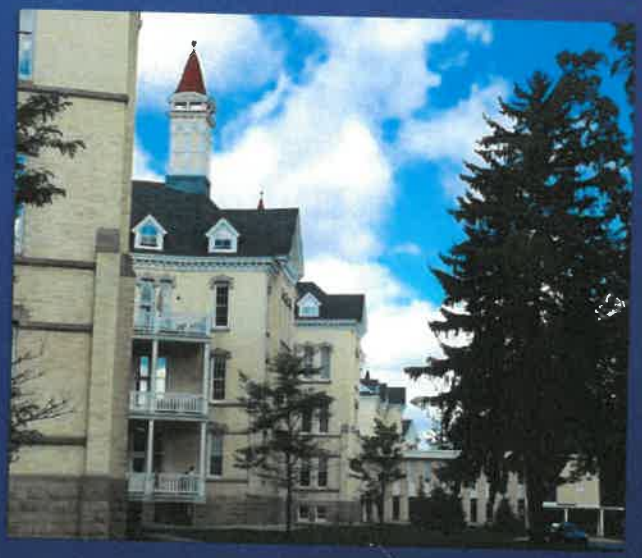

City of Traverse City

DRAFT

2020-2021 Annual Budget Report

Prepared by the City Treasurer's Office

CITY of TRAVERSE CITY

City of Traverse City, Michigan – Budget Report
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SIX YEAR CAPITAL IMPROVEMENT PLAN - See: traversecitymi.gov/capitalimprove.asp

City of Traverse City, Michigan
City Officials

MAYOR
Jim Carruthers
(2017-2021*)

COMMISSION

Roger Putman
(2019-2023*)

Christie Minervini
(2019-2021*)

Ashlea Walter
(2019-2023*)

Amy Shamroe
(2019-2023*)

Brian McGillivary
(2017-2021*)

Tim Werner
(2017-2021*)

* elected term expires

**appointed term expires

CITY MANAGER
Martin Colburn

CITY CLERK
Benjamin C. Marentette

CITY ATTORNEY
Lauren Trible-Laucht, Esq.

CITY TREASURER/ FINANCE DIRECTOR
William E. Twietmeyer

DEPARTMENT DIRECTORS

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

OTHER CITY OFFICIALS

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

City of Traverse City, Michigan
City Commission
Mission Statement

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

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

Adopted: February 22, 2000

City of Traverse City, Michigan
Organizational Chart

April 29, 2020

Citizens of Traverse City

Traverse City City Commission
Mayor - Jim Carruthers
Mayor Pro Tem - Amy Shamroe
Commissioner - Christie Minervini
Commissioner - Ashlea Walter
Commissioner - Brian McGillivary
Commissioner - Roger Putman
Commissioner - Tim Werner

Downtown Development Authority
Executive Director - Jean Derenzy
DTCA
TIF #97 and Old Town TIF
Auto Parking System Management
Staff - DDA Board
Staff - Arts Commission

Legal Counsel - Lauren Trible-Laucht

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

Legal Counsel - Ward Kuhn

Traverse City Light & Power Board
Executive Director - Tim Arends
Staff - Light and Power Board

Legal Counsel - W. Peter Doren

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

City Manager - Marty Colburn
Assistant City Manager - Penny Hill
Human Resource Director - Kristine Bosley
GIS Coordinator - Jerry Swanson
General Administration
Human Resources/Negotiations
City Opera House Heritage Assoc
Contracts
WWTP
Intergovernmental Relations
Carnegie Building
Housing
Budget Officer
City GIS & IT
Planning Commission
Emergency Services
Purchasing
Grants
Staff - Light & Power Board
Staff - Human Rights Commission

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

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

Legal Counsel - Karrie Zeits

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

City Clerk - Benjamin Marentette
Elections
Licensing
Board Appts
Records
FOIA Coordinator
HIPAA Coordinator
Legislative Administration
Financial Disbursement Oversight
Risk Management/Insurance
Media Relations
Public Information Office
Staff - Coast Guard City Committee
Staff - Elections Commission
Staff - Local Officers Compensation Board

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

City Treasurer/Finance Dir. - Bill Twietmeyer
Utility Accounting
General Accounting
Tax Collection
Act 345
Investments
Budget Preparation
Financial Statement Preparation
Staff - Act 345 Board

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

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

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

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

Dept of Public Services - Frank Dituri
Parks/Recreation
Streets
Garage
Senior Center
Marina
Cemetery
Facilities Management
Asset Management
Staff - Parks/Recreation Commission
Staff - Brown Bridge Advisory Committee
Staff - Joint Parks & Recreation Committee
Staff - Green Team

Fund Descriptions

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

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

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

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

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

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

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

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

Expenditure/Expense Line Item Descriptions

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

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

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

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

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

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

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

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

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

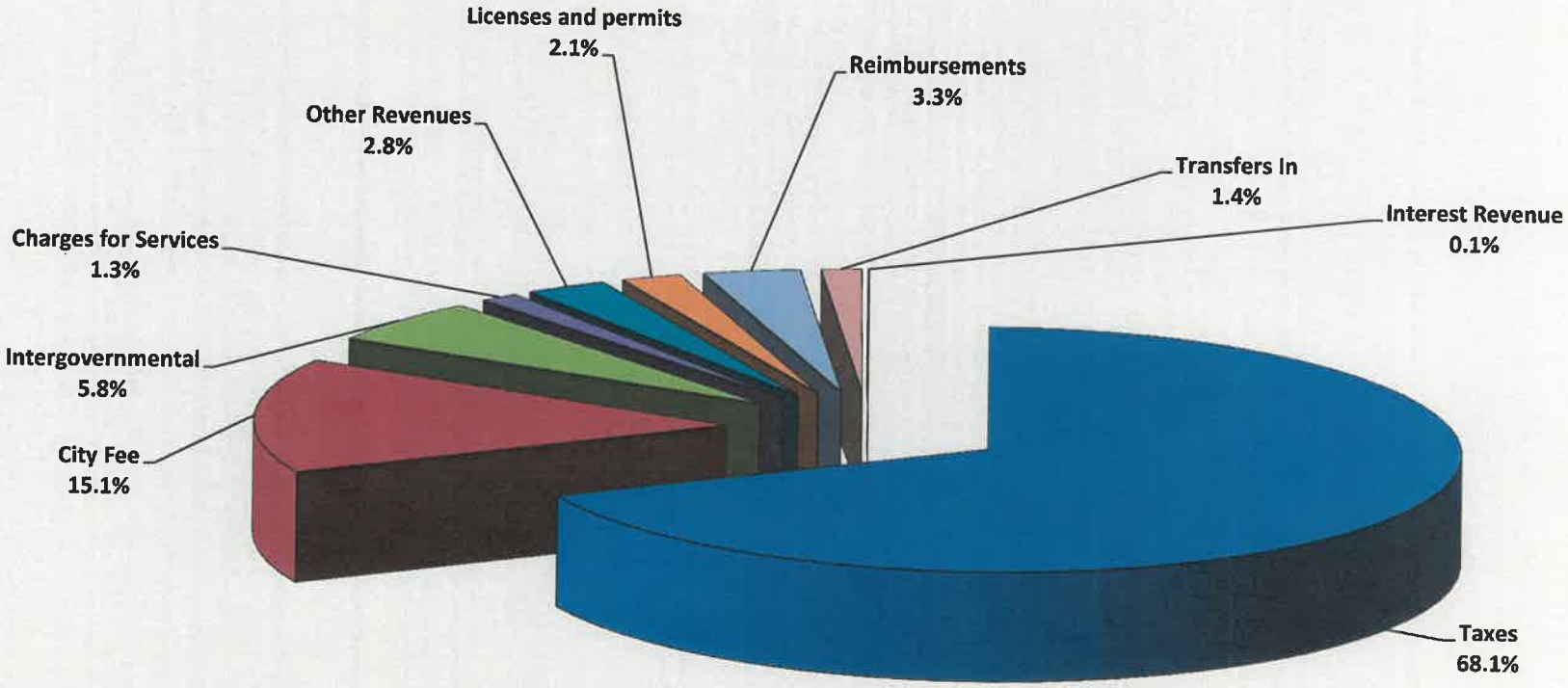
Insurance and Bonds – record expenditures for all insurance and bonds, such as surety bonds.

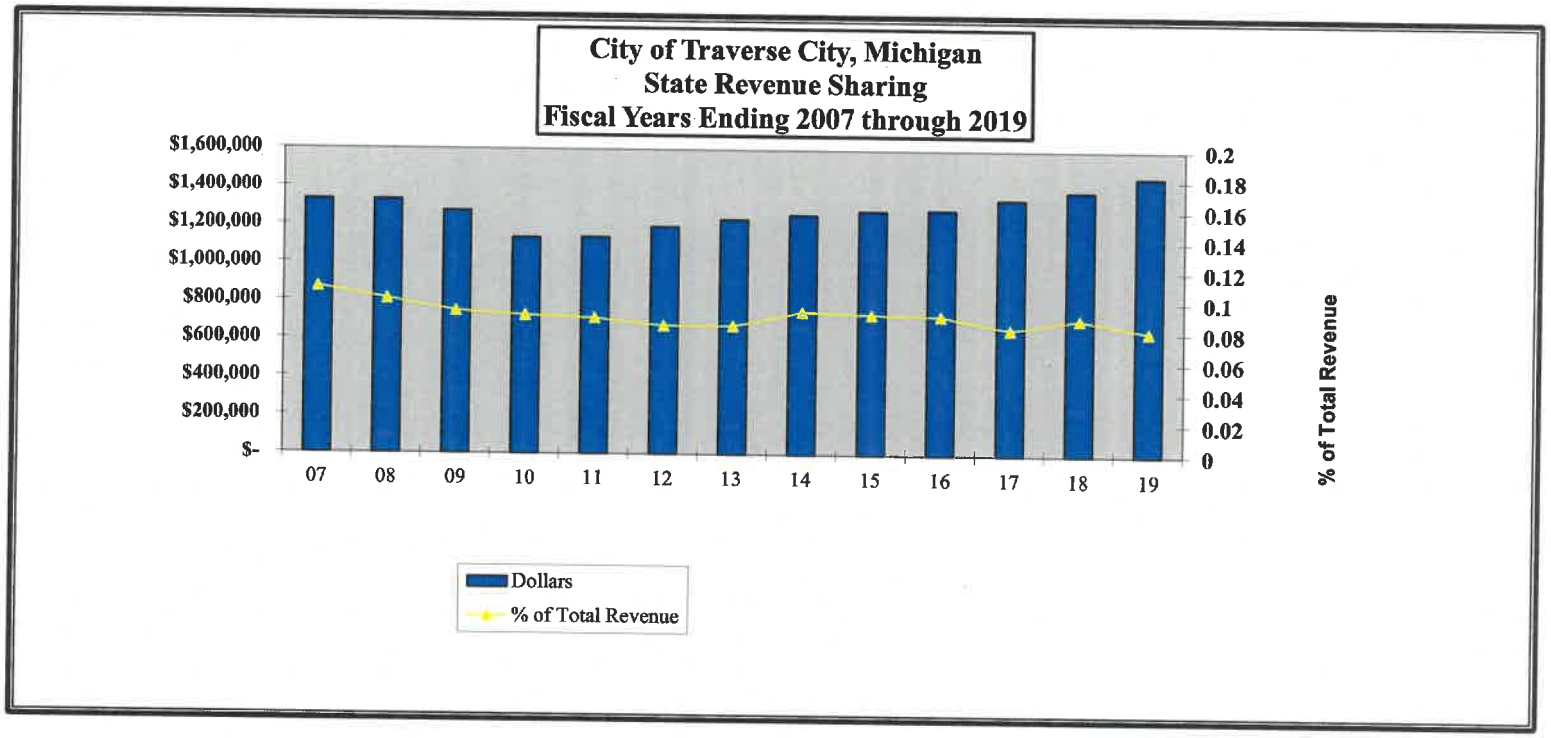
Repairs and Maintenance – record expenditures used for repair and maintenance to buildings, equipment, vehicles and other property owned by the City.

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

Miscellaneous – record costs not provided elsewhere.

City of Traverse City, Michigan
General Operating Fund
20-21 Budgeted Revenues





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

The economy in the State of Michigan has been challenging over the past decade. As a result, revenue sharing has declined both in nominal terms and as a percentage of total general fund revenue. At one time revenue sharing made up over 16% of the City's General Fund revenue. In 2019 it comprised 8% of the City's General Fund revenue. Significant reductions have been projected for the years ended June 30, 2020 and 2021 due to the loss of sales tax revenue from the Covid 19 shut down.

SUMMARY OF SIGNIFICANT BUDGET CHANGES
General Fund Revenue

Business Licenses and Permits – Current year projected revenue and budgeted 20/21 revenue from business licenses and permits is significantly lower than 18/19 actual revenue due to one-time application fees for medical marihuana provisioning center licenses.

Real Estate/Personal Property – Real estate/personal property revenue increased overall because of an estimated 6 percent increase in the taxable value of properties within the City.

State Sales and Use Taxes – The City's state shared revenues fluctuate according to state formulas. Due to the corona virus shut down the State is projecting significant decreases in sales tax revenue which is expected to reflect in decreased payments to local units beginning with the June 2020 bi-monthly distribution.

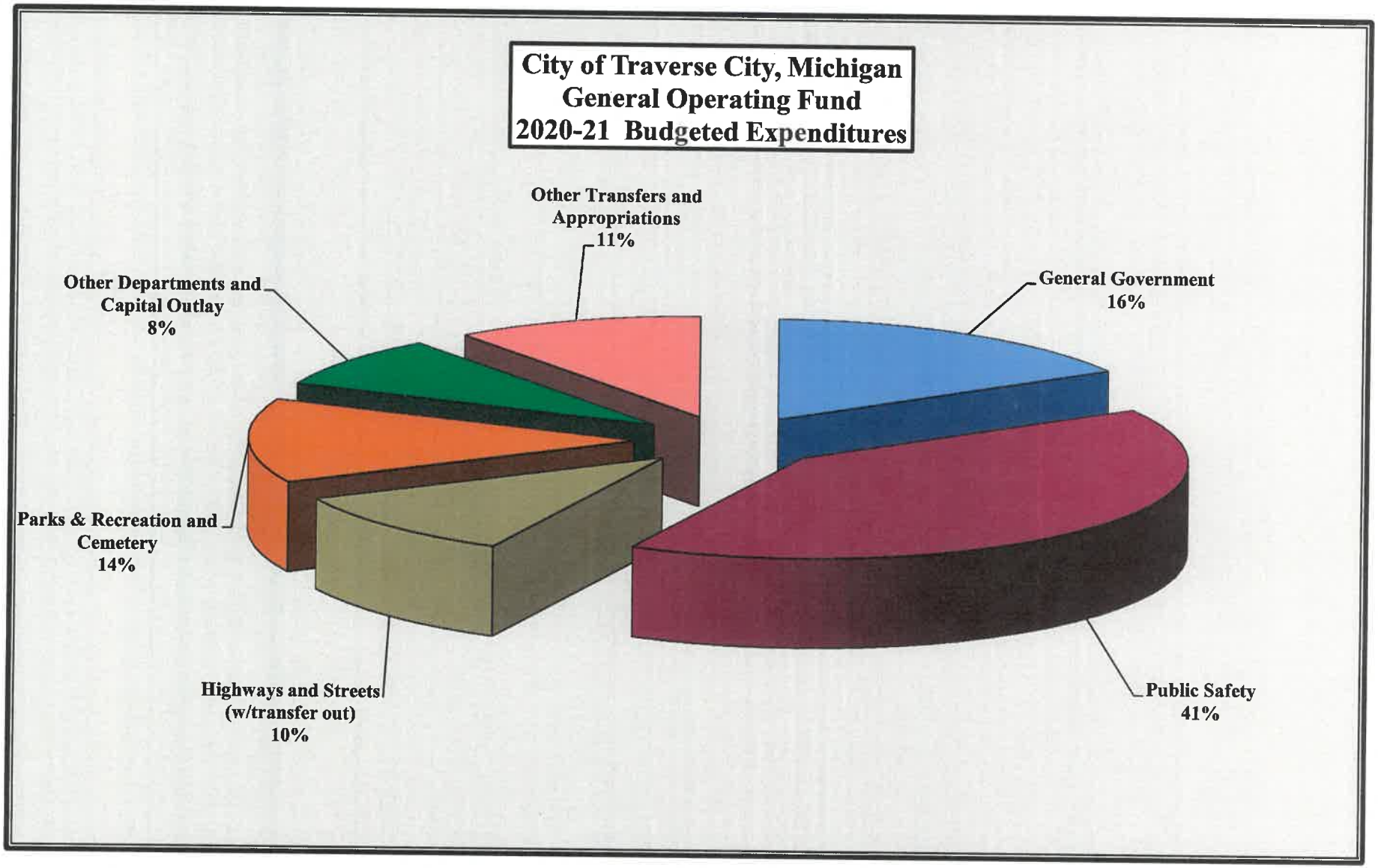
Intragovernmental (City Fee) Revenue – Fees paid to the General Fund from the various City Enterprise Funds and Traverse City Light & Power are being projected to decrease for 20/21. These fees are tied directly to Enterprise Fund and Light & Power revenues, which are being projected to decline due to the corona virus shut down.

City of Traverse City, Michigan
GENERAL OPERATING FUND
Budgeted Revenues

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
TAXES					
Real Estate / Personal Property	$ 9,963,806	$ 10,924,591	$ 11,165,000	$ 11,278,000	$ 11,800,000
Collection Fees	13,831	254,819	258,000	272,000	270,000
Penalties and Interest on Taxes	92,571	99,809	95,000	110,000	95,000
Total Taxes	10,070,208	11,279,219	11,518,000	11,660,000	12,165,000
LICENSES AND PERMITS					
Business Licenses and Permits	32,930	439,230	92,800	66,200	77,800
Franchise Fees	252,447	261,142	260,000	255,000	260,000
Non-Business Permits	30,380	37,500	33,300	38,200	33,300
Total Licenses & Permits	315,757	737,872	386,100	359,400	371,100
INTERGOVERNMENTAL					
Federal Grants	-	7,938	8,000	2,100	5,000
State-Shared Revenues					
State Sales and Use Taxes	1,385,247	1,461,190	1,498,000	1,222,800	994,700
State Liquor Licenses	61,462	54,227	65,000	55,000	40,000
Total Intergovernmental	1,446,709	1,523,355	1,571,000	1,279,900	1,039,700
CHARGES FOR SERVICES					
General Fees and Services	63,321	49,476	52,500	39,300	45,500
Use and Admission Fees	343,464	177,872	203,300	155,800	157,300
Sale of Fixed Assets	-	2,529	2,500	1,000	2,500
Ordinance Fines and Costs	27,513	30,853	30,000	40,000	30,000
Total Charges for Services	434,298	260,730	288,300	236,100	235,300
FINES AND FORFEITURES					
Parking Violations	8,100	5,745	8,000	4,000	8,000
INTRAGOVERNMENTAL-City Fee	2,662,203	2,738,620	2,766,300	2,681,750	2,704,300
MISCELLANEOUS					
Interest Revenue	50,475	112,668	85,000	78,000	10,000
Rents and Royalties	6,155	63,698	2,500	-	2,500
Refunds and Rebates	324	10,168	1,500	-	1,500
Contributions-Public Sources	440,190	448,512	450,000	455,000	460,000
Contributions-Private Sources	6,600	63,286	1,000	6,000	1,000
Other Income	36,708	39,048	31,000	15,200	31,000
Total Miscellaneous	540,452	737,380	571,000	554,200	506,000

City of Traverse City, Michigan
GENERAL OPERATING FUND
Budgeted Revenues

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REIMBURSEMENTS	685,772	503,736	650,000	663,000	594,000
TRANSFERS IN					
Cemetery Perpetual and Trust Fund	14,842	16,870	18,000	17,000	18,000
Brown Bridge Trust Fund	232,925	234,295	245,000	255,000	210,000
Budget Stabilization Fund	9,646	12,274	19,000	19,000	19,000
Total Transfers In	257,413	263,439	282,000	291,000	247,000
TOTAL REVENUES	$ 16,420,912	$ 18,050,096	$ 18,040,700	$ 17,729,350	$ 17,870,400


City of Traverse City, Michigan
General Operating Fund
2020-21 Budgeted Expenditures
Other Transfers and Appropriations 11%
General Government 16%
Other Departments and Capital Outlay 8%
Parks & Recreation and Cemetery 14%
Highways and Streets (w/transfer out) 10%
Public Safety 41%

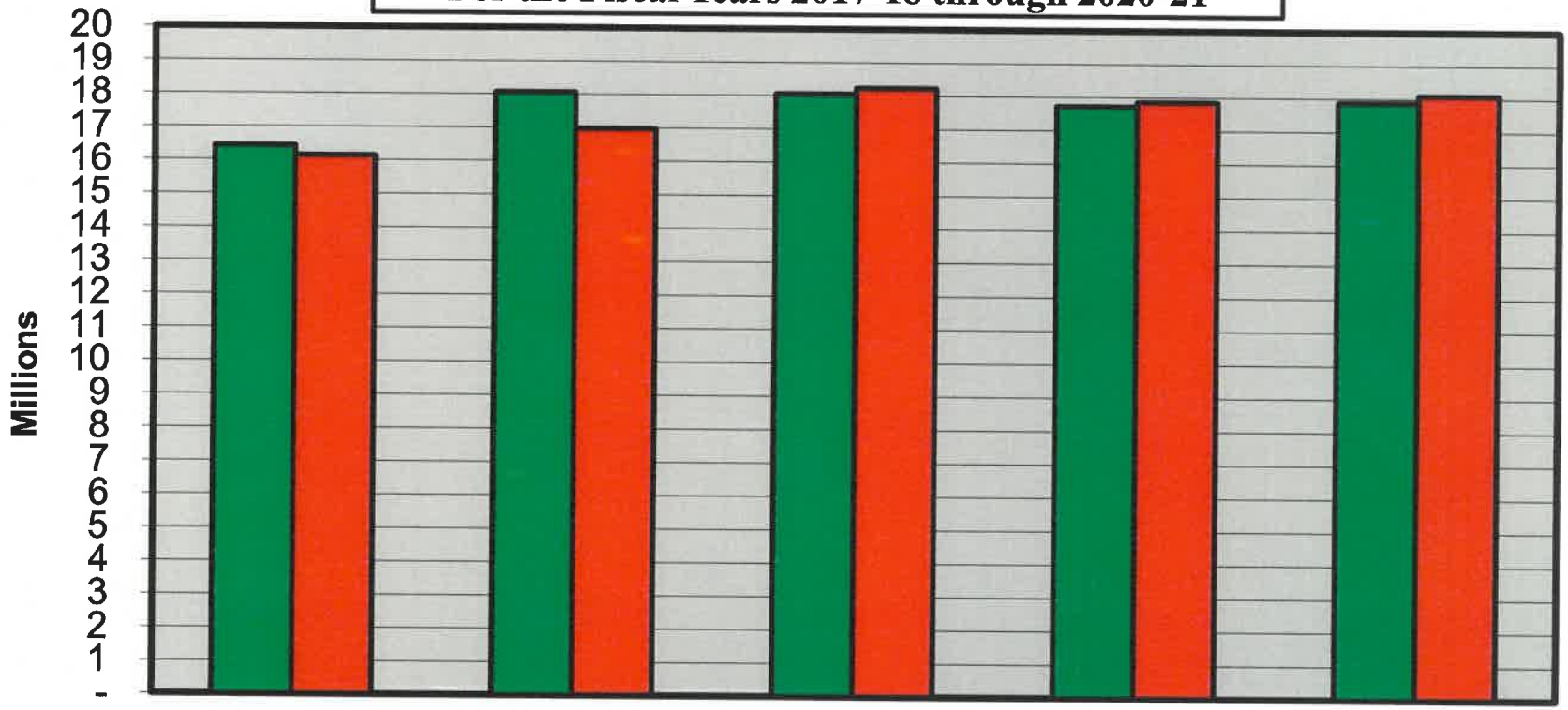
City of Traverse City, Michigan
GENERAL OPERATING FUND
Departmental Budgets Summary

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
Department					
City Commission	$ 93,214	$ 79,650	$ 105,100	$ 79,600	$ 99,650
City Manager Department	415,709	412,668	437,000	428,000	438,800
Human Resources Department	229,570	224,665	235,500	222,300	257,850
DPS Director and Asset Management Department	-	(53)	349,500	326,900	371,200
GIS Department	153,424	148,753	147,100	139,600	156,300
City Assessor Department	442,593	434,311	472,300	465,000	498,600
City Attorney Department	248,646	248,270	252,900	250,500	259,200
City Clerk Department	475,521	513,792	560,000	536,300	638,200
City Treasurer Department	424,599	424,444	461,700	466,200	483,600
Police Department	4,040,851	4,145,464	4,283,600	4,283,500	4,149,600
Fire Department	3,068,753	3,056,341	3,291,600	3,085,200	3,236,100
Engineering Department	757,977	790,818	841,600	765,400	873,600
Planning and Zoning Department	501,644	522,308	579,700	540,200	587,800
Parks and Recreation Department	2,162,221	2,205,885	2,089,200	2,081,700	2,046,900
Oakwood Cemetery Division	414,526	382,024	429,300	431,650	408,600
Streets Administration Department	560,859	872,748	473,500	878,000	610,800
Government Owned Buildings	80,069	94,910	120,000	119,200	120,000
Appropriations	124,295	101,240	190,000	116,500	170,500
Contingencies	-	-	29,000	29,000	50,000
Total Departmental Expenditures	14,194,471	14,658,238	15,348,600	15,244,750	15,457,300
Other Expenditures					
Transfers Out - Capital Projects	915,000	1,567,500	1,210,300	1,230,300	975,600
Transfers Out - Other	971,533	741,080	1,641,800	1,362,500	1,651,700
Capital Outlay	47,465	-	20,000	20,000	-
Total Other Expenditures	1,933,998	2,308,580	2,872,100	2,612,800	2,627,300
Total General Fund Expenditures	16,128,469	16,966,818	18,220,700	17,857,550	18,084,600
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	292,443	1,083,278	(180,000)	(128,200)	(214,200)
Beginning Fund Balance	3,180,018	3,472,461	4,555,739	4,555,739	4,427,539
Ending Fund Balance	$ 3,472,461	$ 4,555,739	$ 4,375,739	$ 4,427,539	$ 4,213,339

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

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
Salaries and Wages	$ 7,761,946	$ 7,926,609	$ 8,025,700	$ 8,084,100	$ 8,265,600
Fringe Benefits	2,807,416	2,941,021	3,105,900	3,024,600	2,970,500
Office/Operating Supplies	420,361	404,910	458,500	390,750	499,700
Professional Services	649,229	624,655	801,200	799,800	807,250
County Records Contract	173,517	169,324	194,000	194,000	194,000
Communication	109,427	114,614	112,800	108,400	120,900
Transportation	214,601	229,752	273,000	238,400	260,500
Professional Development	140,409	141,542	226,200	163,400	169,050
Community Promotion	2,871	540	12,000	500	4,000
Printing and Publishing	59,056	57,517	73,200	65,900	72,100
Insurance and Bonds	121,613	133,174	154,200	144,900	157,900
Utilities	265,641	222,444	259,500	243,000	245,100
Repairs and Maintenance	181,982	195,640	248,100	216,900	259,600
Rentals	1,144,042	1,378,183	1,108,000	1,336,500	1,045,600
Miscellaneous	16,372	14,890	17,800	14,100	20,300
Police Reserves	1,693	2,183	8,000	8,000	8,000
Appropriations	124,295	101,240	190,000	116,500	170,500
Contingencies	-	-	29,000	29,000	50,000
Equipment	47,465	-	71,500	86,000	136,700
Transfers Out	1,886,533	2,308,580	2,852,100	2,592,800	2,627,300
Total	$ 16,128,469	$ 16,966,818	$ 18,220,700	$ 17,857,550	$ 18,084,600

City of Traverse City, Michigan
General Operating Fund Revenues and Expenditures
For the Fiscal Years 2017-18 through 2020-21



	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Requested
Revenue	$16,420,912	$18,050,096	$18,040,700	$17,729,350	$17,870,400
Expenditures	$16,128,469	$16,966,818	$18,220,700	$17,857,550	$18,084,600

CITY COMMISSION

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

Left to right: Brian McGillavary, Mayor Jim Carruthers, Christie Minervini, Ashlea Walter, Roger Putman Mayor Pro Tem Amy Shamroe and Tim Werner.

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

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

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

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

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

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

SUMMARY OF SIGNIFICANT BUDGET CHANGES

No significant changes.

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
CITY COMMISSION					
Salaries and Wages	$ 46,213	$ 42,442	$ 45,000	$ 45,000	$ 49,600
Fringe Benefits	3,637	3,310	3,500	3,500	3,900
Office Supplies	600	1,043	600	600	600
Professional Services	34,810	29,882	25,800	25,000	29,350
Communications	7	15	500	500	500
Professional Development	2,744	1,584	12,500	1,000	6,500
Community Promotion	2,871	540	12,000	500	4,000
Printing and Publishing	1,609	341	2,000	1,500	2,000
Insurance and Bonds	387	471	1,700	1,500	1,700
Miscellaneous	336	22	1,500	500	1,500
Total City Commission	$ 93,214	$ 79,650	$ 105,100	$ 79,600	$ 99,650
Personnel Services %	53.48%	57.44%	46.15%	60.93%	53.69%
F.T.E. Employees = 7 (Elected)					

CITY MANAGER DEPARTMENT

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

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

This Department specifically includes the functions of:

- Labor relations
- Intergovernmental relations
- Purchasing and contract administration
- Traffic management
- ADA Compliance for City buildings and public rights-of-way
- Neighborhood partnerships
- Media relations
- Economic development
- Strategic Planning
- Emergency Management
- Grant Coordination
- GIS/Information technology
- Oversight of the Human Resources office, GIS operations, Museum/Con Foster Collection, Wastewater Treatment Plant, Opera House, Carnegie Building, Human Rights Commission, Brown Bridge Advisory Committee, and Green Team
- Participates as a member of the Grand Traverse County Board of Public Works and the Boardman River Dams Implementation Team
- Participates with the FishPass Project Advisory Board
- Monitor the activities of the Downtown Development Authority and Traverse City Light and Power
- Member of the Grand Traverse County Economic Development Corporation

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

GOALS

1. Implement City Commission policies and objectives
2. Work with other Governmental Entities and scientists on the Fish Passage/Union Street Dam project
3. Development and implementation of Economic Development needs
4. Continue NAGPRA compliance activities with respect to the Con Foster Collection
5. Plan for future infrastructure improvements

PERFORMANCE MEASUREMENTS

	Performance Indicators	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20 Est.
Output	Administrative policies processed/revised	1	2	0	1	9	2	5
	Purchased/service orders issued	392	409	410	401	377	577	500
	City Commission agenda items reviewed	255	349	443	450	467	436	450
Efficiency	Percent of administrative policies reviewed in the last five years	100%	100%	100%	100%	100%	100%	100%
	Percent of standard purchase service orders processed within five days	95%	95%	95%	95%	96%	98%	98%

SUMMARY OF BUDGET CHANGES

No significant changes from prior year.

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
CITY MANAGER DEPARTMENT					
Salaries and Wages	$ 294,450	$ 287,539	$ 297,100	$ 297,000	$ 304,900
Fringe Benefits	83,992	86,641	86,400	85,000	85,600
Office Supplies	6,235	4,222	5,000	5,000	4,000
Professional Services	14,123	17,377	21,000	20,000	22,500
Communications	2,776	3,018	3,000	3,000	3,000
Transportation	236	1,436	2,000	1,500	2,000
Professional Development	9,084	6,608	16,000	10,000	10,800
Printing and Publishing	1,893	3,205	3,000	3,000	2,500
Insurance and Bonds	1,807	1,903	2,500	2,500	2,500
Miscellaneous	1,113	719	1,000	1,000	1,000
Total City Manager Department	$ 415,709	$ 412,668	$ 437,000	$ 428,000	$ 438,800
Personnel Services %	91.04%	90.67%	87.76%	89.25%	88.99%
F.T.E. Employees = 3					

HUMAN RESOURCES DEPARTMENT

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

The City Human Resource office provides personnel management, benefit administration and payroll services for 153 City employees and benefit administration and payroll services to 37 Light and Power employees. Payroll services are also provided for approximately 62 part-time, temporary and seasonal positions during the fiscal year. In addition, retiree benefit services are provided to 257 retirees. Human Resources assists the City Manager in representing the City's interests in collective bargaining and on-going labor agreement interpretation and administration with its six bargaining units.

Responsibilities of the Human Resources function include:

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

The Human Resource function is staffed by:

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

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
HUMAN RESOURCES DEPARTMENT					
Salaries and Wages	$ 136,206	$ 138,496	$ 143,900	$ 141,500	$ 152,000
Fringe Benefits	54,948	55,747	57,400	56,700	57,300
Office Supplies	2,434	1,372	1,000	1,300	1,000
Professional Services	26,934	21,357	22,600	13,000	35,000
Communications	1,610	1,746	1,300	1,300	1,300
Transportation	1,130	1,147	1,000	3,000	3,000
Professional Development	4,538	1,550	4,800	3,500	5,250
Printing and Publishing	457	1,915	1,500	700	1,000
Insurance and Bonds	948	980	1,000	1,000	1,000
Miscellaneous	365	355	1,000	300	1,000
Total Human Resources Function	$ 229,570	$ 224,665	$ 235,500	$ 222,300	$ 257,850
Personnel Services %	83.27%	86.46%	85.48%	89.16%	81.17%
F.T.E. Employees = 2.0					
Department Associated Revenues					
Reimbursement from Other Funds	65,057	62,271	80,000	62,500	80,000
Percent of Function Expenditures Covered by Revenues	28.34%	27.72%	33.97%	28.12%	31.03%

DEPARTMENT OF PUBLIC SERVICES DIRECTOR

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

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

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

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

ASSET MANAGEMENT

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

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

The current inventory of assets includes:

Beaches	City Owned Buildings
City Owned Property (added this year)	Fleet Vehicles
Flower Beds	Mowing Areas
Parks (added this year)	Pavement Markings (lines, points)
Sanitary System (mains, manholes, etc,)	Shoreline Erosion Locations
Sidewalks	Street Signs (added this year)
Streets	Street Furniture
Street Trees	Storm Water System (mains, manholes, etc.)
Trails	Warning Signs (added this year)
Water System (hydrants, valves, mains, etc.)	

GOALS

SHORT TERM

1. To finish implementation of work order management software in the Garage.
2. Further implement work order management software in Parks and Streets Divisions.
3. Implement work order management software for City Owned Property Portfolios.
4. Begin work order management software implementation process for Water Treatment Plant.

LONG TERM

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

City of Traverse City, Michigan
GENERAL FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
DIRECTOR OF PUBLIC SERVICES AND ASSET MANANGEMENT DEPARTMENT					
Salaries and Wages	$ -	$ -	$ 240,700	$ 231,100	$ 260,400
Fringe Benefits	-	(345)	97,800	$ 86,200	98,300
Office/Operation Supplies	-	-	2,000	1,000	2,000
Professional Services	-	-	2,000	1,000	2,000
Communications	-	-	1,000	1,000	1,000
Transportation	-	-	-	1,000	1,000
Professional Development	-	-	2,000	2,100	2,000
Printing and Publishing	-	292	2,000	1,000	2,000
Insurance and Bonds	-	-	-	1,500	1,500
Rentals	-	-	1,000	500	500
Miscellaneous	-	-	1,000	500	500
Total DPS Director	$ -	$ (53)	$ 349,500	$ 326,900	$ 371,200
Personnel Services %	0.00%	0.00%	0.00%	0.00%	96.63%
F.T.E. Employees = 3.4					

CITY GIS DIVISION

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

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

This Division specifically includes the functions of:

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

The City GIS division is staffed by:

Jerry Swanson, GIS Coordinator

GOALS

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

PERFORMANCE MEASUREMENTS

	Performance Indicators	2019/20 (to date)
Output	Internal GIS Requests	101
Output	External GIS Data Requests	25
Efficiency	Percent of GIS Requests Complete	93%
Efficiency	Percent of GIS Data Requests Complete	100%

SUMMARY OF BUDGET CHANGES

No significant changes, however, it should be noted that charges to the Grand Traverse County MIS charges have increased due to an additional computer purchase in fiscal year 2019/2020 (~$2,000). In addition, there has been an increase in the amount allocated to GIS Consulting ($5,000) to assist in streamlining technical tasks, data integration and projects.

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
GIS DEPARTMENT					
Salaries and Wages	$ 74,365	$ 87,563	$ 79,500	$ 78,000	$ 84,200
Fringe Benefits	31,017	23,062	14,500	15,400	14,100
Office/Operation Supplies	2,403	3,067	9,700	7,600	9,100
Professional Services	29,576	29,188	35,300	33,000	39,700
Communications	275	967	1,200	1,300	1,700
Transportation	-	-	300	300	300
Professional Development	1,781	3,802	3,000	1,000	3,600
Printing and Publishing	148	307	1,100	1,000	1,100
Insurance and Bonds	1,019	797	1,000	1,000	1,000
Repairs and Maintenance	-	-	500	500	500
Miscellaneous	-	-	1,000	500	1,000
Rentals	12,840	-	-	-	-
Total GIS Department	$ 153,424	$ 148,753	$ 147,100	$ 139,600	$ 156,300
Personnel Services %	68.69%	0.00%	63.90%	66.91%	62.89%
F.T.E. Employees = 1.0					
Department Associated Revenue:					
Reimbursement from Other Funds	-	-	35,000	35,000	35,000
Percent of Department Expenditures Covered By Revenues	0.0%	0.0%	23.8%	25.1%	22.4%

CITY ASSESSING DEPARTMENT

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

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

Assessing Department Team:

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

City Assessing Department is responsible for maintaining inventory of all property located within the City of Traverse City, managing approximately 11,486 parcels. The Department annually establishes assessed and taxable values, at the legally mandated uniform percentage of market value, within 49-50%, for each class of property, including valuations for Special Act and Exempt properties, as determined each year as of December 31, also known as tax day.

Assessing Department is responsible for preparation of regular and special assessment rolls, maintenance of real and personal property records, revisions of assessment rolls, maintenance of certification levels as required by law, and preparation of reports and administrative assistance dealing with property, taxation and any other matters as required by the City. Values are generated annually for each parcel, and these values are utilized as the base to generate revenue for Grand Traverse County, Leelanau County, City of Traverse City, TCAPS, TBAISD, Northwestern Michigan College, BATA, Recreation Authority, Library, County Road Commission, and any other authorized millages.

City Assessor creates the tax roll for the Treasurer's office for summer and winter seasons. Approximately sixty percent of the City's General Fund Revenue is a direct result of the work performed through Assessing Department process and subsequent annual taxable value calculations.

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

While property is assessed at one-half (50%) of true cash value, State of Michigan law limits the amount by which taxable value can increase in a given year to the lesser of five percent (5%) or the rate of inflation, as determined annually by the State of Michigan. New construction or demolition will also effect calculation of capped value. As a result, three values are assigned to every property: assessed value (also known as State Equalized Value, "SEV"), capped value and taxable value, which is the value used to determine the amount of property tax levied on that property annually.

Example:

- A property's 2019 State Equalized Value (SEV), being 50% of a the property's value, increases 10% - from $100,000 to $110,000 for 2020.

- The inflation rate for the 2020 year is 1.9% with a ratio of 1.019.
  2019 Taxable Value was $100,000 x 1.109 = $101,900 is the 2020 Taxable Value*
  *All things being equal and no changes, additions, new construction, or removal of item
  2020 CAPPED VALUE = (2019 Taxable Value – LOSSES) X 1.019 + ADDITIONS
  The formula above does not include 1.05 because the inflation rate multiplier of 1.019 is lower than five percent, 1.05.
- Since the implementation of Proposal A, the CPI aka Inflation Rate Multiplier has not reached 5%, the highest was in 2009 at 4.4%, and the lowest was the following year, 2010 at .997%.

(((Last year's taxable value) - (losses)) x (5%)) + (additions);
OR
(((Last year's taxable value) - (losses)) x (the rate of inflation)) + (additions).

Taxable value cannot exceed assessed value.

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

The Assessing Department administers the City's Property Assessing System, including any necessary communication with State Tax Commission, Michigan Tax Tribunal, Grand Traverse and Leelanau County Equalization Department and City's Board of Review. Planning and implementation for annual valuation of real and personal property and compilation of the City's assessment rolls; and at minimum includes the following:

- Meets\exceeds annual state certification educational requirements
- Processing of deeds/transfers of ownerships, property transfer affidavits, principal residence exemptions/rescinds, boundary line adjustments/splits/combinations, verification of tax/legal descriptions, updating map descriptions.
- Prepare Tax roll for City Treasurer – summer & winter season
- Monitor real estate transactions, trends, reports, and construction costs for annual property valuation.
- Preparing appraisals of new or remodeled commercial, industrial, and residential buildings; inspecting buildings; evaluating construction blueprints and specifications; preparing sketches and descriptions, …
- Conducting annual canvassing and review of personal property from statements and auditing of accounting records of commercial and industrial property owners.
- Maintaining current records of real and personal property within the City.
- Review/Process–Personal Property Statements-Small Taxpayer Exemption Applications & EMPP
- Meeting with property owners regarding assessment and taxable value determinations. Answering questions and explaining appeal procedures.
- Staff Board of Review meetings
- Defend property appeals - Representing the City before State Tax Commission & Michigan Tax Tribunal.
- Prepare cost estimates spread for Special Improvement Districts
- Prepare compliance reports for Liquor Commission for Liquor License Registration, State Tax Commission, Department of Treasury, MEDC, Grand Traverse and Leelanau County Equalization.
- Review/Process PILOT (Payment in Lieu of Tax), Industrial Facilities Tax (IFT) requests, NEZ,…
- Preparing annual budget reports for general operating revenue.
- Updating Department website and working to continually enhance the City's Tax Parcel Viewer application
- Advising and assisting the City on matters relating to property.

The City Assessor, as Assessor of Record, is responsible for defending Michigan Tax Tribunals appeals, in accordance with statue statute, policies, and procedures, as established by the State Tax Commission, to process and defend assessments on appeal and to settle such property tax appeal matters, along with the reporting of any such settlement to the City Manager. As posted in the Charter and also supported by City of Traverse City Administrative Orders No 02 & 21, as signed October 2010.

City Charter - Section 46. City Assessor. *The Assessor shall annually estimate and assess the value of ALL taxable property, real and personal, in the City and make an assessment roll in the same manner as supervisors of Townships. There shall be spread upon said roll any and all taxes duly certified by the Board or Supervisors of the County or by other proper authority. He shall make ALL special assessments authorized by the Charter City and for the purpose of such special assessment that portion of the annual assessment roll applicable thereto shall be take. As the value of the property to be assessed.*

Administrative Orders

NO. 02 "The Assessor's Office of the City of Traverse City shall perform the following functions: Tax assessing services such as are traditionally or customarily performed by the City Assessor. These services shall include appraising and assessing all taxable properties inside the City and maintaining records; processing the assessment roll, tax roll and tax bills; administering Board of Review sessions; processing and defending appraisals and assessments on appeals; processing Special Improvement Districts for public improvements.

The City Assessor shall act as head of this department and shall also prescribe rules and regulations for further administration of this department.

NO. 21 "The City Assessor shall have the authority to settle all property tax appeal matters brought before the Michigan Tax Tribunal in accordance with state statute, the policies and procedures established by the State Tax Commission and the policies and procedures established by the State Assessors' Board and execute all necessary documents to accomplish any such settlement. Notice of any such settlement shall be given to the City Manager by the City Assessor.

GOALS

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

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

SUMMARY OF BUDGET CHANGES

Slight increase to Professional Services line item to assist in defense of Michigan Tax Tribunal dockets. Also, increases in Transportation as well as Professional Development, due to anticipated State Tax Commission changes in mandated educational sessions for Department staff and City of Traverse City Board of Review Members.

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
CITY ASSESSOR DEPARTMENT					
Salaries and Wages	$ 277,433	$ 286,086	$ 287,000	$ 285,000	$ 306,400
Fringe Benefits	107,704	105,784	107,100	107,500	108,500
Office Supplies	11,265	6,772	10,000	10,000	10,000
Professional Services	33,984	23,783	45,000	40,000	50,000
Communications	2,396	3,365	2,500	2,500	2,500
Transportation	2,137	1,516	6,500	6,000	6,500
Professional Development	1,635	230	6,000	6,000	6,500
Printing and Publishing	4,185	4,778	6,000	6,000	6,000
Insurance and Bonds	1,854	1,997	2,200	2,000	2,200
Total City Assessor Department	$ 442,593	$ 434,311	$ 472,300	$ 465,000	$ 498,600
Personnel Services %	87.02%	90.23%	83.44%	84.41%	83.21%
F.T.E. Employees = 4.0					
Department Associated Revenues					
Property Tax Administration Fee	-	254,819	244,000	267,000	260,000
Percent of Department Expenditures Covered by Revenues	0.00%	58.67%	0.00%	0.00%	52.15%

CITY ATTORNEY DEPARTMENT

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

The City Attorney's Department is responsible for providing legal advice and services to the City Commission, staff, and boards and commissions on matters that affect the conduct of City business. The City Attorney acts as the legal advisor to, and attorney and counsel for, the City and all its officers in matters relating to their official duties. The City Attorney's role as the chief legal advisor is to interpret and apply relevant laws with the primary goal of protecting the interests of the City.

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

This Department specifically:

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

The City Attorney Department consists of the City Attorney, Lauren Trible-Laucht, and Legal Assistant Cindy Laurell.

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
CITY ATTORNEY DEPARTMENT					
Salaries and Wages	$ 141,682	$ 169,202	$ 170,000	$ 170,000	$ 177,000
Fringe Benefits	40,948	42,216	42,900	42,900	42,200
Office Supplies	2,760	1,640	1,500	1,500	1,500
Professional Services	59,177	25,641	30,000	30,000	30,000
Communications	1,093	5,255	1,000	1,000	1,000
Transportation	-	-	1,000	100	1,000
Professional Development	1,126	2,162	4,000	1,300	4,000
Printing and Publishing	945	1,127	1,000	2,500	1,000
Insurance and Bonds	915	975	1,000	1,100	1,000
Miscellaneous	-	52	500	100	500
Total City Attorney Department	$ 248,646	$ 248,270	$ 252,900	$ 250,500	$ 259,200
Personnel Services %	73.45%	85.16%	84.18%	84.99%	84.57%
F.T.E. Employees = 2					

CITY CLERK DEPARTMENT

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

The City Clerk's Office serves as the legislative and corporate office of the City, with many operational responsibilities, serving in accordance with and upholding the Michigan Constitution, City Charter, ordinances, policies, federal and state laws and Administrative Orders of the City Manager.

Here's a snapshot of our primary responsibilities:

- Federal, State and local elections administrator – planning, organizing and executing all aspects of elections
- Clerk to the City Commission - legislative process administration; in collaboration with the City Manager's Office, preparing briefing packets for all official sessions of the City Commission; tracking, expediting and completing documentation for all City Commission business items, including various contractual terms
- Corporate Officer – providing final authorization for all financial disbursements, including Traverse City Light and Power which totals approximately $122 million annually; executing official legal documents, including contracts, leases and various permissions and tracking contractual terms and various business touch points/transactions
- Liability insurance and risk administrator – managing the City's liability and specialty insurance programs (protecting over $150M in City assets); analyzing and recommending insurance policy requirements (approximately $1 billion annually in various endeavors); handling all insurance claims against the City and administering all cross-claims against other parties, pursuing subrogation, etc.; and all aspects of enterprise-wide risk management, protecting the City's financial poise
- General City-Wide Customer Service: with approximately 30,000 interactions each year, functioning as a primary service point for residents, visitors, business owners, nonprofit agencies, internal customers, and anyone who needs assistance on a wide range of issues, many of which are not direct City services. With a smile, we assist tens of thousands of inquiries by email, phone, web, in-person, etc.
- License and permit authority – managing all phases of the City's 30 key licenses and permits, including approximately 50 special events per year
- Serving as public information office – managing the City's online and social media presence and handling a plethora of information/records/document requests
- Record manager for the City's vital records, reviewing items for completeness and cataloging them in the City's authenticated document management system
- Freedom of Information Act Coordinator – ensuring compliance with public records disclosure requirements
- HIPAA (Health Insurance Portability and Accountability Act) Privacy Official – managing the security of, and proper access to all HIPAA-protected records under the City's care and performing compliance functions as mandated by HIPAA

- Title VI Non-Discrimination Compliance Officer, ensuring compliance with non-discrimination requirements under Federal Title VI
- Open Meetings Act compliance officer
- Coordinating the recruitment and appointment process for all Mayoral and City Commission appointments; and staffing other special City Commission Ad Hoc Committees as requested

Our department team members:
Benjamin Marentette, MMC, City Clerk
Katie Zeits, CMC, Deputy City Clerk
Alanna Crouch, Administrative Specialist
(Currently vacant), Licensing and Election Specialist

PERFORMANCE MEASUREMENTS

	Performance Indicators	2014/15	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020 est.
Output	Voter transactions processed	5,364	4,896	3,540	4,162	3,189	4,068
	Number of special event-related permits coordinated and approved	59	57	48	56	50	50
	Dollar amount of insurance policies reviewed, tracked and obtained from others	Approx. $500 Million	Approx. $500 Million	Approx. $510 Million	Approx. $550 Million	Approx. $550 Million	Approx. $550 Million
	New agreements reviewed and tracked	82	80	93	76	75	86
Efficiency	Cost per voter registration processed	$2.30	$2.40	$2.45	$2.50	$2.55	$2.62
	Contracts, leases and agreements reviewed within 48 hours of receipt	100%	100%	98%	98%	98%	98%

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

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

- Centralize key enterprise-wide communications in City Clerk's Office.
- Planning, organizing and executing all aspects of the August Primary and November General 2020 elections.

SUMMARY OF KEY BUDGET CHANGES

- Additional Election Inspectors and temporary staff to be added to the crew to help with the anticipated significant increase in number of absent voter ballots due to a change in the Michigan Constitution which now allows any registered voter to vote absentee regardless of why.
- Additional postage planned for the exciting increase in absent voter ballots due to change in Michigan Constitution.
- Additional costs for printing and recording of City related documents.
- Additional cost to hire a professional photographer for City marketing purposes.

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
CITY CLERK DEPARTMENT					
Salaries and Wages	$ 280,782	$ 299,794	$ 324,500	$ 299,000	$ 355,500
Fringe Benefits	113,598	117,241	125,400	124,700	131,000
Office Supplies	27,392	28,568	35,300	40,000	69,200
Professional Services	22,276	32,886	37,800	37,800	39,400
Communications	3,572	3,811	3,600	3,600	8,600
Transportation	1,402	1,323	2,000	2,000	2,000
Professional Development	1,925	4,314	5,700	3,500	6,800
Printing and Publishing	21,814	21,685	21,000	21,000	21,000
Insurance and Bonds	2,525	2,743	3,200	3,200	3,200
Repairs and Maintenance	-	92	-	-	-
Rentals	235	1,301	1,500	1,500	1,500
Miscellaneous	-	34	-	-	-
Total City Clerk Department	$ 475,521	$ 513,792	$ 560,000	$ 536,300	$ 638,200
Personnel Services % (Includes Election Workers) F.T.E. Employees = 4	85.12%	83.19%	80.34%	79.00%	76.23%
Department Associated Revenues					
Election Reimbursement	$ -	$ -	$ 20,000	$ 31,800	$ 50,000
Business Licenses and Permits	32,929	439,230	100,000	70,000	100,000
Liquor License Applications	5,790	7,920	3,600	3,500	3,600
Park Permits	-	-	4,500	4,500	4,500
Sewage backup claim administration	6,000	-	6,000	6,000	6,000
Total Revenues	$ 44,719	$ 447,150	$ 134,100	$ 115,800	$ 164,100
Percent of Department Expenditures Covered by Revenues	9.40%	87.03%	23.95%	21.59%	25.71%

CITY TREASURER DEPARTMENT

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

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

This office handles:

- Billing and collection of payments for over 12,000 utility customers monthly.
- Payments on about 8,000 tax parcels in both the summer and winter.
- Invoicing of over 1,500 individuals and businesses for miscellaneous services performed by City departments.
- Collection of assessments on over 500 parcels, which have special improvement districts.
- Payroll is processed and disbursed from the department on a bi-weekly basis for over 200 full-time employees.
- The Department pays all City expenses and writes an estimated 7,200 voucher checks per year.

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

- Preparation of the City's budget, assisting various departments on key aspects of budget preparation and guidance on treatment of certain budget matters.
- Preparation of the City's annual financial statements.
- The City's financial reporting for both internal and external purposes. Includes, but is not limited to federal and state agencies, and nationally recognized municipal securities information repositories.
- Investment of excess funds.
- Assisting with monitoring the internal control of the City as a whole.
- Administering an independent and state authorized retirement system for its police and firefighters with over 50 active members and 71 retired members or beneficiaries.
- Reporting to bond rating agencies.

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

City Treasurer/Finance Director
Deputy City Treasurer/Assistant Finance Director
Financial Analyst/Compliance Officer
Accounting Assistant
Utility Billing Clerk
Accounts Payable Clerk
Collections Clerk
Customer Service Representative (3)

GOALS

1. Prepare for and implement the new Sate Chart of Accounts.
2. Implement procedures with grant/project administrators to assure all grant compliance requirements are met required by the grantor and OMB Circular A-133.

ACCOMPLISHMENTS

Software Conversion -- The department successfully converted to the new BS&A software for general ledger, cash receipting, fixed assets, miscellaneous receivables, accounts payable, and payroll applications for all city operations. As well as developing financial reporting and budgeting practices that incorporate the new software.

City of Traverse City, Michigan
GENERAL OERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
CITY TREASURER DEPARTMENT					
Salaries and Wages	$ 252,208	$ 259,036	$ 267,500	$ 265,000	$ 281,700
Fringe Benefits	111,941	112,642	120,700	119,900	121,400
Office Supplies	12,662	13,126	19,000	19,000	19,000
Professional Services	38,518	29,393	38,000	48,000	45,000
Communications	3,943	4,372	4,000	4,000	4,000
Professional Development	607	526	4,000	3,000	4,000
Printing and Publishing	1,904	1,652	4,000	2,500	4,000
Insurance and Bonds	2,816	3,154	3,500	3,500	3,500
Repairs and Maintenance	-	168	400	400	400
Rentals	-	375	400	800	400
Miscellaneous	-	-	200	100	200
Total City Treasurer Department	$ 424,599	$ 424,444	$ 461,700	$ 466,200	$ 483,600
Personnel Services %	85.76%	87.57%	84.08%	82.56%	83.35%
F.T.E. Employees = 3.6					
Department Associated Revenues					
Property Tax Administration Fee	13,830	13,773	258,000	270,000	260,000
Percent of Department Expenditures Covered by Revenues	3.26%	3.24%	55.88%	57.92%	53.76%

POLICE DEPARTMENT

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

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

Currently, the Police Department consists of the Police Chief, Administrative Assistant, Administrative Clerk, (2) Captains, Lieutenant, Detective Sergeant, (4) Road Patrol Sergeants, (4) Detectives, School Liaison Officer, (12) Patrol Officers, Downtown Community Police Officer, Crime Prevention Officer, Narcotics Officer and (23) highly trained Reserve officers.

GOALS

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

PERFORMANCE MEASUREMENTS

		Performance Indicators	2015/16	2016/17	2017/18	2018/19
	1	Incidents Reported	11538	13000	12732	14675
	2	Cases Reported	2452	2613	2532	2362
	3	Arrests Adult	1195	1286	1133	852
	4	Arrests Juvenile	55	108	60	34
	5	Patrol Referred DB Cases	89	93	88	70
	6	Traffic Citations Total	1470	1299	1115	1510
	7	Traffic Crash Citations	716	416	253	943
	8	Traffic Crash Personal Injury	202	146	176	282
	9	Traffic Crash Fatal	2	0	1	0
	10	Traffic Crash Property Damage	2390	1514	1736	2756
	11	Traffic Crash Hit and Run	109	88	86	129
	12	Traffic Crash Deer	19	9	3	25
	13	Traffic Crash Alcohol	40	27	24	55

SUMMARY OF SIGNIFICANT BUDGET CHANGES

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

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
POLICE DEPARTMENT					
Salaries and Wages	$ 2,290,715	$ 2,333,525	$ 2,316,000	$ 2,300,000	$ 2,239,100
Fringe Benefits	899,794	934,457	980,200	976,500	925,400
Office/Operation Supplies	107,529	88,416	91,000	90,000	91,000
Professional Services	80,917	92,647	82,000	90,000	82,000
County Records Contract	173,517	169,324	194,000	194,000	194,000
Communications	39,431	39,021	40,000	40,000	40,000
Transportation	51,918	59,229	74,000	73,000	74,000
Professional Development	32,691	37,094	50,000	50,000	40,000
Printing and Publishing	9,371	8,172	8,000	8,000	8,000
Insurance and Bonds	42,237	47,439	60,000	60,000	60,000
Utilities	262	272	1,000	1,000	1,000
Repairs and Maintenance	6,179	7,544	21,000	21,000	21,000
Rentals	290,411	312,797	317,400	315,000	329,400
Miscellaneous	14,186	13,344	9,000	10,000	12,000
Equipment	-	-	32,000	47,000	24,700
Police Reserves	1,693	2,183	8,000	8,000	8,000
Total Police Department	$ 4,040,851	$ 4,145,464	$ 4,283,600	$ 4,283,500	$ 4,149,600
Personnel Services %	79.00%	78.89%	77.14%	76.68%	76.45%
F.T.E. Employees = 32.0 (does not include crossing guards)					
Department Associated Revenues					
Sector Officer Reimbursement	$ -	$ -	$ 50,000	$ 50,000	$ 50,000
TBA ISD School Liason	94,930	98,855	100,000	99,000	100,000
Crossing Guard Reimbursement	13,848	12,474	10,000	12,500	12,500
Federal Grants	-	7,938	8,000	2,100	8,000
Liquor License Revenue Sharing	61,462	54,227	60,000	56,000	60,000
Police and Fire Reports	4,098	4,615	4,000	4,500	4,000
OUIL Fines	9,011	11,335	8,000	7,300	8,000
Ordinance Fines and Costs	27,513	30,853	30,000	44,700	30,000
Reimbursement from various events	9,974	12,246	12,000	24,000	12,000
Bike Auction	635	272	2,000	200	2,000
National Cherry Festival	32,632	26,579	50,000	46,000	-
Total Revenues	$ 254,103	$ 259,394	$ 334,000	$ 346,300	$ 286,500
Percent of Department Expenditures Covered by Revenues	6.29%	6.26%	7.80%	8.08%	6.90%
ACT 345 Pension Contribution Costs	$ 989,955	$ 1,050,423	$ 1,116,637	$ 1,116,637	$ 1,252,896

FIRE DEPARTMENT

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

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

Services the Traverse City Fire Department provides:

- **Fire Suppression** – TCFD personnel are trained in all aspects of fire suppression including: industrial, commercial, residential, aircraft, chemical, vehicle, boat and wild lands.
- **Advanced Life Support** – 23 of our 25 personnel are Paramedics licensed through the State of Michigan, providing to our Community the highest level of pre-hospital care available in the nation. Rescue 01 located at 500 West Front Street transported 36 patients to Munson Medical Center during 2019 calendar year.
- **Fire Prevention/Inspection:** – Fire code compliance and safety inspections performed in the City of Traverse City are under the Fire Prevention/Inspection Section. Plans for all new construction/re-modeling within the City are reviewed for fire/life safety concerns.
- **Public Education** - Students in grades K-6 in schools located within the City of Traverse City have at least one fire safety presentation by the T.C.F.D. annually. Public Education includes fire safety awareness classes for various organizations and businesses, tours of our fire stations, an annual "Fire Safety Open House," a Juvenile Fire Setter Counseling Program, and certified child car seat installation.

- **Aircraft Rescue Fire Fighting** – Contracted on-site staffing at Cherry Capital Airport.
- **Hazardous Materials and Weapons of Mass Destruction (WMD) Teams** - Every firefighter is HazMat and WMD trained. Due to financial support received through a subscription fee process, the HazMat team responds to HazMat incidents in a 4-county area. The WMD team covers the 17 county Michigan Region 07 for terrorism incidents.
- **Technical Rescue** – Personnel are cross-trained in varying aspects of technical rescue. This includes: Confined Space Rescue, High Angle Rope Rescue, Water and Ice Rescue, Trench Rescue, and Vehicle Extrication.
- **Other "Extras" we offer** - Free blood pressure checks at the fire stations and Senior Center, host semi-annual blood drives, coordinate a Christmas Toy Program, participate in the "Fill the Boot" program for MDA, give antique fire truck rides at Friday Night Live and "Special Kids Day" at the Cherry Festival, attend Career Days at the Jr. and Sr. High Schools, and a free Smoke Alarm Program with alarms installed by fire fighters at your home by appointment.

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

GOALS

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

PERFORMANCE MEASUREMENTS

	Performance Indicators	2014/15	2015/16	2017	2018	2019
Output	Total fire related responses (fires)	671 (51)	620 (54)	713 (34)	733(50)	741
	Fire code inspections (Goal is 1,300 per year)	502	591	610	623	773
	EMS calls for service	2392	2,260	2,401	2431	2323
	Smoke alarms installed	40	84	64	112	328
	Employees who training hours exceed department goal of 360 hours	20	21	16*	18	23/25
Efficiency	Percent less than 5 minute response time	80.46%	79.90%	79.70%	80.1%	80.8
	Percent less than 8 minutes response time	95.78%	95.50%	95.30%	95.6%	94.9
	Percentage of fire inspections completed compared to goal	38.61%	59.10%	46%	48.6%	55.4
	EMS response time less than 8 minutes	95.98%	96.1%	95.80%	95.7%	92.5
	Percentage of smoke alarms installed	40%	84%	64%	110%	328%
	Percent of employees who training hours exceed department goal of 360 hours	90.9%	90.9%	84.20%*	85.7%	92%

SUMMARY OF BUDGET CHANGES

Salaries and Wages/Fringe Benefits – 2 personnel were hired to fill vacancies in early 2019. 1 person retired creating a vacancy that required replacing. The 2nd person hired filled a vacancy that existed on the 24-hour Suppression assignment since 2009. For further information, please see the Traverse City Fire Department Annual Report.

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
FIRE DEPARTMENT					
Salaries and Wages	$ 1,938,508	$ 1,890,604	$ 1,971,700	$ 1,950,000	$ 1,911,000
Fringe Benefits	425,525	439,009	529,400	457,200	451,500
Office/Operation Supplies	99,061	111,882	130,800	97,000	146,500
Professional Services	47,671	67,981	58,900	72,000	58,600
Communications	20,522	20,839	19,200	18,000	24,400
Transportation	18,712	20,014	29,000	18,000	19,500
Professional Development	56,597	61,042	88,600	52,000	40,000
Printing and Publishing	1,966	3,627	6,300	4,000	6,300
Insurance and Bonds	16,027	17,172	18,800	17,000	20,500
Utilities	34,619	29,411	34,500	22,000	24,100
Repairs and Maintenance	37,444	40,965	47,200	29,000	68,700
Rentals-Equip and Hydrants	372,101	353,431	336,700	329,000	352,000
Miscellaneous	-	364	1,000	1,000	1,000
Equipment	-	-	19,500	19,000	112,000
Total Fire Department	$ 3,068,753	$ 3,056,341	$ 3,291,600	$ 3,085,200	$ 3,236,100
Personnel Services %	77.04%	76.22%	75.98%	78.02%	73.00%
F.T.E. Employees = 25					
Department Associated Revenues					
Contributions-Public Entities	$ 440,190	$ 448,512	$ 450,000	$ 466,000	$ 465,000
Fire Inspections	29,894	15,557	22,000	12,000	22,000
Fire Permit	3,450	4,000	3,000	4,200	3,000
Film Festival	2,374	2,508	2,000	2,000	2,000
National Cherry Festival	3,973	4,216	4,000	4,200	-
Ambulance Services	11,487	11,370	11,000	11,500	11,000
Other Reimbursements	2,958	765	3,000	2,000	500
Total Revenues	$ 494,326	$ 486,928	$ 495,000	$ 501,900	$ 503,500
Percent of Department Expenditures Covered by Revenues	16.11%	15.93%	15.04%	16.27%	15.56%
ACT 345 Pension Contribution Costs	$ 851,860	$ 944,758	$ 987,509	$ 987,509	$ 1,127,257

ENGINEERING DEPARTMENT

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

The work performed by the Engineering Department includes:

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

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

The Department is staffed by:

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

GOALS

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

PERFORMANCE MEASUREMENTS

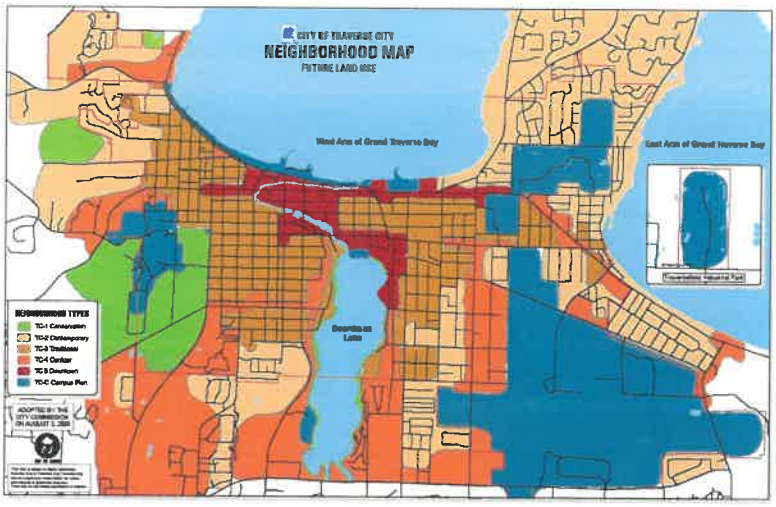
	Performance Indicators	2013	2014	2015	2016	2017	2018	2019
Output	Capital Improvement Projects Administered by the Department ($ Millions)	3.84	6.29	10.30	3.66	8.62	5.05	10.11
	Right of Way Permits	334	300	288	389	346	284	353
	Utility Review for Land Use Permits	57	62	248	248	230	13	17
	Stormwater Runoff Control Permits	21	17	19	32	51	18	24
	Soil Erosion Control Permits	28	30	31	43	48	28	39
Efficiency	Right of Way Permits approved within 10 days	100%	100%	100%	100%	100%	100%	100%
	Stormwater Runoff Control Permits approved within 10 days	100%	100%	100%	100%	100%	100%	100%
	Soil Erosion Control Permits approved within 10 days	100%	100%	100%	100%	100%	100%	100%

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
ENGINEERING DEPARTMENT					
Salaries and Wages	$ 453,477	$ 477,054	$ 489,500	$ 462,600	$ 524,800
Fringe Benefits	228,011	235,956	237,300	230,900	240,100
Office/Operating Supplies	6,601	11,785	36,500	7,000	28,000
Professional Services	24,639	24,373	30,300	27,000	33,700
Communications	7,315	8,954	9,300	7,000	9,200
Transportation	1,980	4,119	3,200	1,500	3,200
Professional Development	3,437	1,118	7,500	7,500	7,500
Printing and Publishing	6,212	3,375	4,000	3,000	4,000
Insurance and Bonds	3,816	4,100	4,800	4,000	4,800
Repairs and Maintenance	2,606	624	1,000	-	1,000
Rentals	19,883	19,360	17,200	14,900	16,300
Miscellaneous	-	-	1,000	-	1,000
Total Engineering Department	$ 757,977	$ 790,818	$ 841,600	$ 765,400	$ 873,600
Personnel Services %	89.91%	90.16%	86.36%	90.61%	87.56%
F.T.E. Employees = 6.6					
Department Associated Revenues					
Soil Erosion Permit	$ 1,225	$ 1,015	$ 1,000	$ 900	$ 1,000
Storm Water Permit	1,155	1,540	2,000	1,200	2,000
Right of Way Permit	14,115	23,931	17,500	15,000	17,500
Utility Review	1,155	1,234	800	800	500
Inter-fund Reimbursements	126,434	19,363	125,000	125,000	125,000
Total Revenues	$ 142,859	$ 46,068	$ 145,300	$ 142,000	$ 145,000
Percent of Department Expenditures Covered by Revenues	18.85%	5.83%	17.26%	18.55%	16.60%

PLANNING & ZONING DEPARTMENT

Mission Statement: *The Planning Department's primary purpose is to guide the City with land use and planning in order to enhance the quality of the community and ensure it remains a place where both citizens and businesses love to call home.*



PLANNING DEPARTMENT RESPONSIBILITIES

- Helps to develop, write and administer the City of Traverse City Master Plan, a document that guides City zoning, land use, urban design and physical improvements, such as buildings, streets and parks.
- Provides administrative staff for the Planning Commission, Grand Traverse Commons Joint Planning Commission, Board of Zoning Appeals, City Commission and Historic Districts Commission.
- Coordinates and manages the Six-Year Capital Improvement Plan for the City.
- Plays a key role in advancement of community and economic development plans and participates on Community Development Team.
- Provides community engagement on conceptual designs for street reconstruction.
- Provides research and reports on emerging issues to internal departments and to the community.
- 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.
- Provides public support on zoning and land use questions, and interprets land use principles, and planning and zoning laws.
- Monitors vacation home rental usage.
- Works with property owners and developers, other agencies and other City departments to ensure that building plans are consistent with the Master Plan and laws regarding size and placement of buildings, signs, parking areas and landscaping requirements.
- Inspects multi-family rental dwellings, rooming houses, proper anchoring of boats on the near shore of Grand Traverse Bay and property maintenance code violations.
- Managers of Redevelopment Ready Communities.
- Develop community education and engagement programs (example: Tree Care and Maintenance).
- Provides representative at speaking engagements to community organizations.

Community Tree Planting at Traverse Heights Elementary School

PLANNING DEPARTMENT GOALS AND OBJECTIVES IN 2019/20

1. **Expand Housing Opportunities**
   The demand for housing in our region is high, particularly in location efficient areas of the community. The Planning Commission will consider a host of regulatory changes to provide additional housing opportunities. Rezoning parcels for higher residential densities and modifying development regulations in regards to building setbacks, building heights, impervious surface limits, parking requirements will be considered. The Planning Commission will also reevaluate locations where Vacation home rentals are allowed since they compete for dwellings for permanent housing.

2. **Eighth Street Rezoning and Development Regulations**
   Form Based Code for Eighth Street was reviewed by a Planning Commission subcommittee in 2019. The subcommittee presented a set of recommendations that included rezoning several blocks of 8th Street along with establishing different requirements in regards to building setbacks, building heights, parking requirements and special requirements.

3. **Street Design Manual**
   The Street Design Manual will provide a framework on how streets will be reconstructed or modified as funds are available. The Planning Commission review will be complete with a recommendation to the City Commission.

4. **Riparian Buffers/Riparian Overlay Districts**
   Currently, there are no riparian regulations beyond building setbacks. The Planning Commission's Riparian Buffer subcommittee has been working a draft riparian buffer ordinance for Boardman Lake, Boardman River, Kids Creek and Grand Traverse Bay. Public education and information will be a significant part of this work. Also, the Downtown Development Authority hired a consultant in December 2018 to address development along the river (including the water setback) among other related river

activities. The draft plan will be completed in the Summer of 2020. The plan will be reviewed by the public and governing boards for possible adoption thereafter.

5. **Traverse City Master Plan Vision & Community Survey**
Initiate process to hire consultant firm to prepare for the new Master Plan. The Traverse City Master Plan was adopted in 2009 and amended in 2017. The Master Plan Committee recommended a larger community engagement/vision process to prepare for the next 5-year review of the Master Plan. The Community Survey was prioritized by the Planning Commission to occur in 2019, however the project was not advanced.

6. **Seek grants** to implement adopted plans and City projects.

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

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

9. **Safe Routes to School Implementation-** In July 2018, the City of Traverse City received notification from the Michigan Department of Transportation that our multi-school $2M Safe Routes to School (SRTS) infrastructure grant received conditional commitment for 4.9 miles of linear trail/sidewalk expansion, bike lanes, traffic calming, crosswalk improvements and signage upgrades. Staff is working on the final phase of community engagement prior to sidewalk construction in the Spring of 2020.

10. **Building Design Requirements-** The Planning Department is teaming up with the Downtown Development Authority to review and recommend revisions for building design in commercial districts.

11. **Move to a more digitized filing system--** Scan historic and current documents. Digitize historic City Plans, zoning ordinance and maps. Recycle stale paper documents. Clean up office to provide a more professional appearance.

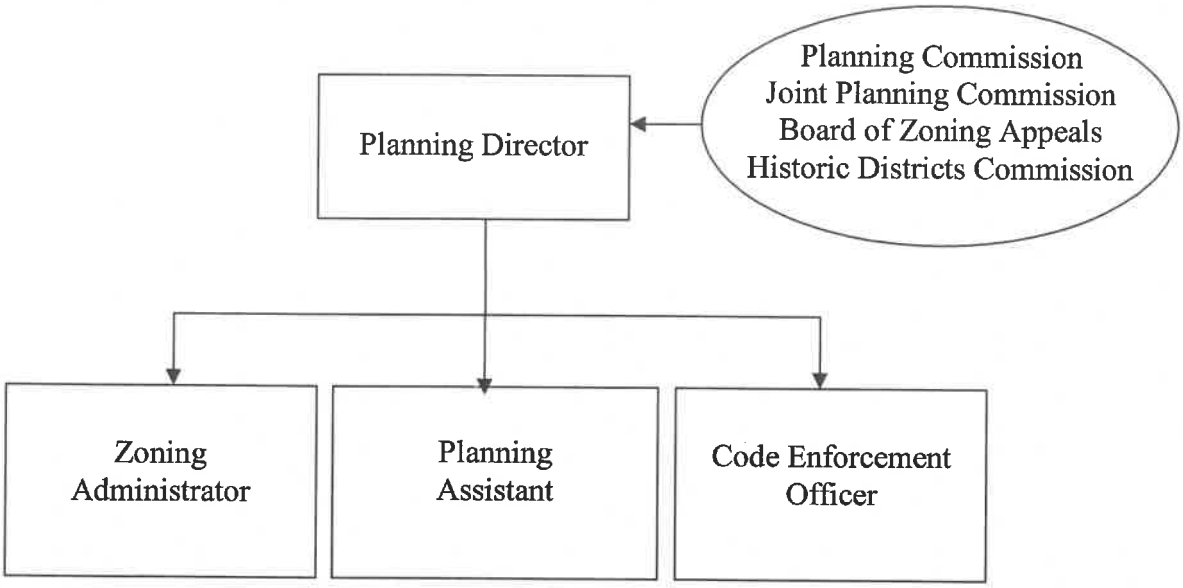
12. **Collaborate with GIS Coordinator** – Work with the City GIS Coordinator to develop transparent parcel information for internal and external usage, including but not limited to non-conforming parcel information, past and current land use permits, PUD locations.

13. **Staff led Ordinance Amendments** – Work internally to review "housekeeping" matters that need to be addressed in the Traverse City Code of Ordinances.

PLANNING DEPARTMENT STAFF

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

PLANNING DEPARTMENT CHART



PERFORMANCE MEASUREMENTS

	Performance Indicators	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Output	Land use permits issued	177	185	206	221	228	248	248	230	200	218
	Sign permits issued	40	50	63	57	59	52	59	66	52	59
	New dwellings permitted	79	30	127	43	87	141	173	135	144	158
	Dollar Value of Construction (millions)	$56.3	$66.7	$71.2	$123.9	$135.6	$107.7	$134.4	$65.3	$47.4	$63.1
	Code enforcement investigations	826	743	616	503	524	740	717	395	613	586
	Rental Housing inspections	54	68	75	82	284	545	547	551	486	572

SUMMARY OF SIGNIFICANT BUDGET CHANGES

-Hiring of consultant to assist with a new Master Plan and Community Survey.
-Tuition support for Planning Assistant to begin classes towards completion of a Master of Public Administration.

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
PLANNING AND ZONING DEPARTMENT					
Salaries and Wages	$ 297,445	$ 309,927	$ 333,900	$ 320,000	$ 340,400
Fringe Benefits	154,840	162,224	179,700	157,900	156,600
Office/Operation Supplies	3,960	2,759	6,600	6,500	7,100
Professional Services	11,536	18,043	26,000	25,000	47,000
Communications	3,092	3,863	5,000	4,000	2,500
Transportation	2,885	931	3,000	3,000	2,000
Professional Development	13,933	10,254	7,600	7,000	14,600
Printing and Publishing	4,087	4,452	7,000	6,500	7,000
Insurance and Bonds	2,102	2,337	2,500	2,400	3,000
Rentals	7,392	7,518	7,800	7,800	7,000
Miscellaneous	372	-	600	100	600
Total Planning and Zoning Dept.	$ 501,644	$ 522,308	$ 579,700	$ 540,200	$ 587,800
Personnel Services %	90.16%	90.40%	88.60%	88.47%	84.55%
F.T.E. Employees = 4.0					
Department Associated Revenues					
Sign Permits	$ 3,450	$ 3,560	$ 3,500	$ 3,000	$ 3,500
Land Use Permits	11,300	11,820	11,000	10,000	11,000
Zoning Appeals/Variance/Change	1,630	1,180	2,000	2,200	2,100
Application for Zoning Change	6,990	2,805	5,000	6,500	5,000
Street Vacation Permits	3,478	5,500	2,000	2,400	2,000
Joint Planning Commission	-	-	4,000	4,000	4,000
Rental Housing Inspections	10,600	10,900	9,000	11,000	9,000
Total Revenues	$ 37,448	$ 35,765	$ 36,500	$ 39,100	$ 36,600
Percent of Department Expenditures Covered by Revenues	7.47%	6.85%	6.30%	7.24%	6.23%

PARKS & RECREATION DIVISION

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

The job duties for park maintenance staff shift along with the change in seasons each year. Each winter the parks maintenance staff is responsible for snow removal at city owned parking lots, buildings and bridges. Also, the colder months are the best time to trim trees to avoid spreading disease, so a majority of the annual tree trimming is done in the Nov – March timeframe. During the winter season the Parks Department also hires additional staff to run the operations at Hickory Hills, the City owned ski area that sees more than 15,000 skiers each season. Warmer months requires more typical maintenance duties such as tree and flower planting, mowing, trash removal, playground repair, beach grooming, irrigation repair and general property maintenance. The Clinch Park Waterscape is also seasonally operated and supervised by Parks and Recreation staff.

Additional Park Maintenance responsibilities include:

- Maintaining 386 + acres of parkland in 34 City Parks and maintaining the 14,000+ trees within the urban forest.
- Caring for all plantings: 4,600 shrubs, 88 flower beds and planters, and 55 perennial beds.
- Mowing 70 acres of park lawns plus the parkway and rooming City beaches during summer
- Maintaining and repairing 8 restroom facilities and 12 playground facilities.
- Creating and maintaining 3 outdoor ice rinks each season and staffing 2 warming houses during open hours.
- Installing and repairing 30 picnic grills, 90 park benches, 100 picnic tables, 270 trash cans and collecting trash.
- Programming, monitoring, repairing, locating and winterizing 41 automatic irrigation systems city wide.
- Maintaining the boardwalks along Boardman Lake and the Boardman River, annual removal and installation of floating docks at Hull Park and kayak launches on the West Boardman Lake trail, Clinch Park and Lot D.
- Brush chipping during spring cleanup and Christmas Tree chipping each holiday season.

Recreation components include:

- Operating Hickory Hills Ski Area, which includes 8 downhill runs and 3 kilometers of cross country ski trails.
- Maintaining tennis/pickleball and basketball courts.
- Hiring, training and testing lifeguards for Clinch Park beach assignments.

- Placing ropes and buoys to designate swim areas at five beaches.
- Operating a 10 week Summer Day Camp in collaboration with Grand Traverse County Parks Department
- Managing an adult volleyball program in which up to 24 teams participate in 3 separate leagues.

The Parks and Recreation Division is staffed by: A full-time staff of 14 including; 3 supervisory positions including one that works 4 months as manager of Hickory Hills and 8 months as Marina Dockmaster; 7 maintenance employees, 3 recreation/maintenance positions; and a Departmental Secretary shared among 4 Department of Public Services divisions. The seasonal staff includes 8 parks maintenance workers and over 30 seasonal personnel for various parks and recreation programs and facilities.

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
PARKS AND RECREATION DIVISION					
Salaries and Wages	$ 737,589	$ 752,875	$ 674,500	$ 674,500	$ 691,800
Fringe Benefits	385,854	409,438	402,200	401,000	421,700
Office/Operation Supplies	63,469	84,764	66,500	69,500	68,700
Professional Services	193,690	186,403	290,000	290,000	218,000
Communications	9,533	7,933	8,200	8,200	8,200
Transportation	27,162	27,495	35,000	29,000	31,000
Professional Development	7,117	6,621	8,000	8,000	10,000
Printing and Publishing	2,548	963	1,800	1,500	1,500
Insurance and Bonds	15,455	16,766	18,000	18,000	18,000
Utilities	169,665	142,925	145,000	142,000	142,000
Repairs and Maintenance	59,626	59,461	60,000	60,000	60,000
Rentals	490,513	510,241	380,000	380,000	376,000
Total Parks and Recreation	$ 2,162,221	$ 2,205,885	$ 2,089,200	$ 2,081,700	$ 2,046,900
Personnel Services %	51.96%	52.69%	51.54%	51.66%	54.40%
F.T.E. Employees = 11.0					
Department Associated Revenues					
Day Camp	$ 56,582	$ 57,680	$ 55,000	$ 45,000	$ 45,000
Clinch Park Concession	52,313	52,875	53,500	-	50,000
Volleyball	12,270	19,237	20,000	22,000	12,000
Boardman River Moorings	6,682	10,485	12,000	11,000	12,000
National Cherry Festival	5,481	6,001	8,000	4,400	-
Total Revenues	$ 133,328	$ 146,278	$ 148,500	$ 82,400	$ 119,000
Percent of Division Expenditures Covered by Revenues	6.17%	6.63%	7.11%	3.96%	5.81%

OAKWOOD CEMETERY

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

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

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

The staff of Oakwood includes the Full-Time Sexton, Part-Time Office Clerk (24 hours per week) and a full time laborer who works 7 months of the year at the cemetery, and 4 seasonal maintenance employees. In addition, a portion of two Park and Recreation Department administrator's time and benefits are charged to this budget and periodically Parks and Recreation maintenance employees complete work onsite when tree trimming or other specialty work is required.

SUMMARY OF SIGNIFICANT BUDGET CHANGES

Renegotiated maintenance agreement with the Diocese of Gaylord for additional 3 year period through fall of 2022 which includes increases each of the years.

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
PARKS AND RECREATION DEPARTMENT					
OAKWOOD CEMETERY DIVISION					
Salaries and Wages	$ 196,899	$ 186,870	$ 203,400	$ 203,400	$ 182,300
Fringe Benefits	78,340	82,281	80,400	80,300	85,100
Office/Operation Supplies	12,857	8,885	12,000	10,750	11,000
Professional Services	9,595	7,298	6,500	13,000	10,000
Communications	3,720	3,501	4,000	4,000	4,000
Transportation	4,826	3,716	6,000	5,000	5,000
Professional Development	13	-	500	500	500
Printing and Publishing	414	369	500	700	700
Insurance and Bonds	2,276	2,613	3,000	3,000	3,000
Utilities	20,750	6,639	25,000	25,000	25,000
Repairs and Maintenance	6,270	3,078	9,000	9,000	9,000
Rentals	78,566	76,774	79,000	77,000	73,000
Total Oakwood Cemetery Division	$ 414,526	$ 382,024	$ 429,300	$ 431,650	$ 408,600
Personnel Services %*	84.49%	90.09%	83.58%	77.31%	77.68%
*(Includes $59,000 in Seasonal Labor)					
F.T.E. Employees = 2.5					
Division Associated Revenues					
Catholic Diocese Agreement	$ 36,500	$ 36,500	$ 36,500	$ 40,600	$ 45,100
Recording of Deeds	-	-	100	-	100
Lot Use	19,578	13,730	15,000	15,900	15,000
Grave Opening-Interments	19,763	25,787	25,000	28,000	25,000
Burial of Cremains	17,827	20,669	15,000	20,000	15,000
Mausoleum Vault Charges	-	-	100	-	100
Foundation of Monuments	19,518	18,892	15,000	22,000	15,000
Cemetery Trust Interest Transfer	3,508	7,129	7,000	7,000	7,000
Perpetual Care Interest Transfer	9,719	9,741	11,000	11,000	11,000
Total Revenues	$ 126,413	$ 132,448	$ 124,700	$ 144,500	$ 133,300
Percent of Function Expenditures Covered by Revenues	30.50%	34.67%	29.05%	33.48%	32.62%

STREETS ADMINISTRATION

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

The Streets Division consists of 1 Superintendent, 1 Supervisor lead, 13 equipment operators, 5 part-time and 1 full time (borrowed from the Sewer/Water Division) sidewalk snow removal equipment operators. During winter there is someone working 24 hours per day on weekdays, and from 4:00-8:00 a.m. on weekends and Holidays. Additional staff is called in on weekends to plow snow and sand unsafe roads, depending on the weather.

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

- Snow removal.
- Repairing and cleaning of 28.82 miles of Major Streets, 49.50 miles of local streets, 8.7 miles of State Highways, 23 miles of alleys, 86 miles of sidewalk and trails.
- Cleaning and repairing of 2,025 catch basins and 1,172 storm manholes including all connecting lines.
- Cleaning and maintenance of 101 storm treatment systems.
- Spring and Fall leaf collection and composting program.
- Mowing large amounts of non-parkland property along our City's right-of-ways.
- Installing and maintaining 5,188 signs on City property and parking lots.

GOALS

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

PERFORMANCE MEASUREMENTS

Performance Measurements	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Lane feet of crack sealing	145,300	199,000	164,086	168,284	167,059	NA
Infrared asphalt tonnage	30	16.61	20.59	13.87	7.41	3.61
Infrared repair projects	106	60	82	30	75	87
Tons of pot hole patch material	183.16	202	496	390	215.57	223.42
Tons of cold patch material	0	0	0	0	0	0
Grind & pave asphalt tonnage	407.39	88.09	72.82	35.08	61.44	440.67

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
STREET ADMINISTRATION DEPARTMENT					
Salaries and Wages	$ 343,974	$ 405,596	$ 181,500	$ 362,000	$ 404,500
Fringe Benefits	87,267	131,358	41,000	79,000	27,800
Office/Operation Supplies	61,133	36,609	31,000	24,000	31,000
Professional Services	21,783	18,403	50,000	35,000	65,000
Communications	10,142	7,954	9,000	9,000	9,000
Transportation	102,213	108,826	110,000	95,000	110,000
Professional Development	3,181	4,637	6,000	7,000	7,000
Printing and Publishing	1,503	1,257	4,000	3,000	4,000
Insurance and Bonds	27,269	29,552	30,000	23,000	30,000
Utilities	4,486	4,932	4,000	3,000	3,000
Repairs and Maintenance	25,807	27,238	40,000	28,000	30,000
Rentals	(127,899)	96,386	(33,000)	210,000	(110,500)
Total Street Administration Department	$ 560,859	$ 872,748	$ 473,500	$ 878,000	$ 610,800
Personnel Services %	44.37%	44.54%	40.26%	40.70%	70.78%
F.T.E. Employees = 14.3					
Department Associated Revenues					
Compost Sales	$ 37,175	$ 13,007	$ 8,000	$ 8,000	$ 8,000
National Cherry Festival	8,320	7,860	2,500	10,300	-
Total Revenues	$ 45,495	$ 20,867	$ 10,500	$ 18,300	$ 8,000
Percent of Function Expenditures Covered by Revenues	2.48%	1.06%	0.53%	0.92%	0.41%

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

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
GOVERNMENT OWNED BUILDINGS					
Insurance and Bonds	$ 160	$ 175	$ 1,000	$ 200	$ 1,000
Utilities	35,859	38,265	50,000	50,000	50,000
Repairs and Maintenance	44,050	56,470	69,000	69,000	69,000
Total Gvt. Owned Bldgs.	$ 80,069	$ 94,910	$ 120,000	$ 119,200	$ 120,000

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

APPROPRIATIONS					
Conservation Resource Alliance	$ 20,000	$ 20,000	$ 20,000	17,500	$ -
Green Rate	-	-	70,000	-	70,000
Retirees Health Insurance Trust	2,524	-	5,000	5,000	10,000
Retirement Health Fund	20,881	-	5,000	5,000	-
Human Rights Commission	-	454	4,000	4,000	4,000
Joint Planning Commission	3,000	-	3,000	2,000	3,000
Independence Day Fireworks	3,500	3,500	3,500	3,500	3,500
Land Information Access Association	74,390	77,286	79,500	79,500	80,000
Total Appropriations	$ 124,295	$ 101,240	$ 190,000	$ 116,500	$ 170,500

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

City of Traverse City, Michigan
GENERAL OPERATING FUND
2020-21 Departmental Budgets

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
CONTINGENCIES					
Contingencies	$ -	$ -	$ 29,000	$ 29,000	$ 50,000
TRANSFERS OUT					
MVH - Streets Funds	$ 852,533	$ 686,080	$ 982,100	$ 571,600	$ 905,000
Capital Projects Fund *	915,000	$ 1,567,500	1,210,300	1,230,300	975,600
Sidewalk Debt Service Fund	-	-	370,800	370,800	373,200
Public Arts Commission	20,000	30,000	30,000	30,000	30,000
Coast Guard Committee Fund	-	-	10,000	10,000	10,000
Hickory Hills Fund	-	-	248,900	380,100	333,500
Carnegie Building Fund	99,000	25,000	-	-	-
Total Transfers Out	$ 1,886,533	$ 2,308,580	$ 2,852,100	$ 2,592,800	$ 2,627,300

* 20/21 Requested Capital Projects Fund Detail :

Annual Street Millage	600,500
Division Street	25,000
Highway Safety Grant - Parsons Roundabout	60,000
Traffic Calming	100,000
Traffic Signal Backup	22,500
Traffic Signal Upgrades	60,000
Computer Hardware and Support	30,000
Network Upgrade and Redesign	27,600
Safe Routes to School	50,000
	$ 975,600

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

CAPITAL OUTLAY					
Equipment Purchases	$ 16,465	$ -	$ 20,000	$ 20,000	$ -
Public Safety Equipment	31,000	-	-	-	-
Total Capital Outlay	$ 47,465	$ -	$ 20,000	$ 20,000	$ -

This budget was created to account for all General Fund equipment purchases. The assets purchased are recorded in the Government-Wide Financial Statements under Governmental Activities. Public Safety equipment purchases were moved to the individual (Police and Fire) Department budgets for the fiscal year end 6/30/20 and 6/30/21 budget.

City of Traverse City, Michigan
GENERAL FUND
Equipment Purchase Requests
For the Budget Year 2020-21

General Government Departments		
Other General Government Equipment	$	-
Police Department		
XRY Initial software purchase, training and licensing	$	10,070
Talino KA-L Alpha Forensic Laptop		2,630
(3) MDT Computers with Equipment		12,000
Total Police Department		24,700
Fire Department		
1 Replacement LP-Mon/Defib (1 of 4)		38,000
AFG-Airpack Replacement Grant 10% Fee		24,000
Station 01 Replacement FFTO Washer		20,000
Station 01 Air Exchange System		30,000
Total Fire Department		112,000
Total Public Safety	$	136,700

City of Traverse City, Michigan
SPECIAL REVENUE FUND
BUDGET STABILIZATION FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Interest Revenue	$ 12,009	$ 40,039	$ 19,000	$ 19,000	$ 19,000
OTHER FINANCING USES					
Transfers Out - General Fund	(11,265)	(12,273)	(19,000)	(19,000)	$ (19,000)
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	744	27,766	-	-	-
Beginning Fund Balance	752,556	753,300	781,066	781,066	781,066
Ending Fund Balance	$ 753,300	$ 781,066	$ 781,066	$ 781,066	$ 781,066

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

SUMMARY OF BUDGET CHANGES – Street Funds

REVENUES

State Sources –State sources initially projected to increase were adjusted downward to reflect indications from the State that at least through the summer of 2020 gas tax related shared revenues are expected to decline due to the corona virus shut down.

General Fund/Direct Support - General Fund/Direct Support increased due to a reduction in anticipated payments from the State of Michigan.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
SUMMARY OF GENERAL FUND STREET DEPARTMENT AND SPECIAL REVENUE STREET FUNDS
For the Budget Year 2020-21

	Grand Total	Major Street	Local Street	Trunkline	Street Admin.	Total Prior Year Budget
REVENUES						
State Sources	$ 1,948,500	$ 1,230,000	$ 400,000	$ 318,500	$ -	$ 2,064,500
Metro Authority	55,000	-	55,000	-	-	55,000
Reimbursement	300	-	-	300	-	300
Interest & Dividend	200	-	-	200	-	200
Prior Years Surplus	-	-	-	-	-	93,800
General Fund Direct Support	610,800	-	-	-	610,800	473,500
Transfer from General Fund	905,000	-	905,000	-	-	982,100
Transfer from Trunkline Fund	-	-	-	-	-	50,000
TOTAL REVENUES	$ 3,519,800	$ 1,230,000	$ 1,360,000	$ 319,000	$ 610,800	$ 3,719,400
EXPENDITURES						
Salaries & Wages	$ 1,049,000	$ 287,300	$ 297,600	$ 59,600	$ 404,500	$ 930,100
Fringe Benefits	406,800	165,700	176,400	36,900	27,800	502,200
Office/Operation Supplies	255,000	98,000	86,000	40,000	31,000	255,000
Professional Services	425,000	230,000	100,000	30,000	65,000	459,900
Communications	9,000	-	-	-	9,000	9,000
Transportation	110,000	-	-	-	110,000	110,000
Professional Development	7,000	-	-	-	7,000	6,000
Printing & Publishing	4,000	-	-	-	4,000	4,000
Insurance & Bonds	30,000	-	-	-	30,000	30,000
Utilities	44,000	15,000	-	26,000	3,000	54,000
Repairs & Maintenance	30,000	-	-	-	30,000	40,000
Rentals	1,150,000	434,000	700,000	126,500	(110,500)	1,157,200
Transfers Out	-	-	-	-	-	50,000
TOTAL EXPENDITURES	$ 3,519,800	$ 1,230,000	$ 1,360,000	$ 319,000	$ 610,800	$ 3,607,400

City of Traverse City, Michigan
SPECIAL REVENUE FUND
MOTOR VEHICLE HIGHWAY - MAJOR STREETS FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
State Sources	$ 1,329,268	$ 1,550,387	$ 1,300,000	$ 1,227,000	$ 1,230,000
Interest Revenue	18	114	-	-	-
Reimbursements	7,356	-	-	-	-
TOTAL REVENUES	1,336,642	1,550,501	1,300,000	1,227,000	1,230,000
EXPENDITURES					
Personnel Services	454,186	478,083	504,000	426,300	453,000
Operating Materials	90,255	113,070	98,000	110,000	98,000
Professional Services	201,249	114,763	257,700	130,000	230,000
Utilities	13,506	14,021	15,000	15,000	15,000
Rentals	538,329	566,085	369,000	500,000	434,000
	1,297,525	1,286,022	1,243,700	1,181,300	1,230,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	39,117	264,479	56,300	45,700	-
OTHER FINANCING SOURCES					
Transfers In - General Fund	-	100,000	-	50,000	-
Transfers In - Trunkline Fund	80,000	-	50,000	50,000	-
Transfers Out	-	(112,000)	(112,000)	(192,300)	-
TOTAL OTHER FINANCING SOURCES	80,000	(12,000)	(62,000)	(92,300)	-
NET CHANGE IN FUND BALANCE	119,117	252,479	(5,700)	(46,600)	-
Beginning Fund Balance	3,225	122,342	374,821	374,821	328,221
Ending Fund Balance	$ 122,342	$ 374,821	$ 369,121	$ 328,221	$ 328,221
Personnel Services %	35.0%	37.2%	40.5%	36.1%	36.8%

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
MOTOR VEHICLE HIGHWAY - LOCAL STREETS FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Metro Authority Fee	$ 54,616	$ 54,743	$ 55,000	$ 55,000	$ 55,000
State Sources	439,245	449,726	470,000	420,000	400,000
Reimbursements	6,266	-	-	-	-
TOTAL REVENUES	500,127	504,469	525,000	475,000	455,000
EXPENDITURES					
Personnel Services	536,555	454,901	590,800	451,100	474,000
Operating Materials	62,485	95,792	86,000	118,000	86,000
Professional Services	93,412	56,195	122,200	40,000	100,000
Rentals	580,207	483,661	708,100	500,000	700,000
TOTAL EXPENDITURES	1,272,659	1,090,549	1,507,100	1,109,100	1,360,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(772,532)	(586,080)	(982,100)	(634,100)	(905,000)
OTHER FINANCING SOURCES					
Transfers In - General Fund	772,532	586,080	982,100	634,100	905,000
NET CHANGE IN FUND BALANCE	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -
Personnel Services %	42.2%	41.7%	39.2%	40.7%	34.9%

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
MOTOR VEHICLE HIGHWAY - STATE TRUNKLINE FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
State Sources	$ 287,006	$ 243,254	$ 294,500	$ 294,500	$ 318,500
Interest Revenue	123	137	200	200	200
Reimbursements	656	2,107	300	300	300
TOTAL REVENUES	287,785	245,498	295,000	295,000	319,000
EXPENDITURES					
Personnel Services	91,415	85,281	115,000	83,800	96,500
Operating Materials	29,137	21,219	40,000	40,000	40,000
Professional Services	5,658	2,613	30,000	30,000	30,000
Utilities	27,659	25,562	35,000	24,000	26,000
Rentals	126,193	108,044	113,100	99,000	126,500
TOTAL EXPENDITURES	280,062	242,719	333,100	276,800	319,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	7,723	2,779	(38,100)	18,200	-
OTHER FINANCING USES					
Transfers Out - Major Street Fund	-	-	(50,000)	(50,000)	-
NET CHANGE IN FUND BALANCE	7,723	2,779	(88,100)	(31,800)	-
Beginning Fund Balance	85,859	93,582	96,361	96,361	64,561
Ending Fund Balance	$ 93,582	$ 96,361	$ 8,261	$ 64,561	$ 64,561
Personnel Services %	32.6%	35.1%	34.5%	30.3%	30.3%

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
HAZARDOUS MATERIAL RESPONSE TEAM FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Grants from Local Units	$ 16,985	$ 18,170	$ 18,000	$ 18,000	$ 18,000
Charges for Services Rendered	10,911	-	-	4,800	-
Federal Grants	5,100	-	-	-	-
TOTAL REVENUES	32,996	18,170	18,000	22,800	18,000
EXPENDITURES					
Personnel Services	-	-	9,100	-	-
Operation Supplies	20	1,446	7,000	26,000	7,000
Professional Services	1,084	112	1,500	6,000	1,500
Communications	4,648	2,841	1,500	-	1,500
Transportation	-	-	200	-	200
Professional Development	3,076	3,386	7,000	9,800	7,000
Printing and Publishing	-	-	300	-	300
Insurance and Bonds	877	877	900	-	900
Repairs and Maintenance	995	3,020	3,500	4,000	3,500
Rental	-	-	-	-	-
TOTAL EXPENDITURES	10,700	11,682	31,000	45,800	21,900
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	22,296	6,488	(13,000)	(23,000)	(3,900)
Beginning Fund Balance	79,811	102,107	108,595	108,595	85,595
Ending Fund Balance	$ 102,107	$ 108,595	$ 95,595	$ 85,595	$ 81,695

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 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
State Grants	$ 5,014	$ 4,819	$ 6,500	$ 4,800	$ 4,800
EXPENDITURES					
Professional Development	5,014	4,819	6,500	$ 4,800	$ 4,800
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
STATE DOMESTIC PREPAREDNESS EQUIPMENT GRANT FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Federal Grants	$ 5,400	$ -	$ 25,000	$ -	$ 25,000
EXPENDITURES					
Capital Outlay	5,400	-	25,000	-	25,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
COLLEGE PARKING FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Parking Fees-Coin	$ 5,444	$ 5,405	$ 4,000	$ 4,000	$ 4,000
Parking Fines	17,323	10,047	10,000	10,000	10,000
TOTAL REVENUES	22,767	15,452	14,000	14,000	14,000
EXPENDITURES					
Personnel Services	3,453	2	-	-	-
Professional Services	17,201	9,707	12,000	10,000	12,000
Rentals	2,040	-	2,000	-	2,000
TOTAL EXPENDITURES	22,694	9,709	14,000	10,000	14,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	73	5,743	-	4,000	-
Beginning Fund Balance	(69)	4	5,747	5,747	9,747
Ending Fund Balance	$ 4	$ 5,747	$ 5,747	$ 9,747	$ 9,747

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 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Contribution-Public Sources	$ 4,000	$ 2,000	$ 6,000	$ 6,000	$ 6,000
EXPENDITURES					
Professional Services	-	-	6,000	6,000	6,000
Printing and Publishing	-	-	-	-	-
TOTAL EXPENDITURES	-	-	6,000	6,000	6,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	4,000	2,000	-	-	-
Beginning Fund Balance	10,140	14,140	16,140	16,140	16,140
Ending Fund Balance	$ 14,140	$ 16,140	$ 16,140	$ 16,140	$ 16,140

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
CARNEGIE BUILDING FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Federal Grants	$ 9,504	$ 7,566	$ -	$ 4,500	$ -
State Grants	-	-	-	4,300	-
Rental Revenue	39,140	50,124	44,000	45,000	51,200
Contributions-Public	100	-	-	-	24,000
Reimbursments	-	1,239	5,000	-	-
TOTAL REVENUE	48,744	58,929	49,000	53,800	75,200
EXPENDITURES					
Office Supplies	215	104	1,000	100	1,000
Professional Services	20,022	13,430	2,000	7,000	15,500
Communications	2,676	2,581	3,000	2,500	3,000
Insurance and Bonds	3,354	3,480	4,000	3,400	4,000
Public Utilities	30,883	29,662	30,000	20,000	30,000
Rental expense	-	688	4,000	3,000	4,000
Repairs and Maintenance	19,971	27,375	53,000	50,000	54,500
Capital Outlay	326,526	35,027	-	-	24,000
TOTAL EXPENDITURES	403,647	112,347	97,000	86,000	136,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(354,903)	(53,418)	(48,000)	(32,200)	(60,800)
OTHER FINANCING SOURCES					
Transfers In - McCauley Trust	101,802	36,291	50,000	-	63,800
Transfers In - General Fund	22	-	-	-	-
TOTAL OTHER FINANCING SOURCES	101,824	36,291	50,000	-	63,800
NET CHANGE IN FUND BALANCE	(253,079)	(17,127)	2,000	(32,200)	3,000
Beginning Fund Balance	321,741	68,662	51,535	51,535	19,335
Ending Fund Balance	$ 68,662	$ 51,535	$ 53,535	$ 19,335	$ 22,335

The objective of the Carnegie Building was to collect, preserve and present the cultural history of the Grand Traverse region. For 2020-2021, rental agreements with The Crooked Arts Council and the Grand Traverse Rock and Mineral Club will be combined with contributions from the McCauley Estate Trust Fund to cover operational costs of the building.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
PEG CAPITAL FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Contribution-Private Sources	$ 20,620	$ 60,807	$ 25,000	$ 18,000	$ 24,000
EXPENDITURES					
Capital outlay	12,418	19,877	25,000	5,500	$ 14,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	8,202	40,930	-	12,500	10,000
Beginning Fund Balance	19,301	27,503	68,433	68,433	80,933
Ending Fund Balance	$ 27,503	$ 68,433	$ 68,433	$ 80,933	$ 90,933

City of Traverse City, Michigan
SPECIAL REVENUE FUND
SENIOR CENTER BUILDING FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Contributions-Private Sources	$ 186,796	$ 9,194	$ 9,000	$ 6,000	$ 6,000
Interest Revenue	431	520	1,000	400	400
TOTAL REVENUES	187,227	9,714	10,000	6,400	6,400
EXPENDITURES					
Professional and Contractual	-	-	10,000	-	6,400
Printing and Publishing	-	-	-	-	-
TOTAL EXPENDITURES	-	-	10,000	-	6,400
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	187,227	9,714	-	6,400	-
Beginning Fund Balance	221,795	409,022	418,736	418,736	425,136
Ending Fund Balance	$ 409,022	$ 418,736	$ 418,736	$ 425,136	$ 425,136

City of Traverse City, Michigan
SPECIAL REVENUE FUND
COUNTY SENIOR CENTER FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Contributions-Public Sources	$ 133,425	$ 132,011	$ 135,000	$ 133,000	$ 135,000
Interest Revenue	72	48	-	-	-
TOTAL REVENUES	133,497	132,059	135,000	133,000	135,000
EXPENDITURES					
Salaries and Wages	84,751	87,553	90,100	90,100	93,500
Fringe Benefits	49,324	53,328	56,200	56,300	53,400
Professional Services	1,653	1,618	1,500	1,500	1,500
Communications	-	-	-	-	-
Repairs and Maintenance	1,098	3,501	2,100	2,100	-
Transportation	-	-	-	-	-
Insurance and Bonds	994	1,110	1,200	1,200	1,200
Miscellaneous	96	72	500	500	200
TOTAL EXPENDITURES	137,916	147,182	151,600	151,700	149,800
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(4,419)	(15,123)	(16,600)	(18,700)	(14,800)
OTHER FINANCING SOURCES					
Transfers in - General Fund	-	-	-	-	-
NET CHANGE IN FUND BALANCE	(4,419)	(15,123)	(16,600)	(18,700)	(14,800)
Beginning Fund Balance	71,902	67,483	52,360	52,360	33,660
Ending Fund Balance	$ 67,483	$ 52,360	$ 35,760	$ 33,660	$ 18,860
Personnel Services %	97.21%	95.72%	96.50%	96.51%	98.06%
F.T.E. Employees = 1					

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
COAST GUARD COMMITTEE FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Contributions-Private Sources	$ 15,799	$ 481	$ -	$ 1,100	$ -
TOTAL REVENUES	15,799	481	-	1,100	-
EXPENDITURES					
Operating Materials	20,234	7,380	10,000	400	10,000
Professional Services	-	-	-	-	-
Capital outlay	-	-	-	-	-
TOTAL EXPENDITURES	20,234	7,380	10,000	400	10,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(4,435)	(6,899)	(10,000)	700	(10,000)
OTHER FINANCING SOURCES					
Transfers in - General Fund	-	-	10,000	$ 10,000	10,000
NET CHANGE IN FUND BALANCE	(4,435)	(6,899)	-	10,700	-
Beginning Fund Balance	16,254	11,819	4,920	4,920	15,620
Ending Fund Balance	$ 11,819	$ 4,920	$ 4,920	$ 15,620	$ 15,620

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
HOMELAND SECURITY TRAINING GRANT FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Federal Grants	$ -	$ -	$ 20,000	$ -	$ 20,000
EXPENDITURES					
Professional Development	-	-	20,000	-	20,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
CITY OPERA HOUSE FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Rental Income	$ 114,073	$ 130,432	$ 112,600	$ 100,000	$ 112,600
Interest Revenue	10	37	-	-	-
Contributions	-	-	-	-	55,000
Reimbursements	4,243	4,243	4,000	4,000	4,000
TOTAL REVENUES	118,326	134,712	116,600	104,000	171,600
EXPENDITURES					
Professional/Contractual	11,628	4,000	20,800	3,500	20,800
Insurance and Bonds	6,316	6,865	7,000	7,000	7,000
Public Utilities	57,587	42,765	49,500	45,000	49,500
Repairs and Maintenance	10,697	19,509	27,300	30,000	48,300
Miscellaneous	14,213	14,897	15,000	15,500	15,500
Capital outlay	-	-	-	-	55,000
TOTAL EXPENDITURES	100,441	88,036	119,600	101,000	196,100
EXCESS OF REVENUES OVER/ (UNDER) EXPENSES	17,885	46,676	(3,000)	3,000	(24,500)
OTHER FINANCING SOURCES					
Transfers in - General Fund	-	-	-	-	-
NET CHANGE IN FUND BALANCE	17,885	46,676	(3,000)	3,000	(24,500)
Beginning Fund Balance	2,722	20,607	67,283	67,283	70,283
Ending Fund Balance	$ 20,607	$ 67,283	$ 64,283	$ 70,283	$ 45,783

This fund was created to reflect the lease revenues and related expenses for the general operation of the City Opera House. In 2005 the Opera House received an inter-fund loan from the Economic Development Fund. That loan was repaid in April 2007. Another inter-fund loan from the Economic Development Fund was granted in 2007 and was converted to a transfer in from the Economic Development Fund to meet the requirements of the deficit reduction plan filed with the Michigan Department of Treasury. In future years when this fund accumulates a large enough fund balance, the transfer will be made back to the Economic Development Fund via City Commission approval. At present, that amount totals $60,000.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
BANNER PROGRAM FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Contributions-Private	$ 1,090	$ 1,360	$ 3,000	$ 2,500	$ 3,000
EXPENDITURES					
Repairs and Maintenance	1,500	2,295	6,000	11,600	7,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(410)	(935)	(3,000)	(9,100)	(4,000)
Beginning Fund Balance	17,936	17,526	16,591	16,591	7,491
Ending Fund Balance	$ 17,526	$ 16,591	$ 13,591	$ 7,491	$ 3,491

City of Traverse City, Michigan
SPECIAL REVENUE FUND
ECONOMIC DEVELOPMENT FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Other Revenue	$ -	$ -	$ -	$ -	$ -
Interest Revenue	17,066	15,359	17,000	$ 24,000	$ 18,000
TOTAL REVENUE	17,066	15,359	17,000	24,000	18,000
EXPENDITURES					
Office Supplies	1,093	-	1,000	1,000	1,000
Professional Services	1,500	6,500	21,000	15,000	15,000
Professional Development	-	-	6,000	6,000	6,000
Utilities	2,482	1,425	3,000	3,000	3,000
TOTAL EXPENDITURES	5,075	7,925	31,000	25,000	25,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	11,991	7,434	(14,000)	(1,000)	(7,000)
OTHER FINANCING SOURCES (USES)					
Transfer out - Capital Projects Fund	-	-	-	-	-
NET CHANGE IN FUND BALANCE	11,991	7,434	(14,000)	(1,000)	(7,000)
Beginning Fund Balance	1,851,658	1,863,649	1,871,083	1,871,083	1,870,083
Ending Fund Balance	$ 1,863,649	$ 1,871,083	$ 1,857,083	$ 1,870,083	$ 1,863,083

This fund was originally created in 1949 to account for the sale of lots in industrial parks developed by the City and funded by federal grants. Currently, the City does not have any industrial parks under development or lots for sale. In recent years this fund has been renamed the Economic Development Fund. Primarily, this fund has been used to provide inter-fund loans to other funds, such as the Marina fund and the Opera House fund, in situations where municipal bonding does not make financial sense. Presently this fund has an inter-fund loan outstanding of $700,000 to the Marina fund which will expire on December 21, 2020.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
McCAULEY ESTATE TRUST FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Interest Revenue	$ (1,168)	$ 7,148	$ 3,000	$ 3,000	$ 3,000
Contributions-private	-	-	-	-	-
TOTAL REVENUES	(1,168)	7,148	3,000	3,000	3,000
OTHER FINANCING USES					
Transfers Out - Carnegie Building Fund	(2,802)	(2,821)	(50,000)	(30,000)	(63,800)
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(3,970)	4,327	(47,000)	(27,000)	(60,800)
Beginning Fund Balance	111,837	107,867	112,194	112,194	85,194
Ending Fund Balance	$ 107,867	$ 112,194	$ 65,194	$ 85,194	$ 24,394

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 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Rental Income	$ 76,910	$ 80,361	$ 76,000	$ 122,000	$ 122,000
Interest Income	-	-	-	-	-
Reimbursements	-	-	-	-	-
TOTAL REVENUES	76,910	80,361	76,000	122,000	122,000
EXPENDITURES					
Professional and Contractual	42,644	43,067	42,500	42,500	42,500
Insurance and Bonds	23	23	1,000	-	1,000
Public Utilities	717	763	1,000	700	1,000
Repairs and Maintenance	24,748	16,340	27,500	9,000	27,500
Rentals	1,342	1,680	4,000	3,000	4,000
TOTAL EXPENDITURES	69,474	61,873	76,000	55,200	76,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	7,436	18,488	-	66,800	46,000
Beginning Fund Balance (Deficit)	51,717	59,153	77,641	77,641	144,441
Ending Fund Balance	$ 59,153	$ 77,641	$ 77,641	$ 144,441	$ 190,441

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 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Property Taxes	$ 2,057,900	$ 2,084,413	$ 2,104,500	$ 2,132,000	$ 2,264,500
Interest Income	7,807	31,059	500	20,000	1,500
TOTAL REVENUES	2,065,707	2,115,472	2,105,000	2,152,000	2,266,000
EXPENDITURES					
Retirement Costs	1,841,815	1,995,181	2,105,000	2,105,000	2,381,000
Interest and Fiscal Charges	-	-	-	-	-
TOTAL EXPENDITURES	1,841,815	1,995,181	2,105,000	2,105,000	2,381,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	223,892	120,291	-	47,000	(115,000)
OTHER FINANCING SOURCES					
Transfer In - General Fund	-	-	-	-	-
NET CHANGE IN FUND BALANCE	223,892	120,291	-	47,000	(115,000)
Beginning Fund Balance (Deficit)	110,278	334,170	454,461	454,461	501,461
Ending Fund Balance	$ 334,170	$ 454,461	$ 454,461	$ 501,461	$ 386,461

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
STORMWATER SYSTEM FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Federal sources	$ -	$ -	$ -	$ -	$ -
Private Grants/Contributions	-	45,000	-	-	-
TOTAL REVENUES	-	45,000	-	-	-
EXPENDITURES					
Professional and Contractual	24,263	19,700	33,300	25,400	-
Capital Outlay	-	-	-	9,900	-
TOTAL EXPENDITURES	24,263	19,700	33,300	35,300	-
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(24,263)	25,300	(33,300)	(35,300)	-
OTHER FINANCING SOURCES (USES)					
Transfer In - General Fund	-	$ -	-	-	-
Transfer Out - Capital Projects Fund	-	$ (224,137)	(224,100)	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	(224,137)	(224,100)	-	-
NET CHANGE IN FUND BALANCE	(24,263)	(198,837)	(257,400)	(35,300)	-
Beginning Fund Balance	258,400	234,137	35,300	35,300	-
Ending Fund Balance	$ 234,137	$ 35,300	$ (222,100)	$ -	$ -

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
COUNTY WIDE ROAD MILLAGE FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Contributions From Other Governments	$ 867,831	$ 908,799	$ 880,000	$ 910,000	$ 910,000
EXPENDITURES					
Capital Outlay	685,574	1,249,492	880,000	505,900	910,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	182,257	(340,693)	-	404,100	-
Beginning Fund Balance	817,181	999,438	658,745	658,745	1,062,845
Ending Fund Balance	$ 999,438	$ 658,745	$ 658,745	$ 1,062,845	$ 1,062,845

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

City of Traverse City, Michigan
SPECIAL REVENUE FUND
BROWN BRIDGE TRUST PARKS IMPROVEMENT FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Contributions-Private	$ 50,000	$ -	$ -	$ -	$ -
Interest Revenue	1,990	-	-	-	-
Rents and Royalties	170,537	174,441	50,000	170,000	145,000
Total Revenues	222,527	174,441	50,000	170,000	145,000
EXPENDITURES					
Repairs and Maintenance	-	-	-	-	-
Capital Outlay	-	64,716	282,200	9,700	208,000
Total Expenditures	-	64,716	282,200	9,700	208,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	222,527	109,725	(232,200)	160,300	(63,000)
OTHER FINANCING SOURCES (USES)					
Transfer In - Brown Bridge Trust Fund	-	-	-	-	-
Transfer Out - Capital Projects Fund	(1,504,500)	(49,000)	(65,000)	-	-
TOTAL OTHER FINANCING SOURCES (USES)	(1,504,500)	(49,000)	(65,000)	-	-
NET CHANGE IN FUND BALANCE	(1,281,973)	60,725	(297,200)	160,300	(63,000)
Beginning Fund Balance	1,578,213	296,240	356,965	356,965	517,265
Ending Fund Balance	$ 296,240	$ 356,965	$ 59,765	$ 517,265	$ 454,265

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

PUBLIC ARTS COMMISSION FUND

TCarts COMMISSION

STATEMENT OF PURPOSE

The City Commission of Traverse City finds that public art advances the interests of Traverse City and enriches the cultural and aesthetic quality of life in our community by:

- Contributing to the general welfare by providing access to cultural resources that engage and inspire the mind and senses by creating high aesthetic expectations.
- Stimulating community dialogue between people of all ages by challenging familiar experience.
- Increasing the City's desirability by enlivening the appearance and appeal of public spaces, creating a more culturally-driven urban environment.
- Aiding in the enhancement of property values and promoting economic growth.

In 2014, the City of Traverse City joined other communities in the United States by embarking on a Public Art Program. The Downtown Development Authority (DDA), on behalf of the City of Traverse City, manages the Traverse City Arts Commission. The advantage of having one primary contact with the DDA team available to assist in implementing strategies has benefitted the program. The Fiscal Year '20-'21 budget includes revenues and expenditures for the operation of the Arts Commission, projects, and programs. A $15,000 administrative fee is provided to the DDA for management.

Fiscal Year '19-'20 resulted in several impactful projects executed by the Arts Commission.

- Boardman Lake Rotating Art Exhibition: Four Robert Sestok Sculptures
- Then & Now Project: Ten Plaques throughout Downtown Traverse City
- Mazinaadin Exhibition: Nineteen murals in Clinch Park Tunnel, included new lighting and additional infrastructure improvements.
- Boathouse Sculptural Mural (installation anticipated in May 2020)
- Pitch Night: Over 100 in attendance voted on local artists Em Randall to paint a mural on the side of the "birdhouse"
- Up North Pride Strolling Exhibition & Pride by Numbers Project (project postponed)
- Finalized Public Art Signage Template
- Engagement: Pitch Night (nearly 100 locals in attendance)
- Prioritization Exercise for future projects based on community impact and City Capital Improvement Plan
- Converted tcpublicart.org to ADA compliant
- Began review of Master Plan and development of additional policies
- Identified dollars in the trust fund for maintenance of the public art collection
- Awarded a minigrant from the Michigan Council for Arts & Cultural Affairs
- Received donations from Shop Your Community Day

The Capital Outlay line item for Fiscal Year '20-'21 will support a number of projects and programs that will foster a more robust public art program in Traverse City. The Public Art Trust Fund includes $20,000 from the TART Trails to collaborate on a project along the Boardman Loop. The Arts Commission intends to commit an additional $10,000 toward the project for placement of public art at the Sixteenth and Tenth Street Trailheads. The Arts Commission intends to develop a mural exhibition program that will incorporate placemaking by intentional placement within the City center. The DDA has committed additional funds for the mural exhibition, and grants and private funding will also be explored. Lastly, the Arts Commission will collaborate with area organizations to better leverage funds and host engagement opportunities for the community.

City of Traverse City, Michigan
SPECIAL REVENUE FUND
PUBLIC ARTS COMMISSION FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Contributions-Public	$ 25,000	$ 15,000	$ 15,000	$ 15,000	$ 35,000
Contributions-Private	2,000	64,505	35,000	1,100	20,500
TOTAL REVENUES	27,000	79,505	50,000	16,100	55,500
EXPENDITURES					
Office Supplies	-	508	2,200	-	2,200
Professional and Contractual	12,171	45,756	35,700	9,000	19,000
Repair and Maintenance	-	-	-	-	20,000
Capital Outlay	-	2,120	75,000	60,000	72,000
TOTAL EXPENDITURES	12,171	48,384	112,900	69,000	113,200
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	14,829	31,121	(62,900)	(52,900)	(57,700)
OTHER FINANCING SOURCES					
Transfer In - General Fund	20,000	30,000	30,000	30,000	30,000
NET CHANGE IN FUND BALANCE	34,829	61,121	(32,900)	(22,900)	(27,700)
Beginning Fund Balance	29,763	64,592	125,713	125,713	102,813
Ending Fund Balance	$ 64,592	$ 125,713	$ 92,813	$ 102,813	$ 75,113

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

City of Traverse City, Michigan
DEBT SERVICE FUND
PARKING BOND DEBT RETIREMENT FUND - TAX EXEMPT
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Contribution - TIF 97	$ 798,732	$ 828,719	$ 859,600	$ 858,900	$ 893,600
TOTAL REVENUES	798,732	828,719	859,600	858,900	893,600
EXPENDITURES					
Principal	585,000	650,000	695,000	695,000	745,000
Interest Expense and Fees	213,732	178,719	164,600	163,900	148,600
TOTAL EXPENDITURES	798,732	828,719	859,600	858,900	893,600
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	-	-	-	-
Beginning Fund Balance	3,576	3,576	3,576	3,576	3,576
Ending Fund Balance	$ 3,576	$ 3,576	$ 3,576	$ 3,576	$ 3,576

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

City of Traverse City, Michigan
DEBT SERVICE FUND
SIDEWALK AND TRAIL DEBT RETIREMENT FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Reimbursements	$ -	$ -	$ -	$ -	$ -
Contributions	-	43,557	745,200	-	-
TOTAL REVENUES	-	43,557	745,200	-	-
EXPENDITURES					
Principal	-	-	505,000	505,000	525,000
Interest Expense and Fees	-	104,146	240,200	240,200	223,700
TOTAL EXPENDITURES	-	104,146	745,200	745,200	748,700
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	(60,589)	-	(745,200)	(748,700)
OTHER FINANCING SOURCES (USES)					
Operating Transfers In	-	60,589	-	745,200	748,700
NET CHANGE IN FUND BALANCI	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

City of Traverse City, Michigan
CAPITAL PROJECT FUND
PARKING CONSTRUCTION BOND FUND - TAX EXEMPT
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Interest Revenue	$ 2,670	$ 1,056	$ -	$ 400	$ -
EXPENDITURES					
Capital Outlay	491,105	-	-	-	208,500
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(488,435)	1,056	-	400	(208,500)
OTHER FINANCING USES					
Transfer Out - Capital Project Fund	-	-	-	-	-
NET CHANGE IN FUND BALANCE	(488,435)	1,056	-	400	(208,500)
Beginning Fund Balance	695,746	207,311	208,367	208,367	208,767
Ending Fund Balance	$ 207,311	$ 208,367	$ 208,367	$ 208,767	$ 267

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

City of Traverse City, Michigan
CAPITAL PROJECT FUND
BOARDMAN LAKE TRAIL CONSTRUCTION
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
State Grants	$ -	$ -	$ -	$ -	$ 836,200
Contributions - private	-	400,000	-	-	-
Reimbursements	-	2,558	-	-	805,700
Interest Revenue	-	52,075	21,500	65,000	25,000
TOTAL REVENUES	-	454,633	21,500	65,000	1,666,900
EXPENDITURES					
Capital Outlay	-	84,104	3,800,000	40,000	1,801,700
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	370,529	(3,778,500)	25,000	(134,800)
OTHER FINANCING SOURCES (USES)					
Bond Proceeds	-	3,235,000	-	-	-
Operating Transfers In	-	333,874	-	-	-
Operating Transfers out	-	(104,782)	-	-	(375,500)
TOTAL OTHER FINANCING SOURCES	-	3,464,092	-	-	(375,500)
NET CHANGE IN FUND BALANCE	-	3,834,621	(3,778,500)	25,000	(510,300)
Beginning Fund Balance	-	-	3,834,621	3,834,621	3,859,621
Ending Fund Balance	$ -	$ 3,834,621	$ 56,121	$ 3,859,621	$ 3,349,321

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

City of Traverse City, Michigan
CAPITAL PROJECT FUND
SIDEWALK CONSTRUCTION
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
State Grants	$ -	$ -	$ -	$ -	$ -
Contributions - private	-	-	-	-	-
Interest Revenue	-	57,831	35,000	45,000	25,000
TOTAL REVENUES	-	57,831	35,000	45,000	25,000
EXPENDITURES					
Capital Outlay	-	95,951	3,450,000	870,000	2,690,600
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	-	(38,120)	(3,415,000)	(825,000)	(2,665,600)
OTHER FINANCING SOURCES					
Bond Proceeds	-	4,500,000	-	-	-
Operating Transfers In	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES	-	4,500,000	-	-	-
NET CHANGE IN FUND BALANCE	-	4,461,880	(3,415,000)	(825,000)	(2,665,600)
Beginning Fund Balance	-	-	4,461,880	4,461,880	3,636,880
Ending Fund Balance	$ -	$ 4,461,880	$ 1,046,880	$ 3,636,880	$ 971,280

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

City of Traverse City, Michigan
CAPITAL PROJECTS FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Federal Grants	$ 329,742	$ -	$ -	$ -	$ -
State Grants	150,951	345,000	4,969,000	275,000	6,057,500
Interest Revenue	5,767	25,256	1,000	9,500	5,000
Contributions - Public Entities	542,551	798,235	-	320,000	629,100
Contributions - Private Sources	1,819,512	134,891	145,000	56,000	65,000
Other Revenue	-	-	-	4,500	5,000
Reimbursements	337,881	25,000	1,310,900	-	-
TOTAL REVENUES	3,186,404	1,328,382	6,425,900	665,000	6,761,600
EXPENDITURES					
Personnel Services	8,379	-	-	-	-
Professional Services	447,286	174,526	-	2,000	2,000
Capital Outlay	1,241,605	5,624,570	8,713,600	3,254,000	8,190,400
TOTAL EXPENDITURES	1,697,270	5,799,096	8,713,600	3,256,000	8,192,400
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	1,489,134	(4,470,714)	(2,287,700)	(2,591,000)	(1,430,800)
OTHER FINANCING SOURCES					
Transfer In-Brown Bridge Trust Parks Imp. Fund	-	49,000	65,000	-	-
Transfer In - General Fund	2,510,276	1,567,500	1,210,300	1,230,300	975,600
Transfer In - Major Street Fund	-	112,000	112,000	192,300	-
Transfer In - Stormwater Fund	-	224,136	224,100	-	-
Transfer In - Boardman Lake Trail Construction	-	104,783	-	-	-
Transfers out - Sidewalk and Trail Construction/De	-	(402,933)	-	-	-
TOTAL OTHER FINANCING SOURCES	2,510,276	1,654,486	1,611,400	1,422,600	975,600
NET CHANGE IN FUND BALANCE	3,999,410	(2,816,228)	(676,300)	(1,168,400)	(455,200)
Beginning Fund Balance	1,216,004	5,215,414	2,399,186	2,399,186	1,230,786
Ending Fund Balance	$ 5,215,414	$ 2,399,186	$ 1,722,886	$ 1,230,786	$ 775,586

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 as well as multi source funded projects.

Detail of Budgeted Current Year Capital Projects

Eighth St. Bridge Repair	1,053,738	Wellington Plaza Erosion	50,000
West Front Bridge Replacement	1,563,980	Network Upgrade and Redesign - City Share	55,200
South Cass St Bridge	745,000	Park Sign Replacement	30,000
Park Street Bridge Repair	680,654	Division Street	125,000
Traffic Calming	100,000	Highway Safety Grant - Parsons Roundabout	589,500
Traffic signal power backup	22,500	Kids Creek Crossing - GLFT grant - via TWC	92,250
Traffic Signal upgrades	60,000	Kids Creek Crossing - MEDQ grant - via TWC	300,000
Indian Woods Playground	120,000	Tree Fund	9,500
Tart Trail reconstruct woodmere to ave B	80,000	Stormwater Issues (high water)	67,500
Computer Hardware and Support 20/21	30,000	General fund - 18/19 sidewalk allocation balance	329,982
Safe Routes to Schools - grant	2,070,536		
Silver Drive wetland mitigation - use balance	15,138	**Total Budgeted Capital Outlay Expenditures**	$ 8,190,478

City of Traverse City, Michigan
CAPITAL PROJECT FUND
SPECIAL ASSESSMENT FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Interest Revenue	$ 9,263	$ 7,471	$ 10,000	$ 10,100	$ 11,100
Contributions - Public Entities	-	90,363	-	-	-
Special Assessment	193,167	93,716	125,000	100,000	40,800
TOTAL REVENUES	202,430	191,550	135,000	110,100	51,900
EXPENDITURES					
Capital Outlay	325,272	317,925	135,000	8,400	51,900
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	(122,842)	(126,375)	-	101,700	-
OTHER FINANCING SOURCES (USES)					
Transfer Out-Capital Projects Fund	-	-	-	-	-
NET CHANGE IN FUND BALANCE	(122,842)	(126,375)	-	101,700	-
Beginning Fund Balance	758,822	635,980	509,605	509,605	611,305
Ending Fund Balance	$ 635,980	$ 509,605	$ 509,605	$ 611,305	$ 611,305

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

Assessment estimates in excess of costs by more than 5% must be refunded pro-rata. The period of payment varies between five to ten years and actual interest rates for an assessment is based 2% above the relevant Treasury bill rate but not to exceed 6%. This fund was established during 1988 when the City implemented the provisions of the Governmental Accounting Standards Board Statement Number 6, which eliminates the special assessment fund type.

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

City of Traverse City, Michigan
PERMANENT FUND
BROWN BRIDGE TRUST FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Interest Revenue	$ 57,886	$ 438,490	$ 245,000	$ 255,000	$ 210,000
Rents and Royalties	-	-	-	-	-
TOTAL REVENUES	57,886	438,490	245,000	255,000	210,000
OTHER FINANCING (USES)					
Transfers Out-General Fund	(232,925)	(234,295)	(245,000)	(255,000)	(210,000)
TOTAL OTHER FINANCING USES	(232,925)	(234,295)	(245,000)	(255,000)	(210,000)
NET CHANGE IN FUND BALANCE	(175,039)	204,195	-	-	-
Beginning Fund Balance	12,192,044	12,017,005	12,221,200	12,221,200	12,221,200
Ending Fund Balance	$ 12,017,005	$ 12,221,200	$ 12,221,200	$ 12,221,200	$ 12,221,200

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

City of Traverse City, Michigan
PERMANENT FUND
CEMETERY TRUST FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Charges for Services-Sales	$ 19,578	$ 13,730	$ 10,000	$ 13,000	$ 10,000
Interest Revenue	3,574	21,043	7,000	7,000	7,000
TOTAL REVENUES	23,152	34,773	17,000	20,000	17,000
EXPENDITURES					
Capital Outlay	-	-	-	-	-
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	23,152	34,773	17,000	20,000	17,000
OTHER FINANCING SOURCES (USES)					
Transfers Out - General Fund	(27,602)	(7,129)	(7,000)	(7,000)	(7,000)
NET CHANGE IN FUND BALANCE	(4,450)	27,644	10,000	13,000	10,000
Beginning Fund Balance	264,139	259,689	287,333	287,333	300,333
Ending Fund Balance	$ 259,689	$ 287,333	$ 297,333	$ 300,333	$ 310,333

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

City of Traverse City, Michigan
PERMANENT FUND
CEMETERY PERPETUAL CARE TRUST FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Charges for Services-Fees	$ 7,135	$ 5,621	$ 5,000	$ 5,000	$ 5,000
Interest Revenue	(2,821)	23,406	11,000	10,000	11,000
TOTAL REVENUES	4,314	29,027	16,000	15,000	16,000
OTHER FINANCING SOURCES (USES)					
Transfers Out - General Fund	(9,719)	(9,741)	(11,000)	(10,000)	(11,000)
NET CHANGE IN FUND BALANCE	(5,405)	19,286	5,000	5,000	5,000
Beginning Fund Balance	418,584	413,179	432,465	432,465	437,465
Ending Fund Balance	$ 413,179	$ 432,465	$ 437,465	$ 437,465	$ 442,465

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

PARKING SYSTEM FUND

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

The Downtown Development Authority (DDA), on behalf of the City of Traverse City, manages the Traverse City Parking System (TCPS), formerly the Auto Parking System; an enterprise fund. The 2020-21 budget includes revenues and expenses for operation of the entire parking system, including two parking garages.

The Parking Fund is vulnerable being an enterprise fund and performance is based on system usage. We are projecting a $1.5 million loss from the previous budget cycle as all areas of parking will be affected by the COVID-19 pandemic (meters, permits, hourly admissions, and enforcement). Fortunately, we have been conservative in our budgeting the past five years which has resulted in a surplus each year. We will utilize these surplus funds to complete planned maintenance projects and make the budget whole in this time of loss.

Our largest line item in the Parking System Fund is Professional Services of which 64% of the budgeted amount is the contract agreement rate with the DDA. The Traverse City Parking Services Department dedicates nearly 100% of their time as part of this agreement in all areas of operations including Administration, Office Operations, Field Operations, and Maintenance Operations. The DDA has continued to focus on modifying employee positions to ensure longevity while reducing turnover, and expand parking experience while increasing customer satisfaction.

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

The Hardy Parking Garage is nearly 17 years old. We will use Maintenance and Repair Funds along with Prior Year's Surplus Funds to repaint all pedestrian stair towers, handrails and reseal all floors. These cosmetic fixes will provide a renewed appearance.

The Equipment line item includes the scheduled replacements of two boiler and replacing the battery backup system to a generator at the Old Town Parking Garage. The Hardy Parking Garage will get new ADA automated door openers. This line item also includes the purchase of

Smart Meters which will improve in-field technology by offering credit card payments and back-end configuration access and added transit amenities that will increase user satisfaction. For three years, we budgeted for a new camera system and never moved forward with the project. These funds went into the Prior Year's Surplus. We will look to Prior Year's Surplus Funds for the purchase of a new camera system for the Hardy Parking Garage and additional cameras to increase security at the Old Town Garage and improve management. As always, all expenditures will be reviewed by the DDA in advance of actual City Commission approval.

Parking permits for both garage and surface are expected to remain constant or at a slight loss as we continue to hit capacity in most lots; have had terminated leases in two lots and do not anticipate adding any new lots. The potential loss will depend on businesses and their employees returning to downtown.

Traverse City Parking Services consists of the following positions:
Parking Director (1 FT)
Facilities Supervisor (1 FT)
Parking Operations Supervisor (1 FT)
Parking Support Specialist (3 FT)
Parking Specialist (6-8 PT and 2 FT Seasonal)
Parking Ambassadors (2 FT, 1 PT, 1 FT Seasonal)
Maintenance Technicians (1 FT, 1 PT, 1 FT Seasonal)

GOALS

1. Provide a successful, attractive parking environment that supports economic growth and tourism Downtown
   a. Have year to year growth in total permits sold
   b. Have year to year growth in meter revenue
   c. Foster private investment in the Downtown Development Authority district, which is indicative of confidence in our parking system
   d. Continually invest in parking infrastructure to maintain a high quality experience
2. Promote a higher quality of life through reduced reliance on surface parking Downtown and parking alternatives
   a. Reduce the amount of surface spaces in the Downtown Development Authority district by repurposing surface parking lots for redevelopment
   b. Increase bicycle parking in the Downtown Development Authority district
   c. Increase participation and ridership of the Destination Downtown program
   d. Increase commuter amenities and multi-modal initiatives.
3. Promote commerce at the NMC Campus and Munson Hospital area
   a. Work with both agencies to serve their specific needs in managing cars
   b. Make efficient use of resources by partnering with these and other agencies

PERFORMANCE MEASUREMENTS

	Performance Indicators	2015/2016	2016/17	2017/18	2018/19	2019/20 as of 3/5	2020/21 Estimate
Output	Number of parking fines issued	23,679	24,500	33,995	27,628	17,006	6,000
Output	Estimated number of vehicles processed in the parking decks	325,000	321,252	319,342	290,023	261,498	200,000
Efficiency	Utilization of parking decks at 2 pm weekdays	76.5%	72%	73.5%	78%	85%	80%
Efficiency	% of revenue collected from parking fines	95.9%	95.8%	89.9%	82%	94%	85%

SUMMARY OF BUDGET CHANGES

REVENUE

Parking Deck Proceeds – Revenues are expected to be 1/3 of the revenues previously seen in past years. This due to two factors: the uncertainty of tourism and patrons of downtown due to COVID-19 and permit holders utilizing the spaces for long-term parking thus reducing available short-term transient parking.

Parking Fees-Coin – Revenues are projected to be 50% less than the prior year. This is due to offering free parking to promote and make the downtown experience more appealing to patrons returning to businesses following COVID-19.

Permits – Surface Lots – Revenues are expected have a slight loss compared to previous years as we will provide a voucher that may be redeemed for a future use based on patrons who purchased time that was unable to be used during the COVID-19 time. We do expect to see full utilization of spaces. This is due to the lots being near capacity.

Permits – Parking Garages – Revenues are expected to have a slight loss compared to previous years as we will provide a voucher that may be redeemed for a future use based on patrons who purchased time that was unable to be used during the COVID-19 time. We do expect to see utilization similar to the prior year. This is due to current demand for employee parking from existing users to new users accessing the garages.

Parking Fines – Revenues are expected to be far less than previous years. This is due to suspended enforcement efforts and COVID-19.

EXPENSES

Salaries, Wages and Fringe Benefits – Salaries, wages and fringe benefits remain relatively flat with an estimated 2% annual wage increase and an estimated 3% increase in health insurance costs. This expenses is for interdepartmental City staff charges only.

Professional Services – There will be no increase in the DDA fee to include additional staff. The increase in the contract fee is based solely on annual cost of living increases and health insurance costs.

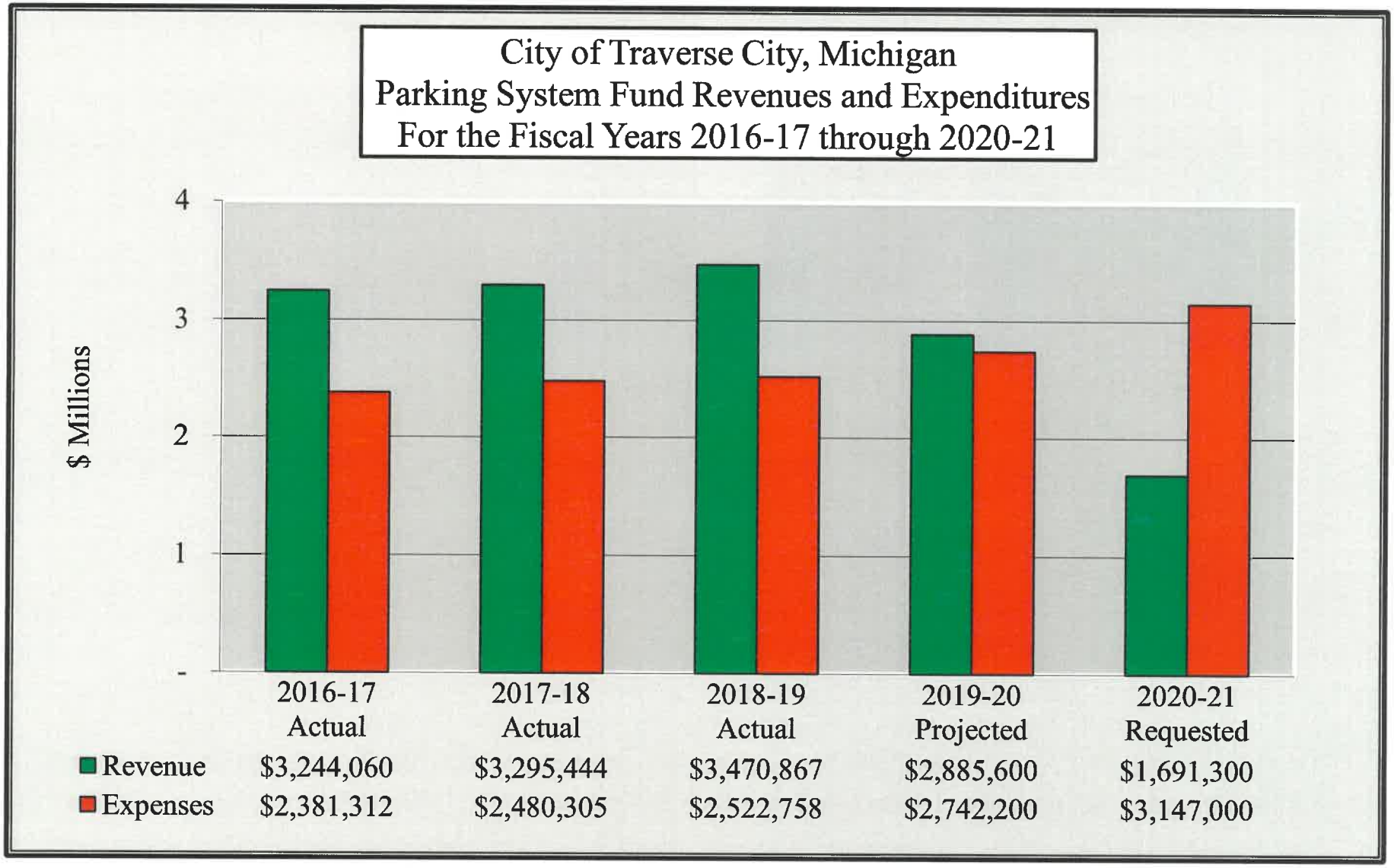
Public Utilities – This expense is expected to remain similar to the previous year.

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

Rentals – Rentals overall increased to reflect required rental rates for the Garage Fund to finance future equipment purchases of the Parking System along with an increased rental rate to cover the scheduled ride on sweeper replacement. The sweeper is required to keep the parking garages clean from exhaust dust and bird excrement.

NONOPERATING REVENUES (EXPENSES)

Transfer Out – City Fee – The City fee will remain at the rate of 10% of the total Parking Fund revenues. This fee will be significantly less due to the revenue loss projections.


City of Traverse City, Michigan
Parking System Fund Revenues and Expenditures
For the Fiscal Years 2016-17 through 2020-21
$ Millions
4
3
2
1
-
2016-17 Actual
2017-18 Actual
2018-19 Actual
2019-20 Projected
2020-21 Requested
Revenue $3,244,060 $3,295,444 $3,470,867 $2,885,600 $1,691,300
Expenses $2,381,312 $2,480,305 $2,522,758 $2,742,200 $3,147,000

City of Traverse City, Michigan
ENTERPRISE FUND
PARKING SYSTEM FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
OPERATING REVENUES					
Parking Deck Proceeds	$ 434,140	$ 424,987	$ 375,000	$ 320,000	$ 125,000
Parking Fees-Meters	1,611,057	1,655,450	1,500,000	1,250,000	800,000
Permits - Surface Lots	243,421	205,081	200,000	225,900	150,000
Permits - Parking Deck	472,320	694,910	650,000	720,000	500,000
Parking Fines	478,411	336,471	300,000	240,000	50,000
Rents and Royalties	26,064	26,290	26,300	26,300	26,300
Reimbursements	2,092	11,403	-	6,800	-
Miscellaneous Income	2,741	3,500	-	1,600	-
TOTAL OPERATING REVENUES	3,270,246	3,358,092	3,051,300	2,790,600	1,651,300
OPERATING EXPENSES					
Salaries and Wages	18,072	16,178	27,200	15,000	17,800
Fringe Benefits	11,800	1,445	2,500	800	1,900
Office/Operation Supplies	40,091	75,678	53,000	61,100	61,000
Professional Services	1,106,075	1,105,964	1,511,800	1,300,000	1,459,000
Communications	24,702	28,050	50,500	27,500	34,500
Transportation	3,372	3,494	8,000	4,000	5,000
Professional Development	5,483	1,578	10,000	100	10,000
Printing and Publishing	4,104	8,205	22,000	3,300	14,000
Insurance and Bonds	24,639	26,631	22,000	21,900	22,000
Utilities	106,784	107,025	135,000	90,000	125,000
Repairs and Maintenance	85,007	110,795	191,000	243,000	406,000
Rentals	137,033	146,742	119,000	115,000	116,000
Miscellaneous	11,330	14,192	10,500	16,600	10,600
Equipment *	54,300	10,439	160,000	50,500	159,000
Depreciation Expense	516,625	524,087	526,000	504,800	536,000
TOTAL OPERATING EXPENSES	2,149,417	2,180,503	2,848,500	2,453,600	2,977,800
OPERATING INCOME (LOSS)	1,120,829	1,177,589	202,800	337,000	(1,326,500)
NON-OPERATING REVENUES					
Gain on Sale of Assets	(1,782)	-	-	-	-
Interest Revenue	26,980	112,775	25,000	95,000	40,000
TOTAL NON-OPERATING REVENUES	25,198	112,775	25,000	95,000	40,000
INCOME BEFORE TRANSFERS	1,146,027	1,290,364	227,800	432,000	(1,286,500)
Transfer Out - City Fee	(330,888)	(342,255)	(307,600)	(288,600)	(169,200)
Transfer Out - capital projects	(66,677)	-	-	-	-
TOTAL TRANSFERS OUT	(397,565)	(342,255)	(307,600)	(288,600)	(169,200)
CHANGE IN NET POSITION	748,462	948,109	(79,800)	143,400	(1,455,700)
Net Position, Beginning of year	22,216,704	22,965,166	23,913,275	23,913,275	24,056,675
Net Position, End of year **	$ 22,965,166	$ 23,913,275	$ 23,833,475	$ 24,056,675	$ 22,600,975

F.T.E. Employees = 16.25

* Note: Equipment Expenditures of $159,000 are reported here for budget purposes only, actual Enterprise Fund financial statement reporting will reflect this as an increase in Fixed Assets.

** Ending net position represents the difference between total assets (including long-term fixed assets) and total liabilities the cash balance at 6/30/19 was $7,486,000

Department of Municipal Utilities

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

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

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

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

GOALS

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

WASTEWATER FUND

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

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

The Wastewater Treatment Plant treats sewage from the City of Traverse City and the townships of Acme, East Bay, Elmwood, Garfield, Peninsula, and Blair. All are parties to the Master Sewer Agreement, original adopted in 1987, revised in 2001, and amended and restated in 2017. The City has a unique and central role under that agreement; the plant is located in the City, the City is responsible for its operation, and holds the NPDES permit to discharge to the Boardman River. The City is also the entity to which the role of "Control Authority" is delegated by the other parties, that is, the City administers the system-wide Industrial Pretreatment Program and enforces township as well as City sewer use ordinances. The above is accomplished through a management contract with Operations Management International, INC.

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

SUMMARY OF SIGNIFICANT BUDGET CHANGES – OPERATING REVENUES

Rate Increase – The City Treasurer has not recommended a rate increase in the current fiscal year.

GOALS – WWTP and Pump Stations

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

PERFORMANCE MEASUREMENTS – WWTP AND PUMP STATIONS

Performance Measurements-WWTP and Pump Stations

	Performance Indicator	2015	2016	2017	2018	2019
Output	Billions of gallons treated	1.7180	1.6699	1.7840	1.8626	2.0500
	Millions of pounds of BOD treated	3.20	3.19	3.23	3.07	3.00
	Recordable safety incidents	1	0	0	0	0
Efficiency	Percentage of effluent in compliance with NPDES permit	100%	100%	100%	100%	100%
	Kilowatt hours used/pound of BOD treated	1.4200	1.3600	1.5000	1.6900	1.9300
	Kilowatt hours used/gallon of sewage treated	0.0026	0.0026	0.0027	0.0028	0.0028
	Total recordable rates	5.47%	0.00%	0.00%	0.00%	0.00%
	Days away or on restricted duty	2	0	0	0	0

As shown above, the influent flow at the facility (Billions of gallons treated) has increased since 2016. Because most of the increase in flow is a result of infiltration and inflow, the strength of the influent (Millions of pounds of BOD treated) did not correspondingly increase. Due to the fact the influent flows increased while influent strength slightly decreased, the kilowatt hours used/pound of BOD treated increased. This occurs because both the strength of the influent and the volume determine electrical usage, and for some processes that have high electrical demands, such as membrane filtration, the volume treated has a larger impact on electrical usage than the strength.

WASTEWATER FUND – MAINTENANCE AND REPAIRS

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

Responsibilities include:

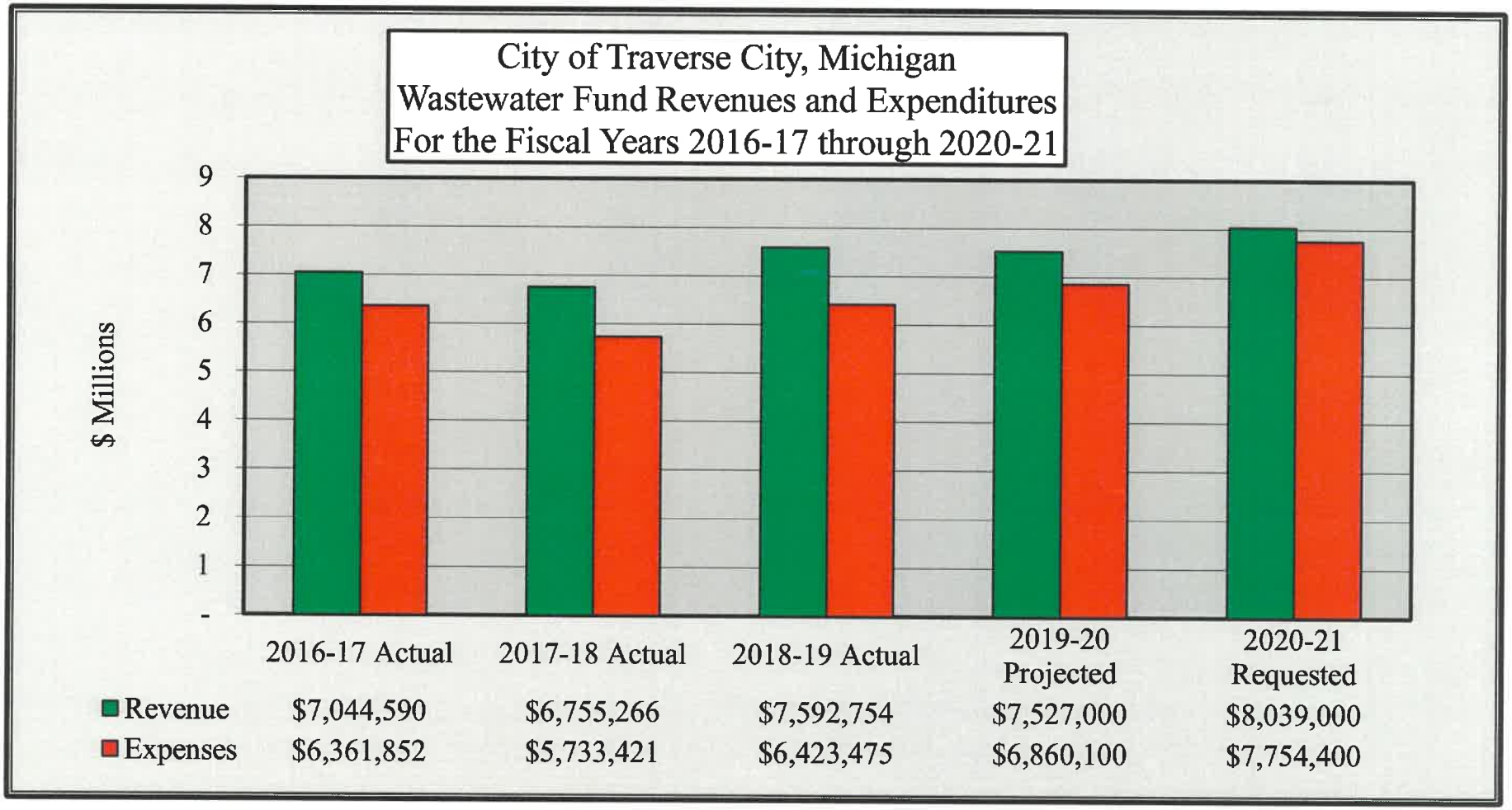
- Cleaning, televising and repairing 83.2 miles of gravity sewer; maintaining 4.8 miles of force main sanitary sewer.
- Cleaning and maintaining 1,892 sewer manholes.
- Administering the Cross Connection Inspection Program.
- Locating all water, sanitary and storm lines for MISS DIG.
- Assisting all DPS Divisions with confined space entries.
- Maintaining 62 storm water treatment systems on outfalls.

GOALS – MAINTENANCE AND REPAIRS

1. Continue to televise and evaluate sewers for condition assessment
2. Continue with installing the AMI metering system to improve sewer billing accuracy.
3. Increase efforts to reduce the number of sewer calls by cleaning approximately 30 percent of the sanitary system on an annual basis.

PERFORMANCE MEASUREMENTS - MAINTENANCE AND REPAIRS

	Performance Indicators	2014/15	2015/16	2016/17	2017/18	2018/19
Output	Sewer maintenance calls	91	65	41	72	75
	Footage of Sewers CCTV's	-	-	15,000	10,560	15,840
	Footage of sewers cleaned	51,822	69,738	119,000	52,800	63,360
Efficiency	Percentage of maintenance calls responded to within one hour	100%	100%	100%	100%	100%
	Percentage of sewer backups that were homeowner responsibility	80%	70%	71%	77%	76%
	Percentage of annual sewers cleaned	12%	16%	28%	12%	15%


City of Traverse City, Michigan
Wastewater Fund Revenues and Expenditures
For the Fiscal Years 2016-17 through 2020-21
$ Millions
9
8
7
6
5
4
3
2
1
-
2016-17 Actual
2017-18 Actual
2018-19 Actual
2019-20 Projected
2020-21 Requested
Revenue $7,044,590 $6,755,266 $7,592,754 $7,527,000 $8,039,000
Expenses $6,361,852 $5,733,421 $6,423,475 $6,860,100 $7,754,400

City of Traverse City, Michigan
ENTERPRISE FUND
WASTEWATER FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
OPERATING REVENUES					
Sewer Service Charges	$ 5,263,599	$ 5,642,718	$ 5,535,000	$ 5,450,000	$ 5,535,000
Public Authority	1,345,825	1,752,319	2,050,500	1,966,000	2,348,400
Industrial Pretreatment	4,100	4,467	6,000	13,000	6,000
Septage Treatment	11,533	17,168	19,300	20,000	22,700
Forfeited Discounts	14,465	15,630	14,000	14,000	14,000
Interdepartmental Sales	-	-	1,000	1,000	1,000
Merchandise and Jobbing	500	-	1,000	1,000	1,000
Miscellaneous	146,483	159,020	62,200	62,000	77,900
TOTAL OPERATING REVENUES	6,786,505	7,591,322	7,689,000	7,527,000	8,006,000
OPERATING EXPENSES					
WWTP AND PUMP STATIONS					
Salaries and Wages	26,666	23,288	23,300	24,000	23,100
Fringe Benefits	-	7,927	9,000	5,200	9,000
Professional Services	3,150,134	3,884,512	4,296,200	4,152,000	5,274,200
Industrial Pretreatment Costs	-	-	1,000	11,000	1,000
Insurance and Bonds	62,699	68,675	73,100	73,000	73,100
Total WWTP and Pump Stations	3,239,499	3,984,402	4,402,600	4,265,200	5,380,400
MAINTENANCE AND REPAIRS					
Salaries and Wages	432,928	467,746	419,000	419,000	419,000
Fringe Benefits	271,306	303,762	200,700	201,800	200,700
Office/Operation Supplies	6,762	18,088	30,000	24,000	30,000
Professional Services	165,759	54,790	110,000	382,000	110,000
Communications	1,910	1,844	2,000	2,000	2,000
Transportation	3,984	4,210	8,000	6,000	8,000
Professional Development	4,511	3,684	6,500	4,000	6,500
Public Utilities	8,470	8,635	9,000	9,000	9,000
Insurance and Bonds	681	681	6,500	6,500	6,500
Repairs and Maintenance	134,656	13,929	20,000	12,000	20,000
Rentals	54,020	90,487	97,800	97,800	97,800
Total Maintenance and Repairs	1,084,987	967,856	909,500	1,164,100	909,500

City of Traverse City, Michigan
ENTERPRISE FUND
WASTEWATER FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
ADMINISTRATIVE AND GENERAL					
Salaries and Wages	144,750	137,762	149,400	146,200	149,400
Fringe Benefits	94,003	86,734	115,100	105,300	115,100
ADMINISTRATIVE AND GENERAL (Continued)					
Office/Operation Supplies	13,486	16,174	17,300	11,400	17,300
Professional Services	16,677	40,182	17,000	30,000	17,000
Communication	61	19,281	23,300	21,200	23,300
Professional Development	1,480	391	2,500	2,500	2,500
Printing and Publishing	167	325	3,000	3,000	3,000
Rentals	9,002	4,222	10,000	10,000	10,000
Collection Costs	3,556	(442)	2,000	2,200	2,000
Transportation	1,196	1,227	2,500	2,500	2,500
Miscellaneous	1,569	2,942	3,400	3,500	3,400
Depreciation & Amortization	597,155	603,566	629,000	627,000	629,000
Total Administrative and General	883,102	912,364	974,500	964,800	974,500
TOTAL OPERATING EXPENSES	5,207,588	5,864,622	6,286,600	6,394,100	7,264,400
OPERATING INCOME	1,578,917	1,726,700	1,402,400	1,132,900	741,600
NON OPERATING REVENUES (EXPENSES)					
Reimbursements	(32,991)	-	31,000	30,000	31,000
Interest Revenue	1,752	1,432	2,000	2,000	2,000
Gain (Loss) on sale of capital assets	-	-	-	-	-
Interest/Finance Charges	(192,624)	(178,401)	(88,000)	(88,000)	(88,000)
Total Non-Operating Revenues (Expenses)	(223,863)	(176,969)	(55,000)	(56,000)	(55,000)
Income Before Transfers	1,355,054	1,549,731	1,347,400	1,076,900	686,600
Transfers Out - City Fee	(333,209)	(380,452)	(386,100)	(378,000)	(402,000)
CHANGE IN NET POSITION	1,021,845	1,169,279	412,000	698,900	284,600
Net position, beginning of year, restated	16,718,433	16,718,433	17,887,712	17,887,712	18,586,612
Net position, end of year **	$ 17,740,278	$ 17,887,712	$ 18,688,226	$ 18,586,612	$ 18,871,212
Distribution Personnel Services % F.T.E. Employees = 6.25	64.91%	79.71%	68.14%	53.33%	68.14%
Administrative and Plant Personnel Services % F.T.E. Employees = 2.57	30.06%	28.03%	30.46%	29.09%	30.44%

** Ending net position represents the difference between total assets (including long-term fixed assets) and total liabilities
the cash balance at 6/30/19 was $ 563,845

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

WATER FUND – PLANT, STORAGE TANKS AND BOOSTER STATIONS

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

The Traverse City Water Treatment Plant provides quality drinking water to customers in Traverse City, and portions of Garfield, Peninsula and Elmwood Townships. The water plant currently has a rated capacity of 18 million gallons a day.

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

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

GOALS – PLANT, STORAGE TANKS AND BOOSTER STATIONS

1. Continued focus on Energy Efficiency and Capital Improvement Projects (CIP) as recommended in the 2014 Water System Reliability Study including construction of new East-West 24-inch water transmission mains (phased plan), WTP Filters 1, 2 and 3 and Flocculation Tanks repairs. Other planned maintenance and equipment upgrades include repair of one high service and low service pump annually, install a VFD control on a high and low service pump.

PERFORMANCE MEASUREMENTS – PLANT, STORAGE TANKS AND BOOSTER STATIONS

	Performance Indicators	2016	2017	2018	2019
Output	Million gallons of water pumped	2,133.99	1,950.61	1,895.61	1,975.10
	Chemical costs	$72,544	$59,437	$58,022	$59,924
	Electrical demand - kWh (kiloWatt-hours)	2,275,452	2,400,365	2,415,497	2,417,442
Efficiency	Chemical cost per million gallons water pumped	$34.00	$30.47	$30.61	$30.34
	Gallons / kWh	937.83	812.63	784.77	815.02

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

No significant changes compared to previous year's budget line items except for a substantial increase in Repairs and Maintenance, due to $400,000 for Flocculation Tank Wall Repairs and Coatings, $80,000 for High & Low Service Pump Repairs, $20,000 for WTP Sump Pump Discharge Flow Meter, $15,000 WTP Turbidimeters Replacement.

WATER FUND – DISTRIBUTION

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

Responsibilities include:

- Maintaining, repairing and flushing 118 miles of water main.
- Maintaining, repairing and exercising 1,788 main line water valves.
- Installing and maintaining 7,510 water services/meters.
- Flushing, repairing and draining 998 fire hydrants.
- Tapping water mains for new service leads as required.
- Administering the Cross Connection Inspection Program.
- Locating all water, sanitary and storm lines for MISS DIG.
- Assisting all DPS Divisions with confined space entries.

The Division's staff includes:

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

GOALS - DISTRIBUTION

1. Install AMI metering system to improve water billing accuracy.
2. Exercise 20% of water system valves.
3. Work with GIS department to improve utility locations and locating abilities.

PERFORMANCE MEASUREMENTS - DISTRIBUTION

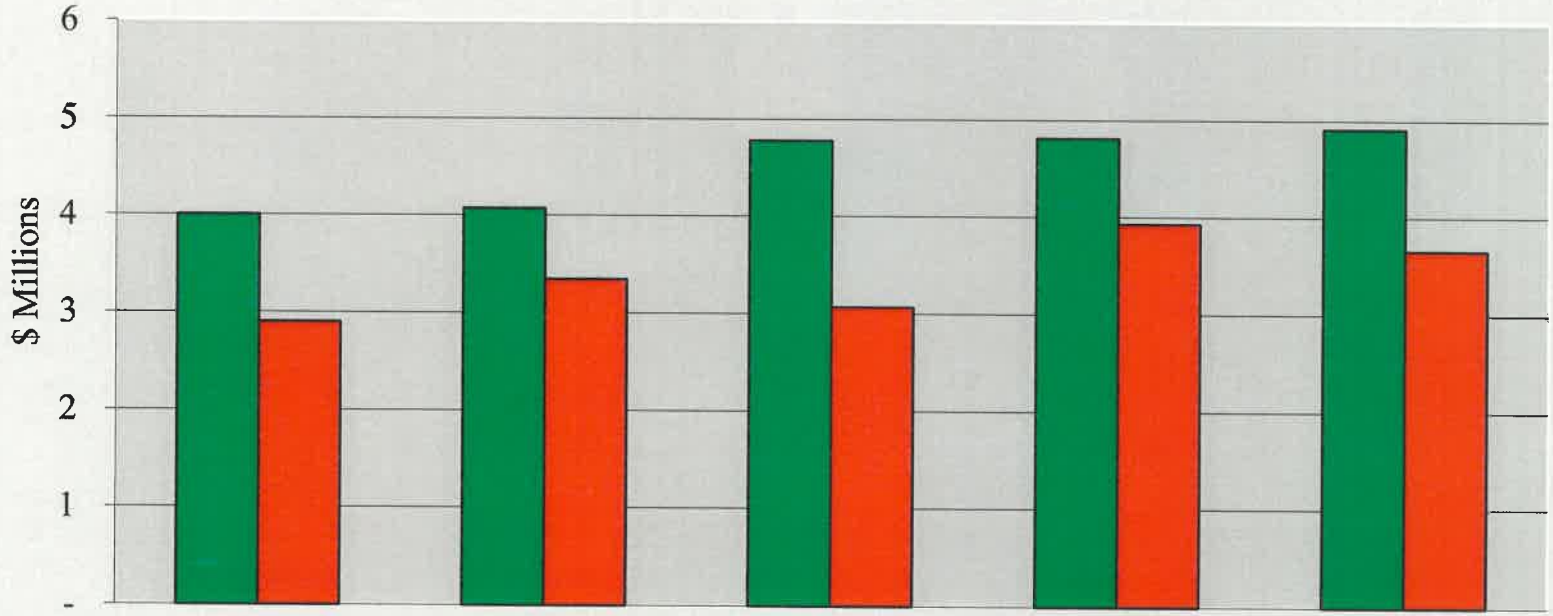
	Performance Indicators	2014/15	2015/16	2016/17	2017/18	2018-19	2019-20 to date
Efficiency/Output	WATER SYSTEM VALVES TURNED	N/A	N/A	350	133	253	150
	FIRE HYDRANTS WINTERIZED	985	985	985	989	998	998
	WATER RELATED SERVICE CALLS			854	865	907	889

SUMMARY OF SIGNIFICANT BUDGET CHANGES – DISTRIBUTION

Repair and Maintenance – No significant changes in the operations budget.

GOALS - ADMINISTRATIVE AND GENERAL

1. Continue working with the Water Committee exploring and brainstorming on improving efficiencies in the water system, including the reduction of the annual amount of water loss.
2. Continued enforcement of residential & commercial cross connection inspections and illicit sump pump discharge connections.
3. Continued deployment of the AMI meter reading system using our own work force.



	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Requested
Revenue	$4,001,499	$4,070,330	$4,777,134	$4,810,000	$4,910,000
Expenses	$2,901,921	$3,344,247	$3,065,186	$3,930,050	$3,660,600

City of Traverse City, Michigan
ENTERPRISE FUND
WATER FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
OPERATING REVENUES					
Water Sales	$ 3,114,245	$ 3,681,300	$ 3,856,000	$ 3,807,000	$ 3,856,000
Water Hydrant Fees	12,000	1,925	1,000	3,000	1,000
Public Authority	799,741	961,377	931,000	842,000	931,000
Merchandise and Jobbing	29,243	13,941	30,000	30,000	30,000
Taps, Meters and Pits	38,276	18,701	25,000	20,000	25,000
Contributions	21,000	-	1,000	1,000	1,000
Miscellaneous	56,713	66,766	59,000	61,000	59,000
TOTAL OPERATING REVENUES	4,071,218	4,744,010	4,903,000	4,764,000	4,903,000
OPERATING EXPENSES					
PLANT, STORAGE TANKS AND BOOSTER STATIONS					
Salaries and Wages	409,535	412,971	411,500	417,000	411,500
Fringe Benefits	316,630	353,322	206,400	204,300	206,400
Office/Operation Supplies	95,235	43,630	123,000	123,000	123,000
Professional Services	52,484	56,203	70,000	70,000	70,000
Communications	15,537	15,853	15,500	15,500	15,500
Transportation	1,489	1,157	3,000	3,000	3,000
Professional Development	8,672	5,472	8,000	8,000	8,000
Insurance and Bonds	34,043	38,615	40,000	40,000	40,000
Utilities	261,785	226,321	280,000	280,000	280,000
Repairs and Maintenance	200,980	122,631	115,000	210,000	515,000
Rentals	6,052	8,031	10,000	10,000	10,000
Total Plant, Storage Tanks and Booster Stations	1,402,442	1,284,206	1,282,400	1,380,800	1,682,400
DISTRIBUTION					
Salaries and Wages	328,452	297,195	324,300	315,000	324,300
Fringe Benefits	172,292	157,750	201,900	189,100	201,900
Office/Operation Supplies	72,555	94,986	100,000	90,000	100,000
Communications	2,108	1,789	2,000	2,000	2,000
Professional Services	166,105	136,077	160,000	771,000	160,000
Transportation	6,437	7,393	8,000	8,000	8,000
Professional Development	7,172	6,965	6,500	4,000	6,500
Insurance and Bonds	2,677	1,289	2,200	2,000	2,200
Utilities	14,043	20,843	15,000	13,000	15,000
Repairs and Maintenance	196,864	1,371	20,000	20,000	20,000
Rentals	85,811	86,226	120,500	120,500	120,500
Total Distribution	1,054,516	811,884	960,400	1,534,600	960,400

City of Traverse City, Michigan
ENTERPRISE FUND
WATER FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
ADMINISTRATIVE AND GENERAL					
Salaries and Wages	146,817	139,931	150,600	130,000	150,600
Fringe Benefits	94,248	87,851	115,200	96,900	115,200
Office Supplies	13,486	16,174	17,000	13,100	17,000
Communications	61	19,281	23,300	23,200	23,300
Professional Services	17,478	40,182	25,000	40,500	25,000
Professional Development	1,480	391	2,800	2,800	2,800
Printing and Publishing	167	398	3,000	3,000	3,000
Rentals	9,002	4,149	10,000	10,000	10,000
Collection Costs	3,810	982	2,000	2,200	2,000
Transportation	1,196	1,227	2,500	2,500	2,500
Miscellaneous	1,530	2,785	2,900	2,400	2,900
Inventory Adjustments	-	-	5,000	5,000	5,000
Depreciation Expense	394,498	416,631	413,000	443,000	413,000
Total Administrative and General	683,773	729,982	772,300	774,600	772,300
TOTAL OPERATING EXPENSES	3,140,731	2,826,072	3,015,100	3,690,000	3,415,100
OPERATING INCOME	930,487	1,917,938	1,887,900	1,074,000	1,487,900
NON OPERATING REVENUES (EXPENSES)					
Reimbursements	(9,122)	16,140	2,000	7,000	2,000
Interest Revenue	8,234	16,984	5,000	39,000	5,000
Interest/Finance Charges	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	(888)	33,124	7,000	46,000	7,000
Income Before Transfers	929,599	1,951,062	1,894,900	1,120,000	1,494,900
Transfers out - City Fee	(203,516)	(239,114)	(245,500)	(240,050)	(245,500)
CHANGE IN NET POSITION	726,083	1,711,948	1,649,400	879,950	1,249,400
Net position, beginning of year - restated	12,103,413	12,103,413	13,815,361	13,815,361	14,695,311
Net position, end of year	$ 12,829,496	$ 13,815,361	$ 15,464,761	$ 14,695,311	$ 15,944,711
Plant Personnel Services % F.T.E. Employees = 6.25	51.78%	59.67%	48.18%	45.00%	36.73%
Distribution Personnel Services % F.T.E. Employees = 5.25	47.49%	56.04%	54.79%	32.85%	54.79%
Adminstrative Personnel Services % F.T.E. Employees = 2.36	35.26%	31.20%	34.42%	29.29%	34.42%

The cost of providing water services is accounted for in this fund. Revenues are primarily from charges to customers for water usage. Revenues from water sales are used to pay for some improvements with direct contributions to capital required from customers in the form of hookup fees. The water revenues are also used to pay principal and interest on the revenue bonds used to finance improvements when debt is issued. Currently, the water fund has no outstanding debt.

DUNCAN L. CLINCH MARINA FUND

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

Clinch Marina provides facilities for the boating public. There are 71 slips for seasonal boaters and 48 for transient boaters. There is also nearly 1,200 feet of broadside dockage that can accommodate up to 30 boats of different sizes, to include boats up to 150 feet. Gasoline, diesel fuel and pump-out facilities are available for boaters. Clinch Marina also operates a boat launch that provides access to West Bay.

The marina is staffed by:
Dockmaster, who also operates the Hickory Hills ski area in the winter months
Seasonal Assistant Dockmaster
10 seasonal dock attendants
3 seasonal night security staff
2 seasonal maintenance staff

GOALS

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

PERFORMANCE MEASUREMENTS

	Performance Indicators	2014/15	2015/16	2016/17	2017/18	2018/19
Output	Transient boat days	6,542	5,978	6,360	5,650	6,055
	Seasonal boat days	9,381	9,381	9,381	11,289	11,289
	Gasoline gross sales	$ 219,138	$ 249,085	$ 232,800	$ 278,331	$ 253,242
	Diesel gross sales	$ 79,217	$ 71,914	$ 99,465	$ 129,172	$ 150,786
Efficiency	Actual percentage of occupancy	73%	70%	71%	77%	79%
	Net sales (gross sales less cost of goods sold)	$ 34,701	$ 19,533	$ 54,453	$ 61,869	$ 60,604

City of Traverse City, Michigan
Duncan L. Clinch Marina Fund Revenues and Expenditures
For the Fiscal Years 2016-17 through 2020-21

	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Requested
Revenue	$593,035	$635,370	$603,438	$640,000	$634,000
Expenses	$549,456	$631,532	$644,348	$599,300	$465,300

City of Traverse City, Michigan
ENTERPRISE FUND
DUNCAN L. CLINCH MARINA FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
OPERATING REVENUES					
Launch Permits	$ 4,170	$ 4,934	$ 4,000	$ 2,000	$ 4,000
Boat Wells	446,456	413,748	400,000	440,000	415,000
Computerized Reservations	108,328	102,315	100,000	100,000	100,000
Gasoline and Oil (Net of Cost)	37,938	49,414	90,000	73,000	90,000
Miscellaneous Revenues	37,987	33,027	40,000	25,000	25,000
TOTAL OPERATING REVENUES	634,879	603,438	634,000	640,000	634,000
OPERATING EXPENSES					
Salaries and Wages	98,865	106,434	102,100	102,100	24,400
Fringe Benefits	51,687	58,424	40,500	48,000	1,900
Office/Operation Supplies	16,040	8,012	16,000	11,000	16,000
Professional Services	205,329	219,766	180,000	190,000	155,000
Communications	13,172	14,025	12,000	12,000	12,000
Transportation	2,151	2,540	1,500	1,700	1,500
Professional Development	620	1,065	1,000	1,000	1,000
Printing & Publishing	202	75	800	500	800
Insurance & Bonds	5,569	7,787	5,000	5,000	5,000
Utilities	50,550	35,801	35,000	35,000	35,000
Repairs and Maintenance	26,675	33,422	50,000	30,000	50,000
Rentals	4,857	4,252	6,000	6,000	6,000
Depreciation Expense	108,228	108,038	109,000	109,000	109,000
TOTAL OPERATING EXPENSES	583,945	599,641	558,900	551,300	417,600
OPERATING INCOME (LOSS)	50,934	3,797	75,100	88,700	216,400
NON OPERATING REVENUES (EXPENSES)					
Interest Revenue	491	-	-	-	-
Interest Expense	(15,818)	(14,535)	(16,000)	(16,000)	(16,000)
Total Non-Operating Revenues (Expenses)	(15,327)	(14,535)	(16,000)	(16,000)	(16,000)
Income Before Transfers	35,607	(10,738)	59,100	72,700	200,400
OPERATING TRANSFERS IN (OUT)					
Transfers In	-	-	-	-	-
Transfers Out - City Fee	(31,769)	(30,172)	(31,700)	(32,000)	(31,700)
TOTAL OPERATING TRANSFERS	(31,769)	(30,172)	(31,700)	(32,000)	(31,700)
CHANGE IN NET POSITION	3,838	(40,910)	27,400	40,700	168,700
Net position, beginning of year	8,553,183	8,557,021	8,516,111	8,516,111	8,556,811
Net position, end of year **	$ 8,557,021	$ 8,516,111	$ 8,543,511	$ 8,556,811	$ 8,725,511
Personnel Services % (Includes $167,000 in Seasonal Contract Labor) F.T.E. Employees = 1.0	54.38%	55.34%	55.39%	57.52%	46.29%

** Ending net position represents the difference between total assets (including long-term fixed assets) and total liabilities
the cash balance at 6/30/19 was $ 417,298

HICKORY HILLS

During the 2019-2020 budget year the implementation of the Multi-Season Recreation Master Plan continued at the Hickory Hills Ski Area. The expansion from the previous year was fully utilized and the new maintenance building, ski lodge, skiable terrain on site and parking lot were welcome additions by our patrons. The ski lodge also saw additional investment in the way of new carpeting as well as kitchen appliances for the new café operation. Additional improvements to come in the spring of 2020 in the way of an expanded Disc Golf Course, landscaping, reforestation efforts and additional trail stabilization.

Recreation components include:

♦ 13 downhill runs and 8 kilometers of cross country ski trails.
♦ Partnerships with the Grand Traverse Ski Club and the Nordic Rocks Program through Traverse City Area Public Schools.
♦ More than 15,000 skier visits took place in the 2019/20 season.

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

City of Traverse City, Michigan
ENTERPRISE FUND
HICKORY HILLS
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
OPERATING REVENUES					
Food Concessions	$ -	$ (3,710)	$ 3,500	$ 29,800	$ 29,000
Ski Passes	-	134,422	150,000	174,700	175,000
Rents and Royalties	-	1,678	10,000	22,000	25,000
Miscellaneous Revenues	-	592	2,000	-	-
TOTAL OPERATING REVENUES	-	132,982	165,500	226,500	229,000
OPERATING EXPENSES					
Salaries and Wages	-	2,955	108,200	160,000	139,300
Fringe Benefits	-	226	23,000	17,300	-
Office/Operation Supplies	-	14,884	50,000	50,000	56,000
Professional Services	-	7,987	44,000	90,500	74,000
Communications	-	981	3,500	1,400	2,500
Transportation	-	-	10,000	4,600	5,500
Professional Development	-	-	2,000	2,500	2,000
Printing & Publishing	-	119	2,000	500	1,500
Insurance & Bonds	-	1,737	-	2,400	2,500
Utilities	-	14,914	40,000	55,000	50,000
Repairs and Maintenance	-	16,545	11,000	15,000	11,000
Rentals	-	245	102,800	102,800	103,900
Depreciation Expense	-	-	104,600	104,600	114,300
TOTAL OPERATING EXPENSES	-	60,593	501,100	606,600	562,500
OPERATING INCOME (LOSS)	-	72,389	(335,600)	(380,100)	(333,500)
NON OPERATING REVENUES (EXPENSES)					
Interest Revenue	-	54	-	-	-
Interest Expense	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	-	54	-	-	-
Income Before Transfers	-	72,443	(335,600)	(380,100)	(333,500)
Transfers In	-	-	248,900	380,100	333,500
CHANGE IN NET POSITION	-	72,443	(86,700)	-	-
Net position, beginning of year	-	-	72,443	72,443	72,443
Net position, end of year	$ -	$ 72,443	$ (14,257)	$ 72,443	$ 72,443

GARAGE FUND

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

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

The Garage works with all Departments and Divisions, including Light and Power, to identify the best, most cost-effective equipment necessary to do the job(s) required. This includes writing specifications, bidding, purchasing, repairing/maintaining, and disposing of all cars, trucks, specialty vehicles and heavy equipment. In addition, the Garage Division purchased and maintains the entire Department of Public Works facilities located on Woodmere Avenue. At that location, the Garage not only provides housing and parking for the Streets and Parks Division, but a 24 hour – 7 day a week fueling depot providing gasoline and diesel fuel to all City Departments.

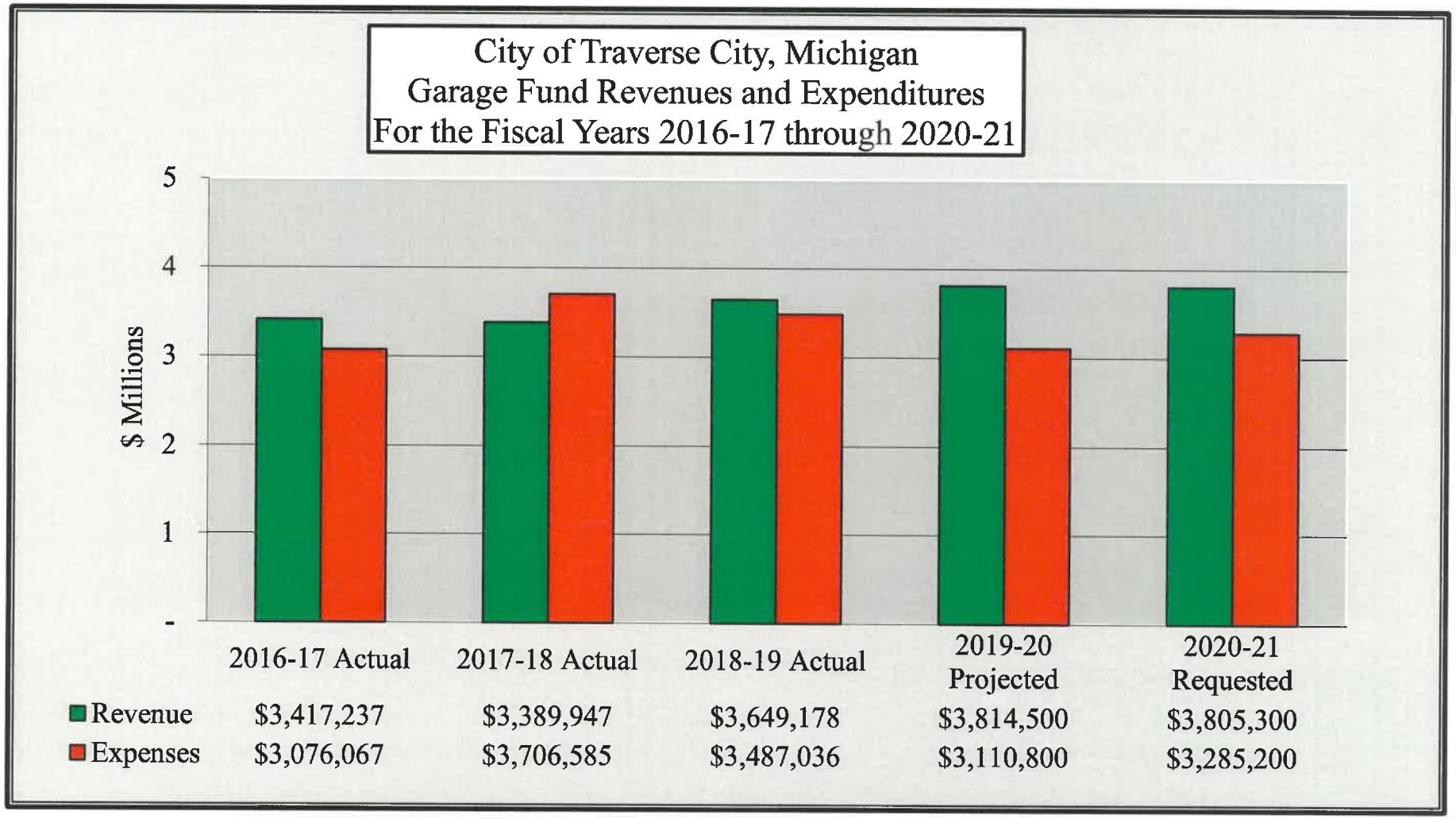
The Garage Division's top priority is keeping the most cost effective equipment on the road at-all-times. To this extent, the Garage operates two shifts and is open 16 hours daily. This allows equipment to be serviced and/or repaired during the evening hours so it is ready for crews in the morning. Extended hours eliminate the need for back-up equipment, ***starting the Winter of 2018/2019 a test program of 24 hour around the clock service is available during "SNOW EMERGENCIES" to provide our Snow Crews and First Responders adequate support (3/3/2020 update the test program has worked nicely, the Garage will continue and monitor progress)***. Early morning, weekends, holiday and emergency services are offered by request. In addition, the Garage Division operates a Central Storeroom, where automotive and maintenance items are available to all Departments. The storeroom also operates a UPS drop-off and pickup site.

GOALS

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

PERFORMANCE MEASUREMENTS

	Performance Indicators	2014/15	2015/16	2016/17	2017/18	2018/19
Output	Average age of motorized fleet (years)	8.42	4.01	7.6	8.9	6.1
	Annual maintenance costs	$1,153,339	$1,180,766	$1,071,188	$1,072,726	$1,097,046
	Scheduled vehicle/equipment replacement	29	15	20	22	17
Efficiency	Labor cost as a percentage of total maintenance costs	56%	54%	53%	52%	50%
	Part cost as a percentage of total maintenance costs	35%	40%	35%	41%	31%
	Preventative maintenance dollars as a % of total maintenance	20%	20%	26%	27.2%	26.5%


City of Traverse City, Michigan
Garage Fund Revenues and Expenditures
For the Fiscal Years 2016-17 through 2020-21
$ Millions
5
4
3
2
1
-
2016-17 Actual
2017-18 Actual
2018-19 Actual
2019-20 Projected
2020-21 Requested
Revenue $3,417,237 $3,389,947 $3,649,178 $3,814,500 $3,805,300
Expenses $3,076,067 $3,706,585 $3,487,036 $3,110,800 $3,285,200

City of Traverse City, Michigan
INTERNAL SERVICE FUND
GARAGE FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
OPERATING REVENUES					
Rental-Motor Pool	$ 2,705,363	$ 2,908,470	$ 2,921,300	$ 3,000,000	$ 2,921,300
Interdepartmental Sales	332,591	358,801	400,000	340,000	400,000
Rentals	264,864	273,515	281,000	272,000	281,000
TOTAL OPERATING REVENUES	3,302,818	3,540,786	3,602,300	3,612,000	3,602,300
OPERATING EXPENSES					
Salaries and Wages	581,603	589,886	584,000	570,000	584,000
Fringe Benefits	265,315	315,288	224,800	228,000	224,800
Office/Operation Supplies	335,380	353,383	327,800	257,100	327,800
Cost of Sales - Interdepartment	222,105	215,900	200,000	175,000	200,000
Professional Services	165,722	160,880	75,000	140,000	75,000
Communications	11,550	8,544	12,000	12,000	12,000
Transportation	5,832	3,350	4,200	2,000	4,200
Professional Development	6,048	2,418	3,000	3,500	3,000
Printing & Publishing	1,332	203	400	200	400
Insurance and Bonds	64,996	77,549	94,000	88,000	94,000
Utilities	53,222	53,657	40,000	40,000	40,000
Repairs and Maintenance	470,167	55,186	70,000	60,000	70,000
Rentals	13,076	11,846	10,000	12,000	10,000
Depreciation Expense	1,510,237	1,638,026	1,510,000	1,510,000	1,640,000
Miscellaneous	-	920	-	13,000	-
TOTAL OPERATING EXPENSES	3,706,585	3,487,036	3,155,200	3,110,800	3,285,200
OPERATING INCOME (LOSS)	(403,767)	53,750	447,100	501,200	317,100
NON OPERATING REVENUES					
Interest Revenue	2,902	1,714	-	-	-
Other Revenue	63,091	20,015	38,000	37,500	38,000
Gain on Sale of Fixed Assets	21,136	86,663	165,000	165,000	165,000
TOTAL NON-OPERATING REVENUES	87,129	108,392	203,000	202,500	203,000
CHANGE IN NET POSITION	(316,638)	162,142	650,100	703,700	520,100
Net position, beginning of year - restated	9,492,944	9,492,944	9,655,086	9,655,086	10,358,786
Net position, end of year	$ 9,176,306	$ 9,655,086	$ 10,305,186	$ 10,358,786	$ 10,878,886
Personnel Services %	22.85%	25.96%	25.63%	25.65%	24.62%

F.T.E. Employees = 9.40

City of Traverse City, Michigan
INTERNAL SERVICE FUND
GARAGE FUND
2020-21 Vehicle Replacement Schedule

Department	Vehicle Description	Estimated Replacement Costs
Police	Ford Explorer	$ 53,000
Light and Power Meter	Ford Ranger Pickup	32,000
Light and Power Meter	Ford Ranger Pickup	32,000
Cemetery	F-350 Dump with Lift Gate	84,000
Light and Power General	F-350 w/Plow	58,000
Light and Power General	F-350 Dump w/Plow	84,000
Fire	KME Engine	700,000
Light and Power Service	Ford F-350	58,000
Autoparking	Advnce Protr 5130 Sweeper	59,500
Streets	Solartech Flashing Arrow	10,000
Sewer	Sullair Generator on Trailer	70,000
Streets	Skid Steer Planer	21,000
Streets	Keizer-Mor KM4-48	34,000
	Estimated Total Replacement Cost	**$ 1,295,500**

TRAVERSE CITY
LIGHT & POWER

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

From its meager beginnings TCL&P has grown to more than 12,000 customers and now receives electric power from several sources. TCL&P has local generation available from its 75% share of a gas turbine combustion plant near Kalkaska, another 5 wind turbines in McBain, the wind turbine located on M-72 and 3 MW solar project located by the wind turbine on M-72. TCL&P also participates in two sources of reliable fossil fuel generation, two landfill projects from downstate Michigan and a wind farm located in the thumb area of Michigan. In addition to these resources the utility has committed to 17.4 MW of additional solar energy located in Shiawassee County and 12.2 MW in Calhoun County that will be operational in years 2020 and 2021. This combination of diversified power supply sources has provided low cost electricity. The utility's electric service rates remain one of the lowest in the state. Most recently, in August 2018, the board embarked upon setting a goal within the strategic plan of becoming 100% renewable by the year 2040 with benchmarks of becoming 15% renewable by 2021 and 40% by 2025.

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

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

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

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

City of Traverse City, Michigan
TRAVERSE CITY LIGHT & POWER
2020-21 Budgeted Revenue and Expense Summary

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
OPERATING REVENUE	$ 34,841,946	$ 34,184,965	$ 35,179,300	$ 33,961,500	$ 35,179,500
OPERATING EXPENSES					
PURCHASE POWER EXPENSES					
Capacity	788,601	683,943	575,000	620,000	695,000
Purchased Power - MISO	346,765	1,200,153	1,900,000	1,814,400	2,860,900
Stoney Corners - Wind Energy	2,810,991	2,927,675	3,207,600	3,096,000	3,139,400
Combustion Turbine Power Cost	4,527,491	5,028,432	4,400,000	4,418,400	4,334,800
Campbell #3 Power Cost	3,875,189	4,039,261	4,000,000	3,749,000	3,791,200
Belle River #1 Power Cost	2,689,426	2,056,298	2,320,000	1,680,500	2,070,880
Landfill Gas - Granger Project	968,804	999,793	1,116,000	1,103,500	1,147,300
M-72 Wind Turbine	30,143	25,398	31,000	26,000	26,000
M-72 Solar	99,416	133,943	146,000	142,500	142,500
M-72 Solar II	-	-	-	73,300	144,200
Pegasus Wind	-	-	370,000	186,100	324,100
Bilateral Contracts	4,432,175	3,589,993	3,376,600	3,769,300	2,419,800
Other Generation Expenses	312,493	365,669	312,500	274,350	245,000
Total Purchase Power Expenses	20,881,494	21,050,558	21,754,700	20,953,350	21,341,080
DISTRIBUTION EXPENSES					
Operations & Maintenance	3,701,031	4,330,572	4,894,050	4,155,600	4,054,850
TRANSMISSION EXPENSES					
Operations & Maintenance	466,889	452,920	465,400	414,100	412,400
OTHER OPERATING EXPENSES					
Metering & Customer Accounting	477,359	627,151	569,300	545,700	650,200
Conservation & Public Services	448,879	457,008	634,600	534,400	769,300
Information Systems	-	378,066	482,600	347,656	481,050
Administrative & General	1,192,961	987,374	963,320	848,900	860,400
Insurance	67,619	69,139	77,625	80,000	85,000
Depreciation Expense	2,635,190	2,879,750	2,850,000	3,000,000	3,250,000
City Fee	1,745,395	1,725,314	1,773,000	1,713,000	1,774,000
Total Other Operating Expenses	6,567,403	7,123,802	7,350,445	7,069,656	7,869,950
Total Operating Expenses	31,616,817	32,957,852	34,464,595	32,592,706	33,678,280
Operating Income/Loss	3,225,129	1,227,113	714,705	1,368,794	1,501,220
NON OPERATING REVENUE/EXPENSES					
Non Operating Revenues	1,013,798	994,889	362,500	460,500	401,200
Non Operating Expenses	(201,668)	(244,700)	-	-	-
Total Non Operating Revenue/(Exp)	812,130	750,189	362,500	460,500	401,200
SPECIAL ITEM					
Retirement of Meters	-	(1,034,859)	-		-
OTHER FINANCING SOURCES					
Transfers In	125,000	175,000	200,000	200,000	-
Change in Net Position	$ 4,162,259	$ 1,117,443	$ 1,277,205	$ 2,029,294	$ 1,902,420

City of Traverse City, Michigan
TRAVERSE CITY LIGHT AND POWER
2020-21 Budgeted Revenue and Expense Detail

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
OPERATING REVENUES					
Residential Sales	$ 6,139,210	$ 5,943,504	$ 6,161,000	$ 5,970,000	$ 6,250,000
Commercial Sales	15,377,008	14,682,997	15,265,000	14,653,000	15,275,000
Industrial Sales	9,274,947	9,106,566	9,571,000	9,060,000	9,500,000
Public Authority Sales	289,087	299,381	315,000	318,000	329,000
Voluntary Green Rate	1,375	15,037	16,000	70,000	20,000
Street Lighting Sales	230,933	231,650	225,000	225,000	225,000
Yard Light Sales	123,148	123,621	125,000	125,000	125,000
total utility sales	*31,435,708*	*30,402,756*	*31,678,000*	*30,421,000*	*31,724,000*
Forfeited Discounts	62,418	54,900	55,000	55,000	55,000
Merchandise and Jobbing	139,731	288,163	145,000	200,000	140,000
Recovery of Bad Debts	-	-	200	-	-
Sale of Scrap	65,256	75,547	30,000	20,000	20,000
Miscellaneous Income	37,004	86,817	44,600	37,500	37,500
Refunds and Rebates	11,037	3,924	6,500	3,000	3,000
MISO Revenue	3,090,792	3,272,858	3,220,000	3,225,000	3,200,000
TOTAL OPERATING REVENUES	34,841,946	34,184,965	35,179,300	33,961,500	35,179,500
OPERATING EXPENSES					
PURCHASE POWER					
Salaries and Wages	18,631	12,274	64,000	40,600	91,300
Fringe Benefits	164,832	201,969	91,800	35,800	(19,600)
Operation Supplies	-	217	-	-	-
Software and Hardware	354	-	-	-	-
Capacity Purchases	788,601	683,943	575,000	620,000	695,000
Purchased Power - MISO Market	346,765	1,200,153	1,900,000	1,814,400	2,860,900
Bilateral Contracts (offsetting MISO Market)	4,432,175	3,589,993	3,376,600	3,769,300	2,419,800
Combustion Turbine Power Cost	4,527,491	5,028,432	4,400,000	4,418,400	4,334,800
Campbell #3 Power Cost	3,875,189	4,039,261	4,000,000	3,749,000	3,791,200
Belle River #1 Power Cost	2,689,426	2,056,298	2,320,000	1,680,500	2,070,880
Stoney Corners - Wind Energy	2,810,991	2,927,675	3,207,600	3,096,000	3,139,400
Landfill Gas - NANR & Granger Project	968,804	999,793	1,116,000	1,103,500	1,147,300
M72 Wind Turbine	30,143	25,398	31,000	26,000	26,000
M72 Solar	99,416	133,943	146,000	142,500	142,500
M72 Solar II	-	-	-	73,300	144,200
Pegasus Wind	-	-	370,000	186,100	324,100
total purchase power	*20,569,001*	*20,684,889*	*21,442,200*	*20,679,000*	*21,096,080*
Purchased Power Cost as a % of Sales	*65.4%*	*68.0%*	*67.7%*	*68.0%*	*66.5%*
Communications	549	212	300	250	300
Safety Training Supplies	2,933	3,388	3,600	3,800	3,900
Tools	-	173	-	-	-
Professional and Contractual	110,145	120,926	128,500	158,000	136,000
Transportation	6,260	5,492	7,000	5,800	6,000
Professional Development	1,496	953	-	7,000	3,000
Uniforms	3,486	6,566	3,600	3,600	3,600
Vehicle Rental	3,799	13,417	13,100	19,000	20,000
Miscellaneous	8	82	600	500	500
Total Purchase Power	20,881,494	21,050,558	21,754,700	20,953,350	21,341,080

City of Traverse City, Michigan
TRAVERSE CITY LIGHT AND POWER
2020-21 Budgeted Revenue and Expense Detail

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
DISTRIBUTION OPERATION & MAINTENANCE					
Salaries and Wages	1,128,352	1,287,993	1,815,400	1,786,200	1,808,900
Fringe Benefits	1,285,965	1,631,378	1,714,200	1,117,600	888,100
Office Supplies	812	4,445	4,000	2,000	4,000
Operation Supplies	62,543	56,608	53,000	53,000	56,000
Utilities	55,952	53,474	56,400	55,800	63,500
Meals and Payments	2,669	5,455	3,100	5,000	5,200
Communications	56,663	52,511	36,000	60,000	63,000
Software and Hardware	65,157	-	-	-	-
Substation	318,631	142,264	122,050	155,000	151,500
Overhead Lines	9,049	12,413	202,800	38,000	49,500
Tree Trimming	177,070	199,264	20,000	185,000	213,000
Load and Dispatching	32,265	33,228	38,000	33,900	34,750
Storm Damage Contingency	115	359	50,000	5,000	50,000
Underground Lines	32,711	18,945	26,500	28,000	26,000
Customer Installations	-	59,398	-	-	-
Electric Meters	25,625	158,780	4,000	37,600	5,100
Street Lighting	222,256	256,938	236,700	235,000	235,600
Traffic Signal Oper. & Maint.	(28,017)	12,983	10,000	-	-
Radio Equipment	1,403	2,339	2,500	2,000	2,000
Plant & Structures	89,573	110,053	109,000	84,900	77,000
Safety	29,265	27,831	31,000	27,100	27,800
Tools	31,144	25,995	32,000	32,000	42,000
Uniforms	22,802	24,628	22,900	16,400	16,400
Professional and Contractual	59,034	19,750	182,500	73,500	76,500
Rent Expense	-	1,688	2,000	1,800	2,000
Professional Development	58,728	66,214	57,000	57,000	50,000
Printing and Publishing	4,383	7,798	4,800	4,800	5,000
Transportation	34,696	27,801	29,500	29,500	29,500
Vehicle Rentals	(24,558)	63,736	15,200	51,000	59,000
Miscellaneous	2,853	1,622	3,500	3,500	3,500
Inventory Adjustments	(56,110)	(35,319)	10,000	(25,000)	10,000
Total Distribution O & M	3,701,031	4,330,572	4,894,050	4,155,600	4,054,850
TRANSMISSION OPERATIONS & MAINTENANCE					
Salaries and Wages	222,175	215,133	227,200	182,700	182,700
Fringe Benefits	523	2,845	700	2,900	2,900
Substation	82,257	49,602	84,000	51,000	85,500
Overhead Lines	17,219	17,401	23,000	17,500	23,000
Load and Dispatching	12,735	12,735	15,000	15,000	16,500
MISO Transmission	35,971	34,767	36,500	48,400	34,500
Professional and Contractual	-	-	5,000	-	-
Vehicle Rentals	645	2,565	1,000	1,000	1,300
Miscellaneous-MPPA Transmission Project	57,747	82,285	73,000	81,600	66,000
Inventory Adjustments	37,617	35,587	-	14,000	-
Total Transmission O & M	466,889	452,920	465,400	414,100	412,400

City of Traverse City, Michigan
TRAVERSE CITY LIGHT AND POWER
2020-21 Budgeted Revenue and Expense Detail

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
METERING & CUSTOMER ACCOUNTING					
Salaries and Wages	238,787	236,948	249,700	242,500	317,000
Fringe Benefits	143,708	232,217	149,900	128,000	206,000
Office Supplies	4,368	4,277	4,500	3,000	3,500
Operation Supplies	(2)	434	-	400	400
Communications	132	69	200	200	200
Hardware/Software	434	-	-	-	-
Contract Meal Allowance	-	15	100	200	200
Safety Training and Supplies	3,896	1,694	4,000	2,500	2,600
Uniforms	1,806	1,083	2,400	2,400	2,400
Professional and Contractual	11,078	48,806	34,000	61,000	10,000
Postage	22,626	25,975	28,000	33,900	34,800
Uncollectable Accounts	2,540	7,946	3,500	2,500	2,500
Collection Costs	1,870	2,467	4,500	2,500	2,500
Data Processing	18,321	29,689	18,000	23,500	24,500
AMI Fiber Connection	-	21,000	46,200	23,100	23,100
Transportation	2,391	2,153	5,000	2,500	2,500
Professional Development	3,212	782	4,500	2,000	4,500
Printing and Publishing	334	505	1,000	1,000	1,000
Vehicle Rentals	20,604	9,746	12,300	13,000	11,000
Miscellaneous	1,254	1,345	1,500	1,500	1,500
Total Customer Accounting	477,359	627,151	569,300	545,700	650,200
CONSERVATION & PUBLIC SERVICES					
Salaries and Wages	42,682	50,345	105,400	105,800	98,700
Fringe Benefits	9,204	24,020	71,900	47,600	39,900
Office Supplies	1,078	152	1,000	500	500
Communications	-	659	-	600	650
Professional and Contractual	2,332	89	2,500	1,500	41,500
Public Service & Communications	32,321	35,925	32,200	35,000	35,000
Community Services	21,905	33,302	56,400	53,400	41,100
Community Investment Fund	-	-	-	-	75,000
Professional Development	966	1,444	5,500	4,000	4,450
Printing and Publishing	565	80	1,000	500	500
Vehicle Rentals	5,453	4,322	5,000	5,000	4,900
Energy Waste Reduction Program	331,772	306,447	268,000	268,000	245,100
Additional Energy Waste Reduction	-	-	85,500	12,000	100,000
Voluntary Green Program	-	-	-	-	81,500
Miscellaneous	601	223	200	500	500
Total Conservation & Public Services	448,879	457,008	634,600	534,400	769,300
INFORMATION SYSTEMS					
Salaries and Wages	-	115,703	123,700	100,900	124,400
Fringe Benefits	-	115,447	149,100	64,100	61,400
Office Supplies	-	549	1,000	1,000	1,000
Operation Supplies	-	3,971	5,000	5,000	5,500
Communications	-	8,378	9,000	5,400	5,700
Software	-	98,974	122,000	142,006	180,000
Hardware	-	17,417	15,000	10,000	20,000
Uniforms		197	500	500	500
Professional and Contractual	-	16,865	50,000	18,000	75,000
Professional Development	-	420	6,800	-	6,800
Printing and Publishing	-	-	-	250	250
Miscellaneous	-	145	500	500	500
Total Information Systems	-	378,066	482,600	347,656	481,050

City of Traverse City, Michigan
TRAVERSE CITY LIGHT AND POWER
2020-21 Budgeted Revenue and Expense Detail

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
ADMINISTRATIVE AND GENERAL					
Salaries and Wages	526,751	394,566	379,500	376,200	392,500
Fringe Benefits	417,784	385,825	330,400	281,000	245,400
Office Supplies	8,461	7,591	10,000	7,500	10,000
Communications	9,630	4,230	5,000	4,500	4,800
Software and Hardware	6,904	-	-	-	-
Fees and Per Diem	60,896	62,889	65,000	59,200	65,000
Board Related Expenses	1,452	1,910	5,000	4,000	5,000
Professional & Contractual	96,076	56,870	52,400	35,000	50,000
Legal Services	40,266	50,300	80,000	50,000	52,500
Special Services	122	32	-	-	-
Employee Appreciation	3,066	10,455	7,000	7,000	7,500
City Fee	1,745,395	1,725,314	1,773,000	1,713,000	1,774,000
Transportation	854	240	1,000	500	500
Professional Development	11,602	7,117	18,520	15,000	18,200
Printing & Publishing	3,862	4,549	7,000	6,000	6,000
Insurance and Bonds	67,619	69,139	77,625	80,000	85,000
Miscellaneous	5,235	800	2,500	3,000	3,000
Depreciation Expense	2,635,190	2,879,750	2,850,000	3,000,000	3,250,000
Total Administrative and General	5,641,165	5,661,577	5,663,945	5,641,900	5,969,400
Total Operating Expenses	31,616,817	32,957,852	34,464,595	32,592,706	33,678,280
Operating Income	3,225,129	1,227,113	714,705	1,368,794	1,501,220
NON OPERATING REVENUES/(EXPENSES)					
Rents and Royalties	45,356	57,336	57,500	56,800	57,500
Pole Rentals	77,552	83,763	52,000	61,700	61,700
Reimbursements	893,101	225,819	53,000	117,000	82,000
Interest, Dividend and Investment Earnings	(2,211)	628,041	200,000	200,000	200,000
Gain/(Loss) on Sale of Fixed Assets	(201,668)	(244,770)	-	25,000	-
Total Non Operating Revenue/(Expenses)	812,130	750,189	362,500	460,500	401,200
Income Before Special Items	4,037,259	1,977,302	1,077,205	1,829,294	1,902,420
SPECIAL ITEMS					
Retirement of Meters	-	(1,034,859)	-		-
Change in Net Position Before Transfers	4,037,259	942,443	1,077,205	1,829,294	1,902,420
OTHER FINANCING SOURCES					
Operating Transfers In	125,000	175,000	200,000	200,000	-
Change in Net Position	$ 4,162,259	$ 1,117,443	$ 1,277,205	$ 2,029,294	$ 1,902,420

City of Traverse City, Michigan
TRAVERSE CITY LIGHT AND POWER
FIBER OPTICS FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
OPERATING REVENUES					
Dark Fiber System					
Charges for services	$ 308,247	$ 376,827	$ 408,400	$ 409,400	$ 414,400
Miscellaneous Revenues	402	9,848	-	-	-
Lit Fiber System					
Residential	-	-	165,700	55,200	435,800
Commercial	-	-	251,800	83,900	662,200
VoIP	-	-	31,900	10,600	83,700
WIFI Operations and Maintenanace					
Charges for Services	39,600	39,600	39,600	42,600	42,600
TOTAL OPERATING REVENUES	348,249	426,275	897,400	601,700	1,638,700
OPERATING EXPENSES					
Dark and Lit Fiber System					
Salaries and Wages	56,867	71,360	120,000	85,000	163,100
Fringe Benefits	70,845	93,637	105,500	94,000	103,000
Office and operating supplies	1,421	1,855	2,000	2,000	2,500
Hardware and Software	3,150	-	5,800	-	-
Professional services	-	46,594	396,200	126,200	747,000
Legal services	2,639	-	2,500	25,000	5,000
City fee	17,427	21,314	44,900	30,100	81,900
Professional development	932	4,333	2,500	5,000	5,000
Insurance	467	743	5,000	5,500	6,000
Repair and maintenance	12,871	-	5,000	5,000	5,000
Pole attachment fees	11,016	11,484	10,900	15,600	15,900
Vehicle rental	10,986	10,843	10,000	11,500	24,000
Miscellaneous	299	839	500	1,000	1,000
Depreciation expense	146,309	146,782	248,600	248,600	348,000
Subtotal Dark and Lit Fiber System	335,229	409,784	959,400	654,500	1,507,400
WIFI Operations and maintenance					
Salaries and Benefits	4,999	3,023	7,050	5,000	5,000
WIFI Operations and maintenance	22,647	29,868	19,950	16,900	20,100
Subtotal WIFI Operations and Maintenance	27,646	32,891	27,000	21,900	25,100
TOTAL OPERATING EXPENSES	362,875	442,675	986,400	676,400	1,532,500
Operating income/(loss)	(14,626)	(16,400)	(89,000)	(74,700)	106,200
NON OPERATING REVENUES					
Reimbursements	75,465	38,689	34,000	40,300	29,200
Interest Revenue	285	326	500	-	-
Gain/(Loss) on Sale of Fixed Assets	-	-	-	-	-
Total Non-operating Revenue	75,750	39,015	34,500	40,300	29,200
Net Income (Loss) Before Transfers	61,124	22,615	(54,500)	(34,400)	135,400
Transfers Out	(125,000)	(175,000)	(500)	(200,000)	-
CHANGE IN NET POSITION	$ (63,876)	$ (152,385)	$ (55,000)	$ (234,400)	$ 135,400

DDA GENERAL OPERATING

The Downtown Development Authority (DDA) Board of Directors will hold a public hearing on their 2020/2021 budget on Friday, May 15, 2020 at 8 a.m. The public hearing will be a virtual hearing, in accordance with ongoing social distancing policies. The Board is scheduled to approve the budget on June 19, 2020.

The DDA is an component unit of the City of Traverse City and responsible for maintaining the vitality of the Central Business District. The DDA accomplishes this by focusing on four core components:

- Public Improvements
- Events
- Marketing
- Business support

Part of the statutory guidelines of the DDA is "...***to correct and prevent deterioration in the Downtown Development District, to encourage historic preservation, to create and implement development plans, and to promote economic growth***". In order to achieve this, the DDA works closely with the Downtown Traverse City Association (DTCA), and the City of Traverse City.

Under its Operation Budget, the DDA has two contracts. The first contract is with the DTCA for marketing and events. The total contact amount for this support in 2020/2021 will be $71,000.

The second contract is with the City of Traverse City to manage the parking operations. All employees assigned to manage and facilitate parking are considered employees of the DDA. The total contact amount for this support in 2020/2021 will be $772,099. To be clear, this contract solely covers the cost of the employees assigned to parking. No management fee provided to the DDA. The number of employees assigned to parking include 10 full-time employees and 8 part-time employees. The number of employees assigned to the DDA include 5 full time employees. Together, the DDA has 15 full-time employees and 8 part-time.

The revenues from these contracts, as well as projected reimbursements from the Tax Increment Financing funds (TIF), are shown in the reimbursement revenue line items of the budget.

Under the General Fund, the major increase in 2020/2021 include two grants from the State of Michigan and Rotary Charities for the Civic Square in the combined amount of $3,000,000. The Civic Square has been a long-identified project in the TIF 97 Plan and can finally be achieved in the upcoming fiscal year through the generous support of Rotary Charities and the State of Michigan.

Other increases include a $400,000 grants from Michigan Department of Environment Great Lakes and Energy (EGLE) for clean-up work at 401 East Front Street and an anticipated $50,000 grant from USDA for the Downtown Tech Incubator.

These dollars are recognized in the revenue line item under “grants” and a new expenditure line item called Civic Square ($3,000,000) and capital outlay for the EGLE and USDA grant.

There is also a new line-item identified as “rent” within the General Fund for the Farmer’s Market. Under this reclassification, all expenditures will be under one line-item instead of individual line items. Under this approach, we will begin to identify the specific costs for the Farmer’s Market and assist in creating a strategic approach on funding a long-term sustainable model for the Market.

City of Traverse City, Michigan
DDA COMPONENT UNIT
DDA GENERAL FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Property Taxes	$ 192,798	$ 134,996	$ 137,500	$ 137,500	$ 133,000
Grants and contributions	10,000	117,200	-	-	3,450,000
Reimbursements	767,999	957,343	1,195,400	1,195,400	1,332,000
Rental Income	55,015	56,175	53,000	53,000	40,000
Interest Revenue	563	732	200	200	500
TOTAL REVENUES	1,026,375	1,266,446	1,386,100	1,386,100	4,955,500
EXPENDITURES					
Salaries and Wages	683,448	752,865	892,000	892,000	917,600
Fringe Benefits	115,630	184,670	269,000	269,000	308,900
Office/Operating Supplies	12,818	7,825	13,000	13,000	13,000
Professional Services	46,729	195,829	87,000	87,000	91,000
Communications	6,483	6,386	6,000	6,000	10,000
Transportation	2,453	479	4,000	4,000	5,000
Lodging/Meals	5,211	4,386	10,000	10,000	10,000
Training	1,718	1,772	10,000	10,000	10,000
Farmers Market	-	-	-	-	53,000
Community Promotion	14,930	21,887	20,000	20,000	20,000
Printing and Publishing	5,064	1,678	5,000	5,000	6,000
Insurance and Bonds	1,586	455	1,800	1,800	1,800
Utilities	4,816	8,135	9,000	9,000	9,000
Repairs and Maintenance	3,325	3,011	2,200	2,200	3,000
Rentals	8,083	8,626	9,000	9,000	9,000
Legal Services	-	4,500	5,000	5,000	5,000
Miscellaneous	195	39	2,000	2,000	2,000
Capital Outlay	8,061	4,534	9,000	9,000	438,000
Capital Outlay - Civic Square	-	-	-	-	3,000,000
TOTAL EXPENDITURES	920,550	1,207,077	1,354,000	1,354,000	4,912,300
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	105,825	59,369	32,100	32,100	43,200
Beginning Fund Balance	397,510	503,335	562,704	562,704	594,804
Ending Fund Balance	$ 503,335	$ 562,704	$ 594,804	$ 594,804	$ 638,004

DDA TAX INCREMENT FINANCING #97 FUND

The DDA Board of Directors will hold a public hearing on the Tax Increment Financing Fund #97 (TIF97) budget for fiscal year 2020-2021 on Friday, May 15, 20120. at 8 a.m., The public hearing will be a virtual hearing, in accordance with ongoing social distancing policies. The Board is scheduled to approve the budget on June 19, 2020.

The TIF 97 Fund accounts for the public infrastructure activities in the northern portion of Downtown. Over the next eight years, this fund will continue to make payments on the Hardy Parking Deck bonds. The budgeted amount for the bond payment for 2020/2021 is $893,586, as indicated within the "Contribution to City – Debt Service" line item.

An ongoing cost within the Professional Services line item is the Downtown WIFI project. TIF 97 will pay $65,000 in fiscal year 2020/2021 towards the WIFI project. Additional professional services cost accrued by the DDA include $51,000 to the City of Traverse City for a police sector/community police officer for the Downtown area. This amount would be approximately one-half the cost for a police officer. This is the second year of a five-year agreement with the City for the community police officer.

Capital Improvement Projects within the TIF 97 district include:

A. **Bridge Repairs for:**
   - West Front Street
   - South Cass
   - Park Street
B. **City Opera House Upgrades**: The City Opera House is in need of a new boiler and updated lighting. Both projects will be in accordance with goals established by the City's Green Team to ensure this public facility is upgraded according to green standards.
C. **Streetscapes:** The streetscapes are a partnership with private development for a snowmelt system at 309, 305 West Front Street, 160 E. State Street, and 109 E. Front Street.
D. **East Front Street:** This budget also includes funding for East Front Street (our entrance to downtown). This work will build upon initial design efforts started in 2017. Engineering costs for this project will be covered from a portion of the Hardy Parking Deck bond proceeds. Further coordination with property owners in this area will be needed, as well as coordination with MDOT on planned improvements to Grandview Parkway, and the City on water and sewer line improvements anticipated in 2022/2023.
E. **Maintenance Line Item:** A new line item was added for maintenance. This is a minimal cost of $15,000, but it starts to identify an ongoing need within the TIF budget for annual maintenance of infrastructure throughout downtown.
F. **Engineering Services:** Another new line item was also added for City Engineering services related to public infrastructure projects, which accounts for

10% of project costs. Engineering costs for the bridges are not separated out but area part of the budgeted line item for each bridge.

G. **Contract with Traverse Connect:** This is a new proposed contract with our community's Economic Development entity. During this unprecedented time, we need to collaborate to ensure that site visits are made to every business to identify needs, goals and barriers to both short-term and long-term economic recovery. We also want to ensure that can better connects and/or provide better technical services to existing businesses. This contract demonstrates a proactive approach to economic development. This approach ensures local businesses have access to professional resources that will help them retain their existing workforce, grow their business and prosper for years to come. Retention of businesses will be my primary focus moving forward, as well as working with current and potential developers that are considering Downtown for their investments. The cost for the contract with Traverse Connect from TIF 97 is $35,000.

H. **Tree Replacement:** Tree replacement includes the costs associated with replacing the trees that have either already been removed and/or need to be replaced. It is important to replace trees to ensure we have continued tree canopy coverage and an aesthetically pleasing downtown.

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

City of Traverse City, Michigan
DDA COMPONENT UNIT
TAX INCREMENT FINANCING 97 FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Property Taxes	$ 2,014,156	$ 2,224,531	$ 2,589,100	$ 2,589,100	$ 2,872,500
Grants and contributions	-	-	-	-	-
Reimbursements	130,000	182,877	130,000	130,000	130,000
Interest Revenue	5,436	7,832	4,500	4,500	4,500
TOTAL REVENUES	2,149,592	2,415,240	2,723,600	2,723,600	3,007,000
EXPENDITURES					
Printing and Publishing/office supplies	-	184	200	200	200
Professional Services	476,686	488,583	596,900	596,900	774,600
Repair and Maintenance	-	-	-	-	15,000
Contribution to District Construction Project:	-	541,427	805,800	805,800	1,053,500
Contribution to City - Debt service	807,599	828,719	859,500	859,500	893,500
TOTAL EXPENDITURES	1,284,285	1,858,913	2,262,400	2,262,400	2,736,800
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	865,307	556,327	461,200	461,200	270,200
OTHER FINANCING SOURCES (USES)					
Operating transfer	-	-	-	-	-
NET CHANGE IN FUND BALANCE	865,307	556,327	461,200	461,200	270,200
Beginning Fund Balance	317,651	1,182,958	1,739,285	1,739,285	2,200,485
Ending Fund Balance	$ 1,182,958	$ 1,739,285	$ 2,200,485	$ 2,200,485	$ 2,470,685

OLD TOWN TAX INCREMENT FINANCING FUND

The DDA Board of Directors will hold a public hearing on the Old Town Tax Increment Financing Fund budget for fiscal year 2020-21 on Friday, May 15, 202 at 8 a.m. The public hearing will be a virtual hearing, in accordance with ongoing social distancing policies. The Board is scheduled to approve the budget on June 19, 2020.

Capital Improvement Projects within the Old Town District include:

Bridge Repairs For:

- Eighth Street Bridge Project
- South Cass Street Bridge Project

River's Edge Riverwalk Deck Replacement: At this time, the River's Edge Riverwalk Deck may not be needed as this will be covered through the Fishpass project. However, this is considered a "place holder" should the costs not be covered through the Fishpass project for the decking replacement.

Engineering Services: A new line item was added which identifies the cost for City engineering services for public infrastructure projects, which is 10% of project costs. Engineering costs for the bridges are not separated out, but are part of the budgeted line item for each bridge.

Contract with Traverse Connect: This is a new proposed contract with our community's Economic Development entity. During this unprecedented time, we need to collaborate to ensure that site visits are made to every business to identify needs, goals and barriers to both short-term and long-term economic recovery. We also want to ensure that can better connects and/or provide better technical services to existing businesses. This contract demonstrates a proactive approach to economic development. This approach ensures local businesses have access to professional resources that will help them retain their existing workforce, grow their business and prosper for years to come. Retention of businesses will be my primary focus moving forward, as well as working with current and potential developers that are considering Downtown for their investments. This is a new proposed contract with our community's Economic Development. During this unprecedented time, ensuring that site visits to ALL businesses occur to identify the needs, goals and barriers faced by employers. Work with businesses on connecting services to the businesses, which would include technical assistance. This contract is being proactive in believing in the businesses District have a touch base, are connected with resources to retain, grow and prosper in our great Downtown. The more we focus on existing businesses the less impact we as a community will feel. Retention of businesses will be my primary focus and working with current and potential developments that are considering Downtown for their investments. The cost out of Old Town TIF is $15,000.

City of Traverse City, Michigan
DDA COMPONENT UNIT
TAX INCREMENT FINANCING OLD TOWN FUND
For the Budget Year 2020-21

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Requested
REVENUES					
Property Taxes	$ 186,828	$ 260,732	$ 434,900	$ 434,900	$ 447,800
Reimbursements	-	-	-	-	-
Interest Revenue	54	186	100	100	100
TOTAL REVENUES	186,882	260,918	435,000	435,000	447,900
EXPENDITURES					
Professional Services	8,276	83,784	232,100	232,100	216,300
Printing and Publishing	-	-	-	-	100
Contribution To Other Governments	-	-	-	-	-
Contribution to District Construction Projects	675	356,065	405,500	-	330,500
TOTAL EXPENDITURES	8,951	439,849	637,600	232,100	546,900
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	177,931	(178,931)	(202,600)	202,900	(99,000)
OTHER FINANCING SOURCES (USES)					
Operating transfer/interfund loan	-	-	-	-	-
NET CHANGE IN FUND BALANCE	177,931	(178,931)	(202,600)	202,900	(99,000)
Beginning Fund Balance	1,000	178,931	-	-	202,900
Ending Fund Balance	$ 178,931	$ -	$ (202,600)	$ 202,900	$ 103,900

City of Traverse City, Michigan
Property Tax Millage Rates - All Overlapping Governments
2007-2019

Tax Year	City	County	School	Other	Total
2007 - Homestead	13.1765	4.9838	9.1000	8.7742	36.0345
2007 - Non-Homestead	13.1765	4.9838	27.1000	8.7742	54.0345
2008 - Homestead	13.1765	4.9838	9.1000	8.7329	35.9932
2008 - Non-Homestead	13.1765	4.9838	27.1000	8.7329	53.9932
2009 - Homestead	13.1765	4.9838	9.1000	8.7405	36.0008
2009 - Non-Homestead	13.1765	4.9838	27.1000	8.7405	54.0008
2010 - Homestead	13.5567	4.9838	9.1000	8.8658	36.5063
2010 - Non-Homestead	13.5567	4.9838	27.1000	8.8658	54.5063
2011 - Homestead	13.0567	4.9838	9.1000	8.9423	36.0828
2011 - Non-Homestead	13.0567	4.9838	27.1000	8.9423	54.0828
2012 - Homestead	13.0567	4.9838	9.1000	8.9423	36.0828
2012 - Non-Homestead	13.0567	4.9838	27.1000	8.9423	54.0828
2013 - Homestead	13.4367	4.9838	9.1000	9.9505	37.4710
2013 - Non-Homestead	13.4367	4.9838	27.1000	9.9505	55.4710
2014 - Homestead	13.4367	4.9838	9.1000	8.4906	36.0111
2014 - Non-Homestead	13.4367	4.9838	27.1000	8.4906	54.0111
2015 - Homestead	13.4367	4.9838	9.1000	9.2164	36.7369
2015 - Non-Homestead	13.4367	4.9838	27.1000	9.2164	54.7369
2016-Homestead	13.4367	4.9823	9.1000	9.3296	36.8486
2016-Non-Homestead	13.4367	4.9823	27.1000	9.3296	54.8486
2017-Homestead	13.4367	4.9429	9.1000	9.3296	36.8092
2017-Non-Homestead	13.4367	4.9429	27.1000	9.0881	54.5677
2018-Homestead	14.4367	4.9246	9.1000	9.3389	37.8002
2018-Non-Homestead	14.4367	4.9246	27.1000	9.3389	55.8002
2019-Homestead	14.4367	4.9019	9.1000	9.2507	37.6893
2019-Non-Homestead	14.4367	4.9019	27.1000	9.2507	55.6893

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

The City's rate does not reflect a levy for the Downtown Development Authority established in 1979 (for 2019 the millage rate was 1.8038).

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

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

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

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

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

Actuarial valuatio 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)
2010	22,950,947	34,264,396	11,313,449	67.0	3,308,083	342.0
2011	21,917,150	36,334,692	14,417,542	60.3	3,131,962	460.3
2012	21,256,272	37,186,684	15,930,412	57.2	3,114,425	511.5
2013	22,650,120	39,428,961	16,778,841	57.4	3,018,448	555.9
2014	24,538,031	41,323,551	16,785,520	59.4	3,262,658	514.5
2015	25,942,576	42,139,982	16,197,406	61.6	3,407,221	475.4
2016	27,513,168	43,301,641	15,788,473	63.5	3,411,863	462.8
2017	29,107,116	45,332,014	16,224,898	64.2	3,731,102	434.9
2018	30,147,594	46,517,501	16,369,907	64.8	3,804,816	430.2
2019	31,285,881	49,623,137	18,337,256	63.0	3,840,989	477.4

SCHEDULE OF EMPLOYER CONTRIBUTIONS

Year ended June 30	Annual Required Contribution	Percentage Contributed
2012	1,345,660	100
2013	1,532,181	100
2014	1,639,480	100
2015	1,683,306	100
2016	1,760,565	100
2017	1,803,930	100
2018	1,841,815	100
2019	1,995,181	100
2020	2,104,146	100
2021	2,380,153	

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 ind ·Additional information as of the latest actuarial valuation follows:

Valuation date	6/30/18
Actuarial cost method	Entry-age
Amortization method	Level percent
Remaining amortization period	15 years closed
Asset valuation method	4 years smoothed market
Actuarial assumptions	
Investment rate of return	0.075
Projected salary increases	4.0-7.0% includes wage inflation at 4.0%
Cost-of-living adjustments	2.5% of original pension for twenty years, payable to Pre-July 1, 1990 retirees, 2.5% of original pension or inflation whichever is less, for twenty years, payable to the Police Captains unit (effective 1/1/1994) and Police Sergeants (effective 8/1/1998) and Police Patrol (effective 1/1/1999) and Firefighters unit (effective 7/1/2000)

CITY OF TRAVERSE CITY
Required Supplementary Information
MERS Pension Plans - General and Light and Power Combined
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)
12/31/2009	40,980,261	54,216,489	13,236,228	75.6	7,971,182	166.1
12/31/2010	41,600,136	56,545,514	14,945,378	73.6	8,152,207	183.3
12/31/2011	42,069,093	59,144,098	17,075,005	71.1	7,998,283	213.5
12/31/2012	42,016,775	60,259,583	18,242,808	69.7	7,804,965	233.7
12/31/2013	42,402,116	61,890,053	19,487,937	68.5	7,773,357	250.7
12/31/2014	42,566,371	63,390,651	20,824,280	67.1	8,116,626	256.6
12/31/2015	42,239,549	68,499,866	26,260,317	61.7	8,334,134	315.1
12/31/2016	42,571,139	69,241,006	26,669,867	61.5	8,655,935	308.1
12/31/2017	43,979,295	71,026,304	27,047,009	61.9	8,825,782	306.5
12/31/2018	24,289,786	39,806,945	15,517,159			

SCHEDULE OF EMPLOYER CONTRIBUTIONS

Year ended/valuation June 30	Annual Required Contribution	Percentage Contributed
2009 / 2008	1,340,339	100
2010 / 2009	1,394,741	100
2011 / 2010	1,689,281	100
2012 / 2011	1,674,337	100
2013 / 2012	1,687,728	100
2014 / 2013	1,828,598	100
2015 / 2014	1,800,549	100
2016 / 2015	1,933,351	100
2017 / 2016	3,356,471	100
2018 / 2017	3,629,683	100

SUMMARY OF ACTUARIAL METHODS AND ASSUMPTIONS

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

Valuation date	December 31, 2017
Actuarial cost method	Entry age normal cost method
Amortization method	Level percent
Remaining amortization period	22 years
Asset valuation method	5 year smoothed market
Actuarial assumptions	
Investment rate of return	7.75%
Projected salary increases	3.75%