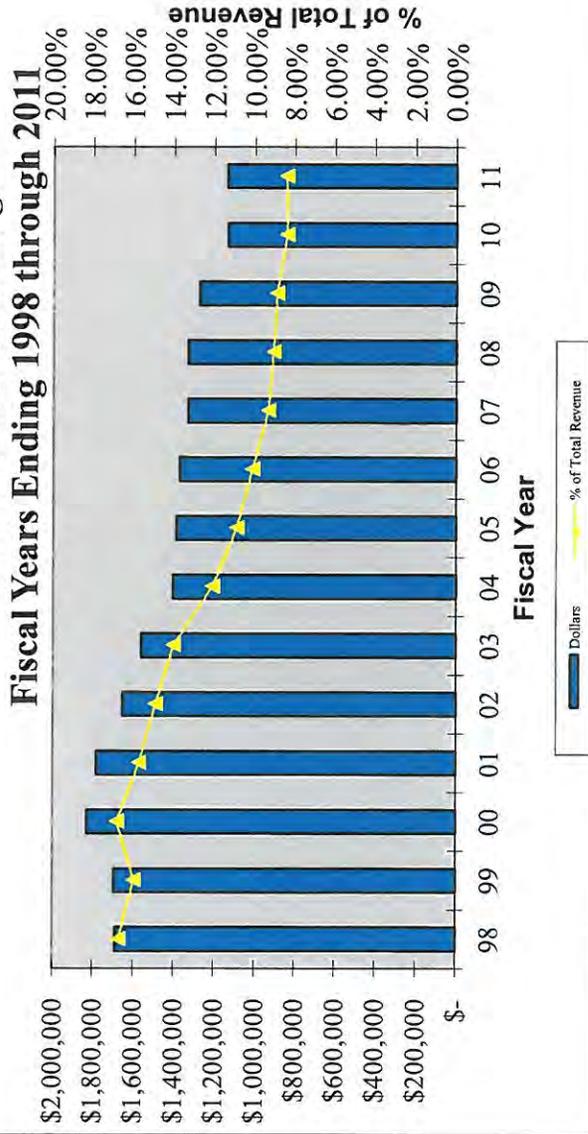
**Rentals** – record the rental costs for office space, equipment and vehicles.

**Miscellaneous** – record costs not provided elsewhere.

# City of Traverse City, Michigan General Fund 2012-13 Budgeted Revenues



## City of Traverse City, Michigan State Revenue Sharing



A major source of General Fund Revenue is from revenue sharing payments made by the State of Michigan to local units of government. Revenue sharing consists of two components. The first component is a constitutional allocation based on a formula taking into consideration population, type of government, and sales tax receipts for the State. The second component is based on a similar formula but is primarily a statutory appropriation by the legislature.

The economy in the State of Michigan has been challenging over the past decade. As a result, revenue sharing has declined both in nominal terms and as a percentage of total general fund revenue. At one time revenue sharing made up over 16% of the City's General Fund revenue. Today it comprises a little over 8% of the City's General Fund revenue. It is expected that this trend will continue for the next few years.

## **SUMMARY OF BUDGET CHANGES – General Fund Revenue**

---

**Real Estate/Personal Property** – Real Estate/Personal Property revenue increased overall because of a 1.38 % increase in taxable value.

**State Sales and Use Taxes** – The City had a slight increase in population from the 2010 census resulting in a 3.77% increase in appropriation to the City.

**Use and Admission Fees** – Use and admission fees decreased because the City will no longer be collecting ticket revenue from train rides, ticket and pass revenue from Hickory Hills (this budget eliminates the operations of Hickory Hills Ski Area) and grave openings-internments and foundation for monuments revenue returned to budgeted revenue from the 10/11 fiscal year after expected increase in fees were not implemented.

**Intragovernmental – City Fee** – Intragovernmental city fee, which is five percent of gross revenues of the Enterprise Funds (including Light and Power) except for the Autoparking Fund, which is ten percent, decreased based on lower revenues budgeted by the Enterprise Funds.

**Transfers in** – Transfers in overall decreased primarily because of three reasons;

1) Community Development department is no longer going to operate as a department or be funded by the Economic Development Fund, 2) there was a one-time budgeted transfer from the Garage Fund in the prior year, 3) there is expected decrease in interest revenue in the Brown Bridge Fund, which results in a lower transfer to the General Fund.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2012-13 Budgeted Revenues**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>TAXES</b>					
Real Estate / Personal Property	\$ 8,224,302	\$ 8,144,345	\$ 7,733,000	\$ 7,757,000	\$ 7,838,000
Collection Fees	14,300	14,509	14,500	14,000	14,500
Penalties and Interest on Taxes	124,259	133,924	115,000	115,000	120,000
<b>Total Taxes</b>	<b>8,362,861</b>	<b>8,292,778</b>	<b>7,862,500</b>	<b>7,886,000</b>	<b>7,972,500</b>
<b>LICENSES AND PERMITS</b>					
Business Licenses and Permits	10,376	14,529	10,000	10,450	10,100
Franchise Fees	199,803	209,480	199,000	199,000	200,000
Non-Business Permits	19,952	15,781	13,850	25,850	13,900
<b>Total Licenses &amp; Permits</b>	<b>230,131</b>	<b>239,790</b>	<b>222,850</b>	<b>235,300</b>	<b>224,000</b>
<b>INTERGOVERNMENTAL</b>					
Federal Grants	37,925	37,450	40,000	37,500	40,000
State-Shared Revenues					
State Sales and Use Taxes	1,131,864	1,135,353	1,060,000	1,100,000	1,100,000
State Liquor Licenses	28,995	52,511	35,000	42,500	40,000
<b>Total Intergovernmental</b>	<b>1,198,784</b>	<b>1,225,314</b>	<b>1,135,000</b>	<b>1,180,000</b>	<b>1,180,000</b>
<b>CHARGES FOR SERVICES</b>					
General Fees and Services	40,337	36,759	32,100	36,150	26,100
Use and Admission Fees	262,508	292,089	322,200	282,650	147,200
Sale of Fixed Assets	-	500	2,500	-	2,500
Ordinance Fines and Costs	47,291	47,693	46,000	47,000	45,000
<b>Total Charges for Services</b>	<b>350,136</b>	<b>377,041</b>	<b>402,800</b>	<b>365,800</b>	<b>220,800</b>
<b>FINES AND FORFEITURES</b>					
Parking Violations	76,137	19,003	14,000	10,000	14,100
<b>INTRAGOVERNMENTAL-City Fee</b>	<b>1,851,499</b>	<b>2,063,556</b>	<b>2,299,050</b>	<b>2,184,995</b>	<b>2,203,700</b>
<b>MISCELLANEOUS</b>					
Interest Revenue	51,234	41,119	55,000	50,000	50,000
Rents and Royalties	2,400	2,992	2,500	2,400	2,500
Refunds and Rebates	-	569	2,500	1,000	2,500
Contributions-Public Sources	414,455	335,624	337,000	328,000	340,000
Contributions-Private Sources	58,850	350	1,000	2,000	1,000
Other Income	38,470	28,782	36,000	36,000	36,000
<b>Total Miscellaneous</b>	<b>565,409</b>	<b>409,436</b>	<b>434,000</b>	<b>419,400</b>	<b>432,000</b>

**City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Budgeted Revenues**

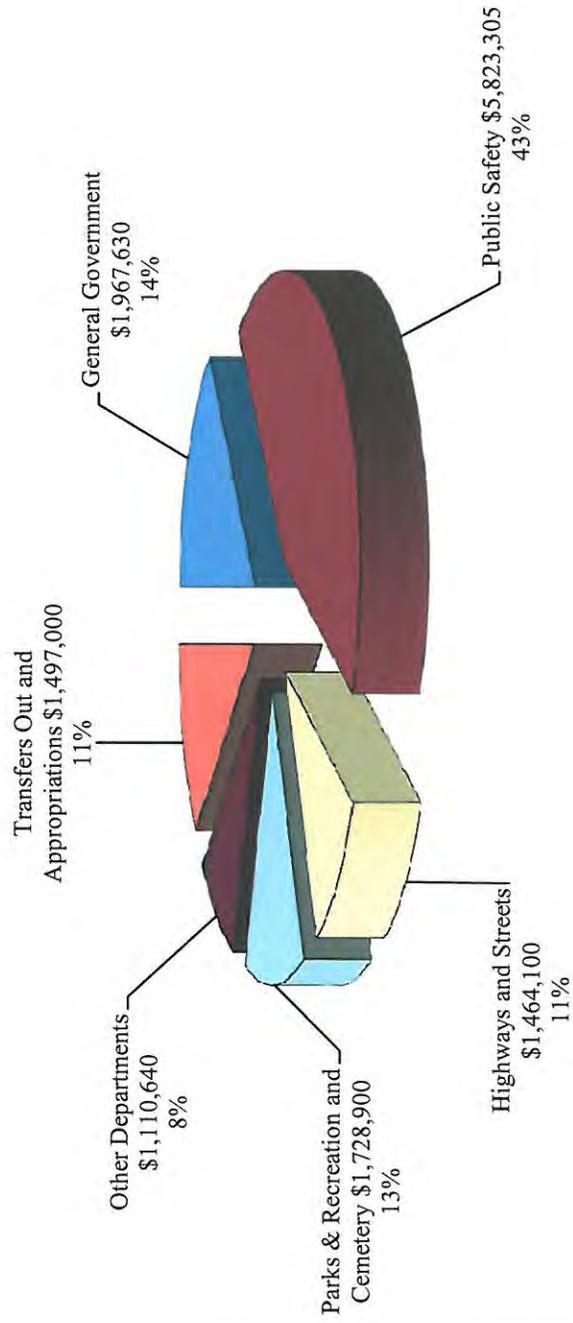
	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REIMBURSEMENTS</b>	470,363	435,633	515,000	401,450	515,000
<b>TRANSFERS IN</b>					
Cemetery Perpetual and Trust Fund	23,071	23,071	23,000	23,000	14,000
Economic Development Fund	-	-	21,550	15,250	-
Homeland Security Grant Fund	196	196	-	-	-
Garage Fund	-	-	275,000	275,000	-
Brown Bridge Trust Fund	354,434	360,670	385,000	325,000	320,000
Budget Stabilization Fund	29,709	75,493	5,000	5,000	2,000
<b>Total Transfers In</b>	407,410	459,430	709,550	643,250	336,000
<b>TOTAL REVENUES</b>	<b>\$ 13,512,730</b>	<b>\$ 13,521,981</b>	<b>\$ 13,594,750</b>	<b>\$ 13,326,195</b>	<b>\$ 13,098,100</b>

Revenues for the Downtown Development Authority and City authorized tax incentive programs are not included in the above figures. Other than the Brownfield TIF's and incentives that defer real or personal property taxes, revenues and corresponding expenditures are reported in those appropriate funds included in the annual budget report. Brownfield TIF revenues collected are directly distributed to the Grand Traverse County Brownfield Authority.

Revenues not realized in the General Fund because of the approved tax incentive programs include, Industrial Facilities Taxes and the following:

	<u>2012-13</u>
TIF 97	\$ 587,305
TIF 2	325,057
Brownfield TIF's	114,298
IFT	31,620
Garfield Twp (Industrial)	38,000
Renaissance Zone	117,419
<b>Total</b>	<b>\$ 1,213,699</b>

**City of Traverse City, Michigan  
General Fund  
2012-13 Budgeted Expenditures**



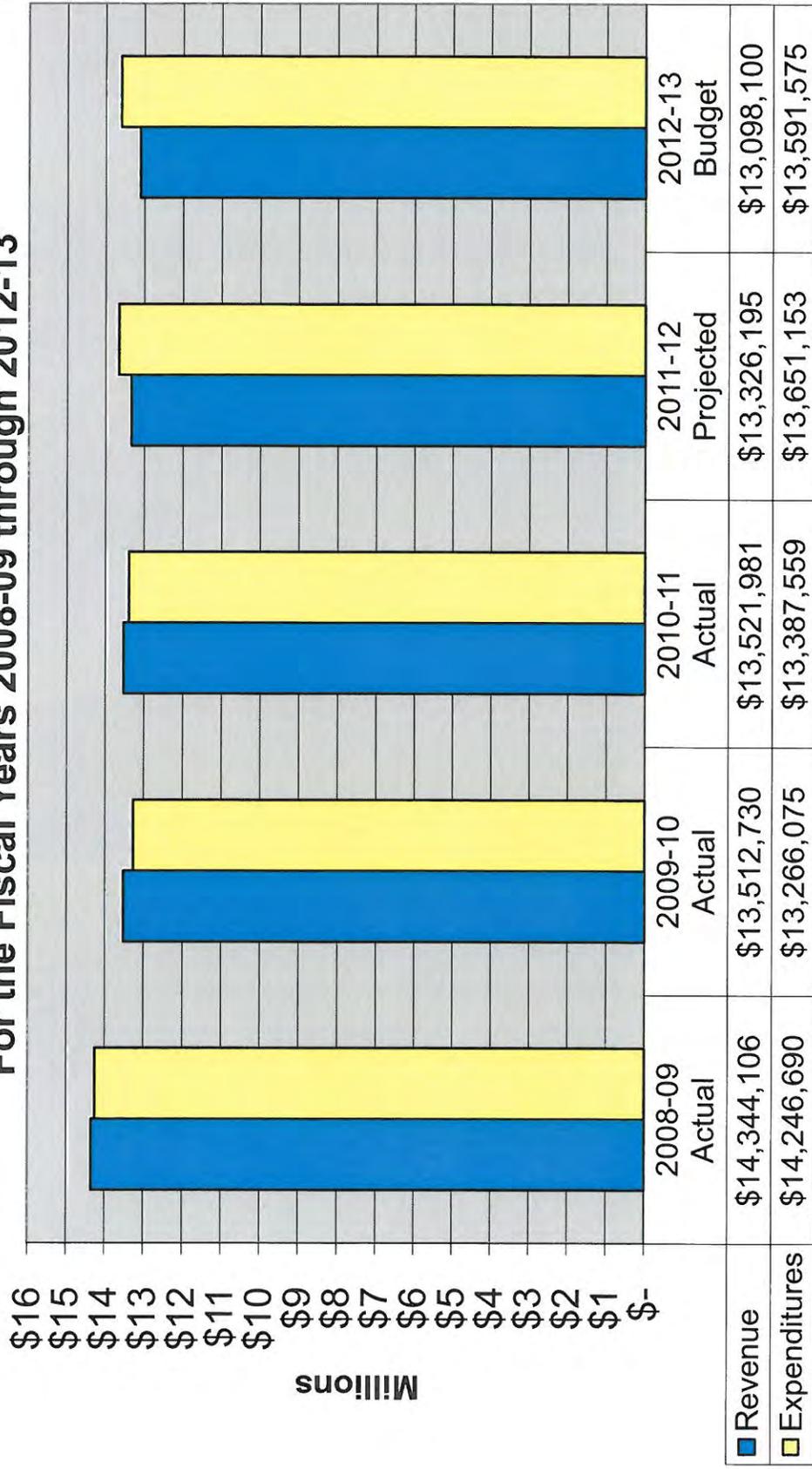
City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets Summary

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>Department</b>					
City Commission	\$ 116,576	\$ 95,072	\$ 90,870	\$ 84,950	\$ 91,370
City Manager Department	334,185	344,197	343,300	337,600	354,500
Human Resources Department	204,066	121,909	119,900	112,200	119,450
Community Development Department	13,869	74,719	21,550	15,250	-
GIS Department	-	136,280	106,340	65,520	20,000
City Assessor Department	300,856	325,924	343,640	359,970	364,500
City Attorney Department	143,516	122,296	125,200	147,450	133,550
City Clerk Department	366,771	388,275	411,550	370,700	391,260
City Treasurer Department	345,742	343,386	370,100	356,900	368,000
Police Department	3,337,872	3,362,458	3,363,900	3,319,180	3,320,350
Fire Department	2,532,315	2,368,696	2,557,100	2,441,900	2,502,955
Engineering Department	674,011	558,707	613,600	591,300	643,400
Planning and Zoning Department	342,563	360,629	375,700	370,580	382,240
Parks and Recreation Department	1,587,921	1,688,649	1,708,600	1,677,500	1,421,700
Oakwood Cemetery Division	320,615	311,366	368,400	332,150	307,200
DPS Director and Streets Administration	37,944	316,141	(88,900)	601,140	5,800
Street Lighting	183,499	-	-	-	-
Government Owned Buildings	107,271	116,752	127,000	123,600	125,000
Appropriations	212,400	207,331	140,750	202,200	142,000
Contingencies	-	-	20,000	-	30,000
<b>Total Department</b>	<b>11,161,992</b>	<b>11,242,787</b>	<b>11,118,600</b>	<b>11,510,090</b>	<b>10,723,275</b>
<b>Other Expenditures</b>					
Transfers Out - Capital Projects	844,000	1,055,300	1,030,000	1,030,000	1,355,000
Transfers Out - Other	1,236,483	1,066,625	1,788,900	1,054,963	1,458,300
Capital Outlay	23,600	22,847	56,100	56,100	55,000
<b>Total Other Expenditures</b>	<b>2,104,083</b>	<b>2,144,772</b>	<b>2,875,000</b>	<b>2,141,063</b>	<b>2,868,300</b>
<b>Total General Fund Expenditures</b>	<b>13,266,075</b>	<b>13,387,559</b>	<b>13,993,600</b>	<b>13,651,153</b>	<b>13,591,575</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>246,655</b>	<b>134,422</b>	<b>(398,850)</b>	<b>(324,958)</b>	<b>(493,475)</b>
<b>Beginning Fund Balance</b>	<b>4,278,486</b>	<b>4,525,141</b>	<b>4,659,563</b>	<b>4,659,563</b>	<b>4,334,605</b>
<b>Ending Fund Balance</b>	<b>\$ 4,525,141</b>	<b>\$ 4,659,563</b>	<b>\$ 4,260,713</b>	<b>\$ 4,334,605</b>	<b>\$ 3,841,130</b>

City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Expenditures by Type

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
Salaries and Wages	\$ 6,554,179	\$ 6,514,281	\$ 6,298,200	\$ 6,360,430	\$ 6,059,355
Fringe Benefits	1,830,989	1,869,586	1,982,550	1,900,360	1,830,960
Office/Operating Supplies	253,592	256,856	312,000	278,250	309,875
Professional Services	659,807	696,544	649,600	670,500	608,050
County Records Contract	197,079	196,380	201,900	201,900	201,900
Communication	84,603	88,917	93,400	79,200	92,925
Transportation	215,495	282,235	287,750	297,700	312,400
Professional Development	89,554	82,358	114,700	88,800	117,900
Community Promotion	1,000	660	2,000	1,000	2,000
Printing and Publishing	42,039	46,909	59,350	44,000	53,650
Insurance and Bonds	163,738	146,465	172,650	128,000	169,200
Utilities	370,242	180,488	206,700	191,400	188,600
Repairs and Maintenance	183,185	224,160	218,050	234,600	261,500
Rentals	286,883	437,751	338,000	814,550	323,100
Miscellaneous	9,226	7,506	13,200	12,200	12,110
Police Reserves	7,981	4,360	7,800	5,000	7,750
Appropriations	212,400	207,331	140,750	202,200	142,000
Contingencies	-	-	20,000	-	30,000
Capital Outlay	23,600	22,847	56,100	56,100	55,000
Transfers Out	2,080,483	2,121,925	2,818,900	2,084,963	2,813,300
<b>Total</b>	<b>\$ 13,266,075</b>	<b>\$ 13,387,559</b>	<b>\$ 13,993,600</b>	<b>\$ 13,651,153</b>	<b>\$ 13,591,575</b>

**City of Traverse City, Michigan  
General Fund Revenues and Expenditures  
For the Fiscal Years 2008-09 through 2012-13**



Fiscal Years

## CITY COMMISSION

---

**Mission Statement:** *To guide the preservation and development of the City's infrastructure, services, and planning based on extensive participation by its citizens coupled with the expertise of the City's staff. The Commission will both lead and serve Traverse City in developing a vision for sustainability and the future that is rooted in the hopes and input of its citizens and organizations, as well as cooperation from surrounding units of government.*



Left to right: Jim Carruthers, Mary Ann Moore, Jody Bergman, Barbara Budros  
Jeanine Easterday, Mike Gillman, and Michael Estes

The City Commission is the legislative body for the City of Traverse City. The primary function of the City Commission is to establish the direction and policies by which the City operates through its boards, commissions and departments.

The goals and priorities of the Commission are reflected through the adopted budget in keeping with the policy of maintaining the economic well being of the City.

The City Commission consists of six (6) members and a Mayor, all elected at large. Commissioners each have four-year terms of office and the Mayor has a two-year term of office. At the annual organizational meeting, the City Commission meets and chooses one of its members as Mayor Pro Tem for one year until the following organizational meeting. The City Commission elected terms are arranged so that not more than four members shall be retired at any one time.

The Mayor presides at the meetings of the City Commission and has a voice and a vote in its proceedings, but no veto power. The Mayor authenticates by signature such instruments as the City Commission, City Charter or the laws of the State require.

The City Commission meetings are held in the Commission Chambers on the 2nd Floor of the Governmental Center, 400 Boardman Avenue, Traverse City. Regular Meetings are held the first and third Monday of each month. Possible Study Sessions are held on the second and fourth Monday of each month. Special meetings are scheduled as needed.

Within this portion of the budget is included the salaries paid to the City Commissioners, funds for the General Fund portion of the City Audit, and membership to the Michigan Municipal League.

## **SUMMARY OF BUDGET CHANGES**

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No significant changes made.

City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>CITY COMMISSION</b>					
Salaries and Wages	\$ 32,039	\$ 32,512	\$ 33,200	\$ 32,600	\$ 33,900
Fringe Benefits	2,521	2,531	2,670	2,550	2,670
Office Supplies	800	628	1,200	800	1,000
Professional Services	73,575	52,250	40,000	40,000	40,000
Communication	-	-	1,000	-	1,000
Professional Development	470	980	3,500	1,200	3,500
Community Promotion	1,000	660	2,000	1,000	2,000
Printing and Publishing	4,663	4,864	5,000	5,000	5,000
Insurance and Bonds	859	541	1,300	500	1,300
Miscellaneous	649	106	1,000	1,300	1,000
<b>Total City Commission</b>	<b>116,576</b>	<b>95,072</b>	<b>90,870</b>	<b>84,950</b>	<b>91,370</b>
Personnel Services %	29.65%	36.86%	39.47%	41.38%	40.02%
F.T.E. Employees = 7 (Elected)					

<b>Department Associated Revenues</b>					
Marriages	-	50	50	50	50
Percent of Expenditures Covered by Revenues	0.00%	0.05%	0.06%	0.06%	0.05%

# **CITY MANAGER DEPARTMENT**

---

**Mission Statement:** *To work in partnership with the City Commission to achieve the City's mission and goals.*

The Manager's Department is the hub of the City and is responsible for overseeing all departments, implementing the policies and programs established by the City Commission, and handling the administrative duties addressed in the City Charter, City Code of Ordinances and State statutes, including recommending and implementing the City budget.

**This Department specifically includes the functions of:**

- Labor relations
- Intergovernmental relations
- Purchasing and contract administration
- Traffic management
- ADA Coordinator
- Web site development, maintenance and support
- Information technology
- Neighborhood partnerships
- Media relations
- Economic development
- Grant writing
- Asset management system implementation, condition rating and support
- Oversee the Human Resources office, Museum, Wastewater Treatment Plant, Opera House, Human Rights Commission and Brown Bridge Advisory Committee
- Monitor the activities of the Downtown Development Authority and Light and Power

**The City Manager's department is staffed by:**

R. Ben Bifoss, City Manager

Makayla Vitous, Assistant City Manager

Julie Dalton, Executive Assistant to the City Manager/Purchasing Agent

## **GOALS**

---

1. Continue Boardman River Dams removal.
2. Implement Economic Vitality Incentive Program.
3. Continue review of savings and revenue options.
4. Increase information on City website providing up to date information on City projects.
5. Continue to monitor condition of City owned assets and broaden scope of data to monitor all asset types.

## PERFORMANCE MEASUREMENTS

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	<b>Performance Indicators</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Output</b>	Administrative policies processed/revised	5	15	80	27	6
	Purchase/service orders issued	330	333	342	418	290 to date
	City Commission agenda items reviewed	not available	487	469	456	326 to date
	Labor contracts settled	not available	6	6	6	6
<b>Efficiency</b>	Percent of administrative policies reviewed in the last five years	not available	not available	100%	100%	100%
	Percent of standard purchase/service orders processed within five days	not available	95%	95%	95%	95%

## SUMMARY OF BUDGET CHANGES

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No significant changes.

**City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>CITY MANAGER DEPARTMENT</b>					
Salaries and Wages	\$ 248,366	\$ 249,798	\$ 256,500	\$ 256,000	\$ 262,500
Fringe Benefits	53,884	51,618	51,500	50,500	52,200
Office Supplies	2,450	4,553	4,500	3,000	4,500
Professional Services	8,941	18,669	11,000	10,000	13,500
Communications	6,090	3,425	6,000	3,500	6,000
Professional Development	5,952	6,751	4,000	6,800	6,000
Printing and Publishing	4,453	5,858	5,000	5,000	5,000
Insurance and Bonds	2,377	2,129	2,800	1,800	2,800
Miscellaneous	1,672	1,396	2,000	1,000	2,000
<b>Total City Manager Department</b>	<b>334,185</b>	<b>344,197</b>	<b>343,300</b>	<b>337,600</b>	<b>354,500</b>
<b>Personnel Services %</b>	<b>90.44%</b>	<b>87.57%</b>	<b>89.72%</b>	<b>90.79%</b>	<b>88.77%</b>
<b>F.T.E. Employees = 3</b>					

Budgeted in this department is \$5,500 for the Human Rights Commission expenditures of which \$4,000 may be used for community activities.

## **HUMAN RESOURCES OFFICE**

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**Mission Statement:** *To recruit, retain, develop and assist our employees through excellent customer service, while striving to maintain the City's strategic vision.*

The Human Resources office provides personnel management, benefit administration and payroll services for 143 City full-time employees and 43 Light and Power employees. Payroll services are also provided for approximately 60 part-time, temporary and seasonal positions during the fiscal year. In addition, retiree benefit services are provided to 119 retirees. Human Resources assist the City Manager in representing the City's interests in collective bargaining and on-going labor agreement interpretation and administration with its seven bargaining units.

Responsibilities of the Human Resources function include:

- Employment recruiting and interviewing
  - Internal promotional processes
  - Temporary workforce coordination
- Compensation
  - Wage and salary administration
  - Payroll administration
- Benefits Administration
  - Medical Insurance
  - Dental Insurance
  - Vision Insurance
  - Life Insurance
  - Short Term Disability
  - Long Term Disability
  - Flexible Savings Account
  - Retirement Health Savings Plans
  - Deferred Compensation Plans
  - MERS Retirement Plan
  - COBRA Administration
  - Educational Reimbursement Plan
- Employee Relations
  - Equal Employment Opportunity Coordinator
  - Labor Relations
  - Labor Agreement Administration
- Personnel/Human Resource Records
  - Personnel record keeping
  - HR Information Systems
  - Legal compliance
- Health and Safety
  - Workers Compensation Administration
  - Fire Health and Fitness Program
  - Drug Free Workforce Testing

**The Human Resource function is staffed by:**

Kelli Springer, Human Resources Specialist

## GOALS

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1. To assist management in making informed decisions regarding benefit options that are inline with the City's strategic vision.
2. To provide timely and accurate responses to employee/retiree questions and/or concerns.

## PERFORMANCE MEASUREMENTS

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	Performance Indicators	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Output</b>	Job announcements	not available	16	23	16	8 est
	Worker's comp incident reports	20	25	16	19	17 est
	Short term disability claims handled	14	11	17	5	8 est
	Applications processed	not available	206	730	432	125 est
<b>Efficiency</b>	Total FTE General Fund employees per 1,000 residents	11.9	11.6	11.5	10.7	10.4 est
	Full time employee turnover rate (including retirement)	5.80%	8.90%	3.10%	8.00%	5.00% est
	# Worker's comp claims per 100 FTE's	11.60%	14.70%	9.90%	12.00%	11.00% est

## SUMMARY OF BUDGET CHANGES

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No significant changes.

**City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>HUMAN RESOURCES DEPARTMENT</b>					
Salaries and Wages	\$ 124,538	\$ 57,046	\$ 60,000	\$ 60,000	\$ 62,500
Fringe Benefits	50,089	36,293	31,600	32,600	28,050
Office Supplies	932	284	1,000	500	1,000
Professional Services	19,352	19,789	15,000	11,000	14,000
Communications	1,284	703	1,300	700	1,300
Transportation	226	694	1,000	200	1,000
Professional Development	3,259	4,346	5,000	4,000	6,600
Printing and Publishing	2,492	1,723	3,000	2,000	3,000
Insurance and Bonds	1,394	1,031	1,500	700	1,500
Miscellaneous	500	-	500	500	500
<b>Total Human Resources Function</b>	<b>204,066</b>	<b>121,909</b>	<b>119,900</b>	<b>112,200</b>	<b>119,450</b>
<b>Personnel Services % F.T.E. Employees = 1</b>	<b>85.57%</b>	<b>76.56%</b>	<b>76.40%</b>	<b>82.53%</b>	<b>75.81%</b>
<b>Department Associated Revenues</b>					
Reimbursement from Other Funds	62,893	31,900	63,000	32,000	32,000
<b>Percent of Function Expenditures Covered by Revenues</b>	<b>30.82%</b>	<b>26.17%</b>	<b>52.54%</b>	<b>28.52%</b>	<b>26.79%</b>

The General Fund is reimbured a pro-rata share of this functions expenditures from other enterprise and special revenue funds based on employee counts.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>COMMUNITY DEVELOPMENT DEPARTMENT</b>					
Salaries and Wages	\$ 11,126	\$ 8,318	\$ -	\$ -	\$ -
Fringe Benefits	851	657	-	-	-
Office/Operation Supplies	907	52	1,500	-	-
Professional Services	256	64,181	15,000	15,000	-
Communications	143	411	2,000	100	-
Professional Development	80	-	-	-	-
Printing and Publishing	280	578	2,000	-	-
Insurance and Bonds	206	522	550	150	-
Miscellaneous	20	-	500	-	-
<b>Total Community Development</b>	<b>13,869</b>	<b>74,719</b>	<b>21,550</b>	<b>15,250</b>	<b>-</b>

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>GIS DEPARTMENT</b>					
Salaries and Wages	\$ -	\$ 95,204	\$ 51,000	\$ 35,880	\$ -
Fringe Benefits	-	31,346	36,340	17,040	-
Office/Operation Supplies	-	-	200	-	-
Professional Services	-	7,000	9,000	9,000	20,000
Communications	-	280	1,300	400	-
Transportation	-	-	500	100	-
Professional Development	-	-	2,000	1,000	-
Printing and Publishing	-	-	500	-	-
Insurance and Bonds	-	-	1,500	600	-
Rentals	-	2,450	3,000	1,000	-
Miscellaneous	-	-	1,000	500	-
<b>Total GIS Department</b>	<b>-</b>	<b>136,280</b>	<b>106,340</b>	<b>65,520</b>	<b>20,000</b>
Personnel Services %	0.00%	0.00%	0.00%	80.77%	0.00%
F.T.E. Employees = 0					

# CITY ASSESSOR DEPARTMENT

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**Mission Statement:** *To provide professional assessment services in compliance with local and state laws and in accordance with the standards established by the State Tax Commission.*

Our purpose is to appraise all real and personal property within the City of Traverse City as prescribed by the City Charter and State Law.

The City Assessing Office is responsible for maintaining an inventory of and assessing all taxable property within 49-50% of market value for each class of property. Each year we attempt to physically inspect targeted neighborhood properties, new construction and recently sold properties. During these site visits photos are taken, new information is recorded and sketches are revised. Sales analysis and mapping are then created in order to establish area value trends. Improved property and vacant land sales are reviewed to establish area value trends. Improved property and vacant land sales are reviewed to establish new economic factors for residential, commercial and industrial properties. Finally, new values are generated for each parcel of property. These values are then used as the base to generate revenue for Grand Traverse County, Leelanau County, the City of Traverse City, TCAPS, TBAISD, Northwestern Michigan College, BATA, the Recreation Authority and the Library.

Additionally, it is our goal to maintain and enhance the public understanding of the taxation process as well as the public dissemination of individual property data, property tax forms and the values associated with each parcel. We are continually increasing the availability and ease of on-line information through the City's Web site and the tax parcel viewer application.

We must also meet the requirements of State law and the City Charter as well as the policies of the State Tax Commission. These include:

- Meet annual state certification educational requirements
- Physically inspect and record all new construction
- Record property deeds, PTA's and PRE data, and change in ownership information
- Conduct an annual personal property survey
- Staff Board of Review
- Defend appeals

Currently the Department administers over 8,800 active parcels.

**The Assessment Department is staffed by:**

Debra Chavez, City Assessor, MAAO  
Polly Cairns, Deputy Assessor, MAAO  
Patty Aprea, Assessment Clerk  
General Appraiser

## GOALS

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## PERFORMANCE MEASUREMENTS

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	<b>Performance Indicators</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Output</b>	Parcel counts	8,830	8,845	8,853	8,946	
	Deed review and processing	478	470	360	694	
<b>Efficiency</b>	Personal property parcels	100.00%	100.00%	100.00%	100.00%	
	Deed review and processing	100.00%	100.00%	100.00%	98.27%	

## SUMMARY OF BUDGET CHANGES

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**Professional Services** – Professional services increased because of additional cost in appraisal services to defend Michigan Tax Tribunal cases.

**City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>CITY ASSESSOR DEPARTMENT</b>					
Salaries and Wages	\$ 195,508	\$ 210,128	\$ 223,600	\$ 224,500	\$ 223,900
Fringe Benefits	67,474	75,524	79,540	84,770	83,200
Office Supplies	10,741	11,160	11,800	11,800	12,500
Professional Services	14,849	12,865	11,300	24,000	30,700
Communications	2,584	2,198	2,300	2,300	2,100
Transportation	4,638	4,984	7,400	5,000	4,000
Professional Development	2,207	7,003	5,000	5,000	5,000
Printing and Publishing	722	133	200	700	600
Insurance and Bonds	2,133	1,929	2,400	1,800	2,400
Miscellaneous	-	-	100	100	100
<b>Total City Assessor Department</b>	<b>300,856</b>	<b>325,924</b>	<b>343,640</b>	<b>359,970</b>	<b>364,500</b>
<b>Personnel Services %</b>	<b>87.41%</b>	<b>87.64%</b>	<b>88.21%</b>	<b>85.92%</b>	<b>84.25%</b>
<b>F.T.E. Employees = 4.0</b>					

## **CITY ATTORNEY DEPARTMENT**

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***Mission Statement:** The Office of the City Attorney is committed to providing the highest quality legal services to the City Commission, administrative staff, departments, boards and commissions of the City of Traverse City, on matters that affect the conduct of City business. City Attorney also strives to provide the City with timely topical legal advice concerning staff recommendations, commission policies, administrative procedures, and developing issues.*

The City Attorney's Department is responsible for providing legal advice and services to the City Commission, City staff, and City boards and commissions on matters that affect the conduct of City business. The City Attorney's role as the chief legal advisor is to interpret and apply relevant laws with the primary goal of protecting the interests of the city.

The City Attorney provides the City with professional legal advice and services so City activities, staff recommendations, commission policies and administrative procedures are undertaken after consideration of all appropriate laws. The City Attorney also provides representation of the City in all legal proceedings. Additionally, the City Attorney is legal counsel for the Downtown Development Authority (a component unit of the City).

The City Attorney Department's budget is continually being streamlined to properly reflect budget cost reductions provided by striving to become a "paperless" office and being creative in reducing personnel costs while increasing accessibility.

**This Department specifically:**

- Provides timely and topical legal advice to city staff and all its officials.
- Reviews, revises, and prepare legal documents.
- Defends the City in litigation.
- Represents the City before judicial or administrative boards and agencies.
- Prosecutes violations of the City Code.
- Provides legal counsel at City Commission meetings.

The City Attorney Department consists of the City Attorney, Lauren Tribble-Laucht, Esq., and a part-time assistant.

## GOALS

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1. Identify the number of contracts reviewed as to form.
2. Identify the number of issues researched.

## PERFORMANCE MEASUREMENTS

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	<b>Performance Indicators</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	
<b>Output</b>	Legal opinions rendered	9	22	11	19	8 to date	
	City commission meetings attended	7	29	21	25	18 to date	
	Cases filed on behalf of the City	1	5	11	5	0 to date	
	Cases closed that were filed on behalf of the City	3	2	4	12	0 to date	
	Michigan Tax Tribunal Cases filed against the City	3	6	28	9	22 to date	
	Michigan Tax Tribunal Cases closed	1	6	2	18	12 to date	
	Cases filed against the City	0	2	0	0	2 to date	
	Cases closed filed against the City	0	1	1	0	2 to date	
	<b>Efficiency</b>	Activity expenditures as a % of General Fund	0.58%	0.89%	0.98%	0.91%	0.93%

## SUMMARY OF BUDGET CHANGES

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No significant changes.

**City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>CITY ATTORNEY DEPARTMENT</b>					
Salaries and Wages	\$ 97,381	\$ 98,879	\$ 95,500	\$ 72,000	\$ 95,500
Fringe Benefits	13,617	10,029	10,200	13,400	18,200
Office Supplies	1,091	869	1,500	1,200	1,500
Professional Services	24,011	8,394	10,000	55,000	10,000
Communications	1,333	1,556	1,000	800	1,000
Transportation	1,193	695	1,000	500	1,200
Professional Development	3,063	296	4,000	3,000	4,000
Printing and Publishing	861	499	600	500	600
Insurance and Bonds	966	762	1,000	650	1,000
Miscellaneous	-	317	400	400	550
<b>Total City Attorney Department</b>	<b>143,516</b>	<b>122,296</b>	<b>125,200</b>	<b>147,450</b>	<b>133,550</b>
<b>Personnel Services % F.T.E. Employees = 1.5</b>	<b>77.34%</b>	<b>89.05%</b>	<b>84.42%</b>	<b>57.92%</b>	<b>85.14%</b>
<b>Department Associated Revenues</b>					
Reimbursement from Other Funds	6,156	8,064	9,000	4,500	4,500
<b>Percent of Department Expenditures Covered by Revenues</b>	<b>4.29%</b>	<b>6.59%</b>	<b>0.00%</b>	<b>3.05%</b>	<b>3.37%</b>

# CITY CLERK DEPARTMENT

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**Mission Statement:** *To serve community residents and business owners, the City Commission, the City Manager and City departments rendering equal service to all, providing top-level enthusiastic, accurate and courteous service.*

The City Clerk's Office serves as the legislative and corporate office of the City in accordance with and upholding the City Charter, ordinances, policies and state law.



**We see some of our primary responsibilities as:**

- Clerk to the City Commission - legislative process and administration; preparing business packets for City Commission, tracking and expediting business, including various contractual terms
- Federal, State and local elections administrator
- Liability insurance and risk administrator (protecting over \$132M in city assets; administering all liability claims; and tracking and auditing nearly \$500M annually in insurance coverage required of others in order to protect the city's financial poise)
- Corporate office – handling various items such as: authenticating through signature various legal documents, including contracts, leases, agreements permissions; and approving , along with the City Treasurer/Finance Director, disbursements of city funds (which includes Traverse City Light and Power)
- License and permit authority, including managing all special events requiring closure or use of city streets
- Administrator of vital city records
- FOIA (Freedom of Information Act) Coordinator
- Administrators for all Fire Department entry-level and promotional lists
- HIPAA (Health and Insurance Portability and Accountability Act) Privacy Official
- Ordinance amendment preparation; Charter & Ordinance Codification Officials
- Open Meetings Act compliance officer
- Parliamentary and policy advisor to various City boards
- Public liaison
- Joint Staff to City Commission ad hoc committees

**Our team members**

Benjamin C. Marentette, CMC, City Clerk  
Katie Lowran, Deputy City Clerk  
Kate Stroven, Departmental Secretary  
Kim Lautner, Registration/Licensing Clerk

## GOALS

1. Full implementation of Document Management System and authenticated digital signature tools.
2. Cemetery lot management software implementation.
3. Electronic poll book rollout/training.
4. Training/implementation of new election laws for 2012 Presidential Election Cycle.
5. Biennial training of all election inspectors.
6. Integration of new office team – training and team building.

## PERFORMANCE MEASUREMENTS

	<b>Performance Indicators</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Output</b>	Voter registration transactions processed	not available	not available	2,850 +	2,220	5,720
	City Commission regular, special and study session business meeting packets prepared	56	55	61	55	51
	Ordinance amendments processed and codified	not available	not available	32	44	26
	Contracts, leases and agreements reviewed and tracked	not available	not available	61	59	69
	Cost per voter registration processed	not available	not available	\$ 2.05	\$ 2.05	\$ 1.95
<b>Efficiency</b>	Voter registration processed within 24 hours	not available	not available	100%	86% *	100%
	Meeting packets prepared by deadline	100%	100%	100%	100%	100%
	Ordinance amendments processed and codified within requirements to guarantee prescribed effective date	not available	not available	not available	95%	100%
	Contracts, leases and agreements reviewed and tracked within 48 hours of receipt	not available	not available	not available	100%	82%

\* Due to unexpected transition in employees, denoted tasks required additional time for completion.

## SUMMARY OF BUDGET CHANGES

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**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits decreased because the City Clerk retired in the current year and the new City Clerk and Deputy City Clerk (the previous Deputy City Clerk became City Clerk) were hired at a lower cost to the city. Additionally, fringe benefits such as social security, RHS, retirement are based on salaries and wages and correspondingly decreased as well.

**Professional Services** – Professional services increased because of two elections in the 2012-13 budget year while there was only one election in the 2011-12 budget year. Additionally, the increase relates to IT costs associated with the implementation of digitized cemetery records, general office records including an authenticated digital signature system.

**City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>CITY CLERK DEPARTMENT</b>					
Salaries and Wages	\$ 212,680	\$ 221,585	\$ 246,400	\$ 224,000	\$ 215,800
Fringe Benefits	78,999	85,359	82,650	71,100	70,900
Office Supplies	22,217	20,840	17,500	16,500	22,300
Professional Services	29,934	34,359	30,600	30,600	51,600
Communications	3,425	3,104	3,500	4,500	4,900
Transportation	859	740	1,500	1,500	1,500
Professional Development	3,471	794	5,200	4,000	6,800
Printing and Publishing	10,764	17,585	19,500	15,000	12,500
Insurance and Bonds	3,734	3,256	3,700	2,700	3,700
Repairs and Maintenance	223	212	200	-	-
Rentals	465	374	700	700	900
Miscellaneous	-	67	100	100	360
<b>Total City Clerk Department</b>	<b>366,771</b>	<b>388,275</b>	<b>411,550</b>	<b>370,700</b>	<b>391,260</b>
Personnel Services %	79.53%	79.05%	82.47%	82.30%	78.94%
(Includes Election Workers paid from Professional Services line item)					
F.T.E. Employees = 4					
<b>Department Associated Revenues</b>					
Recreational Authority Reimb.	33,985	-	-	-	-
Election Reimbursement	-	-	-	17,000	-
Business Licenses and Permits	9,763	14,166	9,700	9,700	9,800
Liquor License Applications	4,360	7,365	3,500	3,500	3,500
Sewage backup claim administration	-	-	4,000	4,000	4,000
<b>Total Revenues</b>	<b>48,108</b>	<b>21,531</b>	<b>17,200</b>	<b>34,200</b>	<b>17,300</b>
<b>Percent of Department Expenditures Covered by Revenues</b>	<b>13.12%</b>	<b>5.55%</b>	<b>4.18%</b>	<b>9.23%</b>	<b>4.42%</b>

# **CITY TREASURER DEPARTMENT**

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**Mission Statement:** *To provide competent and comprehensive financial services to the City and its residents.*

The City Treasurer's Office is responsible for the collection and disbursement of all monies for the City and maintaining appropriate accounting and financial records to document these transactions.

**This office handles:**

- Billing and collection of payments for over 11,500 utility customers monthly.
- Payments on over 8,000 tax parcels in both the summer and winter.
- Invoicing of over 1,000 individuals and businesses for miscellaneous services performed by City departments.
- Collection of assessments on about 500 parcels, which have special improvement districts.
- Payroll is processed and disbursed from the department on a bi-weekly basis for approximately 200 full-time employees.
- The Department pays all City expenses and writes an estimated 7,200 voucher checks per year.

**In addition to the accounting functions, this Department is responsible for:**

- Preparation of the City's budget, assisting various departments on key aspects of budget preparation and guidance on treatment of certain budget matters.
- Preparation of the City's annual financial statements.
- The City's financial reporting for both internal and external purposes. Includes, but is not limited to federal and state agencies, nationally recognized municipal securities information repositories, and other local units of government with which we are in joint partnerships.
- Investment of excess funds.
- Assisting with monitoring the internal control of the City as a whole.
- Administering an independent and state authorized retirement system for its police and firefighters with 51 active members and 58 retired members or beneficiaries.
- Reporting to bond rating agencies.

**The Treasurer Department/Utility Accounting Department has the following positions:**

City Treasurer/Finance Director

Deputy City Treasurer/ Assistant Finance Director

Financial Analyst/Compliance Officer

Accounting Assistant

Utility Billing Clerk

Accounts Payable Clerk

Collections Clerk

Customer Service Representative (3)

## GOALS

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1. Implement document management system, which will increase efficiencies through online claim approval and provide departments online access to paid claims, receipts, and other financial documentation.
2. Implement procedures with grant/project administrators to assure all grant compliance requirements are met required by the grantor and OMB Circular A-133.

## PERFORMANCE MEASUREMENTS

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	Performance Indicators	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Output</b>	Tax bills issued	16,472	17,440	17,342	16,812	16,969
	Dollar amount of receipts collected in July	\$29.6M	\$28.9M	\$30.3M	\$25.6M	\$26.2M
	Annual financial statements prepared	4	4	4	4	not available
	City's debt rating	AA-	AA-	AA+	AA+	AA+
	Number of vendor checks issued	7,383	7,198	7,389	7,212	not available
	Percentage of tax roll collected through March 1	96.00%	96.10%	93.80%	92.80%	95.30%
<b>Efficiency</b>	\$ of cash over/short in the month of July	\$13.35	\$ 118.00	(\$94.74)	\$6.58	(\$5.98)
	Auditor correcting entries	1	0	1	5	not available
	Number of vendor checks issued without error	99.35%	98.51%	98.40%	97.60%	not available

## SUMMARY OF BUDGET CHANGES

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No significant changes.

**City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>CITY TREASURER DEPARTMENT</b>					
Salaries and Wages	\$ 205,711	\$ 208,923	\$ 218,000	\$ 215,500	\$ 219,100
Fringe Benefits	78,254	82,116	83,200	82,100	80,100
Office Supplies	18,817	12,022	21,000	15,000	20,800
Professional Services	29,995	28,439	32,000	31,000	32,000
Communications	4,004	3,562	5,000	4,000	5,000
Transportation	378	-	400	300	-
Professional Development	2,683	2,409	3,500	2,700	3,500
Printing and Publishing	2,949	3,248	3,000	4,000	3,500
Insurance and Bonds	2,776	2,520	3,000	2,000	3,000
Repairs and Maintenance	-	-	500	100	500
Rentals	175	-	300	100	300
Miscellaneous	-	147	200	100	200
<b>Total City Treasurer Department</b>	<b>345,742</b>	<b>343,386</b>	<b>370,100</b>	<b>356,900</b>	<b>368,000</b>
<b>Personnel Services % F.T.E. Employees = 3.7</b>	<b>82.13%</b>	<b>84.76%</b>	<b>81.38%</b>	<b>83.38%</b>	<b>81.30%</b>
<b>Department Associated Revenues</b>					
School Tax Collection Fees	14,300	14,051	14,000	14,000	14,500
<b>Percent of Department Expenditures Covered by Revenues</b>					
	4.14%	4.09%	3.78%	3.92%	3.94%

# POLICE DEPARTMENT

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**Mission Statement:** *In cooperation with our community, is to protect life and property, and enhance the quality of life for all citizens.*

As a part of the entire City services, the Police Department continues to put forth the organizational strategy of being customer-based with unlimited partnerships in a unified effort to solve problems. The primary function of serving and protecting the citizens of this City has evolved to a service level where we are part of a team that serves our citizens and works to raise the quality of life in our City.



Currently, the Police Department consists of the Police Chief, Administrative Assistant, 2 Captains, 1 part-time Administrative Clerk, 6 Sergeants, 3 Detectives, 1 School Liaison Officer, 15 Patrol Officers, 1 narcotics officer and a highly trained 22 member reserve unit. This budget reflects the reduction of two positions.

## GOALS

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1. Reduce the occurrence of crime.
2. Identify, arrest and assist in the prosecution of people who commit crimes.
3. Recover lost or stolen property, identify its owner, and ensure prompt return.
4. Facilitate the safe and orderly movement of people and vehicles.
5. Assist those who cannot care for themselves or arrange for such assistance. Provide, on an emergency basis, services the police are particularly equipped to provide.
6. Ensure the taxpayers of the City receive the greatest benefit for their dollars.
7. Create and maintain a feeling of confidence in and support for the Department on the part of the organizations with which we come in contact, particularly those organizations that are a part of the total criminal justice system.
8. Establish and maintain mutual trust through community partnerships.
9. Train and encourage police officers to make appropriate decisions and to perform their duties in a professional, productive and efficient manner.
10. Mobilize the City resources needed to address citizen concerns and problems.
11. Encourage community involvement in identifying and resolving problems.
12. Maintain our Commission on Accreditation for Law Enforcement Agencies (CALEA) Recognition status through a formal staff inspection process.

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2008	2009	2010	2011	2012 est
<b>Output</b>	Police activities	25,571	23,763	25,290	25,175	26,000
	Traffic citations	3,131	3,106	3,147	2,952	3,100
	Liquor inspections	25	59	63	77	80
	Detective bureau cases assigned	not available	291	227	230	240
	Certified officers	32	32	31	29	28
<b>Efficiency</b>	# of Injury traffic accidents	72	67	62	88	85
	# of Alcohol related traffic accidents	26	24	25	22	20
	Detective bureau assigned case closure rate	not available	93.7%	94.9%	95.4%	96.2%

## SUMMARY OF BUDGET CHANGES

**Salaries and Wages/Fringe Benefits** – Overall salaries and wages/fringe benefits decreased. There are wage increases per the Captain and Sergeant union contracts along with small increase in overtime relating to an increase in special events. Additionally, the police department will fully reflect the reduction in two personnel. Fringe benefits overall decreased. There is an increase relating to the OPEB actuarial valuation, which is offset by the reduction in personnel.

**Transportation** – Transportation increased to account for the rising costs in gasoline.

**Rentals** – Rentals decreased because of lower costs to maintain the smaller fleet.

City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>POLICE DEPARTMENT</b>					
Salaries and Wages	\$ 2,037,179	\$ 2,017,569	\$ 1,863,500	\$ 1,924,500	\$ 1,838,400
Fringe Benefits	570,578	554,466	624,200	581,230	623,200
Office/Operation Supplies	77,101	56,607	79,900	75,250	79,900
Professional Services	37,299	36,963	49,900	38,000	49,900
County Records Contract	197,079	196,380	201,900	201,900	201,900
Communications	25,988	41,346	31,600	29,000	31,600
Transportation	69,831	89,500	85,550	101,500	98,000
Professional Development	19,674	18,446	30,000	19,000	30,000
Printing and Publishing	1,873	4,799	5,000	2,200	5,000
Insurance and Bonds	77,319	69,220	80,000	55,000	80,000
Utilities	220	215	500	300	500
Repairs and Maintenance	17,114	26,207	24,550	15,000	24,700
Rentals	193,326	241,421	273,000	266,000	243,000
Miscellaneous	5,310	4,959	6,500	5,300	6,500
Police Reserves	7,981	4,360	7,800	5,000	7,750
<b>Total Police Department</b>	<b>3,337,872</b>	<b>3,362,458</b>	<b>3,363,900</b>	<b>3,319,180</b>	<b>3,320,350</b>
ACT 345 pension costs budgeted on pp90	619,548	647,427	725,588	725,588	843,682
<b>Total with ACT 345 pension</b>	<b>3,957,420</b>	<b>4,009,885</b>	<b>4,089,488</b>	<b>4,044,768</b>	<b>4,164,032</b>
<b>Personnel Services % including ACT 345 pension</b>	<b>81.75%</b>	<b>80.40%</b>	<b>78.77%</b>	<b>80.01%</b>	<b>79.56%</b>
F.T.E. Employees = 28.34 (does not include crossing guards)					
<b>Department Associated Revenues</b>					
Witness Fees	27	195	100	100	100
Crossing Guard Reimbursement	7,390	7,765	8,000	8,000	8,000
Federal Grants	37,925	37,450	40,000	40,000	40,000
Liquor License Revenue Sharing	28,995	52,511	28,000	42,500	40,000
Police and Fire Reports	8,021	7,007	7,000	7,500	7,000
OUIL Fines	15,932	9,800	15,000	15,000	15,000
Ordinance Fines and Costs	47,291	47,693	45,000	48,000	45,000
School Liaison Officer Reimb.	6,250	-	-	-	-
HEMP Grant	2,318	200	2,500	200	200
Film Festival	4,768	4,434	4,000	4,125	4,000
National Cherry Festival	25,482	30,217	26,500	30,000	26,500
Other Reimbursements	7,608	7,245	12,000	11,500	12,000
<b>Total Revenues</b>	<b>192,007</b>	<b>204,517</b>	<b>188,100</b>	<b>206,925</b>	<b>197,800</b>
<b>Percent of Department Expenditures Covered by Revenues</b>	<b>5.75%</b>	<b>6.08%</b>	<b>5.59%</b>	<b>6.23%</b>	<b>5.96%</b>

## **FIRE DEPARTMENT**

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**Mission Statement:** *To reduce deaths, injuries and property loss from fire, hazardous materials incidents, water accident and other disasters or emergencies. Our proactive services will be state of the art and pace setting, while providing life safety services, property preservation, and emergency services in a professional and cost effective manner. These services will be unhampered by tradition while recognizing and treating our members as our most valuable resource along with being the key to our success.*

The Traverse City Fire Department (the “TCFD”) is a 24/7 all-hazards response agency providing emergency and non-emergency services to the Traverse City Community and its visitors. Our mission is to rescue victims, aid the sick and injured, and preserve property. Our dedicated personnel are the reason for our success. Their commitment to the community and the fire service is our most valuable resource. The capabilities of the highly skilled firefighters are a direct result of a comprehensive, performance-based training program requiring hundreds of hours of annual training and also the support from the Community through the General Fund.

### **Services the Traverse City Fire Department provides:**

- **Fire Suppression** – TCFD personnel are trained in all aspects of fire suppression including: industrial, commercial, residential, aircraft, chemical, vehicle, boat and wild lands.
- **Advanced Life Support** – 17 of our 24 responders are state certified paramedics, providing to our Community the highest level of pre-hospital care available in the nation. With our new Rescue 01, we now have the capability to treat and transport patients to Munson Medical Center if North Flight is unavailable.
- **Fire Prevention/Inspection:** – Fire code compliance and safety inspections performed in the City of Traverse City are under the Fire Prevention/Inspection Section. Plans for all new construction/re-modeling within the City are reviewed for fire/life safety concerns.
- **Public Education** - Public Education includes fire safety awareness classes for various organizations and businesses, tours of our fire stations, an annual “Fire Safety Open House”, a Juvenile Firesetter Counseling Program, and certified child car seat installation.
- **Aircraft Rescue Fire Fighting** – Contracted on-site staffing at Cherry Capital Airport.
- **Hazardous Materials and Weapons of Mass Destruction (WMD) Teams** - Every firefighter is HazMat and WMD trained. Due to financial support received through a subscription fee process, the HazMat team responds to HazMat incidents in a 4-county area. The WMD team covers the 17 county Michigan Region 07 for terrorism incidents.
- **Technical Rescue** – Personnel are cross-trained in varying aspects of technical rescue. This includes: Confined Space Rescue, High Angle Rope Rescue, Water and Ice Rescue, and Vehicle Extrication.
- **Other “Extras” we offer** - Free blood pressure checks at the fire stations and Senior Center, host semi-annual blood drives, coordinate a Christmas Toy Program, participate in the “Fill the Boot” program for MDA, give antique fire truck rides at Friday Night Live and “Special Kids Day” at the Cherry Festival, attend Career Days at the Jr. and Sr. High Schools, and install smoke alarms for City residents requesting assistance.



Currently, the Fire Department consists of the Fire Chief, an Administrative Assistant, 4 Captains (1 who serves as Fire Marshal), 4 Lieutenants (1 who serves as Training Officer), and 15 Firefighters. This budget reflects the reduction of two positions.

## GOALS

1. To meet the NFPA Standard 1710, response for EMS to be less than eight minutes ninety percent of the time.
2. To install 100 smoke alarms in city homes per year.

## PERFORMANCE MEASUREMENTS

	<b>Performance Indicators</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Output</b>	Total fire responses	69	56	76	62	51
	Fire code inspections (Goal is 1300 per year)	633	564	602	405	248
	EMS calls for service	Not available	Not available	1010	1080	689
	Smoke alarms	Not available	Not available	Not available	Not available	35
	Employees who exceeded goal of 100 on duty physical fitness training hours per year	10	8	10	5	1
	Employees who training hours exceed department goal of 360 hours	16	16	16	15	12
	<b>Efficiency</b>	Percent less than 5 minute response time	59.42%	66.07%	75.00%	62.70%
Percent less than 8 minute response time		86.96%	92.86%	94.74%	95.20%	93.80%
Percentage of fire inspections completed compared to goal		48.69%	43.38%	46.31%	31.15%	19.08%
EMS response time less than 8 minutes		Not available	Not available	97.00%	95.60%	96.60%
Percentage of smoke alarms installed		Not available	Not available	Not available	Not available	35.00%
Percent of employees who exceeded goal of 100 on duty physical fitness training hours per year		35.71%	28.57%	38.46%	20.83%	4.17%
Percent of employees who training hours exceed department goal of 360 hours		57.14%	57.14%	61.54%	62.50%	50.00%

## SUMMARY OF BUDGET CHANGES

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**Salaries and Wages/Fringe Benefits** – Overall salaries and wages decreased and fringe benefits decreased. There are wage increased per the firefighter union contract and a reduction of two positions due to layoffs. Fringe benefits decreased because the actuarial calculated OPEB costs decreased over prior budget year and reduction in employees.

**Rentals** – Rentals increased to reflect a direct charge for lights and communication equipment for a fire department vehicle.

City of Traverse City, Michigan  
**GENERAL FUND**  
**2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>FIRE DEPARTMENT</b>					
Salaries and Wages	\$ 1,644,334	\$ 1,577,480	\$ 1,637,100	\$ 1,600,000	\$ 1,590,555
Fringe Benefits	389,835	382,715	472,050	426,000	424,200
Office/Operation Supplies	45,603	43,938	55,300	47,100	53,575
Professional Services	29,626	27,116	31,400	30,000	34,850
Communications	13,122	9,531	12,500	11,000	12,125
Transportation	17,078	19,531	22,000	23,500	24,000
Professional Development	26,127	20,494	24,800	21,000	28,800
Printing and Publishing	933	1,063	1,750	1,000	4,650
Insurance and Bonds	21,780	19,031	23,000	16,000	21,600
Utilities	29,809	30,092	33,100	31,000	31,000
Repairs and Maintenance	23,737	30,182	30,800	25,000	35,300
Rentals-Equip and Hydrants	289,871	207,284	213,000	210,000	242,000
Miscellaneous	460	239	300	300	300
<b>Total Fire Department</b>	<b>2,532,315</b>	<b>2,368,696</b>	<b>2,557,100</b>	<b>2,441,900</b>	<b>2,502,955</b>
Act 345 pension costs budgeted on pp90	534,893	558,963	620,072	620,072	688,499
<b>Total with ACT 345 pension</b>	<b>3,067,208</b>	<b>2,927,659</b>	<b>3,177,172</b>	<b>3,061,972</b>	<b>3,191,454</b>
<b>Personnel Services % including ACT 345 pension</b>	<b>83.76%</b>	<b>86.05%</b>	<b>85.90%</b>	<b>86.42%</b>	<b>84.70%</b>
<b>F.T.E. Employees = 23</b>					
<b>Department Associated Revenues</b>					
Contributions-Public Entities	396,026	414,455	330,400	328,000	340,000
Fire Inspections	13,841	15,008	12,000	8,000	2,000
Plan Review Fees	2,115	2,735	550	1,500	800
State of Michigan	2,000	-	-	-	-
Film Festival	2,903	2,155	2,500	2,100	2,500
National Cherry Festival	2,240	1,634	3,500	1,700	3,500
Ambulance Services	3,874	2,035	3,500	2,000	20,000
Other Reimbursements	1,500	500	1,000	1,000	1,000
<b>Total Revenues</b>	<b>424,499</b>	<b>438,522</b>	<b>353,450</b>	<b>344,300</b>	<b>369,800</b>
<b>Percent of Department Expenditures Covered by Revenues</b>	<b>16.76%</b>	<b>18.51%</b>	<b>13.82%</b>	<b>14.10%</b>	<b>14.77%</b>

# ENGINEERING DEPARTMENT

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## *Mission Statement:*

The work performed by the Engineering Department includes utility reviews in conjunction with land use permits, right-of-way permits, stormwater drainage and soil erosion permits, historical information, traffic counting and studies and design, construction engineering and contract administration work related to various service areas. The Department maintains historic records for City utility locations including sanitary sewer, watermain and storm sewer. The Department participates and works in several areas and is involved with projects identified in the Public Improvement Plan. These activities are listed below.

- *Water System Reliability Plan*
- *Ordinance Compliance*
- *Economic Development Projects*
- *Regional Bridge Council and Bridge Scour Committee (MDOT)*
- *Regional Transportation Planning and Traffic Assessment (TC-TALUS)*
- *Asset Management*
- *Sidewalk Improvements*
- *Bike Paths and Trails*
- *Street Reconstruction and Resurfacing*
- *Storm Water Quality*
- *Sewer and Water Systems*
- *Budgeted Capital Improvements*
- *Bridge and Dam Inspections*
- *Pine and State Street Reconstruction*
- *West End Trail and Beach Access Project*
- *West Front Parking Deck and Surface Parking*
- *Boardman Lake Avenue and Trail Extension*
- *Division Street*
- *Grand Traverse Commons Infrastructure*
- *Bayfront Improvements*

## **The Department is staffed by:**

City Engineer  
Assistant City Engineer  
Engineering Public Services Assistant  
Engineering Assistant  
Engineering Technician  
Engineering Aide  
Planning and Engineering Assistant (0.4 FTE)

## GOALS

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## PERFORMANCE MEASUREMENTS

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Output	Performance Indicators	2007/08	2008/09	2009/10	2010/11	2011/12
	Capital improvement projects administered by the Department (in millions)	2.54	1.50	3.24		
	Right of way permits	345	300	290		
	Utility review for land use permits	253	237	174		
	Stormwater runoff control permits	44	44	28		
	Soil erosion control permits	41	41	33		

## SUMMARY OF BUDGET CHANGES

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**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits overall increased relating to a reduction in the prior year budget, new certifications, and step increases for newly hired employees.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>ENGINEERING DEPARTMENT</b>					
Salaries and Wages	\$ 428,768	\$ 370,864	\$ 377,000	\$ 367,000	\$ 405,000
Fringe Benefits	170,645	137,213	146,000	139,000	155,800
Office/Operating Supplies	12,487	10,324	18,000	12,000	18,000
Professional Services	36,954	16,159	41,000	42,000	33,000
Communications	5,506	4,953	5,500	5,500	5,500
Transportation	1,782	1,527	3,200	4,600	3,200
Professional Development	4,028	3,874	7,500	5,500	7,500
Printing and Publishing	2,221	1,521	2,500	2,000	2,500
Insurance and Bonds	4,985	4,487	5,400	3,000	5,400
Repairs and Maintenance	390	36	1,000	500	1,000
Rentals	6,245	7,749	6,500	10,200	6,500
<b>Total Engineering Department</b>	<b>674,011</b>	<b>558,707</b>	<b>613,600</b>	<b>591,300</b>	<b>643,400</b>
<b>Personnel Services %</b>	<b>88.93%</b>	<b>90.94%</b>	<b>85.23%</b>	<b>85.57%</b>	<b>87.16%</b>
<b>F.T.E. Employees = 6.4</b>					
<b>Department Associated Revenues</b>					
Right of Way	18,720	15,445	15,000	15,000	15,000
Storm Water Permit	2,075	2,205	2,000	2,000	2,000
Soil Erosion Permit	1,015	1,575	1,000	1,000	1,000
Inter-fund Reimbursements	152,530	98,929	250,000	130,000	250,000
<b>Total Revenues</b>	<b>174,340</b>	<b>118,154</b>	<b>268,000</b>	<b>148,000</b>	<b>268,000</b>
<b>Percent of Department Expenditures</b>					
<b>Covered by Revenues</b>	<b>25.87%</b>	<b>21.15%</b>	<b>43.68%</b>	<b>25.03%</b>	<b>41.65%</b>

## PLANNING AND ZONING DEPARTMENT

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**Mission Statement:** *To guide the City with land use and planning in order to enhance the quality of the community and ensure it remains a place where both citizens and businesses love to call home.*



**In order to do this, the Planning Department:**

- Helps to administer the City of Traverse City Master Plan, a document that guides City zoning, land use, urban design and physical improvements, such as buildings, streets and parks.
- Provides administrative staff for the Planning Commission, Grand Traverse Commons Joint Planning Commission, Board of Zoning Appeals, and Historic Districts Commission.
- Administers and enforces the zoning, sign, and historic districts ordinances and other land use laws.
- Reviews building site plans and prepares reports and recommendations to the Planning Commission for zoning map amendments, zoning laws, special land use permits and planned unit developments.
- Answers zoning and land use questions and interprets land use principles, and planning and zoning laws.
- Works with property owners and developers, other agencies and other city departments to ensure that building plans are consistent with the Master Plan and laws regarding size and placement of buildings, signs, parking areas and landscaping requirements.
- Inspects multi-family rental dwellings, rooming houses, proper anchoring of boats on the near shore of Grand Traverse Bay and property maintenance code violations.

**The Planning Department is staffed by:**

Russ Soyring, Planning Director

David Weston, Zoning Administrator

Missy Luick, Planning and Engineering Assistant

Loyd Morris, Code Enforcement Officer

## GOALS

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1. Write and administer grant(s) to implement parts of the Bayfront Plan.
2. Complete new Zoning regulations for Grand Traverse Commons.
3. Continue to find creative ways to modify the Zoning Code to provide new opportunities for affordable housing within Traverse City.
4. Write regulations to provide opportunities to utilize solar power systems.
5. Assist in the development of Redevelopment Plans for 8<sup>th</sup>, 14<sup>th</sup>, Front and Garfield Avenue corridors.
6. Finish and adopt Plan Elements of the Master Plan including:
  - a. Historic Resource Element
  - b. Public Utilities Element
  - c. Zoning Element
7. Develop and assist in providing formal training for Planning Department staff, boards and commissions.

## PERFORMANCE MEASUREMENTS

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	<b>Performance Indicators</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Output</b>	Land use permits issued	214	157	165	177	185
	Sign permits issued	44	35	55	40	50
	Master plan project reviews for consistency	not available	not available	not available	not available	8
	Ordinance amendments	not available	not available	not available	not available	7
	Rental housing inspections	not available	not available	54	68	68
	Code enforcement complaints	not available	337	970	826	743
	<b>Efficiency</b>	Land use applications approved within 15 days	100%	100%	100%	100%
Sign permit applications approved within 10 days		100%	100%	100%	100%	100%
Rental housing re-inspection rate		not available	not available	9.5%	8.7%	12.4%

## SUMMARY OF BUDGET CHANGES

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No significant changes.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>PLANNING AND ZONING DEPARTMENT</b>					
Salaries and Wages	\$ 228,387	\$ 243,999	\$ 254,000	\$ 246,000	\$ 256,300
Fringe Benefits	75,900	85,940	90,800	97,230	92,040
Office/Operation Supplies	4,185	6,934	4,000	4,000	4,000
Professional Services	14,955	6,938	5,900	5,900	10,000
Communications	2,995	2,957	3,200	2,600	3,700
Transportation	1,358	1,459	3,000	1,000	1,000
Professional Development	3,747	4,006	3,000	3,000	3,000
Printing and Publishing	5,127	3,245	4,000	3,500	4,000
Insurance and Bonds	2,405	2,192	2,500	2,000	2,500
Rentals	3,250	2,704	5,000	5,050	5,400
Miscellaneous	254	255	300	300	300
<b>Total Planning and Zoning Dept.</b>	<b>342,563</b>	<b>360,629</b>	<b>375,700</b>	<b>370,580</b>	<b>382,240</b>
<b>Personnel Services %</b>	<b>88.83%</b>	<b>91.49%</b>	<b>91.78%</b>	<b>92.62%</b>	<b>91.13%</b>
<b>F.T.E. Employees = 3.6</b>					

**Department Associated Revenues**

Various Permits	271	346	250	250	250
Sign Permits	2,950	2,450	3,000	2,500	3,000
P.U.D. Applications	-	-	100	-	100
Bid Openings/Site Plan Reviews	-	-	100	-	100
Utility Plan Review	2,100	1,630	600	1,200	600
Zoning Appeals/Variance/Change	2,450	1,200	2,100	2,200	2,100
Application for Zoning Change	400	2,560	2,000	2,000	2,000
Street Vacation Permits	1,031	875	300	4,000	300
Land Use Permits	9,040	9,650	9,000	9,000	9,000
Zoning Books/Documents	690	530	1,000	700	1,000
Rental Housing Inspections	8,806	5,210	6,000	17,500	6,000
<b>Total Revenues</b>	<b>27,738</b>	<b>24,451</b>	<b>24,450</b>	<b>39,350</b>	<b>24,450</b>

**Percent of Department Expenditures**

<b>Covered by Revenues</b>	<b>8.10%</b>	<b>6.78%</b>	<b>6.51%</b>	<b>10.62%</b>	<b>6.40%</b>
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# **PARKS AND RECREATION DEPARTMENT**

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**Mission Statement:** *To create community through people, parks and programs.*

The Parks and Recreation Department maintains the City's parkland, open spaces and urban forest, operates Oakwood Cemetery and Hickory Hills Ski Area and administers recreation programs. The Park Maintenance responsibilities include:

- Maintaining 385 acres of parkland in 32 City Parks.
- Managing the urban forest: 9,000 street trees, 2,000 park trees, and 3,000 cemetery trees. This includes pruning street trees on a 10-year cycle; 100 removals a year; and 100 – 150 plantings a year.
- Caring for all plantings: 4,500 shrubs, 114 flowerbeds and 50 perennial beds. This includes pruning, mulching, dividing and the planting of 10,000 annual flowers each year.
- Mowing 70 acres of lawns plus the parkway and other grassy city right-of-ways.
- Snow removal at various City parking lots, the fire stations, Oakwood Cemetery, Water Treatment Plant and History Center.
- Cleaning City beaches twice a week during summer.
- Maintaining and repairing 7 restroom facilities.
- Maintaining playground equipment in 11 parks.
- Creating and maintaining 3 outdoor ice rinks.
- Installing and repairing 30 picnic grills, 95 park benches, 100 picnic tables, 130 trash cans and 85 downtown trash cans.
- Collecting trash from parks and the downtown area.
- Programming, monitoring, repairing, locating and winterizing 32 automatic irrigation systems and 6 manual systems in 17 parks and along the parkway.
- Maintaining the boardwalks along Boardman Lake and the Boardman River, to include annual removal and installation of floating docks at Hull Park.
- Brush chipping during spring cleanup.
- Christmas tree chipping.
- Selecting, cutting, placing and decorating the community Christmas tree.
- Cleaning, monitoring and maintaining the Union Street Dam and assisting with the Brown Bridge Dam.
- Assisting City Clerk with delivery of election equipment.



## **Recreation includes:**

- Maintaining tennis courts and playgrounds.
- Hiring, training and testing lifeguards for Clinch Park beach.
- Placing ropes and buoys to designate swim areas at four beaches.
- Operating Summer Day Camp.
- Managing an adult volleyball program in which 40 teams participate in 6 leagues.
- Hosting the local Hershey Track and Field Meet.
  
- Operating Hickory Hills Ski Area, which includes 8 downhill runs and 4 cross country trails. This budget eliminates the operations of Hickory Hills.

**The Parks and Recreation Department is staffed by:** At present there is a full-time staff of 9 plus 1 administrative and 2 full-time maintenance employees whose time is shared with another division and a departmental secretary shared among 4 Department of Public Services divisions. This budget reflects a reduction in two full time positions. The seasonal staff includes 7 parks maintenance workers and nearly 35 seasonal personnel on various parks and recreation programs and facilities.

## GOALS

1. To determine the effects on the adult volleyball program of increased gym rental fees and reduced gym availability.
2. To continue offering the adult volleyball program and to run the program with a cost neutral or better financial status.

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2007/08	2008/09	2009/10	2010/11	2011/12
Output	Number of street trees pruned per year (Goal 9,000 street trees is pruned once every 7 years)	771	1,037	897	340	253
	Number of street trees planted	133	138	96	148	106
	Number of street trees removed	128	81	86	108	112
	Participants in the ten week day camp program	2,316	2,298	2,503	2,631	2,715
	Number of skiers at Hickory Hills (including cross country and snowboarders)	8,485	11,879	12,389	12,970	13,050
Efficiency	Number of years to complete the pruning of all 9,000 street trees based on the number pruned for the year	11.67	8.68	10.03	26.47	35.57
	Net of trees planted and removed	5	57	10	40	(6)
	Net revenue per camper day	\$ 3.52	\$ 2.44	\$ 4.73	\$ 3.73	\$ 1.65
	Cost to operate by number of skiers	\$ 13.42	\$ 10.98	\$ 6.38	\$ 6.91	\$ 6.55

## SUMMARY OF BUDGET CHANGES

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits decreased because of a retirement in the Streets Department where an employee is transferring from this department to fill that vacancy. In addition, there is a reduction of one employee due to layoff and this budget eliminates the Hickory Hills operations.

**Professional Services** – Professional services decreased because the City does not have to pay Grand Traverse Ski Club for assisting in the operation of Hickory Hills and in the prior year professional services included the tubing study for Hickory Hills.

**Utilities** – Utilities decreased relating to the elimination of Hickory Hills operations.

**Rentals** – Rentals decreased relating to the elimination of Hickory Hills operations.

**City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>PARKS AND RECREATION DEPARTMENT</b>					
Salaries and Wages	\$ 696,996	\$ 713,067	\$ 686,500	\$ 696,000	\$ 516,800
Fringe Benefits	215,328	244,470	231,000	230,000	195,800
Office/Operation Supplies	50,607	51,314	54,800	50,700	51,800
Professional Services	160,095	197,884	179,000	175,000	160,000
Communications	9,627	4,905	7,000	4,000	6,500
Transportation	31,663	44,806	45,000	54,000	45,000
Professional Development	12,559	9,467	12,000	9,000	8,000
Printing and Publishing	1,290	340	3,000	1,000	3,000
Insurance and Bonds	13,632	12,835	14,000	10,500	14,000
Utilities	99,986	95,103	105,000	100,000	90,000
Repairs and Maintenance	40,774	37,117	41,000	42,000	41,000
Rentals	255,081	277,321	330,000	305,000	289,500
Miscellaneous	283	20	300	300	300
<b>Total Parks and Recreation Div.</b>	<b>1,587,921</b>	<b>1,688,649</b>	<b>1,708,600</b>	<b>1,677,500</b>	<b>1,421,700</b>
Personnel Services %*	63.53%	62.42%	59.35%	60.95%	57.16%
*(Includes \$100,000 in Seasonal Labor)					
F.T.E. Employees = 9.35					

**Department Associated Revenues**

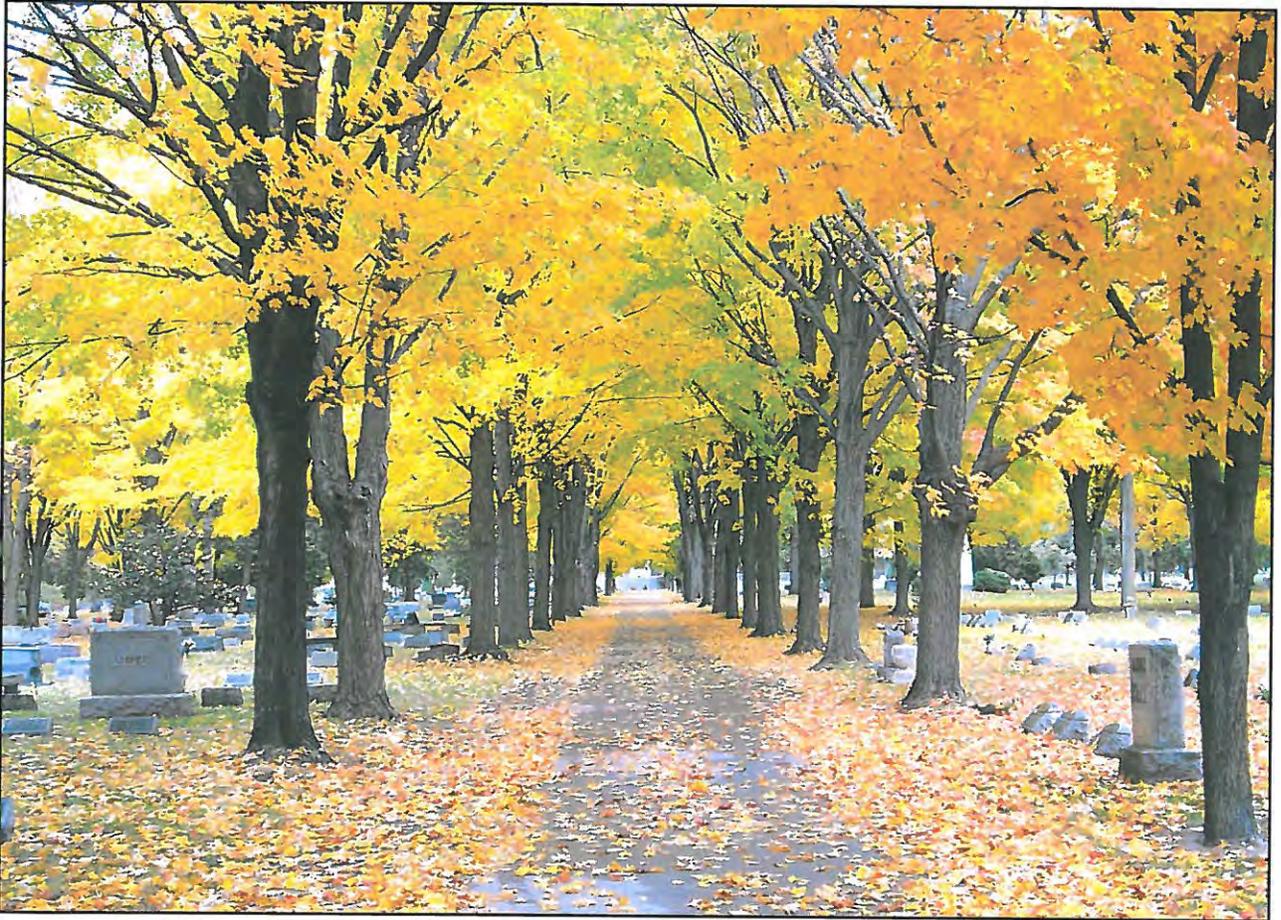
Badminton Fees	500	-	-	-	-
Day Camp	47,749	46,873	45,000	50,450	50,000
Hickory Hills Concession	1,000	6,068	1,000	1,000	-
Volleyball	14,009	15,273	15,000	14,300	15,000
Train Rides	48,038	45,345	45,000	53,900	-
Museum Store Sales	650	525	100	500	100
Boardman River Moorings	9,892	8,954	9,000	9,000	9,000
National Cherry Festival	4,640	8,903	6,000	5,000	6,000
Hickory Hill Ski Passes	83,201	88,074	85,000	78,500	-
<b>Total Revenues</b>	<b>209,679</b>	<b>220,015</b>	<b>206,100</b>	<b>212,650</b>	<b>80,100</b>
<b>Percent of Division Expenditures Covered by Revenues</b>	<b>13.20%</b>	<b>13.03%</b>	<b>12.06%</b>	<b>12.68%</b>	<b>5.63%</b>

## OAKWOOD CEMETERY

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Oakwood Cemetery, administered by the Parks and Recreation Division, provides burial and other services along with conducting sales of burial rights for in-ground plots, cremation niches and mausoleum crypts for future and present need. In addition, the Cemetery staff continues to assist genealogy inquiries, places monument foundations and monitors the work performed by the grounds maintenance contractor.

The staff includes the Sexton, Office Clerk (24 hours per week) and a seasonal maintenance employee. In addition, a portion of two administrator's time and benefits is charged to this budget.



## SUMMARY OF BUDGET CHANGES

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**Professional Services** – Professional services is being decreased to reflect reduced contracted maintenance at the cemetery.

City of Traverse City, Michigan  
**GENERAL FUND**  
2012-13 Departmental Budgets

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>PARKS AND RECREATION DEPARTMENT</b>					
<b>OAKWOOD CEMETERY DIVISION</b>					
Salaries and Wages	\$ 101,212	\$ 93,811	\$ 113,300	\$ 106,450	\$ 104,300
Fringe Benefits	40,922	32,835	40,800	32,200	40,400
Office/Operation Supplies	8,460	2,398	9,800	5,400	9,000
Professional Services	138,656	148,261	150,000	142,000	90,000
Communications	2,390	2,173	2,500	1,900	2,500
Transportation	1,343	1,216	1,500	1,500	1,500
Professional Development	-	28	500	100	500
Printing and Publishing	264	-	500	100	500
Insurance and Bonds	2,808	2,334	3,000	2,000	3,000
Utilities	8,611	7,341	15,000	12,000	15,000
Repairs and Maintenance	1,033	90	5,000	1,000	5,000
Rentals	14,916	20,879	26,500	27,500	35,500
<b>Total Oakwood Cemetery Division</b>	<b>320,615</b>	<b>311,366</b>	<b>368,400</b>	<b>332,150</b>	<b>307,200</b>
Personnel Services %*	84.88%	82.43%	77.12%	80.88%	71.52%
*(Includes \$75,000 in Contract Labor for Cemetery Maintenance)					
F.T.E. Employees = 1.8					

<b>Division Associated Revenues</b>					
Recording of Deeds	-	-	50	-	50
Lot Use	8,160	25,872	20,000	25,000	21,000
Grave Opening-Internments	23,000	24,847	54,000	25,000	25,000
Burial of Cremains	14,050	12,688	24,000	12,000	13,000
Mausoleum Vault Charges	-	-	100	-	100
Foundation of Monuments	9,402	6,134	16,000	9,000	9,000
Cemetery Trust Interest Transfer	7,717	9,761	10,000	9,000	5,000
Perpetual Care Interest Transfer	11,911	13,126	13,000	13,000	9,000
<b>Total Revenues</b>	<b>74,240</b>	<b>92,428</b>	<b>137,150</b>	<b>93,000</b>	<b>82,150</b>
<b>Percent of Function Expenditures Covered by Revenues</b>					
	23.16%	29.68%	37.23%	28.00%	26.74%

## **DPS DIRECTOR AND STREETS ADMINISTRATION**

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**Mission Statement:** *to maintain all the City's streets, sidewalks, and trails to ensure safe travel for residents and visitors.*

The Director of Public Services oversees the activities of seven departments/divisions that provide a variety of services to the public. They include Parks and Recreation, Streets, Garage, Water and Wastewater Maintenance, Water Treatment, and Marina.



The Director coordinates departmental activities with other City staff and synchronizes projects between divisions and departments. The Director works with employees and supervisors to develop policies, procedures and programs and oversees contracts, collective bargaining agreements, budgets, training, safety and infrastructure maintenance.

The Streets Division is responsible for an array of maintenance programs. This includes, but is not limited to:

- Snow removal.
- Repairing and cleaning of 28.3 miles of Major Streets, 48.3 miles of local streets, 8.7 miles of State Highways, 40.2 miles of Alley's and 79.9 miles of sidewalk and 5.1 miles of bike trails.
- Cleaning and repairing of 1,250 catch basins and 650 storm manholes including all connecting lines.
- Spring clean-up program.
- Fall leaf collection and composting program.
- Mowing large amounts of non-parkland property along our City's right-of-ways.
- Installing and maintaining all signs on City property and parking lots.

Two administrators and 14 personnel staff the Streets Division. In the winter months there is someone working 24 hours per day on weekdays, and from 4:00 a.m. to 8:00 a.m. on the weekends and Holidays. Additional personnel will be called out on weekends to do plowing and sanding, depending on the weather.

## GOALS

1. By the end of the current fiscal year, the city will reduce 40 to 50% the amount of asphalt purchased for pot hole patch from fiscal year 2008/09.
2. The department will reduce the amount of cold patch purchased (\$120.00 per ton) by 98% and recycle asphalt (\$70.00 per ton) in conjunction with Asphalt Recycling Hot Patcher.

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2007/08	2008/09	2009/10	2010/11	2011/12
Output	Lane feet of crack sealing	not available	20,170	46,620	43,331	4,220 to date
	Spring cleanup yardage	700	675	700	575	not available
	Skip patching asphalt tonnage	not available	not available	not available	278	495
	Salt purchased tonnage	2,000	2,300	2,300	2,300	2,000
	Salt winter total cost	\$ 82,100	\$ 111,076	\$ 136,541	\$ 141,317	\$ 131,765
	Infrared repair projects	not available	not available	not available	not available	54 to date
	Efficiency	Tons of pot hole patch material	335	400	292	310
Spring cleanup landfill cost		\$ 17,662	\$ 16,227	\$ 13,000	\$ 10,925	not available

## SUMMARY OF BUDGET CHANGES

**Salaries and Wages/Fringe Benefits** – Overall salaries and wages increased because the Asset Management Technician was transferred from the GIS department to the Street Department. Fringe benefits decreased based on the increase in fringe benefit rate recovery that is charged to other funds such as Major, Local and Trunkline.

**Transportation** – Transportation increased based on expected rise in the price of gasoline and diesel fuel.

**Repairs and Maintenance** – Repairs and maintenance increased relating to repairing street equipment to extend the useful life.

**Rentals** - Rentals increased to reflect required rental rates for the Garage Fund to finance future equipment purchases.

City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>DPS DIRECTOR AND STREETS ADMINISTRATION</b>					
Salaries and Wages	\$ 289,954	\$ 315,098	\$ 182,600	\$ 300,000	\$ 234,800
Fringe Benefits	22,092	56,474	-	40,640	(35,800)
Office/Operation Supplies	(2,806)	34,933	30,000	35,000	30,000
Professional Services	41,309	17,277	18,500	12,000	18,500
Communications	6,112	7,813	7,700	8,900	9,700
Transportation	85,146	117,083	115,700	104,000	132,000
Professional Development	2,234	3,464	4,700	3,500	4,700
Printing and Publishing	3,147	1,453	3,800	2,000	3,800
Insurance and Bonds	25,678	22,992	26,000	28,000	26,000
Utilities	1,685	1,385	2,100	2,100	2,100
Repairs and Maintenance	39,761	60,600	40,000	74,000	80,000
Rentals	(476,446)	(322,431)	(520,000)	(11,000)	(500,000)
Miscellaneous	78	-	-	2,000	-
<b>Total DPS Director &amp; Streets Admin</b>	<b>37,944</b>	<b>316,141</b>	<b>(88,900)</b>	<b>601,140</b>	<b>5,800</b>
<b>Personnel Services %</b>	<b>52.57%</b>	<b>50.07%</b>	<b>46.86%</b>	<b>45.55%</b>	<b>45.67%</b>
<b>F.T.E. Employees = 18.1</b>					

<b>Department Associated Revenues</b>					
Compost Sales	11,532	7,895	7,000	8,000	7,000
National Cherry Festival	920	1,008	1,000	1,008	1,000
<b>Total Revenues</b>	<b>12,452</b>	<b>8,903</b>	<b>8,000</b>	<b>9,008</b>	<b>8,000</b>
<b>Percent of Function Expenditures Covered by Revenues</b>	<b>0.95%</b>	<b>0.61%</b>	<b>0.59%</b>	<b>0.53%</b>	<b>0.55%</b>

This budget reflects salary, benefits and expenditures for the Office of the DPS Director associated with those activities relating to the Departments under the Director's supervision within the General Fund. The balance of expenditures for the DPS Director and Assistant is reflected within the Marina, Water, Wastewater and Garage Fund.

This budget also reflects expenditures of the city's streets, alley's, sidewalks, and bike paths. Major, Local or State Trunkline special revenue funds are charged labor, benefits, and equipment rental fees (at state equipment rates) based on actual time dedicated to those activities. Spring clean-up, and fall leaf pick-up are charged to the Local Streets Fund.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>STREET LIGHTING</b>					
Utilities	\$ 183,499	\$ -	\$ -	\$ -	\$ -
<b>GOVERNMENT OWNED BUILDINGS</b>					
Insurance and Bonds	686	684	1,000	600	1,000
Utilities	46,432	46,352	51,000	46,000	50,000
Repairs and Maintenance	60,153	69,716	75,000	77,000	74,000
<b>Total Gvt. Owned Bldgs.</b>	<b>107,271</b>	<b>116,752</b>	<b>127,000</b>	<b>123,600</b>	<b>125,000</b>

Expenses related to the operation and maintenance of City owned and operated facilities. The primary facility covered is the Governmental Center.

<b>APPROPRIATIONS</b>					
County Inspections Reimb.	-	154	200	200	500
Retirees Health Insurance Trust	68,400	68,400	34,200	68,400	35,000
Retirement Health Fund	58,224	60,845	28,600	68,500	30,000
Brown Bridge	-	116	-	-	-
TART Trail	-	15,000	-	-	-
Joint Planning Commission	3,000	-	3,000	3,000	3,000
Independence Day Fireworks	2,982	2,982	3,500	-	3,500
Land Information Access Assoc.	58,344	59,834	71,250	62,100	70,000
Soil Conservation District	21,450	-	-	-	-
<b>Total Appropriations</b>	<b>212,400</b>	<b>207,331</b>	<b>140,750</b>	<b>202,200</b>	<b>142,000</b>

This budget reflects the allocation of General Fund proceeds for specific functions which are not necessarily part of the daily activities of any specific department.

**City of Traverse City, Michigan  
GENERAL FUND  
2012-13 Departmental Budgets**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>CONTINGENCIES</b>					
Contingencies	\$ -	\$ -	\$ 20,000	\$ -	\$ 30,000
<b>TRANSFERS OUT</b>					
MVH - Streets Funds	1,043,810	896,313	1,586,000	866,000	1,458,300
ACT 345 Fund	-	-	110,000	110,000	-
Capital Projects Fund	844,000	1,055,300	1,030,000	1,030,000	1,355,000
Senior Center Fund	100,000	85,000	-	-	-
Heritage Center Fund	92,673	85,312	92,900	78,963	-
<b>Total Transfers Out</b>	<b>2,080,483</b>	<b>2,121,925</b>	<b>2,818,900</b>	<b>2,084,963</b>	<b>2,813,300</b>

This budget reflects a transfer of General Fund proceeds to another fund to supplement the activities of that fund which does not possess adequate revenue sources.

**TRANSFERS OUT - CAPITAL PROJECTS FUND**

Computer Software/Annual Replacement	\$ 30,000
Traffic Signal Upgrades	10,000
Traffic Signal Power Backup	22,500
Boiler Replacement	22,500
Document Management System	20,000
Streets Program (Annual)	1,125,000
Sidewalk Improvements (Annual)	125,000
<b>Total</b>	<b>\$ 1,355,000</b>

<b>CAPITAL OUTLAY</b>					
Equipment Purchases	10,307	5,084	10,000	10,000	10,000
Public Safety Equipment	13,293	17,763	46,100	46,100	45,000
<b>Total Capital Outlay</b>	<b>23,600</b>	<b>22,847</b>	<b>56,100</b>	<b>56,100</b>	<b>55,000</b>

This budget was created to account for all General Fund equipment purchases. The assets purchased are recorded in the Government Wide Financial Statements under Governmental Activities. Public Safety was separated from other department purchases due to the costs associated with such equipment.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**Department Equipment Purchase Requests**  
**For the Budget Year 2012-13**

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**General Fund Departments**

**Police Department**

Motorcycle Emergency Equipment	15,000
AED Replacement Batteries	800
Mobile Data Computers	17,960
Bulletproof Vests	4,480
NCJI reimbursement	<u>(2,240)</u>

**Total Police Department** 36,000

**Fire Department**

Hose Replacement	1,000
Turnout Gear Dryer	<u>8,000</u>

**Total Fire Department** 9,000

**Total Public Safety** \$ 45,000

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**BUDGET STABILIZATION FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 3,348	\$ 1,156	\$ 5,000	\$ 2,000	\$ 2,000
<b>OTHER FINANCING USES</b>					
Transfers Out - General Fund	(3,348)	(1,156)	(5,000)	(2,000)	(2,000)
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<b>Beginning Fund Balance</b>	750,000	750,000	750,000	750,000	750,000
<b>Ending Fund Balance</b>	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000

This fund was approved by City ordinance pursuant to Public Act 30 of 1978. The only revenues are transfers from the General Fund and interest on investments of the fund. Such transfers can only be made when a surplus exists in the General Fund from an excess of revenues over expenditures. The money in the Budget Stabilization Fund cannot exceed the smaller of 15% of the City's General Fund budget for the most recent year or an average of the five most recent years. Monies in this fund may be used to cover a General Fund deficit, prevent a reduction in the level of public services or to cover the expenses of a natural disaster. However, these monies are not to be used as part of a general capital improvement program.

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**SUMMARY OF GENERAL FUND STREET DEPARTMENT AND SPECIAL REVENUE STREET FUNDS**  
**For the Budget Year 2012-13**

	<u>Grand Total</u>	<u>Major Street</u>	<u>Local Street</u>	<u>Trunkline</u>	<u>Street Admin.</u>
<b>REVENUES</b>					
State Gas & Weight Tax	\$ 1,050,000	\$ 770,000	\$ 280,000	\$ -	\$ -
State Contract	253,300	-	-	253,300	-
Metro Authority	45,000	-	45,000	-	-
Interest & Dividend	1,500	1,000	-	500	-
Prior Years Surplus	-	-	-	-	-
General Fund Direct Support	5,800	-	-	-	5,800
Transfer from General Fd	1,458,300	327,700	1,130,600	-	-
Transfer from Trunkline Fd	-	60,000	-	(60,000)	-
<b>TOTAL REVENUES</b>	<b><u>2,813,900</u></b>	<b><u>1,158,700</u></b>	<b><u>1,455,600</u></b>	<b><u>193,800</u></b>	<b><u>5,800</u></b>
<b>EXPENDITURES</b>					
Salaries & Wages	901,000	254,000	365,000	47,200	234,800
Fringe Benefits	429,900	202,500	233,600	29,600	(35,800)
Office/Operation Supplies	265,000	120,000	70,000	45,000	30,000
Professional Services	118,500	45,000	50,000	5,000	18,500
Communications	9,700	-	-	-	9,700
Transportation	132,000	-	-	-	132,000
Professional Development	4,700	-	-	-	4,700
Printing & Publishing	3,800	-	-	-	3,800
Insurance & Bonds	26,000	-	-	-	26,000
Utilities	43,300	11,200	-	30,000	2,100
Repairs & Maintenance	80,000	-	-	-	80,000
Rentals	900,000	566,000	737,000	97,000	(500,000)
<b>TOTAL EXPENDITURES</b>	<b><u>2,913,900</u></b>	<b><u>1,198,700</u></b>	<b><u>1,455,600</u></b>	<b><u>253,800</u></b>	<b><u>5,800</u></b>

## **SUMMARY OF BUDGET CHANGES – Street Funds**

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### **REVENUES**

**State Sources** – State sources in the Trunkline increased because the City is reimbursed based on incurred costs.

**Transfers in** – Transfers in from the General Fund is the amount to have revenues agree to expenditures.

### **EXPENDITURES**

**Salaries and Wages** – Salaries and wages increased because the Asset Management Technician was transferred from the GIS department to the Street Department.

**Office/Operation Supplies** – Operation supplies are expected to decrease because of alternative maintenance tools implemented causing a direct reduction in the amount of asphalt purchased.

**Professional Services** – Professional services decreased to bring it more in align with historical expenditures.

**Transportation** – Transportation increased based on expected rise in the price of gasoline and diesel fuel.

**Repairs and Maintenance** – Repairs and maintenance increased relating to repairing street equipment to extend the useful life.

**Rentals** - Rentals increased to reflect required rental rates for the Garage Fund to finance future equipment purchases

City of Traverse City, Michigan  
**SPECIAL REVENUE FUND**  
**MOTOR VEHICLE HIGHWAY - MAJOR STREETS FUND**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
State Sources	\$ 798,577	\$ 753,068	\$ 770,000	\$ 760,000	\$ 770,000
Interest Revenue	91	64	1,000	1,000	1,000
Reimbursements	9,251	518	-	-	-
<b>TOTAL REVENUES</b>	<b>807,919</b>	<b>753,650</b>	<b>771,000</b>	<b>761,000</b>	<b>771,000</b>
<b>EXPENDITURES</b>					
Personnel Services	346,018	313,192	461,000	333,000	456,500
Operating Materials	102,219	124,581	125,000	85,500	120,000
Professional Services	38,231	34,926	80,000	52,000	45,000
Utilities	10,961	10,654	11,000	11,000	11,200
Rentals	404,379	352,805	550,000	347,000	566,000
<b>TOTAL EXPENDITURES</b>	<b>901,808</b>	<b>836,158</b>	<b>1,227,000</b>	<b>828,500</b>	<b>1,198,700</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(93,889)</b>	<b>(82,508)</b>	<b>(456,000)</b>	<b>(67,500)</b>	<b>(427,700)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers In - State Trunkline	-	-	-	-	60,000
Transfers In - General Fund	93,889	82,508	456,000	67,500	327,700
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>93,889</b>	<b>82,508</b>	<b>456,000</b>	<b>67,500</b>	<b>387,700</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(40,000)</b>
<b>Beginning Fund Balance</b>	<b>141,458</b>	<b>141,458</b>	<b>141,458</b>	<b>141,458</b>	<b>141,458</b>
<b>Ending Fund Balance</b>	<b>\$ 141,458</b>	<b>\$ 141,458</b>	<b>\$ 141,458</b>	<b>\$ 141,458</b>	<b>\$ 101,458</b>
<b>Personnel Services %</b>	<b>38.4%</b>	<b>37.5%</b>	<b>37.6%</b>	<b>40.2%</b>	<b>38.1%</b>

This fund was created to account for the operations of the major street (28.3 miles) portion of the Street Maintenance Department. Financing is provided by special revenues from Public Act 51 State Shared Gas and Weight Taxes and other revenues.

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**MOTOR VEHICLE HIGHWAY - LOCAL STREETS FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Metro Authority Fee	\$ 47,234	\$ 43,448	\$ 45,000	\$ 45,000	\$ 45,000
State Sources	276,930	277,106	280,000	270,000	280,000
<b>TOTAL REVENUES</b>	<b>324,164</b>	<b>320,554</b>	<b>325,000</b>	<b>315,000</b>	<b>325,000</b>
<b>EXPENDITURES</b>					
Personnel Services	553,557	502,527	604,800	509,500	598,600
Operating Materials	43,914	68,034	86,000	66,500	70,000
Professional Services	40,830	23,903	64,200	52,000	50,000
Rentals	635,784	539,895	700,000	485,500	737,000
<b>TOTAL EXPENDITURES</b>	<b>1,274,085</b>	<b>1,134,359</b>	<b>1,455,000</b>	<b>1,113,500</b>	<b>1,455,600</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(949,921)</b>	<b>(813,805)</b>	<b>(1,130,000)</b>	<b>(798,500)</b>	<b>(1,130,600)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers In - General Fund	949,921	813,805	1,130,000	798,500	1,130,600
<b>NET CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Personnel Services %</b>	<b>43.4%</b>	<b>44.3%</b>	<b>41.6%</b>	<b>45.8%</b>	<b>41.1%</b>

This fund was created to account for the operations of the local street (48.3 miles) portion of the Street Maintenance Department. Financing is provided by special revenues from Public Act 51 State Shared Gas and Weight Taxes, contributions from other funds, and other revenues.

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**MOTOR VEHICLE HIGHWAY - STATE TRUNKLINE FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
State Sources	\$ 168,232	\$ 193,718	\$ 239,000	\$ 162,000	\$ 253,300
Interest Revenue	245	74	500	500	500
<b>TOTAL REVENUES</b>	<b>168,477</b>	<b>193,792</b>	<b>239,500</b>	<b>162,500</b>	<b>253,800</b>
<b>EXPENDITURES</b>					
Personnel Services	45,323	55,441	79,000	48,400	76,800
Operating Materials	35,256	44,592	35,000	25,000	45,000
Professional Services	5,100	-	5,000	2,000	5,000
Utilities	26,818	29,699	30,000	32,000	30,000
Rentals	64,551	65,381	90,500	52,900	97,000
<b>TOTAL EXPENDITURES</b>	<b>177,048</b>	<b>195,113</b>	<b>239,500</b>	<b>160,300</b>	<b>253,800</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(8,571)</b>	<b>(1,321)</b>	<b>-</b>	<b>2,200</b>	<b>-</b>
<b>OTHER FINANCING USES</b>					
Transfers Out - Major Street Fund	-	-	-	-	(60,000)
<b>NET CHANGE IN FUND BALANCE</b>	<b>(8,571)</b>	<b>(1,321)</b>	<b>-</b>	<b>2,200</b>	<b>(60,000)</b>
<b>Beginning Fund Balance</b>	<b>69,399</b>	<b>60,828</b>	<b>59,507</b>	<b>59,507</b>	<b>61,707</b>
<b>Ending Fund Balance</b>	<b>\$ 60,828</b>	<b>\$ 59,507</b>	<b>\$ 59,507</b>	<b>\$ 61,707</b>	<b>\$ 1,707</b>
<b>Personnel Services %</b>	<b>25.6%</b>	<b>28.4%</b>	<b>33.0%</b>	<b>30.2%</b>	<b>30.3%</b>

This account was created to account for the operations of the State trunkline (8.7 miles) portion of the Street Maintenance Department. The State reimburses the City for expenses related to work performed on State Highways by City personnel.

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**HAZARDOUS MATERIAL RESPONSE TEAM FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Grants from Local Units	\$ 19,750	\$ 18,960	\$ 19,355	\$ 19,355	\$ 19,355
Charges for Services Rendered	4,887	2,505	1,000	1,000	1,000
Contributions	6,060	884	-	-	-
<b>TOTAL REVENUES</b>	<b>30,697</b>	<b>22,349</b>	<b>20,355</b>	<b>20,355</b>	<b>20,355</b>
<b>EXPENDITURES</b>					
Personnel Services	1,639	-	9,450	-	9,450
Operation Supplies	17,520	10,240	1,350	13,100	1,350
Professional Services	-	2,082	1,050	1,000	1,050
Communications	-	-	1,450	-	1,450
Transportation	45	78	200	-	200
Professional Development	563	932	3,000	-	3,000
Printing and Publishing	-	-	350	-	350
Insurance and Bonds	900	900	900	800	900
Repairs and Maintenance	1,899	475	2,000	1,000	2,000
Capital Outlay	-	15,551	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>22,566</b>	<b>30,258</b>	<b>19,750</b>	<b>15,900</b>	<b>19,750</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>8,131</b>	<b>(7,909)</b>	<b>605</b>	<b>4,455</b>	<b>605</b>
<b>Beginning Fund Balance</b>	<b>25,104</b>	<b>33,235</b>	<b>25,326</b>	<b>25,326</b>	<b>29,781</b>
<b>Ending Fund Balance</b>	<b>\$ 33,235</b>	<b>\$ 25,326</b>	<b>\$ 25,931</b>	<b>\$ 29,781</b>	<b>\$ 30,386</b>

This fund was created in 1994 for the purpose of recording revenues and expenditures related to emergency response calls to hazardous material spills. Revenues are derived from annual "subscriber" fees and from billings to the person(s), or entity(s), that caused the hazardous material emergency incident.

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
ACT 302 POLICE TRAINING FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
State Grants	\$ 6,403	\$ 6,020	\$ 6,500	\$ 6,500	\$ 6,500
<b>EXPENDITURES</b>					
Professional Development	6,403	6,020	6,500	6,500	6,500
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -

This fund was established to track police training activity related to Public Act 302 Training Program.

City of Traverse City, Michigan  
**SPECIAL REVENUE FUND**  
**FETN ACADEMY FUND**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>EXPENDITURES</b>					
Office Supplies	\$ -	\$ 87	\$ 150	\$ 545	\$ -
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	(87)	(150)	(545)	-
<b>Beginning Fund Balance</b>	632	632	545	545	-
<b>Ending Fund Balance</b>	\$ 632	\$ 545	\$ 395	\$ -	\$ -

This fund was created to account for operations of the Fire Education Television Network Academy.

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**STATE DOMESTIC PREPAREDNESS EQUIPMENT GRANT FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Federal Grants	\$ 111,186	\$ 32,458	\$ 50,000	\$ 30,000	\$ 50,000
<b>EXPENDITURES</b>					
Capital Outlay	111,186	32,458	50,000	30,000	50,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -

Previously this fund was created to account for a federal pass through grants used for the procurement of specialized emergency response equipment that will enhance the basic defensive capabilities of the state to respond to an incident of domestic terrorism or incident involving weapons of mass destruction. Equipment is now purchased by the State of Michigan and donated to the City Fire Department.

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
COLLEGE PARKING FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Parking Fees-Coin	\$ 6,691	\$ 6,498	\$ 4,000	\$ 6,700	\$ 5,000
Parking Fines	37,273	33,574	18,500	32,000	17,500
Recovery of Bad Debts	2,787	2,305	2,000	500	500
<b>TOTAL REVENUES</b>	<b>46,751</b>	<b>42,377</b>	<b>24,500</b>	<b>39,200</b>	<b>23,000</b>
<b>EXPENDITURES</b>					
Personnel Services	4,324	5,087	5,530	5,370	5,630
Operating Materials	-	-	400	100	400
Professional Services	40,530	35,993	15,870	31,730	14,270
Printing and Publishing	-	-	200	200	200
Rentals	2,488	1,297	2,500	1,800	2,500
<b>TOTAL EXPENDITURES</b>	<b>47,342</b>	<b>42,377</b>	<b>24,500</b>	<b>39,200</b>	<b>23,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(591)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>591</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Personnel Services % F.T.E. Employees = .1</b>	<b>9.13%</b>	<b>12.00%</b>	<b>22.57%</b>	<b>13.70%</b>	<b>24.48%</b>

This fund was created in the 1992-93 fiscal year to account for funds received and expended to enforce parking at Northwestern Michigan College. The College entered into a contractual agreement with the City to provide for this enforcement. The Professional Services line item reflects the net amount that is split between the City and NMC. The City amount is placed into the General Fund.

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**SAFE COMMUNITIES GRANT FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Federal revenue	\$ 8,373	\$ -	\$ -	\$ 11,500	\$ -
<b>EXPENDITURES</b>					
Salaries and Wages	6,351	-	-	9,700	-
Professional Services	2,022	-	-	1,800	-
<b>TOTAL EXPENDITURES</b>	<b>8,373</b>	<b>-</b>	<b>-</b>	<b>11,500</b>	<b>-</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**TRAVERSE CITY / GARFIELD JOINT PLANNING FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Contribution-Public Sources	\$ 6,000	\$ 3,000	\$ 6,000	\$ 6,000	\$ 6,000
<b>EXPENDITURES</b>					
Salaries and Wages	-	-	1,500	1,500	1,500
Office Supplies	41	-	1,500	1,500	1,500
Professional Services	8,435	3,605	1,500	1,500	1,500
Printing and Publishing	1,048	-	1,500	1,500	1,500
<b>TOTAL EXPENDITURES</b>	<b>9,524</b>	<b>3,605</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(3,524)</b>	<b>(605)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>13,397</b>	<b>9,873</b>	<b>9,268</b>	<b>9,268</b>	<b>9,268</b>
<b>Ending Fund Balance</b>	<b>\$ 9,873</b>	<b>\$ 9,268</b>	<b>\$ 9,268</b>	<b>\$ 9,268</b>	<b>\$ 9,268</b>

This fund was created to account for the Joint Planning Commission costs such as packets, public notification and legal fees. Contributions are shared equally between the City of Traverse City and Charter Township of Garfield.

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
BOARDMAN DAM REMOVAL  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Federal Grants	\$ -	\$ -	\$ -	\$ 306,000	\$ 1,650,000
State Grants	-	47,862	800,000	385,000	565,000
<b>TOTAL REVENUES</b>	<b>-</b>	<b>47,862</b>	<b>800,000</b>	<b>691,000</b>	<b>2,215,000</b>
<b>EXPENDITURES</b>					
Professional Services	-	47,862	800,000	691,000	2,215,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

This fund was created in 2010-11 fiscal year to account for the \$1,000,000 grant received from Great Lakes Fisheries Trust in collaboration with Grand Traverse County to remove the Boardman Dam. In addition to this grant the city is the fiduciary agent for other grants where the Conservation Resource Alliance is the recipient. These grants were awarded from the United States Fisheries Wildlife Service and National Fish and Wildlife Foundation. The purpose of these grants are to reinstate the river to its natural state.

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
HERITAGE CENTER FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Contributions	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
Reimbursments	-	2,500	-	-	-
<b>TOTAL REVENUE</b>	<b>-</b>	<b>2,500</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>EXPENDITURES</b>					
Professional Services	64,558	56,997	63,000	58,000	63,000
Communications	164	152	200	200	200
Insurance and Bonds	3,726	3,574	4,300	3,000	4,300
Public Utilities	27,227	26,521	31,000	28,000	30,000
Repairs and Maintenance	-	568	2,500	750	2,500
<b>TOTAL EXPENDITURES</b>	<b>95,675</b>	<b>87,812</b>	<b>101,000</b>	<b>89,950</b>	<b>100,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(95,675)</b>	<b>(85,312)</b>	<b>(96,000)</b>	<b>(84,950)</b>	<b>(95,000)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers In - General Fund	92,675	85,299	93,000	78,963	-
Transfers In - TIF 2	-	-	-	-	91,900
Transfers In - McCauley Trust	3,000	3,000	3,000	3,000	3,100
<b>TOTAL REVENUES</b>	<b>95,675</b>	<b>88,299</b>	<b>96,000</b>	<b>81,963</b>	<b>95,000</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>2,987</b>	<b>-</b>	<b>(2,987)</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>2,987</b>	<b>2,987</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 2,987</b>	<b>\$ 2,987</b>	<b>\$ -</b>	<b>\$ -</b>

The objective of the Heritage Center is to collect, preserve and present the cultural history of the Grand Traverse region. This budget covers the City's allotment to the Friends of the Heritage Center for management and operation of the Museum and its outreach programs in accordance with the Center's purpose. Funding sources for the 2012-13 budget year will be instead of the General Fund the TIF 2 Fund and the McCauley Trust Fund. The Friends of the Heritage Center raise additional funds through admission fees, gift shop sales, fund raising activities, grants and donations.

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
PEG CAPITAL FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Contribution-Private Sources	\$ 25,924	\$ 20,185	\$ 23,000	\$ 19,000	\$ 23,000
<b>EXPENDITURES</b>					
Capital outlay	17,908	19,929	19,000	23,000	19,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>8,016</b>	<b>256</b>	<b>4,000</b>	<b>(4,000)</b>	<b>4,000</b>
<b>Beginning Fund Balance</b>	<b>1,016</b>	<b>9,032</b>	<b>9,288</b>	<b>9,288</b>	<b>5,288</b>
<b>Ending Fund Balance</b>	<b>\$ 9,032</b>	<b>\$ 9,288</b>	<b>\$ 13,288</b>	<b>\$ 5,288</b>	<b>\$ 9,288</b>

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
CHERRY CAPITAL FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>EXPENDITURES</b>					
Capital outlay	\$ -	\$ -	\$ -	\$ 4,741	\$ -
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	(4,741)	-
<b>Beginning Fund Balance</b>	4,741	4,741	4,741	4,741	-
<b>Ending Fund Balance</b>	\$ 4,741	\$ 4,741	\$ 4,741	\$ -	-

City of Traverse City, Michigan  
**SPECIAL REVENUE FUND**  
**SENIOR CENTER BUILDING FUND**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Contributions-Private Sources	\$ 11,796	\$ 12,765	\$ 10,000	\$ 53,000	\$ -
Interest Revenue	612	228	3,000	1,000	-
<b>TOTAL REVENUES</b>	<b>12,408</b>	<b>12,993</b>	<b>13,000</b>	<b>54,000</b>	<b>-</b>
<b>EXPENDITURES</b>					
Professional and Contractual	-	2,500	-	-	-
Printing and Publishing	-	-	500	-	-
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>2,500</b>	<b>500</b>	<b>-</b>	<b>-</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>12,408</b>	<b>10,493</b>	<b>12,500</b>	<b>54,000</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>129,597</b>	<b>142,005</b>	<b>152,498</b>	<b>152,498</b>	<b>206,498</b>
<b>Ending Fund Balance</b>	<b>\$ 142,005</b>	<b>\$ 152,498</b>	<b>\$ 164,998</b>	<b>\$ 206,498</b>	<b>\$ 206,498</b>

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
COUNTY SENIOR CENTER FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Contributions-Public Sources	\$ -	\$ -	\$ 114,200	\$ 114,200	\$ 113,500
<b>EXPENDITURES</b>					
Salaries and Wages	-	-	77,500	76,700	76,000
Fringe Benefits	-	457	27,000	35,210	33,650
Repairs and Maintenance	-	-	46,000	10,000	5,000
Insurance and Bonds	-	-	-	-	600
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>457</b>	<b>150,500</b>	<b>121,910</b>	<b>115,250</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>-</b>	<b>(457)</b>	<b>(36,300)</b>	<b>(7,710)</b>	<b>(1,750)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers in - General Fund	-	70,399	36,300	-	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>69,942</b>	<b>-</b>	<b>(7,710)</b>	<b>(1,750)</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>69,942</b>	<b>69,942</b>	<b>62,232</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 69,942</b>	<b>\$ 69,942</b>	<b>\$ 62,232</b>	<b>\$ 60,482</b>

Personnel Services % 69.44%  
F.T.E. Employees = 1 91.80%  
95.14%

This fund was created to account for the Senior Center management contract between Grand Traverse County and City of Traverse City. The contribution reflects money provided by Grand Traverse County to subsidize salary and fringe benefits of the Director and repairs and maintenance of the building. All other operational costs will be paid for by Grand Traverse County.

City of Traverse City, Michigan  
**SPECIAL REVENUE FUND**  
**HOMELAND SECURITY TRAINING GRANT FUND**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Federal Grants	\$ 22,812	\$ 45,573	\$ 30,000	\$ 30,000	\$ 30,000
<b>EXPENDITURES</b>					
Personnel Services	13,209	10,448	21,650	21,650	21,650
Office/Operation Supplies	40	200	-	-	-
Transportation	98	283	350	350	350
Professional Development	9,465	34,642	8,000	8,000	8,000
<b>TOTAL EXPENDITURES</b>	<b>22,812</b>	<b>45,573</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

This fund was created to account for a Federal pass-through grant used for the the cost of specialized training that will enhance the basic defensive capabilities of the department to better respond to an incident of domestic terrorism or bioterrorism.

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
CITY OPERA HOUSE FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Rental Income	\$ 63,273	\$ 74,652	\$ 103,000	\$ 100,300	\$ 106,600
Interest Revenue	226	57	500	500	500
Reimbursements	12,141	6,771	4,000	2,800	2,000
<b>TOTAL REVENUES</b>	<b>75,640</b>	<b>81,480</b>	<b>107,500</b>	<b>103,600</b>	<b>109,100</b>
<b>EXPENDITURES</b>					
Salaries and wages	-	392	-	-	-
Fringe benefits	-	187	-	-	-
Professional/Contractual	18,016	28,944	6,800	6,800	7,000
Insurance and Bonds	5,580	5,262	6,000	4,500	6,000
Public Utilities	8,988	6,487	11,000	5,000	11,000
Repairs and Maintenance	-	10,970	6,000	7,000	9,000
Miscellaneous	12,772	12,718	13,000	13,000	13,000
Capital outlay	-	-	15,000	30,000	-
Interest - Interfund Loan	12,555	11,240	10,300	10,300	9,100
<b>TOTAL EXPENDITURES</b>	<b>57,911</b>	<b>76,200</b>	<b>68,100</b>	<b>76,600</b>	<b>55,100</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENSES</b>	<b>17,729</b>	<b>5,280</b>	<b>39,400</b>	<b>27,000</b>	<b>54,000</b>
<b>OTHER FINANCING SOURCES</b>					
Transfer in - Economic Development	-	-	-	114,500	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>17,729</b>	<b>5,280</b>	<b>39,400</b>	<b>141,500</b>	<b>54,000</b>
<b>Beginning Fund Balance</b>	<b>(164,503)</b>	<b>(146,774)</b>	<b>(141,494)</b>	<b>(141,494)</b>	<b>6</b>
<b>Ending Fund Balance</b>	<b>\$ (146,774)</b>	<b>\$ (141,494)</b>	<b>\$ (102,094)</b>	<b>\$ 6</b>	<b>\$ 54,006</b>

This fund was created to reflect the lease revenues and related expenses for the general operation of the City Opera House. In 2005 the Opera House received an inter-fund loan from the Economic Development Fund. That loan was repaid in April 2007. Another inter-fund loan from the Economic Development Fund was granted in 2007 and will be forgiven in the current fiscal year, subject to approval by the City Commission.

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
CDBG-CENTURY INC FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Contributions - Private	\$ -	\$ 500,000	\$ -	\$ 250,000	\$ -
<b>EXPENDITURES</b>					
Repairs and Maintenance	-	500,000	-	250,000	-
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<hr/>					
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
BANNER PROGRAM FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Contributions-Private	\$ 3,140	\$ 7,460	\$ 5,000	\$ 5,000	\$ 4,000
<b>EXPENDITURES</b>					
Repairs and Maintenance	-	1,110	-	3,000	-
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>3,140</b>	<b>6,350</b>	<b>5,000</b>	<b>2,000</b>	<b>4,000</b>
<b>Beginning Fund Balance</b>	<b>7,810</b>	<b>10,950</b>	<b>17,300</b>	<b>17,300</b>	<b>19,300</b>
<b>Ending Fund Balance</b>	<b>\$ 10,950</b>	<b>\$ 17,300</b>	<b>\$ 22,300</b>	<b>\$ 19,300</b>	<b>\$ 23,300</b>

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
ECONOMIC DEVELOPMENT FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 47,459	\$ 32,465	\$ 30,000	\$ 30,000	\$ 30,000
<b>EXPENDITURES</b>					
Professional Services	21,600	1,600	22,000	21,500	22,000
Utilities	1,269	681	4,000	1,500	4,000
<b>TOTAL EXPENDITURES</b>	<b>22,869</b>	<b>2,281</b>	<b>26,000</b>	<b>23,000</b>	<b>26,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>24,590</b>	<b>30,184</b>	<b>4,000</b>	<b>7,000</b>	<b>4,000</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Sale of fixed assets	7,280	-	-	-	-
Transfer out - General Fund	(30,000)	(74,718)	(21,550)	(15,250)	-
Transfer out - Opera House Fund	-	-	-	(114,500)	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>(22,720)</b>	<b>(74,718)</b>	<b>(21,550)</b>	<b>(129,750)</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>1,870</b>	<b>(44,534)</b>	<b>(17,550)</b>	<b>(122,750)</b>	<b>4,000</b>
<b>Beginning Fund Balance</b>	<b>2,150,569</b>	<b>2,152,439</b>	<b>2,107,905</b>	<b>2,107,905</b>	<b>1,985,155</b>
<b>Ending Fund Balance</b>	<b>\$ 2,152,439</b>	<b>\$ 2,107,905</b>	<b>\$ 2,090,355</b>	<b>\$ 1,985,155</b>	<b>\$ 1,989,155</b>

This fund was created in 1949 to account for the sale of lots in industrial parks developed by the City and funded by federal grants. Currently, the City does not have any industrial parks under development or lots for sale. An inter-fund loan was made originally to the Marina in 2004 for it's expansion project in the amount of \$850,000 at 3.58% interest for 5 years. In December 2009, the loan was renegotiated in the amount of \$850,000 at 2.03% interest for five years. Another interfund loan was made to the Opera House Fund in 2007 for \$300,000 at 5% interest for 5 years. The interfund loan to the Opera House will be forgiven in the current year, subject to approval by the City Commission.

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
McCAULEY ESTATE TRUST FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 5,696	\$ 2,223	\$ 3,100	\$ 3,100	\$ 3,100
<b>OTHER FINANCING USES</b>					
Transfers Out - Heritage Center Fund	(3,002)	(2,987)	(3,100)	(3,100)	(3,100)
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	2,694	(764)	-	-	-
<b>Beginning Fund Balance</b>	102,122	104,816	104,052	104,052	104,052
<b>Ending Fund Balance</b>	\$ 104,816	\$ 104,052	\$ 104,052	\$ 104,052	\$ 104,052

This fund is used to account for the City's share of distribution from the Edwin D. McCauley Trust. Expenditures are to be made to public welfare or civic improvement organizations designated by the City Commission.

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**BROWN BRIDGE MAINTENANCE FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Rental Income	\$ 91,977	\$ 51,521	\$ 50,000	\$ 53,500	\$ 50,000
Reimbursements	-	1,634	-	5,100	-
<b>TOTAL REVENUES</b>	<b>91,977</b>	<b>53,155</b>	<b>50,000</b>	<b>58,600</b>	<b>50,000</b>
<b>EXPENDITURES</b>					
Professional and Contractual	29,730	38,261	32,000	31,500	32,000
Transportation	-	46	-	100	-
Insurance and Bonds	1,688	540	2,000	500	1,000
Public Utilities	-	894	-	1,000	750
Repairs and Maintenance	36,308	33,021	22,500	9,000	12,000
Rentals	-	7,848	-	13,100	10,500
<b>TOTAL EXPENDITURES</b>	<b>67,726</b>	<b>80,610</b>	<b>56,500</b>	<b>55,200</b>	<b>56,250</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>24,251</b>	<b>(27,455)</b>	<b>(6,500)</b>	<b>3,400</b>	<b>(6,250)</b>
<b>Beginning Fund Balance</b>	<b>6,425</b>	<b>30,676</b>	<b>3,221</b>	<b>3,221</b>	<b>6,621</b>
<b>Ending Fund Balance</b>	<b>\$ 30,676</b>	<b>\$ 3,221</b>	<b>\$ (3,279)</b>	<b>\$ 6,621</b>	<b>\$ 371</b>

This fund is used to account for the repairs and maintenance cost at the Brown Bridge Quiet Area. It is funded by leasing space on the Brown Bridge tower to cell phone companies.

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**ACT 345 MILLAGE FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Property Taxes	\$ 950,186	\$ 1,209,846	\$ 1,350,000	\$ 1,350,000	\$ 1,632,700
Interest Income	-	1,610	-	-	-
<b>TOTAL REVENUES</b>	<b>950,186</b>	<b>1,211,456</b>	<b>1,350,000</b>	<b>1,350,000</b>	<b>1,632,700</b>
<b>EXPENDITURES</b>					
Retirement Costs	1,154,441	1,206,390	1,345,660	1,345,660	1,533,000
Debt Service					
Interest and Fiscal Charges	-	2,652	-	2,700	2,700
<b>TOTAL EXPENDITURES</b>	<b>1,154,441</b>	<b>1,209,042</b>	<b>1,345,660</b>	<b>1,348,360</b>	<b>1,535,700</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(204,255)</b>	<b>2,414</b>	<b>4,340</b>	<b>1,640</b>	<b>97,000</b>
<b>OTHER FINANCING SOURCES</b>					
Transfer In - General Fund	-	-	110,000	110,000	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>(204,255)</b>	<b>2,414</b>	<b>114,340</b>	<b>111,640</b>	<b>97,000</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>(204,255)</b>	<b>(201,841)</b>	<b>(201,841)</b>	<b>(90,201)</b>
<b>Ending Fund Balance</b>	<b>\$ (204,255)</b>	<b>\$ (201,841)</b>	<b>\$ (87,501)</b>	<b>\$ (90,201)</b>	<b>\$ 6,799</b>

This fund is used to account for the ACT 345 millage that is designated for police and fire retirement cost.

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
BETTER BUILDINGS GRANT  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Federal Revenue	\$ -	\$ -	\$ 373,040	\$ 519,000	\$ 150,000
<b>EXPENDITURES</b>					
Professional services	-	-	373,040	519,000	150,000
<b>NET CHANGE IN FUND BALANCE</b>	-	-	-	-	-
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -

**City of Traverse City, Michigan**  
**DEBT SERVICE FUND**  
**PARKING BOND DEBT RETIREMENT FUND - TAX EXEMPT**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Transfers In - TIF 97	\$ 467,459	\$ 494,904	\$ 526,000	\$ 526,000	\$ 556,000
<b>EXPENDITURES</b>					
Principal	60,000	90,000	125,000	125,000	160,000
Interest Expense and Fees	407,459	404,904	401,000	401,000	396,000
<b>TOTAL EXPENDITURES</b>	<b>467,459</b>	<b>494,904</b>	<b>526,000</b>	<b>526,000</b>	<b>556,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

This fund is established to account for the payment of the debt service of the tax exempt portion of limited tax general obligation bonds outstanding for the Hardy Parking Deck and related projects.

**City of Traverse City, Michigan**  
**DEBT SERVICE FUND**  
**PARKING BOND DEBT RETIREMENT FUND - TAXABLE**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Reimbursements	\$ 18,986	\$ 18,986	\$ 19,000	\$ 19,000	\$ 19,000
Transfers In - TIF 97	185,564	157,164	150,000	150,000	148,000
<b>TOTAL REVENUES</b>	<b>204,550</b>	<b>176,150</b>	<b>169,000</b>	<b>169,000</b>	<b>167,000</b>
<b>EXPENDITURES</b>					
Principal	140,000	120,000	120,000	120,000	125,000
Interest Expense and Fees	64,550	56,150	49,000	49,000	42,000
<b>TOTAL EXPENDITURES</b>	<b>204,550</b>	<b>176,150</b>	<b>169,000</b>	<b>169,000</b>	<b>167,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

This fund is established to account for the payment of the debt service of the taxable portion of limited tax general obligation bonds outstanding for the Hardy Parking Deck and related projects.

City of Traverse City, Michigan  
**DEBT SERVICE FUND**  
**PARKING BOND DEBT RETIREMENT FUND - OLD TOWN DECK**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Transfers In - TIF 2	\$ 941,138	\$ 1,205,806	\$ 1,318,800	\$ 1,318,800	\$ 1,158,500
<b>EXPENDITURES</b>					
Principal	850,000	1,000,000	1,135,000	1,135,000	1,000,000
Interest Expense and Fees	91,138	205,806	183,800	183,800	158,500
<b>TOTAL EXPENDITURES</b>	<b>941,138</b>	<b>1,205,806</b>	<b>1,318,800</b>	<b>1,318,800</b>	<b>1,158,500</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

This fund is established to account for the payment of the debt service of the limited tax general obligation bonds outstanding for the Old Town Parking Deck.

**City of Traverse City, Michigan**  
**CAPITAL PROJECT FUND**  
**PARKING CONSTRUCTION BOND FUND - TAX EXEMPT**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 1,506	\$ 3,919	\$ 5,000	\$ 5,000	\$ 5,000
<b>EXPENDITURES</b>					
Capital Outlay	-	-	975,200	-	980,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	1,506	3,919	(970,200)	5,000	(975,000)
<b>Beginning Fund Balance</b>	965,618	967,124	971,043	971,043	976,043
<b>Ending Fund Balance</b>	\$ 967,124	\$ 971,043	\$ 843	\$ 976,043	\$ 1,043

This fund is established to account for the sources and uses of the tax exempt portion of a limited tax general obligation bond undertaken for the construction of the Hardy Parking Deck and related projects in the downtown area.

The DDA Board of Directors is planning on expending the funds remaining in the Parking Deck Bond Funds (taxable and non-taxable) in the coming year, rather than holding it for the planned third phase of Radio Centre.

Park Street Streetscapes (\$515,000) - This amount reflects half of the cost to complete streetscapes along Park Street. We have support from the property owners for a special improvement district.

West State & Pine (\$300,000) - This expenditures will be part of a large project relocating utilities, repaving the street and installing new sidewalks.

East State Street (\$257,000) - We are hoping to at a minimum repave East Front Street from Boardman to Grandview Parkway. If we gain property owner support for streetscapes that special improvement district will most likely be provided by the TIF 97 funds.

**City of Traverse City, Michigan**  
**CAPITAL PROJECT FUND**  
**PARKING BOND CONSTRUCTION FUND - TAXABLE**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 295	\$ 206	\$ 1,000	\$ 1,000	\$ 1,000
<b>EXPENDITURES</b>					
Capital Outlay	-	-	108,000	-	108,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	295	206	(107,000)	1,000	(107,000)
<b>Beginning Fund Balance</b>	106,495	106,790	106,996	106,996	107,996
<b>Ending Fund Balance</b>	\$ 106,790	\$ 106,996	\$ (4)	\$ 107,996	\$ 996

This fund is established to account for the sources and uses of the taxable portion of a limited tax general obligation bond undertaken for the construction of the Hardy Parking Deck and related projects in the downtown area.

City of Traverse City, Michigan  
**CAPITAL PROJECT FUND**  
**PARKING BOND CONSTRUCTION FUND - OLD TOWN DECK**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 14,092	\$ 1,673	\$ -	\$ -	-
<b>EXPENDITURES</b>					
Capital Outlay	7,561,114	560,967	-	276	-
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	(7,547,022)	(559,294)	-	(276)	-
<b>OTHER FINANCING SOURCES</b>					
Bond Proceeds	8,000,000	-	-	-	-
Reoffering Premium	106,592	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES</b>	8,106,592	-	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>	559,570	(559,294)	-	(276)	-
<hr/>					
Beginning Fund Balance	-	559,570	276	276	-
Ending Fund Balance	\$ 559,570	\$ 276	\$ 276	\$ -	-

This fund is established to account for the sources and uses of the taxable portion of a limited tax general obligation bond undertaken for the construction of the Old Town Deck and related projects in the downtown area.

**City of Traverse City, Michigan  
CAPITAL PROJECT FUND  
RECAPTURED GRANT REVOLVING LOAN FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 733	\$ 255	\$ 1,000	\$ -	\$ -
<b>OTHER FINANCING USES</b>					
Transfers Out - Capital Projects	-	-	(163,000)	(166,783)	-
<b>NET CHANGE IN FUND BALANCE</b>	733	255	(162,000)	(166,783)	-
<hr/>					
Beginning Fund Balance	165,795	166,528	166,783	166,783	-
Ending Fund Balance	\$ 166,528	\$ 166,783	\$ 4,783	\$ -	-

The Recaptured Grant Revolving Loan Fund consists of interest earned from loans for projects relating to economic development in the City as encouraged by the Michigan Small Cities Community Development Block Grant Program. All loans have been paid back to the City and all original grants received by the City from the State have been paid back to the State.

The City sought and received approval from the State to utilize the remaining funds for public infrastructure projects which will meet the national objective of eliminating a blighted area of the City. These public infrastructure projects at the Grand Traverse Commons included looping of a water main on Silver Drive, rebuilding the Cedar Street manhole, designing and constructing Franke Road extension, and construction of sidewalks on Eleventh Street between Division and Elmwood Avenue. Funds were used in FY 02/03 to purchase property at the Commons which was added to the City's parkland inventory and these funds were to be used by the GTCRC for construction of a new roof on the "Barns".

All projects have been completed with the exception of Silver Drive construction, which will be completed this spring.

**City of Traverse City, Michigan**  
**CAPITAL PROJECTS FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Federal Grants	\$ 458,558	\$ -	\$ 815,000	\$ 958,838	\$ 745,000
State Grants	-	1,292	-	-	230,400
Interest Revenue	6,583	1,750	100	100	100
Contributions - Public Entities	532,336	247,785	785,000	492,000	1,000,000
Contributions - Private Sources	71,666	264,898	125,000	161,500	55,000
Reimbursements	2,547	10,546	2,500	7,000	-
Miscellaneous	-	10,195	3,000	-	-
<b>TOTAL REVENUES</b>	<b>1,071,690</b>	<b>536,466</b>	<b>1,730,600</b>	<b>1,619,438</b>	<b>2,030,500</b>
<b>EXPENDITURES</b>					
Personnel Services	1,647	1,796	1,150	1,550	1,100
Professional Services	58,000	5,120	100,000	2,000	-
Rentals	753	561	500	500	500
Capital Outlay	2,073,528	1,053,400	2,775,800	3,815,865	3,450,000
<b>TOTAL EXPENDITURES</b>	<b>2,133,928</b>	<b>1,060,877</b>	<b>2,877,450</b>	<b>3,819,915</b>	<b>3,451,600</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(1,062,238)</b>	<b>(524,411)</b>	<b>(1,146,850)</b>	<b>(2,200,477)</b>	<b>(1,421,100)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfer In - General Fund	830,000	1,055,300	1,100,000	1,030,000	1,355,000
Transfer In - Revolving Loan Fund	-	-	163,000	166,783	-
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>830,000</b>	<b>1,055,300</b>	<b>1,263,000</b>	<b>1,196,783</b>	<b>1,355,000</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>(232,238)</b>	<b>530,889</b>	<b>116,150</b>	<b>(1,003,694)</b>	<b>(66,100)</b>
<b>Beginning Fund Balance</b>	<b>1,798,108</b>	<b>1,565,870</b>	<b>2,096,759</b>	<b>2,096,759</b>	<b>1,093,065</b>
<b>Ending Fund Balance</b>	<b>\$ 1,565,870</b>	<b>\$ 2,096,759</b>	<b>\$ 2,212,909</b>	<b>\$ 1,093,065</b>	<b>\$ 1,026,965</b>

This fund was created to account for revenues and expenditures associated with property development and public improvement construction projects. This fund holds the funding for those projects associated with the City's General Fund.

**City of Traverse City, Michigan  
CAPITAL PROJECT FUND  
SPECIAL ASSESSMENT FUND  
For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 11,775	\$ 6,182	\$ 12,000	\$ 6,500	\$ 6,500
Contributions - Public Entities	-	-	-	-	92,000
Special Assessment	99,305	31,972	63,700	40,000	40,000
<b>TOTAL REVENUES</b>	<b>111,080</b>	<b>38,154</b>	<b>75,700</b>	<b>46,500</b>	<b>138,500</b>
<b>EXPENDITURES</b>					
Capital Outlay	169,222	52,981	83,700	98,200	230,500
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(58,142)</b>	<b>(14,827)</b>	<b>(8,000)</b>	<b>(51,700)</b>	<b>(92,000)</b>
<b>OTHER FINANCING SOURCES</b>					
Sale of fixed assets	-	40,100	-	-	-
Transfer In - General Fund	14,000	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>14,000</b>	<b>40,100</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>(44,142)</b>	<b>25,273</b>	<b>(8,000)</b>	<b>(51,700)</b>	<b>(92,000)</b>
<b>Beginning Fund Balance</b>	<b>1,567,537</b>	<b>1,523,395</b>	<b>1,548,668</b>	<b>1,548,668</b>	<b>1,496,968</b>
<b>Ending Fund Balance</b>	<b>\$ 1,523,395</b>	<b>\$ 1,548,668</b>	<b>\$ 1,540,668</b>	<b>\$ 1,496,968</b>	<b>\$ 1,404,968</b>

This fund was created to account for financing of various public improvements to benefit specific property owners. The City Commission approves all special assessment projects and specifies the cost to be paid by special assessments to the benefited property owners and the cost to be paid by the City at large. Additional pro-rata assessments can be made by the City Commission for costs in excess of estimates.

Assessment estimates in excess of costs by more than 5% must be refunded pro-rata. The period of payment varies between five to ten years and actual interest rates for an assessment is based on the market interest at the time of adoption not to exceed 6%. This fund was established during 1988 when the City implemented the provisions of the Governmental Accounting Standards Board Statement Number 6, which eliminates the special assessment fund type.

Unpaid assessments as of April 1, for the prior year, are added to the City tax roll and become a lien on the property.

**City of Traverse City, Michigan**  
**PERMANENT FUND**  
**BROWN BRIDGE TRUST FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 548,900	\$ 197,522	\$ 385,000	\$ 325,000	\$ 320,000
Rents and Royalties	264,416	332,666	215,000	383,000	280,000
<b>TOTAL REVENUES</b>	<b>813,316</b>	<b>530,188</b>	<b>600,000</b>	<b>708,000</b>	<b>600,000</b>
<b>OTHER FINANCING USES</b>					
Transfers Out-General Fund	(354,434)	(360,670)	(385,000)	(200,000)	(320,000)
<b>NET CHANGE IN FUND BALANCE</b>	<b>458,882</b>	<b>169,518</b>	<b>215,000</b>	<b>508,000</b>	<b>280,000</b>
<b>Beginning Fund Balance</b>	<b>12,082,039</b>	<b>12,540,921</b>	<b>12,710,439</b>	<b>12,710,439</b>	<b>13,218,439</b>
<b>Ending Fund Balance</b>	<b>\$ 12,540,921</b>	<b>\$ 12,710,439</b>	<b>\$ 12,925,439</b>	<b>\$ 13,218,439</b>	<b>\$ 13,498,439</b>

This fund was created with a charter amendment to Section 129, adopted November 7, 1978 and provides that all money derived from oil, gas or mineral exploration at the Brown Bridge property shall be placed in a nonexpendable trust. The interest income from this fund is used to supplement City taxes as a credit against the General Fund levy.

City of Traverse City, Michigan  
**PERMANENT FUND**  
**CEMETERY TRUST FUND**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Charges for Services-Sales	\$ 8,160	\$ 25,872	\$ 10,000	\$ 20,000	\$ 10,000
Interest Revenue	14,950	6,716	10,000	9,000	5,000
<b>TOTAL REVENUES</b>	<b>23,110</b>	<b>32,588</b>	<b>20,000</b>	<b>29,000</b>	<b>15,000</b>
<b>OTHER FINANCING USES</b>					
Transfers Out - General Fund	(7,717)	(9,761)	(10,000)	(9,000)	(5,000)
<b>NET CHANGE IN FUND BALANCE</b>	<b>15,393</b>	<b>22,827</b>	<b>10,000</b>	<b>20,000</b>	<b>10,000</b>
<b>Beginning Fund Balance</b>	<b>256,464</b>	<b>271,857</b>	<b>294,684</b>	<b>294,684</b>	<b>314,684</b>
<b>Ending Fund Balance</b>	<b>\$ 271,857</b>	<b>\$ 294,684</b>	<b>\$ 304,684</b>	<b>\$ 314,684</b>	<b>\$ 324,684</b>

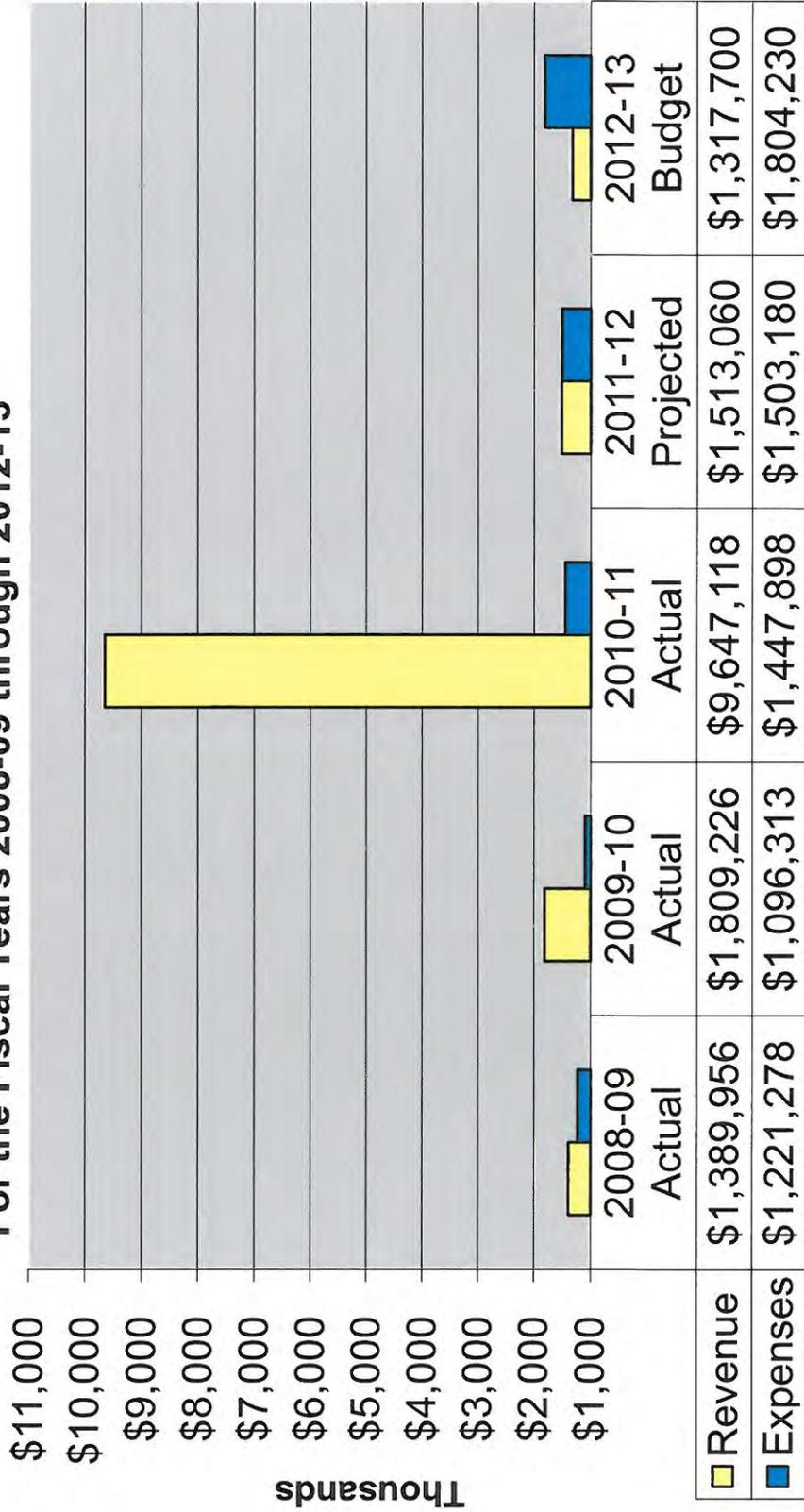
For each lot or crypt sale 15% of the proceeds are deposited in the Cemetery Trust Fund, 42 1/2% is deposited in the Cemetery Perpetual Care Fund, and the remaining 42 1/2% is deposited in the General Fund. Interest income in this fund is transferred to the General Fund annually to help offset the costs associated with operating the cemetery.

City of Traverse City, Michigan  
 PERMANENT FUND  
 CEMETERY PERPETUAL CARE TRUST FUND  
 For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Charges for Services-Fees	\$ 3,180	\$ 9,581	\$ 7,000	\$ 11,000	\$ 8,000
Interest Revenue	19,404	8,058	13,000	13,000	9,000
<b>TOTAL REVENUES</b>	<b>22,584</b>	<b>17,639</b>	<b>20,000</b>	<b>24,000</b>	<b>17,000</b>
<b>OTHER FINANCING USES</b>					
Transfers Out - General Fund	(11,911)	(13,126)	(13,000)	(13,000)	(9,000)
<b>NET CHANGE IN FUND BALANCE</b>	<b>10,673</b>	<b>4,513</b>	<b>7,000</b>	<b>11,000</b>	<b>8,000</b>
<b>Beginning Fund Balance</b>	<b>373,952</b>	<b>384,625</b>	<b>389,138</b>	<b>389,138</b>	<b>400,138</b>
<b>Ending Fund Balance</b>	<b>\$ 384,625</b>	<b>\$ 389,138</b>	<b>\$ 396,138</b>	<b>\$ 400,138</b>	<b>\$ 408,138</b>

For each lot or crypt sale 15% of the proceeds are deposited in the Cemetery Trust Fund, 42 1/2% is deposited in the Cemetery Perpetual Care Fund, and the remaining 42 1/2% is deposited in the General Fund. Interest income in this fund is transferred to the General Fund annually to help offset the costs associated with operating the cemetery.

**City of Traverse City, Michigan  
Parking System Fund Revenues and Expenditures  
For the Fiscal Years 2008-09 through 2012-13**



Fiscal Years

## **PARKING SYSTEM FUND**

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**Mission Statement:** *To promote commerce and quality of life in the Downtown, NMC Campus, and Munson Hospital area by effective management of cars and bikes in those areas. We do this with the highest level of customer service, efficient management and effective problem solving.*

The Downtown Development Authority (DDA), on behalf of the City of Traverse City, manages the Traverse City Parking System (TCPS), formerly the Auto Parking System, an enterprise fund. The 2012-13 budget includes revenues and expenses for operation of the entire system, including two parking decks.



Currently, there remains one (1) full time City employee, and a management contract with the DDA for \$252,000/year for staffing of the enterprise fund. The DDA has a staff of three (3) full time and seven (7) part time employees who dedicate nearly 100% of their time to TCPS, as part of this agreement. The remaining four (4) full time employees of the DDA dedicate various percentages of their time to TCPS on an as-needed basis. The budget anticipates that the DDA contract for management will remain at the same level, however, it should be recognized that the DDA is evaluating the need for a temporary seasonal employee due to the summer demands on parking meter coin collection and enforcement. This position may cause the need for an adjustment in the DDA contract amount but would not be approved until the City has agreed to the adjustment. The position would have positive impacts on fine revenue as we would be able to increase enforcement. The contract allows for the City or the DDA to initiate amendments to the contract at any time, but at this point, we feel comfortable with the contract and the contract amount, subject to this one possible change in the future.

Revenue this year reflects a continued decrease in surface lot sales and an increase in revenue for permits in decks as Hagerty and other Old Town employees transition to deck permits..

In late 2011, the City Commission, along with DDA Board support, agreed to increase the fine amount for "Parking Where Prohibited by Sign" from an initial \$15 fine to a \$40 fine along with an escalation schedule of \$60 after 30 days unpaid and \$80 after 60 days unpaid. The Downtown Parking Committee continues to meet on a regular basis to assess parking accommodations in the system and to provide reports and recommendations to the board as needed.

## **GOALS**

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1. Provide a successful, attractive parking environment that supports economic growth and tourism in Downtown
  - a. Have year to year growth in total permits sold
  - b. Have year to year growth in meter revenue
  - c. Foster private investment in the Downtown Development Authority district, which is indicative of confidence in our parking system
  - d. Continually invest in parking infrastructure to maintain a high quality experience.

## GOALS (Continued)

2. Promote a higher quality of life through reduced reliance on surface parking Downtown
  - a. Reduce the amount of surface space as a percentage of commercial space in the Downtown Development Authority district
  - b. Increase bicycle parking in the Downtown Development Authority district
  - c. Work with the local transit authority to accommodate transit use in the Downtown Development Authority district
3. Promote commerce at the NMC Campus, and Munson Hospital area
  - a. Work with both agencies to serve their specific needs in managing cars
  - b. Make efficient use of resources by partnering with these and other agencies

## PERFORMANCE MEASUREMENTS

Output	Performance Indicators	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
	Number of parking fines issued		12,609	12,855	21,531	19,846
Estimated number of vehicles processed in the parking decks		146,635	153,446	169,776	262,167	302,750
Efficiency	Utilization of parking decks at 2 pm	61.7%	63.4%	65.8%	72.7%	74.5%
	Utilization of parking decks Monday through Friday all day	73.9%	77.9%	86.1%	87.4%	87.9%
	% of revenue collected from parking fines	89.7%	88.9%	90.4%	90.3%	91.2%
	Commercial space (sf) per public surface space	not available	not available	666	720	767

## SUMMARY OF BUDGET CHANGES

### REVENUE

**Parking Deck Proceeds** – Parking deck proceeds increased based on current year projections.

**Parking Fees-Coin** – Parking fees coins increased based on past history and current year projections.

**Parking Fines** – Parking fines increased based on past history and current year projections.

### EXPENSES

**Office/Operation Supplies** – Office/Operation supplies increased relating to higher maintenance costs expected of the two parking decks.

## **SUMMARY OF BUDGET CHANGES (Continued)**

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**Utilities** – Utilities decreased because of current projections and the Hardy Parking Deck lighting system being transferred to LED.

**Repairs and Maintenance** – Repairs and maintenance increased relating to the Hardy Parking Deck restoration project.

**Miscellaneous** – Miscellaneous accounts increased relating to a ticket spitter purchase for the Front St. entrance at the Hardy Parking Deck.

**Depreciation Expense** – Depreciation expense decreased because of error in the prior year.

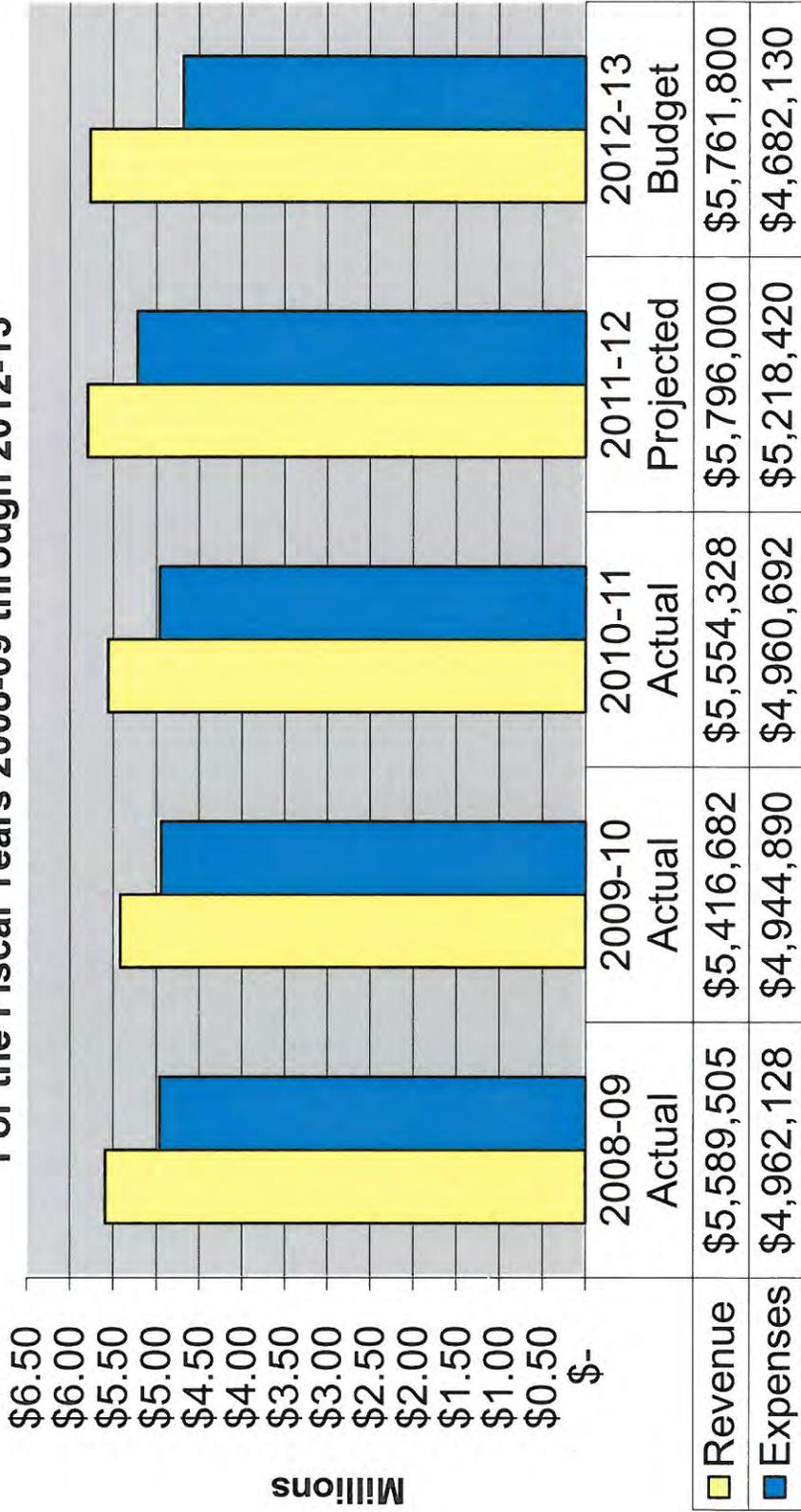
### **NONOPERATING REVENUES (EXPENSES)**

**Interest revenue** – Interest revenue decreased to become more in align with historical amounts.

City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**PARKING SYSTEM FUND**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>OPERATING REVENUES</b>					
Parking Deck Proceeds	\$ 101,638	\$ 141,505	\$ 140,000	\$ 156,000	\$ 160,000
Parking Fees-Coin	500,101	567,634	430,000	566,000	500,000
Permits - Surface Lots	243,480	206,122	175,000	211,000	175,000
Permits - Parking Deck	164,040	322,901	300,000	325,000	300,000
Proximity Card Fee	(10,488)	(10)	-	-	-
Parking Fines	136,723	204,589	167,000	220,000	200,000
Rents and Royalties	26,064	26,064	25,700	26,000	25,700
Reimbursements	6,664	17,870	8,000	2,000	8,000
Recovery of Bad Debts	13,252	6,925	12,000	2,000	4,000
Miscellaneous Income	282	2,408	1,000	1,060	1,000
<b>TOTAL OPERATING REVENUES</b>	<b>1,181,756</b>	<b>1,496,008</b>	<b>1,258,700</b>	<b>1,509,060</b>	<b>1,373,700</b>
<b>OPERATING EXPENSES</b>					
Salaries and Wages	50,123	70,258	71,430	57,500	77,000
Fringe Benefits	17,706	22,223	18,065	16,780	19,230
Office/Operation Supplies	14,458	15,527	47,000	24,000	87,000
Professional Services	392,226	416,071	401,200	416,200	400,800
Communications	6,169	8,413	28,000	16,800	30,000
Transportation	1,686	2,506	4,000	5,200	9,000
Professional Development	4,522	283	1,500	2,000	3,000
Printing and Publishing	21,429	21,445	10,000	14,800	16,000
Insurance and Bonds	14,343	21,323	30,000	20,600	36,000
Utilities	71,901	118,351	200,000	132,500	130,000
Repairs and Maintenance	25,358	44,110	80,000	91,000	262,000
Rentals	146,581	184,611	150,200	135,000	155,200
Miscellaneous	12,657	12,084	17,500	17,500	35,000
Depreciation Expense	257,706	400,471	640,000	402,600	411,000
<b>TOTAL OPERATING EXPENSES</b>	<b>1,036,865</b>	<b>1,337,676</b>	<b>1,698,895</b>	<b>1,352,480</b>	<b>1,671,230</b>
<b>OPERATING INCOME (LOSS)</b>	<b>144,891</b>	<b>158,332</b>	<b>(440,195)</b>	<b>156,580</b>	<b>(297,530)</b>
<b>NON-OPERATING REVENUES</b>					
Federal Revenue	620,822	13,199	-	-	-
Capital Contribution	-	8,134,155	-	-	-
Interest Revenue	6,648	3,756	25,000	4,000	4,000
<b>TOTAL NON-OPERATING REVENUES</b>	<b>627,470</b>	<b>8,151,110</b>	<b>25,000</b>	<b>4,000</b>	<b>4,000</b>
<b>INCOME BEFORE TRANSFERS</b>	<b>772,361</b>	<b>8,309,442</b>	<b>(415,195)</b>	<b>160,580</b>	<b>(293,530)</b>
Transfer Out - City Fee	(59,448)	(110,222)	(128,500)	(150,700)	(133,000)
<b>NET INCOME (LOSS)</b>	<b>712,913</b>	<b>8,199,220</b>	<b>(543,695)</b>	<b>9,880</b>	<b>(426,530)</b>
<b>Beginning Net Assets</b>	<b>10,993,191</b>	<b>11,706,104</b>	<b>19,905,324</b>	<b>19,905,324</b>	<b>19,915,204</b>
<b>Ending Net Assets</b>	<b>\$ 11,706,104</b>	<b>\$ 19,905,324</b>	<b>\$ 19,361,629</b>	<b>\$ 19,915,204</b>	<b>\$ 19,488,674</b>
<b>Personnel Services %</b>	<b>6.54%</b>	<b>6.91%</b>	<b>5.27%</b>	<b>5.49%</b>	<b>5.76%</b>
<b>F.T.E. Employees = .9</b>					

**City of Traverse City, Michigan  
Wastewater Fund Revenues and Expenditures  
For the Fiscal Years 2008-09 through 2012-13**



Fiscal Years

## WASTEWATER FUND

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**Mission Statement:** *To reliably treat the community's wastewater to a level of quality such that it will have no impact on receiving waters and to do so efficiently, minimizing consumption of energy and resources, carbon footprint, and inconvenience to neighbors.*

Traverse City and the surrounding townships are way out in front in environmental leadership and in executing their responsibility to reflect the local environmental ethic in its policies.

The Wastewater Treatment Plant treats sewer from the City of Traverse City and the townships of Acme, East Bay, Elmwood, Garfield, Peninsula, and Blair. All are parties to the Master Sewer Agreement, original adopted in 1987 and revised in 2001. The City has a unique and central role under that agreement; the plant is located in the City, the City is responsible for its operation, and holds the NPDES permit to



River. The City is also the entity to which the role of "Control Authority" is delegated by the other parties that is, the City administers the system-wide Industrial Pretreatment Program and enforces township as well as City sewer use ordinances. The above is accomplished through a management contract with Operation Management, Inc. (OMI).

The Traverse City Plant is the largest operating plant on the continent using membrane bioreactor technology. It has capacity to meet area growth needs into the beginning of the next decade and produces an effluent of extraordinary clarity so that it will have no impact on the receiving waters.

## SUMMARY OF BUDGET CHANGES – OPERATING REVENUES

**Sewer Service Charges** – Sewer service charges increased because of an anticipated rate increase to cover future capital costs.

**Public Authority** – Public authority revenues decreased because fewer improvements are expected at the Wastewater Treatment Plant. These capital costs are reimbursed from the participating entities.

**Septage Treatment** – Septage treatment revenues decreased because the private contractor will be paid directly from the County.

**Miscellaneous** – Miscellaneous increased to recognize the revenue, which is directly caused by the City not having to pay the full amount of debt service due to the actual flow being lower than expected at the plant.

## GOALS – WWTP AND PUMP STATIONS

1. Establish a strategy for membrane replacement.
2. Upgrade plant SCADA.
3. Pursue Michigan Safety & Health Achievement Recognition Program (MSHARP) designation.

## PERFORMANCE MEASUREMENTS – WWTP AND PUMP STATIONS

	Performance Indicators	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Output</b>	Billions of gallons treated	1.5666	1.5584	1.5650	1.4890	1.5608
	Millions of pounds of BOD treated	3.66M	3.56M	3.53M	3.49M	3.50M
	Recordable safety incidents	1	0	0	0	0
<b>Efficiency</b>	% of effluent in compliance with NPDES permit	100%	100%	100%	100%	100%
	Kilowatt hours used/pound of BOD treated	1.4200	1.3750	1.2720	1.2980	1.2880
	Total recordable rate	9.4	0	0	0	0
	Days away restricted transfer	75.4	0	0	0	0

## SUMMARY OF BUDGET CHANGES – WWTP AND PUMP STATIONS

**Professional Services** – Professional services decreased relating to the bid award this spring for the Wastewater Treatment Plant operations.

**Septage Contract** – Septage contract decreased because the County will be paying directly for those operations.

## WASTEWATER FUND – MAINTENANCE AND REPAIRS

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**Mission Statement:** *To maintain the sanitary sewer collection system, keeping in mind at all times the health and welfare of the public.*

### Responsibilities include:

- Cleaning, televising and repairing 79 miles of gravity sewer and 19 miles of forced main sanitary sewer.
- Cleaning and maintaining 1,830 sewer manholes.
- Administering the Cross Connection Inspection Program.
- Identifying illicit roof drain connections to the storm water system.
- Locating all water, sanitary and storm lines for MISS DIG.
- Assisting all DPS Divisions with confined space entries.
- Maintaining 11 storm water treatment systems on outfalls.

## GOALS – MAINTENANCE AND REPAIRS

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1. Continue with the implementation plan for changing out meters to the new Sensus meters, which are highly accurate for a longer period of time.
2. Continue with the implementation plan on installing radio reads to promote higher accuracy of reads.

## PERFORMANCE MEASUREMENTS - MAINTENANCE AND REPAIRS

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	Performance Indicators	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Output</b>	Sewer maintenance calls	94	86	54	58	37 to date
	Number of storm sewer filters cleaned with vactor	20	20	16	25	17 to date
	Footage of sewers cleaned	85,287	115,453	98,340	39,681	31,261 to date
<b>Efficiency</b>	Percentage of maintenance calls responded to within 1 hour	100%	100%	100%	99%	100%
	Percentage of sewer backups that were homeowner responsibility	81%	78%	82%	78%	73%
	Average times cleaned per year	1.8	1.8	1.4	2.3	1.5
	Percentage of annual sewers cleaned	18%	28%	24%	10%	8%

## **SUMMARY OF BUDGET CHANGES – MAINTENANCE AND REPAIRS**

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**Office/Operation Supplies** – Office/operations supplies increased relating to a one-time purchase of a pole camera, which will be used to televise storm sewers.

**Rentals** - Rentals overall decreased because in prior years a second jet rodder was included, which is not going to be purchased.

## **GOALS – ADMINISTRATIVE AND GENERAL**

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1. Continue to work and coordinate with the Wastewater/Water and Electric Utility Department the implementation of the radio read program.

## **PERFORMANCE MEASUREMENTS – ADMINISTRATIVE AND GENERAL**

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<b>Output</b>	<b>Performance Indicators</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
	Receivables billed (in millions)	3.549	3.283	3.401	3.716	not available
<b>Efficiency</b>	Receivables collected (annual cash receipts/annual billings)	96.31%	100.24%	100.32%	99.90%	not available

## **SUMMARY OF BUDGET CHANGES – ADMINISTRATIVE AND GENERAL**

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**Depreciaton** – Depreciation expense increased to reflect the increase of expense relating to recent capital assets placed in service.

### **NONOPERATING REVENUES (EXPENSES)**

**Interest/Finance Charges** – Interest/finance charges decreased based on the long-term debt schedule.

City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**WASTEWATER FUND**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>OPERATING REVENUES</b>					
Sewer Service Charges	\$ 3,390,974	\$ 3,697,780	\$ 3,928,500	\$ 4,020,000	\$ 4,381,800
Public Authority	1,293,864	1,153,039	1,261,000	1,150,000	1,196,000
Industrial Pretreatment	3,760	3,542	4,000	3,500	4,000
Septage Treatment	521,016	461,563	506,000	456,000	14,000
Forfeited Discounts	9,997	10,753	10,000	9,500	10,000
Interdepartmental Sales	225	-	1,000	-	1,000
Merchandise and Jobbing	-	-	1,000	-	1,000
Sale of Fixed Assets	-	-	1,000	4,000	1,000
Miscellaneous	178,320	203,844	1,000	150,000	150,000
<b>TOTAL OPERATING REVENUES</b>	<b>5,398,156</b>	<b>5,530,521</b>	<b>5,713,500</b>	<b>5,793,000</b>	<b>5,758,800</b>
<b>OPERATING EXPENSES</b>					
<b>WWTP AND PUMP STATIONS</b>					
Professional Services	2,302,824	2,236,679	2,500,000	2,250,000	2,230,000
Septage Contract	475,744	451,512	484,000	440,000	-
Industrial Pretreatment Costs	760	742	1,000	1,000	1,000
Insurance and Bonds	68,512	65,014	70,000	54,000	70,000
<b>Total WWTP and Pump Stations</b>	<b>2,847,840</b>	<b>2,753,947</b>	<b>3,055,000</b>	<b>2,745,000</b>	<b>2,301,000</b>
<b>MAINTENANCE AND REPAIRS</b>					
Salaries and Wages	208,940	239,340	312,800	302,000	309,200
Fringe Benefits	83,409	103,896	134,000	135,300	130,200
Office/Operation Supplies	14,717	26,526	23,500	29,000	38,500
Professional Services	72,627	75,604	111,750	105,000	113,000
Transportation	5,640	7,254	14,000	11,000	15,000
Professional Development	6,562	5,477	5,500	5,500	6,500
Public Utilities	11,191	8,213	10,000	6,000	10,000
Repairs and Maintenance	7,439	10,921	11,000	25,000	20,000
Rentals	75,641	72,980	119,500	123,000	100,180
<b>Total Maintenance and Repairs</b>	<b>486,166</b>	<b>550,211</b>	<b>742,050</b>	<b>741,800</b>	<b>742,580</b>
<b>ADMINISTRATIVE AND GENERAL</b>					
Salaries and Wages	97,752	139,946	149,500	142,000	143,000
Fringe Benefits	45,369	59,573	70,850	64,720	69,150

City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**WASTEWATER FUND**  
For the Budget Year 2012-13

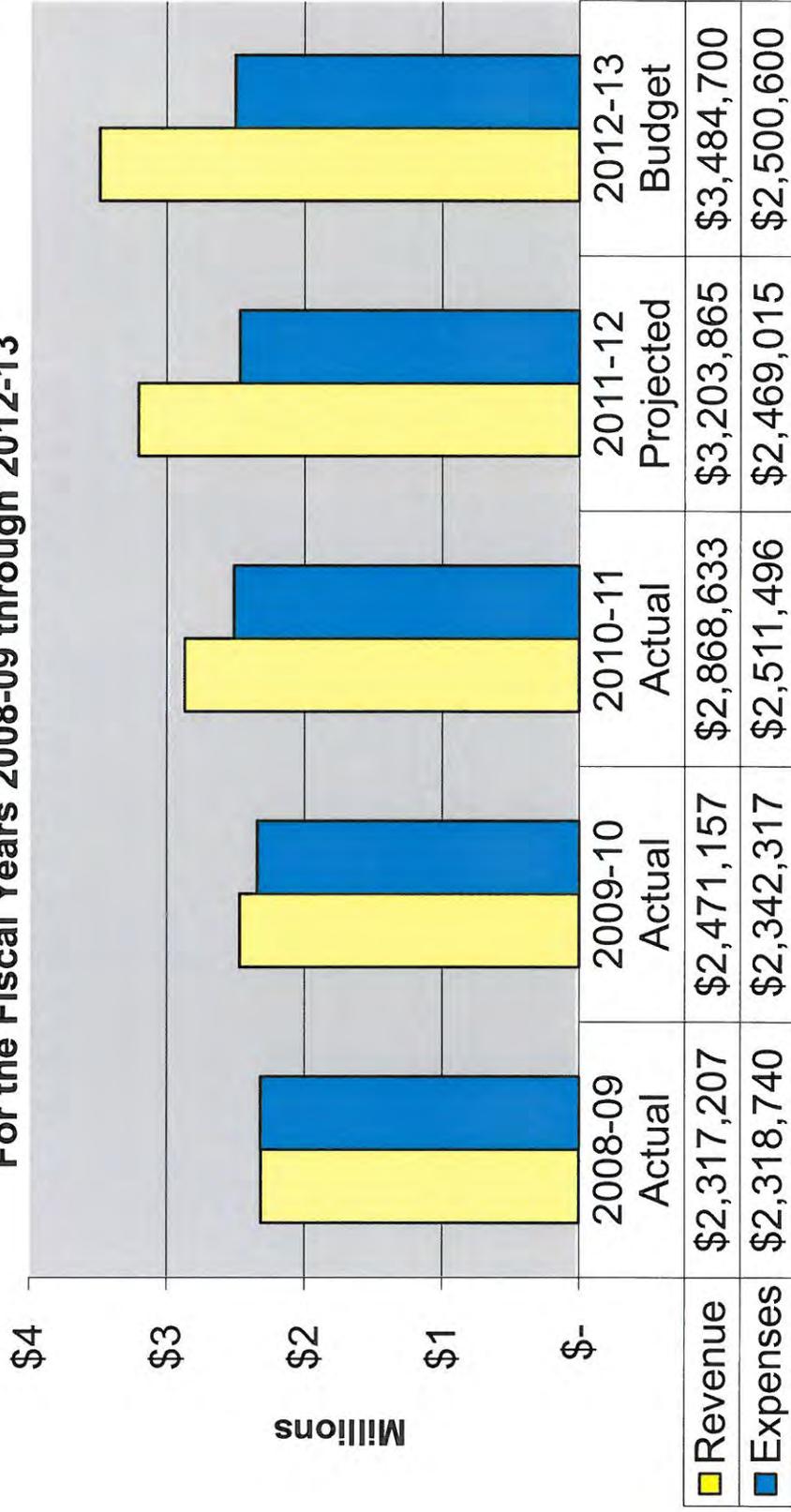
	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>ADMINISTRATIVE AND GENERAL (Continued)</b>					
Office/Operation Supplies	\$ 21,002	\$ 21,000	\$ 22,000	\$ 21,250	\$ 21,850
Professional Services	12,220	13,782	13,500	16,000	14,100
Communication	297	295	400	400	200
Professional Development	1,396	2,345	2,000	1,500	1,250
Printing and Publishing	4,032	2,202	4,250	3,500	3,500
Rentals	7,439	6,922	7,500	5,000	5,250
Collection Costs	1,176	(1,821)	2,000	600	2,000
Transportation	118	2,685	3,000	2,500	3,100
Miscellaneous	2,483	1,977	3,300	2,700	2,800
Depreciation & Amortization	593,861	610,610	622,000	633,000	633,500
<b>Total Administrative and General</b>	<b>787,145</b>	<b>859,516</b>	<b>900,300</b>	<b>893,170</b>	<b>899,700</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>4,121,151</b>	<b>4,163,674</b>	<b>4,697,350</b>	<b>4,379,970</b>	<b>3,943,280</b>
<b>OPERATING INCOME</b>	<b>1,277,005</b>	<b>1,366,847</b>	<b>1,016,150</b>	<b>1,413,030</b>	<b>1,815,520</b>
<b>NON OPERATING REVENUES (EXPENSES)</b>					
Federal revenue	-	22,634	-	-	-
Reimbursements	14,846	236	-	-	-
Interest Revenue	3,680	937	5,000	3,000	3,000
Interest/Finance Charges	(552,739)	(528,941)	(593,000)	(555,000)	(458,000)
(Loss) / gain on sale of capital assets	(9,492)	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>(543,705)</b>	<b>(505,134)</b>	<b>(588,000)</b>	<b>(552,000)</b>	<b>(455,000)</b>
<b>Income Before Transfers</b>	<b>733,300</b>	<b>861,713</b>	<b>428,150</b>	<b>861,030</b>	<b>1,360,520</b>
Transfers Out - City Fee	(261,508)	(268,077)	(286,000)	(283,450)	(280,850)
<b>NET INCOME</b>	<b>471,792</b>	<b>593,636</b>	<b>142,150</b>	<b>577,580</b>	<b>1,079,670</b>
<b>Beginning Net Assets</b>	<b>10,549,577</b>	<b>11,021,369</b>	<b>11,615,005</b>	<b>11,615,005</b>	<b>12,192,585</b>
<b>Ending Net Assets</b>	<b>\$ 11,021,369</b>	<b>\$ 11,615,005</b>	<b>\$ 11,757,155</b>	<b>\$ 12,192,585</b>	<b>\$ 13,272,255</b>

City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**WASTEWATER FUND**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
Distribution Personnel Services % F.T.E. Employees = 5.5	60.13%	62.38%	60.21%	58.95%	59.17%
Administrative Personnel Services % F.T.E. Employees = 2.75	18.18%	23.21%	24.48%	23.14%	23.58%

This fund was created to account for the costs of collecting and treating wastewater. Revenues are chiefly from service charges to customers. These revenues are also used to pay principal and interest on wastewater revenue bonds which were used to finance improvements.

**City of Traverse City, Michigan  
Water Fund Revenues and Expenditures  
For the Fiscal Years 2008-09 through 2012-13**



Fiscal Years

## **WATER FUND – PLANT, STORAGE TANKS, AND BOOSTER STATIONS**

**Mission Statement:** *To provide abundant, clean, safe and aesthetically pleasing water to our customers.*

The Traverse City Water Treatment Plant provides quality drinking water to customers in Traverse City, Garfield Township, Peninsula Township and Elmwood Township. The plant currently has a capacity of 20 million gallons a day.

Annually, the plant treats and supplies approximately 2 billion gallons of water. Plant personnel also operate a lab to monitor system water quality and to provide bacteriological tests for construction contractors and surrounding municipalities. Approximately, 2000 bacteriological tests are performed annually in the lab in addition to daily plant tests for pH, hardness, alkalinity, chloride, fluoride and suspended solids. Operators are required to attain a State license through examination and maintain it through continuing education.

**The Water Plant is staffed by:**

- 1 Superintendent
- 1 Chief Operator
- 4 Water Plant Operators



## SUMMARY OF BUDGET CHANGES – OPERATING REVENUES

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**Water Sales** – Water sales increased because of an anticipated rate increase to cover future capital costs.

**Public Authority** – Public authority sales decreased because of expected less water consumption in the surrounding townships.

## GOALS - PLANT, STORAGE TANKS AND BOOSTER STATIONS

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1. Concentrate on equipment replacement and SCADA system installation.

## PERFORMANCE MEASUREMENTS – PLANT, STORAGE TANKS AND BOOSTER STATIONS

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	Performance Indicators	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Output</b>	Millions gallons of water pumped	2157.09	2083.22	1935.63	1963.27	not available
	Chemical costs	\$ 62,560	\$ 91,856	\$ 65,345	\$ 72,659	not available
	Electrical demand	2,336,760	2,226,760	2,141,520	2,124,176	not available
<b>Efficiency</b>	Water demand met	100%	100%	100%	100%	not available
	Chemical cost per million gallon	\$ 29.00	\$ 44.09	\$ 33.76	\$ 37.01	not available
	Gal/KWH	923.11	935.54	903.86	924.25	not available

## SUMMARY OF BUDGET CHANGES – PLANT, STORAGE TANKS AND BOOSTER STATIONS

---

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits decreased relating to the Water Superintendent retiring in the current year and being replaced by a new employee at a lower cost to the City. Additionally, in fringe benefits, retiree hospitalization insurance (insurance costs relating to retired employees) budgeted is actually recorded as an asset because it is beyond the cost of the required actuarial contribution made.

**Utilities** – Utilities decreased to become more in align with historical amounts.

## **WATER FUND – DISTRIBUTION**

---

**Mission Statement:** *To distribute clean, fresh, potable water to our customers, the citizens of Traverse City, and to provide adequate volume of water for fire protection.*

**Responsibilities include:**

- Maintaining, repairing and flushing 118 miles of water main.
- Maintaining, repairing and exercising 1,756 main line water valves.
- Installing and maintaining 8,205 water services/meters.
- Flushing, repairing and draining 980 fire hydrants.
- Tapping water mains for new service leads as required.
- Administering the Cross Connection Inspection Program.
- Locating all water, sanitary and storm lines for MISS DIG.
- Assisting all DPS Divisions with confined space entries.
- Maintaining 11 storm water treatment systems on outfalls.



**The Division's staff includes:**

- 1 Supervisor,
- 1 Chief Water/Sewer Maintenance Operator
- 1 Office Coordinator
- 6 Utility Systems Specialists
- 2 Apprentices

## GOALS - DISTRIBUTION

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1. Continue with the implementation plan for changing out meters to the new Sensus meters, which are highly accurate for a longer period of time.
2. Continue with the implementation plan on installing radio reads to promote higher accuracy of reads.

## PERFORMANCE MEASUREMENTS - DISTRIBUTION

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	Performance Indicators	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Output</b>	Water meters changed	239	280	205	356	261 to date
	Galvanized services changed	20	43	66	64	7
	Fire hydrants winterized	980	980	980	980	984
<b>Efficiency</b>	% TR meters in system	33%	37%	39%	47%	48%
	Galvanized services remaining	401	381	315	251	244 to date
	Fire hydrants winterized	100%	100%	100%	100%	100%

## SUMMARY OF BUDGET CHANGES – DISTRIBUTION

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**Office/Operation Supplies** – Office/operation supplies increased relating to the increased effort of replacing the older meters with radio reads, rise of cost in operating supplies and installing two new drinking fountains.

**Professional Services** – Professional services increased because the department having to utilize an external plumber to change hubs for the transition between the water line and meter.

## GOALS - ADMINISTRATIVE AND GENERAL

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1. Continue with managing the Water Committee to explore and brainstorm on improving efficiencies in the water system.

## PERFORMANCE MEASUREMENTS – ADMINISTRATIVE AND GENERAL

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Output	Performance Indicators	2008/09	2009/10	2009/10	2010/11	2011/12
	Service orders issued		2,939	2,900	3,285	2,346
Receivables billed (in millions)		\$ 1.684	\$ 1.647	\$ 1.811	2.109	not available
Efficiency	Percentage of service orders completed in five days or less	95.76%	90.71%	90.90%	85.68%	90.40%
	Receivables collected (annual cash receipts/annual billings)	101.90%	99.82%	98.90%	99.6	not available

## SUMMARY OF BUDGET CHANGES – ADMINISTRATIVE AND GENERAL

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### NONOPERATING REVENUES (EXPENSES)

**Interest/Finance Charges** – Interest/finance charges decreased based on the long-term debt schedule.

**City of Traverse City, Michigan**  
**ENTERPRISE FUND**  
**WATER FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>OPERATING REVENUES</b>					
Water Sales	\$ 1,814,597	\$ 2,112,613	\$ 2,519,000	\$ 2,507,900	\$ 2,772,500
Water Hydrant Fees	11,965	12,165	12,000	12,165	12,000
Public Authority	583,785	632,476	633,000	594,400	612,200
Merchandise and Jobbing	(4,410)	14,448	15,500	12,500	17,500
Taps, Meters and Pits	9,989	14,465	11,000	11,000	11,000
Miscellaneous	37,523	55,981	43,500	51,900	43,500
<b>TOTAL OPERATING REVENUES</b>	<b>2,453,449</b>	<b>2,842,148</b>	<b>3,234,000</b>	<b>3,189,865</b>	<b>3,468,700</b>
<b>OPERATING EXPENSES</b>					
<b>PLANT, STORAGE TANKS AND BOOSTER STATIONS</b>					
Salaries and Wages	312,615	324,176	337,000	333,700	320,500
Fringe Benefits	116,285	121,653	161,700	145,650	133,900
Office/Operation Supplies	95,069	113,080	122,500	122,500	116,000
Professional Services	40,840	133,979	45,000	40,000	45,000
Communications	14,087	11,951	15,000	18,000	16,000
Transportation	2,959	1,106	5,000	1,500	3,000
Professional Development	2,949	2,694	4,000	4,000	5,000
Insurance and Bonds	33,299	31,526	36,000	29,000	33,000
Utilities	195,722	196,033	230,000	220,000	205,000
Repairs and Maintenance	24,378	36,633	50,000	38,000	45,000
Rentals	3,473	5,727	8,500	8,500	7,000
<b>Total Plant, Storage Tanks and Booster Stations</b>	<b>841,676</b>	<b>978,558</b>	<b>1,014,700</b>	<b>960,850</b>	<b>929,400</b>
<b>DISTRIBUTION</b>					
Salaries and Wages	336,643	348,330	321,800	316,500	329,000
Fringe Benefits	153,854	162,075	154,650	144,950	148,550
Office/Operation Supplies	71,904	120,089	95,000	140,000	106,000
Professional Services	117,317	122,866	140,000	110,000	151,200
Transportation	6,481	10,024	16,000	9,700	16,000
Professional Development	1,174	5,373	5,500	2,500	6,500
Insurance and Bonds	14	14	50	50	50
Utilities	8,691	10,104	14,200	9,000	14,000
Repairs and Maintenance	2,950	2,949	10,000	4,000	10,000
Rentals	57,575	41,958	74,950	70,400	71,200
<b>Total Distribution</b>	<b>756,603</b>	<b>823,782</b>	<b>832,150</b>	<b>807,100</b>	<b>852,500</b>

City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**WATER FUND**  
For the Budget Year 2012-13

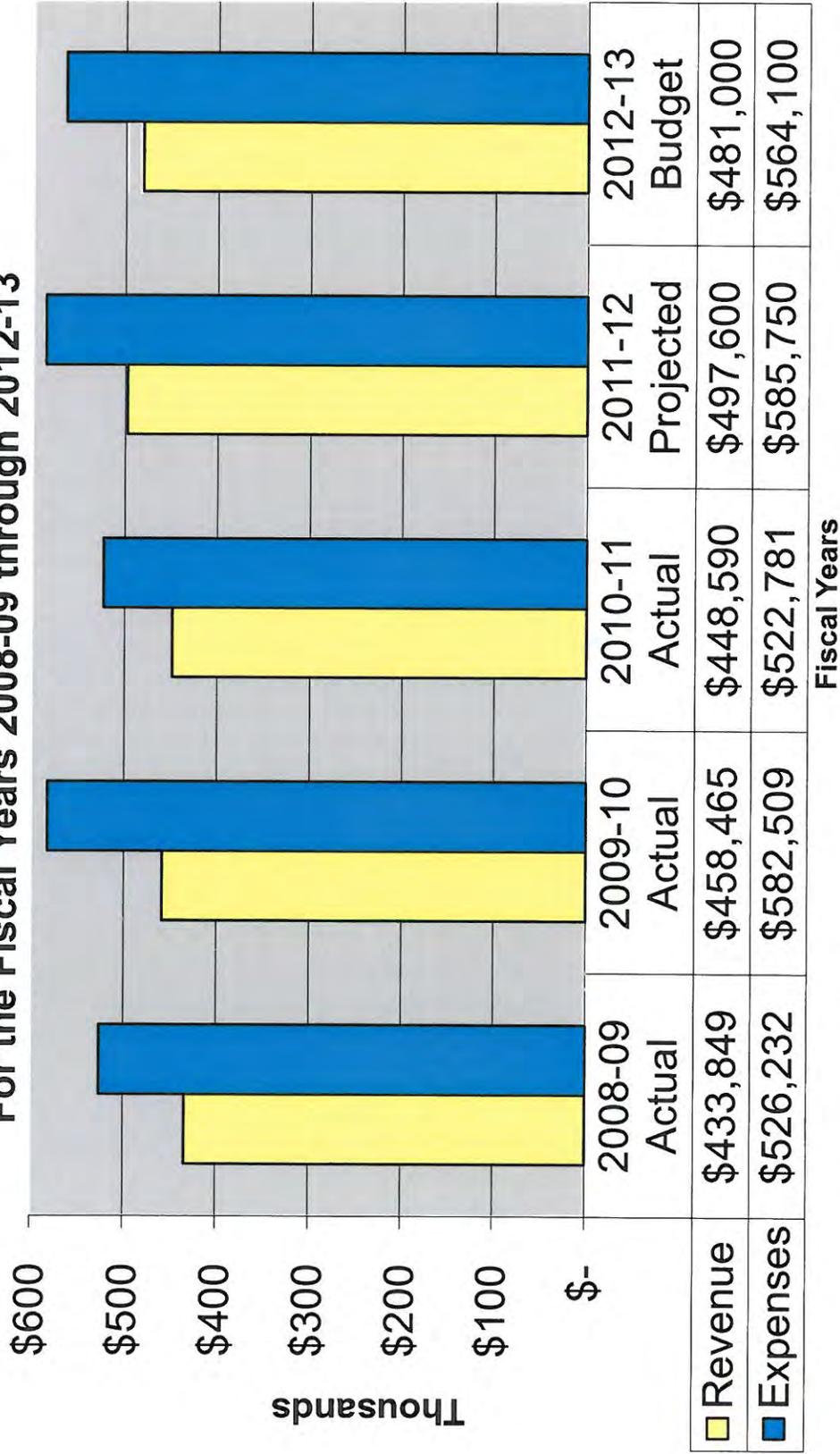
	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>ADMINISTRATIVE AND GENERAL</b>					
Salaries and Wages	\$ 183,347	\$ 140,737	\$ 149,500	\$ 142,000	\$ 143,000
Fringe Benefits	76,510	72,479	70,850	64,720	69,150
Office Supplies	21,002	21,000	21,750	21,250	21,850
Communications	297	295	400	400	200
Professional Services	17,454	19,076	13,500	16,000	14,100
Professional Development	1,396	2,345	2,000	200	1,250
Printing and Publishing	3,973	2,202	4,250	3,500	3,500
Rentals	7,439	6,922	7,500	5,000	5,250
Collection Costs	708	(10)	2,000	600	2,000
Transportation	118	2,685	3,000	2,500	3,100
Miscellaneous	2,560	2,128	3,300	2,700	2,800
Inventory Adjustments	3,144	6,038	2,500	2,500	2,500
Depreciation Expense	246,982	250,508	268,000	251,000	260,000
<b>Total Administrative and General</b>	<b>564,930</b>	<b>526,405</b>	<b>548,550</b>	<b>512,370</b>	<b>528,700</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>2,163,209</b>	<b>2,328,745</b>	<b>2,395,400</b>	<b>2,280,320</b>	<b>2,310,600</b>
<b>OPERATING INCOME</b>	<b>290,240</b>	<b>513,403</b>	<b>838,600</b>	<b>909,545</b>	<b>1,158,100</b>
<b>NON OPERATING REVENUES (EXPENSES)</b>					
Federal revenue	-	19,776	-	-	-
Reimbursements	-	236	1,000	1,000	1,000
Interest Revenue	17,708	6,473	15,000	13,000	15,000
Interest/Finance Charges	(53,250)	(39,750)	(28,500)	(28,500)	(15,000)
(Loss) on sale of capital assets	(2,705)	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>(38,247)</b>	<b>(13,265)</b>	<b>(12,500)</b>	<b>(14,500)</b>	<b>1,000</b>
<b>Income Before Transfers</b>	<b>251,993</b>	<b>500,138</b>	<b>826,100</b>	<b>895,045</b>	<b>1,159,100</b>
Transfers out - City Fee	(123,153)	(143,001)	(162,500)	(160,195)	(175,000)
<b>NET INCOME</b>	<b>128,840</b>	<b>357,137</b>	<b>663,600</b>	<b>734,850</b>	<b>984,100</b>
<b>Beginning Net Assets</b>	<b>7,023,741</b>	<b>7,152,581</b>	<b>7,509,718</b>	<b>7,509,718</b>	<b>8,244,568</b>
<b>Ending Net Assets</b>	<b>\$ 7,152,581</b>	<b>\$ 7,509,718</b>	<b>\$ 8,173,318</b>	<b>\$ 8,244,568</b>	<b>\$ 9,228,668</b>

**City of Traverse City, Michigan**  
**ENTERPRISE FUND**  
**WATER FUND**  
**For the Budget Year 2012-13**

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
Plant Personnel Services % F.T.E. Employees = 6.25	50.96%	45.56%	49.15%	49.89%	48.89%
Distribution Personnel Services % F.T.E. Employees = 6.25	64.83%	61.96%	57.26%	57.17%	56.02%
Administrative Personnel Services % F.T.E. Employees = 2.75	46.00%	40.50%	40.17%	40.35%	40.13%

The cost of providing water services is accounted for in this fund. Revenues are primarily from charges to customers for water usage. Revenues from water sales are used to pay for some improvements with direct contributions to capital required from customers in the form of hookup fees. The water revenues are also used to pay principal and interest on the revenue bonds used to finance improvements.

**City of Traverse City, Michigan  
Duncan L. Clinch Marina Fund Revenues and Expenditures  
For the Fiscal Years 2008-09 through 2012-13**



## **DUNCAN L. CLINCH MARINA FUND**

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**Mission Statement:** *To create a quality boating experience for the benefit and enjoyment of the public. Commitment to consistently providing excellent customer service will ensure a clean and safe environment that will meet all customer needs and exceed expectations.*

Clinch Marina provides facilities for the boating public. There are 59 slips for seasonal boaters and 59 for transient boaters. There is also nearly 1,200 feet of broadside dockage that can accommodate up to 30 boats of different sizes, to include boats up to 150 feet. Gasoline, diesel fuel and pump-out facilities are available for boaters. Clinch Marina also operates a boat launch that provides access to West Bay.

**The marina is staffed by:**

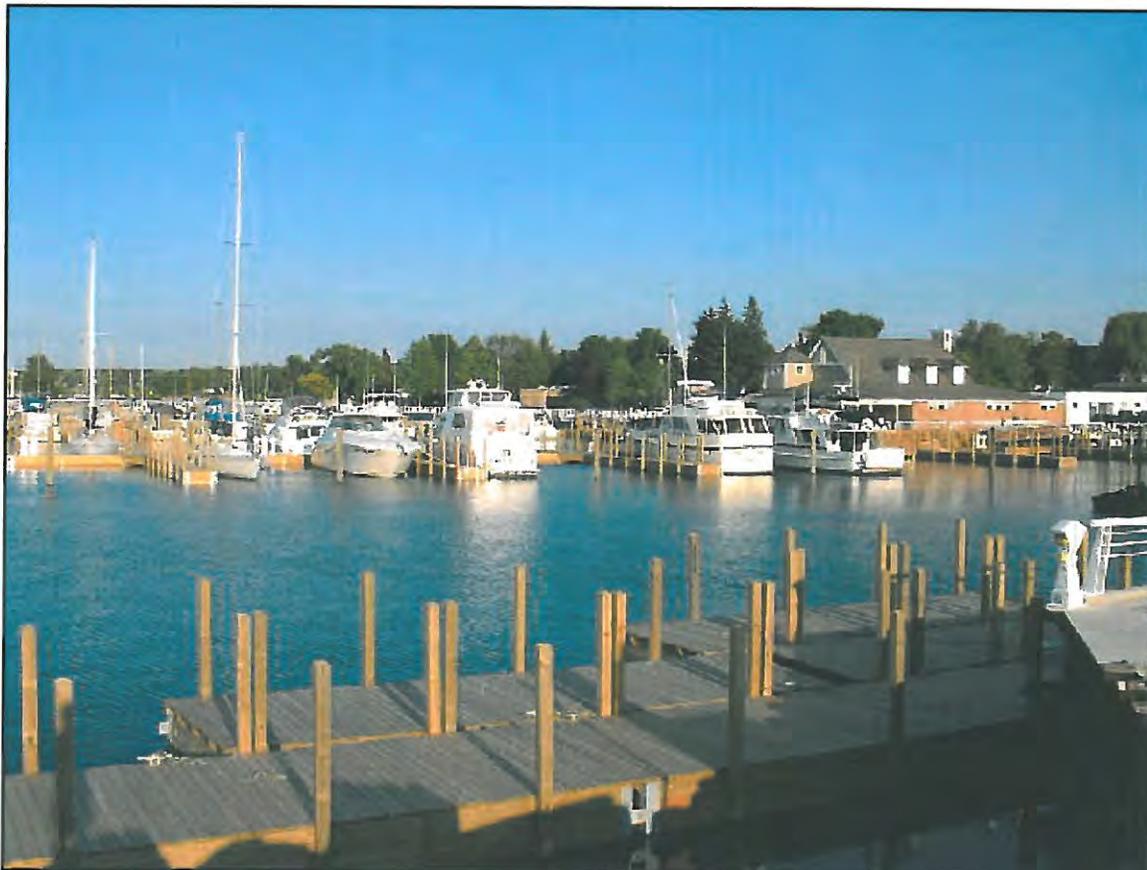
Dockmaster, who also operates Hickory Hills in the winter months

Seasonal assistant dockmaster

8 to 10 seasonal dock attendants

3 seasonal night security staff

1 building and grounds maintenance attendant



## GOALS

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1. Increase marina revenue by adjusting to fluctuations in occupancy.
2. Increase profit margin for gasoline and diesel sales at the marina.
3. Complete Michigan Clean Marina Certification.
4. Provide a clean and safe environment by consistently providing excellent service and facility maintenance.

## PERFORMANCE MEASUREMENTS

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	Performance Indicators	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Output</b>	Transient boats days	6,427	7,074	6,475	6,185	5,242
	Seasonal boat days	9,381	9,381	9,381	9,381	9,381
	Gasoline gross sales	\$ 183,317	\$ 182,097	\$ 157,668	\$ 188,408	\$ 236,773
	Diesel gross sales	\$ 60,267	\$ 96,467	\$ 58,023	\$ 81,989	\$ 125,562
	Actual percentage of occupancy	71%	73%	71%	69%	65%
<b>Efficiency</b>	Net Sales (gross sales less cost of goods sold)	\$ 56,595	\$ 37,317	\$ 32,203	\$ 71,803	\$ 97,551

## SUMMARY OF BUDGET CHANGES

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### REVENUE

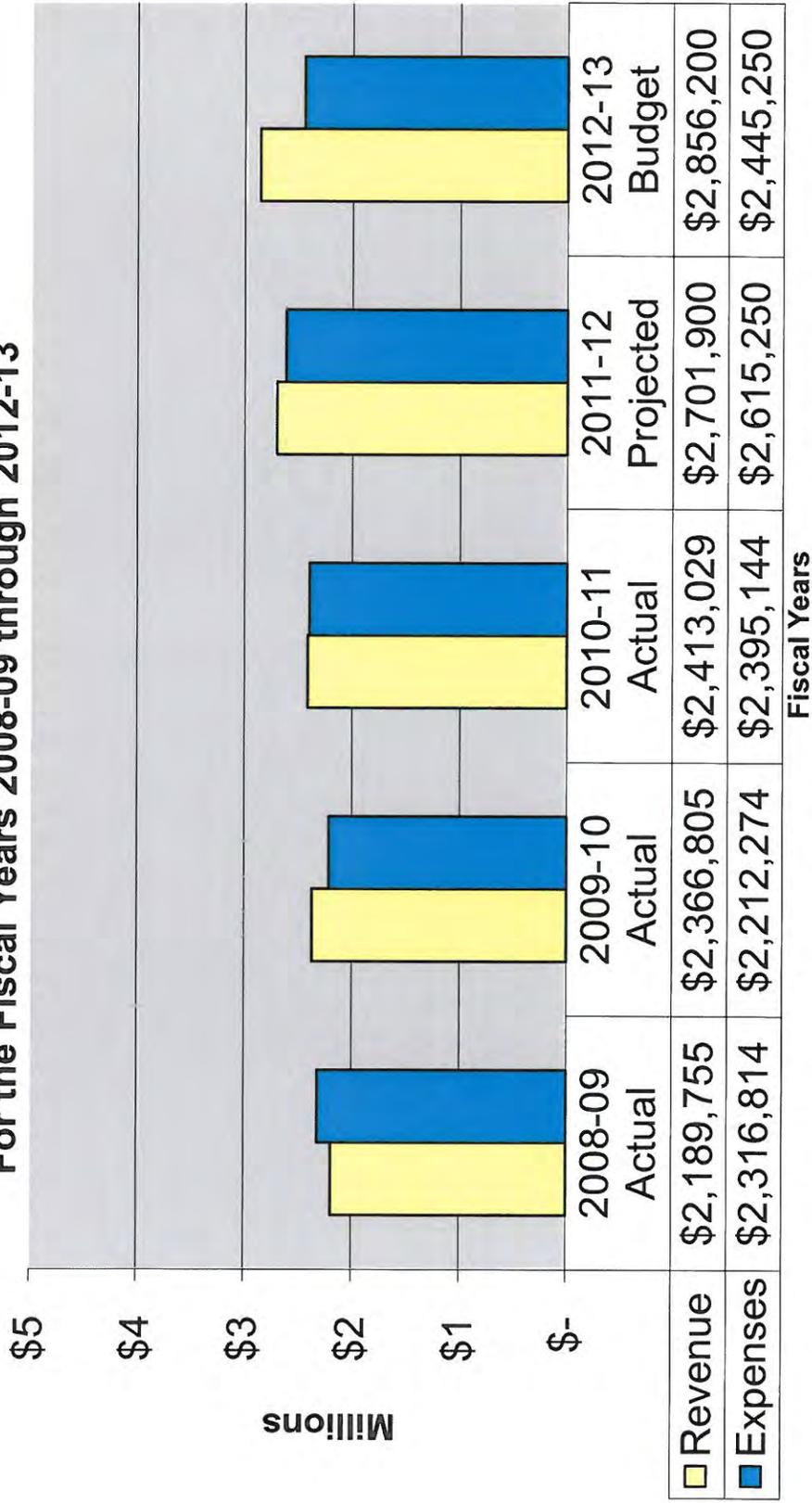
**Computerized Reservations** – Computer reservations increased based on current year actual to date and projections to fiscal year end.

City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**DUNCAN L CLINCH MARINA FUND**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>OPERATING REVENUES</b>					
Launch Permits	\$ 5,071	\$ 4,218	\$ 5,000	\$ 3,500	\$ 4,000
Boat Wells	358,803	335,897	350,000	363,000	355,000
Computerized Reservations	63,815	65,583	70,000	85,000	80,000
Gasoline and Oil (Net of Cost)	18,387	27,045	25,000	27,500	25,000
Reimbursements	-	1,303	-	1,000	1,000
Miscellaneous Revenues	11,125	14,100	12,000	16,600	14,000
<b>TOTAL OPERATING REVENUES</b>	<b>457,201</b>	<b>448,146</b>	<b>462,000</b>	<b>496,600</b>	<b>479,000</b>
<b>OPERATING EXPENSES</b>					
Salaries and Wages	85,013	81,560	86,000	84,000	85,000
Fringe Benefits	21,709	21,984	26,500	27,700	24,350
Office/Operation Supplies	9,627	11,024	10,000	9,750	10,000
Professional Services	182,857	162,127	175,000	193,000	180,000
Communications	10,226	7,222	10,000	9,200	8,000
Transportation	1,064	1,282	1,200	1,200	1,200
Professional Development	450	150	1,000	500	1,000
Printing & Publishing	1,625	82	1,500	1,500	1,500
Insurance & Bonds	4,089	4,143	4,500	3,000	4,500
Utilities	31,891	29,949	30,000	31,000	30,000
Repairs and Maintenance	19,727	16,692	25,000	30,000	30,000
Rentals	3,925	2,844	3,600	2,400	3,500
Depreciation Expense	132,668	132,431	135,000	140,000	135,000
<b>TOTAL OPERATING EXPENSES</b>	<b>504,871</b>	<b>471,490</b>	<b>509,300</b>	<b>533,250</b>	<b>514,050</b>
<b>OPERATING LOSS</b>	<b>(47,670)</b>	<b>(23,344)</b>	<b>(47,300)</b>	<b>(36,650)</b>	<b>(35,050)</b>
<b>NON OPERATING REVENUES (EXPENSES)</b>					
Interest Revenue	1,264	444	2,000	1,000	2,000
Interest Expense	(53,700)	(29,435)	(27,000)	(28,000)	(26,000)
<b>Total Non-Operating Revenues (Expenses)</b>	<b>(52,436)</b>	<b>(28,991)</b>	<b>(25,000)</b>	<b>(27,000)</b>	<b>(24,000)</b>
<b>Income Before Transfers</b>	<b>(100,106)</b>	<b>(52,335)</b>	<b>(72,300)</b>	<b>(63,650)</b>	<b>(59,050)</b>
Transfers Out - City Fee	(23,938)	(21,856)	(24,000)	(24,500)	(24,050)
<b>NET LOSS</b>	<b>(124,044)</b>	<b>(74,191)</b>	<b>(96,300)</b>	<b>(88,150)</b>	<b>(83,100)</b>
<b>Beginning Net Assets</b>	<b>9,029,168</b>	<b>8,905,124</b>	<b>8,830,933</b>	<b>8,830,933</b>	<b>8,742,783</b>
<b>Ending Net Assets</b>	<b>\$ 8,905,124</b>	<b>\$ 8,830,933</b>	<b>\$ 8,734,633</b>	<b>\$ 8,742,783</b>	<b>\$ 8,659,683</b>
<b>Personnel Services %</b>	<b>50.85%</b>	<b>53.78%</b>	<b>53.90%</b>	<b>52.26%</b>	<b>53.76%</b>
<b>(Includes \$167,000 in Seasonal Contract Labor)</b>					
<b>F.T.E. Employees = 1.44</b>					

On December 21, 2009, the City Commission authorized the renegotiation of the advance of \$600,000 from the Light & Power Fund and \$850,000 from the Industrial Development Fund to the Marina Fund. The proceeds initially were used to fund the marina expansion.

**City of Traverse City, Michigan  
Garage Fund Revenues and Expenditures  
For the Fiscal Years 2008-09 through 2012-13**



## GARAGE FUND

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**Mission Statement:** *To provide maximum vehicle and equipment availability to enable City Departments the ability to provide both normal and emergency public services.*

The Garage Division is an “internal service fund,” which is run “just like a business” within the City. We don’t make a profit, but charge our internal customers enough to cover costs and meet the current and future equipment and facility needs of the City of Traverse City.

The Garage works with all Departments and Divisions, including Light and Power, to identify the best, most cost-effective equipment necessary to do the job(s) required.



This includes writing specifications, bidding, purchasing, repairing/maintaining, and disposing of all cars, trucks, specialty vehicles and heavy equipment. In addition, the Garage Division purchased and maintains the entire Department of Public Works facilities located on Woodmere Avenue. At that location, the Garage not only provides housing and parking for the Streets and Parks Division, but a 24 hour – 7 day a week fueling depot providing gasoline and diesel fuel to all City Departments, and numerous other governmental agencies.

The Garage Division’s top priority is both “Customer Service” and “Keeping the most cost effective equipment on the road at-all-times.” To this extent, the Garage operates two shifts and is open 16 hours daily. This allows equipment to be serviced and/or repaired during the evening hours so it is ready for crews in the morning. Extended hours eliminate the need for back-up equipment. Early morning, weekends, holiday and emergency services are offered by request. In addition, the Garage Division operates a Central Store room, where automotive and maintenance items are available to all Departments. The store room also operates a UPS drop-off and pickup site.

## GOALS

1. Replace vehicles/equipment on schedule.
2. Monitor preventative maintenance dollars as a percentage of total maintenance.

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Output</b>	Average age of motorized fleet	not available	not available	not available	10.98 yrs	11.09 yrs
	Annual maintenance costs	\$ 739,099	\$ 717,483	\$ 826,327	\$ 663,159	\$ 936,649
	Annual sublet costs	\$ 36,113	\$ 62,291	\$ 56,853	\$ 52,414	\$ 51,523
	Scheduled vehicle/equipment replacements	not available	not available	not available	11	16
	Labor cost as a percentage of total maintenance cost	not available	not available	not available	60.00%	65.00%
<b>Efficiency</b>	Part cost as a percentage of total maintenance costs	not available	not available	not available	33.00%	35.00%
	Sublet costs as a % of maintenance costs	4.89%	8.68%	6.88%	7.99%	5.10%
	Monitor preventative maintenance dollars as a percentage of total maintenance	not available	not available	not available	not available	17%
	Actual vehicle/equipment replacements	not available	not available	not available	9	18

## SUMMARY OF BUDGET CHANGES

### REVENUES

**Rental Motor Pool** – Rental motor pool increased to reflect required rental rates for the Garage Fund to finance future equipment purchases.

**Interdepartmental Sales** – Interdepartmental sales increased based on the anticipated rising fuel costs.

## **SUMMARY OF BUDGET CHANGES (Continued)**

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**Rentals** – Rentals increased to reflect revenue required to cover building operational costs.

### **EXPENSES**

**Office/Operation Supplies** – Office/operation supplies increased based on increase cost of supplies.

**Cost of sales – Outside** – Cost of sales – outside decreased based on the expectation less repair work will be performed.

**Cost of sales – Interdepartmental** – Cost of sales – interdepartmental increased based on the anticipated increase in fuel cost along with expected increase in parts for repairs and maintenance on the current fleet.

**Depreciation expense** – Depreciation expense decreased because a fire truck will be transferred to non-fleet and depreciated through the Governmental Activities in the financial statements.

### **NONOPERATING REVENUES**

**Interest revenue** – Interest revenue decreased based on historical amounts.

**Other revenue** – Other revenue increased based on the sale price increase of gas directly relating to the increase in cost of gas to outside entities.

**Gain on Sale of Fixed Assets** – Gain on sale of fixed assets decreased based on the anticipated vehicle sales.

**Transfer out** – Transfer out decreased based on a prior year transfer made by the City Commission.

City of Traverse City, Michigan  
**INTERNAL SERVICE FUND**  
**GARAGE FUND**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>OPERATING REVENUES</b>					
Rental-Motor Pool	\$ 1,724,146	\$ 1,708,341	\$ 1,939,900	\$ 1,929,000	\$ 2,025,700
Interdepartmental Sales	327,175	441,872	443,000	440,000	516,000
Rentals	114,724	107,103	148,000	222,800	229,000
<b>TOTAL OPERATING REVENUES</b>	<b>2,166,045</b>	<b>2,257,316</b>	<b>2,530,900</b>	<b>2,591,800</b>	<b>2,770,700</b>
<b>OPERATING EXPENSES</b>					
Salaries and Wages	453,550	473,726	488,700	499,000	492,500
Fringe Benefits	184,515	199,774	206,600	201,650	208,500
Office/Operation Supplies	268,414	278,343	286,000	259,500	308,000
Cost of Sales - Outside	58,302	75,406	41,000	63,000	50,000
Cost of Sales - Interdepartment	204,100	273,178	276,000	280,000	373,000
Professional Services	104,761	98,635	75,000	101,000	70,000
Communications	7,649	4,518	10,000	5,400	14,000
Transportation	3,653	1,976	3,000	3,200	2,500
Professional Development	3,519	3,158	4,000	1,000	1,000
Printing & Publishing	335	234	500	500	750
Insurance and Bonds	90,477	84,758	92,000	58,000	92,000
Utilities	46,063	45,260	40,000	44,000	40,000
Repairs and Maintenance	22,512	32,899	23,000	33,000	20,000
Rentals	43,509	6,615	5,000	10,000	6,000
Depreciation Expense	720,029	820,063	800,000	780,000	762,000
Inventory Adjustments	886	(3,399)	1,000	1,000	5,000
<b>TOTAL OPERATING EXPENSES</b>	<b>2,212,274</b>	<b>2,395,144</b>	<b>2,351,800</b>	<b>2,340,250</b>	<b>2,445,250</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(46,229)</b>	<b>(137,828)</b>	<b>179,100</b>	<b>251,550</b>	<b>325,450</b>
<b>NON OPERATING REVENUES</b>					
Federal Revenue	-	50,144	-	15,000	-
Interest Revenue	8,732	3,187	15,000	5,000	5,000
Other Revenue	47,976	66,024	34,000	60,100	55,500
Gain on Sale of Fixed Assets	144,052	36,358	120,000	30,000	25,000
<b>TOTAL NON-OPERATING REVENUES</b>	<b>200,760</b>	<b>155,713</b>	<b>169,000</b>	<b>110,100</b>	<b>85,500</b>
<b>Income Before Transfers</b>	<b>154,531</b>	<b>17,885</b>	<b>348,100</b>	<b>361,650</b>	<b>410,950</b>
Transfers Out	-	-	(275,000)	(275,000)	-
<b>NET INCOME</b>	<b>154,531</b>	<b>17,885</b>	<b>73,100</b>	<b>86,650</b>	<b>410,950</b>
<hr/>					
<b>Beginning Fund Balance</b>	<b>7,139,765</b>	<b>7,294,296</b>	<b>7,312,181</b>	<b>7,312,181</b>	<b>7,398,831</b>
<b>Ending Fund Balance</b>	<b>\$ 7,294,296</b>	<b>\$ 7,312,181</b>	<b>\$ 7,385,281</b>	<b>\$ 7,398,831</b>	<b>\$ 7,809,781</b>
<hr/>					
Personnel Services %	28.84%	28.12%	29.56%	29.94%	28.67%
F.T.E. Employees = 9.63					

**City of Traverse City, Michigan**  
**INTERNAL SERVICE FUND**  
**GARAGE FUND**  
**2012-13 Vehicle Replacement Schedule**

<b>Department</b>	<b>Replacement Cost</b>	<b>Resale/Trade Value</b>
Police	\$ 26,500	\$ 2,000
Police	26,500	1,500
Police	26,500	Recycle
Police	28,000	1,500
Parks	63,000	1,000
Parks	48,000	Recycle
Parks	64,000	2,500
Parks	18,000	500
Parks	18,000	500
Water Dist	36,000	1,000
Water Dist	36,500	Recycle
Sewage	50,000	Recycle
Streets	68,000	2,000
Streets/Parks	200,000	500
Light and Power	130,000	3,500
Light and Power	280,000	4,000
Light and Power	130,000	1,000
Light and Power	40,000	800
Light and Power	36,000	1,500
Fire	38,000	1,000
Engineering	26,500	1,500
<b>Gross Purchases</b>	<b>\$ 1,389,500</b>	<b>26,300</b>
<b>Less: Trade-in/Resale</b>	<b>(26,300)</b>	
<b>Net Purchases</b>	<b>\$ 1,363,200</b>	

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT & POWER**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>OPERATING REVENUE</b>	\$ 27,063,181	\$ 30,253,236	\$ 33,201,550	\$ 31,066,550	\$ 31,508,000
<b>OPERATING EXPENSES</b>					
<b>GENERATION EXPENSES</b>					
Purchased Power - MPPA/MISO	6,446,442	2,917,452	1,200,000	1,000,000	60,000
Purchased Power - Lansing	-	4,056,945	7,200,000	6,500,000	6,100,000
Stoney Corners - Wind Energy	-	1,892,441	1,595,000	1,810,000	2,900,000
Combustion Turbine Power Cost	3,657,141	4,216,734	3,750,000	4,400,000	4,500,000
Cambell #3 Power Cost	3,223,417	3,322,056	3,670,000	4,575,000	4,000,000
Belle River #1 Power Cost	2,732,687	3,087,679	3,500,000	3,803,000	3,700,000
Landfill Gas - Granger Project	15,319	113,117	90,000	120,000	160,000
Other Generation Expenses	662,696	467,924	472,900	71,450	84,750
<b>Total Generation Expenses</b>	<b>16,737,702</b>	<b>20,074,348</b>	<b>21,477,900</b>	<b>22,279,450</b>	<b>21,504,750</b>
<b>DISTRIBUTION EXPENSES</b>					
Operations & Maintenance	3,005,426	3,276,966	3,449,250	3,613,350	3,505,100
<b>TRANSMISSION EXPENSES</b>					
Operations & Maintenance	186,162	196,729	246,000	191,000	198,350
<b>OTHER OPERATING EXPENSES</b>					
Customer Accounting	583,173	545,267	632,050	536,000	550,000
Conservation & Public Services	421,841	707,312	1,419,600	995,000	2,049,350
Administrative & General	1,241,816	1,320,067	1,276,900	1,079,550	1,145,250
Insurance	80,809	71,315	72,800	52,050	66,500
Depreciation Expense	1,624,621	1,732,080	1,715,000	1,775,000	1,875,000
City Fee	1,374,844	1,511,219	1,687,850	1,556,800	1,578,200
<b>Total Other Operating Expenses</b>	<b>5,327,104</b>	<b>5,887,260</b>	<b>6,804,200</b>	<b>5,994,400</b>	<b>7,264,300</b>
<b>Total Operating Expenses</b>	<b>25,256,394</b>	<b>29,435,303</b>	<b>31,977,350</b>	<b>32,078,200</b>	<b>32,472,500</b>
<b>Operating Income/Loss</b>	<b>1,806,787</b>	<b>817,933</b>	<b>1,224,200</b>	<b>(1,011,650)</b>	<b>(964,500)</b>
<b>NON OPERATING REVENUE/EXPENSES</b>					
Non Operating Revenues	839,606	718,340	805,800	501,700	360,000
Non Operating Expenses	(12,431)	(22,324)	-	(172,050)	-
<b>Total Non Operating Revenue/(Exp)</b>	<b>827,175</b>	<b>696,016</b>	<b>805,800</b>	<b>329,650</b>	<b>360,000</b>
<b>Net Income</b>	<b>\$2,633,962</b>	<b>\$1,513,949</b>	<b>\$2,030,000</b>	<b>(\$682,000)</b>	<b>(\$604,500)</b>

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>OPERATING REVENUES</b>					
Federal Grants	\$ -	\$ 250,000	\$ -	\$ (5,050)	\$ -
State Grants	21,176	27,623	-	-	-
Residential Sales	4,799,781	5,421,674	6,207,000	5,295,000	5,380,000
Commercial Sales	12,490,638	13,587,206	15,085,000	13,921,000	14,130,000
Industrial Sales	7,467,368	8,321,852	8,985,000	9,131,000	9,205,000
Public Authority Sales	226,101	232,115	272,000	215,600	220,100
Street Lighting Sales	193,937	199,785	195,000	195,000	195,000
Yard Light Sales	82,614	82,004	86,600	76,000	78,400
Forfeited Discounts	47,627	55,757	53,400	51,000	51,500
Merchandise and Jobbing	110,665	145,548	177,900	55,000	75,000
Recovery of Bad Debts	-	80	500	-	-
Sale of Scrap	10,666	18,682	21,400	19,500	18,000
Miscellaneous Income	11,076	19,647	17,750	12,500	13,000
MISO Revenue	1,601,533	1,891,263	2,100,000	2,100,000	2,142,000
<b>TOTAL OPERATING REVENUES</b>	<b>27,063,182</b>	<b>30,253,236</b>	<b>33,201,550</b>	<b>31,066,550</b>	<b>31,508,000</b>
<b>OPERATING EXPENSES</b>					
<b>GENERATION-OPERATING &amp; MAINTENANCE</b>					
Wind Generation - Traverse	38,318	13,633	16,000	18,000	15,000
Brown Bridge	4,363	932	-	1,600	-
Wind Generation Farm - Charlevoix	33,132	11,897	5,000	1,850	-
Trap and Transfer	22	-	1,000	1,000	1,000
Union Street Fish Ladder	162	-	250	250	250
Kalkaska Combustion Turbine	218,900	378,527	225,000	-	-
Sabin Dam	2,896	885	900	-	-
Boardman Dam	3,289	1,179	900	-	-
Operation Supplies	2,080	837	1,500	900	1,100
Purchased Power - MPPA/MISO	6,446,442	2,917,452	1,200,000	1,000,000	60,000
Purchased Power - Lansing	-	4,056,945	7,200,000	6,500,000	6,100,000
Stoney Corners - Wind Energy	-	1,892,441	1,595,000	1,810,000	2,900,000
Combustion Turbine Power Cost	3,657,141	4,216,734	3,750,000	4,400,000	4,500,000
Campbell #3 Power Cost	3,223,417	3,322,056	3,670,000	4,575,000	4,000,000
Belle River #1 Power Cost	2,732,687	3,087,679	3,500,000	3,803,000	3,700,000
Landfill Gas - Granger Project	15,319	113,117	90,000	120,000	160,000
<i>total purchased power</i>	<i>16,075,006</i>	<i>19,606,424</i>	<i>21,005,000</i>	<i>22,208,000</i>	<i>21,420,000</i>
Coal Dock	8,971	4,221	4,500	5,000	5,000
Communications	5,164	351	550	350	400
Safety	5,741	4,000	4,200	8,000	8,000
Tools	9,833	282	1,500	750	1,000
Professional and Contractual	328,101	45,741	210,000	31,000	50,000
Professional Development	1,075	4,998	750	2,500	2,500
TCLP Equipment Maintenance	648	388	750	250	500
Miscellaneous	1	53	100	-	-
<b>Total Generation O &amp; M</b>	<b>16,737,702</b>	<b>20,074,348</b>	<b>21,477,900</b>	<b>22,279,450</b>	<b>21,504,750</b>
<b>DISTRIBUTION OPERATION &amp; MAINTENANCE</b>					
Office Supplies	8,918	4,305	8,200	4,200	4,500
Operation Supplies	36,258	34,034	39,450	35,100	36,000
Utilities	49,823	48,588	44,500	52,350	54,000
Communications	24,806	17,214	18,400	17,400	18,500
Supervision and Maintenance	613,505	700,400	725,000	595,000	600,000
Substation	192,349	149,903	237,350	205,000	207,000
Overhead Lines	425,093	515,483	525,850	545,000	550,000
Storm Damage Contingency	-	-	-	150,000	-

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
Load and Dispatching	540,880	575,341	578,500	571,000	575,000
Underground Lines	230,710	175,280	163,700	297,000	300,000
Transformers and Devices	-	-	-	-	-
Customer Installations	27,366	32,985	44,450	34,000	35,000
Electric Meters	38,343	58,881	71,200	60,000	61,500
Street Lighting	129,576	277,541	282,250	286,800	290,000
Traffic Signal Oper. & Maint.	69,973	144,094	156,100	159,000	163,000
Radio Equipment	256	2,274	1,900	2,000	2,100
Plant & Structures	280,603	172,101	211,900	200,000	205,000
Shop Labor	125,548	139,682	93,900	185,000	191,000
Safety	62,468	35,395	33,850	63,000	65,000
Tools	16,488	17,124	18,750	18,750	19,500
Professional and Contractual	19,395	37,055	34,000	37,000	38,500
Rent Expense	2,850	2,341	3,100	5,000	2,500
Professional Development	107,291	135,075	155,100	89,000	85,000
Printing and Publishing	597	1,832	1,550	1,550	1,700
Miscellaneous	2,022	399	250	200	300
Inventory Adjustments	307	(361)	-	-	-
<b>Total Distribution O &amp; M</b>	<b>3,005,425</b>	<b>3,276,966</b>	<b>3,449,250</b>	<b>3,613,350</b>	<b>3,505,100</b>
<b>TRANSMISSION OPERATIONS &amp; MAINTENANCE</b>					
Supervision & Maintenance	13,882	21,035	19,050	27,000	28,350
Substation	18,126	40,357	60,000	35,000	37,500
Overhead Lines	47,946	13,589	39,300	10,000	10,000
Load and Dispatching	54,057	57,860	57,650	60,000	59,500
Underground Lines	-	94	200	-	-
MISO Transmission	19,987	20,598	20,400	22,000	23,000
Professional and Contractual	3,500	-	-	-	-
Miscellaneous	28,665	43,195	49,400	37,000	40,000
<b>Total Transmission O &amp; M</b>	<b>186,163</b>	<b>196,728</b>	<b>246,000</b>	<b>191,000</b>	<b>198,350</b>
<b>METERING &amp; CUSTOMER ACCOUNTING</b>					
Salaries and Wages	276,411	288,025	275,000	274,200	275,000
Fringe Benefits	124,634	135,503	158,500	124,000	129,200
Office Supplies	3,944	5,888	4,750	5,000	5,200
Operation Supplies	141	-	-	-	-
Communications	594	590	850	250	300
Meal Payments	212	188	200	100	150
Safety	8	-	100	-	-
Uniforms	2,124	2,138	2,550	3,200	3,350
Professional and Contractual	42,410	7,993	42,350	22,000	23,400
Postage	37,920	36,113	35,350	36,900	38,000
Uncollectable Accounts	50,979	19,454	66,300	21,500	25,000
Collection Costs	770	415	550	450	500
Data Processing	15,253	19,572	20,500	22,000	22,500
Transportation	149	5,370	5,050	6,000	6,200
Professional Development	2,878	4,690	2,500	2,600	2,500
Printing and Publishing	7,946	4,405	4,250	6,800	7,000
Vehicle Rentals	14,877	13,843	12,300	9,900	10,500
Miscellaneous	1,926	1,081	950	1,100	1,200
<b>Total Customer Accounting</b>	<b>583,176</b>	<b>545,268</b>	<b>632,050</b>	<b>536,000</b>	<b>550,000</b>
<b>CONSERVATION &amp; PUBLIC SERVICES</b>					
Professional and Contractual	15,964	35,834	120,000	80,000	60,000
Contract Labor - Energy Optimization	-	-	150,000	100,000	100,000
Public Service and Communicaitons	29,823	74,854	203,500	60,000	30,000

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
Marketing and Public Services	6,063	99	-	-	-
In-Kind Community Services	75,016	76,160	70,100	75,000	75,000
Community Investment Fund	56,985	55,350	-	-	1,000,000
CFL Grant Expense	59,032	30,817	-	-	-
LED Street Lighting Grant Expense	6,031	123,722	-	-	-
Energy Audits	2,320	-	-	-	-
Increased Energy Optimization Efforts	-	-	350,000	280,000	300,000
PA295-EO Compliance	170,606	310,475	526,000	400,000	484,350
<b>Total Conservation &amp; Public Services</b>	<b>421,840</b>	<b>707,311</b>	<b>1,419,600</b>	<b>995,000</b>	<b>2,049,350</b>
<b>ADMINISTRATIVE AND GENERAL</b>					
Salaries and Wages	672,882	760,912	760,300	651,000	665,000
Fringe Benefits	188,585	253,317	261,800	175,800	182,750
Office Supplies	11,593	7,871	8,450	9,000	9,050
Communications	9,292	7,833	7,200	7,500	8,000
Fees and Per Diem	54,514	58,009	61,700	54,000	57,000
Board Related Expenses	11,348	9,333	7,750	6,250	6,500
Professional & Contractual	134,911	74,071	11,150	80,000	130,000
Legal Services	112,140	78,262	85,000	55,000	50,000
Employee Appreciation	8,053	10,757	13,100	6,000	7,500
Rent Expense	581	-	-	-	-
City Fee	1,374,844	1,511,219	1,687,850	1,556,800	1,578,200
Transportation	4,074	7,683	4,500	2,600	3,500
Professional Development	19,225	37,033	40,400	21,400	22,450
Printing & Publishing	8,225	4,760	3,550	3,500	3,500
Insurance and Bonds	80,809	71,315	72,800	52,050	66,500
Miscellaneous	6,392	10,226	12,000	7,500	-
Depreciation Expense	1,624,621	1,732,080	1,715,000	1,775,000	1,875,000
<b>Total Administrative and General</b>	<b>4,322,089</b>	<b>4,634,681</b>	<b>4,752,550</b>	<b>4,463,400</b>	<b>4,664,950</b>
<b>Total Operating Expenses</b>	<b>25,256,395</b>	<b>29,435,302</b>	<b>31,977,350</b>	<b>32,078,200</b>	<b>32,472,500</b>
<b>Operating Income / (Loss)</b>	<b>1,806,787</b>	<b>817,934</b>	<b>1,224,200</b>	<b>(1,011,650)</b>	<b>(964,500)</b>
<b>NON OPERATING REVENUES/(EXPENSES)</b>					
Rents and Royalties	31,976	44,154	45,400	21,200	43,000
Pole Rentals	35,662	59,435	31,750	31,750	34,500
Reimbursements	214,759	271,227	228,650	215,000	100,000
Interest & Dividend Earnings	557,209	337,679	500,000	225,000	180,000
Gain/(Loss) on Sale of Fixed Assets	(12,431)	(22,324)	-	(172,050)	-
Refunds and Rebates	-	5,845	-	8,750	2,500
<b>Total Non Operating Revenue/(Expenses)</b>	<b>827,175</b>	<b>696,016</b>	<b>805,800</b>	<b>329,650</b>	<b>360,000</b>
<b>NET INCOME/(LOSS)</b>	<b>\$2,633,962</b>	<b>\$1,513,950</b>	<b>\$2,030,000</b>	<b>(\$682,000)</b>	<b>(\$604,500)</b>

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
**FIBER OPTICS FUND**  
For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>OPERATING REVENUES</b>					
Charges for services	\$ 167,692	\$ 183,605	\$ 216,850	\$ 186,660	\$ 186,500
Wi-Fi sales and commissions	-	-	-	-	65,000
Miscellaneous	4,464	-	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>172,156</b>	<b>183,605</b>	<b>216,850</b>	<b>186,660</b>	<b>251,500</b>
<b>OPERATING EXPENSES</b>					
Office and operating supplies	2,542	799	2,200	3,000	3,250
Supervision and maintenance	32,628	28,572	15,000	63,000	66,150
Overhead lines	5,753	4,376	7,000	26,000	6,000
Customer installations	12,279	1,700	2,750	11,500	5,600
Wifi operations and maintenance	-	-	30,000	-	45,000
Termination boxes	20,389	32,839	46,200	7,300	35,400
Tools	1,314	646	900	-	-
Professional services	-	-	20,000	-	-
Legal services	2,612	253	500	-	-
Rent expense	8,214	-	-	-	-
City fee	8,608	9,180	10,800	9,350	12,600
Professional development	100	7,757	500	500	500
Insurance	-	1,263	1,300	1,350	1,450
Repair and maintenance	544	1,154	450	-	500
Miscellaneous	-	-	150	-	150
Depreciation expense	84,745	85,409	86,500	86,700	99,800
<b>TOTAL OPERATING EXPENSES</b>	<b>179,728</b>	<b>173,948</b>	<b>224,250</b>	<b>208,700</b>	<b>276,400</b>
Operating income/(loss)	(7,572)	9,657	(7,400)	(22,040)	(24,900)
<b>NON OPERATING REVENUES</b>					
Reimbursements	53,486	34,392	37,400	19,612	75,900
<b>Net income</b>	<b>\$ 45,914</b>	<b>\$ 44,049</b>	<b>\$ 30,000</b>	<b>\$ (2,428)</b>	<b>\$ 51,000</b>

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## **DOWNTOWN DEVELOPMENT AUTHORITY**

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The DDA Board of Directors will hold a public hearing on the budget Friday, May 18, 2012 at 8 a.m., Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 15, 2012.

The Downtown Development Authority (DDA) is an arm of the City of Traverse responsible for maintaining the vitality of the Central Business District. Working with private developers, land owners and governmental agencies, and armed with public funds to assist in re-development efforts, the DDA is continuing to keep downtown's vibrant environment. The DDA also directly operates the Sara Hardy Downtown Farmer's Market. Through a contract with the City of Traverse City, the DDA manages the Auto Parking System (APS). The DDA has a management agreement with the Downtown Traverse City Association (DTCA) the marketing, communication and events arm of downtown. The revenues from these contracts, as well as projected re-imbursements from the Tax Increment Financing District funds, are shown in the Administrative Services Income line items of the budget.

To meet the obligations of the management agreements remaining, the DDA will have seven full time employees, and seven part time employees. The Farmers Market Manager position has been moved to a management contract with SEEDS, reflected in the Professional/Contractual line item. The DDA Board has also approved a not-to-exceed amount of \$10,000 to purchase and maintain the flowers in the summer and that is covered under Payroll Expenses, and in Community Promotion in the current fiscal year. The decision to support that purchase next season has not been included, nor has the \$10,000 for Holiday support, which was provided the DTCA this year. The DDA Board will be need to adjust the budget in the future if those commitments are made.

By sharing our staff members, office space, equipment and other overhead over the various functions of the APS, DTCA, and the TIF projects, we are able to keep costs to a minimum. Furthermore, as in the past (Opera House, State Theatre) we will always be open to partnerships to increase our efficiency and support community efforts. All staff will continue to be cross-trained and flexible, dedicating their time on an as-needed basis to the various projects created by the administrative contracts. With the need to inspire developers; oversee, fund and manage public improvement projects; manage the City's Parking System, the DTCA, and the DDA office.....this operation is extremely efficient.

City of Traverse City, Michigan  
 COMPONENT UNIT  
 DOWNTOWN DEVELOPMENT AUTHORITY FUND  
 For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Property Taxes	\$ 65,444	\$ 64,907	\$ 64,900	\$ 64,900	\$ 64,900
Reimbursements	440,384	512,613	473,000	465,020	475,500
Rental Income	43,070	44,118	43,000	46,000	46,000
Interest Revenue	1,440	568	500	800	500
<b>TOTAL REVENUES</b>	<b>550,338</b>	<b>622,206</b>	<b>581,400</b>	<b>576,720</b>	<b>586,900</b>
<b>EXPENDITURES</b>					
Salaries and Wages	467,236	500,071	502,000	501,000	511,000
Fringe Benefits	40,287	42,195	43,100	50,950	42,500
Office/Operating Supplies	6,355	5,645	6,550	5,400	5,400
Professional Services	5,839	12,685	20,000	19,000	19,000
Communications	5,687	3,962	4,200	4,200	4,300
Transportation	329	257	2,100	1,000	2,000
Lodging/Meals	3,386	3,603	5,200	5,200	5,200
Training	580	1,680	2,200	1,500	1,900
Community Promotion	2,520	2,421	14,500	17,900	4,500
Printing and Publishing	6,745	7,552	7,000	7,000	7,000
Insurance and Bonds	1,599	1,170	2,000	1,300	1,500
Utilities	6,576	6,369	6,600	6,600	6,600
Repairs and Maintenance	2,025	2,610	2,500	2,000	2,100
Rentals	6,591	5,606	6,700	6,200	6,300
Legal Services	702	1,188	1,600	500	500
Miscellaneous	65	124	500	200	200
Capital Outlay	4,288	2,341	5,000	2,000	3,000
<b>TOTAL EXPENDITURES</b>	<b>560,810</b>	<b>599,479</b>	<b>631,750</b>	<b>631,950</b>	<b>623,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(10,472)</b>	<b>22,727</b>	<b>(50,350)</b>	<b>(55,230)</b>	<b>(36,100)</b>
<hr/>					
Beginning Fund Balance	294,750	284,278	307,005	307,005	251,775
Ending Fund Balance	\$ 284,278	\$ 307,005	\$ 256,655	\$ 251,775	\$ 215,675
<hr/>					
Personnel Services %	90.50%	90.46%	86.28%	87.34%	88.84%

## **DDA TAX INCREMENT FINANCING #97 FUND**

The DDA Board of Directors will hold a public hearing on the Tax Increment Financing Fund #97 budget for 2012-13 on Friday, May 18, 2012 at 8 a.m., Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 15, 2012.

Tax Increment Financing 97 Fund accounts for the public activities in the northern part of downtown. Over the next 15 years this fund will continue to make payments on the Hardy Parking Deck bonds. The budgeted amount for 2012-13 is \$704,000 shown as a Transfer Out to Debt Service Fund. Other expenses are to compensate the City of Traverse City for engineering and other work and the DDA for administrative and operational costs. As in the past year, the City of Traverse City compensation will be based on .1% of the taxable value in the district, estimated to be \$84,300. While legal costs are still invoiced to the DDA, the City does not invoice for audit and insurance costs as in the past.

The largest expenditures are in capital outlay. While the Capital Improvement Plan (CIP) details \$3,928,500 in expenditures, only \$2,300,000 is budgeted due to the limitations of the fund, and a realization that it is most unlikely all of the listed projects will actually be completed entirely in the coming fiscal year. The DDA Board of Directors went through a prioritization process with Public Restrooms, Bayfront and General Street Improvements as the top priorities. They also recognized that many of the projects are tied directly with the private sector, and those are notated in the descriptions below:

**PUBLIC RESTROOMS AT LOT "O" (\$316,000)** The Public Restroom Committee is pursuing public restrooms in two phases. The first is to reach agreement with a number of businesses which would grant public easements over a three year period and be compensated for that easement and conditions of the easement (hours, ADA accessibility, etc.). At the same time, we hope to pursue a separate approach by providing public restrooms at Lot "O" which would occur after the completion of the environmental clean-up at the site in the coming year using Parking System funds.

**CASS STREET TUNNEL (\$560,000)** The DDA is dedicated funds to make improvements to the Cass Street Tunnel with the goal of making it open on a year round basis.

**200 BLOCK ALLEY IMPROVEMENTS (\$817,000)** At a minimum, replacement of the pedestrian bridge is envisioned.

**GARLAND STREET RECONSTRUCTION (\$144,000)** Hotel Indigo and adjacent properties. While the CIP envisions the total cost to be \$840,000, the budget includes \$144,000 because we do not expect to complete the entire project within the upcoming year. Redevelopment of the properties to the east of the Hotel and tunnel is hoped for before streetscapes is completed.

**PINE STREET PEDESTRIAN WAY (\$1,360,000)** We do not anticipate completing this entire project in the coming year, so will not expend this total, but there is a strong possibility of completing the Front Street plaza and the bridge as part of the Pine & State street project.

**OPERA HOUSE ROOF (\$200,000)** The roof is leaking which causes damage to the restored interior. In addition, significant annual savings are expected to the operations of this City historic building. The City's Opera House Fund is gradually improving as rents pay off the renovation loan, but are not expected to meet the crisis of a leaking roof.

**WEST STATE & PINE RECONSTRUCTION (\$160,000)** This project, originally planned to coincide with redevelopment in the area, is now poised to move forward in the coming year with outside funding. The DDA will provide part of the match. At this point, it is envisioned to deal with utilities and a complete reconstruction of the street. Sidewalks will be replaced as needed, though

streetscapes amenities may wait for future development.

WIFI (\$41,500) – This project, if pursued with Traverse City Light & Power, will require a commitment over ten years.

TRIANGLE PARK (\$110,000) *Real Estate One* If a proposed redevelopment proceeds at Real Estate One on East Front, the projected tax revenue would be dedicated to improvements in that immediate area, including the park at Grandview Parkway and Front.

WEST FRONT BRIDGE REPLACEMENT (\$220,000) Leveraging other funds, the DDA has committed to replacing the vehicular bridge as part of the West State and Pine project.

RIVERWEST PARKING – This development if pursued by the DDA Board and City Commission will require bonding for the construction of a parking deck at Pine and Front Streets. Such bonding will rely on the new investment from the *Riverwest Development* and other revenue in the TIF 97 fund at the time it is put forward. At that time, the City will need to determine the viability of the funding in relationship to other projects listed

The revenue line item “Contribution for Other Governmental Entity” includes a planned \$145,000 reimbursement from the Grand Traverse County Brownfield Redevelopment Authority (BRA) for costs associated with the Hardy Parking Deck.

City of Traverse City, Michigan  
 COMPONENT UNIT  
 TAX INCREMENT FINANCING 97 FUND  
 For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Property Taxes	\$ 1,106,949	\$ 1,181,104	\$ 1,352,600	\$ 1,325,000	\$ 1,330,900
Grants	-	12,983	45,000	7,250	-
Reimbursements	145,245	145,000	149,000	145,000	145,000
Interest Revenue	13,619	5,415	5,000	6,500	4,000
<b>TOTAL REVENUES</b>	<b>1,265,813</b>	<b>1,344,502</b>	<b>1,551,600</b>	<b>1,483,750</b>	<b>1,479,900</b>
<b>EXPENDITURES</b>					
Professional Services	294,009	198,123	150,000	151,000	180,000
Printing and Publishing	120	661	1,000	1,000	1,000
Insurance and Bonds	2,069	-	-	-	-
Contribution To Other Governmen	652,198	651,203	675,045	675,045	704,000
Capital Outlay	359,434	247,024	1,371,900	325,000	2,300,000
<b>TOTAL EXPENDITURES</b>	<b>1,307,830</b>	<b>1,097,011</b>	<b>2,197,945</b>	<b>1,152,045</b>	<b>3,185,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(42,017)</b>	<b>247,491</b>	<b>(646,345)</b>	<b>331,705</b>	<b>(1,705,100)</b>
<hr/>					
Beginning Fund Balance	1,201,821	1,159,804	1,407,295	1,407,295	1,739,000
Ending Fund Balance	\$ 1,159,804	\$ 1,407,295	\$ 760,950	\$ 1,739,000	\$ 33,900

## **DDA TAX INCREMENT FINANCING FUND #2**

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The DDA Board of Directors will hold a public hearing on the Tax Increment Financing Fund #2 budget for 2012-13 on Friday, May 18, 2012 at 8 a.m., Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 15, 2012.

Tax Increment Financing Fund #2 accounts for the public activities in the area of Old Town, including River's Edge and the Midtown project. Over the remaining life of the fund, it will make payments on the Old Town Parking Deck bonds. The budgeted amount for 2012-13 is \$1,158,500 shown as a Transfer Out to Debt Service Fund. Other expenses are to compensate the City of Traverse City for engineering and other costs and the DDA for administrative and operational costs. As in the past year, the City of Traverse City compensation will be based on .1% of the taxable value in the district, estimated to be \$36,000. While legal costs are still invoiced to the DDA, the City does not invoice for audit and insurance costs as in the past. Included in the Capital Improvement Plan is an expenditure of \$272,750 for streetscapes anticipated on Cass and/or Lake Streets, \$150,000 for Eighth Street bridge repair and \$20,750 as an annual payment for WIFI.

Added to the Professional/Contractual line item this year, is \$100,000 to reflect a contract with the History Center for services in the coming year, if the DDA and the City of Traverse City amend the TIF plan, and if the DDA approves a contract with the History Center for services and/or capital expenditures.

Re-payment from the Grand Traverse County Brownfield Redevelopment Authority for infrastructure previously paid by the TIF 2 fund is expected in the coming year in the amount of \$500,000.

City of Traverse City, Michigan  
 COMPONENT UNIT  
 TAX INCREMENT FINANCING 2 FUND  
 For the Budget Year 2012-13

	FY 09/10 Actual	FY 10/11 Actual	FY 11/12 Budget	FY 11/12 Projected	FY 12/13 Requested
<b>REVENUES</b>					
Property Taxes	\$ 709,797	\$ 740,875	\$ 760,200	\$ 744,000	\$ 748,300
Reimbursements	-	-	-	-	-
Contribution from other government	-	145,735	351,000	580,000	500,000
Interest Revenue	21,789	5,868	5,000	5,500	3,000
<b>TOTAL REVENUES</b>	<b>731,586</b>	<b>892,478</b>	<b>1,116,200</b>	<b>1,329,500</b>	<b>1,251,300</b>
<b>EXPENDITURES</b>					
Administrative / Engineering	66,635	71,839	81,000	73,500	76,000
Professional Services	34,100	32,125	40,000	35,000	137,000
Printing and Publishing	99	354	500	500	500
Insurance and Bonds	1,336	-	-	-	-
Contribution To Other Government	940,938	1,205,706	1,293,800	1,318,210	1,158,500
Capital Outlay	109,297	65,078	101,750	35,000	443,500
<b>TOTAL EXPENDITURES</b>	<b>1,152,405</b>	<b>1,375,102</b>	<b>1,517,050</b>	<b>1,462,210</b>	<b>1,815,500</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(420,819)</b>	<b>(482,624)</b>	<b>(400,850)</b>	<b>(132,710)</b>	<b>(564,200)</b>
<hr/>					
Beginning Fund Balance	2,249,413	1,828,594	1,345,970	1,345,970	1,213,260
Ending Fund Balance	<b>\$ 1,828,594</b>	<b>\$ 1,345,970</b>	<b>\$ 945,120</b>	<b>\$ 1,213,260</b>	<b>\$ 649,060</b>

**City of Traverse City, Michigan**  
**Property Tax Millage Rates - All Overlapping Governments**  
**2001-2011**

Tax Year	City	County	School	Other	Total
2001 - Homestead	13.5447	5.3931	9.1000	10.4176	38.4554
2001 - Non-Homestead	13.5447	5.3931	27.1000	10.4176	56.4554
2002 - Homestead	13.3943	5.3165	9.1000	8.5532	36.3640
2002 - Non-Homestead	13.3943	5.3165	27.1000	8.5532	54.3640
2003 - Homestead	13.2295	5.2112	8.1000	8.6072	35.1479
2003 - Non-Homestead	13.2295	5.2112	26.1000	8.6072	53.1479
2004 - Homestead	13.2295	5.1267	9.1000	8.6644	36.1206
2004 - Non-Homestead	13.2295	5.1267	27.1000	8.6644	54.1206
2005 - Homestead	13.2295	5.0815	9.1000	8.9366	36.3476
2005 - Non-Homestead	13.2295	5.0815	27.1000	8.9366	54.3476
2006 - Homestead	13.1765	5.0154	9.1000	8.8026	36.0945
2006 - Non-Homestead	13.1765	5.0154	27.1000	8.8026	54.0945
2007 - Homestead	13.1765	4.9838	9.1000	8.7742	36.0345
2007 - Non-Homestead	13.1765	4.9838	27.1000	8.7742	54.0345
2008 - Homestead	13.1765	4.9838	9.1000	8.7329	35.9932
2008 - Non-Homestead	13.1765	4.9838	27.1000	8.7329	53.9932
2009 - Homestead	13.1765	4.9838	9.1000	8.7405	36.0008
2009 - Non-Homestead	13.1765	4.9838	27.1000	8.7405	54.0008
2010 - Homestead	13.5567	4.9838	9.1000	8.8658	36.5063
2010 - Non-Homestead	13.5567	4.9838	27.1000	8.8658	54.5063
2011 - Homestead	13.0567	4.9838	9.1000	8.9423	36.0828
2011 - Non-Homestead	13.0567	4.9838	27.1000	8.9423	54.0828

**Other: Includes Commission on Aging, Northwestern Michigan College, BATA, District Library, Intermediate School District, Medical Care Facility, Recreation Authority Operating and Debt Service.**

**The City's rate does not reflect a levy for the Downtown Development Authority established in 1979 (for 2011 the millage rate was 1.8038).**

City of Traverse City, Michigan  
Number of Full-time Employees by Home Department  
Totals - Past Ten Years

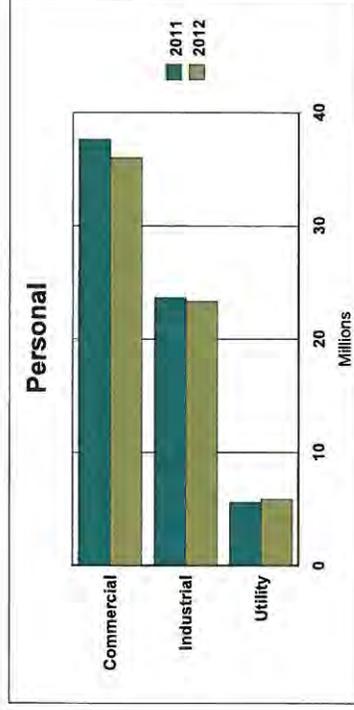
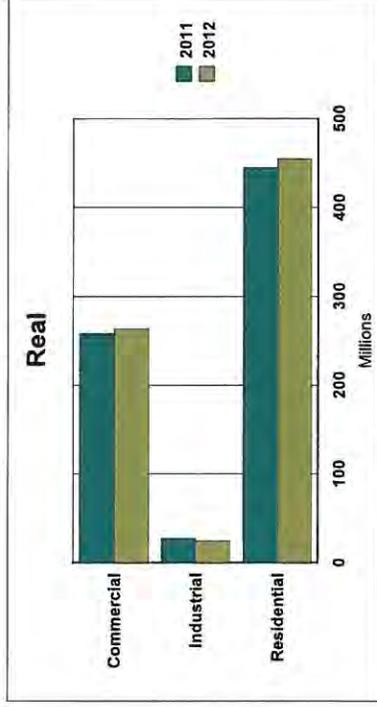
Department	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-2011	2011-12	2012-13
City Manager	4	3	3	3	3	3	3	3	3	3
Human Resources	2	2	2	2	2	2	2	1	1	1
DPS Director	1	1	1	1	2	0	0	0	0	0
Community Development	0	0	0	0	0	0	0	0	0	0
City Assessor	4	4	4	4	4	4	4	4	4	4
City Attorney	0	0	0	0	2	2	2	2	1	1
City Clerk	4	4	4	4	4	4	4	4	4	4
City Treasurer/Util. Acctg	10	10	10	10	10	10	10	10	10	10
City Cemetery	1	1	1	1	1	1	1	1	1	1
Police Department	36	36	36	36	36	36	34	33	30	28
Fire Department	27	29	31	31	31	31	27	26	25	23
Street Department	21	21	21	20	20	21	20	19	18	18
City Engineering	8	8	8	8	7	7	7	7	7	6
Parks & Recreation	17	17	16	16	16	15	14	14	12	10
Zoo Department	4	4	3	2	0	0	0	0	0	0
Planning & Zoning	3	3	3	3	3	3	4	4	4	4
Senior Center	2	2	2	2	2	2	2	2	1	1
Auto Parking	2	2	2	2	2	2	1	1	1	1
Water Treatment Plant	6	6	6	6	6	6	6	6	6	6
Water & Sewer Maint.	12	12	12	12	12	12	12	12	12	12
Marina	1	1	1	1	1	1	1	1	1	1
Garage Department	10	10	10	10	10	10	9	9	9	9
Total	175	176	176	174	174	172	163	159	150	143

Note: Full time equivalent status is shown on the department/fund budget page.

# 2012 MBOR CITY REVENUE

04/28/2011

	2011	2012	CHANGE	PER CENT CHANGE
<b>MBOR TAXABLE VALUE</b>	<b>797,857,379</b>	<b>808,739,259</b>	<b>11,081,880</b>	<b>0.41%</b>
<b>Real</b>				
Commercial	257,990,159	263,410,141	5,419,982	2.10%
Industrial	27,581,353	25,143,592	(2,437,761)	-8.84%
Residential	445,207,867	454,940,161	9,732,294	2.19%
<b>Personal</b>				
Commercial	37,611,600	36,004,565	(1,607,035)	-4.27%
Industrial	23,651,900	23,346,600	(305,300)	-1.29%
Utility	5,614,500	5,894,200	279,700	4.98%
Residential	0	0	0	NA
<b>MILLAGE (ESTIMATE)</b>	<b>11.1167</b>	<b>11.1167</b>	<b>0.0000</b>	<b>0.00%</b>
TIF 97 CAPTURE	51,472,301	52,830,863	1,358,562	2.64%
TIF II CAPTURE	28,932,076	29,240,379	308,303	1.07%
CSX CAPTURE	7,105,110	7,065,916	(39,194)	-0.55%
TRAVERSE HOUSE CAPTURE	1,837,086	1,840,286	3,200	0.17%
TC CAST CAPTURE	1,250,613	1,131,580	(119,033)	-9.52%
COMMONS	136,278	140,569	4,291	3.15%
RENNISSANCE ZONES	10,643,808	10,562,416	(81,392)	-0.76%
BLARNEY CASTLE	24,725	30,960	6,235	25.22%
BRIAR HILL	0	66913	66,913	na
JIMMY JOHNS	3,149	5,366	2,217	70.40%
<b>NET TAXABLE</b>	<b>696,252,233</b>	<b>705,824,011</b>	<b>9,571,778</b>	<b>1.37%</b>
<b>GROSS REVENUE</b>	<b>\$8,867,318</b>	<b>\$8,950,512</b>	<b>\$123,194</b>	<b>1.39%</b>
<b>Real</b>				
Commercial	\$2,867,999	\$2,928,252	\$60,252	2.10%
Industrial	\$306,614	\$279,514	(\$27,100)	-8.84%
Residential	\$4,949,242	\$5,057,433	\$108,191	2.19%
<b>Personal</b>				
Commercial	\$418,117	\$400,252	(\$17,865)	-4.27%
Industrial	\$262,931	\$259,537	(\$3,394)	-1.29%
Utility	\$62,415	\$65,524	\$3,109	4.98%
Residential	\$0	\$0	\$0	NA
TIF 97 CAPTURE	\$572,202	\$587,305	\$15,103	2.64%
TIF II CAPTURE	\$321,629	\$325,057	\$3,427	1.07%
CSX CAPTURE	\$78,985	\$78,550	(\$436)	-0.55%
TRAVERSE HOUSE CAPTURE	\$20,422	\$20,458	\$36	NA
TC CAST CAPTURE	\$13,903	\$12,579	(\$1,323)	NA
COMMONS	\$1,515	\$1,563	\$48	3.15%
RENNISSANCE ZONES	\$118,324	\$117,419	(\$905)	-0.76%
BLARNEY CASTLE	\$275	\$344	\$69	25.22%
BRIAR HILL	0	0	\$0	0.00%
JIMMY JOHNS	\$35	\$60	\$25	0.00%
GARFIELD TWP (425)	38,000	38,000	\$38,000	0.00%
<b>NET REVENUE</b>	<b>\$7,702,027</b>	<b>\$7,809,178</b>	<b>\$107,150</b>	<b>1.39%</b>



**CITY OF TRAVERSE CITY**  
**Required Supplementary Information**  
**Act 345 Pension Trust Fund**  
**Schedule of Funding Progress**

The below contributions are for pension benefits only and do not include amounts contributed for health care coverage.

Actuarial valuation date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) -Entry Age (b)	Unfunded AAL (b - a)	Funded Ratio (a / b)	Covered Payroll (c)	UAAL as a Percentage of Covered payroll ((b - a) / c)
6/30/2001	\$ 23,695,203	\$ 19,552,221	\$ (4,142,982)	121.2%	\$ 2,467,235	0.0%
6/30/2002	23,592,627	20,540,751	(3,051,876)	114.9	2,393,258	0.0
6/30/2003	22,842,110	21,175,431	(1,666,679)	107.9	2,402,524	0.0
6/30/2004	22,038,257	22,711,298	673,041	97.0	2,671,393	25.2
6/30/2005	21,881,463	24,977,924	3,096,461	87.6	3,139,509	98.6
6/30/2006	22,591,340	26,163,253	3,571,913	86.3	3,509,371	101.8
6/30/2007	24,182,785	26,789,239	2,606,454	90.3	3,234,852	80.6
6/30/2008	24,838,458	28,047,507	3,209,049	88.6	3,173,479	101.1
6/30/2009	23,755,156	31,384,903	7,629,747	75.7	3,348,677	227.8
6/30/2010	22,950,947	34,264,396	11,313,449	67.0	3,308,083	342.0

**SCHEDULE OF EMPLOYER CONTRIBUTIONS**

Year ended/valuation June 30	Annual Required Contribution	Percentage Contributed
2002 / 2001	\$ 276,417	100%
2003 / 2002	342,511	100%
2004 / 2003	396,681	100%
2005 / 2004	615,269	100%
2006 / 2005	877,938	100%
2007 / 2006	987,602	100%
2008 / 2007	897,502	100%
2009 / 2008	924,911	100%
2010 / 2009	1,154,441	100%
2011 / 2010	1,206,390	100%

**CITY OF TRAVERSE CITY**  
**Required Supplementary Information**  
**Act 345 Pension Trust Fund**  
**Schedule of Funding Progress**

The below contributions are for health care benefits only and do not include amounts contributed for pension.

Actuarial valuation date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) -Entry Age (b)	Unfunded AAL (b - a)	Funded Ratio (a / b)	Covered Payroll (c)	UAAL as a Percentage of Covered payroll ((b - a) / c)
6/30/2001	\$ 2,331,155	\$ 6,983,905	\$ 4,652,750	33.4%	\$ 2,467,235	188.6%
6/30/2002	2,434,672	7,769,958	5,335,286	31.3	2,393,258	222.9
6/30/2003	2,590,432	8,072,071	5,481,639	32.1	2,402,524	228.2
6/30/2004	2,645,396	8,091,713	5,446,317	32.7	2,671,393	203.9
6/30/2005	2,723,028	8,218,900	5,495,872	33.1	3,139,509	175.1
6/30/2006	2,977,346	8,643,119	5,665,773	34.4	3,509,371	161.5
6/30/2007	3,444,580	8,402,945	4,958,365	41.0	3,234,852	153.3
6/30/2008	3,655,194	6,710,657	3,055,463	54.5	3,173,479	96.3
6/30/2009	3,700,439	6,835,257	3,134,818	54.1	3,348,677	93.6
6/30/2010	3,774,317	7,115,866	3,341,549	53.0	3,308,083	101.0

**SCHEDULE OF EMPLOYER CONTRIBUTIONS**

Year ended/valuation June 30	Annual Required Contribution	Percentage Contributed
2002 / 2001	\$ 253,936	100%
2003 / 2002	291,832	100
2004 / 2003	306,560	100
2005 / 2004	303,755	100
2006 / 2005	313,977	100
2007 / 2006	408,471	100
2008 / 2007	373,161	100
2009 / 2008	279,931	100
2010 / 2009	331,647	100
2011 / 2010	340,273	100

**SUMMARY OF ACTUARIAL METHODS AND ASSUMPTIONS**

The information presented in the required supplementary schedules was determined as part of the actuarial valuations at the date indicate Additional information as of the latest actuarial valuation follows:

Valuation date	June 30, 2010
Actuarial cost method	Individual entry-age actuarial cost method
Amortization method	Level percent
Remaining amortization period	29 years
Asset valuation method	4 years smoothed market
Actuarial assumptions	
Investment rate of return	7.50%
Projected salary increases	4.5-7.5%
Health care inflation	4.5-9.0%

**CITY OF TRAVERSE CITY**  
**Required Supplementary Information**  
**MERS Pension Plan**  
**Schedule of Funding Progress**

Actuarial valuation date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) -Entry Age (b)	Unfunded AAL (b - a)	Funded Ratio (a / b)	Covered Payroll (c)	UAAL as a Percentage of Covered payroll ((b - a) / c)
12/31/2001	\$ 30,940,918	\$ 34,985,033	\$ 4,044,115	88.4%	\$ 5,989,759	67.5%
12/31/2002	31,188,955	37,247,805	6,058,850	83.7	6,388,977	94.8
12/31/2003	32,827,731	40,174,115	7,346,384	81.7	6,905,057	106.4
12/31/2004	34,215,650	44,008,390	9,792,740	77.7	7,656,396	127.9
12/31/2005	35,574,162	45,667,466	10,093,304	77.9	7,442,267	135.6
12/31/2006	37,648,129	47,608,085	9,959,956	79.1	7,921,231	125.7
12/31/2007	40,033,232	50,210,221	10,176,989	79.7	8,079,158	126.0
12/31/2008	40,805,149	52,758,416	11,953,267	77.3	8,023,611	149.0
12/31/2009	40,980,261	54,216,489	13,236,228	75.6	7,971,182	166.1
12/31/2010	41,600,136	56,545,514	14,945,378	73.6	8,152,207	183.3

**SCHEDULE OF EMPLOYER CONTRIBUTIONS**

Year ended/valuation June 30	Annual Required Contribution	Percentage Contributed
2002 / 2001	\$ 660,626	100%
2003 / 2002	724,741	100
2004 / 2003	946,826	100
2005 / 2004	1,013,415	100
2006 / 2005	1,226,873	100
2007 / 2006	1,352,653	100
2008 / 2007	1,399,592	100
2009 / 2008	1,340,339	100
2010 / 2009	1,394,741	100
2011 / 2010	1,689,281	100

**SUMMARY OF ACTUARIAL METHODS AND ASSUMPTIONS**

The information presented in the required supplementary schedules was determined as part of the actuarial valuations at the date indicated. Additional information as of the latest actuarial valuation follows:

Valuation date	December 31, 2010
Actuarial cost method	Entry age normal cost method
Amortization method	Level percent
Remaining amortization period	28 years
Asset valuation method	10 year smoothed market
Actuarial assumptions	
Investment rate of return	8.00%
Projected salary increases	4.5-12.90%

**CITY OF TRAVERSE CITY**  
**Required Supplementary Information**  
**MERS Retiree Health Funding Vehicle**  
**Schedule of Funding Progress**

Actuarial valuation date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) -Entry Age (b)	Unfunded AAL (b - a)	Funded Ratio (a / b)	Covered Payroll (c)	UAAL as a Percentage of Covered payroll ((b - a) / c)
12/31/2006	\$ 1,079,242	\$ 4,622,001	\$ 3,542,759	23.4%	\$ 7,921,231	44.7%
12/31/2008	1,488,166	5,055,539	3,567,373	29.4	8,023,611	44.5

**SCHEDULE OF EMPLOYER CONTRIBUTIONS**

Year ended/valuation June 30	Annual Required Contribution	Percentage Contributed
2008 / 2007	\$ 274,606	100%
2009 / 2008	286,964	100%
2010 / 2009	303,667	100%
2011 / 2010	317,334	100%

**SUMMARY OF ACTUARIAL METHODS AND ASSUMPTIONS**

The information presented in the required supplementary schedules was determined as part of the actuarial valuations at the date indicated. Additional information as of the latest actuarial valuation follows:

Valuation date	December 31, 2008
Actuarial cost method	Individual entry age actuarial cost method
Amortization method	Level percent
Remaining amortization period	28 years
Asset valuation method	10 year smoothed market
Actuarial assumptions	
Investment rate of return	8.00%
Projected salary increases	4.8-12.90%

CITY OF TRAVERSE CITY, MICHIGAN  
SIX YEAR CAPITAL IMPROVEMENT PLAN  
Budget Year 2012-2013 by Fund

Date/Time Printed: 4/16/2012 2:15:17 PM

All Projects Submitted for 2012/13

\* - Indicates projects with multiple line items.  
+ - Indicates new projects submitted for review.

GENERAL FUND

	Carry Forward 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Funding Sum	Non-City Funds	Project Cost	Project ID
Cemetery											
Oakwood Cemetery Paving of Main Loop in First Addition	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$20,000.00	48
Oakwood Cemetery: Construct New Maintenance Facility	\$0.00	\$0.00	\$0.00	\$150,000.00	\$0.00	\$0.00	\$0.00	\$150,000.00	\$0.00	\$150,000.00	45
Oakwood Cemetery: Construct New Office	\$154,270.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$154,270.00	\$0.00	\$254,270.00	46
Oakwood Cemetery: Install Cremation Niches in Mausoleum	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$20,000.00	47
<b>Total Cemetery</b>	<b>\$154,270.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$190,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$344,270.00</b>	<b>\$0.00</b>	<b>\$444,270.00</b>	
Fire											
*Boiler Replacement	\$0.00	\$22,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$22,500.00	\$0.00	\$22,500.00	706
Overhead Garage Doors (FF#1 & FF#2)	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	370
<b>Total Fire</b>	<b>\$0.00</b>	<b>\$22,500.00</b>	<b>\$30,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$52,500.00</b>	<b>\$0.00</b>	<b>\$52,500.00</b>	
General Government											
*Annual Computers	\$0.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$180,000.00	\$0.00	\$180,000.00	711
City Clerk Document Management System	\$60,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00	36
City Treasurer Document Management System	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$20,000.00	4
<b>Total General Government</b>	<b>\$60,000.00</b>	<b>\$50,000.00</b>	<b>\$30,000.00</b>	<b>\$30,000.00</b>	<b>\$30,000.00</b>	<b>\$30,000.00</b>	<b>\$30,000.00</b>	<b>\$260,000.00</b>	<b>\$0.00</b>	<b>\$260,000.00</b>	
Parks & Rec.											
Ashton Park Playground	\$0.00	\$0.00	\$13,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$13,000.00	\$2,000.00	\$15,000.00	306
Boon Street Park Playground Improvements	\$0.00	\$0.00	\$0.00	\$8,000.00	\$0.00	\$0.00	\$0.00	\$8,000.00	\$2,000.00	\$10,000.00	539
Bryant Park Retaining Wall	\$0.00	\$0.00	\$45,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$45,000.00	\$45,000.00	\$90,000.00	26
Clancy Park Improvements - Phase 1	\$0.00	\$0.00	\$0.00	\$38,000.00	\$0.00	\$0.00	\$0.00	\$38,000.00	\$12,000.00	\$50,000.00	538
Clancy Park Phase 2 Improvements	\$0.00	\$0.00	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$5,000.00	\$30,000.00	305
Hannah Park Improvements	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	3
Hickory Hills Booster Pump and Well	\$0.00	\$0.00	\$40,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$40,000.00	\$10,000.00	\$50,000.00	34
Hickory Hills Lodge Replacement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$400,000.00	\$0.00	\$400,000.00	\$600,000.00	\$1,000,000.00	328
Hickory Hills Pole Barn	\$0.00	\$0.00	\$75,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$75,000.00	\$5,000.00	\$80,000.00	328
Indian Woods Playground	\$0.00	\$0.00	\$0.00	\$15,000.00	\$0.00	\$0.00	\$0.00	\$15,000.00	\$5,000.00	\$20,000.00	309
Lav Park Improvements	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$30,000.00	\$80,000.00	679
*Off-Leash Dog Park at Veterans Park	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,000.00	\$15,000.00	684
*Park Sign Replacement	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	543
Rose and Boyd Park (Triangle Park)	\$0.00	\$0.00	\$8,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,000.00	\$2,000.00	\$10,000.00	170
Union Street Dam: Keep or redesign Union St Dam	\$0.00	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$20,000.00	172
Union Street Dam: Outlet relining	\$0.00	\$0.00	\$0.00	\$400,000.00	\$0.00	\$0.00	\$0.00	\$400,000.00	\$0.00	\$400,000.00	172
Union Street Dam: Toe Drain	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$50,000.00	168
<b>Total Parks &amp; Rec.</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$188,000.00</b>	<b>\$561,000.00</b>	<b>\$98,000.00</b>	<b>\$400,000.00</b>	<b>\$0.00</b>	<b>\$1,247,000.00</b>	<b>\$733,000.00</b>	<b>\$1,980,000.00</b>	
Streets											
Annual Streets Program	\$0.00	\$1,125,000.00	\$900,000.00	\$900,000.00	\$900,000.00	\$900,000.00	\$900,000.00	\$5,625,000.00	\$0.00	\$5,625,000.00	14
Bryant Park Stormwater grant	\$6,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,000.00	\$240,000.00	\$246,000.00	637
Depot Area Utilities (-Water +WasteWater)	\$0.00	\$0.00	\$150,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150,000.00	\$0.00	\$150,000.00	346
Division Street	\$0.00	\$0.00	\$2,000,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000,000.00	\$15,000,000.00	\$17,000,000.00	320
Dump Station (+WasteWater)	\$0.00	\$0.00	\$60,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00	345
East Bay Stormwater grant (In-kind)	\$34,500.00	\$29,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$64,000.00	\$745,000.00	\$809,000.00	638
Grand Traverse Commons Infrastructure	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,223,095.00	\$1,223,095.00	616
Kids Creek Stormwater Grant	\$0.00	\$0.00	\$80,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80,000.00	\$116,000.00	\$196,000.00	322
Traffic Signal Power Backup	\$0.00	\$22,500.00	\$22,500.00	\$22,500.00	\$22,500.00	\$22,500.00	\$22,500.00	\$135,000.00	\$0.00	\$135,000.00	15
Traffic Signal Upgrades	\$0.00	\$10,000.00	\$120,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130,000.00	\$0.00	\$130,000.00	16
West Front Street, Division to City limits	\$0.00	\$0.00	\$123,750.00	\$0.00	\$0.00	\$0.00	\$0.00	\$123,750.00	\$375,000.00	\$500,000.00	633
<b>Total Streets</b>	<b>\$40,500.00</b>	<b>\$1,187,000.00</b>	<b>\$3,456,250.00</b>	<b>\$922,500.00</b>	<b>\$922,500.00</b>	<b>\$922,500.00</b>	<b>\$922,500.00</b>	<b>\$8,373,750.00</b>	<b>\$17,699,095.00</b>	<b>\$26,129,095.00</b>	
Walkways/Bike Paths											
Annual Boardwalk/Streetscape Maintenance	\$18,772.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$68,772.00	\$0.00	\$68,772.00	1
Annual Sidewalk Improvements	\$0.00	\$125,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$625,000.00	\$0.00	\$625,000.00	365
Boardman Lake Trail - West - Transportation Alternate	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$144,500.00	\$144,500.00	628
Boardman Lake Trail - West (10th - 16th)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$392,000.00	\$392,000.00	347
Boardman Lake Trail-West (16th to S. Airport)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,793,000.00	\$2,793,000.00	570
Boardman River Walk south of 8th Street Bridge	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$460,000.00	\$460,000.00	316
<b>Total Walkways/Bike Paths</b>	<b>\$18,772.00</b>	<b>\$125,000.00</b>	<b>\$150,000.00</b>	<b>\$100,000.00</b>	<b>\$100,000.00</b>	<b>\$100,000.00</b>	<b>\$100,000.00</b>	<b>\$693,772.00</b>	<b>\$3,789,500.00</b>	<b>\$4,483,272.00</b>	
<b>TOTAL GENERAL FUND</b>	<b>\$273,542.00</b>	<b>\$1,384,500.00</b>	<b>\$3,854,250.00</b>	<b>\$1,803,500.00</b>	<b>\$1,150,500.00</b>	<b>\$1,452,500.00</b>	<b>\$1,052,500.00</b>	<b>\$10,971,292.00</b>	<b>\$22,221,595.00</b>	<b>\$33,349,137.00</b>	

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**BROWN BRIDGE MAINTENANCE FUND FUND**

	Carry Forward 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Funding Sum	Non-City Funds	Project Cost	Project ID
Brown Bridge Master Plan	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$0.00	\$25,000.00	532
Brown Bridge: Bottomlands Trail	\$0.00	\$0.00	\$0.00	\$35,000.00	\$0.00	\$0.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	54
Brown Bridge: Upper and Lower Connector Bridges	\$0.00	\$0.00	\$110,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$110,000.00	\$0.00	\$110,000.00	51
<b>Total Brown Bridge Maintenance Fund</b>	<b>\$0.00</b>	<b>\$25,000.00</b>	<b>\$110,000.00</b>	<b>\$35,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$170,000.00</b>	<b>\$0.00</b>	<b>\$170,000.00</b>	
<b>TOTAL BROWN BRIDGE MAINTENANCE FUND FUND</b>		<b>\$25,000.00</b>	<b>\$110,000.00</b>	<b>\$35,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$170,000.00</b>	<b>\$0.00</b>	<b>\$170,000.00</b>	

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OPERA HOUSE FUND

	Carry Forward 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Funding Sum	Non-City Funds	Project Cost	Project ID
Opera House Heating System	\$0.00	\$0.00	\$65,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65,000.00	\$0.00	\$65,000.00	142
Total Opera House	\$0.00	\$0.00	\$65,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65,000.00	\$0.00	\$65,000.00	
<b>TOTAL OPERA HOUSE FUND</b>			<b>\$65,000.00</b>					<b>\$65,000.00</b>		<b>\$65,000.00</b>	

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HARDY DECK BALANCE FUND

	Carry Forward 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Funding Sum	Non-City Funds	Project Cost	Project ID
Hardy Deck Balance											
*East Front Streetscapes (Boardman to Grandview Parkway)	\$0.00	\$257,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$257,500.00	\$0.00	\$515,000.00	705
Park Street Streetscapes	\$0.00	\$515,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$515,000.00	\$0.00	\$515,000.00	18
* West State & Pine St Reconstruction	\$0.00	\$300,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300,000.00	\$0.00	\$300,000.00	710
Total Hardy Deck Balance	\$0.00	\$1,072,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,072,500.00	\$0.00	\$1,330,000.00	
TOTAL HARDY DECK BALANCE FUND		\$1,072,500.00						\$1,072,500.00	\$0.00	\$1,330,000.00	

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AUTO PARKING SYSTEM FUND

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	Carry Forward 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Funding Sum	Non-City Funds	Project Cost	Project ID
Auto Parking System											
*Bay Street Parking Division to Oak St. & east of Oak (+GF +SID)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$476,425.00	\$0.00	\$476,425.00	\$0.00	\$676,425.00	709
Hardy Deck LED light replacement	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$10,000.00	\$60,000.00	138
Hardy Deck Ramp & Caulking Repair	\$123,270.00	\$131,630.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$254,900.00	\$0.00	\$254,900.00	639
Lot. B Rehab	\$0.00	\$0.00	\$0.00	\$92,000.00	\$0.00	\$0.00	\$0.00	\$92,000.00	\$0.00	\$92,000.00	545
Lot. D Reconstruction	\$0.00	\$0.00	\$143,750.00	\$0.00	\$0.00	\$0.00	\$0.00	\$143,750.00	\$225,000.00	\$368,750.00	550
*Lot O Remediation	\$0.00	\$430,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$430,000.00	\$0.00	\$430,000.00	708
Lots W and N Restructuring	\$0.00	\$58,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$58,500.00	\$0.00	\$58,500.00	133
Parking Lot Sign Replacement	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	135
Parking Meter Conversion Equipment	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	572
Warehouse District Parking Enhancement	\$0.00	\$70,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,000.00	\$0.00	\$70,000.00	131
Total Auto Parking System	\$203,270.00	\$750,130.00	\$143,750.00	\$92,000.00	\$0.00	\$476,425.00	\$0.00	\$1,665,575.00	\$235,000.00	\$2,100,575.00	
TOTAL AUTO PARKING SYSTEM FUND	\$203,270.00	\$750,130.00	\$143,750.00	\$92,000.00	\$0.00	\$476,425.00	\$0.00	\$1,665,575.00	\$235,000.00	\$2,100,575.00	

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WASTE WATER FUND

	Carry Forward 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Funding Sum	Non-City Funds	Project Cost	Project ID
<b>Sewer Collection System</b>											
Annual Sewer Rehab/Replace	\$0.00	\$467,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$2,717,000.00	\$0.00	\$2,717,000.00	366
Annual Storm Water Management Program	\$0.00	\$0.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$250,000.00	\$0.00	\$250,000.00	13
Auto Meter Reading System AMR (+Water)	\$0.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$240,000.00	\$0.00	\$240,000.00	344
Catch Basin & Manhole Casing Replacement	\$0.00	\$0.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$90,000.00	\$0.00	\$90,000.00	293
Depot Area utilities (+Water +General)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$0.00	\$100,000.00	358
Dump Station (+General Streets)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65,000.00	\$0.00	\$65,000.00	290
Install Generator Woodmere Pump	\$0.00	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$0.00	\$25,000.00	356
Water Meters	\$0.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00	\$0.00	\$375,000.00	534
<b>Total Sewer Collection System</b>	<b>\$0.00</b>	<b>\$582,000.00</b>	<b>\$835,000.00</b>	<b>\$645,000.00</b>	<b>\$615,000.00</b>	<b>\$540,000.00</b>	<b>\$540,000.00</b>	<b>\$3,862,000.00</b>	<b>\$0.00</b>	<b>\$3,862,000.00</b>	
<b>Sewer Plant &amp; Buildings</b>											
Plant - Biosolids recirculation and mixing system improvement	\$0.00	\$12,500.00	\$39,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,500.00	\$50,500.00	\$101,000.00	88
Plant - Membrane Replacement	\$0.00	\$267,000.00	\$534,000.00	\$534,000.00	\$267,000.00	\$267,000.00	\$267,000.00	\$2,403,000.00	\$2,403,000.00	\$4,806,000.00	87
Plant - Odor ductwork phase 2	\$95,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$95,000.00	\$95,000.00	\$190,000.00	89
Plant - Primary Chain Drive Replacement	\$0.00	\$0.00	\$45,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$45,500.00	\$45,500.00	\$91,000.00	91
Plant - Storage Building	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$30,000.00	\$60,000.00	286
Plant - WWTP SCADA operating system upgrade	\$0.00	\$66,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$66,000.00	\$66,000.00	\$132,000.00	93
*Soft Starts on process air blowers at WWTP	\$0.00	\$4,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,000.00	\$4,000.00	\$8,000.00	678
*Tuckpoint Front Street Lift Station	\$0.00	\$0.00	\$3,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,500.00	\$3,500.00	\$7,000.00	677
<b>Total Sewer Plant &amp; Buildings</b>	<b>\$95,000.00</b>	<b>\$349,500.00</b>	<b>\$651,000.00</b>	<b>\$534,000.00</b>	<b>\$267,000.00</b>	<b>\$267,000.00</b>	<b>\$267,000.00</b>	<b>\$2,697,500.00</b>	<b>\$2,697,500.00</b>	<b>\$5,395,000.00</b>	
<b>TOTAL WASTE WATER FUND</b>	<b>\$95,000.00</b>	<b>\$931,500.00</b>	<b>\$1,486,000.00</b>	<b>\$1,179,000.00</b>	<b>\$882,000.00</b>	<b>\$807,000.00</b>	<b>\$807,000.00</b>	<b>\$6,559,500.00</b>	<b>\$2,697,500.00</b>	<b>\$9,257,000.00</b>	

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WATER FUND

	Carry Forward 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Funding Sum	Non-City Funds	Project Cost	Project ID
<b>Water Distribution System</b>											
Annual Water Rehab/Replace	\$0.00	\$180,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$2,430,000.00	\$0.00	\$2,430,000.00	367
Auto Meter Reading System (AMR) (+WasteWater)	\$0.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$240,000.00	\$0.00	\$240,000.00	288
Barflow Reservoir Re coating	\$0.00	\$0.00	\$750,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$750,000.00	\$0.00	\$750,000.00	113
Depot Area Utilities (+WasteWater +General)	\$0.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$0.00	\$100,000.00	359
Union Street Dam: Move or Sleeve Waterline	\$0.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$50,000.00	171
Water Meters	\$0.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$375,000.00	\$0.00	\$375,000.00	533
<b>Total Water Distribution System</b>	<b>\$0.00</b>	<b>\$295,000.00</b>	<b>\$1,465,000.00</b>	<b>\$565,000.00</b>	<b>\$565,000.00</b>	<b>\$565,000.00</b>	<b>\$565,000.00</b>	<b>\$3,945,000.00</b>	<b>\$0.00</b>	<b>\$3,945,000.00</b>	
<b>Water System Reliability Projects</b>											
Center Road Water Main Replacement (+Elmwood Twp SID)	\$0.00	\$0.00	\$130,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130,000.00	\$130,000.00	\$280,000.00	116
Midtown Water Transmission Line	\$0.00	\$0.00	\$280,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$280,000.00	\$0.00	\$280,000.00	115
Plant - Low Service Pump Upgrade - Plant	\$0.00	\$0.00	\$0.00	\$2,150,000.00	\$0.00	\$0.00	\$0.00	\$2,150,000.00	\$0.00	\$2,150,000.00	123
Plant - Raw Water Intake	\$0.00	\$0.00	\$0.00	\$4,000,000.00	\$0.00	\$0.00	\$0.00	\$4,000,000.00	\$0.00	\$4,000,000.00	119
Regional Water Storage	\$0.00	\$0.00	\$245,000.00	\$4,000,000.00	\$0.00	\$0.00	\$0.00	\$4,245,000.00	\$0.00	\$4,245,000.00	122
Wayne Hill Watermain Replacement	\$0.00	\$0.00	\$190,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$190,000.00	\$0.00	\$380,000.00	117
<b>Total Water System Reliability Projects</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$645,000.00</b>	<b>\$10,150,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$10,995,000.00</b>	<b>\$130,000.00</b>	<b>\$11,315,000.00</b>	
<b>Water Treatment</b>											
Filter Turbidimeter Replacement	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	504
Plant - Filter Media Replacement - Plant	\$0.00	\$0.00	\$250,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250,000.00	\$0.00	\$250,000.00	114
Plant - Freight Elevator Compliance	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	121
Plant - Huron Hills Booster Station Pump Up Grade	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	108
Plant - SCADA	\$0.00	\$300,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300,000.00	\$0.00	\$300,000.00	103
Replacement of Air Compressors	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$0.00	\$25,000.00	507
Replacement of Filter Valves	\$0.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$100,000.00	\$0.00	\$100,000.00	503
Sump Pump Replacement	\$0.00	\$40,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$40,000.00	\$0.00	\$40,000.00	508
<b>Total Water Treatment</b>	<b>\$0.00</b>	<b>\$415,000.00</b>	<b>\$300,000.00</b>	<b>\$20,000.00</b>	<b>\$20,000.00</b>	<b>\$20,000.00</b>	<b>\$20,000.00</b>	<b>\$775,000.00</b>	<b>\$0.00</b>	<b>\$775,000.00</b>	
<b>TOTAL WATER FUND</b>	<b>\$0.00</b>	<b>\$710,000.00</b>	<b>\$2,610,000.00</b>	<b>\$10,735,000.00</b>	<b>\$585,000.00</b>	<b>\$585,000.00</b>	<b>\$490,000.00</b>	<b>\$15,715,000.00</b>	<b>\$130,000.00</b>	<b>\$16,035,000.00</b>	

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**GARAGE FUND**

	Carry Forward 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Funding Sum	Non-City Funds	Project Cost	Project ID
Annual Vehicle and Equipment Replacement (Garage)	\$1,000,000.00	\$1,100,000.00	\$1,155,000.00	\$1,212,750.00	\$1,273,387.00	\$0.00	\$0.00	\$5,741,137.00	\$0.00	\$5,741,137.00	126
*Co-Ray Heating replacement-Repair Shop Area, Vehicle Wash Area	\$0.00	\$65,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65,000.00	\$0.00	\$65,000.00	682
DPS Telephone System	\$0.00	\$35,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	299
Fleet Management Software/Hardware Upgrade	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$50,000.00	129
*Narrow Band Two-Way Radio Replacement	\$0.00	\$42,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$42,000.00	\$0.00	\$42,000.00	683
*Retrofit Sander Trucks With Updated Sander Controls.	\$0.00	\$21,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$21,000.00	\$0.00	\$21,000.00	685
<b>Total Garage</b>	<b>\$1,000,000.00</b>	<b>\$1,313,000.00</b>	<b>\$1,155,000.00</b>	<b>\$1,212,750.00</b>	<b>\$1,273,387.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$5,954,137.00</b>	<b>\$0.00</b>	<b>\$5,954,137.00</b>	
<b>TOTAL GARAGE FUND</b>	<b>\$1,000,000.00</b>	<b>\$1,313,000.00</b>	<b>\$1,155,000.00</b>	<b>\$1,212,750.00</b>	<b>\$1,273,387.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$5,954,137.00</b>	<b>\$0.00</b>	<b>\$5,954,137.00</b>	

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SIX YEAR CAPITAL IMPROVEMENT PLAN  
Budget Year 2012-2013 by Fund

All Projects Submitted for 2012/13

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+ -Indicates projects with multiple line items.  
\*-Indicates new projects submitted for review.  
TAX INCREMENT FINANCING FUND

	Carry Forward 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Funding Sum	Non-City Funds	Project Cost	Project ID
Cass & Lake: Streetscape Improvements (+SID)											
Eighth Street Bridge Repair	\$0.00	\$272,750.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$272,750.00	\$272,750.00	\$545,500.00	61
South Cass Street Bridge Repair (+TIF97)	\$0.00	\$150,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150,000.00	\$750,000.00	\$900,000.00	58
South Union Street Bridge Repair (+TIF97)	\$0.00	\$0.00	\$0.00	\$66,000.00	\$0.00	\$0.00	\$0.00	\$66,000.00	\$0.00	\$132,000.00	623
WIFI (&TIF97)	\$0.00	\$0.00	\$20,750.00	\$20,750.00	\$124,500.00	\$0.00	\$0.00	\$102,500.00	\$387,500.00	\$592,500.00	624
<b>Total TIF 2</b>	<b>\$20,750.00</b>	<b>\$443,500.00</b>	<b>\$20,750.00</b>	<b>\$86,750.00</b>	<b>\$227,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$798,750.00</b>	<b>\$1,410,250.00</b>	<b>\$2,668,000.00</b>	<b>641</b>
TIF 97											
200 Block Alley Basic Fix	\$70,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,000.00	\$0.00	\$70,000.00	644
*200 Block Alley Enhanced Improvements	\$0.00	\$817,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$817,000.00	\$0.00	\$817,000.00	714
*Cass Street Tunnel/Entrance	\$0.00	\$250,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250,000.00	\$0.00	\$250,000.00	712
Clinch Park Rehab Phase 1	\$225,400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$225,400.00	\$901,600.00	\$1,127,000.00	575
East Front Street, 300 Block Mid-Block Crosswalk	\$0.00	\$0.00	\$55,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$55,000.00	\$0.00	\$55,000.00	369
Farmers Market	\$0.00	\$0.00	\$1,000,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00	\$0.00	\$1,000,000.00	83
Garland Street Reconstruction/streetscapes	\$100,000.00	\$144,000.00	\$596,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$840,000.00	\$475,000.00	\$1,315,000.00	63
*Grandview Parkway Pedestrian Crossing Enhancement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	713
Lower Boardman River Enhancements	\$0.00	\$0.00	\$0.00	\$0.00	\$700,000.00	\$0.00	\$0.00	\$700,000.00	\$0.00	\$700,000.00	82
North Union Street Bridge Repair	\$0.00	\$0.00	\$0.00	\$0.00	\$212,000.00	\$0.00	\$0.00	\$212,000.00	\$0.00	\$212,000.00	184
Opera House: Roof Replacement	\$0.00	\$200,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200,000.00	\$0.00	\$200,000.00	181
Park Street Bridge Repair	\$0.00	\$0.00	\$150,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150,000.00	\$750,000.00	\$900,000.00	586
Pine Street Pedestrian Way	\$0.00	\$1,360,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,360,000.00	\$0.00	\$1,360,000.00	66
Public Restrooms at Lot O	\$0.00	\$316,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$316,000.00	\$0.00	\$316,000.00	646
South Cass Street Bridge Repair(+TIF2)	\$0.00	\$0.00	\$0.00	\$66,000.00	\$0.00	\$0.00	\$0.00	\$66,000.00	\$720,000.00	\$786,000.00	187
South Union Street Bridge Repair (+TIF2)	\$0.00	\$0.00	\$0.00	\$0.00	\$102,500.00	\$0.00	\$0.00	\$102,500.00	\$570,000.00	\$672,500.00	186
Triangle Park (Mini Park)	\$0.00	\$110,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$110,000.00	\$0.00	\$110,000.00	647
Wellington Plaza	\$0.00	\$0.00	\$175,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$175,000.00	\$0.00	\$175,000.00	648
West Front St Redevelopment (BOND)	\$0.00	\$0.00	\$1,100,000.00	\$1,100,000.00	\$1,100,000.00	\$0.00	\$0.00	\$3,300,000.00	\$0.00	\$3,300,000.00	645
West Front Street Bridge Replacement	\$0.00	\$220,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$220,000.00	\$1,100,000.00	\$1,320,000.00	535
West Slate & Pine Street Reconstruction	\$0.00	\$160,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$160,000.00	\$375,000.00	\$535,000.00	17
WIFI (&TIF2)	\$41,500.00	\$41,500.00	\$41,500.00	\$41,500.00	\$41,500.00	\$0.00	\$0.00	\$166,000.00	\$0.00	\$166,000.00	642
<b>Total TIF 97</b>	<b>\$436,900.00</b>	<b>\$3,618,500.00</b>	<b>\$2,117,500.00</b>	<b>\$2,207,500.00</b>	<b>\$1,944,000.00</b>	<b>\$1,353,500.00</b>	<b>\$1,266,000.00</b>	<b>\$12,943,900.00</b>	<b>\$4,891,600.00</b>	<b>\$18,211,500.00</b>	<b>642</b>
<b>TOTAL TAX INCREMENT FINANCING FUND</b>	<b>\$457,650.00</b>	<b>\$4,062,000.00</b>	<b>\$2,138,250.00</b>	<b>\$2,294,250.00</b>	<b>\$2,171,000.00</b>	<b>\$1,353,500.00</b>	<b>\$1,266,000.00</b>	<b>\$13,742,650.00</b>	<b>\$6,301,850.00</b>	<b>\$20,879,500.00</b>	<b>642</b>



## SIX YEAR CAPITAL IMPROVEMENTS PLAN – 2012

### INTERNAL FINANCING:

#### GENERATION:

##### Community Solar – 50 KW

*Location: Local solar generation either inside or outside city limits*

*Character: Solar panels either free standing or on buildings or rooftops*

*Extent: Costs related to installation of solar panels to provide up to 50 Kilowatts of generation.*

*Estimated Cost: \$400,000*

*Fiscal Year(s): 2012-13*

#### DISTRIBUTION and SUBSTATION:

##### Line Improvements, Extensions, New Services

*Location: Throughout the entire service area*

*Character: Construction/replacement of overhead and underground distribution facilities involving the use of wire, poles, meters, cabinets, and transformers.*

*Extent: This is an annual project in which wages, benefits, and equipment charges are capitalized for upgraded existing services or to provide for new customer services.*

*Estimated Cost: \$6.35 Million*

*Fiscal Year(s): 2012-13 through 2017-18 (Annual Program)*

##### Distribution Circuit Additions/Upgrades

*Location: Throughout the entire service area*

*Character: Construction of new overhead distribution circuits & replacement of existing deteriorated underground wire.*

*Extent: New circuits and upgrade of existing circuits to improve reliability and serve anticipated growth and replacement of deteriorated underground wires.*

*Estimated Cost: \$5.4 Million*

*Fiscal Year(s): 2012-13 through 2017-18 (Annual Program)*



## SIX YEAR CAPITAL IMPROVEMENTS PLAN – 2012

### DISTRIBUTION and SUBSTATION (continued):

#### Distribution Circuit Rebuild (NEW)

Location: *Throughout the entire service area. In 2012-13 the circuit BW-22 will be rebuilt which includes the area: South of 8<sup>th</sup> St. between Woodmere Ave & Garfield Ave (Traverse Heights Neighborhood) to Hammond and TraverseField.*

Character: *Replace deteriorated overhead/underground facilities with new wire, conduit, poles, etc. Conversion of overhead facilities to underground as appropriate.*

Extent: *New circuits and upgrade of existing circuits to improve reliability and serve anticipated growth to include undergrounding facilities as appropriate.*

Estimated Cost: *\$11.4 Million*

Fiscal Year(s): *2012-13 through 2017-18 (Annual Program)*

#### 69kV/13.8kV Distribution Substation-SOUTH

Location: *Southern portion of service area – possibly outside city limits*

Character: *Construction of new 69/13.8kV distribution substation.*

Extent: *To include land purchase and facilities*

Estimated Cost: *\$3.8 Million*

Fiscal Year(s): *2012-13*

#### Street Lighting System Additions

Location: *New street lighting along Silver Drive in the Grand Traverse Commons area*

Character: *LED street lighting.*

Extent: *Removal of any old street lights and installation of new LED street lights.*

Estimated Cost: *\$100,000*

Fiscal Year(s): *2012-13*

#### Street Lighting (LED) System Replacements (NEW)

Location: *Throughout the entire utility service area*

Character: *LED street lighting replacements.*

Extent: *Removal of any old high pressure sodium street lights and replace with LED lights.*

Estimated Cost: *\$960,000*

Fiscal Year(s): *2012-13 through 2017-18 (Annual Program)*



## SIX YEAR CAPITAL IMPROVEMENTS PLAN – 2012

### DISTRIBUTION and SUBSTATION (continued):

#### Pine Street Overhead to Underground Conversion

*Location: Starting from behind Hall Street Substation South along Pine Street & crossing the Boardman River*

*Character: Convert existing overhead distribution facilities to underground.*

*Extent: In concert with TIF 97 Plan for Pine Street projects – this is a two phase project as directed by the DDA through the TIF 97 Plan.*

*Estimated Cost: \$1 Million*

*Fiscal Year(s): 2012-13 through 2013-14*

### TRANSMISSION and SUBSTATION:

#### 69kV Load Break Switches

*Location: Three separate locations – South Airport Sub Junction on LaFranier Rd, Barlow Junction near Barlow Substation, & Cass Road Junction near Twelfth Street*

*Character: New steel poles & transmission switches*

*Extent: Replacing wood poles and switches with new steel poles & switches*

*Estimated Cost: up to \$600,000*

*Fiscal Year(s): 2014-15 through 2016-17*

#### 69kV Transmission Line and Substation – EAST

*Location: East Side of Service Area (substation and majority of the transmission line would be outside the city limits)*

*Character: Overhead transmission facilities to include new poles and wire*

*Extent: From a new transmission substation to an existing distribution substation*

*Estimated Cost: \$4.5 Million*

*Fiscal Year(s): 2012-13*

#### Transmission Line Reconductor

*Location: Existing transmission corridor along Hammond, Barlow, LaFranier, Cass, Wadsworth, and north end of Boardman Lake*

*Character: Overhead transmission facilities to include new poles and wire.*

*Extent: Reconductor/rebuilding of existing 69kV transmission lines with new 69kV transmission lines.*

*Estimated Cost: \$3.675 Million*

*Fiscal Year(s): 2014-15 through 2017-18*



## SIX YEAR CAPITAL IMPROVEMENTS PLAN – 2012

### FACILITIES:

#### M-72 Wind Turbine Refurbishment

*Location: Bugai Road @ M-72*

*Character: Replace existing gear box with new gear box*

*Extent: Repair or replacement due to normal wear.*

*Estimated Cost: \$150,000*

*Fiscal Year(s): 2015-16*

#### Hastings Service Center Facility Improvements

*Location: 1131 Hastings Street*

*Character: Site improvements to existing facility*

*Extent: Facility expansion/improvements*

*Estimated Cost: \$1.28 Million*

*Fiscal Year(s): 2012-13 through 2017-18 (Annual Program)*

### SCADA, COMMUNICATIONS, and OTHER ITEMS:

#### Smart Metering Technologies (AMI)

*Location: Entire Service Area*

*Character: Electric meters and software to accommodate smart metering capabilities.*

*Extent: An annual program to provide for the migration to electronic smart meters that will assist utility customers on energy use and reliability.*

*Estimated Cost: \$750,000*

*Fiscal Year(s): 2012-13 through 2017-18 (Annual Program)*

#### SCADA (Supervisory Control and Data Acquisition)/Dispatch Improvements

*Location: 1131 Hastings Street and Hall Street Substation*

*Character: Expansion of capabilities in 24 hour control center*

*Extent: Equipment upgrades and improvements/modifications to the current control room and to provide for a remote SCADA control center.*

*Estimated Cost: \$150,000*

*Fiscal Year(s): 2012-13*



## SIX YEAR CAPITAL IMPROVEMENTS PLAN – 2012

### FIBER OPTICS FUND:

#### Fiber Extensions – Customer Installations

Location: *Within the L&P service area*

Character: *Fiber optic facilities extending from current facilities.*

Extent: *Costs related to line extensions to customer facilities (either overhead or underground)*

Estimated Cost: *\$450,000*

Fiscal Year(s): *2012-13 through 2017-18 (Annual program)*

#### Wi-Fi Project

Location: *Within the L&P service area*

Character: *Upgrade of facilities to allow for Wi-Fi (wireless internet access)*

Extent: *Costs related to installing facilities that allow for open area wireless internet access, or “hot zones” in the DDA/TIF Districts.*

Estimated Cost: *\$160,000*

Fiscal Year(s): *2012-13*

**TRAVERSE CITY LIGHT & POWER  
SIX YEAR CAPITAL IMPROVEMENTS PLAN 2012**

*(This worksheet is for illustration purposes only and is supplemental information to the Plan)*

	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Project Totals	Project Notes	2011 Funding Level	Change
<b>INTERNAL FINANCING:</b>										
Generation:										
no change   Community Solar - 50KW	\$ 400,000	0	0	0	0	0	\$ 400,000		\$ 400,000	\$ -
Total Generation	400,000	0	0	0	0	0	400,000		400,000	0
<b>Distribution and Substation:</b>										
no change   Line Improvements, Extensions, New Services	950,000	1,000,000	1,050,000	1,100,000	1,150,000	1,100,000	6,350,000	Annual Program	\$ 6,275,000	\$ 75,000
CHANGE   OH to URG Conversion Projects (funding was combined with Distribution Circuit Rebuild line item)	-	-	-	-	-	-	0		\$ 6,500,000	\$ (6,500,000)
CHANGE   Distribution Circuit Additions/Upgrades (extent - circuit rebuild was removed and listed as a separate project)	900,000	900,000	900,000	900,000	900,000	900,000	5,400,000	Annual Program	\$ 11,300,000	\$ (5,900,000)
NEW   Distribution Circuit Rebuild	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	11,400,000		\$ 11,400,000	\$ -
no change   69KV/13.8KV Distribution Substation-SOUTH	3,800,000	-	-	-	-	-	3,800,000		\$ 5,000,000	\$ (1,200,000)
no change   Street Lighting System Additions	100,000	-	-	-	-	-	100,000		\$ 225,000	\$ (125,000)
NEW   Street Lighting (LED) System Replacements	160,000	160,000	160,000	160,000	160,000	160,000	960,000	Annual Program	\$ -	\$ 960,000
no change   Pine Street Overhead to Underground Conversion	500,000	500,000	-	-	-	-	1,000,000	With TIF 97 Project	\$ 1,000,000	\$ -
Total Distribution and Substation	8,310,000	4,460,000	4,010,000	4,060,000	4,110,000	4,060,000	29,010,000		\$ 30,300,000	\$ (1,290,000)
<b>Transmission and Substation:</b>										
no change   69KV Load Break Switches	-	-	200,000	200,000	200,000	-	600,000		\$ 600,000	\$ -
no change   69KV Transmission Line & Substation - EAST	4,500,000	-	-	-	-	-	4,500,000		\$ 5,200,000	\$ (700,000)
no change   Transmission Line Reconstructor	-	-	575,000	1,000,000	1,500,000	600,000	3,675,000		\$ 3,675,000	\$ -
Total Transmission and Substation	4,500,000	0	775,000	1,200,000	1,700,000	600,000	8,775,000		\$ 9,475,000	\$ (700,000)
<b>Facilities:</b>										
no change   M-72 Wind Turbine Refurbishment	-	-	-	150,000	-	-	150,000		\$ 150,000	\$ -
no change   Hasting Service Center Facility Improvements	580,000	500,000	50,000	50,000	50,000	50,000	1,280,000	Annual Program	\$ 2,750,000	\$ (1,470,000)
Total Facilities	580,000	500,000	50,000	200,000	50,000	50,000	1,430,000		\$ 2,900,000	\$ (1,470,000)
<b>SCADA, Communications, and Other Items:</b>										
no change   Smart Metering Technologies (AMI)	200,000	200,000	200,000	50,000	50,000	50,000	750,000	Annual Program	\$ 650,000	\$ 100,000
no change   SCADA/Dispatch Improvements	150,000	-	-	-	-	-	150,000		\$ 250,000	\$ (100,000)
Total SCADA, Communications & Other Items	350,000	200,000	200,000	50,000	50,000	50,000	900,000		\$ 900,000	\$ 0
<b>TOTAL INTERNAL FINANCING</b>	\$ 14,140,000	\$ 5,160,000	\$ 5,035,000	\$ 5,510,000	\$ 5,910,000	\$ 4,760,000	\$ 40,515,000		\$ 43,975,000	\$ (3,460,000)
<b>FIBER FUND PROJECTS:</b>										
no change   Fiber Extensions - Customer Installations	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 450,000	Annual Program	\$ 450,000	\$ -
no change   Wi-Fi Project - DDA	160,000	-	-	-	-	-	160,000		\$ 160,000	\$ -
Total Fiber Fund Projects	\$ 235,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 610,000		\$ 610,000	\$ -

*(Actual fiscal year that a project may be undertaken may differ from the fiscal year depicted in this spreadsheet. Dollar amounts are estimates.)*