

VILLAGE OF MACKINAW CITY

MUNICIPAL BUDGET 2011-2012

Adopted: February 17, 2011



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Village of Mackinaw City

Municipal Budget 2011 - 2012

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GENERAL FUND

The General Fund of the Village of Mackinaw City is the Village's primary fund that records all revenue and expenditures which are not required to be accounted for through other fund types. The General Fund receives revenues to cover expenditures for the following activities:

- Council
- Administration
- Clerk
- Treasurer
- Audit Contract Cost
- Attorney Contract Cost
- Community Development
- Village Hall Buildings and Grounds
- Village Property Other
- Promotion
- Police
- Fire
- Sidewalks
- General Recreation and Culture
- Contributions to Other Funds
- Bond Debt

The 2011 - 2012 Municipal Budget represents a balanced budget to achieve the Village's Goals and Objectives for service delivery for General Fund activities. Please refer to the Goals and Objectives portion of the Budget document for a detail of this information.

GENERAL FUND REVENUE:

Revenue received by property taxes are estimated by information received by the Mackinaw Township Assessor, the Wawatam Assessor, Emmet County Equalization, Cheboygan County Equalization and Staff analysis.

Revenue received from the State, leases and other sources are primarily based on historical trends, current analysis of financial conditions and information received by the State of Michigan.

CURRENT TAXES:

The Village's taxable value for the 2011 tax roll is estimated at \$104,000,000.

Narrative Overview of All Funds

Village of Mackinaw City Municipal Budget 2011 - 2012

The 2011 Taxable Value is being estimated at a 4% decrease from the 2010 Taxable Value. This forecast is based on information identifying that the State Equalized Value of property is decreasing in the Village. This trend, which is due to the slow economy, creates a stagnant taxable value except in cases of new building or expansion. The Village is taking a conservative approach to revenue forecasting and expects that a revenue decrease is probable in future budget years.

STATE SHARED REVENUE:

The State of Michigan distributes revenue sharing payments to Michigan municipalities based on constitutional and statutory formula requirements from portions of State Sales Tax Revenue. Due to the economy and State fiscal problems, State Sales Tax Revenue has declined. The Village has forecasted the possible elimination of non statutory revenue sharing from the State of Michigan.

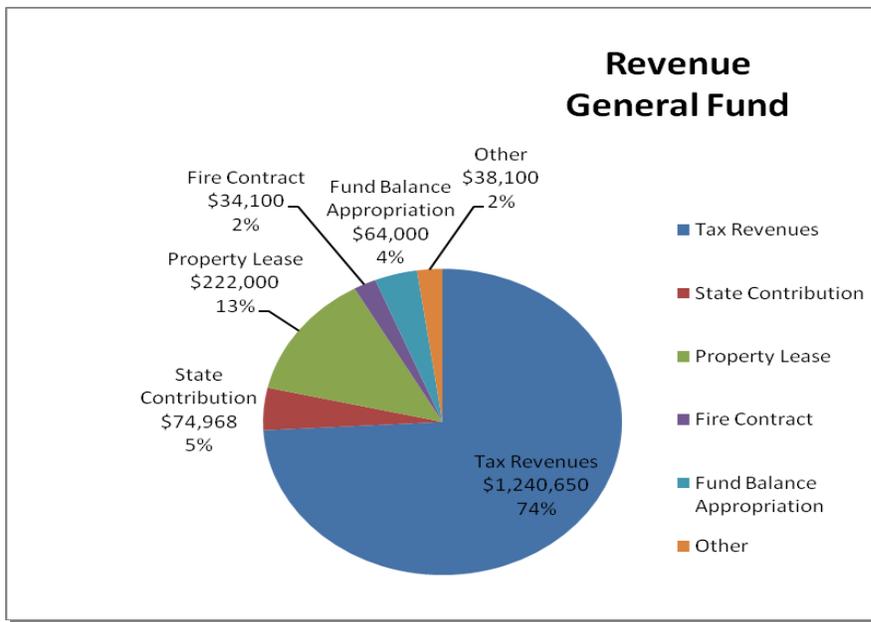
LEASE REVENUE:

The Village receives revenues from the lease of property to private businesses for ferry boat dock operations, wind turbine operation and communication equipment. The revenue will increase based on lease provisions.

FIRE CONTRACT REVENUES:

The Village provides fire protection services to Wawatam and Mackinaw Townships by contract. Fees are based on a formula that factors in the number of fire calls, taxable value of property, and population to determine what percentage of fire cost each unit will pay. The revenue is forecasted to be consistent with 2010 revenues.

REVENUES BY TYPE:

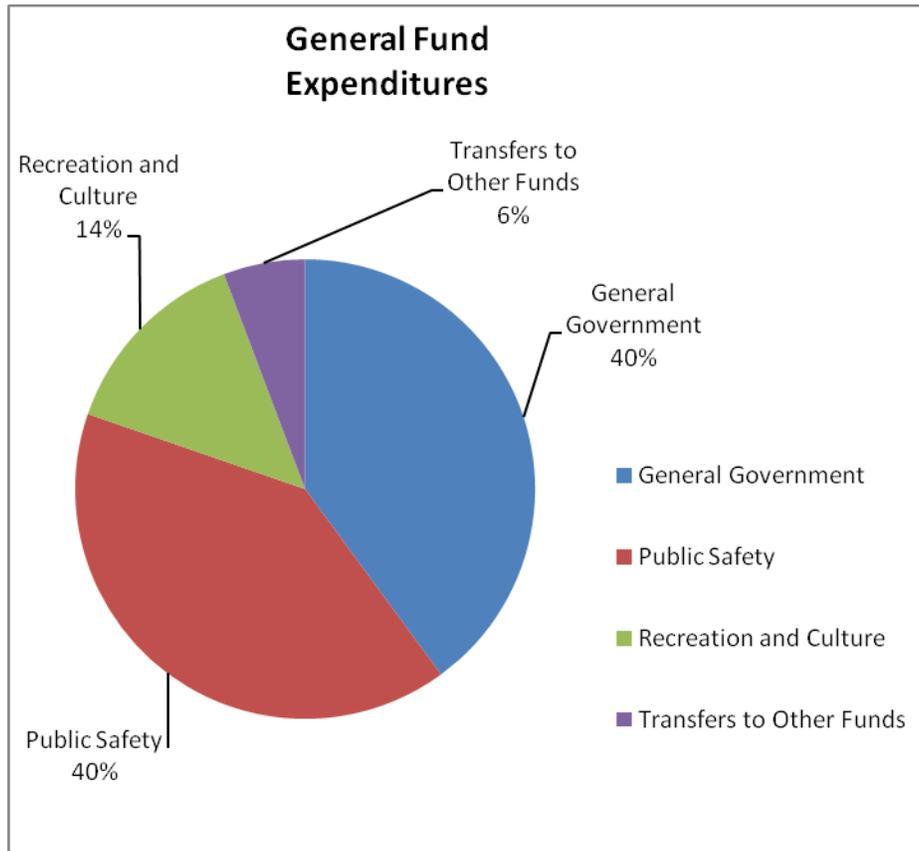


Narrative Overview of All Funds

Village of Mackinaw City Municipal Budget 2011 - 2012

EXPENDITURES:

General Fund Expenditures are estimated to be greater than 2010 expenditures. This can be primarily attributed to an increase in capital improvement projects financed with General Fund Revenue.



GENERAL FUND CAPITAL IMPROVEMENTS

Capital improvements are expenditures made to construct projects or purchase equipment to provide the infrastructure that is required to provide services. Infrastructure projects are determined by an analysis conducted by Village Staff, input provided by the Village Council, public and other Village Commissions. The following represents capital improvement studies that are currently underway as related to general fund activities. All projects are contingent upon funding availability.

SIDEWALK PLAN:

The Village's Sidewalk Plan identifies the condition of all existing sidewalks within the Village. The next review of the system will be conducted in the spring of 2011. The Village has completed replacement of over 600 feet of sidewalk over the last four years. The Plan also identifies new areas of sidewalk placement. The Village completed Phase I and II sidewalk improvements along West Central Avenue in 2006 with the installation of 2,700 feet of walk between DuJuancy Street and Farley Street, installed over 1000 feet of sidewalk on N. Huron Avenue in 2009, and 400 feet of sidewalk connecting to the State's paved multi-use trail in 2010. The Village has installed over 7,400 lineal feet of new sidewalk over the last six years.

VILLAGE BUILDINGS:

Discussion has been held concerning the future need to construct a new fire station and complete Village Hall improvements. Due to the economic climate, the Village has placed discussions of constructing a new fire station and major Village Hall renovations on hold. The current Budget allocates funds to remodel and replace insulation at Fire Station II and to complete roof repairs on the Village Hall.

CAPITAL IMPROVEMENTS TO VILLAGE PARKS AND RECREATION FACILITIES:

Parks and Recreation improvements are identified in the Village's Parks and Recreation Plan. This Plan is updated every five years and is required in order to apply for State grants for the construction of parks and recreation facilities. The Village's Plan was approved by the State in January 2009. The Village was awarded grant funding to construct restrooms at Conkling Heritage Park. The project will be constructed during the 2011-12 fiscal year.

MACKINAW CITY HIKE AND BIKE PLAN:

The Village, in conjunction with the Trail Advisory Committee, has developed a plan for the improvement of roads, trails, and sidewalks to accommodate and encourage the use of infrastructure for walking, hiking, biking, and other forms of transportation in the Village.

Narrative Overview of All Funds

Village of Mackinaw City Municipal Budget 2011 - 2012

SUMMARY OF CAPITAL IMPROVEMENT PROJECTS FOR 2011-2012:

Capital Improvements associated with the General Fund are as follows:

Financial System Software (portion):	\$4,000.00
Roof Repair Village Hall:	\$55,000.00
Fire Station II Remodel and Insulation:	\$20,000.00
Phase One Zoning Ordinance Review:	\$7,500.00
Phase I Hike and Bike Plan Projects:	\$6,200.00
Historic Village Projects:	\$10,000.00
Conkling Heritage Park Restrooms:	\$150,000.00
Police Equipment:	\$7,500.00
Fire Equipment:	<u>\$3,000.00</u>
 TOTAL:	 \$263,200.00

MUNICIPAL STREET FUND

The Village levies a millage to raise revenue to fund the construction, operation and maintenance of road activities conducted in the major and local streets through the Municipal Street Fund. The purpose of the Fund is to:

- Fund road construction operations and maintenance activities.
- Fund a portion of bond payments for financed road projects.
- Fund street lighting cost.

Due to the continued demand for road repair, Staff recommends that the Municipal Street Millage for Fiscal Year 2011-2012 be set at the maximum levy as permitted by the Truth in Taxation and Proposal Act of 1994.

MAJOR STREET FUND

Michigan communities responsible for roads are required by Act 51 of 1951 to establish a Major Street Fund to support the construction, operation and maintenance of major streets. The Village contains approximately 5.78 miles of major streets.

The purpose of the Fund is to:

- Receive all major street funds paid to the Village by the State.
- Receive revenue collected by a dedicated street millage from the Municipal Street Fund.
- Account for construction, operation and maintenance cost.

REVENUES:

Eighty-one percent of revenue utilized for major street activities is generated by designated property tax millage for construction, operation and maintenance activities transferred from the Municipal Street Fund. Due to the State economy, the revenue raised by property tax revenue is projected to decrease for 2011.

The Village also receives State funding from Act 51. This revenue is estimated to remain consistent with 2010 Revenue.

EXPENDITURES:

Major street expenditures represent the necessary appropriations to provide major street services for construction operations and maintenance for the fiscal year. The majority of road expenditures in 2011 will be conducted on general road maintenance and snow removal.

MAJOR STREET CAPITAL IMPROVEMENTS

The Village conducts road evaluations based on the MDOT PASER system. This system evaluates the condition of existing streets. Streets are ranked from a condition of 1 – 10, with one being a street that is in a non-passable condition and ten being a street in excellent condition. This information is then entered into a computer database for future evaluation.

The evaluation system has identified the need to continue the development of a funding plan to reconstruct North Huron Ave. Since this corridor is not eligible for MDOT Federal Aid Grants, the Village will have to fund the project with Municipal Street tax revenues, special assessments and bonding. Due to the projected replacement cost of over 1.2 million dollars, this project will take several years to complete. The Village completed Phase I construction of North Huron Avenue from Nicolet Street to Ducharme Street in 2009. No improvement is planned for the corridor during this budget cycle.

The evaluation system has also identified the need to complete improvements to West Central Avenue from DuJuancy Street to Wilderness Park Drive in the future. The project is estimated at over 1.3 million dollars. The project will require several phases and multiple years to complete based on the availability of funding. Phase I of the project (Phase I DuJauncey-Hiawatha) has been placed on the State Transportation Improvement Plan for construction in 2015.

Capital Improvements completed in 2010-11:

E. Central Avenue Resurfacing –ARRA Funds:	\$285,936.00
E. Central Avenue Electrical/Irrigation:	\$55,000.00
Engineering for E. Central ARRA Project:	\$23,000.00
Road Sign Replacement:	<u>\$20,000.00</u>
TOTAL:	\$383,936.00

Capital Improvements for 2011-12:

Crack Sealing:	\$6,000.00
Sign Replacement:	<u>\$5,000.00</u>
TOTAL:	\$11,000.00

LOCAL STREET FUND

Michigan communities responsible for roads are required by Act 51 of 1951 to establish a Local Street Fund to support the construction, operation, and maintenance of local streets. The Village contains approximately 12.89 miles of local streets.

The purpose of the Fund is to:

- Receive all local street funds paid to the Village by the State.
- Receive revenue collected by a dedicated street millage from the Municipal Street Fund.
- Account for construction, operation, and maintenance cost.

REVENUES:

Eighty-five percent of revenue utilized for local street activities is generated by designated property tax millage for construction, operation and maintenance activities transferred from the Municipal Street Fund. Due to the State economy, the revenue raised by property tax revenue is projected to decrease for 2011.

The Village also receives State funding from Act 51. This revenue is estimated to remain consistent with 2010 revenue.

EXPENDITURES:

Local street expenditures represent the necessary appropriations to provide local street services for construction operations and maintenance for the fiscal year. The majority of road expenditures in 2011 will be conducted on general road maintenance and snow removal.

LOCAL STREET CAPITAL IMPROVEMENTS

The Village conducts road evaluations based on the MDOT PASER system. This system evaluates the condition of existing streets. Streets are ranked from a condition of 1 – 10, with one being a street that is in a non-passable condition and ten being a street in excellent condition. This information is then entered into a computer database for future evaluation.

The PASER analysis has identified that the majority of local streets in the Village are in fair to good condition. The improvement of local streets are a long term project that will require substantial funding well into the future. This will require the development of a funding plan based on the information obtained by PASER analysis. Local streets are not eligible for Act 51 grant funding.

The Village will continue to conduct crack sealing along local streets.

The Village is also scheduled to continue replacing street signage at intersections in 2011.

Capital Improvements for 2011-12:

Street Sign Replacement:	\$6,000.00
Crack Sealing:	<u>\$3,000.00</u>
TOTAL:	\$9,000.00

CEMETERY FUND

The Cemetery Fund is a non-major special revenue fund established to record the revenues and expenses associated with the operations, maintenance, and improvements to Lakeview Cemetery.

REVENUES:

Cemetery revenue is received from a dedicated millage as well as for services provided for interment, burial and sale of plots.

EXPENDITURES:

Cemetery Fund expenditures represent the necessary appropriation to provide cemetery services.

CEMETERY CAPITAL IMPROVEMENTS:

Capital improvements within the Cemetery are determined by an evaluation conducted by Village Staff, input provided by the Village Council, public, and other Village Commissions.

Capital Improvements for 2011-12:

Repair of multiple bases:	\$5,000.00
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AMBULANCE FUND

The Ambulance Fund is a governmental fund that records the revenue and expense associated with the operation of the Village's Ambulance Service.

REVENUES: The Ambulance Service receives revenue from the transport of patients and from voter approved millages in Emmet and Cheboygan counties. Revenues are forecasted to decrease from 2010 revenues due to a decrease in millage money received.

EXPENDITURES: Expenditures are costs that represent the necessary distribution of funds to operate the Ambulance Service. The largest percentage of cost to operate the system is associated with wages and benefits.

RECREATION CENTER

The Recreation Center Fund is a non-major municipal fund for the operation and maintenance of the indoor recreation building located at 507 West Central Avenue. The Recreation Center is a 36,000 square foot facility providing meeting rooms, a weight room, locker rooms, shower facilities, walking/jogging track, and multipurpose floor area for hockey during the winter months, and with room for events of up to 600 attendees during the summer months. The facility is also open in the summer months for various recreational activities such as basketball and in-line hockey.

REVENUES: The Recreation Center receives its revenue from a combination of lease proceeds and a transfer from the General Fund.

EXPENDITURES: Recreation Center expenditures represent the necessary funding for the operation and maintenance of the facility. Recreation Center expenditures primarily consist of wage and utility cost. The overall cost to operate the facility is relatively small compared to similar facilities in operation.

**DOWNTOWN DEVELOPMENT
AUTHORITY FUND**

The Downtown Development Authority Fund is a Municipal Fund established under Act 175 of 1975, as amended. The purpose of the DDA is to facilitate projects to invest in the Downtown District to stabilize and increase the value of property in the District.

REVENUES: DDA revenues reflect the collection of two mills from properties located within the DDA District. DDA revenues are scheduled to decrease.

EXPENDITURES: DDA Expenditures represent the necessary appropriation to fund the following:

DDA Debt Payments:

- 1. Bond Debt until 2014: \$ 24,000

CAPITAL IMPROVEMENTS: Capital improvements within the DDA District are established by evaluations by Village Staff, input provided by the Village Council, public and the DDA. Scheduled improvements in the district call for the reconstruction of the Dixie monument and relocation of the clock on Central Avenue.

Capital Improvements for 2011-12:

- Reconstruct Dixie Monument and relocate clock: \$12,000.00

PLANNING COMMISSION FUND

The Planning Commission Fund is a non-major special revenue fund established to provide funding for the operation of the Planning Commission.

REVENUES: Revenues for the Planning Commission are transferred from the General Fund and are received by site plan review fees.

EXPENDITURES: Planning Commission expenditures represent the necessary appropriations to provide Planning Commission members payment and consultant fees when necessary for monthly meetings.

RECREATIONAL COMPLEX FUND

The Recreation Fund is a non-major special revenue fund established for operation and maintenance activities conducted at the Recreation Complex Facility located on West Central Avenue. The Recreation Complex consists of two softball fields, one baseball field, children's play area, community pavilion, and associated buildings.

REVENUES: Revenues for the Recreational Complex are primarily transferred from the General Fund.

EXPENDITURES: Recreational Fund expenditures represent the necessary funding to operate and provide maintenance to the Recreational Complex. Expenditures also provide funding for recreational programs.

WATER AND SEWER FUND

The Water and Sewer Fund is an enterprise fund, which is self supporting from the revenues obtained by the sale of water and sewer services to the customers of the system.

The purpose of the fund is to record the revenue and expenditures of the operations, maintenance, and improvements to the water and sewer system.

REVENUES:

Water and Sewer Fund revenues are derived primarily from water sale and sewage treatment services. Additional revenues are received from capital connection fees paid for new construction projects. The Village has forecasted that water and sewer revenues will be similar to revenue collected in 2010.

EXPENDITURES:

Water and Sewer expenditures represent the necessary appropriations to provide the Village residents with quality water and sewer services.

WATER CAPITAL IMPROVEMENTS:

Improvements to the Village's water system are determined through reports prepared by the Village's Engineer and Staff. The 2011 capital improvements planned for the water system are as follows:

Radio Read Water Meter Replacement:	\$15,000.00
Well Maintenance, Wells 1, 2 & 3:	\$5,000.00
Well Cleaning, Well 4:	\$25,000.00
Meter Testing Equipment:	\$3,300.00
Variable Frequency Drive:	<u>\$8,500.00</u>
TOTAL:	\$56,800.00

SEWER CAPITAL IMPROVEMENTS: Improvements to the Village's sewer system are also determined through reports prepared by the Village's Engineer and Staff.

Capital improvements planned for the system for 2011 are as follows:

Aerator Equipment Replacement:	\$16,000.00
Lab Equipment and Software:	\$18,500.00
Heather Replacement:	\$7,500.00
Lagoon Sewer Cleaning:	<u>\$300,000.00</u>
TOTAL:	\$342,000.00

Narrative Overview of All Funds

Village of Mackinaw City Municipal Budget 2011 - 2012

MARINA FUND

The Marina Fund is an enterprise fund, which is self supporting from the revenues obtained by the sale of services and products to Marina customers.

The purpose of the fund is to record revenues and expenditures for the operation, maintenance, and improvements to the Marina.

REVENUES:

Marina revenues are forecasted to remain consistent with 2010 revenues. The Village's revenue from transient slip rental is projected to decrease while revenue from seasonal slips are forecasted to increase. The Marina's revenue stream is volatile because it is based on boater's utilization of the facility, which is affected by many variables.

EXPENDITURES:

Marina Fund expenditures represent the necessary appropriations to operate a quality municipal marina.

CAPITAL IMPROVEMENTS:

Capital improvements are determined by Staff evaluations with input from the Village Council and public. The Marina Facility Master Plan identifies recommended infrastructure improvements to upland facilities within the Marina. The Plan was created in 1996. Approximately 95% of the Plan has been implemented to date. No future upland improvements are planned at this time.

The Village also reviewed needed improvement to bottomland facilities. The Village has determined the need to replace a portion of the fixed piers with floating docks as funding permits. The Village has received a State grant to replace the piers.

Capital Improvements for 2011-2012:

Install 2 floating finger piers - Village	\$20,000.00
State Funding:	<u>\$20,000.00</u>
TOTAL:	\$40,000.00

Conclusion

Village of Mackinaw City

Municipal Budget 2011 - 2012

The 2011-2012 Fiscal Year Budget represents the necessary appropriations to achieve scheduled infrastructure improvements as well as provide continued improvements to the Village's service delivery.

All Village employees are dedicated to a team effort to provide the best possible services to the citizens, visitors and customers of Mackinaw City.

La/Budgets/08-09/Budget Summary

Total Village Budget

Village of Mackinaw City Municipal Budget 2011 - 2012

All Funds with transfers:

REVENUES: \$ 4,893,280

EXPENDITURES: \$ 4,893,280

**VILLAGE OF
MACKINAW CITY**

2011 - 2012

MUNICIPAL BUDGET

**LINE ITEM
OVERVIEW**

**VILLAGE OF MACKINAW CITY
 GENERAL FUND BUDGET 2011 - 2012**

**FY 11/12
 BUDGETED**

REVENUE:	1,781,185
EXPENDITURES:	
LEGISLATIVE	
Council	25,250
GENERAL GOVERNMENT	
Administration	115,050
Clerk-Election	1,800
Audit	35,000
Attorney	25,000
Clerk	46,940
Treasurer	48,650
Community Development	9,950
Village Hall/Grounds	114,650
Village Property-Other	229,000
Promotional	65,450
TOTAL GENERAL GOVERNMENT	691,490
PUBLIC SAFETY	
Police Dept.	475,850
Fire Dept.	164,875
TOTAL PUBLIC SAFETY	640,725
PUBLIC WORKS	
Sidewalks	6,200
TOTAL PUBLIC WORKS	6,200
RECREATION AND CULTURE	
Parks & Recreation	307,120
OTHER FUNCTIONS	
Insurance	4,600
TOTAL EXPENDITURES	1,675,385
OTHER FINANCING USES	
TRANSFERS TO OTHER FUNDS:	
Contrib. Ambulance Fund	1,700
Contrib. Performance Shell	6,900
Contrib. Recreation Funds	59,740
Planning Commission Contrib	12,600
Economic Development commission	10,000
TOTAL TRANSFERS	90,940
TRANSFERS TO COMPONENT UNIT	
G.O. Bond 2009 Road Portion	33,000
App to Fund Balance	0
G.O. Bond 2002	35,000
Fire Truck Bond Payment	53,000
425 Agreement Payment(Mack. Twnshp)	6,000
425 Agreement Payment(Wawatam Twnshp)	2,300
Water/Sewer Debt Payment	0
TOTAL TRANSFERS	129,300
TOTAL OTHER FINANCING USES	220,240
TOTAL EXPENDITURES AND OTHER FINANCING USES	1,895,625

VILLAGE OF MACKINAW CITY
Major Street Fund Budget
2011 - 2012

FY 11/12
BUDGETED

REVENUE:	239,990
EXPENDITURES:	
Construction	0
Routine Maintenance	120,650
Traffic Services	22,240
Winter Maintenance	71,300
Adm., Engineering	25,800
TOTAL	239,990

VILLAGE OF MACKINAW CITY
Local Street Fund Budget
2011 - 2012

FY 11/12
BUDGETED

REVENUE:	196,900
EXPENDITURES:	
Construction	0
Routine Maintenance	85,900
Traffic Services	8,150
Winter Maintenance	74,500
Adm., Engineering	28,350
TOTAL	196,900

VILLAGE OF MACKINAW CITY
Municipal Street Fund Budget
2011 - 2012

FY 11/12
BUDGETED

REVENUE:	436,500
EXPENDITURES:	
Municipal St. Contingency	20,780
Transfers	344,720
Street Lights	46,000
Bond Payment	28,000
TOTAL	439,500

**VILLAGE OF MACKINAW CITY
Cemetery Fund Budget
2011 - 2012**

**FY 11/12
BUDGETED**

REVENUE:	40,900
EXPENDITURES:	40,900

**VILLAGE OF MACKINAW CITY
Ambulance Fund Budget
2011 - 2012**

**FY 11/12
BUDGETED**

REVENUE:	376,700
EXPENDITURES:	376,700

**VILLAGE OF MACKINAW CITY
D.D.A. Fund Budget
2011 - 2012**

**FY 11/12
BUDGETED**

REVENUE:	46,060
EXPENDITURES:	46,060

**VILLAGE OF MACKINAW CITY
Planning Commission Fund Budget
2011 - 2012**

**FY 11/12
BUDGETED**

REVENUE:	13,100
EXPENDITURES:	13,100

**VILLAGE OF MACKINAW CITY
Recreation Center Fund Budget
2011 - 2012**

**FY 11/12
BUDGETED**

REVENUE:	77,285
EXPENDITURES:	77,285

**VILLAGE OF MACKINAW CITY
Recreation Complex Fund Budget
2011 - 2012**

**FY 11/12
BUDGETED**

REVENUE:	41,140
EXPENDITURES:	41,140

**VILLAGE OF MACKINAW CITY
Performance Shell Fund Budget
2011 - 2012**

**FY 11/12
BUDGETED**

REVENUE:	6,900
EXPENDITURES:	6,900

**VILLAGE OF MACKINAW CITY
Ambulance Capital Improvement Fund Budget
2011 - 2012**

**FY 11/12
BUDGETED**

REVENUES:	
CONTRIB. OTHER FUND	0
INTEREST INCOME	0
MACK BRIDGE AUTH	1,000
TOTAL	1,000
EXPENDITURES:	
CONTINGENCY	1,000
TOTAL	1,000

VILLAGE OF MACKINAW CITY
Fire Capital Improvement Fund Budget
2011 - 2012

FY 11/12
BUDGETED

REVENUES:	
INTEREST INCOME	0
MACK BRIDGE AUTH	1,000
TOTAL	1,000
EXPENDITURES:	
CONTINGENCY	1,000
TOTAL	1,000

VILLAGE OF MACKINAW CITY
Water and Sewer Fund Budget
2011 - 2012

FY 11/12
BUDGETED

REVENUE:	1,250,800
EXPENDITURES:	
WATER/SEWER DEBT	80,200
SEWER DEPT.	832,450
WATER DEPT.	338,150
	1,250,800

VILLAGE OF MACKINAW CITY
Marina Fund Budget
2011 - 2012

FY 11/12
BUDGETED

REVENUE:	372,850
EXPENDITURES:	372,850

**VILLAGE OF
MACKINAW CITY**

2011 - 2012

MUNICIPAL BUDGET

LINE ITEM DETAIL

2011/2012 MUNICIPAL BUDGET

101 GENERAL FUND		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/2011 ADOPTED BUDGET	VARIANCE	APPROVED 2011/2012 BUDGET
REVENUE					
4030	CURRENT PROPERTY TAX	1,275,974.20	1,229,000.00	46,974.20	1,145,857.00
4240	IN LIEU OF PROPERTY TAXES	0.00	1,300.00	(1,300.00)	1,200.00
4500	BUSINESS LICENSE/PERMITS	9,419.82	4,000.00	5,419.82	9,400.00
4760	NON-BUSINESS PERMITS	4,708.48	3,000.00	1,708.48	4,708.00
5740	STATE SHARED REVENUE	32,551.00	63,768.00	(31,217.00)	60,000.00
5750	POLICE JUSTICE TRAINING	494.00	1,200.00	(706.00)	500.00
5753	STONEGARDEN - HOMELAND SECURITY	5,808.19	0.00	5,808.19	5,000.00
5770	LIQUOR LICENSE	7,704.40	8,500.00	(795.60)	8,500.00
6070	CHARGE SERVICES	1,667.94	100.00	1,567.94	1,600.00
6071	CHRG. SERV. POLICE REPORTS	174.00	100.00	74.00	150.00
6180	ADMINISTRATION FEES - TAXES	11,579.00	11,650.00	(71.00)	11,450.00
6420	CHARGE FOR SERVICES SALES	16.50	0.00	16.50	0.00
6421	CHRG. SERVICES SIDEWALKS	2,800.01	500.00	2,300.01	500.00
6550	FINES	292.00	1,200.00	(908.00)	500.00
6551	PBT/PROSECUTION FINES	1,923.00	1,200.00	723.00	1,900.00
6561	SIDEWALK - FINANCE CHRGS.	98.99	100.00	(1.01)	100.00
6640	INTEREST INCOME	5,774.95	6,000.00	(225.05)	6,000.00
6641	INT. INCOME COMBINED SAVINGS	13,232.53	15,000.00	(1,767.47)	15,000.00
6680	RENTS & ROYALTIES	152,093.18	212,000.00	(59,906.82)	155,000.00
6682	TURBINE LEASE	7,200.00	10,000.00	(2,800.00)	10,000.00
6740	CONTRIB. WAWATAM TOWNSHIP	13,446.87	14,000.00	(553.13)	16,000.00
6741	CONTRIB. MACKINAW TOWNSHIP	18,504.17	20,000.00	(1,495.83)	22,000.00
6760	FIREWORKS DONATIONS	0.00	2,500.00	(2,500.00)	0.00
6880	REFUND	8,601.95	0.00	8,601.95	0.00
6913	DNR SNOWMOBILE GRANT	0.00	1,500.00	(1,500.00)	1,000.00
6980	MISCELLANEOUS INCOME	11,325.49	2,000.00	9,325.49	2,000.00
6981	APPROPRIATION FUND BALANCE	0.00	64,000.00	(64,000.00)	230,820.00
6984	MISCELLANEOUS INCOME - FIRE DEPART	5,550.00	200.00	5,350.00	0.00
6985	MISC. INCOME - POLICE	865.00	1,000.00	(135.00)	1,000.00
	DNR Parks and Recreation Grant				71,000.00
	TOTAL REVENUE	1,591,805.67	1,673,818.00	(82,012.33)	1,781,185.00

101 GENERAL FUND		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/2011 ADOPTED BUDGET	VARIANCE	APPROVED 2011/2012 BUDGET
EXPENDITURES					
101-101 - COUNCIL					
7020	WAGES	9,000.00	13,500.00	4,500.00	13,500.00
7140	FRINGE BENEFITS	1,408.52	2,500.00	1,091.48	2,500.00
7400	OPERATING SUPPLIES	85.31	500.00	414.69	500.00
8010	CONTRACTED SERVICES	847.07	1,000.00	152.93	1,000.00
8500	COMMUNICATIONS	0.00	50.00	50.00	50.00
8640	CONFERENCE/WORKSHOPS	708.50	900.00	191.50	900.00
8730	TRAVEL	0.00	400.00	400.00	400.00
9000	PRINT/PUBLISHING	623.75	1,200.00	576.25	1,200.00
9100	INSURANCE	0.00	2,700.00	2,700.00	2,700.00
9580	MEMBERSHIP/DUES	1,311.38	1,900.00	588.62	1,900.00
9620	MISCELLANEOUS	0.00	200.00	200.00	200.00
9770	CAPITAL OUTLAY	0.00	400.00	400.00	400.00
	Total Expenditure- Council	13,984.53	25,250.00	11,265.47	25,250.00
101-172-ADMINISTRATION					
7020	WAGES	52,524.23	64,950.00	12,425.77	66,250.00
7140	FRINGE BENEFIT	27,655.19	32,000.00	4,344.81	37,000.00
7270	OFFICE SUPPLIES	1,888.82	1,600.00	(288.82)	1,800.00
7400	OPERATING SUPPLIES	836.54	600.00	(236.54)	900.00
7510	GAS/OIL	352.23	500.00	147.77	500.00
8010	CONTRACTED SERVICE	253.91	500.00	246.09	500.00
8500	COMMUNICATIONS	2,850.81	5,500.00	2,649.19	3,700.00
8640	CONFERENCES/WRKSHP	669.09	1,000.00	330.91	1,000.00
8730	TRAVEL ALLOWANCE	993.49	500.00	(493.49)	600.00
9000	PRINTING/PUBLISH	0.00	300.00	300.00	300.00
9100	INSURANCE/BONDS	0.00	400.00	400.00	400.00
9300	R/M EQUIPMENT	0.00	400.00	400.00	400.00
9580	MEMBERSHIP & DUES	902.00	1,000.00	98.00	1,000.00
9620	MISCELLANEOUS	0.00	200.00	200.00	200.00
9770	CAPITAL OUTLAY	0.00	6,700.00	6,700.00	500.00
	Total Expenditure - Administration	88,926.31	116,150.00	27,223.69	115,050.00
101-192-CLERK/ELECTIONS					
7070	WAGES	0.00	650.00	650.00	650.00
7400	SUPPLIES	0.00	450.00	450.00	450.00
8010	CONTRACTED SERVICES	0.00	400.00	400.00	400.00
8730	TRAVEL	0.00	100.00	100.00	100.00
9000	CLERK ELECTIONS PRINT/PUBLISH	0.00	200.00	200.00	200.00
	Total Expenditure - Clerk Elections	0.00	1,800.00	1,800.00	1,800.00

101 GENERAL FUND		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/2011 ADOPTED BUDGET	VARIANCE	APPROVED 2011/2012 BUDGET
101-202-INDEP ACCT/AUDITING					
8010	INDEP ACCT/AUDITING	35,450.00	20,000.00	(15,450.00)	35,000.00
	Total Expenditure - Indep Acct/Auditing	35,450.00	20,000.00	(15,450.00)	35,000.00
101-203-ATTORNEY					
8010	ATTORNEY CONTRACTED SERVICES	53,153.08	38,000.00	(15,153.08)	25,000.00
	Total Expenditure - Attorney	53,153.08	38,000.00	(15,153.08)	25,000.00
101-214-PERFORMANCE SHELL					
9650	TRANSFER TO PERFORMANCE SHELL	6,800.00	6,870.00	70.00	6,900.00
	Total Expenditure-Transfer Perfor Shell	6,800.00	6,870.00	70.00	6,900.00
101-215-CLERK					
7020	WAGES	16,830.00	25,500.00	8,670.00	26,000.00
7140	FRINGE BENEFIT	7,121.13	12,000.00	4,878.87	13,000.00
7270	OFFICE SUPPLIES	1,110.31	1,200.00	89.69	1,200.00
7400	OPERATING SUPPLIES	40.40	200.00	159.60	200.00
7750	CLERK REPAIR/MAINT SUPPLIES	0.00	50.00	50.00	50.00
8010	CONTRACTED SERVICE	747.99	1,500.00	752.01	1,500.00
8500	COMMUNICATIONS	1,665.47	500.00	(1,165.47)	1,900.00
8640	CONFERENCES/WRKSHP	0.00	1,000.00	1,000.00	500.00
8730	TRAVEL ALLOWANCE	0.00	300.00	300.00	200.00
9100	INSURANCE/BONDS	0.00	140.00	140.00	140.00
9300	R/M EQUIPMENT	0.00	50.00	50.00	50.00
9580	MEMBERSHIP & DUES	0.00	200.00	200.00	200.00
9770	CAPITAL OUTLAY	0.00	500.00	500.00	2,000.00
	Total Expenditure - Clerk	27,515.30	43,140.00	15,624.70	46,940.00
101-253-TREASURER					
7020	WAGES	19,477.20	27,183.00	7,705.80	28,000.00
7140	FRINGE BENEFIT	8,251.16	13,000.00	4,748.84	13,000.00
7270	OFFICE SUPPLIES	1,366.67	700.00	(666.67)	1,500.00
7400	OPERATING SUPPLIES	48.20	100.00	51.80	100.00
8010	CONTRACTED SERVICE	647.60	1,200.00	552.40	1,200.00
8500	COMMUNICATIONS	1,665.48	500.00	(1,165.48)	1,900.00
8640	CONFERENCES/WRKSHP	0.00	300.00	300.00	300.00
8730	TRAVEL ALLOWANCE	16.50	300.00	283.50	300.00
9100	INSURANCE/BONDS	0.00	250.00	250.00	250.00
9580	MEMBERSHIP & DUES	0.00	50.00	50.00	50.00
9620	MISCELLANEOUS	4.54	50.00	45.46	50.00
9770	CAPITAL OUTLAY	0.00	1,000.00	1,000.00	2,000.00
	Total Expenditure - Treasurer	31,477.35	44,633.00	13,155.65	48,650.00

101 GENERAL FUND		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/2011 ADOPTED BUDGET	VARIANCE	APPROVED 2011/2012 BUDGET
101-265-BUILDINGS & GROUNDS					
7020	WAGES	16,496.33	34,000.00	17,503.67	35,000.00
7140	FRINGE BENEFIT	7,976.45	15,000.00	7,023.55	16,000.00
7270	OFFICE SUPPLIES	31.89	50.00	18.11	50.00
7400	OPERATING SUPPLIES	5,374.10	5,600.00	225.90	5,600.00
7750	R/M/SUPPLIES	1,845.71	1,000.00	(845.71)	1,900.00
8010	CONTRACTED SERVICE	3,472.85	5,000.00	1,527.15	4,500.00
9100	INSURANCE/BONDS	0.00	600.00	600.00	600.00
9210	BLDG & GRDS ELECTRICITY	1,407.47	1,700.00	292.53	1,800.00
9230	BLDG & GRDS HEAT	720.90	2,600.00	1,879.10	2,600.00
9300	R/M EQUIPMENT	166.39	500.00	333.61	500.00
9430	BLDG/GRDS EQUIP. RENTAL	2,809.33	1,200.00	(1,609.33)	3,000.00
9620	MISCELLANEOUS	247.40	50.00	(197.40)	100.00
9750	BLDG/GRDS C/O BUILDING	1,662.12	30,000.00	28,337.88	40,000.00
9770	CAPITAL OUTLAY - EQUIPMENT	2,864.71	2,000.00	(864.71)	3,000.00
	Total Expenditure - Bldg. & Grds.	45,075.65	99,300.00	54,224.35	114,650.00
101-269-VILLAGE PROPERTY OTHER					
7020	WAGES	56,276.78	38,760.00	(17,516.78)	50,000.00
702.1	WAGES/ SICK-VACATION -DPW/REC/GARD	46,444.35	35,000.00	(11,444.35)	50,000.00
7140	FRINGE BENEFIT	50,682.20	16,000.00	(34,682.20)	50,000.00
7400	OPERATING SUPPLIES	5,483.51	4,000.00	(1,483.51)	5,600.00
7750	R/M/SUPPLIES	4,392.55	1,500.00	(2,892.55)	4,500.00
8010	CONTRACTED SERVICE	13,511.11	25,000.00	11,488.89	17,000.00
9000	VLG PROPERTY OTHER PRINTING	150.65	300.00	149.35	300.00
9100	INSURANCE/BONDS	0.00	500.00	500.00	500.00
9210	VLG PROPERTY OTHER	1,844.68	2,900.00	1,055.32	2,800.00
9300	REPAIR/MAINT EQUIP	383.80	500.00	116.20	500.00
9430	VLG. PROP. OTHER EQUIP. RENTAL	35,403.62	16,000.00	(19,403.62)	27,000.00
9580	MEMBERSHIP & DUES	119.00	300.00	181.00	300.00
9620	MISCELLANEOUS	462.27	500.00	37.73	500.00
9740	LAND PURCHASE	0.00	0.00	0.00	0.00
9741	LAND EASEMENT	29.27	0.00	(29.27)	0.00
9743	VLG PROP/OTHER DPW BUILDING	0.00	2,000.00	2,000.00	2,000.00
9750	CAPITAL OUTLAY LAND IMPROVEMENT	5,228.96	6,000.00	771.04	6,000.00
9770	CAPITAL OUTLAY	11,439.21	12,000.00	560.79	12,000.00
9910	TAXES	532.50	0.00	(532.50)	0.00
	Total Expenditure Vlg. Property Other	232,384.46	161,260.00	(71,124.46)	229,000.00

101 GENERAL FUND		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/2011 ADOPTED BUDGET	VARIANCE	APPROVED 2011/2012 BUDGET
101-285-PROMOTION					
7020	WAGES	7,681.95	13,200.00	5,518.05	13,000.00
7140	FRINGE BENEFIT	3,593.75	5,850.00	2,256.25	5,800.00
7400	OPERATING SUPPLIES	1,503.21	1,400.00	(103.21)	1,500.00
7750	R/M/SUPPLIES	0.00	400.00	400.00	300.00
8010	CONTRACTED SERVICE	12,091.11	2,300.00	(9,791.11)	2,300.00
8800	PROMOTIONAL PAGEANT	3,316.00	2,500.00	(816.00)	3,000.00
8810	CHRISTMAS DECORATIONS	0.00	1,000.00	1,000.00	1,000.00
8820	FIREWORKS	15,000.00	30,000.00	15,000.00	30,000.00
8830	MAYOR'S EXCHANGE	0.00	0.00	0.00	0.00
8840	PROJECT GRADUATION	873.76	850.00	(23.76)	850.00
9000	PROM. PRINTING/PUBLISHING	1,560.56	700.00	(860.56)	1,600.00
9100	INSURANCE/BONDS	0.00	300.00	300.00	300.00
9210	PROMOTION ELECTRICITY	0.00	50.00	50.00	50.00
9430	PROMOTIONAL EQUIP. RENTAL	12,186.79	5,700.00	(6,486.79)	5,700.00
9580	MEMBERSHIP & DUES	85.00	0.00	(85.00)	0.00
9620	MISCELLANEOUS	292.30	50.00	(242.30)	50.00
9770	CAPITAL OUTLAY	0.00	0.00	0.00	0.00
	Total Expenditure - Promotion	58,184.43	64,300.00	6,115.57	65,450.00
101-301-POLICE					
7020	WAGES	236,972.80	281,000.00	44,027.20	287,000.00
7140	FRINGE BENEFIT	106,431.88	137,000.00	30,568.12	140,000.00
7270	OFFICE SUPPLIES	1,174.59	1,200.00	25.41	1,200.00
7400	OPERATING SUPPLIES	1,542.66	2,500.00	957.34	2,500.00
7510	GAS/OIL	8,242.10	11,000.00	2,757.90	11,000.00
7680	UNIFORMS	3,713.69	3,000.00	(713.69)	3,000.00
7750	R/M/SUPPLIES	1,509.66	900.00	(609.66)	1,000.00
8010	CONTRACTED SERVICE	1,143.76	2,500.00	1,356.24	2,000.00
8011	CONTRACTED SERVICE - ATTORNEY	0.00	2,200.00	2,200.00	2,000.00
8500	COMMUNICATIONS	2,138.17	2,400.00	261.83	2,400.00
8640	CONFERENCES/WRKSHP	1,742.87	2,500.00	757.13	2,500.00
8641	CONFERENCE/WORKSHOP STATE	187.25	800.00	612.75	300.00
8730	TRAVEL ALLOWANCE	187.82	500.00	312.18	500.00
9000	PRINTING/PUBLISH	190.65	400.00	209.35	400.00
9100	INSURANCE/BONDS	0.00	7,000.00	7,000.00	7,100.00
9300	R/M EQUIPMENT	4,503.46	4,500.00	(3.46)	4,500.00
9580	MEMBERSHIP & DUES	235.00	900.00	665.00	900.00
9620	MISCELLANEOUS	33.00	50.00	17.00	50.00
9770	CAPITAL OUTLAY CAR	0.00	26,000.00	26,000.00	0.00
9772	CAPITAL OUTLAY	2,221.98	1,500.00	(721.98)	7,500.00
	Total Expenditure - Police	372,171.34	487,850.00	115,678.66	475,850.00

101 GENERAL FUND		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/2011 ADOPTED BUDGET	VARIANCE	APPROVED 2011/2012 BUDGET
101-336-FIRE					
7020	WAGES	43,200.76	45,000.00	1,799.24	49,000.00
7140	FRINGE BENEFIT	13,521.59	12,500.00	(1,021.59)	14,500.00
7270	OFFICE SUPPLIES	376.03	300.00	(76.03)	400.00
7400	OPERATING SUPPLIES	1,554.70	3,000.00	1,445.30	2,500.00
7510	GAS/OIL	1,380.27	1,800.00	419.73	1,800.00
7680	UNIFORMS	403.70	1,500.00	1,096.30	700.00
7750	R/M/SUPPLIES	405.39	1,000.00	594.61	600.00
8010	CONTRACTED SERVICE	2,119.39	2,800.00	680.61	2,800.00
8500	COMMUNICATIONS	1,665.47	700.00	(965.47)	2,000.00
8640	CONFERENCES/WRKSH	245.61	600.00	354.39	500.00
8641	PREVENTION	50.00	250.00	200.00	250.00
8642	TRAINING	392.72	1,500.00	1,107.28	500.00
8730	TRAVEL ALLOWANCE	0.00	500.00	500.00	500.00
9000	PRINTING/PUBLISH	20.00	25.00	5.00	25.00
9100	INSURANCE/BONDS	0.00	3,000.00	3,000.00	3,100.00
9210	FIRE ELECTRICITY	2,000.22	2,500.00	499.78	2,500.00
9230	FIRE DEPT. HEAT	2,453.29	4,900.00	2,446.71	4,000.00
9300	R/M EQUIPMENT	5,194.44	11,200.00	6,005.56	7,000.00
9430	FIRE DEPT. EQUIP. RENTAL	0.00	1,200.00	1,200.00	1,000.00
9580	MEMBERSHIP & DUES	111.00	150.00	39.00	150.00
9620	MISCELLANEOUS	0.00	50.00	50.00	50.00
9750	FIRE CAPITAL OUTLAY BUILDING	30,480.00	35,000.00	4,520.00	15,000.00
9770	FIRE CAPITAL OUTLAY EQUIPMENT	373.00	10,000.00	9,627.00	3,000.00
9771	FIRE DEPT. BOND PAYMENT	36,902.46	48,301.00	11,398.54	53,000.00
	Total Expenditure - Fire	142,850.04	187,776.00	44,925.96	164,875.00
101-420-COMMUNITY DEVELOPMENT DIRECTOR					
7020	CDD PAYROLL	0.00	33,200.00	33,200.00	1,000.00
7140	CDD - FRINGE BENEFITS	0.00	15,000.00	15,000.00	500.00
7270	CDD - OFFICE SUPPLIES	7.66	50.00	42.34	50.00
7400	OPERATING SUPPLIES	0.00	200.00	200.00	100.00
8010	CDD - CONTRACTED SERVICES	20,391.68	15,000.00	(5,391.68)	7,500.00
8500	CDD - COMMUNICATIONS	0.00	500.00	500.00	0.00
8640	CDD - CONFERENCES	0.00	200.00	200.00	0.00
8730	CDD - TRAVEL	157.07	200.00	42.93	0.00
9000	CDD - PRINTING & PUBLISHING	323.00	500.00	177.00	500.00
9100	CDD - INSURANCE	0.00	300.00	300.00	300.00
9300	CDD REPAIR/MAINT EQUIP	0.00	50.00	50.00	0.00
9580	CDD - MEMBERSHIP & DUES	0.00	100.00	100.00	0.00
9620	CDD - MISCELLANEOUS	0.00	0.00	0.00	0.00
9770	CCD CAPITAL OUTLAY	0.00	0.00	0.00	0.00
	Total Expenditure - Comm. Develop. Dir.	20,879.41	65,300.00	44,420.59	9,950.00

101	GENERAL FUND	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/2011 ADOPTED BUDGET	VARIANCE	APPROVED 2011/2012 BUDGET
101-444-TRANSFERS					
9653	425 AGREEMENT MACK TOWNSHIP	0.00	6,500.00	6,500.00	6,000.00
9655	G.O. BOND 2009	0.00	39,200.00	39,200.00	33,000.00
9656	WATER/SEWER DEBT PAYMENT	0.00	0.00	0.00	0.00
9657	425 AGREEMENT WAWATAM TOWNSHIP	0.00	2,300.00	2,300.00	2,300.00
9958	G.O. BOND 2002	22,000.00	27,500.00	5,500.00	35,000.00
9912	APP TO FUND BALANCE		0.00	0.00	0.00
	Total Expenditure - Transfers	22,000.00	75,500.00	53,500.00	76,300.00
101-448-SIDEWALKS					
7020	SIDEWALK WAGES	7,512.94	9,000.00	1,487.06	2,000.00
7140	SIDEWALK FRINGE BENEFITS	3,915.89	4,500.00	584.11	1,000.00
7400	SIDEWALK OPERATING SUPPLIES	354.40	700.00	345.60	700.00
8010	SIDEWALK CONTRACTED SERVICES	0.00	7,000.00	7,000.00	500.00
9430	SIDEWALK EQUIPMENT RENTAL	2,120.21	6,000.00	3,879.79	1,000.00
9740	SIDEWALK C/O IMPROVEMENTS	0.00	0.00	0.00	0.00
9770	SIDEWALK CAPITAL OUTLAY	2,449.50	15,000.00	12,550.50	1,000.00
	Total Expenditure - Sidewalks	16,352.94	42,200.00	25,847.06	6,200.00
101-493-EDC TRANSFER					
9650	EDC TRANSFER	5,000.00	11,000.00	6,000.00	10,000.00
	Total Expenditure - EDC Transfer	5,000.00	11,000.00	6,000.00	10,000.00
101-691-PARKS & RECREATION					
7020	WAGES	24,126.73	25,000.00	873.27	30,000.00
7140	FRINGE BENEFIT	11,081.23	14,000.00	2,918.77	15,000.00
7270	OFFICE SUPPLIES	0.00	30.00	30.00	30.00
7400	OPERATING SUPPLIES	4,092.75	4,000.00	(92.75)	4,100.00
7750	R/M/SUPPLIES	2,409.30	1,500.00	(909.30)	2,500.00
8010	CONTRACTED SERVICE	6,341.27	9,000.00	2,658.73	8,000.00
9000	PRINTING/PUBLISH	0.00	500.00	500.00	500.00
9100	INSURANCE/BONDS	0.00	450.00	450.00	450.00
9210	PARKS/PUB PROGRAMS ELECTRICITY	235.45	300.00	64.55	250.00
9300	R/M EQUIPMENT	903.26	1,500.00	596.74	1,500.00
9430	PARKS/PUB PROG EQUIP. RENTAL	11,939.68	11,500.00	(439.68)	12,000.00
9620	MISCELLANEOUS	125.00	50.00	(75.00)	50.00
9650	CONTRIB. REC CENTER/ICE ARENA	10,000.00	25,000.00	15,000.00	21,750.00
9651	CONTRIB. REC COMPLEX	25,000.00	34,740.00	9,740.00	37,990.00
9740	C/O PARK/LAND IMPROVEMENT	850.00	5,000.00	4,150.00	7,000.00
9743	PARKS/PUB PROGRAM TREE PROGRAM	0.00	500.00	500.00	500.00
9745	DNR TRAIL	0.00	500.00	500.00	500.00
9746	CONKLING HERITAGE PARK IMPROVEMENT	0.00	0.00	0.00	155,000.00
9771	ICE SYSTEM BOND PAYMENT	25,635.00	25,719.00	84.00	0.00
9772	HISTORIC VILLAGE	11,740.67	10,000.00	(1,740.67)	10,000.00
	Total Expenditure - Parks & Recreation	134,480.34	169,289.00	34,808.66	307,120.00

101 GENERAL FUND		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/2011 ADOPTED BUDGET	VARIANCE	APPROVED 2011/2012 BUDGET
101-801-PLANNING COMMISSION TRANSFER					
9650	PLANNING COMMISSION TRANSFER	9,700.00	9,700.00	0.00	12,600.00
	Total Expenditure - Planning Comm. Transfer	9,700.00	9,700.00	0.00	12,600.00
101-954-INSURANCE					
9100	INSURANCE	0.00	4,500.00	4,500.00	4,600.00
	Total Expenditure - Insurance	0.00	4,500.00	4,500.00	4,600.00

101 GENERAL FUND		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/2011 ADOPTED BUDGET	VARIANCE	APPROVED 2011/2012 BUDGET
REVENUE					
101	GENERAL FUND - TOTAL REVENUE	1,591,805.67	1,673,818.00	(82,012.33)	1,781,185.00
EXPENDITURES					
101-GENERAL FUND					
101	101-COUNCIL	13,984.53	25,250.00	11,265.47	25,250.00
101	172-ADMINISTRATION	88,926.31	116,150.00	27,223.69	115,050.00
101	192-CLERK ELECTION	0.00	1,800.00	1,800.00	1,800.00
101	202-INDEP. ACCT/AUDITING	35,450.00	20,000.00	(15,450.00)	35,000.00
101	203-ATTORNEY	53,153.08	38,000.00	(15,153.08)	25,000.00
101	214-PERFORMANCE SHELL	6,800.00	6,870.00	70.00	6,900.00
101	215-CLERK	27,515.30	43,140.00	15,624.70	46,940.00
101	253-TREASURER	31,477.35	44,633.00	13,155.65	48,650.00
101	265-BUILDING & GROUNDS	45,075.65	99,300.00	54,224.35	114,650.00
101	269-VILLAGE PROPERTY OTHER	232,384.46	161,260.00	(71,124.46)	229,000.00
101	285-PROMOTION	58,184.43	64,300.00	6,115.57	65,450.00
101	301-POLICE	372,171.34	487,850.00	115,678.66	475,850.00
101	336-FIRE	142,850.04	187,776.00	44,925.96	164,875.00
101	420-COMMUNITY DEVELOPMENT DIRECTOR	20,879.41	65,300.00	44,420.59	9,950.00
101	444-TRANSFERS	22,000.00	75,500.00	53,500.00	76,300.00
101	448-SIDEWALK	16,352.94	42,200.00	25,847.06	6,200.00
101	493-EDC TRANSFER	5,000.00	11,000.00	6,000.00	10,000.00
101	691-PARKS & RECREATION	134,480.34	169,289.00	34,808.66	307,120.00
101	801-PLANNING COMMISSION TRANSFER	9,700.00	9,700.00	0.00	12,600.00
101	954-INSURANCE	0.00	4,500.00	4,500.00	4,600.00
	TOTAL EXPENDITURES	1,316,385.18	1,673,818.00	357,432.82	1,781,185.00
	Excess Revenue over (under)				
	Expenditures	275,420.49			
		=====			

202	MAJOR STREETS	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011/2012 APPROVED BUDGET
REVENUE					
5400	CONTRIB STATE/SNOW REMOVABLE			0.00	0.00
5690	GAS & WEIGHT TAX	50,314.02	62,000.00	(11,685.98)	62,000.00
6640	INTEREST INCOME	0.00	100.00	(100.00)	100.00
6720	SPECIAL ASSESS PAYMENTS			0.00	0.00
6750	BOND PROCEEDS			0.00	0.00
6910	CONTRIB FROM OTHER FUND	200,000.00	270,600.00	(70,600.00)	177,890.00
	TOTAL REVENUE	250,314.02	332,700.00	(82,385.98)	239,990.00
EXPENDITURES					
202-451- CONSTRUCTION					
7020	WAGES	33,046.84	15,000.00	(18,046.84)	0.00
7140	FRINGE BENEFIT	17,391.63	7,000.00	(10,391.63)	0.00
8010	CONTRACTED SERVICE	12,057.58	23,000.00	10,942.42	0.00
8013	M-108 PROJECT	0.00	0.00	0.00	0.00
9430	CONSTRUCTION EQUIP RENTAL	17,399.09	10,000.00	(7,399.09)	0.00
9742	E. CENTRAL IMPROVEMENTS	55,950.73	20,000.00	(35,950.73)	0.00
9770	CAPITAL OUTLAY	0.00	3,000.00	3,000.00	0.00
	Total Expenditure - Construction	135,845.87	78,000.00	(57,845.87)	0.00
202-463 - ROUTINE MAINTENANCE					
7020	WAGES	24,978.43	36,000.00	11021.57	35,000.00
7140	FRINGE BENEFIT	12,740.98	18,000.00	5259.02	17,000.00
7400	OPERATING SUPPLIES	7,683.72	2,000.00	(5683.72)	5,000.00
7750	R/M/SUPPLIES	3,759.46	9,000.00	5240.54	6,000.00
8010	ROUTINE MAINT CONTRACTED SERV	623.50	6,500.00	5876.50	6,500.00
9100	INSURANCE/BONDS	0.00	150.00	150.00	150.00
9430	ROUTINE MAINT. EQUIP. RENTAL	40,501.59	55,000.00	14498.41	50,000.00
9770	CAPITAL OUTLAY	54.00	1,000.00	946.00	1,000.00
	Total Expenditure - Routine Maintenance	90,341.68	127,650.00	37,308.32	120,650.00
202-474 - TRAFFIC SERVICE					
7020	WAGES	0.00	12,000.00	12,000.00	8,000.00
7140	FRINGE BENEFIT	0.00	6,000.00	6,000.00	4,500.00
7400	OPERATING SUPPLIES	201.00	400.00	199.00	200.00
7750	R/M/SUPPLIES	0.00	100.00	100.00	100.00
8010	CONTRACTED SERVICE	12,536.63	7,000.00	(5,536.63)	5,000.00
9210	TRAFFIC SERV ELECTRICITY	255.58	450.00	194.42	440.00
9770	CAPITAL OUTLAY	4,407.30	4,000.00	(407.30)	4,000.00
	Total Expenditure - Traffic Service	17,400.51	29,950.00	12,549.49	22,240.00

202	MAJOR STREETS	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011/2012 APPROVED BUDGET
EXPENDITURES					
202-478 - WINTER MAINTENANCE					
7020	WAGES	2,699.33	20,500.00	17800.67	20,500.00
7140	FRINGE BENEFIT	1,626.28	10,000.00	8373.72	10,000.00
7750	R/M/SUPPLIES	1,364.79	6,800.00	5435.21	6,800.00
8010	CONTRACTED SERVICE	0.00	1,000.00	1000.00	1,000.00
9430	WINTER MAINT. EQUIP. RENTAL	4,487.19	30,000.00	25512.81	30,000.00
9620	MISCELLANEOUS	0.00	3,000.00	3000.00	3,000.00
	Total Expenditure - Winter Maintenance	10,177.59	71,300.00	61122.41	71,300.00
202-483-ADMINISTRATION					
7020	WAGES	11,702.80	17,000.00	5,297.20	17,000.00
7140	FRINGE BENEFIT	5,941.34	7,500.00	1,558.66	7,500.00
7270	OFFICE SUPPLIES	63.78	50.00	(13.78)	50.00
7400	OPERATING SUPPLIES	0.00	50.00	50.00	50.00
8010	CONTRACTED SERVICE	142.73	1,000.00	857.27	1,000.00
8500	COMMUNICATIONS	0.00	100.00	100.00	100.00
9620	MISCELLANEOUS	0.00	50.00	50.00	50.00
9770	CAPITAL OUTLAY	0.00	50.00	50.00	50.00
	Total Expenditure	17,850.65	25,800.00	7,949.35	25,800.00
202	MAJOR STREETS - REVENUE	250,314.02	332,700.00	(82,385.98)	239,990.00
EXPENDITURES					
202	451-CONSTRUCTION	135,845.87	78,000.00	(57,845.87)	0.00
202	463-ROUTINE MAINTENANCE	90,341.68	127,650.00	37,308.32	120,650.00
202	474-TRAFFIC SERVICES	17,400.51	29,950.00	12,549.49	22,240.00
202	478-WINTER MAINTENANCE	10,177.59	71,300.00	61,122.41	71,300.00
202	483-ADMINISTRATION	17,850.65	25,800.00	7,949.35	25,800.00
	TOTAL EXPENDITURES	271,616.30	332,700.00	61,083.70	239,990.00
	Excess Revenue over (under) Expenditures	(21,302.28)			
		=====			

203	LOCAL STREETS	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 /2012 APPROVED BUDGET
REVENUE					
5400	CONTRIB. STATE SNOW REMOVAL			0.00	0.00
5690	GAS & WEIGHT TAX	25,490.26	30,000.00	(4,509.74)	30,000.00
6420	CHARGE FOR SERVICE SALES	0.00	70.00	(70.00)	70.00
6640	INTEREST INCOME			0.00	0.00
6910	CONTRIBUTION FROM OTHER FUND	50,000.00	176,000.00	(126,000.00)	166,830.00
6750	CDBG GRANT			0.00	0.00
6751	LAND SALE			0.00	0.00
6980	MISCELLANEOUS INCOME			0.00	0.00
	TOTAL REVENUE	75,490.26	206,070.00	(130,579.74)	196,900.00
EXPENDITURES					
203-451- CONSTRUCTION					
7020	WAGES	0.00	500.00	500.00	0.00
7140	FRINGE BENEFIT	0.00	270.00	270.00	0.00
8010	CAPITAL OUTLAY	1,512.00	2,900.00	1,388.00	0.00
9430	CONST. EQUIP. RENTAL	0.00	500.00	500.00	0.00
	Total Expenditure - Construction	1,512.00	4,170.00	2,658.00	0.00
203-463-ROUTINE MAINTENANCE					
7020	WAGES	18,790.01	29,000.00	10,209.99	30,000.00
7140	FRINGE BENEFIT	9,719.56	13,500.00	3,780.44	13,500.00
7400	OPERATING SUPPLIES	4,734.11	3,000.00	(1,734.11)	4,000.00
7750	R/M/SUPPLIES	0.00	1,300.00	1,300.00	1,300.00
8010	CONTRACTED SERVICE	1,948.50	4,000.00	2,051.50	3,000.00
9100	INSURANCE/BONDS	0.00	100.00	100.00	100.00
9430	ROUTINE MAINT EQUIP. RENTAL	33,383.38	33,000.00	(383.38)	34,000.00
9770	CAPITAL OUTLAY	0.00	0.00	0.00	
	Total Expenditure - Routine Maintenance	68,575.56	83,900.00	15,324.44	85,900.00
203-474-TRAFFIC SERVICE					
7020	WAGES	0.00	3,000.00	3,000.00	3,000.00
7140	FRINGE BENEFIT	0.00	900.00	900.00	900.00
7400	OPERATING SUPPLIES	0.00	100.00	100.00	100.00
7750	R/M/SUPPLIES	0.00	100.00	100.00	100.00
8010	CONTRACTED SERVICE	0.00	6,500.00	6,500.00	2,000.00
8640	CONFERENCES/WORKSHOP	0.00	50.00	50.00	50.00
9770	CAPITAL OUTLAY	5,785.83	4,000.00	(1,785.83)	2,000.00
	Total Expenditure - Traffic Service	5,785.83	14,650.00	8,864.17	8,150.00

203	LOCAL STREETS	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 /2012 APPROVED BUDGET
203-478-WINTER MAINTENANCE					
7020	WAGES	442.75	20,000.00	19,557.25	20,000.00
7140	FRINGE BENEFIT	240.92	10,000.00	9,759.08	10,000.00
7750	R/M/SUPPLIES	1,364.80	6,500.00	5,135.20	6,500.00
8010	CONTRACTED SERVICE	0.00	0.00	0.00	0.00
9430	WINTER MAINT. EQUIP. RENTAL	2,421.63	38,000.00	35,578.37	38,000.00
9770	CAPITAL OUTLAY	0.00	0.00	0.00	
	Total Expenditure - Winter Maintenance	4,470.10	74,500.00	70,029.90	74,500.00
EXPENDITURES					
203-ADMINISTRATION					
7020	WAGES	11,702.80	18,500.00	6,797.20	18,500.00
7140	FRINGE BENEFIT	5,941.62	8,800.00	2,858.38	8,800.00
7270	OFFICE SUPPLIES	0.00	50.00	50.00	50.00
8010	CONTRACTED SERVICE	142.73	1,500.00	1,357.27	1,000.00
9620	MISCELLANEOUS	0.00	0.00	0.00	0.00
9770	CAPITAL OUTLAY	0.00	0.00	0.00	0.00
	Total Expenditure - Administration	17,787.15	28,850.00	11,062.85	28,350.00
203	LOCAL STREET REVENUE	75,490.26	206,070.00	(130,579.74)	
EXPENDITURES					
203	451-CONSTRUCTION	1,512.00	4,170.00	2,658.00	0.00
203	463 - ROUTINE MAINTENANCE	68,575.56	83,900.00	15,324.44	85,900.00
203	474 - TRAFFIC SERVICES	5,785.83	14,650.00	8,864.17	8,150.00
203	478 - WINTER MAINTENANCE	4,470.10	74,500.00	70,029.90	74,500.00
203	483 - ADMINISTRATION	17,787.15	28,850.00	11,062.85	28,350.00
	TOTAL EXPENDITURES	98,130.64	206,070.00	107,939.36	196,900.00
	Excess Revenue over (under)	(22,640.38)			
	Expenditures	=====			

204 MUNICIPAL STREETS		3/1/10 TO 11/3/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 /2012 APPROVED BUDGET
REVENUE					
4030	CURRENT PROPERTY TAX	448,896.95	444,000.00	4,896.95	414,000.00
5750	STATE REVENUE ACT#48	148.67	5,400.00	(5,251.33)	5,400.00
6640	INTEREST INCOME	0.00	1,000.00	(1,000.00)	1,000.00
6641	INTEREST M-108 SPEC. ASSESS	1,430.21	1,700.00	(269.79)	1,400.00
6642	INTEREST INCOME-W. JAMET	423.22	1,000.00	(576.78)	400.00
6645	N HURON SPEC ASST INT	0.00	400.00	(400.00)	200.00
6720	M-108 SPEC. ASSESS. PRINCIPAL	4,629.45	4,000.00	629.45	4,600.00
6721	SPECIAL ASSESSMENT- CENTRAL	0.00	5,000.00	(5,000.00)	5,000.00
6722	W.JAMET SPEC ASSESS	7,813.26	2,500.00	5,313.26	2,500.00
6723	SPECIAL ASSESSMENT- LOUVIGNY	0.00	5,000.00	(5,000.00)	3,000.00
6725	N HURON SPEC ASST PRINCIPAL	0.00	2,000.00	(2,000.00)	2,000.00
6980	CONTRIB FROM FUND BALANCE	0.00	48,670.00	(48,670.00)	
	TOTAL REVENUE	463,341.76	520,670.00	(57,328.24)	439,500.00
EXPENDITURES					
9621	MUNICIPAL ST. CONTINGENCY			0.00	20,780.00
9650	CONTRIB TO OTHER FUNDS	250,000.00	446,670.00	196,670.00	344,720.00
9653	BOND PAYMENT	44,920.00	28,000.00	(16,920.00)	28,000.00
9260	STREET LIGHTS	35,965.57	46,000.00	10,034.43	46,000.00
	Total Expenditure	330,885.57	520,670.00	189,784.43	439,500.00
204	MUNICIPAL STREETS - REVENUE	463,341.76	520,670.00	(57,328.24)	439,500.00
204	MUNICIPAL ST - EXPENDITURES	330,885.57	520,670.00	189,784.43	439,500.00
	Excess Revenue over (under)	132,456.19			
	Expenditures	=====			

209 CEMETERY		3/1/10 TO 11/3/2010 ACTUAL TO SPENT	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
REVENUE					
4030	CURRENT PROPERTY TAX	28,430.42	30,000.00	(1,569.58)	28,000.00
6420	PLAT SALES	2,440.00	400.00	2,040.00	400.00
6421	CHRG SERV. INTERNMENT	2,195.00	1,500.00	695.00	1,500.00
6422	RECORDING FEE	0.00	100.00	(100.00)	50.00
6423	CHARGE FOR SERVICES LABOR	980.00	1,000.00	(20.00)	1,000.00
6640	INTEREST INCOME	0.00	200.00	(200.00)	0.00
6981	APPROP FUND BALANCE	0.00	6,125.00	(6,125.00)	9,950.00
	TOTAL REVENUE	34,045.42	39,325.00	(5,279.58)	40,900.00
EXPENDITURES					
7020	WAGES	20,688.66	20,700.00	11.34	21,200.00
7140	FRINGE BENEFIT	9,290.75	7,600.00	(1,690.75)	9,500.00
7400	OPERATING SUPPLIES	1,354.82	2,000.00	645.18	2,000.00
7510	GAS/OIL	0.00	200.00	200.00	200.00
7750	R/M/SUPPLIES	1,427.76	1,000.00	(427.76)	1,500.00
8010	CONTRACTED SERVICE	847.86	1,500.00	652.14	1,000.00
9100	INSURANCE/BONDS	0.00	10.00	10.00	10.00
9210	CEMETERY ELECTRICITY	219.35	290.00	70.65	290.00
9300	R/M EQUIPMENT	47.25	1,500.00	1,452.75	1,000.00
9430	CEMETERY EQUIPMENT RENTAL	941.50	2,500.00	1,558.50	2,000.00
9620	MISCELLANEOUS	150.65	25.00	(125.65)	200.00
9740	C/O LAND IMPROVEMENT	625.00	0.00	(625.00)	2,000.00
9770	CAPITAL OUTLAY	0.00	2,000.00	2,000.00	0.00
				0.00	
	TOTAL EXPENDITURES	35,593.60	39,325.00	3,731.40	40,900.00
209	CEMETERY - REVENUE	34,045.42	39,325.00		40,900.00
209	CEMETERY - EXPENDITURES	35,593.60	39,325.00		40,900.00
	Excess Revenue over (under)	(1,548.18)			
	Expenditures	=====			

210	AMBULANCE	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
REVENUE					
6260	CHARGE FOR SERVICES	187,750.14	193,450.00	(5,699.86)	210,000.00
6261	PENALTIES			0.00	0.00
6262	CHARGES FOR STAND-BY	600.00	500.00	100.00	500.00
6263	COURT FEES	0.00	0.00	0.00	0.00
6640	INTEREST INCOME	0.00	200.00	(200.00)	200.00
6740	CONTRIB WAWATAM TOWNSHIP			0.00	
6741	CONTRIB MACKINAW TOWNSHIP			0.00	
6750	BOND PROCEEDS			0.00	
6760	CONTRIB CHEB. COUNTY	19,751.34	25,000.00	(5,248.66)	24,000.00
6761	CONTRIB EMMET COUNTY	70,000.00	143,000.00	(73,000.00)	137,000.00
6764	CONTRIB NORTH HEALTH PLAN	3,646.28	3,600.00	46.28	3,300.00
6870	AMB DONATIONS - MEMORIAL	0.00	0.00	0.00	0.00
6871	AMB DONATIONS - OTHER	1,000.00	0.00	1,000.00	0.00
6980	MISCELLANEOUS INCOME	0.00	0.00	0.00	0.00
6910	TRANSFER FROM OTHER FUNDS	0.00	0.00	0.00	0.00
6982	CONTRIB FUND BALANCE	0.00	0.00	0.00	1,700.00
	TOTAL REVENUE	282,747.76	365,750.00	(83,002.24)	376,700.00
EXPENDITURES					
7020	WAGES	136,121.39	157,000.00	20,878.61	162,000.00
7140	FRINGE BENEFIT	54,330.46	71,000.00	16,669.54	73,000.00
7270	OFFICE SUPPLIES	970.05	1,000.00	29.95	1,000.00
7400	OPERATING SUPPLIES	9,808.80	8,000.00	(1,808.80)	12,000.00
7510	GAS/OIL	2,998.16	4,000.00	1,001.84	4,000.00
7680	UNIFORMS	448.70	1,000.00	551.30	1,000.00
7750	R/M/SUPPLIES	169.28	1,200.00	1,030.72	900.00
8010	CONTRACTED SERVICE	2,611.65	5,000.00	2,388.35	4,500.00
8500	COMMUNICATIONS	2,338.61	2,000.00	(338.61)	2,700.00
8640	CONFERENCES/WRKSHP	565.28	1,500.00	934.72	1,000.00
8730	TRAVEL ALLOWANCE	0.00	400.00	400.00	400.00
9000	PRINTING/PUBLISH	0.00	200.00	200.00	200.00
9100	INSURANCE/BONDS	0.00	2,000.00	2,000.00	2,100.00
9210	AMB. ELECTRICITY	2,354.64	3,400.00	1,045.36	3,400.00
9230	AMBULANCE HEAT	720.91	2,000.00	1,279.09	2,000.00
9270	AMBULANCE WATER/SEWER	309.43	400.00	90.57	400.00
9300	R/M EQUIPMENT	3,135.82	3,000.00	(135.82)	3,500.00
9430	AMB EQUIP RENTAL	0.00	200.00	200.00	100.00
9580	MEMBERSHIP & DUES	305.00	600.00	295.00	600.00
9620	MISCELLANEOUS	79.62	50.00	(29.62)	100.00
9630	INSURANCE WRITE OFFS	54,119.02	55,000.00	880.98	55,000.00

210 AMBULANCE		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
EXPENDITURES CONTINUED					
9631	AMBULANCE UNCOLLECTIBLE	9,151.88	30,000.00	20,848.12	30,000.00
9632	AMBULANCE DISCOUNT	151.00	700.00	549.00	300.00
9740	BUILDING LEASE	0.00	1,500.00	1,500.00	1,500.00
9770	CAPITAL OUTLAY EQUIPMENT	963.00	5,000.00	4,037.00	5,000.00
9771	DEBT PAYMENT	8,060.00	9,600.00	1,540.00	10,000.00
	TOTAL EXPENDITURES	289,712.70	365,750.00	76,037.30	376,700.00
210	AMBULANCE - REVENUE	282,747.76	365,750.00		376,700.00
210	AMBULANCE - EXPENDITURES	289,712.70	365,750.00		376,700.00
	Excess Revenue over (under)	(6,964.94)			
	Expenditures	=====			

214	PERFORMANCE SHELL	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
REVENUE					
6910	CONTRIB FROM GENERAL FUND	6,800.00	6,870.00	(70.00)	6,870.00
6640	INTEREST INCOME			0.00	
6980	MISCELLANEOUS INCOME			0.00	
	TOTAL REVENUE	6,800.00	6,870.00	(70.00)	6,870.00
EXPENDITURES					
7020	WAGES	0.00	960.00	960.00	960.00
7400	OPERATING SUPPLIES	32.44	1,000.00	967.56	1,000.00
7750	R/M/SUPPLIES	0.00	50.00	50.00	50.00
8010	CONTRACTED SERVICE	2,750.00	4,100.00	1,350.00	4,100.00
9100	INSURANCE/BONDS	0.00	160.00	160.00	160.00
9210	BAND SHELL ELECTRICITY	1,978.48	600.00	(1,378.48)	600.00
	TOTAL EXPENDITURES	4,760.92	6,870.00	2,109.08	6,870.00
214	PERFORMANCE SHELL- REVENUE	6,800.00	6,870.00		6,870.00
214	PERFORMANCE SHELL - EXPEND.	4,760.92	6,870.00		6,870.00
	Excess Revenue over (under)	2,039.08			
	Expenditures	=====			

216 RECREATION CENTER		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
REVENUE					
5872	CONTRIBUTIONS	0.00	700.00	(700.00)	0.00
6420	CHRG FOR SERVICES - MEMBERSHIP	600.00	0.00	600.00	500.00
6422	ICE REVENUE	10,000.00	37,500.00	(27,500.00)	37,500.00
6424	CHRG SERV - OPEN SKATING FEES	0.00	20.00	(20.00)	20.00
6640	INTEREST INCOME	0.00	100.00	(100.00)	100.00
6680	BLDG RENTAL	0.00	265.00	(265.00)	265.00
6681	VIDEO COLLECTIONS	0.00	50.00	(50.00)	50.00
6682	TOWER LEASE	3,890.81	20,000.00	(16,109.19)	17,000.00
6760	CONTRIB. FROM OTHER FUND	10,000.00	25,000.00	(15,000.00)	21,750.00
6980	MISCELLANEOUS INCOME	225.00	100.00	125.00	100.00
	TOTAL REVENUE	24,715.81	83,735.00	(59,019.19)	77,285.00
EXPENDITURES					
7020	WAGES - REC CENTER	5,701.01	19,000.00	13,298.99	16,500.00
7140	FRINGE BENEFIT	2,414.92	6,000.00	3,585.08	7,500.00
7270	OFFICE SUPPLIES	31.88	50.00	18.12	50.00
7400	OPERATING SUPPLIES	106.05	1,000.00	893.95	
7510	GAS/OIL	0.00	100.00	100.00	1,000.00
7750	R/M/SUPPLIES	120.11	1,600.00	1,479.89	1,600.00
8010	CONTRACTED SERVICE	751.72	3,200.00	2,448.28	2,500.00
8500	COMMUNICATIONS	0.00	360.00	360.00	360.00
8730	TRAVEL ALLOWANCE	0.00	25.00	25.00	25.00
9000	PRINTING/PUBLISH	0.00	100.00	100.00	100.00
9100	INSURANCE/BONDS	0.00	2,200.00	2,200.00	2,200.00
9210	REC CENTER ELECTRICITY	11,864.24	27,000.00	15,135.76	27,000.00
9230	REC CENTER HEAT	5,064.65	13,000.00	7,935.35	13,000.00
9270	WATER/SEWER	315.04	1,000.00	684.96	900.00
9300	R/M EQUIPMENT	503.42	1,300.00	796.58	1,300.00
9430	EQUIPMENT RENTAL	338.18	1,000.00	661.82	500.00
9580	MEMBERSHIP & DUES	148.00	200.00	52.00	200.00
9620	MISCELLANEOUS	0.00	100.00	100.00	100.00
9770	CAPITAL OUTLAY	1,182.77	6,500.00	5,317.23	2,450.00
	TOTAL EXPENDITURES	28,541.99	83,735.00	55,193.01	77,285.00
216	RECREATION CENTER - REVENUE	24,715.81	83,735.00		77,285.00
216	RECREATION CENTER - EXPENDITURES	28,541.99	83,735.00		77,285.00
	Excess Revenue over (under)	(3,826.18)			
	Expenditures	=====			

216 RECREATION CENTER		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
REVENUE					
5872	CONTRIBUTIONS	0.00	700.00	(700.00)	0.00
6420	CHRG FOR SERVICES - MEMBERSHIP	600.00	0.00	600.00	500.00
6422	ICE REVENUE	10,000.00	37,500.00	(27,500.00)	37,500.00
6424	CHRG SERV - OPEN SKATING FEES	0.00	20.00	(20.00)	20.00
6640	INTEREST INCOME	0.00	100.00	(100.00)	100.00
6680	BLDG RENTAL	0.00	265.00	(265.00)	265.00
6681	VIDEO COLLECTIONS	0.00	50.00	(50.00)	50.00
6682	TOWER LEASE	3,890.81	20,000.00	(16,109.19)	17,000.00
6760	CONTRIB. FROM OTHER FUND	10,000.00	25,000.00	(15,000.00)	21,750.00
6980	MISCELLANEOUS INCOME	225.00	100.00	125.00	100.00
	TOTAL REVENUE	24,715.81	83,735.00	(59,019.19)	77,285.00
EXPENDITURES					
7020	WAGES - REC CENTER	5,701.01	19,000.00	13,298.99	16,500.00
7140	FRINGE BENEFIT	2,414.92	6,000.00	3,585.08	7,500.00
7270	OFFICE SUPPLIES	31.88	50.00	18.12	50.00
7400	OPERATING SUPPLIES	106.05	1,000.00	893.95	
7510	GAS/OIL	0.00	100.00	100.00	1,000.00
7750	R/M/SUPPLIES	120.11	1,600.00	1,479.89	1,600.00
8010	CONTRACTED SERVICE	751.72	3,200.00	2,448.28	2,500.00
8500	COMMUNICATIONS	0.00	360.00	360.00	360.00
8730	TRAVEL ALLOWANCE	0.00	25.00	25.00	25.00
9000	PRINTING/PUBLISH	0.00	100.00	100.00	100.00
9100	INSURANCE/BONDS	0.00	2,200.00	2,200.00	2,200.00
9210	REC CENTER ELECTRICITY	11,864.24	27,000.00	15,135.76	27,000.00
9230	REC CENTER HEAT	5,064.65	13,000.00	7,935.35	13,000.00
9270	WATER/SEWER	315.04	1,000.00	684.96	900.00
9300	R/M EQUIPMENT	503.42	1,300.00	796.58	1,300.00
9430	EQUIPMENT RENTAL	338.18	1,000.00	661.82	500.00
9580	MEMBERSHIP & DUES	148.00	200.00	52.00	200.00
9620	MISCELLANEOUS	0.00	100.00	100.00	100.00
9770	CAPITAL OUTLAY	1,182.77	6,500.00	5,317.23	2,450.00
	TOTAL EXPENDITURES	28,541.99	83,735.00	55,193.01	77,285.00
216	RECREATION CENTER - REVENUE	24,715.81	83,735.00		77,285.00
216	RECREATION CENTER - EXPENDITURES	28,541.99	83,735.00		77,285.00
	Excess Revenue over (under)	(3,826.18)			
	Expenditures	=====			

244 DOWNTOWN DEV AUTHORITY		3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/2011 ADOPTED BUDGET	VARIANCE	2011 /2012 APPROVED BUDGET
REVENUE					
4030	CURRENT PROPERTY TAX	49,120.14	39,000.00	10,120.14	37,000.00
6640	INTEREST INCOME	0.00	40.00	(40.00)	0.00
6981	APPROP FUND BALANCE	0.00		0.00	9,060.00
	TOTAL REVENUE	49,120.14	39,040.00	10,080.14	46,060.00
EXPENDITURES					
7020	WAGES	113.30	2,000.00	1,886.70	2,000.00
7140	FRINGE BENEFIT	53.98	410.00	356.02	410.00
7270	OFFICE SUPPLIES	31.88	30.00	(1.88)	50.00
7400	OPERATING SUPPLIES	0.00	200.00	200.00	200.00
8010	CONTRACTED SERVICE	0.00	2,000.00	2,000.00	2,000.00
8640	CONFERENCES/WRKSHP	0.00	50.00	50.00	50.00
9000	PRINTING/PUBLISH	0.00	400.00	400.00	400.00
9430	EQUIPMENT RENTAL	0.00	1,000.00	1,000.00	1,000.00
9580	MEMBERSHIP & DUES	0.00	25.00	25.00	25.00
9620	MISCELLANEOUS	0.00	25.00	25.00	25.00
9650	TRANSFER GENERAL/S. ALLEY	0.00	0.00	0.00	0.00
9651	DEBT FOR RESTROOMS			0.00	0.00
9656	CONTRIB. TO '04 BOND FUND	16,046.63	23,000.00	6,953.37	23,000.00
9770	C/O BENCHES	0.00	3,000.00	3,000.00	0.00
9772	CAPITAL OUTLAY	5,998.00	4,000.00	(1,998.00)	14,000.00
9950	INTEREST EXPENSE	1,098.56	2,900.00	1,801.44	2,900.00
	TOTAL EXPENDITURES	23,342.35	39,040.00	15,697.65	46,060.00
244	DDA - REVENUE	49,120.14	39,040.00		46,060.00
244	DDA - EXPENDITURES	23,342.35	39,040.00		46,060.00
	Excess Revenue over (under)	25,777.79			
	Expenditures		0.00		
		=====	=====		

425	RECREATION COMPLEX	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
REVENUE					
5871	CONTRIB WAWATAM TOWNSHIP			0.00	0.00
6420	CHARGE FOR SERVICES SALES			0.00	0.00
6421	SOFTBALL STARTUP FUNDS	30.00	1,000.00	(970.00)	50.00
6422	SOFTBALL FEES	2,852.56	800.00	2,052.56	2,800.00
6423	CHRG. SERV. ELECTRICITY			0.00	0.00
6640	INTEREST INCOME			0.00	0.00
6680	LEASE/RENT	0.00	300.00	(300.00)	300.00
6760	CONTRIB. FROM OTHER FUND	25,000.00	34,740.00	(9,740.00)	37,990.00
6980	MISCELLANEOUS INCOME	1,295.00		1,295.00	0.00
	TOTAL REVENUE	29,177.56	36,840.00	(7,662.44)	41,140.00
EXPENDITURES					
7020	WAGES	19,778.46	19,000.00	(778.46)	20,000.00
7140	FRINGE BENEFIT	9,209.90	7,800.00	(1,409.90)	10,000.00
7270	OFFICE SUPPLIES	31.88	40.00	8.12	40.00
7400	OPERATING SUPPLIES	2,290.49	700.00	(1,590.49)	2,300.00
7401	SOFTBALL SUPPLIES	871.67	1,100.00	228.33	900.00
7510	GAS/OIL	1,366.04	700.00	(666.04)	1,400.00
7680	UNIFORMS	0.00	50.00	50.00	50.00
7750	R/M/SUPPLIES	313.66	600.00	286.34	400.00
8010	CONTRACTED SERVICE	446.33	2,100.00	1,653.67	600.00
8730	TRAVEL ALLOWANCE	0.00	50.00	50.00	50.00
9000	PRINTING/PUBLISH	0.00	50.00	50.00	50.00
9100	INSURANCE/BONDS	0.00	800.00	800.00	800.00
9210	RECREATION ELECTRICITY	1,313.61	1,400.00	86.39	1,400.00
9300	R/M EQUIPMENT	1,781.02	900.00	(881.02)	1,800.00
9430	EQUIPMENT RENTAL	179.67	500.00	320.33	300.00
9580	MEMBERSHIP & DUES	0.00	100.00	100.00	100.00
9620	MISCELLANEOUS	187.55	0.00	(187.55)	0.00
9741	C/O LAND IMPROVEMENT BALLFIELD	0.00	500.00	500.00	500.00
9770	CAPITAL OUTLAY	0.00	450.00	450.00	450.00
	TOTAL EXPENDITURES	37,770.28	36,840.00	(930.28)	41,140.00
425	RECREATION COMPLEX - REVENUE	29,177.56	36,840.00		41,140.00
425	REC. COMPLEX - EXPENDITURES	37,770.28	36,840.00		41,140.00
	Excess Revenue over (under)	(8,592.72)			
	Expenditures	=====			

490	PLANNING COMMISSION	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
REVENUE					
6420	CHRG SERV SITE PLAN REVIEW		500.00	(500.00)	500.00
6421	CHRG SERVICE - SPEC MEETING		0.00	0.00	0.00
6640	INTEREST INCOME		0.00	0.00	0.00
6910	CONTRIB FROM GENERAL FUND	9,700.00	12,600.00	(2,900.00)	12,600.00
	TOTAL REVENUE	9,700.00	13,100.00	(3,400.00)	13,100.00
EXPENDITURES					
7020	WAGES	5,410.58	6,500.00	1,089.42	6,500.00
7140	FRINGE BENEFIT	1,695.28	2,100.00	404.72	2,100.00
7270	OFFICE SUPPLIES	380.13	400.00	19.87	400.00
7400	OPERATING SUPPLIES	454.74	200.00	(254.74)	200.00
8010	CONTRACTED SERVICE	4,546.87	0.00	(4,546.87)	0.00
8500	COMMUNICATIONS	0.00	100.00	100.00	100.00
8640	CONFERENCES/WRKSHP	91.50	1,000.00	908.50	1,000.00
8730	TRAVEL ALLOWANCE	0.00	200.00	200.00	200.00
9000	PRINTING/PUBLISH	2,059.65	1,500.00	(559.65)	1,500.00
9001	PRINTING/PUBLISH ZONING ORD.	0.00	500.00	500.00	500.00
9580	MEMBERSHIP & DUES	0.00	500.00	500.00	500.00
9770	CAPITAL OUTLAY	0.00	100.00	100.00	100.00
	TOTAL EXPENDITURES	14,638.75	13,100.00	(1,538.75)	13,100.00
490	PLANNING COMMISSION- REVENUE	9,700.00	13,100.00		13,100.00
490	PLANNING COMMISSION - EXPENDITURE	14,638.75	13,100.00		13,100.00
	Excess Revenue over (under)	(4,938.75)			
	Expenditures	=====			

493	ECONOMIC DEVELOPMENT FUND	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
REVENUE					
6420	CHRG SERV SITE PLAN REVIEW	0.00	0.00	0.00	0.00
6421	CHRG SERVICE - SPECIAL MEETING	0.00	0.00	0.00	0.00
6640	INTEREST INCOME	0.00	0.00	0.00	0.00
6910	CONTRIB FROM GENERAL FUND	5,000.00	10,000.00	(5,000.00)	10,000.00
	TOTAL REVENUE	5,000.00	10,000.00	(5,000.00)	10,000.00
EXPENDITURES					
7020	WAGES		0.00	0.00	0.00
7140	FRINGE BENEFIT		0.00	0.00	0.00
7270	OFFICE SUPPLIES	31.89	100.00	68.11	100.00
7400	OPERATING SUPPLIES	0.00	0.00	0.00	0.00
8010	CONTRACTED SERVICE	0.00	6,000.00	6,000.00	6,000.00
8500	COMMUNICATIONS	0.00	0.00	0.00	0.00
8640	CONFERENCES/WRKSHP	0.00	400.00	400.00	400.00
8730	TRAVEL ALLOWANCE	0.00	0.00	0.00	0.00
9000	PRINTING/PUBLISH	0.00	1,500.00	1,500.00	1,500.00
9001	PRINTING/PUBLISH ZONING ORD.	0.00	0.00	0.00	0.00
9580	MEMBERSHIP & DUES	2,000.00	2,000.00	0.00	2,000.00
9620	MISCELLANEOUS	0.00	0.00	0.00	0.00
9770	CAPITAL OUTLAY	0.00	0.00	0.00	0.00
	TOTAL EXPENDITURES	2,031.89	10,000.00	7,968.11	10,000.00
493	EDC	5,000.00	10,000.00		10,000.00
493	EDC - EXPEND.	2,031.89	10,000.00		10,000.00
	Excess Revenue over (under)	2,968.11			

590	WATER/SEWER	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
REVENUE					
200	TAXES RECEIVABLE - DELINQUENT	17071.24	0	17,071.24	0.00
6070	SEWER CHARGE SERVICE FEE			\$0.00	0.00
6071	SEWER HOOK-UP FEE	12,713.15	3,000.00	9,713.15	3,700.00
6072	WATER ONS/OFFS	9,920.00	10,000.00	(80.00)	10,000.00
6261	WATER NEW INSTALLATION	12,747.75	3,000.00	9,747.75	3,000.00
6420	SEWER CHARGES SALES	398,626.40	450,000.00	(51,373.60)	459,000.00
6421	WATER CHARGES SALES	202,341.38	245,000.00	(42,658.62)	249,000.00
6422	WATER CHR.G. SALES (HYDRANT)	300.00	100.00	200.00	100.00
6423	METER/PARTS CHARGE	1,576.12	2,000.00	(423.88)	2,000.00
6424	METER CHARGE QUARTERLY	13,542.51	15,000.00	(1,457.49)	15,000.00
6560	PENALTIES	23,195.60	21,000.00	2,195.60	21,000.00
6640	SEWER INTEREST INCOME	0.00	5,000.00	(5,000.00)	5,000.00
6641	WATER INTEREST INCOME	0.00	0.00	0.00	0.00
6980	SEWER MISC. REVENUE	70.00	0.00	70.00	0.00
6981	WATER MISC. REVENUE	0.00	0.00	0.00	0.00
6982	APPROPRIATION FUND BALANCE	0.00	112,750.00	(112,750.00)	153,000.00
	BOND PROCEEDS				330,000.00
	TOTAL REVENUE	692,104.15	866,850.00	(174,745.85)	1,250,800.00
BOND & INTEREST PAYMENTS					
9950	SEWER DEBT ADMIN. INTEREST	11,025.00	7,400.00	(3,625.00)	18,000.00
9951	WATER DEBT ADMIN. INT.	11,865.62	6,200.00	(5,665.62)	6,200.00
9952	SEWER BOND PAYMENTS	30,500.00	41,400.00	10,900.00	36,000.00
9953	WATER BOND PAYMENT	0.00	8,000.00	8,000.00	20,000.00
	Total Expenditure - Bonds/Int.	53,390.62	63,000.00	9,609.38	80,200.00

590	WATER/SEWER	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
SEWER EXPENDITURES - 548					
7020	WAGES	101,452.16	120,000.00	18,547.84	120,000.00
7140	FRINGE BENEFIT	52,375.99	54,000.00	1,624.01	60,000.00
7270	OFFICE SUPPLIES	863.61	1,300.00	436.39	1,300.00
7400	OPERATING SUPPLIES	66,315.95	40,000.00	(26,315.95)	65,000.00
7510	GAS/OIL	2,310.14	2,300.00	(10.14)	2,500.00
7750	R/M/SUPPLIES	3,209.51	2,000.00	(1,209.51)	3,200.00
8010	CONTRACTED SERVICE	26,438.16	35,000.00	8,561.84	41,000.00
8011	CONTRACTED SERVICE LAGOON	0.00		0.00	300,000.00
8012	CONTRACT SERV - ENGINEERING	0.00	12,000.00	12,000.00	12,000.00
8500	COMMUNICATIONS	1,762.37	2,700.00	937.63	2,700.00
8640	CONFERENCES/WRKSHP	370.02	500.00	129.98	500.00
8730	SEWER TRAVEL ALLOWANCE	0.00	400.00	400.00	450.00
9000	PRINTING/PUBLISH	0.00	300.00	300.00	300.00
9100	INSURANCE/BONDS	0.00	4,000.00	4,000.00	4,000.00
9210	SEWER ELECTRICITY	78,174.60	95,000.00	16,825.40	95,000.00
9230	SEWER HEAT	3,251.64	8,000.00	4,748.36	8,000.00
9300	R/M EQUIPMENT	6,574.79	4,000.00	(2,574.79)	6,000.00
9430	SEWER EQUIPMENT RENTAL	17,490.14	3,200.00	(14,290.14)	17,000.00
9580	SEWER - MEMBERSHIP/DUES	53.00	1,000.00	947.00	1,000.00
9590	SEWER DEPRECIATION EXPENSE	0.00	45,000.00	45,000.00	45,000.00
9620	MISCELLANEOUS	0.00	0.00	0.00	0.00
9750	C/O BUILDING	0.00	3,500.00	3,500.00	3,500.00
9751	SEWER BUILDING DEBT			0.00	0.00
9770	CAPITAL OUTLAY	18,876.50	29,000.00	10,123.50	44,000.00
	Total Expenditure - Sewer	379,518.58	463,200.00	83,681.42	832,450.00

590	WATER/SEWER	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
WATER EXPENDITURES - 556					
7020	WAGES	68,907.32	90,000.00	21,092.68	80,000.00
7140	FRINGE BENEFIT	35,326.81	45,000.00	9,673.19	45,000.00
7270	OFFICE SUPPLIES	1,116.46	1,300.00	183.54	1,300.00
7400	OPERATING SUPPLIES	30,172.99	23,000.00	(7,172.99)	30,000.00
7510	GAS/OIL	2,310.10	2,700.00	389.90	2,700.00
7750	R/M/SUPPLIES	5,215.24	4,300.00	(915.24)	5,000.00
8010	CONTRACTED SERVICE	16,474.79	26,000.00	9,525.21	26,000.00
8500	COMMUNICATIONS	1,564.22	2,500.00	935.78	2,500.00
8640	CONFERENCES/WRKSH	956.27	500.00	(456.27)	500.00
8730	TRAVEL ALLOWANCE	100.00	300.00	200.00	300.00
9000	PRINTING/PUBLISH	813.49	1,700.00	886.51	1,500.00
9100	INSURANCE/BONDS	0.00	2,900.00	2,900.00	2,900.00
9210	WATER ELECTRICITY	8,353.27	11,600.00	3,246.73	11,600.00
9230	WATER - HEAT	415.96	800.00	384.04	800.00
9300	R/M EQUIPMENT	7,750.78	3,000.00	(4,750.78)	5,000.00
9430	WATER EQUIPMENT RENTAL	6,067.86	5,000.00	(1,067.86)	6,000.00
9580	MEMBERSHIP & DUES	100.00	1,000.00	900.00	1,000.00
9590	WATER DEPRECIATION EXPENSE	0.00	58,000.00	58,000.00	58,000.00
9620	MISCELLANEOUS	0.00	50.00	50.00	50.00
9740	C/O WELL HOUSE IMPROVEMENTS	40,000.00	30,000.00	(10,000.00)	10,000.00
9750	C/O BUILDING			0.00	0.00
9751	WATER BUILDING DEBT			0.00	0.00
9770	WATER CAPITAL OUTLAY	15,275.50	31,000.00	15,724.50	48,000.00
	Total Expenditure - Water	240,921.06	340,650.00	99,728.94	338,150.00
590	WATER/SEWER - REVENUE	692,104.15	866,850.00		1,250,800.00
590	BOND & INTEREST PAYMENTS	53,390.62	63,000.00		80,200.00
590	SEWER - 548 - EXPENDITURES	379,518.58	463,200.00		832,450.00
590	WATER - 556 - EXPENDITURES	240,921.06	340,650.00		338,150.00
	TOTAL EXPENDITURES - 590	673,830.26	866,850.00		1,250,800.00
	Excess Revenue over (under)	18,273.89			
	Expenditures	=====			

594	MARINA	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
REVENUE					
5690	STATE GRANT	0.00	10000.00	(10,000.00)	20,000.00
6071	CHRG SERVICES PUMP OUTS	2,130.00	3,000.00	(870.00)	2,000.00
6420	MARINA CHRG SALES GAS/OIL	89,666.55	104,000.00	(14,333.45)	90,000.00
6421	MARINA CHRG SALES ICE	2,788.00	2,500.00	288.00	2,700.00
6422	LAUNDRY CONCESSION	0.00	1,000.00	(1,000.00)	500.00
6530	MOORAGE TRANSIENT	89,549.25	126,000.00	(36,450.75)	126,000.00
6531	TEMPORARY MOORAGE	3,135.50	1,400.00	1,735.50	3,000.00
6532	RAMP FEES	2,180.00	1,700.00	480.00	2,000.00
6533	WAITING LIST	50.00	50.00	0.00	50.00
6534	SEASONAL MOORAGE	16,054.00	91,000.00	(74,946.00)	91,000.00
6640	INTEREST INCOME	0.59	400.00	(399.41)	100.00
6980	MISCELLANEOUS INCOME	3,802.86	1,000.00	2,802.86	2,000.00
6981	MARINA CASH OVER/SHORT	-501.50	0.00	(501.50)	0.00
6982	APPROPRIATION FUND BAL	0.00	17,800.00	(17,800.00)	33,500.00
	TOTAL REVENUE	208,855.25	359,850.00	(150,994.75)	372,850.00
EXPENDITURES					
7020	WAGES	71,778.14	86,000.00	14,221.86	87,000.00
7140	FRINGE BENEFIT	28,861.76	36,000.00	7,138.24	37,000.00
7270	OFFICE SUPPLIES	6,115.65	6,000.00	(115.65)	6,000.00
7400	OPERATING SUPPLIES	3,573.20	6,000.00	2,426.80	5,000.00
7500	MARINA ICE	2,195.29	2,100.00	(95.29)	2,100.00
7510	GAS/OIL	74,895.73	82,500.00	7,604.27	75,000.00
7680	UNIFORMS	185.50	250.00	64.50	250.00
7750	R/M/SUPPLIES	1,318.98	900.00	(418.98)	1,300.00
8010	CONTRACTED SERVICE	12,936.14	14,000.00	1,063.86	14,000.00
8500	COMMUNICATIONS	1,737.59	2,500.00	762.41	2,500.00
8640	CONFERENCES/WRKSHP	40.00	200.00	160.00	200.00
8730	TRAVEL ALLOWANCE	585.00	100.00	(485.00)	100.00
9000	PRINTING/PUBLISH	0.00	900.00	900.00	500.00
9100	INSURANCE/BONDS	639.00	6,000.00	5,361.00	6,000.00
9210	MARINA ELECTRICITY	13,579.84	20,000.00	6,420.16	20,000.00
9220	CABLE TELEVISION	3,332.34	4,000.00	667.66	3,600.00
9230	MARINA HEAT	3,440.63	1,900.00	(1,540.63)	3,000.00
9270	MARINA WATER/SEWER	3,147.78	4,500.00	1,352.22	4,000.00
9300	R/M EQUIPMENT	1,969.82	1,000.00	(969.82)	2,000.00
9430	MARINA EQUIPMENT RENTAL	1,871.29	500.00	(1,371.29)	1,800.00
9580	MEMBERSHIP & DUES	3,930.00	4,000.00	70.00	4,000.00
9590	MARINA DEPRECIATION EXP.	0.00	40,000.00	40,000.00	40,000.00
9620	MISCELLANEOUS	2,735.43	300.00	(2,435.43)	300.00
9630	STATE REGISTRATION FEES	506.42	8,000.00	7,493.58	7,000.00
9770	CAPITAL OUTLAY	15,189.00	22,000.00	6,811.00	42,000.00
9771	BUBBLER SYSTEM	0.00	200.00	200.00	200.00
9910	MARINA SALES TAX	4,981.19	10,000.00	5,018.81	8,000.00
	Total Expenditure	259,545.72	359,850.00	100,304.28	372,850.00

594	MARINA	3/1/10 TO 12/10/2010 ACTUAL TO DATE	2010/11 ADOPTED BUDGET	VARIANCE	2011 / 2012 APPROVED BUDGET
594	MARINA - REVENUE	208,855.25	359,850.00		372,850.00
594	MARINA - EXPENDITURES	259,545.72	359,850.00		372,850.00
	Excess Revenue over (under)	(50,690.47)			
	Expenditures	=====			

Capital Improvement Plan

Village of Mackinaw City Municipal Budget 2011 - 2012

SUMMARY

The Capital Improvement Plan is a document that reviews the infrastructure and equipment improvements needed over the next five years to provide quality municipal services. A capital improvement project is defined as the purchase or replacement of a facility or equipment that has an estimated life greater than five years and costs more than \$3,000.

The Capital Improvement Plan is a planning tool, which allows the Village to review necessary projects to better allocate financial resources across competing demands. Projects are funded by a combination of a “pay as you go” and municipal bonding strategy, which requires the appropriation of revenue or reserves. A “pay as you go” strategy is contingent upon available revenue and a conservative approach to financing, which saves interest and other costs associated with bonding. Municipal bonding provides the necessary funds to finance a capital improvement but requires a yearly repayment of principal and interest to repay the debt.

How the Capital Improvement Plan is Developed and Approved

A draft Capital Improvement Plan is developed by Staff for presentation and review by the Planning Commission and Village Council. Recommendations for improvements to Village facilities and equipment are based on the following:

- relationship to Council policy goals
- asset management criteria
- engineering review
- relationship to other projects
- necessity to fulfill any State or Federal requirement
- availability of funding
- operational cost
- relationship to community Master Plan and other planning documents

The Planning Commission reviews the Plan and provides comment and recommendation to the Village Council concerning facility, road, water, and sewer improvements as related to the Village’s Master Land Use Plan. The public is encouraged to participate in the development and review of the plan to express their ideas and needs.

Once the Planning Commission has reviewed and provided their recommendations and the Council approves the Plan with any revisions prior to the first meeting in March as part of the budget process.

Capital Improvement Plan
Village of Mackinaw City Municipal Budget 2011 - 2012

2011-2012 CAPITAL PROJECTS SUMMARY

General Fund:

Financial Software (partial):	\$4,000.00
Roof Repair Village Hall:	\$55,000.00
Fire Station II Roof Remodel and Insulation:	\$20,000.00
Phase One Zoning Ordinance Review:	\$7,500.00
Phase I Hike Bike Plan Projects:	\$6,200.00
Historic Village Projects:	\$10,000.00
Conkling Heritage Park Improvements:	\$150,000.00
Police Equipment:	\$7,500.00
Fire Equipment:	<u>\$3,000.00</u>
TOTAL:	\$263,200.00

Major Streets:

Crack Sealing:	\$6,000.00
Sign Replacement:	<u>\$5,000.00</u>
TOTAL:	\$11,000.00

Local Streets:

Crack Sealing:	\$6,000.00
Sign Replacement:	<u>\$3,000.00</u>
TOTAL:	\$9,000.00

Cemetery:

Repair of multiple bases:	\$5,000.00
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Marina:

Install 2 floating finger piers (Village Match)	\$40,000.00
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Equipment: NEED

TOTAL:

Capital Improvement Plan

Village of Mackinaw City Municipal Budget 2011 – 2012

Water Capital Improvements:

Radio Read Water Meter Replacement:	\$15,000.00
Well Maintenance, Wells 1, 2 & 3:	\$5,000.00
Well Cleaning, Well 4:	\$25,000.00
Meter Testing Equipment:	\$3,300.00
Variable Frequency Drive	<u>\$8,500.00</u>
TOTAL:	\$56,800.00

Sewer Capital Improvements:

Aerator Equipment Replacement:	\$16,000.00
Lab Equipment and Software:	\$18,500.00
Heater Replacement:	\$7,500.00
Lagoon Sewer Cleaning:	<u>\$300,000.00</u>
TOTAL:	\$342,000.00

Capital Improvement Plan

Village of Mackinaw City Municipal Budget 2011 – 2012

PROJECT DETAIL GENERAL FUND

General Fund revenues can be appropriated to complete capital projects as approved by Council.

Facilities

The Village has completed various building improvements to the Village Hall over the past few years. The Village Hall was built in 1936 as a Work Program Administration Project.

The Council has discussed that administrative and police operations should remain in their current location and that fire equipment should be relocated to a new facility in the future. Preliminary discussions have been held to consider the location of a new fire station. The construction of a new fire station and renovation of the Village Hall will require a great deal of capital expenditures. The construction of a new fire station has been placed on hold due to the economy.

Building Improvements

Village Hall Improvements:

			<u>Status</u>
2010	Replace Garage Heater	\$ 13,000	Under Construction
2009	Remodel Clerk/Treasurer Office	<u>\$ 25,000</u>	Completed
	Total Estimated Cost	\$ 38,000	

2011	Conduct preliminary engineering to investigate the cost effectiveness of solar panel use		
2011	Roof Replacement	\$ 55,000	

Fire Station II Improvements:

			<u>Status</u>
2010	Replace roof:	\$ 31,000	Completed
2011	Remodel and Insulation:	\$ 25,000	Scheduled
2010	Master Plan Document and Maps:	\$ 15,000	Completed
2010	Historic Village Improvements		
	Footings Church and Stimpson House:	\$ 10,000	Completed
2010	Drain to Alley:	\$ 15,000	Completed
2010	North Huron Ironworkers Art Work:	\$ 15,000	Completed
2011	Police Equipment:	\$ 7,500	Scheduled
2011	Fire Equipment:	\$ 3,000	Scheduled
2011	Hike and Bike Project:	<u>\$ 6,200</u>	Scheduled
	TOTAL:	\$127,700	

New Fire Station/Ambulance Station:

Status
Placed on Hold
Lack of Funding

Capital Improvement Plan

Village of Mackinaw City Municipal Budget 2011 - 2012

The completion of this project will require a long term commitment of funding to retire the debt for the project. The preliminary estimate for the building is 1.3 million dollars. This would require a funding commitment of approximately \$66,000 per year for 30 years at an interest rate of 4.5%. Interest rates are currently relatively low and several opportunities for funding exist through standard bonding or USDA bonding. The project would require the majority of funding to be paid from the General Fund with possible funding available from millage money received through the Ambulance Fund. Although interest rates are favorable, the Village's tax base is declining and is projected to decrease over the next year or until the economy recovers from recession. The project will also limit the ability to fund other capital improvements in the future. General Fund Revenue may be used to finance capital improvements in all areas of municipal services. Revenues from the General Fund have traditionally been used to finance bonds for existing Village buildings, parks, fire trucks, police vehicles, and road projects. The Capital Improvement Plan identifies a substantial need for road repair in the future. Although the Municipal Street Fund collects a dedicated millage for operation, maintenance, and improvement of the street system, funding of capital improvements to the road system are reliant on grant funding opportunities and general funds to be used with road funds to finance projects.

The Council should also consider the possibility of inflation driving interest rates higher in the future greatly increasing the cost of financing and potentially making the project too expensive.

New Project Proposed

Community Electronic Reader Board: Discussion is being held for the construction of an electronic community reader board to provide for an information center to notify the public of community events and notices. The Lions Club has pledged support to the project as well as the Chamber of Commerce and Visitors Bureau. A preliminary estimate of a basic electronic reader board sign is \$15,000 with a higher quality graphic up to \$80,000. The project would need to receive monetary support from multiple agencies to be funded. Village funding during the 2011-2012 Fiscal Year would need to come from the DDA or General Fund reserves.

Project Priority

Once bond financing is utilized for a project, the Village is committed to debt retirement that limits the ability to schedule additional capital improvements projects in the future.

Possible future projects that require General Fund financing:

- ___ New Fire/Ambulance station
- ___ Village Hall improvements
- ___ Purchase of land
- ___ Parks and recreation projects
- ___ Trails and Sidewalks
- ___ Roads
- ___ Vehicles

Capital Improvement Plan

Village of Mackinaw City Municipal Budget 2011 - 2012

Vehicle Capital Improvement List – 2009 - 2010

<u>Police – One 4-Wheel Drive SUV</u>		<u>Status</u>
Year of Purchase	2009	Purchased
Cost	\$33,000	
Funding	General Fund	

<u>Ambulance – One ALS Rig</u>		<u>Status</u>
Year of Purchase	2009	Purchased
Cost	\$120,000	
Funding	Ambulance Fund – Act. 99	

Vehicle Capital Improvement List – 2010 – 2011

<u>MCFD – Fire Pumper</u>		<u>Status</u>
Year of Purchase	2009	Purchased
Cost	\$256,000	
Funding	General Fund Bond	

<u>DPW – One Loader</u>		<u>Status</u>
Year of Replacement	2010	Purchased
Cost	\$150,000	
Funding	Installment Purchase Equipment Fund – Act 99	

<u>Water/Sewer Department – One ¾ Ton Pick Up Truck</u>		<u>Status</u>
Year of Replacement	2010	Purchased
Cost	\$29,000	
Funding	Water and Sewer Fund	

<u>MCPD – Police Car</u>		<u>Status</u>
Year of Replacement	2011	Purchased
Cost	\$29,000	
Funding	General Fund	

Capital Improvement Plan

Village of Mackinaw City Municipal Budget 2011 - 2012

PROJECT DETAIL PARKS AND RECREATION

Department: Parks and Recreation

The Village has completed its five year Parks and Recreation Plan, which identifies recreation project priorities over the next five years contingent upon funding. The Plan is developed by receiving community input and reviewing the recreation needs of the Village. The completion of the Plan allows the Village to apply for grant funding from the State of Michigan or other grant agencies to complete planned projects. The Village has been very successful over the past 15 years in obtaining grant funding for parks and recreation projects. The Village has obtained over four million dollars from various State agencies for park and trail improvements. The Village provides a parks and recreation system that rivals municipalities much larger in size.

The Parks and Recreation Plan has identified the following goals for the next five years:

Planned Project Year	Action	Total Cost Estimate	Funding	Source	Status
2008-2010	Implement a marketing campaign, partnering with Visitors Bureau and Chamber of Commerce, among others.	\$4,000	\$4,000	Village Partnerships with MAVB, MACoC	Active
	▪ Recreational Asset Map	\$1,000	\$1,000	Village	Active
	▪ Blueways/Water Trails Marketing	\$ 500	\$ 500	Village	Active
2010	Connect west side neighborhoods & parks via trail connectors. PHASE I ▪ Louvigny Street Trail Extension	\$14,000	\$14,000	Village	On Hold
2011	PHASE II ▪ Cadotte St. Trail	\$140,000	\$84,000 \$56,000	MDOT Enhancement Village	Acquiring Easements
2012	PHASE III ▪ DNR West Railroad Grade	\$155,000	\$77,500 \$77,500	DNR MDOT Enhancement	Completed by DNR

Capital Improvement Plan

Village of Mackinaw City Municipal Budget 2011 - 2012

Project Year	Action	Total Cost Estimate	Funding	Source	Status
2009	Historic Village Park improvements			Historic Society & Village	Completed
	▪ Picnic Pavilion	\$40,000	\$40,000		
	▪ Parking	\$60,000	\$42,000	MNRTF	Seeking Funding
	▪ Restrooms	\$100,000	\$70,000	MNRTF	Seeking Funding
		Total: \$200,000	Total: \$200,000		
2008	Renovate north end of recreation center building with meeting room.	\$41,000	\$30,000 [\$ 9,000] \$11,000	Tribal MCSA (donated labor) Village	Completed
2009	Create new park at Wind Turbine Generator viewing area.	\$ 1,500	\$1,500	Village	Completed
2009	Determine dog-friendly parks and install necessary litter control bags and signs.	\$ 500	\$ 500	Village	Completed
Ongoing	Acquire Dry Dock Lake	To be Negotiated		Village Donations	-
Ongoing	Acquire Water Front Property	To be Negotiated		Village MNRTF Donations	-
2009	Conkling Heritage Park Improvements	\$100,000	\$70,000	MNRTF, MHAL	Scheduled 2011 Grant Obtained
	Restrooms		\$30,000	Village	
2009-2012	Install signs with maps at all parks directing park users to nearby restrooms, commercial districts, dog runs, and other amenities.	\$15,000	\$15,000	Village	Active
2008-2013	Identify required maintenance activity for parks and place in budget for funding.	To be determined each year		Village Volunteers Donations	Active
2008-2013	Work with various local and regional organizations to promote use of parks as educational areas and to preserve historic and natural resources within parks.	Staff time		Village Various Partners	Active
2010	Apply for State permit to clean beaches below ordinary high water mark to improve condition for public use.	\$ 5007	\$ 500	Village	
2010	Apply for DNR funding to conduct park tree inventory.	\$4,000	\$4,000	Village DNR Forestry	Active
2008-2013	Partner with Wawatam Senior Citizen Center and School to identify programs for seniors and children.	Staff Time	n/a	Village Partners	Active
2013	Campbell Park Landscaping	\$40,000	\$20,000 \$20,000	Village Coastal Zone	-

PROJECT DETAIL
MAJOR AND LOCAL STREETS

Department: Major and Local Streets

The Village of Mackinaw City uses an asset management system to plan for the maintenance and reconstruction of our road system. Asset management involves collecting road data to determine condition and bases improvement decisions on data evaluation and available funding. The primary goal of the Village of Mackinaw City's asset management program is to provide a safe, well maintained and aesthetically pleasing road network. The Village works toward this goal by evaluating the conditions of the road network by using the MDOT-PASER evaluation tool. PASER stands for Pavement Surface Evaluation and Rating. This evaluation is completed by conducting a visual inspection of each road to identify pavement condition. The data collected is then translated into a condition value rating from 1 – 10; with 1 being a road in very poor condition to 10 being a road in excellent condition. The Village completed its last visual evaluation in 2007. The following maintenance and construction program has been developed from evaluation data.

Maintenance Projects

A key component of pavement longevity is to keep surface cracks sealed. The Village conducts an ongoing pavement sealing program to accomplish this objective. Major and local streets with a PASER rating of 5 – 9 are monitored for crack sealing.

Crack sealing was completed on portions of the Village's major and local street system in 2008 and 2009. The Village has appropriated \$6,000 to continue sealing of streets.

The Village has also appropriated the funds necessary to fill potholes and continue street cleaning.

Construction Projects

The completion of construction projects are reliant on obtaining road funding. Grant funding plays a substantial role in the implementation of major street improvements. The Village has obtained over 1.5 million dollars of grant funding for road improvements over the last 15 years. Funding is also obtained from a local street millage and State gas tax funds to complete projects.

Capital Improvement Plan

Village of Mackinaw City Municipal Budget 2011 - 2012

Major Streets

The Village's PASER rating for major streets has identified the following roads for reconstruction:

		<u>Status</u>
<u>North Huron Avenue</u>	Phase One Nicolet to Ducharme	Completed
PASER Rating:	2	
Project Type:	Reconstruction	
Planned Project Year:	2009 Construction	
Funding Source:	Village - \$370,000 for construction costs \$200,000 for financing	
<u>M-108</u>	Exit 337 to Exit 338	Completed
PASER Rating:	4 – 8	
Project Type:	Reconstruction, cold mill and resurface	
Planned Project Year:	MDOT programmed construction for 2010	
2010 Funding Source:	State of Michigan - \$1.7 million	
Number of Phases:		
<u>East Central Avenue</u>	Nicolet Street to Huron Avenue	Completed
PASER Rating:	7 – 8	
Project Type:	Cold mill and resurface	
Planned Project Year:	Programmed for 2010 construction	
Funding Source:	American Recovery and Reinvestment Act - \$285,936 Village - \$23,000	
<u>East Central Avenue</u>	Nicolet Street to Huron Avenue	Phase I & II Completed
PASER Rating:	n/a	
Project Type:	Electrical Upgrade	
Planned Project Year:	2008-2010	
Funding Source:	Village - \$150,000	
<u>Street Sign Replacement</u>		
PASER Rating:	n/a	Active
Project Type:	Signage	
Planned Project Year:	2010-2011	
Funding Source:	Village - \$20,000	

Capital Improvement Plan

Village of Mackinaw City Municipal Budget 2011 - 2012

FUTURE FUNDING PROJECTS TOP PRIORITY

<u>West Central Avenue</u>	DuJauncy Street to Wilderness Park Drive
PASER Rating:	2
Planned Phases:	4
Project Type:	Crush/shape or base reconstruction
Planned Project Year:	2011 - Phase 1 DuJauncy to Hiawatha
Funding Source:	Village/State
	Phase I placed on Transportation Improvement Plan
	Estimated cost - \$1,500,000 to \$2,000,000

*Note: Engineer to determine project type. Project would be grant eligible. Project estimate will assume no streetscape elements, drainage or curb and gutter.

<u>North Huron Avenue</u>	S. Huron to Ducharme Street
PASER Rating:	2
Planned Phases:	4
Project Type:	Reconstruction
Planned Project Year:	Currently under review – Not grant eligible
Funding Source:	Village - \$1,000,000

<u>South Huron Avenue</u>	E. Central Avenue
PASER Rating:	6
Planned Phases:	
Project Type:	Resurface
Planned Project Year:	2016
Funding Source:	Village/State – Grant Eligible
	Estimated cost – \$360,000

PROJECT DETAIL
SIDEWALKS/TRAILS

Department: Department of Public Works

Funding Sources

Sidewalk construction is primarily funded through General Fund Expenditures or Municipal Street Funds. The Village has been successful in obtaining funding for sidewalks through MDOT Enhancement Grants for major street projects. The Village also special assesses property owners for a portion of sidewalk cost.

The Village completed an initial sidewalk maintenance and expansion plan in 1998 to survey existing sidewalk condition to identify areas of replacement and expansion. Follow up reviews were conducted in 2004 and 2007. Sidewalks are evaluated and placed into condition rating categories. The Village has replaced over 1,000 feet of sidewalk rated as poor and constructed over 14,000 lineal feet of new sidewalk since 1998.

Construction Projects

		<u>Status</u>
<u>North Huron Avenue:</u>	Nicolet to Ducharme	Completed
Planned Year:	2009 Construction	
Project Type:	New construction	
Funding Source:	Part of N. Huron Phase I Road Project/Village	
<u>Nicolet Street:</u>	Exit 338 to DNR Trail System	Completed
Planned Year:	2010 Construction	
Project Type:	New construction	
Funding Source:	Village	
<u>Replacement of sidewalk throughout Village</u>		
Condition:	Poor (estimate 100' to replace for 2011)	Ongoing
Planned Year:	2010-2015	
Project Type:	Replacement as needed	
Funding Source:	50% of cost assessed to property owner. Balance paid from General Fund	
<u>Phase I Hike and Bike Plan Projects:</u> Various locations throughout Village		Ongoing
Planned Year:	2010-2015	
Project Type:	New and replacement	
Funding Source:	Village	

PROJECT DETAIL
WASTEWATER SYSTEM

Department: Wastewater

In 2007, the Village contracted C2ae to conduct an evaluation of the Village’s Wastewater Plant and major collection systems to review plant and system capacities. The following is a list of recommended capital improvements identified for the wastewater system to extend plant life and system capability.

The goal of the Village is to complete the identified improvements in a timely manner based on funding capability and need. The following is a list of desired capital improvements for the wastewater system between 2009-13:

2009:		<u>Status</u>
-Replace interconnect piping on ferric system to extend plant life:	\$ 3,000	Completed
-Replace 2 aerator control stations to extend plant life:	\$ 16,000	Completed
-Main lift station upgrade:	\$ 11,680	Completed
2010:		
-Garage door clarifier:	\$ 3,500	Completed
-Purchase lab equipment:	\$ 3,000	Completed
-Replace 2 aerator control stations to extend plant life:	\$ 16,500	Completed
2011:		
-Lagoon sludge removal:	\$300,000	
-Lab equipment:	\$ 9,200	
-Replace aerator equipment:	\$ 16,000	
-Replace heaters:	\$ 7,500	
2012:		
-Replace aerator control stations to extend plant life:	\$ 18,000	
2013:		
-Refinish clarifier structure to increase life of equipment:	\$ 27,000	
-Replace decant pump controls:	\$ 20,000	
-Refinish clarifier structure to extend life of equipment:	\$ 27,000	
-South Huron force main replacement:	\$150,000	
-Replace aerator control stations:	\$ 16,000	

PROJECT DETAIL
WATER SYSTEM

Department: Water

In 2006, the Village conducted a detail inspection of the Village’s water tower. The tower was rated by the Village’s Engineer as being in good condition. The Village also conducts yearly inspections during system flushing of hydrants and valve exercising to determine improvements, as well as from reports provided by the Village’s Engineer.

The following is a list of desired capital improvements for the water system between 2009 and 2013.

		<u>Status</u>
2009:		
-Water meters:	\$ 14,000	Completed
-Install variable frequency drive on well	\$ 10,000	Completed
-Valve repairs:	\$ 2,000	Completed
-Install plant traps	\$ 2,000	Completed
 2010:		
-Water meters:	\$ 15,000	Completed
-Well maintenance:	\$ 5,000	Completed
-Well cleaning and overhaul:	\$ 31,000	Completed
-Water system hydraulic study:	\$ 15,000	Completed
-Meter testing equipment:	\$ 3,300	Postponed
-Variable speed drive Well #2	\$ 8,500	Completed
 2011:		
-Water meters:	\$ 15,000	
-Well maintenance:	\$ 5,000	
-Well #4 cleaning:	\$ 25,000	
-Meter testing equipment:	\$ 3,300	
 2012:		
-Water meters:	\$ 15,000	
 2013:		
-Water tower wet interior repainting:	\$ 50,000	
-Water tower safety improvements:	\$ 10,500	
-Water Tower:	\$800,000**	

**The Village will only install if ordered by DEQ

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012



VILLAGE OF MACKINAW CITY GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

MISSION STATEMENT:

The mission of the Village of Mackinaw City is to protect its natural resources, its view shed, and its surrounding pristine landscape; to provide the necessary services to allow the quality of life for its residents and business community to flourish and prosper; to provide the means for the implementation of this mission; and to be a welcoming destination point for people from all corners of the world.

VISION STATEMENT:

The Vision for the Village of Mackinaw City is to be a community, which 1) complements our visitor industry with year round employment; 2) preserves a vibrant K-12 school system while providing life-long learning opportunities for all ages; and 3) protects the environment through energy conservation, recycling, the use of *green* resources, and comprehensive community planning.

The Village of Mackinaw City strives to provide its citizens and visitors efficient, effective and quality services, and facilities. To work toward accomplishing this mission, each Village Department prepares preliminary goals and objectives for the fiscal year. Goals and objectives are designed to carry out the policies of the Village Council and to provide a unified, positive, and proactive method to achieve the Village's mission.

Preliminary goals and objectives are then presented to the Village Council for review and approval.

Throughout the year staff uses identified goals and objectives as benchmarks for performance.

The goals and objectives within this report are not listed by order of importance.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

ADMINISTRATION GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

Goal 1: Provide Services to our Customers

The Village strives to provide the residents, business owners, and visitors with the best services possible in the most efficient manner.

Objectives:

- Review services provided by each department to determine ways to improve delivery.
- Focus on customer satisfaction by being receptive and responsive to customer needs.
- Employees shall be courteous, pleasant and positive.
- Each employee shall be an ambassador of the Village and shall strive to represent the Village in a positive proactive manner.
- Service shall be delivered consistently and dependably.
- Employees shall take action to resolve concerns, problems or complaints.

Goal 2: Budget and Finance

The Village's primary budget and finance goal is to ensure the stability of the community through sound financial standards and practices.

Objectives:

- Continue to work with Village Council, auditors and staff to maintain the financial integrity of the Village.
- Continue to develop the budget to conform to GASB 34 Standards.
- Continue to review funds and activity to monitor revenue and expenditures through the fiscal year.
- Report to Council changes in conditions that affect the budget.
- Work with department heads to formulate proposed budgets for the next fiscal year based on goals and objectives for each department.
- Review funds to identify possible revenue enhancements, fees for services, and to provide Council with recommendation for millage adjustments to assure adequate funds exist to meet Village goals and objectives.
- Continue to pursue grant opportunities to reduce the cost of capital improvements.

Goal 3: Human Resource Management

Conduct human resource management activities to ensure the efficient management of employees and to provide adequate compensation and benefit systems.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

Objectives:

- Work with department heads to develop activities for employees to meet goals and objectives.
- Review department goals and objectives to monitor progress.
- Department heads allow project and service coordination between departments to facilitate internal communication.
- Provide education to employees concerning personnel policy handbook directives.
- Collect wage comparison information from communities with similar taxable value for use in setting employee wages.
- Review existing health care insurance costs to determine if modifications can be done to protect coverage levels while reducing cost.
- Maintain employee retirement system.
- Maintain employee morale.

Goal 4: Laws and Ordinances

The Village of Mackinaw City will continue to enforce local laws and ordinances to protect the health, safety, and welfare of the community.

Objectives:

- Review Village laws and ordinances to report changes in conditions or conflicts to the Village Council that may result in an amendment to existing laws and ordinances or the creation of new laws and ordinances.
- Work with Village attorney and staff to review, update or research ordinances.
- Enforcement of ordinances will be conducted by a police officer with assistance provided by the Village Manager.

Goal 5: Capital Improvement Planning

The Village of Mackinaw City strives to plan for the future improvements necessary to maintain its infrastructure and to provide services.

Objectives:

- Complete update of Capital Improvement Plan for Planning Commission and Council review and approval.
- Conduct inspections of the Village's sidewalk system and update inspection records.
- Update asset management plans for the Village's road system to identify future projects and estimated expenditures.
- Continue to pursue replacement of fixed piers with floating docks in Marina.

Goals and Objectives

Village of Mackinaw City

Municipal Budget 2011 - 2012

- Continue discussion with Planning Commission and Council on location of new fire station and remodeling of Village Hall.
- Continue planning for the implementation of efficiency projects as identified in the Village's Technical Energy Analysis.
- Prepare preliminary plans for grant submittal to DNR for trail projects.

Goal 6: Capital Project Implementation

Work to complete planned capital improvement projects to maintain the infrastructure of the Village.

Objectives:

General Fund:

Financial Software (partial):	\$4,000.00
Roof Repair Village Hall:	\$55,000.00
Fire Station II Roof Remodel and Insulation:	\$20,000.00
Phase One Zoning Ordinance Review:	\$7,500.00
Phase I Hike Bike Plan Projects:	\$6,200.00
Historic Village Projects:	\$10,000.00
Conkling Heritage Park Improvements:	\$150,000.00
Police Equipment:	\$7,500.00
Fire Equipment:	<u>\$3,000.00</u>
TOTAL:	\$263,200.00

Major Streets:

Crack Sealing:	\$6,000.00
Sign Replacement:	<u>\$5,000.00</u>
TOTAL:	\$11,000.00

Local Streets:

Crack Sealing:	\$6,000.00
Sign Replacement:	<u>\$3,000.00</u>
TOTAL:	\$9,000.00

Cemetery:

Repair of multiple bases:	\$5,000.00
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Marina:

Install 2 floating finger piers (Village Match)	\$40,000.00
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Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

Equipment: NEED

TOTAL:

Water Capital Improvements:

Radio Read Water Meter Replacement:	\$15,000.00
Well Maintenance, Wells 1, 2 & 3:	\$5,000.00
Well Cleaning, Well 4:	\$25,000.00
Meter Testing Equipment:	\$3,300.00
Variable Frequency Drive	<u>\$8,500.00</u>
TOTAL:	\$56,800.00

Sewer Capital Improvements:

Aerator Equipment Replacement:	\$16,000.00
Lab Equipment and Software:	\$18,500.00
Heater Replacement:	\$7,500.00
Lagoon Sewer Cleaning:	<u>\$300,000.00</u>
TOTAL:	\$342,000.00

Goal 7: Public Relations

Maintain positive relationships with residents, business owners, visitors, schools, townships, county, tribal government, chamber, visitor's bureau, and other governmental and non-profit entities to establish a positive, cooperative, and proactive environment within the community.

Objectives:

- Promote positive communication by being responsive, listening to concerns and providing a courteous timely and accurate response.
- Inform the public, business owners, residents, and visitors of policy discussions, programs and activities through press releases, the Village's Web Page and through direct written and verbal communication when appropriate.
- Continue distribution of community newsletter for distribution to the public.
- Continue to promote correspondence with local township boards, agencies, and school district through verbal, written, and electronic communication.
- Continue to work with Mackinaw and Wawatam Township to implement fire contracts.
- Work with Mackinaw and Wawatam Township to discuss Act 425 Agreements and/or Franchise for Service Agreements, if approached, by private developer to provide services outside the Village limits.
- Continue to work with Little Traverse Bay Bands of Odawa Indians to enter into agreements to receive payment for municipal services provided to property removed from the tax rolls when appropriate.
- Continue to work with Chamber and Visitor's Bureau to coordinate efforts and complete community initiatives and events.

Goals and Objectives

Village of Mackinaw City

Municipal Budget 2011 - 2012

- Continue to work with non-profit organizations to coordinate community activities and encourage the use of Village facilities.
- Maintain communication and coordinate with State and Federal Agencies concerning programs, activities and agreements.
- Continue to work with the Townships and School to defend tax tribunal cases.

Goal 8: Training

The Village of Mackinaw City strives to provide its employees with training opportunities to increase their knowledge, skills, and abilities.

Objectives:

- Review each department's training needs to assess areas of focus and to appropriate necessary funds.
- Coordinate training areas where departments are receiving information concerning similar topics such as general safety training, computer training or other areas.
- Work with department heads to promote their professional development by identifying areas of education needed to increase or refresh their knowledge, skills and abilities.

Goal 9: Technology Utilization

The Village of Mackinaw City strives to use technology to improve service delivery and program implementation.

Objectives:

- Review technology initiatives with each department to coordinate activities and appropriate necessary funds.
- Continue to place Village records in databases and spreadsheets to insure quick retrieval of information and the ability to conduct research on information.
- Continue development of Village web based information.

Goal 10: Emergency Preparedness

The Village of Mackinaw City is committed to being prepared in the case of emergency to maintain safety and provide essential services in order to protect the health, safety, and welfare of the community.

Objectives:

- Review and approve countywide hazard mitigation plans.
- Review emergency preparedness activity of each department to coordinate activities and identify resources available in time of need.
- Develop a local emergency action plan to determine possible threats to the community and identify actions that could be implemented to mitigate these threats.

**COMMUNITY DEVELOPMENT
GOALS AND OBJECTIVES
FISCAL YEAR 2011-2012**

The Community Development Department strives to see Mackinaw City grow in a safe and efficient manner. We serve all members of the Mackinaw City Community with respect and efficiency. The department strives to create a positive atmosphere for customers so that they feel comfortable and encouraged to be a vital part of Mackinaw City's growing community.

Goal 1: Develop and Implement Community Master Plan, Recreation Plan, EDC Economic Restructuring Plan, and other community plans

- To develop and manage plans which guide the growth of Mackinaw City and ensure that the residents and business owners may maintain a high quality of life and prosper.
- To establish effective partnerships with other Village organizations to implement plans.

Objectives:

- Begin implementation of the Village's Master.
- Continue implementation of Village's Recreation Plan.
- Continue to promote communication and input between boards, commissioners, and organizations.
- Improve Community Technology Implementation
 - Continue to work with private companies to improve broadband access for all residents and business owners.
 - Continue to integrate Village offices using Internet and Computer networking.
- Continue to improve communication with other Village organizations.
 - Chamber of Commerce
 - Visitors' Bureau
 - State Park Commission
 - Lighthouse Keepers Association
 - Icebreaker Mackinaw Maritime Museum
 - School System
 - Religious groups
 - Historic Society
 - Lion's Club
 - Senior Center
- Continue to work with regional groups such as:
 - The Northern Lakes Economic Alliance
 - Northern Economic Networks
 - NEMCOG
 - NWMCOG
 - Emmet County
 - Cheboygan County
 - Northern Homes Community Development Corporation
 - North Central Michigan College

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

Goal 2: Energy Efficiency:

- Integrate energy efficiencies and sustainability techniques into the Master Plan.
- Increase implementation of energy efficiency and renewable energy measures as a means of saving money, environment, and keeping more energy dollars in the local economy.
- Publicize energy efficiency/renewable energy projects as marketing tool, communicating image of Mackinaw City as progressive community.
- Research LEEDS Standards to integrate into Village building projects and ordinance standards. Help educate the public of the benefits of the energy efficiency and conservation.
- Continue implementation of MML Green Communities Challenge.

Objectives

- Begin implementation of Master Plan.
- Continue implementation of Green Communities Challenge.
- Collect energy data for buildings.
- Develop energy efficiency projects.

Goal 3: Economic Development

- Retain existing businesses by assisting employers to be more competitive in order to protect existing jobs and encourage job growth. This can be accomplished by job training programs, business counseling, improving marketing skills, and encouraging expansion of business.
- Encourage employers and entrepreneurs to develop enterprises that serve tourist markets, local markets or new markets outside the community.
- Capture more local dollars. Take measures to develop programs that allow businesses the opportunity to reinvest or purchase goods and services in the community.
- Attract new employers, target industries that are complementary to the community and are looking to move or could be encouraged to relocate to the community in order to create year around jobs.
- Access outside capital services. This can occur in the form of obtaining grant funding and utilizing services provided by federal, state, county or nonprofit organizations.

Objectives

- Continue implementation in connection with partners business retention and expansion programs to assist existing and new businesses.
- Develop material to attract businesses, families, retirees to locate to Mackinaw City.
- Contract perspective companies from NLEA list.
- Create more material to market the quality of life benefits of a move to Mackinaw City.
- Continue creation of maps as marketing material that highlights the outdoor recreational opportunities of Mackinaw City.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

Goal 4: Improve Ordinance Compliance

- To ensure compliance with Mackinaw City ordinances and to ensure that the members of our community are treated in a respectful and timely manner.
- Increase compliance with Village Ordinances.
- Improve confidence of city residents and business owners in efficacy and efficiency of the enforcement system.

Objectives

- Prevent Ordinance Violations through preventative education.
 - Increase exposure to new and amended ordinances.
 - Improve communications on permits and welcome letters.
 - Increase communications to businesses through Chamber and Visitors Bureau.
- Discovery and action by observation.
 - Education of police officers, including summer bike officers, increase number of eyes, and amount of time observing.
- Timely response to complaints.
 - Assign police officer to enforcement activity from May to October.
 - Continue to monitor complaint files and follow up in timely manner with complainant.
 - Increase enforcement updates to Village Council/Planning Commission.
 - Have well-documented list of enforcement actions available to public.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

DEPARTMENT OF PUBLIC WORKS GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

The purpose of establishing goals and objectives is to develop a planned direction for the department and to provide a basis for measuring progress:

Goal 1: Provide Services to our Customers

The Village of Mackinaw City Department of Public Works recognizes its role as a key contributor to the “quality of life” for the residents, business owners, and visitors to the Village. The Department dedicates its efforts to provide the best services possible in the most efficient manner.

Objectives:

Buildings and Grounds:

- Continue to provide necessary resources to maintain Village owned property and buildings. This includes but is not limited to the Village Hall, Martin DPW Complex, Salt Storage Building, DPW Garage, and Storage Area.
- Identify needed maintenance and/or improvements to buildings. Develop a work plan to achieve necessary maintenance and improvements. Provide necessary mowing and landscaping activities to maintain outside appearance of facilities.
- Continue to perform maintenance to the Village’s ten (10) streetscape corridors to insure infrastructure longevity and maintain the aesthetic appearance of the community. Maintenance crews will continue to power wash benches placed along streetscape corridors, repaint historical displays, and trim trees.

Village Street System:

- Assist in construction and reconstruction of Village streets as directed to maintain and develop the Village’s road transportation network.
- Perform routine maintenance such as pothole repair, street cleaning, storm sewer repair and cleaning, right-of-way mowing and streetscape repair to maintain the aesthetic character of Village roads and rights of way.
- Conduct maintenance and improvement activities on the Village’s traffic service assets, such as signal maintenance, sign repair and pavement marking.
- Conduct winter maintenance activity on road system, perform snow and ice removal to provide for the efficient movement of traffic.
- Conduct snow removal on sidewalk system within the Central Business District and residential areas of the Village.
- Staff will complete final phase to replace electrical wires on East Central Avenue.
- Assist in completion of repaving of East Central Avenue from Nicolet Street to South Huron Avenue (ARRA).

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

Promotional Activities:

- Continue replacement of street signs throughout Village.
- Support community events as directed.
- Provide support services such as refuse removal, facility preparation, and snow removal to assist in the success of community events.

Sidewalk and Trail Activities:

- Replace and install sidewalk as directed to maintain and develop a safe, convenient, and accessible sidewalk system to support the movement of pedestrians throughout the Village.
- Continue implementation of Hike and Bike Plan.

Parks and Recreation:

- Provide necessary maintenance support such as mowing, facility repair and landscaping activities to maintain the quality of the Village's fourteen (14) park areas.
- Construct capital improvement projects as directed to enhance the Village's park system.
- Staff will work with volunteers to construct projects at Historic Village.
- Staff will administer and work with contractors to construct universal design restrooms at Conkling Heritage Park. The Village has received funding from the DNR Natural Resource Trust Fund to construct the project.

Water and Sewer Activities:

- Assist in the construction and reconstruction of the Village's water and sewer system as directed to maintain and expand the Village's water and sewer infrastructure to meet the needs of the public.
- Provide information to customers and contractors concerning the location, size, and type of service lines to facilitate customer hook up.
- Inspect installation of customer service connections to Village systems to insure installation and workmanship meets Village standards.
- Inspect and perform maintenance of Village sewer system to prevent sewer backups and to maintain system reliability.
- Repair water services and hydrants as needed to maintain the Village's water system reliability.
- Work with engineers, suppliers, and contractors to complete capital improvement projects.

Community Clean Up Activities:

- Continue to conduct annual 'dumpster day' to allow residents to dispose of unwanted junk and debris.

Goals and Objectives

Village of Mackinaw City

Municipal Budget 2011 - 2012

- Continue to conduct fall and spring brush and leaf pick up to allow residents to dispose of yard waste material.
- Continue to maintain access to the Village's yard disposal area for residents to dispose of yard waste throughout the summer months.

Goal 2: Public Relations

The Village of Mackinaw City Department of Public Works strives to promote communications with Council, Boards, residents, businesses owners, and visitors to establish a positive and proactive atmosphere within the community.

Objectives:

- Provide updates to Village Council monthly concerning progress on activities and projects.
- Inform the public of upcoming projects or programs through press releases, the Village's web site, and through direct written or verbal communication to properties affected by capital improvement projects.
- Continue to promote positive communication with the public by answering questions and providing service to the public in a courteous, quick and efficient manner.
- Continue to work with the public and non-profit groups to facilitate and participate in community events.

Goal 3: Training

The Mackinaw City Department of Public Works is committed to providing its employees with training opportunities to continue to develop the knowledge skills and abilities of its work force.

Objectives:

- Continue to assess the training needs of Public Works employees.
- Provide safety training in specific areas such as confined space entry, electrical hazards, trench safety, vehicle operation, and safety, etc.
- Encourage employees to identify areas they would like to receive training in and continue to provide opportunity for employees to enhance their knowledge skills and abilities concerning equipment operation.

Goal 4: Technology Utilization

The Mackinaw City Department of Public Works is committed to enhancing the use of technology to assist in providing services.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

Objectives:

- Continue to assess the technology needs of the Department with emphasis on improving service delivery in a cost effective manner.
- Maintain calibration of laser measurement equipment for use in construction projects.
- Continue development of computer database to monitor maintenance and improvements to assets and equipment.

Goal 5: Emergency Preparedness

The Mackinaw City Department of Public Works is committed to being prepared to respond to situations with skill and efficiency to protect the health, safety, and welfare of citizens and visitors.

Objectives:

- Identify services the department will provide during different types of local emergencies.
- Maintain preparedness of Public Works equipment to be utilized in case of emergency.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

FIRE AND AMBULANCE GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

The purpose of establishing goals and objectives is to develop a planned direction for the department and to provide a basis for measuring progress.

Goal 1: Provide Services to our Customers

The Village of Mackinaw City Fire and Ambulance Service's primary goal is to protect the public and property from fire and provide emergency medical services in time of need.

Objectives:

Fire and Ambulance:

- Continue to work with existing volunteers to sustain and enhance fire protection activities.
- Continue to recruit new volunteers by placing requests for volunteers in a Village news letter and other printed material as well as encourage existing volunteers to recruit people to join.
- Continue to evaluate equipment needs.
- Conduct routine maintenance to equipment and vehicles to ensure proper operation in time of use.
- Construct insulation upgrade and remodeling of the interior of Fire Station II.

Goal 2: Public Relations

The Mackinaw City Fire and Ambulance Service strive to promote communication and interaction with residents, business owners, and visitors to increase awareness of fire and safety information.

Objectives:

- Continue to work with Mackinaw City Public Schools to provide fire education to children.
- Continue to provide fire education to the public by meeting with residents and business owners requesting a review of their homes or businesses concerning fire safety.
- Continue to hold an annual "Kids Day" to allow children within the community to meet fire personnel and to receive a tour of fire and ambulance equipment.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

Goal 3: Training

The Village of Mackinaw City will continue to provide its employees and volunteers with training opportunities to continue the development of knowledge, skills, and abilities.

Objectives:

- Continue to send volunteer fire and EMS personnel to receive certification and training.
- Continue to send paramedics to required EMS training to maintain state licenses.
- Continue to conduct bi-monthly fire training sessions to simulate firefighting scenarios.

Goal 4: Technology Utilization

The Mackinaw City Fire and Ambulance Service strive to utilize technology to protect the safety of the community.

Objectives:

- Review fire and ambulance equipment to determine needed upgrades to enhance equipment capabilities.

Goal 5: Emergency Preparedness

The Mackinaw City Fire and Ambulance Service are committed to being prepared to serve the community in times of emergency.

Objectives:

- Keep a current emergency action plan by coordinating responsibilities with the Emergency Management Division of the State and County.
- Continue participation with the local Emergency Planning Committee.
- Continue participation in local emergency action drills conducted by the County Office of Emergency Services.
- Continue to coordinate emergency interaction with other Village Departments.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

MACKINAW CITY POLICE DEPARTMENT GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

The purpose of establishing goals and objectives is to develop a planned direction for the department and to provide a basis for measuring progress.

Goal 1: Customer Service, Plan Development, and Project Implementation

As a major component to the “Quality of Life” for the residents, business owners, and visitors of the Village of Mackinaw City, the Mackinaw City Police Department dedicates our efforts to reducing crime and the fear of crime throughout our community. The Mackinaw City Police Department strives to provide the best municipal services possible.

Objectives:

- Continue to promote Community Oriented Policing within the organization. Require all patrols to identify and address security, safety, and other issues within our community on a continual basis. Continuing educational opportunities in this field will be mandated.
- Reduce traffic and pedestrian hazards in areas of high incidents of traffic crashes. This will be done by providing studies of specific intersections and recommendations on how to curtail the problem.
- Continue to participate in local, state, and federal programs aimed at reducing crime, promoting seatbelt usage, reducing speed, and impaired driving. This will be accomplished through State wide participation in increased enforcement periods.

Goal 2: Public Relations

The Mackinaw City Police Department strives to promote communication and interaction with the village council, boards, residents, businesses, and visitors to establish a positive and proactive atmosphere within our community.

Objectives

- Continue to provide the Village Council with monthly status and activity reports. Continuation of posting of information on our department website.
- Provide DARE and TEAM programs to the school.
- Continue to provide a ride-along program for area youth and young adults who have an interest in law enforcement.
- Continue to actively meet with school personnel to establish a presence in our schools.
- Continue to provide people in our community information that will assist both the police department and themselves in issues that arise throughout the year. This will be accomplished through the use of our Phonetree system or the distribution of letters.

Goals and Objectives

Village of Mackinaw City

Municipal Budget 2011 - 2012

- Implement a program which involves the citizens in a proactive threat mitigation and planning strategy. This may be similar to the Citizens Emergency Response Training (CERT) through the Department of Homeland Security.
- Continue to promote positive communication between the police department and the public. This will be accomplished by answering questions or replying to them in an accurate and swift manner.
- Establish monthly training, which encourages emergency preparedness.
- Continue to provide officers access to organizations and programs that benefit the community and the department. This may include participation in meetings addressing the needs of specific or special needs people.

Goal 3: Training

The Mackinaw City Police Department is committed to providing its employees with training opportunities to continue to develop the knowledge, skills, and abilities of its employees. This will continue to increase our professional integrity as perceived by the community and inspire confidence to those in which we serve.

Objectives:

- Maintain membership in the Northern Michigan Law Enforcement Training Consortium. This provides educational opportunities to smaller, rural, police departments in a cost effective and logistically efficient manner.
- Continue to allow police officers to seek out desired educational programs. This promotes good morale and enhanced training to all components of the police department and community. These educational programs are received on a request only basis taking in cost and benefits.

Goal 4: Technology Development

The Mackinaw City Police Department is committed to enhancing the use of technology to assist in carrying out and improving services. This is important in identifying areas of needed police attention regarding safety and security. It also increases the efficiency of the department by making report writing quicker thus allowing the officer to be on patrol more.

Objectives

- Continue to assess computer needs and enhance, if possible, taking into consideration cost and efficiency.
- Continue to maintain most records and reports on computer files. This allows ease of location and crime analysis.
- Promote computer literacy within the department. This allows officers to maintain their own reports and records in a uniform matter. This will also provide the public with accurate and timely information.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

Goal 5: Emergency Preparedness

The Mackinaw City Police Department is committed to being prepared to respond to situations with skill and efficiency to protect the health, safety, and welfare of citizens, businesses, and visitors. This allows for confidence in the department by the people in the area.

Objectives

- Continue to participate in Department of Homeland Security programs. This includes programs to provide additional services and equipment to the police department.
- Continue membership and participation in the Local Emergency Planning Committee. This organization addresses the needs of the community at large.
- Continue to work with other area law enforcement departments. This provides for uniform responses to events. It also encourages good working relationships between departments.

Goal 6: Funding

The Mackinaw City Police Department is committed to researching new and innovative ways of assisting to fund the police department that are consistent with the demands for law enforcement service and the rising expectations of the residents, businesses, and visitors of Mackinaw City.

Objectives

- Continue to research “block grant” opportunities through the Department of Homeland Security.
- Continue to research “technology grants” through the state and federal agencies in order to initiate new programs available.
- Continue to research equipment and funding opportunities through the Department of Defense.
- Continue to be vigilant for forfeiture opportunities when allowed by law. This includes being aware of forfeiture proceedings from illegal drug incidents.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

PARKS AND RECREATION / MARINA GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

The purpose of establishing goals and objectives is to develop a planned direction for the department and to provide a basis for measuring progress:

Goal 1: Provide Services to our Customers

The Village of Mackinaw City Parks and Recreation / Marina Department strives to provide recreational opportunities to enhance the “quality of life” for the residents, business owners and visitors to the Village. The Department dedicates its efforts to provide the best services possible in the most efficient manner.

Objectives:

Marina:

- Continue to provide customers with friendly and responsive service to help ensure an enjoyable stay.
- Provide a clean and aesthetically pleasing environment by maintaining the Marina’s buildings and grounds and providing perennial and seasonal plantings.
- Continue energy efficiency projects as identified in the Village’s Technical Energy Analysis.
- Replace two finger piers with floating piers.
- Continue to work with the State of Michigan to provide suggestions to improve the customer service capabilities of the State’s Marina reservation system.
- Continue to provide customers with amenities such as chart information, weather information, internet access, shuttle service, laundry facilities, and community information to enhance the experience of staying in Mackinaw City.
- Develop a marketing plan to retain and attract new customers.

Recreation Complex:

- Continue to coordinate activities with local recreation organizations such as the Mackinaw City Schools, Mackinaw City Skating Association and North Emmet Little League to maintain a partnership in providing recreational opportunities.
- Continue to carry out maintenance activities such as mowing, field preparation, painting and facility cleaning to provide a quality recreational facility.
- Continue to coordinate rental activities for the Recreation Center and Pavilion to accommodate the needs of the public.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

Goal 2: Public Relations

The Mackinaw City Parks and Recreation / Marina Department strives to promote communications with the Council, Boards, residents, businesses owners and visitors to inform the public of recreation opportunities.

Objectives:

- Continue to meet with local recreation organizations to coordinate activities.
- Provide updates throughout the year to Village Council concerning activities and programs.
- Develop and distribute a letter to Marina customers providing them with local information and inviting them back to the Marina during the next boating season.
- Continue to develop website to distribute information to the public concerning Marina and Recreation information.
- Continue to promote positive communication to the public by answering question and providing services in a courteous, quick, and efficient manner.

Goal 3 Training

The Village of Mackinaw City is committed to providing its employees with training opportunities to continue to develop the knowledge, skills, and abilities of its workforce.

Objectives:

- Continue to assess the training needs of employees.
- Provide Marina employees with orientation at the beginning of each boating season concerning job activities, safety and staff objectives.
- Encourage employees to ask questions and to seek opportunities to enhance their knowledge, skills and abilities.

Goal 4 Technology Utilization

The Mackinaw City Recreation / Marina Department is committed to enhancing the use of technology to assist in providing services.

Objectives:

- Continue to provide boaters with internet hook up capability and cable television.
- Continue to work with the State's Reservation system by providing recommendations concerning system operations.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

Goal 5 Emergency Preparedness

The Mackinaw City Recreation / Marina Department are committed to maintaining emergency preparedness.

Objectives:

- Continue to work with the State and Coast Guard to establish procedures during inclement weather to assist boaters.
- Review facilities to determine equipment needed to provide basic services during power failure or other emergencies.

Goals and Objectives

Village of Mackinaw City Municipal Budget 2011 - 2012

WATER AND SEWER DEPARTMENT GOALS AND OBJECTIVES FISCAL YEAR 2011-2012

The purpose of establishing goals and objectives is to develop a planned direction for the department and to provide a basis for measuring progress:

Goal 1: Provide Services to our Customers

The Village of Mackinaw City Water and Sewer Department recognizes its role as a key contributor to the “quality of life” for the residents, business owners, and visitors to the Village. The Department dedicates its efforts to provide the best services possible in the most efficient manner.

Objectives:

Waste Water Plant Operations:

- Continue to conduct operations to meet the Village’s National Pollutant Discharge Permit.
- Continue to develop lab operations that efficiently and accurately measure wastewater operation perimeters.
- Replace lab equipment as required by the DEQ.
- Continue to maintain Plant operation to efficiently treat wastewater.
- Evaluate existing equipment to determine a replacement schedule.
- Replace aerator equipment.
- Maintain building and grounds by developing a work plan to achieve necessary maintenance and improvements to waste water plant facilities.
- Complete and submit year end reports to DEQ.

Waste Water Lift Station Operations:

- Conduct daily monitoring of the Village’s eight sewage lift stations to maintain efficiency and reliable pumping operations
- Continue to evaluate existing lift stations to develop a schedule for yearly maintenance needs.
- Conduct generator testing at main pumping station.

Sanitary Sewer Collection System:

- Continue to monitor manholes and wet wells for signs of system back up or deterioration.
- Identify sections of systems that may need to be inspected with camera equipment to determine maintenance needs.
- Inspect connections to system made by private contractors. This is a coordinated effort with the Department of Public Works.

Goals and Objectives

Village of Mackinaw City

Municipal Budget 2011 - 2012

- Implement Village Fat, Oil, and Grease (FOG) Management Program with local restaurants.

Water Well System Operation

- Continue to operate system to meet State and Federal drinking water standards.
- Perform daily monitoring of the Village's four municipal water wells.
- Conduct routine maintenance to wells, adjust treatment chemicals, and test back up equipment.
- Continue to conduct long term well enhancement projects including firm capacity testing, well reconditioning, and pump and motor up grades.
- Coordinate the installation of pressure transmitter for variable speed operation (Well #1).
- Complete and submit yearend report to DEQ.
- Submit Village Water Master Plan for State review.

Hydrants and Line Operations

- Continue to administer the Village's hydrant maintenance and flushing program to maintain system quality and confirm hydrant reliability.
- Continue to administer the Village's valve exercising program to maintain system quality and confirm valve reliability.
- Coordinate with the Department of Public Works for the repair of hydrants and valves to maintain system reliability.
- Continue updating maps and records identifying valve locations.

Cross Connection Control Program

- Continue the implementation of the Village's cross connection control program to prevent possible contamination of the water system by private plumbing systems.
- Continue to inspect businesses and residences that contain plumbing or equipment that require a back flow prevention device.
- Continue to verify backflow devices are tested by a certified plumber every three years.

Water Meters

- Continue to inspect water meters to determine needed repairs and replace or rebuild meters greater than ten years old with radio read units.
- Continue to coordinate the efficient removal and installation of meters with property owners and plumbers.
- Meter testing equipment.

Goal 2: Public Relations

The Village of Mackinaw City Water and Sewer Department strives to promote communications with Council, Boards, residents, businesses owners, and visitors to establish a positive and proactive atmosphere within the community.

Goals and Objectives

Village of Mackinaw City

Municipal Budget 2011 - 2012

Objectives:

- Provide updates to Village Council concerning progress on activities and projects. Develop information concerning the Village's water and sewer services for distribution to the public.
- Continue to promote positive communication with the public by answering questions and providing service to the public in a courteous, quick, and efficient manner.
- Maintain communication with the State of Michigan, United States Environmental Protection Agency, and other agencies to ensure that the Village is aware of changing regulations.

Goal 3: Training

The Mackinaw City Water and Sewer Department is committed to providing its employees with training opportunities to continue to develop the knowledge, skills, and abilities of our employees.

Objectives:

- Review yearly training needed by water and sewer operators to maintain State certifications.
- Appropriate necessary time and resources to meet certification requirements.
- Provide additional in house training to employees concerning safety procedures related to confined space entry, lock out procedures, chemical safety, and vehicle safety.
- MIOSHA safety meeting and training.

Goal 4: Technology Utilization

The Mackinaw City Water and Sewer Department is committed to enhancing the use of technology to assist in providing services.

Objectives:

- Continue to assess the technology needs of the Department with emphasis on improving service delivery in a cost effective manner.
- Continue development of computer data base to monitor and assist in recording lab information, maintenance, and operation records.
- Stock miscellaneous Motorola parts for wells and tower control.

Goal 5: Emergency Procedures

The Mackinaw City Water and Sewer Department is committed to maintaining emergency procedures to sustain water and sewer services in time of emergencies.

Goals and Objectives

Village of Mackinaw City

Municipal Budget 2011 - 2012

Objectives:

- Continue to update the Village's water and wastewater contingency plan.
- Continue to review and operate equipment needed to maintain system operations in times of emergencies.
- Continue to modify wells and lift stations with equipment that will provide backup capability in time of emergencies.
- Coordinate emergency capabilities with local emergency agencies.
- Continue to put emergency equipment on line for testing.