



## **Adopted Annual Budget**

*for the Fiscal Year Ending June 30, 2014*

**Adopted by City Council – May 20, 2013**

### **Mayor**

Maureen Donker, Ward II

### **Council Members**

Thomas W. Adams, Ward I

J. Dee Brooks, Ward III

Diane Brown Wilhelm, Ward IV

Marty Wazbinski, Ward V, Mayor Pro Tem

### **City Manager**

Jon Lynch

### **Assistant City Manager for Financial Services**

David A. Keenan, C.P.A.

### **City Controller**

Margaret A. Maday

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April 8, 2013

Mayor and City Council  
City of Midland  
333 W. Ellsworth  
Michigan, MI 48640

Dear Mayor and Councilmen:

Herein you will find a proposed budget consistent with the conservative spending philosophy outlined by the *City Council Budget Objectives for FY 13-14* accepted by Council on January 21<sup>st</sup> of this year. The proposed budget includes a summary of each municipal department and activity fund that highlights organizational structure, service goals, historic funding, employment levels, and provides references to basic performance indicators. This proposed City budget for fiscal year 2013-2014 is presented as required by the Midland City Charter.

During the annual City Council planning retreat of January 12, 2013 Councilmen reviewed current and future financial concerns. At the conclusion of that session Council expressed their expectations regarding the basic approach to be taken in developing the fiscal year 2013-2014 budget. Following is a basic summary of those expectations:

## **Mission**

The mission of the City of Midland is dictated by the Midland City Charter and reads; "That the inhabitants of the City of Midland live well through the effective maintenance of public safety, health, and welfare via efficient provision of public services, activities, and enterprises which reflect intelligent opinion as to the needs of the community."

## **Goals**

Strategies and actions taken by the City to fulfill this mission fall into three basic goals:

- (1) Ensure Economic Sustainability
- (2) Provide an Outstanding Quality of Life
- (3) Provide Effective Stewardship of Community Resources

**BUDGET RESPONSE TO MISSION AND GOALS** – The proposed fiscal year 2013-2014 budget provides sufficient resources to maintain core services (police protection, fire protection, street maintenance, water treatment, and wastewater treatment) at current levels. Resources are also appropriated to our existing array of quality of life activities (refuse collection, library services, parks & recreation, public transportation, airport, etc.) without materially expanding service offerings.

## **Budget Directives**

The City Council anticipated that the following directives would be addressed as staff prepared the budget:

- Public services will be maintained at the highest level possible under current economic and budget conditions.
- The millage rate supporting general operations will not be increased more than 0.5 mill.
- Unreserved fund balance shall not be reduced, being maintained at \$5.1 million.

**BUDGET RESPONSE TO BUDGET DIRECTIVES** – While Council expressed a relative level of comfort with an operating millage increase not exceeding 0.5 mill, this proposed budget increases the fiscal year 2013-2014 operating millage rate 0.17 mill. Taken together with a 0.13 mill increase in public safety pension contribution requirements, and a .01 decrease in the additional voter approved debt millage, the fiscal year 2013-2014 millage rate is 15.08 mills, a 1.96% total increase of the millage rate over the prior year. No public service eliminations or major reductions are anticipated under this proposed budget. Finally, General Fund fund balance of \$5.1 million is maintained.

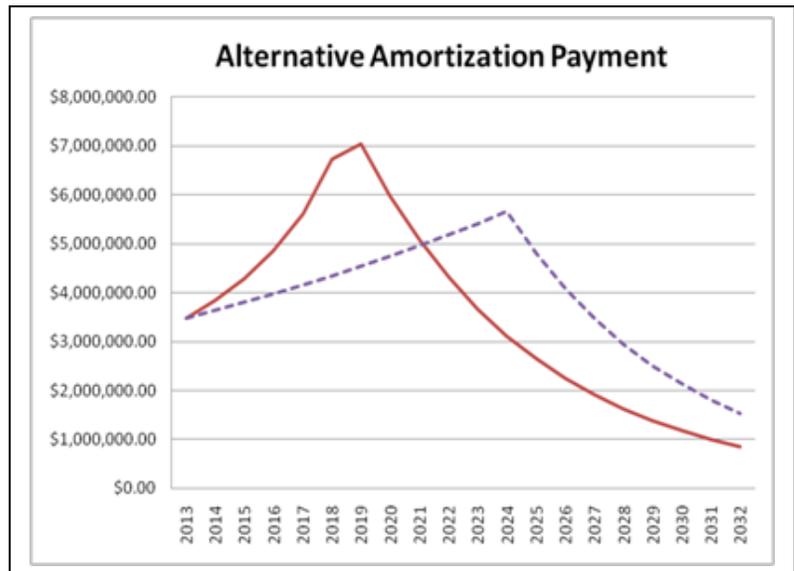
### General Directives

The City Council also anticipates that the following associated directives will be considered as staff addresses other financial concerns in fiscal year 2013-2014:

- The City of Midland will pursue efforts to reduce accumulated liabilities resulting from closure of its civilian defined benefit pension plan.
- The City of Midland will pursue efforts to relocate the Currie Golf Course driving range to the north side of Currie Parkway.
- Beginning fiscal year 2014-2015 the City of Midland budget will broaden its long range financial forecast by including line items for two years beyond the recommended budget.

**BUDGET RESPONSE TO GENERAL DIRECTIVES** – This budget reflects a 17.5% increase in defined benefit pension contributions for civilian employees. Cost drivers include the ratio of recipients exceeding active employees, loss of market value within the plan, and the general effect of closing the plan to new contributors. While the plan has been closed to new participants since 2005 the annual cost was projected to increase significantly until approximately 2020 when benefits of having closed the plan would begin to be realized. In summary, the City’s contribution rate is projected to increase from \$3.5 million in 2013 to \$7 million in 2020.

To address this exponential increase the plan contribution rate has been modified to an alternative amortization schedule which slows the contribution rate increases, reducing and delaying the peak contribution from \$7 million in 2020 to \$5.5 million in 2024.



As of 2013 the Currie Municipal Golf Course has accumulated a deficit of \$1.3 million. In accord with Public Act 275 of 1980 the Michigan Department of Treasury has required the City to fully fund a five-year deficit elimination plan. Failure to do so will result in the Department of Treasury withholding funds from the City’s revenue sharing allocation distributed by the State. During the fiscal year 2013-2014 a \$540,000 deficit elimination contribution is budgeted in conformance with that plan.

For the golf operation to be sustainable it must close an annual operating deficit that approximates \$300,000 each year. To that end and in addition to discussing physical projects that could reduce operating costs, staff has recommended and Council agreed to pursue a private management arrangement at Currie. The fundamental goal is to eliminate the annual structural deficit, retire the accumulated deficit, and return the operation to an enterprise status.

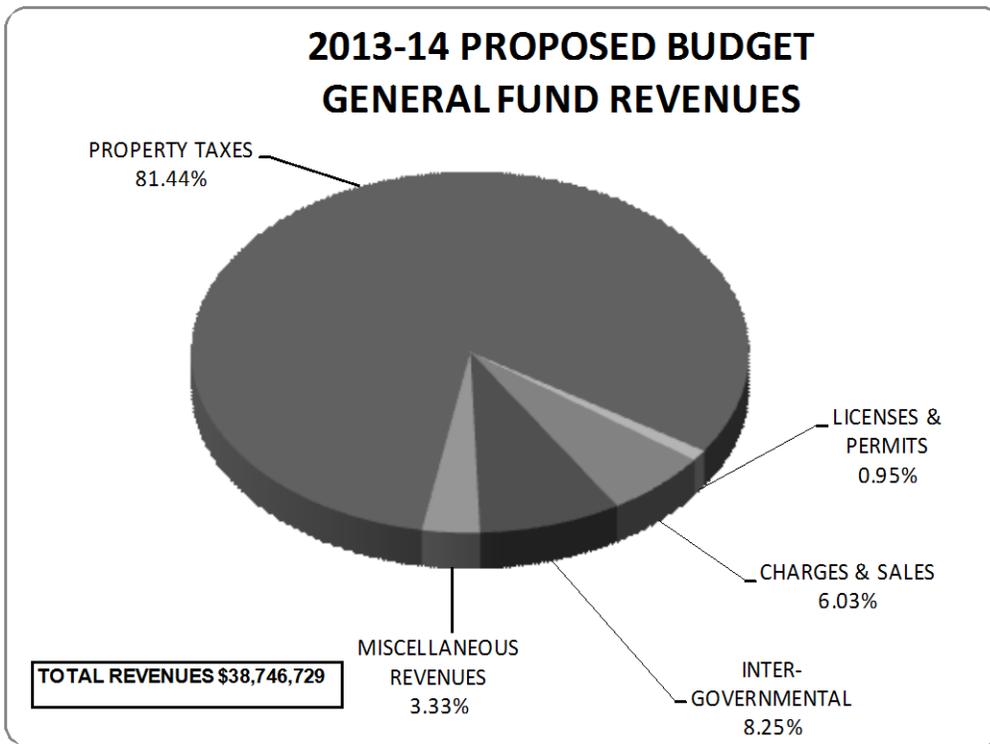
Thus far staff has hosted private management firms who have each toured the facility. All have commented that the facility provides far more golf than the market can sustain. Staff has also begun discussions with Jim Keegan, of Golf Convergence, regarding assistance in developing a request for proposals targeted to golf management firms. That work will be augmented by input from a committee of citizens and staff which is currently being formed. The objective is to present Council with a recommended course of action by early to mid-summer.

Finally, with respect to broadening financial forecasting within the annual budget, beginning with the fiscal year 2014-2015 budget, financial projections will be added for two years beyond the recommended budget year in each listed activity.

## FINANCIAL TRENDS

### General Fund Revenues

The following chart indicates the various General Fund revenue sources for 2013-14 and the proposed relative percentage supplied by each.



**Property Taxes:** The City Council has authority for the 2013-14 fiscal year to levy a tax rate of up to 21.87 mills without a vote of the citizens, as indicated below:

<b>Authority</b>	<b>Millage Rate</b>
City Charter	17.87 mills*
Library Statutory	1.00 mills
Solid Waste Authority	3.00 mills
<b>TOTAL</b>	<b>21.87 mills</b>

*\*18 mills authorized by Charter have been reduced by the state constitution (Headlee Amendment) to 17.87 mills. The City may also levy taxes in excess of the Charter to meet annual minimum funding requirements for the police and fire pension system.*

The total millage rate proposed for 2013-14 is 15.08 mills, including 0.28 of a mill for voter-approved debt service, and 1.22 mills for police and fire pension system minimum funding requirements as provided by Michigan Public Act 345. The total millage rate for the previous two years was 14.79 mills.

The following table presents comparisons of the proposed property tax rate with those of preceding years:

<b><u>Charter Operating Millage</u></b>	<b><u>2009-10</u></b>	<b><u>2010-11</u></b>	<b><u>2011-12</u></b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>
General Operations	12.54	12.55	12.31	12.18	12.35
Storm Water Management	<u>0.13</u>	<u>0.12</u>	<u>.13</u>	<u>.23</u>	<u>.23</u>
Subtotal	12.67	12.67	12.44	12.41	12.58
Library Operations - statutory	1.00	1.00	1.00	1.00	1.00
Public safety pension – statutory	-	-	1.06	1.09	1.22
<b><u>Voter Approved Debt Millage</u></b>					
Sanitary Sewer Improvement	<u>0.27</u>	<u>0.27</u>	<u>0.29</u>	<u>0.29</u>	<u>0.28</u>
<b>TOTAL CITY MILLAGE</b>	<b>13.94</b>	<b>13.94</b>	<b>14.79</b>	<b>14.79</b>	<b>15.08</b>

**Rate of Growth of Property Tax Base:** In preparing the City’s tax roll each year, the City Assessor is required to consider many factors that impact property valuation including but not limited to additions and deletions to property, reductions for depreciation and obsolescence, adjustments due to market conditions, adjustments due to tax appeal settlements, and the effect of Proposal A on property held from the previous year. Proposal A (a 1994 amendment to the state constitution) requires that the increase in taxable value on held property be capped at the Consumer Price Index or 5%, whichever is less. For the 2013 tax year the Proposal A cap is 2.4%. As a result of all these factors, the City’s net taxable value increased by .38% from \$2,203,359,038 to \$2,211,705,284. Specific data from the City Assessor indicate that utility property values increased 3.28%, commercial property values increased .25%, residential property values increased .08%, and industrial property values increased .93%.

In May of 2009 Midland Cogeneration Venture (MCV), one of the City’s largest taxpayers, sold 100% of its interest in the company prompting the related property to become uncapped for valuation purposes in accordance with the General Property Tax Act (PA 206 of 1893). In order to determine the value for this property the City Assessor contracted with an independent appraiser and arrived at a value that increased the taxable value. The taxpayer appealed its values for the 2010 and 2011 tax years.

On December 21, 2011 an order was entered by the Michigan Tax Tribunal to reduce the taxable value of properties owned by the Midland Cogeneration Venture. The 2010 values were reduced by \$190,518,525 and the 2011 values were reduced by \$197,058,478. Because the value of these properties was under appeal the City did not consider the associated tax revenue as realizable in either year’s budget. In addition, because the taxpayer short-paid taxes for both years there were no refunds issued by the City.

The following table presents the City’s net taxable value for the recommended year, and previous five years. For the fiscal year ending June 30, 2011 and 2012 the values presented (\*\*) are shown net of the values budgeted as under appeal with the Midland Cogeneration Venture. As a result, while the actual net taxable value as provided by the City’s tax roll decreased by 7.58%, the taxable value used for budgeting actually increased by .64%.

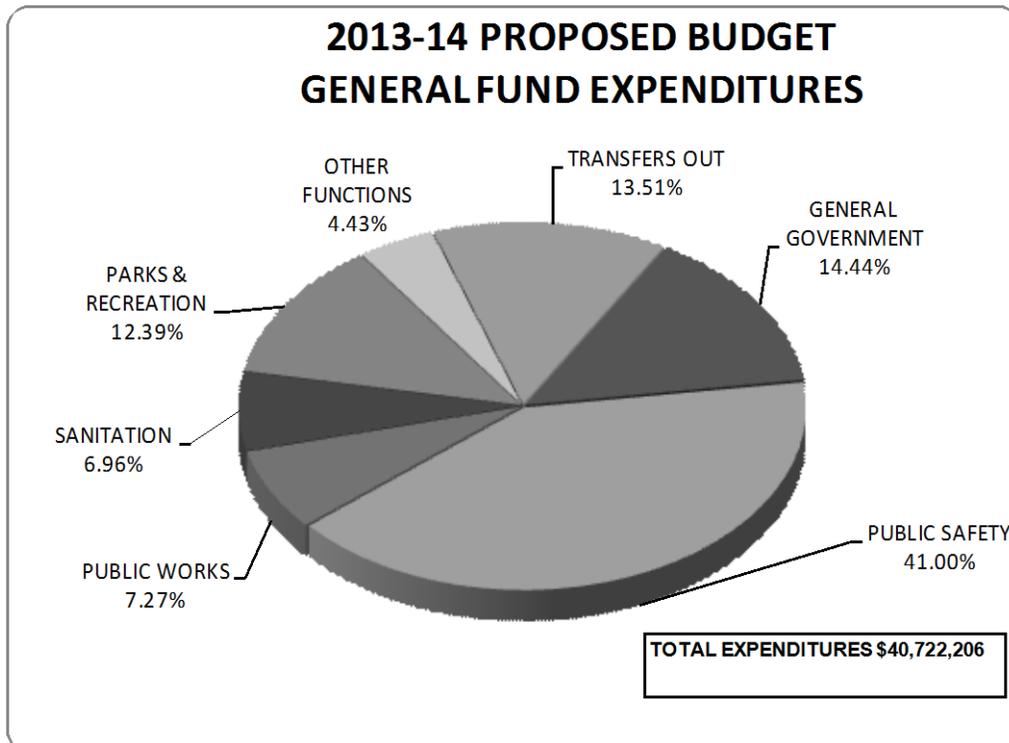
Fiscal Year	Tax Year	Net Taxable Value	% + (-)
June 30, 2009	2008	2,119,354,000	(16.83)
June 30, 2010	2009	2,183,920,628	3.05
June 30, 2011	2010	2,156,952,615**	(1.23)
June 30, 2012	2011	2,189,389,240**	1.50
June 30, 2013	2012	2,203,359,038	0.64
June 30, 2014	2013	2,211,705,284	0.38

**State Shared Revenue:** The state revenue sharing program distributes sales tax collected by the State of Michigan to local governments as unrestricted revenues. The funding for the program historically consisted of both constitutionally and statutorily dedicated revenue. In 2011 the State eliminated the statutory revenue sharing portion and replaced it with a program called the Economic Vitality Incentive Program (EVIP). Under EVIP, the City is eligible to receive approximately \$196,200 by demonstrating to the Michigan Department of Treasury the use of certain "Best Practices" in three categories: 1) accountability & transparency, 2) consolidation of services, and 3) employee compensation. The City has qualified for the first two categories by their respective due dates and is prepared to comply with the third category by the due date of May 1, 2013.

The 2013-14 General Fund budget includes a total of \$3,160,000 for State Revenue Sharing.

### General Fund Expenditures

The following chart illustrates the various proposed General Fund expenditure categories and the relative percentage of each.



The above pie chart categorizes each expense of the General Fund into the function, or service, it provides. Within each of these shaded areas of the pie chart expenses can be further classified into these sub-categories:

- Personal services: salaries, wages, and employee benefit costs
- Supplies: materials and other consumable products
- Other charges: purchased services and rental
- Capital outlay: large purchases or projects to be consumed over many years

**Personal Services:** Within the General Fund, the largest expense classification is personal services. Each year the City faces challenges during the budget process in searching for ways to control these costs through negotiating collective bargaining agreements, modifying benefit plans or exploring creative funding mechanisms. Like prior year budgets, the 2013-14 recommended budget must consider these same challenges. It includes a 17.5% increase in contributions to the defined benefit pension plan for non-police and fire employees, and a 3.5% increase in contributions to the police and fire defined benefit pension plan.

In July 2005 retiree health insurance was eliminated for all non-police and fire new hires. During the current fiscal year the collective bargaining agreements with the Midland Police Officers Associations and Midland Professional Firefighters were renewed and included the elimination of these benefits for new hires after July 1, 2011. The combination of the effects of these plan changes, coupled with favorable claims experience has had a positive impact on the actuarially determined annual required contribution (ARC) to fund these benefits. The City's ARC for the 2013/14 fiscal year will decrease by 12% as actuarially determined by the most recent study. Health insurance costs for active employees are estimated to increase by 5%.

In July of 2005 the City closed the defined benefit pension plan to all non-police and fire new hires. This decision will result in higher contributions for the next several years until the plan is near fully funded status, expected to occur by year 2024. After such time, annual City savings will be significant as City contributions will be reduced to funding plan maintenance as opposed to plan benefit prefunding. During the previous fiscal year the collective bargaining agreement with the Midland Police Officers Associations and Midland Professional Firefighters were renewed and included a reduction in the defined benefit pension benefits for new hires after July 1, 2011. While this will provide future cost savings to the City, none are considered in this budget.

**General Fund Contingency Balance:** In the current economic climate there are a number of uncertainties that could result in significant unexpected expenditures and/or revenue shortfalls. Here are two examples.

- In order to provide additional incentives for businesses to locate within the State, the State of Michigan has implemented a plan that would begin eliminating taxation on personal property for eligible commercial and manufacturing concerns, and provide the local taxing units a means for partial reimbursement. The City's current net taxable value of approximately \$2.2 billion consists of 70% real property and 30% personal property. The City will not experience a reduction in related revenues during the upcoming fiscal year, but pending the results of a general election in August 2014 the City could eventually lose approximately \$1 million in revenue when compared to its current position.
- The City's top three largest taxpayers account for over 35% of the City's total tax roll. This high concentration of value in only a few taxpayers presents the risk of a potentially significant negative impact to the City's future ability to generate property tax revenue, should any of the three dramatically reduce their holdings in the City.

The general tax rate is annually established by the City Council when the budget is approved and may not be changed to accommodate unforeseen events until the following May. A reserve for contingencies of \$400,000 is recommended as a separate line item in the proposed General Fund budget and would be available for transfer without a budget amendment. As a further precaution, the City Council has also adopted a policy of reporting \$1.5 million of unreserved General Fund fund balance as a reserve for contingencies in order to provide a cushion for more significant unbudgeted events. Credit rating agencies as well as the City’s independent auditors have recommended that the City begin building its unreserved fund balance to further provide the City protection against future unfavorable budgetary situations. Further, the Government Finance Officers Association recommends a minimum fund balance of 16% of annual expenses (approximately 2 months). The existence of these safeguards of the City’s financial condition is considered by credit rating agencies in upholding the City’s favorable credit rating.

The proposed budget maintains a General Fund fund balance allocation for contingencies of \$1.5 million. In addition, an unreserved fund balance of \$3.6 million is projected to be available, if needed, for future unfavorable budgetary situations. Total fund balance is projected to be approximately \$5.1 million or 12.6% of annual expenditures.

### **Other Activity**

**Water Fund:** The 2013-14 recommended budget includes a 3% rate increase.

A summary of water rate increases over the last five years is shown in the table below:

<u>Year ending June 30</u>	<u>% increase</u>
2009	3.5%
2010	3%
2011	3%
2012	2%
2013	3%
2014	3%

**Wastewater Fund:** The 2013-14 Wastewater Fund budget includes a 5% rate increase.

A summary of wastewater rate increases over the last five years is shown in the table below:

<u>Year ending June 30</u>	<u>% increase</u>
2009	5%
2010	5%
2011	5%
2012	0%
2013	5%
2014	5%

## ***Performance Measurement and Benchmarking***

In the fall of 2011, the City commenced a comparative performance benchmarking project to measure City services against a cohort of national and local communities. Participating in the ICMA Center for Performance Measurement (CPM) and the Michigan Local Government Benchmarking Consortium (MLGBC), City staff submit and compare data on a large variety of performance metrics. Data collection efforts by City staff occur each fiscal year in the fall for ICMA CPM, and spring for MLGBC. Performance benchmarks are available from both organizations by fall and those results are analyzed by City staff. The performance metrics are updated on the City Performance Measurement dashboard, located on the City website, each year in December. This dashboard includes how City performance indicators are trending compared to prior years, and how the City is performing when compared to its benchmarks.

Through this project, City staff intend to continually monitor our performance benchmarks, explore best practices and innovative solutions when performance indicators suggest room for improvement, and report back to the community each year on how we are doing. Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by the new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser:

<http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## ***Staffing Transition***

Preliminary fiscal planning estimates include 34 retirements across the organization during the fiscal years ending June 30, 2013 and 2014. While forecasts call for backfilling these positions, knowledge loss and disruption of workflow are two typical outcomes resulting from significant staff turnover. Proactively managing such challenges during periods of staffing transition remains a high priority.

## RECOMMENDATION

It is recommended that copies of this proposed budget be placed on display in the City Clerk's Office at City Hall and at the Grace A. Dow Memorial Library for public examination. In addition, the entire document can be viewed on the City's web site, [www.midland-mi.org](http://www.midland-mi.org).

We wish to remind Councilmen of the following public hearings and budget study work session that were set by Council. These meetings will be televised on MGTV, Cable Channel 96, to provide our citizens with as many opportunities as possible to view and participate in the City's budget process.

- Monday, April 22, 2013 City Council budget work session (special meeting).
- Monday, April 29<sup>th</sup> preliminary public hearing on proposed budget (regular meeting).
- Monday, May 6<sup>th</sup> charter required public hearing on proposed budget (regular meeting).
- Monday, May 20<sup>th</sup> adoption of the budget by City Council (regular meeting).

It should also be pointed out that good fiscal management dictates that you wait to set the tax rate until the County Board of Commissioners meets to officially equalize property values for Midland County. This meeting is tentatively scheduled for April 16, 2013.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Jon Lynch".

Jon Lynch, AICP ICMA-CM  
City Manager



## **General Fund**

*for the Fiscal Year Ending June 30, 2014*

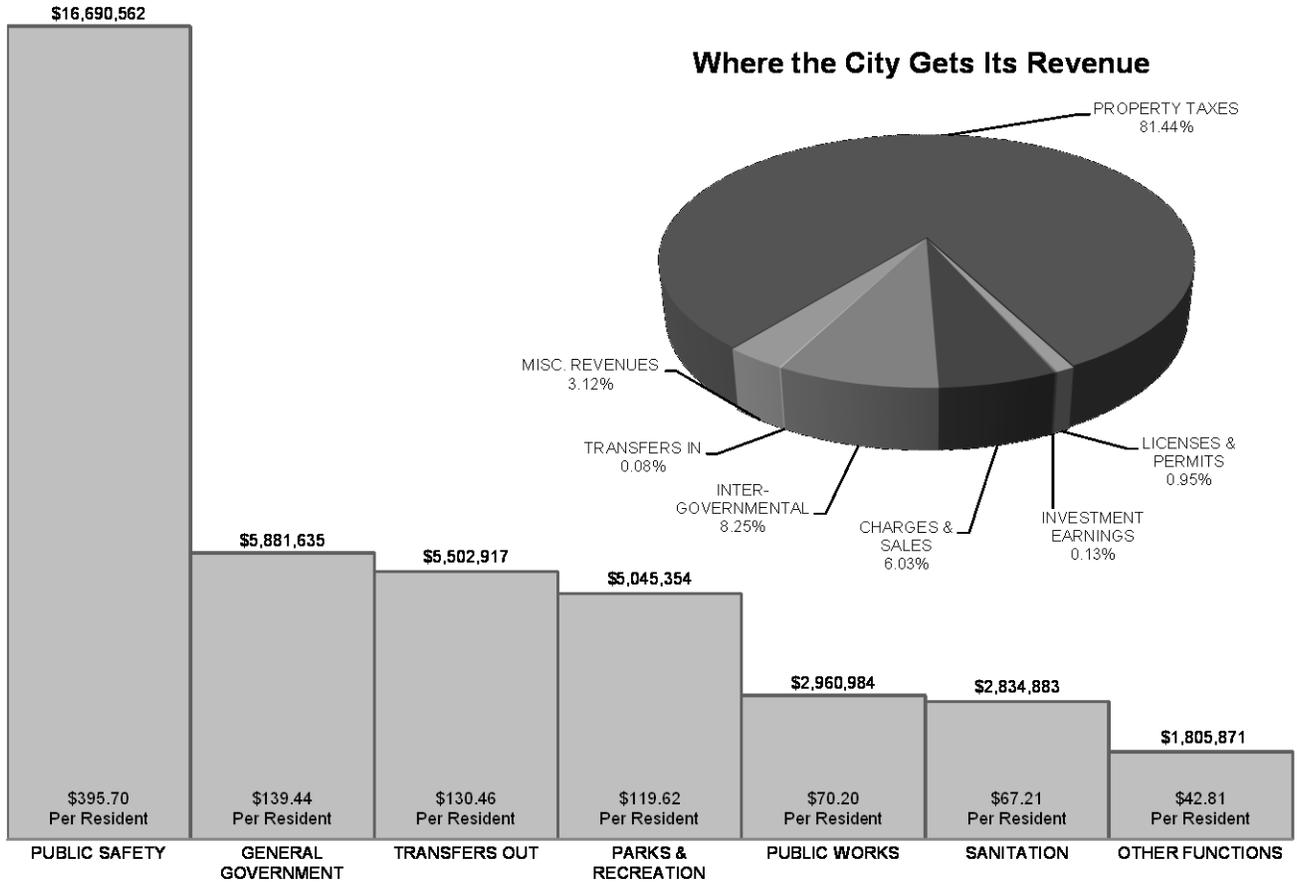
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**Planning & Building Inspection**  
**Police**  
**Public Services**

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## How the City of Midland Allocates Its Money

The 2013-14 General Fund Budget is \$40.7 million, which equates to \$965.44 per resident (population 42,180).

The financial information presented here is intended to provide City residents with general information about how the City's revenue is utilized. Detailed information can be found in the budget document. As you will note, 41.00% of the dollars spent are for Public Safety.





# Combined Summary of Budget Appropriations & Revenues

## FUND 101 - GENERAL FUND COMBINED SUMMARY OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes	\$ 29,496,462	\$ 29,683,677	\$ 29,514,151	\$ 30,521,858
Tax administration fee	878,924	950,000	906,079	906,000
Other tax related revenues	126,920	143,000	126,000	126,000
Licenses and permits	505,260	423,270	382,897	367,620
Intergovernmental	3,255,907	3,088,172	3,324,561	3,198,379
Charges for services	2,261,038	2,080,013	2,046,446	2,092,915
Use and admission charges	266,000	246,450	251,553	242,850
Investment earnings	32,874	50,000	50,000	50,000
Airport sales	322,288	287,860	280,840	282,500
Other revenues	5,265	9,224	7,867	7,724
Fines and forfeits	252,022	235,200	257,200	257,200
Rentals	114,810	117,362	107,362	92,265
Miscellaneous revenues	802,460	638,089	760,229	568,655
<b>Total revenues</b>	<b>38,320,230</b>	<b>37,952,317</b>	<b>38,015,185</b>	<b>38,713,966</b>
<b>Expenditures</b>				
General government	5,601,123	5,678,708	5,691,183	5,881,635
Public safety	15,179,154	16,690,015	16,227,712	16,690,562
Public works	2,712,558	3,177,945	3,014,842	2,960,984
Sanitation	2,542,658	2,639,743	2,612,944	2,834,883
Parks and recreation	5,000,104	5,597,699	5,606,687	5,045,354
Airport	429,794	389,300	394,800	390,052
Other functions	1,219,995	959,777	922,528	1,015,819
Reserve for contingencies	-	355,337	100,000	400,000
<b>Total expenditures</b>	<b>32,685,386</b>	<b>35,488,524</b>	<b>34,570,696</b>	<b>35,219,289</b>
Excess of Revenues Over (Under) Expenditures	5,634,844	2,463,793	3,444,489	3,494,677
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	86,919	69,700	65,775	32,763
Operating transfers out	(4,273,190)	(4,791,272)	(5,215,257)	(5,502,917)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	1,448,573	(2,257,779)	(1,704,993)	(1,975,477)
<b>Fund Balance - beginning of year</b>	<b>7,290,669</b>	<b>8,739,242</b>	<b>8,739,242</b>	<b>7,034,249</b>
<b>Fund Balance - end of year</b>	<b>\$ 8,739,242</b>	<b>\$ 6,481,463</b>	<b>\$ 7,034,249</b>	<b>\$ 5,058,772</b>
Unreserved fund balance	\$ 7,239,242	\$ 4,981,463	\$ 5,534,249	\$ 3,558,772
Reserved fund balance - contingencies	1,500,000	1,500,000	1,500,000	1,500,000
<b>Total fund balance</b>	<b>\$ 8,739,242</b>	<b>\$ 6,481,463</b>	<b>\$ 7,034,249</b>	<b>\$ 5,058,772</b>



# Estimated Revenues by Source

## FUND 101 - GENERAL FUND ESTIMATED REVENUES BY SOURCE Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Property Taxes</b>				
Property taxes	\$ 26,394,519	\$ 26,569,821	\$ 26,505,333	\$ 26,898,388
Special public safety millage	2,340,738	2,411,567	2,410,823	2,698,606
Industrial facilities taxes	1,115,921	1,081,329	977,035	1,155,061
Property taxes captured	(354,716)	(379,040)	(379,040)	(230,197)
	<u>29,496,462</u>	<u>29,683,677</u>	<u>29,514,151</u>	<u>30,521,858</u>
<b>Other Tax Related Revenue</b>				
Tax administration fee	878,924	950,000	906,079	906,000
Payments in lieu of taxes	37,253	33,000	37,000	37,000
Penalties - delinquent taxes	89,667	110,000	89,000	89,000
	<u>1,005,844</u>	<u>1,093,000</u>	<u>1,032,079</u>	<u>1,032,000</u>
<b>Licenses and Permits</b>				
Rental dwelling inspections	59,378	36,500	36,500	36,500
Building permits	260,275	210,000	190,000	180,000
Mechanical permits	40,861	35,000	30,000	28,500
Electrical permits	60,372	55,000	50,000	47,500
Plumbing permits	39,467	39,000	34,000	32,000
Other licenses and permits	44,907	47,770	42,397	43,120
	<u>505,260</u>	<u>423,270</u>	<u>382,897</u>	<u>367,620</u>
<b>Intergovernmental</b>				
State sales taxes	3,104,647	3,040,000	3,216,199	3,160,000
Liquor license control	33,551	-	33,829	33,829
Federal grants	117,709	48,172	74,533	4,550
	<u>3,255,907</u>	<u>3,088,172</u>	<u>3,324,561</u>	<u>3,198,379</u>
<b>Charges for Services</b>				
Administrative charges	1,866,995	1,625,757	1,625,757	1,641,557
Cemetery	101,267	90,000	90,000	90,000
Composting	185,340	180,000	184,000	184,000
Public safety	73,141	149,630	112,063	143,032
Refuse collection	34,295	34,626	34,626	34,326
	<u>2,261,038</u>	<u>2,080,013</u>	<u>2,046,446</u>	<u>2,092,915</u>
<b>Use and Admission Charges</b>				
Swimming pools	100,757	71,000	74,000	76,000
Recreation activities	165,243	175,450	177,553	166,850
	<u>266,000</u>	<u>246,450</u>	<u>251,553</u>	<u>242,850</u>
<b>Investment Earnings</b>	32,874	50,000	50,000	50,000
<b>Other Revenues</b>				
Airport sales	322,288	287,860	280,840	282,500
Other sales	5,265	9,224	7,867	7,724
Fines and forfeits	252,022	235,200	257,200	257,200
Rentals	114,810	117,362	107,362	92,265
Miscellaneous revenues	802,460	638,089	760,229	568,655
	<u>1,496,845</u>	<u>1,287,735</u>	<u>1,413,498</u>	<u>1,208,344</u>
<b>Total revenues</b>	<u>38,320,230</u>	<u>37,952,317</u>	<u>38,015,185</u>	<u>38,713,966</u>



# Estimated Revenues by Source

FUND 101 - GENERAL FUND  
ESTIMATED REVENUES BY SOURCE  
Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Other Financing Sources</b>				
Operating transfer in - CDBG Fund	\$ 40,000	\$ 37,700	\$ 37,700	\$ -
Operating transfer in - Special Activities Fund	24,919	10,000	10,075	14,763
Operating transfer in - Special Assessment Revolv	22,000	22,000	18,000	18,000
Total financing sources	<u>86,919</u>	<u>69,700</u>	<u>65,775</u>	<u>32,763</u>
<b>Total Revenues and Other Financing Sources</b>	<u>\$ 38,407,149</u>	<u>\$ 38,022,017</u>	<u>\$ 38,080,960</u>	<u>\$ 38,746,729</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>General Government</b>				
City Council				
Personal services	\$ 23,953	\$ 22,759	\$ 22,759	\$ 22,759
	<u>23,953</u>	<u>22,759</u>	<u>22,759</u>	<u>22,759</u>
City Manager				
Personal services	580,560	369,617	380,811	395,838
Supplies	2,268	3,179	2,971	3,050
Other charges	30,800	27,520	27,520	16,144
	<u>613,628</u>	<u>400,316</u>	<u>411,302</u>	<u>415,032</u>
Elections				
Personal services	61,763	86,607	126,336	67,909
Supplies	5,077	5,800	7,000	3,300
Other charges	19,991	35,350	45,961	25,245
	<u>86,831</u>	<u>127,757</u>	<u>179,297</u>	<u>96,454</u>
Finance				
Personal services	882,962	950,677	945,570	981,160
Supplies	2,599	6,420	5,800	6,566
Other charges	106,329	88,522	81,185	87,984
	<u>991,890</u>	<u>1,045,619</u>	<u>1,032,555</u>	<u>1,075,710</u>
Assessing				
Personal services	563,064	588,103	588,103	612,274
Supplies	3,037	4,000	4,000	4,000
Other charges	22,366	32,985	29,705	29,971
	<u>588,467</u>	<u>625,088</u>	<u>621,808</u>	<u>646,245</u>
City Attorney				
Personal services	485,851	501,114	501,114	500,009
Supplies	5,428	6,700	6,700	6,700
Other charges	28,215	51,624	47,459	48,700
	<u>519,494</u>	<u>559,438</u>	<u>555,273</u>	<u>555,409</u>
City Clerk				
Personal services	400,322	401,044	413,753	465,495
Supplies	2,500	3,200	2,550	5,150
Other charges	56,562	72,572	46,121	77,098
	<u>459,384</u>	<u>476,816</u>	<u>462,424</u>	<u>547,743</u>
Human Resources				
Personal services	567,176	590,667	592,227	626,536
Supplies	8,484	12,700	12,700	16,700
Other charges	160,726	168,460	152,100	184,734
	<u>736,386</u>	<u>771,827</u>	<u>757,027</u>	<u>827,970</u>
Purchasing				
Personal services	158,773	165,869	165,709	166,648
Supplies	139	150	150	150
Other charges	1,988	2,163	2,048	1,950
	<u>160,900</u>	<u>168,182</u>	<u>167,907</u>	<u>168,748</u>
Police and Fire Pension				
Personal services	9,521	8,552	10,176	12,157
Supplies	129	200	150	200
Other charges	23,583	26,028	26,908	26,677
	<u>33,233</u>	<u>34,780</u>	<u>37,234</u>	<u>39,034</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>General Government (continued)</b>				
Treasurer				
Personal services	\$ 356,604	\$ 371,467	\$ 367,030	\$ 383,385
Supplies	5,372	6,100	6,100	6,100
Other charges	63,246	63,982	65,884	70,639
	<u>425,222</u>	<u>441,549</u>	<u>439,014</u>	<u>460,124</u>
Internal Computer Services				
Other charges	777,752	776,852	776,852	771,984
	<u>777,752</u>	<u>776,852</u>	<u>776,852</u>	<u>771,984</u>
City Hall				
Personal services	6,163	7,209	7,209	7,203
Supplies	13,558	20,450	19,450	14,900
Other charges	164,262	166,457	167,463	172,320
Capital outlay	-	33,609	33,609	60,000
	<u>183,983</u>	<u>227,725</u>	<u>227,731</u>	<u>254,423</u>
Total general government	<u>5,601,123</u>	<u>5,678,708</u>	<u>5,691,183</u>	<u>5,881,635</u>
<b>Public Safety</b>				
Police Department				
Personal services	6,149,595	6,702,506	6,498,638	6,799,176
Supplies	191,563	226,557	237,557	213,010
Other charges	897,957	897,411	885,874	885,650
Capital outlay	26,679	6,000	4,500	-
	<u>7,265,794</u>	<u>7,832,474</u>	<u>7,626,569</u>	<u>7,897,836</u>
Fire Department				
Personal services	5,917,611	6,459,581	6,210,131	6,367,538
Supplies	109,871	142,050	140,900	131,491
Other charges	676,947	742,823	778,885	777,934
Capital outlay	-	161,114	161,114	207,700
	<u>6,704,429</u>	<u>7,505,568</u>	<u>7,291,030</u>	<u>7,484,663</u>
Building Inspection				
Personal services	627,565	709,189	683,951	725,746
Supplies	7,892	14,300	12,295	15,550
Other charges	29,896	33,699	31,899	33,881
	<u>665,353</u>	<u>757,188</u>	<u>728,145</u>	<u>775,177</u>
Planning				
Personal services	409,430	473,657	468,268	430,573
Supplies	5,458	8,100	6,900	7,600
Other charges	114,843	97,239	90,511	65,277
Capital outlay	-	-	-	15,000
	<u>529,731</u>	<u>578,996</u>	<u>565,679</u>	<u>518,450</u>
Emergency Services				
Other charges	13,847	15,789	16,289	14,436
	<u>13,847</u>	<u>15,789</u>	<u>16,289</u>	<u>14,436</u>
Total public safety	<u>15,179,154</u>	<u>16,690,015</u>	<u>16,227,712</u>	<u>16,690,562</u>
<b>Public Works</b>				
City Engineer				
Personal services	130,757	136,683	176,024	186,068
Supplies	14,786	16,010	15,550	16,210
Other charges	18,529	35,752	28,932	35,908
Capital outlay	4,950	43,500	42,644	24,000
	<u>169,022</u>	<u>231,945</u>	<u>263,150</u>	<u>262,186</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Public Works (continued)</b>				
Public Works Administration				
Personal services	\$ 251,252	\$ 266,280	\$ 268,835	\$ 274,363
Supplies	3,642	4,787	4,787	4,787
Other charges	39,467	38,874	38,561	38,142
	<u>294,361</u>	<u>309,941</u>	<u>312,183</u>	<u>317,292</u>
Public Works Activities				
Personal services	368,061	402,379	375,229	411,068
Supplies	314,140	368,004	335,986	203,296
Other charges	845,593	902,069	912,069	894,037
	<u>1,527,794</u>	<u>1,672,452</u>	<u>1,623,284</u>	<u>1,508,401</u>
Sidewalk Engineering and Maintenance				
Personal services	46,757	95,791	62,212	94,832
Supplies	9,470	3,582	3,000	5,000
Other charges	65,247	146,918	92,918	101,500
	<u>121,474</u>	<u>246,291</u>	<u>158,130</u>	<u>201,332</u>
Public Lighting				
Personal services	23,961	26,705	28,484	35,345
Supplies	8,942	23,000	23,000	10,000
Other charges	539,343	616,000	556,000	566,000
	<u>572,246</u>	<u>665,705</u>	<u>607,484</u>	<u>611,345</u>
Traffic Services				
Personal services	(9,651)	12,639	12,639	13,850
Supplies	12,956	13,100	12,600	12,600
Other charges	13,696	24,177	23,677	24,478
Capital outlay	10,660	1,695	1,695	9,500
	<u>27,661</u>	<u>51,611</u>	<u>50,611</u>	<u>60,428</u>
Total public works	<u>2,712,558</u>	<u>3,177,945</u>	<u>3,014,842</u>	<u>2,960,984</u>
<b>Sanitation</b>				
Residential Refuse Collection				
Personal services	533,581	544,678	544,478	560,695
Supplies	34,049	32,450	32,950	165,525
Other charges	487,158	495,374	490,324	525,374
	<u>1,054,788</u>	<u>1,072,502</u>	<u>1,067,752</u>	<u>1,251,594</u>
Heavy Refuse Collection				
Personal services	503,181	551,396	535,231	540,564
Supplies	50	400	400	400
Other charges	357,444	364,700	364,700	364,700
	<u>860,675</u>	<u>916,496</u>	<u>900,331</u>	<u>905,664</u>
Composting - Fall Pick-Up				
Personal services	189,594	200,227	189,060	204,755
Supplies	-	200	-	200
Other charges	58,578	58,866	64,465	68,266
	<u>248,172</u>	<u>259,293</u>	<u>253,525</u>	<u>273,221</u>
Curbside Recycling				
Supplies	-	250	250	250
Other charges	379,023	391,202	391,086	404,154
	<u>379,023</u>	<u>391,452</u>	<u>391,336</u>	<u>404,404</u>
Total sanitation	<u>2,542,658</u>	<u>2,639,743</u>	<u>2,612,944</u>	<u>2,834,883</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Parks and Recreation</b>				
Parks/Recreation Administration				
Personal services	\$ 305,106	\$ 321,039	\$ 320,967	\$ 328,656
Supplies	7,478	7,100	7,100	7,100
Other charges	6,441	6,910	7,090	7,878
	<u>319,025</u>	<u>335,049</u>	<u>335,157</u>	<u>343,634</u>
Parks				
Personal services	1,499,312	1,749,330	1,721,362	1,763,225
Supplies	150,597	148,444	160,984	155,286
Other charges	677,738	909,820	896,004	786,679
Capital outlay	226,428	60,000	60,000	70,000
	<u>2,554,075</u>	<u>2,867,594</u>	<u>2,838,350</u>	<u>2,775,190</u>
Forestry				
Personal services	558,964	527,524	559,951	581,880
Supplies	86,508	39,691	39,544	39,329
Other charges	423,450	699,507	715,386	157,783
	<u>1,068,922</u>	<u>1,266,722</u>	<u>1,314,881</u>	<u>778,992</u>
Recreation				
Personal services	390,087	417,415	420,625	409,753
Supplies	39,673	31,328	31,428	29,300
Other charges	92,455	86,906	89,442	103,305
Capital outlay	-	-	-	10,000
	<u>522,215</u>	<u>535,649</u>	<u>541,495</u>	<u>552,358</u>
Summer Programs				
Personal services	4,736	4,633	6,190	4,610
Supplies	3,280	3,500	2,800	5,000
Other charges	925	1,500	2,700	2,700
	<u>8,941</u>	<u>9,633</u>	<u>11,690</u>	<u>12,310</u>
Winter Programs				
Personal services	13,074	31,879	18,904	31,717
Supplies	13,590	9,255	9,780	9,200
Other charges	9,831	11,910	12,191	12,276
Capital outlay	20,207	9,795	9,795	-
	<u>56,702</u>	<u>62,839</u>	<u>50,670</u>	<u>53,193</u>
Plymouth Park Pool				
Personal services	74,466	70,204	74,297	73,784
Supplies	26,332	29,360	29,360	29,360
Other charges	36,861	50,330	52,873	48,183
	<u>137,659</u>	<u>149,894</u>	<u>156,530</u>	<u>151,327</u>
Cemetery				
Personal services	249,778	274,667	257,866	275,521
Supplies	24,006	21,730	26,621	24,539
Other charges	58,781	73,922	65,427	51,290
Capital outlay	-	-	8,000	27,000
	<u>332,565</u>	<u>370,319</u>	<u>357,914</u>	<u>378,350</u>
Total parks and recreation	<u>5,000,104</u>	<u>5,597,699</u>	<u>5,606,687</u>	<u>5,045,354</u>
<b>Airport</b>				
Personal services	7,587	12,146	12,146	12,393
Supplies	7,118	8,700	8,700	8,900
Other charges	375,572	345,580	351,080	353,759
Capital outlay	39,517	22,874	22,874	15,000
Total airport	<u>429,794</u>	<u>389,300</u>	<u>394,800</u>	<u>390,052</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Other Functions</b>				
Tax Appeals				
Other charges	752,824	427,000	429,000	429,000
	<u>752,824</u>	<u>427,000</u>	<u>429,000</u>	<u>429,000</u>
Miscellaneous				
Personal services	13,582	16,768	16,768	18,983
Supplies	75,034	70,530	70,250	70,500
Other charges	378,555	445,479	406,510	497,336
	<u>467,171</u>	<u>532,777</u>	<u>493,528</u>	<u>586,819</u>
Total other functions	<u>1,219,995</u>	<u>959,777</u>	<u>922,528</u>	<u>1,015,819</u>
Reserve for contingencies	-	355,337	100,000	400,000
Total expenditures	<u>32,685,386</u>	<u>35,488,524</u>	<u>34,570,696</u>	<u>35,219,289</u>
<b>Other Financing Uses</b>				
Operating Transfers Out				
Local Street Fund	-	88,000	88,000	-
Golf Course Fund	98,038	132,500	540,000	540,000
Dial-A-Ride Fund	674,833	777,702	804,969	753,861
Grace A. Dow Library Fund	676,001	869,872	794,114	889,997
Civic Arena Fund	365,000	425,000	425,000	425,000
Debt Service Fund	1,808,152	1,810,424	1,817,400	1,820,059
Storm Water Management Fund	370,000	500,000	450,000	510,000
Municipal Service Center	-	-	-	200,000
Parking Fund	-	-	2,500	14,000
Investment in capital projects	281,166	187,774	293,274	350,000
Total other financing uses	<u>4,273,190</u>	<u>4,791,272</u>	<u>5,215,257</u>	<u>5,502,917</u>
Total Expenditures and Other Financing Uses	<u>\$ 36,958,576</u>	<u>\$ 40,279,796</u>	<u>\$ 39,785,953</u>	<u>\$ 40,722,206</u>

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**City Manager ..... Jon Lynch**  
**Administrative Secretary to the City Manager ..... Patty Wilke**

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## Service Statement

The City Manager is hired to serve the Council and the community and to bring to the City the benefits of training and experience in administering local government projects and programs on behalf of the governing body. The manager prepares a budget for the Council's consideration; recruits, hires and supervises the government's staff; serves as the Council's chief advisor; and carries out the Council's policies.

Council members count on the City Manager to provide complete and objective information, pros and cons of the alternatives and long-term consequences. The City Manager makes policy recommendations to the Council, but the Council may or may not adopt them, and may modify the recommendations. The City Manager is bound by whatever action the Council takes.

## Functions

### City Management

- Chief Administrative Officer
- Ensures that all laws and ordinances are enforced
- Manages and supervises all public improvements, works, and undertakings of the City
- Responsible for the construction, repair, maintenance, lighting, and cleaning of streets, sidewalks, bridges, pavements, sewers, and all public buildings and other property belonging to the City
- Manages and supervises all City utilities
- Responsible for the preservation of property, tools, and appliances of the City
- Attends all meetings of the City Council, with the right to take part in discussions, but without the right to vote
- Prepares and administers the annual budget under policies formulated by the City Council, and keeps the City Council fully advised at all times as to the financial condition and needs of the City
- Recommends to the City Council for adoption such measures as he may deem necessary or expedient
- Responsible to the City Council for the efficient administration of all departments of the city government
- Acts as the purchasing agent for the City or delegates such duties to some other officer or employee of the City
- Prepares an annual report of the City's business and makes the same available to the public
- Conducts all sales of personal property that the City Council authorizes to be sold
- Assumes all duties and responsibilities as personnel director of all City employees, or delegates such duties to some other officer or employee of the City
- Performs such other duties as may be prescribed by the City Charter or required by ordinance or by direction of the City Council, or which are not assigned to some other official in conformity with the provisions of the City Charter

## Department at a Glance - City Manager

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
City Manager's Office	\$ 645,378	\$ 613,628	\$ 400,316	\$ 411,302	\$ 415,032	0.9%
<b>Total Department</b>	<b>\$ 645,378</b>	<b>\$ 613,628</b>	<b>\$ 400,316</b>	<b>\$ 411,302</b>	<b>\$ 415,032</b>	<b>0.9%</b>
Personal Services	\$ 605,031	\$ 580,560	\$ 369,617	\$ 380,811	\$ 395,838	3.9%
Supplies	2,803	2,268	3,179	2,971	3,050	2.7%
Other Services/Charges	37,544	30,800	27,520	27,520	16,144	-41.3%
<b>Total Department</b>	<b>\$ 645,378</b>	<b>\$ 613,628</b>	<b>\$ 400,316</b>	<b>\$ 411,302</b>	<b>\$ 415,032</b>	<b>0.9%</b>

### Personnel Summary

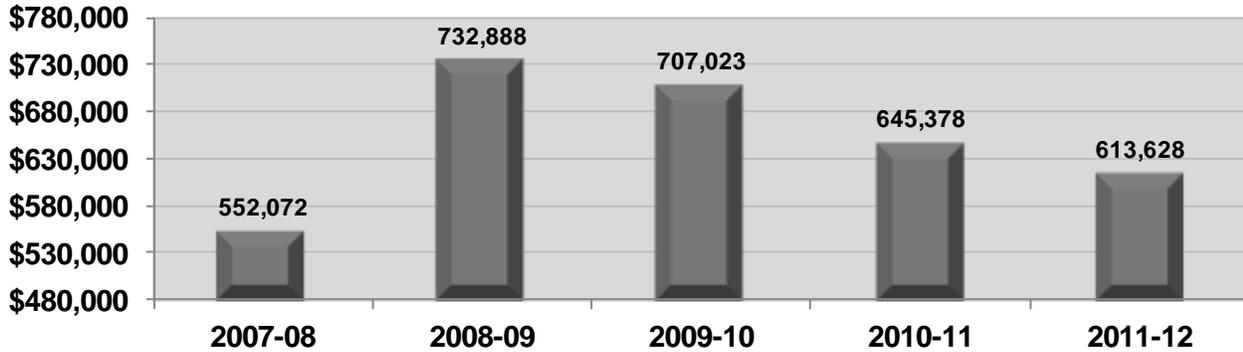
Full-Time	3	4	2	2	2
Regular Part-Time	1	-	-	-	-
<b>Total Department</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Department at a Glance - City Council

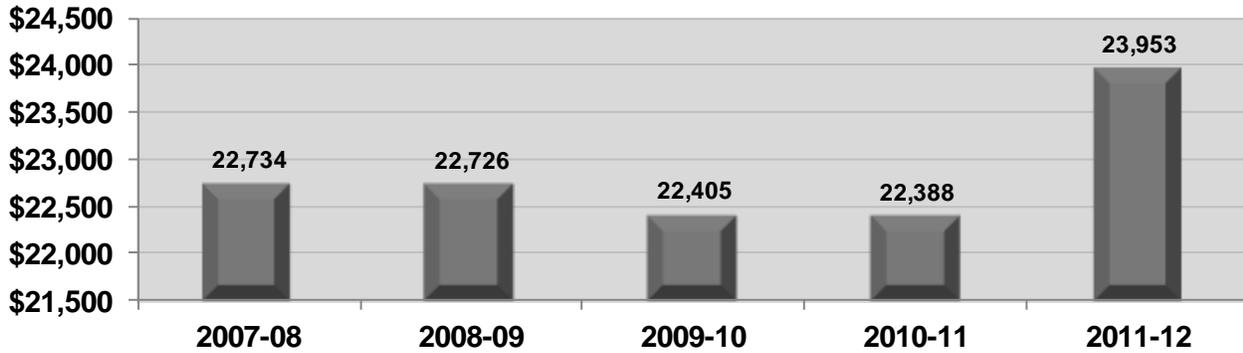
Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
City Council	\$ 22,388	\$ 23,953	\$ 22,759	\$ 22,759	\$ 22,759	0.0%
<b>Total Department</b>	<b>\$ 22,388</b>	<b>\$ 23,953</b>	<b>\$ 22,759</b>	<b>\$ 22,759</b>	<b>\$ 22,759</b>	<b>0.0%</b>
Personal Services	\$ 22,388	\$ 23,953	\$ 22,759	\$ 22,759	\$ 22,759	0.0%
<b>Total Department</b>	<b>\$ 22,388</b>	<b>\$ 23,953</b>	<b>\$ 22,759</b>	<b>\$ 22,759</b>	<b>\$ 22,759</b>	<b>0.0%</b>

**Summary of Budget Changes**

**5-Year Operating Budget History – City Manager**



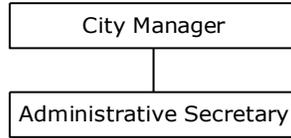
**5-Year Operating Budget History – City Council**



**Key Departmental Trends & Performance Objectives**

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
City Manager	1	1	1
Assistant City Manager	1	0	0
Administrative Secretary	1	1	1
Assistant Administrative Secretary	1	0	0
<b>Total Full-Time</b>	<b>4</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
Assistant Administrative Secretary	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>2</b>	<b>2</b>

Note: The Assistant Administrative Secretary and Assistant City Manager positions were eliminated in 2011 after two staff retirements.



**City Attorney ..... James O. Branson III**  
**Paralegal/Legal Assistant ..... Lesley A. Kovacevich**  
**Paralegal/Legal Assistant ..... Brenda L. Thurston**

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## Service Statement

The City Attorney's Office serves as a center for legal services, information and education for City Council, staff and board and commission members. The City Attorney represents the City's interest in the district, circuit, state, federal and appellate courts as well as the tax tribunal and various state administrative agencies.

The City Attorney's Office is committed to providing quality legal services and information to City Council, staff and board and commission members. The professional legal staff emphasizes continuing legal education, training and proficiency. The department also strives to be technologically and professionally competitive with private law firms throughout the state.

The City Attorney's Office prepares and/or reviews all ordinances, contracts, agreements, bonds and other legal documents which obligate the City and provides opinions as to their legality.

In addition, the City Attorney's Office is responsible for prosecution of all ordinance violations and traffic matters. Changes or recent developments in laws affecting the City are monitored by the City Attorney's Office and presented to City Council, staff and board and commission members. The City Attorney's Office also provides information to the public, media and other governmental agencies regarding matters that directly relate to and affect the City. In addition, the City Attorney's Office performs other duties as dictated by the City Charter, local and state law.

The City Attorney's Office does not provide legal advice to citizens; however, it does provide references to various agencies and resources that may be of assistance.

## Functions

### **Administration**

- Prepares and administers department and litigation budgets
- Liaison to City Council, staff and board and commission members
- Supervises outside legal counsel
- Coordinates staff development and training
- Coordinates technological development to enhance computerized legal research system
- Liaison to local, federal and state agencies, associations and groups

### **City as Plaintiff**

- Aggressively prosecutes criminal misdemeanor offenses and civil infraction violations of the Code of Ordinances and Zoning Ordinance as well as traffic matters
- Represents the City in the collection of hundreds of civil litigation lawsuits to recover financial debts owed to the City

### **City as Defendant**

- Aggressively defends lawsuits brought against the City regarding zoning and planning decisions, personal injury claims and claims against officials and staff while performing governmental functions
- Defends the City Assessor's value determinations in tax appeal cases, including Michigan Tax Tribunal and State Tax Commission hearings

### **Advising City Officials**

- Consults and provides legal advice and updates to City Council, staff and board and commission members
- Provides ongoing training to City Council, staff and board and commission members, outlining the legal responsibilities of the City and compliance with provisions of the Charter as well as local, state and federal laws
- Regularly attends meetings of and provides legal assistance to City Council, staff, boards and commissions and various public and private organizations

- Alerts and makes legal recommendations to City Council, staff and board and commission members to changes in state or federal laws that affect the City
- Monitors compliance with the Open Meetings Act and the Freedom of Information Act
- Monitors compliance with the City's ethics ordinance in addition to serving as a member of the Ethics Board
- Provides information to and educates the general public, as well as other local, state and federal governmental agencies, through presentations at public schools, Northwood University, Citizens Academy and various other public and private groups
- Serves as the resource for records retention compliance

### **Other Activities**

- Negotiates or assists in negotiation of all contracts, agreements, bonds and real estate transactions
- Researches, drafts and/or reviews all ordinances, policies, contracts, agreements and legal documents
- Reviews and responds to all Freedom of Information Act requests
- Recommends necessary revisions to the City Charter, Code of Ordinances and Zoning Ordinance as well as internal policies and procedures
- Drafts ballot language for proposed Charter amendments
- Serves as a member of the Elections Commission
- Researches and issues legal opinions on various issues
- Receives and handles citizen complaints and/or issues criminal misdemeanor complaints and warrants
- Prepares, presents and/or reviews numerous agenda items
- Assists citizens on a daily basis by answering inquiries and providing appropriate referrals when necessary
- Responds to media inquiries

## Department at a Glance - City Attorney

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
City Attorney's Office	\$ 499,983	\$ 519,494	\$ 559,438	\$ 555,273	\$ 555,409	0.0%
<b>Total Department</b>	<b>\$ 499,983</b>	<b>\$ 519,494</b>	<b>\$ 559,438</b>	<b>\$ 555,273</b>	<b>\$ 555,409</b>	<b>0.0%</b>
Personal Services	\$ 473,293	\$ 485,851	\$ 501,114	\$ 501,114	\$ 500,009	-0.2%
Supplies	6,480	5,428	6,700	6,700	6,700	0.0%
Other Services/Charges	20,210	28,215	51,624	47,459	48,700	2.6%
<b>Total Department</b>	<b>\$ 499,983</b>	<b>\$ 519,494</b>	<b>\$ 559,438</b>	<b>\$ 555,273</b>	<b>\$ 555,409</b>	<b>0.0%</b>

### Personnel Summary

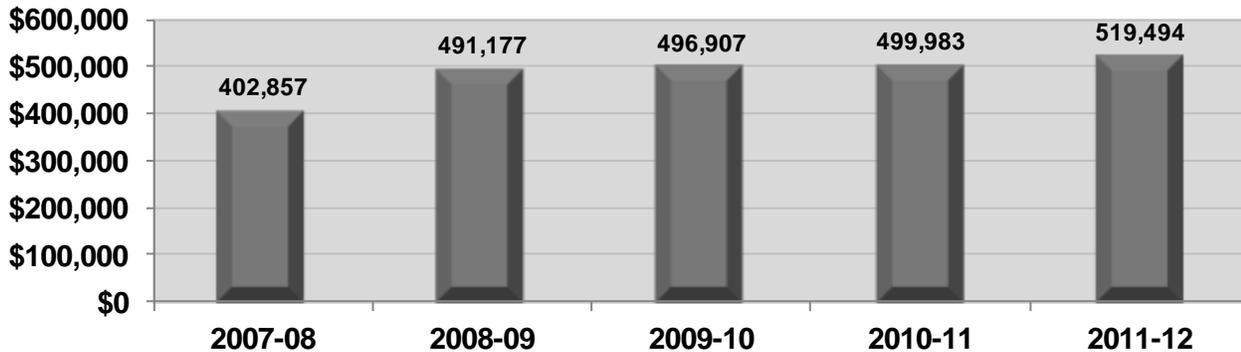
Full-Time	3	3	3	3	3
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Department at a Glance - Tax Appeals

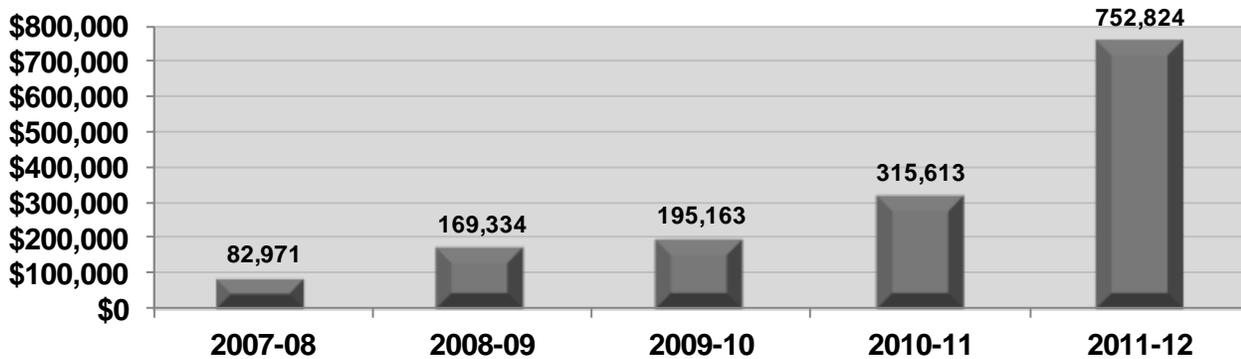
Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Miscellaneous Tax Appeals	\$ 315,613	\$ 752,824	\$ 427,000	\$ 429,000	\$ 429,000	0.0%
<b>Total Department</b>	<b>\$ 315,613</b>	<b>\$ 752,824</b>	<b>\$ 427,000</b>	<b>\$ 429,000</b>	<b>\$ 429,000</b>	<b>0.0%</b>
Other Services/Charges	315,613	752,824	427,000	429,000	429,000	0.0%
<b>Total Department</b>	<b>\$ 315,613</b>	<b>\$ 752,824</b>	<b>\$ 427,000</b>	<b>\$ 429,000</b>	<b>\$ 429,000</b>	<b>0.0%</b>

**Summary of Budget Changes**

**5-Year Operating Budget History – General Attorney**



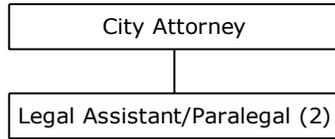
**5-Year Operating Budget History – Tax Appeals**



**Key Departmental Trends & Performance Objectives**

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
City Attorney	1	1	1
Legal Assistant/Paralegal	2	2	2
<b>Total Full-Time</b>	<b>3</b>	<b>3</b>	<b>3</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>3</b>	<b>3</b>	<b>3</b>

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**City Clerk / Community Relations & DDA Director.....Selina Tisdale**  
**Communications Coordinator ..... Libby Richart**

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## Service Statement

The Clerk / Community Relations Department provides a variety of services to Midland citizens including: maintaining the permanent records of all Midland City Council proceedings and formal documentation of the City of Midland including City ordinances, resolutions and other actions determined by the Council; issuing various licenses and permits as required by City ordinance; managing all voting activities taking place in the City of Midland; and performing all aspects of the communication process to keep the community informed on programs and services provided by the City of Midland and issues concerning our community.

## Functions

### City Clerk

- Maintains the City of Midland Charter and Code
- Oversees the main switchboard for the City of Midland and provides service at the information desk at Midland City Hall
- Responsible for all documents and records pertaining to the City of Midland
- Maintains a written record of all actions taken by Midland City Council
- Staff liaison department to the Local Officers Compensation Commission
- Manages the City's compliance with the Freedom of Information Act
- Records administration and purchase point to acquire cemetery plots and funeral arrangements through Midland Municipal Cemetery
- Issues various licenses as required under the City's Code of Ordinances

### Elections

- Maintains voter registration records
- Ensures compliance with all State and Federal Election Laws as well as local city charter, resolutions and ordinances
- Administers all elections held within the City of Midland including absentee voting activities, the maintenance and distribution of election equipment and materials and management of Election Day activities

### Communications

- Informs the public of the various services, programs and activities provided by the City of Midland
- Advises on and manages communication strategies regarding various City of Midland issues
- Distributes weekly and as-needed media releases
- Manages the Midland Government Television (MGTV-5) Message Board
- Maintains and enhances the City of Midland website ([www.midland-mi.org](http://www.midland-mi.org))
- Manages the City's streaming video services
- Publishes the **At Your Service...** community newsletter
- Publishes the weekly **CityHall News** electronic newsletter
- Directs programming on MGTV-5
- Produces the monthly MGTV-5 **City in 15** informational program
- Produces an annual City Calendar and Services Guide
- Administers the City's annual Citizens Academy
- Assists City departments with coordination of various public relations informational campaigns, programs and events

## Department at a Glance - City Clerk

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
City Clerk	\$ 458,047	\$ 459,384	\$ 476,816	\$ 462,424	\$ 547,743	18.5%
<b>Total Department</b>	<b>\$ 458,047</b>	<b>\$ 459,384</b>	<b>\$ 476,816</b>	<b>\$ 462,424</b>	<b>\$ 547,743</b>	<b>18.5%</b>
Personal Services	\$ 401,289	\$ 400,322	\$ 401,044	\$ 413,753	\$ 465,495	12.5%
Supplies	3,267	2,500	3,200	2,550	5,150	102.0%
Other Services/Charges	53,491	56,562	72,572	46,121	77,098	67.2%
<b>Total Department</b>	<b>\$ 458,047</b>	<b>\$ 459,384</b>	<b>\$ 476,816</b>	<b>\$ 462,424</b>	<b>\$ 547,743</b>	<b>18.5%</b>

### Personnel Summary

Full-Time	4	4	4	4	4
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Department at a Glance - Elections

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Elections	\$ 91,794	\$ 86,831	\$ 127,757	\$ 179,297	\$ 96,454	-46.2%
<b>Total Department</b>	<b>\$ 91,794</b>	<b>\$ 86,831</b>	<b>\$ 127,757</b>	<b>\$ 179,297</b>	<b>\$ 96,454</b>	<b>-46.2%</b>
Personal Services	\$ 63,603	\$ 61,763	\$ 86,607	\$ 126,336	\$ 67,909	-46.2%
Supplies	4,850	5,077	5,800	7,000	3,300	-52.9%
Other Services/Charges	23,341	19,991	35,350	45,961	25,245	-45.1%
<b>Total Department</b>	<b>\$ 91,794</b>	<b>\$ 86,831</b>	<b>\$ 127,757</b>	<b>\$ 179,297</b>	<b>\$ 96,454</b>	<b>-46.2%</b>

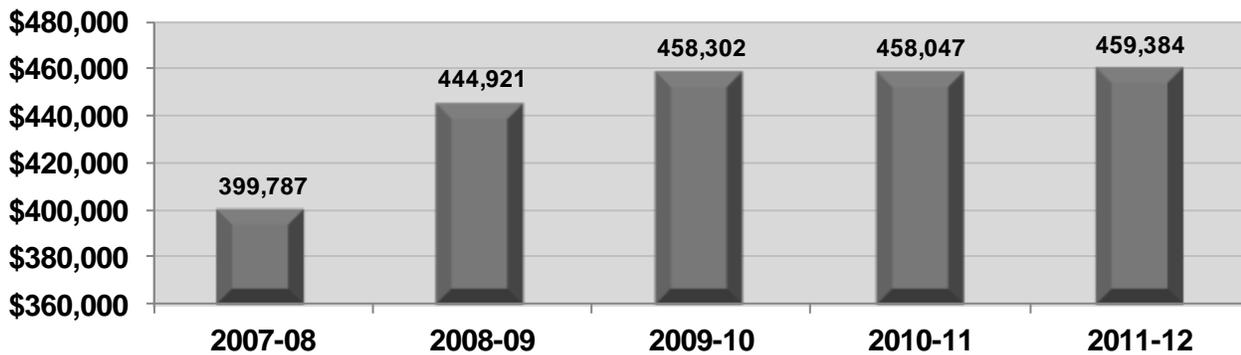
2010-11 saw a governor's primary in August and a high-turnout gubernatorial race in November 2011. In 2011-12 the November election saw all council seats run uncontested and this was the first election that school elections consolidated with the November general election under the new Consolidated Election Law. A small-turnout Presidential Primary was held in February 2012. The 2012-13 budget saw a small August Primary Election with a very large voter turnout for the November 2012 Presidential Election and an unanticipated special school election scheduled for May 2013.

## Summary of Budget Changes

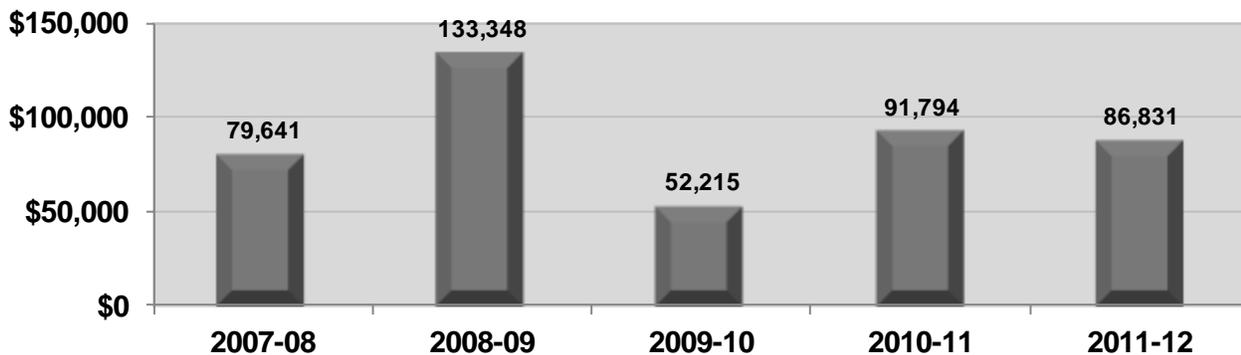
### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

In 2012-13 the clerk’s staff assistant position was upgraded to also reflect the work this position does with coordinating elections.

### 5-Year Operating Budget History – City Clerk



### 5-Year Operating Budget History – Elections

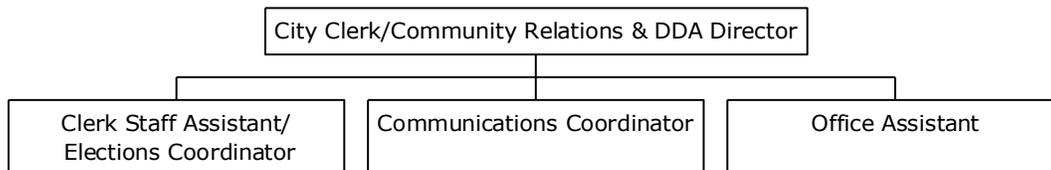


Fiscal year 2008-09 was a very large election year with two local millage proposals on the August 2008 ballot, a very significant presidential election in November 2008 and a large voter turnout for the May 2009 Midland Public School Millage Renewal proposal. 2009-10 was a small election year with only one council member running opposed in November 2009 and a small one contested seat for the May 2010 MPS School Board election. 2010-11 saw a governor’s primary in August and a high-turnout gubernatorial race in November. In 2011-12 the November election saw all council seats run uncontested and this was the first election that school elections consolidated with November general election under the Consolidated Election Law. A small-turnout Presidential Primary was held in February 2012.

## Key Departmental Trends & Performance Objectives

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## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
City Clerk/Community Relations/DDA Director	1	1	1
Communications Coordinator	1	1	1
Clerk Staff Assistant / Elections Coordinator	1	1	1
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>



**City Engineer..... Brian McManus**

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## Service Statement

The Engineering Department is responsible for the planning, design and construction of City projects such as roads, sewers, water mains, drains, sidewalks, trails and soil erosion control.

Major responsibilities include in-house design and oversight of public works projects and oversight of consulting engineers engaged in design, construction engineering, inspection and materials testing on City projects.

Engineering develops master plans, cost estimates and funding strategies for public improvement projects during the annual project priority process. Engineering reviews plans for public and private improvements in City rights-of-way for compliance with City ordinances and development standards. Engineering is responsible for all records of City utilities, local and major streets, pavement management and pavement markings, traffic counts, traffic sign and signal maintenance and traffic control orders. Engineering receives requests for installation of new traffic control devices and processes these requests in coordination with the City's traffic consultant and Midland City Council.

Residents, property owners, developers, builders and consulting engineers obtain a variety of information from Engineering such as utility, wetland and floodplain locations, development standards, construction specifications, permit and inspection requirements, and location and availability of City utilities. Property owners can receive information on special assessment procedures for implementing road, water, sewer or sidewalk improvements. Engineering is responsible for setting the right-of-way standards, issuing right-of-way construction permits for sewer connections, driveways, sidewalks, curb cuts, gas mains, electric lines and communication wires and performs all permit inspections. Plans for private development are submitted to the Engineering Department to review for conformance with City development standards and traffic requirements.

Construction inspection is conducted to ensure conformance with City, State and County requirements and contract specifications.

Engineering develops and administers the City's storm water ordinance by implementing programs and projects to promote sustainable storm water management and reduce soil erosion to improve and protect water quality in drains and rivers.

Engineering is actively using the City's Geographic Information System (G.I.S.) to address public concerns, review and maintain street and utility infrastructure and manage street signs.

Engineering manages daily operations for Jack Barstow Municipal Airport that includes snow plowing, grounds mowing, pavement maintenance, grounds maintenance and building maintenance.

## Functions

### **Administration**

- Prepares and administers department budget
- Prepares and administers capital improvement budget for roads, sanitary sewers, water mains, drains and detention, and sidewalks
- Liaison with Federal, State and County agencies to implement projects and programs
- Liaison with developers to implement public improvements for new residential, commercial and industrial developments
- Liaison with utility companies for private utility construction in City right-of-way
- Prepares and maintains development standards for new development
- Assists with development of master plans for capital improvements
- Administers a Storm Water Management program and ordinance
- Coordinates the City's street light program
- Manages operations for Barstow Municipal Airport

### **Engineering**

- Designs public improvement projects such as roads, bridges, storm drains, sanitary sewers, stream bank stabilization and water mains
- Design reviews and recommendations with MDOT for projects on State Highway System and Midland County Road Commission for County projects
- Technical consultant and project implementation manager for DDA and Project for Public Spaces projects
- Reviews development-related public improvement plans for compliance with City standards and specifications
- Reviews development-related site grading, drainage and soil erosion control plans for compliance with City, County and State requirements
- Maintains street utility maps and G.I.S.
- Maintains City development standards, construction specifications and standard construction details

- Investigates construction-related concerns from the public regarding construction and development projects
- Answers utility questions
- Performs modeling for sanitary and storm sewer systems
- Obtains permits from MDEQ and MDOT for construction of sewers, water mains and street improvements
- Participates in implementation and maintenance of the City's pavement management system and analyzes roads for defects and deficiencies
- Issues permits and performs inspections for right-of-way permits, sewer connections, curb cuts, sidewalks and soil erosion control
- Prepares special assessment district projects for paving, sanitary sewers, water mains and sidewalks
- Provides professional engineering and survey services for all City departments
- Maintains sewer lead location data for all connections to the sanitary systems
- Prepares applications for grants for State and Federal funding

### **Surveying and Inspection**

- Conducts surveys for design and construction layout of public improvements
- Maintains the City's benchmark systems
- Participates in data collection and maintenance of the City's geographic information system
- Inspects public improvements for compliance with development standards, construction specifications and soil erosion control requirements
- Inspects construction of city road, water, sidewalks and sewer projects
- Prepares and reviews legal descriptions for all real estate issues for the City of Midland

## Functions (cont.)

### **Traffic Services & Traffic Engineering**

- Reviews and approves traffic control for capital improvement projects and private work in City right-of-way
- Maintains and upgrades traffic signals and related signal equipment for the City of Midland, Midland County and City of Auburn
- Maintains records of traffic signals and signs
- Conducts, analyzes and maintains traffic volume counts
- Develops and maintains city-wide traffic signal progression
- Reviews plans of new developments for compliance with traffic standards
- Responds to requests for new traffic control devices such as signals and signs
- Installs and/or coordinates installation of new traffic control devices
- Liaison to the Midland County Road Commission and City of Auburn for traffic signal complaints
- Investigates traffic vision obstructions
- Prepares traffic control orders for all new devices that are made permanent by City Council
- Conducts and oversees traffic impact studies
- Maintains traffic signal software
- Identifies/reviews traffic safety concerns and implements corrective actions

- Maintains and replaces street signage
- Maintains pavement marking for city streets annually and public parking lot areas as needed
- Maintains street lights for downtown, custom street lights in various locations, and in public parking areas
- Coordinates new public street light projects

### **Storm Water Drainage**

- Manages storm water ordinance requirements for developments and subdivisions
- Evaluates storm water drainage system for needed improvements
- Develops and implements projects to improve watersheds and storm water drainage system
- Monitors Federal, State and County information regarding changes in storm water drainage by regulations and mandates
- Performs required Storm Water Operator duties required by MDEQ for projects on City property
- Obtains field and office data for creation of storm water model on G.I.S.
- Surveys drainage problems on private property and makes recommendation for corrections

## Department at a Glance

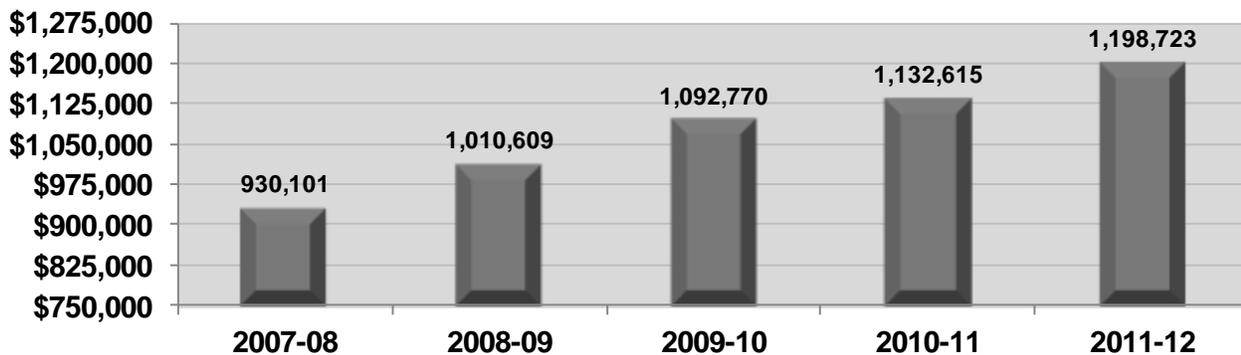
Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Engineering	\$ 154,286	\$ 169,022	\$ 231,945	\$ 263,150	\$ 262,186	-0.4%
Public Lighting	614,834	572,246	665,705	607,484	611,345	0.6%
Traffic Services	37,021	27,661	51,611	50,611	60,428	19.4%
Barstow Airport	326,474	429,794	389,300	394,800	390,052	-1.2%
<b>Total Department</b>	<b>\$ 1,132,615</b>	<b>\$ 1,198,723</b>	<b>\$ 1,338,561</b>	<b>\$ 1,316,045</b>	<b>\$ 1,324,011</b>	<b>0.6%</b>
Personal Services	\$ 151,763	\$ 152,654	\$ 188,173	\$ 229,293	\$ 247,656	8.0%
Supplies	43,867	43,801	60,810	59,850	47,710	-20.3%
Other Services/Charges	936,985	947,141	1,021,509	959,689	980,145	2.1%
Capital Outlay	-	55,127	68,069	67,213	48,500	-27.8%
<b>Total Department</b>	<b>\$ 1,132,615</b>	<b>\$ 1,198,723</b>	<b>\$ 1,338,561</b>	<b>\$ 1,316,045</b>	<b>\$ 1,324,011</b>	<b>0.6%</b>

### Personnel Summary

Full-Time	12	12	12	12	12
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

## Summary of Budget Changes

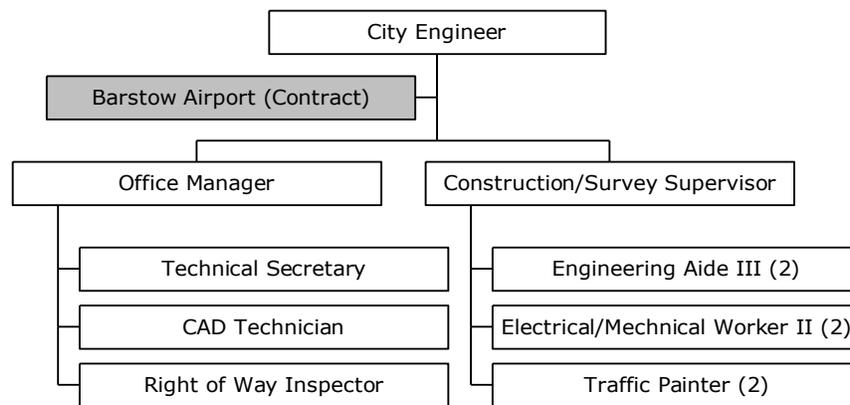
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

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## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
City Engineer	1	1	1
Office Manager	1	1	1
Construction/Survey Supervisor	1	1	1
Right of Way Inspector	1	1	1
CAD Technician	1	1	1
Engineering Aide III	2	2	2
Electrical/Mechanical Worker II	2	2	2
Traffic Painter	2	2	2
Technical Secretary	1	1	1
<b>Total Full-Time</b>	<b>12</b>	<b>12</b>	<b>12</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>12</b>	<b>12</b>	<b>12</b>

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<b>Fire Chief.....</b>	<b>Chris Coughlin</b>
<b>Battalion Chief .....</b>	<b>Ron Shaffer</b>
<b>Battalion Chief .....</b>	<b>Chuck Powell</b>
<b>Battalion Chief .....</b>	<b>Greg Schmidt</b>
<b>Fire Marshal .....</b>	<b>Josh Mosher</b>
<b>Training Safety Officer .....</b>	<b>Greg Weisbarth</b>

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## Service Statement

The Midland Fire Department is a career fire department consisting of dedicated professional firefighters to protect and preserve the lives and property of the citizens of Midland from fire and to assist them in emergency situations. The department accomplishes these tasks with a complement of 46 personnel in five divisions: Administration, Suppression, Training, Fire Prevention and Maintenance.

The Administration Division directs and administers all department operations and personnel including strategic planning, budgeting, financial management, records management, reports, communications, policy development, labor relations and technologies. This division consists of the Fire Chief supported by a Technical Secretary.

The Fire Fighting Division is responsible for fire prevention and extinguishment, EMT level medical response, hazmat responses, weather related emergencies, technical rescues and calls not classified. Additional duties include commercial business inspections, fire safety education, special event standby services, station tours, public assistance, department facility maintenance and equipment maintenance. This is accomplished utilizing three fire stations, located throughout the city, staffed by 42 full time firefighters divided into three platoons, each with a compliment of 14 personnel working 24 hour shifts.

The Training Division is responsible for the management, development and implementation of the department's training programs. In addition, this division administers the department's occupational safety and health programs to enhance operations and prevent accidents. The division consists of one member who is assigned as the Training/Safety Officer. The services also include budget preparation, personnel management, public relations, organizational goal setting, training objectives, ensuring compliance with State of Michigan certification requirements and laws regulating Firefighter occupational safety and health, accident investigation, fire ground safety and educational programs for other City departments and the general public.

The Fire Prevention Division, under the direction of the Fire Chief, is responsible for enforcement of the City's fire prevention ordinances and codes. The division consists of one Fire Marshal whose duties are fire code enforcement, fire investigation, fire inspections and fire safety education. Code enforcement is accomplished through site plan review, plan review and on-site inspections, which include inspection and testing of fire protection systems including fire suppression, fire detection, alarms and hazardous material storage. The division works closely with Building, Planning, Engineering and Water department personnel during the construction of new buildings.

The division is responsible for fire investigations to determine cause and origin, administration of the department's public fire safety education programs including the Annual Open House, Fire Company Inspection Program, special event permits and processing Freedom of Information Act (FOIA) requests.

The Maintenance Division is managed by three Battalion Chiefs whose responsibilities include budgeting, financial management and maintenance of three specific areas: Shift A Battalion Chief's duties are to maintain all department equipment; Shift B Battalion Chief's duties are to maintain all fire apparatus, vehicles, radio communications and emergency sirens; Shift C Battalion Chief's duties are to maintain all fire station facilities and stationary equipment.

## Functions

### **Administration**

- Directs all fire prevention, firefighting and emergency service activities
- Plans fire protection/emergency services
- Prepares and administers operating and capital budgets
- Records management administration
- Prepares reports
- Develops policies and procedures
- Labor relations
- Conducts hiring and promoting within the department
- Represents department to public groups and citizens
- Maintains contact with other organizations that provide emergency services
- Coordinates new technologies

### **Suppression Division**

- Provides fire extinguishment, medical first responder response, emergency response and hazardous material technician level response
- Conducts fire prevention inspections and fire safety education
- Responds to calls for service
- Maintains facilities, apparatus and equipment
- Performs and receives training

### **Prevention Division**

- Enforces fire prevention ordinances and codes
- Administers fire safety education programs
- Administers fire inspection programs
- Conducts fire investigations
- Conducts high-hazard class inspections
- Conducts plan review
- Processes special event permits
- Investigates complaints
- Processes Freedom of Information Act (FOIA) requests
- Oversees the annual Fire Prevention Week Open House

### **Maintenance Division**

- Prepares and administers annual maintenance budget
- Directs the maintenance of all fire apparatus and vehicles
- Maintains radio communication equipment
- Maintains 13 emergency warning sirens
- Maintains facilities and fire equipment

### **Training Safety Division**

- Administers all department training programs
- Administers department's occupational safety and health programs
- Coordinates joint training with other organizations that provide emergency services
- Represents the department on various committees with other agencies and City departments
- Maintains all training records and required certifications
- Prepares and administers annual training budget
- Investigates department accidents
- Responds to major emergency incidents to ensure safety
- Develops and prepares training objectives, course outlines, lesson plans, materials and tests

## Department at a Glance

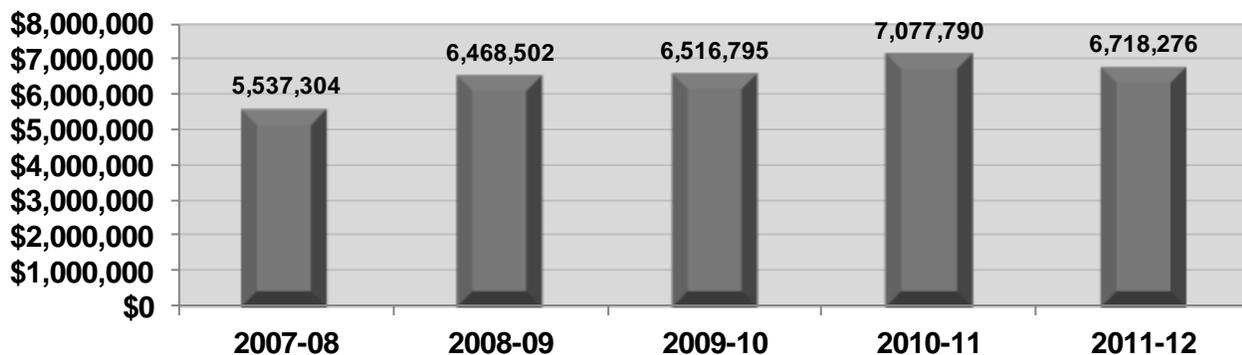
Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Administration	\$ 349,899	\$ 346,391	\$ 314,132	\$ 318,132	\$ 479,880	50.8%
Fire Fighting	6,336,411	6,030,771	6,640,920	6,548,566	6,718,349	2.6%
Prevention	152,235	82,693	270,929	141,682	162,703	14.8%
Maintenance	47,700	59,596	68,906	69,542	75,965	9.2%
Training	176,382	184,978	210,681	213,108	47,766	-77.6%
Emergency Services	15,163	13,847	15,789	16,289	14,436	-11.4%
<b>Total Department</b>	<b>\$ 7,077,790</b>	<b>\$ 6,718,276</b>	<b>\$ 7,521,357</b>	<b>\$ 7,307,319</b>	<b>\$ 7,499,099</b>	<b>2.6%</b>
Personal Services	\$ 6,214,024	\$ 5,917,611	\$ 6,459,581	\$ 6,210,131	\$ 6,367,538	2.5%
Supplies	105,565	109,871	142,050	140,900	131,491	-6.7%
Other Services/Charges	718,845	690,794	758,612	795,174	792,370	-0.4%
Capital Outlay	39,356	-	161,114	161,114	207,700	28.9%
<b>Total Department</b>	<b>\$ 7,077,790</b>	<b>\$ 6,718,276</b>	<b>\$ 7,521,357</b>	<b>\$ 7,307,319</b>	<b>\$ 7,499,099</b>	<b>2.6%</b>

### Personnel Summary

Full-Time	46	46	46	46	46
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>

## Summary of Budget Changes

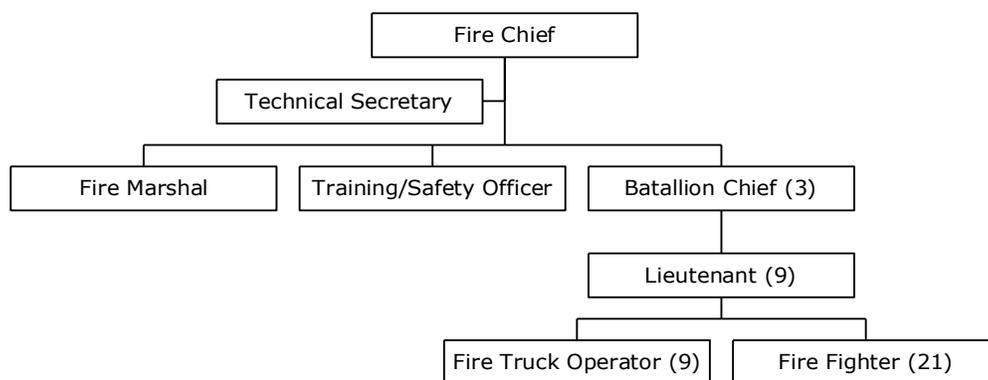
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Fire Chief	1	1	1
Fire Marshal	1	1	1
Training Safety Officer	1	1	1
Battalion Chief	3	3	3
Lieutenant	9	9	9
Fire Truck Operator	9	9	9
Firefighter	21	21	21
Technical Secretary	1	1	1
<b>Total Full-Time</b>	<b>46</b>	<b>46</b>	<b>46</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>46</b>	<b>46</b>	<b>46</b>



**Assistant City Manager for Financial Services ..... David A. Keenan**  
**City Assessor..... Reid Duford**  
**City Controller ..... Margaret Maday**  
**Purchasing Agent ..... Michael L. Meyer**  
**City Treasurer ..... Dana Strayer**

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**City Assessor..... Reid Duford**  
**Assessing Manager..... Karleen Helmreich**

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## Service Statement

The City Assessor's Office assesses all real and personal property within the city of Midland. As mandated by the State of Michigan Constitution, all property must be assessed at 50 percent of its market value.

The assessor's job consists of four fundamental duties: inventory and list all property within the taxing jurisdiction, equitably evaluate every taxable property, calculate a taxable value for every parcel, and prepare an assessment roll with all taxable property listed in an orderly fashion.

In addition to the assessor's core responsibilities, there are many other tasks to be completed. Through the examination of deeds, property transfer affidavits and other relevant documents, the Assessor's Office ensures that the correct owner of each parcel of property is maintained accurately. The office is also responsible for special assessment rolls, which provide equitable distribution of costs relative to property owners that will benefit from necessary infrastructure improvements. Principal residential exemption and property transfer affidavit programs, mandated by the changes brought about by Proposal A of 1994, are also administered by the office.

## Functions

### Assessing

- Inventories and lists all property within the taxing jurisdiction
- Equitably evaluates every taxable property
- Calculates a taxable value for every parcel
- Prepares an assessment roll with all taxable property listed in an orderly fashion
- Approximately 18,450 parcels of property
- 2013 State Equalized Value (SEV) of \$2.36 billion

### Real Property Assessments

- Annually inspects and reconciles existing assessment information
- Measures and lists all new properties and construction
- Maintains accurate records of all properties

### Personal Property Assessments

- Audits both random and questionable returns
- Annually inspects and canvasses for new property
- Verifies and updates existing assessment records
- Mails personal property statements and conducts data entry of returns
- Verifies information reported by taxpayers

### Board of Review & Other Tax Appeals

- Organizes and schedules Board of Review meetings for March, July and December
- Works directly with taxpayers to resolve differences
- Defends property values at the Michigan Tax Tribunal and State Tax Commission

### Assessing Information

- Assessed and Taxable Values
- Property information – lot size, year built, square footage, building dimensions and sketch, room count, etc.
- Maintains sales information including date of sale and price paid
- Maintains tax maps
- Maintains lot dimensions and legal descriptions
- Maintains applications, forms and informational brochures
- Updates Assessor's web pages

### Tax Billing and Assessment Notices

- Mails Assessment Change Notices annually at least fourteen days before the March Board of Review meets
- July tax billing is completed on or before July 1st each year
- December tax billing is completed on or before December 1st each year

## Department at a Glance

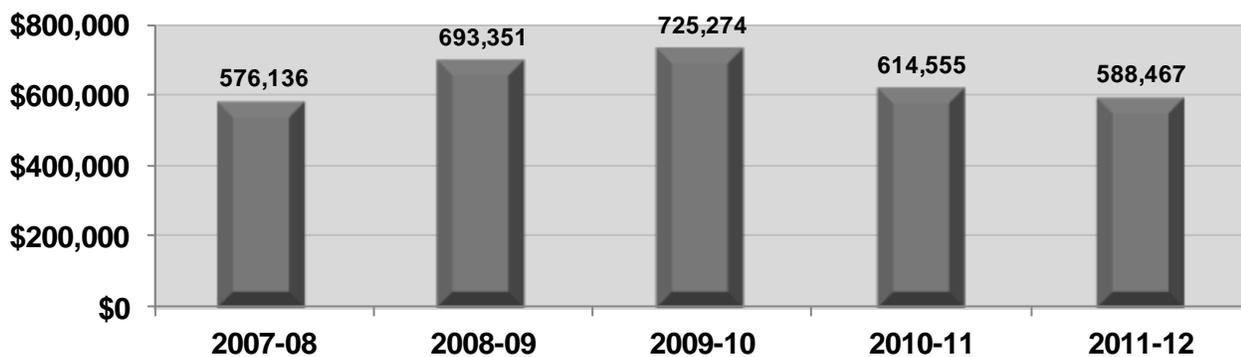
Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Assessing	\$ 614,555	\$ 588,467	\$ 625,088	\$ 621,808	\$ 646,245	3.9%
<b>Total Department</b>	<b>\$ 614,555</b>	<b>\$ 588,467</b>	<b>\$ 625,088</b>	<b>\$ 621,808</b>	<b>\$ 646,245</b>	<b>3.9%</b>
Personal Services	\$ 564,780	\$ 563,064	\$ 588,103	\$ 588,103	\$ 612,274	4.1%
Supplies	2,543	3,037	4,000	4,000	4,000	0.0%
Other Services/Charges	33,207	22,366	32,985	29,705	29,971	0.9%
Capital Outlay	14,025	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 614,555</b>	<b>\$ 588,467</b>	<b>\$ 625,088</b>	<b>\$ 621,808</b>	<b>\$ 646,245</b>	<b>3.9%</b>

### Personnel Summary

Full-Time	4	4	4	4	4
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## Summary of Budget Changes

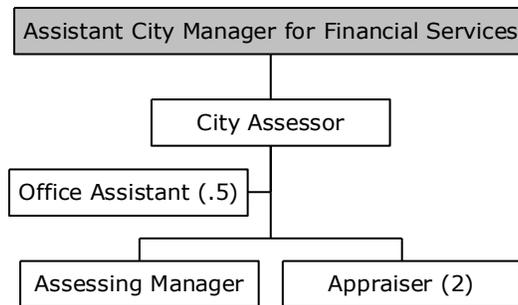
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
City Assessor	1	1	1
Assessing Manager	1	1	1
Appraisers	2	2	2
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>5</b>

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City Controller ..... Margaret Maday  
Assistant City Controller.....Deeann Bragg

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## Service Statement

The Finance Department is responsible for the books of original entry for the assets, liabilities, equities, revenues and expenditures of the City of Midland. Payroll, accounts payable, escrow deposits, fixed asset details, grant records and accounts receivable are accounted for under the direction of the Fiscal Services Director. All funds are monitored for accuracy and proper accounting methods. An annual audited financial report, required by State Statute and City Charter, is produced in accordance with generally accepted accounting principles, and expanded into the Comprehensive Annual Financial Report.

Monthly operating reports are provided to all departments. These reports provide current period and year-to-date expenditure totals for budget and actual. Quarterly financial reports, for most City funds, are provided to City Council, together with an investment report and a log of all budget transfers approved during the period.

Payroll is processed bi-weekly for all current employees. All income tax withholdings and voluntary withholdings are processed in a timely manner. Finance processes all accounts payable checks on a weekly basis. While many billing functions have been departmentalized, Finance invoices and monitors the collections of many departments, and is responsible for accounting controls to assure the integrity of all accounts receivable billings and collections.

Detailed fixed asset records and depreciation schedules are maintained by Finance. In addition, detailed construction project accounting records are maintained by Finance. Physical inventory is tested by Finance during each year-end.

Finance is responsible for the oversight of the preparation of the annual City-wide budget, as well as the ongoing compliance during the year.

## Functions

### Finance

- Responsible for accounting of all financial transactions
- Processes payroll for all current employees
- Performs accounts payable processing
- Performs accounts receivable for most City funds
- Maintains fixed asset and construction project records
- Prepares interim financial statements as required
- Prepares regulatory financial reports as required
- Acts as liaison to independent auditors in performance of annual audit and preparation of the Comprehensive Annual Financial Report
- Prepares annual City-wide budget

## Department at a Glance

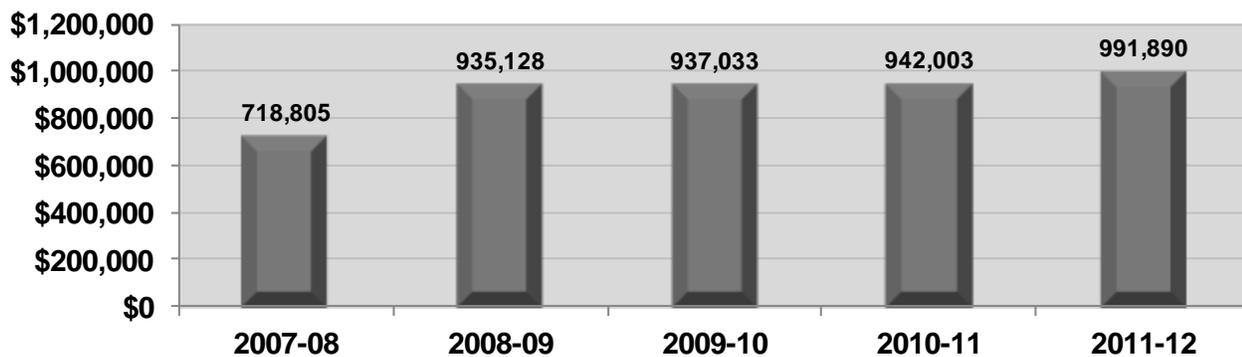
Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Finance	\$ 942,003	\$ 991,890	\$ 1,045,619	\$ 1,032,555	\$ 1,075,710	4.2%
<b>Total Department</b>	<b>\$ 942,003</b>	<b>\$ 991,890</b>	<b>\$ 1,045,619</b>	<b>\$ 1,032,555</b>	<b>\$ 1,075,710</b>	<b>4.2%</b>
Personal Services	\$ 887,000	\$ 882,962	\$ 950,677	\$ 945,570	\$ 981,160	3.8%
Supplies	4,602	2,599	6,420	5,800	6,566	13.2%
Other Services/Charges	50,401	106,329	88,522	81,185	87,984	8.4%
<b>Total Department</b>	<b>\$ 942,003</b>	<b>\$ 991,890</b>	<b>\$ 1,045,619</b>	<b>\$ 1,032,555</b>	<b>\$ 1,075,710</b>	<b>4.2%</b>

### Personnel Summary

Full-Time	8	8	8	8	8
Regular Part-Time	1	-	-	-	-
<b>Total Department</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

## Summary of Budget Changes

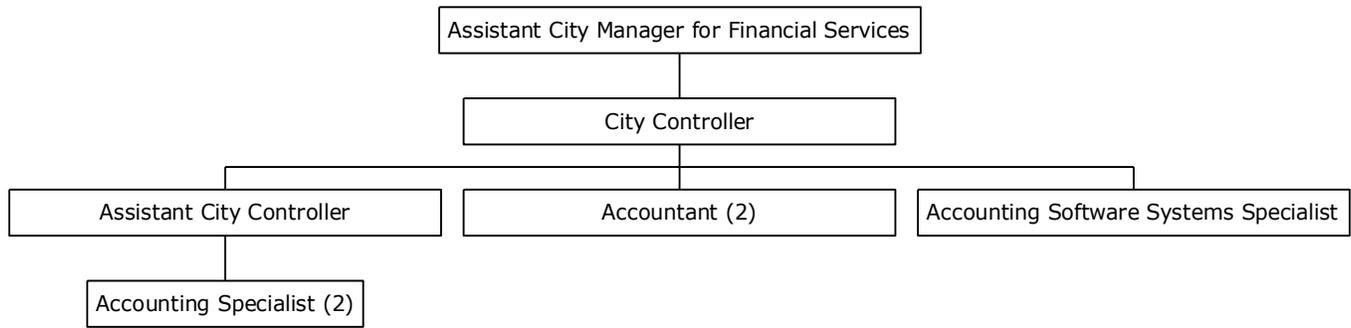
### 5-Year Operating Budget History



**Key Departmental Trends & Performance Objectives**

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Assistant City Manager for Financial Services	0	1	1
Director of Fiscal Services	1	0	0
City Controller	1	1	1
Assistant City Controller	1	1	1
Accountant	2	2	2
Accounting Software Systems Specialist	0	1	1
Accounting Specialist	3	2	2
<b>Total Full-Time</b>	<b>8</b>	<b>8</b>	<b>8</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>8</b>	<b>8</b>	<b>8</b>

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**Purchasing Agent .....** Michael L. Meyer

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## Service Statement

The Purchasing Agent reports to the Assistant City Manager for Financial Services and has had one FTE since 1995. The scope of services include: supervising the expenditure of approximately \$20 million annually; soliciting approximately 150 formal bids, quotes, and RFP's per year; administering three public surplus auctions to sell unused items; and maintaining the City Hall facility. The Purchasing Department implements the City's centralized purchasing policy to procure supplies, equipment and services used by the operating departments. This is done in order to offer the most efficient and cost-beneficial expenditure of public funds, maximize savings through the competitive procurement process, and ensure compliance with legal requirements.

## Functions

### Purchasing

- Solicits and receives all formal bids, quotes and Requests for Proposals (RFPs) for City departments
- Contracts for and supervises surplus auctions including unclaimed property, retired computers and vehicles that are not used as for trade-in
- Reviews and approves all purchasing-related City Council agenda items
- Maintains the section of the City's website pertaining to open bid solicitations and tabulations
- Maintains an electronic library of bid specifications on the City's internal T: drive to assist user departments in the preparation of their requirements
- Awards all purchases that are below the City Council threshold of \$20,000
- Creates all purchase orders that exceed the departmental authority of \$3,000 after proper approval(s) have been obtained

- Assures compliance with City ordinances and formal purchasing policy
- Updates user manual for computerized purchasing system and trains staff on operational software
- Procures and distributes generic City stationery items through a formal inventory method

### Building Management

- Responsible for City Hall building operations since 2003
- Contracts with suppliers of HVAC, elevator, and other mechanical and grounds maintenance services
- Responsible for facility budget and implementing updates and modifications to enhance the appearance and functionality of City Hall

## Department at a Glance

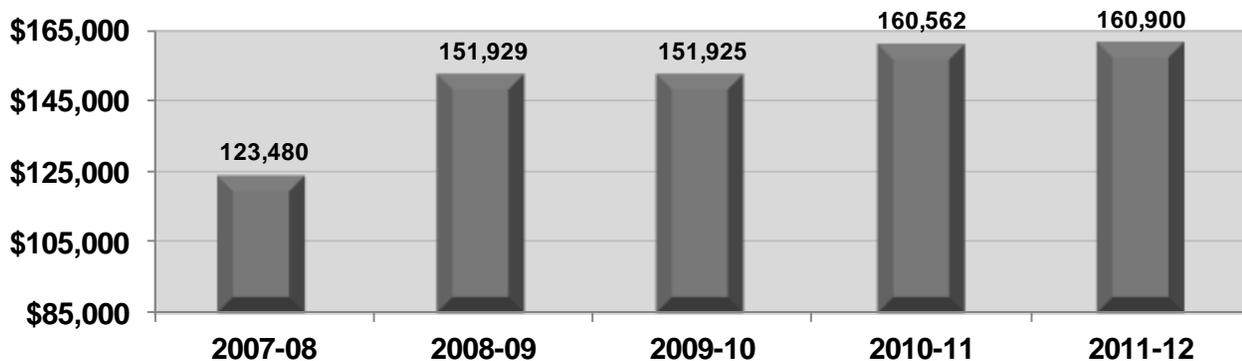
Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Purchasing	\$ 160,562	\$ 160,900	\$ 168,182	\$ 167,907	\$ 168,748	0.5%
<b>Total Department</b>	<b>\$ 160,562</b>	<b>\$ 160,900</b>	<b>\$ 168,182</b>	<b>\$ 167,907</b>	<b>\$ 168,748</b>	<b>0.5%</b>
Personal Services	\$ 158,030	\$ 158,773	\$ 165,869	\$ 165,709	\$ 166,648	0.6%
Supplies	99	139	150	150	150	0.0%
Other Services/Charges	2,433	1,988	2,163	2,048	1,950	-4.8%
<b>Total Department</b>	<b>\$ 160,562</b>	<b>\$ 160,900</b>	<b>\$ 168,182</b>	<b>\$ 167,907</b>	<b>\$ 168,748</b>	<b>0.5%</b>

### Personnel Summary

Full-Time	1	1	1	1	1
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Summary of Budget Changes

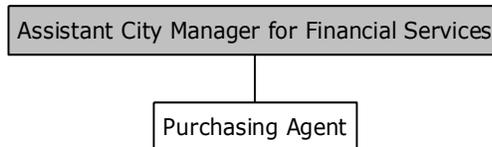
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

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## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Purchasing Agent	1	1	1
<b>Total Full-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

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City Treasurer ..... Dana C. Strayer

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## Service Statement

The Treasurer's Office serves as the main collection point for monies owed the City of Midland and other taxing entities within the jurisdiction of the City of Midland. The department is also responsible for investment of City funds; collection of current and delinquent property taxes; distribution of tax collections to taxing entities; tax bill revisions; administration of the police and fire retirement system; and administration of downtown parking enforcement. Additional services provided include online payment of utility bills, the Auto-Pay program for utility and property tax bills, and online tax billing information.

## Functions

### Treasurer's Office

- Collects monies owed to City
- Collects current and delinquent property taxes
- Distributes tax collections to taxing entities
- Makes tax bill revisions
- Invests City funds
- Reconciles City bank accounts
- Responsible for printing and distribution of checks issued by the City
- Handles State reporting for Tax Increment Financing and Industrial Facilities Taxes
- Provides alternate payment options
- Provides tax billing information to customers

### Parking

- Oversees parking enforcement in downtown area
- Processes and collects payments for all parking tickets issued in the city
- Collects delinquent parking fines
- Collects metered parking fees
- Leases parking spaces in downtown area

### Police and Fire Retirement System

- Maintains records for system
- Issues monthly pension checks to retired police and fire members
- Prepares 1099R tax forms
- Ensures compliance with Public Act 345, Fire Fighters and Police Officers Retirement Act

**Department at a Glance - Treasurer's Office**

<b>Funding Level Summary</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>Adjusted 2012-13 Budget</b>	<b>Estimated 2012-13 Budget</b>	<b>Adopted 2013-14 Budget</b>	<b>% of Change</b>
Treasurer's Office	\$ 419,439	\$ 425,222	\$ 441,549	\$ 439,014	\$ 460,124	4.8%
<b>Total Department</b>	<b>\$ 419,439</b>	<b>\$ 425,222</b>	<b>\$ 441,549</b>	<b>\$ 439,014</b>	<b>\$ 460,124</b>	<b>4.8%</b>
Personal Services	\$ 353,283	\$ 356,604	\$ 371,467	\$ 367,030	\$ 383,385	4.5%
Supplies	3,816	5,372	6,100	6,100	6,100	0.0%
Other Services/Charges	62,340	63,246	63,982	65,884	70,639	7.2%
<b>Total Department</b>	<b>\$ 419,439</b>	<b>\$ 425,222</b>	<b>\$ 441,549</b>	<b>\$ 439,014</b>	<b>\$ 460,124</b>	<b>4.8%</b>

**Personnel Summary**

Full-Time	4	4	4	4	4
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**Department at a Glance - Police & Fire Pension Adm**

<b>Funding Level Summary</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>Adjusted 2012-13 Budget</b>	<b>Estimated 2012-13 Budget</b>	<b>Adopted 2013-14 Budget</b>	<b>% of Change</b>
Police & Fire Pension Adm	\$ 26,015	\$ 33,233	\$ 34,780	\$ 37,234	\$ 39,034	4.8%
<b>Total Department</b>	<b>\$ 26,015</b>	<b>\$ 33,233</b>	<b>\$ 34,780</b>	<b>\$ 37,234</b>	<b>\$ 39,034</b>	<b>4.8%</b>
Personal Services	\$ 7,413	\$ 9,521	\$ 8,552	\$ 10,176	\$ 12,157	19.5%
Supplies	12	129	200	150	200	33.3%
Other Services/Charges	18,590	23,583	26,028	26,908	26,677	-0.9%
<b>Total Department</b>	<b>\$ 26,015</b>	<b>\$ 33,233</b>	<b>\$ 34,780</b>	<b>\$ 37,234</b>	<b>\$ 39,034</b>	<b>4.8%</b>

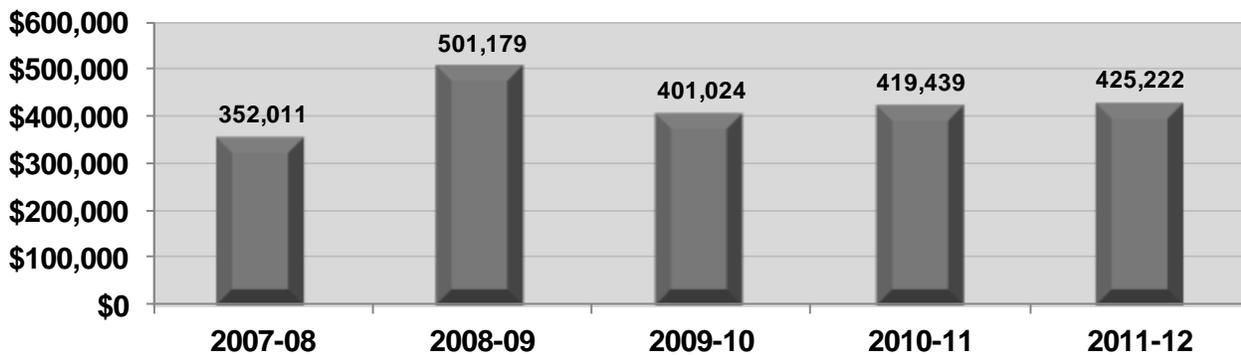
**Summary of Budget Changes**

**Significant Notes – 2013-14 Budget Compared to 2012-13 Budget**

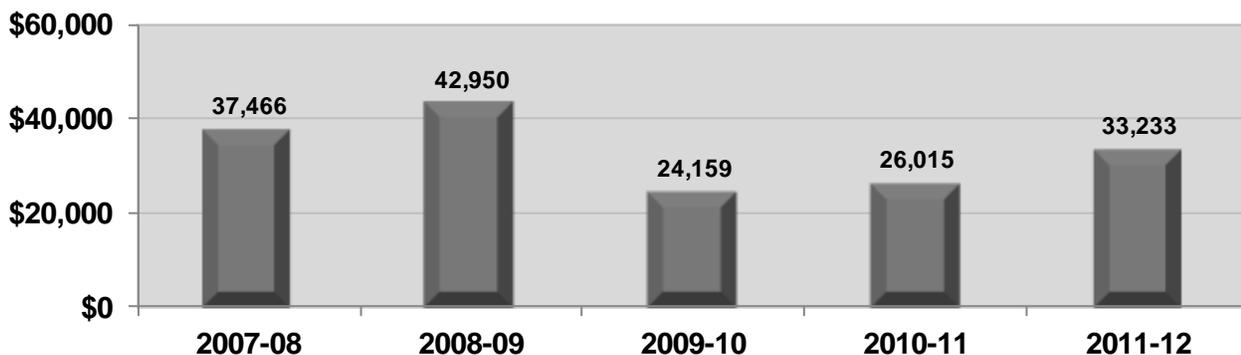
One of the Office Assistant positions in the Treasurer’s Office became vacant in November 2012. This resulted in the need for temporary office coverage assistance from part-time employees, including the Parking Violations Clerk. The vacancy also provided an opportunity to evaluate the staffing in the Treasurer’s Office, leading to a decision to replace the Office Assistant with a Treasurer’s Office Staff Assistant, a position requiring increased education and experience. This staffing modification will enable the Treasurer’s Office to proceed with an enhanced skill set, thus, improving office effectiveness, efficiency and service to customers.

The fees associated with acceptance of credit card payments are major factors in the Treasurer’s Office Other Services/Charges line item budget.

**5-Year Operating Budget History – Treasurer’s Office**



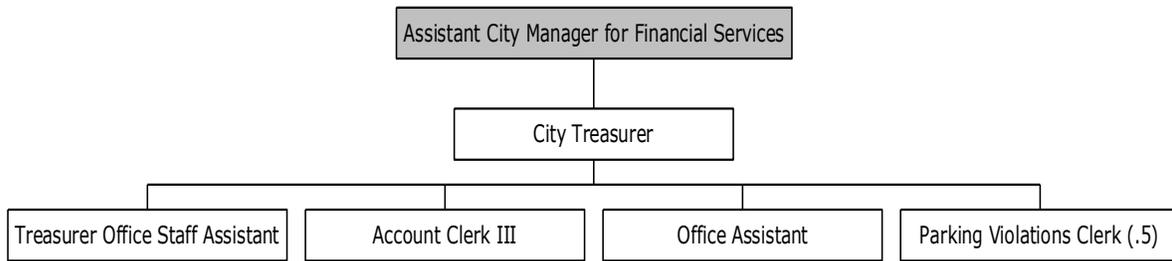
**5-Year Operating Budget History – Police & Fire Pension Administration**



**Key Departmental Trends & Performance Objectives**

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

**Organizational Chart**



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
City Treasurer	1	1	1
Treasurer Office Staff Assistant	0	0	1
Account Clerk III	1	1	1
Office Assistant	2	2	1
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
Parking Violations Clerk	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>5</b>



**Assistant City Manager for Human Resources ..... Paula Whittington**  
**Assistant Director of Human Resources ..... Ken Arthur**  
**Human Resources Technician ..... Karen Cross**  
**Human Resources Technician ..... Cherie Betoski**

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## Service Statement

The Human Resources Department provides support services and consultation in the areas of recruitment and employment testing, employee and labor relations, collective bargaining and contract administration, employee safety and health, performance evaluations and salary administration, employee education and development, personnel records maintenance and other personnel-related issues. The department ensures consistent practices are followed in compliance with State and Federal labor and occupational safety and health laws, bargaining agreements and administrative regulations.

The Human Resources Department is responsible for administration of the City's merit system of employment, in accordance with the City of Midland Code of Ordinances, Article III, Section 2-58. A merit system of employment ensures fair and consistent hiring practices in public sector employment that is based upon an applicant's demonstrated, job-related skills and abilities.

The Human Resources Department administers the City safety and health program, which strives for zero injuries and optimum health and wellness for City employees, both on and off the job. The Employee Health and Safety Action Committee, with representation from each of the City's major departments, develops City-wide safety policy and program initiatives that promote occupational safety and health.

The Human Resources Department administers the City's wage and benefit plans. As is reflected in the Midland community, health care and pension plans have been instituted that balance fair and competitive compensation with containment of health and pension costs.

## Functions

### Human Resources

- Recruits full- and part-time staff and summer employees
- Conducts employment testing
- Publishes and maintains employee handbooks
- Maintains employee personnel records
- Administers tuition reimbursement, contractual educational payments and physical exam programs
- Assures compliance with labor and employment laws

### Labor Relations

- Negotiates labor contracts for six bargaining units
- Performs grievance administration for six union contracts
- Publishes and maintains collective bargaining agreements
- Advises employees and supervisors on labor contract administration
- Investigates complaints regarding violations of labor and employment laws and administrative regulations
- Represents employer in grievance and Act 312 arbitration hearings

### Compensation

- Develops and administers classification plans and compensation schedules
- Monitors employee performance evaluation program
- Conducts job evaluations and salary and benefits surveys
- Administers self-funded health care plans and life and disability plans
- Administers defined contribution and defined benefit retirement plans

### Employee Health and Safety

- Assures compliance with occupational health and safety laws and City safety regulations
- Fosters employee involvement and serves as staff liaison to employee safety and health steering committees
- Administers employee safety and health programs
- Manages City's workers compensation claims
- Administers injury reporting and investigation programs
- Administers hazard inspection programs
- Analyzes safety and loss control data

## Department at a Glance

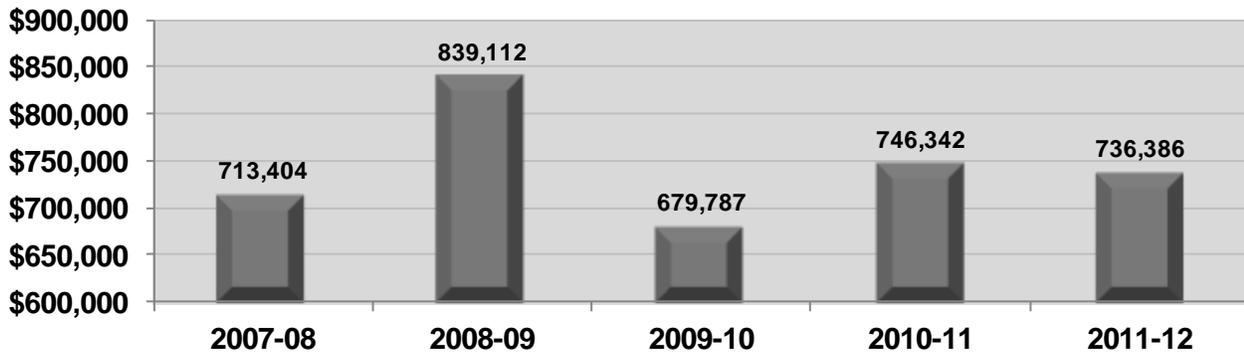
Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Human Resources	\$ 746,342	\$ 736,386	\$ 771,827	\$ 757,027	\$ 827,970	9.4%
<b>Total Department</b>	<b>\$ 746,342</b>	<b>\$ 736,386</b>	<b>\$ 771,827</b>	<b>\$ 757,027</b>	<b>\$ 827,970</b>	<b>9.4%</b>
Personal Services	\$ 568,148	\$ 567,176	\$ 590,667	\$ 592,227	\$ 626,536	5.8%
Supplies	9,292	8,484	12,700	12,700	16,700	31.5%
Other Services/Charges	168,902	160,726	168,460	152,100	184,734	21.5%
<b>Total Department</b>	<b>\$ 746,342</b>	<b>\$ 736,386</b>	<b>\$ 771,827</b>	<b>\$ 757,027</b>	<b>\$ 827,970</b>	<b>9.4%</b>

### Personnel Summary

Full-Time	4	4	4	4	4
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Summary of Budget Changes

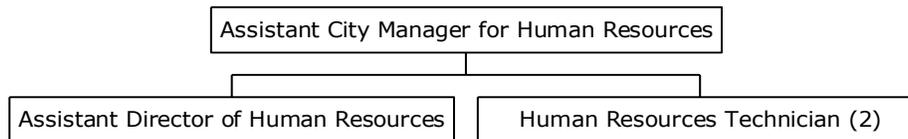
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Assistant City Manager for Human Resources	1	1	1
Assistant Director of Human Resources	1	1	1
Human Resources Technician	2	2	2
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>



**Public Services Director .....Karen Murphy**  
**Assistant Director of Public Services .....Jan Yuergens**  
**Recreation Manager ..... Marcie Post**  
**Horticulturist.....Stephanie Szostak**

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## Service Statement

The department's scope of services includes: administration, upkeep and maintenance of grounds, facilities and recreation equipment in over 80 parks and the City cemetery, collaboration and support services for community events, facilitation of organized outdoor sports, coordination of seasonal programs and recreational activities, maintenance of landscaped areas and floral displays throughout the city, and trimming, removal and planting of trees in the City's rights-of-way and parks.

## Functions

### Administrative and Support Services

- Prepares and administers department budget
- Prepares specifications for bid process and makes recommendations to City Council for purchases
- Coordinates and evaluates staff activities
- Develops and maintains policies and programs
- Provides in-person and phone support to residents regarding City services
- Processes purchase orders and invoices for payment
- Administers reservation processes for picnic shelters, the City Forest chalet, the portable stage and the band shell
- Coordinates registration of swim lessons, tennis lessons, beach volleyball and adult & girls' softball leagues
- Facilitates monthly Parks & Recreation Commission meetings
- Implements action items from the five-year Parks & Recreation Master Plan
- Provides leadership and administrative support to the Beautification Advisory Committee in conjunction with the annual Appreciation of Beautification Awards Program and the Make Midland Beautiful poster contest
- Administers support services for community events (i.e., Tunes by the Tridge, 4<sup>th</sup> of July Fireworks, softball tournaments, Riverdays, Midnight on Main, and other downtown events)
- Maintains safety program in conjunction with MIOSHA and the City Manager's Safety Quality Review program

### Parks

- Maintains over 2,700 acres of park land, with over 80 parks, including community parks, neighborhood block parks and environmental areas
- Maintains picnic shelters, buildings, storage areas and recreational equipment
- Provides lawn mowing and maintenance services using both City crews and contractors
- Provides snow removal for all parks and City parking areas
- Coordinates sound equipment, stage use, picnic table rental, picnic shelter preparation, trash removal and general park upkeep

### City Forest

- Offers an A-framed Chalet with restrooms and a snack bar for use during winter recreational activities, and available for rent in the summer months
- Features snow-making and grooming equipment to extend seasonal opportunity for sledding
- Maintains four elevated, iced toboggan runs with toboggan rental
- Provides outdoor ice skating surface with skate rental available
- Offers 11K loop of groomed cross country ski trails, including a 1K lighted loop, with ski rental

## Functions (cont.)

### **Athletics**

- Coordinates adult softball leagues, including team rosters, game schedules and field and umpire assignments
- Coordinates youth softball leagues, including team rosters, game schedules, field and umpire assignments
- Coordinates special events for youth and adults
- Operates adult beach volleyball and kickball leagues

### **Summer Outdoor Recreation Activities**

- 18-hole disc golf course
- 15,000-square-foot concrete skatepark
- BMX bike track – home to weekly National Bicycle League sanctioned races
- Four-acre dog park featuring both wooded and open play areas
- Gerstacker Sprayground and Longview Sprayground
- Eleven miles of mountain bike trails at City Forest
- Walk Michigan program with organized walks held on Tuesdays, Wednesdays and Thursdays at various outdoor locations
- Weekly recreation program for adults with disabilities

### **Swimming**

- Accessible locker rooms, showers and zero depth pool entry are featured at Plymouth Pool
- Red Cross certified swim lessons offered at Plymouth Pool
- Stratford Woods Beach open late May to early September

### **Cemetery**

- Provides maintenance for the City's 55-acre cemetery
- Assists customers with selection and location of cemetery lots
- Provides burial services as needed

### **Forestry & Horticulture**

- Maintains street outlawn trees and city park trees through in-house pruning program
- Plants and removes street outlawn trees as necessary
- Ongoing planning, development and maintenance of planting beds throughout Midland under the supervision of the City horticulturist

## Department at a Glance

<b>Funding Level Summary</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>Adjusted 2012-13 Budget</b>	<b>Estimated 2012-13 Budget</b>	<b>Adopted 2013-14 Budget</b>	<b>% of Change</b>
Administration	\$ 311,800	\$ 319,025	\$ 335,049	\$ 335,157	\$ 343,634	2.5%
Parks	2,324,152	2,554,075	2,867,594	2,838,350	2,775,190	-2.2%
Forestry	732,895	1,068,922	1,266,722	1,314,881	778,992	-40.8%
Recreation	450,774	522,215	535,649	541,495	552,358	2.0%
Summer Programs	6,092	8,941	9,633	11,690	12,310	5.3%
Winter Programs	50,156	56,702	62,839	50,670	53,193	5.0%
Plymouth Park Pool	120,009	137,659	149,894	156,530	151,327	-3.3%
Cemetery	327,626	332,565	370,319	357,914	378,350	5.7%
<b>Total Department</b>	<b>\$ 4,323,504</b>	<b>\$ 5,000,104</b>	<b>\$ 5,597,699</b>	<b>\$ 5,606,687</b>	<b>\$ 5,045,354</b>	<b>-10.0%</b>
Personal Services	\$ 2,977,775	\$ 3,095,524	\$ 3,396,691	\$ 3,380,162	\$ 3,469,146	2.6%
Supplies	260,093	351,464	290,408	307,617	299,114	-2.8%
Other Services/Charges	989,454	1,306,481	1,840,805	1,841,113	1,170,094	-36.4%
Capital Outlay	96,182	246,635	69,795	77,795	107,000	37.5%
<b>Total Department</b>	<b>\$ 4,323,504</b>	<b>\$ 5,000,104</b>	<b>\$ 5,597,699</b>	<b>\$ 5,606,687</b>	<b>\$ 5,045,354</b>	<b>-10.0%</b>

### Personnel Summary

Full-Time	25	26	26	26	26
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>

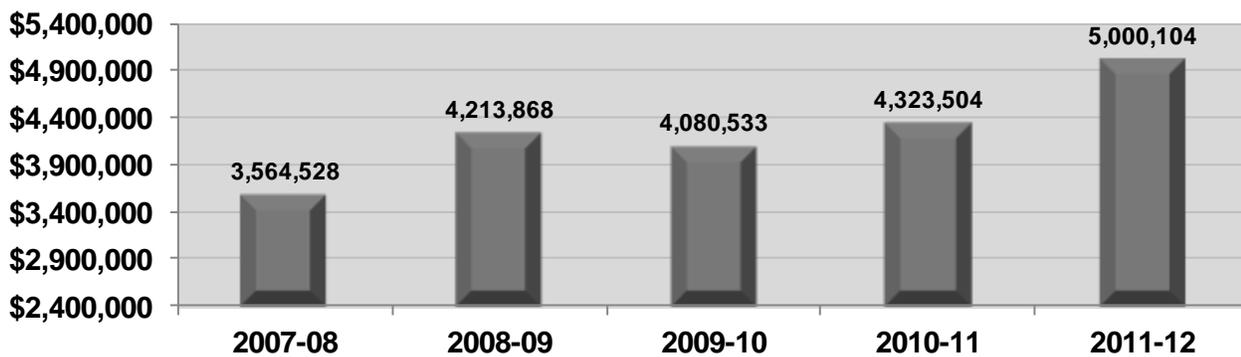
The Forestry division implemented a multi-year plan starting in 11/12 to address the damage caused by the emerald ash borer, resulting in additional expenses related to treating and removing infected ash trees as well as planting new trees to replace those removed.

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

The 2012-13 forestry budget included \$350,000 toward a project to combat the effects of the Emerald Ash Borer (EAB). EAB is an exotic insect that bores under the bark of ash trees, resulting in the death of the tree. The City has a multi-year plan in place to treat and/or remove ash trees located in the city rights-of-way to mitigate the effects of EAB. Project expenses to date to combat EAB have been less than originally projected as the forestry crew has been able to do the majority of the ash removals using an in-house crew, and will use in-house crews to retreat trees going forward as well. Keeping this work in-house has kept contracted expenses lower than anticipated, and therefore no additional funds are being requested in 2013-14 for the EAB project.

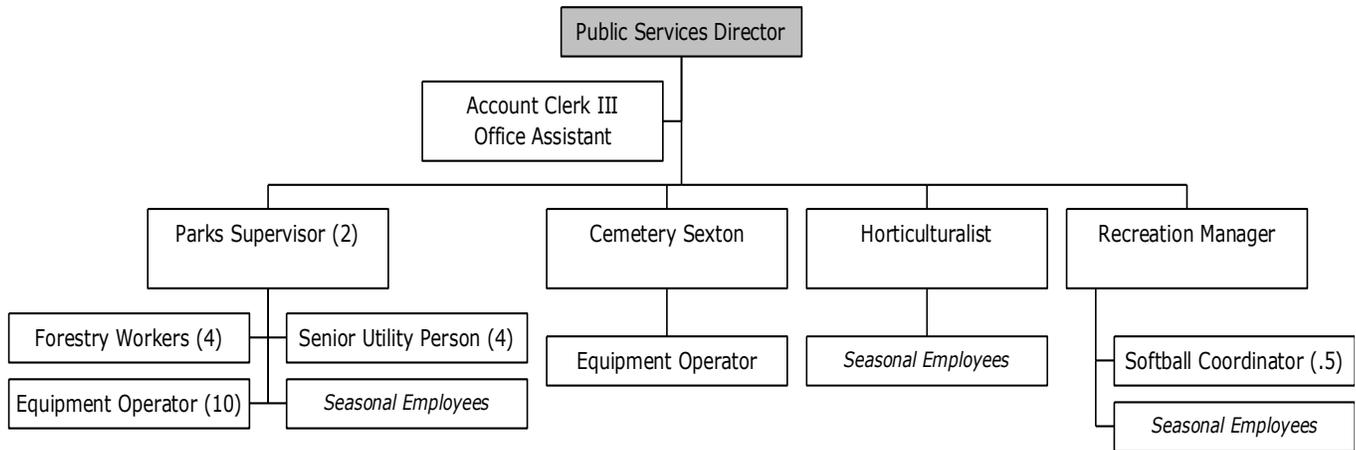
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

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## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Cemetery Sexton	1	1	1
Parks Supervisor	2	2	2
Horticulturalist	1	1	1
Recreation Manager	1	1	1
Account Clerk III	1	1	1
Office Assistant	1	1	1
Equipment Operator	11	11	11
Forestry Worker	4	4	4
Heavy Equipment Operator	1	1	0
Senior Utility Person	3	3	4
<b>Total Full-Time</b>	<b>26</b>	<b>26</b>	<b>26</b>
<u>Regular Part-Time</u>			
Softball Coordinator	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>27</b>	<b>27</b>	<b>27</b>

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**Planning Department**

**Director of Planning and Community Development ..... C. Bradley Kaye, AICP**

**Building Department**

**Chief Inspector/Electrical Inspector ..... John Wegner**

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## Service Statement

The Planning & Building Inspection Department serves a vast array of clients including city residents, property owners, developers, realtors, businesses and other City of Midland departments. Planning provides and maintains zoning, addressing, floodplain, census, housing, land divisions, inspection and future land use planning information for the community. The department works closely with the Midland Public Schools in the annual planning and construction of the Building Trades Program project. Planning & Community Development staff coordinates with the Information Services Department to create and maintain a set of geographic information system (GIS) maps and digital data including zoning, existing land use, future land use, floodplain, census, structure counts, building envelopes and other planning-related geospatial data.

The Building division is dedicated to the protection of the health, safety and welfare of Midland residents and visitors through the enforcement of City ordinances and State law as it pertains to building codes and practices, property maintenance, signs, trash, litter and debris, zoning and other nuisance-related issues. Building inspection staff are State of Michigan-registered inspectors in their respective fields of expertise. Building inspection staff conducts architectural plan review and construction inspection services for all forms of construction, from single family residential to industrial manufacturing facilities and all uses in between. The City employs two rental housing and code enforcement inspectors to insure the safety and maintenance of the city's 6,250 registered rental units and encourage neighborhood stability through appropriate property maintenance code enforcement (e.g., trash, litter, debris, junk vehicles and front yard parking restrictions).

Members of the Planning and Building department staff are considered leaders in their respective fields. They serve as members of various local and statewide professional organizations assisting in the training and education of their professional colleagues.

## Functions

### **Administration**

- Prepares and administers department budget
- Acts as City's representative and expert in planning- and zoning-related issues
- Provides oversight to the City's senior housing (Riverside Place and Washington Woods) facilities
- Liaison to the U.S. Census Bureau
- Liaison to FEMA for floodplain issues
- Prepares agendas and provides technical staff support to the Planning Commission, Zoning Board of Appeals, Construction Board of Appeals and West Main Street Historic District Commission
- Manage city owned rental properties

### **Application and Review Process**

- Provides information regarding application procedures and requirements

- Reviews site plan applications for compliance with City ordinances and regulations
- Reviews subdivision plat and site condominium applications for compliance with City ordinances and regulations
- Reviews zoning petition applications (rezoning requests) for compliance with the future land use plan and provides recommendations
- Reviews zoning ordinance text amendment applications and provides recommendations
- Reviews street vacation requests for compliance with City ordinances and regulations
- Provides design assistance to developers and City staff
- Conducts site plan compliance inspections prior to issuance of certificates of occupancy

## Functions (cont.)

### Planning, Zoning & Land Use

- Provides information regarding the City's zoning ordinance and subdivision regulations
- Provides information regarding planning, land use and zoning issues
- Prepares and maintains existing land use maps
- Implements and prepares amendments to the City of Midland Master Plan
- Coordinates with GIS Department to create digital maps
- Prepares and maintains official zoning district map
- Coordinates and maintains local area plans (DDA, CCA, Eastman Ave.) and corridor studies
- Serves as liaison to groups such as the Project for Public Spaces (PPS), the Midland Board of Realtors and Midland Area Chamber of Commerce

### Building Inspection & Code Enforcement

- Conducts commercial, industrial and residential building plan review
- Conducts building, plumbing, mechanical and electrical inspections
- Conducts rental inspections; rental units are inspected every two years
- Serves as liaison to the Midland Area Home Builders Association
- Issues soil erosion and sedimentation control, sign, fence and other zoning compliance permits
- Maintains and updates all permit and inspection-related records
- Enforces ordinances that address trash, litter, debris, junk vehicles, home occupations, signs, nuisances and other property maintenances issues
- Provides information regarding codes and ordinance requirements to builders, designers and the public

## Department at a Glance

<b>Funding Level Summary</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>Adjusted 2012-13 Budget</b>	<b>Estimated 2012-13 Budget</b>	<b>Adopted 2013-14 Budget</b>	<b>% of Change</b>
Planning	\$ 537,719	\$ 529,731	\$ 578,996	\$ 565,679	\$ 518,450	-8.3%
Building	673,636	665,353	757,188	728,145	775,177	6.5%
<b>Total Department</b>	<b>\$ 1,211,355</b>	<b>\$ 1,195,084</b>	<b>\$ 1,336,184</b>	<b>\$ 1,293,824</b>	<b>\$ 1,293,627</b>	<b>0.0%</b>
Personal Services	\$ 1,068,019	\$ 1,036,995	\$ 1,182,846	\$ 1,152,219	\$ 1,156,319	0.4%
Supplies	16,290	13,350	22,400	19,195	23,150	20.6%
Other Services/Charges	127,046	144,739	130,938	122,410	99,158	-19.0%
Capital Outlay	-	-	-	-	15,000	0.0%
<b>Total Department</b>	<b>\$ 1,211,355</b>	<b>\$ 1,195,084</b>	<b>\$ 1,336,184</b>	<b>\$ 1,293,824</b>	<b>\$ 1,293,627</b>	<b>0.0%</b>

### Personnel Summary

Full-Time	10	10	10	10	10
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

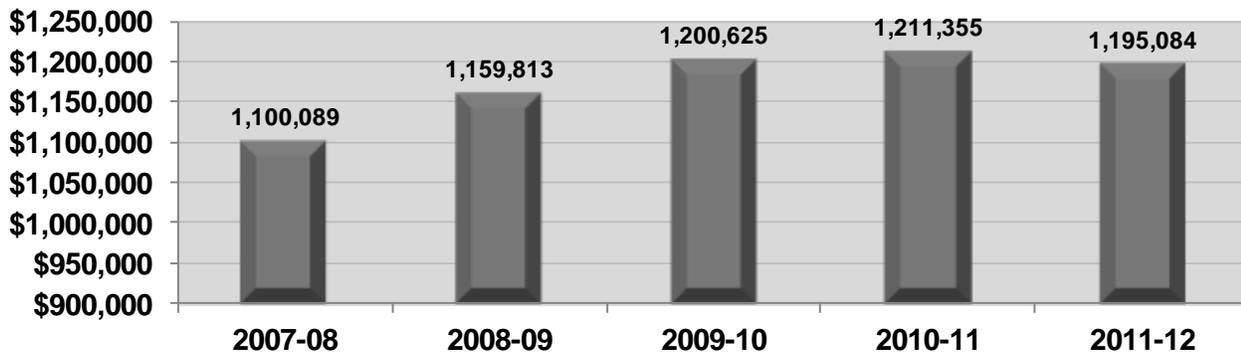
Planning & Building Department staffing has been reduced from 14 full-time positions in 2006-07 to 10 full-time positions budgeted for 2013-14. This has had a positive effect on the overall reduction of expenses in the Planning & Building Department to the City annually over the past ten fiscal years.

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

Following the departure and subsequent replacement of the Director of Planning and Community Development in 2011-12, additional consultant time was required to ensure the continued provision of central services and operation of the department. This additional time and expense was reduced to traditional levels in 2012-13. Looking ahead to fiscal year 2013-14, operational costs for consultant services and temporary positions have been further reduced while other departmental costs have been held consistent.

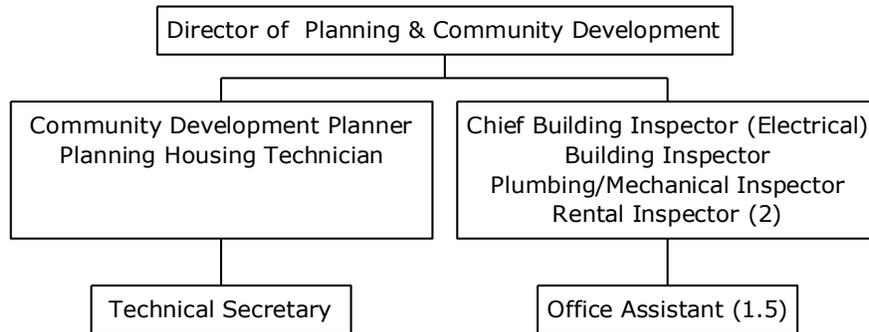
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Director of Planning & Community Dvlp	1	1	1
Community Development Planner	0	0	1
Community Development Specialist	1	1	0
Planning Housing Technician	1	1	1
Technical Secretary	1	1	1
Chief Inspector / Electrical Inspector	1	1	1
Plumbing and Mechanical Inspector	1	1	1
Building Inspector	1	1	1
Rental & Code Enforcement Inspector	2	2	2
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>10</b>	<b>10</b>	<b>10</b>
<u>Regular Part-Time</u>			
Office Assistant	0	1	1
Clerk-Typist	1	0	0
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>11</b>	<b>11</b>	<b>11</b>

Planning Department staffing is currently being supplemented with a contracted planning consultant providing as-needed professional services.



**Chief of Police ..... Clifford A. Block**  
**Deputy Police Chief ..... Rodney L. Roten**  
**Administrative Lieutenant.....Matthew D.M. Berchert**  
**Patrol Lieutenant.....Steven L. London**  
**Detective Lieutenant.....James W. Hurd**

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## Service Statement

The Midland Police Department is a committed and respected TEAM of professionals operating under a simple but crucial mission: "To Serve and Protect". Everything we do is rooted in our commitment to provide the highest quality of service, which the community expects and deserves. This is accomplished, in part, due to our commitment in a strong community policing philosophy designed to provide the community with the best possible police service.

The sworn personnel of the Midland Police Department have taken a solemn oath to uphold the Constitution of the United States and the State of Michigan and the Charter of the City of Midland. Our fundamental duty is to serve the community and to safeguard lives and property. We wear the badge with pride as it symbolizes the wearer as the protector of the peace and the people. The badge is pinned over our heart to show our pledge to honor the oath and the symbolization of the badge.

Our non-sworn personnel, which include our records/clerical staff and our school crossing guards, are instrumental members of our team and also strive to provide excellence in service.

The Midland Police Department has established the following core values to guide us in our service to the community:

### **CORE VALUES**

- *Integrity:* The members of the Midland Police Department have the uncompromising courage to do what is right. There is a commitment to elevated standards of trust, responsibility and discipline. It includes earning the trust of community by service, fairness and impartiality. Integrity begins with department members treating each other with respect, dignity, and courtesy regardless of position or assignment. That treatment is reflected in our service to the community.
- *Professionalism:* The Midland Police Department is proud of our profession and is dedicated to high standards of training, education and effectiveness. We take pride in what we do, who we are, and what we represent to our community. We build professionalism by creating an empowering environment, one that encourages teamwork. Each officer has a strong sense of personal responsibility, commitment to leadership and honor in the way our profession is lived. We will make it our personal responsibility to make sure we serve the people with pride and integrity.
- *Service to Community:* We are committed to responding to the needs and requests of our community with compassion and sincerity. We value the opportunity to provide service in a manner, which is fair, courteous, responsive and efficient. An attitude of respect for the protection of the worth, dignity, and the rights of all we serve is the foundation of our department.

## Functions

### Administration

- Prepares and administers the department budget
- Coordinates and administers grants
- Directs the planning, organization, coordination and review of department operations
- Establishes, evaluates and reports on department goals
- Conducts internal and pre-employment investigations
- Develops, implements and evaluates department policies and procedures
- Works with the city manager and department heads on City plans and projects
- Liaison with law enforcement and community groups
- Manages Emergency Operations and Homeland Security functions
- Disseminates media information
- Develops, schedules and presents department training
- Coordinates and maintains management information systems, conducts research/planning

### Investigations Unit

- Investigates reported crimes and suspected criminal activity
- Conducts undercover investigations and criminal surveillances
- Gathers, collates and disseminates information regarding criminal activity
- Administers criminal and narcotics forfeiture actions
- Provides specialized arson investigation
- Liaison with other law enforcement agencies
- Conducts investigations relative to child welfare
- Liaison with local, state and federal prosecutors and courts
- Stores, secures and disposes of all property
- Partners with local Child Protection Council
- Maintains records and processes FOIA, permit and license requests
- Manages Impounded vehicles

### Community Relations Unit

- Implements crime prevention programs
- Department Liaison with many community and business partners
- Provides presentations on a wide variety of community safety issues
- Provides D.A.R.E. classroom instruction to 5th grade students
- School Resource Officer Program
- Honor Guard Detail
- K-9 Unit

### Patrol Division

- Establishes working relationships with people in the community to facilitate quality policing and problem solving
- Operates motor, foot and bicycle patrol by uniformed officers for the general maintenance of law and order
- Provides immediate response to emergency situations and provides specialized law enforcement response to tactical situations
- Conducts preliminary investigation of crimes, enforcement of local ordinances, state law and any other law applicable within the city
- Traffic enforcement, investigation of traffic crashes, traffic education programs, respond to complaints of neighborhood traffic problems and coordination of school crossing guards

### Records/Clerical

- Direct contact with the walk-in public to provide the necessary assistance and routing of their particular needs
- Telephone reception and distribution center for non-emergency/information calls made through the general information and records telephone lines
- Gun Registrations
- Sex Offender Registrations
- Background checks
- Report filing and record keeping
- Notary services

## Department at a Glance

<b>Funding Level Summary</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>Adjusted 2012-13 Budget</b>	<b>Estimated 2012-13 Budget</b>	<b>Adopted 2013-14 Budget</b>	<b>% of Change</b>
Administration	\$ 1,357,430	\$ 1,299,627	\$ 1,346,390	\$ 1,317,831	\$ 1,269,464	-3.7%
General Services	103,142	112,833	84,268	77,210	79,741	3.3%
Detective Bureau	675,167	689,933	774,699	727,387	875,192	20.3%
Patrol Bureau	5,317,755	5,096,363	5,558,678	5,435,702	5,597,667	3.0%
School Crossing Guard	68,414	67,038	68,439	68,439	75,772	10.7%
<b>Total Department</b>	<b>\$ 7,521,908</b>	<b>\$ 7,265,794</b>	<b>\$ 7,832,474</b>	<b>\$ 7,626,569</b>	<b>\$ 7,897,836</b>	<b>3.6%</b>
Personal Services	\$ 6,448,878	\$ 6,149,595	\$ 6,702,506	\$ 6,498,638	\$ 6,799,176	4.6%
Supplies	165,090	191,563	226,557	237,557	213,010	-10.3%
Other Services/Charges	907,940	897,957	897,411	885,874	885,650	0.0%
Capital Outlay	-	26,679	6,000	4,500	-	-100.0%
<b>Total Department</b>	<b>\$ 7,521,908</b>	<b>\$ 7,265,794</b>	<b>\$ 7,832,474</b>	<b>\$ 7,626,569</b>	<b>\$ 7,897,836</b>	<b>3.6%</b>

### Personnel Summary

Full-Time	50	50	50	50	50
Regular Part-Time	14	14	12	12	12
<b>Total Department</b>	<b>64</b>	<b>64</b>	<b>62</b>	<b>62</b>	<b>62</b>

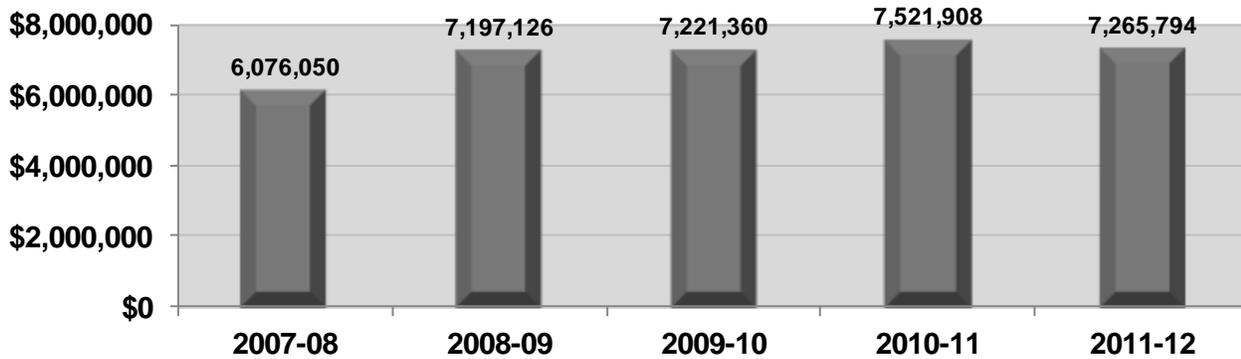
## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

We continue as part of our strategic plan to review the operations of the department. Along those lines we continue to align our staff to make the most efficient use of our resources. With the internal appointment of the Chief of Police and resulting internal transitions, we have made some further adjustments in our command structure: The realignment of two Captain positions to a Patrol Lieutenant and Deputy Chief position; creation of the Detective Sergeant position for proper succession planning and to increase efficiencies in the investigations unit; creation of the Community Relations Sergeant to manage additional public relations personnel and the increasing demand from our community for their services. Lieutenants have been completely removed from the day to day road patrol duties which are now completely handled by Road Patrol Sergeants. During the 2011-12 and 2012-13 budget years, we have had a large turnover of officers due to retirements. In April 2013 we had 15 officers with 3 years or less with the Midland Police Department.

## Summary of Budget Changes (cont.)

### 5-Year Operating Budget History

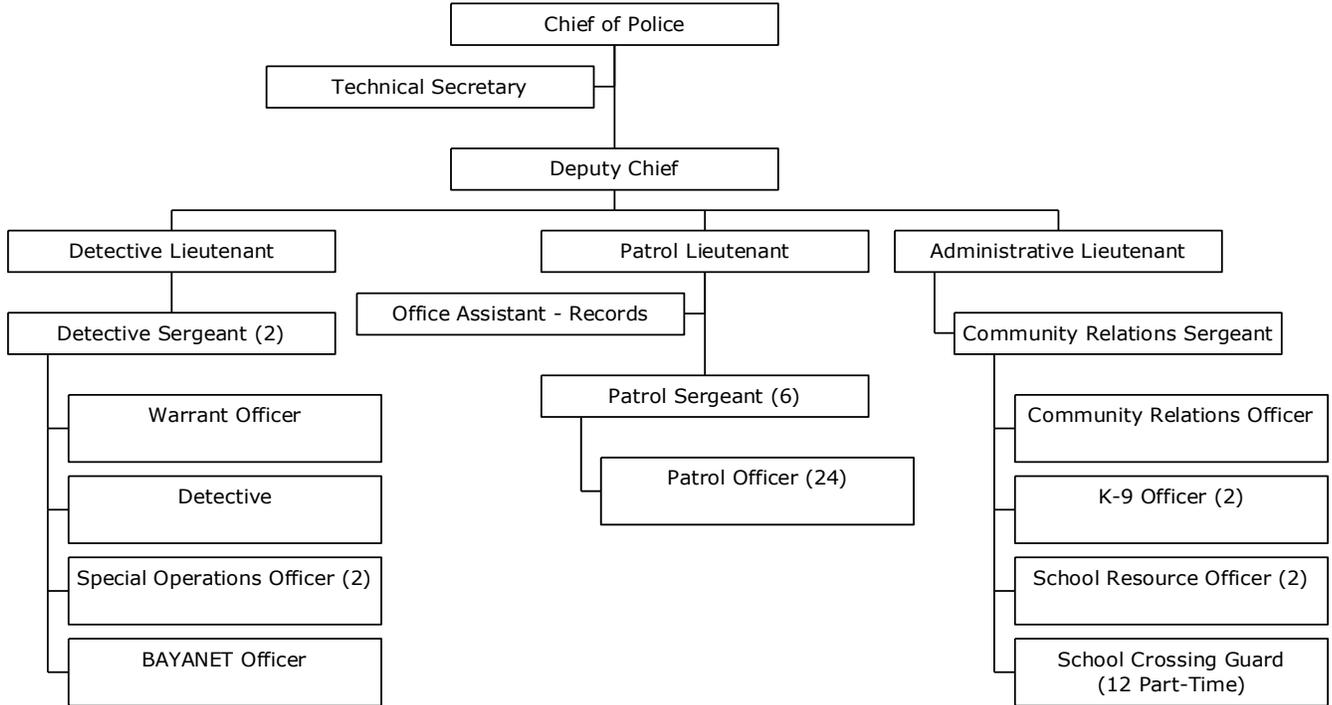


During 2008-09 retiree health contributions were moved from the general fund to the ledger of each individual department. This accounting change reflects an increase to the police department budget of \$1,075,083. Contributing to the nearly 4% jump in 2010-2011 were retirement payouts, pension and health increases, and a newly enacted compensation time payout program enacted to limit future long-term legacy costs. In 2011-2012 the budget returned to near 2009-2010 levels.

## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Chief of Police	1	1	1
Deputy Chief	0	1	1
Captain	1	0	0
Administrative Lieutenant	1	1	1
Detective Lieutenant	1	1	1
Detective Sergeant	0	2	2
Detective	3	1	1
Warrant Officer	1	1	1
Patrol Lieutenant	2	1	1
Patrol Sergeant	5	6	6
Patrol Officer	27	25	24
K-9 Officer	0	2	2
BAYANET Officer	1	1	1
Community Relations Sergeant	0	0	1
Community Relations Officer	1	1	1
School Resource Officer	2	2	2
Special Operations Officer	2	2	2
Technical Secretary	1	1	1
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>50</b>	<b>50</b>	<b>50</b>
<u>Regular Part-Time</u>			
School Crossing Guard	14	12	12
<b>Total Regular Part-Time</b>	<b>14</b>	<b>12</b>	<b>12</b>
<b>Department Total</b>	<b>64</b>	<b>62</b>	<b>62</b>

Note: BAYANET, Community Services, School Resource, K-9, and Special Operations Officers are all assigned from the sworn Patrol Officer classification.

Our department continued its efforts to increase efficiency and to achieve more positive results through our department programs. Our School Resource Officer program continues to be a very successful program for our community and our schools. These officers are building relationships with our local youth and they are also providing a valuable community policing resource to our school neighborhoods. We have made adjustments to our Special Operations Team by extending their service limit within the program to create more effective results as they continue to not only work at combating Midland drug issues, but also other crimes of significance in our community. The Midland Police Department, through the generosity of local foundations, instituted a narcotics K-9 unit and welcomed 4-legged canine officer Tza' Yid to the police department and the community. In 2013 the Midland Police Department Honor Guard program will be in full operation and we will institute a second K-9 unit, utilizing regional grant funding. Other great programs are in the works for 2013 and 2014 as we continue to serve the community with integrity and professionalism.



**Public Services Director .....Karen Murphy**  
**Assistant Director of Public Services .....Jan Yuergens**  
**Budget Analyst.....Martha Rex**

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## Service Statement

The department's scope of services include: refuse collection, seasonal yard waste collection, monthly curbside recycling service, monthly heavy item and brush collection, bulk leaf collection in the fall, overnight dumpster service on a reservation basis, curbside appliance collection, curbside Christmas tree collection in January, repair and maintenance of existing city sidewalks, on-site customer service including sale of refuse and yard waste bins, sale of Dial-A-Ride tickets, and distribution of information relating to services offered.

## Functions

### Administrative Services

- Prepares & administers department budget
- Prepares specifications for bid process for departmental purchases and makes recommendations to City Council
- Coordinates and evaluates staff activities for Public Services, Dial-A-Ride, Parks & Recreation, Equipment Maintenance and Street Maintenance functions
- Develops & maintains policies & programs
- Provides in-person and phone support to residents regarding City services
- Processes purchase orders and invoices for payment
- Coordinates employee payroll in conjunction with union contracts
- Sells refuse and yard waste bins to residents for use with the City's semi-automated collection system
- Provides yard waste bag stickers to local retailers for sale to residents
- Produces a five year calendar with the curbside recycling schedule that is distributed to all city residents
- Develops programs and produces educational information for refuse, recycling, heavy item and leaf collection, plus Borrow-A-Container and snow removal operations
- Coordinates delivery of curbside recycling carts to residents for use in the recycling program
- Maintains an inventory of materials for street maintenance activities
- Sells Dial-A-Ride tickets to walk-in customers and local agencies
- Maintains safety program in conjunction with MIOSHA and the City Manager's Safety Quality Review program

### Curbside Collection Services

- Provides efficient, reliable, weekly refuse collection using both manual and semi-automated collection methods
- Performs weekly seasonal collection of yard waste using both manual and semi-automated collection methods
- Furnishes year-around service for monthly collection of heavy items and brush
- Manages an efficient monthly single stream curbside recycling program using a contracted collection service
- Offers a Borrow-A-Container program where residents can request overnight use of a dumpster for disposal of brush or refuse
- Coordinates delivery and pick up of ten dumpsters per day through the Borrow-A-Container program
- Provides collection of large appliances curbside on a call-in basis
- Implements economical curbside fall leaf collection
- Provides special collection of Christmas trees curbside in early January
- Empties dumpsters at 15 City facilities and parks on a daily or weekly basis

### Sidewalk Maintenance

- Coordinates repair and replacement of existing sidewalks to maintain public safety
- Completes minor sidewalk repair using a crew of City employees
- Manages an annual sidewalk replacement program using a hired contractor

## Department at a Glance

<b>Funding Level Summary</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>Adjusted 2012-13 Budget</b>	<b>Estimated 2012-13 Budget</b>	<b>Adopted 2013-14 Budget</b>	<b>% of Change</b>
Administration	\$ 316,022	\$ 294,361	\$ 309,941	\$ 312,183	\$ 317,292	1.6%
Public Works Activities	1,485,987	1,527,794	1,672,452	1,623,284	1,508,401	-7.1%
Sidewalks	218,499	121,474	246,291	158,130	201,332	27.3%
Residential Refuse Collect	1,024,126	1,054,788	1,072,502	1,067,752	1,251,594	17.2%
Heavy Refuse Collection	859,472	860,675	916,496	900,331	905,664	0.6%
Curbside Recycling	372,474	379,023	391,452	391,336	404,404	3.3%
Fall Leaf Pick Up	235,353	248,172	259,293	253,525	273,221	7.8%
<b>Total Department</b>	<b>\$ 4,511,933</b>	<b>\$ 4,486,287</b>	<b>\$ 4,868,427</b>	<b>\$ 4,706,541</b>	<b>\$ 4,861,908</b>	<b>3.3%</b>
Personal Services	\$ 1,966,568	\$ 1,892,425	\$ 2,060,751	\$ 1,975,045	\$ 2,086,277	5.6%
Supplies	374,670	361,351	409,673	377,373	379,458	0.6%
Other Services/Charges	2,185,540	2,232,511	2,398,003	2,354,123	2,396,173	1.8%
Capital Outlay	(14,845)	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 4,511,933</b>	<b>\$ 4,486,287</b>	<b>\$ 4,868,427</b>	<b>\$ 4,706,541</b>	<b>\$ 4,861,908</b>	<b>3.3%</b>

### Personnel Summary

Full-Time	38	36	35	35	35
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>39</b>	<b>37</b>	<b>36</b>	<b>36</b>	<b>36</b>

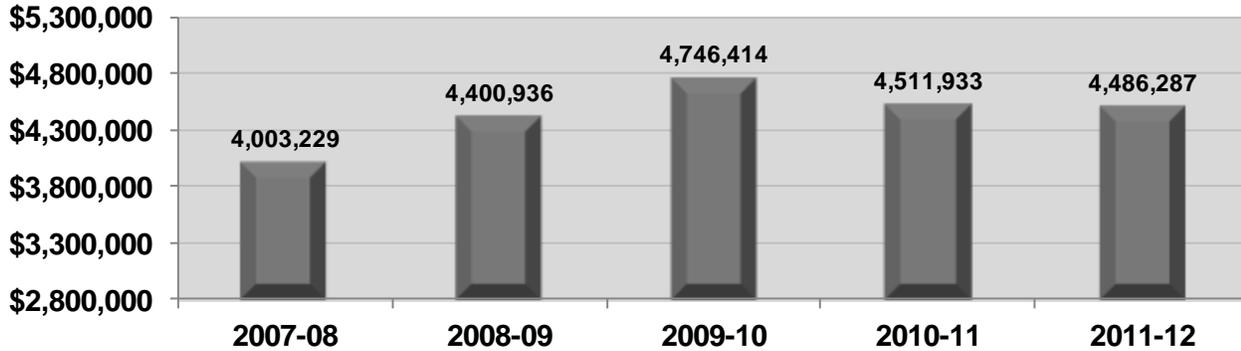
## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

With reduced staffing numbers, a new equipment operator job classification was created for Parks and Public Works in 2010 which allows employees to be shared between the two departments. This versatility lets management move the work force between departments to meet seasonal work demands. With a smaller crew, staff will concentrate on efficiencies out in the field in order to continue to provide a high level of service to citizens.

**Summary of Budget Changes (cont.)**

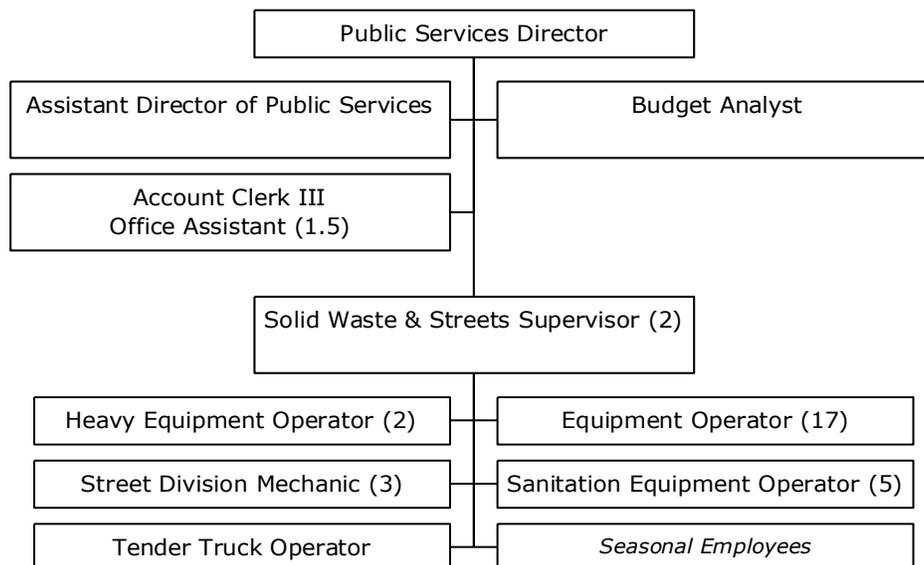
**5-Year Operating Budget History**



**Key Departmental Trends & Performance Objectives**

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Public Services Director	1	1	1
Assistant Director of Public Services	1	1	1
Budget Analyst	1	1	1
Account Clerk III	1	1	1
Office Assistant	1	1	1
Solid Waste and Streets Supervisor	2	2	2
Sanitation Equipment Operator	5	5	5
Equipment Operator	17	17	17
Tender Truck Operator	1	1	1
Heavy Equipment Operator	3	2	2
Street Division Mechanic	3	3	3
<b>Total Full-Time</b>	<b>36</b>	<b>35</b>	<b>35</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>37</b>	<b>36</b>	<b>36</b>



**Special Revenue Funds**

*for the Fiscal Year Ending June 30, 2014*

**Center City Authority Fund**

**Community Development Funds**

**Dial-A-Ride Fund**

**Downtown Development Authority Fund**

**Grace A. Dow Library Fund**

**Major and Local Street Funds**

**Midland Community Television Fund**

**Storm Water Management Fund**

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Center City Authority Executive Director ..... Selina Tisdale

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## Service Statements

The mission of the Center City Authority is to provide an environment for success that leads to sustainable economic growth in the Center City area. Center City will become a destination of choice with endless possibilities to eat, shop and explore.

## Functions

### Center City Authority

- Maintains the strategic plan of the Center City
- Develops agendas, minutes and action items of the Center City Board and its subcommittees
- Maintains an inventory of available space in the district
- Develops business recruitment plans
- Secures sustainable funding for the district
- Engages with corridor members and businesses
- Leverages resources with other community business groups
- Plans special events to attract customers, create awareness and increase sales
- Develops and implements organizational marketing strategies
- Maintains an internet and social media presence
- Implements plans to improve and maintain current public infrastructure
- Creates an attractive, consistent identity with physical features

## Department at a Glance - Center City Authority

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Center City Authority	\$ -	\$ -	\$ -	\$ 3,000	\$ 13,000	333.3%
<b>Total Department</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 13,000</b>	<b>333.3%</b>
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Supplies	-	-	-	1,500	6,500	333.3%
Other Services/Charges	-	-	-	1,500	6,500	333.3%
Capital Outlay	-	-	-	-	-	0.0%
Operating Transfers Out	-	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 13,000</b>	<b>333.3%</b>

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

The Center City Authority was formally established as a Tax Increment Financing District in 2012. They will begin to see tax revenue for this district in 2014.

## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

FUND 247 - CENTER CITY AUTHORITY FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes captured (TIF)	\$ -	\$ -	\$ -	\$ 5,000
Investment earnings	-	-	5	5
Other revenues	-	-	13,000	-
<b>Total revenues</b>	<b>-</b>	<b>-</b>	<b>13,005</b>	<b>5,005</b>
<b>Expenditures</b>				
Supplies	-	-	1,500	6,500
Other charges	-	-	1,500	6,500
<b>Total expenditures</b>	<b>-</b>	<b>-</b>	<b>3,000</b>	<b>13,000</b>
Excess of Revenues Over (Under) Expenditures	-	-	10,005	(7,995)
<b>Fund Balance - beginning of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,005</b>
<b>Fund Balance - end of year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,005</b>	<b>\$ 2,010</b>

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**Director of Planning & Community Development..... C. Bradley Kaye, AICP**  
**Community Development Planner ..... Jeff Burdick**

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## Service Statements

The overall goal of the City of Midland's community development program is to develop viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities principally for low and moderate income persons. The primary means toward this end is to extend and strengthen partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, in the development and operation of affordable housing.

### **Community Development Block Grant Program**

The City of Midland's participation in the federal government's Community Development Block Grant (CDBG) Program requires the preparation of a five-year Consolidated Plan, which sets forth priorities and objectives for activities benefiting very-low and low-income households. The goal of the housing programs of the City of Midland is to ensure that "all residents of the city of Midland might have safe, affordable housing." In order to work toward this goal, sub-goals were established as follows:

1. To provide low-income families with decent housing at a price that is affordable based on their income
2. Code compliance (through subsidized loans, building inspections and rehabilitation assistance)
3. Neighborhood improvement (through neighborhood watch groups, removal of deteriorated housing, ordinance compliance, and repair or construction of infrastructure)

### **Midland City Housing Commission**

The Housing Commission oversees the development of the budget of the City of Midland Housing Commission Fund in addition to providing oversight for the allocation of Community Development Block Grant (CDBG) funds. The Commission owns properties throughout the city for future development, approves policies for Senior Housing, the CDBG Program, the CHOICE Housing Program, and the Midland Public Schools Building Trades Class/City of Midland Housing Construction Program projects. The goals of the Midland City Housing Commission include:

1. Build two new barrier-free CHOICE houses
2. Acquire one property for future construction
3. Community outreach

Priorities include:

1. Community Outreach on Fair Housing
2. Removal of barriers in housing to make them handicap accessible
3. Additional paired testing for fair housing issues
4. Conduct a lending practices study for lenders and advertising practices in this area

## **Service Statements (cont.)**

### **Midland City Housing Commission (cont.)**

The Housing Commission has the following powers and responsibilities:

1. To determine in what areas of the city it is necessary to provide proper sanitary housing facilities for families of low income and for the elimination of housing conditions that are detrimental to the public peace, health, safety, morals or welfare
2. To purchase, sell, lease, exchange, transfer, assign and mortgage any property, or to acquire property by gift, to own, hold, clear and improve property, or to engage in or to contract for the design and construction, reconstruction, alteration, improvement, extension or repair of any housing project or part thereof
3. To control and supervise all parks and playgrounds forming a part of such housing development, but may not contract with existing departments of the City for operation or maintenance of either or both
4. To establish and revise rents for any housing project, but shall rent all property for such sums as will make them self-supporting, including all charges for maintenance and operation of those facilities

## Functions

### **Administration**

- Serves as staff liaison to the U.S. Department of Housing and Urban Development
- Prepares and administers Community Development Block Grant budget
- Prepares annual 5-year Consolidated Plan, Annual Action Plans and Consolidated Annual Performance and Evaluation Report (CAPER)
- Serves as staff liaison to the City of Midland Housing Commission
- The Community Development Planner serves as a member of various local and state-wide professional organizations

### **Community Development Block Grant Program**

The CDBG grant program is designed to serve low and moderate income residents of the city of Midland. Programs include:

- Single-family residential housing rehabilitation program
- Emergency housing repairs program
- Down payment assistance
- Purchase, rehab and sale of existing housing
- Purchase and demolition of dilapidated housing
- Secondary agency grants to agencies that serve low-income people, persons with mental and physical disabilities, people with literacy needs and agencies that provide support services
- Installation of infrastructure in low/moderate income areas of the community

### **Midland City Housing Commission**

The Housing Commission was formed in 1968 under the State Housing Act of 1933 and acts as an advisory board for program development and monitoring:

- Sets policies for City-owned Senior Housing, the Community Development Block Grant Program, the CHOICE Housing Program and the Midland Public Schools/City of Midland Building Trades projects
- Recommends or denies the purchase and sale of properties throughout the city to be used for housing purposes
- Oversees the Housing Commission Fund, which is used for the construction of new houses

## Department at a Glance - CDBG

<b>Funding Level Summary</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>Adjusted 2012-13 Budget</b>	<b>Estimated 2012-13 Budget</b>	<b>Adopted 2013-14 Budget</b>	<b>% of Change</b>
CDBG	\$ 175,284	\$ 422,168	\$ 447,285	\$ 371,979	\$ 404,465	8.7%
<b>Total Department</b>	<b>\$ 175,284</b>	<b>\$ 422,168</b>	<b>\$ 447,285</b>	<b>\$ 371,979</b>	<b>\$ 404,465</b>	<b>8.7%</b>
Administration	\$ 38,771	\$ 44,353	\$ 43,000	\$ 50,000	\$ 43,000	-14.0%
Residential Home Rehabs	99,793	66,516	88,059	82,045	65,318	-20.4%
Public Facilities Improvements	-	58,371	72,215	67,215	106,382	58.3%
Public Services Project	36,720	30,967	36,994	36,994	43,569	17.8%
Affordable Housing	-	-	61,306	-	25,000	0.0%
Removal of Architectural Barriers	-	176,525	7,500	7,640	82,716	982.7%
Reserve for Contingencies	-	-	10,000	10,000	10,000	0.0%
Operating Transfers Out	-	45,436	128,211	118,085	28,480	-75.9%
<b>Total Department</b>	<b>\$ 175,284</b>	<b>\$ 422,168</b>	<b>\$ 447,285</b>	<b>\$ 371,979</b>	<b>\$ 404,465</b>	<b>8.7%</b>

At the time of publication, the annual Community Development Block Grant (CDBG) allocation from the Department of Housing and Urban Development to the City of Midland was estimated to be \$205,000 which is approximately 5% less than that received in fiscal year 2012-13.

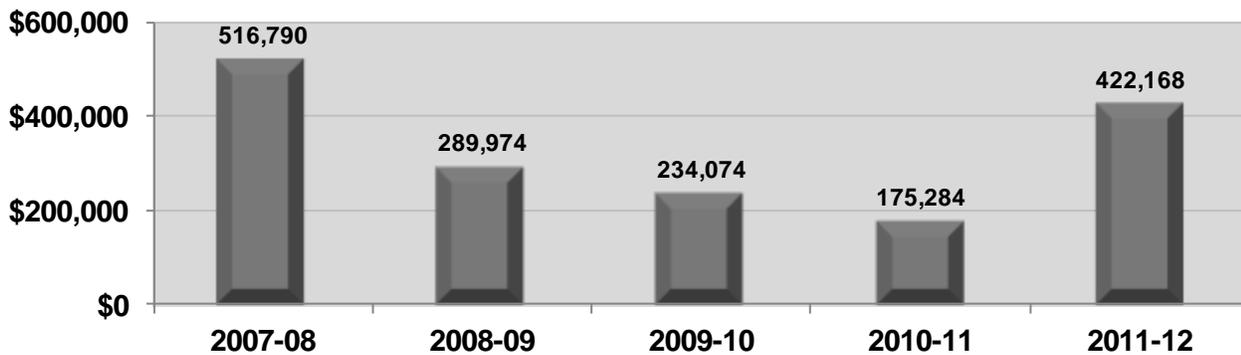
Rehabilitation of non-profit agencies was formerly included with Housing Rehabilitation projects. As all of these public, non-profit agencies do not provide housing activities, we have been requested by HUD to break these out into a new category called "Public Facility Improvements". These grants would formerly have been included under "Housing Rehabilitation" in the CDBG budget. This category also includes improvements to public parks and infrastructure, as these facilities are open to the public and provide benefit to specific clientele.

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

Staffing levels have remained constant in the Community Development Block Grant program budget from fiscal year 2012-13 to 2013-14.

### 5-Year Operating Budget History



The annual operating budget of the CDBG program includes annual entitlement allocations from the Department of Housing and Urban Development, carryover from prior year unspent grants, program income from the repayment of deferred zero interest loans, sale of vacant lots or completed housing projects for low income use and interest income.

## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

FUND 274 - COMMUNITY DEVELOPMENT BLOCK GRANT FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues Available</b>				
Federal grant	\$ 218,842	\$ 215,226	\$ 215,226	\$ 204,465
Federal grant carryover from prior years	432,507	254,071	315,121	258,368
Program income	75,940	32,000	100,000	40,000
Sale of capital assets	10,000	-	-	-
<b>Total revenues</b>	<b>737,289</b>	<b>501,297</b>	<b>630,347</b>	<b>502,833</b>
<b>Expenditures</b>				
Administration	44,353	43,000	50,000	43,000
Residential home rehabs	66,516	88,059	82,045	65,318
Public facilities improvements	58,371	72,215	67,215	106,382
Public services	30,967	36,994	36,994	43,569
Affordable housing	-	61,306	-	25,000
Removal of architectural barriers	176,525	7,500	7,640	82,716
Reserve for contingencies	-	10,000	10,000	10,000
<b>Total expenditures</b>	<b>376,732</b>	<b>319,074</b>	<b>253,894</b>	<b>375,985</b>
Excess of Revenues Over (Under) Expenditures	360,557	182,223	376,453	126,848
<b>Other Financing Sources (Uses)</b>				
Operating transfer out - Washington Woods Fund	(5,436)	(20,511)	(20,385)	(18,480)
Operating transfer out - General Fund	(40,000)	(37,700)	(37,700)	-
Operating transfer out - Storm Water Fund	-	(60,000)	(60,000)	-
Operating transfer out - Housing Fund	-	(10,000)	-	(10,000)
<b>Total other financing uses</b>	<b>(45,436)</b>	<b>(128,211)</b>	<b>(118,085)</b>	<b>(28,480)</b>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	<b>\$ 315,121</b>	<b>\$ 54,012</b>	<b>\$ 258,368</b>	<b>\$ 98,368</b>
Federal grant carryover available	<b>\$ 315,121</b>	<b>\$ 54,012</b>	<b>\$ 258,368</b>	<b>\$ 98,368</b>

FUND 282 - MIDLAND HOUSING FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Investment earnings	\$ 632	\$ 200	\$ 250	\$ 250
Proceeds from sale of assets	287,937	253,400	253,400	253,400
Other revenues	17,693	-	16,843	-
<b>Total revenues</b>	<u>306,262</u>	<u>253,600</u>	<u>270,493</u>	<u>253,650</u>
<b>Expenditures</b>				
Cost of assets sold	328,333	253,400	253,400	253,400
Miscellaneous expenses	8,351	6,400	100	6,400
Warranty maintenance	-	5,000	-	5,000
<b>Total expenditures</b>	<u>336,684</u>	<u>264,800</u>	<u>253,500</u>	<u>264,800</u>
Excess of Revenues Over (Under) Expenditures	<u>(30,422)</u>	<u>(11,200)</u>	<u>16,993</u>	<u>(11,150)</u>
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	-	10,000	-	10,000
<b>Total other financing sources (uses)</b>	<u>-</u>	<u>10,000</u>	<u>-</u>	<u>10,000</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(30,422)	(1,200)	16,993	(1,150)
<b>Fund Balance - beginning of year</b>	<u>198,215</u>	<u>167,793</u>	<u>167,793</u>	<u>184,786</u>
<b>Fund Balance - end of year</b>	<u>\$ 167,793</u>	<u>\$ 166,593</u>	<u>\$ 184,786</u>	<u>\$ 183,636</u>

FUND 281 - SPECIAL ACTIVITIES FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Grant revenues	\$ 12,929	\$ 9,000	\$ 9,000	\$ 9,000
Contributions and other revenues	149,976	112,500	141,425	163,000
Investment earnings	165	60	50	50
<b>Total revenues</b>	<b>163,070</b>	<b>121,560</b>	<b>150,475</b>	<b>172,050</b>
<b>Expenditures</b>				
Supplies	105,992	73,000	112,890	104,500
Other charges	41,905	35,500	33,500	33,500
Interest expense	-	35	70	35
<b>Total expenditures</b>	<b>147,897</b>	<b>108,535</b>	<b>146,460</b>	<b>138,035</b>
Excess of Revenues Over (Under) Expenditures	15,173	13,025	4,015	34,015
<b>Other Financing Sources (Uses)</b>				
Operating transfers out	(24,919)	(10,000)	(11,475)	(14,763)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(9,746)	3,025	(7,460)	19,252
<b>Fund Balance - beginning of year</b>	<b>132,674</b>	<b>122,928</b>	<b>122,928</b>	<b>115,468</b>
<b>Fund Balance - end of year</b>	<b>\$ 122,928</b>	<b>\$ 125,953</b>	<b>\$ 115,468</b>	<b>\$ 134,720</b>



**Public Services Director .....Karen Murphy**  
**Assistant Director of Public Services .....Jan Yuergens**

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## Service Statement

The department's scope of services includes: provide demand response, six-day-a-week, curb-to-curb transportation services within the City limits; coordinate with local agencies to provide transportation for special populations; procure state and federal grant money to support over 50% of operating expenses; and replace buses as needed using state and federal capital grant funds.

## Functions

### Administrative Services

- Administers department budget
- Submits annual request through the Michigan Department of Transportation (MDOT) for state and federal grant money that covers approximately 50% of total operating expenses
- Provides quarterly financial reports to MDOT for reimbursement of operating expenses through state and federal grants
- Applies for capital grants through MDOT for replacement of buses as needed
- Actively participates on local advisory boards to provide excellent service to passengers with disabilities
- Works with regional transportation providers from Bay Metro, Saginaw STARS and County Connection to coordinate transportation services
- Provides one-on-one passenger assistance to new riders
- Presents information on Dial-A-Ride services to Community Mental Health, Senior Centers, Northwood University, Michigan Works, Midland Public Schools, MCESA, and persons with disability groups including the ARC and People First
- Participates on the Regional Interagency Consumer Council
- Coordinates rides for persons with disabilities for Midland Public Schools and Midland County Educational Services Agency as needed
- Collaborates with other agencies through MDOT's Education and Training Team
- Counts tickets and fares collected on a daily basis, and prepares daily deposit from fare boxes
- Analyzes the number of passengers picked up per hour per vehicle to provide efficient, reliable transportation for passengers
- Manages computer dispatching program

### Passenger Transportation

- Delivers curb-to-curb transportation services within the city of Midland for 127,000+ riders annually
- Coordinates same-day, demand response transportation for all passengers
- Provides 20,000 rides annually for passengers needing lift-equipped vehicles
- Overall ridership is 70% seniors and persons with disabilities
- Maintains fleet of 14 transit buses
- Provides daily cleaning of busses for the health and safety of passengers
- Implements and maintains safety programs in conjunction with MIOSHA and the City Manager's Safety Quality Program to ensure and improve passenger safety

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Administration	\$ 157,975	\$ 160,828	\$ 165,676	\$ 165,399	\$ 169,222	2.3%
Operations	1,255,577	1,342,562	1,381,194	1,416,651	1,385,468	-2.2%
Dispatching	216,272	212,317	236,531	244,928	249,875	2.0%
Miscellaneous	-	-	10,000	10,000	10,000	0.0%
Non-operating Expenses	5,089	37,095	126,580	56,564	198,452	250.8%
<b>Total Department</b>	<b>\$ 1,634,913</b>	<b>\$ 1,752,802</b>	<b>\$ 1,919,981</b>	<b>\$ 1,893,542</b>	<b>\$ 2,013,017</b>	<b>6.3%</b>
Personal Services	\$ 1,159,936	\$ 1,169,042	\$ 1,247,999	\$ 1,268,995	\$ 1,273,359	0.3%
Supplies	141,341	169,513	183,435	192,780	182,394	-5.4%
Other Services/Charges	328,547	377,152	361,967	386,767	358,812	-7.2%
Capital Outlay	5,089	37,095	126,580	45,000	198,452	341.0%
<b>Total Department</b>	<b>\$ 1,634,913</b>	<b>\$ 1,752,802</b>	<b>\$ 1,919,981</b>	<b>\$ 1,893,542</b>	<b>\$ 2,013,017</b>	<b>6.3%</b>

### Personnel Summary

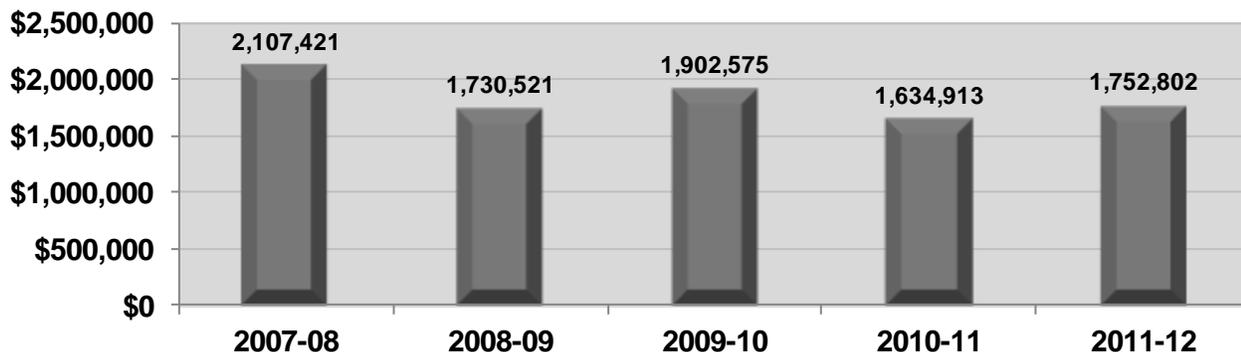
Full-Time	6	5	5	5	5
Regular Part-Time	32	32	32	32	32
<b>Total Department</b>	<b>38</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>37</b>

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

There are no significant changes in the 2013-14 budget for Dial-A-Ride.

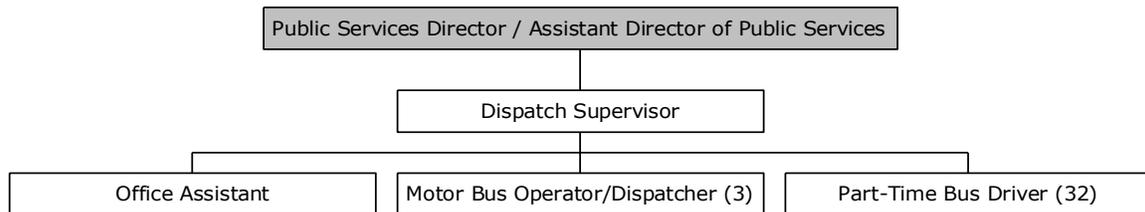
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Dispatch Supervisor	0	1	1
Motor Bus Operator	4	3	3
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>5</b>	<b>5</b>	<b>5</b>
<u>Regular Part-Time</u>			
Bus Driver*	32	32	32
Office Assistant	0	0	0
<b>Total Regular Part-Time</b>	<b>32</b>	<b>32</b>	<b>32</b>
<b>Department Total</b>	<b>37</b>	<b>37</b>	<b>37</b>

\*Management has approval to hire up to 36 part-time bus drivers. The number fluctuates throughout the year due to attrition, with an average number of 32 part-time operators on staff at any given time.

FUND 288 - DIAL-A-RIDE FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Use and admission fees				
Customer fares	\$ 104,721	\$ 116,000	\$ 116,000	\$ 104,000
Contract revenues	18,558	13,000	17,000	14,000
Federal grants	325,643	400,748	292,672	447,492
State grants	628,789	646,305	662,901	693,664
Other revenues	133	-	-	-
Investment earnings	125	50	-	-
<b>Total revenues</b>	<b>1,077,969</b>	<b>1,176,103</b>	<b>1,088,573</b>	<b>1,259,156</b>
<b>Expenditures</b>				
Administration	160,828	165,676	165,399	169,222
Operations	1,342,562	1,381,194	1,428,215	1,385,468
Dispatching	212,317	236,531	244,928	249,875
Capital outlay	37,095	126,580	45,000	198,452
Reserve for contingencies	-	10,000	10,000	10,000
<b>Total expenditures</b>	<b>1,752,802</b>	<b>1,919,981</b>	<b>1,893,542</b>	<b>2,013,017</b>
Excess of Revenues Over (Under) Expenditures	(674,833)	(743,878)	(804,969)	(753,861)
<b>Other Financing Sources (Uses)</b>				
Operating transfer in - General Fund	674,833	777,702	804,969	753,861
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	-	33,824	-	-
<b>Fund Balance - beginning of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance - end of year</b>	<b>\$ -</b>	<b>\$ 33,824</b>	<b>\$ -</b>	<b>\$ -</b>



**Downtown Development Authority Executive Director ..... Selina Tisdale**

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## Service Statements

The mission of the Downtown Development Authority is to foster a dynamic downtown that enables economic growth.

The vision of the Downtown Development Authority is to retain “small city charm, while providing big city choices.”

The goal of the DDA is to make Downtown Midland a retail community that also provides a fun, relaxing, family-friendly atmosphere to the community.

- DDA staff strives to assist downtown businesses to thrive while encouraging special events and promotions to bring the community to Main Street for a pleasant experience.
- The DDA works to maintain a safe, clean and attractive downtown with plenty of parking, appropriate seating and trash facilities, and a diverse mix of shopping, service and dining opportunities.
- The DDA works with downtown businesses and community organizations to provide great entertainment in the form of concerts, festivals, retail events, artistic venues, sports / recreational activities and parades.
- The DDA is committed to continued downtown development and recently completed a comprehensive Downtown Redevelopment and Design Study to assist the DDA in that endeavor.
- The DDA partners with many community organizations including the City of Midland, the Midland Downtown Business Association, the Midland Area Chamber of Commerce and the Midland County Convention and Visitors Bureau along with many other community-minded organizations.

## Functions

### **Downtown Development Authority**

- Prepares and administers DDA budget
- Prepares and administers MDBA budget
- Administers funds for the DDA Façade Loan Program and DDA Incubator Program
- Establishes and maintains good working relationships with downtown businesses, customers, non-profit organizations, sponsors, government departments and other community organizations
- Promotes downtown at various community functions
- Acts as City's representative for downtown issues and events
- Maintains downtown website
- Prepares agendas, minutes and technical support to the DDA Board of Directors, MDBA Board of Directors, City Council and various community committees

## Department at a Glance - DDA

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
DDA	\$ 375,099	\$ 448,400	\$ 565,134	\$ 567,381	\$ 552,788	-2.6%
<b>Total Department</b>	<b>\$ 375,099</b>	<b>\$ 448,400</b>	<b>\$ 565,134</b>	<b>\$ 567,381</b>	<b>\$ 552,788</b>	<b>-2.6%</b>
Personal Services	\$ 136,235	\$ 145,670	\$ 163,236	\$ 173,175	\$ 185,061	6.9%
Supplies	2,149	1,053	2,500	2,500	2,000	-20.0%
Other Services/Charges	191,715	256,677	317,056	309,364	320,727	3.7%
Capital Outlay	-	-	37,342	37,342	-	-100.0%
Operating Transfers Out	45,000	45,000	45,000	45,000	45,000	0.0%
<b>Total Department</b>	<b>\$ 375,099</b>	<b>\$ 448,400</b>	<b>\$ 565,134</b>	<b>\$ 567,381</b>	<b>\$ 552,788</b>	<b>-2.6%</b>

### Personnel Summary

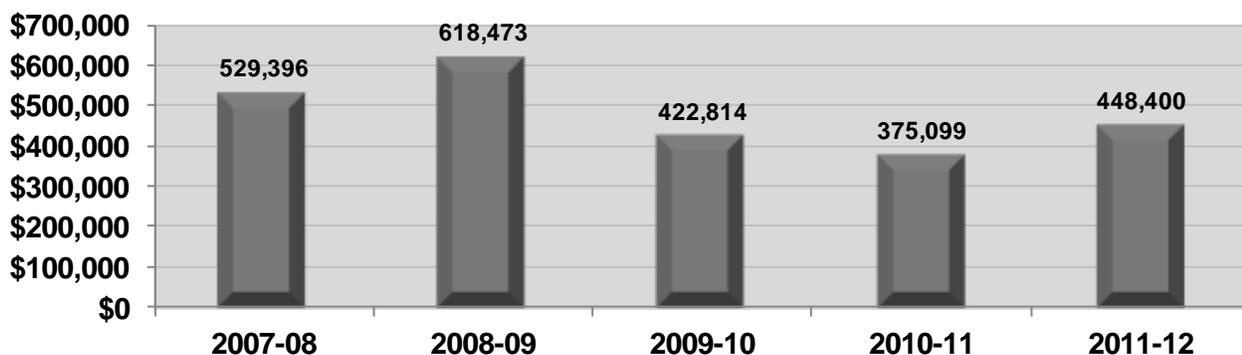
Full-Time	-	-	-	-	1
Regular Part-Time	2	2	2	2	1
<b>Total Department</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

The part-time DDA Administrative Assistant position was moved to full time near the end of the 2012-13 budget year. The position was budgeted to support DDA functions 70% of the time with 30% of time allocated to the Clerk's office/general fund budgets.

### 5-Year Operating Budget History

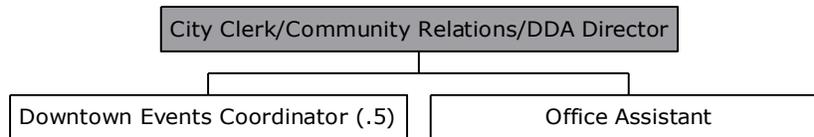


Annual expenditures by the Downtown Development Authority fluctuates based upon the expenditure of accumulated fund balance on larger scale physical improvement projects and planned retail, housing or economic development studies.

## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



Shaded box indicates a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Office Assistant	0	0	1
<b>Total Full-Time</b>	<b>0</b>	<b>0</b>	<b>1</b>
<u>Regular Part-Time</u>			
Downtown Events Coordinator	1	1	1
Office Assistant	1	1	0
<b>Total Regular Part-Time</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

In FY 2013-14, the DDA promoted the administrative assistant position to full time.



# Downtown Development Authority

## FUND 297 - DOWNTOWN DEVELOPMENT AUTHORITY FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes levied	\$ 18,785	\$ 19,368	\$ 19,368	\$ 19,303
Property taxes captured (TIF)	454,954	511,448	511,448	468,540
Investment earnings	1,448	988	988	1,000
SARA contribution	14,000	14,000	14,000	14,000
Other revenues	12,140	4,000	6,147	4,000
<b>Total revenues</b>	<b>501,327</b>	<b>549,804</b>	<b>551,951</b>	<b>506,843</b>
<b>Expenditures</b>				
Personal services	145,670	163,236	173,175	185,061
Supplies	1,053	2,500	2,500	2,000
Other charges	256,677	317,056	309,364	320,727
Capital outlay	-	37,342	37,342	-
<b>Total expenditures</b>	<b>403,400</b>	<b>520,134</b>	<b>522,381</b>	<b>507,788</b>
Excess of Revenues Over (Under) Expenditures	97,927	29,670	29,570	(945)
<b>Other Financing Sources (Uses)</b>				
Operating transfer out - Parking Fund	(45,000)	(45,000)	(45,000)	(45,000)
<b>Total other financing sources (uses)</b>	<b>(45,000)</b>	<b>(45,000)</b>	<b>(45,000)</b>	<b>(45,000)</b>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	52,927	(15,330)	(15,430)	(45,945)
<b>Fund Balance - beginning of year</b>	<b>699,155</b>	<b>752,082</b>	<b>752,082</b>	<b>736,652</b>
<b>Fund Balance - end of year</b>	<b>\$ 752,082</b>	<b>\$ 736,752</b>	<b>\$ 736,652</b>	<b>\$ 690,707</b>
Reserved - cashflows	\$ 110,238	\$ 117,736	\$ 118,204	\$ 115,164
Unreserved and undesignated	641,844	619,016	618,448	575,543
<b>Total Fund Balance</b>	<b>\$ 752,082</b>	<b>\$ 736,752</b>	<b>\$ 736,652</b>	<b>\$ 690,707</b>

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Library Director .....Melissa Barnard

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## Service Statement

The Mission of the Grace A. Dow Memorial Library is to enrich our community by providing opportunities for learning, exploration and enjoyment in a welcoming environment.

The Vision of the Grace A. Dow Memorial Library is to be the community's chosen gateway for knowledge; a place for our community to gather and connect.

The library provides access to information to members of the community through print and non print resources. Knowledgeable staff help connect users to these resources to meet their needs. Visit the library's website to access a wide selection of specialized databases, downloadable e-audio books and eBooks, and more. Reading resources include the TumbleBook database featuring picture books, early readers, and chapter books in an interactive format that is appealing to children.

Library card holders can access their accounts, place holds, renew items, search databases, and download audio books and eBooks from the convenience of their home or business computers. New users eligible for library cards can apply online.

As a place of learning, exploration and enjoyment, the library offers special collections and programming for all ages. The Government Information Center, Consumer Corner, Local History and Genealogy Collections, as well as videos, audio books and music CDs provide for a rich and diverse user experience. Computer classes, story times, summer reading programs, book discussions, author visits, educational programs and other activities promoting reading are held at the library.

Public computers are available for accessing the Internet. The library also provides free Wi-Fi service to visitors who bring their own equipment. Laptops or netbooks with Microsoft Office can be checked out for use in the library.

The library offers space for community gathering, quiet study and small group meetings. A variety of meeting spaces can be rented and reserved, including a 262-seat Auditorium plus wheelchair accessible seating. Educational toys can be found throughout the children's area to spark creativity and learning. The Early Literacy Activity Center targets children 5 years and younger, promoting school readiness through learning literacy skills in play-based activities. The Teen Spot's study bar and lounging area provide a unique setting for middle and high school students to study or hang out with friends.

Resource sharing with other libraries has increased the number of items that patrons can borrow beyond the collection at the library. Through the Michigan Electronic Library statewide catalog and the Valley Library Consortium, patrons can submit requests for materials not held at the Grace A. Dow Memorial Library.

The library's website, Facebook and Pinterest pages, and newsletter, "Library Connection," help increase awareness of services and programs. Quick and easy access keeps the community informed of upcoming events and news at the library.

The Grace A. Dow Memorial Library focuses staff and resources to educate citizens, contribute to their personal growth and provide community information. Whether in person or through electronic communication, the library is an integral part of the Midland community.

## Functions

### **Administration**

- Serves on the City of Midland Administration Staff Team
- Prepares and administers the library budget
- Maintains and analyzes statistics
- Plans for future service directions
- Recommends and implements policies
- Oversees library personnel, including hiring, training and continued development
- Assures maintenance of the library's physical plant
- Represents and promotes the library to the community
- Liaison to the Library Board
- Liaison to the Friends of the Library
- Represents the library on the Valley Library Consortium Board
- Represents the library on the Mideastern Michigan Library Cooperative Advisory Council

### **Circulation Services**

- Checks out and checks in materials
- Greets and directs patrons
- Registers patrons
- Collects fines and fees
- Staffs renewal desk
- Supports acquisitions, interlibrary loan and reference services
- Provides program assistance
- Mends library materials
- Collects statistics on library usage

### **Public Services**

- Provides research and information-based services
- Provides customer service through reading recommendations, answering informational inquiries and locating materials within the library
- Provides technology support for patrons needing assistance using computers, laptops and eReader devices
- Utilizes technology to deliver online services
- Selects materials and maintains collection
- Maintains and updates the website and social media communications
- Performs statistical analysis of physical and electronic resource usage
- Participates in community outreach including area schools, day cares and other organizations
- Plans and conducts educational programming for children and adults including: Computer/technology training, Book discussion groups, and author visits, Battle of the Books, Story times and Summer Reading Program
- Develops and maintains genealogy and local history collection
- Provides training for Assisted Technology Computer users
- Conducts tours for schools and other organizations

### **Technical Services**

- Orders and receives library materials
- Catalogs and classifies materials
- Processes materials
- Maintains catalog database

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Library	\$ 3,685,529	\$ 3,659,326	\$ 6,867,701	\$ 6,847,286	\$ 3,833,912	-44.0%
<b>Total Department</b>	<b>\$ 3,685,529</b>	<b>\$ 3,659,326</b>	<b>\$ 6,867,701</b>	<b>\$ 6,847,286</b>	<b>\$ 3,833,912</b>	<b>-44.0%</b>
Personal Services	\$ 2,530,716	\$ 2,505,747	\$ 2,582,383	\$ 2,557,560	\$ 2,638,706	3.2%
Supplies	521,042	515,801	506,773	520,562	491,360	-5.6%
Other Services/Charges	624,481	637,778	669,680	660,299	703,846	6.6%
Capital Outlay	9,290	-	108,865	108,865	-	-100.0%
Capital Projects	-	-	3,000,000	3,000,000	-	-100.0%
<b>Total Department</b>	<b>\$ 3,685,529</b>	<b>\$ 3,659,326</b>	<b>\$ 6,867,701</b>	<b>\$ 6,847,286</b>	<b>\$ 3,833,912</b>	<b>-44.0%</b>

### Personnel Summary

Full-Time	19	19	18	18	18
Regular Part-Time	33	33	33	33	33
<b>Total Department</b>	<b>52</b>	<b>52</b>	<b>51</b>	<b>51</b>	<b>51</b>

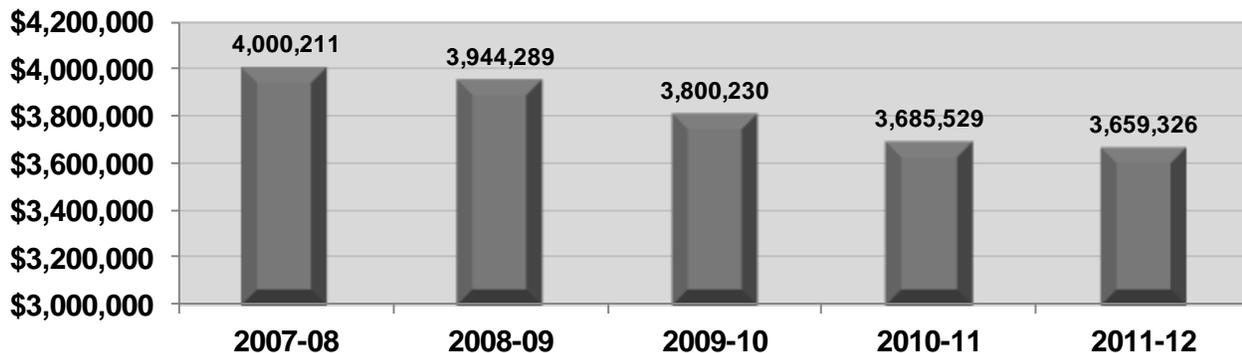
The 2011-12 budget included a grant for \$100,000 from The Herbert H. and Grace A. Dow Foundation and the Rollin M. Gerstacker Foundation to reconstruct the library's public parking lot. In 2012-13, The Herbert H. and Grace A. Dow Foundation awarded a \$3,000,000 grant to the library to fund infrastructure and interior improvements.

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

Increases in the 2013-14 budget are primarily due to higher personnel costs. Other items remained relatively stable.

### 5-Year Operating Budget History

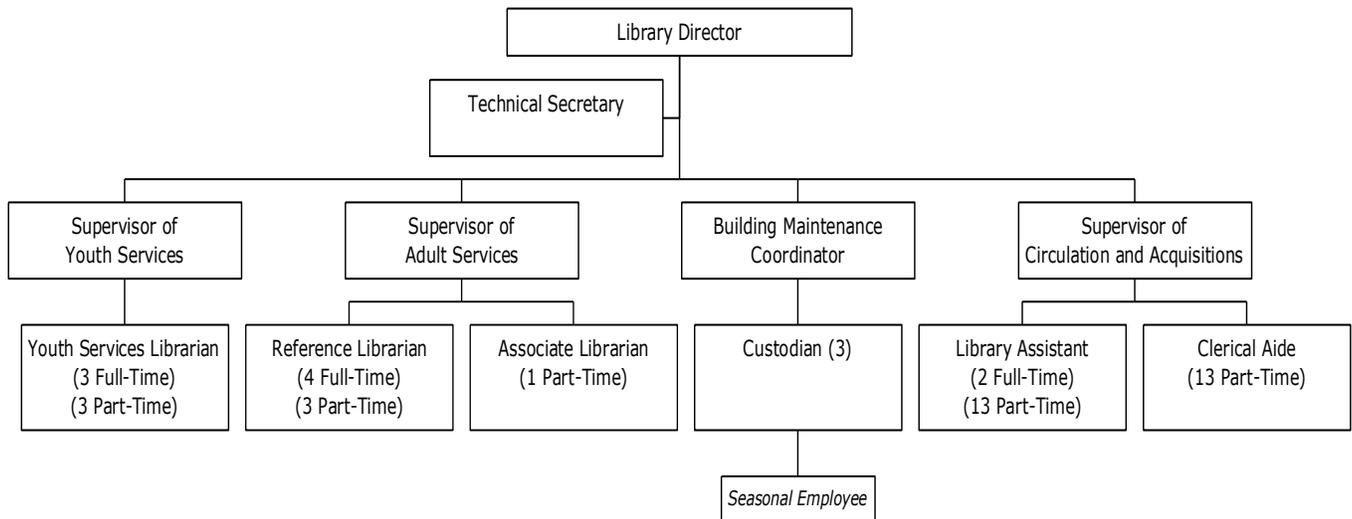


The goal in 2011-12 was to maintain a flat budget.

## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



# Grace A. Dow Memorial Library

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Library Director	1	1	1
Assistant Library Director	1	0	0
Technical Secretary	1	1	1
Supervisor of Adult Services	1	1	1
Supervisor of Youth Services	1	1	1
Supervisor of Circulation and Acquisitions	0	1	1
Acquisitions and Circulation Services Coord	1	0	0
Reference Librarian	4	4	4
Youth Services Librarian	3	3	3
Library Assistant	2	2	2
Building Maintenance Coordinator	1	1	1
Library Custodian	3	3	3
<b>Total Full-Time</b>	<b>19</b>	<b>18</b>	<b>18</b>
<u>Regular Part-Time</u>			
Reference Librarian	3	3	3
Youth Services Librarian	3	3	3
Associate Reference Librarian	1	1	1
Library Assistant	13	13	13
Clerical Aide	13	13	13
<b>Total Regular Part-Time</b>	<b>33</b>	<b>33</b>	<b>33</b>
<b>Department Total</b>	<b>52</b>	<b>51</b>	<b>51</b>



# Grace A. Dow Memorial Library

## FUND 271 - GRACE A. DOW LIBRARY FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes	\$ 2,211,670	\$ 2,204,878	\$ 2,224,668	\$ 2,213,205
Library revenues	324,726	318,131	317,060	316,560
Penal fines	274,677	213,000	248,835	254,000
Rental income	67,564	66,000	64,000	60,000
State aid	31,471	37,020	36,325	40,000
Contributions and other revenues	172,566	3,156,800	3,061,552	59,350
Investment earnings	583	2,000	800	800
<b>Total revenues</b>	<u>3,083,257</u>	<u>5,997,829</u>	<u>5,953,240</u>	<u>2,943,915</u>
<b>Expenditures</b>				
Personal services	2,505,747	2,582,383	2,557,560	2,638,706
Supplies	515,801	506,773	520,562	491,360
Other charges	637,778	669,680	660,299	703,846
Capital outlay	-	108,865	108,865	-
<b>Total expenditures</b>	<u>3,659,326</u>	<u>3,867,701</u>	<u>3,847,286</u>	<u>3,833,912</u>
Excess of Revenues Over (Under) Expenditures	(576,069)	2,130,128	2,105,954	(889,997)
<b>Other Financing Sources (Uses)</b>				
Investment in capital projects	-	(3,000,000)	(3,000,000)	-
Operating transfers in	676,001	869,872	794,114	889,997
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	99,932	-	(99,932)	-
<b>Fund Balance - beginning of year</b>	<u>-</u>	<u>99,932</u>	<u>99,932</u>	<u>-</u>
<b>Fund Balance - end of year</b>	<u>\$ 99,932</u>	<u>\$ 99,932</u>	<u>\$ -</u>	<u>\$ -</u>



**City Engineer..... Brian McManus**  
**Public Services Director ..... Karen Murphy**

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## Service Statement

**The Maintenance Division** is responsible for day-to-day maintenance of the street system. This includes pothole filling, crack filling and curb and gutter repair on the Major and Local streets. Most work is performed on streets that are nearing the end of their life cycle and in need of major maintenance by the Construction Division in the near future. The Maintenance Division strives to prevent road conditions that may cause vehicle damage.

The Maintenance Division provides curb and gutter repairs for the Construction Division annual program when time and resources permit.

The Maintenance Division repairs manhole covers in the roadways that have settled or become damaged due to traffic.

Most of the city streets are improved with bituminous pavement; however, several gravel streets remain and those require frequent grading to ensure a smooth ride. Also, these gravel roads require frequent treatment of brine application to minimize dust blowing through city neighborhoods.

The Maintenance division annually inspects and maintains many miles of guardrail throughout the city. Guardrails, by their nature, are installed at locations that have safety concerns.

City streets are swept monthly by Maintenance Division staff. Street sweeping is critical for dust control and to stop sediment from reaching our rivers and streams.

The Maintenance Division inspects and cleans roadside ditches on an annual basis to ensure that water can drain away freely. Good drainage is critical to the performance and life expectancy of the road surface.

A major portion of the Maintenance Division fund is used to keep city streets clear of snow and ice accumulation. The City has an aggressive program for snow plowing and salting and has a "Snow Watch" program with employees on duty 24 hours a day through the winter. The Maintenance Division has primary routes and secondary routes that are prioritized. Salt applications are used in conjunction with the plowing to ensure a clean system.

The Maintenance Division consistently inspects the road system and handles complaints for debris on the roadway that require cleanup.

**The Traffic Division** is administered by the Engineering Department and is responsible for implementing and maintaining traffic control devices. Traffic signals and related equipment are replaced primarily due to age, traffic accidents, and either malfunctions or failures. Replacement cycles vary depending on equipment type. Signals staff is on-call to address maintenance issues 24 hours per day.

Street sign replacements occur annually for approximately 10% of the city due primarily to age, traffic accidents, vandalism, and theft. Pavement markings on city streets occur annually. Funding for traffic sign and signal upgrades are established along with the city street construction program described below with the Construction Division activities. Refer to the Functions in the Engineering Department section for additional information.

### **Service Statement (cont.)**

**The Construction Division** is administered by the Engineering Department. Annually, the City Engineer presents a construction program to City Council at a special Council meeting held in mid-January solely to discuss proposed construction projects. A follow-up meeting, if required, is held in February to finalize the project list. Projects that are accepted are then included in the annual City-wide budget. During the budget year, the major reconstruction projects are designed by the Engineering Department, bid out and then constructed by contractors. Along with construction costs, the City Engineering Department design and inspection costs are charged to the Major and Local Street funds.

The Construction Division of the Engineering Department also designs and builds streets, turn lanes and other items to enhance the transportation system within the city of Midland.

The Construction Division also completes an annual crack sealing and surface treatment program to protect and extend the life of our street pavements.

## Functions

### Fund Administration

- Maintenance Division activities are administered by the Public Services Director
- Traffic Services Division activities are administered by the City Engineer
- Construction Capital Improvements are administered by the City Engineering Department
- County Road millage funds are used to supplement the Major and Local Street funds to implement the annual construction program

### Maintenance Division

- Provides repair and cleaning services for 80 miles of major streets, 160 miles of local streets, and 16 miles of State trunk line
- Responds to citizen requests for street maintenance and repair as deemed necessary by Public Works field supervisors
- Performs roadway surface maintenance, including asphalt repair and pothole patching
- Maintains and repairs guardrail
- Provides street sweeping services once a month on all city streets as weather permits
- Repairs curb and gutter defects
- Coordinates services with the Wastewater Department to repair sanitary sewer manhole covers
- Repairs storm water manhole and catch basin covers
- Cleans culverts and ditches to maintain adequate roadside drainage
- Provides dust control and road grading for gravel streets in the city
- Provides timely snow and ice control via salting and plowing in response to inclement weather with a 24-hour Snow Watch shift from late November through April 1
- Consults with the Engineering Department to determine best practices for different types of infrastructure repairs
- Provides barricades and traffic control for various community events

### Traffic Services Division

- Monies are annually provided from Major and Local Street funds for traffic control and pavement markings on Local and Major Streets
- Traffic Services Division is administered by the Engineering Department so also see Engineering Division Functions
- Provides maintenance and replacement of over 10,000 traffic signs
- Maintains over 90 signalized intersections within the city
- Provides pavement markings for over 80 miles of streets
- Collects and analyzes machine and manual traffic counts to track traffic growth in the city
- Develops city-wide traffic signal progression
- Installs and/or coordinates installation of new traffic control devices

### Construction Division

- Monies are annually transferred from Major and Local Street funds to the Capital Outlay Program for reconstruction and major maintenance and surface treatments on local and major streets in accordance with the Project Priority process administered by the Engineering Department and approved by City Council
- Also see Engineering Division Functions
- County Road millage funds are used to supplement Major and Local Street funds to implement the annual construction program

## Department at a Glance - MAJOR STREET

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Engineering	\$ 135,370	\$ 164,302	\$ 189,515	\$ 192,910	\$ 200,458	3.9%
Inspection Services	14,831	19,310	17,708	15,908	17,056	7.2%
Maintenance	955,654	693,517	1,134,313	1,140,725	1,142,627	0.2%
Traffic Services	496,431	469,839	485,617	486,517	499,893	2.7%
Capital Projects	1,446,146	3,057,709	4,410,082	4,201,634	1,894,000	-54.9%
Miscellaneous	5,055	664	30,000	25,000	25,000	0.0%
Operating Transfers Out	1,803,168	1,644,471	1,892,638	1,895,092	1,754,246	-7.4%
<b>Total Department</b>	<b>\$ 4,856,655</b>	<b>\$ 6,049,812</b>	<b>\$ 8,159,873</b>	<b>\$ 7,957,786</b>	<b>\$ 5,533,280</b>	<b>-30.5%</b>
Personal Services	988,829	809,015	\$ 1,052,427	\$ 1,064,153	\$ 1,076,079	1.1%
Supplies	213,496	176,356	314,821	314,821	315,450	0.2%
Other Services/Charges	405,016	362,261	489,905	482,086	493,505	2.4%
Capital Projects	1,446,146	3,057,709	4,410,082	4,201,634	1,894,000	-54.9%
Operating Transfers Out	1,803,168	1,644,471	1,892,638	1,895,092	1,754,246	-7.4%
<b>Total Department</b>	<b>\$ 4,856,655</b>	<b>\$ 6,049,812</b>	<b>\$ 8,159,873</b>	<b>\$ 7,957,786</b>	<b>\$ 5,533,280</b>	<b>-30.5%</b>

## Department at a Glance - LOCAL STREET

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Engineering	\$ 83,163	\$ 83,295	\$ 96,592	\$ 96,592	\$ 98,156	1.6%
Inspection Services	13,617	14,085	17,558	15,908	17,056	7.2%
Maintenance	793,622	652,464	1,044,980	1,053,015	1,088,168	3.3%
Traffic Services	42,830	57,765	104,519	103,719	106,402	2.6%
Miscellaneous	-	-	20,000	20,000	20,000	0.0%
Capital Projects	745,747	947,033	2,556,635	2,556,635	1,356,000	-47.0%
Operating Transfers Out	110,002	105,273	137,585	137,645	136,935	-0.5%
<b>Total Department</b>	<b>\$ 1,788,981</b>	<b>\$ 1,859,915</b>	<b>\$ 3,977,869</b>	<b>\$ 3,983,514</b>	<b>\$ 2,822,717</b>	<b>-29.1%</b>
Personal Services	\$ 590,363	\$ 482,276	\$ 681,547	\$ 689,994	\$ 727,559	5.4%
Supplies	89,118	89,236	223,765	222,765	225,700	1.3%
Other Services/Charges	253,751	236,097	378,337	376,475	376,523	0.0%
Capital Projects	745,747	947,033	2,556,635	2,556,635	1,356,000	-47.0%
Operating Transfers Out	110,002	105,273	137,585	137,645	136,935	-0.5%
<b>Total Department</b>	<b>\$ 1,788,981</b>	<b>\$ 1,859,915</b>	<b>\$ 3,977,869</b>	<b>\$ 3,983,514</b>	<b>\$ 2,822,717</b>	<b>-29.1%</b>

**Personnel Summary:** The major and local street funds are set up as a cost accounting mechanism. There is not an individual department dedicated to major and local street activities. Instead, employees are transferred from the Engineering and Public Services departments as needed to provide maintenance, traffic, and engineering and inspection services.

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

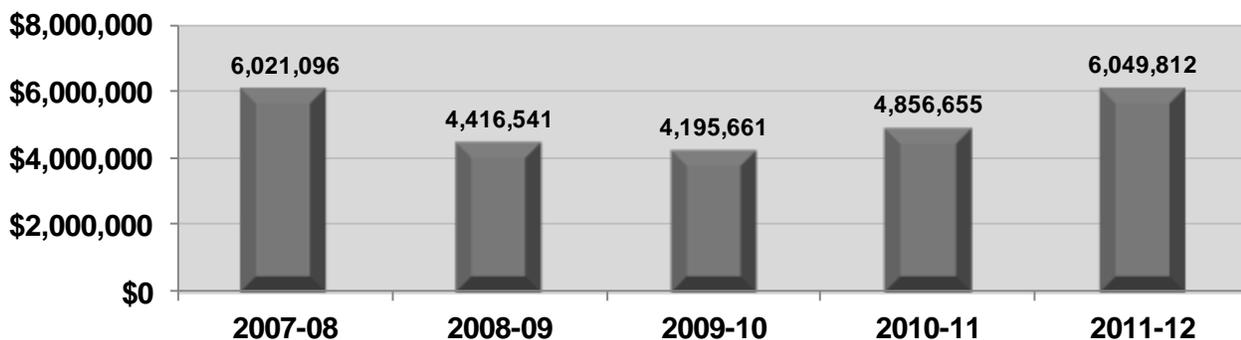
Available Major and Local Street funding has been significantly reduced due to impacts from:

- Reduced gas and weight tax revenues due to high gas prices and fewer sales at the pump.
- Drop in county road millage revenues associated with tax appeals in the community

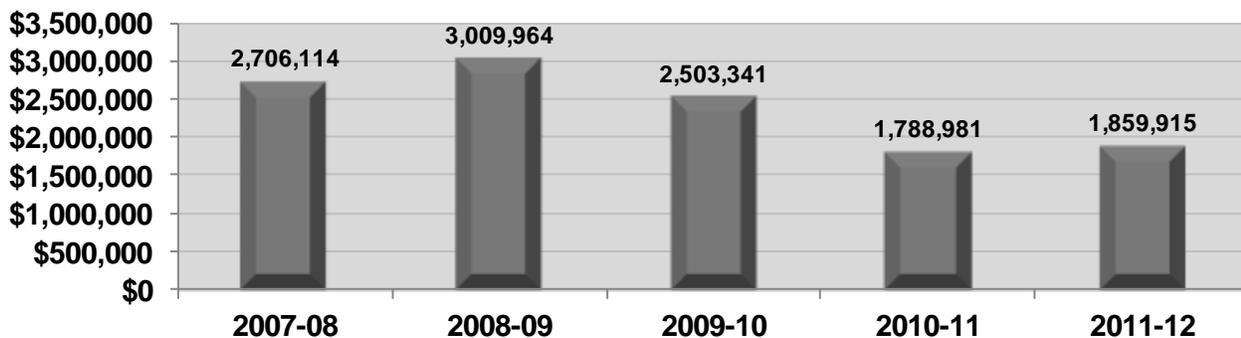
Public Services and Engineering staffing levels have been reduced to account for lower available revenues. As a result, street maintenance activities and funding for capital projects have been significantly reduced.

### 5-Year Operating Budget History

#### Major Street Fund



#### Local Street Fund



### **Key Departmental Trends & Performance Objectives**

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

FUND 202 - MAJOR STREET FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
State gas and weight taxes	\$ 2,709,098	\$ 2,475,000	\$ 2,600,000	\$ 2,600,000
County road millage	2,108,016	2,150,000	2,100,000	2,090,000
Build Michigan funding	101,778	97,000	98,000	98,000
State trunkline maintenance	142,862	178,962	178,962	181,318
State capital grant	1,906,878	1,510,000	1,309,370	-
Utility permits	99,155	88,000	88,000	88,000
Outside contributions	20,000	50,000	50,000	50,000
Investment earnings	8,013	4,000	4,000	4,000
Miscellaneous	13,077	-	12,000	12,000
<b>Total revenues</b>	<b>7,108,877</b>	<b>6,552,962</b>	<b>6,440,332</b>	<b>5,123,318</b>
<b>Expenditures</b>				
Engineering	164,302	189,515	192,910	200,458
Right of way inspections	19,310	17,708	15,908	17,056
Roadway maintenance	147,783	195,022	195,022	193,193
Guardrail maintenance	1,073	5,002	7,510	7,497
Sweeping and flushing	133,457	150,166	150,166	150,562
Shoulder maintenance	13,648	12,580	13,763	15,644
Roadside drainage	104,209	90,791	92,045	91,250
Curb and gutter maintenance	54,541	66,668	67,922	67,518
Roadside cleanup	8,992	19,308	20,562	20,322
Snow and ice control	227,820	519,702	519,736	519,569
Traffic services	469,839	485,617	486,517	499,893
Trunkline maintenance	121,465	178,962	180,341	181,318
Stormwater activities credit	(119,471)	(103,888)	(106,342)	(104,246)
Other charges	664	10,000	5,000	5,000
Reserve for contingencies	-	20,000	20,000	20,000
<b>Total expenditures</b>	<b>1,347,632</b>	<b>1,857,153</b>	<b>1,861,060</b>	<b>1,885,034</b>
Excess of Revenues Over (Under) Expenditures	5,761,245	4,695,809	4,579,272	3,238,284
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	-	20,000	12,182	-
Operating transfers out	(1,644,471)	(1,892,638)	(1,895,092)	(1,754,246)
Investment in capital projects	(3,057,709)	(4,410,082)	(4,201,634)	(1,894,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	1,059,065	(1,586,911)	(1,505,272)	(409,962)
<b>Fund Balance - beginning of year</b>	<b>3,254,742</b>	<b>4,313,807</b>	<b>4,313,807</b>	<b>2,808,535</b>
<b>Fund Balance - end of year</b>	<b>\$ 4,313,807</b>	<b>\$ 2,726,896</b>	<b>\$ 2,808,535</b>	<b>\$ 2,398,573</b>
Fund balance - unreserved	\$ 2,468,038	\$ 1,887,225	\$ 2,010,848	\$ 1,510,886
Fund balance - county road millage	647,687	839,671	797,687	887,687
Fund balance - reserved for capital projects	1,198,082	-	-	-
	<b>\$ 4,313,807</b>	<b>\$ 2,726,896</b>	<b>\$ 2,808,535</b>	<b>\$ 2,398,573</b>

FUND 203 - LOCAL STREET FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
State gas and weight taxes	\$ 730,440	\$ 680,000	\$ 695,000	\$ 695,000
Build Michigan funding	26,386	25,000	26,000	26,000
Utility permits	71,802	72,000	72,000	72,000
Outside contributions	60,048	50,000	50,000	50,000
Miscellaneous	2,022	-	-	-
Investment earnings	6,182	2,000	2,000	2,000
<b>Total revenues</b>	<b>896,880</b>	<b>829,000</b>	<b>845,000</b>	<b>845,000</b>
<b>Expenditures</b>				
Engineering	83,294	96,592	96,592	98,156
Right of way inspection	14,085	17,558	15,908	17,056
Roadway maintenance	153,263	211,041	225,227	218,531
Guardrail maintenance	8	1,484	3,992	3,979
Sweeping and flushing	210,518	206,006	210,776	210,206
Shoulder maintenance	1,646	7,745	7,745	7,605
Roadside drainage	105,273	137,585	137,645	136,935
Curb and gutter maintenance	142,646	126,213	148,247	155,524
Roadside cleanup	3,824	12,053	12,053	11,820
Dust control	5,447	21,819	21,819	19,199
Snow and ice control	135,113	458,619	423,156	461,304
Traffic services	57,765	104,519	103,719	106,402
Stormwater activities credit	(105,273)	(137,585)	(137,645)	(136,935)
Reserve for contingencies	-	20,000	20,000	20,000
<b>Total expenditures</b>	<b>807,609</b>	<b>1,283,649</b>	<b>1,289,234</b>	<b>1,329,782</b>
Excess of Revenues Over (Under) Expenditures	89,271	(454,649)	(444,234)	(484,782)
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	1,525,000	1,876,750	1,876,750	1,650,000
Operating transfers out	(105,273)	(137,585)	(137,645)	(136,935)
Investment in capital projects	(947,033)	(2,556,635)	(2,556,635)	(1,356,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	561,965	(1,272,119)	(1,261,764)	(327,717)
<b>Fund Balance - beginning of year</b>	<b>2,522,834</b>	<b>3,084,799</b>	<b>3,084,799</b>	<b>1,823,035</b>
<b>Fund Balance - end of year</b>	<b>\$ 3,084,799</b>	<b>\$ 1,812,680</b>	<b>\$ 1,823,035</b>	<b>\$ 1,495,318</b>
Fund balance - unreserved	\$ 2,295,164	\$ 1,812,680	\$ 1,823,035	\$ 1,495,318
Fund balance - reserved for capital projects	789,635	-	-	-
	<b>\$ 3,084,799</b>	<b>\$ 1,812,680</b>	<b>\$ 1,823,035</b>	<b>\$ 1,495,318</b>



**Library Director.....Melissa Barnard**  
**Manager of MCTV & Library Communications ..... Ron Beacom**

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## Service Statement

The department's scope of services includes: video production services for City of Midland government access programs and internal use; video production support services for public and educational access programs; administrative and support services for the scheduling and cablecasting of public and government access programs; dissemination of cablecast schedule to various media outlets for promotion of cablecast schedule; support for Internet streaming and archiving of City of Midland and public access programs; recruitment of public access users and training in video production for public access users; entry, display and scheduling of community message boards on public access channel; on-call technical support for emergency communications; acquisition and maintenance of video production equipment; video duplication; recognition program for public access users; and promotion of public and government access services.

## Functions

### **Public Access-MCTV 97 & 99**

- Recruit access users
- Train access users in the use of field and studio production equipment
- Provide production assistance and technical support to access users
- Recognize access users
- Enter and display non-profit messages on electronic message board

### **Government Access-MGTV 96**

- Cablecast and web stream coverage of City Council and nine advisory boards and commissions meetings
- Produce "City in 15" newsmagazine about City services
- Produce special programming about timely topics and events related to City of Midland
- Enter and cablecast government message boards
- Cablecast emergency communications

### **Educational Access-MPS-TV 98**

- Provide training, technical support and production assistance to the Midland Public Schools Video Communications Course
- Provide production assistance for MPS newsmagazine, "MPS Today"
- Provide technical support and production assistance to access users who create school-related programs at MCTV that are cablecast on MPS-TV 98 (sports, concerts, events)

### **All Access**

- Provide automated program playback on MCTV 97 & 99 and MGTV 96 using web-based server system
- Create and publish program schedule for Midland Daily News, City of Midland website, TV Guide and access channels
- Maintain production equipment
- Provide video duplication services
- Post government and public access programming on-line



# Midland Community Television (MCTV)

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
MCTV	\$ 484,969	\$ 494,677	\$ 594,128	\$ 574,561	\$ 640,240	11.4%
<b>Total Department</b>	<b>\$ 484,969</b>	<b>\$ 494,677</b>	<b>\$ 594,128</b>	<b>\$ 574,561</b>	<b>\$ 640,240</b>	<b>11.4%</b>
Personal Services	\$ 358,232	\$ 346,234	\$ 368,308	\$ 356,261	\$ 375,049	5.3%
Supplies	4,891	11,426	14,350	7,800	24,300	211.5%
Other Services/Charges	121,846	115,474	177,970	177,000	152,891	-13.6%
Capital Outlay	-	21,543	33,500	33,500	88,000	162.7%
<b>Total Department</b>	<b>\$ 484,969</b>	<b>\$ 494,677</b>	<b>\$ 594,128</b>	<b>\$ 574,561</b>	<b>\$ 640,240</b>	<b>11.4%</b>

### Personnel Summary

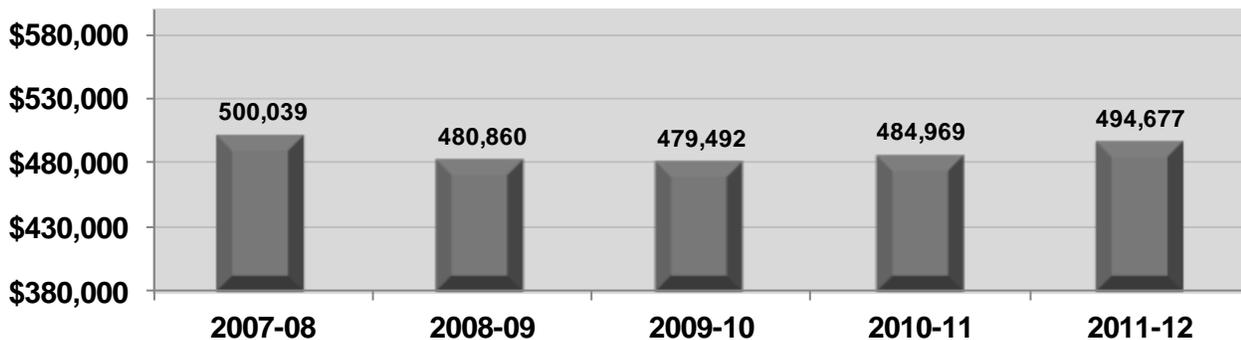
Full-Time	3	3	3	3	3
Regular Part-Time	7	7	7	7	7
<b>Total Department</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

MCTV’s fund balance has grown because of an increase in revenues and a reduction in staff in recent years. There are concerns that legislation will be introduced at the state and/or federal level that could either curtail or eliminate the City’s ability to collect franchise fees from video providers. Also, MCTV has delayed spending money on capital equipment because of the projected high cost to convert from analog to digital video. \$180,000 is reserved for equipment replacement to begin that transition.

### 5-Year Operating Budget History

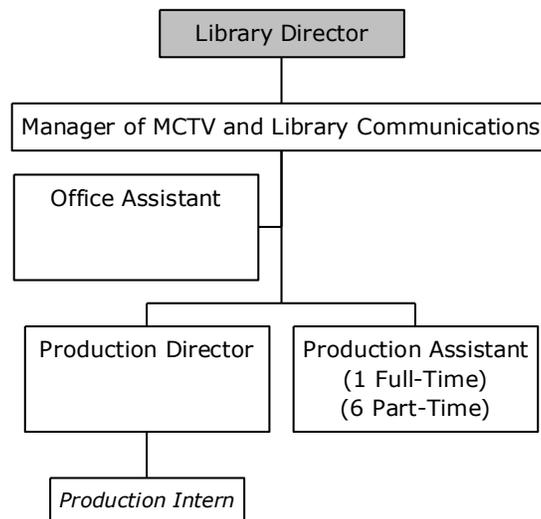


Reallocation of retiree costs contributed to increase in Personal Services budget in 2007-08.

## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Manager of MCTV & Library Communications	1	1	1
Production Director	1	1	1
Production Assistant	1	1	1
<b>Total Full-Time</b>	<b>3</b>	<b>3</b>	<b>3</b>
<u>Regular Part-Time</u>			
Production Assistant*	6	6	6
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Department Total</b>	<b>10</b>	<b>10</b>	<b>10</b>

\*The six part-time Production Assistants each work approximately 12 hours per month, for a combined total equivalent of one half-time position (less than 900 hours per year).



# Midland Community Television (MCTV)

FUND 296 - MIDLAND COMMUNITY TELEVISION FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Franchise fees	\$ 677,954	\$ 657,000	\$ 688,000	\$ 688,000
Charges for services	13,596	13,200	12,400	12,400
Contributions	139	1,000	500	25,500
Investment earnings	1,720	1,032	1,000	1,000
Miscellaneous	100	3,000	2,500	2,500
<b>Total revenues</b>	<b>693,509</b>	<b>675,232</b>	<b>704,400</b>	<b>729,400</b>
<b>Expenditures</b>				
Personal services	346,234	368,308	356,261	375,049
Supplies	11,426	14,350	7,800	24,300
Other charges	115,474	163,470	162,500	132,891
Reserve for contingencies	-	14,500	14,500	20,000
Capital outlay	21,543	33,500	33,500	88,000
<b>Total expenditures</b>	<b>494,677</b>	<b>594,128</b>	<b>574,561</b>	<b>640,240</b>
Excess of Revenues Over (Under) Expenditures	198,832	81,104	129,839	89,160
<b>Fund Balance - beginning of year</b>	<b>773,261</b>	<b>972,093</b>	<b>972,093</b>	<b>1,101,932</b>
<b>Fund Balance - end of year</b>	<b>\$ 972,093</b>	<b>\$ 1,053,197</b>	<b>\$ 1,101,932</b>	<b>\$ 1,191,092</b>
Reserved - equipment replacement	\$ 216,000	\$ 573,000	\$ 573,000	\$ 485,000
Unreserved and undesignated	756,093	480,197	528,932	706,092
<b>Total Fund Balance</b>	<b>\$ 972,093</b>	<b>\$ 1,053,197</b>	<b>\$ 1,101,932</b>	<b>\$ 1,191,092</b>



**Utilities Director.....Noel Bush**  
**Public Services Director .....Karen Murphy**  
**Wastewater Superintendent.....Kevin Babinski**

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## Service Statement

The management of the storm water system is a shared effort by the Wastewater Department, Department of Public Services, and Engineering. Staff from these departments are responsible for maintaining nearly 180 miles of storm sewer. The storm sewer system is cleaned on a five-year rotation. Progress is tracked using a computerized work order system. A seasonal crew inspects open drains and culverts for debris and removes overgrowth from ditch channel.

## Functions

### **Storm Pipe Cleaning/Maint./Repairs**

- Maintains and repairs the storm sewer systems, utilizing contractors for traditional digs and pipe lining by Wastewater staff
- Responds to street flooding complaints
- Video inspection of storm sewers and catch basin leads to look for defects
- Cleans storm sewers on a five-year rotation including catch basins
- Repairs catch basins
- Sump lead installations

### **Open Drains Cleaning/Maint./Repairs**

- Inspects and removes debris and supervises subcontractors in the maintenance of open drains, ditch banks, culverts and outfalls
- Inspects culverts after major rain events

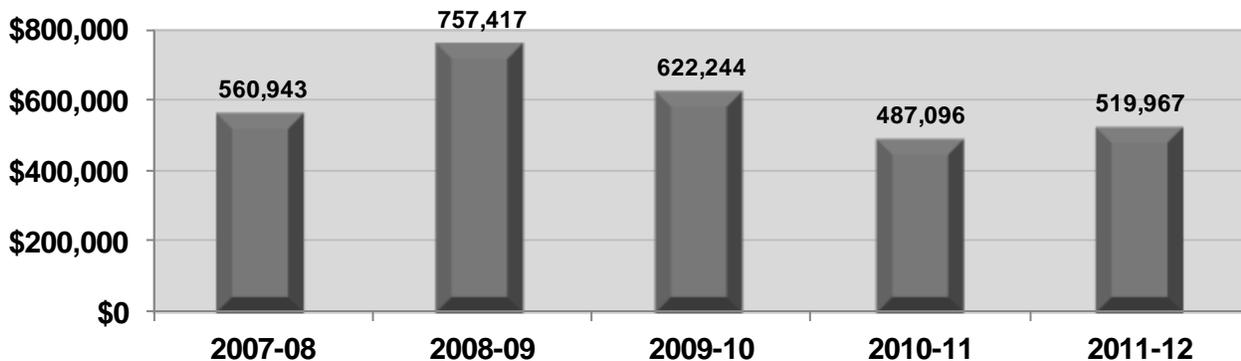
## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Administration	\$ 18,715	\$ 20,439	\$ 20,539	\$ 20,539	\$ 19,377	-5.7%
Repairs & Maintenance	410,779	423,988	561,933	554,267	486,847	-12.2%
Inspection Services	28,695	36,030	31,900	31,905	33,006	3.5%
Open Drain Cleaning	25,492	24,338	36,712	35,302	38,016	7.7%
Sump Lead Installation	-	-	3,000	3,000	3,000	0.0%
Miscellaneous	-	-	4,000	20,000	20,000	0.0%
Capital Outlay	-	-	43,008	40,000	8,000	-80.0%
Capital Projects	3,415	15,172	396,763	396,763	85,000	-78.6%
<b>Total Department</b>	<b>\$ 487,096</b>	<b>\$ 519,967</b>	<b>\$ 1,097,855</b>	<b>\$ 1,101,776</b>	<b>\$ 693,246</b>	<b>-37.1%</b>
Personal Services	\$ 175,721	\$ 176,958	\$ 262,900	\$ 262,733	\$ 205,319	-21.9%
Supplies	9,626	10,349	14,292	14,284	11,800	-17.4%
Other Services/Charges	298,334	317,488	380,892	387,996	383,127	-1.3%
Capital Outlay	-	-	43,008	40,000	8,000	-80.0%
Capital Projects	3,415	15,172	396,763	396,763	85,000	-78.6%
<b>Total Department</b>	<b>\$ 487,096</b>	<b>\$ 519,967</b>	<b>\$ 1,097,855</b>	<b>\$ 1,101,776</b>	<b>\$ 693,246</b>	<b>-37.1%</b>

Wastewater staff will be installing liners in catch basin leads instead of conventional open trench repair in areas. Staff will be utilizing an estimated \$60,000 of CDBG funds for this project.

## Summary of Budget Changes

### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.



# Storm Water Management

## FUND 250 - STORM WATER MANAGEMENT FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Permit and inspection fees	\$ 20,984	\$ 23,000	\$ 18,500	\$ 23,000
Investment earnings	712	200	450	450
Other revenue	1,020	500	500	500
<b>Total revenues</b>	<b>22,716</b>	<b>23,700</b>	<b>19,450</b>	<b>23,950</b>
<b>Expenditures</b>				
Administration	20,439	20,539	20,539	19,377
County drain assessment	3,987	5,000	3,590	5,000
Open drain cleaning	20,351	31,712	31,712	33,016
Storm sewer maintenance	172,588	242,075	246,768	204,793
Inspection expenses	36,030	31,900	31,905	33,006
Storm sewer repairs	26,657	78,385	63,512	40,873
Purchased services	224,743	241,473	243,987	241,181
Sump lead installation	-	3,000	3,000	3,000
Capital outlay	-	43,008	40,000	8,000
Reserve for contingencies	-	4,000	20,000	20,000
<b>Total expenditures</b>	<b>504,795</b>	<b>701,092</b>	<b>705,013</b>	<b>608,246</b>
Excess of Revenues Over (Under) Expenditures	(482,079)	(677,392)	(685,563)	(584,296)
<b>Other Financing Uses</b>				
Operating transfer in - General Fund	370,000	500,000	450,000	510,000
Operating transfer in - Major Street Fund	119,471	103,888	106,342	104,246
Operating transfer in - Local Street Fund	105,273	137,585	137,645	136,935
Operating transfer in - CDBG Fund	-	60,000	60,000	-
Investment in capital projects	(15,172)	(396,763)	(396,763)	(85,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	97,493	(272,682)	(328,339)	81,885
<b>Fund Balance - beginning of year</b>	<b>232,901</b>	<b>330,394</b>	<b>330,394</b>	<b>2,055</b>
<b>Fund Balance - end of year</b>	<b>\$ 330,394</b>	<b>\$ 57,712</b>	<b>\$ 2,055</b>	<b>\$ 83,940</b>



**Enterprise Funds**

*for the Fiscal Year Ending June 30, 2014*

**Civic Arena Fund**

**Currie Municipal Golf Course Fund**

**Parking Fund**

**Senior Housing Funds**

**Utilities Department Funds**

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Civic Arena Manager..... Kenny Benson

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## Service Statement

The department's scope of services includes: administration; upkeep and maintenance of two ice rinks, one dry floor rink and the accompanying facility; Pro Shop inventory and operations; providing, scheduling and billing ice use for ice user groups concerning skating related activities, including local and national events.

## Functions

### Administrative Services

- Administers department budget
- Coordinates staffing levels in conjunction with facility events
- Manages skate pro shop inventory
- Procures required supplies and equipment
- Oversees contractual ice resurfacing service for the facility
- Coordinates rental and billing of ice time for the three ice rinks
- Promotes and sells advertising space in the ice surface and on the rink boards
- Operates retail skate pro shop offering hockey, speed skating and figure skating equipment for sale along with skate sharpening services
- Hosts tournaments and events for local and national groups
- Offers concession area operated by the Midland Amateur Hockey League
- Rents skates for public use
- Offers public skating hours
- Home to the Midland County Sports Hall of Fame
- Offers a meeting room for rink and community use
- Manages preventative maintenance and servicing of mechanical, electrical, HVAC, plumbing and refrigeration systems for the 107,000-square-foot facility

### Arena Operations

- Maintains 1 NHL-size ice rink, 1 Olympic-size ice rink and 1 NHL size dry rink
- Offers 4 independent team rooms for each rink along with dedicated locker rooms for Dow High, Midland High and Northwood University
- Rents office space to Midland Amateur Hockey League and Midland Figure Skating Club.

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Civic Arena	\$ 1,639,954	\$ 1,462,355	\$ 1,468,302	\$ 1,433,604	\$ 1,311,230	-8.5%
<b>Total Department</b>	<b>\$ 1,639,954</b>	<b>\$ 1,462,355</b>	<b>\$ 1,468,302</b>	<b>\$ 1,433,604</b>	<b>\$ 1,311,230</b>	<b>-8.5%</b>
Personal Services	\$ 343,773	\$ 311,137	\$ 310,963	\$ 321,843	\$ 282,558	-12.2%
Supplies	25,093	29,646	28,405	25,700	26,250	2.1%
Other Services/Charges	638,820	506,768	587,268	551,490	637,941	15.7%
Debt Service	632,268	613,189	361,683	343,088	344,481	0.4%
Capital Outlay	-	1,615	179,983	191,483	20,000	-89.6%
<b>Total Department</b>	<b>\$ 1,639,954</b>	<b>\$ 1,462,355</b>	<b>\$ 1,468,302</b>	<b>\$ 1,433,604</b>	<b>\$ 1,311,230</b>	<b>-8.5%</b>

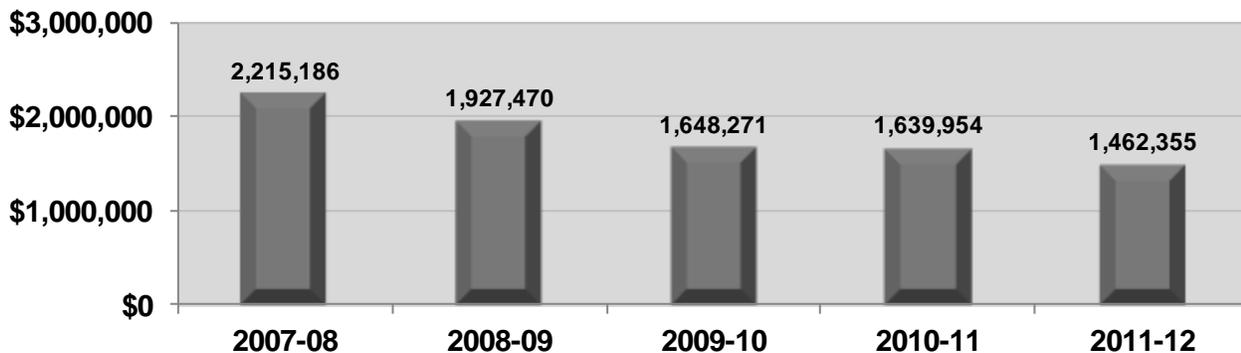
### Personnel Summary

Full-Time	2	2	2	2	2
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

The Civic Arena is maintained and operated by a full-time Arena Facilities Maintenance person. Seasonal workers are hired to supplement peak season hours and special events. This method of staffing has been an efficient way to utilize our workforce and allows for flexibility in scheduling. Starting this spring, the arena has contracted with the Midland Amateur Hockey League to provide ice resurfacing and related services.

## Summary of Budget Changes

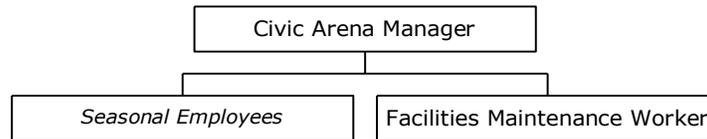
### 5-Year Operating Budget History



**Key Departmental Trends & Performance Objectives**

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Civic Arena Manager	1	1	1
Facilities Maintenance Worker	1	1	1
<b>Total Full-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

**FUND 508 - CIVIC ARENA FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
**Fiscal Year Ending June 30, 2014**

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Skate shop	\$ 72,754	\$ 70,000	\$ 57,090	\$ 70,000
Skate sharpening	13,231	13,000	11,825	13,000
Open skating	31,958	40,000	32,417	35,000
Ice rentals	816,182	845,000	846,148	885,000
Other rental	757	30,700	2,500	60,700
Skate rentals	12,633	13,500	13,995	13,500
Office rental	8,358	10,120	7,855	8,740
<b>Total operating revenues</b>	<b>955,873</b>	<b>1,022,320</b>	<b>971,830</b>	<b>1,085,940</b>
<b>Operating Expenses</b>				
Personal services	311,137	310,963	321,843	282,558
Supplies	29,646	28,405	25,700	26,250
Other charges	506,768	577,268	541,490	627,941
Reserve for contingencies	-	10,000	10,000	10,000
<b>Total operating expenses</b>	<b>847,551</b>	<b>926,636</b>	<b>899,033</b>	<b>946,749</b>
<b>Net Operating Income</b>	<b>108,322</b>	<b>95,684</b>	<b>72,797</b>	<b>139,191</b>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	(1,193)	(1,000)	(1,000)	(1,000)
Miscellaneous revenues	28,179	29,000	21,000	17,500
Interfund loan interest	(6,548)	-	-	-
Interest expense	(184,727)	(131,683)	(113,088)	(124,481)
<b>Total non-operating revenues (expenses)</b>	<b>(164,289)</b>	<b>(103,683)</b>	<b>(93,088)</b>	<b>(107,981)</b>
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(1,615)	(179,983)	(191,483)	(20,000)
Interfund loan principal	(261,914)	-	-	-
Operating transfers in	441,200	425,000	425,000	425,000
Retirement of debt	(160,000)	(230,000)	(230,000)	(220,000)
<b>Total other financing sources (uses)</b>	<b>17,671</b>	<b>15,017</b>	<b>3,517</b>	<b>185,000</b>
<b>Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(38,296)</b>	<b>7,018</b>	<b>(16,774)</b>	<b>216,210</b>
<b>Non-working Capital Adjustments</b>	<b>191,914</b>	<b>10,000</b>	<b>10,000</b>	<b>(5,000)</b>
<b>Working Capital - beginning or year</b>	<b>(951,650)</b>	<b>(798,032)</b>	<b>(798,032)</b>	<b>(804,806)</b>
<b>Working Capital - end of year</b>	<b>\$ (798,032)</b>	<b>\$ (781,014)</b>	<b>\$ (804,806)</b>	<b>\$ (593,596)</b>



**Manager of Golf Operations.....Paul Milholland**  
**Assistant Golf Professional.....Michael Woodfin**  
**Golf Course Superintendent ..... Jerome Blahnik**

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## Service Statement

The department's scope of services includes: administration; Clubhouse rentals; food and beverage service; Golf Shop operations; golf pass sales; daily operations accounting; upkeep and maintenance of the fairways, greens, grounds and facilities; scheduling and coordination of tee times, various league activities and special events related to golf activities; plus the Junior Golf Program and applications.

## Functions

### Administrative Services

- Administers department budget
- Reviews fees annually and recommends changes to keep the course competitive with the local golf market
- Markets and advertises for the golf course complex
- Manages staff assignments to provide proper coverage as dictated by course usage
- Offers a golf shop with logo apparel
- Coordinates golf outings for corporate and non-profit groups
- Operates golf leagues Monday – Thursday for 36 leagues comprised of approximately 800 golfers
- Provides for repairs and improvements to the courses
- Hosts junior golf program for youth 17 years and under
- Offers an annual city tournament for local golfers
- Operates a food and beverage service including the sale of alcohol

### Golf Operations

- Operates two 18-hole courses, a 9-hole par 3 course and a driving range
- Provides in-house turf maintenance services for all courses

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
General Operations	\$ 562,790	\$ 428,085	\$ 430,987	\$ 428,820	\$ 428,618	0.0%
East Course Operations	199,109	273,289	258,356	250,396	277,674	10.9%
West Course Operations	299,254	426,803	393,511	411,979	381,747	-7.3%
Driving Range	4,260	31,575	20,396	15,196	15,481	1.9%
Par Three	2,019	4,019	12,484	7,302	6,557	-10.2%
Food & Beverage	134,524	195,625	194,600	152,509	162,461	6.5%
Capital Outlay	37,340	80,108	53,600	61,372	23,500	-61.7%
<b>Total Department</b>	<b>\$ 1,239,296</b>	<b>\$ 1,439,504</b>	<b>\$ 1,363,934</b>	<b>\$ 1,327,574</b>	<b>\$ 1,296,038</b>	<b>-2.4%</b>
Personal Services	\$ 732,059	\$ 792,394	\$ 756,413	\$ 772,315	\$ 756,492	-2.0%
Supplies	148,479	204,621	208,000	188,082	175,475	-6.7%
Other Services/Charges	321,418	362,381	345,921	305,805	340,571	11.4%
Capital Outlay	37,340	80,108	53,600	61,372	23,500	-61.7%
<b>Total Department</b>	<b>\$ 1,239,296</b>	<b>\$ 1,439,504</b>	<b>\$ 1,363,934</b>	<b>\$ 1,327,574</b>	<b>\$ 1,296,038</b>	<b>-2.4%</b>

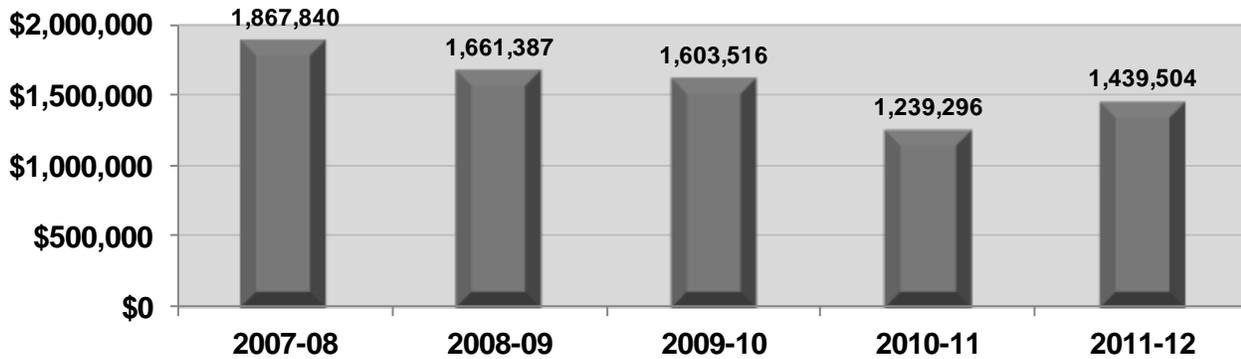
### Personnel Summary

Full-Time	7	7	7	7	7
Regular Part-Time	-	1	1	1	-
<b>Total Department</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>

The golf course continues to struggle financially and is in the first year of operating under a 5-year deficit elimination plan as approved by the Michigan Department of Treasury. This deficit elimination plan requires an annual contribution of \$540,000 from the General Fund in order to eliminate a \$1.3 million working capital deficit. Further, city staff is gathering a group of community members and working with a professional consultant to determine if a contractual arrangement with a professional golf management company can provide a solution to its annual operating deficit. Staff expects to have the results of this latest initiative by this summer.

## Summary of Budget Changes

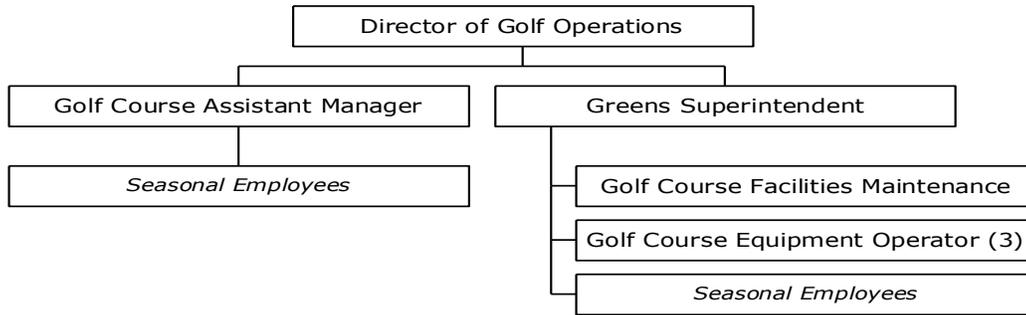
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Director of Golf Operations	1	1	1
Golf Course Assistant Manager	1	1	1
Greens Superintendent	1	1	1
Golf Course Facilities Maintenance	1	1	1
Golf Course Equipment Operator*	3	3	3
<b>Total Full-Time</b>	<b>7</b>	<b>7</b>	<b>7</b>
<u>Regular Part-Time</u>			
Food and Beverage Manager	1	1	0
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Department Total</b>	<b>8</b>	<b>8</b>	<b>7</b>

\* Equipment Operators at Currie Golf Course were previously reported in the Parks and Recreation Department. Labor expenses were charged to the Golf Course through transfers.

# Currie Municipal Golf Course

FUND 584 - CURRIE MUNICIPAL GOLF COURSE FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Greens fees	\$ 542,975	\$ 621,500	\$ 557,840	\$ 591,100
Season memberships	45,320	76,500	43,250	43,250
Power cart rentals	221,864	250,100	214,300	224,650
Driving range rentals	19,311	28,000	18,000	20,000
Pro shop sales	35,893	56,000	40,000	45,000
Food and beverage sales	141,271	170,000	142,200	152,000
Other operating revenues	11,325	3,000	15,164	15,490
Total operating revenues	<u>1,017,959</u>	<u>1,205,100</u>	<u>1,030,754</u>	<u>1,091,490</u>
<b>Operating Expenses</b>				
Personal services	792,394	756,413	772,315	756,492
Supplies	204,621	208,000	188,082	175,475
Other charges	362,381	345,921	305,805	340,571
Total operating expenses	<u>1,359,396</u>	<u>1,310,334</u>	<u>1,266,202</u>	<u>1,272,538</u>
Net Operating Loss	<u>(341,437)</u>	<u>(105,234)</u>	<u>(235,448)</u>	<u>(181,048)</u>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	(30,719)	4,770	6,270	6,270
Miscellaneous revenues	3,039	1,000	28,783	500
Total non-operating revenues (expenses)	<u>(27,680)</u>	<u>5,770</u>	<u>35,053</u>	<u>6,770</u>
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	98,038	132,500	540,000	540,000
Investment in assets	(80,108)	(53,600)	(61,372)	(23,500)
Total other financing sources (uses)	<u>17,930</u>	<u>78,900</u>	<u>478,628</u>	<u>516,500</u>
Excess of Revenues and Other Sources Over (Under) Expenses and Other Uses	(351,187)	(20,564)	278,233	342,222
<b>Working Capital - beginning of year</b>	<u>(916,103)</u>	<u>(1,267,290)</u>	<u>(1,267,290)</u>	<u>(989,057)</u>
<b>Working Capital - end of year</b>	<u>\$ (1,267,290)</u>	<u>\$ (1,287,854)</u>	<u>\$ (989,057)</u>	<u>\$ (646,835)</u>

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**City Treasurer ..... Dana C. Strayer**

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## Service Statement

This fund accounts for the administration, enforcement and maintenance operations of the City's downtown parking area. The downtown parking area includes 178 leased spaces in the City's three uncovered parking lots, street parking, meters, open lots and parking in the downtown parking structure. This fund is responsible for issuing parking permits, meter maintenance and coin collection, parking lot plowing, painting and repairs, enforcing City and State parking codes, parking ticket appeals, delinquent ticket collections and interacting with employees and citizens to resolve parking issues within the downtown area.

**FUND 585 - PARKING FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
**Fiscal Year Ending June 30, 2014**

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Meter collections	\$ 3,611	\$ 3,900	\$ 3,780	\$ 3,700
Parking tickets	13,046	17,000	9,710	15,000
Leased parking	30,820	30,950	25,900	25,900
Parking structure leases	46,663	46,890	43,439	45,000
<b>Total operating revenues</b>	<b>94,140</b>	<b>98,740</b>	<b>82,829</b>	<b>89,600</b>
<b>Operating Expenses</b>				
Administration	16,822	17,543	17,330	17,500
Parking enforcement	23,095	25,280	25,102	24,408
Lot maintenance	7,040	17,126	14,326	14,958
Parking structure maintenance	94,101	98,514	98,514	99,908
<b>Total operating expenses</b>	<b>141,058</b>	<b>158,463</b>	<b>155,272</b>	<b>156,774</b>
<b>Net Operating Loss</b>	<b>(46,918)</b>	<b>(59,723)</b>	<b>(72,443)</b>	<b>(67,174)</b>
<b>Non-operating Revenues (Expenses)</b>				
Miscellaneous revenues	8,222	8,514	8,500	8,500
Investment earnings	(27)	5	10	25
<b>Total non-operating revenues (expenses)</b>	<b>8,195</b>	<b>8,519</b>	<b>8,510</b>	<b>8,525</b>
<b>Other Financing Sources</b>				
Operating transfer in	45,000	45,000	47,500	59,000
<b>Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>6,277</b>	<b>(6,204)</b>	<b>(16,433)</b>	<b>351</b>
<b>Working Capital - beginning of year</b>	<b>10,216</b>	<b>16,493</b>	<b>16,493</b>	<b>60</b>
<b>Working Capital - end of year</b>	<b>\$ 16,493</b>	<b>\$ 10,289</b>	<b>\$ 60</b>	<b>\$ 411</b>



<b>Director of Planning and Community Development .....</b>	<b>C. Bradley Kaye, AICP</b>
<b>Riverside Place Senior Housing Manager.....</b>	<b>Catherine Marcy</b>
<b>Washington Woods Senior Housing Manager .....</b>	<b>Candace Balis</b>
<b>Riverside Place Senior Housing Health Coordinator .....</b>	<b>Michel Hupfer</b>
<b>Washington Woods Senior Housing Health Coordinator .....</b>	<b>Carole Winter</b>

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## Service Statement

The goal of Senior Housing at the City of Midland is to allow our residents to “age in place” and remain in their own apartment for as long as is safely possible. Support services such as a meal plan and health monitoring are offered.

All expenses must be met with rent revenue, because no operating subsidy is received. Washington Woods and Riverside Place are debt-free and non-profit. Between the two complexes, there are a total of 364 apartments. One- and two-bedroom apartments are available. There are no maximum or minimum income levels. Residents represent a broad range of incomes.

You are eligible to live at either senior living community:

- If you or your spouse is 62 years or older in any income range;
- If you meet written tenant selection criteria and have a home assessment by our health coordinator;
- Persons 55 years of age or older in any income range are considered when there is no waiting list for those 62 years and older.

The waiting list rankings are determined by application date.

A wide variety of planned activities are offered from bingo to Bible study. Each apartment is equipped with an emergency call system, and the front entrances are locked at all times. Card and craft shops are operated by the Tenant Council. Laundry facilities and beauty shops are also located within the buildings.

Good customer service, friendly, helpful staff and a well-maintained building are key elements in drawing new residents and retaining current ones. Senior Housing adheres to fair housing policies and ensures equal housing opportunities for all people, regardless of race, color, national origin, religion, sex, familial status and/or disability.

## Functions

### **Administration**

- Prepares and administers the department budget
- Develops and administers the capital improvement budget
- Establishes and maintains good working relationships with residents, families, contractors and service agencies
- Develops resident policies, resolves resident conflicts and ensures a safe living environment for residents
- Coordinates and delegates work to appropriate personnel
- Monitors department activities to assure efficient operations and adherence to established policies, practices and procedures
- Ensures safe working methods and facilitates safe working behavior

### **Office Staff**

- Coordinates rental application process and calculates waiting list placement
- Fills apartment vacancies, completes apartment rental paperwork and calculates rent
- Conducts tours for prospective tenants and visitors
- Composes and distributes written communications regarding policies and special events
- Plans and coordinates social activities, entertainment and other resident functions
- Inputs time card information into the payroll system
- Records resident billing and daily meal charges; prepares resident invoices
- Conducts annual resident rent review and adjusts rents
- Prepares a variety of financial reports
- Issues purchase orders and prepares bills for payment
- Orders requested supplies
- Checks in residents at daily meal
- Produces work orders for maintenance to complete

### **Maintenance**

- Keeps inventory of supplies & places orders
- Schedules and coordinates contractual work
- Troubleshoots and makes repairs within the building, including residents' apartments
- Cleans and maintains the appearance of the public areas
- Maintains the grounds, including mowing, landscaping and removing snow
- Completes renovation on vacated apartments
- Sets up tables, chairs and equipment for activities
- Maintains grounds & maintenance equipment
- Repairs and cleans furnace and air conditioning units

### **Health Service Coordinator**

- Conducts pre-admission assessments
- Assesses health levels of residents for continued residency and advises management of issues
- Initiates and facilitates family conferences to ensure resident is receiving appropriate health care
- Oversees resident health care services; supervises nursing staff and health care contractors
- Plans, coordinates and conducts health care education programs for housing residents and City staff
- Serves as a resident health advocate
- Acts as facility contact for discharge planning after a hospitalization or long term care stay
- Identifies the need for and administers proper infection control procedures

### **Senior Housing Nurse**

- Assesses the needs of residents regarding their physical and mental conditions
- Monitors resident status and arranges for appropriate intervention
- Maintains and updates medical histories
- Counsels residents and families regarding aging issues
- Assists with health screening, health fairs and flu clinics
- Serves as a resident health advocate
- Responds to emergency situations

## Department at a Glance - Riverside Place

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Riverside	\$ 1,296,972	\$ 1,459,981	\$ 1,575,556	\$ 1,572,563	\$ 1,441,723	-8.3%
<b>Total Department</b>	<b>\$ 1,296,972</b>	<b>\$ 1,459,981</b>	<b>\$ 1,575,556</b>	<b>\$ 1,572,563</b>	<b>\$ 1,441,723</b>	<b>-8.3%</b>
Personal Services	\$ 638,283	\$ 645,013	\$ 696,797	\$ 688,916	\$ 681,266	-1.1%
Supplies	24,013	108,470	148,920	137,320	32,320	-76.5%
Other Services/Charges	558,683	586,248	611,139	615,777	630,573	2.4%
Miscellaneous	64,443	70,826	76,000	88,000	75,964	-13.7%
Capital Outlay	1,550	49,424	22,700	22,550	11,600	-48.6%
Operating Transfers Out	10,000	-	20,000	20,000	10,000	-50.0%
<b>Total Department</b>	<b>\$ 1,296,972</b>	<b>\$ 1,459,981</b>	<b>\$ 1,575,556</b>	<b>\$ 1,572,563</b>	<b>\$ 1,441,723</b>	<b>-8.3%</b>

### Personnel Summary

Full-Time	6	6	6	6	6
Regular Part-Time	4	4	4	4	4
<b>Total Department</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## Department at a Glance - Washington Woods

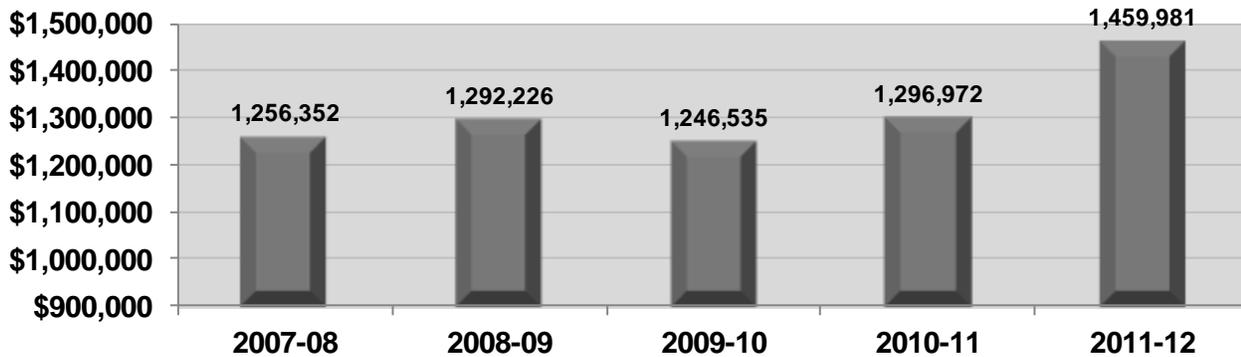
Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Washington Woods	\$ 1,320,657	\$ 1,297,829	\$ 1,403,222	\$ 1,364,618	\$ 1,432,613	5.0%
<b>Total Department</b>	<b>\$ 1,320,657</b>	<b>\$ 1,297,829</b>	<b>\$ 1,403,222</b>	<b>\$ 1,364,618</b>	<b>\$ 1,432,613</b>	<b>5.0%</b>
Personal Services	\$ 671,493	\$ 664,198	\$ 711,593	\$ 713,001	\$ 752,640	5.6%
Supplies	27,669	32,402	34,884	35,980	35,246	-2.0%
Other Services/Charges	538,904	527,233	543,564	522,452	554,995	6.2%
Miscellaneous	82,591	56,651	90,656	70,660	77,732	10.0%
Capital Outlay	-	17,345	22,525	22,525	12,000	-46.7%
<b>Total Department</b>	<b>\$ 1,320,657</b>	<b>\$ 1,297,829</b>	<b>\$ 1,403,222</b>	<b>\$ 1,364,618</b>	<b>\$ 1,432,613</b>	<b>5.0%</b>

### Personnel Summary

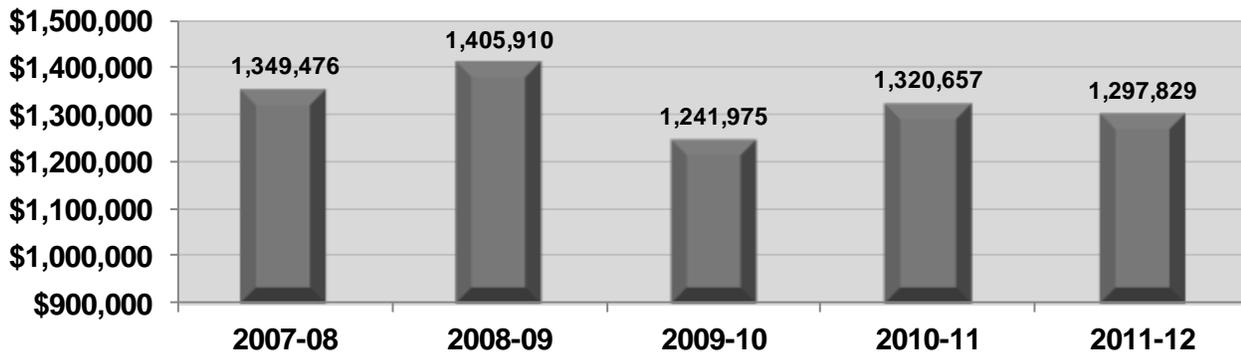
Full-Time	6	6	6	6	6
Regular Part-Time	5	5	5	5	5
<b>Total Department</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

## Summary of Budget Changes

### 5-Year Operating Budget History – Riverside Place



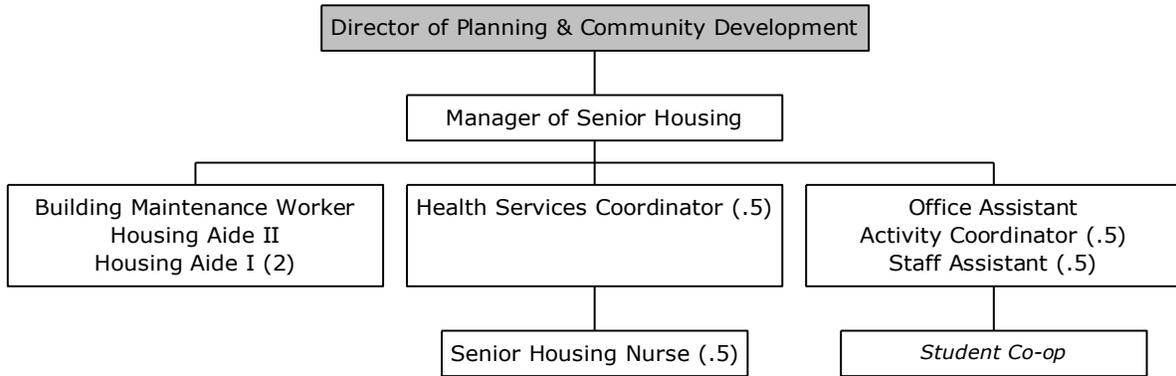
### 5-Year Operating Budget History – Washington Woods



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

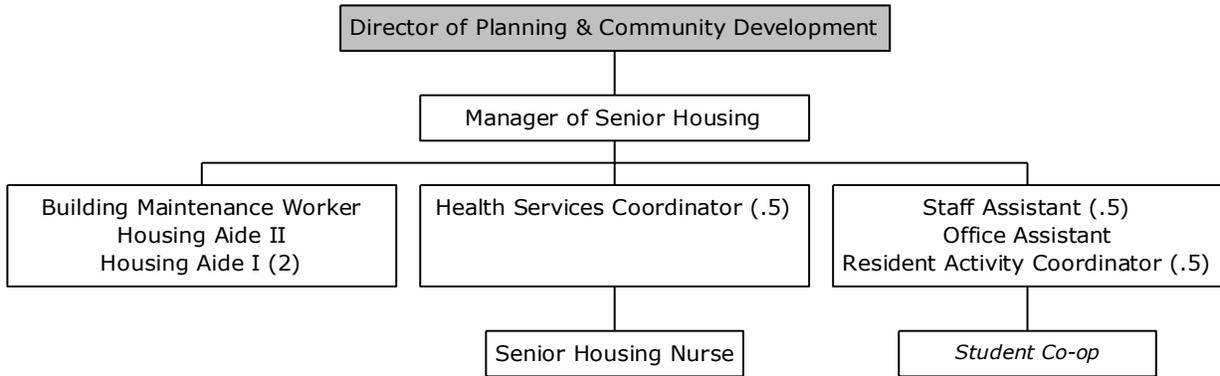
## Organizational Chart – Riverside Place



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Building Maintenance Worker	1	1	1
Housing Aide II	1	1	1
Housing Aide I	2	2	2
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	1	1	1
Staff Assistant	1	1	1
Activity Coordinator	1	1	1
<b>Total Regular Part-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Department Total</b>	<b>10</b>	<b>10</b>	<b>10</b>

## Organizational Chart – Washington Woods



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Building Maintenance Worker	1	1	1
Housing Aide II	1	1	1
Housing Aide I	2	2	2
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	2	2	2
Resident Activity Coordinator	1	1	1
Staff Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Department Total</b>	<b>11</b>	<b>11</b>	<b>11</b>

FUND 537 - RIVERSIDE PLACE FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Apartment rentals	\$ 1,296,800	\$ 1,290,000	\$ 1,290,000	\$ 1,290,000
Carport rentals	6,329	6,000	6,000	6,000
Total operating revenues	<u>1,303,129</u>	<u>1,296,000</u>	<u>1,296,000</u>	<u>1,296,000</u>
<b>Operating Expenses</b>				
Personal services	618,236	675,062	671,158	681,266
Supplies	108,470	148,920	137,320	32,320
Other charges	586,248	611,139	615,777	630,573
Reserve for contingencies	-	10,000	10,000	10,000
Total operating expenses	<u>1,312,954</u>	<u>1,445,121</u>	<u>1,434,255</u>	<u>1,354,159</u>
Net Operating Income (Loss)	<u>(9,825)</u>	<u>(149,121)</u>	<u>(138,255)</u>	<u>(58,159)</u>
<b>Non-operating Revenues (Expenses)</b>				
Food services	(70,826)	(66,000)	(78,000)	(65,964)
Supportive living	35,395	35,000	35,000	35,000
Investment earnings	2,876	3,000	1,250	1,250
Miscellaneous revenues	115,229	96,750	101,500	99,200
Miscellaneous expenses	(26,777)	(21,735)	(17,758)	-
Total non-operating revenues (expenses)	<u>55,897</u>	<u>47,015</u>	<u>41,992</u>	<u>69,486</u>
<b>Other Financing Uses</b>				
Operating transfer out - Washington Woods	-	(20,000)	(20,000)	(10,000)
Investment in assets	(49,424)	(22,700)	(22,550)	(11,600)
Total other financing uses	<u>(49,424)</u>	<u>(42,700)</u>	<u>(42,550)</u>	<u>(21,600)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(3,352)	(144,806)	(138,813)	(10,273)
<b>Working Capital - beginning of year</b>	<u>1,062,722</u>	<u>1,059,370</u>	<u>1,059,370</u>	<u>920,557</u>
<b>Working Capital - end of year</b>	<u>\$ 1,059,370</u>	<u>\$ 914,564</u>	<u>\$ 920,557</u>	<u>\$ 910,284</u>

FUND 536 - WASHINGTON WOODS FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Apartment rentals	\$ 1,208,038	\$ 1,201,392	\$ 1,200,542	\$ 1,200,542
Carport rentals	6,357	7,000	6,518	6,600
Total operating revenues	<u>1,214,395</u>	<u>1,208,392</u>	<u>1,207,060</u>	<u>1,207,142</u>
<b>Operating Expenses</b>				
Personal services	664,198	711,593	713,001	752,640
Supplies	32,402	34,884	35,980	35,246
Other charges	527,233	543,564	522,452	554,995
Reserve for contingencies	-	10,000	5,000	10,000
Total operating expenses	<u>1,223,833</u>	<u>1,300,041</u>	<u>1,276,433</u>	<u>1,352,881</u>
Net Operating Income (Loss)	<u>(9,438)</u>	<u>(91,649)</u>	<u>(69,373)</u>	<u>(145,739)</u>
<b>Non-operating Revenues (Expenses)</b>				
Food services	(44,451)	(68,156)	(52,860)	(54,932)
Investment earnings	2,643	1,000	1,000	1,000
Miscellaneous revenues	160,248	154,050	155,888	159,651
Miscellaneous expenses	(12,200)	(12,500)	(12,800)	(12,800)
Total non-operating revenues (expenses)	<u>106,240</u>	<u>74,394</u>	<u>91,228</u>	<u>92,919</u>
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(17,345)	(22,525)	(22,525)	(12,000)
Operating transfers in	5,436	30,525	41,785	28,480
Total other financing sources (uses)	<u>(11,909)</u>	<u>8,000</u>	<u>19,260</u>	<u>16,480</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	84,893	(9,255)	41,115	(36,340)
<b>Working Capital - beginning of year</b>	<u>989,291</u>	<u>1,074,184</u>	<u>1,074,184</u>	<u>1,115,299</u>
<b>Working Capital - end of year</b>	<u>\$ 1,074,184</u>	<u>\$ 1,064,929</u>	<u>\$ 1,115,299</u>	<u>\$ 1,078,959</u>



Utilities Director.....	Noel Bush
Landfill Superintendent.....	Scott O’Laughlin
Wastewater Superintendent.....	Kevin Babinski
Water Superintendent.....	Kevin Van Sickle
Budget Analyst.....	Joseph Sova

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## Service Statement

Facilitate, monitor and audit all Utilities Department budgets according to City guidelines to ensure availability of funds to effectively provide department services. Coordinate funding and assist division superintendents in the financial aspects of their operations, as well as with City Council communications relating to analysis, reporting and purchasing initiatives.

## Functions

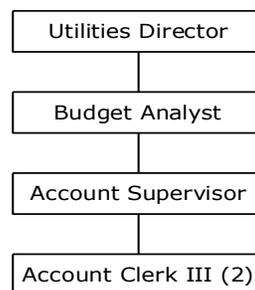
### Utilities Administration

- Oversees, coordinates and facilitates the operating and capital budgeting, major purchasing initiatives and communications for each of the following Utilities enterprise, special revenue, and service funds:
  - Landfill Enterprise Fund
  - Wastewater Enterprise Fund
  - Water Enterprise Fund
  - Storm Water Management Special Revenue Fund
  - Renewable Energy Services Fund
- Assesses and administers environmental issues impacting the City

### Customer Service and Billing

- Provides water and sewer billing for the City’s retail, wholesale and industrial customers
- Account management and administration
- Issues new water permits
- Coordinates work orders and field activities for new meter sets, final bill meter reading, repairs, shut-offs and meter change-outs
- Water service and billing and inquiries
- Educates consumers on leak detection and water loss through leaky toilets, etc.
- Administers alternative payment options

## Organizational Chart



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**Landfill Superintendent..... Scott O'Laughlin**

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## Service Statement

Landfill staff is responsible for safe, efficient and regulatory-compliant disposal of all non-hazardous solid waste in Midland County. Midland is a closed county, meaning Midland waste does not leave the state, and waste from other counties or states does not enter the county for disposal. The site is open Monday through Friday, 8:00 a.m. – 4:00 p.m. all year, and on Saturdays from 8:30 a.m. – noon during the months of March through November. Staff processes an average of over 100 vehicles per day, which amounts to roughly 550 tons per day of waste being buried. The site is subject to review and approval by its regulatory agency, the Michigan Department of Environmental Quality, in accordance with Part 115 of PA 451, as amended.

The site began filling the current waste disposal site, Cell 16, with residential refuse in fiscal year 2007-08. Partially filled Cells 14 and 15 are now being used for Type III (soil and construction debris) waste disposal. Waste disposal operations are being managed to optimize future potential for decomposition gas. Including permitted future cells, the site has over 40 years remaining.

A landfill gas collection and control system (GCCS) has been in operation since summer 2010. The GCCS collects the gas byproduct of waste decomposition and sends the gas to the gas-to-energy plant located at the City's Wastewater Treatment facility. During energy plant shutdowns, the gas is flared at the Landfill. Along with providing the fuel to offset current energy costs and reduce the need for natural gas, the GCCS has greatly reduced odor migration from the landfill and, in the future, will provide a source of revenue through sale of excess energy. Finally, in summer 2013 a proposed bioreactor will introduce digested wastewater liquid into the garbage received that day. This process will decompose waste more quickly, accelerating gas generation. It will also reduce future environmental liability as the waste completes decomposition.

The City also runs a large scale yard waste composting operation on the property. Over 40,000 cubic yards of leaves and grass are ground, mixed, rotated several times and eventually screened to generate high-quality compost. The material is currently used completely on City projects. Tree and brush waste are also ground using a recently purchased grinder, which is capable of processing logs over 30 inches in diameter. The ground wood is used for landfill roads and as waste cover.

Staff supports recycling and education at the site. We have a scrap metal drop-off area where metals are collected for sale to a recycling yard. Concrete and asphalt are recycled, and their use results in good road conditions in the waste disposal area. Tours are provided to hundreds of school students each year educating them on how waste is handled and promoting recycling.

Staff hires consultants to perform groundwater, surface water and air monitoring at the site to insure against the release of pollutants from the site. Landfill staff strives to maintain a park-like appearance through grounds keeping, litter control and dust minimization.

The Landfill provides funding and a drop off location for four household hazardous waste collections held annually. The materials are taken off site for proper disposal by a hazardous waste disposal firm. The program is provided to citizens at no expense. Electronic waste recycling collections have also been added to minimize the amount of those materials being disposed of at the site.

Citizens have convenient access to dumpsters on a paved, elevated pad for disposal of small volumes of waste. Each household in the City of Midland and Midland County is allowed a single visit each month of up to three cubic yards of waste at no charge (excludes tires; maximum one appliance). Additional volume or visits within the calendar month are charged at the rates posted at the site and in the City's Code of Ordinances. Disposal fees were reduced in 2003 for all waste types, and had not increased during the ten prior years.

## Functions

### **Waste Disposal for Midland County**

- Residential waste drop-off area for convenient disposal for citizens, including 3 yards per residence per month for free
- Commercial/industrial non-hazardous solid waste
- Asbestos
- Contaminated soil

### **Recycling**

- Collects landfill gas to fuel energy production facility and reduce pollution
- Yard waste: 40,000+ yards of leaves & grass processed into compost annually
- Grinds up brush for internal use
- Separates scrap metal where possible and sells for scrap value
- Keeps concrete & asphalt waste separate for crushing & reuse as road and road base material on site
- Uses waste foundry sand when available for daily waste cover, avoiding use of virgin sand for cover
- Supports Midland Recyclers, located on site
- Provides free tours to schools from pre-school through college ages, and community groups

### **Site Maintenance**

- Maintains park-like appearance
- Dust minimization
- Controls litter
- Erosion prevention
- Gas odor control
- Pump system maintenance

### **Regulatory Compliance/Environmental Stewardship**

- Customer service: processes an average of over 100 vehicles daily
- Inspects loads to prevent prohibited waste disposal
- Keeps records for reporting to Michigan Department of Environmental Quality and Environmental Protection Agency
- Monitors groundwater to verify no contamination of water table beneath site
- Installed a landfill gas collection system to reduce odor concerns and generate renewable energy
- Implementing bioreactor landfill cell to extend site life and reduce future liability

## Department at a Glance

<b>Funding Level Summary</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>Adjusted 2012-13 Budget</b>	<b>Estimated 2012-13 Budget</b>	<b>Adopted 2013-14 Budget</b>	<b>% of Change</b>
Landfill	\$ 4,707,302	\$ 3,161,205	\$ 3,624,394	\$ 3,477,730	\$ 4,505,993	29.6%
<b>Total Department</b>	<b>\$ 4,707,302</b>	<b>\$ 3,161,205</b>	<b>\$ 3,624,394</b>	<b>\$ 3,477,730</b>	<b>\$ 4,505,993</b>	<b>29.6%</b>
Personal Services	\$ 930,552	\$ 1,079,258	\$ 1,074,857	\$ 1,062,341	\$ 1,163,213	9.5%
Supplies	223,455	258,525	263,105	265,604	268,740	1.2%
Other Services/Charges	1,360,211	1,250,926	1,438,233	1,301,586	1,411,040	8.4%
Miscellaneous	36,010	-	50,000	50,000	50,000	0.0%
Capital Outlay	327,393	239,693	534,311	534,311	1,163,000	117.7%
Capital Projects	1,394,681	332,803	263,888	263,888	450,000	70.5%
Interfund Loans Issued	435,000	-	-	-	-	100.0%
<b>Total Department</b>	<b>\$ 4,707,302</b>	<b>\$ 3,161,205</b>	<b>\$ 3,624,394</b>	<b>\$ 3,477,730</b>	<b>\$ 4,505,993</b>	<b>29.6%</b>

### Personnel Summary

Full-Time	9	9	9	9	10
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>10</b>

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

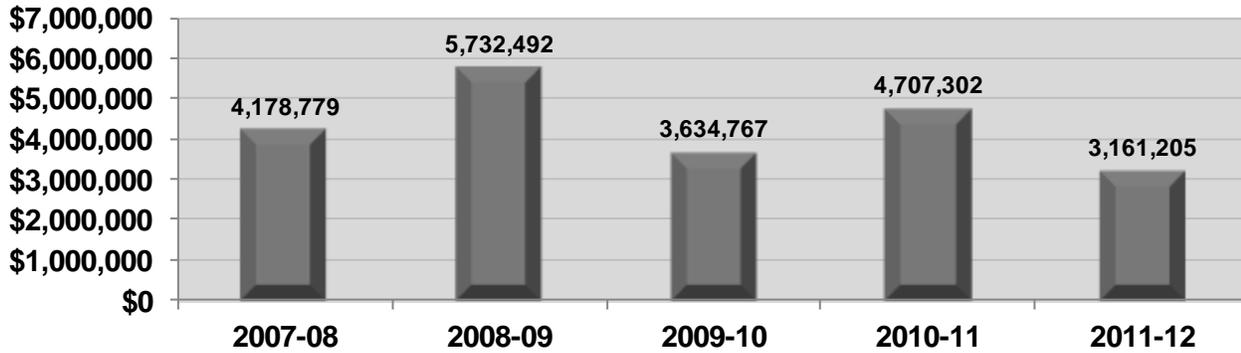
In fiscal year 2013-14 two capital projects will be completed. The major project is the construction of a new sewer lift station to serve the expanding needs of the Landfill. During heavy rain events Landfill sewer discharge is increased. If left unmanaged, site pumps would exceed the capacity of the current lift station. The second project is the expansion of the gas collection and control system as waste placement continues. It will continue to maintain compliance and odor control, while providing a fuel source for the City's gas-to-energy facility.

In fiscal year 2012-13, a portion of raw compost and ground wood waste on the property was sold as in previous years, prior to most processing, for use in biological treatment of contaminated soils in Porter Township. This program will be continued in the 2013-14 fiscal year to offset operating expenses.

With a new scrap metal recycling facility opening this winter, we anticipate a significant reduction on the volume of metal the Landfill will receive. This will reduce revenue from the sale of scrap.

**Summary of Budget Changes (cont.)**

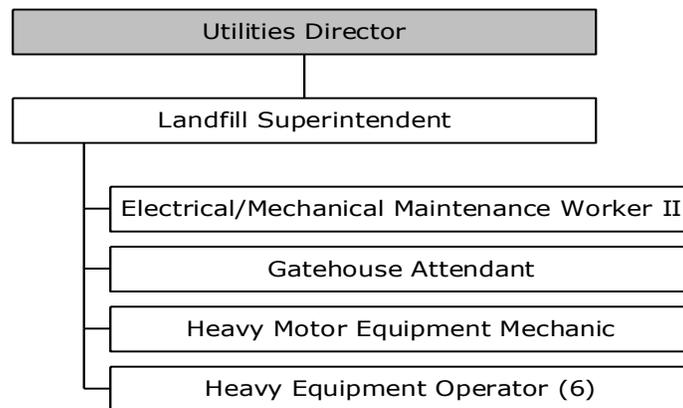
**5-Year Operating Budget History**



**Key Departmental Trends & Performance Objectives**

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

**Organizational Chart**



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Landfill Superintendent	1	1	1
Electrical/Mechanical Maintenance Worker II	1	1	1
Gatehouse Attendant	1	1	1
Heavy Motor Equipment Mechanic	0	0	1
Heavy Equipment Operator	6	6	6
<b>Total Full-Time</b>	<b>9</b>	<b>9</b>	<b>10</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>9</b>	<b>9</b>	<b>10</b>

The monitoring, maintenance, and expansion of the gas collection and control system has resulted in an increase in workload at the site. Associated work on the generators at the gas-to-energy system at the Waste Water Treatment Plant also requires regular maintenance and repair work. To accommodate these changes the Landfill has increased staffing by one employee, a Heavy Motor Equipment and Gas Field Mechanic. This employee is responsible for the gas collection and energy production equipment, in addition to performing repairs to Landfill heavy equipment.

**FUND 517 - LANDFILL FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
**Fiscal Year Ending June 30, 2014**

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Township	\$ 420,847	\$ 425,000	\$ 410,000	\$ 415,000
Public	1,085,323	1,200,000	1,200,000	1,200,000
City - residential	406,955	415,000	412,000	412,000
Demolition	1,376,041	1,250,000	1,430,000	1,250,000
Penalties	3,592	2,500	5,500	5,500
<b>Total operating revenues</b>	<b>3,292,758</b>	<b>3,292,500</b>	<b>3,457,500</b>	<b>3,282,500</b>
<b>Operating Expenses</b>				
Personal services	1,079,258	1,074,857	1,062,341	1,163,213
Supplies	258,525	263,105	265,604	268,740
Other charges	1,250,926	1,338,233	1,301,586	1,311,040
Perpetual care	-	100,000	-	100,000
Reserve for contingencies	-	50,000	50,000	50,000
<b>Total operating expenses</b>	<b>2,588,709</b>	<b>2,826,195</b>	<b>2,679,531</b>	<b>2,892,993</b>
<b>Net Operating Income</b>	<b>704,049</b>	<b>466,305</b>	<b>777,969</b>	<b>389,507</b>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	14,136	90,000	32,000	32,000
Interfund loan interest	8,723	2,175	2,071	1,967
Miscellaneous revenues	89,859	47,000	56,255	45,000
<b>Total non-operating revenues (expenses)</b>	<b>112,718</b>	<b>139,175</b>	<b>90,326</b>	<b>78,967</b>
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(239,693)	(534,311)	(534,311)	(1,163,000)
Investment in capital projects	(332,803)	(263,888)	(263,888)	(450,000)
Interfund loan proceeds	-	20,735	20,839	20,943
<b>Total other financing sources (uses)</b>	<b>(572,496)</b>	<b>(777,464)</b>	<b>(777,360)</b>	<b>(1,592,057)</b>
<b>Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>244,271</b>	<b>(171,984)</b>	<b>90,935</b>	<b>(1,123,583)</b>
<b>Working Capital - beginning of year</b>	<b>6,320,003</b>	<b>6,564,274</b>	<b>6,564,274</b>	<b>6,655,209</b>
<b>Working Capital - end of year</b>	<b>\$ 6,564,274</b>	<b>\$ 6,392,290</b>	<b>\$ 6,655,209</b>	<b>\$ 5,531,626</b>



**Wastewater Superintendent.....Kevin Babinski**

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## Service Statement

The City of Midland Wastewater Treatment Plant is a "Class A" sewage treatment plant. Permit MI0023582, issued by the State of Michigan Department of Environmental Quality, authorizes Midland to discharge treated municipal wastewater from Outfall 001 to the Tittabawassee River via the Lingle Drain. The treatment plant has a design capacity of 10.0 million gallons a day (MGD) and a hydraulic capacity of 18.0 MGD. Samples are collected during each shift and analyzed daily by the operational staff in the wastewater laboratory. Process adjustments for each phase of treatment are made based on the analytical results in comparison to permit limitation of each pollutant. Daily reports are generated and compiled into a monthly operating report, which is submitted to the State of Michigan.

Sludge is a waste product that is generated from solids removed during the cleaning of the wastewater. It is stabilized through a biological process referred to as anaerobic digestion. In this process, microorganisms destroy pathogens and viruses while reducing the volatile content, creating a safe recyclable product called bio-solids. Bio-solids are used as a fertilizer throughout the farming industry and contain nitrogen, phosphorus and many micro-nutrient and organic solids that enrich the soil. The City of Midland recycles approximately 3.5 million gallons of bio-solids each year.

Staff monitors plant equipment using a SCADA system and performs inspections of all equipment and structures daily. An intensive preventive maintenance program keeps equipment operating at peak efficiency.

A computerized work order system tracks equipment maintenance costs. Most repairs to equipment are done in-house.

The treatment plant has a one mega watt standby diesel generator to run critical loads during a power outage.

Staff has carefully reviewed its 20 year Asset Management Program and budgets and prioritizes capital expenditures to extend the life of the treatment plant and to keep it operating at peak efficiency.

The sewer maintenance staff is responsible for maintaining nearly 207 miles of sanitary sewers. The sanitary system is cleaned on a two-year rotation. Computerized work orders track progress. Staff will respond to service requests 24 hours a day. The staff conducts regular inspections and is responsible for repairs to damaged structures and lines. Staff uses the latest technology to inspect sewers for potential problems. Staff can repair short sections of broken sewer using spot liners. This allows us to repair the pipe from the inside saving time and money. Larger defects that require a full-length liner or a dig and repair method are contracted out.

The storm maintenance staff is responsible for maintaining nearly 180 miles of storm sewer. The storm system is cleaned on a four-year rotation. Progress is tracked using a computerized work order system. Open drains throughout the city are inspected for debris after major rainfalls.

## Functions

### Sewer Maintenance

- Maintains and repairs the sanitary sewer system on a two-year rotation
- Maintenance includes cleaning, televising and repairing sanitary sewers and manholes
- Responds to service request calls related to the sanitary sewer system
- Inspects, assists and supervises subcontractors in the maintenance of the sanitary sewer system

### Storm Maintenance

- Maintains and repairs the storm sewer systems
- Cleans storm sewers on a five-year rotation including catch basins
- Inspects, removes debris and supervises subcontractors in the maintenance of open drains and outfalls

### Plant Operations

- Maintains National Pollutant Discharge Elimination System Permit, effluent limits and compliance schedule
- Removes non-recyclable material from wastewater and dispose
- Removes solids from wastewater and stabilizes for recycling
- Monitors biological treatment systems processes for cleaning wastewater
- Collects daily samples and performs daily analytical on all phases of the water recycling process and discharge requirements
- Adjusts process controls of each phase of treatment based on analytical results
- Maintains quality control and quality assurance of laboratory
- Inspects all plant equipment to ensure it is properly running and reports any malfunctioning equipment
- Generates daily report on all processes
- Monitors pumping stations via computer system communication
- Maintains storm water compliance permit as required by the State of Michigan, which includes bi-weekly storm water inspections, bi-annual inspections and annual reports

### Pump Station Maintenance

- Monitors 40 pump stations via telemetry and computer system
- Maintains 14 stand by generators at major pump stations
- Performs weekly inspections as part of preventative maintenance program
- Utilizes in-house staff for pump, motor, electrical and structural repairs
- Researches new technology as it becomes available and implements this technology after it has been tested and proven, i.e., PLC control
- Installs equipment to help increase efficiency and reliability of pump station, i.e., variable frequency drives, flow meters
- Assists in design and construction of new pump stations
- Documents improvements and/or repairs to keep history to assist PM program
- All maintenance staff are members of MWEA and receive information on training and latest technology used in the wastewater industry

### Plant Maintenance

- Monitors plant equipment via computer and associated instruments
- Maintains 1 MW Generator
- Performs weekly inspections of plant equipment and structures
- Administers intensive preventative maintenance program
- Utilizes in-house staff for pump, motor, electrical, and structural repairs
- Works in cooperation with operations staff utilizing a trouble area work order program
- Annually tests thermography on critical equipment
- Annually calibrates meters
- Prioritizes equipment replacement using an asset management plan
- All maintenance staff are members of MWEA and receive information on training and latest technology used in the wastewater industry

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Administration	\$ 875,683	\$ 922,723	\$ 945,732	\$ 949,343	\$ 947,127	-0.2%
Operations	1,382,781	1,309,092	1,312,409	1,362,127	1,488,514	9.3%
Maintenance	1,581,851	1,550,029	1,596,701	1,644,711	1,579,996	-3.9%
Miscellaneous	28,226	23,747	50,750	50,750	50,750	0.0%
Debt Service	1,402,033	1,412,024	1,430,485	1,430,485	1,450,707	1.4%
Capital Outlay	155,510	469,507	709,301	707,777	492,000	-30.5%
Capital Projects	563,227	513,066	683,190	690,810	600,000	-13.1%
Operating Transfers Out	23,520	267,439	53,000	53,000	50,000	-5.7%
<b>Total Department</b>	<b>\$ 6,012,831</b>	<b>\$ 6,467,627</b>	<b>\$ 6,781,568</b>	<b>\$ 6,889,003</b>	<b>\$ 6,659,094</b>	<b>-3.3%</b>
Personal Services	\$ 1,835,805	\$ 1,752,358	\$ 1,731,028	\$ 1,868,377	\$ 1,928,040	3.2%
Supplies	384,891	381,316	435,965	429,284	448,405	4.5%
Other Services/Charges	1,647,845	1,671,917	1,738,599	1,709,270	1,689,942	-1.1%
Debt Service	1,402,033	1,412,024	1,430,485	1,430,485	1,450,707	1.4%
Capital Outlay	155,510	469,507	709,301	707,777	492,000	-30.5%
Capital Projects	563,227	513,066	683,190	690,810	600,000	-13.1%
Operating Transfers Out	23,520	267,439	53,000	53,000	50,000	-5.7%
<b>Total Department</b>	<b>\$ 6,012,831</b>	<b>\$ 6,467,627</b>	<b>\$ 6,781,568</b>	<b>\$ 6,889,003</b>	<b>\$ 6,659,094</b>	<b>-3.3%</b>

### Personnel Summary

Full-Time	20	20	20	20	20
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>

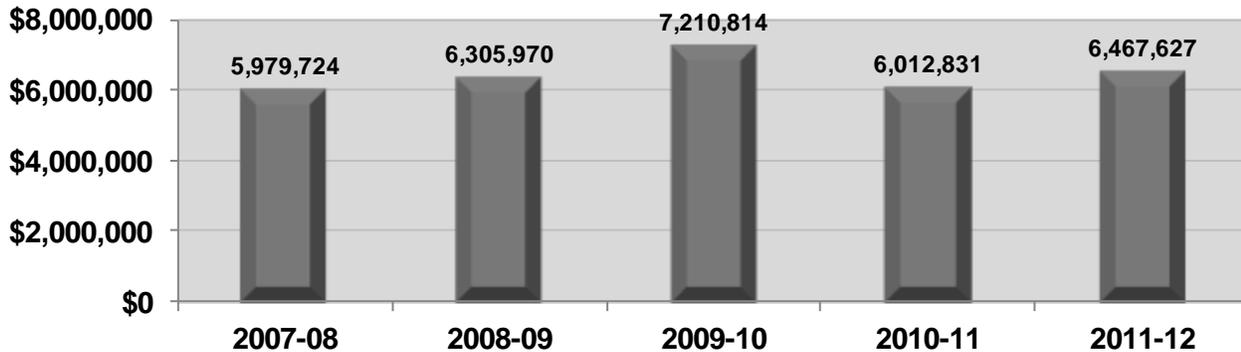
## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

Repairs to infrastructure at the wastewater plant will include sluice gates on various structures. These gates are original equipment installed in the 60's. Manhole rehabilitation will continue on older deteriorating block manholes in the downtown area. Rehabilitation of the sanitary sewer on Sylvan from Campau to Eastman. The HVAC system on the administration building will be replaced.

## Summary of Budget Changes (cont.)

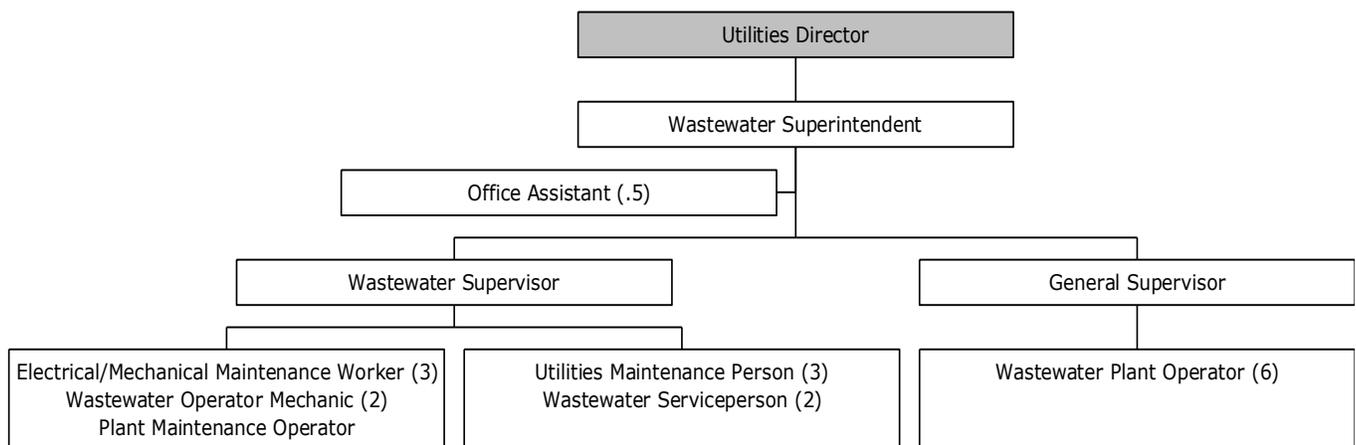
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Wastewater Superintendent	1	1	1
General Supervisor	1	1	1
Wastewater Supervisor	1	1	1
Electrical/Mechanical Maintenance Worker II	3	3	3
Plant Maintenance Operator	1	1	1
Service Worker	1	0	0
Utilities Maintenance Person	2	3	3
Wastewater Operator Mechanic	2	2	2
Wastewater Plant Operator	6	6	6
Wastewater Serviceperson	2	2	2
<b>Total Full-Time</b>	<b>20</b>	<b>20</b>	<b>20</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>21</b>	<b>21</b>	<b>21</b>

Staff upgraded 2 positions from Serviceworker to Utility Maintenance Operator to get the expertise to maintain new advanced equipment.

**FUND 590 - WASTEWATER FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Sewer service charges	\$ 5,470,243	\$ 5,747,886	\$ 5,784,531	\$ 6,070,541
Forfeited discounts	79,707	81,850	85,710	86,490
<b>Total operating revenues</b>	<b>5,549,950</b>	<b>5,829,736</b>	<b>5,870,241</b>	<b>6,157,031</b>
<b>Operating Expenses</b>				
Administration	922,723	945,732	949,343	947,127
Operations				
Wastewater operations	1,092,572	1,136,780	1,185,998	1,280,521
Residuals processing	146,531	141,672	146,100	177,853
Digester operations	69,989	33,957	30,029	30,140
Maintenance				
Pump stations	474,746	495,441	459,616	467,673
Sewer plant	460,488	456,030	604,863	472,616
Janitorial	19,617	21,000	24,272	21,000
Sanitary sewer cleaning	243,950	175,039	233,550	217,914
Digester maintenance	25,802	26,125	12,340	31,166
Residuals process	9,296	17,851	18,076	26,312
Motor equipment	139,456	210,249	108,518	116,559
Sanitary sewer repair	145,523	132,470	147,501	148,672
Instrumentation	16,869	27,637	15,193	32,087
Safety	14,282	34,859	20,782	45,997
Reserve for contingencies	-	50,000	50,000	50,000
<b>Total operating expenses</b>	<b>3,781,844</b>	<b>3,904,842</b>	<b>4,006,181</b>	<b>4,065,637</b>
<b>Net Operating Income</b>	<b>1,768,106</b>	<b>1,924,894</b>	<b>1,864,060</b>	<b>2,091,394</b>
<b>Non-operating Revenues (Expenses)</b>				
Capital charges	23,900	8,700	13,130	8,700
Investment earnings	5,601	3,000	5,500	5,500
Miscellaneous revenues	40,376	15,000	31,516	6,000
Miscellaneous expenses	(23,747)	(750)	(750)	(750)
Interest expense	(427,024)	(400,485)	(400,485)	(365,707)
<b>Total non-operating revenues (expenses)</b>	<b>(380,894)</b>	<b>(374,535)</b>	<b>(351,089)</b>	<b>(346,257)</b>
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(469,507)	(709,301)	(707,777)	(492,000)
Investment in capital projects	(513,066)	(683,190)	(690,810)	(600,000)
Operating transfers in	850,758	889,291	896,911	870,424
Operating transfers out	(267,439)	(53,000)	(53,000)	(50,000)
Retirement of debt	(985,000)	(1,030,000)	(1,030,000)	(1,085,000)
<b>Total other financing sources (uses)</b>	<b>(1,384,254)</b>	<b>(1,586,200)</b>	<b>(1,584,676)</b>	<b>(1,356,576)</b>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	2,958	(35,841)	(71,705)	388,561
<b>Working Capital - beginning of year</b>	<b>1,703,754</b>	<b>1,706,712</b>	<b>1,706,712</b>	<b>1,635,007</b>
<b>Working Capital - end of year</b>	<b>\$ 1,706,712</b>	<b>\$ 1,670,871</b>	<b>\$ 1,635,007</b>	<b>\$ 2,023,568</b>



**Water Superintendent.....Kevin Van Sickle**

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## Service Statement

Raw water from Lake Huron is purchased from the Saginaw-Midland Municipal Water Supply Corporation pipeline. The pipeline corporation is jointly owned by the cities of Midland and Saginaw.

The Water Division is responsible for the planning, management, treatment and distribution of potable water. Bringing this precious natural resource into homes and businesses requires the hard work and commitment of knowledgeable and devoted trained specialists working around the clock.

The City of Midland water system operates under oversight from EPA and MDEQ under the U.S. Safe Drinking Water Act of 1974 and the Michigan Safe Drinking Water Act 1976 PA 399.

Our water treatment and distribution system protect us from naturally-occurring and manmade contaminants. The water treatment plant is capable of producing 48 million gallons a day of high quality water. Chemicals are added to the raw water at the Water Plant to accomplish the purification and disinfection process that includes: coagulation, clarification and filtration. Operators at the plant monitor water quality in "real time" 24 hours a day, 365 days a year. Over 100,000 tests are performed each year by our laboratory - before, during and after treatment - to assure that the water meets or exceeds all the requirements of Federal and State regulations for safe drinking water. Finished water is distributed through separate transmission systems to both our general population or domestic flow and our industrial customers at Dow Chemical's Michigan Division and Dow Corning. The plant maintenance team is responsible for ensuring the reliability of all the electrical and mechanical systems for the treatment and delivery of the water. Water is stored in both elevated and underground facilities located throughout the water system to meet our customers' needs.

The water transmission and distribution system is comprised of over 359 miles of water main providing water for fire protection, business, industry and individual customers in the City of Midland, Homer Township, Larkin Township, Midland Township, Mills Township, Water District #1 of Midland County and the City of Auburn. Water system distribution crews provide for the integrity of this delivery system with emergency water main repair, valve operation, elevated storage inspection and cleaning, hydrant inspections and meter reading and maintenance. The Distribution staff also administers the City's Cross Connection Control Program to protect the system from backflow potential.

## Functions

### Water Plant Operations

- Maintains water quality within Federal and State requirements to protect public health
- Monitors plant operation 24/7 to optimize treatment efficiency
- Files monthly treatment reports to MDEQ
- Complies with Process Safety (OSHA) and Risk Management (EPA) requirements for chlorine handling
- Performs daily chemical and biological analysis monitoring treatment process
- Develops short- and long-range budget and capital improvement plan
- Responds to citizen service requests and inquiries related to water quality questions
- Performs daily water system testing for bacteriological indicator organism to confirm water quality
- Maintains certification of plant laboratory to meet EPA and MDEQ standards
- Monitors mandated MDEQ operator certification to ensure continuing education requirements are completed
- Conducts water quality control sampling of our distribution system
- Coordinates daily flow request with the Saginaw-Midland Water Supply Corp. to optimize raw water system efficiency
- Monitors and maintains treatment chemical inventories
- Meets MDEQ and Clean Water Act requirements for the disposal of water treatment residuals

### Water Plant Maintenance

- Maintains 5 pump stations including: industrial pumping, domestic pumping, pressure district pumping and booster pump stations
- Maintains Supervisor Control and Data Acquisition (SCADA) systems and corresponding remote radio telemetry to insure reliability of the plant controls
- Performs preventive maintenance program on system equipment
- Monthly calibrates online analytical equipment for turbidity and chlorine to ensure regulatory compliance

- Completes all required staff safety training
- Conducts annual maintenance of all treatment basins and process equipment including calibration of all chemical feeders and flow meters
- Completes annual inspection and monitoring program of plant filters

### Water Distribution

- Maintains and repairs emergency water main for 359 miles of water main
- Inspects and cleans elevated storage
- Reviews and approves design for all water system extensions and improvements
- Responds to citizen service requests and inquiries related to water quality questions, water pressure problems and water main repair or construction projects
- Provides accurate and timely readings of over 18,600 water meters on a quarterly basis for billing purposes
- Administers and enforces City Ordinances relating to our cross connection control program including the facilitation of the testing requirements for 4,828 backflow prevention devices
- Monitors operator MDEQ certification to ensure mandated continuing education requirements are completed
- Conducts annual system flushing program
- Monitors and maintains inventories for water system repair parts and meter stock
- Maintains and repairs emergency valves for 3,360 distribution valves
- Maintains 48" and 36" raw water transmission lines from Saginaw-Midland Municipal Water Supply Corporation to the City of Midland Water Treatment Plant
- Maintains 3,193 fire hydrants including auxiliary valves
- Gathers fire flow test data for City of Midland Fire Department and fire suppression contractors
- Responds to approximately 6,000 requests for utility locates on an annual basis

# Water Treatment and Distribution

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Administration	\$ 1,432,839	\$ 1,428,495	\$ 1,369,028	\$ 1,383,571	\$ 1,405,570	1.6%
Plant Operations	4,335,249	4,462,600	3,356,887	3,463,834	3,647,657	5.3%
Maintenance	2,914,517	2,749,882	3,367,219	3,455,277	3,185,157	-7.8%
Miscellaneous	54,933	10,837	51,536	34,545	100,000	189.5%
Debt Service	837,209	881,395	1,149,038	1,116,547	1,159,969	3.9%
Capital Outlay	230,894	279,511	514,532	514,532	404,880	-21.3%
Capital Projects	1,425,650	370,065	1,936,371	1,936,371	924,370	-52.3%
Operating Transfers Out	88,480	331,000	79,000	79,000	75,000	-5.1%
<b>Total Department</b>	<b>\$ 11,319,771</b>	<b>\$ 10,513,785</b>	<b>\$ 11,823,611</b>	<b>\$ 11,983,677</b>	<b>\$ 10,902,603</b>	<b>-9.0%</b>

Personal Services	\$ 3,529,129	\$ 3,362,501	\$ 3,722,237	\$ 3,783,372	\$ 3,786,636	0.1%
Supplies	599,335	617,198	699,780	663,666	699,810	5.4%
Other Services/Charges	4,609,074	4,672,115	3,722,653	3,890,189	3,851,938	-1.0%
Debt Service	837,209	881,395	1,149,038	1,116,547	1,159,969	3.9%
Capital Outlay	230,894	279,511	514,532	514,532	404,880	-21.3%
Capital Projects	1,425,650	370,065	1,936,371	1,936,371	924,370	-52.3%
Operating Transfers Out	88,480	331,000	79,000	79,000	75,000	-5.1%
<b>Total Department</b>	<b>\$ 11,319,771</b>	<b>\$ 10,513,785</b>	<b>\$ 11,823,611</b>	<b>\$ 11,983,677</b>	<b>\$ 10,902,603</b>	<b>-9.0%</b>

### Personnel Summary

Full-Time	29	29	28	28	28
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>30</b>	<b>30</b>	<b>29</b>	<b>29</b>	<b>29</b>

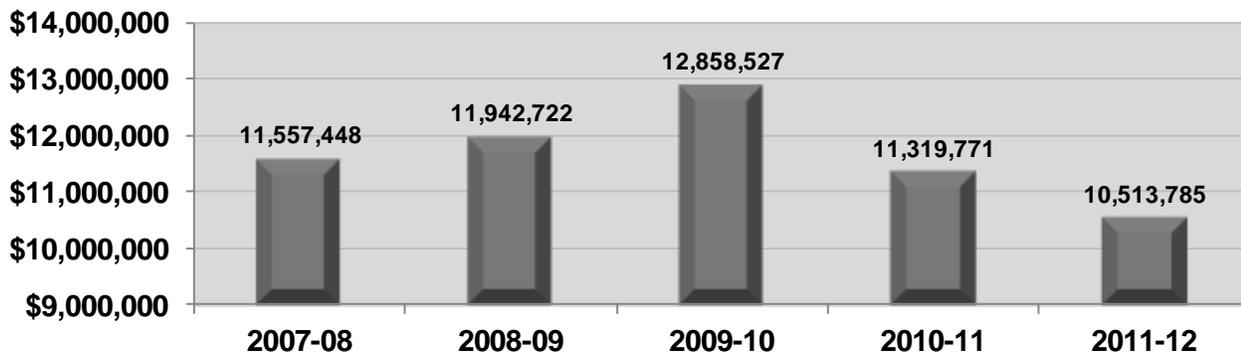
## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

The electrical system for the raw water re-pumps will be upgraded by replacing the Motor Control Centers for all three pumps and replacing the drive on pump 3 with a variable frequency drive. The second phase of the filter clear well project will be for painting the piping inside the clear well. A continuation of the upgrade of the chemical feed systems includes the replacement of the bulk chemical storage tanks for ferric chloride. For plant security the ground level windows will be replaced with shatterproof windows.

The distribution system has three local street projects planned. These include the replacement of the water main on Nelson, between Ashman St. and Manor Dr. Two other projects are planned together to remove a dead-end on Elgin. This will be accomplished by replacing the main on Elgin St., between Adelaide and Noeske, along with installing a connecting water main on Noeske, between Elgin and Baker.

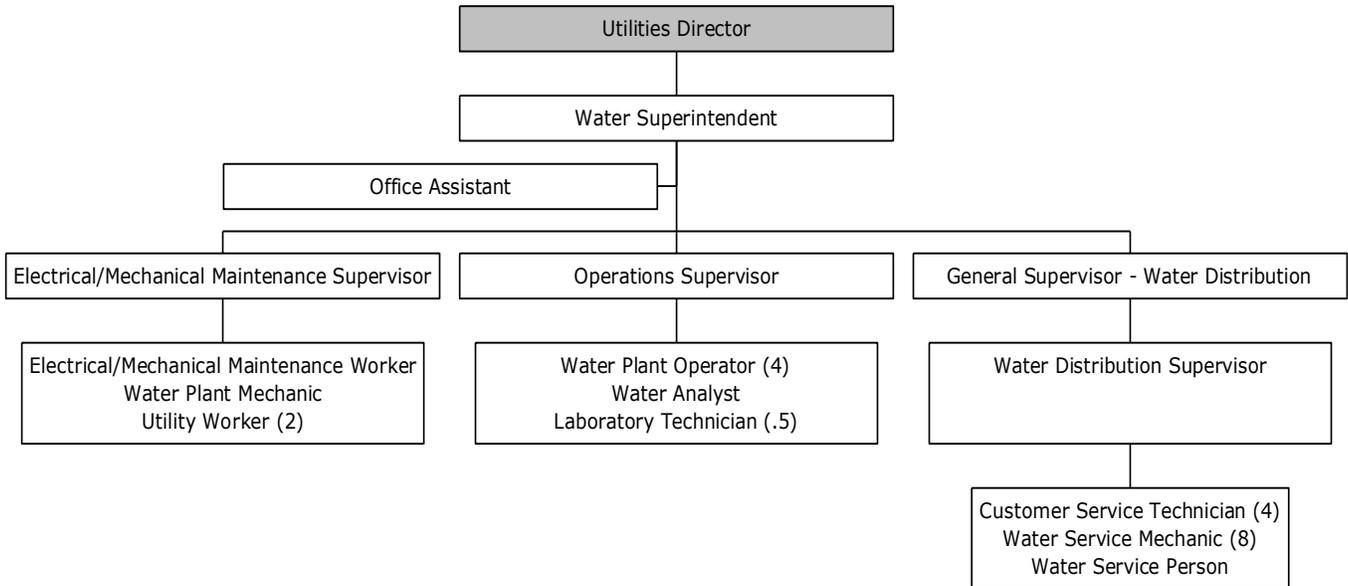
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Water Superintendent	1	1	1
Electrical/Mechanical Maintenance Supervisor	1	1	1
General Supervisor - Water Distribution	1	1	1
Operations Supervisor	1	1	1
Water Distribution Supervisor	2	1	1
Customer Service Technician	4	4	4
Electrical/Mechanical Maintenance Worker I	1	1	1
Office Assistant	1	1	1
Utility Worker I	2	2	2
Water Analyst	1	1	1
Water Plant Mechanic	1	1	1
Water Plant Operator	4	4	4
Water Service Mechanic	9	8	8
Water Service Person	0	1	1
<b>Total Full-Time</b>	<b>29</b>	<b>28</b>	<b>28</b>
<u>Regular Part-Time</u>			
Laboratory Technician	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>30</b>	<b>29</b>	<b>29</b>



# Water Treatment and Distribution

## FUND 591 - WATER FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2014

	2011-12 Actual	2012-13		2013-14 Adopted
		Budget	Estimate	
<b>Operating Revenues</b>				
Water sales				
Filtered water - city	\$ 6,315,912	\$ 6,560,060	\$ 6,898,625	\$ 6,984,410
Filtered water - county/Auburn	518,306	496,800	511,810	528,000
Industrial grade water	2,157,357	1,689,920	1,986,715	1,841,960
Hydrant rentals	386,320	386,092	385,920	385,920
Administrative fees	460,300	498,900	498,900	456,560
Forfeited discounts	86,505	85,900	89,910	91,370
Service connections	147,217	49,200	96,050	71,300
Capital charges	542,610	135,400	243,200	145,800
	<b>10,614,527</b>	<b>9,902,272</b>	<b>10,711,130</b>	<b>10,505,320</b>
<b>Operating Expenses</b>				
Administration	1,428,495	1,369,028	1,383,571	1,405,570
Plant operations	4,462,600	3,356,887	3,463,834	3,647,657
Maintenance				
Plant	555,478	701,359	704,255	701,903
Valley Drive repump	6,445	21,407	14,680	22,037
Clerical activities	5,756	7,002	6,059	6,669
Meter reading	376,728	417,989	429,059	436,652
Elevated tanks	5,020	228,736	224,001	62,691
Water systems	1,415,623	1,598,781	1,680,461	1,549,857
Equipment & structures	65,318	64,964	68,267	72,154
Vehicles	295,712	288,791	296,583	301,445
Utilities safety	23,802	38,190	31,912	31,749
Reserve for contingencies	-	16,650	16,650	100,000
	<b>8,640,977</b>	<b>8,109,784</b>	<b>8,319,332</b>	<b>8,338,384</b>
Net Operating Income	<b>1,973,550</b>	<b>1,792,488</b>	<b>2,391,798</b>	<b>2,166,936</b>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	11,179	8,000	6,000	6,000
Rentals	7,300	7,200	7,200	7,200
Contractual revenues				
Dow Chemical	401,264	643,607	634,823	561,824
Dow Corning	52,714	82,806	78,448	69,412
State grant revenues	-	-	12,700	-
Miscellaneous revenues	990,845	76,150	132,999	73,150
Miscellaneous expenses	(10,837)	(34,886)	(17,895)	-
Interest expense	-	(162,077)	(129,588)	(136,713)
	<b>1,452,465</b>	<b>620,800</b>	<b>724,687</b>	<b>580,873</b>



# Water Treatment and Distribution

FUND 591 - WATER FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12 Actual	2012-13		2013-14 Adopted
		Budget	Estimate	
<b>Other Financing Sources (Uses)</b>				
Investment in assets	\$ (279,511)	\$ (514,532)	\$ (514,532)	\$ (404,880)
Investment in capital projects	(370,065)	(1,936,371)	(1,936,371)	(924,370)
Retirement of debt	(881,395)	(986,961)	(986,959)	(1,023,256)
Operating transfers out	(331,000)	(79,000)	(79,000)	(75,000)
	<u>(1,861,971)</u>	<u>(3,516,864)</u>	<u>(3,516,862)</u>	<u>(2,427,506)</u>
Total other financing sources (uses)				
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	1,564,044	(1,103,576)	(400,377)	320,303
<b>Working Capital - beginning of year</b>	<u>5,059,263</u>	<u>6,623,307</u>	<u>6,623,307</u>	<u>6,222,930</u>
<b>Working Capital - end of year</b>	<u>\$ 6,623,307</u>	<u>\$ 5,519,731</u>	<u>\$ 6,222,930</u>	<u>\$ 6,543,233</u>
<b>Working Capital</b>				
Reserved for capacity improvements	\$ 1,179,029	\$ 939,429	\$ 1,047,229	\$ 1,193,029
Unreserved	5,444,278	4,580,302	5,175,701	5,350,204
	<u>\$ 6,623,307</u>	<u>\$ 5,519,731</u>	<u>\$ 6,222,930</u>	<u>\$ 6,543,233</u>

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## **Internal Service Funds**

*for the Fiscal Year Ending June 30, 2014*

**Equipment Revolving Fund**

**Health Insurance Fund**

**Information Services Funds**

**Municipal Service Annex Fund**

**Municipal Service Center Fund**

**Property and Liability Insurance Fund**

**Renewable Energy Services Fund**

**Special Assessment Revolving Fund**

**Stores Revolving Fund**

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**Public Services Director .....Karen Murphy**

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## Service Statement

The department's scope of services includes: provide vehicle and equipment repair and preventative maintenance services; develop bid specifications and make purchasing recommendations for new vehicles and equipment that meet the operational needs of City departments; provide in-house welding and fabrication services; operate fuel station for diesel and unleaded gasoline; and manage disposal of used equipment via trade-in, auction or the sealed bid process.

## Functions

### Administrative Services

- Coordinates & monitors daily staff activities
- Coordinates safety and job specific training for staff
- Prepares equipment and vehicle specifications for the bid process
- Evaluates bids received and makes recommendations for purchase in the best interest of the City
- Administers department budget
- Coordinates Municipal Service Center building repairs and improvements
- Manages computerized fleet management program
- Administers annual blanket purchase orders with over 220 parts suppliers
- Specifies and obtains necessary supplies, equipment and tools
- Maintains two 20,000 gallon fuel tanks and a computerized fuel inventory program to supply unleaded and diesel fuel to all City departments as well as Emergency Medical Services and Senior Services
- Coordinates the disposal of used equipment and vehicles through trade-in, on-line auction or the sealed bid process
- Maintains and updates short- and long-range capital plans for vehicle and equipment replacement annually by evaluating age, mileage and condition of each unit in the fleet
- Determines maintenance & replacement costs for fleet items, and establishes monthly rental charges accordingly
- Recommends new and improved equipment and vehicles to increase the safety and efficiency of City operations

- Actively participates in Department of Public Services Safety Committee

### Fleet Maintenance

- Provides equipment and vehicle preventative maintenance and repair services for the City fleet comprised of over 400 vehicles and pieces of equipment used by the Assessing, Building, Clerk, Dial-A-Ride, Engineering, Fire, Housing, Landfill, Library, Parks, Planning, Police, Public Services, Wastewater and Water departments
- Performs in-house welding and fabrication services and offers these services to all City departments
- Fabricates specialty equipment, including custom truck bodies, trailers and leaf collection implements
- Operates two overlapping shifts to provide in-shop and on-site service from 6:30 a.m. – 11:30 p.m. Monday – Thursday, and 6:30 a.m. – 3:00 p.m. Friday with emergency on-call service available at all other times
- Engineers and implements creative solutions to rectify safety concerns raised by the department safety committees relating to vehicle and equipment safety
- Performs in-house diagnostics and repair on diesel and gasoline engines, transmissions and anti-lock brakes using state-of-the-art computerized diagnostic tools
- Conducts monthly building maintenance audit for the Municipal Service Center to check the operation of emergency lighting, fire extinguishers, eye wash stations and chemical showers

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Equipment Maintenance	\$ 3,489,638	\$ 4,719,289	\$ 4,418,129	\$ 4,114,484	\$ 4,465,447	8.5%
<b>Total Department</b>	<b>\$ 3,489,638</b>	<b>\$ 4,719,289</b>	<b>\$ 4,418,129</b>	<b>\$ 4,114,484</b>	<b>\$ 4,465,447</b>	<b>8.5%</b>
Personal Services	\$ 1,497,078	\$ 1,394,431	\$ 1,566,060	\$ 1,449,470	\$ 1,488,816	2.7%
Supplies	449,485	566,606	1,009,975	718,211	714,892	-0.5%
Other Services/Charges	499,918	541,076	631,867	732,551	730,739	-0.2%
Capital Outlay	913,132	2,140,976	1,210,227	1,214,252	1,531,000	26.1%
Operating Transfers Out	130,025	76,200	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 3,489,638</b>	<b>\$ 4,719,289</b>	<b>\$ 4,418,129</b>	<b>\$ 4,114,484</b>	<b>\$ 4,465,447</b>	<b>8.5%</b>

### Personnel Summary

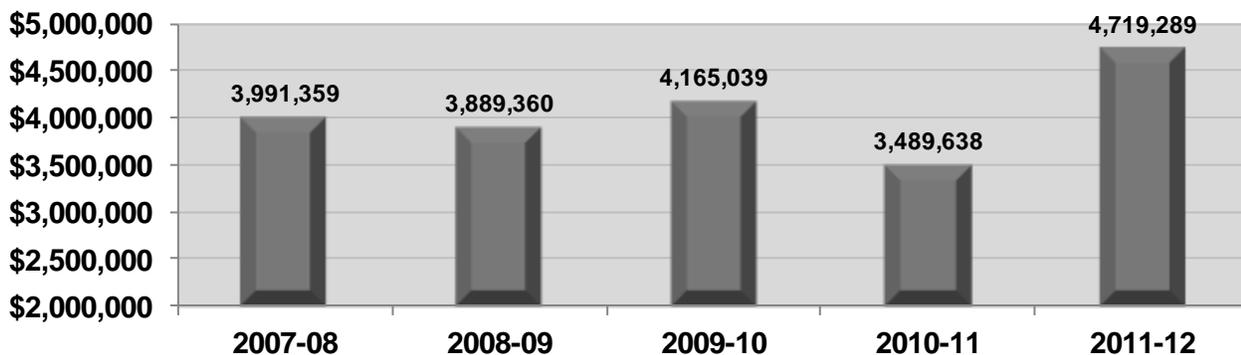
Full-Time	15	15	15	15	13
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>13</b>

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

A professional fleet consultant was hired in 2008-09 to perform a best practices review of the City's fleet management operation. New fleet management software was implemented in October 2010, and a new fleet manager position was created in 2011 in lieu of filling a vacant supervisor position based on the recommendations of the fleet consultant. The fleet manager will continue to implement best practice recommendations over the upcoming year to help improve efficiencies both in the overall administration of the fleet and the provision of fleet services.

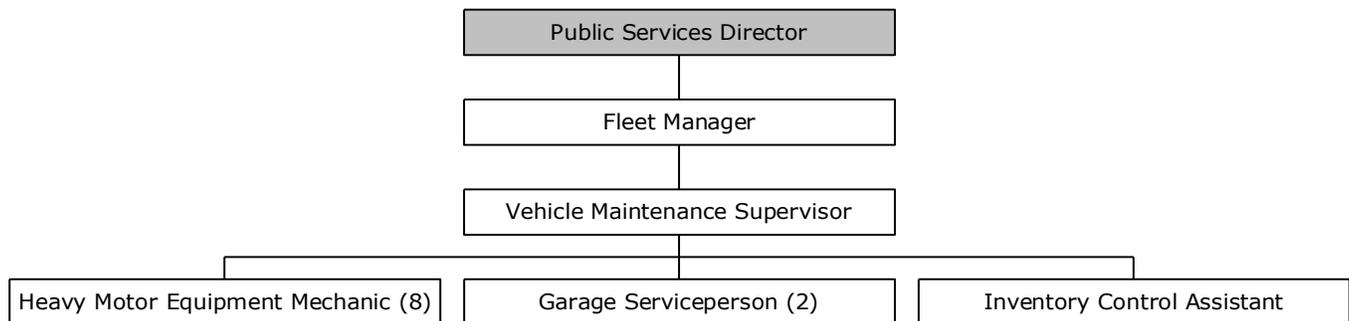
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Fleet Manager	1	1	1
Vehicle Maintenance Supervisor	1	1	1
Stock Clerk	2	2	0
Inventory Control Assistant	0	0	1
Garage Serviceperson	2	2	2
Heavy Motor Equipment Mechanic	9	9	8
<b>Total Full-Time</b>	<b>15</b>	<b>15</b>	<b>13</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>15</b>	<b>15</b>	<b>13</b>

\* A Heavy Motor Equipment Mechanic was reassigned to the Landfill to maintain equipment and the gas to energy collection system.

A vehicle maintenance supervisor position was vacated via promotion in 2011. This position was replaced with a fleet manager position at the recommendation of the fleet consultant.

FUND 640 - EQUIPMENT REVOLVING FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Equipment rentals	\$ 3,394,972	\$ 3,419,000	\$ 3,632,988	\$ 3,633,000
Gas and oil sales	-	72,000	-	-
Equipment maintenance	296,996	330,000	342,000	342,000
Total operating revenues	<u>3,691,968</u>	<u>3,821,000</u>	<u>3,974,988</u>	<u>3,975,000</u>
<b>Operating Expenses</b>				
Personal services	1,394,431	1,566,060	1,449,470	1,488,816
Supplies	566,606	989,975	718,211	714,892
Other charges	541,076	626,867	707,551	705,739
Reserve for contingencies	-	25,000	25,000	25,000
Total operating expenses	<u>2,502,113</u>	<u>3,207,902</u>	<u>2,900,232</u>	<u>2,934,447</u>
Net Operating Income	<u>1,189,855</u>	<u>613,098</u>	<u>1,074,756</u>	<u>1,040,553</u>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	5,115	5,000	1,500	1,500
Sale of assets - net	216,207	239,560	245,000	143,500
Miscellaneous revenues	22,524	6,000	6,000	5,000
Total non-operating revenues (expenses)	<u>243,846</u>	<u>250,560</u>	<u>252,500</u>	<u>150,000</u>
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(2,140,976)	(1,210,227)	(1,214,252)	(1,531,000)
Operating transfers out	(76,200)	-	-	-
Total other financing sources (uses)	<u>(2,217,176)</u>	<u>(1,210,227)</u>	<u>(1,214,252)</u>	<u>(1,531,000)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(783,475)	(346,569)	113,004	(340,447)
<b>Working Capital - beginning of year</b>	<u>2,470,264</u>	<u>1,686,789</u>	<u>1,686,789</u>	<u>1,799,793</u>
<b>Working Capital - end of year</b>	<u>\$ 1,686,789</u>	<u>\$ 1,340,220</u>	<u>\$ 1,799,793</u>	<u>\$ 1,459,346</u>



**Assistant City Manager for Financial Services ..... David A. Keenan**

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## Service Statement

The Health Insurance Fund is an internal service fund used to account for revenues and expenses associated with providing health insurance coverage to the City's active and retired employees and dependents. Its primary source of revenue is cost reimbursements from the other funds within the City, as well as employee premium sharing. Its expenses consist of actual claims, insurance premiums, and administrative costs paid to Blue Cross Blue Shield of Michigan, and prefunding contributions toward postemployment healthcare benefits.

FUND 680 - HEALTH INSURANCE FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Insurance services	\$ 8,947,318	\$ 9,172,500	\$ 8,550,000	\$ 8,642,050
Medicare reimbursements	342,167	216,000	203,000	180,000
Cobra reimbursements	10,380	4,000	20,000	10,000
Investment earnings	15,468	14,000	8,000	8,000
Insurance refunds	194,971	200,000	194,728	194,000
<b>Total operating revenues</b>	<b>9,510,304</b>	<b>9,606,500</b>	<b>8,975,728</b>	<b>9,034,050</b>
<b>Operating Expenses</b>				
Health insurance claims	8,255,927	8,478,600	8,328,200	8,744,200
Contribution to post employment trust	961,455	898,500	1,021,540	85,000
Consultant	85,406	64,800	64,800	60,000
<b>Total operating expenses</b>	<b>9,302,788</b>	<b>9,441,900</b>	<b>9,414,540</b>	<b>8,889,200</b>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	207,516	164,600	(438,812)	144,850
<b>Working Capital - beginning of year</b>	<b>5,097,570</b>	<b>5,305,086</b>	<b>5,305,086</b>	<b>4,866,274</b>
<b>Working Capital - end of year</b>	<b>\$ 5,305,086</b>	<b>\$ 5,469,686</b>	<b>\$ 4,866,274</b>	<b>\$ 5,011,124</b>



**Assistant City Manager for Financial Services ..... David A. Keenan**  
**Information Services Manager ..... Tadd Underhill**

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## Service Statement

The Information Services Department supports the computerization needs for all City departments. The result of this computer automation is an improvement in the productivity and accuracy of routine tasks and assistance in controlling and reducing operating costs. Fast availability to tremendous amounts of information stored on City servers is critical to the duties assigned to many employees.

Computer support is provided to personnel in 15 building locations throughout Midland. The City's website is available to all citizens or other interested parties around the world. Information Services staff members are on call around the clock to provide computer access 24 hours a day, every day of the year.

There are five technology platforms that City of Midland personnel rely on for automation and electronic communication. The first platform consists of the file servers that handle financial, utility, parcel and public safety, e-mail, calendar, voicemail, web and other systems. These servers also provide file storage for all employees' word processing documents, spreadsheet files and other documents. The second platform consists of the personal computers that are installed on the desks of many employees. The Microsoft Office suite is installed on every desktop computer to provide convenient access to word processing and spreadsheet applications. Microsoft Exchange/Outlook is used for calendaring and e-mail functions and provides for internal and external communications. The third platform consists of the network infrastructure, which connects all City facilities to centralized server and telephone resources. The fourth platform consists of the Avaya and Asterisk telephone systems installed in most major City facilities. The integrated phone systems provide for consistent features, centralized voicemail, four-digit dialing between employees and aggregated telephone service. The final platform is the Geographic Information System (GIS). GIS allows information such as floodplain locations, or all commercial zoned properties in the city, to be displayed in an easy-to-read graphical format on a computer.

Approximately 345 computers, scanners and laser printers are covered under a five-year replacement and maintenance plan. The replacement process cycles equipment out of production that has reached the end of its useful life. The new equipment generally performs the required functions faster and allows staff to be more productive. In terms of routine maintenance, equipment repairs are performed as needed, and a number of software applications and processes are routinely handled. First, all computers are updated daily with antivirus definitions. Anti-spyware software has also been deployed. Microsoft operating system and office suite patches are downloaded and automatically installed as needed. Finally, anti-spam software greatly reduces the amount of useless email employees receive.

Information Services personnel allocate considerable resources to maintaining existing equipment, software and infrastructure. The activities involve a number of different tasks such as resolving program bugs, answering user questions about software functionality, software enhancements, hardware maintenance, training, etc. Many of these activities are related to the New World, BS&A, and Firehouse software modules such as Tax Billing, Land Management, General Ledger, etc. Over 20 modules are currently deployed within City departments.

Because of the ever-increasing amount of data that must be protected against loss, Information Services has deployed and maintains a disk-to-disk-to-tape (D2D2T) backup system. This system provides nightly, fast, secure and reliable backups. Backups are stored on high-capacity hard drives on a daily basis and are automatically offloaded to tape once per week. Disaster recovery testing is regularly performed to ensure that data can be recovered in an emergency.

## Functions

### Administrative Functions

- Prepares and administers IS budget
- Keeps abreast of technological changes
- Develops short- and long-term plans
- Manages purchases and implementation
- Establishes standards in coordination with City departments
- Recommends and adopts policies
- Maintains software and equipment inventory
- Maintains relationships with City departments
- Coordinates and evaluates staff development and activities
- Develops and implements training programs for City employees

### Applications Support

- Performs requirements analysis to determine application software needs
- Recommends and implements application software
- Provides initial and ongoing training
- Functions as front line support and acts as the liaison between software vendors and end users to resolve issues
- Implements change requests and enhancements
- Responsible for successful software upgrades
- Custom programming and interfaces
- Maintenance of Intranet and Internet web sites

### Client Support

- Provides hardware support and maintenance
- Provides desktop software support and maintenance
- Purchases and installs new equipment and software
- Serves as the contact with various vendors

### Infrastructure Support

- Network administration
- iSeries management
- GIS systems management
- Support of all technology needed to provide data communications
- Responsible for installation, maintenance and upgrade of network and iSeries operating systems and software
- Responsible for communications and network equipment, and iSeries maintenance
- Develops and executes backup procedures
- Maintains e-mail and enterprise fax communication gateways
- Responsible for network, telecommunication, and iSeries security
- Maintenance and support of telecommunication systems

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Operations	\$ 1,458,998	\$ 1,050,486	\$ 1,287,905	\$ 1,297,074	\$ 1,336,083	3.0%
Computer Rental	-	-	-	-	-	0.0%
GIS	232,038	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 1,691,036</b>	<b>\$ 1,050,486</b>	<b>\$ 1,287,905</b>	<b>\$ 1,297,074</b>	<b>\$ 1,336,083</b>	<b>3.0%</b>
Personal Services	\$ 831,977	\$ 576,946	\$ 649,565	\$ 662,262	\$ 687,793	3.9%
Supplies	60,071	91,254	153,000	153,000	129,500	-15.4%
Other Services/Charges	416,897	314,070	420,340	416,812	403,790	-3.1%
Capital Outlay	382,091	68,216	65,000	65,000	115,000	76.9%
<b>Total Department</b>	<b>\$ 1,691,036</b>	<b>\$ 1,050,486</b>	<b>\$ 1,287,905</b>	<b>\$ 1,297,074</b>	<b>\$ 1,336,083</b>	<b>3.0%</b>

### Personnel Summary

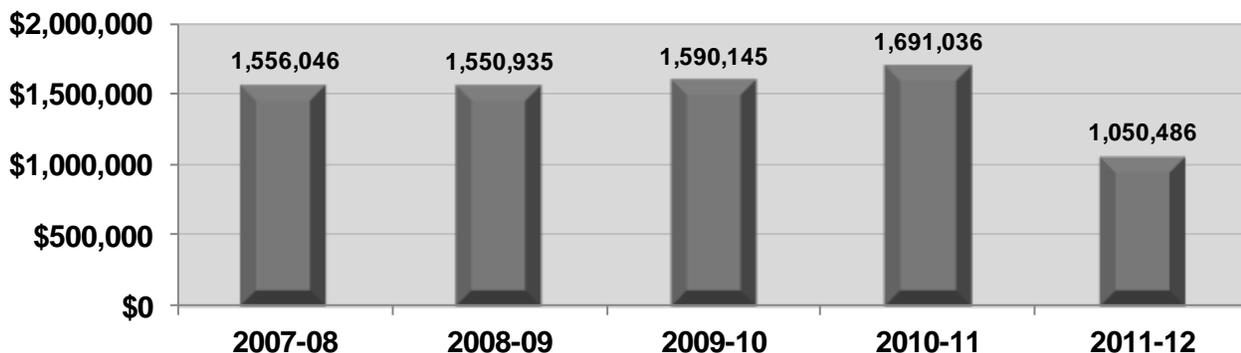
Full-Time	7	7	5	5	5
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>7</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>5</b>

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

The 636 Information Services and 638 GIS Funds have been combined for 2013. Over the last few years the GIS expenses have been decreasing due to lower operational costs. Information Services efficiency has also been improved by allowing staff to assist on any technology issue regardless of fund designation. Because of these factors, the need to maintain an entirely separate fund is obsolete. An increase in the Information Services Fund for 2013 is offset by a corresponding decrease and phase out of the GIS Fund.

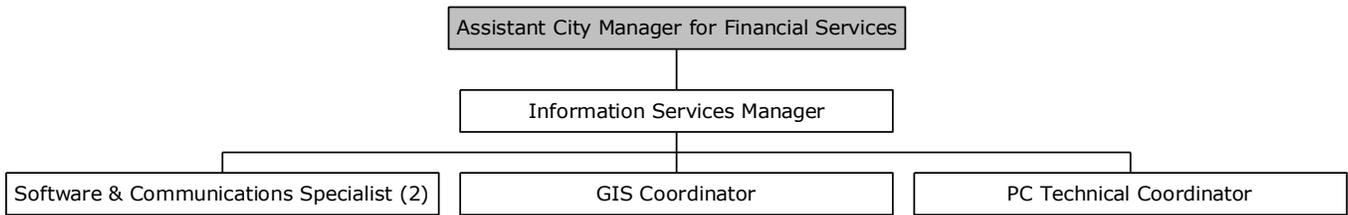
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](#), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Information Services Manager	1	1	1
Assistant Information Services Manager	1	0	0
Software & Communications Specialist	2	2	2
Web Developer	1	0	0
Geographical Information Services Coord	1	1	1
PC Technical Coordinator	1	1	1
<b>Total Full-Time</b>	<b>7</b>	<b>5</b>	<b>5</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>7</b>	<b>5</b>	<b>5</b>

FUND 636 - INFORMATION SERVICES  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
IS charges - internal	\$ 1,055,000	\$ 1,343,000	\$ 1,338,460	\$ 1,338,000
PC service rental charges	19,864	-	-	-
Total operating revenues	<u>1,074,864</u>	<u>1,343,000</u>	<u>1,338,460</u>	<u>1,338,000</u>
<b>Operating Expenses</b>				
Personal services	576,946	649,565	662,262	687,793
Supplies	91,254	153,000	153,000	129,500
Other charges	307,303	395,340	391,812	378,790
Reserve for contingencies	-	25,000	25,000	25,000
Total operating expenses	<u>975,503</u>	<u>1,222,905</u>	<u>1,232,074</u>	<u>1,221,083</u>
Net Operating Income (Loss)	<u>99,361</u>	<u>120,095</u>	<u>106,386</u>	<u>116,917</u>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	2,112	2,500	2,000	2,500
Miscellaneous revenue	11,458	-	838	500
Miscellaneous expenses	(6,767)	-	-	-
Total non-operating revenues (expenses)	<u>6,803</u>	<u>2,500</u>	<u>2,838</u>	<u>3,000</u>
<b>Other Financing Uses</b>				
Investment in assets	<u>(68,216)</u>	<u>(65,000)</u>	<u>(65,000)</u>	<u>(115,000)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	37,948	57,595	44,224	4,917
<b>Working Capital - beginning of year</b>	<u>1,673,489</u>	<u>1,711,437</u>	<u>1,711,437</u>	<u>1,755,661</u>
<b>Working Capital - end of year</b>	<u>\$ 1,711,437</u>	<u>\$ 1,769,032</u>	<u>\$ 1,755,661</u>	<u>\$ 1,760,578</u>

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**Public Services Director .....Karen Murphy**

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## Service Statement

To support increasing activities in and around the downtown area, the City of Midland acquired 7.97 acres of land and a 10,000-square-foot storage building from 4D Old Castle Inc. at their industrial site on River Road in 2008. The land and storage building will be shared by the Parks, Planning, Utilities and Engineering departments. These departments will store such items as the portable stage, iceless skating rink, mowers, housing rehabilitation materials, traffic signs and large sections of water main pipe. In addition to increasing materials storage capacity, the building will provide the opportunity to place manpower and resources in close proximity to the downtown area.

In addition to the General Fund and Water Fund's contributions, the acquisition of the property was made possible by the generous participation of the Herbert H. and Grace A. Dow, Rollin M. Gerstacker, and Charles J. Strosacker foundations.

## Department at a Glance

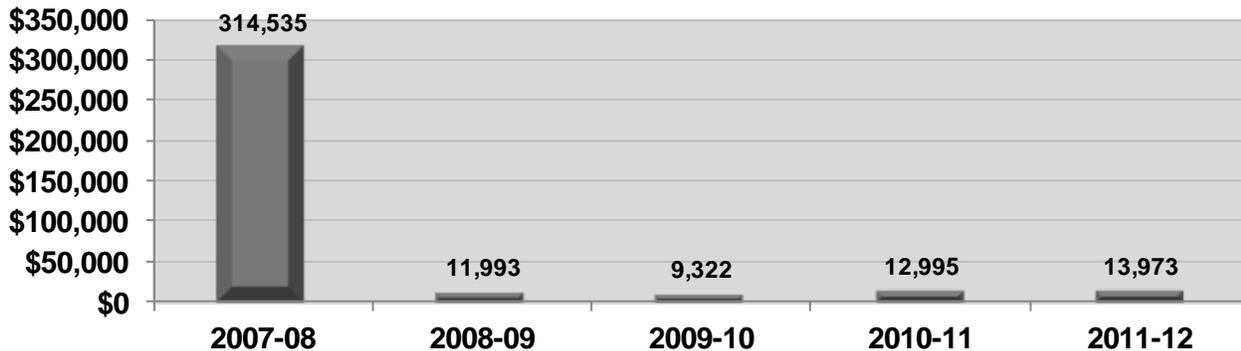
Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Building Operations	\$ 12,995	\$ 13,973	\$ 22,459	\$ 23,200	\$ 22,269	-4.0%
<b>Total Department</b>	<b>\$ 12,995</b>	<b>\$ 13,973</b>	<b>\$ 22,459</b>	<b>\$ 23,200</b>	<b>\$ 22,269</b>	<b>-4.0%</b>
Personal Services	\$ 92	\$ -	\$ -	\$ 909	\$ -	-100.0%
Other Services/Charges	12,903	13,973	19,559	19,391	18,269	-5.8%
Capital Outlay	-	-	2,900	2,900	4,000	37.9%
<b>Total Department</b>	<b>\$ 12,995</b>	<b>\$ 13,973</b>	<b>\$ 22,459</b>	<b>\$ 23,200</b>	<b>\$ 22,269</b>	<b>-4.0%</b>

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

There are no significant changes for 2013-14 for the Municipal Service Annex.

### 5-Year Operating Budget History



FUND 642 - MUNICIPAL SERVICE ANNEX FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Building rentals	\$ 23,744	\$ 23,744	\$ 23,744	\$ 23,744
Total operating revenues	23,744	23,744	23,744	23,744
<b>Operating Expenses</b>				
Personal services	-	-	909	-
Other charges	13,973	14,559	14,391	13,269
Reserve for contingencies	-	5,000	5,000	5,000
Total operating expenses	13,973	19,559	20,300	18,269
Net Operating Income (Loss)	9,771	4,185	3,444	5,475
<b>Non-operating Revenues</b>				
Investment earnings	104	62	50	50
Total non-operating revenues	104	62	50	50
<b>Other Financing Sources (Uses)</b>				
Investment in assets	-	(2,900)	(2,900)	(4,000)
Total other financing sources (uses)	-	(2,900)	(2,900)	(4,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	9,875	1,347	594	1,525
<b>Working Capital - beginning of year</b>	36,775	46,650	46,650	47,244
<b>Working Capital - end of year</b>	\$ 46,650	\$ 47,997	\$ 47,244	\$ 48,769



**Public Services Director .....Karen Murphy**

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## Service Statement

The scope of services includes: provide custodial services for the main facility; provide for routine building maintenance activities; schedule regular preventative maintenance services for electrical, plumbing, HVAC and mechanical systems; perform monthly building safety audits; implement building modifications as feasible to better meet the needs of on-site departments.

## Functions

### Administrative Services

- Administers department budget
- Coordinates building repairs using available garage and DPW staff
- Rents facility space at the Municipal Service Center to Signs/Signals, Water Distribution, Public Works, Parks/Recreation, Equipment Revolving Fund, and Dial-A-Ride
- Analyzes building needs and implements changes to building design/layout to better meet the needs of departments housed within
- Develops long-range capital plans for all the major systems to ensure adequate funding is allocated for future maintenance or replacement

### Building Maintenance

- Provides in-house custodial services for the Municipal Service Center facility
- Develops and follows through with service procedures for the building
- Schedules routine maintenance on the mechanical, electrical, HVAC and plumbing systems within the facility
- Conducts monthly building audit to ensure proper operation of emergency lighting, fire extinguishers, eye wash stations and chemical showers
- Conducts annual building safety audits in conjunction with City's liability insurance provider

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Building Operations	\$ 294,896	\$ 254,536	\$ 675,963	\$ 672,896	\$ 309,719	-54.0%
<b>Total Department</b>	<b>\$ 294,896</b>	<b>\$ 254,536</b>	<b>\$ 675,963</b>	<b>\$ 672,896</b>	<b>\$ 309,719</b>	<b>-54.0%</b>
Personal Services	\$ 78,957	\$ 71,623	\$ 64,835	\$ 64,835	\$ 70,233	8.3%
Supplies	6,456	9,430	10,990	10,977	10,990	0.1%
Other Services/Charges	187,434	169,540	211,100	209,246	210,996	0.8%
Capital Projects	15,982	3,943	269,038	269,038	-	-100.0%
Capital Outlay	6,067	-	120,000	118,800	17,500	-85.3%
<b>Total Department</b>	<b>\$ 294,896</b>	<b>\$ 254,536</b>	<b>\$ 675,963</b>	<b>\$ 672,896</b>	<b>\$ 309,719</b>	<b>-54.0%</b>

### Personnel Summary

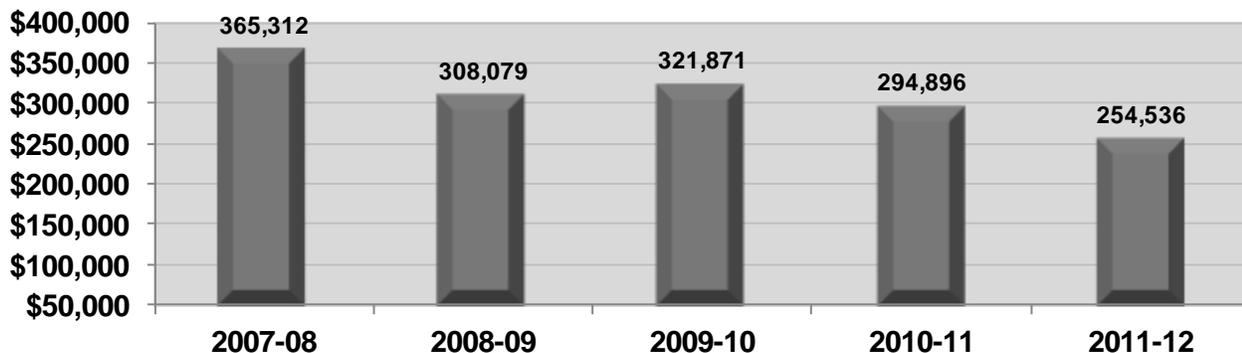
Full-Time	1	1	1	1	1
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Summary of Budget Changes

### Significant Notes – 2013-14 Budget Compared to 2012-13 Budget

There are no significant changes in the 2013-14 budget for the Service Center. Staff continues to evaluate building operations and long-range capital replacement schedules to identify potential efficiencies related to energy conservation and reduction in maintenance costs.

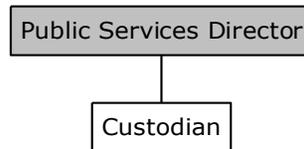
### 5-Year Operating Budget History



## Key Departmental Trends & Performance Objectives

Effective with the 2013-2014 budget, the *Key Departmental Trends* and *Performance Objectives* sections were removed from the budget document and replaced by a new performance measurement dashboard on the *City Government at a Glance* website. The performance dashboard can be viewed by either clicking on the following link: [Performance Dashboard](http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm), or copying and pasting the following location into your web browser: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2011-12</b>	<b>Approved 2012-13</b>	<b>Adopted 2013-14</b>
<u>Full-Time</u>			
Custodian	1	1	1
<b>Total Full-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

FUND 641 - MUNICIPAL SERVICE CENTER FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Building rentals	\$ 335,196	\$ 335,196	\$ 335,196	\$ 351,957
Total operating revenues	335,196	335,196	335,196	351,957
<b>Operating Expenses</b>				
Personal services	71,623	64,835	64,835	70,233
Supplies	9,430	10,990	10,977	10,990
Other charges	169,540	201,100	199,246	200,996
Reserve for contingencies	-	10,000	10,000	10,000
Total operating expenses	250,593	286,925	285,058	292,219
Net Operating Income (Loss)	84,603	48,271	50,138	59,738
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	2,169	1,000	1,000	1,000
Total non-operating revenues (expenses)	2,169	1,000	1,000	1,000
<b>Other Financing Sources (Uses)</b>				
Operating transfers in - General Fund	-	-	-	200,000
Investment in assets	-	(120,000)	(118,800)	(17,500)
Capital projects	(3,943)	(269,038)	(269,038)	-
Total other financing sources (uses)	(3,943)	(389,038)	(387,838)	182,500
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	82,829	(339,767)	(336,700)	243,238
<b>Working Capital - beginning of year</b>	851,844	934,673	934,673	597,973
<b>Working Capital - end of year</b>	\$ 934,673	\$ 594,906	\$ 597,973	\$ 841,211



**Assistant City Manager for Financial Services ..... David A. Keenan**

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## **Service Statement**

The Property and Liability Insurance Fund is an internal service fund used to account for costs associated with providing forms of property and liability insurance to the City. The primary source of expenditures to the fund is insurance premiums and claims which fall within the policy deductibles. Its primary source of revenue is cost reimbursements from the other funds within the City.



# Property & Liability Insurance

FUND 675 - PROPERTY AND LIABILITY INSURANCE FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Insurance services	\$ 542,791	\$ 544,100	\$ 542,000	\$ 530,100
Insurance surcharges	54,296	-	-	-
Insurance claims	32,897	25,000	5,000	25,000
Insurance refunds	74,513	-	81,000	66,000
Total operating revenues	704,497	569,100	628,000	621,100
<b>Operating Expenses</b>				
Property insurance	138,071	136,600	140,000	142,000
Liability insurance	322,684	333,500	330,000	337,769
Fleet insurance	69,597	72,000	82,000	83,000
Fidelity bonds	55	-	5,000	-
Deductible claims	104,415	215,000	103,000	215,000
Total operating expenses	634,822	757,100	660,000	777,769
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	69,675	(188,000)	(32,000)	(156,669)
<b>Working Capital - beginning of year</b>	1,275,046	1,344,721	1,344,721	1,312,721
<b>Working Capital - end of year</b>	\$ 1,344,721	\$ 1,156,721	\$ 1,312,721	\$ 1,156,052



**Utilities Director.....Noel Bush**  
**Wastewater Superintendant.....Kevin Babinski**

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## Service Statement

The City of Midland owns and operates a MDEQ-licensed solid waste disposal facility located at 4311 E. Ashman Street, Midland, Michigan. The Landfill provides an environmentally responsible and regulatory-compliant waste disposal site for Midland County residents and businesses. The Landfill site consists of approximately 329 acres.

As part of the natural decomposition process, the solid waste within the landfill generates landfill gas, a combination of methane, carbon dioxide and a small concentration of other chemical compounds. The methane content of the gas will be harnessed and used as a fuel for creating electricity.

A gas pipeline system is located in road right-of-ways, and easements along public roads and residential driveways, and is used for the conveyance of the methane gas from the CML to the Landfill gas to energy facility located at the City of Midland's Wastewater Treatment Plant (WWTP).

The Gas-To-Energy (GTE) facility houses two Caterpillar 3520 engine/generators capable of producing 1600 kilowatts of electricity each. This City has a long-range agreement with the Dow Chemical Company to sell all the energy the GTE facility produces.

A heat recovery system is used to supplement the heating requirement at the WWTP, reducing the need to purchase natural gas from an outside source.

## Functions

### **Gas-To-Energy Facility Maintenance**

- Maintain the facility
- Maintenance includes (2) 1.6 mega watt generators, high voltage electrical gear, heat recovery system and building
- Maintain SCADA system
- 24 hour protection

### **Gas Pipeline Maintenance**

- Maintain and inspect pipeline
- Inspect and remove condensate from manholes

### **Gas Compressor Facility Maintenance**

- Maintain equipment and facility
- Maintenance includes (2) 200 hp gas compressors
- Maintain gas conditioning equipment
- 24 hour operation

### **Gas Collection and Control System and Flare Maintenance**

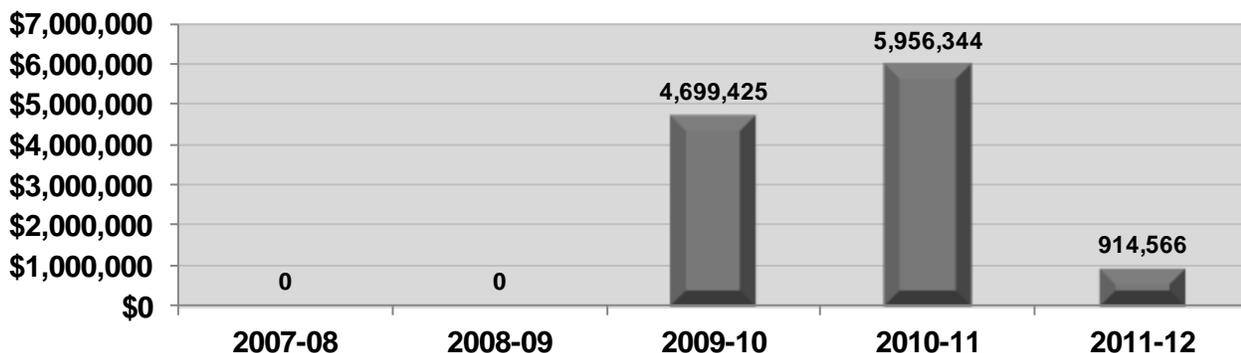
- Monitor collection wells for methane extraction
- Maintain flare unit

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Administration	\$ 41,800	\$ 41,551	\$ 67,527	\$ 70,035	\$ 70,686	0.9%
Electric generation facility	32,930	198,277	306,455	329,427	297,335	-9.7%
Pipeline-operating/maint.	607	12,105	4,264	4,351	14,796	240.1%
Gas compr & ctrl system	7,653	155,258	201,318	217,499	241,654	11.1%
Capital Outlay	-	-	200	40,000	27,500	-31.3%
Capital Projects	5,835,693	101,833	-	-	-	0.0%
Debt Service	37,661	405,542	405,385	403,618	382,015	-5.4%
Reserve for contingencies	-	-	20,000	15,000	15,000	0.0%
<b>Total Department</b>	<b>\$ 5,956,344</b>	<b>\$ 914,566</b>	<b>\$ 1,005,149</b>	<b>\$ 1,079,930</b>	<b>\$ 1,048,986</b>	<b>-2.9%</b>
Personal Services	\$ -	\$ 147,798	\$ 219,623	\$ 217,711	\$ 264,719	21.6%
Supplies	22,136	66,973	119,600	119,600	84,000	-29.8%
Other Services/Charges	60,854	192,420	260,341	299,001	290,752	-2.8%
Debt Service	37,661	405,542	405,385	403,618	382,015	-5.4%
Capital Outlay	-	-	200	40,000	27,500	-31.3%
Capital Projects	5,835,693	101,833	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 5,956,344</b>	<b>\$ 914,566</b>	<b>\$ 1,005,149</b>	<b>\$ 1,079,930</b>	<b>\$ 1,048,986</b>	<b>-2.9%</b>

## Summary of Budget Changes

### 5-Year Operating Budget History



FUND 645 - RENEWABLE ENERGY SERVICES FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Electricity sales	\$ 726,184	\$ 856,130	\$ 1,003,888	\$ 1,061,890
Total operating revenues	726,184	856,130	1,003,888	1,061,890
<b>Operating Expenses</b>				
Administration	41,550	67,527	70,035	70,686
Electric generation facility	198,278	306,455	329,427	297,335
Pipeline - operating/maintenance	12,105	4,264	4,351	14,796
Gas compressor and control system	155,258	201,318	217,499	241,654
Reserve for contingencies	-	20,000	15,000	15,000
Total operating expenses	407,191	599,564	636,312	639,471
Net Operating Income (Loss)	318,993	256,566	367,576	422,419
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	(488)	1,000	150	500
Loan principal payments	(260,845)	(260,838)	(260,838)	(245,000)
Loan interest payments	(144,697)	(144,547)	(142,780)	(137,015)
Total non-operating revenues	(406,030)	(404,385)	(403,468)	(381,515)
<b>Other Financing Sources (Uses)</b>				
Investment in assets	-	(200)	(40,000)	(27,500)
Operating transfers in	598,439	132,000	132,000	125,000
Investment in capital projects	(101,833)	-	-	-
Total other financing sources (uses)	496,606	131,800	92,000	97,500
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	409,569	(16,019)	56,108	138,404
<b>Working Capital - beginning of year</b>	(293,238)	116,331	116,331	172,439
<b>Working Capital - end of year</b>	\$ 116,331	\$ 100,312	\$ 172,439	\$ 310,843

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**Assistant City Manager for Financial Services ..... David A. Keenan**

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## Service Statement

The Special Assessment Revolving Loan Fund provides interim financing for those construction costs borne to property owners participating in the City's sidewalk, water, sewer, and street paving special assessment projects. Property owners, who elect to utilize the special assessment process to finance their portion of the project, rather than prefunding their portion of the project costs through some other means, repay the fund, plus interest, via an annual charge placed on their summer property tax bill.



# Special Assessment Revolving

FUND 688 - SPECIAL ASSESSMENT REVOLVING FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Special assessments	\$ (4,014)	\$ 51,000	\$ 50,802	\$ -
Total operating revenues	(4,014)	51,000	50,802	-
<b>Operating Expenses</b>				
Total operating expenses	-	-	-	-
Net Operating Income (Loss)	(4,014)	51,000	50,802	-
<b>Non-operating Revenues (Expenses)</b>				
Special assessment interest earnings	16,602	20,000	17,000	17,000
Investment earnings	4,330	2,000	2,000	2,000
Total non-operating revenues	20,932	22,000	19,000	19,000
<b>Other Financing Uses</b>				
Operating transfers out	(22,000)	(73,000)	(68,802)	(18,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(5,082)	-	1,000	1,000
Non-working Capital Adjustments	70,829	-	-	-
<b>Working Capital - beginning of year</b>	<u>1,856,078</u>	<u>1,921,825</u>	<u>1,921,825</u>	<u>1,922,825</u>
<b>Working Capital - end of year</b>	<u>\$ 1,921,825</u>	<u>\$ 1,921,825</u>	<u>\$ 1,922,825</u>	<u>\$ 1,923,825</u>



**Public Services Director .....Karen Murphy**

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## **Service Statement**

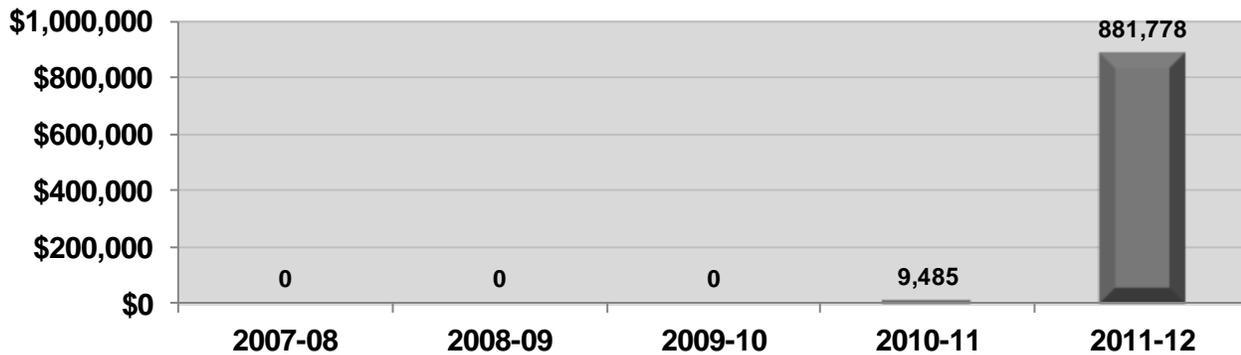
The Stores Revolving Fund is an internal service fund used to account for revenues and expenses associated with inventory items consumed by various departments and not specific to any one department. Inventoried items may include signs, signals, street materials, centralized office supplies (letterhead and envelopes) and fuel. Minor sales of salt and fuel to outside agencies is also included.

## Department at a Glance

Funding Level Summary	2010-11 Actual	2011-12 Actual	Adjusted 2012-13 Budget	Estimated 2012-13 Budget	Adopted 2013-14 Budget	% of Change
Equipment Maintenance	\$ 9,485	\$ 881,778	\$ -	\$ 917,980	\$ 927,181	1.0%
<b>Total Department</b>	<b>\$ 9,485</b>	<b>\$ 881,778</b>	<b>\$ -</b>	<b>\$ 917,980</b>	<b>\$ 927,181</b>	<b>1.0%</b>
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Supplies	-	-	-	-	-	0.0%
Other Services/Charges	9,485	881,778	-	917,980	927,181	1.0%
Capital Outlay	-	-	-	-	-	0.0%
Operating Transfers Out	-	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 9,485</b>	<b>\$ 881,778</b>	<b>\$ -</b>	<b>\$ 917,980</b>	<b>\$ 927,181</b>	<b>1.0%</b>

## Summary of Budget Changes

### 5-Year Operating Budget History



FUND 631 - STORES REVOLVING FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Gas and oil sales	\$ 968,939	\$ -	\$ 1,011,625	\$ 1,041,973
Total operating revenues	968,939	-	1,011,625	1,041,973
<b>Operating Expenses</b>				
Other charges	881,778	-	917,980	927,181
Total operating expenses	881,778	-	917,980	927,181
Net Operating Income	87,161	-	93,645	114,792
<b>Non-operating Revenues (Expenses)</b>				
Miscellaneous revenues	1,398	-	2,293	2,300
Total non-operating revenues (expenses)	1,398	-	2,293	2,300
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	88,559	-	95,938	117,092
<b>Working Capital - beginning of year</b>	103,168	191,727	191,727	287,665
<b>Working Capital - end of year</b>	\$ 191,727	\$ 191,727	\$ 287,665	\$ 404,757

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**Debt Service Fund**

*for the Fiscal Year Ending June 30, 2014*

**Debt Service Fund  
Schedule of Debt Requirements**

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## **Service Statement**

The Debt Service Fund is used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources.

**FUND 301 - DEBT SERVICE FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
**Fiscal Year Ending June 30, 2014**

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes	\$ 628,063	\$ 639,623	\$ 635,659	\$ 649,500
Industrial facilities taxes	30,733	30,207	27,195	30,139
Transfer in - General Fund	1,808,152	1,810,424	1,817,400	1,820,059
Investment earnings	2,053	-	-	-
<b>Total revenues</b>	<b>2,469,001</b>	<b>2,480,254</b>	<b>2,480,254</b>	<b>2,499,698</b>
<b>Expenditures</b>				
Debt service - principal	1,000,000	1,040,000	1,040,000	1,085,000
Debt service - interest	618,063	581,813	581,813	544,124
Agent fees	150	150	150	150
Tax roll adjustments	30	-	-	-
Transfer out - Wastewater Fund	850,758	858,291	858,291	870,424
<b>Total expenditures</b>	<b>2,469,001</b>	<b>2,480,254</b>	<b>2,480,254</b>	<b>2,499,698</b>
Excess of Revenues Over (Under) Expenditures	-	-	-	-
<b>Fund Balance - beginning of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance - end of year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## SCHEDULE OF DEBT REQUIREMENTS (PRINCIPAL AND INTEREST)

	MATURITY	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Debt Service Fund</b>						
2008 Judgement Bonds	05/01/23	\$ 1,629,113	\$ 1,630,713	\$ 1,630,513	\$ 1,628,513	\$ 1,628,188
<b>Wastewater Fund</b>						
2001 Sewer SRF Bonds (Note 2)	04/01/22	317,976	316,602	315,101	318,477	316,601
2005 Sewer Refunding Bonds (Note 1)	05/01/21	1,132,455	1,131,330	1,128,220	1,128,510	1,131,973
Total Wastewater Fund		1,450,431	1,447,932	1,443,321	1,446,987	1,448,574
<b>Water Fund</b>						
2012 Saginaw-Midland Refunding Bonds	09/01/20	700,360	748,581	746,674	732,756	205,512
2006 Saginaw-Midland Revenue Bonds	09/01/13	45,125	-	-	-	-
2009 Saginaw-Midland Refunding Bonds	09/01/16	414,483	411,972	413,009	426,977	-
Total Water Fund		1,159,968	1,160,553	1,159,683	1,159,733	205,512
<b>Civic Arena Fund</b>						
2004 Limited Tax GO Bonds	05/01/14	181,563	-	-	-	-
2012 Limited Tax GO Refunding Bond Issu	05/01/30	162,593	342,187	349,825	351,888	348,167
Total Civic Arena Fund		344,156	342,187	349,825	351,888	348,167
<b>Renewable Energy Fund</b>						
2010 Renewable Energy SRF Bonds	10/01/30	380,063	383,813	382,375	380,813	379,125
Sanitary Landfill - interfund loan	06/30/31	22,910	22,910	22,910	22,910	22,910
Total Renewable Energy Fund		402,973	406,723	405,285	403,723	402,035
<b>Total Debt</b>		<b>\$ 4,986,640</b>	<b>\$ 4,988,108</b>	<b>\$ 4,988,627</b>	<b>\$ 4,990,844</b>	<b>\$ 4,032,476</b>

## SCHEDULE OF DEBT REQUIREMENTS (PRINCIPAL AND INTEREST)

	MATURITY	2018-19	2019-20	2020-21	2021-22	THEREAFTER
<b>Debt Service Fund</b>						
2008 Judgement Bonds	05/01/23	\$ 1,625,800	\$ 1,621,350	\$ 1,618,125	\$ 1,617,562	\$ 1,612,594
<b>Wastewater Fund</b>						
2001 Sewer SRF Bonds (Note 2)	04/01/22	314,602	317,477	315,102	311,665	-
2005 Sewer Refunding Bonds (Note 1)	05/01/21	1,128,373	1,132,873	1,130,028	-	-
Total Wastewater Fund		1,442,975	1,450,350	1,445,130	311,665	-
<b>Water Fund</b>						
2012 Saginaw-Midland Refunding Bonds	09/01/20	199,930	194,349	186,477	-	-
2006 Saginaw-Midland Revenue Bonds	09/01/13	-	-	-	-	-
2009 Saginaw-Midland Refunding Bonds	09/01/16	-	-	-	-	-
Total Water Fund		199,930	194,349	186,477	-	-
<b>Civic Arena Fund</b>						
2004 Limited Tax GO Bonds	05/01/14	-	-	-	-	-
2012 Limited Tax GO Refunding Bond Issu	05/01/30	348,848	348,825	358,075	356,450	2,852,835
Total Civic Arena Fund		348,848	348,825	358,075	356,450	2,852,835
<b>Renewable Energy Fund</b>						
2010 Renewable Energy SRF Bonds	10/01/30	382,250	380,188	382,938	380,500	3,427,877
Sanitary Landfill - interfund loan	06/30/31	22,910	22,910	22,910	22,910	206,075
Total Renewable Energy Fund		405,160	403,098	405,848	403,410	3,633,952
<b>Total Debt</b>		<b>\$ 4,022,713</b>	<b>\$ 4,017,972</b>	<b>\$ 4,013,655</b>	<b>\$ 2,689,087</b>	<b>\$ 8,099,381</b>

**NOTE 1:**

The 2005 Sewer Refunding Bonds were issued to refund \$9,025,000 of the 2001 Sewer Bonds in September, 2005. The 2001 Bonds matured in May 2011. The 2005 Bonds will be funded 40% by sewer service fees and 60% by debt tax levy.

**NOTE 2:**

The 2001 Sewer SRF Bonds were issued in December, 2001, and are to be funded 40% by sewer services fees and 60% by debt tax levy.

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## **Trends and Summaries**

*for the Fiscal Year Ending June 30, 2014*

**Net Cost of Certain Departments**

**Budget Consolidation**

**General Fund Revenue and Expenditures by Function**

**Capital Purchases and Projects**

**Authorized Employees by Fiscal Year**

**Comparative Tax Rates per \$1,000 of Taxable Value**

**Combined Tax Rates Per \$1,000 of Taxable Value**

**Schedule of Taxable Values**

**2013 Ten Largest Taxpayers**

**Constitutional Tax Limitations**

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# Net Cost of Certain Departments

## FUND 101 - GENERAL FUND NET COST OF CERTAIN DEPARTMENTS Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Building</b>				
Licenses and permits	\$ 460,963	\$ 381,300	\$ 346,400	\$ 330,300
Expenditures				
Personal services	627,565	709,189	683,951	725,746
Supplies	7,892	14,300	12,295	15,550
Other charges	29,896	33,699	31,899	33,881
Total expenditures	<u>665,353</u>	<u>757,188</u>	<u>728,145</u>	<u>775,177</u>
Net cost of department	<u>\$ 204,390</u>	<u>\$ 375,888</u>	<u>\$ 381,745</u>	<u>\$ 444,877</u>
<b>Cemetery</b>				
Charges for services	\$ 101,267	\$ 90,000	\$ 90,000	\$ 90,000
Expenditures				
Personal services	249,778	274,667	257,866	275,521
Supplies	24,006	21,730	26,621	24,539
Other charges	58,781	73,922	65,427	51,290
Capital outlay	-	-	8,000	27,000
Total expenditures	<u>332,565</u>	<u>370,319</u>	<u>357,914</u>	<u>378,350</u>
Net cost of department	<u>\$ 231,298</u>	<u>\$ 280,319</u>	<u>\$ 267,914</u>	<u>\$ 288,350</u>
<b>Plymouth Pool</b>				
Use and admission fees	\$ 100,757	\$ 71,000	\$ 74,000	\$ 76,000
Expenditures				
Personal services	74,466	70,204	74,297	73,784
Supplies	26,332	29,360	29,360	29,360
Other charges	36,861	50,330	52,873	48,183
Capital outlay	11,105	-	-	-
Total expenditures	<u>148,764</u>	<u>149,894</u>	<u>156,530</u>	<u>151,327</u>
Net cost of department	<u>\$ 48,007</u>	<u>\$ 78,894</u>	<u>\$ 82,530</u>	<u>\$ 75,327</u>



# Net Cost of Certain Departments

FUND 101 - GENERAL FUND  
NET COST OF CERTAIN DEPARTMENTS  
Fiscal Year Ending June 30, 2014

	2011-12	2012-13		2013-14
	Actual	Budget	Estimate	Adopted
<b>Other Recreation Programs</b>				
Use and admission fees	\$ 165,243	\$ 175,450	\$ 177,553	\$ 166,850
Expenditures				
Personal services	407,897	453,927	445,719	446,080
Supplies	56,543	44,083	44,008	43,500
Other charges	103,211	100,316	104,333	118,281
Capital outlay	20,207	39,173	39,173	210,000
Total expenditures	587,858	637,499	633,233	817,861
Net cost of department	\$ 422,615	\$ 462,049	\$ 455,680	\$ 651,011
(Includes: Recreation, Summer Programs, and Winter Programs)				
<b>Airport</b>				
Airport revenue	\$ 322,288	\$ 287,860	\$ 280,840	\$ 282,500
Expenditures				
Personal services	7,587	12,146	12,146	12,393
Supplies	7,118	8,700	8,700	8,900
Other charges	375,572	345,580	351,080	353,759
Capital outlay	39,517	22,874	22,874	15,000
Total expenditures	429,794	389,300	394,800	390,052
Net cost of department	\$ 107,506	\$ 101,440	\$ 113,960	\$ 107,552

## BUDGET CONSOLIDATION

Fund	2009-10	2010-11	2011-12	2012-13	2013-14 Adopted
General	\$ 37,049,931	\$ 37,046,585	\$ 38,716,993	\$ 39,699,704	\$ 40,722,206
Major Street	5,302,149	4,118,475	9,608,242	5,701,791	5,533,280
Local Street	2,515,717	2,717,158	2,757,461	3,188,234	2,822,717
Center City Authority	-	-	-	-	13,000
Storm Water Management	646,425	609,901	739,191	851,092	693,246
Grace A. Dow Library	3,966,157	3,829,298	3,750,052	3,767,701	3,833,912
CDBG	276,060	373,320	535,454	430,715	404,465
Special Activities	83,400	80,070	56,540	118,535	152,798
Housing	167,000	202,000	200,000	264,800	264,800
Dial-A-Ride	2,035,002	1,853,331	1,802,909	1,838,401	2,013,017
Midland Community Television	520,125	509,710	554,076	594,128	640,240
DDA	450,490	406,724	465,803	527,118	552,788
Debt Service	2,453,301	2,460,907	2,468,971	2,480,254	2,499,698
Civic Arena	1,951,670	1,801,680	1,658,172	1,288,377	1,312,230
Landfill	6,208,080	4,056,982	2,839,671	2,971,195	4,505,993
Washington Woods	1,396,981	1,365,521	1,397,094	1,386,697	1,432,613
Riverside Place	1,340,454	1,366,255	1,497,893	1,564,556	1,441,723
Currie Municipal Golf Course	1,670,915	1,254,440	1,287,558	1,327,834	1,296,038
Parking	144,481	146,085	159,773	158,463	156,774
Wastewater	6,750,322	6,528,868	6,454,746	6,593,460	6,659,094
Water	13,114,127	10,395,515	9,844,128	10,171,482	10,902,603
Stores Revolving	-	-	-	-	927,181
Information Services - Operations	1,712,824	1,405,498	1,283,232	1,287,905	1,336,083
Information Services - Computer Rental	171,650	182,260	-	-	-
Geographic Information Systems	546,238	354,977	303,490	746,799	-
Equipment Revolving	3,978,510	3,872,228	4,783,155	4,318,902	4,465,447
Municipal Service Center	617,616	572,683	548,456	560,888	309,719
Municipal Service Annex	23,744	23,609	21,614	22,459	22,269
Renewable Energy Services	-	273,589	885,000	989,149	1,048,986
Property/Liability Insurance	896,830	853,391	797,564	757,100	777,769
Special Assessment Revolving	120,000	123,000	108,485	73,000	18,000
Health Insurance	10,712,000	10,800,000	9,257,000	9,441,900	8,889,200
Subtotal	<u>106,822,199</u>	<u>99,584,060</u>	<u>104,782,723</u>	<u>103,122,639</u>	<u>105,647,889</u>
Eliminations:					
Interfund Transfers	7,040,843	6,160,575	7,127,286	7,908,550	8,192,675
Administrative Charges	2,529,720	2,424,626	2,347,966	2,124,657	2,098,117
Building/Equipment Rental	4,513,291	4,263,855	4,178,946	4,010,802	4,243,099
Information Services Charges	1,476,542	1,367,197	1,343,520	1,334,740	1,334,280
Insurance Charges	11,385,830	10,413,940	9,594,010	9,219,600	8,772,150
Total Eliminations	<u>26,946,226</u>	<u>24,630,193</u>	<u>24,591,728</u>	<u>24,598,349</u>	<u>24,640,321</u>
Consolidated Budget	<u>\$ 79,875,973</u>	<u>\$ 74,953,867</u>	<u>\$ 80,190,995</u>	<u>\$ 78,524,290</u>	<u>\$ 81,007,568</u>



# General Fund Revenue & Expenditures by Function

## FUND 101 - GENERAL FUND REVENUE AND EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2014

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
	Actual									
<b>Revenues</b>										
Property taxes	\$ 28,265,786	\$ 31,234,500	\$ 24,018,429	\$ 23,893,233	\$ 31,421,804	\$ 29,139,238	\$ 25,755,270	\$ 28,649,124	\$ 28,271,231	\$ 30,502,306
Licenses and permits	511,525	479,135	453,306	475,752	435,488	534,831	510,956	404,246	645,526	505,260
Intergovernmental	3,986,539	3,770,404	3,725,852	3,816,536	3,586,114	3,536,463	3,448,716	3,077,230	3,152,608	3,255,907
Charges for services	1,489,584	1,557,862	1,564,170	1,629,310	1,734,615	1,797,214	2,181,112	2,375,724	2,297,249	2,261,038
Use and admission fees	639,979	769,802	793,646	179,854	190,969	179,457	203,733	202,759	256,398	266,000
Investment earnings	896,991	833,946	1,172,730	2,192,801	2,687,964	1,682,234	420,150	76,633	49,917	32,874
Other revenue	550,240	949,326	892,755	791,976	935,303	1,254,106	1,069,393	1,336,307	1,750,345	1,496,845
Interfund transfers	39,520	241,266	23,738	214,364	22,757	54,414	80,183	121,268	185,025	86,919
Bond issue proceeds	-	-	-	-	-	-	17,677,757	-	-	-
From (To) fund balance	(3,469,607)	(3,023,559)	7,121,519	2,852,678	4,155,462	8,680,887	18,426,587	(647,558)	97,560	(1,448,573)
	<u>\$ 32,910,557</u>	<u>\$ 36,812,682</u>	<u>\$ 39,766,145</u>	<u>\$ 36,046,504</u>	<u>\$ 45,170,476</u>	<u>\$ 46,858,844</u>	<u>\$ 69,773,857</u>	<u>\$ 35,595,733</u>	<u>\$ 36,705,859</u>	<u>\$ 36,958,576</u>
<b>Expenditures</b>										
General government	\$ 3,957,102	\$ 4,269,394	\$ 4,260,636	\$ 4,418,846	\$ 4,435,793	\$ 4,705,551	\$ 5,972,261	\$ 5,655,347	\$ 5,543,351	\$ 5,601,123
Public safety	9,027,669	9,534,824	10,904,984	11,725,041	12,234,339	12,713,443	14,825,441	14,938,780	15,811,053	15,179,154
Public works	1,948,951	2,023,356	2,026,257	1,943,460	2,044,430	2,278,585	2,601,674	3,073,061	2,826,649	2,712,558
Sanitation	2,001,409	2,094,872	2,094,429	2,346,672	2,209,944	2,338,538	2,500,680	2,480,790	2,491,424	2,542,658
Parks and recreation	3,402,859	3,595,215	3,819,888	3,410,226	3,491,779	3,564,528	4,213,868	4,073,650	4,323,504	5,000,104
Airports	160,330	184,629	201,403	176,711	321,351	316,207	309,191	285,333	326,474	429,794
Other functions	8,420,785	8,406,412	10,560,488	6,447,071	14,958,199	18,366,909	35,228,260	698,799	783,002	1,219,995
Interfund transfers	3,991,452	6,703,980	5,898,060	5,578,477	5,474,641	2,575,083	4,122,482	4,389,973	4,600,402	4,273,190
	<u>\$ 32,910,557</u>	<u>\$ 36,812,682</u>	<u>\$ 39,766,145</u>	<u>\$ 36,046,504</u>	<u>\$ 45,170,476</u>	<u>\$ 46,858,844</u>	<u>\$ 69,773,857</u>	<u>\$ 35,595,733</u>	<u>\$ 36,705,859</u>	<u>\$ 36,958,576</u>



# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2013-14 BUDGET

	<u>2013-14 Adopted</u>
<b>GENERAL FUND</b>	
<b>GENERAL GOVERNMENT</b>	
<b>CITY HALL</b>	
Sinking fund for City Hall study-long term maintenance	\$ 10,000
Pneumatic temperature control w/computer control components	35,000
Council Chamber improvements	15,000
<b>TOTAL CITY HALL</b>	<u>\$ 60,000</u>
<b>PUBLIC SAFETY</b>	
<b>Fire</b>	
<i>Fire Fighting</i>	
Bathroom renovation - Station 1	\$ 40,000
Nederman drop - direct exhaust out of building	8,000
SCBA replacement	150,000
Radio replacement - Year 2 of 3	9,700
<b>Planning</b>	
Printer/copier/scanner - blueprint machine	15,000
<b>TOTAL PUBLIC SAFETY</b>	<u>\$ 222,700</u>
<b>PUBLIC WORKS/SANITATION</b>	
<b>Engineering</b>	
Nuclear density gauge	\$ 6,000
Survey grade GPS receiver	18,000
<b>Signs and Signals</b>	
Miovision camera	9,500
<b>TOTAL PUBLIC WORKS/SANITATION</b>	<u>\$ 33,500</u>
<b>PARKS AND RECREATION</b>	
<b>Parks</b>	
Plymouth North parking lot paving - Multi-year	\$ 15,000
Stratford Woods trail system - Multi-year	20,000
Dog Park parking lot - Multi-year	15,000
Chippewassee Park asphalt path - Multi-year	20,000
<b>Recreation</b>	
Infield restoration - 2 fields	10,000
<b>Cemetery</b>	
Cemetery road construction	27,000
<b>TOTAL PARKS AND RECREATION</b>	<u>\$ 107,000</u>
<b>BARSTOW AIRPORT</b>	
Terminal apron reconstruction	<u>\$ 15,000</u>



# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2013-14 BUDGET

	2013-14 Adopted
<b>GENERAL CONSTRUCTION</b>	
Currie Stadium maintenance	\$ 200,000
Sidewalk startup for 2013-14	10,000
Downtown paver repairs	50,000
Engineering deposits	75,000
Way-finding sign maintenance	15,000
	<u>\$ 350,000</u>
<b>TOTAL GENERAL FUND</b>	<u>\$ 788,200</u>
<b>MAJOR STREET FUND</b>	
Abbott Road: Eastlawn to Ashman	\$ 20,000
Airport Road Bridge over Sturgeon Creek	97,000
Ashman Street: Cambridge to Swede	251,000
Contributed capital projects	50,000
Cook & Tittabawassee River Road: Whiting to East	93,000
Ditch cleaning	50,000
Jefferson @ Wackerly intersection improvement	60,000
Jefferson Avenue: US-10 to Joe Mann	100,000
Mark Putnam Bridge (Poseyville over Tittabawassee)	106,000
Non-Motorized improvements	15,000
Patrick @ Swede (New Traffic Signal)	45,000
Preliminary engineering	20,000
Rodd Street: Main to Buttles	145,000
Saginaw @ St. Andrews (new traffic signal)	50,000
Surface treatment and crack sealing	300,000
Traffic sign upgrade	35,000
Traffic signal upgrade	30,000
US-10 Roundabout	15,000
Washington Street: Patrick to Ashman	412,000
	<u>\$ 1,894,000</u>
<b>LOCAL STREET FUND</b>	
Cambridge Street: St. Andrews to Boston	\$ 234,000
Contributed capital projects	50,000
Curb replacement and pavement patching	200,000
Elgin Street: Adelaide to Noeske	123,000
Lingle Lane - Nelson to Manor	10,000
Noeske Street: Baker to Elgin	59,000
Partridge Street: Wackerly to Woodbridge	280,000
Surface treatment and crack sealing	400,000
	<u>\$ 1,356,000</u>
<b>STORM WATER UTILITY FUND</b>	
Root cutter	\$ 8,000
Catch basin lead replacements	25,000
Drain outlet rehabilitation	60,000
	<u>\$ 93,000</u>
<b>DIAL-A-RIDE FUND</b>	
Busses - grant funded	<u>\$ 198,452</u>



# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2013-14 BUDGET

	2013-14 Adopted
<b>MIDLAND COMMUNITY TELEVISION</b>	
Field Cameras (5)	\$ 25,000
Non-linear editor	8,000
Network video storage	30,000
Audio/Video equipment in Council Chambers	25,000
	<u>\$ 88,000</u>
<b>CIVIC ARENA FUND</b>	
Future capital needs	<u>\$ 20,000</u>
<b>LANDFILL FUND</b>	
Infrastructure improvements	\$ 30,000
Seeding/erosion control	10,000
Equipment shelter	100,000
Garbage compactor	950,000
Mechanic service vehicle	30,000
Portable fencing	20,000
Waste oil tanks	10,000
Pumping equipment	8,000
Radio equipment	5,000
Sewer lift station	400,000
Gas collection & control system expansion	50,000
	<u>\$ 1,613,000</u>
<b>WASHINGTON WOODS FUND</b>	
Asphalt/resurface front parking lot	\$ 6,000
AC unit for main kitchen	6,000
	<u>\$ 12,000</u>
<b>RIVERSIDE PLACE FUND</b>	
Entrance door	\$ 10,000
Tractor - net of trade in of \$6,500	1,600
	<u>\$ 11,600</u>
<b>GOLF COURSE FUND</b>	
Equipment lift/hoist	\$ 6,000
Sod Cutter	5,000
Trencher	7,000
Gas grill/portable bar	5,500
	<u>\$ 23,500</u>
<b>WASTEWATER FUND</b>	
Security lighting replacements	\$ 15,000
Lintel (garage)	20,000
Centrifugal pump	28,000
Gear boxes	20,000
Hand rails	20,000
Power washer	7,500
Sewage valves	20,000
Sludge boxes (2)	15,000
Spot lining equipment	5,000



# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2013-14 BUDGET

	2013-14 Adopted
<b>WASTEWATER FUND (cont'd)</b>	
Waste pump	\$ 25,000
WWTP - submersible pump	15,000
WWTP PLC equipment	30,000
CITI works - GIS equipment	15,000
Pump stations - telemetry	6,500
Sewer repairs/linings	150,000
Manhole rehabilitation	100,000
Plant improvements	250,000
Sewer rehabilitation - Eastlawn to Patrick	350,000
	<u>\$ 1,092,000</u>
<b>WATER FUND</b>	
WD-Pipe yard area paving	\$ 35,000
WTP-Building restoration	40,000
WTP-Security measures	32,360
WD-Compactor attachment	8,700
WD-Hydraulic impact breaker	14,000
WD-Pipe locator	8,000
WD-Shelving, new storage building	14,000
WTP-Raw water flow meters	72,820
WTP-Radio communication replacement	30,000
WD-New water services	150,000
Elgin Street: Adelaide to Noeske	143,000
Noeske Street: Elgin to Baker	45,000
Wallen Street: Lancaster to Kentwood	229,000
WTP-Bulk chemical storage replacement	234,640
WTP-Filter clean well rehabilitation	80,910
WTP-Repump VFD changeover	161,820
WTP-Valley drive reservoir repair	30,000
	<u>\$ 1,329,250</u>
<b>INFORMATION SERVICES - OPERATIONS FUND</b>	
Aerial photography	\$ 5,000
GIS hardware	10,000
Wide area network	50,000
City website overhaul	50,000
	<u>\$ 115,000</u>
<b>EQUIPMENT REVOLVING FUND</b>	
Car hoist	\$ 15,000
Diesel exhaust fuel dispenser	30,000
Admin car - Building (2)	32,000
Small dump truck - Parks (2)	130,000
Dump/blade truck - DPS (2)	340,000
Dump/tandem truck - DPS	190,000
Patrol cars - Police (3)	84,000
Pickup truck - Parks (2)	60,000
Pickup truck - Wastewater	22,000
Pickup truck - Water (2)	44,000
Sweeper - DPS	230,000



# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2013-14 BUDGET

	2013-14 Adopted
<b>EQUIPMENT REVOLVING FUND (cont'd)</b>	
Tractor - Parks (2)	\$ 110,000
Trailer - DPS	15,000
Truck - Fire	175,000
Van - Parks	27,000
Van - Water	27,000
	<u>\$ 1,531,000</u>
<b>MUNICIPAL SERVICE CENTER FUND</b>	
Carbon monoxide monitor	\$ 10,000
Pressure washer	7,500
	<u>\$ 17,500</u>
<b>MUNICIPAL SERVICE ANNEX FUND</b>	
Future capital needs	<u>\$ 4,000</u>
<b>RENEWABLE ENERGY SERVICES</b>	
GTE-building air louvers	\$ 7,500
Methane analyzer	20,000
	<u>\$ 27,500</u>
<b>TOTAL ALL FUNDS</b>	<u><u>\$ 10,214,002</u></u>



# Authorized Employees by Fiscal Year

## AUTHORIZED EMPLOYEES BY FISCAL YEAR

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
<b><u>FULL-TIME EMPLOYEES</u></b>							
<b>General Fund:</b>							
General Government							
<i>City Manager</i>	4	4	4	3	4	2	2
<i>City Clerk</i>	4	4	4	4	4	4	4
<i>City Treasurer</i>	6	6	4	4	4	4	4
<i>Assessing</i>	5	5	5	4	4	4	4
<i>City Attorney</i>	3	3	3	3	3	3	3
<i>Finance</i>	8	8	8	8	8	8	8
<i>Human Resources/Risk Management</i>	5	4	4	4	4	4	4
<i>Purchasing</i>	1	1	1	1	1	1	1
Public Safety							
<i>Police</i>	51	51	51	50	50	50	50
<i>Fire</i>	46	46	46	46	46	46	46
<i>Building Inspection</i>	7	7	6	6	6	6	6
<i>Planning</i>	6	6	4	4	4	4	4
Public Works							
<i>Engineering</i>	15	15	14	12	12	12	12
<i>Public Services</i>	44	43	39	38	36	35	35
Parks and Recreation	34	34	29	25	26	26	26
<b>TOTAL GENERAL FUND</b>	<b>239</b>	<b>237</b>	<b>222</b>	<b>212</b>	<b>212</b>	<b>209</b>	<b>209</b>
<b>Other Funds:</b>							
Grace A. Dow Library	23	21	20	19	19	18	18
Downtown Development Authority	1	1	1	0	0	0	1
Dial-A-Ride	6	6	6	6	5	5	5
Civic Arena	-	-	2	2	2	2	2
Landfill	8	9	9	9	9	9	10
Senior Housing							
<i>Washington Woods</i>	7	7	6	6	6	6	6
<i>Riverside Place</i>	6	6	6	6	6	6	6
Currie Municipal Golf Course	1	3	4	7	7	7	7
Wastewater	22	22	20	20	20	20	20
Water	36	36	35	34	34	33	33
Midland Community Television	3	3	3	3	3	3	3
Equipment Revolving	15	15	15	15	15	15	13
Municipal Service Center	1	1	1	1	1	1	1
Information Services - Operations	6	6	6	6	6	5	5
Geographic Information Systems	2	2	2	1	1	0	0
<b>TOTAL FULL-TIME EMPLOYEES</b>	<b>376</b>	<b>375</b>	<b>358</b>	<b>347</b>	<b>346</b>	<b>339</b>	<b>339</b>
<b><u>PART-TIME EMPLOYEES</u></b>							
Grace A. Dow Library	35	36	33	33	33	33	33
Dial-A-Ride	33	33	32	32	32	32	32
Crossing Guards	18	17	17	14	14	12	12
Other	23	24	25	27	25	25	24
<b>TOTAL PART-TIME EMPLOYEES</b>	<b>109</b>	<b>110</b>	<b>107</b>	<b>106</b>	<b>104</b>	<b>102</b>	<b>101</b>



# Comparative and Combined Tax Rates

## COMPARATIVE TAX RATES PER \$1,000 OF TAXABLE VALUE

<u>FISCAL YEAR</u>	<u>OPERATING</u>	<u>DEBT SERVICE</u>	<u>ACT 345 PENSION</u>	<u>TOTAL MILLAGE</u>
2013-14	13.58	0.28	1.22	15.08
2012-13	13.41	0.29	1.09	14.79
2011-12	13.44	0.29	1.06	14.79
2010-11	13.67	0.27	0.00	13.94
2009-10	13.67	0.27	0.00	13.94
2008-09	12.70	0.29	0.00	12.99
2007-08	12.00	0.24	0.00	12.24
2006-07	11.87	0.23	0.00	12.10
2005-06	9.17	0.62	0.00	9.79
2004-05	9.23	0.64	0.00	9.87

## COMBINED TAX RATES PER \$1,000 OF TAXABLE VALUE

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>HOMESTEAD PROPERTY</b>					
City of Midland	13.9400	13.9400	14.7900	14.7900	15.0800
Midland Public Schools	2.7890	2.7091	2.0909	1.9499	
Midland County	8.8355	8.8855	8.8355	8.8355	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	2.6756	2.6756	2.6756	2.6756	
Total Homestead Property	<u>36.2828</u>	<u>36.2529</u>	<u>36.4347</u>	<u>36.2937</u>	<u>15.0800</u>
<b>NON-HOMESTEAD PROPERTY</b>					
City of Midland	13.9400	13.9400	14.7900	14.7900	15.0800
Midland Public Schools	18.5000	18.5000	18.5000	18.0000	
Midland County	8.8355	8.8855	8.8355	8.8355	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	2.6756	2.6756	2.6756	2.6756	
Total Non-Homestead Property	<u>51.9938</u>	<u>52.0438</u>	<u>52.8438</u>	<u>52.3438</u>	<u>15.0800</u>



# Schedule of Taxable Values

## SCHEDULE OF TAXABLE VALUES (IN \$1,000's)

	2004	2005	2006	2007	2008
<b>BY PROPERTY TYPE</b>					
<i>Real Property</i>					
Residential	\$ 887,351	\$ 921,024	\$ 956,874	\$ 985,928	\$ 971,965
Commercial	239,002	248,086	261,932	275,311	277,831
Industrial	890,760	878,202	900,623	852,016	428,969
Total Real	<u>2,017,113</u>	<u>2,047,312</u>	<u>2,119,429</u>	<u>2,113,255</u>	<u>1,678,765</u>
<i>Personal Property</i>					
Commercial	62,176	57,139	64,269	70,904	64,475
Industrial	326,668	308,666	307,200	309,577	329,777
Utility	19,232	18,924	19,021	31,466	18,928
Total Personal	<u>408,076</u>	<u>384,729</u>	<u>390,490</u>	<u>411,947</u>	<u>413,180</u>
Total Real & Personal	<u>\$ 2,425,189</u>	<u>\$ 2,432,041</u>	<u>\$ 2,509,919</u>	<u>\$ 2,525,202</u>	<u>\$ 2,091,945</u>
<b>BY TAXPAYER CLASS</b>					
Residential	\$ 887,351	\$ 921,024	\$ 956,874	\$ 985,928	\$ 971,965
Commercial	301,178	305,225	326,201	346,215	342,306
Industrial and Utility	1,236,660	1,205,792	1,226,844	1,193,059	777,674
Total	<u>\$ 2,425,189</u>	<u>\$ 2,432,041</u>	<u>\$ 2,509,919</u>	<u>\$ 2,525,202</u>	<u>\$ 2,091,945</u>

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	2009	2010	2011	2012	2013
<b>BY PROPERTY TYPE</b>					
<i>Real Property</i>					
Residential	\$ 979,020	\$ 951,563	\$ 952,144	\$ 958,884	\$ 959,610
Commercial	297,392	316,006	327,111	330,886	333,111
Industrial	437,613	611,163	638,920	257,136	274,004
Total Real	<u>1,714,025</u>	<u>1,878,732</u>	<u>1,918,175</u>	<u>1,546,906</u>	<u>1,566,725</u>
<i>Personal Property</i>					
Commercial	61,052	56,320	84,526	64,107	62,857
Industrial	362,793	346,800	337,446	565,978	670,525
Utility	20,114	21,256	22,714	24,785	25,596
Total Personal	<u>443,959</u>	<u>424,376</u>	<u>444,686</u>	<u>654,870</u>	<u>758,978</u>
Total Real & Personal	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>
<b>BY TAXPAYER CLASS</b>					
Residential	\$ 979,020	\$ 951,563	\$ 952,144	\$ 958,884	\$ 959,610
Commercial	358,444	372,326	411,637	394,993	395,968
Industrial and Utility	820,520	979,219	999,080	847,899	970,125
Total	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>



## 2013 Ten Largest Taxpayers

### 2013 Ten Largest Taxpayers

<u>Name</u>	<u>Taxable Value</u>	<u>% of City Total</u>
Dow Chemical/Dow Agrosciences	\$ 467,599,988	20.11%
Midland Cogeneration Venture	220,504,000	9.48%
Dow Corning	134,835,600	5.80%
Styron LLC	34,146,100	1.47%
Consumers Energy Company	24,291,109	1.04%
Dow Business Services LLC	17,975,800	0.77%
Midland Mall LLC	17,546,613	0.75%
Cabot Corporation	11,742,800	0.50%
Midland Country Club	10,209,400	0.44%
H Hotel	8,680,469	0.37%
Total	<u>\$ 947,531,879</u>	<u>40.74%</u>
City of Midland Total	\$ 2,325,703,249	

The above values represent 40.74% of the total 2013 taxable value of the City of Midland as of December 31, 2012 totaling \$2,325,703,249. The Individual values are for real and personal property owned by the designated taxpayer, but not including industrial facilities taxable amounts.

The information furnished is from sources believed to be reliable. No guarantee is made as to the accuracy thereof and it is submitted subject to error, omissions, changes or withdrawal without notice.

## City of Midland Rollback Provisions – 2013 Assessment Year for 2013-2014 Fiscal Year

### **Headlee Rollback (Constitution, Art 9, Sec 31 and 211.34d M.C.L.)**

If the taxable valuation (TV) of property excluding the value of new construction and improvements, increases by a larger percentage than the increase in the General Price Level (as measured by the annual average of the United States Consumer Price Index for all urban consumers) from the previous year, the maximum authorized rate (operating millage rate) applied shall be reduced to yield the same gross revenue from existing property, adjusted for changes in the General Price Level.

The 2013 Millage Reduction Formula (MRF) is calculated as:

$$2013 \text{ MRF} = \frac{(\text{Total } 2012 \text{ TV} - 2012 \text{ Losses TV}) \times \text{Inflation Rate Multiplier}}{\text{Total } 2013 \text{ Taxable} - 2013 \text{ Additions TV}}$$

$$2013 \text{ MRF} = \frac{(2,201,777,715 - 36,203,801) \times 1.024}{2,325,703,249 - 213,190,428}$$

$$2013 \text{ MRF} = \frac{2,165,573,914 \times 1.024}{2,112,512,821}$$

$$2013 \text{ MRF} = \frac{2,217,547,688}{2,112,512,821}$$

$$2013 \text{ MRF} = 1.0497$$

The current year Millage Reduction Fraction cannot exceed 1.0000 in the computation of the maximum allowable millage. The 2013 millage rate permanently reduced multiplied by 1.0000 results in a maximum allowable millage rate for 2013 of 17.87 mills.

### **Truth in Taxation Rollback (1982 P.A. 5, Sec 211.24e M.C.L.)**

Since the City of Midland is in compliance with section 16 of the Uniform Budgeting and Accounting Act, P.A., 2 of 1968, being section 141.436 of the Michigan Compiled Laws, additional public notice of increasing property taxes is not required for 2013. The calculations however, are shown below.

Required information:

1. 2012 Total Taxable Value (TV)	2,201,777,715
2. 2013 Total Taxable Value	2,325,703,249
3. 2012 Losses TV, without transfers to another classification	36,203,801
4. 2013 Additions TV, without transfers to another classification	213,190,428
5. 2013 CPI =	1.024

The Base Tax Rate Fraction (BTRF) is calculated as:

$$2013 \text{ BTRF} = \frac{2012 \text{ Total Taxable} - 2012 \text{ Losses TV}}{2013 \text{ Total Taxable} - 2013 \text{ Additions TV}}$$

$$2013 \text{ BTRF} = \frac{2,201,777,715 - 36,203,801}{2,325,703,249 - 213,190,428}$$

$$2013 \text{ BTRF} = \frac{2,165,573,914}{2,112,512,821}$$

$$2013 \text{ BTRF} = 1.0251$$

The Base Tax Rate (BTR) is calculated by multiplying the Base Tax Rate Fraction (BTRF) by the operating tax rate levied in the immediately preceding year.

$$\text{BTR} = 2012 \text{ Operating Tax Rate} \times \text{BTRF}$$

$$\text{BTR} = 14.79 \times 1.0251$$

$$\text{BTR} = 15.1612$$

The Base Tax Rate of 15.1612 multiplied by the 2013 estimated Taxable Value of \$2,325,703,249 equals \$35,260,452 or the Base Operating Levy in dollars that can be derived from the Base Tax Rate for city operations for the fiscal year 2013-14.

### **Truth in Assessing (1981 P.A. 213, Sec 211.34, M.C.L.)**

Under Public Act 213 of 1981 as amended, the City is restricted to an operating levy based on the local taxable value based on the assessed valuation total rather than a full levy based on the taxable value based on the State Equalized Valuation.

The Truth in Assessing rollback fraction is calculated as:

$$2013 \text{ Sec 34 rollback fraction} = \frac{\text{Total Taxable Value Based on Assessed Value}}{\text{Total Taxable Value Based on SEV}}$$

$$= \frac{2,325,703,249}{2,325,703,249}$$

$$= 1.0000$$

## Constitutional Tax Limitations

$$\begin{aligned}\text{Allowable Rate} &= \frac{\text{Max Authorized Operating Rate} \times \text{Total AV}}{\text{Total State Equalized Value}} \\ &= \frac{17.87^* \text{ mills} \times 2,325,703,249}{2,325,703,249} \\ &= 17.87 \text{ mills, allowable tax rate}\end{aligned}$$

\*The maximum authorized millage rate of 17.87 as computed under Headlee Rollback.

Respectfully submitted,



Reid Duford  
City Assessor  
3-25-13