



## **Adopted Annual Budget**

*for the Fiscal Year Ending June 30, 2013*

**Adopted by City Council – May 21, 2012**

### **Mayor**

Maureen Donker, Ward II

### **Council Members**

Thomas W. Adams, Ward I

J. Dee Brooks, Ward III

Diane Brown, 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 9, 2012

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

Dear Mayor and Councilmen:

As required by the Midland City Charter, you will find the proposed City budget for fiscal year 2012-13. Provided herein is a summary of each municipal department and activity fund that highlights organizational structure, service goals, historic funding, employment levels, and basic performance indicators. This proposed budget is also consistent with the conservative spending philosophy outlined by the City Council in its adopted budget directive.

During the annual City Council planning retreat of January 28, 2012 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 2012-13 budget. Following is a summary of those expectations formally adopted by Council on January 30<sup>th</sup> supplemented with an explanation of how the directives are being met:

### **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** – The proposed FY 2012-13 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 anticipates that the following directives will be addressed as staff prepares the FY 2012-13 budget:

- Recognizing uncertainty regarding the future of revenue generated by personal property taxes, the millage rate supporting general operations will not be increased thereby preserving millage capacity.
- Public safety services will be maintained at the highest level possible under current economic and budget conditions.
- To the extent financially possible, greater emphasis shall be placed on maintenance of major and local streets.

- General Fund fund balance shall not be reduced and to the extent reasonably practical, shall be increased.

BUDGET RESPONSE – This proposed budget does not increase the FY 2012-13 millage rate, holding it static at the current level of 14.79 mills. Staffing levels within the Fire and Police Departments are also static, with no decrease of staffing in either operation. Additional emphasis is placed on streets maintenance by increasing spending over the typical prior years. Finally, General Fund fund balance is increased from \$4.2 million to \$5.1 million.

### **General Directives**

The City Council also anticipates that the following associated directives will be considered as staff addresses other financial concerns in FY 2012-13:

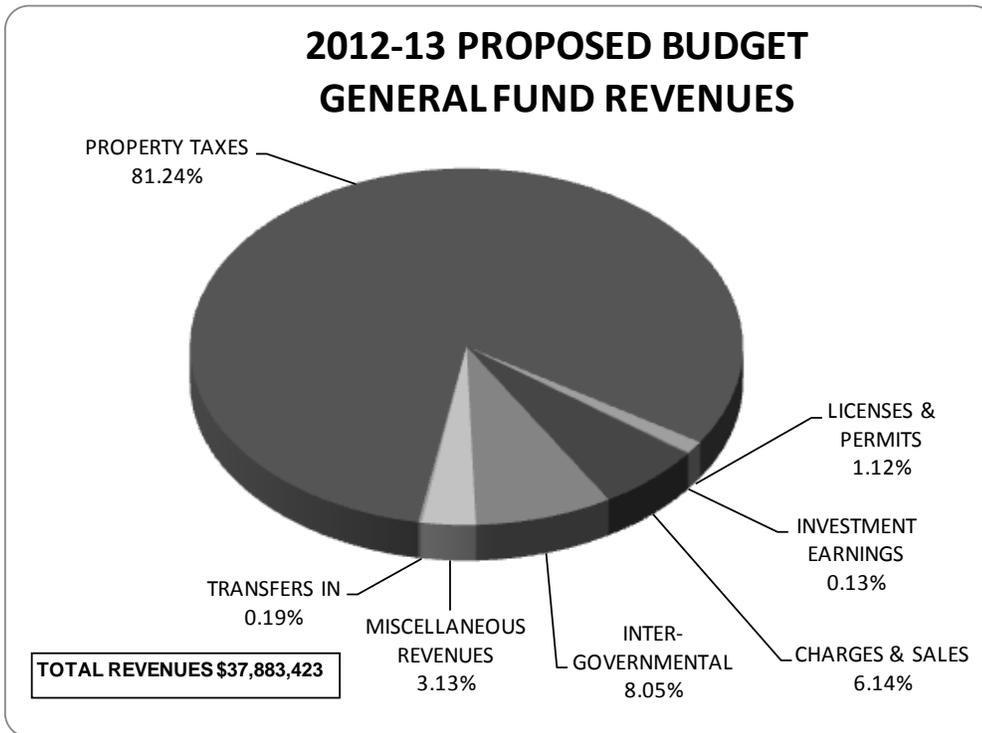
- The City of Midland will review efforts to renew the existing county road millage which produces resources utilized to maintain local streets.
- The City of Midland will review efforts to adopt an additional county road millage that will provide resources necessary to keep pace with needed local roads maintenance.
- The City of Midland will consider adoption of a formal policy outlining methods for consideration and evaluation of Industrial Facilities Tax Abatements.
- The City of Midland will research and discuss the potential benefits of a multi-year budget and longer range financial planning cycle.

BUDGET RESPONSE – It is anticipated that a measure to renew, and potentially enhance, the countywide road millage will appear on the August ballot. In addition, the City Council reviewed a draft IFT abatement policy in March and will consider formal action on the matter in April. Finally, staff will present to Council recommendations regarding multi-year budgeting in Q3 of 2012.

## FINANCIAL TRENDS

### General Fund Revenues

The following chart indicates the various General Fund revenue sources for 2012-13 and the proposed relative percentage supplied by each.



**Property Taxes:** The City Council has authority for the 2012-13 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 2012-13 is 14.79 mills, including 0.29 of a mill for voter-approved debt service, and 1.09 mills for police and fire pension system minimum funding requirements as provided by Michigan Public Act 345. The total millage rate for 2011-12 was also 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>2008-09</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>
General Operations	11.49	12.54	12.55	12.31	12.18
Storm Water Management	<u>0.21</u>	<u>0.13</u>	<u>.12</u>	<u>.13</u>	<u>.23</u>
Subtotal	11.70	12.67	12.67	12.44	12.41
Library Operations - statutory	1.00	1.00	1.00	1.00	1.00
Public safety pension – statutory	-	-	-	1.06	1.09
<b><u>Voter Approved Debt Millage</u></b>					
Sanitary Sewer Improvement	<u>0.29</u>	<u>0.27</u>	<u>0.27</u>	<u>0.29</u>	<u>0.29</u>
<b>TOTAL CITY MILLAGE</b>	<b>12.99</b>	<b>13.94</b>	<b>13.94</b>	<b>14.79</b>	<b>14.79</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 2012 tax year the Proposal A cap is 2.7%. As a result of all these factors, the City’s net taxable value decreased by 7.58% from \$2,383,993,240 to \$2,203,359,038. Specific data from the City Assessor indicate that utility property values increased 9.1%, commercial property values decreased 4%, residential property values increased .7%, and industrial property values decreased 15.7% due to the tax appeal settlement with the Midland Cogeneration Venture as discussed below.

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%.

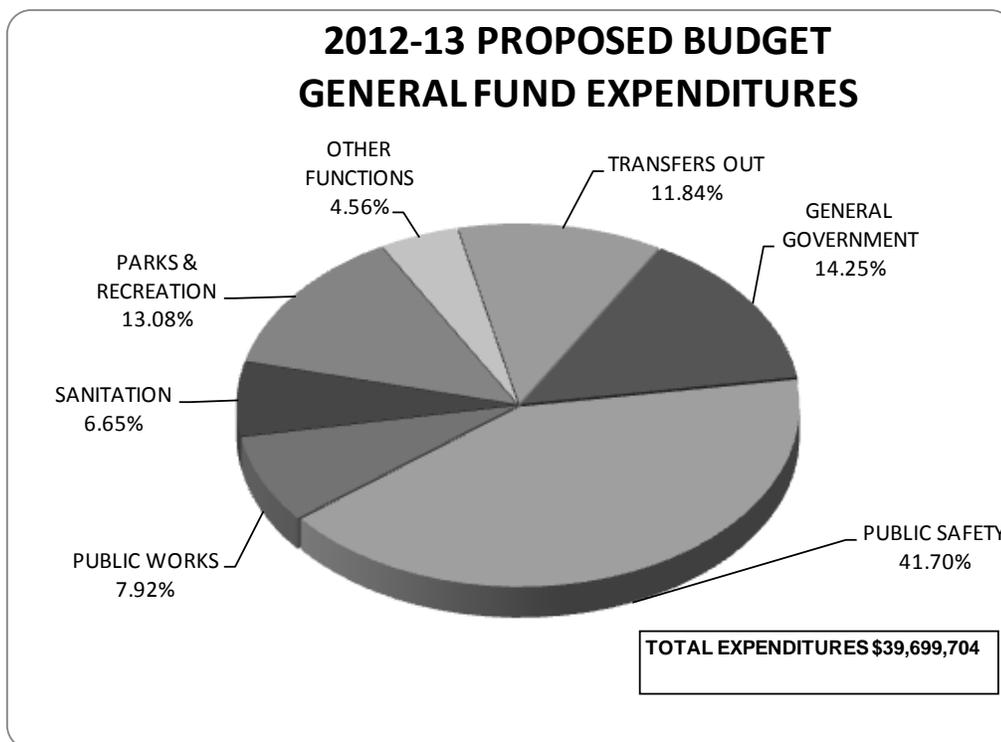
Fiscal Year	Tax Year	Net Taxable Value	% + (-)
June 30, 2008	2007	2,548,121,750	0.16
June 30, 2009	2008	2,119,354,000	(16.83)
June 30, 2010	2009	2,183,920,628	3.05
June 30, 2011	2010	2,156,952,615**	(1.23)
June 30, 2012	2011	2,189,389,240**	1.50
June 30, 2013	2012	2,203,359,038	0.64

**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 \$185,000 (which is similar to the 2011 statutory revenue sharing amount) 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 of October 1, 2011 and January 1, 2012, and is prepared to comply with the third category by the due date of May 1, 2012.

The 2012-13 General Fund budget includes a total of \$3,040,000 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 2012-13 recommended budget must consider these same challenges. It includes an 8% increase in contributions to the defined benefit pension plan for non-police and fire employees, and a 9% 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. While this will provide future savings to the City, none are considered in this budget document. The City's annual required contribution to fund post-employment health benefits will increase by less than 1% as actuarially determined by the most recent study. Health insurance costs for active employees are projected to increase by 4%.

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 2017. 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 current 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 is considering several alternatives that would change or eliminate the level of taxation on personal property. The City's current net taxable value of approximately \$2.2 billion consists of 70% real property and 30% personal property. Any change to personal property could have a significant impact on the City's ability to generate property tax revenue.
- The City's top three largest taxpayers account for over 34% 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 12.75% of annual expenditures.

### Other Activity

**Water Fund:** The 2012-13 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>
2008	4%
2009	3.5%
2010	3%
2011	3%
2012	2%
2013	3%

**Wastewater Fund:** The 2012-13 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>
2008	5%
2009	5%
2010	5%
2011	5%
2012	0%
2013	5%

The City has performed a neighborhood study to determine the capacity of neighborhood sanitary sewer systems. The results of the neighborhood study help identify the most appropriate method of increasing capacity of the system. This includes further sewer lining, selective removal of footing drains, and other options. The Wastewater Fund’s long-range financial plans provides for working capital in excess of the goal that could be used to partially fund these improvements. However, complete implementation of the identified improvements would likely involve additional rate increases for a pay-as-you-go approach, or the sale of a bond issue.

## **CITIZEN AND EMPLOYEE SURVEY RESPONSES**

During its annual goal setting work session conducted in January the City Council reviewed results of the National Citizen Survey administered in Midland during the summer of 2011. In general, survey respondents demonstrated strong trust in local government. A majority rated the overall direction being taken by the City of Midland as “good” or “excellent.” This was much higher than the benchmark. On average, residents gave favorable ratings to almost all local government services. Of the 31 services for which comparisons were available, 28 were above the benchmark comparison, three were similar to the benchmark comparison and none were below. Poor street conditions were identified by residents as a key area of concern. Ultimately Council directed that the 2012-13 budget continue to preserve major services, protect public safety, enhance street maintenance activity, and improve the City’s unreserved fund balance.

### ***Street Repair***

A key outcome of the National Citizen Survey was identification of poor street surface conditions by residents as a spending priority. As such, this proposed budget increases street construction and maintenance activity over typical previous years by nearly \$200,000 and places more emphasis on local streets than in any of the previous four fiscal year adopted budgets. While this level of infrastructure investment is significant, accumulated maintenance deficits on major and local streets will require continued investment for many years to positively impact overall conditions of the Midland streets network.

### ***Staffing Transition***

During the 2011-12 fiscal year a number of positions within the City experienced transition. Retirements of the Fire Chief and Police Chief resulted in extensive search processes resulting in promotions within each of those departments. Upon retirement of the Assistant City Manager the position was eliminated, as was an additional support position within the City Manager’s Office. The Director of Planning and Community Development departed for a promotional opportunity in another Michigan municipality, also resulting in a rigorous search and appointment of a new Director.

Preliminary fiscal planning projects a similar level of transition throughout the organization in the upcoming year. Estimates include 28 retirements across the organization between now and June 30, 2013. Knowledge loss and disruption of workflow are two typical outcomes resulting from significant staff turnover. Proactively managing these outcomes during periods of staffing transition will be increasingly important.

## 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 16, 2012 City Council budget work session (special meeting).
- Monday, April 23, 2012 preliminary public hearing on proposed budget (regular meeting).
- Monday, May 7, 2012 charter required public hearing on proposed budget (regular meeting).
- Monday, May 21, 2012 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 10, 2012.

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, 2013*

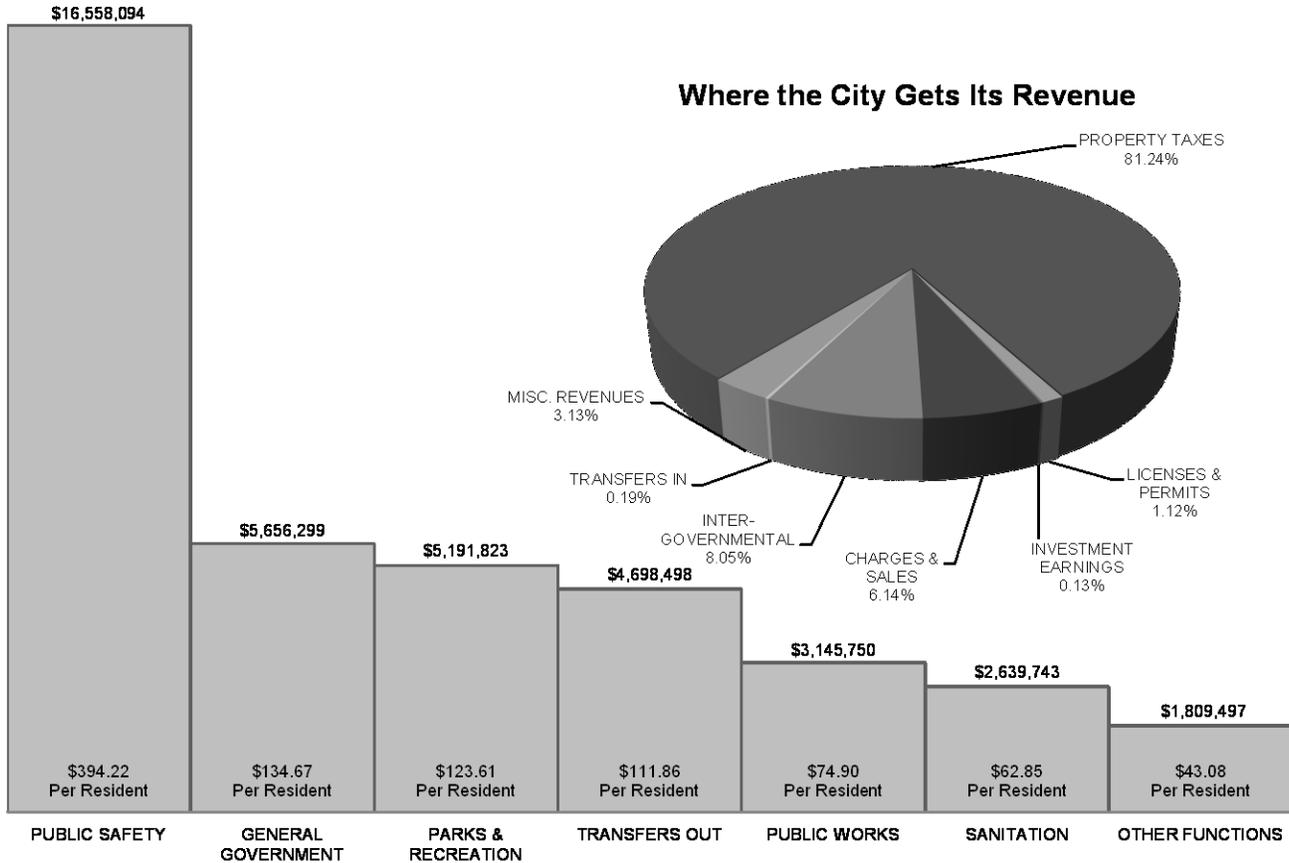
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**Fiscal Services**  
**Human Resources**  
**Parks & Recreation**  
**Planning & Building Inspection**  
**Police**  
**Public Services**



## How the City of Midland Allocates Its Money

The 2012-13 General Fund Budget is \$40 million, which equates to \$945 per resident (population 42,002).

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, 41.70% 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, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes	\$ 27,188,436	\$ 29,500,944	\$ 29,405,812	\$ 29,683,677
Tax administration fee	938,170	900,000	950,000	950,000
Other tax related revenues	144,625	142,000	143,000	143,000
Licenses and permits	645,526	424,870	423,001	423,270
Intergovernmental	3,152,608	2,937,252	3,134,752	3,050,817
Charges for services	2,297,249	2,211,928	2,230,928	2,080,013
Use and admission charges	256,398	221,240	226,670	246,450
Investment earnings	49,917	75,000	50,000	50,000
Airport sales	248,531	279,340	290,561	287,860
Other revenues	8,158	8,274	5,274	9,224
Fines and forfeits	202,589	161,250	235,200	235,200
Rentals	114,182	114,506	115,899	117,362
Miscellaneous revenues	1,176,885	820,991	882,838	536,850
<b>Total revenues</b>	<b>36,423,274</b>	<b>37,797,595</b>	<b>38,093,935</b>	<b>37,813,723</b>
<b>Expenditures</b>				
General government	5,543,351	5,775,200	5,711,506	5,656,299
Public safety	15,811,053	16,003,904	15,643,343	16,558,094
Public works	2,826,649	3,022,794	2,911,994	3,145,750
Sanitation	2,491,424	2,631,265	2,578,309	2,639,743
Parks and recreation	4,323,504	5,439,696	5,412,851	5,191,823
Airport	326,474	411,252	420,630	375,426
Other functions	783,002	1,557,726	1,227,608	1,034,071
Reserve for contingencies	-	388,125	100,000	400,000
<b>Total expenditures</b>	<b>32,105,457</b>	<b>35,229,962</b>	<b>34,006,241</b>	<b>35,001,206</b>
Excess of Revenues Over (Under) Expenditures	4,317,817	2,567,633	4,087,694	2,812,517
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	185,025	148,485	62,000	69,700
Operating transfers out	(4,600,402)	(4,488,532)	(4,565,526)	(4,698,498)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(97,560)	(1,772,414)	(415,832)	(1,816,281)
<b>Fund Balance - beginning of year</b>	<b>7,388,234</b>	<b>7,290,674</b>	<b>7,290,674</b>	<b>6,874,842</b>
<b>Fund Balance - end of year</b>	<b>\$ 7,290,674</b>	<b>\$ 5,518,260</b>	<b>\$ 6,874,842</b>	<b>\$ 5,058,561</b>
Unreserved fund balance	\$ 5,790,674	\$ 4,018,260	\$ 5,374,842	\$ 3,558,561
Reserved fund balance - contingencies	1,500,000	1,500,000	1,500,000	1,500,000
<b>Total fund balance</b>	<b>\$ 7,290,674</b>	<b>\$ 5,518,260</b>	<b>\$ 6,874,842</b>	<b>\$ 5,058,561</b>



# Estimated Revenues by Source

FUND 101 - GENERAL FUND  
 ESTIMATED REVENUES BY SOURCE  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Property Taxes</b>				
Property taxes	\$ 26,383,207	\$ 28,754,300	\$ 26,302,868	\$ 26,569,821
Special public safety millage	-	-	2,340,993	2,411,567
Industrial facilities taxes	1,143,947	1,100,489	1,115,796	1,081,329
Property taxes captured	(338,718)	(353,845)	(353,845)	(379,040)
	<u>27,188,436</u>	<u>29,500,944</u>	<u>29,405,812</u>	<u>29,683,677</u>
<b>Other Tax Related Revenue</b>				
Tax administration fee	938,170	900,000	950,000	950,000
Payments in lieu of taxes	34,145	33,000	33,000	33,000
Penalties - delinquent taxes	110,480	109,000	110,000	110,000
	<u>1,082,795</u>	<u>1,042,000</u>	<u>1,093,000</u>	<u>1,093,000</u>
<b>Licenses and Permits</b>				
Rental dwelling inspections	63,880	36,500	42,500	36,500
Building permits	374,549	210,000	212,500	210,000
Mechanical permits	43,500	35,000	36,000	35,000
Electrical permits	81,811	55,000	56,500	55,000
Plumbing permits	42,306	39,000	39,600	39,000
Other licenses and permits	39,480	49,370	35,901	47,770
	<u>645,526</u>	<u>424,870</u>	<u>423,001</u>	<u>423,270</u>
<b>Intergovernmental</b>				
State sales taxes	2,946,517	2,750,000	2,980,000	3,040,000
Liquor license control	32,665	32,500	-	-
Federal grants	173,426	154,752	154,752	10,817
	<u>3,152,608</u>	<u>2,937,252</u>	<u>3,134,752</u>	<u>3,050,817</u>
<b>Charges for Services</b>				
Administrative charges	1,924,946	1,847,802	1,864,802	1,625,757
Cemetery	90,877	90,000	90,000	90,000
Composting	190,028	180,000	180,000	180,000
Public safety	55,464	59,500	61,500	149,630
Refuse collection	35,934	34,626	34,626	34,626
	<u>2,297,249</u>	<u>2,211,928</u>	<u>2,230,928</u>	<u>2,080,013</u>
<b>Use and Admission Charges</b>				
Swimming pools	75,794	64,000	68,000	71,000
Recreation activities	180,604	157,240	158,670	175,450
	<u>256,398</u>	<u>221,240</u>	<u>226,670</u>	<u>246,450</u>
<b>Investment Earnings</b>	49,917	75,000	50,000	50,000
<b>Other Revenues</b>				
Airport sales	248,531	279,340	290,561	287,860
Other sales	8,158	8,274	5,274	9,224
Fines and forfeits	202,589	161,250	235,200	235,200
Rentals	114,182	114,506	115,899	117,362
Miscellaneous revenues	1,176,885	820,991	882,838	536,850
	<u>1,750,345</u>	<u>1,384,361</u>	<u>1,529,772</u>	<u>1,186,496</u>
<b>Total revenues</b>	<u>36,423,274</u>	<u>37,797,595</u>	<u>38,093,935</u>	<u>37,813,723</u>



# Estimated Revenues by Source

FUND 101 - GENERAL FUND  
ESTIMATED REVENUES BY SOURCE  
Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Other Financing Sources</b>				
Operating transfer in - Equipment Revolving Fund	\$ 105,025	\$ -	\$ -	\$ -
Operating transfer in - CDBG Fund	-	40,000	40,000	37,700
Operating transfer in - Special Activities Fund	-	-	-	10,000
Operating transfer in - Special Assessment Revolv	80,000	108,485	22,000	22,000
Total financing sources	185,025	148,485	62,000	69,700
<b>Total Revenues and Other Financing Sources</b>	<u>\$ 36,608,299</u>	<u>\$ 37,946,080</u>	<u>\$ 38,155,935</u>	<u>\$ 37,883,423</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>General Government</b>				
City Council				
Personal services	\$ 22,388	\$ 22,753	\$ 22,756	\$ 22,759
	<u>22,388</u>	<u>22,753</u>	<u>22,756</u>	<u>22,759</u>
City Manager				
Personal services	605,031	580,480	575,278	365,817
Supplies	2,803	3,179	2,508	3,179
Other charges	37,544	33,496	32,146	27,520
	<u>645,378</u>	<u>617,155</u>	<u>609,932</u>	<u>396,516</u>
Elections				
Personal services	63,603	65,157	67,665	86,607
Supplies	4,850	7,900	7,500	5,800
Other charges	23,341	28,373	31,373	35,350
	<u>91,794</u>	<u>101,430</u>	<u>106,538</u>	<u>127,757</u>
Finance				
Personal services	887,000	874,674	895,195	963,677
Supplies	4,602	8,025	4,230	6,420
Other charges	50,401	119,826	108,642	75,522
	<u>942,003</u>	<u>1,002,525</u>	<u>1,008,067</u>	<u>1,045,619</u>
Assessing				
Personal services	564,780	571,801	567,933	588,103
Supplies	2,543	4,500	4,000	4,000
Other charges	33,207	34,795	33,645	32,985
Capital outlay	14,025	-	-	-
	<u>614,555</u>	<u>611,096</u>	<u>605,578</u>	<u>625,088</u>
City Attorney				
Personal services	473,293	480,099	480,118	501,114
Supplies	6,480	7,500	5,400	6,700
Other charges	20,210	100,552	41,060	51,624
	<u>499,983</u>	<u>588,151</u>	<u>526,578</u>	<u>559,438</u>
City Clerk				
Personal services	401,289	398,572	398,886	401,044
Supplies	3,267	3,200	2,900	3,200
Other charges	53,491	74,793	72,293	72,572
	<u>458,047</u>	<u>476,565</u>	<u>474,079</u>	<u>476,816</u>
Human Resources				
Personal services	568,148	570,368	570,435	590,667
Supplies	9,292	12,700	10,700	12,700
Other charges	168,902	192,967	174,717	168,460
	<u>746,342</u>	<u>776,035</u>	<u>755,852</u>	<u>771,827</u>
Purchasing				
Personal services	158,030	159,264	159,276	165,869
Supplies	99	150	150	150
Other charges	2,433	2,026	1,701	2,163
	<u>160,562</u>	<u>161,440</u>	<u>161,127</u>	<u>168,182</u>
Police and Fire Pension				
Personal services	7,413	15,929	9,359	8,552
Supplies	12	200	130	200
Other charges	18,590	24,358	26,783	26,028
	<u>26,015</u>	<u>40,487</u>	<u>36,272</u>	<u>34,780</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>General Government (continued)</b>				
Treasurer				
Personal services	\$ 353,283	\$ 346,086	\$ 356,486	\$ 371,467
Supplies	3,816	6,510	6,100	6,100
Other charges	62,340	63,070	61,797	63,982
	<u>419,439</u>	<u>415,666</u>	<u>424,383</u>	<u>441,549</u>
Internal Computer Services				
Other charges	711,318	777,752	777,752	776,852
	<u>711,318</u>	<u>777,752</u>	<u>777,752</u>	<u>776,852</u>
City Hall				
Personal services	11,079	6,984	7,391	7,209
Supplies	17,956	17,150	15,250	15,450
Other charges	164,370	160,011	159,951	166,457
Capital outlay	12,122	-	20,000	20,000
	<u>205,527</u>	<u>184,145</u>	<u>202,592</u>	<u>209,116</u>
Total general government	<u>5,543,351</u>	<u>5,775,200</u>	<u>5,711,506</u>	<u>5,656,299</u>
<b>Public Safety</b>				
Police Department				
Personal services	6,448,878	6,468,610	6,372,258	6,706,250
Supplies	165,090	229,081	210,660	188,927
Other charges	907,940	951,876	926,529	864,893
Capital outlay	-	36,679	36,679	6,000
	<u>7,521,908</u>	<u>7,686,246</u>	<u>7,546,126</u>	<u>7,766,070</u>
Fire Department				
Personal services	6,214,024	6,157,510	5,986,728	6,489,581
Supplies	105,565	114,799	115,533	127,150
Other charges	703,682	742,144	713,434	699,120
Capital outlay	39,356	40,000	40,000	124,200
	<u>7,062,627</u>	<u>7,054,453</u>	<u>6,855,695</u>	<u>7,440,051</u>
Building Inspection				
Personal services	629,996	644,472	610,511	709,189
Supplies	10,409	9,800	9,800	14,300
Other charges	33,231	32,453	32,453	33,699
	<u>673,636</u>	<u>686,725</u>	<u>652,764</u>	<u>757,188</u>
Planning				
Personal services	438,023	449,698	448,376	473,657
Supplies	5,881	8,100	5,500	8,100
Other charges	93,815	103,026	119,226	97,239
	<u>537,719</u>	<u>560,824</u>	<u>573,102</u>	<u>578,996</u>
Emergency Services				
Other charges	15,163	15,656	15,656	15,789
	<u>15,163</u>	<u>15,656</u>	<u>15,656</u>	<u>15,789</u>
Total public safety	<u>15,811,053</u>	<u>16,003,904</u>	<u>15,643,343</u>	<u>16,558,094</u>
<b>Public Works</b>				
City Engineer				
Personal services	111,684	115,120	138,473	136,683
Supplies	10,051	16,010	12,260	16,010
Other charges	32,551	35,222	28,642	35,752
Capital outlay	-	24,200	24,200	26,000
	<u>154,286</u>	<u>190,552</u>	<u>203,575</u>	<u>214,445</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Public Works (continued)</b>				
Public Works Administration				
Personal services	\$ 263,768	\$ 226,513	\$ 265,773	\$ 266,280
Supplies	4,022	5,044	4,971	4,787
Other charges	48,232	41,461	41,394	38,874
	<u>316,022</u>	<u>273,018</u>	<u>312,138</u>	<u>309,941</u>
Public Works Activities				
Personal services	347,658	227,917	340,529	402,379
Supplies	323,175	356,863	342,322	368,004
Other charges	835,454	916,569	861,269	902,069
Capital outlay	(20,300)	-	-	-
	<u>1,485,987</u>	<u>1,501,349</u>	<u>1,544,120</u>	<u>1,672,452</u>
Sidewalk Engineering and Maintenance				
Personal services	160,652	186,470	111,335	95,791
Supplies	18,850	29,280	20,000	5,000
Other charges	33,542	125,220	111,420	145,500
Capital outlay	5,455	-	-	-
	<u>218,499</u>	<u>340,970</u>	<u>242,755</u>	<u>246,291</u>
Public Lighting				
Personal services	27,910	15,050	19,139	26,705
Supplies	15,907	12,000	10,000	10,000
Other charges	571,017	631,100	521,000	616,000
	<u>614,834</u>	<u>658,150</u>	<u>550,139</u>	<u>652,705</u>
Traffic Services				
Personal services	5,021	8,223	9,748	12,639
Supplies	11,300	12,560	13,347	13,100
Other charges	20,700	24,277	22,477	24,177
Capital outlay	-	13,695	13,695	-
	<u>37,021</u>	<u>58,755</u>	<u>59,267</u>	<u>49,916</u>
Total public works	<u>2,826,649</u>	<u>3,022,794</u>	<u>2,911,994</u>	<u>3,145,750</u>
<b>Sanitation</b>				
Residential Refuse Collection				
Personal services	514,008	553,939	524,863	544,678
Supplies	28,218	32,450	32,450	32,450
Other charges	481,900	496,120	494,961	495,374
	<u>1,024,126</u>	<u>1,082,509</u>	<u>1,052,274</u>	<u>1,072,502</u>
Heavy Refuse Collection				
Personal services	503,611	534,408	531,771	551,396
Supplies	351	88	400	400
Other charges	355,510	384,700	364,700	364,700
	<u>859,472</u>	<u>919,196</u>	<u>896,871</u>	<u>916,496</u>
Composting - Fall Pick-Up				
Personal services	174,459	193,280	191,135	200,227
Supplies	54	200	-	200
Other charges	60,840	56,312	58,578	58,866
	<u>235,353</u>	<u>249,792</u>	<u>249,713</u>	<u>259,293</u>
Curbside Recycling				
Personal services	2,412	263	-	-
Supplies	-	-	250	250
Other charges	370,061	379,505	379,201	391,202
	<u>372,473</u>	<u>379,768</u>	<u>379,451</u>	<u>391,452</u>
Total sanitation	<u>2,491,424</u>	<u>2,631,265</u>	<u>2,578,309</u>	<u>2,639,743</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Parks and Recreation</b>				
Parks/Recreation Administration				
Personal services	\$ 297,241	\$ 325,863	\$ 315,640	\$ 321,039
Supplies	6,287	7,672	7,500	7,100
Other charges	8,272	6,510	6,510	6,910
	<u>311,800</u>	<u>340,045</u>	<u>329,650</u>	<u>335,049</u>
Parks				
Personal services	1,483,396	1,624,109	1,613,004	1,662,730
Supplies	131,584	161,199	151,805	148,016
Other charges	641,886	703,462	707,830	734,236
Capital outlay	67,286	254,648	254,648	51,000
	<u>2,324,152</u>	<u>2,743,418</u>	<u>2,727,287</u>	<u>2,595,982</u>
Forestry				
Personal services	529,498	582,262	575,677	614,124
Supplies	41,981	84,926	91,747	37,721
Other charges	161,416	620,566	621,206	494,328
	<u>732,895</u>	<u>1,287,754</u>	<u>1,288,630</u>	<u>1,146,173</u>
Recreation				
Personal services	338,566	377,060	375,971	407,815
Supplies	35,171	32,360	32,360	30,700
Other charges	77,037	99,541	104,023	93,006
	<u>450,774</u>	<u>508,961</u>	<u>512,354</u>	<u>531,521</u>
Summer Programs				
Personal services	3,636	4,637	4,552	4,633
Supplies	2,456	3,340	3,340	5,000
Other charges	-	1,000	1,000	-
	<u>6,092</u>	<u>8,977</u>	<u>8,892</u>	<u>9,633</u>
Winter Programs				
Personal services	18,790	31,909	23,288	31,879
Supplies	5,377	8,269	9,300	8,300
Other charges	25,989	11,848	12,086	12,660
Capital outlay	-	20,208	20,208	10,000
	<u>50,156</u>	<u>72,234</u>	<u>64,882</u>	<u>62,839</u>
Plymouth Park Pool				
Personal services	59,995	70,204	67,173	70,204
Supplies	21,562	24,160	28,635	29,360
Other charges	38,452	38,810	37,713	48,530
	<u>120,009</u>	<u>133,174</u>	<u>133,521</u>	<u>148,094</u>
Cemetery				
Personal services	246,652	258,017	252,540	274,667
Supplies	15,676	18,321	23,900	21,539
Other charges	36,402	68,795	71,195	66,326
Capital outlay	28,896	-	-	-
	<u>327,626</u>	<u>345,133</u>	<u>347,635</u>	<u>362,532</u>
Total parks and recreation	<u>4,323,504</u>	<u>5,439,696</u>	<u>5,412,851</u>	<u>5,191,823</u>
<b>Airport</b>				
Personal services	7,147	11,323	11,323	12,146
Supplies	6,610	8,700	8,700	8,700
Other charges	312,717	335,159	344,537	345,580
Capital outlay	-	56,070	56,070	9,000
Total airport	<u>326,474</u>	<u>411,252</u>	<u>420,630</u>	<u>375,426</u>



# Estimated Expenditures by Function

## FUND 101 - GENERAL FUND ESTIMATED EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2013

	2010-11 Actual	2011-12		2012-13 Adopted
		Budget	Estimate	
<b>Other Functions</b>				
Tax Appeals				
Other charges	315,613	996,885	652,000	427,000
	315,613	996,885	652,000	427,000
Miscellaneous				
Personal services	18,912	16,193	16,810	16,768
Supplies	64,818	70,030	70,530	70,530
Other charges	383,659	474,618	488,268	519,773
	467,389	560,841	575,608	607,071
Total other functions	783,002	1,557,726	1,227,608	1,034,071
Reserve for contingencies	-	388,125	100,000	400,000
Total expenditures	32,105,457	35,229,962	34,006,241	35,001,206
<b>Other Financing Uses</b>				
Operating Transfers Out				
Local Street Fund	-	-	-	88,000
Golf Course Fund	62,753	98,038	98,038	132,500
Dial-A-Ride Fund	530,560	699,558	678,026	777,702
Grace A. Dow Library Fund	706,308	829,600	823,781	869,872
Civic Arena Fund	200,000	200,000	365,000	425,000
Debt Service Fund	1,860,537	1,807,274	1,810,397	1,810,424
Storm Water Management Fund	280,000	370,000	370,000	500,000
Investment in capital projects	960,244	484,062	420,284	95,000
	4,600,402	4,488,532	4,565,526	4,698,498
Total Expenditures and Other Financing Uses	\$ 36,705,859	\$ 39,718,494	\$ 38,571,767	\$ 39,699,704





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



## 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
City Manager's Office	\$ 707,023	\$ 645,378	\$ 617,155	\$ 609,932	\$ 396,516	-35.0%
<b>Total Department</b>	<b>\$ 707,023</b>	<b>\$ 645,378</b>	<b>\$ 617,155</b>	<b>\$ 609,932</b>	<b>\$ 396,516</b>	<b>-35.0%</b>
Personal Services	\$ 673,559	\$ 605,031	\$ 580,480	\$ 575,278	\$ 365,817	-36.4%
Supplies	2,222	2,803	3,179	2,508	3,179	26.8%
Other Services/Charges	31,242	37,544	33,496	32,146	27,520	-14.4%
<b>Total Department</b>	<b>\$ 707,023</b>	<b>\$ 645,378</b>	<b>\$ 617,155</b>	<b>\$ 609,932</b>	<b>\$ 396,516</b>	<b>-35.0%</b>

### Personnel Summary

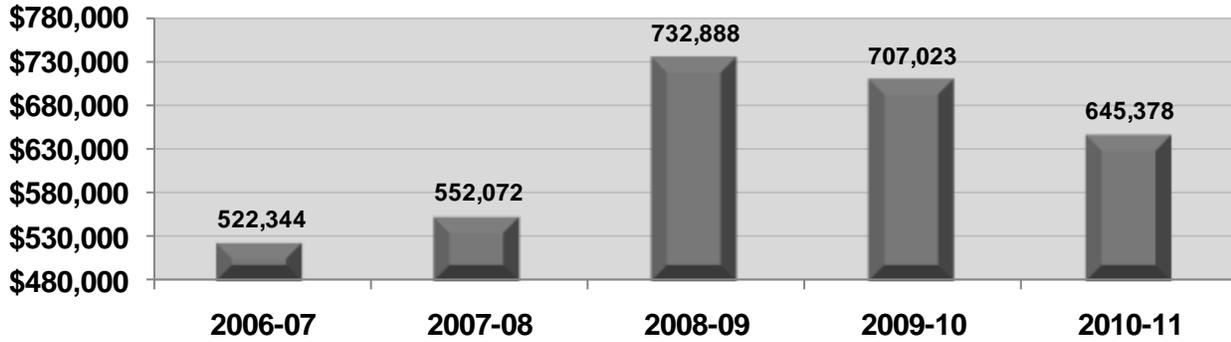
Full-Time	4	3	4	4	2
Regular Part-Time	-	1	-	-	-
<b>Total Department</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>2</b>

## Department at a Glance - City Council

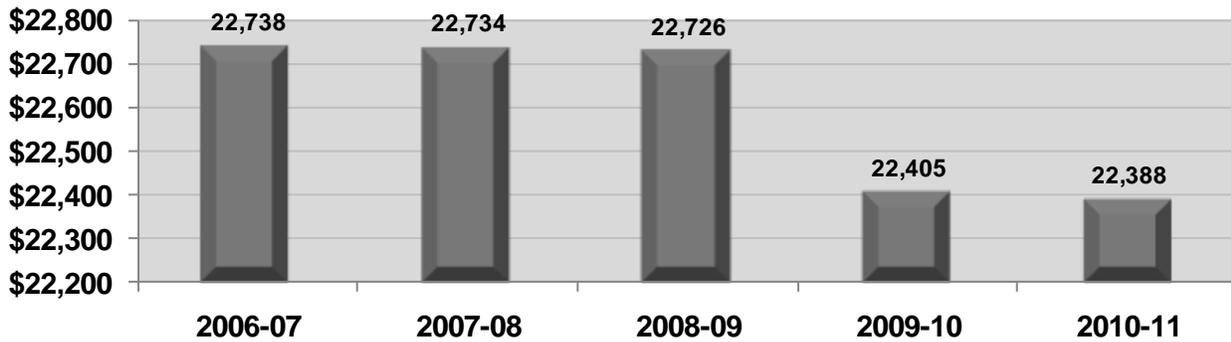
Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
City Council	\$ 22,405	\$ 22,388	\$ 22,753	\$ 22,756	\$ 22,759	0.0%
<b>Total Department</b>	<b>\$ 22,405</b>	<b>\$ 22,388</b>	<b>\$ 22,753</b>	<b>\$ 22,756</b>	<b>\$ 22,759</b>	<b>0.0%</b>
Personal Services	\$ 22,405	\$ 22,388	\$ 22,753	\$ 22,756	\$ 22,759	0.0%
<b>Total Department</b>	<b>\$ 22,405</b>	<b>\$ 22,388</b>	<b>\$ 22,753</b>	<b>\$ 22,756</b>	<b>\$ 22,759</b>	<b>0.0%</b>

**Summary of Budget Changes**

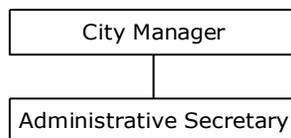
**5-Year Operating Budget History – City Manager**



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



**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
City Manager	1	1	1
Assistant City Manager	1	1	0
Administrative Secretary	1	1	1
Assistant Administrative Secretary	0	1	0
<b>Total Full-Time</b>	<b>3</b>	<b>4</b>	<b>2</b>
<u>Regular Part-Time</u>			
Assistant Administrative Secretary	1	0	0
<b>Total Regular Part-Time</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</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**



## 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
City Attorney's Office	\$ 496,907	\$ 499,983	\$ 588,151	\$ 526,578	\$ 559,438	6.2%
<b>Total Department</b>	<b>\$ 496,907</b>	<b>\$ 499,983</b>	<b>\$ 588,151</b>	<b>\$ 526,578</b>	<b>\$ 559,438</b>	<b>6.2%</b>
Personal Services	\$ 469,239	\$ 473,293	\$ 480,099	\$ 480,118	\$ 501,114	4.4%
Supplies	6,912	6,480	7,500	5,400	6,700	24.1%
Other Services/Charges	20,756	20,210	100,552	41,060	51,624	25.7%
<b>Total Department</b>	<b>\$ 496,907</b>	<b>\$ 499,983</b>	<b>\$ 588,151</b>	<b>\$ 526,578</b>	<b>\$ 559,438</b>	<b>6.2%</b>

### Personnel Summary

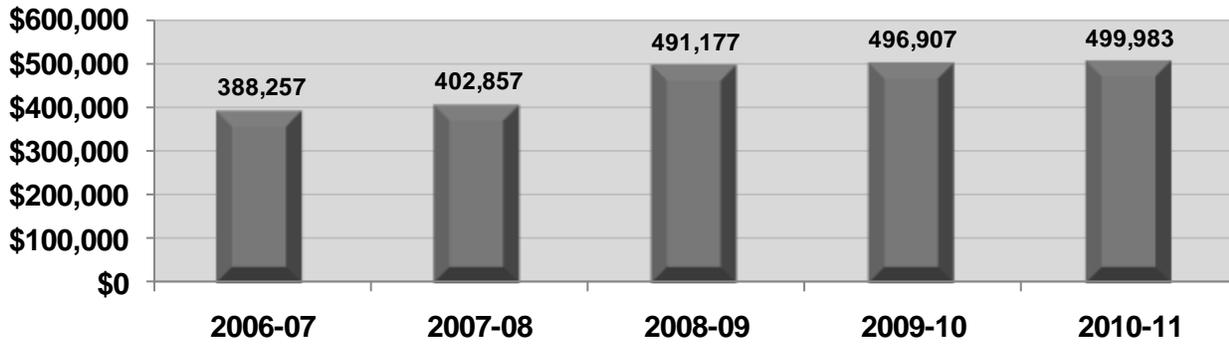
Full-Time	3	3	3	3	3
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Department at a Glance - Tax Appeals

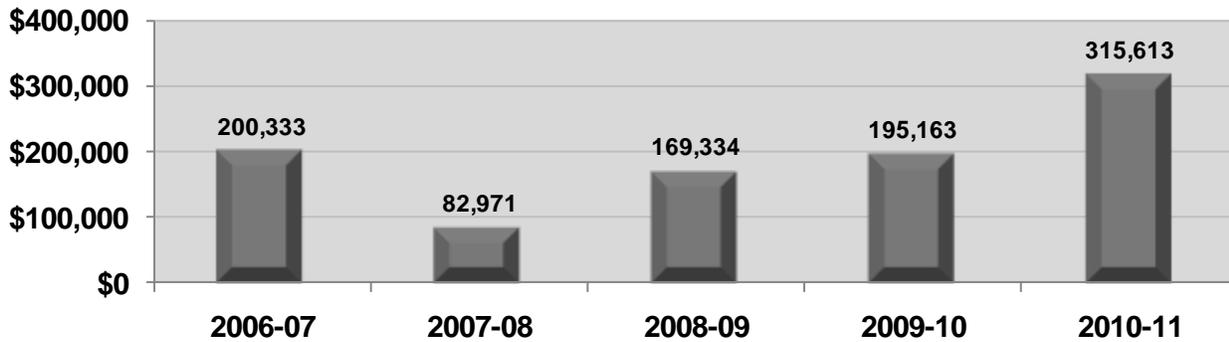
Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Miscellaneous Tax Appeals	\$ 195,163	\$ 315,613	\$ 996,885	\$ 652,000	\$ 427,000	-34.5%
<b>Total Department</b>	<b>\$ 195,163</b>	<b>\$ 315,613</b>	<b>\$ 996,885</b>	<b>\$ 652,000</b>	<b>\$ 427,000</b>	<b>-34.5%</b>
Other Services/Charges	195,163	315,613	996,885	652,000	427,000	-34.5%
<b>Total Department</b>	<b>\$ 195,163</b>	<b>\$ 315,613</b>	<b>\$ 996,885</b>	<b>\$ 652,000</b>	<b>\$ 427,000</b>	<b>-34.5%</b>

**Summary of Budget Changes**

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

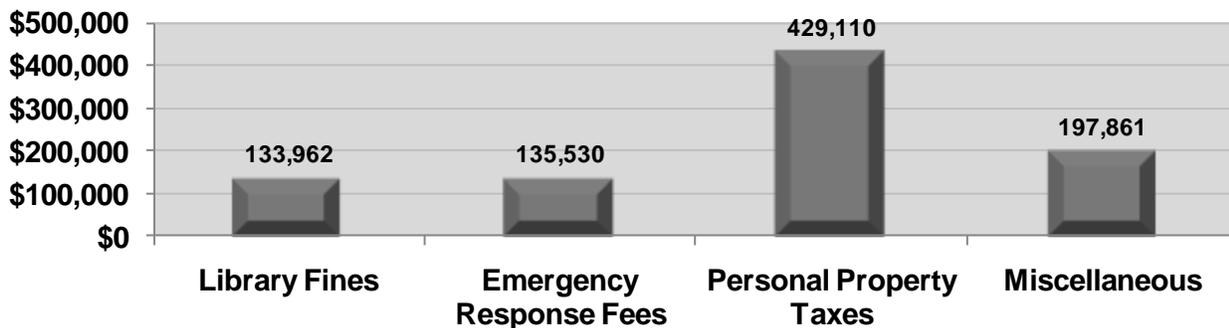


**5-Year Operating Budget History – Tax Appeals**



**Key Departmental Trends**

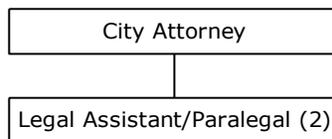
**Collections - Amounts Collected - 2007 through 2011**



**Performance Objectives**

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Code of Ordinance Violations (criminal)	83	70	-15.7%
Zoning Ordinance Violations (civil)	5	3	-40.0%
Traffic Case Load (criminal)	80	85	6.3%
Traffic Case Load (civil)	122	104	-14.8%
Freedom of Information Act Requests	626	527	-15.8%
Civil Collections Cases Filed	187	102	-45.5%

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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>





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



## 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



# City Clerk / Community Relations

## Department at a Glance - City Clerk

Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
City Clerk	\$ 458,302	\$ 458,047	\$ 476,565	\$ 474,079	\$ 476,816	0.6%
<b>Total Department</b>	<b>\$ 458,302</b>	<b>\$ 458,047</b>	<b>\$ 476,565</b>	<b>\$ 474,079</b>	<b>\$ 476,816</b>	<b>0.6%</b>
Personal Services	\$ 397,146	\$ 401,289	\$ 398,572	\$ 398,886	\$ 401,044	0.5%
Supplies	5,176	3,267	3,200	2,900	3,200	10.3%
Other Services/Charges	55,980	53,491	74,793	72,293	72,572	0.4%
<b>Total Department</b>	<b>\$ 458,302</b>	<b>\$ 458,047</b>	<b>\$ 476,565</b>	<b>\$ 474,079</b>	<b>\$ 476,816</b>	<b>0.6%</b>

### Personnel Summary

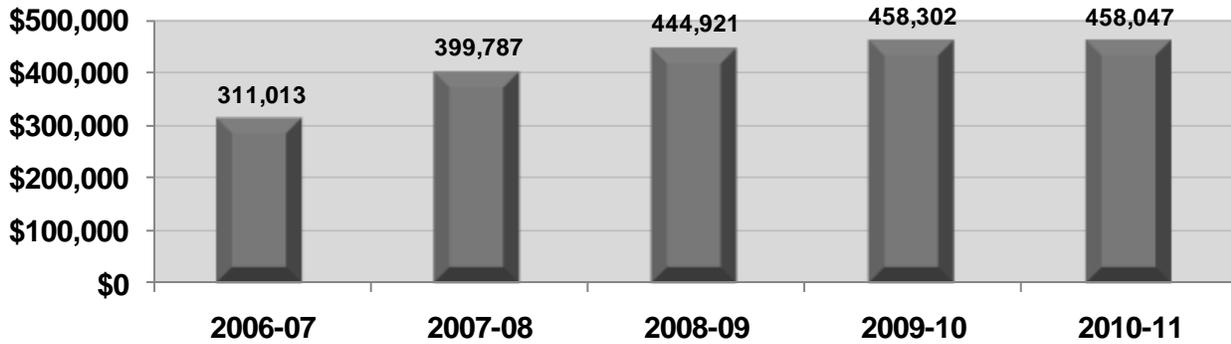
Full-Time	4	4	4	4	4
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Department at a Glance - Elections

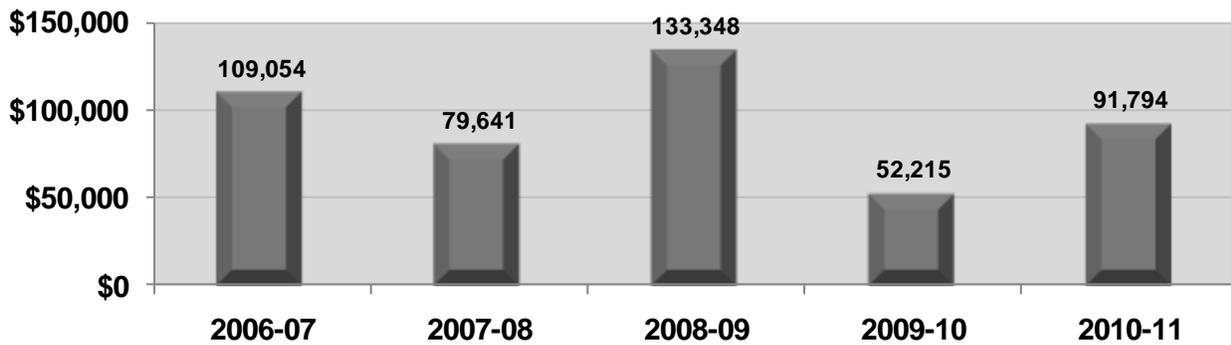
Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Elections	\$ 52,215	\$ 91,794	\$ 101,430	\$ 106,538	\$ 127,757	19.9%
<b>Total Department</b>	<b>\$ 52,215</b>	<b>\$ 91,794</b>	<b>\$ 101,430</b>	<b>\$ 106,538</b>	<b>\$ 127,757</b>	<b>19.9%</b>
Personal Services	\$ 30,728	\$ 63,603	\$ 65,157	\$ 67,665	\$ 86,607	28.0%
Supplies	4,356	4,850	7,900	7,500	5,800	-22.7%
Other Services/Charges	17,131	23,341	28,373	31,373	35,350	12.7%
<b>Total Department</b>	<b>\$ 52,215</b>	<b>\$ 91,794</b>	<b>\$ 101,430</b>	<b>\$ 106,538</b>	<b>\$ 127,757</b>	<b>19.9%</b>

## Summary of Budget Changes

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



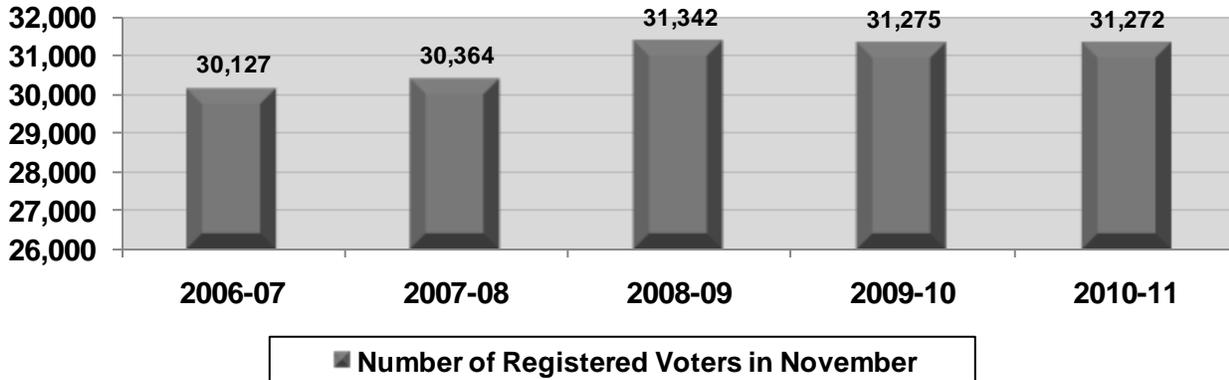
### 5-Year Operating Budget History – Elections



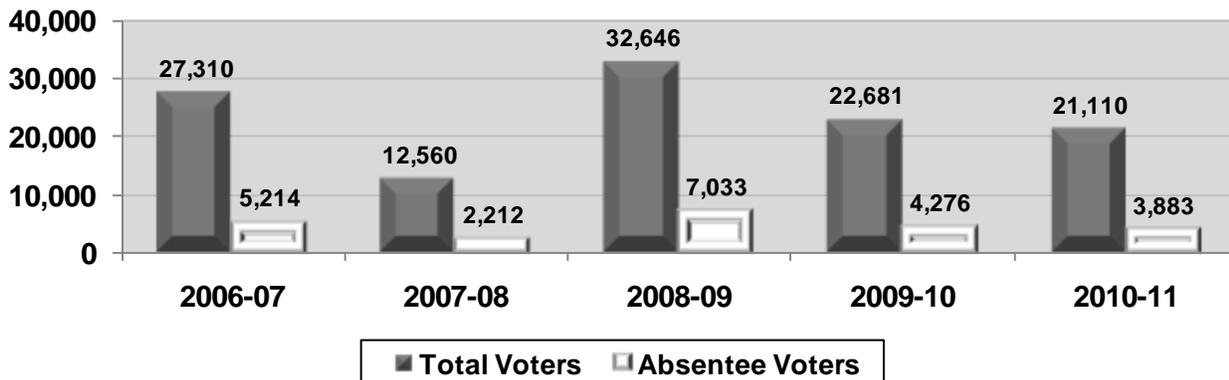
Fiscal year 2008-09 was a very large election year with two local millage proposals on the August 2008 ballot, a very significant presidential election in November 2008 and a large voter turnout for the May 2009 Midland Public School Millage Renewal proposal.

## Key Departmental Trends

### Voter Registrations



### Voter Transactions



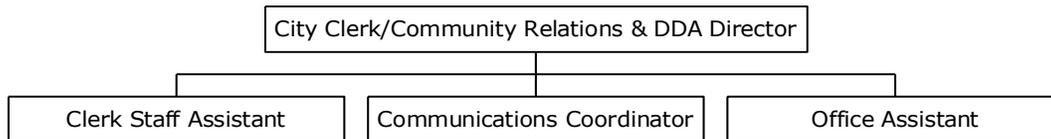
2011 marked the first election year that the Midland Public Schools moved the school board election from May and combined it with the general election that falls in November. The City Clerk's Office now typically administers two elections per year: one in August (typically a state or local primary and ballot proposals) and one in November (federal, state or local election and ballot proposals and now, school board elections and proposals). Odd-numbered years typically reflect a City Council election in November, which may or may not be preceded by an August primary.

## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Registered Voters (November)	31,275	31,272	0.0%
Voter Transactions	22,681	21,110	-6.9%
Absentee Voters	4,276	3,883	-9.2%
Press Releases	221	225	1.8%
MGTV-5 Productions (C15, others)	15	13	-13.3%
Editions of At Your Service... Newsletters Produced	3	4	33.3%

2011 marked the first election year that the Midland Public Schools moved the school board election from May and combined it with the general election that falls in November.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
City Clerk/Community Relations/DDA Director	1	1	1
Communications Coordinator	1	1	1
Clerk Staff Assistant	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**



## 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Engineering	\$ 236,171	\$ 154,286	\$ 190,552	\$ 203,575	\$ 214,445	5.3%
Public Lighting	521,053	614,834	658,150	550,139	652,705	18.6%
Traffic Services	50,213	37,021	58,755	59,267	49,916	-15.8%
Barstow Airport	285,333	326,474	411,252	420,630	375,426	-10.7%
<b>Total Department</b>	<b>\$ 1,092,770</b>	<b>\$ 1,132,615</b>	<b>\$ 1,318,709</b>	<b>\$ 1,233,611</b>	<b>\$ 1,292,492</b>	<b>4.8%</b>
Personal Services	\$ 238,857	\$ 151,763	\$ 149,716	\$ 178,683	\$ 188,173	5.3%
Supplies	37,140	43,867	49,270	44,307	47,810	7.9%
Other Services/Charges	812,650	936,985	1,025,758	916,656	1,021,509	11.4%
Capital Outlay	4,123	-	93,965	93,965	35,000	-62.8%
<b>Total Department</b>	<b>\$ 1,092,770</b>	<b>\$ 1,132,615</b>	<b>\$ 1,318,709</b>	<b>\$ 1,233,611</b>	<b>\$ 1,292,492</b>	<b>4.8%</b>

### Personnel Summary

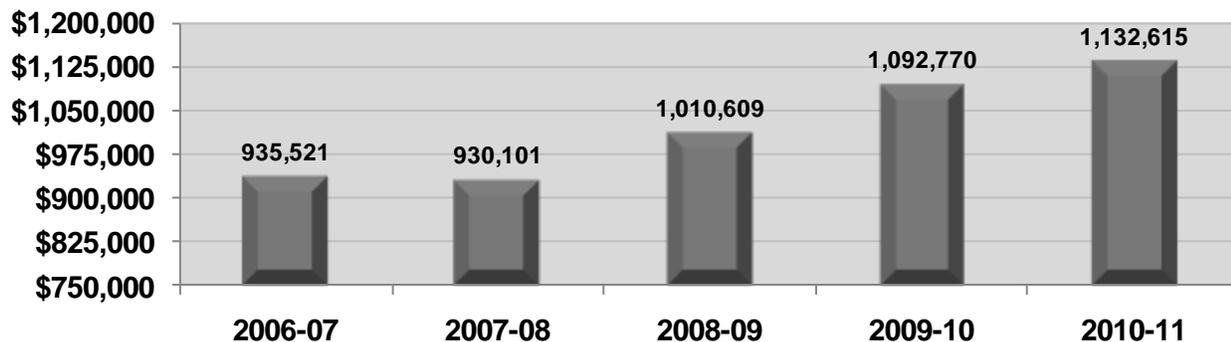
Full-Time	14	12	12	12	12
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>14</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

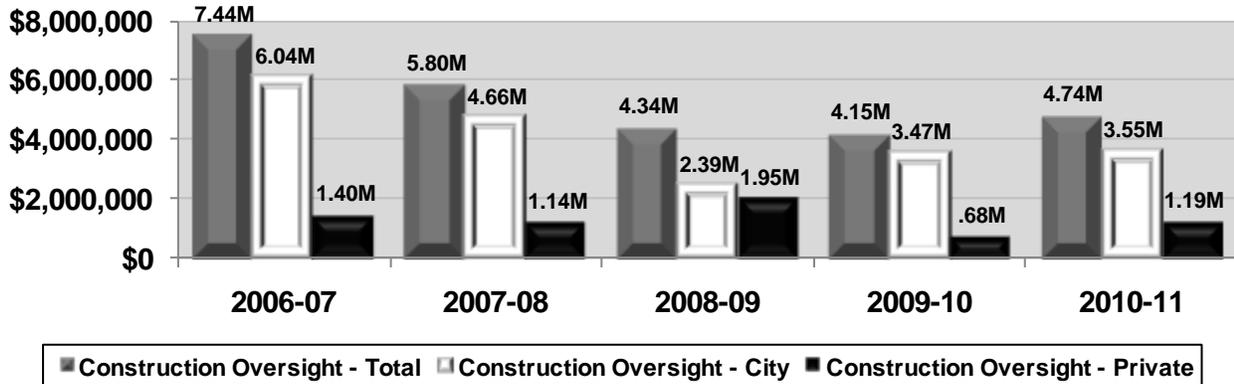
Energy costs associated with street lights continue to increase rapidly on the order of 5% per year and continue to have a significant impact on annual overall budgets. Credits received from Consumers Energy helped reduce the street light fund costs in 2011-2012.

### 5-Year Operating Budget History

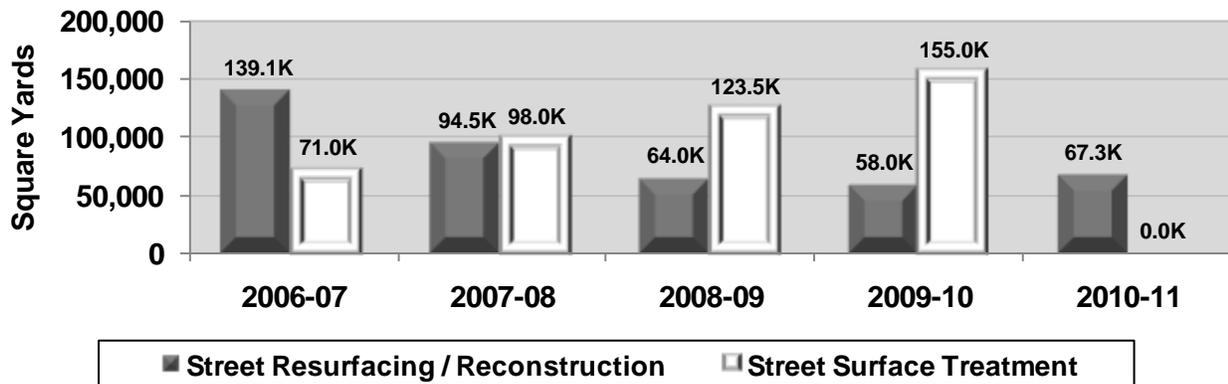


**Key Departmental Trends**

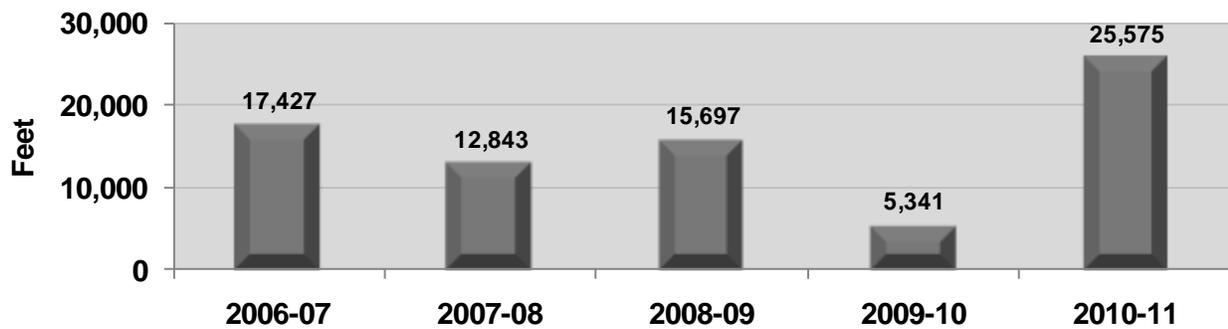
**Value of Construction Contracts Managed**



**Street Reconstruction and Surface Treatment**

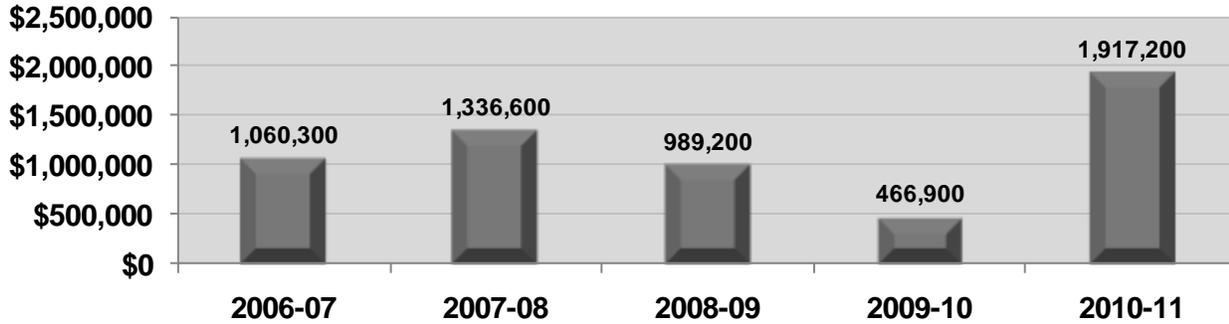


**Water Main Installed - Length**

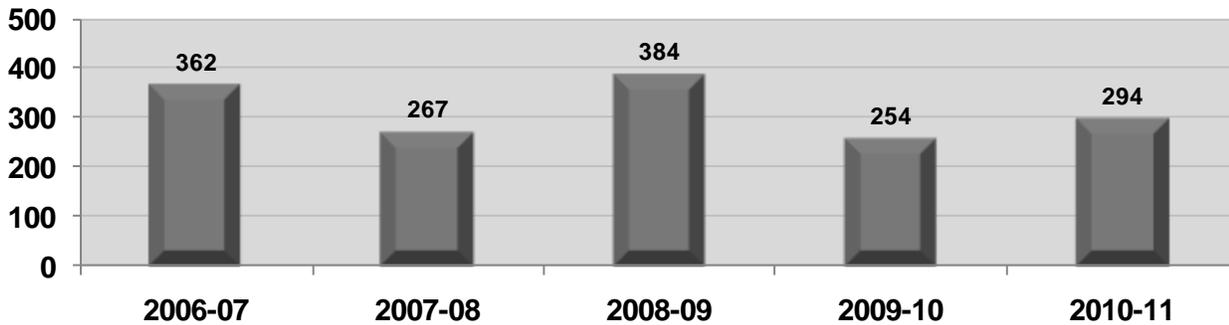


**Key Departmental Trends (cont.)**

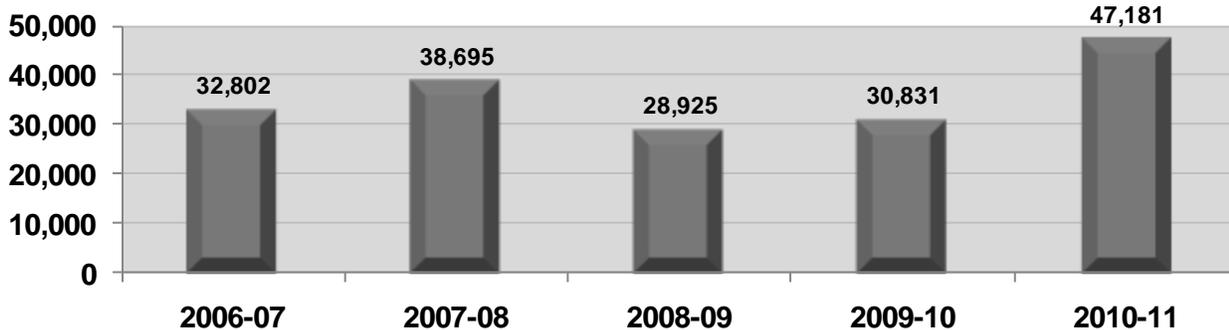
**Water Main Installed - Cost**



**Street Light Maintenance Requests**

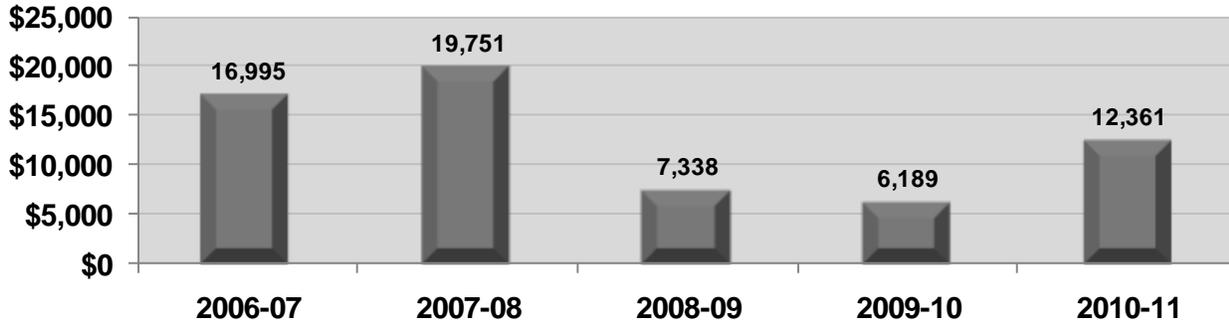


**Airport Fuel - Gallons Sold**



## Key Departmental Trends (cont.)

### Airport Fuel - Net Revenue

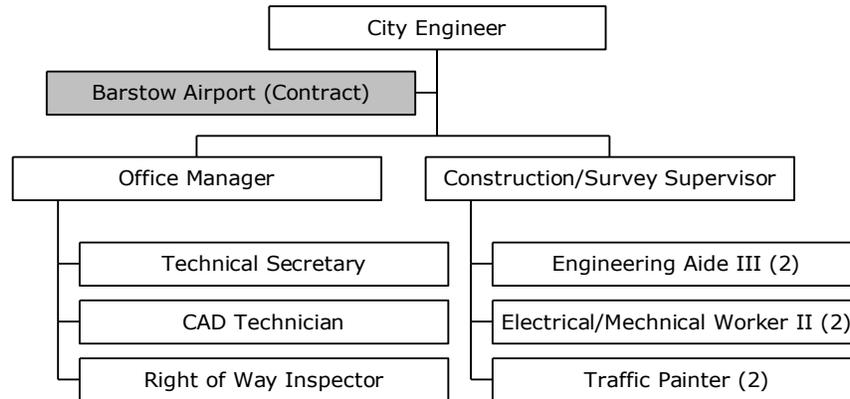


## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Value of Construction Contracts Awarded & Supervised	\$4,146,600	\$4,736,400	14.2%
Street Reconstruction Costs Per Lane Mile	\$190,000	\$195,000	2.6%
Sidewalk Ramps to Meet ADA Compliance	67	73	9.0%
Miscellaneous Recorded Inquiry Files	34	20	-41.2%
Street Segments Reviewed for Deterioration	454	455	0.2%
Private Developments Requiring Utility Inspection	5	6	20.0%
Traffic Studies	32	57	78.1%
Gallons of Fuel Sold at Airport	30,831	47,181	53.0%
Storm Water Plans Reviewed	22	21	-4.5%
Storm Water Facilities Reviewed	149	150	0.7%
Street Light Maintenance Requests	254	294	15.7%
Utility Company Permits, Field Reviewed	106	87	-17.9%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Contracts Completed within 10% of Bid Award	100%	100%	0.0%
Airport Fuel Net Revenue	\$6,189	\$12,361	99.7%
Airport City Hangar Occupancy (Monthly Avg.)	100.0%	100.0%	0.0%
Traffic Signal After Hours Call out costs	\$2,914	\$1,480	-49.2%
Traffic Signs Replaced	739	811	9.7%
Percent Sidewalk Miles versus Street Curb Miles	74.8%	74.8%	0.0%

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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>



<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>Vacant</b>
<b>Training Safety Officer .....</b>	<b>Greg Weisbarth</b>



## 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 the prevention and extinguishment of fires and to be ready to respond to any emergency whether natural or technological in nature. This is accomplished through three fire stations, strategically located throughout the city, operated by 42 full-time firefighters divided into three platoons, each with a complement of 14 personnel who work a 24-hour shift. The Fire Fighting Division responds to fires, rescue calls, medical calls, hazardous conditions, service calls, false alarms and other calls otherwise not classified. This division is responsible for conducting commercial business inspections, fire safety education, special event standby services, station tours, public assistance, small equipment maintenance and facilities maintenance.

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, through 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

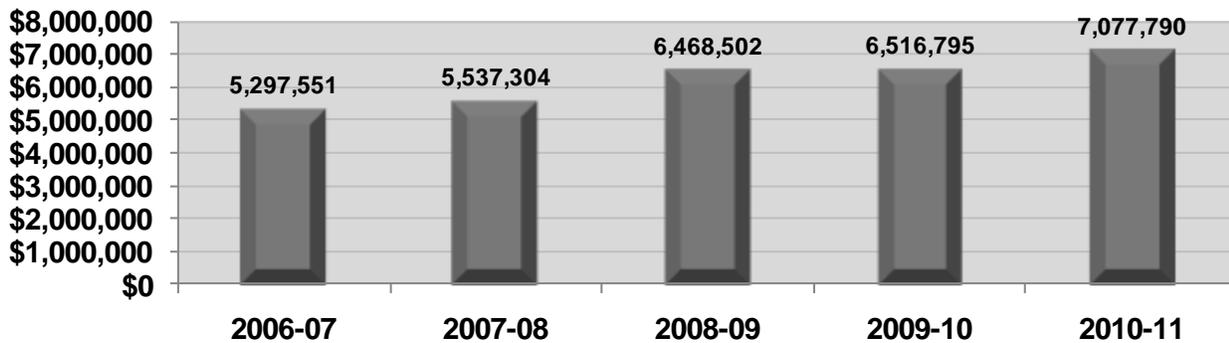
Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Administration	\$ 334,286	\$ 349,899	\$ 352,734	\$ 312,747	\$ 314,132	0.4%
Fire Fighting	5,792,855	6,336,411	6,302,405	6,140,794	6,576,306	7.1%
Prevention	135,995	152,235	143,905	139,908	295,601	111.3%
Maintenance	51,625	47,700	56,624	53,624	63,520	18.5%
Training	186,759	176,382	198,785	208,622	190,492	-8.7%
Emergency Services	15,275	15,163	15,656	15,656	15,789	0.8%
<b>Total Department</b>	<b>\$ 6,516,795</b>	<b>\$ 7,077,790</b>	<b>\$ 7,070,109</b>	<b>\$ 6,871,351</b>	<b>\$ 7,455,840</b>	<b>8.5%</b>
Personal Services	\$ 5,638,754	\$ 6,214,024	\$ 6,157,510	\$ 5,986,728	\$ 6,489,581	8.4%
Supplies	97,800	105,565	114,799	115,533	127,150	10.1%
Other Services/Charges	726,818	718,845	757,800	729,090	714,909	-1.9%
Capital Outlay	53,423	39,356	40,000	40,000	124,200	210.5%
<b>Total Department</b>	<b>\$ 6,516,795</b>	<b>\$ 7,077,790</b>	<b>\$ 7,070,109</b>	<b>\$ 6,871,351</b>	<b>\$ 7,455,840</b>	<b>8.5%</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>

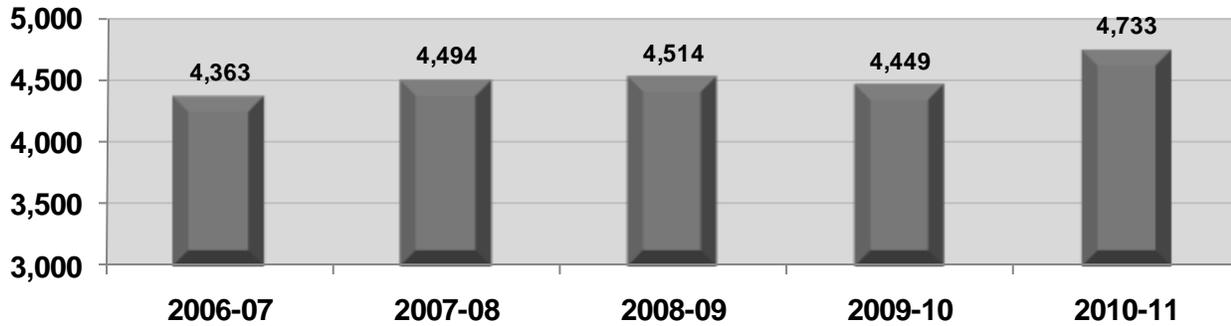
## Summary of Budget Changes

### 5-Year Operating Budget History

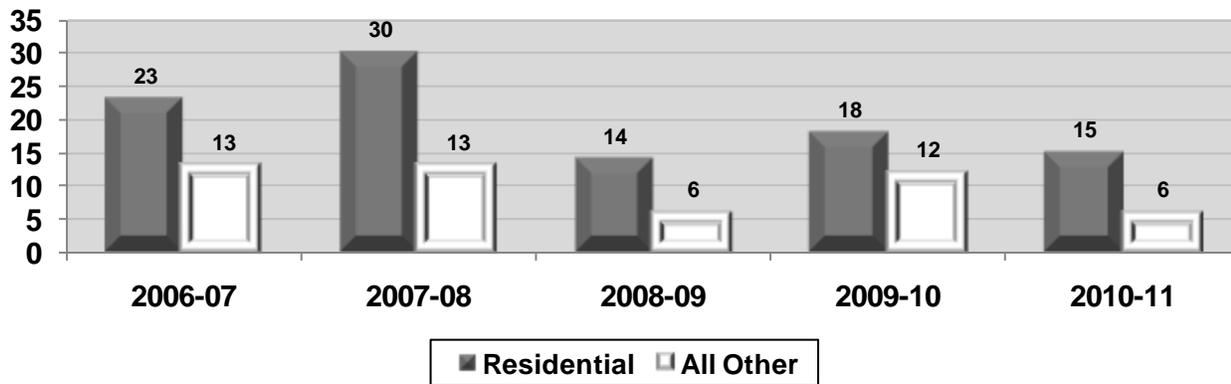


## Key Departmental Trends

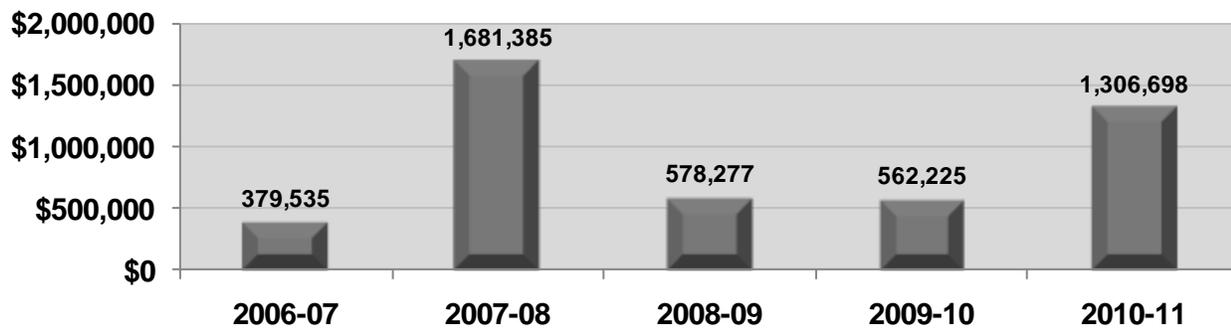
### Incident Responses



### Structure Fires



### Fire Loss



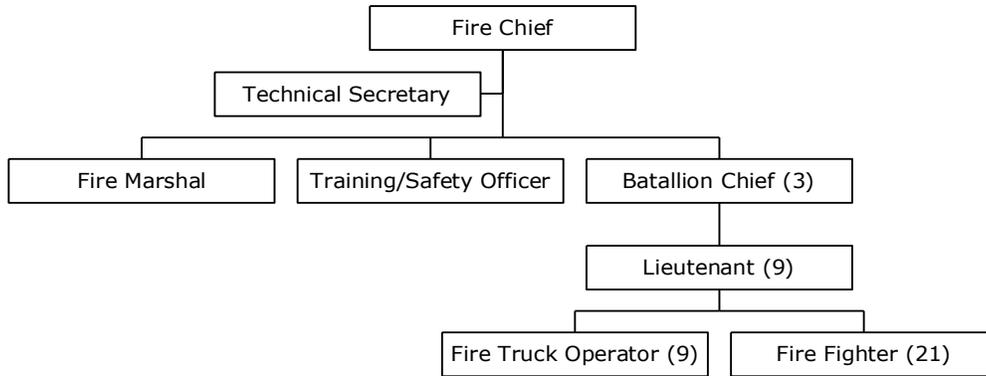
The significant increase for 2010/11 is primarily due to a single large commercial fire loss.

## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Total Fire Department Response	4,449	4,733	6.4%
All Fires	109	82	-24.8%
Medical Response	3,018	2,999	-0.6%
Other (Emergency) Responses	1,324	1,653	24.8%
Structure Fires	39	21	-46.2%
Property Endangered	\$43,355,114	\$7,125,240	-83.6%
Fire Loss	\$562,225	\$1,306,698	132.4%
Number of Fire Related Civilian Injuries	7	1	-85.7%
Number of Fire Related Civilian Deaths	2	0	-100.0%
Number of Incident Related Firefighter Injuries	0	2	N/A
Total Firefighter Training Hours	13,313	10,327	-22.4%
Total Inspections Performed	564	644	14.2%
Total Re-Inspections	134	102	-23.9%
Violations Issued	309	213	-31.1%
Violations Cleared	131	101	-22.9%
Total Plans Reviewed	173	188	8.7%
Total Permits Issued	20	32	60.0%
Community Events	19	21	10.5%
<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Property Loss Per Capita	\$13.49	\$31.21	131.4%
Department Cost Per Capita	\$159.76	\$166.59	4.3%
Department Cost as % of General Fund	18%	18%	0.0%

The significant increase in fire loss 2010/11 is primarily due to a single large commercial fire loss.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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
Office Assistant	0	0	0
<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**





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



## 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 18,470 parcels of property
- 2012 State Equalized Value (SEV) of \$2.24 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

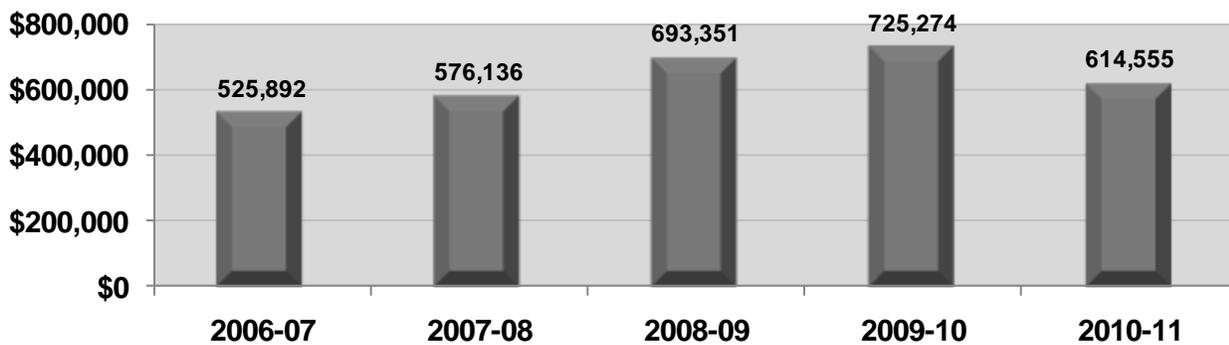
Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Assessing	\$ 725,274	\$ 614,555	\$ 611,096	\$ 605,578	\$ 625,088	3.2%
<b>Total Department</b>	<b>\$ 725,274</b>	<b>\$ 614,555</b>	<b>\$ 611,096</b>	<b>\$ 605,578</b>	<b>\$ 625,088</b>	<b>3.2%</b>
Personal Services	\$ 685,652	\$ 564,780	\$ 571,801	\$ 567,933	\$ 588,103	3.6%
Supplies	2,988	2,543	4,500	4,000	4,000	0.0%
Other Services/Charges	36,634	33,207	34,795	33,645	32,985	-2.0%
Capital Outlay	-	14,025	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 725,274</b>	<b>\$ 614,555</b>	<b>\$ 611,096</b>	<b>\$ 605,578</b>	<b>\$ 625,088</b>	<b>3.2%</b>

### Personnel Summary

Full-Time	5	4	4	4	4
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

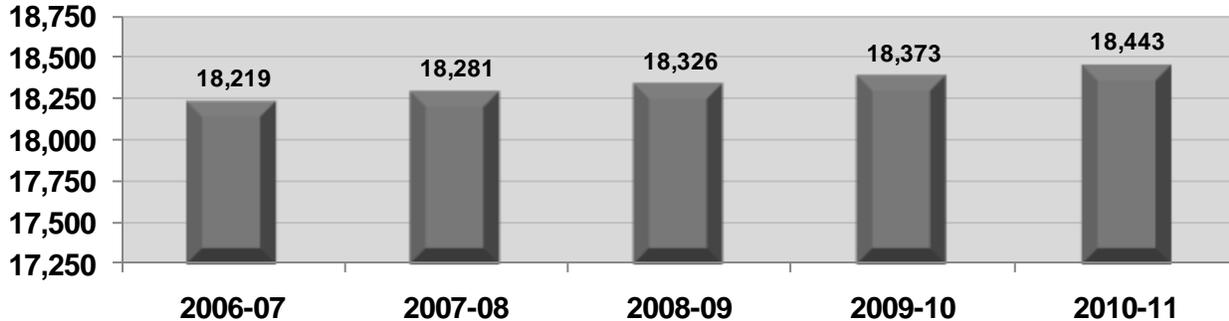
## Summary of Budget Changes

### 5-Year Operating Budget History

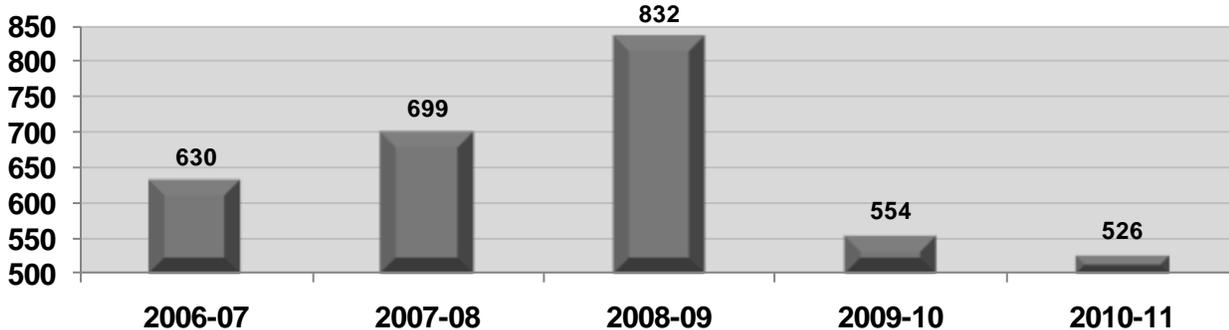


## Key Departmental Trends

### Number of Parcels in the City



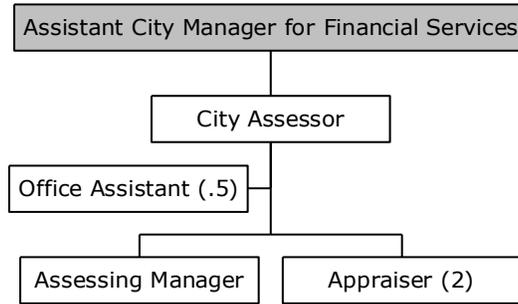
### March Board of Review Appeals



## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Residential Properties Revalued	2,367	1,597	-32.5%
IFT applications Processed	3	5	66.7%
March Board of Review Appeals Heard	554	526	-5.1%
Special Assessment Rolls Prepared	1	3	200.0%
Parcels Assessed	18,373	18,443	0.4%
Property Transfer Records Processed	1,367	1,388	1.5%
<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Sales Ratio	50%	50%	0.0%
Equalization Factor	1.00	1.00	0.0%
Budget Cost per Parcel	\$39.48	\$33.23	-15.8%

## 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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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>



City Controller ..... Margaret Maday  
Assistant City Controller..... Susan Szabo



## **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

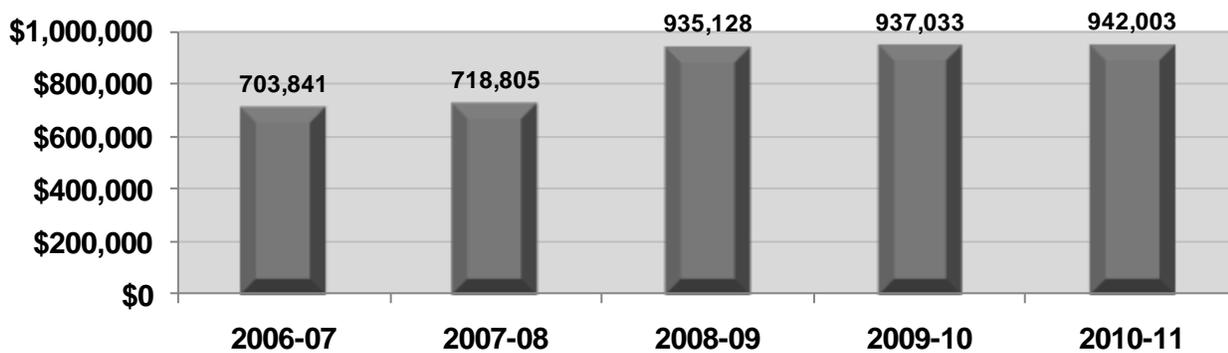
Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Finance	\$ 937,033	\$ 942,003	\$ 1,002,525	\$ 1,008,067	\$ 1,045,619	3.7%
<b>Total Department</b>	<b>\$ 937,033</b>	<b>\$ 942,003</b>	<b>\$ 1,002,525</b>	<b>\$ 1,008,067</b>	<b>\$ 1,045,619</b>	<b>3.7%</b>
Personal Services	\$ 872,202	\$ 887,000	\$ 874,674	\$ 895,195	\$ 963,677	7.6%
Supplies	6,193	4,602	8,025	4,230	6,420	51.8%
Other Services/Charges	58,638	50,401	119,826	108,642	75,522	-30.5%
<b>Total Department</b>	<b>\$ 937,033</b>	<b>\$ 942,003</b>	<b>\$ 1,002,525</b>	<b>\$ 1,008,067</b>	<b>\$ 1,045,619</b>	<b>3.7%</b>

### Personnel Summary

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

## Summary of Budget Changes

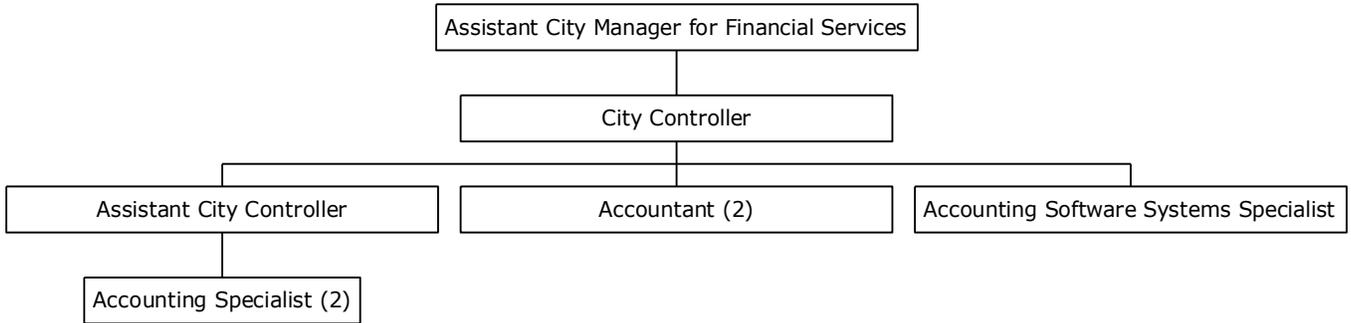
### 5-Year Operating Budget History



**Performance Objectives**

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Journal Entries	1,202	1,054	-12.3%
Budget Adjustments	286	191	-33.2%
Payroll Checks/Direct Deposits	14,193	13,711	-3.4%
Accounts Payable Checks	8,997	8,935	-0.7%
Accounts Payable Amount Paid	\$92,268,509	\$94,724,587	2.7%
Accounts Receivable Invoices	1,513	1,580	4.4%
Capital Asset Additions	\$19,168,331	\$36,579,975	90.8%
<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Administration of Federal Grant Expenditures	\$4,827,404	\$641,045	-86.7%
GFOA Certificate of Achievement for Excellence in Financial Reporting	27	28	

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
Assistant City Manager for Financial Services	0	0	1
Director of Fiscal Services	1	1	0
City Controller	1	1	1
Assistant City Controller	1	1	1
Accountant	3	2	2
Accounting Software Systems Specialist	0	0	1
Accounting Specialist	2	3	2
<b>Total Full-Time</b>	<b>8</b>	<b>8</b>	<b>8</b>
<u>Regular Part-Time</u>			
Office Assistant	1	0	0
<b>Total Regular Part-Time</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>9</b>	<b>8</b>	<b>8</b>



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



## 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

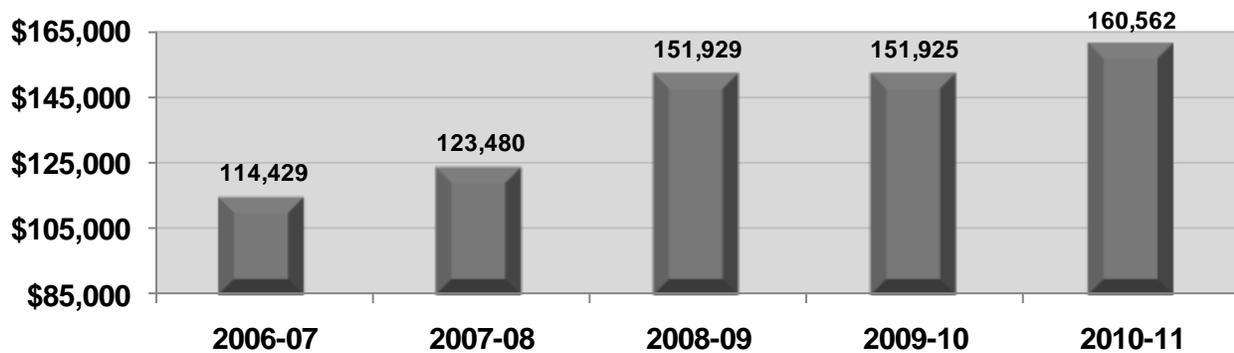
Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Purchasing	\$ 151,925	\$ 160,562	\$ 161,440	\$ 161,127	\$ 168,182	4.4%
<b>Total Department</b>	<b>\$ 151,925</b>	<b>\$ 160,562</b>	<b>\$ 161,440</b>	<b>\$ 161,127</b>	<b>\$ 168,182</b>	<b>4.4%</b>
Personal Services	\$ 148,859	\$ 158,030	\$ 159,264	\$ 159,276	\$ 165,869	4.1%
Supplies	199	99	150	150	150	0.0%
Other Services/Charges	2,867	2,433	2,026	1,701	2,163	27.2%
<b>Total Department</b>	<b>\$ 151,925</b>	<b>\$ 160,562</b>	<b>\$ 161,440</b>	<b>\$ 161,127</b>	<b>\$ 168,182</b>	<b>4.4%</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>

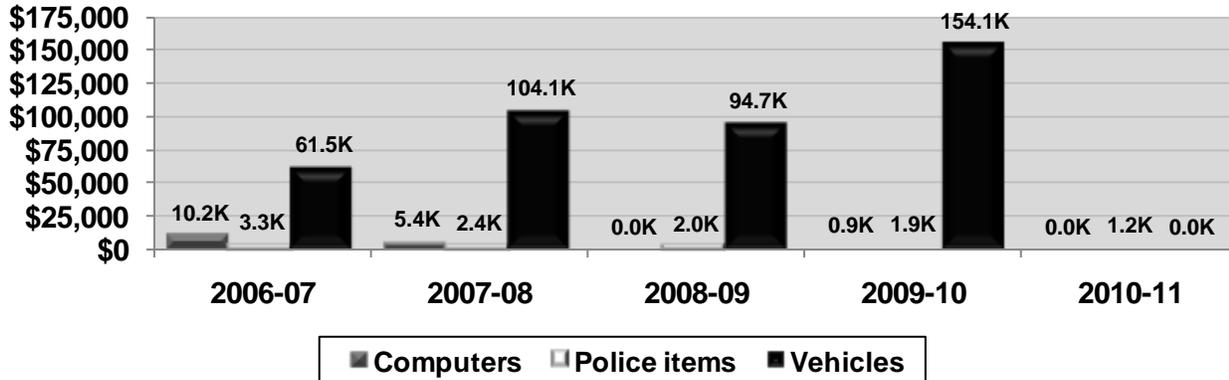
## Summary of Budget Changes

### 5-Year Operating Budget History



**Key Departmental Trends**

**Surplus Auction Sales**



The City holds three surplus auctions per year: the first is to sell used computer equipment; the second is to sell unclaimed property from the Police Department; and the final sale is for used cars and trucks.

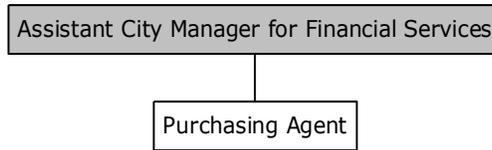
**Performance Objectives**

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Average number of days from bid request to award	45	45	0.0%
Value of funds from City auctions	\$156,826	\$1,240	-99.2%
Value of goods and services purchased	\$20,000,000	\$20,000,000	0.0%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Percentage of awards without dispute	100%	99%	-1.0%
Purchasing budget as % of total purchases	0.005%	0.005%	0.0%

## 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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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>



City Treasurer ..... Dana C. Strayer



## 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 and parking tickets, 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>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>Adjusted 2011-12 Budget</b>	<b>Estimated 2011-12 Budget</b>	<b>Adopted 2012-13 Budget</b>	<b>% of Change</b>
Treasurer's Office	\$ 401,024	\$ 419,439	\$ 415,666	\$ 424,383	\$ 441,549	4.0%
<b>Total Department</b>	<b>\$ 401,024</b>	<b>\$ 419,439</b>	<b>\$ 415,666</b>	<b>\$ 424,383</b>	<b>\$ 441,549</b>	<b>4.0%</b>
Personal Services	\$ 339,787	\$ 353,283	\$ 346,086	\$ 356,486	\$ 371,467	4.2%
Supplies	4,414	3,816	6,510	6,100	6,100	0.0%
Other Services/Charges	56,823	62,340	63,070	61,797	63,982	3.5%
<b>Total Department</b>	<b>\$ 401,024</b>	<b>\$ 419,439</b>	<b>\$ 415,666</b>	<b>\$ 424,383</b>	<b>\$ 441,549</b>	<b>4.0%</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>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>Adjusted 2011-12 Budget</b>	<b>Estimated 2011-12 Budget</b>	<b>Adopted 2012-13 Budget</b>	<b>% of Change</b>
Police & Fire Pension Adm	\$ 24,159	\$ 26,015	\$ 40,487	\$ 36,272	\$ 34,780	-4.1%
<b>Total Department</b>	<b>\$ 24,159</b>	<b>\$ 26,015</b>	<b>\$ 40,487</b>	<b>\$ 36,272</b>	<b>\$ 34,780</b>	<b>-4.1%</b>
Personal Services	\$ 2,862	\$ 7,413	\$ 15,929	\$ 9,359	\$ 8,552	-8.6%
Supplies	(17)	12	200	130	200	53.8%
Other Services/Charges	21,314	18,590	24,358	26,783	26,028	-2.8%
<b>Total Department</b>	<b>\$ 24,159</b>	<b>\$ 26,015</b>	<b>\$ 40,487</b>	<b>\$ 36,272</b>	<b>\$ 34,780</b>	<b>-4.1%</b>

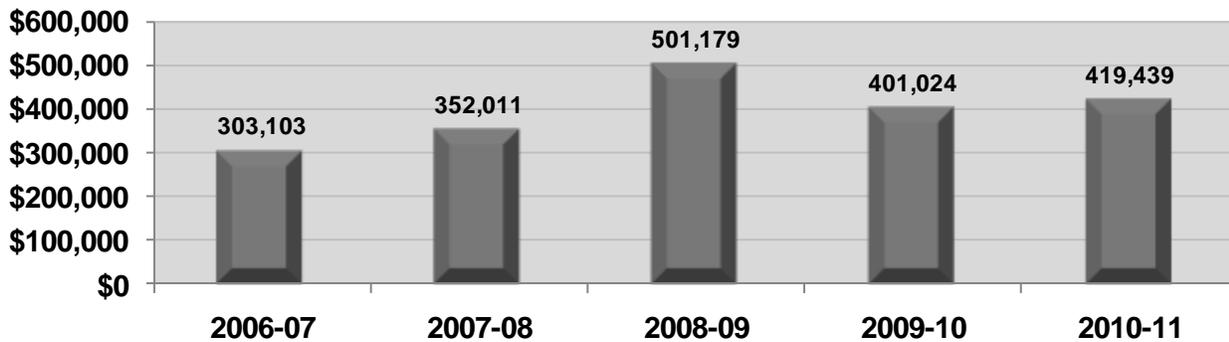
**Summary of Budget Changes**

**Significant Notes – 2012-13 Budget Compared to 2011-12 Budget**

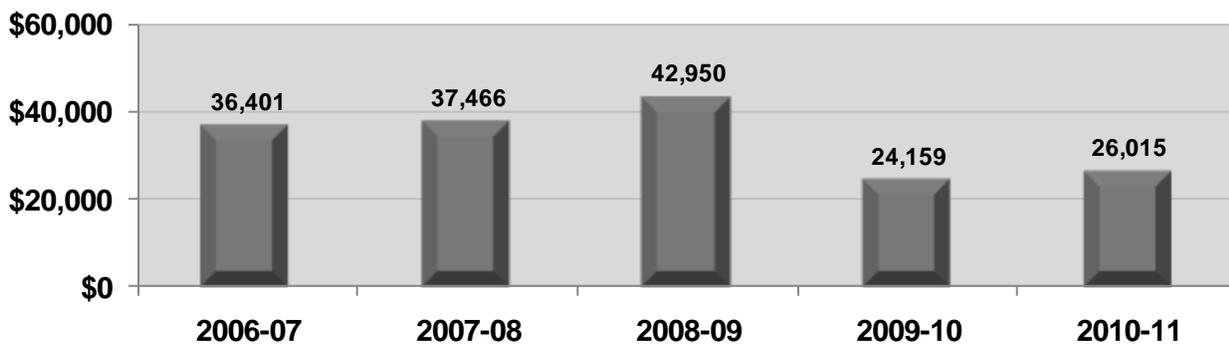
The Treasurer’s Office implemented new cash receipt and tax software programs during the Spring of 2012. This resulted in some staff overtime and increased counter coverage assistance from the Parking Violations Clerk.

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**

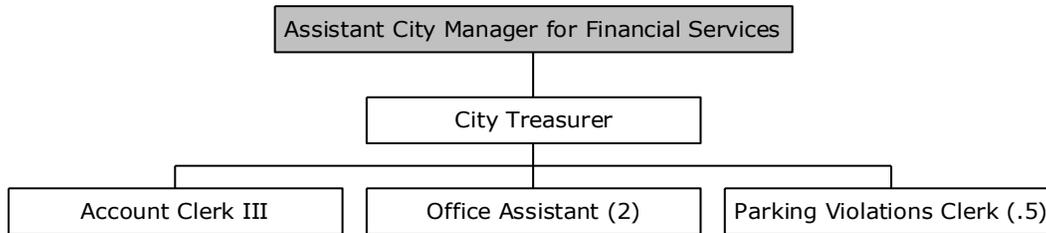


**Performance Objectives**

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Number of Payments Processed			
o Tax Payments	33,513	33,638	0.4%
o Utilities	66,551	69,259	4.1%
o Miscellaneous	36,198	32,358	-10.6%
o AutoPay – Utilities	4,567	5,282	15.7%
Total Dollars Processed			
o Tax Payments	\$91,543,935	\$91,088,667	-0.5%
o Utilities	\$13,906,430	\$14,678,476	5.6%
o Miscellaneous	\$28,314,159	\$27,479,073	-2.9%
o AutoPay – Utilities	\$554,520	\$671,840	21.2%
Customers Enrolled in Tax AutoPay	355	414	16.6%
Option available beginning March 2007			
First payments processed September 2007			
Water Payments Processed Online			
Option available beginning May 22, 2007			
o Credit card & debit card	8,442	10,693	26.7%
o Electronic check	2,349	2,628	11.9%
Parking Ticket Payments Processed Online			
Option available beginning May 22, 2007			
o Credit card & debit card	477	824	72.7%
<b><u>Parking Enforcement</u></b>			
Parking Tickets Issued in Downtown Area	1,068	968	-9.4%
Parking Tickets Issued by Police Department	1,673	2,366	41.4%
Parking Tickets Paid	2,741	2,914	6.3%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Collected July 1 – February 28			
• % of Real Property Tax Levy Collected	97.7%	97.7%	0.0%
• % of Personal Property Tax Levy Collected	99.7%	99.7%	0.0%
• % of Industrial Facilities Tax Levy Collected	100.0%	100.0%	0.0%

## 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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
City Treasurer	1	1	1
Account Clerk III	1	1	1
Office Assistant	2	2	2
<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**



## 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

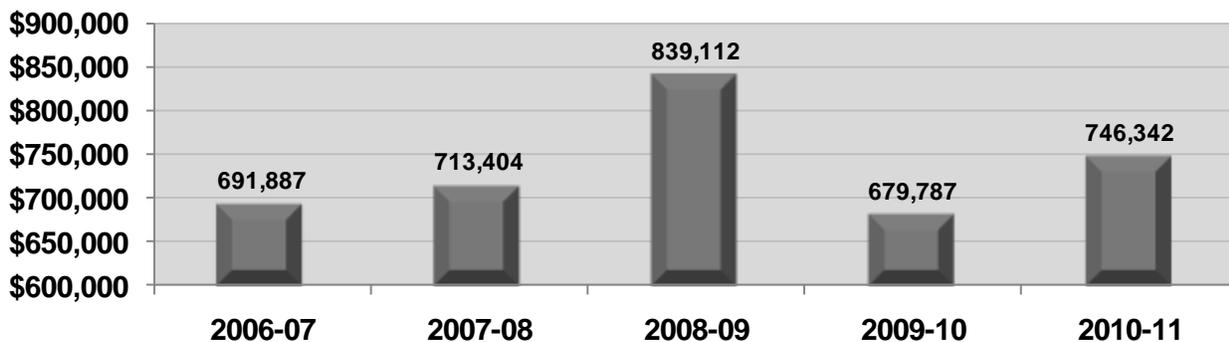
Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Human Resources	\$ 679,787	\$ 746,342	\$ 776,035	\$ 755,852	\$ 771,827	2.1%
<b>Total Department</b>	<b>\$ 679,787</b>	<b>\$ 746,342</b>	<b>\$ 776,035</b>	<b>\$ 755,852</b>	<b>\$ 771,827</b>	<b>2.1%</b>
Personal Services	\$ 528,980	\$ 568,148	\$ 570,368	\$ 570,435	\$ 590,667	3.5%
Supplies	6,624	9,292	12,700	10,700	12,700	18.7%
Other Services/Charges	144,183	168,902	192,967	174,717	168,460	-3.6%
<b>Total Department</b>	<b>\$ 679,787</b>	<b>\$ 746,342</b>	<b>\$ 776,035</b>	<b>\$ 755,852</b>	<b>\$ 771,827</b>	<b>2.1%</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>

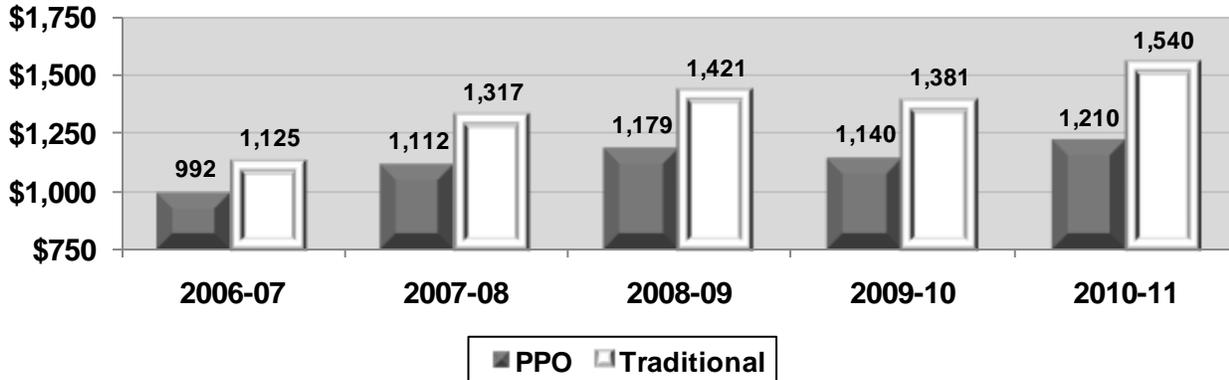
## Summary of Budget Changes

### 5-Year Operating Budget History



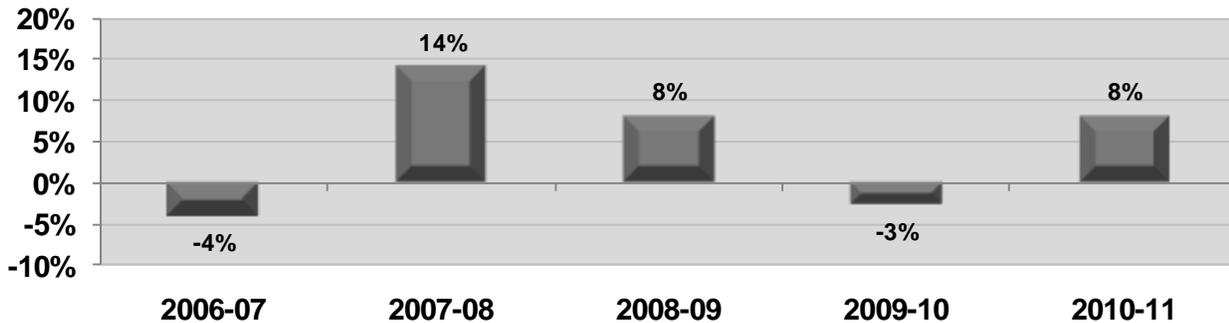
## Key Departmental Trends

### Monthly Health Insurance Premium - Family Coverage

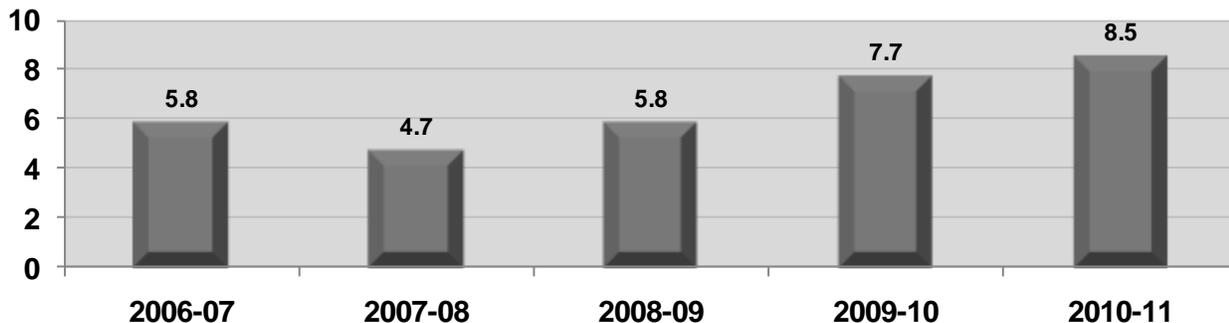


This is a representative rate covering several employee groups.

### Health Insurance Rate Changes

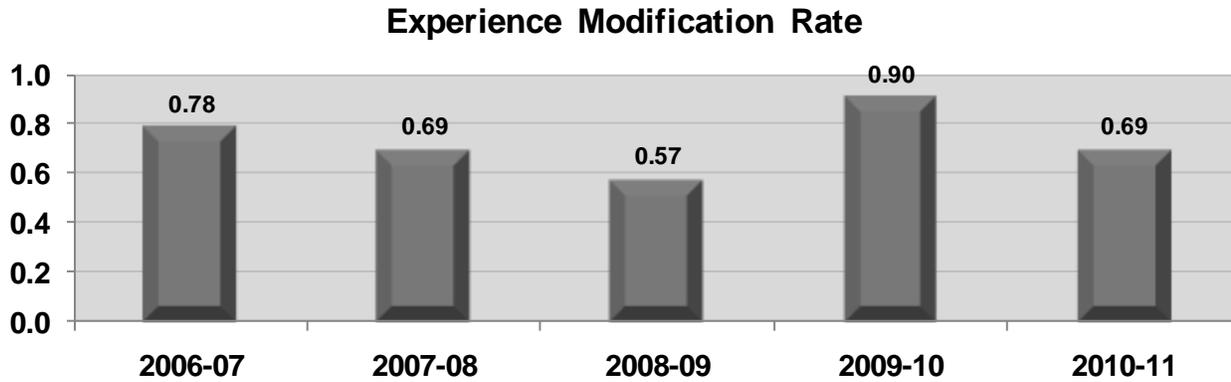


### Employee Injury Incident Rate



Incident rate measures the number of recordable injuries for all City employees per 100 full-time workers/year.

## Key Departmental Trends (cont.)

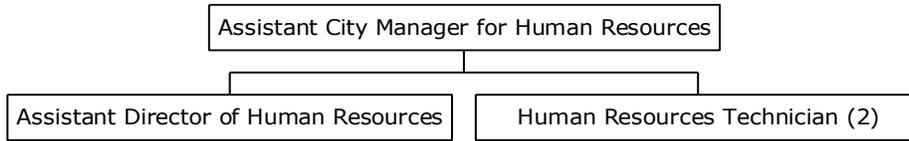


The Experience Modification Rate is a discount applied to the City’s base workers compensation premium. An EMR<1 means rates are discounted.

## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Job Postings – Full-time	20	29	45.0%
Job Postings – Part-time	6	4	-33.3%
Applications Processed	1,538	1,281	-16.7%
Promotions/Transfers Processed	28	19	-32.1%
Employees Hired	14	19	35.7%
Retirements	9	13	44.4%
Separations	17	10	-41.2%

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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**



## 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, 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, district parks, 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 lighted, groomed cross country ski trails 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 league

#### **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 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>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>Adjusted 2011-12 Budget</b>	<b>Estimated 2011-12 Budget</b>	<b>Adopted 2012-13 Budget</b>	<b>% of Change</b>
Administration	\$ 313,460	\$ 311,800	\$ 340,045	\$ 329,650	\$ 335,049	1.6%
Parks	2,517,786	2,324,152	2,743,418	2,727,287	2,595,982	-4.8%
Forestry	479,119	732,895	1,287,754	1,288,630	1,146,173	-11.1%
Recreation	247,325	450,774	508,961	512,354	531,521	3.7%
Summer Programs	23,116	6,092	8,977	8,892	9,633	8.3%
Winter Programs	49,020	50,156	72,234	64,882	62,839	-3.1%
Plymouth Park Pool	157,727	120,009	133,174	133,521	148,094	10.9%
Cemetery	292,980	327,626	345,133	347,635	362,532	4.3%
<b>Total Department</b>	<b>\$ 4,080,533</b>	<b>\$ 4,323,504</b>	<b>\$ 5,439,696</b>	<b>\$ 5,412,851</b>	<b>\$ 5,191,823</b>	<b>-4.1%</b>

Personal Services	\$ 2,745,717	\$ 2,977,775	\$ 3,274,061	\$ 3,227,845	\$ 3,387,091	4.9%
Supplies	225,613	260,093	340,247	348,587	287,736	-17.5%
Other Services/Charges	1,000,513	989,454	1,550,532	1,561,563	1,455,996	-6.8%
Capital Outlay	108,690	96,182	274,856	274,856	61,000	-77.8%
<b>Total Department</b>	<b>\$ 4,080,533</b>	<b>\$ 4,323,504</b>	<b>\$ 5,439,696</b>	<b>\$ 5,412,851</b>	<b>\$ 5,191,823</b>	<b>-4.1%</b>

### Personnel Summary

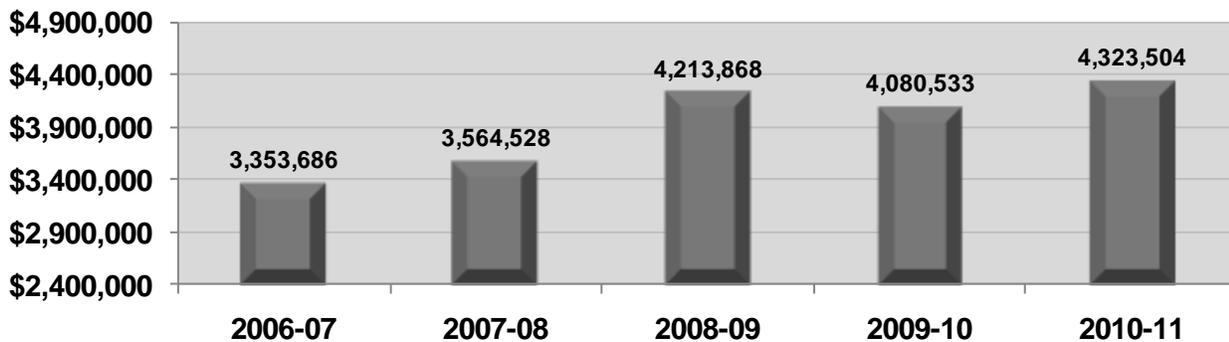
Full-Time	29	25	26	26	26
Regular Part-Time	-	1	1	1	1
<b>Total Department</b>	<b>29</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>27</b>

## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

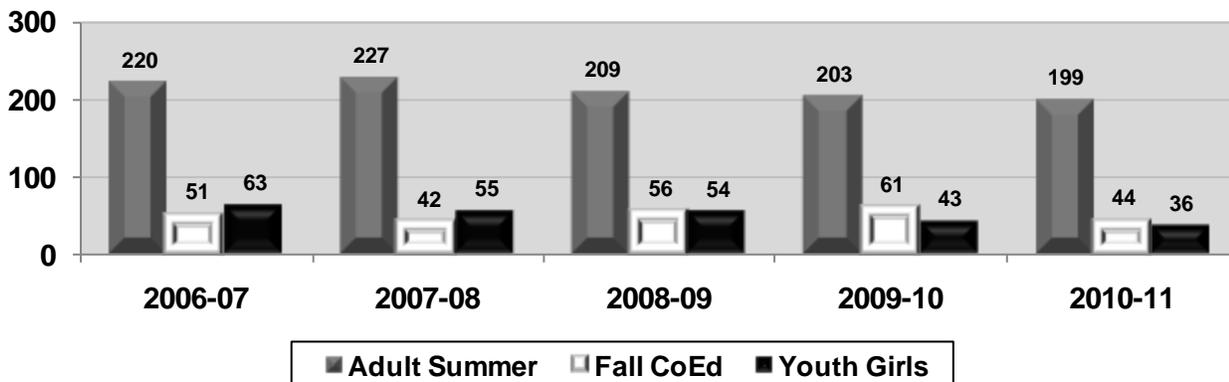
The forestry budget has \$350,000 included in 2012-13 to combat the effects of the Emerald Ash Borer (EAB). EAB is an exotic insect that bores under the bark of ash trees, resulting in the death of the tree. The City has a multi-year plan in place to treat and/or remove ash trees located in the city rights-of-way to mitigate the effects of EAB. The FY 12/13 request is \$150,000 less than originally projected as the forestry crew has been able to do ash removals to date using an in-house crew, which has kept contracted expenses lower than anticipated.

### 5-Year Operating Budget History



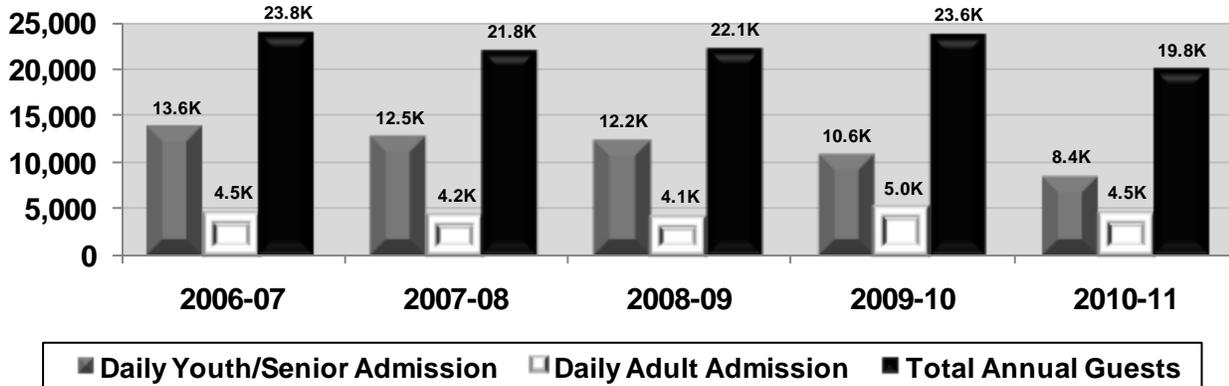
## Key Departmental Trends

### Softball Teams Supported



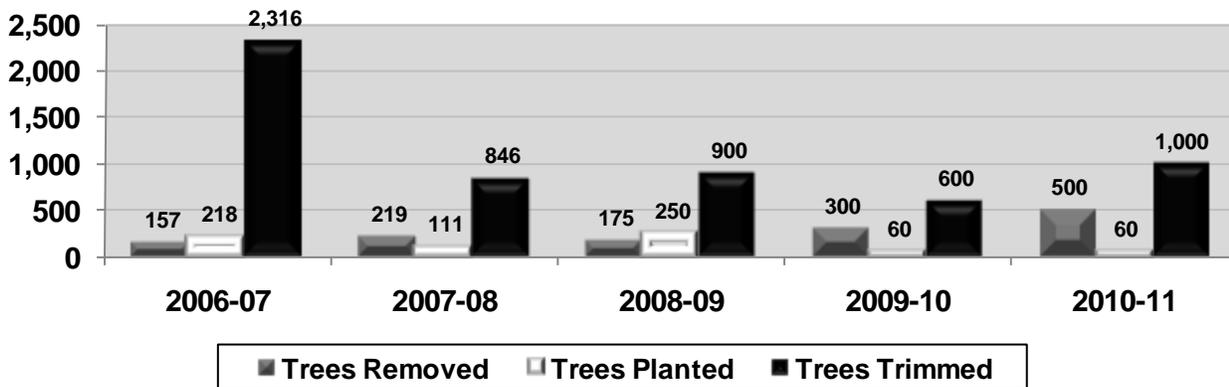
## Key Departmental Trends (cont.)

### Plymouth Pool Usage



Total annual guests includes all daily admission swimmers, swim lesson participants and annual pass holder visits. The swim season for 2010-11 started two weeks late due to weather-related delays in the renovation of the pool deck and the pool resurfacing project.

### Forestry Services

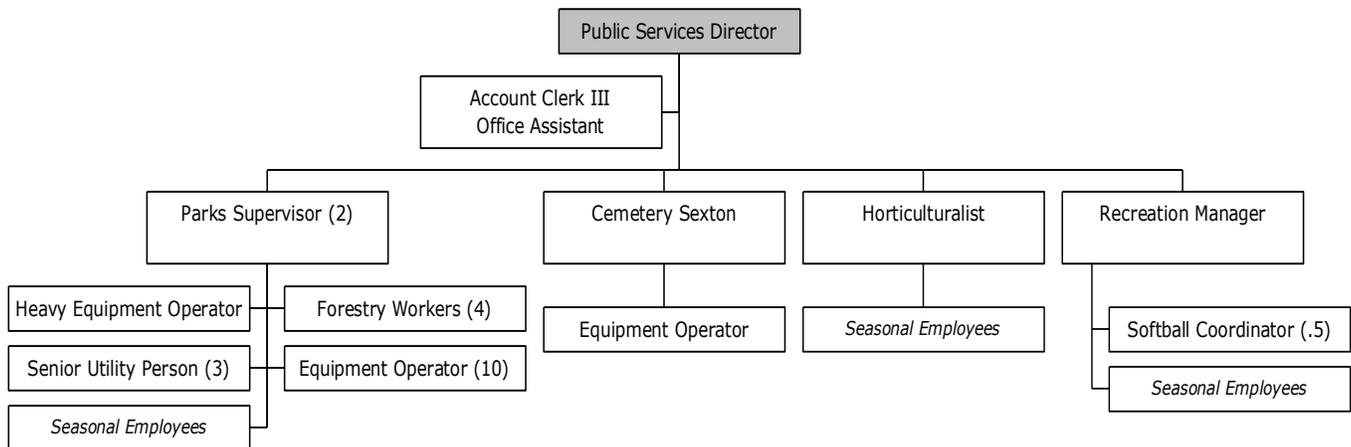


A special trimming initiative was undertaken in 2006-07 that resulted in a greater number of trees trimmed than is typical in a year. 2007-08 trimming is more indicative of a typical year. 2010-11 reflects the first year of removal of ash trees due to Emerald Ash Borer attack.

## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Picnic Shelter Reservations	603	621	3.0%
Picnic Shelter Rental Revenue	\$16,252	\$15,900	-2.2%
Cemetery:			
Interments	79	87	10.1%
Cremation Interments	47	53	12.8%
Cemetery Spaces Remaining:			
Adult	1,680	1,627	-3.2%
Infant	234	234	0.0%
Cremation	286	271	-5.2%
Veteran	33	29	-12.1%
<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Trees Trimmed	600	1,000	66.7%

## 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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
Cemetery Sexton	1	1	1
Parks Supervisor	2	2	2
Horticulturist	1	1	1
Recreation Manager	1	1	1
Account Clerk III	1	1	1
Office Assistant	1	1	1
Equipment Operator	10	11	11
Facility Maintenance Person	0	0	0
Forestry Worker	4	4	4
Heavy Equipment Operator	1	1	1
Senior Utility Person	3	3	3
<b>Total Full-Time</b>	<b>25</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>26</b>	<b>27</b>	<b>27</b>





**Planning Department**

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

**Building Department**

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



## 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, Center City Authority and West Main Street Historic District Commission
- Manage two 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

Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Planning	\$ 542,578	\$ 537,719	\$ 560,824	\$ 573,102	\$ 578,996	1.0%
Building	658,047	673,636	686,725	652,764	757,188	16.0%
<b>Total Department</b>	<b>\$ 1,200,625</b>	<b>\$ 1,211,355</b>	<b>\$ 1,247,549</b>	<b>\$ 1,225,866</b>	<b>\$ 1,336,184</b>	<b>9.0%</b>
Personal Services	\$ 1,031,578	\$ 1,068,019	\$ 1,094,170	\$ 1,058,887	\$ 1,182,846	11.7%
Supplies	11,466	16,290	17,900	15,300	22,400	46.4%
Other Services/Charges	139,902	127,046	135,479	151,679	130,938	-13.7%
Capital Outlay	17,679	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 1,200,625</b>	<b>\$ 1,211,355</b>	<b>\$ 1,247,549</b>	<b>\$ 1,225,866</b>	<b>\$ 1,336,184</b>	<b>9.0%</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>

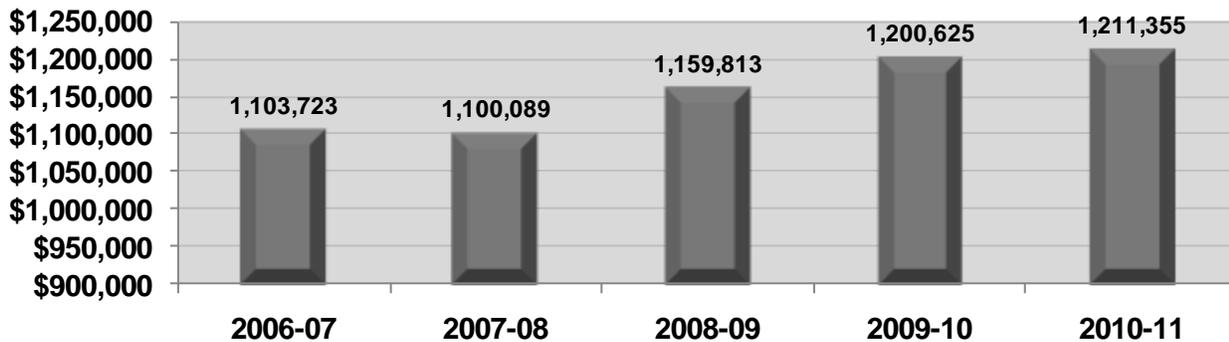
Planning & Building Department staffing has been reduced from 14 full-time positions in 2006-07 to 10 full-time positions budgeted for 2012-13. This has had a positive effect on the overall reduction of expenses in the Planning & Building Department to the City annually over the past seven fiscal years.

## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

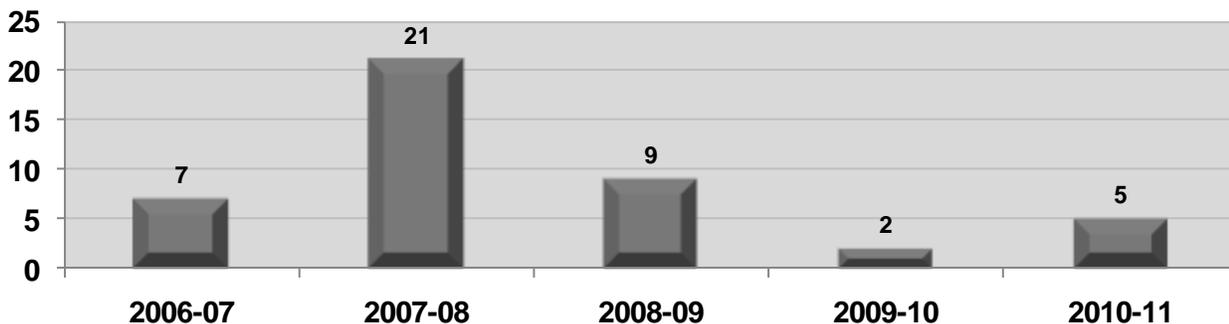
In 2011-12, the Planning and Building Departments were both impacted by the departure and subsequent replacement of the Director of Planning and Community Development. This change impacted the Planning Department budget in particular as additional consultant time to ensure the continued provision of central services and operation of the department during the transitional period was needed. Looking ahead to fiscal year 2012-13, operational costs have been held consistent but departmental retirements, and the legacy costs associated with those retirements, result in an increased overall departmental budget.

### 5-Year Operating Budget History



## Key Departmental Trends - Planning

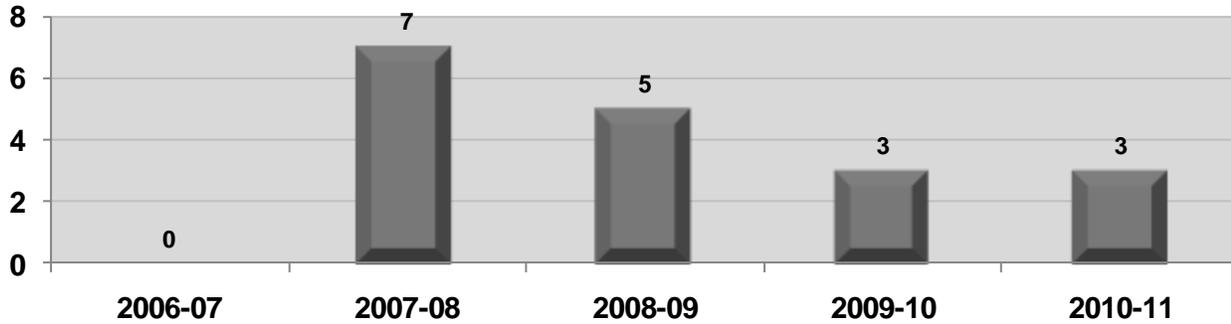
### Site Plan Review Petitions



The recent history and downward trend in site plan review petitions ended in 2010-11 as the first upturn in the number of such applications since 2007-08 was seen. This upturn remains modest, however, reflecting the continued fragility of the national and Michigan economies.

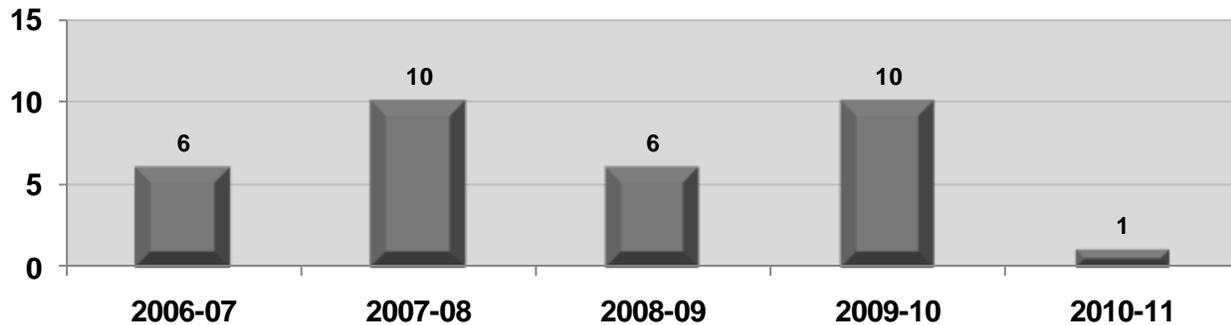
## Key Departmental Trends – Planning (cont.)

### Conditional Land Use Permits



The Planning Department handled the same number of Conditional Land Use petitions in 2010-11 as it did in 2009-10. Although this halted the downward trend of the previous three fiscal years, development activity in the community remains light due to the poor national and state economies.

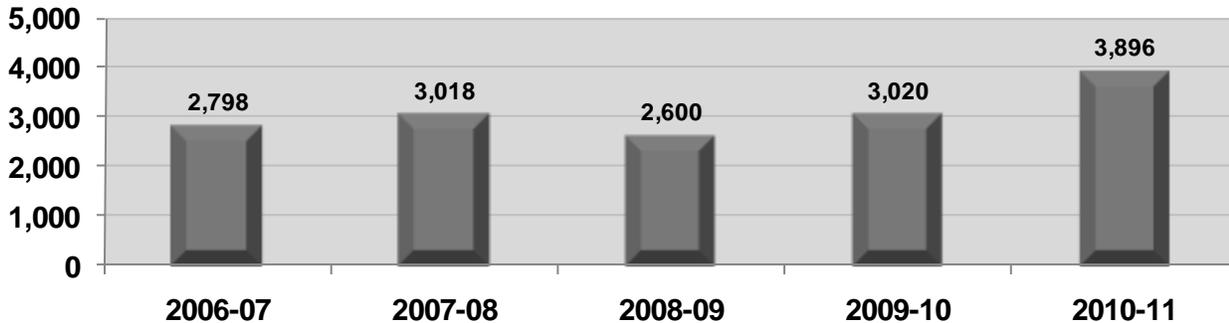
### Rezoning Petitions



Rezoning petitions (an indicator for commercial development) dropped significantly in 2010-11 after seeing a promising increase in 2009-10. Although not reflected in building permit activity, this trend will require monitoring over the coming year.

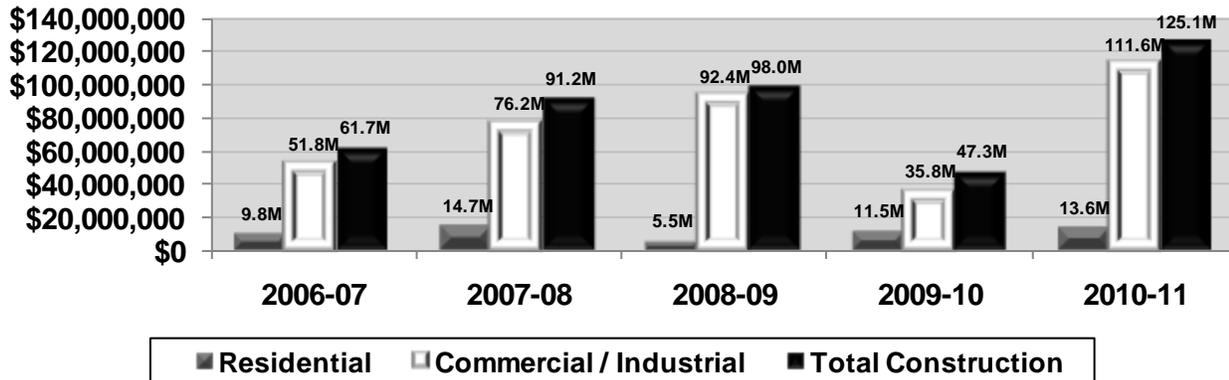
## Key Departmental Trends - Building

### Building Permits Issued Annually



The 2010-11 fiscal year saw an increase of 29% in the number of permits issued by the Midland Building Department. This follows an increase of 16% in 2009-10.

### Value of Annual Construction by Type

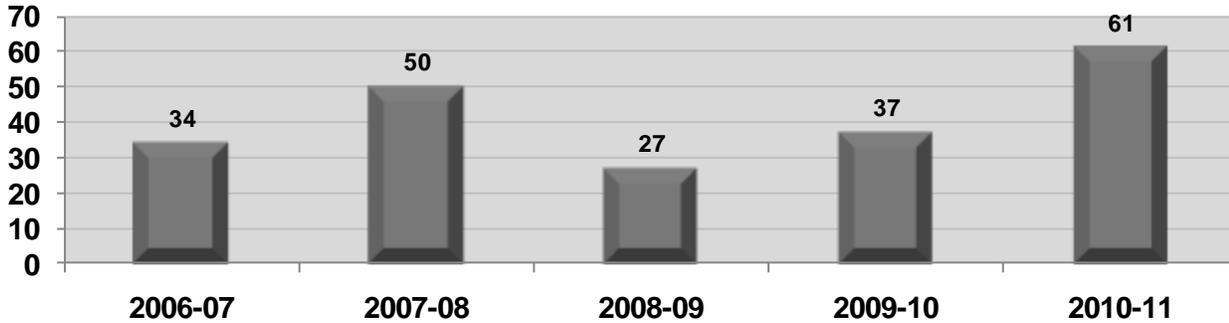


Residential development activity continued to increase in 2010-11, with 61 new single family dwelling permits issued (a 64.9% increase from the prior year). The value of residential construction increased only 18.3%, however, indicating that the residences being constructed are of a more modest size and value.

Commercial development activity continues to be driven by ongoing, large scale projects. The nature of these projects is reflected in the strong value of commercial/industrial construction (up 211.4% from the previous year) and a general drop in inspection numbers (with the exception of electrical inspections which increased 48.2% over 2009-10).

## Key Departmental Trends – Building (cont.)

### Single Family Residential Dwelling Permits



## Performance Objectives - Planning

Performance Indicators (OUTPUT)	2009-10 Actual	2010-11 Actual	% Change
Site Plan Review Petitions	2	5	150.0%
Conditional Use Requests	3	2	-33.3%
Subdivision Reviews	0	2	N/A
Rezoning Petitions	9	1	-88.9%
Conditional Rezoning Petitions	1	0	-100.0%
Zoning Ordinance Text Amendment Petitions	2	1	-50.0%
Planned Unit Development Petitions	0	0	N/A
Street Vacation Petitions	1	0	-100.0%

## Performance Objectives - Building

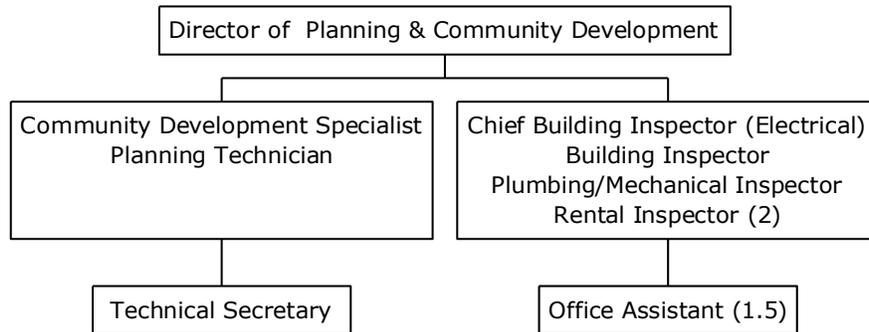
<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Number of Building Permits Issued	3,020	3,896	29.0%
Number of Sign Permits	119	128	7.6%
Value of Construction			
– Commercial/Industrial	\$35,831,911	\$111,587,823	211.4%
Value of Construction			
– Residential	\$11,461,749	\$13,557,564	18.3%
Total Value of Construction	\$47,335,969	\$125,145,387	164.4%
Number of Single Family Dwelling Permits	37	61	64.9%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Number of Total Inspections	11,285	9,526	-15.6%
Number of Plumbing/Mechanical Inspections	2,459	1,724	-29.9%
Number of Electrical Inspections	928	1,375	48.2%
Number of Building Inspections	3,823	2,697	-29.5%
Number of Rental Inspections	3,697	3,362	-9.1%
Number of Code Enforcement Inspections	378	368	-2.6%

The Planning & Building Department’s measurable performance indicators represent mixed indicators in activity from the prior fiscal year. While the total value of construction and related planning commission petitions has increased within the community, as have the number of permits issued and new home construction starts, overall inspections and residential construction values have decreased over the past year. We believe this reflects a strengthening of the local economy and renewed, although still tentative, consumer confidence in that economy.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
Director of Planning & Community Dvlp	1	1	1
Community Development Specialist	1	1	1
Planning 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	0	1
Clerk-Typist	1	1	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 approximately ten (10) hours per week of professional services.



**Chief of Police ..... Clifford A. Block**  
**Deputy Police Chief ..... Rodney L. Roten**



## Service Statement

### **CORE PURPOSE**

- To Serve and Protect

### **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.

### **VISION:**

- A committed and respected TEAM of professionals recognized as the most highly trained, proactive, community-oriented law enforcement agency in Michigan.

## 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
- Liaison with the Michigan State Police Computer Crimes Task Force
- Maintains records and processes FOIA, permit and license requests

- Implements crime prevention programs
- Provides D.A.R.E. classroom instruction to 5th grade students
- School Resource officers based out of the high schools, who provide a variety of enforcement and education functions at all Midland Public Schools
- Manages impounded vehicles

### 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

## Department at a Glance

Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Administration	\$ 1,237,542	\$ 1,357,430	\$ 1,343,127	\$ 1,331,309	\$ 1,282,551	-3.7%
General Services	118,718	103,142	117,864	119,973	84,268	-29.8%
Detective Bureau	513,781	675,167	673,387	682,341	779,699	14.3%
Patrol Bureau	5,273,448	5,317,755	5,483,467	5,344,000	5,551,113	3.9%
School Crossing Guard	77,871	68,414	68,401	68,503	68,439	-0.1%
<b>Total Department</b>	<b>\$ 7,221,360</b>	<b>\$ 7,521,908</b>	<b>\$ 7,686,246</b>	<b>\$ 7,546,126</b>	<b>\$ 7,766,070</b>	<b>2.9%</b>
Personal Services	\$ 6,144,675	\$ 6,448,878	\$ 6,468,610	\$ 6,372,258	\$ 6,706,250	5.2%
Supplies	160,671	165,090	229,081	210,660	188,927	-10.3%
Other Services/Charges	916,014	907,940	951,876	926,529	864,893	-6.7%
Capital Outlay	-	-	36,679	36,679	6,000	-83.6%
<b>Total Department</b>	<b>\$ 7,221,360</b>	<b>\$ 7,521,908</b>	<b>\$ 7,686,246</b>	<b>\$ 7,546,126</b>	<b>\$ 7,766,070</b>	<b>2.9%</b>

### Personnel Summary

Full-Time	51	50	50	50	50
Regular Part-Time	17	14	14	14	12
<b>Total Department</b>	<b>68</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>62</b>

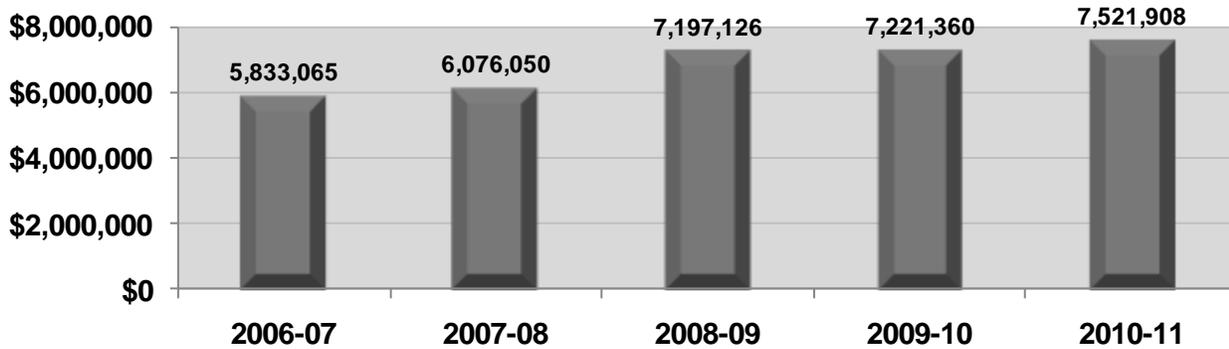
## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 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 recent retirements of our patrol captain and a road sergeant we have made some changes in our command structure. We have reduced the number of captains from two to one. A lieutenant is now in charge of patrol, with a lieutenant in charge of investigations, and an administrative lieutenant. We are in the process of removing the lieutenants from day to day road patrol duties. Those supervision duties will be handled by the road patrol sergeants.

## Summary of Budget Changes (cont.)

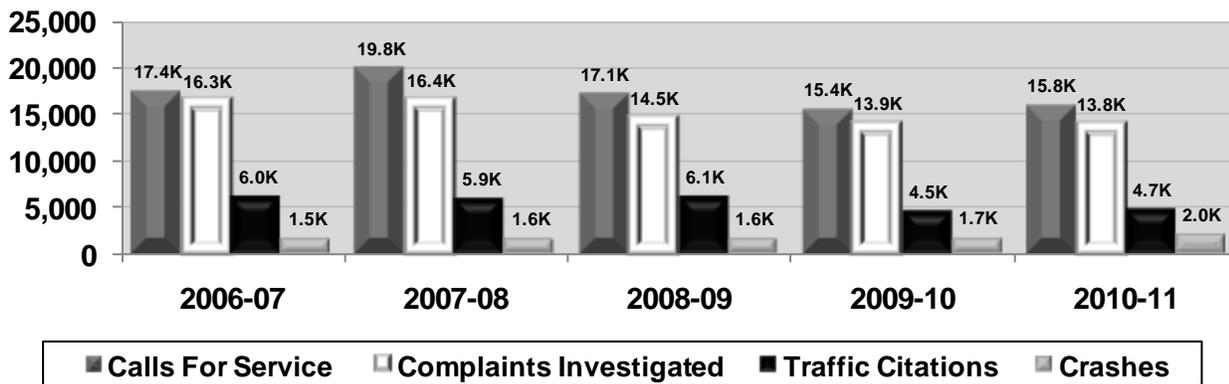
### 5-Year Operating Budget History



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. Since that time the budget has remained relatively unchanged.

## Key Departmental Trends

### Complaint Activity



Calls for service, complaints investigated and traffic citations were relatively static from last year with increases in calls for service (+438) and traffic citations (+212) and a slight decrease in complaints investigated (-82); however, crashes saw a substantial increase from the previous year (+312). This is the largest increase percentage in crashes over the past three years (+16%). The department is turning a focus on the reduction of crashes and will target the area of the top crash related intersections within the city. A stable number of complaints investigated and only a \$2.7% increase in calls for service are both positives for the community and may reflect department proactive efforts provided by the Community Relations Officer, School Resource Officer program, Special Operations Team as well as focused community oriented policing efforts within the road patrol.

## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Murder	1	1	0.0%
Negligent Manslaughter	0	0	N/A
Kidnapping	0	1	N/A
Kidnapping (Parental)	0	0	N/A
Sexual Assault	48	36	-25.0%
Robbery	5	5	0.0%
Non-aggravated Assault	211	99	-53.1%
Aggravated Assault	32	26	-18.8%
Intimidation/Stalking	4	14	250.0%
Arson	6	9	50.0%
Burglary – Forced Entry	89	83	-6.7%
Burglary – Non-forced Entry	29	37	27.6%
Unlawful Entry (no intent)	21	6	-71.4%
Larceny	638	564	-11.6%
Retail Fraud	145	95	-34.5%
Stolen Vehicle	26	10	-61.5%
Forgery / Counterfeiting	15	10	-33.3%
Fraud (excluding checks)	97	78	-19.6%
Check Offenses	3	22	633.3%
Embezzlement	19	18	-5.3%
Damage to Property	230	307	33.5%
Narcotics Violations	96	101	5.2%
Family - Abuse & Neglect	20	25	25.0%
Driving Under Influence	96	96	0.0%
Minor in Possession of Alcohol	38	58	52.6%
Liquor License Establishment	2	0	-100.0%
Liquor Law Violations – Other	29	31	6.9%
Weapons Offense	7	9	28.6%
Disorderly Conduct / Public Peace	72	79	9.7%
Domestic Assaults	122	129	5.7%
Domestic Dispute - No assault	141	151	7.1%
Loud Party	133	130	-2.3%
<b>Total</b>	<b>2,375</b>	<b>2,230</b>	<b>-6.1%</b>

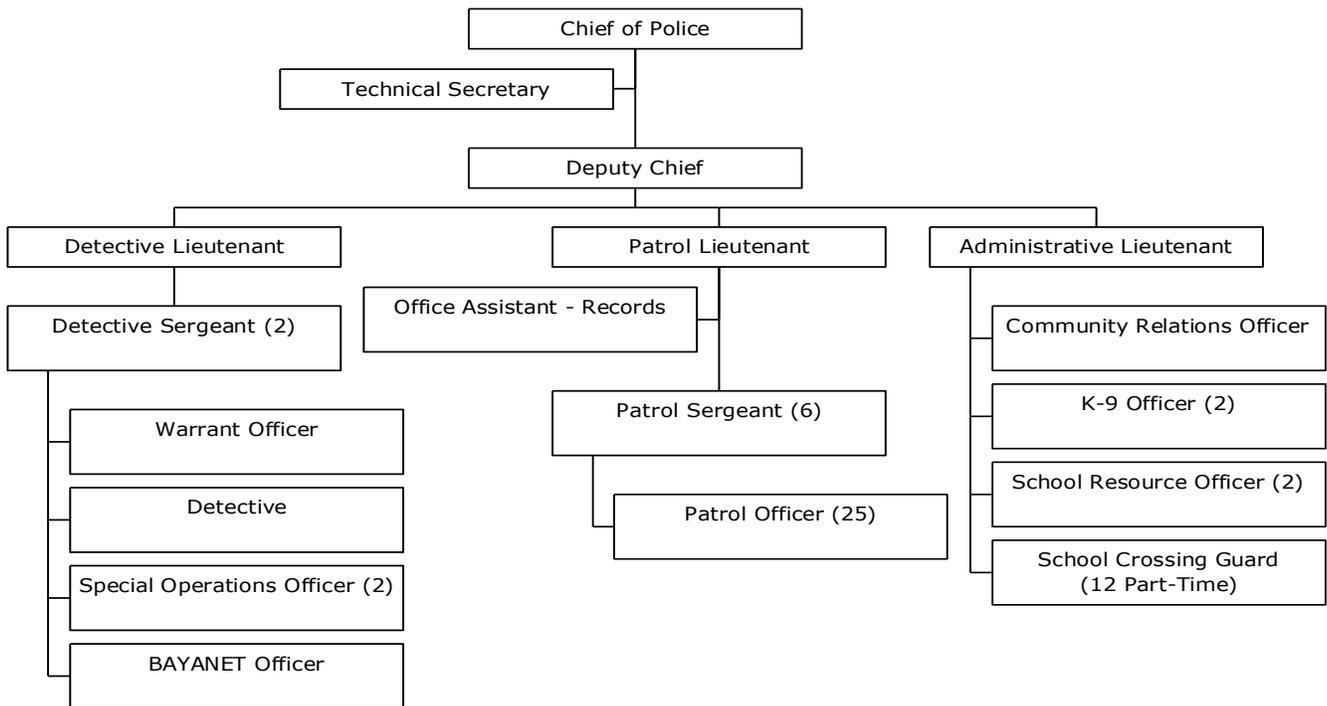
We show a decrease of reportable crimes of 6.1%; however, it was discovered that in 2009-2010 Domestic Assaults were counted twice (Non-agg Assault should have only been 89) correcting for this error shows a raw number decrease of 23 crimes. We saw decreases in several property

## Performance Objectives (cont.)

related crimes (Larceny, Retail Fraud, Stolen Vehicle) but increases in Intimidation/Stalking, Check Offenses, and Damage to Property.

Our community continues to face an increase in drug use consisting of prescription drugs and other controlled substances as well as a growing trend of new synthetics. These chemically created synthetic "drugs" are being used within our community at a growing rate. They are being marketed as incense (K2, Spice) or as "bath salts" and are marked as "not for human consumption"; however human consumption is exactly what they are being designed for as they are chemically created to mimic the effects of other controlled substances and they can have deadly results. Additionally, once the lawmakers are able to pass legislation making one of these substance illegal, the chemists designing these drugs simply change the chemical compound, making their new synthetic legal again. Our department is taking a proactive role in the effort to eradicate drugs from our community. We are active partners in the Dump Your Drugs program, we have a special operations team working with BAYANET to help control the drug problem in our community, as well as implementing a narcotics K-9 unit. In the previous annual report we noted a reduction in reports for check offenses due to a new procedure developed through the Prosecutor's Office; however, due to their staff shortages, our reportable check offenses have increased. The large increase in the damage to property can be attributed to a rash of pellet gun vandalisms, where several windows in business, homes, and vehicles were shot out over an extended period of time.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
Chief of Police	1	1	1
Deputy Chief	0	0	1
Captain	2	1	0
Administrative Lieutenant	0	1	1
Patrol Lieutenant	4	2	1
Detective Lieutenant	0	1	1
Patrol Sergeant	4	5	6
Detective Sergeant	0	0	2
Detective	3	3	1
Warrant Officer	1	1	1
Patrol Officer	27	27	25
K-9 Officer	0	0	2
BAYANET Officer	1	1	1
Community Services 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	14	12
<b>Total Regular Part-Time</b>	<b>14</b>	<b>14</b>	<b>12</b>
<b>Department Total</b>	<b>64</b>	<b>64</b>	<b>62</b>

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

2011 continues our department 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 continues to actively identify programs and opportunities to better serve the community. Upcoming in 2012, the Midland Police Department will have implemented a K-9 unit and honor guard detail utilizing regional grant funding, as well as generous foundation grants and corporate sponsorship. The Midland Police Department values our partnerships and collaborations.

## **OPERATIONS:**

Under the command of the Patrol Lieutenant, Patrol Division by virtue of its size and scope is the frontline in protecting the lives and property of Midland's residents and handles over 15,000 calls for service a year. The men and women of this division are responsible for implementing the bulk of our policing strategy and are the staff most visible to the community.

The Patrol Division includes the following units and responsibilities: patrol, traffic safety, parking enforcement, field training officers, firearms and training, car seat specialists, and crash investigation and reconstruction - these are some of the duties within Patrol Division.

The Records Unit - under the supervision of the Patrol Lieutenant - has the responsibility to provide police records to the community, law enforcement personnel, the Prosecuting Attorney's Office, City Attorney and other providers of legal services in order to increase efficiency and provide good customer service. It also collects vital crime data to provide the general public and the various components of the criminal justice system, by archiving reports, and gathering crime statistics, traffic citation information, processing requests for permits, and other materials. These tasks are accomplished through communication such as the telephone, computer, fax, written and spoken media, and the physical delivery of the needed material.

Under the command of the Detective Lieutenant is the Investigations Unit. The purpose of the Investigations Unit is to provide comprehensive investigations of felony crimes; to organize major case investigations with the Prosecutor's Office, City Attorney, State and Federal agencies; to coordinate activities with the court system through the use of our warrant officer, to coordinate narcotics investigations with BAYANET; to accept, log, store and recycle police property in our evidence room. The Investigations Unit also assists in the annual City of Midland auction held each May. The unit also assisted in the creation of the Child Assessment Center, and the SANE program at the Center for Women's Health.

The Detective Lieutenant also supervises Community Policing, School Liaison/D.A.R.E., Community Relations, and the Special Operations Officers. The Detective Lieutenant also provides services such as LCC investigations and review of permits for special events and parties. The leadership of the Detective Lieutenant position has increased the efficiency and effectiveness of these programs.

## **LOGISTICS:**

The Captain and the Administrative Lieutenant have been given the mandate of acquiring new technology for the department and implementing our strategic plan through standardized procedures.

The basic function of Logistics is to provide essential resources to police operations. This is accomplished through the deployment and acquisition of personnel and equipment. By structuring the department in this manner, police can effectively respond to emergency and disaster incidents.

The training and safety needs of the department are implemented through this area. A department wide training plan is being established for all future training.

They serve as a liaison with Homeland Security working on emergency management planning and emergency management exercises.

The Logistics Division acquires and purchases all police equipment and technology, and administers the department's forfeiture accounts. They are actively involved with the Region 3 Homeland Security Consortium for security and equipment purchasing through Homeland Security Grants.

### Financial and Technical Support:

This division provides budgetary, financial, technical, and analytical support services to police personnel in order to reduce the crime rate, increase case clearance rates, and increase staff efficiency.

Providing support for the mobile computers in our fleet, and the in-car DVR cameras; maintaining and our department Internet website, working on making what we provide more transparent; providing support for software applications, law enforcement software and connectivity; researching, analyzing, and compiling data to improve police response to fluctuations in crime, increase case clearance rates and support efficient deployment of police resources; providing administrative and strategic analysis related to long-term problems such as alcohol and drug impact, community defined crime concerns, juvenile recidivism, and neighborhood disorder issues.





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



## 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>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>Adjusted 2011-12 Budget</b>	<b>Estimated 2011-12 Budget</b>	<b>Adopted 2012-13 Budget</b>	<b>% of Change</b>
Administration	\$ 280,893	\$ 316,022	\$ 273,018	\$ 312,138	\$ 309,941	-0.7%
Public Works Activities	1,619,762	1,485,987	1,501,349	1,544,120	1,672,452	8.3%
Sidewalks	364,969	218,499	340,970	242,755	246,291	1.5%
Residential Refuse Collect	1,074,261	1,024,126	1,082,509	1,052,274	1,072,502	1.9%
Heavy Refuse Collection	876,355	859,472	919,196	896,871	916,496	2.2%
Curbside Recycling	297,882	372,474	379,768	379,451	391,452	3.2%
Fall Leaf Pick Up	232,292	235,353	249,792	249,713	259,293	3.8%
<b>Total Department</b>	<b>\$ 4,746,414</b>	<b>\$ 4,511,933</b>	<b>\$ 4,746,602</b>	<b>\$ 4,677,322</b>	<b>\$ 4,868,427</b>	<b>4.1%</b>
Personal Services	\$ 2,045,393	\$ 1,966,568	\$ 1,922,790	\$ 1,965,406	\$ 2,060,751	4.9%
Supplies	299,320	374,670	423,925	400,393	411,091	2.7%
Other Services/Charges	2,401,701	2,185,540	2,399,887	2,311,523	2,396,585	3.7%
Capital Outlay	-	(14,845)	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 4,746,414</b>	<b>\$ 4,511,933</b>	<b>\$ 4,746,602</b>	<b>\$ 4,677,322</b>	<b>\$ 4,868,427</b>	<b>4.1%</b>

### Personnel Summary

Full-Time	39	38	36	36	35
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>40</b>	<b>39</b>	<b>37</b>	<b>37</b>	<b>36</b>

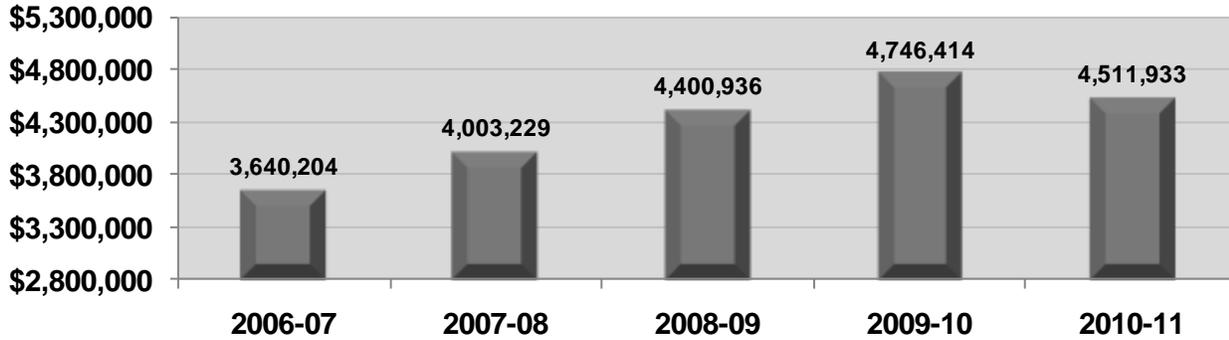
## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

Staffing levels for 2012-13 have been reduced by one full-time heavy equipment operator position vacated through promotion. 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.

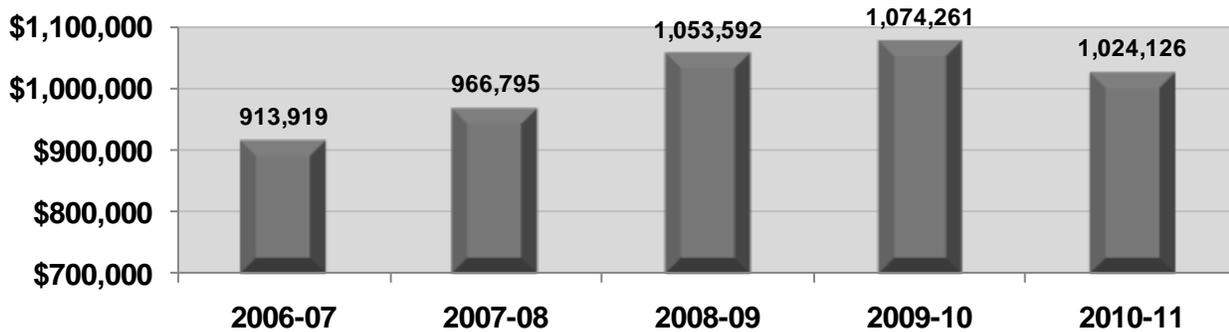
**Summary of Budget Changes (cont.)**

**5-Year Operating Budget History**

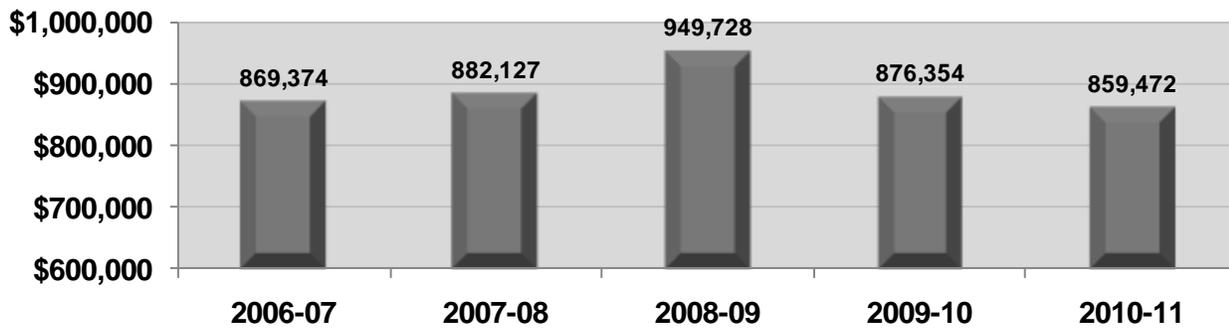


**Key Departmental Trends**

**Residential Refuse Collection - Annual Cost**



**Heavy Refuse Collection - Annual Cost**



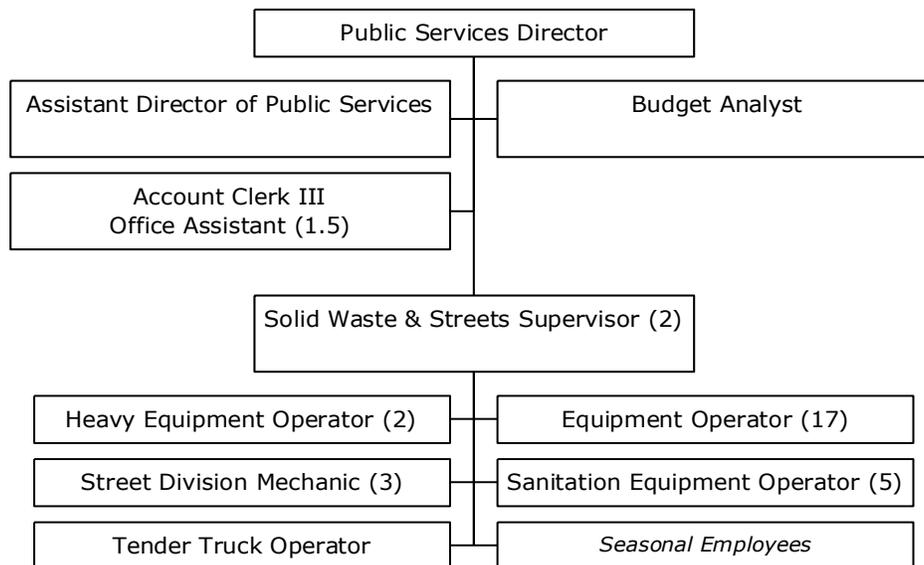
## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Refuse & yard waste collected (in cubic yards)	52,364	49,482	-5.5%
Heavy item & brush collected (in cubic yards)	52,839	52,072	-1.5%
Leaves collected (in cubic yards)	71,880	70,464	-2.0%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Refuse & yard waste - annual cost per stop	\$77.96	\$74.32	-4.7%
Heavy item & brush - annual cost per stop	\$63.60	\$62.37	-1.9%
Leaf collection - annual cost per stop	\$16.86	\$17.07	1.2%
Percent of refuse composted	23.5%	23.8%	1.3%

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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	19	17	17
Tender Truck Operator	1	1	1
Heavy Equipment Operator	3	3	2
Street Division Mechanic	3	3	3
<b>Total Full-Time</b>	<b>38</b>	<b>36</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>39</b>	<b>37</b>	<b>36</b>





**Special Revenue Funds**

*for the Fiscal Year Ending June 30, 2013*

**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**





**Director of Planning & Community Development..... C. Bradley Kaye, AICP**  
**Community Development Specialist ..... Cheri King**



## 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 Specialist serves as a member of various local and state-wide professional organizations, as well as a board member for two state-wide 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>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>Adjusted 2011-12 Budget</b>	<b>Estimated 2011-12 Budget</b>	<b>Adopted 2012-13 Budget</b>	<b>% of Change</b>
CDBG	\$ 234,074	\$ 175,284	\$ 573,242	\$ 491,033	\$ 430,715	-12.3%
<b>Total Department</b>	<b>\$ 234,074</b>	<b>\$ 175,284</b>	<b>\$ 573,242</b>	<b>\$ 491,033</b>	<b>\$ 430,715</b>	<b>-12.3%</b>
Administration	\$ 42,098	\$ 38,771	\$ 49,935	\$ 46,870	\$ 43,000	-8.3%
Residential Home Rehabs	124,329	99,793	112,853	98,766	88,000	-10.9%
Public Facilities Improvements	-	-	118,620	61,878	72,215	16.7%
Public Services Project	29,967	36,720	35,994	30,994	36,994	19.4%
Affordable Housing	10,412	-	12,000	-	61,306	0.0%
Removal of Architectural Barriers	-	-	176,525	176,525	7,500	-95.8%
Reserve for Contingencies	-	-	-	-	10,000	0.0%
Operating Transfers Out	27,268	-	67,315	76,000	111,700	47.0%
<b>Total Department</b>	<b>\$ 234,074</b>	<b>\$ 175,284</b>	<b>\$ 573,242</b>	<b>\$ 491,033</b>	<b>\$ 430,715</b>	<b>-12.3%</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 \$215,226 which is approximately 1.6% less than that received in fiscal year 2011-12.

In addition, as a result of the passage of the federal stimulus plan in 2009, the City of Midland received an additional one-time allocation of \$66,154 through the CDBG program. These funds were utilized to connect low income home owners to municipal water and sanitary sewer utilities and to replace an aging air conditioning compressor at Washington Woods.

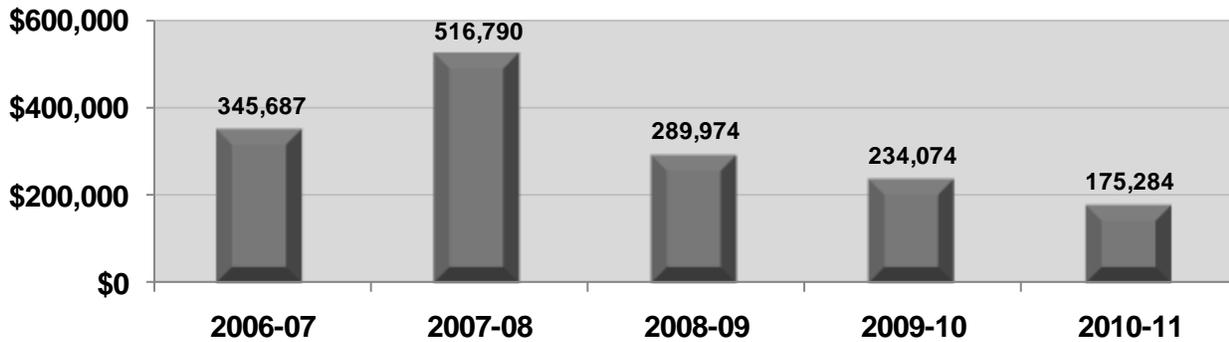
Rehabilitation of non-profit agencies was formerly included with Housing Rehabilitation projects. As all of these public, non-profit agencies do not provide housing activities, we have been requested by HUD to break these out into a new category called "Public Facility Improvements". These grants would 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 – 2012-13 Budget Compared to 2011-12 Budget

Staffing levels have remained constant in the Community Development Block Grant program budget from fiscal year 2011-12 to 2012-13.

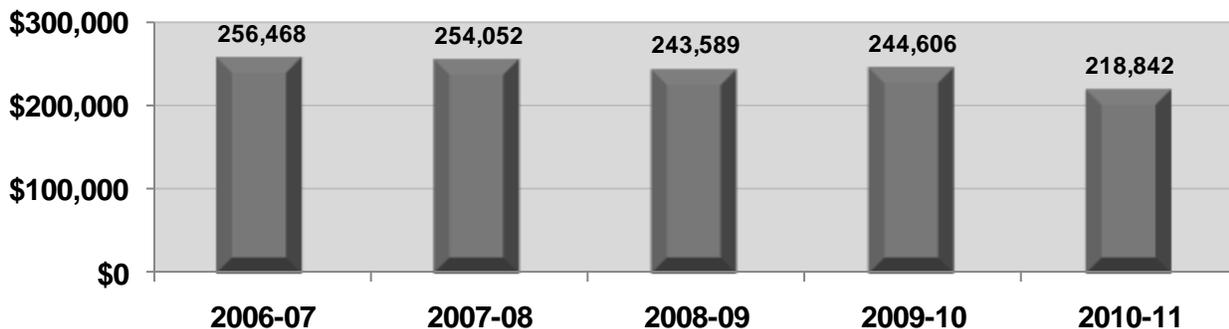
### 5-Year Operating Budget History



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

### Annual Federal Appropriations of CDBG Funds to City of Midland



The above chart visually represents the overall trend in declining federal appropriations received by the City of Midland from the Community Development Block Grant program during the previous five years. The 2011-12 fiscal year allocation increased as a result of additional funding provided by the federal stimulus program. The anticipated allocation for the 2012-13 fiscal year is \$215,226.

FUND 274 - COMMUNITY DEVELOPMENT BLOCK GRANT FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues Available</b>				
Federal grant	\$ 263,427	\$ 244,987	\$ 218,842	\$ 215,226
Federal grant carryover from prior years	277,100	391,124	432,507	237,501
Program income	67,264	-	77,185	32,000
<b>Total revenues</b>	<b>607,791</b>	<b>636,111</b>	<b>728,534</b>	<b>484,727</b>
<b>Expenditures</b>				
Administration	38,771	49,935	46,870	43,000
Residential home rehabs	99,793	112,853	98,766	88,000
Public facilities improvements	-	118,620	61,878	72,215
Public services	36,720	35,994	30,994	36,994
Affordable housing	-	12,000	-	61,306
Removal of architectural barriers	-	176,525	176,525	7,500
Reserve for contingencies	-	-	-	10,000
<b>Total expenditures</b>	<b>175,284</b>	<b>505,927</b>	<b>415,033</b>	<b>319,015</b>
Excess of Revenues Over (Under) Expenditures	432,507	130,184	313,501	165,712
<b>Other Financing Uses</b>				
Operating transfer out - Washington Woods Fund	-	(6,000)	(36,000)	(4,000)
Operating transfer out - General Fund	-	(40,000)	(40,000)	(37,700)
Operating transfer out - Storm Water Fund	-	-	-	(60,000)
Operating transfer out - Housing Fund	-	(21,315)	-	(10,000)
<b>Total other financing uses</b>	<b>-</b>	<b>(67,315)</b>	<b>(76,000)</b>	<b>(111,700)</b>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	<b>\$ 432,507</b>	<b>\$ 62,869</b>	<b>\$ 237,501</b>	<b>\$ 54,012</b>
Federal grant carryover available	<b>\$ 432,507</b>	<b>\$ 62,869</b>	<b>\$ 237,501</b>	<b>\$ 54,012</b>

FUND 282 - MIDLAND HOUSING FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Investment earnings	\$ 525	\$ 1,000	\$ 200	\$ 200
Proceeds from sale of assets	12,416	195,000	286,547	253,400
Other revenues	7,623	-	-	-
<b>Total revenues</b>	<b>20,564</b>	<b>196,000</b>	<b>286,747</b>	<b>253,600</b>
<b>Expenditures</b>				
Cost of assets sold	71,617	195,000	265,000	253,400
Miscellaneous expenses	2,554	-	323	6,400
Warranty maintenance	-	5,000	1,000	5,000
<b>Total expenditures</b>	<b>74,171</b>	<b>200,000</b>	<b>266,323</b>	<b>264,800</b>
Excess of Revenues Over (Under) Expenditures	(53,607)	(4,000)	20,424	(11,200)
<b>Other Financing Sources (Uses)</b>				
Operating transfers out	-	-	(17,260)	-
Operating transfers in	-	21,315	-	10,000
<b>Total other financing sources (uses)</b>	<b>-</b>	<b>21,315</b>	<b>(17,260)</b>	<b>10,000</b>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(53,607)	17,315	3,164	(1,200)
<b>Fund Balance - beginning of year</b>	<b>251,821</b>	<b>198,214</b>	<b>198,214</b>	<b>201,378</b>
<b>Fund Balance - end of year</b>	<b>\$ 198,214</b>	<b>\$ 215,529</b>	<b>\$ 201,378</b>	<b>\$ 200,178</b>

FUND 281 - SPECIAL ACTIVITIES FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Grant revenues	\$ 4,609	\$ 10,000	\$ 13,000	\$ 9,000
Contributions and other revenues	39,396	46,600	139,169	112,500
Investment earnings	207	300	60	60
<b>Total revenues</b>	<b>44,212</b>	<b>56,900</b>	<b>152,229</b>	<b>121,560</b>
<b>Expenditures</b>				
Supplies	30,575	15,000	133,741	73,000
Other charges	30,323	41,500	43,500	35,500
Interest expense	33	40	35	35
<b>Total expenditures</b>	<b>60,931</b>	<b>56,540</b>	<b>177,276</b>	<b>108,535</b>
Excess of Revenues Over (Under) Expenditures	(16,719)	360	(25,047)	13,025
<b>Other Financing Uses</b>				
Operating transfers out	-	-	-	(10,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(16,719)	360	(25,047)	3,025
<b>Fund Balance - beginning of year</b>	<b>149,394</b>	<b>132,675</b>	<b>132,675</b>	<b>107,628</b>
<b>Fund Balance - end of year</b>	<b>\$ 132,675</b>	<b>\$ 133,035</b>	<b>\$ 107,628</b>	<b>\$ 110,653</b>



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



## 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
- 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 129,500 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

<b>Funding Level Summary</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>Adjusted 2011-12 Budget</b>	<b>Estimated 2011-12 Budget</b>	<b>Adopted 2012-13 Budget</b>	<b>% of Change</b>
Administration	\$ 153,092	\$ 157,975	\$ 157,515	\$ 178,459	\$ 165,676	-7.2%
Operations	1,385,426	1,255,577	1,416,895	1,412,622	1,381,194	-2.2%
Dispatching	154,573	216,272	173,499	182,429	236,531	29.7%
Miscellaneous	-	-	10,000	10,000	10,000	0.0%
Non-operating Expenses	209,484	5,089	170,026	125,026	45,000	-64.0%
<b>Total Department</b>	<b>\$ 1,902,575</b>	<b>\$ 1,634,913</b>	<b>\$ 1,927,935</b>	<b>\$ 1,908,536</b>	<b>\$ 1,838,401</b>	<b>-3.7%</b>
Personal Services	\$ 1,223,355	\$ 1,159,936	\$ 1,187,203	\$ 1,227,875	\$ 1,247,999	1.6%
Supplies	118,845	141,341	185,793	175,088	183,435	4.8%
Other Services/Charges	350,891	328,547	384,913	380,547	361,967	-4.9%
Capital Outlay	209,484	5,089	170,026	125,026	45,000	-64.0%
<b>Total Department</b>	<b>\$ 1,902,575</b>	<b>\$ 1,634,913</b>	<b>\$ 1,927,935</b>	<b>\$ 1,908,536</b>	<b>\$ 1,838,401</b>	<b>-3.7%</b>

### Personnel Summary

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

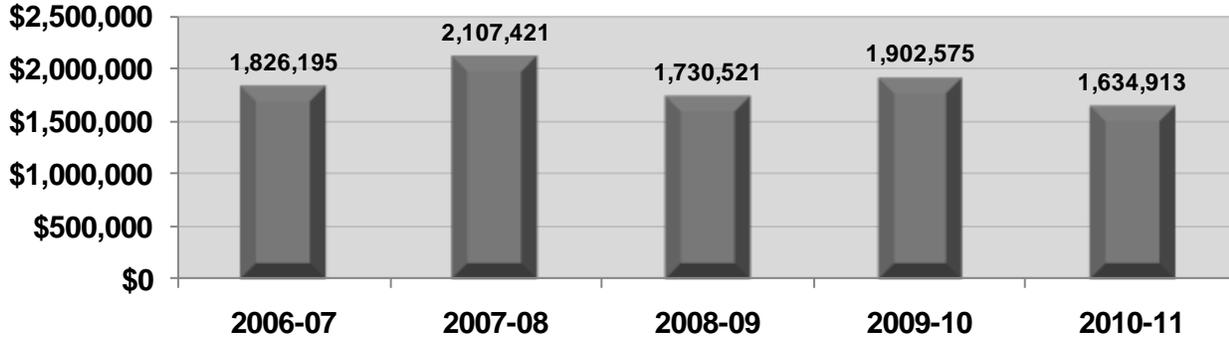
## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

A Dial-A-Ride dispatch supervisor position is new in the 2012-13 budget, and is accompanied by the elimination of one full-time vacant driver/dispatch position. Dial-A-Ride will implement a new dispatch software that utilizes mobile data terminals to dispatch ride information to the buses, replacing the use of radios to dispatch information. This system will increase accuracy of ride information, improve record keeping, and enhance privacy of passenger information. The dispatch supervisor will oversee the operation of the new dispatch system to ensure that Dial-A-Ride realizes maximum efficiency from the system.

## Summary of Budget Changes (cont.)

### 5-Year Operating Budget History



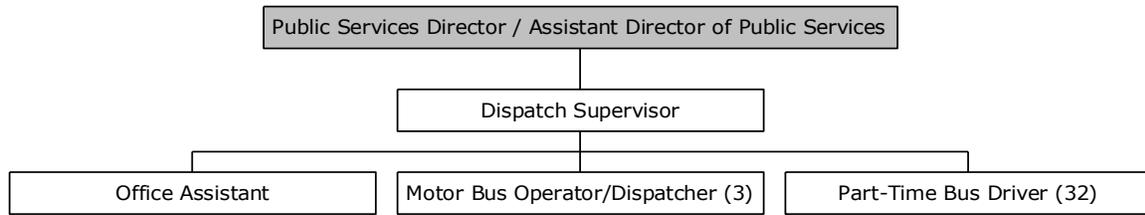
### Performance Objectives

Performance Indicators (OUTPUT)	2009-10 Actual	2010-11 Actual	% Change
Total Passengers	129,491	129,538	0.0%
Regular passengers	38,518	34,509	-10.4%
Persons with disabilities	68,558	71,432	4.2%
Elderly passengers	14,711	13,321	-9.4%
Elderly with disabilities	7,704	10,276	33.4%
Vehicle Miles Driven	447,566	431,999	-3.5%

Performance Indicators (EFFICIENCY)	2009-10 Actual	2010-11 Actual	% Change
Cost per passenger	\$13.07	\$12.58	-3.7%
Revenue collected per passenger	\$1.05	\$1.00	-4.8%

## 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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
Dispatch Supervisor	0	0	1
Motor Bus Operator	5	4	3
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>6</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>38</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, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Use and admission fees				
Customer fares	\$ 111,927	\$ 116,000	\$ 116,000	\$ 116,000
Contract revenues	17,861	13,000	15,000	13,000
Federal grants	360,409	418,490	418,490	285,344
State grants	613,923	680,837	680,837	646,305
Other revenues	74	-	133	-
Investment earnings	160	50	50	50
<b>Total revenues</b>	<b>1,104,354</b>	<b>1,228,377</b>	<b>1,230,510</b>	<b>1,060,699</b>
<b>Expenditures</b>				
Administration	157,975	157,515	178,459	165,676
Operations	1,255,577	1,416,895	1,412,622	1,381,194
Dispatching	216,272	173,499	182,429	236,531
Capital outlay	5,089	170,026	125,026	45,000
Reserve for contingencies	-	10,000	10,000	10,000
<b>Total expenditures</b>	<b>1,634,913</b>	<b>1,927,935</b>	<b>1,908,536</b>	<b>1,838,401</b>
Excess of Revenues Over (Under) Expenditures	(530,559)	(699,558)	(678,026)	(777,702)
<b>Other Financing Sources</b>				
Operating transfer in - General Fund	530,559	699,558	678,026	777,702
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	-	-	-	-
<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>





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



## 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
- 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
DDA	\$ 422,814	\$ 375,099	\$ 513,916	\$ 515,320	\$ 527,118	2.3%
<b>Total Department</b>	<b>\$ 422,814</b>	<b>\$ 375,099</b>	<b>\$ 513,916</b>	<b>\$ 515,320</b>	<b>\$ 527,118</b>	<b>2.3%</b>
Personal Services	\$ 167,282	\$ 136,235	\$ 166,359	\$ 166,963	\$ 163,236	-2.2%
Supplies	9,722	2,149	2,300	2,300	2,500	8.7%
Other Services/Charges	200,810	191,715	300,257	301,057	296,382	-1.6%
Capital Outlay	-	-	-	-	20,000	0.0%
Operating Transfers Out	45,000	45,000	45,000	45,000	45,000	0.0%
<b>Total Department</b>	<b>\$ 422,814</b>	<b>\$ 375,099</b>	<b>\$ 513,916</b>	<b>\$ 515,320</b>	<b>\$ 527,118</b>	<b>2.3%</b>

### Personnel Summary

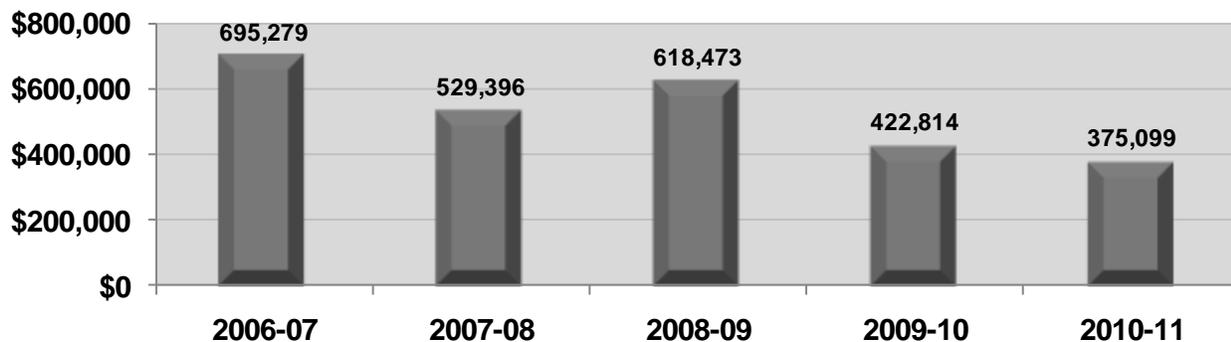
Full-Time	1	-	-	-	-
Regular Part-Time	1	2	2	2	2
<b>Total Department</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

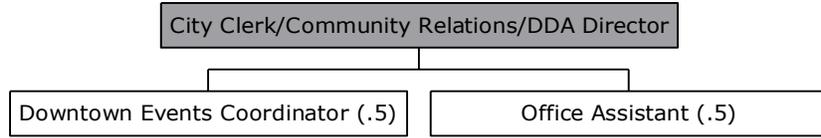
There were no significant changes in the DDA area between fiscal year 2011-12 and 2012-13.

### 5-Year Operating Budget History



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

## 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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
N/A	0	0	0
<b>Total Full-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Regular Part-Time</u>			
Downtown Events Coordinator	1	1	1
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>



# Downtown Development Authority

## FUND 297 - DOWNTOWN DEVELOPMENT AUTHORITY FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes levied	\$ 18,963	\$ 19,332	\$ 19,332	\$ 19,368
Property taxes captured (TIF)	447,755	444,236	444,236	511,448
Investment earnings	1,751	1,500	988	988
SARA contribution	14,000	14,000	14,000	14,000
Other revenues	3,793	4,000	6,400	4,000
<b>Total revenues</b>	<b>486,262</b>	<b>483,068</b>	<b>484,956</b>	<b>549,804</b>
<b>Expenditures</b>				
Personal services	136,235	166,359	166,963	163,236
Supplies	2,149	2,300	2,300	2,500
Other charges	191,715	300,257	301,057	296,382
Capital outlay	-	-	-	20,000
<b>Total expenditures</b>	<b>330,099</b>	<b>468,916</b>	<b>470,320</b>	<b>482,118</b>
Excess of Revenues Over (Under) Expenditures	156,163	14,152	14,636	67,686
<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	111,163	(30,848)	(30,364)	22,686
<b>Fund Balance - beginning of year</b>	<b>587,990</b>	<b>699,153</b>	<b>699,153</b>	<b>668,789</b>
<b>Fund Balance - end of year</b>	<b>\$ 699,153</b>	<b>\$ 668,305</b>	<b>\$ 668,789</b>	<b>\$ 691,475</b>
Reserved - tax appeal contingency	\$ 328,810	\$ 481,517	\$ -	\$ -
Reserved - cashflows	110,238	110,238	110,238	110,238
Unreserved and undesignated	260,105	76,550	558,551	581,237
<b>Total Fund Balance</b>	<b>\$ 699,153</b>	<b>\$ 668,305</b>	<b>\$ 668,789</b>	<b>\$ 691,475</b>





**Library Director.....Melissa Barnard**



## 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 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 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 266-seat Auditorium. 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 page 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 and locating materials within the library
- Utilizes technology to deliver online services
- Selects materials and maintains collection
- Maintains and updates the website
- 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Library	\$ 3,800,230	\$ 3,685,529	\$ 3,750,052	\$ 3,799,940	\$ 3,767,701	-0.8%
<b>Total Department</b>	<b>\$ 3,800,230</b>	<b>\$ 3,685,529</b>	<b>\$ 3,750,052</b>	<b>\$ 3,799,940</b>	<b>\$ 3,767,701</b>	<b>-0.8%</b>
Personal Services	\$ 2,542,536	\$ 2,530,716	\$ 2,601,174	\$ 2,615,234	\$ 2,582,383	-1.3%
Supplies	633,733	521,042	496,250	534,920	491,860	-8.0%
Other Services/Charges	616,694	624,481	652,628	649,786	693,458	6.7%
Capital Outlay	7,267	9,290	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 3,800,230</b>	<b>\$ 3,685,529</b>	<b>\$ 3,750,052</b>	<b>\$ 3,799,940</b>	<b>\$ 3,767,701</b>	<b>-0.8%</b>

### Personnel Summary

Full-Time	20	19	19	19	18
Regular Part-Time	33	33	33	33	33
<b>Total Department</b>	<b>53</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>51</b>

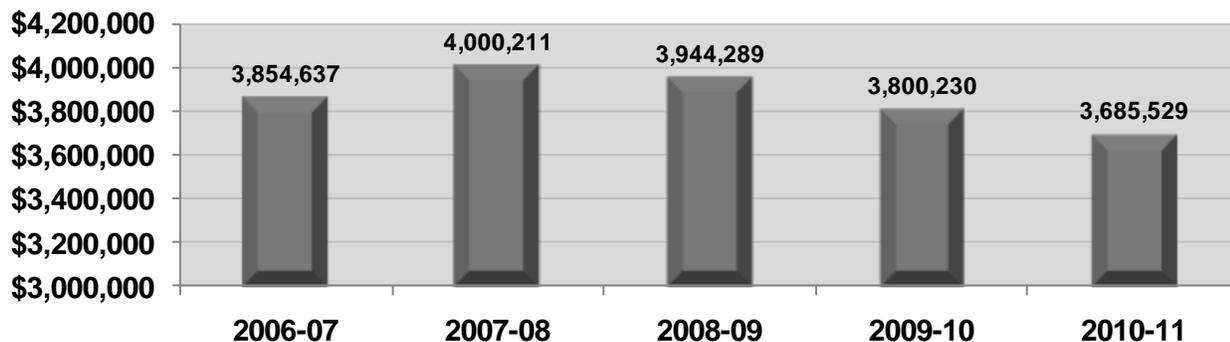
The 2011-12 budget includes grants totaling \$10,000 awarded to the library to develop the Early Literacy Activity Center. The Assistant Library Director position was eliminated in mid-year 2011-12. The count in 2012-13 reflects that change in full-time staffing.

## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

Utility costs increased in both the 2011-12 and 2012-13 budgets. Donations and grants received in 2011-12 were higher than projected. Revenues in 2012-13 are impacted by a decrease in penal fines.

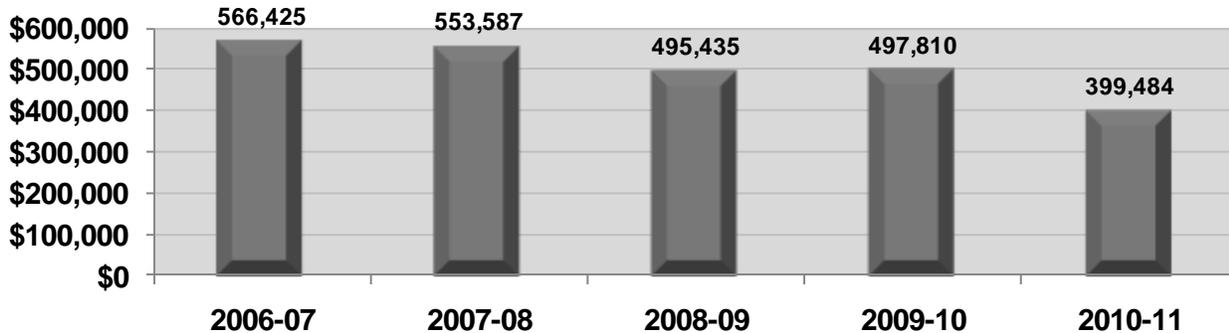
### 5-Year Operating Budget History



The 2010-11 budget reflects reductions in the books and materials, supply, and programming budgets.

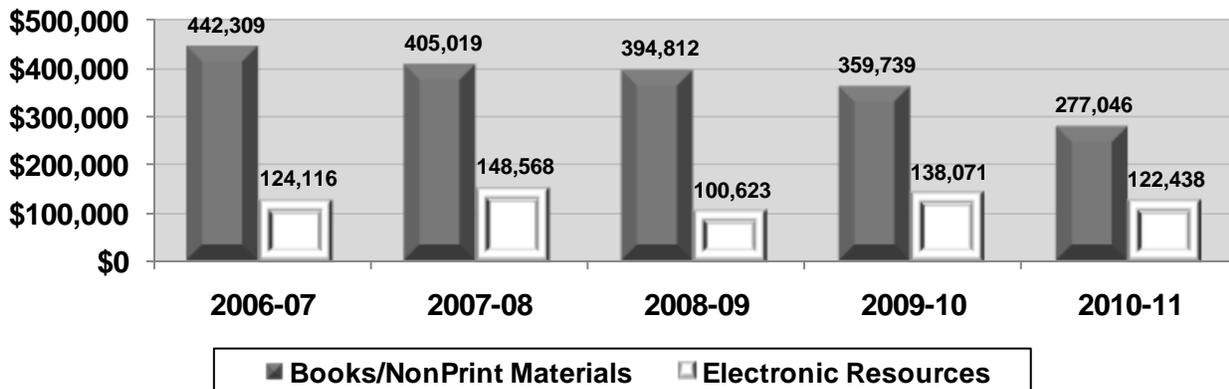
## Key Departmental Trends

### Total Materials Expenditures



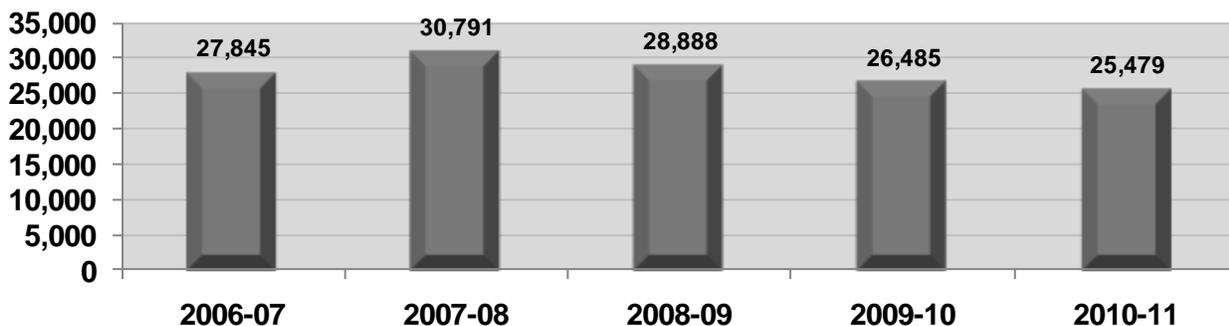
To address the budget shortfall, the materials budget was reduced by \$100,000 in 2010-11.

### Books/Non Print Materials and Electronic Resources Expenditures



With decreased funding in the materials budget and increasing costs of electronic resources, the number of database subscriptions was reduced in 2010-11.

### Program Attendance



Fewer programs were offered in 2010-11 due to reductions in the programming and supply budgets.

## Performance Objectives

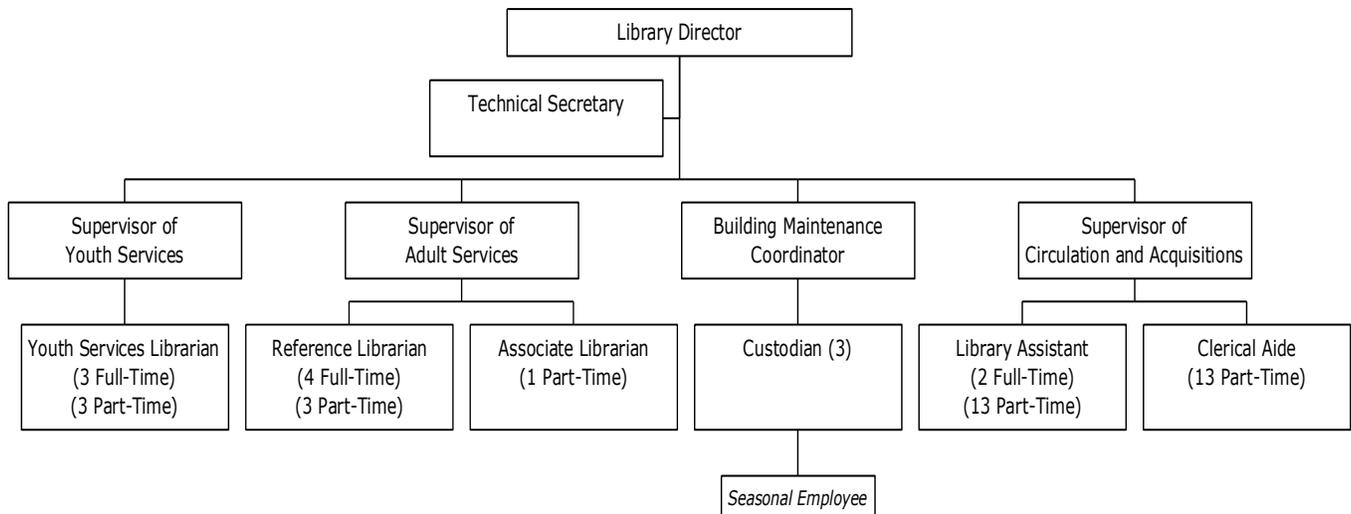
<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Items Circulated	860,380	843,487	-2.0%
Program Attendance	26,485	25,479	-3.8%
Library Visits	460,210	431,329	-6.3%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Visits Per Hour	141	132	-6.4%
Circulation Per Hour	264	258	-2.3%
Cost Per Service Area Resident	\$50.04	\$49.00	-2.1%

The number of items circulated is impacted by the decrease in the number of items purchased due to the reduction in the books and materials budget of \$100,000.

## Organizational Chart



# Grace A. Dow Memorial Library

<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
Library Director	1	1	1
Assistant Library Director	1	1	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	0	1
Acquisitions and Circulation Services Coord	1	1	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>19</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
Office Assistant	0	0	0
<b>Total Regular Part-Time</b>	<b>33</b>	<b>33</b>	<b>33</b>
<b>Department Total</b>	<b>52</b>	<b>52</b>	<b>51</b>

\*Note: The Assistant Library Director position will be eliminated mid-year 2011-12 due to a staff retirement.



# Grace A. Dow Memorial Library

FUND 271 - GRACE A. DOW LIBRARY FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes	\$ 2,212,238	\$ 2,190,889	\$ 2,209,990	\$ 2,204,878
Library revenues	344,478	340,463	327,031	326,531
Penal fines	259,600	247,000	274,676	213,000
Rental income	72,174	67,000	68,000	66,000
State aid	36,889	25,000	31,340	37,020
Contributions and other revenues	47,574	47,100	63,122	48,400
Investment earnings	2,268	3,000	2,000	2,000
<b>Total revenues</b>	<b>2,975,221</b>	<b>2,920,452</b>	<b>2,976,159</b>	<b>2,897,829</b>
<b>Expenditures</b>				
Personal services	2,530,716	2,601,174	2,615,234	2,582,383
Supplies	521,042	496,250	534,920	491,860
Other charges	624,481	652,628	649,786	693,458
Capital outlay	9,290	-	-	-
<b>Total expenditures</b>	<b>3,685,529</b>	<b>3,750,052</b>	<b>3,799,940</b>	<b>3,767,701</b>
Excess of Revenues Over (Under) Expenditures	(710,308)	(829,600)	(823,781)	(869,872)
<b>Other Financing Sources</b>				
Operating transfers in	706,308	829,600	823,781	869,872
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(4,000)	-	-	-
<b>Fund Balance - beginning of year</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance - end of year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>





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



## 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 78 miles of major streets, 154 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
- For the upcoming year the City has been awarded Economic Development Grants totaling approximately \$500,000 to perform street improvements near plant and business center expansions in the city

## Major and Local Street Funds

### Department at a Glance - MAJOR STREET

Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Engineering	\$ 169,097	\$ 135,370	\$ 195,773	\$ 191,805	\$ 179,515	-6.4%
Inspection Services	21,836	14,831	27,425	22,680	17,708	-21.9%
Maintenance	754,773	955,654	1,144,748	875,510	1,134,313	29.6%
Traffic Services	428,847	496,431	483,810	469,076	485,617	3.5%
Capital Projects	1,110,247	1,446,146	7,415,227	7,415,227	1,962,000	-73.5%
Miscellaneous	66,164	5,055	12,600	10,000	30,000	200.0%
Operating Transfers Out	1,644,697	1,803,168	1,617,526	1,645,429	1,892,638	15.0%
<b>Total Department</b>	<b>\$ 4,195,661</b>	<b>\$ 4,856,655</b>	<b>\$ 10,897,109</b>	<b>\$ 10,629,727</b>	<b>\$ 5,701,791</b>	<b>-46.4%</b>
Personal Services	805,142	988,829	\$ 1,052,696	\$ 909,771	\$ 1,052,427	15.7%
Supplies	189,913	213,496	316,881	242,681	315,450	30.0%
Other Services/Charges	445,662	405,016	494,779	416,619	479,276	15.0%
Capital Projects	1,110,247	1,446,146	7,415,227	7,415,227	1,962,000	-73.5%
Operating Transfers Out	1,644,697	1,803,168	1,617,526	1,645,429	1,892,638	15.0%
<b>Total Department</b>	<b>\$ 4,195,661</b>	<b>\$ 4,856,655</b>	<b>\$ 10,897,109</b>	<b>\$ 10,629,727</b>	<b>\$ 5,701,791</b>	<b>-46.4%</b>

### Department at a Glance - LOCAL STREET

Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Engineering	\$ 104,267	\$ 83,163	\$ 101,245	\$ 97,967	\$ 96,592	-1.4%
Inspection Services	22,746	13,617	29,973	21,333	17,558	-17.7%
Maintenance	803,467	793,622	1,164,018	885,839	1,044,980	18.0%
Traffic Services	88,429	42,830	108,865	88,015	104,519	18.8%
Miscellaneous	-	-	20,000	10,000	20,000	100.0%
Capital Projects	1,345,225	745,747	2,022,482	2,022,482	1,767,000	-12.6%
Operating Transfers Out	139,207	110,002	158,360	155,937	137,585	-11.8%
<b>Total Department</b>	<b>\$ 2,503,341</b>	<b>\$ 1,788,981</b>	<b>\$ 3,604,943</b>	<b>\$ 3,281,573</b>	<b>\$ 3,188,234</b>	<b>-2.8%</b>
Personal Services	\$ 633,259	\$ 590,363	\$ 804,711	\$ 635,693	\$ 681,547	7.2%
Supplies	127,932	89,118	235,950	144,000	226,700	57.4%
Other Services/Charges	257,718	253,751	383,440	323,461	375,402	16.1%
Capital Projects	1,345,225	745,747	2,022,482	2,022,482	1,767,000	-12.6%
Operating Transfers Out	139,207	110,002	158,360	155,937	137,585	-11.8%
<b>Total Department</b>	<b>\$ 2,503,341</b>	<b>\$ 1,788,981</b>	<b>\$ 3,604,943</b>	<b>\$ 3,281,573</b>	<b>\$ 3,188,234</b>	<b>-2.8%</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 – 2012-13 Budget Compared to 2011-12 Budget

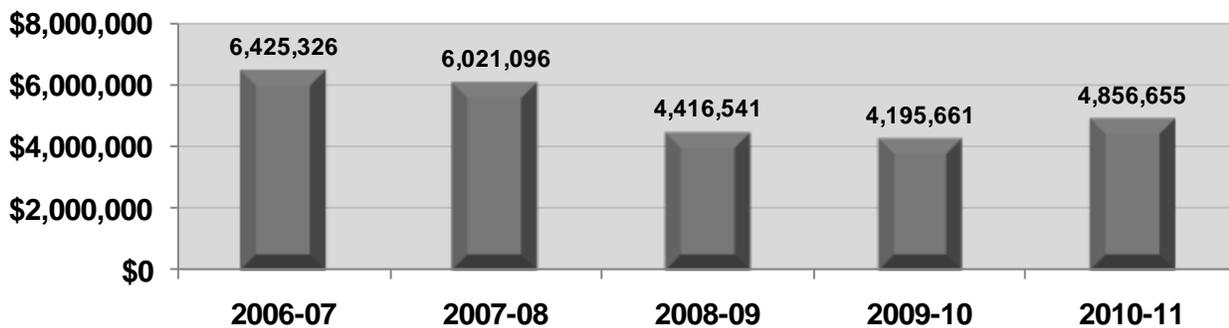
Available Major and Local Street funding has been significantly reduced due to impacts from:

- 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

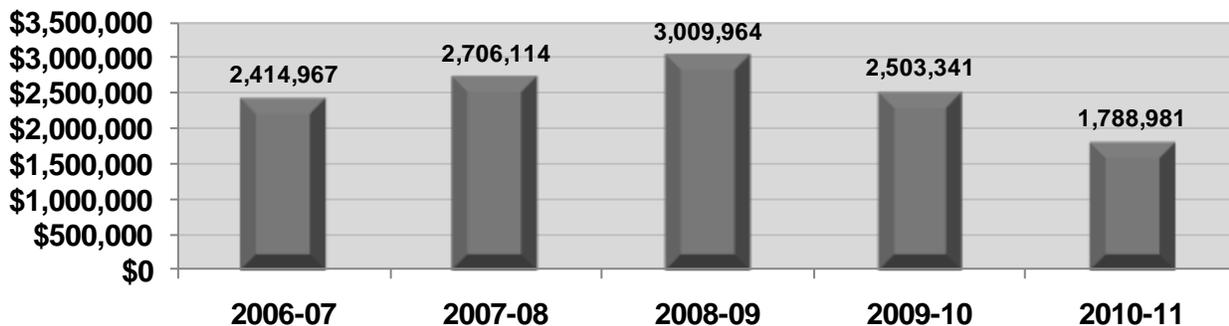
Public Services and Engineering staffing levels have been reduced to account for lower available revenues. As a result, street maintenance activities and funding for capital projects have been significantly reduced.

### 5-Year Operating Budget History

#### Major Street Fund

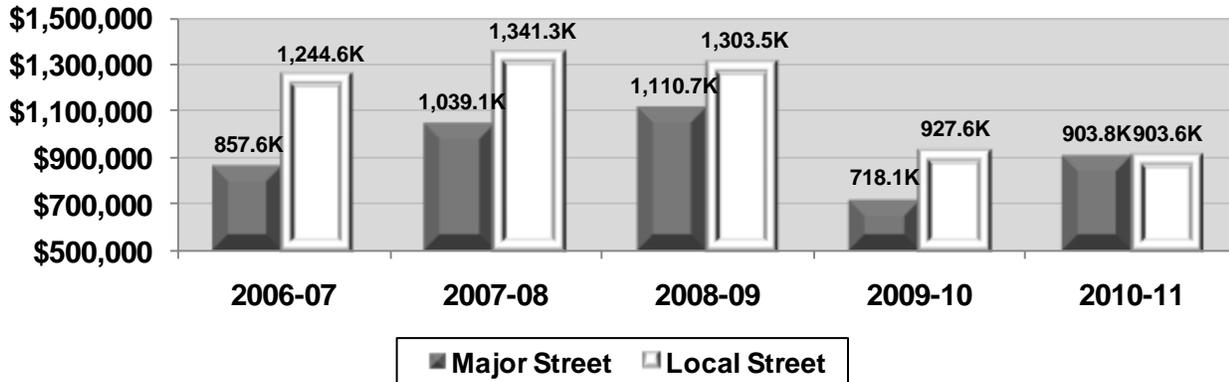


#### Local Street Fund



## Key Departmental Trends

### Major and Local Street Maintenance Expense



Winter maintenance costs were significantly higher in both 2007-08 and 2008-09 than in previous years due to the severe winter weather experienced in our area. Winter maintenance costs were significantly lower in 2009-10 due to light winter weather in our area. The impact of this is reflected in the total maintenance expenses for those years.

## Performance Objectives

Performance Indicators (OUTPUT)	2009-10 Actual	2010-11 Actual	% Change
Salt Usage (tons)	3,015	3,938	30.6%
Street sweeping (miles swept)	8,122	7,793	-4.1%
Asphalt repair (tons)	491	246	-49.9%
Traffic signs replaced	739	811	9.7%

Performance Indicators (EFFICIENCY)	2009-10 Actual	2010-11 Actual	% Change
Traffic signal call out costs	\$2,914	\$1,480	-49.2%

The Department of Public Works has been monitoring salt usage closely and adjusting the amount dispensed from the trucks in an effort to conserve the salt supply and reduce expenses. New equipment for salt application was introduced in December 2009 that pre-wets the salt with a brine solution as it is applied to the street. This new process helps the salt work quicker and reduces the amount of salt needed to achieve the desired results. Due to reduced staffing, street maintenance activities were reduced as reflected in the decreased amount of asphalt repair done in the 2010/11 season.

The City Engineering Department is utilizing up to date technologies and methods to stretch construction dollars as much as possible. A higher percentage of available funds are allocated to preventive treatments.

# Major and Local Street Funds

## FUND 202 - MAJOR STREET FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
State gas and weight taxes	\$ 2,589,796	\$ 2,400,000	\$ 2,475,000	\$ 2,475,000
County road millage	2,117,699	1,943,000	2,100,000	2,150,000
Build Michigan funding	98,695	90,000	97,000	97,000
State trunkline maintenance	138,687	170,237	158,233	178,962
State capital grant	126,284	4,081,780	3,955,496	360,000
Utility permits	87,005	88,000	88,000	88,000
Outside contributions	22,981	799,000	799,000	50,000
Investment earnings	6,625	2,500	4,000	4,000
Miscellaneous	59,896	-	11,800	-
<b>Total revenues</b>	<b>5,247,668</b>	<b>9,574,517</b>	<b>9,688,529</b>	<b>5,402,962</b>
<b>Expenditures</b>				
Engineering	135,370	195,773	191,805	179,515
Right of way inspections	14,831	27,425	22,680	17,708
Roadway maintenance	163,978	191,698	188,852	195,022
Guardrail maintenance	422	10,234	7,743	5,002
Sweeping and flushing	135,214	157,104	149,191	150,166
Shoulder maintenance	10,217	12,331	10,645	12,580
Roadside drainage	75,931	84,864	109,852	90,791
Curb and gutter maintenance	59,280	46,510	52,047	66,668
Roadside cleanup	17,081	22,460	19,986	19,308
Snow and ice control	441,627	522,436	290,774	519,702
Traffic services	496,431	483,810	469,076	485,617
Trunkline maintenance	130,072	189,637	166,849	178,962
Stormwater activities credit	(78,168)	(92,526)	(120,429)	(103,888)
Other charges	5,055	12,000	10,000	10,000
Reserve for contingencies	-	600	-	20,000
<b>Total expenditures</b>	<b>1,607,341</b>	<b>1,864,356</b>	<b>1,569,071</b>	<b>1,847,153</b>
Excess of Revenues Over (Under) Expenditures	3,640,327	7,710,161	8,119,458	3,555,809
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	-	-	-	20,000
Operating transfers out	(1,803,168)	(1,617,526)	(1,645,429)	(1,892,638)
Investment in capital projects	(1,446,146)	(7,415,227)	(7,415,227)	(1,962,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	391,013	(1,322,592)	(941,198)	(278,829)
<b>Fund Balance - beginning of year</b>	<b>2,863,727</b>	<b>3,254,740</b>	<b>3,254,740</b>	<b>2,313,542</b>
<b>Fund Balance - end of year</b>	<b>\$ 3,254,740</b>	<b>\$ 1,932,148</b>	<b>\$ 2,313,542</b>	<b>\$ 2,034,713</b>
Fund balance - unreserved	\$ 1,526,202	\$ 1,449,477	\$ 1,673,871	\$ 1,195,042
Fund balance - county road millage	439,671	482,671	639,671	839,671
Fund balance - reserved for capital projects	1,288,867	-	-	-
	<b>\$ 3,254,740</b>	<b>\$ 1,932,148</b>	<b>\$ 2,313,542</b>	<b>\$ 2,034,713</b>

# Major and Local Street Funds

## FUND 203 - LOCAL STREET FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
State gas and weight taxes	\$ 697,303	\$ 660,000	\$ 680,000	\$ 680,000
Build Michigan funding	25,535	25,000	25,000	25,000
Utility permits	71,186	72,000	72,000	72,000
Outside contributions	-	120,000	62,000	50,000
Miscellaneous	3,870	-	-	-
Investment earnings	4,040	1,000	2,000	2,000
<b>Total revenues</b>	<b>801,934</b>	<b>878,000</b>	<b>841,000</b>	<b>829,000</b>
<b>Expenditures</b>				
Engineering	83,163	101,245	97,967	96,592
Right of way inspection	13,617	29,973	21,333	17,558
Roadway maintenance	135,614	268,877	219,900	211,041
Guardrail maintenance	71	1,484	1,484	1,484
Sweeping and flushing	171,316	224,122	224,122	206,006
Shoulder maintenance	2,584	9,057	8,057	7,745
Roadside drainage	110,002	158,359	155,937	137,585
Curb and gutter maintenance	76,920	162,779	158,604	126,213
Roadside cleanup	10,872	11,398	11,410	12,053
Dust control	8,103	21,952	21,778	21,819
Snow and ice control	388,141	464,350	240,484	458,619
Traffic services	42,830	108,865	88,015	104,519
Stormwater activities credit	(110,002)	(158,360)	(155,937)	(137,585)
Reserve for contingencies	-	20,000	10,000	20,000
<b>Total expenditures</b>	<b>933,231</b>	<b>1,424,101</b>	<b>1,103,154</b>	<b>1,283,649</b>
Excess of Revenues Over (Under) Expenditures	(131,297)	(546,101)	(262,154)	(454,649)
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	1,725,000	1,525,000	1,525,000	1,876,750
Operating transfers out	(110,002)	(158,360)	(155,937)	(137,585)
Investment in capital projects	(745,747)	(2,022,482)	(2,022,482)	(1,767,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	737,954	(1,201,943)	(915,573)	(482,484)
<b>Fund Balance - beginning of year</b>	<b>1,784,881</b>	<b>2,522,835</b>	<b>2,522,835</b>	<b>1,607,262</b>
<b>Fund Balance - end of year</b>	<b>\$ 2,522,835</b>	<b>\$ 1,320,892</b>	<b>\$ 1,607,262</b>	<b>\$ 1,124,778</b>



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



## 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
MCTV	\$ 479,492	\$ 484,969	\$ 554,076	\$ 550,801	\$ 594,128	7.9%
<b>Total Department</b>	<b>\$ 479,492</b>	<b>\$ 484,969</b>	<b>\$ 554,076</b>	<b>\$ 550,801</b>	<b>\$ 594,128</b>	<b>7.9%</b>
Personal Services	\$ 344,560	\$ 358,232	\$ 371,217	\$ 369,084	\$ 368,308	-0.2%
Supplies	5,279	4,891	13,650	13,950	14,350	2.9%
Other Services/Charges	127,858	121,846	133,209	144,224	183,470	27.2%
Capital Outlay	1,795	-	36,000	23,543	28,000	18.9%
<b>Total Department</b>	<b>\$ 479,492</b>	<b>\$ 484,969</b>	<b>\$ 554,076</b>	<b>\$ 550,801</b>	<b>\$ 594,128</b>	<b>7.9%</b>

### Personnel Summary

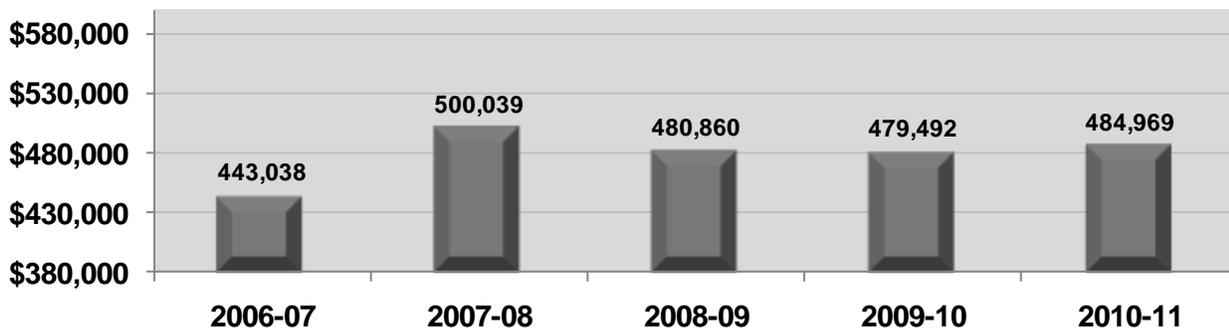
Full-Time	3	3	3	3	3
Regular Part-Time	7	7	7	7	7
<b>Total Department</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 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.

## Performance Objectives

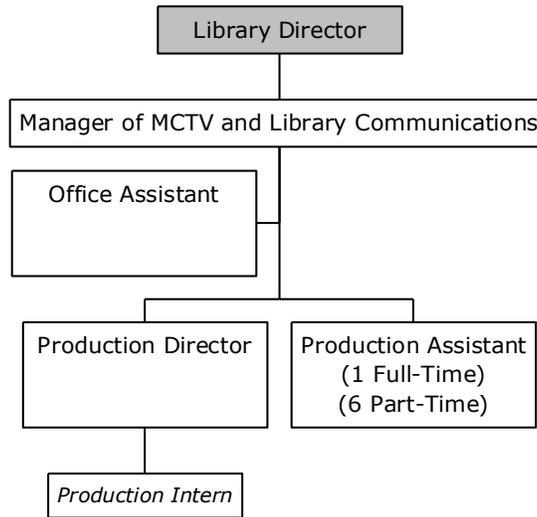
<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Public Access Programs Submitted	909	889	-2.2%
Government Access Programs Submitted	218	196	-10.1%
Educational Access Programs Submitted	26	32	23.1%
Total Programs Submitted	1,137	1,117	-1.8%
Message Boards Submitted	1,700	1,475	-13.2%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Cost Per Program Submitted	\$420.13	\$434.17	3.3%

Capital Outlay is not included in the Performance Objectives.

## 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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Franchise fees	\$ 649,305	\$ 620,000	\$ 650,000	\$ 657,000
Charges for services	12,208	12,250	12,450	13,200
Contributions	865	1,000	500	1,000
Investment earnings	1,354	1,500	1,032	1,032
Miscellaneous	3,200	3,000	3,000	3,000
<b>Total revenues</b>	<b>666,932</b>	<b>637,750</b>	<b>666,982</b>	<b>675,232</b>
<b>Expenditures</b>				
Personal services	358,232	371,217	369,084	368,308
Supplies	4,891	13,650	13,950	14,350
Other charges	121,846	127,309	124,224	163,470
Reserve for contingencies	-	5,900	20,000	20,000
Capital outlay	-	36,000	23,543	28,000
<b>Total expenditures</b>	<b>484,969</b>	<b>554,076</b>	<b>550,801</b>	<b>594,128</b>
Excess of Revenues Over (Under) Expenditures	181,963	83,674	116,181	81,104
<b>Fund Balance - beginning of year</b>	<b>591,298</b>	<b>773,261</b>	<b>773,261</b>	<b>889,442</b>
<b>Fund Balance - end of year</b>	<b>\$ 773,261</b>	<b>\$ 856,935</b>	<b>\$ 889,442</b>	<b>\$ 970,546</b>
Reserved - equipment replacement	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000
Unreserved and undesignated	593,261	676,935	709,442	790,546
<b>Total Fund Balance</b>	<b>\$ 773,261</b>	<b>\$ 856,935</b>	<b>\$ 889,442</b>	<b>\$ 970,546</b>





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



## 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 six-year rotation. Progress is tracked using a computerized work order system. A seasonal crew inspects open drains 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
- Cleans storm sewers on a six-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

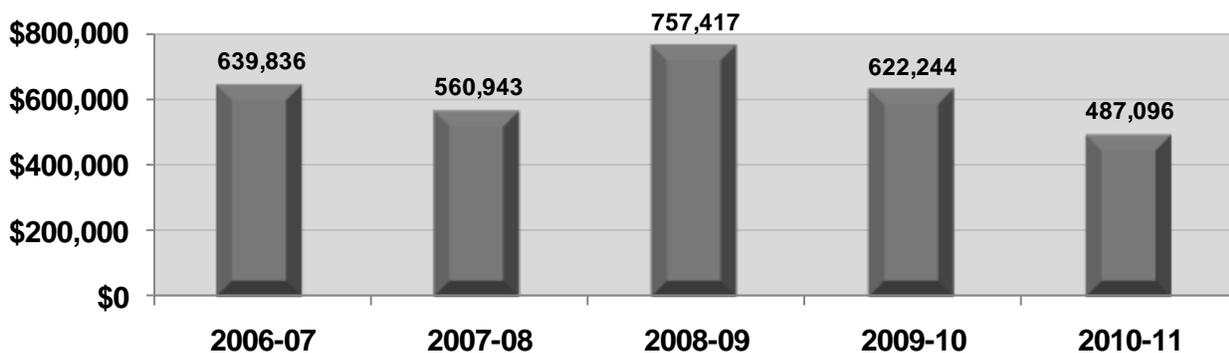
## Department at a Glance

Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Administration	\$ 29,460	\$ 18,715	\$ 20,439	\$ 20,439	\$ 20,539	0.5%
Repairs & Maintenance	385,347	410,779	490,794	507,321	623,941	23.0%
Inspection Services	25,836	28,695	31,130	31,213	31,900	2.2%
Open Drain Cleaning	18,273	25,492	25,828	29,085	31,712	9.0%
Sump Lead Installation	1,000	-	1,000	1,000	3,000	200.0%
Miscellaneous	-	-	4,000	4,000	4,000	0.0%
Capital Outlay	-	-	-	-	46,000	0.0%
Capital Projects	161,624	3,415	262,468	262,468	90,000	-65.7%
Operating Transfers Out	704	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 622,244</b>	<b>\$ 487,096</b>	<b>\$ 835,659</b>	<b>\$ 855,526</b>	<b>\$ 851,092</b>	<b>-0.5%</b>
Personal Services	\$ 142,749	\$ 175,721	\$ 188,253	\$ 191,300	\$ 291,900	52.6%
Supplies	7,422	9,626	11,300	11,300	39,300	247.8%
Other Services/Charges	309,745	298,334	373,638	390,458	383,892	-1.7%
Capital Outlay	-	-	-	-	46,000	0.0%
Capital Projects	161,624	3,415	262,468	262,468	90,000	-65.7%
Operating Transfers Out	704	-	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 622,244</b>	<b>\$ 487,096</b>	<b>\$ 835,659</b>	<b>\$ 855,526</b>	<b>\$ 851,092</b>	<b>-0.5%</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.

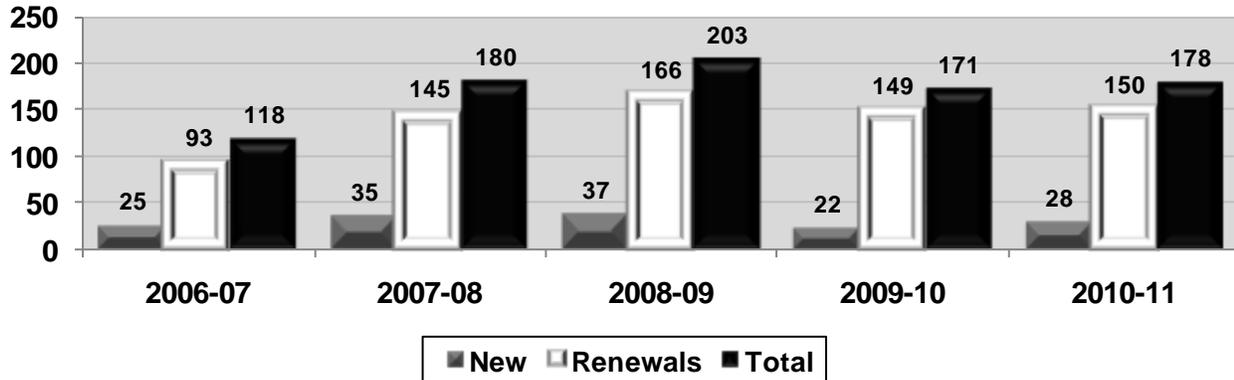
## Summary of Budget Changes

### 5-Year Operating Budget History

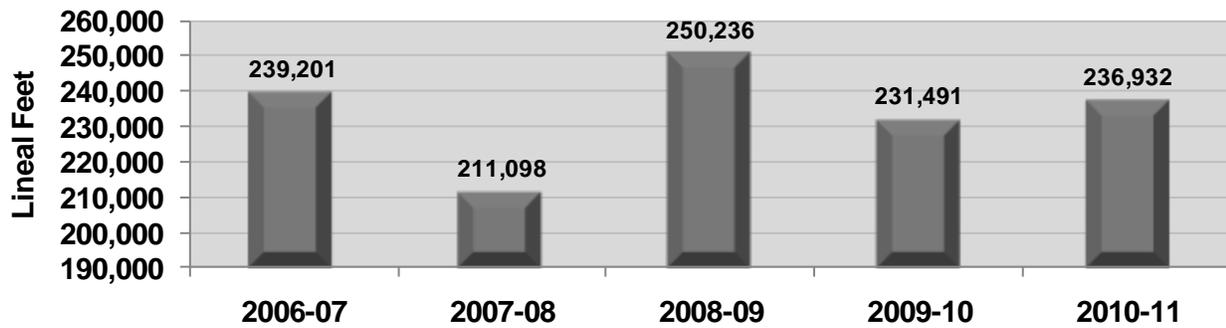


## Key Departmental Trends

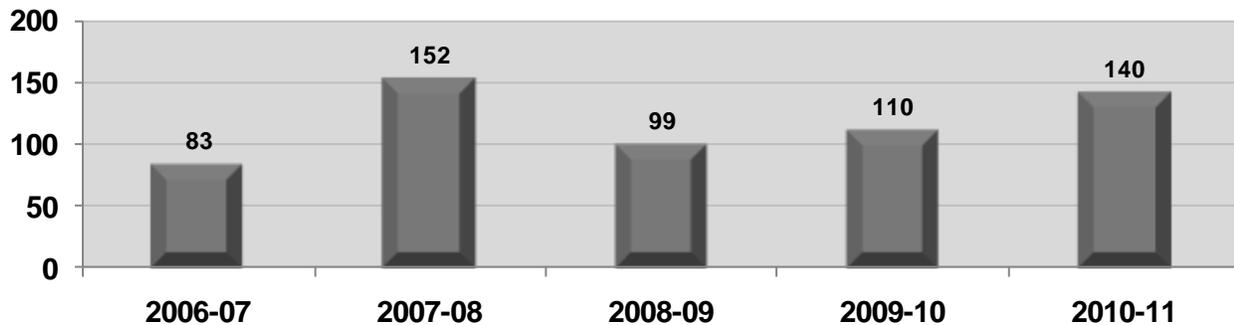
### Inspections Made



### Storm Sewers Cleaned



### Permit Renewals



## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Storm Sewer Cleaned (Lineal feet)	231,491	236,932	2.4%
Catch Basins Cleaned	1,442	1,528	6.0%
Sump Lead Installations	0	0	N/A
Outfalls Rehabilitated	0	0	N/A
Open Drains Cleaned (Lineal feet)	6,905	6,825	-1.2%
Permit Renewals	110	140	27.3%
Inspections Made:			
New	22	28	27.3%
Renewals	149	150	0.7%
Total Inspections	171	178	4.1%



# Storm Water Management

FUND 250 - STORM WATER MANAGEMENT FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Permit and inspection fees	\$ 23,237	\$ 33,000	\$ 23,260	\$ 23,000
Investment earnings	559	700	300	200
Other revenue	572	100	800	500
Operating transfer in - General Fund	280,000	370,000	370,000	500,000
Operating transfer in - Major Street Fund	78,168	92,526	120,429	103,888
Operating transfer in - Local Street Fund	110,002	158,360	155,937	137,585
Operating transfer in - CDBG Fund	-	-	-	60,000
<b>Total revenues</b>	<b>492,538</b>	<b>654,686</b>	<b>670,726</b>	<b>825,173</b>
<b>Expenditures</b>				
Administration	18,715	20,439	20,439	20,539
County drain assessment	13,254	5,000	5,000	5,000
Open drain cleaning	25,492	25,828	29,085	31,712
Storm sewer maintenance	183,040	193,236	185,837	239,083
Inspection expenses	28,695	31,130	31,213	31,900
Storm sewer repairs	26,316	41,672	40,118	138,385
Purchased services	188,170	250,886	276,366	241,473
Sump lead installation	-	1,000	1,000	3,000
Capital outlay	-	-	-	46,000
Reserve for contingencies	-	4,000	4,000	4,000
<b>Total expenditures</b>	<b>483,682</b>	<b>573,191</b>	<b>593,058</b>	<b>761,092</b>
Excess of Revenues Over (Under) Expenditures	8,856	81,495	77,668	64,081
<b>Other Financing Uses</b>				
Investment in capital projects	(3,415)	(262,468)	(262,468)	(90,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	5,441	(180,973)	(184,800)	(25,919)
<b>Fund Balance - beginning of year</b>	<b>227,460</b>	<b>232,901</b>	<b>232,901</b>	<b>48,101</b>
<b>Fund Balance - end of year</b>	<b>\$ 232,901</b>	<b>\$ 51,928</b>	<b>\$ 48,101</b>	<b>\$ 22,182</b>





**Enterprise Funds**

*for the Fiscal Year Ending June 30, 2013*

**Civic Arena Fund**

**Currie Municipal Golf Course Fund**

**Parking Fund**

**Senior Housing Funds**

**Utilities Division Funds**





Civic Arena Manager..... Kenny Benson



## Service Statement

The department's scope of services includes: administration; upkeep and maintenance of three ice rinks 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 custodial 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

### Arena Operations

- Maintains 2 NHL-size ice rinks and 1 Olympic-size 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, Midland Figure Skating Club and Midland Speed Skating Club

- 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

## Department at a Glance

Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Civic Arena	\$ 1,648,271	\$ 1,639,954	\$ 1,809,372	\$ 1,705,683	\$ 1,287,377	-24.5%
<b>Total Department</b>	<b>\$ 1,648,271</b>	<b>\$ 1,639,954</b>	<b>\$ 1,809,372</b>	<b>\$ 1,705,683</b>	<b>\$ 1,287,377</b>	<b>-24.5%</b>
Personal Services	\$ 383,394	\$ 343,773	\$ 319,590	\$ 340,396	\$ 309,771	-9.0%
Supplies	16,086	25,093	37,077	35,877	28,405	-20.8%
Other Services/Charges	609,394	638,820	666,360	543,065	567,518	4.5%
Debt Service	639,397	632,268	631,145	631,145	361,683	-42.7%
Capital Outlay	-	-	155,200	155,200	20,000	-87.1%
<b>Total Department</b>	<b>\$ 1,648,271</b>	<b>\$ 1,639,954</b>	<b>\$ 1,809,372</b>	<b>\$ 1,705,683</b>	<b>\$ 1,287,377</b>	<b>-24.5%</b>

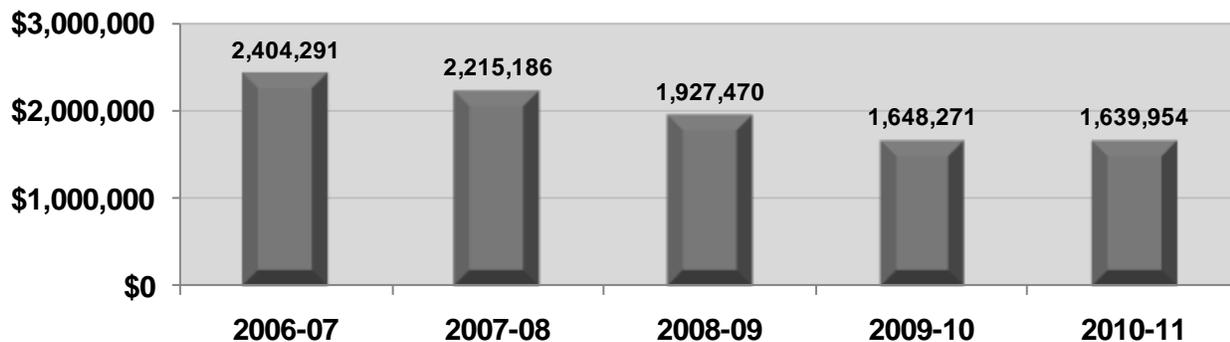
### Personnel Summary

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>

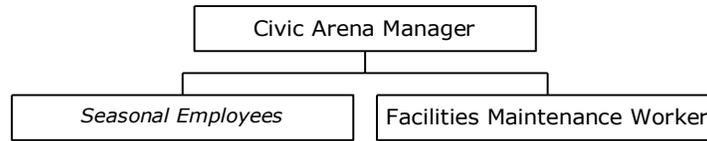
The Civic Arena is maintained and operated by full-time Parks & Recreation employees. Their labor and benefit costs are charged to the Civic Arena for the hours they spend working at the facility. This allows management the flexibility to schedule more or less employee hours as needed to meet the demands at the arena at different times of the year. 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.

## Summary of Budget Changes

### 5-Year Operating Budget History



**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Skate shop	\$ 88,124	\$ 90,000	\$ 65,708	\$ 70,000
Skate sharpening	14,364	15,000	12,427	13,000
Open skating	145,235	145,000	34,482	40,000
Ice rentals	785,035	816,500	800,737	845,000
Other rental	835	700	700	30,700
Skate rentals	12,398	15,000	14,201	13,500
Office rental	7,335	8,360	8,580	10,120
<b>Total operating revenues</b>	<b>1,053,326</b>	<b>1,090,560</b>	<b>936,835</b>	<b>1,022,320</b>
<b>Operating Expenses</b>				
Personal services	343,773	319,590	340,396	309,771
Supplies	25,093	37,077	35,877	28,405
Other charges	638,820	656,360	538,065	557,518
Reserve for contingencies	-	10,000	5,000	10,000
<b>Total operating expenses</b>	<b>1,007,686</b>	<b>1,023,027</b>	<b>919,338</b>	<b>905,694</b>
<b>Net Operating Loss</b>	<b>45,640</b>	<b>67,533</b>	<b>17,497</b>	<b>116,626</b>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	(741)	(2,000)	(1,000)	(1,000)
Miscellaneous revenues	20,543	33,000	18,259	29,000
Interfund loan interest	(13,096)	(6,548)	(6,548)	-
Interest expense	(207,258)	(202,683)	(202,683)	(196,683)
<b>Total non-operating revenues (expenses)</b>	<b>(200,552)</b>	<b>(178,231)</b>	<b>(191,972)</b>	<b>(168,683)</b>
<b>Other Financing Sources (Uses)</b>				
Outside contributions	29,493	20,000	-	-
Investment in assets	-	(155,200)	(155,200)	(20,000)
Interfund loan principal	(261,914)	(261,914)	(261,914)	-
Operating transfers in	200,000	276,200	441,200	425,000
Retirement of debt	(150,000)	(160,000)	(160,000)	(165,000)
<b>Total other financing sources (uses)</b>	<b>(182,421)</b>	<b>(280,914)</b>	<b>(135,914)</b>	<b>240,000</b>
<b>Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(337,333)</b>	<b>(391,612)</b>	<b>(310,389)</b>	<b>187,943</b>
Non-working Capital Adjustments	(10,000)	256,914	256,914	(5,000)
<b>Working Capital - beginning of year</b>	<b>(604,320)</b>	<b>(951,653)</b>	<b>(951,653)</b>	<b>(1,005,128)</b>
<b>Working Capital - end of year</b>	<b>\$ (951,653)</b>	<b>\$ (1,086,351)</b>	<b>\$ (1,005,128)</b>	<b>\$ (822,185)</b>



<b>Manager of Golf Operations</b> .....	<b>Paul Milholland</b>
<b>Assistant Golf Professional</b> .....	<b>Michael Woodfin</b>
<b>Golf Course Superintendent</b> .....	<b>Jerome Blahnik</b>
<b>Food and Beverage Manager</b> .....	<b>Charles McGinnis</b>



## 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
- Participates in a golf players committee during the golf season to receive input from the golfers on playability and course condition issues
- 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
General Operations	\$ 891,444	\$ 562,790	\$ 346,606	\$ 472,735	\$ 427,413	-9.6%
East Course Operations	222,332	199,109	291,130	262,255	261,356	-0.3%
West Course Operations	330,386	299,254	380,090	395,539	397,511	0.5%
Driving Range	-	4,260	41,417	16,810	16,970	1.0%
Par Three	-	2,019	29,763	8,314	12,484	50.2%
Food & Beverage	157,354	134,524	181,219	192,095	194,600	1.3%
Capital Outlay	2,000	37,340	698,999	140,908	17,500	-87.6%
<b>Total Department</b>	<b>\$ 1,603,516</b>	<b>\$ 1,239,296</b>	<b>\$ 1,969,224</b>	<b>\$ 1,488,656</b>	<b>\$ 1,327,834</b>	<b>-10.8%</b>
Personal Services	\$ 882,163	\$ 732,059	\$ 729,599	\$ 787,853	\$ 756,413	-4.0%
Supplies	155,560	148,479	200,692	204,307	215,000	5.2%
Other Services/Charges	563,793	321,418	322,434	338,088	338,921	0.2%
Capital Outlay	2,000	37,340	716,499	158,408	17,500	-89.0%
<b>Total Department</b>	<b>\$ 1,603,516</b>	<b>\$ 1,239,296</b>	<b>\$ 1,969,224</b>	<b>\$ 1,488,656</b>	<b>\$ 1,327,834</b>	<b>-10.8%</b>

### Personnel Summary

Full-Time	4	7	7	7	7
Regular Part-Time	1	-	1	1	1
<b>Total Department</b>	<b>5</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>

Beginning in the 2008 golf season, the operational expenses were broken out into East Course, West Course and General Operations (includes driving range, Par 3 course, clubhouse operations and power cart activities). This will provide management with better information for planning, monitoring and decision-making.

In October 2008 the Michigan Liquor Control Commission approved the City's liquor license application. In April 2009 the golf course began a comprehensive food and beverage operation that now includes the sale of alcohol. It is expected that the availability of alcohol will enhance revenues in not only the food and beverage category, but also in increased greens fees through the attraction of additional golfers to Currie.

In the latter half of FY 2010, the following four significant events have been implemented:

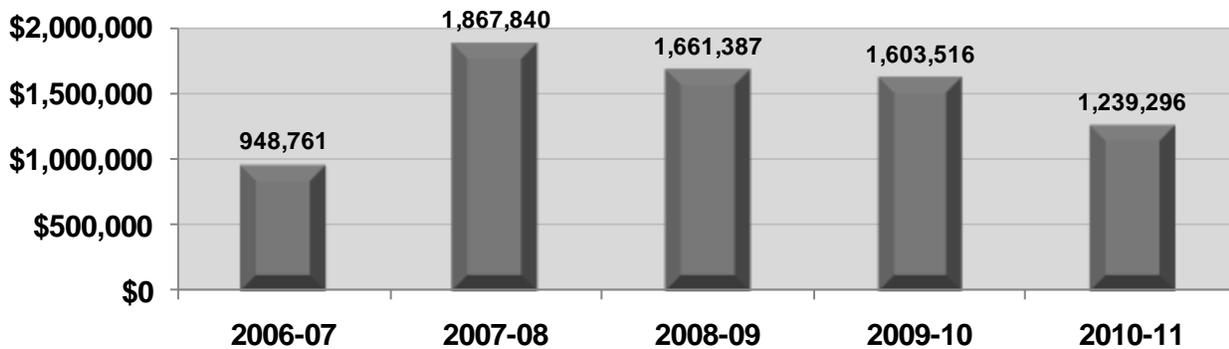
1. The operational expenses of the food and beverage operation were segregated from the General Operations activity to provide for a separate detailed analysis of the food and beverage operation.
2. The previous position of Golf Course Supervisor and Special Projects was converted to an Unclassified Service position allowing for exempt status under the Fair Labor Standards Act. This position is now known as the Golf Course Superintendent, which has been filled.
3. The Golf Course has now been designated as the home account for all four permanent full time positions assigned to the Golf Course. Previously, it was the home account for one

position while the other three were labor transfers from the General Fund.

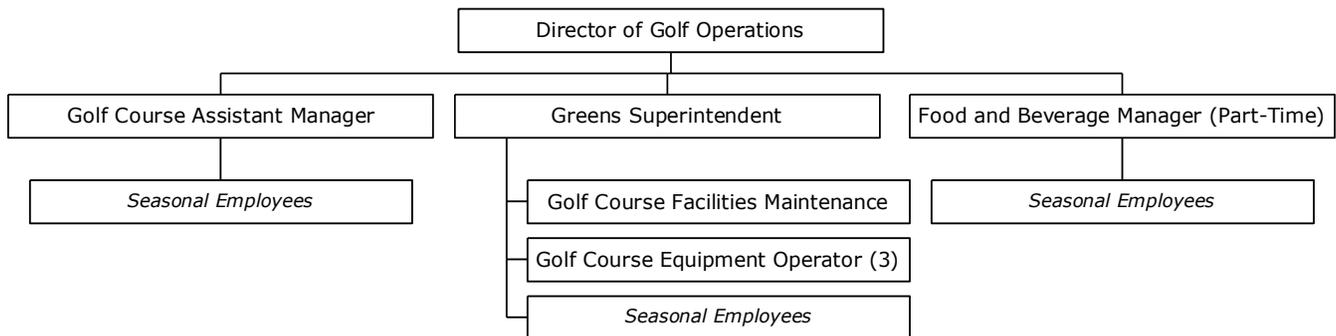
- The City received a total of \$50,000 in grant funding from the Herbert H. and Grace A. Dow Foundation, the Rollin M. Gerstacker Foundation, the Midland Area Community Foundation, and the Currie Family to finance the retention of a golf industry consultant during the 2010 season to review all operations at Currie Golf Course and make recommendations to improve the financial health of the Golf Course Fund.

## Summary of Budget Changes

### 5-Year Operating Budget History



## Organizational Chart



## Currie Municipal Golf Course

<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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	0	1	1
<b>Total Regular Part-Time</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>7</b>	<b>8</b>	<b>8</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, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Greens fees	\$ 497,305	\$ 621,200	\$ 497,476	\$ 621,500
Season memberships	59,781	105,000	67,000	76,500
Power cart rentals	184,547	252,850	241,472	250,100
Driving range rentals	19,680	39,000	23,000	28,000
Pro shop sales	36,561	52,000	44,000	56,000
Food and beverage sales	122,927	183,500	150,000	170,000
Other operating revenues	11,181	16,600	12,614	3,000
Total operating revenues	931,982	1,270,150	1,035,562	1,205,100
<b>Operating Expenses</b>				
Personal services	732,059	729,599	787,853	756,413
Supplies	148,479	200,692	204,307	215,000
Other charges	321,418	322,434	338,088	338,921
Total operating expenses	1,201,956	1,252,725	1,330,248	1,310,334
Net Operating Loss	(269,974)	17,425	(294,686)	(105,234)
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	437	1,662	5,270	4,770
Miscellaneous revenues	679,333	1,400	3,175	1,000
Total non-operating revenues (expenses)	679,770	3,062	8,445	5,770
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	62,753	98,038	98,038	132,500
Investment in assets	(37,340)	(716,499)	(158,408)	(17,500)
Total other financing sources (uses)	25,413	(618,461)	(60,370)	115,000
Excess of Revenues and Other Sources Over (Under) Expenses and Other Uses	435,209	(597,974)	(346,611)	15,536
<b>Working Capital - beginning of year</b>	(1,631,032)	(1,195,823)	(1,195,823)	(1,542,434)
<b>Working Capital - end of year</b>	\$ (1,195,823)	\$ (1,793,797)	\$ (1,542,434)	\$ (1,526,898)





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



## 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, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Meter collections	\$ 4,002	\$ 4,000	\$ 3,900	\$ 3,900
Parking tickets	15,441	17,500	15,000	17,000
Leased parking	30,207	29,750	30,950	30,950
Parking structure leases	47,566	46,981	47,835	46,890
<b>Total operating revenues</b>	<b>97,216</b>	<b>98,231</b>	<b>97,685</b>	<b>98,740</b>
<b>Operating Expenses</b>				
Administration	17,085	16,923	16,850	17,543
Parking enforcement	22,227	29,048	25,874	25,280
Lot maintenance	19,145	15,315	14,895	17,126
Parking structure maintenance	93,983	98,487	98,741	98,514
<b>Total operating expenses</b>	<b>152,440</b>	<b>159,773</b>	<b>156,360</b>	<b>158,463</b>
<b>Net Operating Loss</b>	<b>(55,224)</b>	<b>(61,542)</b>	<b>(58,675)</b>	<b>(59,723)</b>
<b>Non-operating Revenues (Expenses)</b>				
Miscellaneous revenues	-	8,487	11,367	8,514
Investment earnings	62	100	5	5
<b>Total non-operating revenues (expenses)</b>	<b>62</b>	<b>8,587</b>	<b>11,372</b>	<b>8,519</b>
<b>Other Financing Sources</b>				
Operating transfer in - DDA Fund	45,000	45,000	45,000	45,000
<b>Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(10,162)</b>	<b>(7,955)</b>	<b>(2,303)</b>	<b>(6,204)</b>
<b>Working Capital - beginning of year</b>	<b>20,378</b>	<b>10,216</b>	<b>10,216</b>	<b>7,913</b>
<b>Working Capital - end of year</b>	<b>\$ 10,216</b>	<b>\$ 2,261</b>	<b>\$ 7,913</b>	<b>\$ 1,709</b>



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



## 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Riverside	\$ 1,246,535	\$ 1,296,972	\$ 1,497,893	\$ 1,519,226	\$ 1,564,556	3.0%
<b>Total Department</b>	<b>\$ 1,246,535</b>	<b>\$ 1,296,972</b>	<b>\$ 1,497,893</b>	<b>\$ 1,519,226</b>	<b>\$ 1,564,556</b>	<b>3.0%</b>
Personal Services	\$ 590,828	\$ 638,283	\$ 659,024	\$ 656,930	\$ 675,062	2.8%
Supplies	15,473	24,013	78,920	78,920	148,920	88.7%
Other Services/Charges	559,239	558,683	620,578	633,284	631,139	-0.3%
Miscellaneous	69,445	64,443	66,000	78,721	87,735	11.5%
Capital Outlay	1,550	1,550	63,371	61,371	11,700	-80.9%
Operating Transfers Out	10,000	10,000	10,000	10,000	10,000	0.0%
<b>Total Department</b>	<b>\$ 1,246,535</b>	<b>\$ 1,296,972</b>	<b>\$ 1,497,893</b>	<b>\$ 1,519,226</b>	<b>\$ 1,564,556</b>	<b>3.0%</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

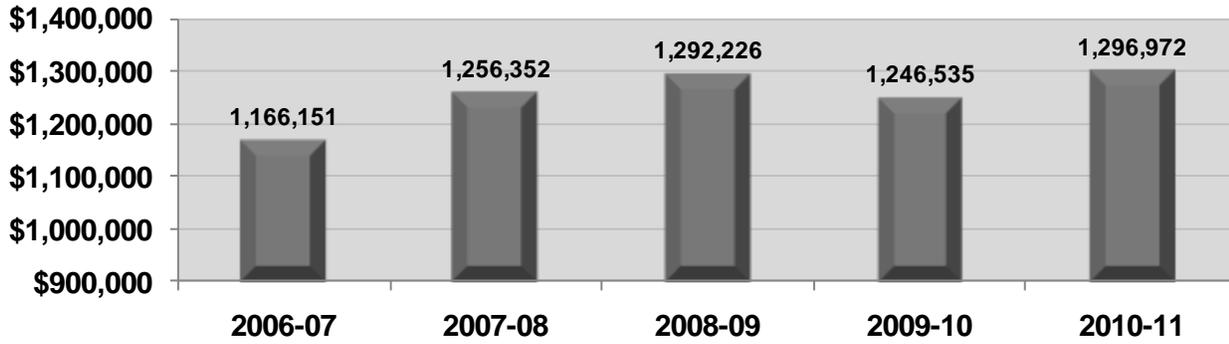
Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Washington Woods	\$ 1,241,975	\$ 1,320,657	\$ 1,397,094	\$ 1,369,859	\$ 1,386,697	1.2%
<b>Total Department</b>	<b>\$ 1,241,975</b>	<b>\$ 1,320,657</b>	<b>\$ 1,397,094</b>	<b>\$ 1,369,859</b>	<b>\$ 1,386,697</b>	<b>1.2%</b>
Personal Services	\$ 631,468	\$ 671,493	\$ 697,191	\$ 689,991	\$ 711,593	3.1%
Supplies	23,887	27,669	34,084	32,278	34,884	8.1%
Other Services/Charges	514,874	538,904	577,029	541,886	553,564	2.2%
Miscellaneous	71,746	82,591	81,790	70,048	80,656	15.1%
Capital Outlay	-	-	7,000	35,656	6,000	-83.2%
<b>Total Department</b>	<b>\$ 1,241,975</b>	<b>\$ 1,320,657</b>	<b>\$ 1,397,094</b>	<b>\$ 1,369,859</b>	<b>\$ 1,386,697</b>	<b>1.2%</b>

### Personnel Summary

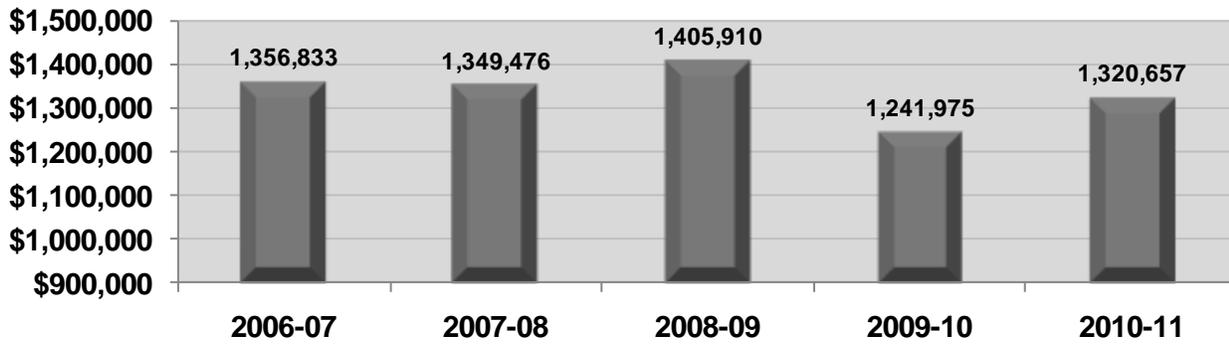
Full-Time	6	6	6	6	6
Regular Part-Time	6	5	5	5	5
<b>Total Department</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

## Summary of Budget Changes

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

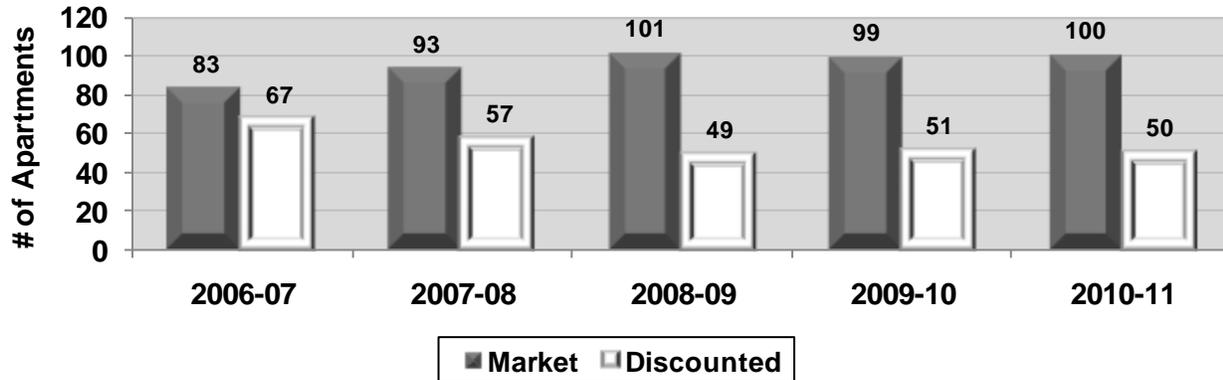


### 5-Year Operating Budget History – Washington Woods

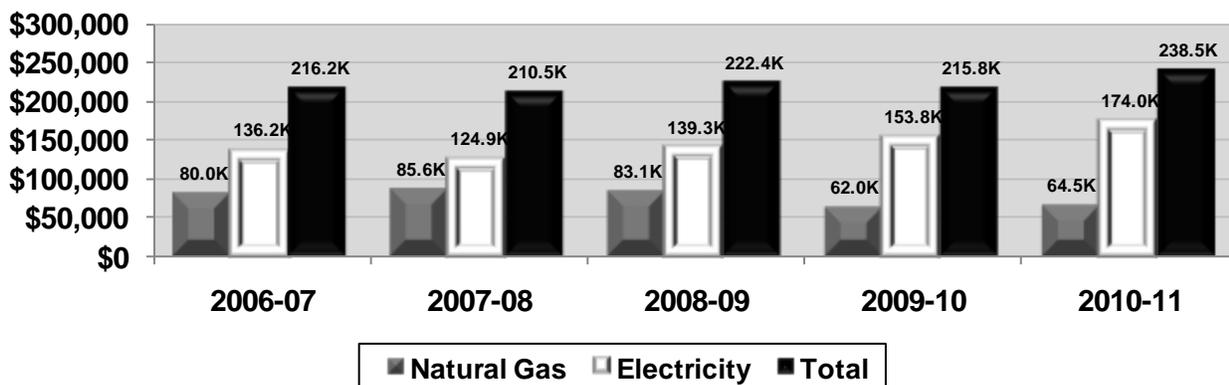


## Key Departmental Trends – Riverside Place

### Market vs Discounted Trend



### Annual Utility Trend

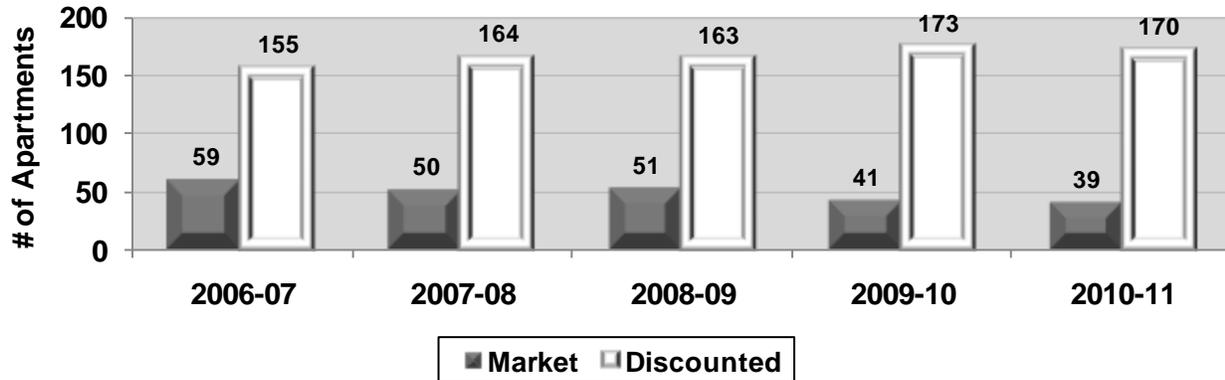


## Performance Objectives – Riverside Place

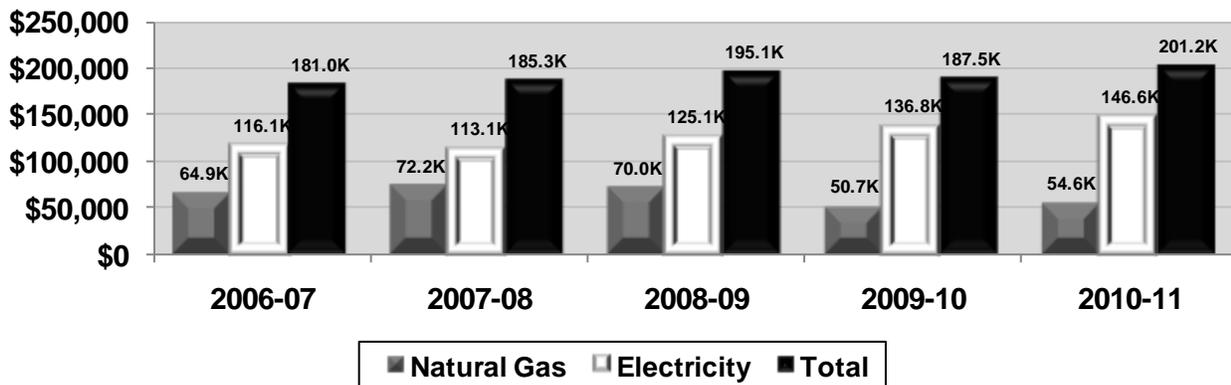
Performance Indicators (OUTPUT)	2009-10 Actual	2010-11 Actual	% Change
Apartment Renovations	29	36	24.1%
Number of apartments serviced	150	150	0.0%
Performance Indicators (EFFICIENCY)	2009-10 Actual	2010-11 Actual	% Change
% Occupancy	100%	100%	0.0%
Apartment Turnover by Maintenance (Average per month)	2.4	3.0	25.0%

## Key Departmental Trends – Washington Woods

### Market vs Discounted Trend



### Annual Utility Trend



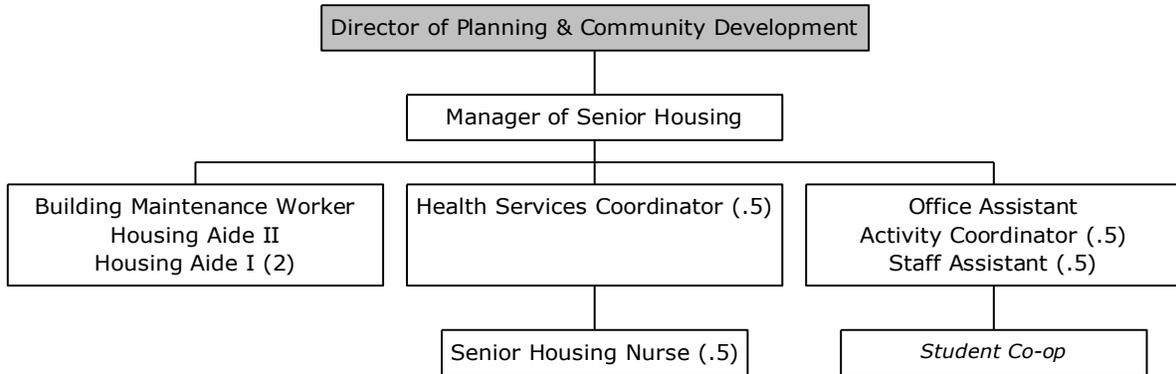
## Performance Objectives – Washington Woods

Performance Indicators (OUTPUT)	2009-10 Actual	2010-11 Actual	% Change
Health Coordinator Assessments – New Residents	39	42	7.7%
Meals Served	32,646	29,195	-10.6%
Resident Activities	648	632	-2.5%

Performance Indicators (EFFICIENCY)	2009-10 Actual	2010-11 Actual	% Change
Apartment Renovations	29	51	75.9%

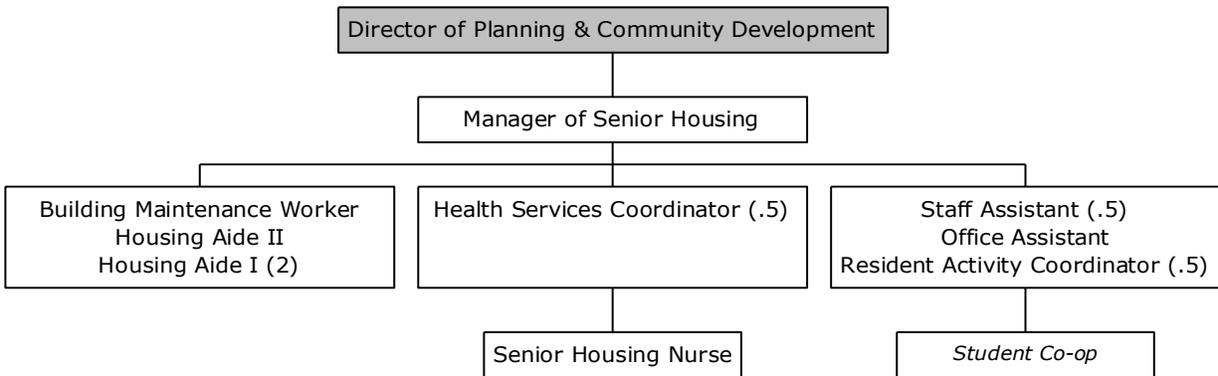
## Organizational Chart – Riverside Place



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

<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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
Office Assistant	0	0	0
Resident Activity Coordinator	1	1	1
Staff Assistant	1	1	1
Housing Aide I	0	0	0
<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, 2013**

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Apartment rentals	\$ 1,263,328	\$ 1,290,000	\$ 1,290,000	\$ 1,290,000
Carport rentals	6,364	6,000	6,000	6,000
<b>Total operating revenues</b>	<b>1,269,692</b>	<b>1,296,000</b>	<b>1,296,000</b>	<b>1,296,000</b>
<b>Operating Expenses</b>				
Personal services	638,283	659,024	656,930	675,062
Supplies	24,013	78,920	78,920	148,920
Other charges	558,683	610,578	623,284	621,139
Reserve for contingencies	-	10,000	10,000	10,000
<b>Total operating expenses</b>	<b>1,220,979</b>	<b>1,358,522</b>	<b>1,369,134</b>	<b>1,455,121</b>
<b>Net Operating Income (Loss)</b>	<b>48,713</b>	<b>(62,522)</b>	<b>(73,134)</b>	<b>(159,121)</b>
<b>Non-operating Revenues (Expenses)</b>				
Food services	(64,443)	(66,000)	(72,000)	(66,000)
Supportive living	35,665	35,000	35,000	35,000
Investment earnings	2,903	4,000	3,000	3,000
Miscellaneous revenues	106,060	92,900	105,040	96,750
Miscellaneous expenses	-	-	(6,721)	(21,735)
<b>Total non-operating revenues (expenses)</b>	<b>80,185</b>	<b>65,900</b>	<b>64,319</b>	<b>47,015</b>
<b>Other Financing Uses</b>				
Operating transfer out - Washington Woods	(10,000)	(10,000)	(10,000)	(10,000)
Investment in assets	(1,550)	(63,371)	(61,371)	(11,700)
<b>Total other financing uses</b>	<b>(11,550)</b>	<b>(73,371)</b>	<b>(71,371)</b>	<b>(21,700)</b>
<b>Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>117,348</b>	<b>(69,993)</b>	<b>(80,186)</b>	<b>(133,806)</b>
<b>Working Capital - beginning of year</b>	<b>945,374</b>	<b>1,062,722</b>	<b>1,062,722</b>	<b>982,536</b>
<b>Working Capital - end of year</b>	<b>\$ 1,062,722</b>	<b>\$ 992,729</b>	<b>\$ 982,536</b>	<b>\$ 848,730</b>

FUND 536 - WASHINGTON WOODS FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Apartment rentals	\$ 1,241,425	\$ 1,263,252	\$ 1,193,004	\$ 1,201,392
Carport rentals	6,062	7,218	7,092	7,000
Total operating revenues	<u>1,247,487</u>	<u>1,270,470</u>	<u>1,200,096</u>	<u>1,208,392</u>
<b>Operating Expenses</b>				
Personal services	671,493	697,191	689,991	711,593
Supplies	27,669	34,084	32,278	34,884
Other charges	538,904	577,029	531,886	543,564
Reserve for contingencies	-	-	10,000	10,000
Total operating expenses	<u>1,238,066</u>	<u>1,308,304</u>	<u>1,264,155</u>	<u>1,300,041</u>
Net Operating Income (Loss)	<u>9,421</u>	<u>(37,834)</u>	<u>(64,059)</u>	<u>(91,649)</u>
<b>Non-operating Revenues (Expenses)</b>				
Food services	(53,535)	(68,990)	(57,873)	(68,156)
Investment earnings	2,681	3,600	1,000	1,000
Miscellaneous revenues	147,247	148,202	161,749	154,050
Miscellaneous expenses	<u>(29,056)</u>	<u>(12,800)</u>	<u>(12,175)</u>	<u>(12,500)</u>
Total non-operating revenues (expenses)	<u>67,337</u>	<u>70,012</u>	<u>92,701</u>	<u>74,394</u>
<b>Other Financing Sources (Uses)</b>				
Investment in assets	-	(7,000)	(35,656)	(6,000)
Operating transfers in	<u>10,000</u>	<u>16,000</u>	<u>46,000</u>	<u>14,000</u>
Total other financing sources (uses)	<u>10,000</u>	<u>9,000</u>	<u>10,344</u>	<u>8,000</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	86,758	41,178	38,986	(9,255)
<b>Working Capital - beginning of year</b>	<u>902,534</u>	<u>989,292</u>	<u>989,292</u>	<u>1,028,278</u>
<b>Working Capital - end of year</b>	<u>\$ 989,292</u>	<u>\$ 1,030,470</u>	<u>\$ 1,028,278</u>	<u>\$ 1,019,023</u>



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



## 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

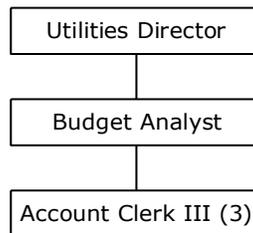
### Utilities Administration

- Oversees, coordinates and facilitates the operating and capital budgeting, major purchasing initiatives and communications for each of the following Utilities enterprise and special revenue funds:
  - Landfill Enterprise Fund
  - Wastewater Enterprise Fund
  - Water Enterprise Fund
  - Storm Water Management Special Revenue 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 for new meter sets, final bill meter reading, repairs, shut-offs and meter change-outs
- Water service and billing inquiries
- Educates consumers on leak detection and water loss through leaky toilets, etc.

## Organizational Chart







Landfill Superintendent..... Scott O'Laughlin



## 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 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. Including future cell construction, the site has an estimated life of over 40 years remaining. 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 newest 11 acre 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.

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, the new technology of bioreactor, or liquid introduction to waste, cells is being implemented into the operation as waste filling operations progress.

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.

Staff supports recycling and education at the site. We have a scrap metal drop-off area where metals are collected for disposal at a recycling yard, which also provides some revenue. Concrete and asphalt are recycled when brought to the site, 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 has consultants 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 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**

- 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 Area Recycling Center, located on site
- Provides free tours to schools from pre-school through college ages

### **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
- Designing bioreactor landfill cell to extend site life and reduce future liability

## Department at a Glance

<b>Funding Level Summary</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>Adjusted 2011-12 Budget</b>	<b>Estimated 2011-12 Budget</b>	<b>Adopted 2012-13 Budget</b>	<b>% of Change</b>
Landfill	\$ 3,634,767	\$ 4,707,302	\$ 3,654,254	\$ 3,677,889	\$ 2,971,195	-19.2%
<b>Total Department</b>	<b>\$ 3,634,767</b>	<b>\$ 4,707,302</b>	<b>\$ 3,654,254</b>	<b>\$ 3,677,889</b>	<b>\$ 2,971,195</b>	<b>-19.2%</b>
Personal Services	\$ 931,085	\$ 930,552	\$ 856,956	\$ 1,091,041	\$ 1,049,988	-3.8%
Supplies	171,086	223,455	207,220	247,925	263,105	6.1%
Other Services/Charges	1,413,426	1,360,211	1,497,595	1,355,867	1,398,183	3.1%
Miscellaneous	16,799	36,010	3,100	669	24,919	3624.8%
Capital Outlay	87,309	327,393	606,795	575,484	85,000	-85.2%
Capital Projects	1,015,062	1,394,681	482,588	406,903	150,000	-63.1%
Interfund Loans Issued	-	435,000	-	-	-	100.0%
<b>Total Department</b>	<b>\$ 3,634,767</b>	<b>\$ 4,707,302</b>	<b>\$ 3,654,254</b>	<b>\$ 3,677,889</b>	<b>\$ 2,971,195</b>	<b>-19.2%</b>

### Personnel Summary

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

## Summary of Budget Changes

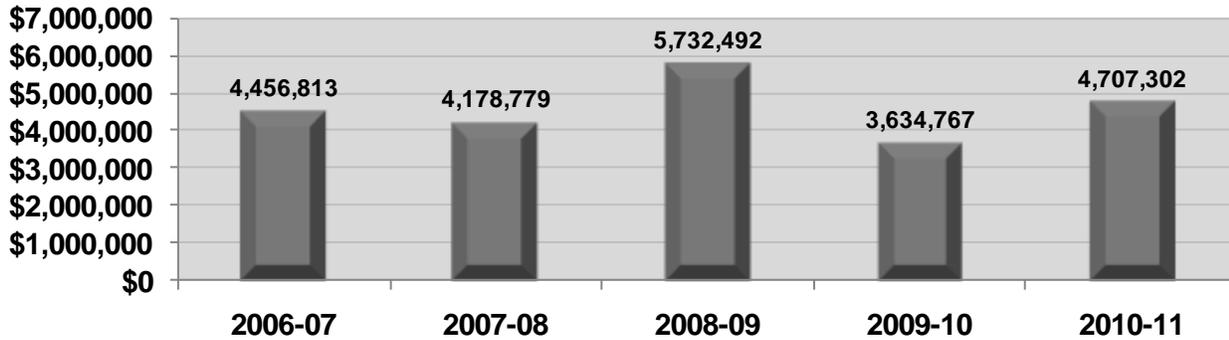
### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

Fiscal year 2012-13 will be a slower year for capital projects. Improvements to long term access roads will be completed this summer. Cell 16 continues to be the primary waste disposal cell, and will for years to come. The landfill gas collection system for the site will be expanded as waste placement allows. 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 2011-12, 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 2012-13 fiscal year to offset operating expenses.

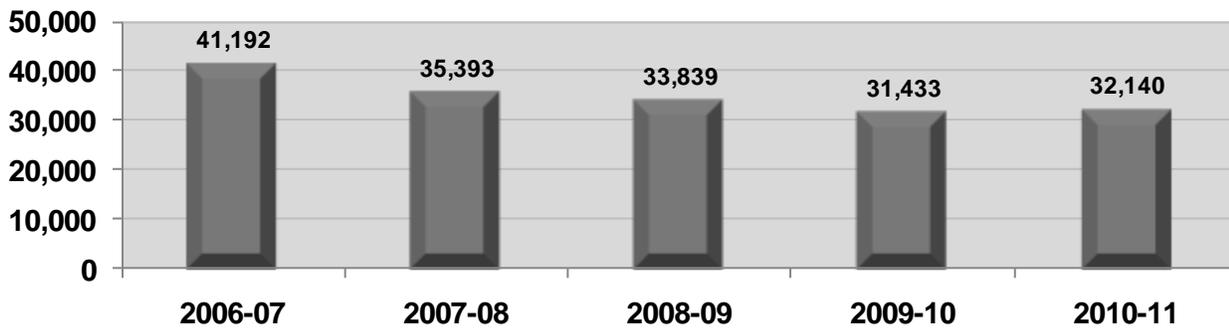
**Summary of Budget Changes (cont.)**

**5-Year Operating Budget History**

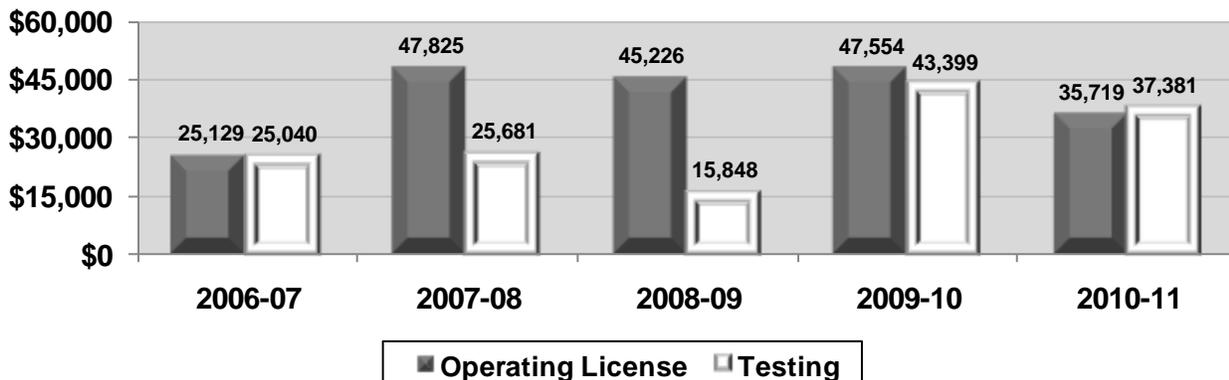


**Key Departmental Trends**

**Vehicle Count**

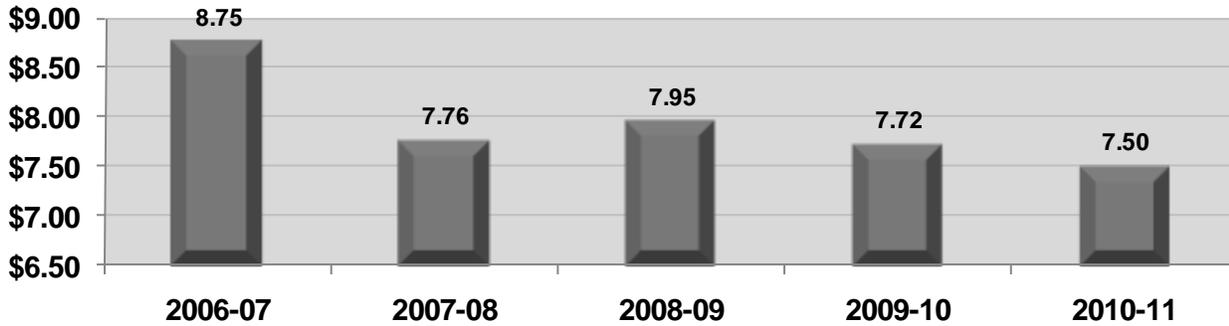


**Licensing and Testing Costs**

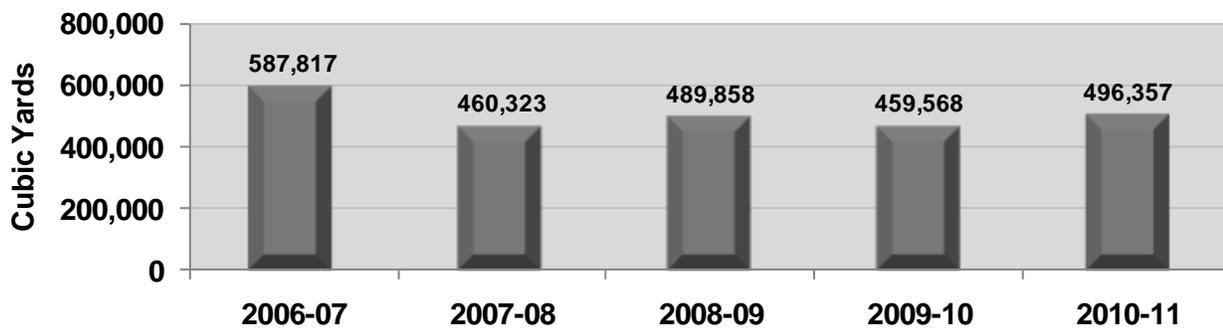


**Key Departmental Trends (cont.)**

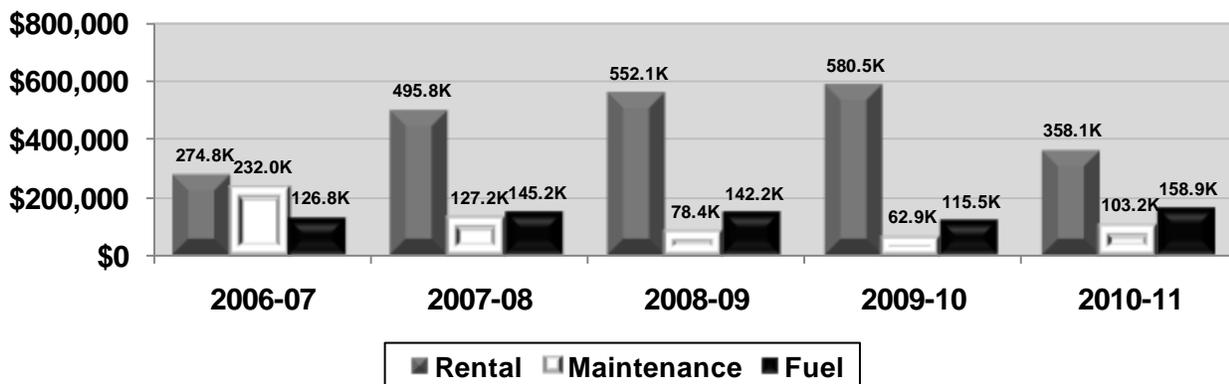
**Average Charge Per Yard**



**Total Waste Received at Gate**



**Equipment Operating Costs**



**Key Departmental Trends (cont.)**



**Performance Objectives**

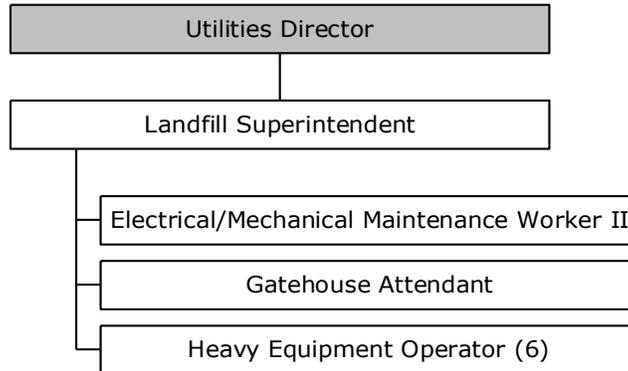
<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Vehicle Count	31,235	32,140	2.9%
Air Space Capacity (Cubic Yards)	2,347,971	2,211,025	-5.8%
Air Space Consumed (Cubic Yards)	103,296	136,946	32.6%
Remaining Life of Open Cells (Years)	15.4	14.5	-5.8%
Yard Waste Received (Cubic Yards)	41,398	37,575	-9.2%
Total Waste Received at Gate (Cubic Yards)	459,568	496,357	8.0%
Waste Received at Gate (Cubic Yards):			
Contractor	123,902	130,156	5.0%
Demolition	135,533	133,745	-1.3%
City Residence	40,709	38,360	-5.8%
Heavy	39,776	54,989	38.2%
Yard Waste	41,398	37,767	-8.8%
Public	15,499	5,053	-67.4%
Contaminated Soils	52,433	85,170	62.4%
Other	10,319	11,309	9.6%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Average Waste Revenue per Cubic Yard	\$7.72	\$7.50	-2.8%
Cubic yard of Waste Handled per Employee	57,446	62,045	8.0%
Average Cubic Yard per Vehicle	14.7	15.4	5.0%
Average Air Space Consumed per Vehicle	3.3	4.3	28.8%

Landfill ticketing software was changed in the 2010-11 fiscal year, resulting in slight changes to reporting. This impact is seen in the increase in Heavy and roughly offsetting decrease in Public volumes. Significant increases were noted in Contaminated Soils volume and Average Airspace Consumed per Vehicle due to large volumes and low compaction for soil loads.

**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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
Landfill Superintendent	1	1	1
Field Supervisor	1	0	0
Electrical/Mechanical Maintenance Worker II	0	1	1
Gatehouse Attendant	1	1	1
Heavy Equipment Operator	6	6	6
<b>Total Full-Time</b>	<b>9</b>	<b>9</b>	<b>9</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>9</b>

**FUND 517 - LANDFILL FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Township	\$ 420,163	\$ 405,000	\$ 405,000	\$ 425,000
Public	1,697,324	1,200,000	1,200,000	1,200,000
City - residential	408,245	415,000	415,000	415,000
Demolition	1,342,212	1,250,000	1,350,000	1,250,000
Penalties	1,922	1,600	3,350	2,500
<b>Total operating revenues</b>	<b>3,869,866</b>	<b>3,271,600</b>	<b>3,373,350</b>	<b>3,292,500</b>
<b>Operating Expenses</b>				
Personal services	930,552	856,956	1,091,041	1,049,988
Supplies	223,455	207,220	247,925	263,105
Other charges	1,360,211	1,347,595	1,330,867	1,248,183
Perpetual care	-	100,000	-	100,000
Reserve for contingencies	-	50,000	25,000	50,000
<b>Total operating expenses</b>	<b>2,514,218</b>	<b>2,561,771</b>	<b>2,694,833</b>	<b>2,711,276</b>
<b>Net Operating Income</b>	<b>1,355,648</b>	<b>709,829</b>	<b>678,517</b>	<b>581,224</b>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	15,313	84,250	84,250	90,000
Interfund loan interest	13,096	8,723	8,723	2,175
Miscellaneous revenues	268,330	53,000	50,580	47,000
Miscellaneous expenses	(36,010)	(3,100)	(669)	(24,919)
<b>Total non-operating revenues (expenses)</b>	<b>260,729</b>	<b>142,873</b>	<b>142,884</b>	<b>114,256</b>
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(327,393)	(606,795)	(575,484)	(85,000)
Investment in capital projects	(1,394,681)	(482,588)	(406,903)	(150,000)
Interfund loans issued	(435,000)	-	-	-
Interfund loan proceeds	261,914	282,649	282,649	20,735
<b>Total other financing sources (uses)</b>	<b>(1,895,160)</b>	<b>(806,734)</b>	<b>(699,738)</b>	<b>(214,265)</b>
<b>Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(278,783)</b>	<b>45,968</b>	<b>121,663</b>	<b>481,215</b>
<b>Working Capital - beginning of year</b>	<b>6,598,786</b>	<b>6,320,003</b>	<b>6,320,003</b>	<b>6,441,666</b>
<b>Working Capital - end of year</b>	<b>\$ 6,320,003</b>	<b>\$ 6,365,971</b>	<b>\$ 6,441,666</b>	<b>\$ 6,922,881</b>





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



## 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 200 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. Recent equipment purchases allow Midland to repair some defects in sewers "in house" by inserting spot liners. 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 six-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
- 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 and standby generators
- 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
- 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Administration	\$ 979,059	\$ 875,683	\$ 939,624	\$ 942,251	\$ 945,732	0.4%
Operations	1,419,105	1,382,781	1,390,686	1,429,297	1,347,268	-5.7%
Maintenance	1,544,264	1,581,851	1,563,285	1,580,222	1,535,225	-2.8%
Miscellaneous	54,663	28,226	97,554	62,785	50,750	-19.2%
Debt Service	1,393,989	1,402,033	1,417,932	1,417,932	1,430,485	0.9%
Capital Outlay	444,227	155,510	728,300	728,300	427,000	-41.4%
Capital Projects	1,375,062	563,227	599,871	599,871	804,000	34.0%
Operating Transfers Out	445	23,520	-	221,000	53,000	-76.0%
<b>Total Department</b>	<b>\$ 7,210,814</b>	<b>\$ 6,012,831</b>	<b>\$ 6,737,252</b>	<b>\$ 6,981,658</b>	<b>\$ 6,593,460</b>	<b>-5.6%</b>
Personal Services	\$ 1,886,065	\$ 1,835,805	\$ 1,818,714	\$ 1,797,438	\$ 1,731,028	-3.7%
Supplies	406,181	384,891	482,025	463,160	428,085	-7.6%
Other Services/Charges	1,704,845	1,647,845	1,690,410	1,753,957	1,719,862	-1.9%
Debt Service	1,393,989	1,402,033	1,417,932	1,417,932	1,430,485	0.9%
Capital Outlay	444,227	155,510	728,300	728,300	427,000	-41.4%
Capital Projects	1,375,062	563,227	599,871	599,871	804,000	34.0%
Operating Transfers Out	445	23,520	-	221,000	53,000	-76.0%
<b>Total Department</b>	<b>\$ 7,210,814</b>	<b>\$ 6,012,831</b>	<b>\$ 6,737,252</b>	<b>\$ 6,981,658</b>	<b>\$ 6,593,460</b>	<b>-5.6%</b>

### Personnel Summary

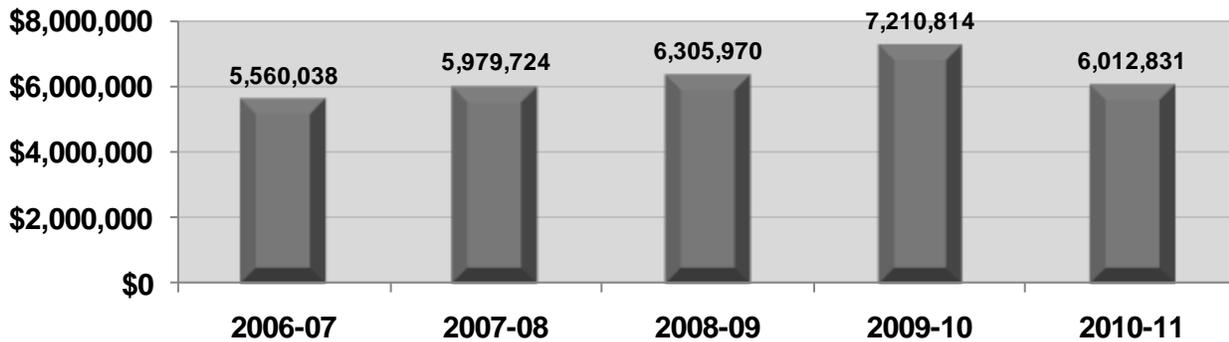
Full-Time	20	20	20	20	20
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>

## Summary of Budget Changes

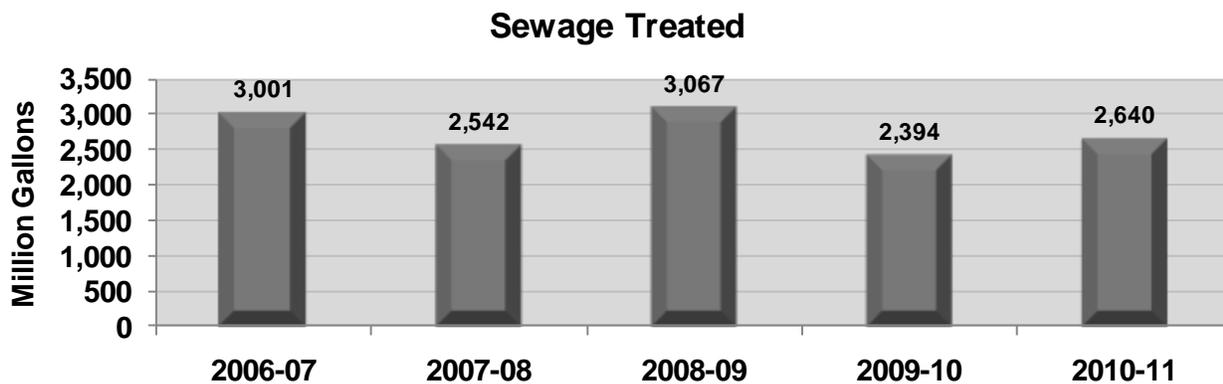
### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

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 Sylan from Campau to Eastman.

### 5-Year Operating Budget History

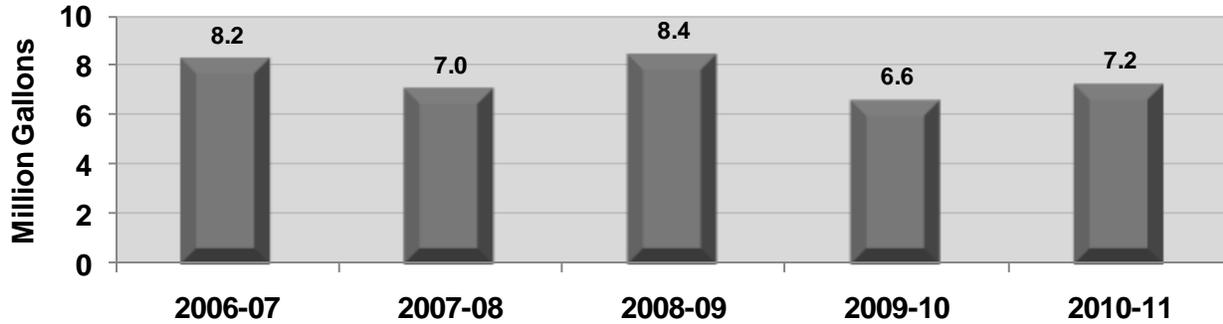


## Key Departmental Trends

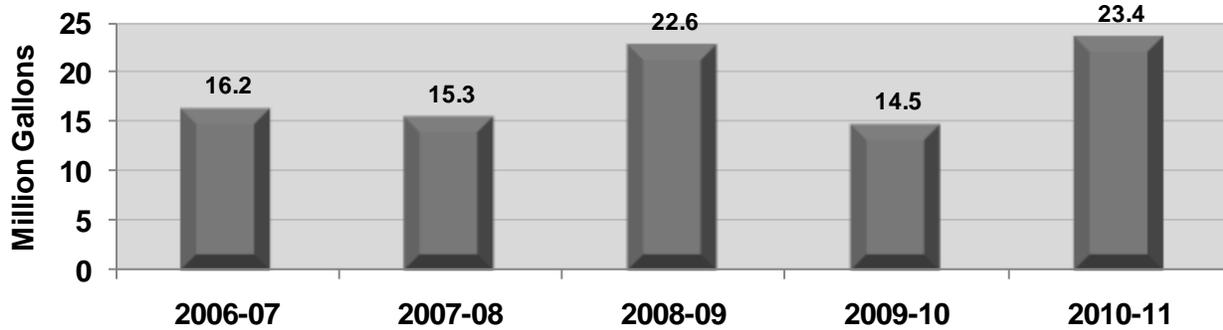


## Key Departmental Trends (cont.)

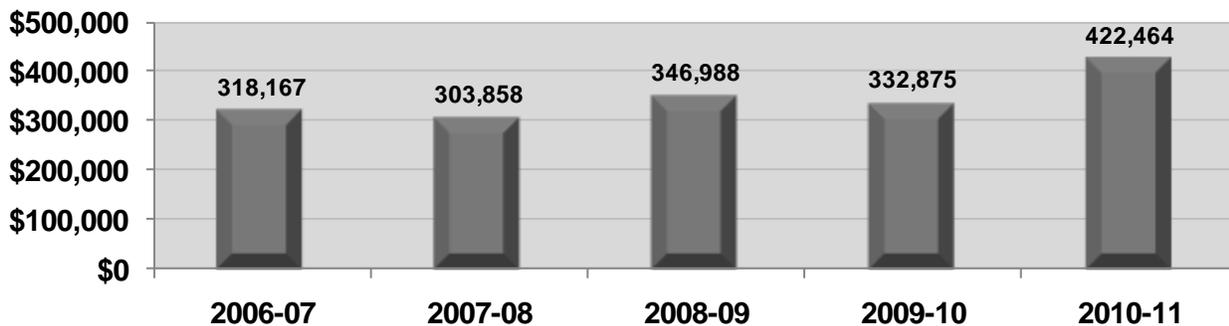
### Sewage Treated Avg Day



### Sewage Treated Max Day

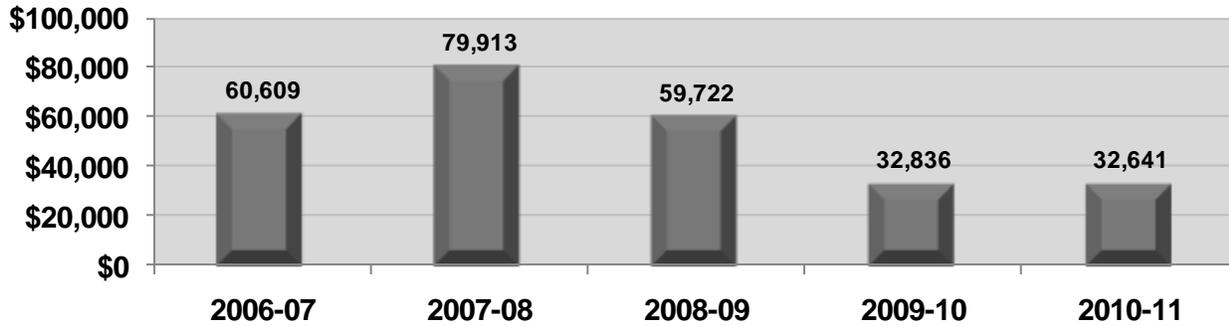


### Electric Costs

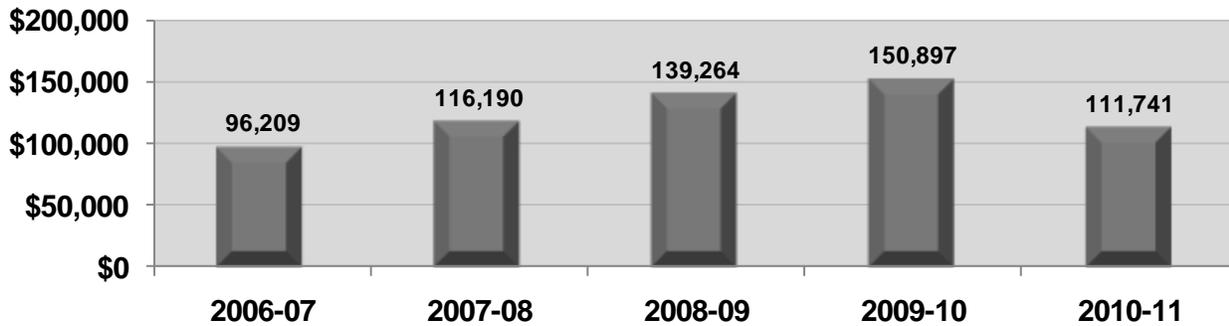


**Key Departmental Trends (cont.)**

**Natural Gas Costs**



**Chemical Costs**



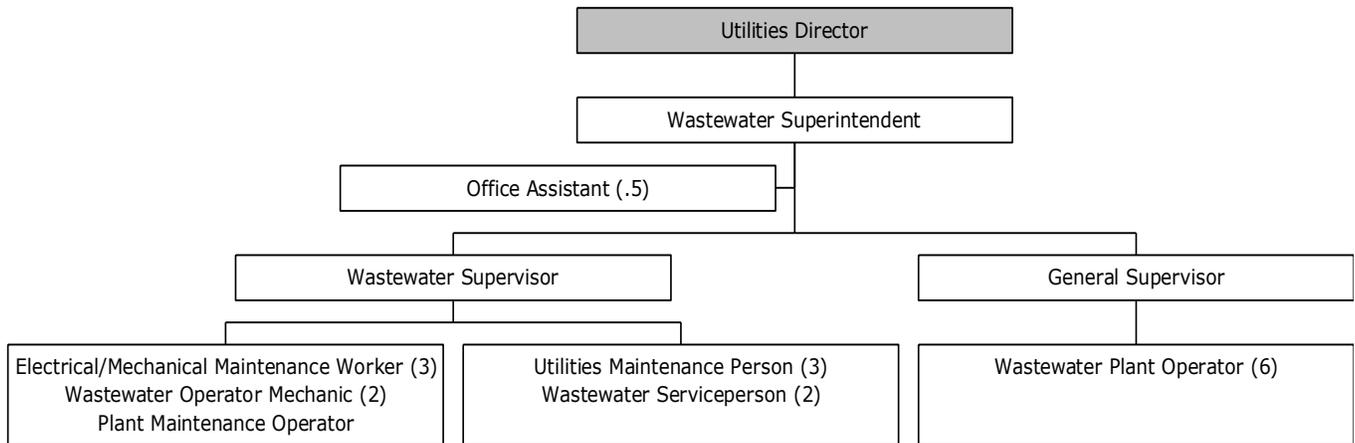
## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Annual Treatment (MG)	2,393.8	2,640.5	10.3%
Max Day Treatment (MG)	14.5	23.4	61.1%
Average Day Treatment (MG)	6.6	7.2	9.5%
Miles of Pipe	193.6	199.7	3.2%
Feet of Pipe Cleaned	473,118	561,552	18.7%
Collection Failures (#)	5	7	40.0%
Inches of Rain per Year	30.5	33.4	9.7%
Inches of Rain Max Month	6.1	7.3	19.8%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
MG Treated Per Employee	104.1	125.7	20.8%
Cost per MG Collected/Treated	\$2,739	\$2,248	-17.9%
Chemical Cost per MG Treated	\$63.04	\$42.32	-32.9%
Collection Failures per Mile of Pipe	0.03	0.04	35.7%
Average Residential Sewer Cost/Quarter	\$92.24	\$92.24	0.0%
Non-Compliance Days	0	0	N/A

## 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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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	3	1	0
Utilities Maintenance Person	0	2	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>

**FUND 590 - WASTEWATER FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Sewer service charges	\$ 5,488,692	\$ 5,494,916	\$ 5,478,042	\$ 5,747,886
Forfeited discounts	79,300	81,260	83,978	81,850
<b>Total operating revenues</b>	<b>5,567,992</b>	<b>5,576,176</b>	<b>5,562,020</b>	<b>5,829,736</b>
<b>Operating Expenses</b>				
Administration	875,683	939,624	942,251	945,732
Operations				
Wastewater operations	1,183,460	1,056,550	1,147,695	1,136,780
Residuals processing	131,532	168,937	170,310	141,672
Digester operations	48,221	108,224	75,165	33,957
Maintenance				
Pump stations	453,102	482,724	486,287	490,154
Sewer plant	461,058	439,960	431,209	435,350
Janitorial	72,488	31,000	22,500	21,000
Sanitary sewer cleaning	189,658	204,669	206,545	174,389
Digester maintenance	12,037	27,763	36,285	26,125
Residuals process	5,122	17,465	15,447	17,851
Motor equipment	189,532	189,557	183,802	210,249
Sanitary sewer repair	184,498	139,493	167,831	132,470
Instrumentation	14,356	30,654	30,316	27,637
Safety	19,568	56,975	36,127	34,859
Reserve for contingencies	-	45,000	25,000	50,000
<b>Total operating expenses</b>	<b>3,840,315</b>	<b>3,938,595</b>	<b>3,976,770</b>	<b>3,878,225</b>
<b>Net Operating Income</b>	<b>1,727,677</b>	<b>1,637,581</b>	<b>1,585,250</b>	<b>1,951,511</b>
<b>Non-operating Revenues (Expenses)</b>				
Capital charges	24,620	8,700	16,000	8,700
Investment earnings	4,776	9,500	4,500	3,000
Miscellaneous revenues	52,072	14,250	11,610	15,000
Miscellaneous expenses	(28,226)	(52,554)	(37,785)	(750)
Interest expense	(467,033)	(432,932)	(432,932)	(400,485)
<b>Total non-operating revenues (expenses)</b>	<b>(413,791)</b>	<b>(453,036)</b>	<b>(438,607)</b>	<b>(374,535)</b>
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(155,510)	(728,300)	(728,300)	(427,000)
Investment in capital projects	(563,227)	(599,871)	(599,871)	(804,000)
Operating transfers in	842,713	850,758	850,758	889,291
Operating transfers out	(23,520)	-	(221,000)	(53,000)
Retirement of debt	(935,000)	(985,000)	(985,000)	(1,030,000)
<b>Total other financing sources (uses)</b>	<b>(834,544)</b>	<b>(1,462,413)</b>	<b>(1,683,413)</b>	<b>(1,424,709)</b>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	479,342	(277,868)	(536,770)	152,267
<b>Working Capital - beginning of year</b>	<b>1,224,412</b>	<b>1,703,754</b>	<b>1,703,754</b>	<b>1,166,984</b>
<b>Working Capital - end of year</b>	<b>\$ 1,703,754</b>	<b>\$ 1,425,886</b>	<b>\$ 1,166,984</b>	<b>\$ 1,319,251</b>





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



## 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Administration	\$ 1,378,319	\$ 1,432,839	\$ 1,413,808	\$ 1,439,692	\$ 1,359,028	-5.6%
Plant Operations	4,202,677	4,335,249	3,180,214	3,213,145	3,395,077	5.7%
Maintenance	2,820,477	2,914,517	3,195,341	3,114,777	3,101,853	-0.4%
Miscellaneous	17,681	54,933	26,100	58,216	134,886	131.7%
Debt Service	2,043,047	837,209	1,146,341	1,146,341	1,149,038	0.2%
Capital Outlay	141,394	230,894	357,000	357,000	407,600	14.2%
Capital Projects	2,254,573	1,425,650	1,404,612	1,616,128	545,000	-66.3%
Operating Transfers Out	359	88,480	-	331,000	79,000	-76.1%
<b>Total Department</b>	<b>\$ 12,858,527</b>	<b>\$ 11,319,771</b>	<b>\$ 10,723,416</b>	<b>\$ 11,276,299</b>	<b>\$ 10,171,482</b>	<b>-9.8%</b>

Personal Services	\$ 3,457,589	\$ 3,529,129	\$ 3,590,093	\$ 3,544,412	\$ 3,705,352	4.5%
Supplies	545,993	599,335	667,340	649,198	666,075	2.6%
Other Services/Charges	4,461,758	4,609,074	3,558,030	3,632,220	3,619,417	-0.4%
Debt Service	1,996,861	837,209	1,146,341	1,146,341	1,149,038	0.2%
Capital Outlay	141,394	230,894	357,000	357,000	407,600	14.2%
Capital Projects	2,254,573	1,425,650	1,404,612	1,616,128	545,000	-66.3%
Operating Transfers Out	359	88,480	-	331,000	79,000	-76.1%
<b>Total Department</b>	<b>\$ 12,858,527</b>	<b>\$ 11,319,771</b>	<b>\$ 10,723,416</b>	<b>\$ 11,276,299</b>	<b>\$ 10,171,482</b>	<b>-9.8%</b>

### Personnel Summary

Full-Time	30	29	29	29	28
Regular Part-Time	1	1	1	1	1
<b>Total Department</b>	<b>31</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>29</b>

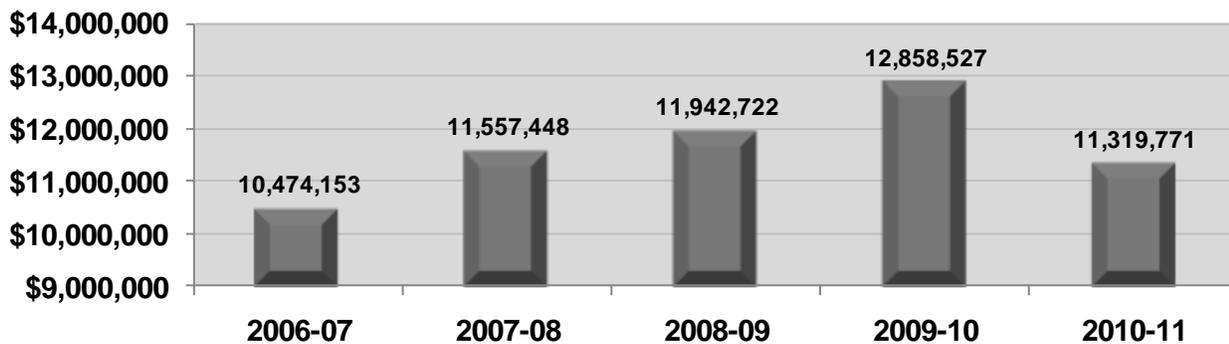
## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

The roofing system for the main building and two out buildings will be completely removed and replaced. Several projects are planned for the chemical feed system that includes replacing the bulk chemical storage tank for fluoride and the chlorine feeders, additionally the process turbidimeters will be replaced. For plant security the existing cameras will be upgraded and additional cameras will be installed.

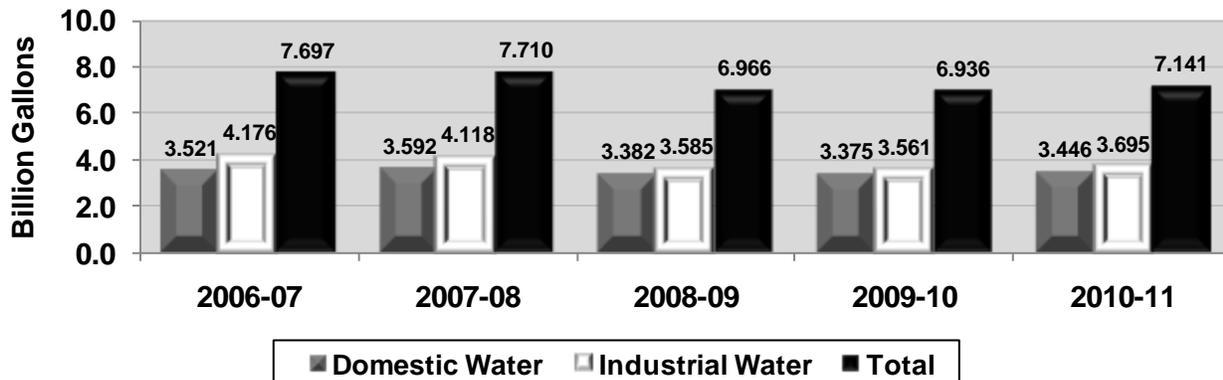
An additional distribution main will be installed under US-10 to supply the mall area. This will require upsizing the main on Wackerly Rd west of Jefferson.

### 5-Year Operating Budget History



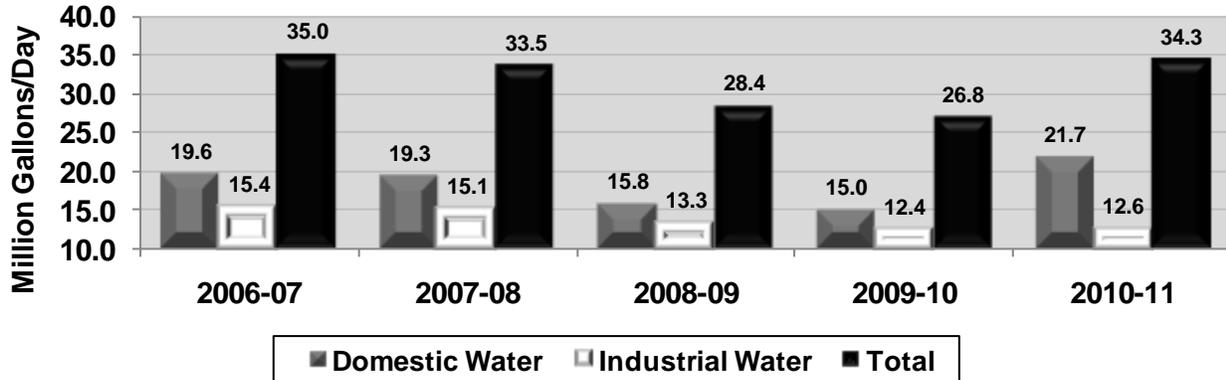
## Key Departmental Trends

### Water Treated



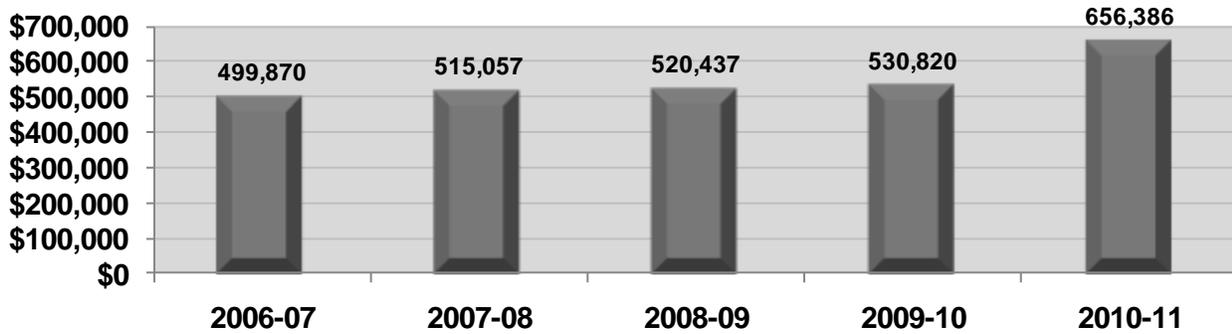
## Key Departmental Trends (cont.)

### Max Day Water Pumpage



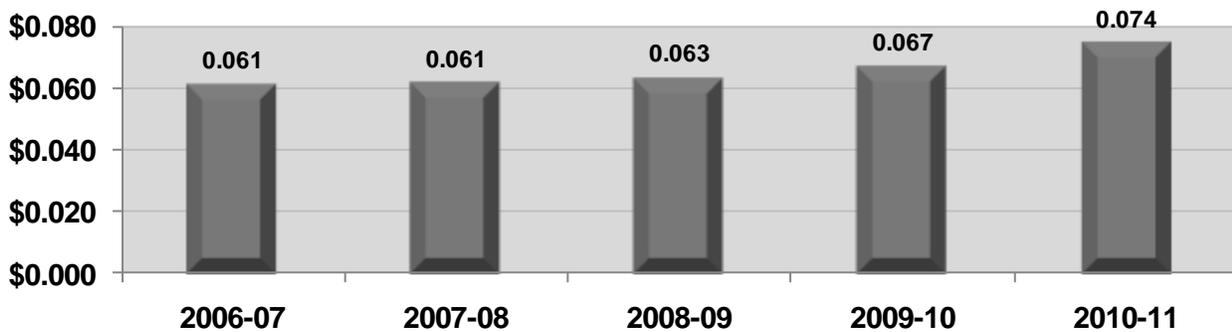
Industrial pumpage has increased from the previous fiscal year for the first time in eight years.

### Electric Costs



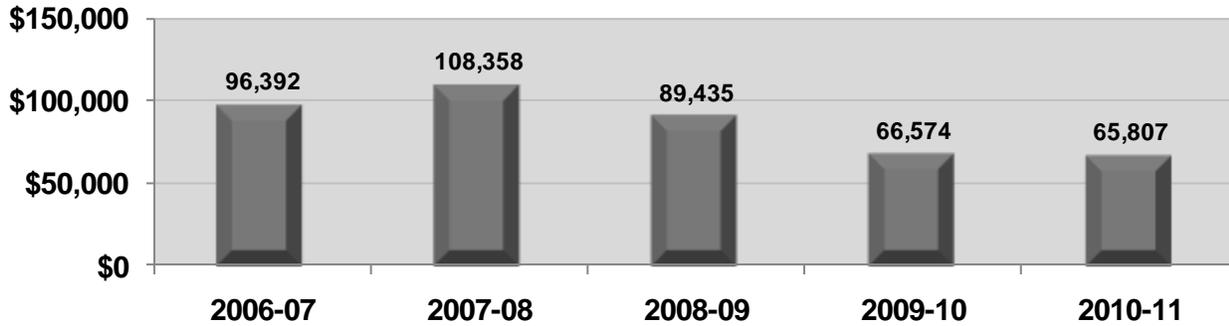
Municipal Rate Customers of Consumers Energy are projected to see an increase of at least 5%, which will cause continued increases in electrical costs.

### Electric Costs per kWh

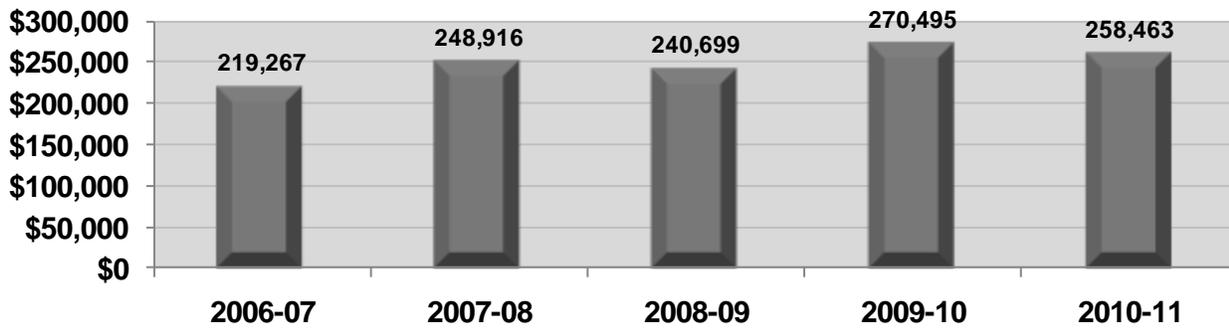


## Key Departmental Trends (cont.)

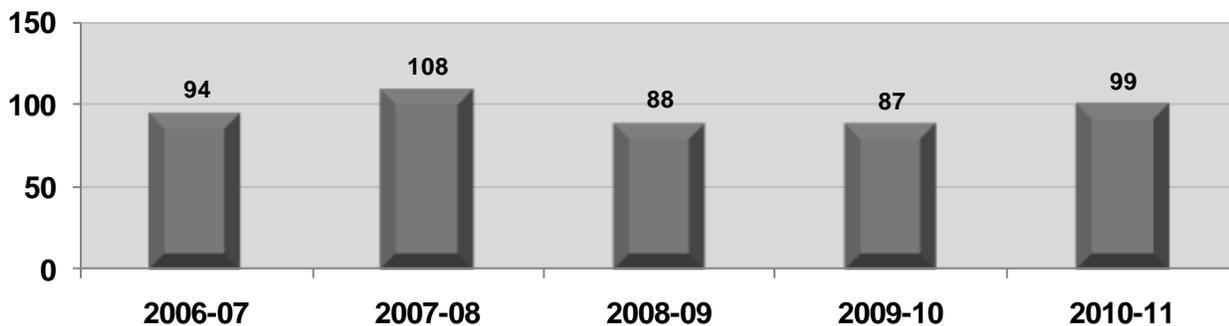
### Natural Gas Costs



### Chemical Costs

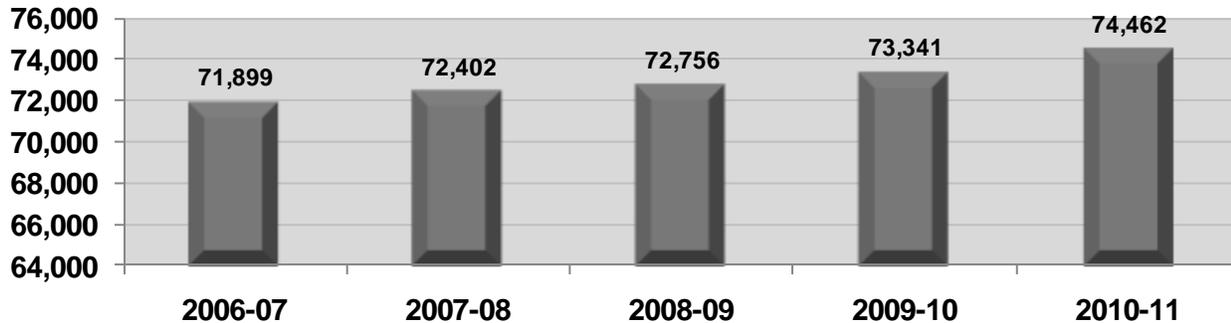


### Water Main Breaks



## Key Departmental Trends (cont.)

### Water Bills Processed



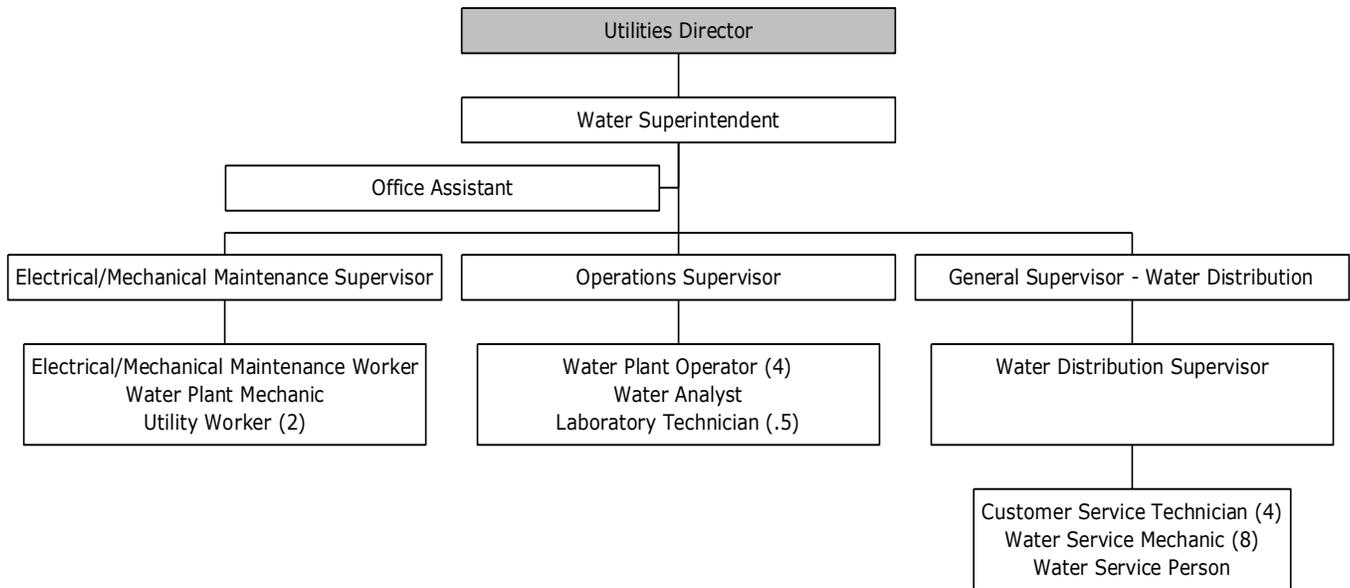
## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Water Treated (MG)	6,936.3	7,140.6	2.9%
Contract Water Analyses Performed	8,236	7,304	-11.3%
Main Breaks Repaired	78	99	26.9%
New Service Installations	46	67	45.7%
Water Bills Processed	74,107	74,462	0.5%
Service Orders Processed	4,713	4,133	-12.3%
New Meter Set Installations	148	144	-2.7%
Miles of Water Main	359.1	383.9	6.9%
Fire Hydrants	3,205	3,238	1.0%
Valves	6,553	6,833	4.3%
Utility Locates (Miss Dig)	5,522	6,718	21.7%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
MG Pumped Per Employee	533.56	595.05	11.5%
Costs per MG Treated/Distributed	\$1,755.84	\$1,576.21	-10.2%
Chemical Costs per MG Treated	\$39.00	\$37.88	-2.9%
Water Main Breaks per Mile of Pipe	0.22	0.26	18.7%
Avg Residential Water Cost/Quarter	\$67.11	\$67.11	0.0%
Customers Billed per Employee	14,821	14,892	0.5%

## 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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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	2	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	8	9	8
Water Service Person	1	0	1
<b>Total Full-Time</b>	<b>29</b>	<b>29</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>30</b>	<b>29</b>



# Water Treatment and Distribution

## FUND 591 - WATER FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Water sales				
Filtered water - city	\$ 6,344,487	\$ 6,321,022	\$ 6,364,078	\$ 6,560,060
Filtered water - county/Auburn	391,967	445,800	497,932	496,800
Industrial grade water	2,083,182	1,570,590	2,000,540	1,689,920
Hydrant rentals	385,872	370,000	385,000	386,092
Administrative fees	386,300	480,300	460,300	498,900
Forfeited discounts	85,678	79,610	82,831	85,900
Service connections	119,023	64,800	100,500	49,200
Capital charges	444,736	89,400	366,957	135,400
<b>Total operating revenues</b>	<b>10,241,245</b>	<b>9,421,522</b>	<b>10,258,138</b>	<b>9,902,272</b>
<b>Operating Expenses</b>				
Administration	1,432,839	1,413,808	1,439,692	1,359,028
Plant operations	4,302,469	3,138,437	3,180,642	3,356,887
Maintenance				
Plant	635,245	662,780	666,293	667,609
Valley Drive repump	20,012	23,745	23,432	21,407
Clerical activities	44,464	7,366	7,621	7,002
Meter reading	375,851	411,713	382,236	417,989
Elevated tanks	7,208	205,555	197,824	54,060
Water systems	1,489,734	1,533,322	1,484,081	1,580,031
Equipment & structures	59,813	64,069	64,499	64,964
Vehicles	282,190	286,791	288,791	288,791
Utilities safety	32,780	41,777	32,503	38,190
Reserve for contingencies	-	25,500	30,500	100,000
<b>Total operating expenses</b>	<b>8,682,605</b>	<b>7,814,863</b>	<b>7,798,114</b>	<b>7,955,958</b>
<b>Net Operating Income</b>	<b>1,558,640</b>	<b>1,606,659</b>	<b>2,460,024</b>	<b>1,946,314</b>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	9,523	15,900	8,000	8,000
Rentals	7,340	7,200	7,900	7,200
Contractual revenues				
Dow Chemical	455,322	365,000	557,711	403,566
Dow Corning	48,832	44,981	75,945	53,125
Miscellaneous revenues	902,941	70,190	80,308	76,150
Miscellaneous expenses	(54,933)	(600)	(27,716)	(34,886)
Interest expense	-	(264,944)	(264,944)	(228,731)
<b>Total Non-operating revenues (expenses)</b>	<b>1,369,025</b>	<b>237,727</b>	<b>437,204</b>	<b>284,424</b>



# Water Treatment and Distribution

FUND 591 - WATER FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2013

	2010-11 Actual	2011-12		2012-13 Adopted
		Budget	Estimate	
<b>Other Financing Sources (Uses)</b>				
Investment in assets	\$ (230,894)	\$ (357,000)	\$ (357,000)	\$ (407,600)
Investment in capital projects	(1,425,650)	(1,404,612)	(1,616,128)	(545,000)
Retirement of debt	(837,209)	(881,397)	(881,397)	(920,307)
Operating transfers out	(88,480)	-	(331,000)	(79,000)
<b>Total other financing sources (uses)</b>	<u>(2,582,233)</u>	<u>(2,643,009)</u>	<u>(3,185,525)</u>	<u>(1,951,907)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	345,432	(798,623)	(288,297)	278,831
<b>Working Capital - beginning of year</b>	<u>4,713,831</u>	<u>5,059,263</u>	<u>5,059,263</u>	<u>4,770,966</u>
<b>Working Capital - end of year</b>	<u>\$ 5,059,263</u>	<u>\$ 4,260,640</u>	<u>\$ 4,770,966</u>	<u>\$ 5,049,797</u>
<b>Working Capital</b>				
Reserved for capacity improvements	\$ 863,419	\$ 825,819	\$ 1,003,376	\$ 763,776
Unreserved	4,195,844	3,434,821	3,767,590	4,286,021
	<u>\$ 5,059,263</u>	<u>\$ 4,260,640</u>	<u>\$ 4,770,966</u>	<u>\$ 5,049,797</u>



## **Internal Service Funds**

*for the Fiscal Year Ending June 30, 2013*

**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**





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



## 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, 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 Works 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 6:00 a.m. – 8:30 p.m. Monday – 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Equipment Maintenance	\$ 4,165,039	\$ 3,489,638	\$ 5,050,123	\$ 5,563,444	\$ 4,318,902	-22.4%
<b>Total Department</b>	<b>\$ 4,165,039</b>	<b>\$ 3,489,638</b>	<b>\$ 5,050,123</b>	<b>\$ 5,563,444</b>	<b>\$ 4,318,902</b>	<b>-22.4%</b>
Personal Services	\$ 1,478,902	\$ 1,497,078	\$ 1,562,030	\$ 1,566,307	\$ 1,564,733	-0.1%
Supplies	510,288	449,485	685,311	1,118,795	1,086,002	-2.9%
Other Services/Charges	618,584	499,918	518,814	519,374	552,167	6.3%
Capital Outlay	1,557,265	913,132	2,207,768	2,282,768	1,116,000	-51.1%
Operating Transfers Out	-	130,025	76,200	76,200	-	-100.0%
<b>Total Department</b>	<b>\$ 4,165,039</b>	<b>\$ 3,489,638</b>	<b>\$ 5,050,123</b>	<b>\$ 5,563,444</b>	<b>\$ 4,318,902</b>	<b>-22.4%</b>

### Personnel Summary

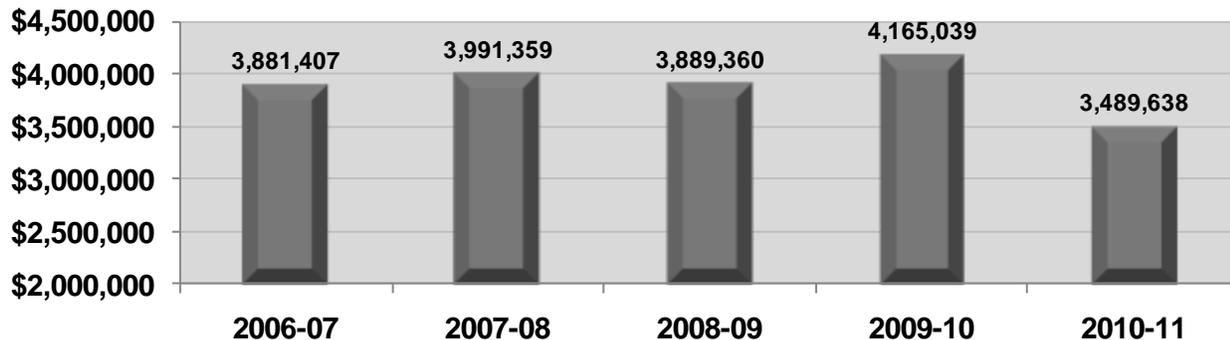
Full-Time	15	15	15	15	15
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

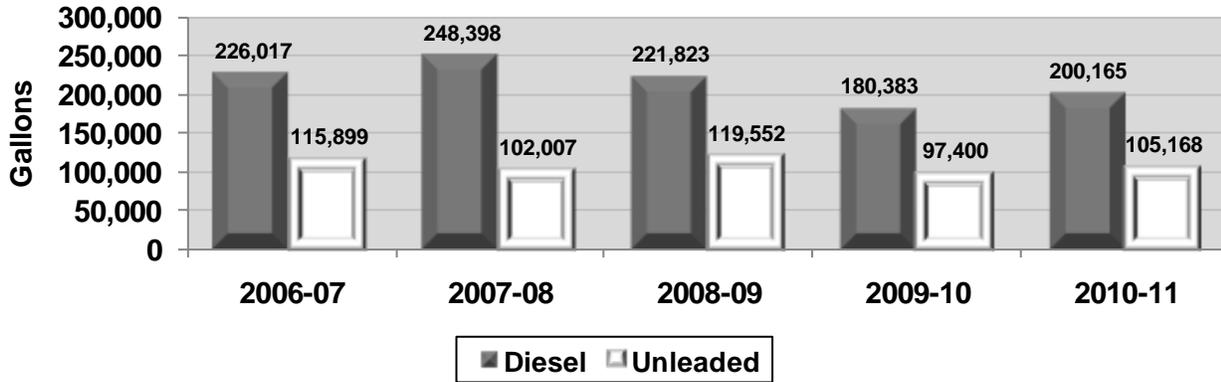
A professional fleet consultant was hired in 2008-09 to perform a best practices review of the City's fleet management operation. New fleet management software was implemented in October 2010, and a new fleet manager position was created in 2011 in lieu of filling a vacant supervisor position based on 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

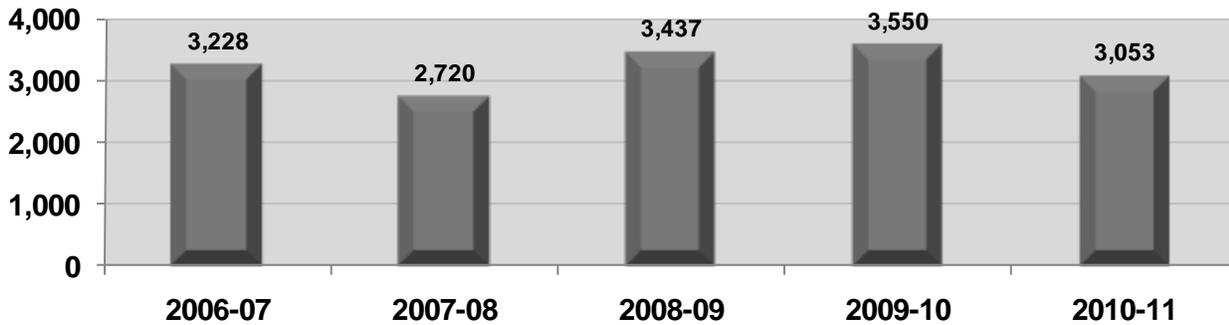


## Key Departmental Trends

### Fuel Consumption (Diesel & Unleaded Gasoline)



### Work Orders Completed



New fleet management software was implemented in the fall of 2010. The methodology for establishing work orders changed with the new software and this is reflected in the decrease in the number of work orders. The amount of work performed by the fleet staff remained steady as compared to previous years.

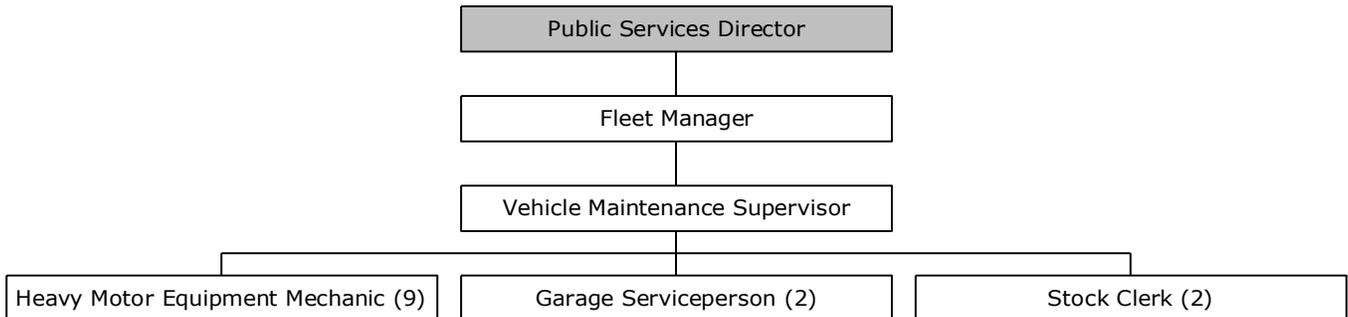
## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Number of vehicles/equipment in fleet	412	399	-3.2%
Diesel fuel dispensed (gallons)	180,383	200,165	11.0%
Unleaded fuel dispensed (gallons)	97,400	105,168	8.0%
Work orders processed	3,550	3,053	-14.0%
Used oil recycled (gallons)	1,980	1,520	-23.2%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Average age of police patrol cars (years)	1.7	2.0	17.6%
Average age of salt/plow trucks (years)	5.9	6.6	11.9%

## Organizational Chart



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

## Equipment Revolving Fund

<b>Staff Summary</b>	<b>Approved 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
Fleet Manager	0	1	1
Vehicle Maintenance Supervisor	2	1	1
Stock Clerk	2	2	2
Garage Serviceperson	2	2	2
Heavy Motor Equipment Mechanic	9	9	9
<b>Total Full-Time</b>	<b>15</b>	<b>15</b>	<b>15</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>15</b>

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.

# Equipment Revolving Fund

FUND 640 - EQUIPMENT REVOLVING FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Equipment rentals	\$ 3,518,370	\$ 3,590,000	\$ 3,419,000	\$ 3,419,000
Gas and oil sales	89,843	61,000	72,000	72,000
Equipment maintenance	181,193	100,000	408,000	408,000
Total operating revenues	<u>3,789,406</u>	<u>3,751,000</u>	<u>3,899,000</u>	<u>3,899,000</u>
<b>Operating Expenses</b>				
Personal services	1,497,078	1,562,030	1,566,307	1,564,733
Supplies	449,485	685,311	1,118,795	1,086,002
Other charges	499,918	493,814	494,374	527,167
Reserve for contingencies	-	25,000	25,000	25,000
Total operating expenses	<u>2,446,481</u>	<u>2,766,155</u>	<u>3,204,476</u>	<u>3,202,902</u>
Net Operating Income	<u>1,342,925</u>	<u>984,845</u>	<u>694,524</u>	<u>696,098</u>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	6,205	5,000	5,000	5,000
Sale of assets - net	195,359	87,060	95,360	163,560
Miscellaneous revenues	28,938	21,950	22,440	4,000
Total non-operating revenues (expenses)	<u>230,502</u>	<u>114,010</u>	<u>122,800</u>	<u>172,560</u>
<b>Other Financing Sources (Uses)</b>				
Investment in assets	(913,132)	(2,207,768)	(2,282,768)	(1,116,000)
Operating transfers out	(130,025)	(76,200)	(76,200)	-
Total other financing sources (uses)	<u>(1,043,157)</u>	<u>(2,283,968)</u>	<u>(2,358,968)</u>	<u>(1,116,000)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	530,270	(1,185,113)	(1,541,644)	(247,342)
<b>Working Capital - beginning of year</b>	<u>1,939,994</u>	<u>2,470,264</u>	<u>2,470,264</u>	<u>928,620</u>
<b>Working Capital - end of year</b>	<u>\$ 2,470,264</u>	<u>\$ 1,285,151</u>	<u>\$ 928,620</u>	<u>\$ 681,278</u>



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



## 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, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Insurance services	\$ 10,172,897	\$ 8,969,000	\$ 9,140,000	\$ 9,172,500
Medicare reimbursements	376,585	221,000	333,000	216,000
Cobra reimbursements	15,485	-	4,000	4,000
Investment earnings	17,926	30,000	14,000	14,000
Insurance refunds	212,972	229,000	195,000	200,000
<b>Total operating revenues</b>	<b>10,795,865</b>	<b>9,449,000</b>	<b>9,686,000</b>	<b>9,606,500</b>
<b>Operating Expenses</b>				
Health insurance claims	7,710,886	7,875,000	8,073,600	8,478,600
Contribution to post employment trust	2,379,651	1,316,000	1,078,000	898,500
Consultant	112,354	66,000	105,000	64,800
<b>Total operating expenses</b>	<b>10,202,891</b>	<b>9,257,000</b>	<b>9,256,600</b>	<b>9,441,900</b>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	592,974	192,000	429,400	164,600
<b>Working Capital - beginning of year</b>	<b>4,504,596</b>	<b>5,097,570</b>	<b>5,097,570</b>	<b>5,526,970</b>
<b>Working Capital - end of year</b>	<b>\$ 5,097,570</b>	<b>\$ 5,289,570</b>	<b>\$ 5,526,970</b>	<b>\$ 5,691,570</b>



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



## 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 SunGard software modules such as Tax Billing, Land Management, General Ledger, etc. Over 20 SunGard 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	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Operations	\$ 1,091,960	\$ 1,458,998	\$ 1,331,798	\$ 1,165,240	\$ 1,287,905	10.5%
Computer Rental	146,602	-	-	-	-	0.0%
GIS	351,583	232,038	303,490	302,147	-	-100.0%
<b>Total Department</b>	<b>\$ 1,590,145</b>	<b>\$ 1,691,036</b>	<b>\$ 1,635,288</b>	<b>\$ 1,467,387</b>	<b>\$ 1,287,905</b>	<b>-12.2%</b>
Personal Services	\$ 898,446	\$ 831,977	\$ 840,030	\$ 716,300	\$ 649,565	-9.3%
Supplies	38,790	60,071	156,500	123,450	153,000	23.9%
Other Services/Charges	572,146	416,897	524,192	513,071	420,340	-18.1%
Capital Outlay	80,763	382,091	114,566	114,566	65,000	-43.3%
<b>Total Department</b>	<b>\$ 1,590,145</b>	<b>\$ 1,691,036</b>	<b>\$ 1,635,288</b>	<b>\$ 1,467,387</b>	<b>\$ 1,287,905</b>	<b>-12.2%</b>

### Personnel Summary

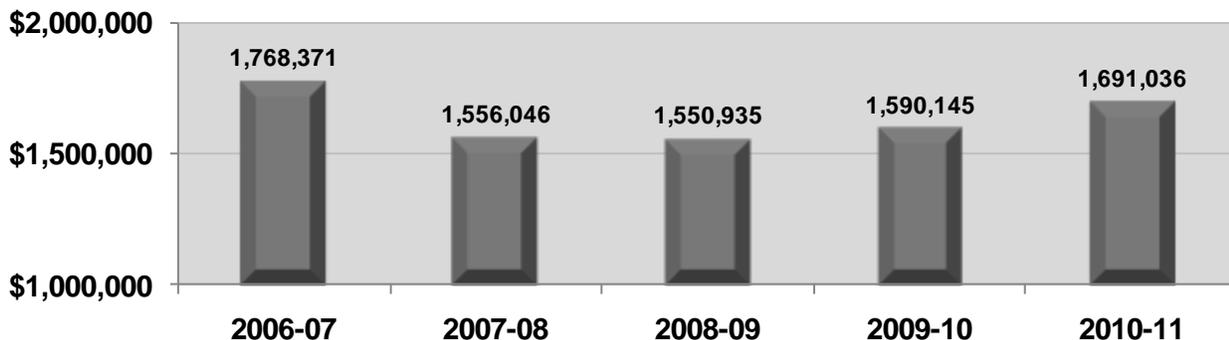
Full-Time	8	7	7	7	5
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>5</b>

## Summary of Budget Changes

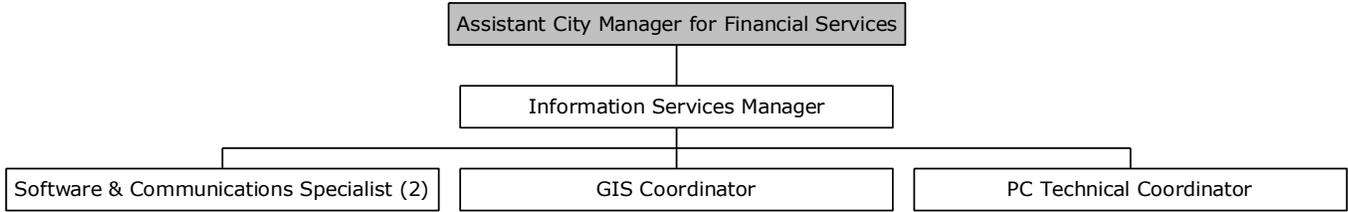
### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

The 636 Operations 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 Operations Fund for 2013 is offset by a corresponding decrease and phase out of the GIS Fund.

### 5-Year Operating Budget History



## 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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</b>
<u>Full-Time</u>			
Information Services Manager	1	1	1
Assistant Information Services Manager	1	1	0
Software & Communications Specialist	2	2	2
Web Developer	1	1	0
Geographical Information Services Coord	1	1	1
PC Technical Coordinator	1	1	1
<b>Total Full-Time</b>	<b>7</b>	<b>7</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>7</b>	<b>5</b>

**FUND 636 - INFORMATION SERVICES - OPERATIONS FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
EDP charges - internal	\$ 1,055,397	\$ 1,055,000	\$ 1,055,000	\$ 1,338,000
PC service rental charges	14,264	19,864	19,864	-
<b>Total operating revenues</b>	<b>1,069,661</b>	<b>1,074,864</b>	<b>1,074,864</b>	<b>1,338,000</b>
<b>Operating Expenses</b>				
Personal services	711,581	718,129	584,903	649,565
Supplies	58,058	146,000	118,000	153,000
Other charges	314,168	324,103	339,336	395,340
Reserve for contingencies	-	50,000	25,000	25,000
<b>Total operating expenses</b>	<b>1,083,807</b>	<b>1,238,232</b>	<b>1,067,239</b>	<b>1,222,905</b>
<b>Net Operating Income (Loss)</b>	<b>(14,146)</b>	<b>(163,368)</b>	<b>7,625</b>	<b>115,095</b>
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	2,847	2,500	2,500	2,500
Miscellaneous revenue (expenses)	-	-	(4,435)	5,000
<b>Total non-operating revenues (expenses)</b>	<b>2,847</b>	<b>2,500</b>	<b>(1,935)</b>	<b>7,500</b>
<b>Other Financing Uses</b>				
Residual equity transfer from GIS Fund	-	-	-	746,799
Residual equity transfer from PC Rental Fund	350,805	-	-	-
Investment in assets	(375,192)	(93,566)	(93,566)	(65,000)
<b>Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses</b>	<b>(35,686)</b>	<b>(254,434)</b>	<b>(87,876)</b>	<b>804,394</b>
<b>Working Capital - beginning of year</b>	<b>904,347</b>	<b>868,661</b>	<b>868,661</b>	<b>780,785</b>
<b>Working Capital - end of year</b>	<b>\$ 868,661</b>	<b>\$ 614,227</b>	<b>\$ 780,785</b>	<b>\$ 1,585,179</b>

**FUND 638 - GEOGRAPHIC INFORMATION SYSTEMS FUND**  
**DETAIL OF BUDGET APPROPRIATIONS AND REVENUES**  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
GIS charges	\$ 314,892	\$ 288,520	\$ 289,000	\$ -
Total operating revenues	314,892	288,520	289,000	-
<b>Operating Expenses</b>				
Personal services	120,397	121,901	131,397	-
Supplies	2,013	10,500	5,450	-
Other charges	102,729	120,089	114,300	-
Reserve for contingencies	-	30,000	30,000	-
Total operating expenses	225,139	282,490	281,147	-
Net Operating Income (Loss)	89,753	6,030	7,853	-
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	1,917	1,000	1,000	-
Total non-operating revenues (expenses)	1,917	1,000	1,000	-
<b>Other Financing Sources (Uses)</b>				
Residual equity transfer to IS Operations Fund	-	-	-	(746,799)
Investment in assets	(6,899)	(21,000)	(21,000)	-
Total other financing sources (uses)	(6,899)	(21,000)	(21,000)	(746,799)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	84,771	(13,970)	(12,147)	(746,799)
<b>Working Capital - beginning of year</b>	674,175	758,946	758,946	746,799
<b>Working Capital - end of year</b>	\$ 758,946	\$ 744,976	\$ 746,799	\$ -



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



## 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

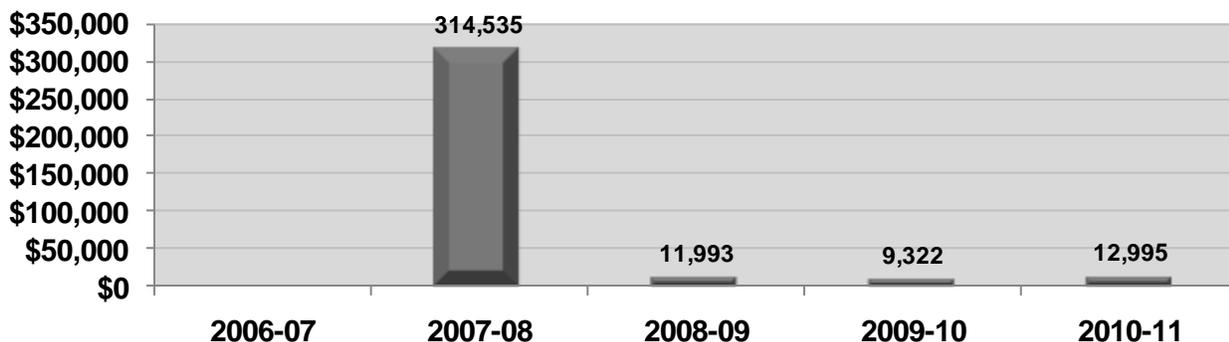
Funding Level Summary	2009-10 Actual	2010-11 Actual	Adjusted 2011-12 Budget	Estimated 2011-12 Budget	Adopted 2012-13 Budget	% of Change
Building Operations	\$ 9,322	\$ 12,995	\$ 21,614	\$ 22,314	\$ 22,459	0.6%
<b>Total Department</b>	<b>\$ 9,322</b>	<b>\$ 12,995</b>	<b>\$ 21,614</b>	<b>\$ 22,314</b>	<b>\$ 22,459</b>	<b>0.6%</b>
Personal Services	\$ -	\$ 92	\$ -	\$ -	\$ -	0.0%
Other Services/Charges	9,322	12,903	18,411	19,111	18,459	-3.4%
Capital Outlay	-	-	3,203	3,203	4,000	24.9%
<b>Total Department</b>	<b>\$ 9,322</b>	<b>\$ 12,995</b>	<b>\$ 21,614</b>	<b>\$ 22,314</b>	<b>\$ 22,459</b>	<b>0.6%</b>

## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

There are no significant changes for 2012-13 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, 2013

	2010-11	2011-12		2012-13
	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	92	-	-	-
Other charges	12,904	13,411	14,111	13,459
Reserve for contingencies	-	5,000	5,000	5,000
Total operating expenses	12,996	18,411	19,111	18,459
Net Operating Income (Loss)	10,748	5,333	4,633	5,285
<b>Non-operating Revenues</b>				
Investment earnings	83	75	62	62
Total non-operating revenues	83	75	62	62
<b>Other Financing Sources (Uses)</b>				
Investment in assets	-	(3,203)	(3,203)	(4,000)
Total other financing sources (uses)	-	(3,203)	(3,203)	(4,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	10,831	2,205	1,492	1,347
<b>Working Capital - beginning of year</b>	25,944	36,775	36,775	38,267
<b>Working Capital - end of year</b>	\$ 36,775	\$ 38,980	\$ 38,267	\$ 39,614



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



## 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
- Conducts annual building audits in cooperation with the City's Safety & Health Manager
- 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

## Department at a Glance

<b>Funding Level Summary</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>Adjusted 2011-12 Budget</b>	<b>Estimated 2011-12 Budget</b>	<b>Adopted 2012-13 Budget</b>	<b>% of Change</b>
Building Operations	\$ 321,871	\$ 294,896	\$ 567,474	\$ 417,075	\$ 560,888	34.5%
<b>Total Department</b>	<b>\$ 321,871</b>	<b>\$ 294,896</b>	<b>\$ 567,474</b>	<b>\$ 417,075</b>	<b>\$ 560,888</b>	<b>34.5%</b>
Personal Services	\$ 85,737	\$ 78,957	\$ 86,432	\$ 80,139	\$ 64,835	-19.1%
Supplies	9,008	6,456	11,000	10,990	10,990	0.0%
Other Services/Charges	163,302	187,434	197,061	206,928	211,100	2.0%
Capital Projects	-	15,982	272,981	19,018	253,963	1235.4%
Capital Outlay	63,824	6,067	-	100,000	20,000	-80.0%
<b>Total Department</b>	<b>\$ 321,871</b>	<b>\$ 294,896</b>	<b>\$ 567,474</b>	<b>\$ 417,075</b>	<b>\$ 560,888</b>	<b>34.5%</b>

### Personnel Summary

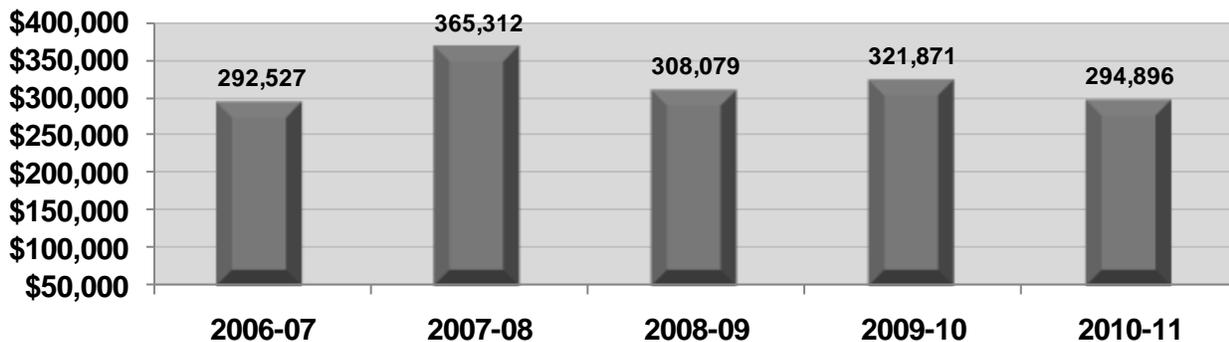
Full-Time	1	1	1	1	1
Regular Part-Time	-	-	-	-	-
<b>Total Department</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Summary of Budget Changes

### Significant Notes – 2012-13 Budget Compared to 2011-12 Budget

There are no significant changes in the 2012-13 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



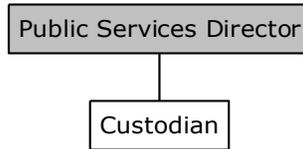
## Performance Objectives

<b>Performance Indicators (OUTPUT)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Maintenance audits performed	12	10	-16.7%
Safety audits performed	12	12	0.0%

<b>Performance Indicators (EFFICIENCY)</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>% Change</b>
Required monthly audits performed	100.0%	92.0%	-8.0%

## 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 2010-11</b>	<b>Approved 2011-12</b>	<b>Adopted 2012-13</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, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Building rentals	\$ 335,196	\$ 335,196	\$ 335,196	\$ 335,196
Total operating revenues	335,196	335,196	335,196	335,196
<b>Operating Expenses</b>				
Personal services	78,957	86,432	80,139	64,835
Supplies	6,456	11,000	10,990	10,990
Other charges	187,435	187,061	196,928	201,100
Reserve for contingencies	-	10,000	10,000	10,000
Total operating expenses	272,848	294,493	298,057	286,925
Net Operating Income (Loss)	62,348	40,703	37,139	48,271
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	2,186	1,000	1,000	1,000
Total non-operating revenues (expenses)	2,186	1,000	1,000	1,000
<b>Other Financing Sources (Uses)</b>				
Operating transfers in - Equipment Revolving Fund	25,000	-	-	-
Investment in assets	(6,067)	-	(100,000)	(20,000)
Capital projects	(15,982)	(272,981)	(19,018)	(253,963)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	67,485	(231,278)	(80,879)	(224,692)
<b>Working Capital - beginning of year</b>	784,359	851,844	851,844	770,965
<b>Working Capital - end of year</b>	\$ 851,844	\$ 620,566	\$ 770,965	\$ 546,273



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



## 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

## FUND 675 - PROPERTY AND LIABILITY INSURANCE FUND DETAIL OF BUDGET APPROPRIATIONS AND REVENUES Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Insurance services	\$ 601,457	\$ 545,464	\$ 542,791	\$ 544,100
Insurance surcharges	60,146	54,546	54,296	-
Insurance claims	43,464	25,000	14,000	25,000
Insurance refunds	43,097	-	73,000	-
<b>Total operating revenues</b>	<b>748,164</b>	<b>625,010</b>	<b>684,087</b>	<b>569,100</b>
<b>Operating Expenses</b>				
Consultant	300	-	-	-
Property insurance	87,148	111,964	139,000	136,600
Liability insurance	340,588	351,500	323,000	333,500
Fleet insurance	79,235	82,000	70,000	72,000
Fidelity bonds	2,059	2,100	-	-
Deductible claims	64,780	250,000	146,000	215,000
<b>Total operating expenses</b>	<b>574,110</b>	<b>797,564</b>	<b>678,000</b>	<b>757,100</b>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	174,054	(172,554)	6,087	(188,000)
<b>Working Capital - beginning of year</b>	<b>1,100,992</b>	<b>1,275,046</b>	<b>1,275,046</b>	<b>1,281,133</b>
<b>Working Capital - end of year</b>	<b>\$ 1,275,046</b>	<b>\$ 1,102,492</b>	<b>\$ 1,281,133</b>	<b>\$ 1,093,133</b>



Utilities Director ..... Noel Bush



## 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 will be 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, electrical gear, heat recovery system and building
- 24 hour protection

### **Gas Pipeline Maintenance**

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

### **Gas Compressor Facility Maintenance**

- Maintain equipment and facility
- 24 hour operation

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

- Monitor collection wells for methane extraction
- Maintain flare unit



# Renewable Energy Services Fund

## Department at a Glance

<b>Funding Level Summary</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>Adjusted 2011-12 Budget</b>	<b>Estimated 2011-12 Budget</b>	<b>Adopted 2012-13 Budget</b>	<b>% of Change</b>
Administration	\$ -	\$ 41,800	\$ 52,300	\$ 46,800	\$ 67,527	44.3%
Electric generation facility	-	32,930	211,328	214,588	269,655	25.7%
Pipeline-operating/maint.	-	607	23,385	27,688	4,264	-84.6%
Gas compr & ctrl system	-	7,653	155,952	190,653	187,318	-1.7%
Capital Outlay	-	-	16,000	16,000	35,000	118.8%
Capital Projects	4,699,425	5,835,693	221,678	221,678	-	-100.0%
Debt Service	-	37,661	402,035	406,352	405,385	-0.2%
Reserve for contingencies	-	-	24,000	15,000	20,000	33.3%
<b>Total Department</b>	<b>\$ 4,699,425</b>	<b>\$ 5,956,344</b>	<b>\$ 1,106,678</b>	<b>\$ 1,138,759</b>	<b>\$ 989,149</b>	<b>-13.1%</b>
Personal Services	\$ -	\$ -	\$ 174,315	\$ 187,074	\$ 219,623	17.4%
Supplies	-	22,136	123,200	82,293	84,000	2.1%
Other Services/Charges	-	60,854	169,450	226,362	248,341	9.7%
Debt Service	-	37,661	402,035	405,352	402,185	-0.8%
Capital Outlay	-	-	16,000	16,000	35,000	118.8%
Capital Projects	4,699,425	5,835,693	221,678	221,678	-	-100.0%
<b>Total Department</b>	<b>\$ 4,699,425</b>	<b>\$ 5,956,344</b>	<b>\$ 1,106,678</b>	<b>\$ 1,138,759</b>	<b>\$ 989,149</b>	<b>-13.1%</b>

# Renewable Energy Services Fund

FUND 645 - RENEWABLE ENERGY SERVICES FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Electricity sales	\$ 70,532	\$ 875,000	\$ 728,230	\$ 856,130
Total operating revenues	70,532	875,000	728,230	856,130
<b>Operating Expenses</b>				
Administration	41,800	52,300	46,800	67,527
Electric generation facility	32,930	211,328	214,588	269,655
Pipeline - operating/maintenance	607	23,385	27,688	4,264
Gas compressor and control system	7,653	155,952	190,653	187,318
Reserve for contingencies	-	24,000	15,000	20,000
Total operating expenses	82,990	466,965	494,729	548,764
Net Operating Income (Loss)	(12,458)	408,035	233,501	307,366
<b>Non-operating Revenues (Expenses)</b>				
Investment earnings	154	10,000	-	1,000
Loan proceeds	6,179,265	-	152,114	-
Loan principal payments	-	(255,735)	(255,735)	(260,838)
Loan interest payments	(37,661)	(146,300)	(150,617)	(144,547)
Total non-operating revenues	6,141,758	(392,035)	(254,238)	(404,385)
<b>Other Financing Sources (Uses)</b>				
Investment in assets	-	(16,000)	(16,000)	(35,000)
Operating transfers in	112,000	-	552,000	132,000
Investment in capital projects	(5,835,693)	(221,678)	(221,678)	-
Total other financing sources (uses)	(5,723,693)	(237,678)	314,322	97,000
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	405,607	(221,678)	293,585	(19)
<b>Working Capital - beginning of year</b>	(698,845)	(293,238)	(293,238)	347
<b>Working Capital - end of year</b>	\$ (293,238)	\$ (514,916)	\$ 347	\$ 328





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



## 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

FUND 688 - SPECIAL ASSESSMENT REVOLVING FUND  
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES  
 Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Operating Revenues</b>				
Special assessments	\$ -	\$ 76,500	\$ -	\$ 51,000
Total operating revenues	-	76,500	-	51,000
<b>Operating Expenses</b>				
Total operating expenses	-	-	-	-
Net Operating Income (Loss)	-	76,500	-	51,000
<b>Non-operating Revenues (Expenses)</b>				
Special assessment interest earnings	19,376	20,000	20,000	20,000
Investment earnings	4,709	8,500	2,000	2,000
Miscellaneous expense	(28,692)	-	-	-
Total non-operating revenues	(4,607)	28,500	22,000	22,000
<b>Other Financing Uses</b>				
Operating transfers out	(80,000)	(108,485)	(22,000)	(73,000)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(84,607)	(3,485)	-	-
Non-working Capital Adjustments	106,931	-	-	-
<b>Working Capital - beginning of year</b>	<u>1,833,754</u>	<u>1,856,078</u>	<u>1,856,078</u>	<u>1,856,078</u>
<b>Working Capital - end of year</b>	<u>\$ 1,856,078</u>	<u>\$ 1,852,593</u>	<u>\$ 1,856,078</u>	<u>\$ 1,856,078</u>



**Debt Service Fund**

*for the Fiscal Year Ending June 30, 2013*

**Debt Service Fund**

**Schedule of Debt Requirements**



## 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, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Revenues</b>				
Property taxes	\$ 569,958	\$ 630,414	\$ 627,093	\$ 639,623
Industrial facilities taxes	29,350	30,283	30,731	30,207
Transfer in - General Fund	1,860,537	1,807,274	1,810,397	1,810,424
Investment earnings	722	1,000	750	-
<b>Total revenues</b>	<u>2,460,567</u>	<u>2,468,971</u>	<u>2,468,971</u>	<u>2,480,254</u>
<b>Expenditures</b>				
Debt service - principal	965,000	1,000,000	1,000,000	1,040,000
Debt service - interest	653,044	618,063	618,063	581,813
Agent fees	150	150	150	150
Tax roll adjustments	(340)	-	-	-
Transfer out - Wastewater Fund	842,713	850,758	850,758	858,291
<b>Total expenditures</b>	<u>2,460,567</u>	<u>2,468,971</u>	<u>2,468,971</u>	<u>2,480,254</u>
Excess of Revenues Over (Under) Expenditures	-	-	-	-
<b>Fund Balance - beginning of year</b>	-	-	-	-
<b>Fund Balance - end of year</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## SCHEDULE OF DEBT REQUIREMENTS (PRINCIPAL AND INTEREST)

	MATURITY	2012-13	2013-14	2014-15	2015-16	2016-17
<b>Debt Service Fund</b>						
2008 Judgement Bonds	05/01/23	\$ 1,621,813	\$ 1,629,113	\$ 1,630,713	\$ 1,630,513	\$ 1,628,513
<b>Wastewater Fund</b>						
2001 Sewer SRF Bonds (Note 2)	04/01/22	314,102	317,976	316,602	315,101	318,477
2005 Sewer Refunding Bonds (Note 1)	05/01/21	1,116,108	1,132,455	1,131,330	1,128,220	1,128,510
Total Wastewater Fund		1,430,210	1,450,431	1,447,932	1,443,321	1,446,987
<b>Water Fund</b>						
2002 Water Revenue Refunding Bonds	09/01/16	673,047	691,858	693,791	693,506	680,189
2006 Saginaw-Midland Revenue Bonds	09/01/20	40,078	82,534	85,245	85,521	85,701
2009 Saginaw-Midland Refunding Bonds	09/01/16	431,610	414,483	411,972	413,009	426,977
Total Water Fund		1,144,735	1,188,875	1,191,008	1,192,036	1,192,867
<b>Civic Arena Fund</b>						
2004 Limited Tax GO Bonds	05/01/30	361,458	365,270	363,708	366,958	369,595
Total Civic Arena Fund		361,458	365,270	363,708	366,958	369,595
<b>Renewable Energy Fund</b>						
2010 Renewable Energy SRF Bonds	10/01/30	381,126	380,063	383,813	382,376	380,813
Sanitary Landfill - interfund loan	10/01/30	22,910	22,910	22,910	22,910	22,910
Total Renewable Energy Fund		404,036	402,973	406,723	405,286	403,723
<b>Total Debt</b>		<b>\$ 4,962,252</b>	<b>\$ 5,036,662</b>	<b>\$ 5,040,084</b>	<b>\$ 5,038,114</b>	<b>\$ 5,041,685</b>

## SCHEDULE OF DEBT REQUIREMENTS (PRINCIPAL AND INTEREST)

	MATURITY	2017-18	2018-19	2019-20	2020-21	THEREAFTER
<b>Debt Service Fund</b>						
2008 Judgement Bonds	05/01/23	\$ 1,628,188	\$ 1,625,800	\$ 1,621,350	\$ 1,618,125	\$ 3,230,156
<b>Wastewater Fund</b>						
2001 Sewer SRF Bonds (Note 2)	04/01/22	316,601	314,602	317,477	315,102	311,665
2005 Sewer Refunding Bonds (Note 1)	05/01/21	1,131,973	1,128,373	1,132,873	1,130,028	-
Total Wastewater Fund		1,448,574	1,442,975	1,450,350	1,445,130	311,665
<b>Water Fund</b>						
2002 Water Revenue Refunding Bonds	09/01/16	-	-	-	-	-
2006 Saginaw-Midland Revenue Bonds	09/01/20	213,326	205,581	197,767	189,953	-
2009 Saginaw-Midland Refunding Bonds	09/01/16	-	-	-	-	-
Total Water Fund		213,326	205,581	197,767	189,953	-
<b>Civic Arena Fund</b>						
2004 Limited Tax GO Bonds	05/01/30	366,595	368,395	369,580	375,243	3,382,563
Total Civic Arena Fund		366,595	368,395	369,580	375,243	3,382,563
<b>Renewable Energy Fund</b>						
2010 Renewable Energy SRF Bonds	10/01/30	379,125	382,250	380,188	382,938	3,808,377
Sanitary Landfill - interfund loan	10/01/30	22,910	22,910	22,910	22,910	228,985
Total Renewable Energy Fund		402,035	405,160	403,098	405,848	4,037,362
<b>Total Debt</b>		<b>\$ 4,058,718</b>	<b>\$ 4,047,911</b>	<b>\$ 4,042,145</b>	<b>\$ 4,034,299</b>	<b>\$ 10,961,746</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.





## **Trends and Summaries**

*for the Fiscal Year Ending June 30, 2013*

**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**

**2012 Ten Largest Taxpayers**

**Constitutional Tax Limitations**





# Net Cost of Certain Departments

FUND 101 - GENERAL FUND  
NET COST OF CERTAIN DEPARTMENTS  
Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Building</b>				
Licenses and permits	\$ 612,026	\$ 381,300	\$ 387,560	\$ 381,300
Expenditures				
Personal services	629,996	644,472	610,511	709,189
Supplies	10,409	9,800	9,800	14,300
Other charges	33,231	32,453	32,453	33,699
Total expenditures	673,636	686,725	652,764	757,188
Net cost of department	<u>\$ 61,610</u>	<u>\$ 305,425</u>	<u>\$ 265,204</u>	<u>\$ 375,888</u>
<b>Cemetery</b>				
Charges for services	\$ 90,877	\$ 90,000	\$ 90,000	\$ 90,000
Expenditures				
Personal services	246,652	258,017	252,540	274,667
Supplies	15,676	18,321	23,900	21,539
Other charges	36,402	68,795	71,195	66,326
Capital outlay	28,896	-	-	-
Total expenditures	327,626	345,133	347,635	362,532
Net cost of department	<u>\$ 236,749</u>	<u>\$ 255,133</u>	<u>\$ 257,635</u>	<u>\$ 272,532</u>
<b>Plymouth Pool</b>				
Use and admission fees	\$ 75,794	\$ 64,000	\$ 68,000	\$ 71,000
Expenditures				
Personal services	59,995	70,204	67,173	70,204
Supplies	21,562	24,160	28,635	29,360
Other charges	38,452	38,810	37,713	48,530
Total expenditures	120,009	133,174	133,521	148,094
Net cost of department	<u>\$ 44,215</u>	<u>\$ 69,174</u>	<u>\$ 65,521</u>	<u>\$ 77,094</u>



# Net Cost of Certain Departments

## FUND 101 - GENERAL FUND NET COST OF CERTAIN DEPARTMENTS Fiscal Year Ending June 30, 2013

	2010-11	2011-12		2012-13
	Actual	Budget	Estimate	Adopted
<b>Other Recreation Programs</b>				
Use and admission fees	\$ 180,604	\$ 157,240	\$ 158,670	\$ 175,450
Expenditures				
Personal services	360,992	413,606	403,811	444,327
Supplies	43,004	43,969	45,000	44,000
Other charges	103,026	112,389	117,109	105,666
Capital outlay	14,289	20,208	27,026	30,000
Total expenditures	521,311	590,172	592,946	623,993
Net cost of department	<u>\$ 340,707</u>	<u>\$ 432,932</u>	<u>\$ 434,276</u>	<u>\$ 448,543</u>
(Includes: Recreation, Summer Programs, Winter Programs and Canoe Livery)				
<b>Airport</b>				
Airport revenue	\$ 248,531	\$ 279,340	\$ 290,561	\$ 287,860
Expenditures				
Personal services	7,147	11,323	11,323	12,146
Supplies	6,610	8,700	8,700	8,700
Other charges	312,717	335,159	344,537	345,580
Capital outlay	-	56,070	67,339	9,000
Total expenditures	326,474	411,252	431,899	375,426
Net cost of department	<u>\$ 77,943</u>	<u>\$ 131,912</u>	<u>\$ 141,338</u>	<u>\$ 87,566</u>

Fund	2008-09	2009-10	2010-11	2011-12	2012-13 Adopted
General	\$ 36,491,270	\$ 37,049,931	\$ 37,046,585	\$ 38,716,993	\$ 39,699,704
Major Street	4,756,310	5,302,149	4,118,475	9,608,242	5,701,791
Local Street	3,081,836	2,515,717	2,717,158	2,757,461	3,188,234
Storm Water Management	919,358	646,425	609,901	739,191	851,092
Grace A. Dow Library	4,179,601	3,966,157	3,829,298	3,750,052	3,767,701
CDBG	403,589	276,060	373,320	535,454	430,715
Midland Community Television	544,515	520,125	509,710	554,076	594,128
DDA	758,842	450,490	406,724	465,803	527,118
Dial-A-Ride	2,075,458	2,035,002	1,853,331	1,802,909	1,838,401
Housing	127,000	167,000	202,000	200,000	264,800
Special Activities	91,400	83,400	80,070	56,540	118,535
Debt Service	834,964	2,453,301	2,460,907	2,468,971	2,480,254
Civic Arena	1,858,523	1,951,670	1,801,680	1,658,172	1,288,377
Landfill	4,637,875	6,208,080	4,056,982	2,839,671	2,971,195
Washington Woods	1,519,863	1,396,981	1,365,521	1,397,094	1,386,697
Riverside Place	1,362,358	1,340,454	1,366,255	1,497,893	1,564,556
Currie Municipal Golf Course	1,380,386	1,670,915	1,254,440	1,287,558	1,327,834
Parking	170,250	144,481	146,085	159,773	158,463
Wastewater	6,550,560	6,750,322	6,528,868	6,454,746	6,593,460
Water	11,314,321	13,114,127	10,395,515	9,844,128	10,171,482
Information Services - Operations	1,174,647	1,712,824	1,405,498	1,283,232	1,287,905
Information Services - Computer Rental	161,941	171,650	182,260	-	-
Geographic Information Systems	482,260	546,238	354,977	303,490	746,799
Equipment Revolving	4,423,975	3,978,510	3,872,228	4,783,155	4,318,902
Municipal Service Center	611,923	617,616	572,683	548,456	560,888
Property/Liability Insurance	902,249	896,830	853,391	797,564	757,100
Municipal Service Annex	18,220	23,744	23,609	21,614	22,459
Renewable Energy Services	-	-	273,589	885,000	989,149
Special Assessment Revolving	50,000	120,000	123,000	108,485	73,000
Health Insurance	-	10,712,000	10,800,000	9,257,000	9,441,900
Subtotal	<u>90,883,494</u>	<u>106,822,199</u>	<u>99,584,060</u>	<u>104,782,723</u>	<u>103,122,639</u>
Eliminations:					
Interfund Transfers	5,143,686	7,040,843	6,160,575	7,127,286	7,908,550
Administrative Charges	2,403,301	2,529,720	2,424,626	2,347,966	2,124,657
Building/Equipment Rental	4,262,026	4,513,291	4,263,855	4,178,946	4,010,802
Information Services Charges	1,593,095	1,476,542	1,367,197	1,343,520	1,334,740
Insurance Charges	782,699	11,385,830	10,413,940	9,594,010	9,219,600
Total Eliminations	<u>14,184,807</u>	<u>26,946,226</u>	<u>24,630,193</u>	<u>24,591,728</u>	<u>24,598,349</u>
Consolidated Budget	<u>\$ 76,698,687</u>	<u>\$ 79,875,973</u>	<u>\$ 74,953,867</u>	<u>\$ 80,190,995</u>	<u>\$ 78,524,290</u>



# General Fund Revenue & Expenditures by Function

## FUND 101 - GENERAL FUND REVENUE AND EXPENDITURES BY FUNCTION Fiscal Year Ending June 30, 2013

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
	Actual									
<b>Revenues</b>										
Property taxes	\$ 27,018,355	\$ 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
Licenses and permits	505,920	511,525	479,135	453,306	475,752	435,488	534,831	510,956	404,246	645,526
Intergovernmental	4,363,762	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
Charges for services	1,405,569	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
Use and admission fees	615,346	639,979	769,802	793,646	179,854	190,969	179,457	203,733	202,759	256,398
Investment earnings	1,366,174	896,991	833,946	1,172,730	2,192,801	2,687,964	1,682,234	420,150	76,633	49,917
Other revenue	696,916	550,240	949,326	892,755	791,976	935,303	1,254,106	1,069,393	1,336,307	1,750,345
Interfund transfers	11,073	39,520	241,266	23,738	214,364	22,757	54,414	80,183	121,268	185,025
Bond issue proceeds	-	-	-	-	-	-	-	17,677,757	-	-
From (To) fund balance	(5,224,699)	(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
	<u>\$ 30,758,416</u>	<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>
<b>Expenditures</b>										
General government	\$ 3,724,584	\$ 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
Public safety	8,450,083	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
Public works	1,828,143	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
Sanitation	2,049,099	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
Parks and recreation	3,341,863	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
Airports	151,719	160,330	184,629	201,403	176,711	321,351	316,207	309,191	285,333	326,474
Other functions	8,730,390	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
Interfund transfers	2,482,535	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
	<u>\$ 30,758,416</u>	<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>



# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2012-13 BUDGET

	<u>2012-13 Adopted</u>
<b>GENERAL FUND</b>	
<b>GENERAL GOVERNMENT</b>	
<b>CITY HALL</b>	
Building study - Year 1 of 2	\$ 20,000
<b>TOTAL CITY HALL</b>	<u>\$ 20,000</u>
<b>PUBLIC SAFETY</b>	
<b>Police</b>	
<i>Patrol Bureau</i>	
Vehicle upgrade	\$ 6,000
<b>Fire</b>	
<i>Fire Fighting</i>	
Bathroom remodel	9,500
Kitchen update	35,000
SCBA replacement - Multi-year	50,000
Comparator Station 1	20,000
Radio replacement - Year 1 of 3	9,700
<b>TOTAL PUBLIC SAFETY</b>	<u>\$ 130,200</u>
<b>PUBLIC WORKS/SANITATION</b>	
<b>Engineering</b>	
Survey equipment - Year 2 of 2	\$ 17,500
CAD Software platform update	8,500
<b>TOTAL PUBLIC WORKS/SANITATION</b>	<u>\$ 26,000</u>
<b>PARKS AND RECREATION</b>	
<b>Parks</b>	
Plymouth North parking lot paving - Multi-year	\$ 15,000
Play equipment	36,000
<b>City Forest</b>	
Chalet furnace	10,000
<b>TOTAL PARKS AND RECREATION</b>	<u>\$ 61,000</u>
<b>BARSTOW AIRPORT</b>	
Terminal apron reconstruction	<u>\$ 9,000</u>
<b>GENERAL CONSTRUCTION</b>	
Currie Stadium maintenance	\$ 20,000
Sidewalk startup for 2013-14	10,000
Engineering deposits	50,000
Way-finding sign maintenance	15,000
<b>TOTAL GENERAL FUND</b>	<u>\$ 341,200</u>



# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2012-13 BUDGET

	2012-13 Adopted
<b>MAJOR STREET FUND</b>	
Abbott Rd: Eastlawn to Ashman	\$ 345,000
Bay City Rd patches: Gerald to Railroad	25,000
Dublin Ave: Saginaw to Trail	185,000
Surface treatment and crack sealing	200,000
Salzburg Rd: Saginaw to Waldo - City	180,000
Salzburg Rd: Saginaw to Waldo - State	360,000
Ditch cleaning	50,000
Non-motorized improvements	20,000
Orchard Drive: Sugnet to Saginaw	312,000
Saginaw Rd @ Wheeler Island reconstruction	50,000
Saginaw Road rut filling: Rodd to Ashman Circle	100,000
Preliminary Engineering	20,000
Traffic sign upgrade	35,000
Traffic signal upgrade	30,000
Contributed capital projects	50,000
	<u>\$ 1,962,000</u>
<b>LOCAL STREET FUND</b>	
Collins Street: Rodd to George	\$ 139,000
Curb replacement and pavement patching	150,000
Hot-In-Place pavement recycling	627,000
Lingle Lane: Nelson to Manor	168,000
Pine Street: Jerome to Gordon	126,000
Wallen Street: Lancaster to Kentwood	207,000
Contributed capital projects	50,000
Surface treatment and crack sealing	300,000
	<u>\$ 1,767,000</u>
<b>STORM WATER UTILITY FUND</b>	
Large line sand nozzle	\$ 6,000
Sewer camera	40,000
Catch basin lead replacements	10,000
Dublin storm sewer: Saginaw Rd to Rail Trail	30,000
Drain outlet rehabilitation	50,000
	<u>\$ 136,000</u>
<b>DIAL-A-RIDE FUND</b>	
Radio replacement	<u>\$ 45,000</u>
<b>MIDLAND COMMUNITY TELEVISION</b>	
Video/Audio modulator (4)	<u>\$ 28,000</u>
<b>Downtown Development Authority</b>	
Downtown trash enclosures (2)	<u>\$ 20,000</u>
<b>CIVIC ARENA FUND</b>	
Future capital needs	<u>\$ 20,000</u>
<b>LANDFILL FUND</b>	
Infrastructure improvements	\$ 40,000
Gatehouse access redesign	15,000
Pumping equipment	20,000



# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2012-13 BUDGET

	2012-13 Adopted
<b>LANDFILL FUND (cont'd)</b>	
3 in 1 digital copier/fax/printer	\$ 10,000
Cell 16 entrance road	100,000
Cell 15 interim cover	30,000
Fencing/gates - site perimeter	20,000
	<u>\$ 235,000</u>
<b>WASHINGTON WOODS FUND</b>	
Carpet cleaning extractor	<u>\$ 6,000</u>
<b>RIVERSIDE PLACE FUND</b>	
Back entrance door	\$ 10,000
Tractor - net of trade in of \$6,500	1,700
	<u>\$ 11,700</u>
<b>GOLF COURSE FUND</b>	
Portable grill/bar	\$ 5,500
Sod cutter	5,000
Trencher	7,000
	<u>\$ 17,500</u>
<b>WASTEWATER FUND</b>	
LED pole lights	\$ 15,000
Garage/storage building improvements	20,000
Centrifugal pump	20,000
Hand rails	20,000
Sewage valves	20,000
Gas monitor	10,000
Spot lining equipment	5,000
Waste pump	15,000
Mig welder	7,500
WWTP-Submersible pump	10,000
WWTP-Variable frequency drive	8,000
WWTP-PLC equipment	10,000
Pump stations - telemetry	6,500
Repair tracking software	10,000
Sanitary sewer repairs	50,000
Sewer linings	100,000
Manhole rehabilitation	100,000
Plant improvements	250,000
Admin building HVAC unit	150,000
Engineering	25,000
Sylvan-Campau to Eastman	235,000
Dublin Ave: Saginaw Rd to 800 ft south	144,000
	<u>\$ 1,231,000</u>
<b>WATER FUND</b>	
60 x 80 storage pole building	\$ 65,000
WTP - Building restoration	40,000
WD - Portable light tower	12,000
WTP - Chlorinator replacement	30,000
WTP - Gear reducer for clarifier	5,600



# Capital Purchases & Projects

## CAPITAL PURCHASES & PROJECTS 2012-13 BUDGET

	2012-13 Adopted
<b>WATER FUND (cont'd)</b>	
WTP - Lawn mower	\$ 17,000
WTP - Security cameras	20,000
WTP - Turbidimeter replacement	48,000
WTP - Valve replacement	20,000
New water services	150,000
WTP-Bulk chemical storage replacement	100,000
Letts Rd: Mammoth Pine to Sturgeon Rd. - 12" new main	198,000
US-10 crossing: W. Wackerly to Cinema - 12" new main	177,000
WTP-repump VFD changeover	70,000
	<u>\$ 952,600</u>
<b>INFORMATION SERVICES - OPERATIONS FUND</b>	
Aerial photography	\$ 5,000
GIS hardware	10,000
Wide area network	30,000
Phone and voicemail system upgrade/replacement	20,000
	<u>\$ 65,000</u>
<b>EQUIPMENT REVOLVING FUND</b>	
Car hoist	\$ 15,000
Tire balancer	7,000
Welder	8,000
Admin car - Building (2)	30,000
Admin car - Police	16,000
Admin car - Wastewater	15,000
Aerial/lift truck - Signs	120,000
Dump/blade trucks - DPS (3)	375,000
Dump/tandem truck - DPS	125,000
Dump/tandem truck - Water	125,000
Loader - Landfill	30,000
Mower - Parks	85,000
Patrol car - Police (2)	50,000
Pickup truck - Parks	27,000
Small dump truck - Parks	65,000
Van - Water	23,000
	<u>\$ 1,116,000</u>
<b>MUNICIPAL SERVICE CENTER FUND</b>	
Boiler replacement	\$ 20,000
Radio system replacement	253,963
	<u>\$ 273,963</u>
<b>MUNICIPAL SERVICE ANNEX FUND</b>	
Future capital needs	<u>\$ 4,000</u>
<b>RENEWABLE ENERGY SERVICES</b>	
Structure around digester skid	\$ 30,000
Misc PLC controls	5,000
	<u>\$ 35,000</u>
<b>TOTAL ALL FUNDS</b>	<u><u>\$ 8,266,963</u></u>



# Authorized Employees by Fiscal Year

## AUTHORIZED EMPLOYEES BY FISCAL YEAR

	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
<b><u>FULL-TIME EMPLOYEES</u></b>							
<b>General Fund:</b>							
General Government							
<i>City Manager</i>	4	4	4	4	3	4	2
<i>City Clerk</i>	4	4	4	4	4	4	4
<i>City Treasurer</i>	6	6	6	4	4	4	4
<i>Assessing</i>	5	5	5	5	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	5	4	4	4	4	4
<i>Purchasing</i>	1	1	1	1	1	1	1
Public Safety							
<i>Police</i>	51	51	51	51	50	50	50
<i>Fire</i>	46	46	46	46	46	46	46
<i>Building Inspection</i>	7	7	7	6	6	6	6
<i>Planning</i>	6	6	6	4	4	4	4
Public Works							
<i>Engineering</i>	15	15	15	14	12	12	12
<i>Public Services</i>	44	44	43	39	38	36	35
Parks and Recreation	34	34	34	29	25	26	26
<b>TOTAL GENERAL FUND</b>	239	239	237	222	212	212	209
<b>Other Funds:</b>							
Grace A. Dow Library	23	23	21	20	19	19	18
Downtown Development Authority	1	1	1	1	0	0	0
Dial-A-Ride	7	6	6	6	6	5	5
Civic Arena	-	-	-	2	2	2	2
Landfill	8	8	9	9	9	9	9
Senior Housing							
<i>Washington Woods</i>	7	7	7	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
Wastewater	22	22	22	20	20	20	20
Water	36	36	36	35	34	34	33
Midland Community Television	4	3	3	3	3	3	3
Equipment Revolving	15	15	15	15	15	15	15
Municipal Service Center	-	1	1	1	1	1	1
Information Services - Operations	7	6	6	6	6	6	5
Geographic Information Systems	2	2	2	2	1	1	0
<b>TOTAL FULL-TIME EMPLOYEES</b>	<b>377</b>	<b>376</b>	<b>375</b>	<b>358</b>	<b>347</b>	<b>346</b>	<b>339</b>
<b><u>PART-TIME EMPLOYEES</u></b>							
Grace A. Dow Library	35	35	36	33	33	33	33
Dial-A-Ride	33	33	33	32	32	32	32
Crossing Guards	18	18	17	17	14	14	14
Other	22	23	24	25	27	25	25
<b>TOTAL PART-TIME EMPLOYEES</b>	<b>108</b>	<b>109</b>	<b>110</b>	<b>107</b>	<b>106</b>	<b>104</b>	<b>104</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>TOTAL MILLAGE</u>
2012-13	14.50	0.29	14.79
2011-12	14.50	0.29	14.79
2010-11	13.67	0.27	13.94
2009-10	13.67	0.27	13.94
2008-09	12.70	0.29	12.99
2007-08	12.00	0.24	12.24
2006-07	11.87	0.23	12.10
2005-06	9.17	0.62	9.79
2004-05	9.23	0.64	9.87
2003-04	12.26	0.64	12.90

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

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<b>HOMESTEAD PROPERTY</b>					
City of Midland	12.9900	13.9400	13.9400	14.7900	14.7900
Midland Public Schools	4.2942	2.7890	2.7091	2.0909	
Midland County	8.7055	8.8355	8.8855	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	1.1756	2.6756	2.6756	2.6756	
<b>Total Homestead Property</b>	<b><u>35.2080</u></b>	<b><u>36.2828</u></b>	<b><u>36.2529</u></b>	<b><u>36.4347</u></b>	<b><u>14.7900</u></b>
<b>NON-HOMESTEAD PROPERTY</b>					
City of Midland	12.9900	13.9400	13.9400	14.7900	14.7900
Midland Public Schools	20.0000	18.5000	18.5000	18.5000	
Midland County	8.7055	8.8355	8.8855	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	1.1756	2.6756	2.6756	2.6756	
<b>Total Non-Homestead Property</b>	<b><u>50.9138</u></b>	<b><u>51.9938</u></b>	<b><u>52.0438</u></b>	<b><u>52.8438</u></b>	<b><u>14.7900</u></b>

# Schedule of Taxable Values

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

	2003	2004	2005	2006	2007
<b>BY PROPERTY TYPE</b>					
<i>Real Property</i>					
Residential	\$ 855,523	\$ 887,351	\$ 921,024	\$ 956,874	\$ 985,928
Commercial	228,369	239,002	248,086	261,932	275,311
Industrial	875,692	890,760	878,202	900,623	852,016
Total Real	<u>1,959,584</u>	<u>2,017,113</u>	<u>2,047,312</u>	<u>2,119,429</u>	<u>2,113,255</u>
<i>Personal Property</i>					
Commercial	62,318	62,176	57,139	64,269	70,904
Industrial	352,053	326,668	308,666	307,200	309,577
Utility	19,887	19,232	18,924	19,021	31,466
Total Personal	<u>434,258</u>	<u>408,076</u>	<u>384,729</u>	<u>390,490</u>	<u>411,947</u>
Total Real & Personal	<u>\$ 2,393,842</u>	<u>\$ 2,425,189</u>	<u>\$ 2,432,041</u>	<u>\$ 2,509,919</u>	<u>\$ 2,525,202</u>
<b>BY TAXPAYER CLASS</b>					
Residential	\$ 855,523	\$ 887,351	\$ 921,024	\$ 956,874	\$ 985,928
Commercial	290,687	301,178	305,225	326,201	346,215
Industrial and Utility	1,247,632	1,236,660	1,205,792	1,226,844	1,193,059
Total	<u>\$ 2,393,842</u>	<u>\$ 2,425,189</u>	<u>\$ 2,432,041</u>	<u>\$ 2,509,919</u>	<u>\$ 2,525,202</u>

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	2008	2009	2010	2011	2012
<b>BY PROPERTY TYPE</b>					
<i>Real Property</i>					
Residential	\$ 971,965	\$ 979,020	\$ 951,563	\$ 952,144	\$ 958,884
Commercial	277,831	297,392	316,006	327,111	330,886
Industrial	428,969	437,613	611,163	638,920	257,136
Total Real	<u>1,678,765</u>	<u>1,714,025</u>	<u>1,878,732</u>	<u>1,918,175</u>	<u>1,546,906</u>
<i>Personal Property</i>					
Commercial	64,475	61,052	56,320	84,526	64,107
Industrial	329,777	362,793	346,800	337,446	565,978
Utility	18,928	20,114	21,256	22,714	24,785
Total Personal	<u>413,180</u>	<u>443,959</u>	<u>424,376</u>	<u>444,686</u>	<u>654,870</u>
Total Real & Personal	<u>\$ 2,091,945</u>	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>
<b>BY TAXPAYER CLASS</b>					
Residential	\$ 971,965	\$ 979,020	\$ 951,563	\$ 952,144	\$ 958,884
Commercial	342,306	358,444	372,326	411,637	394,993
Industrial and Utility	777,674	820,520	979,219	999,080	847,899
Total	<u>\$ 2,091,945</u>	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>



## 2012 Ten Largest Taxpayers

### 2012 Ten Largest Taxpayers

<u>Name</u>	<u>Taxable Value</u>	<u>% of City Total</u>
Dow Chemical/Dow Agrosiences	\$ 384,774,133	17.48%
Midland Cogeneration Venture	224,612,400	10.20%
Dow Corning	133,016,400	6.04%
Consumers Energy Company	23,433,234	1.06%
Styron LLC	21,274,400	0.97%
Midland Mall LLC	17,392,678	0.79%
Cabot Corporation	11,258,000	0.51%
Midland Country Club	10,389,300	0.47%
H-Hotel	10,310,993	0.47%
Hotel Holdings Cinema LLC	7,976,600	0.36%
Total	<u>\$ 844,438,138</u>	<u>38.35%</u>
City of Midland Total	\$ 2,201,777,715	

The above values represent 38.35% of the total 2012 taxable value of the City of Midland as of December 31, 2011 totaling \$2,201,777,715. 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 – 2012 Assessment Year for 2012-2013 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 2012 Millage Reduction Formula (MRF) is calculated as:

$$2012 \text{ MRF} = \frac{(\text{Total 2011 TV} - \text{2011 Losses TV}) \times \text{Inflation Rate Multiplier}}{\text{Total 2012 Taxable} - \text{2012 Additions TV}}$$

$$2012 \text{ MRF} = \frac{(2,362,861,037 - 372,554,123) \times 1.027}{2,201,777,715 - 253,670,964}$$

$$2012 \text{ MRF} = \frac{1,990,306,914 \times 1.027}{1,948,106,751}$$

$$2012 \text{ MRF} = \frac{2,044,045,201}{1,948,106,751}$$

$$2012 \text{ MRF} = 1.0492$$

The current year Millage Reduction Fraction cannot exceed 1.0000 in the computation of the maximum allowable millage. The 2012 millage rate permanently reduced multiplied by 1.0000 results in a maximum allowable millage rate for 2012 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 2012. The calculations however, are shown below.

Required information:

1. 2011 Total Taxable Value (TV)	2,362,861,037
2. 2012 Total Taxable Value	2,201,777,715
3. 2011 Losses TV, without transfers to another classification	372,554,123
4. 2012 Additions TV, without transfers to another classification	253,670,964
5. 2012 CPI =	1.027

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

$$2012 \text{ BTRF} = \frac{2011 \text{ Total Taxable} - 2011 \text{ Losses TV}}{2012 \text{ Total Taxable} - 2012 \text{ Additions TV}}$$

$$2012 \text{ BTRF} = \frac{2,362,861,037 - 372,554,123}{2,201,777,715 - 253,670,964}$$

$$2012 \text{ BTRF} = \frac{1,990,306,914}{1,948,106,751}$$

$$2012 \text{ BTRF} = 1.0217$$

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.

$$\text{BTR} = 2011 \text{ Operating Tax Rate} \times \text{BTRF}$$

$$\text{BTR} = 14.79 \times 1.0217$$

$$\text{BTR} = 15.1109$$

The Base Tax Rate of 15.1109 multiplied by the 2012 estimated Taxable Value of \$2,201,777,715 equals \$33,270,843 or the Base Operating Levy in dollars that can be derived from the Base Tax Rate for city operations for the fiscal year 2012-13.

### **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:

$$2012 \text{ Sec 34 rollback fraction} = \frac{\text{Total Taxable Value Based on Assessed Value}}{\text{Total Taxable Value Based on SEV}}$$

$$= \frac{2,201,777,715}{2,201,777,715}$$

$$= 1.0000$$

## Constitutional Tax Limitations

$$\begin{aligned}\text{Allowable Rate} &= \frac{\text{Max Authorized Operating Rate} \times \text{Total AV}}{\text{Total State Equalized Value}} \\ &= \frac{17.87^* \text{ mills} \times 2,201,777,715}{2,201,777,715} \\ &= 17.87 \text{ mills, allowable tax rate}\end{aligned}$$

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

Respectfully submitted,



Reid Duford  
City Assessor  
4-2-12

