

City of Muskegon, Michigan

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# 2012-13 Proposed Budget & Quarterly Budget Reforecast

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For The Fiscal Year Beginning July 1, 2012

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CITY OF MUSKEGON, MICHIGAN  
PROPOSED BUDGET  
FOR THE YEAR BEGINNING JULY 1, 2012

# MUSKEGON



**West Michigan's Shoreline City**

CITY COMMISSION

STEVE WARMINGTON - MAYOR

WILLIE GERMAN  
ERIC HOOD  
SUE WIERENGO

LAWRENCE SPATARO  
STEVE GAWRON  
BYRON TURNQUIST

BRYON MAZADE  
CITY MANAGER



CITY OF MUSKEGON, MICHIGAN  
Budget for the Year Beginning July 1, 2012

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*Cover Photo: View of Muskegon River branch from the Lakeshore Trail.*

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Budget for the Year Beginning July 1, 2012

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## **INTRODUCTORY SECTION**



Affirmative Action  
(231)724-6703  
FAX (231)722-1214

Assessor  
(231)724-6708  
FAX (231)726-5181

Cemetery  
(231)724-6783  
FAX (231)726-5617

City Manager  
(231)724-6724  
FAX (231)722-1214

Civil Service  
(231)724-6716  
FAX (231)724-4405

Clerk  
(231)724-6705  
FAX (231)724-4178

Comm. & Neigh.  
Services  
(231)724-6717  
FAX (231)726-2501

Engineering  
(231)724-6707  
FAX (231)727-6904

Finance  
(231)724-6713  
FAX (231)724-6768

Fire Department  
(231)724-6792  
FAX (231)724-6985

Income Tax  
(231)724-6770  
FAX (231)724-6768

Info. Technology  
(231)724-4126  
FAX (231)722-4301

Inspection Services  
(231)724-6715  
FAX (231)728-4371

Leisure Services  
(231)724-6704  
FAX (231)724-1196

Mayor's Office  
(231)724-6701  
FAX (231)722-1214

Planning/Zoning  
(231)724-6702  
FAX (231)724-6790

Police Department  
(231)724-6750  
FAX (231)722-5140

Public Works  
(231)724-4100  
FAX (231)722-4188

Treasurer  
(231)724-6720  
FAX (231)724-6768

Water Billing  
(231)724-6718  
FAX (231)724-6768

Water Filtration  
(231)724-4106  
FAX (231)755-5290

# MUSKEGON



West Michigan's Shoreline City  
[www.shorelinecity.com](http://www.shorelinecity.com)

May 22, 2012

Honorable Mayor and City Commissioners:

I am submitting to you the proposed 2012-13 Budget for the City of Muskegon. Our focus has been to incorporate priorities from the City Commission goal setting session held in January and to attempt to continue City services at their present levels as much as possible.

## Millage Rate

The proposed spending plan does not include a property tax increase for either general operating purposes or sanitation. However, the overall millage rate will rise very slightly due to falling taxable values that cause the \$50,000 annual levy for promotions to rise by four thousandths of a mill:

Tax Levy	2011-12	2012-13
General Operating	<b>9.5000</b>	<b>9.5000</b>
Sanitation	<b>2.5000</b>	<b>2.5000</b>
Promotions	<b>0.0749</b>	<b>0.0789</b>
Total	<b>12.0749</b>	<b>12.0789</b>

## Legacy Costs

Rapidly rising legacy costs for pensions and retiree healthcare benefits are among the most serious issues facing state and local governments. In reviewing this proposed budget it is important to understand that the City has continued its longstanding policy of incorporating the full actuarial required costs for both pensions and other post-employment benefits (OPEB). This ensures that the costs for providing today's City services are not pushed down the road for future generations to pay.



## **BUDGET REVIEW BY FUND**

The City's budget is made up of several individual funds that are reviewed below.

### **General Fund**

Proposed general fund expenditures are \$24,096,361, up from the 2011-12 original budget of \$23,547,451. Revenues for 2012-13 are estimated at \$23,520,623, up from the 2011-12 original budget of \$22,661,723.

State shared revenues appear to be more certain for 2012-13 now that there has been a year with the incentive-based allocation of statutory revenue sharing program. During the current fiscal year, we saw state shared revenues increase significantly from the original budgeted amount. State Treasury projects that Muskegon can expect this same level of revenue sharing for the coming fiscal year.

City income taxes for 2012-13 are estimated at \$7.1 million, which is \$600,000 more than the original 2011-12 budget, but only \$100,000 more than the revised estimate for 2011-12. We are seeing modest growth in the income tax in recent months, but there are considerations (e.g. announced B.C. Cobb closure) that cause us to remain conservative in estimating income tax revenue.

Property taxes will decrease (6%) due to the general decline in property values brought on by the recession and housing market collapse. This is a trend that is expected to continue for the foreseeable future. We are also experiencing in 2012-13 the full negative impact of the Sappi plant closure on property tax values. An unusually large number of property tax appeals have been filed in recent years. Many of these are from large tax payers and will likely have a negative impact on property taxes for several years.

Especially troublesome is the pending tax appeal by the City's largest taxpayer, Consumers Energy B.C. Cobb Plant. The outcome of this appeal could have serious financial ramifications as it goes back to 2009. The City, as well as other taxing jurisdictions, could potentially be required to refund several million dollars in tax payments to Consumers Energy. The pending appeal, together with Consumer's recent announcement that the Cobb Plant will be "mothballed" as of January 1, 2015, are at the forefront of financial challenges facing the City. We have reserved funds in anticipation of a tax appeal decision. Still, the appeal and the announced closing of the facility will likely require major restructuring and/or downsizing of public services in coming years. We have included in the *Summary Charts and Graphs* section of the budget



book a five-year general fund forecast that clearly illustrates this point.

On a more positive note, the City has received a one-time \$600,000 dividend payment from the Michigan Municipal Risk Management Authority (MMRMA). Dividend payments are made possible by the Authority's successful investment performance and are allocated to member communities based on claims experience and length of membership. Given the "one-time" nature of this payment, staff recommends using the funds as follows: \$200,000 to the General fund for one-time capital projects; \$200,000 to the Local Street fund for a street project; and, \$200,000 to the Budget Stabilization fund.

Overall, the City's general fund revenue picture is currently stable, but we expect negative factors to outweigh positives for the next few years. As a result, the City is attempting to maintain a healthy fund balance to provide time to plan for and address these challenges. It was necessary, however, to budget an operating deficit in 2012-13 in order to maintain essential services. It is hoped that further income tax growth and other positive factors will allow us to erase this operating deficit during the 2012-13 quarterly budget reforecasts.

It is worthy of note that total budgeted revenues for 2012-13 are *less* than actual revenues received in 2000. Expenses for wages, health insurance, other employee benefits, fuel, utilities, etc. have obviously increased during this period. We have struggled for many years to maintain City services while waiting for an economic upturn. This is starting to occur, but economic prosperity will not likely reach levels enjoyed during the 1990's anytime soon. Staff has responded by improving efficiencies in operations wherever possible and cutting back non-essential staff and services.

The following are changes to the general fund budget proposed for 2011-12:

- Because personnel costs represent such a large portion of the City's General Fund, it is necessary to critically review the personnel complement each year. The 2012-13 budget incorporates a proposed net reduction of eight positions from the original 2011-12 budget. The total budgeted full-time complement includes 233 positions. By way of comparison, in 2002 the City's overall full-time complement was 315 positions.
- Specific changes to the 2011-12 personnel complement are as follows:
  - Seven firefighter positions were vacated through retirements. Part-time positions are being implemented in their place.
  - One vacant traffic sign maintenance worker position is eliminated.
  - The finance director position has been eliminated, and has been replaced through a contractual arrangement.



- One water filtration maintenance operator position is added.
- The budget proposes elimination of the Senior Citizens Transit program for a savings of approximately \$70,000. There are other similar transit systems (e.g. MATS) that our residents will be referred to for services.
- We will continue the initiative started in the current fiscal year to contract recreation services with outside agencies at the same funding level.
- The General Fund will be required to transfer \$160,000, an increase of \$60,000, for the Smartzone LDFA debt service. Development on the site is not generating enough tax increments to cover debt service on the MAREC building. A \$75,000 contribution from the Community Foundation for Muskegon County is also budgeted for this purpose.
- The Streetlight budget has been reduced for the current year's budget reforecast and for next year to reflect the cost reduction and rebate due to a streetlight audit completed by Consumers Energy. We will continue to identify and eliminate certain mid-block streetlights in an attempt to further reduce the Streetlight budget.
- We anticipate making utility upgrades to the back stall at the Farmers Market if a grant is received. This will allow for increased usage of these stalls.
- As noted, \$200,000 of the MMRMA dividend payment is allocated to general fund capital needs. This allows us to budget more funds to address capital improvements at city hall, ADA compliance issues, parking lot resurfacing and the City's share of the grant match for Veterans Memorial Park.
- We will discontinue membership in the National League of Cities.
- The City Clerk plans to contract for codification of city ordinances. This was last done in 2002. Codification will ensure that the ordinances and citations are properly coordinated.
- A new refuse collection contract will be implemented that will help control costs and provide added value to city residents.
- We will continue to look for opportunities to partner with other entities to deliver services (e.g. Marsh Field and recreation programs).

Finally, it should be noted that the City does have some authorized millage capacity for general



operations and a millage increase is possible. However, staff is not recommending a tax rate increase at this time.

### **Other Budgeted Funds**

In addition to the general fund, the City's budget is made up of various other funds, which, as a group, account for over one-half of the City's total 2012-13 projected spending. A summary of budget highlights for these funds follows:

- **Major and Local Street Funds** – These budgets continue at current service levels, but only limited funds are available for street improvements. The 2012-13 budget provides for \$3.166 million of major street capital improvements, most of which are paid for by federal and state grants. The local match for these grants will come from the bonds issued this past year. The debt service payments for this borrowing are budgeted in the Major Street Fund. Local Street capital improvements are budgeted at only \$805,000. The local street fund will receive transfers from the General Fund of \$480,000, the General Insurance Fund (MMRMA dividend) of \$200,000 and the Major Streets Fund of \$275,000 (for Wickham Drive). An additional \$140,000 of METRO Act funds is also allocated to the local street fund.
- **Budget Stabilization Fund** – As noted, the budget proposes increasing the balance of this emergency reserve from \$1,500,000 to \$1,700,000 by allocating a portion of the MMRMA dividend payment.
- **Sidewalk Improvement Fund** – The ten-year sidewalk replacement program was completed in 2005. This fund is now used solely to collect remaining special assessments and pay debt service on bonds issued to finance the sidewalk work. The last sidewalk bonds are retired in 2016.
- **Brownfield Redevelopment Authority Fund (Betten Project)** – This budget was created for the Brownfield Redevelopment Authority to receive and disburse tax increment collections from the Henry Street Betten Auto project.
- **Brownfield Redevelopment Authority Fund (Mall Area)** – This is a new budget created for the Brownfield Redevelopment Authority to collect and disburse tax increments from the former Muskegon Mall area. This district will collect its first tax increments in 2012-13 as a result of the phase-out of the Renaissance Zone. We are proposing the transfer these funds (\$42,000) to the general fund to re-pay the City for past obligations for downtown infrastructure costs. The general fund budget includes a subsequent allocation of \$42,000 to Downtown Muskegon Now for the maintenance and



promotional activities for the downtown area.

- **Public Improvement Fund** – This fund holds money from property transactions and for fire equipment replacement. \$155,000 will be spent on SCBA gear for firefighters from this fund in 2012-13.
- **State Grants Fund** – We will continue the site assessment program using an EPA grant. The fund also includes an anticipated grant from the Michigan Department of Natural Resources (MDNR) to link from the City's trail to the Musketawa Trail.
- **Marina & Launch Ramp Fund** – This fund is used to operate the Hartshorn Marina and the City's launch ramps. Operations will remain the same and no significant capital expenditures are anticipated.
- **Equipment Fund** – No significant operational changes are planned. Providing maintenance services to additional municipalities will continue. Scheduled vehicle and equipment purchases totaling \$1.395 million are planned for 2012-13.
- **Public Service Building** – This fund recoups operating costs through rental charges to user departments. The only capital improvement planned in 2012-13 is the paving of the Public Service Building parking lot for \$130,000.
- **Water Fund** – A water rate increase was required for 2012. Water usage continues to fall even though other indicators reflect an improving economy. We believe this results from conservation efforts being made by individuals and companies in response to the rapid rise in sewer treatment costs. We will monitor this situation to determine if another rate increase is needed during FY 2012-13. Many of the water capital improvements for 2012-13 are tied to street projects, but some money is included for projects at the water filtration plant and to upgrade small water mains. The water fund total for capital improvements is proposed at \$1.11 million.
- **Sewer Fund** - No significant changes are planned for the sewer fund operations. A sewer rate increase may be required, depending on what the County does to wholesale rates. Capital improvements, many of which are tied to street projects, total \$650,000.
- **Arena Improvement Fund** – Revenue from a ticket surcharge is placed in this fund to provide funding for improvements to the facility. \$20,000 is budgeted to improve locker rooms and to purchase security cameras.





## Future Outlook

The proposed 2012-13 budget serves as a solid spending plan for the City. However, it does not address many City needs and includes operating deficit spending in several funds. It should also be noted that there are several unknown factors that could affect this spending plan:

- **Healthcare and Legacy Costs** – Higher healthcare costs will likely continue to be a major issue facing the City in 2012-13 and beyond. We have been experiencing annual healthcare premium increases of 7% to 9% in recent years. A City wellness program has been implemented to include both employees and spouses, but it will take time before its full benefit is realized. Pension costs have also risen dramatically and are likely to continue to rise as new tougher accounting standards are put in place in response to the nationwide public pension crisis. On a positive note, it appears that the City has had success with prefunding and controlling retiree health care costs. Our most recent OPEB actuarial valuation indicates that the City is now 76% funded in this area and that we can safely budget significantly lower amounts for this purpose in coming years.
- **General Obligation Bonds** – The City has pledged its general revenues as a secondary source of repayment on two outstanding tax increment bond issues for which the primary intended sources of repayment are at risk:
  - **Edison Landing Smartzone** – As previously noted, the General Fund budget includes a \$160,000 transfer to help pay required debt service in 2012-13. Although Smartzone bonds were recently refunded to achieve lower interest costs, the annual debt service requirements will still rise in future years, requiring larger General Fund subsidies. Taxable development on the site is needed to keep debt service requirements from continuing to be a drain on the General Fund. Unfortunately there are not any significant projects anticipated anytime soon.
  - **DDA** – DDA bonds were refinanced in 2010-11 to take advantage of lower interest rates. Annual debt service on the bonds is now approximately \$335,000. Estimates are that 2012-13 tax increment collections in the DDA district, coupled with fund balance, will be sufficient to cover this obligation. However, tax appeals or other tax increment losses could cause these bonds to also become a drain on the General Fund.
- **State Shared Revenue** – In recent years the City's annual share of these revenues has been cut by over \$1.5 million. Revenue Sharing has stabilized for the time being, but it is likely to be assaulted again when state revenues decrease.
- **Property Tax Revenues** - The City's property tax base continues to decrease. Unfortunately,



the decrease is getting worse and there are not any signs that this will change anytime soon. As mentioned earlier, the prospect of the B.C. Cobb Plant going out of service in 2015 will create a greater property tax decline. That, along with serious consideration being given at the state level to the outright elimination of personal property taxes, will exacerbate the situation. Approximately eighteen percent of the City's property tax base is classified as personal property so elimination of this revenue source could be very damaging to the City.

- **City Income Tax** – The City income tax was one of the few bright revenue spots until 2009. With the onset of the recession, income tax collections dropped dramatically. In recent months income tax revenues have rebounded modestly and we are hopeful this trend will continue.
- **Union Contracts** – The contract with the police patrol unit remains unresolved and will be arbitrated later in 2012. The police command union, SEIU 517 M (Clerical) union and 517 M Unit 2 (DPW) union contracts expire at the end of 2012. Negotiations with those unions will begin later this year and the outcome of these contracts will have a significant impact on the City's financial situation.
- **Tax Appeals** – The trend of a large number of property tax appeals, including several from major property owners, has continued during 2011. The outcome of these appeals will have a significant affect on future property taxes. Unfortunately, it may be several years before final resolution is reached due to the high number of tax appeals being filed throughout the state.
- **Foreclosures** – We are uncertain as to what impact the large number of foreclosures will have on City revenues. We have been fortunate to date, but at some point we anticipate some negative impact.

We will monitor these issues closely in the coming months and keep you informed. Also, we will continue the quarterly reforecast of the budget in order to make adjustments as changing conditions and/or Commission policies dictate. The final 2011-12 reforecast and update is incorporated into this budget document.

### **Budget Process and Detail**

The proposed 2012-13 City Budget was prepared and presented in a manner intended to focus attention on overall resource allocation priorities and policies rather than line item expenditure detail. Staff believes that the "top-down" resource allocation budget process that has now been used for ten consecutive budget cycles is a more efficient and effective method of making resource allocation decisions than building budgets "up" from detailed line-item expenditure estimates. Also, central to the City's budget process is the belief that responsibility and



accountability for budgeted funds should rest largely with department heads and that these managers should be permitted considerable flexibility in managing their operations within the overall limits of their budgets.

As presented herein, proposed departmental expenditures are shown at the expenditure category level of detail (e.g. 5100 “Salaries and Benefits”, 5200 “Operating Supplies”). To further explain by example, “Contractual Services” (5300 level accounts) are budgeted in total rather than listing detail for each of the 50 individual line-item accounts that make up this category. Following are descriptions intended to help the reader understand the makeup of the expense categories as presented in the budget.

*Salaries and Benefits (5100 level accounts)* – This category comprises 23 separate line-item accounts for all wage and benefit costs paid to City employees. Examples include accounts for regular full-time salaries, temporary salaries, FICA, retirement, health insurance, etc.

*Operating Supplies (5200 level accounts)* - This category comprises 34 separate line-item accounts for supplies purchased by City departments. Examples include accounts for office supplies, computer supplies, irrigation supplies, road maintenance supplies, etc.

*Contractual Services (5300 level accounts)* - This category comprises 50 separate line-item accounts for various services purchased from outside service providers. Examples include audit fees, electricity, gas, and other utilities, printing, vehicle rental, insurance, etc.

*Other Expenses (5400 level accounts)* - This category comprises 6 line-item accounts, the primary one being expenditures for conferences, training and travel.

*Capital Outlays (5700 level accounts)* - This category comprises 17 separate accounts for capital equipment purchased by City departments. Examples include land purchases, vehicles, and office furniture and equipment.

*Other Financing Uses (5900 level accounts)* - This category comprises 19 separate line-item accounts for uses not technically categorized as “expenditures”. Examples include principal and interest payments on debt, operating transfers between funds, and depreciation.

The above is intended to provide you with highlights of the proposed 2012-13 Budget and prepare you for a detailed review of the same. This review is scheduled for the City Commission work session on June 11, 2012. A public hearing on the budget is scheduled for the regular City Commission meeting to be held on June 12, 2012. The budget could be adopted at that same meeting. Regardless, City Ordinance requires that the budget be adopted no later than the second meeting in June (June 26, 2012).

# MUSKEGON



West Michigan's Shoreline City  
[www.shorelinecity.com](http://www.shorelinecity.com)

Finally, I would like to thank Tim Paul, Finance Director, Beth Lewis, Assistant Finance Director, the other members of the Finance Department and the department heads for their efforts in preparing the financial information and the proposed document.

Respectfully,

A handwritten signature in cursive script that reads "Bryon L. Mazade".

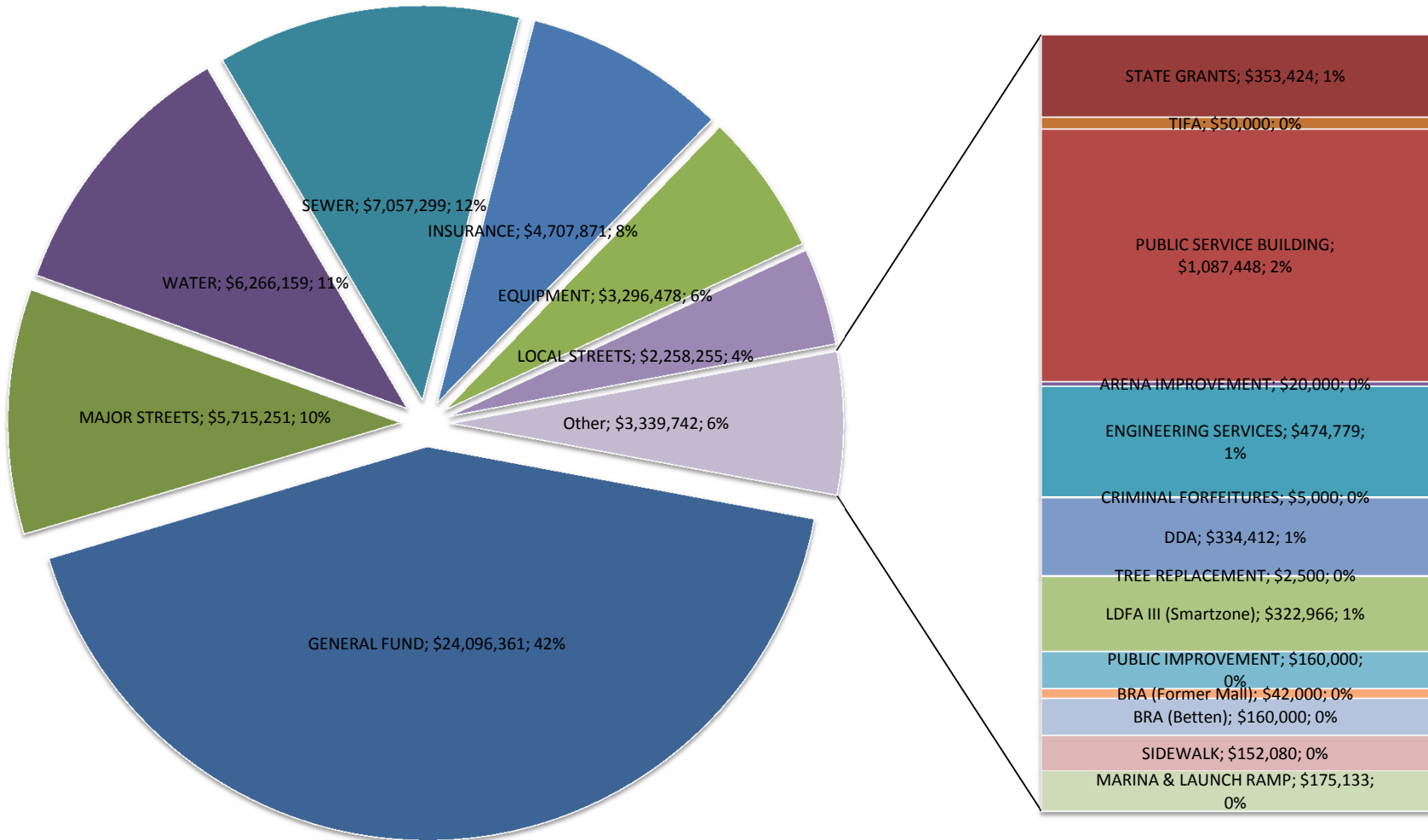
Bryon L. Mazade  
City Manager

## **SUMMARY CHARTS AND GRAPHS**

**City of Muskegon  
2012-13 Budget  
Summary of Budgeted Funds**

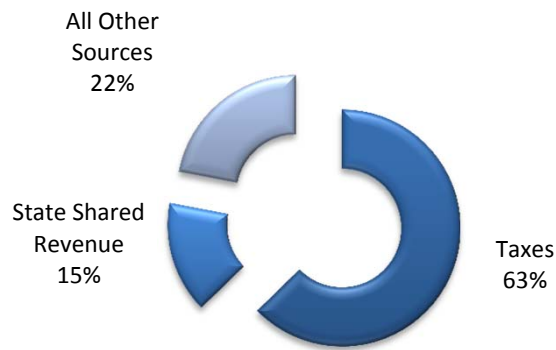
Fund Name	Projected Beginning Fund Balance/Working Capital	Projected Revenues	Projected Expenditures	Projected Ending Fund Balance/Working Capital	Increase (Decrease) Fund Balance/Working Capital
1 General	\$ 4,576,273	\$ 23,520,623	\$ 24,096,361	\$ 4,000,535	\$ (575,738)
2 Major Streets	2,438,845	3,928,163	5,715,251	651,757	(1,787,088)
3 Local Streets	657,138	1,822,482	2,258,255	221,365	(435,773)
4 Criminal Forfeitures Fund	148,828	12,500	5,000	156,328	7,500
5 Budget Stabilization Fund	1,500,000	200,000	-	1,700,000	200,000
6 Tree Replacement Fund	4,669	50	2,500	2,219	(2,450)
7 Brownfield Authority Fund (Betten)	4,450	157,361	160,000	1,811	(2,639)
8 Brownfield Authority Fund (Former Mall)	-	42,698	42,000	698	698
9 Tax Increment Finance Authority Fund	19,702	44,630	50,000	14,332	(5,370)
10 Downtown Development Authority Debt Fund	244,630	289,554	334,412	199,772	(44,858)
11 Local Development Finance Authority III Fund (SZ)	7,221	321,781	322,966	6,036	(1,185)
12 Arena Improvement	16,979	20,200	20,000	17,179	200
13 Sidewalk Improvement	571,836	46,000	152,080	465,756	(106,080)
14 Public Improvement	568,006	57,500	160,000	465,506	(102,500)
15 State Grants	140,033	300,500	353,424	87,109	(52,924)
16 Marina & Launch Ramp	229,401	183,800	175,133	238,068	8,667
17 Public Service Building	277,397	1,093,448	1,087,448	283,397	6,000
18 Engineering Services	4,242	477,010	474,779	6,473	2,231
19 Equipment	2,427,131	2,415,000	3,296,478	1,545,653	(881,478)
20 General Insurance	2,186,204	4,270,521	4,707,871	1,748,854	(437,350)
21 Sewer	3,723,675	6,427,087	7,057,299	3,093,463	(630,212)
22 Water	2,350,991	5,511,105	6,266,159	1,595,937	(755,054)
Total All Budgeted Funds	\$ 22,097,652	\$ 51,142,012	\$ 56,737,416	\$ 16,502,248	\$ (5,595,404)

**City of Muskegon  
2012-13 Budgeted Expenditures  
\$56,737,416**



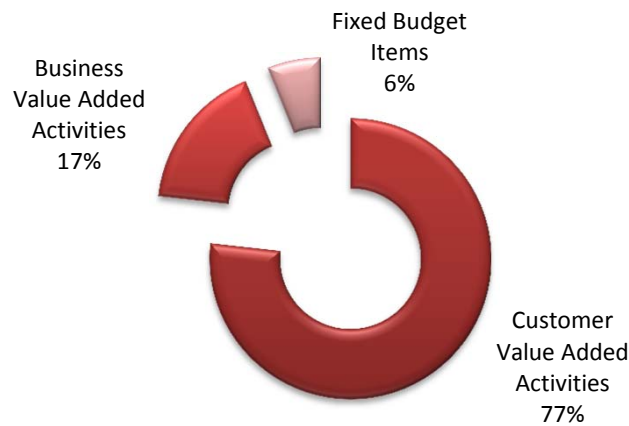
## 2012-13 GENERAL FUND REVENUES

**\$23,520,623**



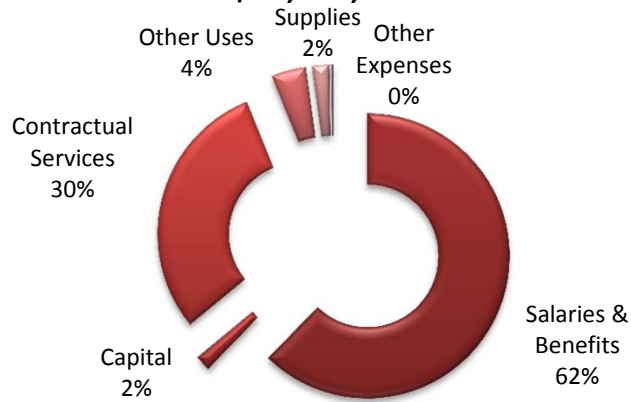
## 2012-13 GENERAL FUND EXPENSES

**\$24,096,361**



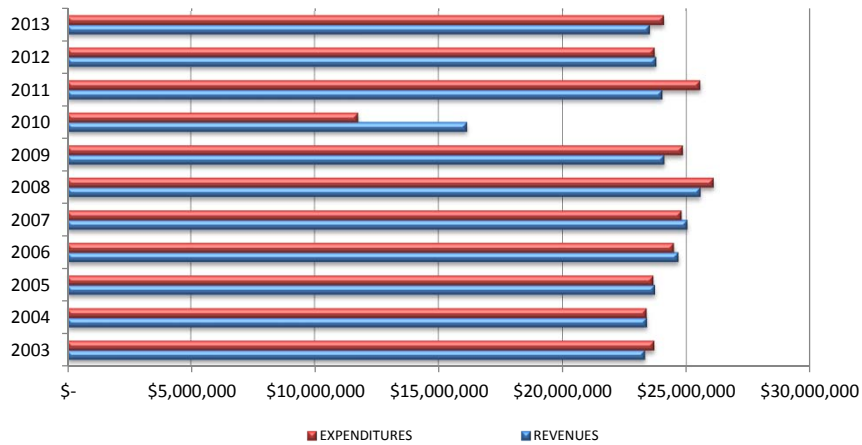
## 2012-13 GENERAL FUND EXPENSES

**\$24,096,361**

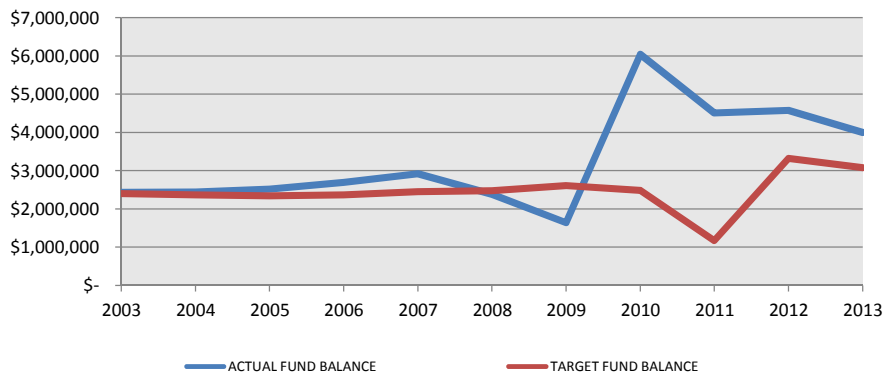




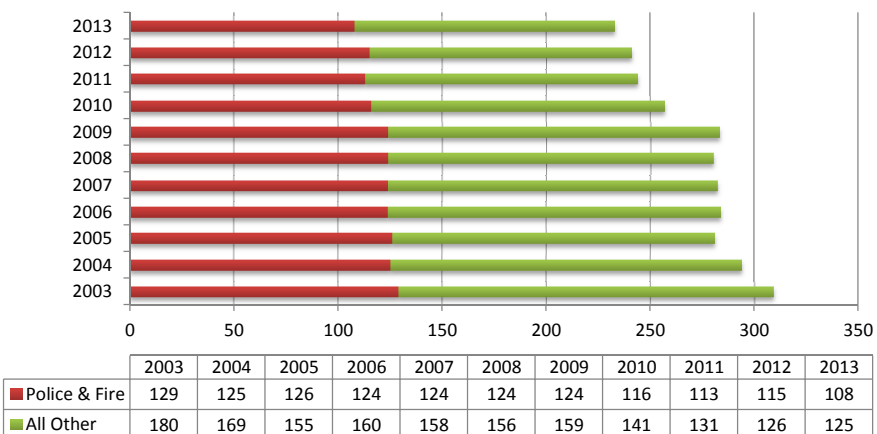
### GENERAL FUND REVENUES AND EXPENDITURES LAST 10 YEARS



### ACTUAL FUND BALANCE VS TARGET - LAST 10 YEARS



### Budgeted Full-Time Positions - Last 10 Years



## Local Government Fiscal Forecast Estimator

### City of Muskegon - General Fund

	FY13	Estimated Annual Percentage Change						FY14	FY15	FY16	FY17	FY18
	Proposed Budget	Year 1	Year 2	Year 3	Year 4	Year 5		Estimate	Estimate	Estimate	Estimate	Estimate
REVENUES												
Property Taxes	\$ 7,463,567	-2%	-3%	-3%	-5%	-5%	Property Taxes	\$ 7,314,296	\$ 7,094,867	\$ 6,882,021	\$ 6,537,920	\$ 6,211,024
State Revenue Sharing	\$ 3,592,422	0%	0%	0%	0%	0%	State Revenue Sharing	\$ 3,592,422	\$ 3,592,422	\$ 3,592,422	\$ 3,592,422	\$ 3,592,422
Income Tax	\$ 7,100,000	1%	2%	1%	1%	1%	Income Tax	\$ 7,171,000	\$ 7,314,420	\$ 7,387,564	\$ 7,461,440	\$ 7,536,054
Fines & Fees	\$ 487,000	0%	0%	0%	0%	0%	Fines & Fees	\$ 487,000	\$ 487,000	\$ 487,000	\$ 487,000	\$ 487,000
Licenses & Permits	\$ 1,189,000	2%	1%	1%	1%	1%	Licenses & Permits	\$ 1,212,780	\$ 1,224,908	\$ 1,237,157	\$ 1,249,528	\$ 1,262,024
Interest Income	\$ 75,000	2%	2%	2%	2%	2%	Interest Income	\$ 76,500	\$ 78,030	\$ 79,591	\$ 81,182	\$ 82,806
Grant Revenues	\$ 175,524	0%	0%	0%	0%	0%	Grant Revenues	\$ 175,524	\$ 175,524	\$ 175,524	\$ 175,524	\$ 175,524
Other Revenues	\$ 3,438,110	2%	2%	2%	2%	2%	Other Revenues	\$ 3,506,872	\$ 3,577,010	\$ 3,648,550	\$ 3,721,521	\$ 3,795,951
Total Revenues	\$ 23,520,623						Total Revenues	\$ 23,536,393	\$ 23,544,180	\$ 23,489,828	\$ 23,306,537	\$ 23,142,805
EXPENDITURES												
Salaries & Benefits	\$15,007,730	2%	2%	2%	2%	2%	Salaries & Benefits	\$ 15,307,885	\$ 15,614,042	\$ 15,926,323	\$ 16,244,850	\$ 16,569,747
Operating Supplies	\$ 469,615	1%	1%	1%	1%	1%	Operating Supplies	\$ 474,311	\$ 479,054	\$ 483,845	\$ 488,683	\$ 493,570
Contractual Services	\$ 6,716,137	1%	1%	1%	1%	1%	Contractual Services	\$ 6,783,298	\$ 6,851,131	\$ 6,919,643	\$ 6,988,839	\$ 7,058,727
Other Expenditures	\$ 59,150	1%	1%	1%	1%	1%	Other Expenditures	\$ 59,742	\$ 60,339	\$ 60,942	\$ 61,552	\$ 62,167
Special	\$ -	0%	0%	0%	0%	0%	Special	\$ -	\$ -	\$ -	\$ -	\$ -
Property & Liability Insurance	\$ 224,982	1%	1%	1%	1%	1%	Property & Liability Insurance	\$ 227,232	\$ 229,504	\$ 231,799	\$ 234,117	\$ 236,458
Contingency	\$ 250,000	0%	0%	0%	0%	0%	Contingency	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Capital Outlays	\$ 422,356	-10%	-10%	-10%	-10%	-10%	Capital Outlays	\$ 380,120	\$ 342,108	\$ 307,898	\$ 277,108	\$ 249,397
Debt Service	\$ 278,345	0%	0%	0%	0%	0%	Debt Service	\$ 278,345	\$ 278,345	\$ 278,345	\$ 278,345	\$ 278,345
Transfers to Other Funds	\$ 668,046	10%	6%	0%	9%	0%	Transfers to Other Funds	\$ 734,851	\$ 778,942	\$ 778,942	\$ 849,046	\$ 849,046
Total Expenditures	\$ 24,096,361						Total Expenditures	\$ 24,495,783	\$ 24,883,466	\$ 25,237,736	\$ 25,672,540	\$ 26,047,458
Net Revenues (Expenditures)	\$ (575,738)						Net Revenues (Expenditures)	\$ (959,390)	\$ (1,339,286)	\$ (1,747,908)	\$ (2,366,003)	\$ (2,904,653)
Ending Fund Balance	\$ 4,000,535						Ending Fund Balance	\$ 3,041,145	\$ 1,701,858	\$ (46,050)	\$ (2,412,053)	\$ (5,316,706)

#### Comments on Key Forecast Assumptions

**Property Taxes** - assumes phaseout of operations at the City's largest property taxpayer - The BC Cobb electric generating plant.

**State Shared Revenues** - stable with no growth.

**Income Tax** - moderate growth assumes no recession during forecast period.

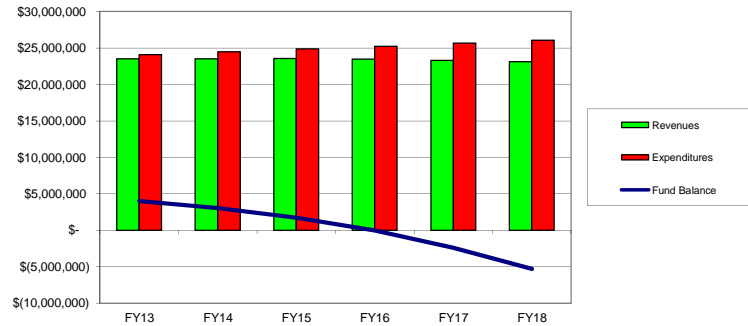
**Salaries & Benefits** - assumes health insurance and retirement benefit costs can continue to be held in check and little or no wage increases.

**Capital Outlays** - likely to decrease due to competing cost pressures.

**Transfers** - the General Fund subsidy to retire the SmartZone bonds will grow.

#### Summary

This simple forecast shows clearly that the combination of large property tax revenue losses from closure of the BC Cobb facility combined with continued cost pressures will necessitate major budget adjustments - including service cuts - in coming years to avoid a deficit. The City currently has a healthy fund balance (including budget stabilization reserves) that will allow some time for planning for these adjustments.



## **BUDGET NARRATIVES BY DIVISION**

## CITY OF MUSKEGON, MICHIGAN

### PUBLIC REPRESENTATION DIVISION

#### DIVISION SUMMARY

##### PUBLIC REPRESENTATION

#### **Division Description**

The Public Representation Division is responsible for developing, adopting, and implementing policy decisions for the City. The division is made up of four budgets: City Commission, City Manager's Office, the City Attorney and Contributions to Outside Organizations. Major divisional responsibilities include establishment of policies, services, and programs for citizens, administration of daily City operations, and providing guidance and direction to all City Departments. The City Attorney's office prepares ordinances, contracts, and other legal documents for the City and provides legal advice.

#### **Divisional Relationship to City Commission Goals**

- **Take Leadership Responsibility for Improving Race Relations and Diversity.**  
The City Commission and the City Manager's Office work to improve race relations through action and policy. The City Manager's Office will work on this goal with various community groups. The City Commission, through the Community Relations Committee, provides opportunities for positions on various boards and committees to a diverse mix of citizens. The City also co-sponsors the Dr. Martin Luther King Jr. Unity Day Breakfast.
- **Foster Opportunities for City Youth.**  
The City Commission and City Manager's Office support our youth by funding recreation and other programs directed toward youth.

- **Promote Economic Stability, Diverse Economic Growth and Redevelopment.**  
The City Manager's Office works with existing and prospective businesses to retain and grow the economic base of the City. This is achieved in part by the Business Partnership Initiative (BPI) Program that began in 1998. The City also achieves this goal by encouraging economic development through the use of various economic development incentives. The City also works closely with, and financially supports, Muskegon Area First and Downtown Muskegon Now to retain businesses and develop new business opportunities.
- **Sustain the Natural, Cultural and Recreational Resources of the Community.**  
The City Commission and the City Manager's Office continually promote this goal through adoption and implementation of policies and programs (Blue Wave designation for Pere Marquette Beach) that preserve the natural resources of the City. The City has also improved waterfront public access through the site planning process for new developments (i.e. Harbor 31).
- **Foster Strong Ties Among Governments and Community Agencies.**  
The City Commission and City Manager work with various local governments and community agencies on a number of projects and programs. Some of these include, but are not limited to Muskegon Area First, Central Dispatch, MATS, MALMC, and Neighborhood Associations of Muskegon. The City is also involved with the Chamber of Commerce's Shared Services Study.

- **Maintain and Enhance the Neighborhoods of the City.**

The City Commission appropriates funds and sets policy to address blighting influences in the City. The City Commission also works with Neighborhoods Associations on their events and promotion of our City.

## 2012-13 Budget Highlights

- *City Commission:* The City Commission will continue to improve community relations through their participation in various community events. The Commission will also continue to work towards improving race relations within the City through supporting the Dr. Martin Luther King Jr. Unity Day Breakfast.
- *City Attorney's Office:* The City Attorney will continue to provide routine and special legal services to the City. The City Attorney will also prepare the necessary legal documents (development agreements, etc.) relative to special projects.
- *City Manager's Office:* The City Manager's Office will continue to pursue cooperative efforts and potential functional cooperation with other local governments. This office will also continue to work to improve the economic climate in the City in order to create an environment conducive to private investment. Specific projects include, but are not limited to, the following: Smartzone Development, Promotion of Seaway Industrial Park, Redevelopment of downtown properties, and Renaissance Zone Implementation. A major effort will be to successfully negotiate collective bargaining agreements with Police Command and the two SEIU units, which will begin in the fall of 2012.
- *Contributions to Outside Organizations:* The Contributions budget provides the mechanism for the City to fund several agencies that assist the City in achieving its goals and providing certain services. The following agencies are being funded in 2012-2013:

## CITY OF MUSKEGON, MICHIGAN

- 1) Neighborhood Associations of Muskegon
- 2) Muskegon Area Transit System
- 3) Muskegon Area First
- 4) Veterans Memorial Day
- 5) Unity Day Breakfast
- 6) Muskegon Area Labor/Management Committee
- 7) Community Access Line of the Lakeshore (CALL) - 211 Service
- 8) Lakeside Business Association
- 9) Downtown Muskegon Now

# CITY OF MUSKEGON, MICHIGAN

## ADMINISTRATIVE SERVICES DIVISION

### DIVISION SUMMARY

#### ADMINISTRATIVE SERVICES

##### **Division Description**

The Administrative Services Division provides direct services and internal support services necessary for the operation of the City. The division is made up of three departments: City Clerk's Office, Civil Service Office and the Affirmative Action Office. Major divisional responsibilities include public and community relations, election administration, City Commission affairs, business registration and permits, personnel recruitment and record keeping, workers compensation and risk management, prevailing wage contract compliance, and ADA Compliance.

##### **Divisional Relationship to City Commission Goals**

- **Take Leadership Responsibility for Improving Race Relations and Diversity.**  
We support and promote this goal internally by fostering cultural sensitivity among employees and by exploring opportunities to operationalize the City's vision of having a workplace that reflects the community. We also support this goal externally by our direct involvement with community groups undertaking initiatives toward improving race relations in the community. We also promote racial diversity by directly encouraging residents of minority groups to apply for appointment to City boards and committees.
- **Foster Opportunities for City Youth.**  
We support this goal internally by employing college students through the City of Muskegon Summer Internship Program. The 2010 program was funded through Community Development Block Grant (CDBG) monies and hosted three interns. We also provided other youth internship opportunities at the City. The Workforce

Development Center, using Investment Act Stimulus Funds, supported one intern. The City also participates in the MAISD High School Career Fair.

- **Promote Economic Stability, Diverse Economic Growth and Redevelopment.**  
Administrative Services Division meets this goal through coordination of the following programs: business registration, tax abatement reviews and contract compliance. Through the Minority and Disadvantaged Contractors Program, the division fosters opportunities for inclusion and diversity of small business contractors to participate in the economic development process. The elimination of the MSHDA-funded Contractors Assistance Program resulted in the City partnering with Muskegon Area First in the development of supplier diversity and in recommending small business owners to Muskegon Community College for advisory capacities in the development of curriculum for small business contractors. We also partner with the newly-formed Inclusion and Community Awareness Committee through the Muskegon Area Chamber of Commerce. The City continues to encourage minority- and women-owned business contractors to acquire a Federal Disadvantaged Business Enterprise (DBE) Certificate.
  - **Sustain the Natural, Cultural and Recreational Resources of the Community.**  
This goal is met indirectly through our written support of grant requests (by various community agencies/groups) to enhance and promote cultural activities.
- ### **2012-2013 Budget Highlights**
- *Affirmative Action and Risk Management Department:* We will continue to be responsible for Prevailing Wage Contract Compliance, the Workers' Compensation

program, Equal Employment Opportunity, and Americans with Disabilities Act (ADA) compliance. Updated drafts of the EEOP/ADA Plan and the Injury and Vehicle Accident Reporting Instruction Manual have been completed. Progress was made in updating the recruitment listings for Civil Service. The Equal Opportunity Committee was eliminated; however, goals for minorities and women gaining access to City employment, construction projects, and supplier diversity remain a priority. Additional responsibilities with completing the Fair Housing Plan arose in 2010 and, as the County of Muskegon will be spearheading compliance efforts, this department will continue to assist with complaints and community outreach. Risk Management responsibilities with the city-wide Safety and Public Works Incident Review Committees will continue. Finally, this department also reviews demographic makeup and Affirmative Action policies for Industrial Facilities Tax Abatements (ITFs) granted to area businesses.

- *City Clerk's Office:* We will continue to work with the City Commission on the Community Relations and other committees that have direct impact on the City. We will continue our efforts to improve communication with residents, media and employees. We will continue to offer passport application services, handle business license registration, update and add to our City Clerk web page, and provide training to our election inspectors on the constantly changing election laws.
- *Civil Service Department:* The City continues to contract with the County of Muskegon to administer Civil Service responsibilities. The City will ask the voters to consider eliminating the Civil Service system at the November 2012 election.

## Future Outlook

Following are the major goals of the Administration Division incorporated in the proposed budget:

## CITY OF MUSKEGON, MICHIGAN

- *Affirmative Action and Risk Management:*
  - Work more closely with the Finance Department to implement the Workers' Compensation and Risk Management Program.
  - Work with the city-wide Safety Committee to address safe work practices.
  - Work with the city-wide Health Committee to promote healthy lifestyles.
  - Continue Equal Employment Opportunity and inclusion efforts.
  - Continue to pursue contract compliance.
  - Work closely with departments in facilitating the implementation of the ADA Project Civic Access settlement agreement.
  - Assist in the resolution of fair housing complaints and participate in multi-jurisdictional effort addressing fair housing standards.
- *City Clerk's Office:*
  - Conduct two Elections – the August Primary and November Presidential Election.
  - Recruit qualified individuals to train as Election Inspectors.
  - Continue with current awards and support of community efforts as well as events and years of service awards for employees.
  - Expand upon passport application opportunities.
  - Review ordinances for updates and/or codification. The last codification took place in 2002. Ordinances need to be reviewed for possible conflicts with state law and older ordinances need to be compared with newly adopted ordinances for possible contradictions.
  - Oversee construction projects needed to make all precincts ADA Compliant. A 100% grant has been awarded by the State.
  - Staff training to utilize the Onbase program. Onbase has the capability to combine databases from other departments to assist staff and

residents. i.e. an address can be placed in the system and information from all departments will be retrieved for that address.

- Convert current business licensing program to BS&A software to be compatible with other departments.

- *Civil Service:*

- At the November 2012 election there will be a charter amendment to eliminate Civil Service.



# CITY OF MUSKEGON, MICHIGAN

## FINANCIAL SERVICES DIVISION

### DIVISION SUMMARY

#### Financial Services

#### Division Description

The Financial Services Division is made up of the following departments: Finance Administration, City Treasurer's Office, Income Tax Administration and Information Systems. The division is responsible for all financial activities of the City; specifically, property tax collections, utility billing and collections, payroll and employee benefits, accounts payable and accounts receivable, City debt issuance, income tax collections and management of the City's computer network and related information systems. Additionally, the division oversees several contractual relationships:

- Muskegon County Equalization Department which performs all property tax assessment services for the City.
- L. C. Walker Arena and the associated contract with the Arena Management Group LLC.
- Fisherman's Landing and the associated management contract with Fisherman's Landing, Inc.
- Digital Spectrum which manages the City's PEG (public, educational, governmental) cable channel including telecast of City Commission meetings.
- CATV franchise with Comcast

#### Divisional Relationship to City Commission Goals

- **City Mission Statement: To improve the quality of life for the citizens of Muskegon through stewardship of resources, excellent service and leadership for the greater community.** It is primarily in the area of resource stewardship that the Finance Division contributes to this mission. Employees of the division work to maximize the financial

resources available to support municipal services through revenue collections, investments, and sound financial management practices. Also, they provide the City Commission and department managers with timely and accurate financial information critical to prudent stewardship. Sound finances are important in shaping the perception that citizens, investors, bond rating agencies and others have of the City of Muskegon. Financial Services Division staff takes pride in providing excellent financial leadership for the City in accordance with the highest professional standards.

- **Foster Opportunities for City Youth.** The Division has participated in Baker College and Grand Valley State University's Internships programs. Staff spends quality time to provide personal and professional development to interns which ensures their competitive advantage when entering the job market. Additionally several staff members volunteer in the schools through Junior Achievement.
- **Promote Economic Stability, Diverse Economic Growth and Redevelopment.** The Finance Division plays a key role in analyzing the financial impact, budgeting and identifying funding sources for City economic development initiatives such as the Smart Zone/Edison Landing, Seaway Industrial Park and the Farmers Market relocation. Ultimately, implementation and future oversight of these initiatives becomes the responsibility of the Finance Division through activities such as bond issuance and tax increment administration.
- **Foster Strong Ties Among Governments and Community Agencies.** The Finance Division works closely with other governmental units to ensure services are provided in a cost-effective manner. Examples include tax collection services

provided by the City Treasurer's Office and the intergovernmental agreement with Muskegon County for assessment services. Additionally, staff is involved with the *One Muskegon* intergovernmental cooperation initiative.

- **Develop and Maintain City Infrastructure and Facilities.**

The Finance Division strives to be on the cutting edge of new technology. Improvements and updates to the security of the City's information network protect the integrity of our information and continual enhancements to the City's web site and Intranet site provide access to more information and services to City of Muskegon employees and citizens.

- **Maintain and Enhance the Neighborhoods of the City.**

The Division's Reengineering Committee is continually reevaluating techniques for improving our collection efforts especially on environmental invoices. The Committee has also been instrumental in updating and centralizing data bases used by City departments for everything from City mailings to billing information. These efforts will reduce blight in our neighborhoods and increase the flow of information to residents.

## 2012/2013 Budget Highlights

- *Finance Administration:* The budget provides for continuation of current services. Major goals for 2012/13 will be the implementation of the new Financial Management software BS&A, continued monitoring of the Governor's Economic Vitality Incentive Program to maximize our State Shared Revenue and continued implementation of programs to control healthcare costs for active and retired employees. The only staffing change for FY2012/13 is the transition of the finance director position to a contractual, non-employee status.
- *Assessing Services:* Continuation of the current contract with Muskegon County for Assessing. This contract will again be reviewed to determine whether it is the most

## CITY OF MUSKEGON, MICHIGAN

cost-effective means of providing this service.

- *City Treasurer:* The 2012/2013 budget proposes no staffing changes in the Treasurer's Office. The Treasurer's Office will continue coordination of collection efforts with the Income Tax Office seeking ways to maintain or enhance collections through the current economic recession. The department will also continue working on implementing the updated treasury management systems with the new financial management software for operational efficiency.
- *Income Tax Administration:* Staffing levels will remain constant. The budget provides for continued collection and tax enforcement activities. The income tax office will continue to move towards electronic acceptance of tax returns.
- *LC Walker Arena:* The 2012/2013 budget provides for the General Fund to continue to pay the fixed \$235,000 management fee to subsidize arena operations. A separate Arena Improvement fund will be maintained to pay for larger capital improvements and repairs. One initiative for 2012/13 will be the upgrade of a locker room with the hope of securing a high school hockey team for the arena.
- *Information Technology:* The department is currently in the process of replacing the current phone system with Voice over IP technology increasing functionality and productivity while saving costs. The priority for 2012/2013 will be to complete the migration to Voice over IP and ensure staff in properly trained to support this new technology.
- *Fisherman's Landing:* Continued monitoring of operations.

## Future Outlook

Following are some of the major goals of the Finance Division incorporated in the 2012/2013 proposed budget:

### *Finance Administration*

- A major initiative for the coming year will be the development of a financial plan to deal with the budgetary impact of the announced closing of the City's largest property tax payer,
- Implementation of new Financial Management software including ensuring all staff is properly trained.
- Continued work on an employee compensation plan which meets the criteria of the Governor's Economic Vitality Incentive Program.
- Assist with development of a plan to increase cooperation, consolidation and collaboration with neighboring jurisdictions which meets the Governor's Economic Vitality Incentive Program.
- Continue working on ways to improve efficiency and reduce costs.
- Continue to develop strategies to deal with emerging and ongoing financial problems including tax increment debt, revenue sharing, and healthcare and pensions issues.

### *Assessing Services*

- Establish a users group of those contracting with the County for Assessing Services to promote efficiency.
- Research and analysis current contract with the County as well as other possible Assessing options to ensure the City is receiving the highest level of expertise and customer service.

### *City Treasurer*

- Seek opportunities to increase the use of the City's e-government (on-line) and automated water/sewer utility billing and payment options.
- Continue with our use of the outside collection agency for delinquent accounts and initial billing for environmental and vacant building invoices.
- Develop strategy to deal with the phase-out of the Renaissance Zones within the City and the appropriate billing of taxes.
- Provide analysis of the impact of property tax appeals which have

## **CITY OF MUSKEGON, MICHIGAN**

significantly increased over the last couple of years.

### *Income Tax Administration*

- Implement internal and external procedures to decrease the handling of paper tax returns.
- Increase withholding and business compliance.
- Continue to increase the number of businesses that electronically submit their W-2's and W-3 information to our department.
- Increase the number of direct deposit refunds.
- Start accepting electronic filing for Individual tax returns. Right now there are several options available, however the cost per return is averaging \$3.00.

### *L C Walker Arena*

- Continued collaboration with Arena Management to increase the number of events and overall attendance at the Arena.
- Explore possible retail opportunities at the Arena.
- Devise other income-producing strategies including sale of facility naming rights.

### *Information Technology*

- Provide methods for citizens to interact with government through online resources.
- Continued implementation of Voice over IP technology replacing our current phone system for a substantial savings.
- Upgrade network infrastructure.
- Install virtual servers for better e-mail and file archiving with focus on record emerging retention guidelines.
- Continue to promote sharing of IT resources (including data, information, expertise and technology.)

# CITY OF MUSKEGON, MICHIGAN

## PUBLIC SAFETY DIVISION

### DIVISION SUMMARY

#### POLICE DEPARTMENT

##### **Department Description**

The Muskegon Police Department consists of the following bureaus: Police Patrol Operations, Investigations, Neighborhood Policing, and Public Safety Administration. Each bureau encompasses units of related functions that contribute toward the department's overall goal accomplishment. Primary responsibilities of the department include law enforcement, investigations, and the maintenance of public records. The police department operates within the context of community policing i.e., forming community partnerships to reduce crime, enhance safety, and overall quality of life within the city.

##### **Departmental Relationship to City Commission Goals**

- **Take Leadership Responsibility for Improving Race Relations & Diversity:**  
When hiring, the department continues its efforts to recruit members of the minority community and women. The department continues to foster ties with our minority communities and various faith-based organizations. We actively participate in community forums and neighborhood meetings. Citizen's Police Academy and our Citizen's Police Review Board are an integral part of our outreach. The department is committed to building trust, especially with our citizens from minority groups. The Social Justice Committee is an exemplary effort to support our mentioned philosophy.
- **Youth & Police Cooperative:**  
The department continues to have a strong presence in our schools. We are continuing our commitment to our youth through programs such as Keep Kids in School

(KKIS), the annual Police/Fire Fishing Derby, and Buddy Buckets programs. The neighborhood officers have been directed to spend a portion of each week in their neighborhood elementary, and middle schools. A School Resource Officer has been assigned full-time to the high school. Drug/Alcohol awareness will be a focus in the future for our youth.

- **Promote Economic Stability, Diverse Economic Growth and Redevelopment:**  
As a member of a city team, the department actively partners with developers, promoters and local businesses to address parking, traffic and security concerns.
- **Sustain the Natural, Cultural and Recreational Resources of the Community:**  
In partnering with groups and coordinating events such as Summer Celebration, Unity Fest, Muskegon Bike Time and the Irish Festival, the department has become specialized at handling special events. We recognize that events such as these are key to the economic stability of our community and our department staff takes great pride in the success of these events.
- **Foster Strong Ties Among Governments and Community Agencies:**  
The department works in conjunction with other regional law enforcement agencies such as West Michigan Enforcement Team (WEMET) in coordinating drug enforcement. This association has produced favorable results for the city. The department also works closely with Child Abuse Council and Every Woman's Place to address domestic violence and child abuse issues. We continue to explore opportunities to share or merge functions with other law enforcement agencies.

- **Develop and Maintain City Infrastructure and Facilities:**

Staff is part of both the city and county Emergency Management Team. With the onset of Homeland Security efforts, there are responsibilities associated with the security of a number of public facilities.

- **Maintain & Enhance the Neighborhoods of the City:**

Community policing will continue to serve as the cornerstone in the department's efforts to provide effective police services to our community. Our organizational structure is designed to encourage a team approach in addressing issues within the neighborhoods. Neighborhood Officers and Response Teams is the key to reducing reported crime. The department will continue to be innovative in addressing the perception of crime within our city.

### 2012-2013 Budget Highlights:

- Due to the loss of staffing in the past, we are receiving a lesser amount of state training funds (Public Act 302). We will continue to participate in the West Michigan Training Consortium in order to maximize our training dollars, and explore future opportunities to focus on core training.
- We will explore ways in which to manage our energy costs especially those costs associated with our vehicles.
- Managers have been directed to provide strict control and oversight of our overtime and operational costs.
- Through collective bargaining the City and Union(s) are working together to address costly items in the labor contracts and to implement state mandatory benefit changes which will reduce labor costs now and into the future that will reflect positively on the cities over-all economic health.

### Police Patrol Operations:

- A School Resource Officer is assigned to Muskegon High School on a full-time basis.

## CITY OF MUSKEGON, MICHIGAN

- In conjunction with Public Works, we will continue to monitor the quality of our vehicle fleet. Vehicle assignments are reviewed monthly in order to maximize the use of our fleet.
- Provide consistent traffic enforcement in those areas of the city, including neighborhoods, with identified needs.
- Maintain strong ties with our neighborhood watch and initiative programs.
- Flexible scheduling to meet the needs and request of the neighborhoods.

### Investigations Services:

- Continue to pursue technology that will aid in the development of effective investigation strategies.
- Continue to improve our caseload management. Ensure that detectives are being assigned to cases in an effective and efficient manner.
- Provide a coordinated response to narcotics violations throughout the city with an emphasis on street-level and neighborhood enforcement.
- Partner with neighborhood and patrol officers in developing strategies to resolve crime issues.
- Maintain positive, working relationships with the media.
- Continue our work with the U.S. Department of Justice and Project Safe Neighborhood, a gun violence task force.
- When necessary, utilize regional task forces to investigate violent crimes.



## Public Safety Administration:

- Maintain an “*open door*” policy for our community. Focus on outreach to our minority communities.
- Serve as a leader and mentor in the development of the department’s management team.
- Ensure that our complaint process is open, fair and accessible to our community.
- Foster positive labor-management relations.
- Responsible budgeting to assure future core services.
- Be assertive in seeking out grants, other sources of funding to forward our services and programs.

## FIRE DEPARTMENT

### Department Description

The Muskegon Fire Department provides the following services: fire suppression, emergency medical service, fire prevention, specialized rescue, building and trade inspections and code enforcement. The department provides the aforementioned services as well as fire prevention and fire safety education for our community.

### Departmental Relationship to City Commission Goals:

- **Take Leadership Responsibility for Improving Race Relations**  
The department will continue efforts to recruit and retain members of the minority community and women. Staff is committed to building and maintaining trust, especially with members of our minority communities.
- **Foster Opportunities for City Youth**  
Our Firematch and Juvenile Firesetter programs are designed to help troubled kids. We continue to partner with schools and community groups in an effort to establish positive relationships with youth within our city.

## CITY OF MUSKEGON, MICHIGAN

- **Promote the Economic Stability, Diverse Economic Growth and Redevelopment**  
Inspections staff and fire prevention staff will assist homeowners, contractors and developers in meeting their code obligations. Our responsibilities will be carried out in a professional, customer service oriented manner.
- **Sustain Natural, Cultural and Recreational Resources of the Community**  
Our ice and water rescue capabilities in conjunction with our water-borne firefighting function provides a safety net for those utilizing the waterways within our city.
- **Foster Strong Ties Among Government and Community Agencies**  
The department currently uses mutual aid with neighboring jurisdictions to deliver life safety services to citizens in the most rapid and efficient manner possible. Staff will continue to participate in area-wide training programs and the development of regional specialty teams.
- **Develop & Maintain Infrastructure and Facilities**  
Continue to review the current status of our facilities and apparatus as to needed repairs and replacement.
- **Maintain and Enhance the Residential Neighborhoods of the City**  
The department will continue to meet with neighborhood associations in an effort to become familiar with neighborhood-specific issues. Staff and fire apparatus are also present at neighborhood/school functions. Fire and Inspections staff will continue to work together and to focus on identifying dangerous structures and other blight related issues.

## FIRE DEPARTMENT

### 2012-2013 Budget Highlights

- **Maintain and Enhance the Residential Neighborhoods of the City** (continued)
- Continue our review of purchasing practices within the department. Eliminate unnecessary purchases when possible.
- Continue to utilize a training calendar in order to better track and maintain certifications and mandated training.
- Fire Command has been directed to provide strict control and oversight of our overtime and operational costs.
- Aggressively seek non-personnel based grants.
- Foster positive labor-management relations.
- Implement/train part-time firefighters into the department to enhance staffing and reduce over-time costs.
- Continue to pursue mutual/automatic aid assistance to enhance our service on significant incidents within our community, and to build better relationships within the region to deliver quality fire/rescue services and promote fire fighter safety.

## FIRE SAFETY INSPECTIONS

### Department Description

The department promotes general health, safety, and welfare to the public as it relates to the building environment. This is accomplished by administering the building/enforcement codes of the state and local law/ordinances. In addition, this department presides over the abandoned & dangerous building program. In combination with other safety services, these efforts are designed to enhance quality of life, fight blight, and achieve beautification in residential and business areas within our community.

## CITY OF MUSKEGON, MICHIGAN

### FIRE SAFETY INSPECTIONS SERVICES

- Building Inspections/enforcement
- Electrical Inspections//enforcement
- Plumbing Inspections/enforcement
- Mechanical Inspections/enforcement
- Permit Technician & Secretarial Support

These inspectors work collectively and independently to monitor development and structural enhancements to encourage safety and compliance in our building industry in the City of Muskegon. Inspection staff works closely with Housing Board of Appeals & City Commission relating to the identification, authorization, and demolish of abandon/dangerous structures.

### 2012-2013 Budget Highlights

- Establish early relationships with developers who are pursuing major projects within the city.
- Continue to emphasize the importance of our customer service approach in the Inspections Office.
- Use technological resources to improve communication with architects, developers, and contractors to expedite the timeliness that affects the permit/inspection process.
- Pursue delegated authority with local schools system to transfer permit services from the State of Michigan to the City of Muskegon.
- Explore consolidation/contract agencies to deliver inspections service to the City of Muskegon with the goal to maintain quality of provided services while having a positive impact on current and future budgeting operation.

# CITY OF MUSKEGON, MICHIGAN

## PUBLIC WORKS DIVISION

### DIVISION SUMMARY

#### Public Works Services

#### Division Description

The Public Works Services Division is responsible for maintaining and operating the City's infrastructure, the life-blood of the City.

This division consists of four general departments:

- **Public Works Department** comprising of Streets, Street Lights, Traffic Signals, Signs and Barricades, Cemeteries, Parks, Recreational Trail System, Forestry, Special Event Support, Sanitation and Graffiti removal; and
- **Utilities Department** comprising of the Water Filtration Plant, Water/Sewer Maintenance, Storm Water Management, Equipment, Marina, Farmer's Market and Launch Ramps; and.
- **Engineering Department** comprising of Engineering Services, Parks reservations and Building Maintenance; and
- **Administration Department** comprising of Administrative Support, Public Service Building and Senior Transit.

#### Divisional Relationship to City Commission Goals

- **Take Leadership Responsibility for Improving Race Relations and Diversity.** The Public Works Services Division works to improve race relations through the services that it provides. Our Parks are maintained and supported in such a manner to encourage neighborhood activities.
- **Foster Opportunities for City Youth.** Many college-aged students and youths are hired in the summer to give them

experience and exposure to the working world in our Parks, Marina, and Street Department. Parks staff provides support to the Recreation Staff for recreation programs with trash pickup and facility management. Youth football receives substantial Parks support at Seyferth, McCrea, and Smith Ryerson parks. Support is given to the Muskegon School system for their middle and high school youth sports and summer school programs. Parks staff works directly with Volunteer Muskegon and with the MRC group at Smith Ryerson in support of youth boxing, East and West Little Leagues, and other programs, and this department also coordinates our participation in Career Day. A major youth soccer program is supported at Reese Field.

- **Promote Economic Stability, Diverse Economic Growth and Redevelopment.** The Public Works Services Division works directly with developers and architects during design and construction to provide civil engineering and public works expertise. The division also works towards improving and upgrading the City's infrastructure to provide adequate facilities (water, sewer & roadway system) to encourage and facilitate economic development.
- **Sustain the Natural, Cultural and Recreational Resources of the Community.** Public Works Services is a community representative in environmental activities such as the Division Street Outfall Cleanup, Muskegon Lake Ecological Restoration (Biohabitat), Muskegon Lake Public Advisory Committee, and the Muskegon River Watershed Assembly. Public Works plays a significant role with the Muskegon County Wastewater Advisory Committee and the Michigan Municipal Risk Management Association DPW Advisory Committee.



- **Foster Strong Ties Among Governments and Community Agencies.**

Public Works Services represents our community on the Countywide Phase 2 Storm Water Committee, Muskegon County Wastewater Management Committee, Solid Waste Planning Committee, Traffic Signal Maintenance program, the West Michigan Shoreline Regional Development Commission (WMSRDC) Technical Committee, the Muskegon Lake Watershed Partnership. We also work with the Muskegon Conservation District on environmental projects. The Equipment Division is promoting cooperative vehicle maintenance with other communities such as the case for both; Muskegon Heights and Roosevelt Park. We also provide design services to Norton Shores, Roosevelt Park and Muskegon Heights.

- **Develop and Maintain City Infrastructure and Facilities.**

The Public Works Division is the primary caretaker of the City's infrastructure assets. Most of the resources allocated to the Division are used directly for maintenance of streets, water and sewer facilities, parks, forestry, marina, farmers market, cemeteries and public beaches.

- **Maintain and Enhance the Neighborhoods of the City.**

Public Works Services responds to illegal dumping, and provides neighborhood associations with Saturday dumpster service. We also support many volunteer cleanup projects and volunteer housing rehab projects with disposal of wastes as well as heavy participation in the City's fight against Blight. The Parks Department serves as our liaison to the city's anti-graffiti effort. In addition the Public Works Department assists local neighborhood associations complete local efforts such as Community gardens, neighborhood picnic assistance, and fund raisers.

## 2012/2013 Budget Highlights

### PUBLIC WORKS DEPARTMENT

## CITY OF MUSKEGON, MICHIGAN

- *Streets:* This department maintains around 200 miles of City streets (including state trunk lines) including snowplowing, salting, catch basin cleaning, crack sealing, pothole patching, street and shoulder grading, dust control, storm sewer repairs and guardrail repair.
- *Street Lights:* This office administers the reliability of over 2900 streetlights within the City streets and coordinates the removal/ installation and repairs of streetlights.
- *Traffic Signals:* the regional maintenance agreement for traffic signal maintenance has been in effect for the last three years. The 2011/2012 budget called for the study and evaluation of traffic signals warrants in the downtown area and the 2012/2013 budget allocated dollars to remove unwarranted signals to enhance traffic flow as well as save energy.
- *Signs and Barricades:* Provides barricading on all city streets/alleys/parks and parking lots to assure the safe flow of traffic. Assists with traffic control with MPD on various special event activities/emergency response/crowd control concerns.
- *Community Event Support:* We will continue to provide the necessary support to ensure successful events which we believe will promote the City as a destination.
- *Parks Maintenance.* The Parks Department is responsible for not only the maintenance of the Parks system, but also many green areas throughout the city such as the medians of Shoreline Drive, Western Ave and Seaway Drive and other city owned properties, parking areas, and plantings. This department is also responsible for Graffiti removal, and negotiations with Park concessioners and vendors.
- *Trail Maintenance.* The Trail system throughout Muskegon has become a wonderful destination to not only our residents and neighborhoods for walking

activities but also outsiders and we believe it has promoted tourism. The cross lake ferry is bringing bicyclist groups into Muskegon to use the Muskegon Trail system which is the connector to many regional trail systems such as the Musketawa Trail and the Hart/Montague Trail.

- *Cemeteries.* We will continue promoting the use of the upgraded chapel and columbarium facilities. As we feel that visual enhancements and the columbarium promotion will hopefully bring new attention to our historical cemetery locations. Also, we will continue to work toward erecting wells for irrigation on the west side of town to reduce operating cost.

## UTILITY DEPARTMENTS

- *Water Filtration Plant:* The City of Muskegon serves 58,000 customers (including the cities of Roosevelt Park and North Muskegon, TWPS of Laketon, Muskegon, Dalton and Fruitland). Producing and delivering clean and safe drinking water at an economical cost to our customers is a major goal of the DPW division. The plant's 40 million gallon MDG capacity is expected to meet and exceed future customer needs well past the year 2052.
- *Water/Sewer Maintenance:* We maintain 170 miles of sewer main and 22 lift stations. We also maintain 180 miles of water main in the City of Muskegon and serve 14,000 water customers. We will continue efforts to reduce sanitary sewer backups and consequent liability claims. We will continue our inspection program to eliminate cross connections between city water and unsafe sources. We are locating streets and parking lots that have drainage to the sanitary sewer in order to reduce wastewater volumes from storms. As a result of the department's effort in installing "radio read" technology in 2009, we have been able to perform monthly meter reads and thus enabling the Finance department to process monthly billing.

## CITY OF MUSKEGON, MICHIGAN

- *Water Distribution:* staff continues to perform necessary maintenance on our existing water distribution system and in some cases; construct new water lines. We also provide maintenance services to Muskegon Township and Muskegon County
- *Equipment Operation:* This operation purchases and maintains all City vehicles and equipment except for fire engines.
- *Sanitation:* We service around 14,000 residential customers including refuse collection, recycling, yard waste, neighborhood dumpsters. We will continue with defective garbage cart replacements. Our Saturday neighborhood dumpster program will continue.
- *Farmers Market/Flea Market:* The Farmers Market was incorporated into the DPW Division in August of 2007. This is the largest Farmers Market in Muskegon County with 120 covered vendor stalls. It offers locally grown fruits, vegetables, flowers, homemade crafts, and operates a Flea Market on Wednesdays.
- *Marina:* The Marina was incorporated into the DPW Division in August of 2007. The marina maintains 134 slips in the large boat basin, 30 slips in the small boat basin, and 51 moorings. Marina staff is also responsible for overseeing and maintaining 4 city ramps, 30 dry beach storage stanchions and the Pier Safety lights and rings along the entrance piers to Muskegon Lake. Due to cooperative efforts and the diligent work of the marina & finance staff, the marina has been self sustained without any general fund subsidy for the third year in a row.

## ENGINEERING DEPARTMENT

- *Engineering Services:* We will continue to develop, construct and inspect all infrastructure projects and monitor any third-party work within the City right-of-way.

- *Building Maintenance:* We will continue to maintain facilities and equipment in City owned buildings.
- *Parks Reservations:* We will continue to handle reservations for park shelters.

### Future Outlook

Public Works is the City's largest division in terms of manpower and funding. Public Works employees have more day to day contact with our citizens than any other department within the city. This is an awesome responsibility.

We will continue to provide quality services for internal customers and residents. We are dedicated to meeting the needs of the community well into the 21st Century.

# CITY OF MUSKEGON, MICHIGAN

## COMMUNITY AND ECONOMIC DEVELOPMENT DIVISION

### DIVISION SUMMARY

#### COMMUNITY & ECONOMIC DEVELOPMENT

##### **Division Description**

The Community and Economic Development Division oversees economic development (including grant writing), land use planning & zoning, federal Community Development Block Grant/HOME funds and Neighborhood Stabilization Program 1, Leisure Services (recreation grants/programs, special events), city property sales, Housing Rental Inspections, the environmental code program, GIS mapping, the Vacant Building Ordinance, the Groundwater Ordinance and other projects as assigned. The division provides a variety of traditional planning services to citizens, human service groups, and businesses. In addition, the staff provides support functions to 12 of the City's authorities, boards, committees, commissions, and councils, as well as direct services and internal support services necessary for the operation of the City.

##### **Divisional Relationship to City Commission Goals**

- **Take Leadership Responsibility for Improving Race Relations and Diversity.**  
The Community & Economic Development Division has supported this goal through participation in the Institute for Healing Racism. The Community and Neighborhood Services Department has been diligently working with minority contractors as they start their own businesses. We also try to achieve diversity among the employees within the departments. Through the recreation grants, positive race relations are encouraged by bringing diverse cultures together via recreational activities and programs. The City supports the Downtown Muskegon Now program, which received grant funding to provide training to area

contractors on repairing historic windows and sashes. The diverse group of local contractors can now provide services within our Muskegon area to property owners wishing to restore their historic properties.

- **Foster Opportunities for City Youth.**  
The division works with youth on various planning efforts. Through the youth recreation grants, the City works through it's partners to provide opportunities for youth to participate in a variety of programs including basketball, baseball, soccer and summer playground activities. Also, the Planning and CNS Departments have hosted interns at various times during the year. Staff members sometimes speak to school groups and youth occasionally "job shadow" with us. These are good opportunities to help youth know more about the City and become exposed to the Planning, Economic Development and Recreation profession.
- **Promote Economic Stability, Diverse Economic Growth and Redevelopment.**  
The division is a catalyst for projects and programs within the business and non-profit community that lead to increased employment opportunities, increased business activity, and overall improved quality of life and prosperity for the City and its residents. Examples of projects initiated by the City and/or in cooperation between the City and other community groups include Edison Landing, Downtown Muskegon Development Corporation (DMDC) site, Betten Automobile Dealership, Seaway Industrial Park, Renaissance Zones and administration of various programs such as Industrial Facility Tax (IFT) abatements, Brownfield Redevelopment Authority, Obsolete Property Rehabilitation Districts, HOME and Neighborhood Stabilization programs (new houses), and Neighborhood Enterprise Zones (NEZ) for residential properties. The department has coordinated with the Michigan Economic

Development Corporation (MEDC) to obtain grants for area business owners, such as the Port City Group and downtown projects. Through General Recreation, we have expanded promotion of special events and activities, including film-making, that bring people into the community and help area businesses. The Events Committee was formulated in 2008 and is responsible for assisting in the coordination of such events as the HotRod Power Tour, the Beach Catamaran Regatta and the Multicultural Festival. Muskegon's assets will be promoted to the fullest, including our nationally recognized Clean Beach at Pere Marquette Beach and the Lakeshore Trail.

- **Sustain the Natural, Cultural and Recreational Resources of the Community.**

The division assists in this area through master planning and zoning as well as through projects financed by the Community Development Block Grant (CDBG), which require environmental review. Landscaping and site plan standards adopted as part of the zoning ordinance have fostered attractive and functional city design. The city's environmental code program monitors property maintenance and helps maintain neighborhood standards. The Vacant Building Ordinance promotes the active use of buildings that have been vacant for extended periods of time. Through Leisure Services, coordination is maintained with the Department of Public Works to enhance and sustain the use of parks, Farmers' Market, the Marina and open spaces by residents and visitors to the City. Grants were received in 2010 for the "Ryerson Creek Fish & Wildlife Habitat Restoration Project" through the Ice Mountain fund at the Fremont Area Community Foundation and the Community Foundation for Muskegon County. The improvements will be fully complete by summer 2012. Improvements were completed to Smith Ryerson Park in 2011, including a walking trail and river overlook.

- **Foster Strong Ties Among Governments and Community Agencies.**

## CITY OF MUSKEGON, MICHIGAN

The division continues involvement in intergovernmental cooperation through participation with other jurisdictions including building officials, computer/GIS (Geographic Information Systems) cooperation, the Muskegon Area Plan (MAP) and the Environmental Coordinating Council. In addition, the department coordinates grant applications with the County and oversees a Renaissance Zone project with the County of Muskegon, Dalton Township and the City of Muskegon. A significant partnership exists between Norton Shores and Muskegon, as the City of Muskegon CNS Department administers the Norton Shores CDBG program. Leisure Services has partnered with the YMCA, Muskegon Public Schools and several other entities for programming and facility use.

- **Develop and Maintain City Infrastructure and Facilities.**

The division assists with infrastructure and facilities through grant requests and distribution of CDBG funds. Grants have been received for the Ryerson Creek Fish and Wildlife Habitat Restoration Project. In addition, funds were received through the MDNR for improvements to Smith Ryerson Park.

- **Maintain and Enhance the Neighborhoods of the City.**

The division is actively involved with the neighborhood groups, including hosting monthly meetings with neighborhood presidents, administering the neighborhood grant program and CDGB, HOME, Neighborhood Stabilization Program within lead-based paint abatement regulations. Also, the division will continue to diligently promote Blight Fight and administer the Housing Rental Inspection Program and Environmental Services Program through ordinance enforcement and distribution of educational materials. Property monitoring programs such as the Alert Service have resulted in more timely clean-ups of property. The Vacant Building Program, initiated in 2008, has enabled the City to monitor and inventory vacant buildings and



encourage their redevelopment. The youth recreational programs that service most neighborhoods provide wholesome activities for neighborhood children which enhance the quality of life for residents of the neighborhood. . Since 2008, a local “bridge walk” has been held on Labor Day, as well.

## **2012- 2013 Budget Highlights**

- *Planning & Economic Development Department.* All departments have suffered a loss of staff over the last few years. Grant oversight, GIS, property disposition, census work, technical assistance, etc. have been shared by existing staff. Funding continues for Muskegon Area First and Downtown Muskegon Now (formerly Main Street), although the contributions to DMN have decreased. The 2012- 2013 budget includes continued funds for repair and maintenance of the Port City Industrial Park signs, as well as the directional signage being installed throughout the City.
- *Environmental Services Department:* Educational efforts will continue. The electronic Alert Service (e-mail) is offered at no cost, which has improved clean-up times. The Vacant Building Registration Program identifies vacant buildings in the City and encourages their rehabilitation and use. The Code Compliance Inspectors are pursuing zoning and environmental issues, as well as the housing rental inspections. Three days per week are allotted to housing rental inspections. In an effort to decrease clean-up costs, the inspectors are spending two days a week conducting environmental, zoning and vacant building enforcement. The department has decreased the number of times the public lots are mowed during the summer. Some neighborhoods are “complaint-basis only” for code enforcement (those with the least problems). The department is administering the “leaf ordinance”, as well (complaint-basis only). The department continues to actively address blight including a program to sell unbuildable lots for \$1.00.

## **CITY OF MUSKEGON, MICHIGAN**

- *Community and Neighborhood Service:* The years 2011-2016 are the timeframe of the new Consolidated Plan. Adopting annual plans for the City of Muskegon for five years depends on significant efforts from city departments, neighborhood residents and other partners to improve neighborhoods. The Neighborhood Stabilization Program identified foreclosed properties, some of which were blighted. Through federal funding, revitalization and stabilization occurred in neighborhoods and will continue through HOME funding entitlements.

A HOME Consortium is being evaluated to provide affordable housing opportunities to our boarder jurisdictions in an effort to increase funding to other communities. A collaboration of this proportion will give low-income families decent and affordable housing in areas of our county that have been off limits before now.

The department continues to supply funding through a faith-based organization to support low-income households with utility assistance, handicap ramps and free budgeting classes.

Under the Home program, approximately \$50,000 is allocated to the City’s Community Housing Development Organizations.

*Leisure Services:* Services are being provided by the Planning Department staff. The majority of the current budget is directed towards grants to organizations within the community that provide youth recreation to our citizens. Coordination of the Special Events Program, management of grant funds through the Seyferth Park grant for recreational services and oversight of the Summer Community Concerts (along with the Parks Department) at McGraft Park (offered largely through the Edith McGraft-Wickham Trust), and continued financial involvement with the West Michigan Nutritional Services Agency for support of

recreational programs and services to area seniors will continue. The Leisure Services Master Plan update was completed in 2009; with an update to include additional projects approved in 2011. Plans have commenced with the Lakeshore Baseball Club to consider a baseball complex to the South of the Consumer's Energy site. An area facilities brochure was completed and distributed to potential event organizers and others.

## Future Outlook

Following are some of the major goals of the Economic Development Division that are incorporated in the 2012- 2013 proposed budget:

- *Continue to Offer Leisure Services Activities.* The Department will continue to focus on recreation programs and activities for youth through partnerships with area schools and organizations. The Summer Concerts in McGraft Park will continue to be offered, as well as the senior services contribution. The Events Committee will continue to assist with current events, as well as seek ways to attract new events (new events for 2012 include polo on the beach and movies on the beach). Community support for films made in Muskegon will continue (WaterWalk, the movie produced by Roger Rapoport, and released in 2012, has many shots in Muskegon). The department will continue to administer the Special Events application process; there were 67 special events held in 2011 (less than recorded in 2010; however, we no longer require applications for events on private property that do not require City services).
- *Continue Emphasis on the Downtown and Lakefront Development.* Although the last few years have seen little development, due to the Recession, new interest is occurring in regards to downtown and lakefront properties. In 2011, several small businesses started in downtown, including along Third Street, and new construction began with the new Social Security Administration building. This interest is

## CITY OF MUSKEGON, MICHIGAN

expected to grow through 2012, with additional development. The Muskegon 25 program began in 2010. This program offers tax-free properties, as well as free land for manufacturers creating 25 jobs or more. The program is offered in the Seaway Industrial Park and the Muskegon County Business Park North. Interest has been slow, due to the Recession and the fact that those interested in industrial development are primarily searching for existing buildings, which can be purchased reasonably. This is expected to change as the availability of existing manufacturing properties lessens.

- *Implementation of Downtown and Master Land Use Plans.* Staff refers to the Plan when making decisions in zoning cases, as well as ordinance amendments. New zoning options for downtown are being explored, through avenues such as form-based zoning. The process for the 5 Year Master Plan update will begin in 2013. Focus in 2012-2013 is expected to be on the East end of Muskegon Lake, as well as the former Sappi property.
- *Continue to Improve the Environmental Code Program.* Use program resources to engage in more neighborhood development activities and to foster responsibility for neighborhood health in the community. Use surveillance equipment strategically, when possible. The Vacant Building Registration program has been successful and will continue to target vacant properties that should be redeveloped or sold for future use.
- *Continue the Standards in the CDBG and HOME Programs.* The CDBG program has improved its economic impact in the last few years. Not only has the activity of housing construction helped for the tax base of the community, but the CDBG/HOME activity has also made a conscious effort to use contractors and vendors from the regional area in an effort to cause a direct economic impact in the local economy. The CNS programs are helping to transform

neighborhoods throughout the City of Muskegon.

- *Continue the City Marketing Campaign.* Through Downtown Muskegon Now (of which the City of Muskegon is a part), as well as Muskegon 25; positive media attention has increased including local media focusing on the promotion of Muskegon. A new campaign, "Love Muskegon", is taking root and young people in the community are actively marketing the area.
- *Continue the infill and total housing rehabilitation strategies.* The CNS office hopes to continue its aggressive neighborhood revitalization activities. The major focus of the department's activities will be in the area of rehabilitation of housing to stabilize neighborhoods. The department also hopes to use its resources to assist other entities in the community by assisting them in locating funding for their activities and needs by offering grant funds for youth activities and job opportunities.
- *Continue Industrial Development in the Seaway Industrial Park.* The Park is a Local Development Finance Authority and a Renaissance Zone. The City is marketing the remaining lots, with an emphasis on alternative energy. The Muskegon 25 program is available. The current Renaissance Zone is only available for three more years, and each year a percentage of taxes will be assessed (e.g., in 2012, properties will be taxed 25%).
- *Implement Smartzone Program.* The City has been involved with this property and will continue to be involved in the future. Development of Edison Landing is crucial. The City also coordinates with the director of the Michigan Alternative Research & Energy Center on site development. Pre-Seed funds were received in 2007 and continue into 2012 for administration of the State loan program for new businesses dealing with new technology, as well as marketing and promotion. MAREC administers the program for the City. The

## CITY OF MUSKEGON, MICHIGAN

City has coordinated with MAREC on their "wind buoy" project, which was launched in 2011 and continues into 2012.

- *Coordinate the Renaissance Zones.* Staff is coordinating development within the zones, as well as administering the program through the State. The Commission has approved a policy to extend the timeline for critical new projects that meet certain conditions. Two Renaissance Zone extensions were approved in 2008. The current Renaissance Zones will start to pay a portion of their taxes in 2012.
- *Target Incentive Programs.* The City has several incentive programs available that have been marketed, including the Obsolete Property Rehabilitation District Designation and Façade Improvement Grants. These are primarily targeted to Western Avenue and Third Street. The Commercial Rehabilitation Zone Tax Abatement (two certificates have been approved thus far).
- *Lease to Own Program:* During the last fiscal year, the CNS office updated the program to restrict occupancy to families within a 6-month or less lender approved lease. No longer will the program allow 36 month lease opportunities. This will help keep families on track to purchase and allow occupancy while doing so.
- *Neighborhood Stabilization Program:* The City of Muskegon received \$1.45 million in grant funds to demolish blighted structures, rehab foreclosed properties for resale and build new housing on vacant lots to stimulate and stabilize the neighborhoods in the community. Since 2008, 15 homes were demolished, 8 homes will be rehabbed and 4 homes will be constructed. As an entitlement community, the City of Muskegon received funds through MSHDA originally, but has leveraged other HUD funds in order to complete these projects by 2013.



## **GENERAL FUND**

**The general fund is used to account for all revenues and expenditures applicable to the general operations of City government except those required to be accounted for in another fund. General fund revenues are derived primarily from the municipal income tax, property taxes and intergovernmental revenues.**

**CITY OF MUSKEGON**  
**GENERAL FUND**

**HISTORICAL SUMMARY**

Year		Revenues & Transfers In		Expenditures & Transfers Out		Fund Balance at Year-End
2000	\$	23,685,516	\$	22,232,657	\$	2,951,734
2001		23,446,611		23,235,978		3,162,367
2002		23,617,163		23,971,534		2,807,996
2003		23,328,756		23,705,334		2,431,418
2004		23,401,793		23,388,019		2,445,192
2005		23,732,641		23,658,227		2,519,606
2006		24,669,210		24,498,776		2,690,040
2007		25,031,403		24,800,810		2,920,633
2008		25,563,632		26,100,539		2,383,726
2009		24,105,019		24,850,082		1,638,663
2010*		16,142,764		11,742,973		6,038,454
2010-11		24,029,686		25,556,758		4,511,382
2011-12		23,779,625		23,714,734		4,576,273

**Fiscal 2012-13 Budget Summary**

**FUND BALANCE AT START OF YEAR** **\$ 4,576,273**

**MEANS OF FINANCING:**

Taxes	14,753,030	62.7%
Licenses and Permits	1,189,000	5.1%
Federal Grants	155,524	0.7%
State Grants	20,000	0.1%
State Shared Revenue	3,592,422	15.3%
Other Charges	2,245,241	9.5%
Interest & Rentals	351,761	1.5%
Fines and Fees	487,000	2.1%
Other Revenue	414,645	1.8%
Other Financing Sources	<u>312,000</u>	<u>1.3%</u>
	23,520,623	100.0%

**ESTIMATED REQUIREMENTS:**

Customer Value Added Activities	18,496,011	76.8%
Business Value Added Activities	4,121,977	17.1%
Fixed Budget Items	<u>1,478,373</u>	<u>6.1%</u>
	24,096,361	100.0%

**ESTIMATED FUND BALANCE AT END OF YEAR** **\$ 4,000,535**

**OPERATING DEFICIT (USE OF FUND BALANCE)** **\$ (575,738)**

*\* Six-month transition period to new fiscal year*

**DETAILED REVENUE SUMMARY  
BY REVENUE CLASSIFICATION**

**City of Muskegon**  
**Annual Budget & Quarterly Budget Reforecast - General Fund**

	Actual FY2010 (Stub Year)	Actual FY2011	Original Budget Estimate FY2012	Actual to Date FY2012	2Q Reforecast FY2012	Original Budget Estimate FY2013	% Change From PY Original Budget
<b>Available Fund Balance - BOY</b>	\$ 1,638,663	\$ 6,038,454	\$ 4,187,864	\$ 4,511,382	\$ 4,511,382	\$ 4,576,273	
<b>Taxes</b>							
City income tax	\$ 3,368,057	\$ 6,599,753	\$ 6,500,000	\$ 6,121,309	\$ 7,000,000	\$ 7,100,000	8%
Property taxes - general	6,438,439	6,626,276	6,307,985	5,394,305	6,307,985	5,908,498	0%
Property taxes - sanitation	1,489,136	1,731,364	1,660,197	1,408,449	1,660,197	1,555,069	0%
Industrial facilities taxes	468,369	93,618	93,463	71,203	93,463	93,463	0%
Payments in lieu of taxes	91,181	95,402	91,000	-	95,000	95,000	4%
Delinquent chargeback collected	-	17	5,000	3	1,000	1,000	-80%
	\$ 11,855,182	\$ 15,146,430	\$ 14,657,645	\$ 12,995,269	\$ 15,157,645	\$ 14,753,030	3%
<b>Licenses and permits</b>							
Business licenses	\$ 25,934	\$ 31,110	\$ 28,000	\$ 20,477	\$ 28,000	\$ 28,000	0%
Liquor licenses	9,945	52,085	46,000	40,555	42,000	46,000	-9%
Temporary Liquor licenses	12,794	9,870	15,000	4,400	15,000	15,000	0%
Cable TV franchise fees	178,239	362,103	340,000	167,929	340,000	340,000	0%
Rental property registration	47,367	115,598	120,000	123,220	130,000	130,000	8%
Burial permits	39,624	93,483	110,000	73,676	110,000	110,000	0%
Building permits	135,155	255,906	200,000	222,730	250,000	250,000	25%
Electrical permits	43,576	78,852	75,000	67,036	80,000	80,000	7%
Plumbing permits	20,254	29,961	30,000	22,489	30,000	30,000	0%
Mechanical permits	26,204	61,611	60,000	46,076	60,000	60,000	0%
Vacant building	45,070	89,060	75,000	92,518	100,000	100,000	33%
	\$ 584,162	\$ 1,179,639	\$ 1,099,000	\$ 881,106	\$ 1,185,000	\$ 1,189,000	8%
<b>Federal grants</b>							
Federal operational grant	\$ 122,965	\$ 192,842	\$ 169,889	\$ 118,679	\$ 159,405	\$ 155,524	-6%
	\$ 122,965	\$ 192,842	\$ 169,889	\$ 118,679	\$ 159,405	\$ 155,524	-6%
<b>State grants</b>							
Act 302 police training grant	\$ 7,805	\$ 42,458	\$ 20,000	\$ 9,477	\$ 20,000	\$ 20,000	0%
State operational grant	-	-	-	-	-	-	-
	\$ 7,805	\$ 42,458	\$ 20,000	\$ 9,477	\$ 20,000	\$ 20,000	0%

# City of Muskegon

## Annual Budget & Quarterly Budget Reforecast - General Fund

	Actual FY2010 (Stub Year)	Actual FY2011	Original Budget Estimate FY2012	Actual to Date FY2012	2Q Reforecast FY2012	Original Budget Estimate FY2013	% Change From PY Original Budget
<b>State shared revenue</b>							
State sales tax - Constitutional	\$ 1,189,635	\$ 2,454,851	\$ 2,300,000	\$ 1,756,560	\$ 2,575,980	\$ 2,627,500	12%
State sales tax - Statutory/EVIP	642,431	1,392,008	750,000	643,272	964,908	964,922	29%
	\$ 1,832,066	\$ 3,846,859	\$ 3,050,000	\$ 2,399,832	\$ 3,540,888	\$ 3,592,422	16%
<b>Other charges for sales and services</b>							
Tax administration fees	\$ 194,131	\$ 297,326	\$ 289,500	\$ 41,126	\$ 289,500	\$ 272,700	0%
Utility administration fees	110,000	225,000	225,000	187,500	225,000	250,000	0%
Reimbursement for elections	79	12,672	15,500	414	13,000	-	-16%
Reimbursement for school police officer	13,361	47,440	19,000	15,450	19,000	19,000	0%
Indirect cost reimbursement	582,084	1,144,020	1,144,018	953,350	1,144,018	1,171,531	0%
Site-plan review fee	1,500	2,800	3,000	2,700	3,000	3,500	0%
Sale of cemetery lots	11,744	29,740	25,000	21,438	25,000	25,000	0%
Sale of columbarium niches	1,170	2,550	500	79	500	500	0%
Police miscellaneous	17,930	37,113	40,000	33,976	40,000	40,000	0%
Police impound fees	23,300	39,100	40,000	35,000	42,000	42,000	5%
Landlord's alert fee	155	40	40	40	40	40	0%
Fire protection-state property	35,212	120,210	80,000	108,094	108,094	84,970	35%
Zoning fees	3,290	6,158	8,000	10,060	10,500	11,000	31%
Clerk fees	197	2,039	3,500	1,245	1,500	1,500	-57%
Clerk - passport fees	3,555	4,115	5,000	3,315	3,500	3,500	-30%
Tax abatement application fees	-	810	2,000	3,439	4,000	5,000	100%
Lien Look-ups	12,920	14,455	15,000	11,220	15,000	15,000	0%
Treasurer fees	49,603	45,903	50,000	6,727	50,000	50,000	0%
False alarm fees	6,125	12,960	13,000	10,170	13,000	13,000	0%
Miscellaneous cemetery income	6,571	20,398	18,000	58,167	63,000	20,000	250%
Senior transit program fees	5,082	10,401	9,000	9,239	11,000	-	22%
Fire miscellaneous	560	4,985	2,000	683	2,000	2,000	0%
Sanitation stickers	38,809	79,762	80,000	69,086	80,000	80,000	0%
Lot cleanup fees (trash)	18,348	29,493	50,000	32,124	35,000	30,000	-30%
Reimbursements for mowing and demolitions	20,102	49,760	50,000	48,051	50,000	50,000	0%
Special events reimbursements	30,546	104,937	100,000	93,697	100,000	50,000	0%
Recreation program fees	19,753	20,831	-	5,601	6,000	5,000	-
	\$ 1,206,127	\$ 2,365,018	\$ 2,287,058	\$ 1,761,991	\$ 2,353,652	\$ 2,245,241	3%

**City of Muskegon**  
**Annual Budget & Quarterly Budget Reforecast - General Fund**

	Actual FY2010 (Stub Year)	Actual FY2011	Original Budget Estimate FY2012	Actual to Date FY2012	2Q Reforecast FY2012	Original Budget Estimate FY2013	% Change From PY Original Budget
<b>Interest and rental income</b>							
Interest	\$ (2,349)	\$ 85,120	\$ 50,000	\$ 29,712	\$ 75,000	\$ 75,000	50%
Procurement Card Rebate	-	33,668	45,000	37,689	37,689	45,000	-16%
Fire Station Lease - Central Dispatch	20,879	47,895	42,000	30,655	45,000	45,000	7%
Naval Museum Property Rental	-	2,500	5,000	8,650	10,000	5,000	100%
Flea market	11,346	27,233	29,000	16,892	35,000	35,000	21%
Farmers market	18,484	43,471	35,000	30,909	40,000	40,000	14%
City hall rental	1,200	7,200	7,200	5,400	7,200	7,200	0%
City right of way rental	6,800	6,800	8,561	4,400	8,561	8,561	0%
McGraft park rentals	13,844	52,475	45,000	46,013	47,000	46,000	4%
Other park rentals	22,133	49,525	38,000	24,411	45,000	45,000	18%
	\$ 92,337	\$ 355,887	\$ 304,761	\$ 234,731	\$ 350,450	\$ 351,761	15%
<b>Fines and fees</b>							
Income tax - penalty and interest	\$ 109,441	\$ 156,339	\$ 180,000	\$ 169,966	\$ 180,000	\$ 180,000	0%
Late fees on current taxes	42,766	30,875	40,000	2,791	40,000	40,000	0%
Interest on late invoices	247	2,011	2,000	1,972	3,500	2,000	75%
Parking fines	71,160	100,885	125,000	93,808	110,000	125,000	-12%
Court fines	72,929	142,764	170,000	97,595	140,000	140,000	-18%
	\$ 296,543	\$ 432,874	\$ 517,000	\$ 366,132	\$ 473,500	\$ 487,000	-8%
<b>Other revenue</b>							
Sale of land and assets	\$ 500	\$ -	\$ 1,000	\$ -	\$ 1,000	\$ 1,000	0%
Police sale and auction proceeds	1,823	-	-	4,010	4,010	2,000	-
CDBG program reimbursements	48,030	324,393	382,870	296,085	386,470	337,870	1%
Sanitation reimbursements	43,030	-	-	-	-	-	-
Contributions	19,740	12,455	11,000	291	11,000	11,000	0%
Contributions - Veteran's Park Maintenance	-	19,402	19,500	18,502	18,502	18,500	-5%
Fisherman's Landing Repayment	-	16,106	14,500	16,775	16,775	16,775	16%
Darl & Kathleen Staley Trust	-	-	-	-	-	-	-
Muskegon County Community Foundation	2,394	12,005	1,500	-	1,500	1,500	0%
Miscellaneous reimbursements	-	-	1,000	-	1,000	1,000	0%
Miscellaneous and sundry	2,873	5,961	25,000	7,096	25,000	25,000	0%
	\$ 118,390	\$ 390,322	\$ 456,370	\$ 342,759	\$ 465,257	\$ 414,645	2%

**City of Muskegon**  
**Annual Budget & Quarterly Budget Reforecast - General Fund**

	Actual FY2010 (Stub Year)	Actual FY2011	Original Budget Estimate FY2012	Actual to Date FY2012	2Q Reforecast FY2012	Original Budget Estimate FY2013	% Change From PY Original Budget
<b>Other financing sources</b>							
Operating transfers in							
Cemetery Perpetual Care	\$ 2,187	\$ 2,357	\$ 50,000	\$ 1,832	\$ 10,000	\$ 10,000	-80%
General Insurance Fund	-	-	-	-	-	200,000	-
Brownfield Fund (Former Mall)	-	-	-	-	-	42,000	-
Brownfield Fund (Betten)	-	-	-	7,500	13,828	10,000	-
TIFA Fund (Arena Operations)	25,000	75,000	50,000	41,667	50,000	50,000	0%
	\$ 27,187	\$ 77,357	\$ 100,000	\$ 50,999	\$ 73,828	\$ 312,000	-26%
<b>Total general fund revenues and other sources</b>							
	\$ 16,142,764	\$ 24,029,686	\$ 22,661,723	\$ 19,160,975	\$ 23,779,625	\$ 23,520,623	5%





**DETAILED EXPENDITURE SUMMARY  
BY VALUED ADDED CLASSIFICATION  
AND BY FUNCTION**

**Annual Budget & Quarterly Budget Reforecast - General Fund**  
**General Fund Expenditure Summary By Function**

		Actual FY2010 (Stub Year)	Actual FY2011	Original Budget Estimate FY2012	Actual to Date FY2012	3Q Reforecast FY2012	Actual As % of Revised	Original Budget Estimate FY2013	% Chngg From PY Reforecast
<b>I. Customer Value Added Activities</b>									
<b>40301</b>	<b>Police Department</b>	<b>Service is provided mostly by City employees.</b>							
5100	Salaries & Benefits	\$ 3,770,931	\$ 7,675,922	\$ 7,836,965	\$ 6,030,364	\$ 7,686,965	78%	\$ 8,501,146	11%
5200	Operating Supplies	28,819	70,082	90,000	63,855	90,000	71%	90,000	0%
5300	Contractual Services	465,614	897,777	820,024	750,791	820,024	92%	825,000	1%
5400	Other Expenses	4,773	15,826	16,000	17,872	19,000	94%	17,000	-11%
5700	Capital Outlays	19,632	31,331	15,000	5,098	15,000	34%	17,000	13%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 4,289,769	\$ 8,690,938	\$ 8,777,989	\$ 6,867,980	\$ 8,630,989	80%	\$ 9,450,146	9%
		\$ 4,289,769	\$ 8,690,938	\$ 8,777,989	\$ 6,867,980	\$ 8,630,989	80%	\$ 9,450,146	9%
<b>50336</b>	<b>Fire Department</b>	<b>Service is provided by City employees supplemented with private contract part-time employees.</b>							
5100	Salaries & Benefits	\$ 1,687,648	\$ 3,355,077	\$ 3,191,899	\$ 2,698,255	\$ 3,191,899	85%	\$ 2,938,375	-8%
5200	Operating Supplies	37,904	85,462	116,500	63,237	116,500	54%	110,000	-6%
5300	Contractual Services	95,652	173,320	149,861	181,243	192,000	94%	335,000	74%
5400	Other Expenses	1,751	1,597	4,000	1,567	4,000	39%	4,000	0%
5700	Capital Outlays	37,389	95,925	60,000	36,296	60,000	60%	25,000	-58%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 1,860,344	\$ 3,711,381	\$ 3,522,260	\$ 2,980,598	\$ 3,564,399	84%	\$ 3,412,375	-4%
<b>50387</b>	<b>Fire Safety Inspections</b>	<b>Service is provided mostly by City employees.</b>							
5100	Salaries & Benefits	\$ 319,970	\$ 535,750	\$ 464,680	\$ 370,499	\$ 464,680	80%	\$ 483,261	4%
5200	Operating Supplies	5,391	11,469	10,000	4,727	10,000	47%	10,000	0%
5300	Contractual Services	44,782	103,147	108,040	64,046	90,000	71%	90,040	0%
5400	Other Expenses	1,867	6,042	10,000	3,719	10,000	37%	10,000	0%
5700	Capital Outlays	-	-	2,000	1,708	2,000	85%	4,000	100%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 372,010	\$ 656,408	\$ 594,720	\$ 444,699	\$ 576,680	77%	\$ 597,301	4%
		\$ 2,232,354	\$ 4,367,789	\$ 4,116,980	\$ 3,425,297	\$ 4,141,079	83%	\$ 4,009,676	-3%
<b>60523</b>	<b>General Sanitation</b>	<b>Service is provided through contract with a private company.</b>							
5100	Salaries & Benefits	\$ 15,240	\$ 67,009	\$ 30,000	\$ 24,873	\$ 30,000	83%	\$ 17,048	-43%
5200	Operating Supplies	-	16	-	16	50	32%	-	-100%
5300	Contractual Services	774,346	1,542,755	1,650,000	1,012,523	1,550,000	65%	1,560,000	1%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	-	-	-	-	N/A	-	-
5900	Other Financing Uses	100,000	200,000	200,000	166,667	200,000	83%	200,000	0%
		\$ 889,586	\$ 1,809,780	\$ 1,880,000	\$ 1,204,079	\$ 1,780,050	68%	\$ 1,777,048	0%
<b>60550</b>	<b>Stormwater Management</b>	<b>Service is provided through contract with another government agency.</b>							
5100	Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	-
5200	Operating Supplies	-	-	-	198	300	66%	-	-100%
5300	Contractual Services	4,000	17,029	17,786	13,072	17,786	73%	17,786	0%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	-	-	-	-	N/A	-	-
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 4,000	\$ 17,029	\$ 17,786	\$ 13,270	\$ 18,086	73%	\$ 17,786	-2%
<b>60448</b>	<b>Streetlighting</b>	<b>Service is provided through contract with a private company.</b>							

**Annual Budget & Quarterly Budget Reforecast - General Fund**  
**General Fund Expenditure Summary By Function**

		Actual FY2010 (Stub Year)	Actual FY2011	Original Budget Estimate FY2012	Actual to Date FY2012	3Q Reforecast FY2012	Actual As % of Revised	Original Budget Estimate FY2013	% Chngg From PY Reforecast
5100	Salaries & Benefits	\$ -	\$ 224	\$ -	\$ -	\$ -	N/A	\$ -	-
5200	Operating Supplies	-	-	-	-	-	N/A	-	-
5300	Contractual Services	395,257	784,081	750,000	465,762	700,000	67%	740,000	6%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	-	10,000	-	5,000	0%	5,000	0%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 395,257	\$ 784,305	\$ 760,000	\$ 465,762	\$ 705,000	66%	\$ 745,000	6%
<b>60707</b>	<b>Senior Citizen Transit</b>	<b><i>Service is provided entirely by City employees and is recommended for elimination.</i></b>							
5100	Salaries & Benefits	\$ 26,539	\$ 57,941	\$ 58,678	\$ 53,102	\$ 66,700	80%	\$ -	-100%
5200	Operating Supplies	-	-	-	-	-	N/A	-	-
5300	Contractual Services	5,360	10,400	10,400	8,800	10,400	85%	-	-100%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	-	-	-	-	N/A	-	-
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 31,899	\$ 68,341	\$ 69,078	\$ 61,902	\$ 77,100	80%	\$ -	-100%
<b>60446</b>	<b>Community Event Support</b>	<b><i>Service is provided mostly by City employees.</i></b>							
5100	Salaries & Benefits	\$ 9,362	\$ 11,381	\$ 10,000	\$ 9,809	\$ 13,000	75%	\$ 10,000	-23%
5200	Operating Supplies	190	644	1,100	58	600	10%	600	0%
5300	Contractual Services	5,008	8,180	12,500	3,843	10,000	38%	10,000	0%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	-	-	-	-	N/A	-	-
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 14,560	\$ 20,205	\$ 23,600	\$ 13,710	\$ 23,600	58%	\$ 20,600	-13%
<b>70751</b>	<b>Parks Maintenance</b>	<b><i>Service is provided by City employees supplemented with private contract part-time employees.</i></b>							
5100	Salaries & Benefits	\$ 191,755	\$ 357,563	\$ 387,222	\$ 283,065	\$ 367,222	77%	\$ 397,104	8%
5200	Operating Supplies	23,213	53,777	93,850	48,005	95,100	50%	86,850	-9%
5300	Contractual Services	279,987	556,578	646,785	459,273	626,785	73%	649,807	4%
5400	Other Expenses	175	20	-	21	100	21%	-	-100%
5700	Capital Outlays	-	11,090	11,000	10,077	11,000	92%	11,000	0%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 495,130	\$ 979,028	\$ 1,138,857	\$ 800,441	\$ 1,100,207	73%	\$ 1,144,761	4%
<b>70757</b>	<b>Mc Graft Park Maintenance</b>	<b><i>Service is provided by City employees supplemented with private contract part-time employees.</i></b>							
5100	Salaries & Benefits	\$ 4,674	\$ 6,412	\$ 6,551	\$ 5,548	\$ 6,551	85%	\$ 7,500	14%
5200	Operating Supplies	1,130	3,547	1,400	2,370	2,500	95%	1,400	-44%
5300	Contractual Services	8,593	37,173	35,700	15,195	35,700	43%	35,700	0%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	-	-	106	200	53%	-	-100%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 14,397	\$ 47,132	\$ 43,651	\$ 23,219	\$ 44,951	52%	\$ 44,600	-1%
<b>70276</b>	<b>Cemeteries Maintenance</b>	<b><i>Service is provided by City employees supplemented with private contract part-time employees.</i></b>							
5100	Salaries & Benefits	\$ 87,040	\$ 112,101	\$ 108,948	\$ 83,943	\$ 108,948	77%	\$ 82,086	-25%
5200	Operating Supplies	569	4,882	6,750	3,375	6,750	50%	6,750	0%
5300	Contractual Services	96,313	210,640	244,824	188,626	244,824	77%	241,976	-1%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	72	8,383	-	7,594	8,500	89%	8,500	0%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 183,994	\$ 336,006	\$ 360,522	\$ 283,538	\$ 369,022	77%	\$ 339,312	-8%

**Annual Budget & Quarterly Budget Reforecast - General Fund**  
**General Fund Expenditure Summary By Function**

		Actual FY2010 (Stub Year)	Actual FY2011	Original Budget Estimate FY2012	Actual to Date FY2012	3Q Reforecast FY2012	Actual As % of Revised	Original Budget Estimate FY2013	% Chngg From PY Reforecast
<b>70585 Parking Operations</b>	<b><i>Service is provided mostly by City employees.</i></b>								
5100	Salaries & Benefits	\$ 501	\$ 1,748	\$ -	\$ 830	\$ 1,000	83%	\$ -	-100%
5200	Operating Supplies	-	274	-	-	-	N/A	-	-
5300	Contractual Services	1,944	5,182	3,000	2,430	3,000	81%	3,000	0%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	-	-	-	-	N/A	-	-
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 2,445	\$ 7,204	\$ 3,000	\$ 3,260	\$ 4,000	82%	\$ 3,000	-25%
<b>70357 Graffiti Removal</b>	<b><i>Service is provided mostly by City employees.</i></b>								
5100	Salaries & Benefits	\$ 1,445	\$ 2,659	\$ -	\$ 3,988	\$ 4,000	100%	\$ 5,000	25%
5200	Operating Supplies	618	465	-	513	600	86%	-	-100%
5300	Contractual Services	391	123	4,861	170	4,861	3%	4,861	0%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	-	-	-	-	N/A	-	-
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 2,454	\$ 3,247	\$ 4,861	\$ 4,671	\$ 9,461	49%	\$ 9,861	4%
<b>70863 Farmers' Market &amp; Flea Market</b>	<b><i>Service is provided mostly by City employees.</i></b>								
5100	Salaries & Benefits	\$ 7,850	\$ 17,869	\$ 22,240	\$ 14,069	\$ 22,240	63%	\$ 23,490	6%
5200	Operating Supplies	2,085	1,802	1,800	1,151	1,800	64%	2,075	15%
5300	Contractual Services	8,181	31,538	29,950	21,381	29,950	71%	29,428	-2%
5400	Other Expenses	50	-	100	45	100	45%	100	0%
5700	Capital Outlays	1,326	-	6,000	294	4,500	7%	22,000	389%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 19,492	\$ 51,209	\$ 60,090	\$ 36,940	\$ 58,590	63%	\$ 77,093	32%
		\$ 2,053,214	\$ 4,123,486	\$ 4,361,445	\$ 2,910,792	\$ 4,190,067	69%	\$ 4,179,061	0%
<b>70775 General Recreation</b>	<b><i>Service is provided through contracts with non-profit groups and other government agencies.</i></b>								
5100	Salaries & Benefits	\$ 57,201	\$ 21,202	\$ -	\$ -	\$ -	N/A	\$ -	-
5200	Operating Supplies	4,816	633	-	230	500	46%	-	-100%
5300	Contractual Services	26,070	61,387	96,000	76,876	96,000	80%	96,000	0%
5400	Other Expenses	708	-	-	51	100	51%	-	-100%
5700	Capital Outlays	-	-	-	-	-	N/A	-	-
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 88,795	\$ 83,222	\$ 96,000	\$ 77,157	\$ 96,600	80%	\$ 96,000	-1%
<b>80387 Environmental Services</b>	<b><i>Service is provided by City employees supplemented with private service contracts.</i></b>								
5100	Salaries & Benefits	\$ 69,234	\$ 218,388	\$ 335,466	\$ 268,394	\$ 335,466	80%	\$ 361,504	8%
5200	Operating Supplies	4,905	6,529	7,300	6,912	7,300	95%	7,300	0%
5300	Contractual Services	89,930	185,550	185,000	136,038	202,300	67%	185,000	-9%
5400	Other Expenses	-	35	1,000	228	1,000	23%	1,000	0%
5700	Capital Outlays	2,051	1,281	3,500	1,422	1,900	75%	3,500	84%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 166,120	\$ 411,783	\$ 532,266	\$ 412,994	\$ 547,966	75%	\$ 558,304	2%
		\$ 254,915	\$ 495,005	\$ 628,266	\$ 490,151	\$ 644,566	76%	\$ 654,304	2%
<b>10875 Other - Contributions to Outside Agencies</b>	<b><i>Services are provided through contracts with non-profit groups and other government agencies.</i></b>								
	Muskegon Area Transit (MATS)	\$ 40,082	\$ 80,164	\$ 80,164	\$ 80,160	\$ 80,164	100%	\$ 80,164	0%
	Neighborhood Association Grants	20,803	20,272	21,000	16,868	21,000	80%	21,000	0%
	Muskegon Area First	17,784	45,660	45,660	45,564	45,660	100%	45,660	0%

**Annual Budget & Quarterly Budget Reforecast - General Fund**  
**General Fund Expenditure Summary By Function**

	Actual FY2010 (Stub Year)	Actual FY2011	Original Budget Estimate FY2012	Actual to Date FY2012	3Q Reforecast FY2012	Actual As % of Revised	Original Budget Estimate FY2013	% Changg From PY Reforecast
Veterans Memorial Day Costs	7,357	7,000	7,000	-	7,000	0%	7,000	0%
Mainstreet	5,000	-	-	-	-	N/A	-	-
Downtown Muskegon Now	-	-	-	-	-	N/A	42,000	-
Lakeside Business District	2,500	2,500	2,500	2,500	2,500	100%	2,500	0%
211 Service	2,500	2,500	2,500	2,500	2,500	100%	2,500	0%
Consolidation Feasibility Study	-	1,000	1,000	-	-	N/A	-	-
MERS Supplemental Contribution	-	1,000,000	-	-	-	N/A	-	-
MLK Diversity Program	1,000	1,000	1,000	1,000	1,000	100%	1,000	0%
Muskegon Area Labor Management (MALMC)	1,000	1,000	1,000	-	1,000	0%	1,000	0%
Muskegon County and Humane Society - Feral Cats	-	6,200	-	-	-	N/A	-	-
Other	-	-	-	-	-	N/A	-	-
Contributions To Outside Agencies	\$ 98,026	\$ 1,167,296	\$ 161,824	\$ 148,592	\$ 160,824	92%	\$ 202,824	26%
	\$ 98,026	\$ 1,167,296	\$ 161,824	\$ 148,592	\$ 160,824	92%	\$ 202,824	26%

**Total Customer Value Added Activities**

\$ 8,928,278 \$ 18,844,514 \$ 18,046,504 \$ 13,842,812 \$ 17,767,525 78% \$ 18,496,011 4%

**As a Percent of Total General Fund Expenditures**

76.0% 73.7% 76.6% 75.7% 74.9% 76.8%

**II. Business Value Added Activities**

**10101 City Commission**

*Service is provided mostly by City employees.*

5100	Salaries & Benefits	\$ 33,837	\$ 64,864	\$ 67,652	\$ 53,204	\$ 67,652	79%	\$ 67,916	0%
5200	Operating Supplies	8,205	15,142	12,300	6,847	12,300	56%	12,300	0%
5300	Contractual Services	1,407	1,594	1,800	2,698	3,000	90%	1,800	-40%
5400	Other Expenses	675	1,347	2,000	1,057	2,000	53%	2,000	0%
5700	Capital Outlays	600	1,199	1,200	4,251	5,000	85%	1,200	-76%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 44,724	\$ 84,146	\$ 84,952	\$ 68,057	\$ 89,952	76%	\$ 85,216	-5%

**10102 City Promotions & Public Relations**

*Service is provided mostly by City employees.*

5100	Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	-
5200	Operating Supplies	163	411	-	951	1,000	95%	-	-100%
5300	Contractual Services	2,881	3,780	11,350	4,265	10,350	41%	9,350	-10%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	-	-	-	-	N/A	-	-
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 3,044	\$ 4,191	\$ 11,350	\$ 5,216	\$ 11,350	46%	\$ 9,350	-18%

**10172 City Manager**

*Service is provided mostly by City employees.*

5100	Salaries & Benefits	\$ 136,667	\$ 253,954	\$ 257,366	\$ 209,327	\$ 257,366	81%	\$ 270,811	5%
5200	Operating Supplies	1,086	1,338	2,000	211	2,000	11%	1,400	-30%
5300	Contractual Services	4,873	8,174	7,750	4,456	7,750	57%	7,750	0%
5400	Other Expenses	252	944	2,000	1,097	2,000	55%	1,750	-13%
5700	Capital Outlays	-	-	1,000	1,166	1,200	97%	1,250	4%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 142,878	\$ 264,410	\$ 270,116	\$ 216,257	\$ 270,316	80%	\$ 282,961	5%

**10145 City Attorney**

*Service is provided through contracts with a private firm and with another government agency.*

5100	Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	-
5200	Operating Supplies	808	808	2,000	-	2,000	0%	2,000	0%

**Annual Budget & Quarterly Budget Reforecast - General Fund**  
**General Fund Expenditure Summary By Function**

		Actual FY2010 (Stub Year)	Actual FY2011	Original Budget Estimate FY2012	Actual to Date FY2012	3Q Reforecast FY2012	Actual As % of Revised	Original Budget Estimate FY2013	% Chngg From PY Reforecast
5300	Contractual Services	159,223	331,067	320,508	283,395	320,508	88%	330,000	3%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	-	-	-	-	N/A	-	-
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 160,031	\$ 331,875	\$ 322,508	\$ 283,395	\$ 322,508	88%	\$ 332,000	3%
		\$ 350,677	\$ 684,622	\$ 688,926	\$ 572,925	\$ 694,126	83%	\$ 709,527	2%

**20228 Affirmative Action**

*Service is provided mostly by City employees.*

5100	Salaries & Benefits	\$ 39,129	\$ 78,270	\$ 80,535	\$ 64,198	\$ 80,535	80%	\$ 81,162	1%
5200	Operating Supplies	169	324	750	169	750	23%	750	0%
5300	Contractual Services	660	1,587	2,027	1,232	2,027	61%	2,027	0%
5400	Other Expenses	-	50	1,000	319	1,000	32%	1,000	0%
5700	Capital Outlays	-	-	500	-	500	0%	500	0%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 39,958	\$ 80,231	\$ 84,812	\$ 65,918	\$ 84,812	78%	\$ 85,439	1%

**20215 City Clerk & Elections**

*Service is provided mostly by City employees.*

5100	Salaries & Benefits	\$ 103,016	\$ 244,239	\$ 237,997	\$ 197,081	\$ 237,997	83%	\$ 246,045	3%
5200	Operating Supplies	8,815	18,702	34,934	17,715	34,934	51%	33,208	-5%
5300	Contractual Services	9,938	16,625	14,750	8,315	14,750	56%	29,516	100%
5400	Other Expenses	1,113	473	1,500	1,674	1,800	93%	2,500	39%
5700	Capital Outlays	866	6,011	1,000	1,305	1,500	87%	1,000	-33%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 123,748	\$ 286,050	\$ 290,181	\$ 226,090	\$ 290,981	78%	\$ 312,269	7%

**20220 Civil Service**

*Service is provided through contract with another government agency.*

5100	Salaries & Benefits	\$ 85,667	\$ 107,949	\$ -	\$ 4,245	\$ 6,000	71%	\$ -	-100%
5200	Operating Supplies	1,099	1,626	-	3,810	4,000	95%	3,100	-23%
5300	Contractual Services	3,425	12,707	90,000	87,351	90,000	97%	86,170	-4%
5400	Other Expenses	697	3,768	-	2,418	2,600	93%	2,000	-23%
5700	Capital Outlays	572	-	-	-	-	N/A	-	-
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 91,460	\$ 126,050	\$ 90,000	\$ 97,824	\$ 102,600	95%	\$ 91,270	-11%
		\$ 255,166	\$ 492,331	\$ 464,993	\$ 389,832	\$ 478,393	81%	\$ 488,978	2%

**30202 Finance Administration**

*Service is provided by City employees supplemented with private contract employees.*

5100	Salaries & Benefits	\$ 172,829	\$ 333,061	\$ 342,702	\$ 240,370	\$ 298,752	80%	\$ 186,399	-38%
5200	Operating Supplies	1,392	3,571	4,700	2,480	3,150	79%	3,370	7%
5300	Contractual Services	59,515	73,010	66,275	100,262	123,758	81%	168,484	36%
5400	Other Expenses	65	1,193	1,000	1,438	1,438	100%	-	-100%
5700	Capital Outlays	51	1,716	3,000	2,769	2,769	100%	4,000	44%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 233,852	\$ 412,551	\$ 417,677	\$ 347,319	\$ 429,867	81%	\$ 362,253	-16%

**30209 Assessing Services**

*Service is provided through contract with another government agency.*

5100	Salaries & Benefits	\$ 2,423	\$ 3,367	\$ 7,308	\$ 3,126	\$ 7,308	43%	\$ 7,610	4%
5200	Operating Supplies	-	-	-	-	-	N/A	-	-
5300	Contractual Services	237,713	416,781	344,367	335,772	394,367	85%	360,000	-9%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	-	-	-	-	N/A	-	-
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 240,136	\$ 420,148	\$ 351,675	\$ 338,898	\$ 401,675	84%	\$ 367,610	-8%

**Annual Budget & Quarterly Budget Reforecast - General Fund**  
**General Fund Expenditure Summary By Function**

		Actual FY2010 (Stub Year)	Actual FY2011	Original Budget Estimate FY2012	Actual to Date FY2012	3Q Reforecast FY2012	Actual As % of Revised	Original Budget Estimate FY2013	% Chngg From PY Reforecast
<b>30805</b>	<b>Arena Administration</b>	<b><i>Service is provided through contract with a private company.</i></b>							
5100	Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	-
5200	Operating Supplies	-	-	-	-	-	N/A	-	-
5300	Contractual Services	101,867	241,263	235,000	198,256	235,000	84%	235,000	0%
5400	Other Expenses	-	-	-	-	-	N/A	-	-
5700	Capital Outlays	-	1,661	-	1,599	1,599	100%	-	-100%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 101,867	\$ 242,924	\$ 235,000	\$ 199,855	\$ 236,599	84%	\$ 235,000	-1%
<b>30205</b>	<b>Income Tax Administration</b>	<b><i>Service is provided mostly by City employees.</i></b>							
5100	Salaries & Benefits	\$ 167,338	\$ 321,985	\$ 331,478	\$ 277,447	\$ 331,478	84%	\$ 366,878	11%
5200	Operating Supplies	9,250	12,486	12,160	8,237	12,160	68%	12,160	0%
5300	Contractual Services	41,158	65,773	77,550	59,006	77,550	76%	77,350	0%
5400	Other Expenses	75	488	800	625	800	78%	1,000	25%
5700	Capital Outlays	-	7,175	2,500	1,592	2,500	64%	2,500	0%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 217,821	\$ 407,907	\$ 424,488	\$ 346,907	\$ 424,488	82%	\$ 459,888	8%
<b>30253</b>	<b>City Treasurer</b>	<b><i>Service is provided mostly by City employees.</i></b>							
5100	Salaries & Benefits	\$ 160,099	\$ 312,621	\$ 323,707	\$ 254,189	\$ 323,707	79%	\$ 324,507	0%
5200	Operating Supplies	32,047	65,024	50,000	49,907	66,000	76%	66,000	0%
5300	Contractual Services	58,329	108,627	85,000	93,162	109,000	85%	109,000	0%
5400	Other Expenses	462	715	1,500	133	800	17%	800	0%
5700	Capital Outlays	-	5,198	2,921	296	5,200	6%	1,000	-81%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 250,937	\$ 492,185	\$ 463,128	\$ 397,687	\$ 504,707	79%	\$ 501,307	-1%
<b>30248</b>	<b>Information Systems Administration</b>	<b><i>Service is provided mostly by City employees.</i></b>							
5100	Salaries & Benefits	\$ 148,629	\$ 286,590	\$ 294,686	\$ 241,761	\$ 294,686	82%	\$ 313,807	6%
5200	Operating Supplies	-	143	1,788	287	1,788	16%	1,977	11%
5300	Contractual Services	35,595	46,281	54,992	40,914	56,877	72%	18,268	-68%
5400	Other Expenses	149	5,356	8,000	41	8,000	1%	12,000	50%
5700	Capital Outlays	12,443	38,626	32,250	22,403	29,995	75%	48,406	61%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 196,816	\$ 376,996	\$ 391,716	\$ 305,406	\$ 391,346	78%	\$ 394,458	1%
		\$ 1,241,429	\$ 2,352,711	\$ 2,283,684	\$ 1,936,072	\$ 2,388,682	81%	\$ 2,320,516	-3%
<b>60265</b>	<b>City Hall Maintenance</b>	<b><i>Service is provided by City employees supplemented with private contract for custodial services.</i></b>							
5100	Salaries & Benefits	\$ 37,746	\$ 39,749	\$ 35,777	\$ 31,122	\$ 35,777	87%	\$ 37,708	5%
5200	Operating Supplies	5,110	9,285	15,525	7,400	15,525	48%	13,775	-11%
5300	Contractual Services	93,479	186,687	222,000	135,530	222,000	61%	230,000	4%
5400	Other Expenses	-	13	-	191	300	64%	-	-100%
5700	Capital Outlays	100	7,848	3,590	6,899	6,000	115%	7,500	25%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 136,435	\$ 243,582	\$ 276,892	\$ 181,142	\$ 279,602	65%	\$ 288,983	3%
		\$ 136,435	\$ 243,582	\$ 276,892	\$ 181,142	\$ 279,602	65%	\$ 288,983	3%
<b>80400</b>	<b>Planning, Zoning and Economic Development</b>	<b><i>Service is provided mostly by City employees.</i></b>							
5100	Salaries & Benefits	\$ 183,633	\$ 334,910	\$ 268,361	\$ 211,126	\$ 268,361	79%	\$ 278,373	4%
5200	Operating Supplies	1,525	3,766	4,600	2,196	2,300	95%	4,600	100%
5300	Contractual Services	17,389	(6,463)	20,300	15,923	25,000	64%	25,000	0%



**Annual Budget & Quarterly Budget Reforecast - General Fund**  
**General Fund Expenditure Summary By Function**

		Actual FY2010 (Stub Year)	Actual FY2011	Original Budget Estimate FY2012	Actual to Date FY2012	3Q Reforecast FY2012	Actual As % of Revised	Original Budget Estimate FY2013	% Chngg From PY Reforecast
5400	Other Expenses	867	958	4,000	1,132	2,000	57%	4,000	100%
5700	Capital Outlays	-	439	2,000	33	2,000	2%	2,000	0%
5900	Other Financing Uses	-	-	-	-	-	N/A	-	-
		\$ 203,414	\$ 333,610	\$ 299,261	\$ 230,410	\$ 299,661	77%	\$ 313,973	5%
		\$ 203,414	\$ 333,610	\$ 299,261	\$ 230,410	\$ 299,661	77%	\$ 313,973	5%
<b>Total Business Value Added Activities</b>		\$ 2,187,121	\$ 4,106,856	\$ 4,013,756	\$ 3,310,381	\$ 4,140,464	80%	\$ 4,121,977	0%
<b>As a Percent of Total General Fund Expenditures</b>		18.6%	16.1%	17.0%	18.1%	17.5%		17.1%	-2.0%
<b>III. Fixed Budget Items</b>									
<b>30999 Transfers To Other Funds</b>									
	Major Street Fund	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	-
	Local Street Fund	140,000	280,000	280,000	233,333	280,000	83%	280,000	0%
	Engineering	-	-	-	75,000	75,000	100%	-	-100%
	Sidewalk	-	100,000	-	-	-	N/A	-	-
	Public Improvement Fire Equipment Reserve	-	-	-	-	-	N/A	-	-
	Arena Maintenance	-	6,000	-	-	-	N/A	-	-
	State Grants	-	34,675	-	-	-	N/A	-	-
	LDFA Debt Service Fund (Smartzone)	50,000	100,000	100,000	83,333	100,000	83%	160,000	60%
	General Insurance	14,023	28,046	28,046	23,372	28,046	83%	28,046	0%
		\$ 204,023	\$ 548,721	\$ 408,046	\$ 415,038	\$ 483,046	86%	\$ 468,046	-3%
<b>30851</b>	<b>General Insurance</b>	\$ 133,527	\$ 259,907	\$ 275,000	\$ 224,982	\$ 224,982	100%	\$ 224,982	0%
<b>30906</b>	<b>Debt Retirement</b>	109,174	1,252,795	281,145	281,954	281,954	100%	278,345	-1%
<b>10891</b>	<b>Contingency and Bad Debt Expense</b>	68,471	515,238	250,000	200	550,000	0%	250,000	-55%
<b>90000</b>	<b>Major Capital Improvements</b>	112,379	28,727	273,000	207,241	266,763	78%	257,000	-4%
<b>Total Fixed-Budget Items</b>		\$ 627,574	\$ 2,605,388	\$ 1,487,191	\$ 1,129,415	\$ 1,806,745	63%	\$ 1,478,373	-18%
<b>As a Percent of Total General Fund Expenditures</b>		5.3%	10.2%	6.3%	6.2%	7.6%		6.1%	
<b>Total General Fund</b>									
		\$ 11,742,973	\$ 25,556,758	\$ 23,547,451	\$ 18,282,608	\$ 23,714,734	77%	\$ 24,096,361	2%

**Recap: Total General Fund By Expenditure Object**

5100	Salaries & Benefits	\$ 7,520,403	\$ 14,822,805	\$ 14,700,218	\$ 11,633,935	\$ 14,508,290	80%	\$ 15,007,730	3%
5200	Operating Supplies	179,309	372,208	469,457	294,857	489,907	60%	469,615	-4%
5300	Contractual Services	3,428,904	8,074,794	7,005,224	5,144,380	7,261,373	71%	7,191,119	-1%
5400	Other Expenses	13,679	38,825	52,900	33,628	57,038	59%	59,150	4%
5700	Capital Outlays	187,481	246,610	430,461	312,149	433,126	72%	422,356	-2%
5900	All Other Financing Uses	413,197	2,001,516	889,191	863,659	965,000	89%	946,391	-2%
<b>Total General Fund</b>		\$ 11,742,973	\$ 25,556,758	\$ 23,547,451	\$ 18,282,608	\$ 23,714,734	77%	\$ 24,096,361	2%



**City of Muskegon**  
**Comparison of Revenues and Costs of Selected General Fund Functions**

	Actual 2010	Actual 2011	Original Budget Estimate 2011-12	Actual Through March 2012	Revised Estimate 2011-12	Original Budget Estimate 2012-13
<b>Sanitation</b>						
<b>Revenues</b>						
Property taxes - sanitation	\$ 1,489,136	\$ 1,731,364	\$ 1,660,197	\$ 1,408,449	\$ 1,660,197	\$ 1,555,069
Sanitation stickers	38,809	79,762	80,000	69,086	80,000	80,000
	1,527,945	1,811,126	1,740,197	1,477,535	1,740,197	1,635,069
<b>Expenditures</b>						
General Sanitation	889,586	1,809,780	1,880,000	1,204,079	1,780,050	1,777,048
	889,586	1,809,780	1,880,000	1,204,079	1,780,050	1,777,048
<b>Excess (Shortfall)</b>	\$ 638,359	\$ 1,346	\$ (139,803)	\$ 273,456	\$ (39,853)	\$ (141,979)
<b>Recreation</b>						
<b>Revenues</b>						
Recreation program fees	\$ 19,753	\$ 20,831	\$ -	\$ 5,601	\$ 6,000	\$ 5,000
	19,753	20,831	-	5,601	6,000	5,000
<b>Expenditures</b>						
General recreation	88,795	83,222	96,000	77,157	96,600	96,000
	88,795	83,222	96,000	77,157	96,600	96,000
<b>Excess (Shortfall)</b>	\$ (69,042)	\$ (62,391)	\$ (96,000)	\$ (71,556)	\$ (90,600)	\$ (91,000)
<b>Cemetery</b>						
<b>Revenues</b>						
Burial permits	\$ 39,624	\$ 93,483	\$ 110,000	\$ 73,676	\$ 110,000	\$ 110,000
Sale of cemetery lots	11,744	29,740	25,000	21,438	25,000	25,000
Sale of columbarium niches	1,170	2,550	500	79	500	500
Miscellaneous cemetery income	6,571	20,398	18,000	58,167	63,000	20,000
Cemetery perpetual care interest	2,187	2,357	50,000	1,832	10,000	10,000
	61,296	148,528	203,500	155,192	208,500	165,500
<b>Expenditures</b>						
	183,994	336,006	360,522	283,538	369,022	339,312
	183,994	336,006	360,522	283,538	369,022	339,312
<b>Excess (Shortfall)</b>	\$ (122,698)	\$ (187,478)	\$ (157,022)	\$ (128,346)	\$ (160,522)	\$ (173,812)
<b>Farmers' Market</b>						
<b>Revenues</b>						
Flea market	\$ 11,346	\$ 27,233	\$ 29,000	\$ 16,892	\$ 35,000	\$ 35,000
Farmers market	18,484	43,471	35,000	30,909	40,000	40,000
	29,830	70,704	64,000	47,801	75,000	75,000
<b>Expenditures</b>						
	19,492	51,209	60,090	36,940	58,590	77,093
	19,492	51,209	60,090	36,940	58,590	77,093
<b>Excess (Shortfall)</b>	\$ 10,338	\$ 19,495	\$ 3,910	\$ 10,861	\$ 16,410	\$ (2,093)
<b>Fire Safety Inspections</b>						
<b>Revenues</b>						
Building permits	\$ 135,155	\$ 255,906	\$ 200,000	\$ 222,730	\$ 250,000	\$ 250,000
Electrical permits	43,576	78,852	75,000	67,036	80,000	80,000
Plumbing permits	20,254	29,961	30,000	22,489	30,000	30,000
Mechanical permits	26,204	61,611	60,000	46,076	60,000	60,000
Site-plan review fee	1,500	2,800	3,000	2,700	3,000	3,500
	226,689	429,130	368,000	361,031	423,000	423,500
<b>Expenditures</b>						
	372,010	656,408	594,720	444,699	576,680	597,301
	372,010	656,408	594,720	444,699	576,680	597,301
<b>Excess (Shortfall)</b>	\$ (145,321)	\$ (227,278)	\$ (226,720)	\$ (83,668)	\$ (153,680)	\$ (173,801)
<b>Environmental Services</b>						
<b>Revenues</b>						
Vacant building	\$ 45,070	\$ 89,060	\$ 75,000	\$ 92,518	\$ 100,000	\$ 100,000
Rental property registration	47,367	115,598	120,000	123,220	130,000	130,000
Reimbursements for mowing and demolitions	20,102	49,760	50,000	48,051	50,000	50,000
Lot cleanup fees (trash)	18,348	29,493	50,000	32,124	35,000	30,000
	130,887	283,911	295,000	295,913	315,000	310,000
<b>Expenditures</b>						
	166,120	411,783	532,266	412,994	547,966	558,304
	166,120	411,783	532,266	412,994	547,966	558,304
<b>Excess (Shortfall)</b>	\$ (35,233)	\$ (127,872)	\$ (237,266)	\$ (117,081)	\$ (232,966)	\$ (248,304)



## **NON-GENERAL FUND BUDGETS**

Major Streets and State Trunklines Fund

Local Streets Fund

Budget Stabilization Fund

Criminal Forfeitures Budget

Tree Replacement Budget

Brownfield Redevelopment Authority Budget (Betten)

Brownfield Redevelopment Authority Budget (Former Mall)

Local Development Finance Authority Budget

Tax Increment Finance Authority Budget

Downtown Development Authority Budget

Arena Improvement Fund

Sidewalk Improvement Fund

Public Improvement Fund

State Grants Fund

Marina & Launch Ramp Fund

Equipment Fund

Public Service Building Fund

Engineering Services Fund

General Insurance Fund

Sewer Fund

Water Fund

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>202 Major Streets and State Trunklines Fund</b>								
<b>Available Fund Balance - BOY</b>	\$ 272,846	\$ 359,157	\$ 481,059	\$ 566,001		\$ 566,001	\$ 2,438,845	
<b>Means of Financing</b>								
Special assessments	\$ 10,818	\$ 172,302	\$ 175,000	\$ -		\$ 150,000	\$ 125,000	
Federal & state grants	9,443	1,457,137	2,131,000	627		1,936,000	1,095,000	
State shared revenue	1,280,364	2,704,187	2,481,364	1,715,709		2,645,444	2,663,163	
Interest income	44,302	36,626	25,000	5,680		25,000	25,000	
Operating transfers in	-	-	-	-		-	-	
Other	8,353	415,620	2,040,000	2,007,695		2,020,000	20,000	
	\$ 1,353,280	\$ 4,785,872	\$ 6,852,364	\$ 3,729,711		\$ 6,776,444	\$ 3,928,163	
<b>60900 Operating Expenditures</b>	<b>Services provided by City employees supplemented with private contracts for streetsweeping and seasonal employees.</b>							
5100 Salaries & Benefits	\$ 278,560	\$ 622,597	\$ 839,936	\$ 446,483	64%	\$ 700,000	\$ 770,000	
5200 Operating Supplies	196,491	231,295	240,600	109,131	45%	240,600	240,600	
5300 Contractual Services	533,999	957,051	1,039,946	647,085	72%	900,000	1,080,658	
5400 Other Expenses	995	37,904	1,000	540	54%	1,000	1,000	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	100,000	400,000	40,000	25,330	101%	25,000	456,993	\$231,993 DEBT SERVICE ON 2011 BONDS; \$225,000 TRANSFER TO LOCAL STREET FUND
	\$ 1,110,045	\$ 2,248,847	\$ 2,161,482	\$ 1,228,569	66%	\$ 1,866,600	\$ 2,549,251	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	156,924	2,330,181	3,915,000	1,353,651	45%	3,037,000	3,166,000	SEE "BUDGETED CAPITAL IMPROVEMENTS" FOR DETAIL
5700 Capital Outlays	-	-	-	-	N/A	-	-	
	\$ 156,924	\$ 2,330,181	\$ 3,915,000	\$ 1,353,651	45%	\$ 3,037,000	\$ 3,166,000	
	\$ 1,266,969	\$ 4,579,028	\$ 6,076,482	\$ 2,582,220	53%	\$ 4,903,600	\$ 5,715,251	
<b>Available Fund Balance - EOY</b>	\$ 359,157	\$ 566,001	\$ 1,256,941	\$ 1,713,492		\$ 2,438,845	\$ 651,757	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>203 Local Streets Fund</b>								
<b>Available Fund Balance - BOY</b>	\$ 134,437	\$ 180,480	\$ 387,904	\$ 663,340		\$ 663,340	\$ 657,138	
<b>Means of Financing</b>								
Special assessments	\$ 31,887	\$ 138,025	\$ 75,000	\$ -		\$ 75,000	\$ 75,000	
Federal & state grants	-	-	-	-		20,000	32,000	CDBG ALLOCATION
Metro act fees	148,668	136,731	145,000	-		140,000	140,000	
State shared revenue	312,201	624,694	585,998	430,293		630,988	635,482	
Interest income	22,171	29,411	20,000	3,269		20,000	20,000	
Operating transfers in	340,000	880,000	480,000	400,000		480,000	905,000	\$480,000 GENERAL FUND; \$200,000 GENERAL INSURANCE FUND; \$275,000 MAJOR STREET FUND
Other	41,285	197,011	15,000	2,410		15,000	15,000	
	\$ 896,212	\$ 2,005,872	\$ 1,320,998	\$ 835,972		\$ 1,380,988	\$ 1,822,482	
<b>60900 Operating Expenditures</b>								<b>Services provided by City employees supplemented with private contracts for streetsweeping and seasonal employees.</b>
5100 Salaries & Benefits	\$ 321,827	\$ 516,349	\$ 478,203	\$ 367,710	77%	\$ 478,203	\$ 473,137	
5200 Operating Supplies	41,694	115,192	118,000	42,423	42%	100,000	118,000	
5300 Contractual Services	437,800	704,173	879,687	477,571	65%	729,687	860,118	
5400 Other Expenses	2,198	2,669	100	1,510	76%	2,000	2,000	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
	\$ 803,519	\$ 1,338,383	\$ 1,475,990	\$ 889,214	68%	\$ 1,309,890	\$ 1,453,255	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	46,650	184,629	55,000	77,564	100%	77,300	805,000	SEE "BUDGETED CAPITAL IMPROVEMENTS" FOR DETAIL
	\$ 46,650	\$ 184,629	\$ 55,000	\$ 77,564	100%	\$ 77,300	\$ 805,000	
	\$ 850,169	\$ 1,523,012	\$ 1,530,990	\$ 966,778	70%	\$ 1,387,190	\$ 2,258,255	
<b>Available Fund Balance - EOY</b>	\$ 180,480	\$ 663,340	\$ 177,912	\$ 532,534		\$ 657,138	\$ 221,365	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>257 Budget Stabilization Fund</b>								
Available Fund Balance - BOY	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000		\$ 1,500,000	\$ 1,500,000	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	-	-	-	-		-	-	
Interest income	-	-	-	-		-	-	
Operating transfers in - General Fund	-	-	-	-		-	-	
Operating transfers in - TIFA Fund	-	-	-	-		-	-	
Operating transfers in - Insurance Fund	-	-	-	-		-	200,000	MMRMA DIVIDEND SHARE
Other	-	-	-	-		-	-	
	\$ -	\$ -	\$ -	\$ -		\$ -	200,000	
<b>70805 Operating Expenditures</b>								
<i>These funds are reserved for use in the event of a budgetary emergency.</i>								
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	-	-	-	-	N/A	-	-	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
Available Fund Balance - EOY	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000		\$ 1,500,000	\$ 1,700,000	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>264 Criminal Forfeitures Fund</b>								
<b>Available Fund Balance - BOY</b>	\$ 140,640	\$ 134,116	\$ 104,716	\$ 140,828		\$ 140,828	\$ 148,828	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	-	-	-	-		-	-	
Interest income	615	688	500	773		1,000	500	
Operating transfers in - General Fund	-	-	-	-		-	-	
Operating transfers in - TIFA Fund	-	-	-	-		-	-	
Operating transfers in - Insurance Fund	-	-	-	-		-	-	
Other	500	14,380	10,000	11,172		12,000	12,000	
	\$ 1,115	\$ 15,068	\$ 10,500	\$ 11,945		\$ 13,000	\$ 12,500	
<b>70805 Operating Expenditures</b>								
	<b>These funds are earmarked for use for police department equipment purchases.</b>							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	-	-	45,000	3,000	60%	5,000	5,000	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	7,639	8,356	-	279	N/A	-	-	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
	\$ 7,639	\$ 8,356	\$ 45,000	\$ 3,279	66%	\$ 5,000	\$ 5,000	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ 7,639	\$ 8,356	\$ 45,000	\$ 3,279	66%	\$ 5,000	\$ 5,000	
<b>Available Fund Balance - EOY</b>	\$ 134,116	\$ 140,828	\$ 70,216	\$ 149,494		\$ 148,828	\$ 156,328	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>285 Tree Replacement Fund</b>								
<b>Available Fund Balance - BOY</b>	\$ 8,590	\$ 5,436	\$ 3,486	\$ 5,119		\$ 5,119	\$ 4,669	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	-	-	2,000	2,000		2,000	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	-	-	-	-		-	-	
Interest income	46	24	50	25		50	50	
Operating transfers in - General Fund	-	-	-	-		-	-	
Operating transfers in - TIFA Fund	-	-	-	-		-	-	
Operating transfers in - Insurance Fund	-	-	-	-		-	-	
Other	-	-	-	-		-	-	
	\$ 46	\$ 24	\$ 2,050	\$ 2,025		\$ 2,050	\$ 50	
<b>70805 Operating Expenditures</b>								
	<i>These funds are earmarked for use to replace trees in the City.</i>							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	3,200	341	2,000	2,111	84%	2,500	2,500	
5300 Contractual Services	-	-	-	-	N/A	-	-	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
	\$ 3,200	\$ 341	\$ 2,000	\$ 2,111	84%	\$ 2,500	\$ 2,500	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ 3,200	\$ 341	\$ 2,000	\$ 2,111	84%	\$ 2,500	\$ 2,500	
<b>Available Fund Balance - EOY</b>	\$ 5,436	\$ 5,119	\$ 3,536	\$ 5,033		\$ 4,669	\$ 2,219	



## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>295 Brownfield Redevelopment Authority (Betten Project)</b>								
<b>Available Fund Balance - BOY</b>	\$ (10,214)	\$ (9,217)	\$ 316	\$ 65,349		\$ 65,349	\$ 4,450	
<b>Means of Financing</b>								
Property taxes	\$ 15,917	\$ 74,483	\$ 142,409	\$ 142,429		\$ 142,429	\$ 157,111	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	-	-	-	-		-	-	
Interest income	-	83	-	342		500	250	
Operating transfers in - General Fund	-	-	-	-		-	-	
Operating transfers in - TIFA Fund	-	-	-	-		-	-	
Operating transfers in - Insurance Fund	-	-	-	-		-	-	
Other	-	-	-	-		-	-	
	\$ 15,917	\$ 74,566	\$ 142,409	\$ 142,771		\$ 142,929	\$ 157,361	
<b>70805 Operating Expenditures</b>								<i>These funds are paid to the developer to reimburse for eligible cleanup costs incurred in the Henry Street corridor development.</i>
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	14,920	-	100,000	1,087	1%	190,000	150,000	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	-	-	33,424	7,500	54%	13,828	10,000	BROWNFIELD ADMIN FEE
	\$ 14,920	\$ -	\$ 133,424	\$ 8,587	4%	\$ 203,828	\$ 160,000	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ 14,920	\$ -	\$ 133,424	\$ 8,587	4%	\$ 203,828	\$ 160,000	
<b>Available Fund Balance - EOY</b>	\$ (9,217)	\$ 65,349	\$ 9,301	\$ 199,533		\$ 4,450	\$ 1,811	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>296 Brownfield Redevelopment Authority (Mall Area Project)</b>								
Available Fund Balance - BOY	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
<b>Means of Financing</b>								
Property taxes	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 42,698	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	-	-	-	-		-	-	
Interest income	-	-	-	-		-	-	
Operating transfers in - General Fund	-	-	-	-		-	-	
Operating transfers in - TIFA Fund	-	-	-	-		-	-	
Operating transfers in - Insurance Fund	-	-	-	-		-	-	
Other	-	-	-	-		-	-	
	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 42,698	
<b>70805 Operating Expenditures</b>								
<i>These funds are paid to the City to reimburse for eligible downtown infrastructure costs.</i>								
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	-	-	-	-	N/A	-	-	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	-	-	-	-	N/A	-	\$ 42,000	TRANSFER TO GENERAL FUND
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ 42,000	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ 42,000	
Available Fund Balance - EOY	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 698	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>290 Local Development Finance Authority III Fund - Edison Landing (Smartzone)</b>								
Available Fund Balance - BOY	\$ 13,765	\$ 36,834	\$ 20,994	\$ 21,348		\$ 21,348	\$ 7,221	
<b>Means of Financing</b>								
Property taxes	\$ 71,360	\$ 84,658	\$ 83,405	\$ 83,420		\$ 83,420	\$ 86,631	
Federal & state grants	-	100,000	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	-	-	-	-		-	-	
Interest income	133	153	150	3,508		150	150	
Operating transfers in - General Fund	50,000	75,000	100,000	83,333		100,000	160,000	GENERAL FUND SUBSIDY
Other	-	-	75,000	75,000		75,000	75,000	COMMUNITY FOUNDATION CONTRIBUTION
	\$ 121,493	\$ 259,811	\$ 258,555	\$ 245,261		\$ 258,570	\$ 321,781	
<b>70805 Operating Expenditures</b>	<b><i>These funds are used entirely for debt service on the LDFA SmartZone bonds issued to construct the MAREC building.</i></b>							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	-	-	500	250	50%	500	500	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	98,424	275,297	272,197	192,198	71%	272,197	322,466	DEBT SERVICE SZ BONDS
	\$ 98,424	\$ 275,297	\$ 272,697	\$ 192,448	71%	\$ 272,697	\$ 322,966	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ 98,424	\$ 275,297	\$ 272,697	\$ 192,448	71%	\$ 272,697	\$ 322,966	
Available Fund Balance - EOY	\$ 36,834	\$ 21,348	\$ 6,852	\$ 74,161		\$ 7,221	\$ 6,036	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>305 Tax Increment Finance Authority Fund</b>								
<b>Available Fund Balance - BOY</b>	\$ 21,789	\$ 37,533	\$ 16,502	\$ 16,445		\$ 16,445	\$ 19,702	
<b>Means of Financing</b>								
Property taxes	\$ 40,634	\$ 53,769	\$ 53,042	\$ 53,057		\$ 53,057	\$ 44,430	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	-	-	-	-		-	-	
Interest income	110	143	200	87		200	200	
Operating transfers in - General Fund	-	-	-	-		-	-	
Operating transfers in - TIFA Fund	-	-	-	-		-	-	
Operating transfers in - Insurance Fund	-	-	-	-		-	-	
Other	-	-	-	-		-	-	
	\$ 40,744	\$ 53,912	\$ 53,242	\$ 53,144		\$ 53,257	\$ 44,630	
<b>70805 Operating Expenditures</b>								
	<i>These funds are paid to the City in support of TIFA district activities.</i>							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	-	-	-	-	N/A	-	-	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	25,000	75,000	50,000	41,667	83%	50,000	50,000	TRANSFER TO GENERAL FUND
	\$ 25,000	\$ 75,000	\$ 50,000	\$ 41,667	83%	\$ 50,000	\$ 50,000	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ 25,000	\$ 75,000	\$ 50,000	\$ 41,667	83%	\$ 50,000	\$ 50,000	
<b>Available Fund Balance - EOY</b>	\$ 37,533	\$ 16,445	\$ 19,744	\$ 27,922		\$ 19,702	\$ 14,332	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>394 Downtown Development Authority Fund</b>								
<b>Available Fund Balance - BOY</b>	\$ 289,526	\$ 329,585	\$ 261,431	\$ 272,145		\$ 272,145	\$ 244,630	
<b>Means of Financing</b>								
Property taxes	\$ 327,373	\$ 281,424	\$ 303,155	\$ 305,797		\$ 305,797	\$ 288,404	
Federal & state grants	-	-	-	-		-	-	
State proposal A reimbursement revenue	-	-	-	-		-	-	
Charges for services	-	-	-	-		-	-	
Interest income	1,212	1,716	500	1,707		1,150	1,150	
Operating transfers in - General Fund	-	-	-	-		-	-	
Operating transfers in - PIF	-	-	-	-		-	-	
Operating transfers in - Insurance Fund	-	-	-	-		-	-	
Other	-	-	-	-		-	-	
	\$ 328,585	\$ 283,140	\$ 303,655	\$ 307,504		\$ 306,947	\$ 289,554	
<b>70805 Operating Expenditures</b>								
	<i>These funds are used entirely for debt service on DDA bonds issued for improvements to the former Mall.</i>							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	600	-	250	5,000	100%	5,000	250	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	287,926	340,580	329,462	28,666	9%	329,462	334,162	DEBT SERVICE DDA BONDS
	\$ 288,526	\$ 340,580	\$ 329,712	\$ 33,666	10%	\$ 334,462	\$ 334,412	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ 288,526	\$ 340,580	\$ 329,712	\$ 33,666	10%	\$ 334,462	\$ 334,412	
<b>Available Fund Balance - EOY</b>	\$ 329,585	\$ 272,145	\$ 235,374	\$ 545,983		\$ 244,630	\$ 199,772	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>408 Arena Improvement Fund</b>								
<b>Available Fund Balance - BOY</b>	\$ 71,024	\$ 72,251	\$ 7,051	\$ 779		\$ 779	\$ 16,979	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	22,779	18,637	25,000	22,548		16,000	20,000	
Interest income	446	217	200	86		200	200	
Operating transfers in	-	-	-	-		-	-	
Other	-	135,500	-	23,400		23,400	-	
	\$ 23,225	\$ 154,354	\$ 25,200	\$ 46,034		\$ 39,600	\$ 20,200	
<b>30906 Operating Expenditures</b>	<b>These funds are contractually earmarked for improvements at the LC Walker Arena.</b>							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	17,294	-	-	-	N/A	-	-	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	225,826	-	-	N/A	-	-	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
	\$ 17,294	\$ 225,826	\$ -	\$ -	N/A	\$ -	\$ -	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	4,704	-	-	23,400	100%	23,400	20,000	SEE "BUDGETED CAPITAL IMPROVEMENTS" FOR DETAIL
5400 Other Expenses	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
	\$ 4,704	\$ -	\$ -	\$ 23,400	100%	\$ 23,400	\$ 20,000	
	\$ 21,998	\$ 225,826	\$ -	\$ 23,400	100%	\$ 23,400	\$ 20,000	
<b>Available Fund Balance - EOY</b>	\$ 72,251	\$ 779	\$ 32,251	\$ 23,413		\$ 16,979	\$ 17,179	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>403 Sidewalk Improvement Fund</b>								
<b>Available Fund Balance - BOY</b>	\$ 819,083	\$ 631,995	\$ 670,597	\$ 665,541		\$ 665,541	\$ 571,836	
<b>Means of Financing</b>								
Special assessments	\$ 5,116	\$ 75,715	\$ 75,000	\$ -		\$ 50,000	\$ 40,000	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	-	-	-	-		-	-	
Interest income	19,395	13,597	15,000	3,559		8,000	6,000	
Operating transfers in	-	-	-	-		-	-	
Other	-	100,000	-	-		-	-	
	\$ 24,511	\$ 189,312	\$ 90,000	\$ 3,559		\$ 58,000	\$ 46,000	
<b>30906 Operating Expenditures</b>								
	<i>These funds are used entirely for debt service on special assessment bonds issued for Citywide sidewalk improvements.</i>							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	-	-	-	-	N/A	-	-	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	209,303	155,766	151,705	13,353	9%	151,705	152,080	DEBT SERVICE ON SIDEWALK ASSESSMENT BONDS
	\$ 209,303	\$ 155,766	\$ 151,705	\$ 13,353	9%	\$ 151,705	\$ 152,080	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	2,296	-	-	-	N/A	-	-	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
	\$ 2,296	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ 211,599	\$ 155,766	\$ 151,705	\$ 13,353	9%	\$ 151,705	\$ 152,080	
<b>Available Fund Balance - EOY</b>	\$ 631,995	\$ 665,541	\$ 608,892	\$ 655,747		\$ 571,836	\$ 465,756	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>404 Public Improvement Fund</b>								
<b>Available Fund Balance - BOY</b>	\$ 1,319,726	\$ 696,631	\$ 449,277	\$ 551,506		\$ 551,506	\$ 568,006	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Property taxes	-	-	-	-		-	-	
Federal & state grants	-	-	-	-		-	-	
Charges for services	48,211	94,428	-	-		-	-	
Sales of property	31	4,817	5,000	21,060		22,000	5,000	
Interest income	8,556	6,974	7,500	4,292		7,500	7,500	
Operating transfers in	-	-	-	-		-	-	
Other	-	60,377	-	37,535		45,000	45,000	
	\$ 56,798	\$ 166,596	\$ 12,500	\$ 62,887		\$ 74,500	\$ 57,500	
<b>30936 Operating Expenditures</b>								
	<i>These funds are used for large-scale general public improvements including fire vehicles and equipment.</i>							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	-	-	5,000	-	0%	5,000	5,000	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	109,292	-	-	N/A	-	-	
5900 Other Financing Uses	121,001	202,429	-	-	N/A			
	\$ 121,001	\$ 311,721	\$ 5,000	\$ -	0%	\$ 5,000	\$ 5,000	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	22,533	98%	23,000	-	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	558,892	-	-	28,594	95%	30,000	155,000	SEE "BUDGETED CAPITAL IMPROVEMENTS" FOR DETAIL
	\$ 558,892	\$ -	\$ -	\$ 51,127	96%	\$ 53,000	\$ 155,000	
	\$ 679,893	\$ 311,721	\$ 5,000	\$ 51,127	88%	\$ 58,000	\$ 160,000	
<b>Available Fund Balance - EOY</b>	\$ 696,631	\$ 551,506	\$ 456,777	\$ 563,266		\$ 568,006	\$ 465,506	



## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>482 State Grants Fund</b>								
<b>Available Fund Balance - BOY</b>	\$ 599,175	\$ 500,140	\$ 294,369	\$ 237,439		\$ 237,439	\$ 140,033	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	217,405	462,517	315,000	135,220		60,000	300,000	
Sales of Property	-	-	-	-		-	-	
Interest income	38	613	-	9,784		12,000	500	
Operating transfers in	-	-	-	-		-	-	
Other	-	237,104	-	-		-	-	
	\$ 217,443	\$ 700,234	\$ 315,000	\$ 145,004		\$ 72,000	\$ 300,500	
<b>30936 Operating Expenditures</b>								
	<i>These funds are used for specified grant purposes and repayment of the State Brownfield loan.</i>							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	-	-	-	-	0%	29,000	-	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	634,622	-	-	N/A	-	-	
5900 Other Financing Uses	-	328,313	-	70,406	100%	70,406	33,424	BROWNFIELD LOAN PAYMENT
	\$ -	\$ 962,935	\$ -	\$ 70,406	71%	\$ 99,406	\$ 33,424	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
5700 Capital Outlays	316,478	-	315,000	59,922	86%	70,000	320,000	SEE "BUDGETED CAPITAL IMPROVEMENTS" FOR DETAIL
	\$ 316,478	\$ -	\$ 315,000	\$ 59,922	86%	\$ 70,000	\$ 320,000	
	\$ 316,478	\$ 962,935	\$ 315,000	\$ 130,328	77%	\$ 169,406	\$ 353,424	
<b>Available Fund Balance - EOY</b>	\$ 500,140	\$ 237,439	\$ 294,369	\$ 252,115		\$ 140,033	\$ 87,109	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>594 Marina &amp; Launch Ramp Fund</b>								
<b>Available Cash Balance - BOY</b>	\$ 149,996	\$ 217,556	\$ 301,056	\$ 243,852		\$ 243,852	\$ 229,401	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	155,059	184,394	260,000	159,716		180,000	180,000	
Interest income	745	-	-	1,311		800	800	
Operating transfers in	3,760	-	-	-		-	-	
Other	1,709	9,917	-	2,155		3,000	3,000	
	\$ 161,273	\$ 194,311	\$ 260,000	\$ 163,182		\$ 183,800	\$ 183,800	
<b>70756 Operating Expenditures - Marina</b>								
	<i>Services provided by City employees supplemented with private contract seasonal employees.</i>							
5100 Salaries & Benefits	\$ 33,715	\$ 46,085	\$ 46,822	\$ 11,975	26%	\$ 46,822	\$ 20,949	
5200 Operating Supplies	7,328	7,200	10,600	3,134	56%	5,595	8,900	
5300 Contractual Services	45,158	109,504	124,354	110,750	88%	125,204	124,654	
5400 Other Expenses	-	-	100	203	81%	250	250	
5700 Capital Outlays	-	5,806	7,800	(13)	0%	7,800	7,800	
5900 Other Financing Uses	-	4,345	-	-	N/A	-	-	
Other Cash Uses (e.g. Debt Principal)	-	-	-	-	N/A	-	-	
	\$ 86,201	\$ 172,940	\$ 189,676	\$ 126,049	68%	\$ 185,671	\$ 162,553	
<b>70759 Operating Expenditures - Ramps</b>								
5100 Salaries & Benefits	\$ 190	\$ -	\$ 2,500	\$ -	0%	\$ 2,500	\$ 2,500	
5200 Operating Supplies	1,189	593	500	45	9%	500	500	
5300 Contractual Services	6,133	4,426	9,580	7,435	78%	9,580	9,580	
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
Other Cash Uses (e.g. Debt Principal)	-	(9,944)	-	-	N/A	-	-	
	\$ 7,512	\$ (4,925)	\$ 12,580	\$ 7,480	59%	\$ 12,580	\$ 12,580	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ 93,713	\$ 168,015	\$ 202,256	\$ 133,529	67%	\$ 198,251	\$ 175,133	
<b>Available Cash Balance - EOY</b>	\$ 217,556	\$ 243,852	\$ 358,800	\$ 273,505		\$ 229,401	\$ 238,068	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>661 Equipment Fund</b>								
<b>Available Cash Balance - BOY</b>	\$ 2,519,442	\$ 2,755,881	\$ 2,468,665	\$ 2,880,251		\$ 2,880,251	\$ 2,427,131	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	1,204,803	2,211,835	2,300,000	1,678,794		2,000,000	2,300,000	INTERDEPARTMENTAL CHARGES
Interest income	13,150	13,822	25,000	10,410		15,000	15,000	
Operating transfers in	-	-	-	-		-	-	
Other	67,112	96,411	100,000	60,875		100,000	100,000	
	\$ 1,285,065	\$ 2,322,068	\$ 2,425,000	\$ 1,750,079		\$ 2,115,000	\$ 2,415,000	
<b>60932 Operating Expenditures</b>								
	<b>Service is provided mostly by City employees.</b>							
5100 Salaries & Benefits	\$ 198,819	\$ 392,338	\$ 412,262	\$ 357,124	87%	\$ 412,262	\$ 434,245	
5200 Operating Supplies	352,010	833,310	934,000	611,839	79%	774,500	951,500	
5300 Contractual Services	368,421	643,677	757,317	617,163	87%	706,893	784,533	
5400 Other Expenses	37	352	1,000	66	6%	1,200	1,200	
5700 Capital Outlays	45,518	372,756	607,400	615,083	91%	673,265	1,125,000	SEE "BUDGETED CAPITAL IMPROVEMENTS" FOR DETAIL
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
Other Cash Uses (e.g. Debt Principal)	83,821	(44,735)	-	-	N/A	-	-	
	\$ 1,048,626	\$ 2,197,698	\$ 2,711,979	\$ 2,201,275	86%	\$ 2,568,120	\$ 3,296,478	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ 1,048,626	\$ 2,197,698	\$ 2,711,979	\$ 2,201,275	86%	\$ 2,568,120	\$ 3,296,478	
<b>Available Cash Balance - EOY</b>	\$ 2,755,881	\$ 2,880,251	\$ 2,181,686	\$ 2,429,055		\$ 2,427,131	\$ 1,545,653	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>642 Public Service Building Fund</b>								
<b>Available Cash Balance - BOY</b>	\$ 513,578	\$ 444,931	\$ 160,371	\$ 268,058		\$ 268,058	\$ 277,397	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	484,670	769,340	969,340	807,785		969,340	1,087,448	INTERDEPARTMENTAL CHARGES
Interest income	2,570	2,214	6,000	1,766		6,000	6,000	
Operating transfers in	-	-	-	-		-	-	
Other	-	68	-	-		-	-	
	\$ 487,240	\$ 771,622	\$ 975,340	\$ 809,551		\$ 975,340	\$ 1,093,448	
<b>60442 Operating Expenditures</b>								
	<i>Service is provided by City employees supplemented with private contract for custodial services.</i>							
5100 Salaries & Benefits	\$ 429,395	\$ 637,792	\$ 547,811	\$ 461,744	78%	\$ 590,000	\$ 603,405	
5200 Operating Supplies	10,221	12,278	26,400	13,463	51%	26,400	17,700	
5300 Contractual Services	115,637	231,099	301,101	164,114	55%	301,101	321,343	
5400 Other Expenses	9,754	14,507	500	10,131	72%	14,000	500	
5700 Capital Outlays	2,114	-	19,500	11,401	58%	19,500	14,500	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
Other Cash Uses and Adjustments (e.g. Debt Principal)	(14,248)	(20,346)	-	-	N/A	-	-	
	\$ 552,873	\$ 875,330	\$ 895,312	\$ 660,853	69%	\$ 951,001	\$ 957,448	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	3,014	73,165	-	-	0%	15,000	130,000	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
	\$ 3,014	\$ 73,165	\$ -	\$ -	0%	\$ 15,000	\$ 130,000	
	\$ 555,887	\$ 948,495	\$ 895,312	\$ 660,853	68%	\$ 966,001	\$ 1,087,448	
<b>Available Cash Balance - EOY</b>	\$ 444,931	\$ 268,058	\$ 240,399	\$ 416,756		\$ 277,397	\$ 283,397	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>643 Engineering Services Fund</b>								
<b>Available Cash Balance - BOY</b>	\$ (48,336)	\$ (98,892)	\$ (14,992)	\$ (93,420)		\$ (93,420)	\$ 4,242	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	177,438	410,022	459,506	343,970		459,506	437,000	INTERDEPARTMENTAL CHARGES
Interest income	103	-	-	4		10	10	
Operating transfers in	-	-	-	75,000		75,000	-	
Other	126	128,631	25,000	30,740		40,000	40,000	
	\$ 177,667	\$ 538,653	\$ 484,506	\$ 449,714		\$ 574,516	\$ 477,010	
<b>60447 Operating Expenditures</b>								
	<i>Service is provided mostly by City employees.</i>							
5100 Salaries & Benefits	\$ 140,911	\$ 298,948	\$ 299,804	\$ 251,507	84%	\$ 299,804	\$ 336,259	
5200 Operating Supplies	5,313	6,021	11,230	4,844	43%	11,230	10,330	
5300 Contractual Services	63,729	128,256	138,320	104,034	75%	138,320	109,690	
5400 Other Expenses	2,085	179	1,000	-	0%	500	1,000	
5700 Capital Outlays	3,994	5,406	7,700	4,454	64%	7,000	7,500	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
Other Cash Uses and Adjustments (e.g. Debt Principal)	9,979	61,714	-	-	N/A	-	-	
	\$ 226,011	\$ 500,524	\$ 458,054	\$ 364,839	80%	\$ 456,854	\$ 464,779	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	2,212	32,657	-	7,852	39%	20,000	10,000	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
	\$ 2,212	\$ 32,657	\$ -	\$ 7,852	39%	\$ 20,000	\$ 10,000	
	\$ 228,223	\$ 533,181	\$ 458,054	\$ 372,691	78%	\$ 476,854	\$ 474,779	
<b>Available Cash Balance - EOY</b>	\$ (98,892)	\$ (93,420)	\$ 11,460	\$ (16,397)		\$ 4,242	\$ 6,473	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>677 General Insurance Fund</b>								
<b>Available Cash Balance - BOY</b>	\$ 1,339,236	\$ 1,535,902	\$ 1,484,748	\$ 1,420,174		\$ 1,420,174	\$ 2,186,204	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services	2,116,365	2,971,663	2,864,118	2,645,626		2,864,118	3,232,475	INTERDEPARTMENTAL CHARGES
Interest income	4,577	6,057	10,000	7,108		10,000	10,000	
MERS Retireee Health Reimbursement	-	799,256	840,000	602,977		840,000	840,000	
Medicare Part D Rx Reimbursement	-	-	35,000	-		35,000	35,000	
MMRMA dividend payment	-	-	-	-		603,686	-	
Operating transfers in	14,023	28,046	28,046	23,371		28,046	28,046	INTERFUND LOAN REPAYMENT - ARENA IMPROVEMENTS
Other	6,038	11,081	-	(166,599)		125,000	125,000	
	\$ 2,141,003	\$ 3,816,103	\$ 3,777,164	\$ 3,112,483		\$ 4,505,850	\$ 4,270,521	
<b>30851 Operating Expenditures</b>								
	<i>Service is provided mostly by City employees.</i>							
5100 Salaries & Benefits	\$ -	\$ -	\$ 32,502	\$ 25,946	80%	\$ 32,502	\$ 32,196	
5200 Operating Supplies	-	-	-	166	83%	200	200	
5300 Contractual Services	1,944,337	4,099,156	3,704,118	3,171,538	86%	3,704,118	4,072,475	
5400 Other Expenses	-	-	1,500	394	39%	1,000	1,000	
5700 Capital Outlays	-	-	2,000	1,290	65%	2,000	2,000	
5900 Other Financing Uses	-	-	-	-	N/A	-	600,000	MMRMA DIVIDEND: \$200,000 TRANSFERS EACH TO GENERAL, LOCAL STREETS, AND BUDGET STABILIZATION FUNDS.
Other Cash Uses and Adjustments (e.g. Debt Principal)	-	(167,325)	-	-	N/A	-	-	
	\$ 1,944,337	\$ 3,931,831	\$ 3,740,120	\$ 3,199,334	86%	\$ 3,739,820	\$ 4,707,871	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
	\$ 1,944,337	\$ 3,931,831	\$ 3,740,120	\$ 3,199,334	86%	\$ 3,739,820	\$ 4,707,871	
<b>Available Cash Balance - EOY</b>	\$ 1,535,902	\$ 1,420,174	\$ 1,521,792	\$ 1,333,323		\$ 2,186,204	\$ 1,748,854	

# City of Muskegon

## Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>590 Sewer Fund</b>								
<b>Available Cash Balance - BOY</b>	\$ 521,480	\$ 1,585,879	\$ 2,448,376	\$ 3,320,219		\$ 3,320,219	\$ 3,723,675	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	-	-	10,000	-		10,000	10,000	
State shared revenue	-	-	-	-		-	-	
Charges for services	3,369,596	6,499,376	5,980,000	4,943,416		6,239,063	6,252,087	
Interest income	1,679	9,822	15,000	16,304		15,000	15,000	
Repayment of DDA advance	-	-	-	-		-	-	
Operating transfers in	-	-	-	-		-	-	
Other	78,581	153,475	150,000	44,247		150,000	150,000	
	\$ 3,449,856	\$ 6,662,673	\$ 6,155,000	\$ 5,003,967		\$ 6,414,063	\$ 6,427,087	
<b>30548 Operating Expenditures Administration</b>								
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	188,402	332,732	332,055	289,256	87%	332,055	305,029	INSURANCE/INDIRECT COSTS/ADMINISTRATION FEE
5400 Other Expenses	6,254	2,158	-	10,461	116%	9,000	9,000	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	-	41,609	-	-	N/A	-	-	
Other Cash Uses and Adjustments (e.g. Debt Principal)	(10,152)	(249,391)	-	-	N/A	-	-	
	\$ 184,504	\$ 127,108	\$ 332,055	\$ 299,717	88%	\$ 341,055	\$ 314,029	
<b>60559 Operating Expenditures Maintenance</b>								<i>Service is provided mostly by City employees.</i>
5100 Salaries & Benefits	\$ 239,245	\$ 472,593	\$ 647,726	\$ 383,357	64%	\$ 600,000	\$ 705,087	
5200 Operating Supplies	29,401	30,123	47,750	17,890	54%	32,900	46,950	
5300 Contractual Services	1,866,171	4,011,555	4,546,078	3,611,950	78%	4,640,402	421,646	
5400 Other Expenses	600	500	1,000	-	0%	500	1,000	
5700 Capital Outlays	1,520	5,860	17,760	84	1%	7,750	13,535	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
	\$ 2,136,937	\$ 4,520,631	\$ 5,260,314	\$ 4,013,281	76%	\$ 5,281,552	\$ 1,188,218	
<b>60557 Operating Expenditures Treatment</b>								<i>Service is provided through contract with another government agency.</i>
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	N/A	-	-	
5300 Contractual Services	-	-	-	-	N/A	-	4,905,052	PMTS TO MUSKEGON COUNTY & TWP
5400 Other Expenses	-	-	-	-	N/A	-	-	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ 4,905,052	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	64,016	280,594	400,000	336,934	87%	388,000	650,000	SEE "BUDGETED CAPITAL IMPROVEMENTS" FOR DETAIL
5700 Capital Outlays	-	-	-	-	N/A	-	-	
	\$ 64,016	\$ 280,594	\$ 400,000	\$ 336,934	87%	\$ 388,000	\$ 650,000	
	\$ 2,385,457	\$ 4,928,333	\$ 5,992,369	\$ 4,649,932	77%	\$ 6,010,607	\$ 7,057,299	
<b>Available Cash Balance - EOY</b>	\$ 1,585,879	\$ 3,320,219	\$ 2,611,007	\$ 3,674,254		\$ 3,723,675	\$ 3,093,463	

## City of Muskegon

### Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2010 (Stub Year)	Actual 2011	Original Budget FY2012	Actual to Date FY2012	Actual As % of Revised	Revised Budget Estimate FY2012	Original Budget FY2013	Comments
<b>591 Water Fund</b>								
<b>Available Cash Balance - BOY</b>	\$ 2,301,294	\$ 3,128,123	\$ 2,868,744	\$ 3,585,169		\$ 3,585,169	\$ 2,350,991	
<b>Means of Financing</b>								
Special assessments	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	
Federal & state grants	-	-	-	-		-	-	
State shared revenue	-	-	-	-		-	-	
Charges for services - City	1,564,652	3,025,327	3,155,000	2,160,850		2,792,865	3,072,151	
Charges for services - Wholesale	989,519	1,906,772	2,120,000	1,366,552		1,775,709	1,953,279	
Maintenance services - Township	88,858	178,393	170,000	155,564		170,000	170,000	
Interest income	13,566	13,025	20,000	13,573		20,000	20,000	
Lease of facilities	71,402	143,269	127,000	128,677		170,675	170,675	LEASE OF SPACE ON WATER TOWERS
Repayment of DDA advance	-	-	-	-		-	-	
Operating transfers in	-	-	-	-		-	-	
Other	184,695	245,418	-	116,736		125,000	125,000	
	\$ 2,912,692	\$ 5,512,204	\$ 5,592,000	\$ 3,941,952		\$ 5,054,249	\$ 5,511,105	
<b>30548 Operating Expenditures Administration</b>								
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5200 Operating Supplies	1,085	-	-	-	N/A	-	-	
5300 Contractual Services	258,076	541,950	536,007	466,070	87%	536,007	558,002	INSURANCE/INDIRECT COSTS/ADMINISTRATION FEE
5400 Other Expenses	7,960	-	2,000	6,704	112%	6,000	6,000	
5700 Capital Outlays	-	-	-	-	N/A	-	-	
5900 Other Financing Uses	-	415,395	410,188	383,151	93%	410,188	384,694	INTEREST ON WATER BONDS
Other Cash Uses and Adjustments (e.g. Debt Principal)	317,141	1,061,133	1,230,000	630,000	51%	1,230,000	1,250,000	PRINCIPAL ON WATER BONDS
	\$ 584,262	\$ 2,018,478	\$ 2,178,195	\$ 1,485,925	68%	\$ 2,182,195	\$ 2,198,696	
<b>60559 Operating Expenditures Maintenance</b>								
	<i>Service is provided mostly by City employees.</i>							
5100 Salaries & Benefits	\$ 420,828	\$ 816,927	\$ 768,795	\$ 676,744	80%	\$ 850,000	\$ 736,692	
5200 Operating Supplies	48,567	190,809	160,260	167,593	93%	180,532	200,837	
5300 Contractual Services	149,061	299,637	446,417	287,572	91%	315,354	323,236	
5400 Other Expenses	29,769	66,107	53,230	51,294	98%	52,200	52,430	
5700 Capital Outlays	906	11,531	16,500	1,436	12%	11,500	16,600	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
	\$ 649,131	\$ 1,385,011	\$ 1,445,202	\$ 1,184,639	84%	\$ 1,409,586	\$ 1,329,795	
<b>60558 Operating Expenditures Filtration</b>								
	<i>Service is provided mostly by City employees.</i>							
5100 Salaries & Benefits	\$ 299,682	\$ 590,491	\$ 655,881	\$ 489,602	75%	\$ 655,881	\$ 725,591	
5200 Operating Supplies	93,186	232,984	275,095	168,167	61%	275,095	268,477	
5300 Contractual Services	246,943	433,967	615,970	367,441	60%	615,970	575,000	
5400 Other Expenses	750	1,153	2,600	2,469	95%	2,600	3,600	
5700 Capital Outlays	26,130	108,567	45,300	51,675	61%	85,000	55,000	
5900 Other Financing Uses	-	-	-	-	N/A	-	-	
Replacement Reserve - DWRF	-	-	290,000	-	N/A	-	-	
	\$ 666,691	\$ 1,367,162	\$ 1,884,846	\$ 1,079,354	66%	\$ 1,634,546	\$ 1,627,668	
<b>90000 Project Expenditures</b>								
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	
5300 Contractual Services	185,779	284,507	1,340,000	737,476	69%	1,062,100	1,110,000	SEE "BUDGETED CAPITAL IMPROVEMENTS" FOR DETAIL
5700 Capital Outlays	-	-	-	-	N/A	-	-	
	\$ 185,779	\$ 284,507	\$ 1,340,000	\$ 737,476	69%	\$ 1,062,100	\$ 1,110,000	
	\$ 2,085,863	\$ 5,055,158	\$ 6,848,243	\$ 4,487,394	71%	\$ 6,288,427	\$ 6,266,159	
<b>Available Cash Balance - EOY</b>	\$ 3,128,123	\$ 3,585,169	\$ 1,612,501	\$ 3,039,727		\$ 2,350,991	\$ 1,595,937	



## **APPENDICES**



## **DEBT SERVICE REQUIREMENTS**

City of Muskegon

2012-13 - Debt Service Requirements

Bond Issue	Repayment Fund	Year Issued	Original	Outstanding			Total	Final	
			Amount of Issue	Balance 06/30/12	Principal Due FY 2013	Interest Due FY 2013			
<u>Existing Debt Issues:</u>									
DDA G.O. Refunding Bonds	DDA	2011	\$ 2,045,000	\$ 1,780,000	\$ 275,000	\$ 59,162	\$ 334,162	2018	
DDA Promissory Note with Muskegon County	DDA	1989	1,000,000	1,000,000	-	-	-	2019	
LDFA Tax Increment Bonds (Smartzone)	LDFA III	2012	4,100,000	4,100,000	180,000	142,466	322,466	2025	
MTF Major & Local Streets Bond	Major Streets	2011	2,000,000	2,000,000	175,000	56,993	231,993	2022	
State of Michigan Environmental Loan	State Grants	2005	500,000	141,254	29,098	4,326	33,424	2015	
Bond for Fire Station & Rec Projects	General	2006	5,400,000	5,165,000	70,000	208,345	278,345	2032	
Capital Improvement Bonds (Sidewalks)	Sidewalk	2003	1,575,000	560,000	130,000	22,080	152,080	2016	
Water Filtration Improvement DWRF Loan	Water	2004	13,900,000	10,325,000	640,000	212,606	852,606	2025	
Water Supply System Revenue Bonds	Water	2010	5,995,000	4,815,000	610,000	172,088	782,088	2019	
			36,515,000	29,886,254	2,109,098	878,066	2,987,164		
<u>Anticipated Debt Issues:</u>									
None Anticipated			-	-	-	-	-		
			\$ 36,515,000	\$ 29,886,254	\$ 2,109,098	\$ 878,066	\$ 2,987,164		

<b>Recap By Fund:</b>	Total
General	\$ 278,345
Major Street	231,993
State Grants	33,424
Sidewalk Improvement	152,080
Water	1,634,694
DDA	334,162
LDFA III (Smartzone)	322,466
	<u>\$ 2,987,164</u>

## **2012-13 BUDGETED CAPITAL IMPROVEMENTS**

<b>City of Muskegon</b>					
<b>Quarterly Budget Reforecast and 2012-13 Proposed Budget</b>					
		<b>Responsibility</b>	<b>2012-13 Budgeted Projects</b>	<b>2012-13 Estimated Project Grants</b>	<b>Comments</b>
<b><u>2012-13 BUDGETED PROJECTS</u></b>					
<b><u>101</u></b>	<b><u>General Fund</u></b>				
	VOIP Phone System	Maurer	20,000		Year 2 of 5 Annual Payments, 0% Interest
	Financial Management System	Paul	50,000		Year 2 of 3 Annual Payments, 0% Interest
	ADA Compliance, Various Locations	Al-Shatel	25,000	-	Federal Agreement
	Parking Lots	Al-Shatel	70,000	-	Resurfacing
	Windows Replacements at City Hall (Partial)	Al-Shatel	80,000	-	Energy Improvements
	Veteran's Park Upgrades	Al-Shatel	<u>12,000</u>	<u>-</u>	City's Share
			257,000	-	
<b><u>202</u></b>	<b><u>Major Streets</u></b>				
	Laketon, Wood to Getty	Al-Shatel	1,000,000	313,000	Reconstruct-Concrete with STP Funds
	Sherman, Estes to Glenside	Al-Shatel	780,000	301,000	Reconstruct-Concrete with STP Funds
	Sherman, Lincoln to Estes	Al-Shatel	1,100,000	481,000	STP Grant Funds
	Speed Limit Evaluations	Al-Shatel	20,000	-	In-House Engineering Costs
	M-120 Over North Branch of River	Al-Shatel	16,000	-	MDOT Project - 8.75% City Participation
	Clay, Fourth to Third; Third, clay to Western	Al-Shatel	100,000	-	Reconstruction
	Southern Avenue, 5th to Sanford	Al-Shatel	100,000	-	Reconstruction
	Street Lights Removal	Al-Shatel	10,000	-	Where Possible
	Traffic Signal Removals	Al-Shatel	<u>40,000</u>	<u>-</u>	If Warrants Not met
			3,166,000	1,095,000	

<b>City of Muskegon</b>					
<b>Quarterly Budget Reforecast and 2012-13 Proposed Budget</b>					
		<b>Responsibility</b>	<b>2012-13 Budgeted Projects</b>	<b>2012-13 Estimated Project Grants</b>	<b>Comments</b>
<b><u>2012-13 BUDGETED PROJECTS</u></b>					
<b><u>203</u></b>	<b><u>Local Streets</u></b>				
	Harbour Towne Circle Milling & Resurfacing	Al-Shatel	250,000	-	Consent Special Assessment
	Bourdon or Estes, Fair to Lakeshore Drive	Al-Shatel	225,000	-	
	Wickham, Sherman to Glen	Al-Shatel	300,000	-	
	Paver Management System	Al-Shatel	20,000	-	In-House Engineering Costs
	Street Lights Removal	Al-Shatel	<u>10,000</u>	<u>-</u>	Where Possible
			805,000	-	
<b><u>404</u></b>	<b><u>Public Improvement Fund</u></b>				
	SCBA Gear for Firefighters	Lewis	<u>155,000</u>	<u>-</u>	
<b><u>408</u></b>	<b><u>Arena Improvement Fund</u></b>				
	Security Cameras	Paul	5,000	-	
	Remodel One Visitor Locker Room	Paul	<u>15,000</u>	<u>-</u>	Will Help Attract HS Team to Arena
			20,000	-	
<b><u>482</u></b>	<b><u>State Grants Fund</u></b>				
	EPA Grant	Brubaker-Clarke	50,000	50,000	
	SmartZone Pre-Seed	Brubaker-Clarke	20,000	-	
	Musketawa Trail Connection-phase IB (Keating to Black Creek)	Al-Shatel	<u>250,000</u>	<u>250,000</u>	Contingent Upon DNR Land Purchase
			320,000	300,000	

<b>City of Muskegon</b>					
<b>Quarterly Budget Reforecast and 2012-13 Proposed Budget</b>					
		<b>Responsibility</b>	<b>2012-13 Budgeted Projects</b>	<b>2012-13 Estimated Project Grants</b>	<b>Comments</b>
<b><u>2012-13 BUDGETED PROJECTS</u></b>					
<b><u>590</u></b>	<b><u>Sewer</u></b>				
	Sewer Rehabilitation Project (various projects)	Al-Shatel	120,000	-	Lining of Manholes and Sewer Lines
	Austin Lift Station, Design	Al-Shatel	10,000	-	Design Only
	Evanston Lift Station	Al-Shatel	200,000	-	Rebuild
	GIS Update and Maintenance	Al-Shatel	20,000	-	County Licensing, Map Maintenance
	Beidler St., Hackley to 700' South of	Al-Shatel	160,000	-	Lining or Replacement
	Infiltration Study	Al-Shatel	65,000	-	Engineering/Design Only
	Sewer Treatment Facility	Al-Shatel	<u>75,000</u>	<u>-</u>	Feasibility/Engineering
			650,000	-	
<b><u>591</u></b>	<b><u>Water</u></b>				
	Water Main Replacements, Various Locations - 2" & 4" Watermain	Al-Shatel	75,000	-	Filtration Plant
	Laketon, Wood to Getty	Al-Shatel	35,000	-	Water Repairs Associated With Street Project
	Sherman, Lincoln to Estes	Al-Shatel	80,000	-	Water Repairs Associated With Street Project
	Hackely, Hudson to Glen	Al-Shatel	675,000	-	Replace Watermain & Services
	Sherman; Estes to Glenside	Al-Shatel	50,000	-	Services and Possible 30" Valve
	GIS Update and Maintenance	Al-Shatel	20,000	-	County Licensing, Map Maintenance
	Reliability Study, Plant	Al-Shatel	45,000	-	Required by MDEQ Every Five years
	Plant Clearwell Upgrades per 2010 study	Al-Shatel	105,000	-	
	Engineering Services for Harvey St. Reservoir Upgrades	Al-Shatel	<u>25,000</u>	<u>-</u>	
			1,110,000	-	



<b>City of Muskegon</b>					
<b>Quarterly Budget Reforecast and 2012-13 Proposed Budget</b>					
		<b>Responsibility</b>	<b>2012-13 Budgeted Projects</b>	<b>2012-13 Estimated Project Grants</b>	<b>Comments</b>
<b><u>2012-13 BUDGETED PROJECTS</u></b>					
<b><u>642</u></b>	<b><u>PSB</u></b>				
	Employee parking lot resurfacing	Al-Shatel	<u>130,000</u>	-	Resurface Parking Lot
			130,000	-	
<b><u>643</u></b>	<b><u>Engineering Services</u></b>				
	Intergovernmental Engineering Work	Al-Shatel	<u>10,000</u>	-	
			10,000	-	
<b><u>661</u></b>	<b><u>Equipment Fund</u></b>				
<i>5720/Quantity</i>	<i>Non-Vehicular Equipment:</i>				
1	Scale	Al-Shatel	12,000	-	New
2	Mower	Al-Shatel	<u>16,000</u>	-	Replacements for Cemeteries
			28,000	-	
<i>5746</i>	<i>Communications Equipment:</i>				
2	Video System	Al-Shatel	16,000	-	New
4	Radios-Police	Al-Shatel	20,000	-	Mobile/Portables (Police) Multi-Band
12	Radios - DPW	Al-Shatel	9,000	-	Replacements
60	GPS - units	Al-Shatel	25,000	-	Lease
3	Light bars	Al-Shatel	<u>6,000</u>	-	New
			76,000	-	

<b>City of Muskegon</b>					
<b>Quarterly Budget Reforecast and 2012-13 Proposed Budget</b>					
		<b>Responsibility</b>	<b>2012-13 Budgeted Projects</b>	<b>2012-13 Estimated Project Grants</b>	<b>Comments</b>
<b><u>2012-13 BUDGETED PROJECTS</u></b>					
5730	Vehicles:				
2	Patrol Cruisers	Al-Shatel	50,000	-	
4	Pickup Truck, 4X4 (1/2 ton)	Al-Shatel	100,000	-	
1	Loader	Al-Shatel	150,000	-	Replaces 1999 Loader @ Salt Shed
2	Plow Truck	Al-Shatel	280,000	-	Replaces 1992 Vehicles (#620 & #622)
3	Sedans	Al-Shatel	60,000	-	Replaces Police Vehicles (#161, #186, #188)
1	3/4 Ton Truck	Al-Shatel	25,000	-	Replaces Vehicle #573 - Parks
1	1 Ton Truck	Al-Shatel	28,000	-	New
1	Sewer Jet	Al-Shatel	200,000	-	Carryover From Prior Year
1	Pothole Patcher	Al-Shatel	115,000	-	New
1	Utility Vehicle - Cemetery	Al-Shatel	<u>13,000</u>	-	Replaces Pug
			<u>1,021,000</u>	-	
	Total Equipment Fund		1,125,000	-	
			<u>\$ 7,593,000</u>	<u>\$ 1,395,000</u>	

## **2011-12 BUDGETED CAPITAL IMPROVEMENTS**

<b>City of Muskegon</b>								
<b>Quarterly Budget Reforecast and 2011-12 Proposed Budget</b>								
		<b>Responsibility</b>	<b>2011-12 Budgeted Projects</b>	<b>2011-12 Estimated Project Grants</b>	<b>2011-12 1Q Reforecast</b>	<b>2011-12 2Q Reforecast</b>	<b>2011-12 3Q Reforecast</b>	<b>Comments</b>
<b>2011-12 BUDGETED PROJECTS</b>								
<b><u>101</u></b>	<b><u>General Fund</u></b>							
	Roof Replacement over Police Department	Al-Shatel	\$ 39,000		\$ 39,000	\$ 16,000	\$ 16,000	
	Irrigation Well & Pumps @ Lakeside Cemetery	Al-Shatel	29,000		29,000	29,000	29,000	
	VOIP Phone System	Maurer	90,000		90,000	69,763	69,763	One-Year Payback
	Financial Management System	Paul	-		-	45,000	45,000	
	McGraft - Replace Roof/Surface Tennis Courts/Drainage& Ice Melt	Al-Shatel	35,000		35,000	35,000	10,000	
	ADA Compliance, various locations	Al-Shatel	25,000		25,000	25,000	25,000	Federal Agreement
	Irrigation at City Hall	Al-Shatel	15,000		15,000	15,000	15,000	Replace System
	City Hall Roof Repairs (Various Locations)	Al-Shatel	-		-	8,000	2,000	Replace System
	City Hall Tuck Pointing & Sealing	Al-Shatel	<u>40,000</u>	<u>-</u>	<u>40,000</u>	<u>55,000</u>	<u>55,000</u>	
			273,000	-	273,000	297,763	266,763	
<b><u>202</u></b>	<b><u>Major Streets</u></b>							
	Laketon, Barclay to Henry	Al-Shatel	30,000		30,000	30,000	20,000	
	Laketon-Henry Intersection	Al-Shatel	20,000		20,000	20,000	15,000	
	Laketon Traffic Signals: Hoyt, Getty, Roberts & Wood	Al-Shatel	50,000	-	300,000	300,000	300,000	
	Traffic Signal replacement/Upgrade at Getty & Evanston	Al-Shatel	138,000	-	5,000	5,000	5,000	Design Only this Year
	Laketon, Henry to Park	Al-Shatel	700,000	560,000	765,000	765,000	765,000	STP Grant Funds
	Ryerson Creek Fish Passage (Muskegon Ave. @ Eastern)	Al-Shatel	40,000		40,000	40,000	40,000	
	Sherman, Lincoln to Estes	Al-Shatel	1,100,000	481,000	1,100,000	50,000	30,000	STP Grant Funds (Design only FY12)
	Port City, Latimer to Laketon	Al-Shatel	15,000		15,000	15,000	15,000	
	Getty Street, Keating to Laketon (STP)	Al-Shatel	575,000	300,000	575,000	575,000	575,000	STP Grant Funds
	Traffic Signals Warrants Evaluation, various locations	Al-Shatel	23,000	-	23,000	23,000	23,000	
	Speed Limits Evaluations	Al-Shatel	20,000		20,000	20,000	20,000	In-House engineering Costs

<b>City of Muskegon</b>								
<b>Quarterly Budget Reforecast and 2011-12 Proposed Budget</b>								
		<b>Responsibility</b>	<b>2011-12 Budgeted Projects</b>	<b>2011-12 Estimated Project Grants</b>	<b>2011-12 1Q Reforecast</b>	<b>2011-12 2Q Reforecast</b>	<b>2011-12 3Q Reforecast</b>	<b>Comments</b>
<b><u>2011-12 BUDGETED PROJECTS</u></b>								
	Terrace, Apple to Western	Al-Shatel	230,000	160,000	240,000	240,000	240,000	Mill and Resurface - HPP Grant Funds
	M-120 Over North Branch of River	Al-Shatel	14,000		14,000	14,000	14,000	MDOT Project - 8.75% City Participation
	Laketon, Wood to Getty	Al-Shatel	-	-	-	-	7,500	Survey Only in FY12 for FY13 Project
	Sherman, Estes to Glenside	Al-Shatel	-	-	-	-	7,500	Survey Only in FY12 for FY13 Project
	Getty St., Laketon to Evanston	Al-Shatel	<u>960,000</u>	<u>435,000</u>	<u>960,000</u>	<u>960,000</u>	<u>960,000</u>	TEDF and CDBG Grant Funds
			3,915,000	1,936,000	4,107,000	3,057,000	3,037,000	
<b><u>203</u></b>	<b><u>Local Streets</u></b>							
	Viridian Drive Extension	Al-Shatel	-	-	-	7,300	7,300	
	Dale, Peck to Clinton	Al-Shatel	<u>55,000</u>	<u>20,000</u>	<u>55,000</u>	<u>70,000</u>	<u>70,000</u>	Reconstruct
			55,000	20,000	55,000	77,300	77,300	
<b><u>404</u></b>	<b><u>Public Improvement Fund</u></b>							
	No Budgeted Projects		-	-	-	-	-	
<b><u>408</u></b>	<b><u>Arena Improvement Fund</u></b>							
	No Budgeted Projects		-	-	-	-	-	
			-	-	-	-	-	
<b><u>482</u></b>	<b><u>State Grants Fund</u></b>							
	EPA Grant	Brubaker-Clarke	40,000	60,000	40,000	40,000	60,000	
	SmartZone Pre-Seed	Brubaker-Clarke	-	-	-	-	10,000	
	Musketawa Trail Connection-phase IB (Keating to Black Creek)	Al-Shatel	<u>275,000</u>	-	<u>275,000</u>	<u>275,000</u>	-	
			315,000	60,000	315,000	315,000	70,000	
<b><u>590</u></b>	<b><u>Sewer</u></b>							
	Sewer Rehabilitation Project (various projects)	Al-Shatel	100,000	-	100,000	100,000	63,000	Lining of Manholes/Sewer Lines
	Isabella, Peck to Terrace	Al-Shatel	25,000		25,000	25,000	25,000	
	Getty, Laketon to Evanston	Al-Shatel	135,000	-	135,000	135,000	135,000	New Sewer Main and Services
	Evanston Lift Station	Al-Shatel	-		-	10,000	10,000	Design
	Hackely, Hudson to Glen	Al-Shatel	-		-	10,000	-	Design
	Terrace, Apple to Western	Al-Shatel	20,000	-	20,000	20,000	20,000	Sewer Repairs Associated With Street Project
	Dale, Peck to Clinton	Al-Shatel	-	-	-	8,000	8,000	
	GIS Update and Maintenance	Al-Shatel	30,000		30,000	30,000	30,000	County Licensing, Map Maintenance
	Laketon-Henry Intersection	Al-Shatel	-	-	-	-	7,000	

<b>City of Muskegon</b>								
<b>Quarterly Budget Reforecast and 2011-12 Proposed Budget</b>								
		<b>Responsibility</b>	<b>2011-12 Budgeted Projects</b>	<b>2011-12 Estimated Project Grants</b>	<b>2011-12 1Q Reforecast</b>	<b>2011-12 2Q Reforecast</b>	<b>2011-12 3Q Reforecast</b>	<b>Comments</b>
<b>2011-12 BUDGETED PROJECTS</b>								
	Mason, Sixth to Fifth	Al-Shatel	<u>90,000</u>	<u>-</u>	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>	Replace Main and Services
			400,000	-	400,000	428,000	388,000	
<b>591</b>	<b><u>Water</u></b>							
	Elevated Tank - Marshall & Roberts, Interior Painting	Al-Shatel	290,000	-	185,000	185,000	185,000	Favorable Bids
	Water Main Replacement Project, various locations & 2" & 4" Mains replacem	Al-Shatel	100,000	-	100,000	80,000	40,000	Filtration Plant
	Laketon, Henry to Park	Al-Shatel	25,000		70,000	70,000	40,000	Water Repairs Associated With Street Project
	Getty Street, Keating to Laketon (STP)	Al-Shatel	135,000		135,000	135,000	165,000	Main and Services Replacement
	Getty St., Laketon to Evanston	Al-Shatel	225,000		225,000	225,000	225,000	Crossing Mains and Services Replacement
	Isabella, Peck to Terrace	Al-Shatel	40,000		40,000	40,000	40,000	Replace Main and Services
	High Service Switchgear Repairs & Upgrades	Al-Shatel	175,000		175,000	175,000	175,000	Filtration Plant
	Sherman, Lincoln to Estes	Al-Shatel	-	-	-	10,000	5,000	Design
	Dale, Peck to Clinton	Al-Shatel	-	-	-	7,100	7,100	Design
	Hackely, Hudson to Glen	Al-Shatel	-		-	10,000	10,000	Design
	Terrace, Apple to Western	Al-Shatel	230,000		10,000	10,000	10,000	Water Repairs Associated With Street Project
	GIS Update and Maintenance	Al-Shatel	30,000		30,000	30,000	30,000	County Licensing, Map Maintenance
	Laketon-Henry Intersection	Al-Shatel	-	-	-	-	40,000	
	Mason, Sixth to Fifth	Al-Shatel	<u>90,000</u>	<u>-</u>	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>	Replace Main and Services
			1,340,000	-	1,060,000	1,067,100	1,062,100	
<b>642</b>	<b><u>PSB</u></b>							
	Security System/Cameras	Al-Shatel	<u>-</u>	<u>-</u>	<u>-</u>	<u>30,000</u>	<u>15,000</u>	
			-	-	-	30,000	15,000	
<b>643</b>	<b><u>Engineering Services</u></b>							
	Intergovernmental Engineering Work	Al-Shatel	<u>20,000</u>	<u>-</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	
			20,000	-	20,000	20,000	20,000	

<b>City of Muskegon</b>								
<b>Quarterly Budget Reforecast and 2011-12 Proposed Budget</b>								
		<b>Responsibility</b>	<b>2011-12 Budgeted Projects</b>	<b>2011-12 Estimated Project Grants</b>	<b>2011-12 1Q Reforecast</b>	<b>2011-12 2Q Reforecast</b>	<b>2011-12 3Q Reforecast</b>	<b>Comments</b>
<b>2011-12 BUDGETED PROJECTS</b>								
<b>661</b>	<b>Equipment Fund</b>							
5720/Quantity	Non-Vehicular Equipment:							
1	Diagnostic Equipment	Al-Shatel	25,000	-	25,000	25,000	25,000	
1	Snow Blower / Mower	Al-Shatel	103,000	-	103,000	103,000	103,000	
1	Asphalt Roller trailer	Al-Shatel	-	-	-	-	5,000	
1	Concrete Saw	Al-Shatel	<u>25,000</u>	<u>-</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	
			153,000	-	153,000	153,000	158,000	
5746	Communications Equipment:							
1	Video system	Al-Shatel	8,000	-	8,000	8,000	8,000	
5	Cruiser radios	Al-Shatel	8,000	-	8,000	8,000	8,000	
6	In-car radios	Al-Shatel	4,000	-	4,000	4,000	4,000	
3	Light bars	Al-Shatel	<u>6,000</u>	<u>-</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	
			26,000	-	26,000	26,000	26,000	
5730	Vehicles:							
2	Small Pickup	Al-Shatel	32,800	-	32,800	32,800	-	
5	Patrol Cruisers	Al-Shatel	-	-	110,000	110,000	110,000	
1	Pickup Truck, 4X4	Al-Shatel	24,600	-	24,600	24,600	22,100	
1	1 ton dump 4X4	Al-Shatel	31,000	-	31,000	31,000	35,000	New - For Plowing Alleys
1	Plow Truck	Al-Shatel	140,000	-	140,000	140,000	-	Delayed Until FY13
1	Vactor	Al-Shatel	-	-	322,165	322,165	322,165	Replaces 1992 Vehicle
1	Sewer Jet	Al-Shatel	<u>200,000</u>	<u>-</u>	<u>200,000</u>	<u>200,000</u>	<u>-</u>	Delayed Until FY13
			<u>428,400</u>	<u>-</u>	<u>860,565</u>	<u>860,565</u>	<u>489,265</u>	
	Total Equipment Fund		607,400	-	1,039,565	1,039,565	673,265	
			<u>\$ 6,925,400</u>	<u>\$ 2,016,000</u>	<u>\$ 7,269,565</u>	<u>\$ 6,331,728</u>	<u>\$ 5,609,428</u>	





## **BUDGETED FULL-TIME PERSONNEL COMPLEMENT**

[illegible]

CITY OF MUSKEGON									
BUDGETED PERMANENT FULL-TIME PERSONNEL COMPLEMENT - 2011-12									
			2011-12 BUDGETED			2012-13 BUDGETED			
			AUTHORIZED	TOTAL BY	TOTAL BY	AUTHORIZED	TOTAL BY	TOTAL BY	NET
<u>BUDGETARY ACCOUNT</u>	<u>POSITION TITLE</u>	<u>FUND</u>	<u>POSITIONS</u>	<u>DEPARTMENT</u>	<u>FUND</u>	<u>POSITIONS</u>	<u>DEPARTMENT</u>	<u>FUND</u>	<u>CHANGE</u>
FARMERS MARKET (101-70863)	Superintendent of Public Utilities	101	0.05	0.05		0.05	0.05		0.00
FINANCE ADMINISTRATION (101-30202)	Management Assistant	101	1.00			1.00			
FINANCE ADMINISTRATION (101-30202)	Assistant Finance Director	101	1.00			1.00			
FINANCE ADMINISTRATION (101-30202)	Director of Finance	101	1.00	3.00		0.00	2.00		-1.00
FIRE (101-50336)	Firefighter	101	21.00			13.00			
FIRE (101-50336)	Fire Lieutenant	101	6.00			6.00			
FIRE (101-50336)	Fire Battalion Chief	101	3.00			2.00			
FIRE (101-50336)	Ass't Fire Chief	101	0.00			1.00			
FIRE (101-50336)	Fire Captain	101	3.00			3.00			
FIRE (101-50336)	Fire Mechanic (Assistant)	101	2.00	35.00		3.00	28.00		-7.00
FIRE SAFETY INSPECTIONS (101-50387)	Electrical Inspector	101	1.00			1.00			
FIRE SAFETY INSPECTIONS (101-50387)	Fire Marshal	101	1.00			1.00			
FIRE SAFETY INSPECTIONS (101-50387)	Building Inspector	101	1.00			1.00			
FIRE SAFETY INSPECTIONS (101-50387)	Customer Service Rep II	101	1.00			1.00			
FIRE SAFETY INSPECTIONS (101-50387)	Plumbing/Mechanical Inspector	101	1.00			1.00			
FIRE SAFETY INSPECTIONS (101-50387)	Permit Technician	101	1.00	6.00		1.00	6.00		0.00
INCOME TAX ADMINISTRATION (101-30205)	Customer Service Rep II	101	3.00			3.00			
INCOME TAX ADMINISTRATION (101-30205)	Income Tax Administrator	101	1.00			1.00			
INCOME TAX ADMINISTRATION (101-30205)	Income Tax Auditor	101	1.00	5.00		1.00	5.00		0.00
INFORMATION SYSTEMS (101-30248)	Information Systems Director	101	1.00			1.00			
INFORMATION SYSTEMS (101-30248)	Database Administrator	101	1.00			1.00			

CITY OF MUSKEGON									
BUDGETED PERMANENT FULL-TIME PERSONNEL COMPLEMENT - 2011-12									
			2011-12			2012-13			
			BUDGETED			BUDGETED			
			AUTHORIZED	TOTAL BY	TOTAL BY	AUTHORIZED	TOTAL BY	TOTAL BY	NET
<u>BUDGETARY ACCOUNT</u>	<u>POSITION TITLE</u>	<u>FUND</u>	<u>POSITIONS</u>	<u>DEPARTMENT</u>	<u>FUND</u>	<u>POSITIONS</u>	<u>DEPARTMENT</u>	<u>FUND</u>	<u>CHANGE</u>
INFORMATION SYSTEMS (101-30248)	Network Technician	101	1.00	3.00		1.00	3.00		0.00
PARKS (101-70751)	Leisure Services Maintenance Worker II	101	4.00			4.00			
PARKS (101-70751)	Leisure Services Maintenance Worker I	101	1.00			1.00			
PARKS (101-70751)	Parks Supervisor	101	1.00			1.00			
PARKS (101-70751)	Superintendent of Public Works	101	0.05	6.05		0.05	6.05		0.00
PLANNING (101-80400)	Zoning Administrtor/Planner III	101	1.00			1.00			
PLANNING (101-80400)	Director of Community & Economic Development	101	1.00			1.00			
PLANNING (101-80400)	Administrative Secretary	101	1.00	3.00		1.00	3.00		0.00
POLICE (101-40301)	Police Officer	101	63.00			63.00			
POLICE (101-40301)	Police Sergeant	101	9.00			9.00			
POLICE (101-40301)	Customer Service Rep II	101	5.00			5.00			
POLICE (101-40301)	Police Lieutenant	101	4.00			4.00			
POLICE (101-40301)	Police Captain	101	2.00			2.00			
POLICE (101-40301)	Police Records Supervisor	101	1.00			1.00			
POLICE (101-40301)	Administrative Aide/Office Manager	101	1.00			1.00			
POLICE (101-40301)	Parking Officer	101	1.00			1.00			
POLICE (101-40301)	Director of Public Safety	101	1.00			1.00			
POLICE (101-40301)	Police Community Coordinator	101	1.00	88.00		1.00	88.00		0.00
SANITATION (101-60523)	Equipment Supervisor	101	0.20	0.20		0.20	0.20		
SENIOR TRANSIT (101-60707)	Administrative Services Supervisor	101	0.05	0.05	168.25	0.05	0.05	159.75	-8.50
MVH-MAJOR STREETS (202-60440)	Equipment Operator	202	7.50			7.50			

CITY OF MUSKEGON										
BUDGETED PERMANENT FULL-TIME PERSONNEL COMPLEMENT - 2011-12										
			2011-12			2012-13				
			BUDGETED			BUDGETED				
			AUTHORIZED	TOTAL BY	TOTAL BY	AUTHORIZED	TOTAL BY	TOTAL BY	NET	
BUDGETARY ACCOUNT	POSITION TITLE	FUND	POSITIONS	DEPARTMENT	FUND	POSITIONS	DEPARTMENT	FUND	CHANGE	
MVH-MAJOR STREETS (202-60440)	Superintendent of Public Works	202	0.45			0.45				
MVH-MAJOR STREETS (202-60440)	Leisure Services Maintenance Worker III	202	1.00			1.00				
MVH-MAJOR STREETS (202-60440)	Traffic Sign Fabricator	202	1.00			1.00				
MVH-MAJOR STREETS (202-60440)	Traffic Sign Maintenance Worker	202	1.00			0.00				
MVH-MAJOR STREETS (202-60440)	Highway Supervisor	202	0.75	11.70	11.70	0.75	10.70	10.70	-1.00	
MVH-LOCAL STREETS (203-60440)	Equipment Operator	203	4.50			4.50				
MVH-LOCAL STREETS (203-60440)	Highway Supervisor	203	0.75			0.75				
MVH-LOCAL STREETS (203-60440)	Superintendent of Public Works	203	0.45			0.45				
MVH-LOCAL STREETS (203-60440)	Leisure Services Maintenance Worker III	203	1.00	6.70	6.70	1.00	6.70	6.70	0.00	
COMMUNITY DEVELOPMENT (472-80691)	Customer Service Rep II	472	1.00			1.00				
COMMUNITY DEVELOPMENT (472-80691)	Finance Clerk	472	1.00			1.00				
COMMUNITY DEVELOPMENT (472-80691)	Housing Rehab Counselor	472	1.00			1.00				
COMMUNITY DEVELOPMENT (472-80691)	Community Services Director	472	1.00	4.00	4.00	1.00	4.00	4.00	0.00	
SEWER MAINTENANCE (590-60559)	Water/Sewer Maintenance Worker	590	7.00			7.00				
SEWER MAINTENANCE (590-60559)	Public Utilities Supervisor	590	1.00			1.00				
SEWER MAINTENANCE (590-60559)	Superintendent of Public Utilities	590	0.35			0.35				
SEWER MAINTENANCE (590-60559)	Equipment Operator	590	1.40	9.75	9.75	1.40	9.75	9.75	0.00	
WATER FILTRATION (591-60558)	Water Plant Operator	591	7.00			7.00				
WATER FILTRATION (591-60558)	Chief Operator	591	1.00			1.00				
WATER FILTRATION (591-60558)	Water Filtration Maintenance Operator	591	0.00			1.00				
WATER FILTRATION (591-60558)	Water Filtration Plant Supervisor	591	1.00	9.00		1.00	10.00		1.00	
WATER MAINTENANCE - CITY (591-60559)	Water/Sewer Maintenance Worker	591	9.00			9.00				

CITY OF MUSKEGON									
BUDGETED PERMANENT FULL-TIME PERSONNEL COMPLEMENT - 2011-12									
			2011-12 BUDGETED			2012-13 BUDGETED			
			AUTHORIZED	TOTAL BY	TOTAL BY	AUTHORIZED	TOTAL BY	TOTAL BY	NET
<u>BUDGETARY ACCOUNT</u>	<u>POSITION TITLE</u>	<u>FUND</u>	<u>POSITIONS</u>	<u>DEPARTMENT</u>	<u>FUND</u>	<u>POSITIONS</u>	<u>DEPARTMENT</u>	<u>FUND</u>	<u>CHANGE</u>
WATER MAINTENANCE - CITY (591-60559)	Superintendent of Public Utilities	591	0.35			0.35			
WATER MAINTENANCE - CITY (591-60559)	Equipment Operator	591	1.40			1.40			
WATER MAINTENANCE - TWP (591-60660)	Water/Sewer Supervisor	591	1.00	11.75	20.75	1.00	11.75	21.75	0.00
HARTSHORN MARINA FUND (594-70756)	Highway Supervisor	594	0.25			0.25			
HARTSHORN MARINA FUND (594-70756)	Superintendent of Public Works	594	0.05	0.30	0.30	0.05	0.30	0.30	0.00
PUBLIC SERVICE BUILDING (642-60442)	Inventory/Stock Clerk	642	1.00			1.00			
PUBLIC SERVICE BUILDING (642-60442)	Director of Public Works	642	1.00			1.00			
PUBLIC SERVICE BUILDING (642-60442)	Administrative Services Supervisor	642	0.95			0.95			
PUBLIC SERVICE BUILDING (642-60442)	Customer Service Rep II	642	4.50			5.00			
PUBLIC SERVICE BUILDING (642-60442)	Building Maintenance Supervisor	642	0.50	7.95	7.95	0.50	8.45	8.45	0.50
ENGINEERING (643-60447)	Civil Engineer	643	3.00			3.00			
ENGINEERING (643-60447)	Engineering Aide I	643	1.00			1.00			
ENGINEERING (643-60447)	Customer Service Rep II	643	0.95	4.95	4.95	0.95	4.95	4.95	0.00
EQUIPMENT (661-60932)	Mechanic	661	4.00			4.00			
EQUIPMENT (661-60932)	Electronics Technician	661	1.00			1.00			
EQUIPMENT (661-60932)	Equipment Operator	661	0.20			0.20			
EQUIPMENT (661-60932)	Equipment Supervisor	661	0.80			0.80			
EQUIPMENT (661-60932)	Superintendent of Public Utilities	661	0.25	6.25	6.25	0.25	6.25	6.25	0.00
AFFIRMATIVE ACTION (677-30851)	Affirmative Action Director	677	0.40	0.40	0.40	0.40	0.40	0.40	0.00
	GRAND TOTALS		241.00	241.00	241.00	233.00	233.00	233.00	-8.00

## **BUDGET RESOLUTION**

**CITY OF MUSKEGON  
RESOLUTION OF APPROPRIATION  
2012-13 BUDGET**

WHEREAS, the City Manager has submitted a proposed Budget for 2012-13 in accordance with City Ordinance and Michigan Public Act 621 of 1978 known as the "Uniform Budgeting and Accounting Act"; and,

WHEREAS, the 2012-13 proposed Budget has been reviewed by the City Commission following a public hearing for which due notice was given; NOW, THEREFORE, BE IT RESOLVED that the Budget for the City of Muskegon for the fiscal year beginning July 1, 2012 is hereby determined and adopted as follows:

**GENERAL FUND**

<b>FUND ACTIVITY NUMBER</b>	<b>FUND/ACTIVITY NAME</b>	<b>AMOUNT</b>
101-10101	City Commission	85,216
101-10102	City Promotions & Public Relations	9,350
101-10145	City Attorney	332,000
101-10172	City Manager	282,961
101-10875	Contributions to Outside Agencies	202,824
101-10891	Contingency and Bad Debt Expense	250,000
101-20215	City Clerk & Elections	312,269
101-20220	Civil Service	91,270
101-20228	Affirmative Action	85,439
101-30202	Finance Administration	362,253
101-30205	Income Tax Administration	459,888
101-30209	Assessing Services	367,610
101-30805	Arena Administration	235,000
101-30248	Information Systems Administration	394,458
101-30253	City Treasurer	501,307
101-30851	Insurance Premiums	224,982
101-30906	Debt Retirement	278,345
101-30999	Transfers to Other Funds	468,046
101-40301	Police	9,450,146
101-50336	Fire	3,412,375
101-50387	Fire Safety Inspections	597,301
101-60265	City Hall Maintenance	288,983
101-60446	Community Event Support	20,600
101-60448	Streetlighting	745,000
101-60523	Sanitation	1,777,048
101-60550	Stormwater Management	17,786
101-70276	Cemeteries Maintenance	339,312
101-70585	Parking Operations	3,000
101-70751	Parks Maintenance	1,144,761
101-70357	Graffiti Removal	9,861
101-70757	Mc Graft Park Maintenance	44,600
101-70775	General Recreation	96,000
101-70863	Farmers' Market and Flea Market	77,093
101-80387	Environmental Services	558,304
101-80400	Planning, Zoning and Economic Development	313,973
101-90000	Major Capital Improvements	257,000
	<b>Grand Total General Fund Appropriations</b>	<b><u>\$24,096,361</u></b>



**OTHER BUDGETED FUNDS**

<b><u>FUND ACTIVITY NUMBER</u></b>	<b><u>FUND/ACTIVITY NAME</u></b>	<b><u>AMOUNT</u></b>
202,204	Major Streets and State Trunklines	5,715,251
203	Local Streets	2,258,255
264	Criminal Forfeitures	5,000
285	Tree Replacement	2,500

BE IT FURTHER RESOLVED that the revenues and other financing sources (including use of prior year balances) for Fiscal Year 2012-13 are estimated as follows:

**GENERAL FUND**

<b><u>FUND/ACTIVITY NAME</u></b>	<b><u>AMOUNT</u></b>
Taxes	\$ 14,753,030
Licenses and Permits	1,189,000
Federal Grants	155,524
State Grants	20,000
State Shared Revenue	3,592,422
Charges for Sales & Services	2,245,241
Interest & Rentals	351,761
Fines & Fees	487,000
Other Revenue	414,645
Other Financing Sources	<u>312,000</u>
 Total General Fund Revenue	
Appropriations	<b><u>\$23,520,623</u></b>

**OTHER BUDGETED FUNDS**

<b><u>FUND ACTIVITY NUMBER</u></b>	<b><u>FUND/ACTIVITY NAME</u></b>	<b><u>AMOUNT</u></b>
202,204	Major Streets and State Trunklines	5,715,251
203	Local Streets	2,258,255
264	Criminal Forfeitures	5,000
285	Tree Replacement	2,500

BE IT FURTHER RESOLVED that the operating expense projections for the following non-budget funds are hereby approved:

<u>FUND ACTIVITY NUMBER</u>	<u>FUND/ACTIVITY NAME</u>	<u>AMOUNT</u>
305	TIFA Debt Service	\$50,000
394	Downtown Development Authority Debt	334,412
290	Local Finance Development Authority Debt	322,966
295	Brownfield Redevelopment Authority (Betten)	160,000
296	Brownfield Redevelopment Authority (Former Mall)	42,000
402	Arena Improvement Fund	20,000
403	Sidewalk Improvement Fund	152,080
404	Public Improvement Fund	160,000
482	State Grants Fund	353,424
590	Sewer	7,057,299
591	Water	6,266,159
594	Marina/Launch Ramp	175,133
661	Equipment	3,296,478
642	Public Service Building	1,087,448
643	Engineering Services Fund	474,779
677	General Insurance Fund	4,707,871

BE IT FURTHER RESOLVED, that there is hereby appropriated for said fiscal year the several amounts set forth above which, pursuant to the "Uniform Budget and Accounting Act", define the City of Muskegon's appropriation centers, and

BE IT FURTHER RESOLVED, that the City Manager is hereby empowered to transfer appropriations within appropriation centers, and

BE IT FURTHER RESOLVED, that there is hereby levied a general tax as herein fixed on each dollar of taxable valuation for the purposes herein outlined, said levy to be applied on all taxable real and personal property in the City of Muskegon as set forth in the assessment roll dated May 2012:

<u>PURPOSE</u>	<u>MILLAGE (MILLS)</u>
General Operating	9.5000
Sanitation Service	2.5000
Promotion	<u>.0789</u>
Total	12.0789

At a meeting of the City Commission of the City of Muskegon, on the \_\_\_\_\_ Day of June 2012, the foregoing resolution was moved for adoption by Commissioner \_\_\_\_\_ . Commissioner \_\_\_\_\_ supported the motion.

Resolution declared adopted.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk