



# **CITY OF TRAVERSE CITY**

**2011-12**

## **ANNUAL BUDGET REPORT**

**PREPARED BY: CITY TREASURER DEPARTMENT**

# City of Traverse City, Michigan

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# Memorandum

The City of Traverse City



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TO: MAYOR & CITY COMMISSIONERS

FROM: R. BEN BIFOSS, CITY MANAGER

DATE: SEPTEMBER 2, 2011

SUBJECT: FISCAL YEAR 2011-12 FINAL BUDGET

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As required by Charter, the City Commission adopted the 2011-12 Fiscal Year Budgets on June 6, 2011. Following a public hearing, the City Commission adopted certain budget amendments on August 1, 2011. This summary discusses the 2011-12 budget as amended.

With the June 6, 2011 budget adoption the City Commission took action to lower the General Fund property tax levy from 11.8167 mills to 11.1167 mills; a reduction of 0.7 mills or approximately 5.9% of property tax revenue. (There was a partially offsetting increase in the Act 345 levy for Police/Fire pensions in the amount of 0.2 mills.) This tax reduction will result in real estate/personal property tax revenue declining an estimated \$462,800 to \$7,733,000.

Other significant revenue changes include an anticipated reduction in the statutory portion of revenue sharing by \$50,500. The entire statutory revenue sharing program has been eliminated with an alternate Economic Vitality Incentive Program (EVIP) being instituted to offer replacement grants up to 2/3rds of what had been statutory revenue sharing. The future of EVIP payments is uncertain.

The Intragovernmental Fee is expected to increase by an estimated \$333,750 to a total of \$2,299,050. This is the 5% of gross revenue that is paid to the General Fund by the Enterprise Funds including the Water Fund, the Sewer Fund, L&P, the Marina Fund etc. Interest income is expected to continue its slide as interest rates are near zero.

The adopted budget includes the \$275,000 transfer from the Garage Fund to the General Fund. This transfer was used in part to cover the reduction in tax revenue as a result of the millage reduction. The adopted budget includes a \$110,000 transfer to the Act 345 Fund to reduce the loan necessary from the Economic Development Fund.

Total revenues to the General Fund are budgeted at \$13,592,750. This is a \$98,650 reduction from the prior year's budget.

On the expenditure side, total departmental operating budgets are reduced by \$205,235 to a new total of \$11,018,600. This reduction is approximately 1.8% of operating budgets. Total expenditures including infrastructure spending, transfers out, capital outlay, etc. are



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budgeted at \$13,893,600. This is a \$173,185 reduction from the prior budget; approximately 1.2%.

As expenditures exceed revenues, there is a \$300,850 reduction to the General Fund balance to a new total of \$3,882,471 expected on June 30, 2012. This amount is approximately 28% of General Fund expenditures; still above the target General Fund balance of 25% of expenditures.

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# Memorandum

The City of Traverse City



TO: MAYOR & CITY COMMISSIONERS

FROM: R. BEN BIFOSS, CITY MANAGER

A handwritten signature in black ink, appearing to read "R. Ben Bifoss".

DATE: APRIL 29, 2011

SUBJECT: FISCAL YEAR 2011/12 DRAFT BUDGET

As required by Charter, attached please find the Draft Budget for the City of Traverse City for the 2011/12 fiscal year. In addition to the General Fund, the attached includes the various other funds for the City, including the component units, Traverse City Light and Power and the Downtown Development Authority (DDA).

## **OVERVIEW**

The City Commission has discussed the Budget status and priorities at earlier study sessions. There is a recognition that the economy generally has been in a state of decline. However, recent state and national trends indicate that a recovery may be starting. Economic impacts on municipal governments generally lag the overall economy. The decline is felt later and the recovery begins later for local governments. Even though economic indicators suggest that the overall economy is in recovery, it is prudent to anticipate additional years of fiscal decline for municipalities.

Because the City of Traverse City has a history of being fiscally conservative and because the economic decline was less severe in the region, Traverse City is better positioned than most municipalities to manage these times. Entering the current fiscal year (2010/11), the City of Traverse City anticipated a Fund Balance of \$4.181 million on June 30, 2010. The actual Fund Balance on June 30, 2010 was \$4.525 million or 32% of FY 2010/11 General Fund expenditures. The "target" for the Fund Balance is 25% of expenditures. The 2010/11 Budget does anticipate spending down approximately \$375,000 of the Fund Balance. That is now projected at \$341,820 to a Fund Balance of approximately \$4.183 million or 29.7% of expenditures on June 30, 2011.

## FY 2010/11 General Fund Budget Revenue:

The General Fund Budget is basically flat. While General Fund Taxable Value has increased by a very small increment, the budget reflects a mill levy reduction of 0.1 mills to offset the Senior Center levy of an equal amount approved by the electorate in November 2010. (The value to the General Fund of 1 mill in 2011/12 is \$696,252, so 0.1 mills is approximately \$70,000.) In combination this results in a reduction in General Fund tax revenue of approximately \$45,000.

For the average residential home in Traverse City, this results in a tax savings of approximately \$7.70.

The recommended operating levy for the 2011/12 fiscal year is 11.7167 mills compared to 11.8167 in the current fiscal year. Property taxes represent 60% of General Fund revenue.

Statutory state revenue is projected to decline under the Governor's budget proposal. The City will no longer receive reimbursements from the Recreation Authority of approximately \$35,000. The City has historically staffed the Executive Directors position for the Recreation Authority with the Deputy City Clerk. However as that job has grown larger with increased activity, the Clerk's Office no longer has the capacity to do that additional work.

The bright spot in the revenue picture is the Intragovernmental City Fee charged to all Enterprise Funds (Water, Sewer, Light and Power, APS and the Marina). This 5% fee is expected to generate an additional \$334,000 based on revenues to those funds. The increase is primarily attributable to increased sales as a result of improved economic conditions and warmer weather. A warm summer results in high consumption of both water (for lawns) and power (for air conditioners).

In total, General Fund revenue is projected at \$13,734,750; an increase of \$43,350 from the 2010/11 budget, or 0.3%.

#### Public Act 345 of 1937:

Effective July 1, 1971, the City of Traverse City voters amended the Charter to adopt Public Act 345 of 1937, as amended. That Act establishes certain provisions regarding pensions for police and fire personnel including a provision that funds to support that obligation are a "special levy" outside of the general operating levy. In May of 2009, the amount of that levy was estimated at 1.3598 mills producing \$944,200 of tax income for the Act 345 Fund. The actuarial report completed through June 30, 2009, indicates that estimate was \$207,500 short.

The Act 345 levy for the 2010/11 fiscal year was 1.74 mills. The levy for the 2011/12 budget is 1.94 mills, an increase of 0.2 mills. The 1.94 mills will generate approximately \$1,350,700 for the Act 345 Fund. For the average residential home in Traverse City, this results in a tax increase of \$14.40 per year. Net of the General Fund tax reduction, the net increase of 0.1 mills results in a tax increase of \$7.70 per year for the average residential home on the City property tax bill.

The \$207,500 shortfall noted above is managed as a short-term loan from the Industrial Development Fund with an expectation that the amount will be repaid in future years through a levy when lower levy amounts are required for then current obligations. However, State law and established accounting principles will require that shortfall to be addressed by the end of the 2012/13 fiscal year. That could be handled as a levy or as a transfer (rather than loan) from the Industrial Development Fund.

#### FY 2011/12 Infrastructure:

The FY 2011/12 General Fund Budget includes a \$1,000,000 transfer to the Capital Improvement Projects Fund to continue the City Commission's priority on infrastructure spending, streets and sidewalks. In addition to the \$1,000,000, the City Manager recommends

that amount be increased by 0.1 mills or \$70,000. The effective result of this change to the taxpayer is to move funds equivalent to the net increase from the Act 345 levy increase into infrastructure funding, understanding that these are General Fund dollars.

Because these are General Fund dollars, the City Commission could redirect the \$70,000 into a property tax reduction of an equal amount without impacting the General Fund Balance. Under either alternative, the budget recommendations include spending down the current Fund Balance in the amount of \$443,850 to \$3,739,471 or 26.4% of 2011/12 expenditures.

#### Cemetery

The budget anticipates a major revenue change in the Cemetery operations. In the 2010/11 budget, the General Fund subsidized the Cemetery operation by approximately \$290,000. The estimates are that nonresident use of the Cemetery approaches 50% of its use. The Cemetery is the largest subsidy of nonresidents in the City's operations.

The budget recommendations include doubling the fees charged for Cemetery use. If this does not result in a smaller market, the change will result in an additional \$57,000 in revenue and reduce the General Fund subsidy to approximately \$233,000 in the 2011/12 budget. In that case, the Cemetery would be generating approximately 37% of its cost of operation.

#### Fund Balance

The target Fund Balance is \$3.441 million, or 25% of the projected 2011/12 expenditures. The current Fund Balance is approximately \$742,000 above that target so spending down the fund balance is appropriate. Please note the 25% target is considered very conservative. In this period of economic recovery from the worst economic decline since the Great Depression, the City Manager and the City Treasurer would be comfortable if the fund balance were spent down to 20% of projected expenditures, or another \$688,000. Please recall that in addition to the Fund Balance, the City retains \$750,000 in a Budget Stabilization Fund. It is expected that this trend of spending down the Fund Balance can be maintained for the next two fiscal years. By then the revenue stream should have stabilized or alternate service delivery methods should be implemented.

The attached FY 2011/12 Budget includes Performance Measurements in each department that were introduced in last year's budget. These measurements will be further expanded and refined in future years. Please allow time for these measurement instruments to develop into a useful tool.

#### **EXPENDITURE ISSUES**

As noted above, the General Fund includes a transfer to the Capital Projects Fund in the amount of \$1,000,000 for infrastructure plus a recommended increase of \$70,000 or 0.1 mills. Maintaining this level of funding for infrastructure projects necessarily impacts spending in other areas.

#### Personnel:

The FY 2011/12 General Fund Budget includes four fewer positions than the FY 2010/11 Budget. Vacancies by attrition include two anticipated vacancies in the Police Department and two positions in DPS.

Following a layoff last year, the FY 2010/11 Budget includes funding for a one-half time position in Human Resources if necessary. That position is not included in the 2011/12 budget. However, there is consideration of not renewing a contract with Manpower who handles all of the City's seasonal employees. If the City can save money by bringing that work in-house in November/December, it would include adding a part-time employee at that time. An irregular part time position is added in both the Cemetery and DPS.

The FY 2011/12 Budget does not include continuing the one-half time position for a Community Development Officer. The contract with the DDA would not be extended. However, the budget does anticipate retaining a contractor to manage the Corridor Study and provide grant writing assistance to the City. Details of that arrangement are still under consideration and should be available to the City Commission in May.

Under the "Other Information" tab, please find a history on the number of City positions. Please note the reduction in the number of personnel by 25 positions since the FY 2005/06 Budget. This represents a decline of 14% in the number of total City employees. Please understand that these and continuing declines in the number of employees will at some point begin generating complaints from residents about service levels.

Other personnel costs have also been addressed throughout the current fiscal year. By July 1, 2010, all eligible employees were converted to the high deductible HSA health insurance program. For the 2011/12 fiscal year, the costs of employee health insurance will increase approximately 7.5%. This compares to a 12% increase under the prior City plan. The cost increase is shared 50/50 with City employees. City employees contribute approximately 11% of the cost through payroll deduction for single coverage; 20% of the cost of double coverage and 21% for family coverage.

All new hires to the City of Traverse City are hired to a significantly lower cost pension program to reduce future legacy costs. In addition, most new hires will receive a fixed contribution to a Retiree Health Saving Account that, in the long term, eliminates retiree health insurance as a legacy cost. This change will be pursued in other labor agreements as those agreements are negotiated.

Operating Departments:

Total Departmental spending in the FY 2011/12 Budget (before transfers and Capital Outlay) is projected at \$11,343,600. This compares to the FY 2010/11 Budget of \$11,322,485; an increase of \$21,115 or 0.2%. Total employee costs including wages and benefits are projected at \$8,464,250, a reduction of \$92,670 or 1.1%.

Other:

When compared to the infrastructure spending and employee reductions, all other expenditure issues are relatively minor. All departments are impacted by an increase in vehicle rental rates from the Garage Fund. This is most notable in the Police and Parks Department budgets. An increase in these rates is expected for several years. In general, most departments and budgets see a continuing constriction in operating funds.

There are a number of ongoing efforts that may have budgetary impacts during the year. For example, an Advisory Committee will shortly make recommendations to the City Manager

regarding the operation of Hickory Hills. The Budget should not be considered a static document, but rather an evolving document. For the 2011/12 Fiscal Year Total General Fund expenditures are budgeted \$14,178,600, and increase of \$111,815 or 0.8%.

#### **WATER AND SEWER**

Attached please find recommendations from the City Treasurer/Finance Director regarding water and sewer rates. Adoption of the recommended rates would be part of the City Commission Budget adoption. The recommended rate increases are basically driven by the need to generate funds for capital repairs in conjunction with the street repairs/infrastructure spending.

#### **CAPITAL IMPROVEMENT PROJECTS**

The Capital Improvement Projects funds are expected to be active in the forthcoming fiscal year. Funding for Bayfront improvements will be the focus of considerable attention and construction anticipated in the spring of 2012. The attached DDA and TIF budgets reflect considerable capital spending. Many good things are happening in Traverse City.

#### **PROCESS**

In accordance with the Charter for the City of Traverse City, the City Commission shall adopt a Budget not later than the first Monday in June. This year that is June 6. The attached Budget recommendation can be reviewed at regular meetings and study sessions as the City Commission desires. A Public Hearing on the Budget is scheduled for the regular meeting of May 23, 2011.

While the attached represents the City Manager's budget recommendations, it is for the City Commission to make budget decisions. All of the attached is subject to change at the City Commission's discretion. Thank you.



**Resolution to Waive Traverse City Property Tax Administration Fee  
for Fiscal Year 2011-2012**

- Because,** the City Commission of the City of Traverse City, Grand Traverse County and Leelanau County, Michigan, adopted a resolution on May 2, 1983, which authorized the imposition of a property tax administration fee; and
- Because,** that resolution reserved the right and authority to waive all or part of the property tax administration fee imposed by that resolution for a specific tax levy and collection period by the adoption of a resolution to that effect; now, therefore be it
- Resolved,** by the City Commission of the City of Traverse City, Grand Traverse County and Leelanau County, Michigan, that no property tax administration fee be collected on any property tax levied within the City for Fiscal Year 2011-2012.

I hereby certify that the above Resolution was adopted by the City Commission on June 6, 2011, at a regular meeting of the City Commission held in the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.



Debra A. Curtiss, MMC, City Clerk

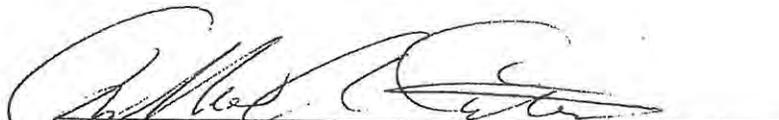
Prepared by: Benjamin C. Marentette, CMC  
Deputy City Clerk and  
Karla Myers-Beman  
Deputy City Treasurer/Assistant Finance Director



**Resolution Certifying Tax Levy  
for The City of Traverse City for Fiscal Year 2011-2012**

Resolved, by the City Commission of the City of Traverse City, Michigan, that the City Assessor of Traverse City, shall as soon as the City Clerk shall certify to her the amount of the tax levy fixed by the City Commission, which is established at 11.1167 mills, and within three (3) days after adoption by the City Commission, the budget for fiscal period of July 1, 2011, to June 30, 2012, inclusive, proceed to ratably assess to all persons and pieces of property on the assessment roll accordingly, and in proportion to the valuation entered thereon, the amount of tax with all delinquent special assessments and delinquent wastewater, electrical and water charges, as recorded by the City Treasurer and on file with the Office of the City Treasurer, such record to be a permanent record of the City of Traverse City.

I hereby certify that the above Resolution was adopted by the City Commission on June 6, 2011, at a regular meeting of the City Commission held in the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.



Debra A. Curtiss, MMC, City Clerk

Prepared by: Benjamin C. Marentette, CMC  
Deputy City Clerk and  
Karla Myers-Beman  
Deputy City Treasurer/Assistant Finance Director



**Resolution Certifying Tax Levy for Act 345  
Police and Fire Pension System for Fiscal Year 2011-2012**

Resolved, by the City Commission of the City of Traverse City, Michigan, that the City Assessor of Traverse City, shall as soon as the City Clerk shall certify to her the amount of the ACT 345 tax levy fixed by the City Commission, which is established at 1.94 mills, and within three (3) days after adoption by the City Commission, the budget for fiscal period of July 1, 2011, to June 30, 2012, inclusive, proceed to ratably assess to all persons and pieces of property on the assessment roll accordingly, and in proportion to the valuation entered thereon, the amount of said tax levy.

I hereby certify that the above Resolution was adopted by the City Commission on June 6, 2011, at a regular meeting of the City Commission held in the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.



Debra A. Curtiss, MMC, City Clerk

Prepared by: Benjamin C. Marentette, CMC  
Deputy City Clerk and  
Karla Myers-Beman  
Deputy City Treasurer/Assistant Finance Director



**Resolution Certifying Tax Levy for  
Downtown Development Authority for Fiscal Year 2011-2012**

**Resolved,** by the City Commission of Traverse City, Michigan, that the City Assessor of Traverse City shall, as soon as the City Clerk shall certify to her the amount of the tax levy fixed by the City Commission, which is established at 1.8038, and within three (3) days after the adoption by the City Commission of the DDA Budget for the fiscal period of July 1, 2011, to June 30, 2012, inclusive, proceed to ratably assess to all persons and pieces of property on the assessment roll which are located within the Downtown Development Authority as described in Chapter 298.04 of the Traverse City Code of Ordinances accordingly, and in proportion to the valuation entered thereon the amount of said tax levy.

I hereby certify that the above Resolution was adopted by the City Commission on June 6, 2011, at a regular meeting of the City Commission held in the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.

A handwritten signature in black ink, appearing to read "Debbra A. Curtiss", written over a horizontal line.

Debbra A. Curtiss, MMC, City Clerk

Prepared by: Benjamin C. Marentette, CMC  
Deputy City Clerk and  
Karla Myers-Beman  
Deputy City Treasurer/Assistant Finance Director



**Resolution Adopting The City of Traverse City  
Fiscal Year 2011-2012 Comprehensive Annual Budget Report  
including the Capital Improvements Plan**

- Because, the City Manager has caused a budget document, including the Capital Improvements Plan, to be prepared and presented to this City Commission covering the fiscal year commencing July 1, 2011, and ending June 30, 2012; and
- Because, this document has been placed on file in the Office of City Clerk and made available for public examination; and
- Because, a public hearing upon the adoption of this document has been held as required by the City Charter; and
- Because, as a result of this public hearing and its own study, the City Commission has caused certain changes to be made; now, therefore, be it
- Resolved,** that the proposed budgets listed below as amended by the City Commission of Traverse City entitled City of Traverse City 2011-2012 Comprehensive Annual Budget Report of the City of Traverse City, Michigan, for the fiscal period of July 1, 2011, through June 30, 2012, be adopted, excluding the budgets for Traverse City Light and Power and the Downtown Development Authority, which shall be adopted by separate resolution and that the City Manager be, and is hereby authorized to make expenditures provided for in said budget, providing said expenditures be made according to law; further be it
- Resolved,** that the budget be placed on file in the Office of the City Clerk and be made a permanent record of the City of Traverse City and is made part of this resolution by reference; further be it
- Resolved,** that to defray the costs of the appropriations contained in said budget the estimated sum of \$7,733,000 based on the rate of 11.1167 mills shall be raised in the City of Traverse City, Michigan, by taxation for municipal purposes for the fiscal period of July 1, 2011, through June 30, 2012 inclusive, in accordance with the Charter of the City of Traverse City and the laws of the State of Michigan relative to the taxation of real and personal property; further be it
- Resolved,** that to defray the costs of the appropriations contained in said budget the estimated sum of \$1,345,660 based on the rate of 1.94 mills shall be raised in the City of Traverse City, Michigan by taxation for, defraying the cost of supporting the retirement plan for qualified personnel of the Department of Public Safety of the City of Traverse City, Michigan pursuant to the provisions of ACT 345 of the Public Acts of 1937, as amended, as approved by a vote on November 3, 1970;

**Resolved,** that the following appropriations be and are hereby authorized for the fiscal year beginning July 1, 2011.

1. GENERAL FUND:

Departments:

City Commission	\$ 90,870
City Manager	345,800
Human Resources	119,900
Community Development	21,550
GIS Department	103,840
City Assessor	343,640
City Attorney	129,200
City Clerk	413,550
City Treasurer	370,100
Police	3,327,900
Fire	2,481,600
Engineering	565,100
Planning and Zoning	377,700
Parks and Recreations	1,725,600
Oakwood Cemetery	368,400
DPS Director and Streets Administration	(88,900)
Government Owned Buildings	132,000
Appropriations	140,750
Contingencies	50,000
Transfers Out – Capital Projects	1,030,000
Transfers Out – Other	1,788,900
Capital Outlay	<u>56,100</u>
<b>TOTAL GENERAL FUND</b>	<b>\$13,893,600</b>

SPECIAL REVENUE FUNDS

2. BUDGET STABILIZATION FUND	5,000
3. MOTOR VEHICLE HIGHWAY - MAJOR STREETS FUND	1,227,000
4. MOTOR VEHICLE HIGHWAY - LOCAL STREETS FUND	1,455,000
5. MOTOR VEHICLE HIGHWAY - STATE TRUNKLINE FUND	239,500
6. HAZARDOUS MATERIAL RESPONSE TEAM FUND	20,355

7.	ACT 302 POLICE TRAINING FUND	6,500
8.	FETN ACADEMY FUND	150
9.	STATE DOMESTIC PREPAREDNESS EQUIPMENT GRANT FUND	50,000
10.	COLLEGE PARKING FUND	24,500
11.	TRAVERSE CITY/GARFIELD JOINT PLANNING FUND	6,000
12.	BOARDMAN DAM REMOVAL FUND	800,000
13.	HERITAGE CENTER FUND	101,000
14.	PEG CAPITAL FUND	23,000
15.	SENIOR CENTER BUILDING FUND	13,000
16.	COUNTY SENIOR CENTER FUND	150,500
17.	HOMELAND SECURITY TRAINING GRANT FUND	30,000
18.	CITY OPERA HOUSE FUND	107,500
19.	BANNER PROGRAM FUND	5,000
20.	ECONOMIC DEVELOPMENT FUND	47,550
21.	MCCAULEY ESTATE TRUST FUND	3,100
22.	BROWN BRIDGE MAINTENANCE FUND	56,500
23.	ACT 345 MILLAGE FUND	1,460,000
DEBT SERVICE FUNDS		
23.	PARKING BOND DEBT RETIREMENT FUND – TAX EXEMPT	526,000
24.	PARKING BOND DEBT RETIREMENT FUND – TAXABLE	169,000
25.	PARKING BOND DEBT RETIRMENT FUND – OLD TOWN	1,318,800
CAPITAL PROJECT FUNDS		
26.	PARKING CONSTRUCTION BOND FUND – TAX EXEMPT	975,200

27.	PARKING CONSTRUCTION BOND FUND -- TAXABLE	108,000
28.	RECAPTURED GRANT REVOLVING LOAN FUND	163,000
29.	CAPITAL PROJECTS FUND	2,893,600
30.	SPECIAL ASSESSMENT FUND	70,000
PERMANENT FUNDS		
31.	BROWN BRIDGE TRUST FUND	600,000
32.	CEMETERY TRUST FUND	20,000
33.	CEMETERY PERPEUTAL CARE TRUST FUND	20,000
ENTERPRISE FUNDS		
34.	AUTOMOBILE PARKING SYSTEM FUND	1,827,395
35.	SEWER FUND	5,718,500
36.	WATER FUND	3,250,000
37.	DUNCAN L. CLINCH MARINA FUND	560,300
INTERNAL SERVICE FUNDS		
38.	GARAGE	2,699,900

I hereby certify that the above Resolution was adopted by the City Commission on June 6, 2011, at a regular meeting of the City Commission held in the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.



Debra A. Curtiss, MMC, City Clerk

Prepared by: Benjamin C. Marentette, CMC  
Deputy City Clerk and  
Karla Myers-Beman  
Deputy City Treasurer/Assistant Finance Director



**Resolution Adopting the Traverse City Light and Power Budget  
for Fiscal Year 2011-2012**

**Resolved,** that the Traverse City Light and Power Board has caused a budget document, including a Capital Improvements Plan to be prepared and presented to the City Commission covering the fiscal year commencing July 1, 2011, and ending June 30, 2012, and that the proposed budget document of the Traverse City Light and Power Department for the fiscal period of July 1, 2011, through June 30, 2012, is hereby approved in its entirety with revenues in the amount of \$34,007,350, and expenses in the amount of \$31,977,350, and the Fiber Optics Fund with revenues in the amount of \$254,250, and expenses in the amount of \$224,250, pursuant to the Charter of the City of Traverse City, Section 179(j); and that the Traverse City Light and Power Board is hereby authorized to adopt this budget, as submitted.

I hereby certify that the above Resolution was adopted by the City Commission on June 20, 2011, at a regular meeting of the City Commission held in the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.

A handwritten signature in black ink, appearing to read "Ben Marentette", written over a horizontal line.

Benjamin C. Marentette, CMC, Deputy City Clerk

Prepared by: Benjamin C. Marentette, CMC  
Deputy City Clerk and  
William E. Twietmeyer, City Treasurer/Finance Director



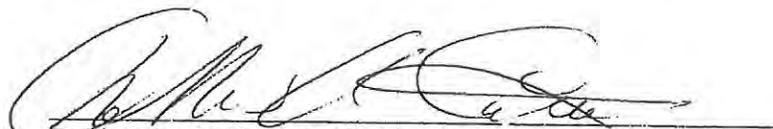
**Resolution Adopting the Downtown Development Authority Budget  
for Fiscal Year 2011-2012**

**Resolved,** that to defray the cost of appropriations contained in the Downtown Development Authority budget portion of said document, the estimated sum of \$64,900 based on Resolution Adopting Budget on a rate of 1.8038 mills shall be raised by taxation within the area of the Traverse City Downtown Development Authority District as described in Chapter 298.04 of the Traverse City Code of Ordinances, in accordance with the Charter of the City of Traverse City and the laws of the State of Michigan relative to the taxation of real and personal property; further be it

**Resolved further,** that the following appropriations be and are hereby authorized for the fiscal year beginning July 1, 2011.

1.	DOWNTOWN DEVELOPMENT AUTHORITY FUND	629,750
2.	TAX INCREMENT FINANCING DISTRICT 97 FUND	2,197,945
3.	TAX INCREMENT FINANCING DISTRICT II FUND	1,517,050

I hereby certify that the above Resolution was adopted by the City Commission on June 6, 2011, at a regular meeting of the City Commission held in the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.

  
Debbra A. Curtiss, MMC, City Clerk

Prepared by: Benjamin C. Marentette, CMC  
Deputy City Clerk and  
Karla Myers-Beman  
Deputy City Treasurer/Assistant Finance Director



**RESOLUTION ESTABLISHING WATER RATES  
AND WATER SERVICE CHARGES**

Because, the City Commission shall from time to time determine the water service charges for City users of water from the City water distribution system; and

Because, the City Commission desires to provide enough funds for the operational expenses and the debt service of the water system; and

Because, the City Commission desires to provide enough funds for the capital improvement to the water system; therefore, be it

**Resolved,** that the City Commission of the City of Traverse City does hereby establish the following water rates and charges schedule for users of water from the city water distribution system in accordance with the Traverse City Code of Ordinances, effective October 1, 2011:

First 600 Cu. Ft or less	Inside City Limits	Outside City Limits
5/8 Inch or 3/4 Inch(Avg, Residence)	\$ 12.00	\$ 18.00
1 Inch	\$ 24.00	\$ 36.00
1 ¼ Inch	\$ 36.00	\$ 54.00
1 ½ Inch	\$ 48.00	\$ 72.00
2 Inch	\$72.00	\$ 108.00
3 Inch	\$ 96.00	\$ 144.00
4 Inch	\$144.00	\$216.00
6 – 12 Inch	\$240.00	\$360.00
Next 3,400 Cu. ft./1,000 Cu. ft.	\$ 12.00	\$ 18.00
Next 16,000 Cu. ft./1,000 Cu. ft.	\$ 12.00	\$ 24.00
All over 20,000 Cu. ft.	\$ 12.00	\$ 24.00

The following are rates for the various services provided by the Water and Sewer Maintenance Division:

Service Lines:

City Resident cost 1 inch service lead = \$1,000

Township Resident cost for 1 inch service lead = \$1,500

(Resolution Establishing Water Rates and Water Service Charges)

2

Exceptions: (A) All service connections installed on State Highways or through reinforced concrete pavements will be charged on a time and material basis; and (B) All service connections installed during the period of November 15 to May 15 will be charged on a time and material basis

Any necessary road restoration costs will be added to the listed charge for water taps or service connections.

Tap Only:

1"	\$200.00
1 1/2"	\$225.00
2"	\$250.00
4"	\$550.00
6"	\$750.00
8"	\$950.00
10"	\$1,150.00
12"	\$1,350.00

Meter Changes:

New meter installations or changes in meter size requested by customer.

<u>Size</u>	<u>Cost to Install</u>
3/4"	\$400.00
1"	\$ 500.00

Greater than 1 inch diameter = time and material cost basis.

Service Turn-Ons and Turn-Offs:

During scheduled work hours	\$20.00
During non-scheduled working hours	\$70.00

Initial and Final Readings

Initial reading (without turn off or turn on)	\$ 10.00
Final reading (without turn off or turn on)	\$ 10.00

(Resolution Establishing Water Rates and Water Service Charges)

3

Fire Suppression Connection Fee:

4 inch and smaller	\$20.00 per year
6 inch	\$50.00 per year
8 inch	\$100.00 per year
10 inch	\$200.00 per year
12 inch	\$300.00 per year

Inspection Fee:

Sewer/water cut & caps	\$50.00
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Repeat Calls for Services:

No show, not ready, re-freeze	\$50.00
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Bulk Water Sales:

Fill tankers at our shop – 1 <sup>st</sup> 600 cu ft	\$50.00
Next 1,000 cu ft	\$10.00
Est. cost \$45/\$54	

Dewatering:

Cost to dewater	\$300.00
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Bacteriological Testing:

Cost for labor, materials and equipment	\$15.00
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I hereby certify that the above Resolution was adopted by the City Commission on September 19, 2011, at a regular meeting of the City Commission held in the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.

  
Benjamin C. Marentette, CMC, City Clerk



## RESOLUTION ESTABLISHING SEWER RATES

- Because, the City Commission shall from time to time determine the sewer service charges for City users of the City Sewer Collection System; and
- Because, the City Commission desires to provide enough funds for the operational expenses and the debt service of the sewer collection system; and
- Because, the City Commission desires to provide enough funds for the capital improvement to the sewer collection system; therefore, be it
- Resolved,** that the City Commission of the City of Traverse City does hereby establish the following rate schedule for users of the city sewer collection system in accordance with the Traverse City Code of Ordinances, effective July 1, 2011:

### Inside City Limits

\$32.00 per first 600 cubic feet

\$ 32.00 per thousand for each additional thousand cubic feet

Customers outside City limits are charged 1 ½ times the City rate.

I hereby certify that the above Resolution was adopted by the City Commission on June 6, 2011, at a regular meeting of the City Commission held in the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.

A handwritten signature in black ink, appearing to read "Debra A. Curtiss".

Debra A. Curtiss, MMC, City Clerk

# City of Traverse City, Michigan

## City Officials

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### MAYOR

Chris Bzdok  
(2009-2011\*)

### COMMISSION

Mary Ann Moore  
(2009-2013\*)

Jody Bergman  
(2009-2013\*)

Ralph L. Soffredine  
Mayor Pro-Tem  
(2007-2011\*)



Jim Carruthers  
(2007-2011\*)

Michael Gillman  
(2009-2013\*)

Barbara Budros  
(2007-2011\*)

\* elected term expires

### CITY MANAGER

R. Ben Bifoss

### CITY CLERK

Debra A. Curtiss

### CITY ATTORNEY

Karrie A Zeits, Esq.

### CITY TREASURER/ FINANCE DIRECTOR

William E. Twietmeyer

### DEPARTMENT DIRECTORS

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

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

### OTHER CITY OFFICIALS

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

Bryan Crough

Edward Rice

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

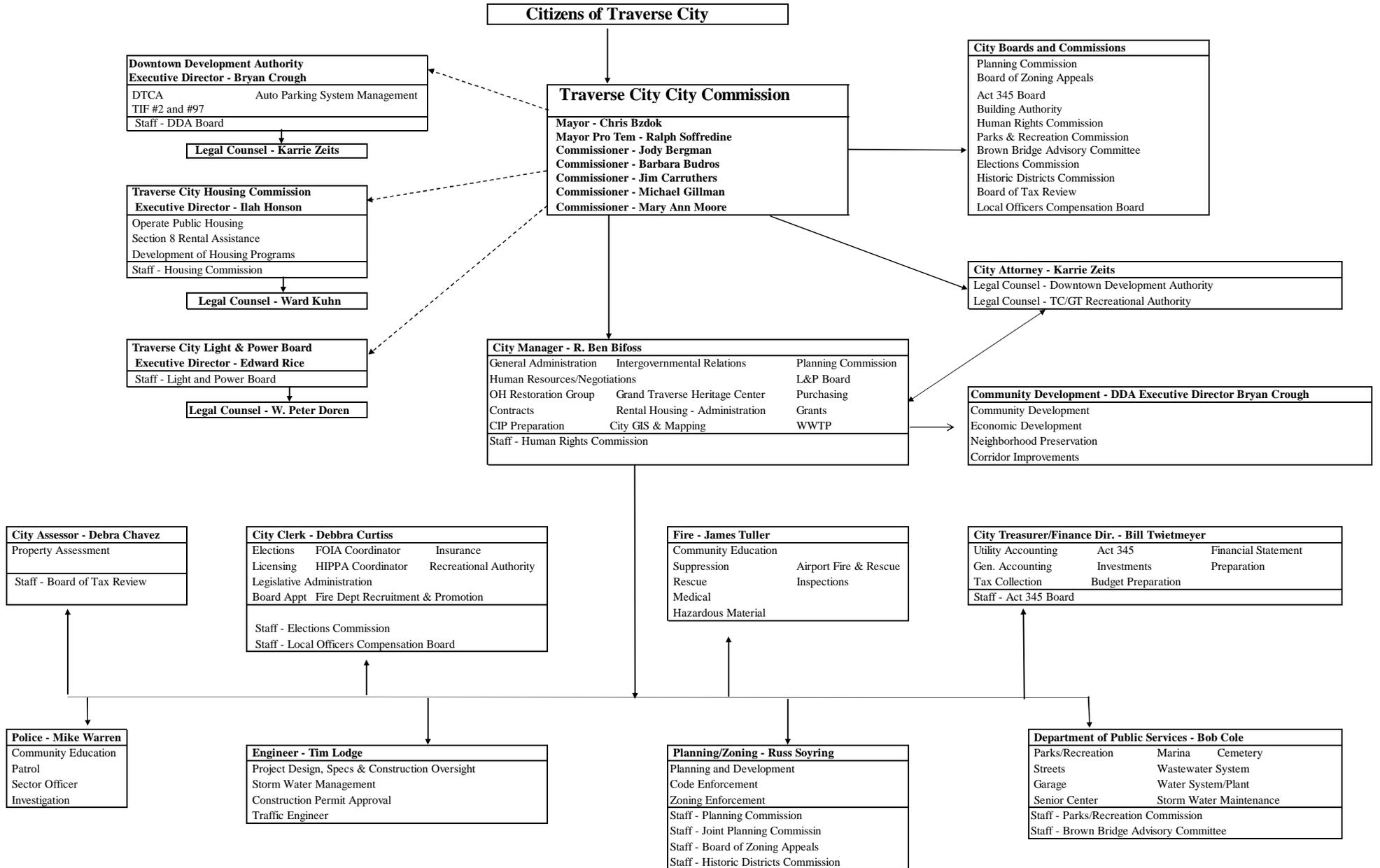
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The Mission of the Traverse City Commission is to guide the preservation and development of the City's infrastructure, services, and planning based on extensive participation by its citizens coupled with the expertise of the City's staff.

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



## **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**

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**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 fees and jury fees, and memberships.

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

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

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

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

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

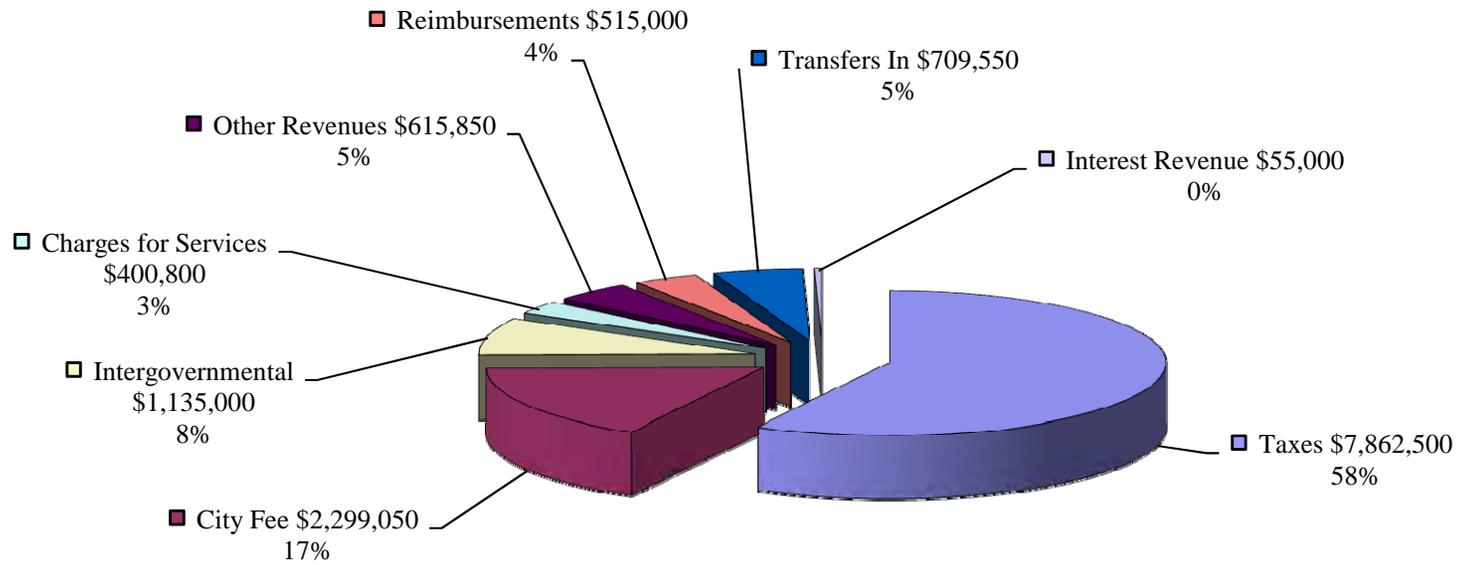
**Insurance and Bonds** – record expenditures for all insurance and bonds, such as surety bonds.

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

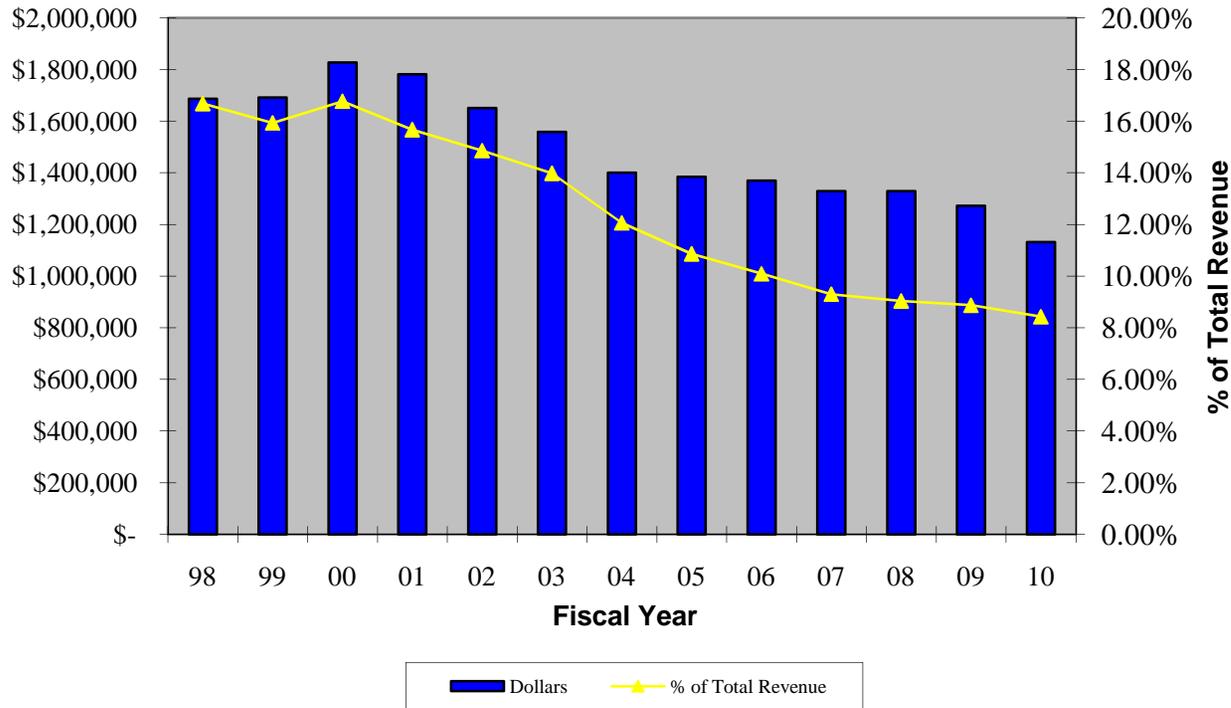
**Rentals** – record the costs for office space rent, rental of equipment and vehicle rentals.

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

# City of Traverse City, Michigan General Fund 2011-12 Budgeted Revenues



**City of Traverse City, Michigan  
State Revenue Sharing  
Fiscal Years Ending 1998 through 2010**



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

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

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

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**Real Estate/Personal Property** – Real Estate/Personal Property revenue increased overall because of a .2% increase in taxable value, however, also included is a .1 millage rate reduction to reflect for the new County-wide Senior Center millage passed by the voters last fall. Additionally, City of Traverse City has been isolated from other areas in Michigan where there has been a significant drop in taxable value, because of the current economic condition.

**Penalties and Interest on Taxes** – Penalties and interest increased based on projected and prior year revenue.

**State Sales and Use Taxes** – It is expected the State will lower the statutory portion to assist the State in balancing their budget and it is unknown how much will be distributed based on the new Governor's proposed allocation method based on future intergovernmental cooperation and consolidation.

**State Liquor Licenses** – State liquor license increased based on projected and prior year revenue.

**General Fees and Services** – General fees and services decreased because the City is lowering the amount of fire inspection fees, a direct correlation, to the reduced number of fire inspectors.

**Use and Admission Fees** – Use and admission fees increased because the City is expecting increase participation in Day Camp and number of skiers at Hickory Hills based on prior year actual and current year projections.

**Parking Violations** – Parking violations decreased because of a new arrangement entered into with the Autoparking system to streamline classification of the system's revenue. The system is now receiving all parking fine revenue except for the parking tickets and meter coin generated at the college, which is split net expenses between the College Parking Fund and General Fund. In replacement of the loss revenue to the General Fund, the Autoparking system will pay an additional five percent in city fee.

**Intragovernmental – City Fee** – Intragovernmental city fee, which is five percent of gross revenues of the Enterprise Funds, increased based on higher gross revenues budgeted by the Electric Enterprise Fund and the increase in city fee contribution by the Autoparking system (see Parking Violations above).

**Interest Revenue** – Interest revenue decreased because interest rates did not increase as expected during the current fiscal year as shown when you compare 2010 -11 projected to 2010-11 budget amount.

**Contributions – Public Sources** – Contributions – public sources increased because the cost to provide fire services to the airport, which consists primarily of salaries and wages increased.

## **SUMMARY OF BUDGET CHANGES – General Fund Revenue (Continued)**

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**Reimbursements** – Reimbursements decreased because of less anticipated reimbursements for engineering services from the Utility Funds and the City will be no longer receiving the management fee from the Recreational Authority because the City is discontinuing this service as of June 30, 2011.

**Transfers in** – Transfers in overall decreased because of the reduced Community Development Fund expenditures that are funded by a transfer in from the Industrial Park Fund and lower interest earnings in the Brown Bridge Trust Fund.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2011-12 Budgeted Revenues**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>TAXES</b>					
Real Estate / Personal Property	\$ 8,806,789	\$ 8,224,302	\$ 8,195,800	\$ 8,120,000	\$ 7,733,000
Collection Fees	14,543	14,300	14,000	14,500	14,500
Penalties and Interest on Taxes	124,840	124,259	92,000	100,000	115,000
<b>Total Taxes</b>	<b>8,946,172</b>	<b>8,362,861</b>	<b>8,301,800</b>	<b>8,234,500</b>	<b>7,862,500</b>
<b>LICENSES AND PERMITS</b>					
Business Licenses and Permits	9,231	10,376	10,000	8,750	10,000
Franchise Fees	197,140	199,803	198,000	198,000	199,000
Non-Business Permits	14,193	19,952	14,300	16,050	13,850
<b>Total Licenses &amp; Permits</b>	<b>220,564</b>	<b>230,131</b>	<b>222,300</b>	<b>222,800</b>	<b>222,850</b>
<b>INTERGOVERNMENTAL</b>					
Federal Grants	50,440	37,925	40,000	40,000	40,000
State-Shared Revenues					
State Sales and Use Taxes	1,271,737	1,131,864	1,110,500	1,110,000	1,060,000
State Liquor Licenses	27,874	28,995	28,000	40,000	35,000
<b>Total Intergovernmental</b>	<b>1,350,051</b>	<b>1,198,784</b>	<b>1,178,500</b>	<b>1,190,000</b>	<b>1,135,000</b>
<b>CHARGES FOR SERVICES</b>					
General Fees and Services	45,099	40,337	37,100	33,750	32,100
Use and Admission Fees	239,763	262,508	243,000	262,850	320,200
Sale of Fixed Assets	16,150	-	2,500	500	2,500
Ordinance Fines and Costs	48,586	47,291	45,000	46,000	46,000
<b>Total Charges for Services</b>	<b>349,598</b>	<b>350,136</b>	<b>327,600</b>	<b>343,100</b>	<b>400,800</b>
<b>FINES AND FORFEITURES</b>					
Parking Violations	83,201	76,137	70,500	15,000	14,000
<b>INTRAGOVERNMENTAL-City Fee</b>	<b>1,875,411</b>	<b>1,851,499</b>	<b>1,965,300</b>	<b>2,116,550</b>	<b>2,299,050</b>
<b>MISCELLANEOUS</b>					
Interest Revenue	201,147	51,234	120,000	45,000	55,000
Rents and Royalties	2,401	2,400	2,500	3,000	2,500
Refunds and Rebates	-	-	2,500	1,000	2,500
Contributions-Public Sources	396,026	414,455	330,400	330,000	337,000
Contributions-Private Sources	350	58,850	1,000	1,000	1,000
Other Income	26,738	38,470	37,000	36,000	36,000
<b>Total Miscellaneous</b>	<b>626,662</b>	<b>565,409</b>	<b>493,400</b>	<b>416,000</b>	<b>434,000</b>

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Budgeted Revenues**

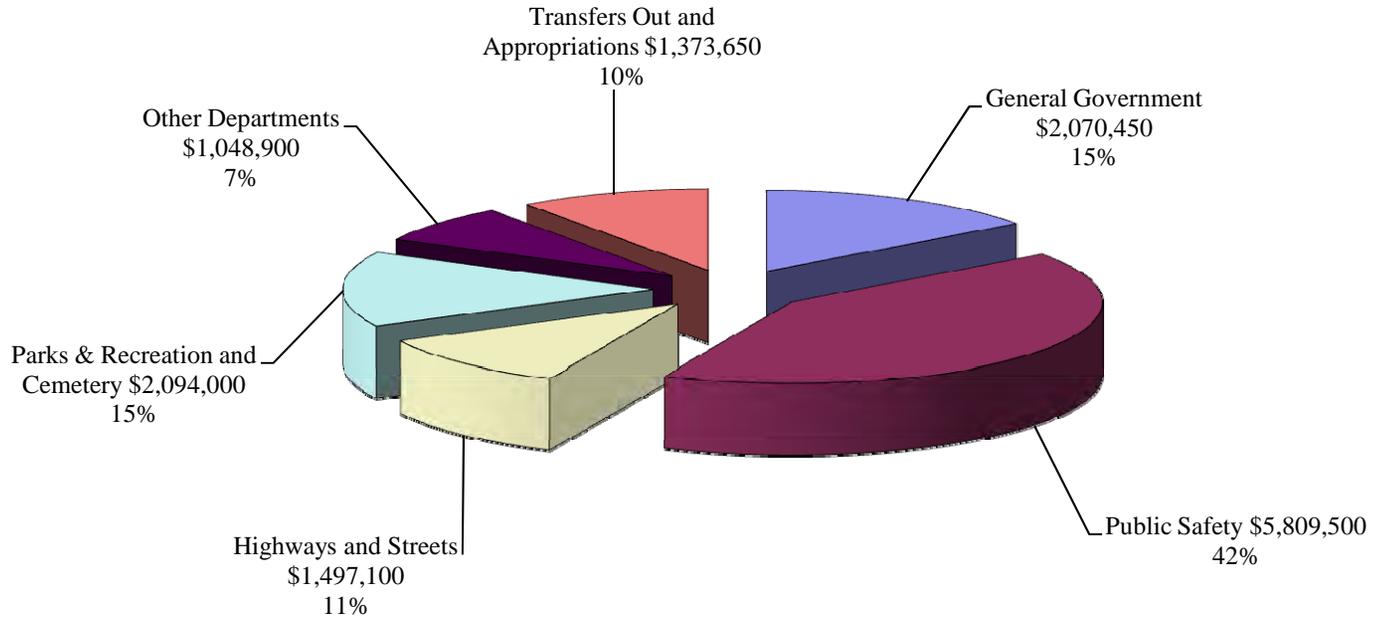
	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REIMBURSEMENTS</b>	<b>390,960</b>	<b>470,363</b>	<b>588,300</b>	<b>383,500</b>	<b>515,000</b>
<b>TRANSFERS IN</b>					
Cemetery Perpetual and Trust Fund	23,359	23,071	23,000	23,000	23,000
Economic Development Fund	-	-	88,200	88,200	21,550
Homeland Security Grant Fund	-	196	-	-	-
Garage Fund	-	-	-	-	275,000
Brown Bridge Trust Fund	447,072	354,434	425,000	390,000	385,000
Budget Stabilization Fund	31,056	29,709	7,500	2,000	5,000
<b>Total Transfers In</b>	<b>501,487</b>	<b>407,410</b>	<b>543,700</b>	<b>503,200</b>	<b>709,550</b>
<b>TOTAL REVENUES</b>	<b>\$ 14,344,106</b>	<b>\$ 13,512,730</b>	<b>\$ 13,691,400</b>	<b>\$ 13,424,650</b>	<b>\$ 13,592,750</b>

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

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

	<u>2011-12</u>
TIF 97	\$ 603,086
TIF 2	338,988
Brownfield TIF's	133,514
IFT	38,901
Garfield Twp (Industrial)	38,000
Renaissance Zone	<u>124,710</u>
<b>Total</b>	<b>\$ 1,277,199</b>

**City of Traverse City, Michigan  
General Fund  
2011-12 Budgeted Expenditures**



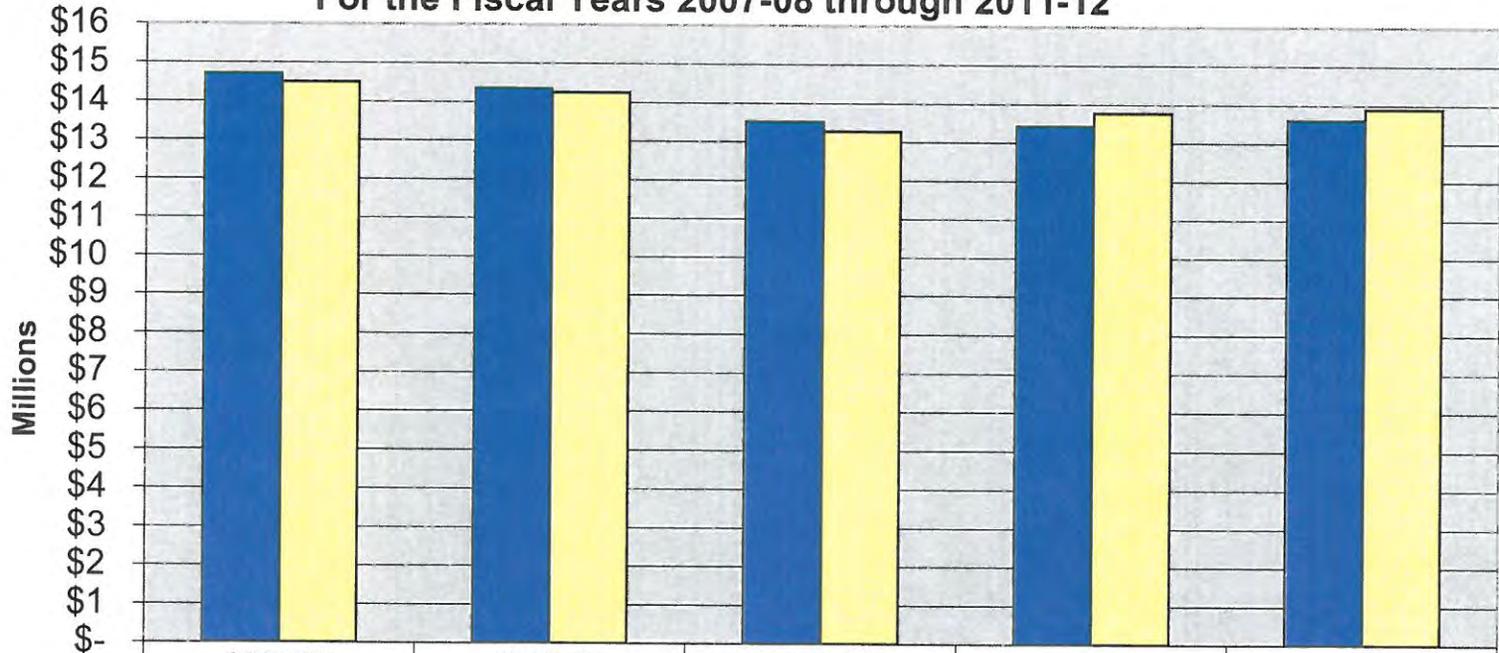
City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets Summary

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>Department</b>					
City Commission	\$ 72,624	\$ 116,576	\$ 91,370	\$ 96,470	\$ 90,870
City Manager Department	323,224	334,185	359,750	348,800	345,800
Human Resources Department	201,671	204,066	174,150	131,200	119,900
Community Development Department	-	13,869	88,200	84,350	21,550
GIS Department	-	-	-	147,400	103,840
City Assessor Department	296,170	300,856	326,000	323,500	343,640
City Attorney Department	126,913	143,516	128,750	127,200	129,200
City Clerk Department	375,363	366,771	413,300	399,600	413,550
City Treasurer Department	319,714	345,742	361,500	358,600	370,100
Police Department	3,832,260	3,337,872	3,460,800	3,403,600	3,327,900
Fire Department	3,172,667	2,532,315	2,645,160	2,413,600	2,481,600
Engineering Department	662,928	674,011	737,475	583,800	565,100
Planning and Zoning Department	293,620	342,563	370,340	357,750	377,700
Parks and Recreation Department	1,627,293	1,587,921	1,702,240	1,678,700	1,725,600
Oakwood Cemetery Division	319,671	320,615	372,800	360,500	368,400
DPS Director and Streets Administration	(181,970)	37,944	(344,850)	99,400	(88,900)
Street Lighting	182,225	183,499	-	-	-
Government Owned Buildings	111,082	107,271	135,000	132,000	132,000
Appropriations	225,776	212,400	200,500	203,600	140,750
Contingencies	-	-	100,000	75,000	50,000
<b>Total Department</b>	<b>11,961,231</b>	<b>11,161,992</b>	<b>11,322,485</b>	<b>11,325,070</b>	<b>11,018,600</b>
<b>Other Expenditures</b>					
Transfers Out - Capital Projects	710,650	844,000	1,037,900	1,037,900	1,030,000
Transfers Out - Other	1,552,648	1,236,483	1,672,400	1,369,500	1,788,900
Capital Outlay	22,161	23,600	34,000	34,000	56,100
<b>Total Other Expenditures</b>	<b>2,285,459</b>	<b>2,104,083</b>	<b>2,744,300</b>	<b>2,441,400</b>	<b>2,875,000</b>
<b>Total General Fund Expenditures</b>	<b>14,246,690</b>	<b>13,266,075</b>	<b>14,066,785</b>	<b>13,766,470</b>	<b>13,893,600</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>97,416</b>	<b>246,655</b>	<b>(375,385)</b>	<b>(341,820)</b>	<b>(300,850)</b>
<b>Beginning Fund Balance</b>	<b>4,181,070</b>	<b>4,278,486</b>	<b>4,525,141</b>	<b>4,525,141</b>	<b>4,183,321</b>
<b>Ending Fund Balance</b>	<b>\$ 4,278,486</b>	<b>\$ 4,525,141</b>	<b>\$ 4,149,756</b>	<b>\$ 4,183,321</b>	<b>\$ 3,882,471</b>

City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Expenditures by Type

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
Salaries and Wages	\$ 6,762,152	\$ 6,554,179	\$ 6,638,000	\$ 6,514,800	\$ 6,156,700
Fringe Benefits	2,769,499	1,830,989	1,918,920	1,883,370	1,982,550
Office/Operating Supplies	253,296	253,592	329,810	275,400	312,000
Professional Services	590,898	659,807	664,300	726,900	654,100
County Records Contract	181,975	197,079	201,900	201,900	201,900
Communication	70,486	84,603	92,800	80,000	93,400
Transportation	245,454	215,495	266,900	269,500	287,750
Professional Development	72,978	89,554	114,500	93,300	116,700
Community Promotion	-	1,000	2,500	2,500	2,000
Printing and Publishing	38,520	42,039	52,700	50,800	59,350
Insurance and Bonds	164,794	163,738	173,350	145,750	172,650
Utilities	370,646	370,242	197,550	192,000	206,700
Repairs and Maintenance	183,400	183,185	208,850	214,100	223,050
Rentals	17,645	286,883	140,655	377,200	338,000
Miscellaneous	9,050	9,226	11,450	11,150	13,200
Police Reserves	4,662	7,981	7,800	7,800	7,800
Appropriations	225,776	212,400	200,500	203,600	140,750
Contingencies	-	-	100,000	75,000	50,000
Capital Outlay	22,161	23,600	34,000	34,000	56,100
Transfers Out	2,263,298	2,080,483	2,710,300	2,407,400	2,818,900
<b>Total</b>	<b>\$ 14,246,690</b>	<b>\$ 13,266,075</b>	<b>\$ 14,066,785</b>	<b>\$ 13,766,470</b>	<b>\$ 13,893,600</b>

**City of Traverse City, Michigan  
General Fund Revenues and Expenditures  
For the Fiscal Years 2007-08 through 2011-12**



	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Budget
Revenue	\$14,703,738	\$14,344,106	\$13,512,730	\$13,424,650	\$13,592,750
Expenditures	\$14,492,776	\$14,246,690	\$13,266,075	\$13,766,470	\$13,893,600

**Fiscal Years**

## 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.*



Front: Barbara Budros, Jody Bergman, Mary Ann Moore  
Back: Mayor Chris Bzdok, Jim Carruthers, Mike Gillman, Ralph Soffredine

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

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

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

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

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

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

## **SUMMARY OF BUDGET CHANGES**

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**No significant changes made.**

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>CITY COMMISSION</b>					
Salaries and Wages	\$ 31,632	\$ 32,039	\$ 32,600	\$ 32,600	\$ 33,200
Fringe Benefits	2,480	2,521	2,570	2,570	2,670
Office Supplies	566	800	1,200	800	1,200
Professional Services	32,177	73,575	40,000	50,000	40,000
Communication	-	-	1,000	500	1,000
Professional Development	-	470	4,200	1,000	3,500
Community Promotion	-	1,000	2,500	2,500	2,000
Printing and Publishing	4,842	4,663	5,000	5,000	5,000
Insurance and Bonds	574	859	1,300	1,000	1,300
Miscellaneous	353	649	1,000	500	1,000
<b>Total City Commission</b>	<b>72,624</b>	<b>116,576</b>	<b>91,370</b>	<b>96,470</b>	<b>90,870</b>
<b>Personnel Services %</b>	<b>46.97%</b>	<b>29.65%</b>	<b>38.49%</b>	<b>36.46%</b>	<b>39.47%</b>
<b>F.T.E. Employees = 7 (Elected)</b>					

**Department Associated Revenues**

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>0.06%</b>

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

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

- Labor relations
- Intergovernmental relations
- Purchasing and contract administration
- Traffic management
- ADA Coordinator
- Web site development
- Information technology
- Neighborhood partnerships
- Media relations
- Economic development
- Grant writing
- Oversee Human Resources office and Geographic Information Systems Department
- Oversee the Museum, WWTP, Opera House, Human Rights Commission and Brown Bridge Advisory Committee.
- Monitor the activities of the Downtown Development Authority, Housing Commission, Redevelopment Corporation, and Light and Power.

**Where we are headed in the near future (one to two years):**

- Continue Boardman River Dams removal
- Continued review of savings and revenue options
- Implement Citizens Academy – electronic version first
- Increase information on City website providing up to date information on City projects
- Implementing asset management systems

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

R. Ben Bifoss, City Manager

Makayla Vitous, Assistant to the City Manager

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

## PERFORMANCE MEASUREMENTS

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	<b>Performance Indicators</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
<b>Output</b>	Administrative policies processed/revised	4	5	15	80	27
	Purchase/service orders issued	398	330	333	342	346 to date
	City Commission agenda items reviewed	not available	not available	487	469	380 to date
	Labor contracts settled	not available	not available	6	6	6
<b>Efficiency</b>	Percent of administrative policies reviewed in the last five years	not available	not available	not available	100%	100%
	Percent of standard purchase/service orders processed within five days	not available	not available	95%	95%	95%

## SUMMARY OF BUDGET CHANGES

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**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits overall decreased however included is a 2% annual wage increase to employees and a 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, in the prior year, the department had an employee who retired and was replaced by a new employee at a lower cost to the City.

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>CITY MANAGER DEPARTMENT</b>					
Salaries and Wages	\$ 243,674	\$ 248,366	\$ 258,100	\$ 252,000	\$ 256,500
Fringe Benefits	56,557	53,884	63,850	55,300	51,500
Office Supplies	2,567	2,450	5,000	4,500	4,500
Professional Services	8,059	8,941	13,500	19,000	13,500
Communications	2,844	6,090	6,000	3,000	6,000
Professional Development	1,219	5,952	4,000	6,000	4,000
Printing and Publishing	4,935	4,453	5,000	5,000	5,000
Insurance and Bonds	2,359	2,377	2,800	2,200	2,800
Miscellaneous	1,010	1,672	1,500	1,800	2,000
<b>Total City Manager Department</b>	<b>323,224</b>	<b>334,185</b>	<b>359,750</b>	<b>348,800</b>	<b>345,800</b>
<b>Personnel Services %</b>	<b>92.89%</b>	<b>90.44%</b>	<b>89.49%</b>	<b>88.10%</b>	<b>89.07%</b>
<b>F.T.E. Employees = 3</b>					

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

# **HUMAN RESOURCES OFFICE**

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

The Human Resources office provides personnel management, benefit administration and payroll services for 153 City employees and 43 Light and Power employees. Payroll services are also provided for approximately 60 part-time, temporary and seasonal positions during the fiscal year. In addition, retiree benefit services are provided to 119 retirees. Human Resources assist the City Manager in representing the City's interests in collective bargaining and on-going labor agreement interpretation and administration with its seven bargaining units.

Responsibilities of the Human Resources function include:

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

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

Kelli Springer, Human Resources Specialist

## PERFORMANCE MEASUREMENTS

Output	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
	Job announcements	not available	not available	16	23	15 est
Worker's comp incident reports	20	20	25	16	15 est	
Short term disability claims handled	13	14	11	17	5 est	
Efficiency	Applications processed	not available	not available	206	730	250 est
	Total FTE General Fund employees per 1,000 residents	12	11.9	11.6	11.5	10.9 est
	Full time employee turnover rate (including retirement)	not available	5.80%	8.90%	3.10%	7.20% est
	# Worker's comp claims per 100 FTE's	11.50%	11.60%	14.70%	9.90%	9.80% est

## SUMMARY OF BUDGET CHANGES

**Salaries and Wages/Fringe Benefits** - Salaries and wages/fringe benefits decreased overall, however, included is a 2% annual wage increase to employees and a 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, in the prior year, a Director of Human Resources position at .5 FTE was budgeted that was not included in the current year.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>HUMAN RESOURCES DEPARTMENT</b>					
Salaries and Wages	\$ 133,189	\$ 124,538	\$ 96,500	\$ 57,000	\$ 60,000
Fringe Benefits	47,591	50,089	47,650	37,100	31,600
Office Supplies	1,595	932	1,500	1,500	1,000
Professional Services	10,933	19,352	15,000	25,000	15,000
Communications	1,060	1,284	1,500	1,000	1,300
Transportation	22	226	1,000	1,000	1,000
Professional Development	1,281	3,259	6,000	5,000	5,000
Printing and Publishing	4,424	2,492	3,000	2,000	3,000
Insurance and Bonds	1,358	1,394	1,500	1,100	1,500
Miscellaneous	218	500	500	500	500
<b>Total Human Resources Function</b>	<b>201,671</b>	<b>204,066</b>	<b>174,150</b>	<b>131,200</b>	<b>119,900</b>
<b>Personnel Services % F.T.E. Employees = 1</b>	<b>89.64%</b>	<b>85.57%</b>	<b>82.77%</b>	<b>71.72%</b>	<b>76.40%</b>
<b>Department Associated Revenues</b>					
Reimbursement from Other Funds	62,344	62,893	63,000	63,000	63,000
<b>Percent of Function Expenditures Covered by Revenues</b>					
	30.91%	30.82%	36.18%	48.02%	52.54%

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

## **COMMUNITY DEVELOPMENT**

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Given the need for the Executive Director's time working full time on DDA activities, and given the success of obtaining a \$100,000 research grant for corridors, we are re-vamping the Community Development office to focus on those corridors through a consultant agreement. Other responsibilities of the Community Development Office will be absorbed by City and DDA staff as appropriate. The research grant is budgeted in the Capital Project Fund.

The budget anticipates a maximum of \$15,000 for the contract position. It is unclear at this time as to whether there will be any associated office costs (contractor may work out of their own office or home) but some funds are earmarked if needed.

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>COMMUNITY DEVELOPMENT DEPARTMENT</b>					
Salaries and Wages	\$ -	\$ 11,126	\$ 10,000	\$ 10,500	\$ -
Fringe Benefits	-	851	900	1,000	-
Office/Operation Supplies	-	907	16,500	500	1,500
Professional Services	-	256	58,000	70,000	15,000
Communications	-	143	1,500	500	2,000
Professional Development	-	80	-	-	-
Printing and Publishing	-	280	300	800	2,000
Insurance and Bonds	-	206	500	550	550
Miscellaneous	-	20	500	500	500
<b>Total Community Development</b>	-	<b>13,869</b>	<b>88,200</b>	<b>84,350</b>	<b>21,550</b>
<b>Personnel Services %</b>	<b>0.00%</b>	<b>0.00%</b>	<b>12.36%</b>	<b>13.63%</b>	<b>0.00%</b>

# **GEOGRAPHIC INFORMATION SYSTEMS (GIS) DEPARTMENT**

**Mission Statement:** *To used combined expertise of each employee to provide accurate, up-to-date and easy to use mapping and asset management information services to City departments and the public.*

Geographic Information Systems (“GIS”) integrates spatial data (maps) and tabular data (informational databases) through computer technology. In doing so, it revolutionizes the way in which we can utilize information.

We see GIS as one of the basic building blocks of the City’s technology offerings. Our goal is to deploy GIS throughout the City and in doing so, to improve the way services are delivered to citizens. The GIS Staff supports the creation and maintenance of databases, develops applications and provides technical assistance to a growing base of GIS users.

This Department specifically includes the functions of:

- Website maintenance, development and support
- Web Content Management System user training
- Web-based GIS application development, implementation and support
- Asset Management Systems Implementation and support
- Annual street surface condition rating
- GIS/Asset Management System user support
- IT System implementation
- Develop and maintain GIS/Asset feature databases
- Database Administration
- Work Order Management System implementation and support

Where we are headed in the near future (one or two years):

- Streamline Asset databases to have a single source for each type of information, allowing ease in determining the correct data to use for an application.
- Improve department access to GIS and Asset Management information by continuing to automate and simplify access to information.
- Continue to monitor condition of City-owned assets and broaden scope of data to include all asset types.

The GIS Department is staffed by:

Jeremy Dunlap, GIS Adminsitrator  
John Travis, Asset Management Technician

## PERFORMANCE MEASUREMENTS

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	<b>Performance Indicators</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
<b>Output</b>	Asset inventory - pavement markings	not available	not available	not available	not available	389
	Asset inventory - signs/supports	not available	not available	not available	not available	4473
	Miles of city streets rated (paved, no gravel)	not available	not available	not available	not available	76.7 miles
<b>Efficiency</b>	% of pavement marking asset inventory reviewed annually	not available	not available	not available	not available	100%
	% of signs/support asset inventory reviewed annually	not available	not available	not available	not available	100%
	% of city streets rated annually	not available	not available	not available	not available	100%

## SUMMARY OF BUDGET CHANGES

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The 2011-12 budget document will be the first to include the GIS Department as a separate department. In previous years, the costs associated with these activities were included in the Engineering and Street Department's budget.

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>GIS DEPARTMENT</b>					
Salaries and Wages	\$ -	\$ -	\$ -	\$ 97,000	\$ 48,500
Fringe Benefits	-	-	-	34,700	36,340
Office/Operation Supplies	-	-	-	200	200
Professional Services	-	-	-	10,000	9,000
Communications	-	-	-	500	1,300
Transportation	-	-	-	500	500
Professional Development	-	-	-	1,000	2,000
Printing and Publishing	-	-	-	500	500
Insurance and Bonds	-	-	-	-	1,500
Rentals	-	-	-	2,500	3,000
Miscellaneous	-	-	-	500	1,000
<b>Total GIS Department</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>147,400</b>	<b>103,840</b>
<b>Personnel Services %</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>89.35%</b>	<b>81.70%</b>
<b>F.T.E. Employees = 1.85</b>					
<b>Department Associated Revenues</b>					
Reimbursement from Other Funds	-	-	-	-	12,100
<b>Percent of Function Expenditures Covered by Revenues</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>11.65%</b>

# CITY ASSESSOR DEPARTMENT

---

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

Our purpose, as prescribed by City Charter and State Law, is to appraise all real and personal property within the City of Traverse City at 50% of market value in order that the State, Counties, City, schools, college, BATA, Recreation Authority and Library can levy millage and raise revenue.

City Assessing Office is responsible for maintaining an inventory of and assessing all property within the City limits with an accuracy rate within 50% of market value for each class overall. The assessment year begins in April, at this time we plan residential neighborhood inspections. During the rest of the year, the department visits new construction sites, recently sold homes, and it is recommended that a unit visit neighborhood properties so that a total of at least 20% of the city properties have been visited. Photos are taken, changes recorded, and sketches revised from the information obtained during these site visits. Sales analysis and mapping begins immediately in order to establish area value trends. Property sales are analyzed and land value reviewed for the establishment of the new economic factors for residential, commercial and industrial properties alike.

It is our goal to maintain and enhance data available to the public in effort to facilitate the understanding of the assessment and taxation process

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

- Meet annual State certification educational requirements
- Physically inspect and record all new construction
- Property deeds, changes of ownership, names and addresses as well as homestead percentages are maintained throughout the year
- Conduct an annual personal property survey
- Defend appeals

The Assessing Department estimates the true cash value, assessed value and taxable value of every parcel of real and personal property within the City of Traverse City. Currently the Department administers over 8,800 active parcels.

**The Assessment Department is staffed by:**

Debra Chavez, City Assessor, CMAE III

Polly Cairns, Deputy Assessor, CMAE III

Bruce DeJong, Senior Property Appraiser, CMAE III

Tina Landon, Assessment Clerk

## PERFORMANCE MEASUREMENTS

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Output	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
	Parcel counts		8,691	8,830	8,845	8,853
Deed review and processing		481	478	470	360	694
Efficiency	Personal property parcels	100.00%	100.00%	100.00%	100.00%	100.00%
	Deed review and processing	100.00%	100.00%	100.00%	100.00%	98.27%

## SUMMARY OF BUDGET CHANGES

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**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits increased to reflect a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, vacation payout is budgeted for an employee who is eligible to retire during the fiscal year and ten percent increase in time allocation and benefits for a regular part-time employee.

**Transportation** – Transportation increased because it is a goal of the department to be out in the field performing audits more than in the prior year.

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>CITY ASSESSOR DEPARTMENT</b>					
Salaries and Wages	\$ 209,816	\$ 195,508	\$ 210,500	\$ 211,000	\$ 223,600
Fringe Benefits	57,090	67,474	76,600	76,500	79,540
Office Supplies	7,780	10,741	12,800	10,000	11,800
Professional Services	14,493	14,849	13,400	13,400	11,300
Communications	1,867	2,584	2,200	2,000	2,300
Transportation	1,999	4,638	4,600	5,200	7,400
Professional Development	860	2,207	3,000	3,000	5,000
Printing and Publishing	24	722	400	400	200
Insurance and Bonds	2,126	2,133	2,400	2,000	2,400
Miscellaneous	115	-	100	-	100
<b>Total City Assessor Department</b>	<b>296,170</b>	<b>300,856</b>	<b>326,000</b>	<b>323,500</b>	<b>343,640</b>
<b>Personnel Services %</b>	<b>90.12%</b>	<b>87.41%</b>	<b>88.07%</b>	<b>88.87%</b>	<b>88.21%</b>
<b>F.T.E. Employees = 3.6</b>					

## **CITY ATTORNEY DEPARTMENT**

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

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

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

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

**This Department specifically:**

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

The City Attorney Department consists of the City Attorney, Karrie A. Zeits, Esq., and a part-time assistant.

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Output</b>	Legal opinions rendered	not available	9	22	11	19
	City commission meetings attended	not available	7	29	21	25
	Cases filed on behalf of the City	not available	1	5	11	5
	Cases closed that were filed on behalf of the City	not available	3	2	4	12
	Michigan Tax Tribunal Cases filed against the City	not available	3	6	28	9
	Michigan Tax Tribunal Cases closed	not available	1	6	2	18
	Cases filed against the City	not available	0	2	0	0
	Cases closed filed against the City	not available	0	1	1	0
	<b>Efficiency</b>	Activity expenditures as a % of General Fund	not available	0.58%	0.89%	0.98%

## SUMMARY OF BUDGET CHANGES

No significant changes were made to the budget.

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>CITY ATTORNEY DEPARTMENT</b>					
Salaries and Wages	\$ 92,993	\$ 97,381	\$ 100,500	\$ 100,000	\$ 99,500
Fringe Benefits	17,071	13,617	9,050	10,200	10,200
Office Supplies	1,817	1,091	2,500	1,200	1,500
Professional Services	8,809	24,011	9,000	9,000	10,000
Communications	1,075	1,333	1,000	1,000	1,000
Transportation	-	1,193	1,000	1,000	1,000
Professional Development	3,667	3,063	4,000	3,000	4,000
Printing and Publishing	575	861	600	600	600
Insurance and Bonds	906	966	1,000	800	1,000
Miscellaneous	-	-	100	400	400
<b>Total City Attorney Department</b>	<b>126,913</b>	<b>143,516</b>	<b>128,750</b>	<b>127,200</b>	<b>129,200</b>
<b>Personnel Services %</b>	<b>86.72%</b>	<b>77.34%</b>	<b>85.09%</b>	<b>86.64%</b>	<b>84.91%</b>
<b>F.T.E. Employees = 1.625</b>					
<b>Department Associated Revenues</b>					
Reimbursement from Other Funds	7,443	6,156	9,000	9,000	9,000
<b>Percent of Department Expenditures Covered by Revenues</b>	<b>5.86%</b>	<b>4.29%</b>	<b>0.00%</b>	<b>7.08%</b>	<b>6.97%</b>

# CITY CLERK DEPARTMENT

---

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

Under oath and working cooperatively with the City Commission, City Manager's Office and other City departments and community agencies, the City Clerk's Office serves as the legislative office of the City in accordance with and upholding the City Charter, ordinances, policies and state law.

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

- Clerk to the City Commission - legislative process
- Administration
- Federal, State and local elections administrator
- Liability insurance and risk administrator
- License and permit authority
- Administrator of vital City records
- FOIA (Freedom of Information Act) Coordinator
- Administrators for all Fire Department entrance and promotional lists
- HIPAA Privacy Official
- Ordinance amendment preparation; Charter & Ordinance Codification Officials
- Open Meetings Act compliance officer
- Parliamentary and policy advisor to various City boards
- Public liaison
- Joint Staff to City Commission ad hoc committees



**Where we are headed in the near future (one to two years):**

- Complete overall digitizing of records, continuation from 2010/11.
- Reassessment/revisions of systems and additional training due to employee transitions.
- Training/implementation of new election laws for 2012 Presidential Election Cycle.
- Biennial Training of Election Inspectors, anticipating new procedure/systems with new Secretary of State.
- Transition of administrative service to City/Garfield Township Recreational Authority to separate managing entity.

**As professional individuals, we are:**

Debbra A. Curtiss, City Clerk, MMC, RP  
Benjamin C. Marentette, Deputy City Clerk, CMC  
Patty Aprea, Departmental Secretary  
Kim Lautner, Registration/Licensing Clerk

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Output</b>	New voter registration /changes processes	not available	not available	not available	2,850 +	2,220
	City Commission regular business, special and study session meeting packets prepared	55	56	55	61	55
	Ordinance amendments processed and codified	not available	not available	not available	32	44
	Contracts, leases and agreements reviewed and tracked	not available	not available	not available	61	59
	Cost per voter registration processed	not available	not available	not available	\$ 2.05	\$ 2.05
<b>Efficiency</b>	Voter registration processed within 24 hours	not available	not available	not available	100%	86%
	Meeting packets prepared by deadline	100%	100%	100%	100%	100%
	Ordinance amendments processed and codified within requirements to guarantee prescribed effective date	not available	not available	not available	not available	95%
	Contracts, leases and agreements reviewed and tracked within 48 hours of receipt	not available	not available	not available	not available	100%

## SUMMARY OF BUDGET CHANGES

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits increased to reflect a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, overtime increased \$5,700 to cover additional hours relating to back scanning for the Document Imaging Project. If this were outsourced, it would cost an estimated \$15,000 to \$20,000.

**Professional Services** – Professional services decreased because it is an odd-year and the General City election costs are lower; no biennial election training required and State continues to pay for Automark programming.

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>CITY CLERK DEPARTMENT</b>					
Salaries and Wages	\$ 197,630	\$ 212,680	\$ 233,300	\$ 228,000	\$ 246,400
Fringe Benefits	75,772	78,999	91,800	86,600	82,650
Office Supplies	18,896	22,217	19,000	19,000	17,500
Professional Services	57,891	29,934	38,500	38,500	32,600
Communications	2,915	3,425	3,500	3,500	3,500
Transportation	2,479	859	1,500	1,200	1,500
Professional Development	4,153	3,471	3,800	3,500	5,200
Printing and Publishing	11,496	10,764	17,000	15,000	19,500
Insurance and Bonds	3,517	3,734	3,700	3,400	3,700
Repairs and Maintenance	-	223	200	300	200
Rentals	530	465	900	500	700
Miscellaneous	84	-	100	100	100
<b>Total City Clerk Department</b>	<b>375,363</b>	<b>366,771</b>	<b>413,300</b>	<b>399,600</b>	<b>413,550</b>
Personnel Services % (Includes Election Workers paid from Professional Services line item) F.T.E. Employees = 4	83.44%	87.92%	88.29%	86.44%	87.01%
<b>Department Associated Revenues</b>					
Recreational Authority Reimb.	23,560	33,985	35,000	34,000	-
Business Licenses and Permits	8,641	9,763	9,700	8,500	9,700
Liquor License Applications	5,940	4,360	3,500	5,500	3,500
Sewage backup claim administration	-	-	-	4,000	4,000
<b>Total Revenues</b>	<b>38,141</b>	<b>48,108</b>	<b>48,200</b>	<b>52,000</b>	<b>17,200</b>
<b>Percent of Department Expenditures Covered by Revenues</b>	<b>10.16%</b>	<b>13.12%</b>	<b>11.66%</b>	<b>13.01%</b>	<b>4.16%</b>

# **CITY TREASURER DEPARTMENT**

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

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

**This office handles:**

- Billing and collection of payments for over 11,500 utility customers monthly.
- Payments on 8,000 tax parcels in both the summer and winter.
- Invoicing of over 1,000 individuals and businesses for miscellaneous services performed by City departments.
- Collection of assessments on about 1,000 parcels which have special improvement districts.
- Payroll is processed and disbursed from the department on a bi-weekly basis for approximately 155 full-time employees.
- The Department pays all City expenses and writes an estimated 7,200 voucher checks per year.

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

- Preparation of the City's budget, assisting various departments on key aspects of budget preparation and guidance on treatment of certain budget matters.
- Preparation of the City's annual financial statements.
- The City's financial reporting for both internal and external purposes. Includes, but is not limited to federal and state agencies, nationally recognized municipal securities information repositories, and other local units of government with which we are in joint partnerships.
- Investment of excess funds.
- Assisting with monitoring the internal control of the City as a whole.
- Administering an independent and state authorized retirement system for its police and firefighters with 55 active members and 55 retired members or beneficiaries.
- Reporting to bond rating agencies.

**The Treasurer 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)

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Output</b>	Tax bills issued	16,380	16,472	17,440	17,342	16,812
	Dollar amount of receipts collected in July	\$27.2M	\$29.6M	\$28.9M	\$30.3M	\$25.6M
	Annual financial statements prepared	4	4	4	4	not available
	City's debt rating	AA-	AA-	AA-	AA+	AA+
	Number of vendor checks issued	7,440	7,383	7,198	7,389	not available
	<b>Efficiency</b>	Percentage of tax roll collected through March 1	96.40%	96.00%	96.10%	93.80%
\$ of cash over/short in the month of July		(\$43.99)	\$13.35	\$ 118.00	(\$94.74)	\$6.58
Auditor correcting entries		0	1	0	1	not available
Number of vendor checks issued without error		99.49%	99.35%	98.51%	98.40%	not available

## SUMMARY OF BUDGET CHANGES

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits increased to reflect a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, in the prior year annual wage increases were budgeted in contingency.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>CITY TREASURER DEPARTMENT</b>					
Salaries and Wages	\$ 182,570	\$ 205,711	\$ 212,500	\$ 212,500	\$ 218,000
Fringe Benefits	73,000	78,254	81,100	81,400	83,200
Office Supplies	19,802	18,817	21,000	20,000	21,000
Professional Services	34,996	29,995	32,000	31,000	32,000
Communications	3,086	4,004	5,000	4,300	5,000
Transportation	85	378	400	400	400
Professional Development	1,770	2,683	3,500	2,800	3,500
Printing and Publishing	1,102	2,949	2,000	3,000	3,000
Insurance and Bonds	2,429	2,776	3,000	2,600	3,000
Repairs and Maintenance	-	-	500	300	500
Rentals	681	175	300	200	300
Miscellaneous	193	-	200	100	200
<b>Total City Treasurer Department</b>	<b>319,714</b>	<b>345,742</b>	<b>361,500</b>	<b>358,600</b>	<b>370,100</b>
<b>Personnel Services %</b>	<b>79.94%</b>	<b>82.13%</b>	<b>81.22%</b>	<b>81.96%</b>	<b>81.38%</b>
<b>F.T.E. Employees = 3.7</b>					
<b>Department Associated Revenues</b>					
School Tax Collection Fees	14,543	14,300	14,000	14,500	14,500
<b>Percent of Department Expenditures Covered by Revenues</b>	<b>4.55%</b>	<b>4.14%</b>	<b>3.87%</b>	<b>4.04%</b>	<b>3.92%</b>

# **POLICE DEPARTMENT**

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

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



**Our goals and objectives for fiscal year 2011-2012 are as follows:**

- Reduce the occurrence of crime.
- Identify, arrest and assist in the prosecution of people who commit crimes.
- Recover lost or stolen property, identify its owner, and ensure prompt return.
- Facilitate the safe and orderly movement of people and vehicles.
- 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.
- Ensure the taxpayers of the City receive the greatest benefit for their dollars.
- 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.
- Establish and maintain mutual trust through community partnerships.
- Train and encourage police officers to make appropriate decisions and to perform their duties in a professional, productive and efficient manner.
- Mobilize the City resources needed to address citizen concerns and problems.
- Encourage community involvement in identifying and resolving problems.
- Maintain our *Commission on Accreditation for Law Enforcement Agencies (CALEA)* Recognition status through a formal staff inspection process.

The Police Department consists of the Police Chief, Administrative Assistant, 2 Captains, 1 Administrative Clerk, 6 Sergeants, 3 Detectives, 1 School Liaison Officer, 16 Patrol Officers, 1 narcotics officer and a highly trained 25 member reserve unit.

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2007	2008	2009	2010	2011 est
<b>Output</b>	Police activities	20,177	25,571	23,763	25,290	26,500
	Traffic citations	3,678	3,131	3,106	3,147	3,200
	Liquor inspections	25	25	59	63	75
	Detective bureau cases assigned	not available	not available	291	227	240
<b>Efficiency</b>	Certified officers	33	32	32	31	30
	# of Injury traffic accidents	55	72	67	62	60
	# of Alcohol related traffic accidents	19	26	24	25	21
	Detective bureau assigned case closure rate	not available	not available	93.7%	94.9%	95.4%

## SUMMARY OF BUDGET CHANGES

**Salaries and Wages/Fringe Benefits** – Overall salaries and wages/fringe benefits decreased, however, included is a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, one and a half less employees are budgeted because of expected retirements in the next fiscal year.

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

**Insurance and Bonds** – Insurance and bonds decreased to be more in align with actual costs.

**Rentals** – Rentals increased because of higher costs to maintain the fleet.

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>POLICE DEPARTMENT</b>					
Salaries and Wages	\$ 2,060,493	\$ 2,037,179	\$ 2,035,500	\$ 2,027,000	\$ 1,827,500
Fringe Benefits	1,025,900	570,578	603,700	578,500	624,200
Office/Operation Supplies	72,019	77,101	79,900	75,500	79,900
Professional Services	46,484	37,299	49,900	38,000	49,900
County Records Contract	181,975	197,079	201,900	201,900	201,900
Communications	25,261	25,988	31,600	26,000	31,600
Transportation	69,298	69,831	70,000	80,000	85,550
Professional Development	22,398	19,674	30,000	22,000	30,000
Printing and Publishing	1,472	1,873	5,000	5,500	5,000
Insurance and Bonds	79,943	77,319	85,000	70,000	80,000
Utilities	728	220	1,250	500	500
Repairs and Maintenance	20,195	17,114	24,550	24,000	24,550
Rentals	215,260	193,326	228,200	241,500	273,000
Miscellaneous	6,172	5,310	6,500	5,400	6,500
Police Reserves	4,662	7,981	7,800	7,800	7,800
<b>Total Police Department</b>	<b>3,832,260</b>	<b>3,337,872</b>	<b>3,460,800</b>	<b>3,403,600</b>	<b>3,327,900</b>
ACT 345 pension costs budgeted on pp90	-	619,548	647,427	647,427	725,588
<b>Total with ACT 345 pension</b>	<b>3,832,260</b>	<b>3,957,420</b>	<b>4,108,227</b>	<b>4,051,027</b>	<b>4,053,488</b>
<b>Personnel Services % including ACT 345 pension</b>	<b>80.66%</b>	<b>81.75%</b>	<b>80.19%</b>	<b>80.49%</b>	<b>78.58%</b>
F.T.E. Employees = 30.5 (does not include crossing guards)					
<hr/>					
<b>Department Associated Revenues</b>					
Witness Fees	98	27	100	100	100
Crossing Guard Reimbursement	7,288	7,390	10,000	8,000	8,000
Federal Grants	50,440	37,925	40,000	40,000	40,000
Liquor License Revenue Sharing	27,874	28,995	28,000	40,000	35,000
Police and Fire Reports	8,770	8,021	7,000	7,000	7,000
OUIL Fines	14,400	15,932	15,000	15,000	15,000
Ordinance Fines and Costs	48,586	47,291	45,000	46,000	46,000
School Liaison Officer Reimb.	25,000	6,250	-	-	-
HEMP Grant	1,202	2,318	2,500	2,500	2,500
Film Festival	3,776	4,768	4,000	4,500	4,500
National Cherry Festival	26,100	25,482	26,500	25,500	25,500
Other Reimbursements	6,800	7,608	12,000	8,000	8,000
<b>Total Revenues</b>	<b>220,334</b>	<b>192,007</b>	<b>190,100</b>	<b>196,600</b>	<b>191,600</b>
<b>Percent of Department Expenditures Covered by Revenues</b>	<b>5.75%</b>	<b>5.75%</b>	<b>5.49%</b>	<b>5.78%</b>	<b>5.76%</b>

# **FIRE DEPARTMENT**

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

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

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

- **Fire Suppression** – T.C.F.D. personnel are trained in all aspects of fire suppression including: industrial, commercial, residential, aircraft, chemical, vehicle, boat and wild lands.
- **Advanced Life Support** – 21 of our 24 responders are state certified paramedics, providing to our Community the highest level of pre-hospital care available in the nation. With our new Rescue 01, we now have the capability to treat and transport patients to Munson Medical Center if North Flight is unavailable.
- **Fire Prevention/Inspection:** – Fire code compliance and safety inspections performed in the City of Traverse City are under the Fire Prevention/Inspection Section. Plans for all new construction/re-modeling within the City are reviewed for fire/life safety concerns.
- **Public Education** - Public Education includes fire safety awareness classes for various organizations and businesses, tours of our fire stations, an annual “Fire Safety Open House”, a Juvenile Firesetter Counseling Program, and certified child car seat installation.
- **Aircraft Rescue Fire Fighting** – Contracted on-site staffing at Cherry Capital Airport.
- **Hazardous Materials and Weapons of Mass Destruction (WMD) Teams** - Every firefighter is HazMat and WMD trained. Due to financial support received through a subscription fee process, the HazMat team responds to HazMat incidents in a 4-county area. The WMD team covers the 17 county Michigan Region 07 for terrorism incidents.
- **Technical Rescue** – Personnel are cross-trained in varying aspects of technical rescue. This includes: Confined Space Rescue, High Angle Rope Rescue, Water and Ice Rescue, and Vehicle Extrication.
- **Other “Extras” we offer** - Free blood pressure checks at the fire stations and Senior Center, host semi-annual blood drives, coordinate a Christmas Toy Program, participate in the “Fill the Boot” program for MDA, give antique fire truck rides at Friday Night Live and “Special Kids Day” at the Cherry Festival, attend Career Days at the Jr. and Sr. High Schools, and install smoke alarms for City residents requesting assistance.



The Fire Department consists of the Fire Chief, an Administrative Assistant, 4 Captains (1 who serves as Fire Marshal), 4 Lieutenants (1 who serves as Training Officer), and 15 Firefighters.

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Output</b>	Total fire responses	71	69	56	76	66
	Fire code inspections (Goal is 1300 per year)	466	633	564	602	158 as of 3/1
	Employees who exceeded goal of 100 on duty physical fitness training hours per year	8	10	8	10	10
	Employees who training hours exceed department goal of 360 hours	12	16	16	16	15
	Percent less than 5 minute response time	74.65%	59.42%	66.07%	75.00%	72.73%
<b>Efficiency</b>	Percent less than 8 minute response time	95.77%	86.96%	92.86%	94.74%	92.43%
	Percentage of fire inspections completed compared to goal	35.85%	48.69%	43.38%	46.31%	12.15%
	Percent of employees who exceeded goal of 100 on duty physical fitness training hours per year	28.57%	35.71%	28.57%	38.46%	38.46%
	Percent of employees who training hours exceed department goal of 360 hours	42.86%	57.14%	57.14%	61.54%	68.18%

## SUMMARY OF BUDGET CHANGES

**Salaries and Wages/Fringe Benefits** – Overall salaries and wages/fringe benefits increased, included is a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, there is one less employee budgeted because of a retirement in the current year, overtime costs increased approximately \$16,000, and the actuarial contribution for retiree health insurance increased approximately \$35,000.

**Repairs and Maintenance** – Repairs and maintenance increased to accommodate costs relating to the ladder truck going to non-fleet status.

**Rentals** – Rentals decreased to reflect a ladder truck going to non-fleet status and no longer being charged rental rates from the Garage.

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>FIRE DEPARTMENT</b>					
Salaries and Wages	\$ 1,808,041	\$ 1,644,334	\$ 1,667,500	\$ 1,594,000	\$ 1,561,600
Fringe Benefits	862,263	389,835	427,700	405,500	472,050
Office/Operation Supplies	53,715	45,603	54,810	48,600	55,300
Professional Services	32,603	29,626	33,600	30,000	31,400
Communications	13,850	13,122	13,900	13,000	12,500
Transportation	20,820	17,078	22,000	18,000	22,000
Professional Development	18,556	26,127	24,800	24,000	24,800
Printing and Publishing	699	933	1,600	1,000	1,750
Insurance and Bonds	27,494	21,780	22,500	20,000	23,000
Utilities	33,365	29,809	34,200	26,000	33,100
Repairs and Maintenance	24,956	23,737	20,300	23,000	30,800
Rentals-Equip and Hydrants	275,814	289,871	321,900	210,000	213,000
Miscellaneous	491	460	350	500	300
<b>Total Fire Department</b>	<b>3,172,667</b>	<b>2,532,315</b>	<b>2,645,160</b>	<b>2,413,600</b>	<b>2,481,600</b>
Act 345 pension costs budgeted on pp90	-	534,893	558,963	558,963	620,072
<b>Total with ACT 345 pension</b>	<b>3,172,667</b>	<b>3,067,208</b>	<b>3,204,123</b>	<b>2,972,563</b>	<b>3,101,672</b>
<b>Personnel Services % including ACT 345 pension</b>	<b>84.17%</b>	<b>83.76%</b>	<b>82.84%</b>	<b>86.07%</b>	<b>85.56%</b>
<b>F.T.E. Employees = 25</b>					
<b>Department Associated Revenues</b>					
Contributions-Public Entities	396,026	414,455	330,400	330,000	337,000
Fire Inspections	13,841	15,008	12,000	8,000	8,000
Plan Review Fees	2,115	2,735	550	2,000	750
State of Michigan	2,000	-	-	-	-
Film Festival	2,903	2,155	2,500	2,100	2,500
National Cherry Festival	2,240	2,520	3,500	2,500	2,500
Ambulance Services	3,874	2,035	3,500	3,500	3,500
Other Reimbursements	1,500	500	1,000	500	1,000
<b>Total Revenues</b>	<b>424,499</b>	<b>439,408</b>	<b>353,450</b>	<b>348,600</b>	<b>355,250</b>
<b>Percent of Department Expenditures Covered by Revenues</b>	<b>13.38%</b>	<b>17.35%</b>	<b>13.36%</b>	<b>14.44%</b>	<b>14.32%</b>

# ENGINEERING DEPARTMENT

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

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

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

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

## PERFORMANCE MEASUREMENTS

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Output	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
	Capital improvement projects administered by the Department (in millions)	1.20	2.54	1.50	3.24	
	Right of way permits	396	345	300	290	
	Utility review for land use permits	254	253	237	174	
	Stormwater runoff control permits	48	44	44	28	
	Soil erosion control permits	54	41	41	33	

## SUMMARY OF BUDGET CHANGES

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**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits overall decreased, however, included is a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, in the prior year, the GIS Administrator was included in this budget and in the current year, the position is budgeted in the GIS department budget.

**Professional Services** – Professional services increased to account for a summer intern hired through Manpower to perform traffic counts.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>ENGINEERING DEPARTMENT</b>					
Salaries and Wages	\$ 439,619	\$ 428,768	\$ 460,500	\$ 365,000	\$ 328,500
Fringe Benefits	169,695	170,645	190,900	142,100	146,000
Office/Operating Supplies	17,614	12,487	18,000	13,500	18,000
Professional Services	13,527	36,954	37,000	37,000	41,000
Communications	5,250	5,506	5,500	5,500	5,500
Transportation	2,488	1,782	3,200	3,200	3,200
Professional Development	2,366	4,028	7,500	4,000	7,500
Printing and Publishing	1,550	2,221	2,500	2,000	2,500
Insurance and Bonds	4,794	4,985	5,400	4,500	5,400
Repairs and Maintenance	45	390	1,000	500	1,000
Rentals	5,980	6,245	5,975	6,500	6,500
<b>Total Engineering Department</b>	<b>662,928</b>	<b>674,011</b>	<b>737,475</b>	<b>583,800</b>	<b>565,100</b>
<b>Personnel Services %</b>	<b>91.91%</b>	<b>88.93%</b>	<b>88.33%</b>	<b>86.86%</b>	<b>83.97%</b>
<b>F.T.E. Employees = 6.4</b>					
<b>Department Associated Revenues</b>					
Right of Way	13,235	18,720	15,000	15,000	15,000
Storm Water Permit	1,885	2,075	2,700	2,000	2,000
Soil Erosion Permit	1,155	1,015	1,000	1,250	1,000
Inter-fund Reimbursements	137,390	152,530	300,000	100,000	250,000
<b>Total Revenues</b>	<b>153,665</b>	<b>174,340</b>	<b>318,700</b>	<b>118,250</b>	<b>268,000</b>
<b>Percent of Department Expenditures</b>					
<b>Covered by Revenues</b>	<b>23.18%</b>	<b>25.87%</b>	<b>43.22%</b>	<b>20.26%</b>	<b>47.43%</b>

# PLANNING AND ZONING DEPARTMENT

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



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

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

**Goals/objectives for the coming 2011-12 fiscal year include:**

- Write and administer grant(s) to implement parts of the Bayfront Plan.
- Complete new Master Plan and Zoning regulations for Grand Traverse Commons.
- Continue to find creative ways to modify the Zoning Code to provide new opportunities for affordable housing within Traverse City.
- Write regulations to provide opportunities to utilize wind and solar power systems.
- Assist in the development of Redevelopment Plans for 8<sup>th</sup>, 14<sup>th</sup>, Front and Garfield Avenue corridors.
- Finish and adopt Plan Elements of the Master Plan including:
  - Capital Improvement Element
  - Economic Element
  - Historic Resource Element
  - Natural Resource Element
  - Parks and Recreation Element
  - Public Utilities Element
  - Transportation Element
  - Urban Design Element
  - Zoning Element
- Develop and assist in providing formal training for Planning Department staff, boards and commissions.

**The Planning Department is staffed by:**  
 Russ Soyring, Planning Director  
 David Weston, Zoning Administrator  
 Missy Luyk, Planning and Engineering Assistant  
 Loyd Morris, Code Enforcement Officer

## **PERFORMANCE MEASUREMENTS**

	<b>Performance Indicators</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
<b>Output</b>	Land use permits issued	247	214	157	165	175
	Sign permits issued	52	44	35	43	60
	Rental housing inspections	not available	not available	not available	54	68
	Code enforcement complaints	not available	not available	337	970	718
<b>Efficiency</b>	Land use applications approved within 15 days	100%	100%	100%	100%	100%
	Sign permit applications approved within 10 days	100%	100%	100%	100%	100%
	Rental housing re-inspection rate	not available	not available	not available	9.5%	8.4%

## **SUMMARY OF BUDGET CHANGES**

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits increased to reflect a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee.

**Transportation** – Transportation decreased because in the prior year vehicle rental was incorrectly budgeted in this line item.

**Rentals** – Vehicle rentals increased to account for an increase in rental rate for new model Code Enforcement vehicle. The newer model has 50% better gas efficiency than the former vehicle. Additionally, the vehicle rental was incorrectly budgeted in transportation in the prior year.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>PLANNING AND ZONING DEPARTMENT</b>					
Salaries and Wages	\$ 204,087	\$ 228,387	\$ 248,300	\$ 243,000	\$ 254,000
Fringe Benefits	61,642	75,900	88,600	85,700	90,800
Office/Operation Supplies	5,284	4,185	4,800	4,800	4,000
Professional Services	9,644	14,955	5,900	7,000	5,900
Communications	2,070	2,995	3,200	3,000	3,200
Transportation	1,146	1,358	6,000	2,500	3,000
Professional Development	2,539	3,747	6,500	3,000	5,000
Printing and Publishing	4,008	5,127	4,000	4,000	4,000
Insurance and Bonds	1,876	2,405	2,500	2,200	2,500
Rentals	1,250	3,250	240	2,000	5,000
Miscellaneous	74	254	300	550	300
<b>Total Planning and Zoning Dept.</b>	<b>293,620</b>	<b>342,563</b>	<b>370,340</b>	<b>357,750</b>	<b>377,700</b>
<b>Personnel Services %</b>	<b>90.50%</b>	<b>88.83%</b>	<b>90.97%</b>	<b>91.88%</b>	<b>91.29%</b>
<b>F.T.E. Employees = 3.6</b>					

<b>Department Associated Revenues</b>					
Various Permits	1,198	271	250	350	250
Sign Permits	2,000	2,950	3,000	3,000	3,000
P.U.D. Applications	-	-	150	50	100
Bid Openings/Site Plan Reviews	35	-	100	50	100
Utility Plan Review	1,540	2,100	500	1,300	600
Zoning Appeals/Variance/Change	2,880	2,450	2,100	1,050	2,100
Application for Zoning Change	2,325	400	2,000	2,500	2,000
Street Vacation Permits	2,035	1,031	300	500	300
Land Use Permits	9,210	9,040	10,000	9,000	9,000
Zoning Books/Documents	1,050	690	1,000	200	1,000
Rental Housing Inspections	4,400	8,806	6,000	6,000	6,000
<b>Total Revenues</b>	<b>26,673</b>	<b>27,738</b>	<b>25,400</b>	<b>24,000</b>	<b>24,450</b>
<b>Percent of Department Expenditures</b>					
<b>Covered by Revenues</b>	<b>9.08%</b>	<b>8.10%</b>	<b>6.86%</b>	<b>6.71%</b>	<b>6.47%</b>

# **PARKS AND RECREATION DEPARTMENT**

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

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

- Maintaining 385 acres of parkland in 32 City Parks.
- Managing the urban forest: 9,000 street trees, 2,000 park trees, and 3,000 cemetery trees. This includes pruning street trees on a 10-year cycle; 100 removals a year; and 100 – 150 plantings a year.
- Caring for all plantings: 4500 shrubs, 114 flowerbeds/planters and 50 perennial beds. This includes pruning, mulching, dividing and the planting of 10,000 flowers each year.
- Mowing 70 acres of lawns plus the parkway and other grassy city right-of-ways.
- Snow removal at various City parking lots, the fire stations, Oakwood Cemetery, Water Treatment Plant and Heritage Center.
- Cleaning City beaches twice a week during summer.
- Maintaining and repairing 7 restroom facilities.
- Maintaining playground equipment in 11 parks.
- Creating and maintaining 3 outdoor ice rinks.
- Installing and repairing 30 picnic grills, 85 park benches, 100 picnic tables, 130 trash cans and 85 downtown trash cans.
- Collecting trash from parks and the downtown area.
- Programming, monitoring, repairing, locating and winterizing 31 automatic irrigation systems and 6 manual systems in 17 parks and along the parkway.
- Maintaining the boardwalks along Boardman Lake and the Boardman River, to include annual removal and installation of floating docks at Hull Park.
- Brush chipping during spring cleanup.
- Christmas tree chipping.
- Selecting, cutting, placing and decorating the community Christmas tree.
- Cleaning, monitoring and maintaining the Union Street Dam and assisting with the Brown Bridge Dam.
- Assisting City Clerk with delivery of election equipment.
- Operating the Spirit of Traverse City steam train.



**Recreation includes:**

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

**The Parks and Recreation Department is staffed by:** A full-time staff of 14, a clerical employee shared with the Cemetery, and also up to 7 seasonal personnel for parks maintenance and nearly 40 seasonal personnel for various recreation programs and facilities.

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Output</b>	Number of street trees pruned per year (Goal 9,000 street trees is pruned once every 7 years)	881	771	1,037	897	340
	Number of street trees planted	136	133	138	96	148
	Number of street trees removed	122	128	81	86	108
	Participants in the ten week day camp program	2,465	2,316	2,298	2,503	2,631
	Number of skiers at Hickory Hills (including cross country and snowboarders)	13,368	8,485	11,879	12,389	12,970
	<b>Efficiency</b>	Number of years to complete the pruning of all 9,000 street trees based on the number pruned for the year	10.22	11.67	8.68	10.03
Net of trees planted and removed		14	5	57	10	40
Net revenue per camper day		\$ 4.16	\$ 3.52	\$ 2.44	\$ 4.73	\$ 3.73
Cost to operate by number of skiers		\$ 8.90	\$ 13.42	\$ 10.98	\$ 6.38	\$ 5.81

## SUMMARY OF BUDGET CHANGES

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits overall decreased, however, includes is a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, the decreased is caused by 1.22 FTE employee budgeted less than in the prior year.

**Professional Services** – Professional services increased to cover uncertainty of Hickory Hills operation method and current administrative assistant vacant position.

**Transportation** – Transportation increased to account for the rising fuel costs.

**Utilities** – Utilities increased to account for the new Division to Elmwood area irrigation and general cost increases seen the last few years.

**Rentals** –Rentals increased to reflect required rental rates for the Garage Fund to finance future equipment purchases and increase of \$5,000 for vehicles other department equipment used by Parks.

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>PARKS AND RECREATION DEPARTMENT</b>					
Salaries and Wages	\$ 724,056	\$ 696,996	\$ 752,000	\$ 720,000	\$ 703,500
Fringe Benefits	228,850	215,328	250,700	237,700	231,000
Office/Operation Supplies	46,826	50,607	54,800	52,200	54,800
Professional Services	154,217	160,095	150,000	165,000	179,000
Communications	4,319	9,627	7,000	6,000	7,000
Transportation	36,713	31,663	40,000	40,000	45,000
Professional Development	12,073	12,559	12,000	11,500	12,000
Printing and Publishing	1,588	1,290	2,000	2,000	3,000
Insurance and Bonds	12,950	13,632	14,000	14,000	14,000
Utilities	89,428	99,986	90,000	100,000	105,000
Repairs and Maintenance	39,823	40,774	41,000	40,000	41,000
Rentals	276,310	255,081	288,440	290,000	330,000
Miscellaneous	140	283	300	300	300
<b>Total Parks and Recreation Div.</b>	<b>1,627,293</b>	<b>1,587,921</b>	<b>1,702,240</b>	<b>1,678,700</b>	<b>1,725,600</b>
Personnel Services %**	64.49%	63.53%	64.57%	62.80%	59.75%
**(Includes \$96,500 in Seasonal Labor)					
F.T.E. Employees = 11.35					

**Department Associated Revenues**

Badminton Fees	1,150	500	-	-	-
Day Camp	39,801	47,749	40,000	46,000	45,000
Hickory Hills Concession	2,706	1,000	1,000	5,000	1,000
Volleyball	14,002	14,009	14,800	11,500	15,000
Softball	285	-	-	-	-
Train Rides	43,725	48,038	40,000	45,200	45,000
Museum Store Sales	1,415	650	100	500	100
Boardman River Moorings	8,627	9,892	9,000	7,000	9,000
National Cherry Festival	4,208	4,640	7,000	6,000	6,000
Hickory Hill Ski Passes	80,698	83,201	75,000	90,700	85,000
<b>Total Revenues</b>	<b>196,617</b>	<b>209,679</b>	<b>186,900</b>	<b>211,900</b>	<b>206,100</b>
<b>Percent of Division Expenditures Covered by Revenues</b>	<b>12.08%</b>	<b>13.20%</b>	<b>10.98%</b>	<b>12.62%</b>	<b>11.94%</b>

## **OAKWOOD CEMETERY**

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

The staff includes the Sexton, Office Clerk (1/2 time) and a seasonal maintenance employee. In addition, a portion of two administrator's time and benefits is charged to this budget.



## **SUMMARY OF BUDGET CHANGES**

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**Salaries and Wages/Fringe Benefits** – Salaries and Wages/Fringe Benefits overall decreased to reflect the change of employee who was allocated to the department with benefits being replaced with a part time employee with no fringe benefits. Additionally, the budget reflects a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee.

**Utilities** – Utilities decreased because of conservation measures taken with the irrigation system.

**Rentals** – Rentals increased to account for the purchase of new dump truck that replaced a twenty-two year old dump truck.

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>PARKS AND RECREATION DEPARTMENT</b>					
<b>OAKWOOD CEMETERY DIVISION</b>					
Salaries and Wages	\$ 85,057	\$ 101,212	\$ 111,700	\$ 107,700	\$ 113,300
Fringe Benefits	33,697	40,922	44,500	41,600	40,800
Office/Operation Supplies	5,118	8,460	9,800	9,800	9,800
Professional Services	153,016	138,656	150,000	150,000	150,000
Communications	2,074	2,390	2,200	2,500	2,500
Transportation	1,204	1,343	1,500	1,500	1,500
Professional Development	20	-	500	500	500
Printing and Publishing	-	264	500	500	500
Insurance and Bonds	2,741	2,808	3,000	2,400	3,000
Utilities	16,900	8,611	20,000	15,000	15,000
Repairs and Maintenance	1,642	1,033	5,000	5,000	5,000
Rentals	18,202	14,916	24,100	24,000	26,500
<b>Total Oakwood Cemetery Division</b>	<b>319,671</b>	<b>320,615</b>	<b>372,800</b>	<b>360,500</b>	<b>368,400</b>
<b>Personnel Services %**</b>	<b>84.07%</b>	<b>91.12%</b>	<b>82.14%</b>	<b>83.02%</b>	<b>82.55%</b>
<b>** (Includes \$150,000 in Contract Labor for Cemetery Maintenance)</b>					
<b>F.T.E. Employees = 1.5</b>					
<b>Division Associated Revenues</b>					
Recording of Deeds	-	-	50	50	50
Lot Use	6,059	8,160	9,000	11,500	20,000
Grave Opening-Internments	21,475	23,000	30,000	23,000	54,000
Burial of Cremains	8,175	14,050	11,000	12,000	24,000
Mausoleum Vault Charges	-	-	100	50	100
Foundation of Monuments	7,270	9,402	9,000	7,000	16,000
Cemetery Trust Interest Transfer	9,165	7,717	10,000	10,000	10,000
Perpetual Care Interest Transfer	13,906	11,911	13,000	13,000	13,000
<b>Total Revenues</b>	<b>66,050</b>	<b>74,240</b>	<b>82,150</b>	<b>76,600</b>	<b>137,150</b>
<b>Percent of Function Expenditures Covered by Revenues</b>	<b>20.66%</b>	<b>23.16%</b>	<b>22.04%</b>	<b>21.25%</b>	<b>37.23%</b>

## **DPS DIRECTOR AND STREETS ADMINISTRATION**

---

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

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



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

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

- Snow removal.
- Repairing and cleaning of 27 miles of Major Streets, 50 miles of local streets, 12 miles of State Highways, 30 miles of Alley's and 80 miles of sidewalk and bike paths.
- Cleaning and repairing of 1,250 catch basins and 650 storm manholes including all connecting lines.
- Spring clean-up program.
- Fall leaf collection and composting program.
- Mowing large amounts of non-parkland property along our City's right-of-ways.
- Installing and maintaining all signs on City property and parking lots.
- Maintenance of all traffic signals including those falling under the jurisdiction of the Grand Traverse County Road Commission and State Highway Department per contract. There are 85 traffic signals in the system maintained by the Streets Division.

Two Administrators and 17 personnel staff the Streets Division. In the winter months there is someone working 24 hours per day on weekdays, and from 4:00 a.m. to 8:00 a.m. on the weekends and Holidays. Additional personnel will be called out on weekends to do plowing and sanding, depending on the weather. The Division has two personnel that work from 12:00 midnight until 8:00 a.m. sweeping City streets in the summer.

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Output</b>	Lane feet of crack sealing	not available	20,170	46,620	43,331	not available
	Skip patching asphalt tonnage	not available	not available	not available	not available	278
	Salt purchased tonnage	2000	2000	2300	2300	2300
	Salt winter total cost	\$ 79,320	\$ 82,100	\$ 111,076	\$ 136,541	\$ 141,317
	Spring cleanup yardage	875	700	675	700	not available
	<b>Efficiency</b>	Tons of pot hole patch material	223	335	400	292
Spring cleanup landfill cost		\$ 21,042	\$ 17,662	\$ 16,227	\$ 13,000	not available

## SUMMARY OF BUDGET CHANGES

**Salaries and Wages/Fringe Benefits** – Overall personnel services increased to reflect a 2% annual wage increase to employees and a 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, there is one less employee budgeted and a decrease in fringe benefit recovery based on actual projections of the current year.

**Repairs and Maintenance** – Repairs and maintenance increased from prior year to accommodate for more repairs and maintenance on aged equipment.

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

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>DPS DIRECTOR AND STREETS ADMINISTRATION</b>					
Salaries and Wages	\$ 349,295	\$ 289,954	\$ 208,500	\$ 257,500	\$ 182,600
Fringe Benefits	57,891	22,092	(60,700)	6,900	-
Office/Operation Supplies	(303)	(2,806)	28,200	13,300	30,000
Professional Services	14,049	41,309	18,500	34,000	18,500
Communications	4,815	6,112	7,700	7,700	7,700
Transportation	109,200	85,146	115,700	115,000	115,700
Professional Development	2,076	2,234	4,700	3,000	4,700
Printing and Publishing	1,805	3,147	3,800	3,500	3,800
Insurance and Bonds	21,074	25,678	23,750	18,000	26,000
Utilities	2,055	1,685	2,100	1,500	2,100
Repairs and Maintenance	32,255	39,761	32,300	39,000	40,000
Rentals	(776,382)	(476,446)	(729,400)	(400,000)	(520,000)
Miscellaneous	200	78	-	-	-
<b>Total DPS Director &amp; Streets Admin</b>	<b>(181,970)</b>	<b>37,944</b>	<b>(344,850)</b>	<b>99,400</b>	<b>(88,900)</b>
<b>Personnel Services % F.T.E. Employees = 17.1</b>	<b>57.33%</b>	<b>52.57%</b>	<b>49.47%</b>	<b>49.33%</b>	<b>46.86%</b>
<b>Department Associated Revenues</b>					
Compost Sales	1,510	11,532	7,000	7,000	7,000
National Cherry Festival	1,160	920	1,000	1,000	1,000
<b>Total Revenues</b>	<b>2,670</b>	<b>12,452</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>Percent of Function Expenditures Covered by Revenues</b>	<b>0.23%</b>	<b>0.95%</b>	<b>0.72%</b>	<b>0.56%</b>	<b>0.59%</b>

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

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

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>STREET LIGHTING</b>					
Utilities	\$ 182,225	\$ 183,499	\$ -	\$ -	\$ -
<b>GOVERNMENT OWNED BUILDINGS</b>					
Insurance and Bonds	653	686	1,000	1,000	1,000
Utilities	45,945	46,432	50,000	49,000	51,000
Repairs and Maintenance	64,484	60,153	84,000	82,000	80,000
<b>Total Gvt. Owned Bldgs.</b>	<b>111,082</b>	<b>107,271</b>	<b>135,000</b>	<b>132,000</b>	<b>132,000</b>

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

<b>APPROPRIATIONS</b>					
County Inspections Reimb.	-	-	100	200	200
Retirees Health Insurance Trust	68,400	68,400	68,400	68,400	34,200
Retirement Health Fund	49,973	58,224	57,250	57,250	28,600
Brown Bridge	24,821	-	-	-	-
Joint Planning Commission	3,000	3,000	-	3,000	3,000
Independence Day Fireworks	2,982	2,982	3,500	3,500	3,500
Land Information Access Assoc.	55,150	58,344	71,250	71,250	71,250
Soil Conservation District	21,450	21,450	-	-	-
<b>Total Appropriations</b>	<b>225,776</b>	<b>212,400</b>	<b>200,500</b>	<b>203,600</b>	<b>140,750</b>

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

**City of Traverse City, Michigan  
GENERAL FUND  
2011-12 Departmental Budgets**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>CONTINGENCIES</b>					
Contingencies	\$ -	\$ -	\$ 100,000	\$ 75,000	\$ 50,000
<b>TRANSFERS OUT</b>					
MVH - Streets Funds	1,343,515	1,043,810	1,486,500	1,189,600	1,586,000
ACT 345 Fund	-	-	-	-	110,000
Capital Projects Fund	710,650	844,000	1,037,900	1,037,900	1,030,000
Senior Center Fund	100,000	100,000	85,000	85,000	-
Heritage Center Fund	109,133	92,673	100,900	94,900	92,900
<b>Total Transfers Out</b>	<b>2,263,298</b>	<b>2,080,483</b>	<b>2,710,300</b>	<b>2,407,400</b>	<b>2,818,900</b>

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

**TRANSFERS OUT - CAPITAL PROJECTS FUND**

Computer/Software Annual Replacement	\$ 20,000
Traffic Signal Upgrades	10,000
Streets Program (Annual)	900,000
Sidewalk Improvements (Annual)	100,000
<b>Total</b>	<b><u>1,030,000</u></b>

**CAPITAL OUTLAY**

Equipment Purchases	4,033	10,307	10,000	10,000	10,000
Public Safety Equipment	18,128	13,293	24,000	24,000	46,100
<b>Total Capital Outlay</b>	<b>22,161</b>	<b>23,600</b>	<b>34,000</b>	<b>34,000</b>	<b>56,100</b>

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

**City of Traverse City, Michigan**  
**GENERAL FUND**  
**Department Equipment Purchase Requests**  
**For the Budget Year 2011-12**

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**General Fund Departments**

**Police Department**

Firearm Replacement	9,300
AED Replacement Batteries	800
Mobile Data Computers	8,000
Bulletproof Vests	980
NCJI reimbursement	<u>(480)</u>

**Total Police Department** 18,600

**Fire Department**

Firehouse Software	15,000
Station 1 Server Replacement	7,500
Hose Replacement	1,000
Stryker Stairchair for E-2	2,500
Water Thief	<u>1,500</u>

**Total Fire Department** 27,500

**Total Public Safety** \$ 46,100

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
BUDGET STABILIZATION FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 16,190	\$ 3,348	\$ 7,500	\$ 2,000	\$ 5,000
<b>OTHER FINANCING USES</b>					
Transfers Out-General Fund	(31,148)	(3,348)	(7,500)	(2,000)	(5,000)
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>					
	(14,958)	-	-	-	-
<hr/>					
Beginning Fund Balance	764,958	750,000	750,000	750,000	750,000
Ending Fund Balance	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000

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

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**SUMMARY OF GENERAL FUND STREET DEPARTMENT AND SPECIAL REVENUE STREET FUNDS**  
**For the Budget Year 2011-12**

	<u>Grand Total</u>	<u>Major Street</u>	<u>Local Street</u>	<u>Trunkline</u>	<u>Street Admin.</u>
<b>REVENUES</b>					
State Gas & Weight Tax	\$ 1,050,000	\$ 770,000	\$ 280,000	\$ -	\$ -
State Contract	239,000	-	-	239,000	-
Metro Authority	45,000	-	45,000	-	-
Interest & Dividend	1,500	1,000	-	500	-
Prior Years Surplus	-	-	-	-	-
General Fund Direct Support	(88,900)	-	-	-	(88,900)
Transfer from General Fd	1,586,000	456,000	1,130,000	-	-
Transfer from Trunkline Fd	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b><u>2,832,600</u></b>	<b><u>1,227,000</u></b>	<b><u>1,455,000</u></b>	<b><u>239,500</u></b>	<b><u>(88,900)</u></b>
<b>EXPENDITURES</b>					
Salaries & Wages	848,800	254,000	365,000	47,200	182,600
Fringe Benefits	478,600	207,000	239,800	31,800	-
Office/Operation Supplies	276,000	125,000	86,000	35,000	30,000
Professional Services	167,700	80,000	64,200	5,000	18,500
Communications	7,700	-	-	-	7,700
Transportation	115,700	-	-	-	115,700
Professional Development	4,700	-	-	-	4,700
Printing & Publishing	3,800	-	-	-	3,800
Insurance & Bonds	26,000	-	-	-	26,000
Utilities	43,100	11,000	-	30,000	2,100
Repairs & Maintenance	40,000	-	-	-	40,000
Rentals	820,500	550,000	700,000	90,500	(520,000)
<b>TOTAL EXPENDITURES</b>	<b><u>2,832,600</u></b>	<b><u>1,227,000</u></b>	<b><u>1,455,000</u></b>	<b><u>239,500</u></b>	<b><u>(88,900)</u></b>

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

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### **REVENUES**

**State Sources** – State sources in the Major Street Fund increased based on an expected increase in snow maintenance funds that is pass through the State of Michigan. State sources in the Trunkline decreased based on the City being reimbursed based on incurred costs.

**Reimbursements** – Reimbursements decreased because signal maintenance operations, including the revenue earned on County signal maintenance transferred to Light and Power.

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

### **EXPENDITURES**

**Personnel Services** – Personnel services increased to reflect a 2% annual wage increase to employees and a 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, there is one less employee budgeted.

**Office/Operation Supplies** – Office operation supplies increased to cover winter salt/sand expenditures.

**Professional Services** – Professional services increased to cover hauling and disposal of street sweeping and catch basin cleaning debris.

**Insurance and Bonds** – Insurance and bonds increased to be more in align with prior and current fiscal year projections.

**Utilities** – Utilities decreased to become more in align with prior and current year fiscal year projections.

**Repairs and Maintenance** – Repairs and maintenance increased to reflect repair expenses on aged non-fleet equipment.

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

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**MOTOR VEHICLE HIGHWAY - MAJOR STREETS FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
State Sources	\$ 787,606	\$ 798,577	\$ 750,000	\$ 750,000	\$ 770,000
Interest Revenue	241	91	500	100	1,000
Reimbursements	24,345	9,251	22,500	900	-
<b>TOTAL REVENUES</b>	<b>812,192</b>	<b>807,919</b>	<b>773,000</b>	<b>751,000</b>	<b>771,000</b>
<b>EXPENDITURES</b>					
Personnel Services	420,473	346,018	462,000	342,000	461,000
Operating Materials	110,793	102,219	103,000	129,000	125,000
Professional Services	73,740	38,231	80,000	60,000	80,000
Utilities	9,525	10,961	10,000	10,000	11,000
Rentals	507,029	404,379	590,000	380,000	550,000
<b>TOTAL EXPENDITURES</b>	<b>1,121,560</b>	<b>901,808</b>	<b>1,245,000</b>	<b>921,000</b>	<b>1,227,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(309,368)</b>	<b>(93,889)</b>	<b>(472,000)</b>	<b>(170,000)</b>	<b>(456,000)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers In	309,367	93,889	332,000	170,000	456,000
<b>NET CHANGE IN FUND BALANCE</b>	<b>(1)</b>	<b>-</b>	<b>(140,000)</b>	<b>-</b>	<b>-</b>
<hr/>					
Beginning Fund Balance	141,458	141,457	141,457	141,457	141,457
Ending Fund Balance	\$ 141,457	\$ 141,457	\$ 1,457	\$ 141,457	\$ 141,457
<hr/>					
Personnel Services %	37.5%	38.4%	37.1%	37.1%	37.6%

This fund was created to account for the operations of the major street (27 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 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Metro Authority Fee	\$ 46,127	\$ 47,234	\$ 45,000	\$ 45,000	\$ 45,000
State Sources	270,905	276,930	250,000	275,000	280,000
Reimbursements	132	-	-	-	-
<b>TOTAL REVENUES</b>	<b>317,164</b>	<b>324,164</b>	<b>295,000</b>	<b>320,000</b>	<b>325,000</b>
<b>EXPENDITURES</b>					
Personnel Services	553,066	553,557	605,000	599,600	604,800
Operating Materials	68,185	43,914	75,000	75,000	86,000
Professional Services	42,566	40,830	50,000	40,000	64,200
Rentals	687,496	635,784	719,500	625,000	700,000
<b>TOTAL EXPENDITURES</b>	<b>1,351,313</b>	<b>1,274,085</b>	<b>1,449,500</b>	<b>1,339,600</b>	<b>1,455,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(1,034,149)</b>	<b>(949,921)</b>	<b>(1,154,500)</b>	<b>(1,019,600)</b>	<b>(1,130,000)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers In-General Fund	1,034,149	949,921	1,154,500	1,019,600	1,130,000
<b>NET CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>					
	-	-	-	-	-
<b>Ending Fund Balance</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Personnel Services %</b>	<b>40.9%</b>	<b>43.4%</b>	<b>41.7%</b>	<b>44.8%</b>	<b>41.6%</b>

This fund was created to account for the operations of the local street (50 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 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
State Sources	\$ 252,108	\$ 168,232	\$ 263,900	\$ 203,100	\$ 239,000
Interest Revenue	256	245	500	500	500
<b>TOTAL REVENUES</b>	<b>252,364</b>	<b>168,477</b>	<b>264,400</b>	<b>203,600</b>	<b>239,500</b>
<b>EXPENDITURES</b>					
Personnel Services	66,086	45,323	78,400	58,600	79,000
Operating Materials	39,170	35,256	32,000	40,000	35,000
Professional Services	-	5,100	9,000	9,000	5,000
Utilities	29,609	26,818	35,000	31,000	30,000
Rentals	97,972	64,551	110,000	65,000	90,500
<b>TOTAL EXPENDITURES</b>	<b>232,837</b>	<b>177,048</b>	<b>264,400</b>	<b>203,600</b>	<b>239,500</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>19,527</b>	<b>(8,571)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>49,872</b>	<b>69,399</b>	<b>60,828</b>	<b>60,828</b>	<b>60,828</b>
<b>Ending Fund Balance</b>	<b>\$ 69,399</b>	<b>\$ 60,828</b>	<b>\$ 60,828</b>	<b>\$ 60,828</b>	<b>\$ 60,828</b>
<b>Personnel Services %</b>	<b>28.4%</b>	<b>25.6%</b>	<b>29.7%</b>	<b>28.8%</b>	<b>33.0%</b>

This account was created to account for the operations of the State trunkline (12 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 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Grants from Local Units	\$ 19,750	\$ 19,750	\$ 19,750	\$ 19,500	\$ 19,355
Charges for Services Rendered	809	4,887	1,000	1,500	1,000
Contributions	-	6,060	-	-	-
<b>TOTAL REVENUES</b>	<b>20,559</b>	<b>30,697</b>	<b>20,750</b>	<b>21,000</b>	<b>20,355</b>
<b>EXPENDITURES</b>					
Personnel Services	3,187	1,639	9,450	2,350	9,450
Operation Supplies	7,708	17,520	1,350	12,150	1,350
Professional Services	-	-	1,050	1,050	1,050
Communications	-	-	1,450	-	1,450
Transportation	40	45	200	-	200
Professional Development	1,369	563	3,000	3,000	3,000
Printing and Publishing	-	-	350	-	350
Insurance and Bonds	800	900	900	900	900
Repairs and Maintenance	1,346	1,899	2,000	-	2,000
<b>TOTAL EXPENDITURES</b>	<b>14,450</b>	<b>22,566</b>	<b>19,750</b>	<b>19,450</b>	<b>19,750</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>6,109</b>	<b>8,131</b>	<b>1,000</b>	<b>1,550</b>	<b>605</b>
<b>Beginning Fund Balance</b>	<b>18,995</b>	<b>25,104</b>	<b>33,235</b>	<b>33,235</b>	<b>34,785</b>
<b>Ending Fund Balance</b>	<b>\$ 25,104</b>	<b>\$ 33,235</b>	<b>\$ 34,235</b>	<b>\$ 34,785</b>	<b>\$ 35,390</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 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
State Grants	\$ 6,798	\$ 6,403	\$ 6,500	\$ 6,500	\$ 6,500
<b>EXPENDITURES</b>					
Professional Development	6,798	6,403	6,500	6,500	6,500
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<hr/>					
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -

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

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**FETN ACADEMY FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Grants from Local Units	\$ -	\$ -	\$ 3,500	\$ -	\$ -
<b>EXPENDITURES</b>					
Office Supplies	-	-	-	50	150
Professional Services	-	-	3,500	-	-
<b>TOTAL EXPENDITURES</b>	-	-	3,500	50	150
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	(50)	(150)
<hr/>					
Beginning Fund Balance	632	632	632	632	582
Ending Fund Balance	\$ 632	\$ 632	\$ 632	\$ 582	\$ 432

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

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**STATE DOMESTIC PREPAREDNESS EQUIPMENT GRANT FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Federal Grants	\$ 22,928	\$ 111,186	\$ 50,000	\$ 8,750	\$ 50,000
<b>EXPENDITURES</b>					
Capital Outlay	22,928	111,186	50,000	8,750	50,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<b>OTHER FINANCING SOURCES</b>					
Transfer out	(5)	-	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>	(5)	-	-	-	-
<hr/>					
Beginning Fund Balance	5	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

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

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
COLLEGE PARKING FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Parking Fees-Coin	\$ 4,273	\$ 6,691	\$ 3,800	\$ 5,800	\$ 4,000
Parking Fines	24,912	37,273	17,500	29,500	18,500
Recovery of Bad Debts	3,323	2,787	2,000	2,350	2,000
<b>TOTAL REVENUES</b>	<b>32,508</b>	<b>46,751</b>	<b>23,300</b>	<b>37,650</b>	<b>24,500</b>
<b>EXPENDITURES</b>					
Personnel Services	4,477	4,324	5,820	5,350	5,530
Operating Materials	-	-	300	300	400
Professional Services	25,810	40,530	13,730	30,000	15,870
Printing & Publishing	-	-	200	-	200
Rentals	1,630	2,488	3,250	2,000	2,500
<b>TOTAL EXPENDITURES</b>	<b>31,917</b>	<b>47,342</b>	<b>23,300</b>	<b>37,650</b>	<b>24,500</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>591</b>	<b>(591)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>591</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ 591</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Personnel Services % F.T.E. Employees = .1</b>	<b>14.03%</b>	<b>9.13%</b>	<b>24.98%</b>	<b>14.21%</b>	<b>22.57%</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 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Contribution-Public Sources	\$ 30,915	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
<b>EXPENDITURES</b>					
Salaries and Wages	1,501	-	1,500	1,500	1,500
Office Supplies	611	41	1,500	1,500	1,500
Professional Services	21,090	8,435	1,500	1,500	1,500
Printing and Publishing	120	1,048	1,500	1,500	1,500
<b>TOTAL EXPENDITURES</b>	<b>23,322</b>	<b>9,524</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>7,593</b>	<b>(3,524)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>5,804</b>	<b>13,397</b>	<b>9,873</b>	<b>9,873</b>	<b>9,873</b>
<b>Ending Fund Balance</b>	<b>\$ 13,397</b>	<b>\$ 9,873</b>	<b>\$ 9,873</b>	<b>\$ 9,873</b>	<b>\$ 9,873</b>

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

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
BOARDMAN DAM REMOVAL  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
State Grants	\$ -	\$ -	\$ -	\$ 100,000	\$ 800,000
<b>EXPENDITURES</b>					
Professional Services	-	-	-	100,000	800,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>					
	-	-	-	-	-
<b>Beginning Fund Balance</b>					
	-	-	-	-	-
<b>Ending Fund Balance</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -

This fund was created in 2010-11 fiscal year to account for the \$1,000,000 grant received from Great Lakes Fisheries Trust in collaboration with Grand Traverse County to remove the Boardman Dam. The purpose of this grant is to reinstate the river to it's natural state.

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
HERITAGE CENTER FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Contributions	\$ -	\$ -	\$ -	\$ -	\$ 5,000
<b>EXPENDITURES</b>					
Professional Services	66,269	64,558	62,000	62,500	63,000
Communications	125	164	200	200	200
Insurance & Bonds	5,257	3,726	6,000	3,600	4,300
Public Utilities	28,532	27,227	32,000	30,000	31,000
Repairs and Maintenance	12,320	-	3,800	1,700	2,500
<b>TOTAL EXPENDITURES</b>	<b>112,503</b>	<b>95,675</b>	<b>104,000</b>	<b>98,000</b>	<b>101,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(112,503)</b>	<b>(95,675)</b>	<b>(104,000)</b>	<b>(98,000)</b>	<b>(96,000)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfers In-General Fund	109,112	92,675	101,000	94,900	92,900
Transfers In-McCauley Trust	3,391	3,000	3,000	3,100	3,100
<b>TOTAL REVENUES</b>	<b>112,503</b>	<b>95,675</b>	<b>104,000</b>	<b>98,000</b>	<b>96,000</b>
<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>

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

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
PEG CAPITAL FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Contribution-Private Sources	\$ 17,106	\$ 25,924	\$ 23,000	\$ 23,000	\$ 23,000
<b>EXPENDITURES</b>					
Capital outlay	16,090	17,908	19,000	19,000	19,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>1,016</b>	<b>8,016</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>1,016</b>	<b>9,032</b>	<b>9,032</b>	<b>13,032</b>
<b>Ending Fund Balance</b>	<b>\$ 1,016</b>	<b>\$ 9,032</b>	<b>\$ 13,032</b>	<b>\$ 13,032</b>	<b>\$ 17,032</b>

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**SENIOR CENTER FUND**  
For the Budget Year 2011-12

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Grants from Local Units	\$ 57,641	\$ 54,150	\$ 57,000	\$ -	-
Charges for Services-Fees	44,710	49,287	36,000	40,000	-
Interest Revenue	1,292	639	2,500	1,000	-
Contributions-Public Entities	47,915	55,143	7,000	58,500	-
Contributions-Private Sources	22,378	34,580	24,000	25,500	-
Reimbursements	-	425	-	-	-
Miscellaneous	30,226	6,889	8,000	3,200	-
<b>TOTAL REVENUES</b>	<b>204,162</b>	<b>201,113</b>	<b>134,500</b>	<b>128,200</b>	<b>-</b>
<b>EXPENDITURES</b>					
Salaries and Wages	123,503	125,824	109,000	109,000	-
Fringe Benefits	38,918	41,279	36,200	36,250	-
Office/Operation Supplies	20,023	23,288	23,000	23,000	-
Professional Services	48,849	25,735	43,000	67,000	-
Tribal Grant Expenditures	-	4,250	-	-	-
Communications	2,852	2,940	2,400	2,400	-
Transportation	-	4,379	-	7,500	-
Professional Development	2,775	387	1,000	600	-
Printing and Publishing	4,201	2,078	3,000	6,500	-
Insurance and Bonds	1,862	2,041	2,000	1,800	-
Utilities	8,250	8,793	7,000	10,500	-
Repairs and Maintenance	8,069	4,518	3,000	15,000	-
Rentals	1,155	995	1,000	1,000	-
Miscellaneous	-	-	500	500	-
Capital Outlay	10,528	320	1,000	14,700	-
<b>TOTAL EXPENDITURES</b>	<b>270,985</b>	<b>246,827</b>	<b>232,100</b>	<b>295,750</b>	<b>-</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(66,823)</b>	<b>(45,714)</b>	<b>(97,600)</b>	<b>(167,550)</b>	<b>-</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers In-General Fund	100,000	100,000	85,000	85,000	-
Transfers Out-County Senior Fund	-	-	-	(85,954)	-
<b>TOTAL OTHER FINANCING SOURCES (</b>	<b>100,000</b>	<b>100,000</b>	<b>85,000</b>	<b>(954)</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>33,177</b>	<b>54,286</b>	<b>(12,600)</b>	<b>(168,504)</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>81,041</b>	<b>114,218</b>	<b>168,504</b>	<b>168,504</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ 114,218</b>	<b>\$ 168,504</b>	<b>\$ 155,904</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Personnel Services %</b>	<b>59.94%</b>	<b>67.70%</b>	<b>62.56%</b>	<b>49.11%</b>	<b>0.00%</b>

**City of Traverse City, Michigan**  
**SPECIAL REVENUE FUND**  
**SENIOR CENTER BUILDING FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 887	\$ 612	\$ 3,000	\$ 1,500	\$ 3,000
Contributions-Private Sources	21,595	11,796	10,000	14,000	10,000
<b>TOTAL REVENUES</b>	<b>22,482</b>	<b>12,408</b>	<b>13,000</b>	<b>15,500</b>	<b>13,000</b>
<b>EXPENDITURES</b>					
Printing & Publishing	-	-	500	500	500
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>22,482</b>	<b>12,408</b>	<b>12,500</b>	<b>15,000</b>	<b>12,500</b>
<b>Beginning Fund Balance</b>	<b>107,115</b>	<b>129,597</b>	<b>142,005</b>	<b>142,005</b>	<b>157,005</b>
<b>Ending Fund Balance</b>	<b>\$ 129,597</b>	<b>\$ 142,005</b>	<b>\$ 154,505</b>	<b>\$ 157,005</b>	<b>\$ 169,505</b>

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
COUNTY SENIOR CENTER FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Contributions-Public Sources	\$ -	\$ -	\$ -	\$ -	\$ 114,200
<b>EXPENDITURES</b>					
Salaries and Wages	-	-	-	-	77,500
Fringe Benefits	-	-	-	-	27,000
Repairs and Maintenance	-	-	-	-	46,000
<b>TOTAL EXPENDITURES</b>	-	-	-	-	150,500
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	(36,300)
<b>OTHER FINANCING SOURCES</b>					
Transfers in-General Fund	-	-	-	85,954	-
<b>NET CHANGE IN FUND BALANCE</b>	-	-	-	85,954	(36,300)
<hr/>					
Beginning Fund Balance	-	-	-	-	85,954
Ending Fund Balance	\$ -	\$ -	\$ -	85,954	\$ 49,654

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

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

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
HOMELAND SECURITY TRAINING GRANT FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Federal Grants	\$ 10,516	\$ 22,812	\$ 30,000	\$ 6,000	\$ 30,000
<b>EXPENDITURES</b>					
Personnel Services	6,721	13,209	21,650	-	21,650
Office/Operation Supplies	-	40	-	-	-
Transportation	-	98	350	-	350
Professional Development	2,495	9,465	8,000	6,000	8,000
Capital outlay	1,300	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>10,516</b>	<b>22,812</b>	<b>30,000</b>	<b>6,000</b>	<b>30,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OTHER FINANCING USES</b>					
Transfer out	(191)	-	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>	<b>(191)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>191</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
CITY OPERA HOUSE FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Rental Income	\$ 79,706	\$ 63,273	\$ 81,400	\$ 65,000	\$ 103,000
Interest Revenue	470	226	2,000	500	500
Reimbursements	17,681	12,141	5,500	7,000	4,000
<b>TOTAL REVENUES</b>	<b>97,857</b>	<b>75,640</b>	<b>88,900</b>	<b>72,500</b>	<b>107,500</b>
<b>EXPENDITURES</b>					
Salaries and wages	-	-	-	600	-
Fringe benefits	-	-	-	400	-
Office/Operation Supplies	3	-	100	-	-
Professional/Contractual	11,090	18,016	10,000	25,000	6,800
Insurance & Bonds	5,381	5,580	6,000	5,500	6,000
Public Utilities	10,529	8,988	11,000	7,000	11,000
Repairs and Maintenance	-	-	-	8,000	6,000
Miscellaneous	42,124	12,772	13,100	18,050	13,000
Capital outlay	-	-	-	-	15,000
Interest - Inter-Fund Loan	13,807	12,555	11,500	11,500	10,300
<b>TOTAL EXPENDITURES</b>	<b>82,934</b>	<b>57,911</b>	<b>51,700</b>	<b>76,050</b>	<b>68,100</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENSES</b>	<b>14,923</b>	<b>17,729</b>	<b>37,200</b>	<b>(3,550)</b>	<b>39,400</b>
<b>Beginning Fund Balance</b>	<b>(179,426)</b>	<b>(164,503)</b>	<b>(146,774)</b>	<b>(146,774)</b>	<b>(150,324)</b>
<b>Ending Fund Balance</b>	<b>\$ (164,503)</b>	<b>\$ (146,774)</b>	<b>\$ (109,574)</b>	<b>\$ (150,324)</b>	<b>\$ (110,924)</b>

This fund was created to reflect the lease revenues and related expenses for the general operation of the City Opera House. In 2005 the Opera House received an inter-fund loan from the Economic Development Fund. That loan was repaid in April 2007. Another inter-fund loan from the Economic Development Fund was granted in 2007 and will be repaid over a 5 year period.

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
BANNER PROGRAM FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Contributions-Private	\$ 1,100	\$ 3,140	\$ 3,500	\$ 5,000	\$ 5,000
<b>EXPENDITURES</b>					
Repairs and Maintenance	-	-	-	1,500	-
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>1,100</b>	<b>3,140</b>	<b>3,500</b>	<b>3,500</b>	<b>5,000</b>
<b>Beginning Fund Balance</b>	<b>6,710</b>	<b>7,810</b>	<b>10,950</b>	<b>10,950</b>	<b>14,450</b>
<b>Ending Fund Balance</b>	<b>\$ 7,810</b>	<b>\$ 10,950</b>	<b>\$ 14,450</b>	<b>\$ 14,450</b>	<b>\$ 19,450</b>

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
ECONOMIC DEVELOPMENT FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 52,791	\$ 47,459	\$ 42,000	\$ 30,000	\$ 30,000
<b>EXPENDITURES</b>					
Professional Services	61,400	21,600	20,000	21,600	22,000
Utilities	1,236	1,269	5,000	2,200	4,000
<b>TOTAL EXPENDITURES</b>	<b>62,636</b>	<b>22,869</b>	<b>25,000</b>	<b>23,800</b>	<b>26,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(9,845)</b>	<b>24,590</b>	<b>17,000</b>	<b>6,200</b>	<b>4,000</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Sale of fixed assets	-	7,280	-	-	-
Transfer out - General Fund	-	(30,000)	(88,200)	(88,200)	(21,550)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>-</b>	<b>(22,720)</b>	<b>(88,200)</b>	<b>(88,200)</b>	<b>(21,550)</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>(9,845)</b>	<b>1,870</b>	<b>(71,200)</b>	<b>(82,000)</b>	<b>(17,550)</b>
<b>Beginning Fund Balance</b>	<b>2,160,414</b>	<b>2,150,569</b>	<b>2,152,439</b>	<b>2,152,439</b>	<b>2,070,439</b>
<b>Ending Fund Balance</b>	<b>\$ 2,150,569</b>	<b>\$ 2,152,439</b>	<b>\$ 2,081,239</b>	<b>\$ 2,070,439</b>	<b>\$ 2,052,889</b>

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

**City of Traverse City, Michigan  
SPECIAL REVENUE FUND  
McCAULEY ESTATE TRUST FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 6,353	\$ 5,696	\$ 3,100	\$ 3,100	\$ 3,100
<b>OTHER FINANCING USES</b>					
Transfers Out-Heritage Center Fund	(3,371)	(3,002)	(3,100)	(3,100)	(3,100)
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>2,982</b>	<b>2,694</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>99,140</b>	<b>102,122</b>	<b>104,816</b>	<b>104,816</b>	<b>104,816</b>
<b>Ending Fund Balance</b>	<b>\$ 102,122</b>	<b>\$ 104,816</b>	<b>\$ 104,816</b>	<b>\$ 104,816</b>	<b>\$ 104,816</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 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Rental Income	\$ 8,317	\$ 91,977	\$ 50,000	\$ 50,000	\$ 50,000
<b>EXPENDITURES</b>					
Professional and contractual	-	29,730	52,000	40,000	32,000
Insurance and Bonds	-	1,688	2,000	1,000	2,000
Repairs and Maintenance	1,892	36,308	22,500	22,500	22,500
<b>TOTAL EXPENDITURES</b>	<b>1,892</b>	<b>67,726</b>	<b>76,500</b>	<b>63,500</b>	<b>56,500</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>6,425</b>	<b>24,251</b>	<b>(26,500)</b>	<b>(13,500)</b>	<b>(6,500)</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>6,425</b>	<b>30,676</b>	<b>30,676</b>	<b>17,176</b>
<b>Ending Fund Balance</b>	<b>\$ 6,425</b>	<b>\$ 30,676</b>	<b>\$ 4,176</b>	<b>\$ 17,176</b>	<b>\$ 10,676</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 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Property taxes	\$ -	\$ 950,186	\$ 1,206,400	\$ 1,206,900	\$ 1,350,000
<b>EXPENDITURES</b>					
Retirement costs	-	1,154,441	1,206,400	1,206,400	1,345,660
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	(204,255)	-	500	4,340
<b>OTHER FINANCING SOURCES</b>					
Transfer in	-	-	-	-	110,000
<b>NET CHANGE IN FUND BALANCE</b>	-	(204,255)	-	500	114,340
<b>Beginning Fund Balance</b>	-	-	(204,255)	(204,255)	(203,755)
<b>Ending Fund Balance</b>	\$ -	\$ (204,255)	\$ (204,255)	\$ (203,755)	\$ (89,415)

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**  
**DEBT SERVICE FUND**  
**PARKING BOND DEBT RETIREMENT FUND - TAX EXEMPT**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Transfers In - TIF 97	\$ 470,054	\$ 467,459	\$ 495,000	\$ 495,000	\$ 526,000
<b>EXPENDITURES</b>					
Principal	60,000	60,000	90,000	90,000	125,000
Interest Expense and Fees	410,054	407,459	405,000	405,000	401,000
<b>TOTAL EXPENDITURES</b>	<b>470,054</b>	<b>467,459</b>	<b>495,000</b>	<b>495,000</b>	<b>526,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

**City of Traverse City, Michigan**  
**DEBT SERVICE FUND**  
**PARKING BOND DEBT RETIREMENT FUND - TAXABLE**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Reimbursements	\$ 18,986	\$ 18,986	\$ 19,000	\$ 19,000	\$ 19,000
Transfers In - TIF 97	193,684	185,564	157,200	157,200	150,000
<b>TOTAL REVENUES</b>	<b>212,670</b>	<b>204,550</b>	<b>176,200</b>	<b>176,200</b>	<b>169,000</b>
<b>EXPENDITURES</b>					
Principal	140,000	140,000	120,000	120,000	120,000
Interest Expense and Fees	72,670	64,550	56,200	56,200	49,000
<b>TOTAL EXPENDITURES</b>	<b>212,670</b>	<b>204,550</b>	<b>176,200</b>	<b>176,200</b>	<b>169,000</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<hr/>					
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

**City of Traverse City, Michigan**  
**DEBT SERVICE FUND**  
**PARKING BOND DEBT RETIREMENT FUND - OLD TOWN DECK**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Transfers In - TIF 2	\$ -	\$ 941,138	\$ 1,206,300	\$ 1,206,300	\$ 1,318,800
<b>EXPENDITURES</b>					
Principal	-	850,000	1,000,000	1,000,000	1,135,000
Interest Expense and Fees	-	91,138	206,300	206,300	183,800
<b>TOTAL EXPENDITURES</b>	-	941,138	1,206,300	1,206,300	1,318,800
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	-	-	-	-	-
<hr/>					
<b>Beginning Fund Balance</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -

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

**City of Traverse City, Michigan**  
**CAPITAL PROJECT FUND**  
**PARKING CONSTRUCTION BOND FUND - TAX EXEMPT**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 8,856	\$ 1,506	\$ 5,000	\$ 4,000	\$ 5,000
<b>EXPENDITURES</b>					
Capital Outlay	-	-	970,000	-	975,200
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	8,856	1,506	(965,000)	4,000	(970,200)
<b>Beginning Fund Balance</b>	956,762	965,618	967,124	967,124	971,124
<b>Ending Fund Balance</b>	\$ 965,618	\$ 967,124	\$ 2,124	\$ 971,124	\$ 924

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

**City of Traverse City, Michigan  
CAPITAL PROJECT FUND  
PARKING BOND CONSTRUCTION FUND - TAXABLE  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 1,015	\$ 295	\$ 1,000	\$ 500	\$ 1,000
<b>EXPENDITURES</b>					
Capital Outlay	-	-	107,500	-	108,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>1,015</b>	<b>295</b>	<b>(106,500)</b>	<b>500</b>	<b>(107,000)</b>
<b>Beginning Fund Balance</b>	<b>105,480</b>	<b>106,495</b>	<b>106,790</b>	<b>106,790</b>	<b>107,290</b>
<b>Ending Fund Balance</b>	<b>\$ 106,495</b>	<b>\$ 106,790</b>	<b>\$ 290</b>	<b>\$ 107,290</b>	<b>\$ 290</b>

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

**City of Traverse City, Michigan**  
**CAPITAL PROJECT FUND**  
**PARKING BOND CONSTRUCTION FUND - OLD TOWN DECK**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Interest Revenue	\$ -	\$ 14,092	\$ 8,000	\$ 1,397	\$ -
<b>EXPENDITURES</b>					
Capital Outlay	-	7,561,114	2,508,000	560,967	-
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>					
	-	(7,547,022)	(2,500,000)	(559,570)	-
<b>OTHER FINANCING SOURCES</b>					
Bond Proceeds	-	8,000,000	-	-	-
Reoffering Premium	-	106,592	-	-	-
<b>TOTAL OTHER FINANCING SOUTH</b>					
	-	8,106,592	-	-	-
<b>NET CHANGE IN FUND BALANCE</b>					
	-	559,570	(2,500,000)	(559,570)	-
<b>Beginning Fund Balance</b>					
	-	-	559,570	559,570	-
<b>Ending Fund Balance</b>					
	\$ -	\$ 559,570	\$ (1,940,430)	\$ -	\$ -

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

**City of Traverse City, Michigan  
CAPITAL PROJECT FUND  
RECAPTURED GRANT REVOLVING LOAN FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 1,339	\$ 733	\$ 4,000	\$ 1,000	\$ 1,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>1,339</b>	<b>733</b>	<b>4,000</b>	<b>1,000</b>	<b>1,000</b>
<b>OTHER FINANCING USES</b>					
Transfers out - Capital Projects	-	-	-	-	(163,000)
<b>NET CHANGE IN FUND BALANCE</b>	<b>1,339</b>	<b>733</b>	<b>4,000</b>	<b>1,000</b>	<b>(162,000)</b>
<b>Beginning Fund Balance</b>	<b>164,456</b>	<b>165,795</b>	<b>166,528</b>	<b>166,528</b>	<b>167,528</b>
<b>Ending Fund Balance</b>	<b>\$ 165,795</b>	<b>\$ 166,528</b>	<b>\$ 170,528</b>	<b>\$ 167,528</b>	<b>\$ 5,528</b>

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

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

All projects have been completed with the exception of Franke Road design and construction. This project will be coordinated with the Recreational Authority.

**City of Traverse City, Michigan  
CAPITAL PROJECTS FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 10/11 Requested
<b>REVENUES</b>					
Federal Grants	\$ 9,415	\$ 458,558	\$ -	\$ 1,800	\$ 715,000
State Grants	500,000	-	-	-	-
Interest Revenue	8,203	6,583	-	95	100
Contributions - Public Entities	680,916	532,336	-	45,000	785,000
Contributions - Private Sources	804,738	71,666	-	135,000	125,000
Reimbursements	-	2,547	-	5,000	2,500
Miscellaneous	199,981	-	-	11,000	3,000
<b>TOTAL REVENUES</b>	<b>2,203,253</b>	<b>1,071,690</b>	<b>-</b>	<b>197,895</b>	<b>1,630,600</b>
<b>EXPENDITURES</b>					
Personnel Services	9,083	1,647	-	2,150	1,150
Professional Services	3,800	58,000	-	20,000	100,000
Rentals	7,587	753	-	500	500
Capital Outlay	2,446,723	2,073,528	1,106,900	1,700,000	2,675,800
<b>TOTAL EXPENDITURES</b>	<b>2,467,193</b>	<b>2,133,928</b>	<b>1,106,900</b>	<b>1,722,650</b>	<b>2,777,450</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(263,940)</b>	<b>(1,062,238)</b>	<b>(1,106,900)</b>	<b>(1,524,755)</b>	<b>(1,146,850)</b>
<b>OTHER FINANCING SOURCES</b>					
Transfer In-General Fund	713,750	830,000	1,037,900	1,037,900	1,110,000
Transfer In - Revolving Loan Fund	-	-	-	-	163,000
<b>TOTAL OTHER FINANCING SOURCE:</b>	<b>713,750</b>	<b>830,000</b>	<b>1,037,900</b>	<b>1,037,900</b>	<b>1,273,000</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>449,810</b>	<b>(232,238)</b>	<b>(69,000)</b>	<b>(486,855)</b>	<b>126,150</b>
<b>Beginning Fund Balance</b>	<b>1,348,298</b>	<b>1,798,108</b>	<b>1,565,870</b>	<b>1,565,870</b>	<b>1,079,015</b>
<b>Ending Fund Balance</b>	<b>\$ 1,798,108</b>	<b>\$ 1,565,870</b>	<b>\$ 1,496,870</b>	<b>\$ 1,079,015</b>	<b>\$ 1,205,165</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 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 20,052	\$ 11,775	\$ 25,000	\$ 12,000	\$ 12,000
Construction Revenue	39,485	99,305	40,000	50,000	50,000
<b>TOTAL REVENUES</b>	<b>59,537</b>	<b>111,080</b>	<b>65,000</b>	<b>62,000</b>	<b>62,000</b>
<b>EXPENDITURES</b>					
Capital Outlay	86,823	169,222	80,000	50,000	70,000
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>(27,286)</b>	<b>(58,142)</b>	<b>(15,000)</b>	<b>12,000</b>	<b>(8,000)</b>
<b>OTHER FINANCING SOURCES</b>					
Sale of fixed assets	-	-	-	40,100	-
Transfer In-General Fund	-	14,000	-	-	-
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>-</b>	<b>14,000</b>	<b>-</b>	<b>40,100</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>(27,286)</b>	<b>(44,142)</b>	<b>(15,000)</b>	<b>52,100</b>	<b>(8,000)</b>
<b>Beginning Fund Balance</b>	<b>1,594,823</b>	<b>1,567,537</b>	<b>1,523,395</b>	<b>1,523,395</b>	<b>1,535,395</b>
<b>Ending Fund Balance</b>	<b>\$ 1,567,537</b>	<b>\$ 1,523,395</b>	<b>\$ 1,508,395</b>	<b>\$ 1,535,395</b>	<b>\$ 1,527,395</b>

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

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

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

**City of Traverse City, Michigan  
PERMANENT FUND  
BROWN BRIDGE TRUST FUND  
For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Interest Revenue	\$ 622,576	\$ 548,900	\$ 425,000	\$ 390,000	\$ 385,000
Rents and Royalties	368,081	264,416	434,000	210,000	215,000
<b>TOTAL REVENUES</b>	<b>990,657</b>	<b>813,316</b>	<b>859,000</b>	<b>600,000</b>	<b>600,000</b>
<b>OTHER FINANCING USES</b>					
Transfers Out-General Fund	(447,072)	(354,434)	(425,000)	(390,000)	(385,000)
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>543,585</b>	<b>458,882</b>	<b>434,000</b>	<b>210,000</b>	<b>215,000</b>
<b>Beginning Fund Balance</b>	<b>11,538,454</b>	<b>12,082,039</b>	<b>12,540,921</b>	<b>12,540,921</b>	<b>12,750,921</b>
<b>Ending Fund Balance</b>	<b>\$ 12,082,039</b>	<b>\$ 12,540,921</b>	<b>\$ 12,974,921</b>	<b>\$ 12,750,921</b>	<b>\$ 12,965,921</b>

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

City of Traverse City, Michigan  
**PERMANENT FUND**  
**CEMETERY TRUST FUND**  
For the Budget Year 2011-12

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Charges for Services-Sales	\$ 6,059	\$ 8,160	\$ 10,000	\$ 12,000	\$ 10,000
Interest Revenue	12,082	14,950	10,000	10,000	10,000
<b>TOTAL REVENUES</b>	<b>18,141</b>	<b>23,110</b>	<b>20,000</b>	<b>22,000</b>	<b>20,000</b>
<b>OTHER FINANCING USES</b>					
Transfers Out-General Fund	(9,165)	(7,717)	(10,000)	(10,000)	(10,000)
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>8,976</b>	<b>15,393</b>	<b>10,000</b>	<b>12,000</b>	<b>10,000</b>
<b>Beginning Fund Balance</b>	<b>247,488</b>	<b>256,464</b>	<b>271,857</b>	<b>271,857</b>	<b>283,857</b>
<b>Ending Fund Balance</b>	<b>\$ 256,464</b>	<b>\$ 271,857</b>	<b>\$ 281,857</b>	<b>\$ 283,857</b>	<b>\$ 293,857</b>

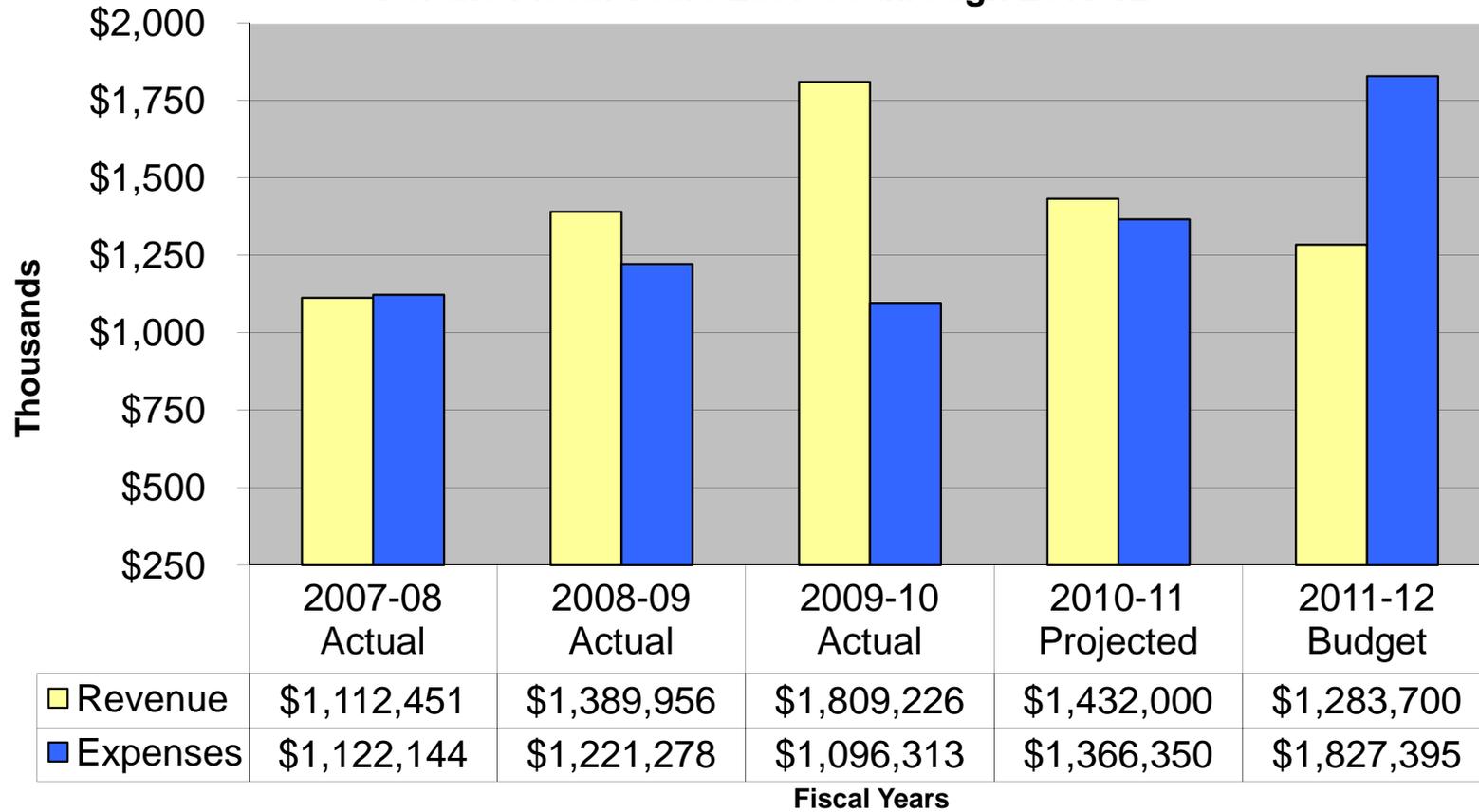
For each lot or crypt sale 15% of the proceeds are deposited in the Cemetery Trust Fund; 42 1/2% is deposited in the Cemetery Perpetual Care Fund; and the remaining 42 1/2% is deposited in the General Fund. Interest income in this fund is transferred to the General Fund annually to help offset the costs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

City of Traverse City, Michigan  
**PERMANENT FUND**  
**CEMETERY PERPETUAL CARE TRUST FUND**  
For the Budget Year 2011-12

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Charges for Services-Fees	\$ 4,220	\$ 3,180	\$ 7,000	\$ 6,000	\$ 7,000
Interest Revenue	22,012	19,404	13,000	13,000	13,000
<b>TOTAL REVENUES</b>	<b>26,232</b>	<b>22,584</b>	<b>20,000</b>	<b>19,000</b>	<b>20,000</b>
<b>OTHER FINANCING USES</b>					
Transfers Out-General Fund	(13,906)	(11,911)	(13,000)	(13,000)	(13,000)
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>12,326</b>	<b>10,673</b>	<b>7,000</b>	<b>6,000</b>	<b>7,000</b>
<b>Beginning Fund Balance</b>	<b>361,626</b>	<b>373,952</b>	<b>384,625</b>	<b>384,625</b>	<b>390,625</b>
<b>Ending Fund Balance</b>	<b>\$ 373,952</b>	<b>\$ 384,625</b>	<b>\$ 391,625</b>	<b>\$ 390,625</b>	<b>\$ 397,625</b>

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

**City of Traverse City, Michigan  
Automobile Parking System Fund Revenues and Expenditures  
For the Fiscal Years 2007-08 through 2011-12**



# **AUTOMOBILE PARKING SYSTEM FUND**

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



The Downtown Development Authority, on behalf of the City of Traverse City, manages the Automobile Parking System, an enterprise fund. The 2011-12 budget includes revenues and expenses for operation of the entire system, including two parking decks.

Currently, there remains one (1) full time City employee, and a management contract with the DDA for \$252,000/year for staffing of the enterprise fund. The DDA has a staff of three (3) full time and seven (7) part time employees who dedicate nearly 100% of their time to APS, as part of this agreement. The remaining four (4) full time employees of the DDA dedicate various percentages of their time to APS on an as-needed basis. The budget anticipates that the DDA contract for management will remain at the same level, however, it should be recognized that the DDA has created the new part time position of Parking Maintenance Technician to deal with the responsibilities of managing two parking decks. For the DDA, this position has been absorbed by the savings of staff efficiencies in operating the Hardy Deck and the Parking Violations Bureau. The contract allows for the City or the DDA to initiate amendments to the contract at any time, but at this point, we feel comfortable with the contract and the contract amount.

Major changes in revenue are a decrease in revenue from permits for surface lots and an increase in revenue for permits in decks due to the change of all Hagerty employees to deck permits instead of surface. Expenses changes are in the City Fee increase to 10% of revenue, and the projected increase in utilities and maintenance because of year round operation of two decks. Also, the non-cash line item for depreciation is up a great deal due to the new parking deck. While we are projecting a deficit, it is non-cash because of the \$640,000 depreciation line item.

While we successfully implemented rate changes on January 1, 2011, we will still be asking the Downtown Parking Committee to continually evaluate whether fees or fines need to be changed in 2012.

## **GOALS AND OBJECTIVES**

1. Provide a successful, attractive parking environment that supports economic growth and tourism in Downtown
  - a. Have year to year growth in total permits sold
  - b. Have year to year growth in meter revenue
  - c. Foster private investment in the Downtown Development Authority district, which is indicative of confidence in our parking system
  - d. Continually invest in parking infrastructure to maintain a high quality experience.
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	2006/07	2007/08	2008/09	2009/10	2010/11
	Number of parking fines issued	15,625	12,609	12,855	21,531	20,326
Number of vehicles processed in the parking decks	127,556	146,635	153,446	169,776	262,167	
Efficiency	Utilization of parking decks at 2 pm	48.2%	61.7%	63.4%	65.8%	72.7%
	Utilization of parking decks Monday through Friday all day	64.7%	73.9%	77.9%	86.1%	87.4%
	% of revenue collected from parking fines	90.3%	89.7%	88.9%	90.4%	90.8%
	Commercial space (sf) per public surface space	not available	not available	not available	666	720

## SUMMARY OF BUDGET CHANGES

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### REVENUE

**Parking Deck Proceeds** – Parking deck proceeds increased because this will be the first full year of operations.

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

**Permits – Surface Lots** – Permits – surface lots decreased due to less permits being sold because customers utilizing the new Old Town Parking Deck.

**Permits – Parking Deck** – Permits – parking deck increased due to the anticipated revenues from the new Old Town Parking Deck.

**Parking Fines** – Parking fines increased due to the City Commission approving an increase in the fine amount.

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

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### **EXPENSES**

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits remained relatively flat, however, included is reflect a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, a decrease is expected in labor from the Parks and Recreation and Streets Department.

**Office/Operation Supplies** – Office and operation supplies increased because of the new Old Town Parking Deck operations.

**Professional Services** – Professional services decreased because of the new position Parking Maintenance Technician is expected to reduce the amount maintenance contracting services.

**Communications** – Communications increased because of the new Old Town Parking Deck operations.

**Utilities** – Utilities increase because of the new Old Town Parking Deck operations.

**Repairs and Maintenance** – Repairs and maintenance increased because of the new Old Town Parking Deck operations.

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

**Miscellaneous** – Miscellaneous expense increased because of the new Old Town Parking Deck operations.

**Depreciation Expense** – Depreciation expense increased because of the new Old Town Parking Deck.

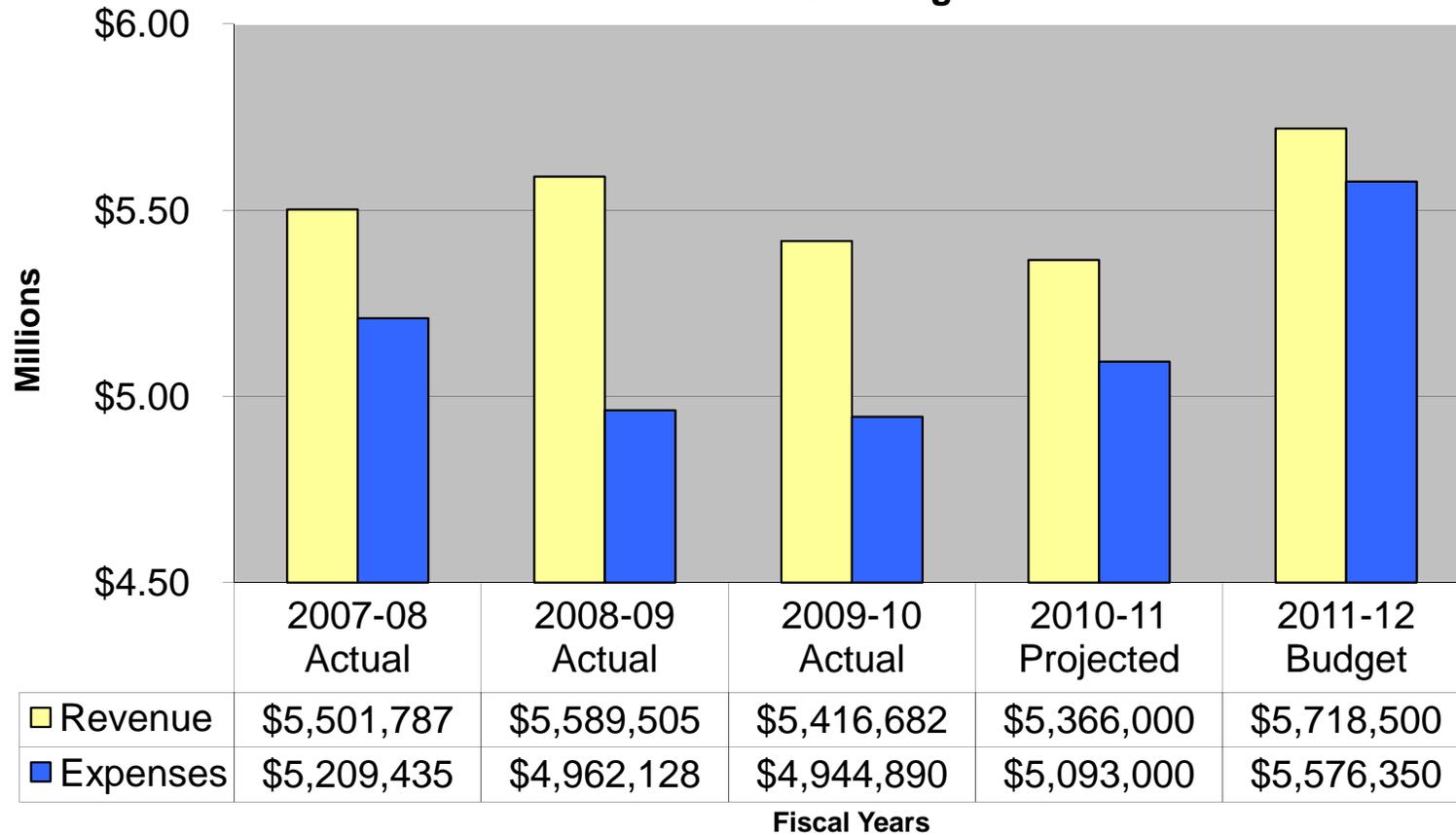
### **NONOPERATING REVENUES (EXPENSES)**

**Transfer Out – City Fee** – Transfers out city fee increased because the system is now receiving all parking fine revenue except for the parking tickets and meter coin generated at the college, which is split net expenses between the College Parking Fund and General Fund. In replacement of the loss revenue to the General Fund the Autoparking, system will pay an additional five percent in city fee.

**City of Traverse City, Michigan**  
**ENTERPRISE FUND**  
**AUTOMOBILE PARKING SYSTEM FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>OPERATING REVENUES</b>					
Parking Deck Proceeds	\$ 83,969	\$ 101,638	\$ 120,000	\$ 132,000	\$ 140,000
Parking Fees-Coin	394,963	500,101	410,000	500,000	430,000
Permits - Surface Lots	258,360	243,480	318,000	200,000	175,000
Permits - Parking Deck	155,225	164,040	152,000	306,000	300,000
Proximity Card Fee	1,180	(10,488)	-	-	-
Parking Fines	73,978	136,723	90,000	170,000	167,000
Rents and Royalties	26,064	26,064	26,100	25,000	25,700
Reimbursements	1,307	6,664	8,000	19,000	8,000
Recovery of Bad Debts	14,361	13,252	10,000	7,000	12,000
Miscellaneous Income	857	282	1,500	1,500	1,000
<b>TOTAL OPERATING REVENUES</b>	<b>1,010,264</b>	<b>1,181,756</b>	<b>1,135,600</b>	<b>1,360,500</b>	<b>1,258,700</b>
<b>OPERATING EXPENSES</b>					
Salaries and Wages	80,702	50,123	71,000	65,000	71,430
Fringe Benefits	31,593	17,706	19,800	20,300	18,065
Office/Operation Supplies	31,733	14,458	44,000	18,000	47,000
Professional Services	380,342	392,226	417,750	440,750	401,200
Communications	6,456	6,169	25,300	8,500	28,000
Transportation	1,628	1,686	2,000	2,000	4,000
Professional Development	303	4,522	1,000	1,000	1,500
Printing and Publishing	11,453	21,429	9,500	21,500	10,000
Insurance and Bonds	14,596	14,343	28,000	16,600	30,000
Utilities	87,955	71,901	120,000	97,000	200,000
Repairs and Maintenance	33,408	25,358	40,000	44,700	80,000
Rentals	186,760	146,581	139,920	139,500	150,200
Miscellaneous	12,816	12,657	13,500	18,500	17,500
Depreciation Expense	290,388	257,706	430,000	357,000	640,000
<b>TOTAL OPERATING EXPENSES</b>	<b>1,170,133</b>	<b>1,036,865</b>	<b>1,361,770</b>	<b>1,250,350</b>	<b>1,698,895</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(159,869)</b>	<b>144,891</b>	<b>(226,170)</b>	<b>110,150</b>	<b>(440,195)</b>
<b>NON-OPERATING REVENUES</b>					
Federal Revenue	365,979	620,822	-	-	-
Capital contribution	-	-	-	65,000	-
Interest Revenue	13,713	6,648	25,000	6,500	25,000
<b>TOTAL NON-OPERATING REVENUE</b>	<b>379,692</b>	<b>627,470</b>	<b>25,000</b>	<b>71,500</b>	<b>25,000</b>
<b>INCOME BEFORE TRANSFERS</b>	<b>219,823</b>	<b>772,361</b>	<b>(201,170)</b>	<b>181,650</b>	<b>(415,195)</b>
Transfer Out - City Fee	(51,145)	(59,448)	(56,000)	(116,000)	(128,500)
<b>Net Income (Loss)</b>	<b>168,678</b>	<b>712,913</b>	<b>(257,170)</b>	<b>65,650</b>	<b>(543,695)</b>
<b>Beginning Net Assets</b>	<b>10,824,513</b>	<b>10,993,191</b>	<b>11,706,104</b>	<b>11,706,104</b>	<b>11,771,754</b>
<b>Ending Net Assets</b>	<b>\$ 10,993,191</b>	<b>\$ 11,706,104</b>	<b>\$ 11,448,934</b>	<b>\$ 11,771,754</b>	<b>\$ 11,228,059</b>
<b>Personnel Services % F.T.E. Employees = .9</b>	<b>9.60%</b>	<b>6.54%</b>	<b>6.67%</b>	<b>6.82%</b>	<b>5.27%</b>

**City of Traverse City, Michigan  
Sewer Fund Revenues and Expenditures  
For the Fiscal Years 2007-08 through 2011-12**



## SEWER FUND

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

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

The Wastewater Treatment Plant treats sewer from the City of Traverse City and the townships of Acme, East Bay, Elmwood, Garfield, Peninsula, and Blair. All are parties to the Master Sewer Agreement, original adopted in 1987 and revised in 2001. The City has a unique and central role under that agreement; the plant is located in the City, the City is responsible for its operation, and holds the NPDES permit to River. The City is also the entity to which the role of "Control Authority" is delegated by the other parties that is, the City administers the system-wide Industrial Pretreatment Program and enforces township as well as City sewer use ordinances. The above is accomplished through a management contract with Operation Management, Inc. (OMI).



The Traverse City Plant is the largest operating plant on the continent using membrane bioreactor technology. It has capacity to meet area growth needs into the beginning of the next decade and produces an effluent of extraordinary clarity so that it will have no impact on the receiving waters. The City, using OMI and for the benefit of the parties to the Master Sewer Agreement, is now operating the new Grand Traverse County Septage Treatment Facility (also a membrane bioreactor) which discharges to the Traverse City Plant.

## SUMMARY OF BUDGET CHANGES – OPERATING REVENUES

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

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

**Septage Treatment** – Septage treatment revenues decreased because the private contractor has decreased their operational costs.

## PERFORMANCE MEASUREMENTS – WWTP and Pump Stations

	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Output</b>	Billions of gallons treated	1.4877	1.5666	1.5584	1.5650	1.4619
	Millions of pounds of BOD treated	3.4700	3.66M	3.56M	3.53M	3.43M
<b>Efficiency</b>	% of effluent in compliance with NPDES permit	100%	100%	100%	100%	100%
	Kilowatt hours used/pound of BOD treated	1.7980	1.4200	1.3750	1.2720	1.2980

## SUMMARY OF BUDGET CHANGES – WWTP and Pump Stations

**Insurance and bonds** – Insurance and bonds decreased to become more in align with prior year’s actual and current year projections.

## SEWER FUND – Maintenance and Repairs

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

**Responsibilities include:**

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

## **PERFORMANCE MEASUREMENTS - MAINTENANCE AND REPAIRS**

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<b>Output</b>	<b>Performance Indicators</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
		Sewer maintenance calls	76	94	86	54
	Footage of sewers cleaned	57,910	85,287	115,453	98,340	29,306 to date
<b>Efficiency</b>	Percentage of maintenance calls responded to within 1 hour	100%	100%	100%	100%	99%
	Percentage of sewer backups that were homeowner responsibility	83%	81%	78%	82%	68%
	Percentage of annual sewers cleaned	14%	18%	28%	24%	7%

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

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**Salaries and Wages/Fringe Benefits** - Salaries and wages/fringe benefits increased to reflect a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee.

**Professional Services** – Professional services increased because of additional utilization of manpower employees during the summer season as an extra laborer for service calls and televising the lines, sewer cleaning, and installing taps.

**Transportation** – Transportation increased to account for the rising fuel costs.

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

## PERFORMANCE MEASUREMENTS – ADMINISTRATIVE AND GENERAL

Output	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
	Receivables billed (in millions)		3.363	3.549	3.283	3.401
Efficiency	Receivables collected (annual cash receipts/annual billings)					
		98.39%	96.31%	100.24%	100.32%	not available

## SUMMARY OF BUDGET CHANGES – ADMINISTRATIVE AND GENERAL

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits increased to reflect a 2% annual wage increase to employees and a 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, a few employees are new to the organization and will be receiving additional wage increases based on their union contract and vacation payout is budgeted for two employees who may retire during the fiscal year.

**Collection Costs** – Collection costs decreased to become more in align with prior year actual and current year projected.

**Transportation** – Transportation increased to account for the rising fuel costs.

### NONOPERATING REVENUES (EXPENSES)

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

**City of Traverse City, Michigan**  
**ENTERPRISE FUND**  
**SEWER FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>OPERATING REVENUES</b>					
Sewer Service Charges	\$ 3,292,019	\$ 3,390,974	\$ 3,784,300	\$ 3,660,000	\$ 3,928,500
Public Authority	1,604,542	1,293,864	1,394,000	1,216,000	1,261,000
Industrial Pretreatment	3,100	3,760	4,000	3,000	4,000
Septage Treatment	494,396	521,016	545,900	460,000	506,000
Forfeited Discounts	10,192	9,997	10,000	10,000	10,000
Interdepartmental Sales	-	225	1,000	1,000	1,000
Merchandise and Jobbing	1,350	-	1,000	-	1,000
Sale of Fixed Assets	-	-	500	-	1,000
Miscellaneous	177,964	178,320	1,000	13,000	1,000
<b>TOTAL OPERATING REVENUES</b>	<b>5,583,563</b>	<b>5,398,156</b>	<b>5,741,700</b>	<b>5,363,000</b>	<b>5,713,500</b>
<b>OPERATING EXPENSES</b>					
<b>WWTP AND PUMP STATIONS</b>					
Professional Services	2,353,038	2,302,824	2,500,000	2,225,000	2,500,000
Septage Contract	442,441	475,744	484,000	451,500	484,000
Industrial Pretreatment Costs	-	760	1,000	1,000	1,000
Insurance and Bonds	61,893	68,512	85,000	65,000	70,000
<b>Total WWTP and Pump Stations</b>	<b>2,857,372</b>	<b>2,847,840</b>	<b>3,070,000</b>	<b>2,742,500</b>	<b>3,055,000</b>
<b>MAINTENANCE AND REPAIRS</b>					
Salaries and Wages	213,034	208,940	297,700	295,500	312,800
Fringe Benefits	94,612	83,409	129,450	126,000	134,000
Office/Operation Supplies	12,530	14,717	25,500	25,200	23,500
Professional Services	70,136	72,627	98,400	105,000	111,750
Transportation	6,553	5,640	10,500	9,600	14,000
Professional Development	3,123	6,562	5,500	5,500	5,500
Public Utilities	5,678	11,191	10,000	10,000	10,000
Repairs and Maintenance	3,745	7,439	10,000	12,500	11,000
Rentals	71,477	75,641	113,550	118,600	119,500
<b>Total Maintenance and Repairs</b>	<b>480,888</b>	<b>486,166</b>	<b>700,600</b>	<b>707,900</b>	<b>742,050</b>
<b>ADMINISTRATIVE AND GENERAL</b>					
Salaries and Wages	91,147	97,752	137,500	137,500	149,500
Fringe Benefits	49,557	45,369	71,900	69,200	70,850

**City of Traverse City, Michigan**  
**ENTERPRISE FUND**  
**SEWER FUND**  
**For the Budget Year 2011-12**

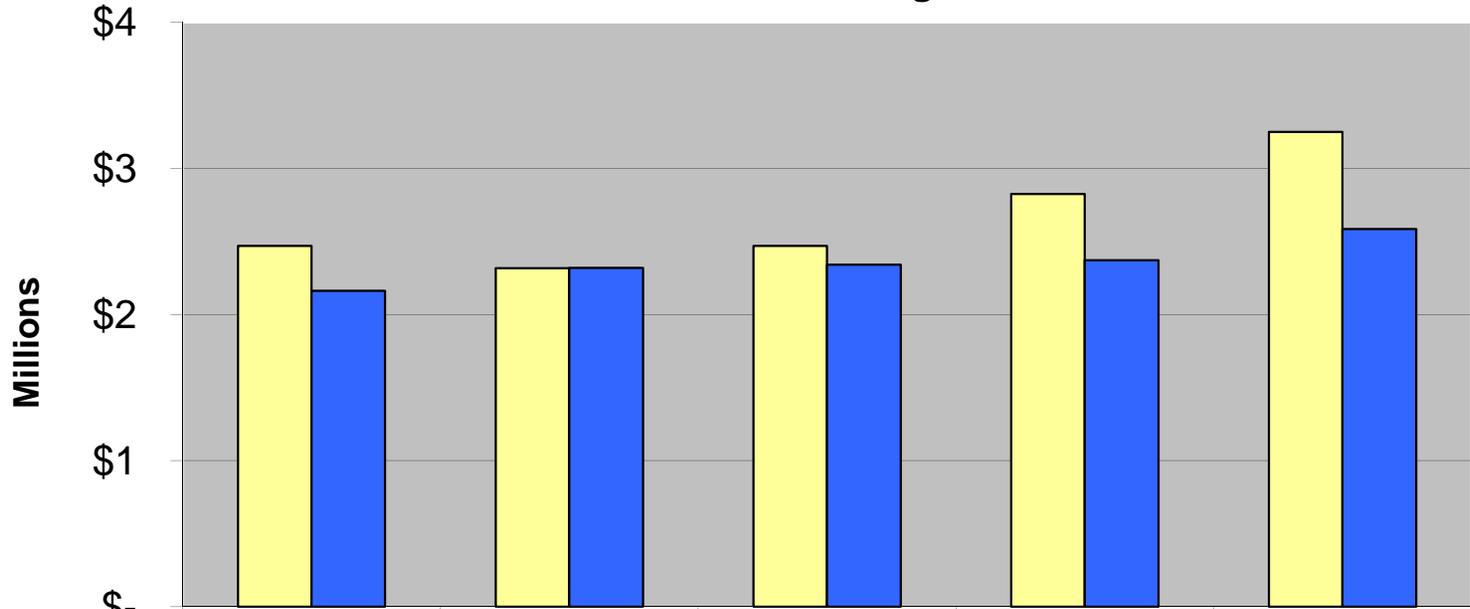
	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>ADMINISTRATIVE AND GENERAL (Continued)</b>					
Office/Operation Supplies	\$ 19,074	\$ 21,002	\$ 22,000	\$ 19,000	\$ 22,000
Professional Services	17,883	12,220	12,200	13,400	13,500
Communication	263	297	500	400	400
Professional Development	1,916	1,396	2,000	2,000	2,000
Printing and Publishing	2,822	4,032	4,000	2,500	4,250
Rentals	6,275	7,439	9,550	7,000	7,500
Collection Costs	8,121	1,176	6,000	1,300	2,000
Transportation	32	118	200	1,500	3,000
Miscellaneous	1,810	2,483	2,175	2,500	3,300
Depreciation & Amortization	598,001	593,861	624,000	598,000	622,000
<b>Total Administrative and General</b>	<b>796,901</b>	<b>787,145</b>	<b>892,025</b>	<b>854,300</b>	<b>900,300</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>4,135,161</b>	<b>4,121,151</b>	<b>4,662,625</b>	<b>4,304,700</b>	<b>4,697,350</b>
<b>OPERATING INCOME (LOSS)</b>	<b>1,448,402</b>	<b>1,277,005</b>	<b>1,079,075</b>	<b>1,058,300</b>	<b>1,016,150</b>
<b>NON OPERATING REVENUES (EXPENSES)</b>					
Reimbursements	-	14,846	-	-	-
Interest Revenue	5,942	3,680	5,500	3,000	5,000
Interest/Finance Charges	(578,350)	(552,739)	(634,000)	(520,000)	(593,000)
(Loss) / gain on sale of capital assets	-	(9,492)	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>(572,408)</b>	<b>(543,705)</b>	<b>(628,500)</b>	<b>(517,000)</b>	<b>(588,000)</b>
<b>Income Before Transfers</b>	<b>875,994</b>	<b>733,300</b>	<b>450,575</b>	<b>541,300</b>	<b>428,150</b>
Transfers Out - City Fee	(248,617)	(261,508)	(288,000)	(268,300)	(286,000)
<b>NET INCOME</b>	<b>627,377</b>	<b>471,792</b>	<b>162,575</b>	<b>273,000</b>	<b>142,150</b>
<b>Beginning Net Assets</b>	<b>9,922,200</b>	<b>10,549,577</b>	<b>11,021,369</b>	<b>11,021,369</b>	<b>11,294,369</b>
<b>Ending Net Assets</b>	<b>\$ 10,549,577</b>	<b>\$ 11,021,369</b>	<b>\$ 11,183,944</b>	<b>\$ 11,294,369</b>	<b>\$ 11,436,519</b>

**City of Traverse City, Michigan**  
**ENTERPRISE FUND**  
**SEWER FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
Distribution Personnel Services % F.T.E. Employees = 5.5	63.97%	60.13%	60.97%	59.54%	60.21%
Administrative Personnel Services % F.T.E. Employees = 2.75	17.66%	18.18%	23.47%	24.20%	24.48%

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

**City of Traverse City, Michigan  
Water Fund Revenues and Expenditures  
For the Fiscal Years 2007-08 through 2011-12**



	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Budget
Revenue	\$2,469,838	\$2,317,207	\$2,471,157	\$2,824,500	\$3,250,000
Expenses	\$2,163,067	\$2,318,740	\$2,342,317	\$2,372,450	\$2,586,400

**Fiscal Years**

## **WATER FUND – Water Plant**

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

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

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

**The Water Plant is staffed by:**

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



## SUMMARY OF BUDGET CHANGES – OPERATING REVENUES

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

**Public Authority** – Public authority sales increased because of more water consumption in the surrounding townships.

**Merchandise and Jobbing** - Merchandise and jobbing decreased based on past history and current years projections.

## PERFORMANCE MEASUREMENTS – WATER PLANT

	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Output</b>	Millions gallons of water pumped	2197.89	2157.09	2083.22	1935.63	not available
	Chemical costs	\$ 47,927	\$ 62,560	\$ 91,856	\$ 65,345	not available
	Electrical demand	2,011,480	2,336,760	2,226,760	2,141,520	not available
	Number of tests performed	555	758	613	503	567 to date
	Water demand met	100%	100%	100%	100%	not available
<b>Efficiency</b>	Chemical cost per million gallon	\$ 21.81	\$ 29.00	\$ 44.09	\$ 33.76	not available
	Gal/KWH	1,092.67	923.11	935.54	903.86	not available
	% of tests in compliance	100%	100%	100%	100%	100%

## SUMMARY OF BUDGET CHANGES – WATER PLANT

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits increased to reflect a 2% annual wage increase to employees and a 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, a few employees that have been recently hired or promoted will receive additional step increases based on their union contracts.

**Communications** – Communications increased because in the prior year a new system was installed to monitor water pressure in Port of Old Mission.

**Repairs and Maintenance** – Repairs and maintenance decreased because equipment is transitioning to the capital plan and being replaced.

**Rentals** – Rentals increased because the water plant will be receiving a replacement truck in the new fiscal year.

## **WATER FUND – Maintenance and Repairs**

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

**Responsibilities include:**

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



**The Division's staff includes:**

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

## PERFORMANCE MEASUREMENTS - DISTRIBUTION

Output	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
	Water meters changed	281	239	280	205	226 to date
Galvanized services changed	0	20	43	66	43	
Fire hydrants winterized	980	980	980	980	980	
Efficiency	% TR meters in system	29%	33%	37%	39%	42%
	Galvanized services remaining	401	401	381	315	272
	Fire hydrants winterized	100%	100%	100%	100%	100%

## SUMMARY OF BUDGET CHANGES – DISTRIBUTION

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits increased to reflect a 2% annual wage increase to employees and a 5% increase to health insurance costs, which is shared between the City and the employee.

**Professional Services** – Professional services increased because of additional utilization of manpower employees during the summer season as an extra laborer for service calls and televising the lines, and installing taps.

**Transportation** – Transportation increased to account for the rising fuel costs.

**Rentals** – Rentals increased to reflect required rental rates for the Garage Fund to finance current operations.

## PERFORMANCE MEASUREMENTS – ADMINISTRATIVE AND GENERAL

Output	Performance Indicators	2007/08	2008/09	2009/10	2009/10	2010/11
	Service orders issued	3,096	2,939	2,900	3,285	2,346
Receivables billed (in millions)	\$ 1.528	\$ 1.684	\$ 1.647	\$ 1.811	not available	
Efficiency	Percentage of service orders completed in five days or less	94.10%	95.76%	90.71%	90.90%	85.68%
	Receivables collected (annual cash receipts/annual billings)	96.27%	101.90%	99.82%	98.90%	not available

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

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**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits increased to reflect a 2% annual wage increase to employees and a 5% increase to health insurance costs, which is shared between the City and the employee. Additionally, a few employees are new to the organization and will be receiving additional wage increases based on their union contract and vacation payout is budgeted for two employees who may retire during the fiscal year.

**Collection Costs** – Collection costs decreased to become more in align with prior year actual and current year projected.

**Transportation** – Transportation increased to account for the rising fuel costs.

**Depreciation** – Depreciation decreased based on assets expected to reach fully depreciated status.

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

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

**Transfers out – City Fee** – City fee increased based on the increase in gross revenues.

**City of Traverse City, Michigan**  
**ENTERPRISE FUND**  
**WATER FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>OPERATING REVENUES</b>					
Water Sales	\$ 1,656,478	\$ 1,814,597	\$ 2,032,800	\$ 2,089,500	\$ 2,519,000
Water Hydrant Fees	12,365	11,965	12,500	12,000	12,000
Public Authority	562,527	583,785	581,200	634,000	633,000
Merchandise and Jobbing	4,936	(4,410)	18,000	11,000	15,500
Taps, Meters and Pits	11,698	9,989	12,000	11,000	11,000
Miscellaneous	35,220	37,523	43,000	52,000	43,500
<b>TOTAL OPERATING REVENUES</b>	<b>2,283,224</b>	<b>2,453,449</b>	<b>2,699,500</b>	<b>2,809,500</b>	<b>3,234,000</b>
<b>OPERATING EXPENSES</b>					
<b>PLANT, STORAGE TANKS AND BOOSTER STATIONS</b>					
Salaries and Wages	326,308	312,615	324,000	319,000	337,000
Fringe Benefits	122,391	116,285	155,600	140,600	161,700
Office/Operation Supplies	104,288	95,069	122,500	117,000	122,500
Professional Services	41,551	40,840	45,000	40,000	45,000
Communications	11,791	14,087	12,500	12,500	15,000
Transportation	5,124	2,959	5,000	4,000	5,000
Professional Development	1,732	2,949	4,000	4,000	4,000
Insurance and Bonds	29,931	33,299	36,000	32,500	36,000
Utilities	200,683	195,722	230,000	192,000	230,000
Repairs and Maintenance	23,925	24,378	75,000	45,000	50,000
Rentals	3,335	3,473	4,000	6,000	8,500
<b>Total Plant, Storage Tanks and Booster Stations</b>	<b>871,059</b>	<b>841,676</b>	<b>1,013,600</b>	<b>912,600</b>	<b>1,014,700</b>
<b>DISTRIBUTION</b>					
Salaries and Wages	324,516	336,643	312,000	309,000	321,800
Fringe Benefits	139,218	153,854	148,300	144,300	154,650
Office/Operation Supplies	83,077	71,904	95,000	95,000	95,000
Professional Services	109,933	117,317	125,200	131,100	140,000
Transportation	8,309	6,481	14,000	14,000	16,000
Professional Development	1,384	1,174	5,500	5,500	5,500
Insurance and Bonds	-	14	50	50	50
Utilities	8,150	8,691	14,200	14,200	14,200
Repairs and Maintenance	1,025	2,950	10,000	10,000	10,000
Rentals	59,001	57,575	62,450	51,200	74,950
<b>Total Distribution</b>	<b>734,613</b>	<b>756,603</b>	<b>786,700</b>	<b>774,350</b>	<b>832,150</b>

**City of Traverse City, Michigan**  
**ENTERPRISE FUND**  
**WATER FUND**  
**For the Budget Year 2011-12**

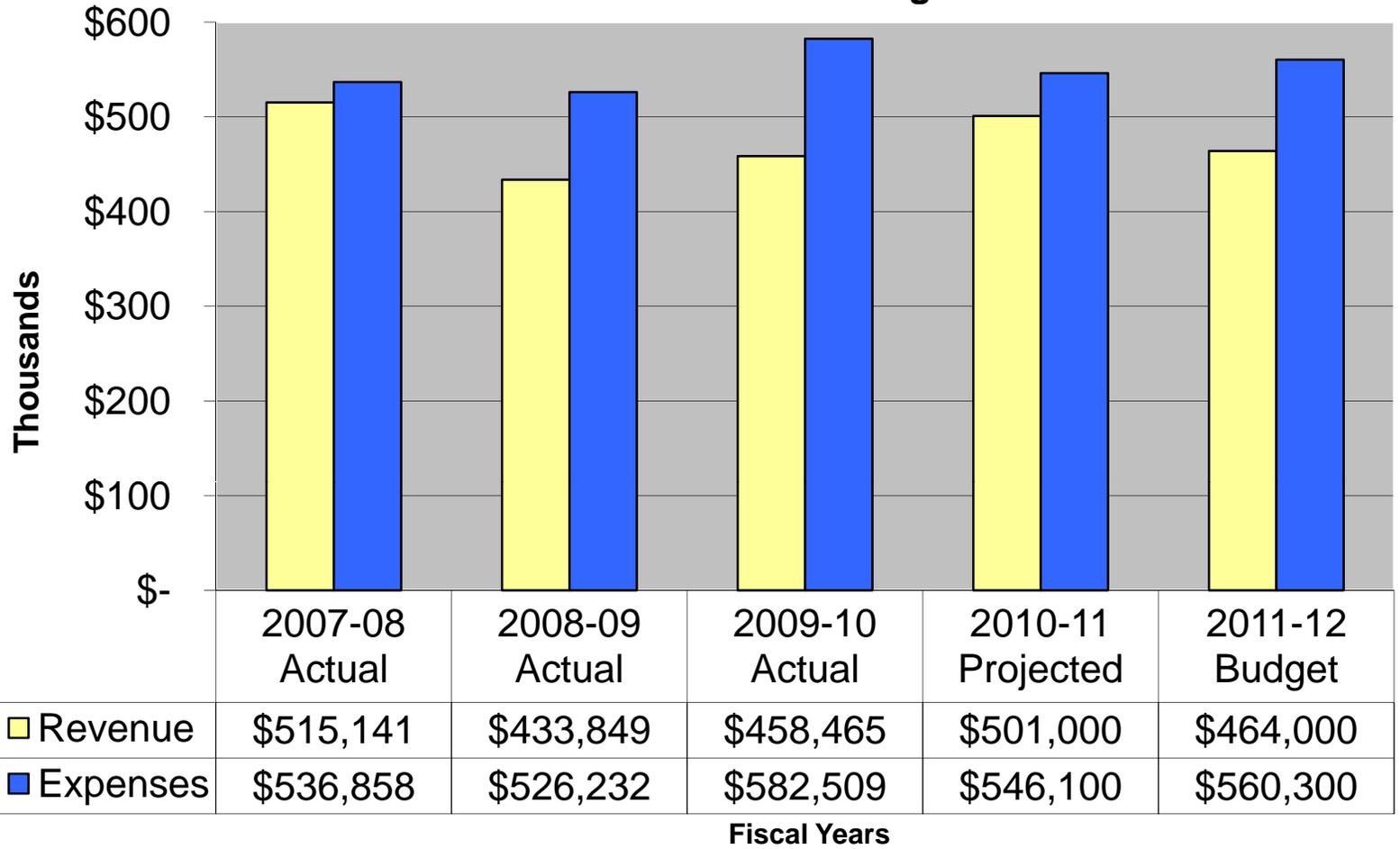
	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>ADMINISTRATIVE AND GENERAL</b>					
Salaries and Wages	\$ 165,770	\$ 183,347	\$ 137,500	\$ 137,500	\$ 149,500
Fringe Benefits	77,888	76,510	71,900	69,200	70,850
Office Supplies	19,608	21,002	22,000	19,000	21,750
Communications	263	297	500	400	400
Professional Services	21,732	17,454	12,200	13,400	13,500
Professional Development	1,916	1,396	2,000	2,000	2,000
Printing and Publishing	2,541	3,973	4,000	4,000	4,250
Rentals	6,275	7,439	9,550	7,000	7,500
Collection Costs	(8,563)	708	6,000	1,300	2,000
Transportation	32	118	200	1,500	3,000
Miscellaneous	3,065	2,560	2,175	2,500	3,300
Inventory Adjustments	564	3,144	2,500	1,000	2,500
Depreciation Expense	238,188	246,982	273,000	243,500	268,000
<b>Total Administrative and General</b>	<b>529,279</b>	<b>564,930</b>	<b>543,525</b>	<b>502,300</b>	<b>548,550</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>2,134,951</b>	<b>2,163,209</b>	<b>2,343,825</b>	<b>2,189,250</b>	<b>2,395,400</b>
<b>OPERATING INCOME</b>	<b>148,273</b>	<b>290,240</b>	<b>355,675</b>	<b>620,250</b>	<b>838,600</b>
<b>NON OPERATING REVENUES (EXPENSES)</b>					
Reimbursements	2,518	-	2,000	-	1,000
Interest Revenue	31,465	17,708	14,500	15,000	15,000
Interest/Finance Charges	(65,500)	(53,250)	(42,000)	(42,000)	(28,500)
(Loss) / gain on sale of capital assets	-	(2,705)	-	-	-
<b>Total Non-Operating Revenues (Expens</b>	<b>(31,517)</b>	<b>(38,247)</b>	<b>(25,500)</b>	<b>(27,000)</b>	<b>(12,500)</b>
<b>Income Before Transfers</b>	<b>116,756</b>	<b>251,993</b>	<b>330,175</b>	<b>593,250</b>	<b>826,100</b>
Transfers out	(3,100)	-	-	-	-
Transfers out - City Fee	(115,189)	(123,153)	(135,800)	(141,200)	(162,500)
<b>NET INCOME (LOSS)</b>	<b>(1,533)</b>	<b>128,840</b>	<b>194,375</b>	<b>452,050</b>	<b>663,600</b>
<b>Beginning Net Assets</b>	<b>7,025,274</b>	<b>7,023,741</b>	<b>7,152,581</b>	<b>7,152,581</b>	<b>7,604,631</b>
<b>Ending Net Assets</b>	<b>\$ 7,023,741</b>	<b>\$ 7,152,581</b>	<b>\$ 7,346,956</b>	<b>\$ 7,604,631</b>	<b>\$ 8,268,231</b>

**City of Traverse City, Michigan**  
**ENTERPRISE FUND**  
**WATER FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>Plant Personnel Services %</b> F.T.E. Employees = 6.25	51.51%	50.96%	47.32%	50.36%	49.15%
<b>Distribution Personnel Services %</b> F.T.E. Employees = 6.25	63.13%	64.83%	58.51%	58.54%	57.26%
<b>Administrative Personnel Services %</b> F.T.E. Employees = 2.75	46.04%	46.00%	38.53%	41.15%	40.17%

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

**City of Traverse City, Michigan  
Duncan L. Clinch Marina Fund Revenues and Expenditures  
For the Fiscal Years 2007-08 through 2011-12**



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

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

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

**The marina is staffed by:**

Dockmaster, who also operates Hickory Hills in the winter months

Seasonal Assistant Dockmaster

8 to 10 seasonal dock attendants

3 seasonal night security staff

1 building and grounds maintenance



## PERFORMANCE MEASUREMENTS

	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Output</b>	Transient boats days	6,118	6,427	7,074	6,475	6,185
	Seasonal boat days	9,381	9,381	9,381	9,381	9,381
	Gasoline gross sales	\$ 165,789	\$ 183,317	\$ 182,097	\$ 157,668	\$ 188,408
	Diesel gross sales	\$ 60,256	\$ 60,267	\$ 96,467	\$ 58,023	\$ 81,989
	Actual percentage of occupancy	69%	71%	73%	71%	69%
<b>Efficiency</b>	Net Sales (gross sales less cost of goods sold)	\$ 53,664	\$ 56,595	\$ 37,317	\$ 32,203	\$ 71,803

## SUMMARY OF BUDGET CHANGES

### REVENUE

**Boat wells** – Boat wells decreased because of the seasonal rate structure established by the Michigan State Waterways Commission.

**Gasoline and Oil** – Gasoline and oil sales decreased based on the anticipated increase in fuel costs, which causes the cost of goods sold to increase causing a decrease in revenue.

### EXPENSES

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits increased to reflect a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee.

**Professional Services** – Professional services increased to reflect expected increase in Manpower cost for dock attendants.

**Repairs and Maintenance** – Repairs and maintenance increased due to unexpected repairs necessary to fix ice damage to the docks and breakwater.

### NONOPERATING REVENUES (EXPENSES)

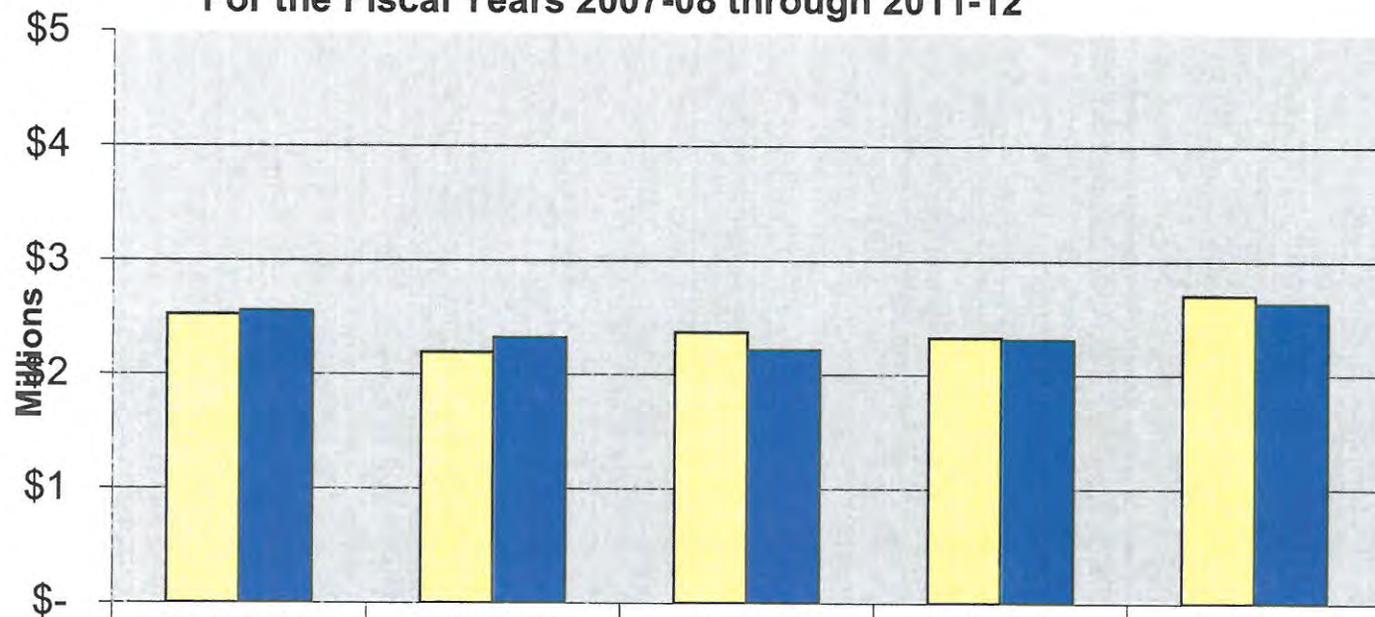
**Interest Revenue** – Interest revenue decreased to become more in align with past and current year projected amounts.

**City of Traverse City, Michigan**  
**ENTERPRISE FUND**  
**DUNCAN L CLINCH MARINA FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>OPERATING REVENUES</b>					
Launch Permits	\$ 4,518	\$ 5,071	\$ 5,000	\$ 5,000	\$ 5,000
Boat Wells	328,079	358,803	390,000	390,000	350,000
Computerized Reservations	72,653	63,815	70,000	70,000	70,000
Gasoline and Oil (Net of Cost)	10,497	18,387	30,000	20,000	25,000
Reimbursements	2,105	-	-	-	-
Miscellaneous Revenues	13,429	11,125	12,000	14,000	12,000
<b>TOTAL OPERATING REVENUES</b>	<b>431,281</b>	<b>457,201</b>	<b>507,000</b>	<b>499,000</b>	<b>462,000</b>
<b>OPERATING EXPENSES</b>					
Salaries and Wages	75,785	85,013	84,000	84,000	86,000
Fringe Benefits	20,919	21,709	26,150	26,000	26,500
Office/Operation Supplies	8,014	9,627	10,000	10,000	10,000
Professional Services	171,502	182,857	170,000	170,000	175,000
Communications	5,673	10,226	8,000	9,100	10,000
Transportation	1,210	1,064	1,200	1,200	1,200
Professional Development	730	450	1,000	700	1,000
Printing & Publishing	1,674	1,625	1,500	1,500	1,500
Insurance & Bonds	4,228	4,089	5,000	3,000	4,500
Utilities	27,673	31,891	30,000	30,000	30,000
Repairs and Maintenance	16,300	19,727	20,000	20,000	25,000
Rentals	3,186	3,925	3,600	3,600	3,600
Depreciation Expense	133,848	132,668	135,000	135,000	135,000
<b>TOTAL OPERATING EXPENSES</b>	<b>470,742</b>	<b>504,871</b>	<b>495,450</b>	<b>494,100</b>	<b>509,300</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(39,461)</b>	<b>(47,670)</b>	<b>11,550</b>	<b>4,900</b>	<b>(47,300)</b>
<b>NON OPERATING REVENUES (EXPENSES)</b>					
Interest Revenue	2,568	1,264	10,000	2,000	2,000
Interest Expense	(55,490)	(53,700)	(29,500)	(27,000)	(27,000)
<b>Total Non-Operating Revenues (Expenses)</b>	<b>(52,922)</b>	<b>(52,436)</b>	<b>(19,500)</b>	<b>(25,000)</b>	<b>(25,000)</b>
<b>Income Before Transfers</b>	<b>(92,383)</b>	<b>(100,106)</b>	<b>(7,950)</b>	<b>(20,100)</b>	<b>(72,300)</b>
Transfers Out - City Fee	-	(23,938)	(25,850)	(25,000)	(24,000)
<b>NET INCOME</b>	<b>(92,383)</b>	<b>(124,044)</b>	<b>(33,800)</b>	<b>(45,100)</b>	<b>(96,300)</b>
<b>Beginning Net Assets</b>					
	9,121,551	9,029,168	8,905,124	8,905,124	8,860,024
<b>Ending Net Assets</b>					
	<b>\$ 9,029,168</b>	<b>\$ 8,905,124</b>	<b>\$ 8,871,324</b>	<b>\$ 8,860,024</b>	<b>\$ 8,763,724</b>
<b>Personnel Services %</b>	<b>41.25%</b>	<b>40.45%</b>	<b>41.91%</b>	<b>42.00%</b>	<b>41.23%</b>
<b>(Includes \$97,500 in Seasonal Contract Labor)</b>					
<b>F.T.E. Employees = 1.44</b>					

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

**City of Traverse City, Michigan  
Garage Fund Revenues and Expenditures  
For the Fiscal Years 2007-08 through 2011-12**



	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Budget
Revenue	\$2,521,095	\$2,189,755	\$2,366,805	\$2,323,000	\$2,699,900
Expenses	\$2,551,916	\$2,316,814	\$2,212,274	\$2,307,000	\$2,626,800

Fiscal Years

## **GARAGE FUND**

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

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

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



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

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

## PERFORMANCE MEASUREMENTS

	Performance Indicators	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Output</b>	Average age of motorized fleet	not available	not available	not available	not available	10.98 yrs
	Annual maintenance costs	\$ 755,852	\$ 739,099	\$ 717,483	\$ 826,327	\$ 663,159
	Annual sublet costs	\$ 46,911	\$ 36,113	\$ 62,291	\$ 56,853	\$ 52,414
	Labor cost as a percentage of total maintenance cost	not available	not available	not available	not available	60.00%
<b>Efficiency</b>	Part cost as a percentage of total maintenance costs	not available	not available	not available	not available	33.00%
	Sublet costs as a % of maintenance costs	6.21%	4.89%	8.68%	6.88%	7.99%

## SUMMARY OF BUDGET CHANGES

### REVENUES

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

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

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

### EXPENSES

**Salaries and Wages/Fringe Benefits** – Salaries and wages/fringe benefits increased to reflect a 2% annual wage increase to employees and 5% increase to health insurance costs, which is shared between the City and the employee.

**Office/Operation Supplies** – Office/operation supplies decreased to become more in align with past and current year projections.

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

**Cost of sales – Interdepartmental** – Cost of sales – interdepartmental decreased based on the expectation less repair work will be performed on non-fleet equipment.

**Insurance and bonds** – Insurance bonds decreased to become more in align with past and current year projections.

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

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**Utilities** – Utilities decreased to reflect the new LED lighting system installed in the current fiscal year funded by a grant.

**Repairs and Maintenance** – Repairs and maintenance decreased to reflect the expectation not as much would have to be completed than in the current year.

**Rentals** – Rentals decreased because the garage has reduced the number of loaner and rental cars available.

**Depreciation expense** – Depreciation expense decreased to become more in align with current prior year actual and current year projections.

**Inventory adjustments** – Inventory adjustments decreased to become more in align with past and current year projections

### **NONOPERATING REVENUES**

**Other revenue** – Other revenue decreased because the Garage expects to reduce external work based on the increase workload of maintaining the City's fleet.

**Gain/(Loss) on Sale of Fixed Assets** – Gain/Loss on sale of fixed assets increase based on the anticipated vehicle sales.

**City of Traverse City, Michigan**  
**INTERNAL SERVICE FUND**  
**GARAGE FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>OPERATING REVENUES</b>					
Rental-Motor Pool	\$ 1,667,250	\$ 1,724,146	\$ 1,828,500	\$ 1,725,000	\$ 1,939,900
Interdepartmental Sales	339,820	327,175	363,000	383,000	443,000
Rentals	116,850	114,724	100,000	108,000	148,000
<b>TOTAL OPERATING REVENUES</b>	<b>2,123,920</b>	<b>2,166,045</b>	<b>2,291,500</b>	<b>2,216,000</b>	<b>2,530,900</b>
<b>OPERATING EXPENSES</b>					
Salaries and Wages	457,441	453,550	476,500	471,000	488,700
Fringe Benefits	199,140	184,515	208,700	196,700	206,600
Office/Operation Supplies	249,769	268,414	295,000	275,800	286,000
Cost of Sales - Outside	42,395	58,302	46,000	70,500	41,000
Cost of Sales - Interdepartment	256,486	204,100	302,570	285,000	276,000
Professional Services	112,850	104,761	75,000	85,000	75,000
Communications	10,481	7,649	12,000	5,000	10,000
Transportation	3,815	3,653	4,000	2,500	3,000
Professional Development	3,019	3,519	4,200	3,500	4,000
Printing & Publishing	99	335	500	500	500
Insurance and Bonds	99,974	90,477	107,000	91,000	92,000
Utilities	54,095	46,063	60,000	43,000	40,000
Repairs and Maintenance	28,681	22,512	61,000	50,000	23,000
Rentals	17,441	43,509	13,160	7,500	5,000
Depreciation Expense	759,517	720,029	850,000	720,000	800,000
Inventory Adjustments	(4,161)	886	10,000	-	1,000
<b>TOTAL OPERATING EXPENSES</b>	<b>2,291,042</b>	<b>2,212,274</b>	<b>2,525,630</b>	<b>2,307,000</b>	<b>2,351,800</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(167,122)</b>	<b>(46,229)</b>	<b>(234,130)</b>	<b>(91,000)</b>	<b>179,100</b>
<b>NON OPERATING REVENUES</b>					
Interest Revenue	13,339	8,732	15,000	9,000	15,000
Other Revenue	52,496	47,976	72,000	53,000	34,000
Gain/(Loss) on Sale of Fixed Assets	(25,772)	144,052	2,000	45,000	120,000
<b>TOTAL NON-OPERATING REVENUES</b>	<b>40,063</b>	<b>200,760</b>	<b>89,000</b>	<b>107,000</b>	<b>169,000</b>
Income Before Transfers	(127,059)	154,531	(145,130)	16,000	348,100
Transfers Out	-	-	-	-	(275,000)
<b>NET INCOME (LOSS)</b>	<b>(127,059)</b>	<b>154,531</b>	<b>(145,130)</b>	<b>16,000</b>	<b>73,100</b>
<b>Beginning Fund Balance</b>					
	7,266,824	7,139,765	7,294,296	7,294,296	7,310,296
<b>Ending Fund Balance</b>					
	\$ 7,139,765	\$ 7,294,296	\$ 7,149,166	\$ 7,310,296	\$ 7,383,396
<b>Personnel Services %</b>	<b>28.66%</b>	<b>28.84%</b>	<b>27.13%</b>	<b>28.94%</b>	<b>29.56%</b>
<b>F.T.E. Employees = 9.63</b>					

**City of Traverse City, Michigan**  
**INTERNAL SERVICE FUND**  
**GARAGE FUND**  
**2011-12 Vehicle Replacement Schedule**

<b>Department</b>	<b>Replacement Cost</b>	<b>Resale/Trade Value</b>
Cemetery	\$ 50,000	\$ 1,500
Fire	85,000	2,000
Light and Power	79,000	37,500
Light and Power	35,000	-
Light and Power	38,000	1,500
Parks	44,000	2,000
Police	26,000	2,000
Police	45,000	-
Streets	79,000	37,500
Streets	230,000	-
Streets	40,000	500
Water treatment	21,000	400
Water/Sewer	79,000	37,500
<b>Gross Purchases</b>	<b>\$ 929,000</b>	<b>128,400</b>
<b>Less: Trade-in/Resale</b>	<b>(128,400)</b>	
<b>Net Purchases</b>	<b>\$ 800,600</b>	



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 of its power from one hydroelectric dam on the Boardman River.

From its meager beginning TCL&P has grown to more than 11,000 customers and now receives electric power from several sources. TCL&P has local generation available from its gas turbine combustion plant near Kalkaska and wind power generation just west of the City limits along with another five wind turbines in McBain. TCL&P also participate in three separate sources of reliable fossil fuel generation from downstate Michigan. This combination of diversified power supply sources has provided low cost electricity. The utility's electric service rates remain the lowest in the area.

Traverse City Light & Power provides a customer oriented team of employees that has a reputation for listening to customer requests and implementing those requests as soon as possible. System reliability is critical to the customer and TCL&P continues to invest in its system to meet that customer demand. Employees keep abreast of changes in the electric utility industry. 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. Other various customer services are available such as commercial/industrial/residential energy audits, and power quality analysis. In addition, TCL&P also performs several community services such as electrical safety education, tree seedling giveaway, 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 and fourth 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 our customers and the citizens of Traverse City first in our efforts.

Edward E. Rice, Executive Director  
231-932-4559  
erice@tclp.org

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT & POWER**  
For the Budget Year 2011-12

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>OPERATING REVENUE</b>	<b>\$ 28,412,239</b>	<b>\$ 27,063,181</b>	<b>\$ 28,660,000</b>	<b>\$ 30,591,000</b>	<b>\$ 33,201,550</b>
<b>OPERATING EXPENSES</b>					
<b>GENERATION EXPENSES</b>					
Purchased Power - MPPA Pool	6,424,085	6,446,442	2,850,000	2,733,100	-
Purchased Power - MISO	-	-	-	716,900	1,200,000
Purchased Power - Lansing	-	-	2,500,000	4,250,000	7,200,000
Stoney Corners - Wind Energy	-	-	1,250,000	1,550,000	1,595,000
Combustion Turbine Power Cost	3,407,813	3,657,141	3,680,000	3,275,000	3,750,000
Cambell #3 Power Cost	3,694,297	3,223,417	3,280,000	3,260,000	3,670,000
Belle River #1 Power Cost	2,697,116	2,732,687	2,883,000	2,650,000	3,500,000
Landfill Gas - Granger Project	-	15,319	250,000	140,000	90,000
Other Generation Expenses	641,162	662,696	426,000	494,500	472,900
<b>Total Generation Expenses</b>	<b>16,864,473</b>	<b>16,737,702</b>	<b>17,119,000</b>	<b>19,069,500</b>	<b>21,477,900</b>
<b>DISTRIBUTION EXPENSES</b>					
Operations & Maintenance	2,671,592	3,005,426	3,083,900	3,380,700	3,449,250
<b>TRANSMISSION EXPENSES</b>					
Operations & Maintenance	391,996	186,162	178,600	240,950	246,000
<b>OTHER OPERATING EXPENSES</b>					
Customer Accounting	552,331	583,173	627,400	612,950	632,050
Conservation & Public Services	245,527	421,841	563,700	776,150	1,574,600
Administrative & General	1,108,795	1,241,816	1,281,800	1,256,400	1,276,900
Insurance	102,605	80,809	90,000	71,350	72,800
Depreciation Expense	1,500,544	1,624,621	1,665,000	1,695,000	1,715,000
City Fee	1,454,540	1,374,844	1,450,000	1,556,900	1,687,850
<b>Total Other Operating Expenses</b>	<b>4,964,342</b>	<b>5,327,104</b>	<b>5,677,900</b>	<b>5,968,750</b>	<b>6,959,200</b>
<b>Total Operating Expenses</b>	<b>24,892,403</b>	<b>25,256,394</b>	<b>26,059,400</b>	<b>28,659,900</b>	<b>32,132,350</b>
<b>Operating Income/Loss</b>	<b>3,519,836</b>	<b>1,806,787</b>	<b>2,600,600</b>	<b>1,931,100</b>	<b>1,069,200</b>
<b>NON OPERATING REVENUE/EXPENSES</b>					
Non Operating Revenues	947,480	839,606	482,400	902,900	805,800
Non Operating Expenses	(25,145)	(12,431)	-	-	-
<b>Total Non Operating Revenue/(Exp)</b>	<b>922,335</b>	<b>827,175</b>	<b>482,400</b>	<b>902,900</b>	<b>805,800</b>
<b>Net Income</b>	<b>\$4,442,171</b>	<b>\$2,633,962</b>	<b>\$3,083,000</b>	<b>\$2,834,000</b>	<b>\$1,875,000</b>

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
For the Budget Year 2011-12

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>OPERATING REVENUES</b>					
State Grants	\$ -	\$ 21,176	\$ 15,000	\$ 27,650	\$ -
Residential Sales	4,929,924	4,799,781	5,212,000	5,720,000	6,207,000
Commercial Sales	12,988,557	12,490,638	13,375,000	13,835,000	15,085,000
Industrial Sales	7,913,325	7,467,368	7,922,000	8,245,000	8,985,000
Public Authority Sales	241,214	226,101	222,500	251,000	272,000
Street Lighting Sales	188,332	193,937	189,500	194,250	195,000
Yard Light Sales	81,529	82,614	85,000	84,900	86,600
Forfeited Discounts	57,701	47,627	50,000	52,350	53,400
Merchandise and Jobbing	130,069	110,665	64,000	174,400	177,900
Recovery of Bad Debts	-	-	500	100	500
Sale of Scrap	6,891	10,666	10,000	20,950	21,400
Miscellaneous Income	24,319	11,076	14,500	17,400	17,750
MISO Revenue	1,850,378	1,601,533	1,500,000	1,968,000	2,100,000
<b>TOTAL OPERATING REVENUES</b>	<b>28,412,239</b>	<b>27,063,182</b>	<b>28,660,000</b>	<b>30,591,000</b>	<b>33,201,550</b>
<b>OPERATING EXPENSES</b>					
<b>GENERATION-OPERATING &amp; MAINTENANCE</b>					
Wind Generation - Traverse	37,202	38,318	37,500	15,500	16,000
Brown Bridge	12,364	4,363	4,000	600	-
Wind Generation Farm - Charlevoix	241,190	33,132	-	500	5,000
Trap and Transfer	772	22	1,000	1,000	1,000
Union Street Fish Ladder	310	162	350	250	250
Kalkaska Combustion Turbine	183,537	218,900	185,000	265,000	225,000
Sabin Dam	4,428	2,896	4,700	1,000	900
Boardman Dam	4,155	3,289	3,700	1,300	900
Operation Supplies	2,017	2,080	2,100	850	1,500
Purchased Power - MPPA Pool	6,424,085	6,446,442	2,850,000	2,733,100	-
Purchased Power - MISO	-	-	-	716,900	1,200,000
Purchased Power - Lansing	-	-	2,500,000	4,250,000	7,200,000
Stoney Corners - Wind Energy	-	-	1,250,000	1,550,000	1,595,000
Combustion Turbine Power Cost	3,407,813	3,657,141	3,680,000	3,275,000	3,750,000
Campbell #3 Power Cost	3,694,297	3,223,417	3,280,000	3,260,000	3,670,000
Belle River #1 Power Cost	2,697,116	2,732,687	2,883,000	2,650,000	3,500,000
Landfill Gas - Granger Project	-	15,319	250,000	140,000	90,000
<i>total purchased power</i>	<i>16,223,312</i>	<i>16,075,006</i>	<i>16,693,000</i>	<i>18,575,000</i>	<i>21,005,000</i>
Coal Dock	7,057	8,971	8,400	2,150	4,500
Communications	5,643	5,164	6,000	500	550
Safety	8,917	5,741	9,000	4,100	4,200
Tools	1,259	9,833	2,500	500	1,500
Professional and Contractual	118,070	328,101	150,000	200,000	210,000
Professional Development	13,169	1,075	10,000	500	750
TCLP Equipment Maintenance	956	648	1,000	700	750
Miscellaneous	115	1	750	50	100
<b>Total Generation O &amp; M</b>	<b>16,864,473</b>	<b>16,737,702</b>	<b>17,119,000</b>	<b>19,069,500</b>	<b>21,477,900</b>
<b>DISTRIBUTION OPERATION &amp; MAINTENANCE</b>					
Office Supplies	5,584	8,918	7,100	8,000	8,200
Operation Supplies	35,567	36,258	32,000	38,650	39,450
Utilities	45,840	49,823	60,300	43,600	44,500
Communications	26,388	24,806	27,500	18,000	18,400
Supervision and Maintenance	464,410	613,505	555,000	710,500	725,000
Substation	154,557	192,349	130,000	232,650	237,350
Overhead Lines	391,791	425,093	315,000	515,500	525,850
Load and Dispatching	589,207	540,880	510,000	567,150	578,500

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
For the Budget Year 2011-12

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
Underground Lines	236,486	230,710	295,000	160,450	163,700
Transformers and Devices	560	-	-	-	-
Customer Installations	35,589	27,366	21,600	43,550	44,450
Electric Meters	47,576	38,343	35,000	69,800	71,200
Street Lighting	135,080	129,576	324,000	276,700	282,250
Traffic Signal Oper. & Maint.	-	69,973	180,600	153,000	156,100
Radio Equipment	1,487	256	-	1,850	1,900
Plant & Structures	222,065	280,603	235,000	207,700	211,900
Shop Labor	102,507	125,548	139,000	92,050	93,900
Safety	50,624	62,468	60,000	33,150	33,850
Tools	12,697	16,488	14,000	18,350	18,750
Professional and Contractual	10,075	19,395	33,000	33,300	34,000
Rent Expense	1,399	2,850	5,100	3,000	3,100
Professional Development	118,413	107,291	100,000	152,050	155,100
Printing and Publishing	-	597	1,800	1,500	1,550
Miscellaneous	(35,074)	2,022	2,900	200	250
Inventory Adjustments	18,762	307	-	-	-
<b>Total Distribution O &amp; M</b>	<b>2,671,592</b>	<b>3,005,425</b>	<b>3,083,900</b>	<b>3,380,700</b>	<b>3,449,250</b>
<b>TRANSMISSION OPERATIONS &amp; MAINTENANCE</b>					
Supervision & Maintenance	13,478	13,882	12,000	18,650	19,050
Substation	7,501	18,126	8,000	58,750	60,000
Overhead Lines	270,800	47,946	24,100	38,500	39,300
Load and Dispatching	63,078	54,057	93,500	56,500	57,650
Underground Lines	-	-	-	150	200
Plant & Structures	16	-	-	-	-
MISO Transmission	19,987	19,987	21,000	20,000	20,400
Professional and Contractual	-	3,500	-	-	-
Miscellaneous	17,138	28,665	20,000	48,400	49,400
<b>Total Transmission O &amp; M</b>	<b>391,996</b>	<b>186,163</b>	<b>178,600</b>	<b>240,950</b>	<b>246,000</b>
<b>METERING &amp; CUSTOMER ACCOUNTING</b>					
Salaries and Wages	286,849	276,411	304,000	270,100	275,000
Fringe Benefits	117,246	124,634	158,100	148,700	158,500
Office Supplies	8,722	3,944	4,750	4,500	4,750
Operation Supplies	11	141	350	-	-
Communications	526	594	850	800	850
Meal Payments	148	212	350	150	200
Safety	20	8	100	-	100
Uniforms	-	2,124	1,750	2,500	2,550
Professional and Contractual	12,374	42,410	12,500	41,500	42,350
Postage	29,414	37,920	39,000	34,650	35,350
Uncollectable Accounts	48,022	50,979	50,000	65,000	66,300
Collection Costs	1,295	770	1,000	500	550
Data Processing	23,391	15,253	18,000	20,050	20,500
Transportation	64	149	400	4,950	5,050
Professional Development	3,832	2,878	3,750	2,450	2,500
Printing and Publishing	5,081	7,946	11,000	4,150	4,250
Vehicle Rentals	12,549	14,877	18,500	12,050	12,300
Miscellaneous	2,787	1,926	3,000	900	950
<b>Total Customer Accounting</b>	<b>552,331</b>	<b>583,176</b>	<b>627,400</b>	<b>612,950</b>	<b>632,050</b>
<b>CONSERVATION &amp; PUBLIC SERVICES</b>					
Professional and Contractual	52,676	15,964	25,000	43,200	120,000
Public Service and Communicaitons	15,995	29,823	30,000	62,500	203,500
Marketing and Public Services	5,077	6,063	7,500	-	-

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
For the Budget Year 2011-12

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
In-Kind Community Services	83,880	75,016	120,000	68,700	70,100
Community Investment Fund	50,230	56,985	75,000	54,900	-
CFL Grant Expense	27,804	59,032	26,200	30,850	-
LED Street Lighting Grant Expense	-	6,031	-	125,000	-
Energy Audits	3,902	2,320	5,000	-	-
Community Relations Liaison	-	-	-	-	155,000
PA295-EO Compliance	5,963	170,606	275,000	391,000	526,000
Increased Energy Optimization Efforts	-	-	-	-	500,000
<b>Total Conservation &amp; Public Services</b>	<b>245,527</b>	<b>421,840</b>	<b>563,700</b>	<b>776,150</b>	<b>1,574,600</b>
<b>ADMINISTRATIVE AND GENERAL</b>					
Salaries and Wages	669,997	672,882	775,000	745,350	760,300
Fringe Benefits	160,376	188,585	203,000	256,650	261,800
Office Supplies	12,426	11,593	13,000	8,250	8,450
Communications	9,559	9,292	10,000	7,050	7,200
Fees and Per Diem	54,711	54,514	56,000	60,450	61,700
Board Related Expenses	8,220	11,348	10,500	7,600	7,750
Professional & Contractual	76,898	134,911	85,000	11,000	11,150
Legal Services	65,908	112,140	80,000	83,350	85,000
Employee Appreciation	5,313	8,053	7,000	12,800	13,100
Rent Expense	640	581	1,500	-	-
City Fee	1,454,540	1,374,844	1,450,000	1,556,900	1,687,850
Transportation	2,879	4,074	3,800	9,100	4,500
Professional Development	28,528	19,225	20,000	39,600	40,400
Printing & Publishing	8,666	8,225	8,500	3,450	3,550
Insurance and Bonds	102,605	80,809	90,000	71,350	72,800
Miscellaneous	4,674	6,392	8,500	11,750	12,000
Depreciation Expense	1,500,544	1,624,621	1,665,000	1,695,000	1,715,000
<b>Total Administrative and General</b>	<b>4,166,484</b>	<b>4,322,089</b>	<b>4,486,800</b>	<b>4,579,650</b>	<b>4,752,550</b>
<b>Total Operating Expenses</b>	<b>24,892,404</b>	<b>25,256,395</b>	<b>26,059,400</b>	<b>28,659,900</b>	<b>32,132,350</b>
<b>Operating Income / (Loss)</b>	<b>3,519,835</b>	<b>1,806,787</b>	<b>2,600,600</b>	<b>1,931,100</b>	<b>1,069,200</b>
<b>NON OPERATING REVENUES/(EXPENSES)</b>					
Rents and Royalties	27,788	31,976	56,050	44,150	45,400
Pole Rentals	27,860	35,662	35,650	31,750	31,750
Reimbursements	242,217	214,759	140,700	335,150	228,650
Interest & Dividend Earnings	649,615	557,209	250,000	491,850	500,000
Gain/(Loss) on Sale of Fixed Assets	(25,145)	(12,431)	-	-	-
<b>Total Non Operating Revenue/(Expenses)</b>	<b>922,335</b>	<b>827,175</b>	<b>482,400</b>	<b>902,900</b>	<b>805,800</b>
<b>NET INCOME/(LOSS)</b>	<b>\$4,442,170</b>	<b>\$2,633,962</b>	<b>\$3,083,000</b>	<b>\$2,834,000</b>	<b>\$1,875,000</b>

City of Traverse City, Michigan  
**TRAVERSE CITY LIGHT AND POWER**  
**FIBER OPTICS FUND**  
For the Budget Year 2011-12

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>OPERATING REVENUES</b>					
Charges for services	\$ 110,526	\$ 167,692	\$ 192,800	\$ 183,600	\$ 216,850
Wi-Fi sales and commissions	-	-	20,000	-	-
Miscellaneous	7,880	4,464	-	-	-
<b>TOTAL OPERATING REVENUES</b>	<b>118,406</b>	<b>172,156</b>	<b>212,800</b>	<b>183,600</b>	<b>216,850</b>
<b>OPERATING EXPENSES</b>					
Office and operating supplies	4,931	2,542	4,600	2,150	2,200
Supervision and maintenance	43,588	32,628	33,600	13,650	15,000
Overhead lines	4,097	5,753	1,500	6,800	7,000
Customer installations	18,607	12,279	18,700	2,500	2,750
Termination boxes	2,023	20,389	21,000	45,500	46,200
Wifi operations and maintenance	-	-	-	3,500	30,000
Safety	50	-	-	-	-
Tools	1,684	1,314	2,750	850	900
Professional services	38,539	-	82,200	750	20,000
Legal services	982	2,612	1,000	800	500
Rent expense	14,116	8,214	-	-	-
City fee	5,920	8,608	10,600	9,150	10,800
Professional development	13,512	100	1,500	-	500
Insurance	-	-	-	1,250	1,300
Repair and maintenance	-	544	5,000	150	450
Vehicle rental	415	-	1,000	-	-
Miscellaneous	68	-	350	100	150
Depreciation expense	73,334	84,745	99,500	85,400	86,500
<b>TOTAL OPERATING EXPENSES</b>	<b>221,865</b>	<b>179,728</b>	<b>283,300</b>	<b>172,550</b>	<b>224,250</b>
Operating income/(loss)	(103,459)	(7,572)	(70,500)	11,050	(7,400)
<b>NON OPERATING REVENUES</b>					
Reimbursements	75,120	53,486	86,500	24,250	37,400
<b>Net income</b>	<b>\$ (28,339)</b>	<b>\$ 45,914</b>	<b>\$ 16,000</b>	<b>\$ 35,300</b>	<b>\$ 30,000</b>

## **DOWNTOWN DEVELOPMENT AUTHORITY**

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The DDA Board of Directors will hold a public hearing on the budget Friday, May 20, 2011 at 8 a.m., Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 17, 2011.

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

To meet the obligations of the management agreements remaining, the DDA will have seven full time employees, and seven part time employees. The Farmers Market Manager position has been moved to a management contract with SEEDS, reflected in the Professional/Contractual line item. The DDA Board has also approved a not-to-exceed amount of \$10,000 to maintain the flowers in the summer and that is covered under Payroll Expenses.

The DDA has added \$10,000 to the Community Promotion line item of the general budget in anticipation of a request for support from the DTCA for Community events. While no proposal has been made at this time, we are budgeting for some sort of participation in the event the Board of Directors chooses to provide help.

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

City of Traverse City, Michigan  
**COMPONENT UNIT**  
**DOWNTOWN DEVELOPMENT AUTHORITY FUND**  
For the Budget Year 2011-12

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Property Taxes	\$ 65,589	\$ 65,444	\$ 65,000	\$ 65,000	\$ 64,900
Grant	45,000	-	-	-	-
Reimbursements	396,590	440,384	499,000	510,000	473,000
Rental Income	38,480	43,070	36,000	43,000	43,000
Interest Revenue	2,448	1,440	1,500	500	500
<b>TOTAL REVENUES</b>	<b>548,107</b>	<b>550,338</b>	<b>601,500</b>	<b>618,500</b>	<b>581,400</b>
<b>EXPENDITURES</b>					
Salaries and Wages	378,593	467,236	416,000	445,000	465,000
Fringe Benefits	59,898	40,287	96,200	75,300	80,100
Office/Operating Supplies	10,491	6,355	12,500	6,300	6,550
Professional Services	4,045	5,839	40,000	30,000	20,000
Communications	5,526	5,687	6,100	3,700	4,200
Transportation	176	329	2,100	2,000	2,100
Lodging/Meals	2,699	3,386	5,200	5,200	5,200
Training	315	580	1,500	2,000	2,200
Community Promotion	940	2,520	2,500	2,500	12,500
Printing and Publishing	3,574	6,745	4,000	6,700	7,000
Insurance and Bonds	1,594	1,599	1,800	1,800	2,000
Utilities	4,854	6,576	6,300	6,600	6,600
Repairs and Maintenance	2,342	2,025	2,500	2,500	2,500
Rentals	4,219	6,591	6,700	6,700	6,700
Legal Services	828	702	500	1,600	1,600
Miscellaneous	132	65	500	500	500
Capital Outlay	57,107	4,288	4,000	4,000	5,000
<b>TOTAL EXPENDITURES</b>	<b>537,333</b>	<b>560,810</b>	<b>608,400</b>	<b>602,400</b>	<b>629,750</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>10,774</b>	<b>(10,472)</b>	<b>(6,900)</b>	<b>16,100</b>	<b>(48,350)</b>
<hr/>					
<b>Beginning Fund Balance</b>	<b>283,976</b>	<b>294,750</b>	<b>284,278</b>	<b>284,278</b>	<b>300,378</b>
<b>Ending Fund Balance</b>	<b>\$ 294,750</b>	<b>\$ 284,278</b>	<b>\$ 277,378</b>	<b>\$ 300,378</b>	<b>\$ 252,028</b>
<hr/>					
<b>Personnel Services %</b>	<b>81.61%</b>	<b>90.50%</b>	<b>84.19%</b>	<b>86.37%</b>	<b>86.56%</b>

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

The DDA Board of Directors will hold a public hearing on the Tax Increment Financing Fund #97 budget for 2011-12 on Friday, May 20, 2011 at 8 a.m., Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 17, 2011.

Tax Increment Financing 97 Fund accounts for the public activities in the northern part of downtown. Over the next 16 years this fund will continue to make payments on the Hardy Parking Deck bonds. The budgeted amount for 2011-12 is \$675,045 shown as a Transfer Out to Debt Service Fund. Other expenses are to compensate the City of Traverse City for engineering and other work and the DDA for administrative and operational costs. As in the past year, the City of Traverse City compensation will be based on .1% of the taxable value in the district, estimated to be \$84,332. While legal costs are still invoiced to the DDA, the City does not invoice for audit and insurance costs as in the past.

The largest expenditures are in capital outlay. While the Capital Improvement Plan (CIP) details \$1,671,900 in expenditures, only \$1,371,900 is budgeted due to the limitations of the fund, and a realization that it is most unlikely the entire Garland Street Streetscapes project will be completed in the coming year. The DDA Board of Directors went through a prioritization process with the Warehouse District, Bayfront and West Front as the top priorities. They also recognized that many of the projects are tied directly with the private sector, and those are notated in the descriptions below:

**BAYFRONT IMPLEMENTATION (\$225,400)** This is the second of a two year commitment to match the Department of Natural Resources grant for implementation of the first Bayfront project, the Clinch Park Restroom/Changing facilities, Bayfront access, and children's natural playground. At this time it is unclear whether the full \$450,800 will be split evenly between this and next fiscal year, but that is how it is shown in the plan.

**GARLAND STREET RECONSTRUCTION (\$300,000)** *Hotel Indigo and adjacent properties.* While the CIP envisions the total cost to be \$600,000, the budget includes \$300,000 because we do not expect to complete the entire project within the upcoming year. Redevelopment of the properties to the east of the Hotel and tunnel is hoped for before streetscapes is completed.

**GARLAND STREET TUNNEL (\$555,000)** *Hotel Indigo and adjacent properties.* This includes one half of the projected \$1 million plus \$55,000 for a sewer upgrade in Grandview Parkway. Again, this development will be tied to the construction of the hotel and will be limited by the approved developers' agreements already in place. What part of the full \$1 million is spent in which year is shown as 50/50 at this time.

**PUBLIC RESTROOMS (\$250,000)** The Public Restroom Committee is pursuing a public/private partnership for restrooms downtown rather than a free standing facility. Current opportunities are being pursued and may come to fruition in the coming year.

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

**RIVERWEST PARKING** – This development if pursued by the DDA Board and City Commission will require bonding for the construction of a parking deck at Pine and Front Streets. Such bonding will rely on the new investment from the *Riverwest Development* and other revenue in the TIF 97 fund at the time it is put forward. At that time, the City will need to determine the viability of the funding in relationship to other projects listed. Likewise the DDA has listed improvements to the public parks and Boardman River around *Real Estate One* on East Front Street in FY 2012-13, and if that private project proceeds earlier, the determination of funding those projects will be based on the tax base generated by the development and the status of the TIF fund at

the time.

The revenue line item “Contribution for Other Governmental Entity” includes a planned \$149,000 reimbursement from the Grand Traverse County Brownfield Redevelopment Authority (BRA) for costs associated with the Hardy Parking Deck. The \$45,000 revenue from grants is expected from the Coastal Management Program to reimburse the DDA for costs associated with engineering the Tunnel.

**City of Traverse City, Michigan**  
**COMPONENT UNIT**  
**TAX INCREMENT FINANCING 97 FUND**  
**For the Budget Year 2011-12**

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Property Taxes	\$ 1,073,464	\$ 1,106,949	\$ 1,155,500	\$ 1,155,500	\$ 1,352,600
Grants	-	-	-	-	45,000
Reimbursements	184,000	145,245	153,300	145,000	149,000
Interest Revenue	24,752	13,619	14,000	6,400	5,000
<b>TOTAL REVENUES</b>	<b>1,282,216</b>	<b>1,265,813</b>	<b>1,322,800</b>	<b>1,306,900</b>	<b>1,551,600</b>
<b>EXPENDITURES</b>					
Professional Services	133,428	294,009	140,000	280,900	150,000
Printing and Publishing	244	120	2,280	1,000	1,000
Insurance and Bonds	1,917	2,069	-	-	-
Contribution To Other Governmen	662,913	652,198	651,750	651,250	675,045
Capital Outlay	182,775	359,434	1,600,000	768,494	1,371,900
<b>TOTAL EXPENDITURES</b>	<b>981,277</b>	<b>1,307,830</b>	<b>2,394,030</b>	<b>1,701,644</b>	<b>2,197,945</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>300,939</b>	<b>(42,017)</b>	<b>(1,071,230)</b>	<b>(394,744)</b>	<b>(646,345)</b>
<hr/>					
<b>Beginning Fund Balance</b>	<b>900,882</b>	<b>1,201,821</b>	<b>1,159,804</b>	<b>1,159,804</b>	<b>765,060</b>
<b>Ending Fund Balance</b>	<b>\$ 1,201,821</b>	<b>\$ 1,159,804</b>	<b>\$ 88,574</b>	<b>\$ 765,060</b>	<b>\$ 118,715</b>

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

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The DDA Board of Directors will hold a public hearing on the Tax Increment Financing Fund #2 budget for 2011-12 on Friday, May 20, 2011 at 8 a.m., Commission Chambers, Second Floor, Governmental Center. The Board is scheduled to approve the budget on June 17, 2011.

Tax Increment Financing Fund #2 accounts for the public activities in the area of Old Town, including River's Edge and the Midtown project. Over the remaining life of the fund, it will make payments on the Old Town Parking Deck bonds. The budgeted amount for 2011-12 is \$1,293,800 shown as a Transfer Out to Debt Service Fund. Other expenses are to compensate the City of Traverse City for engineering and other costs and the DDA for administrative and operational costs. As in the past year, the City of Traverse City compensation will be based on .1% of the taxable value in the district, estimated to be \$32,000. While legal costs are still invoiced to the DDA, the City does not invoice for audit and insurance costs as in the past. Included in the Capital Improvement Plan is an expenditure of \$81,000 for streetscapes anticipated on Cass and/or Lake Streets, and \$20,750 as an annual payment for WIFI.

The third re-payment from the Grand Traverse County Brownfield Redevelopment Authority for infrastructure previously paid by the TIF 2 fund is expected in the coming year in the amount of \$351,000.

City of Traverse City, Michigan  
 COMPONENT UNIT  
 TAX INCREMENT FINANCING 2 FUND  
 For the Budget Year 2011-12

	FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Budget	FY 10/11 Projected	FY 11/12 Requested
<b>REVENUES</b>					
Property Taxes	\$ 667,405	\$ 709,797	\$ 705,600	\$ 707,300	\$ 760,200
Reimbursements	260,000	322,000	333,000	345,000	351,000
Interest Revenue	33,323	21,789	13,000	6,500	5,000
<b>TOTAL REVENUES</b>	<b>960,728</b>	<b>1,053,586</b>	<b>1,051,600</b>	<b>1,058,800</b>	<b>1,116,200</b>
<b>EXPENDITURES</b>					
Administrative / Engineering	64,568	66,635	85,000	75,000	81,000
Professional Services	60,414	34,100	55,000	32,000	40,000
Printing and Publishing	590	99	500	500	500
Insurance and Bonds	1,298	1,336	-	-	-
Contribution To Other Governments	3,249	940,938	1,205,706	1,205,706	1,293,800
Capital Outlay	26,643	109,297	162,000	66,000	101,750
<b>TOTAL EXPENDITURES</b>	<b>156,762</b>	<b>1,152,405</b>	<b>1,508,206</b>	<b>1,379,206</b>	<b>1,517,050</b>
<b>EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>803,966</b>	<b>(98,819)</b>	<b>(456,606)</b>	<b>(320,406)</b>	<b>(400,850)</b>
<b>Beginning Fund Balance</b>	<b>1,445,447</b>	<b>2,249,413</b>	<b>2,150,594</b>	<b>2,150,594</b>	<b>1,830,188</b>
<b>Ending Fund Balance</b>	<b>\$ 2,249,413</b>	<b>\$ 2,150,594</b>	<b>\$ 1,693,988</b>	<b>\$ 1,830,188</b>	<b>\$ 1,429,338</b>

**City of Traverse City, Michigan**  
**Property Tax Millage Rates - All Overlapping Governments**  
**2000-2010**

<b>Tax Year</b>	<b>City</b>	<b>County</b>	<b>School</b>	<b>Other</b>	<b>Total</b>
<b>2000 - Homestead</b>	<b>13.6199</b>	<b>5.4719</b>	<b>9.1000</b>	<b>8.5939</b>	<b>36.7857</b>
<b>2000 - Non-Homestead</b>	<b>13.6199</b>	<b>5.4719</b>	<b>27.1000</b>	<b>8.5939</b>	<b>54.7857</b>
<b>2001 - Homestead</b>	<b>13.5447</b>	<b>5.3931</b>	<b>9.1000</b>	<b>10.4176</b>	<b>38.4554</b>
<b>2001 - Non-Homestead</b>	<b>13.5447</b>	<b>5.3931</b>	<b>27.1000</b>	<b>10.4176</b>	<b>56.4554</b>
<b>2002 - Homestead</b>	<b>13.3943</b>	<b>5.3165</b>	<b>9.1000</b>	<b>8.5532</b>	<b>36.3640</b>
<b>2002 - Non-Homestead</b>	<b>13.3943</b>	<b>5.3165</b>	<b>27.1000</b>	<b>8.5532</b>	<b>54.3640</b>
<b>2003 - Homestead</b>	<b>13.2295</b>	<b>5.2112</b>	<b>8.1000</b>	<b>8.6072</b>	<b>35.1479</b>
<b>2003 - Non-Homestead</b>	<b>13.2295</b>	<b>5.2112</b>	<b>26.1000</b>	<b>8.6072</b>	<b>53.1479</b>
<b>2004 - Homestead</b>	<b>13.2295</b>	<b>5.1267</b>	<b>9.1000</b>	<b>8.6644</b>	<b>36.1206</b>
<b>2004 - Non-Homestead</b>	<b>13.2295</b>	<b>5.1267</b>	<b>27.1000</b>	<b>8.6644</b>	<b>54.1206</b>
<b>2005 - Homestead</b>	<b>13.2295</b>	<b>5.0815</b>	<b>9.1000</b>	<b>8.9366</b>	<b>36.3476</b>
<b>2005 - Non-Homestead</b>	<b>13.2295</b>	<b>5.0815</b>	<b>27.1000</b>	<b>8.9366</b>	<b>54.3476</b>
<b>2006 - Homestead</b>	<b>13.1765</b>	<b>5.0154</b>	<b>9.1000</b>	<b>8.8026</b>	<b>36.0945</b>
<b>2006 - Non-Homestead</b>	<b>13.1765</b>	<b>5.0154</b>	<b>27.1000</b>	<b>8.8026</b>	<b>54.0945</b>
<b>2007 - Homestead</b>	<b>13.1765</b>	<b>4.9838</b>	<b>9.1000</b>	<b>8.7742</b>	<b>36.0345</b>
<b>2007 - Non-Homestead</b>	<b>13.1765</b>	<b>4.9838</b>	<b>27.1000</b>	<b>8.7742</b>	<b>54.0345</b>
<b>2008 - Homestead</b>	<b>13.1765</b>	<b>4.9838</b>	<b>9.1000</b>	<b>8.7329</b>	<b>35.9932</b>
<b>2008 - Non-Homestead</b>	<b>13.1765</b>	<b>4.9838</b>	<b>27.1000</b>	<b>8.7329</b>	<b>53.9932</b>
<b>2009 - Homestead</b>	<b>13.1765</b>	<b>4.9838</b>	<b>9.1000</b>	<b>8.7405</b>	<b>36.0008</b>
<b>2009 - Non-Homestead</b>	<b>13.1765</b>	<b>4.9838</b>	<b>27.1000</b>	<b>8.7405</b>	<b>54.0008</b>
<b>2010 - Homestead</b>	<b>13.5567</b>	<b>4.9838</b>	<b>9.1000</b>	<b>8.8658</b>	<b>36.5063</b>
<b>2010 - Non-Homestead</b>	<b>13.5567</b>	<b>4.9838</b>	<b>27.1000</b>	<b>8.8658</b>	<b>54.5063</b>

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

**The City's rate does not reflect a levy for the Downtown Development Authority established in 1979 (for 2009 the millage rate was 1.8038).**

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

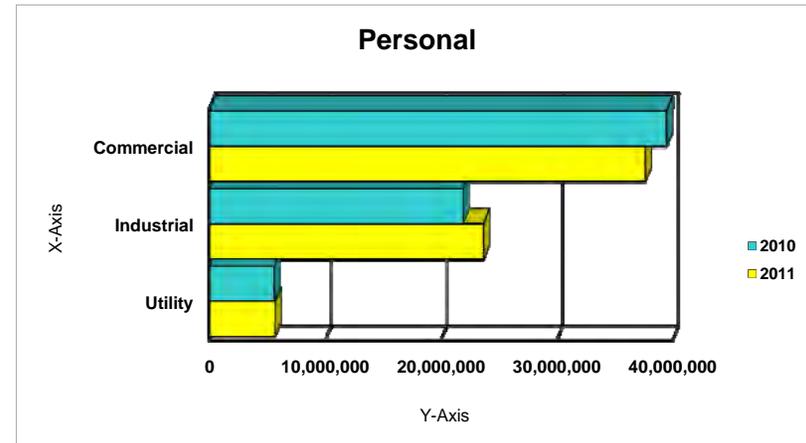
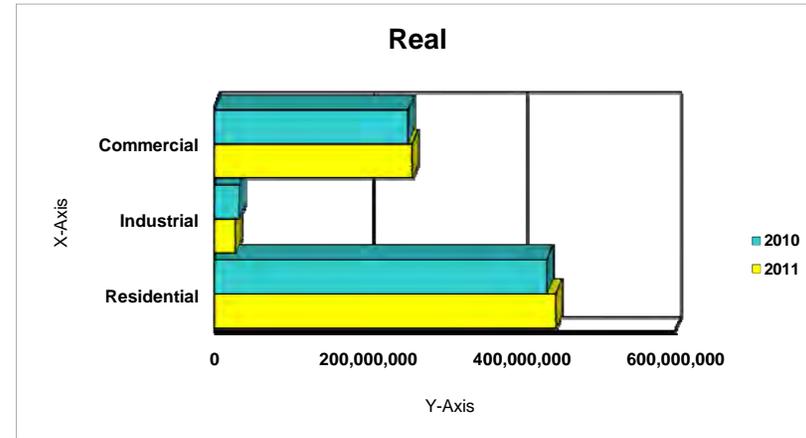
<b>Department</b>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-2011</b>	<b>2011-12</b>
City Manager	4	4	3	3	3	3	3	3	3	3
Human Resources	2	2	2	2	2	2	2	2	1	1
DPS Director	1	1	1	1	1	2	0	0	0	0
Community Developmen	0	0	0	0	0	0	0	0	0	0
City Assessor	4	4	4	4	4	4	4	4	4	4
City Attorney	0	0	0	0	0	2	2	2	2	2
City Clerk	3	4	4	4	4	4	4	4	4	4
City Treasurer/Util. Acct;	10	10	10	10	10	10	10	10	10	10
City Cemetery	1	1	1	1	1	1	1	1	1	2
Police Department	37	36	36	36	36	36	36	34	33	30
Fire Department	26	27	29	31	31	31	31	27	26	25
Protective Inspection	0	0	0	0	0	0	0	0	0	0
Street Department	21	21	21	21	20	20	21	20	19	18
City Engineering	6	8	8	8	8	7	7	7	7	7
Parks & Recreation	17	17	17	16	16	16	15	14	14	12
Zoo Department	4	4	4	3	2	0	0	0	0	0
Planning & Zoning	3	3	3	3	3	3	3	4	4	4
Senior Center	2	2	2	2	2	2	2	2	2	1
Auto Parking	2	2	2	2	2	2	2	1	1	1
Water Treatment Plant	6	6	6	6	6	6	6	6	6	6
Water & Sewer Maint.	12	12	12	12	12	12	12	12	12	12
Marina	2	1	1	1	1	1	1	1	1	1
Garage Department	10	10	10	10	10	10	10	9	9	9
<b>Total</b>	<b>173</b>	<b>175</b>	<b>176</b>	<b>176</b>	<b>174</b>	<b>174</b>	<b>172</b>	<b>163</b>	<b>159</b>	<b>152</b>

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

# City of Traverse City, Michigan

## 2011 Taxable Value

	2010	2011	CHANGE	PER CENT CHANGE
<b>MBOR TAXABLE VALUE</b>	<b>784,875,126</b>	<b>797,657,379</b>	<b>12,782,253</b>	<b>0.41%</b>
<b>Real</b>				
Commercial	252,470,385	257,990,159	5,519,774	2.19%
Industrial	32,080,094	27,581,353	-4,498,741	-14.02%
Residential	433,421,745	445,207,867	11,786,122	2.72%
<b>Personal</b>				
Commercial	39,461,656	37,611,600	-1,850,056	-4.69%
Industrial	21,905,800	23,651,900	1,746,100	7.97%
Utility	5,535,446	5,614,500	79,054	1.43%
Residential	0	0	0	NA
<b>MILLAGE (ESTIMATE)</b>	<b>11.8167</b>	<b>11.7167</b>	<b>-0.1000</b>	<b>-0.85%</b>
TIF 97 CAPTURE	45,267,225	51,472,301	6,205,076	13.71%
TIF II CAPTURE	27,378,463	28,932,076	1,553,613	5.67%
CSX CAPTURE	6,201,733	7,105,110	903,377	14.57%
TRAVERSE HOUSE CAPTURE	580,735	1,837,086	1,256,351	216.34%
TC CAST CAPTURE	1,122,116	1,250,613	128,497	11.45%
COMMONS	133,249	136,278	3,029	2.27%
RENNISANCE ZONES	9,291,195	10,643,808	1,352,613	14.56%
BLARNEY CASTLE	22,101	24,725	2,624	11.87%
BRIAR HILL	0	0	0	na
JIMMY JOHNS	1,777	3,149	1,372	77.21%
<b>NET TAXABLE</b>	<b>694,876,532</b>	<b>696,252,233</b>	<b>1,375,701</b>	<b>0.20%</b>
<b>GROSS REVENUE</b>	<b>\$9,274,634</b>	<b>\$9,345,912</b>	<b>\$71,278</b>	<b>0.77%</b>
<b>Real</b>				
Commercial	\$2,983,367	\$3,022,793	\$39,426	1.32%
Industrial	\$379,081	\$323,162	-\$55,918	-14.75%
Residential	\$5,121,615	\$5,216,367	\$94,752	1.85%
<b>Personal</b>				
Commercial	\$466,307	\$440,684	-\$25,623	-5.49%
Industrial	\$258,854	\$277,122	\$18,268	7.06%
Utility	\$65,411	\$65,783	\$373	0.57%
Residential	\$0	\$0	\$0	NA
TIF 97 CAPTURE	\$534,909	\$603,086	\$68,176	12.75%
TIF II CAPTURE	\$323,523	\$338,988	\$15,465	4.78%
CSX CAPTURE	\$73,284	\$83,248	\$9,964	13.60%
TRAVERSE HOUSE CAPTURE	\$6,862	\$21,525	\$14,662	NA
TC CAST CAPTURE	\$13,260	\$14,653	\$1,393	NA
COMMONS	\$1,575	\$1,597	\$22	1.41%
RENNISANCE ZONES	\$109,791	\$124,710	\$14,919	13.59%
BLARNEY CASTLE	\$261	\$290	\$29	10.93%
BRIAR HILL	0	0	\$0	0.00%
JIMMY JOHNS	\$21	\$37	\$16	0.00%
<b>GARFIELD TWP (425)</b>	<b>38,000</b>	<b>38,000</b>	<b>\$38,000</b>	<b>0.00%</b>
<b>NET REVENUE</b>	<b>\$8,173,148</b>	<b>\$8,119,779</b>	<b>-\$53,369</b>	<b>-0.65%</b>



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

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

Actuarial valuation date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) -Entry Age (b)	Unfunded AAL (b - a)	Funded Ratio (a / b)	Covered Payroll (c)	UAAL as a Percentage of Covered payroll ((b - a) / c)
6/30/2000	\$ 22,497,159	\$ 18,756,152	\$ (3,741,007)	119.9%	\$ 2,470,379	0.0%
6/30/2001	23,695,203	19,552,221	(4,142,982)	121.2	2,467,235	0.0
6/30/2002	23,592,627	20,540,751	(3,051,876)	114.9	2,393,258	0.0
6/30/2003	22,842,110	21,175,431	(1,666,679)	107.8	2,402,524	0.0
6/30/2004	22,038,257	22,711,298	673,041	97.0	2,671,393	25.2
6/30/2005	21,881,463	24,977,924	3,096,461	87.6	3,139,509	98.6
6/30/2006	22,591,340	26,163,253	3,571,913	86.3	3,509,371	101.8
6/30/2007	24,182,785	26,789,239	2,606,454	90.3	3,234,852	80.6
6/30/2008	24,838,458	28,047,507	3,209,049	88.6	3,173,479	101.1
6/30/2009	23,755,156	31,384,903	7,629,747	75.7	3,348,677	227.8

**SCHEDULE OF EMPLOYER CONTRIBUTIONS**

Year ended/valuation June 30	Annual Required Contribution	Percentage Contributed
2001 / 2000	\$ 294,964	100%
2002 / 2001	276,417	100
2003 / 2002	342,511	100
2004 / 2003	396,681	100
2005 / 2004	615,269	100
2006 / 2005	877,938	100
2007 / 2006	987,602	100
2008 / 2007	897,502	100
2009 / 2008	924,911	100
2010 / 2009	1,154,441	100

**SUMMARY OF ACTUARIAL METHODS AND ASSUMPTIONS**

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

Valuation date	June 30, 2009
Actuarial cost method	Entry-age actuarial cost method
Amortization method	Level percent
Remaining amortization period	20 years open
Asset valuation method	4 years smoothed market
Actuarial assumptions	
Investment rate of return	7.50%
Projected salary increases	4.5-7.5% includes wage inflation at 3.75%
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 8-1-98) and Police Patrol (effective 1-1-99) and Firefighters unit (effective 7-1-00), except that the Firefighters unit is not subject to inflation.

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

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

Actuarial valuation date	Actuarial Value of Assets (a)	Actuarial Liability (AAL) -Entry Age (b)	Unfunded AAL (b - a)	Funded Ratio (a / b)	Covered Payroll (c)	UAAL as a Percentage of Covered payroll ((b - a) / c)
6/30/2000	\$ 2,091,217	\$ 6,269,112	\$ 4,177,895	33.4%	\$ 2,470,379	169.12%
6/30/2001	2,331,155	6,983,905	4,652,750	33.4	2,467,235	188.58
6/30/2002	2,434,672	7,769,958	5,335,286	31.3	2,393,258	222.93
6/30/2003	2,590,432	8,072,071	5,481,639	32.1	2,402,524	228.16
6/30/2004	2,645,396	8,091,713	5,446,317	32.7	2,671,393	203.88
6/30/2005	2,723,028	8,218,900	5,495,872	33.1	3,139,509	175.06
6/30/2006	2,977,346	8,643,119	5,665,773	34.4	3,509,371	161.45
6/30/2007	3,444,580	8,402,945	4,958,365	41.0	3,234,852	153.28
6/30/2008	3,655,194	6,710,657	3,055,463	54.5	3,173,479	96.28
6/30/2009	3,700,439	6,835,257	3,134,818	54.1	3,348,677	93.61

**SCHEDULE OF EMPLOYER CONTRIBUTIONS**

Year ended/valuation June 30	Annual Required Contribution	Percentage Contributed
2001 / 2000	\$ 236,104	100%
2002 / 2001	253,936	100
2003 / 2002	291,832	100
2004 / 2003	306,560	100
2005 / 2004	303,755	100
2006 / 2005	313,977	100
2007 / 2006	408,471	100
2008 / 2007	373,161	100
2009 / 2008	279,931	100
2010 / 2009	331,647	100

**SUMMARY OF ACTUARIAL METHODS AND ASSUMPTIONS**

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

Valuation date	June 30, 2009
Actuarial cost method	Individual entry-age actuarial cost method
Amortization method	Level percent
Remaining amortization period	30 years
Asset valuation method	4 years smoothed market
Actuarial assumptions	
Investment rate of return	7.50%
Projected salary increases	4.5-7.5%

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

Actuarial valuation date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) -Entry Age (b)	Unfunded AAL (b - a)	Funded Ratio (a / b)	Covered Payroll (c)	UAAL as a Percentage of Covered payroll ((b - a) / c)
12/31/2000	\$ 29,610,635	\$ 32,485,324	\$ 2,874,689	91.2%	\$ 5,455,915	52.7%
12/31/2001	30,940,918	34,985,033	4,044,115	88.4	5,989,759	67.5
12/31/2002	31,188,955	37,247,805	6,058,850	83.7	6,388,977	94.8
12/31/2003	32,827,731	40,174,115	7,346,384	81.7	6,905,057	106.4
12/31/2004	34,215,650	44,008,390	9,792,740	77.7	7,656,396	127.9
12/31/2005	35,574,162	45,667,466	10,093,304	77.9	7,442,267	135.6
12/31/2006	37,648,129	47,608,085	9,959,956	79.1	7,921,231	125.7
12/31/2007	40,033,232	50,210,221	10,176,989	79.7	8,079,158	126.0
12/31/2008	40,805,149	52,758,416	11,953,267	77.3	8,023,611	149.0
12/31/2009	40,980,261	54,216,489	13,236,228	75.6	7,971,182	166.1

**SCHEDULE OF EMPLOYER CONTRIBUTIONS**

Year ended/valuation June 30	Annual Required Contribution	Percentage Contributed
2001 / 2000	\$ 735,001	100%
2002 / 2001	660,626	100
2003 / 2002	724,741	100
2004 / 2003	946,826	100
2005 / 2004	1,013,415	100
2006 / 2005	1,226,873	100
2007 / 2006	1,352,653	100
2008 / 2007	1,399,592	100
2009 / 2008	1,340,339	100
2010 / 2009	1,394,741	100

**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, 2009
Actuarial cost method	Entry age normal cost method
Amortization method	Level percent
Remaining amortization period	28 years
Asset valuation method	10 year smoothed market
Actuarial assumptions	
Investment rate of return	8.00%
Projected salary increases	4.5-12.90%

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

Actuarial valuation date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) -Entry Age (b)	Unfunded AAL (b - a)	Funded Ratio (a / b)	Covered Payroll (c)	UAAL as a Percentage of Covered payroll ((b - a) / c)
12/31/2006	\$ 1,079,242	\$ 4,622,001	\$ 3,542,759	23.4%	\$ 7,921,231	44.72%
12/31/2008	1,488,166	5,055,539	3,567,373	29.4	8,023,611	44.46

**SCHEDULE OF EMPLOYER CONTRIBUTIONS**

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

**SUMMARY OF ACTUARIAL METHODS AND ASSUMPTIONS**

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

Valuation date	December 31, 2008
Actuarial cost method	Individual entry age actuarial cost method
Amortization method	Level percent
Remaining amortization period	30 years
Asset valuation method	10 year smoothed market
Actuarial assumptions	
Investment rate of return	8.00%
Projected salary increases	4.8-12.90%



**Fund: General**

**Department: Cemetery**

*Project Name:* Oakwood Cemetery Paving of Main Loop in First Addition

*Project Description:* The roads in this area are dusty gravel and often have rough areas. This project would provide paved connections to all main parts of the cemetery. This would tie together the main cemetery road through Plat 1 to First Addition and Fourth Addition.

*Estimated Cost:* \$18,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* General Fund - \$18,000.00

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*Project Name:* Oakwood Cemetery: Construct New Maintenance Facility

*Project Description:* We are currently storing equipment in various City buildings including an old shed and garage at the site of the long demolished Cemetery office next to Fire Station Number 2 on 8th St. Both of these buildings are very old, not in the best of shape and should be razed. Locating the maintenance facility near the new office offers a more efficient and safer location in the cemetery. We currently have to drive the backhoe and trucks with trailers across busy 8th St. daily.

*Estimated Cost:* \$150,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* General Fund - \$150,000.00

---

*Project Name:* Oakwood Cemetery: Construct New Office

*Project Description:* We are currently renting an office on Hastings that is not easily found by the public. This project would move the new office into the newest developed portion of the cemetery where it would be much better access for the public. We currently pay about \$7,000.00 per year for the rental office. There is currently over \$150,000.00 in the "bank" for this project. Earlier Engineering estimates placed this project at \$420,000.00. We need to look at less expensive alternatives so this project can be done sooner rather than later. The Catholic office was constructed for about 1/3 of the Engineering estimate.

*Estimated Cost:* \$420,000.00

*Fiscal Years:* Start: 10/11 End: 13/14

*Funding Sources:* General Fund - \$420,000.00

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*Project Name:* Oakwood Cemetery: Install Cremation Niches in Mausoleum

*Project Description:* This project would allow additional burial options for families and utilize an area of the mausoleum that is currently not being used. It would also make the lobby area more attractive and provide more revenue potential.

*Estimated Cost:* \$20,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* General Fund - \$20,000.00

---

**Department: Fire**

*Project Name:* Overhead Garage Doors (FF#1 & FF#2)

*Project Description:* Replacement of all overhead garage doors at both Station 01 and 02 for a total of 8 doors. Current tracking is residential grade & in poor conditions - repairs needed throughout the year: weather seal system is in poor condition: need heavy duty high cycle lift springs - repairing 2 - 3 times a year: expect improved R-value from new doors (14 to 17) .

*Estimated Cost:* \$27,850.00

*Fiscal Years:* Start: 12/13 End: 12/13



*Funding Sources:* General Fund - \$27,850.00

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**Department: General Government**

*Project Name:* Annual Computer Hardware/Software Replacement

*Project Description:* New and replacement: Computer Hardware and Software

*Estimated Cost:* \$179,000.00

*Fiscal Years:* Start: 10/11 End: 16/17

*Funding Sources:* General Fund - \$179,000.00

---

*Project Name:* City Clerk Document Management System

*Project Description:* This project would, going back to the early 1990s, scan all vital City Clerk records (City Commission meeting packets, contracts, insurance, leases, etc). These records would then be word-searchable. This project ensures backups of the City Clerk's vital records - currently, in most instances, we have just one copy - paper.

*Estimated Cost:* \$60,000.00

*Fiscal Years:* Start: 10/11 End: 10/11

*Funding Sources:* General Fund - \$60,000.00

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*Project Name:* City Treasurer Document Management System

*Project Description:* Image all invoices, journal entries, financial reports, and receipts that support financial transactions. These documents would then be searchable by anyone with inquiry access into the system.

*Estimated Cost:* \$19,180.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* General Fund - \$19,180.00

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**Department: Parks & Rec.**

*Project Name:* Ashton Park Playground

*Project Description:* Replace existing play equipment with small structure designed for younger children. Larger play structure for older children is available at Willow Hill Elementary School. The new equipment would meet current safety and ADA accessibility standards.

*Estimated Cost:* \$20,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* General Fund - \$15,000.00  
Private - \$5,000.00

---

*Project Name:* Baystreet Parking East of Oak Street

*Project Description:* Add additional public parking along Bay Street to replace parking that is eliminated from waterfront parking lot. Include a highly visible crosswalk on the east side of Oak Street, crossing Grandview Parkway.

*Estimated Cost:* \$276,233.00

*Fiscal Years:* Start: 16/17 End: 16/17

*Funding Sources:* General Fund - \$138,116.50  
Special Improvement District - \$138,116.50

---

*Project Name:* Boon Street Park Playground Improvements

*Project Description:* This neighborhood park has a mixture of three old and older pieces of play equipment. The slide might be worth keeping but the swings and climber need to be replaced.

*Estimated Cost:* \$10,000.00

*Fiscal Years:* Start: 15/16 End: 15/16

*Funding Sources:* General Fund - \$10,000.00

---

*Project Name:* Bryant Park Retaining Wall

*Project Description:* The retaining wall will help to prevent or at least reduce the amount of sand that blows up into the turf area during the late fall to early spring period. It will also stop the encroachment of the sand and shrinking of the turf areas.

*Estimated Cost:* \$90,000.00

*Fiscal Years:* Start: 14/15 End: 14/15

*Funding Sources:* General Fund - \$90,000.00

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*Project Name:* Clancy Park Improvements - Phase 1

*Project Description:* This project would include installation of an accessible walking trail around the perimeter of the park with connector trails to park facilities. There are also a large number of mature ash trees (60 plus) that are showing decline and will all eventually die from the Emerald Ash Borer beetle. Part of this project will be to install new trees and landscape features.

*Estimated Cost:* \$50,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* General Fund - \$45,000.00  
Private - \$5,000.00

---

*Project Name:* Clancy Park Playground

*Project Description:* Replacement of old play equipment to meet current standards. Preliminary plans were done by Dave Weston for various park improvements. This would be a good start. The neighborhood will be challenged to raise \$5,000.00 of the cost.

*Estimated Cost:* \$25,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* General Fund - \$20,000.00  
Private - \$5,000.00

---

*Project Name:* Hannah Park improvements

*Project Description:* This project would pave a 6-foot wide path where an informal dirt trail currently exists. The path would run the entire length of Hannah Park from Wadsworth to Union Streets. If amended, partial funding could be derived from the TIF II Fund. Decorative lights will replace barn style lights. Two track dirt roads will be replaced with turf and grass pavement system.

*Estimated Cost:* \$50,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* General Fund - \$50,000.00

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*Project Name:* Hickory Hills Booster Pump and Well



## Six Year Public Improvement Plan

**Project Description:** In 2009, the booster station and first pump was completed allowing more snowmaking potential beginning with the 2009-10 ski season. The Grand Traverse Ski Club will continue fund raising toward the snow making system and should be able to pay \$10,000.00 toward the second pump and well for the booster pump system. The ski club just purchased our sixth snow gun and this will fully use the capacity of the current pump and well sytem. With the addition of the second pump that will be installed in the booster pump building built last year, and the second well, we will be able to purchase and use more snow guns and further reduce the total number of hours necessary to make snow each year.

**Estimated Cost:** \$50,000.00

**Fiscal Years:** Start: 12/13 End: 12/13

**Funding Sources:** General Fund - \$50,000.00

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**Project Name:** Hickory Hills Lodge Replacement

**Project Description:** The current lodge does not meet current standard for accessibility along with outdated facilities of every type. Remodeling of the current lodge is not a viable option. Several locations are in consideration for a new lodge but a new one is definitely needed. A joint City and Community effort will be needed to make this happen. We will be able to offer the facility for rent for various events throughout the year to bring in revenue to offset some of the costs. Large scale donations in addition to any the Grand Traverse Ski Club can provide and searching for grant funding will be necessary to make this happen.

**Estimated Cost:** \$1,000,000.00

**Fiscal Years:** Start: 15/16 End: 15/16

**Funding Sources:** General Fund - \$500,000.00  
Local / Foundation Grant - \$250,000.00  
Private - \$250,000.00

---

**Project Name:** Hickory Hills Pole Barn

**Project Description:** A shelter for the snow groomer, snow guns and other equipment

**Estimated Cost:** \$80,000.00

**Fiscal Years:** Start: 10/11 End: 12/13

**Funding Sources:** General Fund - \$80,000.00

---

**Project Name:** Indian Woods Playground

**Project Description:** This would replace some of the existing play equipment with a small new structure that would meet current safety and ADA accessibility standards. Some of the existing play pieces could remain as they were replaced and/or added in the past 10 years or so. The neighborhood would be challenged to raise \$5,000.00 of the cost.

**Estimated Cost:** \$20,000.00

**Fiscal Years:** Start: 14/15 End: 14/15

**Funding Sources:** General Fund - \$15,000.00  
Private - \$5,000.00

---

**Project Name:** Lay Park Improvements

**Project Description:** Upgrades to Lay Park which will include following: Brick Plazas with raised planters. Masonry seat wall along southern border of park (145 l.f.). Concrete sidewalks (393 l.f. 7' wide). Wrought iron fence along Union Street (100 l.f.). Site furniture, 19 benches, 4 trash recept., bike racks, drinking fountain. Landscaping Lighting, 15 wall lights, 10 up-lights, 1 light standard. Light and Power at one time had offered to lend financial assistance to this project.

**Estimated Cost:** \$120,000.00

**Fiscal Years:** Start: 13/14 End: 13/14

**Funding Sources:** General Fund - \$95,000.00



Private - \$25,000.00

*Project Name:* Rose and Boyd Park (Triangle Park)

*Project Description:* The North Traverse Heights neighborhood group has expressed an interest in seeing some improvements to this park with a small sitting shelter, sidewalks, benches and general landscaping improvements. The group has expressed some interest in assisting with the project.

*Estimated Cost:* \$10,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* General Fund - \$8,000.00  
Private - \$2,000.00

*Project Name:* Union Street Dam: Keep or redesign Union St Dam

*Project Description:* Bid out a study to evaluate Union St. Dam. Keep current design or replace with a more natural structure spillway dam. These funds may serve as part of the City's match to any grants received toward the project.

*Estimated Cost:* \$75,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* General Fund - \$0.00  
Federal / State Grant - \$75,000.00

*Project Name:* Union Street Dam: Outlet relining

*Project Description:* The 10 corrugated metal pipes that create the principal spillway need to be relined. Sliplining will be the preferred method. When and if this project is completed depends on the efforts of the Boardman Dams Implementation Team. If the dam is removed or modified within a reasonable amount of time, then there will be no need to complete this project.

*Estimated Cost:* \$400,000.00

*Fiscal Years:* Start: 14/15 End: 14/15

*Funding Sources:* General Fund - \$400,000.00

*Project Name:* Union Street Dam: Toe Drain

*Project Description:* Engineer and construct a toe drain at bottom of dam embankment to collect seepage. When and if this project is completed depends on the efforts of the Boardman Dams Implementation Team. If the dam is removed or modified within a reasonable amount of time, then there will be no need to complete this project.

*Estimated Cost:* \$50,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* General Fund - \$50,000.00

**Department: Streets**

*Project Name:* Annual Streets Program

*Project Description:* This is an annual program that provides funds to resurface major and minor streets within the city limits. These funds are also to be used for bridge, sidewalk, and storm water system repair and new sidewalk infill projects.

*Estimated Cost:* \$5,400,000.00

*Fiscal Years:* Start: 11/12 End: 16/17

*Funding Sources:* - \$5,400,000.00

*Project Name:* Bryant Park Stormwater grant



*Project Description:*

*Estimated Cost:* \$240,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* Local / Foundation Grant - \$240,000.00

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*Project Name:* Depot Area Utilities (+Water +WasteWater)

*Project Description:* Construct Sewer, Water, Storm and Street Infrastructure for Depot Property

*Estimated Cost:* \$150,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* General Fund - \$0.00  
Private - \$150,000.00

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*Project Name:* Division Street

*Project Description:* Improvements to Division Street in conjunction with MDOT project and current design involvement process.

*Estimated Cost:* \$17,000,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* General Fund - \$2,000,000.00  
Federal / State Grant - \$15,000,000.00

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*Project Name:* Dump Station (+WasteWater)

*Project Description:* This combines two projects: a vac truck dump station for the water/sewer division and a storm water catch basin processing station for the streets division. Both are required to meet MDEQ regulations.

*Estimated Cost:* \$60,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* General Fund - \$60,000.00

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*Project Name:* East Bay Stormwater grant

*Project Description:*

*Estimated Cost:* \$750,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Local / Foundation Grant - \$750,000.00

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*Project Name:* Eastern Ave Retaining Wall Repair

*Project Description:* Replace railroad tie wall with block retaining wall to prevent collapse of yard into street or driveway. City built retaining wall 30 years ago when they changed the grade (street level) of Eastern Avenue. City also moved residents driveway. The railroad tie retaining wall is in danger of collapse.

*Estimated Cost:* \$65,000.00

*Fiscal Years:* Start: 10/11 End: 10/11

*Funding Sources:* General Fund - \$65,000.00

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*Project Name:* Grand Travers Commons Infrastructure

*Project Description:* For Streets, Sidewalks, Water, Sewer, and Storm Sewer infrastructure supporting Grand Traverse Commons Development.

*Estimated Cost:* \$1,223,095.00



*Fiscal Years:* Start: 11/12 End: 13/14

*Funding Sources:* General Fund - \$0.00  
Brownfield - \$1,223,095.00

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*Project Name:* Kids Creek Stormwater Grant

*Project Description:* Repair/replace culvert and stream restoration relating to Part 319 Grant.

*Estimated Cost:* \$370,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* General Fund - \$254,000.00  
Federal / State Grant - \$116,000.00

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*Project Name:* Traffic Sign High Reflectivity Mandated Replacement Program

*Project Description:* In January 2008 the Federal Highway Administration issued a final rule establishing minimum levels of retro-reflectivity for regulatory, warning, and guide signs. Road agencies have four years (2012) to establish and implement a sign assessment or management method to maintain minimum levels of sign retro-reflectivity. The compliance period to have signs meet the minimum level is seven years (2015) for regulatory, warning and guide signs and ten years (2018) for street name signs. The Streets Division must establish a Sign Assessment and management Program and then systematically test and replace all regulatory, warning and guide signs that do not meet the minimum standard set by the Manual on Uniform Traffic Control Devices (MUTCD). this task must be completed by 2015, followed by a street name sign replacement program to be completed by 2018.

*Estimated Cost:* \$120,000.00

*Fiscal Years:* Start: 12/13 End: 13/14

*Funding Sources:* General Fund - \$120,000.00

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*Project Name:* Traffic Signal Power Backup

*Project Description:* Provide funding to install battery backup power systems in all signal equipment by 2017.

*Estimated Cost:* \$112,500.00

*Fiscal Years:* Start: 12/13 End: 16/17

*Funding Sources:* General Fund - \$112,500.00

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*Project Name:* Traffic Signal Upgrades

*Project Description:* This is an annual program that will fund traffic signal consulting and design for upgrade to the Garfield/Hannah, Parsons traffic signal and the Parsons/Hastings intersection signal.

*Estimated Cost:* \$130,000.00

*Fiscal Years:* Start: 11/12 End: 12/13

*Funding Sources:* General Fund - \$130,000.00

---

*Project Name:* West Front Street, Division to City limits

*Project Description:*

*Estimated Cost:* \$468,750.00

*Fiscal Years:* Start: 14/15 End: 14/15

*Funding Sources:* General Fund - \$93,750.00  
Federal / State Grant - \$375,000.00

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*Project Name:* West State & Pine Street Reconstruction



*Project Description:* Reconstruct W State and Pine Street in conjunction with utility improvements under the street. MDOT Small Urban funding obtained for 2012. Part of bond issue for the West Front Street Deck: Construction - \$9,500,000; Engineering - \$400,000; Land Acquisition \$1,300,000; Street/Streetscapes - \$400,000; Contingency \$400,000...

*Estimated Cost:* \$468,750.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* - \$0.00  
Bond Fund - \$93,750.00  
Federal / State Grant - \$375,000.00

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**Department: Walkways/Bike Paths**

*Project Name:* Annual Boardwalk/Streetscape Maintenance

*Project Description:* These funds will ensure the upkeep of our investment in the Streetscape projects and boardwalks previously installed.

*Estimated Cost:* \$68,772.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* General Fund - \$68,772.00

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*Project Name:* Annual Sidewalk Improvements

*Project Description:* The Infrastructure Strategy Policy outlines 10% of total infrastructure spending is for sidewalk and bikeway improvements.

*Estimated Cost:* \$600,000.00

*Fiscal Years:* Start: 11/12 End: 16/17

*Funding Sources:* - \$600,000.00

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*Project Name:* Boardman Lake Trail - West - Transportation Alternate

*Project Description:* Alternate transportation trail along railroad corridor on west side of Boardman Lake; need to acquire MDOT property.

*Estimated Cost:* \$144,500.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* General Fund - \$0.00  
Brownfield - \$144,500.00

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*Project Name:* Boardman Lake Trail - West (10th - 16th)

*Project Description:* Construct West Boardman Lake Trail from current terminus to 16th Street with connection at 12th Street. Trail falls on the edge of a TC 3 Neighborhood that calls out for sidewalks and bike lanes. The adjacent TC 4 Neighborhood calls out for a network of sidewalks and trails.

*Estimated Cost:* \$392,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* General Fund - \$0.00  
Brownfield - \$392,000.00

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*Project Name:* Boardman Lake Trail-West (16th to S. Airport)

*Project Description:* Continue Boardman Lake Trail from 16th Street so South Airport Road. Two and one half mile multiuse trail; part of the trail is within Garfield Township. Land acquisition is currently included in the Boardman Lake Avenue Project #8.



City of  
**TRAVERSE CITY**

## Six Year Public Improvement Plan

*Estimated Cost:* \$2,793,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* General Fund - \$0.00  
Local / Foundation Grant - \$50,000.00  
Brownfield - \$2,743,000.00

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*Project Name:* Boardman River Walk south of 8th Street Bridge

*Project Description:* Boardwalk and trail along Boardman River from the 8th Street bridge underpass to the Boardman Lake trail.

*Estimated Cost:* \$460,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* General Fund - \$0.00  
Brownfield - \$460,000.00

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CITY OF TRAVERSE CITY, MICHIGAN  
SIX YEAR CAPITAL IMPROVEMENT PLAN  
Budget Year 2011-2012 by Fund

All Projects Submitted for 2011/12

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
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+ -Indicates projects with multiple line items.  
\* -Indicates new projects submitted for review.

**GENERAL FUND**

Cemetery											
Oakwood Cemetery Paving of Main Loop in First Addition	\$0.00	\$0.00	\$0.00	\$18,000.00	\$0.00	\$0.00	\$0.00	\$18,000.00	\$0.00	\$18,000.00	48
Oakwood Cemetery: Construct New Maintenance Facility	\$0.00	\$0.00	\$0.00	\$150,000.00	\$0.00	\$0.00	\$0.00	\$150,000.00	\$0.00	\$150,000.00	45
Oakwood Cemetery: Construct New Office	\$155,000.00	\$0.00	\$0.00	\$265,000.00	\$0.00	\$0.00	\$0.00	\$420,000.00	\$0.00	\$420,000.00	46
Oakwood Cemetery: Install Cremation Niches in Mausoleum	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$20,000.00	47
<b>Total Cemetery</b>	<b>\$155,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$453,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$608,000.00</b>	<b>\$0.00</b>	<b>\$608,000.00</b>	

**Fire**

Overhead Garage Doors (FF#1 & FF#2)	\$0.00	\$0.00	\$27,850.00	\$0.00	\$0.00	\$0.00	\$0.00	\$27,850.00	\$0.00	\$27,850.00	370
<b>Total Fire</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$27,850.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$27,850.00</b>	<b>\$0.00</b>	<b>\$27,850.00</b>	

**General Government**

Annual Computer Hardware/Software Replacement	\$9,000.00	\$20,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$179,000.00	\$0.00	\$179,000.00	37
City Clerk Document Management System	\$60,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00	36
City Treasurer Document Management System	\$0.00	\$0.00	\$19,180.00	\$0.00	\$0.00	\$0.00	\$0.00	\$19,180.00	\$0.00	\$19,180.00	4
<b>Total General Government</b>	<b>\$69,000.00</b>	<b>\$20,000.00</b>	<b>\$49,180.00</b>	<b>\$30,000.00</b>	<b>\$30,000.00</b>	<b>\$30,000.00</b>	<b>\$30,000.00</b>	<b>\$258,180.00</b>	<b>\$0.00</b>	<b>\$258,180.00</b>	

**Parks & Rec.**

Ashton Park Playground	\$0.00	\$0.00	\$0.00	\$15,000.00	\$0.00	\$0.00	\$0.00	\$15,000.00	\$5,000.00	\$20,000.00	306
*Baystreet Parking East of Oak Street	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$138,116.50	\$138,116.50	\$0.00	\$276,233.00	621
*Boon Street Park Playground Improvements	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,000.00	\$0.00	\$10,000.00	\$0.00	\$10,000.00	539
Bryant Park Retaining Wall	\$0.00	\$0.00	\$0.00	\$0.00	\$90,000.00	\$0.00	\$0.00	\$90,000.00	\$0.00	\$90,000.00	26
*Clancy Park Improvements - Phase 1	\$0.00	\$0.00	\$45,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$45,000.00	\$5,000.00	\$50,000.00	538
Clancy Park Playground	\$0.00	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00	\$5,000.00	\$25,000.00	305
Hannah Park Improvements	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$50,000.00	3
Hickory Hills Booster Pump and Well	\$0.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$50,000.00	34
Hickory Hills Lodge Replacement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500,000.00	\$0.00	\$500,000.00	\$500,000.00	\$1,000,000.00	28
Hickory Hills Pole Barn	\$40,000.00	\$0.00	\$40,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80,000.00	\$0.00	\$80,000.00	328
Indian Woods Playground	\$0.00	\$0.00	\$0.00	\$0.00	\$15,000.00	\$0.00	\$0.00	\$15,000.00	\$5,000.00	\$20,000.00	309
Lay Park Improvements	\$0.00	\$0.00	\$0.00	\$95,000.00	\$0.00	\$0.00	\$0.00	\$95,000.00	\$25,000.00	\$120,000.00	33
*Rose and Boyd Park (Triangle Park)	\$0.00	\$0.00	\$0.00	\$8,000.00	\$0.00	\$0.00	\$0.00	\$8,000.00	\$2,000.00	\$10,000.00	543
Union Street Dam: Keep or redesign Union St Dam	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$75,000.00	\$75,000.00	170
Union Street Dam: Outlet relining	\$0.00	\$0.00	\$0.00	\$0.00	\$400,000.00	\$0.00	\$0.00	\$400,000.00	\$0.00	\$400,000.00	172
Union Street Dam: Toe Drain	\$0.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$50,000.00	168
<b>Total Parks &amp; Rec.</b>	<b>\$40,000.00</b>	<b>\$0.00</b>	<b>\$205,000.00</b>	<b>\$168,000.00</b>	<b>\$505,000.00</b>	<b>\$510,000.00</b>	<b>\$138,116.50</b>	<b>\$1,566,116.50</b>	<b>\$622,000.00</b>	<b>\$2,326,233.00</b>	

**Streets**

Annual Streets Program	\$0.00	\$970,000.00	\$900,000.00	\$900,000.00	\$900,000.00	\$900,000.00	\$900,000.00	\$5,470,000.00	\$0.00	\$5,470,000.00	14
*Bryant Park Stormwater grant	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$240,000.00	\$240,000.00	637
Depot Area Utilities (+Water +WasteWater)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150,000.00	\$150,000.00	346
Division Street	\$0.00	\$0.00	\$0.00	\$2,000,000.00	\$0.00	\$0.00	\$0.00	\$2,000,000.00	\$15,000,000.00	\$17,000,000.00	320
Dump Station (+WasteWater)	\$0.00	\$0.00	\$60,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00	345
*East Bay Stormwater grant	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$750,000.00	\$750,000.00	638
Eastern Ave Retaining Wall Repair	\$65,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65,000.00	\$0.00	\$65,000.00	292

CITY OF TRAVERSE CITY, MICHIGAN  
 SIX YEAR CAPITAL IMPROVEMENT PLAN  
 Budget Year 2011-2012 by Fund

All Projects Submitted for 2011/12

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

Project	Project Cost	Non-City Funds	Funding Source	Fiscal Year 2016-17	Fiscal Year 2015-16	Fiscal Year 2014-15	Fiscal Year 2013-14	Fiscal Year 2012-13	Fiscal Year 2011-12	Carry Forward 2010-11	Project ID
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GENERAL FUND											
*Grand Traverses Commons Infrastructure				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	616
Kids Creek Stormwater Grant				\$0.00	\$0.00	\$0.00	\$254,000.00	\$0.00	\$0.00	\$0.00	322
*Traffic Sign High Reflectivity Mandated Replacement Program				\$0.00	\$0.00	\$0.00	\$60,000.00	\$60,000.00	\$0.00	\$0.00	498
Traffic Signal Power Backup				\$0.00	\$0.00	\$22,500.00	\$22,500.00	\$120,000.00	\$0.00	\$0.00	15
Traffic Signal Upgrades				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130,000.00	\$0.00	16
*West Front Street, Division to City limits				\$0.00	\$0.00	\$93,750.00	\$0.00	\$0.00	\$0.00	\$375,000.00	633
West State & Pine Street Reconstruction				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$468,750.00	
<b>Total Streets</b>				<b>\$65,000.00</b>	<b>\$980,000.00</b>	<b>\$1,162,500.00</b>	<b>\$3,236,500.00</b>	<b>\$1,016,250.00</b>	<b>\$922,500.00</b>	<b>\$18,322,845.00</b>	<b>\$28,628,095.00</b>

Walkways/Bike Paths

*Annual Boardwalk/Streetscape Maintenance				\$0.00	\$0.00	\$0.00	\$0.00	\$68,772.00	\$0.00	\$0.00	1
Annual Sidewalk Improvements				\$0.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$0.00	365
*Boardman Lake Trail - West - Transportation Alternate				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$144,500.00	628
Boardman Lake Trail - West (10th - 16th)				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$392,000.00	347
*Boardman Lake Trail-West (16th to S. Airport)				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,793,000.00	570
Boardman River Walk south of 8th Street Bridge				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$460,000.00	316
<b>Total Walkways/Bike Paths</b>				<b>\$0.00</b>	<b>\$100,000.00</b>	<b>\$168,772.00</b>	<b>\$100,000.00</b>	<b>\$100,000.00</b>	<b>\$668,772.00</b>	<b>\$3,789,500.00</b>	<b>\$4,458,272.00</b>
<b>TOTAL GENERAL FUND</b>				<b>\$329,000.00</b>	<b>\$1,100,000.00</b>	<b>\$1,651,250.00</b>	<b>\$3,987,500.00</b>	<b>\$1,562,500.00</b>	<b>\$1,190,616.50</b>	<b>\$22,734,345.00</b>	<b>\$34,306,630.00</b>



**Fund: Recaptured Grant Revolving Loan**

**Department: Recaptured Grant Revolving Loan**

*Project Name:* South Campus Entrance (Franke Road Extension)

*Project Description:* South Campus connection and street improvement. Combined with #325. Reimbursed with Recreational Authority Funds, Brownfield TIF in addition to STP Transportation Funds

*Estimated Cost:* \$950,200.00

*Fiscal Years:* Start: 10/11 End: 11/12

*Funding Sources:* General Fund - \$165,795.00  
Federal / State Grant - \$375,000.00  
Bond Fund - \$132,000.00

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CITY OF TRAVERSE CITY, MICHIGAN  
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 Budget Year 2011-2012 by Fund

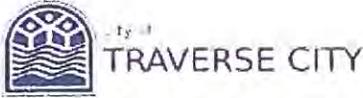
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All Projects Submitted for 2011/12

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

RECAPTURED GRANT REVOLVING LOAN FUND  
 Recaptured Grant Revolving Loan

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
South Campus Entrance (Franke Road Extension)	\$165,795.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$165,795.00	\$784,405.00	\$950,200.00	197
Total Recaptured Grant Revolving Loan	\$165,795.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$165,795.00	\$784,405.00	\$950,200.00	
TOTAL RECAPTURED GRANT REVOLVING LOAN FUND	\$165,795.00							\$165,795.00	\$784,405.00	\$950,200.00	



## Six Year Public Improvement Plan

### Fund: Brown Bridge Maintenance Fund

**Department:** Brown Bridge Maintenance Fund

*Project Name:* Brown Bridge Master Plan

*Project Description:* Following the removal of the Brown Bridge Dam a recreational master plan of the area is needed to address the new uses that are going to result from dam removal. How much new access to the river is needed or desired. What options are there for the future.

*Estimated Cost:* \$25,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Brown Bridge Fund - \$0.00  
Federal / State Grant - \$25,000.00

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*Project Name:* Brown Bridge: Bottomlands Trail

*Project Description:* Currently the south trail at the Brown Bridge Quiet Area follows a high, forested ridge. With the removal of Brown Bridge Dam, there will be a great demand for a trail along the river. The layout will need to wait until the bottomland has stabilized. Once this area is stable construction of the trail can begin. A looped trail would fit into the goals of the Management Plan and create more opportunities for nature enthusiasts to enjoy this beautiful area.

*Estimated Cost:* \$35,000.00

*Fiscal Years:* Start: 14/15 End: 14/15

*Funding Sources:* Brown Bridge Fund - \$0.00  
Federal / State Grant - \$35,000.00

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*Project Name:* Brown Bridge: Upper and Lower Connector Bridges

*Project Description:* The Brown Bridge Quiet Area is an unique parkland because of its large acreage and recreational opportunities. An extensive trail system currently exists on both sides of the pond. However, these two trail systems do not connect. There is a great opportunity to add a loop trail system for users that would create an eight-mile loop through the entire Quiet Area. In order to accomplish a loop trail, two-foot bridges are needed to cross the river, one above and one below the existing Pond. Both bridges are included in the Brown Bridge Management Plan and should be completed in phases. The Upper Bridge would be completed in 2011/12 and the Lower Connector Bridge would be completed in 2014/15. The Lower Bridge could be engineered as part of the dam removal project and built as part of that project.

*Estimated Cost:* \$110,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Brown Bridge Fund - \$0.00  
Federal / State Grant - \$110,000.00

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**All Projects Submitted for 2011/12**

**CITY OF TRAVERSE CITY, MICHIGAN  
SIX YEAR CAPITAL IMPROVEMENT PLAN  
Budget Year 2011-2012 by Fund**

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

**BROWN BRIDGE MAINTENANCE FUND FUND**

Brown Bridge Maintenance Fund

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
*Brown Bridge Master Plan	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$25,000.00	532
Brown Bridge: Bottomlands Trail	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$35,000.00	\$35,000.00	54
Brown Bridge: Upper and Lower Connector Bridges	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$110,000.00	\$110,000.00	51
<b>Total Brown Bridge Maintenance Fund</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$170,000.00</b>	<b>\$170,000.00</b>	
<b>TOTAL BROWN BRIDGE MAINTENANCE FUND FUND</b>								<b>\$0.00</b>	<b>\$170,000.00</b>	<b>\$170,000.00</b>	



## Six Year Public Improvement Plan

### Fund: Opera House

#### Department: Opera House

*Project Name:* Opera House Boiler

*Project Description:* Replace oversized boiler at City Opera House

*Estimated Cost:* \$65,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Opera House - \$65,000.00

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*Project Name:* Opera House: Roof Replacement

*Project Description:* It has been identified that sections of the Opera House roof need repair and others need replacement to protect the integrity of the structure and its contents.

*Estimated Cost:* \$130,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* Opera House - \$130,000.00

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All Projects Submitted for 2011/12

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OPERA HOUSE FUND

Opera House

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
Opera House Boiler	\$0.00	\$0.00	\$65,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65,000.00	\$0.00	\$65,000.00	142
Opera House: Roof Replacement	\$0.00	\$0.00	\$0.00	\$130,000.00	\$0.00	\$0.00	\$0.00	\$130,000.00	\$0.00	\$130,000.00	181
<b>Total Opera House</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$65,000.00</b>	<b>\$130,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$195,000.00</b>	<b>\$0.00</b>	<b>\$195,000.00</b>	
<b>TOTAL OPERA HOUSE FUND</b>			<b>\$65,000.00</b>	<b>\$130,000.00</b>				<b>\$195,000.00</b>	<b>\$0.00</b>	<b>\$195,000.00</b>	



**Fund: Hardy Deck Balance**

**Department: Hardy Deck Balance**

*Project Name:* Park Street Deck Entrance and Streetscapes

*Project Description:* Replace brick (with brick) on Park Street, streetscape west side of Park Street, and build public pedestrian entrance to the Hardy Deck with public restrooms.

*Estimated Cost:* \$1,027,377.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* Bond Fund - \$1,027,377.00

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 Budget Year 2011-2012 by Fund

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All Projects Submitted for 2011/12

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 \* -Indicates new projects submitted for review.

**HARDY DECK BALANCE FUND**

Hardy Deck Balance

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
Park Street Deck Entrance and Streetscapes	\$0.00	\$1,027,377.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,027,377.00	\$0.00	\$1,027,377.00	18
<b>Total Hardy Deck Balance</b>	<b>\$0.00</b>	<b>\$1,027,377.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,027,377.00</b>	<b>\$0.00</b>	<b>\$1,027,377.00</b>	
<b>TOTAL HARDY DECK BALANCE FUND</b>		<b>\$1,027,377.00</b>						<b>\$1,027,377.00</b>	<b>\$0.00</b>	<b>\$1,027,377.00</b>	

**Fund: Special Assessment****Department: Special Assessment Fund***Project Name:* Bay Street Improvements*Project Description:* Improvements to Bay Street including Street, Sidewalk, Sewer, Parking, Landscaping. Requested by Elks Lodge.*Estimated Cost:* \$92,000.00*Fiscal Years:* Start: 11/12 End: 11/12*Funding Sources:* Special Assessment Fund - \$46,000.00  
Special Improvement District - \$46,000.00**Fund: Special Improvement District****Department:***Project Name:* Bay Street Improvements*Project Description:**Estimated Cost:* \$92,000.00*Fiscal Years:* Start: 11/12 End: 11/12*Funding Sources:* Special Improvement District - \$46,000.00  
Special Assessment Fund - \$46,000.00

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All Projects Submitted for 2011/12

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SPECIAL ASSESSMENT FUND

Special Assessment Fund

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
Bay Street Improvements	\$0.00	\$46,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$46,000.00	\$0.00	\$92,000.00	321
Total Special Assessment Fund	\$0.00	\$46,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$46,000.00	\$0.00	\$92,000.00	
TOTAL SPECIAL ASSESSMENT FUND		\$46,000.00						\$46,000.00	\$0.00	\$92,000.00	

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 Budget Year 2011-2012 by Fund

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All Projects Submitted for 2011/12

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- \* -Indicates new projects submitted for review.

SPECIAL IMPROVEMENT DISTRICT FUND

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
* Bay Street Improvements	\$0.00	\$46,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$46,000.00	\$0.00	\$92,000.00	652
Total	\$0.00	\$46,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$46,000.00	\$0.00	\$92,000.00	



**Fund: Other**

**Department:**

*Project Name:* West End: Parking Structure

*Project Description:* Parking structure to serve Pine & West Front area

*Estimated Cost:* \$11,200,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* Bond Fund - \$11,200,000.00

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CITY OF TRAVERSE CITY, MICHIGAN  
 SIX YEAR CAPITAL IMPROVEMENT PLAN  
 Budget Year 2011-2012 by Fund

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All Projects Submitted for 2011/12

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OTHER FUND

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
*West End: Parking Structure	\$0.00	\$11,200,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$11,200,000.00	\$0.00	\$11,200,000.00	65
<b>Total</b>	<b>\$0.00</b>	<b>\$11,200,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$11,200,000.00</b>	<b>\$0.00</b>	<b>\$11,200,000.00</b>	

**Fund: Interim Bayfront Plan NON-TIF**

**Department:**

*Project Name:* Bay Street Parking Division at Oak St.

*Project Description:* Some of this project is under design with slated construction in 2011. Includes parking areas and a new sidewalk along the southside of Grandview Parkway.

*Estimated Cost:* \$528,853.00

*Fiscal Years:* Start: 16/17 End: 16/17

*Funding Sources:* General Fund - \$264,426.50  
Special Improvement District - \$264,426.50

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*Project Name:* Hall to Oak Street Promenade

*Project Description:* Components include a promenade, stormwater treatment structure, stairs, ramps, landscaping, picnic tables and bike racks.

*Estimated Cost:* \$1,192,643.00

*Fiscal Years:* Start: 16/17 End: 16/17

*Funding Sources:* General Fund - \$238,529.00  
Federal / State Grant - \$954,114.00

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*Project Name:* Holiday Inn Phase - Bayfront Plan

*Project Description:* The proposed Holiday Inn promenade consists of a 10-foot expansion of the existing seawall. Preliminary cost projections of the promenade seawall are conditioned on assumptions made without design wave conditions analysis, soil borings and determination of regulatory constraints.

*Estimated Cost:* \$2,318,500.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* General Fund - \$0.00  
Federal / State Grant - \$1,854,800.00  
Brownfield - \$463,700.00

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*Project Name:* Murchie Bridge Underpass and Walks to East

*Project Description:* Wider pedestrian underpass at Murchie Bridge. Walkways, stairs, ramps and a promenade are other key elements of the project.

*Estimated Cost:* \$716,509.00

*Fiscal Years:* Start: 16/17 End: 16/17

*Funding Sources:* General Fund - \$143,302.00  
Federal / State Grant - \$573,207.00

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*Project Name:* Senior Center Bayfront Phase

*Project Description:* Sidewalks, Parking Lot Improvement and Stormwater Treatment Structure are key elements of the project.

*Estimated Cost:* \$161,888.00

*Fiscal Years:* Start: 16/17 End: 16/17

*Funding Sources:* General Fund - \$32,378.00  
Federal / State Grant - \$129,510.00

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*Project Name:* Slabtown Beach Phase



*Project Description:* Extend the bayfront trail 1,100 feet and a new mid block crossing of Grandview Parkway near Elmwood Avenue. A barrier free ramp to the beach along with benches and bike racks are also included. Crossing will be lighted for high visibility at night. Storm drain near Spruce Street will be retrofitted with an oil/grit separator chamber.

*Estimated Cost:* \$271,586.87

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* General Fund - \$97,655.00  
Federal / State Grant - \$173,931.87

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*Project Name:* Sunset Beach Bayfront Phase

*Project Description:* A picnic shelter, playground equipment, promenade and storm water treatment are key elements of this project.

*Estimated Cost:* \$583,234.00

*Fiscal Years:* Start: 16/17 End: 16/17

*Funding Sources:* General Fund - \$466,587.00  
Federal / State Grant - \$116,647.00

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*Project Name:* TART Trail Division to Hall Street

*Project Description:* Key components involve replacing 8 foot asphalt trail with a 12 wide concrete trail (six inches thick) and installing a stormwater treatment structure. Smaller components include a drinking fountain, bike racks and benches.

*Estimated Cost:* \$430,881.00

*Fiscal Years:* Start: 16/17 End: 16/17

*Funding Sources:* General Fund - \$86,176.00  
Federal / State Grant - \$344,705.00

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*Project Name:* West End Beach Phase- Bayfront Plan

*Project Description:* Promenade in front of the existing parking lot, steps and ramps to make beach access easier, shade structure and a new ADA compliant restroom are components of the project.

*Estimated Cost:* \$936,183.00

*Fiscal Years:* Start: 15/16 End: 15/16

*Funding Sources:* General Fund - \$187,237.00  
Federal / State Grant - \$748,946.00

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 SIX YEAR CAPITAL IMPROVEMENT PLAN  
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All Projects Submitted for 2011/12

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 \* -Indicates new projects submitted for review.

INTERIM BAYFRONT PLAN NON-TIF  
 IMPLEMENTATION FUND

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
*Bay Street Parking Division of Oak St.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$264,426.50	\$264,426.50	\$0.00	\$528,853.00	620
*Hall to Oak Street Promenade	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$238,529.00	\$238,529.00	\$954,114.00	\$1,192,643.00	622
*Holiday Inn Phase - Bayfront Plan	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,318,500.00	\$2,318,500.00	551
*Murchie Bridge Underpass and Walks to East	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$143,302.00	\$143,302.00	\$573,207.00	\$716,509.00	597
*Senior Center Bayfront Phase	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$32,378.00	\$32,378.00	\$129,510.00	\$161,888.00	602
*Slabtown Beach Phase	\$0.00	\$97,655.00	\$0.00	\$0.00	\$0.00	\$0.00	\$97,655.00	\$97,655.00	\$173,931.87	\$271,586.87	568
*Sunset Beach Bayfront Phase	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$466,587.00	\$466,587.00	\$116,647.00	\$583,234.00	598
*TART Trail Division to Hall Street	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$86,176.00	\$86,176.00	\$344,705.00	\$430,881.00	619
*West End Beach Phase- Bayfront Plan	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$187,237.00	\$187,237.00	\$187,237.00	\$748,946.00	\$936,183.00	618
<b>Total</b>	<b>\$0.00</b>	<b>\$97,655.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$187,237.00</b>	<b>\$1,231,398.50</b>	<b>\$1,516,290.50</b>	<b>\$5,359,560.87</b>	<b>\$7,140,277.87</b>	

**Fund: Auto Parking System**

**Department: Auto Parking System**

*Project Name:* Hardy Deck LED light replacement  
*Project Description:* Replace metal halide lights in Hardy Deck with more efficient LED lights.  
*Estimated Cost:* \$100,000.00  
*Fiscal Years:* Start: 11/12 End: 11/12  
*Funding Sources:* Auto Parking - \$100,000.00

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*Project Name:* Hardy Deck Ramp & Caulking Repair  
*Project Description:*  
*Estimated Cost:* \$90,000.00  
*Fiscal Years:* Start: 11/12 End: 11/12  
*Funding Sources:* Auto Parking - \$90,000.00

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*Project Name:* Lot B Rehab  
*Project Description:* Reconstruct Lot B per Farmers Market Plan. Could include the replacement of meters with pay stations.  
*Estimated Cost:* \$92,000.00  
*Fiscal Years:* Start: 14/15 End: 14/15  
*Funding Sources:* Auto Parking - \$92,000.00

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*Project Name:* Lot D Reconstruction  
*Project Description:* Reconstruct Lot D.  
*Estimated Cost:* \$143,750.00  
*Fiscal Years:* Start: 12/13 End: 12/13  
*Funding Sources:* Auto Parking - \$143,750.00

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*Project Name:* Lots W and N Restructuring  
*Project Description:* Consolidate parking in these lots in conjunction with the development of the northeast corner of Washington and Cass.  
*Estimated Cost:* \$58,500.00  
*Fiscal Years:* Start: 12/13 End: 12/13  
*Funding Sources:* Auto Parking - \$58,500.00

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*Project Name:* Parking Lot Sign Replacement  
*Project Description:* Purchase new directional signs and replace faded signs.  
*Estimated Cost:* \$60,000.00  
*Fiscal Years:* Start: 10/11 End: 11/12  
*Funding Sources:* Auto Parking - \$60,000.00

---

*Project Name:* Parking Meter Conversion Equipment  
*Project Description:* Purchase equipment to adjust parking meters.  
*Estimated Cost:* \$30,000.00



*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Auto Parking - \$30,000.00

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*Project Name:* Warehouse District Parking Enhancement

*Project Description:* Addition of more parking meters in Lot 'X' as well as possible purchase/lease of additional land for parking in Warehouse District.

*Estimated Cost:* \$70,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Auto Parking - \$70,000.00

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CITY OF TRAVERSE CITY, MICHIGAN  
 SIX YEAR CAPITAL IMPROVEMENT PLAN  
 Budget Year 2011-2012 by Fund

Date/Time Printed: 4/28/2011 4:46:45 PM

All Projects Submitted for 2011/12

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

AUTO PARKING SYSTEM FUND

Auto Parking System

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
Hardy Deck LED light replacement	\$0.00	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$0.00	\$100,000.00	138
*Hardy Deck Ramp & Caulking Repair	\$0.00	\$90,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$90,000.00	\$0.00	\$90,000.00	639
*Lot B Rehab	\$0.00	\$0.00	\$0.00	\$0.00	\$92,000.00	\$0.00	\$0.00	\$92,000.00	\$0.00	\$92,000.00	545
*Lot D Reconstruction	\$0.00	\$0.00	\$143,750.00	\$0.00	\$0.00	\$0.00	\$0.00	\$143,750.00	\$0.00	\$143,750.00	550
Lots W and N Restructuring	\$0.00	\$0.00	\$58,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$58,500.00	\$0.00	\$58,500.00	133
Parking Lot Sign Replacement	\$30,000.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00	135
*Parking Meter Conversion Equipment	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	572
Warehouse District Parking Enhancement	\$0.00	\$0.00	\$70,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,000.00	\$0.00	\$70,000.00	131
Total Auto Parking System	\$30,000.00	\$220,000.00	\$302,250.00	\$0.00	\$92,000.00	\$0.00	\$0.00	\$644,250.00	\$0.00	\$644,250.00	
TOTAL AUTO PARKING SYSTEM FUND	\$30,000.00	\$220,000.00	\$302,250.00	\$0.00	\$92,000.00	\$0.00	\$0.00	\$644,250.00	\$0.00	\$644,250.00	

**Fund: Waste Water**

**Department: Sewer Collection System**

*Project Name:* Annual Sewer Rehab/Replace

*Project Description:* We have asked that \$450,000 be made available annually in both the water and wastewater funds so that we may continue systematic improvements (repair and replacement) of our underground infrastructure. The Public Improvement Plan will also contain more detailed descriptions of proposed near-term projects.

*Estimated Cost:* \$3,062,000.00

*Fiscal Years:* Start: 10/11 End: 16/17

*Funding Sources:* Sewer Fund - \$3,062,000.00

---

*Project Name:* Annual Storm Water Management Program

*Project Description:* This line item will guarantee funds to construct and repair city storm sewer lines. Funds may be used to disconnect sanitary sewers as well as undertaking the pilot project in the use of filters in the system; water quality.

*Estimated Cost:* \$270,000.00

*Fiscal Years:* Start: 11/12 End: 16/17

*Funding Sources:* General Fund - \$270,000.00

---

*Project Name:* Auto Meter Reading System AMR (+Water)

*Project Description:* Fixed Base automated water meter reading system, support, software and AMR devices. After installation, should help with water loss/stopped meters and water revenues for water and sewer departments.

*Estimated Cost:* \$62,500.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Sewer Fund - \$62,500.00

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*Project Name:* Catch Basin & Manhole Casting Replacement

*Project Description:* Along with street repair our storm sewer (castings) infrastructure is in disrepair. We used almost \$12,000 out of our budget for casting purchases for the summer of 2009.

*Estimated Cost:* \$100,000.00

*Fiscal Years:* Start: 11/12 End: 14/15

*Funding Sources:* - \$100,000.00

---

*Project Name:* Depot Area utilities (+Water +General)

*Project Description:* Construct Sewer, Water, Storm and Street Infrastructure for Depot Property

*Estimated Cost:* \$100,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* Sewer Fund - \$0.00  
Private - \$100,000.00

---

*Project Name:* Division St Sanitary Sewer Rebuild or Replacement

*Project Description:* Install cure in place pipe lining system that will upgrade a failing sewer main.

*Estimated Cost:* \$270,000.00

*Fiscal Years:* Start: 15/16 End: 15/16



## Six Year Public Improvement Plan

*Funding Sources:* Sewer Fund - \$270,000.00

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*Project Name:* Dump station (+General Streets)

*Project Description:* This combines two projects: a vac truck dumpstation for the water/sewer division and a stormwater catch basin processing station for the streets division. Both are required to meet MDEQ regulations.

*Estimated Cost:* \$65,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Sewer Fund - \$65,000.00

---

*Project Name:* Install Generator Woodmere Pump

*Project Description:* provides back up power to sewer pump station utilizing equipment purchased in prior years.

*Estimated Cost:* \$25,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Sewer Fund - \$25,000.00

---

*Project Name:* Water Meters

*Project Description:* Installation of new meters and automatic reading devices. Aprox. 1600 per yr will be replaced.

*Estimated Cost:* \$170,000.00

*Fiscal Years:* Start: 11/12 End: 16/17

*Funding Sources:* Sewer Fund - \$170,000.00

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### Department: Sewer Plant & Buildings

*Project Name:* Plant - Biosolids recirculation and mixing system improvement

*Project Description:* Replace digester recirculation pump and biosolids recirculation pump with correctly sized self priming pumps. Also perform complete rebuild of biosolids loadout piston pump.

*Estimated Cost:* \$71,000.00

*Fiscal Years:* Start: 10/11 End: 11/12

*Funding Sources:* Sewer Fund - \$71,000.00

---

*Project Name:* Plant - Membrane Replacement

*Project Description:* Membranes at the treatment plant may begin to need replacement in 2012 or later. The estimated cost is shown at a lump. Actual replacement may occur over several years. Membranes were expected to last 8 to 10 years at the time of original instalation (approx 2004). Need to discuss. Thorough assessment of membrane condition in 2009 suggests replacement may not need to begin as early as predicted.

*Estimated Cost:* \$3,400,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Sewer Fund - \$3,400,000.00

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*Project Name:* Plant - Odor ductwork phase 2

*Project Description:* The odor control capital project in 2007 began replacing short lived metal ductwork with non-corroding fiberglass ductwork. Aproximately 270 feet of metal ductwork remain. It will corrode and fail and need to be repalced. Engineering is done. Specifications already exist.

*Estimated Cost:* \$180,000.00

*Fiscal Years:* Start: 11/12 End: 12/13



*Funding Sources:* Sewer Fund - \$180,000.00

---

*Project Name:* Plant - Primary Chain Drive Replacement

*Project Description:* These mechanism operate immersed inside each of the eight primary clarifiers at the WWTP. The mechanisms in four of the eight primary clarifiers curenly need to be replaced, the other four may serve another 4 or 5 years and will then need replacement (the below estimate would be all eight).

*Estimated Cost:* \$86,000.00

*Fiscal Years:* Start: 12/13 End: 13/14

*Funding Sources:* Sewer Fund - \$86,000.00

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*Project Name:* Plant - Programing to Replace "Zenotrac"

*Project Description:* Developing our own program will free us from annual fees to GE-Zenon. this would become moreimportant if GE-Zenon escalates their fee (previously limited by no cancelled contract with GE-Zeonon). This is a project that may or may not be required depending on whether we can get a favorable contract with GE-Zenon. Placeholder.

*Estimated Cost:* \$25,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Sewer Fund - \$25,000.00

---

*Project Name:* Plant - Storage Building

*Project Description:* The WWTP has no building in which to park or store pressure washer, fork lift, trucks, snowblowers etc. A building could be built on the abandoned chlorine contact basin possibly saving the cost of a foundation. Lack of storage space is causing increased conjection in process buildings. Outdoor storage is unsightly and accelerates aging of equipment. Congestion can overlap into safety concerns.

*Estimated Cost:* \$60,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Sewer Fund - \$60,000.00

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*Project Name:* Plant - VFD and Capacitor Project

*Project Description:* The project would add speed control devices (variable frequecy drives) and capacitor banks to motor controls to reduce electrical consumption

*Estimated Cost:* \$35,000.00

*Fiscal Years:* Start: 10/11 End: 10/11

*Funding Sources:* Sewer Fund - \$17,500.00  
Federal / State Grant - \$17,500.00

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*Project Name:* Plant - WWTP SCADA operating system upgrade

*Project Description:* Software and hardware upgrades to keep critical plant automation reliable. The operating system for the computers that control the plant is no longer supported. It will be an opportune time to also upgrade hardware to reduce vulnerability.

*Estimated Cost:* \$100,000.00

*Fiscal Years:* Start: 10/11 End: 10/11

*Funding Sources:* Sewer Fund - \$100,000.00

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*Project Name:* SRF Sewer and Storm Infrastructure

*Project Description:* Possible grant oppportunity 90/10 match State Revolving Fund



City of  
**TRAVERSE CITY**

## Six Year Public Improvement Plan

*Estimated Cost:* \$1,000,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Sewer Fund - \$100,000.00  
Federal / State Grant - \$900,000.00

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CITY OF TRAVERSE CITY, MICHIGAN  
 SIX YEAR CAPITAL IMPROVEMENT PLAN  
 Budget Year 2011-2012 by Fund

All Projects Submitted for 2011/12

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

WASTE WATER FUND

Sewer Collection System

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
Annual Sewer Rehab/Replace	\$450,000.00	\$362,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$3,062,000.00	\$0.00	\$3,062,000.00	366
Annual Storm Water Management Program	\$0.00	\$20,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$270,000.00	\$0.00	\$270,000.00	13
Auto Meter Reading System AMR (+Water)	\$0.00	\$0.00	\$62,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$62,500.00	\$0.00	\$62,500.00	344
Catch Basin & Manhole Casting Replacement	\$0.00	\$10,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$0.00	\$0.00	\$100,000.00	\$0.00	\$100,000.00	293
Depot Area utilities (+Water +General)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$270,000.00	\$0.00	\$270,000.00	\$100,000.00	\$100,000.00	358
*Division St Sanitary Sewer Rebuild or Replacement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	521
Dump station (+General Streets)	\$0.00	\$0.00	\$65,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65,000.00	\$0.00	\$65,000.00	290
Install Generator Woodmere Pump	\$0.00	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$0.00	\$25,000.00	356
*Water Meters	\$0.00	\$20,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$170,000.00	\$0.00	\$170,000.00	534
<b>Total Sewer Collection System</b>	<b>\$450,000.00</b>	<b>\$412,000.00</b>	<b>\$712,500.00</b>	<b>\$560,000.00</b>	<b>\$560,000.00</b>	<b>\$800,000.00</b>	<b>\$530,000.00</b>	<b>\$4,024,500.00</b>	<b>\$100,000.00</b>	<b>\$4,124,500.00</b>	

Sewer Plant & Buildings

Plant - Biosolids recirculation and mixing system improvement	\$18,000.00	\$53,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$71,000.00	\$0.00	\$71,000.00	88
Plant - Membrane Replacement	\$0.00	\$0.00	\$3,400,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,400,000.00	\$0.00	\$3,400,000.00	87
Plant - Odor ductwork phase 2	\$0.00	\$50,000.00	\$130,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$180,000.00	\$0.00	\$180,000.00	89
Plant - Primary Chain Drive Replacement	\$0.00	\$0.00	\$43,000.00	\$43,000.00	\$0.00	\$0.00	\$0.00	\$86,000.00	\$0.00	\$86,000.00	91
Plant - Programming to Replace "Zenotrac"	\$0.00	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$0.00	\$25,000.00	284
Plant - Storage Building	\$0.00	\$0.00	\$60,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$60,000.00	\$0.00	\$60,000.00	286
Plant - VFD and Capacitor Project	\$17,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$17,500.00	\$17,500.00	\$35,000.00	285
Plant - WWTP SCADA operating system upgrade	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$0.00	\$100,000.00	93
*SRF Sewer and Storm Infrastructure	\$0.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$900,000.00	\$1,000,000.00	626
<b>Total Sewer Plant &amp; Buildings</b>	<b>\$135,500.00</b>	<b>\$103,000.00</b>	<b>\$3,758,000.00</b>	<b>\$43,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$4,039,500.00</b>	<b>\$917,500.00</b>	<b>\$4,957,000.00</b>	
<b>TOTAL WASTE WATER FUND</b>	<b>\$585,500.00</b>	<b>\$515,000.00</b>	<b>\$4,470,500.00</b>	<b>\$603,000.00</b>	<b>\$560,000.00</b>	<b>\$800,000.00</b>	<b>\$553,000.00</b>	<b>\$8,064,000.00</b>	<b>\$1,017,500.00</b>	<b>\$9,081,500.00</b>	



## Six Year Public Improvement Plan

### Fund: Water

#### Department: Water Distribution System

*Project Name:* Annual Water Rehab/Replace

*Project Description:* We have asked that \$450,000 be made available annually in both the water and wastewater funds so that we may continue systematic improvements (repair and replacement) of our underground infrastructure. The Public Improvement Plan will also contain more detailed descriptions of proposed near-term projects.

*Estimated Cost:* \$3,150,000.00

*Fiscal Years:* Start: 10/11 End: 16/17

*Funding Sources:* Water Fund - \$3,150,000.00

---

*Project Name:* Auto Meter Reading System (AMR) (+WasteWater)

*Project Description:* Fixed base automated water meter reading system, support, software and AMR devices (two). Current meter reading system is manual, high maintenance, not cost effective, requiring monthly readings. New auto reading system can be set up to read daily, weekly, monthly, automatically and more efficiently. After installation, should help detect water loss/stopped meters and measure revenues for water and sewer departments

*Estimated Cost:* \$62,500.00

*Fiscal Years:* Start: 10/11 End: 10/11

*Funding Sources:* Water Fund - \$62,500.00

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*Project Name:* Barlow Reservoir Re coating

*Project Description:* Remove interior and exterior coatings and apply new coatings. Now is the opportune time to re coat Barlow reservoir, delay will only result in more cost to repair structural damage and a reduction in the protective life span of newly applied coatings. The only other alternative is to build a new and larger reservoir and upon completion decommission the existing reservoir.

*Estimated Cost:* \$750,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Water Fund - \$750,000.00

---

*Project Name:* Depot Area Utilities (+WasteWater +General)

*Project Description:* Construct Sewer, Water, Storm and Street Infrastructure for Depot Property

*Estimated Cost:* \$100,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* Water Fund - \$0.00  
Private - \$100,000.00

---

*Project Name:* Union Street Dam: Move or Sleeve Waterline

*Project Description:* Engineer to move or sleeve the waterline on top of Union St Dam. Then construct the results of the best solution. this project is only required if the dam is removed.

*Estimated Cost:* \$50,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* Water Fund - \$50,000.00

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*Project Name:* Water Meters

*Project Description:* Installation of new meters and automatic reading devices. Aprox. 1600 per yr will be replaced.

*Estimated Cost:* \$180,000.00



## Six Year Public Improvement Plan

*Fiscal Years:* Start: 11/12 End: 16/17

*Funding Sources:* Water Fund - \$180,000.00

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**Department: Water System Reliability Projects**

*Project Name:* Carter Road Water Main Replacement

*Project Description:* Construct a 12" water main along Carter Road between M-22 and the Morgan Farms Development. This project will provide more reliable water to Elmwood Township as allowed by bulk water contract and provide a loop to service the city system.

*Estimated Cost:* \$260,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Water Fund - \$130,000.00  
Special Improvement District - \$130,000.00

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*Project Name:* Midtown Water Transmission Line

*Project Description:* Install approximately 7,000' of 16" water main and 200' of directionally drilled water main starting at the intersection of Washington Street and Franklin, south down Franklin to Eighth, west down Eighth to the new Boardman Lake Avenue, south down Boardman Lake Avenue to Seventeenth Street.

*Estimated Cost:* \$280,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* - \$280,000.00

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*Project Name:* Plant - Low Service Pump Upgrade - Plant

*Project Description:* Upgrade of the low service pump station consists of replacement of the existing pumps with more efficient pumps, and will provide for redundant water transmission lines between the low service pumps and the Water Treatment Plant.

*Estimated Cost:* \$2,150,000.00

*Fiscal Years:* Start: 14/15 End: 14/15

*Funding Sources:* Water Fund - \$2,150,000.00

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*Project Name:* Plant - Raw Water Intake

*Project Description:* Construction of a second raw water intake in East Bay.

*Estimated Cost:* \$4,000,000.00

*Fiscal Years:* Start: 14/15 End: 14/15

*Funding Sources:* Water Fund - \$4,000,000.00

---

*Project Name:* Regional Water Storage

*Project Description:* Pending implementation of water system master plan - to raise base level pressure for fire protection

*Estimated Cost:* \$4,245,000.00

*Fiscal Years:* Start: 13/14 End: 14/15

*Funding Sources:* Water Fund - \$4,245,000.00

---

*Project Name:* Wayne Hill Watermain Replacement

*Project Description:* Construct a 12' water main from Wayne Hill booster station to Incochee Crest to replace the existing 6' water main. Cost Share with Garfield Twp



*Estimated Cost:* \$380,000.00  
*Fiscal Years:* Start: 12/13 End: 12/13  
*Funding Sources:* Water Fund - \$190,000.00  
Special Improvement District - \$190,000.00

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**Department: Water Treatment**

*Project Name:* Filter Turbidimeter Replacement  
*Project Description:* Replace turbidimeters on Filters #2,3,4, and 5.  
*Estimated Cost:* \$30,000.00  
*Fiscal Years:* Start: 12/13 End: 12/13  
*Funding Sources:* Water Fund - \$30,000.00

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*Project Name:* Plant - Filter Media Replacement - Plant  
*Project Description:* Replenish and replace some filter media in filters #1,#2,#3 with granular activated charcoal. Raise filter troughs to accommodate the additional media depth required for granular activated charcoal media. Replenish and replace some filter media in filters #4 and #5 with granular activated charcoal. The media in these filters is at least 30 years old and has been in use for all of that time. Media is lost during backwash cycles, and must be replaced periodically. The use of activated carbon would reduce disinfection byproduct concentration in the finished water, and possibly reduce taste and odor problems in the summertime. Will help reduce seasonal taste and odor and also reduce trihalomethane production which is a compliance issue to some of our wholesale customers.  
*Estimated Cost:* \$250,000.00  
*Fiscal Years:* Start: 14/15 End: 14/15  
*Funding Sources:* Water Fund - \$250,000.00

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*Project Name:* Plant - Freight Elevator Compliance  
*Project Description:* Replacement of steel single wall casing with double wall casing.  
*Estimated Cost:* \$30,000.00  
*Fiscal Years:* Start: 13/14 End: 13/14  
*Funding Sources:* Water Fund - \$30,000.00

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*Project Name:* Plant - Huron Hills Booster Station Pump Up Grade  
*Project Description:* Replace small 200 gpm pump with a 500 gpm variable frequency drive pump. Install variable frequency drives on 500 gpm pumps #2 & #3. Replace hydraulic operated check valves with more reliable mechanical check valves on pumps #2 & #3.  
*Estimated Cost:* \$200,000.00  
*Fiscal Years:* Start: 10/11 End: 11/12  
*Funding Sources:* Water Fund - \$200,000.00

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*Project Name:* Plant - Reservoir & Booster Station Telemetry  
*Project Description:* Establish radio telemetry to Barlow Reservoir, Wayne Reservoir and Wayne Booster Station for the purposes of security, monitoring and remote operation of equipment.  
*Estimated Cost:* \$30,000.00  
*Fiscal Years:* Start: 12/13 End: 12/13  
*Funding Sources:* Water Fund - \$30,000.00

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*Project Name:* Plant - SCADA  
*Project Description:* Replace existing charts and controllers with current technology. The equipment currently in use is outdated, and much of it is no longer available in the event of an equipment failure.  
*Estimated Cost:* \$150,000.00  
*Fiscal Years:* Start: 11/12 End: 12/13  
*Funding Sources:* Water Fund - \$150,000.00

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*Project Name:* Replace Chlorine Feed Pumps & Plumbing in Chlorine Rm  
*Project Description:* Replace existing pumps with peristaltic pumps. Replace existing pipes from the Chlorine Storage Room to the Chlorine Feed Room.  
*Estimated Cost:* \$35,000.00  
*Fiscal Years:* Start: 11/12 End: 11/12  
*Funding Sources:* Water Fund - \$35,000.00

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*Project Name:* Replacement of Air Compressors  
*Project Description:* Replace air compressors and install a filter/dryer unit  
*Estimated Cost:* \$25,000.00  
*Fiscal Years:* Start: 12/13 End: 12/13  
*Funding Sources:* Water Fund - \$25,000.00

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*Project Name:* Replacement of Filter Valves  
*Project Description:* Replace all valves on Filters #1, 2, and 3.  
*Estimated Cost:* \$100,000.00  
*Fiscal Years:* Start: 12/13 End: 12/13  
*Funding Sources:* Water Fund - \$100,000.00

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*Project Name:* Sump Pump Replacement  
*Project Description:* Replace pumps that drain the filter backwash lagoons.  
*Estimated Cost:* \$40,000.00  
*Fiscal Years:* Start: 11/12 End: 11/12  
*Funding Sources:* Water Fund - \$40,000.00

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CITY OF TRAVERSE CITY, MICHIGAN  
 SIX YEAR CAPITAL IMPROVEMENT PLAN  
 Budget Year 2011-2012 by Fund

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All Projects Submitted for 2011/12

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

WATER FUND

Water Distribution System

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
Annual Water Rehab/Replace	\$450,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$450,000.00	\$3,150,000.00	\$0.00	\$3,150,000.00	367
Auto Meter Reading System (AMR) (+WasteWater)	\$62,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$62,500.00	\$0.00	\$62,500.00	288
Barlow Reservoir Re coating	\$0.00	\$0.00	\$750,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$750,000.00	\$0.00	\$750,000.00	113
Depot Area Utilities (+WasteWater +General)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$100,000.00	359
Union Street Dam: Move or Sleeve Waterline	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$50,000.00	171
*Water Meters	\$0.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$180,000.00	\$0.00	\$180,000.00	533
<b>Total Water Distribution System</b>	<b>\$512,500.00</b>	<b>\$480,000.00</b>	<b>\$1,230,000.00</b>	<b>\$530,000.00</b>	<b>\$480,000.00</b>	<b>\$480,000.00</b>	<b>\$480,000.00</b>	<b>\$4,192,500.00</b>	<b>\$100,000.00</b>	<b>\$4,292,500.00</b>	

Water System Reliability Projects

Carter Road Water Main Replacement	\$0.00	\$0.00	\$130,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$130,000.00	\$0.00	\$260,000.00	116
Midtown Water Transmission Line	\$0.00	\$0.00	\$0.00	\$280,000.00	\$0.00	\$0.00	\$0.00	\$280,000.00	\$0.00	\$280,000.00	115
Plant - Low Service Pump Upgrade - Plant	\$0.00	\$0.00	\$0.00	\$0.00	\$2,150,000.00	\$0.00	\$0.00	\$2,150,000.00	\$0.00	\$2,150,000.00	123
Plant - Raw Water Intake	\$0.00	\$0.00	\$0.00	\$0.00	\$4,000,000.00	\$0.00	\$0.00	\$4,000,000.00	\$0.00	\$4,000,000.00	119
Regional Water Storage	\$0.00	\$0.00	\$0.00	\$245,000.00	\$4,000,000.00	\$0.00	\$0.00	\$4,245,000.00	\$0.00	\$4,245,000.00	122
Wayne Hill Watermain Replacement	\$0.00	\$0.00	\$190,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$190,000.00	\$0.00	\$380,000.00	117
<b>Total Water System Reliability Projects</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$320,000.00</b>	<b>\$525,000.00</b>	<b>\$10,150,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$10,995,000.00</b>	<b>\$0.00</b>	<b>\$11,315,000.00</b>	

Water Treatment

*Filter Turbidimeter Replacement	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	504
Plant - Filter Media Replacement - Plant	\$0.00	\$0.00	\$0.00	\$0.00	\$250,000.00	\$0.00	\$0.00	\$250,000.00	\$0.00	\$250,000.00	114
Plant - Freight Elevator Compliance	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	121
Plant - Huron Hills Booster Station Pump Up Grade	\$100,000.00	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200,000.00	\$0.00	\$200,000.00	108
Plant - Reservoir & Booster Station Telemetry	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	107
Plant - SCADA	\$0.00	\$25,000.00	\$125,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150,000.00	\$0.00	\$150,000.00	103
*Replace Chlorine Feed Pumps & Plumbing in Chlorine Rm	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	506
*Replacement of Air Compressors	\$0.00	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$0.00	\$25,000.00	507
*Replacement of Filter Valves	\$0.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$0.00	\$100,000.00	503
*Sump Pump Replacement	\$0.00	\$40,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$40,000.00	\$0.00	\$40,000.00	508
<b>Total Water Treatment</b>	<b>\$100,000.00</b>	<b>\$200,000.00</b>	<b>\$310,000.00</b>	<b>\$30,000.00</b>	<b>\$250,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$890,000.00</b>	<b>\$0.00</b>	<b>\$890,000.00</b>	
<b>TOTAL WATER FUND</b>	<b>\$612,500.00</b>	<b>\$680,000.00</b>	<b>\$1,860,000.00</b>	<b>\$1,085,000.00</b>	<b>\$10,880,000.00</b>	<b>\$480,000.00</b>	<b>\$480,000.00</b>	<b>\$16,077,500.00</b>	<b>\$100,000.00</b>	<b>\$16,497,500.00</b>	

**Fund: Garage**

**Department: Garage**

*Project Name:* Annual Vehicle and Equipment Replacement (Garage)

*Project Description:* The garage annually purchases new equipment, vehicles, and machinery to replace existing assets. These items to be replaced on an annual basis are based on cost effectiveness of ownership. This allocation will not replace all vehicles and equipment due for replacement. Older fleet is more expensive to maintain. I evaluate cost effectiveness annually.

*Estimated Cost:* \$6,850,000.00

*Fiscal Years:* Start: 10/11 End: 16/17

*Funding Sources:* Garage Fund - \$6,850,000.00

---

*Project Name:* DPS heater/air conditioner replacement

*Project Description:* R&R 2 roof top units.

*Estimated Cost:* \$20,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* Garage Fund - \$20,000.00

---

*Project Name:* DPS Telephone System

*Project Description:* Replace telephone system. The current telephone system that services DPS, Garage, parks has become unreliable, and regularly drops calls. The old Merlin System is no longer expandable and cannot be upgraded.

*Estimated Cost:* \$28,500.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* Garage Fund - \$28,500.00

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*Project Name:* DPS: 625 Woodmere Backyard Paving

*Project Description:* Pulverize old rotten asphalt and install new 3" overlay in heavy traffic areas of back yard.

*Estimated Cost:* \$80,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* Garage Fund - \$80,000.00

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*Project Name:* Energy Conservation Fund

*Project Description:* Even though we received some grant money from EECBG for basic lighting improvements, this request will provide a match fund to be used by the garage to apply for other energy efficiency grants (L&P, for one).

*Estimated Cost:* \$10,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* Garage Fund - \$10,000.00

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*Project Name:* Fleet Management Software/Hardware Upgrade

*Project Description:* Upgrade software and hardware for fleet management system that is used for our Garage operation.

*Estimated Cost:* \$50,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* Garage Fund - \$50,000.00

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CITY OF TRAVERSE CITY, MICHIGAN  
 SIX YEAR CAPITAL IMPROVEMENT PLAN  
 Budget Year 2011-2012 by Fund

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All Projects Submitted for 2011/12

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

**GARAGE FUND**

Garage

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
Annual Vehicle and Equipment Replacement (Garage)	\$850,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$6,850,000.00	\$0.00	\$6,850,000.00	126
* DPS heater/air conditioner replacement	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$20,000.00	496
DPS Telephone System	\$0.00	\$0.00	\$28,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$28,500.00	\$0.00	\$28,500.00	299
DPS: 625 Woodmere Backyard Paving	\$0.00	\$80,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80,000.00	\$0.00	\$80,000.00	130
Energy Conservation Fund	\$0.00	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,000.00	\$0.00	\$10,000.00	338
Fleet Management Software/Hardware Upgrade	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00	\$50,000.00	129
<b>Total Garage</b>	<b>\$850,000.00</b>	<b>\$1,160,000.00</b>	<b>\$1,028,500.00</b>	<b>\$1,000,000.00</b>	<b>\$1,000,000.00</b>	<b>\$1,000,000.00</b>	<b>\$1,000,000.00</b>	<b>\$7,038,500.00</b>	<b>\$0.00</b>	<b>\$7,038,500.00</b>	
<b>TOTAL GARAGE FUND</b>	<b>\$850,000.00</b>	<b>\$1,160,000.00</b>	<b>\$1,028,500.00</b>	<b>\$1,000,000.00</b>	<b>\$1,000,000.00</b>	<b>\$1,000,000.00</b>	<b>\$1,000,000.00</b>	<b>\$7,038,500.00</b>	<b>\$0.00</b>	<b>\$7,038,500.00</b>	



**Fund: Marina**

**Department: Marina**

*Project Name:* Marina: East Breakwater Cable Television

*Project Description:* Install cable television service to the pedestals on the floating dock section of the East Breakwater. The east breakwater dock is the only dock at Clinch marina that does not have cable tv services. The addition of this services will increase the ability to rent space on this dock. Many boaters that have used this facility have requested cable television service.

*Estimated Cost:* \$10,000.00

*Fiscal Years:* Start: 10/11 End: 10/11

*Funding Sources:* Marina Fund - \$10,000.00

CITY OF TRAVERSE CITY, MICHIGAN  
 SIX YEAR CAPITAL IMPROVEMENT PLAN  
 Budget Year 2011-2012 by Fund

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All Projects Submitted for 2011/12

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

MARINA FUND

Marina

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
Marina: East Breakwater Cable Television	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,000.00	\$0.00	\$10,000.00	124
<b>Total Marina</b>	<b>\$10,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$10,000.00</b>	<b>\$0.00</b>	<b>\$10,000.00</b>	
<b>TOTAL MARINA FUND</b>	<b>\$10,000.00</b>							<b>\$10,000.00</b>	<b>\$0.00</b>	<b>\$10,000.00</b>	

**Fund: Tax Increment Financing**

**Department: TIF 2**

*Project Name:* Cass & Lake: Streetscape Improvements

*Project Description:* Approximately 813 feet of streetscape improvements on Cass and Lake Streets. Improvements include trees, curb & gutter, benches, trash cans and other improvements.

*Estimated Cost:* \$162,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* TIF 2 - \$81,000.00  
Special Improvement District - \$81,000.00

---

*Project Name:* Eighth Street Bridge Repair

*Project Description:* Replace bridge deck using MDOT Critical Bridge Funds for the 2013 fiscal year

*Estimated Cost:* \$900,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* TIF 2 - \$150,000.00  
Federal / State Grant - \$750,000.00

---

*Project Name:* South Cass Street Bridge Repair (+TIF97)

*Project Description:* Concrete arch rehabilitation.

*Estimated Cost:* \$492,000.00

*Fiscal Years:* Start: 14/15 End: 14/15

*Funding Sources:* TIF 2 - \$66,000.00  
TIF 97 - \$66,000.00  
Federal / State Grant - \$360,000.00

---

*Project Name:* South Union Street Bridge Repair (+TIF97)

*Project Description:* Rehabilitate bridge superstructure.

*Estimated Cost:* \$490,000.00

*Fiscal Years:* Start: 15/16 End: 15/16

*Funding Sources:* TIF 2 - \$102,500.00  
TIF 97 - \$102,500.00  
Federal / State Grant - \$285,000.00

---

*Project Name:* WIFI(&TIF97)

*Project Description:*

*Estimated Cost:* \$686,000.00

*Fiscal Years:* Start: 11/12 End: 15/16

*Funding Sources:* TIF 97 - \$207,500.00  
Local / Foundation Grant - \$478,500.00

---

**Department: TIF 97**

*Project Name:* 200 Block Alley/Bayfront



*Estimated Cost:* \$336,600.00  
*Fiscal Years:* Start: 12/13 End: 12/13  
*Funding Sources:* TIF 97 - \$336,600.00

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*Project Name:* Clinch Park Rehab Phase 1  
*Project Description:* Implementation of the Traverse City Bayfront Plan 2010. This is the first of two phases to implement the "Clinch Park Beach" improvements including the splash pad, sitting wall, barrier free water accessible space, and mobility mat system.  
*Estimated Cost:* \$1,352,400.00  
*Fiscal Years:* Start: 10/11 End: 11/12  
*Funding Sources:* TIF 97 - \$450,800.00  
 Local / Foundation Grant - \$450,800.00  
 Federal / State Grant - \$450,800.00

---

*Project Name:* East Front Street, 300 Block Mid-Block Crosswalk  
*Project Description:* Install mid-block crosswalk in 300 block of E. Front St. including bump-outs, a brick paver crosswalk and signage.  
*Estimated Cost:* \$55,000.00  
*Fiscal Years:* Start: 13/14 End: 13/14  
*Funding Sources:* TIF 97 - \$55,000.00

---

*Project Name:* East Front Street, 400 Block South - Alley Repair  
*Project Description:* Replace the East 400 block of the alley between Front St and State St.  
*Estimated Cost:* \$43,500.00  
*Fiscal Years:* Start: 10/11 End: 10/11  
*Funding Sources:* TIF 97 - \$21,750.00  
 Special Improvement District - \$21,750.00

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*Project Name:* Farmers Market  
*Project Description:* Year-round public market in 10,000 sq. foot building that could be added on to in 10,000 sq. foot increments.  
*Estimated Cost:* \$1,000,000.00  
*Fiscal Years:* Start: 14/15 End: 14/15  
*Funding Sources:* TIF 97 - \$1,000,000.00

---

*Project Name:* Garland Street Reconstruction/streetscapes  
*Project Description:* Redirect Garland Street from Grandview Parkway to Union Street on the east end; provide a shared space street for pedestrians and motor vehicles.  
*Estimated Cost:* \$1,080,000.00  
*Fiscal Years:* Start: 11/12 End: 11/12  
*Funding Sources:* TIF 97 - \$600,000.00  
 Special Improvement District - \$480,000.00

---

*Project Name:* Garland Street Tunnel  
*Project Description:* Pedestrian tunnel under Grandview Parkway at Pine Street Pedestrian Way per Bayfront Plan



*Fiscal Years:* Start: 10/11 End: 11/12

*Funding Sources:* TIF 97 - \$1,055,000.00

---

*Project Name:* Lower Boardman River Enhancements

*Project Description:* To beautify and enhance the river environment for recreationalist and fisheries.

*Estimated Cost:* \$700,000.00

*Fiscal Years:* Start: 15/16 End: 15/16

*Funding Sources:* TIF 97 - \$700,000.00

---

*Project Name:* North Union Street Bridge Repair

*Project Description:* Bridge superstructure repair and painting.

*Estimated Cost:* \$212,000.00

*Fiscal Years:* Start: 16/17 End: 16/17

*Funding Sources:* - \$212,000.00

---

*Project Name:* Park Street Bridge Repair

*Project Description:* Rehabilitate bridge superstructure

*Estimated Cost:* \$900,000.00

*Fiscal Years:* Start: 13/14 End: 13/14

*Funding Sources:* TIF 97 - \$150,000.00  
Federal / State Grant - \$750,000.00

---

*Project Name:* Pine Street Pedestrian Way

*Project Description:* Pedestrian walkway and bridge over the Boardman River connecting West Front Street with Grandview Parkway.

*Estimated Cost:* \$1,360,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* TIF 97 - \$1,360,000.00

---

*Project Name:* Public Restrooms

*Project Description:*

*Estimated Cost:* \$250,000.00

*Fiscal Years:* Start: 11/12 End: 11/12

*Funding Sources:* TIF 97 - \$250,000.00

---

*Project Name:* South Cass Street Bridge Repair(+TIF2)

*Project Description:* Concrete arch rehabilitation.

*Estimated Cost:* \$492,000.00

*Fiscal Years:* Start: 14/15 End: 14/15

*Funding Sources:* TIF 97 - \$66,000.00  
TIF 2 - \$66,000.00  
Federal / State Grant - \$360,000.00

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## Six Year Public Improvement Plan

*Project Description:* Rehabilitate bridge superstructure.

*Estimated Cost:* \$490,000.00

*Fiscal Years:* Start: 15/16 End: 15/16

*Funding Sources:* TIF 97 - \$102,500.00  
TIF 2 - \$102,500.00  
Federal / State Grant - \$285,000.00

---

*Project Name:* Triangle Park

*Project Description:*

*Estimated Cost:* \$110,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* TIF 97 - \$110,000.00

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*Project Name:* Wellington Plaza

*Project Description:*

*Estimated Cost:* \$175,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* TIF 97 - \$175,000.00

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*Project Name:* West Front St Redevelopment (BOND)

*Project Description:*

*Estimated Cost:* - \$0.00

*Fiscal Years:* Start: 16/17 End: 10/11

*Funding Sources:* Bond Fund - \$0.00

---

*Project Name:* West Front Street Bridge Replacement

*Project Description:* Replace West Front Steet Bridge using MDOT Critical Bridge Funds for the 2013 FY

*Estimated Cost:* \$1,320,000.00

*Fiscal Years:* Start: 12/13 End: 12/13

*Funding Sources:* TIF 97 - \$220,000.00  
Federal / State Grant - \$1,100,000.00

---

*Project Name:* WIFI (&TIF2)

*Project Description:*

*Estimated Cost:* \$249,000.00

*Fiscal Years:* Start: 11/12 End: 16/17

*Funding Sources:* TIF 97 - \$249,000.00

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All Projects Submitted for 2011/12

CITY OF TRAVERSE CITY, MICHIGAN  
SIX YEAR CAPITAL IMPROVEMENT PLAN  
Budget Year 2011-2012 by Fund

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

TAX INCREMENT FINANCING FUND

TIF 2

	Carry Forward 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Funding Sum	Non-City Funds	Project Cost	Project ID
Cass & Lake: Streetscape Improvements	\$0.00	\$81,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$81,000.00	\$0.00	\$162,000.00	61
Eighth Street Bridge Repair	\$0.00	\$0.00	\$150,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150,000.00	\$750,000.00	\$900,000.00	58
*South Cass Street Bridge Repair (+TIF97)	\$0.00	\$0.00	\$0.00	\$0.00	\$66,000.00	\$0.00	\$0.00	\$66,000.00	\$360,000.00	\$492,000.00	623
*South Union Street Bridge Repair (+TIF97)	\$0.00	\$0.00	\$0.00	\$0.00	\$102,500.00	\$0.00	\$0.00	\$102,500.00	\$285,000.00	\$490,000.00	624
*WIFI(&TIF97)	\$0.00	\$20,750.00	\$20,750.00	\$20,750.00	\$20,750.00	\$124,500.00	\$0.00	\$207,500.00	\$478,500.00	\$686,000.00	641
<b>Total TIF 2</b>	<b>\$0.00</b>	<b>\$101,750.00</b>	<b>\$170,750.00</b>	<b>\$20,750.00</b>	<b>\$86,750.00</b>	<b>\$227,000.00</b>	<b>\$0.00</b>	<b>\$607,000.00</b>	<b>\$1,873,500.00</b>	<b>\$2,730,000.00</b>	

TIF 97

*200 Block Alley/Bayfront	\$0.00	\$0.00	\$336,600.00	\$0.00	\$0.00	\$0.00	\$0.00	\$336,600.00	\$0.00	\$336,600.00	644
*Climch Park Rehab Phase 1	\$225,400.00	\$225,400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$450,800.00	\$901,600.00	\$1,352,400.00	575
East Front Street, 300 Block Mid-Block Crosswalk	\$0.00	\$0.00	\$0.00	\$55,000.00	\$0.00	\$0.00	\$0.00	\$55,000.00	\$0.00	\$55,000.00	369
East Front Street, 400 Block South - Alley Repair	\$21,750.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$21,750.00	\$0.00	\$43,500.00	191
Farmers Market	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00	\$0.00	\$0.00	\$1,000,000.00	\$0.00	\$1,000,000.00	83
Garland Street Reconstruction/streetscapes	\$0.00	\$600,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$600,000.00	\$0.00	\$1,080,000.00	63
Garland Street Tunnel	\$500,000.00	\$555,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,055,000.00	\$0.00	\$1,055,000.00	70
Lower Boardman River Enhancements	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$700,000.00	\$0.00	\$700,000.00	\$0.00	\$700,000.00	82
North Union Street Bridge Repair	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$212,000.00	\$212,000.00	\$0.00	\$212,000.00	184
*Park Street Bridge Repair	\$0.00	\$0.00	\$0.00	\$150,000.00	\$0.00	\$0.00	\$0.00	\$150,000.00	\$750,000.00	\$900,000.00	586
Pine Street Pedestrian Way	\$0.00	\$0.00	\$1,360,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,360,000.00	\$0.00	\$1,360,000.00	66
*Public Restrooms	\$0.00	\$250,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250,000.00	\$0.00	\$250,000.00	646
South Cass Street Bridge Repair(+TIF2)	\$0.00	\$0.00	\$0.00	\$0.00	\$66,000.00	\$0.00	\$0.00	\$66,000.00	\$360,000.00	\$492,000.00	187
South Union Street Bridge Repair (+TIF2)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$102,500.00	\$0.00	\$102,500.00	\$285,000.00	\$490,000.00	186
*Triangle Park	\$0.00	\$0.00	\$110,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$110,000.00	\$0.00	\$110,000.00	647
*Wellington Plaza	\$0.00	\$0.00	\$175,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$175,000.00	\$0.00	\$175,000.00	648
*West Front St Redevelopment (BOND)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	645
*West Front Street Bridge Replacement	\$0.00	\$0.00	\$220,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$220,000.00	\$1,100,000.00	\$1,320,000.00	535
*WIFI (&TIF2)	\$0.00	\$41,500.00	\$41,500.00	\$41,500.00	\$41,500.00	\$41,500.00	\$41,500.00	\$249,000.00	\$0.00	\$249,000.00	642
<b>Total TIF 97</b>	<b>\$747,150.00</b>	<b>\$1,674,900.00</b>	<b>\$2,243,100.00</b>	<b>\$246,500.00</b>	<b>\$1,107,500.00</b>	<b>\$844,000.00</b>	<b>\$253,500.00</b>	<b>\$7,113,650.00</b>	<b>\$3,396,600.00</b>	<b>\$11,180,500.00</b>	
<b>TOTAL TAX INCREMENT FINANCING FUND</b>	<b>\$747,150.00</b>	<b>\$1,773,650.00</b>	<b>\$2,413,850.00</b>	<b>\$267,250.00</b>	<b>\$1,194,250.00</b>	<b>\$1,071,000.00</b>	<b>\$253,500.00</b>	<b>\$7,720,650.00</b>	<b>\$5,270,100.00</b>	<b>\$13,910,500.00</b>	



## SIX YEAR CAPITAL IMPROVEMENTS PLAN – 2011

### INTERNAL FINANCING:

#### GENERATION:

##### Community Solar – 50 KW

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

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

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

*Estimated Cost:* \$400,000

*Fiscal Year(s):* 2011-12 through 2012-13

#### DISTRIBUTION and SUBSTATION:

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

*Location:* Throughout the entire service area

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

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

*Estimated Cost:* \$6.275 Million

*Fiscal Year(s):* 2011-12 through 2016-17 (Annual Program)

##### Overhead to Underground Conversion Projects

*Location:* Throughout the entire service area

*Character:* Conversion of overhead transmission and/or distribution facilities to underground.

*Extent:* Annual Program for Approved Projects.

*Estimated Cost:* \$6.5 Million

*Fiscal Year(s):* 2011-12 through 2016-17 (Annual Program)



## SIX YEAR CAPITAL IMPROVEMENTS PLAN – 2011

### DISTRIBUTION and SUBSTATION (continued):

#### Distribution Circuit Additions/Upgrades

*Location: Throughout the entire service area*

*Character: Construction of new overhead distribution circuits*

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

*Estimated Cost: \$11.3 Million*

*Fiscal Year(s): 2011-12 through 2016-17 (Annual Program)*

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

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

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

*Extent: To include land purchase and facilities*

*Estimated Cost: \$5 Million*

*Fiscal Year(s): 2011-12 through 2012-13*

#### Street Lighting System Additions (NEW)

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

*Character: LED street lighting.*

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

*Estimated Cost: \$225,000*

*Fiscal Year(s): 2011-12*

#### Pine Street Overhead to Underground Conversion

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

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

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

*Estimated Cost: \$1 Million*

*Fiscal Year(s): 2012-13*



## SIX YEAR CAPITAL IMPROVEMENTS PLAN – 2011

### TRANSMISSION and SUBSTATION:

#### 69kV Load Break Switches

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

*Character: New steel poles & transmission switches*

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

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

*Fiscal Year(s): 2013-14 through 2015-16*

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

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

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

*Extent: From a new transmission substation to an existing distribution substation (to be determined)*

*Estimated Cost: \$5.2 Million*

*Fiscal Year(s): 2011-12 through 2012-13*

#### Transmission Line Reconductor

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

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

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

*Estimated Cost: \$3.675 Million*

*Fiscal Year(s): 2013-14 through 2016-17*

### FACILITIES:

#### M-72 Wind Turbine Refurbishment

*Location: Bugai Road @ M-72*

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

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

*Estimated Cost: \$150,000*

*Fiscal Year(s): 2015-16*



## SIX YEAR CAPITAL IMPROVEMENTS PLAN – 2011

### FACILITIES (continued):

#### Hastings Service Center Facility Improvements

*Location: 1121 to 1131 Hastings Street*

*Character: Site improvements to existing facility*

*Extent: Demolition/Property acquisition and facility expansion/improvements*

*Estimated Cost: \$2.75 Million*

*Fiscal Year(s): 2011-12 through 2016-17 (Annual Program)*

### SCADA, COMMUNICATIONS, and OTHER ITEMS:

#### Smart Metering Technologies (AMI)

*Location: Entire Service Area*

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

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

*Estimated Cost: \$650,000*

*Fiscal Year(s): 2011-12 through 2016-17 (Annual Program)*

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

*Location: 1131 Hastings Street and Hall Street Substation*

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

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

*Estimated Cost: \$250,000*

*Fiscal Year(s): 2011-12 through 2012-13*

### FIBER OPTICS FUND:

#### Fiber Extensions – Customer Installations

*Location: Within the L&P service area*

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

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

*Estimated Cost: \$450,000*

*Fiscal Year(s): 2011-12 through 2016-17*



## SIX YEAR CAPITAL IMPROVEMENTS PLAN – 2011

### **Wi-Fi Project**

*Location: Within the L&P service area*

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

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

*Estimated Cost: \$160,000*

*Fiscal Year(s): 2011-12*

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

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

	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Project Totals	Project Notes
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**INTERNAL FINANCING:**

<b>Generation:</b>								
Community Solar - 60KW	\$ 100,000	\$ 300,000	0	0	0	0	\$ 400,000	
<b>Total Generation</b>	<b>100,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400,000</b>	
<b>Distribution and Substation:</b>								
Line Improvements, Extensions, New Services	950,000	1,000,000	1,025,000	1,050,000	1,100,000	1,150,000	6,275,000	Annual Program
OH to URG Conversion Projects	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,500,000	Annual Program
Distribution Circuit Additions/Upgrades	2,300,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	11,300,000	Annual Program
69KV/13.8KV Distribution Substation-SOUTH	2,500,000	2,500,000	---	---	---	---	5,000,000	
NEW Street Lighting System Additions	225,000	---	---	---	---	---	225,000	
Pine Street Overhead to Underground Conversion	7,475,000	7,300,000	3,825,000	3,850,000	1,650,000	1,650,000	1,000,000	With TIF 97 Project
<b>Total Distribution and Substation</b>	<b>14,950,000</b>	<b>14,600,000</b>	<b>6,650,000</b>	<b>6,900,000</b>	<b>4,550,000</b>	<b>4,600,000</b>	<b>30,300,000</b>	
<b>Transmission and Substation:</b>								
69KV Load Break Switches	---	---	200,000	200,000	200,000	---	600,000	
69KV Transmission Line & Substation - EAST	2,000,000	3,200,000	---	---	---	---	5,200,000	
Transmission Line Reconnector	---	---	575,000	1,000,000	1,500,000	600,000	3,675,000	
<b>Total Transmission and Substation</b>	<b>2,000,000</b>	<b>3,200,000</b>	<b>775,000</b>	<b>1,200,000</b>	<b>1,700,000</b>	<b>600,000</b>	<b>9,475,000</b>	
<b>Facilities:</b>								
M-72 Wind Turbine Refurbishment	---	---	---	---	150,000	---	150,000	
Haeting Service Center Facility Improvements	300,000	2,250,000	50,000	50,000	50,000	50,000	2,750,000	Annual Program
<b>Total Facilities</b>	<b>300,000</b>	<b>2,250,000</b>	<b>50,000</b>	<b>50,000</b>	<b>200,000</b>	<b>200,000</b>	<b>2,900,000</b>	
<b>SCADA, Communications, and Other Items:</b>								
Smart Metering Technologies (AMI)	100,000	200,000	200,000	50,000	50,000	50,000	650,000	Annual Program
SCADA/Dispatch Improvements	100,000	150,000	---	---	---	---	250,000	
<b>Total SCADA, Communications &amp; Other Items</b>	<b>200,000</b>	<b>350,000</b>	<b>200,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>900,000</b>	
<b>TOTAL INTERNAL FINANCING</b>	<b>\$ 10,075,000</b>	<b>\$ 13,400,000</b>	<b>\$ 4,850,000</b>	<b>\$ 5,150,000</b>	<b>\$ 3,600,000</b>	<b>\$ 2,500,000</b>	<b>\$ 43,875,000</b>	

**FIBER PROJECTS:**

Fiber Extensions - Customer Installations	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 450,000	
Wi-Fi Project - DDA	160,000	---	---	---	---	---	160,000	
<b>Total Fiber Projects</b>	<b>\$ 235,000</b>	<b>\$ 75,000</b>	<b>\$ 610,000</b>					

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