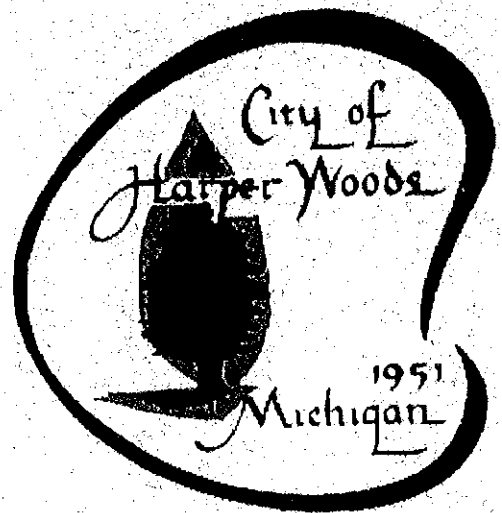


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# City of Harper Woods

## 2012 Budget

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**Adopted on November 7, 2011**

**CITY OF HARPER WOODS  
2012 BUDGET**

**KENNETH A. POYNTER**

**MAYOR**

**JOHN M. SZYMANSKI**

**MAYOR PRO TEM**

**VIVIAN M. SAWICKI**

**COUNCILMEMBER**

**CHERYL A. COSTANTINO**

**COUNCILMEMBER**

**MICHAEL P. MONAGHAN**

**COUNCILMEMBER**

**HUGH MARSHALL**

**COUNCILMEMBER**

**DANIEL S. PALMER**

**COUNCILMEMBER**

**RANDOLPH A. SKOTARCZYK**

**ACTING CITY MANAGER**

**LAURA L. STOWELL**

**TREASURER/FINANCE DIRECTOR**

**LESLIE M. FRANK**

**ACTING CITY CLERK**

**ENID L. PIERSON**

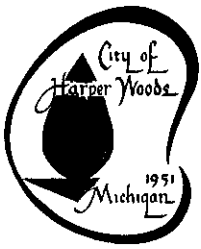
**DEPUTY TREASURER**

**NOVEMBER 7, 2011**

**CITY OF HARPER WOODS  
2012 BUDGET**

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City of Harper Woods  
19617 Harper Avenue  
Harper Woods, Michigan 48225-2095

313.343.2500  
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[www.harperwoodscity.org](http://www.harperwoodscity.org)

Mayor:  
Kenneth A. Poynter

Mayor Pro Tem:  
John M. Szymanski

Council:  
Vivian M. Sawicki  
Cheryl A. Costantino  
Michael P. Monaghan  
Hugh Marshall  
Daniel S. Palmer

City Manager:  
James E. Leidlein

City Clerk:  
Mickey D. Todd

## **CITY OF HARPER WOODS 2012 BUDGET**

### **MANAGEMENT'S DISCUSSION AND BUDGET ANALYSIS**

#### **The Honorable:**

**Kenneth A. Poynter, Mayor**  
**John M. Szymanski, Mayor Pro tem**  
**Vivian M. Sawicki, Councilmember**  
**Cheryl A. Costantino, Councilmember**  
**Michael P. Monaghan, Councilmember**  
**Hugh Marshall, Councilmember**  
**Daniel S. Palmer, Councilmember**

#### **Mr. Mayor and Members of City Council:**

**Presented as follows is the Management's Discussion and Budget Analysis for the City's 2012 Budget.**

**This budget has been prepared in accordance with the applicable public acts of the State of Michigan, our City Charter, and other federal, state and local regulations. The official budget document presented herein has been supplemented by detailed budget workbooks presented to you under separate cover.**

#### **PRESENTATION OF BUDGET**

**The Budget begins with the *Tax Levy Resolution*. When adopted, this will officially enact and establish the millage rates. In the General Levy, we are recommending no change to comply with the requirements of the "Headlee Amendment" and 1994's Proposition A. The same applies to the Library millage. We are recommending the Debt Retirement and the Refuse Collection levy stay the same as well. The City Council is required to establish these levies by separate resolution.**

**Following the Tax Levy Resolution is the *Budget Adoption and Appropriation Resolution*. When approved, this formally enacts and adopts the 2012 Budget.**

**Additional information statements are then presented prior to the proposed budget for each of the City's various operating, entrepreneurial, debt and internal service funds. These statements include the following: Tax Levy Statement; Tax Rate and Revenue Comparison; Headlee Amendment Calculation Millage Reduction Formula; and Statement of Indebtedness.**

**A brief narrative of the City's major operating funds follows:**

### **GENERAL FUND**

**The General Fund, our main City operating fund, is a major concern for 2012 and beyond. We continue to have reduced revenue from state revenue sharing, increase in expenses from the rising cost of health insurance both for active employees and retirees and increases in our contributions to the employee retirement system; however, it is the significant reduction in our taxable value that is our biggest concern.**

**Our overall taxable value decreased by over \$38 million this year. The majority of this decrease comes from the drop in residential property values. This year this translates into approximately \$750,000 decreased revenue in the General Fund. This is a continuation of the decreased revenue since 2009; and we are projecting to have the same decreases in the coming years.**

**We have depleted our fund balance to below an acceptable minimum balance and must work to correct this situation. The 2011 estimate is showing a loss of income over expenditures by approximately \$737,325; this is more than the 2011 Budget projected loss of a \$556,350. This loss occurs after transfers of \$625,000 from other funds. The budget numbers presented for 2012 again reflect current staffing levels and services and a health insurance contribution (as directed by PA 152) if we are successful in negotiations with unions; it does project a \$544,350 gain to the fund balance but only with the assumption that the Council (or voters) agree to a 9.5 Mill assessment for Police and Fire services. In 2012 we need to continue to address ways of reducing costs and service delivery methods. The discussions with the unions need to continue with additional pension concessions and health insurance savings.**

**Our projections are a fund balance of \$799,186 at the end of 2012. This does not fall within 10% of revenues, a minimum guideline for fund balance.**

### **MAJOR AND LOCAL STREET FUNDS**

**The only large project planned for 2012 is the completion of the traffic signal upgrade on Beaconsfield which was originally budgeted for 2010; otherwise the budgeted expenditures are for the routine upkeep and maintenance of the roads.**

## **LIBRARY FUNDS**

The usual operating fund for the Library is presented.

## **DEBT SERVICE FUNDS**

The millage levy will remain at 4 Mills. There is also a budgeted transfer to this fund to ensure that the fund continues to have an adequate fund balance to accommodate future bond payments; this is necessary in light of the decreased taxable value.

## **STORM DRAIN FUND**

In accordance with the City's Storm Water Utility Ordinance, the City Council is required to annually establish the Storm Water Utility rate as part of the City's annual budget process. This analysis is being submitted to you under separate cover.

We are recommending that the rate be increased to \$210 to cover the ever increasing cost of maintaining the Milk River Drain.

## **VEHICLE AND EQUIPMENT**

We have not budgeted nor do we expect any major equipment purchases in 2012. Costs of maintaining the equipment are on the rise and will need to be evaluated. The fund balance is slowly recovering from continued declines.

## **WATER AND SEWER FUND**

The 2012 Budget for the Water and Sewer Fund has been prepared consistent with current operations. Prior to year end we will look at our rate analysis in light of increases in wholesale costs.

## **MISCELLANEOUS FUNDS**

The other funds presented herein are essentially unchanged from prior years with the exception of the Self-Insurance Fund and the Separation Pay which we will again make a transfer of funds for 2011 to cover insurance expenditures and payouts for retiring employees respectively. In 2012, only the Self-Insurance Fund will have a transfer as the Separation Pay Fund will be depleted to \$30,000. The Municipal Improvement Fund is also an exception for the 2011 and 2012 estimated and budgeted transfers to keep other funds from experiencing negative fund balances.

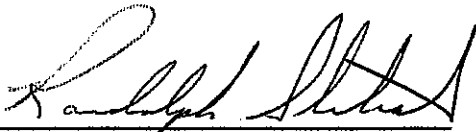
## **SUMMARY**

You are requested to approve the 2012 Budget on an activity basis. Line item details have been provided to you in your budget workbooks for informational purposes only.

**Adoption on an activity basis allows your management the flexibility to adjust line items as may be necessary from time to time.**

**We believe the budget presented herein accurately represents the City's financial position and condition. We hereby submit and recommend your approval of the 2012 Budget.**

**Respectfully submitted,**



**Randolph A. Skotarczyk  
Acting City Manager**



**Laura L. Stowell  
Treasurer/Finance Director**

# CITY OF HARPER WOODS MANAGEMENT'S MISSION STATEMENT

We firmly believe in Philosopher John Locke's Social Contract Theory that . . .

**"Government exists for the benefit of the  
governed not those governing"**

That is

**"The City of Harper Woods exists not to serve  
those who are employed here but for the  
residents who have placed us here to serve"**

**WE BELIEVE . . .**

- \* The City's business is service to our community
- \* That our service to the community should be helpful, caring and responsive
- \* That the success of the City organization is dependent on teamwork, mutual respect and commitment to the following values:

- ~Participation by all segments of the community
- ~Effective Communication within and among our constituents
- ~Integrity in everything we do
- ~Innovation in meeting the present and future needs of the City
- ~Accountability to our elected officials and the Trust our citizens have placed in them
- ~Responsibility for the services entrusted to us
- ~Pride in what we do, always striving to serve in the best interest of the community as a whole



**We Believe in our Dedication to Public Service**

**CITY OF HARPER WOODS  
2012 BUDGET**

**TAX LEVY RESOLUTION**

WHEREAS, Act 5 of the P.A. of 1982, as amended requires that a notice be given and that a public hearing be held and that the proposed millage rate will be a subject of review at the hearing, and

WHEREAS, The City of Harper Woods has complied with these provisions of the Act by publishing a Notice of Public Hearing in a newspaper of general circulation on October 27, 2011 and held said public hearings on November 7, 2011, and

WHEREAS, The City Council has complete authority to establish the millage rates necessary to support the City's proposed budget.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Harper Woods does hereby approve the City's tax levy for 2012 as follows:

FUND	2012 LEVY
GENERAL	20.0000
REFUSE	2.5000
SUBTOTALS	\$ 22.5000
LIBRARY	1.9168
DEBT	4.0000
TOTALS	\$ 28.4168

*Increase (Decrease) From 2011 Tax Rate: 0 mills*

BE IT FURTHER RESOLVED, that the City Assessor for the City of Harper Woods is hereby directed to spread upon the Taxable Valuation of all real and State Equalized Valuation of all personal property within the corporate limits of the City of Harper Woods, the above established millage rate.

**CITY OF HARPER WOODS  
2012 BUDGET**

**BUDGET ADOPTION AND APPROPRIATION RESOLUTION**

WHEREAS, The City Manager of the City of Harper Woods has presented to the City Council a proposed budget for the City's operating and debt funds for the period January 1, 2012, through December 31, 2012; and

WHEREAS, The proposed Budget has been reviewed and found to be in accordance with the general fiscal and budgetary policies as established by the City Council; and

WHEREAS, A Public Hearing was held on the Budget submission on November 7, 2011, at 7:00 p.m. in the City Council Chambers of the City of Harper Woods, Michigan and a public notice of this hearing was made on October 27, 2011, advising of the hearing and that a copy of the proposed budget was available for public inspection, in accordance with Section 9.3 of the City Charter; and

WHEREAS, This Budget Document is on file in the official records of the City of Harper Woods, Michigan.

NOW, THEREFORE, BE IT RESOLVED that the City Council, under the authority granted by the City Charter and the State of Michigan does hereby approve and adopt the 2012 Budget as submitted and appropriate the following sums for the purposes set forth herein:

GENERAL	\$12,052,500
MAJOR STREET	\$671,200
LOCAL STREET	\$442,400
WATER & VEHICLE UTILITY	\$2,945,220
VEHICLE & EQUIPMENT	\$389,425
STORM DRAINAGE	\$1,983,120
REFUSE COLLECTION	\$889,100
LIBRARY	\$571,000
DEBT RETIREMENT	\$1,436,700
SELF INSURANCE	\$100,000
SEPARATION PAY	\$0
MUNICIPAL IMPROVEMENT	\$400,000
DRUG LAW ENFORCEMENT	\$20,100
TOTAL	\$21,900,765

# CITY OF HARPER WOODS

## 2012 BUDGET

### TAX LEVY STATEMENT

	2010 TAXABLE <u>VALUE</u>	2011 TAXABLE <u>VALUE</u>	INCREASE (DECREASE) <u>2010-2011</u>
<b>REAL PROPERTY:</b>			
COMMERCIAL	\$85,080,480	\$81,224,712	(\$3,855,768)
INDUSTRIAL	107,775	109,000	1,225
RESIDENTIAL	<u>221,157,394</u>	<u>186,432,592</u>	<u>(34,724,802)</u>
<b>TOTAL REAL</b>	<b>\$306,345,649</b>	<b>\$267,766,304</b>	<b>(\$38,579,345)</b>
<b>PERSONAL PROPERTY:</b>			
COMMERCIAL	\$10,714,600	\$10,300,200	(\$414,400)
UTILITY	<u>3,233,700</u>	<u>4,212,600</u>	<u>978,900</u>
<b>TOTAL PERSONAL</b>	<b><u>\$13,948,300</u></b>	<b><u>\$14,512,800</u></b>	<b><u>\$564,500</u></b>
<b>TOTAL TAXABLE VALUE</b>	<b>\$320,293,949</b>	<b>\$282,279,104</b>	<b>(\$38,014,845)</b>

### COMPARISON OF 2011 EQUALIZED VALUATION TO TAXABLE VALUATION

(APPLIES TO REAL PROPERTY ONLY)

	2011 TAXABLE <u>VALUE</u>	2011 EQUALIZED <u>VALUE</u>	<u>VARIANCE</u>
<b>REAL PROPERTY:</b>			
COMMERCIAL	\$81,224,712	\$88,976,408	(\$7,751,696)
INDUSTRIAL	109,000	109,000	0
RESIDENTIAL	<u>186,432,592</u>	<u>186,650,700</u>	<u>(\$218,108)</u>
	<b>\$267,766,304</b>	<b>\$275,736,108</b>	<b>(\$7,969,804)</b>

# CITY OF HARPER WOODS

## 2012 BUDGET

### TAX RATE AND REVENUE COMPARISON

<u>FUND</u>	<u>2011 LEVY</u>	<u>2012 LEVY</u>	<u>2011 REVENUES</u>	<u>2012 REVENUES</u>	<u>INCREASE (DECREASE)</u>
GENERAL	20.0000	20.0000	\$6,405,879	\$5,655,582	(\$750,297)
REFUSE	2.5000	2.5000	\$800,735	\$706,948	(93,787)
LIBRARY	1.9168	1.9168	\$613,939	\$542,031	(71,908)
DEBT	4.0000	4.0000	\$1,281,176	\$1,131,116	(150,059)
TOTALS	28.4168	28.4168	\$9,101,729	\$8,035,677	(\$1,066,052)

**CITY OF HARPER WOODS  
2012 BUDGET**

**HEADLEE AMENDMENT CALCULATIONS**

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**MILLAGE REDUCTION FORMULA**

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2011 MILLAGE REDUCTION FRACTION =  $\frac{2010 \text{ TAXABLE VALUE} - 2011 \text{ LOSSES}}{2011 \text{ TAXABLE VALUE} - 2011 \text{ ADDITIONS}} \times 1.037$

2011 MILLAGE REDUCTION FRACTION =  $\frac{320,293,949 - 3,726,000}{282,279,104 - 3,115,914} \times 1.037$

2011 MILLAGE REDUCTION FRACTION =  $\frac{316,567,949}{279,163,190} \times 1.037$

2011 MILLAGE REDUCTION FRACTION =  $1.134 \times 1.037 = 1.0000$

MILLAGE REDUCTION FACTORS SINCE 2005
---

<b>2005 MRF</b>	<b>0.9871</b>
<b>2006 MRF</b>	<b>1.0000</b>
<b>2007 MRF</b>	<b>1.0000</b>
<b>2008 MRF</b>	<b>1.0000</b>
<b>2009 MRF</b>	<b>1.0000</b>
<b>2010 MRF</b>	<b>1.0000</b>
<b>2011 MRF</b>	<b>1.0000</b>

**EFFECTIVE MILLAGE REDUCTIONS**

	AUTHORIZED BY CHARTER OR STATUTE	2010 REDUCED MILLAGE RATE	2011 MRF	2011 REDUCED MILLAGE RATE
GENERAL	20 MILLS	17.0332	1.0000	17.0332
LIBRARY	1 MILL	0.9168	1.0000	0.9168
REFUSE	3 MILLS	2.5517	1.0000	2.5517

**CITY OF HARPER WOODS**  
**2012 BUDGET**  
**STATEMENT OF INDEBTEDNESS**

**ISSUE: 1999 GENERAL OBLIGATION STREET BONDS**

AMOUNT OF ISSUE:	\$5,000,000
TERM:	15 YEARS
RATE:	4.125% - 5.75%
TOTAL PRINCIPAL OUTSTANDING:	\$2,900,000
PRINCIPAL DUE 2012:	\$900,000
INTEREST DUE 2012:	\$102,875

**ISSUE: 2001 GENERAL OBLIGATION STREET BONDS**

AMOUNT OF ISSUE:	\$1,500,000
TERM:	15 YEARS
RATE:	4.0% - 6.0%
TOTAL PRINCIPAL OUTSTANDING:	\$650,000
PRINCIPAL DUE 2012:	\$200,000
INTEREST DUE 2012:	\$ 24,650

**ISSUE: 2004 GENERAL OBLIGATION LIBRARY**  
**IMPROVEMENT BONDS**

AMOUNT OF ISSUE:	\$3,100,000
TERM:	20 YEARS
RATE:	3.3% - 5.0%
TOTAL PRINCIPAL OUTSTANDING:	\$2,625,000
PRINCIPAL DUE 2012:	\$ 100,000
INTEREST DUE 2012:	\$110,325

# CITY OF HARPER WOODS

## 2012 BUDGET

### REVENUES, EXPENDITURES & FUND BALANCE GENERAL FUND

REVENUES	2010 ACTUAL	2011 BUDGET	2011 ESTIMATE	2012 BUDGET
Property Tax	\$6,678,132	\$6,626,000	\$6,549,000	\$8,561,900
License & Permits	126,325	99,000	113,000	78,000
Grants	375,401	248,500	335,900	83,000
State Shared	1,318,650	1,281,000	1,205,000	905,000
Service Fees	2,311,379	1,992,000	2,109,600	1,749,600
Miscellaneous and Interest	247,315	429,000	317,500	450,000
<b>TOTAL REVENUES</b>	<b>\$11,057,202</b>	<b>\$10,675,500</b>	<b>\$10,630,000</b>	<b>\$11,827,500</b>
EXPENDITURES				
District Court	\$548,045	\$552,000	\$549,250	\$540,000
Council	25,910	30,000	30,000	30,000
City Manager	132,864	138,500	136,350	73,450
City Attorney/Other Legal	122,443	170,000	170,000	170,000
Assessor Activities	121,835	94,200	48,200	44,750
Clerk Activities	191,058	196,900	152,450	149,950
Finance/Data Processing	82,558	87,300	93,800	88,500
Treasurer	123,450	121,000	132,300	72,100
Building & Grounds City Hall	177,968	235,000	219,600	220,100
Beautification Commission	697	2,000	2,000	2,000
Community Center	20,846	29,000	26,900	26,900
Police Department	4,336,002	4,143,400	4,302,225	4,012,901
Fire Department	1,459,764	1,222,000	1,125,500	1,189,300
Protective Inspection	91,730	72,300	60,300	60,300
Public Works Administration	195,617	135,000	122,000	119,500
Street Lighting	450,006	450,000	481,200	481,200
Parks & Recreation/PR	417,983	434,000	416,050	401,200
Dial-A-Ride/PAATS	523,119	257,250	395,700	0
Unallocated Employee Fringes/Insurance	1,867,384	1,922,000	1,903,500	1,986,000
Retiree Insurance	1,606,210	1,506,000	1,506,000	1,706,000
Telephone/Auditing	128,183	119,000	119,000	134,000
<b>GRAND TOTAL EXPENDITURES</b>	<b>\$12,623,672</b>	<b>\$11,916,850</b>	<b>\$11,992,325</b>	<b>\$11,508,151</b>
<b>EXCESS OF REVENUES OVER (UNDER) EXPENDITURES</b>	<b>(\$1,566,470)</b>	<b>(\$1,241,350)</b>	<b>(\$1,362,325)</b>	<b>\$319,349</b>
TRANSFERS IN	\$635,000	\$685,000	\$625,000	\$225,000
TRANSFERS (OUT)	0	0	0	0
<b>NET TRANSFERS IN (OUT)</b>	<b>\$635,000</b>	<b>\$685,000</b>	<b>\$625,000</b>	<b>\$225,000</b>
<b>EXPENDITURES AND TRANSFER OUT</b>	<b>\$12,623,672</b>	<b>\$11,916,850</b>	<b>\$11,992,325</b>	<b>\$11,508,151</b>
<b>APPROPRIATION TO (FROM) FUND BALANCE</b>	<b>(\$931,470)</b>	<b>(\$556,350)</b>	<b>(\$737,325)</b>	<b>\$544,349</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$1,923,632</b>	<b>\$1,245,957</b>	<b>\$992,162</b>	<b>\$254,837</b>
<b>ENDING FUND BALANCE</b>	<b>\$992,162</b>	<b>\$689,607</b>	<b>\$254,837</b>	<b>\$799,186</b>

# CITY OF HARPER WOODS

## 2012 BUDGET

### REVENUES, EXPENDITURES & FUND BALANCE MAJOR STREET FUND

	2010 ACTUAL	2011 BUDGET	2011 ESTIMATE	2012 BUDGET
<b>TOTAL REVENUES</b>	\$516,898	\$759,500	\$513,500	\$512,500
<b>EXPENDITURES</b>				
Road Construction	\$2,097	\$5,000	\$2,500	\$2,500
Routine Maintenance	248,357	264,000	237,200	252,700
Traffic Service	108,357	354,500	185,700	127,500
Winter Maintenance	115,766	94,000	91,000	91,000
Administration	76,055	50,500	47,500	47,500
<b>TOTAL EXPENDITURES</b>	\$550,632	\$768,000	\$563,900	\$521,200
<b>EXCESS OF REVENUES OVER (UNDER) EXPENDITURES</b>	(\$33,734)	(\$8,500)	(\$50,400)	(\$8,700)
<b>OTHER FINANCING SOURCES (USES)</b>				
Contributions to Local Street	(\$150,000)	(\$150,000)	\$0	(\$150,000)
Transfer from Municipal Improvement	130,000	120,000	120,000	0
Transfer from Storm Drain	50,000	50,000	50,000	50,000
Miscellaneous	0	0	0	0
Federal Grant	0	0	0	0
Bond Proceeds	0	0	0	0
<b>TOTAL FINANCING SOURCES (USES)</b>	\$30,000	\$20,000	\$170,000	(\$100,000)
<b>APPROPRIATION TO (FROM) FUND BALANCE</b>	(\$3,733)	\$11,500	\$119,600	(\$108,700)
<b>BEGINNING FUND BALANCE</b>	\$9,711	\$90,211	\$5,978	\$125,578
<b>ENDING FUND BALANCE</b>	\$5,978	\$101,711	\$125,578	\$16,878

**CITY OF HARPER WOODS**  
**2012 BUDGET**  
REVENUES, EXPENDITURES & FUND BALANCE  
**LOCAL STREET FUND**

	2010 ACTUAL	2011 BUDGET	2011 ESTIMATE	2012 BUDGET
<b>TOTAL REVENUES</b>	\$219,011	\$217,400	\$217,300	\$217,400
<b>EXPENDITURES</b>				
Road Construction	\$0	\$0	\$0	\$0
Routine Maintenance	290,161	304,000	269,150	290,950
Traffic Service	15,429	17,000	13,400	15,500
Winter Maintenance	53,434	80,500	73,200	71,500
Administration	26,800	37,000	26,800	26,800
<b>TOTAL EXPENDITURES</b>	\$385,824	\$438,500	\$382,550	\$404,750
<b>EXCESS OF REVENUES OVER (UNDER) EXPENDITURES</b>	(\$166,813)	(\$221,100)	(\$165,250)	(\$187,350)
<b>OTHER FINANCING SOURCES (USES)</b>				
<b>CONTRIBUTIONS FROM:</b>				
Street Bond Proceeds	\$0	\$0	\$0	\$0
General Fund	0	0	0	0
Major Street Fund	150,000	150,000	0	150,000
Storm Drain	75,000	75,000	75,000	75,000
Municipal Improvement	20,000	20,000	20,000	0
Debt Service Fund	0	0	0	0
<b>TOTAL CONTRIBUTIONS</b>	\$245,000	\$245,000	\$95,000	\$225,000
<b>APPROPRIATION TO (FROM)</b>				
<b>FUND BALANCE</b>	\$78,187	\$23,900	(\$70,250)	\$37,650
<b>BEGINNING FUND BALANCE</b>	\$4,751	\$99,601	\$82,938	\$12,688
<b>ENDING FUND BALANCE</b>	\$82,938	\$123,501	\$12,688	\$50,338

# CITY OF HARPER WOODS

## 2012 BUDGET

### REVENUES, EXPENDITURES & FUND BALANCE REFUSE COLLECTION FUND

REVENUES	2010 ACTUAL	2011 BUDGET	2011 ESTIMATE	2012 BUDGET
Property Tax Revenue	\$850,265	\$800,735	\$792,950	\$706,950
Personal Property Taxes	0	0	0	0
Tax Adjustments	(9,959)	0	(7,500)	0
Residential Refuse Fees	0	0	0	0
Commercial Refuse Fees	3,576	4,000	3,576	3,576
Special Pickup Charges	25,445	24,000	22,000	24,000
Recycling Fees	62,365	124,000	61,000	60,000
Interest/Miscellaneous	664	1,000	130	0
<b>TOTAL REVENUES</b>	<b>\$932,356</b>	<b>\$953,735</b>	<b>\$872,156</b>	<b>\$794,526</b>
<b>EXPENDITURES</b>				
Wages - Full Time	\$117,885	\$120,000	\$120,000	\$120,000
Wages - Part Time	17,236	18,000	18,000	18,000
Wages - Overtime	90	1,500	100	100
Fringe Benefit Allocation	100,000	100,000	100,000	65,000
Supplies	796	2,000	3,700	2,000
Refuse Collection Expense	427,855	400,000	400,000	275,000
Grosse Pointes-Clinton Disposal	158,027	130,000	130,000	130,000
Composting Charges	32,570	35,000	35,000	35,000
Curbside Recycling Expense	154,440	165,000	160,000	160,000
Professional/Contractual/Fees	0	0	0	0
Insurance & Bonds Allocation	7,000	7,000	7,000	7,000
V & E Fund Rentals	35,851	40,000	25,000	30,000
Equipment	0	0	0	0
City Manager Allocation	35,000	35,000	35,000	35,000
Audit Charge Allocated	2,000	2,000	2,000	2,000
Finance Allocated	10,000	10,000	10,000	10,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,098,750</b>	<b>\$1,065,500</b>	<b>\$1,045,800</b>	<b>\$889,100</b>
<b>EXCESS OF REVENUES OVER (UNDER) EXPENDITURES</b>	<b>(\$166,394)</b>	<b>(\$111,765)</b>	<b>(\$173,644)</b>	<b>(\$94,574)</b>
<b>TRANSFERS (OUT)</b>	<b>(\$60,000)</b>	<b>(\$60,000)</b>	<b>\$0</b>	<b>\$0</b>
<b>APPROPRIATION TO (FROM) FUND BALANCE</b>	<b>(\$226,394)</b>	<b>(\$171,765)</b>	<b>(\$173,644)</b>	<b>(\$94,574)</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$526,255</b>	<b>\$367,555</b>	<b>\$299,861</b>	<b>\$126,217</b>
<b>ENDING FUND BALANCE</b>	<b>\$299,861</b>	<b>\$195,790</b>	<b>\$126,217</b>	<b>\$31,643</b>

# CITY OF HARPER WOODS

## 2012 BUDGET

### REVENUES, EXPENDITURES & FUND BALANCE LIBRARY FUND

REVENUES	2010 ACTUAL	2011 BUDGET	2011 ESTIMATE	2012 BUDGET
Property Tax	341,415	613,940	596,375	530,000
Penal Fines Allocation	10,322	10,000	11,700	10,000
State Grant - Public Library	5,623	5,000	4,100	4,000
Video Tape Rental Revenue	2,054	2,000	2,450	2,000
Non-Resident User Fees	2,638	1,500	2,200	2,500
Library Fines & Late Fees	9,234	9,000	9,300	9,000
Interest Earnings	858	1,000	0	0
Miscellaneous Revenues	15,135	10,000	14,750	13,500
<b>TOTAL REVENUES</b>	<b>\$387,281</b>	<b>\$652,440</b>	<b>\$640,875</b>	<b>\$571,000</b>
<b>EXPENDITURES</b>				
Wages - Sick Buyback	\$0	\$0	\$500	\$500
Wages - Vacation Buyback	0	2,000	2,500	4,000
Wages - Full Time	148,389	148,000	148,800	151,800
Wages - Part Time	104,134	105,000	105,000	108,000
Wages - Overtime	0	0	0	0
Wages - Longevity	7,185	6,000	7,200	7,200
Fringe Benefit Allocation	65,000	65,000	65,000	65,000
Supplies	5,979	5,000	5,500	5,500
Video Tapes	6,089	4,750	8,000	8,500
Professional - Contractual	31,473	27,000	38,000	38,000
LCM Books/Periodicals	25,528	20,100	25,500	28,250
Digital Materials	0	0	0	4,000
Programs	5,941	4,000	4,100	4,000
Communications - Telephone	1,500	1,500	1,500	1,500
Travel, Lodging & Meals	652	1,000	2,000	2,500
Insurance & Bonds Allocation	4,000	4,000	4,000	4,000
Building & Grounds	47,551	44,200	50,500	52,900
Repairs & Maintenance	0	0	0	0
Subscriptions, Dues & Fees	528	800	1,345	1,500
Audit Charges Allocated	1,000	1,000	1,000	1,000
Finance Costs Allocated	3,000	3,000	3,000	3,000
Equipment	450	0	7,000	6,000
	<b>\$458,399</b>	<b>\$442,350</b>	<b>\$480,445</b>	<b>\$497,150</b>
<b>APPROPRIATION TO (FROM)</b>				
<b>FUND BALANCE</b>	<b>(\$71,118)</b>	<b>\$210,090</b>	<b>\$160,430</b>	<b>\$73,850</b>
<b>CONTRIBUTIONS IN/(OUT)</b>	<b>\$65,000</b>	<b>(\$45,000)</b>	<b>(\$65,000)</b>	<b>\$0</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$6,839</b>	<b>\$1,609</b>	<b>\$721</b>	<b>\$96,151</b>
<b>ENDING FUND BALANCE</b>	<b>\$721</b>	<b>\$166,699</b>	<b>\$96,151</b>	<b>\$170,001</b>

# CITY OF HARPER WOODS

## 2012 BUDGET

### REVENUES, EXPENDITURES & FUND BALANCE STORM DRAIN FUND

REVENUES	2010 ACTUAL	2011 BUDGET	2011 ESTIMATE	2012 BUDGET
Wayne County Adjustments	(\$6,887)	\$0	(\$22,000)	(\$10,000)
Interest - Certificate Deposit	49,847	1,000	50	0
Interest - Government Pool	0	0	0	0
Milk River Assessment Charges	1,653,488	1,653,000	1,653,000	1,827,000
<b>TOTAL REVENUES</b>	<b>\$1,696,448</b>	<b>\$1,654,000</b>	<b>\$1,631,050</b>	<b>\$1,817,000</b>
<b>EXPENDITURES</b>				
Milk River Debt - Principal	\$668,799	\$688,200	\$688,200	\$681,120
Milk River Debt - Interest	50,282	34,000	34,000	17,000
Storm Drain - Capital Improvement	0	25,000	0	0
Contractual/Professional/Fees	0	10,000	3,000	10,000
Repairs & Maintenance	953,882	820,000	1,080,000	1,100,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,672,963</b>	<b>\$1,577,200</b>	<b>\$1,805,200</b>	<b>\$1,808,120</b>
<b>EXCESS OF REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$23,485</b>	<b>\$76,800</b>	<b>(\$174,150)</b>	<b>\$8,880</b>
<b>TRANSFERS (OUT)</b>	<b>(\$175,000)</b>	<b>(\$175,000)</b>	<b>(\$175,000)</b>	<b>(\$175,000)</b>
<b>APPROPRIATION TO (FROM) FUND BALANCE</b>	<b>(\$151,515)</b>	<b>(\$98,200)</b>	<b>(\$349,150)</b>	<b>(\$166,120)</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$952,668</b>	<b>\$941,668</b>	<b>\$801,153</b>	<b>\$452,003</b>
<b>ENDING FUND BALANCE</b>	<b>\$801,153</b>	<b>\$843,468</b>	<b>\$452,003</b>	<b>\$285,883</b>

# CITY OF HARPER WOODS

## 2012 BUDGET

### REVENUES, EXPENDITURES & FUND BALANCE DRUG LAW ENFORCEMENT FUND

REVENUES	2010 ACTUAL	2011 BUDGET	2011 ESTIMATE	2012 BUDGET
Drug Fund Forfeitures	\$15,582	\$0	\$20,000	\$0
Interest - Certificate Deposit	0	0	0	0
<b>TOTAL REVENUES</b>	<b>\$15,582</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$0</b>
EXPENDITURES				
Supplies	\$2,167	\$0	\$2,500	\$0
Professional - Contractual	30	1,500	100	100
Equipment	28,360	20,000	10,000	20,000
<b>TOTAL EXPENDITURES</b>	<b>\$30,557</b>	<b>\$21,500</b>	<b>\$12,600</b>	<b>\$20,100</b>
APPROPRIATION TO (FROM)				
<b>FUND BALANCE</b>	<b>(\$14,976)</b>	<b>(\$21,500)</b>	<b>\$7,400</b>	<b>(\$20,100)</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$98,903</b>	<b>\$85,303</b>	<b>\$83,927</b>	<b>\$91,327</b>
<b>ENDING FUND BALANCE</b>	<b>\$83,927</b>	<b>\$63,803</b>	<b>\$91,327</b>	<b>\$71,227</b>

# CITY OF HARPER WOODS

## 2012 BUDGET

### REVENUES, EXPENDITURES & FUND BALANCE MUNICIPAL IMPROVEMENT FUND

REVENUES	2010 ACTUAL	2011 BUDGET	2011 ESTIMATE	2012 BUDGET
Cable Proceeds	\$1,036,087	\$0	\$0	\$0
Cable Interest	0	0	0	0
County Grant - Recreation	0	0	0	0
Interest Earnings	1,861	2,000	80	0
<b>TOTAL REVENUES</b>	<b>\$1,037,948</b>	<b>\$2,000</b>	<b>\$80</b>	<b>\$0</b>
EXPENDITURES				
Capital Outlay	\$30,004	\$25,000	\$10,000	\$25,000
<b>Transfers To:</b>				
General Fund	250,000	300,000	300,000	0
Major Street	130,000	120,000	120,000	0
Local Street	20,000	20,000	20,000	0
Library	65,000	0	0	0
Debt Service	0	0	0	300,000
Vehicle & Equipment Fund	50,000	50,000	75,000	75,000
<b>TOTAL EXPENDITURES</b>	<b>\$545,004</b>	<b>\$515,000</b>	<b>\$525,000</b>	<b>\$400,000</b>
APPROPRIATION TO (FROM)				
<b>FUND BALANCE</b>	<b>\$492,944</b>	<b>(\$513,000)</b>	<b>(\$524,920)</b>	<b>(\$400,000)</b>
<b>CONTRIBUTIONS IN/(OUT)</b>	<b>0</b>	<b>45,000</b>	<b>65,000</b>	<b>0</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$2,131,105</b>	<b>\$2,644,192</b>	<b>\$2,624,049</b>	<b>\$2,164,129</b>
<b>ENDING FUND BALANCE</b>	<b>\$2,624,049</b>	<b>\$2,176,192</b>	<b>\$2,164,129</b>	<b>\$1,764,129</b>

# CITY OF HARPER WOODS

## 2012 BUDGET

### REVENUES, EXPENDITURES & FUND BALANCE DEBT SERVICE FUND

REVENUES	2010 ACTUAL	2011 BUDGET	2011 ESTIMATE	2012 BUDGET
Property Tax Revenue	\$1,145,176	\$1,121,030	\$1,267,800	\$989,750
Property Tax Rev-Library Bond	0	153,175	0	141,400
Personal Property Taxes	0	6,975	0	0
Personal Prop Taxes - Library	0	0	0	0
Tax Adjustments	(16,693)	0	(25,000)	0
Inventory Tax Reimbursement	0	0	0	0
Interest - Certificate Deposit	1,338	2,000	0	0
Interest-Government Pool	0	0	0	0
<b>TOTAL REVENUES</b>	<b>\$1,129,821</b>	<b>\$1,283,180</b>	<b>\$1,242,800</b>	<b>\$1,131,150</b>
<b>EXPENDITURES</b>				
Library Bond - Principal	\$100,000	\$100,000	\$100,000	\$100,000
Library Bond - Interest	114,475	110,325	110,325	106,950
Library Bond - Fees	225	225	225	225
Street Bond Professional	0	1,000	0	1,000
Street Bond Printing & Publish	0	0	0	0
Street Bond - Principal	875,000	1,100,000	1,100,000	1,100,000
Street Bond - Interest	224,076	183,825	183,825	127,525
Street Bond - Fees	975	5,000	1,000	1,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,314,751</b>	<b>\$1,500,375</b>	<b>\$1,495,375</b>	<b>\$1,436,700</b>
<b>APPROPRIATION TO (FROM)</b>				
<b>FUND BALANCE</b>	(\$184,930)	(\$217,195)	(\$252,575)	(\$305,550)
<b>CONTRIBUTIONS IN/(OUT)</b>	0	0	0	300,000
<b>BEGINNING FUND BALANCE</b>	\$461,643	\$293,468	\$276,713	\$24,138
<b>ENDING FUND BALANCE</b>	<b>\$276,713</b>	<b>\$76,273</b>	<b>\$24,138</b>	<b>\$18,588</b>

**CITY OF HARPER WOODS**  
**2012 BUDGET**  
REVENUES, EXPENDITURES & FUND BALANCE  
**WATER AND SEWER FUND**

REVENUES	2010 ACTUAL	2011 BUDGET	2011 ESTIMATE	2012 BUDGET
Tax Adjustments	\$61,834	\$0	\$51,500	\$0
MDEQ S2 GRANT	0	0	0	0
Water/Sewer Revenue	2,414,716	2,250,000	2,245,000	2,250,000
Meter Service Charge	45,837	45,000	46,000	45,000
IWC Charge	48,716	50,000	50,000	50,000
Penalties - Late Payment	83,699	70,000	75,000	75,000
<b>TOTAL CUSTOMER BILLINGS</b>	<b>\$2,654,802</b>	<b>\$2,415,000</b>	<b>\$2,467,500</b>	<b>\$2,420,000</b>
Hydrant Rental	1,543	5,000	0	1,500
Miscellaneous Revenue	6,675	5,000	5,000	5,000
<b>TOTAL OPERATING REVENUE</b>	<b>\$2,663,020</b>	<b>\$2,425,000</b>	<b>\$2,472,500</b>	<b>\$2,426,500</b>
<b>EXPENDITURES</b>				
Supply and Disposal	\$1,765,592	\$1,685,000	\$1,675,500	\$1,700,000
Water System	380,914	379,000	375,620	369,120
Sanitary Sewer	254,152	271,000	235,200	236,000
Customer Service	253,885	201,300	257,500	272,800
Administrative	147,520	138,000	138,000	138,000
Depreciation	129,300	129,300	129,300	129,300
<b>OPERATING EXPENSE</b>	<b>\$2,931,363</b>	<b>\$2,803,600</b>	<b>\$2,811,120</b>	<b>\$2,845,220</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(\$268,343)</b>	<b>(\$378,600)</b>	<b>(\$338,620)</b>	<b>(\$418,720)</b>
<b>NON-OPERATING REVENUE</b>	<b>\$5,646</b>	<b>\$1,500</b>	<b>\$2,600</b>	<b>\$0</b>
<b>CONTRIBUTION TO VEHICLE &amp; EQUIP</b>	<b>\$0</b>	<b>(\$100,000)</b>	<b>(\$100,000)</b>	<b>(\$100,000)</b>
<b>NET INCOME (LOSS)</b>	<b>(\$262,697)</b>	<b>(\$477,100)</b>	<b>(\$436,020)</b>	<b>(\$518,720)</b>
<b>BEGINNING RETAINED EARNINGS</b>	<b>\$2,790,763</b>	<b>\$2,628,063</b>	<b>\$2,528,066</b>	<b>\$2,092,046</b>
<b>ENDING RETAINED EARNINGS</b>	<b>\$2,528,066</b>	<b>\$2,150,963</b>	<b>\$2,092,046</b>	<b>\$1,573,326</b>

# CITY OF HARPER WOODS

## 2012 BUDGET

### REVENUES, EXPENDITURES & FUND BALANCE VEHICLE AND EQUIPMENT FUND

REVENUES	2010 ACTUAL	2011 BUDGET	2011 ESTIMATE	2012 BUDGET
Rentals to Gen'l Fund	\$37,722	\$40,000	\$45,925	\$45,925
Rentals to Major Streets	37,584	45,000	39,000	44,000
Rentals to Local Streets	57,886	60,000	49,500	53,000
Rental Income - Refuse Fund	35,851	40,000	25,000	30,000
Revenue - Rental Equip	0	0	0	0
Rental Income - Library Fund	59	0	0	0
Rentals to Water&Sewer	44,122	40,000	41,000	41,500
<b>OPERATING REVENUES</b>	<b>\$213,224</b>	<b>\$225,000</b>	<b>\$200,425</b>	<b>\$214,425</b>
<b>EXPENSES</b>				
Materials and Supplies	\$72,593	\$65,000	\$70,000	\$65,000
Direct Costs	150,460	149,700	163,000	150,700
Building/Ground Maintenance	60,375	64,000	51,350	57,525
Depreciation Expense	16,080	16,080	14,597	12,380
Administrative Allocation	65,000	65,000	64,000	64,000
<b>OPERATING EXPENSE</b>	<b>\$364,508</b>	<b>\$359,780</b>	<b>\$362,947</b>	<b>\$349,605</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(\$151,284)</b>	<b>(\$134,780)</b>	<b>(\$162,522)</b>	<b>(\$135,180)</b>
<b>NON-OPERATING REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET INCOME (LOSS)</b>	<b>(\$151,284)</b>	<b>(\$134,780)</b>	<b>(\$162,522)</b>	<b>(\$135,180)</b>
<b>TOTAL TRANSFERS IN (OUT)</b>	<b>\$50,000</b>	<b>\$150,000</b>	<b>\$175,000</b>	<b>\$175,000</b>
<b>NET INCOME PLUS TRANSFERS IN</b>	<b>(\$101,284)</b>	<b>\$15,220</b>	<b>\$12,478</b>	<b>\$39,820</b>
<b>BEGINNING RETAINED EARNINGS</b>	<b>131,472</b>	<b>137,222</b>	<b>30,188</b>	<b>42,666</b>
<b>ENDING RETAINED EARNINGS</b>	<b>30,188</b>	<b>152,442</b>	<b>42,666</b>	<b>82,486</b>

# CITY OF HARPER WOODS

## 2012 BUDGET

### REVENUES, EXPENDITURES & FUND BALANCE SELF INSURANCE FUND

<b>REVENUES</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 ESTIMATE</b>	<b>2012 BUDGET</b>
Contribution From:				
General Fund	\$0	\$0	\$0	\$0
Water & Sewer	0	0	0	0
Vehicle & Equipment Fund	0	0	0	0
Interest Earnings	0	0	0	0
<b>TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>				
Self-Insured Claims	\$0	\$0	\$0	\$0
Insurance Deductibles	0	0	0	0
General Fund Claims Paid	0	0	0	0
Contribution to General Fund	100,000	100,000	100,000	100,000
<b>TOTAL EXPENDITURES</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>
<b>APPROPRIATION TO (FROM)</b>				
<b>FUND BALANCE</b>	<b>(\$100,000)</b>	<b>(\$100,000)</b>	<b>(\$100,000)</b>	<b>(\$100,000)</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$475,795</b>	<b>\$475,795</b>	<b>\$375,795</b>	<b>\$275,795</b>
<b>ENDING FUND BALANCE</b>	<b>\$375,795</b>	<b>\$375,795</b>	<b>\$275,795</b>	<b>\$175,795</b>

# CITY OF HARPER WOODS

## 2012 BUDGET

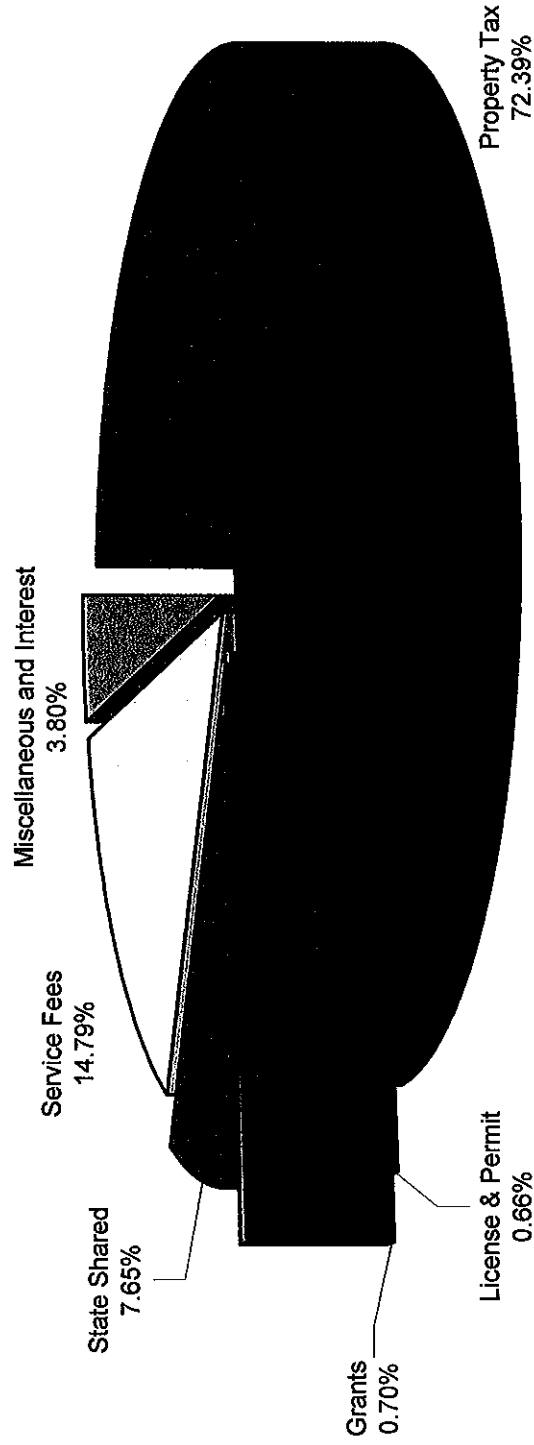
### REVENUES, EXPENDITURES & FUND BALANCE SEPARATION PAY FUND

<b>REVENUES</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 ESTIMATE</b>	<b>2012 BUDGET</b>
Contribution From:				
General Fund	\$0	\$0	\$0	\$0
Water & Sewer	0	0	0	0
Vehicle & Equipment Fund	0	0	0	0
Interest Earnings	0	0	0	0
<b>TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>				
Contribution to General Fund	\$100,000	\$100,000	\$100,000	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>
<b>APPROPRIATION TO (FROM)</b>				
<b>FUND BALANCE</b>	<b>(\$100,000)</b>	<b>(\$100,000)</b>	<b>(\$100,000)</b>	<b>\$0</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$130,000</b>	<b>\$30,000</b>
<b>ENDING FUND BALANCE</b>	<b>\$130,000</b>	<b>\$130,000</b>	<b>\$30,000</b>	<b>\$30,000</b>

APPENDIX

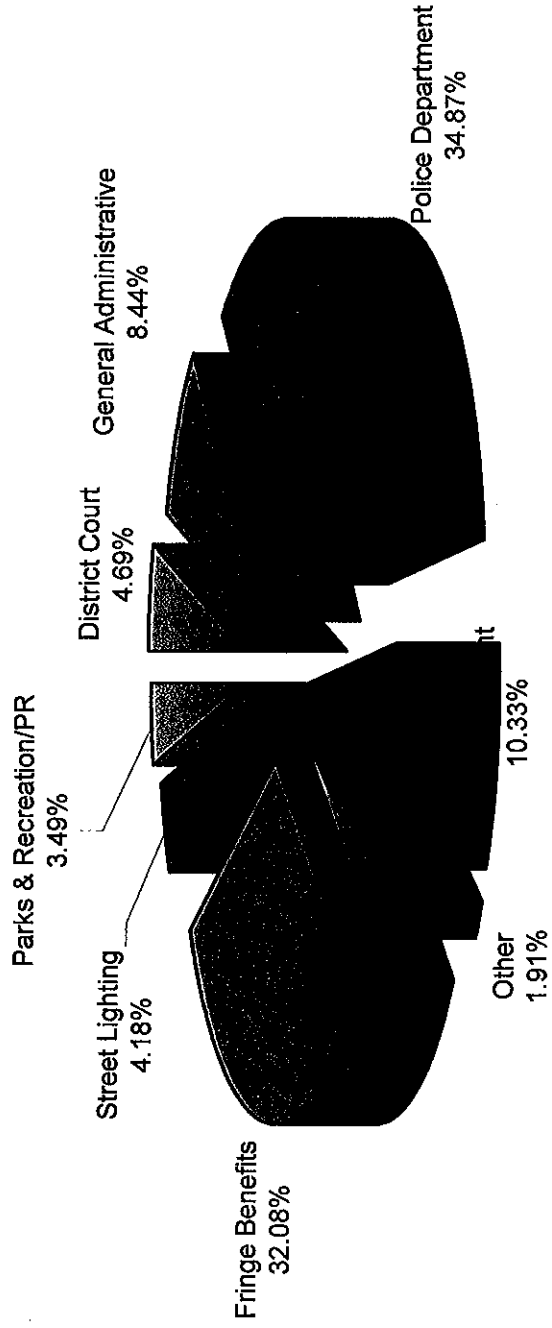
FINANCIAL &  
ORGANIZATIONAL  
CHARTS

# 2012 GENERAL FUND BUDGETED REVENUES



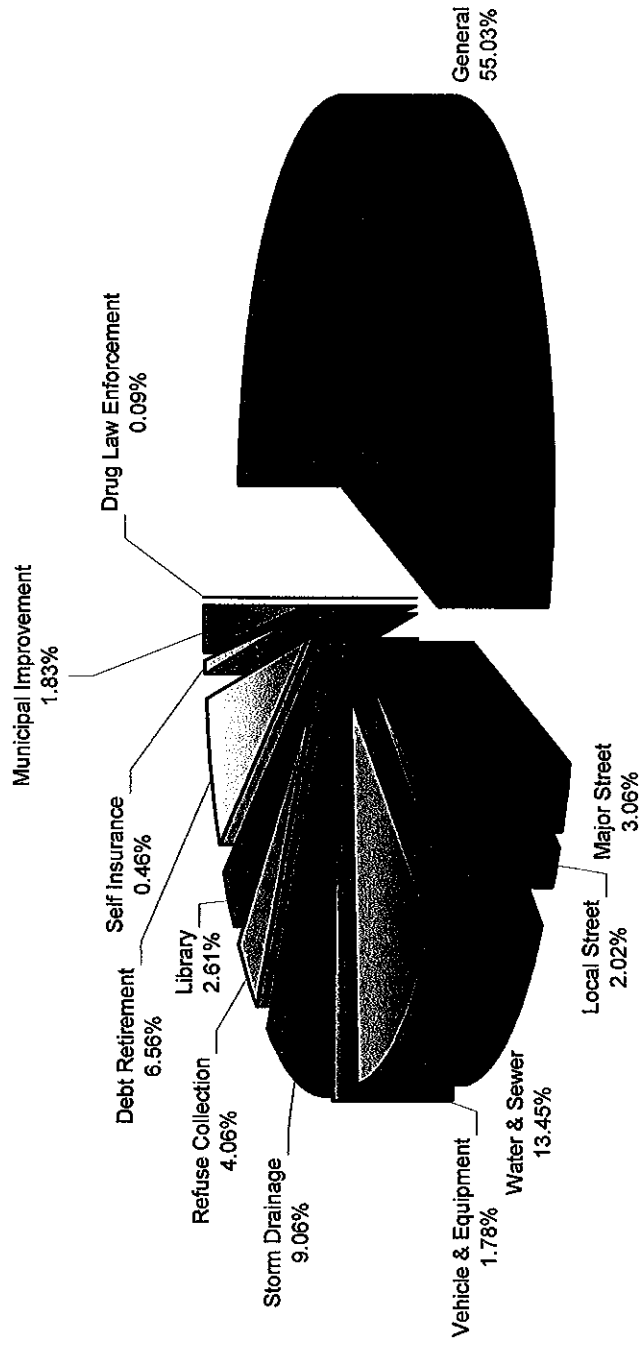
# 2012 GENERAL FUND

## BUDGETED EXPENSES



# 2012 BUDGETED FUNDS

## TOTAL OF ALL FUNDS



# CITY OF HARPER WOODS ADMINISTRATIVE ORGANIZATIONAL CHART

