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**FY06 FISCAL PLAN**

**(July 1, 2005 - June 30, 2006)**

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VILLAGE COUNCIL

Daniel Keller  
Village President

William Filber  
Melvin Hall  
Jim Palma

Tom Fischer  
Fred Holland  
Scott VanStrate

Ryan Cotton  
Village Manager

VILLAGE OF SPRING LAKE  
SPRING LAKE, MICHIGAN

FY06 FISCAL PLAN

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As Approved by Council 6/6/05

June 1, 2005 (Third Draft)

**Dear President Keller and  
Members of the Village Council:**

I am pleased to submit the next Comprehensive Fiscal Plan for FY 2006. This letter and the summary tables attached are intended to provide all the budget highlights.

### **VILLAGE COUNCIL PRIORITIES**

The Village Council approved a list of priorities last year. The three highest priorities were Business Development, Park and Maintenance Refinements and Infrastructure Repairs. The Council also set Performance Goals for the Village Manager in July 2004. The goals were to reduce the tax rate and aggressively market the Village's reputation and business assets.

#### ***BOTTOM LINES FOR FY 2006***

#### **GENERAL FUND**

##### **1. Fund Balances**

Pursuant to Village Council's policy goal, the General Fund tax rate is budgeted to decrease by 1/10<sup>th</sup> of 1 mil to 13.0619 mils. Next year, the tax rate is planned to decrease further by a full one mil when the Major Street projects are completed. The FY06 General Fund is balanced with a one-time surplus of \$56,756.

Total operating costs are budgeted to increase 2.3% in the General Fund to \$1,218,646 (\$26,627 over last year). The current General Fund stability is due to cost reductions, cost avoidance, an increased tax base and use of surplus in the Village of Spring Lake/City of Ferrysburg Police fund. The use of this surplus is a one-year phenomenon to ensure the fund balance does not exceed prudence. The usual \$30,000-\$35,000 growth in expenditures is expected next year.

The end-of-year cash balance for the General Fund is expected to be \$234,430 or \$43,120 above the 15% minimum. See below for history.

**GENERAL FUND**

	Actual FY02	Actual FY03	Actual FY04	Amended Budget FY 05	Proposed FY06	%
Revenue of all types	\$1,123,630	\$1,441,579	\$1,186,300	\$1,197,289	1,275,402**	6.5%
Total Expenditures	<u>1,187,639</u>	<u>\$1,451,690</u>	<u>\$1,200,619</u>	<u>\$1,192,019</u>	<u>1,218,646</u>	2.2%
Difference	(\$64,009)	(\$10,111)	(\$ 14,319)*	\$ 5,270	\$ 56,756	

\*The deficit in FY 04 was due to Lakeside Beach construction carryover from FY 03 to FY 04. It was covered by \$40,000 of reserved fund balance carried over also.

\*\*Includes revenue of \$625 from the Village Manager teaching a class.

**Further highlights:** The General Fund will pay back the majority of funds due the Public Improvement Fund for Mill Point Park dredging last year (\$10,000) and the Building Fund continues to reimburse the General Fund for the renovated office in Village Hall (\$2,000).

In summary, the General Fund fiscal plan is on track and all is positive.

• **MAJOR AND LOCAL STREET FUNDS**

The Major Street Fund is taking a break from the road construction projects in order to accrue the necessary revenue for Jackson Street and Meridian Street reconstructions next year. It is recommended that Prospect Street be deleted from FY07 due to its likely long-term sale for institutional parking. In the meantime, the Major Street Fund will continue to transfer available funding to the Local Street Fund, assuming adoption of a new Asset Management Plan, as per state law mandates.

The result of the above projects is an estimated Major Street cash balance that grows this year to accrue the necessary funds for the Meridian and Jackson projects next year. (\$89,765 above minimum levels in Major Streets.)

Experimentation with crack sealing, chip and seal and sand sheeting will be done this summer with Local Street Fund dollars. We expect to experiment with chip and seal on Franklin Street and with sand sheeting on Longview. Further, a leaching basin will be installed at the corner of Franklin and Parkhurst. Letters to the neighbors went out a month ago inviting input at the Council Budget work session on April 18, 2005. Additional informational letters to Barber Street, neighbors went out for the June 6<sup>th</sup> budget public hearing.

Lastly, even with the \$45,000 subsidy from Major Streets and a \$17,000 contribution from the Public Improvement Fund, the Local Street fund is estimated to still show a slight negative cash balance of \$234 below the minimum by the end of the year. *This is the reason the bulk of the TIF dollars are recommended to go to Local Streets when they become available in FY 07. An entire plan for street rehabilitation at that time is provided later in this document.*

- **TAX INCREMENT FINANCING DISTRICT FUND**

It is recommended that this fund **not sunset** on December 31, 2005, but rather “hibernate.” This is due to projects pending (Lakeside Trail) and the inability to restore the same financing for future downtown redevelopment projects if sunsetted now. Instead, the funds collected will be distributed back to the respective taxing units until such time as Local Street reconstruction/repair needs are caught up (at least five years).

In the meantime, we continue to accrue the funds owed the State (currently estimated to be about half a million). These state accruals include \$389,000 additional next year alone. We are planning our projects to be in line with funding available. It is difficult given the State’s inability in recent years to answer questions to confirm our understanding of what is due.

The two major West End redevelopment projects are both slated for \$25,000 grant assistance for public improvements: the Graflex condo/restaurant redevelopment on West Savidge and the Miller-Smith Manufacturing redevelopment on Savidge. The long-awaited dumpster enclosure project is also budgeted (\$35,000).

- **BUILDING FUND**

This Fund is required by state law to ensure that building department revenue is used for building related activity. The fund received a boost this year due to expected redevelopment construction activity. As a result, it is able to begin paying back the \$28,000 loan received from the General Fund last year for Village Hall office space. A total of \$2,000 is budgeted to be returned to the General Fund. This payment establishes a 14-year payback cycle. Fees were adjusted in the last two fiscal years to help make possible. No fee increases are suggested for the upcoming year.

- **WATER AND SEWER FUNDS**

The Water Fund continues to eat into its reserve below the minimum cash balance of \$60,000. A water debt service charge increase of 20% is recommended to address the new bonding requirements to repair the intake. Further, the NOWS Administrative Committee raised the cost of wholesale water production by \$.02 and the cost of replacement funds by \$.02 in March, 2005, effective July 1st. This increase was made necessary due to the cumulative impact of extra costs of the water plant expansion studies and the intake repair professional services.

It is recommended that this increase **not** be passed on to the ratepayers until next year, given the debt service increase already needed. Instead, this rate change should be included in the Village’s water rate next year, plus the necessary inflationary increases at that time. More discussion and deliberation is needed on how to pay the Village’s share of renovations when the water plant is expanded (\$400-600,000).

It is estimated the year-end cash balance will hold steady at about \$46,000, which is \$14,000 below the minimum.

The Village’s Sewer Fund is recommended to remain at the same rate level until next year also. The Fund will end the year \$9,451 over the minimum fund balance. It was previously below the minimum.

- **PUBLIC IMPROVEMENT FUND (PIF)**

Next year we will see a continuation of our aggressive tree safety enhancement program and multi-year plan to expand the Municipal Service's Garage (\$170,000). This last project is being paid for from the savings in the Village Hall project and the sale revenue from the old Public Works Garage. In addition, a six-year projection in projects is provided. Upon Village Council review, a draft Six Year Plan will be forwarded to the Planning Commission for their review and recommendation. The Six Year Plan includes funding for all of the recreation and street priorities, as well as the continued repairs and maintenance needed elsewhere. The recreation priorities are contingent on extensive outside grant sources; intergovernmental financing from our neighbors; and a possible recreation bond vote by the community (not recommended in this economy).

The Fund also includes completion of the Village's wayfinding signage project given the remainder necessary after TIF, the Community Foundation and other funding partners' participation.

The Grand River Greenway is the single largest upcoming project. The communities of Spring Lake Township and the City of Ferrysburg will be included in the planning for this project. This is important for future grant considerations and should they be interested in contributing down the road.

Although a Skate Park ramp purchase experiment of \$5,000 was recommended for FY 05, I have held off. I discussed with Council the possibility of applying this expense toward the purchase of permanent usage rights to the Grand Haven new concrete, in-ground ramps on April 18, 2005. The Village Council preferred to hold off.

Refinancing of the former office at 209 South Park is necessary to be funded at a higher interest rate for several more years until the Exchange Street/Cutler redevelopment project advances. The Planning Commission reviewed the attached plan and recommended:

*To approve the plan with a recommendation that the Village Council concentrate on the infrastructure needs especially on the north side of town. That these public safety issues should be the first priority. Additional issues should be looked at as funds become available, i.e., parks and recreation. Passed unanimously.*

*Further, Ms. Wheeler read a statement into the record regarding the Women's Temperance Union Fountain.*

## **2. PERSONNEL AND OPERATIONS FOR FY 06**

No increase or reduction in the number of permanent staff is recommended.

The Senior Public Service Operator's position will be left vacant due to retirement, however. This position has been replaced with a new Public Service Operator I position at a trainee rate of pay without benefits for the initial six-month probationary period. The seasonal position in the Public Works Department is extended for the months of September, October and November.

A 2.5% annual adjustment and regular step increases are included in the budget, including part-time staff. A pro-rata share of health and dental benefits are extended to all permanent part-time employees, i.e., the Village's two receptionist/cashiers who job share. Health insurance costs otherwise remain flat given increased co-pays accepted. Cross training will continue on payroll software; automatic clearing house (ACH) bill payments will be instituted next month; and the audit burden will be further reduced.

### 3. RENOVATED VILLAGE HALL AND EXPANDED POLICE DEPARTMENT DEBT

This is the third year of the twenty-five years of debt service. Total Village Hall debt service is \$73,198 for next year. Such debt service is covered by the former public improvement millage dedicated in 2004 (\$60,429) plus rent paid by the Village of Spring Lake/City of Ferrysburg Police Department (\$29,476) plus \$5,000 in anticipated rent of the northwest office. A total of \$22,952 is being placed into the reserve given a \$20,000 increase in debt service in FY 07. This annual debt service jumps by another \$5,000 in FY 08. It then holds steady for ten years.

### ***DETAILED LIST OF KEY CHANGES FOR FY 06 (Not otherwise covered above)***

1. **Revenue Sharing:** The Governor's budget is holding the line on these reductions and hence no further reduction is planned for this year.

#### 2. **General Operating Changes:**

- *Village Council's Budget:* New this year is participation in the Spring Lake Boating brochure for \$200. Also recommended is payment of dues to the West Michigan Strategic Alliance of \$100.
- *Village Manager's Office:* The ICMA National Conference expense is included in the Village Manager's budget after being deleted in previous years.
- *GIS Access and Ottawa County:* The Village is participating in an annual expense to receive mapping services. This will be helpful for our Master Plan re-writing. Training will be scheduled at which Village Council members will be invited.
- *Harbor Transit* millage allocation has been falling behind its costs. A reallocation of 0.3 mils to 0.6 mils is included in the millage breakdown pages. This effectively reduces the General Fund millage by 0.3 mils also. Next year it is recommended that its own fund be created with a dedicated millage.
- *Thursdays at the Point* will continue with the Village providing the "popsicle sticks." The Rotary Band Shell will be in place and functional.
- *Zoning Code Re-write.* We will continue to move this project along in house. The map was digitized and the Zoning Code entered on Word last fiscal year. It is intended that a Master Plan Group be formed to begin the process of a Village wide Master Plan Update and Zoning Code Review.
- *Barber School:* This budget includes the one-time cost to refurbish the sign and to replace the furnace.
- *Fire Department:* This budget is up \$3,000 as per the Fire Agreement and in return for the Township's increased participation on Central Park, Lakeside Trail and In-line Skate Park expenses (50% of capital costs discussed in advance and 33% of operating expenses up to \$10,000 per year).
- *Equipment Fund:* This fund is maintained. All equipment being purchased is for replacement purposes except a small generator, bucket truck needed for banners and a broom attachment to sweep walks.
- *Parks:* Costs to include a water line and liner for the ice rink are included.
- *Village of Spring Lake/City of Ferrysburg Police Department Strategic Plan:* This plan is budgeted at nine uniform officers, including the Chief; specifically, a reduction from 32 to 30 hours for single officer coverage is included as well the second Sergeant and Detective positions. The Chief will continue to cover selected patrol to contain overtime costs. Bike patrol is planned from interns lined up by the Chief.
- *Health Insurance Cost Increases:* This year's cost increase is flat given increases in co-pays being made by employees. Continued changes in the share of the Village's health insurance plan will be started in FY 07. A Section 125 Plan is expected to begin in FY06 to enable these and other like expenses to be paid from pre-tax dollars.

- *General Fund Cut Maintained:* Previous cuts are continued: attorney assistance once a month at Council meetings; change in Barber School cleaning procedures; reduction in vehicle idling and increased fees. Additionally the sanitation services were bid out for a savings and job sharing continued for the receptionist position.
3. **Fee Inventory:** A list of recommended changes are included. The major changes are the Water Debt Service increase and Police cost recovery. The base water and sewer fees will remain constant.

*Significant Goals that Did Not Fit and Are Not Funded in FY 05*

- Local Street reconstructions (scheduled to begin in FY 07);
- Grand River Greenway (would require new millage and a public vote);
- 4" Water Line upgrades (not possible without a policy of keeping the narrower lines as long as serviceable).

**LONG TERM, MULTI-YEAR PLANS**

**1. Five-Year General Fund Operations**

A long-term financial plan is essential to avoid fiscal crises. This budget document includes a five-year operations plan for the general fund and a six-year plan for public improvements.

The **Five-Year General Fund Plan** is balanced each year except for the last one also. The good news is it includes new expected revenue from the TIF hibernation equal to one third of the new amount due in FY 07. (The remaining two thirds would go toward Local Street needs.)

The **Five-Year General Fund Plan** also a second 1/10<sup>th</sup> of one mil reduction in FY 07, on top of the 1/10<sup>th</sup> of a mil reduction in FY 06 and the special Major Streets millage. The result will be a millage rate of 11.9616 compared to 13.1616 now. These changes would kick Spring Lake out of the spot of having the highest millage in the Tri-Cities.

Further, the **Five-Year General Fund Plan** includes includes inflationary increases expected each year; nine sworn police officers; a new clerical addition to ensure a full-time clerical person to assist the Manager, Clerk-Treasurer and Community Services Director; a new half-time public works spring-through-fall employee; and the new leaf truck pick-up system in FY 07.

Lastly, State shared revenue is assumed to decrease to the level of no statutory payments (\$50,000 less per year than now and down a total of \$93,000 from its high point). If statutory revenue sharing is cut, this plan shows the Village's services can be maintained. If it is not cut, than the extra funds could automatically go into the Public Improvement Fund to address our ever-present Major and Local Street needs. Either way, the Village wins on making this change in mindset.

## 2. Six-Year Capital Program

The **Six-Year Public Improvement Plan** was forwarded on to the Planning Commission in April as required by the Planning Act of 2001. The projected fund balance exceeds the minimum fund balance in all years except the last one.

The Village's long-term capital needs cannot be addressed without additional funding. This is due to deferred local street maintenance; recommendations from engineers to replace 4" water lines with 8" lines when streets are being reconstructed; the expected costs for a Water Plant expansion/rehabilitation in FY 08; and the Community Recreation Plan.

The following funding alternatives are offered **if, and only if**, the Village Council wants to proceed so:

- a. The bulk of the former TIF funds should be directed to the Local Street Fund when it hibernates in FY 07. This will address local street constructions needed over the next five to ten years (Longview, Barber, Maple Terrace, Franklin, West Savidge, Sydney, Visser, etc.)
- b. Pertaining to water line upgrades, the Village could formulate a policy to accept the minimal fire flow risk associated with smaller-than-currently-recommended lines.
- c. In relation to the Water Plant expansion/rehabilitation, the Village will need to be diligent to ensure that no water plant costs associated with growth is placed on the Village's ratepayers. This is similar to the contract dispute won by Grand Haven three years ago.
- d. The Community Recreation Plan can be partially funded with grants and from community groups. The four highest priorities are being addressed in this way. The remainder needs significant additional revenue or a policy decision to only pay-as-you-go. If the decision is to move forward on the Grand River Greenway, for example, the total cost would need funding from the maximum of state and local grants and local grants, **plus** help from local and regional taxpayers through a voted millage.

A reciprocal grant pledge is projected to Ferrysburg of \$5,000 in FY 07 and \$1,000 to Spring Lake Township in FY 08. These pledges are ultimately a wash due to expected future contributions to the Village. Spring Lake Township pledged \$1,000 toward the Wayfinding project, for example.

The Planning Commission reviewed this plan on May 24, 2005 and voted to:

*To approve the plan with a recommendation that the Village Council concentrate on the infrastructure needs especially on the north side of town. That these public safety issues should be the first priority. Additional issues should be looked at as funds become available, i.e., parks and recreation. Passed unanimously.*

Further, Ms. Wheeler read a statement into the record regarding the Women's Temperance Union Fountain. The request was to budget its rehabilitation (repainting, replacing the finial, replacing the tin cups, lining the basin with blue ornate ceramic tiles, surrounding the extension with brick pavers, planter boxes, benches and ground lighting.) A rough estimated cost is \$20,000. It is included in the final year of the plan.

## FISCAL GUIDELINES

Village Council approved the following Fiscal Guidelines on March 3, 2003. (The four key Guidelines most relevant to the budget are excerpted below.)

**2. Actively Maintain the Annual Budget and Five-Year Capital Plans.** *Both are attached.*

**3. Keep minimum reserve fund balances**

**A. Maintain a 15% of expenditure amount in the fund balance of the General Fund.**

**B. Make no new expenditure authorization over \$25,000 without seeing the impact on the Five Year Plan and/or reducing a like capital expenditure elsewhere in the Plan.** *As needed in mid-year.*

**C. Pay-as-you-go if at all possible.** *All projects contained herein are pay-as-you-go except for the continued Village Hall Renovation and Police Department Expansion project 25-year, back loaded bond) and water debt associated with Nows.*

## APPRECIATION

A great deal of information is contained in the following pages.

Special thanks goes to Maribeth Lawrence, Village Clerk/Treasurer and to the entire Budget Team consisting of Roger DeYoung, Police Chief and John Hansen, Community Services Director.

I also want to thank Kristie Mills, Administrative Assistant, Lori Spelde, administrative assistance from Mary Paparella and Anne VanderHoek for researching various points and helping to produce the documents. I appreciate feedback along the way from members of the Village Council.

Respectfully submitted,

Ryan Cotton  
Village Manager

**Village of Spring Lake Priorities and Budgetary Actions to Accomplish**  
***Village of Spring Lake Goals for the Village Manager***  
*(Updated June 7, 2005)*

What follows is an updated list of priorities approved by Village Council at the November 15, 2004 Council meeting based on discussions at the November 1, 2004 Work Session. What follows are updates in **bold print**.

**Village Council's Three Highest Priorities (November 1, 2004)**

1. **Business Development**

- Old Public Works Building Sale (**Completed in January, 05.**)
- Work with the Peels on potential developments (**Met 6-8 times.**)
- Market the area for health related professional offices (**Met with Hospital CEO.**)
- *East End Redevelopment (Phase I nearly complete with streetscape.)*
- *Sale of 209 South Park consistent with the Downtown Master Plan (Uncertain future. Neighboring industry wants to purchase land.)*
- *Look at closure of Church Street and provision of a canopy for the Spring Lake Farm and Garden Market (Deferred until future of market is clear.)*
- *Get at Regular TIF Financial Report established and provide to Council (Completed with budget adjustments and budget. Decision to hibernate instead of sunset.)*
- *Parking lot sale for a potential new building near Jackson and Exchange (Postponed at November 1, 2004 meeting pending changes on Exchange.)*
- *Re-draft the Master Plan (Due to kick off in July.)*
- *Re-draft the Zoning Ordinance (Now on CD. Will be rewritten following the Master Plan. Sections started...like churches and signs.)*

2. **Park Maintenance and Refinements** (with an emphasis on revenue enhancement)

- *Lakeside Trail Completion past Arby's (Deferred until Burnside ownership cleared up.)*
- *Develop a Wayfinding Signage Plan (Completed. Under construction. Grant received.)*
- *Include a Mill Point Park Shelter in the Plans (Completed and under construction.)*
- *Grand River Greenway/Bike Path Planning (Grant received and underway.)*
- *Straighten the Mill Point Boat Launch over time (First year done.)*

3. **Infrastructure Repairs**

- *Major Street repairs (Prospect, Meridian) (Planned for summer of 2006.)*
- *Exchange Street Pursuant to Concerns and Downtown Plan and including parking on the both sides of Exchange (Deferred pending funds.)*
- *Local Street repairs (Longview, Barber, Maple Terrace, Franklin (Exactly what method remains to be researched more. June 6<sup>th</sup> work session with engineer to determine.)*
- *Review solutions to cut-throughs at Parkhurst and Franklin (Discussed at April 18, 2005 work session. Traffic counts show little problem; neighborhood perceptions remain. Under review. Work session to be scheduled.)*
- *Sidewalk Repairs (Scheduled for June, 2005.)*
- *Return from Spring Lake Township from Bike Path millage (New Supervisor plans to do so if funds permit.)*
- *Sidewalks (River, South) (Deferred pending revenue.)*
- *Tree planting (20 new trees at East Village. More in neighborhoods this fall.)*

### **Council's Highest Performance Goals for Village Manager (June, 2005)**

- Continue to reduce the general millage rate **(The millage was reduced by 0.1 mil in FY 06 budget.)**
- Street repairs (especially Local)
- Interface with other municipalities
- Follow-through on pending development projects (East Village Place, West Savidge, Rite Aid, etc.)

*All of the above has been a team effort. I appreciate the dedication and suggestions from Maribeth Lawrence, John Hansen and Roger De Young as well as the boards and commissions.*



# VILLAGE OF SPRING LAKE

FY06

## MISSION AND VISION

## *OUR MISSION STATEMENT*

The Village of Spring Lake provides desired public services to meet the needs of its residents, visitors and businesses to enhance the community's quality of life through the cost effective use of available resources. We value citizen participation in an open environment that fosters fair, honest and respectful treatment of the community we serve.

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## *Village Vision*

*The Village's Vision is to focus on service niches like our community policing, leaf pick-up program and overall friendliness. A sense of history and quaintness is important to the Village. At the same time, the challenge to maintain what we already have, rather than building new projects, needs to be met while keeping the tax rate in check.*

# VILLAGE OF SPRING LAKE

## FISCAL GUIDELINES

3/3/03

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## Village of Spring Lake

### Fiscal Guidelines

#### Five-Year Financial Plan

##### 1. Maintain Minimum Fund Balances (Cash)

a. General fund:	15% of annual operating expenditures (About \$177,000)
b. Permanent Public Improvement Fund:	\$25,000
c. Water Fund:	\$60,000
d. Sewer Fund	\$100,000
e. Major Streets:	\$40,000
f. Local Streets:	\$30,000
g. Central Equipment:	\$40,000
h. Police Equipment Fund:	\$25,000
i. SL/FB Police Department Fund:	\$50,000
j. Debt Service Funds:	
i. 2000 Street	\$5,000
ii. Water	\$5,000
iii. DDA	\$5,000
k. Tax Increment Financing Fund	Cover all encumbered projects per CBDDA/TIF Plan/Council
l. CBDDA:	\$1,000
m. Historical Conservation Commission:	\$1,000
n. Building Fund:	\$0

2. Recommend transfer to the Village Council of any operating cash in excess of the above minimum balance **after** the annual audit to the Permanent Public Improvement Fund for capital projects.

3. Pay Cash As Much As Possible (depending on amount of debt, interest rates, paperwork and term)
4. Whenever a new capital improvement is to be made, ensure that the Village Council receives estimates of the future operating costs projected for the project.
5. Make no new expenditure authorization over \$25,000 without seeing the impact on the Five Year Financial Plan. A corollary is for the Village Manager to recommend to the Village Council to otherwise reduce a like capital expenditure elsewhere in the Plan.
6. If a budgeted capital project is postponed, the funds should be shown as encumbered for that use until action by Village Council upon recommendation of the Village Manager.
7. The Fund Balances approved by the Village Council should not be diminished during the Fiscal Year without the confirmation and understanding of the Village Council as to the extent.
8. Follow an Annual Budget Calendar to be prepared by Village Clerk
9. [Maintain] Update the [a] Five Year Financial Plan annually.

# VILLAGE OF SPRING LAKE

FY 06

## BUDGET SUMMARIES

### Summary Budgetary **Information**

*The proposed total millage rate of 13.0619 mills is one tenth (0.1) less than last year and continues to include a 1.000 mill increase from the Fiscal Year 2004 levy. The one mill is dedicated to the Major Street Fund as a local match for Federal MPO Street funds (third year of a three year program).*

*Taxable value has grown by 8.9%. Not including TIF, it has grown by 10.7 %.*

Fund #	Fund Name	Actual Cash Fund Balance 7/1/03	Actual Cash Balance 6/30/04 (Including VH Contribution)	FY 05 Estimated Revenues	FY 05 Estimated Expenditures	FY 05 Difference (same as Appropriation from Fund Bal)	FY 05 Estimated Cash Balance (6/30/05)	FY 06 Estimated Revenues	FY 06 Estimated Expenditures	FY 06 Difference (Same as Appropriation from Fund Balance)	Estimated Cash Balance (6/30/06)	Min Fund Bal	Dif from Min Fund Balance	Reasons for Lower Than Minimum
101	General	222,592	178,946	1,197,289	1,192,019	5,270	184,216	1,275,402	1,218,646	56,756	240,972	191,310	49,662	Note: Extra is needed for future expected Police, Village Hall Debt and TIF administrative revenue changes
202	Major Streets	56,792	65,674	298,984	265,782	33,202	98,876	229,754	198,865	30,889	129,765	40,000	89,765	
203	Local Streets	18,460	25,166	107,000	102,400	4,600	29,766	107,000	107,000	0	29,766	30,000	(234)	Local Streets lack of funding; until TIF
207	SL/FB Police	86,742	120,328	885,428	907,928	(22,500)	97,828	885,845	928,217	(42,372)	55,456	50,000	5,456	
208	Public Improv****	12,422	89,715	186,992	110,975	76,017	165,732	105,218	231,490	(126,272)	39,460	25,000	14,460	
216	Historic Com.	4,575	2,902	505	505	0	2,902	1,500	1,160	340	3,242	1,000	2,242	
236	CBDDA	5,412	4,550	75	75	0	4,550	500	500	0	4,550	1,000	3,550	
249	Building Dept***	19,716	1,237	43,579	43,579	0	1,237	53,100	53,100	0	1,237	0	1,237	New project revenue is expected to cover in the short-term
296	Tax Incre. Fin. (TIF)*	538,823	180,907	1,320,913	1,353,997	(33,084)	147,823	664,689	760,189	(95,500)	52,323	0	52,323	Uncertain if the State's TIF Audit will result in changes. Hibernation will enable the fund to zero out if necessary
301	Water Debt	84,389	53,034	100,583	118,035	(17,452)	35,582	105,123	125,123	(20,000)	15,582	5,000	10,582	
390	2003 G.O. Capital Debt	15,807	159	80,501	80,501	0	159	96,933	73,981	22,952	23,111	0	23,111	
394	DDA Debt--1994	3,022	2,902	231,638	231,638	0	0	0	0	0	0	5,000	(5,000)	Debt paid off
395	2000 Street Debt	45,439	53,788	29,632	39,965	(10,333)	43,455	34,539	38,980	(4,441)	39,014	5,000	34,014	
490	V. Hall Construction	23,863	163,745	0	0	0	163,745	0	0	0	163,745	5,000	158,745	
590	Sewer**	154,101	94,869	254,700	250,605	4,095	98,964	261,700	251,213	10,487	109,451	100,000	9,451	
591	Water**	50,169	43,401	374,582	377,176	(2,594)	40,807	387,169	381,541	5,628	46,435	60,000	(13,565)	Kind of holding its own. Rate increase on consumption needed next year (07).
661	Central Equip.**	120,331	193,017	198,437	214,643	(16,206)	176,811	197,124	174,996	22,128	198,939	40,000	158,939	Note: Some of this additional will be needed for 100k leaf truck and potential garage expansion
662	Police Equip.**	42,950	32,983	63,651	60,879	2,772	35,755	63,666	58,166	5,500	41,255	25,000	16,255	
	<b>Total</b>	<b>1,505,605</b>	<b>1,307,323</b>	<b>5,374,489</b>	<b>5,350,702</b>	<b>23,787</b>	<b>1,328,208</b>	<b>4,469,262</b>	<b>4,603,167</b>	<b>(133,905)</b>	<b>1,194,303</b>	<b>583,310</b>	<b>610,993</b>	

\*Non-cash fund bal due to including school A/P

\*\*Expenses incl debt, not deprec.

\*\*\*Due to GF, 29K for V.H.)

\*\*\*\*Includes 90 K VH contingency and boat launch 15 K that came after 3/15/04 adjustments

General Fund  
Village of Spring Lake  
FY-06

Revenues	Actual FY 02	Actual FY03	Actual FY 04	Estimated FY 05	Proposed FYI 06	Change from FY 05 Estimated	Change from FY 02 Actual
Current Real Property Tax ( 9.7835 mills, TV of 76.212837 M)	\$600,707	\$679,969	\$668,000	\$696,137	\$745,628	7.1%	24.1%
Real/Personal Refunds	\$604	(\$15,738)	(\$43)	\$0	\$0	0.0%	-100.0%
Current Personal Property Tax	\$37,899	\$42,279	\$36,335	\$32,717	\$29,748	-9.1%	-21.5%
Personal Property Tax Prior Year	\$2,373	\$2,982	\$2,386	\$0	\$0	0.0%	-100.0%
Harbor Transit (0.6004 mills)	\$0	\$0	\$20,776	\$21,637	\$47,584	119.9%	0.0%
Business Licenses and Permits	\$1,120	\$0	\$930	\$50	\$250	400.0%	-77.7%
Cable TV Franchise Fees	\$28,967	\$27,009	\$28,238	\$28,000	\$28,000	0.0%	-3.3%
Cellular Tower Customers (3)	\$10,000	\$12,000	\$12,000	\$12,000	\$12,000	0.0%	20.0%
Zoning Fees	\$2,490	\$525	\$525	\$4,000	\$4,000	0.0%	60.6%
State Shared Revenue -- Constitutional	\$256,136	\$233,236	\$193,675	\$170,000	\$170,000	0.0%	-33.6%
SSR - Statutory	\$0	\$0	\$61,212	\$50,320	\$50,320	0.0%	0.0%
Liquor Licenses	\$2,818	\$2,797	\$2,984	\$3,203	\$3,200	-0.1%	13.6%
Charges for Services	\$1,227	\$1,093	\$1,097	\$1,000	\$1,000	0.0%	-18.5%
Leaf Bag Sales	\$174	\$226	\$114	\$80	\$100	25.0%	-42.5%
1% Administration Fee	\$9,247	\$9,920	\$10,873	\$11,336	\$11,597	2.3%	25.4%
Penalty Revenue on Taxes	\$6,672	\$7,441	\$5,821	\$5,000	\$5,000	0.0%	-25.1%
Charges for Services	\$52,000	\$59,000	\$41,500	\$39,500	\$39,500	0.0%	-24.0%
Fines, Forfeitures & Costs	\$8,982	\$11,621	\$18,261	\$18,000	\$18,000	0.0%	100.4%
Civil Infraction Fines	\$0	\$0	\$0	\$300	\$300	0.0%	0.0%
Housing Inspection Fees	\$1,725	\$1,795	\$750	\$2,000	\$2,000	0.0%	15.9%
O.U.I.L. Cost Recovery	\$20	\$0	\$0	\$0	\$0	0.0%	-100.0%
Interest & Dividend Income	\$9,455	\$3,520	\$2,380	\$4,500	\$4,500	0.0%	-52.4%
Accrued Interest	\$292	(\$142)	\$0	\$0	\$0	0.0%	-100.0%
Community Hall Rentals	\$5,588	\$7,541	\$60	\$0	\$0	0.0%	-100.0%
Barber School Rent	\$3,953	\$4,375	\$3,712	\$6,300	\$6,300	0.0%	59.4%
EOC Rental	\$0	\$0	\$0	\$2,250	\$500	-77.8%	#DIV/0!
Tanglefoot Park Rentals	\$54,576	\$67,497	\$58,018	\$59,000	\$61,000	3.4%	11.8%
Tanglefoot Park Docks	\$0	\$0	\$7,560	\$11,700	\$12,100	3.4%	0.0%
Launch Ramp Fees	\$40	\$0	\$1,259	\$6,000	\$9,000	50.0%	22400.0%
Sale of Fixed Assets	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%
Contribution from CI /Transfers from other funds	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%
Reimbursements	\$2,890	(\$1,732)	\$354	\$0	\$0	0.0%	-100.0%
Park Expenses Reimbursed	\$11,432	\$5,288	\$5,797	\$8,000	\$10,000	25.0%	-12.5%
Savidge Corridor Reimbursements	\$0	\$0	\$0	\$0	\$0	0.0%	o
NSF Returned Check Fee	\$3,407	\$275	\$275	\$100	\$100	0.0%	-97.1%

Grants & Misc. Income	\$8,836	\$278,802	\$1,451	<b>\$4,159</b>	<b>\$3,675</b>	-11.6%	-58.4%
Historic Commission Revenue	\$0	\$0	\$0	<b>\$0</b>	<b>\$0</b>	0.0%	0
<b>Total General Revenue</b>	<b>\$1,123,630</b>	<b>\$1,441,579</b>	<b>\$1,186,300</b>	<b>\$1,197,289</b>	<b>\$1,275,402</b>	6.5%	13.5%

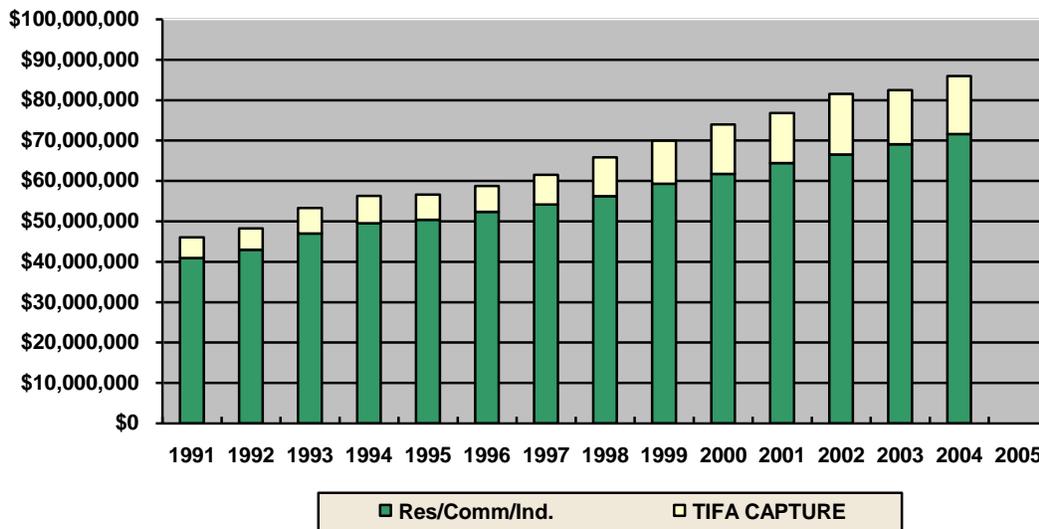
<b>Expenditures</b>	<b>Actual FY 02</b>	<b>Actual FY03</b>	<b>Actual FY 04</b>	<b>Estimated FY 05</b>	<b>Proposed FYI 06</b>	<b>Change from FY 05 Estimated</b>	<b>Change from FY 02 Actual</b>
Village Council	\$4,183	\$4,608	\$2,825	<b>\$12,206</b>	<b>\$9,706</b>	-20.5%	132.0%
Village Manager	\$86,277	\$102,806	\$86,788	<b>\$89,166</b>	<b>\$83,915</b>	-5.9%	-2.7%
Elections	\$1,115	\$0	\$1,027	<b>\$0</b>	<b>\$1,250</b>	0.0%	12.1%
Legal Services	\$25,182	\$28,462	\$14,513	<b>\$17,945</b>	<b>\$16,800</b>	-6.4%	-33.3%
Clerk/Treasurer	\$54,822	\$62,876	\$80,522	<b>\$85,112</b>	<b>\$84,057</b>	-1.2%	53.3%
Village Hall and 209 S. Park	\$42,336	\$36,458	\$21,503	<b>\$50,195</b>	<b>\$49,301</b>	-1.8%	16.5%
Barber Street School Building	\$20,039	\$14,749	\$16,888	<b>\$17,813</b>	<b>\$20,635</b>	15.8%	3.0%
Police Department (9 Full time)	\$421,290	\$441,837	\$443,272	<b>\$467,908</b>	<b>\$467,908</b>	0.0%	11.1%
Fire Department	\$10,202	\$9,613	\$9,362	<b>\$9,900</b>	<b>\$12,700</b>	28.3%	24.5%
Zoning/planning	\$65,181	\$50,863	\$41,746	<b>\$40,016</b>	<b>\$41,505</b>	3.7%	-36.3%
Public Works	\$168,451	\$156,974	\$140,292	<b>\$129,564</b>	<b>\$134,576</b>	3.9%	-20.1%
Savidge Corridor Maintenance	\$0	\$4,018	\$12,732	<b>\$10,500</b>	<b>\$10,500</b>	0.0%	0.0%
Street Lighting	\$42,769	\$45,906	\$45,735	<b>\$40,000</b>	<b>\$45,000</b>	12.5%	5.2%
Tanglefoot Park	\$45,231	\$36,103	\$29,976	<b>\$32,297</b>	<b>\$32,039</b>	-0.8%	-29.2%
Recreation Department	\$11,877	\$12,687	\$12,936	<b>\$13,531</b>	<b>\$14,305</b>	5.7%	20.4%
Parks Maintenance	\$107,385	\$174,909	\$131,404	<b>\$123,470</b>	<b>\$132,397</b>	7.2%	23.3%
Community Promotion	\$50,626	\$49,239	\$40,193	<b>\$47,913</b>	<b>\$49,252</b>	2.8%	-2.7%
Contingencies	\$1,898	\$2,554	\$2,561	<b>\$2,749</b>	<b>\$2,800</b>	1.9%	47.5%
Grant Expenditures (Parks)	\$27,275	\$217,028	\$38,344	<b>\$0</b>	<b>\$0</b>	0.0%	-100.0%
Transfer to Public Improvement Fund/Building Fund	\$1,500	\$0	\$28,000	<b>\$1,000</b>	<b>\$10,000</b>	0.0%	566.7%
Transfer to Water Debt (Discretionary)	\$0	\$0	\$0		<b>\$0</b>	0.0%	0.0%
<b>Total</b>	<b>\$1,187,639</b>	<b>\$1,451,690</b>	<b>\$1,200,619</b>	<b>\$1,192,019</b>	<b>\$1,218,646</b>	2.2%	2.6%
Surplus (Deficit)*	<b>(\$64,009)</b>	<b>(\$10,111)</b>	(\$14,319)	\$5,270	\$56,756		
New Year Cash Balance	NA	\$239,847	\$222,592	<b>\$178,946</b>	<b>\$184,216</b>	2.9%	
End of Year Cash Balance	<b>\$239,847</b>	<b>\$222,592</b>	\$178,946	\$184,216	\$240,972	30.8%	0.5%
<b>Minimum Fund Balance</b>	<b>\$174,055</b>	\$174,417	\$177,945	\$179,593	\$191,310	6.5%	9.9%
Difference	<b>\$65,792</b>	<b>\$48,175</b>	\$1,001	\$4,623	\$49,662	974.3%	-24.5%

\*Deficit in FY 04 due to Lakeside Beach carryover

\$0

RECORDED GROWTH FOR SPRING LAKE'S STATE EQUALIZED VALUATION (through 1994) AND TAXABLE VALUE (beginning 1995)

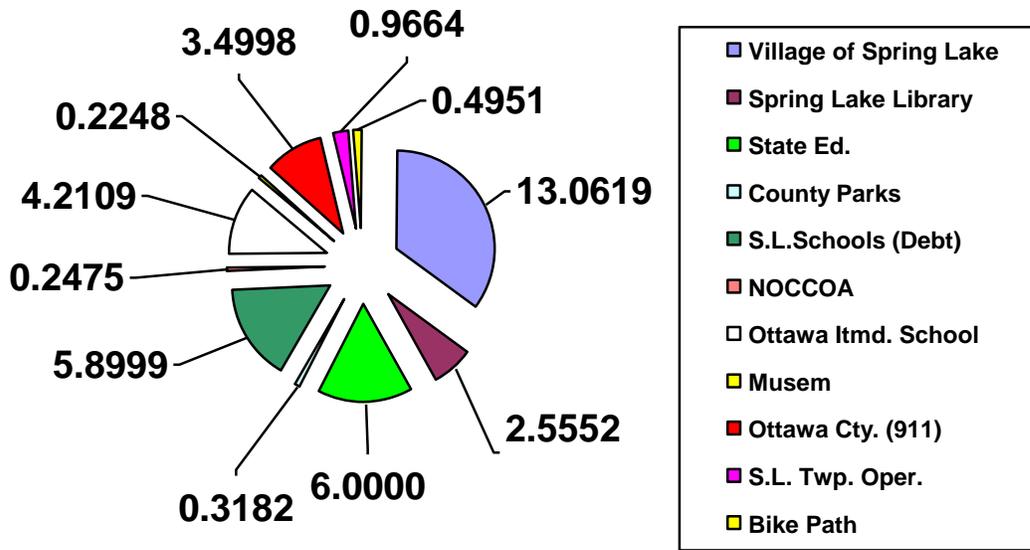
<u>Year</u>	<u>Res/Comm/Ind/Personal</u>	<u>%Increase</u>	<u>TIFA Capture</u>	<u>Total Taxable Value</u>	<u>% Increase</u>
1981	24,813,000	8.26%	0	24,813,000	8.26%
1982	28,040,100	13.01%	0	28,040,100	13.01%
1983	29,032,700	3.54%	0	29,032,700	3.54%
1984	29,163,900	0.45%	81,000	29,244,900	.73%
1985	29,790,700	2.15%	530,800	30,321,500	3.68%
1986	30,659,100	2.92%	1,526,700	32,185,800	6.15%
1987	32,454,100	5.85%	1,979,800	34,433,900	6.98%
1988	33,501,000	3.23%	2,933,800	36,434,800	5.81%
1989	35,574,700	6.19%	3,204,100	38,778,800	6.43%
1990	38,524,500	8.29%	4,077,700	42,602,200	8.97%
1991	40,930,700	6.25%	5,107,800	46,038,500	8.07%
1992	42,942,500	4.91%	5,310,650	48,253,150	4.81%
1993	47,040,300	9.54%	6,264,100	53,304,400	10.47%
1994	49,517,400	5.27%	6,760,000	56,277,400	5.58%
1995	50,381,121	1.74%	6,250,934	56,632,055	.63%
1996	52,340,563	3.89%	6,450,366	58,790,929	3.81%
1997	54,153,916	3.46%	7,362,006	61,515,922	4.64%
1998	56,212,294	3.80%	9,603,856	65,816,150	6.99%
1999	59,301,632	5.50%	10,673,096	69,974,728	6.32%
2000	61,735,026	4.10%	12,257,283	73,992,309	5.70%
2001	63,245,498	2.44%	13,044,526	76,290,024	3.80%
2002	66,576,446	5.27%	14,950,729	81,527,175	6.86%
2003	69,050,368	3.72%	13,436,154	82,486,522	1.18%
2004	71,575,297	3.66%	14,382,156	85,957,453	4.21%
<b>2005</b>	<b>79,253,537</b>	<b>10.7%</b>	<b>14,412,540</b>	<b>93,666,077</b>	<b>8.97%</b>



**VILLAGE TAXES - FISCAL YEAR 2006 PROPOSED**

<u>ALL TAXES</u>	<u>Est.Millage</u>
Village of Spring Lake	13.0619
Spring Lake District Library	2.5552
State Education	6.0000
County Parks	0.3182
Spring Lake Public School (Debt)	5.8999
NOCCOA	0.2475
Ottawa Intermediate School District	4.2109
Museum	0.2248
Ottawa County (including 911)	3.4998
S.L. Township	0.9664
Bike Path	<u>0.4951</u>
<b>TOTAL MILLAGE RATES</b>	<b>37.4797</b>

\*Spring Lake District Library Debt - Bond issue approved by voters in May, 2001. Bonds issuance contingent upon approval of future operating millage.



**Notes:** Village millages represent the proposed 2005 millage; all other millages are based on 2004 rates.

**PROPOSAL A: ANALYSIS**

	<u>1993 Millage</u>	<u>2005 Millage</u>	<u>FY 06</u>	<u>Savings from 1993</u>
Residential Total	59.1772	36.7564	37.4797	21.6975
Business Total	59.1772	54.7564	55.4797	3.6975

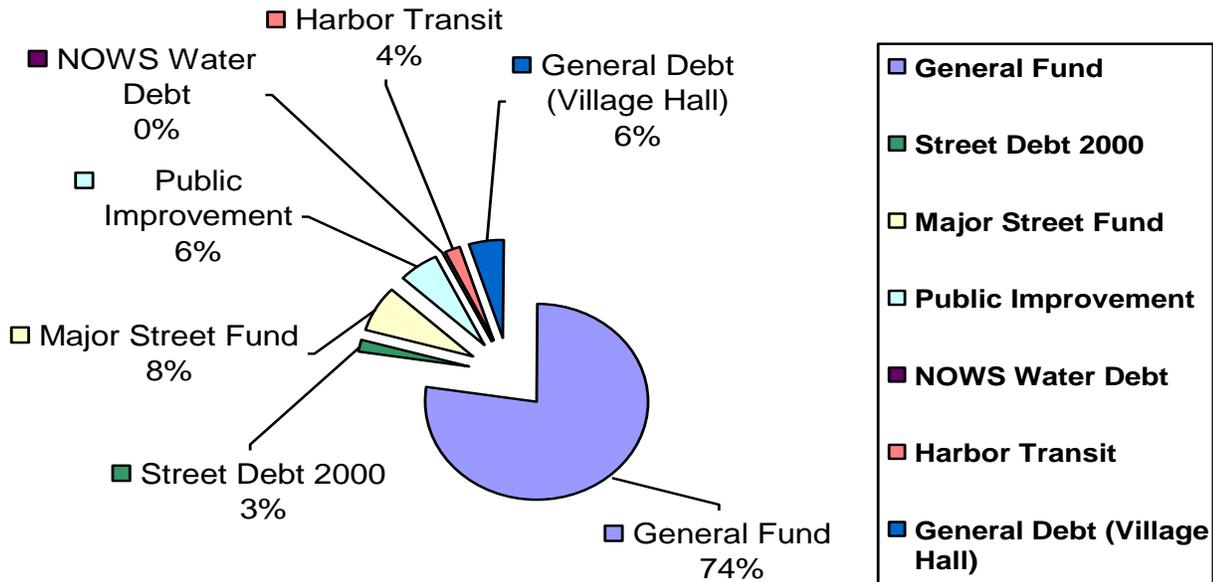
**Notes:** Business millage rate includes 18-mill statewide tax.

*WHERE YOUR ESTIMATED 2005(FY2006) TAX DOLLAR GOES*

VILLAGE TAXES – FY2006 Proposed

	<u>FY05</u>	<u>FY06 Estimated Millage</u>	<u>Difference</u>	<u>Tax Dollars</u>
General Operating Fund	10.1835	9.7835	( 0.4)	\$ 775,376
Street Debt 2000	0.2780	0.2780	0	\$ 26,039
Permanent Public Improvement	0.7332	0.7332	0	\$ 58,108
NOWS Water Debt	0.0000	0.0000	0	\$ 0
Harbor Transit	0.3004	0.6004	0.3	\$ 47,584
General Debt (Village Hall)	0.6668	0.6668	0	\$ 62,457
Major Street Fund	1.0000	1.0000	0	\$ 79,254
<b>Total</b>	<b>13.1619</b>	<b>13.0619</b>	<b>(0.1)</b>	<b>\$1,048,818</b>

Village Taxes - FY06



VILLAGE MILLAGE HISTORY (1997 TO PRESENT)

	<u>1997</u>		<u>1998</u>	
General Operating	9.6494	\$525,538	9.6109	\$540,251
1986 Water Debt Fund	.8030	49,519	.8968	59,024
NOWS Water Debt Ret.	.6267	38,645	1.0782	70,963
Harbor Transit	.4039	21,997	.3363	18,904
Street Debt Ret. Fund	.2449	15,103	.2397	15,776
Permanent Public Imp.	.0000	0	.0000	0
Museum (voted)	<u>.0000</u>	<u>0</u>	<u>          </u>	<u>          </u>
<b>TOTAL</b>	<b>11.7279</b>	<b>\$650,802</b>	<b>12.1619</b>	<b>\$704,918</b>

	<u>1999</u>		<u>2000</u>	
General Operating	9.0712	\$539,540	9.4552	\$585,613
1986 Bond Issue			.7011	51,871
1986 Water Debt Fund	.7919	55,437		
NOWS Water Debt Ret.	1.1081	77,573	1.0489	77,603
Harbor Transit	.3501	20,823	.3232	20,018
Street Debt Ret. Fund	.5519	38,636	.2780	20,568
Permanent Public Imp.	<u>.2887</u>	<u>17,171</u>	<u>.3555</u>	<u>22,018</u>
<b>TOTAL</b>	<b>12.1619</b>	<b>\$749,180</b>	<b>12.1619</b>	<b>\$777,691</b>

	<u>2001</u>		<u>2002(FY03)</u>	
General Operating	9.5932	\$618,453	9.0860	\$604,914
1986 Bond Issue	0.0000	0	0.0000	0
NOWS Water Debt Ret.	1.2250	94,064	1.0975	89,476
Harbor Transit	0.3102	19,998	.3004	20,000
Street Debt - 2000	0.2780	21,347	.2780	22,665
Permanent Public Imp.	<u>0.7555</u>	<u>48,705</u>	<u>1.4000</u>	<u>93,207</u>
<b>TOTAL</b>	<b>12.1619</b>	<b>\$802,567</b>	<b>12.1619</b>	<b>\$830,262</b>

	<u>FY04</u>		<u>FY 05</u>	
General Operating	10.1835	\$703,174	10.1835	\$728,854
1986 Bond Issue	0.0000	0	0.0000	0
NOWS Water Debt Ret.	0.0000	0	0.0000	0
Harbor Transit	0.3004	20,742	0.3004	21,637
Street Debt - 2000	0.2780	20,236	0.2780	21,632
Major Street Fund	1.0000	69,040	1.0000	71,866
Public Improvement	0.7332	43,758	0.7332	51,674
General Debt (Village Hall)	<u>0.6668</u>	<u>55,000</u>	<u>0.6668</u>	<u>50,552</u>
<b>TOTAL</b>	<b>13.1619</b>	<b>\$911,950</b>	<b>13.1619</b>	<b>\$946,215</b>

		<b><u>FY 06</u></b>
General Operating	9.7835	\$775,376
1986 Bond Issue	0	0
NOWS Water Debt Ret	0	0
Harbor Transit	0.6004	47,583
Street Debt - 2000	0.2780	26,038
Major Street Fund	1.0000	79,252
Public Improvement	0.7332	58,108
General Debt (Village Hall)	0.6668	62,456
<b>TOTAL</b>	<b>13.0619</b>	<b>\$1,048,858</b>

TAX SPREAD  
2005

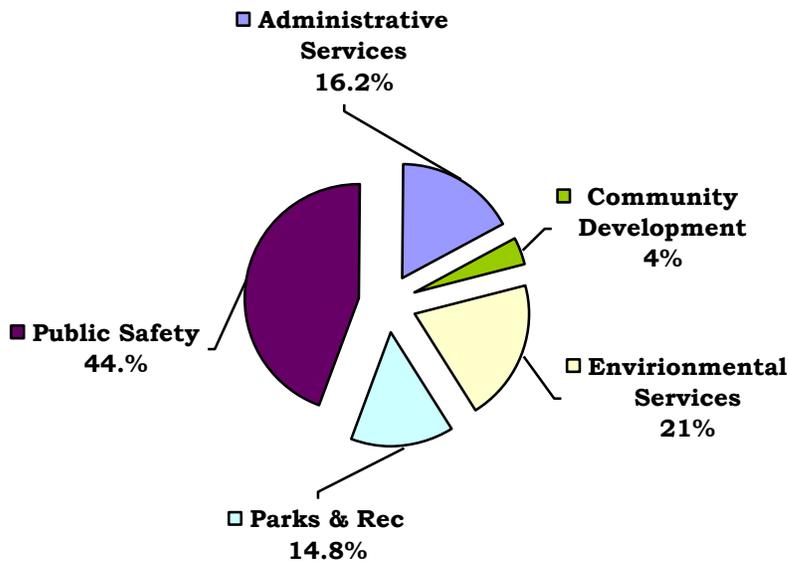
<b>REAL</b>	\$ 90,625,377			
<b>LESS TIF</b>	\$14,412,540			
<b>TOTAL</b>	\$ 76,212,837			
<b>101-General Operating</b>				Total
\$ 76,212,837	1000	9.7835		\$ 745,628.29
<b>202-Major Streets</b>				
\$ 76,212,837	1000	1.0000		\$ 76,212.84
<b>390-Village Hall Debt-2003</b>				
\$ 90,625,377	1000	0.6668		\$ 60,429.00
<b>395-Street Debt-2000</b>				
\$ 90,625,377	1000	0.2780		\$ 25,193.85
<b>208-Public Improvement</b>				
\$ 76,212,837	1000	0.7332		\$ 55,879.25
<b>101-Harbor Transit</b>				
\$ 76,212,837	1000	0.6004		\$ 45,758.19
<b>296-TIF</b>				
\$ 14,412,540	1000	12.1171		\$ 174,638.19
<b>Total Real</b>				\$1,183,739.61
<b>Personal</b>				\$ 39,717.32
				\$1,223,456.93

101	General Operating		9.7835
202	Major Street Funds		1.0000
390	Village Hall Debt-2003		0.6668
395	Street Debt-2000		0.2780
208	Public Improvement		0.7332
101	Harbor Transit		0.6004
<b>Total</b>			<u>13.0619</u>
<b>Real Taxable Value</b>			\$ 90,625,377
<b>Personal Taxable Value</b>			\$ 3,040,700
<b>Total</b>			\$ 93,666,077
			13.0619
			<u>\$ 1,223,456.93</u>
<b>Subject to TIF:</b>			
<b>General Operating</b>		9.7835	
<b>Harbor Transit</b>		0.6004	
<b>Public Improvement</b>		0.7332	
<b>Major Streets</b>		1.0000	
		<u>12.1171</u>	
<b>TIF Captured Value</b>			\$ 14,412,540

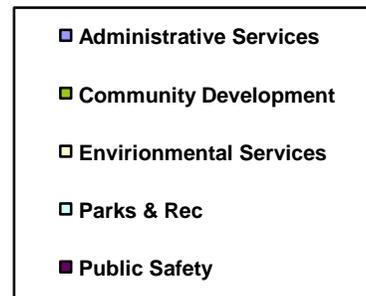
Personal Property				\$ 3,040,700
101-General Operating				
\$ 3,040,700	1000	9.7835		\$ 29,748.69
202-Major Streets				
\$ 3,040,700	1000	1.0000		\$ 3,040.70
208-Public Improvements				
\$ 3,040,700	1000	0.7332		\$ 2,229.44
390-Village Hall Debt-2003				
\$ 3,040,700	1000	0.6668		\$ 2,027.54
395-Street Debt-2000				
\$ 3,040,700	1000	0.2780		\$ 845.31
101-Harbor Transit				
\$ 3,040,700	1000	0.6004		\$ 1,825.64
Total				\$ 39,717.32

**FUNCTIONAL BREAKDOWN OF RECOMMENDED FY06  
GENERAL FUND EXPENDITURES**

<u>Function</u>	<u>FY05</u>		<u>FY06</u>	
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
<u>Administrative &amp; Management Services</u> Village Council, Village Manager, Legal Services, Village Clerk/Treasurer, Board of Review, Elections, Cable Communications Commission	\$199,745	16.8%	\$195,728.	16.2%
<u>Citizen / Community Development</u> Community Promotions	\$46,388	3.9%	\$ 49,252.	4%
<u>Environmental Services</u> Village Hall & Grounds, Barber School, Department of Public Services, Planning/Zoning/Inspections, Savidge Corridor Maintenance	\$241,791	20.5%	\$256,517.	21%
<u>Parks &amp; Recreation</u> Tanglefoot Park, Recreation Department Park Maintenance, Park Development	\$173,817	14.7%	\$178,741.	14.8%
<u>Public Safety</u> Police/Fire Departments, Street Lighting	\$523,308	44.1%	\$525,608.	44%
<b>Total</b>	<b>\$1,197,289</b>	<b>100%</b>	<b>\$1,205,846.</b>	<b>100%</b>



**FY06 General Fund Expenditures**

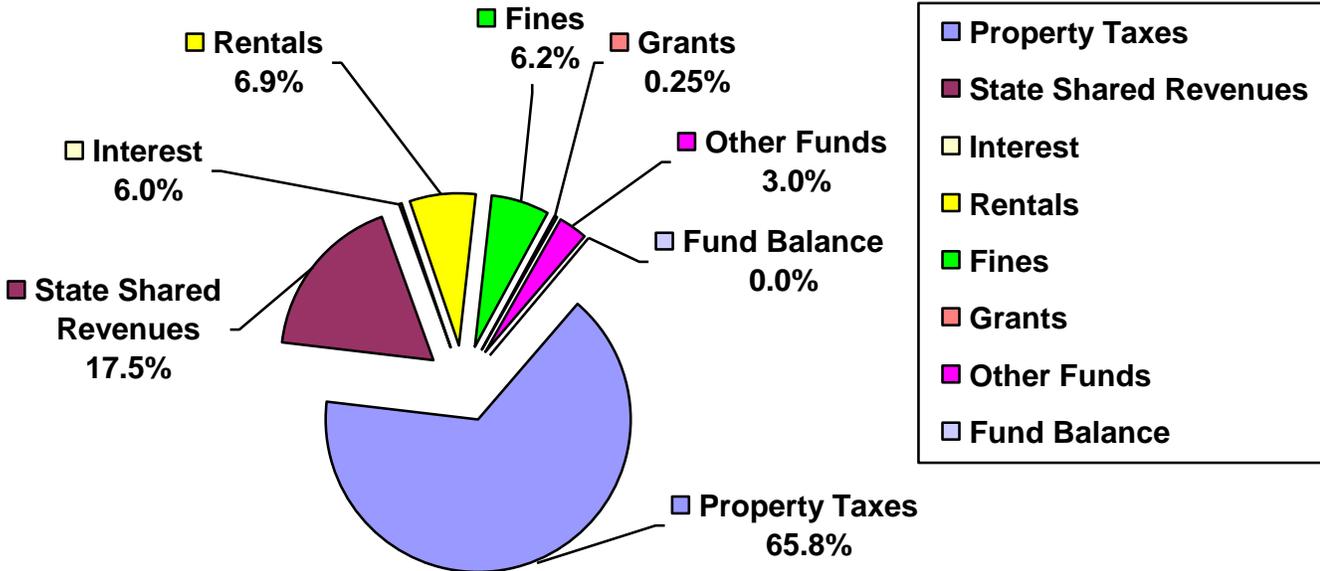


FUNDEXP.WKS:

**BREAKDOWN OF EXPECTED FY06 GENERAL FUND REVENUES BY SOURCES**

<u>Source</u>	<u>Estimated</u> <u>FY05</u>		<u>FY06</u>	
	<u>Amount</u>	<u>% of Total</u>	<u>Amount</u>	<u>% of Total</u>
Administration Fee Penalty Revenue	\$766,827.	64.6%	\$839,557.	65.8%
State Shared Revenues Sales Tax Liquor Licenses Fees	\$223,320.	18.8%	\$223,523.	17.5%
Interest Income	\$ 4,500.	0.4%	\$ 4,500.	0.35%
Facility Rentals	\$ 85,830.	7.3%	\$ 88,900.	6.9%
Fines, fees and other Locally generated income	\$ 64,500.	5.5%	\$ 77,850.	6.2%
Grants	\$ 1,300.	0.1%	\$ 3,575.	0.25%
Charges to other Funds	\$ 39,500.	3.3%	\$ 39,500.	3%
Fund Balance	\$ _____ 0	<u>5.8%</u>	\$ _____ 0	<u>0%</u>
<b>TOTAL REVENUES</b>	<b>\$1,185,777.</b>	<b>100%</b>	<b>\$1,275,402.</b>	<b>100%</b>

**FY04 General Fund Revenues**



## **Personnel**

*The wage and salary plan has been increased by 2.5%.*

*PROPOSED*  
*JULY 1, 2005 – JUNE 30, 2006*  
**WAGE DETAIL**

<u>GRADE</u>	<u>CLASSIFICATION</u>	<u>STAFF MEMBER</u>	<u>STEP</u>	<u>ESTIMATED ANNUAL COMPENSATION</u>	<u>BASE HOURLY RATE</u>	<u>HIRE DATE</u>	<u>NOTES</u>
	Reserve Police Officers	five positions		\$ 28,771.00	\$ 10.75		
	Public Service- Seasonal	three positions		\$ 12,960.00	\$ 9.00		
	Crossing Guard	Barth		\$ 2,660.00	\$ 7.39	9/16/1996	
	Crossing Guard	Wilson		\$ 2,660.00	\$ 7.39	12/20/2004	
	Crossing Guard	DeCan		\$ 2,660.00	\$ 7.39	12/20/2004	
A	Receptionist	Paparella	2,3	\$ 13,440.96	\$ 10.85	9/7/2004	A
A	Receptionist	Open	1	\$ 12,230.40	\$ 10.37		
1	Public Service Operator	VanHoeven	1,2	\$ 24,086.40	\$ 11.58	5/2/2005	I
3	Administrative Assistant	Spelde	4	\$ 33,592.00	\$ 16.15	7/21/1998	
3	Administrative Assistant	Mills	4	\$ 33,592.00	\$ 16.15	12/22/1997	
4	Public Service Operator	Inso	4	\$ 36,816.00	\$ 17.70	7/5/1995	
	Public Service Operator	Cuddington	2,3	\$ 34,403.20	\$ 16.93	1/6/2000	B
5	Public Service Team-Foreman	Whitley	unassigned	\$ 45,510.40	\$ 21.88	7/15/1986	
6	Detective	Theune	4,5	\$ 46,924.80	\$ 22.56	8/12/1991	G
6A	Assistant to the Village Manager	Hansen	5	\$ 47,777.60	\$ 22.97	8/11/1980	
7	Sergeant	Steinhauer	5	\$ 50,086.40	\$ 24.08	4/6/1995	
7	Sergeant	Vukits	4,5	\$	\$	5/24/1981	G

				49,004.88	24.08			
9	Clerk/Treasurer	Lawrence	4	\$ 54,912.00	\$ 26.40	9/6/2000	H	
10	Police Chief	DeYoung	3	\$ 56,555.20	\$ 27.19	2/26/1988		
13	Village Manager	Cotton	4	\$ 73,652.80	\$ 35.41	8/1/2002	C	
	<u>Per Union Contract</u>							
5	Police Officer	Allard	4	\$ 44,033.60	\$ 21.17	9/27/1999		
	Police Officer	Christensen	4	\$ 44,033.60	\$ 21.17	8/1/1973		
	Police Officer	Williams	3,4	\$ 43,087.20	\$ 21.17	12/2/2002	D	
	Police Officer	Turbett	3,4	\$ 43,087.20	\$ 21.17	11/18/2003	E	
	Police Officer	VanDis	1,2	\$ 38,648.00	\$ 19.34	5/2/2005	F	
	Trailer Park Manager	Johnson	unassigned	\$ 6,054.00	\$ 1009/month	3/1/1997		
<u>NOTES</u>								
A	Step increase on 9/7/05							
B	Step increase on 1/06/06 with water certification							
C	Manager's salary set by the Village Council per manager's employment agreement							
D	Step increase on 12/02/05							
E	Step increase on 11/18/05							
F	Step increase on 5/2/06							
G	Step increase on 3/22/06							
H	Step increase on 8/22/05							
I	Step increase on 5/02/06							

Wage Scale July 1, 2005 to June 30, 2006

GRADE	STARTING	STARTING	1 YEAR	1 YEAR	2 YEAR	2 YEAR	3 YEAR	3 YEAR	4 YEAR	4 YEAR
	ANNUAL	HOURLY								
A		\$ 9.79		\$ 10.37		\$ 10.85		\$ 11.37		\$ -
1	\$ 24,086.40	\$ 11.58	\$ 25,126.40	\$ 12.08	\$ 26,873.60	\$ 12.92	\$ 28,100.80	\$ 13.51	\$ -	\$ -
2	\$ 26,665.60	\$ 12.82	\$ 28,059.20	\$ 13.49	\$ 29,390.40	\$ 14.13	\$ 30,700.80	\$ 14.76	\$ -	\$ -
3	\$ 29,286.40	\$ 14.08	\$ 30,721.60	\$ 14.77	\$ 32,219.20	\$ 15.49	\$ 33,592.00	\$ 16.15	\$ -	\$ -
4	\$ 32,032.00	\$ 15.40	\$ 33,592.00	\$ 16.15	\$ 35,214.40	\$ 16.93	\$ 36,816.00	\$ 17.70	\$ -	\$ -
5	\$ 38,438.40	\$ 18.48	\$ 40,352.00	\$ 19.40	\$ 42,265.60	\$ 20.32	\$ 44,158.40	\$ 21.23	\$ -	\$ -
6	\$ 40,872.00	\$ 19.65	\$ 42,452.80	\$ 20.41	\$ 43,992.00	\$ 21.15	\$ 45,427.20	\$ 21.84	\$ 46,987.20	\$ 22.59
6A	\$ 41,579.20	\$ 19.99	\$ 43,180.80	\$ 20.76	\$ 44,740.80	\$ 21.51	\$ 46,196.80	\$ 22.21	\$ 47,777.60	\$ 22.97
7	\$ 44,096.00	\$ 21.20	\$ 45,198.40	\$ 21.73	\$ 46,841.60	\$ 22.52	\$ 48,464.00	\$ 23.30	\$ 50,086.40	\$ 24.08
8	\$ 46,384.00	\$ 22.30	\$ 48,131.20	\$ 23.14	\$ 49,899.20	\$ 23.99	\$ 51,688.00	\$ 24.85	\$ 53,372.80	\$ 25.66
9	\$ 49,358.40	\$ 23.73	\$ 51,209.60	\$ 24.62	\$ 53,040.00	\$ 25.50	\$ 54,912.00	\$ 26.40	\$ 56,825.60	\$ 27.32
10	\$ 52,665.60	\$ 25.32	\$ 54,558.40	\$ 26.23	\$ 56,555.20	\$ 27.19	\$ 58,510.40	\$ 28.13	\$ 60,507.20	\$ 29.09
11	\$ 56,014.40	\$ 26.93	\$ 58,156.80	\$ 27.96	\$ 61,027.20	\$ 29.34	\$ 62,316.80	\$ 29.96	\$ 64,480.00	\$ 31.00
12	\$ 59,758.40	\$ 28.73	\$ 61,900.80	\$ 29.76	\$ 64,105.60	\$ 30.82	\$ 66,456.00	\$ 31.95	\$ 68,598.40	\$ 32.98
13	\$ 64,854.40	\$ 31.18	\$ 68,099.20	\$ 32.74	\$ 70,824.00	\$ 34.05	\$ 73,652.80	\$ 35.41	\$ 75,857.60	\$ 36.47
Note: Proposed 2.5% wage increase for the 2005/2006 Fiscal Year										

*INSERT WAGE DISTRIBUTION*

VILLAGE OF SPRING LAKE  
FY06  
LINE ITEM DETAIL  
ALL FUNDS

INSERT LINE ITEM DETAIL PAGES 41-111













































































































































**VILLAGE OF SPRING LAKE  
FY06 BUDGET**

**COMPARATIVE TAX AND FEE  
INFORMATION**

*BUDGET/MILLAGE BENCHMARKING FY 2005*

Municipality	Population	General Fund Taxable Value	FY 2005 General Fund Budget	FY 2005 General Fund Millage	Other Municipal Millages	Total Municipal Millage	Calculated General Fund \$/person
Saugatuck	1,065		\$ 1,436,000.	12.5	3.3	15.8	\$1348
Whitehall	2,084	\$70,925,841.	\$ 2,082,641.	13.2190	0.0000	13.2190	\$999
Fremont	4,224	\$122,869,138.	\$ 3,464,047.	14.0000	--	14.0000	\$820
Grand Haven	11,168	\$444,638,875.	\$8,952,550.	10.947	1.30	12.24	\$802
Montague	2,407	\$70,583,005.	\$ 1,719,995.	16.75	0	16.75	\$714
Lowell	4,013	\$ 96,292,475.	\$ 2,427,333.	15.8300	.244	16.08	\$604
Rockford	4,626	\$192,077,253.	\$ 2,665,000.	10.9000	0.0000	10.9000	\$576
North Muskegon	4,031	\$126,876,329.	\$ 2,316,685.	9.5169	3.117	12.6339	\$574
Roosevelt Park	3,985	\$108,134,806.	\$ 2,185,170	11.6000	0.0000	11.6000	\$548
Hart	1,950	\$ 35,899,599.	\$ 1,051,835.	12.6808	1.9494	14.6302	\$539
Ferrysburg	3,040	\$125,030,330.	\$ 1,622,590.	5.5543	5.0859	11.0000	\$533
Coopersville	3,910	\$112,602,188.	\$ 2,067,557.	13.	1.18	14.18	\$528
Reed City	2,430	\$ 32,054,422.	\$ 1,242,215.	14.5366	1.68	16.2259	\$511
<b>SPRING LAKE VILLAGE</b>	<b>2,514</b>	<b>\$ 71,575.297.</b>	<b>\$ 1,197,289.</b>	<b>10.1865</b>	<b>2.9754</b>	<b>13.1619</b>	<b>\$476</b>

*WATER & SEWER COMPARATIVE TABLE  
JUNE 2005*

	Wastewater Rate	Water Rate	Total Combined	Quarterly Debt Service Charges *
Average	2.42	1.84	4.19	
Talmadge Twp	4.87	4.29	9.16	
W.C. Ottawa	3.35	1.90	5.25	
Coopersville	2.31	2.81	5.12	
Zeeland	3.36	1.73	5.09	
Allendale Twp	1.99	2.79	4.78	
<b>Spring Lake Village</b>	<b>1.95</b>	<b>1.90</b>	<b>3.85</b>	<b>5.88</b>
Hudsonville	2.29	1.42	3.71	11.36
Holland Twp	2.20	1.34	3.54	
Zeeland Twp	2.20	1.34	3.54	
Park Twp	2.20	1.30	3.50	
Grand Haven Twp	1.75	1.70	3.45	
Holland	2.43	0.98	3.41	
Spring Lake Twp	1.68	1.60	3.28	8.25
Ferrysburg	1.74	1.48	3.22	
Grand Haven	2.33	0.88	3.21	
Georgetown Twp	2.00	1.00	3.00	
Crockery	N/A	2.90	N/A	15.00

VILLAGE OF SPRING LAKE  
FY06 FEE ANALYSIS

**Barber School**

Village Resident-Great Room	\$60/2hrs, \$20 for each additional hr	(\$350 Security Deposit)
Village Resident-Meeting Room	\$20/2 hrs, \$5 for each additional hr	(\$350 Security Deposit)
(N) Village Resident-Great Room	\$90/2 hrs, \$30 for each additional hr	(\$350 Security Deposit)
(N) Village Resident-Meeting Room	\$20/2 hrs, \$5 for each additional hr	(\$350 Security Deposit)

**Non-profit groups may use for free; the Village reserves the right to reschedule or move the event if a customer conflict occurs if possible.**

**Tanglefoot Park**

Daily	\$	40	
Week	\$	210	
		Interior	Waterfront
Monthly	\$	605	\$ 710
Seasonal	\$	1,745	\$ 2,125
Dock - Daily		Daily - \$32, Monthly - \$272, Seasonal - \$680	

**Launch Ramp Fees** (Water levels permitting)

Daily	\$	6.00
<b>SLV and SLT Seasonal</b>	\$	20.00
Non Resident Seasonal	\$	40.00
<b>Senior SLV &amp; SLT Seasonal</b>	\$	10.00
Senior Non - Resident Seasonal	\$	20.00

**SL/FB Police Department Fees**

Cost Recovery for OWI	\$	-	<b>100</b>
Police Impound Fees	\$	-	<b>25</b>

**Water/Sewer**

	5/8"	3/4"	1"	1 1/4"	1 1/2"	2"	3"	4"
Water Readiness to Serve (RT)	\$ 15.00	\$ 20.10	\$ 34.80	\$ 42.18	\$ 49.80	\$ 123.75	\$ 140.70	\$ 206.25
Sewer Readiness to Serve (ST)	\$ 15.00	\$ 19.25	\$ 30.75	\$ 36.75	\$ 42.75	\$ 104.60	\$ 115.20	\$ 168.00
Debt Service Charge (DE)	<b>\$ 7.06</b>	<b>\$ 10.58</b>	<b>\$ 17.64</b>	<b>\$ 26.46</b>	<b>\$ 35.28</b>	<b>\$ 56.45</b>	<b>\$ 123.48</b>	<b>\$ 211.68</b>
RT & ST outside Village limits	1 1/2 times normal rates							
Water Tap Fees - New	\$ 600.00	\$ 625.00	\$ 675.00	Greater than 1" = Time & Materials Basis				
Water Tap Fees - Replacement	\$ 550.00	\$ 565.00	\$ 605.00	Greater than 1" = Time & Materials Basis				
Sewer Tap w/ stub @ property	\$ 1.00							
Sewer Tap - No stub	Property owners cost to tap							
Water per 1,000 gallons	\$ 1.90							
Sewer per 1,000 gallons	\$ 1.95							
Restore Svc Fee	\$ 20.00							
Meter Bench Test	\$ 40.00							
After DPW Hours Restore Svc Fee	\$ 60.00							

**Building Permits \***

Value

\$1.00 to \$100.00	None
\$101.00 to \$500.00	\$11.50
\$501.00 to \$2,000.00	\$17.25 for the first \$500.00 plus \$2.30 for each additional \$100.00 or fraction thereof, to and including \$2,000.00
\$2,001.00 to \$25,000.00	\$51.75 for the first \$2,000.00 plus \$9.20 for each additional \$1,000.00 or fraction thereof, to and including \$25,000.00
\$25,001.00 to \$50,000.00	\$211.60 for the first \$25,000.00 plus \$7.00 for each additional \$1,000.00 or fraction thereof, to and including \$50,000.00
\$50,001.00 to \$100,000.00	\$384.00 for the first \$50,000.00 plus \$4.60 for each additional \$1,000.00 or fraction thereof, to and including \$100,000.00
\$100,001.00 to \$500,000.00	\$614.00 for the first \$100,000.00 plus \$4.25 for each additional \$1,000.00 or fraction thereof.
\$500,001.00 to \$1,000,000.00	\$2345.50 for the first \$500,000.00 plus \$3.50 for each additional \$1,000.00 or fraction thereof.
\$1,000,000.00 and up	\$5,175.00 for the first \$1,000,000.00 plus \$4.25 for each additional \$1,000.00 or fraction thereof.

\* The Village reserves the right to change building permit fees based on the total multiple family building cost broken down per unit.

**Other inspection fees:**

Inspection outside of normal business hours	\$	60.00
Reinspection	\$	30.00
Special Inspection	\$	30.00

A plan review fee of 65% of the Building Permit fee may be charged for all Commercial/Industrial permits

For use of outside consultants for plan checking and inspections, or both.

Actual Costs.

**Electrical Permits**

Condominiums & apartments		\$	
	[\$100.00]		<b>125.00</b>
Residential - single family		\$	
	[\$100.00]		<b>125.00</b>
Commercial & Industrial by schedule minimum	\$	75.00	
Base Permit	\$	20.00	
Service through 200 amp.	\$	15.00	
201 amp, through 600 amp.	\$	20.00	
Over 600 amp.	\$	25.00	
Plan Review of Commercial & Industrial Sites	25% [no charge]		
Circuits	\$	4.00	
Lighting fixtures - per 25 & fraction thereof	\$	8.00	
Dishwasher or garbage disposal	\$	4.00	
Furnace or unit heater	\$	6.00	
Electrical heating units (baseboard)	\$	4.00	
Power outlets	\$	7.00	
Signs-per circuit	\$	6.00	
Feeders - bus ducts, etc. per 50 & fraction thereof	\$	6.00	

Mobile home sites (new only)	\$	5.00
Recreational vehicle sites (new only)	\$	5.00
Up to 20 kva or hp through 25 units	\$	7.00
Over 20 kva or hp 1-25 units	\$	10.00
51 kva or hp and over	\$	12.00
Fire Alarms - up to 10 stations & horns	\$	50.00
Anything over 10 stations & horns (ea.)	\$	25.00
Residential service only	\$	35.00
Remodeling residential house & service	\$	60.00
Remodeling residential only	\$	45.00
Pools & spas	\$	52.00
Temporary service	\$	30.00
Special inspections & items no specified per hour of inspections time (per hour)	\$	30.00
<b>Reinspections</b>	\$	30.00

### Mechanical Permit

#### Residential

New single family residence		\$	<del>100.00</del> <b>125.00</b>
Permit base fee for other than new single family residence	\$	50.00	
Gas burning equipment, new and/or conversion			
Under 400,000 BTU's each (piping fee included)	\$	30.00	
Over 400,000 BTU's each (piping fee included)	\$	25.00	
Woodstoves, fireplaces, add-on furnaces (ea)	\$	30.00	
Chimney, factory built (ea)	\$	25.00	
Duct system	\$	15.00	
Solar equipment system	\$	12.00	
Oil Burner New and/or conversion			
Under 5 gal/hr each	\$	20.00	
Over 5 gal/hr each	\$	30.00	
Gas piping, each outlet (new installation)	\$	5.00	
Exhaust fan (each)	\$	5.00	
Boiler, each under 6 family (piping fee included)	\$	25.00	
LPG and fuel oil tanks (piping fee included)	\$	15.00	
Central air conditioning and heat pump	\$	25.00	

#### Commercial & Industrial

Permit base fee, plus eqmpt. (incl. 1 inspection)	\$	50.00
Gas burning equipment new		
Under 400,000 BTU's	\$	25.00
Over 400,000 BTU's	\$	35.00
Oil Burner New and/or conversion (piping fee incl.)		
Under 5 gal/hr each	\$	25.00
Over 5 gal/hr each	\$	35.00
Chimney, factory built	\$	25.00
Gas piping, each outlet (new installation)	\$	5.00
Solar equipment each panel	\$	20.00

Air conditioning unite 1-1/2 hp to 15 hp	\$	12.00
Compressor 15hp to 50 hp each	\$	40.00
50 hp and above	\$	70.00
Centrifugal units/chiller each	\$	70.00
Absorption units/chiller each	\$	70.00
Cooling towers with reservoirs capacity		
Under 500 gal each	\$	30.00
Over 500 gal each	\$	55.00
Evaporator coils, 180,000 BTU's & under each	\$	25.00
Over 180,000 BTU's each	\$	35.00
Refrigeration systems self-contained units each	\$	20.00
Under 5 hp split systems each	\$	25.00
Over 5 hp split systems each	\$	50.00
Air handlers, self contained units (piping fee incl.)		
Ventilation and exhaust fans under 1,500 SFM each	\$	5.00
1,500 to 10,000 CFM each	\$	20.00
Over 100,000 CFM each	\$	60.00
Unit heaters, fas-fired-hot water or steam (piping fee incl.)		
Under 200,000 BTU's each	\$	15.00
Over 200,000 BTU's each	\$	20.00
Ducts, insulation and fire suppression systems		
Duct system based on bid price under \$3,000	\$	20.00
\$3,000 to \$6,999	\$	25.00
\$7,000 to \$14,999	\$	35.00
Insulation-duct, piping and/or tanks based on bid price		
Under \$2,000	\$	20.00
\$2,000 to \$7,999	\$	25.00
Piping (when bid separately-based on bid price)		
Under \$2,000	\$	15.00
\$2,000 to \$7,999	\$	25.00
Fire Suppression systems, based on bid price		
Under \$2,000	\$	25.00
\$2,000 to \$7,999	\$	35.00
\$15.00 additional \$3,000 in addition to above fee		
Special inspections	\$	30.00
<b>Additional inspections</b>	\$	30.00
Hourly rate	\$	30.00
 <b>Plumbing Permit</b>		
Application fee - Non-refundable		
Residential remodeling - min.	\$	40.00
Residential fee	\$	100.00
Commercial & Industrial by schedule minimum	\$	90.00
Base permit	\$	30.00
Fixtures	\$	5.00
Stack (Soil, waste, vents & conductors)	\$	3.00
Sewers (Sanitary, storm or combined)	\$	5.00
Connection building drain to building sewer	\$	5.00

Drains	\$	5.00
Manholes	\$	5.00
Sewage sumps - Sewage Ejectors	\$	5.00
Water Distributing Pipe (System)	\$	6.00
Water Connected App. - Equipment - Devices	\$	3.00
Floor drains - Special drains - Traps	\$	2.00
Lab Fixtures & Devices - Backflow Preventors	\$	5.00
Additional inspections	\$	30.00
Reinspection	\$	30.00
Final inspection	\$	30.00
Hourly inspection rate	\$	30.00
Plan Review Fee Commercial/Industrial		25%

**Zoning**

Zoning Board of Appeals	\$50 or 1% of project cost, not to exceed [\$350]	<b>\$500</b>
Application fee - Waterfront Overlay District	\$	200.00
Application fee - Site Plan Review	[\$50.00]	<b>\$ 100.00</b>
Application fee - Site Plan Review, Public Hearing	[\$200.00]	<b>\$ 250.00</b>
Application fee - Special Land Use(A)	[\$200.00]	<b>\$ 250.00</b>
Application fee - Special Land Use (B)	<b>[\$75] \$100, add [\$75] \$150 for Public Hearing</b>	
Preliminary development plan review fee	[\$400.00]	<b>\$ 450.00</b>
Final development plan review fee	[\$200.00]	<b>\$ 250.00</b>
PUD Deposit (for notices, legal, engineering, review, etc)	\$	1,000.00
<del>PUD initial review</del>	<del>\$</del>	<del>200.00</del>
<del>PUD prior to public Hearing</del>	<del>\$</del>	<del>100.00</del>
Rezoning	[\$200.00]	<b>\$ 250.00</b>

**Lease of Village Land**

*50% of FMV (Fair Market Value)*

*Example: \$5/sq ft. acquisition cost would equal .50/sf lease cost;*

Village would subsidize 50% for a net of \$.25/sf to lease

**Copies**

Each page	\$	0.15	
Master Land Use	[\$20.00]	\$	<b>30.00</b>
Zoning Ordinance	[\$30.00]	\$	<b>40.00</b>
Design Manual	\$	-	<b>\$ 10.00</b>
Community Sidewalk Plan	\$	20.00	
Police Reports	[\$3.00]	\$	<b>5.00</b>
F.O.I.A. Requests - per page	\$	1.00	<b>Plus the lowest full-time clerical hourly rate</b>

**Clothing**

Polo Shirts	\$	28.00
Hats	\$	18.00

**Wastehauler Licenses** \$250

**Cable Franchise**

5%

**Returned Check Fee**

[\$25.00] \$

**40.00**

\* Legend:

*Bold items are proposed fees*

*Bracketed items are current fees*

VILLAGE OF SPRING LAKE  
FY06– FY11

SIX-YEAR PUBLIC  
IMPROVEMENT  
PLAN

					Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	Actual	Actual	Actual	Amended	Budgeted	Projected	Projected	Projected	Projected	Projected
<b>Permanent Public Improvement Fund</b>	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY 09</b>	<b>FY10</b>	<b>FY11</b>
<b>Revenues</b>										
Real Property Taxes	\$45,826	\$88,727	\$48,095	\$49,826	\$51,620	\$77,605	\$80,399	\$83,293	\$86,291	\$89,398
Personal Property Taxes	\$2,674	\$5,645	\$2,616	\$1,886	\$1,954	\$2,024	\$2,097	\$2,173	\$2,251	\$2,332
TIF Sunset (2/3)	\$0	\$0	\$0	\$0	\$0	\$120,000	\$124,320	\$128,796	\$133,432	\$138,236
Right of Way Leases	\$0	\$0	\$0	\$1,280	\$1,280	\$2,560	\$5,120	\$5,304	\$5,495	\$5,693
Bike Path Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Appropriation from Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Proceeds from Sale of 209 S. Park	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Sale of Historic Pub Wks	\$0	\$0	\$1,000	\$84,000	\$0	\$0	\$0	\$0	\$0	\$0
Interest	\$1,385	\$384	\$361	\$2,000	\$500	\$500	\$500	\$500	\$500	\$500
Lease/Sale of 209 S. Park	\$0	\$0	\$0	\$7,000	\$10,200	\$0	\$210,000	\$0	\$0	\$0
Sale of 210 South Cutler (Less 15')	\$0	\$0	\$0	\$0	\$0	\$0	\$108,000	\$0	\$0	\$0
Contribution from Village Hall Contingency	\$0	\$0	\$90,000	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0
Mill Point Park Boat Launch Barter	\$0	\$0	Yes	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Wayfinding Signage Grants	\$0	\$0	\$0	\$0	\$12,630	\$0	\$0	\$0	\$0	\$0
Tanglefoot Dock Grants (MDNR/Local)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grand River Bike Path Grants (MDNR, County Infrs., CMAQ, Czone, Fishing, SLT, Foundations, Bond)**	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$0	\$0	\$0
Central Park Shelter Grants (MDNR, Local, SLT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000	\$0	\$0
Skate Park	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000	\$0
Central Park Lighting for Path and Lots	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0
Mill Point Concert Stage (MDNR, Foundations, Czone)	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
Spray Park (MDNR, Foundations, SLT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000	\$0	\$0
Parkhurst Street End (Donations)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Yes	\$0	\$0
General Fund Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Voter Approved Bond Revenue for Parks Projects (approximately 50% of cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000	\$0	\$0	\$0
Bond for Water Plant Expansion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000	\$0
Bond for Water Line Upgrade to 8"	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0
Recreation Millage Revenue if Voter Approved to Pay Off Bond	\$0	\$0	\$0	\$0	\$0	\$0	\$95,000	\$100,000	\$100,000	\$105,000
Debt Revenue: Water plt addition & 8" lines	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$170,000	\$180,000
TEA 21 Grant for Savidge Streetlights	\$0	\$0	\$0	\$0	Yes from TIF	\$0	\$0	\$0	\$0	\$0
Reimbursement - General Fund for Dredging				\$1,000	\$10,000	\$0	\$0	\$0	\$0	\$0
Ferrysburg Lakeside Trail DNR Match						\$5,000				
SLT Lakeside Trail DNR Match						\$1,000				
SLT Sign pledge (1,000); SL School Sign Pledge (1500)					\$2,500					

<b>Total Revenues</b>	<b>\$49,885</b>	<b>\$94,756</b>	<b>\$142,072</b>	<b>\$176,992</b>	<b>\$100,684</b>	<b>\$208,689</b>	<b>\$1,745,436</b>	<b>\$505,065</b>	<b>\$2,322,970</b>	<b>\$521,159</b>
					Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	Actual	Actual	Actual	Amended	Projected	Projected	Projected	Projected	Projected	Projected
<b>Expenditures</b>	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY 09</b>	<b>FY10</b>	<b>FY 11</b>
Taxes/Maintenance on 209 S. Park			\$0	\$3,096	\$9,834	\$0	\$0	\$0	\$0	
Misc for 209 S. Park				\$1,596	\$0	\$1,000	\$0	\$0	\$0	\$0
General Bldg Repairs and Maintenance				\$1,000	\$0	\$0	\$0	\$0	\$0	\$0
Recreation Plan Revision	-	-	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0
Village Hall Design Fees		\$33,053	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sidewalk replacement	\$6,275	\$3,694	\$0	\$3,000	\$0	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Parking lot repairs	\$40,890	\$0	\$0	\$0	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000
Lakeside Trail Cracks/Resurfacing		\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0
River Street sidewalk (Lake to Holmes Ele, 50% cost share plus 6K annual)	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000	\$0	\$0	\$0
South Street sidewalk construction (50% cost share)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0
Building Improvements	\$0	\$34	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	5000	\$5,000
Transfer to Major Street	\$0	\$44,528	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Barber Street School	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000	\$0	\$4,000	\$0
209 South Park	\$0	\$1,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
209 South Park Acquisition/Interest Payment	\$0	\$1,522	\$3,088	\$6,177	\$9,000	\$9,000	\$0	\$0	\$0	\$0
209 South Park Payment to Bank	\$0	\$0	\$0	\$0	\$0	\$0	\$209,500	\$0	\$0	\$0
Tanglefoot Dock Repair	\$0	\$3,298	\$1,267	\$600	\$600	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Tanglefoot Park Water and Sewer	\$0	\$41,044	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South Park Street Docks	\$0	\$0	\$3,118	\$2,000	\$0	\$0	\$2,000	\$0	\$0	\$0
210 South Cutler	\$0	\$0	\$411	\$506	\$556	\$500	\$107,385	\$0	\$0	\$0
Storm Sewer Permitting and Education	\$0	\$938	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Wayfinding Sign Program	\$0	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$0
Tree Safety Contract (Catch-up)	\$0	\$0	\$13,347	\$15,000	\$5,000	\$0	\$0	\$0	\$0	\$0
Tree Planting Match Program	\$0	\$0	\$5,430	\$1,500	\$2,500	\$5,000	\$10,000	\$15,000	\$15,000	\$15,000
Municipal Ser Garage & Prof. Fees****	\$0	\$0	\$970	\$3,000	\$170,000	\$0	\$0	\$0	\$0	\$0
Permanent Leaf Compost Site	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$10,000	\$10,000	\$10,000
Transfer to Local Streets for Reconstructions (Longview, Barber, Maple Terrace, Franklin, Sydney, etc.) -- Annually for FY 2007-FY2017 -- Includes no Storm Sewers	\$0	\$0	\$0	\$17,000	\$17,000	\$110,000	\$113,960	\$118,063	\$122,313	\$126,716
Connect South Lake Storm Sewer with Permission	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	
Land Acquisition Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
Zoning Code Revisions	\$0	\$0	\$0	\$500	\$1,000	\$1,000	\$0	\$0	\$0	\$0
Mill Point Park Boat Launch Opening	\$0	\$0	\$14,000	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
Grand River Bike Path**	\$0	\$0	\$0	See TIF Fund	\$0	\$0	\$600,000	\$0	\$0	\$0
Central IPark Shelter and Grills*	\$0	\$0	\$0	\$0	\$0	\$0	\$88,000	\$0	\$0	\$0
Skate Park at Central Park*	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$250,000	\$0
Central Park Lighting for Path and	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000	\$0	\$0

Lots*											
					Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
	Actual	Actual	Actual	Amended	Projected	Projected	Projected	Projected	Projected	Projected	
	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY 09	FY10	FY 11	
Mill Point Concert Stage (MDNR, Foundations, Czone)*	\$0	\$0	\$0	\$35,000	\$0	\$0	\$80,000	\$0	\$0	\$0	
Spray Park (MDNR, Foundations, SLT)**	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$0	\$0	
Parkhurst Street End (Foundations)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$0	\$0	
West End Community Boardwalk painting							\$15,000		\$0	\$0	
West End Community Boardwalk lighting/railing	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	
Tri-Cities Connector Path Painting (shared)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	
Water Main Upgrade to 8"	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0	
Water Plant Expansion/Rehabilitation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000	\$0	
Conceptual Park Design Fees In Advance of Parks Millage Vote	\$0	\$0	\$0	\$0	\$5,000		\$45,000	\$0	\$0	\$0	
Debt Service on Parks Bond If Millage Voted (1 mill)	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$105,000	\$110,000	
New Water Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$170,000	\$180,000	
Savidge Street Ornamental Lights***	\$0	\$0	\$0	\$0	Yes. TIF	\$0	\$0	\$0	\$0	\$90,000	
Ferrysburg Reciprocal Pledge for MDNR Grants	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	
SL Township Reciprocal Pledge for MDNR Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	
Liberty/Rex Storm Sewer	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	
Cosmetic Jackson Street Dock Under Repair	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	
Refurbish Women's Temperance Fountain	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	
<b>Total Expenditures</b>	<b>\$47,165</b>	<b>\$130,011</b>	<b>\$42,631</b>	<b>\$110,975</b>	<b>\$231,490</b>	<b>\$194,500</b>	<b>\$1,464,845</b>	<b>\$628,063</b>	<b>\$2,465,313</b>	<b>\$594,716</b>	
<b>Increase (Decrease) Fund Bal</b>	<b>\$2,720</b>	<b>-\$35,255</b>	<b>\$99,441</b>	<b>\$66,017</b>	<b>-\$130,806</b>	<b>\$14,189</b>	<b>\$280,591</b>	<b>-\$122,997</b>	<b>-\$142,343</b>	<b>-\$73,557</b>	
Computed Fund Balance Begin	\$39,726	42,395	-\$11,296	\$89,715	\$155,732	\$24,926	\$39,115	\$319,706	\$196,709	\$54,366	
<b>Computed Fund Balance End</b>	<b>\$42,395</b>	<b>\$7,140</b>	<b>\$89,715</b>	<b>\$155,732</b>	<b>\$24,926</b>	<b>\$39,115</b>	<b>\$319,706</b>	<b>\$196,709</b>	<b>\$54,366</b>	<b>-\$19,192</b>	
Minimum Fund Balance			\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>Difference above or below Minimum</b>			<b>\$64,715</b>	<b>\$130,732</b>	<b>-\$74</b>	<b>\$14,115</b>	<b>\$294,706</b>	<b>\$171,709</b>	<b>\$29,366</b>	<b>-\$44,192</b>	
<i>*Grant and voter bond supported and implementation is dependent upon receipt of both</i>											
<i>**Cannot be done in fiscal year shown without more funding such as a voter-approved bond. Must be postponed to avoid negative fund balances as long as this remains true. Keep good the old before building new is the fiscal guideline followed.</i>											
<i>***Dependent on TEA 21 grant and more. Without additional revenue, the fund will be too great in red.</i>											

# VILLAGE OF SPRING LAKE

## FIVE-YEAR CAPITAL EQUIPMENT PLAN

### *Five-Year Capital Equipment Plan*

	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09
Leaf Truck						\$100,000
Riding Mower			\$12,000			
Lift Station		\$15,000	\$15,000	\$15,000		
Generators						
Small Generator			\$1,000			
Bucket Truck			\$25,000			
Backhoe				\$70,000		
Air Compressor			\$11,000			
Hot Patch Trailer			\$10,000			
Heavy Duty Truck					\$64,000	
Paint Sprayer			\$4,000			
3/4 Ton Pick Up		\$28,000				
John Deer Attachment			\$3,000			
Sewer Jet	\$30,000					
Hoist			\$3,000			
1 Ton Truck w/ Spreader		\$40,000				
Snow Blower		\$22,000				
Computer	\$32,062	\$7,500		\$8,500		
Software						
Copy Machine			\$15,000			
Printer's		\$1,500				
Camera				\$750		
Fax Machine			\$500			
Postage Machine				\$5,000		
<b>TOTAL</b>	<b>\$62,062</b>	<b>\$114,000</b>	<b>\$99,500</b>	<b>\$99,250</b>	<b>\$64,000</b>	<b>\$100,000</b>

# Village of Spring Lake

FY 06

## Tax Increment Financing District Budget

INSERT TIF BUDGET/UNIT HIBERNATION



# Village of Spring Lake

FY 06-FY 11

## FIVE -YEAR GENERAL FUND PLAN

*INSERT FIVE-YEAR GENERAL FUND*



VILLAGE OF SPRING LAKE  
LOCAL STREET  
&  
REHABILITATION PROGRAM  
2005-2010

## Local Street Reconstruction

Fiscal Year	Priority Order Name	Street Segments From To	Evaluation Length	50/\$20 per l.f.*	Estimated Cost	Storm Sewer Needed	Leach Basins \$5,000 ea	Engineering Contingency 20%	Total Estimated Cost
FY06	Longview	Lake Maple Terrace	18	600	\$ 30,000	No	\$ -	\$ 6,000	\$ 36,000
	Franklin	Parkhurst Lake Avenue	18	550	\$ 27,500	Yes	\$ 10,000	\$ 7,500	\$ 45,000
	Maple Terrace	Longview Savidge	18	550	\$ 27,500	Yes	\$ 20,000	\$ 9,500	\$ 57,000
	Parkhurst	Savidge Longview	18	600	\$ 30,000	No	\$ -	\$ 6,000	\$ 36,000
					\$ -			<b>Sub-Total</b>	<b>\$ 174,000</b>
					\$ -				
FY07	Cutler Street	Liberty Barber	15	700	\$ 35,000	No	\$ -	\$ 7,000	\$ 42,000
	Barber Street	Jackson Cutler	18-22	1100	\$ 55,000	No	\$ -	\$ 11,000	\$ 66,000
	West Savidge	Entire		1200	<i>E.D.Grants</i>	No	\$ -	\$ 30,000	\$ 30,000
	Sub-Total				\$ -			<b>Sub-Total</b>	<b>\$ 138,000</b>
					\$ -				
FY08	Mason	Buchanan Park	18	475	\$ 23,750	Yes	\$ 10,000	\$ 6,750	\$ 40,500
	Lake	Savidge Beach Drive		1500	\$ 75,000	No	No	\$ 15,000	\$ 90,000
					\$ -			<b>Sub-Total</b>	<b>\$ 130,500</b>
					\$ -				
FY09**	Rex Street	Entire	16	450	\$ 9,000	No	\$ -	\$ 1,800	\$ 10,800
	Visser	Entire	18	450	\$ 9,000	No	\$ -	\$ 1,800	\$ 10,800
	Summit	Entire	20	600	\$ 12,000	Yes	\$ 10,000	\$ 4,400	\$ 26,400
	Sidney	Entire	18	350	\$ 7,000	Yes	\$ 17,500	\$ 4,900	\$ 29,400
	Dixie	Entire	18	400	\$ 8,000	No	\$ -	\$ 1,600	\$ 9,600
	Monarch	Entire	18	350	\$ 7,000	No	\$ -	\$ 1,400	\$ 8,400
	Barber Court	Buchanan Jackson	18	440	\$ 8,800	No	\$ -	\$ 1,760	\$ 10,560
					\$ -			<b>Sub-Total</b>	<b>\$ 105,960</b>
					\$ -				
FY10	Division	Liberty Barber	18	750	\$ 37,500	Yes	\$ 10,000	\$ 9,500	\$ 57,000
	Cutler Street	Savidge Liberty	18	375	\$ 18,750	No	\$ -	\$ 3,750	\$ 22,500
								<b>Sub-Total</b>	<b>\$ 79,500</b>
								<b>Total</b>	<b>\$ 627,960</b>

\*Reduced to one third of bituminous. Combination of hot mix patch followed by single seal followed by sand sheet.

\*\*These streets are slated for double sealing with chip and seal at \$20/linear foot

**Total**                      **#REF!**

Village of Spring Lake  
FY06

Long-Range Fiscal Solutions & Strategies

## STRATEGIES

*The following long-term strategies are intended to save dollars; do more with the existing dollars; build on the Village Vision or otherwise intended to make Spring Lake Village the choice community for Tri-Cities families.*

### Short Term Strategies

1. Conduct the zoning code re-write in house.
2. Conduct the storm water management federal/state requirements in house.
3. Install the new wayfinding signage.
4. Increase the use of SWAP and Community Service help for improved summer maintenance.
5. Increase the use of interns and volunteers where they add value.
6. Increase overall Village maintenance to preserve the taxpayer investment.
7. Maintain & showcase the street ends to be mini-parks.

### Long-Term Strategies

1. Increase the new Debt Service Charge equal to the actual debt.
2. When TIF hibernates, enable some of the new income stream to replace the state shared revenue as a source to support operations; correspondingly, move the state shared revenue to fund the Public Improvement program.
3. Further, ensure that the new TIF revenues catch the Village up for local street restoration and other public improvements and help support administrative functions if possible.
4. Support the Downtown Plan that grows in height, grows in residential and office uses, spreads the traffic burden around and supports destination businesses.
5. “Maintenance, maintenance, maintenance” is needed for a desirable family and low-crime rate community. People like getting what they pay for.
6. Continue to collect land rights for the eventual Grand River Greenway.
7. Complete the Lakeshore Trail connection to the West End Community Boardwalk.
8. “Shop Local” Campaign
9. Accentuate the nautical heritage with canoe/kayak/birding launch sites.
10. Be the catalyst to redevelop the West End.
11. Work on the “Spray Park” concept in collaboration with the CBDDA and the Parks Board.
12. Tackle Deferred Capital Improvements such as 4” water mains or prove that it is not necessary.

# APPENDIX

I. STRATEGIC PLAN

II. FISCAL HISTORY

# APPENDIX I.

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# Strategic Plan Executive Summary

## The Village of Spring Lake's Plan for Continuous Improvement

### Introduction

The ability of any organization to meet or exceed its customers' expectations will dictate whether or not it is successful. This axiom is no different for the Village of Spring Lake. Simply put, the Village cannot be successful if it fails to provide quality services to its citizens and businesses.

The Village Manager and Village Council have traditionally sought to meet the needs of its citizens and businesses by developing a list of goals and objectives as part of the annual budget process. The result of this process, however, was a collection of goals and objectives that, while valuable, was not necessarily guided by the needs of Village citizens.

During the development of the 2000-2001 Fiscal Year Budget, an ad hoc committee comprised of Village citizens, Council members and Village staff worked with a facilitator to develop a Strategic Plan that would better focus the Village Council and staff's attention on those issues that the public deems to be most important to the community. The Strategic Planning Committee met on four occasions and completed the following tasks:

- Composed the Village of Spring Lake Mission Statement;
- Developed a list of Key Result Areas in which the Village must have continuous improvement if it is to achieve its mission;
- Rated the Village's current performance in the Key Result Areas; and
- Developed Strategies and Action Plans to improve performance in the Key Result Areas.

The Village Council has reviewed the results of the Strategic Planning Committee's efforts and has narrowed the list of potential Action Plans to one that is more manageable for Village staff. Village staff further refined the Action Plans after Council review.

This Executive Summary is the result of the aforementioned process.

<u>Key Result Area</u>	<u>Rating (1-10)</u>	<b><u>Multi-Year Strategies and Action Plans</u></b>
<u>Public Services</u>	<u>7</u>	<b><u>Develop an Evaluation Process for in-house and contractual services</u></b>
		<b><u>Develop an Annual Evaluation Program of Village Infrastructure and Facilities</u></b>
		<b><u>Develop Strategies and Programs Designed to meet Public Expectations</u></b>
		<i><u>Conduct Perception Survey and communicate Results</u></i>
		<i><u>Explore Means of Sharing Services with Spring Lake Township</u></i>
		<i><u>Enhance Ordinance Enforcement efforts in the downtown shopping district</u></i>
		<i><u>Develop an Annual Inventory of Projects open to volunteer assistance</u></i>
		<i><u>Conduct Customer Service Training for Employees</u></i>
		<i><u>Expand the Village's Yard-Waste Collection Programs</u></i>

Key Result Area	Rating (1-10)	Multi-Year Strategies and Action Plans
Development/Redevelopment	5	<b>Develop a structured marketing program to attract new investment to vacant and/or brownfield sites</b>
		<i>Improve visibility of parking by implementing a downtown signage program</i>
		<b>Develop Strategies to Enhance Waterfront Access</b>
		<i>Develop Strategies to Maintain Greenspace areas in new development projects</i>
		<b>Develop a unique identity for the Village</b>
		<i>Develop a process/policy for assessing residential impact of development projects</i>
		<i>Complete development of parking requirements</i>
		<i>Strategies to involve citizen input in development planning</i>
		<i>Provide incentives to encourage historic preservation and educational activities</i>

Key Result Area	Rating (1-10)	Multi-Year Strategies and Action Plans
Resource Management	7	<b>Develop programs to improve sense of ownership in Village neighborhoods</b>
		<i>Develop Strategies to Encourage Volunteerism by Village residents</i>
		<i>Develop an ongoing communications/community outreach program</i>
		<b>Financial preservation strategies</b>
		<b>Develop an Annual Financial Report for the Community</b>
		<i>Rationalize and justify the use of community buildings and parks</i>
		<i>Develop and implement strategic human resource management techniques</i>
		<b>Conduct an annual review of Village personnel</b>
		<b>Encourage appropriate use of vacant or underutilized properties in the Village</b>
		<i>Develop Vacant land database for redevelopment and marketing efforts</i>

Key Result Area	Rating (1-10)	Multi-year Strategies and Actions Plan
Intergovernmental Cooperation	4	<b>Encourage open lines of communication with surrounding communities</b>
		<i>Coordinate regular meetings of local governments to address current affairs, problems, social events</i>
		<i>Better define NOWS and harbor transit services</i>
		<i>Economies of scale projects</i>
		<i>Develop costs to provide services outside the community.</i>
		<b>Encourage citizen participation in local governmental affairs</b>
		<i>Inform new citizens of volunteer opportunities on various boards and commissions</i>

Key Result Area	Rating (1-10)	Multi-year Strategies/Action Plans
Environmental Quality	6	Develop a process for citizens to express concerns about local environmental issues
		Find funding to assist with the conservation and preservation of historical, environmental items of significance
		Participation with Spring Lake Lake Board
		Educational Program to promote good stewardship
		Governmental guidance/awareness on use of natural resources (land, wetlands, trees, beaches)
		Communicate report/info on environmental issues in Crosswinds
		Address Noise Pollution
		Historical Landmark appreciation and identification
		“Environmental Day” – Arbor Day foundation

Key Result Area	Rating (1-10)	Multi-year Strategies/Action Plans
Vehicle Traffic	5	Develop strategies for the implementation of traffic calming techniques
		Speed Limit Enforcement
		Develop Strategies to increase the use of public transportation
		Communicate with MDOT on a regular basis to discuss Village of Spring Lake needs on M-104
		Common and feeder street plan development with Township
		“Yield to Pedestrians” signs installed along Lakeside Trail
		Strategic use of stop signs

“The Village of Spring Lake provides desired public services to meet the needs of its residents, visitors and businesses to enhance the community’s quality of life through the intelligent use of available resources. We value citizen participation in an open environment that fosters fair, honest and respectful treatment of the community we serve.”

In order to achieve our mission, the Village of Spring Lake must continuously improve in the following Key Result Areas:

- Public Services
- Development and Redevelopment
- Resource Management
- Intergovernmental Cooperation
- Environmental Quality
- Vehicle Traffic

Current performance was measured through a Gap Analysis of each Key Result Area (on a scale of 1-10 with 10 representing performance which is fully in line with the mission/vision):

- Public Services 7
- Development and Redevelopment 5
- Resource Management 7

- Intergovernmental Cooperation            4
- Environmental Quality                        6
- Vehicle Traffic                                5

### **Develop an Evaluation Process for In-house and Contractual Services**

- Develop quality standards for contractual services.
- Develop quality standards for in-house services.
- Evaluate impact of new equipment on operational efficiency.

### **Develop an Evaluation Program of Village Infrastructure and Facilities**

- Develop a Three-Year Plan with an annual review.

### **Develop Strategies and Programs Designed to Meet Public Expectations**

- Conduct an Annual Perception Survey and communicate the results.
- Deliver Council Agendas to the media on preceding Thursdays.
- Develop an inventory of projects open to volunteer assistance.
- Increase ordinance enforcement efforts (i.e. blight conditions and animal control).
- Increase police visibility by means of bicycle/foot patrols in downtown areas.
- Post “how to” information on the web site (i.e. gun registrations, house checks, etc.).
- Create a “Welcome Package” for new residents. Explain Village services and ordinances.

### **Develop a Structured Marketing Program to Attract New Investment to Vacant and/or Brownfield Sites**

- Assist the ACI with the maintenance of an “Available Properties” list.
- Distribute “Available Properties” lists to commercial real estate brokers and directly to potential businesses.

## **Strengthen the Village's Downtown Identity**

- Encourage the use of green space in new development projects.
- Explore the use of a Design Review Committee for the CBD.
- Encourage groups or businesses to sponsor planting pots for fall bulb planting.

## **Communicate Financial Information to the Community**

- Develop an annual financial report for the community. Compare data to communities of similar character. Install on the community website.

## **Develop and Implement Strategic Human Resource Management Techniques**

- Conduct annual employee evaluations
- Obtain customer service training for employees.
- Complete the Village of Spring Lake Employee Manual.

## **Encourage Open Lines of Communication with Surrounding Communities**

- Coordinate regular meetings or social gatherings of local governmental officials to discuss current issues or matters of common interest.

## Internal SWOT as a Service Organization (3/14/03)

### Strengths

### Weaknesses

Small town, individual, one-on-one service	<i>Lack of available funds</i>
<i>New and expanded facilities coming</i>	<i>Shortage of personnel</i>
<i>Village Council internal relations</i>	<i>One week of vacation creates issues for other staff</i>
<i>Village Council support of staff</i>	<i>Need time to file</i>
<i>Good working environment</i>	<i>Shortage of clerical help and administrative staff</i>
Experienced work force	<i>Not enough staff</i>
Dedicated employees	<i>Excessive number of "hats" to wear</i>
Good fit between mission and personnel beliefs	Part-time officer turnover is expensive
Good communication between departments	More training needed in _____
Personnel know individuals in the community	More cross training is needed in payroll, for example
Exceptional customer service provided	<i>Deferred maintenance everywhere you look</i>
High degree of management experience	Lack of funds to accomplish community goals
<i>Personnel and Council are development friendly</i>	

<i>Intergovernmental cooperation?</i>	Intergovernmental cooperation?
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## Opportunities

## Threats

Better services with Village Hall/Police renovations	Lack of funds creating deteriorating infrastructure....not able to even maintain existing facilities
Better efficiencies with renovations	Loss of existing revenues is creating future threat
More adequate space for staff	Doing business as usual in the face of lost revenue is a threat
Cost and resource savings possible (lights and idling vehicles)	<i>Retirements and loss of expertise/stability without a transition plan is a threat</i>
Retirements in Police and Public Works	<i>Increased workload with the same number of people is a threat</i>
<i>Intergovernmental cooperation; additional agreements</i>	<i>Inability to provide necessary services with lack of staff</i>
<i>Additional intergovernmental agreements</i>	<i>Contracting police services would be a threat to services</i>
<i>Fifth Monday meetings with neighbors</i>	Raising taxes or rates is a threat to residents
<i>Joint social functions with Township staff (potluck at Thanksgiving, Christmas, etc.)</i>	Little room for revenue increases without hurting residents
Software more efficient: Ability to work at home and less <input type="checkbox"/> duplicated data entry	Future water plant expansion is a threat to rates
More time to think outside the box	East end stagnation is a threat to the community
Increased cellular tower rental fees	Savidge Street traffic is a threat to community
Potential for more resident involvement, maybe via a Citizen Academy	<i>Fall elections can create instability</i>
To provide direction for development...Master plan revision, CBDDA Downtown plan, Zoning ordinance re-write	<i>Ferrysburg staff and Council turnover creates instability</i>
<i>Library and Village Hall as new downtown anchors</i>	
<i>Downtown area has opportunity</i>	

# **APPENDIX II.**

# History

What follows is a short history of major activity in the various funds since the early 1980's. This history has been carried forward annually.

## **General Operations**

### *Village Council*

The Village Council is the legislative branch of our local unit of government and as such, the policy-making body for our community. The members set the goals and objectives for the advancement of Spring Lake and provide direction to the Village Manager. Council members are elected for four-year terms and the Village President is elected for a two-year term as provided in the 1997 Village Charter.

The President is paid \$1,200 and each member of the Council receives \$900 per year, effective FY 05.

The budget also includes funds for attendance by Village Council members at professional meetings and conferences, publishing, dinner meetings and other miscellaneous items.

### *Village Manager's Office*

This budget accounts for the time the Village Manager, administrative assistants, Village Clerk/Treasurer and Community Services Director spend on general Village matters not directly charged to another department or fund. A portion of these employee wages is also allocated to the water and sewer departments, the major and local street funds and the equipment fund.

### *Elections*

The Village Clerk/Treasurer is responsible for voter registration and maintaining election records. Council member and Council President elections are scheduled this year.

### *Legal Fees*

The Village Council retains the firm of Scholten Fant. One individual serves as the primary Village Attorney and attends one Village Council meeting per month. This individual is responsible for coordinating legal work as it relates to specific areas of expertise such as personnel, liability, environmental matters, contracts, zoning, real estate and insurance.

### *Village Clerk/Treasurer*

The Village Clerk/Treasurer position was created with the ratification of the 1997 Village Charter. The Village Clerk/Treasurer assumed responsibility for functions previously assigned to the part-time Clerk and Treasurer, such as the collection of Village personal property tax and other revenues, as well as those of the full-time Finance Director. Personnel expenses, supplies and service fees for the Clerk/Treasurer functions are recorded in this department.

### ***Board of Review***

The Board of Review functions as an appeals board that resolves differences between the Spring Lake Township Assessor and property owners. Members of the Board of Review include three citizens appointed at-large by Spring

Lake Township. At least one member is from the Village. Each property owner has the right to an audience before the Board of Review.

#### *Village Hall and Grounds*

This budget is used for the maintenance and operation of the Village Hall. The Village of Spring Lake/City of Ferrysburg Police Department fund covers the operating and rental costs of the Police Department's use of space. The Exercise Room is not included in return for use of the Ferrysburg City Hall for a Sergeant's office.

#### *Barber School Community Building*

In 1986, the Spring Lake Heritage League rescued of the Barber School. A successful fund-raising campaign was initiated and Barrett Boat Works graciously donated the historic Barber School building. Construction began in late-1987 and was completed in about three years.

The Heritage League received a \$33,000 Neighborhood Builders Alliance Grant in 1989. These funds were utilized to complete the kitchen, purchase furnishings and landscape the grounds. Heritage League members and community volunteers and businesses worked diligently to reconstruct the Barber School. The Barber School is operated and maintained by the Village.

#### *Cable Communications Commission*

This budget provides for the continuation of the Cable Communications Commission pursuant to Village Ordinance #166. This ordinance maintained the five member-at-large commission that was created in 1979 to assist and advise in the establishment of a cable television system, resolve customer complaints and set equitable rates. In 1993, the Village began participating in the C-TEC/Mercom Consortium to monitor compliance with FCC regulations. An allocation of \$1,000 was budgeted for that purpose. In 1998, the Village worked with this consortium to regulate the purchase of Cable Michigan (formerly C-TEC) by Avalon Cable. In 1999, the Village participated with the consortium to regulate the transfer Cable Michigan to Charter Communications. In 2004, the Village participated in a joint cable franchise renegotiation spearheaded by a consortium affiliated with Varnum Riddering law firm.

#### *Fire Department*

The Spring Lake Township Fire Department provides fire protection and first-responder medical services for the Village residents. The Department is made up entirely of persons who serve the community as paid volunteer firefighters. The Village contracts with Spring Lake Township for fire protection services and some Village residents, business owners and employees serve on the department. A portion of this annual contractual obligation is set aside by the Township to be used for equipment and vehicle replacement. The contributed amount was increased to \$12,000 in FY 06 as per the long-standing agreement.

#### *Inspections and Zoning*

The Village Manager provides overall supervision and assists the Community Services Director in his responsibilities as liaison to the Zoning Board of Appeals and Planning Commission. A 15 year payback to the Village Hall construction fund is budgeted.

#### *Community Services Department*

The Community Services Department is responsible for maintaining buildings, parks, vehicles, equipment, streets, sidewalks, sanitary sewers, lift stations and the storm drainage and water distribution systems. The Department is also responsible for various other activities, including sidewalk snowplowing, sidewalk repair, new sidewalk construction, tree planting, and parks maintenance, in-line skate rink, Thursdays at the Point and shoreline erosion

control for Village property. Additionally, the Department provides direct citizen services such as brush pickup, leaf pickup and the spring/fall trash collection programs.

The cost of providing the aforementioned services is charged back to the activity or fund for which the department is working.

The Department collects brush for contract chipping later in the year. This arrangement allows the Village to avoid the capital cost of a new self-feeding chipper.

### ***Savidge Street Corridor Maintenance***

Construction of the Savidge Street Corridor Project was completed in June 1996. The Project is the most visible element of the Village's Tax Increment Financing Plan and includes irrigation systems, sidewalk repairs and light fixture replacements. Street sweeping is routinely contracted out.

### ***Street Lighting***

This budget activity includes the cost for all street lighting in the Village. Consumers Energy owns, operates and maintains all streetlights in the Village except for the historic lighting installed as part of the Savidge Street Corridor Project.

### ***Tanglefoot Park***

In the early 1980's, new landscaping, playground equipment and trailer pads were installed. In 1998-99, the Village completely resided the trailer park community building. The second phase of a power upgrade at the park occurred in FY 2003. The water and sewer systems were completely replaced and the docks repaired in FY 2003 as well. The Village Staff started calling this area Tanglefoot Park as an experiment in FY 03. This park was donated by the Hugo Thum family who made his fortune by inventing the first flypaper by the name of "Tanglefoot". It was enormously popular in the African Boor wars at the turn of the last century. This name change became formal and permanent in April, 2005.

### ***Recreation Department***

The Village contributes to the Spring Lake Area Recreation Department along with Spring Lake Township, Crockery Township and Spring Lake Public Schools. The Recreation Department coordinates various programs including the Spring Lake Beach Program, the swimming program and Central Park activities.

The Recreation Department provides good summer programming for Spring Lake youth, but falls short on adult and winter activities. It is hoped that continued improvements can be made in programming, special events, and public information regarding events and programs.

### ***Parks Maintenance***

Mill Point Park used to be a popular facility. Recent low water levels prevented any large boat launching until dredged in FY 04.

The Village discontinued the practice of contracting for mowing and trimming services for Village parks in the 1990's. In 2000, the Village's contractor was unable to provide the quality and timely service that was expected. Village staff terminated the mowing contract and hired an additional part-time Department of Public Services employee. Staff found the alternative to be cost effective and purchased the mower and hires another part-time employee.

The Village and Spring Lake Township share expenses associated with the maintenance of Central Park and Lakeside Beach on an equal basis. It is anticipated that this mutually beneficial arrangement will continue up to the amounts budgeted by Spring Lake Township.

### ***Park Development***

In 1993, the Village of Spring Lake Parks and Recreation Committee completed work on the Community Recreation Plan. The Plan ensures the Village's eligibility for future recreation grant opportunities from the Michigan Department of Natural Resources. The plan was also approved by the DNR on February 27, 1998.

The Village worked with Spring Lake Township and the Loutit Foundation to acquire property for the expansion of Lakeside Beach in FY 2003. The Loutit Foundation purchased the property adjacent to Lakeside Beach, located in Spring Lake Township, in 1999 for \$275,000 from the owner of the existing duplex. The Village received a Michigan Natural Resource Trust Fund Grant in the amount of \$122,500 for the acquisition of the property. The grant was matched by a \$100,000 contribution from the Loutit Foundation, a \$28,000 contribution from the Boer Family Donor Advisory Fund and \$14,124 from both Spring Lake Township and the Village. The Beach expansion was completed in FY 2003. Maintenance of existing facilities and completion of trails along with wayfinding signs are the current priorities.

### ***Community Promotion***

This budget includes miscellaneous expenditures that are of general interest and importance to the community. Two editions of the Village newsletter ("Crosswinds") and a contribution to the CBDDA for promotional activities are included.

The community promotion activity includes payment to the City of Grand Haven for the Harbor Transit System. Grand Haven administers the Harbor Transit Program for the Village of Spring Lake and the City of Ferrysburg. These communities, in turn, reimburse the City of Grand Haven for their local share of Harbor Transit expenses.

Funding is also provided for the celebration of the U.S. Coast Guard Festival.

### **Major Street Fund**

The Major Street Fund accounts for the use of state gas and weight tax funds that are earmarked for the repair, maintenance and construction of Village streets that are part of the state-designated major street system.

Currently, the majority of funds from the Michigan Transportation Fund are allocated by a formula that provides 39.1% to the Michigan Department of Transportation (MDOT) for state highways, 39.1% to county road commissions for county roads and 21.8% to cities and villages for local roads. Additionally, the MDOT receives 75% of federal aid provided to the state for roadways, with the remaining 25% being distributed to local units of government for federal aid eligible roadways.

The Village, like many other local governments, continues to struggle with inadequate funding to maintain its local roadway system. The Village historically augmented its Act 51 allocations through the use of additional millages for local road projects. Presently, the Village levies .2780 mills for debt service for the reconstruction of Buena Vista, Mark and James Streets and micro surfacing treatments on streets in the Evergreen Park subdivision.

Act 51 allocations, coupled with property tax revenues, do not allow the Village to reconstruct and seal coat or crack seal an equal amount of roadway surfaces to those which are experiencing pavement surface failures. More miles of roadways are failing than that which is being reconstructed or repaired on a year-to-year basis. Additionally, the use

of property taxes to finance roadway projects increasingly moves the community away from a user fee concept to a greater reliance upon the property tax.

Unless transportation funding is increased dramatically, the Village will need to consider dedicating additional general operating millage towards street construction. Anticipated grant funding from West Plan (Muskegon MPO) will allow the Village to repair “federal-aid roads”. Streets with local designations will need to be funded solely through the use of transportation and property tax revenues.

### **Local Street Fund**

The Local Street Fund provides for the maintenance of streets that have not been designated as major streets by the State of Michigan.

During 1989-90, a number of local streets were constructed during Phase II of the water system improvement program and during the projects completed on School and Exchange Streets. The implementation of the Community Infrastructure Plan is vital to maintain these streets as they are beginning to show signs of aging.

Although the Local Street Fund is not terribly active this fiscal year, the decrease in gas and weight tax revenues is having a detrimental effect upon the fund’s fiscal health. It is obvious that this fund cannot support the needs of the community’s local streets – even regular maintenance items -- without assistance from outside sources. The Public Improvement Fund is helping for FY 05. The resources available after TIF sunsets should be principally forwarded to the Local Streets fund.

### **Spring Lake/Ferrysburg Police Department** **Police Department**

On July 1, 1989, the former Spring Lake and Ferrysburg Police Departments merged to form the Spring Lake/Ferrysburg Police Department. This innovative arrangement is providing full service to both communities at less cost than if the same service was provided separately.

The amount reflected in general fund represents the Village's share of the cost under the Intergovernmental Police Services Agreement. In December of 1988, the Spring Lake Village Council invited both Spring Lake Township and the City of Ferrysburg to meet in joint sessions to discuss items of common interest. The Ferrysburg City Council responded favorably to this request. The first joint session of both councils took place on January 9, 1989. The two councils engaged in a goal setting exercise that proved to be very beneficial. The two councils found they had much in common and could agree on thirteen common community goals.

The product of the goal-setting exercise was the formation of two study groups, a municipal consolidation task force and a police consolidation task force. Members were appointed to both task forces and both were charged with the responsibility of evaluating the potential for consolidation of services in their respective task areas.

Membership of the police consolidation task force included the city managers of both communities, a council representative from each community, the police chiefs of each community and a citizen appointed at-large. The citizen-at-large was selected from the City of Ferrysburg and served the task force very well as its chairman.

The task force began by developing joint policing goals. Armed with these goals, they evaluated service delivery mechanisms. An operating authority structure was considered as well as a less formal sharing of police services and a joint contract. After considerable discussion, the task force settled upon the joint contract method.

The agreement could not have succeeded if not for the open and positive attitude of elective and administrative officials of both communities. Both realized the need to adapt service delivery mechanisms in a rapidly changing environment. The result is an excellent 24-hour program of coverage at less cost to both communities.

Under the agreement prepared by the task force, the City of Ferrysburg contracts with the Village to provide police service in the joint service district, which includes the corporate boundaries of the City of Ferrysburg and the Village of Spring Lake. The former Ferrysburg officers became employees of the Village of Spring Lake. The Village Manager of the Village of Spring Lake is responsible for directing the activities of the Police Chief. The Village Manager and the Police Chief report periodically to a joint police commission, which is an advisory body, established to help set policy for the department and assist in budget formulation.

The joint police commission consists of one member from each municipal council, the City Manager from the City of Ferrysburg and the Village Manager from the Village of Spring Lake. An even number of participants was selected in order to guarantee that consensus would be reached in decision-making. The joint police department initiated operations on July 1, 1989, less than six months after the joint police task force began their work.

The budget for the joint police department is financed by an allocation of shares of the budgetary expense on a percentage basis. The initial allocation of expense was determined based upon existing service levels and existing budgetary levels. This percentage was locked in for the first two years of the contract and again for the first two years following the 1998 amendment to the agreement. This year, the Police Commission recommended a change in the funding percentages based on workloads and other service factors.

In spite of major responsibilities and commitments, there has been much concern and effort to keep the costs at a minimum, while providing every citizen with excellent police service. The Department continues to achieve the purpose of their motto, "Serving Together," and continues to do so efficiently and cost effectively.

The FY 2003 budget created a new position within the Department. Detective Roger DeYoung was assigned to the new position of "**Detective/Sergeant**".

In FY 04, Roger DeYoung was selected after a statewide search as the next Police Chief when Bill Kaufman retired. A strategic plan process with Ferrysburg was conducted with the following main conclusions: a ten year agreement with Ferrysburg was desirable, nine officers was agreed as the authorized strength with triggers to increase strength if population, call volume, etc warranted, the 32 hours of one officer coverage was reduced to 30; the School Liaison activities were added to the Detective's duties and made into a three-year rotating position; and the Chief works the road as necessary to stay fresh and reduce overtime costs.

### **Permanent Public Improvement**

This fund was recreated for the FY 1999 Budget to begin to allocate specific funds for capital improvement projects. Fund operations will be financed by a dedicated millage.

In addition to Village property tax revenue, the Village once received a reimbursement from the Township for the portion of the Spring Lake Township Bike path Millage levied in the Village itself. This reimbursement was earmarked for sidewalk construction projects as a matter of Council policy. Funding from the Spring Lake Township Bike path Millage ended in December 2000. As a result, the Council postponed the construction of additional sidewalk segments within the Village until Spring Lake Township officials determine if the Bike path Millage will be renewed

### **Historic Commission Fund**

On October 2, 1995, the Village Council established the Village of Spring Lake Historic Conservation District Commission by Ordinance in an attempt to safeguard the Village's heritage by preserving landmarks and sites, improving property values, foster civic beauty, strengthen the local economy, identify historic resources, provide advice and/or management of public historical properties and unify historic preservation efforts.

### **Building Department**

Licensed inspectors will provide all building, electrical, plumbing and mechanical inspections on a contractual basis for the Village of Spring Lake.

The Building Department will generate permit fees necessary to cover the cost of contractual inspections as well as any administrative costs that the Village will incur as a result of the inspection programs. A current subsidy exists due to payments to the Village Hall Construction fund. Fees are increased in FY 04 to cover this amount due to the General Fund over time.

### **Spring Lake Central Business District Development Authority**

Since its inception in 1978, the Spring Lake CBDDA has accounted independently for revenues and expenditures required for its operations. In 1988, the CBDDA requested that the Village account for their funds on the same basis as is practiced for the Spring Lake Tax Increment Finance Authority (TIFA).

The function of the CBDDA is to plan for the future of the Village's commercial areas. In the Village of Spring Lake Central Business District Master Development Plan, the Authority envisioned the future of the downtown-shopping district. This work has formed the basis of improvements now being undertaken through the Tax Increment Finance Authority. The plan has also guided private investment in the Village and served as the foundation for the Waterfront Redevelopment Plan.

A millage is permitted under state law, but the CBDDA chooses not to levy a millage and has not done so in its 24-year existence.

A revised Downtown Master Plan is nearing completion that will address design review criteria, parking, building height and other key land use details that will affect how the district grows and involves Exchange Street.

### **Spring Lake Tax Increment Finance Authority**

The Village Council created the Spring Lake Tax Increment Finance Authority (TIFA) in December 1983. The TIFA was charged with the mission of constructing public improvements required to attract private investment and promote retail commercial and industrial business activity in the Village of Spring Lake Central Business District development area. This mission would accomplish the goal of creating new jobs and additions to the tax base of the community that would not otherwise be possible.

These goals are to be attained by implementing an approved tax increment financing and development plan. The development plan is based on the Village of Spring Lake Central Business District Master Development Plan, which was developed in 1981.

The Spring Lake Central Business District Development Authority, as appointed by the Village Council, administers TIFA. The CBDDA has requested that the Village of Spring Lake manage development projects for

them through the Spring Lake Tax Increment Financing Authority Fund established in this budget. This process guarantees proper management of the TIFA's resources and good project administration.

The TIFA fund budget is approved by the CBDDA and is presented to the Village Council for their consideration and adoption. All transactions involving the TIFA follow the same process.

The TIFA was initially given a 12-year time period to accomplish its mission. The Downtown Development Authority District was expanded in 1992 and the plan was restated in 1993 and amended in 1997

The Tax Increment Financing Authority District will go into hibernation on December 31, 2005. Although the Village will not have a designated source of revenue for infrastructure improvements associated with economic redevelopment efforts after that date, the Village will have the flexibility to utilize Village dollars captured by the TIFA for other infrastructure projects beginning in Fiscal Year 2007. The impact of this influx of revenue will be great. For example, when the TIFA District hibernates on December 31, 2001, the Village will receive an additional \$161,265.

***TIFA Progress to Date:***

Design was completed for the reconstruction and refurbishment of the Casemier, Spencer and North Jackson Street parking lots in 1986. Design work was also completed in 1987 for Project 86-1, which provided a portion of the required west end water and sewer improvements and Project 87-1, which constructed the required central Village water main.

The reconstruction of the Casemier, Spencer and North Jackson parking lots was completed in July of 1987. Work on project 86-1 began in the spring of 1987 and resulted in construction of a new sewer lift station, sewer main and water main in the West Savidge area. Project 87-1, central Village water, was placed under contract and was constructed in 1988.

In 1988, the TIFA completed Project 87-1, installed a new bus shelter in the Spencer parking lot and completed preliminary plans for additional West Savidge water and sewer work. The financial package for the CBD access roadway was also developed.

The year 1989 saw completion of the west end water, sewer and roadway improvements on M-104, School Street and Exchange Street. Construction plans were developed for the railroad right-of-way linear park.

1990 saw the initiation of construction of the railroad right-of-way linear park. The park was named Lakeside Trail and was dedicated in June of 1991. Additional improvements were made in 1992.

In the 1993-94 fiscal year funds were allocated for parking lot improvements, installation of an 8" main in South Jackson Street, from M-104 to Exchange Street, and initiation of planning for the Savidge Street Corridor Project. Planning for this project continued in 1995. Implementation of the Corridor Project began in the fall of 1995 and was completed in June 1996.

During the 1999 fiscal year, the West End Community Boardwalk was constructed on the Old Boys Brewhouse/Spring Lake Condominium site. The concept began taking shape in 1995 when the Village and developers began negotiating the conditions of a Planned Unit Development Agreement involving the brewpub and condominiums. A grant in the amount of \$5,000 was received to offset the boardwalk design costs from the Coastal Zone Management Grant Program. Additional funding came from the Michigan Natural Resource Trust Fund

Program in the amount of \$64,360 to offset construction and engineering costs. Total Project costs were \$309,000. Construction began in November 1999 and was completed in May 2000.

In FY 2003, the TIF plan funded a connection from the West End Community Boardwalk through the Holiday Inn parking lot and to the Tri-Cities Connector Path. It also funded resurfacing and sub-surface work on School Street and due diligence on the West End Redevelopment project.

The TIFA derives its revenue from property taxes levied on the incremental growth of property valuations within the development area. The base years for valuations were established as 1983 and 1992 for the expanded district. Increases in SEV over the values present in these years are called increments. The largest increments are generated by new private investment such as Huntington Bank, Mill Point Condominiums, Bank One, Arby's, Village Cove Project, Shell Super Station, Barrett's Marina expansion, Wesco, Harbor Village Professional Center, the Old Boys Brewhouse/Spring Lake Condominium PUD Project, Pier 33 and the Harborfront Hospital for Animals. The revenue generated in this way is applied to projects within the development district according to the approved development plan. The Tax Increment Finance Authority does not levy an additional property tax. Rather, tax revenues generated by incremental increases in value are received by the TIFA based on the millage rate of all taxing jurisdictions. All taxing jurisdictions continue to tax the base valuation established in 1983 and 1992, and will benefit from the increased valuation generated by the TIFA when the TIFA is dissolved.

**Water Debt Retirement**  
**1986 Water Supply Bond**

On February 17, 1986, Village residents approved entering into a bond contract with the Ottawa County Road Commission for \$850,000 in water system improvements. The road commission sold bonds for the project in August 1986. The Village was responsible for repaying the debt over a 15-year period, which began in May 1987. In all, ten water main projects were included in the program and a new emergency generator was purchased. This debt was repaid on a 50% cost-share basis with the Water Fund. The issue was retired during FY2000.

**Transmission Main #2**

Repayment of the Village's share of the \$5.1 million North Ottawa Transmission Main Project continues this fiscal year. This project included construction of a 24" water main from the water plan in Grand Haven to Fruitport Road in Spring Lake, a one million gallon storage tank, a metering station and system loops. The Village's share of this project is 26.08% of the total cost. The Village must also make supplemental payments on that portion of the Nows #1 water main project not included in the Nows #2 debt schedule. The Millage was used to make up the difference until FY 2003. A Debt Service Charge was initiated in FY 2004.

**Street Debt 2000**

Bond payments for the reconstruction of Mark and James Streets and Buena Vista and micro surfacing in the Evergreen Park Subdivision, were completed during the 2000 fiscal year. A millage rate of .2780 is used to generate \$22,665 to assist with the payments of \$36,855. Contributions from the Major Street, Water and Sewer Funds will be used to pay the difference between revenues and expenditures.

**DDA Debt Fund**

The Village issued \$1.28 million in DDA bonds in October 1994. The bonds were sold to finance the Savidge Corridor Project. These funds will provide the local grant match for the \$1.8 million project. The DDA Debt Fund was created in 1994 to account for the repayment of this debt.

The debt is to be repaid through the Village of Spring Lake Tax Increment Finance and Development Plan (TIF). The TIF plan was adopted in 1984 and was amended in 1986, 1993 and 1997. The Savidge Corridor Project and 1994 DDA bond issue achieved a "pipeline project" classification under legislation adopted to clarify the status of DDAs and TIF plans in the wake of the Proposal A property tax reform.

The bond issue was structured to fit the TIF revenue stream between the present time of the bond issue and the year 2004. Debt obligations will be low initially and then will ramp up rapidly this year as other TIF debt is retired.

### **Sewage Treatment**

In 1973, the Grand Haven/Spring Lake Sewer Authority began operating a new wastewater treatment facility under contract with the City of Grand Haven to provide wastewater treatment services for the Village of Spring Lake and the City of Grand Haven. Since then, the Village has paid a proportional share of the expense for operating this plant.

The Village has also paid a share of the original general obligation bond that was issued to raise funds for the construction of the wastewater treatment plant facility. This bond issue has been retired.

The largest single cost component of the sewer department's operating budget consists of contractual payments to the Grand Haven/Spring Lake Sewer Authority and Spring Lake Township (lift station capacity) to offset operating expenses for the wastewater treatment plant. The remaining elements of the total operating budget are used to operate and maintain local sewers.

The Sewer Department had been operated in a deficit condition for several years prior to the 1982-83 fiscal year. The basic reason was that the Village's rate structure could not generate enough revenue to pay operating expenses. The fund had borrowed a total of \$30,000 from the water department and water debt retirement funds. The 1981-82 retained earnings deficit was \$60,072 and the fund balance deficit was \$32,572.

The 1982-83 budget increased sewer rates charged Village customers by approximately twenty-one percent. This rate increase was absolutely necessary if an even worse deficit condition was to be avoided. The sewer department deficit position was improved tremendously during the 1982-83 fiscal year by the settlement of the access rights agreement that admitted Ferrysburg and Spring Lake Township to the Grand Haven/Spring Lake Sewer Authority for the first time. In order to join the authority, each unit was required to purchase a portion of the capacity of the wastewater treatment plant from the City of Grand Haven and the Village of Spring Lake. The Village's share of this settlement was a onetime payment of \$122,959. The revenue from this settlement was used to erase the sewer department's debt owed to the water debt retirement and water department funds (\$30,000) and to establish a sewer capital improvement fund (\$92,959). However, a fund balance deficit of \$26,584 remained at the end of the 1982-83 fiscal year.

The 1982-83 rate increase would not have reduced this deficit condition without the infusion of substantial monies received in the access rights agreement. The rates adopted in the 1982-83 fiscal year would also have been unable to meet expected 1983-84 expenditures unless another loan or contribution was secured from the sewer capital improvement fund.

A rate increase was needed to enable the Village to supplement the sewer capital improvement fund and begin needed system improvements. It was also required to stabilize rates for the foreseeable future, barring any substantial increase in operating or capital expenditures.

As a result, the Village Manager recommended that the Village Council increase the sewer commodity charge from \$1.09 per thousand gallons to \$1.25 per thousand gallons. The Village Council adopted the new rate on March 21, 1983.

The overall impact of this required rate increase was positive for several years. The financial position of the sewer operating fund has improved dramatically and it recorded a positive fund balance at the close of the 1983-84 fiscal year for the first time in several years in order to fund operating expenses, capital needs and depreciation.

Equally important is the fact that the rate increase enabled the Village to begin developing and implementing a much-needed program of routine preventative maintenance. It also made possible the purchase of modern equipment required to perform effective emergency and routine maintenance procedures.

The first rate increase in seven years was recommended and implemented in 1990 to maintain the fiscal health of the sewer fund. Readiness-to-serve charges were increased by \$1 per month for all meter sizes, and the commodity rate was increased from \$1.25 per one thousand gallons to \$1.30 per one thousand gallons. The last several budget messages cautioned that a rate increase would be necessary in the future. Rate restraint may have been extended to residents too long, but there was significant concern regarding the need to stabilize water finances before addressing sewer rates.

The 1994-95 budget was based upon a commodity rate increase of 25% and a readiness to serve increase of 50%. It was recommended that commodity rates be increased from \$1.43 per 1,000 gallons to \$1.80 per 1,000 gallons. Both recommendations were accepted and the increases were effective in the May, 1994 quarter. The financial reasons for this were clear. Prior to the rate increase, Sewer Operating Revenues had fallen short of estimates by a range of \$19,200 to \$70,000 over the last three fiscal years. Those losses were incurred even though capital improvement expenditures were minimal and depreciation expenses were not adequately funded.

The Sewer Fund began to respond during the 1994-95 fiscal year. The fund's cash position began to improve and it ended the operation year with a positive change in fund balance for the first time in several years.

In order to expedite the fund's recovery, the 1995-96 budget increased sewer commodity rates by 8.8%. Commodity charges were increase from \$1.90 per 1,000 gallons to \$1.95 per 1,000 gallons.

### **Water Treatment and Distribution**

The Village Water Department is a separate enterprise of the Village. Spring Lake purchases water from the Northwest Ottawa Water System (NOWS) for distribution to its 1,100 customers.

The use of NOWS water replaced a system that had been very efficient and cost-effective since its inception in the early 1900s. This change took place in April 1992 at the end of a long process that began as the result of the discovery of TCE and PCE in the Village's groundwater water aquifer in 1987. The Village has discarded a groundwater-based supply system in favor of connecting to the Lake Michigan-based Northwest Ottawa Water System (NOWS). This conversion was costly and had significant water rate and millage levy implications. The Village, however, has been able to provide high-quality water to its residents through this conversion.

### ***System Improvements:***

Over the past several years, a growing capital improvement program has been conducted that has worked to upgrade the water distribution system. In 1983-84, funds were budgeted for the renovation of the well and pump at Well #1. Engineering was completed for the following system improvements: railroad right-of-way transmission main; Lake

Avenue, River to Leonard; and South Street, Prospect to Hammond. Engineering was also completed for a replacement water main in North Jackson Street, Liberty to Barber.

In 1984-85, the North Jackson Street water main was completed in conjunction with reconstruction of the roadway. Each of the three well house buildings was thoroughly reconditioned.

The 1985-86 capital improvement program took another major step forward with completion of a replacement water main in Savidge Street, Lake Avenue to Fruitport Road and in Rotary Drive, from Savidge Street north. This work was completed in conjunction with the reconstruction of M-104 by the Michigan Department of Transportation.

By completing the M-104 project in 1985 using the rate-generated water fund cash reserves; the Village was able to reduce the remaining amount of the water system improvement program that required funding. The 1985-86 budget also included the water fund's share of microcomputer equipment and software.

The 1986-87 capital improvement program included the following projects: evaluation of Well #2; Flush and inspect water tower; purchase of additional microcomputer system equipment; the Water System Improvement Program; and reserve for M-104, Lake Avenue to Fruitport Road. The ambitious water system improvement program was made possible through voter support for the bond proposition at the February 17, 1986 election. The bond issue was approved by a 65 percent majority, which indicated Village residents understanding of the problems facing the water system.

The 1987-88 Capital Program included allocations for flushing and inspecting the water tower, the rehabilitation of Well #2, the purchase of additional computer peripherals and software, the performance of a reliability study, and reserve for M-104, Lake Avenue to Fruitport Road.

Work proceeded on the Water System Improvement Program during the 1987 construction season and continued in 1988. Proceeds from the bonds sold by the Ottawa County Road Commission on behalf of the Village financed the \$850,000 project. Spring Lake will be responsible for repaying the debt through a combination of water fund revenues and a voter-approved millage that should continue to average less than 1.5 mills over the 15-year life of the program.

The 1988-89 budget included a much-reduced capital program. This was due to considerable uncertainty about the future Village water supply and the cost of assuring that an adequate source is available. No construction of further water improvements proceeded, except those already included in the Water System Improvement Program and Tax Increment Finance Plan. The capital budget included \$4,500 for participation in the purchase of a new financial computer and VCR equipment and \$30,000 for installation of cutoff (purge) wells to protect the Central Park well field.

The Village's consulting engineers recommended connection to the North Ottawa Water System and the Village Council and staff concurred with this recommendation. On February 6, 1989, the Village Council directed the Village Manager and engineer to take the necessary steps to effect the connection of the Nows and to implement the water distribution system improvements required to utilize the higher-pressure Nows system.

The cost of the conversion to Nows totaled over \$4.0 million. The required facilities have now been constructed and are on line. The connection was completed on April 27, 1992.

The 1991-92 year saw completion of a loop on Fleser Court, in cooperation with Spring Lake Schools, and a loop in the West Savidge area was under contract at the end of the fiscal year.

Work was completed on the West Savidge loop in 1992. The 1992-93 fiscal year also saw completion of the Hammond/Prospect water main loop on school property. Initial planning also began for the DPS yard renovation. The water tank was removed in anticipation of this project.

In 1993, the DPS yard renovation was substantially completed. A water main replacement was completed in South Jackson Street between M-104 and Exchange Street.

In 1994, the Village's three wells were decommissioned and the two Central Park well houses were rehabilitated and converted into storage buildings.

In 2000, 4" water mains were replaced with 8" mains on Mark and James Streets and Buena Vista. Additionally, a stub was installed at the south end of Mark Street in order to loop the system to the main located near the Spring Lake Middle/Intermediate School in the future.

***Rates Impacted by System Conversion:***

There have been serious rate impacts. The first has been the expense of dealing with the presence of volatile organic compounds in our groundwater supply. The Village undertook extreme measures to guarantee a water supply that was free of volatile organic compounds or, at the very least, meet maximum contaminant levels set by the EPA. These measures carried significant expenses that initially decimated the water fund balance until the lawsuit with the Anderson-Bolling Company was settled and \$225,000 was returned to the fund. Those expenses are now behind us.

The Village connected to the NOWS in April of 1992. The cost of purchasing water from this water supply will exceed the cost of producing water from groundwater supply. Debt costs will be included in these rate costs. Additionally, the water fund is responsible for repayment of one-half the debt of the water system improvement program. This burden must be absorbed in addition to providing for any future improvements required in the water distribution system.

The 1988-89 budget included an increase in water commodity rates from \$.75 per 1,000 gallons to \$1.00 per 1,000 gallons effective February 1988.

A rate increase was required again in 1989 to pay for continuing expenses related to the Village's ongoing efforts to resolve the water supply issue. The 1989-90 water rate was set at \$1.10 per 1,000 gallons, effective with the February 1989, billing quarter.

Significant rate and readiness-to-serve increases were approved in 1990 as follows: 1) The water commodity rate was increased from \$1.10 per 1,000 gallons to \$1.70 per 1,000 gallons; 2) Readiness-to-serve charges were doubled. These were very strong measures. Unfortunately, they were required in order to provide a long-term, safe and assured source of water.

***NOWS Obligations are Fully Charged:***

The 1992-93 year is when the Village's obligations were fully realized. In anticipation of this, the water fund was stripped of all costs associated with the old well-based system. Personnel time charged to this fund has been reduced from pre-NOWS levels and other costs have decreased.

Catch-up payments totaling \$638,000 were made as part of the agreement to join NOWS. \$200,000 was paid toward the access charges in 1992. The Village connected to the NOWS on April 27, 1992, without incident and began purchasing water from NOWS at that time.

The Village's water meters had been the source of concern among staff and Village Council for some time. The meters used by the Village were antiquated and required a labor-intensive process to complete meter reading. In 1996, the Village Manager recommended that the meters be replaced with new "touch-read" meters. The resulting Meter Replacement Project was completed during the 1998-99 fiscal year.

The installation of these meters has had two significant impacts. First, the amount of time dedicated to meter reading each quarter has been greatly reduced. This has reduced the amount of time required to read meters and freed-up up time for other Department of Public Services functions. Secondly, the Village had not been able to accurately monitor the amount of water NOWS billed to the community. The installation of the new meters, combined with the adjustment of our billing quarters, has permitted the Village to compare the amount of water being billed by NOWS to the amount being billed by the Village to its customers. The Village was able to secure a payment from Spring Lake Township in the amount of \$39,149 as a reimbursement due to inaccurate billings in addition to reducing the Northbank water allocation percentage from 20.83% to 16.03%. This has assisted in rebuilding the Water Fund's cash balance and reduced the cost of water to the Village. However, staff has noted an 18% difference between the amounts of water the Village bills its customers compared to the amount NOWS bills the Village in each of the last three fiscal years. Staff is currently working with the Ottawa County Road Commission Utility Services Director to determine why this difference in the billing amounts continues to exist.

#### ***NOWS Intake and Treatment Plant Expansion Projects and the Financial Impact upon the Village***

Members of the Northwest Ottawa Water System (NOWS) began discussing in earnest the need to proceed with an expansion of the Water Intakes (located in Lake Michigan) and the Water Treatment Plant in 1997. The initial discussions touched off a debate about how the communities would pay for the proposed projects. Although the 1993 NOWS Contract was used to guide the decision-making, there was a difference of opinion as to what the language in the contract actually said. The City of Grand Haven believed that that the contract provided for the expansion of the water intakes and treatment plant on a capacity basis. This funding methodology would require that the "growth" communities pay for the additional water capacity they require. Grand Haven Township, however, believed that the contract provided for a utility based financing mechanism that requires all member communities to contribute to expansion projects based upon a uniformly applied debt charge on the wholesale rate for water. The Village agreed with the methodology advanced by the City of Grand Haven as the most equitable means of sharing costs, but believed that Grand Haven Township's interpretation of the 1993 NOWS Contract was correct.

In 1998, Grand Haven Township filed a lawsuit against the NOWS' member communities in order to obtain a declaratory judgment on the meaning of the 1993 NOWS Contract. On February 2, 2000, Ottawa County Circuit Judge Bosman issued a final judgment and order in favor of the City of Grand Haven. Grand Haven Township unsuccessfully appealed the Circuit Court's decision in April 2000.

The communities' representatives on the NOWS Administrative Committee have implemented the intake and plant expansion projects. The Committee members developed a consensus as to how financing on a capacity basis should be structured and who should pay for what portions of the project.

***Commodity Rates to Remain Level:***

The 1998-99 fiscal year increased the water rates by \$.10 per 1,000 gallons to bring the rate charge for water to \$1.90 per 1,000 gallons; water commodity rates had not increased since 1990. The rates were increased to finance a portion of existing debt obligations.

Although there remain challenges to overcome in the water department, such as continuing to reduce the gap between the volumes of water the Village bills its customers compared to the volume of water NOWS bills the Village and replacing old water mains, there is good news. Revenue projections for FY 2002 show that the Village will realize an operating surplus for the second time in several years. This upswing in revenue, which is due in part to the accuracy of the new meters, combined with the retirement of existing debt and the structure of new debt is allowing the Village to maintain commodity charges at their current rates. Maintaining rates at their current levels will permit the Village to meet its obligations to NOWS and improve the Water Fund's cash balance for the next four to five years. However, the Village needs to consider another rate increase to keep pace with maintenance and replacement costs. It is recommended that the Village implement a rate analysis and determine the rate necessary to make necessary improvements to the water distribution system.

**Central Equipment Fund**

Established in the 1986-87 budget to provide for the maintenance of the Village's fleet and the purchase of new equipment. The establishment of the fund was necessitated by the elimination of the Federal Revenue Sharing Program.

Until March 1986, all equipment maintenance expenditures had been accounted for in the General Fund. Certain funds would pay rentals to the General Fund and these revenues amounted to approximately \$30,000 each year. Other funds did not pay rentals. Under the current arrangement, all funds and departments pay rentals or fees to the Central Equipment Fund. Depreciation charges will also be fully assessed against client funds this fiscal year. While this will reveal itself in higher rental charges to the client funds, this action will help improve the cash position of the fund and will help guarantee that funds are available for major purchases.

The new financial software package, combined with a computer network planned for this year, will allow all financial transactions within the Village to be integrated and handled electronically as opposed to spending valuable staff time preparing paper calculations and reports.

In the future, the Central Equipment Fund will be closed in accordance with GASB 34. Complying with this accounting standard will return the Village to the practice of recording assets in the General Fund.

**Police Equipment Fund**

This fund is provided to routinely accomplish police equipment maintenance needs and is jointly funded with Ferrysburg according to the Intergovernmental Agreement formula.

**Conclusion**

*My appreciation goes to former Managers DeLong, Koryzno and Lukasik for keeping this History of fund operations up. I continue to provide it as a key source of continuity and illumination as we chart a new fiscal year future together.*

*Ryan Cotton  
Village Manager*