

GRAND HAVEN CHARTER TOWNSHIP BOARD
MONDAY, JULY 13, 2020

WORK SESSION -- Cancelled

REGULAR MEETING – 7:00 P.M. (Meeting held at Fire/Rescue Station Bay)

- I. CALL TO ORDER
- II. ROLL CALL
- III. APPROVAL OF MEETING AGENDA
- IV. PUBLIC COMMENTS – (*Agenda Items Only*)
Comments are limited to three (3) minutes.
- V. CONSENT AGENDA
 1. Approve June 22, 2020, Regular Board Minutes
 2. Approve Payment of Invoices in the Amount of \$384,860.50 (*A/P checks of \$264,936.50 and payroll of \$119,924.00*)
 3. Approve Engineering Agreement – Repair of Hofma Floating Bridge (\$24,577)
 4. Approve Water/Sewer Cost of Service Study (\$22,000)
- VI. OLD BUSINESS
 1. Resolution 20-07-01 – Approve “Six Month” 2020 Budget Amendments
- VII. NEW BUSINESS
 1. Approve Fiscal Year 2021 Budget Policies Memoranda
 2. Approve First Responder Hazard Pay Premium of \$1,000
 3. Discussion on 50 mph Speed Limit on Lincoln Street (*Lakeshore to US-31*)
 4. Discussion Regarding 2020 Business Recognition Award
- VIII. REPORTS & CORRESPONDENCE
 1. Committee Reports
 2. Manager’s Report
 - a. June Building Permit Report
 - b. June Enforcement Report
 - c. May Legal Review
 3. Other
- IX. PUBLIC COMMENTS – (*Non-Agenda Items*)
Comments are limited to three (3) minutes.
- X. ADJOURNMENT

**GRAND HAVEN CHARTER TOWNSHIP BOARD
MONDAY, JUNE 22, 2020**

WORK SESSION – 6:00 p.m.

Supervisor Reenders called the work session meeting of the Grand Haven Charter Township Board to order at 6:04 p.m.

Mr. Remenar presented his complaint that he was “*substantially harmed*” by “*willful and deceptive*” statements from the Community Development Director regarding seawalls and his shoreline erosion project. Mr. Remenar believes that the Township should make him financially whole regarding the additional \$100k that he believes he was forced to spend on his shoreline erosion project.

Further, Mr. Remenar opined that the Manager responses to his questions and concerns were “evasive”. In addition, the January 8th letter in the Board package was not sent; rather the January 15th letter that he provided was mailed.

Manager Cargo acknowledged his error and apologized for including a draft letter in the timeline rather than the initial letter sent to Remenar.

Discussion ensued with Board members and the Attorney expressing opinions regarding communications with Remenar (*or his engineer*) and responded to certain questions raised.

The Board did not agree with financially compensating Mr. Remenar based upon his engineer’s single phone conversation with the Community Development Director in June of 2019.

The Board requested that staff forward (1) an explanation of the difference between the draft letter and initial letter sent on January 15th; and, (2) language from the Master Plan and/or draft Zoning Ordinance that led the Community Development Director to dissuade hardened structures along the Lake Michigan shoreline.

REGULAR MEETING

I. **CALL TO ORDER**

Supervisor Reenders called the regular meeting of the Grand Haven Charter Township Board to order at 7:00 p.m.

II. **ROLL CALL**

Board members present: Reenders, Larsen, Behm, Gignac, Meeusen, Kieft, Redick

Board members absent:

Also, present was Manager Cargo, Community Development Director Fedewa, Public Services Director VerBerkmoes, and Human Resources Director Dumbrell.

III. **APPROVAL OF MEETING AGENDA**

Motion by Trustee Meeusen and seconded by Trustee Gignac to approve the meeting

agenda. **Which motion carried** pursuant to the following roll call vote:
Ayes: Reenders, Larsen, Behm, Gignac, Meeusen, Kieft, Redick
Nays:
Absent:

IV. PUBLIC COMMENTS – (*Agenda Items Only*)

Supervisor Reenders announced that a period for public comments on agenda items was now opened.

Manager Cargo noted that if any member of the public would like to comment on an Agenda item, they may now text your comments via Facebook live stream found at <https://www.facebook.com/GHTownship/>; email bcargo@ght.org; or call (616) 402-0350 when prompted. Comments through the phone are limited to three (3) minutes.

After waiting an appropriate period, no additional public comments were offered.

Supervisor Reenders announced that the period for public comments on agenda items was now closed.

V. APPROVAL OF CONSENT AGENDA

1. Approve June 8, 2020, Regular Board Minutes
2. Approve Payment of Invoices in the Amount of \$234,163.12 (*A/P checks of \$127,913.44 and payroll of \$106,249.68*)
3. Approve Bid for Hofma Park Pump Station Generator (*\$64,400*)

Motion by Treasurer Kieft and seconded by Trustee Behm to approve the items listed on the Consent Agenda. **Which motion carried** pursuant to the following roll call vote:

Ayes: Behm, Gignac, Meeusen, Redick, Kieft, Reenders, Larsen
Nays:
Absent:

VI. OLD BUSINESS

None.

VII. NEW BUSINESS

1. **Motion** by Clerk Larsen and seconded by Trustee Behm to approve and adopt Resolution 20-06-03 approving a petition for maintenance and improvement of the Grand Oaks Subdivision #3 Drain, including extending and/or adding branches and adding lands to the Drain. **Which motion carried** pursuant to the following roll call vote:

Ayes: Larsen, Gignac, Kieft, Meeusen, Redick, Behm, Reenders
Nays:
Absent:

VIII. REPORTS AND CORRESPONDENCE

- a. Committee Reports

- ✓ Clerk Larsen noted that the next Personnel Committee meeting would be held on July 1st at 7:00 a.m.
- ✓ Trustee Redick noted that NORA will be meeting on July 1st at 7:00 p.m.
- b. Manager's Report, which included:
 - ✓ May Public Services Report
 - ✓ Manager Cargo noted that work on the FY 2021 budget has begun. The July 13th Board meeting will include both the (a) FY2020 six-month budget amendments; and, (b) the FY2021 budget policies memo.
- c. Others - Discussion was held on upcoming Board meetings. Manager Cargo noted that authorization for remote electronic meetings has been extended through July. Discussion was held on the July 13th Board meeting and the Board directed staff to either use the Fire/Rescue station with a leased sound system or, if possible, the High School auditorium.

IX. PUBLIC COMMENTS

Supervisor Reenders announced that a period for public comments on non-agenda items was now opened.

Manager Cargo noted that if any member of the public would like to comment on an Agenda item, they may now text your comments via Facebook live stream found at <https://www.facebook.com/GHTownship/>; email bcargo@ght.org; or call (616) 402-0350 when prompted. Comments through the phone are limited to three (3) minutes.

1. On the Facebook live feed – Jenna Wenger stated she was disappointed that work on STRs was being delayed.

After waiting an appropriate period, no other public comments were offered.

Supervisor Reenders announced that the period for public comments on non-agenda items was now closed.

XI. ADJOURNMENT

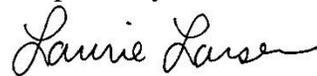
Motion by Clerk Larsen and seconded by Trustee Behm to adjourn the meeting at 7:30 p.m. **Which motion carried** pursuant to the following roll call vote:

Ayes: Kieft, Reenders, Meeusen, Behm, Gignac, Larsen, Redick

Nays:

Absent:

Respectfully Submitted,



Laurie Larsen

Grand Haven Charter Township Clerk



Mark Reenders
Grand Haven Charter Township Supervisor



Manager's Memo

DATE: July 9, 2020

TO: Township Board

FROM: Bill

RE: Engineering Agreement – Repair of Hofma Preserve Floating Bridge

As you may recall, the floating bridge in Hofma Preserve was damaged and “washed away” during a high-wind and high-water event in January.

The Township Engineer, Township Staff and the Insurance Company have agreed to a repair solution that is estimated to cost about **\$159k**. (*Actual cost will be based upon bids received.*) Insurance is expected to pay for the repairs.

To proceed with the approval of the engineering portion of this repair project, the following motion can be offered:

Move to authorize Superintendent Cargo to execute a services agreement with Prein & Newhof for engineering at a cost not-to-exceed \$\$24,577 related to the repair of the Hofma Preserve floating bridge.

If you have any questions or comments, please contact Cargo at your convenience.

July 8, 2020
2200434

William D. Cargo, Superintendent
Grand Haven Charter Township
13300 168th Avenue
Grand Haven, MI 49417

RE: Hofma Preserve Floating Boardwalk

Dear Mr. Cargo:

The Township plans to address the damaged floating boardwalk in the Hofma Preserve. We have been assisting the Township with discussions with your insurance company to provide preliminary recommendations and cost estimates for repair and upon approval will begin preparation of construction specifications along with bidding and construction assistance for the project.

Professional Services

Our proposed services shall include the following:

Design Engineering and Construction Engineering

- Conduct geotechnical investigation to confirm existing conditions
- Provide permit assistance and coordinate with EGLE
- Prepare bidding documents, technical specifications with plan notes and construction contract documents
- Provide bidding assistance: answer questions during bidding, review and tabulate bids, etc.
- Attend a preconstruction meeting with Township and Contractor and a progress meeting
- Provide six construction observation visits to review contractor's work during construction and at completion of the project
- Prepare payment applications (2 anticipated) throughout the duration of the project
- Provide submittal review
- Prepare record drawings
-

We propose to perform professional services at our normal hourly rates plus expenses billed monthly with the total not-to-exceed \$24,575 as shown on the attached fee estimate. Permit fees are not included in scope of services.

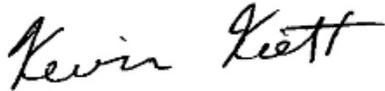
We will perform these services in accordance with our Professional Service Agreement approved February 26, 2018.

Additional Services

Should additional services be requested by you or required by conditions encountered, we will contact you and obtain your authorization prior to performing such services. The fees for additional engineering services will be established according to our Current Fee Schedule.

Sincerely,

Prein&Newhof



Kevin S. Kieft, P.E.

KSK/ksk

cc: Mark VerBerkmoes, Grand Haven Charter Township

GHCT Hofma Preserve Floating Boardwalk - Geotech Investigation, Permitting, Design, Bidding & Construction Professional Fee Estimate

21-May-20

Preliminary Engineering	
Site Investigation	
Geotechnical Investigation	\$1,664.00
Geotechnical analysis/recommendation	\$1,504.00
Meetings	
Preliminary Coord/Meetings	\$1,320.00
Preliminary Const. Cost Estimate	\$1,120.00
Preliminary Sub-Total	\$5,608.00
Design Engineering	
Design	
Coord/Meetings EGLE	\$590.00
Permitting	\$2,452.00
Design	\$952.00
Technical Specs/plan notes	\$1,316.00
Contract Documents	
Construction Cost Estimate	\$280.00
Design Docs QA/QC	\$280.00
Preparing Bid Documents	\$944.00
Project Administration	
Bid Phase RFI's	\$713.00
Bid Services	\$640.00
Design Sub-Total	\$8,167.00
Construction	
Submittals/RFI's	
Submittal Review	\$588.00
RFI's	\$1,861.00
Construction Observation/Site	
Coordination/Progress Meetings (2 mtgs)	\$2,229.00
Site Construction Observation (6 site visits)	\$4,748.00
Project Administration	
As-Builts	\$256.00
Payment Estimates - Project Closeout	\$560.00
Project Administration	\$560.00
Construction Sub-Total	\$10,802.00
Total Estimated Services	\$24,577.00



Superintendent's Memo

DATE: July 8, 2020

TO: Township Board

FROM: Bill

RE: Cost of Service Water and Sewer Rate Study

Attached, please find a Cost of Service (COS) rate study agreement with Utility Financial Services, LLC (UFS), which is a national firm specializing in utility rate studies based in the city of Holland.

As you may recall, the FY2020 budget contains monies for this rate study. The fee for the COS rate study is **\$22,000**, which will be divided equally between the Water and Sewer Funds. UFS completed a rate study for GHT in 2006, 2010, and 2015. Working closely with UFS has allowed the Township to maintain sufficient cash reserves within these funds without having dramatic swings in utility rates.

Pursuant to both the Water and Sewer Ordinance:

The Township Superintendent and appropriate Township staff, in consultation with the Township rate consultant, as necessary, shall periodically review the charges, rates and fees of the System. The results of this review shall be periodically reported to the Township Board with recommendations for adjustments.

Fees and charges for the Township's utility system are established:

... for the purpose of recovering the cost of construction, reconstruction, replacement, maintenance, repair and operation of the system, and the cost of compliance with all applicable state and federal laws, rules and regulations, and to provide for the payment of on principal and interest on any bonds sold or other indebtedness incurred to finance (the system).

Fees for both the Water and Sewer systems are divided between a commodity charge that will vary depending upon the amount of water used (*or sewage discharged*) and a service charge that remains stable regardless of usage.

To proceed with the proposed COS rate study, the following motion may be offered:

Move to authorize the Township Superintendent to execute an agreement with Utility Financial Solution, LLC for a Cost of Service rate study at a cost not to exceed \$22,000, with the payment divided equally between the Water and Sewer funds.

If you have any questions or comments, please contact me at your convenience.



Grand Haven Charter Township

PROPOSAL FOR

Water and Wastewater Cost of Service Rate Study

July 2020



**Corporate Company location:
Utility Financial Solutions, LLC
185 Sun Meadow Court
Holland, MI USA 49424
(616) 393-9722
Fax (888) 566-4430**

Submitted Respectfully by:
Dawn Lund, Vice-President
Utility Financial Solutions, LLC
dlund@ufsweb.com
(231) 218-9664



July 2020

Bill Cargo

Grand Haven Charter Township

13300 168th Avenue

Grand Haven, MI 49417

Utility Financial Solutions, LLC (UFS) is pleased to submit a proposal to provide a cost of service, financial projection and rate design study for the Water and Wastewater Utilities of Grand Haven Charter Township. Our proposal is based on our prior experience with completing cost of service studies for municipal utilities around the nation.

UFS will provide you with the highest quality service within an agreed-upon timeframe and has the personnel available to meet your needs. The study will take approximately 12 weeks to complete after receipt of all requested information.

UFS is an internationally known firm with a long-standing relationship and history of assisting municipalities with financial analysis and are recognized experts in the utility field. Our group and the project team assigned to this engagement are composed of highly qualified, experienced, and knowledgeable professionals who remain current on industry issues. We are regularly requested speakers for seminars at the regional and national level for the American Public Power Association, American Water Works Association and the Institute of Public Utilities.

UFS would like to be a resource to you for many years. Our success is dependent upon the quality and timeliness of the services provided. We are committed to our client's complete satisfaction. Our prior experience in providing the requested services allows us to conduct a cost-efficient rate study.

We appreciate the opportunity to submit this proposal and look forward to discussing it with you. If you have questions or need additional information, please contact me at 231-218-9664.

Sincerely,

A handwritten signature in black ink, appearing to read "Dawn Lund", with a long, sweeping underline.

Dawn Lund, Vice-President

Utility Financial Solutions, LLC

PO Box 582

Leland, MI 49654

231-218-9664

dlund@ufsweb.com

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Project Understanding (Scope of Work)

The Township is seeking a professional firm to complete a comprehensive cost of service study, and independently assess and evaluate existing water and wastewater rates to provide recommendations on the amount and structure of future rate designs. The financial objectives of the study are to adequately fund utility operations, capital costs, bonded debt, and develop a strategy to ensure the current and future financial stability of the utility while minimizing rate impacts on customers. The following services will be provided as part of the study by Utility Financial Solutions, LLC:

Summary of Services for Water and Wastewater Departments (independently)–

1. Perform cost of service analysis – Perform cost of service analysis and recommend changes to the following: base charge; commodity charge
2. Review the cost of service allocations/results with staff
3. Complete a five-year financial projection that includes key financial targets
 - Debt Coverage Ratio
 - Minimum Cash Reserve
 - Target Operating income
4. Deliverables
 - The final report on the cost of service study will include discussion and analysis of the items listed above and a PDF of the final report will be provided.
5. Final Presentation
 - Present the findings and recommendations from the cost of service study to Management and governing body via WebEx, onsite optional
 - Consultant will be available for additional presentations if requested
6. Rate Design – Design rates for customers to move toward cost of service and the financial health of the Utility. Rates will be designed for one-year, additional years upon request.
7. Project Timing - The final studies will be delivered approximately 12 weeks from receipt of all requested information.

Completion of the project on the proposed schedule is dependent on the cooperation of various departments within the utility to prepare the information request in a timely manner.

Proposed Work Plan and Project Approach

Our approach to this project was developed to meet the objectives of the Township and our prior experience in preparing cost of service studies and for utilities around the nation. Our proposed work plan is designed to meet the requirements and methodologies established by the American Water Works Association and American Public Works Association.

Project Approach Water and Wastewater

To achieve the objectives and tasks we have structured the work plan as follows:

- Determination of Revenue Requirements
- Cost of Service Study
- Presentation to Management via WebEx, on-site optional
- Rate Design
- Final Report

Initial Meeting

We will coordinate a conference call with utility management to review the overall scope of the study. This is critical to ensure final reports will meet objectives of the Utility and the information request prepared by UFS is understood. We will set up a conference call to discuss and clarify the project objectives and scope and discuss the following:

- Clarify the scope of services and specific expectations of management
- Review billing system capabilities for providing information necessary for the cost of service analysis
- Review chart of accounts and determine strengths and weaknesses and its consistency with utility accounting practices
- Gain an understanding of customers, including major industries and customer make-up
- Gain an understanding of utility costs and future capital improvements
- Discuss known projected changes in utility costs
- Current issues, concerns and previous rate increases
- Review of preliminary information request prepared by UFS to complete the study (See Below)

Preparation of Information Request

An information request will be prepared by UFS to complete the study. The preliminary information request will be modified to include discussions with the Utility. The information request will include the following at a minimum:

1. Detailed trial balance for latest fiscal years
2. Audited financial statements for past three years (CAFR)
3. Fixed Assets of system including historical investments, accumulated depreciation and annual depreciation expense
4. Budget for current and next fiscal year (if available)
5. Outstanding bond amortizations schedules
6. Capital improvement plans
7. System usage statistics
 - a. Purchases/treatment by month
8. Billing statistics
 - a. Number of customers
 - b. Monthly billed usage by customer class
 - c. Fire protection accounts
 - d. Number of hydrants
 - e. GPM fire protection requirements

Development of Five-Year Financial Projection and Financial Targets for Water and Wastewater

Sales Growth Projection

Customer usages will be projected based on historical growth rates adjusted for high or low usages on a yearly basis. Sales can fluctuate substantially based on weather and has varying effects on each customer classes' usage. Customer growth rates and usage patterns will be normalized and projected for future years. We will discuss internal growth projections used and compare to determine appropriate growth rates. As an optional service, UFS will develop an econometric modeling forecast using multiple regression analysis, based on external factors such as demographic data and weather information for use as independent variables. We will statistically correlate sales with the independent variables.

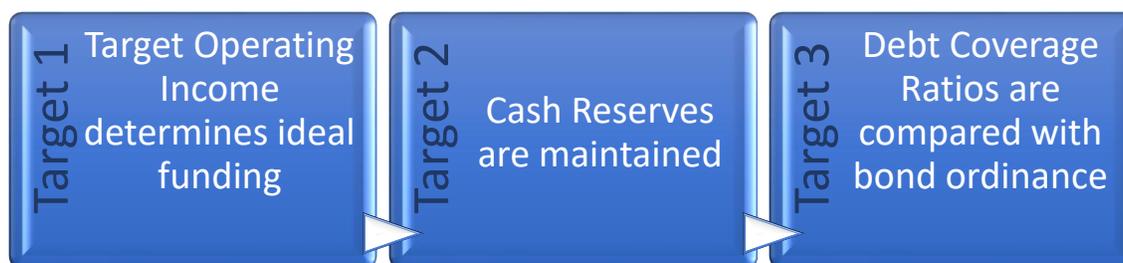
Development of Financial Targets

UFS financial analysis and the subsequent cost of service studies are unique in their ability to easily change from cash basis revenue requirements to accrual basis (Utility Basis) revenue requirements. The financial analysis include both cash basis targets such as cash reserves and debt coverage; and accrual basis targets such as rate of return.

Listed below are discussion of the development of the three main financial targets for utilities. UFS studies also include a review of secondary financial matrices such as debt/equity ratios, age of system, days cash on hand and working capital requirements as part of the overall assessment of the financial health of the utility. Review of targets will be included as part of the study and will be discussed in the executive summary report and presentation to utility staff and Council.

The financial projection will incorporate assumptions such as inflation, anticipated changes in expenses, debt issuances and capital improvements. The Financial projection incorporates targets to help ensure the long-term financial stability of the Utility is maintained or improved and develop a plan for rate adjustments.

Our process includes the following:



1. **Target One: Operating Income (ROR)**

The optimal target for setting rates is the establishment of a target operating income to consistently fund capital improvements and replacements. Development of this target considers the following:

- Interest expense on the outstanding debt
- Inflationary increase on asset replacement costs
- Assets contributed by customers to the Utility

Sample Report Table of Operating Income Target Compared to Projected Targets



Description	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024
Target Operating Income Determinants					
Net Book Value/Working Capital	\$ 17,733,931	\$ 18,799,691	\$ 18,733,052	\$ 18,439,612	\$ 18,147,872
Outstanding Principal on Debt	6,320,000	3,000,000	2,040,000	1,040,000	-
System Equity	\$ 11,413,931	\$ 15,799,691	\$ 16,693,052	\$ 17,399,612	\$ 18,147,872
Debt:Equity Ratio	36%	16%	11%	6%	0%
Target Operating Income Allocation					
Interest on Debt	2.98%	3.97%	4.77%	7.18%	0.00%
System Equity	5.58%	5.57%	5.72%	5.91%	6.10%
Target Operating Income					
Interest on Debt	\$ 188,140	\$ 119,210	\$ 97,370	\$ 74,620	\$ 50,960
System Equity	\$ 637,188	\$ 880,222	\$ 954,571	\$ 1,027,481	\$ 1,107,341
Target Operating Income	\$ 825,328	\$ 999,432	\$ 1,051,941	\$ 1,102,101	\$ 1,158,301
Projected Operating Income	\$ 1,264,105	\$ 1,146,455	\$ 1,011,115	\$ 899,021	\$ 866,148
Rate of Return in %	4.7%	5.3%	5.6%	6.0%	6.4%

2. Target Two: Minimum Cash Reserve Calculation

To help ensure timely completion of capital improvements and enable the utility to meet requirements for large unexpected expenditures and risk factors the recommended minimum level of cash reserves will be identified. Development of the minimum cash reserves considers several factors specific to each utility, a sample list is below:

- Working capital
- Variations in expenses
- Capital improvement programs
- Annual bond payments
- Exposure to catastrophic events such as extreme weather

Sample Report Table of Recommended Minimum Cash Reserves:

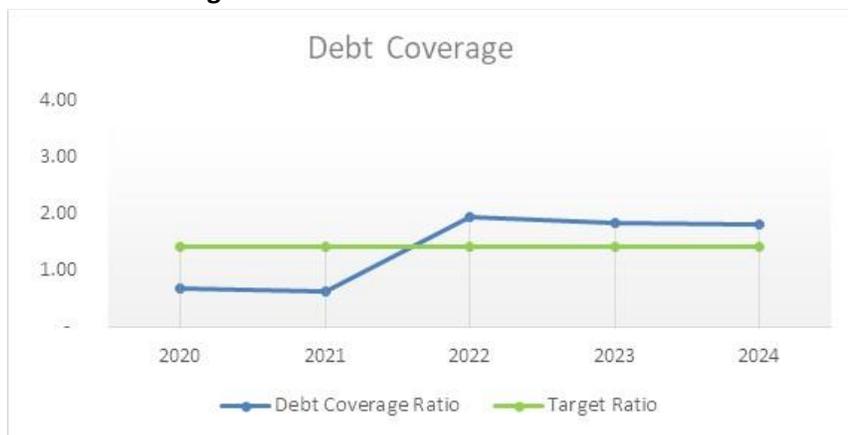


Description	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024
Minimum Cash Reserve Levels Determinants					
Operation & Maintenance Less Depreciation Expense	\$ 1,802,544	\$ 1,865,927	\$ 1,945,369	\$ 1,999,887	\$ 2,033,039
Purchase Water Expense	1,817,580	1,872,107	1,928,270	1,986,119	1,986,119
Historical Rate Base	31,935,662	33,785,662	34,555,662	35,125,662	35,720,662
Current Portion of Debt Service Payment	3,348,140	3,439,210	1,057,370	1,074,620	1,090,960
Five Year Capital Improvements - Net of bond proceeds	6,448,000	3,785,000	1,935,000	1,165,000	595,000
Minimum Cash Reserve Allocation					
Operation & Maintenance Less Depreciation Expense	12.3%	12.3%	12.3%	12.3%	12.3%
Purchase Water Expense	9.4%	9.4%	9.4%	9.4%	9.4%
Historical Rate Base	1%	1%	1%	1%	1%
Current Portion of Debt Service Payment	83%	83%	83%	83%	83%
Five Year Capital Improvements - Net of bond proceeds	20%	20%	20%	20%	20%
% Plant Depreciated	44%	44%	46%	48%	49%
Calculated Minimum Cash Level					
Operation & Maintenance Less Depreciation Expense	\$ 222,231	\$ 230,046	\$ 239,840	\$ 246,561	\$ 250,649
Purchase Water Expense	170,786	175,909	181,187	186,622	186,622
Historical Rate Base	319,357	337,857	345,557	351,257	357,207
Current Portion of Debt Service Reserve	2,778,956	2,854,544	877,617	891,935	905,497
Five Year Capital Improvements - Net of bond proceeds	1,289,600	757,000	387,000	233,000	119,000
Minimum Cash Reserve Levels	\$ 4,780,930	\$ 4,355,356	\$ 2,031,200	\$ 1,909,375	\$ 1,818,974
Projected Cash Reserves	\$ 3,295,606	\$ 8,475	\$ 83,809	\$ 256,975	\$ 380,094

3. Target Three: Debt Coverage Ratio

Based on review of bond issues and debt service schedules, the principal and interest expense will be identified and incorporated into the analysis. We will provide a table as shown below to compare projected Debt Service Ratios with requirements in the Bond Ordinance.

Sample Report Table of Debt Coverage Ratio



Description	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024
Debt Coverage Ratio					
Net Income	\$ 1,320,947	\$ 1,252,682	\$ 1,122,747	\$ 1,033,779	\$ 1,025,433
Add Depreciation/Amortization Expense	747,240	784,240	836,640	863,440	886,740
Add Interest Expense	188,140	119,210	97,370	74,620	50,960
Cash Generated from Operations	\$ 2,256,327	\$ 2,156,132	\$ 2,056,756	\$ 1,971,839	\$ 1,963,132
Debt Principal and Interest	\$ 3,348,140	\$ 3,439,210	\$ 1,057,370	\$ 1,074,620	\$ 1,090,960
Projected Debt Coverage Ratio (Covenants)	0.67	0.63	1.95	1.83	1.80
Minimum Debt Coverage Ratio	1.4	1.4	1.4	1.4	1.4

Dashboard and Summary Financial Projection for Each Utility

The projections will be summarized, and development of alternative rate tracks will be reviewed and compared to each financial target to help ensure the future financial stability of each utility. We will work with Management and the Governing body in review and development of five-year strategies and rate track. The first table below depicts the future financial statement excluding rate adjustments and debt issuances. The second table depicts projected financial statements including rate adjustments and a \$2.0 million dollar debt issuance in 2021. Projections can be extended for the requested time period.

Fiscal Year	Projected Rate Adjustments	Adjusted Operating Income	Target Operating Income	Debt Coverage Ratio	Projected Cash Balances	Recommended Minimum Cash	Capital Improvements Plan	Bond Issues Including Fees
2020	0.0%	\$1,264,105	\$ 825,328	0.67	\$ 3,295,606	\$ 4,780,930	2,663,000	\$ -
2021	0.0%	\$1,146,455	999,432	0.63	\$ 8,475	4,355,356	1,850,000	-
2022	0.0%	\$1,011,115	1,051,941	1.95	\$ 83,809	2,031,200	770,000	-
2023	0.0%	\$ 899,021	1,102,101	1.83	\$ 256,975	1,909,375	570,000	-
2024	0.0%	\$ 866,148	1,158,301	1.80	\$ 380,094	1,818,974	595,000	-

Fiscal Year	Projected Rate Adjustments	Adjusted Operating Income	Target Operating Income	Debt Coverage Ratio	Projected Cash Balances	Recommended Minimum Cash	Capital Improvements Plan	Bond Issues Including Fees
2020	0.5%	\$1,287,757	\$ 825,328	0.68	\$ 3,319,258	\$ 4,380,930	2,663,000	\$ -
2021	0.5%	\$1,193,877	888,009	0.64	\$ 2,079,668	3,955,356	1,850,000	2,000,000
2022	0.5%	\$1,082,426	937,573	2.02	\$ 2,236,668	2,031,200	770,000	-
2023	0.5%	\$ 994,341	983,998	1.93	\$ 2,515,919	1,909,375	570,000	-
2024	1.0%	\$1,009,725	1,036,265	1.94	\$ 2,793,910	1,818,974	595,000	-

Development of Cost of Service Studies and Summary Results

The cost of service studies for each Utility will be developed using methods consistent with the American Water Works Association, American Public Works Association along with method UFS teaches for the National Association of Regulatory Utility Commissioners.

Water Development of Cost of Service Analysis

Consistent with AWWA’s “Manual of Water Supply Practices” we will conduct an analysis to isolate cost by customer class. We will evaluate the current customer classes and discuss with management potential new classes. The cost of service analysis will be based on the methodology identified below.

Component Costs - The cost to provide service using the Base-Extra Capacity Method as described by AWWA’s Manual of Water Supply Practices. This method divides the cost of water purchases into two main cost categories:

- Base costs – those costs that vary with quantity of water used
- Extra-capacity – the costs associated with meeting water requirements in excess of average usage

Classification Percentages between Base and Extra Capacity Costs:

	Average Day	Max Day	Max Hour
CCF's	15,803	26,205	29,718
Average Day to Max Day Percent	60%	40%	
Average Day to Max Hour Percent	53%	35%	12%

Under this method, costs are further allocated:

- Functional Costs - Identification of the cost to provide water to customers separated by service component:
- Production – Includes cost to purchase water under wholesale contracts
- Transmission - Identification of costs related to capacity, maintenance and operation of the transmission system
- Distribution - Cost to deliver water from transmission system to customer
- Customer-related costs: Separation of costs for billing, meter reading, meter O&M, customer services, and others as defined by management

Water Allocation Factors

A critical part of the cost of service study is the development of allocators from customer class usage patterns. The allocators are used to allocate the fixed capacity costs, semi-variable operating costs, variable chemicals and power, and customer-related costs. The characteristics modeled will include total water used, peak day, peak hour and customer billing, metering, and services requirements. To obtain peak use ratios by meter size we will perform the following:

- Review internal usage patterns available and supplement with information on customer classes developed from like operations
- Review water production
- Review peak month from billing statistics

The peak day usage factors will be estimated based on average monthly usage compared to peak monthly usage with any known adjustments. Listed below is an example table that will be developed.

Determination of Peak to Average Ratio using Two Year Average

	Year 1 Peak Factor			Year 2 Peak Factor			Two Year Average		
	Average		Peak to Average Ratio	Average		Peak to Average Ratio	Average		Peak to Average Ratio
	CCF Usage during peak Month	Monthly Usage per year - CCF		CCF Usage during peak Month	Monthly Usage per year - CCF		CCF Usage during peak Month	Monthly Usage per year - CCF	
5/8" Meter	4,277	2,350	1.82	3,210	2,177	1.47	3,744	2,264	1.65
3/4" Meter	268	162	1.66	200	120	1.67	234	141	1.66
1" Meter	2,897	1,422	2.04	2,411	1,191	2.02	2,654	1,307	2.03
1-1/2" Meter	1,149	525	2.19	1,059	521	2.03	1,104	523	2.11
2" Meter	3,348	1,704	1.96	2,780	1,661	1.67	3,064	1,682	1.82
3" Meter	873	510	1.71	654	370	1.77	763	440	1.74
4" Meter	839	602	1.39	636	516	1.23	737	559	1.31
6" Meter	1,786	622	2.87	1,918	1,203	1.59	1,852	912	2.23

Wastewater Development of Cost of Service Analysis

Wastewater Factors

Expense categories will be analyzed and reviewed to determine an appropriate allocation factor. The allocation factor will be developed based on cost causation and allocated to each billing parameter. The allocation factors developed include peaking factors, flow characteristics, and customer related costs. Industrial pre-treatment costs will be reviewed (if any), and allocation factors developed to determine the charges for Industrial Waste Discharge Fees. A sample list of allocators is listed below:

<u>Account Name</u>	<u>Volume</u>	<u>BOD</u>	<u>TSS</u>	<u>Phos</u>	<u>G&O</u>	<u>Cust</u>	<u>Total</u>
<u>Generation</u>							
Salary & Benefits	53%	29%	14%	4%	0%	0%	100%
Production Electricity	58%	25%	13%	4%	0%	0%	100%
Production Water	53%	28%	12%	7%	0%	0%	100%
Gas Heating	53%	28%	12%	7%	0%	0%	100%
Oper Permits & Fees	53%	28%	12%	7%	0%	0%	100%
Other Expenses	53%	28%	12%	7%	0%	0%	100%
<u>Operations</u>							
Salary & Benefits	53%	29%	14%	4%	0%	0%	100%
Production/Treatment Chemicals	27%	32%	15%	27%	0%	0%	100%
Sludge Disposal	0%	75%	25%	1%	0%	0%	100%
Other Expenses	53%	28%	12%	7%	0%	0%	100%
Pollution Control	27%	32%	15%	27%	0%	0%	100%
Plant Maintenance	40%	40%	19%	0%	0%	0%	100%
Operations Allocation	40%	40%	19%	0%	0%	0%	100%
Technology Director Allocation	53%	29%	14%	4%	0%	0%	100%
<u>Administration & General</u>							
Insurance	54%	16%	12%	2%	0%	16%	100%
W/WW Engineering Allocation	0%	0%	0%	0%	0%	100%	100%
IT Allocation	0%	0%	0%	0%	0%	100%	100%
Other	54%	16%	12%	2%	0%	16%	100%
Facilities & Warehouse	0%	0%	0%	0%	0%	100%	100%
<u>Accounting & Collecting</u>							
Finance Allocation	54%	16%	12%	2%	0%	16%	100%
Accounting Allocation	54%	16%	12%	2%	0%	16%	100%
Corporate Allocation	54%	16%	12%	2%	0%	16%	100%
Personnel Allocation	54%	16%	12%	2%	0%	16%	100%
Other	54%	16%	12%	2%	0%	16%	100%
<u>Collection</u>							
Services / Maintenance	0%	0%	0%	0%	0%	100%	100%
Lift Station Maintenance	0%	0%	0%	0%	0%	100%	100%
Customer Service Allocation	0%	0%	0%	0%	0%	100%	100%
Meter Reading Allocation	0%	0%	0%	0%	0%	100%	100%
Billing Allocation	0%	0%	0%	0%	0%	100%	100%
Other	0%	0%	0%	0%	0%	100%	100%

We will review the cost of service results with Management to obtain input and direction prior to development of the rate structures.

Expense Projection Water and Wastewater

Revenue requirements will be projected for future years based on actual data adjusted for anticipated capital improvements and changes in labor, benefits, and supplies. We will project the utilities revenue requirements for a five-year period based on certain assumptions such as inflation, anticipated changes in costs, additional debt issuances and capital improvements.

Rate Design and Revenue Proof Water and Wastewater

We will work with utility management and the governing board in design of water and wastewater rates. We will proof the revenues based on projected billing parameters to help ensure the work toward utility revenue requirements. We will identify the potential rate impact to customers at various usage levels.

Executive Reports

Meetings

The following meetings are anticipated by conference call and/or webex:

- Kickoff meeting – Clarify scope of services, expectations of management and preliminary fieldwork
- Data Verification – A meeting will be conducted to verify data collected
- Financial Review – A meeting will be conducted to review assumptions used in the long-term projections
- Review draft reports with management
- Presentation as requested by management such as review report with City Council (On-site optional)

Format of Reports

UFS reports are typically separated into the reports listed below:

- **Power Point Summary** - A concise presentation of study results that is shared with management and staff. This summary will include graphs, charts, tables and recommendations.
- **Executive Summary** – An overview that identifies the objectives, process, and results of the rate study in a clear and concise format, the report includes graphs, charts, tables, and recommendations.
- **Rate Design Recommendation** –The rate design report includes the following:
 - Comparison of the current and proposed rates
 - Expected revenues generated from proposed rates
 - Impact on customer classes at various usage levels or load factors within each rate class

Presentation of Cost of Service and Rate Design Study

A critical aspect of the study is the clear and concise presentation to the governing body of the utility. UFS professionals are skilled at explaining and working with advisory and governing bodies to ensure decisions are based on information they can understand and apply to their community. Onsite presentations are at optional pricing.

Firm Qualifications

Qualifications Introduction

UFS has over 19 years of history assisting municipalities with cost of service and financial analysis and are recognized experts in the field. Our group and the project team assigned to this engagement are composed of highly qualified, experienced, and knowledgeable professionals who remain current industry issues. Our reputation has resulted in industry leading status shown by our frequent request to instruct classes and speak at conferences around the nation.

UFS provides consulting services to assist utilities in meeting their strategic and financial objectives. Services are designed to ensure complete client satisfaction and a commitment that:

- Services will be completed in the agreed upon timeframe
- Services are delivered within budget for services requested
- Services provided will meet or exceed client expectations
- Services will be unbiased and independent

Our experience and commitment to utilities ensures that we understand the issues they face and can assist in providing a variety of services including:

- Cost of service and rate design for electric, water, wastewater, telecommunications, gas and solid waste
- Wholesale contracts
- SAW grant rate methodology
- Review of indirect cost allocations
- Fee and ancillary service charges
- Financial analysis and feasibility studies for offering telecommunication services
- Evaluating and developing policies and procedures
- Econometric forecasts of sales and load growth

Summary of Qualifications and Experience

Industry Leading Status

Utility Financial Solutions, LLC (UFS) are recognized experts in the utility field assisting utilities with cost of service and financial analysis. UFS is an industry leader and frequently requested to teach classes and present at utility conferences around the nation.

Training for Utility Management and Governing Bodies

UFS teaches a series of cost of service, rate design and financial training courses for utility management and governing bodies through APPA, EUCL, NAURC, Regional courses for AWWA, on-site training, and webinars.

Training for Utility Staff

UFS personnel are the instructors for cost of service and financial planning courses offered through the American Public Power Association (APPA) and the National Association of Regulatory Utility Commissioners (NARUC). These courses include the following:

- Basic Cost of Service
- Intermediate Cost of Service
- Advanced Cost of Service
- Financial Planning
- Utility Financial Check-up
- Cost of Service and Rate Design for Distributed Generation
- Development of Line Extension Policies
- Rate Structures to promote Conservation
- Rate Structures to create Revenue Stability
- Advanced issues in Rate Design
- Advanced issues in Cost Allocations

Conference Presentations

UFS staff are frequently requested to present special topics at regional conferences around the nation including APPA's National Conference, Educational Institutes, E&O Workshop and the Business and Financial Workshop; various AWWA conferences. A sample of recent presentations are listed below:

- Appropriate levels of Contributions to City (Payment in lieu of Tax)
- Information provided by Cost of Service Studies
- Cash Reserve Policies
- Development of Utility Extension Policies
- Development of Key Financial Targets
- Cost of Service Challenges and Solutions
- Development of Avoided Cost and Rate Designs for Distributed Generation

Quality Control

Proper quality control and management includes helps to ensure the accomplished work is in alignment with the project scope, is completed timely, within budget and the results are accurate and defensible. UFS implements several quality controls to achieve these desired goals, including a three-level review of the financial projection, cost of service studies and that rate designs. The quality controls developed by UFS are specific to utility rate studies and are based on our prior experience working with utilities in the USA, Guam, the Caribbean and Canada. All portions of our studies include the following at a minimum:

1. Development of a detailed work plan based on scope of services and discussion with management
2. Establish work plan with projected milestones and timelines
3. Proof and balance historical data, expenses, and revenues with audited financial statements
4. Compare UFS financial projections with utility budgets
5. Review by Project Manager of projections and cost of service study
6. Review by UFS President or Vice-President of study results
7. Presentation of results by UFS with utility staff prior to finalizing study

Timeliness of Studies

Part of the quality control includes the timely completion of the rate studies. UFS experience in completing studies provides us the ability to complete the studies as requested and discussed in the initial kick-off meeting.

Experience in Michigan

UFS has provided services to many utilities in Michigan, including rate studies and training for Charlevoix, Holland BPW, Macomb Twp., Niles, N. Muskegon, Traverse City, Zeeland, and many others.

Financial Strength

UFS commenced business in 2001 and has the highest financial rating by Dunn and Bradstreet.

Independence

UFS maintains its independence throughout its engagements to help ensure unbiased recommendations to the governing bodies. We do not provide services that could impair our independence such as engineering, accounting, or auditing services. UFS only provides financial services related to Financial Planning, Cost of Service, and Rate Designs for Utilities.

UFS Staff Diverse Experience

The proper development of rate study requires knowledge in accounting, finance, economics and engineering. Utility staff has diverse experience that include degrees in accounting, engineering, finance, economics and information technology.

Name and title of primary contact person

Dawn Lund
 Vice-President, Utility Financial Solutions, LLC
 E-mail - dlund@ufsweb.com
 Cell - (231) 218-9664

Date firm established - UFS was established in September 2001

Proposed service team including titles

Mark Beauchamp, President
 Dawn Lund – Vice President
 Dan Kasbohm – Manager
 Mike Johnson – Manager
 Chris Lund – Business and Technology Manager
 Joan Bakenhus – Senior Financial Analyst
 Jillian Jurczyk – Financial Analyst
 Robert Blank – Financial Analyst
 Carolyn Ragusett – Administrative Assistant

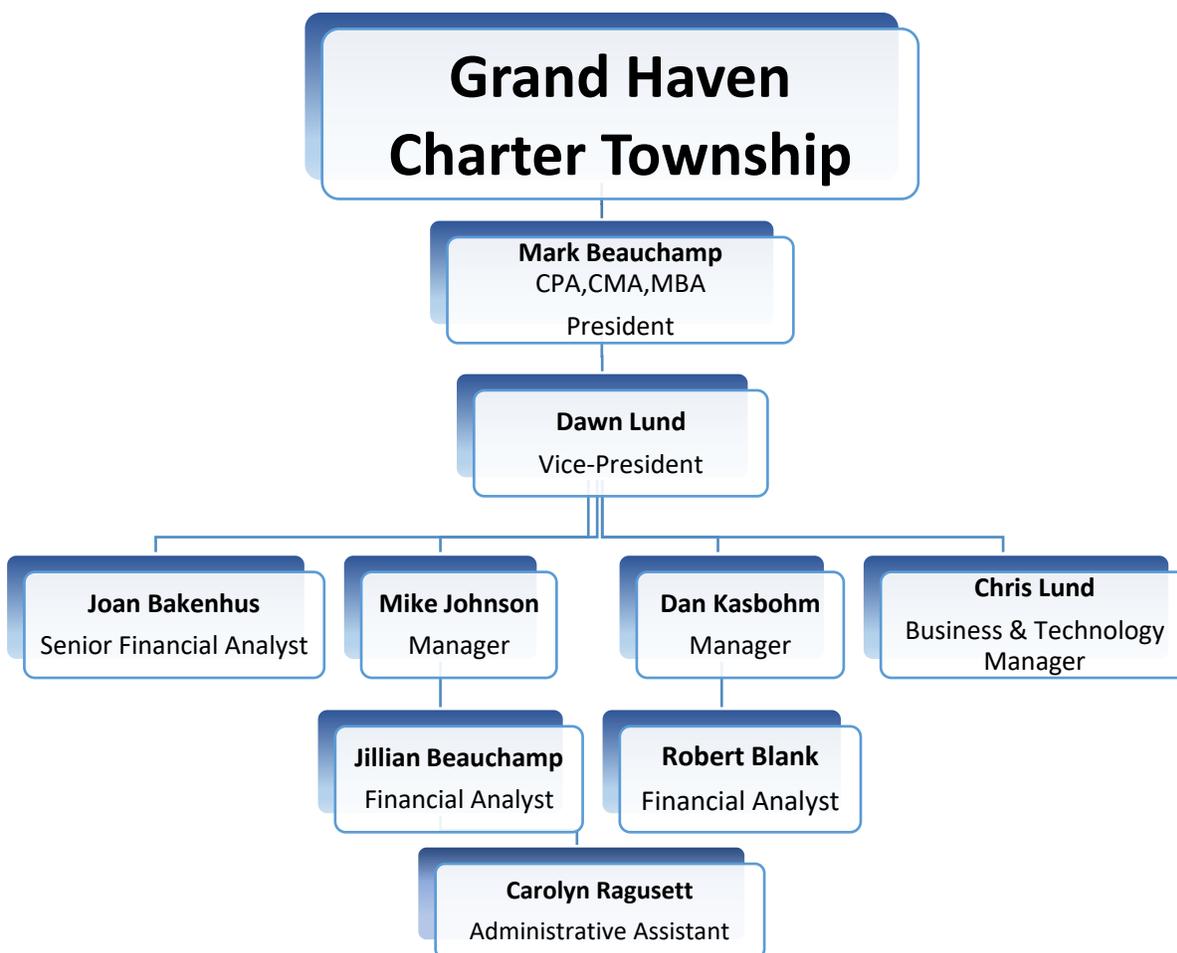
Office Locations	
Main Office and Contact, authorized to negotiate and bind contract: <hr/> Main Office: Holland Mark Beauchamp, President 185 Sun Meadow Ct Holland MI 49424 UFS – 19 Years Industry Experience – 38 years Phone 616-393-9722 Fax 888-501-0998 Cell 616-403-5450 mbeauchamp@ufsweb.com	Authorized to negotiate and bind contract: <hr/> Traverse City Office: Dawn Lund, Vice President PO Box 582 Leland MI 49654 UFS – 15 Years Industry Experience – 25 years Phone 231-256-0092 Fax 888-566-4430 Cell 231-218-9664 dlund@ufsweb.com
Grand Haven Office Dan Kasbohm, Manager 14986 Sandstone Road Grand Haven MI 49417 UFS – 13 years Industry Experience – 16 years Phone 616-846-6464 Fax 888-499-6609 Cell 616-402-7045 dkasbohm@ufsweb.com	Madison Office Mike Johnson, Manager 4901 Hermsmeier Road Madison WI 53714 UFS – 9 Years Industry Experience - 24 years Phone 608-230-5849 Fax 888-809-9640 Cell 608-609-6279 mjohnson@ufsweb.com

Project Team Qualifications

Proposed Team Members

UFS has a project team with the knowledge and experience to successfully meet your requirements and to deliver the report by the agreed upon timeframe. The team has over 100 years of combined experience performing similar studies for utilities. This provides the Utility with the experience to creatively solve financial and operational issues and help ensure financial stability in future years. The project team assigned has three team members located in Michigan plus support services out of Wisconsin and Nebraska. This team has completed cost of service, financial plans and rate design studies in 43 States, Guam, Canada and the Caribbean.

The personnel assigned to this engagement are listed below:



Resumes

The next section consists of resumes of the team members potentially assigned to this engagement.

	<p>Mark Beauchamp President, Utility Financial Solutions, LLC</p>
	<p><i>Email:</i> mbeauchamp@ufsweb.com <i>Cellular:</i> 616-403-5450 <i>Location:</i> Holland, MI</p>

Education

- AAS Water Purification Technology
- ABA Business Administration
- BBA Major – Accounting
- MBA Master’s Degree in Business

Course Instructor

American Public Power Association (APPA)

- Advanced Cost of Service Course (Cash Basis & Utility Basis of Ratemaking)
- Intermediate Cost of Service (Cash Basis & Utility Basis of Ratemaking)
- Basic Cost of Service (Cash Basis and Utility Basis of Ratemaking)
- Financial Planning for Municipal Utilities
- Financial Planning for Board & Councils
- Financial Planning and Rate Setting for Managers (Part of Managers Certificate Program)

American Municipal Power (AMP)

- Financial Planning and Rate Designs for Electric Utilities

Expert Witness Service

- Detroit Edison vs. Ameritech – Provided expert witness services for Detroit Edison on development of Pole Attachment Rates for Ameritech
- Nebraska State Unicameral – Served as an expert witness before the state of Nebraska Unicameral on Proper rate setting and credits to provide customer installed renewable generation
- Dayton Power & Light – Provided expert witness services on pole attachment rates. Case was resolved prior to Court appearance
- Coldwater Board of Public Works – Provide expert witness services on rate challenge by large industrial customer. Case was dropped after deposition was provided
- Smethport PA – Provided deposition and responses to Pennsylvania Public Service Commission on Rate Filing for Smethport

License and Qualifications

- Class “A” license in wastewater treatment from the State of Michigan
- (CPA) Certified Public Accountant – Wisconsin
- (CMA) Certified Management Accountant – Institute Certified Management Accountants

Course Instructor

Michigan State University

- Advanced Issues in Cost Allocation (Utility Basis of Rate Making)
- Retail Costing and Pricing of Electricity
- Wholesale Costing and Pricing of Electricity

Southwest American Water Works Association

Michigan Rural Water Association

- Cost of Service & Rate Making for Water Utilities

Michigan Finance Government Officers Association

- Cost of Service & Rate Making for Water & Wastewater Utilities

Industry Involvement

- Member of the American Public Power Association
- Member of the American Water Works Association
- Member of the Institute of Management Accountants
- Speaker at national conferences on Financial Planning for Municipal Utilities, Pricing for Water Utilities, Pricing Fiber Optic backbone systems, Unbundling Electric Rates, and Ways to Attract and Retain Customers
- Author of articles appearing in national magazines and newsletters regarding pricing fiber optics, unbundling electric rates, and designing water rates

Dawn Lund

Vice-President, Utility Financial Solutions, LLC



Dawn has 25 years' experience pricing and marketing utility services for electric, water and wastewater. Dawn has worked with UFS for over 15 years and previously worked with a large utility and held positions as Cost and Rate Specialist and Marketing and Communications Specialist. Dawn works with utilities across the country teaching financial concepts and is also the instructor for Financial Planning courses for the American Public Power Association. She is also a regularly requested speaker for various regional and national organizations.

Email: dlund@ufsweb.com

Cellular: 231-218-9664

Location: Traverse City, MI

Cost of Service (COS)

- Completed electric water and wastewater cost of service and rate design studies for utilities across the country, Guam, the Caribbean and Canada
- Determining appropriate allocations of overhead costs between utility services

Long-term financial analysis

- Development of long-term sales and expense projections for electric, water, and wastewater utilities
- Development of long-term financial plan and rate track for electric, water, and wastewater

Presentation/Training

- Presentations to City Councils and Boards for approval of utility rates and proposed rate tracks
- Instructor for APPA's Financial Planning and Basic Cost of Services courses
- Monthly presentations to various organizations on topics such as: cost of Service, financial planning, Key financial targets, cash policies and how to explain rate increases to the end user, cost of services challenges/solutions, and Introduction to allocation studies

Rate Design

- Development of equitable rates between inside-city and outside-city customers
- Development of wholesale contract rates,
- Development of special rates; Economic and Time of Use
- Development of Connection Fees
- Development of rate designs to meet financial objectives of utility

Other Professional Involvement

- Member of AWWA Finance, Accounting, Management and Controls Committee
- Member of AWWA Rates and Charges Committee
- Member of MI-AWWA Education Committee
- Developing MI-AWWA Water Academy material for Cost of Service, Financial Planning
- Developed the Basic Cost of Service and Financial Planning courses for APPA
- Preferred Consulting firm for Hometown Connections Financial Planning, Cost of Service and Rate Design

<p>Mike Johnson Manager, Utility Financial Solutions, LLC</p>	
	<p>Mike joined Utility Financial Solutions, LLC in 2011 and has over 20 years' experience assisting utilities. He has a Higher National Diploma in Mechatronics (Combined Electrical/Mechanical Engineering). Mike is experienced in cost of service, rate making, financial/operational modeling, automation, electric utility operations, and power supply.</p> <p><i>Email:</i> mjohnson@ufsweb.com <i>Cellular:</i> 608-230-5849 <i>Location:</i> Madison, WI</p>

Cost of Service

- Development of cost of service studies for electric, communication, gas, water and Wastewater utilities
- Forecasts utility revenue requirements
- Cost allocation model development

Rate Design

- Provides cost of services class allocations and rate making
- Designs time of use rates
- Identify effects for different usage patterns within the same class
- Development of rates for alternative fuels and vehicles
- Evaluate marginal costs and development of line extension policies and economic development rates

Expert Witness Services

- Prepared and testified on filings to Public Utility Commission

Long Term Financial Analysis

- Develops utility financial analysis models
- Identifies growth and load forecasting
- Models rate and revenue effect for customer change within utilities (loss of customers/additional load)
- Develops target metrics for utilities including cash policies, operating income, debt coverage

Other Utility Tools

- Computes cost functionalization and allocation systems for designing and managing complex changes
- Evaluates data and system integration issues associated with new software implementations
- Provides market analysis, bidding and settlement processes analysis
- Identification and valuation of fixed assets
- Assessment of utility value for sales/purchase
- Development of risk mitigation tools, power/fuel cost adjustment mechanisms

Dan Kasbohm

Manager, Utility Financial Solutions, LLC



Dan joined Utility Financial Solutions, LLC in 2007 and has experience in conducting cost of service and financial analysis for electric, water, wastewater, and cable utilities around the nation. He has a Bachelor of Science degree in Engineering and was employed in the automotive industry for 16 years. Dan is a co-instructor for the Basic and Intermediate Cost of Service courses for the American Public Power Association.

Email: dkasbohm@ufsweb.com

Cellular: 616-402-7045

Location: Grand Haven, MI

Cost of Service (COS)

- Identification of fixed/variable costs related to:
 - Customer availability to be served
 - Commodity based costs
 - Demand based costs
- Identification of class to class subsidization
- Utility cost breakdown by function
- Detailed cost unbundling

Long-term financial analysis & identification of:

- Utility revenue requirements (utility and cash-based methods)
- Debt Coverage conformance
- Minimum cash requirements
- Optimal operating income targets
- Optional rate adjustments in projected years

Presentation/Training

- Presenting study results to management and governing body of utility
- Provide utility training on use of projection & COS models
- Co-Instructor for the American Public Power Association Academy
 - Basic & Intermediate Cost of Service

Rate Design

- Current Utility rate structure updates
 - Utility revenue impact
 - Customer bill impacts at various usage levels
 - Identify revenue stability of rates
 - Rate survey analysis
- Development of new rates including:
 - Time of Use (seasonal, daily, hourly)
 - Power Cost Adjustment (PCA)
 - Coincidental-Peak Rates
 - Economic Development rates
 - Street lighting rates

Other Utility Tools

- Power Cost Adjustment mechanisms based on utility cash position, objectives and dispatch profile
- Street Light Cost of Service by light and pole types
- Load Profile Analysis to identify utility and customer usage patterns
- Power supply forecasting
- Implementation of a justified minimum cash policy
- Calculation of fees for standard utility work
- Development of line extension policies

Joan Bakenhus

Senior Financial Analyst, Utility Financial Solutions, LLC



Joan has 17 years' experience working with municipal utilities and has a degree in Business Administration. Joan has worked as a Rate Analyst for one of the largest public power systems in the nation (Lincoln Electric System) and for Utility Financial Solutions, LLC since 2006. Joan is experienced in development of long-term financial plans, rate design models and cost of service studies for electric, water, and wastewater utilities.

Email: jbakenhus@ufsweb.com

Cellular: 402-483-2542

Location: Nebraska

Cost of Service (COS)

- Working with Utilities to identify information requirements to complete cost of service and financial plans
- Set up and develop utility revenue requirements, cost of service program and utility revenue proof
- Balancing and set up of models for development of cost of service for water, wastewater and electric utilities to determine commodity and customer charges
- Responsible for analysis, preparation and updating cost of service models for several electric, water utilities

Rate Design

- Balancing and set up of models for development rate design for water, wastewater and electric utilities to determine commodity and customer charges
- Development of rate design models for electric, Water utilities
- Development of rate surveys

Other Utility Tools

- Balancing of sales with revenue to help ensure proper billing statistics are used in cost of service models

Long Term Financial Analysis

- Development of long-term financial forecasts for water, wastewater, and electric utilities to determine the amount and timing of rate adjustments

Chris Lund

Business & Technology Manager, Utility Financial Solutions, LLC



Chris has a bachelor's degree in Business Administration with concentration in Computer Science and Speech Communications. He has been a technology and management consultant for over 20 years. Chris is an employee of UFS and has also sub-consulted on a variety of technology projects for UFS since 2003. A few of the highlights are below:

E-mail: clund@ufsweb.com

Cellular: 231.342.9798

Location: Traverse City, MI

Financial Consulting

- Completed cost of service and rate design studies for electric, water, wastewater, telecommunications and refuse utilities
- Designed, wrote and implemented long term financial projection model including revenue requirements and rate track
- Determined avoided cost for solar (photovoltaic - PV) and wind for renewable energy rates
- Lead consultant for electric vehicle (EV) rates and service study
- Conducted multiple fiber optic cost of service and rate design studies
- Presentations to City Councils and Boards for approval of utility rates and proposed rate tracks

Data Analytics

- Data mining and analysis specialist for electric load data research
- Specialist with data mining, data conversion and custom reporting
- Experienced with various ODBC (database connectivity)
- Implemented job costing solution for manufacturing companies
- Designed, written, implemented, supported multiple, custom bar coding and data collection systems for wholesale distribution and manufacturing organizations
- Data collection systems pushed data to payroll for time and attendance, automated inventory tracking and job costing

Technology Experience

- Experienced in Microsoft Excel automation – including payroll data, job costing and automated billing (office automation)
- Experienced in Microsoft Access custom database, programming and reporting – including electronic data interchange (EDI) mapping using Microsoft VBA
- Lead consultant for multiple mission critical, corporate wide enterprise resource planning (ERP) technology solutions
- Implemented, trained and supported multiple telecommunications projects
- Implemented and supported some of the first voice over internet protocol (VOIP) telecommuting systems
- Guide management with technology related strategy and business integration
- Modification and complete custom program solutions on midrange and PC
- Wrote automated bill of material (BOM) purchasing forecasting system
- Specify, install and maintain mission critical PC network infrastructure, servers, workstation and related software
- Experienced in network security and virtual private network (VPN) technology
- Implemented and supported web storefronts integrated with corporate backend database solution for inventory management, order processing, billing and account status

Jillian Jurczyk, MEc.

Financial Analyst, Utility Financial Solutions, LLC



Jill has been with UFS since 2013. She has a Bachelor’s degree in Mathematics and a Master’s degree in Applied Economics from Johns Hopkins University. Jill has populated and analyzed cost of service models, developed long-term financial projections, and designed rates for utilities. Jill specializes in econometric modeling and statistical analysis to project sales and usage. She has worked with a variety of econometric software packages and is competent in handling seasonality, trend, heteroscedasticity, and other economic inefficiencies that arise in data analysis.

E-mail: jjurczyk@ufsweb.com

Cellular: 616-283-8502

Location: Holland, MI

Jill is skilled in the following:

- Forecasting Utility revenue requirements
- Projecting revenues and expenses, asset depreciation, and net book value
- Designing rates based on Cost of Service results
- Analyzing rate payer impacts and sensitivities
- Working with Utility Staff to identify study goals and understand organization
- Keeping up to date on the current economic impacts of renewable energy, the relationship to the Clean Power Plan legislation, and potential effects on the Electric Industry

Robert Blank

Financial Analyst, Utility Financial Solutions, LLC



Robert has been working for Utility Financial Solutions, LLC since May of 2014 and has a Bachelor of Business Administration with a major in Finance from Davenport University. Over his time at UFS he has conducted Utility rate surveys as well as developed rate designs. Robert has experience with long term financial projections and cost of service studies for Electric, Water, Wastewater, and Gas utilities.

E-mail: bblank@ufsweb.com

Cellular: 616-403-9926

Location: Holland, MI

Robert’s experience includes:

- Developing rate design models for electric utilities
- Conducting Rate Surveys
- Responsible for analysis of financial statements and preparation of cost of service models
- Working with utilities to identify the information needed to conduct an accurate cost of service study
- Calculating Minimum Cash Reserve levels, Target Operating Income, and Debt Coverage Ratios

Carolyn Ragusett

Administrative Assistant, Utility Financial Solutions, LLC



Carolyn has been working for Utility Financial Solutions, LLC since May 2018 and has 47 years of office industry experience. For 27 years Carolyn was the Office Administrator for a large accounting firm in Wisconsin where she supervised office support staff. She additionally served 9 years as the tax department administrative officer and maintained the tax library.

E-mail: cragusett@ufsweb.com

Cellular: 920-450-0577

Location: Neenah, WI

Carolyn is skilled in the following:

- Managing and organizing workflow scheduling
- Performance reviews
- Office support and coordinating office activities
- Client correspondence
- Billing, Invoicing, and Collections
- Communication Review of office correspondence and materials
- Valuation Reports

References

Holland Board of Public Works, Holland MI

Client Contact: **Dave Koster**
Phone 616-355-1562
Email: dkoster@hollandbpw.com



UFS provided Electric, Water, Wastewater, Telecommunications, and wholesale cost of service studies since 2009.

City of Niles, MI

Client Contact: **Jeff Dunlap**
Phone 269-591-0476
Email: UtilitiesManager@nilesmi.org



UFS provided Electric, Water, Wastewater, wholesale contract cost of service studies since 2008.

City of Sturgis, MI

Client Contact: **Holly Keyser**
Phone 269-659-7221
Email: HKeyser@sturgismi.gov



UFS provided Electric, Water, Wastewater, wholesale contract cost of service studies since 2008.

Project Schedule

Our experience with cost of service and rate design studies, allows us to conduct a cost-efficient study. The following is the tentative project schedule for completion of the project. This schedule will be finalized during the initial project kick-off meeting with management.

<i>Task</i>	<i>Expected Completion – Twelve Weeks</i>
Initial Meeting – Preparation of Information Request	Week One
Completion of Information Request by Client	Week Two
Planning/Set-up Analysis	Week Three – Five
Review and Development of Revenue Requirements	Week Six – Seven
Fieldwork	Week Eight
Cost of Service Analysis Component/Functional Costs	Week Nine
Cost based Rate Design and alternatives	Week Ten
Report, Recommendations & Presentation of Draft	Week Eleven
Final Report	Week Twelve

THE COMPLETION OF THE PROJECT ON THE PROPOSED SCHEDULE IS DEPENDENT ON THE COOPERATION OF VARIOUS DEPARTMENTS WITHIN THE UTILITY TO PREPARE THE INFORMATION REQUEST IN A TIMELY MANNER.

Project Fees

Water Fees

WATER COST OF SERVICE, FINANCIAL PROJECTION, AND RATE DESIGN – \$11,000*

*On-site visits are billed at out of scope pricing; travel time discounted 50%.

Out of pocket expenses are billed actual.

Wastewater Fees

WASTEWATER COST OF SERVICE, FINANCIAL PROJECTION, AND RATE DESIGN – \$11,000*

*On-site visits are billed at out of scope pricing; travel time discounted 50%.

Out of pocket expenses are billed actual.

WATER AND WASTEWATER

COST OF SERVICE, FINANCIAL PROJECTION AND RATE DESIGN - \$22,000

Prices, terms, and conditions are good for a period of 90 days from this date.

Payment will be made through submission of invoice which itemizes the work performed.

Out of Scope Services and On-Site and Travel Expenses

Out of Scope services will be billed at the hourly rates listed below.

On-site visits are billed at out of scope pricing; travel time discounted 50%.

Out of pocket expenses are billed actual.

Name	Title	Hourly Rate
Mark Beauchamp	President	\$320.00
Dawn Lund	Vice President	\$275.00
Dan Kasbohm	Manager	\$245.00
Mike Johnson	Manager	\$245.00
Chris Lund	Business and Technology Manager	\$210.00
Joan Bakenhus	Senior Financial Analyst	\$145.00
Jillian Jurczyk	Financial Analyst	\$135.00
Robert Blank	Financial Analyst	\$115.00

Proposed Professional Services Agreement

Prices, terms, and conditions are good for a period of 90 days from the proposal date, July 9, 2020.

Payment will be made through submission of invoices at progressive billings.

**Project fees for:
Water \$11,000 and Wastewater \$11,000
Projects Total \$22,000***

*On-site visits are billed at out of scope pricing; travel time discounted 50%.

Out of pocket expenses are billed actual.

Anticipated Meetings (Conference Call or Webex):

- Initial meeting –to clarify scope of services, expectations of management and preliminary information request
- Fieldwork – verify data provided
- Draft Report with management
- Final Report with management

Deliverables PDF Format:

1. Cost of Service Study “Executive Summary” Reports
2. Revenue proof of proposed rates
3. Minimum cash reserve determination
4. Target operating income (ROR) determination
5. Debt Coverage Ratio determination
6. Rate design and revenue proof for one-year

Hourly Rates *(travel is discounted at 50%)*

Mark Beauchamp	\$ 320.00
Dawn Lund	\$ 275.00
Dan Kasbohm	\$ 245.00
Mike Johnson	\$ 245.00
Chris Lund	\$ 210.00
Joan Bakenhus	\$ 145.00
Support Staff	\$ 115.00 – 135.00

Onsite Meetings

Any requested and approved onsite presentation will be billed at hourly rates with a 50% discount on related travel time. Out of pocket travel expenses are billed at cost. All costs incurred from schedule changes initiated by client after booking will be considered out of pocket.

Out of Scope Pricing

Out of scope items and work hours will be billed at the hourly rates listed on this page.

We look forward to exceeding your expectations. Please sign, date, and return to clund@ufsweb.com at your earliest convenience.

Sincerely,



Dawn Lund, Vice-President
Utility Financial Solutions, LLC

Date: _____

Accepted By: _____

SUPERINTENDENT'S MEMO

DATE: July 8, 2020
TO: Township Board
FROM: Cargo and Sandoval
SUBJECT: Budget Amendments – Six Month Update

Attached, please find the proposed budget amendments for the first half of the current FY2020. Because of the uncertainty created by the COVID-19 pandemic, the amendments are more substantial than typical.

- 1) The General Fund revenues are increased↑ by about **\$86k**, which reflect the following significant changes:
 - a. FEMA grants related to the COVID-19 pandemic are expected to cover about \$10k of related costs;
 - b. State Shared Revenues are decreased↓ by \$100k to reflect the loss of sales tax revenues due to the recession;
 - c. Fees for Service – such as planning services for Spring Lake Village or Human Resource services for Harbor Transit – are increased↑ by \$22k;
 - d. Interest income is decreased↓ by \$10k due to the recession;
 - e. Park Rental income is decreased↓ by \$5K due to the pandemic;
 - f. Insurance Reimbursements are increased↑ by \$170k – mostly due to the expected reimbursement for the repair of the Hofma Park floating bridge;
 - g. Election Reimbursements are decreased↓ by \$6k based upon actual payments for the May School Elections; and,
 - h. Miscellaneous Income is increased↑ by \$4k because of an unexpected insurance dividend

At the same time General Fund Expenditures are increased by about **\$193k** with the following amendments:

- a. Legislative expenditures are decreased↓ by over \$17k – mostly due to the cancellation of community events – such as the July 4th fireworks and December Appreciation dinner;
- b. Administrative expenditures are increased↑ by about \$4k – mostly due to the HR Director contract with Harbor Transit;
- c. Finance expenditures are increased↑ by \$3k due to low interest rates not covering

- bank charges/fees;
- d. Treasurer expenditures are decreased↓ by over \$2k because of the cancellation of conferences due to the COVID-19 pandemic;
 - e. Assessing expenditures are decreased↓ by over \$1k because of the cancellation of conferences due to the COVID-19 pandemic;
 - f. Elections expenditures are increased↑ by about \$11k – mostly due to equipment needed to address COVID-19 safety concerns (*e.g., protective shielding, covers, etc.*);
 - g. Building and Grounds expenditures are increased↑ by about \$8k – mostly due to purchases related to the COVID-19 pandemic (*e.g., partitions, disinfection treatments, etc.*);
 - h. Cemetery expenditures are increased↑ by about \$14k mostly due to the carry-forward of the historic cemetery expansion project;
 - i. Community Development expenditures are decreased↓ by about \$5k because of the cancellation of conferences and the Builders Forum due to the COVID-19 pandemic;
 - j. Street Lighting is increased↑ by just over \$1k because of needed repairs to the Rosy Mound school speed signs;
 - k. Parks and Recreation expenditures are increased↑ by about \$189k – mostly due to the upcoming repairs to the Hofma Park floating bridge – which is estimated at about \$160k; and,
 - l. Appropriate Transfers are reduced by about \$10k – mostly due to street paving projects being awarded under the budget estimate.

The designated fund balance of the General Fund is recommended to be increased↑ by \$100k to **\$750,000**. These monies are set aside for future park improvement projects.

The undesignated fund balance of the General Fund is expected to be about **\$1.8 million** at the end of FY2020 after the budget amendments are adopted. This exceeds↑ the Board stated goal of \$1.6 million for the General Fund undesignated fund balance ... but, with uncertainty related to the COVID-19 pandemic and matching monies needed for pending park grants, staff are not recommending that this be reduced any further.

(***Note** – *discussions on financing the development of the Schmidt Heritage Park are expected to occur in FY2021 after (1) the NORA millage is decided; (2) the Census numbers are known; and, (3) a decision on the status of the DDA. These will impact the “ask” of the voters for the bond revenues needed to finance this major capital expenditure.*)

- 2) The Municipal Street Fund revenues and expenditures are reduced↓ by **\$50k** because street paving proposals were under budget estimates. There is no impact of the fund balance for this Fund – which remains at about \$7k.
- 3) Fire/Rescue Fund revenues are decreased↓ by about **\$5k** – mostly due to reduced interest related to the recession.

Fire/Rescue Fund expenditures are increased↑ by over **\$15k** – mostly due to higher than

expected IT costs and retirement health costs related to a fire fighter that left employment due to disability.

The undesignated fund balance of the Fire Fund will be an estimated **\$232,334** after the budget amendments are adopted. This is sufficient to meet the Capital Improvement Plan for the department with regard to future capital purchases.

- 4) The Police Service Fund expenditures are increased↑ by **\$11k** – mostly due to increased fines.

The fund balance of the Police Services Fund will be an estimated **\$228k** at the end of FY2020.

- 5) The DDA Fund revenues are decreased↓ by about **\$27k** – mostly due to the settlement of the Health Pointe tax appeal that was settled at the BOR level.

At the same time, DDA expenditures are decreased↓ by about **\$82k** – mostly due the mid-block crossing project near the Meijer store being postponed to FY2021 because of the COVID-19 pandemic and lower than anticipated construction costs for the Robbins Road project.

The fund balance of the DDA Fund will be an estimated **\$1.7 million** at the end of FY2020, which will allow for a significant construction projects during FY 2021.

(***Note** – *Collection of DDA TIF revenues could be ceased in 2021. Discussion should occur during the FY2020 budget process on the status of the DDA.*)

- 6) The Pathway Fund expenditures are increased↑ by about **\$21k** – mostly related to repairs from car accidents that will be reimbursed.

The fund balance of the Pathway Fund will be an estimated **\$660k** at the end of FY2020, which will allow for a connector between Ferris Street and Lincoln Street along 160th Avenue to be constructed during FY2021 – as part of the paving of 160th Avenue.

- 7) The Sewer Fund revenues are increased↑ by over **\$187k** – mostly due to the early payment of sewer assessments for the Piper Lakes apartments.

The Sewer Fund expenditures are increased↑ by about **\$12k** – mostly due to higher than anticipated IT costs and the higher than anticipated cost of installing a standby generator for the Hofma Park lift station.

The fund balance of the Sewer Fund is increased↑ by over **\$175k** to an estimated **\$2.17 million** at the end of FY2020. This is a healthy reserve for this enterprise fund and will be needed for capital projects scheduled for FY 2021.

- 8) The Water Fund revenues are decreased↓ slightly – i.e., about **\$1k** – while the expenditures are decreased↓ significantly by about **\$108k** due to the Ferris Street water main extension being well below budget estimates.

The fund balance of the Water Fund is increased↑ by over **\$107k** to an estimated **\$2.9 million** at the end of FY2020. This is a healthy reserve for this enterprise fund and will be needed for capital projects scheduled for FY 2021.

- 9) Both the IT Fund revenues and expenditures are increased↑ by about **\$52k** – due to a spreadsheet error that listed specific FY2020 projects but did not include the project costs in the formula.

The fund balance of the IT Fund remains the same at just under **\$62k**.

- 10) The Retiree Health Care Fund revenues are increased↑ by just over **\$14k** while the expenditures are increased↑ by **\$11k**. The increase is mostly due to a fire fighter that resigned due to disability.

The projected fund balance of the Retiree Health Care Fund should increase slightly to about **\$155k** at the end of the current fiscal year.

If the Board supports the proposed budget amendments, the following motion may be offered:

Move to adopt Resolution 20-07-01 that adopts the “Six Month” budget amendments for fiscal year 2020.

If you have any questions or comments, please contact either Cargo or Sandoval at your convenience.

RESOLUTION NO. 20-07-01

WHEREAS, Grand Haven Charter Township has formally adopted the 2020 fiscal year budget;

WHEREAS, the Grand Haven Charter Township Board of Trustees have determined that the proposed attached amendments to this budget are necessary to comply with the requirements of the State of Michigan and to respond to events and changes that have occurred since the budget was originally adopted in 2019;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Grand Haven Charter Township determines:

SECTION 1:

This resolution shall be known as the Grand Haven Charter Township 2020 Six Month Budget Amendments.

SECTION 2:

The list of attached amendments to the 2020 fiscal year budget are found to be acceptable and are adopted by the Board.

SECTION 3:

Motion made by _____ and seconded by _____ to adopt the foregoing resolution upon the following roll call vote:

AYES:

NAYS:

ABSENT:

ABSENT AND NOT VOTING:

RESOLUTION DECLARED: ADOPTED.

The **motion** carried and the resolution was duly adopted on July 13, 2020.

Laurie Larsen, Township Clerk

Dated: July 13, 2020

GRAND HAVEN CHARTER TOWNSHIP
BUDGET AMENDMENTS & LINE ITEM TRANSFERS
GENERAL FUND
July 13, 2020

		From	To	+ or (-)
General Fund Revenues				
445.000	Interest & Penalties - Taxes	4,000	5,200	1,200
568.900	FEMA Grant - COVID 19	0	10,000	10,000
574.000	State Shared Revenues (Per May estimates)	1,387,260	1,287,260	(100,000)
610.000	Various Fees (City of GH, SL Village and Harbor Transit)	41,650	63,650	22,000
664.000	Interest Income (Not earning interest at HNB or MI Class)	42,870	32,870	(10,000)
667.000	Park Rentals (Cancellations due to COVID)	10,000	5,000	(5,000)
677.000	Reimbursements (Insurance reimbursements)	5,000	175,000	170,000
677.100	Reimbursements - Elections	44,000	38,000	(6,000)
694.000	Miscellaneous Income (Insurance Dividend)	3,000	7,000	4,000
TOTAL GENERAL FUND REVENUE		3,965,770	4,051,970	86,200
Dept. Group 101 - Legislative				
885.000	Community Promotion (July 4th fireworks, Coast Guard)	17,600	8,100	(9,500)
912.000	Health & Safety (COVID supplies)	100	1,000	900
956.000	Miscellaneous (Appreciation Dinner)	14,000	5,000	(9,000)
	Total	176,360	158,760	(17,600)
Dept. Group 172 - Administration				
702.000	Salaries - (Dumbrell contract with Harbor Transit)	102,300	106,400	4,100
715.000	FICA	17,200	17,520	320
718.000	Pension	27,240	27,650	410
802.000	Conferences, Dues & Subs	9,900	8,700	(1,200)
	Total	339,030	342,660	3,630
Dept. Group 191 - Finance				
801.001	Bank Charges (Earning no interest at HNB to cover fees)	3,250	6,250	3,000
	Total	252,730	255,730	3,000
Dept. Group 253 - Treasurer				
802.000	Conferences, Dues & Subs (Cancellation of conferences)	3,650	1,000	(2,650)
	Total	43,630	40,980	(2,650)
Dept. Group 257 - Assessing				
802.000	Conferences, Dues & Subs (Cancellation of conferences)	3,770	2,270	(1,500)
	Total	240,960	239,460	(1,500)
Dept. Group 262 - Elections				
727.000	Office Supplies & Postage (AV ballot postage)	13,900	19,900	6,000
970.000	Capital Outlay (Elections trailer)	8,000	7,000	(1,000)

GRAND HAVEN CHARTER TOWNSHIP
BUDGET AMENDMENTS & LINE ITEM TRANSFERS
GENERAL FUND
July 13, 2020

	From	To	+ or (-)
976.000 Equip Purchases (Protective sheilding & AVCB tabulator)	3,500	9,370	5,870
Total	151,730	162,600	10,870
Dept. Group 265 - Building & Grounds			
719.000 Health Insurance	2,070	2,700	630
727.000 Office Supplies & Postage	0	100	100
803.000 Contracted Services (Disinfecting mist of offices)	13,550	17,550	4,000
817.000 Miss Dig Services	500	700	200
863.000 Fuel Expense	1,000	1,500	500
930.000 Maint & Repair of Building & Grounds (Partitions)	55,250	57,610	2,360
Total	341,150	348,940	7,790
Dept. Group 276 - Cemetery			
719.100 Dental Insurance	660	1,260	600
930.000 Maintenance of B&G (Fence at Historic Cemetery)	6,400	13,100	6,700
970.250 Capital Outlay - Professional Fees (Cemetery expansion)	0	7,200	7,200
Total	250,380	264,880	14,500
Dept. Group 371 - Community Development			
802.000 Conferences, Dues & Subs (Cancelled conferences)	7,880	3,630	(4,250)
956.000 Miscellaneous (Builders Forum)	600	100	(500)
Total	613,850	609,100	(4,750)
Dept. Group 448 - Street Lighting			
930.000 Maintenance & Repair (School signs)	0	1,500	1,500
Total	127,340	128,840	1,500
Dept. Group 751 - Parks and Recreation			
719.000 Health Insurance	5,270	6,370	1,100
801.000 Legal & Professional Fees (Preserve Boardwalk & Tower)	1,500	6,500	5,000
932.200 Buchanan Access (No beach attendant or Porto-potty)	3,580	1,000	(2,580)
970.000 Capital Outlay (Hofma Preserve Floating Bridge)	31,000	191,000	160,000
970.250 Capital Outlay - Professional Fees (Floating Bridge)	0	25,000	25,000
Total	318,380	506,900	188,520
Dept. Group 966 - Appropriation Transfers			
999.200 Operating Transfers Out - IT	161,050	195,000	33,950
999.204 Operating Transfers Out - Transportation	250,000	200,000	(50,000)
999.736 Operating Transfers Out - Retiree Health	8,600	14,000	5,400
Total	1,148,410	1,137,760	(10,650)
TOTAL GENERAL FUND EXPENDITURES	4,140,850	4,333,510	192,660

**GRAND HAVEN CHARTER TOWNSHIP
BUDGET AMENDMENTS & LINE ITEM TRANSFERS
GENERAL FUND
July 13, 2020**

	From	To	+ or (-)
GENERAL FUND - FUND BALANCE:			
Fund Balance (from 2019 Financial Audit)			2,861,742
2020 Revenue			3,965,770
Total Revenue budget amendments			86,200
2020 Amended Revenue			4,051,970
2020 Expenditures			4,140,850
Total Expense budget amendments			192,660
2020 Amended Expenditures			4,333,510
Net Budget Amendments			(106,460)
Projected Total Fund Balance - 12/31/20			2,580,202
Projected Undesignated Fund Balance - 12/31/20			1,830,202
Projected Designated Fund Balance - 12/31/20			750,000



MANAGER'S MEMO

DATE: July 8, 2020

TO: Township Board

FROM: Bill

SUBJECT: 2021 Fiscal Year Budget Policies

OVERVIEW OF SCHEDULE:

Pursuant to state law, the Township must adopt a budget prior to December 31st (*with a public hearing prior to December 15th*). However, because the Winter Taxes are mailed to residents on December 1st; and, because the Winter Taxes contain special assessments that are approved through the Budget Resolution; and, because the new Board will be sworn into office on **November 20th** (*pursuant to state law*), staff propose to have the final draft of the budget approved on the **October 26th Board meeting**.

The review of the FY 2021 budget remains one of the main planning and policy activities of the Township Board. Following the guidelines found in the Township's *Administrative Policies and Procedures Manual*, the timetable for the 2021 Fiscal Year budget is as follows:

Date	Activity
07-13	Superintendent provides detailed budget assumptions and policies memorandum to the Board for approval
07-21	Superintendent holds informational meeting for department directors
08-10 to 08-31	Department heads submit proposed revenue and expenditure plans to Superintendent and/or Finance Director
09-14	Schedule Truth-in-Taxation Public Hearing
09-28	Truth-in-Taxation Public Hearing
09-14 to 10-28	Superintendent meets with department directors to review budget
10-12	SAD Hearing held by Township Board
10-14	Superintendent submits proposed line-item budget to the Township Board
10-20	Township Board reviews line item budget at a special work session
10-26	Truth-in-Budgeting Public Hearing held by Township Board
10-26	General Appropriations Act adopted by Township Board

BUDGET ASSUMPTIONS:

As you are aware, under state law, the Township Superintendent is required to prepare and submit a budget to the Township Board for consideration. However, pursuant to the Township's *Administrative Policies and Procedures Manual*, the Township Board must first adopt the 2021 Fiscal Year budget assumptions and policies memorandum that provides detailed direction regarding the budget. (*Work on the FY 2021 budget began in June at the staff level.*)

Although there remains a great deal of economic uncertainty, the budget assumptions for the FY 2021 that will impact the **revenue** side of the budget equation include the following:

- ✓ **The United States (and the world) are in a recession brought on by the coronavirus pandemic.** In fact, our current economic predicament has been called the "*most severe economic recession in nearly a century*".

That said, there are hopeful signs that the economy has started to recover. But, how quickly the economy will recover and when (*or if*) the economy will achieve pre-pandemic levels are uncertain. Therefore, most projections on revenues based upon sales taxes or property taxes will remain relatively flat.

- ✓ A "**Truth in Taxation**" hearing will be held on **September 28th**. The General Fund millage rate is expected to drop from 1.04 mills to **1.0397 mills**, which will generate about \$905k (*an increase of about \$29k over previous*).
- ✓ The FY 2020 **Taxable Value** (TV) of the Township has **increased**↑ by about **3.65%** or about **\$31 million** to the current estimate of about **\$870 million**. (*The SEV for the Township exceeds \$1.1 billion.*)
- ✓ The Taxable Value of the **DDA** is estimated at about **\$62.3 million**. TIF revenues will be collected based upon the increase of the 2020 taxable values over the 1998 taxable values, which should collect about **\$632k**. (*It is likely that the DDA will either re-set its capture or dissolve in FY2021.*)
- ✓ The **Disabled Veterans exemption** – based upon current exemptions – is expected to reduce property tax collections. The FY 2021 revenue loss is estimated at \$4k for the General Fund; \$7k for the Fire/Rescue Fund; \$1.7k for the Pathway Fund; and, \$1.2k for the Municipal Street Fund.
- ✓ The **General Operating millage** will generate about **\$843** in revenues, after the "capture" of the tax increment revenues by the DDA.
- ✓ The **Fire/Rescue millage** will generate about **1.48 million** in revenues, after the "capture" of the tax increment revenues by the DDA.
- ✓ The **Pathway millage** will generate about **\$354k** in revenues, after the "capture" of the tax increment revenues by the DDA. (*This will be sufficient to cover the debt payments at about*

\$292k and provide about \$62k for maintenance, which will be in addition to GF monies.) It is noted that the final “leg” of the pathway between Lincoln Street and Ferris Street is scheduled to be constructed along 160th Avenue – as part of the paving of this gravel road.

- ✓ The **Streets millage** will generate about **\$739k** in revenues, after the “capture” of the tax increment revenues by the DDA. *(This will be sufficient to cover both the Township’s share of the Harbor Transit operating budget of 0.60 mills or about \$487k and provide about \$252k – after the DDA capture – for street maintenance, which will be in addition to GF monies.)*
- ✓ The **Police Services SAD** levy will collect about **\$479k**, which is the equivalent of approximately 0.55 mills, and is the current millage levy (*i.e., no change*).
- ✓ **Construction** estimates in the Township for 2021 have been delayed due to the COVID-19 pandemic. That said, at this point, staff are assuming that actual construction will be substantially similar to current.
- ✓ **State shared revenues** (*constitutional and statutory*) are estimated at \$1.35 million for FY2021.

*(*Note – state shared revenues are typically adjusted in the year following a census. Because of an expected significant increase in the Township’s population, it is assumed that the impact on the Township’s formula will be very positive. However, due to the COVID-19 pandemic and the delay of the census ... staff are assuming any “windfall” in new state shared revenues may be delayed until 2022.)*

- ✓ **Millage rates** for the Township’s various Funds will be **4.7041 mills** and divided among the various funds as noted below:
 - 1.0397 mills for the General Fund or about \$908k;
 - 1.8233 mills for the Fire/Rescue Fund or about \$1.59 million;
 - 0.9115 mills for the Transportation Fund or about \$796k;
 - 0.5500 mills for the Police Services Fund or about \$479k; and
 - 0.4361 mills for the Pathway Fund or about \$381k.
- ✓ **Administrative fees** paid to the General Fund will be about equal during FY 2021.
- ✓ **Water and Sewer utility rates** will increase↑ by 3% for water and 3% for sewer. Further, there will be an estimated 50 new water connections and 30 new sewer connections.
- ✓ All other fees and charges are expected to remain stable for FY 2021.

The fund balance or cash reserves of the Township’s twelve (12) Funds at the end of FY 2020 will remain strong with the following estimates based upon the most recent budget amendments:

1. General Fund <u>undesignated</u> fund balance	= \$ 1,830,202
General Fund <u>designated</u> fund balance	= \$ 750,000

2. Municipal Street Fund fund balance	= \$	6,983
3. Fire/Rescue Fund fund balance	= \$	232,334
4. Pathway Fund fund balance	= \$	660,897
5. Police Services SAD Fund fund balance	= \$	228,270
6. DDA Fund fund balance	= \$	1,700,098
7. Pathway Debt Fund	= \$	3
8. Building Debt Service Fund fund balance	= \$	249
9. Sewer Fund cash reserves	= \$	2,168,981
10. Water Fund cash reserves	= \$	2,906,515
11. OPEB Trust fund balance	= \$	155,346
12. Information Technologies fund balance	= \$	61,820
GRAND TOTAL		= \$10,701,698

These fund balance numbers will be adjusted at least two more times in during FY2020 due to budget amendments that will be proposed. However, the number should remain substantially similar.

The budget policies that will impact the expenditure side of the budget equation include the following:

First, the superintendent is recommending adoption of a modified "*continuation budget*". This means that there will be no significant new programs added or major services eliminated except as delineated in this budget policies memorandum under "Capital Projects and Other Changes".

Second, the budget will include a Cost-of-Living Adjustment (COLA) to the MML Wage Study. Further, the Township does not provide "performance" pay increases; but, rather follows the step increases listed in the MML wage study.

Specifically, it is noted that the Township uses a July to July "chained" CPI to determine any Cost-of-Living- Adjustment (COLA) for staff. Unfortunately, this figure will not be available until about **August 11th**.

That said, the most recent information from the United States Bureau of Labor Statistics, based on the percent changes of the Chained Consumer Price Index or C-CPI-U for the previous twelve months ending on May 30th indicates **a CPI rate of 0.0%**. Therefore, until the July statistics are released, the budget will be developed with no planned increase for staff salaries – except for those staff that are eligible for a step increase.

(Recall that the Township Board agreed to use the C-CPI-U to determine the cost-of-living allowance provided to non-union employees and further instructed staff to use a July to July measurement focus to ensure there is continuity from one budget year to the next.

Further, it is noted that the Chained CPI is designed to be a closer approximation to a "cost-of-

living" index than the CPI that is normally reported in the news. The Chained CPI is used to overcome a shortcoming of the CPI series, which does not account for the changes that people make in the composition of goods that they purchase over time, often in response to price changes. The alternative method of the C-CPI-U is intended to capture consumers' behavior as they respond to relative price changes.)

Third, it is noted that the six members of the Local 4476 International Association of Fire Fighters (IAFF) are covered by a collective bargaining agreement that currently provides the union members the same cost-of-living adjustment as the Board accords to non-union Township employees.

That said, Fire/Rescue labor costs will increase beyond inflation because of the number of emergency runs. This results in a greater reliance on part-time staff and over-time to provide necessary coverage.

Examining staffing levels within the Fire/Rescue department will be a priority for the new Fire/Rescue Chief.

Fourth, the items within the Township's benefit package offered to employees will neither increase nor decrease over the current fiscal year and any cost increase will be limited to projected premium costs estimated by staff and the respective insurance companies.

However, full-time staff may be required to contribute **up to 20%** of the cost of their respective health insurance premiums for Fiscal Year 2021, assuming that the Township cannot stay below↓ the "Hard Cap" that is calculated annually by the State of Michigan.

Currently, the projected insurance increases are estimated as follows:

- Health insurance cost increases are projected to be about 3% for the current health care plan. *(Human resources Director Dumbrell will be meeting with the West Michigan Insurance Pool to determine if costs savings are possible. It is unknown whether the Township will remain below the state-mandated "hard cap" until the State of Michigan releases their inflation figures.)*
- Dental Insurance premiums are projected to increase by 3%.
- Disability and Life insurances are expected to increase by 3%.
- Liability insurance (*e.g., building and grounds, vehicle, employee bonding and liability, etc.*) are expected to increase by between 10% and 15% partially due to new pathways, Fire apparatus, and other assets being added.
- Workers Compensation insurance costs will decrease, resulting in a savings of about \$10k.

Fifth, the staffing level at the Township will remain level. *(However, the Fire/Rescue department will be examining staffing levels for full-time fire fighters and other alternatives to ensure proper coverage within the Township given the number of emergency responses.)*

CAPITAL COSTS AND OTHER CHANGES IN EXCESS OF \$5,000:

The following lists the notable capital expenditures and other costs being proposed for the Fiscal

Year 2021 budget.

General Fund:

Normal Operations with certain capital expenditures or other changes that include the following:

Legislative:

- Normal operations.

Supervisor:

- Normal operations.

Elections:

- Normal operation with only one election GHAPS election budgeted.

Finance:

- Normal Operations.

Assessing:

- Normal operations.

Clerk:

- Normal operations.

Board of Review:

- Normal operations.

Administrative:

- Normal operations.

Treasurer:

- Normal operations.

Building and Grounds:

- Normal operations, except for the following:
 - ✓ \$45,000 – replacement of 5/4 dump truck (*portion will be paid by Parks and Pathway, also*)
 - ✓ \$9,000 – replacement of salt spreader (*portion will be paid by Parks, also*)

Cemetery:

- Normal operations.

Community Development:

- Normal operations.

Road Construction:

- \$580,000 General Fund transfer to the Municipal Street Fund.

Lights District:

- Normal operations. (*More lights will be changed over to LED fixtures; thereby lowering operating costs.*)

Waste Collections:

- Normal operations.

Drains at Large:

- At-large contributions for drain maintenance are high for FY 2021 (*i.e., about \$40,000*) with payments due at the March settlement. The actual assessments are expected to be released at the end of September.
- The so-called “Orphan Drain” project will continue and take five or more years to complete, which will identify all orphan drains, schedule Board of Determination hearings, and bring the orphan drains under the authority of the Ottawa County Water Resources Commissioner.

Parks:

- Normal operations except for the following:
 - ✓ \$15,000 to replace lawn tractor

It is noted that **if** the MNRTF grant for the Witteveen farm property is approved by the State in December, that actual construction and/or design could begin in 2021 – which would require a budget amendment.

The Parks and Recreation Committee may be requesting additional projects.

Planning Commission:

- Normal operations except for the following:
 - ✓ \$15k natural resources study evaluation of Hofma Park & Preserve
 - ✓ \$15k carry-forward for a design tool kit to accompany the Zoning Ordinance

Zoning Board of Appeals:

- Normal operations.

Appropriation Transfers:

- \$580,000 to Transportation Fund
- \$235,000 to Re-funded Building Debt Fund (*portion from Water & Sewer Funds*)
- \$ 40,000 to Retiree Health Care Fund
- \$320,000 to Pathway Fund (*normal maintenance & pathway extension on 160th*)

Municipal Street Fund (*includes Harbor Transit contribution*):

Normal operations with a division of monies raised from the 0.9115 millage rate between street paving and Harbor Transit, after the capture of the TIF revenues by the DDA, that is substantially similar to FY 2020 (*i.e., 0.60 mills or about \$482k to Harbor Transit and 0.3115 mills or about \$252k for street maintenance*) and a \$580k contribution from the General Fund for street resurfacing and maintenance. Projects will include:

- \$550k to pave 160th Avenue between Ferris Street and Lincoln Street;
- \$250k for subdivision re-surfacing; and,
- \$32k for dust control on gravel.

This budget does not include funds for subdivision paving for FY 2021. The total spent on road maintenance in FY 2021 will be about **\$832k**.

(***Note** – *depending upon the strength of GF revenues, the monies for street re-surfacing could be increased by \$100k.*)

Fire/Rescue Fund:

Fire/Rescue service calls are expected to continue to increase↑ and are expected to exceed↑ 1,400 during FY 2021, which is an average of about 3.8 calls per day.

The Fire/Rescue Fund will have much smaller capital expenditure budget in FY2021 when compared to previous. Specifically, the following capital expenditures and purchases will occur:

- \$30k to purchase new Brush Truck through State Purchasing
- \$12.5k to refurbish pump, lights and equipment on brush truck
- \$10k to purchase four sets of turnout gear
- \$39k to purchase new Zoll X Series life pack/cardiac monitor
- \$175k to replace all SCBAs – payment is expected through regional firefighters’ grant

It is noted that the collective bargaining agreement with the Local IAFF union is valid through FY 2022.

Staffing levels for full-time fire fighters or other alternatives to ensure proper coverage within the Township given the number of emergency responses is an issue that remains unresolved.

Further, staff are proposing an architectural space needs analysis/review. In brief, because the department has experienced tremendous growth in emergency runs - mostly medicals – many aspects of the 26-year old station are problematic. The Township Board will be required to determine if we can/should expand or raze and build new.

Pathway Fund & Pathway Debt Fund:

Normal operations (*e.g., sweeping, snow plowing, etc.*) except for the following:

- \$315,000 for a Lincoln Street to Ferris Street connector along 160th Avenue (*which will also be paved*);
- \$185,000 for retaining wall repairs and repairs at Pottawattomie bridge crossing;
- \$300,000± for bond payments;
- \$11,000 for crosswalk painting & approach markings.

Please note that no pathway resurfacing is planned for 2021.

Police Services SAD Fund:

The annual expenditures should remain about to FY2020.

DDA Fund:

The DDA will collect about **\$632k** in Tax Increment Finance (TIF) monies. The DDA will have two (2) projects for 2021, which will include:

- Extend sanitary sewer from the east side of US-31 at Hayes Street to the west side at a cost of about \$870k
- Construct a mid-block crossing Timberview Drive – across from Meijer – at a cost of about \$30k.

(*Note – because these two projects are estimated to be less than the current fund balance of the DDA fund, collection of DDA TIF revenues could be ceased in 2021. Discussion should occur during the FY2020 budget process on the status of the DDA.)

Building Debt Fund:

Normal debt payments (i.e., about **\$235k**). The debt payment in May of 2021 will be the final debt payment for this outstanding bond.

Sewer Fund:

Normal operations, except for the following:

- Change the Hofma lift station F/M to west side of US-31 \$850,000
- Standby Generator for East Ferris lift station \$ 85,000
- Upgrades to the Hofma Park lift station \$410,000
- Capacity Study / Recommendation for 168th Avenue lift Station \$ 10,000
- Camera and Jet/clean segments of sewers \$ 55,000
- Evaluation Study of M-45/US-31 force main \$ 30,000

Because of these capital projects, there will be a significant drawdown of the Sewer Fund’s cash reserve during FY2021.

Water Fund:

Normal operations, except for the following:

- ✓ Construction of Ferris/160th Avenue loop \$700,000
- ✓ State required Risk/Resiliency Assessment and Emergency Response Plan Update \$ 26,000

(*Note – There are two alternatives regarding the extension of water main along Ferris Street and 160th Avenue. Alternative #1 would be to extend water the length of Ferris Street without installation along 160th Avenue at a cost of about **\$1.1 million**. Alternative #2 would be include both 160th and Ferris Street in the extension project at as cost of about **\$1.4 million**.)

Retiree Health Care Trust Fund (OPEB):

Normal operations, except that the Township’s last valuation will be updated with roll-forward techniques to produce the necessary disclosures under GASB 74 for 2017 (which will include GASB 45 – employer accounting entries – based on information provided in the 2018 report and contribution information). A full valuation report was completed by Watkins Ross for the costs and disclosures required under GASB 75.

Payment is estimated at about **\$30k** – with about \$9k from the General Fund and \$21k from the Fire/Rescue Fund.

Information Technology Fund:

Normal operations – including replacements – with few capital projects.

If the Board is satisfied with the budget outlined within this Budget Policies memoranda – understanding that the “*devil is in the details*” – the following motion can be offered:

Move to adopt the 2021 detailed budget assumptions and policies as delineated by the Superintendent within the July 8th memorandum and to instruct the Superintendent to proceed with completion of a 2021 Fiscal Year line item budget for Board review and consideration pursuant to state law and the proposed budget schedule.

If there are any questions or comments prior to the meeting, please contact Sandoval or me at your convenience.



Administrative Memo

DATE: July 9, 2020

TO: Township Board

FROM: Cargo and Schrader

RE: CARES Act

The “CARES Act” provides grants for payments or reimbursement of first responders hazard pay. It will allow reimbursement of an hourly wage or one lump sum not to exceed \$1,000 (*with a total estimated cost of \$30,000*). Further, this “hazard pay premium” must be paid out before September 30th. Payment will be on a first come – first serve basis.

Applications for the reimbursement were made available by the State Treasury Department on **July 8th**.

It has been consistently noted that the Township Fire/Rescue Department is exceptional with members that are deeply committed to the community. This is demonstrated with their service and the many hours they spend away from their families.

Further, this pandemic has offered some unique challenges that have been different from dangers previously faced. For example, four months ago it was unknown how COVID-19 was transmitted and if the Fire/Rescue staff could be carrying this virus back to their families. Regardless, the members of the department continued to serve this community and embody the core values of Professionalism, Intuition, Moral and Physical Bravery while maintaining a Passion to Serve. They have done an incredible job adapting to the changes and challenges that this Pandemic created.

As a result, Interim Fire Chief Schrader and Manager Cargo recommend that each member of the Grand Haven Township Fire Rescue Department – both full-time and part-time – be paid a \$1,000 “hazard pay premium” and that the Township seek reimbursement through the CARES Act.

If the Board concurs, the following motion could be offered for consideration:

Motion to authorize the Township provide payment of \$1,000 for all Fire/Rescue staff as a “Pandemic Hazard Pay Premium” and instruct administrative staff to seek reimbursement through the CARES Act.

Please contact Schrader or Cargo if you have any questions or comments.

SUPERINTENDENT'S MEMO

DATE: July 9, 2020

TO: Township Board

FROM: Cargo

SUBJECT: Speed Limit on Lincoln Street between US-31 and Lakeshore

The Ottawa County Road Commission completed a speed study on Lincoln Street between US-31 and Lakeshore Avenue that indicated that the 85th percentile speed was about **50 mph** ... a reduction↓ of 5 mph from the presumptive speed limit of 55 mph.

That said, the OCRC asked whether GHT would support a slight reduction of the presumptive speed limit ... or whether the Township would want to wait a year to see if a new speed study resulted in a lower limit.

Although I support “*a bird in the hand*” and would accept a slight reduction now – as opposed to a possible larger reduction in the future – I consider this to be a policy decision and am asking for the Board to provide direction.

If you have any questions or comments, please contact Cargo prior to the Board meeting.

SUPERINTENDENT'S MEMO

DATE: July 9, 2020
TO: Township Board
FROM: Cargo
SUBJECT: Business Recognition Program

As previously noted, due to COVID-19, the Chamber of Commerce will not be having an awards ceremony during 2020. Instead, during the 2021 Business Recognition Luncheon, the communities will celebrate all the award recipients for both 2020 and 2021

The Director of Economic Development (*i.e., Elizabeth Butler*) will coordinate the creation of the 2020 Proclamations with by the State of Michigan and Ottawa County. These Proclamations will be presented to the businesses during 2020. The Chamber will also post the award in the Tribune in 2020.

The actual awards will be given out in 2021. In addition, the Chamber will celebrate during this event any business in the 5 units of government that is celebrating 100 years in business. The 2021 Business Recognition Luncheon will be held at the Community Center in Grand Haven.

That said, Supervisor Reenders requested suggestions for the 2020 Business Recognition recipient. So far, the following suggestions have come from staff or elected officials:

- ✓ **The Shoreline Center** www.theshorelinecenter.com : They're currently building their new/permanent facility behind Morden Electric on 168th Avenue and are renting three suites in the Township on Robbins Road.
- ✓ **The Village at Rosy Mound** : This business has made a substantial investment and allowed the Township to meet a strategic goal of providing more housing for seniors.
- ✓ **Corporate Cleaning** : During this COVID-19 pandemic, this business has been providing both cleaning and disinfection services.
- ✓ **VIP Equipment** : This business made an investment in an unused industrial building and provides an important service to the community.
- ✓ **Mattson Landscaping** : Located on Winans Street, a 1986 graduate from the GHAPS, this company has been providing quality services for residents and businesses.

If you have any further suggestions, please contact Cargo or Reenders prior to the Board meeting.



2020 BUSINESS RECOGNITION AWARD PROGRAM NOMINATION FORM

Please return to Elizabeth Butler at The Chamber by April 15, 2020

Business Name: _____

Contact: _____ Title: _____

Address: _____

City: _____ State: MI Zip Code: _____

(1) Project/Activity: _____

Guidelines you may use in considering your Nominee as applicable:

(2) Number of Existing Jobs prior to Project/Activity: _____

(3) New Jobs Created due to Project/Activity: _____

(4) Increase in Production/Sales (%): _____

(5) Dollar amount invested in Project/Activity: _____

(6) Community Contributions

(7) Year company was started or purchased: _____

ADDITIONAL INFORMATION AND COMMENTS: _____

Building Permit Report - Monthly

			Estimated Cost	Permit Fee
ACCESSORY BUILDING				
P20BU0198	TICHELAR CHRISTIAN W-MELINDA R	15857 OBRIEN CT	\$10,000	\$168.00
			\$10,000	\$168.00
			<i>Total Permits For Type:</i>	<i>1</i>
ADDITIONS				
P20BU0057	BOWERS ALAN	15195 MERCURY DR	\$35,000	\$786.55
P20BU0079	SMITH ROSS J-KYLENE R	13321 FOX RIDGE CT	\$220,000	\$1,423.40
P20BU0096	MCGREW ROBERT-TARYN	13607 STREAMSIDE CT	\$39,745	\$382.40
P20BU0130	HATFIELD ROY-DEBRA	12625 144TH AVE	\$26,730	\$293.35
			\$321,475	\$2,885.70
			<i>Total Permits For Type:</i>	<i>4</i>
ADDRESS				
P20AD0007	SEES AUSTIN-HANSON MEGAN	15120 MERCURY DR	\$0	\$14.00
P20AD0008	HALL WAYNE E-KATHLEEN A TRUST	15030 COPPER PL	\$0	\$14.00
P20AD0009	OLIVERI KEITH-JILL	13076 BOULDERWAY TR	\$0	\$14.00
P20AD0010	DIRKSE MIKEL-DEBORAH	15433 CLOVERNOOK DR A,B,C,D	\$0	\$14.00
			\$0	\$56.00
			<i>Total Permits For Type:</i>	<i>4</i>
AG EXEMPT				
P20AG0002	REENDERS MARVIN BLUE ACRES	14628 PIERCE ST	\$0	\$50.00
			\$0	\$50.00
			<i>Total Permits For Type:</i>	<i>1</i>
ALTERATIONS				
P20BU0109	SOULE MASON GRANT-MARCIA	11720 168TH AVE	\$45,500	\$423.50
P20BU0141	TUSHEK JOEL R-MOLLY J	14506 LINCOLN ST	\$5,000	\$89.25
P20BU0151	KLAASEN RACHEL L	15089 178TH AVE	\$25,000	\$279.65
P20BU0161	RUITER MARTIN-TERRI	12439 168TH AVE	\$0	\$168.00
P20BU0177	GLASSER RICHARD B-LEANN	17597 DUNESIDE DR	\$55,000	\$485.15
P20BU0197	WHEATON PAUL L	15335 WINCHESTER CIR PVT	\$2,200	\$63.00
P20BU0199	BRIGGS MARTIN D-CASE JODY L	15110 LAKESHORE DR	\$10,690	\$183.75
P20BU0206	NARROW GATE HOLDINGS LLC	14114 152ND AVE 14116	\$50,400	\$457.75
P20BU0213	POTTORFF GERALD D SR-KAREN J	14671 178TH AVE	\$55,092	\$492.00
P20BU0222	DENTON ALAN-JOYCE	12831 SUMMERSET DR	\$12,000	\$190.60
			\$260,882	\$2,832.65
			<i>Total Permits For Type:</i>	<i>10</i>
BASEMENT FINISH				
P20BU0135	PRINGLE RIYA NICOLE TRUST	15655 GRAND POINT DR	\$7,500	\$136.50
P20BU0179	NELSON JOSEPH-KRISTIN	15144 JASMIN CT	\$15,460	\$268.00
P20BU0205	GURR MICHAEL-CINDY	15047 COPPERWOOD DR	\$20,927	\$272.80

Building Permit Report - Monthly

	Estimated Cost	Permit Fee
	\$43,887	\$677.30
	<i>Total Permits For Type:</i>	3

COMMERCIAL REMODEL

P20BU0123	REENDERS BLUE ACRES LLC	9981 WEST OLIVE RD	\$25,000	\$279.65
P20BU0133	ROBBINS ROAD REAL ESTATE LLC	17272 ROBBINS RD BLDG S	\$234,444	\$2,995.65
P20BU0168	AMERICAN DUNES LLC	17000 LINCOLN ST	\$110,000	\$1,045.90
			\$369,444	\$4,321.20
			<i>Total Permits For Type:</i>	3

DECK

P20BU0132	TROWBRIDGE JON-SHANA	15067 154TH AVE	\$0	\$63.00
P20BU0150	KOSANIC STEVEN J-SHERRILL A	13046 BLACKHAWK AVE	\$11,854	\$190.60
P20BU0160	CARGO WILLIAM D-DEBRA K	13387 HIDDEN CREEK DR	\$8,027	\$63.00
P20BU0162	FIGURSKI KENNETH	15900 BRUCKER ST	\$2,000	\$42.00
P20BU0164	FRYER DONALD A-JEAN A TRUST	12577 CANTERBURY CT PVT	\$7,500	\$136.50
P20BU0176	VUKUSIC JOSKO-BETHANY	15167 BRIARWOOD ST	\$0	\$63.00
P20BU0201	TAYLOR DAVID B-CAROLYN A	15177 FERRIS ST	\$1,500	\$42.00
P20BU0207	GREEN LINDA	13860 LAKESHORE DR	\$4,800	\$89.25
P20BU0212	RIVER HAVEN OPERATING COMPANY LLC	14481 MAPLETREE LN	\$1,600	\$92.00
P20BU0214	DOBREZ TRUST	15348 COVE ST	\$30,000	\$313.90
P20BU0215	MARCUS DAVID W-JEAN M	13679 MEADOWBROOK LN	\$4,500	\$89.25
			\$71,781	\$1,184.50
			<i>Total Permits For Type:</i>	11

ELECTRICAL

P20EL0099	HAMSTRA TODD A-MARY L	13724 148TH AVE	\$0	\$56.00
P20EL0115	FULLER CRAIG-HANNAH TRUST	15348 ARBORWOOD DR	\$0	\$56.00
P20EL0116	SIGNATURE LAND DEVELOPMENT CO	14653 WINDWAY DRIVE	\$0	\$262.00
P20EL0117	VEEDER FAMILY TRUST	11755 GARNSEY AVE	\$0	\$60.00
P20EL0118	ROSENDALL ERIC	15690 COMSTOCK ST	\$0	\$232.00
P20EL0119	BOLE CHRISTY J	16165 GARY AVE	\$0	\$50.00
P20EL0120	VESS KAREN ANNE	13407 152ND AVE	\$0	\$204.00
P20EL0121	HATFIELD ROY-DEBRA	12625 144TH AVE	\$0	\$120.00
P20EL0122	RIVER HAVEN OPERATING COMPANY LLC	14537 WHITE PINE LN	\$0	\$55.00
P20EL0123	RIVER HAVEN OPERATING COMPANY LLC	13855 RIVER HAVEN BLVD	\$0	\$55.00
P20EL0124	RIVER HAVEN OPERATING COMPANY LLC	13866 PINWOOD DR	\$0	\$55.00
P20EL0125	RIVER HAVEN OPERATING COMPANY LLC	14502 CROOKED TREE LN	\$0	\$55.00
P20EL0126	OWEN DEVON-KRISTIN	16944 BUCHANAN ST	\$0	\$118.00
P20EL0127	ROBBINS ROAD REAL ESTATE LLC	17272 ROBBINS RD BLDG S	\$0	\$435.00
P20EL0128	PRINGLE RIYA NICOLE TRUST	15655 GRAND POINT DR	\$0	\$114.00
P20EL0129	MEIJER INC	15000 US-31 14900	\$0	\$164.00

Building Permit Report - Monthly

			Estimated Cost	Permit Fee
P20EL0130	STEWART-CARR- CONNIE	13187 160TH AVE	\$0	\$55.00
P20EL0131	MORRIS LORIE A	15780 LAKE AVE	\$0	\$55.00
P20EL0132	FRENCH KAITLYN-HUTZEL NICHOLAS	17884 SHORE ACRES RD	\$0	\$110.00
P20EL0133	SCHEUERMAN MARTHA A	10331 SHANNONS WY	\$0	\$211.00
P20EL0134	RIVER HAVEN OPERATING COMPANY LLC	13578 OAKTREE COURT	\$0	\$56.00
P20EL0135	RIVER HAVEN OPERATING COMPANY LLC	14561 DOGWOOD CT	\$0	\$56.00
P20EL0136	RIVER HAVEN OPERATING COMPANY LLC	14514 CROOKED TREE LN	\$0	\$56.00
P20EL0137	RIVER HAVEN OPERATING COMPANY LLC	13749 SUNRISE COVE	\$0	\$56.00
P20EL0138	SMITH ROSS J-KYLENE R	13321 FOX RIDGE CT	\$0	\$204.00
P20EL0139	GLASSER RICHARD B-LEANN	17597 DUNESIDE DR	\$0	\$141.00
P20EL0140	NELSON JOSEPH-KRISTIN	15144 JASMIN CT	\$0	\$106.00
P20EL0141	RADLEY DANIEL-KATIE	10221 SHANNONS WY	\$0	\$167.00
P20EL0142	DKEJ LLC	16925 ABILITY WAY	\$0	\$100.00
P20EL0143	STEWART-CARR- CONNIE	13187 160TH AVE	\$0	\$63.00
P20EL0144	OSBORN DAVID R-STEPHANIE	12152 FOREST BEACH TR PVT	\$0	\$66.00
P20EL0145	DURAND JASON R	13075 ACACIA DR	\$0	\$66.00
P20EL0146	BARBRICK PHILLIP-LUSSETTA	15112 DAVID ST	\$0	\$60.00
P20EL0147	ROBBINS ROAD REAL ESTATE LLC	17272 ROBBINS RD BLDG S	\$0	\$100.00
P20EL0148	TRUELOVE BRIAN J-DONNA M	17462 PINE BLUFF CT PVT	\$0	\$122.00
P20EL0149	MCGREW ROBERT-TARYN	13607 STREAMSIDE CT	\$0	\$172.00
P20EL0150	ANDREE CHRISTOPHER L-JAMIE	15963 OBRIEN CT	\$0	\$55.00
P20EL0151	LEARY ROBERT C-KATHLEEN	10059 HIAWATHA DR	\$0	\$56.00
P20EL0152	LANS ERIC M-TONIA J	13351 LAKESHORE DR	\$0	\$66.00
P20EL0153	HAYES TOBY L-LINDA M	14721 PEPPERRIDGE AVE	\$0	\$60.00
P20EL0154	SMITH FREDERICK A-JENNINE	12988 BOULDERWAY TR	\$0	\$60.00
P20EL0155	ROBBINS ROAD REAL ESTATE LLC	17272 ROBBINS RD BLDG S	\$0	\$65.00
P20EL0156	NOLL PATRICIA S	15216 164TH AVE	\$0	\$66.00
P20EL0157	COTUGNO CRAIG-DELABAR LISA	10317 MESIC DR	\$0	\$66.00
P20EL0158	SIGNATURE LAND DEVELOPMENT CO	14576 WINDWAY DRIVE	\$0	\$254.00
P20EL0159	SIGNATURE LAND DEVELOPMENT CO	14617 WINDWAY DRIVE	\$0	\$254.00
P20EL0160	RODERICK ANDREW-WICKENHEISER HALB	2836 MARIPOSA ST	\$0	\$64.00
P20EL0161	HOLMBERG ELIZABETH	15078 178TH AVE	\$0	\$65.00
P20EL0162	POTTORFF GERALD D SR-KAREN J	14671 178TH AVE	\$0	\$156.00
P20EL0163	LARSEN LAURIE	14400 160TH AVE	\$0	\$62.00
P20EL0164	KALAYTANOVA ELENA	14664 154TH AVE	\$0	\$56.00
P20EL0165	ROBBINS ROAD REAL ESTATE LLC	17272 ROBBINS RD BLDG S	\$0	\$65.00
P20EL0166	T BOSGRAAF HOMES LLC	14924 KINGFISHER WAY	\$0	\$264.00
P20EL0167	T BOSGRAAF HOMES LLC	14912 KINGFISHER WAY	\$0	\$264.00

Building Permit Report - Monthly

			Estimated Cost	Permit Fee
			\$0	\$6,111.00
			<i>Total Permits For Type:</i>	<i>54</i>
FENCE				
P20ZL0032	DEBRUYN DIANE	16143 MERCURY DR	\$3,610	\$40.00
P20ZL0035	CAMPBELL DOUGLAS E-SUSAN K	15449 COMSTOCK ST	\$700	\$40.00
P20ZL0036	VANDEVUSSE BRAD M-RIGOLI RILEY B	17086 TIMBER DUNE DR	\$4,000	\$40.00
P20ZL0038	CALLAHAN RAYMOND JR-KRISTIN	14015 155TH AVE	\$0	\$40.00
P20ZL0040	SCHULER PATRICK J-PAMELA D	17621 DUNESIDE DR	\$12,000	\$40.00
P20ZL0042	AMBROSE BARBARA	15314 LOST CHANNEL TR	\$1,920	\$40.00
P20ZL0043	BYLSMA JOSEPH E-KACIE A	15334 GREEN OAK ST	\$300	\$40.00
P20ZL0044	SAMDAL JERAMY-RONETTE	16129 MERCURY DR	\$500	\$40.00
P20ZL0045	HECKSEL JADE	17766 BRUCKER ST	\$10,000	\$40.00
P20ZL0047	VANDYKE JASON D	13101 WILDVIEW DR	\$4,785	\$40.00
P20ZL0049	MILLER KELVIN B-JENNIFER	15137 152ND AVE	\$500	\$40.00
P20ZL0052	WILHELM PAUL-VANESSA	13461 RAVINE VIEW DR	\$6,000	\$40.00
P20ZL0053	EVENSON DONALD C-JANE C	13081 SIKKEMA DR	\$1,600	\$40.00
P20ZL0054	ARSENAULT KAROLINE	15017 COPPERWOOD DR	\$3,000	\$40.00
P20ZL0056	PONCE JASON M	15944 LAKE AVE	\$3,500	\$40.00
P20ZL0058	LANGE STEPHEN E-MARY JO	14907 152ND AVE	\$5,150	\$40.00
			\$57,565	\$640.00
			<i>Total Permits For Type:</i>	<i>16</i>
FOUNDATION ONLY				
P20BU0148	HUNTER NICOLE-SPRIK JONATHAN	9855 168TH AVE	\$40,000	\$382.40
			\$40,000	\$382.40
			<i>Total Permits For Type:</i>	<i>1</i>
GROUND SIGN				
P20SG0009	LAKESHORE GARDENS COMMERCIAL LLC	ROBBINS RD	\$16,000	\$47.00
			\$16,000	\$47.00
			<i>Total Permits For Type:</i>	<i>1</i>
HOME OCCUPATION				
P20HO0002	STEWARD JAMAL	14769 LAKESHORE DR	\$0	\$25.00
			\$0	\$25.00
			<i>Total Permits For Type:</i>	<i>1</i>
MANUFACTURED HOME SET-UP				
P20BU0108	RIVER HAVEN OPERATING COMPANY LLC	13920 OAKWOOD CIRCLE	\$0	\$300.00
P20BU0171	RIVER HAVEN OPERATING COMPANY LLC	13578 OAKTREE COURT	\$0	\$300.00
P20BU0172	RIVER HAVEN OPERATING COMPANY LLC	14514 CROOKED TREE LN	\$0	\$300.00
P20BU0173	RIVER HAVEN OPERATING COMPANY LLC	14561 DOGWOOD CT	\$0	\$300.00
P20BU0174	RIVER HAVEN OPERATING COMPANY LLC	13749 SUNRISE COVE	\$0	\$300.00

Building Permit Report - Monthly

		Estimated Cost	Permit Fee
		\$0	\$1,500.00
		<i>Total Permits For Type:</i>	
			5
MECHANICAL			
P20ME0123	RIVER HAVEN OPERATING COMPANY LLC13760 RIVER HAVEN BLVD	\$0	\$80.00
P20ME0124	RIVER HAVEN OPERATING COMPANY LLC13290 WINDING CREEK DR	\$0	\$80.00
P20ME0125	SCHAEFER STEVEN-GINA 11715 CONNOR DR PVT	\$0	\$270.00
P20ME0126	RIVER HAVEN OPERATING COMPANY LLC13268 PINWOOD DR	\$0	\$80.00
P20ME0127	RIVER HAVEN OPERATING COMPANY LLC13410 WINDING CREEK DR	\$0	\$80.00
P20ME0128	SHUMWAY ANDREW-DANGREMOND DARC4352 WOODHAVEN CT	\$0	\$80.00
P20ME0129	BLANCHARD MARTIN D-BOYCE JANET E 15330 LOST CHANNEL TR	\$0	\$130.00
P20ME0130	RIVER HAVEN OPERATING COMPANY LLC13431 WINDING CREEK DR	\$0	\$80.00
P20ME0131	RIVER HAVEN OPERATING COMPANY LLC13699 PINWOOD DR	\$0	\$80.00
P20ME0132	RIVER HAVEN OPERATING COMPANY LLC13843 DEEPWATER POINT	\$0	\$80.00
P20ME0133	METZGER EDWARD R 11698 LAKESHORE DR	\$0	\$110.00
P20ME0134	VAN ERP JEFFREY-GIGI 10961 LAKESHORE DR	\$0	\$80.00
P20ME0135	MCCROSSIN DAVID 14833 178TH AVE	\$0	\$80.00
P20ME0136	T BOSGRAAF HOMES LLC 14912 KINGFISHER WAY	\$0	\$135.00
P20ME0137	KEMP PATRICK J-RENE' L 14767 WILLIAMS WY	\$0	\$130.00
P20ME0138	RIVER HAVEN OPERATING COMPANY LLC14537 WHITE PINE LN	\$0	\$80.00
P20ME0139	STEWART-CARR- CONNIE 13187 160TH AVE	\$0	\$140.00
P20ME0140	RIVER HAVEN OPERATING COMPANY LLC13855 RIVER HAVEN BLVD	\$0	\$80.00
P20ME0141	RIVER HAVEN OPERATING COMPANY LLC13866 PINWOOD DR	\$0	\$80.00
P20ME0142	ROBBINS ROAD REAL ESTATE LLC 17272 ROBBINS RD BLDG S	\$0	\$377.50
P20ME0143	RIVER HAVEN OPERATING COMPANY LLC14502 CROOKED TREE LN	\$0	\$80.00
P20ME0144	BROWER CHARLES-JUDITH 14690 PEPPERRIDGE AVE	\$0	\$80.00
P20ME0145	DE GRYSSE STEVEN F-TONYA L 13462 GREENBRIAR DR	\$0	\$80.00
P20ME0146	GOULD SALLY S TRUST 17900 COMSTOCK ST	\$0	\$110.00
P20ME0147	BOLE CHRISTY J 16165 GARY AVE	\$0	\$110.00
P20ME0148	MEGNA JOSEPHINE A 15433 GROESBECK ST	\$0	\$80.00
P20ME0149	SCHURING ROGER-VICKI TRUST 16296 LAKE MICHIGAN DR	\$0	\$80.00
P20ME0150	RIVER HAVEN OPERATING COMPANY LLC14561 DOGWOOD CT	\$0	\$80.00
P20ME0151	RIVER HAVEN OPERATING COMPANY LLC14514 CROOKED TREE LN	\$0	\$80.00
P20ME0152	RIVER HAVEN OPERATING COMPANY LLC13578 OAKTREE COURT	\$0	\$80.00
P20ME0153	RIVER HAVEN OPERATING COMPANY LLC13749 SUNRISE COVE	\$0	\$80.00
P20ME0154	RIVER HAVEN OPERATING COMPANY LLC13530 OAKTREE COURT	\$0	\$110.00
P20ME0155	BAKER JOSEPH R 15293 161ST AVE	\$0	\$80.00
P20ME0156	GREEN JOSHUA-CHELSEA 13029 BLACKHAWK AVE	\$0	\$110.00
P20ME0157	RIVET JOSEPH-CINDY 13030 BLACKHAWK AVE	\$0	\$110.00
P20ME0158	WIERENGO FAMILY REVOCABLE TRUST 14527 SOUTH HIGHLAND DR	\$0	\$130.00

Building Permit Report - Monthly

			Estimated Cost	Permit Fee
P20ME0159	MONROE LARRY D-JANE A TRUST	14024 BAYOU RIDGE CIR	\$0	\$110.00
P20ME0160	OWEN DEVON-KRISTIN	16944 BUCHANAN ST	\$0	\$105.00
P20ME0161	SHUMAKER AMANDA TRUST	15191 155TH AVE	\$0	\$110.00
P20ME0162	MILLERING MICHAEL L	15361 GREEN OAK ST	\$0	\$80.00
P20ME0163	KNEALE KYLE L	16125 GARY AVE	\$0	\$80.00
P20ME0164	STENBERG SHAWN-JULIE	13616 STREAMSIDE CT	\$0	\$80.00
P20ME0165	RATTER JOHN B-MAZOR AMY J	13004 LAKESHORE DR	\$0	\$80.00
P20ME0166	KENNEDY FRANK I-DIANE C TRUST	14438 WESTWIND LN	\$0	\$110.00
P20ME0167	SIGNATURE LAND DEVELOPMENT CO	14653 WINDWAY DRIVE	\$0	\$225.00
P20ME0168	OSBORN DAVID R-STEPHANIE	12152 FOREST BEACH TR PVT	\$0	\$85.00
P20ME0169	HAYES TOBY L-LINDA M	14721 PEPPERRIDGE AVE	\$0	\$110.00
P20ME0170	BEACH HAL G-BARBARA N	13213 FOREST PARK DR	\$0	\$80.00
P20ME0171	SCHEUERMAN MARTHA A	10331 SHANNONS WY	\$0	\$135.00
P20ME0172	T BOSGRAAF HOMES LLC	14924 KINGFISHER WAY	\$0	\$135.00
P20ME0173	DURAND JASON R	13075 ACACIA DR	\$0	\$85.00
P20ME0174	MORRIS LORIE A	15780 LAKE AVE	\$0	\$80.00
P20ME0175	NIEMEROWICZ MARK-KATHLEEN TRUST	14690 INDIAN TRAILS DR	\$0	\$120.00
P20ME0176	ANDREE CHRISTOPHER L-JAMIE	15963 OBRIEN CT	\$0	\$80.00
P20ME0177	MASKO ELIZABETH J TRUST	16171 COMSTOCK ST	\$0	\$80.00
P20ME0178	STEWART JAMAL	14769 LAKESHORE DR	\$0	\$55.00
P20ME0179	PETERSON BRENDA REVOCABLE TRUST	15367 HOFMA DR	\$0	\$110.00
P20ME0180	GOLL DIANE	13233 WILLOWVALE DR	\$0	\$80.00
P20ME0181	ROZEMA JACK A-LOIS J	15336 HOFMA DR	\$0	\$80.00
P20ME0182	SMITH ROSS J-KYLENE R	13321 FOX RIDGE CT	\$0	\$180.00
P20ME0183	JENNINGS TRUST	14456 SOUTH HIGHLAND DR	\$0	\$55.00
P20ME0184	ANDERSON DONALD R-CYNTHIA J TRUST	15016 STICKNEY RIDGE	\$0	\$565.00
P20ME0185	COTUGNO CRAIG-DELABAR LISA	10317 MESIC DR	\$0	\$85.00
P20ME0186	NOLL PATRICIA S	15216 164TH AVE	\$0	\$85.00
P20ME0187	BOONE JEFFREY-CONNIE	11660 LAKESHORE DR	\$0	\$80.00
P20ME0188	GLASSER RICHARD B-LEANN	17597 DUNESIDE DR	\$0	\$120.00
P20ME0189	ROBBINS ROAD REAL ESTATE LLC	17272 ROBBINS RD BLDG S	\$0	\$185.50
P20ME0190	NELSON JOSEPH-KRISTIN	15144 JASMIN CT	\$0	\$55.00
P20ME0191	GRAND HAVEN DEVELOPMENT GROUP LLC	15044 COPPERWOOD DR	\$0	\$225.00
P20ME0192	CRAYMER KIRK-MALINDA	15682 KITCHEL LN	\$0	\$110.00
P20ME0193	MCKINNON DANNY-CATHERINE L	10668 158TH AVE	\$0	\$70.00
P20ME0194	SCHEUERMAN MARTHA A	10331 SHANNONS WY	\$0	\$230.00
P20ME0195	SIGNATURE LAND DEVELOPMENT CO	14617 WINDWAY DRIVE	\$0	\$135.00
P20ME0196	SPAETH DAVID-CALEND0 BRIDGET	13041 BIRDSEYE CT	\$0	\$220.00
P20ME0197	SCUCUGLIA MARIO	13538 152ND AVE	\$0	\$80.00

Building Permit Report - Monthly

			Estimated Cost	Permit Fee
P20ME0198	RYAN JAMES P-JEAN T TRUST	16138 VANDEN BERG DR	\$0	\$80.00
P20ME0199	DEKUIPER ZACHARY-JENNIFER	14937 SANDSTONE PL	\$0	\$80.00
			\$0	\$8,748.00
			<i>Total Permits For Type:</i>	<i>77</i>

MISCELLANEOUS

P20MISC001	MEIJER INC	15000 US-31 14900	\$2,000	\$25.00
			\$2,000	\$25.00
			<i>Total Permits For Type:</i>	<i>1</i>

OTHER

P20SG0006	LAKESHORE GARDENS COMMERCIAL LLC	ROBBINS RD	\$1,000	\$39.00
			\$1,000	\$39.00
			<i>Total Permits For Type:</i>	<i>1</i>

PLUMBING

P20PL0051	GRAND HAVEN DEVELOPMENT GROUP LLC	5044 COPPERWOOD DR	\$0	\$230.00
P20PL0052	VESS KAREN ANNE	13407 152ND AVE	\$0	\$226.00
P20PL0053	GONDA ROGER S-JOYCE	15446 LAKE AVE	\$0	\$65.00
P20PL0054	KEMP PATRICK J-RENE' L	14767 WILLIAMS WY	\$0	\$125.00
P20PL0055	PRINGLE RIYA NICOLE TRUST	15655 GRAND POINT DR	\$0	\$128.00
P20PL0056	ROBBINS ROAD REAL ESTATE LLC	17272 ROBBINS RD BLDG S	\$0	\$249.00
P20PL0057	RIVET JOSEPH-CINDY	13030 BLACKHAWK AVE	\$0	\$55.00
P20PL0058	MEIJER INC	15000 US-31 14900	\$0	\$60.00
P20PL0059	DIEDRICH WILLIAM-GLORIA	15904 MERCURY DR	\$0	\$55.00
P20PL0060	ZERILLO GRACE A TRUST	16965 TIMBER DUNE DR	\$0	\$55.00
P20PL0061	RIVER HAVEN OPERATING COMPANY LLC	14561 DOGWOOD CT	\$0	\$55.00
P20PL0062	RIVER HAVEN OPERATING COMPANY LLC	14514 CROOKED TREE LN	\$0	\$55.00
P20PL0063	RIVER HAVEN OPERATING COMPANY LLC	13578 OAKTREE COURT	\$0	\$55.00
P20PL0064	RIVER HAVEN OPERATING COMPANY LLC	13749 SUNRISE COVE	\$0	\$55.00
P20PL0065	GLASSER RICHARD B-LEANN	17597 DUNESIDE DR	\$0	\$271.00
P20PL0066	SPAETH DAVID-CALEND0 BRIDGET	13041 BIRDSEYE CT	\$0	\$239.00
P20PL0067	SCHEUERMAN MARTHA A	10331 SHANNONS WY	\$0	\$234.00
P20PL0068	CHIBOUCAS ELLEN	11670 LOGGERS TRL	\$0	\$183.00
P20PL0069	STEWART JAMAL	14769 LAKESHORE DR	\$0	\$55.00
P20PL0070	SIGNATURE LAND DEVELOPMENT CO	14617 WINDWAY DRIVE	\$0	\$229.00
P20PL0071	HUNTER NICOLE-SPRIK JONATHAN	9855 168TH AVE	\$0	\$263.00
P20PL0072	PEREZ ANTONIO-NICOLE	15015 COPPER CT	\$0	\$65.00
			\$0	\$3,007.00
			<i>Total Permits For Type:</i>	<i>22</i>

POOL/SPA/HOT TUB

P17BU0719	THORNELL FREDRICK W TRUST	15367 CANARY DR	\$14,999	\$211.15
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Building Permit Report - Monthly

			Estimated Cost	Permit Fee
P20BU0125	FULLER CRAIG-HANNAH TRUST	15348 ARBORWOOD DR	\$2,500	\$63.00
P20BU0139	TODD CHRISTOPHER A-ANNE	10103 HIAWATHA DR	\$33,400	\$341.30
P20BU0183	POEL RACHEL	15089 178TH AVE	\$7,000	\$120.75
P20BU0210	LEARY ROBERT C-KATHLEEN	10059 HIAWATHA DR	\$9,200	\$168.00
			\$67,099	\$904.20
			<i>Total Permits For Type:</i>	5

REPLACEMENT WINDOWS/DOORS

P20BU0180	HUGHES JOSEPH M-TERRI L	14775 PARK AVE	\$4,557	\$89.25
			\$4,557	\$89.25
			<i>Total Permits For Type:</i>	1

RE-ROOFING

P20BU0134	ZINTEK RICHARD	11954 US-31	\$0	\$100.00
P20BU0136	HUGHES JOSEPH M-TERRI L	14775 PARK AVE	\$7,285	\$100.00
P20BU0137	BOOMGAARD BETTE J	14646 PEPPERRIDGE AVE	\$0	\$100.00
P20BU0138	JOHNSON BRANDON J-KRISTI A	17684 ROBBINS RD	\$12,080	\$100.00
P20BU0140	LANE DANIEL R	13279 HIDDEN CREEK DR	\$10,986	\$100.00
P20BU0142	LALONDE JOSEPH A-SUSAN J	15020 ARBORWOOD DR	\$11,000	\$100.00
P20BU0143	URIDIL JOSEPH F-CAROL A	15044 BAYOU POINTE PL	\$8,400	\$50.00
P20BU0144	BARON DANIEL P-MARY H	15160 BAYOU POINTE PL	\$8,400	\$50.00
P20BU0145	IPPEL SHERRY A	15162 BAYOU POINTE PL	\$8,400	\$50.00
P20BU0146	SMANT KATHLEEN A TRUST	15042 BAYOU POINTE PL	\$8,400	\$50.00
P20BU0147	PHIPPS ALLEN D-GUINEVERE N	14554 ANGELUS CIR	\$10,000	\$100.00
P20BU0149	MCKENNA TIMOTHY-JOHNSON AMANDA	15309 OAKLEIGH CT	\$4,158	\$100.00
P20BU0152	STEERE DONALD W	14399 SOUTH HIGHLAND DR	\$13,900	\$100.00
P20BU0153	BIERMAN DONALD K-SANDRA	16998 FERRIS ST	\$11,373	\$100.00
P20BU0154	VANDERLAAN DOUGLAS-KARIN	16092 ROBRICK AVE	\$17,902	\$100.00
P20BU0156	KLEINFELDT LORRAINE M	13551 HIDDEN CREEK CT	\$11,503	\$100.00
P20BU0157	CIBOR RAYMOND J-BERNADINE	13464 HIDDEN CREEK DR	\$9,478	\$100.00
P20BU0158	RICHARD ANDREW-RUTH	12478 LAKESHORE DR	\$19,857	\$100.00
P20BU0159	RIVER HAVEN OPERATING COMPANY LLC	14512 WHITE PINE LN	\$8,100	\$100.00
P20BU0163	SCHARPHORN GARY-LISA	13523 152ND AVE	\$10,400	\$100.00
P20BU0165	WADAGA JAMES A-CHRISTINE A	14825 BIRDSONG LN	\$8,250	\$100.00
P20BU0166	VOLOVLEK ROBERT-DENISE	15439 LAKE MICHIGAN DR	\$11,985	\$100.00
P20BU0167	BARRETT MARY	15345 CHERRY ST	\$9,980	\$100.00
P20BU0169	SHENEFIELD FAMILY TRUST	15303 RED OAK ST	\$9,000	\$100.00
P20BU0170	GRAND HAVEN FINANCIAL CENTER LLC	16920 FERRIS ST	\$60,000	\$150.00
P20BU0181	COLE SCOTT D-DAWN M	15435 HOFMA DR	\$12,449	\$100.00
P20BU0182	KARAFI JOHN M-SANDI L	15499 HOFMA DR	\$20,548	\$100.00
P20BU0184	BHATTARAI ADU	14865 SHARON AVE	\$5,500	\$100.00

Building Permit Report - Monthly

			Estimated Cost	Permit Fee
P20BU0185	FRANKE ROBERT W-KATHRYN E	15941 GROESBECK ST	\$11,890	\$100.00
P20BU0186	KESSLER GARY J-JOAN K FAMILY TRUST	15000 178TH AVE	\$8,640	\$100.00
P20BU0187	RYDER MICHAEL T	15410 BUCHANAN ST	\$8,623	\$100.00
P20BU0188	CHAPEL ALAN TRUST	15444 CHANNEL RD	\$25,250	\$100.00
P20BU0189	MILLS LOWEN-NANCY	17265 BUCHANAN ST	\$11,500	\$100.00
P20BU0190	PAUL PHILLIP L-JOSEPHINE A TRUST	11288 OAK GROVE RD	\$12,645	\$100.00
P20BU0191	DUPUIS RICK JAMES-JACKELYN R	17845 HILLANDALE LN	\$7,765	\$100.00
P20BU0192	MATTHEWS MARK-AMY	11220 OAK GROVE RD	\$13,318	\$100.00
P20BU0193	PHIPPS MARY C	12793 144TH AVE	\$16,000	\$100.00
P20BU0194	FOX DALE-BRIDGET	15764 RONNY RD	\$10,400	\$100.00
P20BU0195	RUSSO JOHN A-HOLLY R	15333 ARBORWOOD DR	\$9,000	\$100.00
P20BU0196	BIALOWAS RUSSELL L - JANET K	15317 ARBORWOOD DR	\$5,900	\$100.00
P20BU0202	BRUCH GORDON P-MARY B	11304 OAK GROVE RD	\$14,603	\$100.00
P20BU0208	COOK JACOB-MELISSA	15290 FOREST PARK DR	\$11,600	\$100.00
P20BU0209	CROMWELL RICHARD H-DIANE L TRUST	18008 BRUCKER ST	\$11,600	\$100.00
P20BU0211	BAKARA JOSEPH E JR-LILLIAN M TRUST	13804 LAKE SEDGE DR	\$16,540	\$100.00
P20BU0218	FREDRICKS BRUCE-TRACY LE	13325 REDBIRD LN	\$22,000	\$100.00
P20BU0219	RUITER BETH L	15118 164TH AVE	\$8,045	\$100.00

\$554,653 **\$4,450.00**
Total Permits For Type: 46

RE-SIDING

P20BU0178	PERRY THOMAS-CARRIE	15115 COLEMAN AVE	\$13,000	\$100.00
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\$13,000 **\$100.00**
Total Permits For Type: 1

RETAINING WALL

P20ZL0037	SALIK MARK E-LAURA A	14623 LAKESHORE DR	\$0	\$75.00
P20ZL0039	VANDEVUSSE BRAD M-RIGOLI RILEY B	17086 TIMBER DUNE DR	\$12,700	\$75.00

\$12,700 **\$150.00**
Total Permits For Type: 2

SHED (<200 SQFT)

P20ZL0022	VANDYKE JASON W-RACHEL A	15001 178TH AVE	\$3,000	\$40.00
P20ZL0041	CHERRY JAMES G-DIANE J	14843 BIRDSONG LN	\$2,720	\$40.00
P20ZL0046	BRENNAN CRAIG J-CHRISTINE S	14424 BRIGHAM DR	\$1,000	\$40.00
P20ZL0048	SMITH FREDERICK A-JENNINE	12988 BOULDERWAY TR	\$0	\$40.00
P20ZL0051	PATHUIS SHAWN-NADIA	15923 WINANS ST	\$140	\$40.00
P20ZL0059	RODERICK ANDREW-WICKENHEISER HAL	2836 MARIPOSA ST	\$1,000	\$0.00

\$7,860 **\$200.00**
Total Permits For Type: 6

SINGLE FAMILY DWELLING

Building Permit Report - Monthly

			Estimated Cost	Permit Fee
P20BU0122	SIGNATURE LAND DEVELOPMENT CO	14576 WINDWAY DRIVE	\$207,000	\$1,355.15
P20BU0128	EAGLE CREEK HOMES LLC	13041 BIRDSEYE CT	\$350,000	\$2,105.90
P20BU0129	EAGLE CREEK HOMES LLC	10331 SHANNONS WY	\$312,740	\$1,911.65
P20BU0155	GRAND HAVEN DEVELOPMENT GROUP LLC	2926 BOUDLERWAY TR	\$386,512	\$2,300.15
P20BU0175	STONE RICHARD A-REBECCA A	15012 COPPER CT	\$311,065	\$1,906.40
P20BU0200	HALL WAYNE E-KATHLEEN A TRUST	15030 COPPER PL	\$305,000	\$1,869.65
P20BU0204	SARKI TIMOTHY J-LORI A	15432 LAKE AVE	\$232,916	\$1,491.65

\$2,105,233 **\$12,940.55**
Total Permits For Type: 7

TEMPORARY LAND USE

P20ZL0055	KALIMAR INVESTMENTS LLC	13040 US-31	\$0	\$0.00
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\$0 **\$0.00**
Total Permits For Type: 1

VEHICLE SALES

P20VS0011	COOK JAMES-MARJA	15452 MERCURY DR	\$0	\$0.00
P20VS0012	MARTIN GREGORY P-JULIE A TRUST	12155 SANDY WOODS DR	\$0	\$0.00
P20VS0013	WHITE LINDA	16315 COMSTOCK ST	\$0	\$0.00
P20VS0014	DURAND TERRY-JEAN	14882 KINGFISHER WAY	\$0	\$0.00

\$0 **\$0.00**
Total Permits For Type: 4

WALL/CANOPY SIGN

P20SG0007	ROBBINS ROAD REAL ESTATE LLC	17272 ROBBINS RD BLDG S	\$3,908	\$80.65
P20SG0008	ROBBINS ROAD REAL ESTATE LLC	17272 ROBBINS RD BLDG S	\$4,500	\$84.00

\$8,408 **\$164.65**
Total Permits For Type: 2

Totals

\$3,967,544 **\$51,698.40**
Total Permits In Month: 291

June Open Enforcements By Category Monthly Report

BUILDING

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0059	17867 DEWBERRY PL	1ST NOTICE OF VIOLATION LETTER	06/04/20		
E20CE0076	15086 LAKESHORE DR	1ST NOTICE OF VIOLATION LETTER	06/25/20		
E20CE0077	14064 172ND AVE	COMPLAINT LOGGED	06/26/20		

Total Entries: 3

CHICKENS & OTHER ANIMALS

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0061	15064 DEREMO AVE	CITATION/CIVIL INFRACTION	06/10/20		
E20CE0062	14927 152ND AVE	COMPLAINT LOGGED	06/10/20		

Total Entries: 2

CORNER CLEARANCE

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0060	15077 178TH AVE	CLOSED	06/05/20	06/30/20	

Total Entries: 1

DOMESTIC ANIMALS AND PETS

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0068	15324 MEADOWWOOD DR	1ST NOTICE OF VIOLATION LETTER	06/16/20		

Total Entries: 1

FENCE

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0078	15812 COMSTOCK ST	1ST NOTICE OF VIOLATION LETTER	06/29/20		

Total Entries: 1

JUNK & RUBBISH

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0069	15126 JASMIN CT	1ST NOTICE OF VIOLATION LETTER	06/16/20		
E20CE0074	15100 161ST AVE	1ST NOTICE OF VIOLATION LETTER	06/24/20		

Total Entries: 2

NOISE

June Open Enforcements By Category Monthly Report

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0063	14790 US-31	COMPLAINT LOGGED	06/10/20	06/11/20	
E20CE0067	13407 152ND AVE	CLOSED	06/16/20	06/23/20	
Total Entries:					2

PATHWAY SPRINKLING

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0071	15668 GROESBECK ST	1ST NOTICE OF VIOLATION LETTER	06/19/20	06/19/20	
E20CE0073	15213 ARBORWOOD DR	1ST NOTICE OF VIOLATION LETTER	06/19/20		
Total Entries:					2

POOL & HOT TUB/SPA

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0065	16068 ROBBINS RD	CLOSED	06/11/20	06/25/20	
Total Entries:					1

VEHICLE IN ROW

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0066	15060 WESTRAY ST	CLOSED	06/12/20	06/25/20	
Total Entries:					1

ZONING

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0075	13534 REDBIRD LN	NO VIOLATION	06/25/20	06/25/20	
E20CE0079	16315 COMSTOCK ST	1ST NOTICE OF VIOLATION LETTER	06/30/20		
Total Entries:					2

Enforcement.DateFiled Between 6/1/2020 12:00:00 AM
AND 6/30/2020 11:59:59 PM

Total Records: 18

June Closed Enforcements By Category Monthly Report

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0050	13117 WILDVIEW DR	CLOSED	03/11/20	06/05/20	

Total Entries: 1

ACCESSORY BUILDING

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E19CE0316	9804 HIAWATHA DR	CLOSED	11/14/19	06/11/20	
E20CE0020	12836 MARIPOSA ST	CLOSED	02/03/20	06/25/20	
E20CE0054	16843 CRICKET CT	CLOSED	03/18/20	06/12/20	

Total Entries: 3

BUILDING

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E11CE0214	15086 LAKESHORE DR	EXPIRED - CLOSED BY STAFF	06/29/11	06/25/20	
E17CE0183	13534 REDBIRD LN	EXPIRED - CLOSED BY STAFF	05/19/17	06/25/20	
E20CE0053	14481 MAPLE TREE LN	CLOSED	03/18/20	06/24/20	

Total Entries: 3

CORNER CLEARANCE

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0060	15077 178TH AVE	CLOSED	06/05/20	06/30/20	

Total Entries: 1

HOUSE NUMBERS

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E15CE0393	15424 PINE ST	EXPIRED - CLOSED BY STAFF	09/09/15	06/05/20	

Total Entries: 1

JUNK & RUBBISH

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E12CE0212	15677 LAKE AVE	COMPLAINT LOGGED	11/12/12	06/16/20	
E18CE0320	15161 161ST AVE	CLOSED	10/24/18	06/24/20	
E19CE0126	15868 FERRIS ST	CLOSED	05/08/19	06/12/20	

June Closed Enforcements By Category Monthly Report

E20CE0028	16337 COMSTOCK ST 16335	CLOSED	02/11/20	06/11/20
E20CE0056	12913 PINE GLEN DR	CLOSED	03/20/20	06/05/20
E20CE0057	15823 MERCURY DR 15825	CLOSED	03/20/20	06/05/20

Total Entries: 6

LITTER

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E19CE0194	14889 LAKESHORE DR	CLOSED	06/26/19	06/11/20	
E20CE0041	15680 LAKE AVE	CLOSED	02/20/20	06/05/20	

Total Entries: 2

NOISE

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0063	14790 US-31	COMPLAINT LOGGED	06/10/20	06/11/20	
E20CE0067	13407 152ND AVE	CLOSED	06/16/20	06/23/20	

Total Entries: 2

PARKING ON THE GRASS

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0030	15763 LAKE MICHIGAN DR	CLOSED	02/12/20	06/11/20	
E20CE0048	14923 SHARON AVE	CLOSED	03/11/20	06/05/20	

Total Entries: 2

PATHWAY SPRINKLING

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0071	15668 GROESBECK ST	1ST NOTICE OF VIOLATION LETTER	06/19/20	06/19/20	

Total Entries: 1

POOL & HOT TUB/SPA

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0049	15367 CANARY DR	CLOSED	03/11/20	06/23/20	
E20CE0065	16068 ROBBINS RD	CLOSED	06/11/20	06/25/20	

Total Entries: 2

RECREATION VEHICLES

June Closed Enforcements By Category Monthly Report

Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0026	16075 ROBRICK AVE	CLOSED	02/11/20	06/05/20	
Total Entries: 1					
VEHICLE IN ROW					
Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0052	12928 PINE GLEN DR	CLOSED	03/12/20	06/11/20	
E20CE0066	15060 WESTRAY ST	CLOSED	06/12/20	06/25/20	
Total Entries: 2					
VEHICLE SALES					
Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E19CE0288	15874 MERCURY DR 15876	CLOSED	10/17/19	06/05/20	
Total Entries: 1					
ZONING					
Enforcement No.	Address	Status	Filed	Closed	Last Action Date & Last Action
E20CE0037	15424 PINE ST	CLOSED	02/20/20	06/05/20	
E20CE0075	13534 REDBIRD LN	NO VIOLATION	06/25/20	06/25/20	
Total Entries: 2					

Total Records: 30

Report Created: 07/01/20

Enforcement.DateClosed Between 6/1/2020 12:00:00 AM
AND 6/30/2020 11:59:59 PM

Total Pages: 3

June Enforcement Letters By Category

All enforcement letters sent the previous month

Type of Enforcement Letter	Number Mailed
CORNER CLEARANCE 3	1
DECK WITHOUT PERMIT	2
FENCE - 1ST NOTICE	1
LITTER - 1ST NOTICE	3
POOL & HOT TUB - 1ST NOTICE	1
POOL & HOT TUB - 2ND NOTICE	2
SHED - 1ST NOTICE	1
SPRINKLING OVER PATHWAY	2
VEHICLE IN ROW - 1ST NOTICE	1

Total Letters Sent: 14

Letter.DateTimeCreated Between 06/01/2020 AND 0
Letter.LinkFromType = Enforcement

★ 14 ROW PARKING WINDOW
NOTICES IN FOREST PARK EAST