DRAFT

City of Traverse City

2018-19 Annual Budget Report

Prepared by the City Treasurer's Office

City of Traverse City, Michigan – Budget Report
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The City of Traverse City – Office of the City Manager

Communication to the City Commission

TO: CITY COMMISSION

DATE: MAY 7, 2018

FROM: MARTY COLBURN, CITY MANAGER

SUBJECT: ANNUAL BUDGET REPORT FOR FY 2018/2019

Dear Mayor Carruthers and Commission members:

The proposed annual 2018/2019 budget is inclusive of this budget message, providing you information about the many valued municipal services for your review and consideration. The continuing dialogue at the state level of significant shifting of current and historical revenue cuts within the State of Michigan's statutory shared revenues continues to impact how we can pay for both the human and material capital costs necessary to meet the service and infrastructure needs of the community and our citizens.

The State of Michigan has restructured corporate taxes, and is phasing out personal property taxes. With the reduction of state-shared revenues and limited access to other state funding sources, maintaining these services and investment into capital projects continues to be a significant challenge as inflationary costs also eat into our financial capacities. It has become evident that the State of Michigan has chosen to limit its continued investment and commitment to local municipalities.

An optimist recognizes an opportunity in every challenge. The proposed 2018/2019 budget addresses upcoming challenges known to the City and offers solutions for your review and consideration. Your budget will make the final determination and express your ultimate policy statement. The final budget product will also serve as an historical record of City activities and services.

Tax Levy. The Headlee amendment ratified in 1978 was designed to limit the ability of local governments to levy new taxes and limit growth of property taxes. It also controls how authorized millage rates are calculated as it relates to growth of property. When growth on existing property is greater than inflation, then the local government must roll back its maximum

authorized millage rate so that increases in property tax revenue caused by growth on existing property does not exceed the annual inflation rate. This is called the "Headlee Rollback." We did have a negative impact on 2017 maximum allowable of -.1412 mills, leaving us a maximum allowable millage levy of 12.6967.

In 1994 Proposal A was passed. This legislation created differences in taxable value ("TV") and state equalized value ("SEV") because a growth cap was placed on TV. The annual growth on TV on individual parcels is limited to the lesser of inflation or 5%. With the improvement of the real estate market, we are seeing growth of real property values. When properties are sold they become uncapped and their new market values are re-set so that their TV equals to the SEV. Fortunately, we are seeing a number of properties within the City sold and the values becoming uncapped. Unfortunately, these uncapped properties are not exempt property for the purpose of the Headlee rollback. The product of these changes in state law is to penalize communities that have had market growth. The rollback formula reduces the cap of property taxing capacity that a local government has. The City Charter authorizes a maximum capacity of 15 mills. However, our tax levy remains at 11.1167 mills as established by the City Commission which was levied for the past six years. The levy is expected to generate approximately $9,785,000, which represents an increase of about $555,000 or 6.0%.

The ACT 345 levy remains at 2.32 mills. By Charter, this is a dedicated levy which can only be used for ACT 345 pension benefits for Police/Fire. This is a levy that was voted by the City electorate independent of the general fund levy. The millage rate is established by the actuarially-determined contribution required for the ACT 345 fund.

Planning, Zoning and Development. There are a noticeable number of major projects that are either under construction or in the planning stages that will have an impact on the City staff capacity. This is not inclusive of all projects. These developments are under construction or soon to be permitted:

- **340 E. State Street**, 5-story 39 unit apartment building.
- **300 E. State Street**, Park Place Convention Center.
- **1106, 1120 & 1128 E. Front Street**, New Rite Aid, Starbuck's and retail store.
- **215 N. Division**, Immaculate Conception new school.
- **1105 6th Street**, three level parking structure.
- **521 Depot Ct.**, Homestretch, 3-story 8 unit townhome.
- **13th Street across from Thirlby Field**, 13 single family homes.
- **1017 E. Front Street**, 10 single family homes.
- **537 & 539 Bay Street**, 4-story 15 unit residential condo.

- **1022 E. Traverse Hwy.**, site work for 21 single family homes.

- **135 & 139 E. 8th Street**, (2) 3 1/2–story 16 unit residential condo building (32 dwelling units).

- **710 Randolph**, across from Sleder's, (2) 4-story 12 unit townhouses and a 3-story 5 unit townhouse (29 dwelling units).

- **131 E. Eighth Street**, 3 1/2–story 16 unit residential condo building.

- **914 & 916 E. Front Street**, 3-story 16 unit residential building.

- **920 E. Front Street**, 3-story, 9 unit residential building.

These developments are in the planning stage:

- **205 Garland, 205 & 211 N. Union Street**, Breakwater, 4-story, 77 unit apartment building with a 5,000 s.f. restaurant and 3050 s.f. of retail.

- **400, 406, 408, 414 & 416 E. Eighth**, Higher Grounds building(s).

- **305 W. Front Street**, Front & Pine, 60' tall mixed use building, 237 dwelling units.

- **326 E. State Street**, 100' tall residential condo building (pending ballot approval and City Commission S.L.U.P. approval).

The Planning Department is working to support the land use applications for numerous projects and ensure appropriate administrative review and planning commission input and oversight is conducted. This is inclusive of creating an Active Transportation Plan, working with the Green Team on infrastructure components of the City, developing form-based zoning within portions of the City, working with the City Manager and the DDA with corridor development as well as supporting development of additional housing development opportunities. Issues of policy being addressed through the Planning Commission are inclusive of medical marihuana, tourist homes and child care facility regulations.

Labor. This upcoming budget year, the City will enter into labor negotiations on four Union contracts. This budget maintains the staffing of the City per current contracts. The City did not institute the Community Economic Development Director position. This past year, we did place two seasonal police officers concentrating on policing along the trails, neighborhoods, and special events. The targeting of community policing in these areas received very positive feedback.

Health insurance premiums are estimated to increase minimally at 1.4% beginning July 1, 2018. This was due primarily to a low loss ratio for the year. City employees pay 20% of the cost of

their health insurance. The combined inflationary factor within the categories for wages and health benefits costs account for increases in this budget.

Staff is working on a proposal with Grand Traverse County identifying a location within the Governmental Center to place a child care facility for employees. This would help maintain a valued stable workforce and relieve the significant shortage currently identified within the County.

Identifying the most significant staffing needs consistent to meeting the day to day needs, as well as evaluating the goals and objectives established by the City Commission, growing staff support for the Planning Department and Engineering is critical. Currently they share one administrative support staff. I recommend authorization of transferring the one full time support staff entirely to Planning and authorizing a part-time employee to Engineering. Additional administrative support within the Police Department currently has one part-time support employee processing evidence. I'm requesting to upgrade this position to full-time with additional administrative responsibilities. This will assist the Police Department with evidence collection/storage, accountability and disposal.

Administration. This upcoming year, the City will hold minimally two elections, a Primary on August 7, 2018 and a General Election on November 6, 2018 in which county, state and federal congressional seats will be determined. The City Clerk's office has been working with county and state governments replacing and training on new voting machines. Efforts are being taken to protect the integrity of the voting processes with assistance at all levels of government addressing technological advances in providing firewalls and activities to protect from outside interferences.

City administration is working with the "Green Team" to study and prepare means of implementing City Commission goals and objectives. This is inclusive of meeting 100% of local government electricity need for City operations with renewable energies by 2020. The Green Team is comprised of individuals with specific expertise, as well as industry common goals to assist the City. Subcommittees of the Green Team include:

Energy Efficiency Subcommittee – walk-throughs of City buildings and County buildings shared by the City identifying energy efficient property;

Carbon Action Plan Subcommittee – review and update 2011 City Carbon Action Plan, providing strategies for reducing energy usage and create a planning guide;

Renewable Energy Subcommittee – identifying opportunities on how to collect and analyze data for possible local projects, planning toward clean energy projects that work without the City paying a premium, and providing useful information to TCL&P for Strategic Planning;

Stormwater Subcommittee – discuss options of Traverse City creating a stormwater utility enterprise fund. Create a working ad-hoc committee with City Commission and the Watershed Center through the Green Team and staff.

The City did purchase 1 megawatt of renewable solar energy through TCL&P, contracting with Heritage Sustainable Energy, LLC, a local solar energy provider. The City also purchased an electric vehicle within the City fleet, purchased three solar/battery lawnmowers, and solar arrow/directional equipment. Additional actions are being discussed, and research to further goals is being done through the referenced subcommittees.

The upgrades for financial software packages are being implemented. The City Commission has authorized the upgrades to provide Windows-based software, and working with Grand Traverse IT, placing it on new servers. These programs will be an upgrade, provide easier input, project implementation and make reports easier to generate and interpret.

The Assessing Department has four FTE's to meet the mission of maintaining assessments and taxable value determinations ($466,800). This process is to ensure equitable distribution of property tax burden. Our counterpart government agencies benefit from all the investment the City makes with these operations including their property tax collections which fund and run their operations. State law allows the levy of a one-percent administrative fee which the City has recovered at times, but does not at this time. There is City Attorney and additional staff time that has to defend through the legal process all tax tribunal processes (last 4 yrs. Average 165 hours). These additional expenditures are intended to be made whole to the administrating agency and that is my recommendation, estimated collection of 1% fee ($426,000). The City of Traverse City passed a resolution on May 2, 1983 that enabled the City of Traverse City to automatically levy the property tax administrative fee. This automatically will occur unless directed differently by the City Commission.

Police and Fire/Emergency Services. The Community policing strategy has been transformative over the past two years. This philosophy promotes the organization to utilize partnerships and problem-solving techniques to proactively address immediate conditions on situations that rise to public safety issues, targeting solutions to address crime, social disorders and behavior, and fear of crime. Officers are trained in proactive and systematic examination of identified problems to develop and evaluate effective responses. Officers have been given specific assignments and geographic areas to enhance customer service and facilitate relationships as well as accountability. Chief O'Brien has established ALPAC, a partnership with law enforcement agencies and community leaders in an attempt to build trust and plan to address social conflicts involving law enforcement.

Police staff continues to address working with health care providers to address opioid and addictive behaviors in an attempt to save lives. All Police officers now carry NARCAN, a brand name for naloxone, a drug that can reverse the effects of an opioid and heroin overdose. Our focus is to address the issue of mental illness and criminal justice, working in conjunction with Northern Lakes Community Mental Health (NLCMH). We know that many of the circumstances that our emergency services address in the field include a notable amount of individuals who we repeatedly have to respond to for behavioral and medical response. Some of these are at a crisis level. Working on a model established by the Houston, TX model, we will establish a Crisis Intervention Team (CIT). With appropriate training, staff will be able to connect with mental health service providers to assist in remedying circumstances and providing immediate service to accommodate mental health crises and jail diversion.

The Fire Department has had a number of senior personnel retiring. Captains Krantz and Kuhr and Training officer Lt. Snyder retired. This has set up a chain of events of promotions, which create staffing shortages and an increased need for additional training. This in turn has caused significant staffing challenges to maintain full shifts, thus requiring an inordinate amount of overtime. We now have staffing filled, with only one firefighter still on probation. We have established internal policies that address minimum shift staffing.

The Fire Department placed into service this past year, the new Rescue #2 vehicle at Station 2 and Rescue Boat #1 at the Clinch Park Marina. Rescue Boat #2 replaces a 25-year old boat which is now transferred to the Parks Department. The Fire Department continues to focus on fire suppression, paramedic medical responses, education to the community, and fire code inspections and plan reviews.

Downtown Development Authority. Jean Derenzy, long-term County staff for Brownfield Development and Economic Development has stepped into the DDA Chief Executive Officer role in early 2018. The DDA is a component unit of the City, and manages a Development Plan and Tax Increment Financing Plans which focuses on infrastructure investment and removal of blight, as well as promoting a positive business climate within the two TIF Districts (TIF 97, Old Town).

The current planning objectives for the DDA focus on infill of properties, encouraging business investment and growth. This strengthens the business core of the City. Investment within the DDA focuses on infrastructure investment inclusive of water, sanitary, storm, bridges, parking, streetscapes, parking decks and placemaking.

Within the DDA, the property owners have taxed themselves at 1.7424 mils to fund administrative costs and implement the projects and services provided. This year, the Headlee rollback will drop that millage to 1.7188 mils. Current projects include the walkway along the Boardman River from Union Street to the Uptown development, bridge repairs, Lake Avenue restoration between 8th Street and Cass, and planning for a future parking deck at 145 West Front Street.

The DDA also provides services to the Downtown Traverse City Association (DTCA) as well as management and implementation of parking services inclusive of open parking lots and parking decks within the City.

Carnegie Building. We currently have two active leases for utilization of space. The Crooked Tree Arts Council, which has been negotiating for additional space is providing a significant oil painting exhibit this summer. They are addressing how their participation and impact will continue within the community. The Grand Traverse Area Rock & Mineral Club just renewed a 3-year lease agreement.

A new elevator to meet ADA requirements has just been installed. Additional roof and electrical repairs have been addressed. Staff continues to work with the Native American communities to repatriate articles of the Con Foster collection. Funded by federal grants, this process allows us

to address our responsibilities to the Native American Grave Protection and Repatriation Act (NAGPRA). The McCauley Estate Trust Fund will continue to support operations but will be fully utilized at the end of the 2018/19 fiscal year.

Water and Sewer Rate Funds. These enterprise funds are intended to financially maintain the operational costs and capital investments to our water and wastewater systems. We provide these services throughout the City, as well as services in neighboring townships. The City, working with the Grand Traverse Board of Public Works, addresses the ongoing operations and services, as well as providing accountability of the resources to provide these services.

The Finance Department has conducted an analysis of both water fund and sewer fund projections. At this time, there is a recommendation to adjust both water and sewer rates based on investments for capital improvements and maintenance to the collection system, distribution system and our treatment plants. The sewer fund increases will generate an estimated $390,000 annually. The water fund increase equates to an estimated $365,000 annually or an additional .04 (4/100th of a cent) per gallon. There are significant additional projects necessary to properly maintain the Wastewater Treatment Plant operations. The recommendations from Mr. Twietmeyer's water study include potential future bonding to meet infrastructure investments. We are to start conducting a five year water reliability study this year and proceed with an in-depth study and evaluation of the Wastewater Treatment Plant the following year.

Parks and Cemetery. The City Cemetery, Parks and Forestry (CPF) have a significant area of responsibility inclusive of 34 parks, trees along public streets, public facilities and open areas. The CPF staff maintains 386 acres, Oakwood cemetery, and cares for approximately 14,000 trees. We are pursuing a more defined inventory of public trees and recording individual data into our GIS system. This past year, we tripled our investment into trees and this budget proposal matches last year's at ($30,000). During winter storm events, CPF staff support snow removal operations along sidewalks, public spaces, and streets when shortage of manpower requires. Continuous evaluation is made to address ongoing maintenance, as well as servicing infrastructure and public facilities within the parks and open spaces.

Clinch Marina is adjusting to a new distribution of available slips. As authorized by the Michigan Waterways Commission, the current 118 slips changed from a 50/50 distribution of seasonal (59) versus transient (59) slips to a 60/40 distribution of seasonal (70) versus transient (48) slips. This will provide additional services to more local users versus transient users passing through. One additional slip is reserved for MDNR as required.

Hickory Hills Master Plan implementation, including updating and upgrading the lodge, slopes, parking, maintenance, building and other accoutrements is being performed this upcoming year. The funding comes from several sources. The predominant funding source is $1.9 million fund-raised by "Preserve Hickory" with a $1.5 million match from the City Brown Bridge Park Improvements fund.

The Brown Bridge Quiet Area is 1,310 acres of City-owned property located in the central-eastern portion of the County. We contract with the Grand Traverse Conservation District to manage and oversee these properties. It is a passive park-like setting in which the Brown Bridge

reservoir was removed. Significant plantings of trees and bushes continue to be made. The Grand Traverse Conservation District implements activities such as habitat improvements for fish and aquatic insects, soil erosion and repairs to stairways, boardwalks and wetland areas. This year, the west end bridge is planned for construction at Bucks Landing, where we have a trailhead inclusive of a kayak launch, toilet facilities and parking. Once this bridge is built, together with the east end bridge placed last year, it will link the property with a loop approximately five (5) miles in length.

The West Boardman Lake Loop Trail is in the planning stages, working through a partnership of Grand Traverse County, Garfield Township, City of Traverse City, and TART, under design and acquiring grant funds to augment Brownfield Redevelopment Funds. We expect that construction will be completed within the next two budget cycles. This Loop will reach completely around Boardman Lake. The City will provide contract oversight as well as MDOT if TAP – Transportation Alternative Program funding is obligated in the fall of 2018. Brownfield dollars will serve as the source of funding for the repayment of bonds required to fund this project.

Garage Fund. The City Garage fund is a self-funding internal services fund. We place rental values on equipment utilized throughout the City. This rental income, in turn, is transferred over to the Garage fund, which pays for the capital costs annually for vehicles and equipment, in addition to operations and maintenance. Enclosed is a complete and detailed vehicle replacement schedule for fiscal year 2018/2019. The fees are inclusive for operations and maintenance as well as replacement costs. We continue to research and identify vehicles and equipment that offer "green power" value (electric, LPG, solar). Working with TCL&P and their green rate initiative should assist with funding additional electrical upgrades in City facilities, as well as staff purchasing additional green power equipment.

Capital Infrastructure. The General Fund Capital Improvement projects include funding the Hickory Hills maintenance facility, park roof projects, annual computer allowance and sidewalk repairs and gap infill/new sidewalk construction.

The City has submitted grant applications ($2 million) for Safe Routes to Schools to add sidewalk, signage, and painted pedestrian crossings throughout the City. Initial feedback through MDOT has been positive. Due to this strongly possible significant add to the sidewalk enhancement programming of up to $2 million, I'm recommending that we adjust the original $4.5 million of repairs and gap infill to $3.5 million, totaling a potential $5.5 million in sidewalk enhancements over the next several years. This would potentially reduce the bonding annual costs of $366,000 to approximately $290,000.

Total infrastructure spending planned from 2018/2019 is detailed in the CIP. The most notable however, are the improvements at Hickory Hills ski area, sidewalks, automated meter infrastructure (TCL&P and Traverse City water), water and sanitary improvements, West Boardman Lake Loop Trail, bridge repairs, and local street repairs.

The most notable shortcoming of infrastructure needs is the growing maintenance needs of our streets. The pavement preservation program which we are funding addresses maintenance to

streets annually, extending their life span. However, the streets needing significant repair, inclusive of reconstruction, is hampered with not enough funding. They continue to deteriorate faster than we can replace them, and are not garnering the attention necessary to maintain an appropriate transportation network within the City. We can no longer expect that the state or federal government will provide the additional funds necessary to provide the necessary street reconstruction.

I'll provide you a list from the City Engineer's office of these streets and estimated costs required to catch up on repairs. To fund the needs to build "Complete Streets," I'm recommending the City Commission authorize 1 mill directed towards these activities. Traverse City's Charter allows a maximum millage levy of 15 mills with a current City operating millage of 11.1167. Due to historic millage rate permanent reductions known as the "Headlee" Act, the City Commission can utilize up to 12.6967 mills. This leaves us access to 1.58 mills. Currently 1 mill equates to an estimated $876,141 in additional revenue for the first year.

The good news for the City of Traverse City is that for Primary Residential Exemption (PRE), formerly Homestead 2017 properties (where property owners have their primary residence), we currently rank near the bottom of cities' taxation (406th of 477 cities) with a PRE millage of 36.5677, which are the primary residences outside of the DDA. Properties within the DDA have a self-imposed millage rate of 1.7424 mills. This places Traverse City in the lowest 15% of cities' imposed operational local taxation. Non-PRE millage 2017 property rates of the City of Traverse City, Grand Traverse County, ranks 387 of 477 cities with a millage rate of 54.5677. It places Traverse City in the lowest 19% of cities' non-homestead properties.

Knowing that we have the obligation of self-determination to a degree (Home Rule) as a municipal government, we have the obligation to meet the service needs, which includes investment into our street infrastructure. Our community is in a good position to implement this millage to rebuild our streets and accomplish our goals inclusive of "Complete Streets." This includes safe streets, walkability, pedestrian friendly, traffic calming, healthy living, and a higher Quality of Life for our citizens of Traverse City.

Summary. The budget, as proposed, focuses on providing our traditional services while placing an emphasis on significant investment in infrastructure projects. Many, such as water and sewer improvements, streets, and sidewalks, continue to be part of maintaining our infrastructure. Included in this budget proposal are the funding requests that necessitate the ability to perform these operational, maintenance and repair activities. Without the funding, we cannot perform the necessary improvements.

We are partnering on a number of projects. TCL&P and the City are working together on implementation of the Automated Meter Infrastructure (AMI) that has been contracted with EATON. The Pilot project and BETA Testing is currently being implemented. We expect full roll out of placement of the new water and electric meters starting this summer. The partnership of Grand Traverse County, Garfield Township, TART and the City of Traverse City on the West Boardman Lake Loop Trail continues to take form with the acquisition of numerous grants. Hickory Hills has momentum with the Preserve Hickory partners, who have raised nearly $2 million to match the Brown Bridge Park Fund of $1.5 million. Staff is working with the DDA on

proceeding with scheduled repairs on bridges within the downtown that are critical to our transportation circulation, as well as planning for a west side parking deck, and addressing current and future parking needs of our core downtown. We are working on the possibility of a storm water utility to ensure that we have the means to protect one of the most critical natural resources that is available not just to us, but also to the state and nation. The City continues to be a partner through the Boardman Dam Removal Implementation Team, together with federal, state, county, and local non-profit agencies working on the removals of Boardman and Sabin Dams. The Boardman Dam removal is nearly complete and the Sabin Dam deconstruction contract is out to bid, with the expectation that much of the project will be complete by the end of the year. Staff continues to work with the Great Lakes Fishery Commission regarding the rehabilitation/replacement of the Union Street Dam and the anticipated fish passage project. Additional policy issues are being worked on through staff and Commissioners regarding the new codes to allow medical marihuana, tourist homes, child care regulatory changes and form-based codes. Additional support staffing is addressed in this budget to support the planning and engineering operations.

The City will continue to work with TCL&P as well as the citizen advisory group of the Green Team to address how to meet Commission goals on 100% renewable energy use by the City by 2020. A number of initiatives are arising out of that group which brings additional capacity to the City in research and means of implementation to achieve the desired outcomes.

Policy decisions that the Commission makes during these budget discussions, such as the street millage, will have long term and dynamic influences for the City not only to continue to maintain services and operations of the City, but also to allow the infrastructure investments to help meet the visionary elements of the City. That Traverse City is a community that encourages a healthy lifestyle while performing critical public safety services inclusive of providing clean water and working towards environmentally sound practices, is a part of that vision. Community development will continue to be a priority as opportunities arise with business and job creation, investment, housing and public investment partnerships. The City, DDA, County, State of Michigan, Townships, NMC, Cherry Capital Airport, as well as numerous non-profits, continue to have new favorable circumstances to make amazing things occur. Housing is of interest to all these organizations within the region and we will continue to make it a priority.

We are scheduled to have a City Commission study session on the budget May 14th and will schedule additional study sessions as needed. A public hearing on the budget is scheduled for May 21, 2018 with approval of the budget scheduled on June 4, 2018. I thank the City Commission for providing the resources, and the staff for providing the essential quality services within our community.

Sincerely,

Martin A. Colburn
City Manager
City of Traverse City

CITY OF TRAVERSE CITY

MEMORANDUM

To: Martin A. Colburn, City Manager
From: William E. Twietmeyer, City Treasurer/Finance Director W.E.T.
Subject: Water Rate Analysis
Date: April 30, 2018

My annual review of the Water Fund is concluded. My communication last year recommended no rate increase in the Water Fund for the 2017-2018 fiscal year. However, I am recommending a rate increase for the Water Fund for the 2018-2019 fiscal year.

The last broad base increase in water rates occurred in July 2011. There was an increase the following year in the second tier of rates for any usage exceeding 600 cubic feet of water per month. Those rate changes were sufficient to pay for the various repairs and replacements at the Water Treatment Plant and to the Water Distribution system since that time. In particular, the replacement of water distribution mains in conjunction with the street resurfacing or reconstruction projects were a large factor in driving those rate increases, along with replacement of equipment at the water treatment plant.

However, I am recommending that the rates be increased effective July 1, 2018 because it should be specifically noted that the six year capital plan for the water treatment plant and water distribution system is both very ambitious and costly. The Barlow Reservoir Rehabilitation Project, the new 2 million gallon Barlow Reservoir, the Automated Metering Project, and the 12" Water Main Replacement from Division to Fitzhugh are all significant in scope and cost. In addition there are several water main and transmission projects that have been identified in the capital plan that need to be addressed. These projects include the East-West Transmission Main, the East Front Street 16" Water Main, the Hannah Avenue Water Main, the Park Place Area Infrastructure Improvements, the Union Street 12" Water Main, and the Veterans Drive Water Main Replacement Project. At present, the Water Fund does not carry any debt. However, in order to accomplish the aforementioned water main projects, I have factored in my analysis the issuance of 20 year revenue bonds totaling $8,611,000 at the rate of 3.25% with an estimated issuance in the middle of 2019. At that time, the water rates would need to be reviewed again for their sufficiency to pay for the debt service as well as any other major projects.

Attached for your review is a copy of a spreadsheet showing ten years of historical financial data for the Water Fund, along with current year projections, the budgeted figures for next year, and three future years of projections. Also included is a copy of the current and proposed rate structure. The average residential customer who uses approximately 1,200 cubic feet of water would see their monthly water charge increase from $21.00 to $24.80 if the rate change is approved. Please let me know if you desire any additional information.

WATER FUND

PROJECTED MULTI - YEAR OPERATING REVENUES, EXPENSES AND DEBT SERVICE

For Year Ended June 30

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Projected 2018	Budgeted 2019	2020	2021	2022
Operating Revenue															
Water Sales	$1,702,359	$1,652,289	$1,810,338	$2,107,580	$2,745,413	$3,075,190	$2,989,936	$2,919,377	$3,198,126	$3,069,336	$3,100,000	$3,565,000	$3,582,825	$3,600,739	$3,618,743
Twp. Bulk Sales	$587,907	$553,896	$572,576	$621,125	$602,662	$570,820	$490,210	$639,225	$1,033,433	$787,218	$841,000	$904,500	$913,545	$922,680	$931,907
Other Revenue	$174,675	$97,212	$85,534	$145,263	$120,425	$98,794	$157,646	$238,832	$143,091	$144,945	$157,000	$136,000	$136,000	$136,000	$136,000
Total Revenue	$2,464,941	$2,303,397	$2,468,448	$2,873,968	$3,468,500	$3,744,804	$3,637,792	$3,797,434	$4,374,650	$4,001,499	$4,098,000	$4,605,500	$4,632,370	$4,659,420	$4,686,650
Operating Expenses															
Expenses (Net of Deprec.)	$1,724,520	$1,911,809	$1,916,227	$2,099,927	$2,157,831	$1,935,185	$2,307,838	$2,611,463	$2,925,920	$2,192,039	$2,394,360	$2,466,191	$2,540,177	$2,616,382	$2,694,873
Payment in Lieu of Taxes	$123,330	$115,189	$123,153	$143,001	$173,561	$183,465	$177,854	$192,224	$218,732	$200,009	$204,900	$230,275	$231,619	$232,971	$234,333
Total Operating Expenses	$1,847,850	$2,026,998	$2,039,380	$2,242,928	$2,331,392	$2,118,650	$2,485,692	$2,803,687	$3,144,652	$2,392,048	$2,599,260	$2,696,466	$2,771,795	$2,849,353	$2,929,206
Operating Income	$617,091	$276,399	$429,068	$631,040	$1,137,108	$1,626,154	$1,152,100	$993,747	$1,229,998	$1,609,451	$1,498,740	$1,909,034	$1,860,575	$1,810,067	$1,757,444
Debt Service															
Bond Debt Service	$279,500	$267,500	$280,500	$267,000	$253,500	$265,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Close out Bond Reserve	$0	$0	$0	$0	$0	($288,762)	$0	$0	$0	$0	$0	$0	$0	$0	$0
Bond Debt Service-Est.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$592,255	$592,255	$592,255
Total Debt Service	$279,500	$267,500	$280,500	$267,000	$253,500	($23,762)	$0	$0	$0	$0	$0	$0	$592,255	$592,255	$592,255
Capital Projects Improvements	$112,777	$305,914	$245,954	$280,415	$497,183	$205,599	$490,960	$236,839	$1,147,061	$672,850	$2,680,000	$5,480,000	$1,865,000	$765,000	$765,000
Net Income/(Loss)	$224,814	($297,015)	($97,386)	$83,625	$386,425	$1,444,317	$661,140	$756,908	$82,937	$936,601	($1,181,260)	($3,570,966)	($596,680)	$452,812	$400,189
Cash Balance	$1,117,171	$820,156	$722,770	$806,395	$1,192,820	$2,637,137	$3,298,277	$4,055,185	$4,138,122	$5,074,723	$3,893,463	$322,497	($274,183)	$178,629	$578,818

Assumptions:

This projection contains a recommended increase in the water rates for 2018-19. The last increase was a $3.00 increase in tiered rates other than base rates effective July 1, 2012.
This projection assumes a debt service issuance of $8,611,000 for 20 years at 3.25% issued in 2019-20 to cover the following transmission and water main projects in the Capital Improvement Plan:
These projects are as follows: East-West Transmission Main, East Front Street Watermain, Hannah Ave Watermain, Park Place Area Infrastructure, Union St 12" Watermain, and Veterans Drive Watermain.

Water Sales are anticipated to increase .5% per year in the future.
Township Bulk Sales are anticipated to increase 1.0% per year after 2017-2018.
Expenses net of depreciation are expected to increase 3.0% per year.
Debt Service amounts represent the recently ended 1992 Water Revenue bond issue and the projected future debt service.
Capital Projects Improvement costs are taken from the recently submitted Capital Projects Plan.

Run 4-29-18

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.	$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

Proposed Rates

First 600 Cu. Ft or less	Inside City Limits	Outside City Limits
5/8 Inch or 3/4 inch (Avg Residence)	$14.00	$21.00
1 Inch	$28.00	$42.00
1 1/4 Inch	$42.00	$63.00
1 1/2 Inch	$56.00	$84.00
2 Inch	$84.00	$126.00
3 Inch	$112.00	$168.00
4 Inch	$168.00	$252.00
6-12 Inch	$280.00	$420.00
Next 3,400 Cu. ft./1,000 Cu. ft.	$18.00	$27.00
Next 16,000 Cu. ft./1,000 Cu. ft.	$18.00	$36.00
All over 20,000 Cu. ft.	$18.00	$36.00

Run 4-29-18

CITY OF TRAVERSE CITY

MEMORANDUM

To: Martin A. Colburn, City Manager
From: William E. Twietmeyer, City Treasurer/Finance Director W.E.T.
Subject: Sewer Fund Projections
Date: April 25, 2018

My annual review of the Sewer Fund is concluded. My communication last year recommended a rate increase in the Sewer Fund for the 2017-2018 fiscal year. **Once again I am recommending a rate increase for the Sewer Fund for the 2018-2019 fiscal year**.

Last year the City increased its sewer rates effective July 1, 2017. At that time the rates were increased to $37.00 for the first 600 cubic feet and $43.00 per thousand for each additional thousand cubic feet. That increase along with previous rate increases were necessitated by the need to pay for the various capital improvement and maintenance projects both to the collection system and to the wastewater treatment plant. This scenario has not changed with regard to the sewer fund. The annual purchase of new replacement membranes at the wastewater treatment plant is ongoing along with the reconditioning of digester 3 and 4, and the UV System and Structure Modification, as well as the addition of a new project the East Front Street Sanitary Sewer Lining Project. One new project on the collection side that did not come to completion this year is the automated metering infrastructure project. This year's projection does include one half of the cost of the automated metering infrastructure project in the 2017-2018 fiscal year while the second half of the cost for this project is included in the 2018-2019 fiscal year.

Therefore, I am recommending that the sewer rates be increased to $40.00 for the first 600 cubic feet and $46.00 per thousand for each additional thousand cubic feet of usage. The impact is about $390,000 in additional revenue for the next fiscal year. It should be noted that the rate increase alone will not provide enough funds for all the projects contemplated for the Sewer Fund. As a result, I am also recommending that for the 2018-19 fiscal year the City should **not** proceed forward with the Gravity Main Rehab/Repair, the Manhole Rehab/Repair, the Annual Sewer Rehab/Replace, and the Annual Storm Water Management Program. These projects are simply unaffordable at this time. I anticipate that additional rate increases will be necessary both next year and in future years if the various maintenance projects at the plant and in the collection system must move forward. My biggest concern will be the results of the Engineering Study pertaining to the Facility Plan. If numerous projects are identified with significant costs, the City may want to consider issuing revenue bonds to provide the necessary funds and we may want to discuss this with our township partners.

Attached for your review is a copy of a spreadsheet showing ten years of historical financial data for the Sewer Fund, along with the current year projected expenses, next year's budget and three future years of projections. Also included is a copy of the proposed rate structure. Please let me know if you desire any additional information.

Encl.

SEWER FUND PROJECTED MULTI YEAR REVENUE AND EXPENSES

FOR YEAR ENDED JUNE 30

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Projected 2018	Budget 2019	2020	2021	2022
OPERATING REVENUE															
Sewer Sales	$3,413,516	$3,292,019	$3,390,974	$3,697,780	$4,203,540	$4,529,789	$4,712,414	$4,764,079	$4,978,996	$4,959,095	$5,171,000	$5,515,000	$5,542,575	$5,570,288	$5,598,139
Township Revenue	$1,374,972	$1,604,479	$1,287,416	$1,151,974	$1,189,726	$1,263,574	$1,256,363	$1,232,479	$2,636,868	$1,909,958	$2,032,200	$2,432,000	$2,326,176	$1,684,439	$1,875,708
Septage Treatment	$474,016	$494,396	$521,016	$461,563	$451,419	$12,434	$11,435	$12,359	$25,469	$19,978	$19,900	$23,800	$22,000	$22,000	$22,000
Other Revenue	$50,476	$20,655	$29,467	$51,814	$20,846	$56,921	$1,382,014	$215,652	$97,608	$155,558	$79,900	$84,200	$60,000	$60,000	$60,000
Total Revenue	$5,312,980	$5,411,549	$5,228,873	$5,363,131	$5,865,531	$5,862,718	$7,362,226	$6,224,569	$7,738,941	$7,044,589	$7,303,000	$8,055,000	$7,950,751	$7,336,727	$7,555,847
OPERATING EXPENSES															
Treatment Plant	$3,003,382	$2,857,372	$2,847,840	$2,753,947	$2,744,145	$2,384,992	$2,790,140	$3,378,509	$5,068,308	$3,879,804	$4,300,412	$4,852,000	$4,696,353	$3,412,879	$3,795,416
Collection & Maint	$614,865	$478,003	$486,166	$564,197	$746,099	$673,263	$766,635	$1,113,075	$827,194	$902,360	$1,041,400	$927,500	$946,050	$964,971	$984,270
Customer Acctg	$387,737	$449,979	$454,792	$523,378	$560,785	$525,042	$546,266	$566,468	$633,243	$601,389	$643,425	$659,600	$672,792	$686,248	$699,973
Total Expenses	$4,005,984	$3,785,354	$3,788,798	$3,841,522	$4,051,029	$3,583,297	$4,103,041	$5,058,052	$6,528,745	$5,383,553	$5,985,237	$6,439,100	$6,315,195	$5,064,098	$5,479,659
DEBT SERVICE															
1971 Bond Prin & Int	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1995 Bond Prin & Int	$132,314	$138,245	$154,747	$156,921	$153,550	$165,969	$164,872	$184,446	$0	$0	$0	$0	$0	$0	$0
1998 Bond Prin & Int	$61,812	$66,044	$73,885	$71,485	$72,986	$71,734	$0	$0	$0	$0	$0	$0	$0	$0	$0
2002 Bond Prin & Int	$1,179,927	$1,167,343	$1,184,416	$1,183,224	$1,083,208	$1,150,259	$1,153,929	$1,314,086	$1,357,080	$1,227,311	$1,219,255	$1,226,389	$1,223,766	$1,219,569	$1,213,800
Total Debt Service	$1,374,053	$1,371,632	$1,413,048	$1,411,630	$1,309,744	$1,387,962	$1,318,801	$1,498,532	$1,357,080	$1,227,311	$1,219,255	$1,226,389	$1,223,766	$1,219,569	$1,213,800
SUB NET INCOME	($67,057)	$254,563	$27,027	$109,979	$504,758	$891,459	$1,940,384	($332,015)	($146,884)	$433,725	$98,508	$389,511	$411,791	$1,053,061	$862,388
Capital Improvements	$562,575	$132,473	$194,844	$568,304	$509,602	$576,965	$297,816	$111,761	$390,262	$158,808	$780,000	$1,180,000	$965,000	$1,280,000	$1,713,000
NET INCOME	($629,632)	$122,090	($167,817)	($458,325)	($4,844)	$314,494	$1,642,568	($443,776)	($537,146)	$274,917	($681,492)	($790,489)	($553,209)	($226,939)	($850,612)
TOTAL CASH BALANCE	$743,895	$865,985	$698,168	$239,843	$234,999	$549,493	$2,192,061	$1,748,285	$1,211,139	$1,486,056	$804,564	$14,075	($539,134)	($766,074)	($1,616,685)

Please note the following assumptions:

This projection assumes a change in rates effective July 1, 2018.
The base rate changes from $37.00 to $40.00 and usage over 600 cubic feet increases from $43.00 / thousand cubic feet to $46.00 / thousand cubic feet.

Growth in sales is estimated to increase 1/2% per year.

Growth in Township Revenue coincides with their share of repair projects based on their share of flow in the plant.

Treatment Plant Expenses are projected to increase 3.0% 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.

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

Analysis Run 4-24-18.

SEWER RATES

Current Rates

Inside City Limits

$37.00 per first 600 cubic feet
$43.00 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

$40.00 per first 600 cubic feet
$46.00 per thousand for each additional thousand cubic feet

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

Run 4-26-18

City of Traverse City, Michigan
City Officials

MAYOR
Jim Carruthers
(2017-2019*)

COMMISSION

Brian Haas
(2015-2019*)

Richard Lewis
(2015-2019*)

Michele Howard
(2017-2021*)

Amy Shamroe
(2015-2019*)

Brian McGillivary
(2017-2021*)

Tim Werner
(2017-2021*)

* elected term expires

CITY MANAGER
Martin Colburn

CITY CLERK
Benjamin C. Marentette

CITY ATTORNEY
Lauren Trible-Laucht, Esq.

CITY TREASURER/ FINANCE DIRECTOR
William E. Twietmeyer

DEPARTMENT DIRECTORS

CITY ASSESSOR	Polly Cairns
PUBLIC SERVICES DIRECTOR	Frank Dituri
DIRECTOR OF MUNICIPAL UTILITIES	Arthur Krueger
CITY ENGINEER	Timothy Lodge
POLICE CHIEF	Jeffrey O'Brien
FIRE CHIEF	James Tuller
PLANNING DIRECTOR	Russell Soyring

OTHER CITY OFFICIALS

LIGHT AND POWER EXECUTIVE DIRECTOR	Tim Arends
DDA EXECUTIVE DIRECTOR	Jean Derenzy

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

City of Traverse City, Michigan
Organizational Chart

April 30, 2018

Citizens of Traverse City

Traverse City City Commission
Mayor - Jim Carruthers
Mayor Pro Tem - Brian Haas
Commissioner - Michele Howard
Commissioner - Richard Lewis
Commissioner - Brian McGillivary
Commissioner - Amy Shamroe
Commissioner - Tim Werner

Downtown Development Authority
Executive Director - Jean Derenzy
DTCA
TIF #97 and Old Town TIF
Auto Parking System Management
Staff - DDA Board
Legal Counsel - Lauren Trible-Laucht

Traverse City Housing Commission - Appointed by City Commission
Executive Director - Anthony Lentych
Operate Public Housing
Section 8 Rental Assistance
Development of Housing Program
Staff- Housing Commission
Legal Counsel - Ward Kuhn

Traverse City Light & Power Board
Executive Director - Tim Arends
Staff - Light and Power Board
Legal Counsel - W. Peter Doren

City Boards and Commissions
Planning Commission
Board of Zoning Appeals
Act 345 Board
Building Authority
Human Rights Commission
Parks & Recreation Commission
Brown Bridge Advisory Committee
Elections Commission
Historic Districts Commission
Board of Tax Review
Local Officers Compensation Board
Coast Guard City Committee
Public Arts Commission

City Manager - Marty Colburn
Assistant City Manager - Penny Hill
Human Resource Director - Kristine Bosley

General Administration	Intergovernmental Relations	Planning Commission
Human Resources/Negotiations	Carnegie Building	Emergency Services
City Opera House Heritage Assoc	Housing	Purchasing
Contracts	Budget Officer	Grants
CIP Preparation	City GIS & IT	WWTP

Staff - Light & Power Board
Staff - Human Rights Commission

City Attorney - Lauren Trible-Laucht
Legal Counsel - City and Downtown Development Authority

Traverse City/Garfield Township Joint Recreation Authority
Executive Director - Matt Cowall
Public Recreation Centers
Public Parks
Public Conference Centers
Legal Counsel - Karrie Zeits

City Assessor - Polly Cairns
Property Assessment
Staff - Board of Tax Review

City Clerk - Benjamin Marentette

Elections	FOIA Coordinator	Risk Management/Insurance
Licensing	HIPAA Coordinator	Media Relations
Board Appts	Legislative Administration	Public Information Office
Records	Financial Disbursement Oversight	

Staff - Coast Guard City Committee
Staff - Elections Commission
Staff - Arts Commission
Staff - Local Officers Compensation Board

Fire - Chief James Tuller
Community Education
Suppression
Airport Fire & Rescue
Rescue
Inspections
Medical
Hazardous Material

City Treasurer/Finance Dir. - Bill Twietmeyer

Utility Accounting	Act 345	Financial Statement
General Accounting	Investments	Preparation
Tax Collection	Budget Preparation	

Staff - Act 345 Board

Police - Chief Jeff O'Brien
Community Education
Patrol
Sector Officer
Investigation
Harbor Master

Engineer - Timothy Lodge
Project Design, Specs & Construction Oversight
Storm Water Management
Construction Permit Approval
Traffic Engineer

Planning/Zoning - Russ Soyring
Planning and Development
Code Enforcement
Zoning Enforcement
Green Team
Staff - Planning Commission
Staff - Joint Planning Commission
Staff - Board of Zoning Appeals
Staff - Historic Districts Commission

Dept of Municipal Utilities - Art Krueger
Wastewater System
Water System
Storm Water System
Staff - GT County Board of Public Works
Staff - Green Team

Dept of Public Services - Frank Dituri

Parks/Recreation	Marina
Streets	Cemetery
Garage	Facilities Management
Senior Center	Asset Management

Staff - Parks/Recreation Commission
Staff - Brown Bridge Advisory Committee
Staff - Joint Parks & Recreation Committee
Staff - Green Team

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 to buildings, equipment, vehicles and other property owned by the City.

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

Miscellaneous – record costs not provided elsewhere.

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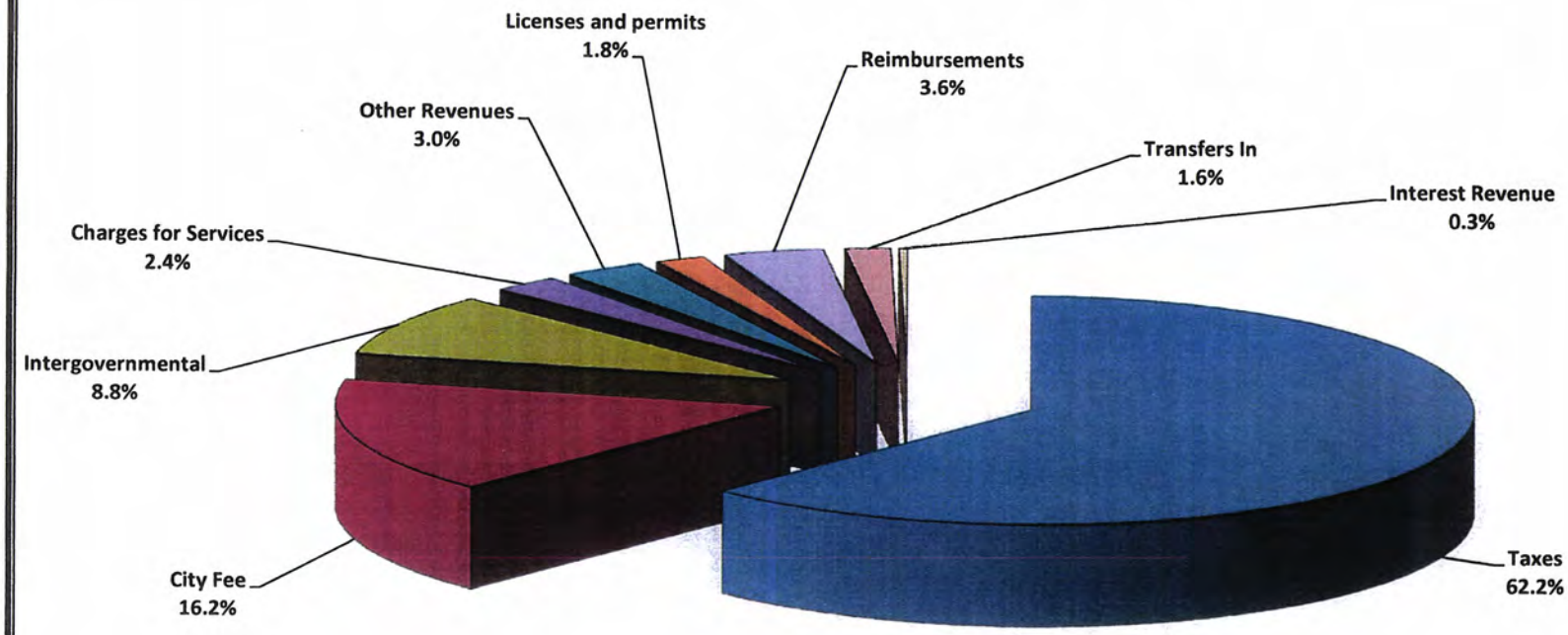
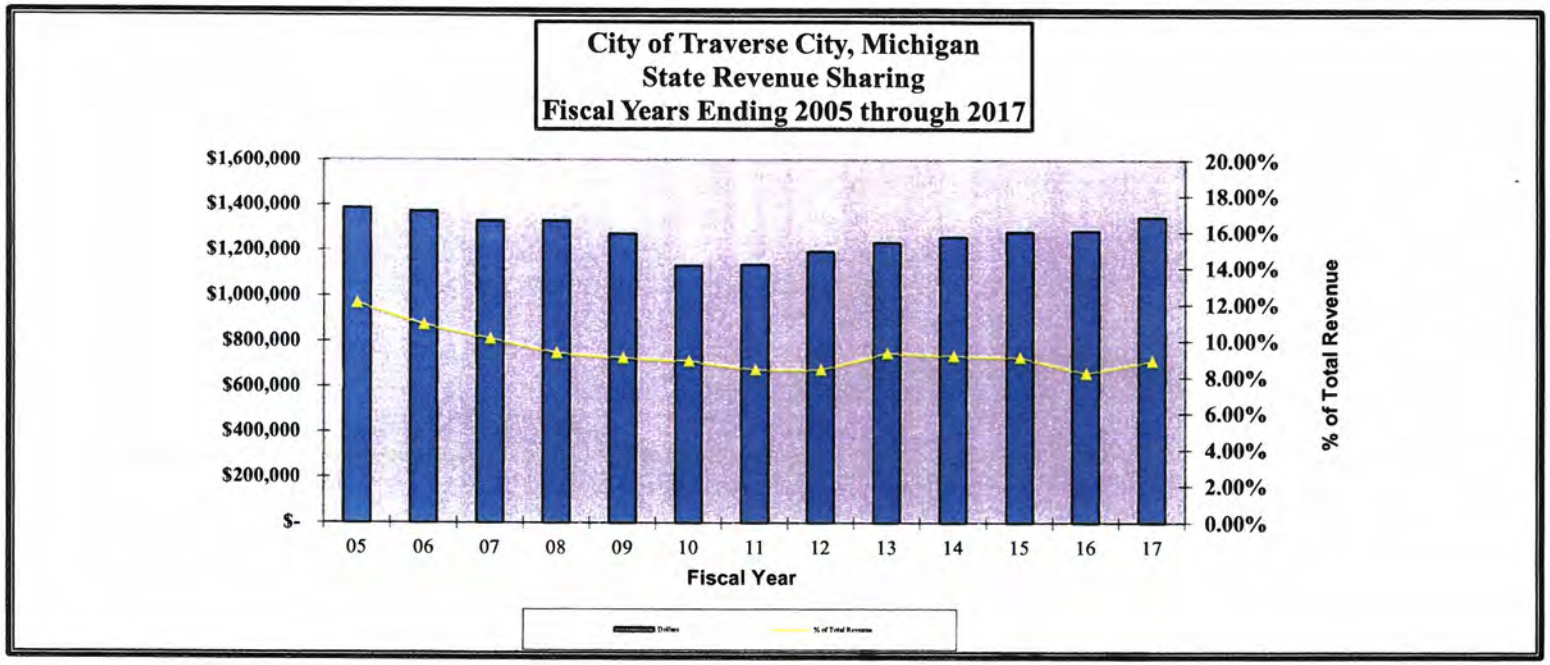
City of Traverse City, Michigan
General Operating Fund
2018-19 Budgeted Revenues





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 under 9% of the City's General Fund revenue. It is expected that this trend will continue for the next few years.

SUMMARY OF SIGNIFICANT BUDGET CHANGES
General Fund Revenue

Real Estate/Personal Property – Real estate/personal property revenue increased overall because of an increase in the taxable value of properties within the City.

State Sales and Use Taxes – The City's state shared revenues fluctuate according to state formula.

Reimbursement - Reimbursement reflects such things as the contractual agreement with TBAISD for reimbursement of costs relating to a school liason officer, expected reimbursements for engineering services and increases in fees for administration from tax increment financing districts.

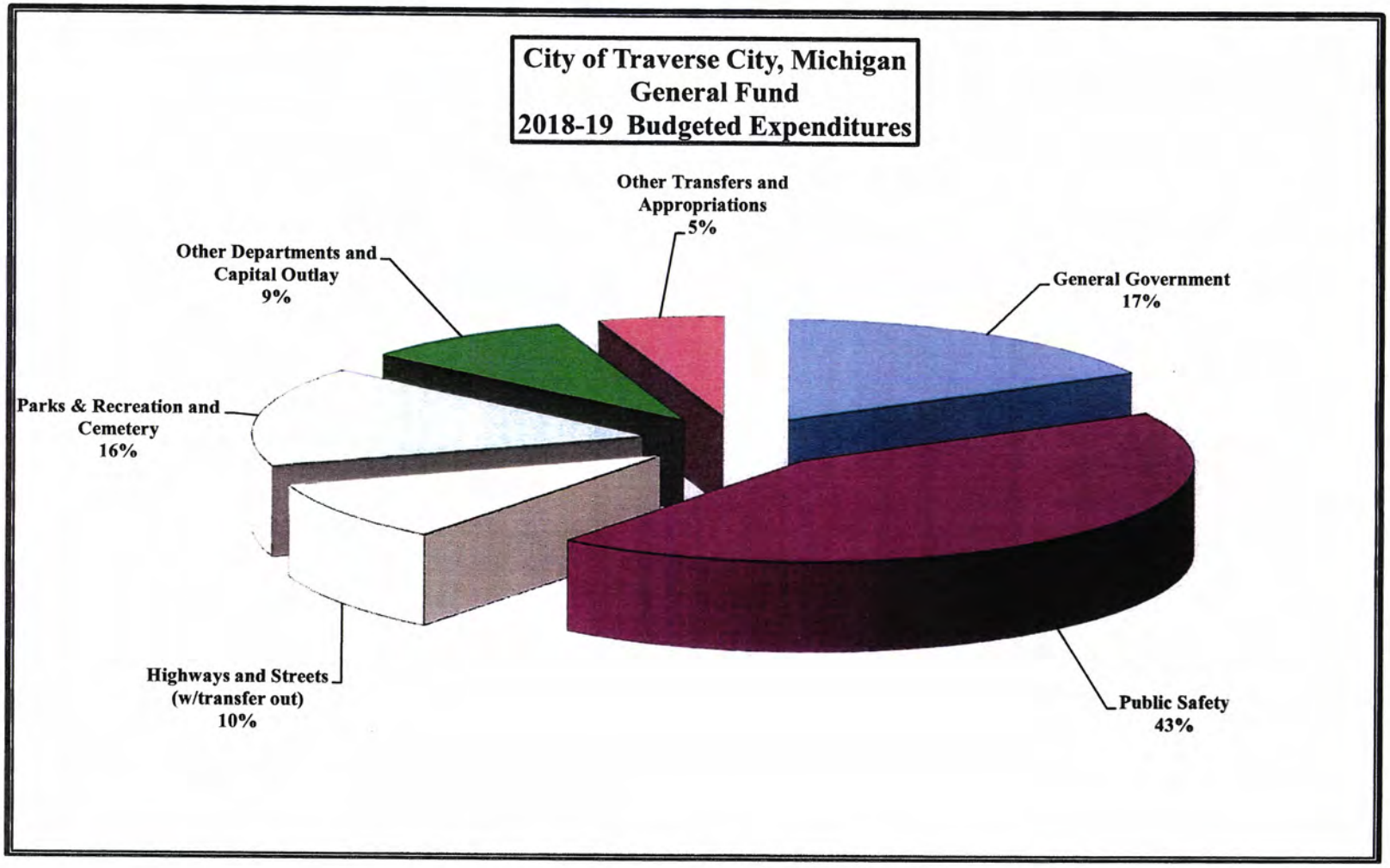
City of Traverse City, Michigan
GENERAL FUND
2018-19 Budgeted Revenues

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
TAXES					
Real Estate / Personal Property	$ 8,447,797	$ 9,002,548	$ 9,230,000	$ 9,911,500	$ 9,785,000
Collection Fees	14,094	13,423	13,500	13,500	414,000
Penalties and Interest on Taxes	97,820	93,354	95,000	95,000	95,000
Total Taxes	8,559,711	9,109,325	9,338,500	10,020,000	10,294,000
LICENSES AND PERMITS					
Business Licenses and Permits	22,300	28,743	18,900	17,100	19,900
Franchise Fees	247,291	244,148	251,000	250,000	250,000
Non-Business Permits	28,335	32,152	21,900	20,600	31,100
Total Licenses & Permits	297,926	305,043	291,800	287,700	301,000
INTERGOVERNMENTAL					
Federal Grants	5,439	-	-	-	-
State-Shared Revenues					
State Sales and Use Taxes	1,285,928	1,345,361	1,314,000	1,375,000	1,401,000
State Liquor Licenses	48,259	72,285	62,000	62,000	65,000
Total Intergovernmental	1,339,626	1,417,646	1,376,000	1,437,000	1,466,000
CHARGES FOR SERVICES					
General Fees and Services	34,641	49,875	94,400	29,550	52,400
Use and Admission Fees	275,967	285,659	292,750	300,750	321,750
Sale of Fixed Assets	994,053	48,863	2,500	2,500	2,500
Ordinance Fines and Costs	36,256	30,071	45,000	50,000	30,000
Total Charges for Services	1,340,917	414,468	434,650	382,800	406,650
FINES AND FORFEITURES					
Parking Violations	8,027	9,528	10,000	10,000	10,000
INTRAGOVERNMENTAL-City Fee	2,720,434	2,642,596	2,732,500	2,612,000	2,745,000
MISCELLANEOUS					
Interest Revenue	10,869	17,059	20,000	20,000	50,000
Rents and Royalties	10,410	37,128	2,500	2,500	2,500
Refunds and Rebates	-	1,342	1,500	1,500	1,500
Contributions-Public Sources	407,226	431,956	435,000	430,000	445,000
Contributions-Private Sources	26,030	18,178	1,000	1,000	1,000
Other Income	30,374	49,865	31,000	31,000	31,000
Total Miscellaneous	484,909	555,528	491,000	486,000	531,000

City of Traverse City, Michigan
GENERAL FUND
2018-19 Budgeted Revenues

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REIMBURSEMENTS	655,570	449,244	600,000	600,000	600,000
TRANSFERS IN					
Cemetery Perpetual and Trust Fund	15,979	14,842	14,000	12,000	17,000
Economic Development Fund	-	-	-	-	-
Brown Bridge Trust Fund	227,606	227,031	240,000	222,000	245,000
Budget Stabilization Fund	11,256	11,265	11,500	11,500	11,500
Total Transfers In	254,841	253,138	265,500	245,500	273,500
TOTAL REVENUES	$ 15,661,961	$ 15,156,516	$ 15,539,950	$ 16,081,000	$ 16,627,150

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


City of Traverse City, Michigan
General Fund
2018-19 Budgeted Expenditures
Other Transfers and Appropriations 5%
Other Departments and Capital Outlay 9%
General Government 17%
Parks & Recreation and Cemetery 16%
Highways and Streets (w/transfer out) 10%
Public Safety 43%

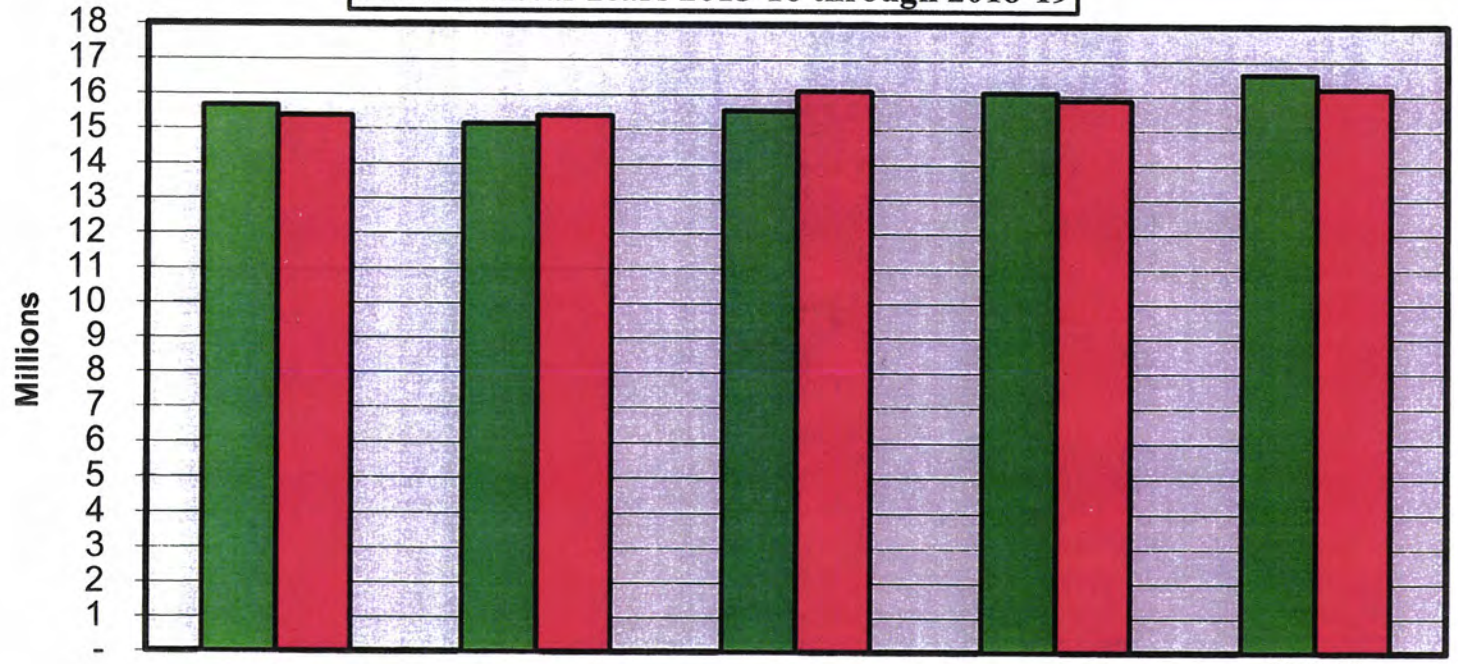
City of Traverse City, Michigan
GENERAL FUND
Departmental Budgets Summary

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
Department					
City Commission	$ 104,217	$ 73,397	$ 95,200	$ 94,000	$ 100,000
City Manager Department	388,762	408,322	444,200	419,200	444,700
Human Resources Department	140,092	208,389	233,000	233,200	229,200
GIS Department	64,513	202,970	213,700	161,200	186,100
City Assessor Department	406,050	443,831	455,800	444,800	466,800
City Attorney Department	234,307	259,494	225,100	219,900	227,900
City Clerk Department	448,593	485,445	506,000	470,700	541,500
City Treasurer Department	393,638	412,289	438,000	421,000	434,900
Police Department	3,552,276	3,812,502	3,918,800	3,914,000	3,991,800
Fire Department	2,680,980	2,927,110	2,937,000	3,068,000	3,027,800
Engineering Department	697,938	682,696	779,400	758,000	807,100
Planning and Zoning Department	460,675	499,409	516,900	496,800	546,200
Parks and Recreation Department	1,855,507	2,094,037	2,044,800	2,072,000	2,212,800
Oakwood Cemetery Division	343,390	381,053	359,000	370,500	404,900
DPS Director and Streets Administration	829,333	647,013	697,500	582,000	569,400
Government Owned Buildings	95,902	77,034	120,000	80,000	120,000
Appropriations	133,752	124,295	127,500	127,500	134,200
Contingencies	-	-	25,000	-	25,000
Total Departmental Expenditures	12,829,925	13,739,286	14,136,900	13,932,800	14,470,300
Other Expenditures					
Transfers Out - Capital Projects	1,585,000	800,000	915,000	915,000	691,500
Transfers Out - Other	918,346	850,430	999,000	1,007,600	991,200
Capital Outlay	34,992	-	58,600	-	54,300
Total Other Expenditures	2,538,338	1,650,430	1,972,600	1,922,600	1,737,000
Total General Fund Expenditures	15,368,263	15,389,716	16,109,500	15,855,400	16,207,300
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	293,698	(233,200)	(569,550)	225,600	419,850
Beginning Fund Balance	2,886,320	3,180,018	2,946,818	2,946,818	3,172,418
Ending Fund Balance	$ 3,180,018	$ 2,946,818	$ 2,377,268	$ 3,172,418	$ 3,592,268

City of Traverse City, Michigan
GENERAL FUND
Expenditures by Type

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
Salaries and Wages	$ 7,027,568	$ 7,468,610	$ 7,577,100	$ 7,610,000	$ 7,705,200
Fringe Benefits	2,402,157	2,604,605	2,972,600	2,794,300	2,910,800
Office/Operating Supplies	391,181	431,213	370,500	337,400	421,300
Professional Services	565,055	596,647	640,100	629,000	653,500
County Records Contract	158,261	170,427	194,000	190,000	194,000
Communication	90,100	100,613	93,700	95,000	105,500
Transportation	173,882	179,656	214,900	218,600	220,700
Professional Development	153,900	173,159	159,700	144,500	215,750
Community Promotion	17,632	1,200	5,000	3,000	2,000
Printing and Publishing	44,713	54,518	62,800	58,200	67,700
Insurance and Bonds	129,719	134,406	153,200	132,400	154,600
Utilities	224,902	218,880	273,800	263,800	278,400
Repairs and Maintenance	229,949	200,295	246,900	190,900	249,000
Rentals	1,073,359	1,268,796	999,300	1,122,100	1,109,450
Miscellaneous	11,093	11,077	12,800	13,300	15,200
Police Reserves	2,702	889	8,000	2,800	8,000
Appropriations	133,752	124,295	127,500	127,500	134,200
Contingencies	-	-	25,000	-	25,000
Capital Outlay	34,992	-	58,600	-	54,300
Transfers Out	2,503,346	1,650,430	1,914,000	1,922,600	1,682,700
Total	$ 15,368,263	$ 15,389,716	$ 16,109,500	$ 15,855,400	$ 16,207,300

City of Traverse City, Michigan
General Fund Revenues and Expenditures
For the Fiscal Years 2015-16 through 2018-19



	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Requested
Revenue	$15,661,961	$15,156,516	$15,539,950	$16,081,000	$16,627,150
Expenditures	$15,368,263	$15,389,716	$16,109,500	$15,855,400	$16,207,300

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: Richard Lewis, Brian McGillivary, Mayor Jim Carruthers, Michele Howard, Amy Shamroe, Tim Werner and Mayor Pro Tem Brian Haas

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 SIGNIFICANT BUDGET CHANGES

No significant changes.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
CITY COMMISSION					
Salaries and Wages	$ 40,640	$ 40,223	$ 42,000	$ 47,000	$ 48,000
Fringe Benefits	3,157	3,150	3,300	3,600	3,600
Office Supplies	559	330	1,300	900	800
Professional Services	33,559	23,328	33,100	31,000	33,800
Communications	-	-	-	-	-
Professional Development	3,603	1,040	5,700	5,000	6,600
Community Promotion	17,632	1,200	5,000	3,000	2,000
Printing and Publishing	1,782	3,663	2,000	1,900	2,000
Insurance and Bonds	393	382	1,300	1,000	1,700
Miscellaneous	2,892	81	1,500	600	1,500
Total City Commission	104,217	73,397	95,200	94,000	100,000
Personnel Services %	42.02%	59.09%	47.58%	53.83%	51.60%
F.T.E. Employees = 7 (Elected)					
Department Associated Revenues					
Marriages	-	-	50	50	50
Percent of Expenditures Covered by Revenues	0.00%	0.00%	0.05%	0.05%	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 responsible for implementing the vision, policies and programs established by the City Commission, for overseeing all City departments, and for 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 Compliance for City buildings and public rights-of-way
- Web site development, maintenance and support
- Neighborhood partnerships
- Media relations
- Economic development
- Strategic Planning
- Emergency Management
- Grant Coordination
- Information technology
- Oversight of the Human Resources office, GIS operations, Asset Management operations, Museum/Con Foster Collection, Wastewater Treatment Plant, Opera House, Carnegie Building, Human Rights Commission and Brown Bridge Advisory Committee
- Participates as a member of the Grand Traverse County Board of Public Works and the Boardman River Dams Implementation Team
- Monitor the activities of the Downtown Development Authority and Traverse City Light and Power

The City Manager's department is staffed by:
Martin Colburn, City Manager
Penny Hill, Assistant City Manager
Julie Dalton, Executive Assistant to the City Manager/Purchasing Agent

GOALS

1. Implement City Commission policies and objectives
2. Continue Boardman River Dam removal project
3. Work with other Governmental Entities and scientists on the Fish Passage/Union Street Dam project
4. Continue implementing SAW grant and Asset Management System, including development of a Storm Water Utility
5. Continue NAGPRA compliance activities with respect to the Con Foster Collection
6. Plan for future infrastructure improvements

PERFORMANCE MEASUREMENTS

	Performance Indicators	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 Est.
Output	Administrative policies processed/revised	3	1	2	0	1	6
	Purchased/service orders issued	312	392	409	410	401	405
	City Commission agenda items reviewed	255	255	349	443	450	475
Efficiency	Percent of administrative policies reviewed in the last five years	100%	100%	100%	100%	100%	100%
	Percent of standard purchase service orders processed within five days	95%	95%	95%	95%	95%	98%

SUMMARY OF BUDGET CHANGES

No significant changes, however, it should be noted that the Professional Services line item was increased by $6,000 for the City's share of the cost of a Fellowship through the Michigan Municipal Executives (formerly Michigan Local Government Managers Association) or another internship.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
CITY MANAGER DEPARTMENT					
Salaries and Wages	$ 271,920	$ 284,463	$ 311,000	$ 297,000	$ 303,400
Fringe Benefits	75,706	85,552	85,200	83,500	85,300
Office Supplies	7,100	7,672	5,000	7,000	7,000
Professional Services	20,058	11,843	22,500	16,000	27,000
Communications	2,574	2,659	3,000	3,000	3,000
Transportation	167	915	2,000	1,000	2,000
Professional Development	5,335	10,416	9,000	7,000	10,500
Printing and Publishing	2,818	2,282	3,000	2,300	3,000
Insurance and Bonds	1,964	1,918	2,500	2,100	2,500
Miscellaneous	1,120	602	1,000	300	1,000
Total City Manager Department	388,762	408,322	444,200	419,200	444,700
Personnel Services %	89.42%	90.62%	89.19%	90.77%	87.41%
F.T.E. Employees = 3					

HUMAN RESOURCE DEPARTMENT

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

The City Human Resource office provides personnel management, benefit administration and payroll services for 150 City employees and benefit administration and payroll services to 39 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 167 retirees. Human Resources assists the City Manager in representing the City's interests in collective bargaining and on-going labor agreement interpretation and administration with its six bargaining units.

Responsibilities of the Human Resources function include:

- Employment, recruiting and interviewing
  - Selection / Recruitment processes
  - 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
  - Health Care Savings Plan
  - 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
  - Health and Fitness Program
  - Drug Free Workforce Testing
  - Safety Committee

The Human Resource function is staffed by:

Kristine Bosley, MSA, IPMA-CP - Human Resource Director
Christina Woods, IPMA-CP - Human Resource Specialist

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
HUMAN RESOURCES DEPARTMENT					
Salaries and Wages	$ 76,037	$ 126,465	$ 138,200	$ 142,000	$ 138,600
Fringe Benefits	31,321	50,893	55,600	54,500	55,400
Office Supplies	2,201	1,696	1,000	2,500	1,000
Professional Services	23,222	19,032	26,800	25,000	23,400
Communications	1,005	1,436	1,300	1,300	1,300
Transportation	973	749	1,000	1,000	1,000
Professional Development	3,488	4,396	6,100	4,000	5,500
Printing and Publishing	1,135	1,723	2,000	1,400	2,000
Insurance and Bonds	510	1,006	500	1,100	500
Miscellaneous	200	993	500	400	500
Total Human Resources Function	140,092	208,389	233,000	233,200	229,200
Personnel Services %	76.63%	85.11%	83.18%	84.26%	84.64%
F.T.E. Employees = 2.0					
Department Associated Revenues					
Reimbursement from Other Funds	47,955	59,389	81,000	81,000	81,000
Percent of Function Expenditures Covered by Revenues	34.23%	28.50%	34.76%	34.73%	35.34%

The Enterprise Funds reimburse the General Fund based on pro-rata share of employee counts.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
GIS DEPARTMENT					
Salaries and Wages	$ 29,642	$ 118,706	$ 98,000	$ 75,000	$ 98,400
Fringe Benefits	9,329	42,801	55,000	33,400	41,400
Office/Operation Supplies	49	2,844	6,000	4,000	6,000
Professional Services	24,254	25,896	35,000	30,000	35,000
Communications	291	515	700	300	700
Transportation	-	-	-	-	-
Professional Development	400	926	1,000	1,800	2,000
Printing and Publishing	80	-	1,100	200	1,100
Insurance and Bonds	468	878	1,000	1,100	1,000
Repairs and Maintenance	-	-	500	-	500
Rentals	-	10,404	15,400	15,400	-
Total GIS Department	64,513	202,970	213,700	161,200	186,100
Personnel Services %	60.41%	0.00%	71.60%	67.25%	75.12%
F.T.E. Employees = 1.3					
Department Associated Revenue:					
Reimbursement from Other Funds	-	-	70,500	-	-
Percent of Department Expenditures Covered By Revenues	0.0%	0.0%	33.0%	0.0%	0.0%

CITY ASSESSING DEPARTMENT

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.*

Purpose is to appraise all real and personal property within the City of Traverse City as prescribed by City Charter and State Law. General Property Tax Act [MCL211.1] requires annual assessment of all real and personal property located within each township or city by a certified assessing officer. City of Traverse City requires certification by a Michigan Master Assessing Officer (MMAO/aka Level IV), the highest level of certification obtainable. City Assessing Department is staff by four certified assessors.

Assessing Department Team

Polly (Watson) Cairns, City Assessor * MMAO (Level IV) & Certified General Real Estate Appraiser
David Brown, Deputy Assessor * MAAO
Erik Sandy, Senior Assessor * MCAO
Dan Tollefson, Assessment Clerk/Appraiser I * MCAO

City Assessing Department is responsible for maintaining inventory of all property located within the jurisdiction of City of Traverse City. Managing approximately 10,000 parcels and establishing the annual assessed and taxable values, at the legally mandated uniform percentage of market value, within 49-50%, for each class of property.

Values are generated annually for each parcel, and these values are utilized as the base to generate revenue for Grand Traverse County, Leelanau County, City of Traverse City, TCAPS, TBAISD, Northwestern Michigan College, BATA, Recreation Authority, Library, County Road Commission, and any other authorized millages.

The Assessing Department is responsible for preparation of regular and special assessment rolls, maintenance of real and personal property record files, revisions of assessment rolls, maintenance of certification levels as required by law, and the preparation of reports and administrative assistance dealing with property, taxation and any other matters as required by the City.

Mass appraisal is the process of establishing true cash values on groups of properties as of a given date using standardized procedures and statistical testing. Its purpose is the equitable and efficient appraisal of property for ad valorem purposes. This process involves data collection, market analysis, and quality control. The annual established assessed valuations are used in conjunction with millage rates to determine property taxes. The value assigned to a property may differ from the amount for which it was sold or purchased, depending on factors of the sale and market conditions in the area. True cash value reflects a property's usual selling price.

City Assessing Department maintains fair and equitable assessment practices, performing these services in an efficient and professional manner. Efficiency and compliance is measured annually for compliance. City Assessments ratios are reviewed for compliance through Grand Traverse & Leelanau County Equalization Departments, and finally with State Equalization, which occurs in May.

The Assessing Department administers the City's Property Assessing System, including any necessary communication with State Tax Commission, Michigan Tax Tribunal, Grand Traverse and Leelanau County Equalization Department and City's Board of Review. This includes planning and

implementation for annual valuation of real and personal property, and compilation of the City's assessment rolls; and at minimum includes the following:

- Meets/exceeds annual state certification educational requirements
- Physically inspects and records new construction
- Processing of deeds/transfers of ownerships, property transfer affidavits, principal residence exemptions/rescinds, boundary line adjustments/splits/combinations, verification of tax/legal descriptions, updating descriptions for maps
- Staff Board of Review meetings
- Assisting City Departments with addressing and mailing requests
- Assign addresses for the City of Traverse City
- Prepare cost estimates spread for Special Improvement Districts
- Prepare Tax roll for City Treasurer – summer & winter season
- Prepare compliance reports for Liquor Commission, State Tax Commission, Department of Treasury, MEDC, and Grand Traverse and Leelanau County Equalization Departments
- Review and process applications for PILOT (Payment in Lieu of Tax), Industrial Facilities Tax (IFT) requests, Neighborhood Enterprise Zone, and others
- Maintaining current records of real and personal property within the City
- Review and assist with setup and sharing of aerial photography service – Pictometry
- Annual compliance review Exempt parcels
- Reviewing and processing Small Taxpayer Exemption Applications, Personal Property Statements, & Eligible Manufacturing Personal Property Statements
- Monitor real estate transactions, trends, reports, and construction costs for annual property valuation.
- Preparing appraisals of new or remodeled commercial, industrial, and residential buildings; inspecting buildings; evaluating construction blueprints and specifications; preparing diagrams and descriptions.
- Conducting annual canvassing and review of personal property from statements and auditing of accounting records
- Meet with property owners regarding assessment and taxable value processes and determinations
- Representing the City before State Tax Commission and Michigan Tax Tribunal.
- Defend property assessment appeals – Michigan Tax Tribunal
- Compiling annual Ad Valorem, IFT, DDA, and Special Assessment Rolls for Real and Personal Property
- Preparing annual budget reports for general operating revenue.
- Updating Department website and working to continually enhance the City's Tax Parcel Viewer application
- Advising and assisting the City on matters relating to property appraisals and assessments.

The City Assessor creates the annual tax roll for the summer and winter seasons. Approximately sixty percent (60%) of the City's General Fund Revenue is a result of the assessment process from the annual taxable value calculations, as performed by the Assessing Department.

The City Assessor, as Assessor of Record, is responsible for defending Michigan Tax Tribunals appeals, in accordance with statue statute, policies, and procedures, as established by the State Tax Commission, to process and defend assessments on appeal and to settle such property tax appeal matters, and reporting of any such settlement to the City Manager.

Parcel Counts continues to increase, over 160 additional parcels created through the 2017 to the 2018 Assessment year cycle.

GOALS

- Annual review & inspect 20% of property annually; updating record card information; photos, sketch, & misc. attachments
- Post current assessing data information to the Assessing Department web page & Tax Parcel Viewer
- Implement and educate the public on current State laws/procedural changes

Our goal is to maintain, enhance, and improve the public understanding of the taxation process as well as the public dissemination of 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 City's tax parcel viewer application.

PERFORMANCE MEASUREMENTS

	Operations performed	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Productivity	Active Parcel Count	9,351	9,352	9,352	9,452	9,621
	% Change	0.00%	0.01%	0.00%	1.07%	1.79%
	Deed, P.R.E., Bldg Permit, & Application Processing & Review	2,289	2,290	2,291	2,380	3,117
	% Change	16.79%	0.04%	0.04%	3.88%	30.97%
	Review & Processing - Personal Property Statements, Small TaxPayer Exemption, & Eligible Manufacturing Personal Property Forms	2,369	2,370	2,371	2,385	3,351
	% Change	19.53%	0.04%	0.04%	0.59%	40.50%

SUMMARY OF BUDGET CHANGES

Continual funding to Professional Services line item to assist in defense of Michigan Tax Tribunal dockets, and an increase in postage and processing of required annual mailings.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
CITY ASSESSOR DEPARTMENT					
Salaries and Wages	$ 265,286	$ 270,559	$ 273,000	$ 277,600	$ 282,500
Fringe Benefits	97,879	102,916	106,400	105,700	107,600
Office Supplies	9,933	9,707	10,000	9,000	10,000
Professional Services	19,526	52,736	42,500	35,000	42,500
Communications	2,625	2,122	2,500	2,500	2,500
Transportation	2,912	2,566	6,500	3,500	6,500
Professional Development	1,570	924	6,000	3,300	6,000
Printing and Publishing	4,349	479	6,500	6,000	6,800
Insurance and Bonds	1,960	1,822	2,400	2,200	2,400
Miscellaneous	10	-	-	-	-
Total City Assessor Department	406,050	443,831	455,800	444,800	466,800
Personnel Services %	89.44%	84.15%	83.24%	86.17%	83.57%
F.T.E. Employees = 4.0					
Department Associated Revenues					
Property Tax Administration Fee	-	-	-	-	414,000
Percent of Department Expenditures Covered by Revenues	0.00%	0.00%	0.00%	0.00%	88.69%

GOALS

- Annual review & inspect 20% of property annually; updating record card information; photos, sketch, & misc. attachments
- Post current assessing data information to the Assessing Department web page & Tax Parcel Viewer
- Implement and educate the public on current State laws/procedural changes

Our goal is to maintain, enhance, and improve the public understanding of the taxation process as well as the public dissemination of 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 City's tax parcel viewer application.

PERFORMANCE MEASUREMENTS

	Operations performed	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Productivity	Active Parcel Count	9,351	9,352	9,352	9,452	9,621
	% Change	0.00%	0.01%	0.00%	1.07%	1.79%
	Deed, P.R.E., Bldg Permit, & Application Processing & Review	2,289	2,290	2,291	2,380	3,117
	% Change	16.79%	0.04%	0.04%	3.88%	30.97%
	Review & Processing - Personal Property Statements, Small TaxPayer Exemption, & Eligible Manufacturing Personal Property Forms	2,369	2,370	2,371	2,385	3,351
	% Change	19.53%	0.04%	0.04%	0.59%	40.50%

SUMMARY OF BUDGET CHANGES

Continual funding to Professional Services line item to assist in defense of Michigan Tax Tribunal dockets, and an increase in postage and processing of required annual mailings.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
CITY ASSESSOR DEPARTMENT					
Salaries and Wages	$ 265,286	$ 270,559	$ 273,000	$ 277,600	$ 282,500
Fringe Benefits	97,879	102,916	106,400	105,700	107,600
Office Supplies	9,933	9,707	10,000	9,000	10,000
Professional Services	19,526	52,736	42,500	35,000	42,500
Communications	2,625	2,122	2,500	2,500	2,500
Transportation	2,912	2,566	6,500	3,500	6,500
Professional Development	1,570	924	6,000	3,300	6,000
Printing and Publishing	4,349	479	6,500	6,000	6,800
Insurance and Bonds	1,960	1,822	2,400	2,200	2,400
Miscellaneous	10	-	-	-	-
Total City Assessor Department	406,050	443,831	455,800	444,800	466,800
Personnel Services %	89.44%	84.15%	83.24%	86.17%	83.57%
F.T.E. Employees = 4.0					
Department Associated Revenues					
Property Tax Administration Fee	-	-	-	-	426,000
Percent of Department Expenditures Covered by Revenues	0.00%	0.00%	0.00%	0.00%	91.26%

CITY ATTORNEY DEPARTMENT

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. The 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, staff, and boards and commissions on matters that affect the conduct of City business. The City Attorney acts as the legal advisor to, and attorney and counsel for, the City and all its officers in matters relating to their official duties. 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 and acts as a liaison to outside counsel who may represent the City from time to time. Additionally, the City Attorney is legal counsel for the Downtown Development Authority (a component unit of the City).

This Department specifically:

- Provides timely and topical legal advice to City staff and all its officials.
- Reviews, revises, and prepares 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 Trible-Laucht, and Legal Assistant Cindy Laurell.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
CITY ATTORNEY DEPARTMENT					
Salaries and Wages	$ 150,972	$ 159,424	$ 161,500	$ 127,000	$ 165,700
Fringe Benefits	33,222	39,692	43,000	39,700	42,200
Office Supplies	950	1,770	1,700	3,000	1,500
Professional Services	45,275	54,882	10,000	46,000	10,000
Communications	987	978	1,000	800	1,000
Transportation	-	-	1,200	500	1,000
Professional Development	1,457	1,079	4,000	1,000	4,000
Printing and Publishing	612	750	1,200	900	1,000
Insurance and Bonds	832	919	1,000	1,000	1,000
Miscellaneous	-	-	500	-	500
Total City Attorney Department	234,307	259,494	225,100	219,900	227,900
Personnel Services %	78.61%	76.73%	90.85%	75.81%	91.22%
F.T.E. Employees = 2					
Department Associated Revenues					
Reimbursement from Other Funds	-	-	3,000	-	-
Percent of Department Expenditures Covered by Revenues	0.00%	0.00%	1.33%	0.00%	0.00%

CITY CLERK DEPARTMENT

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, with many operational responsibilities, serving in accordance with and upholding the Michigan Constitution, City Charter, ordinances, policies, federal and state laws and Administrative Orders of the City Manager.

Here's a snapshot of our primary responsibilities:

- Federal, State and local elections administrator – planning, organizing and executing all aspects of elections
- Clerk to the City Commission - legislative process administration; in collaboration with the City Manager's Office, preparing briefing packets for all official sessions of the City Commission; tracking, expediting and completing documentation for all City Commission business items, including various contractual terms
- Corporate Officer – providing final authorization, along with the City Treasurer/Finance Director for all financial disbursements, including Traverse City Light and Power which totals approximately $120 million annually; executing official legal documents, including contracts, leases and various permissions and tracking contractual terms and various business touch points/transactions
- Liability insurance and risk administrator – managing the City's liability and specialty insurance programs (protecting over $152M in City assets); analyzing and recommending insurance policy requirements (approximately $1 billion annually in various endeavors); handling all insurance claims against the City and administering all cross-claims against other parties, pursuing subrogation, etc.; and all aspects of enterprise-wide risk management, protecting the City's financial poise
- General City-Wide Customer Service: with over 30,000 interactions each year, functioning as a primary service point for residents, visitors, business owners, nonprofit agencies, internal customers, and anyone who needs assistance on a wide range of issues, many of which are not direct City services. With a smile, we assist tens of thousands of inquiries by email, phone, web, in-person, etc.
- License and permit authority – managing all phases of the City's 30 key licenses and permits, including approximately 55 special events per year
- Serving as public information office – managing the City's online, social media and public access television presence and handling a plethora of information/records/document requests
- Records manager for the City's vital records, reviewing items for completeness and cataloging them in the City's authenticated document management system
- Freedom of Information Act Coordinator – ensuring compliance with public records disclosure requirements

- HIPAA (Health Insurance Portability and Accountability Act) Privacy Official – managing the security of, and proper access to all HIPAA-protected records under the City's care and performing compliance functions as mandated by HIPAA
- Title VI Non-Discrimination Compliance Officer, ensuring compliance with non-discrimination requirements under Federal Title VI
- Open Meetings Act compliance officer
- Coordinating the recruitment and appointment process for all Mayoral and City Commission appointments; and staffing other special City Commission Ad Hoc Committees as requested

Our department team members:
Benjamin Marentette, MMC, City Clerk
Katie Zeits, CMC, Deputy City Clerk
Katy Garavaglia, Administrative Specialist
Kim Lautner, Licensing and Election Specialist

PERFORMANCE MEASUREMENTS

	Performance Indicators	2012/13	2013/14	2014/15	2015/2016	2016/2017	2017/2018
Output	Voter transactions processed	6,671	5,015	5,364	4,896	3,540	4,162
	Number of special event-related permits coordinated and approved	37	51	59	57	48	56
	Dollar amount of insurance policies reviewed, tracked and obtained from others	Approximately $500 Million	Approximately $500 Million	Approximately $500 Million	Approximately $500 Million	Approximately $510 Million	Approximately $550 Million
	New agreements reviewed and tracked	63	78	82	80	93	76
Efficiency	Cost per voter registration processed	$1.87	$2.08	$2.30	$2.40	$2.45	$2.50
	Contracts, leases and agreements reviewed within 48 hours of receipt	63	98%	100%	100%	98%	98%

	Percentage of insurance policies obtained within window of policy expiration date	97%	98%	100%	100%	98%	99%
	Ordinance amendments processed and codified within required time	100%	100%	100%	100%	100%	100%

Our office manages a variety of key ongoing operational functions; the following are our major upcoming projects/work items:

- Centralize key enterprise-wide communications in City Clerk's Office.
- Comprehensive risk management review of various practices – with recommendations for implementation.
- City Clerk's continued pursuit of key credentials through the International Risk Management Institute to greatly expand the City's risk management and insurance analysis capacity and financial security.
- Planning, organizing and executing all aspects of the August 2018 and November 2018 elections.
- Ongoing monitoring of work plans and objectives for individual team members and collective team (including value added analysis of performed and non-performed services).

SUMMARY OF KEY BUDGET CHANGES

None noted.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
CITY CLERK DEPARTMENT					
Salaries and Wages	$ 259,640	$ 286,889	$ 318,400	$ 282,000	$ 336,400
Fringe Benefits	93,026	102,754	108,900	113,500	122,000
Office Supplies	32,607	28,842	27,000	26,000	20,000
Professional Services	32,893	26,428	19,300	19,000	30,000
Communications	3,385	3,503	3,600	3,500	3,600
Transportation	1,111	1,294	2,000	1,600	2,000
Professional Development	3,512	5,913	6,900	3,800	6,550
Printing and Publishing	16,450	25,059	16,000	18,000	16,000
Insurance and Bonds	2,533	2,510	3,200	2,900	3,200
Repairs and Maintenance	2,738	-	-	-	-
Rentals	623	2,202	700	400	1,750
Miscellaneous	75	51	-	-	-
Total City Clerk Department	448,593	485,445	506,000	470,700	541,500
Personnel Services % (Includes Election Workers)	80.93%	82.40%	84.45%	84.02%	84.65%
F.T.E. Employees = 4					
Department Associated Revenues					
Election Reimbursement	18,693	-	-	-	-
Business Licenses and Permits	22,100	28,400	17,100	20,000	22,100
Liquor License Applications	3,580	7,810	4,000	4,000	3,600
Park Permits	-	-	2,000	1,500	9,000
Sewage backup claim administration	4,000	4,000	6,000	6,000	5,400
Total Revenues	48,373	40,210	29,100	31,500	40,100
Percent of Department Expenditures Covered by Revenues	10.78%	8.28%	5.75%	6.69%	7.41%

CITY TREASURER DEPARTMENT

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 12,000 utility customers monthly.
- Payments on about 8,000 tax parcels in both the summer and winter.
- Invoicing of over 1,500 individuals and businesses for miscellaneous services performed by City departments.
- Collection of assessments on over 500 parcels, which have special improvement districts.
- Payroll is processed and disbursed from the department on a bi-weekly basis for over 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, and nationally recognized municipal securities information repositories.
- 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 over 50 active members and 71 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

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

	Performance Indicators	2013/14	2014/15	2015/16	2016/17	2017/18
Output						
Output	Dollar amount of receipts collected in July	$34.2M	$36.5M	36.6M	34.1M	35.2M
Output	City's debt rating	AA+	AA+	AA++	AA+	AA+
Efficiency	Percentage of tax roll collected through March 1	96.70%	96.8%	97.2%	97.4%	97.8%

SUMMARY OF SIGNIFICANT BUDGET CHANGES

Salaries, Wages and Fringe Benefits– Budgeted salaries, wages and fringe benefits for 2018/19 decreased compared to 2017/18. The decrease relates primarily to a change in the allocation of Treasurer department staff salaries between the general fund and various component unit and proprietary funds.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
CITY TREASURER DEPARTMENT					
Salaries and Wages	$ 241,684	$ 257,171	$ 258,000	$ 251,000	$ 251,700
Fringe Benefits	97,336	106,858	111,000	110,500	110,200
Office Supplies	11,963	12,373	19,000	15,000	19,000
Professional Services	33,379	26,800	34,000	31,000	38,000
Communications	3,487	3,409	4,000	4,000	4,000
Professional Development	428	1,265	4,000	2,500	4,000
Printing and Publishing	2,985	2,248	4,000	3,000	4,000
Insurance and Bonds	2,259	2,085	3,000	3,000	3,000
Repairs and Maintenance	-	80	400	400	400
Rentals	117	-	400	400	400
Miscellaneous	-	-	200	200	200
Total City Treasurer Department	393,638	412,289	438,000	421,000	434,900
Personnel Services %	86.12%	88.29%	84.25%	85.87%	83.21%
F.T.E. Employees = 3.5					
Department Associated Revenues					
School Tax Collection Fees	14,094	13,423	13,500	13,800	14,000
Percent of Department Expenditures Covered by Revenues	3.58%	3.26%	3.08%	3.28%	3.22%

POLICE DEPARTMENT

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, 2 School Liaison Officers, 14 Patrol Officers, 1 narcotics officer and a highly trained 23 member reserve unit.

GOALS

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) standards through a formal staff inspection process.

PERFORMANCE MEASUREMENTS

		Performance Indicators	2014/15	2015/16	2016/17	% change	2017/18 2 yr. trend est.
Output	1	Liquor Inspections	80	79	86	8.9%	94
	2	Cases Assigned	2034	2090	2220	6.2%	2358
	3	Cases Closed	2020	2052	2158	5.2%	2270
	4	Arrests Adult	1220	1195	1286	7.6%	1384
	5	Arrests Juvenile	66	55	108	96.4%	211
	6	Traffic Crash Citations	772	716	416	-41.9%	246
	7	Traffic Citations Total	1987	1470	1299	-11.6%	1148
Efficiency	8	Incidents Reported	11620	11538	13000	12.7%	14651
	9	Cases Reported	2354	2452	2613	6.6%	2785
	10	Traffic Crash Personal Injury	218	202	146	-27.7%	91
	11	Traffic Crash Fatal	0	2	0	-100%	0
	12	Traffic Crash Property Damage	2548	2390	1514	-36.7%	1060
	13	Traffic Crash Hit and Run	122	109	88	-19.3%	71
	14	Traffic Crash Deer	12	19	9	-52.6%	5
	15	Traffic Crash Alcohol	38	40	27	-32.5%	18
	16	Traffic Crashes Total	993	956	973	1.8%	991
	17	Patrol Referred DB Cases	75	89	93	4.5%	97

SUMMARY OF SIGNIFICANT BUDGET CHANGES

Rentals – Rentals from garage department have increased due to the planned replacement of several patrol vehicles.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
POLICE DEPARTMENT					
Salaries and Wages	$ 2,062,480	$ 2,156,531	$ 2,120,000	$ 2,185,000	$ 2,174,600
Fringe Benefits	739,907	761,941	940,000	899,100	926,200
Office/Operation Supplies	94,101	144,307	82,000	77,000	85,000
Professional Services	50,771	58,111	70,000	68,000	70,000
County Records Contract	158,261	170,427	194,000	190,000	194,000
Communications	37,427	38,273	33,000	32,000	40,000
Transportation	50,956	50,679	64,000	60,000	64,000
Professional Development	42,417	62,990	35,000	31,000	50,000
Printing and Publishing	4,439	3,709	6,000	7,000	8,000
Insurance and Bonds	50,440	53,098	60,000	54,000	60,000
Utilities	290	258	800	800	1,000
Repairs and Maintenance	14,661	13,493	21,000	9,000	21,000
Rentals	237,236	289,282	278,500	287,000	281,000
Miscellaneous	6,188	8,514	6,500	11,300	9,000
Police Reserves	2,702	889	8,000	2,800	8,000
Total Police Department	3,552,276	3,812,502	3,918,800	3,914,000	3,991,800
Personnel Services %	78.97%	76.57%	78.29%	78.87%	77.88%
F.T.E. Employees = 30.0 (does not include crossing guards)					
Department Associated Revenues					
Witness Fees	$ 86	$ 462	$ 100	$ 100	$ 100
TBA ISD School Liason	84,428	94,995	95,000	95,000	95,000
Crossing Guard Reimbursement	9,279	13,014	9,300	11,000	10,000
Federal Grants	5,439	-	-	-	-
Liquor License Revenue Sharing	48,259	72,285	62,000	60,000	61,000
Police and Fire Reports	8,180	3,938	8,200	8,000	8,000
OUIL Fines	8,625	5,988	8,700	8,000	8,000
Ordinance Fines and Costs	36,256	30,071	36,000	32,000	34,000
Reimbursement from various events	-	9,485	15,000	12,000	12,000
Bike Auction	2,194	5,166	2,200	3,000	3,000
National Cherry Festival	59,838	67,629	50,000	50,000	50,000
Total Revenues	262,584	303,033	286,500	279,100	281,100
Percent of Department Expenditures Covered by Revenues	7.39%	7.95%	7.31%	7.13%	7.04%
ACT 345 Pension Contribution Costs	$ 964,941	$ 982,812	$ 989,955	$ 989,955	$ 1,050,423

FIRE DEPARTMENT

Mission Statement: *The Traverse City Fire Department is an all-hazards emergency response agency that will provide protection and safety for the public.*

The Traverse City Fire Department (the "TCFD") is a 24/7 all-risk 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 –** 22 of our 24 personnel are Paramedics licensed through the State of Michigan, providing to our Community the highest level of pre-hospital care available in the nation. Rescue 01 located at 500 West Front Street transported 52 patients to Munson Medical Center during 2016-2017 Budget year.
- **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** - Students in grades K-6 in schools located within the City of Traverse City have at least one fire safety presentation by the T.C.F.D. annually. 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 Fire Setter 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, Trench 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 a free Smoke Alarm Program with alarms installed by fire fighters at your home by appointment.

Currently, the Fire Department consists of the Fire Chief, 4 Captains (1 who serves as Fire Marshal), 4 Lieutenants (1 who serves as Training Officer), 1 Fire Inspector, and 14 Firefighters.

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

	Performance Indicators	2012/13	2013/14	2014/15	2015/16	2017
Output	Total fire related responses (fires)	52	569 (52)	671 (51)	620 (54)	713 (34)
	Fire code inspections (Goal is 1,300 per year)	532	461	502	591	610
	EMS calls for service	2242	2377	2392	2,260	2,401
	Smoke alarms installed	63	31	40	84	64
	Employees who training hours exceed department goal of 360 hours	17	21	20	21	16*
Efficiency	Percent less than 5 minute response time	81.9%	83.2%	80.46%	79.90%	79.70%
	Percent less than 8 minutes response time	95.7%	96.9%	95.78%	95.50%	95.30%
	Percentage of fire inspections completed compared to goal	40.9%	32.5%	38.61%	59.10%	46%
	EMS response time less than 8 minutes	95.7%	96.2%	95.98%	96.1%	95.80%
	Percentage of smoke alarms installed	63.00%	31%	40%	84%	64%
	Percent of employees who training hours exceed department goal of 360 hours	73.97%	95.6%	90.9%	90.9%	84.20%*

Training values *Note: Data reflects values for 19 personnel overall. 4 personnel left the Fire department in 2017 (1 re-location, 3 scheduled retirements). 2 personnel were hired to replace 4 vacancies in 2017. 3 personnel were off-duty with loss-time injuries between 3 and 6 months' time.

SUMMARY OF BUDGET CHANGES

Salaries and Wages/Fringe Benefits – 3 personnel were anticipated to retire during the 2017 – 2018 Budget year; 2 Captains and 1 Lieutenant. 1 Firefighter left the Fire Department during this same time period to relocate to an area of former residence. 2 new personnel were hired in 2017. 2 personnel were hired in early 2018. These positions were replaced with new personnel, who, through contract negotiations, will result in a lesser cost than previously hired personnel. 1 vacancy exists on 1 Suppression shift at present.

For further information, please see the Traverse City Fire Department Annual Report.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
FIRE DEPARTMENT					
Salaries and Wages	$ 1,679,456	$ 1,825,921	$ 1,815,000	$ 1,955,000	$ 1,806,600
Fringe Benefits	424,309	460,692	477,000	426,000	453,700
Office/Operation Supplies	102,019	96,917	80,000	79,000	127,600
Professional Services	39,165	40,109	41,000	43,000	65,600
Communications	10,181	17,259	16,000	17,000	20,900
Transportation	13,104	14,891	19,000	19,000	19,000
Professional Development	68,077	61,128	50,000	58,000	88,600
Printing and Publishing	912	1,776	4,000	3,000	6,300
Insurance and Bonds	16,525	16,822	20,000	19,000	20,000
Utilities	23,245	25,455	30,000	33,000	33,400
Repairs and Maintenance	36,403	34,009	36,000	40,000	38,100
Rentals-Equip and Hydrants	267,396	331,836	348,000	376,000	347,000
Miscellaneous	188	295	1,000	-	1,000
Total Fire Department	2,680,980	2,927,110	2,937,000	3,068,000	3,027,800
Personnel Services %	78.47%	78.12%	78.04%	77.61%	74.65%
F.T.E. Employees = 24					
Department Associated Revenues					
Contributions-Public Entities	$ 407,226	$ 431,956	$ 440,000	$ 440,000	$ 445,000
Fire Inspections	-	13,525	64,500	28,000	65,000
Fire Permit	5,450	4,300	4,300	4,000	4,000
Film Festival	1,767	2,104	2,000	2,000	2,000
National Cherry Festival	3,450	5,134	3,000	4,000	4,000
Ambulance Services	6,021	10,745	12,000	11,000	12,000
Other Reimbursements	4,792	3,123	2,400	3,000	3,000
Total Revenues	428,706	470,887	528,200	492,000	535,000
Percent of Department Expenditures Covered by Revenues	15.99%	16.09%	17.98%	16.04%	17.67%
ACT 345 Pension Contribution Costs	$ 795,624	$ 821,118	$ 851,860	$ 851,860	$ 944,758

ENGINEERING DEPARTMENT

Mission Statement: *To develop, implement, design, monitor and coordinate all public improvements constructed by or for the City.*

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.

- *Ordinance Compliance*
- *Economic Development Projects*
- *Regional Bridge Council and Bridge Scour Committee (MDOT)*
- *Regional Transportation Planning and Traffic Assessment (TC-TALUS)*
- *Streets, Sidewalks and Traffic Engineering*
- *Bike Paths and Trails Engineering*
- *Water System Engineering*
- *Sanitary Sewer System Engineering*
- *Storm Drainage System Engineering*
- *Bridge & Culvert Inspection and Engineering*
- *Capital Projects Implementation and Management*
- *Asset Management Support (GIS)*
- *Plan Review and Permits (BS & A Software)*
- *Right of Way Regulation and Monitoring*
- *Special Improvement Districts (SID)*
- *Citizen Service Requests*

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

1. Provide greater emphasis on addressing traffic impacts within neighborhoods.
2. Implement budgeted capital improvement projects in a timely manner.
3. Seek grants and outside funding sources for capital improvements.

PERFORMANCE MEASUREMENTS

	Performance Indicators	2013	2014	2015	2016	2017
Output	Capital Improvement Projects Administered by the Department ($ Millions)	3.84	6.29	10.30	3.66	Pending Current Projects
	Right of Way Permits	334	300	288	389	346
	Utility Review for Land Use Permits	57	62	248	248	230
	Stormwater Runoff Control Permits	21	17	19	32	51
	Soil Erosion Control Permits	28	30	31	43	48
Efficiency	Right of Way Permits approved within 10 days	100%	100%	100%	100%	100%
	Stormwater Runoff Control Permits approved within 10 days	100%	100%	100%	100%	100%
	Soil Erosion Control Permits approved within 10 days	100%	100%	100%	100%	100%

SUMMARY OF SIGNIFICANT BUDGET CHANGES

Salaries and Wages/Fringe Benefits – Salaries and wages/fringe benefits overall increased relating to an increase to employee wages tied to inflation.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
ENGINEERING DEPARTMENT					
Salaries and Wages	$ 435,317	$ 410,805	$ 458,500	$ 448,000	$ 486,100
Fringe Benefits	194,313	205,624	222,000	229,000	230,000
Office/Operating Supplies	14,597	9,196	25,000	9,000	18,000
Professional Services	14,741	18,329	31,400	27,000	26,200
Communications	8,522	7,004	7,500	7,000	7,500
Transportation	3,323	1,471	3,200	3,000	3,200
Professional Development	5,631	7,332	7,500	6,000	7,500
Printing and Publishing	3,270	4,423	3,500	4,000	4,000
Insurance and Bonds	3,894	3,840	4,800	4,000	4,800
Repairs and Maintenance	-	724	1,000	2,000	1,000
Rentals	14,330	13,948	14,000	19,000	17,800
Miscellaneous	-	-	1,000	-	1,000
Total Engineering Department	697,938	682,696	779,400	758,000	807,100
Personnel Services %	90.21%	90.29%	87.31%	89.31%	88.73%
F.T.E. Employees = 6.4					
Department Associated Revenues					
Soil Erosion Permit	$ 1,305	$ 1,915	$ 1,000	$ 2,000	$ 2,000
Storm Water Permit	1,225	1,855	2,000	2,000	2,000
Right of Way Permit	12,479	17,355	18,000	17,500	17,500
Utility Review	1,470	665	500	-	-
Inter-fund Reimbursements	133,998	-	175,000	125,000	125,000
Total Revenues	149,172	19,875	195,500	144,500	144,500
Percent of Department Expenditures Covered by Revenues	21.37%	2.91%	25.08%	19.06%	17.90%

PLANNING & ZONING DEPARTMENT

Mission Statement: *The Planning Department's primary purpose is 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.*

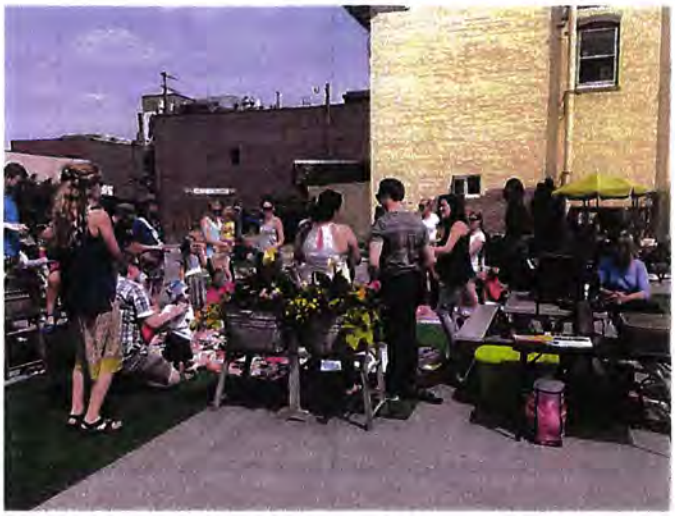
Safe Routes to School walking audit reveals trip hazards on city sidewalks

PLANNING DEPARTMENT RESPONSIBILITIES

- 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.
- Coordinates and manages the Six-Year Capital Improvement Plan for the City.
- Plays a key role in advancement of community and economic development plans.
- Provides streets and sidewalk community engagement.
- 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.

East Front Street planning (Plan-It East) site walk

PLANNING DEPARTMENT GOALS AND OBJECTIVES IN 2018/19



Pop up civic square and community engagement event held in 2016 at Lot O downtown.

1. **Traverse City Master Plan Vision and Community Survey-** The Master Plan Committee and Planning Commission recommended that we prepare for a larger community engagement/vision process to prepare for the next 5 year review of the Master Plan. We plan on holding a community vision or survey process in 2018.
2. **City Volunteer Program-** Create and launch a city-wide volunteer program to engage citizens and aid in city projects.
3. **Envision 8th-**The Planning Commission and the community participated in a charrette public process. The final Eighth Street Plan was completed and approved in 2017. The Planning Department will work toward implementation of the Plan which includes 37 driveway closures. The Form-Based Code will need to be reviewed by the Planning Commission and approved by the City Commission.
4. **Parking Committee**- There was a Parking Committee that was a subcommittee of the Planning Commission. The committee work is essentially complete. In October of last year, a Transportation Demand Management Study was completed. Planning Commission shall review parking requirements in light of the TDM Study and possibly recommend zoning ordinance amendments.
5. **Housing and Building Committee-**This year, tourist homes will be the remaining topic for this committee. We hope to make recommendations regarding the Tourist Home matter by October 2018.
6. **PC Transportation Committee-** This committee was formerly called the Traffic Calming Committee and was tasked with re-writing the Neighborhood Traffic Calming Program. The committee's new purpose is to review a consultant's work on preparing a comprehensive document that includes plans for Active Transportation, Pattern Book, Traffic Calming and Green Streets. A consultant has been selected for this work and we anticipate bringing this report to the Commission in the late spring.
7. **Building Heights Committee-** This committee met in the first quarter of 2017 and reviewed building height regulations throughout the city with a focus downtown. We plan on presenting the committee's April 2017 report to the Planning Commission by in the first quarter of 2018. Zoning amendments may follow depending on the Planning Commission's direction.
8. **Dock Line Setback-** Review the setback requirements for buildings in the downtown along the Boardman River. Currently, buildings must be setback 10 feet from the dock line which is a survey line that more or less follows the river's edge. Sometimes the dock line is several feet into the river, other places it is several feet inland from the river's edge. In other areas of the community buildings along Boardman River and Boardman Lake are required to be setback 25 and 50 feet respectively from the high water mark. The high water mark is a

contour line at certain elevations depending on the location. The plan is to work with the DDA on the matter and bring a recommendation to the Planning Commission by December 2018.

9. **Safe Routes to School-** Collaboration with all 10 city (K-8) schools (public and private) to participate in the Safe Routes to School program for infrastructure improvements (sidewalks, traffic calming, signage, etc.).City Commission approved Resolution of Support in October 2016. A grant request for 4.9 miles of new sidewalk was submitted on March 7, 2018 for nearly $2,000,000. Should the city be awarded a grant, grant administration and final design would occur in 2018 with possible construction in summer 2019 or summer 2020.
10. **Seek grants and raise private funds-** to implement adopted plans and City projects.
11. **Redevelopment Ready Communities certification–** The Planning Department applied and for Redevelopment Ready Community certification. Certification will position Traverse City better to receive state grants for economic development. The city expects to be certified in early 2018. We will continually re-evaluate our development processes.
12. **Boardman Lake Trail-** The Planning Department will work with project partners on final design and project fundraising.
13. **Fish Pass Project-** Participating in the Bidirectional Selective Fish Passage Project (FishPass). 30% design plans were reviewed in February 2018. Project page link: http://www.glfc.org/fishpass.php
14. **Group Day Care Regulations-** Review existing regulations for Group Day Cares and possibly recommend an amendment
15. **Tree Ordinance-** A Watershed Center-led committee has been formed to review and recommend city regulations regarding trees. Additional ordinance changes will be reviewed by the Planning Commission.

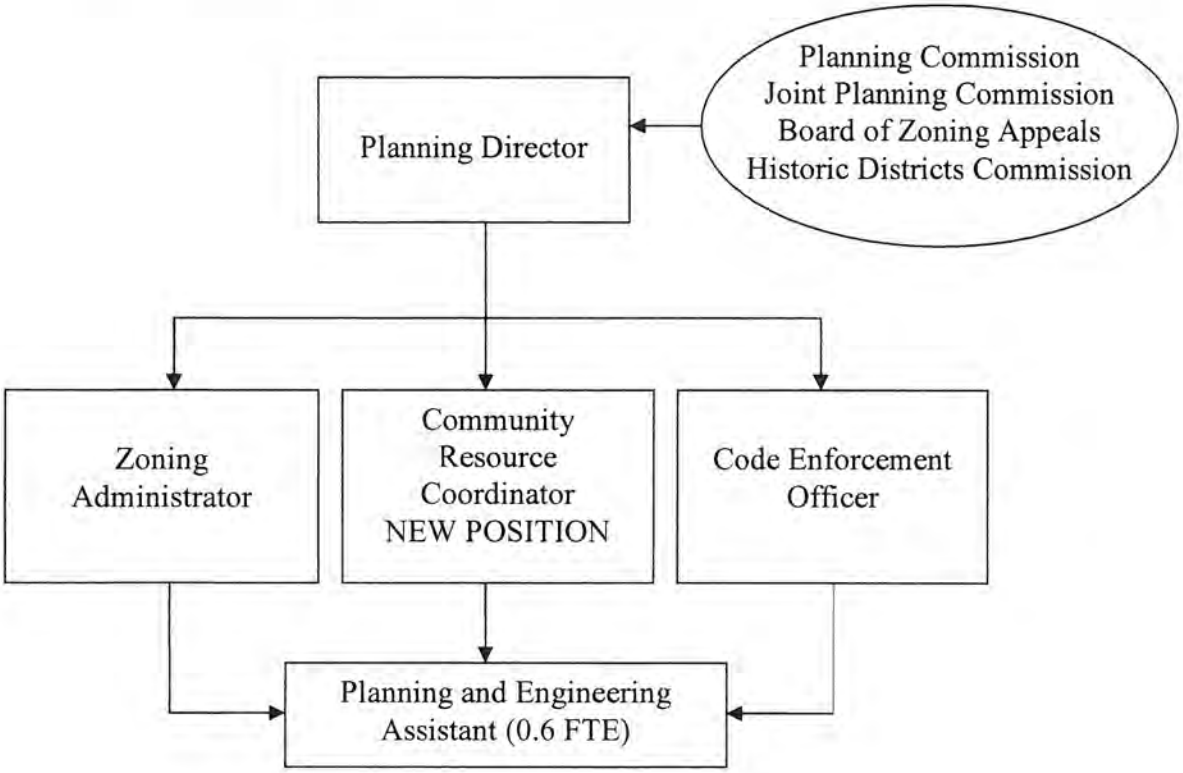
A conceptual rendering of the FishPass project located at the Union Street Dam.

16. **Medical Marijuana Regulations-** Amendments to the state law related to Medical Marijuana have changed recently. Draft Guidelines from the state for local implementation of the laws were released. Staff and the Planning Commission will review the state guidelines and determine if amendments to change our Medical Marijuana regulations should take place.
17. **Master Plan Elements Implementation-**Implementation strategies were created for a number of Planning Elements of the Master Plan. Prioritizing the long list of suggested implementation actions will help the Planning Commission and staff focus on the highest priorities.

PLANNING DEPARTMENT STAFF

Russ Soyring, Planning Director
David Weston, Zoning Administrator
Vacant, Community Resource Coordinator
Missy Luick, Planning and Engineering Assistant (0.6 FTE)
Mike Trombley, Code Enforcement Officer

PLANNING DEPARTMENT CHART



PERFORMANCE MEASUREMENTS

	Performance Indicators	2010	2011	2012	2013	2014	2015	2016	2017
Output	Land use permits issued	177	185	206	221	228	248	248	230
	Sign permits issued	40	50	63	57	59	52	59	66
	New dwellings permitted	79	30	127	43	87	141	173	135
	Dollar Value of Construction (millions)	$56.3	$66.7	$71.2	$123.9	$135.6	$107.7	$134.4	$65.3
	Code enforcement complaints	826	743	616	503	524	740	717	395
	Rental Housing inspections	54	68	75	82	284	545	547	551

SUMMARY OF SIGNIFICANT BUDGET CHANGES

Salary, wages and fringe benefits increases reflect the adding a new Community Resource Coordinator position during 2018-19. Goals #2 and #10 will be implemented by the Community Resource Coordinator.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
PLANNING AND ZONING DEPARTMENT					
Salaries and Wages	$ 278,272	$ 275,252	$ 292,000	$ 293,400	$ 325,000
Fringe Benefits	137,402	156,273	165,900	154,500	171,800
Office/Operation Supplies	5,030	4,294	7,700	5,000	5,400
Professional Services	11,694	38,061	15,000	12,000	7,500
Communications	4,253	3,016	5,600	3,600	5,000
Transportation	1,393	800	3,000	2,000	3,000
Professional Development	11,569	7,801	12,000	11,000	12,000
Printing and Publishing	2,511	4,784	6,000	5,000	6,000
Insurance and Bonds	2,107	2,119	2,500	2,400	2,500
Rentals	6,144	6,468	6,600	7,400	7,500
Miscellaneous	300	541	600	500	500
Total Planning and Zoning Dept.	460,675	499,409	516,900	496,800	546,200
Personnel Services %	90.23%	86.41%	88.59%	90.16%	90.96%
F.T.E. Employees = 3.6					
Department Associated Revenues					
Sign Permits	$ 3,775	$ 3,050	$ 3,500	$ 3,000	$ 3,000
Land Use Permits	14,700	12,085	11,000	11,500	11,500
Zoning Appeals/Variance/Change	960	1,100	2,000	1,500	1,500
Application for Zoning Change	4,535	8,755	4,000	9,000	9,000
Street Vacation Permits	2,600	2,200	2,000	3,000	3,000
Joint Planning Commission	9,199	9,935	8,000	9,000	4,000
Rental Housing Inspections	11,500	9,602	9,000	10,000	10,000
Total Revenues	47,269	46,727	39,500	47,000	42,000
Percent of Department Expenditures Covered by Revenues	10.26%	9.36%	7.64%	9.46%	7.69%

PARKS & RECREATION DIVISION

The Traverse City Parks and Recreation Division takes pride in maintaining the City's parkland, beaches, open spaces, urban forest and City owned property and buildings. Parks and Recreation staff also manage the Oakwood Cemetery operations, the Hickory Hills Ski Area, recreational programs for the community and park usage and improvements.

The job duties for park maintenance staff shift along with the change in seasons each year. Each winter the parks maintenance staff is responsible for snow removal at city owned parking lots, buildings and bridges. Also, the colder months are the best time to trim trees to avoid spreading disease, so a majority of the annual tree trimming is done in the Nov – March timeframe. During the winter season tl Parks Department also hires additional staff to run the operations at Hickory Hills, the City owned ski area that sees more than 14,000 skiers each season. Warmer months requires more typical maintenance duties such as tree and flow planting, mowing, trash removal, playground repair, beach grooming, irrigation repair and general property maintenance. The Clinch Park Waterscape is also seasonally operated and supervised by Parks and Recreation staff.

Additional Park Maintenance responsibilities include:

- Maintaining 386 + acres of parkland in 34 City Parks and maintaining the 14,000+ trees within the urban forest.
- Caring for all plantings: 4,600 shrubs, 88 flower beds and planters, and 55 perennial beds. This includes pruning, mulching, dividing and the planting of 10,000 annual flowers each year.
- Mowing 70 acres of park lawns plus the parkway and other grassy City rights-of-way.
- Grooming City beaches during summer and maintaining accessible beach matting.
- Maintaining and repairing 7 restroom facilities and 12 playground facilities.
- Creating and maintaining 3 outdoor ice rinks each season and staffing 2 warming houses during open hours.
- Installing and repairing 30 picnic grills, 90 park benches, 100 picnic tables, 270 trash cans and collecting trash.
- Programming, monitoring, repairing, locating and winterizing 39 automatic irrigation systems city wide.
- Maintaining the boardwalks along Boardman Lake and the Boardman River, annual removal and installation of floating docks at Hull Park and kayak launches on the West Boardman Lake trail, Clinch Park and Lot D.
- Brush chipping during spring cleanup and Christmas Tree chipping each holiday season.
- Cleaning, monitoring and maintaining the Union Street Dam.

Recreation components include:

- Operating Hickory Hills Ski Area, which includes 8 downhill runs and 3 kilometers of cross country ski trails.
- Maintaining tennis/pickleball and basketball courts.
- Hiring, training and testing lifeguards for Clinch Park beach assignments.
- Placing ropes and buoys to designate swim areas at five beaches.
- Operating a 10 week Summer Day Camp in collaboration with Grand Traverse County Parks Department
- Managing an adult volleyball program in which up to 24 teams participate in 3 separate leagues.

The Parks and Recreation Division is staffed by: A full-time staff of 13 including; 3 supervisory positions including one that works 4 months as manager of Hickory Hills and 8 months as Marina Dockmaster; 6 maintenance employees, 3 recreation/maintenance positions; and a Departmental Secretary shared among 4 Department of Public Services divisions. The seasonal staff includes 8 parks maintenance workers and over 30 seasonal personnel for various parks and recreation programs and facilities.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
PARKS AND RECREATION DIVISION					
Salaries and Wages	$ 683,384	$ 738,401	$ 728,000	$ 731,000	$ 768,500
Fringe Benefits	321,550	363,376	373,000	365,000	400,300
Office/Operation Supplies	65,434	74,113	61,800	59,000	77,000
Professional Services	130,002	161,021	188,000	178,000	188,000
Communications	4,480	7,013	4,000	8,000	4,000
Transportation	27,178	27,533	37,000	32,000	33,000
Professional Development	2,786	5,444	7,000	7,000	7,000
Printing and Publishing	1,026	552	3,000	2,000	3,000
Insurance and Bonds	15,986	17,487	18,000	15,000	18,000
Utilities	145,136	134,195	165,000	168,000	165,000
Repairs and Maintenance	51,414	68,497	70,000	60,000	70,000
Rentals	407,011	496,405	390,000	447,000	479,000
Miscellaneous	120	-	-	-	-
Total Parks and Recreation	1,855,507	2,094,037	2,044,800	2,072,000	2,212,800
Personnel Services %	54.16%	52.61%	53.84%	52.90%	52.82%
F.T.E. Employees = 11.4					

Department Associated Revenues					
Day Camp	$ 42,737	$ 49,006	$ 50,000	$ 50,800	$ 52,000
Hickory Hills Concession	2,000	2,500	3,000	2,750	3,000
Clinch Park Concession	40,000	47,375	52,500	52,500	53,000
Volleyball	11,021	16,632	15,000	17,000	17,500
Boardman River Moorings	11,134	12,374	12,000	12,000	12,000
National Cherry Festival	5,961	5,961	8,000	8,000	8,000
Hickory Hill Ski Passes	76,700	114,314	105,000	115,900	115,000
Total Revenues	189,553	248,162	245,500	258,950	260,500
Percent of Division Expenditures Covered by Revenues	10.22%	11.85%	12.01%	12.50%	11.77%

OAKWOOD CEMETERY

The Traverse City Parks and Recreation Division administers all operations within Oakwood Cemetery on an annual basis. The Sexton provides administrative oversight and burial services along with conducting sales of burial rights for in-ground plots, cremation niches and mausoleum crypts for future and present needs.

The City's Oakwood staff also performs the administration, burial services and grounds maintenance for the Oakwood Catholic Diocesan Cemetery. Both cemeteries are administered by the City in the Catholic-owned office within the cemetery. In addition, the Cemetery staff continues to assist genealogy inquiries, place monument foundations, and perform grounds maintenance.

A new maintenance facility was completed late in 2015 within the cemetery grounds. This building houses all cemetery vehicles, equipment and supplies securely on site.

The staff of Oakwood includes the Full-Time Sexton, Part-Time Office Clerk (24 hours per week) and 5 seasonal maintenance employees. In addition, a portion of two Park and Recreation Department administrator's time and benefits are charged to this budget and periodically Parks and Recreation maintenance employees complete work onsite when tree trimming or other specialty work is required.

SUMMARY OF SIGNIFICANT BUDGET CHANGES

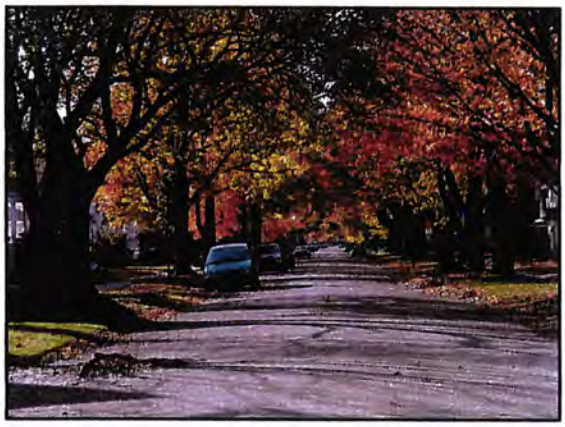
No significant changes for the year end 6/30/18.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
PARKS AND RECREATION DEPARTMENT					
OAKWOOD CEMETERY DIVISION					
Salaries and Wages	$ 174,076	$ 184,158	$ 176,000	$ 168,000	190,100
Fringe Benefits	65,345	72,197	71,800	75,300	74,300
Office/Operation Supplies	12,409	7,268	12,000	10,000	12,000
Professional Services	5,812	9,741	6,500	7,000	6,500
Communications	2,498	3,621	3,000	3,000	3,000
Transportation	3,571	3,603	6,000	5,000	6,000
Professional Development	-	-	500	100	500
Printing and Publishing	48	378	500	500	500
Insurance and Bonds	2,244	2,504	3,000	2,600	3,000
Utilities	16,804	21,803	25,000	24,000	25,000
Repairs and Maintenance	1,477	7,054	9,000	5,500	9,000
Rentals	59,106	68,726	45,700	69,500	75,000
Total Oakwood Cemetery Division	343,390	381,053	359,000	370,500	404,900
Personnel Services %*	91.56%	86.96%	89.92%	79.16%	77.65%
*(Includes $89,000 in Seasonal Labor)					
F.T.E. Employees = 2.5					

Division Associated Revenues					
Catholic Diocese Agreement	$ 36,500	$ 38,064	$ 36,500	$ 36,500	$ 36,500
Recording of Deeds	-		50	-	50
Lot Use	16,422	12,189	16,000	13,000	14,500
Grave Opening-Interments	23,785	20,720	23,500	20,500	22,000
Burial of Cremains	22,440	19,065	21,500	18,500	19,000
Mausoleum Vault Charges	-	-	100	-	100
Foundation of Monuments	14,442	12,679	15,000	16,750	15,000
Cemetery Trust Interest Transfer	5,222	4,448	5,300	2,000	5,000
Perpetual Care Interest Transfer	10,758	10,395	11,000	10,000	12,000
Total Revenues	93,069	79,496	92,450	80,750	124,150
Percent of Function Expenditures Covered by Revenues	27.10%	20.86%	25.75%	21.79%	30.66%

STREETS ADMINISTRATION



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

- Snow removal.
- Repairing and cleaning of 28.82 miles of Major Streets, 49.33 miles of local streets, 8.7 miles of State Highways, 25 miles of alleys, 79 miles of sidewalk and 10 miles of bike trails.
- Cleaning and repairing of 2,220 catch basins and 1,221 storm manholes including all connecting lines.
- Spring and Fall leaf collection and composting program.
- Mowing large amounts of non-parkland property along our City's right-of-ways.
- Installing and maintaining 565 signs on City property and parking lots.

GOALS

1. Stabilize deteriorating infrastructure by increasing preventive maintenance techniques using Crack Seal, Asphalt Grind and Infrared repair.
2. Eliminated the use of cold patch material.
3. Maintain entire street system at a fair or better PASER rating.

PERFORMANCE MEASUREMENTS

	Performance Indicators	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
20 Output	Lane feet of crack sealing	18,314	278,678	145,300	199,000	164,086	to date 168,284
	Infrared asphalt tonnage	33	22.43	30	16.61	20.59	13.87
	Infrared repair projects	53	126	106	60	82	30
Efficiency	Tons of pot hole patch material	410	372.71	183.16	202	496	390
	Tons of cold patch material	26	102.68	0	0	0	0

1 Superintendent and 1 Supervisor lead 13 equipment operators and 3 part time sidewalk snow removal equipment operators at Streets Division. During winter there is someone working 24 hours per day on weekdays, and from 4:00-8:00 a.m. on weekends and Holidays. Additional staff is called in on weekends to plow snow and sand unsafe roads, depending on the weather.

DEPARTMENT OF PUBLIC SERVICES DIRECTOR

Mission Statement: The Department's mission is to provide excellent services and opportunities for the residents of Traverse City that will promote a safe, healthy, clean and enjoyable environment while maintaining and improving the quality of life for this generation and those that follow.

The Director of Public Services oversees the activities of five departments/divisions that provide a variety of services to the public. They include Parks and Recreation, Streets, Garage/Fleet, Marina and Asset Management.

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 Director works with the Asset Management/GIS Analyst and the Asset Management Technician to form management plans for City assets including roads, utilities, water system reliability and modeling and other long term or infrastructure related assets of the City.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
DPS DIRECTOR AND STREETS ADMINISTRATION					
Salaries and Wages	$ 378,762	$ 333,642	$ 387,500	$ 331,000	$ 329,600
Fringe Benefits	78,355	49,886	154,500	101,000	86,800
Office/Operation Supplies	32,229	29,884	31,000	31,000	31,000
Professional Services	80,704	30,330	65,000	61,000	50,000
Communications	8,385	9,805	8,500	9,000	9,000
Transportation	69,194	75,155	70,000	90,000	80,000
Professional Development	3,627	2,505	5,000	3,000	5,000
Printing and Publishing	2,296	2,692	4,000	3,000	4,000
Insurance and Bonds	27,461	26,849	29,000	20,000	30,000
Utilities	2,643	3,262	3,000	3,000	4,000
Repairs and Maintenance	64,281	33,478	40,000	30,000	40,000
Rentals	81,396	49,525	(100,000)	(100,000)	(100,000)
Miscellaneous	-	-	-	-	-
Total DPS Director & Streets Admin	829,333	647,013	697,500	582,000	569,400
Personnel Services %	43.89%	44.25%	44.60%	43.76%	73.13%
F.T.E. Employees = 17					
Department Associated Revenues					
Compost Sales	-	-	8,000	8,000	8,000
National Cherry Festival	2,942	1,320	2,800	2,500	2,500
Total Revenues	2,942	1,320	10,800	10,500	10,500
Percent of Function Expenditures Covered by Revenues	0.15%	0.07%	0.51%	0.54%	0.52%

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, 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/fall leaf pick-up are charged to the Local Streets Fund.

City of Traverse City, Michigan
GENERAL FUND
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
GOVERNMENT OWNED BUILDINGS					
Insurance and Bonds	$ 143	$ 167	$ 1,000	$ 1,000	$ 1,000
Utilities	36,784	33,907	50,000	35,000	50,000
Repairs and Maintenance	58,975	42,960	69,000	44,000	69,000
Total Gvt. Owned Bldgs.	95,902	77,034	120,000	80,000	120,000

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

APPROPRIATIONS					
Conservation Resource Alliance	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Retirees Health Insurance Trust	2,524	2,524	5,000	5,000	5,000
Retirement Health Fund	20,881	20,881	20,000	20,000	20,000
Human Rights Commission	-	-	-	-	4,200
Joint Planning Commission	3,000	3,000	3,000	3,000	3,000
Independence Day Fireworks	3,500	3,500	3,500	3,500	3,500
Land Information Access Assoc.	73,847	74,390	76,000	76,000	78,500
Public Arts Commission	10,000	-	-	-	-
Total Appropriations	133,752	124,295	127,500	127,500	134,200

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
2018-19 Departmental Budgets

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
CONTINGENCIES					
Contingencies	$ -	$ -	$ 25,000		$ 25,000
TRANSFERS OUT					
MVH - Streets Funds	$ 668,346	$ 840,430	$ 979,000	$ 914,000	$ 971,200
Capital Projects Fund	1,585,000	800,000	915,000	915,000	691,500
Public Arts Commission	-	10,000	20,000	20,000	20,000
Stormwater System Fund	250,000	-	-	-	-
Carnegie Building Fund		-	-	73,600	-
Total Transfers Out	2,503,346	1,650,430	1,914,000	1,922,600	1,682,700

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.

CAPITAL OUTLAY					
Equipment Purchases	$ -	$ -	$ 5,000	$ -	$ 7,000
Public Safety Equipment	34,992	-	53,600	-	47,300
Total Capital Outlay	34,992	-	58,600	-	54,300

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 2018-19

General Government Departments		
Other General Government Equipment	$	7,000
Police Department		
(3) MDT Computers		12,000
(31) Weapon Mounted Flashlights		11,100
Total Police Department		23,100
Fire Department		
Firefighter PPE Gear Dryer System,		9,000
Firehouse Software Replacement (Not including recurring fe		15,200
Total Fire Department		24,200
Total Public Safety	$	47,300

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City of Traverse City, Michigan
SPECIAL REVENUE FUND
BUDGET STABILIZATION FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Interest Revenue	$ 20,983	$ (3,240)	$ 11,500	$ 11,500	$ 11,500
OTHER FINANCING USES					
Transfers Out - General Fund	(11,256)	(11,265)	(11,500)	(11,500)	(11,500)
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	9,727	(14,505)	-	-	-
Beginning Fund Balance	757,334	767,061	752,556	752,556	752,556
Ending Fund Balance	$ 767,061	$ 752,556	$ 752,556	$ 752,556	$ 752,556

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.

SUMMARY OF BUDGET CHANGES – Street Funds

REVENUES

State Sources –State sources increased based on the continued expectation of increased maintenance reimbursements for Major and Local Streets.

General Fund/Direct Support - General Fund/Direct Support decreased due to the transfer of Trunkline monies to the major Streets fund.

EXPENDITURES

Transfers Out – Transfers out increased due to a decision to utilize fund balance within the Trunkline fund to cover part of the budgetary shortfall in the Local Streets fund.

Rentals – Net rental costs increased due to the planned replacement of several pieces of major equipment by the Garage fund.

City of Traverse City, Michigan
SPECIAL REVENUE FUND

SUMMARY OF GENERAL FUND STREET DEPARTMENT AND SPECIAL REVENUE STREET FUNDS
For the Budget Year 2018-19

	Grand Total	Major Street	Local Street	Trunkline	Street Admin.	Total Prior Year Budget
REVENUES						
State Sources	$ 1,940,500	$ 1,210,000	$ 436,000	$ 294,500	$ -	$ 1,879,500
Metro Authority	54,000	-	54,000	-	-	50,000
Reimbursement	300	-	-	300	-	300
Interest & Dividend	1,200	1,000	-	200	-	1,200
Prior Years Surplus	10,800	10,800	-	-	-	-
General Fund Direct Support	569,400	-	-	-	569,400	697,500
Transfer from General Fund	971,200	-	971,200	-	-	979,000
Transfer from Trunkline Fund	100,000	100,000	-	-	-	-
TOTAL REVENUES	**3,647,400**	**1,321,800**	**1,461,200**	**295,000**	**569,400**	**3,607,500**
EXPENDITURES						
Salaries & Wages	1,066,300	299,800	382,400	54,500	329,600	1,042,800
Fringe Benefits	498,500	159,000	219,800	32,900	86,800	566,200
Office/Operation Supplies	255,000	98,000	86,000	40,000	31,000	260,000
Professional Services	425,000	250,000	95,000	30,000	50,000	443,000
Communications	9,000	-	-	-	9,000	8,500
Transportation	80,000	-	-	-	80,000	70,000
Professional Development	5,000	-	-	-	5,000	5,000
Printing & Publishing	4,000	-	-	-	4,000	4,000
Insurance & Bonds	30,000	-	-	-	30,000	29,000
Utilities	54,000	15,000	-	35,000	4,000	53,000
Repairs & Maintenance	40,000	-	-	-	40,000	40,000
Rentals	1,178,000	500,000	678,000	100,000	(100,000)	1,086,000
Transfers Out	100,000	-	-	100,000	-	-
TOTAL EXPENDITURES	**3,744,800**	**1,321,800**	**1,461,200**	**392,400**	**569,400**	**3,607,500**

City of Traverse City, Michigan
SPECIAL REVENUE FUND
MOTOR VEHICLE HIGHWAY - MAJOR STREETS FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
State Sources	$ 835,805	$ 984,178	$ 1,170,000	$ 1,192,000	$ 1,210,000
Interest Revenue	11	4	1,000	1,000	1,000
Reimbursements	-	-	-	7,000	-
TOTAL REVENUES	835,816	984,182	1,171,000	1,200,000	1,211,000
EXPENDITURES					
Personnel Services	372,712	429,715	400,000	448,000	458,800
Operating Materials	90,759	114,874	98,000	98,000	98,000
Professional Services	76,950	132,967	258,000	170,000	250,000
Utilities	13,346	13,125	15,000	15,000	15,000
Rentals	346,991	461,951	400,000	516,000	500,000
TOTAL EXPENDITURES	900,758	1,152,632	1,171,000	1,247,000	1,321,800
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(64,942)	(168,450)	-	(47,000)	(110,800)
OTHER FINANCING SOURCES					
Transfers In - General Fund	64,943	50,000	-	47,000	-
Transfers In - Trunkline Fund	-	-	-	-	100,000
TOTAL OTHER FINANCING SOURCES	64,943	50,000	-	47,000	100,000
NET CHANGE IN FUND BALANCE	1	(118,450)	-	-	(10,800)
Beginning Fund Balance	121,674	121,675	3,225	3,225	3,225
Ending Fund Balance	$ 121,675	$ 3,225	$ 3,225	$ 3,225	$ (7,575)
Personnel Services %	41.4%	37.3%	34.2%	35.9%	34.7%

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 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Metro Authority Fee	$ 55,466	$ 54,206	$ 50,000	$ 54,000	$ 54,000
State Sources	478,557	373,744	410,000	428,000	436,000
Reimbursements	-	-	-	6,000	-
TOTAL REVENUES	534,023	427,950	460,000	488,000	490,000
EXPENDITURES					
Personnel Services	517,956	549,967	577,000	544,000	602,200
Operating Materials	51,781	67,347	86,000	75,000	86,000
Professional Services	31,538	21,407	90,000	80,000	95,000
Rentals	536,151	579,659	686,000	656,000	678,000
TOTAL EXPENDITURES	1,137,426	1,218,380	1,439,000	1,355,000	1,461,200
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(603,403)	(790,430)	(979,000)	(867,000)	(971,200)
OTHER FINANCING SOURCES					
Transfers In - General Fund	603,403	790,430	979,000	867,000	971,200
NET CHANGE IN FUND BALANCE	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -
Personnel Services %	45.5%	45.1%	40.1%	40.1%	41.2%

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 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
State Sources	$ 385,474	$ 235,370	$ 299,500	$ 247,000	$ 294,500
Interest Revenue	29	114	200	500	200
Reimbursements	682	729	300	500	300
TOTAL REVENUES	386,185	236,213	300,000	248,000	295,000
EXPENDITURES					
Personnel Services	57,691	71,045	90,000	78,000	87,400
Operating Materials	35,726	28,897	45,000	35,000	40,000
Professional Services	130,088	6,097	30,000	15,000	30,000
Utilities	27,063	30,860	35,000	30,000	35,000
Rentals	84,060	86,262	100,000	90,000	100,000
Equipment	-	-	-	-	-
TOTAL EXPENDITURES	334,628	223,161	300,000	248,000	292,400
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	51,557	13,052	-	-	2,600
OTHER FINANCING USES					
Transfers Out - Major Street Fund	-	-	-	-	(100,000)
NET CHANGE IN FUND BALANCE	51,557	13,052	-	-	(97,400)
Beginning Fund Balance	71,250	122,807	135,859	135,859	135,859
Ending Fund Balance	$ 122,807	$ 135,859	$ 135,859	$ 135,859	$ 38,459
Personnel Services %	17.2%	31.8%	30.0%	31.5%	29.9%

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 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Grants from Local Units	$ 19,355	$ 17,975	$ 18,500	$ 18,000	$ 16,500
Charges for Services Rendered	6,633	400	500	2,000	500
Federal Grants	3,850	-	-	5,000	-
TOTAL REVENUES	29,838	18,375	19,000	25,000	17,000
EXPENDITURES					
Personnel Services	-	-	9,500	9,500	10,000
Operation Supplies	1,627	5,127	4,250	4,250	7,000
Professional Services	-	6,090	1,100	1,100	1,500
Communications	-	1,947	1,500	1,500	1,500
Transportation	-	-	200	200	200
Professional Development	109	-	2,000	3,000	7,000
Printing and Publishing	-	-	350	350	300
Insurance and Bonds	-	-	1,000	1,000	-
Repairs and Maintenance	1,307	65	3,000	3,000	3,500
Rental	2,550	-	1,100	1,100	-
TOTAL EXPENDITURES	5,593	13,229	24,000	25,000	31,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	24,245	5,146	(5,000)	-	(14,000)
Beginning Fund Balance	50,420	74,665	79,811	79,811	79,811
Ending Fund Balance	$ 74,665	$ 79,811	$ 74,811	$ 79,811	$ 65,811

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 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
State Grants	$ 5,600	$ 5,128	$ 6,500	$ 6,000	$ 6,500
EXPENDITURES					
Professional Development	5,600	5,128	6,500	6,000	6,500
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
STATE DOMESTIC PREPAREDNESS EQUIPMENT GRANT FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Federal Grants	$ -	$ -	$ 50,000		$ 25,000
EXPENDITURES					
Capital Outlay	-	-	50,000		25,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	-	-	-	-
OTHER FINANCING SOURCES					
Sale of capital asset	-	-	-	-	-
NET CHANGE IN FUND BALANCE	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

Previously this fund was created to account for federal pass-through grants used for the procurement of specialized emergency response equipment that 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 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Parking Fees-Coin	$ 6,867	$ 6,867	$ 7,000	$ 7,000	$ 7,000
Parking Fines	19,681	19,681	20,000	20,000	20,000
Recovery of Bad Debts	-	-	500	500	500
TOTAL REVENUES	26,548	26,548	27,500	27,500	27,500
EXPENDITURES					
Personnel Services	5,661	5,661	6,300	4,000	-
Operating Materials	-	-	-	-	-
Professional Services	20,056	20,056	20,000	22,200	26,300
Printing and Publishing	-	-	-	-	-
Rentals	900	900	1,200	1,200	1,200
TOTAL EXPENDITURES	26,617	26,617	27,500	27,400	27,500
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(69)	(69)	-	100	-
Beginning Fund Balance	113	44	(25)	(25)	75
Ending Fund Balance	$ 44	$ (25)	$ (25)	$ 75	$ 75
Personnel Services %	21.27%	21.27%	22.91%	14.60%	0.00%
F.T.E. Employees = .1					

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
TRAVERSE CITY / GARFIELD JOINT PLANNING FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Contribution-Public Sources	$ 6,000	$ 3,000	$ 6,000	$ 3,000	$ 4,000
EXPENDITURES					
Office Supplies	-	-	-	-	-
Professional Services	9,190	9,935	8,000	8,000	4,000
Printing and Publishing	-	-	-	-	-
TOTAL EXPENDITURES	9,190	9,935	8,000	8,000	4,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(3,190)	(6,935)	(2,000)	(5,000)	-
Beginning Fund Balance	20,265	17,075	10,140	10,140	5,140
Ending Fund Balance	$ 17,075	$ 10,140	$ 8,140	$ 5,140	$ 5,140

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
CARNEGIE BUILDING FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Federal Grants	$ -	$ 53,155	$ 85,000	$ 12,800	$ 19,000
Rental Revenue	31,953	29,439	27,500	29,400	38,300
Contributions-Public	-	358,826	-	-	-
Charges for services	-	-	-	-	-
Reimbursments	9,827	4,631	5,000	3,500	5,000
TOTAL REVENUE	41,780	446,051	117,500	45,700	62,300
EXPENDITURES					
Office Supplies	3,218	1,992	700	400	1,000
Professional Services	14,958	59,240	85,000	13,000	20,800
Communications	-	219	3,000	2,900	3,000
Insurance and Bonds	2,679	4,584	5,000	3,800	5,000
Public Utilities	27,485	31,547	22,000	28,000	29,800
Rental expense	1,782	-	4,000	2,000	4,000
Repairs and Maintenance	25,801	17,057	38,700	21,000	59,700
Capital Outlay	-	9,821	-	370,000	-
TOTAL EXPENDITURES	75,923	124,460	158,400	441,100	123,300
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(34,143)	321,591	(40,900)	(395,400)	(61,000)
OTHER FINANCING SOURCES					
Transfers In - McCauley Trust	65,000	2,680	40,900	53,800	64,000
Transfers In - General Fund	-	-	-	73,600	-
TOTAL OTHER FINANCING SOURCES	65,000	2,680	40,900	127,400	64,000
NET CHANGE IN FUND BALANCE	30,857	324,271	-	(268,000)	3,000
Beginning Fund Balance	(33,387)	(2,530)	321,741	321,741	53,741
Ending Fund Balance	$ (2,530)	$ 321,741	$ 321,741	$ 53,741	$ 56,741

The objective of the Carnegie Building was to collect, preserve and present the cultural history of the Grand Traverse region. For 2018-19, rental agreements with The Crooked Arts Council and the Grand Traverse Rock and Mineral Club will be combined with contributions from the General Fund and McCauley Estate Trust Fund to cover operational costs of the building.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
PEG CAPITAL FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Contribution-Private Sources	$ 15,770	$ 15,411	$ 85,700	$ 16,000	$ 16,000
EXPENDITURES					
Capital outlay	13,152	12,678	83,700	16,000	16,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	2,618	2,733	2,000	-	-
Beginning Fund Balance	13,950	16,568	19,301	19,301	19,301
Ending Fund Balance	$ 16,568	$ 19,301	$ 21,301	$ 19,301	$ 19,301

City of Traverse City, Michigan
SPECIAL REVENUE FUND
CHERRY CAPITAL CABLE FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Contribution-Public Sources	$ -	$ 4,217	$ -	$ 17,149	$ -
EXPENDITURES					
Capital outlay	$ -	$ 5,243	$ -	$ 21,266	$ -
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	(1,026)	-	(4,117)	-
Beginning Fund Balance	4,741	4,741	4,741	4,741	624
Ending Fund Balance	$ 4,741	$ 3,715	$ 4,741	$ 624	$ 624

City of Traverse City, Michigan
SPECIAL REVENUE FUND
SENIOR CENTER BUILDING FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Contributions-Private Sources	$ 13,138	$ 1,196	$ 4,500	$ 185,000	$ 4,500
Interest Revenue	85	259	500	500	500
TOTAL REVENUES	13,223	1,455	5,000	185,500	5,000
EXPENDITURES					
Professional and Contractual	-	-	5,000	5,000	5,000
Printing and Publishing	-	-	-	-	-
TOTAL EXPENDITURES	-	-	5,000	5,000	5,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	13,223	1,455	-	180,500	-
Beginning Fund Balance	207,117	220,340	221,795	221,795	402,295
Ending Fund Balance	$ 220,340	$ 221,795	$ 221,795	$ 402,295	$ 402,295

City of Traverse City, Michigan
SPECIAL REVENUE FUND
COUNTY SENIOR CENTER FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Contributions-Public Sources	$ 128,733	$ 131,533	$ 136,500	$ 136,500	$ 138,000
Interest Revenue	26	67	-		-
TOTAL REVENUES	128,759	131,600	136,500	136,500	138,000
EXPENDITURES					
Salaries and Wages	80,167	82,471	86,000	85,000	88,600
Fringe Benefits	41,312	43,942	45,300	47,000	53,400
Professional Services	1,195	1,540	1,500	500	1,500
Communications	-	-	-	-	-
Repairs and Maintenance	1,699	160	2,200	500	2,200
Transportation	-	-	-	-	-
Insurance and Bonds	844	872	1,000	1,000	1,000
Miscellaneous	892	161	500	500	500
TOTAL EXPENDITURES	126,109	129,146	136,500	134,500	147,200
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	2,650	2,454	-	2,000	(9,200)
OTHER FINANCING SOURCES					
Transfers in - General Fund	-	-	-	-	-
NET CHANGE IN FUND BALANCE	2,650	2,454	-	2,000	(9,200)
Beginning Fund Balance	66,798	69,448	71,902	71,902	73,902
Ending Fund Balance	$ 69,448	$ 71,902	$ 71,902	$ 73,902	$ 64,702
Personnel Services %	96.33%	97.88%	96.19%	98.14%	96.47%
F.T.E. Employees = 1					

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
COAST GUARD COMMITTEE FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Contributions-Private Sources	$ 15,361	$ 2,000	$ 61,000	$ -	$ 55,000
Contributions-Public Sources	-	-	-	2,000	-
TOTAL REVENUES	15,361	2,000	61,000	2,000	55,000
EXPENDITURES					
Operating Materials	260	1,272	20,000	9,000	15,000
Professional Services	-	-	16,000	-	15,000
Capital outlay	-	-	25,000	-	25,000
TOTAL EXPENDITURES	260	1,272	61,000	9,000	55,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	15,101	728	-	(7,000)	-
OTHER FINANCING SOURCES					
Transfers in - General Fund	-	-	-	-	-
NET CHANGE IN FUND BALANCE	15,101	728	-	(7,000)	-
Beginning Fund Balance	425	15,526	16,254	16,254	9,254
Ending Fund Balance	$ 15,526	$ 16,254	$ 16,254	$ 9,254	$ 9,254

The fund was created to account for the activities of the United States Coast Guard Committee, as established by Ordinance Chapter 279. The United States Coast Guard Committee serves in an advisory capacity and makes recommendations to the City Commission on matters related to the operation, development and planning of the United States Coast Guard services, facilities and programs within the City. The committee is staffed by the City Clerk's Office.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
HOMELAND SECURITY TRAINING GRANT FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Federal Grants	$ 260	$ -	$ 30,000	$ -	$ 20,000
EXPENDITURES					
Personnel Services	-	-	-	-	-
Office/Operation Supplies	-	-	-	-	-
Transportation	-	-	-	-	-
Professional Development	260	-	30,000	-	20,000
TOTAL EXPENDITURES	260	-	30,000	-	20,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

This fund was created to account for a federal pass-through grant used for 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 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Rental Income	$ 102,486	$ 111,066	$ 112,400	$ 113,000	$ 112,600
Interest Revenue	14	23	-	-	-
Contributions - Private	-	-	-	-	-
Reimbursements	4,308	4,239	4,000	4,000	4,000
Miscellaneous Income	-	-	-	-	-
TOTAL REVENUES	106,808	115,328	116,400	117,000	116,600
EXPENDITURES					
Office/Operation Supplies	-	-	-		-
Professional/Contractual	12,766	(28,864)	18,300	16,500	20,300
Insurance and Bonds	5,474	6,454	5,800	7,200	8,000
Public Utilities	34,590	40,124	49,500	50,000	46,500
Repairs and Maintenance	11,175	52,132	27,300	17,000	27,300
Miscellaneous	14,102	14,222	15,500	14,300	14,500
Capital outlay	53,865	64,345	-	-	-
Interest - Interfund Loan	-	-	-	-	-
TOTAL EXPENDITURES	131,972	148,413	116,400	105,000	116,600
EXCESS OF REVENUES OVER/ (UNDER) EXPENSES	(25,164)	(33,085)	-	12,000	-
OTHER FINANCING SOURCES					
Transfer out	-	-	-	-	-
Transfer in - Economic Development	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES	-	-	-	-	-
NET CHANGE IN FUND BALANCE	(25,164)	(33,085)	-	12,000	-
Beginning Fund Balance	60,971	35,807	2,722	2,722	14,722
Ending Fund Balance	$ 35,807	$ 2,722	$ 2,722	$ 14,722	$ 14,722

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 was converted to a transfer in from the Economic Development Fund to meet the requirements of the deficit reduction plan filed with the Michigan Department of Treasury. In future years when this fund accumulates a large enough fund balance, the transfer will be made back to the Economic Development Fund via City Commission approval. At present, that amount totals $60,000.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
BANNER PROGRAM FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Contributions-Private	$ -	$ 3,160	$ 3,000	$ 3,000	$ 3,000
EXPENDITURES					
Repairs and Maintenance	1,500	4,864	6,000	6,000	6,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(1,500)	(1,704)	(3,000)	(3,000)	(3,000)
Beginning Fund Balance	21,140	19,640	17,936	17,936	14,936
Ending Fund Balance	$ 19,640	$ 17,936	$ 14,936	$ 14,936	$ 11,936

City of Traverse City, Michigan
SPECIAL REVENUE FUND
ECONOMIC DEVELOPMENT FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Other Revenue	$ -	$ -	$ 80,000	$ -	$ -
Interest Revenue	587	18,218	17,000	17,000	17,000
TOTAL REVENUE	587	18,218	97,000	17,000	17,000
EXPENDITURES					
Salaries and Wages	-	-	70,800	-	-
Fringe Benefits	-	-	27,300	-	-
Office Supplies	-	-	700	1,100	-
Professional Services	16,500	11,500	5,200		4,000
Communications	-	-	600	-	-
Transportation	-	-	-	-	-
Professional Development	-	-	5,800	-	-
Printing and Publishing	-	-	3,000	-	-
Insurance and Bonds	-	-	600	-	-
Utilities	2,003	1,884	3,000	3,000	3,000
Miscellaneous	-	-	1,000	-	-
TOTAL EXPENDITURES	18,503	13,384	118,000	4,100	7,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(17,916)	4,834	(21,000)	12,900	10,000
OTHER FINANCING SOURCES (USES)					
Transfer In - Opera House Fund	-	-	-	-	-
Transfer out - Capital Projects Fund	-	(175,000)	(100,000)	-	(915,000)
TOTAL OTHER FINANCING SOURCES (USES)	-	(175,000)	(100,000)	-	(915,000)
NET CHANGE IN FUND BALANCE	(17,916)	(170,166)	(121,000)	12,900	(905,000)
Beginning Fund Balance	2,039,737	2,021,821	1,851,655	1,851,655	1,864,555
Ending Fund Balance	$ 2,021,821	$ 1,851,655	$ 1,730,655	$ 1,864,555	$ 959,555

This fund was originally 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. In recent years this fund has been renamed the Economic Development Fund. Primarily, this fund has been used to provide inter-fund loans to other funds, such as the Marina fund and the Opera House fund, in situations where municipal bonding does not make financial sense. Presently this fund has an inter-fund loan outstanding of $1,000,000 to the Marina fund which will expire on December 21, 2020.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
McCAULEY ESTATE TRUST FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Interest Revenue	$ 9,002	$ (3,343)	$ 3,000	$ 3,000	$ 3,000
Contributions-private	-	-	-	-	-
TOTAL REVENUES	9,002	(3,343)	3,000	3,000	3,000
OTHER FINANCING USES					
Transfers Out - Carnegie Building Fund	(65,000)	(2,680)	(40,900)	(53,800)	(64,000)
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(55,998)	(6,023)	(37,900)	(50,800)	(61,000)
Beginning Fund Balance	173,858	117,860	111,837	111,837	61,037
Ending Fund Balance	$ 117,860	$ 111,837	$ 73,937	$ 61,037	$ 37

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 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Rental Income	$ 69,290	$ 70,969	$ 70,000	$ 76,000	$ 76,000
Interest Income	151	-	-	-	-
Reimbursements	40,042	19,484	-	-	-
TOTAL REVENUES	109,483	90,453	70,000	76,000	76,000
EXPENDITURES					
Professional and Contractual	42,550	51,044	42,500	42,500	42,500
Insurance and Bonds	22	23	1,000	-	1,000
Public Utilities	478	514	1,000	1,000	1,000
Repairs and Maintenance	42,812	26,719	23,500	23,500	29,500
Rentals	1,800	1,800	2,000	2,000	2,000
TOTAL EXPENDITURES	87,662	80,100	70,000	69,000	76,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	21,821	10,353	-	7,000	-
Beginning Fund Balance (Deficit)	19,543	41,364	51,717	51,717	58,717
Ending Fund Balance	$ 41,364	$ 51,717	$ 51,717	$ 58,717	$ 58,717

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 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Property Taxes	$ 1,766,298	$ 1,880,381	$ 1,842,500	$ 1,900,000	$ 1,995,000
Interest Income	2,545	3,809	500	1,000	1,000
TOTAL REVENUES	1,768,843	1,884,190	1,843,000	1,901,000	1,996,000
EXPENDITURES					
Retirement Costs	1,810,565	1,803,930	1,843,000	1,843,000	1,996,000
Interest and Fiscal Charges	-	-	-	-	-
TOTAL EXPENDITURES	1,810,565	1,803,930	1,843,000	1,843,000	1,996,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(41,722)	80,260	-	58,000	-
OTHER FINANCING SOURCES					
Transfer In - General Fund	-	-	-	-	-
NET CHANGE IN FUND BALANCE	(41,722)	80,260	-	58,000	-
Beginning Fund Balance (Deficit)	71,741	30,019	110,279	110,279	168,279
Ending Fund Balance	$ 30,019	$ 110,279	$ 110,279	$ 168,279	$ 168,279

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
STORMWATER SYSTEM FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Federal sources	$ -	$ -	$ -	$ -	$ -
State sources	-	-	-	-	-
TOTAL REVENUES	-	-	-	-	-
EXPENDITURES					
Professional and Contractual	-	11,600	-	-	-
Capital Outlay	-	-	30,000	20,000	-
TOTAL EXPENDITURES	-	11,600	30,000	20,000	-
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	(11,600)	(30,000)	(20,000)	-
OTHER FINANCING SOURCES (USES)					
Transfer In - General Fund	250,000	-	-	-	-
Transfer Out - Capital Projects Fund	-	(230,000)	-	-	(100,000)
TOTAL OTHER FINANCING SOURCES (USES)	250,000	(230,000)	-	-	(100,000)
NET CHANGE IN FUND BALANCE	250,000	(241,600)	(30,000)	(20,000)	(100,000)
Beginning Fund Balance	250,000	500,000	258,400	258,400	238,400
Ending Fund Balance	$ 500,000	$ 258,400	$ 228,400	$ 238,400	$ 138,400

This fund was established to account for funding sources and expenditures related to the City's Stormwater System.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
COUNTY WIDE ROAD MILLAGE FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Contributions From Other Governments	$ 776,916	$ 814,783	$ 760,000	$ 825,000	$ 810,000
EXPENDITURES					
Capital Outlay	737,730	846,552	760,000	780,000	810,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	39,186	(31,769)	-	45,000	-
Beginning Fund Balance	809,764	848,950	817,181	817,181	862,181
Ending Fund Balance	$ 848,950	$ 817,181	$ 817,181	$ 862,181	$ 862,181

This fund was established to track proceeds from the Grand Traverse County Road Commission for the City's share of a voter approved Road Improvement Millage.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
BROWN BRIDGE TRUST PARK IMPROVEMENT FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Interest revenue	$ 519	$ 1,726	$ -	$ -	$ -
Rents and Royalties	136,471	169,126	150,000	140,000	125,000
Total Revenues	136,990	170,852	150,000	140,000	125,000
EXPENDITURES					
Repairs and Maintenance	-	-	-	-	-
Capital outlay	-	25,439	919,000	-	62,500
Total Expenditures	-	25,439	919,000	-	62,500
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	136,990	145,413	(769,000)	140,000	62,500
OTHER FINANCING SOURCES (USES)					
Transfer In - Brown Bridge Trust Fund	-	-	-	-	-
Transfer Out - Capital Projects Fund	-	-	-	(1,504,500)	(49,000)
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	(1,504,500)	(49,000)
NET CHANGE IN FUND BALANCE	136,990	145,413	(769,000)	(1,364,500)	13,500
Beginning Fund Balance	1,311,710	1,448,700	1,594,113	1,594,113	229,613
Ending Fund Balance	$ 1,448,700	$ 1,594,113	$ 825,113	$ 229,613	$ 243,113

As of June 30, 2018 The fund balance of this fund is commited to the following projects: $300,000 towards capital improvements at the Brown Bridge Quiet Area, and $49,000 towards capital improvements at Clancy Park.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
PUBLIC ARTS COMMISSION FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Contributions-public	$ 23,700	$ 25,680	$ 10,000	$ 25,000	$ 15,000
Contributions-private	-	26,800	-	-	-
TOTAL REVENUES	23,700	52,480	10,000	25,000	15,000
EXPENDITURES					
Office Supplies	600	-	2,000	-	-
Professional and Contractual	2,025	3,792	23,000	10,000	-
Capital Outlay	-	50,000	-	-	30,000
TOTAL EXPENDITURES	2,625	53,792	25,000	10,000	30,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	21,075	(1,312)	(15,000)	15,000	(15,000)
OTHER FINANCING SOURCES					
Transfer In - General Fund	-	10,000	20,000	20,000	20,000
NET CHANGE IN FUND BALANCE	21,075	8,688	5,000	35,000	5,000
Beginning Fund Balance	-	21,075	29,763	29,763	64,763
Ending Fund Balance	$ 21,075	$ 29,763	$ 34,763	$ 64,763	$ 69,763

This fund is used to account for amounts from which expenditures may be made for the acquisition, commission, exhibition, and maintenance of works of art .

City of Traverse City, Michigan
DEBT SERVICE FUND
PARKING BOND DEBT RETIREMENT FUND - TAX EXEMPT
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Contribution - TIF 97	$ 666,481	$ 663,157	$ 799,000	$ 799,000	$ 829,500
Refunding Bond Proceeds	-	8,410,000	-	-	-
TOTAL REVENUES	666,481	9,073,157	799,000	799,000	829,500
EXPENDITURES					
Principal	295,000	8,655,000	585,000	585,000	650,000
Interest Expense and Fees	371,481	414,906	214,000	214,000	179,500
TOTAL EXPENDITURES	666,481	9,069,906	799,000	799,000	829,500
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	3,251	-	-	-
Beginning Fund Balance	325	325	3,576	3,576	3,576
Ending Fund Balance	$ 325	$ 3,576	$ 3,576	$ 3,576	$ 3,576

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.

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City of Traverse City, Michigan
CAPITAL PROJECT FUND
PARKING CONSTRUCTION BOND FUND - TAX EXEMPT
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Interest Revenue	$ 1,743	$ 1,743	$ 1,000	$ 1,500	$ -
EXPENDITURES					
Capital Outlay	11,726	11,726	100,000	511,000	-
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(9,983)	(9,983)	(99,000)	(509,500)	-
OTHER FINANCING USES					
Transfer Out - Capital Project Fund	-	-	-	-	-
NET CHANGE IN FUND BALANCE	(9,983)	(9,983)	(99,000)	(509,500)	-
Beginning Fund Balance	739,179	729,196	719,213	719,213	209,713
Ending Fund Balance	$ 729,196	$ 719,213	$ 620,213	$ 209,713	$ 209,713

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.

City of Traverse City, Michigan
CAPITAL PROJECT FUND
PARKING BOND CONSTRUCTION FUND - TAXABLE
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Interest Revenue	$ 84	$ 252	$ -	$ 200	$ -
EXPENDITURES					
Capital Outlay	-	-	-		-
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	84	252	-	200	-
Beginning Fund Balance	107,375	107,459	107,711	107,711	107,911
Ending Fund Balance	$ 107,459	$ 107,711	$ 107,711	$ 107,911	$ 107,911

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 PROJECTS FUND
STORMWATER-ASSET MANAGEMENT-WASTEWATER GRANT FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
State Sources	$ 880,476	$ 660,128	$ -		$ -
Local Sources/Inkind Match	138,076	249,582	-		-
TOTAL REVENUE	1,018,552	909,710	-	-	-
EXPENDITURES					
Capital Outlay	1,018,552	909,710	-		-
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

This grant was established to track the proceeds and expenditures related to the Stormwater, Asset Management, and Wastewater (SAW) grant program established by the State of Michigan Department of Environmental Quality. The grant period ran from January 2013 to May 2017. The grant allows eligible expenditures that the City incurred beginning January 1, 2013 to be reimbursed.

City of Traverse City, Michigan
CAPITAL PROJECTS FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Federal Grants	$ 375,000	$ -	$ -	$ -	$ -
State Grants	23,200	-	2,225,000	-	3,870,000
Interest Revenue	355	1,144	-	1,000	1,000
Contributions - Public Entities	31,718	1,584,739	410,000	688,600	-
Contributions - Private Sources	25,000	26,900	1,434,250	1,494,400	400,300
Reimbursements	2,163,910	19,800	1,520,250	-	1,769,908
Miscellaneous	300,000	-	-	-	-
TOTAL REVENUES	2,919,183	1,632,583	5,589,500	2,184,000	6,041,208
EXPENDITURES					
Personnel Services	83	-	-	8,500	10,700
Operating Materials	-	-	-	-	-
Professional Services	1,337,286	601,249	-	-	-
Rentals	41	-	-	-	-
Capital Outlay	3,821,924	1,851,734	11,868,500	1,300,000	11,548,486
TOTAL EXPENDITURES	5,159,334	2,452,983	11,868,500	1,308,500	11,559,186
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(2,240,151)	(820,400)	(6,279,000)	875,500	(5,517,978)
OTHER FINANCING SOURCES					
Bond Proceeds/Transfer in EDC fund	-	-	4,500,000	-	915,000
Transfers In-Brown Bridge Trust Parks Imp. Fun(	-	-	864,000	1,504,500	49,000
Transfer In - Cemetery Trust Fund	-	-	-	24,099	-
Transfer In - Special Assessment Fund	-	-	-	-	135,000
Transfer In - General Fund	1,585,000	1,417,942	915,000	915,000	691,500
Transfer In - Stormwater Fund	-	-	-		100,000
TOTAL OTHER FINANCING SOURCES	1,585,000	1,417,942	6,279,000	2,443,599	1,890,500
NET CHANGE IN FUND BALANCE	(655,151)	597,542	-	3,319,099	(3,627,478)
Beginning Fund Balance	1,273,613	618,462	1,216,004	1,216,004	4,535,103
Ending Fund Balance	$ 618,462	$ 1,216,004	$ 1,216,004	$ 4,535,103	$ 907,625

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 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Interest Revenue	$ 6,236	$ 9,853	$ 4,000	$ 7,000	$ 10,000
Contributions - Public Entities	108	-	-	-	-
Special Assessment	117,102	118,045	125,000	200,000	125,000
TOTAL REVENUES	123,446	127,898	129,000	207,000	135,000
EXPENDITURES					
Capital Outlay	245,174	261,308	250,000	262,000	135,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(121,728)	(133,410)	(121,000)	(63,000)	-
OTHER FINANCING SOURCES (USES)					
Transfer Out-Capital Projects Fund	-	(100,000)	-	-	-
NET CHANGE IN FUND BALANCE	(121,728)	(233,410)	(121,000)	(63,000)	-
Beginning Fund Balance	1,113,961	992,233	758,823	758,823	695,823
Ending Fund Balance	$ 992,233	$ 758,823	$ 637,823	$ 695,823	$ 695,823

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 2% above the relevant Treasury bill rate but 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.

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City of Traverse City, Michigan
PERMANENT FUND
BROWN BRIDGE TRUST FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Interest Revenue	$ 506,783	$ (133,816)	$ 240,000	$ 222,000	$ 245,000
Rents and Royalties	-	-	-	-	-
TOTAL REVENUES	506,783	(133,816)	240,000	222,000	245,000
OTHER FINANCING (USES)					
Transfers Out-General Fund	(227,606)	(227,031)	(240,000)	(222,000)	(245,000)
TOTAL OTHER FINANCING USES	(227,606)	(227,031)	(240,000)	(222,000)	(245,000)
NET CHANGE IN FUND BALANCE	279,177	(360,847)	-	-	-
Beginning Fund Balance	12,273,714	12,552,891	12,192,044	12,192,044	12,192,044
Ending Fund Balance	$ 12,552,891	$ 12,192,044	$ 12,192,044	$ 12,192,044	$ 12,192,044

This fund was created with a charter amendment to Section 129, adopted November 7, 1978. In 2014 a voter approved ballot proposal amended the distribution guidelines to provide that money derived from oil, gas or mineral exploration at the Brown Bridge property be deposited in the Brown Bride Park Improvement Fund. As initially established, the interest income from the remaining balance in Brown Bridge Trust 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 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Charges for Services-Sales	$ 16,614	$ 12,189	$ 10,000	$ 10,000	$ 10,000
Interest Revenue	2,173	2,753	4,000	2,000	5,000
TOTAL REVENUES	18,787	14,942	14,000	12,000	15,000
EXPENDITURES					
Capital Outlay	83,245	-	-	-	-
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(64,458)	14,942	14,000	12,000	15,000
OTHER FINANCING SOURCES (USES)					
Transfers Out - Capital Projects Fund	-	-	-	(24,000)	-
Transfers Out - General Fund	(5,222)	(4,448)	(4,000)	(2,000)	(5,000)
TOTAL OTHER FINANCING SOURCES (USES)	(5,222)	(4,448)	(4,000)	(26,000)	(5,000)
NET CHANGE IN FUND BALANCE	(69,680)	10,494	10,000	(14,000)	10,000
Beginning Fund Balance	323,325	253,645	264,139	264,139	250,139
Ending Fund Balance	$ 253,645	$ 264,139	$ 274,139	$ 250,139	$ 260,139

For each lot or crypt sale 15% of the proceeds are deposited in the Cemetery Perpetual Care Fund, 42 1/2% is deposited in the Cemetery Trust 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 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Charges for Services-Fees	$ 7,504	$ 4,602	$ 5,000	$ 5,000	$ 5,000
Interest Revenue	28,333	(9,292)	10,000	10,000	12,000
TOTAL REVENUES	35,837	(4,690)	15,000	15,000	17,000
OTHER FINANCING SOURCES (USES)					
Transfers Out - General Fund	(10,758)	(10,395)	(10,000)	(10,000)	(12,000)
NET CHANGE IN FUND BALANCE	25,079	(15,085)	5,000	5,000	5,000
Beginning Fund Balance	408,590	433,669	418,584	418,584	423,584
Ending Fund Balance	$ 433,669	$ 418,584	$ 423,584	$ 423,584	$ 428,584

For each lot or crypt sale 15% of the proceeds are deposited in the Cemetery Perpetual Care Fund, 42 1/2% is deposited in the Cemetery Trust 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.

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PARKING SYSTEM FUND

Mission Statement: *Traverse City Parking Services promotes commerce and quality of life for Downtown, NMC Campus, Munson Hospital and residential neighborhoods by providing, maintaining, and developing parking, for present and for future bicyclist and motorists, through efficient and effective management.*

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 2018-19 budget includes revenues and expenses for operation of the entire parking system, including two parking garages.

Our largest line item in the Parking System Fund is Professional Services of which 50% of the budgeted amount is the contract agreement rate with the DDA. The Traverse City Parking Services Department dedicates nearly 100% of their time as part of this agreement in all areas of operations including Administration, Office Operations, Field Operations, and Maintenance Operations. The remaining four full-time employees of the DDA dedicate various percentages of their time to TCPS on an as-needed basis.

The Equipment line item includes a carryover of funds for the purchase of a new web-based camera system for the Hardy Parking Garage and additional cameras to increase security at the Old Town Garage and improve management. As always, the ultimate expenditure will be reviewed by the DDA in advance of actual City Commission approval.

Parking permits for both garage and surface are expected to yield an increase with the discontinuance annual permits. We are anticipating an increase in garage usage as the renovated Park Place Hotel Conference center opens in the spring of 2018.

We publish a quarterly report following each quarter. The report provides details on upcoming projects, status of existing projects, and data from pay station revenue, citation issuance, appeals, and permit sales.

Traverse City Parking Services consists of the following positions:
Parking Administrator (1 FT)
Deputy Parking Administrator (1 FT)
Parking Operations Manager (1 FT)
Parking Support Specialist – Financial Analyst (1 PT)
Parking Support Specialist – Office Operations (1 PT)
Office Clerks (6-8 PT and Seasonal)
Parking Ambassadors (2 FT, 1 PT, 1 Seasonal)
Maintenance Technicians (2 PT)

GOALS

1. Provide a successful, attractive parking environment that supports economic growth and tourism 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
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

	Performance Indicators	2013/2014	2014/15	2015/16	2016/17	2018/18 as of 3/16	2018/19 Estimate
Output	Number of parking fines issued	20,893	27,095	23,679	24,500	32,934	34,000
	Estimated number of vehicles processed in the parking decks	314,279	221,013	325,000	321,252	290,023	320,000
Efficiency	Utilization of parking decks at 2 pm weekdays	75.9%	76.5%	76.5%	72%	78%	80%
	% of revenue collected from parking fines	80.3%	84%	95.9%	95.8%	88.8%	95%

SUMMARY OF BUDGET CHANGES

REVENUE

Parking Deck Proceeds – Expect an increase in Hardy garage proceeds due to the opening of the renovated Park Place Hotel Conference Center.

Parking Fees-Coin – Revenues are expected to remain similar to the previous year.

Permits – Surface Lots – Expect an increase as annual permits which offered a discount were discontinued.

Permits – Parking Garages – Expect an increase as annual permits which offered a discount were discontinued.

EXPENSES

Salaries, Wages and Fringe Benefits – Salaries, wages and fringe benefits remain relatively flat with an estimated 2% annual wage increase and an estimated 3% increase in health insurance costs.

Professional Services – Expect an increase in the DDA fee to include additional full-time positions and part-time employee benefits.

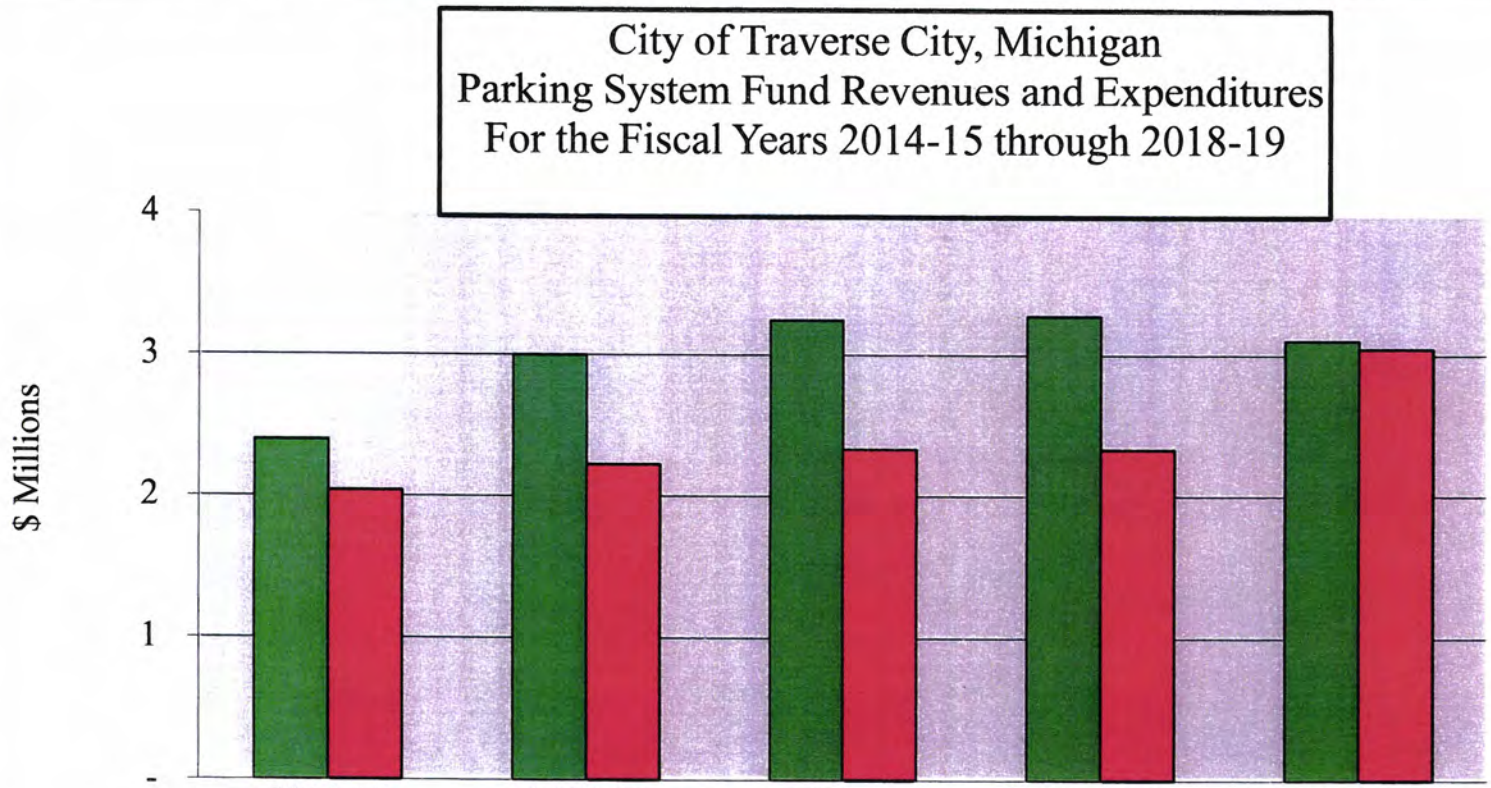
Public Utilities – This expense is expected to remain similar to the previous year.

Repair and Maintenance – Expect repairs and maintenance to remain steady with no change. The only CIP item scheduled is to expand cameras at Hardy Garage.

Rentals – Rentals overall increased to reflected required rental rates for the Garage Fund to finance future equipment purchases of the Parking System along with an increased rental rate to cover the new fully electric parking vehicle.

NONOPERATING REVENUES (EXPENSES)

Transfer Out – City Fee – The City fee will remain at the rate of 10% (approximately $320,000) because the system is now receiving all parking fine revenue except for the parking tickets and meter coin generated at the college, which is split, net expenses, between the College Parking Fund and General Fund.



	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Requested
Revenue	$2,399,255	$2,997,917	$3,244,060	$3,273,964	$3,103,300
Expenses	$2,037,053	$2,222,735	$2,331,312	$2,330,200	$3,044,800

City of Traverse City, Michigan
ENTERPRISE FUND
PARKING SYSTEM FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
OPERATING REVENUES					
Parking Deck Proceeds	$ 351,960	$ 420,304	$ 370,000	$ 439,000	$ 415,000
Parking Fees-Meters	1,349,311	1,483,554	1,300,000	1,556,900	1,400,000
Permits - Surface Lots	218,656	219,918	240,000	231,400	240,000
Permits - Parking Deck	589,275	615,175	580,000	466,200	610,000
Proximity Card Fee	-	-	-	-	-
Parking Fines	361,317	462,976	335,000	530,400	400,000
Rents and Royalties	25,338	26,064	26,300	26,064	26,300
Reimbursements	350	-	-	2,100	-
Recovery of Bad Debts	-	-	-	-	-
Miscellaneous Income	3,707	4,488	100	2,100	-
TOTAL OPERATING REVENUES	2,899,914	3,232,479	2,851,400	3,254,164	3,091,300
OPERATING EXPENSES					
Salaries and Wages	47,802	24,743	76,000	19,400	21,500
Fringe Benefits	33,096	34,017	25,450	19,000	2,100
Office/Operation Supplies	46,524	56,144	53,000	33,700	53,000
Professional Services	767,215	962,253	942,200	1,042,900	1,219,200
Communications	19,451	26,278	50,500	24,400	50,500
Transportation	4,516	4,418	8,000	3,100	8,000
Professional Development	2,058	3,752	10,000	5,300	10,000
Printing and Publishing	11,139	8,321	22,000	4,600	22,000
Insurance and Bonds	25,195	26,786	21,000	23,900	22,000
Utilities	91,696	89,896	130,000	103,800	125,000
Repairs and Maintenance	225,595	87,167	401,000	66,500	266,000
Rentals	150,451	152,524	119,000	123,100	119,000
Miscellaneous	7,321	10,610	10,500	11,300	10,500
Equipment *	10,908	14,256	234,000	-	160,000
Depreciation Expense	489,247	506,214	429,000	524,200	521,000
TOTAL OPERATING EXPENSES	1,932,214	2,007,379	2,531,650	2,005,200	2,609,800
OPERATING INCOME (LOSS)	967,700	1,225,100	319,750	1,248,964	481,500
NON-OPERATING REVENUES					
Gain on Sale of Assets	91,298	-	-	-	-
Capital Contribution	-	-	-	-	-
Interest Revenue	6,705	11,581	3,500	19,800	12,000
TOTAL NON-OPERATING REVENUES	98,003	11,581	3,500	19,800	12,000
INCOME BEFORE TRANSFERS	1,065,703	1,236,681	323,250	1,268,764	493,500
Transfer Out - City Fee	(290,521)	(323,933)	(285,500)	(325,000)	(310,000)
CHANGE IN NET POSITION	775,182	912,748	37,750	943,764	183,500
Net Position, Beginning of year	20,578,774	21,353,956	22,266,704	22,266,704	23,210,468
Net Position, End of year **	$ 21,353,956	$ 22,266,704	$ 22,304,454	$ 23,210,468	$ 23,393,968
Personnel Services %	4.19%	2.93%	4.01%	1.92%	0.90%
F.T.E. Employees = 0					

* Note: Equipment Expenditures of $160,000 are reported here for budget purposes only, actual Enterprise Fund financial statement reporting will reflect this as an increase in Fixed Assets.

** Ending net position represents the difference between total assets (including long-term fixed assets) and total liabilities the cash balance at 6/30/17 was $5,421,000.

WASTEWATER FUND

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 sewage 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, revised in 2001, and amended and restated in 2017. 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 discharge to the Boardman 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 Operations Management International, INC.

The Traverse City Plant was upon start up, the largest operating plant on the continent using membrane bioreactor technology. It has the capacity to meet area growth needs into the foreseeable future and produces an effluent of extraordinary clarity so that it will have no impact on the receiving waters.

SUMMARY OF SIGNIFICANT BUDGET CHANGES – OPERATING REVENUES

Rate Increase – The City Treasurer has recommended a rate increase of $3.00 per the first 600 cubic feet, and $3.00 per each additional thousand cubic feet to take effect in the fiscal year ending June 30, 2019.

GOALS – WWTP and Pump Stations

1. Complete the membrane replacement project.
2. Complete or assist in completing the approved Capital Improvement Projects identified for the current fiscal year.
3. Continue to work on understanding comma shaped Gram positive bacteria with the University of Michigan.

PERFORMANCE MEASUREMENTS – WWTP AND PUMP STATIONS

	Performance Indicator	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Projected 2017/2018
Output	Billions of gallons treated	1.5608	1.5120	1.7200	1.7100	1.7180	1.6821	1.8629
	Millions of pounds of BOD treated	3.50	3.37	3.28	3.19	3.20	3.22	3.21
	Recordable safety incidents	0	1	0	1	1	0	0
Efficiency	Percentage of effluent in compliance with NPDES permit	100%	100%	100%	100%	100%	100%	100%
	Kilowatt hours used/pound of BOD treated	1.2880	1.3000	1.4100	1.4500	1.4200	1.4600	1.5600
	Kilowatt hours used/gallon of sewage treated	0.0028	0.0028	0.0027	0.0027	0.0026	0.0028	0.0027
	Total recordable rates	0	9%	0	5.50%	5.47%	0.00%	0.00%
	Days away restricted transfer	0	0	0	2	2	0	0

WASTEWATER FUND – MAINTENANCE AND REPAIRS

Mission Statement: *To maintain the sanitary sewer collection system, while holding paramount the health, safety and welfare of the public.*

Responsibilities include:

- Cleaning, televising and repairing 83.2 miles of gravity sewer and 4.8 miles of forced main sanitary sewer.
- Cleaning and maintaining 1,892 sewer manholes.
- 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 62 storm water treatment systems on outfalls.

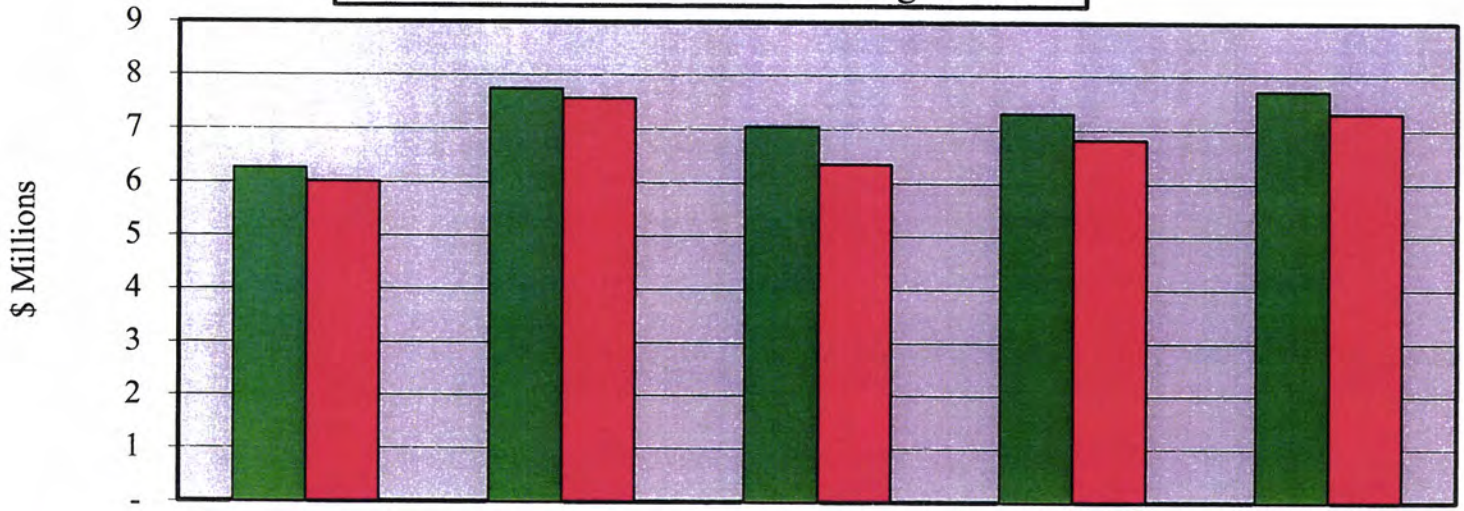
GOALS – MAINTENANCE AND REPAIRS

1. Continue to televise and evaluate remaining sewer mains not completed in the SAW Grant.
2. Assist contractor with installing AMI metering system to improve sewer billing accuracy.
3. Increase efforts to reduce the number of sewer calls by cleaning approximately 30 percent of the sanitary system on an annual basis.

PERFORMANCE MEASUREMENTS - MAINTENANCE AND REPAIRS

	Performance Indicators	2012/13	2013/14	2014/15	2015/16	2016/17
Output	Sewer maintenance calls	96	84	91	65	41
	Footage of Sewers CCTV's	-	-	-	-	15,000
	Footage of sewers cleaned	29,603	63,422	51,822	69,738	119,000
Efficiency	Percentage of maintenance calls responded to within one hour	100%	100%	100%	100%	100%
	Percentage of sewer backups that were homeowner responsibility	76%	86%	80%	70%	71%
	Percentage of annual sewers cleaned	7%	15%	12%	16%	28%

City of Traverse City, Michigan
Wastewater Fund Revenues and Expenditures
For the Fiscal Years 2014-15 through 2018-19



	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Requested
Revenue	$6,262,990	$7,738,941	$7,044,590	$7,304,500	$7,723,000
Expenses	$6,007,830	$7,559,794	$6,354,169	$6,817,637	$7,311,000

City of Traverse City, Michigan
ENTERPRISE FUND
WASTEWATER FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
OPERATING REVENUES					
Sewer Service Charges	$ 4,978,996	$ 4,959,095	$ 5,125,000	$ 5,171,000	$ 5,150,000
Public Authority	2,636,868	1,909,958	2,358,600	2,032,200	2,432,000
Industrial Pretreatment	6,500	6,400	6,000	5,000	6,000
Septage Treatment	25,469	19,978	19,800	19,900	23,800
Forfeited Discounts	13,921	13,244	14,000	13,400	14,000
Interdepartmental Sales	-	-	1,000	-	1,000
Merchandise and Jobbing	-	-	1,000	500	1,000
Miscellaneous	41,991	129,404	41,000	61,000	62,200
TOTAL OPERATING REVENUES	7,703,745	7,038,079	7,566,400	7,303,000	7,690,000
OPERATING EXPENSES					
WWTP AND PUMP STATIONS					
Salaries and Wages	-	-	34,000	22,100	22,700
Fringe Benefits	-	-	-	8,400	9,000
Professional Services	5,008,881	3,813,438	4,624,200	4,206,110	4,755,500
Septage Contract	-	-	-	-	-
Industrial Pretreatment Costs	-	-	1,000	-	1,000
Insurance and Bonds	59,427	58,683	60,700	63,802	63,800
Total WWTP and Pump Stations	5,068,308	3,872,121	4,719,900	4,300,412	4,852,000
MAINTENANCE AND REPAIRS					
Salaries and Wages	387,967	408,744	453,000	432,000	435,200
Fringe Benefits	267,480	297,064	200,000	325,100	206,700
Office/Operation Supplies	15,261	17,188	30,000	9,600	30,000
Professional Services	84,201	79,355	106,000	91,300	106,000
Communications	1,470	1,470	1,600	1,900	1,600
Transportation	4,657	5,503	8,000	4,400	8,000
Professional Development	6,303	6,485	6,500	500	6,500
Public Utilities	7,037	8,200	7,500	9,000	8,000
Insurance and Bonds	649	6,319	1,500	10,500	6,500
Repairs and Maintenance	83,586	90,757	20,000	100,000	20,000
Rentals	75,046	95,487	100,000	57,100	103,000
Total Maintenance and Repairs	933,657	1,016,572	934,100	1,041,400	931,500
ADMINISTRATIVE AND GENERAL					
Salaries and Wages	137,746	126,934	149,000	142,900	141,100
Fringe Benefits	65,004	83,499	71,000	92,900	75,300

City of Traverse City, Michigan
ENTERPRISE FUND
WASTEWATER FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
ADMINISTRATIVE AND GENERAL (Continued)					
Office/Operation Supplies	15,898	9,155	17,300	8,900	17,300
Professional Services	14,543	20,695	17,000	17,300	17,000
Communication	49	33	200	100	200
Professional Development	439	747	2,500	400	2,500
Printing and Publishing	342	31	3,000	100	3,000
Rentals	8,586	9,028	5,000	9,000	10,000
Collection Costs	2,271	2,859	2,000	4,000	2,000
Transportation	1,172	1,063	2,500	1,100	2,500
Miscellaneous	1,824	1,480	3,400	1,500	3,400
Depreciation & Amortization	611,832	603,679	617,000	615,000	617,000
Total Administrative and General	859,706	859,203	889,900	893,200	891,300
TOTAL OPERATING EXPENSES	6,861,671	5,747,896	6,543,900	6,235,012	6,674,800
OPERATING INCOME	842,074	1,290,183	1,022,500	1,067,988	1,015,200
NON OPERATING REVENUES (EXPENSES)					
Federal revenue	-	-	-	-	-
Reimbursements	30,661	5,553	30,600	500	31,000
Interest Revenue	4,535	958	2,000	1,000	2,000
Gain (Loss) on sale of capital assets	-	-	-	-	-
Interest/Finance Charges	(312,754)	(260,410)	(237,000)	(217,400)	(250,000)
Total Non-Operating Revenues (Expenses)	(277,558)	(253,899)	(204,400)	(215,900)	(217,000)
Income Before Transfers	564,516	1,036,284	818,100	852,088	798,200
Transfers Out - City Fee	(385,369)	(345,863)	(372,000)	(365,225)	(386,200)
CHANGE IN NET POSITION	179,147	690,421	446,100	486,863	412,000
Net position, beginning of year	15,871,284	16,050,431	16,740,852	16,740,852	17,227,715
Net position, end of year **	$ 16,050,431	$ 16,740,852	$ 17,186,952	$ 17,227,715	$ 17,639,715
Distribution Personnel Services % F.T.E. Employees = 6.75	70.20%	69.43%	69.91%	72.70%	68.91%
Administrative and Plant Personnel Services % F.T.E. Employees = 2.83	23.58%	24.49%	28.54%	29.81%	27.84%

** Ending net position represents the difference between total assets (including long-term fixed assets) and total liabilities the cash balance at 6/30/17 was $ 121,598.

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.

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, and portions of Garfield, Peninsula and Elmwood Townships. The water plant currently has a rated capacity of 20 million gallons a day.

The water treatment plant produces and supplies approximately 2 billion gallons of drinking water annually. Plant personnel operate a state certified laboratory to monitor water quality and provide bacteriological testing for surrounding municipalities and construction contractors. The water treatment plant laboratory performs daily tests for pH, hardness, calcium hardness, alkalinity, chloride, sulfates, chlorine, fluoride, iron, turbidity, conductivity and suspended solids. Operators are required to be licensed by the Michigan Department of Environmental Quality through examination and to maintain certification through continuing education.

The Water Plant is staffed by:
1 Superintendent
1 Chief Operator
4 Water Plant Operators/maintenance

GOALS – PLANT, STORAGE TANKS AND BOOSTER STATIONS

1. Continued focus on Capital Improvement Projects (CIP) as recommended in the 2014 Water System Reliability Study including construction of a new 2 million gallon reservoir adjacent to the existing Barlow reservoir to improve water storage redundancy and allow repair and repainting of the Barlow reservoir. Other planned maintenance and equipment upgrades include repair of one high service and low service pump annually, install a VFD control on a high service pump, repair one pump annually at the Huron Hills Booster Station.

PERFORMANCE MEASUREMENTS – PLANT, STORAGE TANKS AND BOOSTER STATIONS

	Performance Indicators	2013/14	2014/15	2015/16	2016/17
Output	Million gallons of water pumped	2078.25	2084.43	2,133.99	1,950.61
	Chemical costs	$87,680	$61,865	$72,544	$59,437
	Electrical demand - kWh (kiloWatt-hours)	2,405,784	2,323,177	2,275,452	2,700,811
Efficiency	Chemical cost per million gallons water pumped	$42.19	$29.77	$34.00	$33.10
	Gallons / kWh	863.86	897.23	937.83	722.23

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

Professional Development - Increase in budget to allow required training of personnel to obtain and maintain Michigan Department of Environmental Quality licensing.

WATER FUND – DISTRIBUTION

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

Responsibilities include:

- Maintaining, repairing and flushing 118 miles of water main.
- Maintaining, repairing and exercising 1,788 main line water valves.
- Installing and maintaining 7,510 water services/meters.
- Flushing, repairing and draining 989 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.

The Division's staff includes:

1 Superintendent
1 Chief Water/Sewer Maintenance Operator
1 Office Coordinator
8 Utility Systems Specialists

GOALS - DISTRIBUTION

1. Assist contractor to install AMI metering system to improve water billing accuracy.
2. Exercise 1/3 of water system valves.
3. Continue to utilize the work order management system (Lucity) for asset management.

PERFORMANCE MEASUREMENTS - DISTRIBUTION

	Performance Indicators	2012/13	2013/14	2014/15	2015/16	2016-17	2017-18 to date
Efficiency/Output	Galvanized services changed and/or found to be copper	24	24	31	24	63	59
	Fire hydrants winterized	985	985	985	985	989	989
	Galvanized services remaining	205	181	150	126	63	4

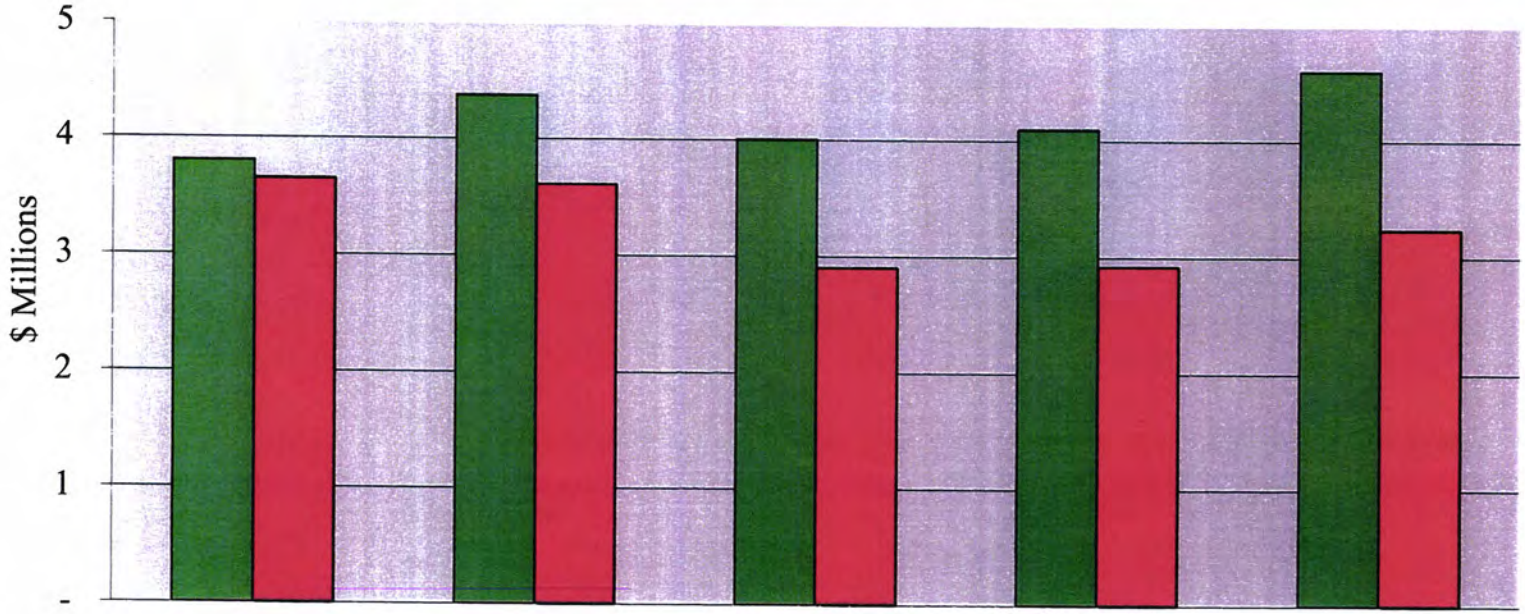
SUMMARY OF SIGNIFICANT BUDGET CHANGES – DISTRIBUTION

Repair and Maintenance – No Significant changes compared to previous budget year.

GOALS - ADMINISTRATIVE AND GENERAL

1. Continue working with the Water Committee exploring and brainstorming on improving efficiencies in the water system, including the reduction of the annual amount of water loss.
2. Continue to complete next round of residential cross connection inspections.
3. Continue working with Light and Power to install AMI meter reading system.

City of Traverse City, Michigan
Water Fund Revenues and Expenditures
For the Fiscal Years 2014-15 through 2018-19



	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Requested
Revenue	$3,797,437	$4,374,650	$4,001,499	$4,098,000	$4,605,500
Expenses	$3,642,786	$3,603,688	$2,901,921	$2,919,260	$3,233,900

City of Traverse City, Michigan
ENTERPRISE FUND
WATER FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
OPERATING REVENUES					
Water Sales	$ 3,205,029	$ 3,075,832	$ 3,206,000	$ 3,100,000	$ 3,565,000
Water Hydrant Fees	12,000	12,000	12,000	12,000	-
Public Authority	1,033,432	799,238	902,000	841,000	904,500
Merchandise and Jobbing	24,922	27,049	32,000	25,000	32,000
Taps, Meters and Pits	11,376	23,226	12,000	30,000	25,000
Contributions	7,000	-	1,000	21,000	1,000
Miscellaneous	61,683	58,711	57,000	63,000	75,000
TOTAL OPERATING REVENUES	4,355,442	3,996,056	4,222,000	4,092,000	4,602,500
OPERATING EXPENSES					
PLANT, STORAGE TANKS AND BOOSTER STATIONS					
Salaries and Wages	401,733	393,025	414,000	397,000	399,000
Fringe Benefits	344,135	363,230	216,300	178,000	188,000
Office/Operation Supplies	93,278	108,496	123,000	107,000	123,000
Professional Services	242,571	48,624	142,000	85,000	140,000
Communications	12,409	11,455	15,000	14,000	15,000
Transportation	495	471	3,000	2,000	3,000
Professional Development	3,526	2,698	5,000	9,000	8,000
Insurance and Bonds	33,000	37,298	38,000	34,000	38,000
Utilities	256,376	238,236	280,000	220,000	280,000
Repairs and Maintenance	699,778	113,703	230,000	200,000	230,000
Rentals	3,153	9,198	10,000	6,000	10,000
Total Plant, Storage Tanks and Booster Stations	2,090,454	1,326,434	1,476,300	1,252,000	1,434,000
DISTRIBUTION					
Salaries and Wages	286,041	297,341	326,000	320,300	325,100
Fringe Benefits	162,379	179,389	198,000	206,800	207,600
Office/Operation Supplies	89,962	79,718	100,000	95,600	100,000
Communications	1,470	1,470	1,600	2,100	1,600
Professional Services	164,859	152,263	160,000	114,800	160,000
Transportation	6,419	5,592	8,000	6,800	8,000
Professional Development	5,881	4,855	6,000	7,800	6,000
Insurance and Bonds	1,228	2,111	1,300	2,300	2,200
Utilities	13,117	13,750	15,000	12,900	15,000
Repairs and Maintenance	(16,882)	2,738	20,000	11,200	20,000
Rentals	55,830	56,686	112,000	84,900	114,000
Total Distribution	770,304	795,913	947,900	865,500	959,500

City of Traverse City, Michigan
ENTERPRISE FUND
WATER FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
ADMINISTRATIVE AND GENERAL					
Salaries and Wages	141,336	124,336	150,000	145,900	143,100
Fringe Benefits	65,304	82,630	74,000	91,800	76,200
Office Supplies	15,898	9,155	17,000	8,800	17,000
Communications	49	33	200	50	200
Professional Services	17,143	19,503	17,000	16,000	20,000
Professional Development	439	747	2,800	300	2,800
Printing and Publishing	342	491	3,000	110	3,000
Rentals	8,586	9,028	5,000	9,000	10,000
Collection Costs	2,532	2,100	2,000	2,400	2,000
Transportation	1,172	1,063	2,500	1,100	2,500
Miscellaneous	1,395	1,323	3,300	400	3,300
Inventory Adjustments	-	-	5,000	1,000	5,000
Depreciation Expense	270,002	329,156	281,000	320,000	325,000
Total Administrative and General	524,198	579,565	562,800	596,860	610,100
TOTAL OPERATING EXPENSES	3,384,956	2,701,912	2,987,000	2,714,360	3,003,600
OPERATING INCOME	970,486	1,294,144	1,235,000	1,377,640	1,598,900
NON OPERATING REVENUES (EXPENSES)					
State sources	-	-	-	-	-
Reimbursements	17,221	-	1,000	1,000	1,000
Interest Revenue	1,987	5,443	2,000	5,000	2,000
Interest/Finance Charges	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	19,208	5,443	3,000	6,000	3,000
Income Before Transfers	989,694	1,299,587	1,238,000	1,383,640	1,601,900
Transfers out - City Fee	(218,732)	(200,009)	(211,000)	(204,900)	(230,300)
CHANGE IN NET POSITION	770,962	1,099,578	1,027,000	1,178,740	1,371,600
Net position, beginning of year - restated in fye 17	9,260,314	11,076,371	12,175,949	12,175,949	13,354,689
Net position, end of year **	$ 10,031,276	$ 12,175,949	$ 13,202,949	$ 13,354,689	$ 14,726,289
Plant Personnel Services % F.T.E. Employees = 6.52	35.68%	57.01%	42.69%	45.93%	40.93%
Distribution Personnel Services % F.T.E. Employees = 5.52	58.21%	59.90%	55.28%	60.90%	55.52%
Adminstrative Personnel Services % F.T.E. Employees = 2.36	39.42%	35.71%	39.80%	39.83%	35.94%

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 when debt is issued. Currently, the water fund has no outstanding debt.

DUNCAN L. CLINCH MARINA FUND

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 71 slips for seasonal boaters and 48 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 the Hickory Hills ski area in the winter months
Seasonal Assistant Dockmaster
10 seasonal dock attendants
3 seasonal night security staff
2 seasonal maintenance staff

GOALS

1. Increase marina revenue by adjusting to fluctuations in occupancy.
2. Provide a clean and safe environment by consistently providing excellent service and facility maintenance.

PERFORMANCE MEASUREMENTS

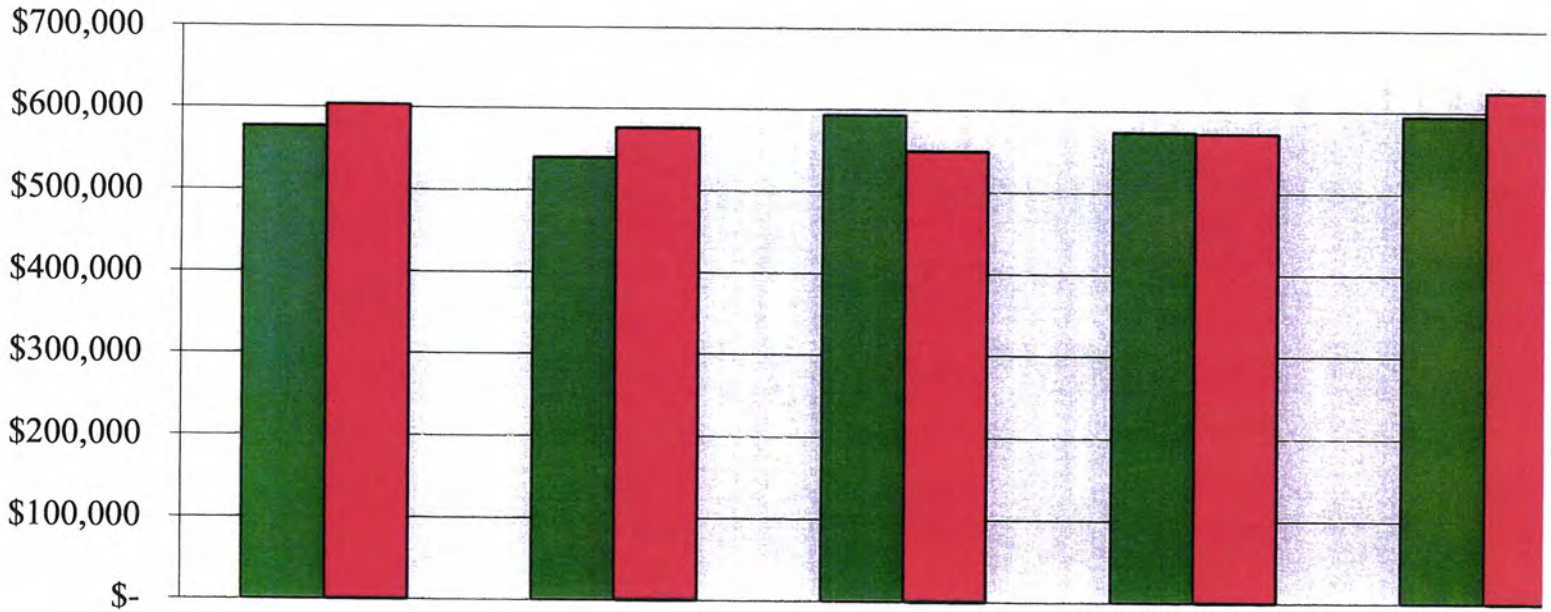
	Performance Indicators	2012/13	2013/14	2014/15	2015/16	2016/17
Output	Transient boat days	6,439	7,291	6,542	5,978	6,360
	Seasonal boat days	9,381	9,381	9,381	9,381	9,381
	Gasoline gross sales	$ 259,788	$ 252,125	$ 219,138	$ 249,085	$232,800
	Diesel gross sales	$ 97,408	$ 102,453	$ 79,217	$ 71,914	$ 99,465
Efficiency	Actual percentage of occupancy	71%	76%	73%	70%	71%
	Net sales (gross sales less cost of goods sold)	$24,741	$ 40,520	$ 34,701	$ 19,553	$ 54,453

SUMMARY OF SIGNIFICANT BUDGET CHANGES

REVENUE

Boat Wells – Budgeted boat wells revenue was increased based on a 10% increase in seasonal boat slips.

City of Traverse City, Michigan
Duncan L. Clinch Marina Fund Revenues and Expenditures
For the Fiscal Years 2014-15 through 2018-19



	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Requeste
Revenue	$575,964	$539,575	$593,035	$574,000	$594,00(
Expenses	$602,785	$575,372	$549,456	$572,700	$623,80(

City of Traverse City, Michigan
ENTERPRISE FUND
DUNCAN L CLINCH MARINA FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
OPERATING REVENUES					
Launch Permits	$ 3,214	$ 4,230	$ 3,500	$ 3,500	$ 4,000
Boat Wells	386,162	378,913	390,000	395,000	400,000
Computerized Reservations	102,086	115,303	100,000	100,000	100,000
Gasoline and Oil (Net of Cost)	19,553	54,453	25,000	35,000	50,000
Reimbursements	-	-	-	-	-
Miscellaneous Revenues	28,485	39,781	40,000	40,000	40,000
TOTAL OPERATING REVENUES	539,500	592,680	558,500	573,500	594,000
OPERATING EXPENSES					
Salaries and Wages	94,622	100,384	103,000	90,000	103,600
Fringe Benefits	47,779	52,515	43,800	45,000	38,200
Office/Operation Supplies	15,965	10,623	16,000	9,000	16,000
Professional Services	186,541	160,486	190,000	178,000	180,000
Communications	10,192	12,298	10,000	12,000	12,000
Transportation	578	1,709	1,500	1,800	1,500
Professional Development	1,150	506	1,000	700	1,000
Printing & Publishing	207	706	800	700	800
Insurance & Bonds	7,769	3,669	7,000	5,200	5,000
Utilities	33,854	30,044	35,000	45,000	35,000
Repairs and Maintenance	35,535	17,016	70,000	26,000	70,000
Rentals	5,973	4,520	6,000	6,000	6,000
Miscellaneous Expense	-	-	-	-	-
Depreciation Expense	108,228	108,228	108,000	108,600	109,000
TOTAL OPERATING EXPENSES	548,393	502,704	592,100	528,000	578,100
OPERATING INCOME (LOSS)	(8,893)	89,976	(33,600)	45,500	15,900
NON OPERATING REVENUES (EXPENSES)					
State Grant	-	-	-	-	-
Interest Revenue	75	355	-	500	-
Interest Expense	-	(17,100)	(16,000)	(16,000)	(16,000)
Total Non-Operating Revenues (Expenses)	75	(16,745)	(16,000)	(15,500)	(16,000)
Income Before Transfers	(8,818)	73,231	(49,600)	30,000	(100)
Transfers In	-	-	-	-	-
Transfers Out - City Fee	(26,979)	(29,652)	(28,000)	(28,700)	(29,700)
CHANGE IN NET POSITION	(35,797)	43,579	(77,600)	1,300	(29,800)
Net position, beginning of year	8,545,401	8,509,604	8,553,183	8,553,183	8,554,483
Net position, end of year **	$ 8,509,604	$ 8,553,183	$ 8,475,583	$ 8,554,483	$ 8,524,683
Personnel Services % (Includes $164,000 in Seasonal Contract Labor) F.T.E. Employees = 1.0	56.42%	63.64%	53.00%	57.20%	53.42%

** Ending net position represents the difference between total assets (including long-term fixed assets) and total liabilities
the cash balance at 6/30/17 was $ 383,000

GARAGE FUND

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 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.

The Garage Division's top priority is 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 Storeroom, where automotive and maintenance items are available to all Departments. The storeroom also operates a UPS drop-off and pickup site.

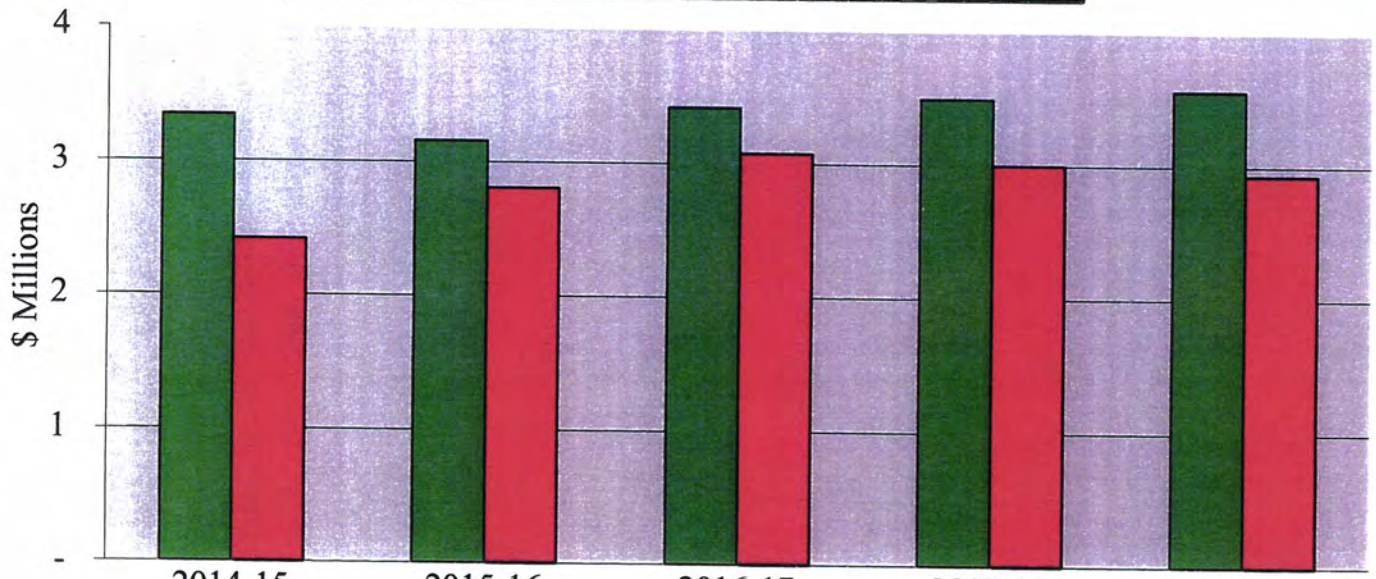
GOALS

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

PERFORMANCE MEASUREMENTS

	Performance Indicators	2012/13	2013/2014	2014/15	2015/16	2016/2017
Output	Average age of motorized fleet	11.06 yrs	6.88 yrs	8.42	4.01	7.6
	Annual maintenance costs	$1,103,525	$1,130,799	$1,153,339	$1,180,766	$1,071,188
	Scheduled vehicle/equipment replacement	21	36	29	15	20
Efficiency	Labor cost as a percentage of total maintenance costs	57%	55%	56%	54%	53%
	Part cost as a percentage of total maintenance costs	34.3%	38%	35%	40%	35%
	Preventative maintenance dollars as a % of total maintenance	16.6%	38%	20%	20%	26%

City of Traverse City, Michigan
Garage Fund Revenues and Expenditures
For the Fiscal Years 2014-15 through 2018-19



	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Requested
Revenue	$3,343,653	$3,157,109	$3,417,237	$3,498,000	$3,564,400
Expenses	$2,414,812	$2,804,990	$3,076,067	$3,002,000	$2,934,200

City of Traverse City, Michigan
INTERNAL SERVICE FUND
GARAGE FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
OPERATING REVENUES					
Rental-Motor Pool	$ 2,341,010	$ 2,725,735	$ 2,545,000	$ 2,696,000	$ 2,780,400
Interdepartmental Sales	309,162	292,622	400,000	318,000	380,000
Rentals	237,933	255,840	265,000	265,000	281,000
TOTAL OPERATING REVENUES	2,888,105	3,274,197	3,210,000	3,279,000	3,441,400
OPERATING EXPENSES					
Salaries and Wages	507,394	540,192	571,000	566,000	601,600
Fringe Benefits	319,449	328,544	218,000	204,000	221,100
Office/Operation Supplies	303,511	348,825	277,500	307,000	277,500
Cost of Sales - Outside	9,074	(11)	20,000	-	-
Cost of Sales - Interdepartment	167,381	171,360	230,000	220,000	192,000
Professional Services	190,237	172,350	90,000	120,000	125,000
Communications	6,814	11,870	9,000	12,000	9,000
Transportation	1,598	1,922	2,000	2,000	2,000
Professional Development	4,649	1,704	5,000	2,000	5,000
Printing & Publishing	4,002	993	1,000	1,000	1,000
Insurance and Bonds	56,497	53,078	50,000	80,000	50,000
Utilities	54,321	40,351	28,000	53,000	40,000
Repairs and Maintenance	35,704	46,982	50,000	80,000	50,000
Rentals	8,073	20,107	10,000	15,000	10,000
Depreciation Expense	1,136,286	1,337,800	1,225,000	1,340,000	1,350,000
Inventory Adjustments	-	-	-	-	-
TOTAL OPERATING EXPENSES	2,804,990	3,076,067	2,786,500	3,002,000	2,934,200
OPERATING INCOME (LOSS)	83,115	198,130	423,500	277,000	507,200
NON OPERATING REVENUES					
Interest Revenue	950	3,068	1,000	2,000	1,000
Other Revenue	67,056	106,338	54,500	60,000	47,000
Gain on Sale of Fixed Assets	200,998	33,634	50,000	157,000	75,000
TOTAL NON-OPERATING REVENUES	269,004	143,040	105,500	219,000	123,000
Income Before Transfers	352,119	341,170	529,000	496,000	630,200
Transfers Out	-	-	-	-	-
CHANGE IN NET POSITION	352,119	341,170	529,000	496,000	630,200
Net position, beginning of year	8,833,804	9,185,923	9,527,093	9,527,093	10,023,093
Net position, end of year	$ 9,185,923	$ 9,527,093	$ 10,056,093	$ 10,023,093	$ 10,653,293
Personnel Services %	29.48%	28.24%	28.32%	25.65%	28.04%

F.T.E. Employees = 9.65

City of Traverse City, Michigan
INTERNAL SERVICE FUND
GARAGE FUND
2018-19 Vehicle Replacement Schedule

Department	Vehicle Description	Estimated Replacement Costs
Police	2013 Dodge Charger Patrol Vehicle	$ 38,000
Police	2014 Dodge Charger Patrol Vehicle	38,000
Police	2013 Dodge Charger Patrol Vehicle	38,000
Police	2013 Dodge Charger Patrol Vehicle	38,000
Police	2013 Dodge Charger Patrol Vehicle	38,000
Fire	2008 Dodge Nitro SLT	32,000
TCLP	2010 Ford Ranger Pickup	30,000
TCLP	2010 Ford Ranger Pickup	30,000
TCLP	2008 Ford F150 Pickup	40,000
Parks	2008 Ford F350 Pickup W/Plow	52,000
Parks	2008 Ford F350 Pickup W/Plow	52,000
Parks	2012 Toro Z	13,800
Parks	2002 Jacobson 628D	19,800
Parks	2013 Grasshopper Mower/Blower	14,600
Parks	2013 Grasshopper Mower/Blower	14,600
Streets	2013 Elgin Pelican Street Sweeper	225,000
Streets	2014 4 Yard Cat 950K Loader	300,000
Streets	2001 Oshkosh Snowplow, Dump Truck	345,000
Streets	1987 Wildcat Compost Turner	325,000
Streets	1993 Bemis TCD6000 Power Trommel	290,000
Streets	2001 Solar Tech Arrow Board	7,200
Sewer	1982 Sullair Emergency Generator	15,000
Sewer	1998 Thompson Trash Pump	49,000
Parking System	2008 Monroe Sander System	20,000
	Estimated Total Replacement Cost	**$ 2,065,000**

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TRAVERSE CITY
LIGHT & POWER

Traverse City Light and Power (TCL&P) came into existence in 1912 with the purchase of Queen City Light and Power Company who, at the time, obtained all its power from one hydroelectric dam on the Boardman River.

From its meager beginnings TCL&P has grown to more than 12,000 customers and now receives electric power from several sources. TCL&P has local generation available from its 75% share of a gas turbine combustion plant near Kalkaska, another 5 wind turbines in McBain, the wind turbine located on M-72 and most recently the addition of the 1MW solar project located by the wind turbine on M-72. TCL&P also participates in two sources of reliable fossil fuel generation, two landfill projects from downstate Michigan and in the upcoming year a wind farm located in the thumb area of Michigan. This combination of diversified power supply sources has provided low cost electricity. The utility's electric service rates remain one of the lowest in the state.

TCL&P provides a customer oriented team of employees that has a reputation for listening to customer requests and implementing those requests as soon as possible. System reliability is critical to the customer and TCL&P continues to invest in its system to meet that customer demand. TCL&P customer representatives are available in the field, or in person at the Governmental Center and at the Hastings Street Service Center. The utility provides twenty-four-hour, seven day a week power outage emergency service to the city's electric customers and after-hours assistance for water and sewer emergencies. Other various customer services are available such as commercial/industrial/residential energy audits, and power quality analysis. In addition, TCL&P also performs several community services such as electrical safety education, tree seedling giveaway, contribution towards installation of solar projects located at the schools as well as contributions to many other electrical related community projects.

TCL&P is locally-controlled and governed through its City Commission appointed Board of Directors which meets at the Governmental Center on the second Tuesdays of every month. The public is welcome at all Board Meetings and a portion of the Board agenda is scheduled for Public Comment.

Traverse City Light & Power will continue to be a progressive electric utility, always keeping its customers and the citizens of Traverse City first in our efforts.

Timothy J. Arends
Executive Director
231-932-4558
tarends@tclp.org

City of Traverse City, Michigan
TRAVERSE CITY LIGHT & POWER
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
OPERATING REVENUE	$ 35,530,044	$ 34,513,531	$ 36,065,200	$ 34,167,200	$ 34,171,700
OPERATING EXPENSES					
PURCHASE POWER EXPENSES					
Capacity	465,421	693,921	810,000	810,700	673,000
Purchased Power - MISO	3,766,366	613,006	2,640,000	550,000	2,311,400
Purchased Power - Lansing BWL	2,898,085	-	-	-	-
Stoney Corners - Wind Energy	2,940,041	3,115,585	3,170,000	2,930,000	3,152,000
Combustion Turbine Power Cost	3,338,292	4,254,812	4,500,000	4,415,000	4,541,200
Campbell #3 Power Cost	3,793,717	3,834,696	4,522,500	4,010,000	4,402,000
Belle River #1 Power Cost	3,749,902	4,062,954	3,800,000	2,980,000	1,988,000
Landfill Gas - Granger Project	567,834	858,858	980,000	940,000	930,000
M-72 Wind Turbine	35,056	27,551	48,000	30,000	30,000
M-72 Solar	-	-	-	82,000	128,000
Pegasus Wind	-	-	-	-	260,000
Bilateral Contracts	1,100,866	4,252,243	3,300,000	4,424,000	2,432,000
Other Generation Expenses	414,424	418,943	329,050	187,000	250,575
Total Purchase Power Expenses	23,070,004	22,132,569	24,099,550	21,358,700	21,098,175
DISTRIBUTION EXPENSES					
Operations & Maintenance	4,424,951	3,800,057	4,261,500	4,014,425	4,319,950
TRANSMISSION EXPENSES					
Operations & Maintenance	421,135	444,502	525,100	434,735	471,400
OTHER OPERATING EXPENSES					
Metering & Customer Accounting	577,278	501,210	561,550	509,900	501,000
Conservation & Public Services	671,545	466,506	593,000	491,550	569,300
Information Systems	-	-	-	-	480,650
Administrative & General	986,037	1,258,666	1,276,100	1,249,400	981,900
Insurance	62,001	73,530	70,720	75,000	87,625
Depreciation Expense	2,254,188	2,511,527	2,605,000	2,605,000	2,700,000
City Fee	1,784,900	1,729,139	1,820,000	1,716,000	1,712,200
Total Other Operating Expenses	6,335,949	6,540,578	6,926,370	6,646,850	7,032,675
Total Operating Expenses	34,252,039	32,917,706	35,812,520	32,454,710	32,922,200
Operating Income/Loss	1,278,005	1,595,825	252,680	1,712,490	1,249,500
NON OPERATING REVENUE/EXPENSES					
Non Operating Revenues	737,684	297,670	555,800	1,086,000	539,400
Non Operating Expenses	(355,965)	(5,965)	-	-	-
Total Non Operating Revenue/(Exp)	381,719	291,705	555,800	1,086,000	539,400
SPECIAL ITEM					
Retirement of Meters	-	-	-	-	(725,000)
OTHER FINANCING SOURCES					
Transfers In	175,000	125,000	125,000	125,000	175,000
Change in Net Position	$1,834,724	$2,012,530	$933,480	$2,923,490	$1,238,900

City of Traverse City, Michigan
TRAVERSE CITY LIGHT AND POWER
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
OPERATING REVENUES					
Residential Sales	$ 6,090,231	$ 6,121,779	$ 6,400,000	$ 5,960,000	$ 6,035,000
Commercial Sales	15,348,675	14,832,506	15,560,000	14,700,000	14,800,000
Industrial Sales	9,615,567	9,594,935	10,050,000	9,580,000	9,670,000
Public Authority Sales	309,162	299,780	300,000	280,000	285,000
Street Lighting Sales	203,949	209,592	225,000	225,000	225,000
Yard Light Sales	98,529	106,527	155,000	144,000	144,000
total utility sales	*31,666,113*	*31,165,119*	*32,690,000*	*30,889,000*	*31,159,000*
Forfeited Discounts	60,777	50,712	60,000	50,000	50,000
Merchandise and Jobbing	231,826	91,528	70,000	124,000	73,500
Recovery of Bad Debts	26	151	200	200	200
Sale of Scrap	41,792	26,911	35,000	65,000	50,000
Miscellaneous Income	41,663	38,154	39,500	37,000	37,000
Refunds and Rebates	4,795	17,335	500	2,000	2,000
MISO Revenue	3,483,052	3,123,621	3,170,000	3,000,000	2,800,000
TOTAL OPERATING REVENUES	35,530,044	34,513,531	36,065,200	34,167,200	34,171,700
OPERATING EXPENSES					
PURCHASE POWER					
Salaries and Wages	123,124	101,437	62,000	(14,600)	12,500
Fringe Benefits	192,648	195,024	142,700	67,500	107,500
Wind Generation - Traverse	-	-	-	-	-
Trap and Transfer	-	-	250	250	250
Union Street Fish Ladder	-	-	250	250	250
Kalkaska Combustion Turbine	-	5,613	-	-	-
Operation Supplies	-	-	1,000	1,000	1,000
Software and Hardware		100	-	300	-
Capacity Purchases	465,421	693,921	810,000	810,700	673,000
Purchased Power - MISO Market	3,766,366	613,006	2,640,000	550,000	2,311,400
Bilateral Contracts (offsetting MISO Market)	1,100,866	4,252,243	3,300,000	4,424,000	2,432,000
Purchased Power - LBWL	2,898,085	-	-	-	-
Combustion Turbine Power Cost	3,338,292	4,254,812	4,500,000	4,415,000	4,541,200
Campbell #3 Power Cost	3,793,717	3,834,696	4,522,500	4,010,000	4,402,000
Belle River #1 Power Cost	3,749,902	4,062,954	3,800,000	2,980,000	1,988,000
Stoney Corners - Wind Energy	2,940,041	3,115,585	3,170,000	2,930,000	3,152,000
Landfill Gas - NANR & Granger Project	567,834	858,858	980,000	940,000	930,000
M72 Wind Turbine	35,056	27,551	48,000	30,000	30,000
M72 Solar	-	-	-	82,000	128,000
Pegasus Wind	-	-	-	-	260,000
total purchase power	*22,655,580*	*21,713,626*	*23,770,500*	*21,171,700*	*20,847,600*
Purchased Power Cost as a % of Sales	*71.55%*	*69.67%*	*72.71%*	*68.54%*	*66.91%*
Coal Dock	2,842	-	-	-	-
Communications	170	171	250	300	300
Meal Payments	-	-	200	-	-
Safety	2,994	2,415	3,500	3,500	3,500
Tools	-	-	500	500	500
Professional and Contractual	85,029	100,384	96,000	93,500	93,500
Transportation	6,316	6,449	7,000	7,000	7,500
Professional Development	-	175	500	1,500	1,500
Uniforms	3,456	3,325	3,500	3,000	4,275
Vehicle Rental	(3,308)	3,820	11,400	23,000	18,000
Miscellaneous	1,153	30	-	-	-
Total Purchase Power	23,070,004	22,132,569	24,099,550	21,358,700	21,098,175

City of Traverse City, Michigan
TRAVERSE CITY LIGHT AND POWER
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
DISTRIBUTION OPERATION & MAINTENANCE					
Salaries and Wages	1,226,717	1,098,243	1,213,000	1,218,025	1,458,550
Fringe Benefits	1,611,956	1,543,663	1,616,000	1,425,800	1,528,400
Office Supplies	3,160	4,775	4,000	2,000	4,000
Operation Supplies	51,121	36,148	40,000	40,000	40,000
Utilities	44,244	52,728	51,000	54,000	56,000
Meals and Payments	3,231	2,443	5,000	2,800	3,000
Communications	33,987	24,077	61,500	48,000	98,200
Software and Hardware	74,618	95,078	191,400	100,000	-
Substation	70,618	103,743	120,000	270,000	150,000
Overhead Lines	170,363	222,665	205,000	212,800	217,700
Load and Dispatching	25,000	25,991	31,500	32,300	34,100
Storm Damage Contingency	448,383	-	50,000	-	50,000
Underground Lines	97,922	54,830	30,000	50,000	30,000
Electric Meters	2,624	2,933	6,000	4,000	4,000
Street Lighting	217,587	212,558	230,000	225,000	230,000
Traffic Signal Oper. & Maint.	1,767	4,952	5,000	5,000	5,000
Radio Equipment	3,244	9,860	5,000	2,500	2,500
Plant & Structures	94,302	81,830	82,000	80,800	75,000
Safety	27,538	29,578	38,000	30,000	35,000
Tools	14,969	23,372	31,000	20,000	15,000
Uniforms	22,218	20,672	25,000	21,000	24,000
Professional and Contractual	139,050	84,768	94,000	62,000	82,000
Rent Expense	1,757	-	2,000	2,000	2,000
Professional Development	28,861	47,176	65,000	48,000	55,000
Printing and Publishing	4,110	4,948	4,000	4,000	4,500
Transportation	23,796	23,742	28,000	30,500	32,000
Vehicle Rentals	(23,539)	(12,567)	16,600	8,900	69,000
Miscellaneous	1,673	2,633	1,500	5,000	5,000
Inventory Adjustments	3,674	(782)	10,000	10,000	10,000
Total Distribution O & M	4,424,951	3,800,057	4,261,500	4,014,425	4,319,950
TRANSMISSION OPERATIONS & MAINTENANCE					
Salaries and Wages	232,813	219,225	294,100	222,000	235,000
Fringe Benefits	409	2,503	3,500	4,000	4,000
Substation	14,496	45,927	50,000	75,000	82,000
Overhead Lines	76,567	33,623	23,000	20,000	25,000
Load and Dispatching	-	10,259	13,500	12,735	14,400
MISO Transmission	32,494	38,466	36,000	36,000	41,000
Tools	-	-	9,000	-	-
Professional and Contractual	-	-	15,000	-	5,000
Vehicle Rentals	223	2,242	3,000	1,000	1,000
Miscellaneous-MPPA Transmission Project	64,133	55,289	78,000	64,000	64,000
Inventory Adjustments	-	36,968	-	-	-
Total Transmission O & M	421,135	444,502	525,100	434,735	471,400

City of Traverse City, Michigan
TRAVERSE CITY LIGHT AND POWER
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
METERING & CUSTOMER ACCOUNTING					
Salaries and Wages	273,710	251,092	263,700	245,800	248,000
Fringe Benefits	190,106	155,678	164,600	135,300	133,100
Office Supplies	3,610	1,737	4,200	4,000	4,000
Operation Supplies	-	-	-	200	200
Communications	110	50	250	200	200
Hardware/Software	22	1,350	8,000	3,800	-
Meal Payments	-	20	200	100	100
Safety	4,990	1,610	3,500	4,000	4,000
Uniforms	1,826	3,188	3,000	3,000	3,000
Professional and Contractual	23,893	18,509	13,000	27,000	24,000
Postage	28,185	16,575	33,000	30,000	30,000
Uncollectable Accounts	1,739	7,690	10,000	7,800	5,000
Collection Costs	4,118	3,669	5,000	4,000	4,000
Data Processing	20,197	15,890	25,000	20,000	20,000
Transportation	2,344	2,127	4,500	4,000	4,200
Professional Development	1,124	1,494	5,000	2,500	2,500
Printing and Publishing	684	62	4,000	1,000	1,000
Vehicle Rentals	19,666	19,422	14,000	16,000	16,500
Miscellaneous	954	1,047	600	1,200	1,200
Total Customer Accounting	577,278	501,210	561,550	509,900	501,000
CONSERVATION & PUBLIC SERVICES					
Salaries and Wages	22,481	12,470	13,300	45,000	60,000
Fringe Benefits	34,637	9,887	9,700	21,950	27,100
Office Supplies	-	-	-	1,000	1,000
Professional and Contractual	4,011	20,916	1,500	1,100	1,500
Contract Labor - Energy Optimization	30,948	-	-	-	-
Public Service & Communications	32,653	17,940	22,000	10,000	25,900
Community Services	32,240	35,960	35,000	25,000	48,500
Professional Development	-	498	-	1,000	3,800
Printing and Publishing	-	49	-	1,500	1,500
Vehicle Rentals	3,943	8,670	6,500	5,000	5,000
PA295 Energy Optimization Compliance	510,632	360,116	505,000	380,000	395,000
Total Conservation & Public Services	671,545	466,506	593,000	491,550	569,300
INFORMATION SYSTEMS					
Salaries and Wages	-	-	-	-	142,000
Fringe Benefits	-	-	-	-	128,800
Office Supplies	-	-	-	-	1,000
Operation Supplies	-	-	-	-	10,100
Communications	-	-	-	-	2,000
Software	-	-	-	-	121,250
Hardware	-	-	-	-	20,000
Professional and Contractual	-	-	-	-	50,000
Professional Development	-	-	-	-	5,500
Total Information Systems	-	-	-	-	480,650

City of Traverse City, Michigan
TRAVERSE CITY LIGHT AND POWER
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
ADMINISTRATIVE AND GENERAL					
Salaries and Wages	386,497	517,101	515,700	527,000	401,100
Fringe Benefits	322,167	462,158	474,100	464,800	305,600
Office Supplies	5,973	11,307	6,000	7,000	7,000
Communications	3,909	6,452	4,400	10,000	6,000
Software and Hardware	18,579	24,100	15,000	15,600	-
Fees and Per Diem	67,613	64,601	70,000	65,000	66,700
Board Related Expenses	3,872	2,659	15,000	3,000	5,000
Professional & Contractual	82,759	73,293	67,400	77,500	76,500
Legal Services	57,950	57,112	65,000	50,000	75,000
Employee Appreciation	7,073	7,195	7,000	5,000	7,000
City Fee	1,784,900	1,729,139	1,820,000	1,716,000	1,712,200
Transportation	619	326	1,500	1,500	1,500
Professional Development	15,985	21,890	25,000	12,000	19,500
Printing & Publishing	4,682	4,733	5,000	5,000	5,000
Insurance and Bonds	62,001	73,530	70,720	75,000	87,625
Miscellaneous	8,359	5,739	5,000	6,000	6,000
Depreciation Expense	2,254,188	2,511,527	2,605,000	2,605,000	2,700,000
Total Administrative and General	5,087,126	5,572,862	5,771,820	5,645,400	5,481,725
Total Operating Expenses	34,252,039	32,917,706	35,812,520	32,454,710	32,922,200
Operating Income / (Loss)	1,278,005	1,595,825	252,680	1,712,490	1,249,500
NON OPERATING REVENUES/(EXPENSES)					
Rents and Royalties	44,387	38,880	46,500	51,000	53,400
Pole Rentals	48,860	65,866	68,000	79,000	81,000
Reimbursements	296,244	236,776	91,300	703,000	150,000
Interest, Dividend and Investment Earnings	348,193	(43,852)	350,000	250,000	250,000
Gain/(Loss) on Sale of Fixed Assets	(355,965)	(5,965)	-	3,000	5,000
Total Non Operating Revenue/(Expenses)	381,719	291,705	555,800	1,086,000	539,400
Income Before Special Items	1,659,724	1,887,530	808,480	2,798,490	1,788,900
SPECIAL ITEMS					
Retirement of Meters	-	-	-	-	(725,000)
Change in Net Position Before Transfers	1,659,724	1,887,530	808,480	2,798,490	1,063,900
OTHER FINANCING SOURCES					
Operating Transfers In	175,000	125,000	125,000	125,000	175,000
Change in Net Position	$1,834,724	$2,012,530	$933,480	$2,923,490	$1,238,900

City of Traverse City, Michigan
TRAVERSE CITY LIGHT AND POWER
FIBER OPTICS FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
OPERATING REVENUES					
Charges for services	$ 278,376	$ 279,746	$ 319,000	$ 352,000	$ 458,000
Other	129	-	-	-	-
TOTAL OPERATING REVENUES	278,505	279,746	319,000	352,000	458,000
OPERATING EXPENSES					
Salaries and Wages	44,601	56,984	81,500	63,000	64,900
Fringe Benefits	35,081	49,451	93,900	68,950	70,250
Office and operating supplies	1,829	1,273	1,000	1,500	2,000
Wifi operations and maintenance	28,678	30,488	29,800	31,400	32,100
Hardware and Software	-	5,850	5,400	5,400	5,750
Professional services	1,727	24,026	-	44,250	44,250
Legal services	2,475	2,280	1,500	2,500	2,500
City fee	13,932	13,999	15,975	18,000	23,000
Professional development	-	-	2,500	2,500	2,500
Insurance	-	435	1,000	1,000	1,000
Repair and maintenance	11,171	2,999	20,000	16,000	16,000
Vehicle rental	8,974	8,026	13,000	10,000	10,000
Miscellaneous	-	43	-	100	100
Depreciation expense	143,383	144,630	145,000	145,000	146,000
TOTAL OPERATING EXPENSES	291,851	340,484	410,575	409,600	420,350
Operating income/(loss)	(13,346)	(60,738)	(91,575)	(57,600)	37,650
NON OPERATING REVENUES					
Reimbursements	54,127	33,525	53,400	68,900	177,800
Interest Revenue	125	231	500	500	1,130
Gain/(Loss) on Sale of Fixed Assets	-	(3,897)	-	-	-
Total Non-operating Revenue	54,252	29,859	53,900	69,400	178,930
Net Income Before Transfers	40,906	(30,879)	(37,675)	11,800	216,580
Transfers Out	(175,000)	(125,000)	(125,000)	(125,000)	(175,000)
CHANGE IN POSITION	($134,094)	($155,879)	($162,675)	($113,200)	$41,580

Downtown Development Authority

The Downtown Development Authority (DDA) Board of Directors will hold a public hearing on the budget Friday, May 19, 2017 at 8 a.m. Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 16, 2017.

The DDA is an arm of the City of Traverse City responsible for maintaining the vitality of the Central Business District. The DDA accomplishes this with four approaches:

- public improvements
- events
- marketing
- business support.

Partnerships with other agencies are critical to accomplishing the mission. Through a contract with the City of Traverse City, the DDA manages the Traverse City Parking System (TCPS). The fee for this agreement is planned to be adjusted based on the cost of employees, estimated not to exceed $600,000. The Traverse City Parking System is an integral part of business support in downtown. Part of the statutory guidelines of the DDA being "***...to correct and prevent deterioration in the Downtown Development District, to encourage historic preservation, to create and implement development plans, and to promote economic growth***", is achieved with the DDA and the TCPS working together to achieve success.

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 reimbursements from the Tax Increment Financing funds (TIF), are shown in the reimbursement revenue line items of the budget.

To meet the obligations of the management agreements, the DDA will have eight full-time employees, and approximately ten part-time employees depending on the season. Four of the full time and all but one of the part-time employees are dedicated to the Traverse City Parking System. The Farmers Market is managed by a contractor, reflected in the Professional Services line item. The DDA maintains hanging flower baskets in the summer and that is covered under Salaries and Wages, and in the Community Promotion line item. The DDA is projected to continue to support Santa's Arrival with up to $10,000 paid to the DTCA for this event.

By sharing our staff members, office space, equipment and other overhead over the various functions of the TCPS, DTCA and TIF projects, we are able to keep costs to a minimum. The DDA office staff structure has evolved to better support the dynamic Traverse City Parking operation and also allow for more strategic and proactive attention to downtown and its environs.

City of Traverse City, Michigan
DDA COMPONENT UNIT
DDA GENERAL FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Property Taxes	$ 69,613	$ 138,929	$ 141,000	$ 192,700	$ 137,464
Grants and contributions	33,800	-	-	-	-
Reimbursements	791,188	699,192	776,366	776,400	1,000,706
Rental Income	48,940	53,185	53,000	53,000	53,000
Interest Revenue	540	346	200	200	200
TOTAL REVENUES	944,081	891,652	970,566	1,022,300	1,191,370
EXPENDITURES					
Salaries and Wages	560,348	621,599	684,321	684,321	740,772
Fringe Benefits	152,992	144,257	174,402	174,402	200,074
Office/Operating Supplies	8,413	6,852	10,000	10,000	10,000
Professional Services	82,823	61,709	56,775	56,775	54,000
Communications	4,763	5,137	4,800	4,800	4,800
Transportation	315	596	2,000	2,000	2,000
Lodging/Meals	4,545	4,220	5,000	5,000	10,000
Training	600	1,435	2,000	2,000	7,000
Community Promotion	11,771	12,916	11,500	11,500	11,500
Printing and Publishing	3,820	1,826	1,500	1,500	1,500
Insurance and Bonds	1,730	1,297	1,800	1,800	1,800
Utilities	6,955	7,357	7,100	7,100	7,100
Repairs and Maintenance	1,950	1,950	2,200	2,200	2,200
Rentals	7,867	8,023	9,000	9,000	9,000
Legal Services	135	-	4,500	4,500	4,500
Miscellaneous	-	1,205	400	400	400
Capital Outlay	4,055	4,579	6,000	6,000	6,000
TOTAL EXPENDITURES	853,082	884,958	983,298	983,298	1,072,646
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	90,999	6,694	(12,732)	39,002	118,724
Beginning Fund Balance	299,817	390,816	397,510	397,510	436,512
Ending Fund Balance	$ 390,816	$ 397,510	$ 384,778	$ 436,512	$ 555,236
Personnel Services %	83.62%	86.54%	87.33%	87.33%	87.71%

DDA TAX INCREMENT FINANCING #97 FUND

The DDA Board of Directors will hold a public hearing on the Tax Increment Financing Fund #97 (TIF97) budget for 2018-19 on Friday, May 18, 2018 at 8 a.m., Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 15, 2018.

The TIF 97 Fund accounts for the public activities in the northern part of downtown. Over the next 10 years this fund will continue to make payments on the Hardy Parking Deck bonds. The budgeted amount for 2018-19 is $840,293 shown as a Contribution to Other Governments. 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 years past, the City of Traverse City compensation will be based on .1% of the taxable value in the district, estimated to be $113,264. This fee covers insurance, and audit fees but not legal fees, which are billed on an hourly basis and paid by the DDA directly.

An ongoing cost in professional services is the Downtown WIFI project for which TIF 97 will pay $65,000 in fiscal year 2018-19.

The largest expenditures are in capital outlay. While the Capital Improvement Plan (CIP) details $976,000 in expenditures including the following projects:

UPTOWN RIVERWALK ($490,000) Bids are being sought for refurbishing and extending the Riverwalk from Union Street to the City Housing Commission property line. Costs associated for the schematic and construction drawings was completed in the 2017/2018 budget, as well as partial funds for the start of the construction/refurbishing.

BRIDGE REPAIRS: The remaining costs associated with the CIP relate to the local match on the bridge repairs for West Front of $220,000; South Cass Street o $66,000 and North Cass Street $150,000, for a total of $436,000 of TIF revenue going towards bridge infrastructure. This eliminates the requirement of City general funds going into the bridge repairs.

WEST FRONT GARAGE - DDA Board of Directors will be reviewing the schematic design for a new parking garage to be located at 145 West Front Street in 2018/2019 and determining approach in construction, payment etc. with recommendation to be brought to the City Commission in the first quarter of the new budget.

The revenue line item "Contribution from other Governmental Entity" includes a planned $130,000 reimbursement from the Grand Traverse County Brownfield Redevelopment Authority (BRA) for costs associated with the Hardy Parking Garage.

City of Traverse City, Michigan
DDA COMPONENT UNIT
TAX INCREMENT FINANCING 97 FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Property Taxes	$ 1,505,704	$ 1,693,757	$ 1,890,000	$ 1,985,166	$ 2,194,975
Grants and contributions	-	-	-	-	-
Reimbursements	110,000	115,000	115,000	130,000	130,000
Interest Revenue	5,120	4,636	4,500	3,300	4,500
TOTAL REVENUES	1,620,824	1,813,393	2,009,500	2,118,466	2,329,475
EXPENDITURES					
Professional Services	314,016	492,344	397,000	380,000	469,750
Printing and Publishing	-	123	1,000	-	1,000
Contribution to District Construction Project	2,024,185	950,083	1,027,500	121,432	906,578
Contribution to City - Debt service	800,370	616,768	831,000	799,000	829,400
TOTAL EXPENDITURES	3,138,571	2,059,318	2,256,500	1,300,432	2,206,728
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(1,517,747)	(245,925)	(247,000)	818,034	122,747
OTHER FINANCING SOURCES (USES)					
Operating transfer/interfund loan	-	-	-	-	-
NET CHANGE IN FUND BALANCE	(1,517,747)	(245,925)	(247,000)	818,034	122,747
Beginning Fund Balance	2,081,323	563,576	317,651	317,651	1,135,685
Ending Fund Balance	$ 563,576	$ 317,651	$ 70,651	$ 1,135,685	$ 1,258,432

DDA TAX INCREMENT FINANCING FUND #2

TIF 2 expired prior to the previous fiscal year. During the current fiscal year, the fund was closed and all unused funds were refunded to the appropriate tax units.

City of Traverse City, Michigan
DDA COMPONENT UNIT
TAX INCREMENT FINANCING 2 FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Property Taxes	$ 1,070,285	$ -	$ -	$ 25,361	$ -
Reimbursements	525,000	-	-	-	-
Interest Revenue	2,148	1,263	-	670	-
TOTAL REVENUES	1,597,433	1,263	-	26,031	-
EXPENDITURES					
Professional Services	144,013	-	-		-
Printing and Publishing	150	-	-	-	-
Contribution To Other Governments	1,466,294	-	-	819,027	-
Contribution to District Construction projec	75	370,570	-	-	-
TOTAL EXPENDITURES	1,610,532	370,570	-	819,027	-
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(13,099)	(369,307)	-	(792,996)	-
Beginning Fund Balance	1,175,402	1,162,303	792,996	792,996	-
Ending Fund Balance	$ 1,162,303	$ 792,996	$ 792,996	$ -	$ -

OLD TOWN TAX INCREMENT FINANCING FUND

The DDA Board of Directors will hold a public hearing on the Old Town Tax Increment Financing Fund budget for 2018-19 on Friday, May 18, 2017 at 8 a.m., Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 15, 2018.

This is the second year of the TIF with a capture of $257,000; being an increase of 5.06% This will be the first year that no administrative fee will be taken from a TIF fund. This is recommended for this year only, due to the large capital improvement project being completed on Lake and Cass Street.

LAKE AND CASS: STREETSCAPE IMPROVEMENTS: This project has been an identified need for minimally 8 years. With the growth of this area, sidewalk connectivity is needed, along with new street repair/repurposing. TIF funds of $675,700 are allocated towards this project.

BRIDGE REPAIR: As with the TIF 97, bridge repair is a large component of the TIF CIP. Two bridge repair projects, being Eighth Street of $150,000 and South Cass Street of $66,000.

As identified the capital projects are higher then the TIF capture, therefore, DDA will be borrowing from the Parking Fund and paying back over a period of four (4) years.

City of Traverse City, Michigan
DDA COMPONENT UNIT
TAX INCREMENT FINANCING OLD TOWN FUND
For the Budget Year 2018-19

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Projected	FY 18/19 Requested
REVENUES					
Property Taxes	$ -	$ -	$ 185,000	$ 186,827	$ 260,509
Reimbursements	-	1,000	-	-	-
Interest Revenue	-	-	-	-	-
TOTAL REVENUES	-	1,000	185,000	186,827	260,509
EXPENDITURES					
Professional Services	-	-	24,500	16,500	166,284
Printing and Publishing	-	-	-	-	-
Contribution To Other Governments	-	-	-	-	-
Contribution to District Construction Projects	-	-	4,000	675	863,330
TOTAL EXPENDITURES	-	-	28,500	17,175	1,029,614
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	1,000	156,500	169,652	(769,105)
OTHER FINANCING SOURCES (USES)					
Operating transfer/interfund loan	-	-	-	-	600,000
NET CHANGE IN FUND BALANCE	-	1,000	156,500	169,652	(169,105)
Beginning Fund Balance	-	-	1,000	1,000	170,652
Ending Fund Balance	$ -	$ 1,000	$ 157,500	$ 170,652	$ 1,547

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City of Traverse City, Michigan
Property Tax Millage Rates - All Overlapping Governments
2005-2017

Tax Year	City	County	School	Other	Total
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
2012 - Homestead	13.0567	4.9838	9.1000	8.9423	36.0828
2012 - Non-Homestead	13.0567	4.9838	27.1000	8.9423	54.0828
2013 - Homestead	13.4367	4.9838	9.1000	9.9505	37.4710
2013 - Non-Homestead	13.4367	4.9838	27.1000	9.9505	55.4710
2014 - Homestead	13.4367	4.9838	9.1000	8.4906	36.0111
2014 - Non-Homestead	13.4367	4.9838	27.1000	8.4906	54.0111
2015 - Homestead	13.4367	4.9838	9.1000	9.2164	36.7369
2015 - Non-Homestead	13.4367	4.9838	27.1000	9.2164	54.7369
2016-Homestead	13.4367	4.9823	9.1000	9.3296	36.8486
2016-Non-Homestead	13.4367	4.9823	27.1000	9.3296	54.8486
2017-Homestead	13.4367	4.9429	9.1000	9.3296	36.5677
2017-Non-Homestead	13.4367	4.9429	27.1000	9.0881	54.5677

Other: Includes Commission on Aging, Northwestern Michigan College, BATA, District Library, Intermediate School District, Senior Center, Road Commission, Recreation Authority Operating and Debt Service and Veterans millage.

The City's rate does not reflect a levy for the Downtown Development Authority established in 1979 (for 2016 the millage rate was 1.8038).

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

Department	2009-10	2010-2011	2011-12	2012-13	2013-14	2014-15	2015-16	2016-2017	2017-2018	2018-2019
City Manager	3	3	3	3	3	3	3	3	3	3
Human Resources	2	1	1	1	2	2	1	2	2	2
Director of Public Utilities	0	0	0	0	0	0	0	0	1	1
Director of Public Services	1	1	1	1	1	1	1	1	1	1
Economic Development	0	0	0	0	0	0	0	0	1	0
GIS Department	0	0	0	0	0	1	1	1	3	3
City Assessor	4	4	4	4	4	4	4	4	4	4
City Attorney	2	2	1	1	1	1	2	2	2	2
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	34	33	30	29	30	30	30	31	30	30
Fire Department	27	26	25	24	23	23	23	24	24	24
Street Department	20	19	18	18	17	17	18	17	16	16
City Engineering	7	7	7	6	6	6	6	6	6	6
Parks & Recreation	14	14	12	10	11	12	12	13	12	12
Planning & Zoning	4	4	4	4	4	4	4	4	4	4
Senior Center	2	2	1	1	1	1	1	1	1	1
Auto Parking	1	1	1	1	1	1	1	1	1	0
Water Treatment Plant	6	6	6	6	6	6	6	6	6	6
Water & Sewer Maint.	12	12	12	12	12	12	11	12	11	11
Marina	1	1	1	1	1	1	1	1	1	1
Garage Department	9	9	9	9	9	9	9	10	9	9
Total	164	160	151	146	147	149	149	154	153	151

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

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)
6/30/2007	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
6/30/2011	21,917,150	36,334,692	14,417,542	60.3	3,131,962	460.3
6/30/2012	21,256,272	37,186,684	15,930,412	57.2	3,114,425	511.5
6/30/2013	22,650,120	39,428,961	16,778,841	57.4	3,018,448	555.9
6/30/2014	24,538,031	41,323,551	16,785,520	59.4	3,262,658	514.5
6/30/2015	25,942,576	42,139,982	16,197,406	61.6	3,407,221	475.4
6/30/2016	27,513,168	43,301,641	15,788,473	63.5	3,411,863	462.8
6/30/2017	29,107,116	45,332,014	16,224,898	64.2	3,731,102	434.9

SCHEDULE OF EMPLOYER CONTRIBUTIONS

Year ended June 30	Annual Required Contribution	Percentage Contributed
2009	924,911	100
2010	1,154,441	100
2011	1,206,390	100
2012	1,345,660	100
2013	1,532,181	100
2014	1,639,480	100
2015	1,683,306	100
2016	1,760,565	100
2017	1,803,930	100
2018	1,841,815	100
2019	1,995,181	

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	June 30, 2016
Actuarial cost method	Entry-age
Amortization method	Level percent
Remaining amortization period	17 years closed
Asset valuation method	4 years smoothed market
Actuarial assumptions	
Investment rate of return	7.50%
Projected salary increases	4.0-7.0% includes wage inflation at 4.0%
Cost-of-living adjustments	2.5% of original pension for twenty years, payable to Pre-July 1, 1990 retirees, 2.5% of original pension or inflation whichever is less, for twenty years, payable to the Police Captains unit (effective 1/1/1994) and Police Sergeants (effective 8/1/1998) and Police Patrol (effective 1/1/1999) and Firefighters unit (effective 7/1/2000)

CITY OF TRAVERSE CITY
Required Supplementary Information
Act 345 Pension Trust Fund - Health Care
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)
6/30/2006	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
6/30/2011	3,707,242	7,503,406	3,796,164	49.4	3,131,962	121.2
6/30/2012	3,707,242	7,503,406	3,796,164	49.4	3,131,962	121.2
6/30/2013	3,724,352	6,835,930	3,111,578	54.5	3,114,425	99.9
6/30/2014	3,698,682	7,153,649	3,454,967	51.7	3,262,658	105.9
6/30/2016	3,761,310	8,094,695	4,333,385	46.5	3,411,863	127.0

SCHEDULE OF EMPLOYER CONTRIBUTIONS

Year ended/valuation June 30	Annual Required Contribution	Percentage Contributed
2010	279,931	100
2011	331,647	100
2012	340,273	100
2013	385,164	100
2014	417,585	100
2015	358,555	100
2016	384,646	100
2017	385,866	100
2018	440,652	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	June 30, 2016
Actuarial cost method	Individual entry-age actuarial cost method
Amortization method	Level dollar amount
Remaining amortization period	25 years
Asset valuation method	4 years smoothed market
Actuarial assumptions	
Investment rate of return	7.50%
Projected salary increases	4.0-7.0%
Health care inflation	4.0-9.0%

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 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)
12/31/2006	1,079,242	4,622,001	3,542,759	23.4	7,923,231	44.7
12/31/2008	1,488,166	5,055,539	3,567,373	29.4	8,023,611	44.5
12/31/2010	2,531,410	5,381,283	2,849,873	47.0	8,152,207	35.0
12/31/2013	3,200,892	5,707,204	2,506,312	56.1	7,773,357	32.2
12/31/2015	4,205,338	6,669,513	2,464,175	63.1	8,334,134	29.6

SCHEDULE OF EMPLOYER CONTRIBUTIONS

Year ended June 30	Annual Required Contribution	Percentage Contributed
2011	303,667	100%
2012	317,334	100%
2013	303,667	100%
2014	284,110	100%
2015	265,649	100%
2016	258,717	100%
2017	258,717	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, 2015
Actuarial cost method	Entry age normal
Amortization method	Level dollar
Remaining amortization period	30 years
Asset valuation method	Market Value
Actuarial assumptions	
Investment rate of return	8.00%
Projected salary increases	5.00%

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)
12/31/2007	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
12/31/2011	42,069,093	59,144,098	17,075,005	71.1	7,998,283	213.5
12/31/2012	42,016,775	60,259,583	18,242,808	69.7	7,804,965	233.7
12/31/2013	42,402,116	61,890,053	19,487,937	68.5	7,773,357	250.7
12/31/2014	42,566,371	63,390,651	20,824,280	67.1	8,116,626	256.6
12/31/2015	42,239,549	68,499,866	26,260,317	61.7	8,334,134	315.1
12/31/2016	42,571,139	69,241,006	26,669,867	61.5	8,655,935	308.1

SCHEDULE OF EMPLOYER CONTRIBUTIONS

Year ended/valuation June 30	Annual Required Contribution	Percentage Contributed
2008 / 2007	1,399,592	100
2009 / 2008	1,340,339	100
2010 / 2009	1,394,741	100
2011 / 2010	1,689,281	100
2012 / 2011	1,674,337	100
2013 / 2012	1,687,728	100
2014 / 2013	1,828,598	100
2015 / 2014	1,800,549	100
2016 / 2015	1,933,351	100
2017 / 2016	3,356,471	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, 2016
Actuarial cost method	Entry age normal cost method
Amortization method	Level percent
Remaining amortization period	22 years
Asset valuation method	5 year smoothed market
Actuarial assumptions	
Investment rate of return	7.75%
Projected salary increases	3.75%

6 YEAR CAPITAL IMPROVEMENT PLAN

TRAVERSE CITY

Date/Time Printed: 3/27/2018 11:00 am

Six Year Capital Improvement Plan

Budget Year 2018-2019 by Fund

All Projects Submitted for 2018-2019

Bold - Indicates projects occurring in the first FY of the plan
+ - Indicates projects with multiple funding sources

	Project ID		Cat	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Project Cost	City Funds	Non-City Funds
Available Capital Projects Fund												
Bridges												
+	58-18-CIP	Eighth Street Bridge Repair	V	$155,000	$0	$0	$0	$0	$0	$1,055,000	$305,000	$750,000
Streets												
+	14-18-CIP	Annual Street Reconstruction Program	M	$330,000	$0	$0	$0	$0	$0	$6,416,000	$6,416,000	$0
	1068-18-CIP	Eighth Street Alley (Boardman to Railroad	C	$390,000	$0	$0	$0	$0	$0	$390,000	$390,000	$0
+	882-18-CIP	Eighth Street- Lake Ave. to Woodmere	V	$185,000	$0	$0	$0	$0	$0	$10,500,000	$10,500,000	$0
Total Available Capital Projects Fund				**$1,060,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,060,000**	**$1,060,000**	**$0**

City of TRAVERSE CITY

Date/Time Printed: 3/27/2018 11:00 am

Six Year Capital Improvement Plan

Budget Year 2018-2019 by Fund

All Projects Submitted for 2018-2019

Bold - Indicates projects occurring in the first FY of the plan
+ - Indicates projects with multiple funding sources

Project ID		Cat	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Project Cost	City Funds	Non-City Funds
Brown Bridge Maintenance Fund											
Brown Bridge											
849-18-CIP	Bucks Landing Renovation	V	$0	$15,000	$0	$15,000	$0	$0	$30,000	$30,000	$0
852-18-CIP	Invasive Species Surveys	V	$0	$5,000	$0	$5,000	$0	$0	$10,000	$10,000	$0
853-18-CIP	**Invasive Species Treatment**	V	$10,000	$0	$10,000	$0	$0	$0	$20,000	$20,000	$0
848-18-CIP	**North Access Road Stabilization**	V	$10,000	$0	$0	$0	$0	$0	$10,000	$10,000	$0
975-18-CIP	**Wildlife Habitat Improvements (Bottomelands Plant**	V	$10,000	$0	$10,000	$0	$0	$0	$20,000	$20,000	$0
Total Brown Bridge Maintenance Fund			**$30,000**	**$20,000**	**$20,000**	**$20,000**	**$0**	**$0**	**$90,000**	**$90,000**	**$0**

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Six Year Capital Improvement Plan

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Brown Bridge Trust Parks												
Brown Bridge												
+	**850-18-CIP**	**ADA Trail Improvements**	V	$47,500	$0	$0	$0	$0	$0	$95,000	$47,500	$47,500
+	**847-18-CIP**	**Historic Brown's Bridge (West-End)**	V	$10,000	$0	$0	$0	$0	$0	$20,000	$10,000	$10,000
+	**851-18-CIP**	**Interpretive and Navigational Signage**	V	$5,000	$5,000	$0	$0	$0	$0	$20,000	$10,000	$10,000
+	863-18-CIP	North Parking Lot Improvements	V	$0	$7,500	$0	$0	$0	$0	$15,000	$7,500	$7,500
+	856-18-CIP	Overlook (2) and Access Steps (3 sets)	V	$0	$22,500	$0	$0	$0	$0	$45,000	$22,500	$22,500
+	855-18-CIP	Overlook and Historical Display at Former Powerho	V	$0	$7,500	$0	$0	$0	$0	$15,000	$7,500	$7,500
+	865-18-CIP	Southside ADA Trail	V	$0	$5,000	$5,000	$0	$0	$0	$20,000	$10,000	$10,000
Parks												
+	**3-18-CIP**	**Hannah Park Improvements**	V	$32,500	$0	$0	$0	$0	$0	$72,500	$32,500	$40,000
+	**28-18-CIP**	**Hickory Hills Lodge Replacement**	V	$375,000	$0	$0	$0	$0	$0	$928,750	$375,000	$553,750
+	**929-18-CIP**	**Hickory Hills Master Plan Improvements**	V	$725,000	$0	$0	$0	$0	$0	$2,082,500	$725,000	$1,357,500
+	543-18-CIP	Rose and Boyd Triangle Park (Jupiter Gardens)	V	$0	$30,000	$0	$0	$0	$0	$60,000	$30,000	$30,000
+	926-18-CIP	Senior Citizen Park Improvements	V	$0	$0	$0	$35,000	$0	$0	$75,000	$35,000	$40,000
+	927-18-CIP	Sunset Park Improvements	V	$0	$0	$100,000	$0	$0	$0	$200,000	$100,000	$100,000
Total Brown Bridge Trust Parks				**$1,195,000**	**$77,500**	**$105,000**	**$35,000**	**$0**	**$0**	**$1,412,500**	**$1,412,500**	**$0**

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Brownfield												
Parking												
+	**645-18-CIP**	**West Front St Redevelopment (BOND)**	V	$50,000	$50,000	$50,000	$50,000	$50,000	$0	$4,935,000	$4,685,000	$250,000
Streets												
	616-18-CIP	Grand Traverse Commons Infrastructure	V	$0	$223,095	$690,000	$310,000	$0	$0	$1,223,095	$0	$1,223,095
Walkways												
+	**570-18-CIP**	**Boardman Lake Trail-West (14th to S. Airport)**	V	$3,600,000	$0	$0	$0	$0	$0	$5,263,000	$0	$5,263,000
Total Brownfield				**$3,650,000**	**$273,095**	**$740,000**	**$360,000**	**$50,000**	**$0**	**$5,073,095**	**$5,073,095**	**$0**

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Federal / State Grant												
Bridges												
+	**58-18-CIP**	**Eighth Street Bridge Repair**	V	$750,000	$0	$0	$0	$0	$0	$1,055,000	$305,000	$750,000
+	885-18-CIP	North Cass Street Bridge Rehabilitation	V	$0	$0	$0	$0	$935,000	$0	$1,218,000	$100,000	$1,118,000
+	**586-18-CIP**	**Park Street Bridge Repair**	V	$850,000	$0	$0	$0	$0	$0	$1,000,000	$150,000	$850,000
+	**187-18-CIP**	**South Cass Street Bridge Repair**	V	$850,000	$0	$0	$0	$0	$0	$982,000	$132,000	$850,000
+	186-18-CIP	South Union Street Bridge Repair	V	$0	$0	$0	$945,000	$0	$0	$1,134,000	$189,000	$945,000
+	**535-18-CIP**	**West Front Street Bridge Replacement**	V	$1,100,000	$0	$0	$0	$0	$0	$1,320,000	$220,000	$1,100,000
Brown Bridge												
+	**850-18-CIP**	**ADA Trail Improvements**	V	$23,750	$0	$0	$0	$0	$0	$95,000	$47,500	$47,500
+	**851-18-CIP**	**Interpretive and Navigational Signage**	V	$2,500	$2,500	$0	$0	$0	$0	$20,000	$10,000	$10,000
+	863-18-CIP	North Parking Lot Improvements	V	$0	$3,750	$0	$0	$0	$0	$15,000	$7,500	$7,500
+	856-18-CIP	Overlook (2) and Access Steps (3 sets)	V	$0	$11,250	$0	$0	$0	$0	$45,000	$22,500	$22,500
+	855-18-CIP	Overlook and Historical Display at Former Powerho	V	$0	$3,750	$0	$0	$0	$0	$15,000	$7,500	$7,500
+	865-18-CIP	Southside ADA Trail	V	$0	$2,500	$2,500	$0	$0	$0	$20,000	$10,000	$10,000
Facilities												
+	168-18-CIP	Union Street Dam Improvements	V	$0	$10,000,000	$0	$0	$0	$0	$11,000,000	$0	$11,000,000
Parks												
+	26-18-CIP	Bryant Park Retaining Wall	V	$0	$0	$0	$50,000	$0	$0	$100,000	$50,000	$50,000
+	**929-18-CIP**	**Hickory Hills Master Plan Improvements**	V	$275,000	$0	$0	$0	$0	$0	$2,082,500	$725,000	$1,357,500
+	543-18-CIP	Rose and Boyd Triangle Park (Jupiter Gardens)	V	$0	$10,000	$0	$0	$0	$0	$60,000	$30,000	$30,000
+	602-18-CIP	Senior Center -Bayfront Plan	V	$0	$0	$0	$0	$50,000	$0	$161,888	$0	$161,888
+	927-18-CIP	Sunset Park Improvements	V	$0	$0	$45,000	$0	$0	$0	$200,000	$100,000	$100,000
Streets												
+	717-18-CIP	East Front St Reconstruction (Park to Grndvw Pkwy)	V	$0	$0	$0	$400,000	$0	$0	$915,000	$515,000	$400,000
Walkways												
+	**570-18-CIP**	**Boardman Lake Trail-West (14th to S. Airport)**	V	$1,263,000	$0	$0	$0	$0	$0	$5,263,000	$0	$5,263,000
+	1023-18-CIP	Expand Sidewalk System/Infill Gaps (SR2S)	C	$0	$1,000,000	$1,000,000	$0	$0	$0	$2,300,000	$0	$2,300,000
Total Federal / State Grant				**$5,114,250**	**$11,033,750**	**$1,047,500**	**$1,395,000**	**$985,000**	**$0**	**$19,575,500**	**$19,575,500**	**$0**

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FIBER											
Light and Power											
1030-18-CIP	FIBER TO THE PREMISE		$3,666,667	$3,666,667	$3,666,666	$0	$0	$0	$11,000,000	$11,000,000	$0
Total FIBER			**$3,666,667**	**$3,666,667**	**$3,666,666**	**$0**	**$0**	**$0**	**$11,000,000**	**$11,000,000**	**$0**

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Garage Fund											
Garage											
126-18-CIP	**Annual Vehicle and Equipment Replacement**	V	$1,951,000	$2,044,300	$1,307,000	$1,359,800	$1,294,976	$2,637,300	$10,594,376	$10,594,376	$0
796-18-CIP	**Increase security/refurbish west and north sides**	V	$100,000	$0	$0	$0	$0	$0	$100,000	$100,000	$0
Total Garage Fund			**$2,051,000**	**$2,044,300**	**$1,307,000**	**$1,359,800**	**$1,294,976**	**$2,637,300**	**$10,694,376**	**$10,694,376**	**$0**

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General Fund												
Bridges												
+	186-18-CIP	South Union Street Bridge Repair	V	$0	$0	$0	$63,000	$0	$0	$1,134,000	$189,000	$945,000
Cemetery												
	47-18-CIP	Install Cremation Niches in Mausoleum	V	$0	$0	$20,000	$0	$0	$0	$20,000	$20,000	$0
	48-18-CIP	Paving of Main Loop in First Addition	V	$0	$0	$20,000	$0	$0	$0	$20,000	$20,000	$0
Facilities												
	172-18-CIP	Union Street Dam: Outlet relining	M	$0	$400,000	$0	$0	$0	$0	$400,000	$400,000	$0
Fire												
	977-18-CIP	**Fire detection and suppression system installatio**	M	$131,250	$89,250	$0	$0	$0	$0	$220,500	$220,500	$0
	976-18-CIP	Storage building at Fire Station 02	M	$0	$157,000	$0	$0	$0	$0	$157,000	$157,000	$0
General Government												
	784-18-CIP	**Annual City Computers**	M	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$180,000	$180,000	$0
	4-18-CIP	City Document Management System	V	$0	$0	$25,000	$25,000	$25,000	$0	$75,000	$75,000	$0
	1029-18-CIP	**Master Plan Vision and Re-Write_PlanningCommission**	V	$20,000	$0	$80,000	$0	$0	$0	$100,000	$100,000	$0
Parks												
+	306-18-CIP	Ashton Park Playground	V	$0	$0	$12,000	$0	$0	$0	$15,000	$12,000	$3,000
+	539-18-CIP	Boon Street Park Playground Improvements	V	$0	$0	$23,000	$0	$0	$0	$25,000	$23,000	$2,000
+	26-18-CIP	Bryant Park Retaining Wall	V	$0	$0	$0	$50,000	$0	$0	$100,000	$50,000	$50,000
	328-18-CIP	**Hickory Hills Maintenance Facility**	V	$250,000	$0	$0	$0	$0	$0	$250,000	$250,000	$0
+	309-18-CIP	Indian Woods Playground	V	$0	$25,000	$0	$0	$0	$0	$30,000	$25,000	$5,000
+	972-18-CIP	Mini Park Upgrade and East Downtown Entrance	V	$0	$100,000	$0	$0	$0	$0	$200,000	$100,000	$100,000
	785-18-CIP	Natural Features Inventory (Planning Commission)	V	$0	$20,000	$0	$0	$0	$0	$20,000	$20,000	$0
+	**1021-18-CIP**	**Park Roof Projects**	M	$45,000	$0	$0	$0	$0	$0	$87,000	$87,000	$0
	684-18-CIP	Park Sign Replacement	V	$0	$50,000	$0	$0	$0	$0	$50,000	$50,000	$0
+	1020-18-CIP	West End Beach Bathhouse Project	C	$0	$0	$0	$132,500	$0	$0	$265,000	$132,500	$132,500
Streets												
+	14-18-CIP	Annual Street Reconstruction Program	M	$0	$724,000	$851,000	$759,000	$572,000	$750,000	$6,416,000	$6,416,000	$0
	320-18-CIP	Division Street	V	$0	$100,000	$100,000	$100,000	$0	$0	$300,000	$300,000	$0
+	882-18-CIP	Eighth Street- Lake Ave. to Woodmere	V	$0	$3,400,000	$1,900,000	$3,590,000	$0	$0	$10,500,000	$10,500,000	$0
	889-18-CIP	Traffic Calming	V	$0	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000	$500,000	$0

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General Fund											
15-18-CIP	Traffic Signal Power Backup	V	$0	$22,500	$22,500	$22,500	$22,500	$0	$90,000	$90,000	$0
16-18-CIP	Traffic Signal Upgrades	V	$0	$120,000	$60,000	$60,000	$60,000	$60,000	$360,000	$360,000	$0
Walkways											
946-18-CIP	**Expand Sidewalk System/Infill Gaps**	V	$366,500	$366,500	$366,500	$366,500	$366,500	$366,500	$2,199,000	$2,199,000	$0
+ 942-18-CIP	TART Trail Reconstruct from Woodmere to Avenue B	M	$0	$25,000	$0	$0	$0	$345,000	$425,000	$370,000	$55,000
Total General Fund			**$842,750**	**$5,729,250**	**$3,610,000**	**$5,298,500**	**$1,176,000**	**$1,651,500**	**$18,308,000**	**$18,308,000**	**$0**

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Inkind												
Bridges												
+	**885-18-CIP**	**North Cass Street Bridge Rehabilitation**	V	$183,000	$0	$0	$0	$0	$0	$1,218,000	$100,000	$1,118,000
Walkways												
+	**1023-18-CIP**	**Expand Sidewalk System/Infill Gaps (SR2S)**	C	$100,000	$100,000	$100,000	$0	$0	$0	$2,300,000	$0	$2,300,000
Total Inkind				**$283,000**	**$100,000**	**$100,000**	**$0**	**$0**	**$0**	**$483,000**	**$483,000**	**$0**

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Light and Power											
Light and Power											
1039-18-CIP	1125 HASTINGS STREET BUILDING REHABILITATION (NEW)		$0	$250,000	$0	$0	$0	$0	$250,000	$250,000	$0
1041-18-CIP	ALLEY BETWEEN STATE AND FRONT STREET (NEW)		$0	$0	$0	$0	$0	$1,500,000	$1,500,000	$1,500,000	$0
825-18-CIP	**AUTOMATED METERING INFRASTRUCTURE (AMI)**		$2,000,000	$0	$0	$0	$0	$0	$2,000,000	$2,000,000	$0
1004-18-CIP	**CRITICAL AND LARGE CUSTOMERS**		$600,000	$925,000	$925,000	$0	$0	$0	$2,450,000	$2,450,000	$0
809-18-CIP	**DISTRIBUTION CIRCUIT REBUILD**		$535,000	$0	$1,030,000	$1,431,000	$770,000	$520,000	$4,286,000	$4,286,000	$0
1009-18-CIP	DIVISION STREET STREETSCAPES LIGHTING		$0	$0	$0	$0	$1	$0	$1	$1	$0
1043-18-CIP	EAST FRONT STREET STREETSCAPE LIGHTING (NEW)		$0	$0	$0	$56,000	$0	$0	$56,000	$56,000	$0
1008-18-CIP	EIGHTH STREET STREETSCAPES LIGHTING		$0	$50,000	$50,000	$0	$0	$0	$100,000	$100,000	$0
1006-18-CIP	**FINANCIAL SOFTWARE**		$75,000	$0	$0	$0	$0	$0	$75,000	$75,000	$0
1038-18-CIP	GRAND TRAVERSE SUBSTATION UPGRADES (NEW)		$0	$500,000	$500,000	$0	$0	$0	$1,000,000	$1,000,000	$0
1005-18-CIP	**HARTMAN ROAD OVERHEAD TIE**		$475,000	$0	$0	$0	$0	$0	$475,000	$475,000	$0
824-18-CIP	**HASTINGS SERVICE CENTER FACILITY IMPROVEMENTS**		$150,000	$0	$100,000	$0	$0	$0	$250,000	$250,000	$0
1010-18-CIP	**LAKE AVENUE STREETSCAPES LIGHTING**		$30,000	$0	$0	$0	$0	$0	$30,000	$30,000	$0
818-18-CIP	LIGHTING (LED) SYSTEM REPLACEMENTS		$0	$125,000	$125,000	$125,000	$125,000	$125,000	$625,000	$625,000	$0
808-18-CIP	**LINE IMPROVEMENTS, EXTENSIONS AND NEW SERVICES**		$1,050,000	$1,100,000	$1,150,000	$1,200,000	$1,250,000	$1,300,000	$7,050,000	$7,050,000	$0
811-18-CIP	**OVERHEAD TO UNDERGROUND CONVERSION PROJECTS**		$310,000	$400,000	$400,000	$400,000	$400,000	$400,000	$2,310,000	$2,310,000	$0
1042-18-CIP	PARK PLACE OH TO UG CONVERSION (NEW)		$0	$0	$0	$0	$0	$650,000	$650,000	$650,000	$0
1040-18-CIP	**SCADA SYSTEM UPGRADE (NEW)**		$250,000	$0	$0	$0	$0	$0	$250,000	$250,000	$0
1003-18-CIP	**SUBSTATION CIRCUIT EXITS**		$560,000	$0	$0	$0	$0	$0	$560,000	$560,000	$0
815-18-CIP	**SUBSTATION SWITCHING STATIONS**		$1,560,000	$1,610,000	$0	$0	$0	$0	$3,170,000	$3,170,000	$0
819-18-CIP	SUBSTATION TRANSFORMER UPGRADES (NEW - PARSONS)		$0	$0	$0	$750,000	$775,000	$0	$1,525,000	$1,525,000	$0
820-18-CIP	TRANSMISSION LINE RECONSTRUCTION		$0	$475,000	$475,000	$430,000	$615,000	$0	$1,995,000	$1,995,000	$0
829-18-CIP	UPGRADE FRONT ST LIGHTING CIRCUITS & RECEPTACLES		$0	$0	$0	$1,340,000	$0	$0	$1,340,000	$1,340,000	$0
Total Light and Power			**$7,595,000**	**$5,435,000**	**$4,755,000**	**$5,732,000**	**$3,935,001**	**$4,495,000**	**$31,947,001**	**$31,947,001**	**$0**

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Local / Foundation Grant												
Parks												
+	928-18-CIP	American Legion Park Improvements	V	$0	$0	$0	$35,000	$0	$0	$150,000	$0	$150,000
+	972-18-CIP	Mini Park Upgrade and East Downtown Entrance	V	$0	$50,000	$0	$0	$0	$0	$200,000	$100,000	$100,000
+	543-18-CIP	Rose and Boyd Triangle Park (Jupiter Gardens)	V	$0	$10,000	$0	$0	$0	$0	$60,000	$30,000	$30,000
+	926-18-CIP	Senior Citizen Park Improvements	V	$0	$0	$0	$35,000	$0	$0	$75,000	$35,000	$40,000
+	927-18-CIP	Sunset Park Improvements	V	$0	$0	$25,000	$0	$0	$0	$200,000	$100,000	$100,000
+	1020-18-CIP	West End Beach Bathhouse Project	C	$0	$0	$0	$132,500	$0	$0	$265,000	$132,500	$132,500
Total Local / Foundation Grant				**$0**	**$60,000**	**$25,000**	**$202,500**	**$0**	**$0**	**$287,500**	**$287,500**	**$0**

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Marina Fund											
Parks											
+ 1021-18-CIP	Park Roof Projects	M	$42,000	$0	$0	$0	$0	$0	$87,000	$87,000	$0
Total Marina Fund			**$42,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$42,000**	**$42,000**	**$0**

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Parking System												
Parking												
	984-18-CIP	**Camera System Expansion**	M	$100,000	$0	$0	$0	$0	$0	$100,000	$100,000	$0
	1071-18-CIP	Hardy Boiler Replacement	M	$0	$60,000	$0	$0	$0	$0	$60,000	$60,000	$0
	545-18-CIP	Lot B Rehab	V	$0	$400,000	$0	$0	$0	$0	$400,000	$400,000	$0
	979-18-CIP	Lot C Resurfacing	M	$0	$0	$80,000	$0	$0	$0	$80,000	$80,000	$0
	980-18-CIP	Lot J Resurfacing	M	$0	$0	$50,000	$0	$0	$0	$50,000	$50,000	$0
	981-18-CIP	Lot K Resurfacing	M	$0	$0	$0	$0	$0	$30,000	$30,000	$30,000	$0
	708-18-CIP	Lot O Remediation	M	$0	$0	$0	$430,000	$0	$0	$430,000	$430,000	$0
	982-18-CIP	Lot T Resurfacing	M	$0	$200,000	$0	$0	$0	$0	$200,000	$200,000	$0
	1072-18-CIP	Old Town Boiler Replacement	M	$0	$0	$0	$0	$0	$80,000	$80,000	$80,000	$0
	1059-18-CIP	Old Town Garage LED Light Conversion	M	$0	$100,000	$0	$0	$0	$0	$100,000	$100,000	$0
+	645-18-CIP	West Front St Redevelopment (BOND)	V	$0	$0	$125,000	$250,000	$250,000	$250,000	$4,935,000	$4,685,000	$250,000
Total Parking System				**$100,000**	**$760,000**	**$255,000**	**$680,000**	**$250,000**	**$360,000**	**$2,405,000**	**$2,405,000**	**$0**

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Private												
Brown Bridge												
+	**850-18-CIP**	**ADA Trail Improvements**	V	$23,750	$0	$0	$0	$0	$0	$95,000	$47,500	$47,500
+	**847-18-CIP**	**Historic Brown's Bridge (West-End)**	V	$10,000	$0	$0	$0	$0	$0	$20,000	$10,000	$10,000
+	**851-18-CIP**	**Interpretive and Navigational Signage**	V	$2,500	$2,500	$0	$0	$0	$0	$20,000	$10,000	$10,000
+	863-18-CIP	North Parking Lot Improvements	V	$0	$3,750	$0	$0	$0	$0	$15,000	$7,500	$7,500
+	856-18-CIP	Overlook (2) and Access Steps (3 sets)	V	$0	$11,250	$0	$0	$0	$0	$45,000	$22,500	$22,500
+	855-18-CIP	Overlook and Historical Display at Former Powerho	V	$0	$3,750	$0	$0	$0	$0	$15,000	$7,500	$7,500
+	865-18-CIP	Southside ADA Trail	V	$0	$2,500	$2,500	$0	$0	$0	$20,000	$10,000	$10,000
Civic												
+	870-18-CIP	Civic Square	V	$0	$0	$0	$0	$0	$5,000,000	$6,000,000	$1,000,000	$5,000,000
+	781-18-CIP	Farmers Market	V	$0	$2,700,000	$0	$0	$0	$0	$3,300,000	$600,000	$2,700,000
Facilities												
	871-18-CIP	Senior Center building renovation	V	$0	$0	$1,200,000	$0	$0	$0	$1,250,000	$0	$1,250,000
+	168-18-CIP	Union Street Dam Improvements	V	$0	$1,000,000	$0	$0	$0	$0	$11,000,000	$0	$11,000,000
Parks												
+	928-18-CIP	American Legion Park Improvements	V	$0	$0	$0	$115,000	$0	$0	$150,000	$0	$150,000
+	306-18-CIP	Ashton Park Playground	V	$0	$0	$3,000	$0	$0	$0	$15,000	$12,000	$3,000
+	539-18-CIP	Boon Street Park Playground Improvements	V	$0	$0	$2,000	$0	$0	$0	$25,000	$23,000	$2,000
+	**3-18-CIP**	**Hannah Park Improvements**	V	$40,000	$0	$0	$0	$0	$0	$72,500	$32,500	$40,000
+	**28-18-CIP**	**Hickory Hills Lodge Replacement**	V	$553,750	$0	$0	$0	$0	$0	$928,750	$375,000	$553,750
+	**929-18-CIP**	**Hickory Hills Master Plan Improvements**	V	$1,082,500	$0	$0	$0	$0	$0	$2,082,500	$725,000	$1,357,500
+	309-18-CIP	Indian Woods Playground	V	$0	$5,000	$0	$0	$0	$0	$30,000	$25,000	$5,000
+	972-18-CIP	Mini Park Upgrade and East Downtown Entrance	V	$0	$50,000	$0	$0	$0	$0	$200,000	$100,000	$100,000
+	543-18-CIP	Rose and Boyd Triangle Park (Jupiter Gardens)	V	$0	$10,000	$0	$0	$0	$0	$60,000	$30,000	$30,000
+	602-18-CIP	Senior Center -Bayfront Plan	V	$0	$0	$0	$0	$111,888	$0	$161,888	$0	$161,888
+	926-18-CIP	Senior Citizen Park Improvements	V	$0	$0	$0	$5,000	$0	$0	$75,000	$35,000	$40,000
+	927-18-CIP	Sunset Park Improvements	V	$0	$0	$30,000	$0	$0	$0	$200,000	$100,000	$100,000
Streets												
+	**61-18-CIP**	**Lake Avenue Streetscape Improvements**	V	$135,000	$0	$0	$0	$0	$0	$945,700	$810,700	$135,000
Walkways												

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Private												
+	**570-18-CIP**	**Boardman Lake Trail-West (14th to S. Airport)**	V	$400,000	$0	$0	$0	$0	$0	$5,263,000	$0	$5,263,000
+	942-18-CIP	TART Trail Reconstruct from Woodmere to Avenue B	M	$0	$55,000	$0	$0	$0	$0	$425,000	$370,000	$55,000
Wastewater												
+	**948-18-CIP**	**Digester 3 and 4 Reconditioning**	M	$304,094	$0	$304,094	$0	$0	$0	$1,216,376	$608,188	$608,188
+	1036-18-CIP	Digester 5 Cleaning and Reconditioning Equipment	M	$0	$0	$0	$0	$138,620	$0	$277,240	$138,620	$138,620
+	1037-18-CIP	Digester Gas Metering	C	$0	$0	$0	$0	$35,000	$0	$70,000	$35,000	$35,000
+	**1019-18-CIP**	**Engineering study pertaining to the Facility Plan**	M	$175,000	$0	$0	$0	$0	$0	$350,000	$175,000	$175,000
+	**786-18-CIP**	**Membrane Gate Replacement**	M	$29,991	$0	$0	$0	$0	$0	$59,982	$29,991	$29,991
+	**890-18-CIP**	**Plant-Membrane Replacement**	M	$430,000	$430,000	$0	$0	$0	$0	$1,720,000	$860,000	$860,000
+	905-18-CIP	Primary Clarifier Chain/Flight Replacement	M	$0	$0	$0	$500,000	$0	$0	$1,000,000	$500,000	$500,000
+	904-18-CIP	Primary Clarifier Supports and Structure	M	$0	$0	$0	$251,226	$0	$0	$502,451	$251,226	$251,226
+	902-18-CIP	Primary Header Replacement	M	$0	$750,000	$0	$0	$0	$0	$1,500,000	$750,000	$750,000
+	795-18-CIP	SCADA Upgrade	V	$0	$60,000	$0	$0	$0	$0	$120,000	$60,000	$60,000
+	**1073-18-CIP**	**Scour Air Blower Overhaul-5 blowers at TCRWWTP**	M	$22,500	$23,625	$23,625	$24,125	$24,125	$0	$236,000	$118,000	$118,000
+	893-18-CIP	Screw Pump 2 and 3 Replacement	M	$0	$580,000	$0	$0	$0	$0	$1,160,000	$580,000	$580,000
+	970-18-CIP	TCRWWTP- PLC Upgrade	M	$0	$0	$150,000	$0	$0	$0	$300,000	$150,000	$150,000
+	1033-18-CIP	UV System and Related Structures Upgrade	C	$0	$0	$0	$0	$0	$1,500,000	$3,000,000	$1,500,000	$1,500,000
+	**1018-18-CIP**	**UV System and Structure Modification Project**	C	$75,000	$0	$0	$0	$0	$0	$150,000	$75,000	$75,000
Total Private				**$3,284,085**	**$6,687,375**	**$1,715,219**	**$895,351**	**$309,633**	**$6,500,000**	**$18,391,663**	**$18,391,663**	**$0**

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Road Commission Millage Fund											
Streets											
+ 14-18-CIP	Annual Street Reconstruction Program	M	$810,000	$810,000	$810,000	$0	$0	$0	$6,416,000	$6,416,000	$0
Total Road Commission Millage Fund			**$810,000**	**$810,000**	**$810,000**	**$0**	**$0**	**$0**	**$2,430,000**	**$2,430,000**	**$0**

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Sewer Fund												
Wastewater												
	1052-18-CIP	16" San. Forcemain East Front L.S. To Wellington	M	$0	$0	$0	$100,000	$0	$0	$100,000	$100,000	$0
	366-18-CIP	**Annual Sewer Rehab/Replace**	V	$450,000	$450,000	$450,000	$450,000	$450,000	$450,000	$2,700,000	$2,700,000	$0
	13-18-CIP	**Annual Storm Water Mngt Program**	M	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000	$300,000	$0
+	**948-18-CIP**	**Digester 3 and 4 Reconditioning**	M	$304,094	$0	$304,094	$0	$0	$0	$1,216,376	$608,188	$608,188
+	1036-18-CIP	Digester 5 Cleaning and Reconditioning Equipment	M	$0	$0	$0	$0	$138,620	$0	$277,240	$138,620	$138,620
+	1037-18-CIP	Digester Gas Metering	C	$0	$0	$0	$0	$35,000	$0	$70,000	$35,000	$35,000
	1051-18-CIP	**East Front Street San. Sewer Lining**	M	$400,000	$0	$0	$0	$0	$0	$400,000	$400,000	$0
	1000-18-CIP	Engineering Eval/Cond Assess Birchwood-Bay St LS	V	$0	$30,000	$0	$0	$0	$0	$30,000	$30,000	$0
	1031-18-CIP	Engineering Eval/Cond Assess Woodmere LS	V	$0	$0	$15,000	$0	$0	$0	$15,000	$15,000	$0
	967-18-CIP	Engineering Evaluation of Clinch -Coast Guard LS	V	$0	$0	$30,000	$0	$0	$0	$30,000	$30,000	$0
+	**1019-18-CIP**	**Engineering study pertaining to the Facility Plan**	M	$175,000	$0	$0	$0	$0	$0	$350,000	$175,000	$175,000
	1002-18-CIP	Front St LS- Engineering Evaluation/Capacity Study	V	$0	$0	$50,000	$0	$0	$0	$50,000	$50,000	$0
	1001-18-CIP	Front ST. LS-VFD Pipe&Pump Wet Well Upgrade	M	$0	$0	$0	$598,000	$0	$0	$598,000	$598,000	$0
	910-18-CIP	Front Street Lift Station Pump Around Hookup	V	$0	$0	$0	$80,000	$0	$0	$80,000	$80,000	$0
	913-18-CIP	Lift Station Telemetry System	V	$0	$0	$0	$0	$131,312	$0	$131,312	$131,312	$0
+	**786-18-CIP**	**Membrane Gate Replacement**	M	$29,991	$0	$0	$0	$0	$0	$59,982	$29,991	$29,991
	1032-18-CIP	New Portable Generator for Lift Stations	C	$0	$0	$0	$0	$0	$150,000	$150,000	$150,000	$0
+	**890-18-CIP**	**Plant-Membrane Replacement**	M	$430,000	$430,000	$0	$0	$0	$0	$1,720,000	$860,000	$860,000
+	905-18-CIP	Primary Clarifier Chain/Flight Replacement	M	$0	$0	$0	$500,000	$0	$0	$1,000,000	$500,000	$500,000
+	904-18-CIP	Primary Clarifier Supports and Structure	M	$0	$0	$0	$251,226	$0	$0	$502,451	$251,226	$251,226
+	902-18-CIP	Primary Header Replacement	M	$0	$750,000	$0	$0	$0	$0	$1,500,000	$750,000	$750,000
	898-18-CIP	Riverine Lift Station Engineering Eval Etc.	M	$0	$0	$0	$0	$112,865	$0	$112,865	$112,865	$0
+	795-18-CIP	SCADA Upgrade	V	$0	$60,000	$0	$0	$0	$0	$120,000	$60,000	$60,000
+	**1073-18-CIP**	**Scour Air Blower Overhaul-5 blowers at TCRWWTP**	M	$22,500	$23,625	$23,625	$24,125	$24,125	$0	$236,000	$118,000	$118,000
+	893-18-CIP	Screw Pump 2 and 3 Replacement	M	$0	$580,000	$0	$0	$0	$0	$1,160,000	$580,000	$580,000
+	970-18-CIP	TCRWWTP- PLC Upgrade	M	$0	$0	$150,000	$0	$0	$0	$300,000	$150,000	$150,000
	968-18-CIP	Upgrade Controls at 6 Lift Stations	M	$0	$0	$0	$0	$184,440	$0	$184,440	$184,440	$0
+	1033-18-CIP	UV System and Related Structures Upgrade	C	$0	$0	$0	$0	$0	$1,500,000	$3,000,000	$1,500,000	$1,500,000

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Sewer Fund												
+	**1018-18-CIP**	**UV System and Structure Modification Project**	C	$75,000	$0	$0	$0	$0	$0	$150,000	$75,000	$75,000
+	**764-18-CIP**	**Window Replacement 503 Hannah Ave.**	V	$30,000	$0	$0	$0	$0	$0	$60,000	$60,000	$0
	1058-18-CIP	**WW Gravity Main Rehab\Repair and PACP Inspections**	M	$385,000	$385,000	$385,000	$385,000	$385,000	$385,000	$2,310,000	$2,310,000	$0
	1057-18-CIP	**WW Manholes Rehab\Repair and MACP Inspections**	M	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000	$300,000	$0
Water												
+	**986-18-CIP**	**Automated Metering Infrastructure (+Wastewater)**	V	$750,000	$0	$0	$0	$0	$0	$1,500,000	$1,500,000	$0
+	1027-18-CIP	Park Place Area Infrastructure Improvements	C	$0	$0	$250,000	$0	$0	$0	$1,225,000	$1,225,000	$0
Total Sewer Fund				**$3,151,585**	**$2,808,625**	**$1,757,719**	**$2,488,351**	**$1,561,362**	**$2,585,000**	**$14,352,642**	**$14,352,642**	**$0**

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Special Assessment Fund												
Streets												
+	717-18-CIP	East Front St Reconstruction (Park to Grndvw Pkwy)	V	$0	$0	$0	$257,500	$0	$0	$915,000	$515,000	$400,000
+	**61-18-CIP**	**Lake Avenue Streetscape Improvements**	V	$135,000	$0	$0	$0	$0	$0	$945,700	$810,700	$135,000
+	1026-18-CIP	Union Street and Streetscape	C	$0	$0	$334,530	$0	$0	$0	$669,060	$669,060	$0
Total Special Assessment Fund				**$135,000**	**$0**	**$334,530**	**$257,500**	**$0**	**$0**	**$727,030**	**$727,030**	**$0**

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TIF 97												
	Bridges											
	714-18-CIP	200 Block Alley Enhanced Improvements	V	$0	$0	$0	$817,000	$0	$0	$817,000	$817,000	$0
+	885-18-CIP	North Cass Street Bridge Rehabilitation	V	$0	$0	$0	$0	$100,000	$0	$1,218,000	$100,000	$1,118,000
+	**586-18-CIP**	**Park Street Bridge Repair**	V	$150,000	$0	$0	$0	$0	$0	$1,000,000	$150,000	$850,000
+	**187-18-CIP**	**South Cass Street Bridge Repair**	V	$66,000	$0	$0	$0	$0	$0	$982,000	$132,000	$850,000
+	186-18-CIP	South Union Street Bridge Repair	V	$0	$0	$0	$63,000	$0	$0	$1,134,000	$189,000	$945,000
+	**535-18-CIP**	**West Front Street Bridge Replacement**	V	$220,000	$0	$0	$0	$0	$0	$1,320,000	$220,000	$1,100,000
	Civic											
+	870-18-CIP	Civic Square	V	$0	$0	$0	$0	$0	$1,000,000	$6,000,000	$1,000,000	$5,000,000
+	781-18-CIP	Farmers Market	V	$0	$600,000	$0	$0	$0	$0	$3,300,000	$600,000	$2,700,000
	82-18-CIP	Lower Boardman River Universal Access	V	$0	$0	$0	$0	$700,000	$0	$700,000	$700,000	$0
	646-18-CIP	Redevelopment of Lot O	V	$0	$0	$0	$0	$316,000	$0	$316,000	$316,000	$0
	877-18-CIP	**Uptown/West Front Riverwalk from Union Street Dam**	V	$490,000	$0	$0	$0	$0	$0	$490,000	$490,000	$0
	Parking											
+	**645-18-CIP**	**West Front St Redevelopment (BOND)**	V	$635,000	$635,000	$635,000	$635,000	$635,000	$635,000	$4,935,000	$4,685,000	$250,000
	Streets											
+	717-18-CIP	East Front St Reconstruction (Park to Grndvw Pkwy)	V	$0	$0	$0	$257,500	$0	$0	$915,000	$515,000	$400,000
	713-18-CIP	Grandview Parkway Pedestrian Crossing Enhancement	V	$0	$0	$0	$0	$500,000	$0	$500,000	$500,000	$0
	1070-18-CIP	Traffic Signal Mast Arm	C	$0	$140,000	$0	$0	$0	$0	$140,000	$140,000	$0
	Walkways											
	1069-18-CIP	**Wellington Plaza Erosion Stabilization Project**	M	$50,000	$0	$0	$0	$0	$0	$50,000	$50,000	$0
Total TIF 97				**$1,611,000**	**$1,375,000**	**$635,000**	**$1,772,500**	**$2,251,000**	**$1,635,000**	**$9,279,500**	**$9,279,500**	**$0**

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TIF Old Town												
Bridges												
+	**58-18-CIP**	**Eighth Street Bridge Repair**	V	$150,000	$0	$0	$0	$0	$0	$1,055,000	$305,000	$750,000
+	**187-18-CIP**	**South Cass Street Bridge Repair**	V	$66,000	$0	$0	$0	$0	$0	$982,000	$132,000	$850,000
+	186-18-CIP	South Union Street Bridge Repair	V	$0	$0	$0	$63,000	$0	$0	$1,134,000	$189,000	$945,000
Streets												
+	882-18-CIP	Eighth Street- Lake Ave. to Woodmere	V	$0	$475,000	$475,000	$475,000	$0	$0	$10,500,000	$10,500,000	$0
+	**61-18-CIP**	**Lake Avenue Streetscape Improvements**	V	$675,700	$0	$0	$0	$0	$0	$945,700	$810,700	$135,000
+	1026-18-CIP	Union Street and Streetscape	C	$0	$0	$334,530	$0	$0	$0	$669,060	$669,060	$0
Walkways												
	316-18-CIP	Boardman River Walk south of 8th Street Bridge	V	$0	$0	$0	$690,700	$0	$0	$690,700	$690,700	$0
	1025-18-CIP	Rivers Edge Riverwalk Decking Replacement	M	$0	$106,869	$0	$0	$0	$0	$106,869	$106,869	$0
Total TIF Old Town				**$891,700**	**$581,869**	**$809,530**	**$1,228,700**	**$0**	**$0**	**$3,511,799**	**$3,511,799**	**$0**

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Water Fund											
Wastewater											
+ **764-18-CIP**	**Window Replacement 503 Hannah Ave.**	V	$30,000	$0	$0	$0	$0	$0	$60,000	$60,000	$0
Water											
1050-18-CIP	**12" Watermain Replacement Division to Fitzhugh**	C	$750,000	$0	$0	$0	$0	$0	$750,000	$750,000	$0
1012-18-CIP	**2 Million Gallon LaFrainer Road Water Reservoir**	C	$1,700,000	$0	$0	$0	$0	$0	$1,700,000	$1,700,000	$0
367-18-CIP	**Annual Water Rehab/Replace**	V	$450,000	$450,000	$450,000	$450,000	$450,000	$450,000	$2,700,000	$2,700,000	$0
+ **986-18-CIP**	**Automated Metering Infrastructure (+Wastewater)**	V	$750,000	$0	$0	$0	$0	$0	$1,500,000	$1,500,000	$0
113-18-CIP	**Barlow Reservoir Rehabilitation / Reconstruction**	V	$1,200,000	$0	$0	$0	$0	$0	$1,200,000	$1,200,000	$0
933-18-CIP	Chemical System Upgrades (Alum, Chlorine & Fluori	V	$0	$0	$0	$175,000	$0	$0	$175,000	$175,000	$0
935-18-CIP	**East - West Transmission Main Upgrade**	V	$793,000	$1,125,000	$730,000	$1,595,000	$1,058,000	$1,045,000	$6,346,000	$6,346,000	$0
1053-18-CIP	East Front Street 16" Watermain	C	$0	$0	$0	$420,000	$0	$0	$420,000	$420,000	$0
930-18-CIP	Electrical Gear Upgrades at WTP & Low Service	V	$0	$850,000	$0	$0	$0	$0	$850,000	$850,000	$0
114-18-CIP	**Filters 1, 2 & 3 Media Replacement & Surface Wash**	V	$350,000	$0	$0	$0	$0	$0	$350,000	$350,000	$0
934-18-CIP	Filters 1, 2 & 3 Valve Replacement	V	$0	$400,000	$0	$0	$0	$0	$400,000	$400,000	$0
731-18-CIP	**Generator Plug Receptacle for Low Service Pump St**	V	$20,000	$0	$0	$0	$0	$0	$20,000	$20,000	$0
932-18-CIP	Hannah Ave Water Main Upgrade	V	$0	$0	$310,000	$0	$0	$0	$310,000	$310,000	$0
770-18-CIP	**High & Low Service Pump Repairs**	V	$80,000	$80,000	$80,000	$80,000	$0	$0	$320,000	$320,000	$0
1014-18-CIP	**Huron Hills Booster Pump Repairs**	M	$25,000	$25,000	$0	$0	$0	$0	$50,000	$50,000	$0
1028-18-CIP	Lagoon Maintenance	M	$0	$60,000	$0	$60,000	$0	$60,000	$180,000	$180,000	$0
1015-18-CIP	Low Service Check Valve Replacement Project	M	$0	$0	$40,000	$0	$0	$0	$40,000	$40,000	$0
+ 1027-18-CIP	Park Place Area Infrastructure Improvements	C	$0	$0	$975,000	$0	$0	$0	$1,225,000	$1,225,000	$0
121-18-CIP	Plant - Freight Elevator Compliance	V	$0	$0	$50,000	$0	$0	$0	$50,000	$50,000	$0
1054-18-CIP	Union St. 12" Watermain	C	$0	$160,000	$0	$0	$0	$0	$160,000	$160,000	$0
1016-18-CIP	Veterans Drive Water Main Replacement Project.	C	$0	$0	$0	$400,000	$0	$0	$400,000	$400,000	$0
1064-18-CIP	**Water Facilities Elec. Arc Flash Study**	C	$25,000	$0	$0	$0	$0	$0	$25,000	$25,000	$0
1066-18-CIP	**Water Facilities Fire Alarm System Upgrade**	C	$20,000	$0	$0	$0	$0	$0	$20,000	$20,000	$0
1048-18-CIP	**Water Reliability Sudy**	M	$80,000	$0	$0	$0	$0	$0	$80,000	$80,000	$0
1049-18-CIP	Wayne Hill Fire Pump	C	$0	$0	$100,000	$0	$0	$0	$100,000	$100,000	$0
1017-18-CIP	WTP Standby Generator Replacement Project	M	$0	$0	$0	$0	$250,000	$0	$250,000	$250,000	$0

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Water Fund											
1065-18-CIP	WTP Sump Pump Discharge Flow Meter	C	$0	$0	$20,000	$0	$0	$0	$20,000	$20,000	$0
1047-18-CIP	WTP Turbidimeters Replacement	M	$0	$0	$0	$0	$15,000	$10,000	$25,000	$25,000	$0
1045-18-CIP	WTP Water Quality In-Line Instrumentation	C	$0	$0	$25,000	$0	$0	$0	$25,000	$25,000	$0
Total Water Fund			**$6,273,000**	**$3,150,000**	**$2,780,000**	**$3,180,000**	**$1,773,000**	**$1,565,000**	**$18,721,000**	**$18,721,000**	**$0**

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GRAND TOTAL:		**$41,786,037**	**$43,612,431**	**$24,473,164**	**$24,905,201**	**$13,585,972**	**$21,428,800**	**$169,791,605**	**$169,791,605**	**$0**

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