

City of Muskegon, Michigan

2017-18 Proposed Budget & Quarterly Reforecast



For The Fiscal Year Beginning July 1, 2017

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CITY OF MUSKEGON, MICHIGAN
PROPOSED BUDGET
FOR THE YEAR BEGINNING JULY 1, 2017

MUSKEGON



West Michigan's Shoreline City

CITY COMMISSION

STEPHEN GAWRON - MAYOR

WILLIE GERMAN
ERIC HOOD
DAN RINSEMA-SYBENGA

DEBRA WARREN
KEN JOHNSON
BYRON TURNQUIST

FRANK PETERSON
CITY MANAGER

CITY OF MUSKEGON, MICHIGAN
Budget for the Year Beginning July 1, 2017

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INTRODUCTORY SECTION

WATCH MUSKEGON

June 2, 2017

Honorable Mayor and City Commissioners:

Enclosed is the proposed 2017-18 Budget for the City of Muskegon. Our focus has been to incorporate priorities from the City Commission goal setting session in early March. We know that we are faced with short-term revenue challenges as we continue on the pathway to improve our City. However, I am confident that we can meet these challenges and reach solutions through the coordinated efforts of elected officials, staff, residents, and members of the business community. Our greater and more complex issue and goal is to continue on the road to creating a long-term sustainable city that is attractive to current and potential new residents, businesses, and visitors. Therefore, it is important that we stay focused on making the necessary investments that address this issue. This budget continues to build the foundation to make the City stronger through improving housing, the City's image, quality of life, and revitalizing revenue.

Millage Rate

The proposed spending plan includes no property tax millage change for either general operating or sanitation purposes. The overall millage rate will rise slightly due to falling taxable values which has caused the \$50,000 annual levy for city promotion to increase by 0.3 thousandths of a mill:

Tax Levy	2016-17	2017-18
General Operating	10.0000	10.0000
Sanitation	3.0000	3.0000
Promotion	0.0905	0.0908
Total	13.0905	13.0908

Legacy Costs

Rapidly rising legacy costs for pensions and retiree healthcare benefits continue to be some of the most serious issues facing both state and local governments. In reviewing this proposed budget it is important to understand that we have maintained our longstanding policy of incorporating the full actuarially determined required costs for both pensions and other post-employment benefits (OPEB). This policy ensures that the costs for providing today's city services are not pushed down the road for future generations to pay.

As you know, there have been recent news headlines locally and across the nation about government budgets being strangled by rising legacy costs, for the most part, the City had been fortunate in that its annual required contributions to fund pension and OPEB costs have not overly taxed the budget. The actuarial valuation as of 12/31/15 for the City's defined benefit pension plans showed the funding level at 82% compared to 88% as of the 12/31/14 valuation date. This caused our required contributions to the pensions to increase, primarily due to actuarial assumption changes. We have begun the process of bridging the current defined benefit pension plans to lower the future costs. Recent national studies have found that, on average, annual pension payments make up 12 percent or more of city budgets. However, we anticipate that approximately 7.5 percent of the proposed city budget for the general fund for fiscal year 2018 will be used for annual pension payments. The actuarial valuation as of 12/31/15 for the City's OPEB showed the funding level at 81.4% compared to 86.5% as of the 12/31/13 valuation date. This caused our required contributions for OPEB to increase.

BUDGET REVIEW BY FUND

The City's budget is made up of several individual funds that are summarized below:

General Fund

Proposed general fund expenditures are \$26,478,104, up from the 2016-17 original budget of \$26,151,855. Revenues for 2017-18 are estimated at \$26,532,704, up from the 2016-17 original budget of \$26,152,844. This results in a proposed balanced budget with a surplus of \$54,600 for 2017-18.

Just under 73% of general fund revenues come from three primary sources: income tax, property tax and state shared revenue. A comparison of the proposed budget for these revenues with the budget from five years ago illustrates that while these three primary revenues continue to account for the bulk of total revenues, two of these income sources – state shared revenue and income tax – have sharply increased and account for nearly all of the revenue gain (especially income tax) experienced by the general fund during this period:

	2013 Budget	2018 Budget	% Change
Property Tax	\$ 7,463,567	\$ 7,169,972	-3.93%
State Shared	3,592,422	3,973,538	10.61%
Income Tax	7,100,000	8,100,000	14.08%
Total Three Primary Revenue Sources	18,155,989	19,243,510	5.99%
Total General Fund Revenues	\$ 23,520,623	\$ 26,532,704	12.81%
Three Primary Revenues as % of Total	77.19%	72.53%	

State shared revenues are projected to be stable for 2017-18 with the incentive-based allocation of statutory revenue sharing program. During the current fiscal year, we are seeing state shared revenues remain on target with the original budgeted amount. State Treasury projections expect Muskegon to

have a slight increase in revenue sharing payments for the coming fiscal year.

City income taxes for 2017-18 are estimated at \$8.1 million, which is \$750 thousand less than the original 2016-17 budget, however, it is a rebound from the effects of the Great Recession and it has provided some revenue stability for the City.

Property taxes will decrease less than 1%, which is due to the phase out of personal property taxes as well as taxable value declines in property assessments.

We have included in the Summary Charts and Graphs section of the budget book a five-year forecast for the general fund.

The City recently received notification of a one-time \$408,000 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. Of the total dividend payment, \$30,000 of this dividend will be deposited with the MMRMA into the City's loss fund for claims. The remaining \$378,000 will be placed in the Public Improvement Fund to be used for funding for capital projects.

Overall, the City's general fund revenue picture for 2017-18 is currently stable, but we expect negative factors could outweigh the positives in the coming years, if development or redevelopment of certain key properties does not occur and new revenues are not found. As a result, the City is striving to maintain a healthy fund balance in an attempt to allow time while we continue to address these challenges with a long term solution. It is hoped that through our efforts made to date and into the future, the City will begin to see property values stabilize and start to increase along with continued income tax growth in future years.

It is instructive to note that total budgeted expenditures for 2017-18 are just 1.5% greater than the actual expenditures for 2008. During this same period, general prices have risen more than 29.7% as measured by the Consumer Price Index (CPI). Prices for goods and services purchased by the City - health insurance, fuel, utilities, etc. – undoubtedly have risen even more during this period. We have continued working diligently in maintaining quality City services while working through the challenges faced. There is hope, as we have seen with the uptick in income tax revenues. However, we must remain diligent in working to reach the vision set by the Commission by taking strategic actions to accomplish the desired results.

The staff will continue to investigate ways to improve efficiencies in operations wherever possible with cost containment in mind.

The following are some of the major changes and highlights to the general fund budget proposed for 2017-18 for your consideration:

- 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 2017-18 budget incorporates a proposed net addition of 1 position from the 2016-17 budget. The total budgeted full-time complement includes 233 positions. As a point of reference, please note that in 2002 the City's overall full-time complement was 315 positions.

- The proposed budget contemplates the continuation of the contractual relationship with SafeBuilt to provide trade inspection services that was originally entered into November 2012 and the environmental and rental inspection services contract that was originally entered into December 2013 as well as the dangerous and abandoned building services entered into January 2017. The current agreement was entered into January 2017 and will end in December 2024.
- We will continue to contract recreation services with outside agencies.
- The budget anticipates the General Fund will be required to transfer \$235,000 for the L.C. Walker Arena Fund, \$170,000 towards debt service for the DDA Fund, \$15,000 to the Engineering Services Fund, and \$5,000 to the Farmers Market Fund.
- The General Fund projects continuation of the citywide streetlight special assessment that was initiated in 2016 to fund the conversion to LED for streetlights owned by Consumers Energy.
- \$448,000 has been budgeted for major capital improvements, including; ADA compliance at various locations, streetlights conversion to LED, completion of the implementation of the new parks reservation system, repaving of the McGraft Park parking lot, GIS system for the Lakeside Cemetery, improvements to irrigation systems at City Hall and various other locations, and upgrades to the HVAC at the Central Fire Station.
- We will continue to look for opportunities to partner with other entities to deliver quality services in a cost effective manner (e.g. youth recreation programs, maintenance of Marsh Field and vacant city and county lots).

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 more than half of the City's total 2017-18 budget. A summary of budget highlights for these funds follows:

- **Major and Local Street Funds** – The operating and maintenance portion of these budgets continue at current service levels, but only limited funds are available for street improvements. The 2017-18 budget provides for \$3 million of major street capital improvements, \$1.655 million of which is to be paid for by federal and state grants. Local Street capital improvements are budgeted at \$100,000.

Street financing continues to be one of the City's most critical financial challenges. Money currently received from the state does not even cover daily maintenance needs, let alone major capital needs like street resurfacing or reconstruction. For many years the City supplemented state funding with transfers from the General Fund. The proposed 2017-18 budget contemplates providing \$271,000 from the Major Streets Fund to the Local Streets Fund.

- **Budget Stabilization Fund** – The balance of this fund remains constant at \$1,700,000. There is no intention of using these resources in the coming fiscal year.

- **Farmers Market & Kitchen 242** – This fund was created to breakout the revenue and cost of operation of the Farmers Market and Kitchen 242. This budget plans for continued operation of the market with an increase in events and visitors to the market.
- **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 budget was created for the Brownfield Redevelopment Authority to collect and disburse tax increments from the former Muskegon Mall area. We are proposing to transfer these funds to the General Fund to re-pay past obligations for the infrastructure work and, subsequently, provide \$75,000 of these funds to Downtown Muskegon Now for maintenance and promotional activities for this area.
- **Brownfield Redevelopment Authority Fund (Terrace Point Landing)** – This budget was created for the Brownfield Redevelopment Authority to receive and disburse tax increment collections from the Terrace Point Landing development project.
- **Public Improvement Fund** – This fund holds money from City property sales and for fire equipment replacement along with other capital improvements benefitting the general public. \$367,800 is anticipated for possible playground equipment at Pere Marquette Park. \$200,000 is projected for use in constructing a new parking lot at the northwest corner of Jefferson and Clay. Capital improvements at the L C Walker Arena are budgeted at \$250,000. \$150,000 is planned to be used for commercial/industrial demolitions. Fire equipment totaling \$87,600 is proposed in this budget. For this fund, \$1,175,400 in capital outlay is being proposed with \$227,700 in projected grant revenue.
- **Marina & Launch Ramp Fund** – This fund is used to operate the Hartshorn Marina and the City's launch ramps. Operations will remain the same. Engineering of docks and building improvements of \$70,000 are scheduled for 2017-18.
- **Equipment Fund** – No significant operational changes are planned. Providing maintenance services to additional municipalities will continue. Scheduled vehicle and equipment purchases totaling \$311,000 are planned for 2017-18.
- **Public Service Building** – This fund recoups operating costs through rental charges to user departments. The capital improvements planned in 2017-18 include a possible engineering evaluation of the Public Service Building for a total of \$45,000.
- **Water Fund** – We expect that water rates will remain stable in the near future. Most of the water capital improvements for 2017-18 are related to projects at the water filtration plant as well as improvements to the distribution system. The water fund total for capital improvements is proposed at \$1,152,000.

- **Sewer Fund** - No significant changes are planned for the sewer fund operations. The budget for 2017-18 plans for the City to increase its sewer rate by 12.75% as recently recommended by outside consultants, effective for usage after July 1, 2017. Capital improvements, most notably \$150,000 for sewer rehabilitation, \$80,000 tied to a street project, and \$25,000 for repairs to a lift station, will total \$255,000.
- **L C Walker Arena** – The budget contemplates continued operation of the facility since the City took over management of it near the end of fiscal year 2014-15. Since that time, the City contracted an executive director for the arena and has seen some signs of improvement. Budgeted for 2017-18 is the opening of the Rad Dads’ Taco and Tequila Bar at the arena.

Future Outlook

The proposed 2017-18 budget serves as a strong spending plan for the City. However, while it addresses many City needs it includes operating deficit spending in most funds. It should also be noted that there are several unknown and potential negative factors that could affect this spending plan.

- **Healthcare and Legacy Costs** – Higher healthcare costs will likely continue to be a major concern for the City in 2017-18 and beyond. The wellness program is now in its eighth year and benefits are being realized. With the changes made recently to increase the deductible from \$2,500 for an individual and \$5,000 for double/family to \$4,000 for an individual and \$8,000 for double/family, in addition to changing the prescription drug coverage from a \$10/\$40 copay to a five tier copay of \$10/\$10/\$80/20% (\$100 max)/20% (\$200 max), the City’s employer funded healthcare costs remain below the “hard cap” limits set by PA 152 for FY18. This is a good independent indicator that the City’s healthcare costs are reasonable and cost-effective. As noted earlier, the process of bridging the defined benefit pension plans for current employees has begun to stem the rising of the City’s pension costs this year. OPEB costs will likely continue to rise as changing accounting standards, more conservative actuarial assumptions, Affordable Care Act implementation and other factors driven by the nationwide legacy cost crisis impact the City.
- **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:
 - **Harbor 31 Business Park Smartzone** – Although Smartzone bonds were refunded in 2012 to achieve lower interest costs, the annual debt service requirements will continue to rise in future years requiring larger General Fund subsidies unless significant development occurs on the site. For FY 2018 the General Fund is not expected to make a contribution towards the debt service. However, for future year, the contribution level is anticipated to go from \$275,000 to over \$355,000 by FY 2021. Taxable development on the site is needed to keep debt service requirements from continuing to be a drain on the General Fund. Unfortunately, there is still no further property development anticipated soon.

- **DDA** – The DDA bonds were refinanced in 2010-11 to take advantage of lower interest rates. Annual debt service on the bonds is now at \$330,000. Tax appeals, decreasing property values and other tax increment losses have caused these bonds to also become a drain on the General Fund. For FY 2018 the General Fund contribution is projected to be \$170,000. Fortunately, the DDA bonds will be paid off in 2018. However, a promissory note for \$1,000,000 owed to the County is due in 2019, which will probably need to be paid off in future years from tax increment revenue.
- **State Shared Revenue** – Over the last decade the City’s annual share of these revenues had been cut by over \$1.4 million. However, Revenue Sharing appears to have stabilized for the time being, but this is a funding source that could be cut again in the future.
- **Property Tax Revenues** – Over the years we have seen the City’s property tax base continue to decrease. Recent data from County Equalization indicates that the City’s taxable values will have an overall decrease less than 1% from 2016 to 2017 (for fiscal years 2017 to 2018).
- **City Income Tax** – In late 2009, the City income tax collections dropped dramatically and continued in a decline due to the economic recession. However, since the recession, income tax collections have turned around and become the single largest source of revenue for the City.
- **Union Contracts** – Contracts with the police patrol union and SEIU 517 M Unit 2 (DPW) union expired at the end of 2016 and were renegotiated during FY2016-17 to be effective in 2017. Contracts with the firefighters union, police command union and SEIU 517 M (Clerical) union expire in 2018. The outcome of union contracts has been accounted for within this proposed budget.
- **Tax Appeals** – The trend of a large number of property tax appeals, including several from major property owners, has slowed, but continues nevertheless. The resolution of these appeals could have a significant impact on future property taxes. Unfortunately, it may be several years before a final outcome is reached due to the high number of tax appeals filed throughout the state.

In the coming months, we will monitor these issues closely and will be careful to 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. A revised fourth quarter 2016-17 reforecast and update is incorporated into this budget document.

Budget Process and Detail

The proposed 2017-18 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 twelve 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.

Budget Schedule

The above is intended to provide you with highlights of the proposed 2017-18 Budget and prepare you for a detailed review of the same. This review is scheduled for the City Commission work session on June 12, 2017. A public hearing on the budget is scheduled for the regular City Commission meeting to be held on June 13, 2017. The budget could be adopted at that same meeting, but if not, City Ordinance requires that the budget be adopted no later than the second meeting in June (June 27, 2017).

Finally, I would like to thank Beth Lewis, Finance Director along with the department heads for their efforts in preparing the financial information and the proposed document.

Respectfully,



Frank Peterson
City Manager

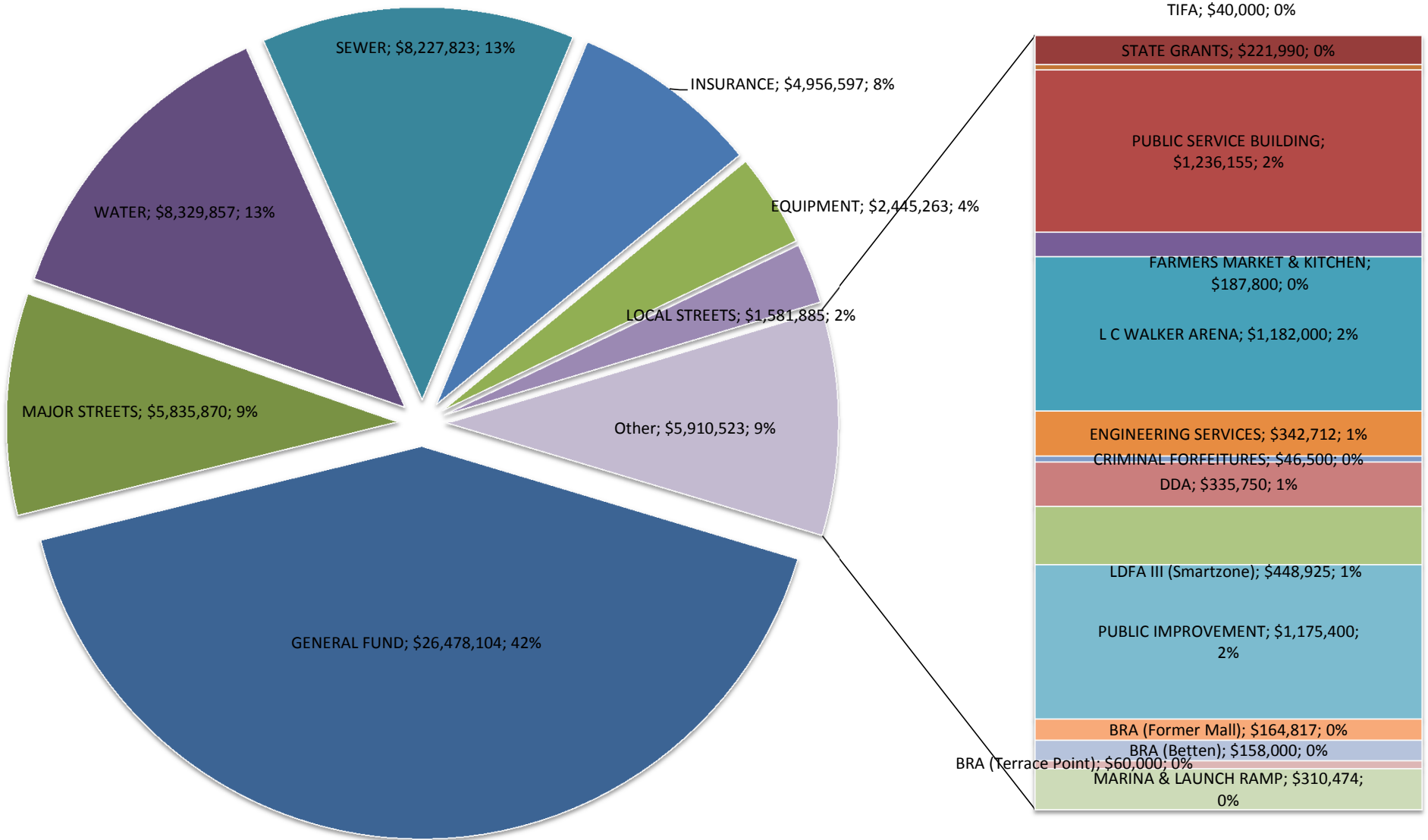
SUMMARY CHARTS AND GRAPHS

**City of Muskegon
2017-18 Budget Summary
Summary of Budgeted Funds**

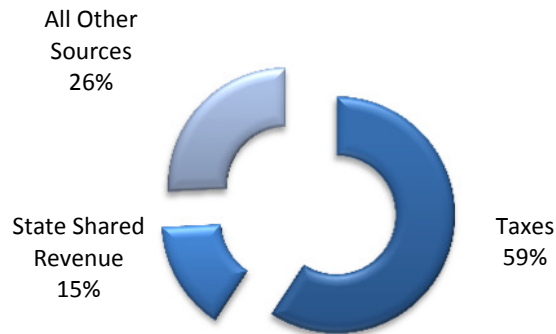
Fund Name	Projected Beginning Fund Balance/Working Capital	Projected Revenues	Projected Expenditures	Projected Ending Fund Balance/Working Capital	Increase (Decrease) Fund Balance/Working Capital
1 General	\$ 6,343,908	\$ 26,532,704	\$ 26,478,104	\$ 6,398,508	\$ 54,600
2 Major Streets	1,290,253	5,177,751	5,835,870	632,134	(658,119)
3 Local Streets	259,592	1,367,015	1,581,885	44,722	(214,870)
4 Farmers Market & Kitchen 242	12,500	176,444	187,800	1,144	(11,356)
5 L C Walker Arena	242,528	1,232,500	1,182,000	293,028	50,500
6 Criminal Forfeitures Fund	122,010	455	46,500	75,965	(46,045)
7 Budget Stabilization Fund	1,700,000	-	-	1,700,000	-
8 Tree Replacement Fund *	3,571	-	-	3,571	-
9 Brownfield Authority Fund (Betten)	(1,364,703)	137,700	158,000	(1,385,003)	(20,300)
10 Brownfield Authority Fund (Former Mall)	67	164,750	164,817	-	(67)
11 Brownfield Authority Fund (Terrace Point)	-	60,000	60,000	-	-
12 Tax Increment Finance Authority Fund	5,754	39,300	40,000	5,054	(700)
13 Downtown Development Authority Debt Fund	105,490	317,400	335,750	87,140	(18,350)
14 Local Development Finance Authority III Fund (SZ)	352,095	99,090	448,925	2,260	(349,835)
15 Public Improvement	1,151,099	929,700	1,175,400	905,399	(245,700)
16 State Grants	45,464	196,200	221,990	19,674	(25,790)
17 Marina & Launch Ramp	407,370	290,200	310,474	387,096	(20,274)
18 Public Service Building	528,346	1,051,134	1,236,155	343,325	(185,021)
19 Engineering Services	78,901	265,045	342,712	1,234	(77,667)
20 Equipment	262,348	2,424,700	2,445,263	241,785	(20,563)
21 General Insurance	1,352,512	4,934,000	4,956,597	1,329,915	(22,597)
22 Sewer	980,399	8,600,250	8,227,823	1,352,826	372,427
23 Water	3,524,615	7,254,000	8,329,857	2,448,758	(1,075,857)
Total All Budgeted Funds	\$ 17,404,119	\$ 61,250,338	\$ 63,765,922	\$ 14,888,535	\$ (2,515,584)

* Fund was to be closed out at the end of FY 2015-16.

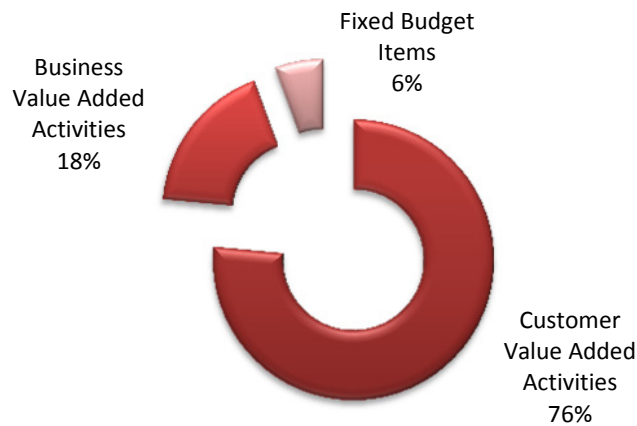
City of Muskegon **2017-18 Budgeted Expenditures** **\$63,765,922**



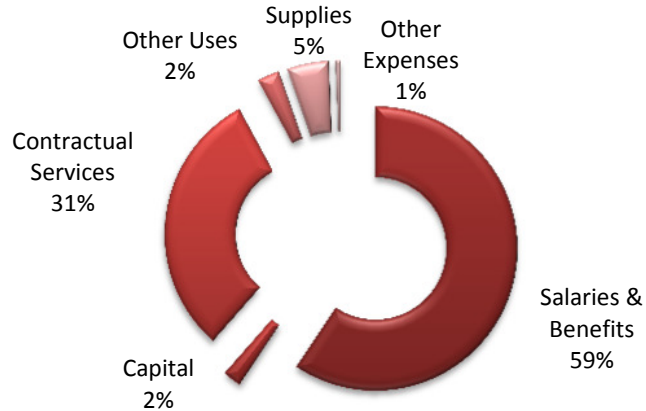
2017-18 GENERAL FUND REVENUES \$26,532,704



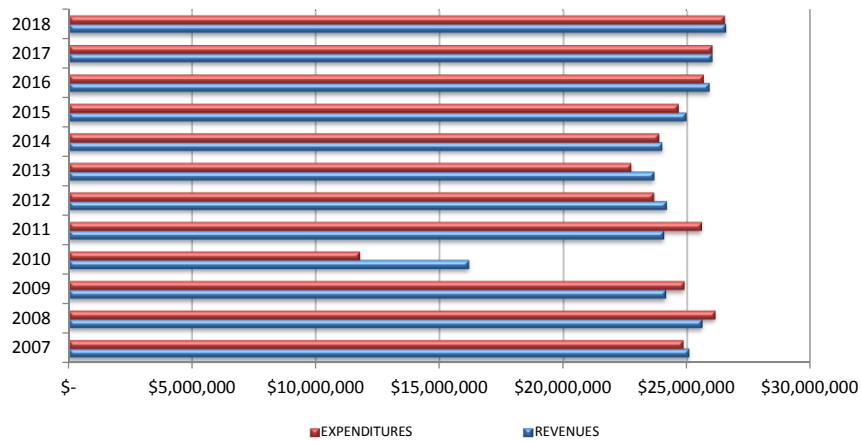
2017-18 GENERAL FUND EXPENSES \$26,478,104



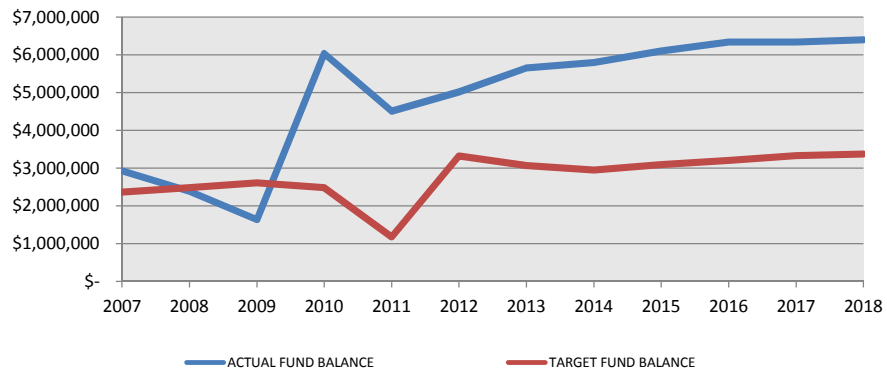
2017-18 GENERAL FUND EXPENSES \$26,478,104



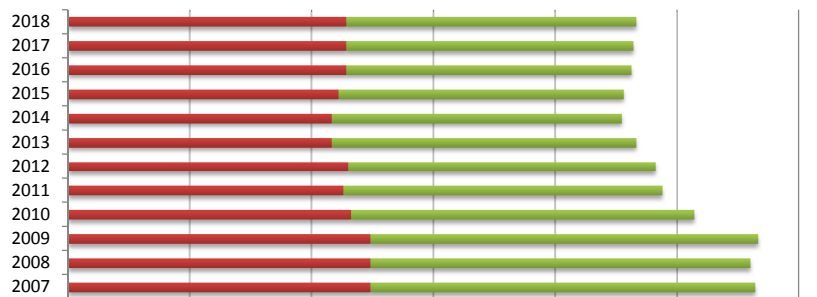
GENERAL FUND REVENUES AND EXPENDITURES



ACTUAL FUND BALANCE VS TARGET



Budgeted Full-Time Positions - Since 2007



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Police & Fire	124	124	124	116	113	115	108	108	111	114	114	114
All Other	158	156	159	141	131	126	125	119	117	117	118	119

Five Year Fiscal Forecast City of Muskegon - General Fund

REVENUES	FY18	Estimated Annual Percentage Change				
	Proposed Budget	Year 1	Year 2	Year 3	Year 4	Year 5
Property Taxes	\$ 7,169,972	1%	1%	1%	1%	1%
State Revenue Sharing	\$ 3,973,538	1%	1%	1%	1%	1%
Income Tax	\$ 265,000	1%	1%	1%	1%	1%
Fines & Fees	\$ 410,000	1%	0%	1%	0%	1%
Licenses & Permits	\$ 1,580,603	0%	1%	0%	1%	0%
Interest Income	\$ 12,000	2%	0%	2%	0%	2%
Grant Revenues	\$ 633,480	0%	0%	0%	0%	0%
Other Revenues	\$12,488,111	1%	1%	1%	1%	1%
Total Revenues	\$ 26,532,704					
EXPENDITURES						
Salaries & Benefits	\$15,727,554	2%	3%	4%	3%	4%
Operating Supplies	\$ 1,258,905	0%	1%	0%	1%	0%
Contractual Services	\$ 7,835,077	1%	1%	1%	1%	1%
Other Expenditures	\$ 67,249	1%	1%	1%	1%	1%
Special	\$ -	0%	0%	0%	0%	0%
Property & Liability Insurance	\$ 274,665	2%	1%	2%	1%	2%
Contingency	\$ 100,000	75%	0%	0%	0%	0%
Capital Outlays	\$ 553,554	0%	0%	0%	0%	0%
Debt Service	\$ 236,100	90%	1%	0%	0%	0%
Transfers to Other Funds	\$ 425,000	8%	0%	0%	0%	0%
Total Expenditures	\$ 26,478,104					
Net Revenues (Expenditures)	\$ 54,600					
Ending Fund Balance	\$ 6,398,508					

REVENUES	FY19	FY20	FY21	FY22	FY23
	Estimate	Estimate	Estimate	Estimate	Estimate
Property Taxes	\$ 7,241,672	\$ 7,314,088	\$ 7,387,229	\$ 7,461,102	\$ 7,535,713
State Revenue Sharing	\$ 4,013,273	\$ 4,053,406	\$ 4,093,940	\$ 4,134,880	\$ 4,176,228
Income Tax	\$ 267,650	\$ 270,327	\$ 273,030	\$ 275,760	\$ 278,518
Fines & Fees	\$ 414,100	\$ 414,100	\$ 418,241	\$ 418,241	\$ 422,423
Licenses & Permits	\$ 1,580,603	\$ 1,596,409	\$ 1,596,409	\$ 1,612,373	\$ 1,612,373
Interest Income	\$ 12,240	\$ 12,240	\$ 12,485	\$ 12,485	\$ 12,734
Grant Revenues	\$ 633,480	\$ 633,480	\$ 633,480	\$ 633,480	\$ 633,480
Other Revenues	\$ 12,612,992	\$ 12,739,122	\$ 12,866,513	\$ 12,995,178	\$ 13,125,130
Total Revenues	\$ 26,776,010	\$ 27,033,172	\$ 27,281,327	\$ 27,543,499	\$ 27,796,600
EXPENDITURES					
Salaries & Benefits	\$ 16,042,105	\$ 16,523,368	\$ 17,184,303	\$ 17,699,832	\$ 18,407,825
Operating Supplies	\$ 1,258,905	\$ 1,271,494	\$ 1,271,494	\$ 1,284,209	\$ 1,284,209
Contractual Services	\$ 7,913,428	\$ 7,992,562	\$ 8,072,488	\$ 8,153,213	\$ 8,234,745
Other Expenditures	\$ 67,921	\$ 68,601	\$ 69,287	\$ 69,980	\$ 70,679
Special	\$ -	\$ -	\$ -	\$ -	\$ -
Property & Liability Insurance	\$ 280,158	\$ 282,960	\$ 288,619	\$ 291,505	\$ 297,335
Contingency	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Capital Outlays	\$ 553,554	\$ 553,554	\$ 553,554	\$ 553,554	\$ 553,554
Debt Service	\$ 448,590	\$ 453,076	\$ 453,076	\$ 453,076	\$ 453,076
Transfers to Other Funds	\$ 459,000	\$ 459,000	\$ 459,000	\$ 459,000	\$ 459,000
Total Expenditures	\$ 27,198,662	\$ 27,779,615	\$ 28,526,820	\$ 29,139,368	\$ 29,935,424
Net Revenues (Expenditures)	\$ (422,651)	\$ (746,443)	\$ (1,245,493)	\$ (1,595,870)	\$ (2,138,824)
Ending Fund Balance	\$ 5,975,857	\$ 5,229,414	\$ 3,983,921	\$ 2,388,051	\$ 249,227

Comments on Key Forecast Assumptions

Property Taxes - assumes property values will begin to grow modestly over the next several years.

State Shared Revenues - assumes slight growth as the state economy continues to move along.

Income Tax - assumes no recession during forecast period as local economic forecast is stable to slight growth.

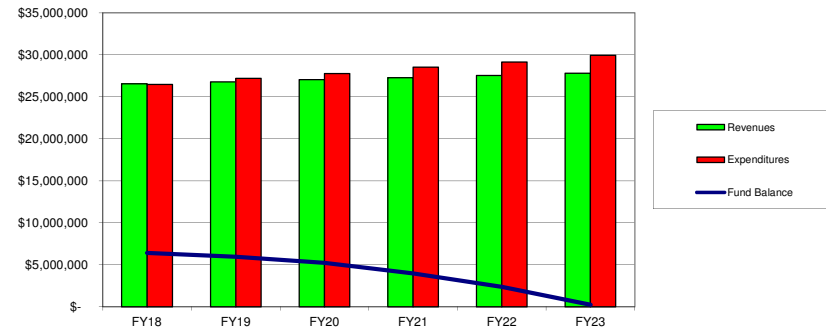
Salaries & Benefits - assumes very modest wage increases but growing increases in pension and health insurance costs.

Capital Outlays - assumes flat spending on capital.

Transfers - the General Fund subsidy to retire the SmartZone bonds continues. The subsidy for the DDA debt ends after 2018.

SUMMARY

The City currently has healthy general fund balance and budget stabilization reserve. However, a key factor will be the matter of assessed and taxable property values in the coming years. State shared revenues seemed to have stabilized. On the expenditure side it is assumed that the mix of general fund operations remains stable. Additional transfers to other funds may be needed to help cover Smartzone debt service unless further development on the site occurs soon. It is assumed that wage growth can be kept at modest levels; however, significant cost pressures are anticipated from pension and/or healthcare. Without significant new revenues or cutbacks in staff/service levels, the forecast is for future annual operating deficits that will exhaust the City's fund balance reserves within 5 years.

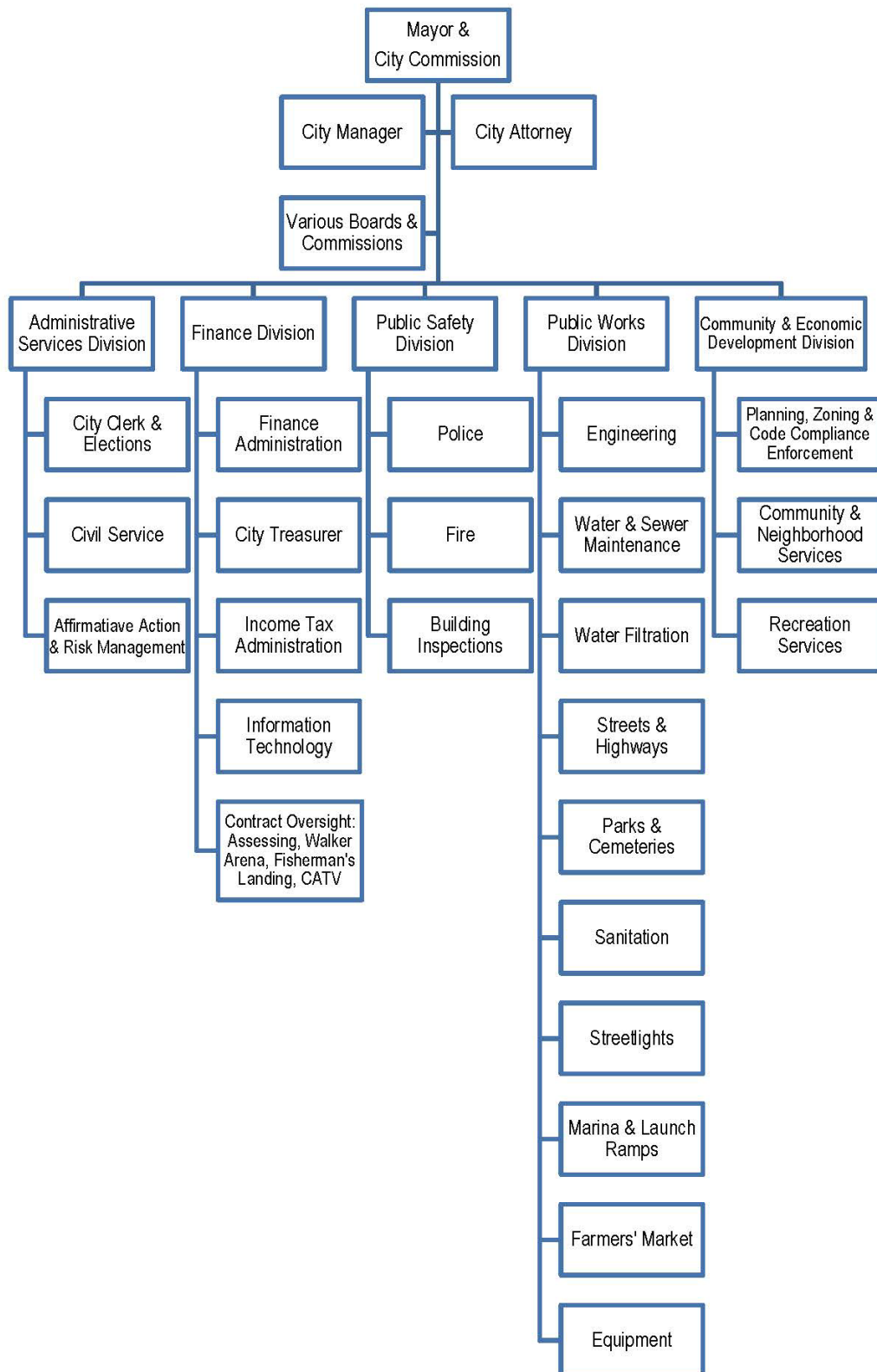


City of Muskegon

Final Reorganization Plan

April 2017

Current Organizational Structure



Project Narrative

Over the past decade, the City of Muskegon's organizational structure has experienced a number of changes. Most of these changes were implemented as a result of financial stresses, rather than efforts to improve service delivery or quality of life in the community. Accordingly, changes that included staff reductions, position combinations, outsourcing, and even department eliminations were implemented. In the time since these changes were implemented, staff has had adequate opportunities to assess the strengths and weaknesses of the city's organizational structure. This reorganization project is designed to address a number of the perceived weaknesses and formalize/solidify the strengths of the current structure. The end result is expected to improve internal collaboration, effectiveness and efficiency, and reduce conflicts throughout the city's workforce.

Goals of Reorganization:

- Continue to take advantage of (and identify new) partnership opportunities with public, private, and non-profit entities.
- Flatten the organizational structure to account for smaller workforce and changing job duties.
- Clearly define roles of remaining divisions and departments.
- Realign division and department duties to reduce inter-division conflicts and improve inter-division collaboration.
- Diversify positions to allow for sharing roles and backfilling during absences, where applicable and allowable.
- Create a *one-stop-shop* center for visitors to city hall – making it simpler for visitors to understand where to go to accomplish the tasks they are seeking to complete at city hall.
- Create updated and accurate job descriptions for all city positions.
- Complete updated wage/salary review of all non-bargaining city positions.
- Create succession plans for key leadership position in each department.

Major Organizational Changes

1. **Economic Development.** Throughout the past decade, economic development efforts have become much more regionalized throughout West Michigan. As of early 2017, the City of Muskegon is the only community in Muskegon County to maintain a fulltime internal economic development department. Most other communities participate in the Muskegon Area First cooperative effort. The City of Muskegon also participates in this cooperative in addition to operating an internal economic development department. Beginning April 1, 2017, in conjunction with the planned retirement of our Planning and Economic Development Director, the City of Muskegon will separate its economic development function from the Planning Department. A new Economic Development Coordinator position will be created to focus on economic development activities. It is expected that this move will help streamline economic development efforts. The City Manager will continue to serve as the City's representative on the Muskegon Area First Board of Directors, and will function as the direct supervisor of the Economic Development Coordinator position, which will initially be filled on a contractual basis.
2. **Department/Division Realignment.** A number of changes to the organizational structure are proposed. The changes are expected to increase efficiency and accountability, and are as follows:
 - a. With the elimination of the city's internal Economic Development function, and the retirement of the Planning and Economic Development Director, the Planning and Economic Development Division is being eliminated, and its remaining functions are being incorporated into the other remaining divisions.
 - b. The Public Works Division is being expanded to also include recreation activities, planning activities, and community/neighborhood services activities. This division is being rebranded as the **Public Services Division**. These new functions fit well into the daily operations of the Public Services Division, as there has typically been much overlap in duties related to recreation and planning. This change is expected to provide for a more effective and efficient experience for taxpayers seeking to make an investment in Muskegon, plan a special event, or become involved in a recreational opportunity.
 - c. The Administrative Services Division is being combined with the Finance Division to create the **Finance and Administrative Services Division**. The Administrative Services Division is currently headed by the City Manager directly, and consists of the City Clerk and the Affirmative Action Coordinator. These functions will now be included in the Finance and Administrative Services Division.
 - d. The **Public Safety Division** is being expanded to also include the functions associated with environmental code enforcement, rental registrations, and dangerous/abandoned buildings. The Public Safety Department already manages a contract with SAFEbuilt to

undertake building code enforcement; it becomes a natural fit for this division to also manage the existing contract with SAFEbuilt related to environmental code enforcement and rental registrations. The Public Safety Division will continue to administer vacant building registrations internally, but will utilize the services of SAFEbuilt to administer the dangerous/abandoned buildings program. After a one-year initial assessment period, the City's vacant building registration program may also move the Department of Public Safety.

- e. A Management Team will be selected to function as the technical group that advises the City Manager and the Division Heads. The Management Team will consist of the following positions:
 - i. City Manager
 - ii. Public Services Director
 - iii. Public Safety Director
 - iv. Finance and Administrative Services Director
 - v. City Treasurer/Income Tax Administrator
 - vi. Information Systems Director
 - vii. Assistant Finance Director
 - viii. City Clerk
 - ix. Community and Neighborhood Services Director
 - x. Superintendent of Public Utilities
 - xi. Superintendent of Public Works
 - xii. Employee Relations Director
 - xiii. Planning Director/Manager
 - xiv. Ex Officio: SAFEbuilt Manager, County Human Resources Director, Economic Development Coordinator
- f. A number of positions will be rebranded, reclassified, or re-introduced to the City's organizational structure, including the following:
 - i. The **Affirmative Action Coordinator** position will be rebranded as the **EEO-Employee Relations Director**. The basic functions of the job will remain unchanged, but the new position will report to the Finance and Administrative Services Director. The position will likely begin to undertake more finance and human resources tasks as capacity allows.
 - ii. The **Planner III/Zoning Administrator** position will be rebranded as the **Planning Manager**. The basic functions of the job will remain intact, but the position will begin supervising the Code Coordinator and the Planner I positions. This position will report directly to the Director of Public Services.

- iii. The **Database Administrator Position** will be reclassified as **Technology Support Specialist**. The new position will have a lower pay and corresponding set of reduced qualifications.
- iv. The **Planner I** will be reintroduced effective May 1, 2017. This position will report to the Planning Manager. This position will focus on miscellaneous planning activities like plan development and implementation, zoning reviews, code compliance, design, project management, etc.
- v. The **Deputy Director of Public Services** position will be recommended for creation beginning July 1, 2017. This position will provide much-needed middle management to the Public Services Division, as well as help identify formal succession path for the current Director position.
- vi. The **Facilities Management Supervisor** position will be recommended for creation within the Department of Public Services beginning July 1, 2018. This position will be responsible for the maintenance and management of all city facilities. It is expected that this position may not result in a net-new job, as it will likely be filled internally without a subsequent backfill. The position will be a vital addition as our facilities age and require more maintenance and more management. Facilities would include the LC Walker Arena, Farmers Market, City Hall, Fire Stations, Public Services Building, Water Filtration Plant, and many Park/Recreation buildings throughout the city.

Divisional and Departmental Duties

The city's organizational chart currently consists of a city manager, supported by four division heads and six department heads. The new structure proposes a city manager supported by three division heads and a 12-member management team, as follows:

1. **City Manager.** This position will be responsible for the general management of the organization. This position will continue to represent the city on various public and private boards, including Muskegon Area First, Muskegon County Central Dispatch, Muskegon County Accommodations Tax Advisory Board, and others. This position will act as the point of contact for legal issues, labor relations activities, and will oversee all economic development activities.

Management Team Member(s): City Manager

2. **Public Safety Division.** This Division will be led by the Public Safety Director, and will oversee three distinct functions related to public safety: police, fire, and code enforcement, follows:
 - a. Police (including prosecutions)
 - b. Fire
 - c. Code Enforcement
 - i. Trade Inspections (SAFEbuilt)
 - ii. Environmental Code Enforcement (SAFEbuilt)
 - iii. Vacant Building Registration Program
 - iv. Rental Registration Program (SAFEbuilt)
 - v. Dangerous/Abandoned Building Program (SAFEbuilt)

Management Team Member(s): Public Safety Director, SAFEbuilt Manager

3. **Finance and Administrative Services Division.** This Division will be led by the Finance and Administrative Services Director, and will oversee all of the city's financial functions, as well as many related administrative components, as follows:
 - a. Finance Administration
 - i. Payroll and Benefits Management
 - ii. Accounts Payable/Receivable
 - iii. Cash Management and Investments
 - iv. Budget/Audit Preparation
 - v. Property Assessing (Muskegon County)
 - b. EEO-Employee Relations Director (**Formerly Affirmative Action**)
 - i. Civil Service and Human Resources (Muskegon County)
 - ii. Workers Compensation
 - iii. Risk Management

- c. Treasury
 - i. Property Tax Administration
 - ii. Income Tax Administration
 - iii. Utility Billing
 - iv. Collections
- d. City Clerk
 - i. Records Management
 - ii. Elections
 - iii. Public Relations and Community Engagement
- e. Information Systems
 - i. Technology/Computers/Phones
 - ii. Website and Applications

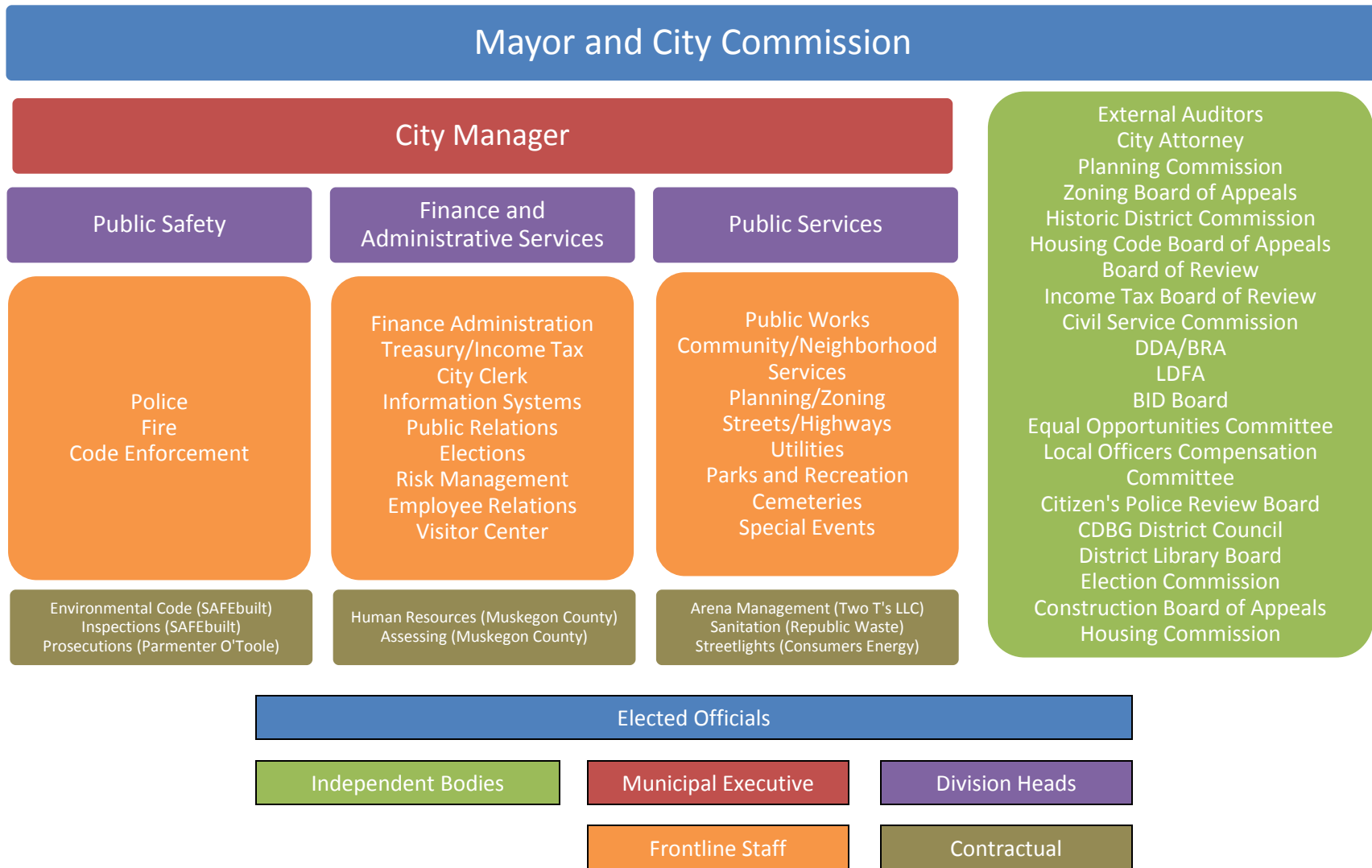
Management Team Member(s): Finance and Administrative Services Director, Deputy Finance Director, Treasurer/Income Tax Administrator, City Clerk, Information Systems Director, EEO-Employee Relations Director, County Human Resources Director.

Public Services Division. This Division will be led by the Public Services Director, and will oversee traditional public works functions, as well as most of the community's traditional planning functions.

- a. Public Works
 - i. Engineering
 - ii. Streets/Highways
 - iii. Utilities
 - iv. Recreation and Facilities
 - 1. Marina/Campground
 - 2. Parks/Recreations
 - 3. LC Walker Arena
 - v. Special Events
 - vi. Cemeteries
 - vii. Facility and Equipment Maintenance/Management
 - viii. Planning Services (Planning/Zoning)
- b. Neighborhood Services
 - i. CDBG/HOME Administration
 - ii. Grant Writing
- c. Sanitation (Republic Waste)
- d. Streetlighting (Consumers Energy)

Management Team Member(s): Public Services Director, Community and Neighborhood Services Director, Planning Manager, Deputy Public Services Director.

Organizational Structure



Visitor Center

A Visitor Center will be installed on the first floor of City Hall. The center's location is expected to be at the intersection of the three hallways that merge near the entrance to the City Commission Chambers.

The Visitor Center will be under the direction of the Finance and Administrative Services Division (via the City Clerk), and will be a focal point for all visitors entering City Hall. The staff located at the Center will answer general phone calls into City Hall and direct visitors upon arrival. Staff will also assist unscheduled visitors with making appointments to meet city staff members that are unavailable at the time of the initial visit, as well as provide information on public events, meetings, etc.

The Visitor Center is expected to be staffed from 8:30a to 4p daily, with an implementation date expected to be January 1, 2018.

Job Descriptions

Updated job descriptions have been established for each remaining position in the city's organizational structure. The previous job descriptions were outdated, and many were no longer relevant to the corresponding position(s). Descriptions were developed with bargaining unit, employee, supervisor, and management input as part of a process that was overseen by the Michigan Municipal League and the Civil Service Commission. The updated descriptions were presented to the Civil Service Commission in phases. Many of these descriptions have already been approved by the Civil Service Commission, and all of the descriptions should be formally approved by June 30, 2017.

Wage/Salary Review

Staff has undertaken an internal wage/salary review in partnership with the Michigan Municipal League. The goal of the review was to understand which, if any, of our positions face any sort of wage/salary disparity when compared to similar positions in similar cities across the State of Michigan. This was done with the understanding that other cities may utilize positions differently than Muskegon, and those subtle differences are accounted for by reviewing job descriptions/requirements and taking staff, supervisor, and manager input. As a result, a number of the salaries for city positions have been adjusted. The results of the wage/salary study are available upon request.

Succession Planning

Succession plans have been developed for the City Manager position, as well as each management team position and certain hard-to-fill positions in the city's hierarchy. The plans are designed to identify short-term and interim/emergency replacements for these positions, as well as identify existing staff members that *could* fill the positions in the future – both on the interim and permanently. The goal is not to predetermine which employee should or should not fill a vacated position over the long-term, but rather to identify the skills, training, experiences, etc. that each potential replacement *should* obtain in order to fill the position, if called upon to do so. The results of the succession planning process are available upon request.



2017-18 CITY COMMISSION GOALS

*AN ACTION PLAN DEVELOPED BY
THE MUSKEGON CITY COMMISSION:*

July 1, 2017

THE VISION

In January 2016, the City Commission convened with staff to discuss a five-year vision for the City. Understanding how Commissioners and staff expect the city to look and function over the next five years is essential in setting attainable strategic action items for both Commissioners and staff.

At that time, the 2021 visionary items identified by Commissioners included many community and economic development items. Many Commissioners expected to see the transition at the former Sappi Paper Mill completed, as well as the current housing developments at Terrace Point Landing and Midtown Square. Commissioners also expected to see redevelopment underway at the Edison Landing (Smartzone) property. Commissioners envisioned Downtown Muskegon functioning as a destination for cultural and retail activity (with specialty stores and grocery or co-op store), as well as a home to a specialty high school, college students, a new convention center, and a cruise ship port; many of the vacant lots currently on Western Avenue would now house mixed use buildings. Commissioners expected to see the former Farmers Market site on Yuba Street cleaned and under development with new residential housing opportunities, as well. There was a further desire to see the City's festivals grow and include a defined pedestrian route from the core downtown to Heritage Landing. From a blight standpoint, Commissioners expected to see far less blight throughout our community, with an additional emphasis focused on cleaning up our city's gateways and entry points. Commissioners expected to see a healthier Muskegon Lake, with more traffic and better environmental conditions. Commissioners generally expected to see more housing opportunities – single family houses, condos, and apartments – throughout the entire city.

This represents a magnificent vision for Muskegon that will take coordinate efforts by elected officials, staff, residents, and the members of the business community. Well-defined goals will be a key in working toward this vision. The Commission originally agreed in 2016 to work to obtain this vision by establishing four goal areas: Housing, Image, Quality of Life, and Revitalizing Revenue.

Fast-forward to March 2017, the City Commission reconvened with staff to discuss measurable goals and objectives for the 2017-2018 fiscal year. Commissioners agreed that the long-term vision set forth in 2016 was unchanged, but that certain short-term goals should be undertaken to help reach that ultimate vision. Commissioner's further agreed that the idea of improving quality of life would be the best way to meet this established vision.

This document is expected to guide staff action over the next year to meet our collective vision for Muskegon in 2021. A strong emphasis will be placed on incrementally improving quality of life indicators with an expected outcome to be substantial improvement in all four of the original goals areas established in 2016.

2021 COMMISSION GOALS

GOAL 1: HOUSING

Create an environment that effectively attracts new residents to Muskegon by filling existing employment gaps, attracting new businesses to the city, and expanding access to high-quality housing in Muskegon.

GOAL 2: IMAGE

Create an environment where blight fight efforts can be highly successful in improving the attractiveness of our community's neighborhoods – to both current residents and future potential residents.

GOAL 3: QUALITY OF LIFE

Create an environment that puts an emphasis on improving amenities and investing in the traits that positively affect residents' quality of life, including a continued focus on improving community safety.

GOAL 4: REVITALIZE REVENUES

Create an environment that naturally affects the city's revenues in a positive manner, with a focus on reclaiming the investments at Midtown Square, nurturing startup projects proposed throughout the city, and exploring staff recommendations related to new revenues.

ACTION PLANS

The purpose of the action plan is to give staff and elected officials attainable benchmarks over the next year. The Vision expressed in this document will undoubtedly take consistent hard work for many years to fully realize, and these action steps will help ensure that we are staying on a path that is true to that vision. While the Vision and long term goals associated with this plan may not substantially change from year-to-year, it is expected that these action items will change annually as current steps are accomplished and new steps are identified. Its impractical to include every potential step in the initial years of this plan, however, the steps that are included are reasonable, aggressive, and designed to have a major impact on the goals and vision outlined previously in this plan.

REVIEW OF ONE-YEAR ACTION PLANS (2016-17)

HOUSING

Action Item 1 Complete Midtown Square Housing Development

Construction of the nine-unit housing development was completed by June 30, 2016. Housing sales have been initially be slower than desired, but staff has a number of activities planned to draw interest in the development, with a goal of having sale commitments on all nine homes by the end of October 2017. The activities include multiple open houses that

correspond with downtown events (i.e. Parties in the Park, Art Festival, Taste of Muskegon, etc.), a block party, and direct marketing to employers. **As of March 17, 2017, two sales have closed and two sales are pending.**

Action Item 2 Fill Proposed Housing Projects

Staff committed to facilitating the proposed housing developments at the former Shaw Walker facility, Heritage Square, Terrace Plaza, the Berkshire development, and Unit 7 of the former downtown mall site. **Pre-leasing at the Terrace Plaza project is underway, as construction is expected to be complete in the summer of 2017. There has also significant movement in both the Unit 7 project and the Watermark project. Heritage Square is selling well and they have begun construction of the mixed-use portion. There is a potential to have 200 +/- units market rate on line by the end of 2018. Additionally, the Berkshire Development appears to be nearing construction; likely breaking ground this spring.**

Action Item 3 Sappi Sales Transaction – Redevelopment Plan

City Staff originally committed to assisting the sales transaction at the former Sappi Paper Mill on Lakeshore Drive, as well as help identify a redevelopment plan for the site.

The sale has been completed, and the new owners have released a tentative/fluid development plan for the site, which was rebranded as Windward Pointe. Demolition is scheduled to be complete by July 2017, and there is significant interest by potential developers. As a staff, we are helping in a number of ways, as well as encouraging an urban design. We recently were authorized to release the \$1M stack demolition grant, and expect the stacks to be down in May.

The original steps required to facilitate the ultimate redevelopment, as set forth in the 2016-17 action plan were as follows:

1. A decision/approval from the city manager's office related to the disposition of underground foundations during demolition **(complete)**.
2. Development of a timeline for overall demolition and property cleanup **(complete)**.
3. Finalization of the DEQ grant dedicated to the stack demolition **(complete)**
4. Compilation of available incentives for redevelopment **(complete)**.
5. Approval of a brownfield redevelopment plan and related TIF capture **(complete)**.
6. A decision related to the City's involvement from a recreational activities standpoint **(complete - withdrawn)**.
7. Approval of the Planning Commission related to zoning classification and site plan approval **(expected in phases over the next 9-18 months)**.

Action Item 4 Development of 285 West Western Avenue Complete

At the time of the City's goal setting session, the City was the owner of this facility with the intention of facilitating its redevelopment – either directly or indirectly. In the weeks since the meeting, the city has facilitated an amicable development agreement and timeline with the original developer – Parkland Properties. Parkland intends to develop the tower over the next 12-14 months, with a completion date in June 2018.

The City plans to further facilitate this development as follows:

1. Assist with updating incentives through the MEDC **(complete)**.
2. Implement a land acquisition proposal that would bring into the City's ownership the parcels along West Western Avenue between the HPF tower and Jefferson Street **(complete)**.
3. Assist with the development of a public/private parking lot to service the Highpoint Flats tower, as well as the 880 First properties **(anticipated May/June 2018)**.

Action Item 5 880 1st Street Developer Identified

City Staff released a Request for Proposals (RFP) to potential developers in March 2016. The RFP has resulted in at least one viable redevelopment proposal. Staff recommended a top choice at the May 24, 2016 regular City Commission meeting. Following Commission approval, staff facilitated meetings with appropriate state agencies to determine any redevelopment incentives. Once incentives are identified, the preferred developer will be afforded 90 days to secure funding and begin construction. The projected completion date for the redevelopment of the site was originally October 31, 2017; staff has pushed this date back to **August 31, 2018**.

Action Item 6 Collaboration with Muskegon Public Schools – Coordinated Action Plan

Staff has implemented quarterly administrative meetings between key City staff and Muskegon Public Schools (MPS) staff. The meetings are designed to keep both administrative teams updated on activities within the organizations that could otherwise impact the community. Additionally, staff plans to organize one annual meeting with the MPS School Board each year. The goal of these joint board meetings is to build a strong relationship among both organizations' elected leaders.

Potential collaborative opportunities for 2016-17 include assisting both organizations in securing funding for infrastructure improvements, assisting MPS with the disposition of vacant (or soon-to-be vacant) buildings, and jointly working to identify ways to attract families/students to Muskegon. **One networking session was held in 2016 and the first joint school board – city commission meeting was held in March 2017.**

IMAGE

Action Item 1 Highlight Individual and Business Projects

For 2016 Staff planned to continue the Citizen of the Year awards. Staff also anticipated continuing with Beautification Awards, which are focused on residents as well as businesses. **Both of these programs continued successfully in the 2016 calendar year.**

Action Item 2 Watch Muskegon

The campaign consists of three main pillars – Marketing, Education, and Beautification.

From a marketing standpoint, staff was charged with raising funds to advertise our great community. Staff and community partners originally planned to change the large *Watch Muskegon* sign on Shoreline Drive prior to the start of the 2017 tourist season; including a new catch phrase and a new look to the billboard . . . this will be pushed back to late 2017 or early 2018. T-shirt and sweatshirt sales continued at the Farmers Market (one Saturday per month), and staff continued to work with organizations to lend them Watch Muskegon flags, banners, and signs to spread the word and show support. The campaign was promoted in conjunction with the Chamber of Commerce, and city staff sponsored events and activities through advertising when feasible. The Clerk's Office updated their Watch Muskegon merchandise display, as well. Staff's goal was to generate \$20,000 in sales of Watch Muskegon merchandise in the 2016-17 fiscal year; we have sold in excess of \$10,000 to date.

From a beautification standpoint, city staff continued to serve as an integral member of the county-wide beautification committee. For 2016-17, the Beautification committee met on a regular basis, with an emphasis on beautifying the Sherman Boulevard corridor. This amazing effort will ultimately require the coordination and cooperation of Muskegon Heights, Norton Shores, Roosevelt Park, and City of Muskegon. The plan is to add flowers and plantings along the route that begins at U S31 and travels westerly to Lake Michigan, making it more attractive for our visitors driving to our beautiful lakefront. We are getting closer to realizing this vision, and expect to do so in 2017.

Watch Muskegon's education pillar continued with the Muskegon STAR program. The first several classes were offered for free and all filled quickly. Starting in 2016, a small fee was attached to the class to pay for materials. The classes share all that Muskegon County has to offer in terms of restaurants, museums, parks, and attractions, along with some history about the area. The classes provide an opportunity to transform people living and working in our community into ambassadors of Muskegon. The goal was to certify 500 new people as Muskegon Stars by the end of 2016. **750 people completed the program by the end of 2016.**

Action Item 3 Public Safety Community Engagements

The Muskegon Police Department continued to operate its Neighborhood Policing Unit. This unit, which consists of 11 officers, is dedicated to community engagement and inflicting positive change on our neighborhoods. In addition to the daily involvement of our Neighborhood Policing Unit, the Police Department committed to continuing to be a participant in the following community-oriented events:

1. Social Justice Committee
2. Coffee with a Cop
3. Shop with a Cop
4. National Night Out

Action Item 4 Complete Cleanup at Former Farmers Market

During the winter of 2015-16, DPW work crews completed the demolition of the structures that were housed on the site. DPW crews committed to removing any remaining concrete/asphalt from the site, and return the site to greenspace in anticipation of identifying a future use for the site as part of the 2016-17 winter season. **This will likely take place later in 2017.**

Action Item 5 Welcome Committee and Star Training

Department Heads committed to a plan to put all front-line customer service staff through Muskegon Star training. Additionally, key staff members in both the Parks Department and that Public Works Department were to be afforded the opportunity to complete Muskegon Star training. The goal of sending these groups through the training is to educate them on the best ways to speak positively about Muskegon and to inform both residents and visitors about the cultural, educational, and recreational opportunities that exist in the area. City Staff planned to hold an in-house Muskegon Star class to its employees. **As of the close of 2016, nearly all city employees had received Star Training, including all SAFEbuilt employees. One final employee Star Training is scheduled for April 2017.**

Action Item 6 Improve Walkability

See Quality of Life Action Item 3.

Action Item 7 Increase Frequency of Community Meetings

Staff originally recommended an annual schedule that called for Community Relations Committee meetings and/or Work Sessions to be held twice per year offsite, with the format proposed to be changed to allow for community discussion of important/relevant issues. **Two such meetings were held in 2017 – both related to Pere Marquette Park.**

QUALITY OF LIFE

Action Item 1 Develop a Community Safety Improvement Plan

Department of Public Safety leadership was tasked with crafting a community safety improvement plan that focuses on strengthening our relationships with community leaders, neighborhood groups, schools, and community members. The program would focus resources on improving our neighborhood policing units, as well as our specialized units that focus on gang and drug activities. The comprehensive plan would look to improve relations, identify troubled areas/people, identify solutions that work for the neighborhoods, and continue our ongoing efforts to ensure that our neighborhoods are as safe and secure as possible. **This plan will be formally developed, with citizen input in 2017.**

Action Item 2 Continue to Encourage and Support Neighborhood Associations

For a number of years, the City has included funds in its annual budget to support our neighborhoods. Staff recommended that the 2016-17 budget include the \$1,500 neighborhood operational grants that have been included in past years. In addition, staff committed to recommending that Community and Neighborhood Services staff continue to provide administrative support to neighborhood associations, and that members of each department continue to attend Neighborhood Associations of Muskegon (NAM) monthly meetings at chit hall. **Staff recently recommended a revised/improved grant program that allows neighborhood associations the opportunity to earn more city dollars to invest in their neighborhoods.**

Action Item 3 Improve Year-Round Walkability

A number of factors contribute to the ease of walkability – especially year-round walkability. The city's recently-adopted form-based code signified a major step in focusing on walkability and place-making vs. vehicular traffic and convenient parking. Staff committed to continuing to encourage walkability and place-making investments throughout the city, and specifically in our mixed-use areas. Specific action items are as follows:

1. Identify and install a temporary art tour to replace the Avian Avatars that have been housed around Downtown Muskegon for the past 12 months. A walking tour will encourage visitors to park and walk throughout the downtown instead of driving from destination to destination. As more people walk, others will naturally do the same **(Impossible Exhibit installed in Spring 2016).**
2. Identify two infill projects – permanent or temporary – for the vacant DMDC lots along Western Avenue. Walkability in a downtown setting can many times have just as many psychological barriers as physical barriers. Creating a connected and entertaining district will make distances seem shorter and help make walking seem more natural and convenient than driving **(beach volleyball lot created in 2016 and pop-up shops created in 2017).**
3. Complete the implementation of the downtown sidewalk clearing program funded by the recently-implemented Business Improvement District. The clearing is

expected to help with the physical barrier of walking in the downtown during the snowy winter months **(complete)**.

Action Item 4 Entertainment – Pop-Up Arts/Activities

City Staff planned a number of pop-up activities for the summer season. The goal of the pop-up activity program is to create an environment of fun/excitement that will attract residents of all ages to become involved in our community. Four new activities were committed for 2016:

Beach Volleyball on Western Avenue. City staff partnered with the Downtown Muskegon Development Corporation and Inside Out Volleyball to create two sand volleyball courts in the vacant DMDC lot commonly known as “Unit 7.” The lot, which is across Western Avenue from Unruly Brewing and across 2nd Street from The Boar’s Belly, was operated and managed voluntarily by Inside Out Volleyball. **The site was used for open volleyball all summer, and occasionally hosted special events.**

Farm to Table Dinners at the Farmers Market. Farmers Market staff initially planned a monthly farm to table dinner event. The event was designed to attract visitors to the downtown once each month to participate in a large dinner hosted at the Muskegon Farmers Market. The healthy meals were to be supplied with food products from current Farmers Market Vendors and prepared in Kitchen 242. **We successfully held one dinner so far, and have two planned for 2017. Other similar dinner events have been planned/implemented to work in conjunction with the Farm to Table Dinners.**

First Fridays. The First Friday events were committed to occur year-round on the first Friday of each month. The events were planned to be family-focused and take place on Western Avenue. The City’s main partner was Downtown Muskegon Now, and each individual event was to be sponsored by a separate organization. **Events were held monthly except for December and January, and all events were well-attended.**

Cruise Ships in Port. As of the approval of this plan, 14 cruise ship visits were expected to arrive in the 2016 tourist season. On each day a ship is in port, local organizations were expected to organize self-guided walking tours, special events at restaurants and cultural spaces, and encourage the community to come downtown to witness the large cruise ships. **11 ships were in port in 2016.**

In addition to the new activities, staff has developed a mobile application that downtown visitors can download and utilize to stay better-informed of downtown happenings. The application was designed to inform users of dining and shopping opportunities, residential opportunities, and special events. The goal was to update the application regularly as special events are added and as special private events pop up at the city’s many attractions. **Many events and activities were added and updated in 2016.**

Action Item 5 Dog Park and Skate Park Improvements

City staff was working with the Veterinarian program at Baker College to begin the fundraising process to develop/maintain the dog park proposed at a parcel of county-owned property on West Western Avenue near the YMCA. The property was originally anticipated to be ready for dog park activities in 2017. **All of the funding was raised, and the park will be open in Spring 2017.**

The skate park is expected to require significant investment in the coming year(s). Staff has tentatively secured approximately \$17,000 in funds to invest in the hockey rink at Seyferth Park. Additional dollars would need to be raised to address the skate park portion of the development. In the meantime, portions of the skate park were be removed to avoid injuries/liability. **Staff released a survey and is reviewing results of the survey to determine if and where we should rebuild the skate park.**

Action Item 6 Improve Use of Blight Application

The city committed to marketing the blight application to citizens, employees, and community groups. The goal is to improve/increase usage. **The City manager has sent an email to all email users explaining the blight application and encouraging employees to download and use the application. Staff will continue to educate community members on the blight application and its capabilities.**

REVITALIZE REVENUES

Action Item 1 Develop a Strategy to preserve cash reserves

Preserving the City's cash reserves is an important task, as it has far-reaching impacts on many aspects of the city's operations. For example, maintaining adequate cash reserves will allow for easier/cheaper borrowing opportunities when capital needs arise, will provide much-needed cash in times of emergency needs, and will allow for greater flexibility to cope with periods of reduced revenues or increased expenses. The key to properly maintaining the City's reserves will be identifying ways to do so without significantly effecting important services/investments.

Staff committed to working over the coming months to develop a strategy that preserves the City's cash reserves over the long-term while still providing opportunities to strategically invest our resources in a way that provides some level of return on investment. Key components of the strategy are expected to include:

1. Request permission to sell bonds to address immediate needs related to public infrastructure, economic development strategies, and the LC Walker Arena. Staff has identified approximately \$5 Million in expenses that would otherwise significantly affect the cash reserves in our General Fund, as well as the funds that support our utility and street infrastructure. **A bond sale is planned for 2017.**

2. Identification of revenue sources outside of taxes, assessments, and user fees (i.e. office rental space at city hall, service provision agreements with other agencies, etc.). **Small revenue item like increased building and rental inspection fees, vacation rental registration program have been implemented (or will be implemented in early 2017). These changes will have only incremental effects on the city's cash reserves.**
3. Identification of potential partnerships and/or authorities that could supplant city services and gain public support for funding of those services – i.e. public safety, parks maintenance, entertainment, etc. **None at this time**
4. Identification of new/improved revenue sources that support our facilities (i.e. retail and/or restaurant space at the LC Walker Arena, retail/food opportunities at Pere Marquette Park, registration fees associated with vacation rentals near Pere Marquette Park, and sustainable rental rates at the Muskegon Farmers Market). **A restaurant planned for the LC Walker Arena.**
5. Reorganization of City personnel assets to reduce long-term costs and improve quality of workplace functions. **Implementation planned for April 1, 2017.**
6. Review and reassessment of the City's current financial policies – including the potential of re-adopting the updated policies via local ordinance instead of traditional resolutions. **Planned for 2017-18 Budget Process.**
7. Review current funding breakdown and consider shifting revenue resources to focus on more-sustainable revenue streams. For example, consideration could be given to potentially increasing the income tax rate while lowering the property tax rate, as the income tax has demonstrated itself as a more stable revenue stream. Other options could include shifting services away from tax-based financing to fee-based financing (i.e. refuse and recycling services). **No changes planned on this topic aside from the potential of a small monthly refuse management charge on utility bills in the 2017-18 fiscal year.**

Action Item 2 Explore Special Assessments

This action item was specifically directed at a previous attempt to implement a streetlight special assessment. City staff agreed to explore the creation of a street light assessment district to cover the costs associated with an upgrade of all streetlights to LED. The assessment would likely last 5-7 years, and result in reduced operating costs associated with streetlights. The annual savings would likely equal approximately \$300,000 once fully implemented. **The streetlight assessment was approved in November 2016 to allow for an LED upgrade.**

In addition to the special assessments related to street lighting, staff will be exploring the option of re-introducing the special assessment process for street improvements. On two separate occasions, staff and Commissioners have sought a millage for street improvements; in both cases, the millage request narrowly failed. As city streets continue to deteriorate, the special assessment process may be the most logical course of action. **This will be a topic of future community relations meetings, with no projects likely to be considered in the 2017-18 fiscal year.**

UPDATED ONE-YEAR ACTION PLANS (2017-18)

The City Commission's 2017 Goal Setting Session was held on March 3, 2017. The event included a review of previous goals and related accomplishments/activities, as well as discussion on moving toward the Commission's long-term vision for the City of Muskegon.

Much of the discussion centered on quality of life, and focused specifically on improving quality of life for Muskegon residents. Staff presented on the important characteristics or tenants of quality of life, and there was agreement that focused efforts on improving these tenants for the community would greatly impact the likely successfulness of meeting the Commission's long-term vision.

The Commission defined Quality of Life as the overall wellbeing of us individually and as a community; it's the aggregate of all of the good and bad components of our daily lives working together to create our daily environment. Many of our overarching needs as a community can be addressed under the umbrella of improving quality of life.

There was agreement that we cannot expect to control or greatly influence every aspect of every resident's quality of life. However, identifying and understanding the components of quality of life, and how they impact our community, can help us guide our decision-making in the near term. There are many community characteristics that have a direct effect on quality of life, and these indicators can be focused at the individual or community level (and can be subjective or objective). The indicators identified as critical to our quality of life are as follows:

- **Education** (attainment levels, quality of education available, etc.)
- **Living Conditions** (housing costs/condition, income levels, disposable income, etc.)
- **Productive Activities** (quality/availability of jobs, volunteer opportunities, etc.)
- **Environment** (economic diversity, public safety, air/water/noise, wellbeing, etc.)
- **Health** (physical health, mental health, access to health care, etc.)
- **Leisure Activities** (clubs, special/sporting/cultural events, parks/recreation, etc.)
- **Governance** (citizen participation, equality, satisfaction with services, etc.)

The following action steps were identified by the City Commission with significant staff input. Working to accomplish the following action steps will help move the City and its residents closer to the long-term vision.

Action Step 1: Invest in *Leisure Activities* Tenant of Quality of Life:

- i. Support the expected Quality of Life Bond Proposal
- ii. Implement Pere Marquette Park Improvements related to the 2017 MDNR Grant by June 1, 2018.
- iii. Develop and implement plan to improve parking and improve access to economic activities at Pere Marquette Park by June 1, 2018
- iv. Continue to promote pop-up activities

- v. Continue to promote walkability improvements
- vi. Identify and host at least one city-sponsored special event in 2017.

Action Step 2: Invest in *Living Conditions* Tenant of Quality of Life:

- i. Ensure substantial completion of Watermark, Highpoint Flats, Unit 7 (phase 1), Berkshire Senior Living, Terrace Plaza, and Terrace Point by December 31, 2018.
- ii. Ensure Ameribank renovation is formally underway by December 31, 2017
- iii. Complete sale of remaining MTS Homes by December 31, 2017, and recommend any changes/tweaks to the housing infill/investment plan initiated in 2015.
- iv. Work with Windward Point investors to create/implement a traditional urban design.
- v. Adopt International Property Maintenance Code to assist with blight fight efforts.
- vi. Streamline property demolition period to 90 days – once added to priority list. Ensure 50-75 houses are brought to code or demolished every year for the next 3-5 years.
- vii. Amend leaf-pick up ordinance to allow for more enforcement, as well as more opportunities for leaf pick up, during winter months.
- viii. Work on a plan to address vacant school buildings.
- ix. Implement new Small-Lot zoning overlay.

Action Step 3: Invest in *Education* Tenant of Quality of Life:

- i. Work with MPS on a collaborative action plan to improve quality of K-12 education.
- ii. Work with Muskegon ISD to further impacts of the Muskegon Promise and realize a measurable increase in education attainment of Muskegon residents by 2020.

Action Step 4: Invest in *Governance* Tenant of Quality of Life:

- i. Hold two general community meetings outside of city hall in 2017.
- ii. Create a Parks Commission to advise City Commission and staff on park-related issues.
- iii. Engage the community with meetings to develop a street funding plan
- iv. Continue to work toward a long range road improvement and funding plan
- v. Complete former farmers market clean up and begin to engage the community on future end uses for the site.
- vi. Workforce diversity – implement programs to encourage/incentivize Muskegon natives to pursue careers at the city (especially police and fire).

Action Step 5: Invest in *Productive Activities* Tenant of Quality of Life:

- i. Identify land for a potential industrial park expansion focused on high-tech, food processing, and/or port uses.
- ii. Create a plan to reuse of former industrial corridors throughout the City.
- iii. Identify long term vision for job creation centers

- iv. Create a program to incentivize neighborhood groups to get involved with the condition of their neighborhood. Implementation by July 1, 2017.

Action Step 6: Invest in *Environment* Tenant of Quality of Life:

- i. Develop a long term community safety plan focused on crime reduction, community engagement, and police/community relations by December 31, 2017.
- ii. Assist with the delisting of Muskegon Lake as an Area of Concern by June 30, 2018.
- iii. Continue to be a leader in the Watch Muskegon programming, with a focus on improving the community's image to our residents.

BUDGET NARRATIVES BY DIVISION

WATCH MUSKEGON

PUBLIC REPRESENTATION DIVISION

The Public Representation Division is responsible for developing, adopting, and implementing policy decisions for the City. The division is made up of four core areas: City Commission, City Manager's Office, the City Attorney, and Economic Development. 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 Divisions/Departments. The City Attorney's office prepares/reviews ordinances, contracts, and other legal documents for the City and provides legal opinions and advice.

2017-18 Budget Highlights

- *City Commission:* A major focus for the City Commission will continue to be creating an environment where residents and business owners recognize Muskegon as the best value in West Michigan. As part of this effort, the City Commission developed a set of goals and Action Plans to guide decision-making and spending for the current and subsequent fiscal years. The top priority of the Action Plan is the improvement of *Quality of Life* in the city, with the expectation that improving certain quality of life indicators will result in a vibrant and sustainable community. The Commission's Action Plan is attached to this budget as an appendix.
- *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: redevelopment of the former Sappi Paper Mill as well as the former Shaw Walker Factory, commencement of taxable activities in the City's Smartzone, promotion of Seaway Industrial Park, and the redevelopment of downtown properties – focused on the former Ameribank and Hackley Union Bank buildings, as well as the former mall site. Major efforts will be focused on the successfully implement the City Commission's Action Plan as the road map to the City's future.
- *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.
- *Economic Development:* As part of a reorganization effort in 2017, economic development activities were added to the responsibilities of the City Manager. The City participates in a regional economic development cooperative – Muskegon Area First – that bears responsibility for business attraction and retention throughout Muskegon County. Additionally, via a contract with Muskegon County, an economic development coordinator was hired to provide support for all economic development related functions specific to the City of Muskegon, including corporate retention, expansion, and attractions, as well as special projects. Additional economic development support is provided by Downtown Muskegon Now and the Downtown Muskegon Business Improvement District.

WATCH MUSKEGON

FINANCE AND ADMINISTRATIVE SERVICES DIVISION

Division Description

The Financial Services Division is made up of the following departments: Finance Administration, City Treasurer's Office, Income Tax Administration, Information Systems, City Clerk's Office and EEO & Employee Relations. The division is responsible for all financial activities of the City as well as direct services and internal support; specifically, property tax collections, utility billing and collections, payroll and employee benefits, workers compensation and risk management, accounts payable and accounts receivable, City debt issuance, income tax collections and management of the City's computer network and related information systems, public/community relations, election administration, City Commission affairs, business registration and permits, personnel recruitment and record keeping, prevailing wage contract compliance and ADA compliance . 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 management contract with TWO T's 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.
- County of Muskegon to administer Civil Service responsibilities.

2017/2018 Budget Highlights

- *Finance Administration:* The budget provides for continuation of current staffing and service levels.
- *Assessing Services:* Continuation of the current contract with Muskegon County for Assessing.
- *City Treasurer:* The 2017/18 budget provides for current staffing levels. The staff will be working on ways to decrease printing and postage costs on monthly water bills by increasing electronic billing.
- *Income Tax Administration:* The 2017/18 budget provides for continued collection and tax enforcement activities. The department continues to look for ways to accept electronic tax returns.
- *LC Walker Arena:* The 2017/2018 budget provides for the General Fund to continue to spend \$238,000 to subsidize arena operations. A number of investments are considered in the coming budget year that will help reduce/eliminate the operating subsidy. Investments include the creation of two retail/restaurant areas that service arena patrons as well as general the public, new roof and HVAC, and a new point of sale system for the food/beverage department. The City and County are still exploring options for the future of the Arena that could include county-wide funding for the facility operations and/or capital needs.

- *Information Technology:* The budget provides for continuation of current staffing levels and service including technical support to the City of North Muskegon, City of Roosevelt Park and City of Montague.
- *Fisherman's Landing:* The current Management Agreement with Fisherman's Landing Inc provides for an estimated \$10,000 cost savings to the City annually as the facility moves toward self-sufficiency.
- *City Clerk:* The budget provides for current staffing including the Events Planner which was added during the previous fiscal year. The oversight of both the Farmer's Market and Kitchen 242 along with the new Western Market Chalets has been added to the services provided by the department.
- *EEO & Employee Relations:* The part time support staff has been removed from the budget for 2017/18. Expanded recruitment efforts toward HBCU's & HACU's by attending campus job fairs to improve diversity in the city workforce.

Future Outlook

Following are some of the major goals of the Financial and Administration Services Division incorporated in the 2017/2018 proposed budget:

Finance Administration

- Continued work on implementation of the Action Plan developed by the City Commission to address the City's financial challenges. Financial planning for the City's increasing legacy costs will be a priority.
- Explore options for streamlining employee benefits to better serve our employees.
- Continued monitoring/compliance of the state's EVIP/CVTRS program to maximize the City's State Shared Revenue.
- The Finance department will be in a transition year, as all three staff members are long-term City employees however are new to the department and/or their position.

Assessing Services

- Work closely with County staff on tax base impacts.
- Monitor current contract with the County as well as research other possible Assessing options to ensure the City is receiving the highest level of expertise and customer service.

City Treasurer

- Implement customer service training initiative for department staff.
- Continue to promote our new website that allows businesses and citizens to inquire about their property taxes and water bill information. Payments can be made directly from this website.
- Create incentives to increase the number of water customers signing up for eBills.
- Implementation of special assessment to cover a portion of the costs to upgrade street lighting to LED.
- Increase the number of accounts that utilize our auto pay feature for water bills.

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.
- Monitor upcoming State legislation that would mandate businesses outside our jurisdiction to withhold local income tax.

L C Walker Arena

- Continue work with Arena to develop a plan for marketing the L C Walker Arena, to include promoting increased use of the ice and hosting other events.
- Explore other income-producing strategies including incorporating the Arena into the plans for a new convention center and/or naming rights.
- Develop and implement plan for Arena's future direction including capital needs.

Information Technology

- Focus on IT training and educational development for both internal and city wide staff.
- Leverage existing, emerging, and innovative technologies to enhance, improve, and streamline business processes.
- Expand and enhance technology support tools to meet customer's current needs and expectations.
- Continued intergovernmental cooperation through computer operations support of surrounding cities.

City Clerk

- New Election equipment will be in use beginning in the 2017/18 fiscal year. There will be additional expenses incurred as we update equipment, signage, and directions based on the requirements of the new equipment.
- The marijuana law passed in December 2016 will become effective at the end of 2017. If Commission decides to implement some of the changes the new law allows, it is anticipated to increase staff-time working with commercial growers and implementing new rules.
- Many new programs are being implemented at the farmers market including breakfast fundraisers, food truck rallies as well as our second farm-to-table event, harvest festival, and Halloween party. The Food Hub is currently under a Pilot program through November but we hope to be able to continue indefinitely. Kitchen 242 continues to bring more users to the kitchen and the percentage of booked hours continues to increase each month.
- Chalets Western Market is an exciting program that has created opportunities for 14 business owners. Since the program is in its infancy and most of the vendors have little experience, it requires staff-time to work with vendors, contractors, and marketing. Once the season wraps-up at the end of October, we hope to have a six week program on weekends from Thanksgiving to Christmas. This summer will prove pivotal in gauging the program's success.

EEO & Employee Relations

- Expand recruitment efforts to include reaching out to and attending campus job fairs at HBCU's and HACU's as part of a diversity strategy promoting a workforce that looks more like the demographics of the community we serve.
- EEOC: EEO-4 Reporting and Affirmative Action /Equal Opportunity Plan will be updated this year.
- Continue to report ADA Project Civic Access updates and continued capital improvements to the DOJ.
- New responsibilities as the MMRMA staff contact for liability and property damage claims
- Continue the administration of Wellness, Safety, Workers' Compensation Programs and develop training.
- Continue Intern program.

WATCH MUSKEGON

PUBLIC SAFETY DIVISION

POLICE DEPARTMENT

Department Description

The Muskegon Police Department consists of the following bureaus: Police Patrol Operations, Investigations, Records, 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 information case files. 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.

POLICE DEPARTMENT

2017-2018 Budget Highlights

- Due to the reduction 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.
- Police Command has been directed to provide strict control and oversight of our overtime and operational costs. Administration will effectively manage the schedule/shift(s) structure to provide maximum resource(s) during high call volume periods.
- Through collective bargaining, the city and unions are working together to address costly items in the labor contracts and to implement state mandatory benefit changes. These will reduce labor costs now and into the future that will reflect positively on the city's over-all economic health.

Police Patrol & Neighborhood Operations:

- A School Liaison Officer is assigned to Muskegon High School on a full-time basis to increase safety in our schools.
- Provide call for service policing and traffic enforcement in those areas of the city, including neighborhoods with identified needs. Operate selected patrols with funding from the *Office of Highway Safety Planning*.
- Maintain strong ties with our neighborhood watch and initiative programs.
- Flexible scheduling to meet the needs and requests of the neighborhood associations.

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.

Investigations Services (continued):

- 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 and Street Crimes Task Force initiatives.
- When necessary, utilize local task forces to investigate a violent crime, which includes State and Federal resources.
- Pursue grant opportunities to support all aspects of modern policing strategies.

Public Safety Administration:

- Maintain “*transparency*” in our community. Focus on outreach to our minority communities creates meaningful partnerships and to diversify all departments within the public safety division.
- 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 public safety services.
- Be assertive in seeking out grants and 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, specialized rescue, and fire inspections services working directly with SAFEbuilt. The department provides the aforementioned services as well as fire prevention and fire safety education for our community at large.

FIRE DEPARTMENT

2017-2018 Budget Highlights:

- Explore department reorganization or collaborative efforts with other fire agencies to provide continued fire and medical services at reduced cost. 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 and to review a minimum staffing level that negatively affects the annual budget.
- The entire staff will aggressively seek grant funding to support all fire based functions.
- Foster positive labor-management relations.
- Continue to monitor staffing levels as part of the succession plan without negatively impacting the budget.
- Continue to pursue auto/mutual aid assistance to enhance our public safety services in fringe areas within our community, and to build better relationships within the region to deliver quality fire/medical/rescue/recovery services and promote fire fighter safety.

BUILDING SAFETY INSPECTIONS (*SAFEbuilt*)

SAFEbuilt Department Description (*contract service*):

This contract service 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 now is responsible for the tasks noted below regarding rental, code, and dangerous building remediation and blight fight city wide.

In combination with other city safety services, these efforts are designed to enhance quality of life, fighting blight, and achieve beautification in the residential and business areas within our community.

INSPECTION SERVICES:

- | | |
|---------------------------------------|--|
| • Building inspections/enforcement | *Rental Units / inspections |
| • Electrical inspections/enforcement | *Code /enforcement |
| • Plumbing inspections/enforcement | *Dangerous Building / remediation |
| • Mechanical inspections/enforcement | *Construction Board of Appeals / oversight |
| • Permit Technician/Clerical services | |

These contracted employees work collectively and independently to monitor development and structural enhancements to encourage safety, compliance in our building industry in the City of Muskegon, and surrounding municipalities. Inspections Building Official works closely with Housing Board of Appeals and City Commission Boards relating to the identification, authorization, and demolition of dangerous structures which continue to dot our city landscape. *The above noted services have been added to the Building Safety Services (*Safebuilt*) full time responsibility to enhance our ability to mitigate issues within those disciplines to achieve a high quality of service and resolution.

FIRE SAFETY INSPECTIONS (SAFEbuilt)

2017-2018 Budget Highlights:

- Reduced direct staffing and legacy costs to the City of Muskegon. Increase revenues off percentages generated by permit sales.
- Provides a highly trained, efficient staff to the community to enhance service(s) and promote future development.
- SAFEbuilt has pursued, with success, “delegated authority” with our local hospital and school systems to transfer permit services from the State of Michigan to the City of Muskegon.
- SAFEbuilt recently commenced renovation of suit 204 to expand their services and rehabilitate and modernize a second area within city hall.
- Continue to explore consolidation and contract services with other municipalities to provide inspections services with the goal to maintain current building code standards while having a positive impact on current and future budgeting operation.

WATCH MUSKEGON

PUBLIC SERVICES DIVISION

Division Description

The Public Services Division is responsible for planning/zoning, community development, and maintenance/operation of the City's infrastructure.

This division consists of six general departments:

- The **Planning Department** is comprised of land-use planning, zoning, and grant writing functions.
- The **Community Development Department** is comprised of neighborhood services, Federal grant administration (CDBG and HOME), and leisure services (recreational and special events)
- The **Public Works Department** is comprised of Streets, Street Lights, Traffic Signals, Signs and Barricades, Cemeteries, Parks, Recreational Trail System, Forestry, Special Event Support, Farmers Market, Marina, Launch Ramps, Sanitation and Graffiti Removal.
- The **Utilities Department** is comprised of the Water Filtration Plant, Water/Sewer Maintenance, Storm Water Management, and Equipment.
- The **Engineering Department** is comprised of Engineering Services and Buildings Maintenance.
- The **Administration Department** is comprised of Administrative Support, and Public Service Building.

2017/2018 Budget Highlights

PLANNING DEPARTMENT

The Planning Department was recently incorporated into the Department of Public Services. This department undertakes all local planning activities, including zoning administration, Planning Commission support, property planning/development, master plan development and administration, and grant writing/administration. This department also administers various city ordinances, including the Vacant Building Ordinance, Groundwater Ordinance, and Historic District Ordinance. Other activities include providing support to the City's DDA/BRA Board, enforcing code requirements related to property board-ups, GIS mapping, completing the City's 6-year Capital Improvement Plan, and administering the various development incentives available in the City of Muskegon.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department was recently incorporated into the Department of Public Services. This department provides direct support to our City's neighborhoods. Responsibilities include administration of the CDBG and HOME programs, directly supporting neighborhood associations, administration of leisure services (recreation grants/programming and special events), and supporting a number of local boards/commissions.

PUBLIC WORKS DEPARTMENT

- *Streets:* This division maintains 200 miles of City streets including snowplowing, salting, catch basin cleaning, crack sealing, pothole patching, street and shoulder grading, dust control and guardrail repair. Major street projects are the Laketon Ave projects as outlined in the CIP.

- *Street Lights:* This office administers the reliability of over 2,800 streetlights within the City streets and coordinates the repairs, removal and/or installation of streetlights. Major project is the proposed conversion of street lights into LED.
- *Traffic Signals:* the regional maintenance agreement for traffic signal maintenance has been implemented for the last four years. Major projects in this area are the planning/design of signals/roundabout at the intersections of Black Creek/Olthoff & the Lakeshore/Beach Street areas.
- *Signs and Barricades:* Provides barricading on all city streets/alleys/parks and public parking lots to ensure the safe flow of traffic. Assists MPD with traffic control on various special event activities/emergency responses and 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 the removal of graffiti 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 incentivized tourism. The cross lake ferry is bringing bicycle 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.
- *Forestry.* Efforts will continue to be made to focus on the Blight Fight areas as well as to accommodate specific citizen requests. The city will continue the tree planting program with help from Department of Natural Resources and DTE grants. The city has its own tree nursery as well to help our city stay “green”.
- *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.

UTILITIES DEPARTMENT

- *Water Filtration Plant:* The City of Muskegon serves over 70,000 customers with the addition of Norton Shores and Roosevelt Park to our customer list that includes the cities of Roosevelt Park, North Muskegon, Laketon, Muskegon, Dalton and Fruitland Townships. Continuing to produce and deliver 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 capacity is expected to meet and exceed future customer needs well past the year 2052.
- *Water/Sewer Maintenance:* We maintain 170 miles of sewer mains and 22 lift stations. We also maintain 180 miles of water mains in the City of Muskegon and serve over 13,000 city of Muskegon water customers.

We will continue our efforts to eliminate sanitary sewer backups and consequent liability claims. We will continue our inspection program. We continue to work on locating and eliminating streets and parking lots that have drainage to the sanitary sewer in order to reduce wastewater treatment costs.

- *Water Distribution:* We will be maintaining our contracts to distribute water to the Muskegon Township area located south of the Muskegon River and the Northside District north of the Muskegon River in Muskegon, Laketon, Dalton and Fruitland Townships. We will continue to support these communities with maintenance services as well. The Northside Water system is now in managerial control of all of these systems except for North Muskegon.
- *Equipment Operation:* This operation purchases and maintains all City vehicles and equipment. The City of Muskegon Equipment Operations has taken over the maintenance of the City of Muskegon Heights vehicles, and vehicles from the City of Roosevelt Park, and is negotiating with other units of government as well.
- *Storm water Management:* We will be implementing the requirements of our Phase II National Pollution Discharge Elimination System (NPDES) permit that was renewed in 2008. This will involve developing good housekeeping at municipal facilities and a storm water management ordinance.
- *Sanitation:* We continue to look for ways to improve the services provided to the more than 13,000 residential customers; larger containers which were provided at the beginning of 2013, reduced recycling cost, better disposal costs and expanded yard waste collection period.

ENGINEERING DEPARTMENT

- *Engineering Services:* We will continue to develop, construct and inspect all infrastructure projects and monitor any third-party work within the City's right-of-way.
- *Building Maintenance:* We will continue to maintain facilities and equipment in City owned buildings.

Future Outlook

Public Works is the City's largest division in terms of funding/budget/responsibilities and with those resources we intend on continuing to make the City the BEST POSSIBLE PLACE to live/work and visit.

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
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		24,126,111		23,617,448		5,020,045
2012-13		23,628,096		22,708,893		5,653,558
2013-14		23,960,758		23,818,219		5,796,097
2014-15		24,921,748		24,614,349		6,103,496
2015-16		25,856,247		25,618,086		6,341,657
2016-17		25,971,625		25,969,374		6,343,908

Fiscal 2017-18 Budget Summary

FUND BALANCE AT START OF YEAR **\$ 6,343,908**

MEANS OF FINANCING:

Taxes	15,715,972	59.2%
Licenses and Permits	1,580,603	6.0%
Federal Grants	59,580	0.2%
State Grants	573,900	2.2%
State Shared Revenue	3,973,538	15.0%
Other Charges	3,550,961	13.4%
Fines and Fees	410,000	1.5%
Other Revenue	433,500	1.6%
Other Financing Sources	<u>234,650</u>	<u>0.9%</u>
	26,532,704	100.0%

ESTIMATED REQUIREMENTS:

Customer Value Added Activities	20,255,930	76.5%
Business Value Added Activities	4,738,409	17.9%
Fixed Budget Items	<u>1,483,765</u>	<u>5.6%</u>
	26,478,104	100.0%

ESTIMATED FUND BALANCE AT END OF YEAR **\$ 6,398,508**

OPERATING SURPLUS / (DEFICIT) **\$ 54,600**

** 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 FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast
Available Fund Balance - BOY	\$ 6,103,496	\$ 6,276,642	\$ 6,341,657	\$ 6,341,657	\$ 6,343,908	\$ 2,251
Taxes and Special Assessments						
101-00000-4100 PROPERTY TAX	5,689,608	5,456,000	4,775,390	5,545,000	5,527,248	\$ (17,752)
101-00000-4101 CHARGE BACK COLLECTED	-	-	-	-	-	-
101-00000-4102 IN LIEU OF TAX	96,649	94,000	2,364	94,000	94,000	-
101-00000-4103 IFT/CFT TAX	99,363	95,000	86,073	87,000	87,000	-
101-00000-4104 PROPERTY TAX SANITATION	1,691,947	1,636,000	1,419,539	1,648,000	1,642,724	(5,276)
101-00000-4140 INCOME TAX	8,151,902	8,850,000	5,563,007	7,920,000	8,100,000	180,000
101-00000-4161 SPECIAL ASSESSMENTS	-	270,000	44,281	270,000	265,000	(5,000)
	\$ 15,729,469	\$ 16,401,000	\$ 11,890,654	\$ 15,564,000	\$ 15,715,972	\$ 151,972
Licenses and permits						
101-00000-4202 BUSINESS LICENSES & PERMITS	63,182	70,000	30,755	70,000	70,000	-
101-00000-4203 LIQUOR LICENSES & TAX REBATE	43,010	50,000	42,603	43,000	44,603	1,603
101-00000-4204 CABLE TV LICENSES OR FEES	372,117	350,000	188,930	370,000	370,000	-
101-00000-4205 HOUSING LICENSES	(50)	-	(1,191)	-	-	-
101-00000-4206 INSPECTION FEE	162	-	-	-	-	-
101-00000-4207 CEMETERY-BURIAL PERMITS	81,095	82,000	62,407	82,000	82,000	-
101-00000-4208 BUILDING PERMITS	371,693	351,000	528,455	650,000	500,000	(150,000)
101-00000-4209 ELECTRICAL PERMITS	84,912	78,000	85,730	98,000	90,000	(8,000)
101-00000-4210 PLUMBING PERMITS	34,316	36,000	31,684	36,000	34,000	(2,000)
101-00000-4211 HEATING PERMITS	69,071	66,000	71,313	76,000	75,000	(1,000)
101-00000-4213 RENTAL PROPERTY REGISTRATION	152,268	160,000	155,089	160,000	160,000	-
101-00000-4221 VACANT BUILDING FEE	165,589	150,000	52,255	150,000	150,000	-
101-00000-4224 TEMPORARY LIQUOR LICENSE	5,780	5,000	2,955	5,000	5,000	-
	\$ 1,443,145	\$ 1,398,000	\$ 1,250,985	\$ 1,740,000	\$ 1,580,603	\$ (159,397)
Federal grants						
101-00000-4300 FEDERAL GRANTS	72,521	124,580	37,505	59,580	59,580	-
	\$ 72,521	\$ 124,580	\$ 37,505	\$ 59,580	\$ 59,580	\$ -
State grants						
101-00000-4400 STATE GRANTS	91,415	15,000	18,399	15,000	15,000	-
101-00000-4405 STATE REPLACEMENT REV FOR PPT	64,536	220,000	558,964	558,900	558,900	-
	\$ 155,951	\$ 235,000	\$ 577,363	\$ 573,900	\$ 573,900	\$ -
State shared revenue						
101-00000-4502 STATE SALES TAX CONSTITUTIONAL	2,955,900	2,886,189	1,650,025	2,793,120	2,856,802	63,682
101-00000-4503 STATE CVTRS PAYMENTS	930,614	1,116,736	372,244	1,116,736	1,116,736	-
	\$ 3,886,514	\$ 4,002,925	\$ 2,022,269	\$ 3,909,856	\$ 3,973,538	\$ 63,682
Other charges for sales and services						
101-00000-4601 CITY SERVICE FEE FOR ENTERPRISE FUNDS	449,292	449,290	336,969	449,290	482,290	33,000
101-00000-4603 TAX COLLECTION FEE	339,353	290,000	296,260	328,800	327,747	(1,053)
101-00000-4604 GARBAGE COLLECTION	43,614	41,000	32,687	41,000	41,000	-
101-00000-4606 ADMINISTRATION FEES	310,000	310,000	232,500	310,000	310,000	-
101-00000-4607 REIMBURSEMENT ELECTIONS	26,703	-	18,038	30,000	-	(30,000)
101-00000-4608 INDIRECT COST ALLOCATION	1,025,618	1,010,456	757,842	1,010,456	1,284,986	274,530
101-00000-4609 PROCUREMENT CARD REBATE	38,574	38,500	43,203	43,200	38,500	(4,700)
101-00000-4611 SPECIAL EVENTS REIMBURSEMENT	30,877	37,000	52,657	55,000	55,000	-

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - General Fund

		Actual FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast
101-00000-4612	CEMETERY SALE OF LOTS	25,987	20,000	15,100	20,000	20,000	-
101-00000-4614	REIMBURSEMENT LOT CLEAN UP	6,131	5,000	4,607	5,000	5,000	-
101-00000-4615	POLICE DEPARTMENT INCOME	97,936	99,000	95,733	104,000	105,000	1,000
101-00000-4617	FIRE DEPARTMENT INCOME	4,413	4,500	6,568	4,500	7,200	2,700
101-00000-4619	MISC. SALES AND SERVICES	17,635	1,500	9,743	1,500	1,500	-
101-00000-4620	FIRE PROTECTION-STATE PROP	81,250	81,000	115,820	116,000	116,000	-
101-00000-4621	ZONING & ENCROACHMENT FEES	11,962	12,000	9,510	12,000	12,000	-
101-00000-4622	MISC. CLERK FEES	16,789	3,000	1,068	1,500	3,000	1,500
101-00000-4624	TAX ABATEMENT APPLICATION FEES	600	1,000	6,145	7,500	3,000	(4,500)
101-00000-4625	MISC. TREAS. FEES	55,948	60,000	19,066	60,000	60,000	-
101-00000-4631	REIMBURSEMENT SCHOOL OFFICER	20,867	21,493	19,105	21,493	22,138	645
101-00000-4633	OBSOLETE PROPERTY FEES	1,000		3,370	3,300		(3,300)
101-00000-4634	PASSPORTS	27,199	40,000	48,512	60,000	50,000	(10,000)
101-00000-4635	START UP CHARGE/REFUSE	8,633	7,000	5,610	7,000	7,000	-
101-00000-4636	REFUSE BAG & BULK SALES	30,514	25,000	24,036	25,000	25,000	-
101-00000-4637	APPLIANCE STICKER	79	100	50	100	100	-
101-00000-4638	REFUSE SERVICE FEE					198,000	198,000
101-00000-4642	LIEN LOOK UPS	13,795	12,000	9,300	12,000	12,000	-
101-00000-4648	FALSE ALARM FEES/POLICE	6,435	10,000	2,745	3,000	3,000	-
101-00000-4649	CEMETERY-MISC. INCOME	17,128	15,000	12,204	15,000	15,000	-
101-00000-4651	REIMBURSEMENT LOT MOWING	9,728	7,000	6,909	7,000	7,000	-
101-00000-4652	MUSKEGON HEIGHTS ZONING	11,095	6,000	6,650	6,000	6,000	-
101-00000-4654	FIRE RESPONSE FEE	7,000	5,000	3,500	5,000	5,000	-
101-00000-4656	SITE PLAN REVIEW	8,300	5,000	4,800	6,000	6,000	-
101-00000-4658	IMPOUND FEES	34,005	34,000	27,205	34,000	35,000	1,000
101-00000-4659	CODE ENFORCEMENT LABOR			710	2,000		(2,000)
101-00000-4660	MISC RECREATION INCOME	5,201	4,700	3,491	4,700	4,700	-
101-00000-4661	LEASE GREAT LAKES NAVAL MEMORIAL	7,500	15,000	-	15,000	15,000	-
101-00000-4663	FLEA MARKET AT FARMERS MARKET	25,580	26,000	-	-	-	-
101-00000-4664	FARMERS MARKET INCOME	70,814	58,000	-	-	-	-
101-00000-4665	LEASE BILLBOARDS	6,800	6,800	4,800	6,800	6,800	-
101-00000-4666	SNOW PLOWING -DOWNTOWN BID			16,000	38,000	38,000	-
101-00000-4669	SMITH RYERSON	15,290	12,000	10,137	12,000	12,000	-
101-00000-4670	PICNIC SHELTER	19,212	22,000	10,669	22,000	22,000	-
101-00000-4671	MCGRAFT PARK	76,761	45,000	60,740	70,000	70,000	-
101-00000-4672	SAFEUILT LOT MOWING	51,198	45,000	36,077	45,000	45,000	-
101-00000-4673	RENTAL - CENTRAL DISPATCH	44,695	28,500	21,392	28,500	28,500	-
101-00000-4674	RENTAL - CITY HALL	26,870	26,000	21,615	26,000	26,000	-
101-00000-4676	SAFEUILT - TRASH PICKUP	26,813	18,000	32,882	18,000	18,000	-
101-00000-4677	RENT	1,000		400			-
101-00000-4678	PLANNING DEPT ENFORCEMENT	2,012		1,450	1,500	1,500	-
101-00000-4679	CODE ENFORCEMENT ADMIN			280			-
101-00000-4690	KITCHEN 242 RENTAL	227		-			-
101-00000-4693	FARMERS MARKET EVENT RENTAL	-	500	1,000	-	-	-
101-00000-4694	FARMERS MARKET EBT FEES	3,940	3,000	1,095	-	-	-
		\$ 3,162,373	\$ 2,961,339	\$ 2,450,250	\$ 3,094,139	\$ 3,550,961	\$ 456,822

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - General Fund

	Actual FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	
Fines and fees							
101-00000-4701	INCOME TAX-PENALTY & INTEREST	204,792	170,000	156,308	200,000	200,000	-
101-00000-4702	DELINQUENT FEES	35,081	25,000	39,529	25,000	25,000	-
101-00000-4704	PENALTIES/INTEREST/FINES	1,835	2,000	1,464	2,000	2,000	-
101-00000-4706	LATE FEE ON INVOICES OVER 45 DAYS	2,417	1,500	2,978	1,500	1,500	-
101-00000-4751	CIVIL INFRACTIONS	9,890	8,500	15,160	11,500	11,500	-
101-00000-4754	TRAFFIC FINES & FEES	73,390	75,000	55,759	65,000	65,000	-
101-00000-4755	COURT FEES	129,764	105,000	79,550	105,000	105,000	-
	\$ 457,169	\$ 387,000	\$ 350,748	\$ 410,000	\$ 410,000	\$ -	
Other revenue							
101-00000-4800	MISC. & SUNDRY	15,184	7,500	12,315	14,000	14,000	-
101-00000-4802	REIMB:DEMOS AND BOARD-UPS	26,353	25,000	7,250	25,000	25,000	-
101-00000-4803	CDBG PROGRAM REIMBURSEMENTS	396,487	325,000	1,742	325,000	325,000	-
101-00000-4805	CONTRIBUTIONS	7,150	8,000	29,619	8,000	8,000	-
101-00000-4806	BIKE/PROPERTY AUCTIONS-POLICE	832	1,500	894	1,500	1,500	-
101-00000-4811	FISHERMANS LANDING REIMBURSEMENT	11,320	-	-	-	-	-
101-00000-4814	PROMOTIONAL PRODUCTS	24,051	20,000	12,176	20,000	20,000	-
101-00000-4818	RECOVERY OF BAD DEBT	2,934	1,500	1,236	1,500	1,500	-
101-00000-4821	CONTRIBUTIONS/GRANTS	4,500	10,000	-	10,000	10,000	-
101-00000-4825	CONTRIBUTIONS - VETERAN'S PARK MAINT	18,504	18,500	21,710	18,500	18,500	-
101-00000-4829	COMMUNITY FOUNDATION GRANT - MCGRAFT PAF	5,596	-	-	-	-	-
101-00000-4832	CONSUMERS ENERGY ESSENTIAL SERVICES	100,000	50,000	25,000	-	-	(25,000)
101-00000-4841	GRANT: COMMUNITY FOUNDATION	26,500	10,000	-	10,000	10,000	-
	\$ 639,411	\$ 477,000	\$ 111,942	\$ 458,500	\$ 433,500	\$ (25,000)	
Interest & Operating Transfers							
101-00000-4902	OP. TRANS FROM SPECIAL REVENUE	153,000	120,000	-	182,650	182,650	-
101-00000-4903	OP. TRANS FROM DEBT SERVICE	36,000	34,000	25,500	34,000	40,000	6,000
101-00000-4904	OP. TRANS FROM CAPITAL PROJECTS	35,132	-	-	-	-	-
101-00000-4906	OP. TRANS FROM INTERNAL SERVICE FUND	-	-	-	-	-	-
101-00000-4908	OP. TRANS FROM NONEXPENDABLE	-	-	-	-	-	-
101-00000-4970	INTEREST INCOME	92,890	12,000	90,730	95,000	12,000	(83,000)
101-00000-4971	UNREALIZED GAIN (LOSS) ON INVESTMENT	(7,428)	-	(183,620)	(150,000)	-	150,000
101-00000-4980	SALE OF FIXED ASSETS	100	-	4,950	-	-	-
	\$ 309,694	\$ 166,000	\$ (62,440)	\$ 161,650	\$ 234,650	\$ 73,000	
Total general fund revenues and other sources							
	\$ 25,856,247	\$ 26,152,844	\$ 18,629,276	\$ 25,971,625	\$ 26,532,704	\$ 561,079	

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

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

		Actual FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast
I. Customer Value Added Activities							
40301 Police Department							
5100	SALARIES & BENEFITS	7,938,999	8,747,264	6,020,862	8,272,264	9,161,032	888,768
5200	SUPPLIES	87,679	84,281	62,782	84,281	80,900	(3,381)
5300	CONTRACTUAL SERVICES	904,920	910,379	704,393	950,000	932,656	(17,344)
5400	OTHER EXPENSES	24,675	22,500	14,653	22,500	22,500	-
5700	CAPITAL OUTLAYS	7,064	15,400	6,445	15,400	2,000	(13,400)
		\$ 8,963,337	\$ 9,779,824	\$ 6,809,135	\$ 9,344,445	\$ 10,199,088	\$ 854,643
		\$ 8,963,337	\$ 9,779,824	\$ 6,809,135	\$ 9,344,445	\$ 10,199,088	\$ 854,643
50336 Fire Department							
5100	SALARIES & BENEFITS	3,570,031	3,667,932	2,821,751	3,667,932	2,750,000	(917,932)
5200	SUPPLIES	169,633	150,000	102,009	150,000	155,000	5,000
5300	CONTRACTUAL SERVICES	107,645	106,210	67,965	96,210	388,200	291,990
5400	OTHER EXPENSES	3,426	7,100	9,735	10,000	7,100	(2,900)
5700	CAPITAL OUTLAYS	67,990	5,930	42,370	79,000	13,000	(66,000)
		\$ 3,918,725	\$ 3,937,172	\$ 3,043,830	\$ 4,003,142	\$ 3,313,300	\$ (689,842)
50338 New Central Fire Station							
5100	SALARIES & BENEFITS	-	-	-	-	-	-
5200	SUPPLIES	3,510	-	-	-	-	-
5300	CONTRACTUAL SERVICES	64,857	75,000	46,843	75,000	75,000	-
5400	OTHER EXPENSES	-	-	-	-	-	-
5700	CAPITAL OUTLAYS	9,602	-	-	-	-	-
		\$ 77,969	\$ 75,000	\$ 46,843	\$ 75,000	\$ 75,000	\$ -
50387 Fire Safety Inspections							
5100	SALARIES & BENEFITS	1,597	-	-	-	-	-
5200	SUPPLIES	11,404	-	6,860	-	-	-
5300	CONTRACTUAL SERVICES	465,888	485,000	419,456	575,000	575,000	-
5400	OTHER EXPENSES	18	-	-	-	-	-
5700	CAPITAL OUTLAYS	-	-	-	-	-	-
		\$ 478,907	\$ 485,000	\$ 426,316	\$ 575,000	\$ 575,000	\$ -
		\$ 4,475,601	\$ 4,497,172	\$ 3,516,989	\$ 4,653,142	\$ 3,963,300	\$ (689,842)
60523 General Sanitation							
5100	SALARIES & BENEFITS	23,639	25,704	20,202	25,704	25,117	(587)
5200	SUPPLIES	-	-	-	-	-	-
5300	CONTRACTUAL SERVICES	1,581,754	1,795,000	1,220,092	1,795,000	1,820,000	25,000
5400	OTHER EXPENSES	-	-	-	-	-	-
5700	CAPITAL OUTLAYS	-	-	-	-	-	-
5900	OTHER FINANCING USES	-	-	-	-	-	-
		\$ 1,605,393	\$ 1,820,704	\$ 1,240,294	\$ 1,820,704	\$ 1,845,117	\$ 24,413

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

		Actual FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast
60550	Stormwater Management						
5100	SALARIES & BENEFITS	-	-	-	-	-	-
5200	SUPPLIES	-	-	-	-	-	-
5300	CONTRACTUAL SERVICES	13,755	10,000	-	10,000	10,000	-
5400	OTHER EXPENSES	-	-	-	-	-	-
5700	CAPITAL OUTLAYS	-	-	-	-	-	-
		\$ 13,755	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	\$ -
60448	Streetlighting						
5100	SALARIES & BENEFITS	-	-	-	-	-	-
5200	SUPPLIES	12,900	-	10,552	-	-	-
5300	CONTRACTUAL SERVICES	553,843	575,000	352,910	515,000	515,000	-
5400	OTHER EXPENSES	-	-	-	-	-	-
5700	CAPITAL OUTLAYS	-	-	-	-	-	-
		\$ 566,743	\$ 575,000	\$ 363,462	\$ 515,000	\$ 515,000	\$ -
60446	Community Event Support/Downtown BID						
5100	SALARIES & BENEFITS	15,154	16,536	15,590	21,000	56,000	35,000
5200	SUPPLIES	787	1,200	191	1,500	3,000	1,500
5300	CONTRACTUAL SERVICES	3,483	10,000	9,956	12,000	22,000	10,000
5400	OTHER EXPENSES	-	-	-	-	-	-
5700	CAPITAL OUTLAYS	-	-	-	-	-	-
		\$ 19,424	\$ 27,736	\$ 25,737	\$ 34,500	\$ 81,000	\$ 46,500
70751	Parks Maintenance						
5100	SALARIES & BENEFITS	427,560	515,509	365,293	547,939	633,358	85,419
5200	SUPPLIES	85,098	90,450	74,286	100,000	839,650	739,650
5300	CONTRACTUAL SERVICES	766,449	707,343	575,545	740,000	-	(740,000)
5400	OTHER EXPENSES	77	1,000	-	-	-	-
5700	CAPITAL OUTLAYS	4,912	5,000	8,528	8,528	-	(8,528)
		\$ 1,284,096	\$ 1,319,302	\$ 1,023,652	\$ 1,396,467	\$ 1,473,008	\$ 76,541

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

		Actual FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast
70757	Mc Graft Park Maintenance						
5100	SALARIES & BENEFITS	19,806	23,510	12,420	23,510	22,733	(777)
5200	SUPPLIES	6,097	6,500	4,371	6,500	4,000	(2,500)
5300	CONTRACTUAL SERVICES	30,716	30,750	19,992	33,330	33,330	-
5400	OTHER EXPENSES	-	-	-	-	-	-
5700	CAPITAL OUTLAYS	350	8,000	-	-	12,000	12,000
		\$ 56,969	\$ 68,760	\$ 36,783	\$ 63,340	\$ 72,063	\$ 8,723
70276	Cemeteries Maintenance						
5100	SALARIES & BENEFITS	76,375	103,711	60,715	103,711	112,644	8,933
5200	SUPPLIES	9,719	8,800	4,783	8,800	8,600	(200)
5300	CONTRACTUAL SERVICES	320,285	311,540	221,480	311,540	309,113	(2,427)
5400	OTHER EXPENSES	65	-	-	-	300	300
5700	CAPITAL OUTLAYS	-	1,450	457	1,450	10,000	8,550
		\$ 406,444	\$ 425,501	\$ 287,435	\$ 425,501	\$ 440,657	\$ 15,156
70585	Parking Operations						
5100	SALARIES & BENEFITS	2,433	2,555	223	2,555	-	(2,555)
5200	SUPPLIES	225	-	-	-	-	-
5300	CONTRACTUAL SERVICES	2,951	4,000	1,645	4,000	-	(4,000)
5400	OTHER EXPENSES	-	-	-	-	-	-
5700	CAPITAL OUTLAYS	-	-	-	-	-	-
		\$ 5,609	\$ 6,555	\$ 1,868	\$ 6,555	\$ -	\$ (6,555)
70357	Graffiti Removal						
5100	SALARIES & BENEFITS	815	4,257	220	4,257	-	(4,257)
5200	SUPPLIES	15	3,200	93	3,200	-	(3,200)
5300	CONTRACTUAL SERVICES	271	-	-	-	-	-
5400	OTHER EXPENSES	-	-	-	-	-	-
5700	CAPITAL OUTLAYS	-	-	-	-	-	-
		\$ 1,101	\$ 7,457	\$ 313	\$ 7,457	\$ -	\$ (7,457)
		\$ 4,147,748	\$ 4,478,015	\$ 2,984,870	\$ 4,279,524	\$ 4,436,845	\$ 157,321

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

	Actual FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast
70775 General Recreation						
5100 SALARIES & BENEFITS	-	-	-	-	-	-
5200 SUPPLIES	-	200	172	200	-	(200)
5300 CONTRACTUAL SERVICES	126,580	100,300	54,777	125,000	-	(125,000)
5400 OTHER EXPENSES	-	-	-	-	-	-
5700 CAPITAL OUTLAYS	-	-	-	-	-	-
	\$ 126,580	\$ 100,500	\$ 54,949	\$ 125,200	\$ -	\$ (125,200)
80387 Environmental Services						
5100 SALARIES & BENEFITS	151,364	164,058	90,471	120,000	-	(120,000)
5200 SUPPLIES	3,444	8,300	1,777	3,500	-	(3,500)
5300 CONTRACTUAL SERVICES	858,698	975,724	675,495	960,724	1,229,024	268,300
5400 OTHER EXPENSES	632	1,000	590	700	-	(700)
5700 CAPITAL OUTLAYS	1,922	3,500	93	3,500	-	(3,500)
	\$ 1,016,060	\$ 1,152,582	\$ 768,426	\$ 1,088,424	\$ 1,229,024	\$ 140,600
	\$ 1,142,640	\$ 1,253,082	\$ 823,375	\$ 1,213,624	\$ 1,229,024	\$ 15,400
10875 Other - Support to Outside Agencies						
MUSKEGON AREA TRANSIT (MATS)	87,074	95,400	70,488	95,400	99,513	4,113
NEIGHBORHOOD ASSOCIATION GRANTS	15,750	21,000	13,481	21,000	100,000	79,000
YMCA	-	-	-	-	20,000	20,000
BOYS & GIRLS CLUB	-	-	-	-	45,000	45,000
MUSKEGON PUBLIC SCHOOLS YOUTH RECREATION	-	-	-	-	20,000	20,000
PORT CITY FOOTBALL	-	-	-	-	5,000	5,000
MUSKEGON AREA FIRST	45,566	45,660	34,175	45,660	45,660	-
VETERANS MEMORIAL DAY COSTS	5,682	7,000	-	7,000	7,000	-
COMMUNITY FOUNDATION FOR SKATE PARK	10,000	-	-	-	-	-
DOWNTOWN MUSKEGON NOW	90,000	75,000	25,000	75,000	75,000	-
DOWNTOWN BUSINESS IMPROVEMENT DISTRICT	10,000	-	-	-	-	-
LAKE SIDE BUSINESS DISTRICT	2,500	2,500	-	2,500	2,500	-
211 SERVICE	2,500	2,500	2,500	2,500	2,500	-
MLK DIVERSITY PROGRAM	1,000	2,000	1,500	2,000	2,000	-
MUSKEGON AREA LABOR MANAGEMENT (MALMC)	1,000	1,000	1,000	1,000	1,000	-
POUND BUDDIES	2,500	2,500	2,500	2,500	2,500	-
Support To Outside Agencies	\$ 273,572	\$ 254,560	\$ 150,644	\$ 254,560	\$ 427,673	\$ 173,113
	\$ 273,572	\$ 254,560	\$ 150,644	\$ 254,560	\$ 427,673	\$ 173,113
Total Customer Value Added Activities	\$ 19,002,898	\$ 20,262,653	\$ 14,285,013	\$ 19,745,295	\$ 20,255,930	\$ 510,635
As a Percent of Total General Fund Expenditures	74.1%	77.5%	78.3%	76.0%	76.5%	100.4%

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

		Actual FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast
II. Business Value Added Activities							
10101 City Commission							
5100	SALARIES & BENEFITS	69,531	74,698	51,790	74,698	75,818	1,120
5200	SUPPLIES	9,165	1,000	534	1,000	1,000	-
5300	CONTRACTUAL SERVICES	12,982	2,000	11,711	12,000	2,000	(10,000)
5400	OTHER EXPENSES	2,490	2,500	2,578	2,700	2,500	(200)
5700	CAPITAL OUTLAYS	940	1,500	720	1,500	1,500	-
		\$ 95,108	\$ 81,698	\$ 67,333	\$ 91,898	\$ 82,818	\$ (9,080)
10102 City Promotions & Public Relations							
5100	SALARIES & BENEFITS	-	-	-	-	-	-
5200	SUPPLIES	2,104	4,000	3,454	4,000	4,000	-
5300	CONTRACTUAL SERVICES	59,380	46,000	29,807	46,000	46,000	-
5400	OTHER EXPENSES	2,396	-	515	-	-	-
5700	CAPITAL OUTLAYS	-	-	-	-	-	-
		\$ 63,880	\$ 50,000	\$ 33,776	\$ 50,000	\$ 50,000	\$ -
10172 City Manager							
5100	SALARIES & BENEFITS	239,362	259,295	213,060	292,197	349,043	56,846
5200	SUPPLIES	3,603	1,400	1,454	1,500	2,000	500
5300	CONTRACTUAL SERVICES	26,161	15,000	18,124	24,000	15,000	(9,000)
5400	OTHER EXPENSES	10,627	3,000	3,745	5,000	3,000	(2,000)
5700	CAPITAL OUTLAYS	204	2,000	40	2,000	2,000	-
		\$ 279,957	\$ 280,695	\$ 236,423	\$ 324,697	\$ 371,043	\$ 46,346
10145 City Attorney							
5100	SALARIES & BENEFITS	-	-	-	-	-	-
5200	SUPPLIES	880	-	-	-	-	-
5300	CONTRACTUAL SERVICES	351,108	350,000	244,613	350,000	350,000	-
5400	OTHER EXPENSES	-	-	-	-	-	-
5700	CAPITAL OUTLAYS	-	-	-	-	-	-
		\$ 351,988	\$ 350,000	\$ 244,613	\$ 350,000	\$ 350,000	\$ -
		\$ 790,933	\$ 762,393	\$ 582,145	\$ 816,595	\$ 853,861	\$ 37,266
20228 Affirmative Action							
5100	SALARIES & BENEFITS	90,691	98,892	57,264	86,392	-	(86,392)
5200	SUPPLIES	247	750	661	750	-	(750)
5300	CONTRACTUAL SERVICES	1,167	2,027	739	2,027	-	(2,027)
5400	OTHER EXPENSES	2,078	800	478	800	-	(800)
5700	CAPITAL OUTLAYS	59	1,000	-	1,000	-	(1,000)
		\$ 94,242	\$ 103,469	\$ 59,142	\$ 90,969	\$ -	\$ (90,969)

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

		Actual FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast
20215	City Clerk & Elections						
5100	SALARIES & BENEFITS	302,055	325,256	275,288	367,256	362,576	(4,680)
5200	SUPPLIES	32,917	34,460	34,054	34,460	33,910	(550)
5300	CONTRACTUAL SERVICES	23,564	22,880	13,915	22,880	23,430	550
5400	OTHER EXPENSES	5,864	6,875	3,941	6,875	6,875	-
5700	CAPITAL OUTLAYS	1,594	2,500	3,394	2,500	2,500	-
		\$ 365,994	\$ 391,971	\$ 330,592	\$ 433,971	\$ 429,291	\$ (4,680)
20220	Civil Service						
5100	SALARIES & BENEFITS	-	-	-	-	-	-
5200	SUPPLIES	-	500	423	500	500	-
5300	CONTRACTUAL SERVICES	114,436	98,000	68,169	98,000	98,000	-
5400	OTHER EXPENSES	2,783	2,800	2,751	2,800	2,800	-
5700	CAPITAL OUTLAYS	-	-	-	-	-	-
		\$ 117,219	\$ 101,300	\$ 71,343	\$ 101,300	\$ 101,300	\$ -
		\$ 577,455	\$ 596,740	\$ 461,077	\$ 626,240	\$ 530,591	\$ (95,649)
30202	Finance Administration/EEO Employee Rel						
5100	SALARIES & BENEFITS	375,411	391,274	352,873	447,403	534,332	86,929
5200	SUPPLIES	2,875	2,625	1,666	2,625	3,545	920
5300	CONTRACTUAL SERVICES	66,241	65,562	51,292	71,000	67,559	(3,441)
5400	OTHER EXPENSES	550	850	773	850	1,650	800
5700	CAPITAL OUTLAYS	-	1,500	349	1,500	2,360	860
		\$ 445,077	\$ 461,811	\$ 406,953	\$ 523,378	\$ 609,446	\$ 86,068
30209	Assessing Services						
5100	SALARIES & BENEFITS	3,245	4,000	1,297	4,000	4,000	-
5200	SUPPLIES	-	-	-	-	-	-
5300	CONTRACTUAL SERVICES	291,100	323,000	160,000	323,000	328,000	5,000
5400	OTHER EXPENSES	311	-	-	-	-	-
5700	CAPITAL OUTLAYS	-	-	-	-	-	-
		\$ 294,656	\$ 327,000	\$ 161,297	\$ 327,000	\$ 332,000	\$ 5,000
30805	Arena Administration						
5100	SALARIES & BENEFITS	-	-	-	-	-	-
5200	SUPPLIES	-	-	-	-	-	-
5300	CONTRACTUAL SERVICES	(409)	238,000	-	-	-	-
5400	OTHER EXPENSES	-	-	-	-	-	-
5700	CAPITAL OUTLAYS	1,353	1,600	-	-	-	-
5900	OTHER FINANCING USES	235,000	-	-	-	-	-
		\$ 235,944	\$ 239,600	\$ -	\$ -	\$ -	\$ -

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

		Actual FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast
30205	Income Tax Administration						
5100	SALARIES & BENEFITS	229,730	258,241	180,291	258,241	271,613	13,372
5200	SUPPLIES	11,328	10,760	7,650	10,760	10,760	-
5300	CONTRACTUAL SERVICES	67,953	70,550	48,788	70,550	70,550	-
5400	OTHER EXPENSES	637	1,000	267	1,000	1,000	-
5700	CAPITAL OUTLAYS	170	2,500	1,392	2,500	4,000	1,500
		\$ 309,818	\$ 343,051	\$ 238,388	\$ 343,051	\$ 357,923	\$ 14,872
30253	City Treasurer						
5100	SALARIES & BENEFITS	364,615	422,005	294,175	422,005	457,259	35,254
5200	SUPPLIES	71,970	81,200	47,157	81,200	81,200	-
5300	CONTRACTUAL SERVICES	119,861	108,550	55,375	108,550	112,800	4,250
5400	OTHER EXPENSES	823	1,000	44	1,000	1,000	-
5700	CAPITAL OUTLAYS	1,071	-	557	-	-	-
		\$ 558,340	\$ 612,755	\$ 397,308	\$ 612,755	\$ 652,259	\$ 39,504
30248	Information Systems Administration						
5100	SALARIES & BENEFITS	356,096	382,942	258,641	382,942	403,408	20,466
5200	SUPPLIES	582	1,513	3,175	5,513	5,513	-
5300	CONTRACTUAL SERVICES	31,193	49,744	27,234	34,744	34,744	-
5400	OTHER EXPENSES	5,124	16,024	590	12,024	12,024	-
5700	CAPITAL OUTLAYS	66,380	22,894	29,473	37,894	37,894	-
		\$ 459,375	\$ 473,117	\$ 319,113	\$ 473,117	\$ 493,583	\$ 20,466
		\$ 2,303,210	\$ 2,457,334	\$ 1,523,059	\$ 2,279,301	\$ 2,445,211	\$ 165,910
60265	City Hall Maintenance						
5100	SALARIES & BENEFITS	33,042	40,275	27,458	35,000	40,275	5,275
5200	SUPPLIES	15,840	17,875	9,191	17,875	17,827	(48)
5300	CONTRACTUAL SERVICES	160,963	209,450	110,435	209,450	212,350	2,900
5400	OTHER EXPENSES	-	500	-	500	500	-
5700	CAPITAL OUTLAYS	11,425	11,900	17,126	11,900	5,000	(6,900)
		\$ 221,270	\$ 280,000	\$ 164,210	\$ 274,725	\$ 275,952	\$ 1,227
		\$ 221,270	\$ 280,000	\$ 164,210	\$ 274,725	\$ 275,952	\$ 1,227

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

	Actual FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast
80400 Planning, Zoning and Economic Development						
5100 SALARIES & BENEFITS	376,323	371,947	306,213	399,541	468,346	68,805
5200 SUPPLIES	3,684	3,500	2,022	3,500	7,500	4,000
5300 CONTRACTUAL SERVICES	27,080	34,148	38,542	55,000	137,648	82,648
5400 OTHER EXPENSES	3,022	4,000	1,101	4,000	6,000	2,000
5700 CAPITAL OUTLAYS	12,158	3,500	1,762	3,500	13,300	9,800
	\$ 422,267	\$ 417,095	\$ 349,640	\$ 465,541	\$ 632,794	\$ 167,253
	\$ 422,267	\$ 417,095	\$ 349,640	\$ 465,541	\$ 632,794	\$ 167,253
Total Business Value Added Activities	\$ 4,315,135	\$ 4,513,562	\$ 3,080,131	\$ 4,462,402	\$ 4,738,409	\$ 276,007
As a Percent of Total General Fund Expenditures	16.8%	17.3%	16.9%	17.2%	17.9%	54.3%
III. Fixed Budget Items						
30999 Transfers To Other Funds						
MAJOR STREET FUND	-	-	-	-	-	-
LOCAL STREET FUND	-	50,000	-	50,000	-	(50,000)
FARMERS MARKET FUND	-	-	-	50,000	5,000	(45,000)
L.C. WALKER ARENA FUND	250,000	-	-	305,000	235,000	(70,000)
LDFA DEBT SERVICE FUND (SMARTZONE)	265,000	275,000	206,250	190,000	-	(190,000)
DDA DEBT SERVICE FUND	175,000	175,000	131,250	175,000	170,000	(5,000)
PUBLIC IMPROVEMENT FUND	750,000	-	-	-	-	-
COMM DEV BLK GRANT FUND	8,164	-	-	-	-	-
ENGINEERING SERVICES FUND	75,000	13,000	-	13,000	15,000	2,000
GENERAL INSURANCE FUND	-	-	-	-	-	-
	\$ 1,523,164	\$ 513,000	\$ 337,500	\$ 783,000	\$ 425,000	\$ (358,000)

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

	Actual FY2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast
30851 General Insurance	261,419	270,640	103	270,640	274,665	\$ 4,025
30906 Debt Retirement	277,426	167,000	244,201	245,000	236,100	(8,900)
10891 Contingency and Bad Debt Expense	44,388	100,000	-	60,000	100,000	40,000
90000 Major Capital Improvements	<u>203,258</u>	<u>325,000</u>	<u>302,065</u>	<u>403,037</u>	<u>448,000</u>	
91303 PARKS IMPROVEMENTS: PM & BEUKEMA	-	20,000	-	-	-	-
91116 ADA COMPLIANCE PROJECT	291	15,000	3,036	15,000	20,000	5,000
91120 VOIP PHONE SYSTEM	19,400	-	19,400	20,000	-	(20,000)
91412 CITY HALL REPLACEMENT WINDOWS	5,400	20,000	600	-	-	-
CITY HALL BLDG WASH / SEAL	-	-	-	30,000	-	(30,000)
91508 STREET LIGHTS CONVERSION TO LED, CONSUMERS	-	270,000	270,000	270,000	270,000	-
91512 REPAIRS TO BOARDWALK @ KRUSE PARK	22,843	-	-	-	-	-
91505 MARSH FIELD, BLEACHER UPGRADES, ETC.	23,256	-	-	-	-	-
91508 LED CONVERSION DOWNTOWN	114,705	-	-	-	-	-
PARKS RESERVATION SYSTEM	-	-	-	7,500	8,000	500
MCGRAFT PARK, PARKING LOT	-	-	-	-	65,000	65,000
GIS FOR LAKESIDE CEMETERY	-	-	-	-	35,000	35,000
ROOF REPAIRS AT LC WALKER ARENA	-	-	-	25,000	-	(25,000)
PHONE SYSTEM UPGRADE	-	-	-	35,537	-	(35,537)
IRRIGATION SYSTEMS, CITY HALL AND OTHER LOCATIONS	-	-	-	-	40,000	40,000
CENTRAL STATION UPGRADES-HVAC	-	-	-	-	10,000	10,000
99152 DOJ JAG GRANT MUSKEGON HEIGHTS	17,363	-	9,029	-	-	-
Total Fixed-Budget Items	\$ 2,309,655	\$ 1,375,640	\$ 883,869	\$ 1,761,677	\$ 1,483,765	\$ (277,912)
As a Percent of Total General Fund Expenditures	9.0%	5.3%	4.8%	6.8%	5.6%	-54.6%
Total General Fund	\$ 25,627,688	\$ 26,151,855	\$ 18,249,013	\$ 25,969,374	\$ 26,478,104	\$ 508,730

Recap: Total General Fund By Line Item Expenditure Classification

5100 Salaries & Benefits	\$ 14,717,883	\$ 15,939,861	\$ 11,429,917	\$ 15,558,547	\$ 15,727,554	\$ 169,007
5200 Operating Supplies	555,324	520,014	379,425	521,664	1,258,905	737,241
5300 Contractual Services	7,818,228	8,408,357	5,400,494	8,155,205	8,109,742	(45,463)
5400 Other Expenses	109,986	173,449	41,761	130,749	167,249	36,500
5700 Capital Outlays	381,075	430,174	415,715	575,209	553,554	(21,655)
5900 All Other Financing Uses	2,035,590	680,000	581,701	1,028,000	661,100	(366,900)
Total General Fund	\$ 25,618,086	\$ 26,151,855	\$ 18,249,013	\$ 25,969,374	\$ 26,478,104	\$ 508,730

City of Muskegon
Comparison of Revenues and Costs for Selected General Fund Operations

	Actual 2015	Actual 2016	Original Budget Estimate 2016-17	Actual Through March 2017	4Q Reforecast FY2017	Original Budget Estimate 2016-17
Sanitation						
Revenues						
PROPERTY TAX SANITATION	\$ 1,686,262	\$ 1,691,947	\$ 1,636,000	\$ 1,419,539	\$ 1,648,000	\$ 1,642,724
GARBAGE COLLECTION	45,204	43,614	41,000	32,687	41,000	41,000
START UP CHARGE/REFUSE	6,765	8,633	7,000	5,610	7,000	7,000
REFUSE BAG & BULK SALES	28,452	30,514	25,000	24,036	25,000	25,000
APPLIANCE STICKER	100	79	100	50	100	100
REFUSE SERVICE FEE	-	-	-	-	-	198,000
	1,766,783	1,774,787	1,709,100	1,481,922	1,721,100	1,913,824
Expenditures						
GENERAL SANITATION	1,590,080	1,605,393	1,820,704	1,240,294	1,820,704	1,845,117
	1,590,080	1,605,393	1,820,704	1,240,294	1,820,704	1,845,117
Excess (Shortfall)	\$ 176,703	\$ 169,394	\$ (111,604)	\$ 241,628	\$ (99,604)	\$ 68,707
Cemeteries						
Revenues						
CEMETERY-BURIAL PERMITS	\$ 88,524	\$ 84,912	\$ 78,000	\$ 85,730	\$ 98,000	\$ 90,000
CEMETERY SALE OF LOTS	19,258	25,987	20,000	15,100	20,000	20,000
CEMETERY-MISC. INCOME	15,462	17,128	15,000	12,204	15,000	15,000
COLUMBARIUM NICHE	1,850	-	-	-	-	-
PERPETUAL CARE INTEREST	-	-	-	-	-	-
	125,094	128,027	113,000	113,034	133,000	125,000
Expenditures						
	398,629	406,444	425,501	287,435	425,501	440,657
	398,629	406,444	425,501	287,435	425,501	440,657
Excess (Shortfall)	\$ (273,535)	\$ (278,417)	\$ (312,501)	\$ (174,401)	\$ (292,501)	\$ (315,657)
Fire Safety Inspections						
Revenues						
BUILDING PERMITS	\$ 333,370	\$ 371,693	\$ 351,000	\$ 528,455	\$ 650,000	\$ 500,000
ELECTRICAL PERMITS	88,524	84,912	78,000	85,730	98,000	90,000
PLUMBING PERMITS	29,269	34,316	36,000	31,684	36,000	34,000
HEATING PERMITS	67,929	69,071	66,000	71,313	76,000	75,000
	519,092	559,992	531,000	717,182	860,000	699,000
Expenditures						
	454,851	478,907	485,000	426,316	575,000	575,000
	454,851	478,907	485,000	426,316	575,000	575,000
Excess (Shortfall)	\$ 64,241	\$ 81,085	\$ 46,000	\$ 290,866	\$ 285,000	\$ 124,000
Environmental Services						
Revenues						
HOUSING LICENSES	\$ (5,065)	\$ (50)	\$ -	\$ (1,191)	\$ -	\$ -
INSPECTION FEE	126	162	-	-	-	-
RENTAL PROPERTY REGISTRATION	150,716	152,268	160,000	155,089	160,000	160,000
VACANT BUILDING FEE	117,258	165,589	150,000	52,255	150,000	150,000
REIMBURSEMENT LOT CLEAN UP	15,447	6,131	5,000	4,607	5,000	5,000
REIMBURSEMENT LOT MOWING	18,185	9,728	7,000	6,909	7,000	7,000
SAFE BUILT LOT MOWING	43,369	51,198	45,000	36,077	45,000	45,000
SAFE BUILT - TRASH PICKUP	21,203	26,813	18,000	32,882	18,000	18,000
	361,239	411,839	385,000	286,628	385,000	385,000
Expenditures						
	1,000,167	1,016,060	1,152,582	768,426	1,088,424	1,229,024
	1,000,167	1,016,060	1,152,582	768,426	1,088,424	1,229,024
Excess (Shortfall)	\$ (638,928)	\$ (604,221)	\$ (767,582)	\$ (481,798)	\$ (703,424)	\$ (844,024)

NON-GENERAL FUND BUDGETS

Major Streets and State Trunklines Fund

Local Streets Fund

Budget Stabilization Fund

Farmers Market & Kitchen 242 Budget

L C Walker Arena Budget

Criminal Forfeitures Budget

Brownfield Redevelopment Authority Budget (Betten)

Brownfield Redevelopment Authority Budget (Former Mall)

Brownfield Redevelopment Authority Budget (Terrace Point)

Local Development Finance Authority Budget

Tax Increment Finance Authority Budget

Downtown Development Authority Budget

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 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
202 Major Streets and State Trunklines Fund							
Available Fund Balance - BOY	\$ 2,252,721	\$ 1,615,274	\$ 2,284,908	\$ 2,284,908	\$ 1,290,253	\$ (994,655)	
Means of Financing							
Special assessments	\$ 46,603	\$ 50,000	\$ -	\$ 50,000	\$ 25,000	\$ (25,000)	
Federal & state grants	2,138,315	1,385,000	-	30,000	1,655,000	1,625,000	
State shared revenue	3,266,775	2,800,000	1,776,942	3,000,000	3,420,751	420,751	
Interest income	12,827	9,100	4,575	9,100	6,000	(3,100)	
Operating transfers in	-	-	-	-	-	-	
Bond Proceeds	-	1,650,000	-	-	-	-	
Other	76,819	29,777	53,357	29,777	71,000	41,223	
	\$ 5,541,339	\$ 5,923,877	\$ 1,834,874	\$ 3,118,877	\$ 5,177,751	\$ 2,058,874	
60900 Operating Expenditures							
5100 Salaries & Benefits	\$ 552,920	\$ 805,532	\$ 451,188	\$ 805,532	\$ 1,012,870	\$ 207,338	
5200 Operating Supplies	232,950	271,000	124,823	271,000	271,000	-	
5300 Contractual Services	941,866	1,000,000	651,613	1,000,000	1,000,000	-	
5400 Other Expenses	6,092	2,000	851	1,000	2,000	1,000	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	231,371	681,000	230,450	681,000	500,000	(181,000)	
	\$ 1,965,199	\$ 2,759,532	\$ 1,458,925	\$ 2,758,532	\$ 2,785,870	\$ 27,338	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	3,543,953	3,400,000	959,092	1,355,000	3,050,000	1,695,000	
5700 Capital Outlays	-	-	-	-	-	-	
	\$ 3,543,953	\$ 3,400,000	\$ 959,092	\$ 1,355,000	\$ 3,050,000	\$ 1,695,000	
	\$ 5,509,152	\$ 6,159,532	\$ 2,418,017	\$ 4,113,532	\$ 5,835,870	\$ 1,722,338	
Available Fund Balance - EOY	\$ 2,284,908	\$ 1,379,619	\$ 1,701,765	\$ 1,290,253	\$ 632,134	\$ (658,119)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
203 Local Streets Fund							
Available Fund Balance - BOY	\$ 706,676	\$ 67,571	\$ 235,692	\$ 235,692	\$ 259,592	\$ 23,900	
Means of Financing							
Special assessments	\$ 25,607	\$ 22,000	\$ -	\$ 22,000	\$ 12,500	\$ (9,500)	
Federal & state grants	-	35,000	-	-	35,000	35,000	CDBG Funding
Metro act fees	163,341	120,000	-	120,000	150,000	30,000	
State shared revenue	714,570	800,000	361,004	800,000	889,315	89,315	
Interest income	7,366	2,900	1,066	2,900	1,200	(1,700)	
Operating transfers in	-	500,000	-	500,000	271,000	(229,000)	(FY2018: \$271K from MSF)
Other	18,368	18,000	7,114	18,000	8,000	(10,000)	
	\$ 929,252	\$ 1,497,900	\$ 369,184	\$ 1,462,900	\$ 1,367,015	\$ (95,885)	
60900 Operating Expenditures							
5100 Salaries & Benefits	\$ 545,553	\$ 578,643	\$ 443,700	\$ 578,643	\$ 640,885	\$ 62,242	
5200 Operating Supplies	121,994	140,000	55,331	140,000	140,000	-	
5300 Contractual Services	676,602	700,000	510,726	700,000	700,000	-	
5400 Other Expenses	661	1,000	126	357	1,000	643	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	-	-	-	-	-	-	
	\$ 1,344,810	\$ 1,419,643	\$ 1,009,883	\$ 1,419,000	\$ 1,481,885	\$ 62,885	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	55,426	110,000	14,035	20,000	100,000	80,000	
	\$ 55,426	\$ 110,000	\$ 14,035	\$ 20,000	\$ 100,000	\$ 80,000	
	\$ 1,400,236	\$ 1,529,643	\$ 1,023,918	\$ 1,439,000	\$ 1,581,885	\$ 142,885	
Available Fund Balance - EOY	\$ 235,692	\$ 35,828	\$ (419,042)	\$ 259,592	\$ 44,722	\$ (214,870)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
257 Budget Stabilization Fund							
Available Fund Balance - BOY	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ -	
Means of Financing							
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	-	-	-	-	-	-	
Other	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
70805 Operating Expenditures							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	-	-	-	-	-	-	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Available Fund Balance - EOY	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ -	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
252 Farmers Market & Kitchen 242							
Available Fund Balance - BOY	\$	- \$	- \$	- \$	12,500	\$ 12,500	
Means of Financing							
Federal and State Grants	\$	- \$	- \$	265,000	\$ -	\$ (265,000)	
Flea Market at Farmers Market		-	10,661	20,000	20,000	-	
Farmers Market Income		-	39,759	58,000	75,000	17,000	
Kitchen 242 Rental		-	10,358	12,000	37,444	25,444	
Farmers Market Event Rental		-	750	500	7,000	6,500	
Farmers Market EBT Fees		-	2,076	3,000	2,500	(500)	
Promotional Products		-	1,535	1,000	4,000	3,000	
Funraising Revenue		-	19,686	20,000	25,000	5,000	
Operating transfers in - General Fund		-	-	50,000	5,000	(45,000)	
Other		-	645	-	500	500	
	\$	- \$	85,470	\$ 429,500	\$ 176,444	\$ (253,056)	
70863 Operating Expenditures							
5100 Salaries & Benefits	\$	- \$	13,598	\$ 40,000	\$ 15,000	\$ (25,000)	
5200 Operating Supplies		-	10,969	7,500	17,900	10,400	
5300 Contractual Services		-	88,579	87,000	149,900	62,900	
5400 Other Expenses		-	2,175	2,500	2,000	(500)	
5700 Capital Outlays		-	13,679	215,000	3,000	(212,000)	
5900 Other Financing Uses		-	-	-	-	-	
	\$	- \$	129,000	\$ 352,000	\$ 187,800	\$ (164,200)	
70867 Operating Expenditures - FDA Grant							
5100 Salaries & Benefits	\$	- \$	3,863	\$ -	\$ -	\$ -	
5200 Operating Supplies		-	-	-	-	-	
5300 Contractual Services		-	14,116	65,000	-	(65,000)	
5700 Capital Outlays		-	-	-	-	-	
	\$	- \$	17,979	\$ 65,000	\$ -	\$ (65,000)	
90000 Project Expenditures							
5200 Operating Supplies	\$	- \$	-	\$ -	\$ -	\$ -	
5300 Contractual Services		-	-	-	-	-	
	\$	- \$	-	\$ -	\$ -	\$ -	
	\$	- \$	146,979	\$ 417,000	\$ 187,800	\$ (229,200)	
Available Fund Balance - EOY	\$	- \$	(61,509)	\$ 12,500	\$ 1,144	\$ (11,356)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
254 L C Walker Arena							
Available Fund Balance - BOY	\$ -	\$ 5,532	\$ 247,028	\$ 247,028	\$ 242,528	\$ (4,500)	
Means of Financing							
Parking Lot Rental	\$ 17,493	\$ 22,000	\$ 31,824	\$ 22,000	\$ 22,000	\$ -	
Rent	53,761	54,000	110,486	54,000	109,000	55,000	
Arena Event Revenue	170,549	210,000	161,639	210,000	210,000	-	
Shop Rental	2,400	3,500	1,500	3,500	3,500	-	
Concessions Non Alcoholic	237,692	290,000	204,499	290,000	290,000	-	
Alcoholic Beverage	136,153	168,000	151,165	168,000	168,000	-	
Ice Hockey Rental	144,978	185,000	150,720	185,000	185,000	-	
Operating transfers in - General Fund/Cap	764,832	235,000	-	305,000	235,000	(70,000)	
Bond Proceeds	-	-	-	-	-	-	
Other	155,048	10,000	38,081	10,000	10,000	-	
	\$ 1,682,906	\$ 1,177,500	\$ 849,914	\$ 1,247,500	\$ 1,232,500	\$ (15,000)	
70805 Operating Expenditures							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	172,306	170,000	149,827	170,000	170,000	-	
5300 Contractual Services	1,069,316	962,000	862,138	962,000	962,000	-	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	150,956	50,000	88,015	120,000	50,000	(70,000)	
5900 Other Financing Uses	-	-	-	-	-	-	
	\$ 1,392,578	\$ 1,182,000	\$ 1,099,980	\$ 1,252,000	\$ 1,182,000	\$ (70,000)	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	43,300	-	16,892	-	-	-	
	\$ 43,300	\$ -	\$ 16,892	\$ -	\$ -	\$ -	
	\$ 1,435,878	\$ 1,182,000	\$ 1,116,872	\$ 1,252,000	\$ 1,182,000	\$ (70,000)	
Available Fund Balance - EOY	\$ 247,028	\$ 1,032	\$ (19,930)	\$ 242,528	\$ 293,028	\$ 50,500	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
264 Criminal Forfeitures Fund							
Available Fund Balance - BOY	\$ 158,309	\$ 154,009	\$ 138,810	\$ 138,810	\$ 122,010	\$ (16,800)	
Means of Financing							
Criminal Forfeitures & Contributions	\$ -	\$ -	\$ 12,745	\$ -	\$ -	\$ -	
Interest income	759	700	341	700	455	(245)	
Operating transfers in - General Fund	-	-	-	-	-	-	
Other	-	16,000	-	16,000	-	(16,000)	
	\$ 759	\$ 16,700	\$ 13,086	\$ 16,700	\$ 455	\$ (16,245)	
40333 Operating Expenditures							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	-	5,000	-	5,000	-	(5,000)	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	20,258	13,500	15,378	28,500	46,500	18,000	
5900 Other Financing Uses	-	-	-	-	-	-	
	\$ 20,258	\$ 18,500	\$ 15,378	\$ 33,500	\$ 46,500	\$ 13,000	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 20,258	\$ 18,500	\$ 15,378	\$ 33,500	\$ 46,500	\$ 13,000	
Available Fund Balance - EOY	\$ 138,810	\$ 152,209	\$ 136,518	\$ 122,010	\$ 75,965	\$ (46,045)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
285 Tree Replacement Fund							
Available Fund Balance - BOY	\$ 1,362	\$ 1,767	\$ 1,071	\$ 1,071	\$ 3,571	\$ 2,500	
Means of Financing							
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Federal & state grants	1,590	-	-	-	-	-	
State shared revenue	-	-	-	-	-	-	
Charges for services	-	-	-	-	-	-	
Interest income	9	-	4	-	-	-	
Operating transfers in - General Fund	-	-	-	-	-	-	
Operating transfers in - TIFA Fund	-	-	-	-	-	-	
Operating transfers in - Insurance Fund	-	-	-	-	-	-	
Other	-	-	2,500	2,500	-	(2,500)	
	\$ 1,599	\$ -	\$ 2,504	\$ 2,500	\$ -	\$ (2,500)	
70805 Operating Expenditures							
5100 Salaries & Benefits	\$ -	\$ -	\$ 680	\$ -	\$ -	\$ -	
5200 Operating Supplies	1,890	-	3,659	-	-	-	
5300 Contractual Services	-	-	1,288	-	-	-	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	-	-	-	-	-	-	
	\$ 1,890	\$ -	\$ 5,627	\$ -	\$ -	\$ -	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 1,890	\$ -	\$ 5,627	\$ -	\$ -	\$ -	
Available Fund Balance - EOY							
	\$ 1,071	\$ 1,767	\$ (2,052)	\$ 3,571	\$ 3,571	\$ -	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
295 Brownfield Redevelopment Authority (Betten Project)							
Available Fund Balance - BOY	\$ (1,331,453)	\$ (1,280,833)	\$ (1,344,403)	\$ (1,344,403)	\$ (1,364,703)	\$ (20,300)	
Means of Financing							
Property taxes	\$ 130,985	\$ 130,000	\$ -	\$ 131,000	\$ 131,000	\$ -	
Federal & state grants	-	-	-	-	-	-	
State shared revenue	-	-	-	-	-	-	
Charges for services	-	-	-	-	-	-	
Interest income	273	300	81	300	300	-	
Operating transfers in - General Fund	-	-	-	-	-	-	
Operating transfers in - TIFA Fund	-	-	-	-	-	-	
Operating transfers in - Insurance Fund	-	-	-	-	-	-	
Other	5,570	4,700	6,401	6,400	6,400	-	
	\$ 136,828	\$ 135,000	\$ 6,482	\$ 137,700	\$ 137,700	\$ -	
70805 Operating Expenditures							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	(7,803)	-	-	-	-	-	
5400 Other Expenses	-	5,700	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	157,581	157,580	38,728	158,000	158,000	-	
	\$ 149,778	\$ 163,280	\$ 38,728	\$ 158,000	\$ 158,000	\$ -	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 149,778	\$ 163,280	\$ 38,728	\$ 158,000	\$ 158,000	\$ -	
Available Fund Balance - EOY	\$ (1,344,403)	\$ (1,309,113)	\$ (1,376,649)	\$ (1,364,703)	\$ (1,385,003)	\$ (20,300)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
296 Brownfield Redevelopment Authority (Mall Area Project)							
Available Fund Balance - BOY	\$ 110	\$ 110	\$ 17,967	\$ 17,967	\$ 67	\$ (17,900)	
Means of Financing							
Property taxes	\$ 160,414	\$ 160,000	\$ -	\$ 164,000	\$ 164,000	\$ -	
Federal & state grants	-	-	-	-	-	-	
State shared revenue	-	-	-	-	-	-	
Charges for services	-	-	-	-	-	-	
Interest income	154	-	45	-	-	-	
Operating transfers in - General Fund	-	-	-	-	-	-	
Operating transfers in - TIFA Fund	-	-	-	-	-	-	
Operating transfers in - Insurance Fund	-	-	-	-	-	-	
Other	34	-	754	750	750	-	
	\$ 160,602	\$ 160,000	\$ 799	\$ 164,750	\$ 164,750	\$ -	
70805 Operating Expenditures							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	(10,255)	-	-	-	-	-	
5400 Other Expenses	-	7,000	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	153,000	153,000	-	182,650	164,817	(17,833)	
	\$ 142,745	\$ 160,000	\$ -	\$ 182,650	\$ 164,817	\$ (17,833)	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 142,745	\$ 160,000	\$ -	\$ 182,650	\$ 164,817	\$ (17,833)	
Available Fund Balance - EOY	\$ 17,967	\$ 110	\$ 18,766	\$ 67	\$ -	\$ (67)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
298 Brownfield Redevelopment Authority (Terrace Point Landing)							
Available Fund Balance - BOY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Means of Financing							
Property taxes	\$ -	\$ -	\$ -	\$ 28,000	\$ 60,000	\$ 32,000	
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	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ 28,000	\$ 60,000	\$ 32,000	
70805 Operating Expenditures							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	-	-	-	-	-	-	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	-	-	-	28,000	60,000	32,000	
	\$ -	\$ -	\$ -	\$ 28,000	\$ 60,000	\$ 32,000	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ 28,000	\$ 60,000	\$ 32,000	
Available Fund Balance - EOY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
290 Local Development Finance Authority III Fund - Harbor 31 Business Park (Smartzone)							
Available Fund Balance - BOY	\$ 33,521	\$ 5,171	\$ 21,030	\$ 21,030	\$ 352,095	\$ 331,065	
Means of Financing							
Property taxes	\$ 95,372	\$ 95,000	\$ -	\$ 96,000	\$ 96,000	\$ -	
Special assessment	-	-	-	416,400	-	(416,400)	
Federal & state grants	-	-	-	-	-	-	
State shared revenue	-	-	-	-	-	-	
Charges for services	-	-	-	-	-	-	
Interest income	87	100	55	100	100	-	
Operating transfers in - General Fund	265,000	275,000	206,250	190,000	-	(190,000)	
Other	75,000	75,000	77,998	77,990	2,990	(75,000)	
	\$ 435,459	\$ 445,100	\$ 284,303	\$ 780,490	\$ 99,090	\$ (681,400)	
70805 Operating Expenditures							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	-	500	-	500	-	(500)	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	447,950	448,925	33,695	448,925	448,925	-	
	\$ 447,950	\$ 449,425	\$ 33,695	\$ 449,425	\$ 448,925	\$ (500)	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 447,950	\$ 449,425	\$ 33,695	\$ 449,425	\$ 448,925	\$ (500)	
Available Fund Balance - EOY							
	\$ 21,030	\$ 846	\$ 271,638	\$ 352,095	\$ 2,260	\$ (349,835)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
305 Tax Increment Finance Authority Fund							
Available Fund Balance - BOY	\$ 2,051	\$ 51	\$ 454	\$ 454	\$ 5,754	\$ 5,300	
Means of Financing							
Property taxes	\$ 34,398	\$ 34,000	\$ -	\$ 33,700	\$ 33,700	\$ -	
Federal & state grants	-	-	-	-	-	-	
State shared revenue	-	-	-	-	-	-	
Charges for services	-	-	-	-	-	-	
Interest income	5	-	-	-	-	-	
Operating transfers in - General Fund	-	-	-	-	-	-	
Operating transfers in - TIFA Fund	-	-	-	-	-	-	
Operating transfers in - Insurance Fund	-	-	-	-	-	-	
Other	-	-	5,599	5,600	5,600	-	
	\$ 34,403	\$ 34,000	\$ 5,599	\$ 39,300	\$ 39,300	\$ -	
70805 Operating Expenditures							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	-	-	-	-	-	-	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	36,000	34,000	25,500	34,000	40,000	6,000	
	\$ 36,000	\$ 34,000	\$ 25,500	\$ 34,000	\$ 40,000	\$ 6,000	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 36,000	\$ 34,000	\$ 25,500	\$ 34,000	\$ 40,000	\$ 6,000	
Available Fund Balance - EOY	\$ 454	\$ 51	\$ (19,447)	\$ 5,754	\$ 5,054	\$ (700)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
394 Downtown Development Authority Fund							
Available Fund Balance - BOY	\$ 51,442	\$ 50,766	\$ 118,840	\$ 118,840	\$ 105,490	\$ (13,350)	
Means of Financing							
Property taxes	\$ 227,201	\$ 160,000	\$ -	\$ 99,500	\$ 99,500	\$ -	
Federal & state grants	-	-	-	-	-	-	
State proposal A reimbursement revenue	-	-	-	-	-	-	
Charges for services	-	-	-	-	-	-	
Interest income	522	400	376	400	400	-	
Operating transfers in - General Fund	175,000	175,000	131,250	175,000	170,000	(5,000)	
Operating transfers in - PIF	-	-	-	-	-	-	
Operating transfers in - Insurance Fund	-	-	-	-	-	-	
Other	-	-	47,549	47,500	47,500	-	
	\$ 402,723	\$ 335,400	\$ 179,175	\$ 322,400	\$ 317,400	\$ (5,000)	
70805 Operating Expenditures							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	-	750	-	750	750	-	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	335,325	334,826	8,659	335,000	335,000	-	
	\$ 335,325	\$ 335,576	\$ 8,659	\$ 335,750	\$ 335,750	\$ -	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 335,325	\$ 335,576	\$ 8,659	\$ 335,750	\$ 335,750	\$ -	
Available Fund Balance - EOY	\$ 118,840	\$ 50,590	\$ 289,356	\$ 105,490	\$ 87,140	\$ (18,350)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
404 Public Improvement Fund							
Available Fund Balance - BOY	\$ 1,066,378	\$ (701,422)	\$ 294,399	\$ 294,399	\$ 1,151,099	\$ 856,700	
Means of Financing							
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Property taxes	-	-	-	-	-	-	
Federal & state grants	-	1,204,070	-	-	227,700	227,700	
Charges for services	21,780	-	7,350	-	-	-	
Sales of property	65,971	1,300,000	314,194	935,000	350,000	(585,000)	
Interest income	5,125	2,000	852	2,000	2,000	-	
Operating transfers in	750,000	-	-	-	-	-	
Bond Proceeds	-	2,405,850	-	-	-	-	
Other	510,736	350,000	15,386	350,000	350,000	-	MMRMA dividends earmarked for - economic development and fire equipment replacement
	\$ 1,353,612	\$ 5,261,920	\$ 337,782	\$ 1,287,000	\$ 929,700	\$ (357,300)	
30936 Operating Expenditures							
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	1,986	5,000	-	5,000	-	(5,000)	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses		92,000		-	-	-	
	\$ 1,986	\$ 97,000	\$ -	\$ 5,000	\$ -	\$ (5,000)	
90000 Project Expenditures							
5100 Salaries & Benefits	\$ 2,175	\$ -	\$ 17,134	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	17,428	-	-	-	
5300 Contractual Services	114,995	-	67,563	-	-	-	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	2,006,435	4,494,550	199,822	425,300	1,175,400	750,100	
	\$ 2,123,605	\$ 4,494,550	\$ 301,947	\$ 425,300	\$ 1,175,400	\$ 750,100	
	\$ 2,125,591	\$ 4,591,550	\$ 301,947	\$ 430,300	\$ 1,175,400	\$ 745,100	
Available Fund Balance - EOY	\$ 294,399	\$ (31,052)	\$ 330,234	\$ 1,151,099	\$ 905,399	\$ (245,700)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
482 State Grants Fund							
Available Fund Balance - BOY	\$ 89,359	\$ 55,514	\$ 73,157	\$ 73,157	\$ 45,464	\$ (27,693)	
Means of Financing							
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Federal & state grants	197,523	201,897	178,594	1,674,999	195,000	(1,479,999)	
Sales of Property	-	-	-	-	-	-	
Interest income	1,227	1,400	1,055	1,400	1,200	(200)	
Operating transfers in	-	-	-	-	-	-	
Other	-	-	-	-	-	-	
	\$ 198,750	\$ 203,297	\$ 179,649	\$ 1,676,399	\$ 196,200	\$ (1,480,199)	
30936 Operating Expenditures							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	3,004	-	-	-	
5300 Contractual Services	194,859	201,897	122,625	1,683,999	201,897	(1,482,102)	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	-	-	-	-	-	-	
	\$ 194,859	\$ 201,897	\$ 125,629	\$ 1,683,999	\$ 201,897	\$ (1,482,102)	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	20,093	20,093	20,093	20,093	20,093	-	LOAN REPAYMENT
5700 Capital Outlays	-	-	-	-	-	-	
	\$ 20,093	\$ 20,093	\$ 20,093	\$ 20,093	\$ 20,093	\$ -	
	\$ 214,952	\$ 221,990	\$ 145,722	\$ 1,704,092	\$ 221,990	\$ (1,482,102)	
Available Fund Balance - EOY	\$ 73,157	\$ 36,821	\$ 107,084	\$ 45,464	\$ 19,674	\$ (25,790)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
594 Marina & Launch Ramp Fund							
Available Cash Balance - BOY	\$ 375,988	\$ 214,727	\$ 402,917	\$ 402,917	\$ 407,370	\$ 4,453	
Means of Financing							
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Federal & state grants	-	375,000	-	-	35,000	35,000	
State shared revenue	-	-	-	-	-	-	
Charges for services	275,674	230,000	210,277	250,000	250,000	-	
Interest income	1,911	1,200	985	1,200	1,200	-	
Operating transfers in	-	-	-	-	-	-	
Other	11,874	4,000	4,025	4,000	4,000	-	
	\$ 289,459	\$ 610,200	\$ 215,287	\$ 255,200	\$ 290,200	\$ 35,000	
70756 Operating Expenditures - Marina							
5100 Salaries & Benefits	\$ 29,623	\$ 31,049	\$ 19,216	\$ 31,049	\$ 33,975	\$ 2,926	
5200 Operating Supplies	9,730	8,700	8,911	10,000	10,000	-	
5300 Contractual Services	163,262	161,948	114,676	161,948	166,699	4,751	
5400 Other Expenses	39	250	-	250	500	250	
5700 Capital Outlays	1,721	22,300	11,159	35,000	16,800	(18,200)	
5900 Other Financing Uses	-	-	-	-	-	-	
Other Cash Uses (e.g. Debt Principal)	7,189	-	(17,987)	-	-	-	
	\$ 211,564	\$ 224,247	\$ 135,975	\$ 238,247	\$ 227,974	\$ (10,273)	
70759 Operating Expenditures - Ramps							
5100 Salaries & Benefits	\$ -	\$ 1,000	\$ -	\$ 1,000	\$ 1,000	\$ -	
5200 Operating Supplies	2,358	1,000	923	1,000	1,000	-	
5300 Contractual Services	4,974	10,500	3,617	10,500	10,500	-	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	-	-	-	-	-	-	
Other Cash Uses (e.g. Debt Principal)	-	-	-	-	-	-	
	\$ 7,332	\$ 12,500	\$ 4,540	\$ 12,500	\$ 12,500	\$ -	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	43,634	500,000	17,232	-	70,000	70,000	
5700 Capital Outlays	-	-	-	-	-	-	
	\$ 43,634	\$ 500,000	\$ 17,232	\$ -	\$ 70,000	\$ 70,000	
	\$ 262,530	\$ 736,747	\$ 157,747	\$ 250,747	\$ 310,474	\$ 59,727	
Available Cash Balance - EOY	\$ 402,917	\$ 88,180	\$ 460,457	\$ 407,370	\$ 387,096	\$ (20,274)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
661 Equipment Fund							
Available Cash Balance - BOY	\$ 617,235	\$ 801,917	\$ 699,089	\$ 699,089	\$ 262,348	\$ (436,741)	
Means of Financing							
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Federal & state grants	-	-	-	-	-	-	
State shared revenue	-	-	-	-	-	-	
Charges for services	2,368,803	2,368,700	2,015,580	2,368,700	2,368,700	-	
Interest income	17,343	20,000	14,852	20,000	20,000	-	
Operating transfers in	-	-	-	-	-	-	
Other	51,623	36,000	67,297	36,000	36,000	-	
	\$ 2,437,769	\$ 2,424,700	\$ 2,097,729	\$ 2,424,700	\$ 2,424,700	\$ -	
60932 Operating Expenditures							
5100 Salaries & Benefits	\$ 534,473	\$ 516,332	\$ 361,128	\$ 516,332	\$ 580,863	\$ 64,531	
5200 Operating Supplies	831,413	848,500	572,412	774,120	828,500	54,380	
5300 Contractual Services	853,847	733,669	502,006	754,989	723,400	(31,589)	
5400 Other Expenses	-	1,500	319	500	1,500	1,000	
5700 Capital Outlays	207,978	771,500	628,608	815,500	311,000	(504,500)	
5900 Other Financing Uses	-	-	-	-	-	-	
Other Cash Uses (e.g. Debt Principal)	(71,796)	-	-	-	-	-	
	\$ 2,355,915	\$ 2,871,501	\$ 2,064,473	\$ 2,861,441	\$ 2,445,263	\$ (416,178)	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 2,355,915	\$ 2,871,501	\$ 2,064,473	\$ 2,861,441	\$ 2,445,263	\$ (416,178)	
Available Cash Balance - EOY	\$ 699,089	\$ 355,116	\$ 732,345	\$ 262,348	\$ 241,785	\$ (20,563)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
642 Public Service Building Fund							
Available Cash Balance - BOY	\$ 691,971	\$ 604,153	\$ 614,800	\$ 614,800	\$ 528,346	\$ (86,454)	
Means of Financing							
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Federal & state grants	-	-	-	-	-	-	
State shared revenue	-	-	-	-	-	-	
Charges for services	976,760	1,049,134	786,850	1,049,134	1,049,134	-	
Interest income	3,334	2,700	1,572	2,700	2,000	(700)	
Operating transfers in	-	-	-	-	-	-	
Other	5,830	-	-	-	-	-	
	\$ 985,924	\$ 1,051,834	\$ 788,422	\$ 1,051,834	\$ 1,051,134	\$ (700)	
60442 Operating Expenditures							
5100 Salaries & Benefits	\$ 780,360	\$ 715,058	\$ 519,178	\$ 715,058	\$ 780,861	\$ 65,803	
5200 Operating Supplies	34,757	31,000	11,647	31,000	19,500	(11,500)	
5300 Contractual Services	288,240	291,480	187,537	291,480	328,494	37,014	
5400 Other Expenses	2,334	750	826	750	3,000	2,250	
5700 Capital Outlays	59,872	50,000	35,944	50,000	59,300	9,300	
5900 Other Financing Uses	-	-	-	-	-	-	
Other Cash Uses and Adjustments (e.g. Debt Principal)	(102,468)	-	-	-	-	-	
	\$ 1,063,095	\$ 1,088,288	\$ 755,132	\$ 1,088,288	\$ 1,191,155	\$ 102,867	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	50,000	-	50,000	45,000	(5,000)	
5700 Capital Outlays	-	-	-	-	-	-	
	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ 45,000	\$ (5,000)	
	\$ 1,063,095	\$ 1,138,288	\$ 755,132	\$ 1,138,288	\$ 1,236,155	\$ 97,867	
Available Cash Balance - EOY	\$ 614,800	\$ 517,699	\$ 648,090	\$ 528,346	\$ 343,325	\$ (185,021)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
643 Engineering Services Fund							
Available Cash Balance - BOY	\$ 27,862	\$ 54,182	\$ 36,081	\$ 36,081	\$ 78,901	\$ 42,820	
Means of Financing							
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Federal & state grants	-	-	-	-	-	-	
State shared revenue	-	-	-	-	-	-	
Charges for services	250,182	300,000	87,028	300,000	250,000	(50,000)	
Interest income	29	250	38	250	45	(205)	
Operating transfers in	75,000	13,000	-	13,000	15,000	2,000	for GF activities/support services
Other	-	-	-	-	-	-	
	\$ 325,211	\$ 313,250	\$ 87,066	\$ 313,250	\$ 265,045	\$ (48,205)	
60447 Operating Expenditures							
5100 Salaries & Benefits	\$ 182,571	\$ 220,000	\$ 135,643	\$ 175,000	\$ 260,000	\$ 85,000	
5200 Operating Supplies	6,443	9,430	6,535	9,430	8,780	(650)	
5300 Contractual Services	110,091	90,000	45,787	65,000	64,432	(568)	
5400 Other Expenses	18,395	2,000	109	2,000	2,000	-	
5700 Capital Outlays	6,326	11,200	6,709	9,000	7,500	(1,500)	
5900 Other Financing Uses	-	-	-	-	-	-	
Other Cash Uses and Adjustments (e.g. Debt Principal)	(31,232)	-	-	-	-	-	
	\$ 292,594	\$ 332,630	\$ 194,783	\$ 260,430	\$ 342,712	\$ 82,282	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	24,398	10,000	12,445	10,000	-	(10,000)	
5700 Capital Outlays	-	-	-	-	-	-	
	\$ 24,398	\$ 10,000	\$ 12,445	\$ 10,000	\$ -	\$ (10,000)	
	\$ 316,992	\$ 342,630	\$ 207,228	\$ 270,430	\$ 342,712	\$ 72,282	
Available Cash Balance - EOY	\$ 36,081	\$ 24,802	\$ (84,081)	\$ 78,901	\$ 1,234	\$ (77,667)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
677 General Insurance Fund							
Available Cash Balance - BOY	\$ 1,694,944	\$ 1,803,380	\$ 1,702,109	\$ 1,702,109	\$ 1,352,512	\$ (349,597)	
Means of Financing							
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Federal & state grants	-	-	-	-	-	-	
State shared revenue	-	-	-	-	-	-	
Charges for services	3,443,861	3,760,000	2,631,350	3,760,000	3,760,000	-	
Interest income	22,402	25,000	17,295	25,000	25,000	-	
Retiree Health Reimbursement	1,177,563	1,140,000	274,571	1,140,000	1,140,000	-	
MMRMA dividend payment	-	-	-	-	-	-	
Operating transfers in	-	-	-	-	-	-	
Other	8,972	9,000	3,083	9,000	9,000	-	
	\$ 4,652,798	\$ 4,934,000	\$ 2,926,299	\$ 4,934,000	\$ 4,934,000	\$ -	
30851 Operating Expenditures							
5100 Salaries & Benefits	\$ 283,744	\$ 43,752	\$ 49,723	\$ 43,752	\$ 43,752	\$ -	
5200 Operating Supplies	180	200	-	200	200	-	
5300 Contractual Services	4,255,839	4,900,000	2,841,888	4,900,000	4,900,000	-	
5400 Other Expenses	10,433	10,000	11,667	10,000	10,000	-	
5700 Capital Outlays	-	2,645	736	2,645	2,645	-	
5900 Other Financing Uses	-	-	-	-	-	-	
Other Cash Uses and Adjustments (e.g. Debt Principal)	95,437	327,000	-	327,000	-	(327,000)	Addtl OPEB contribution for FY2017
	\$ 4,645,633	\$ 5,283,597	\$ 2,904,014	\$ 5,283,597	\$ 4,956,597	\$ (327,000)	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 4,645,633	\$ 5,283,597	\$ 2,904,014	\$ 5,283,597	\$ 4,956,597	\$ (327,000)	
Available Cash Balance - EOY	\$ 1,702,109	\$ 1,453,783	\$ 1,724,394	\$ 1,352,512	\$ 1,329,915	\$ (22,597)	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
590 Sewer Fund							
Available Cash Balance - BOY	\$ 2,339,749	\$ 1,357,166	\$ 1,428,302	\$ 1,428,302	\$ 980,399	\$ (447,903)	
Means of Financing							
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Federal & state grants	765,363	1,000,000	320,945	1,000,000	-	(1,000,000)	
State shared revenue	-	-	-	-	-	-	
Charges for services	6,129,352	7,500,000	5,578,984	7,500,000	8,456,250	956,250	FY18 - 1.68 multiplier x county rate
Interest income	10,413	15,000	3,079	15,000	4,000	(11,000)	
Repayment of DDA advance	-	-	-	-	-	-	
Operating transfers in	-	-	-	-	-	-	
Bond Proceeds	-	300,000	-	-	-	-	
Other	185,171	140,000	124,436	140,000	140,000	-	
	\$ 7,090,299	\$ 8,955,000	\$ 6,027,444	\$ 8,655,000	\$ 8,600,250	\$ (54,750)	
30548 Operating Expenditures Administration							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	438,534	437,298	280,898	437,298	437,298	-	
5400 Other Expenses	8,969	12,000	-	12,000	12,000	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	-	-	-	-	-	-	
Other Cash Uses and Adjustments (e.g. Debt Principal)	(258,944)	-	-	-	-	-	
	\$ 188,559	\$ 449,298	\$ 280,898	\$ 449,298	\$ 449,298	\$ -	
60559 Operating Expenditures Maintenance							
5100 Salaries & Benefits	\$ 699,023	\$ 781,472	\$ 500,394	\$ 781,472	\$ 914,147	\$ 132,675	
5200 Operating Supplies	88,129	55,390	53,732	65,390	76,190	10,800	
5300 Contractual Services	393,649	440,654	340,090	465,843	492,088	26,245	
5400 Other Expenses	17,960	23,000	15,201	23,000	23,000	-	
5700 Capital Outlays	4,571	5,900	1,719	5,900	18,100	12,200	
5900 Other Financing Uses	-	-	-	-	-	-	
	\$ 1,203,332	\$ 1,306,416	\$ 911,136	\$ 1,341,605	\$ 1,523,525	\$ 181,920	
60557 Operating Expenditures Treatment							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	5,749,839	6,000,000	3,796,280	6,000,000	6,000,000	-	
5400 Other Expenses	-	-	-	-	-	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	-	-	-	-	-	-	
	\$ 5,749,839	\$ 6,000,000	\$ 3,796,280	\$ 6,000,000	\$ 6,000,000	\$ -	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	860,016	1,300,000	640,538	1,312,000	255,000	(1,057,000)	
5700 Capital Outlays	-	-	-	-	-	-	
	\$ 860,016	\$ 1,300,000	\$ 640,538	\$ 1,312,000	\$ 255,000	\$ (1,057,000)	
	\$ 8,001,746	\$ 9,055,714	\$ 5,628,852	\$ 9,102,903	\$ 8,227,823	\$ (875,080)	
Available Cash Balance - EOY	\$ 1,428,302	\$ 1,256,452	\$ 1,826,894	\$ 980,399	\$ 1,352,826	\$ 372,427	

City of Muskegon

Annual Budget & Quarterly Budget Reforecast - Other Funds

	Actual 2016	Original Budget Estimate FY2017	Actual to Date 3/31/17	4Q Reforecast FY2017	Original Budget Estimate FY2018	Increase (Decrease) From FY17 Reforecast	Comments
591 Water Fund							
Available Cash Balance - BOY	\$ 3,146,513	\$ 3,630,472	\$ 3,379,692	\$ 3,379,692	\$ 3,524,615	\$ 144,923	
Means of Financing							
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Federal & state grants	-	-	2,436	-	-	-	
State shared revenue	-	-	-	-	-	-	
Charges for services - City	3,271,984	3,499,250	2,562,618	3,200,000	3,300,000	100,000	
Charges for services - Wholesale	3,590,703	3,600,000	2,679,380	3,400,000	3,500,000	100,000	
Maintenance services - Township	119,509	155,000	87,664	100,000	100,000	-	
Interest income	13,363	11,000	8,035	11,000	11,000	-	
Lease of facilities	190,370	173,000	118,259	173,000	173,000	-	
Repayment of DDA advance	-	-	-	-	-	-	
Operating transfers in	-	-	-	-	-	-	
Other	318,427	170,000	127,675	170,000	170,000	-	
	\$ 7,504,356	\$ 7,608,250	\$ 5,586,067	\$ 7,054,000	\$ 7,254,000	\$ 200,000	
30548 Operating Expenditures Administration							
5100 Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5200 Operating Supplies	-	-	-	-	-	-	
5300 Contractual Services	897,399	932,085	633,324	932,085	932,085	-	
5400 Other Expenses	5,981	17,000	-	17,000	17,000	-	
5700 Capital Outlays	-	-	-	-	-	-	
5900 Other Financing Uses	258,604	246,500	191,096	246,500	203,106	(43,394)	Water System Bond Interest
Other Cash Uses and Adjustments (e.g. Debt Principal)	1,731,091	1,405,000	-	1,405,000	1,653,106	248,106	Water System Bond Principal
	\$ 2,893,075	\$ 2,600,585	\$ 824,420	\$ 2,600,585	\$ 2,805,297	\$ 204,712	
60559 Operating Expenditures Maintenance							
5100 Salaries & Benefits	\$ 1,078,047	\$ 1,064,918	\$ 795,685	\$ 1,064,918	\$ 1,118,584	\$ 53,666	
5200 Operating Supplies	224,085	231,500	156,908	231,500	232,000	500	
5300 Contractual Services	375,383	410,501	305,777	410,501	427,909	17,408	
5400 Other Expenses	129,850	139,500	66,749	139,500	140,000	500	
5700 Capital Outlays	7,000	13,500	14,633	17,000	15,500	(1,500)	
5900 Other Financing Uses	-	-	-	-	-	-	
	\$ 1,814,365	\$ 1,859,919	\$ 1,339,752	\$ 1,863,419	\$ 1,933,993	\$ 70,574	
60558 Operating Expenditures Filtration							
5100 Salaries & Benefits	\$ 780,529	\$ 825,235	\$ 584,992	\$ 800,000	\$ 997,054	\$ 197,054	
5200 Operating Supplies	291,263	315,000	204,110	311,753	340,915	29,162	
5300 Contractual Services	648,968	840,000	444,740	873,820	909,498	35,678	
5400 Other Expenses	4,907	6,500	2,098	6,500	6,500	-	
5700 Capital Outlays	44,454	53,000	23,738	53,000	184,600	131,600	
5900 Other Financing Uses	-	-	-	-	-	-	
Replacement Reserve - DWRP	-	-	-	-	-	-	
	\$ 1,770,121	\$ 2,039,735	\$ 1,259,678	\$ 2,045,073	\$ 2,438,567	\$ 393,494	
90000 Project Expenditures							
5200 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
5300 Contractual Services	793,616	1,080,000	152,394	400,000	1,152,000	752,000	
5700 Capital Outlays	-	-	-	-	-	-	
	\$ 793,616	\$ 1,080,000	\$ 152,394	\$ 400,000	\$ 1,152,000	\$ 752,000	
	\$ 7,271,177	\$ 7,580,239	\$ 3,576,244	\$ 6,909,077	\$ 8,329,857	\$ 1,420,780	
Available Cash Balance - EOY	\$ 3,379,692	\$ 3,658,483	\$ 5,389,515	\$ 3,524,615	\$ 2,448,758	\$ (1,075,857)	

APPENDICES

DEBT SERVICE REQUIREMENTS

City of Muskegon

2017-18 - Debt Service Requirements

Bond Issue	Repayment Fund	Year Issued	Original Amount of Issue	Outstanding Balance 06/30/17	Principal Due FY 2018	Interest Due FY 2018	Total Due FY 2018	Final Maturity
Existing Debt Issues:								
DDA G.O. Refunding Bonds	DDA	2011	\$ 2,045,000	\$ 330,000	\$ 330,000	\$ 13,200	\$ 343,200	2018
DDA Promissory Note with Muskegon County	DDA	1989	1,000,000	1,000,000	-	-	-	2019
LDFA Refunding Bonds (Smartzone)	LDFA III	2012	4,100,000	2,840,000	355,000	93,925	448,925	2025
MTF Major & Local Streets Bond	Major Streets	2011	2,000,000	1,075,000	200,000	29,055	229,055	2021
State of Michigan Environmental Loan	State Grants	2005	500,000	57,946	18,934	1,159	20,093	2020
Refunding Bonds for Fire Station & Rec Projects	General	2016	4,535,000	4,535,000	70,000	166,100	236,100	2032
Water Filtration Improvement DWRP Loan	Water	2004	13,900,000	6,980,000	710,000	140,781	850,781	2025
Water Supply System Revenue Bonds	Water	2010	5,995,000	1,510,000	740,000	62,325	802,325	2019
			34,075,000	18,327,946	2,423,934	506,545	2,930,479	
Anticipated Debt Issues:								
None Anticipated								
			\$ 34,075,000	\$ 18,327,946	\$ 2,423,934	\$ 506,545	\$ 2,930,479	

Recap By Fund:	Total
General	\$ 236,100
Major Street	229,055
State Grants	20,093
Water	1,653,106
DDA	343,200
LDFA III (Smartzone)	448,925
	<u>\$ 2,930,479</u>

2017-18 BUDGETED CAPITAL IMPROVEMENTS

City of Muskegon							
Quarterly Budget Reforecast and FY 2017-18 Proposed Budget							
		Responsibility	2016-17 Final Reforecast	2017-18 Budgeted Projects (Including Carryover Amounts From Prior FY)	2017-18 Estimated Project Grant Revenue	Grant Year	Comments
BUDGETED MAJOR CAPITAL PROJECTS							
101	General Fund						
	VOIP Phone System	Maurer	\$ 20,000	\$ -	\$ -		FY17 is year 5 of 5 annual payments, 0% interest
	ADA Compliance, Various Locations	Al-Shatel	15,000	20,000			Federal agreement
	Street Lights Conversion to LED, Consumers	Al-Shatel	270,000	270,000			partial payment to convert lights to LED
	Parks Reservation System	Al-Shatel	7,500	8,000	-		new system to enhance customer service, final payment and work to be completed FY17/18
	McGraft Park, Parking Lot	Al-Shatel	-	65,000	-		milling resurfacing main parking lot
	GIS for Lakeside Cemetery	Al-Shatel	-	35,000	-		convert paper records to GIS
	Irrigation systems, City Hall and possible other locations such as bike trails	Al-Shatel	-	40,000	-		
	Central Station Upgrades-HVAC @ Central Dispatch	J. Lewis	-	10,000	-		
91703	Roof Repairs at L C Walker Arena	Al-Shatel	25,000	-	-		
91704	City Hall bidg wash / seal	Al-Shatel	30,000	-	-		
	Telephone System Upgrade	Maurer	<u>35,537</u>	<u>-</u>	<u>-</u>		Approved by City Commission 4/25/17
			403,037	448,000	-		
202	Major Streets						
	Musketawa Trail Connection (Keating to Black Creek)	Al-Shatel	30,000	205,000	205,000	FY18	(federal grant)- carryover from 15/16 - FY16/17 only for design
91413	Laketon Ave. Nevada to Lakeshore Dr.	Al-Shatel	1,000,000	-	-		continuation from 15/16, grant money of \$400,000 accounted for in 15/16...match from bonds
	Laketon Ave. Getty to Creston	Al-Shatel	45,000	2,250,000	1,150,000	FY17	\$759,000 STP grant and \$400,000 from HPP local match from bonds
	Glenside, Sherman to Glen	Al-Shatel	250,000	-			mill and resurfacing using bonds
	Hackley, Seaway to Park; joint project with MHTS	Al-Shatel	10,000	70,000			City's share to Muskegon Heights
	Black Creek, Sherman to Latimer	Al-Shatel	-	290,000	220,000	FY18	milling resurfacing using TIP funds
91605	Traffic studies - Black Creek @ Olthoff signal	Al-Shatel	20,000	-	-		
	Traffic Signal @ Black Creek & Olthoff	Al-Shatel	-	100,000	80,000	FY18	new signal using CMAQ funds
	Harris, Sherman to Sundolphin	Al-Shatel	<u>-</u>	<u>135,000</u>	<u>-</u>		milling and resurfacing
			1,355,000	3,050,000	1,655,000		

City of Muskegon							
Quarterly Budget Reforecast and FY 2017-18 Proposed Budget							
		Responsibility	2016-17 Final Reforecast	2017-18 Budgeted Projects (Including Carryover Amounts From Prior FY)	2017-18 Estimated Project Grant Revenue	Grant Year	Comments
BUDGETED MAJOR CAPITAL PROJECTS							
203	<u>Local Streets</u>						
91502	Monroe, 5th to 4th	Al-Shatel	15,000	-			continuation from 15/16. Street portion of WM replacement
91609	Hartford/Diana/Pine	Al-Shatel	5,000	100,000	35,000		CDBG funding for FY2016-17; as part of WM upgrades
			20,000	100,000	35,000		
254	<u>L C Walker Arena Fund</u>						
	Arena Concessions Point of Sale System	Peterson	70,000	-	-		
			70,000	-	-		
264	<u>Criminal Forfeiture Fund</u>						
	Tactical Video Investigation, interview equipment	J. Lewis	13,500	-	-		additional equipment
	Pole Cameras	J. Lewis	15,000	14,500	-		
	Computer replacement - Police - 40 PCs	J. Lewis	-	32,000	-		
			28,500	46,500	-		
404	<u>Public Improvement Fund</u>						
	Playground Equipment at P.M.	Al-Shatel	-	367,800	220,700	FY18	If grant is awarded. Decision was made by Commission to hold off and apply for grant
	Neighborhood Housing Program	Peterson	-	20,000	-		continued maintenance
	City Hall upgrades, carpet, furniture - First Floor	Al-Shatel	-	100,000			
	L.C. Walker Arena general work (heating/cooling/structure)	Peterson	100,000	250,000	-		
	Arena Annex Capital Improvements & HVAC	Peterson	220,000	-	-		
	Parking lot - N.W. corner of Jefferson/Clay	Al-Shatel	10,000	200,000	-		
	Fire Department, AFG Equipment	J. Lewis	-	70,000	7,000	FY17	if grant is received
	Fire Department Equipment	J. Lewis	26,300	-	-		Life Pak & standalone AED generator
	Commercial/Industrial Demolitions	Al-Shatel	-	150,000	-		Blight fight efforts
	Hydraulic Rescue Rams	J. Lewis	-	17,600	-		
	Fire Department - Gear (Air Rescue Boat)	J. Lewis	69,000	-	-		Four Season Air Craft, reduced the amount used for different equipment in 15/16
			425,300	1,175,400	227,700		

City of Muskegon							
Quarterly Budget Reforecast and FY 2017-18 Proposed Budget							
		Responsibility	2016-17 Final Reforecast	2017-18 Budgeted Projects (Including Carryover Amounts From Prior FY)	2017-18 Estimated Project Grant Revenue	Grant Year	Comments
BUDGETED MAJOR CAPITAL PROJECTS							
482	State Grants Fund						
	MDEQ Smokestack Grant for Windward Pointe Brownfield Redevelopment	Al-Shatel	1,000,000	-	-	FY17	for stacks/asbestos abatement & demo
	site assessment	Al-Shatel	400,000	-	-	FY15	grant from US Environmental # 00E01538
	EPA/Brownfield Grant	Franzak	133,500	-	-	FY17	
	EPA Green Infrastructure thru WMSRDC	Al-Shatel	110,499	-	-	FY17	WMSRDC's SAW Grant
	Imagine Muskegon Lake	Al-Shatel	40,000	-	-	FY17	grant:\$20,000 from MEDC, \$10,000 from Foundation, \$1,000 from McKee
			1,683,999	-	-		
590	Sewer						
	Sewer Rehabilitation Project (Various Projects)	Al-Shatel	195,000	150,000	-		various sewer major repairs/emergencies, use this fund for S-2 project
91609	Hartford/Diana/Pine	Al-Shatel	75,000	80,000	-		
91413	Laketon Ave. Nevada to Lakeshore Dr.	Al-Shatel	42,000	-	-		
	Lift Stations repairs/upgrades	Al-Shatel	-	25,000	-		repairs to Apple Ave./Industrial/Harbour Town Stations
	SAW Grant	Al-Shatel	1,000,000	-	-		carry over from 14/15
			1,312,000	255,000	-		
591	Water						
	SCAD Migration Project PLC	Al-Shatel	-	250,000	-		instrumentation upgrade, continuation from 15/16
	Harvey Pump Repair, # 2	Al-Shatel	-	65,000	-		repair of second pump.
	Repair & add membrane to 2 of 4 clear wells @ plant	Al-Shatel	-	250,000	-		
	Repair switch gear for HSP	Al-Shatel	30,000	-	-		as per Filtration Plant Superintendent's request
	Develop Asset Management plan	Al-Shatel	10,000	25,000	-		50-50 between distribution & treatment
	Replace High Service Valve @ filtration	Al-Shatel	70,000	-	-		
	Repair & add membrane to 2 of 4 cells/reservoirs @ Harvey	Al-Shatel	120,000	120,000	-		
	Distribution Reliability Study	Al-Shatel	33,000	-	-		continuation
	Laketon, Nevada to Lakeshore Dr.	Al-Shatel	75,000	-	-		increased allocated WM
	Laketon, Getty to Creston	Al-Shatel	5,000	60,000	-		

City of Muskegon							
Quarterly Budget Reforecast and FY 2017-18 Proposed Budget							
		Responsibility	2016-17 Final Reforecast	2017-18 Budgeted Projects (Including Carryover Amounts From Prior FY)	2017-18 Estimated Project Grant Revenue	Grant Year	Comments
BUDGETED MAJOR CAPITAL PROJECTS							
91609	Hartford/Diana/Pine	Al-Shatel	15,000	140,000	-		Water Main Replacements, Various Locations & 2" & 4"
	Building repairs - Filtration	Al-Shatel	-	150,000	-		Carryover from last year
	Harvey sump and drains repair	Al-Shatel	-	45,000	-		Replace rotted hangers and drain lines
	Vehicle Base Reading Unit - Distribution	Al-Shatel	-	27,000	-		per distribution staff
	Monroe, 5th to 4th	Al-Shatel	22,000	-	-		continuation from 16, only \$22,000 in 17
	GIS Update and Maintenance	Al-Shatel	20,000	20,000	-		County licensing & map maintenance
			400,000	1,152,000	-		
594	<u>Marina</u>						
	Docks & Building Improvements (office, bathroom)	Al-Shatel	-	70,000	35,000	FY18	only engineering in 2018
			-	70,000	35,000		
642	<u>PSB</u>						
	PSB Improvements, including possible Eng. Evaluation of building	Al-Shatel	50,000	45,000	-		
			50,000	45,000	-		
643	<u>Engineering Services</u>						
	Intergovernmental Engineering Work	Al-Shatel	10,000	-	-		
			10,000	-	-		
661	<u>Equipment Fund</u>						
<i>20/Quant Non-Vehicular Equipment:</i>							
1	Spreader, parks	Al-Shatel	15,000	-	-		added, will be used for spreading fertilizer
1	Baech Cleaner	Al-Shatel	44,000	-	-		replaces old machine
1	Leaf Sucker	Al-Shatel	28,000	28,000	-		price was much higher than anticipated at original budget time
1	Fuel System upgrade @ DPW	Al-Shatel	25,000	-	-		price was much higher than anticipated at original budget time
2	Salt Boxes	Al-Shatel	38,000	-	-		replaces old Larson boxes
	various small equipment	Al-Shatel	30,000	10,000	-		

City of Muskegon							
Quarterly Budget Reforecast and FY 2017-18 Proposed Budget							
		Responsibility	2016-17 Final Reforecast	2017-18 Budgeted Projects (Including Carryover Amounts From Prior FY)	2017-18 Estimated Project Grant Revenue	Grant Year	Comments
BUDGETED MAJOR CAPITAL PROJECTS							
1	Riding Mower	Al-Shatel	7,500	20,000	-		Cemetery
			187,500	58,000	-		
5746	Communications Equipment:						
	various items to outfit new cruisers	Al-Shatel	20,000	30,000	-		
			20,000	30,000	-		
5730	Vehicles:						
3	Police Cruisers / SUVs *	Al-Shatel	82,000	-	-		Includes police package outfitting
3	Police Cruisers / Tahoes	Al-Shatel	-	105,000	-		Includes police package outfitting
2	Detective cars	Al-Shatel	47,000	-	-		
1	Detective cars	Al-Shatel	-	28,000	-		
1	Ford SUV/Fire Marshall	Al-Shatel	-	30,000	-		
2	3/4 ton trucks - fire department- 4x4	Al-Shatel	62,000	-	-		
1	3/4 ton truck for DPW- 2x4	Al-Shatel	25,000	-	-		
1	Beach Tracktor	Al-Shatel	-	60,000	-		
1	backhoe	Al-Shatel	112,000	-	-		carry over
2	Plow Truck	Al-Shatel	280,000	-	-		one carry over and one for this year, approval by commission was issued but truck will not be paid
			608,000	223,000	-		
	Total Equipment Fund		815,500	311,000	-		
			\$ 6,544,836	\$ 6,606,400	\$ 1,952,700		

BUDGETED FULL-TIME PERSONNEL COMPLEMENT

CITY OF MUSKEGON									
BUDGETED PERMANENT FULL-TIME PERSONNEL COMPLEMENT - 2017-18									
			2016-17			2017-18			
			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>
ENVIRONMENTAL SERVICES (101-80387)	Code Compliance Inspector Inspector	101	1.00	2.00		1.00	2.00		0.00
FINANCE & ADMINISTRATION (101-30202)	EEO/Employee Relations Director	101	0.00			0.60			
FINANCE & ADMINISTRATION (101-30202)	Management Assistant	101	1.00			1.00			
FINANCE & ADMINISTRATION (101-30202)	Assistant Finance Director/Income Tax Admin.	101	1.00			1.00			
FINANCE & ADMINISTRATION (101-30202)	Finance and Administrative Services Director	101	1.00	3.00		1.00	3.60		0.60
FIRE (101-50336)	Firefighter	101	19.00			19.00			
FIRE (101-50336)	Director of Public Safety	101	0.00			0.00			
FIRE (101-50336)	Fire Lieutenant	101	6.00			6.00			
FIRE (101-50336)	Fire Battalion Chief	101	2.00			2.00			
FIRE (101-50336)	Fire Marshal	101	1.00			1.00			
FIRE (101-50336)	Ass't Fire Chief	101	1.00			1.00			
FIRE (101-50336)	Fire Captain	101	3.00			3.00			
FIRE (101-50336)	Fire Mechanic (Assistant)	101	3.00	35.00		3.00	35.00		0.00
FIRE SAFETY INSPECTIONS (101-50387)	Director of Public Safety	101	0.00			0.00			
FIRE SAFETY INSPECTIONS (101-50387)	Fire Marshal	101	0.00	0.00		0.00	0.00		0.00
INCOME TAX ADMINISTRATION (101-30205)	Customer Service Rep II	101	2.50			2.50			
INCOME TAX ADMINISTRATION (101-30205)	Income Tax Administrator	101	0.00			0.00			
INCOME TAX ADMINISTRATION (101-30205)	Income Tax Auditor	101	1.00	3.50		1.00	3.50		0.00
INFORMATION SYSTEMS (101-30248)	Information Systems Director	101	1.00			1.00			
INFORMATION SYSTEMS (101-30248)	Network Administrator	101	1.00			1.00			
INFORMATION SYSTEMS (101-30248)	Technology Support Specialist	101	0.00			1.50			
INFORMATION SYSTEMS (101-30248)	Network Technician	101	1.00	3.00		0.00	3.50		0.50

CITY OF MUSKEGON									
BUDGETED PERMANENT FULL-TIME PERSONNEL COMPLEMENT - 2017-18									
			2016-17 BUDGETED			2017-18 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>
PARKS (101-70751)	Leisure Services Maintenance Worker II	101	5.00			5.00			
PARKS (101-70751)	Leisure Services Maintenance Worker I	101	1.00			1.00			
PARKS (101-70751)	Parks Supervisor	101	0.85			0.85			
PARKS (101-70751)	Superintendent of Public Works	101	0.05	6.90		0.05	6.90		0.00
MC GRAFT PARK MAINTENANCE (101-70757)	Parks Supervisor	101	0.15	0.15		0.15	0.15		0.00
PLANNING (101-80400)	Zoning Administrtor/Planner III	101	1.00			0.00			
PLANNING (101-80400)	Planning Manager	101	0.00			1.00			
PLANNING (101-80400)	Director of Community & Economic Development	101	1.00			0.00			
PLANNING (101-80400)	Administrative Assistant	101	1.00			1.00			
PLANNING (101-80400)	Community Development Specialist	101	0.45			0.45			
PLANNING (101-80400)	Planner I	101	0.00	3.45		1.00	3.45		0.00
POLICE (101-40301)	Police Officer	101	63.00			63.00			
POLICE (101-40301)	Police Sergeant	101	8.00			8.00			
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	3.00			3.00			
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	159.10	0.20	0.20	160.40	1.30

CITY OF MUSKEGON									
BUDGETED PERMANENT FULL-TIME PERSONNEL COMPLEMENT - 2017-18									
			2016-17 BUDGETED			2017-18 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>
MVH-MAJOR STREETS (202-60440)	Equipment Operator	202	7.50			7.50			
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)	Highway Supervisor	202	0.75	10.70	10.70	0.75	10.70	10.70	0.00
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
FARMERS MARKET (252-70863)	Administrative Assistant/Event Coordinator	252	0.00	0.00		0.20	0.20	0.20	0.20
COMMUNITY DEVELOPMENT (472-80691)	Customer Service Rep II	472	0.00			1.00			
COMMUNITY DEVELOPMENT (472-80691)	Finance Clerk	472	1.00			0.00			
COMMUNITY DEVELOPMENT (472-80691)	Housing Rehab Counselor	472	1.00			1.00			
COMMUNITY DEVELOPMENT (472-80691)	Community Development Specialist	472	1.00			0.55			
COMMUNITY DEVELOPMENT (472-80691)	Community Services Director	472	1.00	4.00	4.00	1.00	3.55	3.55	-0.45
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	0.40			0.40			
SEWER MAINTENANCE (590-60559)	Equipment Operator	590	1.40	9.80	9.80	1.40	9.80	9.80	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			

[illegible]

CITY OF MUSKEGON										
BUDGETED PERMANENT FULL-TIME PERSONNEL COMPLEMENT - 2017-18										
			2016-17			2017-18				
			BUDGETED			BUDGETED				
			AUTHORIZED	TOTAL BY	TOTAL BY	AUTHORIZED	TOTAL BY	TOTAL BY	NET	
<u>BUDGETARY ACCOUNT</u>	<u>POSITION TITLE</u>	<u>FUND</u>	POSITIONS	DEPARTMENT	FUND	POSITIONS	DEPARTMENT	FUND	CHANGE	
AFFIRMATIVE ACTION (677-30851)	EEO/Employee Relations Director	677	0.40	0.40	0.40	0.40	0.40	0.40	0.00	
	GRAND TOTALS		232.45	232.45	232.45	233.50	233.50	233.50	1.05	

BUDGET RESOLUTION

**CITY OF MUSKEGON
RESOLUTION OF APPROPRIATION
2017-18 BUDGET**

WHEREAS, the City Manager has submitted a proposed Budget for 2017-18 in accordance with City Ordinance and Michigan Public Act 621 of 1978 known as the "Uniform Budgeting and Accounting Act"; and,

WHEREAS, the 2017-18 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, 2017 is hereby determined and adopted as follows:

GENERAL FUND

FUND ACTIVITY NUMBER	FUND/ACTIVITY NAME	AMOUNT
101-10101	City Commission	82,818
101-10102	City Promotions & Public Relations	50,000
101-10145	City Attorney	350,000
101-10172	City Manager	371,043
101-10875	Support to Outside Agencies	427,673
101-10891	Contingency and Bad Debt Expense	100,000
101-20215	City Clerk & Elections	429,291
101-20220	Civil Service	101,300
101-30202	Finance Administration/EEO Employee Relations	609,446
101-30205	Income Tax Administration	357,923
101-30209	Assessing Services	332,000
101-30248	Information Systems Administration	493,583
101-30253	City Treasurer	652,259
101-30851	Insurance Premiums	274,665
101-30906	Debt Retirement	236,100
101-30999	Transfers to Other Funds	425,000
101-40301	Police	10,199,088
101-50336	Fire	3,313,300
101-50338	Central Fire Station	75,000
101-50387	Fire Safety Inspections	575,000
101-60265	City Hall Maintenance	275,952
101-60446	Community Event Support/Downtown BID	81,000
101-60448	Streetlighting	515,000
101-60523	Sanitation	1,845,117
101-60550	Stormwater Management	10,000
101-70276	Cemeteries Maintenance	440,657
101-70751	Parks Maintenance	1,473,008
101-70757	McGraft Park Maintenance	72,063
101-80387	Environmental Services	1,229,024
101-80400	Planning, Zoning and Economic Development	632,794
101-90000	Major Capital Improvements	<u>448,000</u>
	Grand Total General Fund Appropriations	<u>\$26,478,104</u>

OTHER BUDGETED FUNDS

<u>FUND ACTIVITY NUMBER</u>	<u>FUND/ACTIVITY NAME</u>	<u>AMOUNT</u>
202,204	Major Streets and State Trunklines	5,835,870
203	Local Streets	1,581,885
264	Criminal Forfeitures	46,500

BE IT FURTHER RESOLVED that the revenues and other financing sources (including use of prior year balances) for Fiscal Year 2017-18 are estimated as follows:

GENERAL FUND

<u>FUND/ACTIVITY NAME</u>	<u>AMOUNT</u>
Taxes	\$ 15,715,972
Licenses and Permits	1,580,603
Federal Grants	59,580
State Grants	573,900
State Shared Revenue	3,973,538
Charges for Sales & Services	3,550,961
Interest & Operating Transfers	234,650
Fines & Fees	410,000
Other Revenue	<u>433,500</u>
 Total General Fund Revenue	
Appropriations	<u><u>\$26,532,704</u></u>

OTHER BUDGETED FUNDS

<u>FUND ACTIVITY NUMBER</u>	<u>FUND/ACTIVITY NAME</u>	<u>AMOUNT</u>
202,204	Major Streets and State Trunklines	5,923,877
203	Local Streets	1,497,900
264	Criminal Forfeitures	16,700

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	\$40,000
394	Downtown Development Authority Debt	335,750
290	Local Finance Development Authority Debt	448,925
295	Brownfield Redevelopment Authority (Betten)	158,000
296	Brownfield Redevelopment Authority (Former Mall)	164,817
298	Brownfield Redevelopment Authority (Terrace Point)	60,000
252	Farmers Market & Kitchen 242	187,800
254	L C Walker Arena	1,182,000
404	Public Improvement Fund	1,175,400
482	State Grants Fund	221,990
590	Sewer	8,227,823
591	Water	8,329,857
594	Marina/Launch Ramp	310,474
661	Equipment	2,445,263
642	Public Service Building	1,236,155
643	Engineering Services Fund	342,712
677	General Insurance Fund	4,956,597

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 2016:

<u>PURPOSE</u>	<u>MILLAGE (MILLS)</u>
General Operating	10.0000
Sanitation Service	3.0000
Promotion	<u>.0908</u>
Total	13.0908

At a meeting of the City Commission of the City of Muskegon, on the _____ Day of June 2017, the foregoing resolution was moved for adoption by Commissioner _____ . Commissioner _____ supported the motion.

Resolution declared adopted.

Mayor

City Clerk