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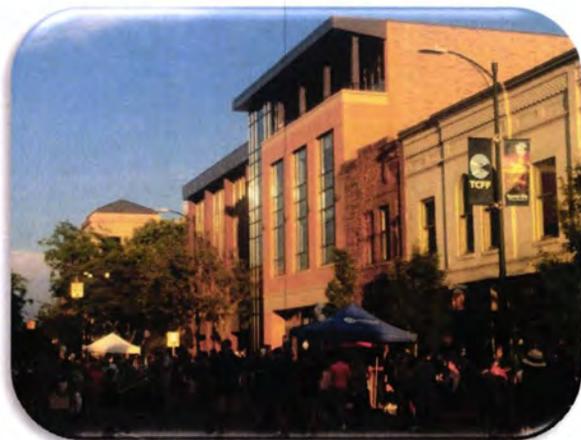


CITY of  
TRAVERSE CITY

City of Traverse City

2019-20 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

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TO: CITY COMMISSION

DATE: MAY 6, 2019

FROM: MARTY COLBURN, CITY MANAGER

SUBJECT: ANNUAL BUDGET REPORT FOR FY 2019/2020

Dear Mayor Carruthers and Commission Members:

The proposed annual 2019/2020 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. This budget recommendation focus is on continued commitment to investment of infrastructure and services.

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 2019/2020 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 2019 maximum allowable of 12.6966 mills, to 2019 maximum allowable of 12.4718 mills.

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 the SEV. Fortunately, we are seeing a number of properties within the City sold and the values becoming uncapped. The 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 12.1167 mills as established by the City Commission. The levy is expected to generate approximately \$11,169,000, which represents an increase of about \$504,000 or 4.73%.

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 notable 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:

- **1106, 1120 & 1128 E. Front Street**, New Rite Aid, Starbuck's and retail store.
- **215 N. Division Street**, Immaculate Conception new school.
- **537 & 539 Bay Street**, 4-story, 15 unit residential condo.
- **1022 E. Traverse Highway**, site work for 21 single family homes.
- **914 & 916 East Front Street**, 3-story, 16 unit residential building.
- **922 East Front Street**, 3-story, 9 unit residential building.
- **615 East Front Street**, major renovation to the Holiday Inn (Delmar), reconstruct parking lot with 18 future townhomes.
- **415 East Front Street**, 4-story commercial building.
- **508 Hastings Street**, 12 unit residential condos.
- **710 Carver Street**, Lear Corp., 30,000 s.f. addition.
- **155 Garland Street**, Breakwater, 4-story, 77 unit apartment building with a ,5000 s.f. restaurant and 3,050 s.f. of retail.
- **160 East State Street**, Old City Hall, major renovation and addition.
- **535 S. Garfield**, 2-Story, 8 Unit residential apartment building.

These developments are in the planning stage:

- **416 East Eight Street**, Higher Grounds, 4-story mixed use building with 23 dwelling units.
- **305 West Front Street**, 4-story, mixed use (office & retail) building.
- **222 East State Street**, (2) buildings, 3-story, 20 dwelling units and 2500 s.f. of retail.
- **710 Randolph Street**, (3) 3-story mixed use buildings with 32 dwelling units.
- **502 Wellington Street**, WODA, 4-story, 50 unit residential building.
- **502 Railroad Avenue**, WODA, 4-story, 39 unit residential building.
- **1210 & 1216 East Eight Street**, Homestretch, 6 unit townhouses.
- **145 Hall Street**, Hilton HomeSuites, 4-story, 99 room hotel.

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 completing the street design manual which incorporates traffic calming, a complete streets policy and an active transportation plan. Policy issues are being developed through the Planning Commission which is inclusive of Envision 8<sup>th</sup> form based code, tree regulations, riparian buffers and dock line/water setbacks. The Planning Department, working with the City Manager and the DDA towards corridor development, will continue to support the community on quality commerce and housing development.

The economic development of the City is shifting from a staff oriented activities approach adjusted upon need to a more public/private partnership. The City has been working with the Grand Traverse County Economic Development Corporation to reorganize economic development activities by encouragement of the creation of an Economic Development Organization. This will be a predominantly private driven organization with the public agencies participating. TraverseConnect will potentially be contracted by the newly formed organization to provide services. A consulting firm has been selected to build a plan on how to structure and proceed with a new EDO active within our City, County and region.

**Administration**. This upcoming year, the City will hold minimally two elections inclusive of a Presidential primary in the spring of 2020, and a General Election on November 5, 2019, in which the mayoral and three City Commission seats will be determined.

The City Clerk's and Attorney's offices have been working with the City Commission and state government's regulating agency on the implementation of the medical provisioning policy. Prior to City Commission determination regarding recreational marihuana, future state regulatory policy is expected.

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.

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. A working ad-hoc committee with City Commission and the Watershed Center has been actively working on our ordinance update. Focus has been on updating City Storm Water Ordinances and continuing lobby efforts for storm water legislation.

To meet the City Commission's goal of running municipal operations with 100% renewable energy by 2020, the City working together with TCL&P, committed to identify the means of generating and saving 5 MW of renewable energy to meet the City's operations. This was initiated with the City Commission and TCL&P purchasing 1.1 MW from a local company, Heritage, LLC, for solar power. Recently, TCL&P working with MPPA, has identified the "Ranger" Solar Project. This project should be fully developed and available by the end of the year 2020, thereby meeting the City Commission's and the TCL&P Board's established goal. Staff will continue working with the "Green Team" to identify additional means and opportunities to become a more energy efficient City. In addition, the City will work with TCL&P Voluntary Green Rate to invest these funds into energy and green projects to continue a more energy efficient municipal operation, thus reducing our carbon footprint.

IT upgrades for financial software packages have been installed and implemented. The City Commission authorized the upgrades to provide Windows-based software, and working with Grand Traverse IT, placed it on new servers. These programs will be an upgrade, provide easier input, project implementation and make reports easier to generate and interpret. Further upgrades to software implementation have included fire software, GIS, Lucity (CIP and Asset Management), Grand Traverse County upgrade of rewiring, upgrade security and higher speeds, as well as adding two wireless internet nodes.

Currently, the City is negotiating four labor contracts. This budget reflects wages and benefits in accordance with the current labor contract. This past year, we did place 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 and we are continuing the program.

Health insurance premiums aggregate are estimated to increase minimally at .002% beginning July 1, 2019. 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 include these slight increases in this budget.

Identifying the most significant staffing needs consistent to meeting the day-to-day needs, as well as evaluating the goals and objectives which are established by the City Commission is considered when growing staff. This is important and expensive. I'm requesting to add a limited amount of staff within the area of Police and Fire Departments.

**Police and Fire/Emergency Services.** The Community policing strategy has been transformative over the past three 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.

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 Police Department, we are establishing 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. This has set up a chain of events of promotions, which created 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 the last firefighter beginning in May/June, 2019. We have established internal policies that address minimum shift staffing.

The Fire Department placed into service this past year Rescue Boat #2 which replaces a 25-year old boat. The Fire Department continues to focus on fire suppression, paramedic medical responses, education to the community, and fire code inspections and plan reviews. The City has proceeded with a request for proposal (RFP) to analyze whether the Fire Department should provide Emergency Transport Services and perform a feasibility study for Fire/EMS.

I am recommending adding one full time police officer and one full time firefighter. Shift #3 of fire services has been operating short-staffed over most of the last decade. This culminates in significant overtime when we have staff off for training, personal time or in-between recruiting when retirement occurs. This full time position will reduce estimated overtime by \$50,000 annually. The DDA will financially participate in funding a downtown beat police officer providing \$50,000 annually with a three (3) year commitment.

Additionally, this summer a new storage garage at Station #2 is being replaced to store vital equipment out of the weather.

**Downtown Development Authority.** 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 extending TIF 97 for 15 years to fund a third parking deck. This strengthens the business core of the City and supports the City policy and goal of eliminating ground level parking lots, using existing surface parking properties for a more productive use. 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 in 2018 at 1.7188 mills. to fund administrative costs and implement the projects and services provided. This year, the Headlee rollback will drop that millage to 1.6658 mills. Current projects include the walkway along the Boardman River from Union Street to the Uptown development, bridge repairs, and planning for a future parking deck at 145 West Front Street. They are also working with the Lower Boardman River Leadership Team to investigate and plan for public use and improvements.

The DDA also provides services to the Downtown Traverse City Association (DTCA) as well as management and implementation of parking services inclusive of surface parking lots and parking garages within the City. They manage over 3,000 parking spaces. These activities strengthen the business core of the City. Due to changing dynamics of parking availability, the DDA is recommending additional parking enforcement staff.

**Carnegie Building.** We currently have two active leases for utilization of space. The Crooked Tree Arts Council recently negotiated for additional space which added additional revenue. The Grand Traverse Area Rock & Mineral Club holds a 3-year lease agreement. Regardless, this facility still works at a net loss that will ultimately be funded by the General Fund.

A new elevator to meet ADA requirements has recently been installed. Additional investments are necessary to maintain this historical building. These investments are planned in the Capital Improvement Fund. 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 depleted in the near future.

**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 cash flow 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 are recommended to increase by \$2.00 on the base rate. The water fund increase equates to \$1.00 on the base rate. This is less than last year. 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 estimated to occur in 2021. 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. Staff will also be looking at the inventory and analysis of implementing the State of Michigan's unfunded mandate of replacing sewer lines due to the new Lead and Copper Rule.

**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 completed a defined inventory of public trees and recording individual data into our GIS system. Our inventory, as reported by our consultant, Davey Resource Group, has provided the City with a Canopy Assessment and Tree Management Plan and has stated that Traverse City is near ideal with its tree canopy. These past two years, we have tripled our investment into trees and this budget proposal matches last year's at (\$30,000). Tree canopy solutions are best addressed with a generational strategic approach. 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 provides services to more local users versus transient users passing through. One additional slip is reserved for MDNR as required. With the DDA's loss of parking Lots X and S, parking services are moving marina parking to predominately use Lot M, but restricting use of the parking decks and other open public parking lots in the City.

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 completion of the majority of this project is a significant positive enhancement to the Hickory Hills ski area and the communities assets. City staff has been directed to update the facilities business plan as we proceed.

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 being placed and constructed 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. With the loop completed, the Brown Bridge Advisory Committee is pursuing a re-evaluation of the Master Plan.

The West Boardman Lake Loop Trail is in the designing stages, working through a partnership of Grand Traverse County, Garfield Township, City of Traverse City, and TART. We expect that construction will be completed within the next budget cycle. 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 2019. 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 2019/2020. 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.** This year inaugurates a heavy investment into infrastructure projects. The Capital Improvement projects include funding the Fire Department maintenance facility, Eighth Street corridor project; annual computer allowance and sidewalk repair and gap infill/new sidewalk construction, as well as the street preservation program.

Combined total infrastructure spending planned from 2019/2020 is detailed in the CIP. The most notable however, are the improvements at Eighth Street, 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 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. We are being asked to provide the engineering as a local match.

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. The city continues to invest into our streets. This year, the City Commission authorized an additional 1 mil. This investment initially is being invested into Eighth Street. With the significant sidewalk investments, the additional snow removal requirements justify recommending an additional seasonal employee which coincides with the additional purchase of one of the snow removal machines in the garage fund. The State of Michigan Governor's Office and Legislature are making overtures of providing additional funding resources to cities to support additional street improvements. Currently, 1 mil. equates to an estimated \$917,201 in additional revenue for the first year.

**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 and expanding 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. We expect placement of the new water meters. 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 project design and acquisition of numerous grants. 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. Grand Traverse County and the City are working on a new Senior Center and services for the growing senior population. We are working on the possibility of a storm water ordinance and 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 "Great Lakes." The City continues to be a partner through the Boardman Dam Removal Implementation Team, together with federal, state, county, and local non-profit agencies having now removed the Brown Bridge, Boardman and Sabin Dams. 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. As the design is completed, the City will understand the capital and operational costs for the future. Additional policy issues are being worked on through staff and Commissioners regarding the new codes to allow medical marihuana, recreational marihuana form-based codes, tree regulations and other environmental-oriented regulations. With the reconstruction of Eighth Street, focus will be maintained toward growing the Eighth Street corridor. The new 24" water main extension on Eighth Street will only enhance water capacity to the City core and throughout. The City will continue to work with TCL&P as well as the citizen advisory group of the Green Team to address meeting City Commission goals on 100% renewable energy use by the City by 2020.

This budget is inclusive of one additional police officer and one fire fighter. It is also inclusive of one additional seasonal DPS employee for snow removal. It is recognized that there are growing needs with the Parks and Recreation Department. We recently have made over a \$4 million dollar investment at Hickory Hills and we are targeting the West Boardman Lake Loop Trail, as well as additional tree plantings. I have directed staff to update the Hickory Hills

business plan to identify how we can financially improve this operation in light of growing additional operational and maintenance costs. We are seeking new policy and approval of the use of future Brown Bridge Trust Funds to continue investing in our Parks. There will be recommendations of an enhanced tree ordinance as well as riparian buffers, as well as additional tree plantings.

With all of these demands, there is not a comparable revenue growth to meet all. We have tripled our tree plantings and I am recommending that we replace the trees required to be taken down with the new sidewalks with funds still available from the bond as there is a direct correlation. We will discuss further the demands on our current resources and how we prioritize those services within the Parks and Recreation Department.

Policy decisions that the Commission makes during these budget discussions 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. We should gain momentum with the new Economic Development Organization. The City, DDA, County, State of Michigan, Townships, NMC, Cherry Capital Airport, as well as numerous non-profits, continue to have new favorable economic 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 13<sup>th</sup> and will schedule additional study sessions as needed. A public hearing on the budget is scheduled for May 20, 2019 with approval of the budget scheduled on June 3, 2019. 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 29, 2019

My annual review of the Water Fund is concluded. My communication last year recommended a rate increase in the Water Fund for the 2018-2019 fiscal year. **This year, I am recommending a rate increase for the Water Fund for the 2019-2020 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.

In addition, there was an increase in water rates effective July 1, 2018 because the six year capital plan for the water treatment plant and water distribution system were 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, 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 \$8,398,000 at the rate of 3.00% with an estimated issuance in the 2020-2021 fiscal year. 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 that may be added to the capital plan.

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 \$24.80 to \$26.40 if the rate change is approved. Please let me know if you desire any additional information.

## 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)	\$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

### Proposed Rates

First 600 Cu. Ft or less	Inside City Limits	Outside City Limits
5/8 Inch or 3/4 inch (Avg Residence)	\$15.00	\$22.50
1 Inch	\$30.00	\$45.00
1 1/4 Inch	\$45.00	\$67.50
1 1/2 Inch	\$60.00	\$90.00
2 Inch	\$90.00	\$135.00
3 Inch	\$120.00	\$180.00
4 Inch	\$180.00	\$270.00
6-12 Inch	\$300.00	\$450.00
Next 3,400 Cu. ft./1,000 Cu. ft.	\$19.00	\$28.50
Next 16,000 Cu. ft./1,000 Cu. ft.	\$19.00	\$38.00
All over 20,000 Cu. ft.	\$19.00	\$38.00

Run 4-23-19

**WATER FUND**

**PROJECTED MULTI - YEAR OPERATING REVENUES, EXPENSES AND DEBT SERVICE**

For Year Ended June 30

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Projected 2019	Budgeted 2020	2021	2022	2023
<b>Operating Revenue</b>															
Water Sales	\$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	\$3,107,806	\$3,600,000	\$3,850,000	\$3,869,250	\$3,888,596	\$3,908,039
Twp. Bulk Sales	\$553,896	\$572,576	\$621,125	\$602,862	\$570,820	\$490,210	\$639,225	\$1,033,433	\$787,218	\$786,531	\$970,000	\$930,000	\$939,300	\$948,693	\$958,180
Other Revenue	\$97,212	\$85,534	\$145,263	\$120,425	\$98,794	\$157,646	\$238,832	\$143,091	\$144,945	\$175,993	\$152,000	\$130,000	\$136,000	\$136,000	\$136,000
<b>Total Revenue</b>	<b>\$2,303,397</b>	<b>\$2,468,448</b>	<b>\$2,873,968</b>	<b>\$3,468,500</b>	<b>\$3,744,804</b>	<b>\$3,637,792</b>	<b>\$3,797,434</b>	<b>\$4,374,650</b>	<b>\$4,001,499</b>	<b>\$4,070,330</b>	<b>\$4,722,000</b>	<b>\$4,910,000</b>	<b>\$4,944,550</b>	<b>\$4,973,289</b>	<b>\$5,002,219</b>
<b>Operating Expenses</b>															
Expenses (Net of Deprec.)	\$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	\$2,628,215	\$2,380,000	\$2,602,100	\$2,680,163	\$2,760,568	\$2,843,385
Payment in Lieu of Taxes	\$115,189	\$123,153	\$143,001	\$173,561	\$183,465	\$177,854	\$192,224	\$218,732	\$200,009	\$203,517	\$236,000	\$245,500	\$247,228	\$248,664	\$250,111
<b>Total Operating Expenses</b>	<b>\$2,026,998</b>	<b>\$2,039,380</b>	<b>\$2,242,928</b>	<b>\$2,331,392</b>	<b>\$2,118,650</b>	<b>\$2,485,692</b>	<b>\$2,803,687</b>	<b>\$3,144,652</b>	<b>\$2,392,048</b>	<b>\$2,831,732</b>	<b>\$2,616,000</b>	<b>\$2,847,600</b>	<b>\$2,927,391</b>	<b>\$3,009,232</b>	<b>\$3,093,496</b>
<b>Operating Income</b>	<b>\$276,399</b>	<b>\$429,068</b>	<b>\$631,040</b>	<b>\$1,137,108</b>	<b>\$1,626,154</b>	<b>\$1,152,100</b>	<b>\$993,747</b>	<b>\$1,229,998</b>	<b>\$1,609,451</b>	<b>\$1,238,599</b>	<b>\$2,106,000</b>	<b>\$2,062,400</b>	<b>\$2,017,160</b>	<b>\$1,964,057</b>	<b>\$1,908,723</b>
<b>Debt Service</b>															
Bond Debt Service	\$267,500	\$280,500	\$267,000	\$253,500	\$265,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Close out Bond Reserve	\$0	\$0	\$0	\$0	(\$288,762)	\$0	\$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	\$564,500	\$564,500	\$564,500
<b>Total Debt Service</b>	<b>\$267,500</b>	<b>\$280,500</b>	<b>\$267,000</b>	<b>\$253,500</b>	<b>(\$23,762)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$564,500</b>	<b>\$564,500</b>	<b>\$564,500</b>
<b>Capital Projects Improvements</b>	<b>\$305,914</b>	<b>\$245,954</b>	<b>\$280,415</b>	<b>\$497,183</b>	<b>\$205,599</b>	<b>\$490,960</b>	<b>\$236,839</b>	<b>\$1,147,061</b>	<b>\$672,850</b>	<b>\$792,803</b>	<b>\$5,480,000</b>	<b>\$3,933,869</b>	<b>\$663,000</b>	<b>\$2,440,000</b>	<b>\$1,565,000</b>
<b>Net Income/(Loss)</b>	<b>(\$297,015)</b>	<b>(\$97,386)</b>	<b>\$83,625</b>	<b>\$386,425</b>	<b>\$1,444,317</b>	<b>\$661,140</b>	<b>\$756,908</b>	<b>\$82,937</b>	<b>\$936,601</b>	<b>\$445,796</b>	<b>(\$3,374,000)</b>	<b>(\$1,871,469)</b>	<b>\$789,660</b>	<b>(\$1,040,443)</b>	<b>(\$220,777)</b>
<b>Cash Balance</b>	<b>\$820,156</b>	<b>\$722,770</b>	<b>\$806,395</b>	<b>\$1,192,820</b>	<b>\$2,637,137</b>	<b>\$3,298,277</b>	<b>\$4,055,185</b>	<b>\$4,138,122</b>	<b>\$5,074,723</b>	<b>\$5,520,519</b>	<b>\$2,146,519</b>	<b>\$275,050</b>	<b>\$1,064,709</b>	<b>\$24,266</b>	<b>(\$196,511)</b>

Assumptions:

This projection contains a recommended increase in the water rates for 2019-20.

This projection assumes a debt service issuance of \$8,398,000 for 20 years at 3.00% issued in 2020-21 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, 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.

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 29, 2019

My annual review of the Sewer Fund is concluded. My communication last year recommended a rate increase in the Sewer Fund for the 2018-2019 fiscal year. **Once again I am recommending a rate increase for the Sewer Fund for the 2019-2020 fiscal year.**

Last year the City increased its sewer rates effective July 1, 2018. At that time the rates were increased to \$40.00 for the first 600 cubic feet and \$46.00 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, the engineering study pertaining to the Facility Plan, as well as the addition of the NOAA Culvert Replacement Project, and the replacement of the sewer line in conjunction with the Eighth Street Project.

Therefore, I am recommending that the sewer rates be increased to \$42.00 for the first 600 cubic feet and \$48.00 per thousand for each additional thousand cubic feet of usage. The average residential customer who uses approximately 1,200 cubic feet of water would see their monthly sewer charge increase from \$67.60 to \$70.80 if the rate change is approved. 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, the Gravity Main Rehab/Repair and the Manhole Rehab/Repair have been moved in the capital plan to commence in 2022-2023. These projects are simply unaffordable at this time. However, what will help is that there are only three more years of debt service payments on the 20 year debt service that was issued for the restoration of the waste water treatment plant in 2002. 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 RATES

### Current 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.

### Proposed Rates

#### Inside City Limits

\$42.00 per first 600 cubic feet

\$48.00 per thousand for each additional thousand cubic feet

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

Run 4-23-19

SEWER FUND PROJECTED MULTI YEAR REVENUE AND EXPENSES

FOR YEAR ENDED JUNE 30

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Projected 2019	Budget 2020	2021	2022	2023
<b>OPERATING REVENUE</b>															
Sewer Sales	\$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	\$5,263,599	\$5,400,000	\$5,535,000	\$5,562,675	\$5,590,488	\$5,618,441
Township Revenue	\$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	\$1,345,825	\$1,681,500	\$2,049,500	\$2,752,992	\$2,937,024	\$2,413,157
Septage Treatment	\$494,396	\$521,016	\$461,563	\$451,419	\$12,434	\$11,435	\$12,359	\$25,469	\$19,978	\$11,533	\$16,500	\$19,300	\$22,000	\$22,000	\$22,000
Other Revenue	\$20,655	\$29,467	\$51,814	\$20,846	\$56,921	\$1,382,014	\$215,652	\$97,608	\$155,558	\$134,312	\$90,000	\$118,200	\$60,000	\$60,000	\$60,000
<b>Total Revenue</b>	<b>\$5,411,549</b>	<b>\$5,228,873</b>	<b>\$5,363,131</b>	<b>\$5,865,531</b>	<b>\$5,862,718</b>	<b>\$7,362,226</b>	<b>\$6,224,569</b>	<b>\$7,738,941</b>	<b>\$7,044,589</b>	<b>\$6,755,269</b>	<b>\$7,188,000</b>	<b>\$7,722,000</b>	<b>\$8,397,667</b>	<b>\$8,609,512</b>	<b>\$8,113,598</b>
<b>OPERATING EXPENSES</b>															
Treatment Plant	\$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	\$3,239,500	\$3,397,100	\$4,402,600	\$5,549,985	\$5,918,048	\$4,870,314
Collection & Maint	\$478,003	\$486,166	\$564,197	\$746,099	\$673,263	\$766,635	\$1,113,075	\$827,194	\$902,360	\$1,019,641	\$929,500	\$909,500	\$927,690	\$946,244	\$965,169
Customer Acctg	\$449,979	\$454,792	\$523,378	\$560,785	\$525,042	\$546,266	\$566,468	\$633,243	\$601,389	\$619,157	\$651,400	\$731,600	\$746,232	\$761,157	\$776,380
<b>Total Expenses</b>	<b>\$3,785,354</b>	<b>\$3,788,798</b>	<b>\$3,841,522</b>	<b>\$4,051,029</b>	<b>\$3,583,297</b>	<b>\$4,103,041</b>	<b>\$5,058,052</b>	<b>\$6,528,745</b>	<b>\$5,383,553</b>	<b>\$4,878,298</b>	<b>\$4,978,000</b>	<b>\$6,043,700</b>	<b>\$7,223,907</b>	<b>\$7,625,449</b>	<b>\$6,611,862</b>
<b>DEBT SERVICE</b>															
1971 Bond Prin & Int	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1995 Bond Prin & Int	\$138,245	\$154,747	\$156,921	\$153,550	\$165,969	\$164,872	\$184,446	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1998 Bond Prin & Int	\$66,044	\$73,885	\$71,485	\$72,986	\$71,734	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2002 Bond Prin & Int	\$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	\$1,198,700	\$1,186,400	\$1,179,600	\$0
<b>Total Debt Service</b>	<b>\$1,371,632</b>	<b>\$1,413,048</b>	<b>\$1,411,630</b>	<b>\$1,309,744</b>	<b>\$1,387,962</b>	<b>\$1,318,801</b>	<b>\$1,498,532</b>	<b>\$1,357,080</b>	<b>\$1,227,311</b>	<b>\$1,219,255</b>	<b>\$1,226,389</b>	<b>\$1,198,700</b>	<b>\$1,186,400</b>	<b>\$1,179,600</b>	<b>\$0</b>
<b>SUB NET INCOME</b>	<b>\$254,563</b>	<b>\$27,027</b>	<b>\$109,979</b>	<b>\$504,758</b>	<b>\$891,459</b>	<b>\$1,940,384</b>	<b>(\$332,015)</b>	<b>(\$146,884)</b>	<b>\$433,725</b>	<b>\$657,716</b>	<b>\$983,611</b>	<b>\$479,600</b>	<b>(\$12,639)</b>	<b>(\$195,536)</b>	<b>\$1,501,736</b>
Capital Improvements	\$132,473	\$194,844	\$568,304	\$509,602	\$576,965	\$297,816	\$111,761	\$390,262	\$158,808	\$162,754	\$1,180,000	\$1,967,000	\$948,000	\$1,098,000	\$1,363,617
<b>NET INCOME</b>	<b>\$122,090</b>	<b>(\$167,817)</b>	<b>(\$458,325)</b>	<b>(\$4,844)</b>	<b>\$314,494</b>	<b>\$1,642,568</b>	<b>(\$443,776)</b>	<b>(\$537,146)</b>	<b>\$274,917</b>	<b>\$494,962</b>	<b>(\$196,389)</b>	<b>(\$1,487,400)</b>	<b>(\$960,639)</b>	<b>(\$1,293,536)</b>	<b>\$138,119</b>
<b>TOTAL CASH BALANCE</b>	<b>\$865,985</b>	<b>\$698,168</b>	<b>\$239,843</b>	<b>\$234,999</b>	<b>\$549,493</b>	<b>\$2,192,061</b>	<b>\$1,748,285</b>	<b>\$1,211,139</b>	<b>\$1,486,056</b>	<b>\$1,981,018</b>	<b>\$1,784,629</b>	<b>\$297,229</b>	<b>(\$663,410)</b>	<b>(\$1,956,946)</b>	<b>(\$1,818,828)</b>

Please note the following assumptions:

This projection assumes a change in rates effective July 1, 2019.

The base rate changes from \$40.00 to \$42.00 and usage over 600 cubic feet increases from \$46.00 / thousand cubic feet to \$48.00 / 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 55% of the total debt service.

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

Analysis Run 4-23-19.

# City of Traverse City, Michigan

## City Officials

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### MAYOR

Jim Carruthers  
(2017-2019\*)

### COMMISSION

Roger Putman  
(2018-2019\*\*)

Richard Lewis  
(2015-2019\*)

Michele Howard  
(2017-2021\*)



Amy Shamroe  
(2015-2019\*)

Brian McGillivray  
(2017-2021\*)

Tim Werner  
(2017-2021\*)

\* elected term expires

\*\*appointed term expires

### CITY MANAGER

Martin Colburn

### CITY CLERK

Benjamin C. Marentette

### CITY ATTORNEY

Lauren Tribble-Laucht, Esq.

### CITY TREASURER/ FINANCE DIRECTOR

William E. Twietmeyer

### DEPARTMENT DIRECTORS

**CITY ASSESSOR**  
**PUBLIC SERVICES DIRECTOR**  
**DIRECTOR OF MUNICIPAL UTILITIES**  
**CITY ENGINEER**  
**POLICE CHIEF**  
**FIRE CHIEF**  
**PLANNING DIRECTOR**

Polly Cairns  
Frank Dituri  
Arthur Krueger  
Timothy Lodge  
Jeffrey O'Brien  
James Tuller  
Russell Soyring

### OTHER CITY OFFICIALS

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

Tim Arends  
Jean Derenzy

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

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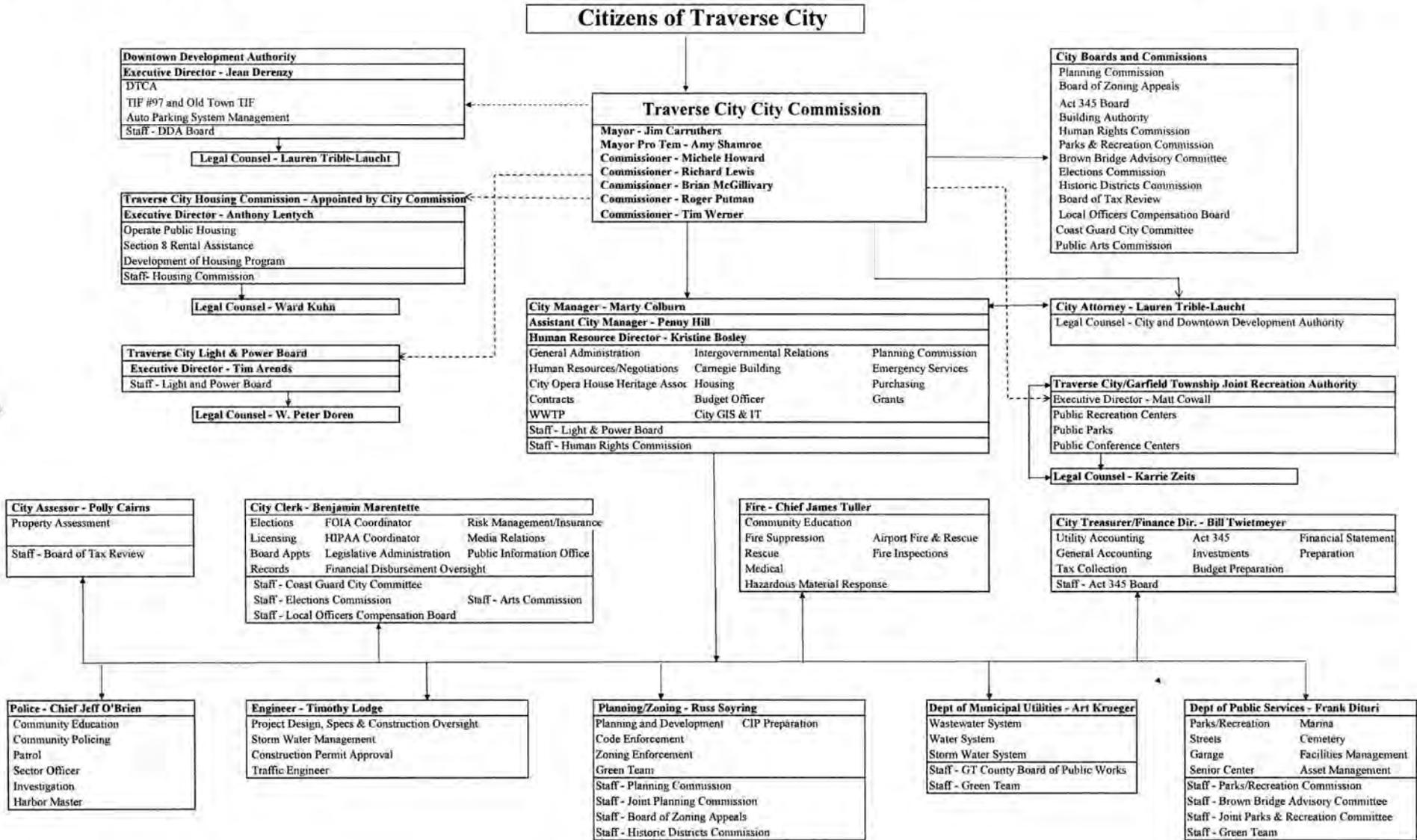
The Mission of the Traverse City Commission is to guide the preservation and development of the City's infrastructure, services, and planning based on extensive participation by its citizens coupled with the expertise of the City's staff.

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

October 2, 2018



## **Fund Descriptions**

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**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.

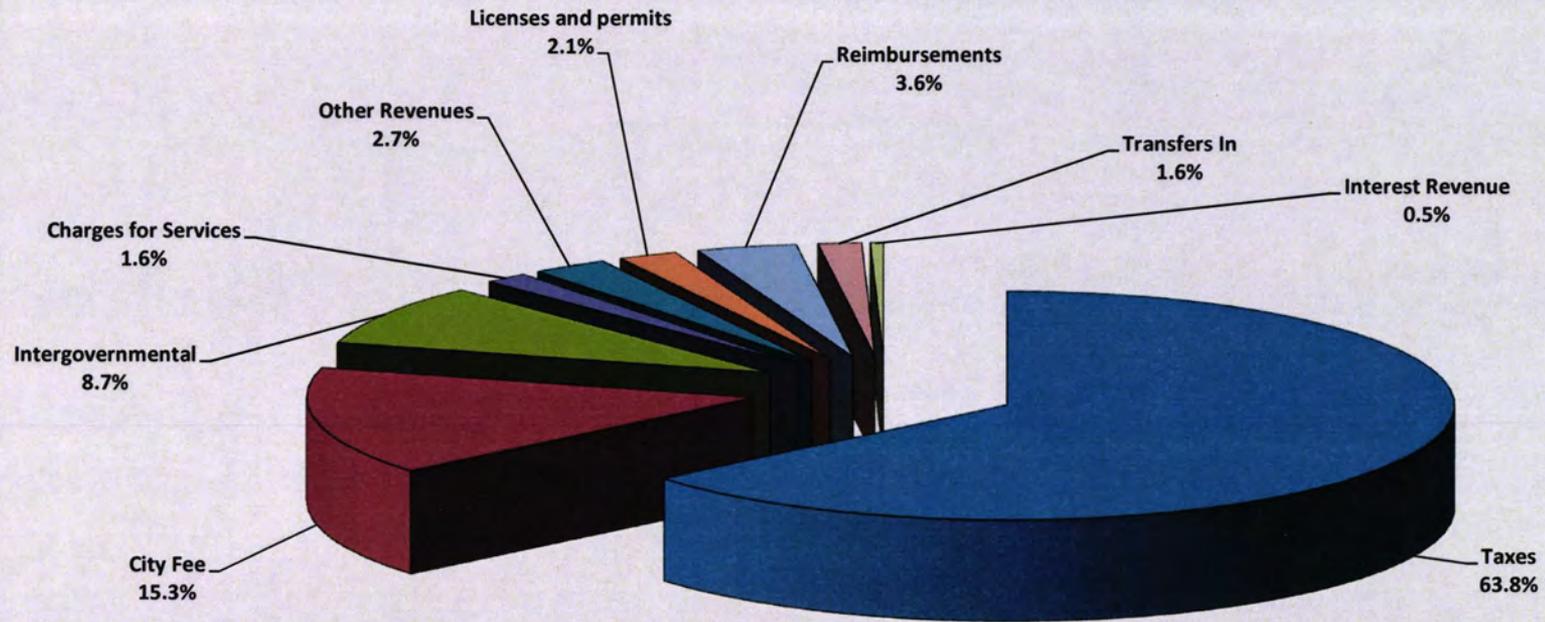
**Repairs and Maintenance** – record expenditures used for repair and maintenance to buildings, equipment, vehicles and other property owned by the City.

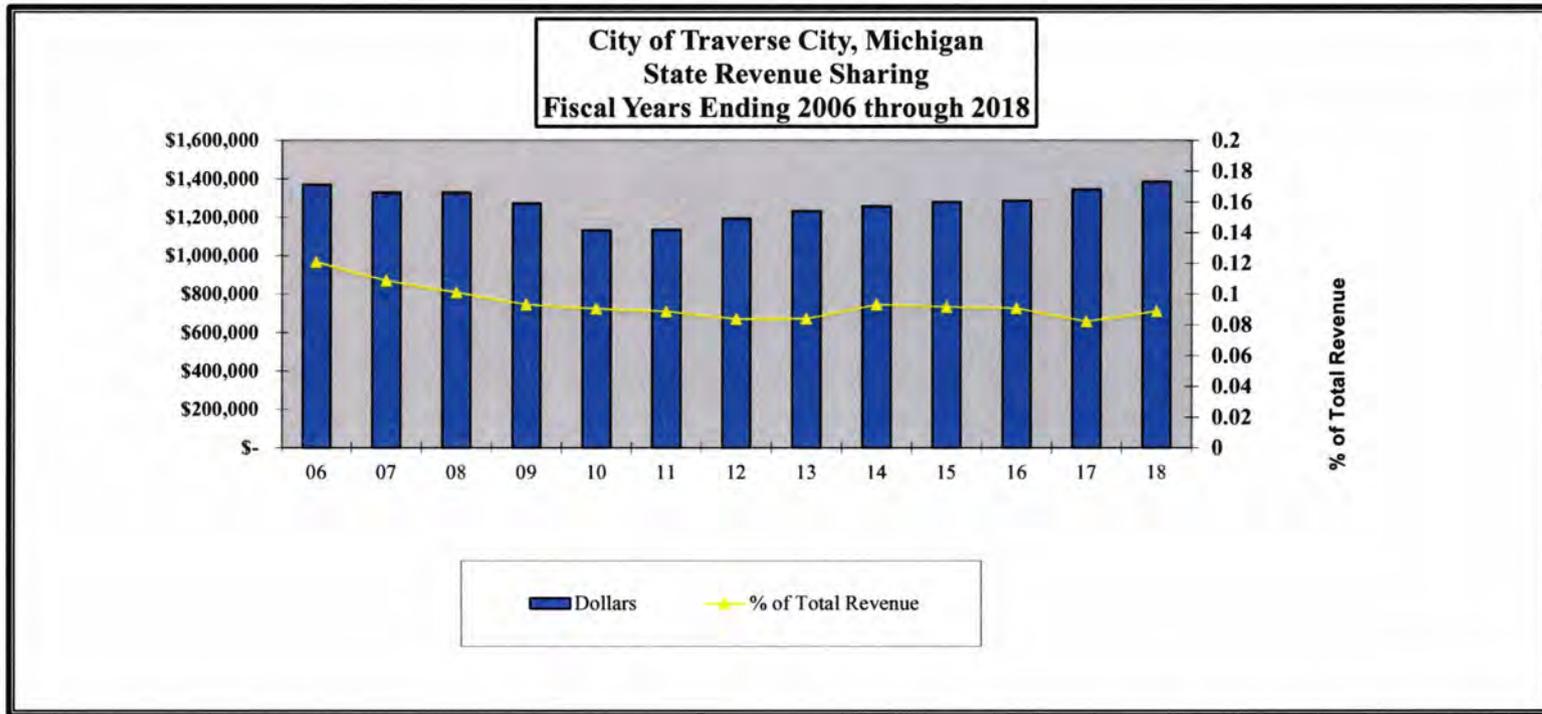
**Rentals** – record the rental costs for office space, equipment and vehicles.

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

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**City of Traverse City, Michigan  
General Operating Fund  
2019-20 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

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**Business Licenses and Permits** – Current year projected revenue from business licenses and permits is much higher than expected due to unanticipated revenues from applications for medical marihuana provisioning center licenses. Annual renewals of these licenses will permanently increase these types of revenues indefinitely, although at a much lower level than the amount shown for our current year projected 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.

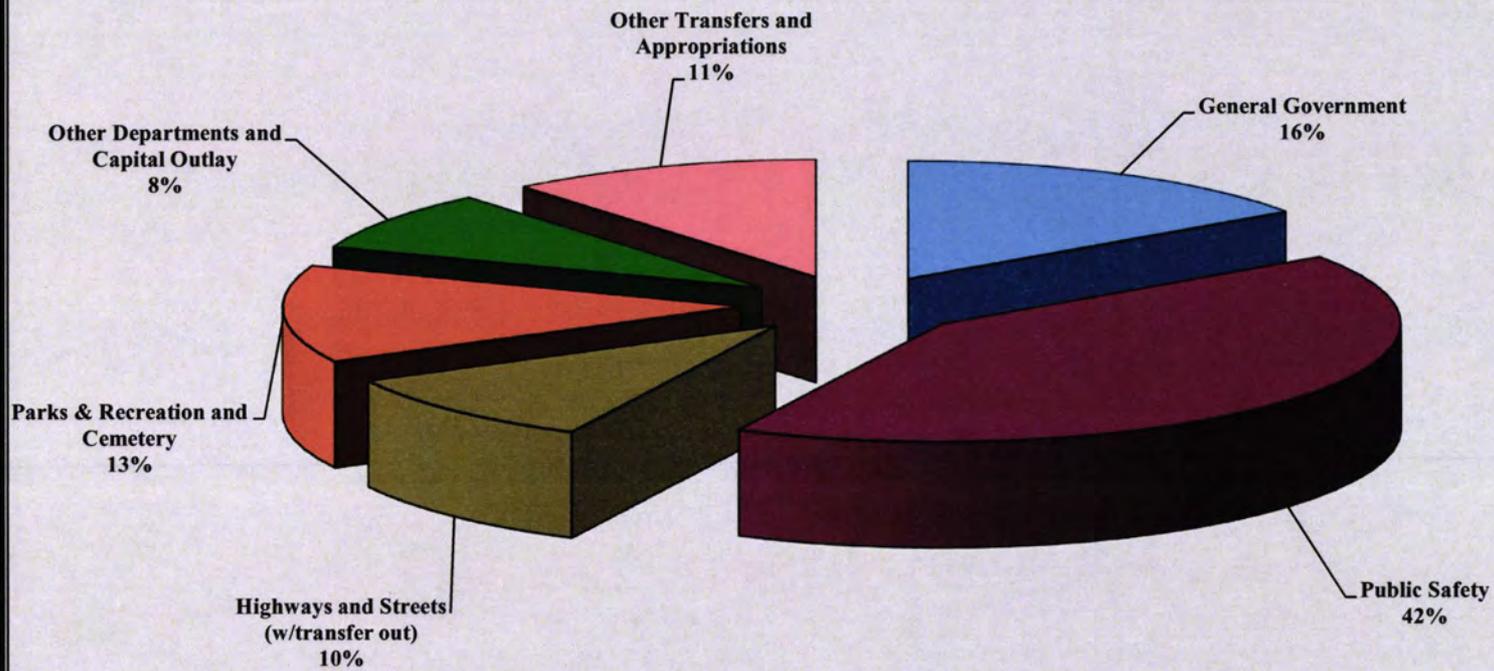
City of Traverse City, Michigan  
**GENERAL OPERATING FUND**  
 Budgeted Revenues

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>TAXES</b>					
Real Estate / Personal Property	\$ 9,002,548	\$ 9,963,806	\$ 10,661,000	\$ 10,837,000	\$ 11,165,000
Collection Fees	13,423	13,831	227,000	254,000	258,000
Penalties and Interest on Taxes	93,354	92,571	95,000	93,000	95,000
<b>Total Taxes</b>	<b>9,109,325</b>	<b>10,070,208</b>	<b>10,983,000</b>	<b>11,184,000</b>	<b>11,518,000</b>
<b>LICENSES AND PERMITS</b>					
Business Licenses and Permits	28,743	32,930	19,900	396,800	92,800
Franchise Fees	244,148	252,447	250,000	260,000	260,000
Non-Business Permits	32,152	30,380	31,100	33,600	33,300
<b>Total Licenses &amp; Permits</b>	<b>305,043</b>	<b>315,757</b>	<b>301,000</b>	<b>690,400</b>	<b>386,100</b>
<b>INTERGOVERNMENTAL</b>					
Federal Grants	-	-	-	7,900	8,000
State-Shared Revenues					
State Sales and Use Taxes	1,345,361	1,385,247	1,401,000	1,471,000	1,498,000
State Liquor Licenses	72,285	61,462	65,000	60,000	65,000
<b>Total Intergovernmental</b>	<b>1,417,646</b>	<b>1,446,709</b>	<b>1,466,000</b>	<b>1,538,900</b>	<b>1,571,000</b>
<b>CHARGES FOR SERVICES</b>					
General Fees and Services	49,875	63,321	52,400	47,800	52,500
Use and Admission Fees	285,659	343,464	321,750	216,600	203,300
Sale of Fixed Assets	48,863	-	2,500	2,500	2,500
Ordinance Fines and Costs	30,071	27,513	30,000	30,000	30,000
<b>Total Charges for Services</b>	<b>414,468</b>	<b>434,298</b>	<b>406,650</b>	<b>296,900</b>	<b>288,300</b>
<b>FINES AND FORFEITURES</b>					
Parking Violations	9,528	8,100	10,000	8,000	8,000
<b>INTRAGOVERNMENTAL-City Fee</b>					
	2,642,596	2,662,203	2,691,400	2,695,300	2,766,300
<b>MISCELLANEOUS</b>					
Interest Revenue	17,059	50,475	50,000	82,000	85,000
Rents and Royalties	37,128	6,155	2,500	2,500	2,500
Refunds and Rebates	1,342	324	1,500	500	1,500
Contributions-Public Sources	431,956	440,190	445,000	445,000	450,000
Contributions-Private Sources	18,178	6,600	1,000	57,500	1,000
Other Income	49,865	36,708	31,000	32,100	31,000
<b>Total Miscellaneous</b>	<b>555,528</b>	<b>540,452</b>	<b>531,000</b>	<b>619,600</b>	<b>571,000</b>

City of Traverse City, Michigan  
**GENERAL OPERATING FUND**  
 Budgeted Revenues

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REIMBURSEMENTS</b>	449,244	685,772	600,000	580,000	650,000
<b>TRANSFERS IN</b>					
Cemetery Perpetual and Trust Fund	14,842	14,842	17,000	17,000	18,000
Brown Bridge Trust Fund	227,031	232,925	245,000	225,000	245,000
Budget Stabilization Fund	11,265	9,646	11,500	11,500	19,000
<b>Total Transfers In</b>	253,138	257,413	273,500	253,500	282,000
<b>TOTAL REVENUES</b>	<b>\$ 15,156,516</b>	<b>\$ 16,420,912</b>	<b>\$ 17,262,550</b>	<b>\$ 17,866,600</b>	<b>\$ 18,040,700</b>

**City of Traverse City, Michigan  
General Operating Fund  
2019-20 Budgeted Expenditures**



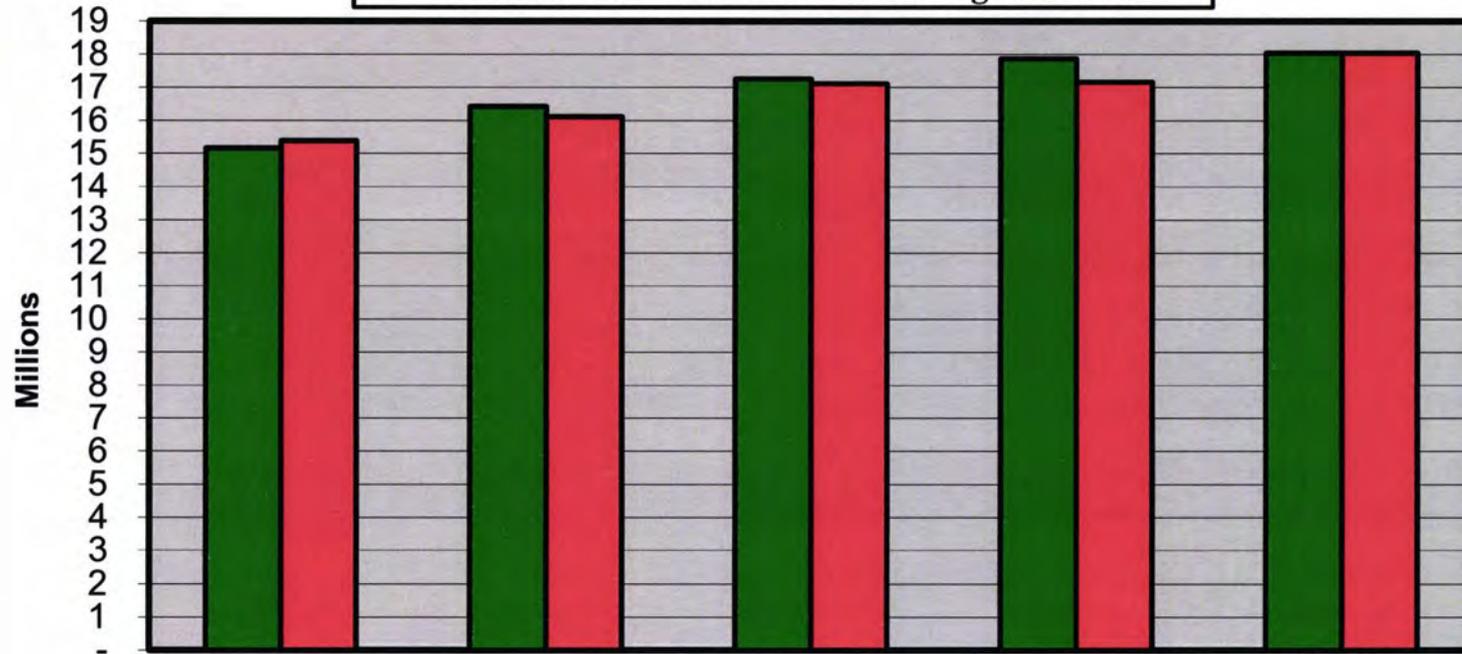
City of Traverse City, Michigan  
**GENERAL OPERATING FUND**  
 Departmental Budgets Summary

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>Department</b>					
City Commission	\$ 73,397	\$ 93,214	\$ 110,000	\$ 92,000	\$ 95,100
City Manager Department	408,322	415,709	444,700	420,900	437,000
Human Resources Department	208,389	229,570	229,200	221,300	235,500
DPS Director Department	-	-	-	-	349,500
GIS Department	202,970	153,424	186,100	148,000	147,100
City Assessor Department	443,831	442,593	466,800	465,900	472,300
City Attorney Department	259,494	248,646	227,900	226,900	252,900
City Clerk Department	485,445	475,521	541,500	511,500	560,000
City Treasurer Department	412,289	424,599	434,900	439,200	461,700
Police Department	3,812,502	4,040,851	3,991,800	4,018,800	4,262,600
Fire Department	2,927,110	3,068,753	3,027,800	3,017,000	3,291,600
Engineering Department	682,696	757,977	807,100	797,400	841,600
Planning and Zoning Department	499,409	501,644	546,200	519,500	579,700
Parks and Recreation Department	2,094,037	2,162,221	2,222,800	2,307,000	1,989,200
Oakwood Cemetery Division	381,053	414,526	404,900	400,000	429,300
Streets Administration Department	647,013	560,859	569,400	626,500	473,500
Government Owned Buildings	77,034	80,069	120,000	120,000	120,000
Appropriations	124,295	110,250	134,200	119,000	120,000
Contingencies	-	-	25,000	25,000	50,000
<b>Total Departmental Expenditures</b>	<b>13,739,286</b>	<b>14,180,426</b>	<b>14,490,300</b>	<b>14,475,900</b>	<b>15,168,600</b>
<b>Other Expenditures</b>					
Transfers Out - Capital Projects	800,000	915,000	1,567,500	1,596,500	1,210,300
Transfers Out - Other	850,430	971,533	1,001,200	1,043,600	1,641,800
Capital Outlay	-	47,465	54,300	48,200	20,000
<b>Total Other Expenditures</b>	<b>1,650,430</b>	<b>1,933,998</b>	<b>2,623,000</b>	<b>2,688,300</b>	<b>2,872,100</b>
<b>Total General Fund Expenditures</b>	<b>15,389,716</b>	<b>16,114,424</b>	<b>17,113,300</b>	<b>17,164,200</b>	<b>18,040,700</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(233,200)</b>	<b>306,488</b>	<b>149,250</b>	<b>702,400</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>3,180,018</b>	<b>2,946,818</b>	<b>3,253,306</b>	<b>3,253,306</b>	<b>3,955,706</b>
<b>Ending Fund Balance</b>	<b>\$ 2,946,818</b>	<b>\$ 3,253,306</b>	<b>\$ 3,402,556</b>	<b>\$ 3,955,706</b>	<b>\$ 3,955,706</b>

City of Traverse City, Michigan  
**GENERAL OPERATING FUND**  
 Expenditures by Type

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
Salaries and Wages	\$ 7,468,610	\$ 7,761,946	\$ 7,705,200	\$ 7,765,700	\$ 8,004,700
Fringe Benefits	2,604,605	2,807,416	2,910,800	2,966,300	3,105,900
Office/Operating Supplies	431,213	420,361	421,300	399,200	458,500
Professional Services	596,647	649,229	663,500	637,800	701,200
County Records Contract	170,427	173,517	194,000	187,000	194,000
Communication	100,613	109,427	105,500	104,900	112,800
Transportation	179,656	214,601	220,700	231,000	273,000
Professional Development	173,159	140,409	215,750	180,600	226,200
Community Promotion	1,200	2,871	12,000	2,000	2,000
Printing and Publishing	54,518	59,056	67,700	64,100	73,200
Insurance and Bonds	134,406	121,613	154,600	131,600	154,200
Utilities	218,880	265,641	278,400	275,000	259,500
Repairs and Maintenance	200,295	181,982	249,000	236,300	248,100
Rentals	1,268,796	1,144,042	1,109,450	1,130,600	1,108,000
Miscellaneous	11,077	16,372	15,200	11,500	17,800
Police Reserves	889	1,693	8,000	6,000	8,000
Appropriations	124,295	110,250	134,200	119,000	120,000
Contingencies	-	-	25,000	25,000	50,000
Equipment	-	47,465	54,300	50,500	71,500
Transfers Out	1,650,430	1,886,533	2,568,700	2,640,100	2,852,100
<b>Total</b>	<b>\$ 15,389,716</b>	<b>\$ 16,114,424</b>	<b>\$ 17,113,300</b>	<b>\$ 17,164,200</b>	<b>\$ 18,040,700</b>

**City of Traverse City, Michigan  
General Operating Fund Revenues and Expenditures  
For the Fiscal Years 2016-17 through 2019-20**

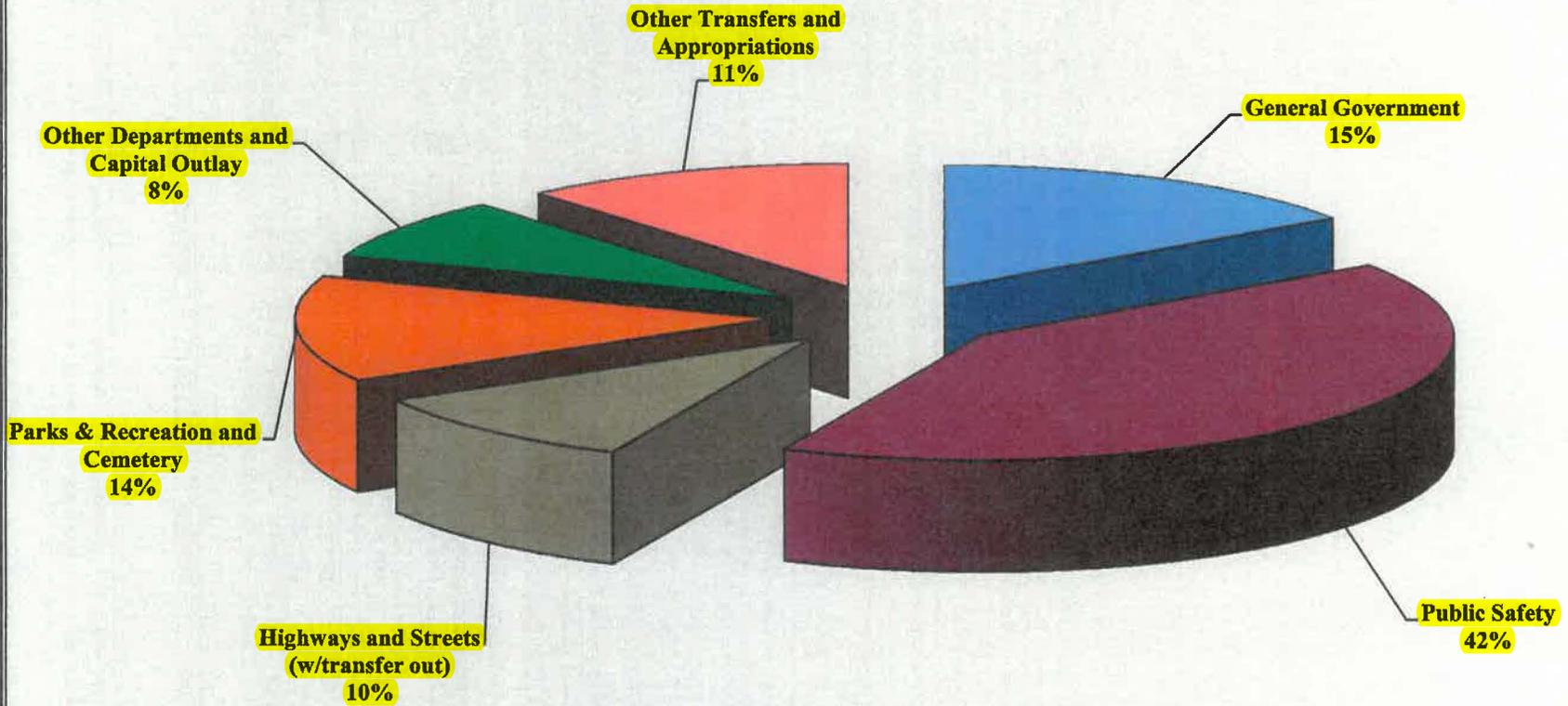


	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Requested
■ Revenue	\$15,156,516	\$16,420,912	\$17,262,550	\$17,866,600	\$18,040,700
■ Expenditures	\$15,389,716	\$16,114,424	\$17,113,300	\$17,164,200	\$18,040,700

**City of Traverse City, Michigan**  
**GENERAL OPERATING FUND**  
**Budgeted Revenues**

	<b>FY 16/17</b> <b>Actual</b>	<b>FY 17/18</b> <b>Actual</b>	<b>FY 18/19</b> <b>Budget</b>	<b>FY 18/19</b> <b>Projected</b>	<b>FY 19/20</b> <b>Requested</b>
<b>REIMBURSEMENTS</b>	449,244	685,772	600,000	580,000	650,000
<b>TRANSFERS IN</b>					
<b>Cemetery Perpetual and Trust Fund</b>	14,842	14,842	17,000	17,000	18,000
<b>Brown Bridge Trust Fund</b>	227,031	232,925	245,000	225,000	245,000
<b>Budget Stabilization Fund</b>	11,265	9,646	11,500	11,500	19,000
<b>Total Transfers In</b>	253,138	257,413	273,500	253,500	282,000
<b>TOTAL REVENUES</b>	<b>\$ 15,156,516</b>	<b>\$ 16,420,912</b>	<b>\$ 17,262,550</b>	<b>\$ 17,866,600</b>	<b>\$ 18,040,700</b>

**City of Traverse City, Michigan  
General Operating Fund  
2019-20 Budgeted Expenditures**



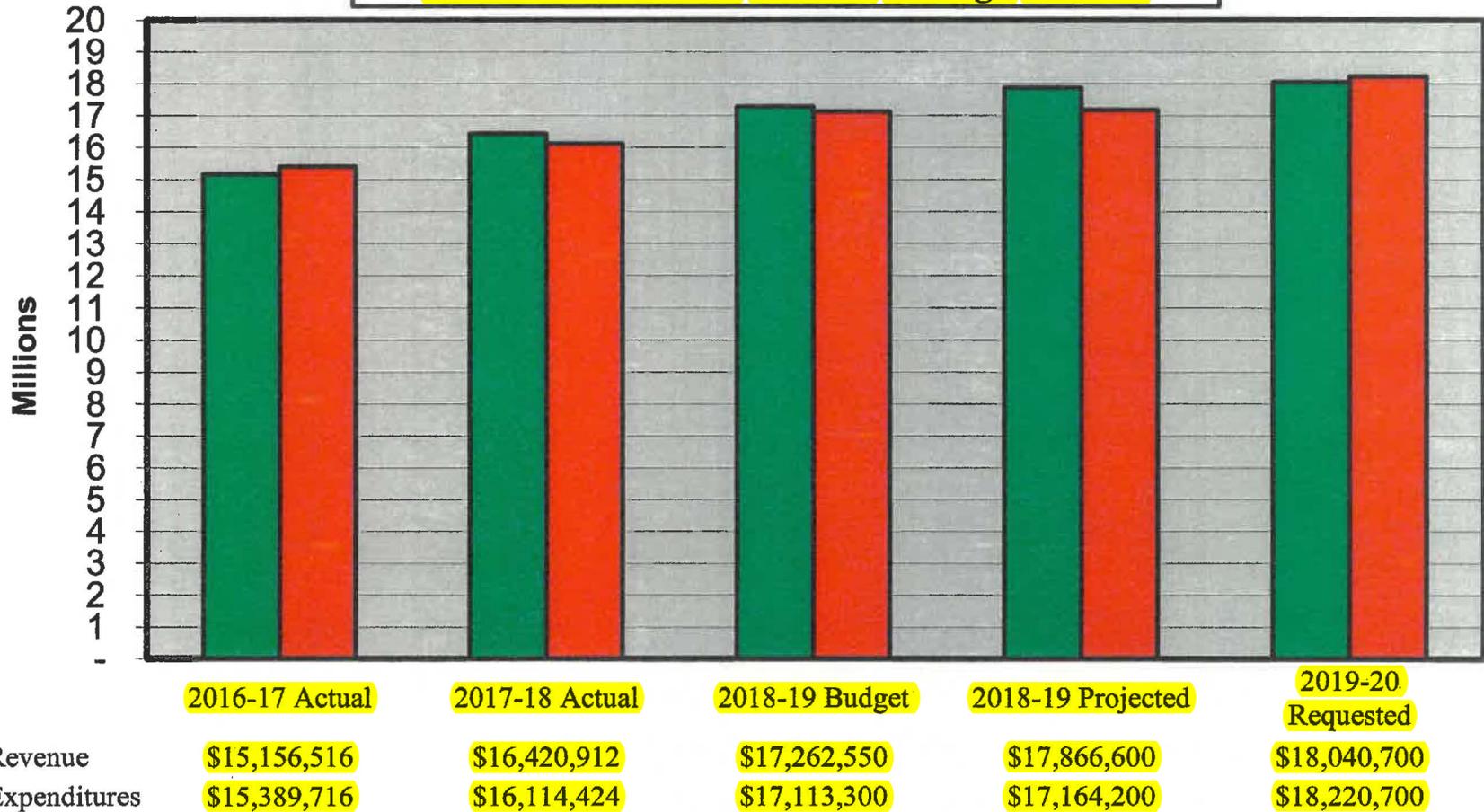
**City of Traverse City, Michigan  
GENERAL OPERATING FUND  
Departmental Budgets Summary**

	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>FY 18/19</b>	<b>FY 18/19</b>	<b>FY 19/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Requested</b>
<b>Department</b>					
<b>City Commission</b>	\$ 73,397	\$ 93,214	\$ 110,000	\$ 92,000	\$ 105,100
<b>City Manager Department</b>	408,322	415,709	444,700	420,900	437,000
<b>Human Resources Department</b>	208,389	229,570	229,200	221,300	235,500
<b>DPS Director and Asset Management Department</b>	-	-	-	-	349,500
<b>GIS Department</b>	202,970	153,424	186,100	148,000	147,100
<b>City Assessor Department</b>	443,831	442,593	466,800	465,900	472,300
<b>City Attorney Department</b>	259,494	248,646	227,900	226,900	252,900
<b>City Clerk Department</b>	485,445	475,521	541,500	511,500	560,000
<b>City Treasurer Department</b>	412,289	424,599	434,900	439,200	461,700
<b>Police Department</b>	3,812,502	4,040,851	3,991,800	4,018,800	4,262,600
<b>Fire Department</b>	2,927,110	3,068,753	3,027,800	3,017,000	3,291,600
<b>Engineering Department</b>	682,696	757,977	807,100	797,400	841,600
<b>Planning and Zoning Department</b>	499,409	501,644	546,200	519,500	579,700
<b>Parks and Recreation Department</b>	2,094,037	2,162,221	2,222,800	2,307,000	2,089,200
<b>Oakwood Cemetery Division</b>	381,053	414,526	404,900	400,000	429,300
<b>Streets Administration Department</b>	647,013	560,859	569,400	626,500	473,500
<b>Government Owned Buildings</b>	77,034	80,069	120,000	120,000	120,000
<b>Appropriations</b>	124,295	110,250	134,200	119,000	190,000
<b>Contingencies</b>	-	-	25,000	25,000	50,000
<b>Total Departmental Expenditures</b>	<b>13,739,286</b>	<b>14,180,426</b>	<b>14,490,300</b>	<b>14,475,900</b>	<b>15,348,600</b>
<b>Other Expenditures</b>					
<b>Transfers Out - Capital Projects</b>	800,000	915,000	1,567,500	1,596,500	1,210,300
<b>Transfers Out - Other</b>	850,430	971,533	1,001,200	1,043,600	1,641,800
<b>Capital Outlay</b>	-	47,465	54,300	48,200	20,000
<b>Total Other Expenditures</b>	<b>1,650,430</b>	<b>1,933,998</b>	<b>2,623,000</b>	<b>2,688,300</b>	<b>2,872,100</b>
<b>Total General Fund Expenditures</b>	<b>15,389,716</b>	<b>16,114,424</b>	<b>17,113,300</b>	<b>17,164,200</b>	<b>18,220,700</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(233,200)</b>	<b>306,488</b>	<b>149,250</b>	<b>702,400</b>	<b>(180,000)</b>
<b>Beginning Fund Balance</b>	<b>3,180,018</b>	<b>2,946,818</b>	<b>3,253,306</b>	<b>3,253,306</b>	<b>3,955,706</b>
<b>Ending Fund Balance</b>	<b>\$ 2,946,818</b>	<b>\$ 3,253,306</b>	<b>\$ 3,402,556</b>	<b>\$ 3,955,706</b>	<b>\$ 3,775,706</b>

**City of Traverse City, Michigan**  
**GENERAL OPERATING FUND**  
**Expenditures by Type**

	<b>FY 16/17</b>		<b>FY 17/18</b>		<b>FY 18/19</b>		<b>FY 18/19</b>		<b>FY 19/20</b>
	<b>Actual</b>		<b>Actual</b>		<b>Budget</b>		<b>Projected</b>		<b>Requested</b>
<b>Salaries and Wages</b>	\$ 7,468,610	\$	7,761,946	\$	7,705,200	\$	7,765,700	\$	8,004,700
<b>Fringe Benefits</b>	2,604,605		2,807,416		2,910,800		2,966,300		3,105,900
<b>Office/Operating Supplies</b>	431,213		420,361		421,300		399,200		458,500
<b>Professional Services</b>	596,647		649,229		663,500		637,800		801,200
<b>County Records Contract</b>	170,427		173,517		194,000		187,000		194,000
<b>Communication</b>	100,613		109,427		105,500		104,900		112,800
<b>Transportation</b>	179,656		214,601		220,700		231,000		273,000
<b>Professional Development</b>	173,159		140,409		215,750		180,600		226,200
<b>Community Promotion</b>	1,200		2,871		12,000		2,000		12,000
<b>Printing and Publishing</b>	54,518		59,056		67,700		64,100		73,200
<b>Insurance and Bonds</b>	134,406		121,613		154,600		131,600		154,200
<b>Utilities</b>	218,880		265,641		278,400		275,000		259,500
<b>Repairs and Maintenance</b>	200,295		181,982		249,000		236,300		248,100
<b>Rentals</b>	1,268,796		1,144,042		1,109,450		1,130,600		1,108,000
<b>Miscellaneous</b>	11,077		16,372		15,200		11,500		17,800
<b>Police Reserves</b>	889		1,693		8,000		6,000		8,000
<b>Appropriations</b>	124,295		110,250		134,200		119,000		190,000
<b>Contingencies</b>	-		-		25,000		25,000		50,000
<b>Equipment</b>	-		47,465		54,300		50,500		71,500
<b>Transfers Out</b>	1,650,430		1,886,533		2,568,700		2,640,100		2,852,100
<b>Total</b>	\$ 15,389,716	\$	16,114,424	\$	17,113,300	\$	17,164,200	\$	18,220,700

**City of Traverse City, Michigan**  
**General Operating Fund Revenues and Expenditures**  
**For the Fiscal Years 2016-17 through 2019-20**



## CITY COMMISSION

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**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: Brian McGillavary, Mayor Jim Carruthers, Tim Werner, Mayor Pro Tem Amy Shamroe, Michele Howard, Roger Putman and Richard Lewis

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**

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No significant changes.

**City of Traverse City, Michigan  
GENERAL OPERATING FUND  
2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>CITY COMMISSION</b>					
Salaries and Wages	\$ 40,223	\$ 46,213	\$ 48,000	\$ 44,000	\$ 45,000
Fringe Benefits	3,150	3,637	3,600	3,500	3,500
Office Supplies	330	600	800	800	600
Professional Services	23,328	34,810	33,800	32,000	25,800
Communications	-	7	-	-	500
Professional Development	1,040	2,744	6,600	6,000	12,500
Community Promotion	1,200	2,871	12,000	2,000	2,000
Printing and Publishing	3,663	1,609	2,000	2,000	2,000
Insurance and Bonds	382	387	1,700	1,200	1,700
Miscellaneous	81	336	1,500	500	1,500
<b>Total City Commission</b>	<b>\$ 73,397</b>	<b>\$ 93,214</b>	<b>\$ 110,000</b>	<b>\$ 92,000</b>	<b>\$ 95,100</b>
<b>Personnel Services %</b>	<b>59.09%</b>	<b>53.48%</b>	<b>46.91%</b>	<b>51.63%</b>	<b>51.00%</b>
<b>F.T.E. Employees = 7 (Elected)</b>					
<b>Department Associated Revenues</b>					
Marriages	-	-	50	50	50
<b>Percent of Expenditures Covered by Revenues</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.05%</b>	<b>0.05%</b>	<b>0.05%</b>

**City of Traverse City, Michigan**  
**GENERAL OPERATING FUND**  
**2019-20 Departmental Budgets**

	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>FY 18/19</b>	<b>FY 18/19</b>	<b>FY 19/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Requested</b>
<b>CITY COMMISSION</b>					
Salaries and Wages	\$ 40,223	\$ 46,213	\$ 48,000	\$ 44,000	\$ 45,000
Fringe Benefits	3,150	3,637	3,600	3,500	3,500
Office Supplies	330	600	800	800	600
Professional Services	23,328	34,810	33,800	32,000	25,800
Communications	-	7	-	-	500
Professional Development	1,040	2,744	6,600	6,000	12,500
Community Promotion	1,200	2,871	12,000	2,000	12,000
Printing and Publishing	3,663	1,609	2,000	2,000	2,000
Insurance and Bonds	382	387	1,700	1,200	1,700
Miscellaneous	81	336	1,500	500	1,500
<b>Total City Commission</b>	<b>\$ 73,397</b>	<b>\$ 93,214</b>	<b>\$ 110,000</b>	<b>\$ 92,000</b>	<b>\$ 105,100</b>
<b>Personnel Services %</b>	<b>59.09%</b>	<b>53.48%</b>	<b>46.91%</b>	<b>51.63%</b>	<b>46.15%</b>
<b>F.T.E. Employees = 7 (Elected)</b>					
<b>Department Associated Revenues</b>					
Marriages	-	-	50	50	50
Percent of Expenditures Covered by Revenues	0.00%	0.00%	0.05%	0.05%	0.05%

## **CITY MANAGER DEPARTMENT**

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**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
- GIS/Information technology
- Oversight of the Human Resources office, GIS operations, Museum/Con Foster Collection, Wastewater Treatment Plant, Opera House, Carnegie Building, Human Rights Commission, Brown Bridge Advisory Committee, and Green Team
- Participates as a member of the Grand Traverse County Board of Public Works and the Boardman River Dams Implementation Team
- Participates with the FishPass Project Advisory Board
- Monitor the activities of the Downtown Development Authority and Traverse City Light and Power
- Member of the Grand Traverse County Economic Development Corporation

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

Martin Colburn, City Manager

Penny Hill, Assistant City Manager

Kim Sheridan, Executive Assistant to the City Manager/Purchasing Agent

## **GOALS**

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1. Implement City Commission policies and objectives
2. Continue Boardman River Dam removal project and remediation activities
3. Work with other Governmental Entities and scientists on the Fish Passage/Union Street Dam project
4. Development and implementation of a regional Economic Development Organization (EDO)
5. Continue NAGPRA compliance activities with respect to the Con Foster Collection
6. Plan for future infrastructure improvements

## PERFORMANCE MEASUREMENTS

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		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19 Est.
<b>Output</b>	<b>Performance Indicators</b>						
	Administrative policies processed/revised	1	2	0	1	9	6
	Purchased/service orders issued	392	409	410	401	377	400
	City Commission agenda items reviewed	255	349	443	450	467	450
<b>Efficiency</b>	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%	96%	98%

## SUMMARY OF BUDGET CHANGES

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No significant changes, however, it should be noted that the Professional and Contractual line item includes \$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 OPERATING FUND  
2019-20 Departmental Budgets

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>CITY MANAGER DEPARTMENT</b>					
Salaries and Wages	\$ 284,463	\$ 294,450	\$ 303,400	\$ 288,000	\$ 297,100
Fringe Benefits	85,552	83,992	85,300	86,400	86,400
Office Supplies	7,672	6,235	7,000	5,000	5,000
Professional Services	11,843	14,123	27,000	22,000	21,000
Communications	2,659	2,776	3,000	3,000	3,000
Transportation	915	236	2,000	1,500	2,000
Professional Development	10,416	9,084	10,500	10,000	16,000
Printing and Publishing	2,282	1,893	3,000	2,500	3,000
Insurance and Bonds	1,918	1,807	2,500	2,000	2,500
Miscellaneous	602	1,113	1,000	500	1,000
<b>Total City Manager Department</b>	<b>\$ 408,322</b>	<b>\$ 415,709</b>	<b>\$ 444,700</b>	<b>\$ 420,900</b>	<b>\$ 437,000</b>
Personnel Services %	90.62%	91.04%	87.41%	88.95%	87.76%
F.T.E. Employees = 3					

## **HUMAN RESOURCES DEPARTMENT**

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**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 OPERATING FUND**  
 2019-20 Departmental Budgets

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>HUMAN RESOURCES DEPARTMENT</b>					
Salaries and Wages	\$ 126,465	\$ 136,206	\$ 138,600	\$ 132,000	\$ 143,900
Fringe Benefits	50,893	54,948	55,400	56,800	57,400
Office Supplies	1,696	2,434	1,000	1,000	1,000
Professional Services	19,032	26,934	23,400	22,000	22,600
Communications	1,436	1,610	1,300	1,500	1,300
Transportation	749	1,130	1,000	1,000	1,000
Professional Development	4,396	4,538	5,500	4,000	4,800
Printing and Publishing	1,723	457	2,000	1,500	1,500
Insurance and Bonds	1,006	948	500	1,000	1,000
Miscellaneous	993	365	500	500	1,000
<b>Total Human Resources Function</b>	<b>\$ 208,389</b>	<b>\$ 229,570</b>	<b>\$ 229,200</b>	<b>\$ 221,300</b>	<b>\$ 235,500</b>
Personnel Services %	85.11%	83.27%	84.64%	85.31%	85.48%
F.T.E. Employees = 2.0					
Department Associated Revenues					
Reimbursement from Other Funds	47,955	65,057	81,000	66,000	80,000
Percent of Function Expenditures Covered by Revenues	23.01%	28.34%	35.34%	29.82%	33.97%

## **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.

# ASSET MANAGEMENT

**Mission Statement:** *Our mission is to create/provide/maintain asset inventories including condition assessments for all City assets, for use in a strategic approach to long term financial and economic management, implement sound policies and strategic plans, monitor/report/measure performance, provide access to information used to assist in operational activities, and create Asset Management Plans/Programs.*

Under the supervision of the DPS Director; one Asset Management/GIS Analyst and one Asset Management Technician work with all City Departments and Divisions to provide an array of asset management plans/programs for City owned assets. This includes collection/maintenance of asset inventories and condition ratings, implementation, training and technical assistance for the City’s work order management software (Lucity), and training administration and support of the automated vehicle location (AVL) software among many other tasks.

**budgetary line items for asset management.**



**Please note there are no separate**

The current inventory of assets includes:

Streets	Signs
Pavement Markings (lines, points)	Sidewalks
Trails	Beaches
Parks	Mowing Areas
Street Trees	Flower Beds
Street Furniture	Water System (hydrants, valves, mains, etc.)
Sanitary System (mains, manholes, etc.)	Storm Water System (mains, manholes, etc.)

## GOALS

### SHORT TERM

1. Finish inventory of street trees and include any City owned trees (parks/city property).
2. Implement work order management software in Parks and Streets.
3. Implement work order management software for Portfolios.
4. Start work order management software implementation process for Water Treatment Plant.
5. Implement AVL software and train superintendents on its use.

### LONG TERM

1. To have every City owned asset inventoried and condition assessed.
2. To have asset inventory/condition assessment information accessible to all staff.
3. To have an asset management plan/program in place for all assets.
4. To have all departments entering work into the work order management program.

City of Traverse City, Michigan  
**GENERAL FUND**  
**2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>DIRECTOR OF PUBLIC SERVICES AND ASSET MANAGEMENT DEPARTMENT</b>					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ 240,700
Fringe Benefits	-	-	-	-	97,800
Office/Operation Supplies	-	-	-	-	2,000
Professional Services	-	-	-	-	2,000
Communications	-	-	-	-	1,000
Professional Development	-	-	-	-	2,000
Printing and Publishing	-	-	-	-	2,000
Insurance and Bonds	-	-	-	-	-
Rentals	-	-	-	-	1,000
Miscellaneous	-	-	-	-	1,000
<b>Total DPS Director</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 349,500</b>
Personnel Services %	0.00%	0.00%	0.00%	0.00%	96.85%
F.T.E. Employees = 3.4					

## **CITY GIS DIVISION**

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**Mission Statement:** *To collaborate, coordinate and maintain the use of city wide Geographic Information System (GIS) data to increase efficiency and assist in decision making,*

The City's GIS Division is responsible for organizing and administering the City's GIS policies, serving as the City's representative to outside organizations, developing short and long term goals, detailed strategic planning and multi-year budgeting for the City and community wide use of GIS. The GIS Division also is responsible for tasks related to data creation and maintenance in the City's enterprise GIS database and applications to ensure optimal operations throughout all City departments.

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

- Develop and provide support materials for GIS Steering Committee meetings including agenda and minutes, project status and summaries, new data/applications for consideration, and other topics.
- Develop annual GIS Program plans and budgets as assigned by the City Manager.
- Develop and provide routine and special reports as requested by the City Manager and/or Assistant City Manager.
- Develop and manage GIS Program policies, procedures and standards.
- Project manager to develop a GIS Strategic Plan and Capital Improvement Plan for the City, individual departments, and component unit(s) encompassing medium to long range goals and resource planning for GIS Program sustainability.
- Schedule, collate materials, and facilitate GIS Team meetings.
- Work directly with department heads & agency liaisons to identify, analyze, and promote GIS data and applications.
- Act as liaison with Traverse City Light & Power, Grand Traverse County MIS for the development, installation and administration of any shared GIS server technology.
- Provide training to departments and a broad base of users from general use to high-level editing and analysis.
- Maintain and monitor the enterprise GIS database infrastructure.
- Primary management of the data content and quality of the enterprise GIS database.
- GIS database schema determination and enhancements.
- Primary data quality control officer for final data validation and optimization, including overseeing the establishment of routines, procedures, and tools.
- Maintain and monitor the GIS applications infrastructure.
- Develop client/server applications and mobile apps as needed
- Front line support for GIS application issues.
- Serve as technical lead on aerial photography layering project.
- Act as project manager and administrator for all GIS internal and external applications; including those for water distribution, sanitary sewer collection, storm water collection, property, parks and recreation, streets, etc.
- Lead person in researching and investigating new and updated technologies in the GIS field and develops plans for testing and implementing software/system upgrades, new systems and system enhancements.

**The City GIS division is staffed by:**

Jerry Swanson, GIS Coordinator

**GOALS**

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1. Increase access and use of GIS applications throughout the city to increase efficiency
2. Provide high quality representations of data for decision making and the public in the form of maps, interactive web maps and applications
3. Improve work flow for data collection and updating, including mobile solutions in the field
4. Review data sharing options and improve access and processes for external data requests
5. Improve GIS data quality through quality assurance and quality control

**PERFORMANCE MEASUREMENTS**

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	<b>Performance Indicators</b>	<b>2018/19 (to date)</b>
<b>Output</b>	Internal GIS Requests	64
	External GIS Data Requests	19
<b>Efficiency</b>	Percent of GIS Requests Complete	90%
	Percent of GIS Data Requests Complete	95%

**SUMMARY OF BUDGET CHANGES**

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No significant changes, however, it should be noted that the City is currently looking at upgrading and purchasing a next generation GPS data receiver that will be a shared purchase between multiple departments. The GIS division will be coordinating this purchase and contributing funds via the Operational Supplies line item (~\$5,000).

**City of Traverse City, Michigan  
GENERAL OPERATING FUND  
2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>GIS DEPARTMENT</b>					
Salaries and Wages	\$ 118,706	\$ 74,365	\$ 98,400	\$ 86,200	\$ 79,500
Fringe Benefits	42,801	31,017	41,400	21,300	14,500
Office/Operation Supplies	2,844	2,403	6,000	3,200	9,700
Professional Services	25,896	29,576	35,000	32,000	35,300
Communications	515	275	700	700	1,200
Transportation	-	-	-	-	300
Professional Development	926	1,781	2,000	3,200	3,000
Printing and Publishing	-	148	1,100	400	1,100
Insurance and Bonds	878	1,019	1,000	800	1,000
Repairs and Maintenance	-	-	500	200	500
Miscellaneous	-	-	-	-	1,000
Rentals	10,404	12,840	-	-	-
<b>Total GIS Department</b>	<b>\$ 202,970</b>	<b>\$ 153,424</b>	<b>\$ 186,100</b>	<b>\$ 148,000</b>	<b>\$ 147,100</b>
Personnel Services % F.T.E. Employees = 1.0	79.57%	0.00%	75.12%	72.64%	63.90%
<b>Department Associated Revenue:</b>					
Reimbursement from Other Funds	-	-	70,500	35,000	35,000
<b>Percent of Department Expenditures Covered By Revenues</b>	<b>0.0%</b>	<b>0.0%</b>	<b>37.9%</b>	<b>23.6%</b>	<b>23.8%</b>

## **CITY ASSESSING DEPARTMENT**

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

Purpose is to appraise all real and personal property within the City of Traverse City as prescribed by 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, Appraiser I \* MCAO

City Assessing Department is responsible for maintaining inventory of all property located within the City of Traverse City, managing approximately 11,000 parcels. The Department annually establishes assessed and taxable values, at the legally mandated uniform percentage of market value, within 49-50%, for each class of property, including valuations for Special Act and Exempt properties.

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. 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, the Recreation Authority, Library, County Road Commission, and any other authorized millages.

City Assessor creates the annual tax roll for the summer and winter seasons. Approximately sixty percent 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.

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. Assessments ratios are reviewed for compliance through Grand Traverse & Leelanau Counties, 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. 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 map descriptions.
- Staff Board of Review meetings
- Defend property assessment appeals
- Prepare Tax roll for City Treasurer – summer & winter season
- 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 sketches and descriptions, ...
- Conducting annual canvassing and review of personal property from statements and auditing of accounting records of commercial and industrial property owners.
- Maintaining current records of real and personal property within the City.
- Review/Process–Personal Property Statements–Small Taxpayer Exemption Applications & EMPP
- Meeting with property owners regarding assessment and taxable value determinations. Answering questions and explaining appeal procedures.
- Prepare cost estimates spread for Special Improvement Districts
- Prepare compliance reports for Liquor Commission for Liquor License Registration, State Tax Commission, Department of Treasury, MEDC, Grand Traverse and Leelanau County Equalization.
- Review/Process PILOT (Payment in Lieu of Tax), Industrial Facilities Tax (IFT) requests, NEZ,...
- Representing the City before State Tax Commission and Michigan Tax Tribunal.
- 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.

The City Assessor, as Assessor of Record, is responsible for defending Michigan Tax Tribunals appeals, in accordance with 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, along with the reporting of any such settlement to the City Manager.

## **GOALS**

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

To continue to enhance public understanding of the assessment/taxation process as well as public dissemination of property data, property tax forms, and values associated. We are continually increasing accessibility and ease of on-line information via City's web site and Tax Parcel Viewer.

## **SUMMARY OF BUDGET CHANGES**

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Increase to Professional Services line item to assist in defense of Michigan Tax Tribunal dockets.

**City of Traverse City, Michigan  
GENERAL OPERATING FUND  
2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>CITY ASSESSOR DEPARTMENT</b>					
Salaries and Wages	\$ 270,559	\$ 277,433	\$ 282,500	\$ 281,700	\$ 287,000
Fringe Benefits	102,916	107,704	107,600	108,500	107,100
Office Supplies	9,707	11,265	10,000	10,000	10,000
Professional Services	52,736	33,984	42,500	42,500	45,000
Communications	2,122	2,396	2,500	2,500	2,500
Transportation	2,566	2,137	6,500	6,500	6,500
Professional Development	924	1,635	6,000	6,000	6,000
Printing and Publishing	479	4,185	6,800	6,000	6,000
Insurance and Bonds	1,822	1,854	2,400	2,200	2,200
<b>Total City Assessor Department</b>	<b>\$ 443,831</b>	<b>\$ 442,593</b>	<b>\$ 466,800</b>	<b>\$ 465,900</b>	<b>\$ 472,300</b>
<b>Personnel Services %</b>	<b>84.15%</b>	<b>87.02%</b>	<b>83.57%</b>	<b>83.75%</b>	<b>83.44%</b>
<b>F.T.E. Employees = 4.0</b>					
<b>Department Associated Revenues</b>					
Property Tax Administration Fee	-	-	213,000	240,605	244,000
<b>Percent of Department Expenditures</b>					
Covered by Revenues	0.00%	0.00%	0.00%	0.00%	51.66%

## **CITY ATTORNEY DEPARTMENT**

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**Mission Statement:** The Office of the City Attorney is committed to providing the highest quality legal services to the City Commission, administrative staff, departments, boards and commissions of the City of Traverse City, on matters that affect the conduct of City business. 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 Tribble-Laucht, and Legal Assistant Cindy Laurell.

**City of Traverse City, Michigan  
GENERAL OPERATING FUND  
2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>CITY ATTORNEY DEPARTMENT</b>					
Salaries and Wages	\$ 159,424	\$ 141,682	\$ 165,700	\$ 168,000	\$ 170,000
Fringe Benefits	39,692	40,948	42,200	42,700	42,900
Office Supplies	1,770	2,760	1,500	1,200	1,500
Professional Services	54,882	59,177	10,000	9,800	30,000
Communications	978	1,093	1,000	1,100	1,000
Transportation	-	-	1,000	200	1,000
Professional Development	1,079	1,126	-4,000	2,000	-4,000
Printing and Publishing	750	945	1,000	900	1,000
Insurance and Bonds	919	915	1,000	1,000	1,000
Miscellaneous	-	-	500	-	500
<b>Total City Attorney Department</b>	<b>\$ 259,494</b>	<b>\$ 248,646</b>	<b>\$ 227,900</b>	<b>\$ 226,900</b>	<b>\$ 252,900</b>
<b>Personnel Services %</b>	<b>76.73%</b>	<b>73.45%</b>	<b>91.22%</b>	<b>92.86%</b>	<b>84.18%</b>
<b>F.T.E. Employees = 2</b>					

## **CITY CLERK DEPARTMENT**

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

The City Clerk's Office serves as the legislative and corporate office of the City, 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 for all financial disbursements, including Traverse City Light and Power which totals approximately \$122 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 \$150M 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 approximately 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 50 special events per year
- Serving as public information office – managing the City's online and social media presence and handling a plethora of information/records/document requests
- Record 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  
 Alanna Crouch, Administrative Specialist  
 Kim Lautner, Licensing and Election Specialist

**PERFORMANCE MEASUREMENTS**

	<b>Performance Indicators</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
<b>Output</b>	Voter transactions processed	5,015	5,364	4,896	3,540	4,162	3,189
	Number of special event-related permits coordinated and approved	51	59	57	48	56	50
	Dollar amount of insurance policies reviewed, tracked and obtained from others	Approximately \$500 Million	Approximately \$500 Million	Approximately \$500 Million	Approximately \$510 Million	Approximately \$550 Million	Approximately \$550 Million
	New agreements reviewed and tracked	78	82	80	93	76	75
<b>Efficiency</b>	Cost per voter registration processed	\$2.08	\$2.30	\$2.40	\$2.45	\$2.50	\$2.55
	Contracts, leases and agreements reviewed within 48 hours of receipt	98%	100%	100%	98%	98%	98%
	Percentage of insurance policies obtained within window of policy expiration date	98%	100%	100%	98%	99%	99%

Ordinance amendments processed and codified within required time	100%	100%	100%	100%	100%	100%
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**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 November 2019 election
- 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**

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- Additional Election Inspectors and temporary staff to be added to the crew to help with the potential influx in absent voter ballots due to change in Election Law.
- Additional postage planned for the influx in absent voter ballots due to change in Election law.
- Additional costs for printing/publication of City related documents.

**City of Traverse City, Michigan  
GENERAL OPERATING FUND  
2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>CITY CLERK DEPARTMENT</b>					
Salaries and Wages	\$ 286,889	\$ 280,782	\$ 336,400	\$ 315,000	\$ 324,500
Fringe Benefits	102,754	113,598	122,000	116,700	125,400
Office Supplies	28,842	27,392	20,000	21,000	35,300
Professional Services	26,428	22,276	30,000	30,000	37,800
Communications	3,503	3,572	3,600	3,500	3,600
Transportation	1,294	1,402	2,000	1,800	2,000
Professional Development	5,913	1,925	6,550	3,400	5,700
Printing and Publishing	25,059	21,814	16,000	16,000	21,000
Insurance and Bonds	2,510	2,525	3,200	2,700	3,200
Repairs and Maintenance	-	-	-	100	-
Rentals	2,202	235	1,750	1,300	1,500
Miscellaneous	51	-	-	-	-
<b>Total City Clerk Department</b>	<b>\$ 485,445</b>	<b>\$ 475,521</b>	<b>\$ 541,500</b>	<b>\$ 511,500</b>	<b>\$ 560,000</b>
Personnel Services % (Includes Election Workers) F.T.E. Employees = 4	82.40%	85.12%	84.65%	84.40%	80.34%
<b>Department Associated Revenues</b>					
Election Reimbursement	\$ 18,693	\$ -	\$ -	\$ -	\$ 20,000
Business Licenses and Permits	22,100	32,929	22,100	393,900	100,000
Liquor License Applications	3,580	5,790	3,600	5,800	3,600
Park Permits	-	-	9,000	4,500	4,500
Sewage backup claim administration	4,000	6,000	5,400	6,000	6,000
<b>Total Revenues</b>	<b>\$ 48,373</b>	<b>\$ 44,719</b>	<b>\$ 40,100</b>	<b>\$ 410,200</b>	<b>\$ 134,100</b>
<b>Percent of Department Expenditures Covered by Revenues</b>	<b>9.96%</b>	<b>9.40%</b>	<b>7.41%</b>	<b>80.20%</b>	<b>23.95%</b>

# **CITY TREASURER DEPARTMENT**

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

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

**This office handles:**

- Billing and collection of payments for over 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

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

## PERFORMANCE MEASUREMENTS

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Output	Performance Indicators	2013/14	2014/15	2015/16	2016/17	2017/18
	Dollar amount of receipts collected in July	\$34.2M	\$36.5M	36.6M	34.1M	35.2M
	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

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**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.

## ACCOMPLISHMENTS

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**Software Conversion** -- The department successfully converted to the new BS&A software for general ledger, cash receipting, fixed assets, miscellaneous receivables, accounts payable, and payroll applications for all city operations.

**Debt Issuance** – The department handled the set-up of new bank accounts, creation of new balance sheet and income statements, and the subsequent investment of funds related to the debt issuance for sidewalk construction and the Boardman lake Trail Loop project.

**City of Traverse City, Michigan  
GENERAL OPERATING FUND  
2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>CITY TREASURER DEPARTMENT</b>					
Salaries and Wages	\$ 257,171	\$ 252,208	\$ 251,700	\$ 256,000	\$ 267,500
Fringe Benefits	106,858	111,941	110,200	111,700	120,700
Office Supplies	12,373	12,662	19,000	18,000	19,000
Professional Services	26,800	38,518	38,000	37,000	38,000
Communications	3,409	3,943	4,000	4,000	4,000
Professional Development	1,265	607	4,000	4,000	4,000
Printing and Publishing	2,248	1,904	4,000	4,000	4,000
Insurance and Bonds	2,085	2,816	3,000	3,500	3,500
Repairs and Maintenance	80	-	400	400	400
Rentals	-	-	400	400	400
Miscellaneous	-	-	200	200	200
<b>Total City Treasurer Department</b>	<b>\$ 412,289</b>	<b>\$ 424,599</b>	<b>\$ 434,900</b>	<b>\$ 439,200</b>	<b>\$ 461,700</b>
<b>Personnel Services %</b>	<b>88.29%</b>	<b>85.76%</b>	<b>83.21%</b>	<b>83.72%</b>	<b>84.08%</b>
<b>F.T.E. Employees = 3.6</b>					
<b>Department Associated Revenues</b>					
School Tax Collection Fees	14,094	13,830	14,000	13,773	14,000
<b>Percent of Department Expenditures Covered by Revenues</b>					
	3.42%	3.26%	3.22%	3.14%	3.03%

# **POLICE DEPARTMENT**

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**Mission Statement:** *Excellence in public service and safety through community policing.*



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, 1, Lieutenant, 5 Sergeants, 3 Detectives, 2 School Liaison Officers, 14 Patrol Officers, 1 narcotics officer and a highly trained 20 member reserve unit.

## **GOALS**

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

## **PERFORMANCE MEASUREMENTS**

		Performance Indicators	2014/15	2015/16	2016/17	2017/18	% change	2018/19 2 yr. trend est.
<b>Output</b>	1	Liquor Inspections	80	79	86	85	-1.2%	84
	2	Cases Assigned	2034	2090	2220	2217	-0.1%	2215
	3	Cases Closed	2020	2052	2158	2147	-0.5%	2136
	4	Arrests Adult	1220	1195	1286	1133	-11.9%	998
	5	Arrests Juvenile	66	55	108	60	-44.4%	33
	6	Traffic Crash Citations	772	716	416	253	-39.2%	153
	7	Traffic Citations Total	1987	1470	1299	1115	-14.2%	957
<b>Efficiency</b>	8	Incidents Reported	11620	11538	13000	12732	-2.06%	12470
	9	Cases Reported	2354	2452	2613	2532	-3.1%	2454
	10	Traffic Crash Personal Injury	218	202	146	176	20.5%	212
	11	Traffic Crash Fatal	0	2	0	1	N/A	1
	12	Traffic Crash Property Damage	2548	2390	1514	1736	14.6%	1989
	13	Traffic Crash Hit and Run	122	109	88	86	-2.3%	84
	14	Traffic Crash Deer	12	19	9	3	-66.7%	1
	15	Traffic Crash Alcohol	38	40	27	24	-11.1%	21
	16	Traffic Crashes Total	993	956	973	1013	4.1%	1055
	17	Patrol Referred DB Cases	75	89	93	88	-5.4%	83

## **SUMMARY OF SIGNIFICANT BUDGET CHANGES**

IT and Professional Services – Lexipol KMS policy and procedure development and management as well as MLEAC management; Guardian Tracking System.

**City of Traverse City, Michigan  
GENERAL OPERATING FUND  
2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>POLICE DEPARTMENT</b>					
Salaries and Wages	\$ 2,156,531	\$ 2,290,715	\$ 2,174,600	\$ 2,207,000	\$ 2,295,000
Fringe Benefits	761,941	899,794	926,200	941,500	980,200
Office/Operation Supplies	144,307	107,529	85,000	82,500	91,000
Professional Services	58,111	80,917	70,000	68,000	82,000
County Records Contract	170,427	173,517	194,000	187,000	194,000
Communications	38,273	39,431	40,000	38,000	40,000
Transportation	50,679	51,918	64,000	61,000	74,000
Professional Development	62,990	32,691	50,000	47,000	50,000
Printing and Publishing	3,709	9,371	8,000	9,000	8,000
Insurance and Bonds	53,098	42,237	60,000	50,000	60,000
Utilities	258	262	1,000	1,000	1,000
Repairs and Maintenance	13,493	6,179	21,000	12,000	21,000
Rentals	289,282	290,411	281,000	298,000	317,400
Miscellaneous	8,514	14,186	9,000	8,500	9,000
Equipment	-	-	-	2,300	32,000
Police Reserves	889	1,693	8,000	6,000	8,000
<b>Total Police Department</b>	<b>\$ 3,812,502</b>	<b>\$ 4,040,851</b>	<b>\$ 3,991,800</b>	<b>\$ 4,018,800</b>	<b>\$ 4,262,600</b>
Personnel Services %	76.57%	79.00%	77.88%	78.49%	77.02%
F.T.E. Employees = 32.0 (does not include crossing guards)					

<b>Department Associated Revenues</b>					
Sector Officer Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ 50,000
TBA ISD School Liason	94,995	113,916	95,000	99,000	100,000
Crossing Guard Reimbursement	13,014	13,848	10,000	10,000	10,000
Federal Grants	-	-	-	7,900	8,000
Liquor License Revenue Sharing	72,285	61,462	61,000	65,000	60,000
Police and Fire Reports	3,938	4,098	8,000	6,000	4,000
OUIL Fines	5,988	9,011	8,000	11,300	8,000
Ordinance Fines and Costs	30,071	27,513	34,000	30,000	30,000
Reimbursement from various events	9,485	9,974	12,000	7,500	12,000
Bike Auction	5,166	635	3,000	2,500	2,000
National Cherry Festival	67,629	32,632	50,000	26,579	50,000
<b>Total Revenues</b>	<b>\$ 302,571</b>	<b>\$ 273,089</b>	<b>\$ 281,000</b>	<b>\$ 265,779</b>	<b>\$ 334,000</b>
Percent of Department Expenditures Covered by Revenues	7.94%	6.76%	7.04%	6.61%	7.84%
ACT 345 Pension Contribution Costs	\$ 982,812	\$ 989,955	\$ 989,955	\$ 1,050,423	\$ 1,116,637

## **FIRE DEPARTMENT**

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**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** – 20 of our 22 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 31 patients to Munson Medical Center during 2017-2018 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.



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 12 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

	<b>Performance Indicators</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2017</b>	<b>2018</b>
<b>Output</b>	Total fire related responses (fires)	569 (52)	671 (51)	620 (54)	713 (34)	733(50)
	Fire code inspections (Goal is 1,300 per year)	461	502	591	610	623
	EMS calls for service	2377	2392	2,260	2,401	2431
	Smoke alarms installed	31	40	84	64	112
	Employees who training hours exceed department goal of 360 hours	21	20	21	16*	18
	Percent less than 5 minute response time	83.2%	80.46%	79.90%	79.70%	80.1%
<b>Efficiency</b>	Percent less than 8 minutes response time	96.9%	95.78%	95.50%	95.30%	95.6%
	Percentage of fire inspections completed compared to goal	32.5%	38.61%	59.10%	46%	48.6%
	EMS response time less than 8 minutes	96.2%	95.98%	96.1%	95.80%	95.7%
	Percentage of smoke alarms installed	31%	40%	84%	64%	110%
	Percent of employees who training hours exceed department goal of 360 hours	95.6%	90.9%	90.9%	84.20%*	85.7%

## SUMMARY OF BUDGET CHANGES

**Salaries and Wages/Fringe Benefits** – 2 personnel were hired to fill vacancies in 2018. 1 person left after 4 months in August to return to their former fire department downstate. The 2<sup>nd</sup> person left in early 2019 after a 90-day leave of absence. 2 conditional offers of employment were made to two individuals to fill these vacancies in early 2019. 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 OPERATING FUND**  
**2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>FIRE DEPARTMENT</b>					
Salaries and Wages	\$ 1,825,921	\$ 1,938,508	\$ 1,806,600	\$ 1,839,000	\$ 1,971,700
Fringe Benefits	460,692	425,525	453,700	461,700	529,400
Office/Operation Supplies	96,917	99,061	127,600	118,000	130,800
Professional Services	40,109	47,671	65,600	55,000	58,900
Communications	17,259	20,522	20,900	19,000	19,200
Transportation	14,891	18,712	19,000	19,000	29,000
Professional Development	61,128	56,597	88,600	65,000	88,600
Printing and Publishing	1,776	1,966	6,300	5,000	6,300
Insurance and Bonds	16,822	16,027	20,000	16,300	18,800
Utilities	25,455	34,619	33,400	30,000	34,500
Repairs and Maintenance	34,009	37,444	38,100	35,000	47,200
Rentals-Equip and Hydrants	331,836	372,101	347,000	353,000	336,700
Miscellaneous	295	-	1,000	1,000	1,000
Equipment	-	-	-	-	19,500
<b>Total Fire Department</b>	<b>\$ 2,927,110</b>	<b>\$ 3,068,753</b>	<b>\$ 3,027,800</b>	<b>\$ 3,017,000</b>	<b>\$ 3,291,600</b>
Personnel Services % F.T.E. Employees = 25	78.12%	77.04%	74.65%	76.26%	75.98%
<b>Department Associated Revenues</b>					
Contributions-Public Entities	\$ 431,956	\$ 440,190	\$ 445,000	\$ 445,000	\$ 450,000
Fire Inspections	13,525	29,894	65,000	20,000	22,000
Fire Permit	4,300	3,450	4,000	3,000	3,000
Film Festival	2,104	2,374	2,000	2,100	2,000
National Cherry Festival	5,134	3,973	4,000	4,000	4,000
Ambulance Services	10,745	11,487	12,000	11,000	11,000
Other Reimbursements	3,123	2,958	3,000	3,000	3,000
<b>Total Revenues</b>	<b>\$ 470,887</b>	<b>\$ 494,326</b>	<b>\$ 535,000</b>	<b>\$ 488,100</b>	<b>\$ 495,000</b>
Percent of Department Expenditures Covered by Revenues	16.09%	16.11%	17.67%	16.18%	15.04%
<b>ACT 345 Pension Contribution Costs</b>	<b>\$ 821,118</b>	<b>\$ 851,860</b>	<b>\$ 851,860</b>	<b>\$ 944,758</b>	<b>\$ 987,509</b>

# 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 runoff control permits, and soil erosion permits
- Administration and inspection of right-of-way permits, stormwater runoff control permits, and soil erosion permits
- Motorized and non-motorized traffic counts and studies
- Engineering design of City infrastructure projects such as:
  - Street and Parking Lot Reconstruction and Resurfacing
  - Storm Water Quality, Sewer, and Water Systems
  - Bridge and Culvert Inspection, Construction, and Rehabilitation
  - City Building Construction, Rehabilitation, and Renovation
  - Sidewalk Improvements, Repair, and Infill
  - Bike Paths and Trails
  - City Park and Bayfront Improvements
- Construction engineering and project monitoring
- Contract administration
- Development of City engineering reports and guidelines for engineering best practices
- Historic record keeping for City projects
  - GIS utility record keeping
  - Electronic and hard copies of as-builts
- Collaboration with numerous adjacent municipalities, advocacy groups, and private entities within the City limits
- Has representatives for numerous multi-jurisdictional committees, including:
  - Regional Bridge Council
  - Regional Transportation Planning and Traffic Assessment (TCCI)

- North Region Pedestrian and Bicycle Committee (MDOT)
- Assists in several other aspects of the City, including:
  - Ordinance Compliance and Development
  - Economic Development Projects
  - Asset Management
  - Budgeted Capital Improvements
  - Grant Applications
  - Transportation Planning

**The Department is staffed by:**

City Engineer  
 Assistant City Engineer  
 Engineering Public Services Assistant  
 Engineering Assistant  
 Engineering Technician  
 Engineering Aide  
 Engineering Assistant

**GOALS**

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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**

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	<b>Performance Indicators</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Output</b>	Capital Improvement Projects Administered by the Department (\$ Millions)	3.84	6.29	10.30	3.66	8.62	5.05
	Right of Way Permits	334	300	288	389	346	284
	Utility Review for Land Use Permits	57	62	248	248	230	13
	Stormwater Runoff Control Permits	21	17	19	32	51	18
	Soil Erosion Control Permits	28	30	31	43	48	28
	<b>Efficiency</b>	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%	100%
Soil Erosion Control Permits approved within 10 days		100%	100%	100%	100%	100%	100%

**SUMMARY OF SIGNIFICANT BUDGET CHANGES**

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**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 OPERATING FUND**  
**2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>ENGINEERING DEPARTMENT</b>					
Salaries and Wages	\$ 410,805	\$ 453,477	\$ 486,100	\$ 475,800	\$ 489,500
Fringe Benefits	205,624	228,011	230,000	239,500	237,300
Office/Operating Supplies	9,196	6,601	18,000	15,500	36,500
Professional Services	18,329	24,639	26,200	24,000	30,300
Communications	7,004	7,315	7,500	7,600	9,300
Transportation	1,471	1,980	3,200	3,000	3,200
Professional Development	7,332	3,437	7,500	5,500	7,500
Printing and Publishing	4,423	6,212	4,000	3,800	4,000
Insurance and Bonds	3,840	3,816	4,800	3,500	4,800
Repairs and Maintenance	724	2,606	1,000	600	1,000
Rentals	13,948	19,883	17,800	18,500	17,200
Miscellaneous	-	-	1,000	100	1,000
<b>Total Engineering Department</b>	<b>\$ 682,696</b>	<b>\$ 757,977</b>	<b>\$ 807,100</b>	<b>\$ 797,400</b>	<b>\$ 841,600</b>
Personnel Services % F.T.E. Employees = 6.6	90.29%	89.91%	88.73%	89.70%	86.36%

**Department Associated Revenues**

Soil Erosion Permit	\$ 1,305	\$ 1,225	\$ 2,000	\$ 1,000	\$ 1,000
Storm Water Permit	1,225	1,155	2,000	2,000	2,000
Right of Way Permit	12,479	14,115	17,500	18,500	17,500
Utility Review	1,470	1,155	-	500	800
Inter-fund Reimbursements	133,998	126,434	125,000	125,000	125,000
<b>Total Revenues</b>	<b>\$ 149,172</b>	<b>\$ 142,859</b>	<b>\$ 144,500</b>	<b>\$ 146,000</b>	<b>\$ 145,300</b>
<b>Percent of Department Expenditures Covered by Revenues</b>	<b>21.85%</b>	<b>18.85%</b>	<b>17.90%</b>	<b>18.31%</b>	<b>17.26%</b>

## **PLANNING & ZONING DEPARTMENT**

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***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.*



*Perry Hannah sculpture plaza*

## **PLANNING DEPARTMENT RESPONSIBILITIES**

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- 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.



*Safe Routes to School system planning team*

## **PLANNING DEPARTMENT GOALS AND OBJECTIVES IN 2018/19**

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### **1. Envision 8<sup>th</sup> Form Based Code**

The Planning Commission and the community have participated in a charrette process. The final Master Plan and the Zoning Code revisions for the street will be complete this year. The Master Plan and the Zoning Code revisions will need to be approved by the City and Planning Commissions. A Sub-Committee was formed in 2018 and met several times. A report has been drafted and was distributed to the Planning Commission in February.

### **2. Tree Regulations**

A Tree Taskforce made recommendations to the Planning Commission regarding tree regulations. A public input session was held in December 2018. A public survey was released in January 2019 and the results will be published in March.

### **3. Riparian Buffers/Riparian Overlay Districts**

Currently, there are no riparian regulations beyond building setbacks. Outside funding will be sought to hire professionals to develop a draft ordinance.

### **4. R-1, R-2 density limit. Primary building front setback language in all zones.**

#### **Increase Highway building setback**

Staff has had initial discussions with the Planning Commission regarding front yard setback requirements on lots with multiple principal buildings. Staff has also been evaluating the setbacks for buildings along state highways. An increased building setback would allow for a treelawn for canopy trees, adequate sidewalk width, and street furniture.

### **5. AT Plan/Pattern Book/Traffic Calming/Green Streets guide**

Consultant was hired to create a draft document. The final draft will be sent to the Planning Department in early March. An earlier draft went to the Planning Commission in December 2018 to discuss public involvement.

### **6. Vacation Home Rentals (Short Term Rentals) in Commercial Districts**

The Planning Department is in the process of obtaining outside services to help identify locations where short term rentals are taking place within Traverse City. This service will assist with the enforcement of the Vacation Home Rentals regulations which are allowed in commercial districts with a license.

### **7. Building Heights Committee Recommendation Concepts**

This committee met in the first quarter of 2017 and reviewed building height regulations throughout the city with a focus downtown. The Sub-Committee made a report in April 2017 that has not yet been acted upon. The report was discussed in April 2018. The recommendations may lead to revised regulations for building heights and Special Land Use process for buildings over a certain size.

### **8. Parking amendment recommendations discussion**

The DDA hired a consultant to complete a Transportation Demand Management Study. DDA has established a study group to review the TDM Study to identify goals and an implementation strategy. The group's first meeting was in November 2018. It is expected that a set of recommendations will be ready by Q2 2019. Possible changes in the parking regulations may follow.

**9. Dock Line/Water Setback discussion**

The Lower Boardman River committee hired a consultant in December to address development along the river (including the water setback) among other related river activities. The draft plan will be complete in June 2019. The plan will be reviewed by the public and governing boards for possible adoption thereafter. The Planning Commission is supportive of replacing “dockline” with “Ordinary High Water Mark” as the line to measure from to establish the building setback requirement from the water.

**10. Traverse City Master Plan Vision & Community Survey**

The Master Plan Committee recommended the City of Traverse City prepare for a larger community engagement/vision process to prepare for the next 5 year review of the Master Plan. The Community Survey was prioritized by the Planning Commission to occur in 2018, however the project was not included in the City Budget. The project has been included in the 2019/20 proposed budget.

12. **Seek grants-** to implement adopted plans and City projects.

13. **Envision Eighth Street Implementation-** The Planning Department will work with project consultant on final design, implementation, and public outreach.

14. **Boardman Lake Trail-** The Planning Department will work with project partners on final design and implementation.

15. **Fish Pass Project-** The department will continue to participate in the Bidirectional Selective Fish Passage Project (FishPass). Project page link:  
<http://www.glfc.org/fishpass.php>

16. **Safe Routes to School Implementation-** In July 2018, the City of Traverse City received notification from the Michigan Department of Transportation that our multi-school \$2M Safe Routes to School (SRTS) infrastructure grant received conditional commitment for 4.9 miles of linear trail/sidewalk expansion, bike lanes, traffic calming, crosswalk improvements and signage upgrades. Staff is currently working on satisfying the conditions outlined in the Conditional Commitment which include historical, environmental and technical approvals.

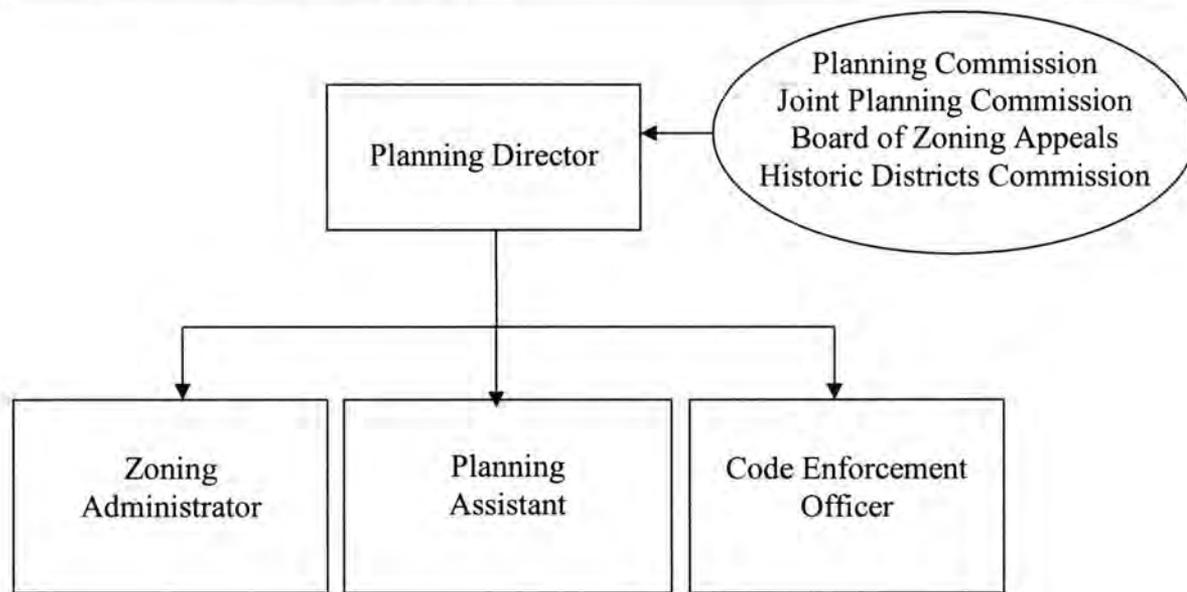
**PLANNING DEPARTMENT STAFF**

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Russ Soyring, AICP Planning Director  
David Weston, Zoning Administrator  
Missy Luick, Planning Assistant  
Mike Trombley, Code Enforcement Officer

**PLANNING DEPARTMENT CHART**

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**PERFORMANCE MEASUREMENTS**

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	<b>Performance Indicators</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Output</b>	Land use permits issued	177	185	206	221	228	248	248	230	200
	Sign permits issued	40	50	63	57	59	52	59	66	52
	New dwellings permitted	79	30	127	43	87	141	173	135	144
	Dollar Value of Construction (millions)	\$56.3	\$66.7	\$71.2	\$123.9	\$135.6	\$107.7	\$134.4	\$65.3	\$47.4
	Code enforcement investigations	826	743	616	503	524	740	717	395	613
	Rental Housing inspections	54	68	75	82	284	545	547	551	486

**SUMMARY OF SIGNIFICANT BUDGET CHANGES**

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No significant budget changes.

City of Traverse City, Michigan  
**GENERAL OPERATING FUND**  
**2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>PLANNING AND ZONING DEPARTMENT</b>					
Salaries and Wages	\$ 275,252	\$ 297,445	\$ 325,000	\$ 305,500	\$ 333,900
Fringe Benefits	156,273	154,840	171,800	164,000	179,700
Office/Operation Supplies	4,294	3,960	5,400	5,000	6,600
Professional Services	38,061	11,536	7,500	9,000	26,000
Communications	3,016	3,092	5,000	5,000	5,000
Transportation	800	2,885	3,000	3,000	3,000
Professional Development	7,801	13,933	12,000	12,000	7,600
Printing and Publishing	4,784	4,087	6,000	6,000	7,000
Insurance and Bonds	2,119	2,102	2,500	2,300	2,500
Rentals	6,468	7,392	7,500	7,500	7,800
Miscellaneous	541	372	500	200	600
<b>Total Planning and Zoning Dept.</b>	<b>\$ 499,409</b>	<b>\$ 501,644</b>	<b>\$ 546,200</b>	<b>\$ 519,500</b>	<b>\$ 579,700</b>
Personnel Services %	86.41%	90.16%	90.96%	90.38%	88.60%
F.T.E. Employees = 4.0					

**Department Associated Revenues**

Sign Permits	\$ 3,775	\$ 3,450	\$ 3,000	\$ 3,500	\$ 3,500
Land Use Permits	14,700	11,300	11,500	11,000	11,000
Zoning Appeals/Variance/Change	960	1,630	1,500	1,500	2,000
Application for Zoning Change	4,535	6,990	9,000	4,000	5,000
Street Vacation Permits	2,600	3,478	3,000	2,800	2,000
Joint Planning Commission	9,199	-	4,000	-	4,000
Rental Housing Inspections	11,500	10,600	10,000	9,000	9,000
<b>Total Revenues</b>	<b>\$ 47,269</b>	<b>\$ 37,448</b>	<b>\$ 42,000</b>	<b>\$ 31,800</b>	<b>\$ 36,500</b>

**Percent of Department Expenditures  
Covered by Revenues**

9.46%	7.47%	7.69%	6.12%	6.30%
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## **PARKS & RECREATION DIVISION**

The Traverse City Parks and Recreation Division takes pride in maintaining the City's parkland, beaches, open space, urban forest and City owned right of way, 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.

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 the 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 flower 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 33 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.
- ◆ Creating and maintaining 3 outdoor ice rinks each season and staffing 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 and floating docks at various locations throughout the city.

### **Recreation components include:**

- ◆ Operating Hickory Hills Ski Area, which includes 13 downhill runs and 8 kilometers of cross country ski trails.
- ◆ Hiring and training lifeguards for Clinch Park beach assignments and placing buoys at public swim areas.
- ◆ 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.

### **2018-2019 Fiscal Year Updates:**

- ◆ The Master Plan Implantation at Hickory Hills began which included the construction of a new maintenance building, a new ski lodge, doubling the skiable terrain on site, formalizing site parking with a paved lot and the addition of a year round restroom facility to support both Hickory Hills and Hickory Meadows users.
- ◆ Slabtown Corner saw the addition of 6 dedicated pickleball courts that were funded through grants and donations from the local pickleball community.
- ◆ Clancy Park was upgraded to include walking paths, a new basketball court, a new ADA accessible playground and a pavilion.

**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; 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 OPERATING FUND  
2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>PARKS AND RECREATION DIVISION</b>					
Salaries and Wages	\$ 738,401	\$ 737,589	\$ 768,500	\$ 835,000	\$ 674,500
Fringe Benefits	363,376	385,854	400,300	416,000	402,200
Office/Operation Supplies	74,113	63,469	77,000	77,000	66,500
Professional Services	161,021	193,690	198,000	198,000	190,000
Communications	7,013	9,533	4,000	6,000	8,200
Transportation	27,533	27,162	33,000	33,000	35,000
Professional Development	5,444	7,117	7,000	7,000	8,000
Printing and Publishing	552	2,548	3,000	3,000	1,800
Insurance and Bonds	17,487	15,455	18,000	18,000	18,000
Utilities	134,195	169,665	165,000	165,000	145,000
Repairs and Maintenance	68,497	59,626	70,000	70,000	60,000
Rentals	496,405	490,513	479,000	479,000	380,000
<b>Total Parks and Recreation</b>	<b>\$ 2,094,037</b>	<b>\$ 2,162,221</b>	<b>\$ 2,222,800</b>	<b>\$ 2,307,000</b>	<b>\$ 1,989,200</b>
Personnel Services %	52.61%	51.96%	52.58%	54.23%	54.13%
<b>F.T.E. Employees = 11.0</b>					
<b>Department Associated Revenues</b>					
Day Camp	\$ 42,737	\$ 56,582	\$ 52,000	\$ 60,646	\$ 55,000
Clinch Park Concession	40,000	52,313	53,000	53,000	53,500
Volleyball	11,021	12,270	17,500	19,200	20,000
Boardman River Moorings	11,134	6,682	12,000	12,000	12,000
National Cherry Festival	5,961	5,481	8,000	8,000	8,000
<b>Total Revenues</b>	<b>\$ 110,853</b>	<b>\$ 133,328</b>	<b>\$ 142,500</b>	<b>\$ 152,846</b>	<b>\$ 148,500</b>
Percent of Division Expenditures Covered by Revenues	5.29%	6.17%	6.41%	6.63%	7.47%

**City of Traverse City, Michigan  
GENERAL OPERATING FUND  
2019-20 Departmental Budgets**

	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>FY 18/19</b>	<b>FY 18/19</b>	<b>FY 19/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Requested</b>
<b>PARKS AND RECREATION DIVISION</b>					
Salaries and Wages	\$ 738,401	\$ 737,589	\$ 768,500	\$ 835,000	\$ 674,500
Fringe Benefits	363,376	385,854	400,300	416,000	402,200
Office/Operation Supplies	74,113	63,469	77,000	77,000	66,500
Professional Services	161,021	193,690	198,000	198,000	290,000
Communications	7,013	9,533	4,000	6,000	8,200
Transportation	27,533	27,162	33,000	33,000	35,000
Professional Development	5,444	7,117	7,000	7,000	8,000
Printing and Publishing	552	2,548	3,000	3,000	1,800
Insurance and Bonds	17,487	15,455	18,000	18,000	18,000
Utilities	134,195	169,665	165,000	165,000	145,000
Repairs and Maintenance	68,497	59,626	70,000	70,000	60,000
Rentals	496,405	490,513	479,000	479,000	380,000
<b>Total Parks and Recreation</b>	<b>\$ 2,094,037</b>	<b>\$ 2,162,221</b>	<b>\$ 2,222,800</b>	<b>\$ 2,307,000</b>	<b>\$ 2,089,200</b>
<b>Personnel Services %</b>	<b>52.61%</b>	<b>51.96%</b>	<b>52.58%</b>	<b>54.23%</b>	<b>51.54%</b>
<b>F.T.E. Employees = 11.0</b>					
<b>Department Associated Revenues</b>					
Day Camp	\$ 42,737	\$ 56,582	\$ 52,000	\$ 60,646	\$ 55,000
Clinch Park Concession	40,000	52,313	53,000	53,000	53,500
Volleyball	11,021	12,270	17,500	19,200	20,000
Boardman River Moorings	11,134	6,682	12,000	12,000	12,000
National Cherry Festival	5,961	5,481	8,000	8,000	8,000
<b>Total Revenues</b>	<b>\$ 110,853</b>	<b>\$ 133,328</b>	<b>\$ 142,500</b>	<b>\$ 152,846</b>	<b>\$ 148,500</b>
<b>Percent of Division Expenditures Covered by Revenues</b>	<b>5.29%</b>	<b>6.17%</b>	<b>6.41%</b>	<b>6.63%</b>	<b>7.11%</b>

## **OAKWOOD CEMETERY**

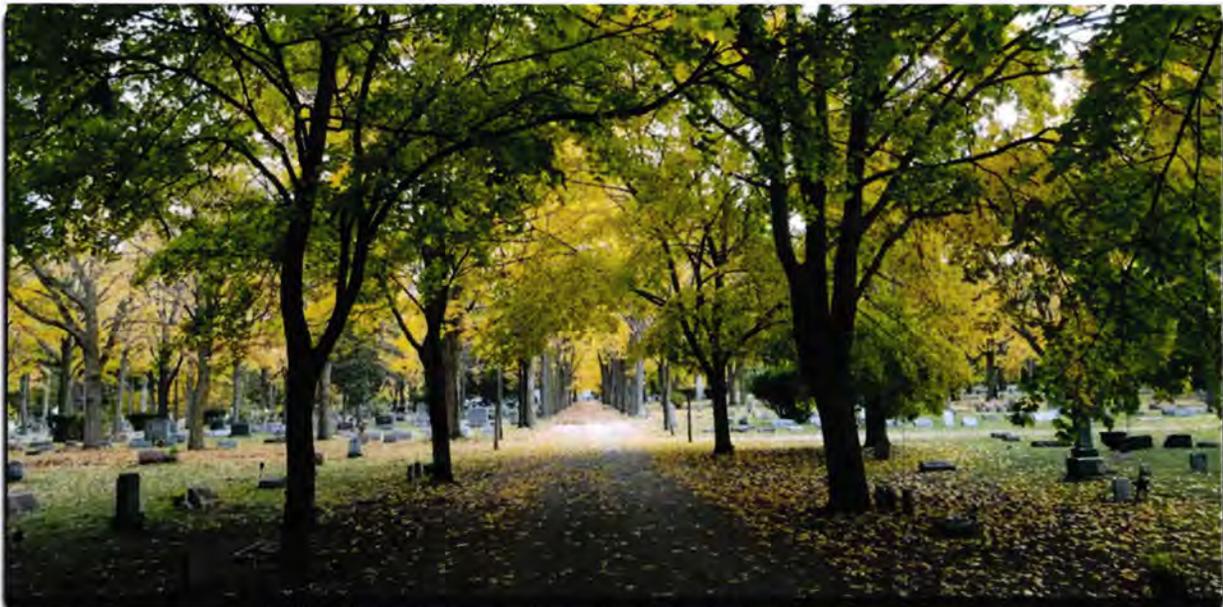
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The Traverse City Parks and Recreation Division administers all operations within Oakwood Cemetery on an annual basis. The Sexton provides administrative oversight and burial services along with conducting sales of burial rights for in-ground plots,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

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No significant changes for the year end 6/30/20.

**City of Traverse City, Michigan  
GENERAL OPERATING FUND  
2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>PARKS AND RECREATION DEPARTMENT</b>					
<b>OAKWOOD CEMETERY DIVISION</b>					
Salaries and Wages	\$ 184,158	\$ 196,899	\$ 190,100	\$ 182,500	\$ 203,400
Fringe Benefits	72,197	78,340	74,300	78,500	80,400
Office/Operation Supplies	7,268	12,857	12,000	12,000	12,000
Professional Services	9,741	9,595	6,500	6,500	6,500
Communications	3,621	3,720	3,000	4,000	4,000
Transportation	3,603	4,826	6,000	6,000	6,000
Professional Development	-	13	500	500	500
Printing and Publishing	378	414	500	500	500
Insurance and Bonds	2,504	2,276	3,000	2,600	3,000
Utilities	21,803	20,750	25,000	25,000	25,000
Repairs and Maintenance	7,054	6,270	9,000	9,000	9,000
Rentals	68,726	78,566	75,000	72,900	79,000
<b>Total Oakwood Cemetery Division</b>	<b>\$ 381,053</b>	<b>\$ 414,526</b>	<b>\$ 404,900</b>	<b>\$ 400,000</b>	<b>\$ 429,300</b>
Personnel Services %*	86.96%	84.49%	83.82%	77.75%	77.75%
*(Includes \$59,000 in Seasonal Labor)					
F.T.E. Employees = 2.5					
<b>Division Associated Revenues</b>					
Catholic Diocese Agreement	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500
Recording of Deeds	-	-	-	100	100
Lot Use	16,422	19,578	15,000	15,000	15,000
Grave Opening-Interments	23,785	19,763	40,000	25,000	25,000
Burial of Cremains	22,440	17,827	15,000	16,500	15,000
Mausoleum Vault Charges	-	-	100	100	100
Foundation of Monuments	14,442	19,518	15,000	16,000	15,000
Cemetery Trust Interest Transfer	5,222	3,508	5,000	5,000	7,000
Perpetual Care Interest Transfer	10,758	9,719	12,000	11,000	11,000
<b>Total Revenues</b>	<b>\$ 93,069</b>	<b>\$ 89,913</b>	<b>\$ 102,100</b>	<b>\$ 88,700</b>	<b>\$ 124,700</b>
<b>Percent of Function Expenditures Covered by Revenues</b>	<b>24.42%</b>	<b>21.69%</b>	<b>25.22%</b>	<b>22.18%</b>	<b>29.05%</b>

## STREETS ADMINISTRATION

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

The Streets Division consists of 1 Superintendent, 1 Supervisor lead, 13 equipment operators, 4 part-time and 1 full time (borrowed from the Sewer/Water Division) sidewalk snow removal equipment operators. 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.



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, 49.40 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 1,963 catch basins and 1,238 storm manholes including all connecting lines.
- Cleaning and maintenance of 94 storm treatment systems.
- 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 5,289 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. Eliminate the use of cold patch material.
3. Maintain entire street system at a fair or better PASER rating.

## PERFORMANCE MEASUREMENTS

Performance Measurements	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Lane feet of crack sealing	278,678	145,300	199,000	164,086	168,284	To date: 9,044
Infrared asphalt tonnage	22.43	30	16.61	20.59	13.87	7.41
Infrared repair projects	126	106	60	82	30	75
Tons of pot hole patch material	372.71	183.16	202	496	390	215.57
Tons of cold patch material	102.68	0	0	0	0	0

**City of Traverse City, Michigan  
GENERAL OPERATING FUND  
2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>STREET ADMINISTRATION DEPARTMENT</b>					
Salaries and Wages	\$ 333,642	\$ 343,974	\$ 329,600	\$ 350,000	\$ 181,500
Fringe Benefits	49,886	87,267	86,800	117,500	41,000
Office/Operation Supplies	29,884	61,133	31,000	29,000	31,000
Professional Services	30,330	21,783	50,000	50,000	50,000
Communications	9,805	10,142	9,000	9,000	9,000
Transportation	75,155	102,213	80,000	95,000	110,000
Professional Development	2,505	3,181	5,000	5,000	6,000
Printing and Publishing	2,692	1,503	4,000	3,500	4,000
Insurance and Bonds	26,849	27,269	30,000	23,500	30,000
Utilities	3,262	4,486	4,000	4,000	4,000
Repairs and Maintenance	33,478	25,807	40,000	40,000	40,000
Rentals	49,525	(127,899)	(100,000)	(100,000)	(33,000)
<b>Total Street Administration Department</b>	<b>\$ 647,013</b>	<b>\$ 560,859</b>	<b>\$ 569,400</b>	<b>\$ 626,500</b>	<b>\$ 473,500</b>
<b>Personnel Services % F.T.E. Employees = 14.3</b>	<b>44.25%</b>	<b>44.37%</b>	<b>42.93%</b>	<b>42.60%</b>	<b>46.99%</b>
<b>Department Associated Revenues</b>					
Compost Sales	\$ -	\$ 37,175	\$ 8,000	\$ 10,500	\$ 8,000
National Cherry Festival	2,942	8,320	2,500	6,900	2,500
<b>Total Revenues</b>	<b>\$ 2,942</b>	<b>\$ 45,495</b>	<b>\$ 10,500</b>	<b>\$ 17,400</b>	<b>\$ 10,500</b>
<b>Percent of Function Expenditures Covered by Revenues</b>	<b>0.16%</b>	<b>2.48%</b>	<b>0.52%</b>	<b>0.84%</b>	<b>0.53%</b>

This budget 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 OPERATING FUND  
2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>GOVERNMENT OWNED BUILDINGS</b>					
Insurance and Bonds	\$ 167	\$ 160	\$ 1,000	\$ 1,000	\$ 1,000
Utilities	33,907	35,859	50,000	50,000	50,000
Repairs and Maintenance	42,960	44,050	69,000	69,000	69,000
<b>Total Gvt. Owned Bldgs.</b>	<b>\$ 77,034</b>	<b>\$ 80,069</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>

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

<b>APPROPRIATIONS</b>					
Conservation Resource Alliance	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Retirees Health Insurance Trust	2,524	5,000	5,000	5,000	5,000
Retirement Health Fund	20,881	6,000	20,000	5,000	5,000
Human Rights Commission	-	-	4,200	4,000	4,000
Joint Planning Commission	3,000	2,000	3,000	3,000	3,000
Independence Day Fireworks	3,500	3,500	3,500	3,500	3,500
Land Information Access Association	74,390	73,750	78,500	78,500	79,500
<b>Total Appropriations</b>	<b>\$ 124,295</b>	<b>\$ 110,250</b>	<b>\$ 134,200</b>	<b>\$ 119,000</b>	<b>\$ 120,000</b>

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

**City of Traverse City, Michigan**  
**GENERAL OPERATING FUND**  
**2019-20 Departmental Budgets**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>GOVERNMENT OWNED BUILDINGS</b>					
Insurance and Bonds	\$ 167	\$ 160	\$ 1,000	\$ 1,000	\$ 1,000
Utilities	33,907	35,859	50,000	50,000	50,000
Repairs and Maintenance	42,960	44,050	69,000	69,000	69,000
<b>Total Govt. Owned Bldgs.</b>	<b>\$ 77,034</b>	<b>\$ 80,069</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>

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

<b>APPROPRIATIONS</b>					
Conservation Resource Alliance	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Retirees Health Insurance Trust	2,524	5,000	5,000	5,000	5,000
Retirement Health Fund	20,881	6,000	20,000	5,000	5,000
Human Rights Commission	-	-	4,200	4,000	4,000
Joint Planning Commission	3,000	2,000	3,000	3,000	3,000
Independence Day Fireworks	3,500	3,500	3,500	3,500	3,500
Land Information Access Association	74,390	73,750	78,500	78,500	79,500
Voluntary Green Program	-	-	-	-	70,000
<b>Total Appropriations</b>	<b>\$ 124,295</b>	<b>\$ 110,250</b>	<b>\$ 134,200</b>	<b>\$ 119,000</b>	<b>\$ 190,000</b>

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

City of Traverse City, Michigan  
**GENERAL OPERATING FUND**  
 2019-20 Departmental Budgets

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>CONTINGENCIES</b>					
Contingencies	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 50,000
<b>TRANSFERS OUT</b>					
MVH - Streets Funds	\$ 840,430	\$ 852,533	\$ 971,200	\$ 953,000	\$ 982,100
Capital Projects Fund *	800,000	915,000	1,567,500	1,596,500	1,210,300
Sidewalk Debt Service Fund	-	-	-	60,600	370,800
Public Arts Commission	10,000	20,000	30,000	30,000	30,000
Coast Guard Committee Fund	-	-	-	-	10,000
Hickory Hills Fund	-	-	-	-	248,900
Carnegie Building Fund	-	99,000	-	-	-
<b>Total Transfers Out</b>	<b>\$ 1,650,430</b>	<b>\$ 1,886,533</b>	<b>\$ 2,568,700</b>	<b>\$ 2,640,100</b>	<b>\$ 2,852,100</b>

\* 19/20 Requested Capital Projects Fund Detail :

South Union Bridge Repair	\$ 74,500
Annual Street Millage	523,700
Traffic Calming	100,000
Traffic Signal Backup	22,500
Traffic Signal Upgrades	120,000
Indian Woods Playground	50,000
Tart Trail Repair - Woodmere to Avenue B	25,000
Fire Department Storage Building	157,000
Computer Hardware and Support	30,000
Network Upgrade and Redesign - City Share	27,600
Park Sign Replacement Project	30,000
Safe Routes to School	50,000
	<u>\$ 1,210,300</u>

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

<b>CAPITAL OUTLAY</b>					
Equipment Purchases	\$ -	\$ 16,465	\$ 7,000	\$ 11,800	\$ 20,000
Public Safety Equipment	-	31,000	47,300	36,400	-
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 47,465</b>	<b>\$ 54,300</b>	<b>\$ 48,200</b>	<b>\$ 20,000</b>

This budget was created to account for all General Fund equipment purchases. The assets purchased are recorded in the Government-Wide Financial Statements under Governmental Activities. Public Safety equipment purchases were moved to the individual ( Police and Fire) Department budgets for the fiscal year end 6/30/20 budget.

**City of Traverse City, Michigan  
GENERAL FUND  
Equipment Purchase Requests  
For the Budget Year 2019-20**

<u>General Government Departments</u>	
Other General Government Equipment	<u>\$ 20,000</u>
Police Department	
(3) MDT Computers w/ Antenna & In-car Printer	12,000
Drone/DJI Matrice Kit & Camera	<u>20,000</u>
Total Police Department	<u>32,000</u>
Fire Department	
Firehose Replacement Project	<u>19,500</u>
Total Public Safety	<u>\$ 51,500</u>

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**BUDGET STABILIZATION FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Interest Revenue	\$ (3,240)	\$ 12,009	\$ 11,500	\$ 11,500	\$ 19,000
<b>OTHER FINANCING USES</b>					
Transfers Out - General Fund	(11,265)	(11,265)	(11,500)	(11,500)	(19,000)
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(14,505)</b>	<b>744</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>767,061</b>	<b>752,556</b>	<b>753,300</b>	<b>753,300</b>	<b>753,300</b>
<b>Ending Fund Balance</b>	<b>\$ 752,556</b>	<b>\$ 753,300</b>	<b>\$ 753,300</b>	<b>\$ 753,300</b>	<b>\$ 753,300</b>

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**

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### **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 increased due to a reduction in anticipated payments from the State of Michigan.

### **EXPENDITURES**

**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 2019-20

	<u>Grand Total</u>	<u>Major Street</u>	<u>Local Street</u>	<u>Trunkline</u>	<u>Street Admin.</u>	<u>Total Prior Year Budget</u>
<b>REVENUES</b>						
State Sources	\$ 2,064,500	\$ 1,300,000	\$ 470,000	\$ 294,500	\$ -	\$ 1,940,500
Metro Authority	55,000	-	55,000	-	-	54,000
Reimbursement	300	-	-	300	-	300
Interest & Dividend	200	-	-	200	-	1,200
Prior Years Surplus	93,800	5,700	-	88,100	-	10,800
General Fund Direct Support	473,500	-	-	-	473,500	569,400
Transfer from General Fund	982,100	-	982,100	-	-	971,200
Transfer from Trunkline Fund	50,000	50,000	-	-	-	100,000
<b>TOTAL REVENUES</b>	<u>\$ 3,719,400</u>	<u>\$ 1,355,700</u>	<u>\$ 1,507,100</u>	<u>\$ 383,100</u>	<u>\$ 473,500</u>	<u>\$ 3,647,400</u>
<b>EXPENDITURES</b>						
Salaries & Wages	\$ 930,100	\$ 314,100	\$ 361,000	\$ 73,500	\$ 181,500	\$ 1,066,300
Fringe Benefits	502,200	189,900	229,800	41,500	41,000	498,500
Office/Operation Supplies	255,000	98,000	86,000	40,000	31,000	255,000
Professional Services	459,900	257,700	122,200	30,000	50,000	425,000
Communications	9,000	-	-	-	9,000	9,000
Transportation	110,000	-	-	-	110,000	80,000
Professional Development	6,000	-	-	-	6,000	5,000
Printing & Publishing	4,000	-	-	-	4,000	4,000
Insurance & Bonds	30,000	-	-	-	30,000	30,000
Utilities	54,000	15,000	-	35,000	4,000	54,000
Repairs & Maintenance	40,000	-	-	-	40,000	40,000
Rentals	1,157,200	369,000	708,100	113,100	(33,000)	1,178,000
Transfers Out	50,000	-	-	50,000	-	100,000
<b>TOTAL EXPENDITURES</b>	<u>\$ 3,607,400</u>	<u>\$ 1,243,700</u>	<u>\$ 1,507,100</u>	<u>\$ 383,100</u>	<u>\$ 473,500</u>	<u>\$ 3,744,800</u>

City of Traverse City, Michigan  
**SPECIAL REVENUE FUND**  
**MOTOR VEHICLE HIGHWAY - MAJOR STREETS FUND**  
For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
State Sources	\$ 984,178	\$ 1,329,268	\$ 1,210,000	\$ 1,402,300	\$ 1,300,000
Interest Revenue	4	18	1,000	-	-
Reimbursements	-	7,356	-	1,000	-
<b>TOTAL REVENUES</b>	<b>984,182</b>	<b>1,336,642</b>	<b>1,211,000</b>	<b>1,403,300</b>	<b>1,300,000</b>
<b>EXPENDITURES</b>					
Personnel Services	429,715	454,186	458,800	437,500	504,000
Operating Materials	114,874	90,255	98,000	97,500	98,000
Professional Services	132,967	201,249	250,000	220,000	257,700
Utilities	13,125	13,506	15,000	16,000	15,000
Rentals	461,951	538,329	500,000	510,000	369,000
	<b>1,152,632</b>	<b>1,297,525</b>	<b>1,321,800</b>	<b>1,281,000</b>	<b>1,243,700</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(168,450)</b>	<b>39,117</b>	<b>(110,800)</b>	<b>122,300</b>	<b>56,300</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers In - General Fund	-	-	-	50,000	-
Transfers In - Trunkline Fund	50,000	80,000	100,000	50,000	50,000
Transfers Out - Capital Projects Fund	-	-	-	-	(112,000)
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>50,000</b>	<b>80,000</b>	<b>100,000</b>	<b>100,000</b>	<b>(62,000)</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>(118,450)</b>	<b>119,117</b>	<b>(10,800)</b>	<b>222,300</b>	<b>(5,700)</b>
<b>Beginning Fund Balance</b>	<b>121,675</b>	<b>3,225</b>	<b>122,342</b>	<b>122,342</b>	<b>344,642</b>
<b>Ending Fund Balance</b>	<b>\$ 3,225</b>	<b>\$ 122,342</b>	<b>\$ 111,542</b>	<b>\$ 344,642</b>	<b>\$ 338,942</b>
<b>Personnel Services %</b>	<b>37.3%</b>	<b>35.0%</b>	<b>34.7%</b>	<b>34.2%</b>	<b>40.5%</b>

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

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**MOTOR VEHICLE HIGHWAY - LOCAL STREETS FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Metro Authority Fee	\$ 54,206	\$ 54,616	\$ 54,000	\$ 54,000	\$ 55,000
State Sources	373,744	439,245	436,000	436,000	470,000
Reimbursements	-	6,266	-	-	-
<b>TOTAL REVENUES</b>	<b>427,950</b>	<b>500,127</b>	<b>490,000</b>	<b>490,000</b>	<b>525,000</b>
<b>EXPENDITURES</b>					
Personnel Services	549,967	536,555	602,200	567,000	590,800
Operating Materials	67,347	62,485	86,000	84,000	86,000
Professional Services	21,407	93,412	95,000	107,000	122,200
Rentals	579,659	580,207	678,000	685,000	708,100
<b>TOTAL EXPENDITURES</b>	<b>1,218,380</b>	<b>1,272,659</b>	<b>1,461,200</b>	<b>1,443,000</b>	<b>1,507,100</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(790,430)</b>	<b>(772,532)</b>	<b>(971,200)</b>	<b>(953,000)</b>	<b>(982,100)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers In - General Fund	790,430	772,532	971,200	953,000	982,100
<b>NET CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Personnel Services %</b>	<b>45.1%</b>	<b>42.2%</b>	<b>41.2%</b>	<b>39.3%</b>	<b>39.2%</b>

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

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**MOTOR VEHICLE HIGHWAY - STATE TRUNKLINE FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
State Sources	\$ 235,370	\$ 287,006	\$ 294,500	\$ 294,500	\$ 294,500
Interest Revenue	114	123	200	200	200
Reimbursements	729	656	300	300	300
<b>TOTAL REVENUES</b>	<b>236,213</b>	<b>287,785</b>	<b>295,000</b>	<b>295,000</b>	<b>295,000</b>
<b>EXPENDITURES</b>					
Personnel Services	71,045	91,415	87,400	81,000	115,000
Operating Materials	28,897	29,137	40,000	40,000	40,000
Professional Services	6,097	5,658	30,000	30,000	30,000
Utilities	30,860	27,659	35,000	34,000	35,000
Rentals	86,262	126,193	100,000	110,000	113,100
Equipment	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>223,161</b>	<b>280,062</b>	<b>292,400</b>	<b>295,000</b>	<b>333,100</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>13,052</b>	<b>7,723</b>	<b>2,600</b>	<b>-</b>	<b>(38,100)</b>
<b>OTHER FINANCING USES</b>					
Transfers Out - Major Street Fund	(50,000)	-	(100,000)	(50,000)	(50,000)
<b>NET CHANGE IN FUND BALANCE</b>	<b>(36,948)</b>	<b>7,723</b>	<b>(97,400)</b>	<b>(50,000)</b>	<b>(88,100)</b>
Beginning Fund Balance	122,807	85,859	93,582	93,582	43,582
Ending Fund Balance	\$ 85,859	\$ 93,582	\$ (3,818)	\$ 43,582	\$ (44,518)
<b>Personnel Services %</b>	<b>31.8%</b>	<b>32.6%</b>	<b>29.9%</b>	<b>27.5%</b>	<b>34.5%</b>

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

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**HAZARDOUS MATERIAL RESPONSE TEAM FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Grants from Local Units	\$ 17,975	\$ 16,985	\$ 16,500	\$ 18,200	\$ 18,000
Charges for Services Rendered	400	10,911	500	-	-
Federal Grants	-	5,100	-	-	-
<b>TOTAL REVENUES</b>	<b>18,375</b>	<b>32,996</b>	<b>17,000</b>	<b>18,200</b>	<b>18,000</b>
<b>EXPENDITURES</b>					
Personnel Services	-	-	10,000	-	9,100
Operation Supplies	5,127	20	7,000	1,300	7,000
Professional Services	6,090	1,084	1,500	-	1,500
Communications	1,947	4,648	1,500	2,800	1,500
Transportation	-	-	200	-	200
Professional Development	-	3,076	7,000	1,000	7,000
Printing and Publishing	-	-	300	-	300
Insurance and Bonds	-	877	-	-	900
Repairs and Maintenance	65	995	3,500	2,900	3,500
Rental	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>13,229</b>	<b>10,700</b>	<b>31,000</b>	<b>8,000</b>	<b>31,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>5,146</b>	<b>22,296</b>	<b>(14,000)</b>	<b>10,200</b>	<b>(13,000)</b>
<b>Beginning Fund Balance</b>	<b>74,665</b>	<b>79,811</b>	<b>102,107</b>	<b>102,107</b>	<b>112,307</b>
<b>Ending Fund Balance</b>	<b>\$ 79,811</b>	<b>\$ 102,107</b>	<b>\$ 88,107</b>	<b>\$ 112,307</b>	<b>\$ 99,307</b>

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

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
ACT 302 POLICE TRAINING FUND  
For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
State Grants	\$ 5,128	\$ 5,014	\$ 6,500	\$ 5,500	\$ 6,500
<b>EXPENDITURES</b>					
Professional Development	5,128	5,014	6,500	5,500	6,500
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -

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

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**STATE DOMESTIC PREPAREDNESS EQUIPMENT GRANT FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Federal Grants	\$ -	\$ 5,400	\$ 25,000	\$ 5,400	\$ 25,000
<b>EXPENDITURES</b>					
Capital Outlay	-	5,400	25,000	5,400	25,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -

Previously this fund was created to account for 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 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Parking Fees-Coin	\$ 6,867	\$ 5,444	\$ 7,000	\$ 7,000	\$ 4,000
Parking Fines	19,681	17,323	20,000	9,500	10,000
Recovery of Bad Debts	-	-	500	500	-
<b>TOTAL REVENUES</b>	<b>26,548</b>	<b>22,767</b>	<b>27,500</b>	<b>17,000</b>	<b>14,000</b>
<b>EXPENDITURES</b>					
Personnel Services	5,661	3,453	-	-	-
Operating Materials	-	-	-	-	-
Professional Services	20,056	17,201	26,300	15,800	12,000
Printing and Publishing	-	-	-	-	-
Rentals	900	2,040	1,200	1,200	2,000
<b>TOTAL EXPENDITURES</b>	<b>26,617</b>	<b>22,694</b>	<b>27,500</b>	<b>17,000</b>	<b>14,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(69)</b>	<b>73</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>(69)</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Ending Fund Balance</b>	<b>\$ (69)</b>	<b>\$ 4</b>	<b>\$ 4</b>	<b>\$ 4</b>	<b>\$ 4</b>

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

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**TRAVERSE CITY / GARFIELD JOINT PLANNING FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Contribution-Public Sources	\$ 3,000	\$ 4,000	\$ 6,000	\$ 6,000	\$ 6,000
<b>EXPENDITURES</b>					
Office Supplies	-	-	-	-	-
Professional Services	9,935	-	6,000	6,000	6,000
Printing and Publishing	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>9,935</b>	<b>-</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(6,935)</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>17,075</b>	<b>10,140</b>	<b>14,140</b>	<b>14,140</b>	<b>14,140</b>
<b>Ending Fund Balance</b>	<b>\$ 10,140</b>	<b>\$ 14,140</b>	<b>\$ 14,140</b>	<b>\$ 14,140</b>	<b>\$ 14,140</b>

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

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**CARNEGIE BUILDING FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Federal Grants	\$ 53,155	\$ 9,504	\$ 19,000	\$ -	\$ -
Rental Revenue	29,439	39,140	38,300	44,300	44,000
Contributions-Public	358,826	100	-	-	-
Charges for services	-	-	-	-	-
Reimbursements	4,631	-	5,000	6,600	5,000
<b>TOTAL REVENUE</b>	<b>446,051</b>	<b>48,744</b>	<b>62,300</b>	<b>50,900</b>	<b>49,000</b>
<b>EXPENDITURES</b>					
Office Supplies	1,992	215	1,000	600	1,000
Professional Services	59,240	20,022	20,800	15,000	2,000
Communications	219	2,676	3,000	3,000	3,000
Insurance and Bonds	4,584	3,354	5,000	3,500	4,000
Public Utilities	31,547	30,883	29,800	29,800	30,000
Rental expense	-	-	4,000	-	4,000
Repairs and Maintenance	17,057	19,971	59,700	27,000	53,000
Capital Outlay	9,821	326,526	-	35,000	-
<b>TOTAL EXPENDITURES</b>	<b>124,460</b>	<b>403,647</b>	<b>123,300</b>	<b>113,900</b>	<b>97,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>321,591</b>	<b>(354,903)</b>	<b>(61,000)</b>	<b>(63,000)</b>	<b>(48,000)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers In - McCauley Trust	2,680	101,802	64,000	63,000	50,000
Transfers In - General Fund	-	22	-	-	-
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>2,680</b>	<b>101,824</b>	<b>64,000</b>	<b>63,000</b>	<b>50,000</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>324,271</b>	<b>(253,079)</b>	<b>3,000</b>	<b>-</b>	<b>2,000</b>
<b>Beginning Fund Balance</b>	<b>(2,530)</b>	<b>321,741</b>	<b>68,662</b>	<b>68,662</b>	<b>68,662</b>
<b>Ending Fund Balance</b>	<b>\$ 321,741</b>	<b>\$ 68,662</b>	<b>\$ 71,662</b>	<b>\$ 68,662</b>	<b>\$ 70,662</b>

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 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Contribution-Private Sources	\$ 15,411	\$ 20,620	\$ 16,000	\$ 16,000	\$ 25,000
<b>EXPENDITURES</b>					
Capital outlay	12,678	12,418	16,000	16,000	25,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>					
	2,733	8,202	-	-	-
Beginning Fund Balance	16,568	19,301	27,503	27,503	27,503
Ending Fund Balance	\$ 19,301	\$ 27,503	\$ 27,503	\$ 27,503	\$ 27,503

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**SENIOR CENTER BUILDING FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Contributions-Private Sources	\$ 1,196	\$ 186,796	\$ 4,500	\$ 9,000	\$ 9,000
Interest Revenue	259	431	500	1,000	1,000
<b>TOTAL REVENUES</b>	<b>1,455</b>	<b>187,227</b>	<b>5,000</b>	<b>10,000</b>	<b>10,000</b>
<b>EXPENDITURES</b>					
Professional and Contractual	-	-	5,000	-	10,000
Printing and Publishing	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>10,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>1,455</b>	<b>187,227</b>	<b>-</b>	<b>10,000</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>220,340</b>	<b>221,795</b>	<b>409,022</b>	<b>409,022</b>	<b>419,022</b>
<b>Ending Fund Balance</b>	<b>\$ 221,795</b>	<b>\$ 409,022</b>	<b>\$ 409,022</b>	<b>\$ 419,022</b>	<b>\$ 419,022</b>

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**COUNTY SENIOR CENTER FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Contributions-Public Sources	\$ 131,533	\$ 133,425	\$ 138,000	\$ 132,000	\$ 135,000
Interest Revenue	67	72	-	-	-
<b>TOTAL REVENUES</b>	<b>131,600</b>	<b>133,497</b>	<b>138,000</b>	<b>132,000</b>	<b>135,000</b>
<b>EXPENDITURES</b>					
Salaries and Wages	82,471	84,751	88,600	90,000	90,100
Fringe Benefits	43,942	49,324	53,400	54,400	56,200
Professional Services	1,540	1,653	1,500	500	1,500
Communications	-	-	-	-	-
Repairs and Maintenance	160	1,098	2,200	2,000	2,100
Transportation	-	-	-	-	-
Insurance and Bonds	872	994	1,000	1,100	1,200
Miscellaneous	161	96	500	100	500
<b>TOTAL EXPENDITURES</b>	<b>129,146</b>	<b>137,916</b>	<b>147,200</b>	<b>148,100</b>	<b>151,600</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>2,454</b>	<b>(4,419)</b>	<b>(9,200)</b>	<b>(16,100)</b>	<b>(16,600)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers in - General Fund	-	-	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>2,454</b>	<b>(4,419)</b>	<b>(9,200)</b>	<b>(16,100)</b>	<b>(16,600)</b>
<b>Beginning Fund Balance</b>	<b>69,448</b>	<b>71,902</b>	<b>67,483</b>	<b>67,483</b>	<b>51,383</b>
<b>Ending Fund Balance</b>	<b>\$ 71,902</b>	<b>\$ 67,483</b>	<b>\$ 58,283</b>	<b>\$ 51,383</b>	<b>\$ 34,783</b>
<b>Personnel Services %</b>	<b>97.88%</b>	<b>97.21%</b>	<b>96.47%</b>	<b>97.50%</b>	<b>96.50%</b>
<b>F.T.E. Employees = 1</b>					

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 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Contributions-Private Sources	\$ 2,000	\$ 15,799	\$ 55,000	\$ 500	\$ -
Contributions-Public Sources	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>2,000</b>	<b>15,799</b>	<b>55,000</b>	<b>500</b>	<b>-</b>
<b>EXPENDITURES</b>					
Operating Materials	1,272	20,234	15,000	5,800	10,000
Professional Services	-	-	15,000	-	-
Capital outlay	-	-	25,000	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,272</b>	<b>20,234</b>	<b>55,000</b>	<b>5,800</b>	<b>10,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>728</b>	<b>(4,435)</b>	<b>-</b>	<b>(5,300)</b>	<b>(10,000)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers in - General Fund	-	-	-	-	10,000
<b>NET CHANGE IN FUND BALANCE</b>	<b>728</b>	<b>(4,435)</b>	<b>-</b>	<b>(5,300)</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>15,526</b>	<b>16,254</b>	<b>11,819</b>	<b>11,819</b>	<b>6,519</b>
<b>Ending Fund Balance</b>	<b>\$ 16,254</b>	<b>\$ 11,819</b>	<b>\$ 11,819</b>	<b>\$ 6,519</b>	<b>\$ 6,519</b>

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 2019-20**

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

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 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Rental Income	\$ 111,066	\$ 114,073	\$ 112,600	\$ 132,000	\$ 112,600
Interest Revenue	23	10	-	-	-
Contributions - Private	-	-	-	-	-
Reimbursements	4,239	4,243	4,000	4,000	4,000
Miscellaneous Income	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>115,328</b>	<b>118,326</b>	<b>116,600</b>	<b>136,000</b>	<b>116,600</b>
<b>EXPENDITURES</b>					
Office/Operation Supplies	-	-	-	-	-
Professional/Contractual	(28,864)	11,628	20,300	20,000	20,800
Insurance and Bonds	6,454	6,316	8,000	7,000	7,000
Public Utilities	40,124	57,587	46,500	46,000	49,500
Repairs and Maintenance	52,132	10,697	27,300	25,000	27,300
Miscellaneous	14,222	14,213	14,500	15,000	15,000
Capital outlay	64,345	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>148,413</b>	<b>100,441</b>	<b>116,600</b>	<b>113,000</b>	<b>119,600</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENSES</b>	<b>(33,085)</b>	<b>17,885</b>	<b>-</b>	<b>23,000</b>	<b>(3,000)</b>
<b>Beginning Fund Balance</b>	<b>35,807</b>	<b>2,722</b>	<b>20,607</b>	<b>20,607</b>	<b>43,607</b>
<b>Ending Fund Balance</b>	<b>\$ 2,722</b>	<b>\$ 20,607</b>	<b>\$ 20,607</b>	<b>\$ 43,607</b>	<b>\$ 40,607</b>

This fund was created to reflect the lease revenues and related expenses for the general operation of the City Opera House. In 2005 the Opera House received an inter-fund loan from the Economic Development Fund. That loan was repaid in April 2007. Another inter-fund loan from the Economic Development Fund was granted in 2007 and 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 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Contributions-Private	\$ 3,160	\$ 1,090	\$ 3,000	\$ 1,400	\$ 3,000
<b>EXPENDITURES</b>					
Repairs and Maintenance	4,864	1,500	6,000	-	6,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(1,704)</b>	<b>(410)</b>	<b>(3,000)</b>	<b>1,400</b>	<b>(3,000)</b>
Beginning Fund Balance	19,640	17,936	17,526	17,526	18,926
Ending Fund Balance	\$ 17,936	\$ 17,526	\$ 14,526	\$ 18,926	\$ 15,926

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
ECONOMIC DEVELOPMENT FUND  
For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Revenue	18,218	17,066	17,000	17,000	17,000
<b>TOTAL REVENUE</b>	<b>18,218</b>	<b>17,066</b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>
<b>EXPENDITURES</b>					
Salaries and Wages	-	-	-	-	-
Fringe Benefits	-	-	-	-	-
Office Supplies	-	1,093	-	-	1,000
Professional Services	11,500	1,500	4,000	6,000	21,000
Communications	-	-	-	-	-
Transportation	-	-	-	-	-
Professional Development	-	-	-	-	6,000
Printing and Publishing	-	-	-	-	-
Insurance and Bonds	-	-	-	-	-
Utilities	1,884	2,482	3,000	3,000	3,000
Miscellaneous	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>13,384</b>	<b>5,075</b>	<b>7,000</b>	<b>9,000</b>	<b>31,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>4,834</b>	<b>11,991</b>	<b>10,000</b>	<b>8,000</b>	<b>(14,000)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfer out - Capital Projects Fund	(175,000)	-	(915,000)	-	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>(170,166)</b>	<b>11,991</b>	<b>(905,000)</b>	<b>8,000</b>	<b>(14,000)</b>
<b>Beginning Fund Balance</b>	<b>2,021,824</b>	<b>1,851,658</b>	<b>1,863,649</b>	<b>1,863,649</b>	<b>1,871,649</b>
<b>Ending Fund Balance</b>	<b>\$ 1,851,658</b>	<b>\$ 1,863,649</b>	<b>\$ 958,649</b>	<b>\$ 1,871,649</b>	<b>\$ 1,857,649</b>

This fund was originally created in 1977 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 \$915,000 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 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Interest Revenue	\$ (3,343)	\$ (1,168)	\$ 3,000	\$ 3,000	\$ 3,000
Contributions-private	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>(3,343)</b>	<b>(1,168)</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>OTHER FINANCING USES</b>					
Transfers Out - Carnegie Building Fund	(2,680)	(2,802)	(64,000)	(63,000)	(50,000)
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(6,023)</b>	<b>(3,970)</b>	<b>(61,000)</b>	<b>(60,000)</b>	<b>(47,000)</b>
<b>Beginning Fund Balance</b>	<b>117,860</b>	<b>111,837</b>	<b>107,867</b>	<b>107,867</b>	<b>47,867</b>
<b>Ending Fund Balance</b>	<b>\$ 111,837</b>	<b>\$ 107,867</b>	<b>\$ 46,867</b>	<b>\$ 47,867</b>	<b>\$ 867</b>

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 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Rental Income	\$ 70,969	\$ 76,910	\$ 76,000	\$ 76,000	\$ 76,000
Interest Income	-	-	-	-	-
Reimbursements	19,484	-	-	-	-
<b>TOTAL REVENUES</b>	<b>90,453</b>	<b>76,910</b>	<b>76,000</b>	<b>76,000</b>	<b>76,000</b>
<b>EXPENDITURES</b>					
Professional and Contractual	51,044	42,644	42,500	42,500	42,500
Insurance and Bonds	23	23	1,000	1,000	1,000
Public Utilities	514	717	1,000	1,000	1,000
Repairs and Maintenance	26,719	24,748	29,500	29,500	27,500
Rentals	1,800	1,342	2,000	2,000	4,000
<b>TOTAL EXPENDITURES</b>	<b>80,100</b>	<b>69,474</b>	<b>76,000</b>	<b>76,000</b>	<b>76,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>10,353</b>	<b>7,436</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance (Deficit)</b>	<b>41,364</b>	<b>51,717</b>	<b>59,153</b>	<b>59,153</b>	<b>59,153</b>
<b>Ending Fund Balance</b>	<b>\$ 51,717</b>	<b>\$ 59,153</b>	<b>\$ 59,153</b>	<b>\$ 59,153</b>	<b>\$ 59,153</b>

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

City of Traverse City, Michigan  
**SPECIAL REVENUE FUND**  
**ACT 345 MILLAGE FUND**  
For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Property Taxes	\$ 1,880,381	\$ 2,057,900	\$ 1,995,000	\$ 2,076,000	\$ 2,104,500
Interest Income	3,809	7,807	1,000	1,600	500
<b>TOTAL REVENUES</b>	<b>1,884,190</b>	<b>2,065,707</b>	<b>1,996,000</b>	<b>2,077,600</b>	<b>2,105,000</b>
<b>EXPENDITURES</b>					
Retirement Costs	1,803,930	1,841,815	1,996,000	1,996,000	2,105,000
Interest and Fiscal Charges	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,803,930</b>	<b>1,841,815</b>	<b>1,996,000</b>	<b>1,996,000</b>	<b>2,105,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>80,260</b>	<b>223,892</b>	<b>-</b>	<b>81,600</b>	<b>-</b>
<b>OTHER FINANCING SOURCES</b>					
Transfer In - General Fund	-	-	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>80,260</b>	<b>223,892</b>	<b>-</b>	<b>81,600</b>	<b>-</b>
<b>Beginning Fund Balance (Deficit)</b>	<b>30,018</b>	<b>110,278</b>	<b>334,170</b>	<b>334,170</b>	<b>415,770</b>
<b>Ending Fund Balance</b>	<b>\$ 110,278</b>	<b>\$ 334,170</b>	<b>\$ 334,170</b>	<b>\$ 415,770</b>	<b>\$ 415,770</b>

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

City of Traverse City, Michigan  
**SPECIAL REVENUE FUND**  
**STORMWATER SYSTEM FUND**  
For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Federal sources	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants/Contributions	-	-	-	45,000	-
<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,000</b>	<b>-</b>
<b>EXPENDITURES</b>					
Professional and Contractual	11,600	24,263	-	21,700	33,300
Capital Outlay	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>11,600</b>	<b>24,263</b>	<b>-</b>	<b>21,700</b>	<b>33,300</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(11,600)</b>	<b>(24,263)</b>	<b>-</b>	<b>23,300</b>	<b>(33,300)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfer In - General Fund	-	-	-	-	-
Transfer Out - Capital Projects Fund	(230,000)	-	(90,000)	-	(224,100)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>(230,000)</b>	<b>-</b>	<b>(90,000)</b>	<b>-</b>	<b>(224,100)</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>(241,600)</b>	<b>(24,263)</b>	<b>(90,000)</b>	<b>23,300</b>	<b>(257,400)</b>
Beginning Fund Balance	500,000	258,400	234,137	234,137	257,437
Ending Fund Balance	<b>\$ 258,400</b>	<b>\$ 234,137</b>	<b>\$ 144,137</b>	<b>\$ 257,437</b>	<b>\$ 37</b>

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 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Contributions From Other Governments	\$ 814,783	\$ 867,831	\$ 810,000	\$ 850,000	\$ 880,000
<b>EXPENDITURES</b>					
Capital Outlay	846,552	685,574	810,000	850,000	880,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	(31,769)	182,257	-	-	-
Beginning Fund Balance	848,950	817,181	999,438	999,438	999,438
Ending Fund Balance	\$ 817,181	\$ 999,438	\$ 999,438	\$ 999,438	\$ 999,438

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 PARKS IMPROVEMENT FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Contributions-Private	\$ 13,000	\$ 50,000	\$ -	\$ -	\$ -
Interest Revenue	1,726	1,990	-	-	-
Rents and Royalties	169,126	170,537	125,000	150,000	50,000
<b>Total Revenues</b>	<b>183,852</b>	<b>222,527</b>	<b>125,000</b>	<b>150,000</b>	<b>50,000</b>
<b>EXPENDITURES</b>					
Repairs and Maintenance	-	-	-	-	-
Capital Outlay	25,439	-	62,500	100,000	282,200
<b>Total Expenditures</b>	<b>25,439</b>	<b>-</b>	<b>62,500</b>	<b>100,000</b>	<b>282,200</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>158,413</b>	<b>222,527</b>	<b>62,500</b>	<b>50,000</b>	<b>(232,200)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfer In - Brown Bridge Trust Fund	-	-	-	-	-
Transfer Out - Capital Projects Fund	(28,900)	(1,504,500)	(49,000)	(49,000)	(65,000)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>(28,900)</b>	<b>(1,504,500)</b>	<b>(49,000)</b>	<b>(49,000)</b>	<b>(65,000)</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>129,513</b>	<b>(1,281,973)</b>	<b>13,500</b>	<b>1,000</b>	<b>(297,200)</b>
<b>Beginning Fund Balance</b>	<b>1,448,700</b>	<b>1,578,213</b>	<b>296,240</b>	<b>296,240</b>	<b>297,240</b>
<b>Ending Fund Balance</b>	<b>\$ 1,578,213</b>	<b>\$ 296,240</b>	<b>\$ 309,740</b>	<b>\$ 297,240</b>	<b>\$ 40</b>

As of June 30, 2019 The fund balance of this fund is committed to the following projects: \$300,000 towards capital improvements at the Brown Bridge Quiet Area, and \$65,000 towards capital improvements at Hannah Park.

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**PUBLIC ARTS COMMISSION FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Contributions-Public	\$ 25,680	\$ 25,000	\$ 15,000	\$ -	\$ 15,000
Contributions-Private	26,800	2,000	-	64,500	35,000
<b>TOTAL REVENUES</b>	<b>52,480</b>	<b>27,000</b>	<b>15,000</b>	<b>64,500</b>	<b>50,000</b>
<b>EXPENDITURES</b>					
Office Supplies	-	-	-	-	2,200
Professional and Contractual	3,792	12,171	-	17,000	35,700
Capital Outlay	50,000	-	30,000	3,000	75,000
<b>TOTAL EXPENDITURES</b>	<b>53,792</b>	<b>12,171</b>	<b>30,000</b>	<b>20,000</b>	<b>112,900</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(1,312)</b>	<b>14,829</b>	<b>(15,000)</b>	<b>44,500</b>	<b>(62,900)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfer In - General Fund	10,000	20,000	30,000	30,000	30,000
<b>NET CHANGE IN FUND BALANCE</b>	<b>8,688</b>	<b>34,829</b>	<b>15,000</b>	<b>74,500</b>	<b>(32,900)</b>
<b>Beginning Fund Balance</b>	<b>21,075</b>	<b>29,763</b>	<b>64,592</b>	<b>64,592</b>	<b>139,092</b>
<b>Ending Fund Balance</b>	<b>\$ 29,763</b>	<b>\$ 64,592</b>	<b>\$ 79,592</b>	<b>\$ 139,092</b>	<b>\$ 106,192</b>

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 .

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**City of Traverse City, Michigan**  
**DEBT SERVICE FUND**  
**PARKING BOND DEBT RETIREMENT FUND - TAX EXEMPT**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Contribution - TIF 97	\$ 663,157	\$ 798,732	\$ 829,500	\$ 828,800	\$ 859,600
Refunding Bond Proceeds	8,410,000	-	-	-	-
<b>TOTAL REVENUES</b>	<b>9,073,157</b>	<b>798,732</b>	<b>829,500</b>	<b>828,800</b>	<b>859,600</b>
<b>EXPENDITURES</b>					
Principal	8,655,000	585,000	650,000	650,000	695,000
Interest Expense and Fees	414,906	213,732	179,500	178,800	164,600
<b>TOTAL EXPENDITURES</b>	<b>9,069,906</b>	<b>798,732</b>	<b>829,500</b>	<b>828,800</b>	<b>859,600</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>3,251</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>325</b>	<b>3,576</b>	<b>3,576</b>	<b>3,576</b>	<b>3,576</b>
<b>Ending Fund Balance</b>	<b>\$ 3,576</b>	<b>\$ 3,576</b>	<b>\$ 3,576</b>	<b>\$ 3,576</b>	<b>\$ 3,576</b>

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

**City of Traverse City, Michigan**  
**DEBT SERVICE FUND**  
**SIDEWALK AND TRAIL DEBT RETIREMENT FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Reimbursements	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions	-	-	-	104,200	745,200
<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>745,200</b>
<b>EXPENDITURES</b>					
Principal	-	-	-	-	505,000
Interest Expense and Fees	-	-	-	104,200	240,200
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>745,200</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Traverse City, Michigan**  
**CAPITAL PROJECT FUND**  
**PARKING CONSTRUCTION BOND FUND - TAX EXEMPT**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 1,743	\$ 2,670	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>					
Capital Outlay	11,726	491,105		-	-
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	(9,983)	(488,435)	-	-	-
<b>OTHER FINANCING USES</b>					
Transfer Out - Capital Project Fund	(34,042)	-	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>	(44,025)	(488,435)	-	-	-
<b>Beginning Fund Balance</b>	739,771	695,746	207,311	207,311	207,311
<b>Ending Fund Balance</b>	\$ 695,746	\$ 207,311	\$ 207,311	\$ 207,311	\$ 207,311

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  
BOARDMAN LAKE TRAIL CONSTRUCTION  
For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
State Grants	\$ -	\$ -	\$ -	\$ -	-
Contributions - private	-	-	-	400,000	-
Reimbursements	-	-	-	2,600	-
Interest Revenue	-	-	21,500	7,000	21,500
<b>TOTAL REVENUES</b>	-	-	21,500	409,600	21,500
<b>EXPENDITURES</b>					
Capital Outlay	-	-	3,800,000	200,000	3,800,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	(3,778,500)	209,600	(3,778,500)
<b>OTHER FINANCING SOURCES</b>					
Bond Proceeds	-	-	-	3,235,000	-
Operating Transfers In	-	-	-	333,900	-
<b>TOTAL OTHER FINANCING SOURCES</b>	-	-	-	3,568,900	-
<b>Beginning Fund Balance</b>	-	-	-	-	3,778,500
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ (3,778,500)	\$ 3,778,500	\$ -

This fund is established to account for the sources and uses of the limited tax general obligation bond undertaken for the construction of the West Boardman Lake Trail Loop.

**City of Traverse City, Michigan  
CAPITAL PROJECT FUND  
SIDEWALK CONSTRUCTION  
For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
State Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions - private	-	-	-	-	-
Interest Revenue	-	-	-	13,000	35,000
<b>TOTAL REVENUES</b>	-	-	-	13,000	35,000
<b>EXPENDITURES</b>					
Capital Outlay	-	-	-	1,098,000	3,450,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	(1,085,000)	(3,415,000)
<b>OTHER FINANCING SOURCES</b>					
Bond Proceeds	-	-	-	4,500,000	-
Operating Transfers In	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES</b>	-	-	-	4,500,000	-
<b>Beginning Fund Balance</b>	-	-	-	-	3,415,000
<b>Ending Fund Balance</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,415,000</u>	<u>\$ -</u>

This fund is established to account for the sources and uses of the limited tax general obligation bond undertaken for the Sidewalk Preservation and Sidewalk Gap and Infill Programs.

**City of Traverse City, Michigan**  
**CAPITAL PROJECTS FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Federal Grants	\$ -	\$ 329,742	\$ -	\$ -	\$ -
State Grants	-	150,951	3,870,000	620,000	4,969,000
Interest Revenue	1,144	5,767	1,000	20,000	1,000
Contributions - Public Entities	1,584,739	542,551	-	385,400	-
Contributions - Private Sources	26,900	1,819,512	350,300	133,300	145,000
Reimbursements	19,800	337,881	1,501,990	595,600	1,310,900
<b>TOTAL REVENUES</b>	<b>1,632,583</b>	<b>3,186,404</b>	<b>5,723,290</b>	<b>1,754,300</b>	<b>6,425,900</b>
<b>EXPENDITURES</b>					
Personnel Services	-	8,379	10,700	-	-
Operating Materials	-	-	-	-	-
Professional Services	601,249	447,286	-	31,700	-
Rentals	-	-	-	-	-
Capital Outlay	1,851,734	1,241,605	11,826,290	6,600,100	8,713,600
<b>TOTAL EXPENDITURES</b>	<b>2,452,983</b>	<b>1,697,270</b>	<b>11,836,990</b>	<b>6,631,800</b>	<b>8,713,600</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(820,400)</b>	<b>1,489,134</b>	<b>(6,113,700)</b>	<b>(4,877,500)</b>	<b>(2,287,700)</b>
<b>OTHER FINANCING SOURCES</b>					
Bond Proceeds/Transfer in EDC fund	-	-	915,000	-	-
Transfer In-Brown Bridge Trust Parks Imp. Fund	-	-	49,000	49,000	65,000
Transfer In - Special Assessment Fund	-	-	102,322	-	-
Transfer In - General Fund	1,417,942	2,510,276	1,567,500	1,596,500	1,210,300
Transfer In - Marina Fund	-	-	42,000	-	-
Transfer In - Major Street Fund	-	-	-	-	112,000
Transfer In - Stormwater Fund	-	-	90,000	-	224,100
Transfers out - Sidewalk and Trail Construction/De	-	-	-	(394,500)	-
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>1,417,942</b>	<b>2,510,276</b>	<b>2,765,822</b>	<b>1,251,000</b>	<b>1,611,400</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>597,542</b>	<b>3,999,410</b>	<b>(3,347,878)</b>	<b>(3,626,500)</b>	<b>(676,300)</b>
<b>Beginning Fund Balance</b>	<b>618,462</b>	<b>1,216,004</b>	<b>5,215,414</b>	<b>5,215,414</b>	<b>1,588,914</b>
<b>Ending Fund Balance</b>	<b>\$ 1,216,004</b>	<b>\$ 5,215,414</b>	<b>\$ 1,867,536</b>	<b>\$ 1,588,914</b>	<b>\$ 912,614</b>

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

**City of Traverse City, Michigan  
CAPITAL PROJECT FUND  
SPECIAL ASSESSMENT FUND  
For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 9,853	\$ 9,263	\$ 10,000	\$ 10,000	\$ 10,000
Contributions - Public Entities	-	-	-	60,000	-
Special Assessment	118,045	193,167	125,000	100,000	125,000
<b>TOTAL REVENUES</b>	<b>127,898</b>	<b>202,430</b>	<b>135,000</b>	<b>170,000</b>	<b>135,000</b>
<b>EXPENDITURES</b>					
Capital Outlay	261,308	325,272	-	180,000	135,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(133,410)</b>	<b>(122,842)</b>	<b>135,000</b>	<b>(10,000)</b>	<b>-</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfer Out-Capital Projects Fund	(100,000)	-	(102,322)	-	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>(233,410)</b>	<b>(122,842)</b>	<b>32,678</b>	<b>(10,000)</b>	<b>-</b>
Beginning Fund Balance	992,232	758,822	635,980	635,980	625,980
<b>Ending Fund Balance</b>	<b>\$ 758,822</b>	<b>\$ 635,980</b>	<b>\$ 770,980</b>	<b>\$ 625,980</b>	<b>\$ 625,980</b>

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

Assessment estimates in excess of costs by more than 5% must be refunded pro-rata. The period of payment varies between five to ten years and actual interest rates for an assessment is based 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 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Interest Revenue	\$ (133,816)	\$ 57,886	\$ 245,000	\$ 225,000	\$ 245,000
Rents and Royalties	-	-	-	-	-
<b>TOTAL REVENUES</b>	<u>(133,816)</u>	<u>57,886</u>	<u>245,000</u>	<u>225,000</u>	<u>245,000</u>
<b>OTHER FINANCING (USES)</b>					
Transfers Out-General Fund	(227,031)	(232,925)	(245,000)	(225,000)	(245,000)
<b>TOTAL OTHER FINANCING USES</b>	<u>(227,031)</u>	<u>(232,925)</u>	<u>(245,000)</u>	<u>(225,000)</u>	<u>(245,000)</u>
<b>NET CHANGE IN FUND BALANCE</b>	(360,847)	(175,039)	-	-	-
Beginning Fund Balance	<u>12,552,891</u>	<u>12,192,044</u>	<u>12,017,005</u>	<u>12,017,005</u>	<u>12,017,005</u>
Ending Fund Balance	<u>\$ 12,192,044</u>	<u>\$ 12,017,005</u>	<u>\$ 12,017,005</u>	<u>\$ 12,017,005</u>	<u>\$ 12,017,005</u>

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 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Charges for Services-Sales	\$ 12,189	\$ 19,578	\$ 10,000	\$ 10,000	\$ 10,000
Interest Revenue	2,753	3,574	5,000	7,000	7,000
<b>TOTAL REVENUES</b>	<b>14,942</b>	<b>23,152</b>	<b>15,000</b>	<b>17,000</b>	<b>17,000</b>
<b>EXPENDITURES</b>					
Capital Outlay	-	-	-	-	-
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>14,942</b>	<b>23,152</b>	<b>15,000</b>	<b>17,000</b>	<b>17,000</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers Out - General Fund	(4,448)	(27,602)	(5,000)	(7,000)	(7,000)
<b>NET CHANGE IN FUND BALANCE</b>	<b>10,494</b>	<b>(4,450)</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
Beginning Fund Balance	253,645	264,139	259,689	259,689	269,689
<b>Ending Fund Balance</b>	<b>\$ 264,139</b>	<b>\$ 259,689</b>	<b>\$ 269,689</b>	<b>\$ 269,689</b>	<b>\$ 279,689</b>

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 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Charges for Services-Fees	\$ 4,602	\$ 7,135	\$ 5,000	\$ 5,000	\$ 5,000
Interest Revenue	(9,292)	(2,821)	12,000	8,500	11,000
<b>TOTAL REVENUES</b>	<b>(4,690)</b>	<b>4,314</b>	<b>17,000</b>	<b>13,500</b>	<b>16,000</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers Out - General Fund	(10,395)	(9,719)	(12,000)	(8,500)	(11,000)
<b>NET CHANGE IN FUND BALANCE</b>	<b>(15,085)</b>	<b>(5,405)</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
Beginning Fund Balance	433,669	418,584	413,179	413,179	418,179
Ending Fund Balance	\$ 418,584	\$ 413,179	\$ 418,179	\$ 418,179	\$ 423,179

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 2019-20 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 66% 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 DDA has continued to focus on modifying employee positions to ensure longevity while reducing turnover, and expand parking experience while increasing customer satisfaction.

We are continuing to focus on increasing the use of transit for employees and visitors. Our Community Promotion line item includes increased funds for the Destination Downtown program that provides free bus passes to employees of participating businesses. The program is only charged for actual rides used. We will increase our contribution to the Bayline Route program which will continue benefit residents and visitors of downtown. This route has multiple stops in downtown east and west bound and runs every 12-15 minutes. Our efforts to support these programs will further reduce the demand for parking and aid in our goal of eliminating surface lots in the coming years.

The Equipment line item includes the scheduled replacements of boilers, PTAC and roof replacements at the Hardy Parking Garage. This line item also includes carryover of funds for the purchase of a new 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 remain constant as we are near capacity in most lots and do not anticipate adding opening any new lots.

Traverse City Parking Services consists of the following positions:

- Parking Director (1 FT)
- Facilities Supervisor (1 FT)
- Parking Operations Supervisor (1 FT)
- Parking Support Specialist (3 FT)
- Parking Specialist (6-8 PT and 2 FT Seasonal)

Parking Ambassadors (2 FT, 1 PT, 1 FT Seasonal)  
 Maintenance Technicians (1 FT, 1 PT, 1 FT Seasonal)

## GOALS

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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

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Output	Performance Indicators	2014/2015	2015/16	2016/17	2017/18	2018/19 as of 3/25	2019/20 Estimate
	Output	Number of parking fines issued	27,095	23,679	24,500	33,995	20,599
Estimated number of vehicles processed in the parking decks		221,013	325,000	321,252		290,023	320,000
Efficiency	Utilization of parking decks at 2 pm weekdays	76.5%	76.5%	72%		78%	80%
	% of revenue collected from parking fines	84%	95.9%	95.8%	89.9%	82%	85%

## **SUMMARY OF BUDGET CHANGES**

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### **REVENUE**

**Parking Deck Proceeds** – Revenues are expected to remain similar to the previous year or decrease slightly. This is due to the more permit holders utilizing the spaces for long-term parking thus reducing available short-term transient parking.

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

**Permits – Surface Lots** – Revenues are expected to remain similar to the previous year. This is due to the lots being near capacity.

**Permits – Parking Garages** – Revenues are expected to remain similar to the previous year.

### **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. This expenses is for interdepartmental City staff charges only.

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

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

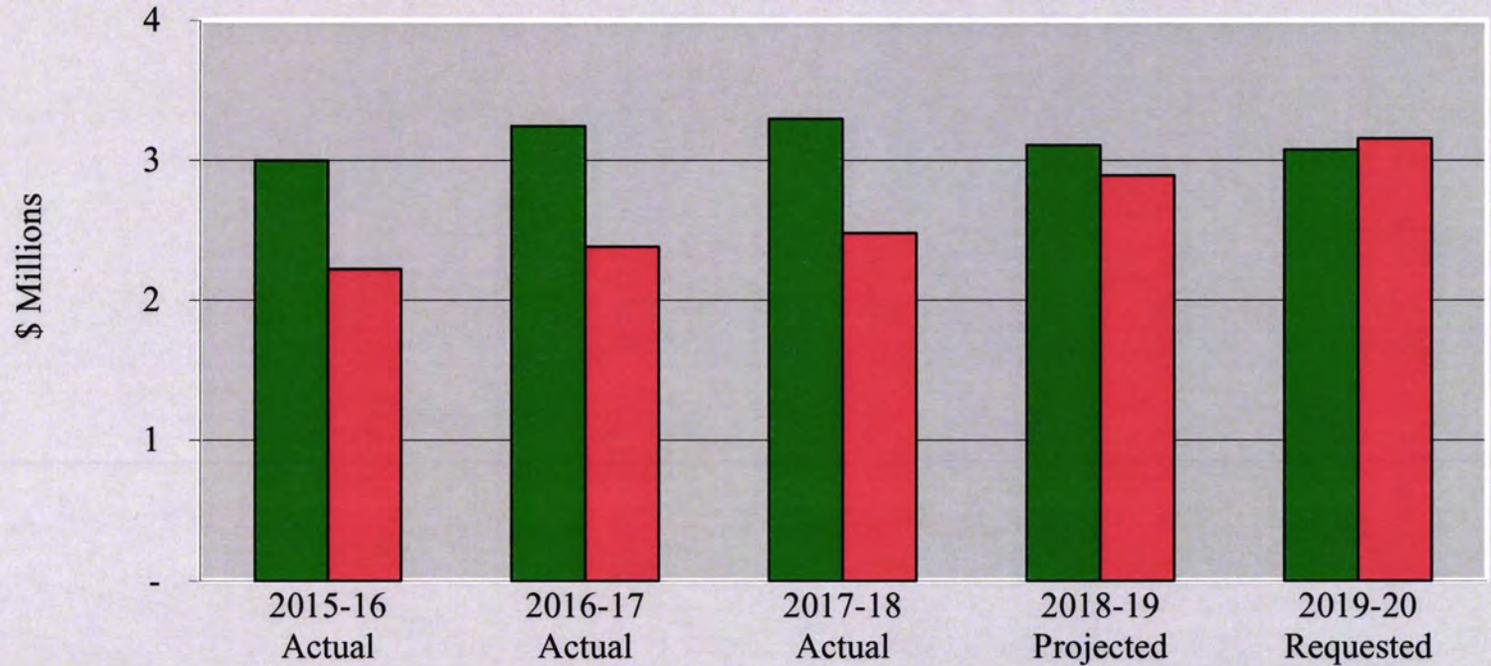
**Repair and Maintenance** – Expect repairs and maintenance to remain steady with no change.

**Rentals** – Rentals overall increased to reflect 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 scheduled Ranger replacement.

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

**Transfer Out – City Fee** – The City fee will remain at the rate of 10%, but will reduce slightly as the fee will be based on the General Parking Fund only and not include revenues from the Hardy Parking Garage or Old Town Parking Garage budgets (decreasing from approximately \$320,000 to \$220,000). The purpose of this change is to ensure the parking garages operating expenses are fully covered by the operating revenues.

**City of Traverse City, Michigan  
Parking System Fund Revenues and Expenditures  
For the Fiscal Years 2015-16 through 2019-20**



Revenue	\$2,997,917	\$3,244,060	\$3,295,444	\$3,109,600	\$3,076,300
Expenses	\$2,222,735	\$2,381,312	\$2,480,305	\$2,893,800	\$3,156,100

City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**PARKING SYSTEM FUND**  
For the Budget Year 2019-20

	FY 16/17	FY 17/18	FY 18/19	FY 18/19	FY 19/20
	Actual	Actual	Budget	Projected	Requested
<b>OPERATING REVENUES</b>					
Parking Deck Proceeds	\$ 420,304	\$ 434,140	\$ 415,000	\$ 415,000	\$ 375,000
Parking Fees-Meters	1,483,554	1,611,057	1,400,000	1,400,000	1,500,000
Permits - Surface Lots	219,918	243,421	240,000	240,000	200,000
Permits - Parking Deck	615,175	472,320	610,000	610,000	650,000
Parking Fines	462,976	478,411	400,000	400,000	300,000
Rents and Royalties	26,064	26,064	26,300	26,300	26,300
Reimbursements	-	2,092	-	4,800	-
Miscellaneous Income	4,488	2,741	-	1,500	-
<b>TOTAL OPERATING REVENUES</b>	<b>3,232,479</b>	<b>3,270,246</b>	<b>3,091,300</b>	<b>3,097,600</b>	<b>3,051,300</b>
<b>OPERATING EXPENSES</b>					
Salaries and Wages	24,743	18,072	21,500	9,300	27,200
Fringe Benefits	34,017	11,800	2,100	1,100	2,500
Office/Operation Supplies	56,144	40,091	53,000	33,500	53,000
Professional Services	962,253	1,106,075	1,219,200	1,219,900	1,511,800
Communications	26,278	24,702	50,500	50,500	50,500
Transportation	4,418	3,372	8,000	8,000	8,000
Professional Development	3,752	5,483	10,000	10,000	10,000
Printing and Publishing	8,321	4,104	22,000	22,000	22,000
Insurance and Bonds	26,786	24,639	22,000	22,000	22,000
Utilities	89,896	106,784	125,000	130,000	135,000
Repairs and Maintenance	87,167	85,007	266,000	266,000	191,000
Rentals	152,524	137,033	119,000	119,000	119,000
Miscellaneous	10,610	11,330	10,500	10,500	10,500
Equipment **	14,256	54,300	160,000	160,000	160,000
Depreciation Expense	506,214	516,625	521,000	521,000	526,000
<b>TOTAL OPERATING EXPENSES</b>	<b>2,007,379</b>	<b>2,149,417</b>	<b>2,609,800</b>	<b>2,582,800</b>	<b>2,848,500</b>
<b>OPERATING INCOME (LOSS)</b>	<b>1,225,100</b>	<b>1,120,829</b>	<b>481,500</b>	<b>514,800</b>	<b>202,800</b>
<b>NON-OPERATING REVENUES</b>					
Gain on Sale of Assets	-	(1,782)	-	-	-
Interest Revenue	11,581	26,980	12,000	12,000	25,000
<b>TOTAL NON-OPERATING REVENUES</b>	<b>11,581</b>	<b>25,198</b>	<b>12,000</b>	<b>12,000</b>	<b>25,000</b>
<b>INCOME BEFORE TRANSFERS</b>	<b>1,236,681</b>	<b>1,146,027</b>	<b>493,500</b>	<b>526,800</b>	<b>227,800</b>
Transfer Out - City Fee	(373,933)	(330,888)	(310,000)	(311,000)	(307,600)
Transfer Out - capital projects	-	(66,677)	-	(125,000)	-
<b>TOTAL TRANSFERS OUT</b>	<b>(373,933)</b>	<b>(397,565)</b>	<b>(310,000)</b>	<b>(436,000)</b>	<b>(307,600)</b>
<b>CHANGE IN NET POSITION</b>	<b>862,748</b>	<b>748,462</b>	<b>183,500</b>	<b>90,800</b>	<b>(79,800)</b>
Net Position, Beginning of year	21,353,956	22,216,704	22,965,166	22,965,166	23,055,966
<b>Net Position, End of year **</b>	<b>\$ 22,216,704</b>	<b>\$ 22,965,166</b>	<b>\$ 23,148,666</b>	<b>\$ 23,055,966</b>	<b>\$ 22,976,166</b>

\* 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 6/30/18 was \$6,600,000.

## **Department of Municipal Utilities**

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**Mission Statement:** *Preserve and enhance the safety, health and quality of life for the people of Traverse City through the effective management and maintenance of its drinking water and wastewater infrastructure.*

The Director of Municipal Utilities oversees the activities of three departments/divisions including the Water Treatment Plant, Water and Sewer Maintenance and Wastewater Treatment Plant. The Director is responsible for planning, directing and supervising all aspects of the City's Public Utilities, including wastewater collections and transmission systems, storm water collection and treatment systems, and water treatment, distribution and water storage systems, as well as providing oversight for the wastewater treatment plant operations agreement, currently with Jacobs. Other responsibilities include estimating project costs and establishing project priorities.



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

The Director also works with the Asset Management/GIS Analyst and the Asset Management Technician on asset management plans for City assets including water & sewer utilities, water system reliability, modeling and other long term infrastructure related assets.



## **GOALS**

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1. Continue to evaluate and incorporate into our Asset Management Program the remaining sewer collection system (approximately 50%) that was not included in the SAW Grant (completed May 2017).
2. Successfully complete scheduled Capital Improvement Projects for our critical water and wastewater infrastructure.
3. Continue to foster close relationships with our neighboring partnering Townships and the Grand Traverse County Board of Public Works by effectively administering the Bulk Water and Master Sewer Agreements.
4. Work toward implementing a fair and equitable funding source to effectively manage our storm water collection and treatment systems.

## **WASTEWATER FUND**

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

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

The Wastewater Treatment Plant treats 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**

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**Rate Increase** – The City Treasurer has recommended a rate increase of \$2.00 per the first 600 cubic feet, and \$2.00 per each additional thousand cubic feet to take effect in the fiscal year ending June 30, 2020.

## **GOALS – WWTP and Pump Stations**

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1. Complete the membrane replacement project.
2. Complete or assist in completing the approved Capital Improvement Projects identified for the current fiscal year, including a facility plan engineering study that will identify the needs of the facility, prioritize them, identify solutions to address and analyze the cost/benefit of each solution.

- Continue to work on understanding comma shaped Gram positive bacteria with the University of Michigan.

## **PERFORMANCE MEASUREMENTS – WWTP AND PUMP STATIONS**

<b>Performance Measurements-WWTP and Pump Stations</b>						
	<b>Performance Indicator</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>*2016/2017</b>	<b>**2017</b>	<b>**2018</b>
<b>Output</b>	Billions of gallons treated	1.7100	1.7180	1.6699	1.7840	1.8626
	Millions of pounds of BOD treated	3.19	3.20	3.19	3.23	3.07
	Recordable safety incidents	1	1	0	0	0
<b>Efficiency</b>	Percentage of effluent in compliance with NPDES permit	100%	100%	100%	100%	100%
	Kilowatt hours used/pound of BOD treated	1.4500	1.4200	1.3600	1.5000	1.6900
	Kilowatt hours used/gallon of sewage treated	0.0027	0.0026	0.0026	0.0027	0.0028
	Total recordable rates	5.50%	5.47%	0.00%	0.00%	0.00%
	Days away restricted transfer	2	2	0	0	0

\* 2016-2017 values in table are projected from the 11 months of data that is currently available. \*\*Started calculating performance measurements based on the calendar year rather than the City's fiscal year to better correspond with the reporting schedule. The 2017 calendar year overlaps the 2016-2017 from January 1st, 2017 to June 30th, 2017.

## **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 90 miles of gravity sewer and 4.7 miles of forcemain 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.

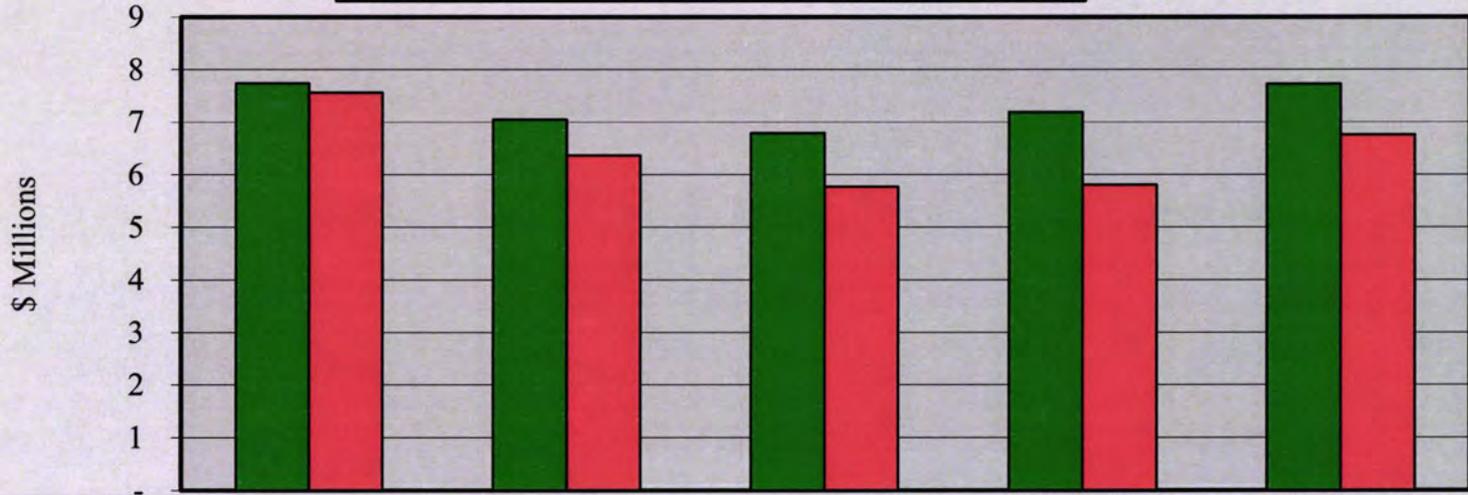
## **GOALS – MAINTENANCE AND REPAIRS**

- Continue to televise and evaluate remaining sewer mains not completed in the SAW Grant.
- Assist contractor with installing AMI metering system to improve sewer billing accuracy.
- 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

	<b>Performance Indicators</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Output</b>	Sewer maintenance calls	84	91	65	41	72
	Footage of Sewers CCTV's	-	-	-	15,000	10,560
	Footage of sewers cleaned	63,422	51,822	69,738	119,000	52,800
<b>Efficiency</b>	Percentage of maintenance calls responded to within one hour	100%	100%	100%	100%	100%
	Percentage of sewer backups that were homeowner responsibility	86%	80%	70%	71%	77%
	Percentage of annual sewers cleaned	15%	12%	16%	28%	12%

**City of Traverse City, Michigan  
Wastewater Fund Revenues and Expenditures  
For the Fiscal Years 2015-16 through 2019-20**



	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Requested
■ Revenue	\$7,738,941	\$7,044,590	\$6,788,257	\$7,188,000	\$7,722,000
■ Expenses	\$7,559,794	\$6,361,852	\$5,766,412	\$5,807,000	\$6,760,700

City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**WASTEWATER FUND**  
For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>OPERATING REVENUES</b>					
Sewer Service Charges	\$ 4,959,095	\$ 5,263,599	\$ 5,150,000	\$ 5,400,000	\$ 5,535,000
Public Authority	1,909,958	1,345,825	2,432,000	1,681,500	2,050,500
Industrial Pretreatment	6,400	4,100	6,000	10,000	6,000
Septage Treatment	19,978	11,533	23,800	16,500	19,300
Forfeited Discounts	13,244	14,465	14,000	14,000	14,000
Interdepartmental Sales	-	-	1,000	-	1,000
Merchandise and Jobbing	-	500	1,000	-	1,000
Miscellaneous	129,404	146,483	62,200	66,000	62,200
<b>TOTAL OPERATING REVENUES</b>	<b>7,038,079</b>	<b>6,786,505</b>	<b>7,690,000</b>	<b>7,188,000</b>	<b>7,689,000</b>
<b>OPERATING EXPENSES</b>					
<b>WWTP AND PUMP STATIONS</b>					
Salaries and Wages	-	26,666	22,700	23,000	23,300
Fringe Benefits	-	-	9,000	9,100	9,000
Professional Services	3,813,438	3,150,134	4,755,500	3,302,000	4,296,200
Industrial Pretreatment Costs	-	-	1,000	-	1,000
Insurance and Bonds	58,683	62,699	63,800	63,000	73,100
<b>Total WWTP and Pump Stations</b>	<b>3,872,121</b>	<b>3,239,499</b>	<b>4,852,000</b>	<b>3,397,100</b>	<b>4,402,600</b>
<b>MAINTENANCE AND REPAIRS</b>					
Salaries and Wages	416,427	432,928	435,200	435,000	419,000
Fringe Benefits	297,064	271,306	206,700	203,900	200,700
Office/Operation Supplies	17,188	6,762	30,000	30,000	30,000
Professional Services	79,355	165,759	106,000	100,000	110,000
Communications	1,470	1,910	1,600	1,600	2,000
Transportation	5,503	3,984	8,000	8,000	8,000
Professional Development	6,485	4,511	6,500	6,000	6,500
Public Utilities	8,200	8,470	8,000	8,000	9,000
Insurance and Bonds	6,319	681	6,500	-	6,500
Repairs and Maintenance	90,757	134,656	20,000	38,000	20,000
Rentals	95,487	54,020	103,000	99,000	97,800
<b>Total Maintenance and Repairs</b>	<b>1,024,255</b>	<b>1,084,987</b>	<b>931,500</b>	<b>929,500</b>	<b>909,500</b>
<b>ADMINISTRATIVE AND GENERAL</b>					
Salaries and Wages	126,934	144,750	141,100	142,000	149,400
Fringe Benefits	83,499	94,003	75,300	75,600	115,100

City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**WASTEWATER FUND**  
For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>ADMINISTRATIVE AND GENERAL (Continued)</b>					
Office/Operation Supplies	9,155	13,486	17,300	17,100	17,300
Professional Services	20,695	16,677	17,000	27,200	17,000
Communication	33	61	200	11,700	23,300
Professional Development	747	1,480	2,500	2,500	2,500
Printing and Publishing	31	167	3,000	3,000	3,000
Rentals	9,028	9,002	10,000	10,000	10,000
Collection Costs	2,859	3,556	2,000	2,000	2,000
Transportation	1,063	1,196	2,500	2,500	2,500
Miscellaneous	1,480	1,569	3,400	3,600	3,400
Depreciation & Amortization	603,679	597,155	617,000	622,000	629,000
<b>Total Administrative and General</b>	<b>859,203</b>	<b>883,102</b>	<b>891,300</b>	<b>919,200</b>	<b>974,500</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>5,755,579</b>	<b>5,207,588</b>	<b>6,674,800</b>	<b>5,245,800</b>	<b>6,286,600</b>
<b>OPERATING INCOME</b>	<b>1,282,500</b>	<b>1,578,917</b>	<b>1,015,200</b>	<b>1,942,200</b>	<b>1,402,400</b>
<b>NON OPERATING REVENUES (EXPENSES)</b>					
Reimbursements	5,553	(32,991)	31,000	-	31,000
Interest Revenue	958	1,752	2,000	-	2,000
Gain (Loss) on sale of capital assets	-	-	-	-	-
Interest/Finance Charges	(260,410)	(192,624)	(250,000)	(207,000)	(88,000)
<b>Total Non-Operating Revenues (Expenses)</b>	<b>(253,899)</b>	<b>(223,863)</b>	<b>(217,000)</b>	<b>(207,000)</b>	<b>(55,000)</b>
<b>Income Before Transfers</b>	<b>1,028,601</b>	<b>1,355,054</b>	<b>798,200</b>	<b>1,735,200</b>	<b>1,347,400</b>
<b>Transfers Out - City Fee</b>	<b>(345,863)</b>	<b>(333,209)</b>	<b>(386,200)</b>	<b>(354,200)</b>	<b>(386,100)</b>
<b>CHANGE IN NET POSITION</b>	<b>682,738</b>	<b>1,021,845</b>	<b>412,000</b>	<b>1,381,000</b>	<b>961,300</b>
<b>Net position, beginning of year, restated</b>	<b>16,050,431</b>	<b>16,718,433</b>	<b>17,740,278</b>	<b>17,740,278</b>	<b>19,121,278</b>
<b>Net position, end of year **</b>	<b>\$ 16,733,169</b>	<b>\$ 17,740,278</b>	<b>\$ 18,688,226</b>	<b>\$ 19,121,278</b>	<b>\$ 20,082,578</b>
<b>Distribution Personnel Services % F.T.E. Employees = 6.25</b>	<b>69.66%</b>	<b>64.91%</b>	<b>68.91%</b>	<b>68.74%</b>	<b>68.14%</b>
<b>Administrative and Plant Personnel Services % F.T.E. Employees = 2.57</b>	<b>24.49%</b>	<b>30.06%</b>	<b>27.84%</b>	<b>27.16%</b>	<b>30.46%</b>

\*\* Ending net position represents the difference between total assets (including long-term fixed assets) and total liabilities the cash balance at 6/30/18 was \$ 1,107,000.

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**

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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 and low service pump and repair one pump annually at the Huron Hills Booster Station.

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

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	<b>Performance Indicators</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Output</b>	Million gallons of water pumped	2084.43	2,133.99	1,950.61	1,895.61
	Chemical costs	\$61,865	\$72,544	\$59,437	\$58,022
	Electrical demand - kWh (kiloWatt-hours)	2,323,177	2,275,452	2,400,365	2,415,497
<b>Efficiency</b>	Chemical cost per million gallons water pumped	\$29.77	\$34.00	\$30.47	\$30.61
	Gallons / kWh	897.23	937.83	812.63	784.77

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

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No significant changes compared to previous year's budget except for a decrease in Professional and Contractual, and Repairs and Maintenance, due to previous overlap with Capital Improvement Plan (CIP) budget.

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## WATER FUND – DISTRIBUTION

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**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 998 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
- 7 Utility Systems Specialists
- 1 Utility Systems Apprentice

## **GOALS - DISTRIBUTION**

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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**

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<b>Efficiency/Output</b>	<b>Performance Indicators</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017-18</b>	<b>2018-19 to date</b>
	WATER SYSTEM VALVES TURNED	N/A	N/A	N/A	350	133	253
	FIRE HYDRANTS WINTERIZED	985	985	985	985	989	998
	WATER RELATED SERVICE CALLS				854	865	907

## **SUMMARY OF SIGNIFICANT BUDGET CHANGES – DISTRIBUTION**

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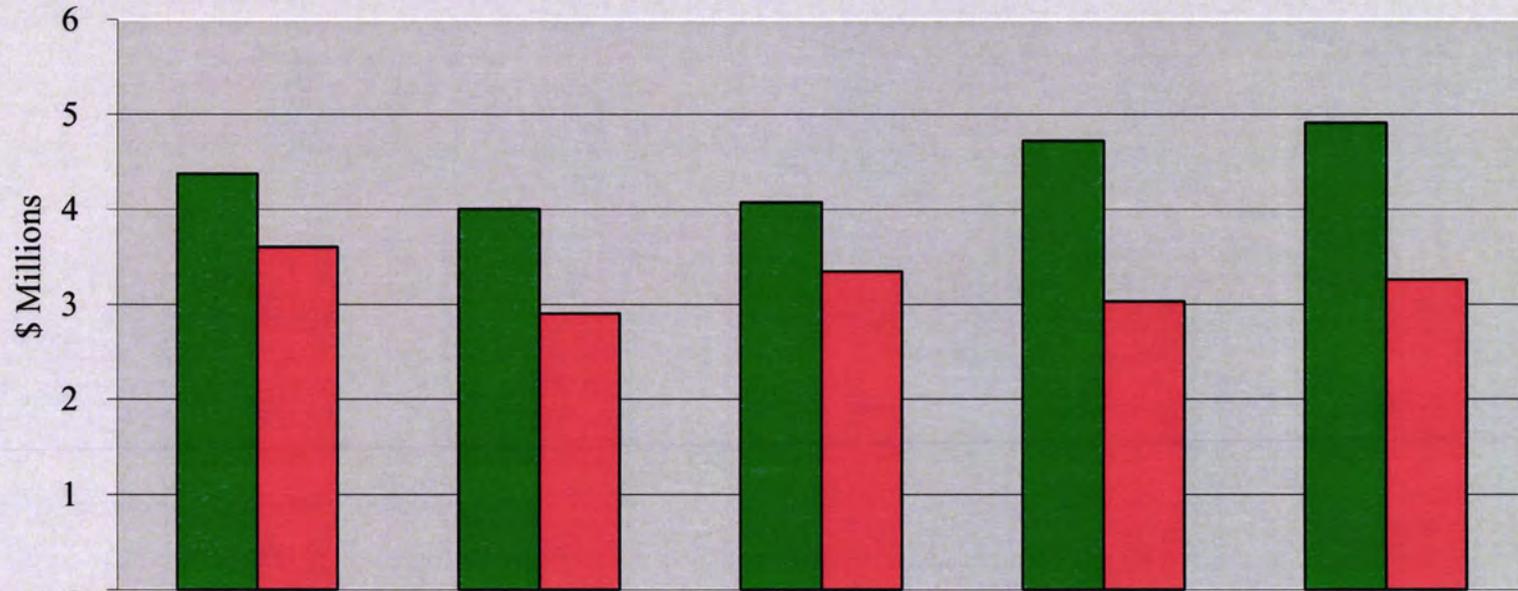
No Significant changes compared to previous budget year.

## **GOALS - ADMINISTRATIVE AND GENERAL**

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1. Continue working with the Water Committee exploring avenues to improve efficiencies in the water system, including the reduction in overall water loss.
2. Continued enforcement of residential & commercial 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 2015-16 through 2019-20



	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Requested
■ Revenue	\$4,374,650	\$4,001,499	\$4,070,330	\$4,722,000	\$4,910,000
■ Expenses	\$3,603,688	\$2,901,921	\$3,344,247	\$3,029,000	\$3,260,600

City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**WATER FUND**  
For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>OPERATING REVENUES</b>					
Water Sales	\$ 3,075,832	\$ 3,114,245	\$ 3,565,000	\$ 3,606,500	\$ 3,856,000
Water Hydrant Fees	12,000	12,000	-	1,000	1,000
Public Authority	799,238	799,741	904,500	975,000	931,000
Merchandise and Jobbing	27,049	29,243	32,000	30,000	30,000
Taps, Meters and Pits	23,226	38,276	25,000	25,000	25,000
Contributions	-	21,000	1,000	-	1,000
Miscellaneous	58,711	56,713	75,000	63,000	59,000
<b>TOTAL OPERATING REVENUES</b>	<b>3,996,056</b>	<b>4,071,218</b>	<b>4,602,500</b>	<b>4,700,500</b>	<b>4,903,000</b>
<b>OPERATING EXPENSES</b>					
<b>PLANT, STORAGE TANKS AND BOOSTER STATIONS</b>					
Salaries and Wages	393,025	409,535	399,000	401,000	411,500
Fringe Benefits	363,230	316,630	188,000	199,500	206,400
Office/Operation Supplies	108,496	95,235	123,000	123,000	123,000
Professional Services	48,624	52,484	140,000	70,000	70,000
Communications	11,455	15,537	15,000	15,500	15,500
Transportation	471	1,489	3,000	3,000	3,000
Professional Development	2,698	8,672	8,000	8,000	8,000
Insurance and Bonds	37,298	34,043	38,000	18,000	40,000
Utilities	238,236	261,785	280,000	280,000	280,000
Repairs and Maintenance	113,703	200,980	230,000	115,000	115,000
Rentals	9,198	6,052	10,000	10,000	10,000
<b>Total Plant, Storage Tanks and Booster Stations</b>	<b>1,326,434</b>	<b>1,402,442</b>	<b>1,434,000</b>	<b>1,243,000</b>	<b>1,282,400</b>
<b>DISTRIBUTION</b>					
Salaries and Wages	297,341	328,452	325,100	302,000	324,300
Fringe Benefits	179,389	172,292	207,600	178,500	201,900
Office/Operation Supplies	79,718	72,555	100,000	80,000	100,000
Communications	1,470	2,108	1,600	1,800	2,000
Professional Services	152,263	166,105	160,000	150,000	160,000
Transportation	5,592	6,437	8,000	7,000	8,000
Professional Development	4,855	7,172	6,000	7,000	6,500
Insurance and Bonds	2,111	2,677	2,200	-	2,200
Utilities	13,750	14,043	15,000	20,000	15,000
Repairs and Maintenance	2,738	196,864	20,000	5,000	20,000
Rentals	56,686	85,811	114,000	96,000	120,500
<b>Total Distribution</b>	<b>795,913</b>	<b>1,054,516</b>	<b>959,500</b>	<b>847,300</b>	<b>960,400</b>

City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**WATER FUND**  
For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>ADMINISTRATIVE AND GENERAL</b>					
Salaries and Wages	124,336	146,817	143,100	139,000	150,600
Fringe Benefits	82,630	94,248	76,200	80,200	115,200
Office Supplies	9,155	13,486	17,000	11,000	17,000
Communications	33	61	200	16,200	23,300
Professional Services	19,503	17,478	20,000	27,200	25,000
Professional Development	747	1,480	2,800	1,000	2,800
Printing and Publishing	491	167	3,000	1,000	3,000
Rentals	9,028	9,002	10,000	5,000	10,000
Collection Costs	2,100	3,810	2,000	1,800	2,000
Transportation	1,063	1,196	2,500	1,900	2,500
Miscellaneous	1,323	1,530	3,300	2,900	2,900
Inventory Adjustments	-	-	5,000	2,500	5,000
Depreciation Expense	329,156	394,498	325,000	413,000	413,000
<b>Total Administrative and General</b>	<b>579,565</b>	<b>683,773</b>	<b>610,100</b>	<b>702,700</b>	<b>772,300</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>2,701,912</b>	<b>3,140,731</b>	<b>3,003,600</b>	<b>2,793,000</b>	<b>3,015,100</b>
<b>OPERATING INCOME</b>	<b>1,294,144</b>	<b>930,487</b>	<b>1,598,900</b>	<b>1,907,500</b>	<b>1,887,900</b>
<b>NON OPERATING REVENUES (EXPENSES)</b>					
Reimbursements	-	(9,122)	1,000	16,500	2,000
Interest Revenue	5,443	8,234	2,000	5,000	5,000
Interest/Finance Charges	-	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>5,443</b>	<b>(888)</b>	<b>3,000</b>	<b>21,500</b>	<b>7,000</b>
<b>Income Before Transfers</b>	<b>1,299,587</b>	<b>929,599</b>	<b>1,601,900</b>	<b>1,929,000</b>	<b>1,894,900</b>
<b>Transfers out - City Fee</b>	<b>(200,009)</b>	<b>(203,516)</b>	<b>(230,300)</b>	<b>(236,000)</b>	<b>(245,500)</b>
<b>CHANGE IN NET POSITION</b>	<b>1,099,578</b>	<b>726,083</b>	<b>1,371,600</b>	<b>1,693,000</b>	<b>1,649,400</b>
Net position, beginning of year - restated	11,076,371	12,103,413	12,829,496	12,829,496	14,522,496
Net position, end of year **	\$ 12,175,949	\$ 12,829,496	\$ 14,201,096	\$ 14,522,496	\$ 16,171,896
Plant Personnel Services % F.T.E. Employees = 6.25	57.01%	51.78%	40.93%	48.31%	48.18%
Distribution Personnel Services % F.T.E. Employees = 5.25	59.90%	47.49%	55.52%	56.71%	54.79%
Administrative Personnel Services % F.T.E. Employees = 2.36	35.71%	35.26%	35.94%	31.19%	34.42%

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**

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

Clinch Marina provides facilities for the boating public. There are 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

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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

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	<b>Performance Indicators</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Output</b>	Transient boat days	7,291	6,542	5,978	6,360	5,650
	Seasonal boat days	9,381	9,381	9,381	9,381	11,289
	Gasoline gross sales	\$ 252,125	\$ 219,138	\$ 249,085	\$ 232,800	\$ 278,331
	Diesel gross sales	\$ 102,453	\$ 79,217	\$ 71,914	\$ 99,465	\$ 129,172
<b>Efficiency</b>	Actual percentage of occupancy	76%	73%	70%	71%	77%
	Net sales (gross sales less cost of goods sold)	\$40,520	\$ 34,701	\$ 19,553	\$ 54,453	\$61,869

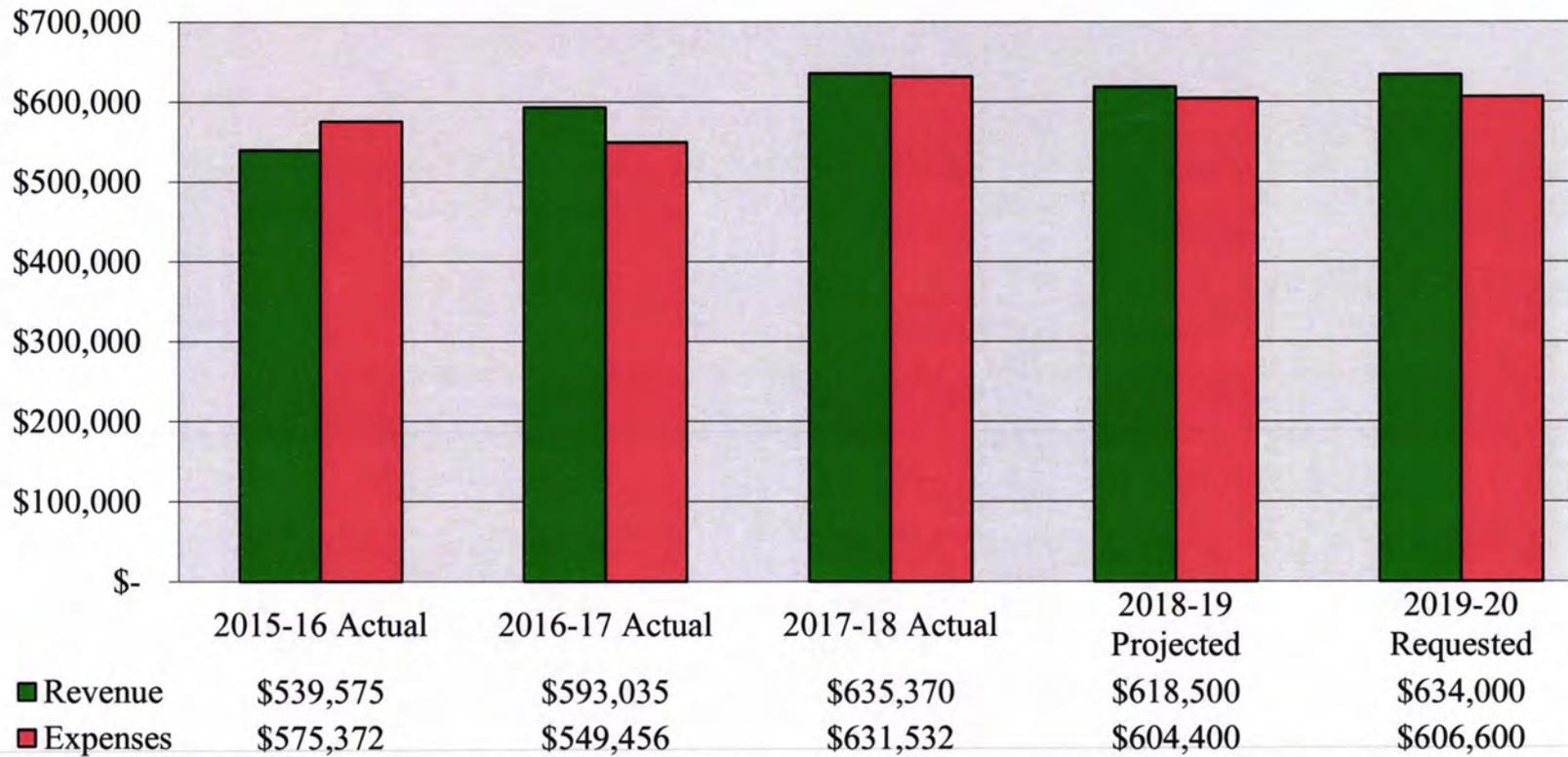
## SUMMARY OF SIGNIFICANT BUDGET CHANGES

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### 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 2015-16 through 2019-20



City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**DUNCAN L. CLINCH MARINA FUND**  
For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>OPERATING REVENUES</b>					
Launch Permits	\$ 4,230	\$ 4,170	\$ 4,000	\$ 4,000	\$ 4,000
Boat Wells	378,913	446,456	400,000	420,000	400,000
Computerized Reservations	115,303	108,328	100,000	105,000	100,000
Gasoline and Oil (Net of Cost)	54,453	37,938	50,000	50,000	90,000
Miscellaneous Revenues	39,781	37,987	40,000	39,500	40,000
<b>TOTAL OPERATING REVENUES</b>	<b>592,680</b>	<b>634,879</b>	<b>594,000</b>	<b>618,500</b>	<b>634,000</b>
<b>OPERATING EXPENSES</b>					
Salaries and Wages	100,384	98,865	103,600	105,000	102,100
Fringe Benefits	52,515	51,687	38,200	44,000	40,500
Office/Operation Supplies	10,623	16,040	16,000	16,000	16,000
Professional Services	160,486	205,329	180,000	180,000	180,000
Communications	12,298	13,172	12,000	13,000	12,000
Transportation	1,709	2,151	1,500	2,100	1,500
Professional Development	506	620	1,000	1,000	1,000
Printing & Publishing	706	202	800	300	800
Insurance & Bonds	3,669	5,569	5,000	7,000	5,000
Utilities	30,044	50,550	35,000	50,000	35,000
Repairs and Maintenance	17,016	26,675	70,000	25,000	50,000
Rentals	4,520	4,857	6,000	5,000	6,000
Depreciation Expense	108,228	108,228	109,000	109,000	109,000
<b>TOTAL OPERATING EXPENSES</b>	<b>502,704</b>	<b>583,945</b>	<b>578,100</b>	<b>557,400</b>	<b>558,900</b>
<b>OPERATING INCOME (LOSS)</b>	<b>89,976</b>	<b>50,934</b>	<b>15,900</b>	<b>61,100</b>	<b>75,100</b>
<b>NON OPERATING REVENUES (EXPENSES)</b>					
Interest Revenue	355	491	-	-	-
Interest Expense	(17,100)	(15,818)	(16,000)	(16,000)	(16,000)
<b>Total Non-Operating Revenues (Expenses)</b>	<b>(16,745)</b>	<b>(15,327)</b>	<b>(16,000)</b>	<b>(16,000)</b>	<b>(16,000)</b>
<b>Income Before Transfers</b>	<b>73,231</b>	<b>35,607</b>	<b>(100)</b>	<b>45,100</b>	<b>59,100</b>
<b>OPERATING TRANSFERS IN (OUT)</b>					
Transfers In	-	-	-	-	-
Transfers Out - Capital Projects Fund	-	-	(42,000)	-	-
Transfers Out - City Fee	(29,652)	(31,769)	(29,700)	(31,000)	(31,700)
<b>TOTAL OPERATING TRANSFERS</b>	<b>(29,652)</b>	<b>(31,769)</b>	<b>(71,700)</b>	<b>(31,000)</b>	<b>(31,700)</b>
<b>CHANGE IN NET POSITION</b>	<b>43,579</b>	<b>3,838</b>	<b>(71,800)</b>	<b>14,100</b>	<b>27,400</b>
Net position, beginning of year	8,509,604	8,553,183	8,557,021	8,557,021	8,571,121
Net position, end of year **	\$ 8,553,183	\$ 8,557,021	\$ 8,485,221	\$ 8,571,121	\$ 8,598,521
<b>Personnel Services %</b>	<b>63.64%</b>	<b>54.38%</b>	<b>53.42%</b>	<b>56.69%</b>	<b>55.39%</b>
(Includes \$167,000 in Seasonal Contract Labor)					
F.T.E. Employees = 1.0					

\*\* Ending net position represents the difference between total assets (including long-term fixed assets) and total liabilities the cash balance at 6/30/18 was \$ 441,997

## HICKORY HILLS

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During the 2018/19 budget year the implementation of the Multi-Season Recreation Master Plan began at the Hickory Hills Ski Area. Significant site changes took place that included the construction of a new maintenance building, a new ski lodge, doubling the skiable terrain on site, formalizing site parking with a paved lot and the addition of a year round restroom facility to support both Hickory Hills and Hickory Meadows users. More than \$4.2 million dollars were invested into the ski area with additional improvements to come in the spring of 2019 in the way of an expanded Disc Golf Course, landscaping, reforestation efforts and additional trail stabilization.

### **Recreation components include:**

- ◆ 13 downhill runs and 8 kilometers of cross country ski trails.
- ◆ Partnerships with the Grand Traverse Ski Club and the Nordic Rocks Program through Traverse City Area Public Schools.
- ◆ More than 14,000 skier visits took place in the 2018/19 season.

**Hickory Hills Staffing:** 1 full time seasonal manager, 2 full time seasonal groomers, and ~15 seasonal snow makers, tow rope operators, office staff and rental equipment workers.



City of Traverse City, Michigan  
**ENTERPRISE FUND**  
**HICKORY HILLS**  
For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>OPERATING REVENUES</b>					
Food Concessions	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,500
Ski Passes	-	-	-	135,000	150,000
Rents and Royalties	-	-	-	2,000	10,000
Miscellaneous Revenues	-	-	-	1,000	2,000
<b>TOTAL OPERATING REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>141,000</b>	<b>165,500</b>
<b>OPERATING EXPENSES</b>					
Salaries and Wages	-	-	-	-	108,200
Fringe Benefits	-	-	-	-	23,000
Office/Operation Supplies	-	-	-	15,500	50,000
Professional Services	-	-	-	1,000	44,000
Communications	-	-	-	-	3,500
Transportation	-	-	-	-	10,000
Professional Development	-	-	-	-	2,000
Printing & Publishing	-	-	-	-	2,000
Insurance & Bonds	-	-	-	1,500	-
Utilities	-	-	-	15,000	40,000
Repairs and Maintenance	-	-	-	1,000	11,000
Rentals	-	-	-	-	102,800
Depreciation Expense	-	-	-	-	104,600
<b>TOTAL OPERATING EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34,000</b>	<b>501,100</b>
<b>OPERATING INCOME (LOSS)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>107,000</b>	<b>(335,600)</b>
<b>NON OPERATING REVENUES (EXPENSES)</b>					
Interest Revenue	-	-	-	-	-
Interest Expense	-	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Income Before Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>107,000</b>	<b>(335,600)</b>
Transfers In	-	-	-	-	248,900
<b>CHANGE IN NET POSITION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>107,000</b>	<b>(86,700)</b>
Net position, beginning of year	-	-	-	-	107,000
Net position, end of year	\$ -	\$ -	\$ -	\$ 107,000	\$ 20,300

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## **GARAGE FUND**

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

The Garage Division is an internal service fund 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, ***starting the Winter of 2018/2019 a test program of 24 hour around the clock service is available during "SNOW EMERGENCIES" to provide our Snow Crews and First Responders adequate support.*** 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

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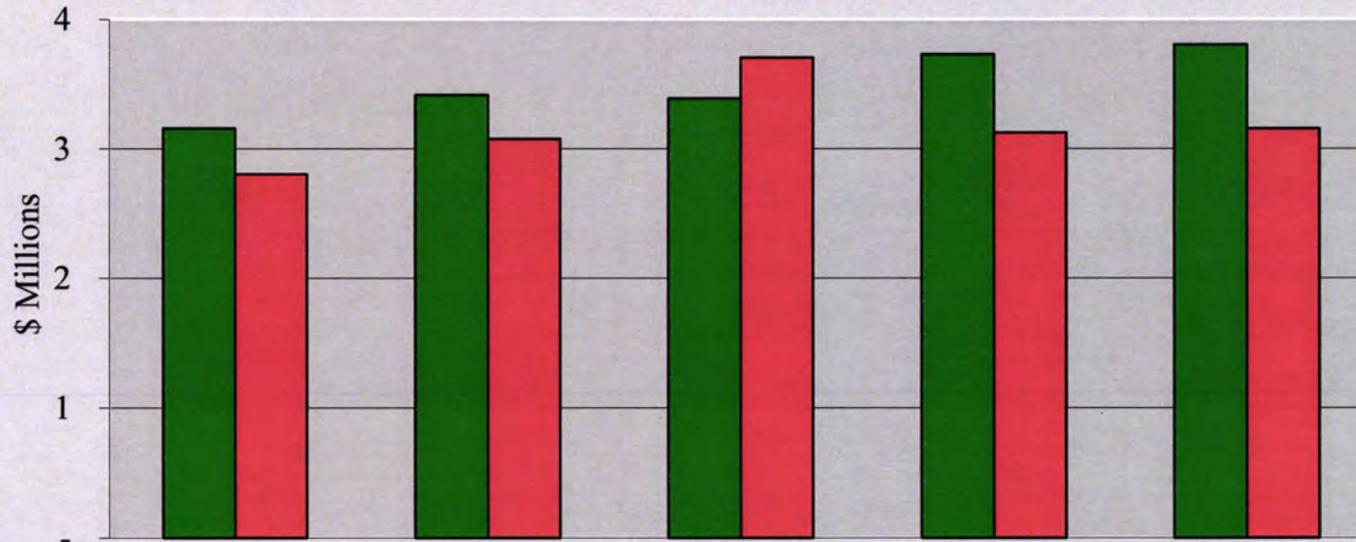
1. Replace vehicles/equipment on schedule.
2. Monitor preventative maintenance dollars as a percentage of total maintenance.

## PERFORMANCE MEASUREMENTS

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	<b>Performance Indicators</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Output</b>	Average age of motorized fleet (years)	6.88	8.42	4.01	7.6	8.9
	Annual maintenance costs	\$1,130,799	\$1,153,339	\$1,180,766	\$1,071,188	1,072,726
	Scheduled vehicle/equipment replacement	36	29	15	20	22
<b>Efficiency</b>	Labor cost as a percentage of total maintenance costs	55%	56%	54%	53%	52%
	Part cost as a percentage of total maintenance costs	38%	35%	40%	35%	41%
	Preventative maintenance dollars as a % of total maintenance	38%	20%	20%	26%	27.2%

**City of Traverse City, Michigan  
Garage Fund Revenues and Expenditures  
For the Fiscal Years 2015-16 through 2019-20**



	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Requested
■ Revenue	\$3,157,109	\$3,417,237	\$3,389,947	\$3,730,000	\$3,805,300
■ Expenses	\$2,804,990	\$3,076,067	\$3,706,585	\$3,125,200	\$3,155,200

City of Traverse City, Michigan  
**INTERNAL SERVICE FUND**  
**GARAGE FUND**  
For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>OPERATING REVENUES</b>					
Rental-Motor Pool	\$ 2,725,735	\$ 2,705,363	\$ 2,780,400	\$ 2,880,000	\$ 2,921,300
Interdepartmental Sales	292,622	332,591	380,000	380,000	400,000
Rentals	255,840	264,864	281,000	287,000	281,000
<b>TOTAL OPERATING REVENUES</b>	<b>3,274,197</b>	<b>3,302,818</b>	<b>3,441,400</b>	<b>3,547,000</b>	<b>3,602,300</b>
<b>OPERATING EXPENSES</b>					
Salaries and Wages	540,192	581,603	601,600	590,000	584,000
Fringe Benefits	328,544	265,315	221,100	223,000	224,800
Office/Operation Supplies	348,825	335,380	277,500	327,600	327,800
Cost of Sales - Outside	(11)	-	-	-	-
Cost of Sales - Interdepartment	171,360	222,105	192,000	192,000	200,000
Professional Services	172,350	165,722	125,000	75,000	75,000
Communications	11,870	11,550	9,000	12,000	12,000
Transportation	1,922	5,832	2,000	4,200	4,200
Professional Development	1,704	6,048	5,000	2,000	3,000
Printing & Publishing	993	1,332	1,000	400	400
Insurance and Bonds	53,078	64,996	50,000	94,000	94,000
Utilities	40,351	53,222	40,000	40,000	40,000
Repairs and Maintenance	46,982	470,167	50,000	45,000	70,000
Rentals	20,107	13,076	10,000	10,000	10,000
Depreciation Expense	1,337,800	1,510,237	1,350,000	1,510,000	1,510,000
Inventory Adjustments	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>3,076,067</b>	<b>3,706,585</b>	<b>2,934,200</b>	<b>3,125,200</b>	<b>3,155,200</b>
<b>OPERATING INCOME (LOSS)</b>	<b>198,130</b>	<b>(403,767)</b>	<b>507,200</b>	<b>421,800</b>	<b>447,100</b>
<b>NON OPERATING REVENUES</b>					
Interest Revenue	3,068	2,902	1,000	-	-
Other Revenue	106,338	63,091	47,000	33,000	38,000
Gain on Sale of Fixed Assets	33,634	21,136	75,000	150,000	165,000
<b>TOTAL NON-OPERATING REVENUES</b>	<b>143,040</b>	<b>87,129</b>	<b>123,000</b>	<b>183,000</b>	<b>203,000</b>
<b>CHANGE IN NET POSITION</b>	<b>341,170</b>	<b>(316,638)</b>	<b>630,200</b>	<b>604,800</b>	<b>650,100</b>
Net position, beginning of year - restated	9,185,923	9,492,944	9,176,306	9,176,306	9,781,106
<b>Net position, end of year</b>	<b>\$ 9,527,093</b>	<b>\$ 9,176,306</b>	<b>\$ 9,806,506</b>	<b>\$ 9,781,106</b>	<b>\$ 10,431,206</b>
<b>Personnel Services %</b>	<b>28.24%</b>	<b>22.85%</b>	<b>28.04%</b>	<b>26.01%</b>	<b>25.63%</b>
<b>F.T.E. Employees = 9.40</b>					

**City of Traverse City, Michigan  
INTERNAL SERVICE FUND  
GARAGE FUND  
2019-20 Vehicle Replacement Schedule**

<b>Department</b>	<b>Vehicle Description</b>	<b>Estimated Replacement Costs</b>
Police	2013 Dodge Charger Patrol Vehicle	\$ 45,000
Police	2013 Dodge Charger Patrol Vehicle	45,000
Police	2013 Dodge Charger Patrol Vehicle	45,000
Police (Admin)	2012 Ford Explorer	40,000
Parks	2009 Ford F350 W/Dump Box & Plow	75,700
Parks	2006 Kubota Tractor	52,000
Parks	2013 Buffalo Turbine Blower	6,300
Parks	2005 Buffalo Leaf Blower on vehicle #170	14,900
Auto Parking	2010 Ford Ranger	32,000
Planning/Code Enforcement	2008 Dodge Caliber STX	34,000
Streets	2014 CAT 4 Yard 950M Loader	300,000
Streets	2007 International W/ Dump, Sander & Plow	245,000
Streets	2007 International W/ Dump, Sander & Plow	245,000
Streets	2015 Volvo 2.5 Yard Loader	185,000
Streets	2015 Volvo 2.5 Yard Loader	185,000
Streets	2010 Holder Tractor Sidewalk Sweeper/Blower	175,000
Streets	2010 Holder Tractor Sidewalk Sweeper/Blower	175,000
Streets	1996 Magnum Pavement Saw	25,500
Streets	1996 Pavement Saw Trailer	6,000
Streets	1997 Root RR95 Front Plow	9,400
Streets	1997 Root RR95 Front Plow	9,400
Streets	1997 Root RR95 Front Plow	9,400
Streets	1997 Rosco Rollpac 3	35,000
<b>Estimated Total Replacement Cost</b>		<b>\$ 1,994,600</b>

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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. Most recently, in August 2018, the board embarked upon setting a goal within the strategic plan of becoming 100% renewable by the year 2040 with benchmarks of becoming 15% renewable by 2021 and 40% by 2040.

TCL&P provides a customer-oriented team of employees that has a reputation for listening to customer requests and implementing those requests. 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 inspections for energy savings, 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](mailto:tarends@tclp.org)



City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT & POWER**  
 2019-20 Budgeted Revenue and Expense Summary

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>OPERATING REVENUE</b>	<b>\$ 34,513,531</b>	<b>\$ 34,841,946</b>	<b>\$ 34,171,700</b>	<b>\$ 34,560,700</b>	<b>\$ 35,179,300</b>
<b>OPERATING EXPENSES</b>					
<b>PURCHASE POWER EXPENSES</b>					
Capacity	693,921	788,601	673,000	731,000	575,000
Purchased Power - MISO	613,006	346,765	2,311,400	1,474,000	1,900,000
Stoney Corners - Wind Energy	3,115,585	2,810,991	3,152,000	2,936,000	3,207,600
Combustion Turbine Power Cost	4,254,812	4,527,491	4,541,200	4,771,800	4,400,000
Campbell #3 Power Cost	3,834,696	3,875,189	4,402,000	4,151,000	4,000,000
Belle River #1 Power Cost	4,062,954	2,689,426	1,988,000	1,968,800	2,320,000
Landfill Gas - Granger Project	858,858	968,804	930,000	999,000	1,116,000
M-72 Wind Turbine	27,551	30,143	30,000	26,400	31,000
M-72 Solar	-	99,416	128,000	145,500	146,000
Pegasus Wind	-	-	260,000	77,000	370,000
Bilateral Contracts	4,252,243	4,432,175	2,432,000	3,478,000	3,376,600
Other Generation Expenses	418,943	312,493	250,575	301,390	312,500
<b>Total Purchase Power Expenses</b>	<b>22,132,569</b>	<b>20,881,494</b>	<b>21,098,175</b>	<b>21,059,890</b>	<b>21,754,700</b>
<b>DISTRIBUTION EXPENSES</b>					
Operations & Maintenance	3,800,057	3,701,031	4,319,950	4,289,900	4,894,050
<b>TRANSMISSION EXPENSES</b>					
Operations & Maintenance	444,502	466,889	471,400	422,300	465,400
<b>OTHER OPERATING EXPENSES</b>					
Metering & Customer Accounting	501,210	477,359	501,000	591,350	569,300
Conservation & Public Services	466,506	448,879	569,300	537,400	634,600
Information Systems	-	-	480,650	422,500	482,600
Administrative & General	1,258,666	1,192,961	981,900	968,150	963,320
Insurance	73,530	67,619	87,625	75,000	77,625
Depreciation Expense	2,511,527	2,635,190	2,700,000	2,780,000	2,850,000
City Fee	1,729,139	1,745,395	1,712,200	1,742,000	1,773,000
<b>Total Other Operating Expenses</b>	<b>6,540,578</b>	<b>6,567,403</b>	<b>7,032,675</b>	<b>7,116,400</b>	<b>7,350,445</b>
<b>Total Operating Expenses</b>	<b>32,917,706</b>	<b>31,616,817</b>	<b>32,922,200</b>	<b>32,888,490</b>	<b>34,464,595</b>
<b>Operating Income/Loss</b>	<b>1,595,825</b>	<b>3,225,129</b>	<b>1,249,500</b>	<b>1,672,210</b>	<b>714,705</b>
<b>NON OPERATING REVENUE/EXPENSES</b>					
Non Operating Revenues	297,670	1,013,798	539,400	561,000	362,500
Non Operating Expenses	(5,965)	(201,668)	-	-	-
<b>Total Non Operating Revenue/(Exp)</b>	<b>291,705</b>	<b>812,130</b>	<b>539,400</b>	<b>561,000</b>	<b>362,500</b>
<b>SPECIAL ITEM</b>					
Retirement of Meters	-	-	(725,000)	(950,000)	-
<b>OTHER FINANCING SOURCES</b>					
Transfers In	125,000	125,000	175,000	175,000	200,000
<b>Change in Net Position</b>	<b>\$ 2,012,530</b>	<b>\$ 4,162,259</b>	<b>\$ 1,238,900</b>	<b>\$ 1,458,210</b>	<b>\$ 1,277,205</b>

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
 2019-20 Budgeted Revenue and Expense Detail

	FY 16/17	FY 17/18	FY 18/19	FY 18/19	FY 19/20
	Actual	Actual	Budget	Projected	Requested
<b>OPERATING REVENUES</b>					
Residential Sales	\$ 6,121,779	\$ 6,139,210	\$ 6,035,000	\$ 6,028,000	\$ 6,161,000
Commercial Sales	14,832,506	15,377,008	14,800,000	15,028,000	15,265,000
Industrial Sales	9,594,935	9,274,947	9,670,000	9,193,000	9,571,000
Public Authority Sales	299,780	289,087	285,000	311,000	315,000
Voluntary Green Rate	-	1,375	-	14,000	16,000
Street Lighting Sales	209,592	230,933	225,000	220,000	225,000
Yard Light Sales	106,527	123,148	144,000	123,000	125,000
<i>total utility sales</i>	<i>31,165,119</i>	<i>31,435,708</i>	<i>31,159,000</i>	<i>30,917,000</i>	<i>31,678,000</i>
Forfeited Discounts	50,712	62,418	50,000	50,000	55,000
Merchandise and Jobbing	91,528	139,731	73,500	205,000	145,000
Recovery of Bad Debts	151	-	200	200	200
Sale of Scrap	26,911	65,256	50,000	75,000	30,000
Miscellaneous Income	38,154	37,004	37,000	87,500	44,600
Refunds and Rebates	17,335	11,037	2,000	6,000	6,500
MISO Revenue	3,123,621	3,090,792	2,800,000	3,220,000	3,220,000
<b>TOTAL OPERATING REVENUES</b>	<b>34,513,531</b>	<b>34,841,946</b>	<b>34,171,700</b>	<b>34,560,700</b>	<b>35,179,300</b>
<b>OPERATING EXPENSES</b>					
<b>PURCHASE POWER</b>					
Salaries and Wages	101,437	18,631	12,500	62,500	64,000
Fringe Benefits	195,024	164,832	107,500	85,400	91,800
Kalkaska Combustion Turbine	5,613	-	-	-	-
Operation Supplies	-	-	1,000	-	-
Software and Hardware	100	354	-	-	-
Capacity Purchases	693,921	788,601	673,000	731,000	575,000
Purchased Power - MISO Market	613,006	346,765	2,311,400	1,474,000	1,900,000
Bilateral Contracts (offsetting MISO Market)	4,252,243	4,432,175	2,432,000	3,478,000	3,376,600
Purchased Power - LBWL	-	-	-	-	-
Combustion Turbine Power Cost	4,254,812	4,527,491	4,541,200	4,771,800	4,400,000
Campbell #3 Power Cost	3,834,696	3,875,189	4,402,000	4,151,000	4,000,000
Belle River #1 Power Cost	4,062,954	2,689,426	1,988,000	1,968,800	2,320,000
Stoney Corners - Wind Energy	3,115,585	2,810,991	3,152,000	2,936,000	3,207,600
Landfill Gas - NANR & Granger Project	858,858	968,804	930,000	999,000	1,116,000
M72 Wind Turbine	27,551	30,143	30,000	26,400	31,000
M72 Solar	-	99,416	128,000	145,500	146,000
Pegasus Wind	-	-	260,000	77,000	370,000
<i>total purchase power</i>	<i>21,713,626</i>	<i>20,569,001</i>	<i>20,847,600</i>	<i>20,758,500</i>	<i>21,442,200</i>
<i>Purchased Power Cost as a % of Sales</i>	<i>69.7%</i>	<i>65.4%</i>	<i>66.9%</i>	<i>67.1%</i>	<i>67.7%</i>
Communications	171	549	300	240	300
Safety Training Supplies	2,415	2,933	3,500	3,400	3,600
Tools	-	-	500	-	-
Professional and Contractual	100,384	110,145	93,500	120,000	128,500
Transportation	6,449	6,260	7,500	7,000	7,000
Professional Development	175	1,496	1,500	500	-
Uniforms	3,325	3,486	4,275	6,200	3,600
Vehicle Rental	3,820	3,799	18,000	16,100	13,100
Miscellaneous	30	8	500	50	600
<b>Total Purchase Power</b>	<b>22,132,569</b>	<b>20,881,494</b>	<b>21,098,175</b>	<b>21,059,890</b>	<b>21,754,700</b>

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
2019-20 Budgeted Revenue and Expense Detail

	FY 16/17	FY 17/18	FY 18/19	FY 18/19	FY 19/20
	Actual	Actual	Budget	Projected	Requested
<b>DISTRIBUTION OPERATION &amp; MAINTENANCE</b>					
Salaries and Wages	1,098,243	1,128,352	1,458,550	1,415,000	1,815,400
Fringe Benefits	1,543,663	1,285,965	1,528,400	1,621,800	1,714,200
Office Supplies	4,775	812	4,000	4,000	4,000
Operation Supplies	36,148	62,543	40,000	50,000	53,000
Utilities	52,728	55,952	56,000	60,500	56,400
Meals and Payments	2,443	2,669	3,000	1,800	3,100
Communications	24,077	56,663	98,200	39,000	36,000
Software and Hardware	95,078	65,157	-	-	-
Substation	103,743	318,631	150,000	156,000	122,050
Overhead Lines	222,665	186,119	217,700	231,000	222,800
Load and Dispatching	25,991	32,265	34,100	35,000	38,000
Storm Damage Contingency	-	115	50,000	2,000	50,000
Underground Lines	54,830	32,711	30,000	21,000	26,500
Customer Installations	-	-	-	1,000	-
Electric Meters	2,933	25,625	4,000	4,000	4,000
Street Lighting	212,558	222,256	230,000	232,000	236,700
Traffic Signal Oper. & Maint.	4,952	(28,017)	5,000	12,000	10,000
Radio Equipment	9,860	1,403	2,500	2,500	2,500
Plant & Structures	81,830	89,573	75,000	105,500	109,000
Safety	29,578	29,265	35,000	30,000	31,000
Tools	23,372	31,144	15,000	30,000	32,000
Uniforms	20,672	22,802	24,000	24,000	22,900
Professional and Contractual	84,768	59,034	82,000	40,000	182,500
Rent Expense	-	-	2,000	1,700	2,000
Professional Development	47,176	58,728	55,000	50,000	57,000
Printing and Publishing	4,948	4,383	4,500	4,500	4,800
Transportation	23,742	34,696	32,000	29,500	29,500
Vehicle Rentals	(12,567)	(24,558)	69,000	38,600	15,200
Miscellaneous	2,633	2,853	5,000	2,500	3,500
Inventory Adjustments	(782)	(56,110)	10,000	45,000	10,000
<b>Total Distribution O &amp; M</b>	<b>3,800,057</b>	<b>3,701,031</b>	<b>4,319,950</b>	<b>4,289,900</b>	<b>4,894,050</b>
<b>TRANSMISSION OPERATIONS &amp; MAINTENANCE</b>					
Salaries and Wages	219,225	222,175	235,000	220,600	227,200
Fringe Benefits	2,503	523	4,000	700	700
Substation	45,927	82,257	82,000	34,000	84,000
Overhead Lines	33,623	17,219	25,000	18,000	23,000
Load and Dispatching	10,259	12,735	14,400	13,500	15,000
MISO Transmission	38,466	35,971	41,000	36,000	36,500
Professional and Contractual	-	-	5,000	-	5,000
Vehicle Rentals	2,242	645	1,000	1,000	1,000
Miscellaneous-MPPA Transmission Project	55,289	57,747	64,000	71,000	73,000
Inventory Adjustments	36,968	37,617	-	27,500	-
<b>Total Transmission O &amp; M</b>	<b>444,502</b>	<b>466,889</b>	<b>471,400</b>	<b>422,300</b>	<b>465,400</b>

**City of Traverse City, Michigan**  
**TRAVERSE CITY LIGHT AND POWER**  
**2019-20 Budgeted Revenue and Expense Detail**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>METERING &amp; CUSTOMER ACCOUNTING</b>					
Salaries and Wages	251,092	238,787	248,000	251,800	249,700
Fringe Benefits	155,678	143,708	133,100	173,900	149,900
Office Supplies	1,737	4,368	4,000	4,000	4,500
Operation Supplies	-	(2)	200	1,100	-
Communications	50	132	200	200	200
Hardware/Software	1,350	434	-	-	-
Contract Meal Allowance	20	-	100	100	100
Safety Training and Supplies	1,610	3,896	4,000	3,900	4,000
Uniforms	3,188	1,806	3,000	2,800	2,400
Professional and Contractual	18,509	11,078	24,000	40,000	34,000
Postage	16,575	22,626	30,000	26,000	28,000
Uncollectable Accounts	7,690	2,540	5,000	3,500	3,500
Collection Costs	3,669	1,870	4,000	4,000	4,500
Data Processing	15,890	18,321	20,000	16,250	18,000
AMI Fiber Connection	-	-	-	38,500	46,200
Transportation	2,127	2,391	4,200	5,000	5,000
Professional Development	1,494	3,212	2,500	2,500	4,500
Printing and Publishing	62	334	1,000	1,000	1,000
Vehicle Rentals	19,422	20,604	16,500	15,600	12,300
Miscellaneous	1,047	1,254	1,200	1,200	1,500
<b>Total Customer Accounting</b>	<b>501,210</b>	<b>477,359</b>	<b>501,000</b>	<b>591,350</b>	<b>569,300</b>
<b>CONSERVATION &amp; PUBLIC SERVICES</b>					
Salaries and Wages	12,470	42,682	60,000	51,400	105,400
Fringe Benefits	9,887	9,204	27,100	25,800	71,900
Office Supplies	-	1,078	1,000	500	1,000
Professional and Contractual	20,916	2,332	1,500	21,200	2,500
Public Service & Communications	17,940	32,321	25,900	22,000	32,200
Community Services	35,960	21,905	48,500	46,000	56,400
Professional Development	498	966	3,800	3,800	5,500
Printing and Publishing	49	565	1,500	500	1,000
Vehicle Rentals	8,670	5,453	5,000	5,000	5,000
PA295 Energy Optimization Compliance	360,116	331,772	395,000	361,000	268,000
Additional Energy Optimization	-	-	-	-	85,500
Miscellaneous	-	601	-	200	200
<b>Total Conservation &amp; Public Services</b>	<b>466,506</b>	<b>448,879</b>	<b>569,300</b>	<b>537,400</b>	<b>634,600</b>
<b>INFORMATION SYSTEMS</b>					
Salaries and Wages	-	-	142,000	120,300	123,700
Fringe Benefits	-	-	128,800	151,900	149,100
Office Supplies	-	-	1,000	1,000	1,000
Operation Supplies	-	-	10,100	4,500	5,000
Communications	-	-	2,000	8,800	9,000
Software	-	-	121,250	120,000	122,000
Hardware	-	-	20,000	10,000	15,000
Uniforms	-	-	-	500	500
Professional and Contractual	-	-	50,000	-	50,000
Professional Development	-	-	5,500	5,000	6,800
Miscellaneous	-	-	-	500	500
<b>Total Information Systems</b>	<b>-</b>	<b>-</b>	<b>480,650</b>	<b>422,500</b>	<b>482,600</b>

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
 2019-20 Budgeted Revenue and Expense Detail

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>ADMINISTRATIVE AND GENERAL</b>					
Salaries and Wages	517,101	526,751	401,100	403,100	379,500
Fringe Benefits	462,158	417,784	305,600	383,700	330,400
Office Supplies	11,307	8,461	7,000	8,500	10,000
Communications	6,452	9,630	6,000	4,600	5,000
Software and Hardware	24,100	6,904	-	-	-
Fees and Per Diem	64,601	60,896	66,700	63,000	65,000
Board Related Expenses	2,659	1,452	5,000	2,500	5,000
Professional & Contractual	73,293	96,076	76,500	35,000	52,400
Legal Services	57,112	40,266	75,000	40,000	80,000
Special Services	-	122	-	-	-
Employee Appreciation	7,195	3,066	7,000	7,500	7,000
City Fee	1,729,139	1,745,395	1,712,200	1,742,000	1,773,000
Transportation	326	854	1,500	1,000	1,000
Professional Development	21,890	11,602	19,500	15,000	18,520
Printing & Publishing	4,733	3,862	5,000	3,500	7,000
Insurance and Bonds	73,530	67,619	87,625	75,000	77,625
Miscellaneous	5,739	5,235	6,000	750	2,500
Depreciation Expense	2,511,527	2,635,190	2,700,000	2,780,000	2,850,000
<b>Total Administrative and General</b>	<b>5,572,862</b>	<b>5,641,165</b>	<b>5,481,725</b>	<b>5,565,150</b>	<b>5,663,945</b>
<b>Total Operating Expenses</b>	<b>32,917,706</b>	<b>31,616,817</b>	<b>32,922,200</b>	<b>32,888,490</b>	<b>34,464,595</b>
<b>Operating Income / (Loss)</b>	<b>1,595,825</b>	<b>3,225,129</b>	<b>1,249,500</b>	<b>1,672,210</b>	<b>714,705</b>
<b>NON OPERATING REVENUES/(EXPENSES)</b>					
Rents and Royalties	38,880	45,356	53,400	57,000	57,500
Pole Rentals	65,866	77,552	81,000	78,000	52,000
Reimbursements	236,776	893,101	150,000	201,000	53,000
Interest, Dividend and Investment Earnings	(43,852)	(2,211)	250,000	225,000	200,000
Gain/(Loss) on Sale of Fixed Assets	(5,965)	(201,668)	5,000	-	-
<b>Total Non Operating Revenue/(Expenses)</b>	<b>291,705</b>	<b>812,130</b>	<b>539,400</b>	<b>561,000</b>	<b>362,500</b>
<b>Income Before Special Items</b>	<b>1,887,530</b>	<b>4,037,259</b>	<b>1,788,900</b>	<b>2,233,210</b>	<b>1,077,205</b>
<b>SPECIAL ITEMS</b>					
Retirement of Meters	-	-	(725,000)	(950,000)	-
<b>Change in Net Position Before Transfers</b>	<b>1,887,530</b>	<b>4,037,259</b>	<b>1,063,900</b>	<b>1,283,210</b>	<b>1,077,205</b>
<b>OTHER FINANCING SOURCES</b>					
Operating Transfers In	125,000	125,000	175,000	175,000	200,000
<b>Change in Net Position</b>	<b>\$ 2,012,530</b>	<b>\$ 4,162,259</b>	<b>\$ 1,238,900</b>	<b>\$ 1,458,210</b>	<b>\$ 1,277,205</b>

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
**FIBER OPTICS FUND**  
For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>OPERATING REVENUES</b>					
Charges for services	\$ 279,746	\$ 347,847	\$ 458,000	\$ 421,000	\$ 448,000
Other	-	402	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>279,746</b>	<b>348,249</b>	<b>458,000</b>	<b>421,000</b>	<b>448,000</b>
<b>OPERATING EXPENSES</b>					
Salaries and Wages	56,984	56,867	64,900	64,900	70,000
Fringe Benefits	49,451	70,845	70,250	70,300	78,500
Office and operating supplies	1,273	1,421	2,000	3,000	2,000
Wifi operations and maintenance	30,488	27,646	32,100	29,000	27,000
Hardware and Software	5,850	3,150	5,750	5,800	5,800
Professional services	24,026	-	44,250	25,000	10,000
Legal services	2,280	2,639	2,500	5,000	2,500
City fee	13,999	17,427	23,000	21,050	22,400
Professional development	-	932	2,500	2,500	2,500
Insurance	435	467	1,000	1,000	1,000
Repair and maintenance	2,999	12,871	16,000	5,000	5,000
Pole attachment fees	-	11,016	-	6,000	6,200
Vehicle rental	8,026	10,986	10,000	10,000	10,000
Miscellaneous	43	299	100	100	500
Depreciation expense	144,630	146,309	146,000	146,000	148,000
<b>TOTAL OPERATING EXPENSES</b>	<b>340,484</b>	<b>362,875</b>	<b>420,350</b>	<b>394,650</b>	<b>391,400</b>
Operating income/(loss)	(60,738)	(14,626)	37,650	26,350	56,600
<b>NON OPERATING REVENUES</b>					
Reimbursements	33,525	75,465	177,800	80,000	34,000
Interest Revenue	231	285	1,130	500	500
Gain/(Loss) on Sale of Fixed Assets	(3,897)	-	-	-	-
<b>Total Non-operating Revenue</b>	<b>29,859</b>	<b>75,750</b>	<b>178,930</b>	<b>80,500</b>	<b>34,500</b>
Net Income Before Transfers	(30,879)	61,124	216,580	106,850	91,100
Transfers Out	(125,000)	(125,000)	(175,000)	(175,000)	(200,000)
<b>CHANGE IN NET POSITION</b>	<b>\$ (155,879)</b>	<b>\$ (63,876)</b>	<b>\$ 41,580</b>	<b>\$ (68,150)</b>	<b>\$ (108,900)</b>

## **DOWNTOWN DEVELOPMENT AUTHORITY GENERAL OPERATING**

The Downtown Development Authority (DDA) Board of Directors will hold a public hearing on the fiscal year 2019-2020 budget Friday, May 17, 2019 at 8 a.m. Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 21, 2019.

The DDA is a component unit of the City of Traverse City responsible for undertaking public improvements that have the greatest impact on strengthening the downtown area and attracting new private investments. Through strategic investments in infrastructure, mobility and parking, marketing, business support, thoughtful leadership, passionate advocacy, key collaborative partnerships and in-depth public engagement, the Downtown is healthy and growing.

Partnerships are key to the health and well being of Downtown. Through a contract with the City of Traverse City, the DDA manages the Traverse City Parking Systems (TCPS). The fee for this agreement has been carefully reviewed to ensure that employees assigned to parking are compensated through this self-sustaining fund. My proposal, as indicated last year, was to identify the best practices and coverage for an operation that runs from 7:00 am to midnight, Monday through Saturday and 7:00 am to 11:00 pm on Sunday, while allowing for a fluctuation during the area's numerous community events. My proposal for this year includes:

- Converting one Part-Time Maintenance Technician into a Full-Time position
- Converting one Part-time Office Specialist to a Full-Time Office Specialist position

Part-time positions will decrease from 8 to 6 and Full-Time seasonal employees will remain at two for office operations and one for parking enforcement. An Increased salary of \$13.00/hour for part-time employees will put us in a more competitive environment when recruiting/ and retaining new talent. This has been a consistent struggle within the Parking Department. Rather than hiring full-time positions, we hope to attract new, part-time hires with the increased hourly rate. The total number of employees within Traverse City Parking Services would then become 11 full-time, 6 part-time and 3 seasonal full-time.

A contribution of \$5,000 to assist BATA with its free Bayline program has also been recommended. The program has proven successful in the first year of operation and has eased coming into downtown on public transit, assisting both employees and visitors with alternative transportation options to reduce the parking demand.

The DDA will maintain a contract with the Retail/Business Association (Downtown Traverse City Association) to cover all of the events and marketing for Downtown. This contract includes the enhancement and retention of existing retail businesses in the City Center.

In addition, one additional position is recommended at the DDA. A Chief Operations Officer will have a strong strategic and financial background, working with the CEO on board goals, policies and procedures.

City of Traverse City, Michigan  
 DDA COMPONENT UNIT  
 DDA GENERAL FUND  
 For the Budget Year 2019-20

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Property Taxes	\$ 138,929	\$ 192,798	\$ 137,464	\$ 137,464	\$ 137,500
Grants and contributions	-	10,000	-	-	-
Reimbursements	699,192	767,999	1,000,706	996,706	1,195,400
Rental Income	53,185	55,015	53,000	53,000	53,000
Interest Revenue	346	563	200	200	200
<b>TOTAL REVENUES</b>	<b>891,652</b>	<b>1,026,375</b>	<b>1,191,370</b>	<b>1,187,370</b>	<b>1,386,100</b>
<b>EXPENDITURES</b>					
Salaries and Wages	621,599	683,448	740,772	740,772	892,000
Fringe Benefits	144,257	115,630	200,074	200,074	269,000
Office/Operating Supplies	6,852	12,818	10,000	10,000	13,000
Professional Services	61,709	46,729	54,000	80,000	87,000
Communications	5,137	6,483	4,800	4,800	6,000
Transportation	596	2,453	2,000	2,000	4,000
Lodging/Meals	4,220	5,211	10,000	10,000	10,000
Training	1,435	1,718	7,000	7,000	10,000
Community Promotion	12,916	14,930	11,500	11,500	20,000
Printing and Publishing	1,826	5,064	1,500	1,500	5,000
Insurance and Bonds	1,297	1,586	1,800	1,800	1,800
Utilities	7,357	4,816	7,100	7,100	9,000
Repairs and Maintenance	1,950	3,325	2,200	2,200	2,200
Rentals	8,023	8,083	9,000	9,000	9,000
Legal Services	-	-	4,500	4,500	5,000
Miscellaneous	1,205	195	400	400	2,000
Capital Outlay	4,579	8,061	6,000	6,000	9,000
<b>TOTAL EXPENDITURES</b>	<b>884,958</b>	<b>920,550</b>	<b>1,072,646</b>	<b>1,098,646</b>	<b>1,354,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>6,694</b>	<b>105,825</b>	<b>118,724</b>	<b>88,724</b>	<b>32,100</b>
Beginning Fund Balance	390,816	397,510	503,335	503,335	592,059
Ending Fund Balance	<b>\$ 397,510</b>	<b>\$ 503,335</b>	<b>\$ 622,059</b>	<b>\$ 592,059</b>	<b>\$ 624,159</b>

## **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 fiscal year 2019-20 on Friday, May 17, 2019 at 8 a.m., Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 21, 2019.

The TIF 97 Fund accounts for the public activities in the northern part of downtown. Over the next 9 years, this fund will continue to make payments on the Hardy Parking Deck bonds. The budgeted amount for 2019-20 is \$859,500, as indicated within the "Contribution to City – Debt Service" line item. The administrative fee for the City compensation will be based on 0.1% of the taxable value in the district, and the DDA administrative fee will be calculated at 0.2%.

An ongoing cost within the Professional Services line item is dedicated to the Downtown WIFI project. TIF 97 will pay \$65,000 in fiscal year 2019-20 towards WIFI. Additional professional services include \$50,000 to the City of Traverse City for a police sector/community police officer for the downtown area. This amount would be approximately one-half of the cost for an officer. The DDA is recommending that this community police officer be tied to a five-year agreement with the City.

Capital Improvement Projects within the TIF 97 district include:

- ✓ **Bridge Repairs for:**
  - West Front Street
  - South Cass
  - Park Street
  - North Cass
- ✓ **Traffic Signal Arm Mast (2):** The mast arms will be installed at Grandview and Front, as well as Grandview and Union.
- ✓ **Lower Boardman River Access:** It is anticipated that a Unified Plan for the Lower Boardman will be established. This Unified Plan will be one that all governmental bodies (DDA, City Planning, City Commission and City Parks) can approve for implementation.
- ✓ **City Opera House Upgrades:** The City Opera House is in need of a new boiler and updated lights. Both projects will be in accordance with the City's Green Team to ensure this public facility is upgraded according to green standards.

\* Inter-fund Loan Transfer: It is recommended that TIF 97 make an inter-fund loan transfer to the Old Town TIF budget to cover the Lake Avenue improvements, as well as the 2019-2020 Capital Improvements needed for the bridges in the Old Town Plan.

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 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Property Taxes	\$ 1,693,757	\$ 2,014,156	\$ 2,194,975	\$ 2,568,096	\$ 2,589,100
Grants and contributions	-	-	-	-	-
Reimbursements	115,000	130,000	130,000	130,000	130,000
Interest Revenue	4,636	5,436	4,500	4,500	4,500
<b>TOTAL REVENUES</b>	<b>1,813,393</b>	<b>2,149,592</b>	<b>2,329,475</b>	<b>2,702,596</b>	<b>2,723,600</b>
<b>EXPENDITURES</b>					
Professional Services	492,344	476,686	469,750	484,452	596,900
Printing and Publishing	123	-	1,000	1,000	200
Contribution to District Construction Project	950,083	-	906,578	755,142	805,800
Contribution to City - Debt service	616,768	807,599	829,400	829,400	859,500
<b>TOTAL EXPENDITURES</b>	<b>2,059,318</b>	<b>1,284,285</b>	<b>2,206,728</b>	<b>2,069,994</b>	<b>2,262,400</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(245,925)</b>	<b>865,307</b>	<b>122,747</b>	<b>632,602</b>	<b>461,200</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Operating transfer	-	-	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>(245,925)</b>	<b>865,307</b>	<b>122,747</b>	<b>632,602</b>	<b>461,200</b>
<b>Beginning Fund Balance</b>	<b>563,576</b>	<b>317,651</b>	<b>1,182,958</b>	<b>1,182,958</b>	<b>1,815,560</b>
<b>Ending Fund Balance</b>	<b>\$ 317,651</b>	<b>\$ 1,182,958</b>	<b>\$ 1,305,705</b>	<b>\$ 1,815,560</b>	<b>\$ 2,276,760</b>

Note: During fiscal year end June 30, 2020 the TIF 97 Fund will provide a short term interfund loan to the Old Town TIF Fund of \$270

## **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 fiscal year 2019-20 on Friday, May 17, 2019 at 8 a.m., Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 21, 2019.

This is the second year that Old Town TIF has had an increased taxable value. The fund is up over 5% from 2018. The administrative fee for the City compensation will be based on 0.1% of the taxable value in the district and the DDA administrative fee will be calculated at 0.2%.

The Capital Improvement Projects included within the Old Town TIF district include:

- ✓ Eighth Street Bridge Repair
- ✓ South Cass Bridge Repair

As indicated within TIF 97's budget, an interlocal fund of \$270,000 will cover the cost associated with the 2018-2019 Lake Avenue expenses, opening funds for the above-mentioned 2019/2020 capital projects.

**City of Traverse City, Michigan**  
**DDA COMPONENT UNIT**  
**TAX INCREMENT FINANCING OLD TOWN FUND**  
**For the Budget Year 2019-20**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Projected	FY 19/20 Requested
<b>REVENUES</b>					
Property Taxes	\$ -	\$ 186,828	\$ 260,509	\$ 412,414	\$ 434,900
Reimbursements	1,000	-	-	-	-
Interest Revenue	-	54	-	-	100
<b>TOTAL REVENUES</b>	<b>1,000</b>	<b>186,882</b>	<b>260,509</b>	<b>412,414</b>	<b>435,000</b>
<b>EXPENDITURES</b>					
Professional Services	-	8,276	166,284	166,284	232,100
Printing and Publishing	-	-	-	-	-
Contribution To Other Governments	-	-	-	-	-
Contribution to District Construction Projects	-	675	863,330	237,772	405,500
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>8,951</b>	<b>1,029,614</b>	<b>404,056</b>	<b>637,600</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>1,000</b>	<b>177,931</b>	<b>(769,105)</b>	<b>8,358</b>	<b>(202,600)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Operating transfer/interfund loan	-	-	600,000	-	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>1,000</b>	<b>177,931</b>	<b>(169,105)</b>	<b>8,358</b>	<b>(202,600)</b>
Beginning Fund Balance	-	1,000	178,931	178,931	187,289
<b>Ending Fund Balance</b>	<b>\$ 1,000</b>	<b>\$ 178,931</b>	<b>\$ 9,826</b>	<b>\$ 187,289</b>	<b>\$ (15,311)</b>

Note: During fiscal year end June 30, 2020 the Old Town TIF Fund will receive a short term interfund loan from TIF 97 Fund of \$270,000.

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**City of Traverse City, Michigan**  
**Property Tax Millage Rates - All Overlapping Governments**  
**2006-2018**

Tax Year	City	County	School	Other	Total
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
2018-Homestead	14.4367	4.9246	9.1000	9.3389	37.8002
2018-Non-Homestead	14.4367	4.9246	27.1000	9.3389	55.8002

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

**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	2010-2011	2011-12	2012-13	2013-14	2014-15	2015-16	2016-2017	2017-2018	2018-2019	2019-2020
City Manager	3	3	3	3	3	3	3	3	3	3
Human Resources	1	1	1	2	2	1	2	2	2	2
Director of Public Utilities	0	0	0	0	0	0	0	1	1	1
Director of Public Services	1	1	1	1	1	1	1	1	1	3
Economic Development	0	0	0	0	0	0	0	1	0	0
GIS Department	0	0	0	0	1	1	1	3	3	1
City Assessor	4	4	4	4	4	4	4	4	4	4
City Attorney	2	1	1	1	1	2	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	33	30	29	30	30	30	31	30	30	32
Fire Department	26	25	24	23	23	23	24	24	24	25
Street Department	19	18	18	17	17	18	17	16	16	16
City Engineering	7	7	6	6	6	6	6	6	6	6
Parks & Recreation	14	12	10	11	12	12	13	12	12	12
Planning & Zoning	4	4	4	4	4	4	4	4	4	4
Senior Center	2	1	1	1	1	1	1	1	1	1
Auto Parking	1	1	1	1	1	1	1	1	0	0
Water Treatment Plant	6	6	6	6	6	6	6	6	6	6
Water & Sewer Maint.	12	12	12	12	12	11	12	11	11	11
Marina	1	1	1	1	1	1	1	1	1	1
Garage Department	9	9	9	9	9	9	10	9	9	9
Total	160	151	146	147	149	149	154	153	151	154

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 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)
2009	23,755,156	31,384,903	7,629,747	75.7	3,348,677	227.8
2010	22,950,947	34,264,396	11,313,449	67.0	3,308,083	342.0
2011	21,917,150	36,334,692	14,417,542	60.3	3,131,962	460.3
2012	21,256,272	37,186,684	15,930,412	57.2	3,114,425	511.5
2013	22,650,120	39,428,961	16,778,841	57.4	3,018,448	555.9
2014	24,538,031	41,323,551	16,785,520	59.4	3,262,658	514.5
2015	25,942,576	42,139,982	16,197,406	61.6	3,407,221	475.4
2016	27,513,168	43,301,641	15,788,473	63.5	3,411,863	462.8
2017	29,107,116	45,332,014	16,224,898	64.2	3,731,102	434.9
2018	30,147,594	46,517,501	16,369,907	64.8	3,804,816	430.2

**SCHEDULE OF EMPLOYER CONTRIBUTIONS**

Year ended June 30	Annual Required Contribution	Percentage Contributed
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	100
2020	2,104,146	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	6/30/18
Actuarial cost method	Entry-age
Amortization method	Level percent
Remaining amortization period	15 years closed
Asset valuation method	4 years smoothed market
Actuarial assumptions	
Investment rate of return	0.075
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**  
**MERS Pension Plan**  
**Schedule of Funding Progress**

Actuarial valuation date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) -Entry Age (b)	Unfunded AAL (b - a)	Funded Ratio (a / b)	Covered Payroll (c)	U/AAL, as a Percentage of Covered payroll ((b - a) / c)
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
12/31/2017	43,979,295	71,026,304	27,047,009	61.9	8,825,782	306.5

**SCHEDULE OF EMPLOYER CONTRIBUTIONS**

Year ended/valuation June 30	Annual Required Contribution	Percentage Contributed
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
2018 / 2017	3,629,683	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, 2017
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%



**Six Year Capital Improvement Plan**  
**Budget Year 2019-2020 by Fund**

**All Projects Submitted for 2019-2020**

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

Project ID	Cat	Previous	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Project Cost	City Funds	Non-City Funds
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**Available Capital Projects Fund**

**Bridges**  
**Streets**

<b>Total Available Capital Projects Fund</b>		\$770,000	\$0	\$0	\$0	\$0	\$0	\$0	\$770,000	\$770,000	\$0
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**Six Year Capital Improvement Plan**

**All Projects Submitted for 2019-2020**

**Budget Year 2019-2020 by Fund**

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

Project ID	Cat	Previous	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Project Cost	City Funds	Non-City Funds
<b>Brown Bridge Maintenance Fund</b>											
<b>Brown Bridge</b>											
849-19-CIP	Bucks Landing Renovation	M	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000	\$15,000	\$0
+ 1107-19-CIP	Caretaker House Maintenance	M	\$0	\$0	\$0	\$1,000	\$0	\$0	\$16,000	\$16,000	\$0
+ 975-19-CIP	Fish & Wildlife Habitat Improvements	M	\$0	\$0	\$5,000	\$0	\$0	\$0	\$95,000	\$55,000	\$40,000
853-19-CIP	Invasive Species Treatment	M	\$0	\$5,000	\$0	\$5,000	\$0	\$0	\$10,000	\$10,000	\$0
<b>Total Brown Bridge Maintenance Fund</b>			<b>\$0</b>	<b>\$20,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$0</b>

**Six Year Capital Improvement Plan**

**All Projects Submitted for 2019-2020**

**Budget Year 2019-2020 by Fund**

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

Project ID	Cat	Previous	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Project Cost	City Funds	Non-City Funds	
<b>Brown Bridge Trust Parks</b>												
<b>Brown Bridge</b>												
+ 1106-19-CIP	ADA Accessible Watercraft Landing	V	\$0	\$0	\$0	\$0	\$50,000	\$0	\$100,000	\$50,000	\$50,000	
+ 850-19-CIP	ADA Trall Improvements	C	\$0	\$23,000	\$0	\$0	\$0	\$0	\$46,000	\$23,000	\$23,000	
+ 1105-19-CIP	Boardman River Recreation Plan	V	\$0	\$5,000	\$0	\$0	\$0	\$0	\$30,000	\$5,000	\$25,000	
+ 975-19-CIP	Fish & Wildlife Habitat Improvements	M	\$0	\$50,000	\$0	\$0	\$0	\$0	\$95,000	\$55,000	\$40,000	
+ 851-19-CIP	Interpretive and Navigational Signage	C	\$0	\$10,000	\$0	\$0	\$0	\$0	\$15,000	\$10,000	\$5,000	
863-19-CIP	North Parking Lot Improvements	M	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000	\$15,000	\$0	
+ 856-19-CIP	Overlook (2) and Access Steps (3 sets)	V	\$0	\$0	\$22,500	\$0	\$0	\$0	\$45,000	\$22,500	\$22,500	
+ 855-19-CIP	Overlook and Historical Display at Former Powerho	V	\$0	\$0	\$0	\$0	\$10,000	\$0	\$20,000	\$10,000	\$10,000	
<b>Parks</b>												
+ 928-19-CIP	American Legion Park Improvements	V	\$0	\$0	\$0	\$35,000	\$0	\$0	\$150,000	\$35,000	\$115,000	
+ 306-19-CIP	Ashton Park Playground	V	\$0	\$0	\$0	\$0	\$15,000	\$0	\$30,000	\$15,000	\$15,000	
+ 539-19-CIP	Boon Street Park Playground Improvements	V	\$0	\$0	\$50,000	\$0	\$0	\$0	\$58,000	\$50,000	\$8,000	
+ 26-19-CIP	Bryant Park Improvements	V	\$0	\$0	\$0	\$95,000	\$0	\$0	\$210,000	\$95,000	\$115,000	
3-19-CIP	Hannah Park Improvements	V	\$0	\$65,000	\$0	\$0	\$0	\$0	\$65,000	\$65,000	\$0	
+ 972-19-CIP	Mini Park Upgrade and East Downtown Entrance	V	\$0	\$0	\$0	\$0	\$0	\$25,000	\$55,000	\$30,000	\$25,000	
+ 543-19-CIP	Rose and Boyd Triangle Park (Jupiter Gardens)	V	\$0	\$0	\$30,000	\$0	\$0	\$0	\$60,000	\$30,000	\$30,000	
+ 926-19-CIP	Senior Citizen Park Improvements	V	\$0	\$0	\$0	\$0	\$0	\$35,000	\$75,000	\$35,000	\$40,000	
+ 927-19-CIP	Sunset Park Improvements	V	\$0	\$0	\$0	\$0	\$100,000	\$0	\$250,000	\$100,000	\$150,000	
+ 1020-19-CIP	West End Beach Bathhouse Project	V	\$0	\$0	\$0	\$120,000	\$0	\$0	\$383,000	\$163,000	\$220,000	
<b>Total Brown Bridge Trust Parks</b>			<b>\$0</b>	<b>\$168,000</b>	<b>\$102,500</b>	<b>\$250,000</b>	<b>\$125,000</b>	<b>\$75,000</b>	<b>\$35,000</b>	<b>\$755,500</b>	<b>\$755,500</b>	<b>\$0</b>

**Six Year Capital Improvement Plan**

**All Projects Submitted for 2019-2020**

**Budget Year 2019-2020 by Fund**

Bold - Indicates projects occurring in the first FY of the plan.

+ - Indicates projects with multiple funding sources.

Project ID	Cat	Previous	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Project Cost	City Funds	Non-City Funds	
<b>Brownfield</b>												
<b>Streets</b>												
616-19-CIP	Grand Traverse Commons Infrastructure	V	\$0	\$0	\$223,095	\$690,000	\$310,000	\$0	\$0	\$1,223,095	\$0	\$1,223,095
<b>Walkways</b>												
+ 570-19-CIP	Boardman Lake Trail-West (14th to S. Airport)	V	\$0	\$3,600,000	\$0	\$0	\$0	\$0	\$0	\$5,248,000	\$0	\$5,248,000
<b>Total Brownfield</b>			<b>\$0</b>	<b>\$3,600,000</b>	<b>\$223,095</b>	<b>\$690,000</b>	<b>\$310,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,823,095</b>	<b>\$0</b>	<b>\$4,823,095</b>

**Six Year Capital Improvement Plan**  
**Budget Year 2019-2020 by Fund**

**All Projects Submitted for 2019-2020**

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

Project ID	Cat	Previous	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Project Cost	City Funds	Non-City Funds
<b>Federal / State Grant</b>											
<b>Bridges</b>											
+ 58-19-CIP	Elighth Street Bridge Repair	V	\$0	\$712,500	\$0	\$0	\$0	\$0	\$1,144,500	\$432,000	\$712,500
+ 885-19-CIP	North Cass Street Bridge Rehabilitation	V	\$0	\$0	\$913,500	\$0	\$0	\$0	\$1,160,000	\$246,500	\$913,500
+ 586-19-CIP	Park Street Bridge Repair	V	\$0	\$807,500	\$0	\$0	\$0	\$0	\$957,500	\$150,000	\$807,500
+ 187-19-CIP	South Cass Street Bridge Repair	V	\$0	\$807,500	\$0	\$0	\$0	\$0	\$939,502	\$132,002	\$807,500
+ 186-19-CIP	South Union Street Bridge Repair	V	\$0	\$0	\$1,057,500	\$0	\$0	\$0	\$1,318,000	\$260,500	\$1,057,500
+ 535-19-CIP	West Front Street Bridge Replacement	V	\$0	\$1,181,560	\$0	\$0	\$0	\$0	\$1,562,430	\$380,870	\$1,181,560
<b>Brown Bridge</b>											
+ 1106-19-CIP	ADA Accessible Watercraft Landing	V	\$0	\$0	\$0	\$0	\$0	\$50,000	\$100,000	\$50,000	\$50,000
+ 1105-19-CIP	Boardman River Recreation Plan	V	\$0	\$20,000	\$0	\$0	\$0	\$0	\$30,000	\$5,000	\$25,000
+ 975-19-CIP	Fish & Wildlife Habitat Improvements	M	\$0	\$35,000	\$5,000	\$0	\$0	\$0	\$95,000	\$55,000	\$40,000
+ 851-19-CIP	Interpretive and Navigational Signage	C	\$0	\$2,500	\$0	\$0	\$0	\$0	\$15,000	\$10,000	\$5,000
+ 856-19-CIP	Overlook (2) and Access Steps (3 sets)	V	\$0	\$0	\$11,250	\$0	\$0	\$0	\$45,000	\$22,500	\$22,500
+ 855-19-CIP	Overlook and Historical Display at Former Powerho	V	\$0	\$0	\$0	\$0	\$5,000	\$0	\$20,000	\$10,000	\$10,000
<b>Facilities</b>											
+ 1114-19-CIP	NOAA Culvert Replacement	M	\$0	\$822,000	\$822,000	\$0	\$0	\$0	\$2,129,500	\$358,000	\$1,771,500
+ 168-19-CIP	Union Street Dam Improvements	V	\$0	\$0	\$9,000,000	\$9,000,000	\$0	\$0	\$19,000,000	\$0	\$19,000,000
<b>Parks</b>											
+ 26-19-CIP	Bryant Park Improvements	V	\$0	\$0	\$50,000	\$50,000	\$0	\$0	\$210,000	\$95,000	\$115,000
+ 309-19-CIP	Indian Woods Playground	V	\$0	\$60,000	\$0	\$0	\$0	\$0	\$120,000	\$50,000	\$70,000
+ 543-19-CIP	Rose and Boyd Triangle Park (Jupiter Gardens)	V	\$0	\$0	\$10,000	\$0	\$0	\$0	\$60,000	\$30,000	\$30,000
+ 602-19-CIP	Senior Center -Bayfront Plan	V	\$0	\$0	\$0	\$0	\$0	\$50,000	\$161,888	\$0	\$161,888
+ 927-19-CIP	Sunset Park Improvements	V	\$0	\$0	\$0	\$0	\$100,000	\$0	\$250,000	\$100,000	\$150,000
<b>Streets</b>											
+ 717-19-CIP	East Front St Reconstruction (400-500 blocks)	V	\$0	\$0	\$0	\$0	\$0	\$400,000	\$915,000	\$915,000	\$0
+ 1115-19-CIP	Garfield Ave Reconstruction (Hannah to Front St)	C	\$0	\$0	\$0	\$330,000	\$0	\$0	\$412,500	\$82,500	\$330,000

**Six Year Capital Improvement Plan**

**All Projects Submitted for 2019-2020**

**Budget Year 2019-2020 by Fund**

Bold - Indicates projects occurring in the first FY of the plan.

+ - Indicates projects with multiple funding sources.

Project ID	Cat	Previous	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Project Cost	City Funds	Non-City Funds	
<b>Federal / State Grant</b>												
+ 1130-19-CIP	Highway Safety Improvement Program (HSIP)	C	\$0	\$0	\$540,000	\$0	\$0	\$0	\$0	\$620,000	\$80,000	\$540,000
<b>Walkways</b>												
+ 570-19-CIP	Boardman Lake Trail-West (14th to S. Airport)	V	\$0	\$1,248,000	\$0	\$0	\$0	\$0	\$0	\$5,248,000	\$0	\$5,248,000
+ 1023-19-CIP	Expand Sidewalk System/Infill Gaps (SR2S)	C	\$0	\$1,000,000	\$1,000,000	\$0	\$0	\$0	\$0	\$2,300,000	\$300,000	\$2,000,000
<b>Total Federal / State Grant</b>			<b>\$0</b>	<b>\$6,696,560</b>	<b>\$13,409,250</b>	<b>\$9,380,000</b>	<b>\$105,000</b>	<b>\$450,000</b>	<b>\$50,000</b>	<b>\$30,090,810</b>	<b>\$400,000</b>	<b>\$29,690,810</b>



**Six Year Capital Improvement Plan**

**All Projects Submitted for 2019-2020**

**Budget Year 2019-2020 by Fund**

Bold - Indicates projects occurring in the first FY of the plan. + - Indicates projects with multiple funding sources.											
Project ID	Cat	Previous	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Project Cost	City Funds	Non-City Funds

**FIBER**

**Light and Power**

1030-19-CIP	FIBER TO THE PREMISE	C	\$0	\$4,050,000	\$4,050,000	\$4,050,000	\$4,050,000	\$0	\$0	\$16,200,000	\$16,200,000	\$0
<b>Total FIBER</b>			<b>\$0</b>	<b>\$4,050,000</b>	<b>\$4,050,000</b>	<b>\$4,050,000</b>	<b>\$4,050,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,200,000</b>	<b>\$16,200,000</b>	<b>\$0</b>

**Six Year Capital Improvement Plan**

**All Projects Submitted for 2019-2020**

**Budget Year 2019-2020 by Fund**

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

Project ID	Cat	Previous	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Project Cost	City Funds	Non-City Funds		
<b>Garage Fund</b>													
<b>Garage</b>													
126-19-CIP		Annual Vehicle and Equipment Replacement	C	\$0	\$2,044,300	\$1,307,000	\$1,359,800	\$1,294,976	\$2,637,300	\$2,210,926	\$10,854,302	\$10,854,302	\$0
<b>Total Garage Fund</b>				<b>\$0</b>	<b>\$2,044,300</b>	<b>\$1,307,000</b>	<b>\$1,359,800</b>	<b>\$1,294,976</b>	<b>\$2,637,300</b>	<b>\$2,210,926</b>	<b>\$10,854,302</b>	<b>\$10,854,302</b>	<b>\$0</b>

**Six Year Capital Improvement Plan**

**All Projects Submitted for 2019-2020**

**Budget Year 2019-2020 by Fund**

Bold - Indicates projects occurring in the first FY of the plan.

+ - Indicates projects with multiple funding sources.

Project ID	Cat	Previous	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Project Cost	City Funds	Non-City Funds
<b>General Fund</b>											
<b>Bridges</b>											
+ 186-19-CIP	South Union Street Bridge Repair	V	\$0	\$74,500	\$0	\$0	\$0	\$0	\$1,318,000	\$260,500	\$1,057,500
<b>Brown Bridge</b>											
+ 1107-19-CIP	Caretaker House Maintenance	M	\$0	\$15,000	\$0	\$0	\$0	\$0	\$16,000	\$16,000	\$0
<b>Cemetery</b>											
47-19-CIP	Install Cremation Niches in Mausoleum	V	\$0	\$0	\$0	\$22,000	\$0	\$0	\$22,000	\$22,000	\$0
48-19-CIP	Paving of Main Loop in First Addition	V	\$0	\$0	\$110,000	\$0	\$0	\$0	\$110,000	\$110,000	\$0
<b>Facilities</b>											
172-19-CIP	Union Street Dam: Outlet relining	M	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000	\$400,000	\$0
<b>Fire</b>											
977-19-CIP	Fire detection and suppression system installatio	M	\$0	\$0	\$131,250	\$89,250	\$0	\$0	\$220,500	\$220,500	\$0
976-19-CIP	Storage building at Fire Station 02	M	\$0	\$157,000	\$0	\$0	\$0	\$0	\$157,000	\$157,000	\$0
<b>General Government</b>											
784-19-CIP	Annual City Computers	M	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000	\$150,000	\$0
4-19-CIP	City Document Management System	V	\$0	\$0	\$25,000	\$25,000	\$25,000	\$0	\$75,000	\$75,000	\$0
1100-19-CIP	Install CHP Engine - Carnegie Building	C	\$0	\$0	\$12,000	\$12,000	\$12,000	\$12,000	\$48,000	\$48,000	\$0
1102-19-CIP	Lighting Retrofit - T-8 fixtures - Carnegie Bldg	M	\$0	\$16,500	\$0	\$0	\$0	\$0	\$16,500	\$16,500	\$0
1029-19-CIP	Master Plan Vision and Re-Write PlanningCommission	V	\$0	\$20,000	\$0	\$80,000	\$0	\$0	\$100,000	\$100,000	\$0
1111-19-CIP	Network Upgrade & Redesign - City Portion	M	\$0	\$27,600	\$27,600	\$27,600	\$27,600	\$27,600	\$138,000	\$138,000	\$0
1103-19-CIP	Replace Boiler - Carnegie Building	M	\$0	\$0	\$12,000	\$0	\$0	\$0	\$12,000	\$12,000	\$0
1101-19-CIP	Replace Chiller Unit - Carnegie Building	M	\$0	\$0	\$36,500	\$0	\$0	\$0	\$36,500	\$36,500	\$0
<b>Parks</b>											
1090-19-CIP	Franklin Street Promenade	C	\$0	\$0	\$0	\$0	\$0	\$79,500	\$79,500	\$79,500	\$0
+ 309-19-CIP	Indian Woods Playground	V	\$0	\$50,000	\$0	\$0	\$0	\$0	\$120,000	\$50,000	\$70,000
+ 972-19-CIP	Mini Park Upgrade and East Downtown Entrance	V	\$0	\$0	\$0	\$0	\$5,000	\$0	\$55,000	\$30,000	\$25,000
785-19-CIP	Natural Features Inventory (Planning Commission)	V	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000	\$20,000	\$0

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<b>General Fund</b>												
684-19-CIP	Park Sign Replacement	M	\$0	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$60,000	\$60,000	\$0
+ 1020-19-CIP	West End Beach Bathhouse Project	V	\$0	\$0	\$0	\$43,000	\$0	\$0	\$0	\$383,000	\$163,000	\$220,000
<b>Streets</b>												
+ 14-19-CIP	Annual Street Reconstruction Program	M	\$0	\$523,638	\$521,181	\$519,046	\$510,000	\$515,738	\$0	\$4,209,602	\$4,209,602	\$0
320-19-CIP	Division Street	V	\$0	\$0	\$100,000	\$100,000	\$100,000	\$0	\$0	\$300,000	\$300,000	\$0
+ 882-19-CIP	Eighth Street- Boardman to Railroad Ave.	V	\$50,000	\$2,875,000	\$0	\$0	\$0	\$0	\$0	\$3,405,000	\$530,000	\$2,875,000
+ 1115-19-CIP	Garfield Ave Reconstruction (Hannah to Front St)	C	\$0	\$0	\$0	\$82,500	\$0	\$0	\$0	\$412,500	\$82,500	\$330,000
+ 1130-19-CIP	Highway Safety Improvement Program (HSIP)	C	\$0	\$20,000	\$60,000	\$0	\$0	\$0	\$0	\$620,000	\$80,000	\$540,000
889-19-CIP	Traffic Calming	V	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$500,000	\$500,000	\$0
15-19-CIP	Traffic Signal Power Backup	V	\$0	\$22,500	\$22,500	\$22,500	\$22,500	\$0	\$0	\$90,000	\$90,000	\$0
16-19-CIP	Traffic Signal Upgrades	V	\$0	\$120,000	\$60,000	\$60,000	\$60,000	\$60,000	\$0	\$360,000	\$360,000	\$0
<b>Walkways</b>												
946-19-CIP	Expand Sidewalk System/Infill Gaps	V	\$60,589	\$370,759	\$373,215	\$375,351	\$377,165	\$378,659	\$374,911	\$2,250,059	\$2,250,059	\$0
+ 1023-19-CIP	Expand Sidewalk System/Infill Gaps (SR2S)	C	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$2,300,000	\$300,000	\$2,000,000
+ 942-19-CIP	TART Trail Reconstruct from Woodmere to Avenue B	M	\$0	\$25,000	\$0	\$0	\$0	\$345,000	\$0	\$425,000	\$370,000	\$55,000
<b>Total General Fund</b>			<b>\$140,589</b>	<b>\$4,527,496</b>	<b>\$2,011,246</b>	<b>\$1,676,246</b>	<b>\$1,286,265</b>	<b>\$1,553,496</b>	<b>\$374,911</b>	<b>\$11,570,249</b>	<b>\$8,695,249</b>	<b>\$2,875,000</b>

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<b>Inkind</b>												
<b>Bridges</b>												
<b>Facilities</b>												
+ 1114-19-CIP	NOAA Culvert Replacement	M	\$39,100	\$83,200	\$44,300	\$0	\$0	\$0	\$0	\$2,129,500	\$358,000	\$1,771,500
<b>Walkways</b>												
+ 1023-19-CIP	Expand Sidewalk System/Infill Gaps (SR2S)	C	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$2,300,000	\$300,000	\$2,000,000
<b>Total Inkind</b>			<b>\$322,100</b>	<b>\$183,200</b>	<b>\$144,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$649,600</b>	<b>\$300,000</b>	<b>\$349,600</b>

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<b>Light and Power</b>												
<b>Light and Power</b>												
1041-19-CIP	ALLEY BETWEEN STATE AND FRONT STREET	C	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$0
1039-19-CIP	BUILDING D REHABILITATION	C	\$0	\$50,000	\$250,000	\$0	\$0	\$0	\$0	\$300,000	\$300,000	\$0
1108-19-CIP	CRITICAL AND LARGE CUSTOMERS	C	\$0	\$925,000	\$925,000	\$0	\$0	\$0	\$0	\$1,850,000	\$1,850,000	\$0
1009-19-CIP	DIVISION STREET STREETSCAPES LIGHTING	C	\$0	\$0	\$0	\$0	\$1	\$0	\$0	\$1	\$1	\$0
1043-19-CIP	EAST FRONT STREET STREETSCAPE LIGHTING	C	\$0	\$0	\$0	\$0	\$0	\$56,000	\$0	\$56,000	\$56,000	\$0
1008-19-CIP	EIGHTH STREET STREETSCAPES LIGHTING	C	\$0	\$85,000	\$85,000	\$0	\$0	\$0	\$0	\$170,000	\$170,000	\$0
808-19-CIP	EXTENSIONS AND NEW SERVICES	C	\$0	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000	\$850,000	\$4,350,000	\$4,350,000	\$0
1038-19-CIP	GRAND TRAVERSE SUBSTATION UPGRADES	C	\$0	\$500,000	\$575,000	\$0	\$0	\$0	\$0	\$1,075,000	\$1,075,000	\$0
1005-19-CIP	HARTMAN ROAD OVERHEAD TIE	C	\$0	\$725,000	\$725,000	\$0	\$0	\$0	\$0	\$1,450,000	\$1,450,000	\$0
824-19-CIP	HASTINGS SERVICE CENTER FACILITY IMPROVEMENTS	C	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000	\$300,000	\$0
811-19-CIP	OVERHEAD LINE IMPROVEMENTS	C	\$0	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000	\$600,000	\$2,850,000	\$2,850,000	\$0
1120-19-CIP	REBUILD CIRCUIT - BW-23 - EIGHTH/HASTINGS ST	C	\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000	\$400,000	\$0
1125-19-CIP	REBUILD CIRCUIT - CD-31/SS-30 - SMART GRID (NEW)	C	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$200,000	\$0
1116-19-CIP	REBUILD CIRCUIT - GRANDVIEW PKWY - PRIMARY	C	\$0	\$0	\$0	\$650,000	\$650,000	\$0	\$0	\$1,300,000	\$1,300,000	\$0
1126-19-CIP	REBUILD CIRCUIT - GRANDVIEW PKWY - STREET LIGHTING	C	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000	\$300,000	\$0
1124-19-CIP	REBUILD CIRCUIT - HL-33 - LOCUST STREET (NEW)	C	\$0	\$0	\$0	\$0	\$0	\$400,000	\$0	\$400,000	\$400,000	\$0
1117-19-CIP	REBUILD CIRCUIT - HL-33 - WADSWORTH ST	C	\$0	\$0	\$0	\$85,000	\$0	\$0	\$0	\$85,000	\$85,000	\$0
1127-19-CIP	REBUILD CIRCUIT - PC-22 - PARSONS RD/MUNSON AVE	C	\$0	\$0	\$0	\$82,000	\$0	\$0	\$0	\$82,000	\$82,000	\$0
1121-19-CIP	REBUILD CIRCUIT - PC-22 - MUNSON AVE (NEW)	C	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$300,000	\$300,000	\$0
1122-19-CIP	REBUILD CIRCUIT - PC-22 - TOM'S MARKET EAST (NEW)	C	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$150,000	\$150,000	\$0

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<b>Light and Power</b>												
809-19-CIP	REBUILD CIRCUIT - PC-23 - MITCHELL CREEK (NEW)	C	\$0	\$0	\$0	\$125,000	\$0	\$0	\$0	\$125,000	\$125,000	\$0
1119-19-CIP	REBUILD CIRCUIT - PC-23 - MUNSON AVENUE	C	\$0	\$0	\$0	\$0	\$0	\$320,000	\$0	\$320,000	\$320,000	\$0
1123-19-CIP	REBUILD CIRCUIT - SS-31 - CRESTWOOD (NEW)	C	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$250,000	\$0
1118-19-CIP	REBUILD CIRCUIT PC-22 - MUNSON AVE	C	\$0	\$0	\$0	\$0	\$370,000	\$0	\$0	\$370,000	\$370,000	\$0
<b>1040-19-CIP</b>	<b>SCADA SYSTEM UPGRADE</b>	C	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$0
<b>815-19-CIP</b>	<b>SUBSTATION SWITCHING STATIONS</b>	C	\$0	\$998,000	\$1,200,000	\$0	\$0	\$0	\$0	\$2,198,000	\$2,198,000	\$0
819-19-CIP	SUBSTATION TRANSFORMER UPGRADES	C	\$0	\$0	\$0	\$0	\$775,000	\$750,000	\$0	\$1,525,000	\$1,525,000	\$0
820-19-CIP	TRANSMISSION LINE RECONSTRUCTION	C	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$1,045,000	\$0	\$4,045,000	\$4,045,000	\$0
<b>1109-19-CIP</b>	<b>UNDERGROUND LINE IMPROVEMENTS</b>	C	\$0	\$275,000	\$325,000	\$375,000	\$425,000	\$475,000	\$525,000	\$2,400,000	\$2,400,000	\$0
829-19-CIP	UPGRADE FRONT ST LIGHTING CIRCUITS & RECEPTACLES	C	\$0	\$0	\$0	\$0	\$0	\$0	\$1,340,000	\$1,340,000	\$1,340,000	\$0
1110-19-CIP	UTILITY BILLING SOFTWARE (NEW)	C	\$0	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$350,000	\$0
<b>Total Light and Power</b>			<b>\$0</b>	<b>\$4,808,000</b>	<b>\$5,535,000</b>	<b>\$4,717,000</b>	<b>\$5,020,001</b>	<b>\$4,746,000</b>	<b>\$5,465,000</b>	<b>\$30,291,001</b>	<b>\$30,291,001</b>	<b>\$0</b>

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<b>Local / Foundation Grant</b>												
<b>Brown Bridge</b>												
+ 850-19-CIP	ADA Trail Improvements	C	\$0	\$23,000	\$0	\$0	\$0	\$0	\$46,000	\$23,000	\$23,000	
<b>Facilities</b>												
+ 871-19-CIP	Senior Center building renovation	V	\$0	\$250,000	\$0	\$0	\$0	\$0	\$4,000,000	\$3,750,000	\$250,000	
<b>Parks</b>												
+ 928-19-CIP	American Legion Park Improvements	V	\$0	\$0	\$0	\$65,000	\$0	\$0	\$150,000	\$35,000	\$115,000	
+ 26-19-CIP	Bryant Park Improvements	V	\$0	\$15,000	\$0	\$0	\$0	\$0	\$210,000	\$95,000	\$115,000	
+ 543-19-CIP	Rose and Boyd Triangle Park (Jupiter Gardens)	V	\$0	\$0	\$10,000	\$0	\$0	\$0	\$60,000	\$30,000	\$30,000	
+ 926-19-CIP	Senior Citizen Park Improvements	V	\$0	\$0	\$0	\$0	\$0	\$35,000	\$75,000	\$35,000	\$40,000	
+ 927-19-CIP	Sunset Park Improvements	V	\$0	\$0	\$0	\$25,000	\$0	\$0	\$250,000	\$100,000	\$150,000	
+ 1020-19-CIP	West End Beach Bathhouse Project	V	\$0	\$0	\$100,000	\$120,000	\$0	\$0	\$383,000	\$163,000	\$220,000	
<b>Total Local / Foundation Grant</b>			<b>\$0</b>	<b>\$288,000</b>	<b>\$110,000</b>	<b>\$185,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$643,000</b>	<b>\$0</b>	<b>\$643,000</b>

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<b>Marina Fund</b>													
<b>Facilities</b>													
1074-19-CIP		Harbor Master Building Foundation Repair	M	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000	\$300,000	\$0
<b>Total Marina Fund</b>				<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$0</b>

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<b>Opera House</b>													
<b>General Government</b>													
1095-19-CIP		Install CHP Engine - Opera House	C	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	\$50,000	\$0
1112-19-CIP		Purchase & Install Backup Generator - Opera House	C	\$0	\$0	\$30,000	\$25,000	\$0	\$0	\$0	\$55,000	\$55,000	\$0
1096-19-CIP		Replace Packaged A/C Rooftop Units - Opera House	M	\$0	\$0	\$15,000	\$20,000	\$0	\$0	\$0	\$35,000	\$35,000	\$0
<b>Total Opera House</b>				<b>\$0</b>	<b>\$0</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$140,000</b>	<b>\$140,000</b>	<b>\$0</b>

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<b>Parking System</b>												
<b>Parking</b>												
1071-19-CIP	Hardy Boiler Replacement	M	\$0	\$80,000	\$0	\$0	\$0	\$0	\$60,000	\$80,000	\$0	
1081-19-CIP	Hardy PTAC Units	M	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000	\$30,000	\$0	
1080-19-CIP	Hardy Tower Roof Replacement (EPDM)	M	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000	\$30,000	\$0	
545-19-CIP	Lot B Rehab	V	\$0	\$0	\$0	\$400,000	\$0	\$0	\$400,000	\$400,000	\$0	
979-19-CIP	Lot C Resurfacing	M	\$0	\$0	\$80,000	\$0	\$0	\$0	\$80,000	\$80,000	\$0	
980-19-CIP	Lot J Resurfacing	M	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000	\$50,000	\$0	
981-19-CIP	Lot K Resurfacing	M	\$0	\$0	\$0	\$0	\$30,000	\$0	\$30,000	\$30,000	\$0	
708-19-CIP	Lot O Remediation	M	\$0	\$0	\$0	\$430,000	\$0	\$0	\$430,000	\$430,000	\$0	
982-19-CIP	Lot T Resurfacing	M	\$0	\$0	\$0	\$200,000	\$0	\$0	\$200,000	\$200,000	\$0	
1082-19-CIP	Old Town Battery Backup Convert to Generator	M	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000	\$50,000	\$0	
1072-19-CIP	Old Town Boiler Replacement	M	\$0	\$0	\$0	\$0	\$80,000	\$0	\$80,000	\$80,000	\$0	
1059-19-CIP	Old Town Garage LED Light Conversion	M	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000	\$100,000	\$0	
1083-19-CIP	Old Town PTAC Units	M	\$0	\$0	\$0	\$0	\$50,000	\$0	\$50,000	\$50,000	\$0	
<b>Total Parking System</b>			<b>\$0</b>	<b>\$120,000</b>	<b>\$180,000</b>	<b>\$1,030,000</b>	<b>\$100,000</b>	<b>\$160,000</b>	<b>\$0</b>	<b>\$1,590,000</b>	<b>\$1,590,000</b>	<b>\$0</b>

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<b>Private</b>											
<b>Brown Bridge</b>											
+ 1105-19-CIP	Boardman River Recreation Plan	V	\$0	\$5,000	\$0	\$0	\$0	\$0	\$30,000	\$5,000	\$25,000
+ 851-19-CIP	Interpretive and Navigational Signage	C	\$0	\$2,500	\$0	\$0	\$0	\$0	\$15,000	\$10,000	\$5,000
+ 856-19-CIP	Overlook (2) and Access Steps (3 sets)	V	\$0	\$0	\$11,250	\$0	\$0	\$0	\$45,000	\$22,500	\$22,500
+ 855-19-CIP	Overlook and Historical Display at Former Powerho	V	\$0	\$0	\$0	\$0	\$5,000	\$0	\$20,000	\$10,000	\$10,000
<b>Civic</b>											
+ 870-19-CIP	Civic Square	V	\$0	\$0	\$0	\$0	\$5,000,000	\$0	\$6,000,000	\$1,000,000	\$5,000,000
+ 781-19-CIP	Farmers Market	V	\$0	\$0	\$0	\$2,700,000	\$0	\$0	\$3,300,000	\$600,000	\$2,700,000
<b>Facilities</b>											
+ 871-19-CIP	Senior Center building renovation	V	\$0	\$3,327,000	\$0	\$0	\$0	\$0	\$4,000,000	\$3,750,000	\$250,000
+ 168-19-CIP	Union Street Dam Improvements	V	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$19,000,000	\$0	\$19,000,000
<b>Parks</b>											
+ 928-19-CIP	American Legion Park Improvements	V	\$0	\$0	\$0	\$50,000	\$0	\$0	\$150,000	\$35,000	\$115,000
+ 306-19-CIP	Ashton Park Playground	V	\$0	\$0	\$0	\$0	\$15,000	\$0	\$30,000	\$15,000	\$15,000
+ 539-19-CIP	Boon Street Park Playground Improvements	V	\$0	\$0	\$8,000	\$0	\$0	\$0	\$58,000	\$50,000	\$8,000
+ 309-19-CIP	Indian Woods Playground	V	\$0	\$10,000	\$0	\$0	\$0	\$0	\$120,000	\$50,000	\$70,000
+ 972-19-CIP	Mini Park Upgrade and East Downtown Entrance	V	\$0	\$0	\$0	\$0	\$0	\$25,000	\$55,000	\$30,000	\$25,000
+ 543-19-CIP	Rose and Boyd Triangle Park (Jupiter Gardens)	V	\$0	\$10,000	\$0	\$0	\$0	\$0	\$60,000	\$30,000	\$30,000
+ 602-19-CIP	Senior Center -Bayfront Plan	V	\$0	\$0	\$0	\$0	\$0	\$111,888	\$161,888	\$0	\$161,888
+ 926-19-CIP	Senior Citizen Park Improvements	V	\$0	\$0	\$0	\$0	\$0	\$5,000	\$75,000	\$35,000	\$40,000
+ 927-19-CIP	Sunset Park Improvements	V	\$0	\$0	\$0	\$0	\$25,000	\$0	\$250,000	\$100,000	\$150,000
<b>Walkways</b>											
+ 570-19-CIP	Boardman Lake Trail-West (14th to S. Airport)	V	\$0	\$400,000	\$0	\$0	\$0	\$0	\$5,248,000	\$0	\$5,248,000
+ 942-19-CIP	TART Trail Reconstruct from Woodmere to Avenue B	M	\$0	\$55,000	\$0	\$0	\$0	\$0	\$425,000	\$370,000	\$55,000
<b>Wastewater</b>											
+ 1044-19-CIP	2nd Membrane Replacement	M	\$0	\$0	\$0	\$0	\$0	\$470,000	\$940,000	\$470,000	\$470,000

**Six Year Capital Improvement Plan**

**All Projects Submitted for 2019-2020**

**Budget Year 2019-2020 by Fund**

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<b>Private</b>												
+ 948-19-CIP	Digester 3 and 4 Reconditioning	M	\$304,094	\$174,657	\$319,167	\$159,584	\$0	\$0	\$0	\$1,306,814	\$828,064	\$478,751
+ 1036-19-CIP	Digester 5 Cleaning and Reconditioning Equipment	M	\$0	\$0	\$0	\$0	\$138,620	\$0	\$0	\$277,240	\$138,620	\$138,620
+ 1037-19-CIP	Digester Gas Metering	C	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$70,000	\$35,000	\$35,000
+ 971-19-CIP	Enclose Membrane Trains	C	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$500,000	\$250,000	\$250,000
+ 1019-19-CIP	Engineering study pertaining to the Facility Plan	M	\$100,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$300,000	\$150,000	\$150,000
+ 900-19-CIP	Membrane Distribution & RAS Channel Aeration Line	M	\$0	\$0	\$0	\$0	\$0	\$0	\$47,700	\$95,400	\$47,700	\$47,700
+ 890-19-CIP	Plant-Membrane Replacement	M	\$430,000	\$430,000	\$0	\$0	\$0	\$0	\$0	\$860,000	\$430,000	\$430,000
+ 905-19-CIP	Primary Clarifier Chain/Flight Replacement	M	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$1,000,000	\$500,000	\$500,000
+ 904-19-CIP	Primary Clarifier Supports and Structure	M	\$0	\$0	\$0	\$251,226	\$0	\$0	\$0	\$502,451	\$251,226	\$251,226
+ 902-19-CIP	Primary Header Replacement	M	\$0	\$0	\$750,000	\$0	\$0	\$0	\$0	\$1,500,000	\$750,000	\$750,000
+ 1075-19-CIP	RWWTP-ADMINISTRATION BLDG HVAC UPGRADE	M	\$0	\$0	\$17,172	\$0	\$0	\$0	\$0	\$34,344	\$17,172	\$17,172
+ 1079-19-CIP	RWWTP-AERATION BASIN AERATING EQUIPMENT UPGRADE	C	\$0	\$0	\$0	\$0	\$750,000	\$0	\$0	\$1,500,000	\$750,000	\$750,000
+ 1077-19-CIP	RWWTP-BOILER CONTROLS UPGRADE	M	\$0	\$0	\$28,000	\$0	\$0	\$0	\$0	\$56,000	\$28,000	\$28,000
+ 1076-19-CIP	RWWTP-CRANE AND HOIST PAINTING	M	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$50,000	\$25,000	\$25,000
+ 1078-19-CIP	RWWTP-UPGRADE DIGESTED SOLIDS THICKENING EQUIPMENT	C	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000	\$1,500,000	\$750,000	\$750,000
+ 795-19-CIP	SCADA Upgrade	V	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$120,000	\$60,000	\$60,000
+ 1073-19-CIP	Scour Air Blower Overhaul-5 blowers at TCRWWTP	M	\$22,500	\$23,625	\$23,625	\$24,125	\$24,125	\$0	\$0	\$191,000	\$95,500	\$95,500
+ 893-19-CIP	Screw Pump 2 and 3 Replacement	M	\$0	\$0	\$0	\$580,000	\$0	\$0	\$0	\$1,160,000	\$580,000	\$580,000
+ 970-19-CIP	TCRWWTP- PLC Upgrade	M	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$300,000	\$150,000	\$150,000
+ 1033-19-CIP	UV System and Related Structures Upgrade	C	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$3,000,000	\$1,500,000	\$1,500,000
<b>Total Private</b>			<b>\$936,594</b>	<b>\$5,587,782</b>	<b>\$1,392,214</b>	<b>\$4,264,934</b>	<b>\$992,745</b>	<b>\$6,525,000</b>	<b>\$1,634,588</b>	<b>\$21,333,857</b>	<b>\$3,501,657</b>	<b>\$17,832,200</b>



Six Year Capital Improvement Plan

All Projects Submitted for 2019-2020

Budget Year 2019-2020 by Fund

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Road Commission Millage Fund

Streets

+ 14-19-CIP	Annual Street Reconstruction Program	M	\$810,000	\$810,000	\$810,000	\$0	\$0	\$0	\$0	\$4,209,602	\$4,209,602	\$0
<b>Total Road Commission Millage Fund</b>			<b>\$810,000</b>	<b>\$810,000</b>	<b>\$810,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,430,000</b>	<b>\$2,430,000</b>	<b>\$0</b>

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<b>Senior Center Building Fund</b>												
<b>Facilities</b>												
<b>+</b> 871-19-CIP	Senior Center building renovation	V	\$0	\$423,000	\$0	\$0	\$0	\$0	\$0	\$4,000,000	\$3,750,000	\$250,000
<b>Total Senior Center Building Fund</b>			<b>\$0</b>	<b>\$423,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$423,000</b>	<b>\$423,000</b>	<b>\$0</b>

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<b>Sewer Fund</b>											
<b>Facilities</b>											
+ 1114-19-CIP	NOAA Culvert Replacement	M	\$0	\$162,000	\$0	\$0	\$0	\$0	\$2,129,500	\$358,000	\$1,771,500
<b>General Government</b>											
+ 1104-19-CIP	New Utility Billing Software	M	\$0	\$0	\$58,000	\$0	\$0	\$0	\$116,000	\$116,000	\$0
<b>Streets</b>											
+ 882-19-CIP	Eighth Street- Boardman to Railroad Ave.	V	\$0	\$530,000	\$0	\$0	\$0	\$0	\$3,405,000	\$530,000	\$2,875,000
<b>Wastewater</b>											
1091-19-CIP	12" Storm Sewer Repair-Ramsdell & Watch Hill Apts	C	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000	\$20,000	\$0
1052-19-CIP	16" San. Forcemain East Front L.S. To Wellington	M	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000	\$100,000	\$0
+ 1044-19-CIP	2nd Membrane Replacement	M	\$0	\$0	\$0	\$0	\$0	\$470,000	\$940,000	\$470,000	\$470,000
366-19-CIP	Annual Sewer Rehab/Replace	V	\$0	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$2,700,000	\$2,700,000	\$0
13-19-CIP	Annual Storm Water Mngt Program	M	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000	\$300,000	\$0
+ 948-19-CIP	Digester 3 and 4 Reconditioning	M	\$304,094	\$174,657	\$319,167	\$159,584	\$0	\$0	\$1,306,814	\$828,064	\$478,751
+ 1036-19-CIP	Digester 5 Cleaning and Reconditioning Equipment	M	\$0	\$0	\$0	\$0	\$138,620	\$0	\$277,240	\$138,620	\$138,620
+ 1037-19-CIP	Digester Gas Metering	C	\$0	\$0	\$0	\$35,000	\$0	\$0	\$70,000	\$35,000	\$35,000
+ 971-19-CIP	Enclose Membrane Trains	C	\$0	\$0	\$0	\$0	\$0	\$250,000	\$500,000	\$250,000	\$250,000
1000-19-CIP	Engineering Eval/Cond Assess Birchwood-Bay St LS	V	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000	\$30,000	\$0
1031-19-CIP	Engineering Eval/Cond Assess Woodmere LS	V	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000	\$30,000	\$0
967-19-CIP	Engineering Evaluation of Clinch -Coast Guard LS	V	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000	\$30,000	\$0
+ 1019-19-CIP	Engineering study pertaining to the Facility Plan	M	\$100,000	\$150,000	\$0	\$0	\$0	\$0	\$300,000	\$150,000	\$150,000
1002-19-CIP	Front St LS- Engineering Evaluation/Capacity Study	V	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000	\$50,000	\$0
1001-19-CIP	Front ST. LS- Upgrade	M	\$0	\$0	\$0	\$598,000	\$0	\$0	\$598,000	\$598,000	\$0
913-19-CIP	Lift Station Telemetry System	V	\$0	\$0	\$0	\$0	\$131,312	\$0	\$131,312	\$131,312	\$0
+ 900-19-CIP	Membrane Distribution & RAS Channel Aeration Line	M	\$0	\$0	\$0	\$0	\$0	\$47,700	\$95,400	\$47,700	\$47,700

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<b>Sewer Fund</b>												
1032-19-CIP	New Portable Generator for Lift Stations	C	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$150,000	\$150,000	\$0
+ 890-19-CIP	Plant-Membrane Replacement	M	\$430,000	\$430,000	\$0	\$0	\$0	\$0	\$0	\$860,000	\$430,000	\$430,000
+ 905-19-CIP	Primary Clarifier Chain/Flight Replacement	M	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$1,000,000	\$500,000	\$500,000
+ 904-19-CIP	Primary Clarifier Supports and Structure	M	\$0	\$0	\$0	\$251,226	\$0	\$0	\$0	\$502,451	\$251,226	\$251,226
+ 902-19-CIP	Primary Header Replacement	M	\$0	\$0	\$750,000	\$0	\$0	\$0	\$0	\$1,500,000	\$750,000	\$750,000
898-19-CIP	Riverine Lift Station Engineering Eval Etc.	M	\$0	\$0	\$0	\$0	\$112,865	\$0	\$0	\$112,865	\$112,865	\$0
+ 1075-19-CIP	RWWTP-ADMINISTRATION BLDG HVAC UPGRADE	M	\$0	\$0	\$17,172	\$0	\$0	\$0	\$0	\$34,344	\$17,172	\$17,172
+ 1079-19-CIP	RWWTP-AERATION BASIN AERATING EQUIPMENT UPGRADE	C	\$0	\$0	\$0	\$0	\$750,000	\$0	\$0	\$1,500,000	\$750,000	\$750,000
+ 1077-19-CIP	RWWTP-BOILER CONTROLS UPGRADE	M	\$0	\$0	\$28,000	\$0	\$0	\$0	\$0	\$56,000	\$28,000	\$28,000
+ 1076-19-CIP	RWWTP-CRANE AND HOIST PAINTING	M	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$50,000	\$25,000	\$25,000
+ 1078-19-CIP	RWWTP-UPGRADE DIGESTED SOLIDS THICKENING EQUIPMENT	C	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000	\$1,500,000	\$750,000	\$750,000
+ 795-19-CIP	SCADA Upgrade	V	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$120,000	\$60,000	\$60,000
+ 1073-19-CIP	Scour Air Blower Overhaul-5 blowers at TCRWWTP	M	\$22,500	\$23,625	\$23,625	\$24,125	\$24,125	\$0	\$0	\$191,000	\$95,500	\$95,500
+ 893-19-CIP	Screw Pump 2 and 3 Replacement	M	\$0	\$0	\$0	\$580,000	\$0	\$0	\$0	\$1,160,000	\$580,000	\$580,000
+ 970-19-CIP	TCRWWTP- PLC Upgrade	M	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$300,000	\$150,000	\$150,000
968-19-CIP	Upgrade Controls at 6 Lift Stations	M	\$0	\$0	\$0	\$0	\$184,440	\$0	\$0	\$184,440	\$184,440	\$0
+ 1033-19-CIP	UV System and Related Structures Upgrade	C	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$3,000,000	\$1,500,000	\$1,500,000
+ 764-19-CIP	Window Replacement 503 Hannah Ave.	V	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$60,000	\$60,000	\$0
1058-19-CIP	VWV Gravity Main Rehab\Repair and PACP Inspections	M	\$0	\$0	\$0	\$0	\$385,000	\$385,000	\$385,000	\$1,155,000	\$1,155,000	\$0
1057-19-CIP	VWV Manholes Rehab\Repair and MACP Inspections	M	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000	\$150,000	\$150,000	\$0
<b>Water</b>												
+ 986-19-CIP	Automated Metering Infrastructure (+Wastewater)	C	\$750,000	\$725,000	\$0	\$0	\$0	\$0	\$0	\$1,450,000	\$1,450,000	\$0
+ 1027-19-CIP	Park Place Area Infrastructure Improvements	C	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$1,225,000	\$1,225,000	\$0
<b>Total Sewer Fund</b>			<b>\$1,606,594</b>	<b>\$2,745,282</b>	<b>\$2,320,964</b>	<b>\$2,612,934</b>	<b>\$2,311,362</b>	<b>\$2,685,000</b>	<b>\$2,452,700</b>	<b>\$16,734,836</b>	<b>\$16,734,836</b>	<b>\$0</b>

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<b>Special Assessment Fund</b>												
<b>Streets</b>												
+ 717-19-CIP	East Front St Reconstruction (400-500 blocks)	V	\$0	\$0	\$0	\$0	\$257,500	\$0	\$915,000	\$915,000	\$0	
+ 1026-19-CIP	Union Street and Streetscape	C	\$0	\$0	\$334,530	\$0	\$0	\$0	\$669,060	\$669,060	\$0	
<b>Total Special Assessment Fund</b>			<b>\$0</b>	<b>\$0</b>	<b>\$334,530</b>	<b>\$0</b>	<b>\$0</b>	<b>\$257,500</b>	<b>\$0</b>	<b>\$592,030</b>	<b>\$592,030</b>	<b>\$0</b>

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<b>TIF 97</b>													
<b>Bridges</b>													
714-19-CIP		200 Block Alley Enhanced Improvements	V	\$0	\$0	\$0	\$817,000	\$0	\$0	\$0	\$817,000	\$817,000	\$0
+ 885-19-CIP		<b>North Cass Street Bridge Rehabilitation</b>	V	\$0	\$45,000	\$201,500	\$0	\$0	\$0	\$0	\$1,160,000	\$246,500	\$913,500
+ 586-19-CIP		<b>Park Street Bridge Repair</b>	V	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$957,500	\$150,000	\$807,500
+ 187-19-CIP		<b>South Cass Street Bridge Repair</b>	V	\$0	\$66,001	\$0	\$0	\$0	\$0	\$0	\$939,502	\$132,002	\$807,500
+ 186-19-CIP		<b>South Union Street Bridge Repair</b>	V	\$0	\$0	\$93,000	\$0	\$0	\$0	\$0	\$1,318,000	\$260,500	\$1,057,500
+ 535-19-CIP		<b>West Front Street Bridge Replacement</b>	V	\$0	\$220,001	\$0	\$0	\$0	\$0	\$0	\$1,562,430	\$380,870	\$1,181,560
<b>Civic</b>													
+ 870-19-CIP		<b>Civic Square</b>	V	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$6,000,000	\$1,000,000	\$5,000,000	
+ 781-19-CIP		<b>Farmers Market</b>	V	\$0	\$0	\$0	\$600,000	\$0	\$0	\$3,300,000	\$600,000	\$2,700,000	
82-19-CIP		<b>Lower Boardman River Universal Access</b>	V	\$0	\$0	\$0	\$700,000	\$0	\$0	\$700,000	\$700,000	\$0	
646-19-CIP		<b>Redevelopment of Lot O</b>	V	\$0	\$0	\$0	\$316,000	\$0	\$0	\$316,000	\$316,000	\$0	
<b>General Government</b>													
1098-19-CIP		<b>Lighting Retrofit - Incandescents - Opera House</b>	M	\$0	\$18,000	\$0	\$0	\$0	\$0	\$18,000	\$18,000	\$0	
1099-19-CIP		<b>Lighting Retrofit - T-8 fixtures - Opera House</b>	M	\$0	\$17,500	\$0	\$0	\$0	\$0	\$17,500	\$17,500	\$0	
1097-19-CIP		<b>Replace Boiler - Opera House</b>	M	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000	\$12,000	\$0	
<b>Parking</b>													
645-19-CIP		<b>West Front St Redevelopment (BOND)</b>	V	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000	\$4,000,000	\$0
<b>Streets</b>													
+ 717-19-CIP		<b>East Front St Reconstruction (400-500 blocks)</b>	V	\$0	\$0	\$0	\$0	\$0	\$257,500	\$0	\$915,000	\$915,000	\$0
1087-19-CIP		<b>Front Street Streetscapes</b>	M	\$0	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$0
713-19-CIP		<b>Grandview Parkway Pedestrian Crossing Enhancement</b>	V	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000	\$500,000	\$0	
1088-19-CIP		<b>State Street Streetscapes</b>	M	\$0	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$0
1070-19-CIP		<b>Traffic Signal Mast Arm</b>	C	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$0
1089-19-CIP		<b>Tree Replacement</b>	M	\$0	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$100,000	\$100,000	\$0
<b>Total TIF 97</b>				\$0	\$628,502	\$1,344,500	\$3,467,000	\$2,016,000	\$2,757,500	\$1,000,000	\$11,213,502	\$11,213,502	\$0

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<b>TIF Old Town</b>												
<b>Bridges</b>												
+ 58-19-CIP	<b>Eighth Street Bridge Repair</b>	V	\$0	\$150,000	\$0	\$0	\$0	\$0	\$1,144,500	\$432,000	\$712,500	
+ 187-19-CIP	<b>South Cass Street Bridge Repair</b>	V	\$0	\$66,001	\$0	\$0	\$0	\$0	\$939,502	\$132,002	\$807,500	
+ 186-19-CIP	<b>South Union Street Bridge Repair</b>	V	\$0	\$0	\$93,000	\$0	\$0	\$0	\$1,318,000	\$260,500	\$1,057,500	
<b>Streets</b>												
+ 1026-19-CIP	<b>Union Street and Streetscape</b>	C	\$0	\$0	\$334,530	\$0	\$0	\$0	\$669,060	\$669,060	\$0	
<b>Walkways</b>												
316-19-CIP	<b>Boardman River Walk south of 8th Street Bridge</b>	V	\$0	\$0	\$0	\$0	\$0	\$690,700	\$690,700	\$690,700	\$0	
1025-19-CIP	<b>Rivers Edge Riverwalk Decking Replacement</b>	M	\$0	\$0	\$106,869	\$0	\$0	\$0	\$106,869	\$106,869	\$0	
<b>Total TIF Old Town</b>			<b>\$0</b>	<b>\$216,001</b>	<b>\$534,399</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$690,700</b>	<b>\$1,441,100</b>	<b>\$1,441,100</b>	<b>\$0</b>

**Six Year Capital Improvement Plan**

**All Projects Submitted for 2019-2020**

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Project ID	Cat	Previous	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Project Cost	City Funds	Non-City Funds
<b>Water Fund</b>											
<b>Bridges</b>											
+ 58-19-CIP	Eighth Street Bridge Repair	V	\$0	\$282,000	\$0	\$0	\$0	\$0	\$1,144,500	\$432,000	\$712,500
+ 535-19-CIP	West Front Street Bridge Replacement	V	\$0	\$160,869	\$0	\$0	\$0	\$0	\$1,562,430	\$380,870	\$1,181,560
<b>Facilities</b>											
+ 1114-19-CIP	NOAA Culvert Replacement	M	\$0	\$196,000	\$0	\$0	\$0	\$0	\$2,129,500	\$358,000	\$1,771,500
<b>General Government</b>											
+ 1104-19-CIP	New Utility Billing Software	M	\$0	\$0	\$58,000	\$0	\$0	\$0	\$116,000	\$116,000	\$0
<b>Wastewater</b>											
+ 764-19-CIP	Window Replacement 503 Hannah Ave.	V	\$0	\$0	\$30,000	\$0	\$0	\$0	\$60,000	\$60,000	\$0
<b>Water</b>											
1084-19-CIP	Abandon 12" Water Main Under River at Pine & Front	M	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000	\$10,000	\$0
367-19-CIP	Annual Water Rehab/Replace	V	\$0	\$0	\$0	\$450,000	\$450,000	\$450,000	\$450,000	\$1,800,000	\$1,800,000
+ 986-19-CIP	Automated Metering Infrastructure (+Wastewater)	C	\$750,000	\$725,000	\$0	\$0	\$0	\$0	\$1,450,000	\$1,450,000	\$0
933-19-CIP	Chemical System Upgrades-Ferric, Chlorine&Fluoride	V	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000	\$250,000	\$0
935-19-CIP	East - West Transmission Main Upgrade	C	\$793,000	\$1,480,000	\$1,004,000	\$1,345,000	\$1,024,000	\$1,470,000	\$1,250,000	\$7,573,000	\$7,573,000
1053-19-CIP	East Front Street 16" Watermain	C	\$0	\$0	\$0	\$0	\$0	\$420,000	\$0	\$420,000	\$420,000
930-19-CIP	Electrical Gear Upgrades at WTP & Low Service	V	\$0	\$0	\$0	\$850,000	\$0	\$0	\$850,000	\$850,000	\$0
934-19-CIP	Filters 1, 2 & 3 Valve Replacement	V	\$0	\$400,000	\$0	\$0	\$0	\$0	\$400,000	\$400,000	\$0
1093-19-CIP	Flocculation Tanks Structural Wall Repairs at WTP	M	\$0	\$400,000	\$0	\$0	\$0	\$0	\$400,000	\$400,000	\$0
932-19-CIP	Hannah Ave Water Main Upgrade	V	\$0	\$0	\$0	\$0	\$0	\$360,000	\$360,000	\$360,000	\$0
770-19-CIP	High & Low Service Pump Repairs	C	\$240,000	\$80,000	\$80,000	\$80,000	\$0	\$0	\$0	\$240,000	\$240,000
1028-19-CIP	Lagoon Maintenance	M	\$0	\$60,000	\$0	\$60,000	\$0	\$60,000	\$0	\$180,000	\$180,000
1015-19-CIP	Low Service Check Valve Replacement Project	M	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000	\$40,000	\$0
+ 1027-19-CIP	Park Place Area Infrastructure Improvements	C	\$0	\$0	\$975,000	\$0	\$0	\$0	\$1,225,000	\$1,225,000	\$0
1086-19-CIP	Phase 2 Security Barrier @ Water Treatment Plant	C	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000	\$100,000	\$0

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<b>Water Fund</b>												
121-19-CIP	Plant - Freight Elevator Compliance	V	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000	\$100,000	\$0
1092-19-CIP	Remove and Replace Galvanized Water Services	M	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000	\$4,000,000	\$0
<b>1054-19-CIP</b>	<b>Union St. 12" Watermain</b>	C	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$0
1016-19-CIP	Veterans Drive Water Main Replacement Project	C	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000	\$450,000	\$450,000	\$0
1049-19-CIP	Wayne Hill Fire Pump	C	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$0
1017-19-CIP	WTP Standby Generator Replacement Project	M	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000	\$300,000	\$0
1065-19-CIP	WTP Sump Pump Discharge Flow Meter	C	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000	\$20,000	\$0
1047-19-CIP	WTP Turbidimeters Replacement	M	\$0	\$0	\$0	\$0	\$15,000	\$10,000	\$0	\$25,000	\$25,000	\$0
1045-19-CIP	WTP Water Quality In-Line Instrumentation	C	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000	\$25,000	\$0
<b>Total Water Fund</b>			<b>\$1,783,000</b>	<b>\$3,933,869</b>	<b>\$2,642,000</b>	<b>\$3,785,000</b>	<b>\$2,689,000</b>	<b>\$3,410,000</b>	<b>\$3,810,000</b>	<b>\$21,952,869</b>	<b>\$21,952,869</b>	<b>\$0</b>

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<b>GRAND TOTAL:</b>		\$6,368,877	\$40,849,991	\$36,510,998	\$37,827,914	\$20,236,349	\$25,266,796	\$17,768,825	\$184,829,750	\$128,616,045	\$56,213,705