THE CITY OF
CHARLOTTE
MICHIGAN

PROPOSED AGENDA
REGULAR MEETING OF THE CHARLOTTE CITY COUNCIL
111 E. Lawrence Ave, Charlotte, MI 48813 (517) 543-2750
7:00 P.M. Tuesday, January 17, 2023

Interested persons can participate in-person or via Zoom
Connect to Zoom from your computer, tablet, or smartphone
Website: https://us02web.zoom.us/j/83240969402
One tap mobile: +16465588656,,83240969402#
Telephone: (312) 626-6799 Webinar ID: 832 4096 9402

1. **Call to Order**

2. **Roll Call**

3. **Invocation – Tom Surdenik, New faith Church of the Nazarene**

4. **Pledge of Allegiance**

5. **Approval of Minutes**
   a. January 03, 2023 Regular Council Meeting
   b. January 12, 2023 Council Workshop Meeting

6. **Absence of Council Members**

7. **Public Comment** - Limit presentation to five (5) minutes

8. **Approval of Agenda**

9. **Special Presentation**
   a. Fire Department Vehicle Replacement Schedule

10. **Consent Agenda**
    a. Approval of Claims and Expenditures totaling $368,396.46
    b. Approval of Fairgrounds Events for 2023
    c. Approval of interlocal agreement for FEMA Assistance to Firefighters Grant, Regional SCBA Application
    d. Receive and file elected official's salary determination by Local Officers Compensation Commission

11. Business Agenda

a. Consider award of bid to conduct grit chamber maintenance work
b. Consider approval of well pump repairs by Peerless Midwest, Inc
c. Authorize City Manager to sign Letter of Intent for proposed land sale at Combs Industrial Park
d. Conduct first reading of Ordinance 2023-01 to amend Section 66-31 of Chapter 66 - Traffic and Vehicles – Article II Michigan Vehicle Code
e. Discussion on 2023 Council priorities

12. Communications and Committee Reports

a. City Attorney Report
b. City Manager Report
c. Councilmember Committee Reports
d. 2022 Planning Commission Annual Report
e. 2022 Fire Department Annual Report
f. December 2022 Police Department Report

13. Public Comment

14. Mayor and Council Comments

15. Recess to Closed Session

a. Pursuant to 15.268 Sec. 8. (1) (a) to consider a periodic personnel evaluation of the City Manager.

16. Reconvene Open Session

17. Adjourn

~Mary LaRocque, City Clerk

ADDRESSING THE CITY COUNCIL

Comments shall be made only during times set aside for that purpose.
Each citizen may speak for up to 5 minutes during each public hearing and comments period.
Comments made during public hearings shall be relevant to the subject of the public hearing.
Comments shall be made from the podium unless otherwise directed by the Mayor.
Comments shall be directed to the Mayor and Council members.
Speakers shall begin by stating their name and indicate if they are a resident or non-resident of the City.
Speakers shall refrain from using vulgarity, hate speech or "fighting words."

CITY OF CHARLOTTE COUNCIL PROCEEDINGS
111 E. Lawrence Ave., Charlotte, MI 48813 (517) 543-2750
Regular Council Meeting
January 03, 2023

CALL TO ORDER:

By Mayor Armitage on Tuesday January 03, 2023, 7:00 p.m.

ROLL CALL:

Mayor Armitage, Mayor Pro-Tem Weissenborn, Council members, Van Langevelde, Chin, Duweck, Rodriguez and Dyer. A quorum was met. Also in attendance were City Manager LaPere, City Clerk LaRocque and City Attorney Gillies.

In the audience; Community Development Director Myrkle

INVOCATION:

Randy Royston – New Hope Community Church

PLEDGE OF ALLEGIANCE:

Led by Mayor Armitage

APPROVAL OF MINUTES:

a. December 19, 2022 Regular Council Meeting Minutes

Chin asked for a correction to change the name of the street from Harrison to W. Henry in the Council Comments section.

Motion by Weissenborn supported by Van Langevelde to approve the meeting minutes with the correction. Carried; Yea 7; Nay 0; Absent 0

EXCUSE ABSENT MEMBERS:

All present

PUBLIC HEARING:

a. Butternut Creek PILOT Proposal

Hearing opened and closed at 7:04 p.m. after no comments were received

PUBLIC COMMENT:

No comment

APPROVAL OF AGENDA:

Request by Dyer to add business items C Meeting date discussion and D City Manager evaluation discussion.

Motion by Dyer supported by Duweck to approve the agenda with additions c and d. Carried. Yea 7; Nay 0; Absent 0

CONSENT AGENDA:

a. Approval of Claims and Expenditures totaling $252,843.92

Motion by Chin supported by Van Langevelde to approve the consent agenda. Carried by roll call vote. Yea 7; Nay 0; Absent 0

BUSINESS AGENDA:

a. Second reading and consider approval of Ordinance 2022-09 Butternut Creek

Duweck objected to granting the PILOT at 8% and asked for a motion to change the PILOT to 10%.

Motion by Duweck supported by Chin to amend the PILOT from 8% to 10%. Carried by roll call vote Yea 6; Nay 1 (Armitage); Absent 0

Motion by Dyer supported by Duweck to approve the (newly amended) PILOT for Butternut Creek. Carried by roll call vote Yea 7; Nay 0; Absent 0

b. Consider rescheduling January 11, 2023 workshop meeting

Motion by Chin supported by Van Langevelde to move the Wed. January 11 workshop meeting one day to Thursday. January 12, 2023. Carried Yea 7; Nay 0; Absent 0

c. Meeting dates discussion

Discussion on whether meeting agenda and packet materials can be provided to council before Friday preceding the council meeting. LaPere cautioned that the city charter provides for additions to the agenda up until noon on Friday preceding the council meetings and the likelihood changes will be made to an early agenda and changing a Friday due date would cause a disruption to the workflow of staff as many processes are built around that deadline.

d. City Manager evaluation discussion

Armitage created the current evaluation utilizing Google Forms, copying questions from an evaluation found in city records by Clerk LaRocque. He emailed the evaluation to Council members with a due date of January 10. Armitage will compile the information and schedule the evaluation for the January 17th regular Council meeting. LaPere may ask for a closed session during her evaluation. Dyer mentioned the evaluation must be very dated because as long as he has been on Council, no evaluation was given to the previous City Manager. Council discussed developing a more relevant evaluation in a future workshop.

COMMUNICATIONS AND COMMITTEE REPORTS:

a. City Attorney report was received

No additional comments by Gillies.

b. City Manager report was received

No additional comments by LaPere

c. Council member Committee Reports

Parks Advisory– Mtg. held tonight to discuss the tennis courts and ice rink. Van Langevelde will obtain updates to share at the next meeting.

PUBLIC COMMENT:

No comments

MAYOR AND COUNCIL COMMENTS:

Chin – Thank you to CFD for Christmas Kiddies and requested LaPere to look into providing department activity reports

Duweck – Would like more information sooner (in relation to Friday agenda)

Dyer – This Council has been the best he has been on in regards to "agreeably disagreeing" and thanked fellow members.

Weissenborn – Thanked fellow Council members for comments shared about PILOT and the discussions that ensued helped her to finalize her decision. Happy New Year to everyone!

Rodriguez – Feels Charlotte is the best place he has lived compared to other cities he has lived in. He would like better training and information regarding the larger agenda topics brought to Council meetings. He would like to see audio equipment upgrades to broadcast online City Council meetings.

Van Langevelde – Hoped everyone had a happy holiday. She thanked DPW for their work in the snowstorm and Police and

Fire for their holiday programs. She felt the Council made the right decision regarding the PILOT action.

Armitage – Appreciates the dialogue and discussions held by Council. He likes that agenda items are thought through and not just "rubber stamped". He thanked DPW, Police and Fire for their hard work through the holidays and the holiday programs offered.

ADJOURN:

Motion by Dyer supported by Weissenborn to adjourn the meeting at 9:01 p.m. Carried; Yea 7; Nay 0; Absent 0

_____
Mayor Michael Armitage

_____
Mary LaRocque, City Clerk

CITY OF CHARLOTTE COUNCIL PROCEEDINGS
111 E. Lawrence Ave., Charlotte, MI 48813 (517) 543-2750
Workshop Meeting
January 12, 2023

CALL TO ORDER:

By Mayor Armitage on Thursday, January 12, 2023 at 7:00 p.m.

ROLL CALL:

Mayor Armitage, Pro-Tem Mayor Weissenborn, Council members Duweck, Chin, Van Langevelde, Dyer, and Rodriguez. A quorum was met. City staff in attendance were City Manager LaPere, City Attorney David Revore, and City Clerk LaRocque

In the audience Police Chief Brentar

PLEDGE OF ALLEGIANCE

Led by Mayor Armitage

EXCUSE ABSENT COUNCILMEMBERS:

All were present

PUBLIC COMMENT:

No comments

APPROVE AGENDA:

Motion by Weissenborn supported by Duweck to approve the agenda. Carried; Yea 7, Nay 0, Absent 0

DISCUSSION ITEMS:

a. Discussion on Commercial Marijuana Licensing

A presentation was given by City Attorney Revore "Marijuana in your community". The information included a review of the three laws passed by electors in Michigan and passed by the voters of Charlotte as well; Michigan Medical Marihuana Act of

2008; Medical Marihuana Facilities Licensing Act of 2016; and Michigan Regulation and Taxation of Marijuana Act 0f 2018.

The presentation included the allowance and restrictions of each act giving examples and context to the available licenses and procedural processes required by municipalities. He touched on the zoning requirements or restrictions the licenses may be subject to and the need for municipalities to "opt-in" to allow medical marihuana uses under PA 281 of 2016 if Council wants to proceed in this direction.

Council discussed the available zoning areas of the city; where retail facilities may locate; environmental concerns and more. Chief Brentar answered questions about crime and public nuisance issues that may be expected with allowing this avenue of business. Council also heard from Mitch, a 2-year resident who is experienced with medical marihuana start-up and operations and has offered his expertise. It was the consensus of council that they would like to continue to pursue opting-in to allow medical marihuana uses within the City of Charlotte.

b. Discussion on 2023 Council Priorities

Council decided to postpone this portion of the agenda to another meeting time.

PUBLIC COMMENT:

Keisha – Downtown business owner – She overcame personal objections and spoke in support allowing licensing for medical marijuana commerce.

Justin – Surrounding area resident – spoke in support of allowing licensing and to reserve licenses for the smaller growers.

Janice – 30-year resident – She is an MS patient who utilizes CBD oil for pain management. She spoke in support of allowing licensing.

Dennis – 45-year resident – encouraged council to move forward with retail.

Mitch – 2-year resident – Assured council that growers are not involved in lacing their product. Suggested giving licensing preference to residents of Charlotte.

Lance – Resident – Would like to see council move quickly as they have enough information to make a decision and suggested they focus on retail first and then growers.

Kelly – Resident – She shared the positive effects that retail facilities have brought to other areas to be in support of allowing commercial licensing.

MAYOR AND COUNCIL COMMENTS:

No comments

ADJOURNMENT:

Motion by Dyer supported by Duweck to adjourn at 9:09 p.m. Carried. Yea 7; Nay 0; Absent 0

_____
Michael Armitage, Mayor

_____
Mary LaRocque, City Clerk

THE CITY OF CHARLOTTE MICHIGAN

Memo

To: Honorable Mayor Armitage, City Council
From: Mary LaRocque, City Clerk
Date: January 11, 2023
Re: Claims and Expenditures for Council approval on January 03, 2023

Background

Section 7.7(B) of the City Charter requires Council approval for the expenditure of city funds.

Recommendation

A report of claims is provided to council for review on the Wednesday preceding a council meeting at which the claims are approved. Questions about these claims should be directed to the Finance Director and answers resolved by the Friday preceding said council meeting. Claims and expenditures are budgeted items and or larger purchases pre-approved by council. While review is recommended, approval should not be hindered.

Financial Impacts

Insurance claims week of January 02, 2023	$ 0.00
Insurance claims week of January 09, 2023	$ 1,996.71
Payroll paid Friday January 13, 2023	$110,478.38
Invoiced claims as of January 11, 2023	$255,921.37
Total	**$368,396.46**

Suggested Motion

City Council approves Claims and Expenditures in the amount of **$368,396.46**

INVOICE APPROVAL BY INVOICE REPORT FOR CITY OF CHARLOTTE
INVOICE ENTRY DATES 12/29/2022 - 01/11/2023
BOTH JOURNALIZED AND UNJOURNALIZED OPEN AND PAID
BANK CODE: POOL

Vendor Code	Vendor Name / Invoice	Description	Amount
01678	ADVANCE AUTO PARTS		
	5565234630938	HOOK TAPE, FEMALE DISCONNECT 20PC, RING TERMIN	36.11
	5565236259017	4 IN 1 CRIMPER, RING TERMINAL (TRUCK MAINTENAN	18.44
	5565300359320	HEADLIGHT BULBS (311 NEW TRUCK)	86.78
	5565300465707	SPARK PLUGS, CARBORATOR SPRAY	38.98
	5565300665758	MINI BULB, GASKET	48.39
	5565300765791	PARTS FOR TRUCK MAINTENANCE	225.28
	5565300765796	RETURN OF PART DEFECTIVE	(53.89)
TOTAL FOR: ADVANCE AUTO PARTS			400.09
01764	AMAZON CAPITAL SERVICES		
	1113-16PK-CJDH	DURACELL BATTERIES	69.56
	1N6P-7V1F-7MLX	2 PLY C-FOLD PAPER TOWELS	117.96
	1PTK-FN9L-7Y4K	HEAVY DUTY CHAIR MATS	225.20
	IJRD-W3M9-KTQ7	TACTICAL LIGHTS	1,939.05
TOTAL FOR: AMAZON CAPITAL SERVICES			2,351.77
01665	AMBS MESSAGE CENTER INC.		
	221211147	SERVICE PERIOD 01.01.2023 - 01.31.2023	118.12
TOTAL FOR: AMBS MESSAGE CENTER INC.			118.12
01635	AT&T LONG DISTANCE		
	131573146	INTERNET CITY HALL MAIN LINE	56.52
TOTAL FOR: AT&T LONG DISTANCE			56.52
01630	AUTO GEM DISTRIBUTING		
	9363	SETAIL SUPPLIES FOR CLEANING TRUCKS	119.60
TOTAL FOR: AUTO GEM DISTRIBUTING			119.60
01609	BARRY-EATON COUNTY HEALTH		
	1.10.2023	IMMUNIZATIONS FOR EMPLOYEE	291.00
TOTAL FOR: BARRY-EATON COUNTY HEALTH			291.00
01555	BYRUM ACE HARDWARE		
	247826	JIG BLADE SET, FLEXVOLT BATT 20V/60V	204.99
	247936	FASTENERS	0.75
	248500	BUNGEE CORD, BOLT EYE W NUT	6.37
	249318	CABLE TIES,	53.45
	249356	HILLMAN FASTENERS,FINE POINT MARKERS,	164.34
	249676	SOCKET SETS,BOLT YE W NUT, BUNGEE CORDS	122.90
	2505013	KEYS	12.76
	250583	GARDEN HOSE	27.99
	250757	HOSE	17.18
TOTAL FOR: BYRUM ACE HARDWARE			610.73
01548	CANDY FORD, INC.		
	138047	HOSE ASSEMBLY	249.21
	138096	LAMP ASSEMBLY	61.22
TOTAL FOR: CANDY FORD, INC.			310.43
01551	CAPITOL AREA MUNICIPAL CLERK		
	01.11.2023	2023 MEMBERSHIP APPLICATION/RENEWAL & LUNCHEON	40.00
	01.11.2023	2023 MEMBERSHIP APPLICATION/RENEWAL & LUNCHEON	40.00
TOTAL FOR: CAPITOL AREA MUNICIPAL CLERK			80.00

Vendor Code	Vendor Name / Invoice	Description	Amount
01522	CHARLOTTE AIR SERVICES LLC		
	01.10.2023	HANGER MANAGEMENT SERVICES FOR NOVEMBER AND DE	720.00
	01.11.2023	FUEL FLOWAGE NOVEMBER PAYMENT	186.19
	01.11.2023	FUEL FLOWAGE DECEMBER	42.53
TOTAL FOR: CHARLOTTE AIR SERVICES LLC			948.72
01512	CHARLOTTE LITHOGRAPH		
	129844	BUSINESS CARDS JOE BROWN	100.15
TOTAL FOR: CHARLOTTE LITHOGRAPH			100.15
01520	CITY OF CHARLOTTE		
	10281-01.01.20231	310 S. COCHRAN AVE.	258.39
	111516-01.01.202	301 TIRRELL HWY	242.86
	11517-01.01.2023	301 TIRRELL HWY DPW	270.28
	11518-01.01.2023	313 TIRRELL REAR	330.44
	11519-01.01.2023	313 TIRREL HWY SCRE	7,835.30
	14288-01.01.2023	911 W. SHEPHERD ST.	1,260.12
	14995-01.01.20231	225 S. COCHRAN AVE.	273.01
	15517-01.01.2023	620 W. SHEPHERD ST.	232.79
TOTAL FOR: CITY OF CHARLOTTE			10,703.19
02022	COLLEGE H.U.N.K.S. HAULING JUNK		
	6813573	210 W SHAW CLEAN UP	599.00
	6885698	210 W SHAW REMOVAL OF JUNK	599.00
TOTAL FOR: COLLEGE H.U.N.K.S. HAULING JUNK			1,198.00
01486	CONSULTANTS ON CALL, LLC		
	2022-23162	MANAGED SERVICE FEES	2,800.00
TOTAL FOR: CONSULTANTS ON CALL, LLC			2,800.00

Vendor Code	Vendor Name / Invoice	Description	Amount
01471	CONSUMERS ENERGY		
	201008028890	1325 ISLAND HWY	35.48
	201096750901	111 E LAWRENCE AVE	2,032.79
	201630646409	203 HALL ST	74.34
	201719602507	911 W SHEPHERD ST	3,028.11
	202075575288	1310 S COCHRAN AVE	692.84
	202787475988	1152 S COCHRAN AVE CAMP FRANCIS	58.14
	202787477019	1325 ISLAND HWY #C	106.46
	203143457235	1225 S COCHRAN AVE	88.30
	203232473868	112 1/2 S COCHRAN	29.27
	203499426760	1213 S COCHRAN AVE	77.73
	203499426761	1216 S COCHRAN AVE	90.22
	203499426762	1216 1/2 S COCHRAN AVE	16.00
	203499426763	1216 S COCHRAN AVE #B	160.80
	203588424992	811 CHADS WAY	18.30
	203766382308	301 TIRRELL RD	320.07
	203766382309	301 TIRRELL RD R2	1,449.96
	203766382310	301 TIREELL RD #NEW	674.55
	204389348173	103 VAN LIEU ST	41.11
	204478306901	526 W STODDARD ST	29.85
	204923273932	619 W SHEPHERD ST	115.49
	204923273933	620 W SHEPHERD ST	131.96
	205190245988	508 N. SHELDON ST.	102.55
	205279197944	1005 PAINE DR. FRNT GEN CHARLOTTE	24.32
	205546177753	1064 NORTHWAY	42.79
	206080081533	700 LANSING RD	29.27
	206258000516	1167 E CLINTON TRAIL	68.44
	206258000981	620 W SHEPHERD ST	48.42
	206258002242	1005 PAINE DR	212.56
	206258055943	245 S COCHRAN AVE	16.20
	206524794864	811 CHADS WAY	213.47
	206613794998	1800 PACKARD HWY	40.81
	206702735928	076 - 12 TRAFFIC LIGHTS	408.91
	206702735929	AREA LIGHTING	428.26
	206702735930	076 - 2 TRAFFIC LIGHTS	2.99
	206702735931	065 & 068 -460 STREETLIGHTS	4,799.01
	206702735932	TULLY BROWN DR (AREA LIGHTING)	97.17
	206791692599	108 E LAWRENCE AVE	54.42
	206791692600	108 E LAWRENCE AVE	107.78
	206791701474	201 HALL ST (AREA LIGHTING)	72.89
	206791701525	1005 PAINE DR	10,448.79
	206969506374	201 HALL ST	78.52
	206969506553	1325 ISLAND HWY	426.47
	206969506554	1329 1/2 ISLAND HWY	49.98
	207058335127	1227 S COCHRAN AVE	5,544.65
	207146894701	1104 MIKESELL ST	231.00
	207146894705	544 LANSING ST	102.39
	207146894706	544 LANSING ST	641.86
	207146894707	700 E. SHEPHERD ST.	217.53
	207146894712	1075 INDEPENDENCE BLVD	250.35
	207146894715	1305 S COCHRAN AVE	306.67
	207146894746	1216 S COCHRAN AVE	2,070.82
	207146894798	111 E LAWRENCE AVE	2,653.57
TOTAL FOR: CONSUMERS ENERGY			39,064.63
01397	COUNTY OF EATON		
	2023-00000001	TECHNOLOGY PURCHASE (REINBURSEMENT) FIRE	50.00
TOTAL FOR: COUNTY OF EATON			50.00

Vendor Code	Vendor Name / Invoice	Description	Amount
01838	CULLIGAN WATER CONDITIONING		
	37257TL	DURA CUBE DELIVERY FOR SOFTENER	21.50
TOTAL FOR: CULLIGAN WATER CONDITIONING			21.50
01429	DELAU FIRE & SAFETY INC		
	365897	INSPECTION OF HAND PORTABLES	77.00
TOTAL FOR: DELAU FIRE & SAFETY INC			77.00
01414	DORNBOS SIGN & SAFETY INC.		
	INV67169	NO STOPPING STANDING PARKING SIGN	185.40
TOTAL FOR: DORNBOS SIGN & SAFETY INC.			185.40
01392	EATON CUSTOM SEWING		
	1443	FIRE EXTINGUISHER HARNESS	150.00
TOTAL FOR: EATON CUSTOM SEWING			150.00
01957	EGANIX		
	15645	HF TAB INSTALLATION DIRECTLY INTO SEWER LINES,	2,150.00
TOTAL FOR: EGANIX			2,150.00
01372	ENCOMPASS, LLC		
	ENC2256-IN	1/1/2023-12/31/2023 GENERAL EMPLOYEE	2,000.00
TOTAL FOR: ENCOMPASS, LLC			2,000.00
01371	ENERCO CORPORATION		
	INV001747	SUPPLIES ARMORY	489.00
TOTAL FOR: ENERCO CORPORATION			489.00
00932	ERIC ROGERS LLC		
	29656	4TH OF 10 PAYMENTS FOR DDA	1,180.00
TOTAL FOR: ERIC ROGERS LLC			1,180.00
01939	ESO SOLUTIONS, INC.		
	ESO-99874	REPORTING SYSTEM (FIRE)	4,545.00
TOTAL FOR: ESO SOLUTIONS, INC.			4,545.00
01365	ETNA SUPPLY		
	S104868678.001	SUPPLIES	3,833.46
TOTAL FOR: ETNA SUPPLY			3,833.46
00538	EXOTIC AUTOMATION & SUPPLY		
	I1384399	CRIMP,FITTING, STEEL, HOSE	185.34
TOTAL FOR: EXOTIC AUTOMATION & SUPPLY			185.34
01330	FISHBECK, THOMPSON, CARR		
	419341	SERVICES RENDERED THRU 12.23.2022- WRS	2,241.60
TOTAL FOR: FISHBECK, THOMPSON, CARR			2,241.60
01321	GALLOUP		
	S11256748.001	1 GAL PVC PRIMER, 1 GAL PVC CLEAR CEMENT	311.77
TOTAL FOR: GALLOUP			311.77
01301	GUNTHORPE MECHANICAL		
	18176	BELT FOR JOB 21-1796	15.14
TOTAL FOR: GUNTHORPE MECHANICAL			15.14

Vendor Code	Vendor Name / Invoice	Description	Amount
01297	H2O COMPLIANCE SERVICES INC		
	00008468	CROSS CONNECTION CONTROL PROGRAM MANAGEMENT DE	1,217.70
TOTAL FOR: H2O COMPLIANCE SERVICES INC			1,217.70
01438	HASSEL FREE FUELS		
	CFSI-8383	FUEL (DPW-WWTP)	2,442.18
	CFSI-8435	FUEL(FIRE)	1,294.74
TOTAL FOR: HASSEL FREE FUELS			3,736.92
01970	HOPKINS MECHANICAL SERVICES, LLC		
	H22393	FALL MAINTENANCE CITY HALL	540.00
	H22394	FALL MAINTENANCE AT WESTSIDE FIRE	967.00
	H22396	PERFORMED CSD-1 BOILER INSPECTION (WEST SIDE F	1,198.00
	H22397	INSTALLED ACTUATOR ON COMBUSTION INTAKE FOR TH	1,168.00
	H22399	INSTALLED VENT CAPS ON EXHAUST ON ROOF (CITY H	434.00
TOTAL FOR: HOPKINS MECHANICAL SERVICES, LLC			4,307.00
00826	IACP		
	0247157	ACTIVE DUES FROM 01.01.2023 THRU 12.31.2023	190.00
TOTAL FOR: IACP			190.00
00970	INTERNATIONAL ASSOCIATION FOR		
	M23-29060	MEMBERSHIP RENEWAL (JEREMY POORTVLIET)	65.00
	M23-C547625	MEMBERSHIP RENEWAL (ADAM CARROLL)	65.00
TOTAL FOR: INTERNATIONAL ASSOCIATION FOR			130.00
01247	INTERNATIONAL MINUTE PRESS		
	31566	NAME PLATE (CHRISTENSEN)	26.00
TOTAL FOR: INTERNATIONAL MINUTE PRESS			26.00
00838	IRON HORSE EXCAVATION LLC.		
	22-658	133 PEARL ST	5,457.65
	22-659	422 PRAIRIE ST	5,087.55
	22-701	CUT & CAP MAIN LANSING	8,976.00
	22-702	439 HALL ST	3,258.09
TOTAL FOR: IRON HORSE EXCAVATION LLC.			22,779.29
00915	JIM R. SALDANA		
	NA14252398	BOOT ALLOWANCE	185.49
TOTAL FOR: JIM R. SALDANA			185.49
01976	KENT COMMUNICATIONS INC		
	318425	UTILITY BILLS	788.97
TOTAL FOR: KENT COMMUNICATIONS INC			788.97
01199	KIMBALL MIDWEST		
	100613901	WHEEL	89.88
TOTAL FOR: KIMBALL MIDWEST			89.88
00781	KNIGHT WATCH, INC.		
	INV038259	MONTHLY MONITORING-CELLULAR	180.00
TOTAL FOR: KNIGHT WATCH, INC.			180.00

Vendor Code	Vendor Name / Invoice	Description	Amount
01195	KONICA MINOLTA BUSINESS		
	284261452	MAINTENANCE AGREEMENT- COPIER	13.77
	284268791	MAINTENANCE AGREEMENT COVERING PERIOD 12.17.20	50.40
TOTAL FOR: KONICA MINOLTA BUSINESS			64.17
01192	KRUM PUMP & EQUIPMENT CO.		
	0015555-IN	KIT, INSERT, PUMP	1,802.00
TOTAL FOR: KRUM PUMP & EQUIPMENT CO.			1,802.00
01182	LANSING UNIFORM CO.		
	96133-A	LONG SLEEEVE DUTYGUARD HT (POLICE)	189.95
	96137-A	UNIFORM PANTS FOR SGT.JOE BROWN	219.90
	96234-A	UNIFORM PANTS FOR SGT. JEREMY HAFNER	219.90
	96327-A	UNIFORM PANTS, LONG SLEEVE SHIRT (POLICE)	167.90
	96457-A	LONG SLEEVE SHIRTS (FIRE- UNIFORM) BOOTS	160.95
	96465-A	NAVY UNIFORM PANTS (FIRE)	59.95
TOTAL FOR: LANSING UNIFORM CO.			1,018.55
01173	LEA'S AUTO BODY		
	6447	INSTALLED NEW BATTERY 2021 TAHOE	193.23
TOTAL FOR: LEA'S AUTO BODY			193.23
01684	LEXISNEXIS RISK SOLUTIONS		
	1275544-20221231	DECEMBER 2022 MINIMUM COMMITTMENT	150.00
TOTAL FOR: LEXISNEXIS RISK SOLUTIONS			150.00
01926	LOOMIS, EWERT, PARSLEY, DAVIS & GOT		
	199549	SERVICES RENDERED THROUGH 12/15/2022	1,024.90
TOTAL FOR: LOOMIS, EWERT, PARSLEY, DAVIS & GOT			1,024.90
02023	LUNGHAMER FORD		
	BY571	2022 FORD 350 PICK UP TRUCK	35,430.00
TOTAL FOR: LUNGHAMER FORD			35,430.00
02016	MACQUEEN EMERGENCY		
	P09206	BARICADE TAPE	300.11
	P09237	PRIMUS GLOVES XL	143.30
	P09668	LEATHER BOOTS (FIREMAN)	959.25
TOTAL FOR: MACQUEEN EMERGENCY			1,402.66
01076	MICHIGAN MUNICIPAL EXECUTIVES		
	01.10.2023	UNEMPLOYMENT COMPSENSATION QUARTER ENDING 12.	32.29
TOTAL FOR: MICHIGAN MUNICIPAL EXECUTIVES			32.29
01082	MICHIGAN NETWORK CONSULTANTS		
	2022-23173	IT SERVICES 1ST HALF OF MONTH	3,150.00
TOTAL FOR: MICHIGAN NETWORK CONSULTANTS			3,150.00
01080	MISS DIG		
	20230985	2023 MEMBERSHIP FEE'S, 2023 ANNUAL MAINTENANCE	1,453.98
TOTAL FOR: MISS DIG			1,453.98

Vendor Code	Vendor Name / Invoice	Description	Amount
01007	O'REILLY AUTOMOTIVE INC		
	4651-373861	FUSE HOLDER, WIRE LOOMS, RELAY	60.94
	4651-373905	PIGTAIL/SOCKET (TRUCK MAINTENANCE)	19.23
	4651-374245	PIGTAIL SOCKET (TRUCK 312)	25.28
TOTAL FOR: O'REILLY AUTOMOTIVE INC			105.45
01001	OVERHEAD DOOR CO. OF LANSING		
	427310	BELTS, FL-DB SHAFT BEARING, LABOR FIRE STATION	381.71
TOTAL FOR: OVERHEAD DOOR CO. OF LANSING			381.71
00964	QUILL CORP.		
	29696220	SUPPLIES	225.45
	29696220-C	CREDIT TO INVOICE FOR RETURN	(33.99)
TOTAL FOR: QUILL CORP.			191.46
00935	ROCHESTER CREATIONS		
	3897	EMBROIDERED NAMES ON UNIFORM SHIRTS	45.00
TOTAL FOR: ROCHESTER CREATIONS			45.00
00913	SANBORN SIGNCRAFTERS		
	50534	INSTALL LETTERING & GRAPHICS ON NEW CPD CAR	595.00
TOTAL FOR: SANBORN SIGNCRAFTERS			595.00
00871	SPARROW OCCUPATIONAL HEALTH - LANS		
	00053791-00	PHYSICALS FOR DPW GUYS	871.00
TOTAL FOR: SPARROW OCCUPATIONAL HEALTH - LANS			871.00
02021	STAPLES		
	352546	REPLACEMENT DRUM KIT,, BROTHER CARTRIDGE	194.46
	3526093281	PILOT PENS,VANITY FAIR EVERDAY NAPKINS	60.21
	3526344848	REFILL DAILY CALENDER	41.79
TOTAL FOR: STAPLES			296.46
00848	SUPERFLEET MASTERCARD PROG.		
	FB74901.01.2023	ACTIVITY FROM 12/01/2022-12/31/2022	8,973.92
TOTAL FOR: SUPERFLEET MASTERCARD PROG.			8,973.92
01465	THE COUNTY JOURNAL		
	255197	NOTICE OF ORDINANCE ADOPTION, ORDINANCE NO. 20	89.90
	255762	2023 CITY MEETING DATES	214.70
	255763	2023 CITY MEETING DATES	214.70
	256105	CHRISTMAS TREE PICK UP	77.80
	256137	NOTICE OF PUBLIC HEARIBG ORDINANCE NO 2022-09	70.70
	256415	PLANNING COMMISSION HEARING NOTICE , SITE PLAN	80.30
	CF15765	FINANCE CHARGE	6.35
TOTAL FOR: THE COUNTY JOURNAL			754.45
01536	THE PARTS PLACE		
	241978	FUSE BLOCK (NEW TRUCK)	26.30
	242827	CIRCUIT TESTER, RING TERMINAL,HEAT SHRINK TUBI	86.17
	242962	BULK TRAILER WIRE, FUSE HOLDER	224.21
	243340	WINDSHIELD WASHER FLUID	29.94
TOTAL FOR: THE PARTS PLACE			366.62

Vendor Code	Vendor Name / Invoice	Description	Amount
02004	THE RAPID GROUP, LLC		
	153742	SHRED SERVICES THROUGH 12/31/2022	25.00
TOTAL FOR: THE RAPID GROUP, LLC			25.00
01466	TODD COTTER		
	01.10.2023	AIRPORT MANAGEMENT SERVICES FOR NOVEMBER AND D	1,666.66
TOTAL FOR: TODD COTTER			1,666.66
00820	TRACE ANALYTICAL LABORATORIES		
	3010457	WATER QUALITY SAMPLES	96.25
TOTAL FOR: TRACE ANALYTICAL LABORATORIES			96.25
00791	USA BLUE BOOK		
	211469	RETURN OF HACH + TNT	(409.45)
TOTAL FOR: USA BLUE BOOK			(409.45)
00785	VERIZON WIRELESS		
	9922480755	NOV 10- DEC.09	1,235.14
	9924316160	DEC 13- JAN 01	1,599.51
TOTAL FOR: VERIZON WIRELESS			2,834.65
00777	WALDRON FUELS		
	4465	FUEL (OCTOBER)	1,364.16
	4650	FUEL (DECEMBER)	1,466.82
TOTAL FOR: WALDRON FUELS			2,830.98
01817	WEATHER SHIELD ROOFING SYSTEMS		
	PS-INV109243	COMPLETION OF WORK - CITY HALL ROOF	79,641.50
TOTAL FOR: WEATHER SHIELD ROOFING SYSTEMS			79,641.50
00761	WILLIAMS FARM MACHINERY, INC.		
	5033	WINTER OIL, BAR OIL	83.52
TOTAL FOR: WILLIAMS FARM MACHINERY, INC.			83.52
TOTAL - ALL VENDORS			255,291.37

PAYMENT TYPE TOTAL

Paper Check	205,467.03
EFT Transfer	49,824.34

THE CITY OF CHARLOTTE MICHIGAN

Memo

To: Honorable Mayor Armitage; City Council

From: City Manager LaPere, MPAP

Date: January 13, 2023

Re: Staff report on approval of 2023 Fairgrounds events

Background
City of Charlotte is the owner of property known as the Eaton County Fairgrounds. Through a long-standing relationship and lease agreement, that property is leased to the Eaton County Agricultural Society. The lease between the City and the Eaton County Agricultural Society provides, in part, that the Society must obtain permission from the City for various events that will take place at the fairgrounds. A list of events for the 2023 calendar year has been provided for approval by the City.

Recommendation
The City approve the events, as requested.

Financial Impacts
No direct financial impacts. Through other agreements the City provides public safety support to certain larger events, and those associated expenses are largely reimbursed to the city.

Suggested Motion
City Council approves the list of events as described in the written correspondence from the Eaton County Agricultural Society, dated January 7, 2023, for the 2023 calendar year at Eaton County Fairgrounds.

Eaton County Agricultural Society
P.O. Box 38 ~ Charlotte, MI 48813 ~ (517) 543-4510

City of Charlotte Council members, January 7, 2023

I'd like to start by thanking you all for your continued support of the Eaton County Fairgrounds and our mission of providing a safe and fun venue for our community to enjoy. Attached you will find the tentative list of major events happening at the Fairgrounds in 2023. You may notice that I have also included on this list the dates of our monthly Board of Directors meetings, which you are more than welcome to attend.

I would also like to thank the City Council for a resolution which you adopted last year in support of the Fair Grounds' application for a State Capital Improvement Grant. I'm happy to say that with your help, ECAS was awarded the grant in the amount of $62,000. The funds are slated to help preserve the Grandstand as well as to make some needed improvements to make out facility more accessible. Work on the project began last summer and is slated to be completed in the spring of this year.

As we prepare for our events and our Fair, we are excited to be able provide an outdoor venue for various events which our community can safely enjoy. As always, please feel free to reach out to me with any questions or concerns. Thank you for your time.

Respectfully,

Martin Fabrik
President
ECAS/Eaton County Fair
martinfabrik@yahoo.com
517-667-1293

Eaton County Agricultural Society
P.O. Box 38 ~ Charlotte, MI 48813 ~ (517) 543-4510

2023 Eaton County Fairground Tentative Event Schedule

January 16: ECAS Board of Directors Meeting

February 20: ECAS Board of Directors Meeting

February 24-26: Michigan Nordic Fire Festival

March 18: Fairgrounds Fundraiser Dinner

March 20: ECAS Board of Directors Meeting

April 1: Winter Storage pick-up

April 14-15: Eaton Conservation District Tree Sale pick-up

April 17: ECAS Board of Directors Meeting

April 21-22: Eaton County Home Expo

April 22: Great Lakes Barbeque Association Competition

April 28-29: Horse Show

April 29: Fiber Festival

May 13: Dog Show

May 13-14: Llama Show

May 15: ECAS Board of Directors Meeting

May 17-21: Spin Hoop Convention

May 20: Cattle Show

May 28: FFA Elite Hog Show

June 3-4: Magical Realm Fantasy Faire

June 9-10: Horse Show

June 19: ECAS Board of Directors Meeting

Eaton County Agricultural Society
P.O. Box 38 ~ Charlotte, MI 48813 ~ (517) 543-4510

June 22-24: Charlotte Bluegrass Festival

July 10-15: Eaton County Fair

July 17: ECAS Board of Directors Meeting

July 29: Horse Show

August 5: Dairy Goat Show

August TBD: Mid-Michigan Gospel Fest

August 18-19: Horse Show

August 21: ECAS Board of Directors Meeting

September 6-10: Charlotte Frontier Days

September 15-16: Horse Show

September 18: ECAS Board of Directors Meeting

October 7: Horse Show

October 13-14: Horse Show

October 16: ECAS Board of Directors Meeting

October 27-28: Winter Storage Drop Off

November 20: ECAS Board of Directors Meeting

December 18: ECAS Board of Directors Meeting

* Note: This is a tentative list of major events scheduled at the Eaton County Fairgrounds. This list is subject to change as events are canceled and added.

THE CITY OF CHARLOTTE MICHIGAN

Memo

To: Honorable Mayor Armitage; City Council

From: City Manager LaPere, MPAP

Date: January 13, 2023

Re: Staff report on approval of interlocal agreement for grant application

Background
City of Charlotte has partnered with five neighboring fire departments to jointly apply for a grant to purchase airpaks for all six departments. These are breathing apparatus which are critical to protect the safety of firefighters and are required to be replaced periodically. As a regional application for grant funding, we feel this is a more competitive application that the city applying alone. This is a 10% matching grant, and each agency will be responsible for their proportional match based on the number of pieces of equipment requested. The grant application requires the City to approve an interlocal agreement outlining the shared responsibilities of the grant and has provided the template. City Attorney Hitch is reviewing the document to ensure the template language provided by the grant application is agreeable.

Recommendation
The City approve the interlocal agreement, with any modifications by City Attorney Hitch.

Financial Impacts
If awarded funding, the city would be responsible for 10% of it's portion of the grant. City Council would have to take action at such time to accept the grant.

Suggested Motion
City Council approves the interlocal agreement, subject to modifications by City Attorney Hitch, and authorizes city staff to sign the agreement.

Memorandum of Understanding
FEMA Assistance to Firefighter's Grant
Regional SCBA Application FY 2021

This Memorandum of Understanding MOU formalizes the commitment of the parties to work together to apply for, and if awarded, carry out all grant requirements as specified in the Notice of Funder Opportunity. The parties involved all share the goal of the improving the health and safety of The Region's firefighters and the communities they serve.

This MOU is being entered into by and between the following listed participants:

1. Charlotte Fire Department (EIN: 38-6004528), located at 111 E. Lawrence Ave Charlotte MI 48813
2. Vermontville Fire Department (EIN: 38-2090522), located at 125 W. First St, Vermontville MI 49096
3. Nashville Fire Department (EIN: 45-2776902), located at N. 324 Main St Nashville MI 49073
4. Windsor Township Fire Department (EIN: 38-6007353), located at 300 W Jefferson St Dimondale MI 48821
5. Olivet Fire Department (EIN: 38-6007236), located at 117 East St Olivet MI 49076
6. Eaton Rapids Township Fire Department (EIN: 38-1738143), located at 2029 S Michigan Rd Eaton Rapids MI 48827

Purpose

This MOU establishes the responsibilities of the participants in the Regional FEMA Assistance to Firefighter's Grant FY 2018 for SCBA.

Procedures

1. Charlotte Fire Department will serve as the host agency to submit the Application and serve as grant administrator for the Parties in the event of approval.
2. Pursuant to the AFG program guidelines, all items approved will be procured and administer through Charlotte Fire Department in the event of approval of the Application.
3. Charlotte Fire Department agrees, as the host agency, to provide accountability for the assets acquired under the regional AFG award and provide reporting requirement deliverables. As such, all participants agree to provide Charlotte Fire Department with this information on a timely basis to remain in compliance with the requirements of the grant.
4. The Parties agree to accept the FY 2022 regional AFG program award and accept their respective equipment as listed in the Application in the event of approval.
5. The Parties agree to provide a required cash match in the amount of 10% of the total cost of their requested items as detailed in the Application as required under the regional AFG program guidelines. The required match shall be paid by the Parties within thirty (30) days after receipt of an invoice from Charlotte Fire Department, in advance of equipment procurement.
6. In the event of a reduced award, the Parties agree to accept this reduced amount and provide a 10% cash match on the total reduced award amount of their approved items.

7. Any expenditure beyond the grand award for a Party's approved item(s) remains the sole responsibility of that Party.
8. The Parties will implement this potential collaboration during the one-year period commencing on the effective date of the potential grant award plus any potential grant extension period and grant close-out period. Unless renewed by the Parties, this MOU will expire at the end of the grant period, including the close-out period.
9. Each Party hereby warrants and represents that it has full power and authority to enter and perform this MOU, and that the person signing on behalf of each has been properly authorized and empowered to enter this MOU.

Distribution of Equipment and Matching Funds

The parties of this MOU support the following distribution of equipment.

Charlotte Fire Department – 35 SCBA
Vermontville Fire Department – 5 SCBA
Nashville Fire Department – 14 SCBA
Windsor Township Fire Department – 10 SCBA
Olivet Fire Department – 15 SCBA
Eaton Rapids Township Fire Department – 3 SCBA

Signature: _____ Date: _____

Charlotte Fire Department, Dan Daly, Captain

Signature: _____ Date: _____

Vermontville Fire Department, Jeff Wetzel, Chief

Signature: _____ Date: _____

Nashville Fire Department, Wayne Gould, Chief

Signature: _____ Date: _____

Windsor Township Fire Department, Phil Miller, Chief

Signature: _____ Date: _____

Olivet Fire Department, John Collins, Chief

Signature: _____ Date: _____

Eaton Rapids Township Fire Department, Rob Herig, Chief

THE CITY OF CHARLOTTE MICHIGAN

Memo

To: Honorable Mayor Armitage; City Council
From: Mary LaRocque, City Clerk
Date: January 17, 2023
Re: 2023 Local Officers Compensation Commission (LOCC) recommendation

Background

The City of Charlotte Code of Ordinances, Section 2-113 requires the Local Officers Compensation Commission (LOCC) meet every odd year to determine salaries for elected City Council members.

LOCC held a meeting on Monday, January 9, 2023 at 10:00 a.m. to consider changes to the current policy which is written as follows:

> *"Council members currently receive $50 per council meeting that they attend. The Mayor is paid $55 per council meeting that s/he attends plus an annual $2000 stipend. All council members are paid $10 an hour for meetings that they attend and which they are assigned a set on by the Mayor/Council; $50 for an out-of-town half day conference/workshop and $100 for an out-of-town full day conference/workshop. In addition, council members are reimbursed for meals incurred while at these conferences/workshops. They are also reimbursed for mileage at the IRS rate. All pay and reimbursement must be requested by the council members."*

The City Charter requires City Council shall meet twice monthly. The current Council has added 12 optional workshop meetings.

Recommendation

The LOCC has recommended the rate for compensation for Council meetings and out-ot-town conference/workshop attendance shall remain the same. Council shall be paid for each meeting *required* by the Charter with an additional 6 meetings at the rate currently in effect ($50.00 – Council Member; $55.00 –

Mayor). The LOCC proposes an annual compensation paid bi-weekly based on the above figures and therefore recommends the following policy;

- Council member annual compensation $1,500.00 to be paid bi-weekly
- Mayor annual compensation $3,650.00 to be paid bi-weekly (1,650.00 plus $2,000)
- Eliminate $10.00 per hour for serving an assignment to a Board and Commission
- Out-of-town conference/workshop attendance and meals and mileage reimbursements must be requested by the council member with proper receipts:
    - $50.00 per ½ day out-of-town conference/workshop
    - $100 per full day out-of-town conference/workshop
    - Meals and mileage (current IRS rate) for out-of-town conference/workshop

Financial Impacts

Per Mtg.	Charter	Added	month	year	Stipend	TOTAL COUNCIL
$ 50.00	2	1	$ 150.00	$ 1,800.00	$ -	$ 10,800.00
$ 55.00	2	1	$ 165.00	$ 1,980.00	$ 2,000.00	$ 3,980.00
Current policy projection						**$ 14,780.00**
Per Mtg.	**Charter**	**Added**	**month**	**year**	**Stipend**	**TOTAL COUNCIL**
$ 50.00	2	0.5	$ 125.00	$ 1,500.00	$ -	$ 9,000.00
$ 55.00	2	0.5	$ 137.50	$ 1,650.00	$ 2,000.00	$ 3,650.00
Proposed policy projection						**$ 12,650.00**
Cost savings						**$ 2,130.00**

Suggested Motion

The 2023 LOCC recommendation cannot be amended by Council. Council has two options;

1. file the 2023 LOCC recommendation with the City Clerk and it shall become effective January 29, 2023, or
2. Council may reject by resolution requiring ⅔ vote, at which point the existing policy will remain in effect until 2025 when the LOCC meets again.

THE CITY OF
CHARLOTTE
MICHIGAN

Meeting Minutes - unapproved
LOCAL OFFICERS COMPENSATION COMMISSION
CITY COUNCIL CHAMBERS – CITY HALL (517) 543-2750
111 E. LAWRENCE AVE. CHARLOTTE, MI 48813
MONDAY - JANUARY 09, 2023 – 10:00 A.M.

1. **CALL TO ORDER** – By City Clerk LaRocque at 9:59 a.m.

2. **ATTENDANCE** – Present; Kenneth Wirt, Jeffrey Wildern, and Charles Green. Absent with excuse; Gary Colles and Becky Kendall. A quorum was met. Also in attendance, City Clerk Mary LaRocque

3. **APPOINT OFFICERS**

   a. Chairperson – **Motion** by Wirt, second by Green to appoint Wildern as Chairperson. Carried by unanimous vote; Yea 3; Nay 0

   b. Secretary – City Clerk LaRocque acting as Secretary

4. **APPROVAL OF MINUTES**

   a. January 23, 2019 – **Motion** by Wirt, second by Green to approve 2019 meeting minutes as presented. Carried by unanimous vote; Yea 3; Nay 0

5. **APPROVAL OF AGENDA** – **Motion** by Green, second by Wirt to approve January 9, 2023 agenda. Carried by unanimous vote; Yea 3; Nay 0

6. **PUBLIC COMMENT** – No public comment

7. **COUNCIL COMPENSATION DISCUSSION**

Commission members reviewed; 1. the original charter language Section 4.3 – Compensation of Mayor and Councilmen; 2. the current LOCC ordinance; 3. a comparison of compensation policies with several other cities; 4. and reviewed questionnaire comments received from City Council members.

It was determined that no change to the amount paid per council meeting, and no change to the amount paid for out-of-town attendance at conferences and workshops should be made. – **Motion** by Wirt, second by Green to make no change to the amount of compensation per meeting and out-of-town attendance at conferences and workshops. Carried by unanimous vote; Yea 3; Nay 0

LOCC members discussed paying council an annual stipend based on 30 meetings per year and eliminating compensation for attendance on Boards and Commission assignments. It was agreed that limiting payment to 30 meetings is in accordance with the original intention of the Charter compensation policy. It is noted that no other committee members receive compensation for their attendance on Boards and Commissions of the City, that city staff are not compensated for extra meetings and is fiscally responsible to the budget. Therefore, the following 2023 LOCC Policy is recommended;

To pay Council members an annual compensation of $1,500 paid bi-weekly. To pay the office of Mayor an annual compensation of $1,650 plus $2,000 for a total of $3,650 paid bi-weekly. To pay for out-of-town conference/workshop meetings at the rate of $50 per ½ day and $100 per whole day plus meals and mileage at the current IRS rate and that the reimbursement for out-of-town compensation and reimbursement of expenses be paid upon request by the Council member, submitted with appropriate receipts/documents. – **Motion** by Wildern, second by Wirt to approve the 2023 recommended policy change. Carried by unanimous vote; Yea 3; Nay 0

8. **NEXT MEETING DATE** – no further business

9. **ADJOURN** – By Chairman Wildern at 10:54 a.m.

Respectfully submitted by:

Mary LaRocque, City Clerk

THE CITY OF CHARLOTTE MICHIGAN

Memo

To: Honorable Mayor Armitage; City Council
From: Amy E. Gilson, PE - Director of Public Works
Date: January 12, 2023
Re: Staff report on Grit Chamber Lining Project

Background
The grit building has channels that the corrosive sewage flows through as part of the grit removal process. The concrete has begun to show significant pitting in the last few years. The staff has been researching different coatings to prevent further deterioration. The cost to line these channels was included in the FY 22-23 Budget. Proposal requests were sent to four firms, and three responded with these proposals:

J.K of Michigan: $17,390.00
KSB Supply: $17,426.00
Advance Rehabilitation Technology: $24,000.00

Recommendation
After reviewing the proposals, it has come to light that the low bidder cannot meet the schedule outlined in the bid documents as they await delivery of equipment to complete the job. As such, we are recommending that the project be awarded to the second low bidder who was only $36.00 higher. Staff is comfortable that KSB Supply is capable of completing the work as outlined in the Request for Proposals. We are recommending entering into a contract with KSB Supply in the amount of $17,426.00 per their proposal.

Financial Impacts
There was $25,000 budgeted for the project in the Water and Sewer Fund. The project will have no effect on the General Fund.

Suggested Motion
City Council approves the contract with KSB Supply in the amount of $17,426.00 with funds available in the Water and Sewer Fund.

THE CITY OF
CHARLOTTE
MICHIGAN

Memo

To: Honorable Mayor Armitage; City Council
From: Amy E. Gilson, PE - Director of Public Works
Date: January 11, 2023
Re: Staff report on Well #6 Cleaning and Pump Rehabilitation

Background
At the City Council meeting on October 17, 2022, a contract was awarded to Peerless Midwest for the cleaning of Well #6. As indicated in that memo, "the pump is removed and preventative maintenance and any necessary repairs are performed. That work is not part of the base bid, but is paid for on a time and material basis." The well has been cleaned, and the pump has been disassembled and evaluated. Peerless Midwest has sent us pictures and an estimate to replace the motor, pump bowls, submersible electric cable, the drop pipe, and other related appurtenances. That quote is $54,546.49.

Recommendation
Approve Peerless Midwest to complete the pump maintenance and well repairs in the amount of $54,546.49. This well is necessary to meet the firm capacity required by the State.

Financial Impacts
The project was budgeted in the Water and Sewer Fund and will have no effect on the General Fund. There is $30,000 budgeted, and the cleaning was $15,868.00. The budgeted number did not anticipate the need to replace the pump motor at a cost of $31,939.92. The difference of $40,414.49 will come out of reserves ($1,500,000) in the Water and Sewer Fund.

Suggested Motion
City Council approves the pump maintenance and well repairs with Peerless Midwest, Inc. in the amount of $54,546.49 with funds available in the Water and Sewer Fund.

PEERLESS MIDWEST INC

QUOTATION

City of Charlotte
111 East Lawrence Avenue
Charlotte, MI 48813

QUOTE # DLC 2023-0106-3

Attn: Mr. Matt Griffith

DATE January 6, 2023

REFERENCE **Well No. 6 Pump Repair Parts with Franklin Motor**

Item	Qty	Unit	Price	Total
Franklin Electric 125 hp submersible motor - 1-2 days	1	LS	$ 31,939.92	$ 31,939.92
New Pump Bowl Rated 1600 gpm @ 210' tdh - 3-4 week lead time	1	LS	$ 6,460.00	$ 6,460.00
70' of 4/0 Flat jacketed submersible cable complete with splice kits and connecting lugs	1	LS	$ 4,952.25	$ 4,952.25
Pitless o rings	2	Ea.	$ 61.42	$ 122.84
21' x 8" threaded and coupled drop pipe	2	Ea.	$ 2,112.08	$ 4,224.16
8" x 24" Nipple	1	LS	$ 511.50	$ 511.50
8" x 10' streel threaded an coupled drop pipe	1	LS	$ 952.32	$ 952.32
8" check valve	1	LS	$ 2,743.50	$ 2,743.50
Shop labor to teardown pump, clean drop pipe, tighten couplings on new pipe, assemble pump and stage pump	20	Hrs.	$ 110.00	$ 2,200.00
Machine labor to assemble pump bowl	4	Hrs.	$ 110.00	$ 440.00
			Total:	$54,546.49

PAYMENT TERMS _____

QUOTE VALID FOR _____

ACCEPTED BY _____

TITLE _____

DATE _____

PEERLESS-MIDWEST, INC.

DC Coulier

DC Coulier, Project Manager

505 Apple Tree Drive, Ionia, MI 48846
616.527.0050 phone 616.527.5508 fax www.peerlessmidwest.com

THE CITY OF CHARLOTTE MICHIGAN

Memo

To: Honorable Mayor Armitage; City Council
From: Bryan Myrkle, Community Development Director
Date: January 13, 2023
Re: Proposal from Charlotte Anodizing

Background
The City of Charlotte has received a proposal for the purchase of industrial property in the Combs Industrial Park.

Charlotte Anodizing Products has been in business on Packard Highway since approximately 1995. The company was recently purchased by Avalon Pontoon Boats from Alma, Michigan. The new leadership is proposing to purchase approximately 24 acres of property in Combs to construct a new facility for Charlotte Anodizing in the near term; but also have room for projected future growth. Avalon has an established history of growth and expansion in Alma, and foresees a need for additional space in coming years.

Combs Industrial Park was a bequest to the community of Charlotte from Samuel A. Combs in the early 1990s. Mr. Combs had an enduring interest in the growth and development of Charlotte, and he intended this gift as a means for the City to facilitate new job creation and grow its tax base.

I worked with Charlotte Anodizing to develop the basic terms of this proposal, and City Attorney Hitch worked with them to prepare the Letter of Intent. Similar to what we asked recently for the Eric Rogers, LLC proposal, we are asking you to consider this offer and, if reviewed favorably, authorize city staff to move forward with those items necessary to complete the sale. These would include, at minimum, property surveying, title work and preparation of necessary legal documents (purchase agreement, resolutions, public notices, etc).

In terms of the offer itself, the $10,000 price per acre is the established price that all property within Combs Park has been sold. Because the property was a gift, the City does not have any purchases costs to recover in a sale, giving Charlotte a competitive advantage when pricing its industrial property. The primary benefit to the community would come over the long-term, from future taxes on the development and related economic activity.

Another aspect of this offer (item F) is a commitment from the City to assist with the installation of water, gas and electric utilities as the property is developed. This would be in the form of financial assistance from the City's LDFA fund. This fund was created from taxes paid by property owners within Combs Park; and its purpose is to facilitate the development of necessary infrastructure within the park. Utilities extensions would be an appropriate use of these funds. There is approximately $1.1 million in this fund.

Item H of the Letter of Intent indicates that existing easements would not be included in the calculated acreage of the purchase price. There are two significant easements in the area of this proposal that limit the amount of useable property. This includes a sanitary sewer easement and also a county drain easement. Therefore, the final calculation of acreage will need to be determined during the process of surveying.

If, for some reason, Charlotte Anodizing is not able to expand its business to make use of the property it proposes to purchase, the terms here (Item I) would allow them to sell it to another user in the future. The City would need to approve the sale, so as to ensure the new user is an appropriate fit based on the city's established zoning regulations and the development covenants associated with Combs Park (these include certain development standards, landscaping requirements and use restrictions). Those same standards would govern Charlotte Anodizing's developments at the site, as well.

Charlotte Anodizing currently employs 60 people at its facility on Packard Highway. Due to its age and condition, this facility needs to be completely replaced, and allowing the purchase of this property for a new facility will protect those jobs and open the door to future new job creation.

It is also important to note that, between the Eric Rogers LLC proposal and this proposal, the majority of property within Combs Park will be owned for private development. When the City undertakes the proposed update of its Master Plan, I recommend that special attention be paid to identifying sites that could be earmarked for future industrial development.

Recommendation
Consider proposal from Charlotte Anodizing to purchase approximately 24 acres of property within Combs Industrial Park.

Financial Impacts
The immediate benefits would include the sale revenue of approximately $240,000 and the retention of 60 existing jobs at Charlotte Anodizing. Longer-term benefits would include new job creation in Charlotte as the company grows, and the enhanced tax revenue from industrial development.

Suggested Motion
I move to accept the terms proposed in the Industrial Purchase Letter of Intent from Charlotte Anodizing and authorize city staff to take those steps necessary to complete the sale.

INDUSTRIAL PURCHASE LETTER OF INTENT

December 16, 2022

From:
Charlotte Anodizing LLC
591 Packard Hwy.
Charlotte, MI 48813

To:
City of Charlotte Michigan
111 E. Lawrence Ave. #1573
Charlotte, MI 48813

RE: Intent to Purchase Industrial Property

This Industrial Purchase Letter of Intent (the "Letter of Intent") represents the basic terms for an agreement between the Buyer and Seller. After this Letter of Intent has been made, a formal agreement may be constructed to the benefit of the Parties involved.

I. The Buyer: Charlotte Anodizing LLC (the "Buyer").

II. The Seller: City of Charlotte, Michigan (the "Seller").

III. Property Address: Vacant Parcel, east side of Parcel Number 200-006-300-200-20, Combs Industrial Park (the "Property").

> Additional Description: East and south side of the parcel listed above. Approximately 24 acres bordering Benton Rd on the east and Packard Rd on the south.

IV. Purchase Price: The Buyer shall purchase the property for $10,000 per useable acre.

V. Purchase Terms: Payment of the Purchase Price shall be made in the following manner: Payment at closing. Pending City approval.

VI. Purchase Agreement Terms. The Purchase Agreement shall contain, in addition to the above, the commercially reasonable terms including, among others, and as modified by the Parties, the following:

> **A. Closing**: The Closing shall occur on or before May 1, 2023, or such date as agreed between the Parties.

B. Closing Costs: All costs associated with the Closing shall be the responsibility of both Parties bearing their own expenses.

C. Possession: Possession of the Property shall be given at Closing.

D. Property Inspection: After a binding Purchase Agreement has been executed, the Buyer shall have the right ti inspect the Property by a person(s) of its choosing. The inspection(s) shall occur no later than 30 days after a Purchase Agreement has been executed.

After the Property has been inspected, the Buyer shall have an additional 10 days to report any issues to the Seller in writing. If the Buyer and Seller cannot reach a mutual agreement within 15 days after delivery of the written issues, the Purchase Agreement shall be terminated.

E. Seller's Approval: Final Closing on purchase of property shall be subject to the City of Charlotte, Michigan's approval. Property shall be used primarily for the expansion of Charlotte Anodizing LLC and the development of other commercial business as allowed by the City of Charlotte, Michigan.

F. Utilities: The Seller shall assist with the installation of water, gas, and electric utilities to future building developments in the purchased parcel.

G. Future Development: The Buyer has the right to develop the parcel when they see fit. No time restrictions will be placed on the development of the parcel.

H. Easements: Where existing easements preclude improvement to the land, such acreage will not be included in the calculation of the acreage when determining the purchase price.

I. Seller Approval: The Seller will have approval authority for future sales of the property in accordance with those restrictions existing at the date of the purchase.

J. Governing Law: This Letter of Intent shall be governed under the laws of the State of Michigan.

If you are agreeable to the aforementioned terms, please sign and return a duplicate copy of this Letter of Intent by no later than January 31, 2023.

Charlotte Anodizing LLC

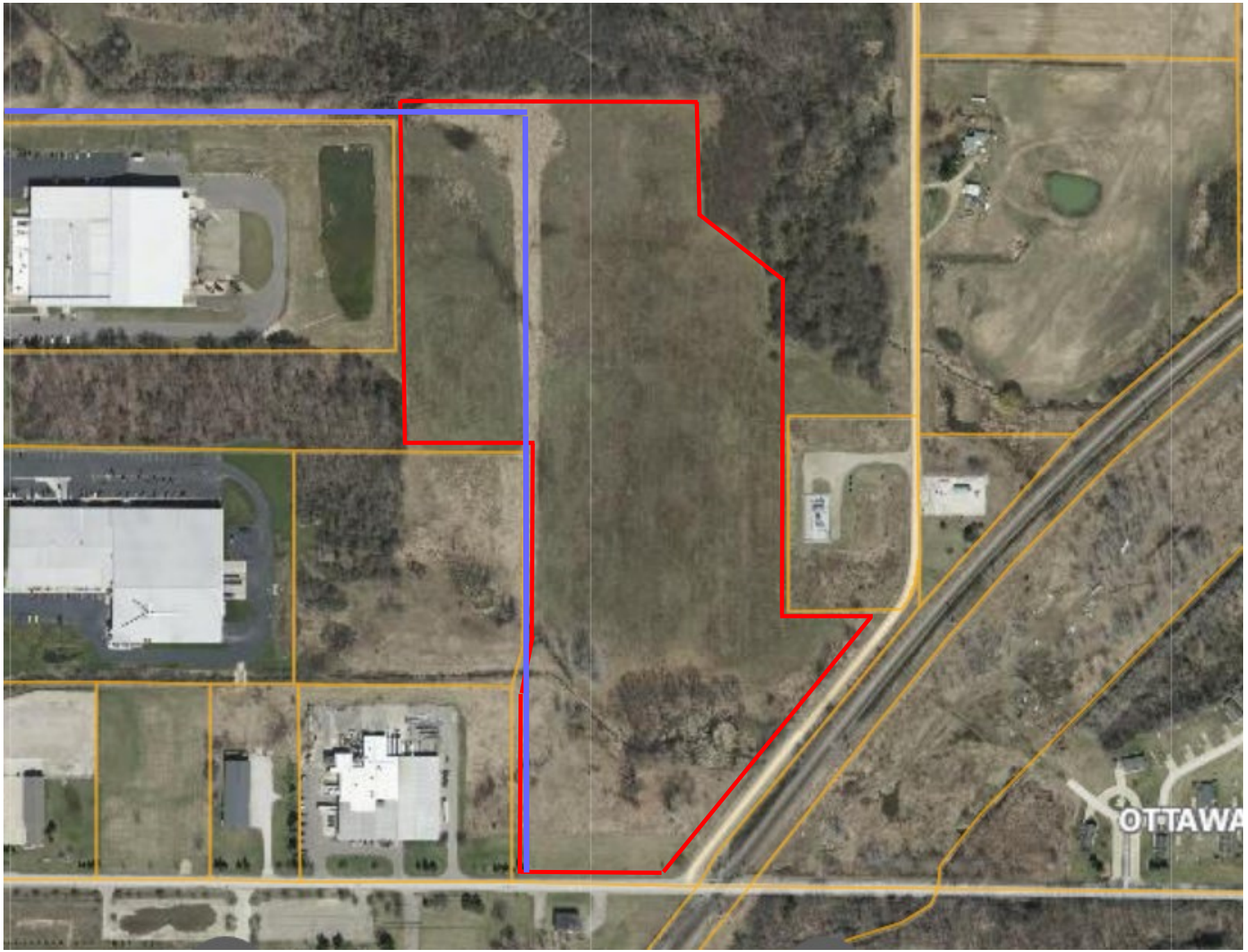
_____
By: Jim Blick, Authorized Representative

You can also inform us of your decision by,
Email: jimb@avalonpontoons.com
Phone: 989-463-2112 x 1343
If returning a copy of this letter, please send it to:
Charlotte Anodizing LLC

Attn: Jim Blick
903 Michigan Ave
Alma, MI 48801

Accepted:
City of Charlotte

_____
By: _____
Date: _____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Confidential: Attorney-Client Privileged Communication

MEMORANDUM

TO: Honorable Mayor Armitage; City Council

FROM: Caitlin K. Gillies, Assistant City Attorney

DATE: January 6, 2023

RE: **Report of proposed adoption of the "High BAC" portion of the MVC**

Background – Michigan's "Super Drunk" Law

On January 9, 2009, Governor Jennifer Granholm signed two public acts that created what has become commonly known as Michigan's "super drunk" law. With an effective date of October 31, 2010, the law amended several sections of the Michigan Vehicle Code and most notably adds a new definition of drunk driving applicable to drivers with a bodily alcohol content ("BAC") of 0.17 or more grams of alcohol per 100 milliliters of blood, per 210 liters of breath, or per 67 milliliters of urine. Drivers convicted under this definition are subject to enhanced punitive[1] and licensing sanctions[2] and are required to undergo one year of alcohol rehabilitation, which may be an alcohol treatment program or a self-help program.

Statutory amendments in early 2012 granted municipalities the power to impose the enhanced penalties for a super drunk driving offense, provided that the local government approves an ordinance adopting it.[3] A home rule city, such as Charlotte, must specifically adopt the "super drunk" section of Michigan's drunk driving statute by reference (MCL 257.625(1)(c)).

[1] Potential fines are increased to a minimum of $200 and up to $700, increased maximum jail from 93 days to 180 days.

[2] Upon notice of conviction of a high BAC offense, the Secretary of State ("SOS") will suspend driving privileges for one year, resulting in a 45 day hard suspension and the possibility of a restricted license for the remaining 320 days if the offender pays to have a breath alcohol ignition interlock device ("interlock device") installed in any vehicle the offender would drive, impoundment and immobilization of a vehicle if offender is stopped and operating without the interlock device and confiscation of plate.

[3] MCL 257.625(1)(c); see MCL 117.3(k), .4i(k) (home rule cities).

The 2012 amendments increased the authority of municipal prosecutors to include 180-day offenses instead of the previous 93-day[4] limit. These amendments provide another mechanism for prosecution outside the traditional exclusive jurisdiction of the county prosecutor. Given the difficulty in many jurisdictions where plea bargaining at the county level is restricted on super BAC charges, the 2012 amendments allow local police departments and prosecutors to retain super drunk driving offenses.

Background – Current Prosecutions of OWIs

Currently, the City has adopted the Michigan Motor Vehicle Code ("MVC"), pursuant to Charlotte City Code 66-31. Michigan's drunk driving law is contained in the MVC at MCL 257.625 et seq. The City has not yet adopted the "super drunk" amendment contained in MCL 257.625(1)(c), which means that the highest penalty that an accused may face is an Operating While Intoxicated ("OWI") first, which carries a maximum penalty of 93 days jail and/or up to a $500 fine. When a suspect is pulled over by the Charlotte Police Department, the officer, when making a charging decision, must decide whether to charge a suspect with an OWI and send it to the City Attorney, regardless of the BAC, or send it to the county for enhanced charges, such as OWI second or third, or a super drunk OWI.

As it currently stands, I have prosecuted OWIs with a BAC as low as 0.07 and as high as 0.35. Under the current charging scheme and in the absence of adoption of the super drunk ordinance, the penalties for a suspect are the same, whether they are just over the legal limit to drive, or whether they are three times over the legal limit. Options for rehabilitation through district court are the same, regardless of the BAC. Common sense tells us that it is likely that someone operating a vehicle with a "high BAC" may benefit from treatment opportunities available under the super drunk law that might not be needed for a lower -BAC offender.

The national average BAC is around 0.16, so the number of cases that are affected by this offense is high. In implicating the super drunk driving offense, courts and prosecuting officials have a different leverage dynamic in plea bargaining and sentencing bargaining, as the difference in possible punishment is doubled. Equally important is the mandatory one-year of alcohol rehabilitation that is attached to the super drunk offense. Presently, I can bargain OWI cases where probation, alcohol testing, and mandatory treatment are terms and conditions of probation, but the judge is free to impose the length of those terms. Additionally, some offenders prefer to take jail over probation, even if they could benefit from rehabilitative measures, which arguably does little to reduce the possibility of recidivism later because underlying conditions contributing to alcohol abuse and/or dependency are not addressed.

Recommendation

1. Approve the first reading of the proposed ordinance and set a public hearing before the City Council for Monday, _____ at 7 p.m.

[4] MCL §117.4i(k) previously held that "the penalty for city ordinances must not exceed a fine of $500 or imprisonment for 90 days, or both. However, unless otherwise provided by law, the ordinance may provide that a violation of the ordinance is punishable by imprisonment for not more than 93 days or a fine of not more than $500 or both, if the violation substantially corresponds to a violation of state law that is a misdemeanor for which the maximum period of imprisonment is 93 days." *Id.*

Financial Impacts
There are no direct financial impacts to the City of Charlotte.

Suggested Motion

1. I move to approve the first reading of Ordinance No. 2023-XX – Chapter 66 – Traffic and Vehicles – Article II – Michigan Vehicle Code – Section 66-33, and set for a public hearing before the Charlotte City Council for Monday, _____ at 7 p.m.

Introduced:
Adopted:
Effective:

CITY OF CHARLOTTE

EATON COUNTY, MICHIGAN

ORDINANCE NO. ____

AN ORDINANCE TO AMEND SECTION 66-31 OF CHAPTER 66 - TRAFFIC AND VEHICLES – ARTICLE II – TO ADOPT THE MICHIGAN VEHICLE CODE, PA 1949 NO. 300, AS AMENDED, BEING SECTION 257.625(1)(c) OF THE MICHIGAN COMPILED LAWS, AND THE MICHIGAN UNIFORM TRAFFIC CODE (EXCEPT WHEN NOT IN CONFORMITY WITH THE MICHIGAN MOTOR VEHICLE CODE), PURSUANT TO MCL 257.951 AND PURSUANT TO MCL 117.3(K) AND .4I(K); AND TO PROVIDE A PENALTY FOR VIOLATION THEREOF; AND TO PROVIDE AN EFFECTIVE DATE HEREOF.

Councilmember _____ moved the following:

THE CITY OF CHARLOTTE ORDAINS:

Section 1. Purpose. The purpose of this ordinance is for the health, safety, and welfare of citizens of the City of Charlotte and persons traveling on the highways and places open to vehicle traffic within the City of Charlotte and jurisdictions authorized under the control of the City of Charlotte.

Section 2. Adoption of Section 66-33 of Chapter 66 - Traffic and Vehicles – Article II- Michigan Vehicle Code - of the City of Charlotte is hereby adopted to read as follows:

Sec. 66-33 Adoption of the Michigan Vehicle Code, section 625(1)(c).

(a) ***Adoption***. The Michigan Vehicle Code, PA 1949 No. 300, as amended, being Section 257.625(1)(c) of the Michigan Complied Laws, and the Michigan Uniform Traffic Code (except when not in conformity with the Michigan Motor Vehicle Code) pursuant to MCL 257.951 and pursuant to MCL 117.3(k) and .4i(K), is hereby adopted and amends the City of Charlotte Motor Vehicle Ordinance.

(b) ***Penalties***. A violation of the prohibited conduct in section 625(1)(c), which has been adopted in this Ordinance and the City Coder, is a misdemeanor punishable by one (1) or more of the following:

(1) Community service for not more than three hundred sixty (360) hours.

(2) Imprisonment for not more than one hundred eighty (180) days.

(3) A fine of not less than two hundred dollars ($200.00) or more than seven hundred dollars ($700.00).

(c) ***Reference to local authorities***. References in the Michigan Vehicle Code to "local authorities" or "local units of government" or "police agency" or any similar reference referring to local government shall be deemed to refer to the City of Charlotte, its police officers and police department, and any other personnel authorized to enforce the City of Charlotte Motor Vehicle Ordinance.

(d) ***Copies of vehicle ordinance***. At the time of adoption of the ordinance adopted in this section, sufficient copies of the motor vehicle code adopted hereby and amendments thereto shall be made available for public use at a reasonable charge at the office of the City of Charlotte.

Section 3. Effective. This ordinance shall become effective 20 days after adoption.

Motion, _____, Second _____. ( ) Yeas. ( ) Nays. ( ) Absent.

Dated:

_____ _____

Michael Armitage, Mayor Mary LaRocque, Clerk

THE CITY OF CHARLOTTE MICHIGAN

Memo

To: Honorable Mayor Armitage; City Council

From: City Manager LaPere, MPAP

Date: January 5, 2023

Re: Council Policy Priorities Discussion

City Administration has a few recommendations of priorities for the upcoming year and beyond. First and foremost, is the city's road rehabilitation plan. As we discussed when establishing priorities for ARPA funding allocation, the residents have identified this as a key priority. This will be complemented by the three major infrastructure projects planned in 2023: Safe Routes to Schools sidewalk project, Island Highway reconstruction, and Hall/Washington/McClure reconstruction. The other major project planned for the upcoming year that will have community-wide impact is the Master Plan update. These two items – road plan and community plan – tie together well as they will both require significant planning and community engagement, and both will have community impact.

The City is also in progress on a third-party water rate study which will result in recommendations policy and ordinance updates, as well as provide a long-term financial plan for the water and sewer utilities. This study will be complete early this year with a presentation to Council and the public planned for early spring.

Administration has also provided two documents for Council to review as it considers its policy priorities for the upcoming year: Vision 2025 Strategic Plan and the 2020 Operational and Fiscal Analysis.

Operational and Fiscal Analysis. This document was completed in December 2020 and was the result of an effort by the City to have a consultant review the financial and operational status of the city and suggest efforts to effect improvement. As with any consultant study, the report is broad based and provides many ideas for consideration while recognizing not all will, or ought, to be implemented. There are over 50 recommendations and ideas to consider, some of which may not be feasible or desirable and some of which will take time to fully implement. Council will have to determine which of the remaining recommendations make sense for the community given what has been implemented since the report was issued, the effects of those actions, and changing community needs, and then prioritize and allocate resources accordingly.

As mentioned, a number of recommendations have been implemented in the past two years. The most significant financial recommendation, addressing the General Fund structural deficit, has been remedied by way of implementing the Special Assessment District to defray the costs of fire protection. This also accomplished another recommendation of seeking additional revenues to support fire services. In connection with this effort, the fire fund was created for the department, also a recommendation of the report. Council adopted a fund balance policy, and administration has eliminated the third-party financial services contract. Further consideration will be needed for the appropriate administrative

structure as we continue to operate below-recommended staffing levels for the administrative offices. We retained a part time code enforcement officer, and assigned oversight of those duties to the Community Development Director. We have shifted building permitting to Eaton County Construction Code. Administration has also implemented a new credit card processing company.

There are a number of recommendations related to the pension system and its underfunded liability that continues to put financial strain on the city. In FY21-22, the city contributed an additional $175k into the pension system and established a surplus division for those funds. In the current fiscal year, the city will be contributing at least an additional $150k into the system, on top of the required annual contribution of over $1.1mill. Further discussion on the merits of various recommendations and opportunities to continue to address the unfunded liability will be part of the larger budget conversations this spring. In general, Administration does not recommend taking on additional debt to pay for this debt. We also are waiting further details from Michigan Treasury on the state grant program for underfunded pension liability and expect to know more about that program in April. The volatilely in the markets has added another level of uncertainty as to the city's funded levels and how that will impact the upcoming (FY23/24) annual required contribution. We receive our actuarial report in spring, typically May or June, and that will provide additional data to determine best path forward. Nonetheless, achieving a funded status above 60% remains a priority.

There are a few items planned for the upcoming calendar and/or fiscal year that accomplish some other recommendations in the report including a staffing study for the fire department and Administration also is currently working on the review and update of its personnel policies, job descriptions, pay scales, and staffing overall.

A few recommendations in the report have not been considered as they have not been a priority of Council, this includes providing single hauler curbside collection, utilizing third-party planning consultant for plan reviews, modifications to capitalization thresholds, requiring residents share costs of sidewalk repairs, exploring regional fire authority, and levying a tourism millage. Other recommendations, such as subscribing to various software programs have not been undertaken as we're addressed those financial planning goals through restructuring the administrative team and/or did not find the benefits of the programs justify the expense.

Vision 2025 Strategic Plan. This document was completed in April 2020, and due to the timing at the start of the pandemic there has been limited opportunity to fully implement some of the recommendations. This document was created as a partnership with a number of community groups and stakeholders, and utilized public engagement to create the strategic goals and objectives. There were seven strategic goals identified: Improve access to and engagement in the arts; Improve access to basic needs; Improve community engagement and communication with the city; Improve economic opportunity for residents and businesses; Improve education outcomes and opportunities for individuals of all ages; Improve environmental quality; and Improve community health and wellness. Within the document are recommendations for various ways the city can work to realize those goals and the city has an implementation spreadsheet that outlines specific tasks and responsible organizations. Some of those recommendations have been implemented, but there is opportunity to build upon those successes. It should be noted, this was a comprehensive plan that contemplated other entities spearheading many of these initiatives. I would recommend the City re-engage with those other organizations to work collaboratively on reviewing and taking action on these shared priorities.

attachments

eel

Operational and Fiscal Analysis Recommendations – Status Update

January 2023

Financial	Status	Organizational	Status
Immediate Recommendations			
1. General Fund has a structural deficit of $500,000 which must be remedied	Complete. Achieved through a combination of new revenues and cost cutting measures.	1. Restructure the administrative office	In-progress: Partially replaced staffing shortages from various transitions/COVID/etc Recommended FTE: 9 (8FT, 2PT) Current FTE: 7 (all FT) Evaluating optimal organizational impact for appropriate designation of certain duties, including hiring 1-2 additional administrative staff
2. Achieve 60% funding of the pension liability by 12/31/2022	Deadline not deemed desirable or feasible. Priority was placed on resolving the fiscal options for sustaining services, especially public safety. Deadline for achieving funding status per statute is 10y.	2. Negotiation to terminate financial services agreement early.	Complete - Agreement is terminated.
3. Move cost of trimming trees in public right-of-way to the appropriate major/local street fund.	Determined not desirable – prefer to keep road dollars to use towards road construction and maintenance expenses	3. Transfer development plan review to a planning consultant	Not a priority to add expense of third-party consultant services
4. Bonding for Water/Sewer capital projects over the next two years and use cash designated for the projects to	No significant projects during 2020-2022 to bond. In general, Administration does not support taking on more debt to pay off other debt.	4. Set plan review fees to match cost.	Fees are reviewed annually.

make additional contributions MERS			
5. Loan $500,000 from the LDFA Fund to the General Fund to make an additional contribution to MERS	Not a priority to accelerate funding through loans.	5. Transfer building inspection/enforcement to the Community Development Dept.	Complete – building inspections by Eaton Co, Code Enforcement by Community Development.
6. Subscribe to pension liability management software	Cost does not justify value beyond opportunities through MERS/Finance Director oversight	6. Set inspection/enforcement fees closer to costs	Fees reviewed annually.
7. Utilize a financial forecasting tool throughout the year to evaluate changing financial conditions and make adjustments to prevent negative financial performance	Cost does not justify value and hired Finance Director to provide budgetary/financial oversight	7. Retain a part time code enforcement officer or contract for this service	Complete – hired part time code officer.
8. Increase the capitalization threshold for infrastructure and buildings	Low priority – will evaluate	8. Avoid subsidization of airport	Ongoing priority
		9. Include additional metrics for billing fire services	Complete – adopted ordinance for cost recovery.
		10-12 Selection of Fire Chief	Complete/outdated recommendation that was based on 2020 staffing status.

		13. Create a separate fund for the Fire Department.	Complete – Fire Fund established in 2021.
		14. Establish a 10-year capital plan for Police	In progress
		15. Provide single hauler for curbside refuse/recycling	Not been a priority of Council
		16. Consider if leaf/brush pickup can be eliminated	Determined not a desirable service cut/recommendation tied to single hauler implementation.
		17. Amend the general purchasing policy.	Complete – adopted in 2022.
Short-Term Recommendations (6-12 months)			
9. Establish fund balance policies.	Complete – 2021.	18. Provide clear policy and service priority direction prior to budget requests	Ongoing – annual workshop to set priorities
10. Develop a comprehensive and broad-based cost allocation plan.	In progress – review of cost allocation as part of annual budget process	19. Review service level expectations annually	Ongoing – annual workshop to set priorities
11. Consider a new credit card processing company	Complete – 2022.	20. Consider a four-day, ten-hour per day, work week for the Administrative Office	Determined community preferred typical 5-day availability of in-person services
12. Eliminate yard waste and recycling millage	Recommendation tied to single hauler implementation	21. Require position descriptions	Complete – City has always had position descriptions and updates as-needed with union, when applicable
13. Levy a millage under the provisions of PA 359	Determined not desirable to levy millage for tourism/marketing of City/tied to elimination of yard waste levy	22. Adopt pay ranges for all non-union positions	In progress – reviewing personnel manual and policies
14. Ask voters to approve up to a 3.50 mill tax to support the cost of fire service	Implemented SAD to defray 85% of fire service costs	23. Community Development to host quarterly meetings with the Vision 2025 stakeholder group	Not determined to be priority at this time

15. Develop a 20-year road improvement plan	2023 Priority of Administration		
Longer-Term Recommendations (12+ months)			
16. Develop a citywide 10-year Capital Improvement Plan	2024 Priority/Plan	24. Update the Charlotte Personnel Manual	In-progress
17. Closely track asset purchases with useful lives in excess of one year	Ongoing – Finance/Treasury Dept	25. Assess City's engagement level with LEAP	On-going, continued value to partnership
18. Require property owners to share in the cost of sidewalk repair	Council policy decision, not been a priority	26. Explore forming a regional Fire Authority	Requires collaboration with existing partners, fire department, and community – may also want to consider EMS services
19. Assess cost of outsourcing street-line striping with the County vs bidding out to a private company	Low priority – not yet evaluated	27. Perform a staffing study of the Fire Department	Planned for 23-24 Budget, also previously requested by IAFF Union
20. Consider subscribing to cloud-based water/rate setting software.	Evaluated with water rate study and determined costs do not justify benefits	28. Consider addressing the Police's flat command structure, after the General Fund is stabilized	General Fund is on path towards stability in short term. Analysis must consider long term fiscal effects of restructuring
21. Target a cash reserve for the Water/Sewer fund of $2.0-3.0Mill	In progress – part of water rate study being completed.		

Arts & Culture						
Goal 1: Improve access to and engagement in the arts		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 1.1: Expand outdoor concert series						
1	Explore additional arts an cultural connections or activities that might be combined with the existing concert series. This may include pop-up art spaces, open mic events, music lessons, etc.	City of Charlotte	6 months		G1.5	Charlotte Chamber is organization that oversees Concerts
2	Expand the funding for concerts to include additional activities.	City of Charlotte	24 months		G1.4	
Objective 1.2: Develop a broader partnership with the Charlotte Performing Arts Center						
1	Develop a plan to engage additional community organization in the CPAC	Friends of CPAC and Can Do!	6 - 8 months		G1.1 G1.5	Friends of CPAC added to Community Parters sheet
2	Develop a joint advertising and engagement plan for CPAC	Can Do! and Friends of CPAC	12 months		G1.1 G1.5	Build on a Strength!
Objective 1.3: Enhance Charlotte history education and interest						
1	Develop an experiential learning experience for third graders that builds upon the city's current walking history tour of downtown Charlotte	Courthouse Square	6 - 18 months		G1.5	
2	Investigate and develop strong connections with local higher education institutions to include Charlotte history as part of the civic, cultural, historic and or geographic curriculum of specific courses	Can Do!	6 - 18 months		G1.1	
3	Develop a Charlotte specific evening lecture series focused on Charlotte history, featuring local experts, including college faculty, high school teachers and local historians	Charlotte Library	12 - 18 months		G1.5 G3.5	
4	Promote state and national historic designations in the city and obtain additional recognition. Ensure information about historic places is available on the city's website.	Courthouse Square	6-18 months		G1.1	
Objective 1.4: Develop outdoor art						
1	Investigate the DIA "inside-out" program and request to participate.	CharlotteRising	3 - 6 months		G1.4 G1.5	
2	If DIA is a willing partner, plan for the installation.	CharlotteRising	12 - 24 months		G1.4 G1.5	
3	If the DIA is not a willing partner or the wait is too long, consider developing a model with another art museum	CharlotteRising	24 - 36 months		G1.3 G1.4 G1.5	
4	Consider inviting muralists to paint public art on private buildings (use "Bright Walls Jackson" as a model)	CharlotteRising	12 - 36 months		G1.3 G1.4 G1.5	
Supporting Organizations						
	Charlotte High School					
	Charlotte Library					
	CharlotteRising					
	Collaboration Council					
	Friends of CPAC					
	Eaton County Community Development					
	Lansing Community College					
	Olivet College					
	Courthouse Square					
	Charlotte Public Schools					
	Can Do!					
	Capital Region Community Foundation					

Basic Needs						
Goal 2: Improve access to basic needs		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 2.1 (Housing 1): Create a hub for resources related to home ownership, including home maintenance/improvement and buying assistance.						
1	Work with local housing and financial partners to define most effective and efficient city department or local agency to serve as the hub for resources. Such resources may include financial (e.g., grants, low-interest loan programs, revolving funds, etc.) as well as construction/trade services (e.g., directory of local trades, trade education/training, etc.)	City of Charlotte	6-8 months	Ongoing	G2.8 G3.1	
2	Create a process by which resources are collected, updated and shared with the community.	City of Charlotte	6-12 months		G2.8 G2.7	
3	Implement housing resource hub process.	City of Charlotte	12-24 months		G2.8 G2.7	
Objective 2.2 (Housing 2): Create a rental inspection program to ensure proper maintenance of rental properties within the city.						
1	Develop and adopt a rental license ordinance that provides for annual or biannual rental licensing and inspection.	City of Charlotte	6-9 months	Complete 2021	G2.8	
2	Identify resources needed to implement the rental inspection program.	City of Charlotte	6-12 months	Complete 2021	G2.8	
3	Provide resources in annual city budget to run the rental inspection program.	City of Charlotte	12-24 months	Complete 2021/ongoing	G2.8	
Objective 2.3 (Food): Improve food security in the community						
1	Understand the food security needs in the community.	Can Do!	6-8 months		TBD G2.10	
2	Develop a success indicator for food security in the community	Can Do!	6-12 months		G2.10	
3	Create a food security task force to determine gaps and identify community partners to improve food security for all residents	City of Charlotte	12-24 months		G2.10	
4	Encourage stores who accept SNAP cards to offer fresh produce	City of Charlotte	24-36 months		G2.10	
Objective 2.4 (Transportation): Connect neighborhoods to essential community goods and services						
1	Identify the locations of essential community goods and services	City of Charlotte			G7.2 G7.3 G7.4	
2	Update 2008 Master Plan transportation network assessment	City of Charlotte		Commence in 2023	G7.3 G7.4 G7.5 G7.2	
3	Prioritize non-motorized transportation improvements as identified in the city's Non-Motorized Transportation Plan to connect neighborhoods to essential locations	City of Charlotte			G7.3 G7.4 G7.5 G7.2	
4	Identify funding sources for needed improvements	City of Charlotte			G7.3 G7.4 G7.5 G7.2	
Supporting Organizations						
	Capital Region Community Foundation					
	Charlotte Public Schools					
	City of Charlotte					
	Collaboration Council					
	Eaton Community Mental Health					
	Eaton County/Community Development					
	Eaton Senior Center					
	Hayes Green Beach Hospital					
	Housing Services Mid Michigan					
	Kiwanis Club of Charlotte					
	Lions Club of Charlotte					

	Optimists Club of Charlotte					
	Rotary Club of Charlotte					
	Tri-County Regional Planning Commission					
	Can Do!					

Neighborhood & Communication						
Goal 3: Improve community engagement and communication with the City		Lead Body	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 3.1: Identify Neighborhood Associations in the city.						
1	Develop informal associations based on existing neighborhood associations, geography and community input. As noted in the “Communities” element, neighborhoods contain more than just homes; they may include schools, places of worship and businesses that support the local residents. These areas should all be included.	City of Charlotte	6-12 months		G3.5 G3.6	StreetHeart Program doing a lot of this work
2	Once areas are identified, identify neighborhood “hosts” who will take the lead in reaching out and connecting the people within the neighborhood.	City of Charlotte	12-24 months		G3.5 G3.6	
Objective 3.2: Create an Office of Communications						
1	Develop job description for staff position who will serve as the manager of the Office of Communications, acting as an in-house resource for the community. This position can either be a stand alone position or the duties could strategically align with a new or existing position.	City of Charlotte	6-8 months		G3.5 G3.6 G3.7 G3.8	
2	Identify resources needed to create staff position within the city.	City of Charlotte	6-12 months		G3.5 G3.6 G3.7 G3.8	
3	Fill position of manager of the Office of Communications.	City of Charlotte	12-24 months		G3.5 G3.6 G3.7 G3.8	
4	Create communications plan	Manager, Office of Communications	24-30 months		G3.5 G3.6 G3.7 G3.8	
Objective 3.3: Develop an Annual Neighborhood Fair.						
1	Plan a Neighborhood Fair for active neighborhood hosts to learn about community-wide events, activities and support services as well as network with other hosts and learn communication tools and strategies.	City of Charlotte	24-30 months		G3.4 G3.5 G3.6 G3.7 G3.8 G3.9	Rotary is working on similar event for 2023
2	Host Neighborhood Fair	City of Charlotte	24-36 months		G3.4 G3.5 G3.6 G3.7 G3.8 G3.9	
Supporting Organizations						
	Can Do!					
	Capital Region Community Foundation					
	Charlotte Library					
	Charlotte Public Schools					
	Collaboration Council					
	Courthouse Square					
	Eaton Senior Center					
	Housing Services Mid Michigan					
	Kiwanis Club of Charlotte					
	Optimists Club of Charlotte					
	Rotary Club of Charlotte					

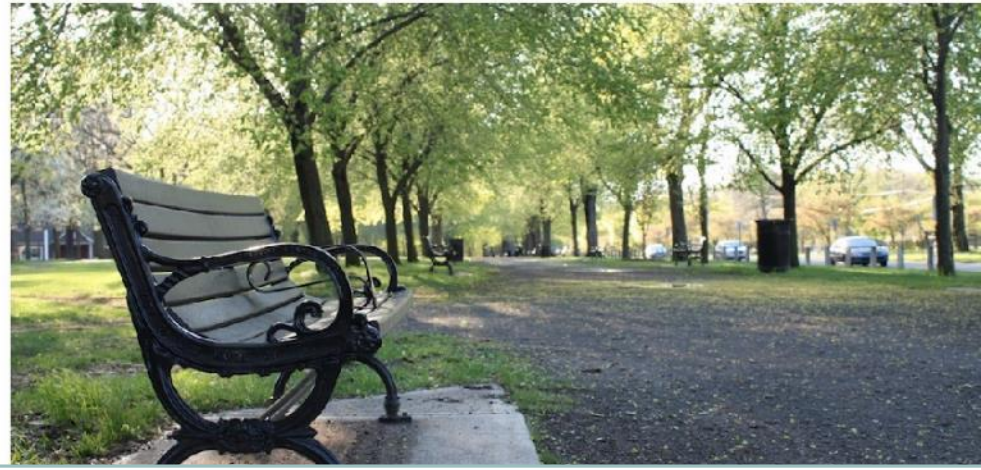
Economic Opportunity						
Goal 4: Improve economic opportunity for residents and businesses		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 4.1: Connect CharlotteRising more directly with the city and expand its reach						
1	Link CharlotteRising directly to the city website for downtown. Develop a consistent message that "Downtown Charlotte" is "CharlotteRising"	City of Charlotte	1 - 2 months		G4.10	Incorporate into new city website
2	Leverage the CharlotteRising website and Main Street Approach to communicate all things Downtown. Clarify the communication of the "DDA" (and district map) and CharlotteRising.	CharlotteRising	1 - 6 months		G4.10 G4.11 G4.1	
3	Develop a marketing strategy to engage the tri-county area in a buy-local style campaign (regional publication/newsletter, Facebook direct marketing, etc.), through business add supported revenue	CharlotteRising	12 - 18 months		G4.10 G4.11	
Objective 4.2: As the largest city in the County, seek more involvement in regional organizations						
1	Increase participation with the Tri-County Planning Commission and/or one of its Committees	City of Charlotte	6 - 12 months		G4.3 G4.5 G4.7 G4.9 G4.10 G4.11	
2	Increase paritipcation with the LEAP Board of Directors and/or one of its Committees	City of Charlotte	6 -12 months		G4.3 G4.5 G4.7 G4.9 G4.10 G4.11	
Objective 4.3: Focus attention on drawing students from the LCC West Campus to the city						
1	Develop a relationship with the administrators of the SBDC for seamless referrals for individuals interested in starting a business in the city	Lansing Community College, CharlotteRising	3 - 6 months		G4.1 G4.11	
2	Consider a strategy of how to attract resources from the Community Engagement initiatives at the College, specifically its Center for Manufacturing Excellence, to the city	Lansing Community College, City of Charlotte	12 - 18 months		G4.1 G4.11 G4.7	
3	Join the LCC district to lower tuition costs for Charlotte residents.	Lansing Community College, City of Charlotte	12 - 18 months		G4.1 G4.6 G4.8	
Objective 4.4: Support local businesses						
1	Create a business roundtable, comprised of downtown and other community businesses, key city staff and other related civic groups	City of Charlotte, CharlotteRising	3 - 6 months		G4.2, G.4.3, G4.10, G4.11	
2	Host quarterly meetings to exchange ideas, provide support and resources	City of Charlotte, CharlotteRising	6-12 months		G4.2, G.4.3, G4.10, G4.11	
3	Provide or expand a hub for local business resources	City of Charlotte, CharlotteRising	12-24 months		G4.2, G.4.3, G4.10, G4.11	
Supporting Organizations						
	Can Do!					
	Capital Region Community Foundation					
	Charlotte Chamber of Commerce					
	CharlotteRising					
	Collaboration Council					
	Eaton County/Community Development					
	Eaton Federal Bank					
	Eaton Senior Center					
	Housing Services Mid Michigan					

	Lansing Community College					
	MSUFCU - Charlotte					
	Tri-County Regional Planning Commission					

Education						
Goal 5: Improve education outcomes and opportunities for individuals of all ages		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 5.1: Improve communications between parents, students and teachers						
1	Create a Parent Resource Team to serve as a conduit between parents and the schools. Possibly could be a PTA initiative. The goal is to effectively disseminate school information to the community.	Charlotte Public Schools	6 - 12 months		G5.5	Model it on a neighborhood host program
Objective 5.2: Develop community partnerships between schools and related community groups to fill gaps in student education						
1	Review the responses to the open-ended "second question"and consider if responses, information or follow-up is appropriate	Charlotte Public Schools	3 - 6 months		G5.3 G5.4	A lot of specific suggestions
2	Consider the feedback from the community survey rating "Encourage job shadowing for youth to expose them to a variety of careers" as the top rated response	Charlotte Public Schools	3 - 6 months		G5.3 G5.4	
3	Create a community advisory group to identify two-three specific gaps that could be addressed through existing community organizations	Charlotte Public Schools	6 - 12 months		G5.3 G5.4	
4	Once identified, assign specific gaps to specific community partners	Charlotte Public Schools	12 - 18 months		G5.3 G5.4	
5	Working with community partners and schools, develop programs to address gaps.	Charlotte Public Schools	18 - 30 months		G5.3 G5.4	
Objective 5.3: Expand or increase awareness of adult education opportunities						
1	Develop a measure of Adult Education participation or satisfaction	Can Do!	1 - 3 months		G5.6	Significant responses from the survey
1	Create an inventory of Adult Education opportunities in the community, specifically through the Charlotte Public Schools and Lansing Community College	Can Do!	3 - 6 months		G5.6	
2	Coordination promotion of Adult Education opportunities and identify gaps in programing	Can Do! and Chamber of Commerce	12 - 18 months		G5.6	
3	Develop Adult Programing - possibility fee based - to meet identified gaps	Lansing Community College and Charlotte Public Schools	18 - 30 months		G5.6	
Supporting Organizations						
	Can Do!					
	Charlotte Chamber of Commerce					
	Charlotte High School					
	Charlotte Library					
	Charlotte Public Schools					
	Collaboration Council					
	Courthouse Square					
	Eaton Senior Center					
	Kiwanis Club of Charlotte					
	Lansing Community College					
	Olivet College					

Environment						
Goal 6: Improve environmental quality		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 6.1: Improve opportunities for citizens to become involved in enhancing parks and building lots						
1	Develop a parks and building lot condition metric	City of Charlotte	1 -3 months		TBD G6.6	
2	Create an "adopt a park" program to encourage community participation in maintenance, cleanup efforts and education	City of Charlotte	6 - 12 months		G6.6	
3	Add a form or a phone number to the city website for individuals to report concerns or ask questions about Property Maintenance issues	City of Charlotte	3 - 6 months		G6.6	Incorporate into new city website
4	Provide an FAQ on the website and newsletters/social media posts regarding common blight concerns (i.e. grass/weed height, unlicensed vehicles, permit requirements, etc.)	City of Charlotte	6 - 12 months		G6.6	Updating website with info, code office
Objective 6.2: Review and update recycling program						
1	Develop a recycling tonnage metric for the community	City of Charlotte	1 - 3 months		TBD G6.5	
2	Review and update (as needed) the list of items accepted by CARA (last update 11/6/17)	City of Charlotte	3 - 6 months		G6.5	
3	In April, around Earth Day and National Recycling Month, specifically promote volunteer opportunities at CARA	Can Do! and City of Charlotte	1 - 3 months		G6.5	target high school students?
4	As more volunteers are recruited, expand the hours of operation of CARA	City of Charlotte	6 - 12 months		G6.5	
Objective 6.3: Enhance drinking and stormwater education						
1	Work with the Middle Grand River Organization of Watersheds and the Greater Lansing Regional Committee for Stormwater Management to receive stormwater education material that can be included in newsletters and social media posts	City of Charlotte	3 - 6 months		G6.3	
2	Update the city website for "utilities" to remove old information and post any updated reports.	City of Charlotte	1 - 3 months		G6.3	
3	Post additional information regarding the city's wellhead protection plan and specific information of how citizens can protect city water and get involved with the Wellhead Protection Team	City of Charlotte and the Wellhead Protection Team	6 - 12 months		G6.3	
4	Work with EGLE to receive updates on recommendations for citizen's actions to reduce copper in their drinking water and publicize the information	City of Charlotte	6 - 12 months		G6.3	
Supporting Organizations						
	Courthouse Square					
	Eaton County/Community Development					
	Tri-County Regional Planning Commission					
	Middle Grand River Organization of Watersheds					
	Greater Lansing Regional Committee for Stormwater Management					

Health & Wellness							
Goal 7: Improve community health and wellness		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes	
Objective 7.1 Improve walking infrastructure to help people incorporate exercise into their daily lives							
1	Identify sidewalks in need of repair	City of Charlotte	3 to 6 months		G7.2 G7.3 G7.7		
2	Create a sidewalk enhancement plan to improve comfort and aesthetics	City of Charlotte	6 to 12 months		G7.2 G7.3 G7.7		
3	Add benches along key sidewalk routes in the city	City of Charlotte	12 to 18 months		G7.3 G7.7 G7.8		
4	Identify resources for sidewalk enhancements	City of Charlotte	6 to 12 months		G7.2 G7.3 G7.7		
5	Implement sidewalk enhancement plan	City of Charlotte	12 to 18 months		G7.2 G7.3 G7.7		
6	Improve year-round sidewalk maintenance, including prompt snow removal	City of Charlotte	12 to 18 months	Snow maint Ord	G7.3 G7.4 G7.8		
Objective 7.2 Encourage students to walk to school							
1	Develop a "walking school bus" initiative	Charlotte Schools	3 to 6 months		G7.2 G7.3 G7.5 G7.7	www.walkingschoolbus.org	
2	Participate in the Safe Routes to School program	Charlotte Schools	6 to 12 months	Construction 2023	G7.2 G7.3 G7.5 G7.7	https://saferoutesmichigan.org/	
Objective 7.3 Improve access to fresh healthy food							
1	Organize healthy food drops at local churches	Eaton Senior Center	3 to 6 months		G7.7		
2	Raise awareness of winter farmers markets in nearby communities	City of Charlotte	6 to 12 months		G7.7		
3	Expand Charlotte Farmers Market to winter months	City of Charlotte	12 to 18 months		G7.7	Chamber organizes farmers market	
Objective 7.4 Improve patient satisfaction information							
1	Publicize patient satisfaction results in coordination with local organizations	Hayes Green Beach Hospital	6 to 12 months		G7.9		
Supporting	Collaboration Council						
	Eaton Community Mental Health						
	Eaton County/Community Development						
	Eaton Senior Center						
	Hayes Green Beach Hospital						



city of
CHARLOTTE
Michigan

Vision 2025 Overview

April 30, 2020

VISION 2025

Overview of Presentation

- Background
- Seven Elements of Healthy Communities
- Plan Approach
- Plan Highlights
- Next Steps

city of CHARLOTTE Michigan

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VISION 2025 - BACKGROUND

The City and several partnering community organizations are seeking achievable ways to improve the quality of life for all residents in the form of a five-year strategic plan.

- The strategic plan looks at what's working and what needs work in the community.
- It identifies specific improvement actions that the community has the resources (or a plan to obtain resources) to achieve within the identified time period.
- The strategic plan recognizes the resources that other agencies and community groups can offer.
- Vision 2025 led by Steering Committee comprised of community partners and representatives from the City.

City of CHARLOTTE Michigan

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SEVEN ELEMENTS OF HEALTHY COMMUNITIES

The plan is organized around the "Seven Elements of a Healthy Community," which have been introduced to the community over the past several years and include:

- Arts and Culture
- Basic Needs of Residents
- Strong and Connected Neighborhoods and Communities
- Vibrant and Diversified Economy
- Quality Education and Learning Opportunities for All Ages
- Natural Environment
- Health and Wellness

SEVEN ELEMENTS OF HEALTHY COMMUNITIES

Arts & Culture

What is it?

- Visual and performing arts instruction and performance
- History

Why is it important?

- Contributes to the identity and vitality of the community
- Provides social and emotional benefits for children, adults, families and seniors
- Contributes to the economy
- Brings people together

SEVEN ELEMENTS OF HEALTHY COMMUNITIES

Basic Needs

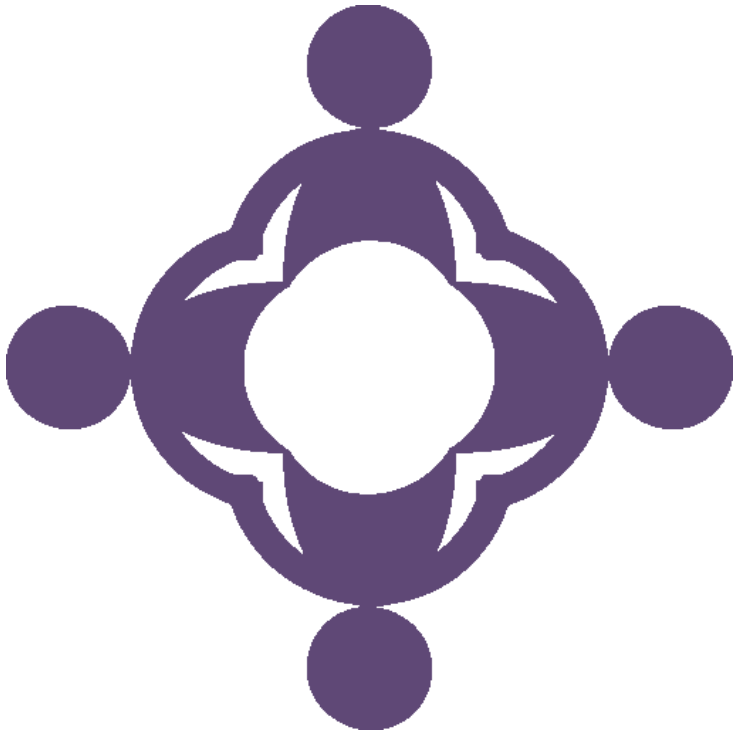
What is it?

- Access to healthy food, housing, transportation and technology

Why is it important?

- Supports residents in a safe and compassionate environment

SEVEN ELEMENTS OF HEALTHY COMMUNITIES



Community

What is it?

- A sense of belonging and civic engagement.

Why is it important?

- Supports equal opportunities to participate in decision-making
- Enhances diversity, promoting a sense of pride and shared purpose
- Provides support system for residents

city of CHARLOTTE Michigan

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SEVEN ELEMENTS OF HEALTHY COMMUNITIES

Economic Opportunity

What is it?

- Diverse and healthy local economic conditions

Why is it important?

- Supports growth of existing businesses
- Attracts new businesses
- Supports entrepreneurship
- Grows the local workforce

SEVEN ELEMENTS OF HEALTHY COMMUNITIES

Education

What is it?

- Lifelong learning for the acquisition of new skills and ideas

Why is it important?

- Supports advancement of community members
- Provides stability for local families
- Helps people achieve their own goals

SEVEN ELEMENTS OF HEALTHY COMMUNITIES

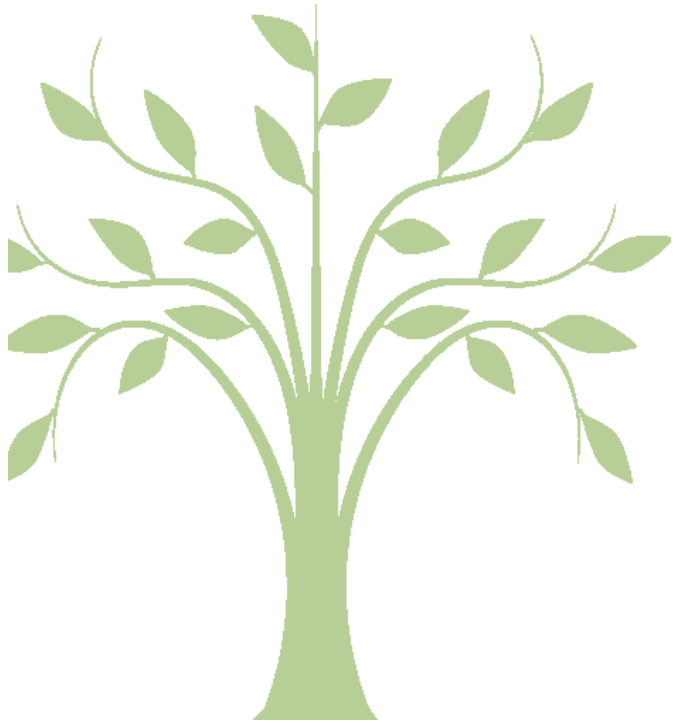
Environment

What is it?

- Natural features and habitats

Why is it important?

- Provides healthy ecosystems for people, plants and animals
- Provides recreational opportunities



SEVEN ELEMENTS OF HEALTHY COMMUNITIES

Health & Wellness

What is it?

- An environment that supports community health and provides health services

Why is it important?

- Keeps people healthy so they can lead longer and more productive lives.

PLAN APPROACH

- Steering Committee led the process and served as the conduit to the community
  - There are some strategies that specific organizations are better equipped to implement.
  - Organizations may wish to assess areas where services overlap to more effectively and efficiently provide services.
  - Mission statement matrix illustrates areas of service and potential partnerships.

PLAN APPROACH

Community organizations identified by Steering Committee

Mission Statement (or summary)

Icons note which of the Seven Elements the organization's mission reflects. There may be more than one.

Organization	Mission	Arts & Culture	Basic Needs	Community	Economy	Education	Environment	Health & Wellness
Can Do!	Can Do! believes that, in our community, anything is possible. Its diverse, welcoming membership creates an environment that awakens the imagination and invigorates a spirit of collaboration and generosity among community members, youth, entrepreneurs, and leaders to transform the wonder of small town possibilities into realities.				$			
Capital Region Community Foundation	We're passionate about creating vibrant, thriving communities throughout Michigan's capital region. We do that by serving donors to meet their unique charitable goals, supporting area nonprofits with grants and coaching, and leading innovative projects that drive community growth.				$			
Charlotte Chamber of Commerce	The mission of the Charlotte Chamber of Commerce is to provide members opportunities for growth, collaboration and education				$			
Charlotte High School	The mission of Charlotte High School is to build partnerships of students, parents, community and staff committed to effective teaching and responsible learning							
Charlotte Library	The mission of the Charlotte Community Library is to provide materials and service, which will furnish opportunities for educational, informational, recreational and cultural needs of the community.							

Excerpt of page 8

PLAN APPROACH

Public engagement strategies sought input from the community through online and in-person opportunities. Online:

- **Online survey.** This short survey asked respondents to consider the best things about the Charlotte area, what could be improved, and ideas on each of the seven healthy community indicators.
- **PictureThis!** Another online opportunity asked respondents to share photos of the community - either things they liked or things that needed improvement.

PLAN APPROACH

Public engagement strategies sought input from the community through online and in-person opportunities. In-person:

- **Chalk wall.** The portable chalk wall was built by a community volunteer and moved to various community events. People of all ages were encouraged to “make their mark” and call out things they liked and things that needed improvement.
- **Meeting toolkits.** To further discussion in the community, seven focus group meetings were facilitated by stakeholder leaders from the steering committee. Each group focused on one of the healthy community elements and discussed barriers and opportunities to make improvements.

PLAN HIGHLIGHTS

Each of the seven indicators has its own chapter

- Short background on the indicator
- Measurable benchmark data – to show where the city is starting and track improvement.
  - Data sources include external sources (i.e., US Census) as well as recommends internal sources (i.e., schools)
- Public input on identification of barriers & ways to improve
- List of strategic goals and objectives

PLAN HIGHLIGHTS

Action strategies are found in the Google worksheet

- Living document for the City and Steering Committee to modify as needed to reflect current projects and track completed strategies.
- Action strategies listed with their respective goals and objectives
  - Includes the “lead” organization – who will initiate the strategy and serve as its champion?
  - Timeframe for implementation
  - The chart cross-references to the benchmark data

PLAN HIGHLIGHTS

Action strategies are found in the Google worksheet

- Example below:

Health & Wellness						
Goal 7: Improve community health and wellness		Lead Org	Timeframe	Complete	Targeted Success Indicator	Notes
Objective 7.1 Improve walking infrastructure to help people incorporate exercise into their daily lives						
1	Identify sidewalks in need of repair	City of Charlotte	3 to 6 months		G7.2 G7.3 G7.7	
2	Create a sidewalk enhancement plan to improve comfort and aesthetics	City of Charlotte	6 to 12 months		G7.2 G7.3 G7.7	
3	Add benches along key sidewalk routes in the city	City of Charlotte	12 to 18 months		G7.3 G7.7 G7.8	
4	Identify resources for sidewalk enhancements	City of Charlotte	6 to 12 months		G7.2 G7.3 G7.7	
5	Implement sidewalk enhancement plan	City of Charlotte	12 to 18 months		G7.2 G7.3 G7.7	
6	Improve year-round sidewalk maintenance, including prompt snow removal	City of Charlotte	12 to 18 months		G7.3 G7.4 G7.8	

NEXT STEPS

Implementation!

- City Council
  - Identify priority projects
  - Provide resources for those projects
  - Empower staff to work with the Steering Committee and community partners to begin implementation
  - Add quarterly or bi-annual reporting to Council meeting agendas

NEXT STEPS

Implementation!

- Steering committee
  - Continue to serve as clearinghouse for information and to ensure various organizations stay up to date on activities of others.
  - Regular meetings and reporting back to the community

NEXT STEPS

Implementation!

- Celebrate success
  - At the end of each year, report accomplishments and discuss next year's strategies
  - Thank community organizations and volunteers who make a difference. This may include:
    - Thank you letters
    - "Shout-outs" at community events
    - "Volunteer of the Month" – feature volunteers who go above and beyond
    - Volunteer appreciation week – give volunteers discounts at local restaurants, special outdoor concert/activity, etc.

THANK YOU!

- Q/A

Vision 2025

City of Charlotte Strategic Plan

PREPARED FOR:
THE CITY OF CHARLOTTE

April 2020

Acknowledgements

Vision 2025 is the result of members of the following stakeholder groups:

Can Do!
Charlotte Chamber of Commerce
Charlotte High School
Charlotte Public Schools
CharlotteRising
City of Charlotte
Courthouse Square
Eaton County/Community Development
Eaton Senior Center
Sparrow Eaton Hospital
Housing Services Mid Michigan
MSUFCU - Charlotte
Charlotte Library
Lansing Community College
Rotary Club of Charlotte
Capital Region Community Foundation
Eaton Community Mental Health
Tri-County Regional Planning Commission
General Federation of Women's Club of Charlotte
Kiwanis Club of Charlotte
Optimists Club of Charlotte
Lions Club of Charlotte
Olivet College
Eaton Federal Bank
Collaboration Council

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Introduction

Over the past few years, the City of Charlotte and a variety of community agencies, such as CanDo!, Charlotte Rising, Charlotte Public Schools and the Sparrow Eaton Hospital, have been talking about and planning for a brighter future for city residents and businesses.

While all these agencies are aiming to improve the quality of life in Charlotte, each has its own strengths and skills that help it focus in on certain aspects of improvement. But where do these agencies' strengths and skills overlap? What's missing? To focus in on these questions, the City of Charlotte spearheading an effort to create a 5-year strategic plan – "Vision 2025."

In June 2019, the City of Charlotte initiated a process to create a 5-year strategic plan – Vision 2025 - that identifies specific achievable actions aimed at improving the quality of life for all Charlotte residents. The plan is organized around the "Seven Elements of a Healthy Community," which have been introduced to the community over the past several years and include:

- Arts and Culture
- Basic Needs of Residents
- Strong and Connected Neighborhoods and Communities
- Vibrant and Diversified Economy
- Quality Education and Learning Opportunities for All Ages
- Natural Environment
- Health and Wellness

What is a strategic plan?

Generally, a strategic plan identifies specific improvement actions that the community has the resources (or a plan to obtain resources) to achieve within an identified time period. In this case, the City of Charlotte has established a 5-year window – between 2020 and 2025. Understanding that the City only has so many resources (time, money and people) to tackle projects, the strategic plan will recognize the resources that other agencies and community groups can offer towards accomplishing strategic goals.

A steering committee comprised of representatives from community groups and agencies helped lead the process, assisted by the consulting team of Giffels Webster and Vettraino Consulting with support from Cobalt Community Research. Vision 2025 addresses four key questions:

- Where are we now?
- Where do we want to be in five years?
- How will we get there?
- How will we know when we have arrived?

The steering committee sought input from its community group members and the public through opportunities including focus group discussions, internet surveys, mail surveys, open houses, visioning sessions, issues and solutions workshops as well as on social networking sites. The steering committee partners developed action items within their mission, partnering with others as needed, to strive towards accomplishing the objectives over the next five years.

Over the next five years, the steering committee should continue regular meetings to discuss partner efforts, identify roadblocks and explore alternatives that will keep moving strategies forward. A yearly recap is encouraged to celebrate successes and identify needed resources to tackle outstanding items.

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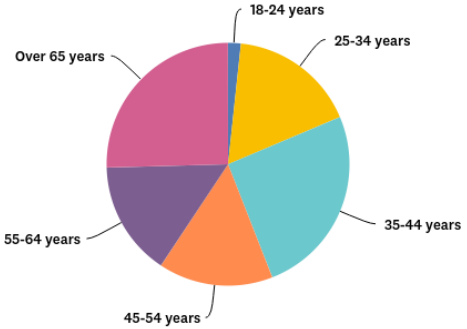
Public Engagement

The steering committee launched this project with a keen interest in engaging the community in identifying needs and solutions to improving the quality of life in the city. A variety of outreach tools were used to try to reach as many people as possible. These tools included:

- Online survey. This short survey asked respondents to consider the best things about the Charlotte area, what could be improved, and ideas on each of the seven healthy community indicators. Word clouds representing the responses to “best” things and things to change are shown at right.
- PictureThis! Another online opportunity asked respondents to share photos of the community - either things they liked or things that needed improvement.
- Chalk wall. The portable chalk wall was built by a community volunteer and moved to various community events. People of all ages were encouraged to “make their mark” and call out things they liked and things that needed improvement.
- Meeting toolkits. To further discussion in the community, seven focus group meetings were facilitated by stakeholder leaders from the steering committee. Each group focused on one of the healthy community elements and discussed barriers and opportunities to make improvements.

Results

The Online Survey was open for three months; the steering committee alerted the community to this opportunity through local news articles, word of mouth and multiple postings on social media. Fifty-nine responses were provided. The age of respondents was fairly evenly spread across age groups, A mix of city (65%) and township (35%) residents responded.



Three Things You Love Most about the Charlotte Area (Online Survey Result)

Three Things You Would Change about the Charlotte Area (Online Survey Result)

Word clouds - most frequently used words appear larger.

A sampling of shared images from PictureThis!

Seven Elements

The pages that follow focus on each of the seven elements of healthy communities. Within each section, the element is described and the broad outcomes or goals are summarized. Along with these overall goals, some key indicators are provided, based on data available to the city. These indicators will help the city understand how progress is being made towards the outcomes or goals defined. While there can be greater confidence in quantitative data, the availability of qualitative data should also be considered and employed; with consistent data collection and reporting, over time confidence in reporting will be improved.

Common Theme: Communication. As discussed earlier, there were a variety of opportunities for the community to participate in the development of this report. The public input received reinforced and supported ideas held by the steering committee on issues and potential outcomes. Generally, there seems to be some disconnect between the myriad services, activities and events provided by organizations in the community and the residents. Communication is the one common theme that runs through each of the elements in terms of available resources within the community. Strategies aimed at improving communication within the community are included in the chapter on Community.

Arts & Culture

Basic Needs

Community

Economy

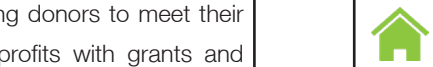
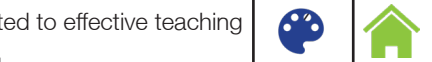
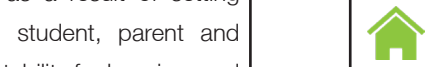
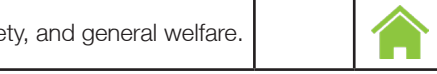
Education

Environment

Health & Wellness

Community Partners

A key component of Vision 2025 is that community partners will work together to tackle action items and achieve results. The City of Charlotte will support these agencies as resources allow. The mission statements for community organizations identified by the steering committee in 2019 have been assessed to understand which organizations might focus on one or more of the seven indicators of a healthy community: Arts & Culture, Basic Needs, Community, Economy, Education, Environment and Health & Wellness. This list may be modified or expanded as appropriate.

Organization	Mission	Arts & Culture	Basic Needs	Community	Economy	Education	Environment	Health & Wellness
Can Do!	Can Do! believes that, in our community, anything is possible. Its diverse, welcoming membership creates an environment that awakens the imagination and invigorates a spirit of collaboration and generosity among community members, youth, entrepreneurs, and leaders to transform the wonder of small town possibilities into realities.							
Capital Region Community Foundation	We're passionate about creating vibrant, thriving communities throughout Michigan's capital region. We do that by serving donors to meet their unique charitable goals, supporting area nonprofits with grants and coaching, and leading innovative projects that drive community growth.							
Charlotte Chamber of Commerce	The mission of the Charlotte Chamber of Commerce is to provide members opportunities for growth, collaboration and education							
Charlotte High School	The mission of Charlotte High School is to build partnerships of students, parents, community and staff committed to effective teaching and responsible learning							
Charlotte Library	The mission of the Charlotte Community Library is to provide materials and service, which will furnish opportunities for educational, informational, recreational and cultural needs of the community.							
Charlotte Public Schools	We will develop, deliver, and be known for... a culture of academic excellence, opportunities and success for all as a result of setting academic and post-secondary career goals; student, parent and community ownership, engagement and accountability for learning; and zest, pride, passion and satisfaction in all that WE do.							
CharlotteRising	To cultivate a vibrant enduring downtown Charlotte							
City of Charlotte	To protect the public peace, morals, health, safety, and general welfare.							

Organization	Mission	Arts & Culture	Basic Needs	Community	Economy	Education	Environment	Health & Wellness
Collaboration Council	An informal group of service agencies who come together to address regional and/or cross organizaitons issues and opportunities. Members are: Board of Commissioners, Capital Area Community Services, Tri-County Office on Aging, Department of Health and Human Services, Barry-Eaton District Health Department, Eaton County Prosecutor's Office, My Community Dental Centers, Central MI 2-1-1, SIREN, Eaton Great Start/RESA, Housing Services Mid Michigan, CEI Community Mental Health Authority, Eaton County Substance Abuse Advisory Group/RESA, Eaton County Transportation Authority, CASE Credit Union, Delta Township District Library, Capital Area Michigan Works							
Courthouse Square	Courthouse Square promotes Eaton County History through Education and Preservation.							
Eaton County Central Dispatch	Eaton County Central Dispatch (911) is dedicated to providing the vital communications link between our community and public safety responders in a prompt and professional manner.							
Eaton Community Mental Health	The community mental health movement in this country was founded on the belief that mental health services are best provided in the community in which the person receiving such service lives. In keeping with this philosophy, Community Mental Health provides a wide range of community-based services.							
Eaton County/ Community Development	The Department is dedicated to improving and sustaining the quality of the natural and built environment that attracts business investments and residential growth in the county, as well as the protection of the health, safety and welfare of the citizens of Eaton County. Our goal is to promote and enhance the community by providing fair, high quality, streamlined permit processes and services to all of the department's customers.							
Eaton Federal Bank	To serve and enhance our communities by helping individuals, businesses and community service organizations reach their financial goals.							
Eaton Senior Center	The Eaton Area Senior Center is established to promote and provide, in a comfortable and friendly setting, social, educational, economic and recreational programs that will enrich the lives of seniors in the greater Eaton County area.							

Organization	Mission	Arts & Culture	Basic Needs	Community	Economy	Education	Environment	Health & Wellness
General Federation of Women's Club of Charlotte	GFWC, through its six departments, has programs in the Arts, Conservation, Education, Home Life, International Affairs and Public Affairs. This structure allows us to address the emerging needs of individual communities.							
Sparrow Eaton Hospital	To enhance the overall health and vitality of the people and communities we serve.							
Housing Services Mid Michigan	"The Mission of Housing Services Mid Michigan is to assist low to moderate income individuals and families fulfill their need for affordable, safe, and sanitary housing through the participation in federal, state, and local programs and services. Through coordination of such programs, and local providers, Housing Services Mid Michigan will strive to provide a "continuum of care" approach to better serve the diverse needs of program participants and encourage their economic self-sufficiency."							
Kiwanis Club of Charlotte	Kiwanis empowers communities to improve the world by making lasting differences in the lives of children.							
Lansing Community College	Lansing Community College provides high-quality education ensuring that all students successfully complete their educational goals while developing life skills necessary for them to enrich and support themselves, their families, and their community as engaged global citizens.							
Lions Club of Charlotte	Our mission is to empower volunteers to serve their communities, meet humanitarian needs, encourage peace and promote international understanding through Lions clubs							

Organization	Mission	Arts & Culture	Basic Needs	Community	Economy	Education	Environment	Health & Wellness
MSUFCU - Charlotte	Our mission is to provide superior service while assisting members and employees to achieve financial security, their goals, and ultimately, their dreams.				$			
Olivet College	Olivet College's mission is to provide an education that enriches lives intellectually, morally and spiritually to a diverse campus community.							
Optimists Club of Charlotte	To promote an active interest in good government and civic affairs; To inspire respect for the law; To promote patriotism and work for international accord and friendship all people; To aid and encourage the development of youth, in the belief that the giving of one's self in service to others will advance the well-being of humankind, community life and the world.							
Rotary Club of Charlotte	The mission of Rotary International is to provide service to others, promote integrity, and advance world understanding, goodwill, and peace through its fellowship of business, professional, and community leaders.							
Tri-County Regional Planning Commission	Tri-County is directed by a board of 19 commissioners representing Clinton, Eaton, and Ingham counties, the City of Lansing, the region's other largest population municipalities, area road and transit agencies, and the Michigan Department of Transportation. They come together to resolve problems and guide development of the Greater Lansing area with a regional perspective, looking past county and municipal boundaries for the greatest good of our region's citizens.				$			

Arts & Culture

Arts & Culture

Why Arts & Culture? The City of Charlotte strives to provide broad access to arts and culture, understanding that a healthy community encourages a wide variety of recreational, historical, and cultural opportunities.

Arts and culture contribute to the identity and vitality of the community. Through the arts and cultural activities, people have the opportunity to connect in new and different ways, improving understanding of each other and the community. The local experience with arts and culture goes beyond events, museums and galleries, reaching people where they are and encouraging them to participate. Children, adults, families and seniors all benefit socially and emotionally from exposure to and participation in art and culture.

There is economic value in the arts as well. According to Americans for the Arts, the national nonprofit arts and culture industry generated $166.3 billion of economic activity during 2015—$63.8 billion in spending by arts and cultural organizations and an additional $102.5 billion in event-related expenditures by their audiences. This activity supported 4.6 million jobs and generated $27.5 billion in revenue to local, state, and federal governments (a yield well beyond their collective $5 billion in arts allocations).

In Michigan, the non-profit organization Creative Many Michigan published a report based on 2016 data that found 4,142,197 Michigan school children experienced arts and cultural venues and events – a 14% increase over the prior year. A total of 73,694 students were served by 3,941 reported arts education programs in schools. In addition, organizations paid $291,243,968 in salaries, payroll taxes and fringe benefits, supporting 25,144 jobs – a 4.3% increase in total compensation. Arts and cultural destinations generated 12.6% of Michigan's leisure travel spending in 2016.

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified measurable standards by which the city could assess the impact of arts and culture as well as compare the city's data with the region and state. Two statistics appear relevant and can be measured across geographies: the number of Cultural, Education and Recreation Establishments (represented as a percentage of the total number of establishments) and the number of Food Service and Drinking Places leakage (represented as -100 surplus, +100 dearth). Surplus/leakage factors measure the potential and actual spending by households to determine whether there is a surplus of a certain establishment or a gap (leakage - where dollars are "leaking" out of the community and going elsewhere).

In addition to these data points, two other measurables are the number of arts and culture events listed with Pure Michigan and the number of festivals listed with the Lansing Visitors Bureau. These two sites offer local, regional and statewide opportunities for people to find out about and participate in Charlotte events and festivals.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Cultural, Education and Recreation Establishments (% of total)	11%	11%	Neutral	12%	12%	11%	11%	12%	Cobalt	2019
Food service and Drinking Places Leakage (-100 surplus, +100 dearth)	12.1	n/a	Positive	-3.4	30.6	-0.6	-13.3	5.6	Cobalt	2019
Events on Pure Michigan for year	1	n/a	Neutral						Michigan.org	2019
Festivals on Lansing Visitors Bureau page	3	n/a	Neutral						Lansing.org	2019

Stakeholder Input. Looking at the data on the previous page, the city compares well locally in the selected measurables. And yet, while the city offers opportunities for arts and culture, there may be additional opportunities to increase the number of people participating as well as to improve the outcomes associated with the availability of arts and culture.

A stakeholder group met to discuss arts and culture in the city. Participants included representatives from ECH, Kathleen Cook Law Office, CPAC, Windwalker, the Crosswalk Teen Center, Charlotte MS and the MSU FCU. They explored the following:

What are the barriers to meeting Arts and Culture?

- Downtown main street too loud
- City does not show support for arts-related businesses
- Need a volunteer base for events
- Financial support
- Lack of communication, coordination, promotion
- Transportation to events
- Resources for artists
- Scarcity thinking - perception of arts
- Insufficient arts education in school
- Lack of awareness of economical value of art
- Affordable housing

How can we help people meet and find Arts and Culture?

- Windwalker
- Performing Arts
- Amount of festivals/events
- Free concerts
- Beach market
- Andromeda
- Teen Center
- Regional collaboration
- ALIVE
- City support for arts project
- Eaton theater
- Courthouse museum
- Library
- Schools
- Community Band
- Public art
- Senior center
- Dedicated local talent
- Booster groups
- Johnson Lumber

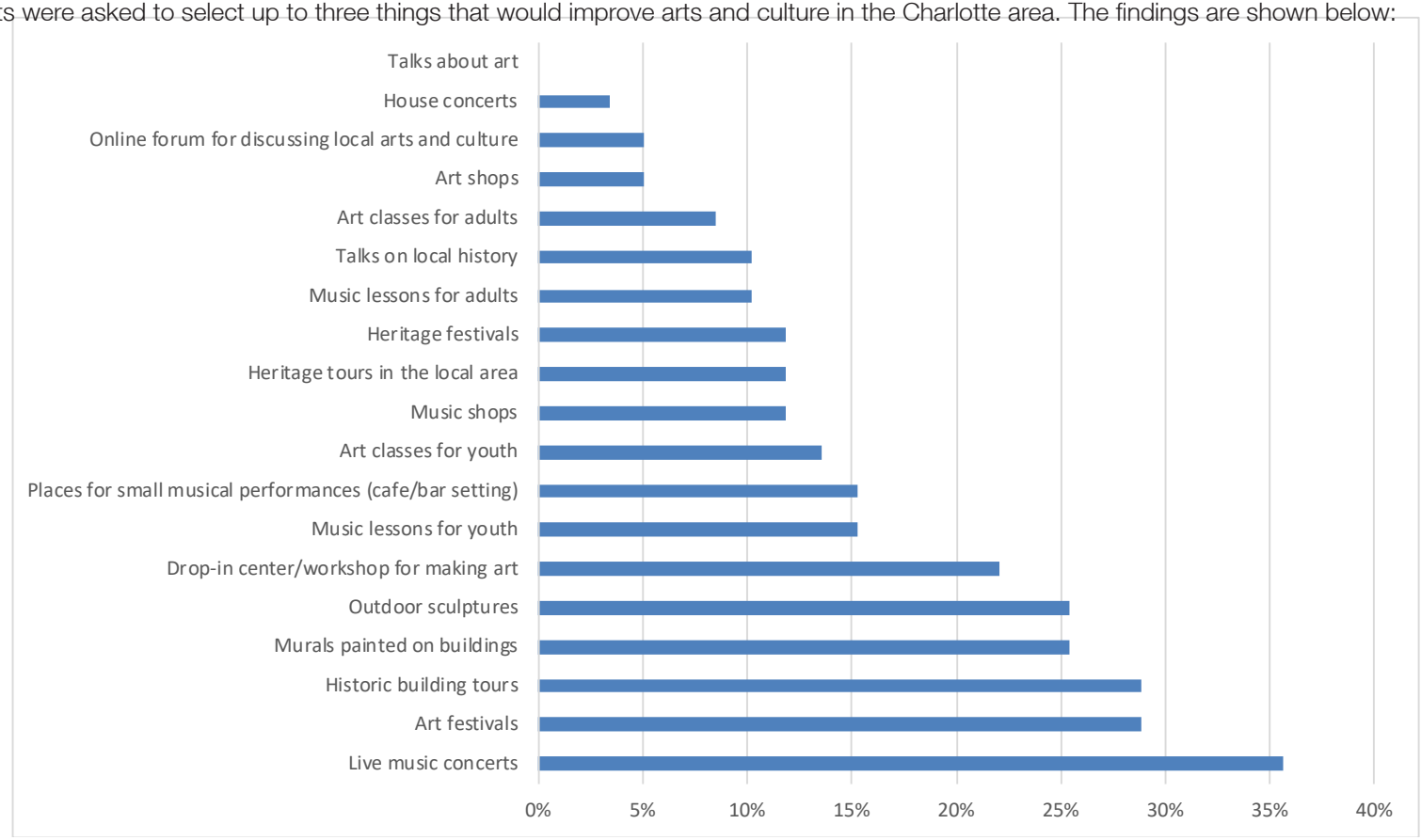
How can we help improve Arts and Culture?

- Kiosk
- Better using community calendar
- 517 - City Facebook
- Easy Access to opportunities
- Attractions (sculpture walk)
- Linking Art activities together
- Inclusion in Lansing Region
- Arts council
- Venue
- Link to marketing link
- Invest in Art coordinator
- Beach Market
- Eaton Theatre

Online Survey.

The online survey asked two questions about Arts & Culture - one multiple choice and the second open-ended. The first asked: "Arts and cultural activities can bring a community together, enrich people's lives and improve the local economy. There are many ways a community can explore arts and culture, and just a few are suggested below."

Respondents were asked to select up to three things that would improve arts and culture in the Charlotte area. The findings are shown below:



The second question was open-ended and asked, “What are some additional ideas about how to improve and encourage Arts & Culture?”

Responses are summarized below:

- All Cultures integrated history
- Art classes for adults and youth
- Art displays downtown - Art Walk
- Art fair
- Art tours
- Bookstore with events
- Community band, choir
- DIY arts/crafts shops
- Embed creative elements into existing events, ceremonies, and important gatherings
- Expand focus beyond visual and performance arts to include writing, poetry, etc.
- Free lessons
- Heritage tours & festivals
- Live music festivals
- More community events like sidewalk arts etc.
- More concerts at cpac
- More family events
- More theatre related options
- More youth arts opportunities
- Parenting classes or supports for lower income families
- Philanthropic investment at a sustained level
- Performance spaces
- Promote local artists
- Winter events and activities

Sculpture on display at the West Bloomfield Public Library

Strategic Goal 1: Improve access to and engagement in the arts.

Success Indicators:

- Increase the number of Cultural, Education and Recreation Establishments (as a percentage of total)
- Reduce the rate of Food service and Drinking Places Leakage (-100 surplus, +100 dearth)
- Increase the number of events on Pure Michigan
- Increase the number of festivals on Lansing Visitors Bureau page
- Increase the attendance by artists and patrons at community events

Above: Billy Mack performing in Charlotte
Below: The Eaton County Courthouse is on the National Register of Historic Places

Objective 1.1: Expand outdoor concert series. The city has a succesful outdoor concert series that offers regular opportunities for the community to gather together to hear live performances in an informal setting. Explore additional arts an cultural connections or activities that might be combined with these existing events.

Objective 1.2: Develop a broader partnership with the Charlotte Performing Arts Center. Expand the outreach of local art-related groups by joinging forces to increase awareness of art, fundraise to support local arts initiatives and improve access to art for residents of all ages.

Objective 1.3: Enhance Charlotte history education and interest. Build community pride around the story of Charlotte by raising awareness of local history.

Objective 1.4: Develop a public art program in the city. Create opportunities throughout the city for the temporary and permanent installation of a variety of art to create a sense of vibrancy in the community, encourage dialog and expand the community's perception of art

Basic Needs

Basic Needs

Why Basic Needs? A healthy community creates a compassionate social, economic and political environment where people have full opportunities to meet basic needs, including housing, for themselves and their families, to build assets, and to advance themselves.

In Charlotte, economic conditions are improving. 2018 data shows that two thirds of the city's population over age 16 is employed; this is comparable to Eaton County and the State of Michigan. While this is a promising indicator, local economic opportunity varies for individuals in the community. For example, the city's median household income of $50,516 is an improvement from the 2010 median household income of $43,106, yet it is still below Eaton County and the State of Michigan (approximately $59,000 and $53,000, respectively). In fact, 20% of the city's population is living in poverty, compared to about 9% of Eaton County residents and 14% of Michigan residents.

Forty-three percent of the students in Charlotte Public Schools are "economically disadvantaged." This number includes students who have been determined to be eligible for free or reduced-price meals via locally gathered and approved family applications under the National School Lunch program, are in households receiving food (Supplemental Nutrition Assistance Program) or cash (Temporary Assistance to Needy Families) assistance, are homeless, are migrant, are in foster care, or, beginning in 2017-18, certain MEDICAID eligible children. For these students, thriving in school can be challenging; for their parents, finding work, stable housing and healthy food may be a daily struggle.

Access to technology is also considered by many to be essential to job opportunities, education and commerce. The US Census estimates that 79.4% of all Charlotte households have a broadband subscription, which is comparable to the national estimate of 80.4% of all US households.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Cost of Living (above 100 is above National Average)	91	100	Positive	97	98	93	89	93	Cobalt	2019
Violent Crime Index (lower is better)	27	23	Negative	25	10	12	19	14	Cobalt	2019
Property Crime Index (lower is better)	34	35	Positive	28	19	22	32	24	Cobalt	2019
Median Per Capita Income	$28,077	$32,356	Negative	$28,938	$32,792	$30,064	$27,399	$30,085	Cobalt	est 2018
Rent to Income Ratio	20%	28%	Positive	27%	22%	24%	29%	25%	Cobalt	2019
Avg rent for 2-bedroom home or apt	$890	$1,148	Positive	$885	$908	$908	$908	$908	Cobalt	2019
Home Sale Price	$145,000	$219,700	Positive	$152,700	$183,600	$150,300	$125,200	$153,033	Cobalt	2019
Home Value	$135,000	$227,700	Positive	$153,058	$195,153	$133,627	$173,255	$167,345	Cobalt	2019
Income Inequality (gap between rich and poor, lower is better)	0.40	0.46	Positive	0.45	0.42	0.4	0.48	0.43	Livability Index	est 2018

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified measurable standards by which the city could assess the ability for Charlotte residents to meet their basic needs. Generally, these standards reflect the cost of living, crime, income, housing costs (rental and home values). As can be seen in the table on the previous page, generally, the city compares reasonably well with national averages as well as regionally. The cost of living is lower than the national average, as are rents and home prices. Property crime rates are lower, but violent crime rates are higher. In addition, median household income is lower in the city than elsewhere in the region.

Stakeholder Input. A stakeholder group met to discuss basic needs in the city. They focused primarily on the barriers residents may encounter with meeting their basic needs, which often include the following:

What are the barriers to meeting Basic Needs?

- Coordination of services
- Access to transportation
- Lack of identifying need gaps
- Access to healthy foods
- Location of stores

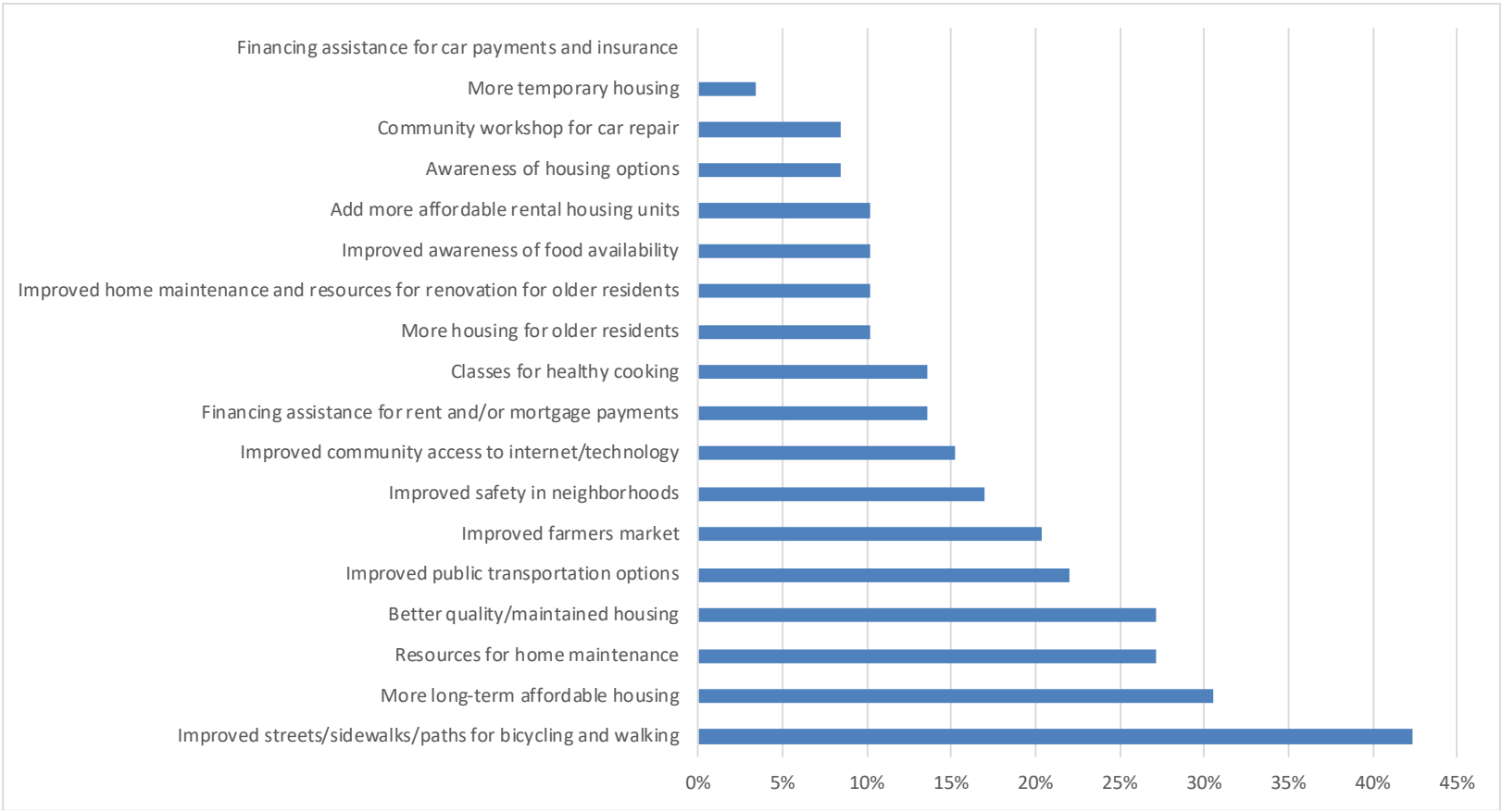
How can we improve the ability to meet Basic Needs?

- Increase education and outreach
- Improve access to computers/broadband access
- Partnerships/referrals
- Integrate housing
- Improve the awareness of resources
- Provide school clothing, supplies and food
- Better coordination of services

Online Survey.

The online survey asked two questions about Basic Needs. The first asked: "Basic needs include access to housing, food, transportation and, in today's world, the internet. What three things would improve access to basic needs for residents in the Charlotte area?"

Respondents were asked to select up to three things that would improve basic needs in the Charlotte area. The findings are shown below:



The second question was open-ended and asked, "What are some additional ways the city can ensure residents needs are met?"

Responses are summarized below:

- Develop comprehensive assessments to determine needs.
- Raise awareness of programs and resources
- Encourage collaboration with area churches to mentor and advocate for individuals who need social, emotional, and spiritual guidance.
- Identify resources for residents who earn wages above the poverty level but are still struggling.
- Better integrate strategies and planning across agencies
- Central resource where all needs can be assessed and then referred
- Classes for home repair, meal preparation, gardening.
- Rental program or "library" for tools and equipment for home/car repair
- Improve desirability of the community for small businesses
- Improve rental maintenance
- Education on financial planning/ budgeting, improve visibility of available resources
- Improve access to food and food programs
- Help and assistance of the upkeep of old homes
- Higher speed internet
- Improve transportation connectivity within the community
- Loans that allow financing home repair with the purchase of a home
- Mandate all waste removal companies to offer curbside recycling for glass, metal and plastics
- Improved maintenance of the city and public property.
- Relevent computer classes for adults and children

Volunteers repsiring a home (photo credit: Leah Ferrante

Fresh produce (photo source: Pixabay)

Strategic Goal 2: Improve access to basic needs.

Success Indicators:

- Cost of Living (above 100 is above National Average)
- Violent Crime Index (lower is better)
- Property Crime Index (lower is better)
- Median Per Capita Income
- Rent to Income Ratio
- Avg rent for 2-bedroom home or apt
- Home Sale Price
- Home Value
- Income Inequality (gap between rich and poor, lower is better)
- Develop indicator for food security (part of action plan)

Objective 2.1 (Housing 1): Create a hub for resources related to home ownership, including home maintenance/improvement and buying assistance.

Objective 2.2 (Housing 2): Create a rental inspection program to ensure proper maintenance of rental properties within the city.

Objective 2.3 (Food): Improve food security in the community.

Objective 2.4 (Transportation): Connect neighborhoods to essential community goods and services.

Community

Community

Why Community?

A healthy community assures equal opportunities to participate in decision making and enhance diversity, promoting a sense of pride and shared purpose. It should be acknowledged that the definition of "community" can vary - some people may think broadly in terms of the Charlotte area, while others focus on more specific geographies of their street of neighborhood. This may include not only the places where people live, but also the places where people shop and work.

A sustainable community has three overlapping and sometimes competing elements: the economy, the environment and the community. The community influences the other two elements and is also impacted by them. This idea is further expanded through our "Seven Elements of a Healthy Community." In this element, "strong and connected neighborhoods and communities," we are considering how nurturing relationships between neighbors of all ages and throughout the community can enrich civic participation and the actions of local government as well as provide the support system to enable all residents to reach their fullest potential.

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified a few measurable standards by which the city could assess opportunities for connectivity and engagement of its residents. Here we consider voting rates, which provide an indicator of how engaged residents may be in civic life. In addition we can consider the median age of the community to understand the need for various communication tools and resources. Of note is the percentage of residents over age 65. As residents age, social engagement is a key indicator of quality of life. And yet, as people leave the structure of the workforce and raising family, or perhaps have limits on mobility, it can become harder to maintain social interaction.

Other measures of community include the number of vacant housing units and foreclosure rates, both of which can have negative impacts on a street or neighborhood.

Looking at the data above, the city appears comparable to the regional, state and nation in terms of rental housing, foreclosure rates and vacant housing rates. As other communities are finding, the Charlotte area is aging, which has implications for housing, transportation and social engagement.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Population by Age, 65+ % change in 5 years	20%	17%	Neutral	18%	18%	20%	15%	17%	Cobalt	2019
Median Age	40	38	Neutral	40	41	41	32	38	Cobalt	Est 2019
Vacant Housing Units	1.9%	2.5%	Positive	2.6%	0.2%	1.5%	4.2%	2.0%	Cobalt	Est 2019
Renter Occupied Housing Units	23%	37%	Neutral	29.3%	22.1%	28.5%	41.9%	30.8%	Cobalt	Est 2019
Foreclosure rate	0.03%	0.04%	Neutral	0.02%	NA	0.01%	0.02%	0.02%	Cobalt	2019
Voting Rate	66.6%	55.6%	Positive	63.3%	69.8%	66.6%	68.0%	68.1%	Livability Index	2018

Stakeholder Input. A stakeholder group met to discuss what needs to change at both the neighborhood and community level as well as possible solutions. Participants included representatives from the City, Charlotte Can Do, Charlotte Rising, residents and a local business owner. A summary of meeting input is provided below.

What needs to change - Neighborhoods

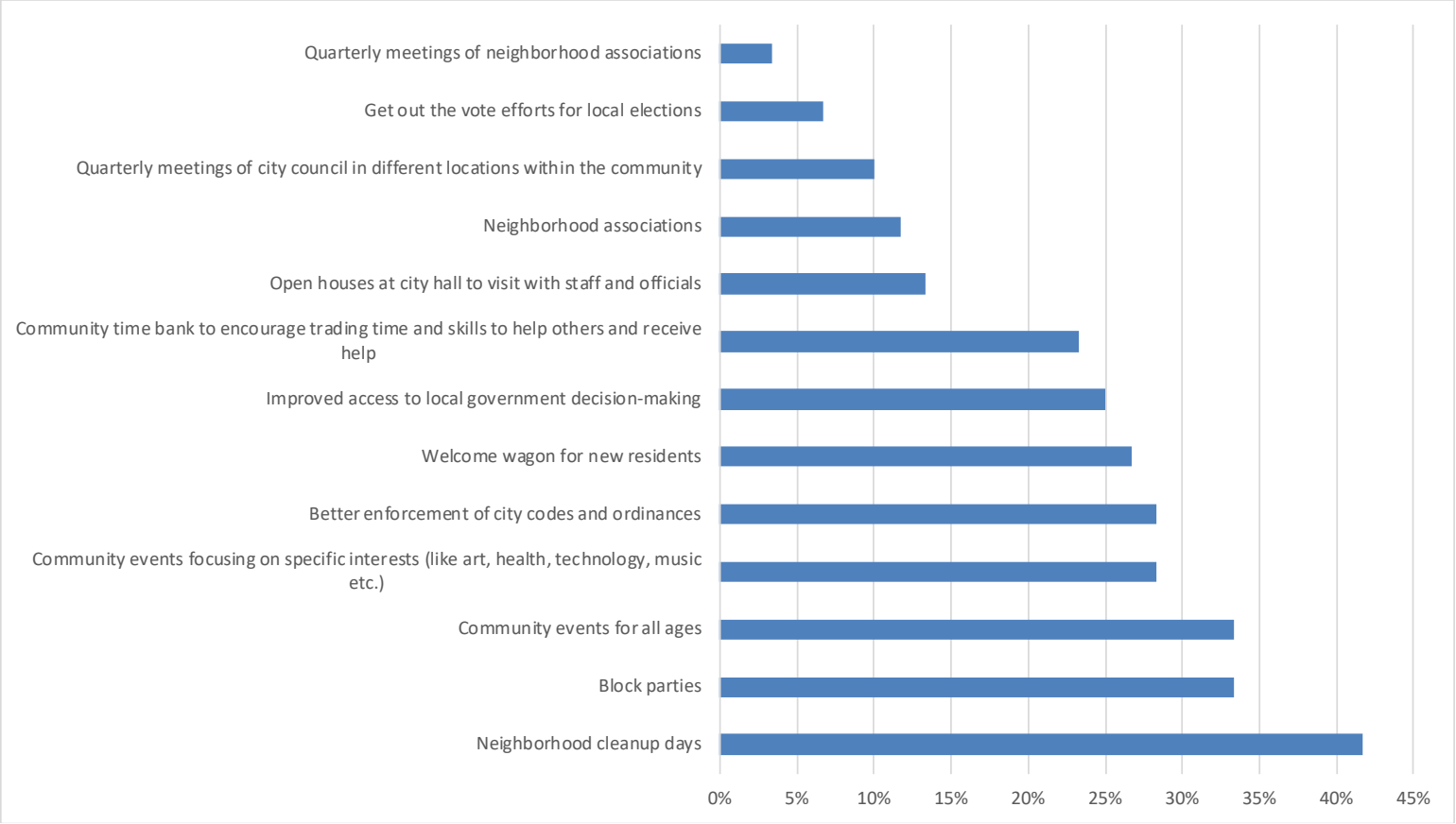
- Improve code enforcement
- Better up-keep of homes/property
- Create a walkable community
- Find ways to help those who need help w upkeep
- Create neighborhood identities - such as naming them
- Keep neighborhoods safe
- Create neighborhood parks/greenspace

What needs to change - Community

- Improve communication
- Hold absent landlords accountable for property
- Improve and build pride in the community
- Improve and develop connections between organizations and people who need help with upkeep
- Create activities that will draw diverse groups individuals to participate
- Possible Solutions
- Code enforcement
- Develop connections w organizations that can help people without the means of maintaining their home
- Community groups, high school groups, churches, community service
- Protect community groups from liability
- Improve sidewalks/park areas
- Signs for neighborhood = identity
- Help in organizing “Block Parties” BBqs
- Establish neighborhood gathering space (i.e. Dean Park, Lincoln Park, Galewood School)
- “Charlotte Night Out” = get families involved in community spaces
- Better sidewalks
- Improve communication = co-hosting w/ other organizations share info on social media
- Free/reduced recreation = Pool cheaper 1 day a month
- Find ways to make citizens feel like their input matters
- City listening tour
- Tight coordination for all groups working for the community
- Sister City relationships
- Grant funding
- Spartan motors splash pad
- Sidewalks
- Reduced/free recreation (pool, tennis, community recreation)
- Connection within neighborhood/community
- Property standards for rentals
- Co-hosting events across social media
- Increasing volunteers & engagement help all people feel welcome to volunteer
- Splash pad
- Better lighting

Online Survey. The online survey asked two questions about Community. The first asked: "Healthy communities encourage and support neighborhood-building and civic participation. What three things would improve the community feel of the Charlotte area?"

Respondents were asked to select up to three things that would improve the community feel in the Charlotte area. The findings are shown below:



The second question asked people to provide additional ideas on how to improve community in Charlotte:

- A strong network of area non-profits to collaborate on area initiatives.
- Block parties
- Garden club, advertise to get smaller convention type activities
- Giving opportunities for continued involvement with organizations that prompt community awareness and implementation of how to become the best person and community member.
- Information regarding roads, water, and etc. posted regularly on the City Website
- Improved home maintenance
- Making sure the residents of the Charlotte area know what is going on.
- Meet and greet day
- Monthly/Quarterly Community Mixers
- More community neighborhood groups
- More frequent events celebrating local businesses, parks, services etc.
- More positive contact with community leaders and staff city staff appear or have booths at events
- More promotion of dates, times, and locations of different meetings of city /area government
- Regular, quality, deliberate communication and engagement process

Farmers market in Lathrup Village

Art fair in Commerce Township

Strategic Goal 3: Improve community engagement and communication with the City

Success Indicators:

- Vacant Housing Units
- Renter Occupied Housing Units
- Foreclosure rate
- Voting Rate
- Attendance at community events
- Engagement on the city's website
- E-blast subscribers
- Engagement on the city's social media channels
- Number of applications for city boards and commissions

While the majority of these indicators are based on the communication tools themselves, many of which are digital in nature, a personal approach is needed to directly engage with residents.

Objective 3.1: Identify Neighborhood Associations in the city.

Obective 3.2: Create an Office of Communications.

Objective 3.3: Develop an Annual Neighborhood Fair.

Economic Opportunity

$ Economic Opportunity

Why Economic Opportunity?

A healthy community fosters an economy that is diverse, vital and innovative, that grows strong businesses and business districts, including downtown Charlotte, and creates adequate jobs and income for residents. In Charlotte, economic conditions are improving. 2018 data shows that two thirds of the city of Charlotte's population over age 16 is employed; this is comparable to Eaton County and the State of Michigan. While this is a promising indicator, local economic opportunity varies for individuals in the community. For example, the city's median household income of $50,516 is an improvement from the 2010 median household income of $43,106, yet it is still below Eaton County and the State of Michigan (approximately $59,000 and $53,000, respectively). In fact, 20% of the city's population is living in poverty, compared to about 9% of Eaton County residents and 14% of Michigan residents.

The city's local businesses are comprised mostly of services (40.4%); these include educational services, health services and social services. Retail trade makes up nearly 19% of local business and is followed by public administration (17%) and manufacturing (15%).

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified several measurable standards by which the city could assess economic opportunities. These measures include the unemployment rate, job growth and economic diversity. In addition, we can also measure the numbers of establishments in higher paying industries, such as technology and health businesses. Entrepreneurial activity may be initially measured by identifying the number of people interested in starting their own businesses.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Unemployment	3.6%	3.9%	Positive	4.2%	3.3%	3.6%	3.8%	3.6%	Cobalt	2019
Recent job growth - past 12 months	1.3%	1.6%	Negative	2.1%	1.3%	1.3%	1.3%	1.3%	Cobalt	2019
Future job growth - next 10 years	34.0%	33.5%	Positive	32.5%	33.7%	34.0%	34.5%	34.1%	Cobalt	2019
Economic Diversity Employment (higher = better)	75.2%	77.6%	Negative	76.8%	82.2%	82.3%	73.6%	79.4%	Cobalt	2019
Economic Diversity Establishments (higher = better)	75.6%	72.6%	Positive	73.1%	78.8%	73.5%	68.9%	73.7%	Cobalt	2019
Tech Business Employment	14.3%	22.4%	Negative	27.5%	16.7%	16.2%	16.6%	16.5%	Cobalt	2019
Tech Business Establishments	12.5%	23.2%	Negative	20.9%	16.5%	18.0%	20.3%	18.3%	Cobalt	2019
Health Business Employment	9.2%	10.3%	Negative	9.3%	4.4%	5.1%	6.7%	5.4%	Cobalt	2019
Health Business Establishments	7.9%	8.8%	Negative	9.2%	5.9%	7.4%	10.2%	7.8%	Cobalt	2019
Business Vacancy (avg. over quarter)	9.9%	9.1%	Negative	9.4%	1.7%	8.4%	9.5%	6.5%	Cobalt	2019
"I would like to set up my own business" (over 100 is above National Average)	65	100	Negative	94	91	89	102	94	Cobalt	2019

$

While the city seems fairly comparable to regional, state and national measures for other elements. local economic measures are below most others.

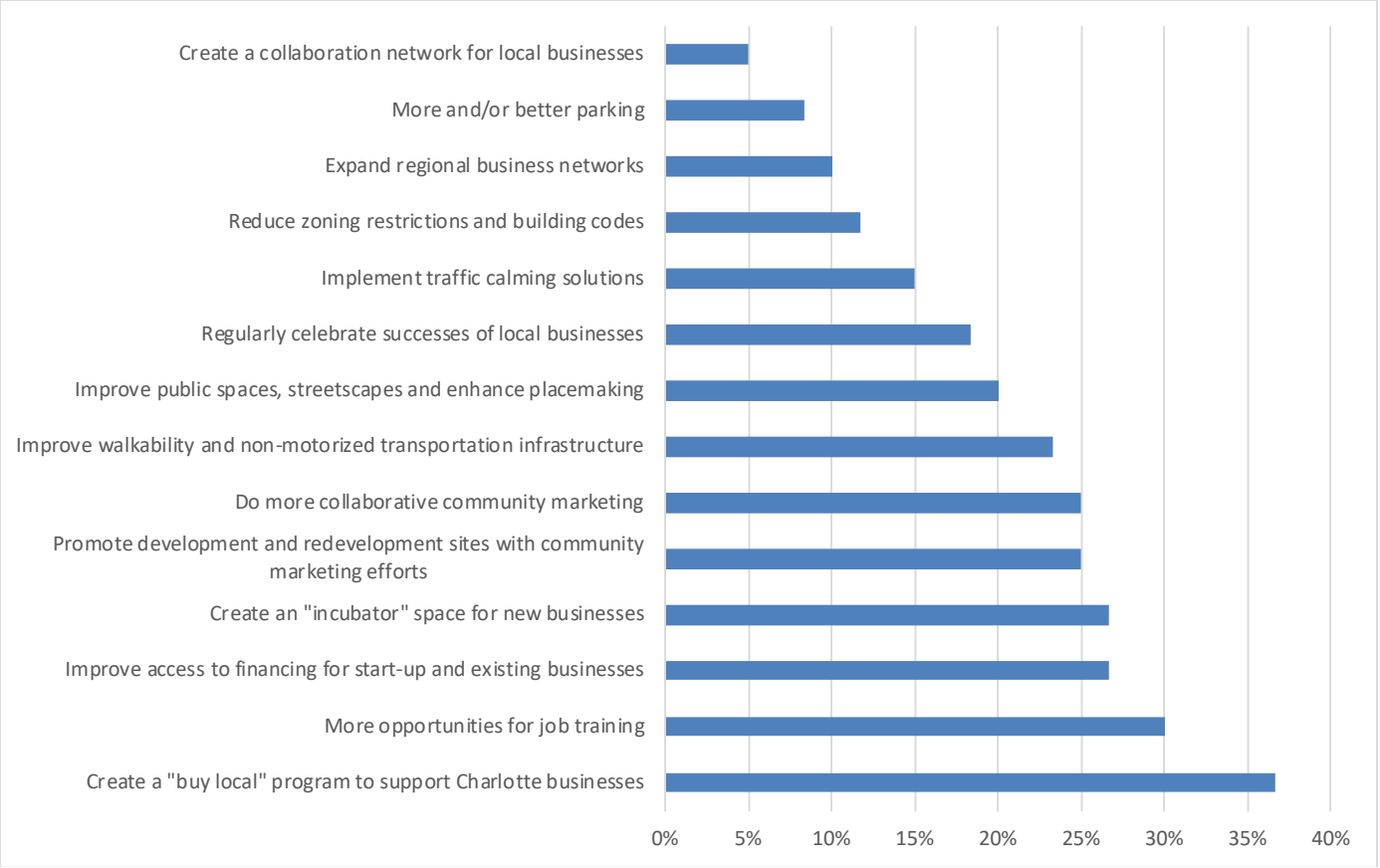
Stakeholder Input. A stakeholder group whose participants included several business owners and a city council member. Their discussions focused on what changes could be made that would improve economic opportunities in the Charlotte area. A summary of meeting input is provided below. The higher number next to the responses indicates a higher priority assigned by the group.

- Cross promote 2
- Lack of buildings 2
- Map of downtown 2
- Group advertising 1
- Lack of trade schools 1
- Regional marketing 1
- Social skills 1
- Soft skills 1
- Stepping stone jobs 1
- Strong referrals 1
- ”Adopt a student” job shadowing
- Affordable training
- Becoming an LCC district to promote more education
- Changing stigmas
- Changing the sigma
- Childcare issues
- Community service (high schoolers, community members)
- Community service outreach to other communities
- Early in the day activities
- Early morning events
- Events (ladies night)
- Group advertising (radio, tv)
- Improved job quality
- Internships
- Ladies night out (revamped)
- Larger employers
- Larger retail
- Larger retail options, promoting traffic
- Map of Downtown (paper, AP)
- More advertising
- More income opportunities
- More lenient o+M4:N31n minor felonies
- More small business events
- More training (skills + safety)
- Non-formal
- Reaching surrounding communities
- Regional promotion
- Stronger referrals from others cross promotion
- Trustworthy Applicants
- Work more cross promote w/ olivet, Potterville, ER, Bellevue

$

Online Survey. The online survey asked two questions about Economic Opportunity. The first asked: "A strong healthy community enhances economic opportunity for residents of all ages and supports local business growth. What three things would improve the local economy in the Charlotte area?"

Respondents were asked to select up to three things that would improve the economy in the Charlotte area. The findings are shown below:



The second question allowed respondents to provide their own ideas about how to improve the economy:

- Actively seek out business and offer incentives to come to Charlotte.
- Allow for marijuana dispensaries in the area
- Bring all the business groups currently into one large collaboration group
- Collaborative community marketing
- Easier access to better jobs through training or internship
- Expanded focus on entrepreneurship, particularly for youth
- Fix streets
- Improve restaurant/ food choices
- Local businesses need to pay more than $10-12 per hour. A family cannot live on that income.
- Making outside community aware that Charlotte has options for business
- Marketing training and support such as data.
- More jobs
- More manufacturing, more businesses with larger work forces
- More zoning and building code enforcement. Hire on full-time focused employee to oversee this area
- Regular Sunday hours for the downtown business district
- Winter market

Inside small business in San Diego, CA.

Busy restaurant in Detroit.

Strategic Goal 4: Improve economic opportunity for residents and businesses

Success Indicators:

- Unemployment
- Recent job growth - past 12 months
- Future job growth - next 10 years
- Economic Diversity Employment (higher = better)
- Economic Diversity Establishments (higher = better)
- Tech Business Employment
- Tech Business Establishments
- Health Business Employment
- Health Business Establishments
- Business Vacancy (avg. over quarter)
- I would like to set up my own business (over 100 is above National Average)

Objective 4.1: Connect CharlotteRising more directly with the city and expand its reach

Objective 4.2: As the largest city in the County, seek more involvment in regional organizations

Objective 4.3: Focus attention on drawing students from the LCC West Campus to the city

Objective 4.4: Support local businesses

Education

Education

Why Education?

Quality education and learning opportunities for all ages. A healthy community opens themselves to new ideas and provides high quality education and life-long learning for all members of the community.

Charlotte Public Schools has a nearly 80% graduation rate, which compares well with the state of Michigan, where the overall graduation rate is also 80%. Of those, 57% continue on to college, just under the state average of 60%.

Forty-three percent of the students in Charlotte Public Schools are "economically disadvantaged." This number includes students who have been determined to be eligible for free or reduced-price meals via locally gathered and approved family applications under the National School Lunch program, are in households receiving food (Supplemental Nutrition Assistance Program) or cash (Temporary Assistance to Needy Families) assistance, are homeless, are migrant, are in foster care, or, beginning in 2017-18, certain MEDICAID eligible children. For these students, thriving in school can be challenging; for their parents, finding work, stable housing and healthy food may be a daily struggle. Overall, nearly 50% of students in the State of Michigan fall into this category (760,000 students).

Proficiency rates for math, social studies and English are falling statewide across seven grade levels. In Charlotte, 43.4% of students are proficient at math (all grades) and 50.5 proficient in English language arts (all grades).

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified several measurable standards by which the city could assess education. These measures include school expenditure per pupil, pupil to teacher ratio, graduation rates and the percentage of graduates pursuing higher education.

While the city compares well to regional, state and national school expenditures and graduation rates, but not as well for pupil to teacher ratios and the percentage of students pursuing higher education.

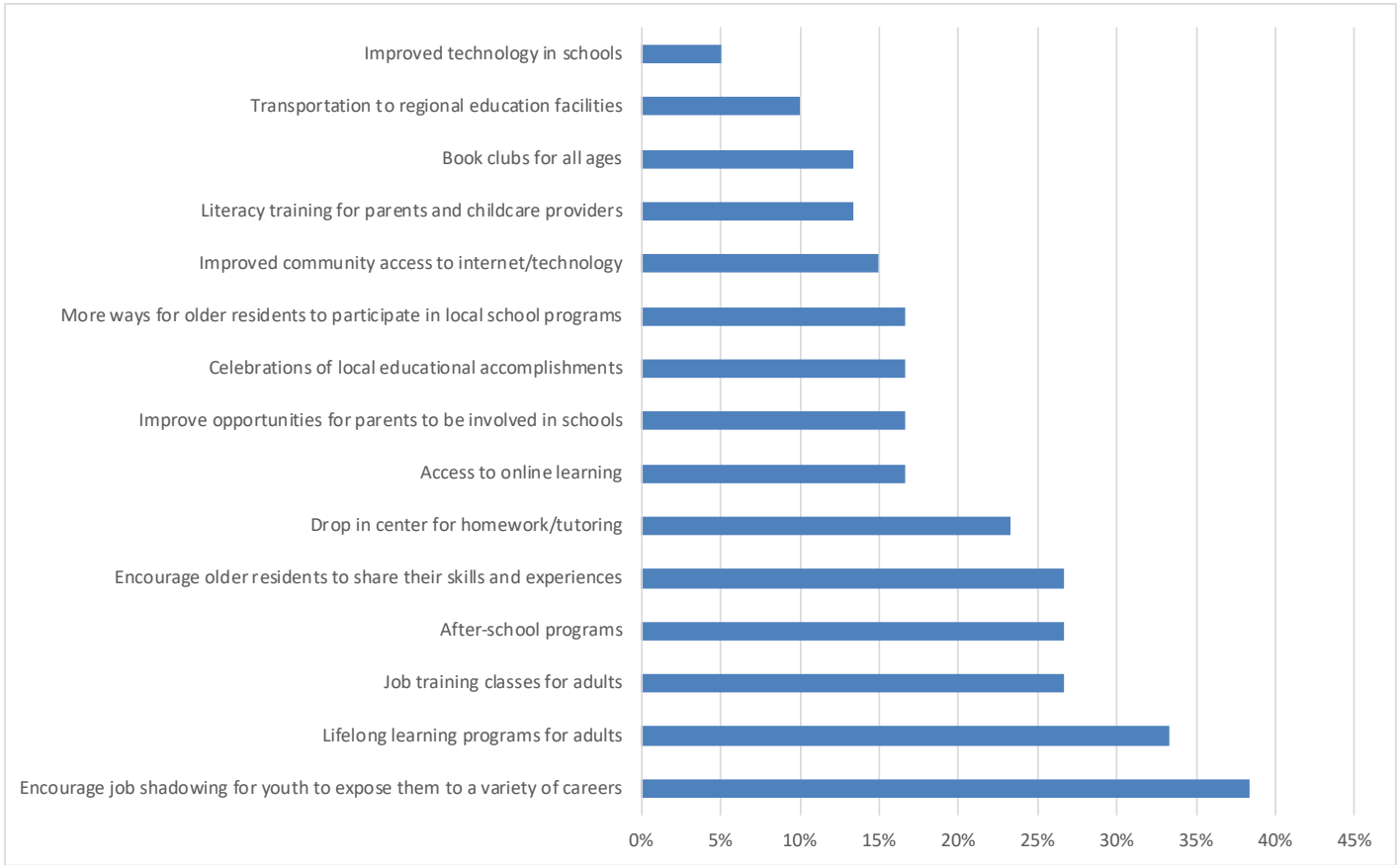
Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
School expenditure per pupil ($) total	$15,304	$12,383	Positive	$12,291	$11,979	$12,482	$13,099	$12,520	Cobalt	2019
Pupil to teacher ratio	17.4	16.8	Negative	19.7	21.5	18.3	17	18.9	Cobalt	2019
High School Graduate	92%	80%	Positive	90%	94%	93%	92%	93%	Cobalt	Est 2019
Associate Degree or Higher	27%	31%	Negative	36%	39%	36%	45%	40%	Cobalt	Est 2019

Stakeholder Input. A stakeholder group met to discuss education. Their discussions focused on barriers to education in Charlotte. The higher number next to the responses indicates a higher priority assigned by the group.

- Disengaged parents 6
- Trauma, abuse, neglect 5
- Social - emotional needs of students 4
- Increase in communication/outreach to teachers/families about resources available to families 4
- Collaborative problem solving with community stakeholders 3
- Lure parents with free meal - followed by key topics - educational issues (free summer lunches) 3
- Access to technology 2
- Access /exposure to materials of educational value 1
- Lack of knowledge of assistance to parents 1
- Lack of kindergarten readiness 1
- Lack of money 1
- Videos (technology) on key topics for parents 1
- Restorative justice as alternator to traditional discipline - include parent involvement 1
- Parent tips during open houses + conferences 1
- Campaign of positivity 1
- Negative rhetoric (lack of value)
- # of students w/ extreme needs
- Safe routes to school
- Transportation - limitations on availability
- Large transient population (starting mid year)
- Limited preschool opportunity
- Lack of adult ed opportunities
- Cost of post-secondary education
- Outreach from churches to address trauma
- Emphasize benefits of reading to children

Online Survey. The online survey asked two questions about Education. The first asked: "Education is important to residents in the Charlotte area. Yet, there are challenges to ensuring everyone reaches their full potential. The list below offers some ideas on improving education. What three things would enhance education in the Charlotte area?"

Respondents were asked to select up to three things that would improve education in the Charlotte area. The findings are shown below:



The second question allowed respondents to provide their own ideas about how to improve education in Charlotte:

- A culture that values education and that feel opportunity is real (fight apathy and hopelessness)
- Ability to learn skill trades in High School Level.
- Access to knowledge
- Improve transparency
- Better city transportation
- Improve communication between student, parents, and teachers on child progress
- Community Education Program, not just community recreation
- Education based on diversity
- Encourage residents no longer involved in the school system to participate in improving education
- Improve graduation rates
- Library activities
- Life management classes for students
- More support staff, smaller classes, strong entrepreneurship program
- Offer LCC or Olivet classes in town
- Ensure students feel safe
- Parenting classes
- Scholarship fund
- Year round schooling

Youth participating in community visioning in Rochester Hills

Students learning about plastics with the Society of Plastics Engineers “Plastivan” program.

Strategic Goal 5: Improve education outcomes and opportunities for individuals of all ages

Success Indicators

- School expenditure per pupil ($) total
- Pupil to teacher ratio
- High School Graduate
- Associate Degree or Higher
- Attendance at parent-teacher conferences

Objective 5.1: Improve communizations between parents, students and teachers

Objective 5.2: Develop community partnerships between schools and related community groups to fill gaps in student eduction

Objective 5.3: Expand or increase awareness of adult education opportunities

Environment

Environment

Why Environment?

A healthy community helps preserve and sustain the environment.

Charlotte is located in an area with important natural resources. With access to agricultural lands, woodlands, wetlands, parks and open spaces, the community can enjoy recreational opportunities and healthy ecosystems for generations to come – if these resources are preserved and maintained. The city also supports three community wells that serve local residents. Protection of this important resource is critical and supported by a Wellhead Protection Plan.

Charlotte is situated in the Middle Grand River watershed, which encompasses approximately 258 square miles (~165,000 acres) in Clinton, Ingham, Eaton, and Ionia Counties. The Middle Grand River section is approximately 129 miles in stream length and joins the Upper Grand River Watershed and the Lower Grand River Watershed. Together, the Upper, Middle, and Lower Grand River Watersheds make up the second largest watershed in Michigan. This watershed provides not only recreational opportunities including fishing and boating, but also provides a critical environmental role in water quality, flood management and flora and fauna habitat.

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified several measurable standards by which the city could assess environmental concerns.

The first measure in the table below reflects "Sperling's Best Places Climate Comfort Index." Sperling's Best Places is a 30-year old agency that analyzes data about people and places. Their Climate Comfort Index compiles seven climate variables, including total precipitation, daily minimum and maximum temperatures, extreme high and low temperatures, average dew points, and precipitation days. Baseline scores are based on high and low temperatures outside of a "comfort" range of 60-80 degrees Fahrenheit and are then penalized by the other variables such as humidity. A score of 10 is considered "perfect" and 1 is "unbearable." The Charlotte area comes in a bit under the national average. This measure may be one to consider as a comparison to other parts of the country, but not necessarily one that the city has much control over.

Other important environmental factors include air and water quality, which are both higher than regional, state and national measures. The average commute time plays a role in air quality, with lower commute times associated with fewer cars idling in traffic.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Climate Comfort Index (higher is better)	6.7	7	Negative	6.5	6.7	6.7	6.7	6.7	Cobalt	Est 2019
Air Quality (higher is better)	77	58	Positive	71	77	75	71	74	Cobalt	Est 2019
Water Quality (high is better)	73	55	Positive	47	47	73	60	60	Cobalt	Est 2019
Average Commute Time (minutes)	23	26	Positive	24	23	22	20	22	Cobalt	Est 2019

Stakeholder Input. A stakeholder group met to discuss the environment. Meeting participants included local residents and representatives from Discovery Fellowship and Eaton County 911.

1. Can we address barriers to a healthy environment? (top 3 are priorities)
    - Wellhead Protection
    - Stormwater/drainage (education, infiltration)
    - Recycling access/convenience
    - Lack of community garden space
    - Crandell Park Development
    - Adequate Sanitary Facilities
    - Tree Planting/Maintenance
    - How can we help people understand the importance of the environment?

    (However, we addressed ways to overcome barriers):
    - Expand non-motorized trails
    - Compete sidewalk system
    - Adopt and area
    - Host day of caring
2. How can we improve our environment? (top three are priorities)

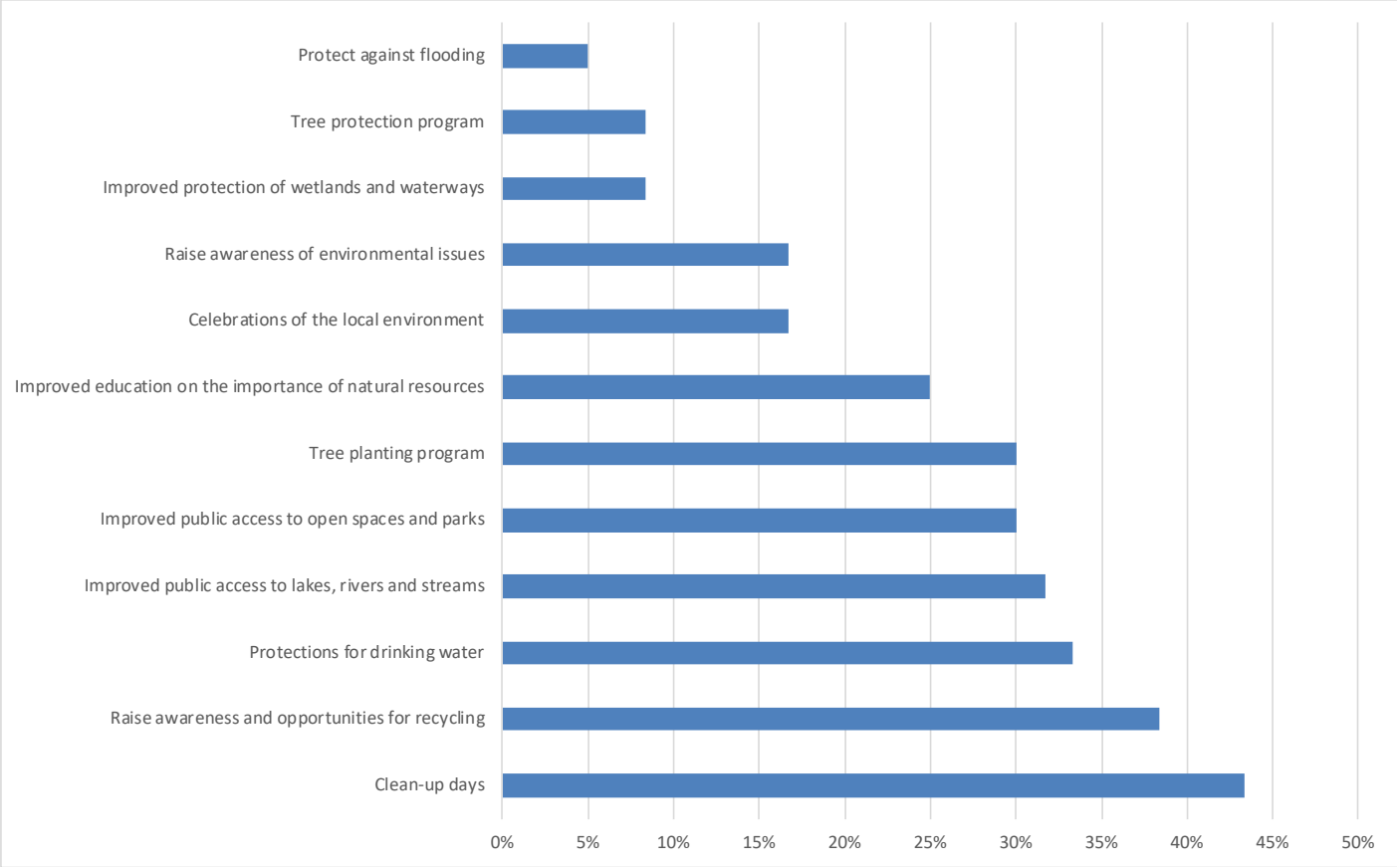
    (However, we discussed changes to help in five years)
    - Science Camp
    - Signage/Placement of Signs
    - Map of assets (online and print)
    - Events (fair, markets, etc.)

Rain garden

Green roof over trash/recycling enclosures in Grand Haven.

Online Survey. The online survey asked two questions about the Environment. The first asked: "The natural environment plays a big role in maintaining a strong healthy community today and into the future. What three things would improve the environment in the Charlotte area?"

Respondents were asked to select up to three things that would improve the environment in the Charlotte area. The findings are shown below:



The second question allowed respondents to provide their own ideas about how to improve the environment in Charlotte:

- Improve air quality, better use industrial areas and get industry out of neighborhoods
- All inclusive recycling drop off 24/7
- Clean up; improve; and use our parks
- Code enforcement
- Create and nurture local food systems
- Encourage more walking and biking
- Improved marketing of Eaton conservation district opportunities & events. Gardening work shops.
- Limit excessive large truck traffic, lower speed limits on north Cochran, south Cochran beyond Shepherd and east Shepherd
- Location(s) with daily all-hour access for recycling drop-offs.
- More activities to get people out in nature
- More recycling opportunities.
- Solar panels on roofs, public and private

Strategic Goal 6: Improve environmental quality.

Success Indicators

- Climate Comfort Index (higher is better)
- Air Quality (higher is better)
- Water Quality (high is better)
- Average Commute Time (minutes)
- Recycling tonage metric
- Parks and building lot conditoin metric

Objective 6.1: Improve opportunities for citizens to become involved in enhancing parks and building lotsObjective

Objective 6.2: Review and update recycling program

Objective 6.3: Enhance drinking and stormwater education

Health & Wellness

Health & Wellness

Why Health & Wellness?

A healthy community assures access to high quality health services on a personal, community and systems level and promotes a healthy lifestyle.

Residents with equitable access to health services, healthy food choices and opportunities to incorporate physical activities into their daily lives are more likely to lead longer, healthier, happier and more productive lives. In Charlotte, the community has access to a variety of health services that reach out to all, regardless of income, which is important because 43% of the students in Charlotte Public Schools are "economically disadvantaged." This number includes students who have been determined to be eligible for free or reduced-price meals via locally gathered and approved family applications under the National School Lunch program, are in households receiving food (Supplemental Nutrition Assistance Program) or cash (Temporary Assistance to Needy Families) assistance, are homeless, are migrant, are in foster care, or, beginning in 2017-18, certain MEDICAID eligible children. For these students, thriving in school can be challenging; for their parents, finding work, stable housing and healthy food may be a daily struggle.

While improving health and wellness for the economically disadvantaged is critical, it is important for the community at large, from children to seniors.

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified several measurable standards by which the city could assess health and wellness. These include the number of physicians available to the local population, the percentage of commuters who travel by bicycle or walk, motor vehicle collisions, smoking and obesity prevalence, access to public exercise options and patient satisfaction.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Comp	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Physicians per 100k population	80	210	Negative	223	87	80	314	160	Cobalt	2019
Percent of commuters who travel by bike or walking	3%	4%	Negative	3%	2%	2%	7%	3%	Cobalt	2019
Walk Score (higher is better, 50+ is walkable)	25	55	Negative	40	NA	NA	NA		Cobalt	2019
Bike Score (higher is better, 50+ is bikeable)	37	49	Negative	45	NA	NA	NA		Cobalt	2019
Motor Vehicle Collisions	10.8	6.8	Negative	8.8	6.6	11.7	6.4	8.2	Livibility Index	5-yr avg
Smoking Prevalence	20.3%	20.5%	Neutral	23.0%	19.4%	20.5%	20.1%	20.0%	Livibility Index	Est 2018
Obesity Prevalence	35.3%	28.9%	Negative	32.1%	31.0%	35.6%	32.1%	32.9%	Livibility Index	Est 2018
Access to Public Exercise Options	64.1	90.7	Negative	83.6	71.0	64.1	92.4	75.8	Livibility Index	Est 2018
Patient Satisfaction	75.9	71.3	Positive	72.0	74.8	74.1	44.0	64.3	Livibility Index	Est 2018

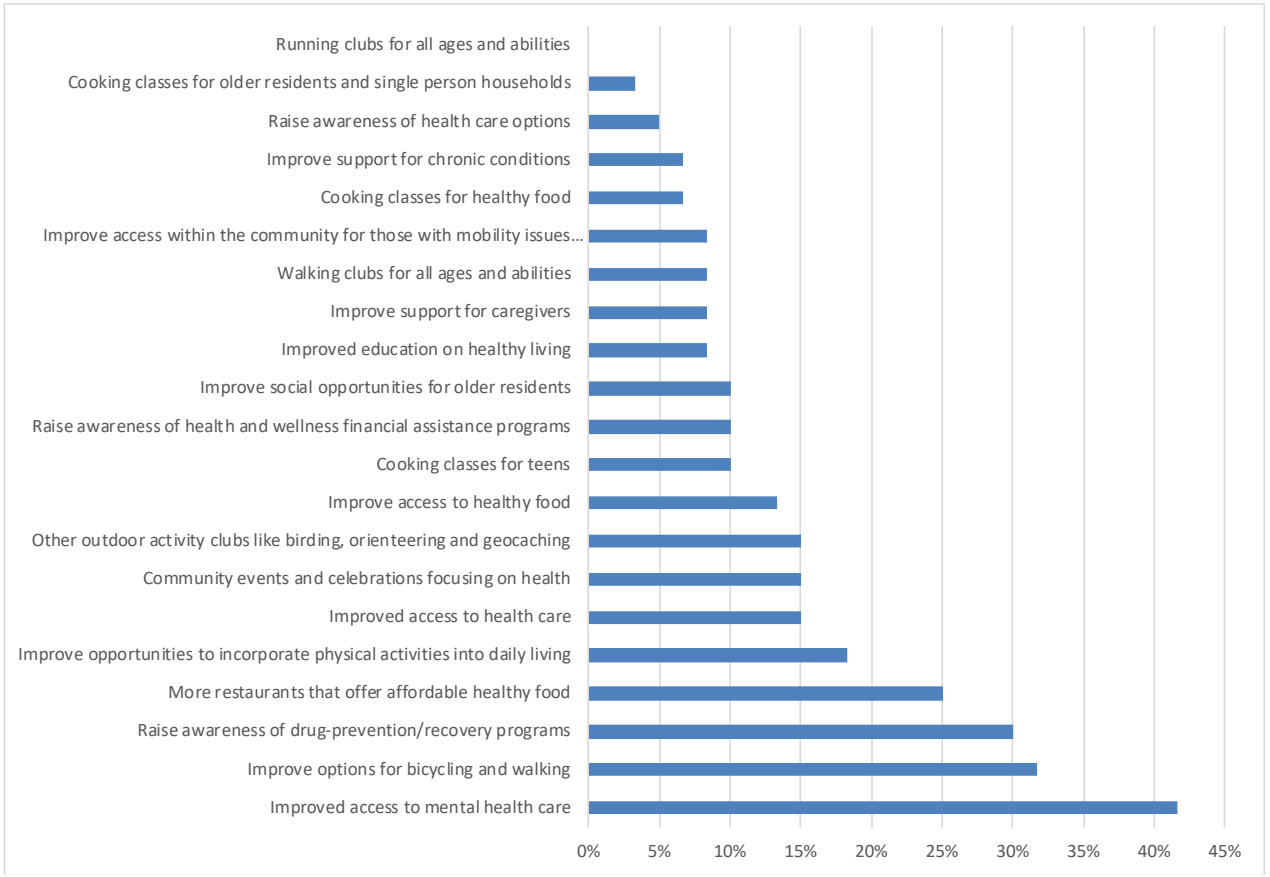
Two additional factors, Walk Score and Bike Score are derived from Walk Score, an organization that collects data that helps people evaluate walkability and transportation when choosing where to live. Walk Score analyzes hundreds of walking routes to nearby amenities; amenities within a 5 minute walk (.25 miles) are given maximum points. Walk Score also measures pedestrian friendliness by analyzing population density and road metrics such as block length and intersection density. Data sources include Google, Factual, Great Schools, Open Street Map, the U.S. Census, Localeze, and places added by the Walk Score user community. The city's current Walk Score is 25, reflecting that it is a car-dependent community, and well under the national average of 55(a "somewhat walkable" community).

Stakeholder Input. A stakeholder group met to discuss local health and wellness, and focused on barrier to health and wellness as well as changes that would improve community health in the next five years:

- Barrier: Sustainable funding… after grant funding
- Need to see, Engagement
- Lack of time
- Behavioral health (mental health, substance abuse)
- Access to services (demand is greater than supply)
- Chronic disease Initiatives (no long term plan or individual programs; i.e. safe routes
- Spectrum of Prevention (individual to policy)
- Substance abuse (maternal smoking rate is high)
- Improve collaboration in improvement programs between health dept, schools, city, and hospital)
- YMCA Nutrition Bus Educate in hands on way (healthy living mobile kitchen)
- Priorities: financial stability, economic mobility
- Promote existing services

Online Survey. The online survey asked two questions about health and wellness. The first asked: "A strong and healthy community supports the health and wellness of its residents. What three things would improve health and wellness in the Charlotte area?"

Respondents were asked to select up to three things that would improve health and wellness in the Charlotte area. The findings are shown below:



The second question allowed respondents to provide their own ideas about how to improve health and wellness in Charlotte:

- Activities for community to learn about healthy living
- Community garden & workshops for gardening/cooking/canning/etc.
- Cooking classes for all. older ones can help teach younger ones how to cook healthy meals. get the 2 groups together see what happens.
- CSA program for fresh vegetables
- Encourage kids to walk to school .
- Increase frequency of free and low cost health and wellness events
- Less expensive access to fitness equipment
- Less fast food options
- Mental health support groups in schools for students and also for staff
- More clubs and activities that would get people interacting with others in the community.

Outdoor fitness class in Tawas, MI

Bicycles provide a mode of transportation for people of all ages.

Strategic Goal 7: Improve community health and wellness

Success Indicators

- Physicians per 100k population
- Percent of commuters who travel by bike or walking
- Walk Score (higher is better, 50+ is walkable)
- Bike Score (higher is better, 50+ is bikeable)
- Motor Vehicle Collisions
- Smoking Prevalence
- Obesity Prevalence
- Access to Public Exercise Options
- Patient Satisfaction

Objective 7.1 Improve year-round walking infrastructure to help people incorporate exercise into their daily lives

Objective 7.2 Encourage students to walk to school

Objective 7.3 Improve access to fresh healthy food

Objective 7.4 Improve patient satisfaction information

THE CITY OF

CHARLOTTE

MICHIGAN

Management Consulting Services

Organizational Analysis, Fiscal Assessment and Recommendations

November, 2020

Vettraino Consulting, LLC

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Municipal Analytics

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Project Scope

It is a privilege to work with the elected officials and staff of the City of Charlotte. Everyone involved in this process has been candid during interviews (stakeholder interview list included as Appendix A). The hospitality and willingness to share individual and collective views of the city's operation has all been professional and constructive.

In September 2020, Vettraino Consulting entered into an agreement with the City of Charlotte, Michigan to perform an Organizational Analysis and Fiscal Assessment in cooperation with city elected officials and staff and to make recommendations for improved effectiveness. The original scope of work included a deadline for the Organizational Analysis of October, 2020 and a deadline for the Fiscal Assessment of November, 2020. Prior to starting the project, the city and consultants agreed to a consistent deadline of November 2020 and for the recommendations to be delivered jointly in one report.

This engagement involved:

- Interviews with city department heads, manager, internim manager and interim clerk, the Mayor and each City Councilmember and personal observations of the department;
- A request and review of city operational and financial documents, including agreements, contracts and financial disclosures;
- The design, distribution and collection of a peer community survey; and
- Professional research regarding community data and best practices.

The consultants, Jaymes Vettraino and John Kaczor (biographies included as Appendix B), used a phased approach for this project:

Phase 1:	Preliminary Assessment and Refining of Objectives
Phase 2:	Analysis of Current Staffing and Financial Conditions, through Stakeholder Interviews and Review of Available Data
Phase 3:	Development of Additional Data, Analysis and Benchmarking
Phase 4:	Development of Organizational Analysis and Staffing Alternatives and Recommendations
Phase 5:	Presentation of Organizational and Staffing Findings
Phase 6:	Development of Financial Alternatives and Recommendations
Phase 7:	Presentation of Financial Finding

The project phases were performed consistent with the consultants' response to the request for proposal, modified slightly to meet the demands of the project.

Executive Summary and Priority of Recommendations

There are over 50 recommendations included in this report. Each recommendation should be considered by the elected officials and staff based on Charlotte's ability and willingness to take action on the recommendation. The consultants researched, surveyed, interviewed and considered options over a three month period and have used their professional experience to develop these recommendations. Charlotte elected officials understand residents' priorities and staff has expertise in the day-to-day operations of the City; this understanding and expertise should be used by the City to consider its prioritization of the recommendations.

A risk to the City in receiving a comprehensive report, with numerous significant financial, organizational and policy recommendations, is individual stakeholders may focus on only a small number of the recommendations that impact their interest and advocate only for those particular recommendations (to be acted or not acted on). City Council must take a comprehensive view of the report and be certain that all of the larger policy recommendations and the day-to-day transactional recommendation are being considered systematically. As noted throughout the report some recommendations, particularly those related to stabilizing the General Fund, are dependent on each other and must be considered together. Other recommendations should be executed in successive order.

City Council and staff cannot review, study and take action on all of the recommendations immediately. Prioritization of actions will be extremely important as the City implements the consultants' recommendations. In the consultants' opinion, recommendations related to the Administrative Office, Fire Department fund, General Fund structural deficit and underfunded pension liability are the most urgent for City Council to take action on.

The next two pages of the report provide short summaries of the recommendations included in the report. The consultants have attempted to prioritize the recommendations based on their immediacy to be addressed, but the City must also systematically review and prioritize the recommendations based on the City Council's priorities and staff's feedback.

The consultants also ***strongly recommend City Council consider appointing an Advisory Board to systematically review the recommendations***. As noted in the Conclusion, the Advisory Board would spend time reviewing this report in detail and provide suggestions for action to City Council. The Advisory Board would be responsible for making sure all report recommendations are considered and for follow-up to make sure actions happen to effectuate the recommendations approved by City Council.

Each recommendation is hyperlinked to the section where the recommendation is made:	
Financial	**Organizational**
Immediate Recommendations (within 1 to 6 months)	
1. *The General Fund has a structural deficit of $500,000 which must be remedied.* 2. *Achieve 60% funding of the pension liability by 12/31/2022.* 3. *Move cost of trimming trees in public right-of-way to the appropriate Major/Local Street Fund* 4. *Bonding for Water/Sewer capital projects over the next two years and use cash designated for the projects to make additional contributions to MERS.* 5. *Loan $500,000 from the LDFA Fund to the General Fund to make an additional contribution to MERS.* 6. *Subscribe to pension liability management software.* 7. *Utilize a financial forecasting tool throughout each year to evaluate changing financial conditions and make adjustments to prevent negative financial performance.*	1. *Restructure the administrative office.* 2. *Negotiate to terminate the financial services agreement early.* 3. *Transfer development plan review to a planning consultant.* 4. *Set plan review fees to match costs.* 5. *Transfer building inspection/enforcement to the Community Development Department.* 6. *Set inspection/enforcement fees closer to costs.* 7. *Retain a part-time code enforcement officer or contract for this service.* 8. *Avoid subsidization of the airport.* 9. *Include additional metrics for billing fire services.* 10. *Begin the selection process for a new Fire Chief.* 11. *Follow the City/RFA FSA process for Fire Chief selection.* 12. *Utilize a facilitator for the Fire Chief Selection process.* 13. *Create a separate fund for the Fire Department.* 14. *Establish a 10-year capital plan for Police.* 15. *Provide single hauler curbside refuse/recycling.* 16. *Consider if in-curb leaf/brush pick-up can be eliminated.*

Each recommendation is hyperlinked to the section where the recommendation is made:	
Financial	**Organizational**
Short-Term Recommendations (within 6 to 12 months)	
8. *Establish fund balance policies.* 9. *Develop a comprehensive and broad-based cost allocation plan.* 10. *Consider a new credit card processing company.* 11. *Eliminate yard waste and recycling millage.* 12. *Levy a millage under the provisions of PA 359.* 13. *Ask voters to approve up to a 3.50 mill tax to support the cost of fire service.* 14. *Develop a 20-year road improvement plan.*	17. *Provide clear policy and service priority direction prior to budget requests.* 18. *Review service level expectations annually.* 19. *Consider a four-day, ten-hour per day, work week for the Administrative Office.* 20. *Require position descriptions.* 21. *Adopt pay ranges for all non-union positions.* 22. *Community Development host quarterly meetings with the Vision 2025 stakeholder group.*

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Each recommendation is hyperlinked to the section where the recommendation is made:	
Financial	**Organizational**
Longer-Term Recommendations (12+ months)	
23. Develop a citywide 10-year Capital Improvement Plan. *24. Closely track asset purchases with useful lives in excess of one year.* *25. Increase the capitalization threshold for infrastructure and buildings.* *26. Require property owners to share in the cost of sidewalk repair.* *27. Assess cost of outsourcing street-line striping.* *28. Consider subscribing to cloud-based water/sewer rate-setting software.* *29. Target a cash reserve for the Water/Sewer Fund of $2.0M to $3.0M*	*30. Amend the general purchasing policy.* *31. Update the Charlotte Personnel Manual.* *32. Assess City's engagement level with LEAP.* *33. Explore forming a regional Fire Authority.* *34. Perform a staffing study of the Fire Department* *35. Consider addressing the Police's flat command structure, after the General Fund is stabilized.*

Demographics and Government Funding

A critical component of this project is to select appropriate comparable cities to compare with Charlotte. The consultants identified eleven cities[1] to review as benchmarks. After review of publicly available demographic and government funding data, the consultants identified nine cities[2] as the best match to send comparable city surveys. Six cites[3] completed the benchmark city survey.

Below is the demographic data for the participating benchmark cities[4]:

Demographics	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
County	Eaton	Eaton	Barry	Hillsdale	Calhoun	Ingham	Lenawee	
County Seat	Yes	No	Yes	Yes	Yes	Yes	No	4/6
Distance from Charlotte	0	14.2	24.7	45.5	20.5	19	59.5	30.6
Population	9,091	7,805	7,284	8,125	7,021	8,447	8,346	7,838
Median Age	37.8	39.1	34.8	28.8	42.9	37	42.3	37.5
Average Household Size	2.36	2.13	2.33	2.45	2.22	2.35	2.27	2.3
Average Family Size	2.99	2.87	3.06	3.18	2.92	2.83	2.75	2.9
Number of Households	3,675	3,649	3,051	2,819	3,104	3,279	3,630	3,255
Median Household Income	$46,863	$60,930	$50,378	$38,934	$50,000	$60,661	$54,052	$52,493
Poverty Level	15.5%	10.5%	16.0%	24.1%	13.0%	7.0%	9.1%	13.3%
Unemployment Rate	6.0%	2.8%	8.2%	7.4%	4.9%	3.6%	3.1%	5.0%
Renter Occupied	38.7%	33.3%	36.9%	47.4%	36.9%	36.4%	31.8%	37.1%
Median Home Values	$104,300	$136,700	$104,300	$86,500	$116,800	$124,800	$129,300	$116,400

Generally, Charlotte has more population, lower household income, higher poverty and unemployment rate, and a lower median home value than the average of the surveyed cities.

Looking at the local government funding data[5] from the same six cities:

Financials	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Taxable Value	225,810,181	227,929,382	197,979,729	130,743,368	210,555,591	234,505,167	265,764,219	211,246,243

[1] Coldwater, Eaton Rapids, Grand Ledge, Hastings, Hillsdale, Howell, Ionia, Marshall, Mason, St.Johns, and Tecumesh
[2] Grand Ledge, Hastings, Hillsdale, Howell, Ionia, Marshall, Mason St.Johns, and Tecumesh
[3] Grand Ledge, Hastings, Hillsdale, Marshall, Mason, and Tecumesh
[4] "Avg of Comps" does not include Charlotte in the calculation
[5] Source: Michigan Treasury, 2019 F-65 Database; City of Charlotte 2019 financial statement; City of Grand Ledge 2019 financial statement

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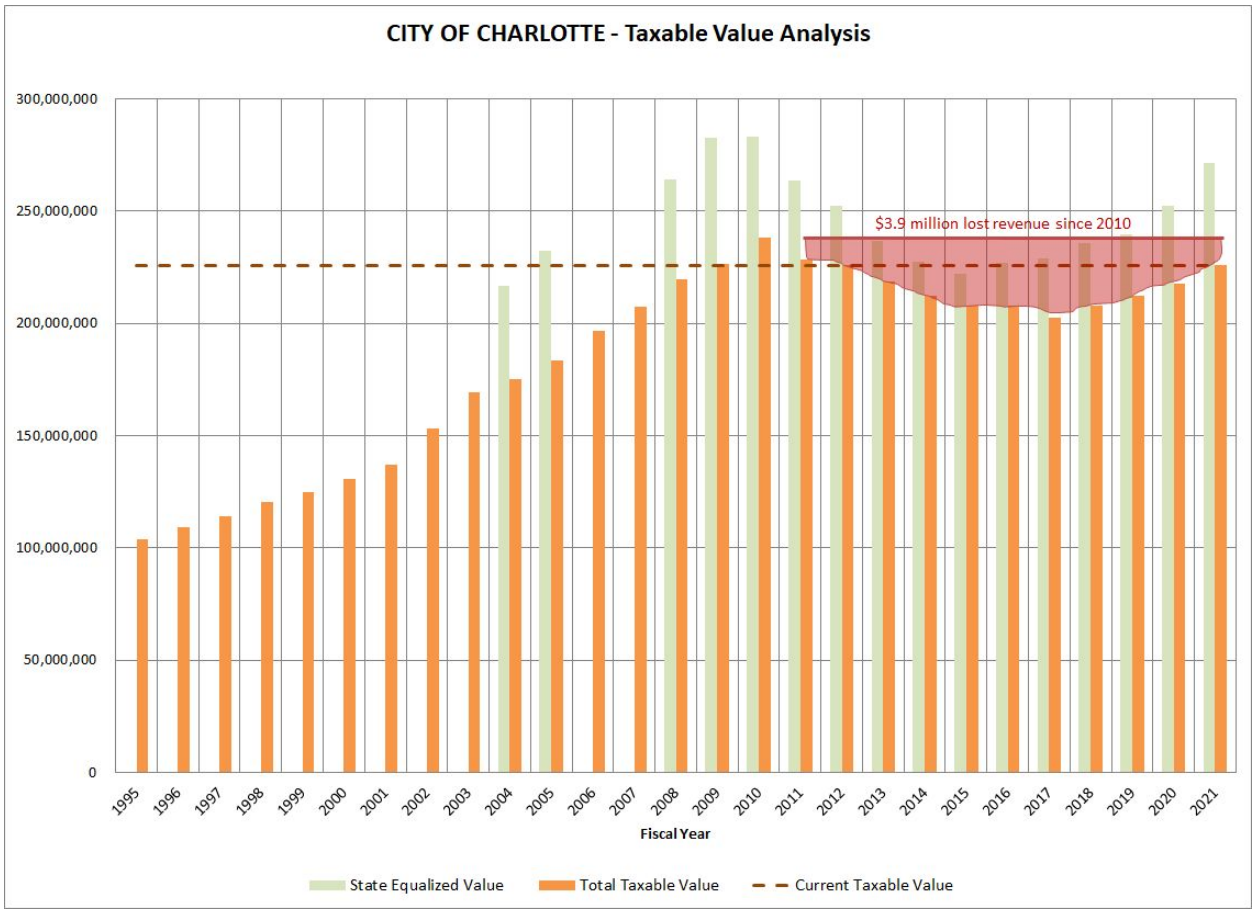
Revenues								
General Fund	5,817,229	3,142,150	4,746,320	4,719,018	7,211,801	6,996,499	5,840,337	5,474,571
Other Gov't Funds	1,846,094	2,902,034	2,310,481	3,626,901	2,882,334	2,371,320	3,121,259	2,869,055
Expenditures								
General Fund	6,420,667	3,141,334	4,448,201	4,702,869	6,609,234	6,086,264	5,776,723	5,179,316
Other Gov't Funds	2,385,744	3,378,609	2,068,675	3,711,434	2,955,860	2,053,759	2,736,828	2,817,528
General Fund Balance	2,334,421	1,366,366	2,498,037	934,591	3,268,431	5,790,159	2,324,418	2,699,990
GF Fund Balance as % of Total Exp	36.4%	43.5%	56.2%	19.9%	49.5%	95.1%	40.2%	50.7%

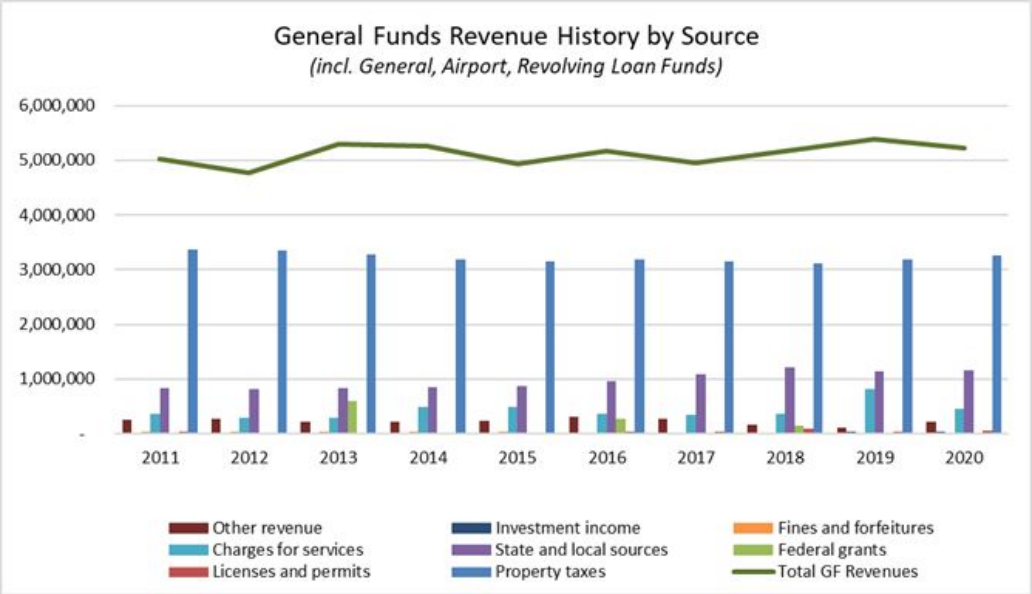
Taxable value in the benchmark communities is slightly less than in Charlotte. General Funds and other governmental funds revenues and expenditures are, on average, similar. Charlotte has the second-lowest fund balance, as a percentage of expenditures.

Fiscal Assessment

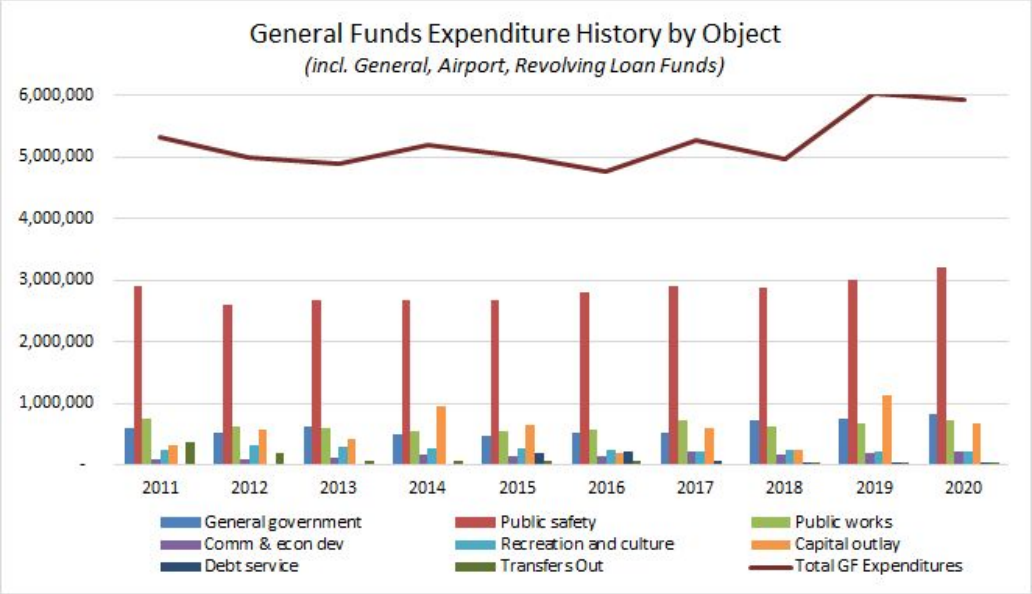
Charlotte is facing a structural deficit in its General Fund. This deficit is driven in large part by lower tax revenues since the recession of 2009. As illustrated in the chart below, the City's taxable value was rising at an average annual rate of 5.7% from the passage of Proposal A in 1994 to peak value in 2010. Since 2010, average annual changes have been -0.5%. The City's tax base in FY 2021 still has not recovered from the recession. Over the past 10 years, the City has collected $3.9 million less than it would have if taxable value had remained at 2010 levels.



The reduction in property tax revenues has been partially offset by increases in state and local source revenues (primarily revenue sharing and the new Local Community Stabilization Share payments). However, over the past 10 years, there have been only modest increases in revenues. Excluding debt proceeds and transfers in, revenues in the General Funds have increased only 0.65% each year since 2011.



Operating expenditures (excluding capital and transfers out) over the same 10-year period have increased 1.5% per year. If capital outlays are included, expenditures have increased nearly 2% per year.



The growing imbalance between revenues and expenditures has resulted in a structural deficit of about $500,000 annually. ***To remedy the structural deficit in the General Fund, the City needs to identify at least $500,000 in cost reductions, revenue increases, or a combination of reduced costs and increased revenues.***

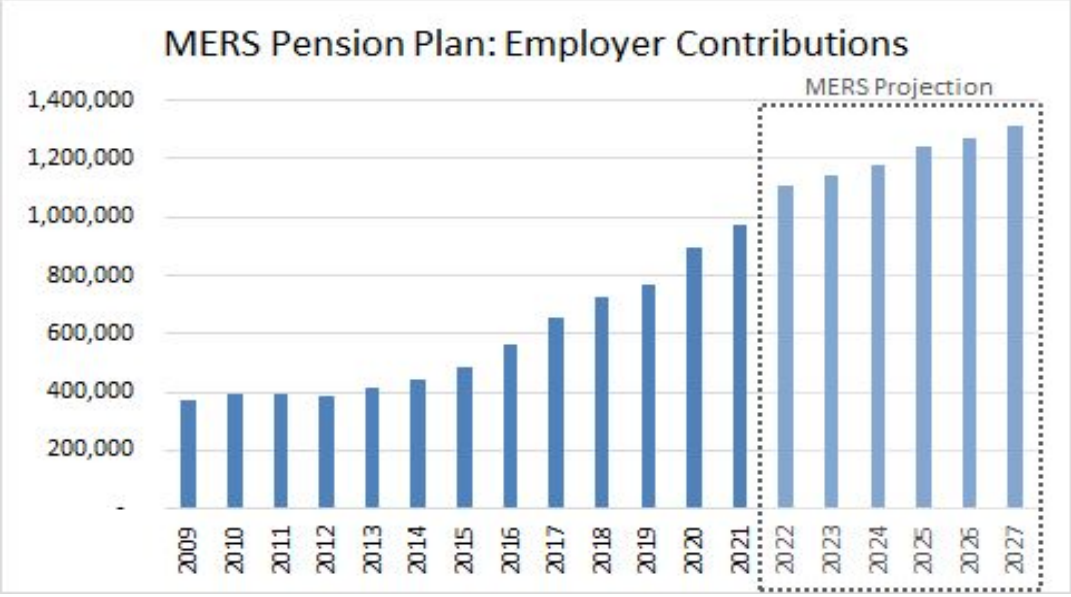
To put this in perspective, each of the following options represents approximately $500,000 in the General Fund. (Note: These are not recommendations, they are intended to demonstrate the need for a mix of options to address the deficit as anyone of these options would likely not be practical as a single solution.)

- Increase property taxes by 2.25 mills
- Double the cost recovery for fire services and nearly double the revenue from permits, state grants, fines and fees, and licenses
- A 50% increase in State revenue sharing
- Eliminate 5 of the City's 10 full-time Police Officers
- Eliminate all of the City's 5 full-time Fire Lieutenants and Captains
- Eliminate all Clerk/Treasurer and Community Development staff positions, and keep the fire chief part-time
- Eliminate all capital expenditures in the GF, including the City's share of fire vehicles
- Eliminate all Mayor & Council, parking services, tree work, city hall maintenance and parks and recreation expenditures

This study has evaluated a number of other operating and financial scenarios which, when combined, could resolve the structural deficit.

MERS Pension Funding

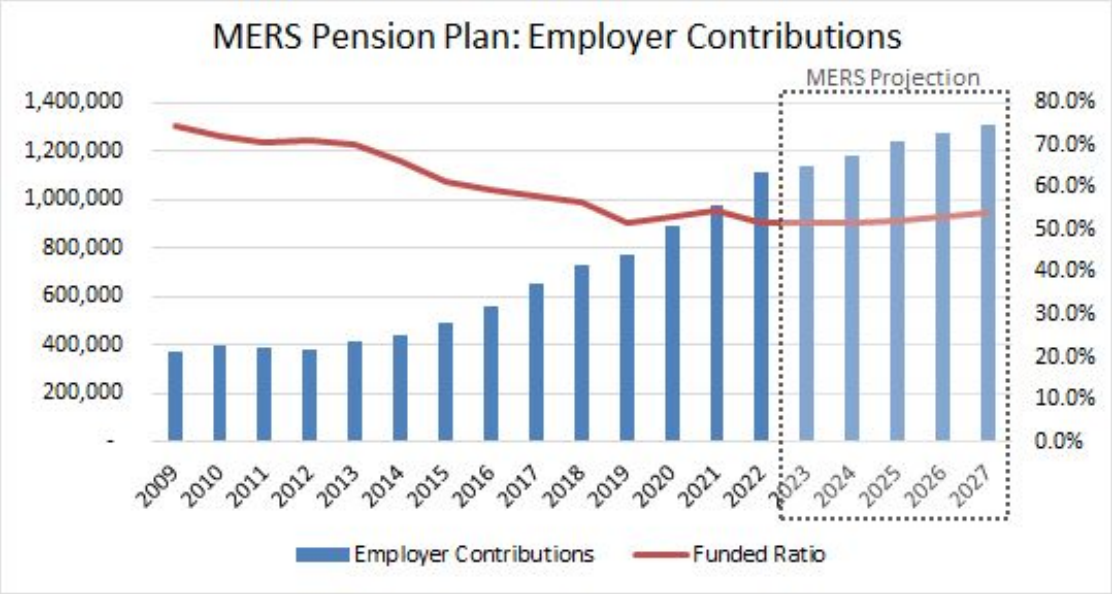
One of the primary cost drivers in the General Fund in recent years has been the increasing annual required contribution (ARC) to the City's pension plan. The chart below illustrates the total ARC paid from 2009-2021, as well as the current projected costs for the next six years.



Over the past 12 years, the City's contributions have risen from just under $400,000 in 2009 to almost $1M this fiscal year. MERS is forecasting the ARC will rise to over $1.3M by 2027.

The General Fund accounts for about 73% of total pension contributions in the current year. Using this estimate, the General Funds' pension costs have risen from approximately $272,000 in 2009 to $710,000 this FY. This level of expenditure increased during a time when tax revenues have declined and total revenue has been flat has amplified the imbalance in the General Fund.

According to the latest pension actuarial valuation report, dated 12/31/2019, the City's pension plan is currently 53% funded[6]. This is the lowest level of funding since 2009, even though the City's contributions doubled between those years, and the City significantly reduced pension benefits for all new hires beginning in 2012[7]. The lower funded ratio is due primarily to a number of actuarial assumptions that have changed in recent years, which has resulted in a higher actuarial accrued liability. The current forecast for the ARC is expected to improve the funded ratio only slightly over the next six years (reaching 54% in FY 2027). MERS expects Charlotte will reach 60% funding between 2028-2030[8], but this is questionable given the trends in funded ratios presented by MERS.



Meanwhile, in 2017, the State adopted Public Act 202, which requires a minimum 60% funded ratio for public pensions. Systems with a lower funded ratio must annually prepare and submit a corrective action plan to the State. The City's most recent corrective action plan indicated the following prospective actions were proposed to address the shortfall in funding:

[6] Charlotte ranks among the lowest 25% of Michigan cities in its funded ratio (based on 2018 valuation).
[7] Effective July 1, 2012, all defined benefit plans were closed to new hires. New hires are enrolled in hybrid plans that cap annual employer contributions.
[8] The chart on page 7 of the City's 2019 actuarial valuation shows that the funded ratio will be 60% by fiscal year 2028.

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> *The City Council will consider proposing [a] millage dedicated to address the MERS unfunded accrued liability or imposing a public safety special assessment to address MERS unfunded accrued liability for police and fire pensions or a combination of the two. It is expected that action on these matters will occur prior to December 31, 2020.*

Prior to moving forward with the above action(s) the City opted to first undertake a comprehensive review of the City's operations and finances to determine the best resolution to pension funding, within the larger context of City services and financial needs. This report summarizes the findings and recommendations of that study, including options for achieving 60% funded ratio within two years. ***A primary recommendation of this report is for the City to take the necessary actions required to achieve 60% funding of the pension by 12/31/2022.***

Property Taxes

Compared to the benchmark communities, Charlotte has a lower total tax levy than all but two cities. The general operating millage in Charlotte is consistent with the average levy in other benchmark cities.

Property Taxes	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Total City Tax Rate	***15.4326***	***11.2506***	***16.9629***	***19.8962***	***19.4853***	***15.2500***	***16.0924***	***16.4896***
General Operating Millage	*14.2796*	*10.4474*	*15.9661*	*12.4337*	*17.1629*	*15.2500*	*14.2700*	*14.2550*
Debt Millage	*0.9000*			*2.9810*			*1.8224*	
Yard Waste	*0.1800*				*0.4882*			
Recycling	*0.0730*							
Recreation		*0.8032*			*0.9171*			
City Cemetery			*0.9968*					
Public Safety Equipment, Vehicle & Capital				*1.0000*				
Street Improvements				*2.4868*				
Public Library				*0.9947*				
Dial-A-Ride					*0.9171*			

Charlotte has a Charter limit of 15 mills for its general operating levy. Due to Headlee reductions, the maximum allowable general operating levy is now 14.2798 mills. The City is currently levying all but 0.0002 mills, which equates to only $45 in property tax income. The Michigan Constitution allows municipalities the option of resetting the millage to the Charter maximum, if approved by voters. A "Headlee override" could generate about $162,000 more in general operating taxes, based on current taxable values in the City.

Municipal Debt

The City carries a relatively low debt load, as seen in the benchmark data below[9]. Only one other comparable community has a lower debt per capita than Charlotte, while half of the benchmark cities have more than double the amount in Charlotte.

Citywide Debt	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
*Long-term debt (million)**	*$4.93*	*$11.89*	*$0.87*	*$8.63*	*$15.36*	*$7.24*	*$6.04*	*$8.34*
Long-term debt per capita	*$542*	*$1,523*	*$120*	*$1,062*	*$2,188*	*$857*	*$724*	*$1,079*

Charlotte is well within the legal limit for municipal debt. Current outstanding debt represents only about 9% of the debt limit.

Fund Balance and Reserves

General Fund fund balance declined from $2,334,421 at the end of FY 2019 to $1,257,117 at the end of FY 2020. This represents a decline from 36% of expenditures to 18% of expenditures. The current budget year could see a further decline in fund balance, to $591,000 or 10% of expenditures.

Charlotte does not have a formal fund balance policy. In conversations with elected officials in Charlotte, the majority of Council members expressed a desire to maintain a balance of 15%-20% in the General Fund. This is consistent with the policies we identified in several of the benchmark cities, including:

- Grand Ledge: *maintain an unassigned fund balance of 25% of annual budgeted GF expenditures less non-recurring capital expenditures*
- Hillsdale: *minimum General Fund balance reserve of 15%*
- Marshall: *15-20% of annual expenditures in unrestricted fund balance, OR 1.2 debt service ratio, whichever is greater*

Charlotte should establish a fund balance policy for the General Fund[10] and other funds. It is important to identify whether the policy applies to total fund balance or unassigned fund balance, and whether it includes capital expenditures or not. As a guiding principle, the

[9] Source: MI Treasury 2019 F-65 database

[10] GFOA recommends that governments establish a formal policy on the level of unrestricted fund balance that should be maintained in the general fund for GAAP and budgetary purposes. Such a guideline should be set by the appropriate policy body and articulate a framework and process for how the government would increase or decrease the level of unrestricted fund balance over a specific time period. In particular, governments should provide broad guidance in the policy for how resources will be directed to replenish fund balance should the balance fall below the level prescribed.
https://www.gfoa.org/materials/fund-balance-guidelines-for-the-general-fund

Government Finance Officers Association (GFOA) is in agreement with the Government Accounting Standards Board (GASB) in recommending *"…at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months [16.67%] of regular general fund operating revenues or regular general fund operating expenditures. The choice of revenues or expenditures as a basis of comparison may be dictated by what is more predictable in a government's particular circumstances." (GASB Statement No. 54)*

If we apply the above policy to the current General Fund budget, the City should have a minimum, unrestricted fund balance of about $1M.

Other considerations when evaluating fund balance needs for governmental and enterprise funds might include:

- Debt service coverage
- Insurance deductibles
- Payroll and benefits
- Grant funds used to pay for recurring operating expenditures
- Accumulated liabilities for compensated absences
- Capital replacement

We will discuss reserve fund balance levels for the Water and Sewer Fund later in this report. A good example of a detailed, comprehensive fund balance policy can be found in the City of Loveland, CO.

Budgeting

Charlotte prepares a traditional one-year budget for all of its funds. For the most part, personnel costs, revenues, debt service expenditures and internal service charges are prepared centrally by the City Manager, HR Director and finance staff. Department heads contribute to the budget with updated operating and capital needs, staffing requests and other small adjustments. Once compiled, the budget is reviewed by management and adjustments are made to align expenditures as closely as possible with anticipated revenues. A recommended budget is presented to Council for consideration, adjustments and approval.

This budget process is fairly typical for a city the size of Charlotte. In our conversations with elected officials, we heard a desire for the Council to be more involved with budget development. To achieve this objective without micromanaging staff, the ***Council should provide clear policy and service priority direction to the City Manager and department heads, prior to departments preparing their budget requests***. This might include a minimum fund balance policy, as discussed above, as well as policies related to capital investments, debt financing, use of one-time revenues, service priorities, allowable uses of fund balance, pension funding minimums, etc. Level of service policies would include minimum staffing, frequency of

utility billing, solid waste, recycling and yard waste removal expectations, code enforcement, community promotion, and a range of other service level considerations.

Policies and service level expectations should be reviewed, revised and affirmed early on in the annual budget process. This would help staff focus on the priorities and policies established by Council as they work through the budget process. Many cities have found an annual goal setting session or retreat, including input from department heads and the public, can be a useful format for establishing budget priorities. Examples of policies, budget priorities and goal setting strategies can be found in other communities, so the City can build off of what others have already thought through and documented.

During the annual budget process the City should review and update the Financial Forecast prepared as part of this study. The Financial Forecast should be used early in the budget process to update revenue and expenditure estimates for the current year and evaluate opportunities or limits on funding key priorities for the next fiscal year.

Capital Planning

In addition to the annual operating budget, Charlotte also prepares a five-year Capital Improvement Plan (CIP). The current plan appears to include only public works related capital items (parking lots, parks, streets, water & sewer, motor vehicle pool). Not included in the CIP are police and fire vehicles and equipment, computers and related hardware, building improvements, airport and other operations. The best practice in the area of capital planning is to prepare an organization-wide evaluation of all capital assets and document the expected remaining life, estimated replacement cost and approximate timing of the needed improvement, replacement or acquisition of capital items.

To ensure adequate capital planning, ***the City should develop a 10-year or longer comprehensive CIP and update it annually***. This would include all city departments and operations. The plan should identify the project, why the investment is needed, estimated total project/equipment cost, the funding source(s) with amounts, and estimated year of purchase. A prioritization process could also be established to rank capital needs based on important criteria (e.g., health and safety, operational efficiency, level of service, timing of need, project funding, economic development, etc.). Annually, the plan should be updated, capital needs reevaluated, and a new CIP adopted. PA 33 of 2008 (“Michigan Planning Enabling Act”) requires a minimum of a 6-year CIP and stipulates the role of the Planning Commission and legislative body in this process.

Some communities go the extra step of coordinating school, county and other bond requests and payoffs to comprehensively address the combined impact of capital and operating millages for the community.

The recently created Revolving Loan Fund (RLF) provides an opportunity for the City to smooth the impact of costly capital projects up to 10 years. This fund should be seen as a strategic tool in the capital improvement planning process. As larger projects are identified in funds with limited cash reserves, such as the General Fund, the RLF can serve as a no-interest borrowing option. Another proactive strategy for capital financing is to set aside in a reserve fund the average annual capital needs identified in the CIP. Payment for capital items could be made from the reserve fund, which will minimize volatility in the operating fund.

Related to capital management, through our financial review, we noted the City's asset and depreciation schedules do not align with actual assets in use. This is likely due to a disconnect between operating departments and financial management at the City. Finance is not always aware of which assets have been acquired and which have been disposed throughout the year. To remedy this discrepancy, ***we recommend that inventory lists of any asset purchases with useful lives in excess of 1 year be maintained throughout the year by each department.*** The capital asset detail used for financial reporting could then be reconciled against this list at year-end (if not more regularly).

The City also could benefit from a formal capitalization policy. After conversations with the City's accountant, ***we recommend the City increase the capitalization threshold from $5,000 to $25,000 for infrastructure and $10,000 for buildings and building improvements, and to keep a $5,000 threshold for equipment.*** The capital inventory lists maintained by the City and used in financial reporting would still track purchases under the capitalization threshold.

Central Services Cost Allocation

The City provides many services through its General Fund that benefit all operations and funds. It is acceptable and appropriate to allocate these central service costs across all functions of government that benefit from them. The City has a cost allocation plan that allocates direct labor costs of key administrative personnel, some professional and contractual services (labor attorney, audit, accounting & payroll), and internet & telephone expenditures for central service departments. The allocation methods used in the plan are straightforward and simple.

We encourage the City to develop a more comprehensive and broad-based cost allocation plan that includes all central services allocated across all departments and operations of the City. The plan should include all costs associated with central services, including building use, labor, operations, direct costs and other expenditures appropriately identified as a function of each central service. This full cost account approach would help identify the true cost of all operations, which would improve transparency and policy decisions.

Financial Forecasting

Increasingly, municipal governments are utilizing multi-year budgets and/or forecasting models to improve financial management and stability by taking a longer-range and comprehensive view of revenues, expenditures, capital needs, debt service obligations and cash reserves. As part of this study, we have developed a 10-year financial forecasting model, focused on eight primary funds:

- General Fund
- Major Streets Fund
- Local Streets Fund
- Airport Fund
- Information Technology Fund
- Revolving Loan Fund
- Motor Pool Fund
- Water and Sewer Fund

The model includes all general ledger line items in each fund, and each line item is forecasted based on assumptions assigned by the user. Primary assumptions used in the base (status quo) model include:

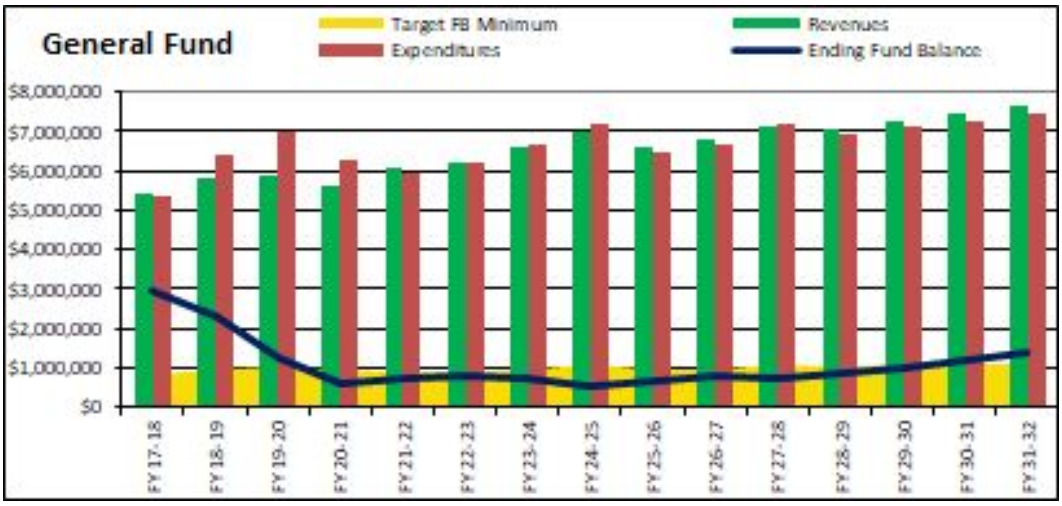
MASTER ASSUMPTIONS	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32
General Inflation	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Wage Rate Increase	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Public Utilities Rate Increase	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Healthcare Inflation	6.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
City Retirement Contribution	12.0%	2.9%	3.5%	5.1%	2.4%	3.2%	5.0%	5.0%	5.0%	5.0%	5.0%
Retiree Healthcare Contribution	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Gasoline & Oil Increase	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Longevity	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%
Change in Taxable Value	2.0%	2.0%	2.5%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
State-shared Revenue: Constitutional	0.0%	1.0%	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
State-shared Revenue: Statutory	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Administrative Fee	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Water Utility Billing	5.0%	5.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Sewer Utility Billing	5.0%	5.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
IT Fund Billing	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
MVP Equipment Rental	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Act 51 State Aid	1.5%	2.0%	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
% Fire Ops for Insp/Enf	23.0%	23.0%	23.0%	23.0%	23.0%	23.0%	23.0%	23.0%	23.0%	23.0%	23.0%
% Fire calls to Rural Fire Assoc.	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%

Additionally, we have included current debt schedules, the five-year CIP and some specific assumptions, including:

- Eliminated contributions from the General Fund to the Local Streets Fund, Police Training Fund, Recycling Fund and Airport Fund
- Increased the transfer from Major Streets to Local Streets
- Continued the County road millage revenues for all future years
- Used average capital values to estimate capital needs beyond FY 25-26
- Created a pro-forma model for funding future parking lot improvements using the Revolving Loan Fund, and estimating the repayment of the loans from the General Fund to the Revolving Loan Fund

The financial forecast resulting from this initial analysis is summarized in charts. Below is the General Fund forecast. Other funds' baseline forecasts and forecasts including the recommendations of this study are included in Appendix C.

Of the eight funds forecasted, the most concerning forecast is for the General Fund. The structural deficit is clearly visible in the first chart, above. If the City can resolve the $500,000/year structural deficit, the outlook for the General Fund changes dramatically:



The operational and financial analysis conducted in this study focused primarily on the General Fund, but we will also discuss findings and recommendations related to several other funds.

The financial model was used extensively to develop a baseline forecast, identify financial weaknesses, test capital investment capacity, evaluate different operating scenarios, explore pension funding options and more. We will reference the financial model and present updated charts based on recommendations later in the report.

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At the completion of this study, the City will be provided a working copy of the Excel spreadsheet Financial Forecast model. ***We would encourage the City to utilize a forecasting tool regularly throughout each year to evaluate changing financial conditions and make adjustments to prevent negative financial performance.*** If the City would prefer to explore a cloud-based subscription software solution to financial forecasting, we have included in Appendix D a reference to a software platform we have used for other clients.

Operational Analysis

The operational analysis considered stakeholder interview feedback, review of City documents, results from the benchmark survey of communities and the data from the Financial Forecast.

Administrative Office

As of September/October 2020, the City had a City Manager and City Clerk-Treasurer position (filled), a vacant Deputy City Clerk position and contracted Finance/Accounting positions with Rehmann Robson. The City has adopted an Administrative Plan (2008) and had position descriptions for the positions of City Manager (pre-2008), Clerk-Treasurer (2008) and Deputy Clerk (2008). During the months of October/November 2020 the City is searching for a new City Manager and City Clerk. At the recommendation of the interim City Manager and the consultants the City Clerk position advertisement removed the "Treasurer" title from the position.

The functions of Planning, Economic Development, Code Enforcement and Building Inspection cross some responsibility with the Administrative offices, but will be addressed in the next section of this report.

Below are the city benchmarks for Administrative office positions:

Administration FTEs	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
City Manager	1	1	1	1	1	1	1	1
City Clerk	1	1	1.5	1	1	3	1.5	1.5
Finance	contracted	2	2.5	2	3	4		2.7
Treasurer	contracted	2	1	5	1	1	2	2
HR / Payroll	1 & contracted	1	0.5	1	2		1	1.1
Utility billing	1	1	1	4	1		0.5	1.5
Assessor	1 & contracted	0.5	0.5	1.5	contracted		1.75 (City also provides assessing to Twp)	1.1
Administrative support	1	3	0	1	1		1	1.2

Based on the survey results, Charlotte reported 6 administrative employees, while the benchmarks reported an average of just over 10. Charlotte's decision to contract its finance operations contributes to its lower head count and lower number of employees available to perform (and provide back-up to perform) administrative duties. This low head count is detrimental to the effectiveness of the City's administrative office. The negative impacts of the lower head count may have been addressed in the recent past by long serving employees "wearing many hats" and closure of the office due to Covid-19, but with staff turnover and the need to serve the public, additional administrative employees are needed.

Based on the documents provided by the City and stakeholder interviews[11], below are the major categories of duties for each of the City's current positions:

Existing Administrative Structure:[12]

Position	Major Duties
City Manager	● Administrative duties as described in City Charter ● Budget management ● Communications (community relations) ● Communications (internal/elected) ● IT management ● Various general ledger/tax accounting ● Labor relations
City Clerk-Treasurer	● Statutory Clerk duties ● Election duties ● Various Treasurer/finance accounting ● Human resources ● Employee benefits administration ● Payroll coordination ● Risk management ● Purchasing ● Counter coverage
Deputy Clerk	● Vacant (in the past has covered some of the Clerk-Treasurer duties, with a primary focus on human resources)
Contracted Finance Contracted Payroll	● General ledger accounting ● Various treasurer/finance accounting

[11] When there was a conflict between the duties in the Administrative Plan, job description or stakeholder interview, the consultant's judgement was used. For example, "coordinate economic development activities" is included in the City Manager job description but is assigned the Director of Community Development in the Administrative Plan. In the stakeholder interview, it is clear that the responsibility is with the Director of Community Development.

[12] The Deputy Clerk position has been vacant since early 2020, this was possible through the long-tenured Manager and Clerk employees absorbing the duties and the office closure required by Covid-19, but the vacancy of this full-time position is not sustainable.

(RR)	● Payroll
Deputy Assessor	● Assessing duties
Acct. Cust. Serv. Spec.	● Utility billing ● Counter coverage

In addition, the DPW Secretary has been assigned to assist the office staff.

DPW Secretary	● Accounts payable ● Counter coverage

While the above structure has served the City for over ten years, turnover in all three full-time administrative positions, new goals established by the Vision 2025 plan and a desire for an improved level of service, the structure needs to be updated.

The consultants recognize in a small municipality employees often have various "hats" that they must wear and segregation of duties is not as practical as in larger municipalities. However, an operation the size of Charlotte, especially with new (or yet to be hired) employees, more segregation of duties and additional positions is necessary.

With a small staff, "back-up" is not always possible, however there are key functions at the core of the City that must be maintained through any transition of personnel. The City must focus on these services and be sure to have personnel that are able to fill-in in the absence of the individual with the primary responsibility.

The City must also provide a minimum number of employees responsible for serving the public at the City Hall counter and over the phone. For Charlotte, it is recommended there be a minimum of four individuals assigned for office coverage at all times.

Recommended Administrative Structure:

The below ***recommended administrative structure reassigns the major duties and provides "back-up" duties for each position. The structure also provides for additional people responsible for counter coverage, assuring a proper number of people are available to serve the public.***

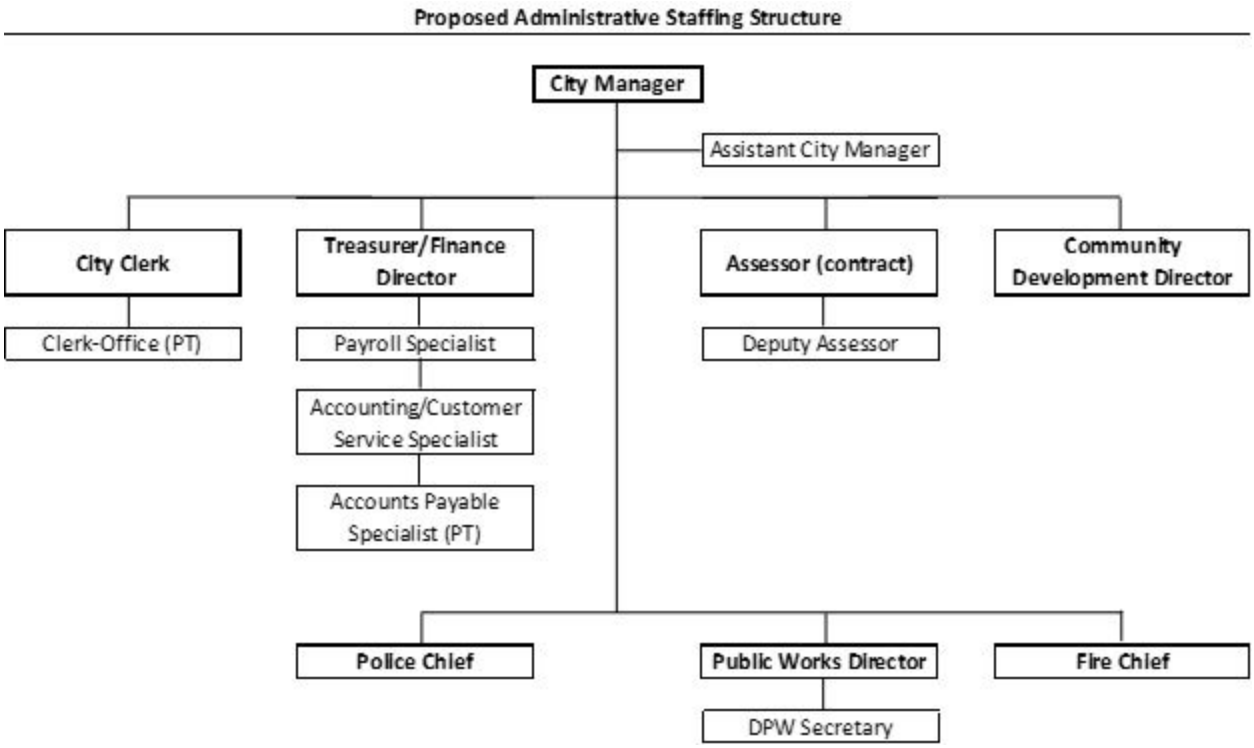
Position	Major Duties	Back-up Duties
City Manager	● Administrative duties as described in City Charter ● Budget management ● Pension and OPEB funding planning	● Communications (community relations) ● Human resources

	and oversight ● Labor relations ● Strategic planning and Vision 2025 implementation ● Economic development strategy and facilitation	
City Clerk	● Statutory clerk duties ● Election duties ● Communications (internal/elected) ● Counter coverage	● Various treasurer/finance accounting as needed
Assistant City Manager[13]	● Communications (community relations) ● Human resources ● Risk management ● Purchasing ● IT management ● Counter coverage	● Budget management ● Labor relations ● Strategic planning and Vision 2025 implementation ● Employee benefits administration
Treasurer/ Finance Director	● Various treasurer/finance accounting ● Real estate tax related duties ● General ledger accounting ● Employee benefits administration ● Payroll coordination ● Counter coverage	● Budget management ● Risk management ● Purchasing ● IT management ● Pension and OPEB funding planning and oversight
Payroll Spec. Reporting to the Treasurer/Finance Director	● Weekly payroll ● Quarterly and year end reporting ● Counter coverage	● General ledger accounting ● Employee benefits administration
Deputy Assessor	● Assessing duties	● Counter coverage
Acct. Cust. Serv. Spec. Reporting to the Treasurer/Finance Director	● Utility billing ● Refuse/Recycling billing, as needed, coordination of service ● General (non-building) permitting and billing ● Counter coverage	● Accounts payable ● General ledger accounting ● Real estate tax related duties
Acct. Payable Spec. (Part Time)	● Accounts payable ● Counter coverage	● Payroll coordination ● Utility billing

[13] The Assistant City Manager (ACM) position replaces the Deputy Clerk position. Duties such as human resources, purchasing and IT management most closely align with an ACM position. Elimination of the Treasurer duties from the City Clerk position reduces the need for a Deputy Clerk position. An ACM provides the City Manager more flexibility when assigning administrative duties Alternatively, this position should be an Assistant to the City Manager position, which would be a position of lesser responsibility and a lower wage..

Reporting to the Treasurer/ Finance Director		● General (non-building) permitting and billing
Clerk Office Spec. (Part Time) Reporting to the Clerk	● Assist with statutory clerk duties ● Assist with election duties ● Assist the Community Development office with administering public notice and meetings. ● Counter coverage	● Communications (internal/elected) ● Various treasurer/finance accounting
DPW Secretary	● Assist DPW Director ● Counter coverage	● Utility billing ● Refuse/Recycling billing, as needed, coordination of service

The proposed administrative staffing structure is summarized in the chart below:



Based on the above recommended structure, a proposed Administrative Plan Ordinance has been drafted, Appendix E. New position descriptions for City Manager, Treasurer/Finance Director, City Clerk and Assistant City Manager have been prepared as part of this report, Appendix F. It is important to recognize that the above structure is recommended, but the primary and back-up duties should be adjusted based on the strengths and knowledge of the employees hired to the positions.

The budget impact of the above changes are estimated as:

Administrative Staff	Base Pay from FY 20-12 Budget	Estimate Base Pay
	Current	**Proposed**
City Manager	100,006	100,000
City Clerk	83,242	78,500
Deputy Clerk	49,296	0
Assistant City Manager	0	55,000
Contracted Finance	106,500	0
Treasurer/Finance Director	0	78,500
Contracted Payroll	106,500	0
Payroll Spec.	0	41,766
Deputy Assessor	49,296	49,296
Acct. Cust. Serv. Spec.	49,296	49,296
Acct. Payable Spec.	0	18,000
Clerk Office Spec.	0	18,000
DPW Secretary	41,766	41,766
Benefit est for new Payroll Spec. position	*0*	*13,052*
Benefit est for new Treasurer position	*0*	*24,531*
TOTAL	**585,902**	**567,707**

The goal of the administrative realignment was to stay cost neutral. The above plan results in an estimated savings of $18,195/year.

In order to implement this recommendation, the City will need to end its contracted services agreement for financial and payroll services with Rehmann Robson. The City's contract for FY 2019/2020 was a lump sum of $213,000. It is unclear how much cost is assigned to each service, for purposes of this report it is assumed 50/50. The agreement with Rehmann Robson is for three years and has an end date of August 31, 2021, after that date the parties are required to provide 90 day notice of termination.

It is recommended the City engage in discussions with Rehmann Robson to terminate the services agreement early. If early termination is not possible, it is recommended the City ask to amend the agreement to only include payroll services from now until August 31, 2021. If renegotiations are successful, it is recommended the City develop a transition plan with Rehmann Robson and advertise for/hire a Treasurer/Finance Director.

If the City decided to proceed with hiring the Treasurer/Finance Director position while still under contract with Rehmann Robson, the City will need to identify approximately $8,000 per month during the transition period.

Regarding the “”Payroll Specialist” position included in the recommended restructure***,*** prior to hiring this position, the City should request proposals from payroll service providers, including Rehmann Robson, and consider keeping this a contracted service, if the cost is less than $55,000 (the estimated full cost of a full-time employee to do this work). Appendix D includes contact information for two national payroll companies contacted by the consultants.

Additional Administrative Recommendations:

- ***Consider a four-day, ten-hour per day, work week for the Administrative Office***. While this will remove one day of service for customers, ten-hour shifts will allow the City to open the office earlier and close it later to better serve customers. Four ten-hour days will also allow for efficient scheduling of part-time administrative employees (two alternating ten-hour days) and counter coverage support.

- ***Consider amending §2-178 GENERAL PURCHASING POLICY of the City Code*** of Ordinance to include a provision to require bidding of professional services at a minimum of every five years. Services that would be included in this policy would be auditing, assessing, airport management and legal. The City should start by bidding one of these services per year to space out the five-year cadence.

- ***Consider a policy of requiring position descriptions for every position classification***. This can be an on-going project, starting with all newly-filled positions. The goal should be to have complete position descriptions for every classification and for these to be reviewed and updated at a minimum of every five years.

- ***Consider adoption of pay ranges for all non-union classifications***. In order to establish appropriate pay ranges, the City should conduct a classification and compensation study. This two-part process is important for both establishing internal equity (classification) and external competitiveness (compensation).

- ***Consider a review/update of the Charlotte Personnel Manual***. The last comprehensive revision to the Personnel Manual is noted as 08/09/2010. Generally, the Personnel Manual includes the necessary provisions, however, it should be comprehensively reviewed and updated at a minimum of every five years to include new employment laws, policies and/or benefit changes.

- ***Review options for new credit card processing software/companies to potentially reduce fees assessed to payments.*** According to bankrate.com, processing fees can vary considerably, and there may be fees and charges in addition to the processing fees (e.g., initial fees for terminals, service charges for insufficient funds, charges for

disputes, etc.).[14]

Planning, Economic Development, Building, Code and Airport

Charlotte has one full-time position responsible for planning and economic development activities (including the airport), the Director of Community Development. The City utilizes its Fire Department for Building Inspection and Code Enforcement administration.

A consistent theme raised during stakeholder meetings was a strong desire to increase focus on code compliance and economic development. Similar themes are also included in the Vision 2025 plan.

The overarching recommendation of this section is to transfer building inspection and code enforcement responsibility to the Director of Community Development and for the Director to manage contracts with firms to perform most of the planning, code enforcement and building inspection duties. It is important that there be one individual that is accountable for planning, code enforcement and building inspections in order to create a cohesive plan for community maintenance and improvement.

Stakeholder feedback and the planned departure of Chief Fullerton in April 2021, strongly suggests the transfer of duties to the Community Development office and the solicitation of contracted services should be an immediate priority.

The Director of Community Development currently does not have a position description. A recommended position description is provided (Appendix F). The position description is based on the recommendations below (not current activities of the position).

Planning and Plan Review

The Director of Community Development reviews development plans, coordinates internal review by other departments and prepares reports for the Planning Commission and Zoning Board of appeals. ***It is recommended the City transfer development plan review and plan presentation/reporting to a planning consultant***. Half of the benchmark cities contract their planning and plan review.

Plan review and meeting administration should be considered a “pass through” service funded by fees charged for the use of the service (it should not be subsidized by the General Fund). The City should develop a request for proposal for a Planning Consultant to review and present the various types of planning applications (site plan, plan review, special use review, zoning board of appeals, etc.). ***Once a firm is selected, the City should pass a fee ordinance to***

[14] As an example of pricing, basic fee structures for three common credit card processing companies are: PayPal, 2.9 percent + $0.30 per transaction; Square, 2.6 percent + $0.10 per transaction; Stripe, 2.9 percent + $0.30 per transactions

match the fees charged by the consulting firm, plus advertisement, meeting and administrative fees.

This will likely result in an increase in fees for property owners/developers, but it will match the actual cost of the City to administer the applications. For example, Charlotte's application fee for Rezoning, which requires multiple reviews and public meetings, is $150; this is in contrast to two Michigan cities that recently updated their fees to match actual costs for Rezoning requests are at $1,050 and $895.

There will likely be a retainer for the Planning Consultant to attend regularly scheduled Planning Commission meetings. This fee can be a per-meeting fee or a retainer. This fee could also be recovered with the plan review fees or the City could consider it an administrative fee.

Planning consulting firms work in many communities across the State. A significant benefit of using a Planning Consultant is the City can take advantage of best practices of plan review and planning ordinance development in other communities. Another goal of this transition from in-house review to consultant review is to be able to re-allocate the Community Development Director's time to Economic Development and code/building enforcement management.

Economic Development

The Community Development Director is the economic development facilitator for the City. One of the primary duties is coordinating with community organizations on marketing, retention and attraction of business. This "City as coordinator" is a good model. The Vision 2025 plan should be used extensively to track and monitor progress toward community/economic development goals. The Vision 2025 plan is intended to be a living document, with the Community Development Director updating goals and objectives as parts of the plan are implemented, amended or abandoned. ***It is recommended the Community Development Director host, at a minimum, quarterly meetings with the Vision 2025 stakeholder group*** to monitor progress and receive critical feedback on community/economic development opportunities in the City (and broader Charlotte community).

When compared to the benchmark cities, Charlotte is taking advantage of many of the economic development tools available to it. The only tool that two of the six benchmark cities are utilizing that Charlotte is not is a Building Authority.

Service	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Economic Development								
Economic development FTEs	Planning Director	City Manager	Yes	0.5	Contracted Marshall Area EDA		1.75	
DDA	Yes	Yes	Yes	Yes	Yes	Yes	Yes	6/6
LDFA	Yes	Yes	Yes	No	Yes	Yes	Yes	5/6

Brownfield	Yes	No	Yes	Yes	Yes	County	Yes	5/6
Building Authority	No	No	No	No	Yes	Yes	No	2/6
DDA millage	1.9427	No	No	No	1.5981	No	No	2/6

The City pays a membership fee of $3,000 to the Lansing Economic Area Partnership (LEAP). Being part of a larger, multi-County, economic development agency can have advantages for the CIty. In order ***to assess if the City is receiving value from LEAP it should actively engage and receive updates from LEAP's efforts***.[15]

As Charlotte considers how to fund its economic development activities, keep in mind Michigan Public Act 359 of 1925 empowers local legislative bodies to levy a special tax up to 4 mills for "...advertising, exploiting and making known the industrial, commercial, educational or recreational advantages of the said city or village, and to establish recreational and educational projects for the purpose of encouraging immigration to, and increasing the trade, business and industries of the said city or village: Provided, however, that such levy shall not exceed 50,000 dollars in any 1 year."[16] **The City should consider levying a millage to generate the maximum allowable revenue under the provisions of PA 359.** The levy required to produce $50,000 in revenue would be about 0.22 mill. In the Public Works, Recycling section of this report, it is recommended to eliminate the City's recycling tax (0.253 mill), the economic development mill could replace that millage to have no impact on taxpayers.

Building and Code Inspection/Enforcement

Building inspection/enforcement should be considered a "pass through" service the City provides to property owners, it should be supported by the fees received from the applicants, and should not be subsidized by the General Fund. Depending on the program, code inspection/enforcement may be subsidized by the General Fund in order to gain compliance (rather than enforcement fines).

Over the past three fiscal years,[17] the City has received an average of $40,000 in building permit fees, while the General Fund paid on average $187,000 for the Fire Department to perform building and code inspections/enforcement. This is not sustainable.

It is recognized that the Fire Department benefits from receiving General Funds for building/code services as a subsidy to increase the staffing available to the Fire Department; but this is extremely expensive for the General Fund. Further, the building/code service provided by the Fire Department is secondary to their primary duties, resulting in a lower than desired fire service level.

Below is a review of the benchmark cities' building inspection/enforcement data:

[15] Currently, the "City of Charlotte" link on the LEAP website does not link to any information regarding the City.
[16] MCL Section 123.881
[17] FY 17-18, FY 18-19, FY 19-20

Service	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Building Inspection								
Building inspection responsibility	Fire Dept	Building Dept.	Clerk/ treasurer	County	Building Inspector	Comm Dev't	Dev't Services	
Building FTEs	Fire Dept	0.5 & contracted	contracted	0.25	1.5		1	
Building permits issued in 2019	119	176	122	118	109	186	401	185
Trades insp (electric, mechanical, etc)	County	Contracted	Contracted	County	Contracted	State	Contracted	
Renter Occupied	39%	33%	37%	47%	37%	36%	32%	37%
Rental inspection ordinance	No	No	Yes / contracted	No	No	No	No	1/6

Consistent with the benchmarks, Charlotte outsources its trades inspections, which should be continued. ***Building official duties should be managed by the Community Development office, but is recommended the actual Building Official be through a professional service contract***.

Below is a review of the benchmark cities' code inspection/enforcement data:

Service	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh
Code Enforcement							
Code enforcement responsibility	Fire & Comm Dev't	Zoning Admin / PD	Police	Assessing/ Zoning	Police	Comm Dev't	Dev't Services
Code enforcement FTEs	Fire Dept	0.5		0.5	0.75		0.5
Code enforcement citations annually (est/avg)	91	0, # letters sent 200+	18	250	2	All resolved voluntarily prior to citation	600

Three of the benchmark cities utilize part-time code enforcement officers, while one uses part of one person in their police department. ***It is recommended Charlotte either retain a part-time code enforcement officer or contract for this service***. Several firms that provide building inspection services or planning services also can provide code enforcement services at an hourly rate. Regardless if the City chooses to hire a part-time enforcement officer or contract for the service, the individual should report directly to the Community Development Director and that position should manage the performance and expectations of the service.

Through stakeholder meetings, it is understood the City would like more attention paid to the condition of housing. One tool cities use is a rental inspection ordinance. Rental inspection ordinances can vary greatly between communities. It is recommended the Community Development Director, with the assistance of a planning consultant, review several models for an ordinance that best matches the goals of Charlotte.[18] Any rental inspection program should be cost neutral for the City (the fees assessed to the property owners should cover the cost of the inspection program.)

Airport

The City operates an airport under strict regulation and unfunded requirements by the State of Michigan. As seen in the below table, like Charlotte, two of the four benchmark cities subsidize the operational costs of the airport from their General Fund.

Airport	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Community airport	Yes	Yes	Yes	Yes	Yes	No	No	
GF dollars to support the airport last FY	$45,000	$0	$0	$148,300	$45,000 (avg)			$48,325
Rent hangar space	Yes	Yes	Yes	Yes	Yes			
Hanger rental fee	$188/ month avg.	$200/ month		$75/ month	$125/ month			$147
Besides GF funding & hangar rental, other sources of revenue	Fuel sales, MDOT grants	National Guard	Fuel sales, donations	Fuel sales & modest landing fees	Fuel sales & Breakfast Fly-ins			

Based on a review of the City's prior analysis of options regarding the airport, there is very little the City can do to eliminate this service. Cost containment should be the priority. The City has set its hangar rental fees competitively with the benchmarks and based on the average age of the hangar. The City currently works with a Fixed Based Operator (FBO). It is understood that the City is satisfied with its relationship with the FBO. As a standard practice the City should prepare requests for proposals (RFP) for FBO services every three to five years, both to make sure their current FBO remains competitive and as an opportunity to consider how FBOs may be adjusting their services over time. By bidding the service, the City may also learn of alternative approaches to management, revenue generation and cost containment.

[18] Communities to potentially review include Grand Ledge (a benchmark city), Luna Pier, Rochester and Dearborn. Each is different in the level and frequency of enforcement, Charlotte will need to draft an ordinance specific to its needs and not necessarily copy directly from any of the example communities.

Given the significant financial challenges facing Charlotte, it is prudent to ***avoid General Fund subsidies of the airport service, which has minimal direct benefit to most City taxpayers***. In our analysis, we have assumed airport revenues and expenditures would be fairly equal going forward. The current negative fund balance in the Airport Fund is assumed to remain approximately at its current level. The recommended 10-year capital plan should help identify extraordinary costs in future years. To the greatest degree possible, the City should seek funding outside of the General Fund for capital needs. Increases in operating expenditures should be offset with recurring revenues, to the greatest degree possible. Some communities legislate by ordinance that they cannot provide any subsidy to Airport operations..

Fire Services

The City and five neighboring townships have participated in regional fire services for many years. Under the existing structure the City provides service to townships (together known as the Rural Fire Association (RFA)) through a Fire Services Agreement. Recommendations in this section should be reviewed by both the City and ther RFA. The long-term relationship of the six municipalities is important and recommendations should be considered within the context of that relationship.

The City/RFA fire service structure and coverage area is different from the benchmark cities. While several of the benchmark cities provide service beyond the borders of the city, Charlotte's service area is much larger. The most comparable to Charlotte is Hastings, which has a large services area and agreements for service with surrounding Townships.

Fire	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
General Demographics								
City square miles	6.5	4	5.3	6.4	6.4	5.1	5.94	5.5
Total coverage square miles	150.5	36	135	22.5	6.4 + AMA with Twps	85	19.14	59.5

A review of the budget from the benchmark communities also shows significant variance. Two of the cities surveyed have a dedicated Public Safety millage to support fire services, including Grand Ledge, which is a member of the Grand Ledge Emergency Services Authority.

Fire	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh
Budget							
Total annual fire operations budget:	$896,637	$1,688,457	$470,000	$472,020	$1,400,000	$463,730	$611,269
Dedicated fire millage	No	3 mills	No	1 mill	No	No	No

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Staffing information for the benchmark cities is shown below:

Fire	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh
Staffing							
FTE Firefighters	6.5	10	2	4	8	2	3
Shifts of FT firefighters (hr)	24	24	8	24	24	N/A	24
POC or Volunteer FFs	24	24	16	14	16	31	18
POC or volunteer firefighters compensation	Based on % of runs made during the quarter.	Per hour worked	per call + per meeting attended	Per call by the hour	12/hr train/station. 22/hr emergency resp. POC Sgt. +2/hr	varies based on rank and service provided	Hourly, semi-annually
Building/ code inspection/ enforcement	Building, Code and Local Ordinance		No	For use & occupancy, no enforcement	Fire inspections, no enforcement	No	Review of building plans
Fire dispatch	County		County	County	County	County	County
Fire Unions	MPFFU and IAFF		No	IAFF	IAFF	No	No

The differences and similarities can be seen above. It may be of value for Charlotte to further explore the fire services provided by Hastings. Hastings is most comparable to Charlotte for service area, but its fire services budget and staffing level is significantly less.

One area the City has performed well in is the recruitment and retention of paid-on-call/ volunteer (POC/V) firefighters. This study did not examine staffing or the POC/V management, however, the management and motivation of POC/V firefighters seems to be good, based on the total number of POC/V and the annual cost of $48,000. POC/V firefighters are extremely important to contain costs and provide a high level of service and should be recognized for their efforts.

Below is service data from the benchmark cities:

Fire	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Service								
Total annual calls responded	772	2600	657	1555	925	235	1018	1165
Annual calls w/in city boundary	467	1450	285	1550	900	113	884	864

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Bill for medical or accident calls	No		No	No	No	non-resident only	No	
Number of fire stations	2		1	1	1	1	1	
FTs assigned to stations daily	1 in each		-	1	2	N/A	2	1.7

Despite Charlotte having a substantially larger service area (square miles), it responds to fewer calls for service and fewer calls for service within its own boundaries. These are very important considerations when designing the management, operations and financial agreement between the City and RFA.

The City/RFA agreement bases its billing on the percentage of calls in the City and RFA area. Based on the benchmark survey, the City/RFA split is 60/40 which is consistent with the City/RFA agreement.

Fire Service	**Charlotte rate of calls in city**	**Avg of Comps rate of calls in city**
Annual calls w/in city boundary	60.5%	74%

A large service area requires labor time and equipment expense to extend over larger distances to provide service. On average, it is more costly to respond to a call that is further from the fire stations than one that is closer.

Fire Service	**Charlotte calls per square mile**	**Avg of Comps calls per square mile**
Total annual calls responded	5	20

It is recommended that future City/RFA agreements consider additional metrics for billing, beyond just calls for service[19], and specifically consider the cost to cover calls that are more distant from the fire stations. While this might increase the complexity of the billing agreement, it would more appropriately allocate costs.

Charlotte and the RFA members have provided a very high level of service for the coverage area and should be recognized for their multi-justrictional cooperation and innovative fire services agreement. The recommendations below are rooted in the observation that the Charlotte/RFA department truly is a 150 square mile regional service provider, not just a

[19] Examples of other metrics may include population, square miles of service area and taxable value.

department of the City. The finances, operations and management of the department should reflect a cooperative regional service.

Recruitment of a Fire Chief

Charlotte's long serving (both as an employee and then contracted) Fire Chief service to the department will end in April 2021. The generous advance notice the Chief has provided, through his service contract and clear statements, is an opportunity for the City to consider a well planned transition.

It is recommended Charlotte and the RFA begin the selection process for a new Fire Chief as soon as possible. Due to the cooperative reliance the RFA has on the Charlotte department, the unionization of the fire staff and perceived discontentment within the fire service (as perceived through stakeholder meetings), it is extremely important to appoint a new Fire Chief through a structured and facilitative process. A professional hiring process takes approximately four months, an enhanced hiring process (recommended below) can take from five to six months. A new Fire Chief will be vital to the success of the recommendations of this report.

Provided the importance of the City/RFA relationship it is important to have this position appointment done through a facilitated hiring process that engages multiple stakeholders in the process. The Charlotte Charter and the Fire Services Agreement[20] (FSA) provides guidance for the selection of a Fire Chief. Consistent with the recommendation to engage stakeholders in the process***, it is recommended the City initiate a process following the FSA process first then following the Charter process***.[21]

Section E of the FSA provides a structure that involves several stakeholders in the Fire Chief selection. The process of establishing a Fire Chief Selection Committee should be initiated by the City. As stated in the FSA the Committee shall include a total of seven members:

- Charlotte City Manager;
- Two Charlotte Department Chairs;
- A fire chief from another Michigan municipality;
- A representative of the Rural Fire Association,
- A volunteer from the Fire Department
- A citizen member from the City or one of the Rural members.

By involving multiple stakeholders at the outset of the proces, rather than just the City Council and Fire Department as stated in the City Charter, the Fire Chief Selection Committee can work together for consensus among broader constituency groups.

[20] Fire Service Agreement between the City of Charlotte and the Rural Fire Association dated December 2006

[21] The City Attorney should review with proposed process to affirm if it is consistent with their interpretation of both the City Charter and the Fire Services Agreement

The City should engage with a professional recruiting firm to facilitate the work of the Fire Chief Selection Committee. In addition, the recruiter should engage in even broader stakeholder engagement then is provided in the FSA, including interviews with all Rural members, all City department heads, all City elected officials and several members of the Fire Department; reporting findings from the stakeholder meetings to the Fire Chief Selection Committee.

Once the Fire Chief Selection Committee has completed its work and chosen a preferred candidate, the City will follow Section 6.12 of the City Charter. The preferred candidate will be presented to the Fire Department for recommendation. If the Fire Department members recommend/approve of the preferred candidate, then City Council may choose to appoint the preferred candidate by a majority vote. If the Fire Department members do not recommend/approve of the preferred candidate, then City Council may choose to appoint the preferred candidate by a super majority (5/7) vote.

Create a Separate Fund for the Fire Department

The City/RFA Agreement defines the relationship and outlines the cost sharing; specifically, the City provides fire services and the cost for those services are shared by the RFA. In order to assess the services provided and billed for, it is essential the City properly account for, and segreatage out, all fire service related costs. In the past this has been done through an attempt to "back out" cost for services the Fire Department provides the City (building/code enforcement, ambulance services and building maintenance).

In order to more accurately assign cost for fire services and prepare for the City to consider forming a Fire Authority with the member Townships of the Rural Fire Association (in the longer-term) it is recommended the City set-up a separate fund to fully account for all costs associated with the joint fire services. The goal is to isolate the Fire Department budget to include only those costs that will be split between the City and the Rural Fire Association. ***The creation of a separate fund for the Fire Department should be implemented as soon as possible*** (with the FY 21-22 budget).

As recommended above, building and code enforcement costs will be shifted out of the Fire Department and be placed with Community Development. Other non-fire services costs including building maintenance and ambulance services will be removed from the Fire Department budget. Costs associated with administrative overhead (finance, management, etc.) based on the City's cost allocation plan will be added, in an effort to fully account for the cost of the fire services operation.

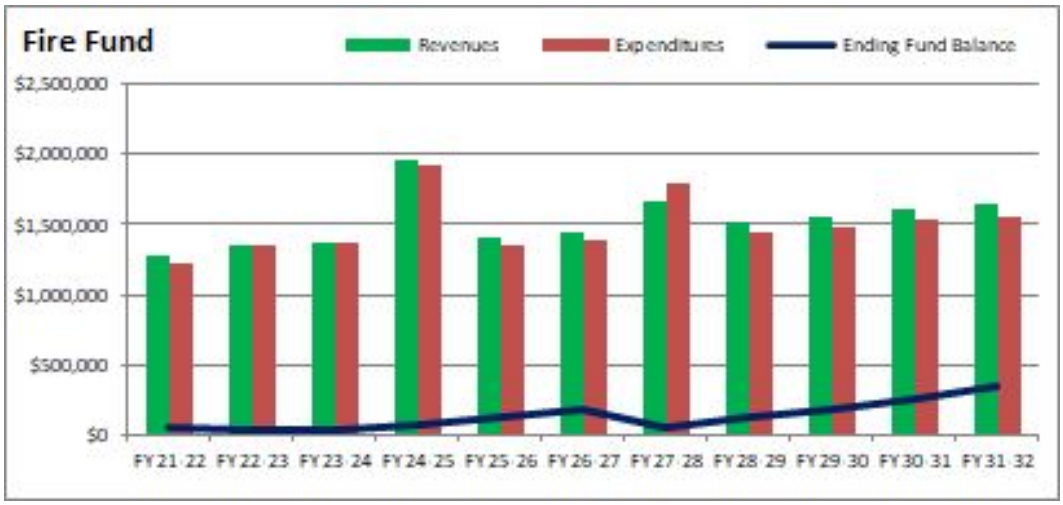
Personnel costs associated with Fire Department employees doing building/code inspection/enforcement may or may not be able to be eliminated from the Fire Department budget, based on the personnel/staffing needs of the Department. This report did not complete a staffing analysis of the Department. It is recommended the Fire Department review the new

staffing structure, without building/code inspection/enforcement and determine if the number of full-time firefighters can be reduced.

It is recommended the City Council consider asking voters to support a 3.50 mill, 10-year renewable Public Safety tax to support the cost of the City of Charlotte fire service. The City has a structural deficit in the General Fund; this tax will allow the City to close the deficit and allow for the reallocation of General Fund spending on priorities identified by the City and included in this report. The impact of a 3.5 mill levy on the average residential property owner with a taxable value of $80,000, would be $0.78/day or $23.33/month or $280/year. The required millage may be less if the current Fire Service Agreement is renegotiated using different metrics for cost sharing.

A Public Safety tax to support fire services aligns with the recognition that the Charlotte fire service should be accounted for and paid for independent of the other City functions. The voter supported millage would fund the needs of the department, without the use of General Fund resources. In addition, a dedicated millage would align with the City's potential consideration of a Fire Authority (discussed in the next section of this report). If a Fire Authority is formed, the City Public Safety tax would be amended based on the multi-jurisdictional Fire Authority millage.

The proposed Fire Fund financial forecast is summarized in the following chart. Revenues are assumed to include 3.5 mills of City property tax, 38% of operating costs reimbursed by the RFA and 50% of vehicle expenditures reimbursed by the RFA. All staffing and other operating costs are assumed to be consistent with the current budget, increased each year to reflect inflation. Major vehicle expenditures are anticipated in FY 24-25 and FY 27-28, based on the current equipment replacement schedule. A new central service cost recovery charge is estimated to be about $30,000. The forecasted fund balance is estimated to be relatively low. The City will be required to subsidize any shortfalls in the Fire Fund from General Fund resources, so it will be important to contain costs to avoid the need for future subsidies. This constraint on expenditures will also help control costs allocated to the RFA.



Consider Creation of a Public Safety (Fire) Authority

The City and five neighboring townships have participated in regional fire services for many years. ***A multi-jurisdictional service model should be maintained and the parties should explore the feasibility of forming a regional Public Safety Authority (Fire Authority).*** The State of Michigan has established law for multi-jurisdictional fire service, Public Act 57 of 1988, MCL 124.601. Through this act the incorporating municipalities would create an Authority. The Authority would be its own separate legal entity. The governing board would be appointed by the elected bodies of the incorporating member municipalities. The Authority would have its own taxing authority and set a uniform millage for all member municipalities for fire services.

The Act provides for a relatively straight-forward process for the creation of an Authority. All incorporating member municipalities would have to approve an ordinance to create the Authority and appoint governing board members. The governing board would determine a millage rate and ballot language to be considered by the voters of the incorporating municipalities. It is estimated this process would take twelve to eighteen months, depending on election scheduling.

The above recommendations for the City to create a separate fund to account for only fire service costs and hiring of a Chief through a facilitated stakeholder engagement process are an important first steps in the parties considering an Authority. These recommendations should be pursued immediately, regardless if the parties decide to explore creation of a Fire Authority.

Benefits of an Authority, for both the City and the townships, include the Authority managing the fire department independent of any one community and equivalent service would be provided to all member communities. The consultants have identified some initial areas where clarification will be needed, including the tax base of the township areas covered by the fire service, determining the appropriate millage rate for all communities and transfer of ownership of assets. During consideration of an Authority, the City and townships will need to consider several legal and policy questions, and it is highly recommended that an attorney familiar with Public Act 57 of 1988 be retained to help guide the process.

Additional Administrative Recommendations:

- As noted, this study did not include a staffing study. ***It is recommended the City consider a staffing study of the Fire Department***, which would include a review of the personnel count, scheduling, duties, number and location of fire stations, call volumes and types, and the service area. The staffing study would assist the department in determining the number of full-time firefighters needed and the necessity of two stations.

- The Fire Department should continue to explore mutual aid partnerships with surrounding departments, including the Mutual Aid Box Alarm System (MABAS). Due to the large geographic size of the Charlotte service area, the far-from fire station areas of

the service area may be best served, in cases of urgent need, by a nearby department. It is best to have a clear understanding of these relationships before service is provided.

Police Services

The Charlotte Police Department serves the city and a few very small surrounding areas. The Department has a clear schedule and command structure, twelve-hour patrol shift (a total of four different patrol shifts) with one Sergent leading each shift. The Chief is the only non-union management position in the department.

Below is the population and full-time sworn officers data from the benchmark cities. As noted in the demographic section of the report, all of the benchmarks are also County Seats, except Grand Ledge and Tecumseh.

Police	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
General Demographics								
Population	9,091	7,805	7,284	8,125	7,021	8,447	8,346	7,838
Total FT sworn officers	15	15	16	13	15	12	14	14

Staffing of the benchmark departments is shown below:

Police	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Staffing								
Total FT sworn officers	15	15	16	13	15	12	14	14
Command:	5	4	3	6	6	3	1	4
Patrol:	10	11	13	7	9	9	13	10
Total non-sworn FTEs	1	0	2.5	2	0.5	1	1	1
Min officer per shift req	2	2	2	2	None	2	2	2
Shift config (hours)	12	10	8	12	8	8	12	
Police dispatch	County	County	County	Central	Central	County	County	
Police Unions	FOP, POLC	COAM, CCLP	POLC	POAM	POLC	FOP	POLC	

Police services can be benchmarked in several ways, a common way to equalize departments for comparison purposes are “rate per 1,000 population.” Looking at the number of FT sworn offices per 1,000 population:

Police	Charlotte rate per 1,000 pop	Avg of Comps rate per 1,000 population

Staffing		
Total FT sworn officers	1.6	1.8
Command:	0.5	0.5
Patrol:	1.1	1.3

Charlotte has slightly fewer Patrol officers per 1,000 population than the average benchmark.

Looking at the police budget for the benchmark cities:

Police	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Budget								
Total annual police operational budget:	2,306,307	1,561,683	1,875,000	1,622,005	2,024,970	1,368,200	1,643,729	1,682,598
Total annual police capital budget:	81,500	N/A	67,500	None	48,547	140,200	47,000	75,812
Avg. overtime expenditure in the PD	108,000	25,000	80,000	47,500	82,875	29,367	55,000	53,290
Dedicated police millage	No	No	No	No	No	No	No	

When equalized by per 1,000 population:

Police	Charlotte rate per 1,000 pop	Avg of Comps rate per 1,000 population
Budget		
Total annual police operational budget:	253,691	214,672
Total annual police capital budget:	8,965	9,672
Avg. overtime expenditure in the PD	11,879.88	6,798.97

Charlotte has slightly fewer officers per 1,000 population, but spends 15% more per 1,000 population. This next table should be reviewed within the context of the service being provided:

Police	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Service								
Avg. total calls per year?	8500	7000	7000	6181	11000	2500	6200	6647
Offenses Known to Law Enforcement	203	97	169	151	91	101	93	117
# of Property Offenses	175	92	151	128	81	82	78	102

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# of Violent Offenses	28	5	18	23	10	19	15	15

For comparison purposes we have added a second benchmark equalization of "rate per sworn officer."

Police Service	Charlotte rate per 1,000 pop	Avg of Comps rate per 1,000 population	Charlotte rate per sworn officer	Avg of Comps rate per sworn officer
Avg. total calls per year?	935	848	567	469
Offenses Known to Law Enforcement	22.3	14.9	13.5	8.3
# of Property Offenses	19.2	13.0	11.7	7.2
# of Violent Offenses	3.1	1.9	1.9	1.1

Charlotte answers 10% more calls per year per 1,000 population and 20% more per sworn officer than the average of the benchmark cities. They respond to significantly more property offenses per 1,000 population (48%) and per sworn officer (62%) than the benchmarks and more violent offenses per 1,000 population (61%) and per sworn officer (76%) than the cities surveyed.

In summary, per 1,000 population, in comparison to the average of the benchmark cities, Charlotte:

- Has slightly fewer officers
- Spends 15% more
- Answers 10% more total calls
- Answers significantly more property and violent offense calls
- and each officer is responding to more calls than the average benchmark department

This study was not a staffing/services study of the Police Department, but based on the data received from the benchmark cities, the Charlotte Police Department is operating efficiently.

Flat Command Structure

The Department's command structure is very flat: Chief and four Sergeants. This is an efficient and effective structure, but does not provide for a clear second in command or another non-union sworn officer for the Chief to plan and coordinate personnel, policy and budget matters. Succession planning can also be negatively impacted by flat organizational structures.

Of the benchmark departments, four have two positions above Sergeant and two do not.

Police	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh

Command Staff							
Command positions and ranks	Chief, Sgt(4), Det	Chief, Lt, Sgt(2)	Chief, Dep Chief, Sgt	Chief, Lt, Sgt(3), Det	Dir, Chief, Sgt(4)	Chief, Sgt(2)	Chief

To address the flat structure, the addition of a Lieutenant position could be considered, however the General Fund budget cannot support the additional cost of a new position. The department is currently operating and will need to continue with its current structure until additional funds are available in the General fund.

Capital Budget

The Police Department does not have a 10-year capital plan. The Chief indicated a desire to replace two vehicles per year, in addition to miscellaneous capital items such as vests and tasers. The Department has six vehicles: five SUVs and one detective car. Three of the vehicles are less than two years old, one four-year old vehicle, one nine-year old vehicle and a twelve-year old car.

It is recommended the City establish a 10-year capital plan for the Police Department and allocate $100,000 per year for Police capital outlay. The Chief should be given the flexibility to plan capital purchases, including planning for larger or smaller capital outlay years. This flexibility will provide the Department with a more predictable vehicle replacement schedule.

Below is an example of a 10-year capital plan that allows for year end (YE) balances and the residual value of sold vehicles to be rolled forward for use in future years.

Example		FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30
Police Capital Budget		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Tahoe	2020					56,000				60,000
Tahoe	2020					56,000				60,000
Tahoe	2019				55,000				59,000	
Explorer	2016		53,000					58,000		
Expedition	2011	52,000					57,000			
Impala	2008			40,000				44,000		
Other Capital	n/a	40,000	40,000	40,000	40,000	35,000	40,000	35,000	40,000	35,000
Sale of Vehicle		4,000	8,000	2,000	9,000	19,000	10,000	18,500	11,000	23,000
YE Balance		12,000	15,000	22,000	14,000	(28,000)	13,000	(18,500)	12,000	(32,000)
Rolling Balance		12,000	27,000	49,000	63,000	35,000	48,000	29,500	41,500	9,500

As shown, a $100,000 annual Police capital budget would allow for four years between car replacement for the next few years, but eventually provide enough funding for three years

between replacement . Other capital needs (i.e vests, cameras) will need to be planned and balanced with the Department's desire to purchase new vehicles. Also shown above, residual value from police vehicles sold should be allocated to the Police capital budget. If the city is not currently using MITN Surplus Auction to sell its used vehicles and equipment, it is recommended.

During any budget year the City may need to adjust capital spended from the General Fund, which could result in lower funding, but a planned 10-year approach would be preferred to the current budget-by-budget decisions that have resulted in three new vehicles, one four year-old vehicle and two vehicles over nine years-old.

Public Works

Staffing

Staffing of the public works department can be difficult to compare between cities, because cities tend to vary greatly in the level of public service (including water and sewer services) offered to residents and the specific services they provide in-house vs. contracted. Below is the benchmark city data for public works staffing and an equalization calculation of full-time (FT) employees per road mile.

Public Works	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Staffing								
FT Public Works Employees	20	18	15	12	20	18	15	16
Total road miles	38	31	48	48	45	32	45	41
FT employee per road mile	0.53	0.59	0.31	0.25	0.44	0.56	0.33	0.41

Charlotte's public works department has more employees per road mile than the average of all of the benchmark cities. The variance between two groups of benchmarks is quite large, with Charlotte, Grand Ledge, Marshall and Mason averaging about the same number of employees (19) and Hastings, Hillsdale and Tecumseh averaging about the same (14). Of the group of cities with more public works employees, Charlotte falls right at the average of upper-end benchmark departments for full-time employees per road mile (0.53).

The City's public works department provides a high level of service and performs more tasks in-house than other cities its size. The Director, as a professional engineer (PE), is performing duties other communities subcontract to engineering firms which saves the city money, improves planning and can improve operational efficiency. This section provides for some

recommendations regarding outsourcing services, but the department's staffing level seems appropriate for the level of service provided.

Road maintenance and reconstruction is addressed in the Streets Infrastructure Investment section of this report.

As noted in the Administrative Office section, the public works secretary position has recently been assigned non-public works duties. The Administrative Office restructuring includes a significant reduction of non-public works duties assigned to this position and a resumption of more public works duties associated with assisting the Director.

Based on stakeholder interviews, the City's water and sewer utilities are staffed efficiently and provide proper service to its customers. Below is information regarding water and sewer treatment plants and capacities.[22]

Public Works	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh
Water and Sewer Plants							
Water plant treatment	wells-feed only Cl, F, Phosphate	Iron removal	D-2 water treatment plant	Chemical	Iron removal	Hydrous manganese oxide	Chlorine & Poly phosphate
Water plant size (gallons per day)	0.85	2.00	4.00	1.50	0.76	0.88	2.40
Sewer plant treatment	primary, secondary clarifiers; trickling filters, UV disinfection; sludge land applied	Activated sludge	Activated Sludge	[Aeration] + Digester	Secondary	N/A	Tertiary
Sewer plant size (gallons per day)	0.88	1.50	2.00	1.00	1.50		1.60

Water and sewer rates are addressed in the Water and Sewer Utility Rates section of this report.

Refuse and Recycling

[22] The "gallons per day" measure might not have been answered consistently by the survey respondents (for example responders may have provided average GPD, maximum GPD or design GPD). If the City is interested in this data it is recommended this be clarified with the benchmark cities.

The benchmark cities are split with regard to providing curbside refuse and recycling services. Three communities (including Charlotte) do not provide the service, three currently provide the service, and one currently does not provide but is actively considering providing the service:

Public Works	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh
Refuse /Recycling							
Curbside refuse	No	No	No	contracted $10.50/mo	No, Council Consideration in Dec.	contracted $174.31/yr	contracted, no added fee
Curbside recycling	No	No	No	contracted $3.50/mo	No, Council Consideration in Dec.	included	included

It is recommended Charlotte provide single hauler curbside refuse and recycling services for the following reasons:

- Costs for residents generally are lower for City bid, awarded and centrally administered refuse and recycling services. In reviewing the Hillsdale and Mason rates this will likely hold true for Charlotte.
- The City could add commingled curbside recycling services, which would substantially increase the city's recycling rate.
- Model requests for proposals can be provided by the consultants for the DPW Director to consider/review
- Fees for the service are recommended to be billed to property owners on the City's water/sewer bills.
- The fee set for the service should be the cost provided by a contractor, plus an administrative fee and (if continued by the City) cost of City provided curbside leaf/brush pick-up.
- ***Eliminate 0.18 mill yard waste levy and 0.073 mill recycling millage (total of 0.253 mill)***, since the cost of the curbside yard waste and recycling service will be billed directly to property owners. (These levies could be replaced by a levy for community promotion, described in the narrative related to Economic Development earlier in the report.)
- Coordination of day-to-day service should be assigned to the DPW Secretary and part of this position's cost should be collected by the fee set by the City for the service.
- Though not reported as a current problem for the City, curbside recycling, provided to all residential properties in the City can reduce the incentive for residents to illegally dump on their own or other properties.

In addition, the impact of heavy trash hauler trucks on the City's road infrastructure would be up to 80% less than the current system. Approximately five trash haulers serve the City; each needing to go on the City streets to collect refuse from properties throughout the City. With centralized collection, only one trash hauler would need to be on the City streets.

Currently, Charlotte is only one of two cities surveyed providing a City funded recycling center.

Public Works	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh
City recycling drop-off center							
Hours	Tu 8-12 Thu 2-6 Sat 8-12	Wed: 3-7 Sat: 8-4	No	M-F 8-4 Sat 8-12	No	No	No
Annual Est Cost	$63,000		N/A	contracted $2.00/bag	N/A	N/A	N/A

With the addition of curbside recycling, ***it is recommended the City close its recycling drop-off center***. Curbside service is more convenient, will improve recycling participation rates, increase the tonnage of materials removed from the refuse stream; it will be more cost effective for residents, and save the City the money (and labor) currently being spent to maintain the recycling center. With the decline of recycled material prices, the Recycling Fund is unable to fully cover operating costs without a General Fund subsidy or increase in the millage rate to keep the fund solvent.

Once phased out, the City will need to consider how to repurpose the recycling center property. This could include a market rate sale t or conversion of the property for another public good, preferably with grant support. Other than keeping the property safe and secure, the City should eliminate all costs associated with the property.

If curbside recycling is provided, the service generally includes collection of seasonal leaf/brush in recyclable paper bags. The City currently provides an "in-curb" leaf/brush pick-up at a cost less than the three responding benchmark cities. In-curb leaf/brush pick-up is often more convenient for residents than recyclable paper bag service. ***It is recommended the City have a policy discussion if in-curb leaf/brush pick-up can be eliminated when recyclable paper bag service is added.***

Public Works	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Curbside leaf/brush pick-up								
In-house	Yes	Yes	2 x per year	brush 3x/yr	Yes	No	No	
Contracted				Leaves 3x/yr		included	included	
Annual Est Cost	$28,000		$65,000	$41,500	$43,000	included	included	$49,833

Tree Trimming

An area the City is significantly different from the benchmark cities is the reported investment in tree trimming of city owned trees.

Public Works	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Tree trimming (city owned trees)								
In-house	Yes	Yes	Yes	Yes	Yes		Yes	
Contracted	If crane needed	Yes	Yes	Yes		Yes		
Annual Cost (estimate)	$125,000		$45,000	$21,900	$27,000	$29,770	Variable	$30,918

As noted above, with the exception of Mason, all of the benchmark cities perform this service through a mix of in-house and contracted labor. Charlotte reports spending four-times more annually on tree trimming than the average of the cities in the benchmark survey.

This service is provided from the General Fund. ***A recommendation for the FY 21-22 budget is for the cost of trimming trees in the public right-of-way to be allocated to the appropriate Major or Local Street Fund.*** The Department of Public Works will need to estimate the percentage of tree work that is in streets vs. parks, but for purposes of this report, the consultants have assumed $75,000 cost is associated with trees in the public right-of-way and $50,000 is associated with trees in parks and other city owned property.

The priority of maintaining the City's tree canopy can vary from city-to-city and Charlotte may wish to continue to prioritize this service, but it is an area where Charlotte reported as an outlier from the benchmark cities. ***It is recommended the City have a policy discussion if tree trimming should remain at its current high level of service.***

Additional Recommendations:

- The City currently funds 100% of sidewalk repairs throughout the community. The City is in the process of applying for a $1.3 million Safe Routes to School grant to fund sidewalk construction. In the short-term, the City should focus on the grant funded project. In the long-term, ***the City may consider an ordinance requiring property owners to share in the cost of sidewalk repair***. The ordinance can specify if this will be done on an individual property assessment or community-wide assessment. There are pros to a resident funded sidewalk program (reduced cost by the City general fund) and cons (property owner complaints, enforcement) the City would need to consider if it considers this recommendation.

- The City performs street striping in-house. This can be an expensive service to provide in-house because of the required investment in equipment and labor for traffic control. If not done recently, the ***DPW should perform an internal/external cost study to determine if in-house performance of this service should continue***.

Financial Recommendations - Infrastructure and Unfunded Liabilities

Street Infrastructure Investment

Road networks in Michigan are rated on a Pavement Surface Evaluation and Rating (PASER) scale. PASER is a system for visually rating the surface condition of pavement from a scale of 1 to 10, with 1 being a pavement in a failed condition and 10 being pavement in excellent condition (see Appendix G for an outline of the rating system). The Michigan Transportation Asset Management Council has selected the rating system as the statewide standard. An important concept of the PASER study is the overall condition of the pavement network represented by a weighted average "Overall Condition Index" (OCI) rating (also referred to as the Average PASER Rating). As of April 2019, the City's 35.244 of centerlain road mileage OCI rating was a 3.756 (Charlotte PASER rating map, Appendix H).

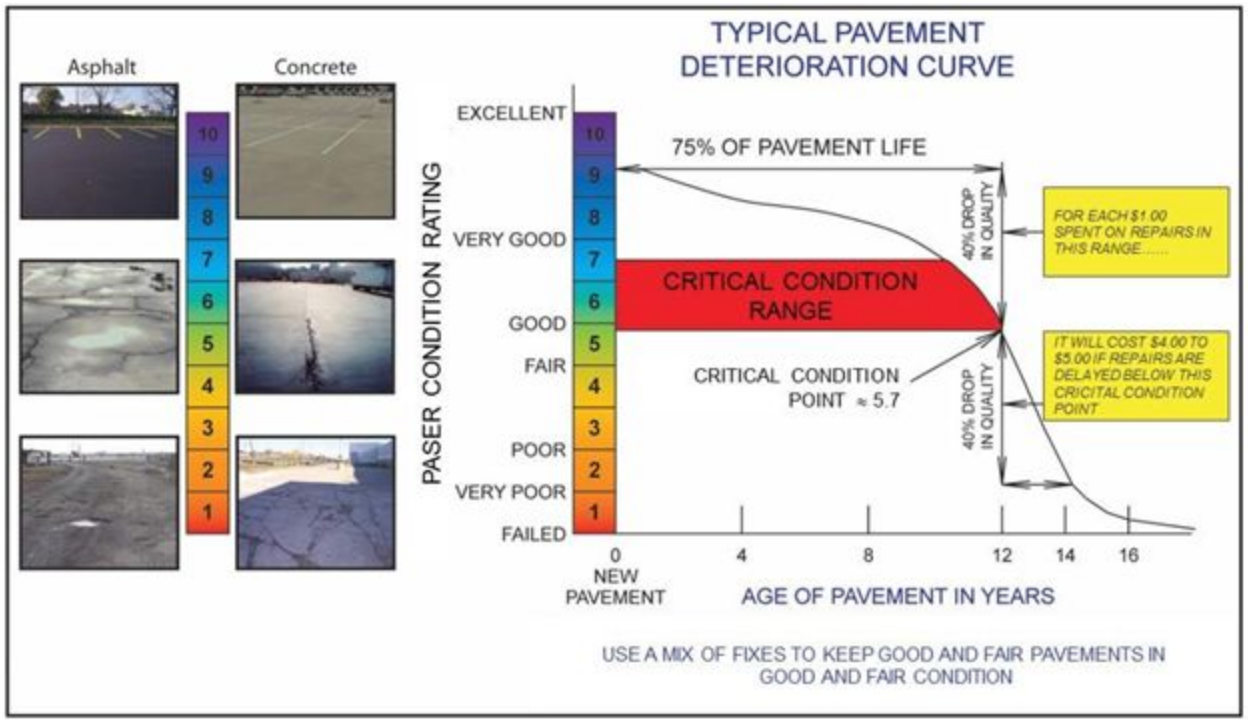
When compared to its comparable cities, Charlotte has the lowest OCI rating.

Public Works Road Condition	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Total road miles	37.93	30.67	48	48	45	32.03	45.22	41.49
Rate the overall condition of city streets. If available, provide a PASER rating.	3.756	5	4	4.09	5.2	5.4	5	4.78
		Answered "Good" consultant assumed 5	*Answered "Fair" consultant assumed 4*				*Answered "Good" consultant assumed 5*	

Engineers opine that an OCI of 5.7 to 6.0 is a critical point on the deterioration curve. If the City can keep its OCI above this level it can efficiently maintain the condition of its roads at a satisfactory level.

Below is a graphical representation of the critical point of determination.[23] Note the curve slope at approximately 5.70 and the cost estimates of repairs on the right side of the graphic. At the point of approximately 5.70 the rate of deterioration accelerates. If maintenance activities can be performed before the critical point it slows the deterioration rate and roads can be maintained more efficiently (for each $1.00 spent on road maintenance to prevent a road from deteriorating beyond a condition of 5.70, it will cost $4-$5 to perform significantly heavier repairs or reconstruction on a road that falls into disrepair below 5.70).

[23] Graph created by Spalding DeDecker, Rochester Hills, MI



It is recommended the City develop a 20-year road improvement plan, with a focus on increasing its OCI PASER rating to above a 6.0. This can be accomplished through an infusion of funds (either through a debt millage, a street improvement millage or increased funding from the General Fund) and dedicated annual spending on a "mix of fixes" for pre-determined roads.

In recent years Charlotte has spent an average of $785,000 annually on road reconstruction and maintenance. Looking forward, the City is expected to have about $600,000/year available for street maintenance/improvements from Act 51 and the County road millage. Dedicating this amount of funding may be enough to maintain the roads in their current condition, however, the City will likely need an infusion of work in the next three years to hit a target OCI of 6.0 within twenty years. A more detailed study will need to be performed to identify the specific level of funding needed, but based on the consultants' work with communities with similar road networks/OCI ratings, the City should expect the initial investment to be in the range of $5M .[24] .

A $5M infusion could only happen with either a road millage or a debt millage. In the short-term, the City should try to allocate more General Fund money to street improvement. Later in this report we will present an option which could provide a recurring revenue stream for street improvements, but the revenue available in the first three years would amount to only $900,000. Combined with currently available funding, the City could have $2.7M to invest in street

[24] NOTE: $5 million is based on a review of road condition and comparison with prior work of the consultants. A 20-year road study must be completed to validate both the initial investment and the on-going road maintenance budget requirements. As important, the 20-year road study will identify the required investment by road and type of maintenance for each year of the plan.

improvements over the next three years. The 10-year potential for street investments under this approach would amount to $11.7M, including all available funding under that scenario.

Two important facts about Charlotte's OCI rating that support the need for a 20-year plan:

(1) *Significant number of failed roads.* 57% of its roads are rated as either poor, very poor or failed (PASER rating of 1, 2 or 3) indicating that maintenance activities are not possible and reconstruction will be required. This will require, at some point, an infusion of cash dedicated to reconstruction, followed by a systematic plan to maintain the newly reconstructed roads over the next 20+ years. The goal for Charlotte will be to reconstruct a road, getting it from a 1/2/3 rating to a 10/9 rating and then maintain it at a 7/6/5 for as long as possible.

(2) *Decision-making regarding which road to fund.* Charlotte has made decisions in recent years to allocate a disproportionate amount of its road funding to improve Major Roads, while providing much less funding for Local Roads. This investment strategy has resulted in an OCI rating for Major Roads of 5.041 and 3.134 of Local Roads. It is understandable for communities to sometimes prioritize certain, more heavily traveled or politically visible roads over less visible roads. A strategic 20-year road plan can help local officials remove the emotion from year-to-year road funding decisions. Local officials will always have the opportunity to veer from the plan in order to meet pressing needs, but the plan provides a foundation for the community to understand the long-term objective of the City.

Another important consideration of street repairs is coordination with utility improvements beneath the streets. Some water, sanitary or storm sewer projects will require complete excavation of significant portions of streets to repair, replace or upgrade mains. It is vital that street and utility projects be coordinated to minimize traffic and homeowner disruptions, charge appropriate street repair costs to the utility fund and avoid tearing up recently paved streets to do utility work.

Water and Sewer Utility Rates

The City recently passed increases to its water and sewer rates, driven by significant capital investment needs. Many public utilities in Michigan are developing asset management plans and discovering utility assets that must be replaced, repaired, upgraded or better maintained. As a result, many communities in recent years have seen large increases in rates to support the capital needs of the utilities.

Our survey of rates in the benchmark cities revealed Charlotte has the highest rates for sewer among the cities surveyed. It has the third-highest water rates. It is possible other cities on this list will be facing rate increases in the near future to fund their capital needs as well.

Water & Sewer Rates	Units	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecumseh	Avg of Comps
Water Rates									
Commodity	5000 gallons	$16.65	$34.15	$14.70	$20.05	$18.86	$36.10	$13.25	$22.85
Fixed (5/8" or 3/4")	quarterly	$49.21	$43.47	$29.16	$36.00	$62.58	$7.26	$22.08	$33.43
Total Qtrly Water Bill		**$65.86**	$77.62	$43.86	$56.05	$81.44	$43.36	$35.33	**$56.28**
Sewer Rates									
Commodity	5000 gallons	$29.05	$46.20	$24.46	$35.45	$27.61	$33.90	$24.95	$32.09
Fixed (5/8" or 3/4")	quarterly	$88.38	$30.12	$46.44	$42.00	$52.32	$11.82	$59.31	$40.34
Total Qtrly Sewer Bill		**$117.43**	$76.32	$70.90	$77.45	$79.93	$45.72	$84.26	**$72.43**

- Water rates in Charlotte are approximately 1.2 times the average of surveyed cities
- Sewer rates in Charlotte are approximately 1.6 times the average

The current rates appear to be adequate to meet the operations, maintenance, capital and debt needs of the Water and Sewer Fund. As the City nears its final payment on its single outstanding utility debt, it can expect rate increases to moderate within the next few years. Our high-level review of utility finances suggests the City will need to increase rates 5% each year for the next two years, after which rate increases are expected to be much lower. The City should evaluate its capital plan in relation to its expected revenues to ensure rates are managed appropriately and unnecessary rate increases are avoided.

The City has been utilizing an Excel spreadsheet originally prepared by the Rural Water Association some years ago, to calculate rates each year. The spreadsheet is challenging to work with, has limited reporting capabilities, is difficult to maintain and lacks adequate dynamic capabilities to quickly see the impact of changing financial forecasts, customer data, capital needs and other variables.

We would encourage the City to consider subscribing to a cloud-based rate-setting software solution that is much easier to work with, provides dynamic and instantaneous data visualizations, can run and compare multiple scenarios quickly, and allows users to test different rate structures. Appendix D contains information about a software solution the consultants have used and found effective. The cost of the subscription is affordable and should be charged fully to the Water and Sewer Fund.

A critical component of utility financial management is determining and maintaining adequate cash reserves. ***An analysis of Charlotte's Water and Sewer Fund suggests the City should target a cash reserve of $2.0M to $3.0M***. Specific reserves include $1.0M in operating reserves (about 90 days O&M costs), $1.0M in capital reserves (3% of the original value of the utilities), and close to $500,000 for debt service reserve (one year of debt service).

Pension & OPEB Funding

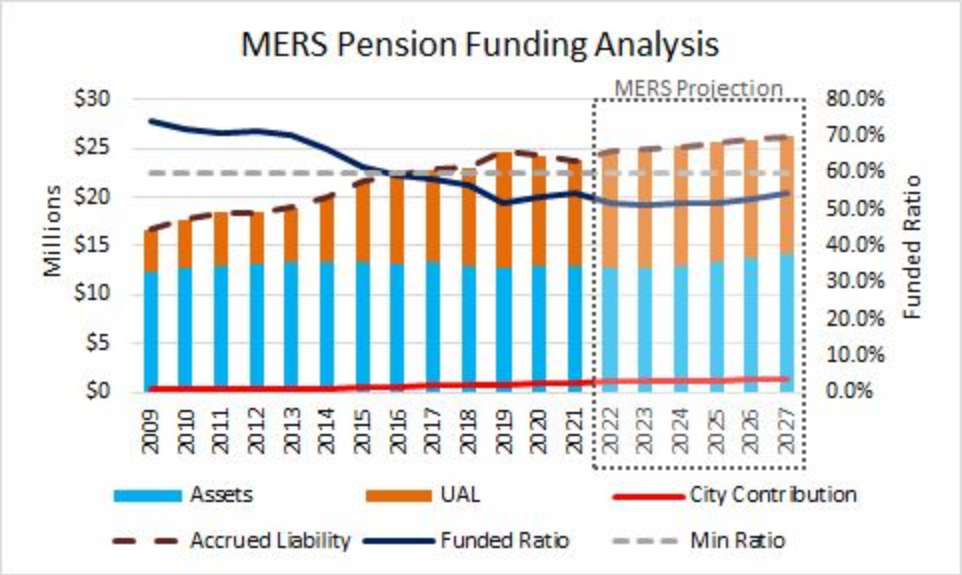
As discussed earlier in this report, Charlotte's pension plan is underfunded by over $11M. The annual required contribution (ARC) has risen significantly over the past 15 years, and it is expected to continue to rise. Despite the increases in annual contributions, the unfunded liability has grown substantially in recent years. As seen below, Charlotte has a higher unfunded actuarial accrued pension liability (UAAL) than all but one benchmark city. The per capita UAAL is also higher than five of the six surveyed cities.

The City's OPEB liability is currently just under $2M. This is less than two of the five surveyed cities that offer this benefit. While the average funded ratio in the benchmark cities is 65%, Charlotte is 0% funded. Instead of establishing a trust to accrue assets against this liability, Charlotte funds OPEB costs on a pay-as-you-go basis. At this point in time, the City does not consider OPEB a critical liability to fund, although the City will be required to submit an annual corrective action plan any year the funded ratio is below 40%.

Pension & OPEB	Charlotte	Grand Ledge	Hastings	Hillsdale	Marshall	Mason	Tecum-seh	Avg of Comps
Percentage funding of defined benefit pension plan	53%	62%	47%	77%	59%	65%	81%	65%
Outstanding UAAL of pension (millions)	$11.279	$1.360	$8.500	$5.888	$15.515	$7.094	$5.927	$7.381
Unfunded Pension Liability per capita	$1,241	$174	$1,167	$725	$2,210	$840	$710	$971
Percentage funding of OPEB plan	0%	183%	6%		13%	50%	73%	65%
Outstanding UAAL of OPEB (millions)	$1.973	-$0.302	$9.200		$8.110	$0.904	$0.484	$3.679
Unfunded OPEB Liability per capita	$217	-$39	$1,263		$1,155	$107	$58	$509
Has your city bonded to fund any pension or OPEB UAAL?	No	No	No	NA	No	No	No	
Do you currently levy any taxes or special assessments to fund pension or OPEB?	No	No	No	No	No	No	No	

The option of bonding or levying a tax or special assessment to fund pension and OPEB liabilities has not been pursued by any city in our survey. Bonding requires a pension or OPEB plan be closed to new members and meet minimum funding thresholds, which Charlotte currently does not meet. Taxes require voter approval, and special assessments are generally not favored due to a lack of voter participation in the approval process.

The following chart illustrates the pension funding trends and MERS forecast for Charlotte. Clearly, the MERS funding plan does not significantly improve the funded ratio of the plan.



The City's leadership has indicated it would like to achieve at least 60% funded ratio in the pension plan in the shortest time possible. Achieving the target of 60% will require about $2.5M in additional contributions.

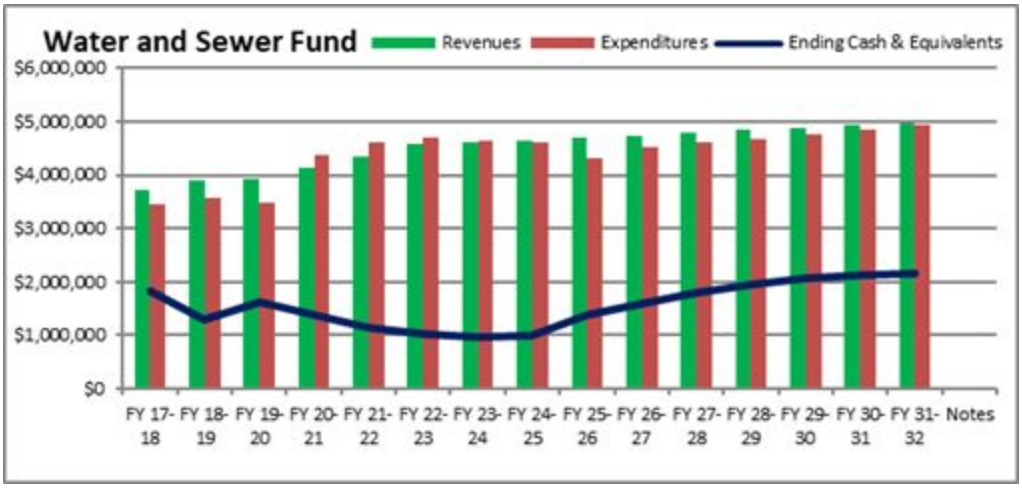
The City's overall UAAL of 53% includes all employee groups, and the City allocates pension costs by employee to the funds they support. Based on the most recent actuarial valuation report and personnel cost allocation worksheet, the unfunded liability allocable to the Water and Sewer Fund is approximately $2.5M. This includes employees in the MERS Division 1 (SEIU, DPW, WWTP) and Division 10 (Non union).

A strategy the consultants considered is funding the Water/Sewer Fund pension liability at a rate higher than the MERS funding plan calls for, using available cash. This will decrease the overall UAAL for the plan immediately. MERS would track the employee group funding and the Water/Sewer employee future funding requirements would be substantially less. Essentially, the City could make extra contributions to fully fund the UAAL of the Water/Sewer Fund. This option is discussed in more detail, below.

The following three scenarios illustrate how the Water and Sewer Fund would be impacted by accelerated pension funding. The first scenario (Option 1: Status Quo) illustrates the Fund forecast without any additional pension funding. The City's 5-year capital plan is included in this scenario, and for later years we have assumed a similar level of capital funding. In this scenario, we have estimated the City will require a 5% increase in revenue from rates for FYs 21-22 and 22-23. After that, revenue required from rates is expected to increase closer to 1% per year.

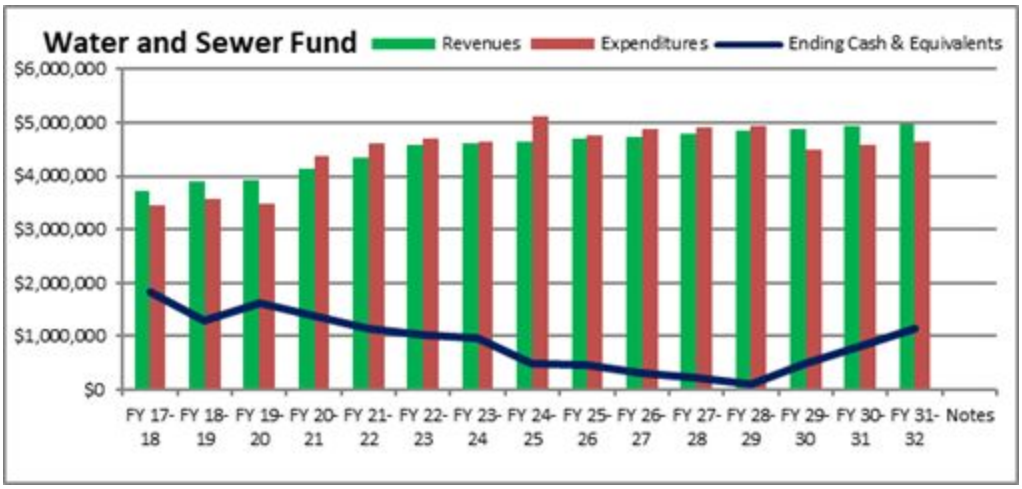
In this scenario, the City can expect lower cash reserves for several years, before rebuilding reserves once the existing debt has been paid off in FY 23-24.

OPTION 1: STATUS QUO



The second scenario we considered was waiting to fund the Water and Sewer Fund's UAAL until after the existing debt is fully paid in FY 23-24. We assumed the City would contribute an amount similar to the debt service payment ($500,000) to the pension plan for five years. This scenario is illustrated in Option 2, below:

OPTION 2: INCREASE PENSION FUNDING WHEN CURRENT DEBT IS PAID



This option would require waiting until FY 24-25 to begin extra contributions to reduce the Water and Sewer Funds' UAAL. An additional five years or more would be required to fully fund the UAAL for Water and Sewer.

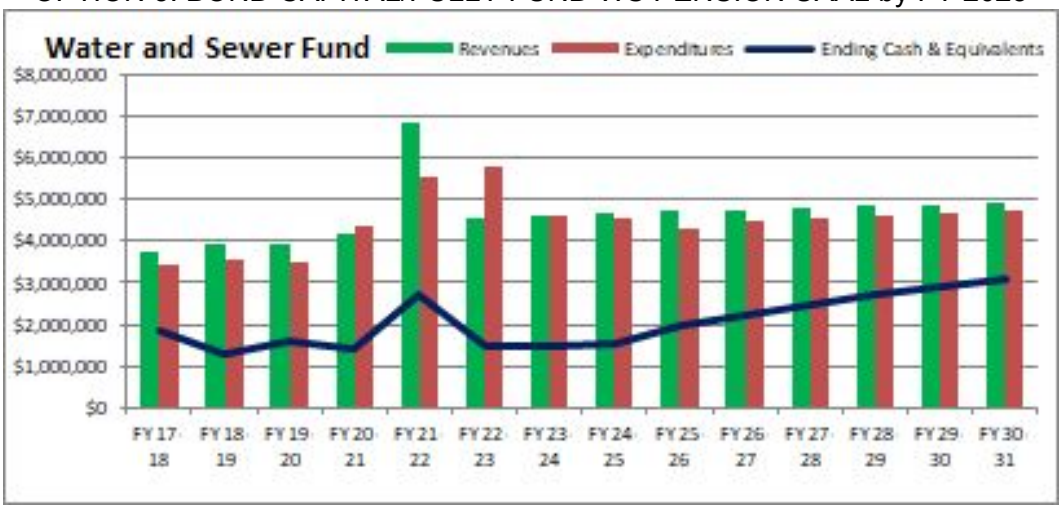
The third scenario provides an option for accelerating pension funding to achieve a 60% funded ratio for the plan within 2 years, by fully funding the UAAL of the Water and Sewer Fund. The mechanism that could be followed to enable this strategy is:

- The City could issue $2.5M in capital bonds to fund the next two years of capital improvements in the Water/Sewer Fund. This would free up cash that was going to be spent on capital, and instead the City could use the cash to fund the WS Fund's UAAL

(estimated to be about $2.5M). The resulting lower annual pension cost could be used to pay the debt service on the $2.5M bond.

The third scenario considers the pension funding strategy discussed above. In this scenario, we have assumed $2.5M in bond proceeds in FY 21-22. The debt service payment for this bond is estimated to be $168,000/year for 20 years. After fully funding the Water and Sewer Fund's outstanding UAAL ($1.125M in FY 21-22 and $1.125M in FY 22-23, consistent with the current capital plan), we estimated the pension cost in the Water/Sewer Fund would be reduced from $230,000 to $45,000/year, beginning in FY 22-23. This would be a reduction of about $185,000 per year in pension costs for the Fund. The estimated savings in pension contributions could offset the debt service from the capital bond. All other assumptions, including capital investments and revenue requirements, remain the same.

OPTION 3: BOND CAPITAL/FULLY FUND WS PENSION UAAL by FY 2023



In this option, the City may be able to reduce the UAAL of the pension plan to achieve the minimum 60% funded ratio by 12/31/23. ***We recommend the City further investigate bonding for Water and Sewer capital and using cash that was to be spent on capital over the next two years to make additional contributions to MERS.***

Before executing this option, the City should confirm with MERS the necessary contribution needed to reach a 60% funded ratio within 2 years. Additionally, MERS will need to confirm the proposed strategy would achieve the desired funding level. The City should also confirm the UAAL associated with the WS Fund, to fully understand the impact of $2.5M in additional contributions over the next two years.

If the City needs more than $2.5M to achieve 60% funding, the General Fund could borrow from the LDFA and make an additional contribution to MERS. A $500,000 loan, repaid over 10 years at 2% interest, would result in a loan payment of $55,660/year. ***The City should evaluate how an additional $500,000 contribution to the pension would impact the annual required contribution (ARC) from the General Fund in future years***. It is possible the reduction in the ARC would largely offset the debt payment to the LDFA Fund.

Ideally, the City would have tools at its disposal to readily evaluate funding options and test different strategies. MERS can require weeks or months to run alternative scenarios.

As part of this study, the consultants ***recommend the City consider subscribing to a pension software*** tool that would mirror all of the actuarial assumptions and methods used by MERS. With this software, the City could run dozens of scenarios in a matter of minutes. The software could also be used to regularly monitor pension funding, test the cost implication of different benefit levels during labor negotiations, and create effective communications regarding the City's pension position. The annual cost for the software is in the neighborhood of $5,000-$7,000. This cost is justifiable due to the significant importance of addressing the pension funding challenges faced by Charlotte. Information about the software can be found in Appendix D.

Financial Analysis of General Fund Recommendations

As noted previously, this study included the preparation of a comprehensive financial forecasting model of the General Fund and other key funds in Charlotte. The focus of this study has been on the General Fund, due to its central role in City service delivery and its significant structural deficit. Throughout the study, the financial forecasting model has been used to evaluate budgets, test different operating, capital and debt scenarios, and understand the long-term impact of different recommendations. In this section, we will combine the primary financial recommendations and illustrate the impact on the General Fund if these changes were implemented.

A key objective of this study was to identify operational and financial opportunities that could provide a framework for financial stability while also addressing several major challenges facing the City, including:

- An unsustainable imbalance in the General Fund
- Insufficient funding for street improvements
- Inadequate pension funding and rising pension contributions
- High administrative staff demands

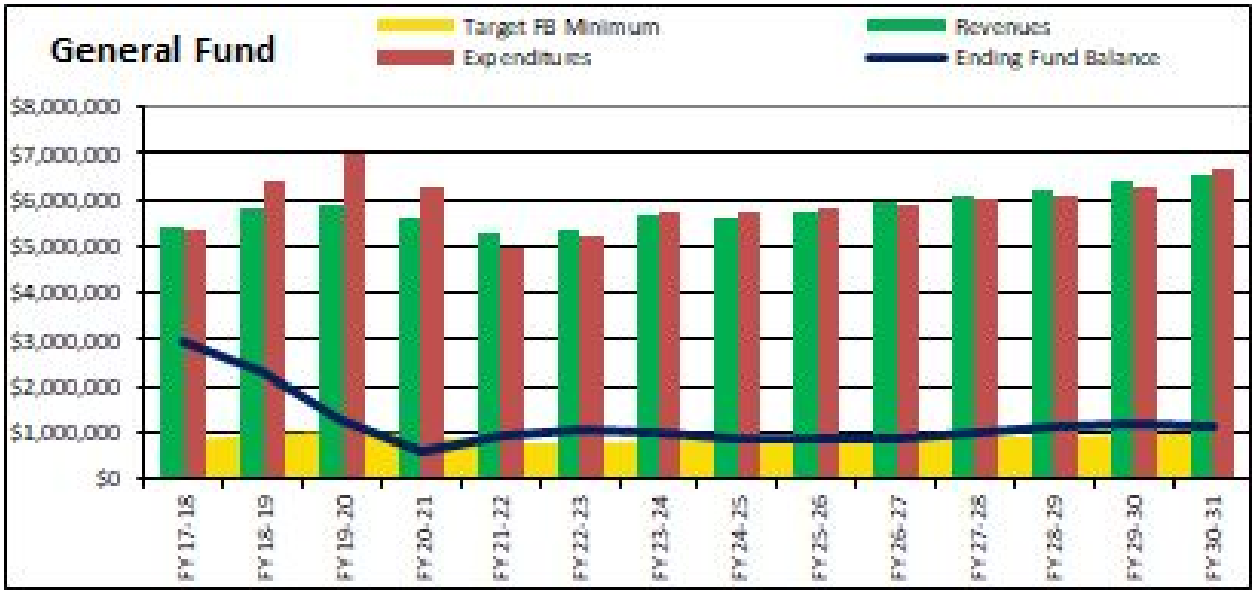
Additionally, a range of miscellaneous concerns and questions were raised, which exposed additional challenges and opportunities for Charlotte.

In our quest to understand and offer recommendations for improvement, we have evaluated many options for improving operational efficiency through changes to staffing levels, reassignment of duties, contracting certain services to be paid for with user fees, rebidding services for lower cost, and other options.

Below is a 10-year summary of the primary financial challenges and our recommendations solutions:

Challenge	Recommendation	Est. 10-yr $ Impact on General Fund (GF)	
Resolve structural deficit and identify funding for pension & streets	Remove fire department from GF; seek separate millage funding	10,070,000	
	Increase administrative cost recovery from other funds	383,000	
	Utilize PA 359 to support community promotion	500,000	
	Allocate public right-of-way tree trimming to street funds	75,000	
	Budget interest income at appropriate level & allocate Revolving Loan Fund interest to GF	200,000	
	Limit Police capital to $100,000/yr, on average (baseline model assumed $120,000/yr)	200,000	
	Reduce Police rental expense by $12,000/yr	120,000	
	Reduce Prof Svc expenditures by $5,000/yr	50,000	
	Admin staff reconfiguration	199,000	
	Resolve structural deficit	-5,020,000	
	NET GF SAVINGS (available for other uses)		**6,777,000**
Low pension funding	Fully fund Water/Sewer UAL	0	
	Short-term loan from LDFA to boost GF contribution (repay over 10 yrs)	-557,000	
	Increase MERS contribution $100,000/yr	-1,000,000	
	GF PENSION FUNDING INCREASE (use of available funding)		**-1,557,000**
Funding for street improve-ments	Dedicate a portion of GF resources to street improvements	-4,700,000	
	TOTAL STREET FUNDING FROM GF (use of available funding)		**-4,700,000**
Increase GF fund balance	**NET 10-YR GENERAL FUND IMPACT**	**520,000**	
	GF Fund Balance Ending FY 2021	**590,000**	
	ENDING FUND BALANCE FY 2031		**1,110,000**

After applying these changes in the financial forecasting model, the outlook for the General Fund is much improved:



The solution outlined above relies heavily on gaining community support for a dedicated Public Safety (fire services) levy of 3.5 mills. This change would provide much needed relief for the General Fund and appropriately segreate fire services as a regional service, different from the other services provided by the General Fund. Some challenges which cannot be fully resolved with this approach include:

- Street improvements - Until the City has a comprehensive assessment of improvement costs, the investment required to bring the average OCI to 6 or better cannot be known. The proposed strategy would provide about $11.7M for street improvements over the next 10 years, including $3.3M from Act 51, $3.7M from the County road millage and $4.7M from the General Fund. If additional resources are needed to fund the City's street improvement plan, the City should consider bonding or asking voters to approve a limited special millage for this specific purpose.

- MERS pension funding - As noted, the City could achieve a 60% funded ratio of the pension by fully funding the Water and Sewer Fund's portion of the UAL, and by borrowing funds from the LDFA. The plan outlined above would allow the City to contribute an additional $1M towards the General Fund's pension liability, above the amount MERS has already projected will be required. These added contributions would help address the approximately $9M UAAL incurred by the General Fund, but it will not fully resolve the underfunding. If the City desires to further reduce or eliminate the UAAL, resources would have to be diverted from another source, or the City would have to seek voter approval for additional revenues.

Other millage strategies to generate General Fund revenues, besides a Public Safety millage to fund fire services, include:

- Parks & Rec millage
    - 0.8 mill would fully fund all P&R expenditures and free up nearly $1.8M over next 10 years
- Public safety capital millage
    - 1 mill needed to fund average annual capital needs in police and fire
    - Due to volatility of capital spending, the city would likely have to borrow funds in some years to pay for capital needs, then repay the loan from millage proceeds over time
    - Over 10 years, about $2.5M GF dollars could be freed up
- Headlee override
    - 0.72 mills would generate about $162,000/yr in additional GF dollars
    - This translates to close to $2M over 10 years
- Pension millage
    - A levy of 3.2 mills would be required to generate adequate revenues to pay the current General Fund portion of the pension
    - This would free up about $710,000 in the General Fund for other uses, such as closing the structural deficit and increasing contributions to street improvements
- Public safety millage (police)
    - Police services cost the City about $2.2M/year
    - A millage in any amount could be dedicated to funding a portion of the Police budget
    - As noted above, 3.5 mills would provide a great deal of benefit to the City
    - With a dedicated millage for Police, the City would have to set up a special revenue fund for this tax and allocate costs between General Fund and the new special revenue fund

Conclusion

Although the City of Charlotte is facing significant operational and financial challenges, it has a number of opportunities available to remedy the challenges. This study has evaluated a wide range of staffing, operational, budgeting and financial management options to provide a framework for setting the City on a firm foundation to continue providing quality municipal services and avoiding further financial decline.

The City is encouraged to carefully consider each of the recommendations in this report from policy, operational and financial positions. Given the complexity and breadth of the options presented, the Council may wish to ***create an Advisory Board to prioritize recommendations, seek community stakeholder opinion, offer guidance on appropriate actions, draft policy statements and maintain accountability***. Similar to the Vision 2025 Committee, participation of elected officials, employees and the public would ensure well-rounded consideration of each recommendation.

Presentation of this report to the City Council during a public meeting is the right first step for its consideration. After the presentation an Advisory Board would be able to spend significant time reviewing and considering each of the recommendations and provide feedback to the City Council regarding implementation. Employees are also encouraged to consider the recommendations made to their operations not a criticism for what has been done in the past, but rather as they are intended: suggestions for improvement based on the information reviewed by the consultants.

The consultants engaged for this study are available to discuss any questions that may arise as the City moves forward with the recommendations of this report. It has been a pleasure working with the City of Charlotte on this important project.

Appendix

Quick Links:
Table of Contents
Recommendations Summary

A. Stakeholder Interviews

The consultants hosted stakeholder meetings early in the process with the elected officials and staff. The individuals interviewed included:

Elected Officials

Michael Armitage, Mayor
Branden Dyer, Mayor Pro Tem
Daryl Baker, Council member
Liz Hoogstra, Council member
Brett McRae, Council member
Nathaniel VanStee, Council member
Tammy Weissenborn, Council member

Staff

Tom Archer, Public Works Foreman
Paul Brentar, Police Chief
Kevin Fullerton, Fire Chief
Amy Gilson, Public Works Director
Matt Griffith, Utilities Superintendent
Gregg Guetschow. City Manager (former)
Randy Jewell, Assessor
Darwin McClary, Interim City Clerk (former)
Bryan Myrkle, Community Development Director
Ginger Terpstra, City Clerk (former)
Thomas Thomas, Interim City Manager

B. Consultant Biographies

Vettraino Consulting, LLC
P.O. Box 82202 ~ Rochester, MI 48308 ~ 248-379-8923 ~ VettrainoConsulting@gmail.com

Jaymes Vettraino, MBA

Jaymes Vettraino provides municipal management consulting services to communities. His focus is on assisting with facilitation, operational management, community relations, and financial planning. In addition, through a partnership with GovHR USA, Jaymes provides executive recruitment and employee class and compensation study services.

Prior to starting his consulting service, Jaymes spent 17 years as a City Manager, most recently as the City Manager of Rochester, MI. In Rochester, he had the opportunity to lead a dynamic management team to simultaneously reduce expenses and increase the level of community service during years of the "great recession."

Since 2015, Vettraino Consulting, LLC has grown to provide services to municipalities across the State of Michigan and has gained a reputation as a trusted partner to the elected officials and public employees it serves.

Over his career Jaymes has been recognized by his peers and public service agencies, including being selected as one of "Oakland County's Elite 40 Under 40," recognized by the Rochester Regional Chamber of Commerce with an "Advocacy Award," and honored by the Michigan Municipal League with its "Outstanding Service Award."

Professional Education

- Master of Business Administration degree in Management, Lehigh University, Bethlehem, PA
- Bachelor's degree in Political Science, Michigan State University, East Lansing, MI

University Instruction

- Assistant Professor, School of Business, Rochester University, Rochester, MI
- Adjunct Professor, Masters in Public Administration, Oakland University, Rochester, MI
- Adjunct Professor, School of Business, Alvernia College, Reading, PA

Memberships and Affiliations (current and prior)

- International City and County Managers Association
- Michigan Local Government Management Association
- Leadership Oakland County
- Pennsylvania Association of Municipal Managers
- American Public Power Association

John F. Kaczor, MPP
Municipal Financial Strategist &
Analytics Specialist

Knowledgeable municipal management consultant with over 25 years of professional consulting experience. Trained in utility financial management and ratemaking, public policy analysis, financial evaluation, budget forecasting model development and cost allocation. Experienced in working with local governments and public entities of all sizes. Motivated to find the most appropriate solution for the given problem, and to provide local managers with the tools necessary to improve analysis and decision-making on an on-going basis.

Areas of Consulting Expertise

Fiscal Management – Reviewed and recommended improvements to financial policies including budgeting, cash management, investments, financial controls and fund reserves. Evaluated employee training and record keeping to improve information reporting required by management and policy makers. Conducted indirect central service cost allocation studies, in compliance with Federal guidelines. Developed comprehensive capital improvement plans, equipment replacement schedules and associated policies.

Financial Modeling – Developed numerous spreadsheet-based financial models for municipalities that simulate the interaction within and between a variety of governmental and proprietary funds. Produced comprehensive revenue and expenditure estimates for future years and analyzed multi-year financial implications of various assumptions and economic conditions.

Utility Rate Setting – Calculated appropriate water and sewer rates for small and large utility systems. Estimated revenue requirements using the cash needs-basis and the utility-basis for cost of service ratemaking. Recommended rate structures, financial policies and implementation strategies. Created multi-year, interactive spreadsheets that simplify annual rate recalculations.

Economic and Tax Analysis – Conducted feasibility studies of local income tax and public safety funding options. Evaluated the impact of proposed major commercial developments on the local and state economies. Identified alternatives to traditional economic development approaches for municipalities. Educated elected officials and managers in the complexities of Michigan's property taxation system. Evaluated municipal consolidation, shared services and public-private partnerships.

Employee Compensation and Human Resources – Performed comprehensive analyses of employee classifications and compensation systems. Developed position descriptions and performance evaluation tools. Evaluated the scope and value of employee benefits. Designed comprehensive compensation systems based on detailed analyses of the labor market and internal equity considerations. Developed employer-specific personnel policies manuals and workplace safety manuals.

Operational Reviews – Evaluated the structure and operations of municipal functions including public safety, human services, utility billing, motor pool, utility operations and public works. Developed recommendations for improved service provision, customer focus and operational efficiency. Researched appropriate benchmarks and measured performance of operations.

Data Collection and Analysis – Designed complex, project-specific data collection and analysis tools involving research methodology, statistical evaluation and data interpretation. Synthesized diverse information for management decision-making.

Summary of Consulting Expertise

- Financial Forecasting & Five-year Financial Models
- Utility Rate Setting Analysis
- City Income Tax Feasibility Studies
- Administrative Cost Allocation Plan Development
- Municipal Budget Analysis
- Personnel Cost Modeling & Forecasting
- Shared Services Feasibility Studies
- User Fee Studies
- Capital Improvement Planning
- Municipal Operational Analysis

Other Local Government Experience

- City of New York: corrective action team, Adult Protective Svc
- City of Ann Arbor: management intern
- GFOA: budget reviewer
- Michigan Municipal League: consultant

Education

University of Michigan - Master of Public Policy Studies, 1995

Western Michigan University - Bachelor of Arts (Economics and Sociology), 1989

Years of Relevant Experience: 25

Registrations and Certifications

American Water Works Association Cost of Service Utility Ratemaking and Financial Management

Certified Analytics Partner with Forecast5 Analytics

Professional Affiliations

International City/County Management Association

American Water Works Association

Water for People

Energy Reduction Coalition

Quick Links:
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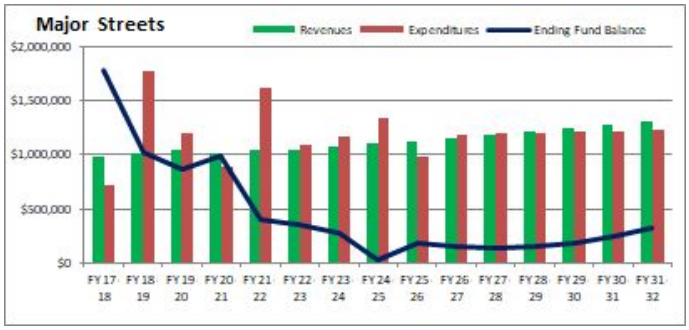
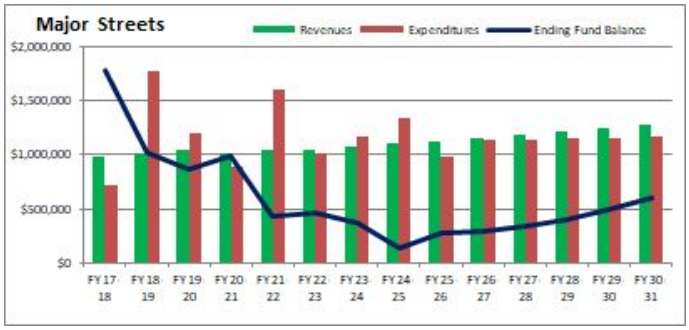
Recommendations Summary

C. Other Funds' Baseline Financial Forecasts and Forecasts with Recommendations

BASELINE FORECAST

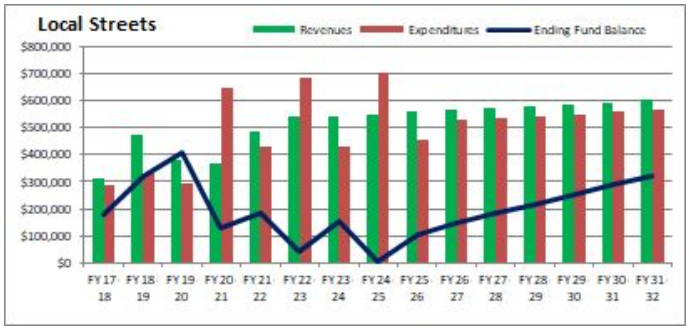


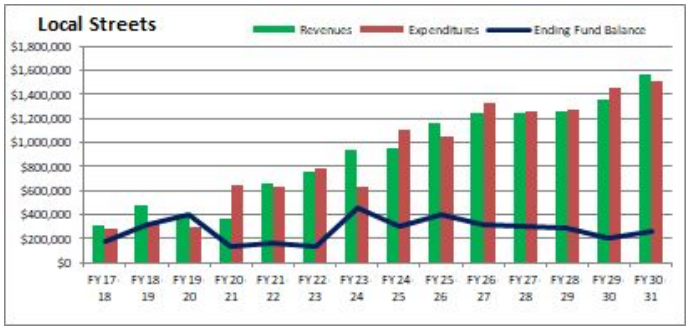
FORECAST WITH RECOMMENDATIONS



Major Streets Fund strategies evaluated:

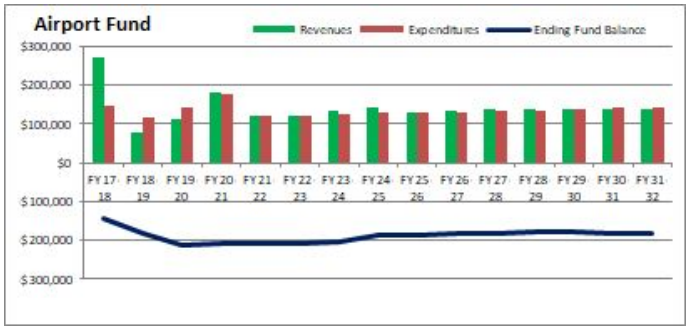
1. Increase transfer from Major to Local Streets to maximum allowable, since Major Streets are generally in good condition
2. Increase total funds available for street improvements by freeing up GF resources and increasing contributions from GF to Major & Local Streets funds

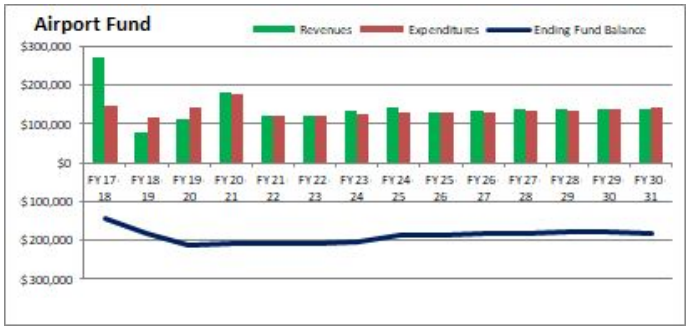




Local Streets Fund strategies evaluated:

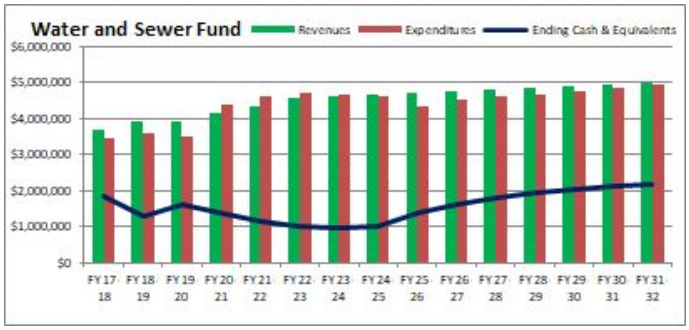
1. Increase transfer from Major to Local Streets to maximum allowable, since Local Streets are in greater need of investment
2. Increase total funds available for street improvements by freeing up GF resources and increasing contributions from GF to Major & Local Streets funds
3. Significantly increase spending on Local Street improvements

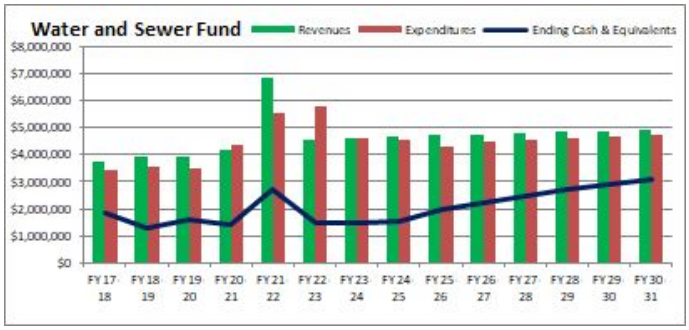




Airport Fund strategies evaluated:

1. Eliminate GF support of Airport Fund
2. Keep Airport expenditures in line with revenues





Water and Sewer Fund strategies evaluated:

1. Issue $2.5M in capital bonds in FY 21-22.
2. Use cash that would have been spent on capital over next two years to instead make extra contributions to the MERS pension plan
3. Once WS Fund has fully eliminated its pension UAAL, the pension ARC will be much lower
4. The reduced pension contribution requirement may be sufficient to fully or largely cover the debt service payments on the capital bond

D. Software & Service Solutions for Consideration

Financial Forecasting Software

Forecast5 Analytics: https://www.forecast5analytics.com/customers/localgovernments

- Full general ledger forecast for all municipal funds
- Data can be analyzed at any level (line item detail, source, object, department, activity, etc.)
- Dashboards, downloadable reports in customizable format
- Dedicated municipal finance expert support

Pension Costing and Analytics Software

GovInvest: https://govinvest.com/

- Developed and supported by licensed actuaries
- Pension tools replicate MERS assumptions, employee and plan specifics
- Instantly test alternative funding options, benefit levels, interest rates and more
- Unlimited access to test scenarios; one fixed subscription fee

Water and Sewer Rate Analysis and Development Software

Waterworth: https://waterworth.net/

- Cloud-based software solution to simply utility financial analysis and rate setting
- Fully supported by experienced rate consultants
- Fixed annual subscription fee for unlimited access and scenario testing
- Excellent data visualization to simplify transparency and communication
- Drag and drop data uploading

Payroll Services

Paychex: http://paychex.com

- Can manage any or all aspects of payroll administration
- Acquiring a cost quotation requires providing a range of data
- For more information, contact Jason Lynn, 989-529-5093; jjlynn@paychex.com

ADP: https://www.adp.com/

- Can manage any or all aspects of payroll administration
- Acquiring a cost quotation requires providing a range of data
- For more information, contact Nick Riccardi, 941-613-4267; nick.riccardi@adp.com

E. Draft Amendment to Administrative Ordinance

Introduced: DATE
Adopted: DATE
Effective: DATE

ORDINANCE NO. XXXX-XX

AN ORDINANCE TO AMEND DIVISION 1. ADMINISTRATIVE CODE OF ARTICLE III. OFFICERS AND EMPLOYEES OF CHAPTER 2: ADMINISTRATION BY AMENDING SECTION 2-51, 2-52, 2-53, 2-54, 2-55, 2-56, 2-57, 2-58, 2-59, 2-60 AND AND RENUMBERING 2-61 WITHIN THE CODE OF ORDINANCES OF THE CITY OF CHARLOTTE

THE CITY OF CHARLOTTE ORAINS:

Section 1. Division 1. Administrative Code of Article III. Officers and Employees of Chapter 2: Administration of the Code of Ordinances shall be amended to read as follows:

§ 2.51 DIVISION OF THE ADMINISTRATIVE SERVICE.

The administrative service of the City shall be under the supervision and direction of the City Manager, except as provided by the City Charter, and shall be divided into the following offices and departments, each of which shall be the responsibility of and under the control of an administrative officer or department director, as listed below opposite such office or department:

Office or Department	Officer or Director
Assessor's Office	City Assessor
Attorney's Office	City Attorney
Clerk's Office	City Clerk
Treasurer's Office	Treasurer
Fire Department	Fire Chief
Manager's Office	City Manager
Police Department	Police Chief
Public Works Department	Director of Public Works

§ 2.52 ADMINISTRATIVE OFFICERS.

The administrative officers of the City shall be the City Assessor, City Attorney, City Clerk, Treasurer, City Clerk-Treasurer, Fire Chief, City Manager, Police Chief and the Director of Public Works.

§ 2-53 ASSESSOR'S OFFICE.

The assessor's office shall be under the direction of the City Assessor, who may be an employee of the City or whose services may be provided pursuant to contract, and who shall have the duties and responsibilities detailed for such office in the City Charter, this code and state statutes.

§ 2-54 ATTORNEY'S OFFICE.

The attorney's office shall be under the direction of the City Assessor, who may be an employee of the City or whose services may be provided pursuant to contract, and who shall have the duties and responsibilities detailed for such office in the City Charter, this code and state statutes.

§ 2-55 CLERK-TREASURER'S OFFICE.

(A) The clerk-treasurer's office shall be under the direction of the City Clerk Treasurer, who shall have the duties and responsibilities detailed for the offices of City Clerk and City Treasurer in the City Charter, this code and state statutes. In addition he or she shall act as clerk for the Planning Commission and the Zoning Board of Appeals. In addition, the duties and responsibilities enumerated in the Clerk Position Description shall be incorporated in this section by reference.

and shall be responsible for reconciliation of the City's bank accounts, for preparation of bills and the receipt of payments of utility and other services rendered by city departments and for payroll and related functions for city employees.

(B) There is hereby established within the clerk-treasurer's office, the human resources office. This office shall be charged with development of personnel policies, assisting officers and departments head in the development of work rules applicable to their departments, negotiation of collective bargaining agreements, overseeing the process of recruiting, hiring, disciplining and terminating employees, the development and implementation of employee training programs, the preparation and administration of pay plans, and the administration of employee benefit programs.

(C) Pursuant to § 6.5 (F) of the City Charter, the City Clerk-Treasurer shall perform the duties of City Auditor. Such duties shall be performed under the supervision and with the assistance of the City Manager and may be carried out by the City Clerk-Treasurer himself of herself, through the use of contractual services or through a combination of the two.

§ 2-556 TREASURER'S OFFICE.

(A) The treasurer's office shall be under the direction of the Treasurer/Finance Director, who shall have duties and responsibilities detailed for the officers of the City Auditor, of which

duties may be contracted to a qualified third party, and City Treasurer in the City Charter, this code and state statutes. In addition, the duties and responsibilities enumerated in the Treasurer/Finance Director Position Description shall be incorporated in this section by reference.

§ 2-567 FIRE DEPARTMENT.

(A) The Fire Department shall be under the direction of the Fire Chief, who shall have the duties and responsibilities detailed for such office in the City Charter, this code and state statutes. In addition, the duties and responsibilities enumerated in the Fire Chief Position Description shall be incorporated in this section by reference. In addition, the Fire Chief shall have the responsibility for supervising the work of such other employees or contractors employed by the city for the purpose of providing building, and property maintenance inspection services.

(B) There is hereby established within the Fire Department a building division, which shall have the responsibility of providing, with Fire Department employees and/or through the use of contractors, building and property maintenance inspection services.

§ 2-578 MANAGER'S OFFICE.

(A) The manager's office shall be under the direction of the City Manager, who may be an employee of the City or whose duties may be provided by contract, and who shall have the duties and responsibilities for such office in the City Charter, this code and state statutes, and such additional duties and responsibilities assigned to him or her from time to time by the City Council. The City Manager shall see that all laws, ordinances, rules and regulations adopted by the City Council and the provisions of this code are properly enforced. In addition, the duties and responsibilities enumerated in the City Manager Position Description shall be incorporated in this section by reference.

(B) There is hereby established within the manager's office, the community development office. The community development office shall be under the direction of the Director of Community Development. He or she shall have responsibility for activities related to a general program of community and economic development., including, but not limited to, providing assistance to city boards and commission engaged in community and economic development activities, representing the City with other organizations in the community engaged in community and economic development, representing the City with business enterprises, overseeing the City's cable television governmental programming, and such other duties as are assigned to him or her from time to time by the City Manager. In addition, the Director of Community Development shall have the responsibility for administering the zoning ordinance, shall function as the primary staff person assigned to assist the Planning Commission and the Zoning Board of Appeals in carrying out their duties under said ordinance, and shall perform such other duties as are assigned under said ordinance to the building office. In addition, the duties and responsibilities enumerated in the Community Development Director Position Description shall be incorporated in this section by reference.

(C) The City Manager is authorized to adopt such administrative regulations in addition to, but not inconsistent with, the City Charter and this code, as he or she shall deem necessary and proper to provide for the adequate functioning of all departments. Such regulations shall comprise the administrative manual.

§ 2-589 POLICE DEPARTMENT.

The Police Department shall be under the direction of the Police Chief, who shall have the duties and responsibilities detailed for such office in the City Charter, this code and state statutes. In addition, the duties and responsibilities enumerated in the Police Chief Position Description shall be incorporated in this section by reference.

§ 2-6059 PUBLIC WORKS DEPARTMENT.

The Public Works Department shall be under the direction of the Director of Public Works, who shall have the duties and responsibilities detailed for such office in the City Charter, this code and state statutes, including duties and responsibilities associated with the City's parks and recreation properties and facilities. In addition, the duties and responsibilities enumerated in the Public Works Director Position Description shall be incorporated in this section by reference. In addition, he or she shall have the responsibility for overseeing the operations of the recycling center.

§§ 2-601 – 2-65 RESERVED.

Section 2. This ordinance shall become effective 20 days after adoption.

F. New Draft Position Descriptions

This Appendix includes position descriptions the City can use as models. The consultants have drafted the models based on the recommendations on this report. The City should review and modify the models based on the final expectations established for the positions.

Position Descriptions for:

CITY MANAGER

TREASURER/FINANCE DIRECTOR

CITY CLERK

ASSISTANT CITY MANAGER

DIRECTOR OF COMMUNITY DEVELOPMENT

CITY MANAGER
POSITION DESCRIPTION

POSITION:

TITLE:	City Manager
PAY STATUS:	Full-Time Salaried Position
EMPLOYMENT STATUS:	At-Will
FLSA STATUS:	Exempt

REPORTS TO:

City Council.

PURPOSE OF THE POSITION:

Acts as the chief administrative officer appointed by and receiving policy direction from the City Council. Plans, develops and implements diverse City services to meet policy requirements and address community needs. Oversees the organization and direction of all City departments and ensures compliance with contractual and regulatory obligations.

The appointee interacts in a consistently pleasant and helpful manner with fellow employees, visitors, business owners, potential business owners, outside agencies and citizens of the City and demonstrates the highest standards of internal and external customer service.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. All duties and responsibilities as described in the City Charter.

2. Oversees the operations of the City's Departments and activities. Assesses and monitors operations to ensure quality services are provided in an efficient, cost-effective and timely manner.

3. Attends City Council meetings, performs research and recommends policies and programs as requested. Implements policies, ordinances, and programs set forth by the Council. Attends meetings of various committees, boards, authorities, and commissions frequently.

4. Supervises all City employees, directly or through staff. Administers personnel systems and bargaining agreements.

5. Prepares the annual budget, administers fiscal policy, and oversees financial activities. Ensures the proper administration of the budget, and keeps the City Council apprised of the City's financial condition and future needs. Presents budgetary reports and information to

the City Council.

6. Represents the City to the media and at meetings and conferences. Presents the official City position on a variety of issues and acts as spokesperson for the City.

7. Establishes a proactive approach to public relations through contacts with citizens and community groups and participation in civic activities. Responds to inquiries, resolves citizen complaints and recommends remedial action.

8. Coordinates City operations with other governmental agencies to reduce duplication of effort, increase efficiency and maximize the availability of services.

9. Reviews and approves contracts and agreements negotiated on behalf of the City. Enforces the terms and conditions of all contracts to which the City is a party. Supervises special projects and ensures work is completed according to specifications.

10. Manages, supervises, and coordinates overall long range planning, strategic plans, public improvements, and general operations to achieve established goals for community development, economic growth, land use and related issues.

11. Serves as liaison to the City's various Boards and Commissions as necessary.

12. Responds courteously and tactfully to the public in answering questions, explaining City and department policies, and handling complaints. Resolves complex and sensitive customer service issues, either personally, by telephone or in writing.

13. Manages various confidential documents and records pertaining to City affairs.

14. Establishes and maintains effective working relationships with elected officials, staff, community organizations, other agencies and the general public.

15. Complies with and enforces all City policies and procedures. Performs all duties in accordance with safety policies and procedures, work rules and regulations and security standards as established.

16. Performs related work as required by the City Charter, City Council, or operational needs.

17. Performs other work-related duties as assigned.

TO DO THIS TYPE OF WORK, YOU MUST BE ABLE TO:

Meet the following criteria: minimum qualifications, physical demands, environmental conditions, language skills, education, vocational preparation, and/or experience requirements that may be needed to perform successfully the tasks described within this position description.

MINIMUM QUALIFICATIONS:

1. Possess general knowledge of the theories and principles of effective public administration and have the ability to quickly grasp specific local government functions, practices and organization.

2. Ability to prepare accurate written reports and meet firm deadlines.

3. Ability to assemble multifaceted programs and funding to achieve goals.

4. Skill in the use and maintenance of automated office equipment, including computers and related software.

5. Ability to work effectively under stress, changes in work priorities, with frequent interruptions and in emergencies.

6. Possess advanced knowledge and experience with PC applications and operating systems, such as Windows and Microsoft Office applications, including but not limited to Word, Excel, and Outlook. Possess general knowledge of web based programs and GIS applications.

7. Thorough knowledge of the laws, ordinances, and related legislation pertaining to municipal operations, budgeting, authority, and public information.

8. Thorough knowledge of the professional principles and procedures of public administration.

9. Considerable knowledge of municipal financial and personnel management, labor negotiations and economic development techniques.

10. Knowledge of public relations practices and marketing.

11. Skill in compiling and evaluating complex data, and formulating policy and service recommendations.

12. Skill in managing diverse programs, services, and personnel.

13. Ability to maintain accurate records and prepare comprehensive reports.

14. Ability to effectively communicate and present ideas and concepts orally and in writing, and make formal presentations in a public setting.

15. Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with citizens, elected officials, employees, other governmental agencies, and other professionals.

16. Must be careful, orderly and detail-oriented in order to avoid making errors and recognize errors made by others.

TOTAL EDUCATION, VOCATIONAL PREPARATION, AND/OR EXPERIENCE REQUIREMENTS:

1. Graduation from an accredited four-year college or university with a degree in public administration, business administration, planning, economics or a closely related field; and

2. Five or more years of progressively more responsible municipal management experience, preferably as an Assistant and/or City Manager; or

3. At the City's discretion any equivalent combination of education and experience, with additional education or experience substituting on a year for year basis for the required education or experience.

4. Masters degree preferred.

PHYSICAL DEMANDS:

The following demands are representative of the physical requirements necessary to perform the various duties and responsibilities of this position.

1. Work is performed primarily in an office setting. Performs assigned work with dexterity. While performing the duties of this job, the employee is frequently required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crouch, or crawl.

2. The employee is required to walk and stand, as well as sit, talk, and hear.

3. The employee must occasionally lift and/or move up to 25 pounds.

5. Specific vision abilities required include close and distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

5. The employee must be able and willing to work irregular and/or extra hours, as required.

ENVIRONMENTAL CONDITIONS:

The work environment characteristics described here are representative of the conditions an employee encounters while performing the essential functions of this job.

1. The noise level in the work environment is usually quiet to moderate.

2. Employee is responsible to use all safety equipment properly as prescribed by the City.

LANGUAGE SKILLS:

1. Must have excellent communications skills in English.

2. Must have thorough knowledge of English grammar, spelling and punctuation and must be able to write sentences, complete forms, prepare professional written correspondence and prepare reports.

3. Must be able to conduct phone and face-to-face communications, meet with the public and present information in a professional manner.

OTHER SPECIAL REQUIREMENTS:

1. Must possess or acquire prior to employment a valid driver's license. If applicable, must acquire a valid MI Driver's License within sixty (60) days of employment.

2. The willingness, ability, and desire to keep abreast of changing technology through attending seminars, enrollment/and active participation in one or more of the agencies/associations affiliated with local government.

3. Must pass a criminal background check, physical examination, drug screening, reference and employment history checks, and oral interviews.

ADDITIONAL EMPLOYMENT CRITERIA

The duties and responsibilities listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of work-related duties and responsibilities does not preclude them.

The position description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change. The individual employed by the City for this position is an "employee at will" and can be terminated from employment from the City at any time, with or without cause, with or without notice, within the terms and conditions as established by federal and state law, the City Code of Ordinances and the City Charter.

PRE-EMPLOYMENT/POST-OFFER REQUIREMENTS

Any offer of employment is contingent upon taking and passing a criminal background check, physical examination, drug screening, reference and employment history checks, and oral interviews. Any offer of employment is also contingent upon successfully passing an interview process.

Applicants who refuse to submit to testing or who do not pass all tests or provide required documents will not be hired or retained in employment.

CREATED/UPDATED

On _____, by _____

Administrative approval by: _____

CERTIFICATION THAT THE EMPLOYEE HAS RECEIVED AND AGREES TO THE TERMS AND CONDITIONS OF THIS POSITION DESCRIPTION

_____
Employee Name (Print)

_____ _____
Employee Signature Date

TREASURER/FINANCE DIRECTOR
POSITION DESCRIPTION

POSITION:

TITLE: Treasurer/Finance Director
PAY STATUS: Full-Time Salaried Position
EMPLOYMENT STATUS: At-Will
FLSA STATUS: Exempt

REPORTS TO:

City Manager or his/her designee.

PURPOSE OF THE POSITION:

Under the direction of the City Manager, plans and directs the financial accounting and treasury functions of the City. Ensures accurate accounting of all City funds, responsible for the preparation of the annual budget, monitors expenditures, oversees collection of taxes and other receivables, administers accounts payable, and oversees cash management and investing. Performs financial analysis, prepares required reports and assures that all financial systems meet governmental audit standards.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. All duties and responsibilities as described in the City Charter.

2. Maintains all financial records and monitors all accounts of the City. Plans, organizes and administers the financial activities of the City in accordance with accepted fiscal practices, and federal and state regulations. Responsible for preparation of the annual financial statements.

3. Supervises personnel involved in financial activities including payroll and benefits, accounts receivable, accounts payable and general ledger maintenance. Evaluates performance, and oversees training and professional development. Takes disciplinary action according to established procedures.

4. Coordinates development and administration of the City's annual budget. Works with the City's departments in developing budget requests and revenue and expense projections. Provides guidance on accounting and reporting procedures, account discrepancies, tax regulations, and City fiscal policies.

5. Oversees the collection of taxes, enterprise receivables, and other payments to the City. Manages systems for tax reconciliation, settlement, legal processes for delinquent accounts and other requirements.

6. Reconciles all bank accounts and transfers funds as directed. Invests funds in accordance with investment policies. Handles maintenance of City insurance records, workers compensation and employee benefits programs. Maintains personnel files for employees and retirees.

7. Works closely with the independent auditors to ensure accuracy of financial reporting. Supervises the year-end closing of financial records and is responsible for preparation of the annual financial statements.

8. Acts as department spokesperson, establishing and maintaining effective relationships with citizens, City officials, employees, and other interests. Responds to public inquiries and investigates any complaints regarding the financial system.

9. Advises and assists the City Manager and City Council regarding financial issues including researching and advising regarding cash balances, revenue and expenditure trends, utility rates and other financial concerns. Attends Council meetings, and other meetings as required.

10. Prepares various financial reports required by state and federal agencies such as the F65 and ACT 51 reports, Workers' Compensation audit, any required grant reporting, and all other required documentation. Prepares budget, investment and other reports for the City Council and City Manager.

11. Become familiar with duties and responsibilities of specific office personnel, as assigned by the City, to be able to perform the functions of the office personnel in their absence.

12. Become familiar with duties and responsibilities of office personnel in general and, when required, perform the general duties of other office personnel.

13. Keeps abreast of professional developments and technological advances in finance and treasury through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.

14. Works cooperatively with other City Hall employees as one member of an administrative team. Answers phones, responds to inquiries, takes complaints, routes messages and voicemails, works the front counter and performs other administrative tasks pertaining to serving the public.

15. Performs related work as required.

TO DO THIS TYPE OF WORK, YOU MUST BE ABLE TO:

Meet the following criteria: minimum qualifications, physical demands, environmental conditions, language skills, education, vocational preparation, and/or experience requirements that may be needed to perform successfully the tasks described within this position description.

MINIMUM QUALIFICATIONS:

1. Bachelor's Degree in accounting, finance or a similar discipline.

2. Five or more years in professional accounting or financial management in a municipal setting.

3. Thorough knowledge of the principles, practices and legal regulations of municipal finance, budgeting, accounting, investing and financial reporting.

4. Working knowledge of budgetary, accounting and reporting systems, GAAFR, GAAP, GASB and IRS regulations, and skill in applying related principles and requirements.

5. Skill in responding to public inquiries and internal requests with a high degree of diplomacy and professionalism.

6. Skill in assembling and analyzing financial data, developing operating and capital budgets, and preparing comprehensive and accurate reports.

7. Skill in effectively communicating ideas and concepts orally and in writing, and in making presentations in public forums.

8. Skill in the use of office equipment and technology, including Microsoft Suite applications and specialized financial software; and the ability to master new technologies.

9. Ability to critically assess situations and solve problems, and to work effectively under stress, within deadlines and changing work priorities.

10. Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, elected officials, the media, professional contacts, and the public.

TOTAL EDUCATION, VOCATIONAL PREPARATION, AND/OR EXPERIENCE REQUIREMENTS:

1. Graduation from an accredited four-year college or university with a degree in public administration, business administration, accounting, finance or a closely related field; and

2. Two years experience in the field; or

3. At the City's discretion any equivalent combination of education and experience, with additional education or experience substituting on a year for year basis for the required education or experience.

4. Masters degree preferred.

PHYSICAL DEMANDS:

The following demands are representative of the physical requirements necessary to perform the various duties and responsibilities of this position.

1. Work is performed predominantly in an office setting. Hand-eye coordination is necessary to operate computers and various pieces of office equipment.

2. While performing the duties of this job, the employee is frequently required to walk, sit, stand, talk and hear.

3. The employee is occasionally required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms.

4. The employee is occasionally required to climb or balance, stoop, kneel, crouch or crawl.

5. The employee must occasionally lift and/or move up to 30 pounds

6. Specific vision abilities required include close and distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

7. The Employee must be able and willing to work irregular and/or extra hours, as required.

ENVIRONMENTAL CONDITIONS:

The work environment characteristics described here are representative of the conditions an employee encounters while performing the essential functions of this job.

1. The noise level in the work environment is typically of normal conversation amplitude.

LANGUAGE SKILLS:

1. Must have developed language skills to the extent of being able to communicate effectively with co-workers and the general public; read instructions, rules, etc.; and be capable to look up unfamiliar words in a dictionary for meaning, spelling, and pronunciation.

2. Thorough knowledge of English grammar, spelling and punctuation.

3. Be able to compose letters, prepare reports, write complete sentences and use proper punctuation.

OTHER SPECIAL REQUIREMENTS:

1. Must possess or acquire prior to employment a valid driver's license. If applicable, must acquire a valid MI Driver's License within sixty (60) days of employment.

2. The willingness, ability, and desire to keep abreast of changing technology through attending seminars, enrollment/and active participation in one or more of the agencies/associations affiliated with local government.

3. Must pass a criminal background check, physical examination, drug screening, reference and employment history checks, and oral interviews.

ADDITIONAL EMPLOYMENT CRITERIA

The duties and responsibilities listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of work-related duties and responsibilities does not preclude them.

The position description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change. The individual employed by the City for this position is an "employee at will" and can be terminated from employment from the City at any time, with or without cause, with or without notice, within the terms and conditions as established by federal and state law, the City Code of Ordinances and the City Charter.

PRE-EMPLOYMENT/POST-OFFER REQUIREMENTS

Any offer of employment is contingent upon taking and passing a criminal background check, physical examination, drug screening, reference and employment history checks, and oral interviews. Any offer of employment is also contingent upon successfully passing an interview process.

Applicants who refuse to submit to testing or who do not pass all tests or provide required documents will not be hired or retained in employment.

CREATED/UPDATED

On _____, by _____

Administrative approval by: _____

CERTIFICATION THAT THE EMPLOYEE HAS RECEIVED AND AGREES TO THE TERMS AND CONDITIONS OF THIS POSITION DESCRIPTION

_____
Employee Name (Print)

_____ _____
Employee Signature Date

CITY CLERK
POSITION DESCRIPTION

POSITION:

TITLE: City Clerk
PAY STATUS: Full-Time Salaried Position
EMPLOYMENT STATUS: At-Will
FLSA STATUS: Exempt

REPORTS TO:

City Manager or his/her designee.

PURPOSE OF THE POSITION:

Under the general supervision of the City Council and City Manager, conducts elections, maintains all official City records, documents, and ordinances, and supervises voter registration.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Serves as official custodian for the safekeeping and management of all City records and papers, including all actions of the City Council, ordinances, and licenses. Indexes, files, and otherwise maintains complex record keeping systems for all official City documents.

2. Oversees the registration of voters, the preparation of voter identification cards, and the maintenance of voter records.

3. Conducts all elections held in the City according to established procedures, records and verifies results. Prepares legal notices, absentee ballots, and voting equipment.

4. Prepares agenda items, takes meeting minutes and maintains records for City Council, Planning Commission, Zoning Board of Appeals, and other boards and commissions as required. Oversees the publication of all legal notices as required by law.

5. Plans and organizes workloads and staff assignments. Oversees the hiring, training, supervision and evaluation of departmental employees and election workers.

6. Responds to citizen inquiries regarding election processes, Council or board meeting issues, administrative policies and Freedom of Information requests.

7. Develops drafts of new ordinances, ordinance amendments and City policies for review. Recommends changes to City policies or operating practices as appropriate.

8. Researches and prepares reports on a variety of subjects.

9. Develops and administers the department's budget, plans for capital improvements, manages departmental inventory and purchasing, and oversees equipment maintenance.

10. Assists the Finance Department as needed.

11. Become familiar with duties and responsibilities of specific office personnel, as assigned by the City, to be able to perform the functions of the office personnel in their absence.

12. Become familiar with duties and responsibilities of office personnel in general and, when required, perform the general duties of other office personnel.

13. Keeps abreast of professional developments and technological advances in finance and treasury through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.

14. Works cooperatively with other City Hall employees as one member of an administrative team. Answers phones, responds to inquiries, takes complaints, routes messages and voicemails, works the front counter and performs other administrative tasks pertaining to serving the public.

15. Performs related work as required.

TO DO THIS TYPE OF WORK, YOU MUST BE ABLE TO:

Meet the following criteria: minimum qualifications, physical demands, environmental conditions, language skills, education, vocational preparation, and/or experience requirements that may be needed to perform successfully the tasks described within this position description.

MINIMUM QUALIFICATIONS:

- Experience requirements include five years of progressively more responsible experience in office management or related field, preferably in a municipal setting.

- Thorough knowledge of the laws, ordinances and related legislation pertaining to records management, elections, voter registration, and issuance of permits and licenses.

- Thorough knowledge of modern office procedures and practices, and skill in applying them.

- Good knowledge of the City Charter, related ordinances, and the policies, procedures, and regulations governing municipal government.

- Good knowledge of the structure of municipal government and the functions of various departments.

- Skill in preparing, maintaining and updating records and documents.
- Skill in operating basic office equipment including computers with word processing and specialized software.
- Ability to establish effective working relationships and use good judgement, initiative and resourcefulness when dealing with citizens, elected officials, employees, other governmental agencies and municipal professionals.
- Ability to effectively communicate and present ideas and concepts orally and in writing, and to work effectively under stress and changes in work priorities.
- Ability to attend meetings scheduled at night or at times other than regular business hours, and skill in recording meeting minutes.
- Ability to maintain complex record-keeping systems and prepare comprehensive reports.
- Ability to train and supervise the work of others.

TOTAL EDUCATION, VOCATIONAL PREPARATION, AND/OR EXPERIENCE REQUIREMENTS:

1. Graduation from an accredited four-year college or university with a degree in public administration or a closely related field; and

2. Two years experience in the field; or

3. At the City's discretion any equivalent combination of education and experience, with additional education or experience substituting on a year for year basis for the required education or experience.

PHYSICAL DEMANDS:

The following demands are representative of the physical requirements necessary to perform the various duties and responsibilities of this position.

1. Work is performed predominately in an office setting. Hand-eye coordination is necessary to operate computers and various pieces of office equipment.

2. While performing the duties of this job, the employee is frequently required to walk, sit, stand, talk and hear.

3. The employee is occasionally required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms.

4. The employee is occasionally required to climb or balance, stoop, kneel, crouch or crawl.

5. The employee must occasionally lift and/or move up to 30 pounds

6. Specific vision abilities required include close and distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

7. The Employee must be able and willing to work irregular and/or extra hours, as required.

ENVIRONMENTAL CONDITIONS:

The work environment characteristics described here are representative of the conditions an employee encounters while performing the essential functions of this job.

1. The noise level in the work environment is typically of normal conversation amplitude.

LANGUAGE SKILLS:

1. Must have developed language skills to the extent of being able to communicate effectively with co-workers and the general public; read instructions, rules, etc.; and be capable to look up unfamiliar words in a dictionary for meaning, spelling, and pronunciation.

2. Thorough knowledge of English grammar, spelling and punctuation.

3. Be able to compose letters, prepare reports, write complete sentences and use proper punctuation.

OTHER SPECIAL REQUIREMENTS:

1. Must possess or acquire prior to employment a valid driver's license. If applicable, must acquire a valid MI Driver's License within sixty (60) days of employment.

2. The willingness, ability, and desire to keep abreast of changing technology through attending seminars, enrollment/and active participation in one or more of the agencies/associations affiliated with local government.

3. Must pass a criminal background check, physical examination, drug screening, reference and employment history checks, and oral interviews.

ADDITIONAL EMPLOYMENT CRITERIA

The duties and responsibilities listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of work-related duties and responsibilities does not preclude them.

The position description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change. The individual employed by the City for this position is an "employee at will" and can be terminated from employment from the City at any time, with or without cause, with or without notice, within the terms and conditions as established by federal and state law, the City Code of Ordinances and the City Charter.

PRE-EMPLOYMENT/POST-OFFER REQUIREMENTS

Any offer of employment is contingent upon taking and passing a criminal background check, physical examination, drug screening, reference and employment history checks, and oral interviews. Any offer of employment is also contingent upon successfully passing an interview process.

Applicants who refuse to submit to testing or who do not pass all tests or provide required documents will not be hired or retained in employment.

CREATED/UPDATED

On _____, by _____

Administrative approval by: _____

CERTIFICATION THAT THE EMPLOYEE HAS RECEIVED AND AGREES TO THE TERMS AND CONDITIONS OF THIS POSITION DESCRIPTION

_____
Employee Name (Print)

_____ _____
Employee Signature Date

ASSISTANT CITY MANAGER
POSITION DESCRIPTION

POSITION:

TITLE: Assistant City Manager
PAY STATUS: Full-Time Salaried Position
EMPLOYMENT STATUS: At-Will
FLSA STATUS: Exempt

REPORTS TO:

City Manager or his/her designee.

PURPOSE OF THE POSITION:

This is a highly responsible leadership position involving supervisory, administrative, technical and professional work. The position is responsible for initiating, analyzing and coordinating activities pertaining to communication and the general management of the City in support of and under the general direction of the City Manager. This position will consult with the City Manager and the policy making bodies on an on-going basis, but must exercise considerable initiative, judgment and technical skill in performing assignments independently.

The appointee interacts in a consistently pleasant and helpful manner with fellow employees, visitors, business owners, potential business owners, outside agencies and citizens of the City and demonstrates the highest standards of internal and external customer service.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Responsible for implementing the City communication strategy, including but not limited to management of the City's print, digital and video communications to create a consistent and effective message.

2. Assists the City Manager in the day-to-day management activities of the City.

3. Responsible for human resources activities of the City, including by not limited to maintaining employee personnel files, recruiting, interviewing and on-boarding new employees, administering contracts for employee benefits and other human resources related duties.

4. Responsible for centralizing purchasing services of the City, included but not limited to drafting and soliciting sealed bids. In coordination with the City Clerk, open and report bid resultants and facilitate final signature of contracts.

5. Maintain a list of professional and contracted services and administer a consistent review and bid strategy for professional and contracted services.

6. Manage the technology needs of the City, including any contracts for consulting, hardware or software.

7. Promotes City initiatives by presenting to local, regional, state and federal organizations; develops positive relationships with intergovernmental agencies; serves on relevant local, regional and state boards and commissions.

8. Responsible for the coordination of various City departments and development of strategies to assure the highest level of customer service for residents and businesses.

9. As assigned, manage and direct City employees and serve in the capacity of the City Manager when the City Manager is unavailable. Represents the City Manager and/or City in various meetings with federal, state and local agencies.

10. Responds to requests for information from the City Manager, City Council, boards, commissions, outside agencies and residents. Conduct research for the drafting of ordinances, resolutions, notices and other official city matters.

11. Manages various confidential documents and records pertaining to City affairs.

12. Establishes and maintains effective working relationships with elected officials, staff, community organizations, other agencies and the general public.

13. Complies with and enforces all City policies and procedures. Performs all duties in accordance with safety policies and procedures, work rules and regulations and security standards as established.

14. Become familiar with duties and responsibilities of specific office personnel, as assigned by the City, to be able to perform the functions of the office personnel in their absence.

15. Become familiar with duties and responsibilities of office personnel in general and, when required, perform the general duties of other office personnel.

16. Keeps abreast of professional developments and technological advances in finance and treasury through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.

17. Works cooperatively with other City Hall employees as one member of an administrative team. Answers phones, responds to inquiries, takes complaints, routes messages and voicemails, works the front counter and performs other administrative tasks pertaining to serving the public.

18. Performs related work as required.

TO DO THIS TYPE OF WORK, YOU MUST BE ABLE TO:

Meet the following criteria: minimum qualifications, physical demands, environmental conditions, language skills, education, vocational preparation, and/or experience requirements that may be needed to perform successfully the tasks described within this position description.

MINIMUM QUALIFICATIONS:

1. Possess general knowledge of the theories and principles of effective public administration and have the ability to quickly grasp specific local government functions, practices and organization.

2. Communicate effectively with co-workers and with the public.

3. Organize work, develop effective work methods and maintain harmonious working relationships.

4. Ability to prepare accurate written reports and meet firm deadlines.

5. Ability to assemble multifaceted programs and funding to achieve goals.

6. Skill in the use and maintenance of automated office equipment, including computers and related software.

7. Ability to effectively communicate, understand instructions and follow directions.

8. Ability to work effectively under stress, changes in work priorities, with frequent interruptions and in emergencies.

9. Must be careful, orderly and detail-oriented in order to avoid making errors and recognize errors made by others.

10. Possess advanced knowledge and experience with PC applications and operating systems, such as Windows and Microsoft Office applications, including but not limited to Word, Excel, and Outlook.

11. Possess general knowledge of web based programs and GIS applications.

TOTAL EDUCATION, VOCATIONAL PREPARATION, AND/OR EXPERIENCE REQUIREMENTS:

1. Graduation from an accredited four-year college or university with a degree in public administration, business administration, or a closely related field; and

2. Two years experience in the field; or

3. At the City's discretion any equivalent combination of education and experience, with additional education or experience substituting on a year for year basis for the required education or experience.

4. Masters degree preferred.

PHYSICAL DEMANDS:

The following demands are representative of the physical requirements necessary to perform the various duties and responsibilities of this position.

1. Work is performed primarily in an office setting. Performs assigned work with dexterity. While performing the duties of this job, the employee is frequently required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crouch, or crawl.

2. The employee is required to walk and stand, as well as sit, talk, and hear.

3. The employee must occasionally lift and/or move up to 25 pounds.

4. Specific vision abilities required include close and distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

5. The employee must be able and willing to work irregular and/or extra hours, as required.

ENVIRONMENTAL CONDITIONS:

The work environment characteristics described here are representative of the conditions an employee encounters while performing the essential functions of this job.

1. The noise level in the work environment is usually quiet to moderate.

2. Employee is responsible to use all safety equipment properly as prescribed by the City.

LANGUAGE SKILLS:

1. Must have excellent communications skills in English.

2. Must have thorough knowledge of English grammar, spelling and punctuation and must be able to write sentences, complete forms, prepare professional written correspondence and prepare reports.

3. Must be able to conduct phone and face-to-face communications, meet with the public and present information in a professional manner.

OTHER SPECIAL REQUIREMENTS:

1. Must possess or acquire prior to employment a valid driver's license. If applicable, must acquire a valid MI Driver's License within sixty (60) days of employment.

2. The willingness, ability, and desire to keep abreast of changing technology through attending seminars, enrollment/and active participation in one or more of the agencies/associations affiliated with local government.

3. Must pass a criminal background check, physical examination, drug screening, reference and employment history checks, and oral interviews.

ADDITIONAL EMPLOYMENT CRITERIA

The duties and responsibilities listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of work-related duties and responsibilities does not preclude them.

The position description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change. The individual employed by the City for this position is an "employee at will" and can be terminated from employment from the City at any time, with or without cause, with or without notice, within the terms and conditions as established by federal and state law, the City Code of Ordinances and the City Charter.

PRE-EMPLOYMENT/POST-OFFER REQUIREMENTS

Any offer of employment is contingent upon taking and passing a criminal background check, physical examination, drug screening, reference and employment history checks, and oral interviews. Any offer of employment is also contingent upon successfully passing an interview process.

Applicants who refuse to submit to testing or who do not pass all tests or provide required documents will not be hired or retained in employment.

CREATED/UPDATED

On _____, by _____

Administrative approval by: _____

CERTIFICATION THAT THE EMPLOYEE HAS RECEIVED AND AGREES TO THE TERMS AND CONDITIONS OF THIS POSITION DESCRIPTION

_____
Employee Name (Print)

_____ _____
Employee Signature Date

DIRECTOR OF COMMUNITY DEVELOPMENT
POSITION DESCRIPTION

POSITION:

TITLE: Director of Community Development
PAY STATUS: Full-Time Salaried Position
EMPLOYMENT STATUS: At-Will
FLSA STATUS: Exempt

REPORTS TO:

City Manager or his/her designee.

PURPOSE OF THE POSITION:

This is a highly responsible leadership position involving supervisory, administrative, technical and professional work. The position is responsible for initiating, analyzing and coordinating activities pertaining to economic and community development under the general direction of the City Manager. This position will consult with the City Manager and the policy making bodies on an on-going basis, but must exercise considerable initiative, judgment and technical skill in performing assignments independently.

The appointee interacts in a consistently pleasant and helpful manner with fellow employees, visitors, business owners, potential business owners, outside agencies and citizens of the City and demonstrates the highest standards of internal and external customer service.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Responsible for planning, building inspection and code enforcement, including management of employees and administration of professional services contracts.

2. Responsible for implementing the City economic development strategy.

3. Responsible for coordinating with other governmental and community organizations to develop and promote the downtown area and other areas of the City to all business sectors.

4. Provide recommendations for economic and community development related policy, strategy and implementation to the City Manager for consideration by policy setting bodies of the City.

5. Responsible for developing and promoting business development; and actively engage in business retention and recruitment activities for all business sectors.

6. Promotes City initiatives by presenting to local, regional, state and federal organizations; develops positive relationships with intergovernmental agencies; serves on relevant local, regional and state boards and commissions.

7. Attend regularly scheduled and special evening meetings with various City and outside boards, commissions and agencies.

8. Coordinates the development and implementation of infrastructure plans, economic development plans, land use plans, utility service plans, housing plans, transportation plans, park plans, solid waste plans or other plans and codes to meet the City's needs.

9. Coordinate infrastructure projects related to economic development, including working directly with City employees, consultants and contractors.

10. Responsible for the coordination of various City departments and development of strategies to assure the highest level of customer service for residents and businesses.

11. Facilitate or provide community and economic development educational programming for the City.

12. Facilitate the evaluation of and make recommendations on land use proposals to insure compliance with applicable City, State or Federal laws and evaluate proposals' development impact as they relate to the adopted plans of the City.

13. Coordinates and participates in the search and development of new community revenue sources; applies for grants and loans for on-going and special projects; manages the budget and budget and compliance requirements of grants and loans.

14. Assures assigned areas of responsibility are performed within budget; performs cost control activities; monitors revenues and expenditures in assigned area to assure sound fiscal control; prepares annual budget requests; assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.

15. Responds to requests for information from the City Manager, City Council, boards, commissions, outside agencies and residents. Conduct research for the drafting of ordinances, resolutions, notices and other official city matters.

16. Responds courteously and tactfully to the public in answering questions, explaining City and department policies, and handling complaints. Resolves complex and sensitive customer service issues, either personally, by telephone or in writing.

17. Manages various confidential documents and records pertaining to City affairs.

18. Establishes and maintains effective working relationships with elected officials, staff, community organizations, other agencies and the general public.

19. Complies with and enforces all City policies and procedures. Performs all duties in accordance with safety policies and procedures, work rules and regulations and security standards as established.

20. Keeps abreast of professional developments and technological advances in finance and treasury through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.

21. Works cooperatively with other City Hall employees as one member of an administrative team. Answers phones, responds to inquiries, takes complaints, routes messages and voicemails, works the front counter and performs other administrative tasks pertaining to serving the public.

22. Performs related work as required.

TO DO THIS TYPE OF WORK, YOU MUST BE ABLE TO:

Meet the following criteria: minimum qualifications, physical demands, environmental conditions, language skills, education, vocational preparation, and/or experience requirements that may be needed to perform successfully the tasks described within this position description.

MINIMUM QUALIFICATIONS:

1. Possess general knowledge of the theories and principles of effective public administration and have the ability to quickly grasp specific local government functions, practices and organization.

2. Possess working knowledge of local, regional and state economic development agencies and programs.

3. Possess working knowledge of state and federal laws, regulations, policies and principles of economic and community development.

4. Possess general knowledge of urban planning and redevelopment; possess general knowledge of methods and principles of redevelopment.

5. Communicate effectively with co-workers and with the public.

6. Organize work, develop effective work methods and maintain harmonious working relationships.

7. Ability to prepare accurate written reports and meet firm deadlines.

8. Ability to assemble multifaceted programs and funding to achieve goals.

9. Skill in the use and maintenance of automated office equipment, including computers and related software.

10. Ability to effectively communicate, understand instructions and follow directions.

11. Ability to work effectively under stress, changes in work priorities, with frequent interruptions and in emergencies.

12. Must be careful, orderly and detail-oriented in order to avoid making errors and recognize errors made by others.

13. Possess advanced knowledge and experience with PC applications and operating systems, such as Windows and Microsoft Office applications, including but not limited to Word, Excel, and Outlook.

14. Possess general knowledge of web based programs and GIS applications.

TOTAL EDUCATION, VOCATIONAL PREPARATION, AND/OR EXPERIENCE REQUIREMENTS:

1. Graduation from an accredited four-year college or university with a degree in public administration, business administration, planning, economics or a closely related field; and

2. Two years experience in the field; or

3. At the City's discretion any equivalent combination of education and experience, with additional education or experience substituting on a year for year basis for the required education or experience.

4. Masters degree preferred.

PHYSICAL DEMANDS:

The following demands are representative of the physical requirements necessary to perform the various duties and responsibilities of this position.

1. Work is performed primarily in an office setting. Performs assigned work with dexterity. While performing the duties of this job, the employee is frequently required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crouch, or crawl.

2. The employee is required to walk and stand, as well as sit, talk, and hear.

3. The employee must occasionally lift and/or move up to 25 pounds.

4. Specific vision abilities required include close and distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

5. The employee must be able and willing to work irregular and/or extra hours, as required.

ENVIRONMENTAL CONDITIONS:

The work environment characteristics described here are representative of the conditions an employee encounters while performing the essential functions of this job.

1. The noise level in the work environment is usually quiet to moderate.

2. Employee is responsible to use all safety equipment properly as prescribed by the City.

LANGUAGE SKILLS:

1. Must have excellent communications skills in English.

2. Must have thorough knowledge of English grammar, spelling and punctuation and must be able to write sentences, complete forms, prepare professional written correspondence and prepare reports.

3. Must be able to conduct phone and face-to-face communications, meet with the public and present information in a professional manner.

OTHER SPECIAL REQUIREMENTS:

1. Must possess or acquire prior to employment a valid driver's license. If applicable, must acquire a valid MI Driver's License within sixty (60) days of employment.

2. The willingness, ability, and desire to keep abreast of changing technology through attending seminars, enrollment/and active participation in one or more of the agencies/associations affiliated with local government.

3. Must pass a criminal background check, physical examination, drug screening, reference and employment history checks, and oral interviews.

ADDITIONAL EMPLOYMENT CRITERIA

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PRE-EMPLOYMENT/POST-OFFER REQUIREMENTS

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Applicants who refuse to submit to testing or who do not pass all tests or provide required documents will not be hired or retained in employment.

CREATED/UPDATED

On _____, by _____

Administrative approval by: _____

CERTIFICATION THAT THE EMPLOYEE HAS RECEIVED AND AGREES TO THE TERMS AND CONDITIONS OF THIS POSITION DESCRIPTION

_____
Employee Name (Print)

_____ _____
Employee Signature Date

G. PASER Rating System

Report Filter

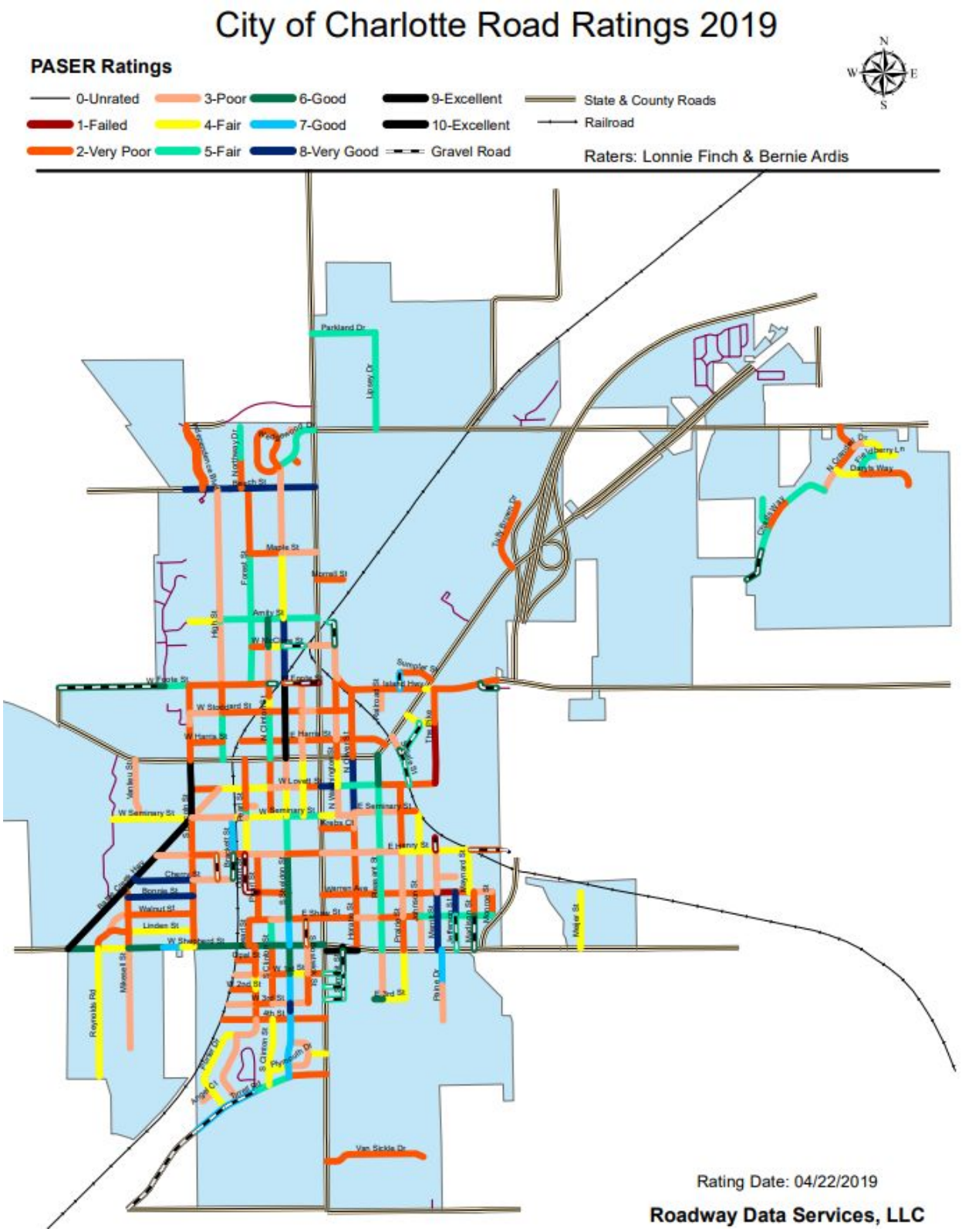
Field Name	Operator	Value(s)
Last Surface Rating	=	1-Failed or 2-Very Poor or 3-Poor or 4-Fair or 5-Fair or 6-Good or 7-Good or 8-Very Good or 9-Excellent or 10-Excellent or 0-Not Rated
Maintained By	=	Yes
Legal System	=	5-City Minor or 4-City Major

PASER report definition from Charlotte

Ranking	Condition	Appearance	Maintenance Needed
9-10	Excellent	Like new	None
8	Very Good	No longitudinal cracks, all cracks sealed or tight	Little or no maintenance required
6-7	Good	Minor cracks and traffic wear	Routine maintenance such as crack filling and sealcoating
4-5	Fair	Larger cracks, loss of surface asphalt and noticeable wear on the asphalt	Patching and surface overlay
3	Poor	Substantial cracking, patches in poor condition, potholes and surface distortion	Mill and resurface or total reconstruction
2	Very Poor	Severe cracking and distortion, numerous potholes with patches in poor condition	Total reconstruction with extensive repair to the road's base
1	Failed	Extensive loss of road's integrity	Road needs to be rebuilt from scratch

Graphic from: https://www.infrastructureusa.org/

H. PASER Map of Charlotte Streets



Quick Links:

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McGINTY, HITCH, PERSON, ANDERSON & REVORE, P.C.

MEMORANDUM

TO: Charlotte City Council

FROM: Thomas M. Hitch, City Attorney

RE: CITY ATTORNEY REPORT

DATE: January 12, 2023

The following is my report to the City Council on issues in which our office has been engaged since the last Council meeting:

1. Bruch v Charlotte, Small Claims Tax Appeal. Mr. Bruch has reached out to me and indicated that he will be filing a Motion to Adjourn so that he can retain an attorney. I have conferred with the City Assessor and we have no objection, as in my experience, it is much easier to deal with an attorney knowledgeable in tax matters than it is with someone who is not.

The hearing is scheduled for next Tuesday and I have advised Mr. Bruch that it is his obligation, if he wants an adjournment, to make the request. I do not know whether the Tax Tribunal will grant such a request at this late date but will keep the Council apprised.

2. Fire Department Memorandum of Understanding. I am reviewing a proposed Memorandum of Understanding with the five neighboring fire departments regarding a grant application to obtain additional equipment for fire protection. In addition, I am reviewing suggested changes as it relates to my original Memorandum of Understanding relating to the purchase of two fire trucks utilizing grant money the City received from the State of Michigan.

3. Conversations with the City Manager. From time to time, I continue to have conversations with the City Manager regarding a variety of City matters.

TMH:cf

THE CITY OF CHARLOTTE MICHIGAN

Manager's Report
January 17, 2023 Council Meeting

City Hall Holiday Closures – January
City Hall will be closed on Monday, January 16th in observance of Martin Luther King Jr Day.

Emergency services are always available: Police and Fire dial 9-1-1 or DPW dial 517-543-8874. Payments can be made via drop box at the front lobby or rear parking lot or online at www.charlottemi.org. Reminder: both regular Council meetings in January will be held on Tuesday due to holiday observances.

December and YTD Revenue and Expense report
Finance Director/Treasurer Smith has prepared the monthly/YTD revenue and expense report for month ending December 31st. A copy is attached. Please let Mr. Smith or me know if you have any questions.

Christmas Light Recycling Collection
From December 1st through January 31st, you can recycle your holiday lights at CARA. LED or non-LED string lights are accepted, please no other electronics or lights.

City Project Updates
City Hall Keyless Entry Project: The contractor has let us know that they are still experiencing delays in supply chain and are unable to get all the hardware required at this time. They are slated to begin work the week of January 16th to pull wires and other preparations that can be done ahead of the required materials being delivered.

Water Rate Study: City Staff had a meeting with the consultant in December to finalize financial data and discuss policy/ordinance changes. Based on the data and discussion, the consultant is finalizing the water rate study, including analysis of comparable communities, and preparing recommendations for any updates to policy and ordinance amendments. We are on-target to present the results of the study and recommendations in February.

Website Redesign Project: City staff is working on a comprehensive content review to ensure the new site has the most up-to-date content. We are also finalizing a public input survey and will be posting that survey the week of January 17th to get end-user feedback.

Council Chambers A/V Update: I am working with the IT team to put together a comprehensive

plan to update the city's video and streaming system for Council meetings. I expect that we will be moving forward in the next few weeks with equipment purchase and subsequent updates.

Safe Routes to Schools: This project was bid this month and MDOT/City staff are reviewing the proposals to make a recommendation to Council for approval.

Hall/Washington/McClure: This project is being bid through MDOT in February and we expect construction to commence this spring.

Island Highway: This project is technically an Eaton County Drain Commission project, but we are partner agencies. It is being bid in February and we expect construction to commence this spring.

Winter Snow Reminders

During the winter months, keeping roads and sidewalks safe for pedestrians and motorists requires everyone to help. Please keep in mind some tips when we have snow and ice conditions:

- The City has adopted an ordinance that requires property owners keep sidewalks clear of ice and snow. Property owners are required to clear the sidewalks within 48hrs of a snow or ice event. This helps ensure pedestrians, including those with mobility challenges and children have safe passage away from the roadway.
- The streets in the city are plowed by City, ECRC, and MDOT crews, depending on jurisdiction. Please do not push, blow, plow, throw or otherwise place the snow in the street; doing so creates a traffic hazard.
- If there is a hydrant in front of your home or business, please keep it cleared throughout the winter.

Email Utility Billing Feature Now Available

Interested persons can now sign up for emailed billing of their quarterly utility bill. Please complete the form on the backside of your utility bill and return it to City Hall, in-person or drop-box, or you can sign up online at www.charlottemi.org/email-utility-bill-form/ Any person with questions or who needs to update their utility billing account, please contact UB Clerk Mikayla by phone at 517-543-8841 or email mdensmore@charlottemi.org.

General information about utility billing can be found on the city's website here: http://www.charlottemi.org/serviceadministration/finance/utility-information/ and you can check your utility billing information anytime online here: www.bsaonline.com

RAVE Alerts – Water Utility Bill Notification Feature

The City participates in RAVE Alerts which provides alert notifications to participants via voice, email, text, and posts to social media. We have expanded the service options to include

targeted text and email messaging for quarterly utility billing. We will send out a notice to registered users when we send out the bills for their cycle area. This alert will notify them the bill has been mailed and provide other billing related information. If you're already registered for alerts, make sure your address information is up-to-date. There are several ways to register: Text CHARLOTTE to 67283; Download the Smart911 app; or Register for a free and secure safety profile online at Smart911.com.

Volunteer Opportunities

The City has open opportunities for citizens to participate in their local government. We are seeking volunteers to serve on the Camp Frances Board and the Board of Review. Want to know more? Visit our website for more information on the Board of Review here: https://www.charlottemi.org/councilboards/board-of-review/ and Camp Frances here: https://www.charlottemi.org/councilboards/camp-frances-board-of-directors/

Interested persons can fill out an application to serve here: https://www.charlottemi.org/councilboards/boards-commissions/board-and-commission-application/

Assistance Programs

For persons who may be facing financial difficulties with utilities, mortgage/rent, or other hardships, there are a number of assistance programs available. More information can be found on the city's website: https://www.charlottemi.org/assistance-programs-available/

Persons who are struggling can also dial 9-8-8 for crises and mental health support counseling services.

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 101 - GENERAL FUND						
Revenues						
Dept 000.000						
101-000.000-411.000	CURRENT PROPERTY TAXES	3,408,900.00	3,369,299.86	9,642.44	39,600.14	98.84
101-000.000-411.100	YARD WASTE PROPERTY TAX	43,385.00	21,595.02	17.89	21,789.98	49.78
101-000.000-412.000	TRAILER PARK TAXES	5,000.00	2,868.00	477.00	2,132.00	57.36
101-000.000-413.000	TAXES - COLLECTION FEES	126,000.00	96,042.46	5,312.53	29,957.54	76.22
101-000.000-414.000	TAXES - INTEREST & PENALTIES	7,000.00	0.00	0.00	7,000.00	0.00
101-000.000-425.000	BUILDING PERMITS	20.00	30.00	0.00	(10.00)	150.00
101-000.000-429.000	OTHER PERMITS & FEES	750.00	295.00	100.00	455.00	39.33
101-000.000-432.000	LIQUOR LICENSE	10,970.00	10,959.85	0.00	10.15	99.91
101-000.000-433.000	STATE REV SHARING-SALES TAX	994,165.00	415,356.00	202,730.00	578,809.00	41.78
101-000.000-441.000	LOCAL COMM STBLZTN SHARE TAX	191,525.00	209,459.97	0.00	(17,934.97)	109.36
101-000.000-443.000	CABLE FRANCHISE FEES	38,000.00	15,228.79	0.00	22,771.21	40.08
101-000.000-447.000	ACCIDENT, FOIA, COPIES	3,500.00	1,597.74	265.15	1,902.26	45.65
101-000.000-450.000	SCHOOL PARTICIPATION REIMB.	35,000.00	0.00	0.00	35,000.00	0.00
101-000.000-471.000	PARKING FINES	4,750.00	1,780.00	370.00	2,970.00	37.47
101-000.000-472.000	DISTRICT COURT FINES	5,500.00	4,043.73	1,662.21	1,456.27	73.52
101-000.000-473.000	CIVIL INFRACTIONS	0.00	405.00	0.00	(405.00)	100.00
101-000.000-501.000	INTEREST INCOME	2,175.00	27,464.84	6,967.07	(25,289.84)	1,262.75
101-000.000-528.000	FEDERAL GRANTS - OTHER	477,635.00	0.00	0.00	477,635.00	0.00
101-000.000-593.000	RENT EARNED-CITY PROPERTY	1,000.00	200.00	40.00	800.00	20.00
101-000.000-594.000	GAIN/LOSS ON SALE OF ASSETS	0.00	11,922.50	0.00	(11,922.50)	100.00
101-000.000-596.000	SUNDRY REVENUE	85,180.00	61,820.66	(645.47)	23,359.34	72.58
101-000.000-600.000	REIMBURSEMENTS	0.00	21.38	0.00	(21.38)	100.00
101-000.000-602.000	CONTRIBUTIONS FROM RETIREES	5,665.00	345.80	0.00	5,319.20	6.10
101-000.000-603.000	CONTRIBUTIONS FROM OTHERS	0.00	2,000.00	0.00	(2,000.00)	100.00
101-000.000-605.510	CONTRIBUTION FROM W & S FUND	350,000.00	174,996.00	29,166.00	175,004.00	50.00
101-000.000-628.000	RENTAL REGISTRATION FEE	5,000.00	14,750.00	550.00	(9,750.00)	295.00
Total Dept 000.000		5,801,120.00	4,442,482.60	256,654.82	1,358,637.40	76.58
TOTAL REVENUES		5,801,120.00	4,442,482.60	256,654.82	1,358,637.40	76.58
Expenditures						
Dept 000.000						
101-000.000-999.999	ADDED FOR CR RECEIPT - EXRMB	0.00	(4,882.03)	(1,391.71)	4,882.03	100.00
Total Dept 000.000		0.00	(4,882.03)	(1,391.71)	4,882.03	100.00
Dept 100.000 - MAYOR, CITY COUCIL & BOARDS						
101-100.000-708.000	COUNCIL COMPENSATION	16,500.00	5,286.66	710.00	11,213.34	32.04
101-100.000-721.000	FICA/MEDICARE - CITY SHARE	1,300.00	404.43	54.32	895.57	31.11
101-100.000-735.000	DUES & SUBSCRIPTIONS	5,300.00	95.00	95.00	5,205.00	1.79
101-100.000-748.000	CONFERENCES & TRAINING	500.00	1,488.74	0.00	(988.74)	297.75
101-100.000-972.000	MISCELLANEOUS	277,635.00	0.45	0.00	277,634.55	0.00
Total Dept 100.000 - MAYOR, CITY COUCIL & BOARDS		301,235.00	7,275.28	859.32	293,959.72	2.42
Dept 150.000 - CITY MANAGER						
101-150.000-703.000	ADMINSTRATIVE SALARIES	90,000.00	40,267.60	7,699.03	49,732.40	44.74
101-150.000-704.200	HOLIDAY COMPENSATION	4,710.00	2,213.75	1,176.93	2,496.25	47.00
101-150.000-710.000	COMPENSATED ABSENCES	10,100.00	7,117.59	2,893.28	2,982.41	70.47
101-150.000-721.000	FICA/MEDICARE - CITY SHARE	8,020.00	3,604.93	852.83	4,415.07	44.95

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Fund 101 - GENERAL FUND						
Expenditures						
101-150.000-723.000	VISION CARE	665.00	153.25	0.00	511.75	23.05
101-150.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	555.00	293.56	0.00	261.44	52.89
101-150.000-725.604	DENTAL & HEALTH BENEFITS	17,785.00	10,816.95	1,942.79	6,968.05	60.82
101-150.000-728.000	RETIREMENT PLANS (CITY SHARE)	10,900.00	4,959.92	1,176.93	5,940.08	45.50
101-150.000-731.000	MATERIALS & SUPPLIES	200.00	0.00	0.00	200.00	0.00
101-150.000-732.000	POSTAGE	200.00	184.93	15.77	15.07	92.47
101-150.000-735.000	DUES & SUBSCRIPTIONS	1,200.00	0.00	0.00	1,200.00	0.00
101-150.000-737.000	PRINTING & PUBLISHING	200.00	0.00	0.00	200.00	0.00
101-150.000-744.000	TELEPHONE & INTERNET	7,540.00	3,730.55	583.02	3,809.45	49.48
101-150.000-746.000	PROFESSIONAL SERVICES	100,000.00	23,257.80	3,873.73	76,742.20	23.26
101-150.000-747.000	INSURANCE & BONDS	25.00	0.00	0.00	25.00	0.00
101-150.000-748.000	CONFERENCES & TRAINING	1,000.00	1,688.00	0.00	(688.00)	168.80
101-150.000-972.000	MISCELLANEOUS	150,000.00	10.36	0.00	149,989.64	0.01
Total Dept 150.000 - CITY MANAGER		403,100.00	98,299.19	20,214.31	304,800.81	24.39
Dept 200.000 - CITY CLERK						
101-200.000-703.000	ADMINSTRATIVE SALARIES	58,905.00	29,238.48	6,853.12	29,666.52	49.64
101-200.000-704.000	STAFF WAGES	46,230.00	22,484.09	5,096.39	23,745.91	48.64
101-200.000-704.100	STAFF - OVERTIME	1,530.00	2,203.40	120.17	(673.40)	144.01
101-200.000-704.200	HOLIDAY COMPENSATION	5,500.00	2,549.23	1,356.60	2,950.77	46.35
101-200.000-706.000	CITY LABOR - DPW	255.00	0.00	0.00	255.00	0.00
101-200.000-710.000	COMPENSATED ABSENCES	6,750.00	2,850.38	253.73	3,899.62	42.23
101-200.000-711.000	LONGEVITY	1,005.00	1,025.44	0.00	(20.44)	102.03
101-200.000-719.000	CLOTHING ALLOWANCE	1,000.00	125.00	0.00	875.00	12.50
101-200.000-721.000	FICA/MEDICARE - CITY SHARE	9,195.00	4,523.18	1,018.56	4,671.82	49.19
101-200.000-723.000	VISION CARE	770.00	189.80	0.00	580.20	24.65
101-200.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	995.00	1,679.07	1,305.05	(684.07)	168.75
101-200.000-725.603	RETIREMENT HEALTH BENEFITS	9,000.00	4,332.46	751.68	4,667.54	48.14
101-200.000-725.604	DENTAL & HEALTH BENEFITS	36,400.00	22,138.64	3,976.19	14,261.36	60.82
101-200.000-728.000	RETIREMENT PLANS (CITY SHARE)	21,800.00	15,680.17	2,760.69	6,119.83	71.93
101-200.000-731.000	MATERIALS & SUPPLIES	8,000.00	4,206.67	1,857.30	3,793.33	52.58
101-200.000-732.000	POSTAGE	4,000.00	308.24	26.29	3,691.76	7.71
101-200.000-735.000	DUES & SUBSCRIPTIONS	500.00	255.00	180.00	245.00	51.00
101-200.000-737.000	PRINTING & PUBLISHING	6,600.00	3,724.03	0.00	2,875.97	56.42
101-200.000-741.000	MAINTENANCE - EQ/BLDG/GRNDS	500.00	0.00	0.00	500.00	0.00
101-200.000-744.000	TELEPHONE & INTERNET	23,460.00	10,884.06	1,814.01	12,575.94	46.39
101-200.000-746.000	PROFESSIONAL SERVICES	15,000.00	7,756.05	0.00	7,243.95	51.71
101-200.000-747.000	INSURANCE & BONDS	130.00	0.00	0.00	130.00	0.00
101-200.000-748.000	CONFERENCES & TRAINING	3,000.00	0.00	0.00	3,000.00	0.00
101-200.000-749.000	CONTRACTUAL SERVICES	15,600.00	1,091.59	0.00	14,508.41	7.00
101-200.000-750.000	OTHER COMPENSATION	14,000.00	14,247.21	145.00	(247.21)	101.77
101-200.000-753.000	SPECIAL PURPOSE EXPENSES	5.00	0.00	(1,857.19)	5.00	0.00
101-200.000-851.000	MVP EQUIPMENT RENTAL	450.00	0.00	0.00	450.00	0.00
101-200.000-970.000	MILEAGE ALLOWANCE	200.00	0.00	0.00	200.00	0.00
101-200.000-972.000	MISCELLANEOUS	200.00	10.29	0.00	189.71	5.15
Total Dept 200.000 - CITY CLERK		290,980.00	151,502.48	25,657.59	139,477.52	52.07
Dept 210.000 - CITY ASSESSOR						
101-210.000-704.000	STAFF WAGES	38,505.00	20,214.74	4,639.45	18,290.26	52.50
101-210.000-704.200	HOLIDAY COMPENSATION	2,130.00	1,090.82	579.93	1,039.18	51.21
101-210.000-709.000	OTHER COMPENSATION	1,495.00	52.50	0.00	1,442.50	3.51
101-210.000-710.000	COMPENSATED ABSENCES	9,225.00	3,134.37	579.93	6,090.63	33.98

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Fund 101 - GENERAL FUND						
Expenditures						
101-210.000-711.000	LONGEVITY	1,500.00	1,500.00	0.00	0.00	100.00
101-210.000-721.000	FICA/MEDICARE - CITY SHARE	3,765.00	1,981.75	440.98	1,783.25	52.64
101-210.000-723.000	VISION CARE	235.00	79.56	0.00	155.44	33.86
101-210.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	515.00	133.22	0.00	381.78	25.87
101-210.000-725.604	DENTAL & HEALTH BENEFITS	15,600.00	9,487.99	1,704.08	6,112.01	60.82
101-210.000-728.000	RETIREMENT PLANS (CITY SHARE)	25,615.00	13,439.48	3,004.62	12,175.52	52.47
101-210.000-731.000	MATERIALS & SUPPLIES	740.00	16.59	0.00	723.41	2.24
101-210.000-732.000	POSTAGE	0.00	184.94	15.77	(184.94)	100.00
101-210.000-735.000	DUES & SUBSCRIPTIONS	500.00	270.00	0.00	230.00	54.00
101-210.000-737.000	PRINTING & PUBLISHING	3,000.00	0.00	0.00	3,000.00	0.00
101-210.000-744.000	TELEPHONE & INTERNET	6,700.00	3,108.42	518.07	3,591.58	46.39
101-210.000-748.000	CONFERENCES & TRAINING	820.00	297.50	0.00	522.50	36.28
101-210.000-749.000	CONTRACTUAL SERVICES	56,185.00	28,412.00	3,262.00	27,773.00	50.57
101-210.000-972.000	MISCELLANEOUS	0.00	10.29	0.00	(10.29)	100.00
Total Dept 210.000 - CITY ASSESSOR		166,530.00	83,414.17	14,744.83	83,115.83	50.09
Dept 220.000 - FINANCE & TREASURY						
101-220.000-703.000	ADMINSTRATIVE SALARIES	69,620.00	33,889.29	7,800.00	35,730.71	48.68
101-220.000-704.000	STAFF WAGES	65,000.00	24,442.75	8,160.50	40,557.25	37.60
101-220.000-704.100	STAFF - OVERTIME	510.00	13.66	0.00	496.34	2.68
101-220.000-704.200	HOLIDAY COMPENSATION	7,000.00	3,210.53	1,860.24	3,789.47	45.86
101-220.000-710.000	COMPENSATED ABSENCES	10,000.00	9,337.06	776.21	662.94	93.37
101-220.000-711.000	LONGEVITY	1,500.00	739.73	0.00	760.27	49.32
101-220.000-715.000	HEALTH REIMBURSEMENT	3,000.00	1,410.71	250.00	1,589.29	47.02
101-220.000-719.000	CLOTHING ALLOWANCE	1,000.00	0.00	0.00	1,000.00	0.00
101-220.000-721.000	FICA/MEDICARE - CITY SHARE	12,060.00	5,475.23	1,407.20	6,584.77	45.40
101-220.000-723.000	VISION CARE	415.00	209.25	0.00	205.75	50.42
101-220.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	1,030.00	325.22	0.00	704.78	31.57
101-220.000-725.604	DENTAL & HEALTH BENEFITS	31,200.00	18,975.99	3,408.16	12,224.01	60.82
101-220.000-728.000	RETIREMENT PLANS (CITY SHARE)	29,700.00	16,763.81	3,985.64	12,936.19	56.44
101-220.000-728.001	RETIREMENT HEALTH SAVINGS	6,000.00	0.00	0.00	6,000.00	0.00
101-220.000-731.000	MATERIALS & SUPPLIES	3,000.00	931.16	89.57	2,068.84	31.04
101-220.000-732.000	POSTAGE	5,000.00	1,953.97	26.29	3,046.03	39.08
101-220.000-735.000	DUES & SUBSCRIPTIONS	900.00	99.00	0.00	801.00	11.00
101-220.000-737.000	PRINTING & PUBLISHING	3,500.00	105.00	0.00	3,395.00	3.00
101-220.000-744.000	TELEPHONE & INTERNET	13,405.00	6,219.12	1,036.52	7,185.88	46.39
101-220.000-746.000	PROFESSIONAL SERVICES	70,000.00	70,372.59	4,300.00	(372.59)	100.53
101-220.000-747.000	INSURANCE & BONDS	43,725.00	0.00	0.00	43,725.00	0.00
101-220.000-748.000	CONFERENCES & TRAINING	1,000.00	0.00	0.00	1,000.00	0.00
101-220.000-749.000	CONTRACTUAL SERVICES	2,500.00	(103.02)	0.00	2,603.02	(4.12)
101-220.000-749.003	ANNEXATION TAX SHARING	75,625.00	56,333.12	0.00	19,291.88	74.49
101-220.000-864.000	CAPITAL OUTLAY - EQUIPMENT	1,000.00	0.00	0.00	1,000.00	0.00
101-220.000-972.000	MISCELLANEOUS	5,000.00	1,362.29	0.00	3,637.71	27.25
Total Dept 220.000 - FINANCE & TREASURY		462,690.00	252,066.46	33,100.33	210,623.54	54.48
Dept 221.000 - PAYROLL TO BE DISTRIBUTED						
101-221.000-719.000	CLOTHING ALLOWANCE	0.00	0.00	(200.00)	0.00	0.00
101-221.000-723.000	VISION CARE	0.00	0.00	(253.08)	0.00	0.00
Total Dept 221.000 - PAYROLL TO BE DISTRIBUTED		0.00	0.00	(453.08)	0.00	0.00

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Fund 101 - GENERAL FUND						
Expenditures						
Dept 230.000 - COMMUNITY DEVELOPMENT						
101-230.000-703.000	ADMINSTRATIVE SALARIES	60,820.00	30,516.18	7,308.91	30,303.82	50.17
101-230.000-704.000	STAFF WAGES	65,000.00	22,172.94	5,795.10	42,827.06	34.11
101-230.000-704.100	STAFF - OVERTIME	510.00	263.94	0.00	246.06	51.75
101-230.000-704.200	HOLIDAY COMPENSATION	7,000.00	2,300.81	990.63	4,699.19	32.87
101-230.000-706.000	CITY LABOR - DPW	5,125.00	2,024.61	0.00	3,100.39	39.50
101-230.000-710.000	COMPENSATED ABSENCES	9,690.00	5,039.78	137.90	4,650.22	52.01
101-230.000-711.000	LONGEVITY	1,500.00	1,500.00	0.00	0.00	100.00
101-230.000-721.000	FICA/MEDICARE - CITY SHARE	11,450.00	4,829.02	1,119.20	6,620.98	42.17
101-230.000-722.000	ICMA - CITY SHARE	75.00	0.00	0.00	75.00	0.00
101-230.000-723.000	VISION CARE	415.00	133.80	0.00	281.20	32.24
101-230.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	555.00	179.38	0.00	375.62	32.32
101-230.000-725.604	DENTAL & HEALTH BENEFITS	19,760.00	12,018.11	2,158.50	7,741.89	60.82
101-230.000-728.000	RETIREMENT PLANS (CITY SHARE)	43,600.00	22,830.96	4,286.88	20,769.04	52.36
101-230.000-731.000	MATERIALS & SUPPLIES	1,000.00	2,610.97	0.00	(1,610.97)	261.10
101-230.000-732.000	POSTAGE	800.00	123.30	10.52	676.70	15.41
101-230.000-735.000	DUES & SUBSCRIPTIONS	400.00	0.00	0.00	400.00	0.00
101-230.000-737.000	PRINTING & PUBLISHING	2,500.00	0.00	0.00	2,500.00	0.00
101-230.000-744.000	TELEPHONE & INTERNET	12,300.00	6,197.43	951.08	6,102.57	50.39
101-230.000-746.000	PROFESSIONAL SERVICES	50,000.00	0.00	0.00	50,000.00	0.00
101-230.000-747.000	INSURANCE & BONDS	30.00	0.00	0.00	30.00	0.00
101-230.000-748.000	CONFERENCES & TRAINING	1,500.00	85.00	0.00	1,415.00	5.67
101-230.000-749.000	CONTRACTUAL SERVICES	1,500.00	0.00	0.00	1,500.00	0.00
101-230.000-755.000	CONTRIBUTION TO OTHERS	36,000.00	11,000.00	3,000.00	25,000.00	30.56
101-230.000-851.000	MVP EQUIPMENT RENTAL	5,500.00	3,370.78	0.00	2,129.22	61.29
101-230.000-972.000	MISCELLANEOUS	0.00	10.29	0.00	(10.29)	100.00
Total Dept 230.000 - COMMUNITY DEVELOPMENT		337,030.00	127,207.30	25,758.72	209,822.70	37.74
Dept 300.000 - POLICE DEPARTMENT						
101-300.000-703.000	ADMINSTRATIVE SALARIES	72,500.00	32,724.92	7,436.43	39,775.08	45.14
101-300.000-704.000	STAFF WAGES	775,000.00	348,073.47	78,730.80	426,926.53	44.91
101-300.000-704.100	STAFF - OVERTIME	120,000.00	73,443.79	18,492.07	46,556.21	61.20
101-300.000-704.200	HOLIDAY COMPENSATION	47,430.00	16,665.70	10,945.31	30,764.30	35.14
101-300.000-706.000	CITY LABOR - DPW	300.00	40.58	0.00	259.42	13.53
101-300.000-710.000	COMPENSATED ABSENCES	142,135.00	71,201.16	10,631.51	70,933.84	50.09
101-300.000-711.000	LONGEVITY	15,270.00	15,472.64	0.00	(202.64)	101.33
101-300.000-712.000	SPECIAL COMPENSATION	3,000.00	0.00	0.00	3,000.00	0.00
101-300.000-715.000	HEALTH REIMBURSEMENT	6,000.00	1,410.71	250.00	4,589.29	23.51
101-300.000-719.000	CLOTHING ALLOWANCE	500.00	250.00	0.00	250.00	50.00
101-300.000-721.000	FICA/MEDICARE - CITY SHARE	17,140.00	9,681.41	2,182.99	7,458.59	56.48
101-300.000-722.000	ICMA - CITY SHARE	25,100.00	7,304.07	1,623.00	17,795.93	29.10
101-300.000-723.000	VISION CARE	5,200.00	1,719.95	0.00	3,480.05	33.08
101-300.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	29,870.00	2,294.83	0.00	27,575.17	7.68
101-300.000-725.603	RETIREMENT HEALTH BENEFITS	15,000.00	7,220.73	1,252.79	7,779.27	48.14
101-300.000-725.604	DENTAL & HEALTH BENEFITS	213,200.00	129,669.24	23,289.11	83,530.76	60.82
101-300.000-728.000	RETIREMENT PLANS (CITY SHARE)	506,850.00	249,486.47	55,742.46	257,363.53	49.22
101-300.000-730.000	SAFETY SUPPLIES	12,000.00	2,890.00	2,890.00	9,110.00	24.08
101-300.000-731.000	MATERIALS & SUPPLIES	12,500.00	6,022.34	273.69	6,477.66	48.18
101-300.000-732.000	POSTAGE	3,500.00	2,129.62	178.75	1,370.38	60.85
101-300.000-733.000	UNIFORM & CLEANING	16,000.00	3,672.77	897.10	12,327.23	22.95
101-300.000-734.000	GASOLINE & OIL	50,000.00	22,080.63	4,828.71	27,919.37	44.16
101-300.000-735.000	DUES & SUBSCRIPTIONS	1,500.00	270.00	0.00	1,230.00	18.00
101-300.000-737.000	PRINTING & PUBLISHING	1,000.00	195.00	195.00	805.00	19.50
101-300.000-740.000	VEHICLE MAINTENANCE	18,000.00	9,443.06	1,135.00	8,556.94	52.46

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 101 - GENERAL FUND						
Expenditures						
101-300.000-744.000	TELEPHONE & INTERNET	66,350.00	32,645.29	5,130.43	33,704.71	49.20
101-300.000-746.000	PROFESSIONAL SERVICES	60,000.00	27,843.64	4,483.00	32,156.36	46.41
101-300.000-747.000	INSURANCE & BONDS	26,065.00	0.00	0.00	26,065.00	0.00
101-300.000-748.000	CONFERENCES & TRAINING	3,000.00	1,120.00	0.00	1,880.00	37.33
101-300.000-749.000	CONTRACTUAL SERVICES	25,000.00	7,358.63	462.00	17,641.37	29.43
101-300.000-851.000	MVP EQUIPMENT RENTAL	100.00	53.52	0.00	46.48	53.52
101-300.000-863.000	CAP. OUTLAY - MOTOR VEHICLES	110,000.00	89,226.45	40,094.00	20,773.55	81.11
101-300.000-864.000	CAPITAL OUTLAY - EQUIPMENT	53,375.00	37,333.33	0.00	16,041.67	69.95
101-300.000-970.000	MILEAGE ALLOWANCE	500.00	205.20	0.00	294.80	41.04
101-300.000-972.000	MISCELLANEOUS	500.00	8,718.59	0.00	(8,218.59)	1,743.72
Total Dept 300.000 - POLICE DEPARTMENT		2,453,885.00	1,217,867.74	271,144.15	1,236,017.26	49.63
Dept 410.000 - PUBLIC WORKS ADMINISTRATION						
101-410.000-703.000	ADMINSTRATIVE SALARIES	32,640.00	20,246.00	4,680.47	12,394.00	62.03
101-410.000-704.000	STAFF WAGES	3,775.00	1,517.28	729.16	2,257.72	40.19
101-410.000-704.100	STAFF - OVERTIME	765.00	583.11	166.45	181.89	76.22
101-410.000-704.200	HOLIDAY COMPENSATION	1,275.00	686.62	365.33	588.38	53.85
101-410.000-706.000	CITY LABOR - DPW	6,885.00	4,693.09	945.26	2,191.91	68.16
101-410.000-710.000	COMPENSATED ABSENCES	23,785.00	7,803.01	1,750.39	15,981.99	32.81
101-410.000-711.000	LONGEVITY	2,280.00	2,160.98	0.00	119.02	94.78
101-410.000-712.000	SPECIAL COMPENSATION	765.00	406.29	88.79	358.71	53.11
101-410.000-715.000	HEALTH REIMBURSEMENT	500.00	0.00	0.00	500.00	0.00
101-410.000-718.000	AUTO ALLOWANCE	935.00	441.76	104.79	493.24	47.25
101-410.000-719.000	CLOTHING ALLOWANCE	1,100.00	522.93	42.21	577.07	47.54
101-410.000-721.000	FICA/MEDICARE - CITY SHARE	5,665.00	2,994.99	679.55	2,670.01	52.87
101-410.000-722.000	ICMA - CITY SHARE	625.00	437.22	105.46	187.78	69.96
101-410.000-723.000	VISION CARE	520.00	184.44	27.32	335.56	35.47
101-410.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	8,055.00	521.73	0.00	7,533.27	6.48
101-410.000-725.603	RETIREMENT HEALTH BENEFITS	15,000.00	7,220.73	1,252.79	7,779.27	48.14
101-410.000-725.604	DENTAL & HEALTH BENEFITS	520.00	316.27	56.80	203.73	60.82
101-410.000-728.000	RETIREMENT PLANS (CITY SHARE)	25,025.00	14,587.81	3,298.59	10,437.19	58.29
101-410.000-730.000	SAFETY SUPPLIES	100.00	0.00	0.00	100.00	0.00
101-410.000-731.000	MATERIALS & SUPPLIES	1,000.00	46.57	0.00	953.43	4.66
101-410.000-732.000	POSTAGE	2,400.00	2,157.57	183.98	242.43	89.90
101-410.000-735.000	DUES & SUBSCRIPTIONS	1,000.00	400.00	0.00	600.00	40.00
101-410.000-737.000	PRINTING & PUBLISHING	900.00	901.83	0.00	(1.83)	100.20
101-410.000-744.000	TELEPHONE & INTERNET	23,625.00	12,876.59	1,826.77	10,748.41	54.50
101-410.000-746.000	PROFESSIONAL SERVICES	1,000.00	0.00	0.00	1,000.00	0.00
101-410.000-747.000	INSURANCE & BONDS	1,435.00	0.00	0.00	1,435.00	0.00
101-410.000-748.000	CONFERENCES & TRAINING	3,000.00	20.00	0.00	2,980.00	0.67
101-410.000-749.000	CONTRACTUAL SERVICES	7,000.00	2,388.13	146.97	4,611.87	34.12
101-410.000-868.000	EATON COUNTY DRAIN ASSESSMENT	9,200.00	0.00	0.00	9,200.00	0.00
101-410.000-972.000	MISCELLANEOUS	0.00	43.80	0.00	(43.80)	100.00
Total Dept 410.000 - PUBLIC WORKS ADMINISTRATION		180,775.00	84,158.75	16,451.08	96,616.25	46.55
Dept 422.000 - LEAF COLLECTION						
101-422.000-704.100	STAFF - OVERTIME	1,650.00	1,254.41	0.00	395.59	76.02
101-422.000-706.000	CITY LABOR - DPW	10,505.00	3,578.49	1,343.54	6,926.51	34.06
101-422.000-721.000	FICA/MEDICARE - CITY SHARE	930.00	368.82	102.76	561.18	39.66
101-422.000-722.000	ICMA - CITY SHARE	100.00	0.00	0.00	100.00	0.00
101-422.000-728.000	RETIREMENT PLANS (CITY SHARE)	2,615.00	1,269.16	240.52	1,345.84	48.53
101-422.000-731.000	MATERIALS & SUPPLIES	200.00	0.00	0.00	200.00	0.00

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 101 - GENERAL FUND						
Expenditures						
101-422.000-749.000	CONTRACTUAL SERVICES	19,000.00	0.00	0.00	19,000.00	0.00
101-422.000-851.000	MVP EQUIPMENT RENTAL	16,000.00	6,083.83	1,808.22	9,916.17	38.02
Total Dept 422.000 - LEAF COLLECTION		51,000.00	12,554.71	3,495.04	38,445.29	24.62
Dept 424.000 - PARKING SERVICES						
101-424.000-704.100	STAFF - OVERTIME	0.00	1,175.53	0.00	(1,175.53)	100.00
101-424.000-706.000	CITY LABOR - DPW	1,735.00	202.15	0.00	1,532.85	11.65
101-424.000-721.000	FICA/MEDICARE - CITY SHARE	135.00	105.37	0.00	29.63	78.05
101-424.000-722.000	ICMA - CITY SHARE	25.00	0.00	0.00	25.00	0.00
101-424.000-728.000	RETIREMENT PLANS (CITY SHARE)	500.00	406.15	0.00	93.85	81.23
101-424.000-731.000	MATERIALS & SUPPLIES	800.00	405.00	0.00	395.00	50.63
101-424.000-745.000	UTILITIES	8,500.00	2,157.69	0.00	6,342.31	25.38
101-424.000-746.000	PROFESSIONAL SERVICES	500.00	0.00	0.00	500.00	0.00
101-424.000-749.000	CONTRACTUAL SERVICES	4,780.00	540.00	0.00	4,240.00	11.30
101-424.000-851.000	MVP EQUIPMENT RENTAL	1,200.00	1,095.07	0.00	104.93	91.26
101-424.000-871.000	PRINCIPAL	50,000.00	0.00	0.00	50,000.00	0.00
Total Dept 424.000 - PARKING SERVICES		68,175.00	6,086.96	0.00	62,088.04	8.93
Dept 425.000 - PARKING SERVICES/WINTER MAINT.						
101-425.000-704.100	STAFF - OVERTIME	1,500.00	762.76	762.76	737.24	50.85
101-425.000-706.000	CITY LABOR - DPW	4,080.00	541.07	499.29	3,538.93	13.26
101-425.000-721.000	FICA/MEDICARE - CITY SHARE	310.00	99.14	95.94	210.86	31.98
101-425.000-722.000	ICMA - CITY SHARE	100.00	0.00	0.00	100.00	0.00
101-425.000-728.000	RETIREMENT PLANS (CITY SHARE)	2,115.00	366.68	354.37	1,748.32	17.34
101-425.000-731.000	MATERIALS & SUPPLIES	6,000.00	0.00	0.00	6,000.00	0.00
101-425.000-851.000	MVP EQUIPMENT RENTAL	13,000.00	1,305.46	1,269.18	11,694.54	10.04
Total Dept 425.000 - PARKING SERVICES/WINTER MAINT.		27,105.00	3,075.11	2,981.54	24,029.89	11.35
Dept 442.000 - HANDI-CAP RAMPS						
101-442.000-706.000	CITY LABOR - DPW	0.00	187.00	0.00	(187.00)	100.00
101-442.000-721.000	FICA/MEDICARE - CITY SHARE	0.00	14.31	0.00	(14.31)	100.00
101-442.000-728.000	RETIREMENT PLANS (CITY SHARE)	0.00	55.13	0.00	(55.13)	100.00
101-442.000-851.000	MVP EQUIPMENT RENTAL	0.00	28.56	0.00	(28.56)	100.00
Total Dept 442.000 - HANDI-CAP RAMPS		0.00	285.00	0.00	(285.00)	100.00
Dept 452.000 - TREE WORK						
101-452.000-704.100	STAFF - OVERTIME	1,000.00	141.48	0.00	858.52	14.15
101-452.000-706.000	CITY LABOR - DPW	32,640.00	8,241.67	1,289.78	24,398.33	25.25
101-452.000-721.000	FICA/MEDICARE - CITY SHARE	2,575.00	639.48	97.88	1,935.52	24.83
101-452.000-722.000	ICMA - CITY SHARE	250.00	1.05	0.00	248.95	0.42
101-452.000-728.000	RETIREMENT PLANS (CITY SHARE)	4,905.00	2,428.49	356.68	2,476.51	49.51
101-452.000-731.000	MATERIALS & SUPPLIES	1,500.00	519.93	0.00	980.07	34.66
101-452.000-749.000	CONTRACTUAL SERVICES	4,000.00	400.00	0.00	3,600.00	10.00
101-452.000-851.000	MVP EQUIPMENT RENTAL	65,000.00	26,246.01	1,829.39	38,753.99	40.38
Total Dept 452.000 - TREE WORK		111,870.00	38,618.11	3,573.73	73,251.89	34.52

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 101 - GENERAL FUND						
Expenditures						
Dept 663.000 - CITY PROPERTY MAINTENANCE						
101-663.000-706.000	CITY LABOR - DPW	350.00	0.00	0.00	350.00	0.00
101-663.000-721.000	FICA/MEDICARE - CITY SHARE	25.00	0.00	0.00	25.00	0.00
101-663.000-722.000	ICMA - CITY SHARE	5.00	0.00	0.00	5.00	0.00
101-663.000-728.000	RETIREMENT PLANS (CITY SHARE)	80.00	0.00	0.00	80.00	0.00
101-663.000-731.000	MATERIALS & SUPPLIES	0.00	260.00	0.00	(260.00)	100.00
101-663.000-745.000	UTILITIES	85,000.00	20,498.56	0.00	64,501.44	24.12
101-663.000-749.000	CONTRACTUAL SERVICES	2,500.00	501.00	0.00	1,999.00	20.04
Total Dept 663.000 - CITY PROPERTY MAINTENANCE		87,960.00	21,259.56	0.00	66,700.44	24.17
Dept 664.000 - CITY HALL BUILDING & GROUNDS						
101-664.000-706.000	CITY LABOR - DPW	2,040.00	443.03	0.00	1,596.97	21.72
101-664.000-721.000	FICA/MEDICARE - CITY SHARE	155.00	33.81	0.00	121.19	21.81
101-664.000-722.000	ICMA - CITY SHARE	50.00	0.00	0.00	50.00	0.00
101-664.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	5.00	0.00	0.00	5.00	0.00
101-664.000-728.000	RETIREMENT PLANS (CITY SHARE)	815.00	130.59	0.00	684.41	16.02
101-664.000-731.000	MATERIALS & SUPPLIES	6,500.00	1,043.55	215.48	5,456.45	16.05
101-664.000-744.000	TELEPHONE & INTERNET	6,700.00	3,108.42	518.07	3,591.58	46.39
101-664.000-745.000	UTILITIES	67,000.00	19,404.75	0.00	47,595.25	28.96
101-664.000-747.000	INSURANCE & BONDS	7,920.00	0.00	0.00	7,920.00	0.00
101-664.000-749.000	CONTRACTUAL SERVICES	50,000.00	16,186.93	825.13	33,813.07	32.37
101-664.000-851.000	MVP EQUIPMENT RENTAL	1,000.00	279.24	0.00	720.76	27.92
101-664.000-862.000	CAP. OUTLAY-IMPROVEMENTS	200,000.00	117,692.50	0.00	82,307.50	58.85
101-664.000-972.000	MISCELLANEOUS	500.00	0.00	0.00	500.00	0.00
Total Dept 664.000 - CITY HALL BUILDING & GROUNDS		342,685.00	158,322.82	1,558.68	184,362.18	46.20
Dept 825.000 - PARKS & RECREATION						
101-825.000-704.100	STAFF - OVERTIME	1,000.00	950.32	70.74	49.68	95.03
101-825.000-706.000	CITY LABOR - DPW	19,585.00	7,431.63	511.60	12,153.37	37.95
101-825.000-707.000	PART-TIME STAFF WAGES	6,000.00	0.00	0.00	6,000.00	0.00
101-825.000-721.000	FICA/MEDICARE - CITY SHARE	2,035.00	639.66	44.29	1,395.34	31.43
101-825.000-722.000	ICMA - CITY SHARE	200.00	2.10	0.00	197.90	1.05
101-825.000-728.000	RETIREMENT PLANS (CITY SHARE)	4,470.00	2,375.74	129.25	2,094.26	53.15
101-825.000-731.000	MATERIALS & SUPPLIES	2,000.00	5,222.69	1,324.07	(3,222.69)	261.13
101-825.000-745.000	UTILITIES	8,000.00	3,557.74	0.00	4,442.26	44.47
101-825.000-747.000	INSURANCE & BONDS	930.00	0.00	0.00	930.00	0.00
101-825.000-749.000	CONTRACTUAL SERVICES	25,340.00	14,970.82	(358.99)	10,369.18	59.08
101-825.000-755.000	CONTRIBUTION TO OTHERS	15,000.00	0.00	0.00	15,000.00	0.00
101-825.000-851.000	MVP EQUIPMENT RENTAL	18,500.00	11,726.18	888.07	6,773.82	63.38
Total Dept 825.000 - PARKS & RECREATION		103,060.00	46,876.88	2,609.03	56,183.12	45.49
Dept 830.000 - AIRPORT						
101-830.000-972.000	MISCELLANEOUS	0.00	2.83	0.00	(2.83)	100.00
Total Dept 830.000 - AIRPORT		0.00	2.83	0.00	(2.83)	100.00
Dept 999.000 - GASB 34						
101-999.000-859.203	CONTRIB. TO LOCAL STREET FUND	15,000.00	7,500.00	1,250.00	7,500.00	50.00
101-999.000-859.206	CONTRIB TO FIRE	153,310.00	76,650.00	12,775.00	76,660.00	50.00

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 101 - GENERAL FUND						
Expenditures						
101-999.000-859.240	CONTRIB. TO POL. TRAINING FUN	21,500.00	14,403.50	1,791.00	7,096.50	66.99
101-999.000-859.280	CONTRIB TO AIRPORT FUND	55,720.00	0.00	0.00	55,720.00	0.00
Total Dept 999.000 - GASB 34		245,530.00	98,553.50	15,816.00	146,976.50	40.14
TOTAL EXPENDITURES		5,633,610.00	2,402,544.82	436,119.56	3,231,065.18	42.65
Fund 101 - GENERAL FUND:						
TOTAL REVENUES		5,801,120.00	4,442,482.60	256,654.82	1,358,637.40	76.58
TOTAL EXPENDITURES		5,633,610.00	2,402,544.82	436,119.56	3,231,065.18	42.65
NET OF REVENUES & EXPENDITURES		167,510.00	2,039,937.78	(179,464.74)	(1,872,427.78)	1,217.80

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 202 - MAJOR STREET FUND						
Revenues						
Dept 000.000						
202-000.000-418.000	COUNTY ROAD MILLAGE FUNDS	342,000.00	2,257.60	0.00	339,742.40	0.66
202-000.000-431.000	STATE AID	794,000.00	267,213.83	59,543.11	526,786.17	33.65
202-000.000-435.000	STATE REV SHARING-TRUNKLINES	20,000.00	4,449.76	0.00	15,550.24	22.25
202-000.000-436.000	METRO ACT	35,000.00	0.00	0.00	35,000.00	0.00
202-000.000-501.000	INTEREST INCOME	800.00	7,601.95	2,065.02	(6,801.95)	950.24
202-000.000-596.000	SUNDRY REVENUE	2,000.00	0.00	0.00	2,000.00	0.00
Total Dept 000.000		1,193,800.00	281,523.14	61,608.13	912,276.86	23.58
TOTAL REVENUES		1,193,800.00	281,523.14	61,608.13	912,276.86	23.58
Expenditures						
Dept 430.000 - STORM SEWERS						
202-430.000-706.000	CITY LABOR - DPW	1,300.00	149.94	0.00	1,150.06	11.53
202-430.000-721.000	FICA/MEDICARE - CITY SHARE	235.00	11.47	0.00	223.53	4.88
202-430.000-722.000	ICMA - CITY SHARE	15.00	0.00	0.00	15.00	0.00
202-430.000-728.000	RETIREMENT PLANS (CITY SHARE)	1,360.00	44.21	0.00	1,315.79	3.25
202-430.000-731.000	MATERIALS & SUPPLIES	500.00	0.00	0.00	500.00	0.00
202-430.000-851.000	MVP EQUIPMENT RENTAL	2,000.00	96.36	0.00	1,903.64	4.82
Total Dept 430.000 - STORM SEWERS		5,410.00	301.98	0.00	5,108.02	5.58
Dept 440.000 - SIDEWALK MAINTENANCE						
202-440.000-706.000	CITY LABOR - DPW	3,570.00	131.20	15.99	3,438.80	3.68
202-440.000-721.000	FICA/MEDICARE - CITY SHARE	290.00	10.00	1.22	280.00	3.45
202-440.000-722.000	ICMA - CITY SHARE	40.00	0.00	0.00	40.00	0.00
202-440.000-728.000	RETIREMENT PLANS (CITY SHARE)	820.00	33.96	0.00	786.04	4.14
202-440.000-731.000	MATERIALS & SUPPLIES	3,000.00	0.00	0.00	3,000.00	0.00
202-440.000-746.000	PROFESSIONAL SERVICES	59,200.00	1,400.00	1,400.00	57,800.00	2.36
202-440.000-749.000	CONTRACTUAL SERVICES	3,000.00	0.00	0.00	3,000.00	0.00
202-440.000-851.000	MVP EQUIPMENT RENTAL	2,500.00	439.98	0.00	2,060.02	17.60
Total Dept 440.000 - SIDEWALK MAINTENANCE		72,420.00	2,015.14	1,417.21	70,404.86	2.78
Dept 520.000 - STREET ADMINISTRATION						
202-520.000-703.000	ADMINSTRATIVE SALARIES	20,910.00	14,358.90	3,291.13	6,551.10	68.67
202-520.000-704.000	STAFF WAGES	1,785.00	568.49	269.69	1,216.51	31.85
202-520.000-704.100	STAFF - OVERTIME	765.00	495.68	141.50	269.32	64.79
202-520.000-704.200	HOLIDAY COMPENSATION	1,035.00	650.53	346.13	384.47	62.85
202-520.000-706.000	CITY LABOR - DPW	6,120.00	3,984.01	803.46	2,135.99	65.10
202-520.000-710.000	COMPENSATED ABSENCES	14,025.00	4,172.70	941.64	9,852.30	29.75
202-520.000-711.000	LONGEVITY	1,395.00	1,104.14	0.00	290.86	79.15
202-520.000-712.000	SPECIAL COMPENSATION	350.00	189.57	44.37	160.43	54.16
202-520.000-715.000	HEALTH REIMBURSEMENT	300.00	0.00	0.00	300.00	0.00
202-520.000-718.000	AUTO ALLOWANCE	460.00	220.83	52.41	239.17	48.01
202-520.000-719.000	CLOTHING ALLOWANCE	500.00	230.59	15.58	269.41	46.12
202-520.000-721.000	FICA/MEDICARE - CITY SHARE	3,540.00	2,002.43	454.61	1,537.57	56.57
202-520.000-722.000	ICMA - CITY SHARE	430.00	370.36	89.67	59.64	86.13
202-520.000-723.000	VISION CARE	235.00	94.35	10.11	140.65	40.15
202-520.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	910.00	112.26	0.00	797.74	12.34
202-520.000-725.604	DENTAL & HEALTH BENEFITS	6,095.00	3,707.01	665.79	2,387.99	60.82

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 202 - MAJOR STREET FUND						
Expenditures						
202-520.000-728.000	RETIREMENT PLANS (CITY SHARE)	15,695.00	9,426.66	2,127.96	6,268.34	60.06
202-520.000-748.000	CONFERENCES & TRAINING	100.00	0.00	0.00	100.00	0.00
202-520.000-972.000	MISCELLANEOUS	0.00	159.73	0.00	(159.73)	100.00
Total Dept 520.000 - STREET ADMINISTRATION		74,650.00	41,848.24	9,254.05	32,801.76	56.06
Dept 522.000 - STREET REPAIR						
202-522.000-706.000	CITY LABOR - DPW	9,180.00	416.23	175.89	8,763.77	4.53
202-522.000-721.000	FICA/MEDICARE - CITY SHARE	700.00	31.82	13.45	668.18	4.55
202-522.000-722.000	ICMA - CITY SHARE	50.00	0.00	0.00	50.00	0.00
202-522.000-728.000	RETIREMENT PLANS (CITY SHARE)	1,635.00	70.85	0.00	1,564.15	4.33
202-522.000-731.000	MATERIALS & SUPPLIES	6,000.00	2,281.23	0.00	3,718.77	38.02
202-522.000-749.000	CONTRACTUAL SERVICES	25,000.00	0.00	0.00	25,000.00	0.00
202-522.000-851.000	MVP EQUIPMENT RENTAL	5,000.00	482.73	248.64	4,517.27	9.65
Total Dept 522.000 - STREET REPAIR		47,565.00	3,282.86	437.98	44,282.14	6.90
Dept 524.000 - STREET MAINTENANCE						
202-524.000-704.100	STAFF - OVERTIME	765.00	94.32	0.00	670.68	12.33
202-524.000-706.000	CITY LABOR - DPW	5,100.00	2,134.35	770.24	2,965.65	41.85
202-524.000-721.000	FICA/MEDICARE - CITY SHARE	395.00	169.92	58.49	225.08	43.02
202-524.000-722.000	ICMA - CITY SHARE	50.00	0.00	0.00	50.00	0.00
202-524.000-728.000	RETIREMENT PLANS (CITY SHARE)	1,745.00	633.42	203.49	1,111.58	36.30
202-524.000-731.000	MATERIALS & SUPPLIES	9,000.00	813.45	813.45	8,186.55	9.04
202-524.000-746.000	PROFESSIONAL SERVICES	141,400.00	21,683.75	0.00	119,716.25	15.34
202-524.000-749.000	CONTRACTUAL SERVICES	3,000.00	3,135.00	0.00	(135.00)	104.50
202-524.000-851.000	MVP EQUIPMENT RENTAL	12,000.00	4,273.47	1,081.68	7,726.53	35.61
202-524.000-862.000	CAP. OUTLAY-IMPROVEMENTS	945,000.00	0.00	0.00	945,000.00	0.00
Total Dept 524.000 - STREET MAINTENANCE		1,118,455.00	32,937.68	2,927.35	1,085,517.32	2.94
Dept 526.000 - STREET SWEEPING						
202-526.000-704.100	STAFF - OVERTIME	150.00	0.00	0.00	150.00	0.00
202-526.000-706.000	CITY LABOR - DPW	4,590.00	1,556.87	320.72	3,033.13	33.92
202-526.000-721.000	FICA/MEDICARE - CITY SHARE	355.00	118.96	24.42	236.04	33.51
202-526.000-722.000	ICMA - CITY SHARE	65.00	0.00	0.00	65.00	0.00
202-526.000-728.000	RETIREMENT PLANS (CITY SHARE)	1,090.00	458.98	94.54	631.02	42.11
202-526.000-749.000	CONTRACTUAL SERVICES	3,500.00	0.00	0.00	3,500.00	0.00
202-526.000-851.000	MVP EQUIPMENT RENTAL	13,000.00	10,859.73	1,570.56	2,140.27	83.54
202-526.000-853.000	HYDRANT RENTAL	8,400.00	4,200.00	700.00	4,200.00	50.00
Total Dept 526.000 - STREET SWEEPING		31,150.00	17,194.54	2,710.24	13,955.46	55.20
Dept 530.000 - WINTER STREET MAINTENANCE						
202-530.000-704.100	STAFF - OVERTIME	2,750.00	1,735.69	1,735.69	1,014.31	63.12
202-530.000-704.200	HOLIDAY COMPENSATION	255.00	0.00	0.00	255.00	0.00
202-530.000-706.000	CITY LABOR - DPW	3,060.00	258.63	258.63	2,801.37	8.45
202-530.000-721.000	FICA/MEDICARE - CITY SHARE	465.00	151.36	151.36	313.64	32.55
202-530.000-722.000	ICMA - CITY SHARE	50.00	0.00	0.00	50.00	0.00
202-530.000-728.000	RETIREMENT PLANS (CITY SHARE)	2,450.00	557.29	557.29	1,892.71	22.75
202-530.000-731.000	MATERIALS & SUPPLIES	14,000.00	0.00	0.00	14,000.00	0.00
202-530.000-851.000	MVP EQUIPMENT RENTAL	16,000.00	4,104.00	4,104.00	11,896.00	25.65

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 202 - MAJOR STREET FUND						
Expenditures						
Total Dept 530.000 - WINTER STREET MAINTENANCE		39,030.00	6,806.97	6,806.97	32,223.03	17.44
Dept 540.000 - TRAFFIC SERVICES						
202-540.000-704.100	STAFF - OVERTIME	155.00	0.00	0.00	155.00	0.00
202-540.000-706.000	CITY LABOR - DPW	510.00	1,466.97	111.84	(956.97)	287.64
202-540.000-721.000	FICA/MEDICARE - CITY SHARE	50.00	112.06	8.49	(62.06)	224.12
202-540.000-722.000	ICMA - CITY SHARE	40.00	0.00	0.00	40.00	0.00
202-540.000-728.000	RETIREMENT PLANS (CITY SHARE)	545.00	432.45	32.96	112.55	79.35
202-540.000-731.000	MATERIALS & SUPPLIES	1,000.00	262.40	0.00	737.60	26.24
202-540.000-749.000	CONTRACTUAL SERVICES	9,000.00	0.00	0.00	9,000.00	0.00
202-540.000-851.000	MVP EQUIPMENT RENTAL	1,800.00	2,638.63	252.56	(838.63)	146.59
Total Dept 540.000 - TRAFFIC SERVICES		13,100.00	4,912.51	405.85	8,187.49	37.50
Dept 561.000 - TRUNKLINE MAINTENANCE						
202-561.000-704.100	STAFF - OVERTIME	750.00	176.85	0.00	573.15	23.58
202-561.000-706.000	CITY LABOR - DPW	1,070.00	29.88	0.00	1,040.12	2.79
202-561.000-721.000	FICA/MEDICARE - CITY SHARE	140.00	15.57	0.00	124.43	11.12
202-561.000-728.000	RETIREMENT PLANS (CITY SHARE)	710.00	60.88	0.00	649.12	8.57
202-561.000-851.000	MVP EQUIPMENT RENTAL	4,500.00	1,975.75	0.00	2,524.25	43.91
202-561.000-853.000	HYDRANT RENTAL	3,000.00	1,500.00	250.00	1,500.00	50.00
Total Dept 561.000 - TRUNKLINE MAINTENANCE		10,170.00	3,758.93	250.00	6,411.07	36.96
Dept 562.000 - TRUNKLINE WINTER MAINTENANCE						
202-562.000-704.100	STAFF - OVERTIME	1,275.00	0.00	0.00	1,275.00	0.00
202-562.000-706.000	CITY LABOR - DPW	1,020.00	0.00	0.00	1,020.00	0.00
202-562.000-721.000	FICA/MEDICARE - CITY SHARE	175.00	0.00	0.00	175.00	0.00
202-562.000-722.000	ICMA - CITY SHARE	30.00	0.00	0.00	30.00	0.00
202-562.000-728.000	RETIREMENT PLANS (CITY SHARE)	400.00	0.00	0.00	400.00	0.00
202-562.000-851.000	MVP EQUIPMENT RENTAL	3,800.00	0.00	0.00	3,800.00	0.00
Total Dept 562.000 - TRUNKLINE WINTER MAINTENANCE		6,700.00	0.00	0.00	6,700.00	0.00
Dept 563.000 - TRUNKLINE TRAFFIC SERVICES						
202-563.000-745.000	UTILITIES	5,000.00	1,647.46	0.00	3,352.54	32.95
Total Dept 563.000 - TRUNKLINE TRAFFIC SERVICES		5,000.00	1,647.46	0.00	3,352.54	32.95
Dept 999.000 - GASB 34						
202-999.000-859.203	CONTRIB. TO LOCAL STREET FUND	250,000.00	124,998.00	20,833.00	125,002.00	50.00
Total Dept 999.000 - GASB 34		250,000.00	124,998.00	20,833.00	125,002.00	50.00
TOTAL EXPENDITURES		1,673,650.00	239,704.31	45,042.65	1,433,945.69	14.32
Fund 202 - MAJOR STREET FUND:						

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 202 - MAJOR STREET FUND						
TOTAL REVENUES		1,193,800.00	281,523.14	61,608.13	912,276.86	23.58
TOTAL EXPENDITURES		1,673,650.00	239,704.31	45,042.65	1,433,945.69	14.32
NET OF REVENUES & EXPENDITURES		(479,850.00)	41,818.83	16,565.48	(521,668.83)	8.71

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 203 - LOCAL STREET FUND						
Revenues						
Dept 000.000						
203-000.000-415.000	SPECIAL ASSESSMENT REVENUE	4,800.00	0.00	0.00	4,800.00	0.00
203-000.000-431.000	STATE AID	310,000.00	102,521.08	22,844.78	207,478.92	33.07
203-000.000-501.000	INTEREST INCOME	300.00	5,597.60	1,502.65	(5,297.60)	1,865.87
203-000.000-502.000	ASSESSMENT/LIEN INTEREST	400.00	0.00	0.00	400.00	0.00
203-000.000-596.000	SUNDRY REVENUE	500.00	0.00	0.00	500.00	0.00
203-000.000-605.101	CONTRIBUTION FROM GENERAL FUN	15,000.00	7,500.00	1,250.00	7,500.00	50.00
203-000.000-605.202	CONTRIBUTION FROM MAJOR STREE	250,000.00	124,998.00	20,833.00	125,002.00	50.00
Total Dept 000.000		581,000.00	240,616.68	46,430.43	340,383.32	41.41
TOTAL REVENUES		581,000.00	240,616.68	46,430.43	340,383.32	41.41
Expenditures						
Dept 430.000 - STORM SEWERS						
203-430.000-706.000	CITY LABOR - DPW	5,100.00	415.80	0.00	4,684.20	8.15
203-430.000-721.000	FICA/MEDICARE - CITY SHARE	390.00	31.64	0.00	358.36	8.11
203-430.000-728.000	RETIREMENT PLANS (CITY SHARE)	1,090.00	122.58	0.00	967.42	11.25
203-430.000-731.000	MATERIALS & SUPPLIES	300.00	0.00	0.00	300.00	0.00
203-430.000-851.000	MVP EQUIPMENT RENTAL	12,000.00	510.83	0.00	11,489.17	4.26
Total Dept 430.000 - STORM SEWERS		18,880.00	1,080.85	0.00	17,799.15	5.72
Dept 440.000 - SIDEWALK MAINTENANCE						
203-440.000-704.100	STAFF - OVERTIME	255.00	96.01	96.01	158.99	37.65
203-440.000-706.000	CITY LABOR - DPW	5,100.00	883.64	19.54	4,216.36	17.33
203-440.000-721.000	FICA/MEDICARE - CITY SHARE	410.00	74.76	8.74	335.24	18.23
203-440.000-722.000	ICMA - CITY SHARE	80.00	0.00	0.00	80.00	0.00
203-440.000-728.000	RETIREMENT PLANS (CITY SHARE)	1,360.00	288.80	34.06	1,071.20	21.24
203-440.000-731.000	MATERIALS & SUPPLIES	2,000.00	1,421.61	0.00	578.39	71.08
203-440.000-746.000	PROFESSIONAL SERVICES	89,800.00	2,100.00	2,100.00	87,700.00	2.34
203-440.000-851.000	MVP EQUIPMENT RENTAL	5,200.00	897.98	76.98	4,302.02	17.27
Total Dept 440.000 - SIDEWALK MAINTENANCE		104,205.00	5,762.80	2,335.33	98,442.20	5.53
Dept 520.000 - STREET ADMINISTRATION						
203-520.000-703.000	ADMINSTRATIVE SALARIES	20,910.00	14,358.83	3,291.14	6,551.17	68.67
203-520.000-704.000	STAFF WAGES	2,650.00	822.63	450.48	1,827.37	31.04
203-520.000-704.100	STAFF - OVERTIME	765.00	612.25	174.78	152.75	80.03
203-520.000-704.200	HOLIDAY COMPENSATION	1,135.00	698.68	371.71	436.32	61.56
203-520.000-706.000	CITY LABOR - DPW	6,840.00	4,921.91	992.56	1,918.09	71.96
203-520.000-710.000	COMPENSATED ABSENCES	18,350.00	4,731.76	1,217.28	13,618.24	25.79
203-520.000-711.000	LONGEVITY	1,750.00	1,382.91	0.00	367.09	79.02
203-520.000-712.000	SPECIAL COMPENSATION	560.00	241.87	65.22	318.13	43.19
203-520.000-715.000	HEALTH REIMBURSEMENT	500.00	0.00	0.00	500.00	0.00
203-520.000-718.000	AUTO ALLOWANCE	460.00	220.75	52.38	239.25	47.99
203-520.000-719.000	CLOTHING ALLOWANCE	715.00	267.39	26.06	447.61	37.40
203-520.000-721.000	FICA/MEDICARE - CITY SHARE	4,165.00	2,178.51	510.82	1,986.49	52.31
203-520.000-722.000	ICMA - CITY SHARE	600.00	426.39	104.37	173.61	71.07
203-520.000-723.000	VISION CARE	310.00	110.18	16.88	199.82	35.54
203-520.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	550.00	145.78	0.00	404.22	26.51
203-520.000-725.604	DENTAL & HEALTH BENEFITS	5,270.00	3,205.24	575.67	2,064.76	60.82

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 203 - LOCAL STREET FUND						
Expenditures						
203-520.000-728.000	RETIREMENT PLANS (CITY SHARE)	17,795.00	10,005.82	2,319.50	7,789.18	56.23
Total Dept 520.000 - STREET ADMINISTRATION		83,325.00	44,330.90	10,168.85	38,994.10	53.20
Dept 522.000 - STREET REPAIR						
203-522.000-706.000	CITY LABOR - DPW	6,120.00	653.49	63.96	5,466.51	10.68
203-522.000-721.000	FICA/MEDICARE - CITY SHARE	470.00	49.82	4.89	420.18	10.60
203-522.000-728.000	RETIREMENT PLANS (CITY SHARE)	1,635.00	173.78	0.00	1,461.22	10.63
203-522.000-731.000	MATERIALS & SUPPLIES	800.00	3,007.22	0.00	(2,207.22)	375.90
203-522.000-749.000	CONTRACTUAL SERVICES	25,000.00	0.00	0.00	25,000.00	0.00
203-522.000-851.000	MVP EQUIPMENT RENTAL	3,000.00	1,341.19	0.00	1,658.81	44.71
Total Dept 522.000 - STREET REPAIR		37,025.00	5,225.50	68.85	31,799.50	14.11
Dept 524.000 - STREET MAINTENANCE						
203-524.000-704.100	STAFF - OVERTIME	1,020.00	0.00	0.00	1,020.00	0.00
203-524.000-706.000	CITY LABOR - DPW	14,280.00	3,672.05	2,047.64	10,607.95	25.71
203-524.000-721.000	FICA/MEDICARE - CITY SHARE	1,170.00	279.87	155.67	890.13	23.92
203-524.000-722.000	ICMA - CITY SHARE	50.00	0.00	0.00	50.00	0.00
203-524.000-728.000	RETIREMENT PLANS (CITY SHARE)	3,000.00	974.16	495.25	2,025.84	32.47
203-524.000-731.000	MATERIALS & SUPPLIES	12,000.00	813.45	813.45	11,186.55	6.78
203-524.000-746.000	PROFESSIONAL SERVICES	28,600.00	0.00	0.00	28,600.00	0.00
203-524.000-749.000	CONTRACTUAL SERVICES	1,000.00	324.00	0.00	676.00	32.40
203-524.000-851.000	MVP EQUIPMENT RENTAL	21,000.00	7,140.25	3,713.88	13,859.75	34.00
203-524.000-862.000	CAP. OUTLAY-IMPROVEMENTS	150,000.00	0.00	0.00	150,000.00	0.00
Total Dept 524.000 - STREET MAINTENANCE		232,120.00	13,203.78	7,225.89	218,916.22	5.69
Dept 526.000 - STREET SWEEPING						
203-526.000-704.100	STAFF - OVERTIME	610.00	492.30	0.00	117.70	80.70
203-526.000-706.000	CITY LABOR - DPW	11,220.00	4,803.13	1,426.76	6,416.87	42.81
203-526.000-721.000	FICA/MEDICARE - CITY SHARE	905.00	404.32	108.82	500.68	44.68
203-526.000-722.000	ICMA - CITY SHARE	100.00	0.00	0.00	100.00	0.00
203-526.000-728.000	RETIREMENT PLANS (CITY SHARE)	2,725.00	1,564.27	420.61	1,160.73	57.40
203-526.000-749.000	CONTRACTUAL SERVICES	3,000.00	0.00	0.00	3,000.00	0.00
203-526.000-851.000	MVP EQUIPMENT RENTAL	40,000.00	28,356.99	6,607.94	11,643.01	70.89
203-526.000-853.000	HYDRANT RENTAL	15,800.00	7,902.00	1,317.00	7,898.00	50.01
Total Dept 526.000 - STREET SWEEPING		74,360.00	43,523.01	9,881.13	30,836.99	58.53
Dept 529.000 - GRAVEL STREET MAINTENANCE						
203-529.000-706.000	CITY LABOR - DPW	4,590.00	990.42	243.24	3,599.58	21.58
203-529.000-721.000	FICA/MEDICARE - CITY SHARE	350.00	75.48	18.44	274.52	21.57
203-529.000-722.000	ICMA - CITY SHARE	50.00	2.10	0.00	47.90	4.20
203-529.000-728.000	RETIREMENT PLANS (CITY SHARE)	1,150.00	281.54	71.70	868.46	24.48
203-529.000-731.000	MATERIALS & SUPPLIES	3,000.00	4,675.97	1,266.20	(1,675.97)	155.87
203-529.000-749.000	CONTRACTUAL SERVICES	2,800.00	1,885.00	0.00	915.00	67.32
203-529.000-851.000	MVP EQUIPMENT RENTAL	8,000.00	3,077.55	766.77	4,922.45	38.47
Total Dept 529.000 - GRAVEL STREET MAINTENANCE		19,940.00	10,988.06	2,366.35	8,951.94	55.11

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 203 - LOCAL STREET FUND						
Expenditures						
Dept 530.000 - WINTER STREET MAINTENANCE						
203-530.000-704.100	STAFF - OVERTIME	4,590.00	2,922.13	2,922.13	1,667.87	63.66
203-530.000-704.200	HOLIDAY COMPENSATION	100.00	0.00	0.00	100.00	0.00
203-530.000-706.000	CITY LABOR - DPW	5,610.00	136.18	136.18	5,473.82	2.43
203-530.000-721.000	FICA/MEDICARE - CITY SHARE	790.00	232.19	232.19	557.81	29.39
203-530.000-722.000	ICMA - CITY SHARE	150.00	0.00	0.00	150.00	0.00
203-530.000-728.000	RETIREMENT PLANS (CITY SHARE)	3,000.00	815.53	815.53	2,184.47	27.18
203-530.000-731.000	MATERIALS & SUPPLIES	13,000.00	0.00	0.00	13,000.00	0.00
203-530.000-851.000	MVP EQUIPMENT RENTAL	18,000.00	5,117.00	5,117.00	12,883.00	28.43
Total Dept 530.000 - WINTER STREET MAINTENANCE		45,240.00	9,223.03	9,223.03	36,016.97	20.39
Dept 540.000 - TRAFFIC SERVICES						
203-540.000-704.100	STAFF - OVERTIME	105.00	58.62	0.00	46.38	55.83
203-540.000-706.000	CITY LABOR - DPW	1,020.00	440.84	111.84	579.16	43.22
203-540.000-721.000	FICA/MEDICARE - CITY SHARE	85.00	38.10	8.49	46.90	44.82
203-540.000-722.000	ICMA - CITY SHARE	30.00	0.00	0.00	30.00	0.00
203-540.000-728.000	RETIREMENT PLANS (CITY SHARE)	545.00	137.80	32.96	407.20	25.28
203-540.000-731.000	MATERIALS & SUPPLIES	1,000.00	125.70	95.75	874.30	12.57
203-540.000-749.000	CONTRACTUAL SERVICES	7,500.00	0.00	0.00	7,500.00	0.00
203-540.000-851.000	MVP EQUIPMENT RENTAL	900.00	1,102.41	252.56	(202.41)	122.49
Total Dept 540.000 - TRAFFIC SERVICES		11,185.00	1,903.47	501.60	9,281.53	17.02
Dept 654.000 - WATER METER READING						
203-654.000-721.000	FICA/MEDICARE - CITY SHARE	95.00	0.00	0.00	95.00	0.00
Total Dept 654.000 - WATER METER READING		95.00	0.00	0.00	95.00	0.00
TOTAL EXPENDITURES		626,375.00	135,241.40	41,771.03	491,133.60	21.59
Fund 203 - LOCAL STREET FUND:						
TOTAL REVENUES		581,000.00	240,616.68	46,430.43	340,383.32	41.41
TOTAL EXPENDITURES		626,375.00	135,241.40	41,771.03	491,133.60	21.59
NET OF REVENUES & EXPENDITURES		(45,375.00)	105,375.28	4,659.40	(150,750.28)	232.23

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 206 - FIRE FUND						
Revenues						
Dept 000.000						
206-000.000-411.000	CURRENT PROPERTY TAXES	885,035.00	459,953.49	57,908.06	425,081.51	51.97
206-000.000-437.000	STATE GRANTS	0.00	5,000.00	0.00	(5,000.00)	100.00
206-000.000-442.000	RURAL FIRE ASSOCIATION	450,000.00	408,685.37	0.00	41,314.63	90.82
206-000.000-475.000	FIRE - COST RECOVERY	8,500.00	(250.00)	0.00	8,750.00	(2.94)
206-000.000-501.000	INTEREST INCOME	0.00	199.89	0.00	(199.89)	100.00
206-000.000-596.000	SUNDRY REVENUE	0.00	2,988.02	0.00	(2,988.02)	100.00
206-000.000-605.101	CONTRIBUTION FROM GENERAL FUND	153,310.00	76,650.00	12,775.00	76,660.00	50.00
Total Dept 000.000		1,496,845.00	953,226.77	70,683.06	543,618.23	63.68
TOTAL REVENUES		1,496,845.00	953,226.77	70,683.06	543,618.23	63.68
Expenditures						
Dept 350.000 - FIRE DEPARTMENT						
206-350.000-703.000	ADMINSTRATIVE SALARIES	57,375.00	15,131.88	0.00	42,243.12	26.37
206-350.000-704.000	STAFF WAGES	306,000.00	149,448.55	36,159.21	156,551.45	48.84
206-350.000-704.100	STAFF - OVERTIME	112,200.00	74,173.46	22,617.57	38,026.54	66.11
206-350.000-704.200	HOLIDAY COMPENSATION	23,460.00	11,102.52	5,800.32	12,357.48	47.33
206-350.000-706.000	CITY LABOR - DPW	50.00	9.78	0.00	40.22	19.56
206-350.000-707.000	PART-TIME STAFF WAGES	18,360.00	10,699.88	2,556.37	7,660.12	58.28
206-350.000-710.000	COMPENSATED ABSENCES	42,840.00	18,496.02	3,403.26	24,343.98	43.17
206-350.000-711.000	LONGEVITY	2,700.00	2,680.43	0.00	19.57	99.28
206-350.000-712.000	SPECIAL COMPENSATION	2,295.00	4,036.26	0.02	(1,741.26)	175.87
206-350.000-713.000	FIRE STIPEND	0.00	6,290.00	0.00	(6,290.00)	100.00
206-350.000-715.000	HEALTH REIMBURSEMENT	3,000.00	0.00	0.00	3,000.00	0.00
206-350.000-718.000	AUTO ALLOWANCE	3,000.00	781.31	0.00	2,218.69	26.04
206-350.000-719.000	CLOTHING ALLOWANCE	0.00	0.06	0.02	(0.06)	100.00
206-350.000-721.000	FICA/MEDICARE - CITY SHARE	12,180.00	6,268.95	1,182.62	5,911.05	51.47
206-350.000-722.000	ICMA - CITY SHARE	3,000.00	1,670.36	390.00	1,329.64	55.68
206-350.000-723.000	VISION CARE	2,290.00	853.49	0.01	1,436.51	37.27
206-350.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	21,630.00	1,918.06	0.00	19,711.94	8.87
206-350.000-725.603	RETIREMENT HEALTH BENEFITS	11,000.00	5,295.21	918.72	5,704.79	48.14
206-350.000-725.604	DENTAL & HEALTH BENEFITS	98,800.00	60,090.62	10,792.51	38,709.38	60.82
206-350.000-728.000	RETIREMENT PLANS (CITY SHARE)	299,750.00	153,805.63	39,880.55	145,944.37	51.31
206-350.000-728.001	RETIREMENT HEALTH SAVINGS	1,500.00	498.21	0.00	1,001.79	33.21
206-350.000-731.000	MATERIALS & SUPPLIES	6,000.00	7,394.36	0.00	(1,394.36)	123.24
206-350.000-732.000	POSTAGE	500.00	850.36	117.31	(350.36)	170.07
206-350.000-733.000	UNIFORM & CLEANING	26,000.00	5,878.31	265.31	20,121.69	22.61
206-350.000-734.000	GASOLINE & OIL	15,000.00	9,347.18	823.52	5,652.82	62.31
206-350.000-735.000	DUES & SUBSCRIPTIONS	3,500.00	471.84	300.00	3,028.16	13.48
206-350.000-737.000	PRINTING & PUBLISHING	500.00	3,766.48	0.00	(3,266.48)	753.30
206-350.000-738.000	OPERATING SUPPLIES	10,000.00	13,235.97	5,469.87	(3,235.97)	132.36
206-350.000-738.001	HAZ-MAT SUPPLIES	1,000.00	0.00	0.00	1,000.00	0.00
206-350.000-740.000	VEHICLE MAINTENANCE	25,000.00	8,377.48	0.00	16,622.52	33.51
206-350.000-741.000	MAINTENANCE - EQ/BLDG/GRNDS	6,000.00	4,145.75	0.00	1,854.25	69.10
206-350.000-744.000	TELEPHONE & INTERNET	83,965.00	42,088.20	7,396.88	41,876.80	50.13
206-350.000-745.000	UTILITIES	37,500.00	11,260.47	40.27	26,239.53	30.03
206-350.000-746.000	PROFESSIONAL SERVICES	10,000.00	4,180.00	0.00	5,820.00	41.80
206-350.000-747.000	INSURANCE & BONDS	12,000.00	0.00	0.00	12,000.00	0.00
206-350.000-748.000	CONFERENCES & TRAINING	2,000.00	875.00	0.00	1,125.00	43.75
206-350.000-749.000	CONTRACTUAL SERVICES	31,000.00	9,093.76	1,136.27	21,906.24	29.33
206-350.000-750.000	OTHER COMPENSATION	55,000.00	0.00	0.00	55,000.00	0.00
206-350.000-756.000	AMBULANCE EXPENSE	35,520.00	0.00	0.00	35,520.00	0.00

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 206 - FIRE FUND						
Expenditures						
206-350.000-851.000	MVP EQUIPMENT RENTAL	0.00	76.62	23.80	(76.62)	100.00
206-350.000-853.000	HYDRANT RENTAL	8,700.00	4,350.00	725.00	4,350.00	50.00
206-350.000-864.000	CAPITAL OUTLAY - EQUIPMENT	20,000.00	625,999.41	27,744.12	(605,999.41)	3,130.00
206-350.000-871.000	PRINCIPAL	32,300.00	16,146.00	2,691.00	16,154.00	49.99
206-350.000-872.000	INTEREST EXPENSE	2,250.00	1,110.00	185.00	1,140.00	49.33
206-350.000-970.000	MILEAGE ALLOWANCE	1,000.00	485.73	408.75	514.27	48.57
206-350.000-972.000	MISCELLANEOUS	50,680.00	309.01	0.00	50,370.99	0.61
Total Dept 350.000 - FIRE DEPARTMENT		1,496,845.00	1,292,692.61	171,028.28	204,152.39	86.36
TOTAL EXPENDITURES		1,496,845.00	1,292,692.61	171,028.28	204,152.39	86.36
Fund 206 - FIRE FUND:						
TOTAL REVENUES		1,496,845.00	953,226.77	70,683.06	543,618.23	63.68
TOTAL EXPENDITURES		1,496,845.00	1,292,692.61	171,028.28	204,152.39	86.36
NET OF REVENUES & EXPENDITURES		0.00	(339,465.84)	(100,345.22)	339,465.84	100.00

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 230 - POLICE DRUG ENFORCEMENT						
Revenues						
Dept 000.000						
230-000.000-501.000	INTEREST INCOME	0.00	69.52	18.00	(69.52)	100.00
230-000.000-581.000	FORFEITURES	0.00	50.00	0.00	(50.00)	100.00
230-000.000-596.000	SUNDRY REVENUE	1,500.00	0.00	0.00	1,500.00	0.00
Total Dept 000.000		1,500.00	119.52	18.00	1,380.48	7.97
TOTAL REVENUES		1,500.00	119.52	18.00	1,380.48	7.97
Expenditures						
Dept 301.000 - DRUG ENFORCEMENT						
230-301.000-731.000	MATERIALS & SUPPLIES	1,500.00	0.00	0.00	1,500.00	0.00
Total Dept 301.000 - DRUG ENFORCEMENT		1,500.00	0.00	0.00	1,500.00	0.00
TOTAL EXPENDITURES		1,500.00	0.00	0.00	1,500.00	0.00
Fund 230 - POLICE DRUG ENFORCEMENT:						
TOTAL REVENUES		1,500.00	119.52	18.00	1,380.48	7.97
TOTAL EXPENDITURES		1,500.00	0.00	0.00	1,500.00	0.00
NET OF REVENUES & EXPENDITURES		0.00	119.52	18.00	(119.52)	100.00

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 240 - ACT 302 POLICE TRAINING						
Revenues						
Dept 000.000						
240-000.000-431.000	STATE AID	0.00	916.80	0.00	(916.80)	100.00
240-000.000-501.000	INTEREST INCOME	0.00	88.55	22.99	(88.55)	100.00
240-000.000-605.101	CONTRIBUTION FROM GENERAL FUN	21,500.00	14,403.50	1,791.00	7,096.50	66.99
Total Dept 000.000		21,500.00	15,408.85	1,813.99	6,091.15	71.67
TOTAL REVENUES		21,500.00	15,408.85	1,813.99	6,091.15	71.67
Expenditures						
Dept 302.000 - ACT 302 POLICE TRAINING						
240-302.000-748.000	CONFERENCES & TRAINING	2,500.00	0.00	0.00	2,500.00	0.00
240-302.000-748.302	302 TRAINING	19,000.00	12,744.11	0.00	6,255.89	67.07
Total Dept 302.000 - ACT 302 POLICE TRAINING		21,500.00	12,744.11	0.00	8,755.89	59.27
TOTAL EXPENDITURES		21,500.00	12,744.11	0.00	8,755.89	59.27
Fund 240 - ACT 302 POLICE TRAINING:						
TOTAL REVENUES		21,500.00	15,408.85	1,813.99	6,091.15	71.67
TOTAL EXPENDITURES		21,500.00	12,744.11	0.00	8,755.89	59.27
NET OF REVENUES & EXPENDITURES		0.00	2,664.74	1,813.99	(2,664.74)	100.00

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 243 - BROWNFIELD REDEVELOPMENT AUTHORITY FUND						
Revenues						
Dept 000.000						
243-000.000-411.200	TAX CAPTURE	97,815.00	69,239.32	0.00	28,575.68	70.79
243-000.000-501.000	INTEREST INCOME	0.00	613.23	150.74	(613.23)	100.00
Total Dept 000.000		97,815.00	69,852.55	150.74	27,962.45	71.41
TOTAL REVENUES		97,815.00	69,852.55	150.74	27,962.45	71.41
Expenditures						
Dept 000.000						
243-000.000-802.000	TAX EXPENDITURES	83,940.00	83,939.27	0.00	0.73	100.00
Total Dept 000.000		83,940.00	83,939.27	0.00	0.73	100.00
Dept 800.000 - ECONOMIC DEVELOPMENT						
243-800.000-749.000	CONTRACTUAL SERVICES	0.00	17,441.05	0.00	(17,441.05)	100.00
Total Dept 800.000 - ECONOMIC DEVELOPMENT		0.00	17,441.05	0.00	(17,441.05)	100.00
TOTAL EXPENDITURES		83,940.00	101,380.32	0.00	(17,440.32)	120.78
Fund 243 - BROWNFIELD REDEVELOPMENT AUTHORITY FUND:						
TOTAL REVENUES		97,815.00	69,852.55	150.74	27,962.45	71.41
TOTAL EXPENDITURES		83,940.00	101,380.32	0.00	(17,440.32)	120.78
NET OF REVENUES & EXPENDITURES		13,875.00	(31,527.77)	150.74	45,402.77	227.23

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 260 - DDA FUND						
Revenues						
Dept 000.000						
260-000.000-411.000	CURRENT PROPERTY TAXES	22,720.00	36,715.72	536.87	(13,995.72)	161.60
260-000.000-415.000	SPECIAL ASSESSMENT REVENUE	13,110.00	11,327.42	(2,241.86)	1,782.58	86.40
260-000.000-424.000	PARKING PERMITS	1,200.00	580.00	60.00	620.00	48.33
260-000.000-501.000	INTEREST INCOME	5.00	184.68	45.97	(179.68)	3,693.60
Total Dept 000.000		37,035.00	48,807.82	(1,599.02)	(11,772.82)	131.79
TOTAL REVENUES		37,035.00	48,807.82	(1,599.02)	(11,772.82)	131.79
Expenditures						
Dept 800.000 - ECONOMIC DEVELOPMENT						
260-800.000-704.100	STAFF - OVERTIME	0.00	80.85	0.00	(80.85)	100.00
260-800.000-706.000	CITY LABOR - DPW	2,550.00	3,917.49	636.40	(1,367.49)	153.63
260-800.000-721.000	FICA/MEDICARE - CITY SHARE	195.00	305.05	48.52	(110.05)	156.44
260-800.000-722.000	ICMA - CITY SHARE	30.00	0.00	0.00	30.00	0.00
260-800.000-728.000	RETIREMENT PLANS (CITY SHARE)	820.00	1,131.57	168.75	(311.57)	138.00
260-800.000-731.000	MATERIALS & SUPPLIES	1,000.00	1,298.85	20.98	(298.85)	129.89
260-800.000-737.000	PRINTING & PUBLISHING	0.00	131.20	0.00	(131.20)	100.00
260-800.000-749.000	CONTRACTUAL SERVICES	23,500.00	9,981.54	1,525.16	13,518.46	42.47
260-800.000-753.000	SPECIAL PURPOSE EXPENSES	1,300.00	0.00	0.00	1,300.00	0.00
260-800.000-851.000	MVP EQUIPMENT RENTAL	0.00	4,406.03	1,210.62	(4,406.03)	100.00
260-800.000-862.000	CAP. OUTLAY-IMPROVEMENTS	15,000.00	9,420.87	0.00	5,579.13	62.81
Total Dept 800.000 - ECONOMIC DEVELOPMENT		44,395.00	30,673.45	3,610.43	13,721.55	69.09
TOTAL EXPENDITURES		44,395.00	30,673.45	3,610.43	13,721.55	69.09
Fund 260 - DDA FUND:						
TOTAL REVENUES		37,035.00	48,807.82	(1,599.02)	(11,772.82)	131.79
TOTAL EXPENDITURES		44,395.00	30,673.45	3,610.43	13,721.55	69.09
NET OF REVENUES & EXPENDITURES		(7,360.00)	18,134.37	(5,209.45)	(25,494.37)	246.39

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 261 - LDFA						
Revenues						
Dept 000.000						
261-000.000-501.000	INTEREST INCOME	0.00	6,952.93	1,794.37	(6,952.93)	100.00
261-000.000-607.000	LOAN REPAYMENT	3,000.00	1,110.00	185.00	1,890.00	37.00
Total Dept 000.000		3,000.00	8,062.93	1,979.37	(5,062.93)	268.76
TOTAL REVENUES		3,000.00	8,062.93	1,979.37	(5,062.93)	268.76
Expenditures						
Dept 800.000 - ECONOMIC DEVELOPMENT						
261-800.000-735.000	DUES & SUBSCRIPTIONS	350.00	0.00	0.00	350.00	0.00
Total Dept 800.000 - ECONOMIC DEVELOPMENT		350.00	0.00	0.00	350.00	0.00
TOTAL EXPENDITURES		350.00	0.00	0.00	350.00	0.00
Fund 261 - LDFA:						
TOTAL REVENUES		3,000.00	8,062.93	1,979.37	(5,062.93)	268.76
TOTAL EXPENDITURES		350.00	0.00	0.00	350.00	0.00
NET OF REVENUES & EXPENDITURES		2,650.00	8,062.93	1,979.37	(5,412.93)	304.26

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 270 - ECONOMIC DEVELOPMENT FUND						
Revenues						
Dept 000.000						
270-000.000-501.000	INTEREST INCOME	40.00	390.22	102.09	(350.22)	975.55
270-000.000-593.000	RENT EARNED-CITY PROPERTY	11,600.00	(3,221.00)	(3,221.00)	14,821.00	(27.77)
Total Dept 000.000		11,640.00	(2,830.78)	(3,118.91)	14,470.78	(24.32)
TOTAL REVENUES		11,640.00	(2,830.78)	(3,118.91)	14,470.78	(24.32)
Expenditures						
Dept 800.000 - ECONOMIC DEVELOPMENT						
270-800.000-749.000	CONTRACTUAL SERVICES	3,000.00	1,505.00	0.00	1,495.00	50.17
Total Dept 800.000 - ECONOMIC DEVELOPMENT		3,000.00	1,505.00	0.00	1,495.00	50.17
TOTAL EXPENDITURES		3,000.00	1,505.00	0.00	1,495.00	50.17
Fund 270 - ECONOMIC DEVELOPMENT FUND:						
TOTAL REVENUES		11,640.00	(2,830.78)	(3,118.91)	14,470.78	24.32
TOTAL EXPENDITURES		3,000.00	1,505.00	0.00	1,495.00	50.17
NET OF REVENUES & EXPENDITURES		8,640.00	(4,335.78)	(3,118.91)	12,975.78	50.18

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 280 - AIRPORT FUND						
Revenues						
Dept 000.000						
280-000.000-444.000	AIRPORT HANGER RENT	35,000.00	20,705.00	4,955.00	14,295.00	59.16
280-000.000-592.000	FUEL SALES	45,000.00	39,002.75	1,493.42	5,997.25	86.67
280-000.000-593.000	RENT EARNED-CITY PROPERTY	0.00	12,500.00	2,500.00	(12,500.00)	100.00
280-000.000-596.000	SUNDRY REVENUE	50,000.00	0.00	0.00	50,000.00	0.00
280-000.000-605.101	CONTRIBUTION FROM GENERAL FUN	55,720.00	0.00	0.00	55,720.00	0.00
Total Dept 000.000		185,720.00	72,207.75	8,948.42	113,512.25	38.88
TOTAL REVENUES		185,720.00	72,207.75	8,948.42	113,512.25	38.88
Expenditures						
Dept 830.000 - AIRPORT						
280-830.000-704.100	STAFF - OVERTIME	765.00	133.41	133.41	631.59	17.44
280-830.000-706.000	CITY LABOR - DPW	1,275.00	483.20	294.76	791.80	37.90
280-830.000-721.000	FICA/MEDICARE - CITY SHARE	155.00	46.99	32.64	108.01	30.32
280-830.000-722.000	ICMA - CITY SHARE	30.00	0.00	0.00	30.00	0.00
280-830.000-728.000	RETIREMENT PLANS (CITY SHARE)	545.00	162.94	107.38	382.06	29.90
280-830.000-731.000	MATERIALS & SUPPLIES	2,000.00	383.00	0.00	1,617.00	19.15
280-830.000-734.000	GASOLINE & OIL	45,000.00	53,018.60	0.00	(8,018.60)	117.82
280-830.000-741.000	MAINTENANCE - EQ/BLDG/GRNDS	2,000.00	600.00	0.00	1,400.00	30.00
280-830.000-743.000	TAXES	10,000.00	12,037.48	12,037.48	(2,037.48)	120.37
280-830.000-744.000	TELEPHONE & INTERNET	6,700.00	3,108.42	518.07	3,591.58	46.39
280-830.000-745.000	UTILITIES	13,000.00	4,889.09	1,492.70	8,110.91	37.61
280-830.000-746.000	PROFESSIONAL SERVICES	20,000.00	10,454.80	704.50	9,545.20	52.27
280-830.000-747.000	INSURANCE & BONDS	9,250.00	0.00	0.00	9,250.00	0.00
280-830.000-749.000	CONTRACTUAL SERVICES	18,000.00	7,899.30	154.83	10,100.70	43.89
280-830.000-851.000	MVP EQUIPMENT RENTAL	6,000.00	1,324.20	964.81	4,675.80	22.07
280-830.000-862.000	CAP. OUTLAY-IMPROVEMENTS	50,000.00	31,118.00	0.00	18,882.00	62.24
280-830.000-972.000	MISCELLANEOUS	1,000.00	1,902.63	312.86	(902.63)	190.26
Total Dept 830.000 - AIRPORT		185,720.00	127,562.06	16,753.44	58,157.94	68.69
TOTAL EXPENDITURES		185,720.00	127,562.06	16,753.44	58,157.94	68.69
Fund 280 - AIRPORT FUND:						
TOTAL REVENUES		185,720.00	72,207.75	8,948.42	113,512.25	38.88
TOTAL EXPENDITURES		185,720.00	127,562.06	16,753.44	58,157.94	68.69
NET OF REVENUES & EXPENDITURES		0.00	(55,354.31)	(7,805.02)	55,354.31	100.00

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 285 - CAMP FRANCES						
Revenues						
Dept 000.000						
285-000.000-501.000	INTEREST INCOME	10.00	111.62	22.99	(101.62)	1,116.20
285-000.000-593.000	RENT EARNED-CITY PROPERTY	3,200.00	2,036.01	200.00	1,163.99	63.63
285-000.000-603.000	CONTRIBUTIONS FROM OTHERS	0.00	310.00	310.00	(310.00)	100.00
Total Dept 000.000		3,210.00	2,457.63	532.99	752.37	76.56
TOTAL REVENUES		3,210.00	2,457.63	532.99	752.37	76.56
Expenditures						
Dept 825.000 - PARKS & RECREATION						
285-825.000-731.000	MATERIALS & SUPPLIES	500.00	129.38	0.00	370.62	25.88
285-825.000-745.000	UTILITIES	1,200.00	845.40	466.47	354.60	70.45
285-825.000-747.000	INSURANCE & BONDS	45.00	0.00	0.00	45.00	0.00
285-825.000-749.000	CONTRACTUAL SERVICES	0.00	120.00	0.00	(120.00)	100.00
285-825.000-972.000	MISCELLANEOUS	0.00	8,250.00	0.00	(8,250.00)	100.00
Total Dept 825.000 - PARKS & RECREATION		1,745.00	9,344.78	466.47	(7,599.78)	535.52
TOTAL EXPENDITURES		1,745.00	9,344.78	466.47	(7,599.78)	535.52
Fund 285 - CAMP FRANCES:						
TOTAL REVENUES		3,210.00	2,457.63	532.99	752.37	76.56
TOTAL EXPENDITURES		1,745.00	9,344.78	466.47	(7,599.78)	535.52
NET OF REVENUES & EXPENDITURES		1,465.00	(6,887.15)	66.52	8,352.15	470.11

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 330 - 2008 FACILITY BLDG G.O. BOND						
Revenues						
Dept 000.000						
330-000.000-411.000	CURRENT PROPERTY TAXES	216,930.00	214,471.94	575.86	2,458.06	98.87
330-000.000-441.000	LOCAL COMM STBLZTN SHARE TAX	12,000.00	13,408.90	0.00	(1,408.90)	111.74
330-000.000-501.000	INTEREST INCOME	100.00	1,536.30	429.05	(1,436.30)	1,536.30
Total Dept 000.000		229,030.00	229,417.14	1,004.91	(387.14)	100.17
TOTAL REVENUES		229,030.00	229,417.14	1,004.91	(387.14)	100.17
Expenditures						
Dept 826.000 - DEBT SERVICE						
330-826.000-871.000	PRINCIPAL	150,000.00	0.00	0.00	150,000.00	0.00
330-826.000-872.000	INTEREST EXPENSE	48,000.00	24,000.00	0.00	24,000.00	50.00
330-826.000-873.000	PAYING AGENT FEES	500.00	0.00	0.00	500.00	0.00
Total Dept 826.000 - DEBT SERVICE		198,500.00	24,000.00	0.00	174,500.00	12.09
TOTAL EXPENDITURES		198,500.00	24,000.00	0.00	174,500.00	12.09
Fund 330 - 2008 FACILITY BLDG G.O. BOND:						
TOTAL REVENUES		229,030.00	229,417.14	1,004.91	(387.14)	100.17
TOTAL EXPENDITURES		198,500.00	24,000.00	0.00	174,500.00	12.09
NET OF REVENUES & EXPENDITURES		30,530.00	205,417.14	1,004.91	(174,887.14)	672.84

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 500 - RECYCLING FUND						
Revenues						
Dept 000.000						
500-000.000-411.000	CURRENT PROPERTY TAXES	17,250.00	17,395.99	32.45	(145.99)	100.85
500-000.000-438.000	COUNTY/LOCAL GRANTS	26,000.00	8,555.14	0.00	17,444.86	32.90
500-000.000-501.000	INTEREST INCOME	30.00	587.35	146.91	(557.35)	1,957.83
500-000.000-595.000	SALE OF RECYCLABLE MATERIAL	25,000.00	13,712.35	591.20	11,287.65	54.85
500-000.000-596.000	SUNDRY REVENUE	20,000.00	8,860.39	943.10	11,139.61	44.30
Total Dept 000.000		88,280.00	49,111.22	1,713.66	39,168.78	55.63
TOTAL REVENUES		88,280.00	49,111.22	1,713.66	39,168.78	55.63
Expenditures						
Dept 841.000 - HALL STREET RECYCLING CENTER						
500-841.000-704.000	STAFF WAGES	775.00	408.13	181.05	366.87	52.66
500-841.000-706.000	CITY LABOR - DPW	1,735.00	186.32	39.08	1,548.68	10.74
500-841.000-707.000	PART-TIME STAFF WAGES	38,760.00	18,987.54	4,221.15	19,772.46	48.99
500-841.000-721.000	FICA/MEDICARE - CITY SHARE	2,965.00	1,497.79	339.63	1,467.21	50.52
500-841.000-722.000	ICMA - CITY SHARE	30.00	0.00	0.00	30.00	0.00
500-841.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	1,545.00	0.44	0.00	1,544.56	0.03
500-841.000-728.000	RETIREMENT PLANS (CITY SHARE)	500.00	170.54	60.18	329.46	34.11
500-841.000-731.000	MATERIALS & SUPPLIES	2,400.00	2,298.40	1,148.24	101.60	95.77
500-841.000-745.000	UTILITIES	3,200.00	1,238.69	0.00	1,961.31	38.71
500-841.000-747.000	INSURANCE & BONDS	70.00	0.00	0.00	70.00	0.00
500-841.000-749.000	CONTRACTUAL SERVICES	4,500.00	4,152.70	249.20	347.30	92.28
500-841.000-851.000	MVP EQUIPMENT RENTAL	1,800.00	893.52	312.46	906.48	49.64
500-841.000-972.000	MISCELLANEOUS	0.00	187.97	0.00	(187.97)	100.00
Total Dept 841.000 - HALL STREET RECYCLING CENTER		58,280.00	30,022.04	6,550.99	28,257.96	51.51
TOTAL EXPENDITURES		58,280.00	30,022.04	6,550.99	28,257.96	51.51
Fund 500 - RECYCLING FUND:						
TOTAL REVENUES		88,280.00	49,111.22	1,713.66	39,168.78	55.63
TOTAL EXPENDITURES		58,280.00	30,022.04	6,550.99	28,257.96	51.51
NET OF REVENUES & EXPENDITURES		30,000.00	19,089.18	(4,837.33)	10,910.82	63.63

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 510 - WATER & SEWER FUND						
Revenues						
Dept 000.000						
510-000.000-437.000	STATE GRANTS	50,700.00	78,224.10	34,013.81	(27,524.10)	154.29
510-000.000-437.661	STATE GRANT-WELLHEAD PROTECT	2,000.00	0.00	0.00	2,000.00	0.00
510-000.000-501.000	INTEREST INCOME	4,000.00	18,836.12	5,382.22	(14,836.12)	470.90
510-000.000-551.000	WATER-UTILITY BILLING	1,600,000.00	909,164.66	278,131.89	690,835.34	56.82
510-000.000-551.001	WATER BILLING - SPRINKLING	65,000.00	56,355.36	13,063.30	8,644.64	86.70
510-000.000-552.000	WATER SYSTEM EQUITY CHARGE	11,700.00	2,950.00	0.00	8,750.00	25.21
510-000.000-553.000	WATER - SALES TO CITY	78,900.00	39,450.00	6,575.00	39,450.00	50.00
510-000.000-554.000	WATER - MISCELLANEOUS CHARGES	0.00	4,820.14	110.14	(4,820.14)	100.00
510-000.000-555.000	WATER - METERS SOLD	5,000.00	2,755.00	0.00	2,245.00	55.10
510-000.000-556.000	WATER-PENALTIES AND FINES	15,000.00	16,460.69	(9.87)	(1,460.69)	109.74
510-000.000-557.000	WATER-SUNDRY	500.00	0.00	0.00	500.00	0.00
510-000.000-561.000	SEWER-UTILITY BILLING	2,800,000.00	1,561,754.92	469,840.89	1,238,245.08	55.78
510-000.000-562.000	SEWER SYSTEM EQUITY CHARGE	21,700.00	7,100.00	0.00	14,600.00	32.72
510-000.000-563.000	SEWER-CLEANOUT & AUGERING	9,000.00	4,860.00	3,500.00	4,140.00	54.00
510-000.000-564.000	SEWER-PENALTIES & FINES	23,000.00	28,176.20	(32.01)	(5,176.20)	122.51
510-000.000-596.000	SUNDRY REVENUE	13,000.00	16,861.63	211.68	(3,861.63)	129.70
Total Dept 000.000		4,699,500.00	2,747,768.82	810,787.05	1,951,731.18	58.47
TOTAL REVENUES		4,699,500.00	2,747,768.82	810,787.05	1,951,731.18	58.47
Expenditures						
Dept 221.000 - PAYROLL TO BE DISTRIBUTED						
510-221.000-706.000	CITY LABOR - DPW	1,020.00	0.00	0.00	1,020.00	0.00
510-221.000-728.000	RETIREMENT PLANS (CITY SHARE)	270.00	0.00	0.00	270.00	0.00
Total Dept 221.000 - PAYROLL TO BE DISTRIBUTED		1,290.00	0.00	0.00	1,290.00	0.00
Dept 610.000 - SEWER ADMINISTRATION						
510-610.000-703.000	ADMINSTRATIVE SALARIES	105,570.00	57,005.09	12,367.89	48,564.91	54.00
510-610.000-704.000	STAFF WAGES	8,160.00	5,242.01	2,833.15	2,917.99	64.24
510-610.000-704.100	STAFF - OVERTIME	1,020.00	495.71	141.51	524.29	48.60
510-610.000-704.200	HOLIDAY COMPENSATION	4,080.00	1,983.17	1,055.00	2,096.83	48.61
510-610.000-706.000	CITY LABOR - DPW	9,100.00	4,018.94	803.46	5,081.06	44.16
510-610.000-710.000	COMPENSATED ABSENCES	34,945.00	22,683.02	6,538.55	12,261.98	64.91
510-610.000-711.000	LONGEVITY	3,035.00	5,874.53	0.00	(2,839.53)	193.56
510-610.000-712.000	SPECIAL COMPENSATION	765.00	1,128.20	272.11	(363.20)	147.48
510-610.000-715.000	HEALTH REIMBURSEMENT	1,500.00	705.37	125.00	794.63	47.02
510-610.000-718.000	AUTO ALLOWANCE	605.00	294.55	69.88	310.45	48.69
510-610.000-719.000	CLOTHING ALLOWANCE	3,060.00	1,671.61	163.92	1,388.39	54.63
510-610.000-721.000	FICA/MEDICARE - CITY SHARE	13,145.00	7,660.97	1,847.37	5,484.03	58.28
510-610.000-722.000	ICMA - CITY SHARE	525.00	592.32	150.87	(67.32)	112.82
510-610.000-723.000	VISION CARE	2,600.00	1,003.26	106.17	1,596.74	38.59
510-610.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	8,240.00	952.82	0.00	7,287.18	11.56
510-610.000-725.604	DENTAL & HEALTH BENEFITS	130,000.00	79,066.62	14,200.68	50,933.38	60.82
510-610.000-728.000	RETIREMENT PLANS (CITY SHARE)	54,500.00	31,926.00	7,644.86	22,574.00	58.58
510-610.000-731.000	MATERIALS & SUPPLIES	800.00	328.75	0.00	471.25	41.09
510-610.000-732.000	POSTAGE	3,900.00	595.72	0.00	3,304.28	15.27
510-610.000-735.000	DUES & SUBSCRIPTIONS	1,600.00	490.00	80.00	1,110.00	30.63
510-610.000-737.000	PRINTING & PUBLISHING	3,800.00	1,093.01	186.13	2,706.99	28.76
510-610.000-744.000	TELEPHONE & INTERNET	40,500.00	19,624.74	3,270.79	20,875.26	48.46
510-610.000-746.000	PROFESSIONAL SERVICES	12,500.00	4,100.00	0.00	8,400.00	32.80
510-610.000-747.000	INSURANCE & BONDS	10,835.00	0.00	0.00	10,835.00	0.00

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 510 - WATER & SEWER FUND						
Expenditures						
510-610.000-748.000	CONFERENCES & TRAINING	3,000.00	1,808.22	486.80	1,191.78	60.27
510-610.000-853.000	HYDRANT RENTAL	21,500.00	10,752.00	1,792.00	10,748.00	50.01
510-610.000-871.000	PRINCIPAL	470,000.00	0.00	0.00	470,000.00	0.00
510-610.000-872.000	INTEREST EXPENSE	75,850.00	14,625.00	0.00	61,225.00	19.28
510-610.000-971.000	DEPRECIATION EXPENSE	680,000.00	0.00	0.00	680,000.00	0.00
510-610.000-972.000	MISCELLANEOUS	100.00	73.80	0.00	26.20	73.80
Total Dept 610.000 - SEWER ADMINISTRATION		1,705,235.00	275,795.43	54,136.14	1,429,439.57	16.17
Dept 620.000 - SEWER "MISS DIG" OPERATIONS						
510-620.000-704.100	STAFF - OVERTIME	405.00	186.48	17.69	218.52	46.04
510-620.000-706.000	CITY LABOR - DPW	15,300.00	8,072.09	2,542.18	7,227.91	52.76
510-620.000-721.000	FICA/MEDICARE - CITY SHARE	1,170.00	621.52	192.21	548.48	53.12
510-620.000-722.000	ICMA - CITY SHARE	50.00	0.00	0.00	50.00	0.00
510-620.000-728.000	RETIREMENT PLANS (CITY SHARE)	4,360.00	2,406.31	726.37	1,953.69	55.19
510-620.000-731.000	MATERIALS & SUPPLIES	400.00	832.58	509.79	(432.58)	208.15
510-620.000-851.000	MVP EQUIPMENT RENTAL	11,000.00	6,280.30	1,525.35	4,719.70	57.09
Total Dept 620.000 - SEWER "MISS DIG" OPERATIONS		32,685.00	18,399.28	5,513.59	14,285.72	56.29
Dept 621.000 - SEWER MAINTENANCE MAINS						
510-621.000-704.100	STAFF - OVERTIME	1,020.00	30.33	0.00	989.67	2.97
510-621.000-704.200	HOLIDAY COMPENSATION	305.00	0.00	0.00	305.00	0.00
510-621.000-706.000	CITY LABOR - DPW	17,340.00	4,324.53	2,566.00	13,015.47	24.94
510-621.000-721.000	FICA/MEDICARE - CITY SHARE	1,430.00	331.89	195.31	1,098.11	23.21
510-621.000-722.000	ICMA - CITY SHARE	100.00	6.26	6.26	93.74	6.26
510-621.000-728.000	RETIREMENT PLANS (CITY SHARE)	5,125.00	1,044.11	516.77	4,080.89	20.37
510-621.000-731.000	MATERIALS & SUPPLIES	1,000.00	353.00	0.00	647.00	35.30
510-621.000-851.000	MVP EQUIPMENT RENTAL	58,000.00	18,040.94	9,485.22	39,959.06	31.11
Total Dept 621.000 - SEWER MAINTENANCE MAINS		84,320.00	24,131.06	12,769.56	60,188.94	28.62
Dept 622.000 - SEWER MAINTENANCE SERVICES						
510-622.000-704.100	STAFF - OVERTIME	1,000.00	718.51	395.32	281.49	71.85
510-622.000-704.200	HOLIDAY COMPENSATION	100.00	0.00	0.00	100.00	0.00
510-622.000-706.000	CITY LABOR - DPW	11,730.00	3,560.05	943.28	8,169.95	30.35
510-622.000-721.000	FICA/MEDICARE - CITY SHARE	985.00	323.69	101.26	661.31	32.86
510-622.000-722.000	ICMA - CITY SHARE	100.00	0.78	0.00	99.22	0.78
510-622.000-728.000	RETIREMENT PLANS (CITY SHARE)	3,815.00	1,238.57	375.76	2,576.43	32.47
510-622.000-731.000	MATERIALS & SUPPLIES	3,000.00	3,130.83	0.00	(130.83)	104.36
510-622.000-749.000	CONTRACTUAL SERVICES	1,000.00	0.00	0.00	1,000.00	0.00
510-622.000-851.000	MVP EQUIPMENT RENTAL	12,000.00	7,289.58	2,645.24	4,710.42	60.75
Total Dept 622.000 - SEWER MAINTENANCE SERVICES		33,730.00	16,262.01	4,460.86	17,467.99	48.21
Dept 623.000 - DAY LIFT STATION						
510-623.000-704.100	STAFF - OVERTIME	765.00	0.00	0.00	765.00	0.00
510-623.000-706.000	CITY LABOR - DPW	815.00	97.48	47.16	717.52	11.96
510-623.000-721.000	FICA/MEDICARE - CITY SHARE	120.00	7.49	3.60	112.51	6.24
510-623.000-722.000	ICMA - CITY SHARE	15.00	0.93	0.00	14.07	6.20
510-623.000-728.000	RETIREMENT PLANS (CITY SHARE)	435.00	27.49	13.90	407.51	6.32
510-623.000-731.000	MATERIALS & SUPPLIES	100.00	0.00	0.00	100.00	0.00

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 510 - WATER & SEWER FUND						
Expenditures						
510-623.000-745.000	UTILITIES	2,300.00	662.74	0.00	1,637.26	28.81
510-623.000-749.000	CONTRACTUAL SERVICES	1,000.00	521.40	0.00	478.60	52.14
510-623.000-851.000	MVP EQUIPMENT RENTAL	900.00	88.67	23.80	811.33	9.85
Total Dept 623.000 - DAY LIFT STATION		6,450.00	1,406.20	88.46	5,043.80	21.80
Dept 624.000 - REYNOLDS LIFT STATION						
510-624.000-704.100	STAFF - OVERTIME	0.00	70.74	0.00	(70.74)	100.00
510-624.000-706.000	CITY LABOR - DPW	915.00	357.71	26.74	557.29	39.09
510-624.000-721.000	FICA/MEDICARE - CITY SHARE	80.00	32.85	2.07	47.15	41.06
510-624.000-722.000	ICMA - CITY SHARE	10.00	1.41	0.64	8.59	14.10
510-624.000-728.000	RETIREMENT PLANS (CITY SHARE)	270.00	123.84	6.64	146.16	45.87
510-624.000-731.000	MATERIALS & SUPPLIES	500.00	64.56	0.00	435.44	12.91
510-624.000-745.000	UTILITIES	4,000.00	939.54	0.00	3,060.46	23.49
510-624.000-749.000	CONTRACTUAL SERVICES	1,700.00	802.15	0.00	897.85	47.19
510-624.000-851.000	MVP EQUIPMENT RENTAL	500.00	558.20	11.90	(58.20)	111.64
Total Dept 624.000 - REYNOLDS LIFT STATION		7,975.00	2,951.00	47.99	5,024.00	37.00
Dept 625.000 - MEIJER LIFT STATION						
510-625.000-704.100	STAFF - OVERTIME	305.00	0.00	0.00	305.00	0.00
510-625.000-706.000	CITY LABOR - DPW	1,225.00	246.87	70.74	978.13	20.15
510-625.000-721.000	FICA/MEDICARE - CITY SHARE	115.00	18.96	5.35	96.04	16.49
510-625.000-722.000	ICMA - CITY SHARE	25.00	2.89	0.00	22.11	11.56
510-625.000-728.000	RETIREMENT PLANS (CITY SHARE)	400.00	68.71	20.85	331.29	17.18
510-625.000-745.000	UTILITIES	1,000.00	213.96	0.00	786.04	21.40
510-625.000-749.000	CONTRACTUAL SERVICES	600.00	512.40	0.00	87.60	85.40
510-625.000-851.000	MVP EQUIPMENT RENTAL	500.00	459.00	35.70	41.00	91.80
Total Dept 625.000 - MEIJER LIFT STATION		4,170.00	1,522.79	132.64	2,647.21	36.52
Dept 626.000 - LANSING LIFT STATION						
510-626.000-704.100	STAFF - OVERTIME	0.00	80.01	80.01	(80.01)	100.00
510-626.000-706.000	CITY LABOR - DPW	2,295.00	1,501.21	685.52	793.79	65.41
510-626.000-721.000	FICA/MEDICARE - CITY SHARE	175.00	121.72	58.82	53.28	69.55
510-626.000-722.000	ICMA - CITY SHARE	50.00	19.04	6.88	30.96	38.08
510-626.000-728.000	RETIREMENT PLANS (CITY SHARE)	705.00	436.22	213.26	268.78	61.88
510-626.000-731.000	MATERIALS & SUPPLIES	6,000.00	17.55	0.00	5,982.45	0.29
510-626.000-745.000	UTILITIES	9,800.00	3,160.98	632.74	6,639.02	32.25
510-626.000-749.000	CONTRACTUAL SERVICES	7,000.00	5,214.15	0.00	1,785.85	74.49
510-626.000-851.000	MVP EQUIPMENT RENTAL	1,200.00	766.91	359.84	433.09	63.91
Total Dept 626.000 - LANSING LIFT STATION		27,225.00	11,317.79	2,037.07	15,907.21	41.57
Dept 627.000 - BEECH LIFT STATION						
510-627.000-704.100	STAFF - OVERTIME	100.00	395.31	0.00	(295.31)	395.31
510-627.000-706.000	CITY LABOR - DPW	4,080.00	471.81	174.54	3,608.19	11.56
510-627.000-721.000	FICA/MEDICARE - CITY SHARE	320.00	66.44	13.38	253.56	20.76
510-627.000-722.000	ICMA - CITY SHARE	50.00	7.53	2.81	42.47	15.06
510-627.000-728.000	RETIREMENT PLANS (CITY SHARE)	1,580.00	233.67	47.72	1,346.33	14.79
510-627.000-731.000	MATERIALS & SUPPLIES	1,000.00	0.00	0.00	1,000.00	0.00
510-627.000-745.000	UTILITIES	3,700.00	1,126.48	0.00	2,573.52	30.45

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 510 - WATER & SEWER FUND						
Expenditures						
510-627.000-749.000	CONTRACTUAL SERVICES	1,000.00	359.40	0.00	640.60	35.94
510-627.000-851.000	MVP EQUIPMENT RENTAL	4,900.00	597.17	92.88	4,302.83	12.19
Total Dept 627.000 - BEECH LIFT STATION		16,730.00	3,257.81	331.33	13,472.19	19.47
Dept 628.000 - TIRRELL LIFT STATION						
510-628.000-704.100	STAFF - OVERTIME	2,040.00	2,147.20	565.00	(107.20)	105.25
510-628.000-704.200	HOLIDAY COMPENSATION	255.00	117.75	100.64	137.25	46.18
510-628.000-706.000	CITY LABOR - DPW	8,500.00	2,797.76	765.01	5,702.24	32.91
510-628.000-721.000	FICA/MEDICARE - CITY SHARE	840.00	389.13	109.66	450.87	46.33
510-628.000-722.000	ICMA - CITY SHARE	225.00	62.93	20.09	162.07	27.97
510-628.000-728.000	RETIREMENT PLANS (CITY SHARE)	3,270.00	1,369.01	388.12	1,900.99	41.87
510-628.000-731.000	MATERIALS & SUPPLIES	4,500.00	0.00	0.00	4,500.00	0.00
510-628.000-745.000	UTILITIES	40,000.00	21,616.16	0.00	18,383.84	54.04
510-628.000-749.000	CONTRACTUAL SERVICES	4,000.00	11,977.11	0.00	(7,977.11)	299.43
510-628.000-851.000	MVP EQUIPMENT RENTAL	5,000.00	1,772.26	435.09	3,227.74	35.45
Total Dept 628.000 - TIRRELL LIFT STATION		68,630.00	42,249.31	2,383.61	26,380.69	61.56
Dept 629.000 - CHAD LIFT STATION						
510-629.000-704.100	STAFF - OVERTIME	410.00	70.74	0.00	339.26	17.25
510-629.000-706.000	CITY LABOR - DPW	815.00	466.34	171.38	348.66	57.22
510-629.000-721.000	FICA/MEDICARE - CITY SHARE	155.00	41.27	13.13	113.73	26.63
510-629.000-722.000	ICMA - CITY SHARE	20.00	5.89	1.79	14.11	29.45
510-629.000-728.000	RETIREMENT PLANS (CITY SHARE)	335.00	148.99	48.03	186.01	44.47
510-629.000-731.000	MATERIALS & SUPPLIES	5,000.00	0.00	0.00	5,000.00	0.00
510-629.000-745.000	UTILITIES	2,600.00	639.33	0.00	1,960.67	24.59
510-629.000-749.000	CONTRACTUAL SERVICES	1,500.00	521.40	0.00	978.60	34.76
510-629.000-851.000	MVP EQUIPMENT RENTAL	700.00	501.60	17.27	198.40	71.66
Total Dept 629.000 - CHAD LIFT STATION		11,535.00	2,395.56	251.60	9,139.44	20.77
Dept 630.000 - NORTHWAY LIFT STATION						
510-630.000-704.100	STAFF - OVERTIME	510.00	0.00	0.00	510.00	0.00
510-630.000-706.000	CITY LABOR - DPW	920.00	224.86	0.00	695.14	24.44
510-630.000-721.000	FICA/MEDICARE - CITY SHARE	120.00	17.32	0.00	102.68	14.43
510-630.000-722.000	ICMA - CITY SHARE	15.00	3.07	0.00	11.93	20.47
510-630.000-728.000	RETIREMENT PLANS (CITY SHARE)	325.00	61.31	0.00	263.69	18.86
510-630.000-731.000	MATERIALS & SUPPLIES	100.00	0.00	0.00	100.00	0.00
510-630.000-745.000	UTILITIES	60.00	0.00	0.00	60.00	0.00
510-630.000-749.000	CONTRACTUAL SERVICES	350.00	359.40	0.00	(9.40)	102.69
510-630.000-851.000	MVP EQUIPMENT RENTAL	500.00	138.96	0.00	361.04	27.79
Total Dept 630.000 - NORTHWAY LIFT STATION		2,900.00	804.92	0.00	2,095.08	27.76
Dept 631.000 - W.W.T.P. OPERATIONS						
510-631.000-704.100	STAFF - OVERTIME	12,750.00	6,771.13	1,399.71	5,978.87	53.11
510-631.000-704.200	HOLIDAY COMPENSATION	3,010.00	1,359.11	748.72	1,650.89	45.15
510-631.000-706.000	CITY LABOR - DPW	163,200.00	74,846.83	15,946.53	88,353.17	45.86
510-631.000-721.000	FICA/MEDICARE - CITY SHARE	13,690.00	6,359.68	1,378.95	7,330.32	46.45
510-631.000-722.000	ICMA - CITY SHARE	1,500.00	725.27	134.58	774.73	48.35
510-631.000-728.000	RETIREMENT PLANS (CITY SHARE)	46,325.00	22,304.38	4,865.66	24,020.62	48.15

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Fund 510 - WATER & SEWER FUND						
Expenditures						
510-631.000-731.000	MATERIALS & SUPPLIES	58,000.00	8,498.36	248.04	49,501.64	14.65
510-631.000-738.000	OPERATING SUPPLIES	55,000.00	35,390.83	1,322.74	19,609.17	64.35
510-631.000-739.000	LABORATORY SUPPLIES	28,000.00	14,769.91	804.20	13,230.09	52.75
510-631.000-744.000	TELEPHONE & INTERNET	1,800.00	116.47	0.00	1,683.53	6.47
510-631.000-745.000	UTILITIES	150,000.00	52,651.09	0.00	97,348.91	35.10
510-631.000-746.000	PROFESSIONAL SERVICES	80,000.00	13,816.55	3,724.00	66,183.45	17.27
510-631.000-748.000	CONFERENCES & TRAINING	4,500.00	755.00	105.00	3,745.00	16.78
510-631.000-749.000	CONTRACTUAL SERVICES	100,000.00	44,874.63	10,084.10	55,125.37	44.87
510-631.000-851.000	MVP EQUIPMENT RENTAL	12,000.00	3,020.22	1,002.84	8,979.78	25.17
Total Dept 631.000 - W.W.T.P. OPERATIONS		729,775.00	286,259.46	41,765.07	443,515.54	39.23
Dept 632.000 - WWTP BLDG & YARD MAINTENANCE						
510-632.000-706.000	CITY LABOR - DPW	9,180.00	232.48	0.00	8,947.52	2.53
510-632.000-721.000	FICA/MEDICARE - CITY SHARE	700.00	17.79	0.00	682.21	2.54
510-632.000-728.000	RETIREMENT PLANS (CITY SHARE)	1,090.00	68.53	0.00	1,021.47	6.29
510-632.000-731.000	MATERIALS & SUPPLIES	6,000.00	382.08	0.00	5,617.92	6.37
510-632.000-749.000	CONTRACTUAL SERVICES	9,000.00	6,192.92	173.62	2,807.08	68.81
510-632.000-851.000	MVP EQUIPMENT RENTAL	2,500.00	1,337.75	0.00	1,162.25	53.51
Total Dept 632.000 - WWTP BLDG & YARD MAINTENANCE		28,470.00	8,231.55	173.62	20,238.45	28.91
Dept 640.000 - WATER ADMINISTRATION						
510-640.000-703.000	ADMINSTRATIVE SALARIES	74,970.00	42,676.49	9,699.42	32,293.51	56.92
510-640.000-704.000	STAFF WAGES	21,420.00	3,327.60	1,888.33	18,092.40	15.54
510-640.000-704.100	STAFF - OVERTIME	1,250.00	641.38	183.09	608.62	51.31
510-640.000-704.200	HOLIDAY COMPENSATION	2,480.00	1,266.74	673.91	1,213.26	51.08
510-640.000-706.000	CITY LABOR - DPW	12,240.00	5,178.22	1,039.79	7,061.78	42.31
510-640.000-710.000	COMPENSATED ABSENCES	66,300.00	15,662.30	4,319.81	50,637.70	23.62
510-640.000-711.000	LONGEVITY	7,715.00	4,611.65	0.00	3,103.35	59.78
510-640.000-712.000	SPECIAL COMPENSATION	2,250.00	757.18	194.15	1,492.82	33.65
510-640.000-715.000	HEALTH REIMBURSEMENT	1,500.00	705.35	125.00	794.65	47.02
510-640.000-718.000	AUTO ALLOWANCE	615.00	294.49	69.92	320.51	47.88
510-640.000-719.000	CLOTHING ALLOWANCE	5,100.00	1,004.83	109.26	4,095.17	19.70
510-640.000-721.000	FICA/MEDICARE - CITY SHARE	15,300.00	5,809.49	1,394.80	9,490.51	37.97
510-640.000-722.000	ICMA - CITY SHARE	1,100.00	596.40	151.84	503.60	54.22
510-640.000-723.000	VISION CARE	2,350.00	733.70	70.76	1,616.30	31.22
510-640.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	7,725.00	612.35	0.00	7,112.65	7.93
510-640.000-725.604	DENTAL & HEALTH BENEFITS	66,040.00	40,165.83	7,213.94	25,874.17	60.82
510-640.000-728.000	RETIREMENT PLANS (CITY SHARE)	68,125.00	27,752.80	6,586.79	40,372.20	40.74
510-640.000-731.000	MATERIALS & SUPPLIES	200.00	225.12	0.00	(25.12)	112.56
510-640.000-732.000	POSTAGE	3,800.00	2,703.92	0.00	1,096.08	71.16
510-640.000-735.000	DUES & SUBSCRIPTIONS	1,400.00	1,005.00	190.00	395.00	71.79
510-640.000-737.000	PRINTING & PUBLISHING	3,800.00	1,093.01	186.13	2,706.99	28.76
510-640.000-744.000	TELEPHONE & INTERNET	0.00	116.40	0.00	(116.40)	100.00
510-640.000-746.000	PROFESSIONAL SERVICES	72,700.00	187,766.13	76,824.47	(115,066.13)	258.28
510-640.000-747.000	INSURANCE & BONDS	4,620.00	0.00	0.00	4,620.00	0.00
510-640.000-748.000	CONFERENCES & TRAINING	2,000.00	130.00	30.00	1,870.00	6.50
510-640.000-749.000	CONTRACTUAL SERVICES	18,000.00	9,779.10	1,217.70	8,220.90	54.33
510-640.000-853.000	HYDRANT RENTAL	21,500.00	10,746.00	1,791.00	10,754.00	49.98
510-640.000-972.000	MISCELLANEOUS	0.00	113.02	0.00	(113.02)	100.00
Total Dept 640.000 - WATER ADMINISTRATION		484,500.00	365,474.50	113,960.11	119,025.50	75.43

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 510 - WATER & SEWER FUND						
Expenditures						
Dept 650.000 - WATER "MISS DIG" OPERATION						
510-650.000-704.100	STAFF - OVERTIME	1,020.00	230.69	61.90	789.31	22.62
510-650.000-706.000	CITY LABOR - DPW	15,300.00	8,265.50	2,255.47	7,034.50	54.02
510-650.000-721.000	FICA/MEDICARE - CITY SHARE	1,265.00	639.05	173.50	625.95	50.52
510-650.000-722.000	ICMA - CITY SHARE	50.00	1.57	0.00	48.43	3.14
510-650.000-728.000	RETIREMENT PLANS (CITY SHARE)	4,500.00	2,463.91	650.19	2,036.09	54.75
510-650.000-731.000	MATERIALS & SUPPLIES	600.00	1,076.13	699.78	(476.13)	179.36
510-650.000-851.000	MVP EQUIPMENT RENTAL	11,000.00	6,453.89	1,376.18	4,546.11	58.67
Total Dept 650.000 - WATER "MISS DIG" OPERATION		33,735.00	19,130.74	5,217.02	14,604.26	56.71
Dept 651.000 - WATER MAINTENANCE MAINS						
510-651.000-704.100	STAFF - OVERTIME	4,690.00	1,622.38	59.31	3,067.62	34.59
510-651.000-706.000	CITY LABOR - DPW	16,435.00	4,596.29	1,800.32	11,838.71	27.97
510-651.000-721.000	FICA/MEDICARE - CITY SHARE	1,615.00	475.07	141.73	1,139.93	29.42
510-651.000-722.000	ICMA - CITY SHARE	265.00	11.35	0.00	253.65	4.28
510-651.000-728.000	RETIREMENT PLANS (CITY SHARE)	5,280.00	1,725.55	475.73	3,554.45	32.68
510-651.000-731.000	MATERIALS & SUPPLIES	18,000.00	13,135.24	1,649.83	4,864.76	72.97
510-651.000-749.000	CONTRACTUAL SERVICES	8,000.00	12,637.00	0.00	(4,637.00)	157.96
510-651.000-851.000	MVP EQUIPMENT RENTAL	24,000.00	11,157.82	3,362.59	12,842.18	46.49
Total Dept 651.000 - WATER MAINTENANCE MAINS		78,285.00	45,360.70	7,489.51	32,924.30	57.94
Dept 652.000 - WATER MAINTENANCE SERVICES						
510-652.000-704.100	STAFF - OVERTIME	2,040.00	429.27	0.00	1,610.73	21.04
510-652.000-706.000	CITY LABOR - DPW	25,500.00	11,573.28	1,290.61	13,926.72	45.39
510-652.000-721.000	FICA/MEDICARE - CITY SHARE	1,950.00	915.39	98.13	1,034.61	46.94
510-652.000-722.000	ICMA - CITY SHARE	250.00	0.00	0.00	250.00	0.00
510-652.000-728.000	RETIREMENT PLANS (CITY SHARE)	7,085.00	3,434.70	323.91	3,650.30	48.48
510-652.000-731.000	MATERIALS & SUPPLIES	15,000.00	43,299.67	6,210.68	(28,299.67)	288.66
510-652.000-851.000	MVP EQUIPMENT RENTAL	40,000.00	34,972.78	3,593.38	5,027.22	87.43
Total Dept 652.000 - WATER MAINTENANCE SERVICES		91,825.00	94,625.09	11,516.71	(2,800.09)	103.05
Dept 653.000 - WATER METER MAINTENANCE						
510-653.000-704.100	STAFF - OVERTIME	10.00	23.50	0.00	(13.50)	235.00
510-653.000-706.000	CITY LABOR - DPW	3,060.00	1,042.65	203.36	2,017.35	34.07
510-653.000-721.000	FICA/MEDICARE - CITY SHARE	235.00	81.00	15.47	154.00	34.47
510-653.000-722.000	ICMA - CITY SHARE	65.00	8.99	1.71	56.01	13.83
510-653.000-728.000	RETIREMENT PLANS (CITY SHARE)	0.00	288.54	48.03	(288.54)	100.00
510-653.000-731.000	MATERIALS & SUPPLIES	1,500.00	800.00	0.00	700.00	53.33
510-653.000-749.000	CONTRACTUAL SERVICES	400.00	0.00	0.00	400.00	0.00
510-653.000-851.000	MVP EQUIPMENT RENTAL	1,500.00	938.90	127.84	561.10	62.59
Total Dept 653.000 - WATER METER MAINTENANCE		6,770.00	3,183.58	396.41	3,586.42	47.02
Dept 654.000 - WATER METER READING						
510-654.000-704.100	STAFF - OVERTIME	35.00	312.64	0.00	(277.64)	893.26
510-654.000-706.000	CITY LABOR - DPW	29,580.00	12,977.20	2,308.22	16,602.80	43.87
510-654.000-721.000	FICA/MEDICARE - CITY SHARE	2,265.00	1,046.02	176.35	1,218.98	46.18
510-654.000-722.000	ICMA - CITY SHARE	395.00	519.90	34.39	(124.90)	131.62
510-654.000-728.000	RETIREMENT PLANS (CITY SHARE)	7,495.00	3,652.29	627.24	3,842.71	48.73

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 510 - WATER & SEWER FUND						
Expenditures						
510-654.000-851.000	MVP EQUIPMENT RENTAL	17,000.00	8,262.66	1,290.56	8,737.34	48.60
Total Dept 654.000 - WATER METER READING		56,770.00	26,770.71	4,436.76	29,999.29	47.16
Dept 661.000 - WATER PRODUCTION & OPERATION						
510-661.000-704.100	STAFF - OVERTIME	2,265.00	4,508.94	1,015.59	(2,243.94)	199.07
510-661.000-704.200	HOLIDAY COMPENSATION	765.00	394.25	217.20	370.75	51.54
510-661.000-706.000	CITY LABOR - DPW	45,900.00	30,746.33	8,118.13	15,153.67	66.99
510-661.000-721.000	FICA/MEDICARE - CITY SHARE	3,750.00	2,788.30	720.98	961.70	74.35
510-661.000-722.000	ICMA - CITY SHARE	1,115.00	932.91	152.23	182.09	83.67
510-661.000-728.000	RETIREMENT PLANS (CITY SHARE)	15,260.00	9,957.68	2,540.62	5,302.32	65.25
510-661.000-731.000	MATERIALS & SUPPLIES	2,000.00	631.73	0.00	1,368.27	31.59
510-661.000-738.000	OPERATING SUPPLIES	53,000.00	27,835.50	0.00	25,164.50	52.52
510-661.000-739.000	LABORATORY SUPPLIES	3,000.00	460.28	(280.06)	2,539.72	15.34
510-661.000-744.000	TELEPHONE & INTERNET	3,655.00	1,735.75	282.62	1,919.25	47.49
510-661.000-745.000	UTILITIES	83,000.00	27,779.67	0.00	55,220.33	33.47
510-661.000-746.000	PROFESSIONAL SERVICES	4,000.00	0.00	0.00	4,000.00	0.00
510-661.000-748.000	CONFERENCES & TRAINING	2,000.00	930.00	480.00	1,070.00	46.50
510-661.000-749.000	CONTRACTUAL SERVICES	59,000.00	10,506.75	1,372.50	48,493.25	17.81
510-661.000-851.000	MVP EQUIPMENT RENTAL	24,000.00	10,551.61	2,330.08	13,448.39	43.97
Total Dept 661.000 - WATER PRODUCTION & OPERATION		302,710.00	129,759.70	16,949.89	172,950.30	42.87
Dept 662.000 - BUILDING & GROUNDS MAINTENANCE						
510-662.000-706.000	CITY LABOR - DPW	715.00	662.18	0.00	52.82	92.61
510-662.000-721.000	FICA/MEDICARE - CITY SHARE	55.00	51.55	0.00	3.45	93.73
510-662.000-722.000	ICMA - CITY SHARE	5.00	19.51	0.00	(14.51)	390.20
510-662.000-728.000	RETIREMENT PLANS (CITY SHARE)	110.00	166.60	0.00	(56.60)	151.45
510-662.000-731.000	MATERIALS & SUPPLIES	500.00	2,400.00	0.00	(1,900.00)	480.00
510-662.000-749.000	CONTRACTUAL SERVICES	600.00	288.00	0.00	312.00	48.00
510-662.000-851.000	MVP EQUIPMENT RENTAL	100.00	328.13	0.00	(228.13)	328.13
Total Dept 662.000 - BUILDING & GROUNDS MAINTENANCE		2,085.00	3,915.97	0.00	(1,830.97)	187.82
Dept 671.000 - SEWER NEW SERVICE						
510-671.000-704.100	STAFF - OVERTIME	10.00	0.00	0.00	10.00	0.00
510-671.000-706.000	CITY LABOR - DPW	40.00	0.00	0.00	40.00	0.00
510-671.000-721.000	FICA/MEDICARE - CITY SHARE	5.00	0.00	0.00	5.00	0.00
510-671.000-728.000	RETIREMENT PLANS (CITY SHARE)	15.00	0.00	0.00	15.00	0.00
510-671.000-731.000	MATERIALS & SUPPLIES	0.00	22.30	0.00	(22.30)	100.00
Total Dept 671.000 - SEWER NEW SERVICE		70.00	22.30	0.00	47.70	31.86
Dept 672.000 - SEWER NEW EQUIPMENT						
510-672.000-731.000	MATERIALS & SUPPLIES	8,000.00	7,379.57	0.00	620.43	92.24
Total Dept 672.000 - SEWER NEW EQUIPMENT		8,000.00	7,379.57	0.00	620.43	92.24
Dept 674.000 - SEWER REPLACEMENT SERVICES						
510-674.000-706.000	CITY LABOR - DPW	630.00	0.00	0.00	630.00	0.00
510-674.000-721.000	FICA/MEDICARE - CITY SHARE	50.00	0.00	0.00	50.00	0.00

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 510 - WATER & SEWER FUND						
Expenditures						
510-674.000-722.000	ICMA - CITY SHARE	5.00	0.00	0.00	5.00	0.00
510-674.000-728.000	RETIREMENT PLANS (CITY SHARE)	270.00	0.00	0.00	270.00	0.00
510-674.000-731.000	MATERIALS & SUPPLIES	200.00	0.00	0.00	200.00	0.00
510-674.000-851.000	MVP EQUIPMENT RENTAL	200.00	0.00	0.00	200.00	0.00
Total Dept 674.000 - SEWER REPLACEMENT SERVICES		1,355.00	0.00	0.00	1,355.00	0.00
Dept 675.000 - SEWER REPLACEMENT EQUIPMENT						
510-675.000-731.000	MATERIALS & SUPPLIES	0.00	499.00	0.00	(499.00)	100.00
Total Dept 675.000 - SEWER REPLACEMENT EQUIPMENT		0.00	499.00	0.00	(499.00)	100.00
Dept 677.000 - WATER NEW SERVICES						
510-677.000-706.000	CITY LABOR - DPW	50.00	117.90	0.00	(67.90)	235.80
510-677.000-721.000	FICA/MEDICARE - CITY SHARE	5.00	8.95	0.00	(3.95)	179.00
510-677.000-728.000	RETIREMENT PLANS (CITY SHARE)	55.00	34.76	0.00	20.24	63.20
510-677.000-851.000	MVP EQUIPMENT RENTAL	0.00	59.50	0.00	(59.50)	100.00
Total Dept 677.000 - WATER NEW SERVICES		110.00	221.11	0.00	(111.11)	201.01
Dept 678.000 - WATER NEW EQUIPMENT						
510-678.000-731.000	MATERIALS & SUPPLIES	4,000.00	0.00	0.00	4,000.00	0.00
Total Dept 678.000 - WATER NEW EQUIPMENT		4,000.00	0.00	0.00	4,000.00	0.00
Dept 679.000 - WATER NEW METERS						
510-679.000-704.100	STAFF - OVERTIME	50.00	0.00	0.00	50.00	0.00
510-679.000-706.000	CITY LABOR - DPW	160.00	0.00	0.00	160.00	0.00
510-679.000-721.000	FICA/MEDICARE - CITY SHARE	20.00	0.00	0.00	20.00	0.00
510-679.000-728.000	RETIREMENT PLANS (CITY SHARE)	80.00	0.00	0.00	80.00	0.00
510-679.000-731.000	MATERIALS & SUPPLIES	55,000.00	0.00	0.00	55,000.00	0.00
Total Dept 679.000 - WATER NEW METERS		55,310.00	0.00	0.00	55,310.00	0.00
Dept 681.000 - WATER TOWER						
510-681.000-746.000	PROFESSIONAL SERVICES	5,000.00	900.00	0.00	4,100.00	18.00
510-681.000-749.000	CONTRACTUAL SERVICES	5,000.00	396.00	0.00	4,604.00	7.92
Total Dept 681.000 - WATER TOWER		10,000.00	1,296.00	0.00	8,704.00	12.96
Dept 682.000 - WATER REPLACEMENT MAINS						
510-682.000-706.000	CITY LABOR - DPW	20.00	0.00	0.00	20.00	0.00
510-682.000-728.000	RETIREMENT PLANS (CITY SHARE)	10.00	0.00	0.00	10.00	0.00
Total Dept 682.000 - WATER REPLACEMENT MAINS		30.00	0.00	0.00	30.00	0.00
Dept 683.000 - WATER REPLACEMENT SERVICES						
510-683.000-704.100	STAFF - OVERTIME	255.00	0.00	0.00	255.00	0.00
510-683.000-706.000	CITY LABOR - DPW	6,120.00	526.00	36.54	5,594.00	8.59

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 510 - WATER & SEWER FUND						
Expenditures						
510-683.000-721.000	FICA/MEDICARE - CITY SHARE	490.00	40.46	2.79	449.54	8.26
510-683.000-722.000	ICMA - CITY SHARE	75.00	4.72	0.00	70.28	6.29
510-683.000-728.000	RETIREMENT PLANS (CITY SHARE)	2,725.00	131.62	10.77	2,593.38	4.83
510-683.000-731.000	MATERIALS & SUPPLIES	15,000.00	0.00	0.00	15,000.00	0.00
510-683.000-749.000	CONTRACTUAL SERVICES	200,000.00	77,969.89	2,898.50	122,030.11	38.98
510-683.000-851.000	MVP EQUIPMENT RENTAL	9,000.00	1,101.82	18.14	7,898.18	12.24
Total Dept 683.000 - WATER REPLACEMENT SERVICES		233,665.00	79,774.51	2,966.74	153,890.49	34.14
Dept 684.000 - WATER REPLACEMENT EQUIPMENT						
510-684.000-731.000	MATERIALS & SUPPLIES	800.00	0.00	0.00	800.00	0.00
Total Dept 684.000 - WATER REPLACEMENT EQUIPMENT		800.00	0.00	0.00	800.00	0.00
Dept 685.000 - WATER REPLACEMENT HYDRANTS						
510-685.000-706.000	CITY LABOR - DPW	2,040.00	407.64	0.00	1,632.36	19.98
510-685.000-721.000	FICA/MEDICARE - CITY SHARE	155.00	31.12	0.00	123.88	20.08
510-685.000-728.000	RETIREMENT PLANS (CITY SHARE)	490.00	120.18	0.00	369.82	24.53
510-685.000-851.000	MVP EQUIPMENT RENTAL	1,000.00	845.24	0.00	154.76	84.52
Total Dept 685.000 - WATER REPLACEMENT HYDRANTS		3,685.00	1,404.18	0.00	2,280.82	38.11
Dept 686.000 - WELLHEAD PROTECTION						
510-686.000-731.000	MATERIALS & SUPPLIES	2,000.00	0.00	0.00	2,000.00	0.00
Total Dept 686.000 - WELLHEAD PROTECTION		2,000.00	0.00	0.00	2,000.00	0.00
Dept 910.000 - SEWER CAPITAL OUTLAY						
510-910.000-864.626	CAPITAL OUTLAY - LANSING	50,000.00	12,248.22	0.00	37,751.78	24.50
510-910.000-864.631	CAPITAL OUTLAY - WWTP	98,000.00	0.00	0.00	98,000.00	0.00
510-910.000-864.673	CAP OUTLAY - SEWER RPL MAINS	285,000.00	0.00	0.00	285,000.00	0.00
Total Dept 910.000 - SEWER CAPITAL OUTLAY		433,000.00	12,248.22	0.00	420,751.78	2.83
Dept 940.000 - WATER CAPITAL OUTLAY						
510-940.000-864.661	CAPITAL OUTLAY - WATER P&O	57,000.00	66,500.00	0.00	(9,500.00)	116.67
510-940.000-864.682	CAPITAL OUTLAY - WTR RPLC MAI	285,000.00	0.00	0.00	285,000.00	0.00
Total Dept 940.000 - WATER CAPITAL OUTLAY		342,000.00	66,500.00	0.00	275,500.00	19.44
Dept 999.000 - GASB 34						
510-999.000-859.101	CONTRIB. TO GENERAL FUND	350,000.00	174,996.00	29,166.00	175,004.00	50.00
Total Dept 999.000 - GASB 34		350,000.00	174,996.00	29,166.00	175,004.00	50.00
TOTAL EXPENDITURES		5,261,825.00	1,727,546.05	316,190.69	3,534,278.95	32.83

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 510 - WATER & SEWER FUND						
Fund 510 - WATER & SEWER FUND:						
TOTAL REVENUES		4,699,500.00	2,747,768.82	810,787.05	1,951,731.18	58.47
TOTAL EXPENDITURES		5,261,825.00	1,727,546.05	316,190.69	3,534,278.95	32.83
NET OF REVENUES & EXPENDITURES		(562,325.00)	1,020,222.77	494,596.36	(1,582,547.77)	181.43

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 601 - MOTOR VEHICLE POOL						
Revenues						
Dept 000.000						
601-000.000-501.000	INTEREST INCOME	100.00	2,401.23	534.98	(2,301.23)	2,401.23
601-000.000-594.000	GAIN/LOSS ON SALE OF ASSETS	5,000.00	0.00	0.00	5,000.00	0.00
601-000.000-596.000	SUNDRY REVENUE	500.00	0.00	0.00	500.00	0.00
601-000.000-601.000	BILLINGS TO DEPARTMENTS	535,350.00	244,926.00	59,833.02	290,424.00	45.75
Total Dept 000.000		540,950.00	247,327.23	60,368.00	293,622.77	45.72
TOTAL REVENUES		540,950.00	247,327.23	60,368.00	293,622.77	45.72
Expenditures						
Dept 710.000 - MVP ADMINISTRATION						
601-710.000-703.000	ADMINSTRATIVE SALARIES	3,265.00	2,823.88	633.92	441.12	86.49
601-710.000-704.100	STAFF - OVERTIME	55.00	87.42	24.96	(32.42)	158.95
601-710.000-704.200	HOLIDAY COMPENSATION	2,450.00	1,263.33	680.66	1,186.67	51.56
601-710.000-706.000	CITY LABOR - DPW	1,020.00	702.37	141.78	317.63	68.86
601-710.000-710.000	COMPENSATED ABSENCES	8,670.00	3,201.61	861.31	5,468.39	36.93
601-710.000-711.000	LONGEVITY	965.00	937.51	0.00	27.49	97.15
601-710.000-712.000	SPECIAL COMPENSATION	500.00	233.95	55.34	266.05	46.79
601-710.000-715.000	HEALTH REIMBURSEMENT	200.00	0.00	0.00	200.00	0.00
601-710.000-719.000	CLOTHING ALLOWANCE	610.00	315.06	33.70	294.94	51.65
601-710.000-721.000	FICA/MEDICARE - CITY SHARE	1,145.00	725.32	184.25	419.68	63.35
601-710.000-722.000	ICMA - CITY SHARE	150.00	114.21	29.20	35.79	76.14
601-710.000-723.000	VISION CARE	720.00	98.66	21.83	621.34	13.70
601-710.000-724.000	LIFE, WORK COMP, UNEMPLOYMENT	2,575.00	196.36	0.00	2,378.64	7.63
601-710.000-725.604	DENTAL & HEALTH BENEFITS	18,200.00	11,069.33	1,988.09	7,130.67	60.82
601-710.000-728.000	RETIREMENT PLANS (CITY SHARE)	6,540.00	2,789.89	711.35	3,750.11	42.66
601-710.000-972.000	MISCELLANEOUS	0.00	25.12	0.00	(25.12)	100.00
Total Dept 710.000 - MVP ADMINISTRATION		47,065.00	24,584.02	5,366.39	22,480.98	52.23
Dept 712.000 - MVP EQUIPMENT MAINTENANCE						
601-712.000-704.100	STAFF - OVERTIME	510.00	34.35	18.68	475.65	6.74
601-712.000-706.000	CITY LABOR - DPW	41,820.00	18,317.26	4,833.39	23,502.74	43.80
601-712.000-721.000	FICA/MEDICARE - CITY SHARE	3,240.00	1,401.55	369.01	1,838.45	43.26
601-712.000-722.000	ICMA - CITY SHARE	250.00	0.00	0.00	250.00	0.00
601-712.000-728.000	RETIREMENT PLANS (CITY SHARE)	10,900.00	5,390.51	1,411.53	5,509.49	49.45
601-712.000-731.000	MATERIALS & SUPPLIES	65,000.00	37,973.04	10,932.57	27,026.96	58.42
601-712.000-734.000	GASOLINE & OIL	34,000.00	23,442.58	2,090.91	10,557.42	68.95
601-712.000-739.000	LABORATORY SUPPLIES	200.00	0.00	0.00	200.00	0.00
601-712.000-747.000	INSURANCE & BONDS	18,000.00	0.00	0.00	18,000.00	0.00
601-712.000-749.000	CONTRACTUAL SERVICES	13,000.00	7,594.73	0.00	5,405.27	58.42
601-712.000-863.000	CAP. OUTLAY - MOTOR VEHICLES	200,000.00	0.00	0.00	200,000.00	0.00
601-712.000-971.000	DEPRECIATION EXPENSE	180,000.00	0.00	0.00	180,000.00	0.00
Total Dept 712.000 - MVP EQUIPMENT MAINTENANCE		566,920.00	94,154.02	19,656.09	472,765.98	16.61
Dept 713.000 - DPW GARAGE BLDG & GROUNDS						
601-713.000-704.100	STAFF - OVERTIME	100.00	444.14	0.00	(344.14)	444.14
601-713.000-706.000	CITY LABOR - DPW	15,300.00	2,853.86	1,186.64	12,446.14	18.65
601-713.000-721.000	FICA/MEDICARE - CITY SHARE	1,180.00	250.48	89.99	929.52	21.23
601-713.000-722.000	ICMA - CITY SHARE	235.00	0.52	0.00	234.48	0.22

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 601 - MOTOR VEHICLE POOL						
Expenditures						
601-713.000-728.000	RETIREMENT PLANS (CITY SHARE)	4,490.00	920.14	312.11	3,569.86	20.49
601-713.000-731.000	MATERIALS & SUPPLIES	6,000.00	2,951.24	143.82	3,048.76	49.19
601-713.000-744.000	TELEPHONE & INTERNET	6,700.00	3,108.42	518.07	3,591.58	46.39
601-713.000-745.000	UTILITIES	31,000.00	5,391.88	0.00	25,608.12	17.39
601-713.000-746.000	PROFESSIONAL SERVICES	20,000.00	20,015.00	0.00	(15.00)	100.08
601-713.000-749.000	CONTRACTUAL SERVICES	15,000.00	3,400.18	204.83	11,599.82	22.67
601-713.000-851.000	MVP EQUIPMENT RENTAL	600.00	98.22	0.00	501.78	16.37
Total Dept 713.000 - DPW GARAGE BLDG & GROUNDS		100,605.00	39,434.08	2,455.46	61,170.92	39.20
TOTAL EXPENDITURES		714,590.00	158,172.12	27,477.94	556,417.88	22.13
Fund 601 - MOTOR VEHICLE POOL:						
TOTAL REVENUES		540,950.00	247,327.23	60,368.00	293,622.77	45.72
TOTAL EXPENDITURES		714,590.00	158,172.12	27,477.94	556,417.88	22.13
NET OF REVENUES & EXPENDITURES		(173,640.00)	89,155.11	32,890.06	(262,795.11)	51.34

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 666 - INFORMATION TECHNOLOGY POOL FUND						
Revenues						
Dept 000.000						
666-000.000-501.000	INTEREST INCOME	0.00	1,452.52	353.39	(1,452.52)	100.00
666-000.000-601.000	BILLINGS TO DEPARTMENTS	281,500.00	140,760.00	23,460.00	140,740.00	50.00
Total Dept 000.000		281,500.00	142,212.52	23,813.39	139,287.48	50.52
TOTAL REVENUES		281,500.00	142,212.52	23,813.39	139,287.48	50.52
Expenditures						
Dept 228.000 - INFORMATION TECHNOLOGY						
666-228.000-731.000	MATERIALS & SUPPLIES	18,000.00	745.94	0.00	17,254.06	4.14
666-228.000-744.000	TELEPHONE & INTERNET	40,000.00	12,292.96	1,538.09	27,707.04	30.73
666-228.000-746.000	PROFESSIONAL SERVICES	102,000.00	37,549.00	6,350.00	64,451.00	36.81
666-228.000-749.000	CONTRACTUAL SERVICES	77,500.00	36,545.84	5,475.65	40,954.16	47.16
666-228.000-865.000	CAP. OUTLAY - COMPUTER EQUIP	44,000.00	42,987.73	0.00	1,012.27	97.70
Total Dept 228.000 - INFORMATION TECHNOLOGY		281,500.00	130,121.47	13,363.74	151,378.53	46.22
TOTAL EXPENDITURES		281,500.00	130,121.47	13,363.74	151,378.53	46.22
Fund 666 - INFORMATION TECHNOLOGY POOL FUND:						
TOTAL REVENUES		281,500.00	142,212.52	23,813.39	139,287.48	50.52
TOTAL EXPENDITURES		281,500.00	130,121.47	13,363.74	151,378.53	46.22
NET OF REVENUES & EXPENDITURES		0.00	12,091.05	10,449.65	(12,091.05)	100.00

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 701 - TRUST & AGENCY FUND						
Revenues						
Dept 000.000						
701-000.000-501.000	INTEREST INCOME	2,000.00	6,067.56	1,415.67	(4,067.56)	303.38
Total Dept 000.000		2,000.00	6,067.56	1,415.67	(4,067.56)	303.38
TOTAL REVENUES		2,000.00	6,067.56	1,415.67	(4,067.56)	303.38
Fund 701 - TRUST & AGENCY FUND:						
TOTAL REVENUES		2,000.00	6,067.56	1,415.67	(4,067.56)	303.38
TOTAL EXPENDITURES		0.00	0.00	0.00	0.00	0.00
NET OF REVENUES & EXPENDITURES		2,000.00	6,067.56	1,415.67	(4,067.56)	303.38

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022 NORMAL (ABNORMAL)	ACTIVITY FOR MONTH 12/31/2022 INCREASE (DECREASE)	AVAILABLE BALANCE NORMAL (ABNORMAL)	% BDGT USED
Fund 800 - CHARLOTTE AREA REC CO-OP						
Revenues						
Dept 000.000						
800-000.000-603.000	CONTRIBUTIONS FROM OTHERS	31,000.00	0.00	0.00	31,000.00	0.00
Total Dept 000.000		31,000.00	0.00	0.00	31,000.00	0.00
TOTAL REVENUES		31,000.00	0.00	0.00	31,000.00	0.00
Expenditures						
Dept 825.000 - PARKS & RECREATION						
800-825.000-731.000	MATERIALS & SUPPLIES	250.00	360.20	0.00	(110.20)	144.08
800-825.000-747.000	INSURANCE & BONDS	2,500.00	2,623.00	0.00	(123.00)	104.92
800-825.000-749.000	CONTRACTUAL SERVICES	3,000.00	2,385.00	0.00	615.00	79.50
800-825.000-862.000	CAP. OUTLAY-IMPROVEMENTS	0.00	6,321.80	0.00	(6,321.80)	100.00
800-825.000-864.004	FACILITY DEVELOPMENT	0.00	4,268.00	0.00	(4,268.00)	100.00
Total Dept 825.000 - PARKS & RECREATION		5,750.00	15,958.00	0.00	(10,208.00)	277.53
TOTAL EXPENDITURES		5,750.00	15,958.00	0.00	(10,208.00)	277.53
Fund 800 - CHARLOTTE AREA REC CO-OP:						
TOTAL REVENUES		31,000.00	0.00	0.00	31,000.00	0.00
TOTAL EXPENDITURES		5,750.00	15,958.00	0.00	(10,208.00)	277.53
NET OF REVENUES & EXPENDITURES		25,250.00	(15,958.00)	0.00	41,208.00	63.20
TOTAL REVENUES - ALL FUNDS		15,306,445.00	9,553,839.95	1,343,204.70	5,752,605.05	62.42
TOTAL EXPENDITURES - ALL FUNDS		16,293,075.00	6,439,212.54	1,078,375.22	9,853,862.46	39.52
NET OF REVENUES & EXPENDITURES		(986,630.00)	3,114,627.41	264,829.48	(4,101,257.41)	315.68

THE CITY OF
CHARLOTTE
MICHIGAN

TO: Charlotte Planning Commission

FROM: Bryan Myrkle, Community Development Director

SUBJECT: 2022 Annual Report

DATE: January 12, 2023

The following is a basic report of activities of the Planning Commission and Zoning Administration for the year 2022 as required by the Michigan Planning Enabling Act.

Planning Commission

- The City of Charlotte Planning Commission held 10 meetings in 2022. This is the highest number of meeting for this body in several years. Attendance by members was consistent, and with a full or nearly-full slate of Commissioners, there were no issues related to quorums or the ability to conduct business.
- Activity highlights for this past year include site plan approvals for Meijer and Hutson, a comprehensive sign plan approval for a commercial property at 328 Lansing Street, lot combinations on Court Street and West Seminary Street, a rezoning action at 243 State Street, several ordinance revisions, and a dedicated training session in March.

Zoning & Code Administration

- City staff worked with the Planning Commission and City council to update several sections of the City Code, including those dealing with signs, home occupations, fences, medical marijuana production, and property maintenance.
- City staff processed approximately 80 applications for zoning approval for those projects that require a building permit from Eaton County. This is a significant increase from the year before, when staff processed approximately 50 zoning referrals for permitting.

- Staff also processed approximately 45 zoning applications for projects like small sheds and fences that do not require additional permitting. This is also an increase from 2021.
- City staff assigned new or changed street addresses for four properties.
- The City of Charlotte added a new, 30-hour per week staff position – Code Enforcement Officer. The opening was filled by Cheri Cummings who has worked in this capacity for approximately one year.
    - In 2022, Ms. Cummings worked to address a total of 256 code complaints. 195 of which were successfully closed without punitive enforcement. 61 of the complaints remain open after a minimum of two contacts. In 10 cases, Code Enforcement issued civil infraction tickets. In 8 of those cases, the situation remains unresolved and they have been turned-over to the City Attorney's office for possible court action. In 9 cases that involved abandoned or non-running, non-registered vehicles, the police department issued tickets.
    - Ms. Cummings has identified 22 vacant homes she believes need attention. One of our goals for 2023 will be to make contact with these property owners, have them register the properties with the police department and determine their plans. Some may have to be dealt with through the City's dangerous buildings ordinance.
    - There were 36 cases of garbage, refuse or other abandoned items left at the curb. The items are tagged and if not taken care of in 24 hours, they are removed and the property owner charged for the expense.
    - Code enforcement condemned 3 houses for uninhabitable conditions. All three homes have since been purchased and are being repaired for future occupation. In these cases, Ms. Cummings works closely with other agencies to find help and resources that can be used to avoid this circumstance.
- A related activity to Code Enforcement is the creation of a Residential Rental Registration and Inspection program. This is administered by Rental Inspector Patrick Kanuszewski. This is also a 30-hour per week position that began a few weeks after the Code Enforcement program.

- Mr. Kanuszewski has worked to establish contact with all landlords who own residential rental property in the City of Charlotte; and to register and inspect their rental units. The purpose of the program is similar to Code Enforcement, in the sense that it is intended to address negative property conditions.
- After approximately one year, Mr. Kanuszewski has successfully registered nearly every known rental unit in the City. We are down to a small handful of landlords who have thus far refused to cooperate. Those will be addressed by the City Attorney's office and the courts.
- Ms. Cummings and Mr. Kanuszewski often work collaboratively to address problem properties that are rentals. Typically, Mr. Kanuszewski is addressing interior issues and Ms. Cummings exterior issues.
- Ms. Cummings and Mr. Kanuszewski have set a goal for 2023 of facilitating meetings for local landlords with the hope that a local landlord network can be created to help them address issues of common concern, and to help identify resources and opportunities that may be helpful to them.
- Funds raised by residential rental registrations are used to fund both the Rental Registration program and Code Enforcement program.
- With these two major new initiatives launched in late 2021 or early 2022, it is safe to say that all employees within the Community Development Department learned a tremendous amount and will be able to use that experience to improve these programs moving forward.

Recommendations

The Charlotte Planning Commission makes the following recommendations for the upcoming year.

- Continue to provide training for Planning Commissioners.
- Maintain a full membership of the Planning Commission.
- Initiate an update to the City's Master Plan

City Of Charlotte Fire Department
&
Rural Fire Association
Annual Report

2022

Charlotte Fire Department

111 E. Lawrence Ave

Charlotte, MI 48813

(517)543-0241

Report completed January 10th 2023

- Mission Statement
- Department History
- Message From Department
- Fire Department Accomplishments
- Department Members
- Fire Station Information
- Fire Department Apparatus
- Training
- Christmas Kiddies
- Incident Data
- Pictures from 2022

Mission Statement

The Charlotte Volunteer Fire Department shall provide the best possible emergency services in order to protect the lives and property of citizens of the City of Charlotte and the Rural Fire Association by utilizing state of the art equipment and techniques, and by continuous improvement through training and education.

Department History

- **October 8th 1872**, exactly one year after the Great Chicago Fire of 1871, the Charlotte Fire Department was officially organized. The department had 36 members and was known as Charlotte Hose Company No.1.
- **1878**, The first steam pumper was purchased.
- January of 1882, a bell was purchased and served as the Charlotte's Fire Alarm until 1930. (This bell is now on display in front of the 111 E. Lawrence municipal building.)
- **February 2nd 1886**, A fire started at Belger's Shoes and 5 other buildings in the 100 blk. Of S. Cochran Ave. This fire is still considered the worst fire to hit the downtown district.
- **June 16th 1886**, A fire started on the west side of S. Cochran and claimed several buildings, the department required assistance from Battle Creek & Jackson. Pumpers were sent on a special train to assist in the fire fight.
- **Fall of 1886**, Charlotte completed the "water works" department.
- **July 4th 1894**, Fire broke out in the Eaton County Court House located in the heart of Downtown. The dome and bell collapsed, but the building was saved.

- **October 1898**, the first horses were acquired, Mink and Mack then served the department until 1913. In all five teams of horses served Charlotte Fire, unit 1918 when all were retired.
- **November 6th 1901**, The Phenix House (A hotel on the NE corner of Cochran/Lawrence) burned trapping people in rooms. No fatalities were reported and firefighters were credited for ladder rescues of 13 people.
- **1917**, The Rural Fire Association was created to form the unique partnership with surrounding townships and the City of Charlotte. This expanded the departments rural firefighting ability and the relationship still stands today.

- **March 26th 1962**, another downtown fire claimed the Cartwright Shoe store on South Cochran. Pumpers from Bellevue, Benton & Delta assisted. This fire drove the department to acquire its first ariel ladder truck in 1963.

These historic moments in the department's history are just some of the significant events that built the Charlotte Fire Department & Rural Fire Association

Message From Department

It is our pleasure as a department to present this annual report for calendar year 2022.

What a year, 2022 had many memorable moments within our department and the calls of service we provided to the community we serve. First, we would like to thank the members of the department, the leadership and dedication from our Captains and Lieutenants that keep things running smoothly, but the main appreciation goes to our volunteer members. Without them, it would be impossible to provide the cost effective, yet outstanding service this department provides as a whole. They truly are the back bone of this great department. We must also recognize the support we as a department receive throughout the year from the public, that support provides some of the best equipment a department can have.

In 2022, the department answered 1147 calls of service, setting a new record. Also, during the year, we set new records for 5 separate months. Of those calls approximately 50% were fire/rescue related & 50% were medical in nature, 283 (25%) of the calls overlapped one another, and we received aid 12 times from other departments and provided aid 45 times for fire related incidents. We responded to a wide range of emergencies, and are sad to report 3 fatalities and 2 injuries to civilians related to fire in our jurisdiction. We also reported 10 injuries to firefighters, all minor with minimal lost time. An estimated property value lost to fire was reported as $2.5 million with saved value reported at just over $96 million.

Two volunteer members retired from active service, Roy Gilbertson and Wade Nichols. Both are still involved with the department as VIP members. Five new volunteer members joined the department, 3 of them are currently attending the Eaton County Fire School. We attended two funeral service as a department, one for retired Captain Brian Stults and the other for retired volunteer firefighter Donny Wertz.

Department members participated in numerous fire prevention & fire extinguisher presentations, conducted fire safety inspections, attended/supported multiple community and school events, installed smoke and CO detectors for residents, logged thousands of training hours, delivered gifts to 415 children on Christmas Eve, and put on a bi-annual open house for the public in October, which despite the weather was a huge success. Volunteer members also designed/installed a memorial brick garden at the WSFS, this was accomplished through donations and hours of their own time and equipment. The department also placed several pieces of apparatus & equipment into service.

As we go into 2023, we will continue on, no matter what is thrown our direction. We will still be here, still answering the calls the same way this department always has. It takes a lot to do this job, and it takes even more to do it for basically no pay. The full-time firefighters understand that, and they could not do their jobs without the dedicated group of Volunteers.

We say thank you again, to everyone that supports this department and we look forward to 2023.

Respectful submitted,
Tyger Fullerton – Assistant Fire Chief/Captain

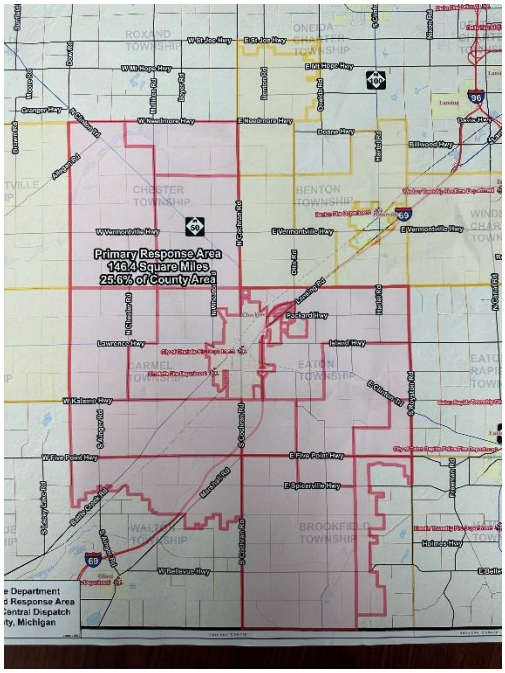
Fire Department Accomplishments

- 1147 calls for service, including 57 structure fires. 283 overlapping calls (25%)
- Responded & Investigated 3 fatal fires and 2 fires with injuries to civilians
- Maintained ISO rating of “4” for the City of Charlotte, gained steps toward a “3”
- Took delivery/placed into service 2 new mini pumpers
- Took delivery of a new pick-up truck with snow plow
- Completed Specs for replacement of unit 314 (Rescue Pumper)
- 5 new volunteer members, 2 retired after a combined 30 years of service
- Added a 2nd BLS non-transport (1st time in history - 2 licensed medical trucks)
- Installed over 100 smoke detectors and CO alarms for residents
- New equipment placed into service including a LUCAS “CPR” device & 2 sets of Hurst Rescue Tools (Jaws of Life)
- Retired Fire Captain Wieting – Donation of Ice Rescue Suit & Life Vest
- State of Michigan 1-million-dollar grant
- $5,000 matching grant for new firefighter gear
- $1,000 grant for new IPADS in all fire trucks
- Applied for SCBA (air pack) replacement grant
- Successful Charlotte Volunteer Firefighters Open House
- 2,548 Training hours completed
- Department Memorial Brick Garden installed at the WSFS
- Attended 2 former members funeral as a department
- Provided safety coverage and stand by at the Eaton County Fair
- Conducted 59 fire safety inspections, completed 72 Pre-Incident surveys
- Completed several plan reviews for new construction projects

Department Members

The Charlotte Fire Department is a combination department consisting of 6 paid officers, 1 fire dog and 27 volunteer firefighters. Full-time Captains and Lieutenants work out of two stations, with 2 on-duty 24/7/365. Volunteers respond when a call is received, and make up the work force of the department. Fire/rescue & medical services are provided to the City of Charlotte & Rural Fire Association (Townships of Eaton, Brookfield, Walton, Carmel & Chester), totaling coverage area is 147 square miles, or about 25% of Eaton County.

Full-time Staff	**Start Year**
Captain/Assistant Chief Tyger Fullerton	2007
Captain Chris Sloan	2006
Captain Dan Daly	2012
Lieutenant Justin Emery	2016
Lieutenant Dominic Curtis	2015
Lieutenant Derrick Viane	2012
K9 Cinder Fullerton	2018



Volunteer Members

Firefighter Kevin Fullerton	1973
Firefighter Cory Sanders	1993
Firefighter Chris Burt	1995
Firefighter Todd Hamilton	1998
Firefighter Kris Hulsebos	1999
Firefighter Rob Rich	1999
Firefighter Brian Matson	2003
Firefighter Matt Pruden	2004
Firefighter Roy Gilbertson (Now VIP)	2004
Firefighter Jeff Wertz	2008
Firefighter Brian Neumann	2009
Firefighter Thad Briggs	2011
Firefighter Wade Nichols (Now VIP)	2012
Firefighter Larry Gilson	2013
Firefighter Ron Smith	2015
Firefighter Matt Mitschke	2015
Firefighter Trent Jenson	2016
Firefighter David Dickinson	2016
Firefighter Spencer Drake	2016
Firefighter Sawyer Smith	2019
Firefighter Tyler Dewaters	2020
Firefighter Tina Curtis	2021
Firefighter Dawn Gibbs	2022
Firefighter Brandon Forist	2022
Firefighter Scott McNair	2022
Firefighter Brandon Youngs	2022
Firefighter Brian Dewaters	2022
Medical Support Dan Sowles	2020
Active VIP Dewayne Miller	1981

Stations

Downtown Station

111 E. Lawrence Ave

Apparatus

311

313

316

Snorkel

Boat

West Side Station

911 W. Shepherd St.

Apparatus

312

314

315

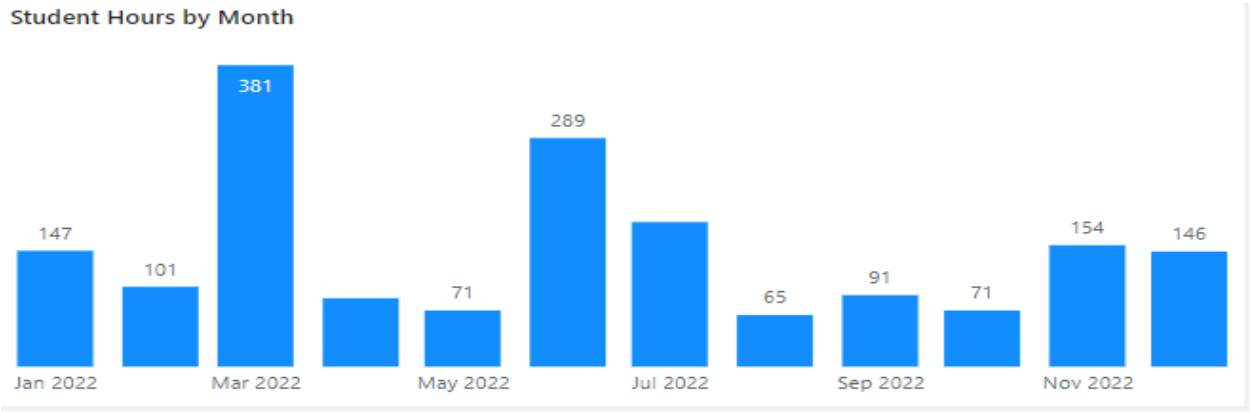
318

319

Gator

Fire Department Apparatus

Training



Student	Student Hours
Daly Jr, Daniel	325
Fullerton, Tyger	169
Curtis, Dominic	150
Viane, Derrick	143
Sloan, Chris	124
Emery, Justin	123
Smith, Ron	92
Sanders, Corey	91
Wertz, Jeffrey	90
Miller, Dewayne	73
Hamilton, Todd	72
Matson, Brian	71
Neumann, Brian	71
Jenson, Trent	69
Pruden, Matthew	69
Hulsebos, Kristoffer	68
Dewaters, Tyler	67
Curtis, Tina	64
Briggs, Thad	59
Drake, Spencer	55
Burt, Chris	55
Gilson, Larry	52
Rich, Robert	50
Mitschke, Matthew	48
Dickinson, David	47
Fullerton, Cinder	43
Gilbertson, Roy	40
Vogel, Robert	29
Forist, Brandon	28
Nichols, Wade	27
Smith, Sawyer	22
Fullerton, Kevin	18
Total	**2,548**

The Fire Department members participate in training throughout the year. The department holds a monthly meeting that includes training and an additional training meeting 6 months of the year. Multiple special events are also scheduled throughout the year for advanced training and when new equipment arrives.

Full time staff and volunteers also participate in state required EMS training to gain continuing education credits.

2 Fulltime members are state certified Inspectors

1 Fulltime member is certified in fire investigations and also a state certified fire instructor.

Route:	1	Kids:	81	Stops:	30
Route:	2	Kids:	65	Stops:	22
Route:	3	Kids:	91	Stops:	38
Route:	4	Kids:	90	Stops:	33
Route:	5	Kids:	19	Stops:	7
Route:	6	Kids:	69	Stops:	25

2022
Christmas Kiddies

415 Kids

155 Stops

Charlotte Volunteer Fire Department Christmas Kiddies

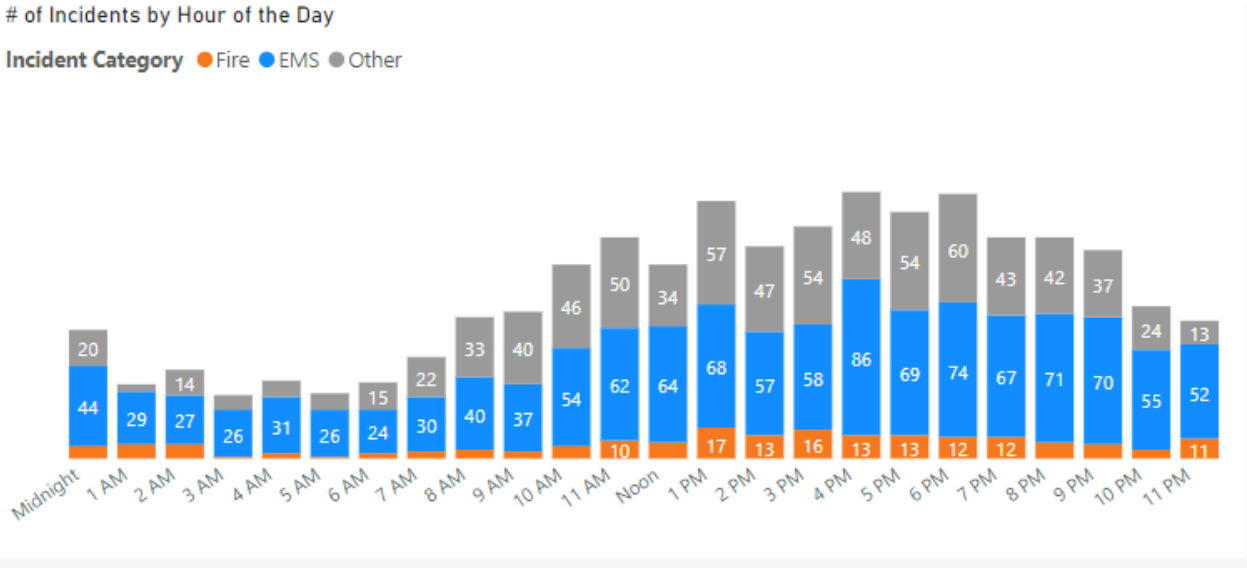
A long-standing Charlotte Tradition that is continued to this day.

In an archived Republican Tribune article dated January 5th 1956, dates the origin of the Christmas Kiddies program to 1906. Where members of the Charlotte Volunteer Fire Department delivered baskets of dolls, toys, mittens and treats to needing children on Christmas Eve. A merchant group raised funds, and the Fire Department "Santa's" made all the delivery's, first by horse-drawn wagons and sleighs and then by fire trucks since 1915. The Christmas Kiddies Program was adopted in total by the Charlotte Volunteer Fire Department in 1982. Assisted by hundreds of community volunteers, donations coming from across the United States, volunteer firefighters have been responsible for the fundraising, visitations, purchasing, packing, and delivering gifts to 400-500 children each year since.

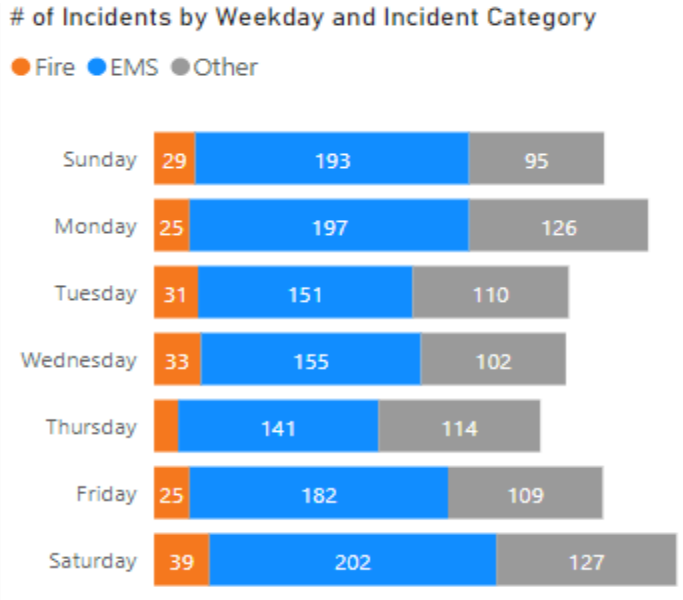
Today the Christmas Kiddies' program has 4 routes dedicated to the City of Charlotte and 2 routes outside the city covering our entire fire district.

2022 Incident Data

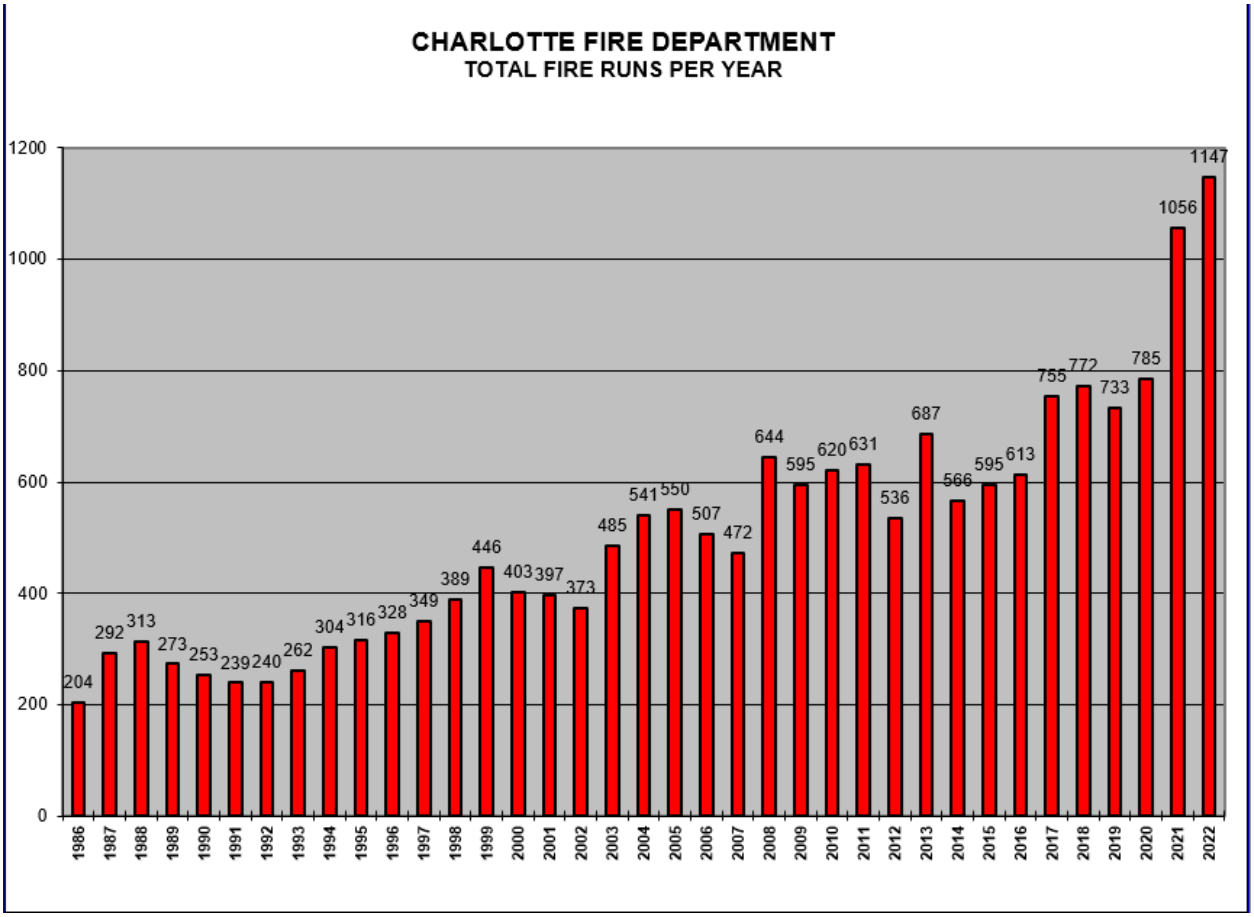
INCIDENT COUNT	
INCIDENT TYPE	**# INCIDENTS**
EMS	564
FIRE	583
TOTAL	1147



MOST / LEAST RUNS PER MONTH 1976 THRU 2022						
	MOST			LEAST		
JANUARY	**2022**	=	**118**	1976	=	7
FEBRUARY	**2022**	=	**91**	1986	=	9
MARCH	2021	=	90	1980	=	15
APRIL	2018	=	99	1983	=	10
MAY	**2022**	=	**90**	1983	=	9
JUNE	**2022**	=	**128**	1993	=	13
JULY	**2022**	=	**107**	1982	=	11
AUGUST	2021	=	116	1978	=	14
SEPTEMBER	2021	=	101	1977	=	8
OCTOBER	2021	=	97	1985	=	6
NOVEMBER	2021	=	116	1985	=	6
DECEMBER	2013	=	156	1982	=	9
	TOTAL		1309	TOTAL		117



2022 Incident Data



MUTUAL AID	
Aid Type	**Total**
Aid Given	45
Aid Received	12

OVERLAPPING CALLS	
# OVERLAPPING	**% OVERLAPPING**
283	**24.67**

LIGHTS AND SIREN - AVERAGE RESPONSE TIME (Dispatch to Arrival)		
Station	**EMS**	**FIRE**
Charlotte Fire Department	0:05:05	0:05:41
	AVERAGE FOR ALL CALLS	0:05:21

2022 Incident Data

ZONE	# INCIDENTS
01 - City Of Charlotte	660
02 - Eaton Township	151
03 - Brookfield Township	35
04 - Walton Township	32
05 - Carmel Township	93
06 - Chester Township	43
07 - Mutual Aid (Including EMS Ride-along's)	70
08 - Void Calls	63
TOTAL:	**1147**

2022 In Review

2022 In Review

Charlotte Police Department

111. E. Lawrence Ave., Charlotte, MI 48813
Phone: 517-543-1552 Fax: 517-543-8396
Paul Brentar, Chief of Police

December 2022 Monthly Report

Monthly Statistics:

- See attached report.

Training:

- Officer Slaughter attended regional AVI (Active Violence Incident) training in Lansing. This training is now mandatory for all officers to have through MCOLES (Michigan Commission on Law Enforcement Standards). All CPD officers have now completed this training.
- Chief Brentar instructed at the regional AVI training in Lansing.
- Officer Fullerton began his online training to become certified as a Property/Evidence officer.
- Officer McDaniel assisted with instructing at the AVI training in Lansing.
- All officers completed 4 courses of NIMS (National Incident Management System) training online.

Operational Highlights:

- On 12-03 a traffic stop was made and the driver was arrested for carrying a concealed weapon (pistol). The pistol and loaded magazines were seized during this traffic stop.
- On 12-09 Recruit Leach graduated from 110th Mid-Michigan Police Academy at Lansing Community College. Officer Leach is now in the FTO (Field Training Officer) program which is 16 weeks long where he is trained by our Field Training Officers.
- On 12-06 officers transported a suspect from the Calhoun County Jail to the Eaton County Jail on 3 different warrants out of Charlotte, including one felony for dangerous drugs.
- On 12-07 officers were called to a suspicious vehicle at 1716 Lansing Rd. Upon arrival a female took off running but was apprehended. She was cited for minor in possession and was also a runaway from the sheriff's office.
- On 12-09 officers assisted the sheriff's office in locating a stolen vehicle at 305 Warren Ave.
- On 12-13 officers assisted Code Enforcement with the removal of tenants at 417 S Sheldon St due to it being condemned.
- On 12 -14 an officer made a traffic stop on a vehicle where the driver had outstanding warrants for his arrest. The driver fled on foot. A K9 was called to track but was not able to locate the driver. Additional charges are being sought.
- On 12-15 an officer assisted parole with attempting to locate a subject that cut off his GPS tether.
- On 12-17 officer were called back to 417 S Sheldon for a subject who went back into the building and refused to leave. The subject was arrested for Illegal Entry.

- On 12-18 an officer observed a subject at Speedway who had an outstanding felony warrant out of CPD. The officer made contact with the subject where 9 grams of Methamphetamine were located with a street value of approximately $2100, along with other drug paraphernalia, and an illegal knife. The subject was lodged and additional charges have been requested.
- On 12-12 Det. Poortvliet traveled to Marquette to interview a suspect who used to live in Charlotte on Criminal Sexual Conduct allegations involving multiple victims. These allegations were just disclosed to Det. Poortvliet the week prior and occurred here in Charlotte just over 2 years ago. Det. Poortvliet was able to obtain a confession from this suspect who was arrested and transported back to the Eaton County Jail (part way by Marquette Co. Sheriff and then CPD). He has been charged with 3 counts of CSC 1st degree/person under 13, and is awaiting trial.
- During the recent snow storm over Christmas, officers handled 48 calls for service.
- On 12-29 our new patrol vehicle that was ordered in July was put into service.

Outreach/Public Events:

- Sgt. Antcliff, Officer Carroll, & Officer Homrocky collected non-perishable food at Walmart on 12-03-22 as part of the Fill-A-Cop-Car event to benefit local food banks. The East Side Food pantry, located at Beacons Sales, was stocked up and the rest was brought to Helping Hands here in Charlotte. Over 4400 pounds of food was collected.
- Chief Brentar, Sgt. Brown, & Officer Callahan participated in the annual Shop with a Hero program on 12-20-22. Officers enjoyed a meal with the kids at the Senior Center followed by shopping at Meijer. The officer's union, Maple City Lodge 178, generously donates to this program each year to help provide a full holiday meal to all of the kid's families.

Respectfully,

Chief of Police

CHARLOTTE POLICE DEPARTMENT ACTIVITY SUMMARY 2022

UCR TITLE	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL	2021	%	WARRANTS	ARRESTS
STATE CRIMES																	
SOVEREIGNTY													0	1	-100%		
MILITARY													0	0	0%		
IMMIGRATION													0	0	0%		
Part I Crimes																	
CRIMES AGAINST PERSONS																	
HOMICIDE-MURDER(ATTEMPT)											1		1	0	100%		1
NEGLIGENT HOMICIDE													0	0	0%		
KIDNAPPING													0	0	0%		
PARENTAL KIDNAPPING													0	0	0%		
SEX. ASSAULT-ALL	3	2	3	3	3	3	1	2	3	2	2	5	32	23	39%	2	1
ROBBERY							1		3		1		5	0	500%		1
NON-AGG ASSAULT	7	12	12	14	15	20	19	13	5	12	20	17	166	41	305%	4	20
AGGRAVATED ASSAULT	3	4	6		6	1	4	5	2	2	2	6	41	7	486%		6
INTIMIDATION/STALKING	11	17	22	18	22	13	14	17	23	27	13	13	210	42	400%	4	4
PROPERTY CRIMES																	
ARSON													0		0%		
EXTORTION					3							1	4	1	300%		
BURGLARY-FORCED	2	1	2		2	1	2	2	3	2	4	1	22	11	100%		
BURGLARY-W/O FORCE				1							1		2		200%		
BURGLARY-ILLEGAL ENTRY		1							1	1		4	7	7	0%		1
POSS BURGLARY TOOLS										1			1	1	0%		
LARCENY	10	9	15	51	24	32	27	121	11	76	13	22	411	21	1857%	6	5
MOTOR VEHICLE THEFT						1	2	1	1	1	2	2	10	16	-38%		
Part II Crimes																	
STOLEN PROPERTY-MOTOR VEHICLE	3	1	1		2	3	1			2			13	7	86%	1	1
FORGERY/COUNTERFEIT-ING	5		1			3	1	2	4	1		1	18	1	1700%	2	7
FRAUDULENT ACTIVITY	11	13	12	10	12	7	15	13	7	8	9	11	128	27	374%	9	13
EMBEZZLEMENT			1			1	1		1	2	1		7	1	600%	1	1
REC/CONCEALING STOLEN PROPERTY		1	1	3	1			3			1		10	3	233%	2	4
DESTRUCTION OF PROPERTY	5	3	3	8	6	11	7	10	5	5		2	65	17	282%	1	1
RETAIL FRAUD-ALL	3	6	7	6	7	4		1	3	11		21	69	22	214%	20	13
UCR TITLE	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL	LAST YEAR	%	WARRANTS	ARRESTS
MORALS/DECENCY CRIMES																	
V.C.S.A.	3	4	9	2	8	7	4	2	7	8	6	5	65	29	124%	8	22

CHARLOTTE POLICE DEPARTMENT ACTIVITY SUMMARY 2022

SEX OFFENSE		1	4	3	1	3	2	2	2		1		**19**	1	**1800%**		**1**
OBSCENITY											1		**1**	0	**100%**		
FAMILY ABUSE/NEGLECT	1	1	7	2	8	9	5	4	1	4	2		**44**	6	**633%**		**5**
FAMILY-NON SUPPORT	2			1	1	2				2		2	**10**	1	**900%**		**7**
FAMILY-OTHER													**0**	1	**-100%**		
GAMBLING													**0**	0	**0%**		
COMMERCIALIZED SEX OFFENSE													**0**	0	**0%**		
LIQUOR LICENSE VIOLATION												1	**1**	0	**100%**	**2**	
LIQUOR LAW VIOLATION		1	2						2	1			**6**	1	**500%**		**1**
PUBLIC ORDER CRIMES																	
OBSTRUCTING POLICE	1	3	3	3	1	4	3	1	2	2	2	1	**26**	2	**1200%**		**11**
ESCAPE-CORRECTIONAL INSTITUTION													**0**	0	**0%**		
ESCAPE-MENTAL INST.													**0**	0	**0%**		
ESCAPE/FLIGHT													**0**	0	**0%**		**1**
OBSTRUCTING JUSTICE	11	21	2	5	23	26	13	9	5	16	14	9	**154**	42	**267%**	**91**	**116**
BRIBERY													**0**	0	**0%**		
WEAPONS-CONCEALED			2							1	2	1	**6**	3	**100%**	**1**	**2**
WEAPONS-EXPLOSIVE													**0**	0	**0%**		
WEAPONS-OTHER	1		1	1	4		2		1	1	1	1	**13**	2	**550%**	**1**	
PUBLIC PEACE	17	20	20	21	16	29	21	29	43	20	23	26	**285**	57	**400%**	**4**	**8**
TRAFFIC-HIT AND RUN	2	3	11	5	3	4	4	4	2	4	10	6	**58**	18	**222%**		
TRAFFIC-O.U.I.L. / O.U.I.D.	3	6	5	6	10	11	4	9	5	1	6	4	**70**	17	**312%**	**3**	**29**
TRAFFIC-MISD	6	12	11	9	13	5	8	12	2		3	4	**85**	48	**77%**	**16**	**16**
HEALTH/SAFETY VIOLATION		5	7	5	4	6	5	6	3	4	5	11	**61**	4	**5700%**		
CIVIL RIGHTS													**0**	0	**0%**		
TRESPASS/PRIVACY	13	13	6	9	11	6	14	11	19	9	10	4	**125**	37	**238%**	**3**	**7**
SMUGGLING													**0**	0	**0%**		
ELECTION LAWS													**0**	0	**0%**		
ANTI-TRUST													**0**	0	**0%**		
TAX REVENUE													**0**	0	**0%**		
CONSERVATION		1		2	2	1	2	2	1	2	1		**14**	0	**1400%**		**1**
VAGRANCY		1	5	6	3	3	3	4	2	1	2	1	**31**	0	**3100%**		
MISC. CRIMINAL OFFENSE			2		1	6	1	1				1	**12**	6	**100%**	**2**	**3**
GRAND JURY INVESTIGATION													**0**	0	**0%**		
CONSPIRACY													**0**	0	**0%**		
End of Part II Crimes																	
UCR TITLE	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	**TOTAL**	**LAST YEAR**	**%**	**WARRANTS**	**ARRESTS**

CHARLOTTE POLICE DEPARTMENT ACTIVITY SUMMARY 2022

JUVENILE MINOR																	
DELINQUENT MINOR	4	8	18	20	12	21	6	9	29	22	29	16	**194**	43	**351%**		
RUNAWAY		3	3	1	1	4	2	3	7	7	6	2	**39**	10	**290%**		
CIVIL-NON CRIMINAL																	
DIVORCE/SUPPORT													**0**	0	**0%**		
INCAPACITATION	1	2	3	1	1	2			3	1	1	1	**16**	3	**433%**		
INSANITY	7	11	21	10	26	21	22	13	4	11	7	8	**161**	24	**571%**		
TRAFFIC																	
CRASH-PD-PUBLIC ST.	14	22	18	19	24	23	22	29	21	25	41	24	**282**	62	**355%**		
CRASH-PI-PUBLIC ST	2	2	1	2	2	5	3	3	4	4	4		**32**	9	**256%**		
CRASH-FATAL-PUBLIC ST		1						1					**2**	0	**200%**		
CRASH-PD-PRIVATE	7	5	4	5	3	1	3	6	1	4	5	3	**47**	14	**236%**		
CRASH-PI-PRIVATE			4							1			**5**	0	**500%**		
CIVIL INFRACTION	15	33	36	33	37	22	18	28	18	14	9	13	**276**	92	**200%**		
PARKING VIOLATION	48	92	23	15	5	9	15	10	66	64	9	45	**401**	241	**66%**		
Park. Tickets- 524-2021, 356-2020																	
ABANDONED VEHICLE	4	4	7	4	3	8	4	6	6	6	9	6	**67**	42	**60%**		
TRAFFIC HAZARD INVES	10	15	8	10	18	11	11	16	11	7	9	9	**135**	54	**150%**		
TRAFFIC DIRECTION/	7	5	17	5	10	3	9	8	16	8	15	1	**104**	61	**70%**		
TRAFFIC SAFETY PUBLIC APPEARANCE													**0**	0	**0%**		
BREATHALYSER TEST-													**0**	0	**0%**		
OTHER POLICE													**0**	0	**0%**		
ALARMS																	
ALARM-POLICE RESPONSE	16	10	16	16	18	15	11	12	15	24	9	17	**179**	47	**281%**		
ALARM-MALFUNCTION													**0**	0	**0%**		
ALARM-TEST								1	9		6	2	**0**	0	**0%**		
ALARM-WATER & SEWER													**0**	0	**0%**		
FIRE																	
ACCIDENT-FIRE													**0**	0	**0%**		
ACCIDENT-EXPLOSION													**0**	0	**0%**		
ACCIDENT-CHEMICAL													**0**	0	**0%**		
HAZARDOUS FIRE COND.				1		4	8		2			1	**16**	0	**1600%**	Fireworks	
FIRE REQULATION VIOL													**0**	0	**0%**		
ASSIST BUILDING DEPT							2	5		1	1	1	**10**	0	**1000%**		
ASSIST C.F.D.	3	1	2	1	5	5	4	4	1	2	4	4	**36**	7	**414%**		
UCR TITLE	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	**TOTAL**	**LAST YEAR**	**%**	**WARRANTS**	**ARRESTS**
ACCIDENTS																	
ACCIDENT-AIRCRAFT													**0**	0	**0%**		

CHARLOTTE POLICE DEPARTMENT ACTIVITY SUMMARY 2022

ACCIDENT-HUNTING													0	0	0%		
ACCIDENT-SHOOTING													0	0	0%		
ACCIDENT-BOATING													0	0	0%		
ACCIDENT-WATER													0	0	0%		
ACCIDENT-OTHER													0	1	-100%		
INSPECTIONS-INVESTIGATIONS																	
INSPECT-BOAT													0	0	0%		
INSPECT-MOTOR VEHICLE		2		1	3	1		1	2				10	3	233%		
INSPECT-TRAFFIC CITATION													0	0	0%		
INSPECT-BUSINESS	14	38	35	69	48	46	45	41	44	60	35	40	515	109	372%		
INSPECT-RESIDENCE	12	20	26	16	9	6	8	15	9	11	12	25	169	44	284%		
INSPECT-HANDGUN	11	9	13	9	5	32	15		13	29	15	24	175	23	661%		
INSPECT LIQUOR LICENSE	3	1								4		1	9	0	900%		
INSPECT-OTHER/SOR CHECK	24	13	14	16	12	9	16	11	15	12	9	7	158	23	587%		
INSPECT-CCW APPLIC													0	0	0%		
DOMESTIC DISPUTES	25	26	26	23	29	30	25	36	32	25	31	34	342	61	461%		
CIVIL DISPUTE	17	17	23	9	21	27	28	37	42	8	19	16	264	38	595%		
SUSPICIOUS SITUATION	92	70	81	79	111	94	103	112	98	92	93	87	1112	300	271%		
FIELD INTERROGATION CARD													0	0	0%		
HAZARDOUS SITUATION													0	0	0%		
SUSPECTED NARCOTIC ACTIVITY	10	9	1	3	4	7	3	3	5	1	1		47	13	262%		
ABANDONED/RECOVERED PROPERTY	4	4	6	3	8	11	6	5	10	7	4		68	25	172%		
DRUG OVERDOSE	2	1	2	5		2	2	2	6		1	5	28	10	180%		
BOMB THREAT													0	0	0%		
MISC. INCIDENTS																	
MISC/P.B.T.													0	0	0%		
SUICIDE				1	2	1		1		1			6	0	600%		
SUICIDE ATTEMPT	11	7	14	10	7	9	9	3	7	10	8	7	102	28	264%		
DEATH-NATURAL	3			1		3	1	1	3		1	2	15	4	275%		
DEATH-UNDETERMINED		1		2								1	4	4	0%		
MISSING PERSON	2	2	3	2	2	1	1		4	2	2	1	22	4	450%		
NATURAL DISASTER													0	0	0%		
PUBLIC RELATIONS ACTIVITY	4	5	4	2	3	6	3	5	4	32	11	4	83	9	822%		
PATROL INFORMATION						5	5	1	4		1	3	19	0	1900%		
UCR TITLE	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	**TOTAL**	**LAST YEAR**	**%**	**WARRANTS**	**ARRESTS**
GENERAL ASSISTANCE																	

CHARLOTTE POLICE DEPARTMENT ACTIVITY SUMMARY 2022

ASSIST CITIZEN	50	67	82	75	101	75	82	76	109	74	97	74	**962**	147	**554%**	
ASSIST MOTORIST	8	12	6	8	14	7	8	6	3	4	3	10	**89**	43	**107%**	
ASSIST POLICE AGENCY	10	10	10	5	14	13	13	5	5	5	8	8	**106**	31	**242%**	
ASSIST OTHER AGENCY	14	14	20	14	26	24	17	17	17	17	11	15	**206**	31	**565%**	
ASSIST D.P.W.	1	1	4		3		2	2	1		2	1	**17**	3	**467%**	
ESCORT-FUNERAL													**0**	0	**0%**	
ESCORT-MONEY									1				**1**	0	**100%**	
ESCORT-OTHER													**0**	0	**0%**	
TRANSPORT-PRISONER		13	5	18	21	28	18	13	12	12	17	17	**174**	19	**816%**	
TRANSPORT-PAPERWORK	6	14	13	4	7	5	5	7	18	14	7	9	**109**	34	**221%**	
TRANSPORT-OTHER	2		1	1	5	3	1						**13**	12	**8%**	
LOCKOUT				2	2	1						1	**6**	2	**200%**	
SUBPOENA SERVICE	2	2	4	3	11		5	8	2	13	2		**52**	23	**126%**	
PERMISSION TO PARK		1	21	1		1							**24**	29	**-17%**	
PATROL-FOUND DOOR OPEN	3	9	8	2	2		4		1	2	3	3	**37**	2	**1750%**	
PATROL-FOUND OPEN WINDOW													**0**	0	**0%**	
PATROL-FOUND B&E													**0**	0	**0%**	
ASSIST E.C.S.D.-	20	18	16	7	11	11	14	13	7	4	8	1	**130**	26	**400%**	
GENERAL NON CRIMINAL																
JUVENILE SAFETY VIOL													**0**	0	**0%**	
ANIMAL CONTROL	7	7	10	12	24	13	12	11	9	8	9	13	**135**	26	**419%**	
ZONING ORD VIOLATION		3	1		2	2							**8**	3	**167%**	
TOTALS	**618**	**772**	**813**	**740**	**884**	**849**	**777**	**872**	**865**	**877**	**733**	**745**	**9545**	2370	**303%**	
TRAFFIC STOPS	100	128	119	117	107	167	133	147	77	105	41	55	**1296**	339	**282%**	
OFFICER TRAINING HOURS	8	48	224	9	4	0	0	12	4.5	193	**66.5**	12	**581**	150	**287%**	
COMMUNITY HOURS	32	21.5	6	1	9	4	9	9	7	139.5	8	2	**248**	19	**1205%**	
PAPERWORK HOURS	450.5	409	408.5	475	419	336.5	332.5	278	324	306.5	357.5	344	**4441**	1152	**286%**	

SRO STATS

During the month of December Officer McDaniel handled 34 incidents at the Charlotte Public Schools. The are the following: including: 1- Sex Assault-All, 1-Larceny, 1-MDOP, 2-V.C.S.A 3- Public Peace, 4- Health/Safety Violation, 7- Delinquent Minor, 1-Abandoned Vehicle, 1-Alarm Test, 2- Assist Charlotte Fire Dept., 3- Suspicious Situation, 1- Suicide Attempted, 6- Assist Citizen, 1- Assist Other Agency

VCSA STATS

During the month of December 2022, the Charlotte Police Department dealt with 10 VCSA incidents. They are the follows:

2- Heroin, 3-Meth, 4- Pills, 2-Marijuana

(This includes the VCSA, Suspected Narcotics Activity, and Drug Overdose Categories)											