



Adopted Annual Budget
for the Fiscal Year Ending June 30, 2016

Adopted by City Council – May 18, 2015

Mayor

Maureen Donker, Ward II

Council Members

Thomas W. Adams, Ward I

Steve Arnosky, Ward III

Diane Brown Wilhelm, Ward IV

Marty Wazbinski, Ward V, Mayor Pro Tem

City Manager

Jon Lynch

Assistant City Manager for Financial Services

David A. Keenan, C.P.A.

City Controller

Margaret A. Maday

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May 26, 2015

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

Dear Mayor and Councilmen:

Attached to this letter is the City of Midland's adopted budget for the fiscal year ending June 30, 2016.

The proposed budget was submitted to City Council on April 13, 2015. For approximately five weeks following that date, the budget process provided for public examination and input, as well as Council study and discussion regarding various revenues and expenditures included in the proposed budget. This letter is intended to serve as an addendum to the April 13, 2015 budget message.

At the direction of City Council, staff identified a sidewalk maintenance program of \$250,000. Council elected to append the sidewalk program to the proposed budget increasing the millage rate by .11 mills to 15.00 mills.

As a result of this change, the adopted budget for the General Fund was modified to increase Property Taxes and Related Revenues by \$250,000. An additional \$170,000 was added to the Public Services Sidewalk Maintenance program and \$80,000 to Transfers Out, \$65,000 to the Local Street Fund and \$15,000 to the Major Street Fund. The Local Street Fund budget was adjusted to reflect an increase of \$65,000 in Transfers In and a corresponding increase in Capital Projects. The Major Street Fund Transfers In were increased by \$15,000 and Capital Projects increased by the same amount.

There were no other changes made to the budget submitted on April 13, 2015.

Respectfully submitted,



Jon Lynch
City Manager



April 13, 2015

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

Dear Mayor and Councilmen:

With appreciation for the efforts of contributing staff members duly noted, I am pleased to present for your consideration the following recommended budget for Fiscal Year 2015-16. The following summary illustrates a budget that meets the fiscal priorities outlined by the *City Council Budget Objectives for FY 15-16* and emphasizes citizen concerns identified during the *2014 Midland Community Survey*.

This recommended budget is based on a millage rate of 14.89 mills and maintains municipal service levels equivalent to the current fiscal year. It also incorporates \$60,000 in open drain cleaning, \$50,000 in tree planting, and \$250,000 in prefunding pension liability beyond current year spending. The budget also provides for \$7.8 million to be spent on road maintenance. Finally, staff has identified a sidewalk maintenance program of \$250,000 that can be appended to this proposed budget with a resulting millage rate of 15.00 mills.

We wish to remind Council of the following public hearings and budget work session that were previously established:

April 13, 2015 introduction of budget to City Council (regular meeting)
April 20th City Council budget work session (special meeting)
April 27th preliminary public hearing on proposed budget (regular meeting)
May 11th charter required public hearing on proposed budget (regular meeting)
May 18th adoption of the budget by City Council (regular meeting)

Respectfully submitted,



Jon Lynch, AICP ICMA-CM
City Manager



City of Midland Your 2015-16 Tax Dollars at Work



**Consolidated Budget:
\$90.8 million**



BUDGET GOALS FOR THE CITY:

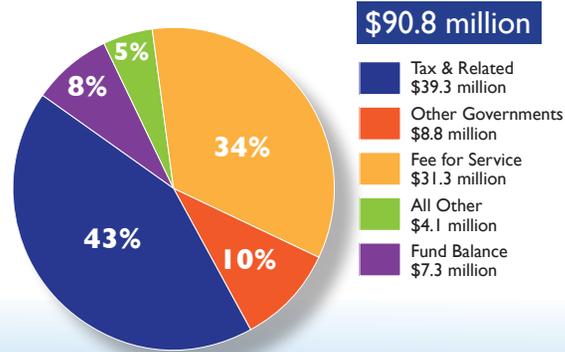
- Ensure economic sustainability
- Provide an outstanding quality of life
- Provide effective stewardship of community resources

BUDGET DIRECTIVES FOR THE UPCOMING YEAR

- Maintain public services at the highest level possible
- Increase the millage rate supporting general operations by no more than .5 mills
- Preserve the General Fund \$5.1 million fund balance
- Present a range of options for sidewalk maintenance

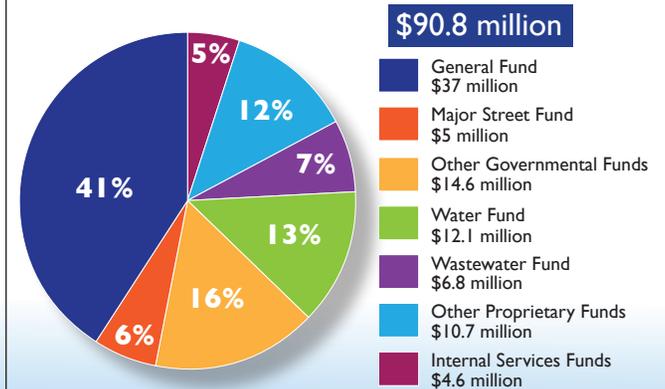
CITY-WIDE REVENUES

Taxes will fund 43% of the City's total budget for the 2015/16 fiscal year.



CITY-WIDE EXPENDITURES

The General Fund is the City's largest fund and accounts for 41% of City-wide expenditures.



GENERAL FUND ACTIVITY

Public Safety \$17 million

The City is nationally recognized as a safe place to live.



Police



Fire/
Emergency
Services



Building
Inspection/
Planning

Sanitation \$3.1 million



Refuse/Heavy Items



Recycling



Yard waste
collection

Parks and Recreation

\$5.5 million

Funds maintain
2,700 acres
of parks



Midland has **72 parks**

Blight Enforcement

Includes complaints about trash, debris or ordinance violations. Every violation is addressed and resolved.

388
violations
in 2014



Sidewalk Maintenance and Repairs

\$328,000



SPECIAL REVENUE FUNDS

Road Maintenance
\$7.9 million
 8.7% of the City's total budget

The City maintains **160 miles** of local streets

Snow Removal
\$1.1 million

10% of city street signs are replaced each year

Grace A. Dow Library

\$4.1 million
745,669 Total materials circulated

31,144 eBooks circulated

4,919 Youth participation in Summer Reading Program

Community Development Block Grants

\$318,000

Federal funding to create a suitable living environment and economic opportunities for low and moderate income residents

Storm Water Management

\$1.1 million

The City maintains **180 miles** of storm sewer, culverts and drains

Dial-A-Ride Bus

\$2.3 million

About **69%** of this program costs come from State and Federal grants

14 buses
 Curb to curb transportation, **six days a week**

Provides rides for more than **111,000 riders annually**

Overall ridership is **70% seniors** and people with disabilities

Midland Housing

\$142,000

Strengthens partnerships in the community to develop decent housing and economic opportunities for low-moderate income residents

ENTERPRISE FUNDS

Civic Arena

\$1.3 million



Landfill

\$4.4 million

Includes household hazardous waste collections



Wastewater

\$7.6 million

User fees represent **85% of revenue**

Recycling approximately **3.5 million gallons** of bio-solids each year

207 miles of sanitary sewers

180 miles of storm sewers

40 pump stations



Currie Municipal Golf Course

\$1.1 million



Senior housing:

Washington Woods

Riverside Place

\$2.1 million

\$2 million



Water

\$12.6 million

User fees represent **85% of revenue**

The water treatment plant can produce **48 million gallons** of high quality water each day

359 miles of water main provide water for fire protection, business, industry and residential customers



INTERNAL SERVICE FUNDS

\$4.6 million

Funds cover internal functions of various City departments. Certain interfund activity has been eliminated to avoid duplication of costs.

Future Year Projection Synopsis

The City's annual budget process historically consisted of amending the current year's budget and proposing one for the next fiscal year. Last year the City made a change to provide more forward looking information. This change is also incorporated in the 2015/16 Budget. Included are two additional years of financial information with each departmental budget. It is important to note that while these two additional years are "projections", provided for planning purposes; this is not a multi-year budget where City Council is approving rates (i.e., tax millage rate) beyond the 2015/16 fiscal year.

In order to project what future spending might look like, expenditures were broken down into the major classifications of personnel services, supplies, other charges, capital outlay, reserve for contingencies, debt service, and transfer to other funds. Because significant effort is spent in establishing the budget for the fiscal year, the 2015/16 proposed budget was used as the baseline to project forward. Historical patterns were evaluated in order to assist in projecting forward to 2016/17 and 2017/18. From there each department applied their specific hands-on knowledge to adjust the totals based on circumstances of which they were currently aware. A similar approach was applied to revenue projections.

While reviewing the two years of projected information, please consider the following:

- Because expenses have generally been increasing at a higher rate than revenue, many of the projected statements reflect diminishing financial performance.
- There are plans that could be incorporated into the projections to offset the diminishing performance, such as increasing rates, reducing service delivery, or spending down fund balance; however, these are decisions that are to be made by Council after staff has performed its due diligence and provided recommendations for their consideration.
- Consistent with the previous statement, the General Fund projections include **no** changes to staffing levels, service delivery, or millage rates. Property values, revenue streams, and inflation for expenditures have been applied to the current situation based on what is currently known.

Projected negative trends illustrated by forward facing data will be addressed by careful consideration of community priorities in preparation of individual budgets for those specific future years. In other words, forecasts are further refined as the projected dates draw nearer. That process of refinement will allow for recommendations reflective of community expectations and Council directives to produce balanced budgets in specific given years.



General Fund

for the Fiscal Year Ending June 30, 2016

**How the City of Midland Allocates Its Money
Combined Summary of Budget Appropriations and Revenues**

Estimated Revenues by Source

General Government

Public Safety

Public Works

Sanitation

Parks and Recreation

Other Functions

Capital Projects

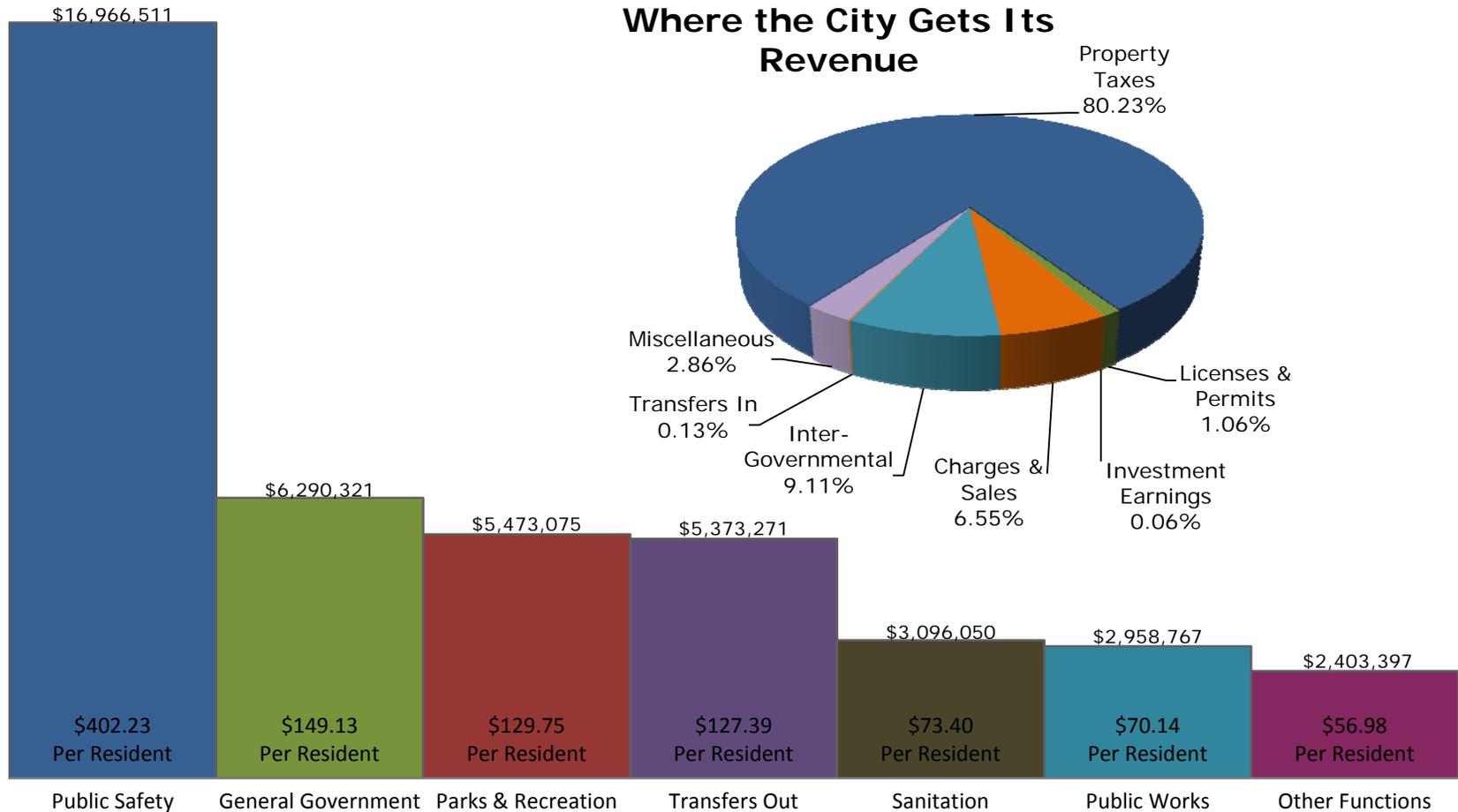
Reserve for Contingencies

Transfers Out

How the City of Midland Allocates Its Money

The 2015-16 General Fund Budget is \$42.3 million, which equates to \$1,003.09 per resident (population 42,181).

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, 40.1% of the dollars spent are for Public Safety.





Combined Summary of Budget Appropriations and Revenues

101 - General Fund

Combined Summary of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes and related	\$ 31,853,370	\$ 31,367,678	\$ 31,521,072	\$ 31,568,810	\$ 31,560,849	\$ 31,802,887
Licenses and permits	514,354	427,350	400,496	416,100	416,314	416,526
Intergovernmental	3,448,014	4,556,229	4,569,260	3,583,925	3,649,655	3,720,585
Charges for services	2,123,177	2,265,950	2,188,252	2,305,985	2,315,985	2,317,455
Use and admission charges	304,482	237,110	266,195	271,065	271,065	271,065
Investment earnings	30,311	25,000	25,000	25,000	25,000	25,000
Other	2,047,969	1,747,663	1,871,160	1,124,215	1,111,847	1,133,554
Transfers in	52,803	31,000	31,000	51,000	26,000	26,000
Total revenues	\$ 40,374,480	\$ 40,657,980	\$ 40,872,435	\$ 39,346,100	\$ 39,376,715	\$ 39,713,072
Expenditures						
General government	\$ 5,381,710	\$ 6,110,558	\$ 6,018,649	\$ 6,290,321	\$ 6,291,462	\$ 6,314,148
Public safety	16,272,504	19,101,491	18,225,975	16,966,511	17,738,045	18,721,573
Public works	2,410,221	2,752,915	2,654,355	2,958,767	2,887,919	2,998,330
Sanitation	3,116,961	3,227,153	3,262,941	3,096,050	3,203,201	3,316,007
Parks and recreation	4,696,123	5,318,190	5,382,942	5,473,075	5,580,989	5,760,458
Other functions	1,148,397	1,602,310	1,739,371	1,729,397	1,520,302	1,570,219
Capital projects	430,571	1,146,048	1,196,048	274,000	329,363	286,114
Reserve for contingencies	-	308,615	200,000	400,000	400,000	400,000
Transfers out	4,732,064	5,348,495	5,042,207	5,373,271	5,225,687	4,948,770
Total expenditures	\$ 38,188,551	\$ 44,915,775	\$ 43,722,488	\$ 42,561,392	\$ 43,176,968	\$ 44,315,619
Excess of Revenues Over (Under)						
Expenditures	2,185,929	(4,257,795)	(2,850,053)	(3,215,292)	(3,800,253)	(4,602,547)
Fund Balance - beginning of year	8,985,078	11,171,007	11,171,007	8,320,954	5,105,662	1,305,409
Fund Balance - end of year	\$ 11,171,007	\$ 6,913,212	\$ 8,320,954	\$ 5,105,662	\$ 1,305,409	\$ (3,297,138)
Unreserved fund balance	\$ 6,129,018	\$ 5,413,212	\$ 5,413,212	\$ 3,605,662	\$ (194,591)	\$ (4,797,138)
Operational savings	1,954,440	-	1,407,742	-	-	-
Encumbrance carryover	1,587,549	-	-	-	-	-
Reserved fund balance - contingencies	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Total fund balance	\$ 11,171,007	\$ 6,913,212	\$ 8,320,954	\$ 5,105,662	\$ 1,305,409	\$ (3,297,138)

Estimated Revenues by Source

101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Property Taxes						
Property taxes	\$ 27,168,765	\$ 27,087,565	\$ 27,218,254	\$ 27,687,104	\$ 27,656,601	\$ 27,876,098
Special public safety millage	2,738,593	2,602,361	2,643,324	2,332,266	2,350,924	2,369,582
Industrial facilities taxes	1,072,446	1,005,078	1,005,077	1,001,976	1,009,992	1,018,008
Property taxes captured	(263,453)	(384,326)	(414,583)	(516,536)	(520,668)	(524,801)
Total property taxes	<u>30,716,351</u>	<u>30,310,678</u>	<u>30,452,072</u>	<u>30,504,810</u>	<u>30,496,849</u>	<u>30,738,887</u>
Other Tax Related Revenue						
Tax administration fee	932,097	920,000	930,000	925,000	925,000	925,000
Payments in lieu of taxes	39,860	37,000	39,000	39,000	39,000	39,000
Penalties - delinquent taxes	165,062	100,000	100,000	100,000	100,000	100,000
Total other tax related revenue	<u>1,137,019</u>	<u>1,057,000</u>	<u>1,069,000</u>	<u>1,064,000</u>	<u>1,064,000</u>	<u>1,064,000</u>
Licenses and Permits						
Rental dwelling inspections	53,940	60,000	60,000	53,000	53,000	53,000
Building permits	284,875	220,000	200,000	220,000	220,000	220,000
Mechanical permits	37,248	30,000	30,000	30,000	30,000	30,000
Electrical permits	56,188	45,000	45,000	45,000	45,000	45,000
Plumbing permits	43,387	35,000	35,000	35,000	35,000	35,000
Other licenses and permits	38,716	37,350	30,496	33,100	33,314	33,526
Total licenses and permits	<u>514,354</u>	<u>427,350</u>	<u>400,496</u>	<u>416,100</u>	<u>416,314</u>	<u>416,526</u>
Intergovernmental						
State sales taxes	3,323,642	3,413,000	3,413,000	3,514,000	3,584,280	3,654,560
Liquor license control	44,177	33,829	35,000	40,000	40,000	40,000
State grants	-	-	-	-	-	-
Federal grants	10,135	1,034,173	1,034,938	4,925	375	1,025
Other intergovernmental	70,060	75,227	86,322	25,000	25,000	25,000
Total intergovernmental	<u>3,448,014</u>	<u>4,556,229</u>	<u>4,569,260</u>	<u>3,583,925</u>	<u>3,649,655</u>	<u>3,720,585</u>
Charges for Services						
Intergovernmental service	-	-	-	-	-	-
Administrative charges	1,676,214	1,813,100	1,737,500	1,847,800	1,847,800	1,847,800
Cemetery	87,892	90,000	85,000	85,000	85,000	85,000
Composting	198,111	188,000	228,000	228,000	228,000	228,000
Public safety	127,615	137,500	100,000	107,000	117,000	118,470
Refuse collection	33,345	37,350	37,752	38,185	38,185	38,185
Total charges for services	<u>2,123,177</u>	<u>2,265,950</u>	<u>2,188,252</u>	<u>2,305,985</u>	<u>2,315,985</u>	<u>2,317,455</u>



Estimated Revenues by Source

101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Use and Admission Charges						
Swimming pools	98,210	76,000	84,000	92,000	92,000	92,000
Recreation activities	206,272	161,110	182,195	179,065	179,065	179,065
Total use and admission charges	<u>304,482</u>	<u>237,110</u>	<u>266,195</u>	<u>271,065</u>	<u>271,065</u>	<u>271,065</u>
Investment Earnings	<u>30,311</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Other Revenues						
Airport sales	269,632	278,750	230,200	231,200	234,932	238,664
Other sales	11,026	8,500	11,212	9,400	9,400	9,400
Fines and forfeits	214,599	221,000	240,300	240,300	240,300	240,300
Rentals	92,266	60,813	76,313	68,515	68,515	68,515
Contributions	851,882	665,000	815,000	100,000	100,000	100,000
Miscellaneous	608,564	513,600	498,135	474,800	458,700	476,675
Total other revenues	<u>2,047,969</u>	<u>1,747,663</u>	<u>1,871,160</u>	<u>1,124,215</u>	<u>1,111,847</u>	<u>1,133,554</u>
Total revenues	<u>40,321,677</u>	<u>40,626,980</u>	<u>40,841,435</u>	<u>39,295,100</u>	<u>39,350,715</u>	<u>39,687,072</u>
Other Financing Sources						
Transfers in						
CDBG Fund	2,719	-	-	-	-	-
Special Activities Fund	9,699	15,000	15,000	10,000	10,000	10,000
Currie Municipal Golf Course Fund	22,385	-	-	-	-	-
Special Assessment Revolv Fund	18,000	16,000	16,000	41,000	16,000	16,000
Total transfers in	<u>52,803</u>	<u>31,000</u>	<u>31,000</u>	<u>51,000</u>	<u>26,000</u>	<u>26,000</u>
Total other financing sources	<u>52,803</u>	<u>31,000</u>	<u>31,000</u>	<u>51,000</u>	<u>26,000</u>	<u>26,000</u>
Total Revenues and Other Financing Sources	<u>\$ 40,374,480</u>	<u>\$ 40,657,980</u>	<u>\$ 40,872,435</u>	<u>\$ 39,346,100</u>	<u>\$ 39,376,715</u>	<u>\$ 39,713,072</u>



General Government

for the Fiscal Year Ending June 30, 2016

**City Council/Manager
City Clerk/Elections
Finance
Assessing
City Attorney
Human Resources
Purchasing
Treasurer/Police and Fire Pension
Internal Computer Services
City Hall**



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

Financial Statement(s)

City Council
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 23,131	\$ 23,944	\$ 23,944	\$ 23,940	\$ 23,942	\$ 23,943
Other services and charges	-	20,000	20,000	-	-	-
Total expenditures	\$ 23,131	\$ 43,944	\$ 43,944	\$ 23,940	\$ 23,942	\$ 23,943

Summary of Budget Changes

Operating Trends – City Council



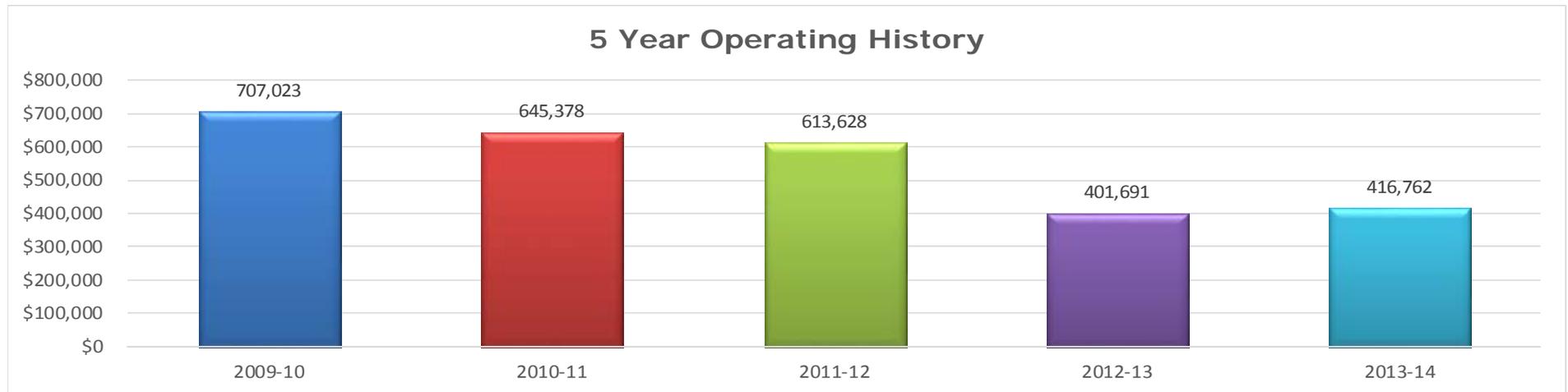
Financial Statement(s)

City Manager
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

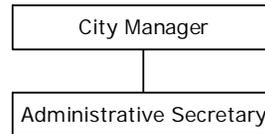
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 399,581	\$ 419,950	\$ 422,296	\$ 438,859	\$ 449,163	\$ 468,431
Supplies	1,273	3,050	2,750	3,150	3,199	3,250
Other services and charges	15,908	17,550	14,200	19,550	20,137	20,741
Total expenditures	<u>\$ 416,762</u>	<u>\$ 440,550</u>	<u>\$ 439,246</u>	<u>\$ 461,559</u>	<u>\$ 472,499</u>	<u>\$ 492,422</u>

Summary of Budget Changes

Operating Trends – City Manager



Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
City Manager	1	1	1
Administrative Secretary	1	1	1
<i>Total Full-Time</i>	2	2	2
<u>Regular Part-Time</u>			
Assistant Administrative Secretary	0	0	0
<i>Total Regular Part-Time</i>	0	0	0
<i>Department Total</i>	2	2	2



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)
- 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

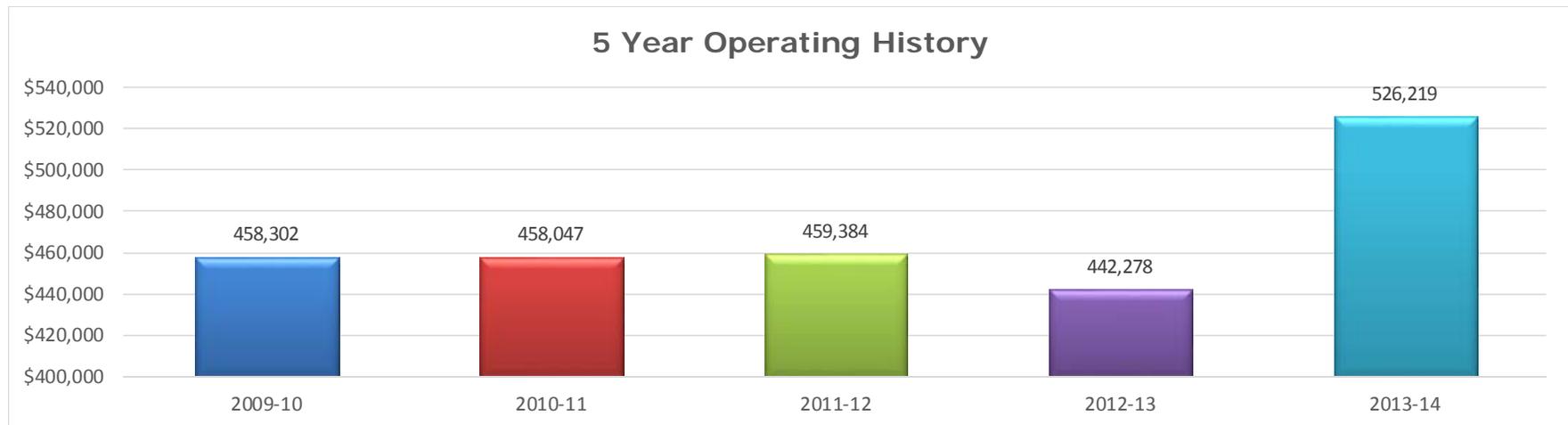
Financial Statement(s)

City Clerk Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 464,738	\$ 458,636	\$ 443,460	\$ 498,310	\$ 502,515	\$ 524,070
Supplies	3,608	5,300	5,300	5,300	5,383	5,468
Other services and charges	57,873	67,607	58,482	67,787	69,797	71,068
Total expenditures	<u>\$ 526,219</u>	<u>\$ 531,543</u>	<u>\$ 507,242</u>	<u>\$ 571,397</u>	<u>\$ 577,695</u>	<u>\$ 600,606</u>

Summary of Budget Changes

Operating Trends – City Clerk



Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

The clerk's office operated the first half of the 2014-15 year short one employee with the position being refilled in January 2015.

Financial Statement(s) (cont.)

Elections Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 43,043	\$ 111,342	\$ 133,484	\$ 100,875	\$ 103,928	\$ 88,113
Supplies	2,451	5,725	7,625	6,800	7,861	7,016
Other services and charges	13,788	28,786	50,251	49,911	62,747	26,437
Total expenditures	\$ 59,282	\$ 145,853	\$ 191,360	\$ 157,586	\$ 174,536	\$ 121,566

Summary of Budget Changes

Operating Trends – Elections



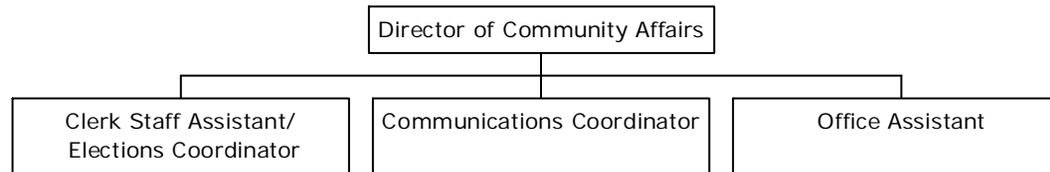
Summary of Budget Changes (cont.)

Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

The 2014-15 budget experienced two unanticipated special elections: the February 2015 Special School Election and the May 2015 Special State election. These special elections were in addition to the scheduled August 2014 State Primary and November 2014 State election. A balloting error on the

November 2014 led to a significant amount of additional staff overtime. The 2015-16 election year should be a quieter election year with a potential August 2015 City Council primary election, a November 2015 city council election and the February 2016 presidential primary

Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
City Clerk/Community Relations/DDA Director	1	0	0
Director of Community Affairs	0	1	1
Communications Coordinator	1	1	1
Clerk Staff Assistant / Elections Coordinator	1	1	1
Office Assistant	1	1	1
Total Full-Time	4	4	4
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	4	4	4



Assistant City Manager for Financial Services David A. Keenan
City Controller Margaret Maday
Assistant City Controller.....Deeann Bragg

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 Assistant City Manager for Financial Services. 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 available 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

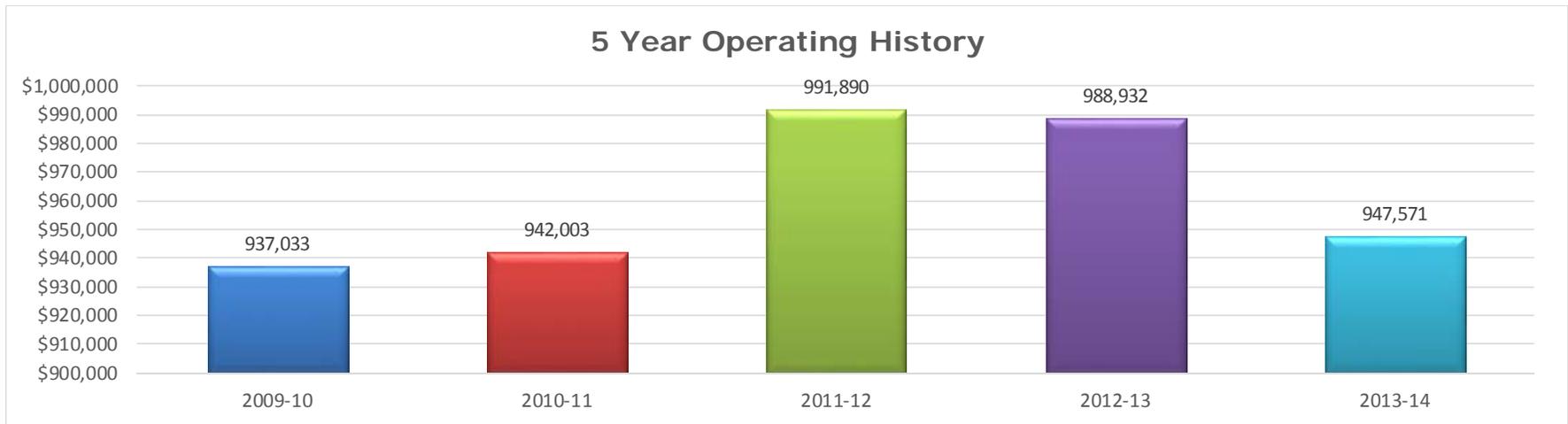
Financial Statement

Finance
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

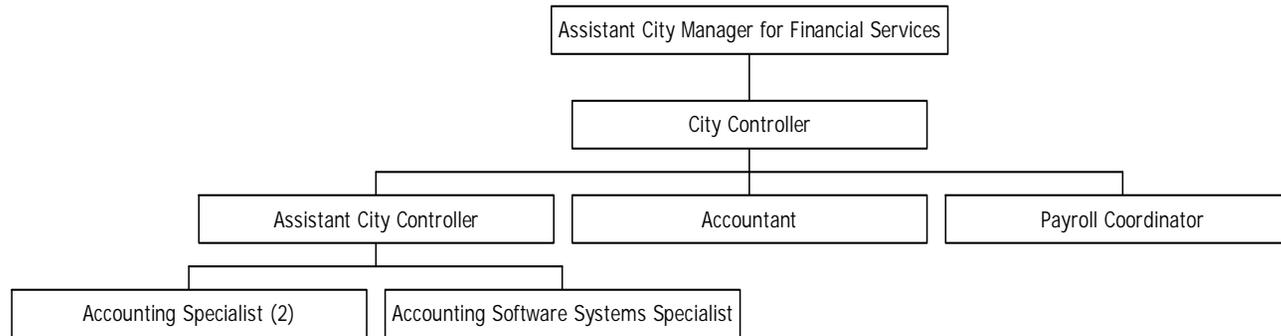
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 878,501	\$ 1,023,517	\$ 946,206	\$ 1,074,347	\$ 1,119,067	\$ 1,166,660
Supplies	3,458	6,550	5,955	6,550	6,651	6,754
Other services and charges	65,612	95,266	116,216	87,604	90,710	93,820
Total expenditures	\$ 947,571	\$ 1,125,333	\$ 1,068,377	\$ 1,168,501	\$ 1,216,428	\$ 1,267,234

Summary of Budget Changes

Operating Trends



Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Assistant City Manager for Financial Services	1	1	1
City Controller	1	1	1
Assistant City Controller	1	1	1
Accountant	2	2	1
Software Analyst - Finance	0	1	0
Payroll Coordinator	0	0	1
Accounting Software Systems Specialist	1	0	1
Accounting Specialist	2	2	2
Total Full-Time	8	8	8
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	8	8	8



Assistant City Manager for Financial Services David A. Keenan
City Assessor..... Reid Duford
Deputy City Assessor..... Currently Vacant

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 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 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 18,600 parcels of property
- 2014 State Equalized Value (SEV) of \$2.38 billion

Real Property Assessments

- Annually inspects and reconciles existing 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 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

- Maintains Assessed and Taxable Values
- Property information – lot size, year built, square footage, building dimensions and sketch, room count, etc.
- Maintains sales information
- 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

Financial Statement

Assessing
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

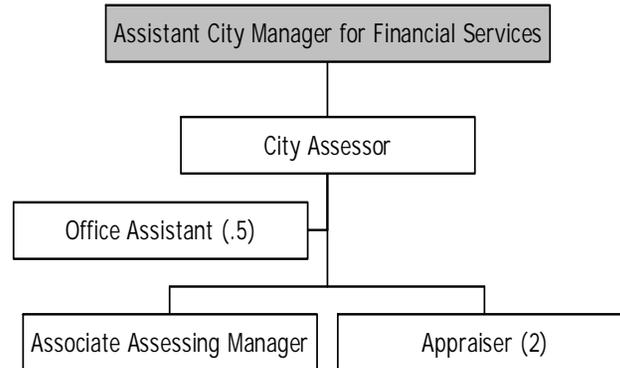
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 539,916	\$ 608,599	\$ 548,989	\$ 583,149	\$ 596,649	\$ 622,243
Supplies	2,975	4,000	4,000	4,000	4,063	4,127
Other services and charges	24,111	44,518	35,718	35,919	36,996	38,105
Total expenditures	<u>\$ 567,002</u>	<u>\$ 657,117</u>	<u>\$ 588,707</u>	<u>\$ 623,068</u>	<u>\$ 637,708</u>	<u>\$ 664,475</u>

Summary of Budget Changes

Operating Trends



Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
City Assessor	1	1	1
Assessing Manager	1	1	0
Associate Assessing Manager	0	0	1
Appraisers	2	2	2
Total Full-Time	4	4	4
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
Total Regular Part-Time	1	1	1
Department Total	5	5	5



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

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

Functions (cont.)

Advising City Officials (cont.)

- 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

Financial Statement

City Attorney
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

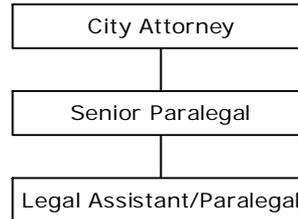
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 499,169	\$ 515,440	\$ 512,862	\$ 539,211	\$ 553,565	\$ 577,311
Supplies	6,067	6,700	7,000	7,000	7,095	7,191
Other services and charges	30,516	83,676	86,121	74,475	50,308	50,867
Total expenditures	\$ 535,752	\$ 605,816	\$ 605,983	\$ 620,686	\$ 610,968	\$ 635,369

Summary of Budget Changes

Operating Trends – General Attorney



Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
City Attorney	1	1	1
Senior Paralegal	0	0	1
Legal Assistant/Paralegal	2	2	1
Total Full-Time	3	3	3
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	3	3	3



Director of Human Resources and Labor Relations.....	Carol Stone
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 hiring, employee and labor relations, collective bargaining and contract administration, employee safety and health, performance evaluations, benefit 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. Then, 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-time, part-time and seasonal employees.
- Conducts employment testing
- Publishes and maintains employee handbooks
- Develops and administers policies and procedures
- Maintains employee personnel records
- Assures compliance with labor and employment laws
- Coordinates employee training & development

Labor Relations

- Negotiates labor contracts for six bargaining units
- Facilitates grievance administration and dispute resolution for all employee groups. Represents employer in grievance hearings, mediations, and Act 312 arbitration hearings.
- 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

Compensation

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

Functions (cont.)

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 department safety committees, Risk Management Committee, and Health & Wellness Committee.
- 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

Financial Statement

Human Resources Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 455,321	\$ 583,463	\$ 583,171	\$ 658,312	\$ 668,767	\$ 697,460
Supplies	9,872	16,700	15,200	15,200	15,440	15,683
Other services and charges	135,395	200,970	199,870	185,220	190,778	196,503
Capital outlay	-	-	-	15,000	-	-
Total expenditures	\$ 600,588	\$ 801,133	\$ 798,241	\$ 873,732	\$ 874,985	\$ 909,646

Summary of Budget Changes

Operating Trends

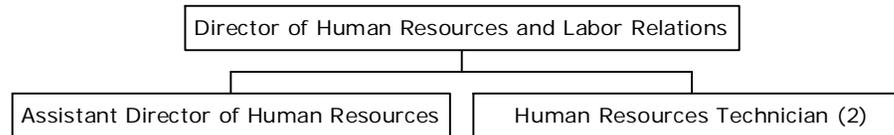


Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

Efforts in 2015-16 will focus on training, employee safety, and health & wellness initiatives. Included in the 2015-16 budget is a part-time intern position that will focus on occupational safety

and health & wellness initiatives. A healthier workforce has a direct impact on claims and expenditures for workers compensation and group health insurance.

Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Director of Human Resources and Labor Relations	1	1	1
Assistant Director of Human Resources	1	1	1
Human Resources Technician	2	2	2
Total Full-Time	4	4	4
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	4	4	4



Assistant City Manager for Financial Services David A. Keenan
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. 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

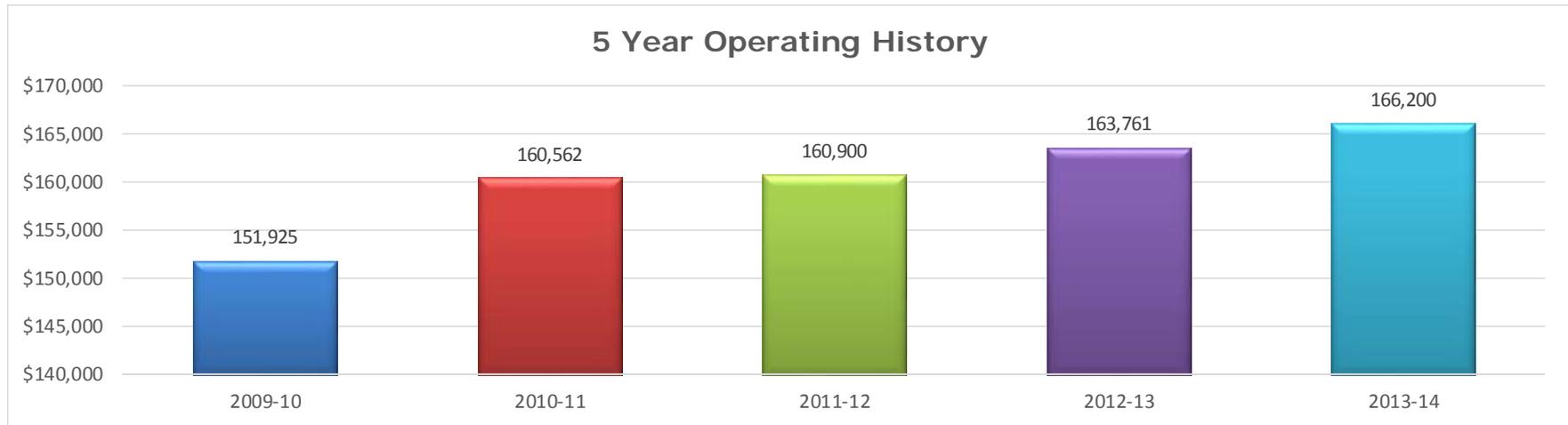
Financial Statement

Purchasing
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

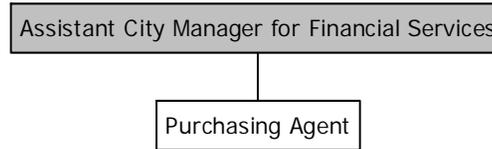
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 164,274	\$ 171,598	\$ 174,799	\$ 237,022	\$ 187,513	\$ 195,558
Supplies	96	150	150	150	152	155
Other services and charges	1,830	1,977	1,532	1,777	1,831	1,885
Total expenditures	\$ 166,200	\$ 173,725	\$ 176,481	\$ 238,949	\$ 189,496	\$ 197,598

Summary of Budget Changes

Operating Trends



Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Purchasing Agent	1	1	1
Total Full-Time	1	1	1
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	1	1	1



Assistant City Manager for Financial Services David A. Keenan
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, 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

Financial Statement(s)

Treasurer Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 366,770	\$ 390,282	\$ 395,822	\$ 411,925	\$ 430,528	\$ 450,230
Supplies	6,057	6,100	6,600	7,200	6,905	7,010
Other services and charges	107,176	100,051	124,218	33,941	37,077	36,240
Total expenditures	\$ 480,003	\$ 496,433	\$ 526,640	\$ 453,066	\$ 474,510	\$ 493,480

Summary of Budget Changes

Operating Trends – Treasurer



Financial Statement(s) (cont.)

Police & Fire Pension Administration Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 18,750	\$ 26,136	\$ 18,205	\$ 22,903	\$ 25,365	\$ 26,387
Supplies	175	200	193	200	203	207
Other services and charges	23,834	33,746	32,646	44,796	37,721	39,537
Total expenditures	\$ 42,759	\$ 60,082	\$ 51,044	\$ 67,899	\$ 63,289	\$ 66,131

Summary of Budget Changes

Operating Trends – Police & Fire Pension Administration

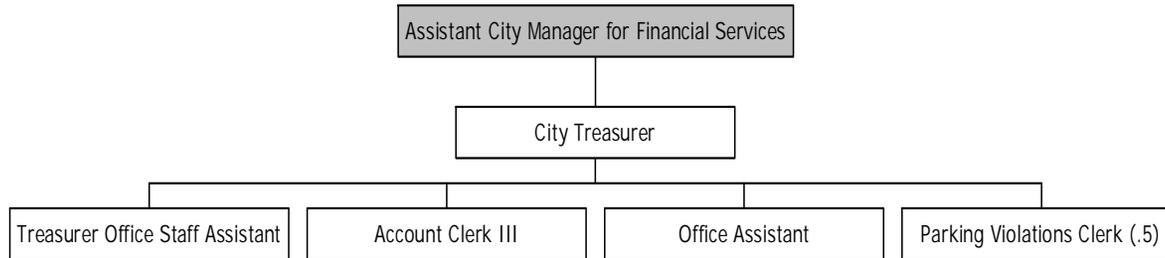


Summary of Budget Changes (cont.)

Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

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

Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
City Treasurer	1	1	1
Treasurer Office Staff Assistant	1	1	1
Account Clerk III	1	1	1
Office Assistant	1	1	1
Total Full-Time	4	4	4
<u>Regular Part-Time</u>			
Parking Violations Clerk	1	1	1
Total Regular Part-Time	1	1	1
Department Total	5	5	5



Assistant City Manager for Financial Services David A. Keenan

Service Statement

The Internal Computer Services department is an internal department used to account for expenses associated with

providing computers and computer services to the various departments within the General Fund.

Financial Statement

Internal Computer Service Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Other services and charges	\$ 769,884	\$ 738,394	\$ 738,394	\$ 669,400	\$ 602,460	\$ 602,460
Total expenditures	<u>\$ 769,884</u>	<u>\$ 738,394</u>	<u>\$ 738,394</u>	<u>\$ 669,400</u>	<u>\$ 602,460</u>	<u>\$ 602,460</u>

Summary of Budget Changes

Operating Trends





Assistant City Manager for Financial Services David A. Keenan
Purchasing Agent Michael L. Meyer

Service Statement

The Purchasing Agent is responsible for maintaining the City Hall facility.

Functions

Building Management

- Responsible for City Hall building operations

- 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

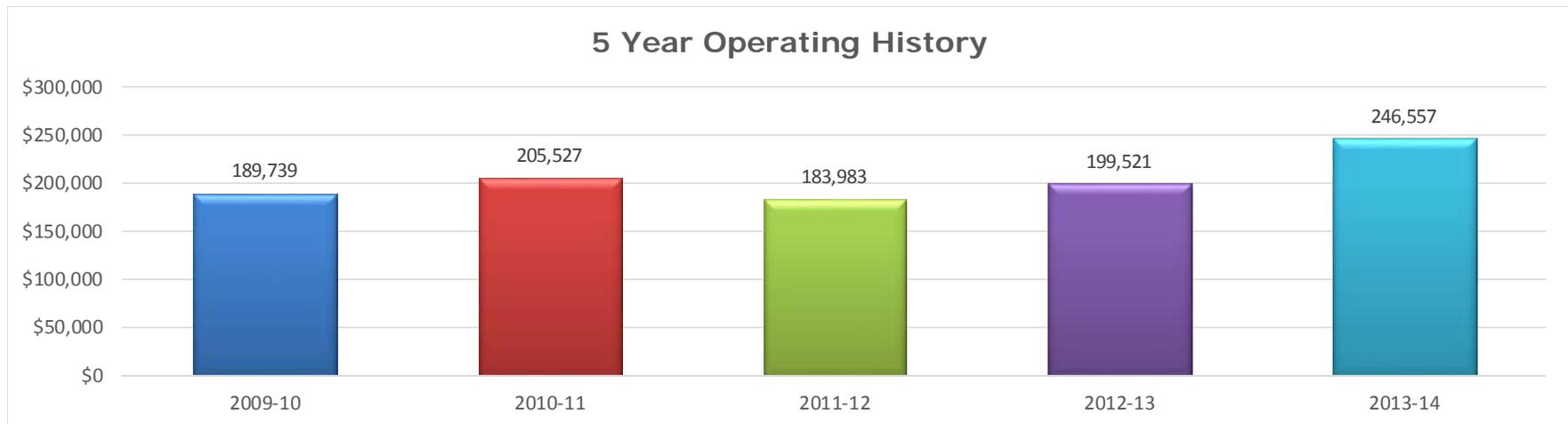
Financial Statement

City Hall
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 8,050	\$ 7,112	\$ 7,116	\$ 8,732	\$ 5,265	\$ 5,490
Supplies	15,758	14,900	12,650	12,650	12,850	13,053
Other services and charges	179,762	187,446	182,047	189,156	194,831	200,675
Capital outlay	42,987	81,177	81,177	150,000	160,000	20,000
Total expenditures	<u>\$ 246,557</u>	<u>\$ 290,635</u>	<u>\$ 282,990</u>	<u>\$ 360,538</u>	<u>\$ 372,946</u>	<u>\$ 239,218</u>

Summary of Budget Changes

Operating Trends





Public Safety

for the Fiscal Year Ending June 30, 2016

Police
Fire/Emergency Services
Building Inspection/Planning



Chief of Police	Clifford A. Block
Deputy Police Chief	Rodney L. Roten
Administrative Lieutenant	Matthew D.M. Berchert
Patrol Lieutenant	William P. Eickhoff
Detective Lieutenant	James W. Hurd

Service Statement

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

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

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

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

CORE VALUES

- *Integrity:* The members of the Midland Police Department have the uncompromising courage to do what is right. There is a commitment to elevated standards of trust, responsibility and discipline. It includes earning the trust of community by service, fairness and impartiality. Integrity begins with department members treating each other with respect, dignity, and courtesy regardless of position or assignment. That treatment is reflected in our service to the community.

- *Professionalism:* The Midland Police Department is proud of our profession and is dedicated to high standards of training, education and effectiveness. We take pride in what we do, who we are, and what we represent to our community. We build professionalism by creating an empowering environment, one that encourages teamwork. Each officer has a strong sense of personal responsibility, commitment to leadership and honor in the way our profession is lived. We make it our personal responsibility to make sure we serve the people with pride and integrity.
- *Service to Community:* We are committed to responding to the needs and requests of our community with compassion and sincerity. We value the opportunity to provide service in a manner which is fair, courteous, responsive and efficient. An attitude of respect for the protection of the worth, dignity, and the rights of all we serve is the foundation of our department.

Functions

Administration

- Prepares and administers the department budget
- Coordinates and administers grants
- Directs the planning, organization, coordination and review of department operations
- Establishes, evaluates and reports on department goals
- Conducts internal and pre-employment investigations
- Develops, implements and evaluates department policies and procedures
- Works with the city manager and department heads on City plans and projects
- Liaison with law enforcement and community groups

Functions (cont.)

Administration

- Manages Emergency Operations and Homeland Security functions
- Disseminates media information
- Develops, schedules and presents department training
- Coordinates and maintains management information systems, conducts research/planning

Investigations Unit

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

Community Relations Unit

- Implements crime prevention programs
- Department Liaison with many community and business partners
- Provides presentations on a wide variety of community safety issues
- Provides D.A.R.E. classroom instruction to 5th grade students

- School Resource Officer Program
- Honor Guard Detail
- K-9 Unit

Patrol Division

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

Records/Clerical

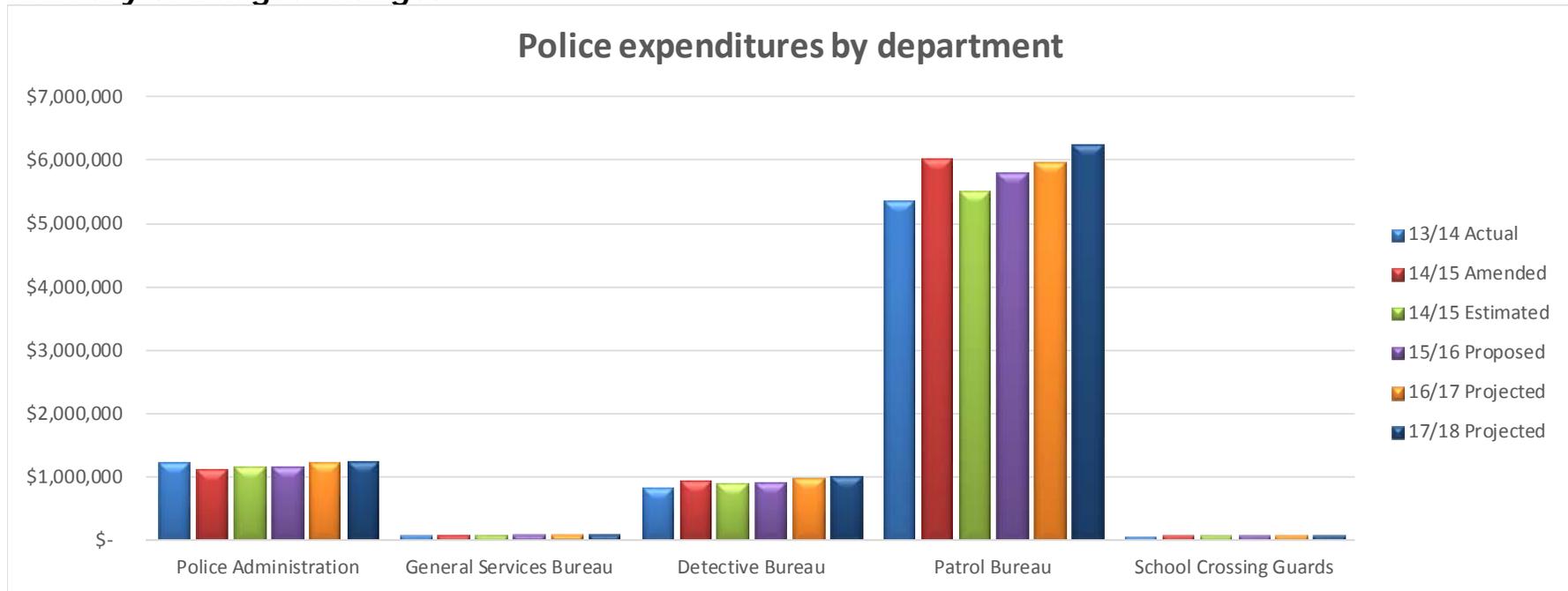
- Direct contact with the walk-in public to provide the necessary assistance and routing of their particular needs
- Telephone reception and distribution center for non-emergency/information calls made through the general information and records telephone lines
- Gun Registrations
- Sex Offender Registrations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

Financial Statement

Police Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

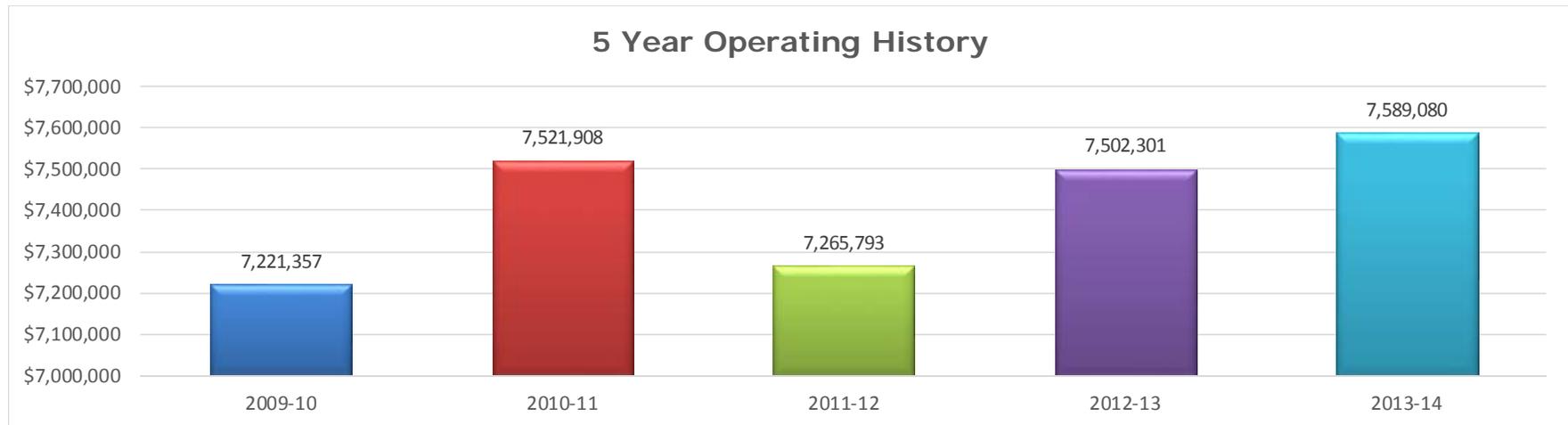
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 6,472,723	\$ 7,174,211	\$ 6,644,495	\$ 7,043,550	\$ 7,351,833	\$ 7,652,275
Supplies	260,201	357,864	335,814	285,266	262,884	260,896
Other services and charges	844,106	721,379	771,588	746,168	767,864	781,376
Capital outlay	12,050	26,999	26,122	15,515	16,800	10,000
Total expenditures	\$ 7,589,080	\$ 8,280,453	\$ 7,778,019	\$ 8,090,499	\$ 8,399,381	\$ 8,704,547

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends



The largest contributing factor to the up and down trend observed in this chart can be attributed to personnel expenses as they pertain to retirement payouts, pension and health adjustments, compensation time payout programs, etc. Additionally, beginning in 2010-2011 the department has been

in a continuous transitional phase as the department has been experiencing an unprecedented number of departures and we have seen our staffing levels fluctuate greatly. This trend of new hires and transitions should reach a more traditional level in the 2014-2015 Fiscal Year.

Significant Notes – 2015-16 Budget Compared to 2014-15 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. Additionally, we continuously evaluate the useful life of our equipment to be sure our officers are provided with the proper tools to complete our daily mission; To Serve and Protect. In the final quarter of the 14-15 FY we reached “full staff” as allowed within in the budget; however, we have yet to fully realize our complete command structure, due to officers in

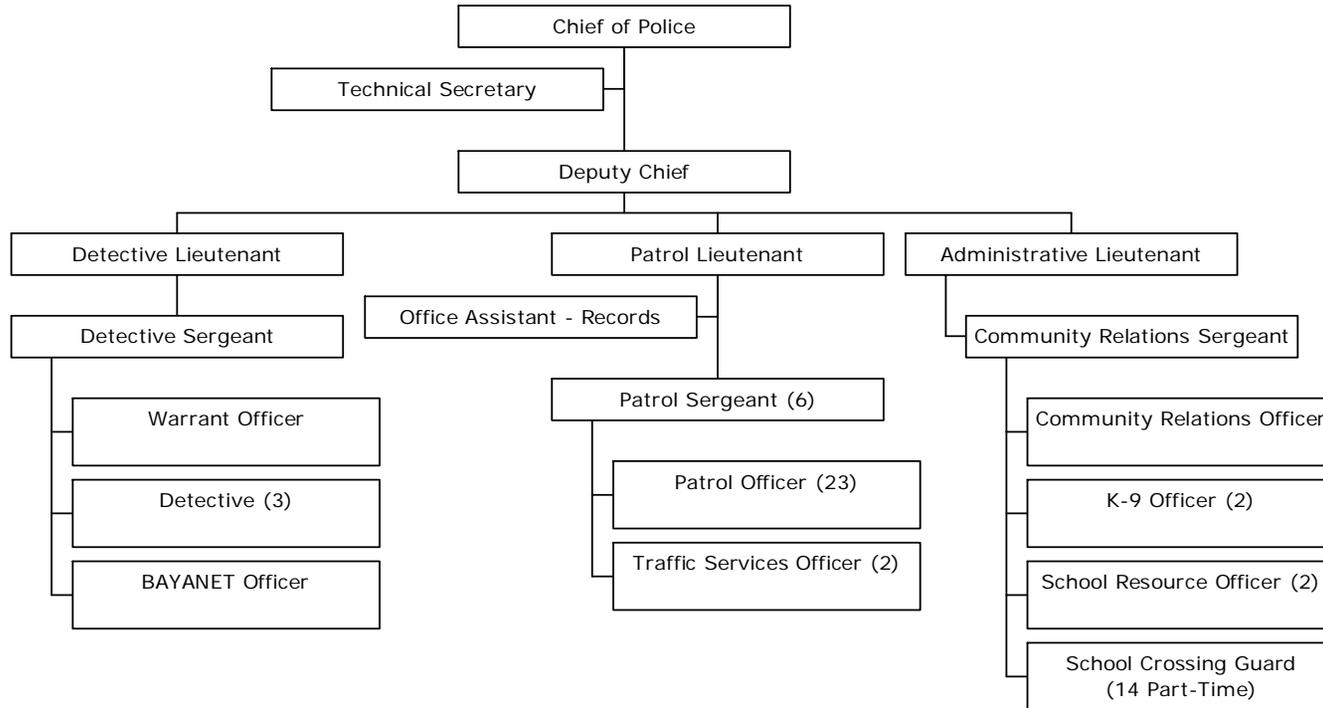
training. We realigned our Detective Bureau, reducing our Detective Sergeant position from two to one. During the 15-16 FY, we will have the opportunity to fully implement our planned departmental structure and should complete an unprecedented trend of promotions and new hires. Some of the major equipment needs identified for 15-16 FY include continued updating of our in-car camera systems, RADARS, Body Worn

Significant Notes – 2015-16 Budget Compared to 2014-15 Budget (cont.)

Cameras, Ballistic Vests, Detective Bureau vehicle replacement, ARAS 360 Total Station. We received a full grant to cover our in-car camera system upgrades; however, the project will not be finished until the 15-16 FY. The 15-16 FY will be the second of a three year plan to replace our current RADAR equipment, some of which is 20 years old and has well exceeded its life expectancy. Body Worn Cameras (BWC) are being investigated and considered for implementation. FY 15-16 will complete our third phase of concealable ballistic vest replacement for our members with half the associated cost covered by grant funding through the Ballistic Vest Partnership program. A 2005 Taurus

assigned to the detective bureau is being replaced and upgraded to a larger vehicle to better accommodate the necessary equipment for detective personnel. An ARAS 360 Total Station is being acquired to better assist accident reconstruction and detective personnel in scene processing and mapping. We are confident we have put together a very reasonable and conservative budget to appropriately meet the needs of the community as well as the organization. Based on projections, the 15-16 FY budget should realize an approximate 20% reduction in supply expenses, a 3% reduction in other services and charges, and a 25% reduction in capital outlay.

Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Chief of Police	1	1	1
Deputy Chief	1	1	1
Administrative Lieutenant	1	1	1
Detective Lieutenant	1	1	1
Detective Sergeant	2	2	1
Detective	1	2	3
Warrant Officer	1	1	1
Patrol Lieutenant	1	1	1
Patrol Sergeant	6	6	6
Patrol Officer	24	23	23
K-9 Officer	2	2	2
BAYANET Officer	1	1	1
Community Relations Sergeant	1	1	1
Community Relations Officer	1	1	1
School Resource Officer	2	2	2
Traffic Services Officer	2	2	2
Technical Secretary	1	1	1
Office Assistant	1	1	1
Total Full-Time	50	50	50
<u>Regular Part-Time</u>			
School Crossing Guard	14	14	14
Total Regular Part-Time	14	14	14
Department Total	64	64	64

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

Our department continued its efforts to increase efficiency and to achieve more positive results through our department programs.

Our School Resource Officer program continues to be a very successful program for our community and our schools. These officers are building relationships with our local youth and they are also providing a valuable community policing resource to our school neighborhoods. Due to staffing shortages, we were unable to utilize the traffic services officers and the Traffic

Staff Summary (cont.)

Services Team (TST) to their full potential; however, with staffing levels returning to normal in the 15-16 FY, the TST will once again be able to focus more attention on traffic education and enforcement issues in an effort to reduce our identified high crash ratio, as benchmarked with other communities. The TST partnered with State Farm Insurance, working with Agent Steve Witt, to secure a grant used for traffic safety education. Several educational videos were put together on such topics as drunk driving, roundabout use, school zone safety, and etc. We want to make Midland a safer community for those traveling on our roadways. The Midland Police Department's K-9 unit is in full operation with the narcotics detection team of Officer DuBois and his 4-legged partner Tza'Yid, and the explosives detection team

of Officer Greg Tait and his 4-legged partner Brody. Additionally, both teams are able to conduct people tracking and article searches. MPD appreciates the opportunity to provide these services. We thank the generosity of local foundations assistance in the institution of our narcotics K-9 team and the Region 3 Homeland Security Funding through the Law Enforcement Terrorist Protection Activities committee for the funding to institute the explosives K-9 team. The Midland Police Department Honor Guard program is now in its second full year and continues to receive exceptional praise and recognition. We will continue to serve the community with integrity and professionalism as we create programs and opportunities, making Midland a great community to work, live, visit, and play.



Fire Chief.....	Chris Coughlin
Battalion Chief	Mike Hulbert
Battalion Chief	Chuck Powell
Battalion Chief	Greg Schmidt
Fire Marshal	Josh Mosher
Assistant Chief for Training & Safety.....	Greg Weisbarth

Service Statement

The Midland Fire Department is a full service fire department consisting of dedicated professional firefighters that protect and preserve the lives and property of the citizens of Midland from fire and assists 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 technology. This division consists of the Fire Chief supported by a Technical Secretary.

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

The Training Division is responsible for the management, development and implementation of the department's training programs. In addition, this division administers the department's occupational safety and health programs to enhance operations and prevent accidents. The division consists of one member who is assigned as the Training/Safety Officer. The services also include budget preparation, personnel management, public relations, organizational goal setting, training objectives, ensuring compliance with State of

Michigan certification requirements and laws regulating Firefighter occupational safety and health, accident investigation, fire ground safety and educational programs for other City departments and the general public. The Training/Safety Officer serves as program manager for Regional Response Team 31. Team 31 responds to chemical, biological, radiological, nuclear and explosive incidents within a 13 county area.

The Fire Prevention Division, under the direction of the Fire Chief, is responsible for enforcement of the City's fire prevention ordinances and codes. The division consists of the Fire Marshal and part time subordinates 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 EMT level response, emergency response, hazardous material technician level response, and technical rescue responses
- 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

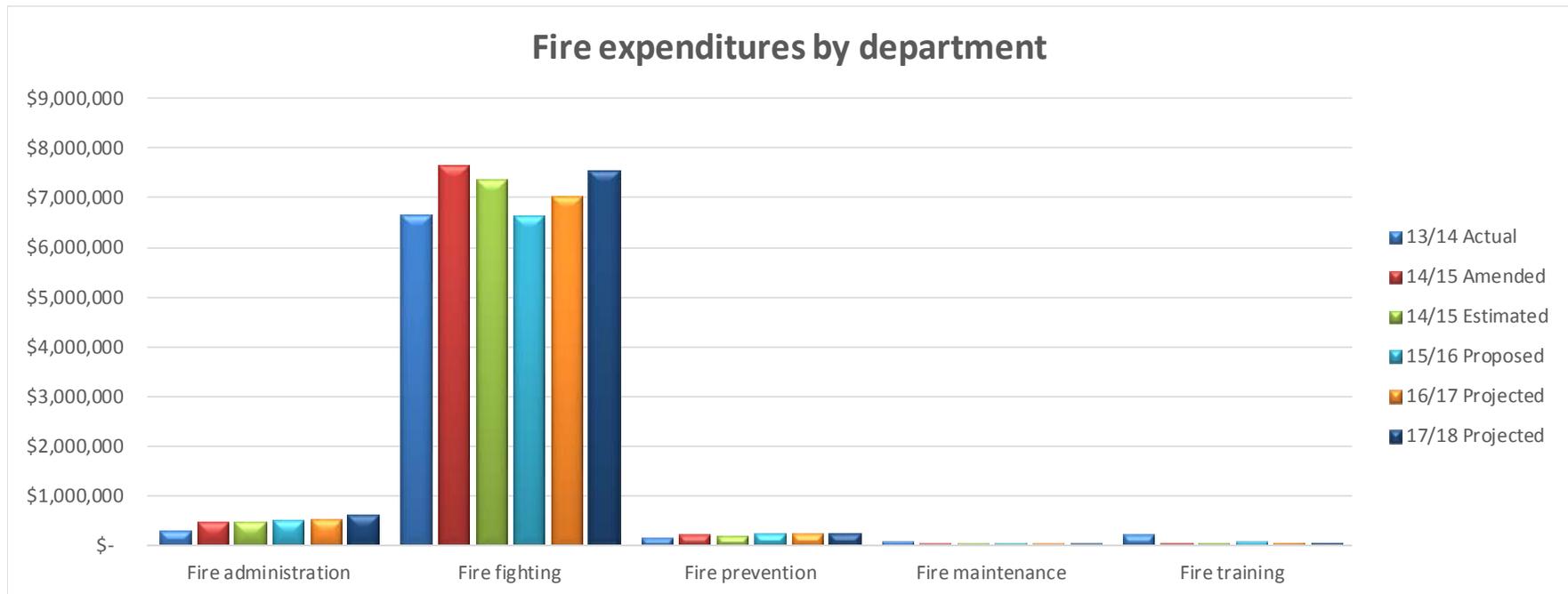
Training Safety Division

- 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
- Manages Regional Response Team 31

Financial Statement(s)

Fire Department Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 6,245,698	\$ 6,622,175	\$ 6,328,001	\$ 6,511,339	\$ 6,640,447	\$ 7,039,483
Supplies	137,023	144,400	128,376	133,605	126,195	120,519
Other services and charges	780,894	766,881	767,934	857,827	862,865	895,156
Capital outlay	271,139	950,716	950,716	10,000	298,450	501,500
Total expenditures	\$ 7,434,754	\$ 8,484,172	\$ 8,175,027	\$ 7,512,771	\$ 7,927,957	\$ 8,556,658



Summary of Budget Changes

Operating Trends - Fire



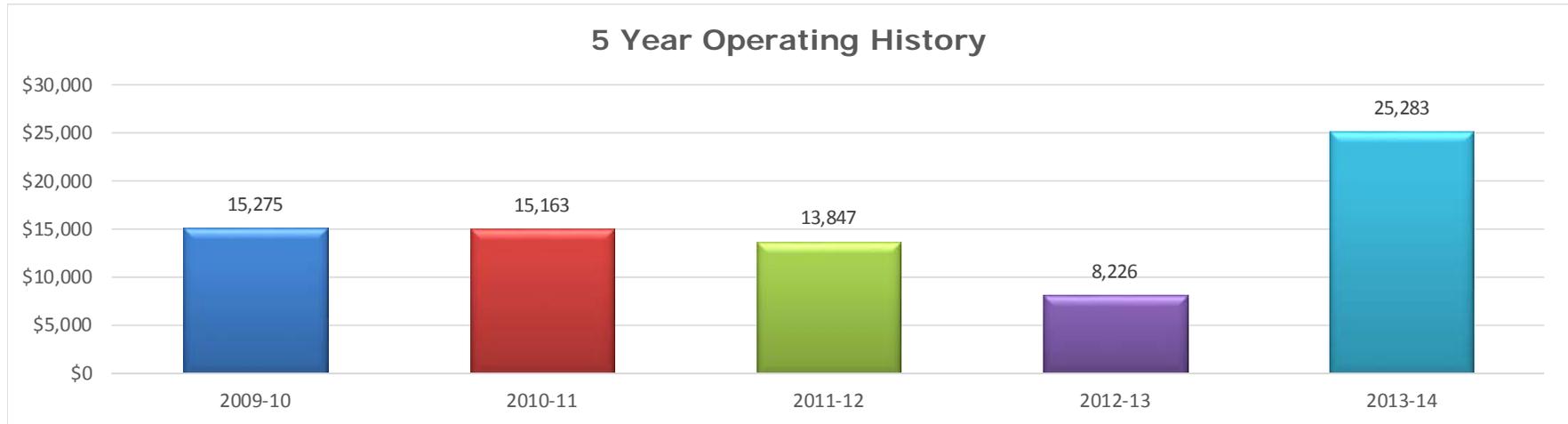
Financial Statement(s)

Emergency Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

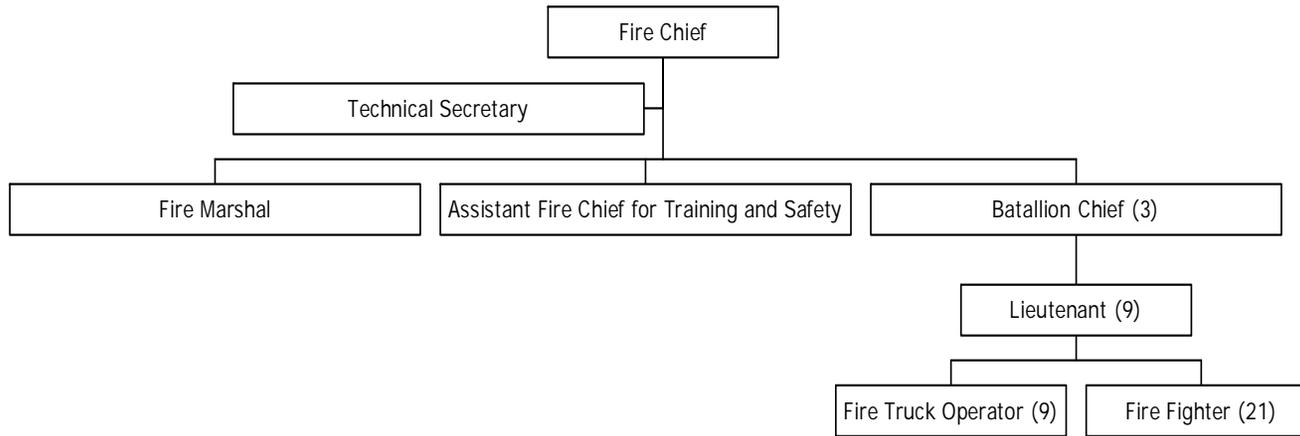
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Other services and charges	\$ 14,188	\$ 16,558	\$ 16,558	\$ 16,736	\$ 16,848	\$ 16,964
Capital outlay	11,095	-	-	-	-	-
Total expenditures	\$ 25,283	\$ 16,558	\$ 16,558	\$ 16,736	\$ 16,848	\$ 16,964

Summary of Budget Changes

Operating Trends – Emergency Services



Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Fire Chief	1	1	1
Assistant Fire Chief for Training and Safety	0	1	1
Fire Marshal	1	1	1
Training Safety Officer	1	0	0
Battalion Chief	3	3	3
Lieutenant	9	9	9
Fire Truck Operator	9	9	9
Firefighter	21	21	21
Technical Secretary	1	1	1
Total Full-Time	46	46	46
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	46	46	46



Director of Planning and Community Development C. Bradley Kaye, AICP CFM
Chief Inspector/Electrical inspector John Wegner

Service Statement

The Building Inspection Department serves a vast array of clients including City residents, property owners, developers, realtors, businesses and other City of Midland departments.

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 Building department staff are considered leaders in their field. 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
- Act as City's representatives and experts in code enforcement and rental inspection
- Prepare agendas and provide technical staff support to the Construction Board of Appeals

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

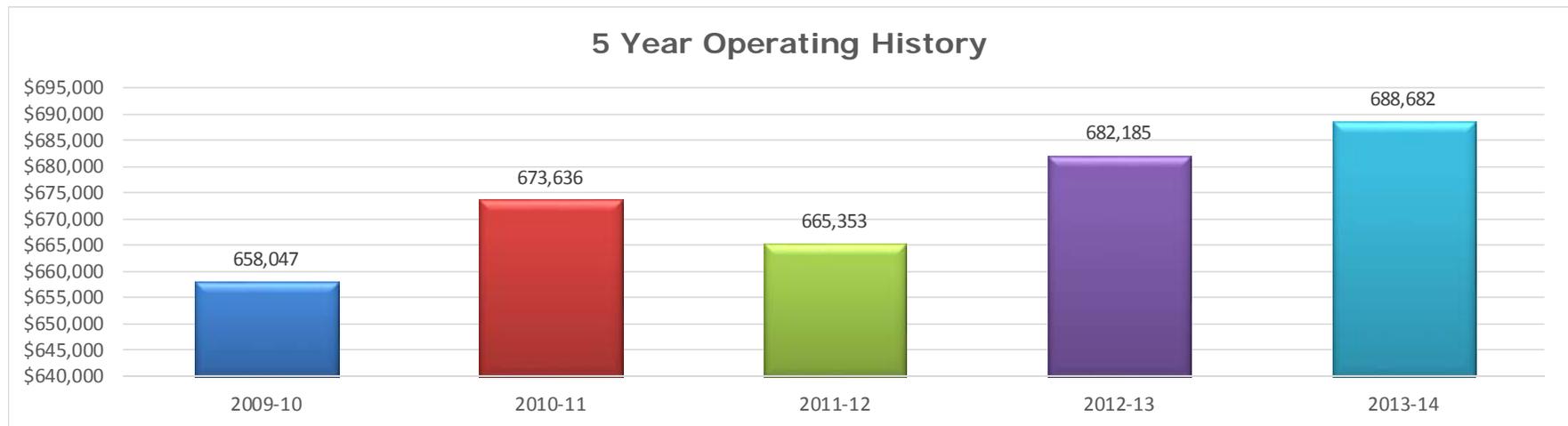
Financial Statement

Building Inspection Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

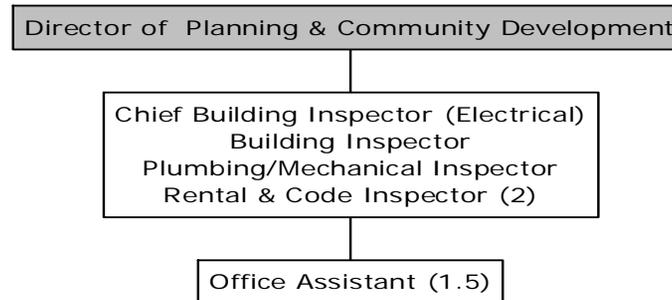
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 657,809	\$ 725,222	\$ 685,613	\$ 753,287	\$ 784,145	\$ 817,509
Supplies	8,868	9,300	9,300	11,300	9,871	9,943
Other services and charges	22,005	27,335	28,305	31,345	32,075	32,828
Total expenditures	<u>\$ 688,682</u>	<u>\$ 761,857</u>	<u>\$ 723,218</u>	<u>\$ 795,932</u>	<u>\$ 826,091</u>	<u>\$ 860,280</u>

Summary of Budget Changes

Operating Trends



Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
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
Total Full-Time	6	6	6
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
Total Regular Part-Time	1	1	1
Department Total	7	7	7



Director of Planning and Community DevelopmentC. Bradley Kaye, AICP CFP
Community Development Planner Grant Murschel

Service Statement

The Planning 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.

Members of the Planning department staff are considered leaders in their field. They serve as members of various local and statewide professional organizations assisting in the advancement of planning initiatives state-wide.

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, Housing Commission, Zoning Board of Appeals and West Main Street Historic District Commission
- Manages 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

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), Michigan Economic Development Corporation (MEDC), the Midland Board of Realtors and Midland Area Chamber of Commerce

Financial Statement

Planning
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 416,790	\$ 441,038	\$ 439,415	\$ 467,504	\$ 483,980	\$ 504,598
Supplies	5,384	11,850	6,550	7,150	7,166	7,182
Other services and charges	49,107	75,870	57,495	75,919	76,622	71,344
Capital outlay	63,424	1,029,693	1,029,693	-	-	-
Total expenditures	<u>\$ 534,705</u>	<u>\$ 1,558,451</u>	<u>\$ 1,533,153</u>	<u>\$ 550,573</u>	<u>\$ 567,768</u>	<u>\$ 583,124</u>

Summary of Budget Changes

Operating Trends



Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Director of Planning & Community Dvlp	1	1	1
Community Development Planner	1	1	1
Planning Housing Technician	1	1	1
Technical Secretary	1	1	1
Total Full-Time	4	4	4
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	4	4	4



Public Works

for the Fiscal Year Ending June 30, 2016

**Engineering
Public Services**



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 and updating 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 Jack Barstow Municipal Airport. A contractor manages day to day operations that includes snow plowing, grounds mowing, pavement maintenance, grounds maintenance and building maintenance.

Functions

Administration

- Prepares and administers department budget including 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

Functions (cont.)

Administration (cont.)

- 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 Momentum Midland.
- 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

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

Functions (cont.)

Traffic Services & Traffic Engineering (cont.)

- 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

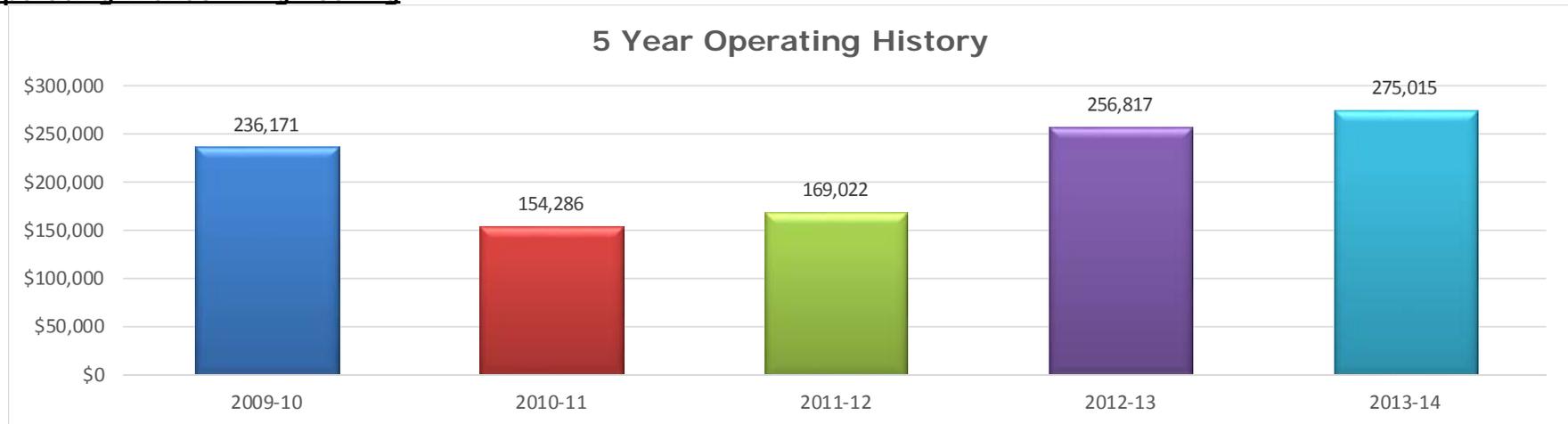
Financial Statement(s)

Engineering Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 219,159	\$ 158,089	\$ 169,117	\$ 180,211	\$ 187,738	\$ 224,642
Supplies	12,156	16,210	14,290	15,700	15,950	16,201
Other services and charges	27,045	26,434	29,983	37,351	38,521	39,584
Capital outlay	16,655	19,345	19,345	13,000	12,000	12,000
Total expenditures	\$ 275,015	\$ 220,078	\$ 232,735	\$ 246,262	\$ 254,209	\$ 292,427

Summary of Budget Changes

Operating Trends - Engineering



Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

The 1 mil increase in street funding will provide added workload for the Engineering Department. Outside engineering consultants will be used to assist with proper oversight of

construction projects. Also, see Major and Local Street section of budget document.

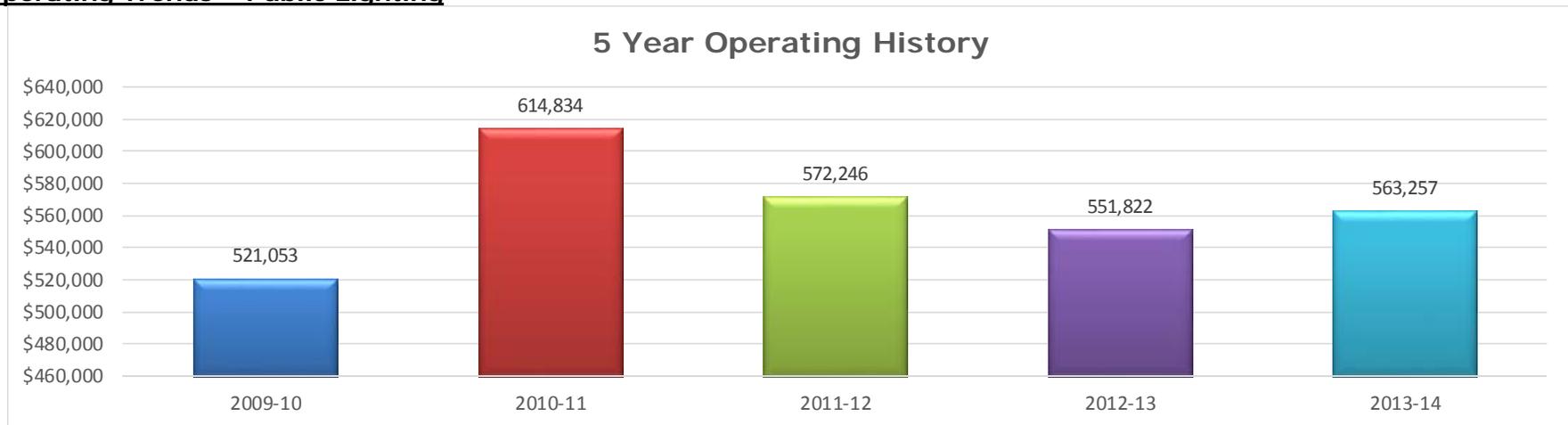
Financial Statement(s)

Public Lighting Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 23,948	\$ 35,545	\$ 32,382	\$ 40,389	\$ 42,081	\$ 43,879
Supplies	18,751	28,000	17,000	17,500	17,777	18,057
Other services and charges	520,558	560,000	535,600	535,750	551,823	568,378
Total expenditures	<u>\$ 563,257</u>	<u>\$ 623,545</u>	<u>\$ 584,982</u>	<u>\$ 593,639</u>	<u>\$ 611,681</u>	<u>\$ 630,314</u>

Summary of Budget Changes

Operating Trends – Public Lighting



Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

For street lighting, energy rates will remain flat to slightly decreasing in the upcoming year as estimated by Consumers Energy.

Financial Statement(s)

Traffic Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

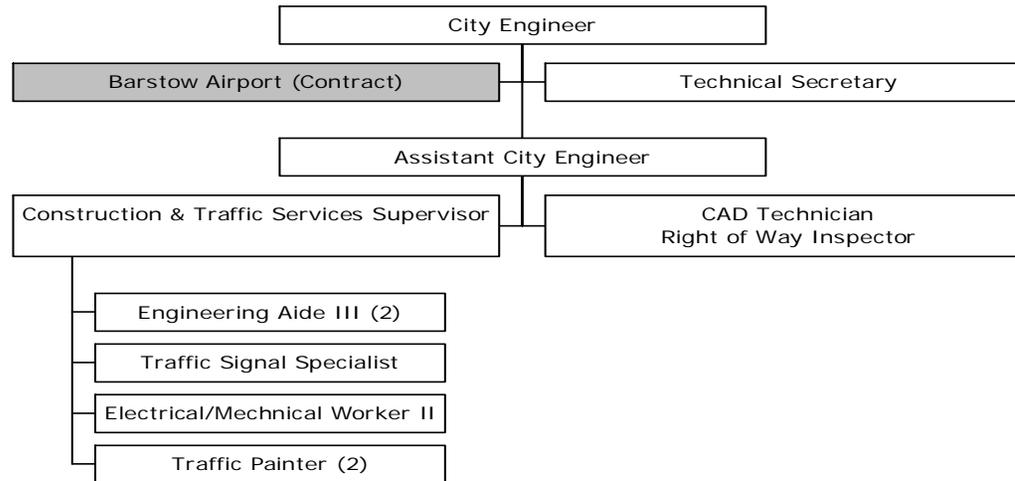
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 6,005	\$ 10,546	\$ 30,604	\$ 21,177	\$ 22,018	\$ 22,902
Supplies	10,641	13,400	13,175	13,050	13,388	13,726
Other services and charges	24,182	41,739	40,965	41,253	42,343	43,338
Capital outlay	-	41,500	41,500	13,000	20,050	15,100
Total expenditures	<u>\$ 40,828</u>	<u>\$ 107,185</u>	<u>\$ 126,244</u>	<u>\$ 88,480</u>	<u>\$ 97,799</u>	<u>\$ 95,066</u>

Summary of Budget Changes

Operating Trends – Traffic Services



Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
City Engineer	1	1	1
Assistant City Engineer	0	1	1
Office Manager	1	0	0
Construction & Traffic Services Supervisor	1	1	1
Right of Way Inspector	1	1	1
CAD Technician	1	1	1
Engineering Aide III	2	2	2
Traffic Signal Specialist	0	1	1
Electrical/Mechanical Worker II	2	1	1
Traffic Painter	2	2	2
Technical Secretary	1	1	1
Total Full-Time	12	12	12
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	12	12	12



Public Services DirectorKaren Murphy
Assistant Director of Public ServicesJan Yuergens
Budget AnalystMartha Rex

Service Statement

The department's scope of services include: repair and maintenance of existing city sidewalks, sale of Dial-A-Ride tickets and distribution of information relating to services offered. Public Services also provides labor to the major and local street funds for maintenance activities including curb and gutter repair, manhole repair, street sweeping and snow and ice control.

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
- Develops programs and produces educational information for snow removal operations
- 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's Safety program

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
- Clears snow from the sidewalk on one side of every major street in town as determined by a sidewalk plowing map approved by the City Council

Financial Statement(s)

Public Works Administration
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 264,746	\$ 259,470	\$ 259,286	\$ 220,741	\$ 230,012	\$ 239,877
Supplies	4,301	4,787	3,965	4,787	4,863	4,939
Other services and charges	37,937	36,647	34,698	37,386	38,508	39,664
Total expenditures	<u>\$ 306,984</u>	<u>\$ 300,904</u>	<u>\$ 297,949</u>	<u>\$ 262,914</u>	<u>\$ 273,383</u>	<u>\$ 284,480</u>

Summary of Budget Changes

Operating Trends – Public Works Administration



Financial Statement(s) (cont.)

Public Works Activities
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 338,142	\$ 495,231	\$ 497,527	\$ 554,492	\$ 569,042	\$ 592,887
Supplies	244,850	241,460	234,097	241,345	245,159	249,020
Other services and charges	492,745	564,203	510,512	643,431	664,684	685,265
Total expenditures	<u>\$ 1,075,737</u>	<u>\$ 1,300,894</u>	<u>\$ 1,242,136</u>	<u>\$ 1,439,268</u>	<u>\$ 1,478,885</u>	<u>\$ 1,527,172</u>

Summary of Budget Changes

Operating Trends – Public Works Activities



Financial Statement(s) (cont.)

Sidewalk Engineering and Maintenance
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 45,673	\$ 93,809	\$ 64,009	\$ 51,704	\$ 53,738	\$ 55,902
Supplies	4,789	5,000	5,200	5,000	5,079	5,159
Other services and charges	87,322	101,500	101,100	271,500	107,145	107,810
Capital outlay	10,616	-	-	-	6,000	-
Total expenditures	\$ 148,400	\$ 200,309	\$ 170,309	\$ 328,204	\$ 171,962	\$ 168,871

Summary of Budget Changes

Operating Trends – Sidewalks



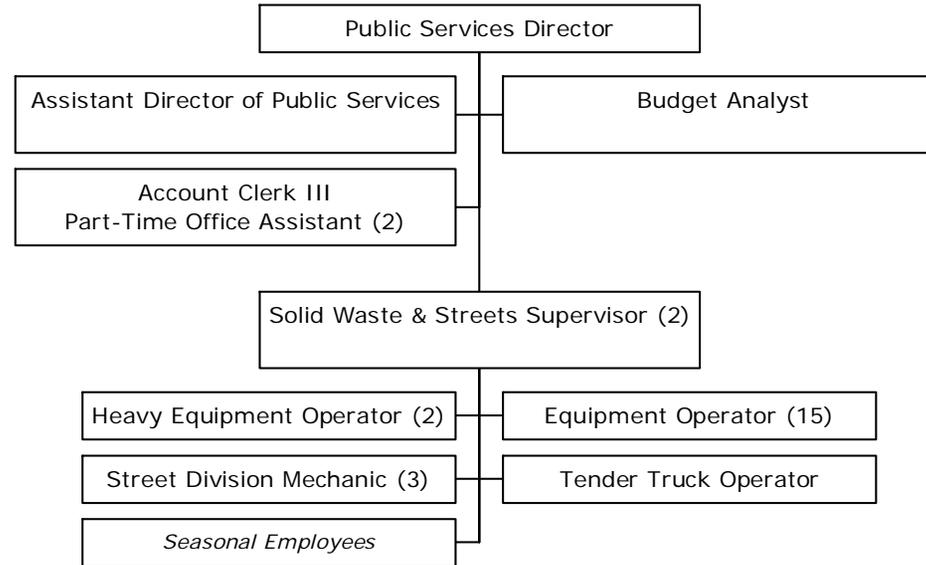
Summary of Budget Changes (cont.)

Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

The public works and the parks and recreation crews, which historically have been separate departments, were combined into one department in September 2013. With reduced staffing numbers over the past five years, combining forces has resulted in more versatility, where management can utilize the

combined work force across various job tasks 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.

Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<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	0
Solid Waste and Streets Supervisor	2	2	2
Equipment Operator	17	16	15
Tender Truck Operator	1	1	1
Heavy Equipment Operator	2	2	2
Street Division Mechanic	3	3	3
Total Full-Time	30	29	27
<u>Regular Part-Time</u>			
Office Assistant	1	1	2
Total Regular Part-Time	1	1	2
Department Total	31	30	29

For 2013-14 Public Works included Sanitation Equipment Operators. These are now being shown in the Sanitation department. For 2014-15, 2 Equipment Operator position in Public Works were converted to Sanitation Equipment Operators. With 7 Sanitation Equipment Operator positions, management can cover for vacation/sick days easier and can

cross train the Sanitation Equipment Operators on a rotational basis to perform other tasks when not needed to assist with sanitation responsibilities. This cross training better prepares the employees for promotional opportunities that may arise within the department.



Sanitation

for the Fiscal Year Ending June 30, 2016

**Residential Refuse Collection
Heavy Refuse Collection
Fall Leaf Pickup
Curbside Recycling**



Public Services DirectorKaren Murphy
Assistant Director of Public ServicesJan Yuergens
Budget Analyst.....Martha Rex

Service Statement

The Sanitation 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, on-site customer service including sale of refuse and yard waste bins 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 Sanitation
- 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 safety program in conjunction with MIOSHA and the City's Safety 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

Financial Statement(s)

Residential Refuse Collection
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 493,282	\$ 512,660	\$ 538,892	\$ 539,238	\$ 561,151	\$ 585,225
Supplies	169,094	175,924	172,494	176,224	179,008	181,828
Other services and charges	886,270	899,586	902,964	721,706	745,954	770,822
Total expenditures	<u>\$ 1,548,646</u>	<u>\$ 1,588,170</u>	<u>\$ 1,614,350</u>	<u>\$ 1,437,168</u>	<u>\$ 1,486,113</u>	<u>\$ 1,537,875</u>

Summary of Budget Changes

Operating Trends – Residential Refuse Collection



Financial Statement(s) (cont.)

Heavy Refuse Collection
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 542,595	\$ 554,763	\$ 562,501	\$ 572,807	\$ 596,374	\$ 621,455
Supplies	356	650	650	400	406	413
Other services and charges	375,579	374,700	375,700	375,700	386,971	398,580
Total expenditures	<u>\$ 918,530</u>	<u>\$ 930,113</u>	<u>\$ 938,851</u>	<u>\$ 948,907</u>	<u>\$ 983,751</u>	<u>\$ 1,020,448</u>

Summary of Budget Changes

Operating Trends – Heavy Refuse Collection



Financial Statement(s) (cont.)

Fall Leaf Pick Up
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 185,527	\$ 213,613	\$ 217,366	\$ 214,325	\$ 222,818	\$ 231,856
Supplies	22	200	-	200	203	206
Other services and charges	63,400	68,266	65,583	66,000	67,980	70,019
Total expenditures	\$ 248,949	\$ 282,079	\$ 282,949	\$ 280,525	\$ 291,001	\$ 302,081

Summary of Budget Changes

Operating Trends – Fall Leaf Pick Up



Financial Statement(s) (cont.)

Curbside Recycling
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Supplies	\$ -	\$ 250	\$ 250	\$ 250	\$ 254	\$ 258
Other services and charges	400,836	426,541	426,541	429,200	442,082	455,345
Total expenditures	\$ 400,836	\$ 426,791	\$ 426,791	\$ 429,450	\$ 442,336	\$ 455,603

Summary of Budget Changes

Operating Trends – Curbside Recycling



Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Sanitation Equipment Operator	5	7	7
Total Full-Time	5	7	7
<u>Regular Part-Time</u>			
Office Assistant	0	0	0
Total Regular Part-Time	0	0	0
Department Total	5	7	7

For 2013-14 the Sanitation Equipment Operators were reported with Public Works. For 2014-15, 2 Equipment Operator positions in Public Works were converted to Sanitation Equipment Operators. With 7 Sanitation Equipment Operator positions, management can cover for vacation/sick days easier

and can cross train the Sanitation Equipment Operators on a rotational basis to perform other tasks when not needed to assist with sanitation responsibilities. This cross training better prepares the employees for promotional opportunities that may arise within the department.



Parks and Recreation

for the Fiscal Year Ending June 30, 2016

Parks and Recreation Administration

Parks

Forestry

Recreation and Seasonal Programs

Plymouth Park Pool

Cemetery



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 72 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, 4th of July Fireworks, softball

tournaments, Riverdays, Midnight on Main and other downtown events)

- Maintains safety program in conjunction with MIOSHA and the City's Safety program

Parks

- Maintains over 2,700 acres of park land, with over 72 parks, including community parks, neighborhood block parks and environmental areas
- Maintains picnic shelters, buildings, storage areas and recreational equipment
- Provides lawn mowing and maintenance services Provides snow removal for all parks and City parking areas along with crossing guard-monitored cross walks
- 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 rental
- Provides outdoor ice skating surface with skate rental Offers 11K loop of groomed cross country ski trails, including a 1K lighted loop, with ski rental

Athletics

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

Functions (cont.)

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 Mondays, Tuesdays, Wednesdays, Thursdays and Sundays at various outdoor locations
- Weekly recreation program for adults with disabilities
- Weekly outdoor concert series, Tune by the Tridge, developed in coordination with the Downtown Development Authority

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
- Provides systemic treatment of trees to protect against diseases and insect damage
- 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

Financial Statement(s)

Parks and Recreation Administration Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 309,578	\$ 316,982	\$ 306,260	\$ 351,246	\$ 364,435	\$ 399,810
Supplies	7,547	7,100	7,300	7,100	7,212	7,326
Other services and charges	8,552	12,777	12,777	13,450	13,853	14,269
Capital outlay	-	-	-	-	7,000	-
Total expenditures	\$ 325,677	\$ 336,859	\$ 326,337	\$ 371,796	\$ 392,500	\$ 421,405

Summary of Budget Changes

Operating Trends – Parks and Recreation Administration



Financial Statement(s)

Parks Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 1,633,357	\$ 1,786,874	\$ 1,915,927	\$ 2,008,274	\$ 2,104,234	\$ 2,172,485
Supplies	173,340	168,891	174,867	166,705	169,338	172,005
Other services and charges	700,045	789,139	775,292	794,862	815,700	842,368
Capital outlay	43,252	71,500	71,500	70,000	75,000	50,000
Total expenditures	<u>\$ 2,549,994</u>	<u>\$ 2,816,404</u>	<u>\$ 2,937,586</u>	<u>\$ 3,039,841</u>	<u>\$ 3,164,272</u>	<u>\$ 3,236,858</u>

Summary of Budget Changes

Operating Trends – Parks



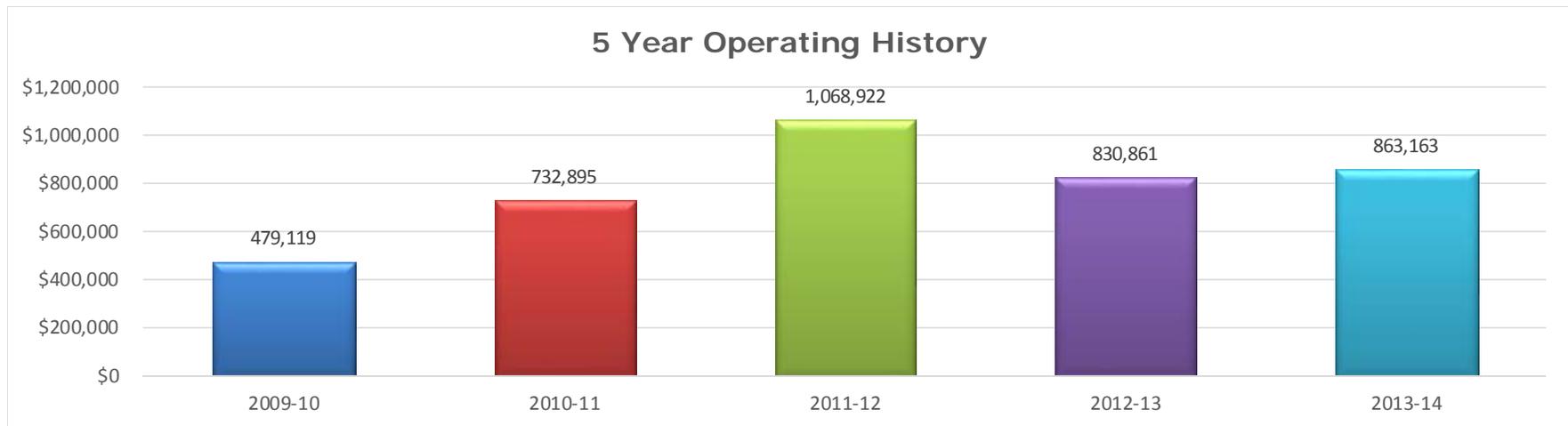
Financial Statement(s)

Forestry Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 499,426	\$ 570,120	\$ 527,513	\$ 595,332	\$ 606,481	\$ 629,935
Supplies	35,731	49,089	49,089	51,599	52,415	53,241
Other services and charges	328,006	520,730	517,701	292,859	358,669	364,629
Total expenditures	<u>\$ 863,163</u>	<u>\$ 1,139,939</u>	<u>\$ 1,094,303</u>	<u>\$ 939,790</u>	<u>\$ 1,017,565</u>	<u>\$ 1,047,805</u>

Summary of Budget Changes

Operating Trends – Forestry



The Forestry division implemented a multi-year plan starting in 11/12 to address the damage caused by the emerald ash borer, resulting in additional expenses related to treating and

removing infected ash trees as well as planting new trees to replace those removed.

Financial Statement(s)

Recreation and Seasonal Programs Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 388,165	\$ 334,192	\$ 328,150	\$ 360,526	\$ 293,202	\$ 303,683
Supplies	42,991	43,678	42,693	45,200	45,915	46,638
Other services and charges	102,703	177,039	184,931	169,942	175,040	180,291
Capital outlay	5,500	5,301	5,301	15,000	-	-
Total expenditures	<u>\$ 539,359</u>	<u>\$ 560,210</u>	<u>\$ 561,075</u>	<u>\$ 590,668</u>	<u>\$ 514,157</u>	<u>\$ 530,612</u>

Summary of Budget Changes

Operating Trends – Recreation and Seasonal Programs



Financial Statement(s)

Plymouth Pool Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 73,999	\$ 68,541	\$ 68,541	\$ 74,583	\$ 74,902	\$ 75,241
Supplies	25,869	28,930	28,668	28,665	29,118	29,577
Other services and charges	37,580	64,655	65,207	58,197	63,883	61,801
Capital outlay	-	-	-	30,000	-	-
Total expenditures	\$ 137,448	\$ 162,126	\$ 162,416	\$ 191,445	\$ 167,903	\$ 166,619

Summary of Budget Changes

Operating Trends – Plymouth Park Pool



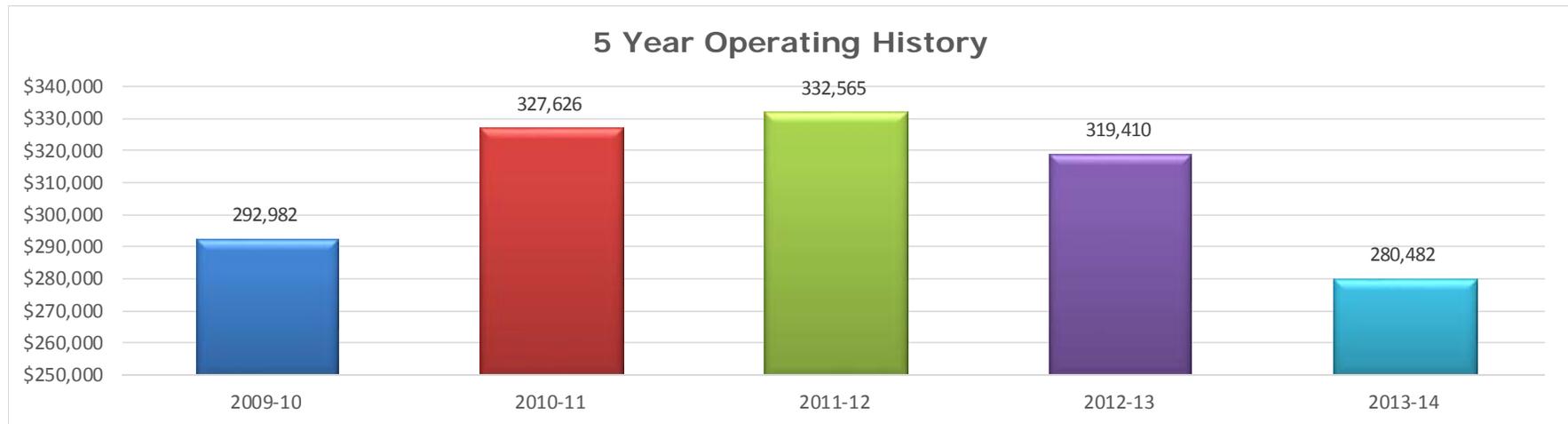
Financial Statement(s)

Cemetery Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 184,595	\$ 210,599	\$ 204,971	\$ 217,479	\$ 224,437	\$ 255,857
Supplies	28,790	26,424	31,424	24,424	24,809	25,201
Other services and charges	45,140	58,829	58,030	92,632	69,346	76,101
Capital outlay	21,957	6,800	6,800	5,000	6,000	-
Total expenditures	\$ 280,482	\$ 302,652	\$ 301,225	\$ 339,535	\$ 324,592	\$ 357,159

Summary of Budget Changes

Operating Trends – Cemetery



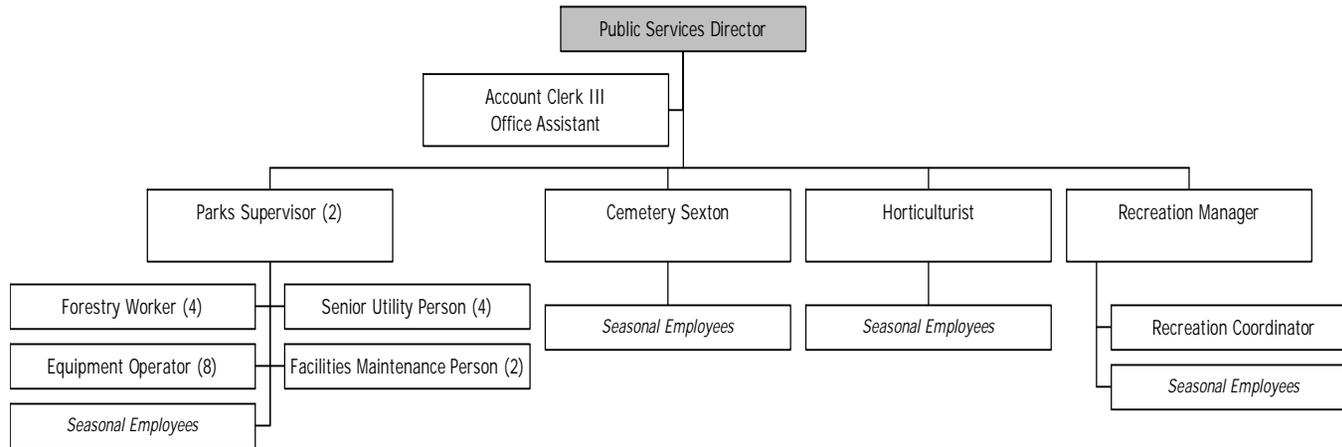
Summary of Budget Changes (cont.)

Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

The 2015-16 forestry budget includes additional financial support of \$80,000 to combat the effects of the Emerald Ash Borer (EAB). EAB is an exotic insect that bores under the bark of ash trees, resulting in the death of the tree. The City has a multi-year plan in place to treat and/or remove ash trees located in the city rights-of-way to mitigate the effects of EAB. Project expenses to date to combat EAB have been less than

originally projected as the forestry crew has been able to do the majority of the ash removals using an in-house crew. It is anticipated that use of in-house crews to retreat trees will continue. Keeping this work in-house has kept contracted expenses lower than anticipated. However, additional funds will continue to be needed for the project in the coming years.

Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Cemetery Sexton	1	1	1
Parks Supervisor	2	2	2
Horticulturist	1	1	1
Recreation Manager	1	1	1
Recreation Coordinator	0	1	1
Account Clerk III	1	1	1
Office Assistant	1	0	1
Equipment Operator	11	9	8
Facilities Maintenance Person	0	0	2
Forestry Worker	4	4	4
Senior Utility Person	4	4	4
<i>Total Full-Time</i>	26	24	26
<u>Regular Part-Time</u>			
Softball Coordinator	1	0	0
Office Assistant	0	1	0
<i>Total Regular Part-Time</i>	1	1	0
<i>Department Total</i>	27	25	26



Other Functions

for the Fiscal Year Ending June 30, 2016

**Barstow Airport
Tax Appeals
Miscellaneous**



Assistant City Manager for Financial Services David A. Keenan

Service Statement

For budgetary reporting, some departments within the General Fund were combined together into the category of Other Functions. These departments are being shown here in order to provide further detail.

Functions

Barstow Airport

- Engineering manages daily operations for Jack Barstow Municipal Airport. These operations include snow plowing, grounds mowing, and pavement, grounds and building maintenance.

Tax Appeals

- The City Attorney's office oversees all tax appeals, defending the City Assessor's value determinations in tax appeal cases, including Michigan Tribunal and State Tax Commission hearings.

Miscellaneous

- Accounts for the activity of: the City's share of Midland Tomorrow, which promotes economic development; the Urban Cooperation Act Agreement, which provides revenue sharing to certain outlying townships; and other various activities of the City regarding communication and representation of the City's residents.

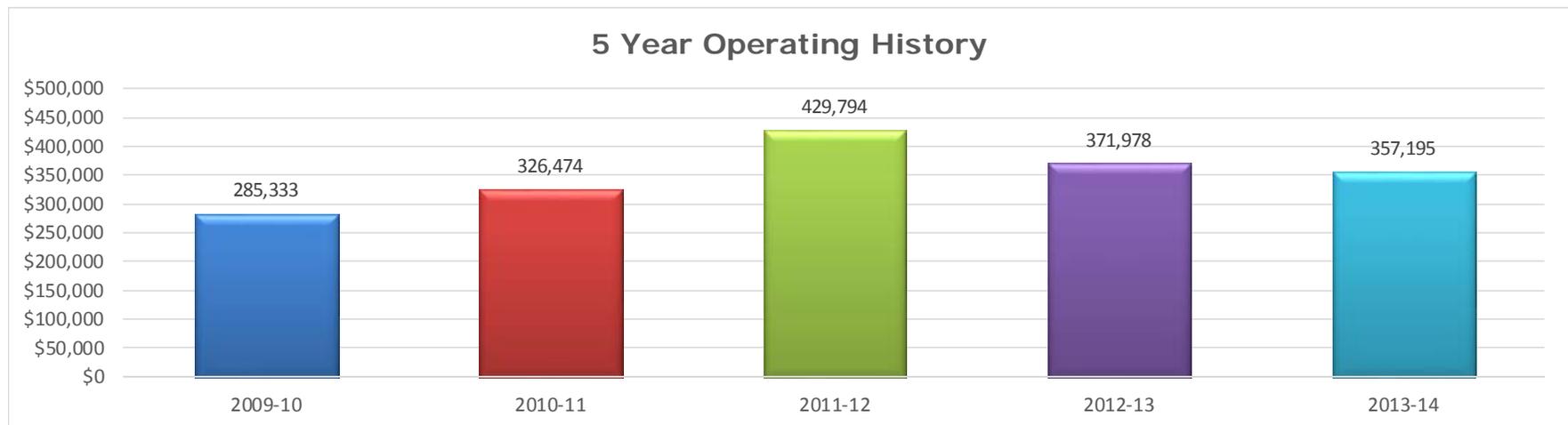
Financial Statement(s)

Barstow Airport Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 9,715	\$ 15,835	\$ 14,242	\$ 17,689	\$ 18,433	\$ 19,222
Supplies	8,948	10,900	10,400	10,400	10,565	10,731
Other services and charges	338,532	356,763	304,842	309,231	319,686	325,005
Capital outlay	-	15,000	15,000	10,000	20,000	30,000
Total expenditures	<u>\$ 357,195</u>	<u>\$ 398,498</u>	<u>\$ 344,484</u>	<u>\$ 347,320</u>	<u>\$ 368,684</u>	<u>\$ 384,958</u>

Summary of Budget Changes

Operating Trends – Barstow Airport



Financial Statement(s) (cont.)

Tax Appeals
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Other services and charges	\$ 317,798	\$ 540,202	\$ 737,277	\$ 547,000	\$ 563,410	\$ 580,313
Total expenditures	<u>\$ 317,798</u>	<u>\$ 540,202</u>	<u>\$ 737,277</u>	<u>\$ 547,000</u>	<u>\$ 563,410</u>	<u>\$ 580,313</u>

Summary of Budget Changes

Operating Trends – Tax Appeals



Financial Statement(s) (cont.)

Miscellaneous Detail of Budget Appropriations and Revenues Fiscal Year Ending June, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 17,163	\$ 19,156	\$ 19,156	\$ 272,415	\$ 9,682	\$ 10,098
Supplies	62,246	71,500	71,500	71,500	72,630	73,774
Other services and charges	393,995	572,954	566,954	491,162	505,896	521,076
Total expenditures	<u>\$ 473,404</u>	<u>\$ 663,610</u>	<u>\$ 657,610</u>	<u>\$ 835,077</u>	<u>\$ 588,208</u>	<u>\$ 604,948</u>

Summary of Budget Changes

Operating Trends – Miscellaneous





Capital Projects

for the Fiscal Year Ending June 30, 2016

Capital Projects



Assistant City Manager for Financial Services David A. Keenan

Service Statement

The Capital Projects department is used to account for new construction, major improvements/enhancements to facilities, equipment improvements, infrastructure and/or other situations

that require cost accumulation for capitalization. Projects are frequently of a multi-year nature.

Financial Statement

Capital Projects Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Capital projects	\$ 430,571	\$ 1,146,048	\$ 1,196,048	\$ 274,000	\$ 329,363	\$ 286,114
Total expenditures	<u>\$ 430,571</u>	<u>\$ 1,146,048</u>	<u>\$ 1,196,048</u>	<u>\$ 274,000</u>	<u>\$ 329,363</u>	<u>\$ 286,114</u>

Summary of Budget Changes

Operating Trends





Reserve for Contingencies

for the Fiscal Year Ending June 30, 2016

Reserve for Contingencies



Assistant City Manager for Financial Services David A. Keenan

Service Statement

The Reserve for Contingencies is an allocation of funds for unanticipated expenditures. It is for unknown expenses, emergencies or other circumstances that occur during the budget year. Expenses are not charged directly to this department. Budget transfers are required. The City Manager

is authorized to approve budget transfer of \$25,000 or less. City Council must approve any transfer from the Reserve for Contingencies that exceeds \$25,000. Expenses are charged to the appropriate department.

Financial Statement

Contingencies Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14 Actual	2014-15		2015-16 Adopted	2016-17 Projected	2017-18 Projected
		Amended	Estimate			
Expenditures						
Reserve for contingencies	\$ -	\$ 308,615	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000
Total expenditures	\$ -	\$ 308,615	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000



Transfers

for the Fiscal Year Ending June 30, 2016

Transfers Out



Assistant City Manager for Financial Services David A. Keenan

Service Statement

Transfers of resources from the General Fund to other funds are accounted for in the Transfers Out department. Funds are

transferred to various other funds annually to support programs accounted for in other funds.

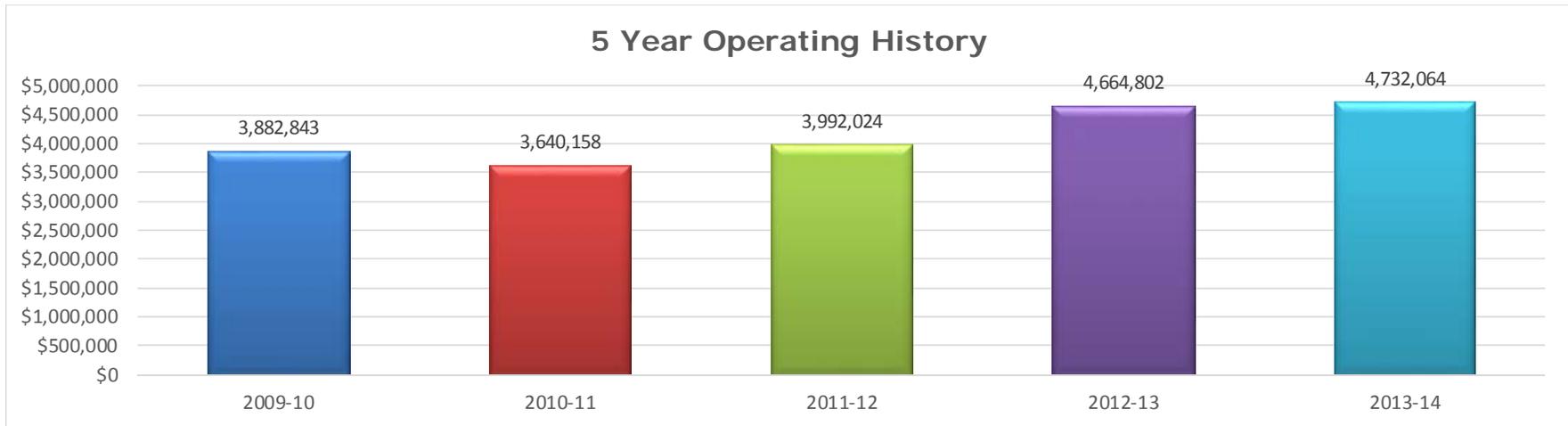
Financial Statement

Transfers Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Transfers out						
Major Street Maintenance	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -
Local Street Maintenance	-	200,000	200,000	65,000	-	-
Storm Water Utility Fund	510,000	620,000	620,000	730,000	670,000	670,000
Grace A Dow Library Fund	659,660	1,022,851	796,302	1,041,740	1,125,291	1,216,269
Dial-A-Ride Fund	554,688	701,820	625,121	698,307	687,647	708,702
DDA Fund	-	-	-	10,000	10,000	10,000
Debt Service Fund	1,821,216	1,820,824	1,817,784	1,819,724	1,819,749	1,818,299
Civic Arena Fund	425,000	425,000	425,000	425,000	350,000	350,000
Golf Course Fund	540,000	540,000	540,000	540,000	540,000	150,000
Parking Fund	21,500	18,000	18,000	28,500	23,000	25,500
Municipal Service Center Fund	200,000	-	-	-	-	-
Total transfers out	\$ 4,732,064	\$ 5,348,495	\$ 5,042,207	\$ 5,373,271	\$ 5,225,687	\$ 4,948,770

Summary of Budget Changes

Operating Trends





Special Revenue Funds

for the Fiscal Year Ending June 30, 2016

Major and Local Streets

Center City Authority

Storm Water Management

Grace A. Dow Library

Community Development Block Grant

Midland Housing

Special Activities

Dial-A-Ride

Midland Community Television

Downtown Development Authority



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.

The Construction Division is administered by the Engineering Department. Annually, the City Engineer presents a construction program to City Council in mid-January 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 Street and Local Street Funds.

Service Statement (cont.)

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. The millage funds are the primary source of funding for the capital maintenance program.

Maintenance Division

- Provides repair and cleaning services for 80 miles of major streets, 160 miles of local streets, and 16 miles of State trunk line
- Responds to citizen requests for street maintenance and repair as deemed necessary by Public Works field supervisors
- Performs roadway surface maintenance, including asphalt repair and pothole patching
- Maintains and repairs guardrail

- Provides street sweeping services once a month on all City streets as weather permits
- Repairs curb and gutter defects
- Coordinates services with the Wastewater Department to repair sanitary sewer manhole covers
- Repairs storm water manhole and catch basin covers
- Cleans culverts and ditches to maintain adequate roadside drainage
- Provides dust control and road grading for gravel streets in the City
- Provides timely snow and ice control via salting and plowing in response to inclement weather with a 24-hour Snow Watch shift from late November through April 1
- Consults with the Engineering Department to determine best practices for different types of infrastructure repairs
- Provides barricades and traffic control for various community events

Traffic Services Division

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

Functions (cont.)

Construction Division

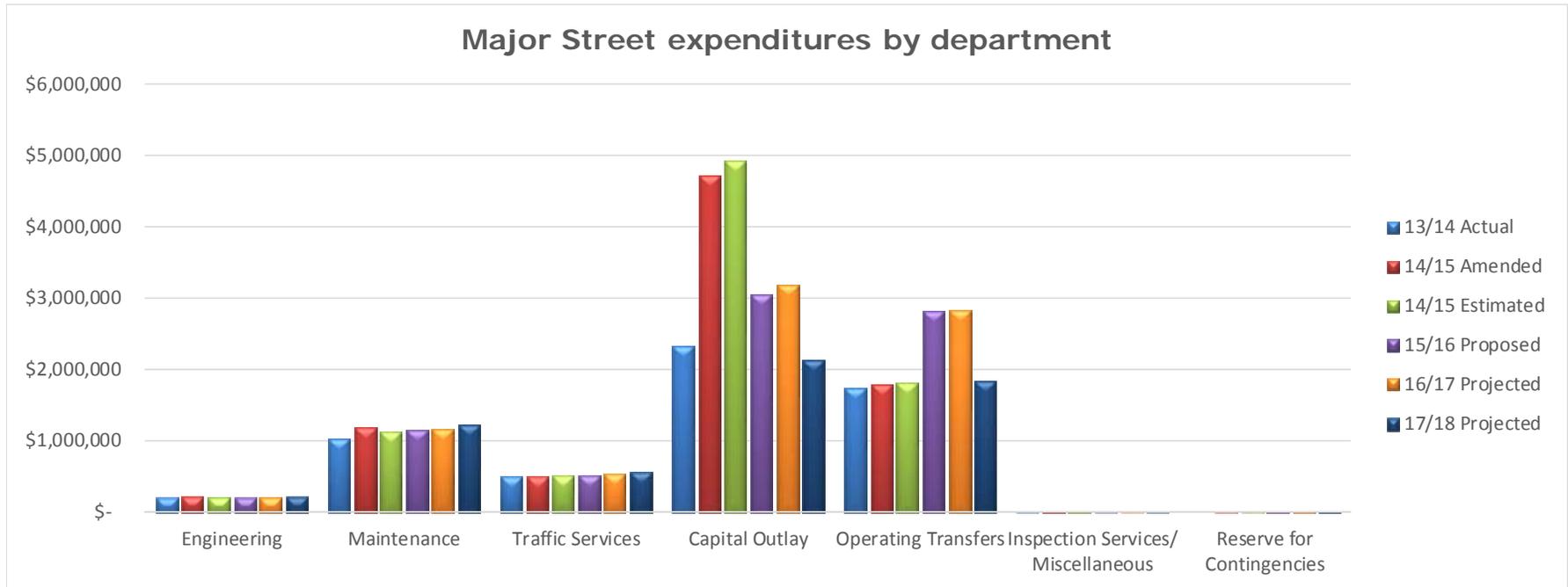
- Monies are annually transferred from Major and Local Street funds to the Capital Outlay Program for reconstruction and major maintenance and surface treatments on local and major streets in accordance with the Project Priority process administered by the Engineering Department and approved by City 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

Financial Statement(s)

202 - Major Street Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
County road millage	\$ 2,289,586	\$ 2,025,000	\$ 2,100,000	\$ 4,200,000	\$ 4,200,000	\$ 2,100,000
License and permits	81,778	96,000	96,000	88,000	88,000	88,000
Federal grants	-	-	1,162	2,000	2,000	2,000
State grants	76,259	-	7,604	8,000	8,000	8,000
State gas and weight taxes	2,831,781	2,756,000	2,800,000	2,842,000	2,885,000	2,928,000
Build Michigan funding	98,261	99,000	99,000	100,000	102,000	104,000
State trunkline maintenance	181,893	212,531	212,681	194,589	181,571	187,871
Contributions	1,250,000	50,000	50,000	50,000	50,000	50,000
Other	(22,593)	12,000	15,000	15,000	15,000	15,000
Investment earnings	5,939	4,000	5,000	5,000	5,000	5,000
Transfers in	-	218,000	239,065	15,000	-	-
Total revenues	<u>6,792,904</u>	<u>5,472,531</u>	<u>5,625,512</u>	<u>7,519,589</u>	<u>7,536,571</u>	<u>5,487,871</u>
Expenditures						
Personal services	1,042,640	1,073,415	1,106,654	1,089,229	1,116,973	1,164,943
Supplies	234,675	312,450	293,150	316,950	321,960	327,030
Other services and charges	483,123	542,401	482,717	495,589	510,458	525,775
Reserve for contingencies	-	20,000	20,000	25,000	25,000	25,000
Capital projects	2,320,348	4,719,604	4,940,604	3,068,000	3,192,000	2,139,000
Transfers out	1,733,234	1,807,475	1,823,791	2,825,922	2,842,923	1,832,705
Total expenditures	<u>5,814,020</u>	<u>8,475,345</u>	<u>8,666,916</u>	<u>7,820,690</u>	<u>8,009,314</u>	<u>6,014,453</u>
Excess of Revenues Over (Under) Expenditures	978,884	(3,002,814)	(3,041,404)	(301,101)	(472,743)	(526,582)
Fund Balance - beginning of year	4,933,701	5,912,585	5,912,585	2,871,181	2,570,080	2,097,337
Fund Balance - end of year	<u>\$ 5,912,585</u>	<u>\$ 2,909,771</u>	<u>\$ 2,871,181</u>	<u>\$ 2,570,080</u>	<u>\$ 2,097,337</u>	<u>\$ 1,570,755</u>
End of year fund balance:						
Unreserved	\$ 3,054,447	\$ 1,885,478	\$ 1,771,888	\$ 1,270,787	\$ 598,044	\$ (78,538)
County road millage	999,293	1,024,293	1,099,293	1,299,293	1,499,293	1,649,293
Reserved for capital projects	1,858,845	-	-	-	-	-
Total end of year fund balance	<u>\$ 5,912,585</u>	<u>\$ 2,909,771</u>	<u>\$ 2,871,181</u>	<u>\$ 2,570,080</u>	<u>\$ 2,097,337</u>	<u>\$ 1,570,755</u>

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends – Major Street

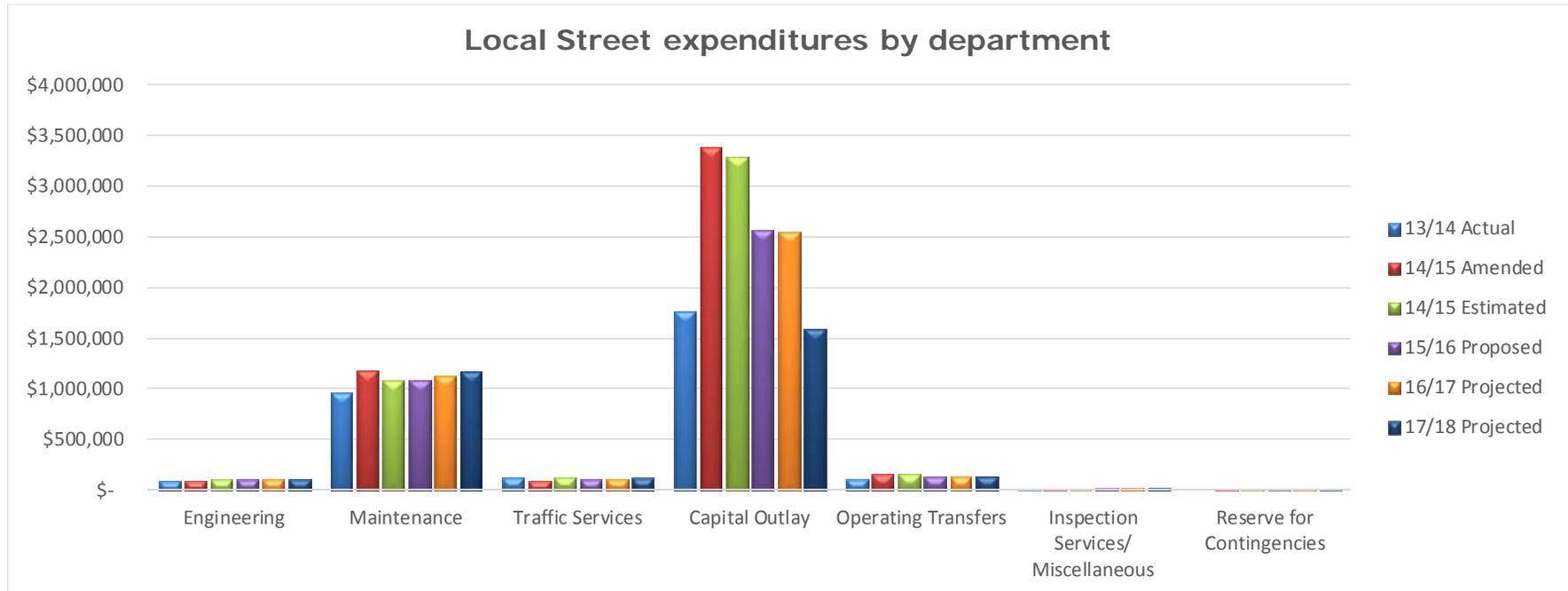


Financial Statement(s)

203 - Local Street Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

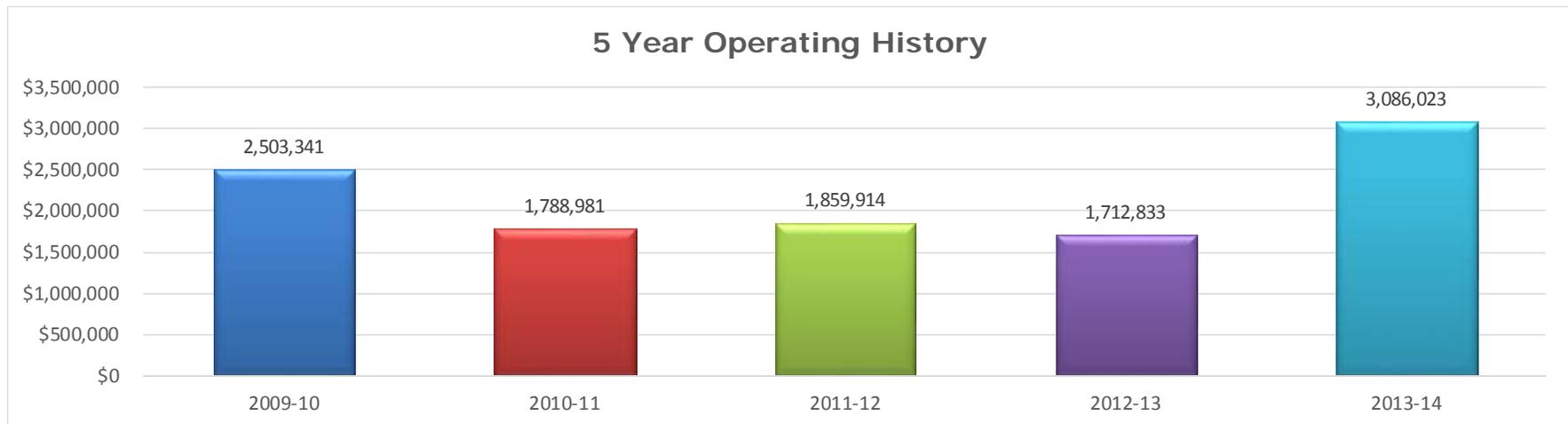
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
License and permits	\$ 83,130	\$ 70,000	\$ 70,000	\$ 72,000	\$ 72,000	\$ 72,000
Other grants	152,519	-	332,918	-	-	-
State gas and weight taxes	765,958	740,000	740,000	751,000	762,000	773,000
Build Michigan funding	26,616	27,000	27,000	27,000	27,000	27,000
Contributions	100,000	350,000	250,000	50,000	50,000	50,000
Other	2,893	-	-	-	-	-
Investment earnings	4,692	2,500	2,500	2,500	2,500	2,500
Transfers in	1,650,000	1,921,000	1,921,000	2,770,000	2,720,000	1,705,000
Total revenues	2,785,808	3,110,500	3,343,418	3,672,500	3,633,500	2,629,500
Expenditures						
Personal services	766,891	803,979	819,156	763,083	798,163	832,165
Supplies	115,711	243,200	180,100	219,200	222,663	226,170
Other services and charges	318,823	361,530	348,477	363,994	374,914	386,162
Reserve for contingencies	-	20,000	20,000	20,000	20,000	20,000
Capital projects	1,769,082	3,386,210	3,286,210	2,636,000	2,555,000	1,595,000
Transfers out	115,516	164,598	165,259	140,717	142,517	147,735
Total expenditures	3,086,023	4,979,517	4,819,202	4,142,994	4,113,257	3,207,232
Excess of Revenues Over (Under)						
Expenditures	(300,215)	(1,869,017)	(1,475,784)	(470,494)	(479,757)	(577,732)
Fund Balance - beginning of year	4,093,356	3,793,141	3,793,141	2,317,357	1,846,863	1,367,106
Fund Balance - end of year	\$ 3,793,141	\$ 1,924,124	\$ 2,317,357	\$ 1,846,863	\$ 1,367,106	\$ 789,374
End of year fund balance:						
Unreserved	\$ 2,502,449	\$ 1,924,124	\$ 2,317,357	\$ 1,846,863	\$ 1,367,106	\$ 789,374
Reserved for capital projects	1,290,692	-	-	-	-	-
Total end of year fund balance	\$ 3,793,141	\$ 1,924,124	\$ 2,317,357	\$ 1,846,863	\$ 1,367,106	\$ 789,374

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends – Local Street



Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

While Major and Local Street funding available from gas and weight tax remains flat, in November 2014 Midland County voters approved a 1 mil increase in road millage for a period of four years. This increase, when combined with the existing County road millage, will provide a two mil levy towards roads for a period of two years. In November of 2016 we anticipate a ballot initiative to renew the original long standing County road millage.

For the City of Midland this increase will provide funding that will go towards major road reconstruction within our aging street system. The first levy of the new four year millage will be available in January 2016.

After reducing staffing levels in the Public Services and Engineering Departments over the last several years, the current staffing levels remain flat. With the addition of the new road millage, additional staff time will be directed toward street maintenance activities and capital projects that have been put aside for a period of time.

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.



Center City Authority Executive Director Selina Tisdale

Service Statements

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

Functions

Center City Authority

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

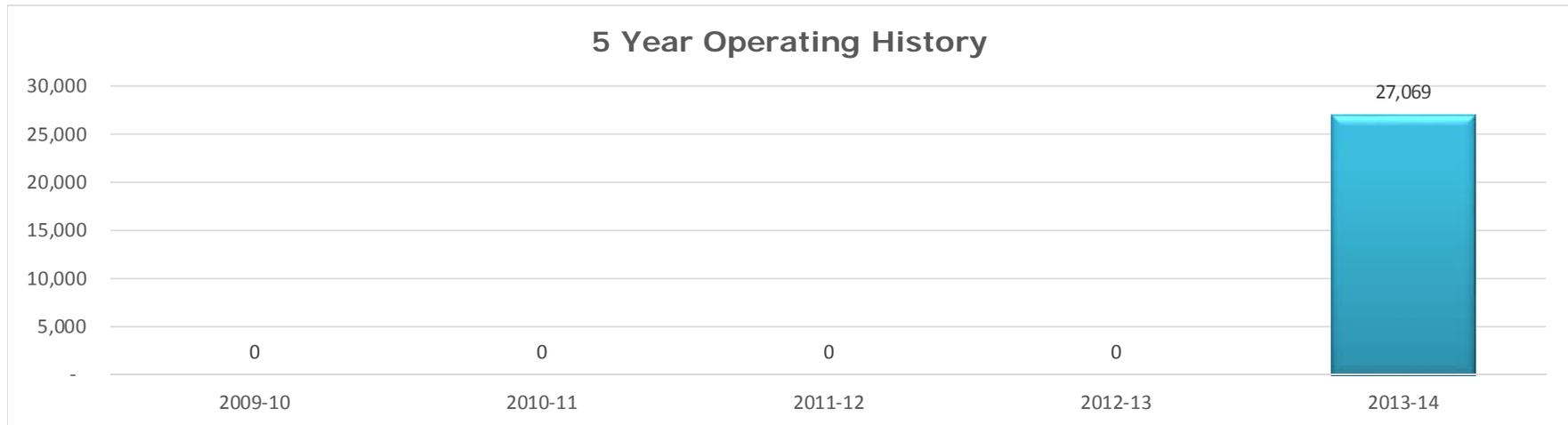
Financial Statement

247 - Center City Authority
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ 9,127	\$ 8,890	\$ 11,000	\$ 10,765	\$ 13,331	\$ 15,910
Contributions	35,000	150,000	1,000	-	-	-
Other	403	1,000	500	450	450	450
Investment earnings	35	14	14	14	14	14
Total revenues	<u>44,565</u>	<u>159,904</u>	<u>12,514</u>	<u>11,229</u>	<u>13,795</u>	<u>16,374</u>
Expenditures						
Personal services	229	-	-	-	-	-
Supplies	24,760	36,316	39,242	4,309	4,377	4,446
Other services and charges	2,080	150,000	300	6,920	7,128	7,341
Total expenditures	<u>27,069</u>	<u>186,316</u>	<u>39,542</u>	<u>11,229</u>	<u>11,505</u>	<u>11,787</u>
Excess of Revenues Over (Under)						
Expenditures	17,496	(26,412)	(27,028)	-	2,290	4,587
Fund Balance - beginning	13,014	30,510	30,510	3,482	3,482	5,772
Fund Balance - ending	<u>\$ 30,510</u>	<u>\$ 4,098</u>	<u>\$ 3,482</u>	<u>\$ 3,482</u>	<u>\$ 5,772</u>	<u>\$ 10,359</u>

Summary of Budget Changes

Operating Trends – Center City Authority



Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

The Center City Authority was formally established as a Tax Increment Financing District in 2012. They began receiving tax revenue for this district in 2014.



Utilities Director Noel Bush
Public Services Director Karen Murphy
Wastewater Superintendent..... Kevin Babinski
Assistant to Utilities Director Joseph Sova

Service Statement

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

Functions

Storm Pipe Cleaning/Maint./Repairs

- Maintains and repairs the storm sewer systems, utilizing contractors for traditional digs and pipe lining by Wastewater staff

- Responds to street flooding complaints
- Video inspection of storm sewers and catch basin leads to look for defects
- Cleans storm sewers on a five-year rotation including catch basins
- Repairs catch basins
- Sump lead installations

Open Drains Cleaning/Maint./Repairs

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

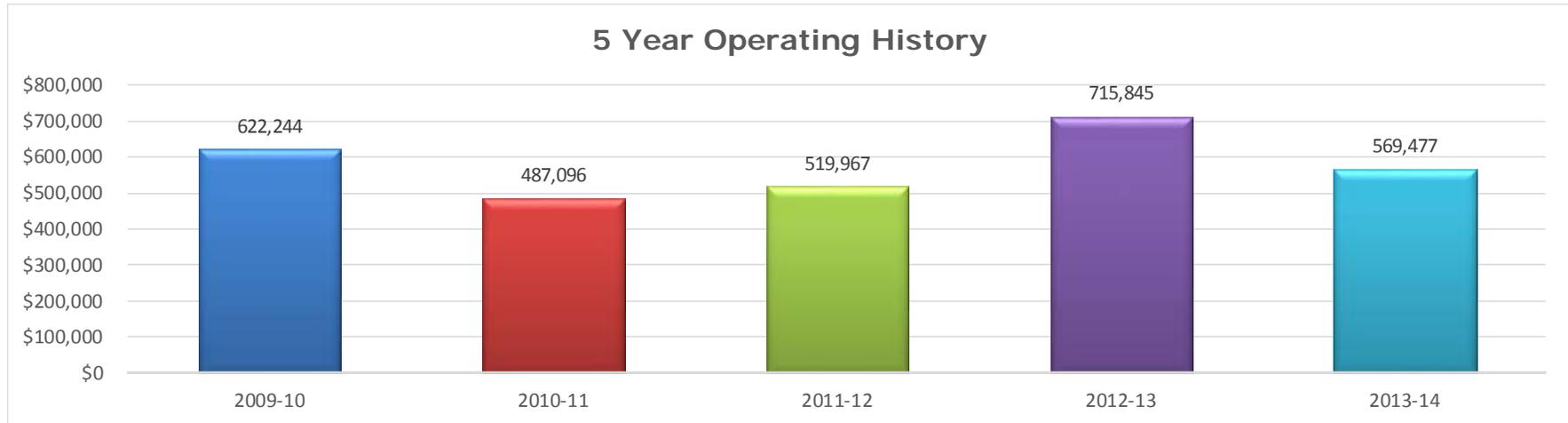
Financial Statement

250 - Storm Water Management Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
License and permits	\$ 26,584	\$ 17,300	\$ 18,350	\$ 19,000	\$ 25,000	\$ 19,300
Other	-	250	550	-	-	-
Investment earnings	540	450	433	450	450	450
Transfers in	708,750	904,073	921,050	991,639	935,440	945,440
Total revenues	735,874	922,073	940,383	1,011,089	960,890	965,190
Expenditures						
Personal services	162,016	208,781	209,197	217,707	247,221	256,757
Supplies	11,373	19,700	19,652	18,900	19,050	19,200
Other services and charges	304,402	420,391	430,328	454,255	396,167	407,620
Reserve for contingencies	-	18,821	18,800	20,000	20,000	20,000
Capital projects	91,686	396,133	396,133	355,000	245,000	295,000
Capital outlay	-	12,100	12,100	6,000	8,000	-
Total expenditures	569,477	1,075,926	1,086,210	1,071,862	935,438	998,577
Excess of Revenues Over (Under) Expenditures	166,397	(153,853)	(145,827)	(60,773)	25,452	(33,387)
Fund Balance - beginning	303,947	470,344	470,344	324,517	263,744	289,196
Fund Balance - ending	\$ 470,344	\$ 316,491	\$ 324,517	\$ 263,744	\$ 289,196	\$ 255,809

Summary of Budget Changes

Operating Trends





Library Director.....Melissa Barnard

Service Statement

The mission of the Grace A. Dow Memorial Library is to inspire lifelong learning by connecting people and resources.

The vision of the Grace A. Dow Memorial Library is to be the most dynamic, accessible, and relevant learning environment in the community.

The Library provides access to information for members of the community. Knowledgeable staff help connect users to resources that meet their needs. The Library's website provides access to a wide selection of specialized databases, downloadable e-audio books and eBooks, reading resources, and more.

Library card holders can access their accounts, place holds, renew items, search databases, and download audio books and eBooks from the convenience of their home or business computers.

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 a rich and diverse user experience. Adult computer classes, story times, summer reading programs, book discussions, author visits, educational programs and other activities promoting learning are offered throughout the year.

Public computers are available for accessing the Internet. The Library also provides Wi-Fi service to visitors who bring their

own equipment. Laptops or netbooks with Microsoft Office can be checked out for use in the library.

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

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

The Library's website, Facebook, and 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 online, the Library is an essential 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 and interlibrary loan
- Provides program assistance
- Mends library materials
- Collects statistics on Library usage
- Assists patrons at self checkout stations

Public Services

- Provides research and information-based services
- Provides customer service through reading recommendations, answering informational inquiries and locating materials within the Library
- Provides technology support for patrons needing assistance
- Utilizes technology to deliver online services
- Selects materials and maintains collection
- Maintains and updates the website and social media communications
- Performs statistical analysis of physical and electronic resource usage
- Participates in community outreach including area schools, day cares and other organizations
- Plans and conducts educational programming for children, teens and adults including: Computer/technology training, book discussion groups, author visits, guest presenters/performers, Battle of the Books, story times, craft activities, teen volunteer opportunities, and Summer Reading Program
- Develops and maintains genealogy and local history collection
- Conducts tours for schools and other organizations

Technical Services

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

Financial Statement

271 - Grace A. Dow Library Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ 2,271,365	\$ 2,233,120	\$ 2,388,905	\$ 2,337,261	\$ 2,355,959	\$ 2,374,657
Other grants	41,565	45,200	45,200	40,000	40,000	40,000
Library services	637,623	594,154	617,845	611,970	611,470	610,970
Contributions	73,150	51,300	56,141	60,000	45,000	45,000
Other	5,345	2,700	17,198	3,000	3,000	3,000
Investment earnings	3,085	2,000	800	800	800	800
Transfers in	659,660	1,022,851	796,302	1,041,740	1,125,291	1,216,269
Total revenues	<u>3,691,793</u>	<u>3,951,325</u>	<u>3,922,391</u>	<u>4,094,771</u>	<u>4,181,520</u>	<u>4,290,696</u>
Expenditures						
Personal services	2,545,093	2,723,575	2,722,985	2,877,069	2,925,637	3,031,734
Supplies	708,924	507,474	529,095	491,660	492,083	492,512
Other services and charges	615,290	733,078	683,113	703,042	683,800	686,450
Capital projects	2,446,857	245,455	245,455	-	-	-
Capital outlay	6,050	-	-	23,000	80,000	80,000
Total expenditures	<u>6,322,214</u>	<u>4,209,582</u>	<u>4,180,648</u>	<u>4,094,771</u>	<u>4,181,520</u>	<u>4,290,696</u>
Excess of Revenues Over (Under)						
Expenditures	(2,630,421)	(258,257)	(258,257)	-	-	-
Fund Balance - beginning	2,888,678	258,257	258,257	-	-	-
Fund Balance - ending	<u>\$ 258,257</u>	<u>\$ -</u>				

Summary of Budget Changes

Operating Trends



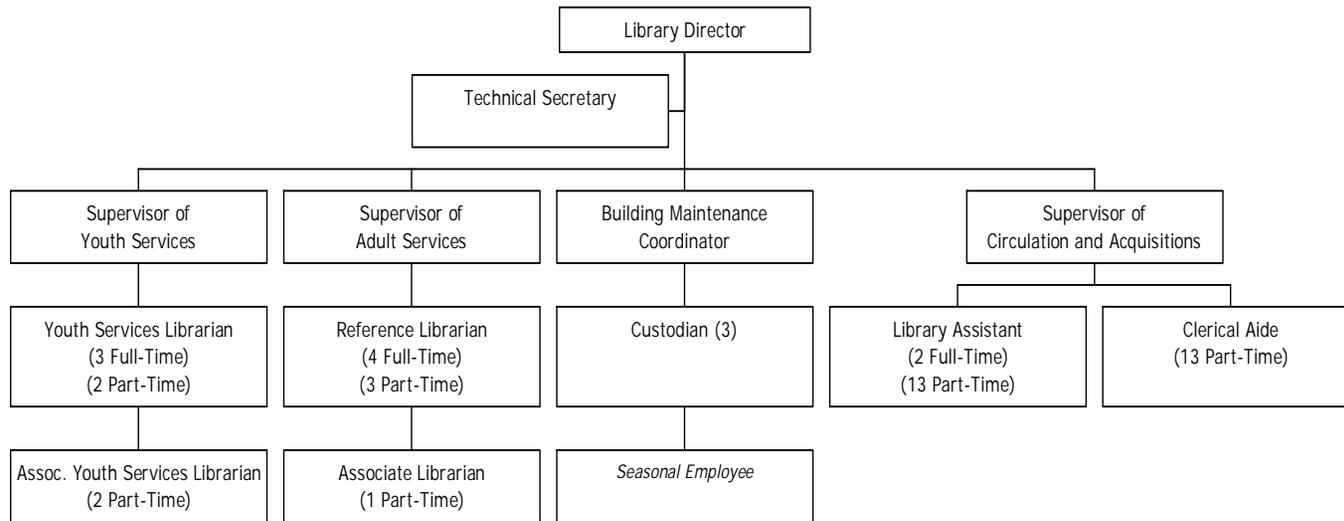
In 2013-2014, the majority of the \$3 million grant from the Herbert H. and Grace A. Dow Foundation was spent.

Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

The infrastructure and interior improvement projects funded by the Herbert H. and Grace A. Dow Foundation were completed in 2014-2015. Capital expenditures for 2015-2016 include an

office copy machine and lawn tractor. Expenditures remain flat in 2015-2016 with some exceptions such as personal services and utilities.

Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Library Director	1	1	1
Technical Secretary	1	1	1
Supervisor of Adult Services	1	1	1
Supervisor of Youth Services	1	1	1
Supervisor of Circulation and Acquisitions	1	1	1
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
Total Full-Time	18	18	18
<u>Regular Part-Time</u>			
Reference Librarian	3	3	3
Youth Services Librarian	3	3	2
Associate Reference Librarian	1	1	1
Associate Youth Services Librarian	0	0	2
Library Assistant	13	13	13
Clerical Aide	13	13	13
Total Regular Part-Time	33	33	34
Department Total	51	51	52

In 2014-2015, a Part-Time Youth Services Reference Librarian position was reconfigured into two Part-Time Youth Services Associate Librarians. The number of Part-Time Youth Services staff increased from three to four. The total hours allocated to

the Part-Time Youth Services staff increased from 75 hours per week to 80 hours per week. This provides for greater flexibility in scheduling and programming.



Director of Planning & Community Development..... C. Bradley Kaye, AICP CFM
Community Development Planner Grant Murschel

Service Statement

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)

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)
- The Community Development Planner serves as a member of various local and state-wide professional organizations

Community Development Block Grant Program

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

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

Financial Statement

274 - Community Development Block Grant Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Federal grant carryover from prior years	\$ 301,739	\$ 231,887	\$ 304,127	\$ 80,240	\$ 240	\$ 240
Federal grant	249,320	209,553	209,553	233,381	225,000	215,000
Other	40,095	45,000	45,000	5,000	15,000	15,000
Total revenues	<u>591,154</u>	<u>486,440</u>	<u>558,680</u>	<u>318,621</u>	<u>240,240</u>	<u>230,240</u>
Expenditures						
Administration	46,783	43,000	43,000	43,000	43,000	43,000
Residential home rehabs	54,249	105,327	105,327	65,884	45,000	45,000
Public facilities improvements	17,000	176,383	176,383	80,000	85,000	100,000
Public services project	42,870	30,497	30,497	35,497	28,500	30,000
Affordable housing	-	25,000	25,000	-	25,000	-
Removal of architectural barriers	85,683	7,000	7,000	2,000	5,500	4,000
Reserve for contingencies	-	10,000	2,000	8,000	8,000	8,000
Transfers out	40,442	89,233	89,233	84,000	-	-
Total expenditures	<u>287,027</u>	<u>486,440</u>	<u>478,440</u>	<u>318,381</u>	<u>240,000</u>	<u>230,000</u>
Excess of Revenues Over(Under)						
Expenditures	304,127	-	80,240	240	240	240
Federal grant carryover available	<u>\$ 304,127</u>	<u>\$ -</u>	<u>\$ 80,240</u>	<u>\$ 240</u>	<u>\$ 240</u>	<u>\$ 240</u>

Summary of Budget Changes

Operating Trends



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. 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 \$209,553 which is approximately 5% less than that received in fiscal year 2013-14.

Rehabilitation of non-profit agencies was formerly included with Housing Rehabilitation projects. As all of these public, non-

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. 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.



Assistant City Manager for Financial Services David A. Keenan

Service Statement

This fund accounts for various types of activities that are specifically funded by outside parties, not appropriate to be

accounted for in any other Special Revenue Fund, and for which the City is the benefactor of those activities.

Financial Statement

281 - Special Activities Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Other grants	\$ 8,703	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Contributions	23,900	115,150	79,150	90,850	90,850	90,850
Other revenues	21,097	5,000	5,000	5,000	5,000	5,000
Investment earnings	72	50	50	50	50	50
Transfers in	-	-	7,495	5,000	5,000	5,000
Total operating revenues	<u>53,772</u>	<u>129,200</u>	<u>100,695</u>	<u>109,900</u>	<u>109,900</u>	<u>109,900</u>
Expenses						
Supplies	29,837	105,000	5,490	4,000	4,000	4,000
Other services and charges	28,110	9,000	129,757	82,000	81,000	81,000
Transfers out	9,699	15,000	15,000	10,000	10,000	10,000
Total expenses	<u>67,646</u>	<u>129,000</u>	<u>150,247</u>	<u>96,000</u>	<u>95,000</u>	<u>95,000</u>
Excess of Revenues Over(Under)						
Expenditures	(13,874)	200	(49,552)	13,900	14,900	14,900
Fund Balance - beginning	124,922	111,048	111,048	61,496	75,396	90,296
Fund Balance - ending	<u>\$ 111,048</u>	<u>\$ 111,248</u>	<u>\$ 61,496</u>	<u>\$ 75,396</u>	<u>\$ 90,296</u>	<u>\$ 105,196</u>

Summary of Budget Changes

Operating Trends





Director of Planning & Community Development..... C. Bradley Kaye, AICP CFM
Community Development Planner Grant Murschel

Service Statement

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.

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 new barrier-free CHOICE houses
2. Acquire 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

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 City of Midland Housing Commission
- The Community Development Planner serves as a member of various local and state-wide professional organizations

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:

Functions (cont.)

Midland City Housing Commission (cont.)

- 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

Financial Statement

282 - Midland Housing Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Sale of assets	\$ 234,502	\$ 245,000	\$ 274,466	\$ 130,000	\$ 130,000	\$ 130,000
Other	-	-	160	-	-	-
Investment earnings	232	200	200	200	200	200
Total revenues	<u>234,734</u>	<u>245,200</u>	<u>274,826</u>	<u>130,200</u>	<u>130,200</u>	<u>130,200</u>
Expenditures						
Other services and charges	35	11,800	6,800	11,800	8,746	5,536
Cost of assets sold	234,502	245,000	274,466	130,000	130,000	130,000
Total expenditures	<u>234,537</u>	<u>256,800</u>	<u>281,266</u>	<u>141,800</u>	<u>138,746</u>	<u>135,536</u>
Excess of Revenues Over (Under) Expenditures	197	(11,600)	(6,440)	(11,600)	(8,546)	(5,336)
Fund Balance - beginning	186,390	186,587	186,587	180,147	168,547	160,001
Fund Balance - ending	<u>\$ 186,587</u>	<u>\$ 174,987</u>	<u>\$ 180,147</u>	<u>\$ 168,547</u>	<u>\$ 160,001</u>	<u>\$ 154,665</u>

Summary of Budget Changes

Operating Trends





Public Services DirectorKaren Murphy
Assistant Director of Public ServicesJan 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 requests through the Michigan Department of Transportation (MDOT) and the Federal Transit Administration (FTA) for state and federal grant money that covers approximately 50% of total operating expenses along with funds for replacement buses and related capital needs
- Provides quarterly financial reports to MDOT and FTA for reimbursement of operating expenses through state and federal grants
- Administer capital grants provided through MDOT and FTA for replacement of buses and other capital items
- Actively participates on local advisory boards to provide excellent service to passengers with disabilities
- Works with regional transportation providers from Bay Metro, Saginaw STARS and County Connection to coordinate transportation services
- Provides one-on-one passenger assistance to new riders
- Presents information on Dial-A-Ride services to Community Mental Health, Senior Centers, Northwood University, Michigan Works, Midland Public Schools, MCESA, and persons with disability groups including the ARC and People First

- Participates on the Regional Interagency Consumer Council
- Coordinates rides for persons with disabilities for Midland Public Schools and Midland County Educational Services Agency as needed
- 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
- Conducts bi-annual meetings with the Dial-A-Ride Advisory Commission to review budgets, policies/procedures and any proposed changes to services
- Represents transit interests on the Midland Area Transportation Study MPO

Passenger Transportation

- Delivers demand response, curb-to-curb transportation services within the City of Midland for 105,000+ riders annually
- Coordinates advance notice and same-day demand response transportation for passengers
- Provides 12,000 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 City's Safety Program to ensure and improve passenger safety

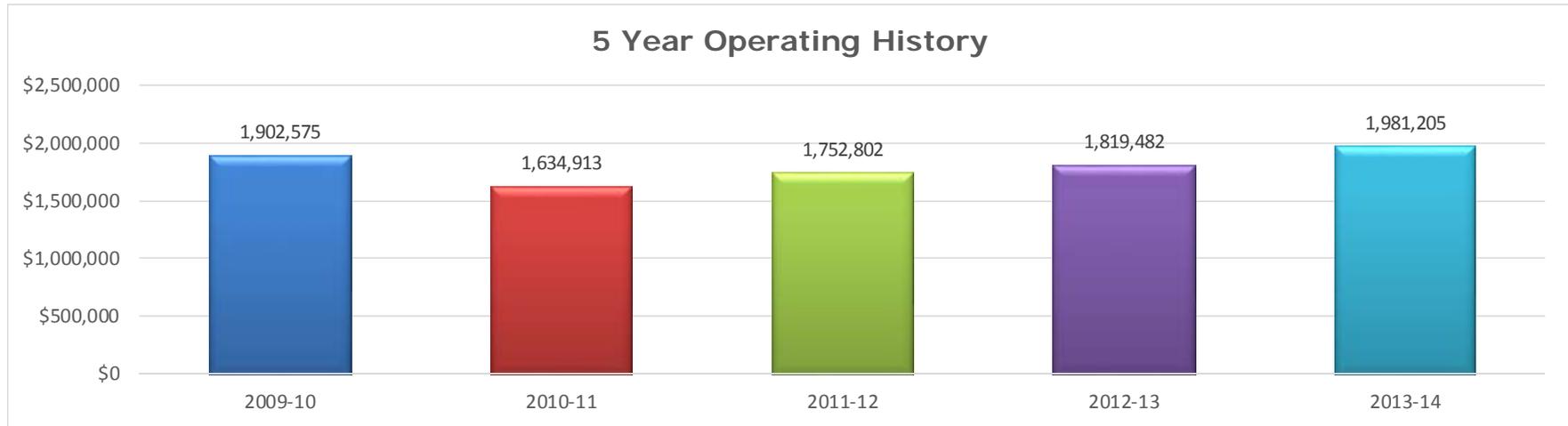
Financial Statement

288 - Dial-A-Ride Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Use and admission charges	\$ 111,681	\$ 118,000	\$ 101,000	\$ 105,000	\$ 105,000	\$ 105,000
Federal operating assistance	80,394	399,319	754,196	521,639	560,530	586,557
Federal assistance - capital grants	171,939	600,800	533,448	180,000	64,000	-
State operating assistance	687,475	668,278	703,824	755,911	777,821	807,894
State assistance - capital grants	26,553	274,695	132,937	29,250	10,400	-
Other	400	-	-	-	-	-
Non-operating	7,474	-	-	-	-	-
Investment earnings	(25)	-	-	-	-	-
Transfers in	554,688	701,820	625,121	698,307	687,647	708,702
Total revenues	1,640,579	2,762,912	2,850,526	2,290,107	2,205,398	2,208,153
Expenditures						
Personal services	1,249,678	1,313,988	1,340,449	1,468,819	1,497,685	1,548,234
Supplies	170,503	184,201	174,801	180,552	183,404	186,293
Other services and charges	356,371	361,828	359,840	405,736	434,309	463,626
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	15	-	-	-	-	-
Capital outlay	204,638	901,320	669,810	225,000	80,000	-
Total expenditures	1,981,205	2,771,337	2,554,900	2,290,107	2,205,398	2,208,153
Excess of Revenues Over (Under)						
Expenditures	(340,626)	(8,425)	295,626	-	-	-
Fund Balance - beginning	45,000	(295,626)	(295,626)	-	-	-
Fund Balance - ending	\$ (295,626)	\$ (304,051)	\$ -	\$ -	\$ -	\$ -

Summary of Budget Changes

Operating Trends

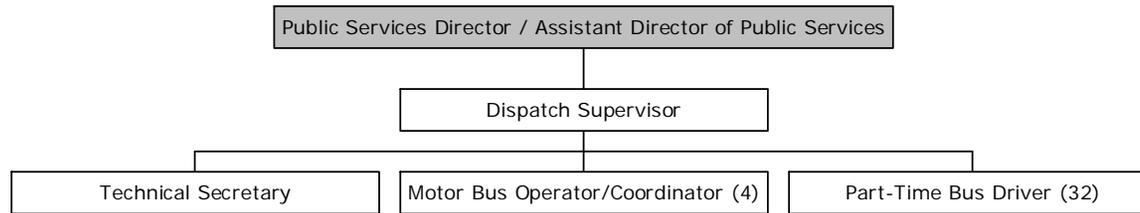


Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

An additional full-time motor bus operator coordinator position has been added to the operating budget to assist with dispatch needs.

Capital purchases include replacement of 3 buses using state and federal grant funding.

Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Dispatch Supervisor	1	1	1
Motor Bus Operator/Coordinator	3	3	4
Technical Secretary	0	0	1
Office Assistant	1	1	0
Total Full-Time	5	5	6
<u>Regular Part-Time</u>			
Bus Driver*	32	32	32
Office Assistant	0	0	0
Total Regular Part-Time	32	32	32
Department Total	37	37	38

*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.



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, who include individuals and not for profit organizations; 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-Messages & Community Voices

- 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-Midland Government Television

- 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-Midland Public Schools TV

- Provide technical support and production assistance to the Midland Public Schools staff
- 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 (sports, concerts, events)

All Access

- Provide automated program playback on MCTV and MGTV using web-based server system.
- MGTV, MPS-TV, and MCTV are found on Charter channels 188-191 and AT&T's U-verse through Channel 99
- Create and publish program schedule for Midland Daily News, City of Midland website, Charter's on screen program guide
- Maintain production equipment
- Provide video duplication services
- Post government and public access programming on-line

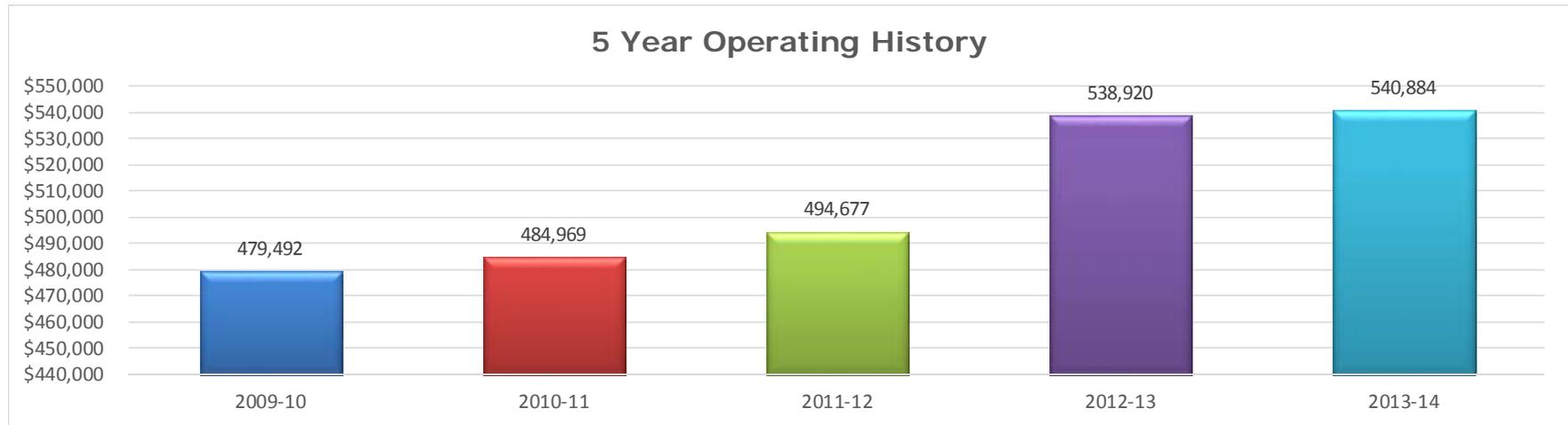
Financial Statement

296 - Midland Community Television Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Charges for services	\$ 727,522	\$ 699,800	\$ 755,300	\$ 755,300	\$ 755,300	\$ 755,300
Contributions	26,665	2,500	2,000	2,000	2,000	2,000
Other	176	-	25	-	-	-
Non-operating	72	-	-	-	-	-
Investment earnings	1,389	1,100	1,100	1,100	1,100	1,100
Total revenues	<u>755,824</u>	<u>703,400</u>	<u>758,425</u>	<u>758,400</u>	<u>758,400</u>	<u>758,400</u>
Expenditures						
Personal services	363,664	390,352	389,005	441,680	419,311	436,261
Supplies	28,085	97,350	97,350	17,250	14,285	14,322
Other services and charges	124,135	148,754	148,900	160,138	151,312	154,583
Reserve for contingencies	-	20,000	20,000	20,000	20,000	20,000
Capital outlay	25,000	400,574	400,574	176,000	-	-
Total expenditures	<u>540,884</u>	<u>1,057,030</u>	<u>1,055,829</u>	<u>815,068</u>	<u>604,908</u>	<u>625,166</u>
Excess of Revenues Over (Under) Expenditures	214,940	(353,630)	(297,404)	(56,668)	153,492	133,234
Fund Balance - beginning	1,156,423	1,371,363	1,371,363	1,073,959	1,017,291	1,170,783
Fund Balance - ending	<u>1,371,363</u>	<u>1,017,733</u>	<u>1,073,959</u>	<u>1,017,291</u>	<u>1,170,783</u>	<u>1,304,017</u>
End of year fund balance:						
Unreserved	\$ 888,363	\$ 756,733	\$ 812,959	\$ 932,291	\$ 1,085,783	\$ 1,219,017
Reserved for capital outlay	483,000	261,000	261,000	85,000	85,000	85,000
Total end of year fund balance	<u>\$ 1,371,363</u>	<u>\$ 1,017,733</u>	<u>\$ 1,073,959</u>	<u>\$ 1,017,291</u>	<u>\$ 1,170,783</u>	<u>\$ 1,304,017</u>

Summary of Budget Changes

Operating Trends

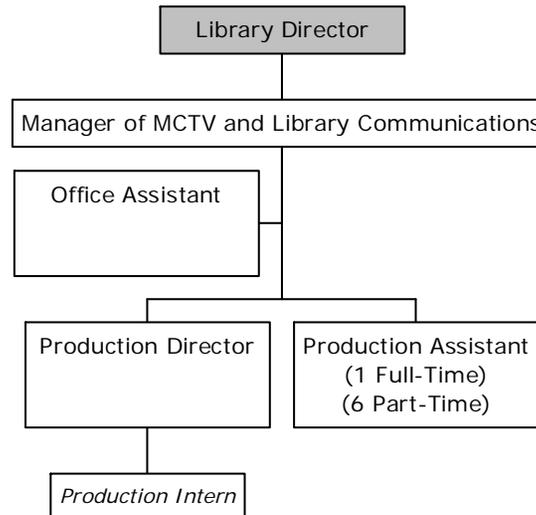


Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

MCTV will complete a significant capital project in 2015-16, the transition to new digital video production equipment. This project will improve the quality of the video that viewers will

see. The new equipment will also improve the workflow for both access users and staff.

Organizational Chart



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

Midland Community Television (MCTV)

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Manager of MCTV & Library Communications	1	1	1
Production Director	1	1	1
Production Assistant	1	1	1
Total Full-Time	3	3	3
<u>Regular Part-Time</u>			
Production Assistant*	6	6	6
Office Assistant	1	1	1
Total Regular Part-Time	7	7	7
Department Total	10	10	10

*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).



Downtown Development Authority Executive Director Selina Tisdale

Service Statement

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

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

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

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

- The DDA partners with many community organizations including the City of Midland, the Midland Downtown Business Association, the Midland Area Chamber of Commerce and the Midland County Convention and Visitors Bureau along with many other community-minded organizations.

Functions

Downtown Development Authority

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

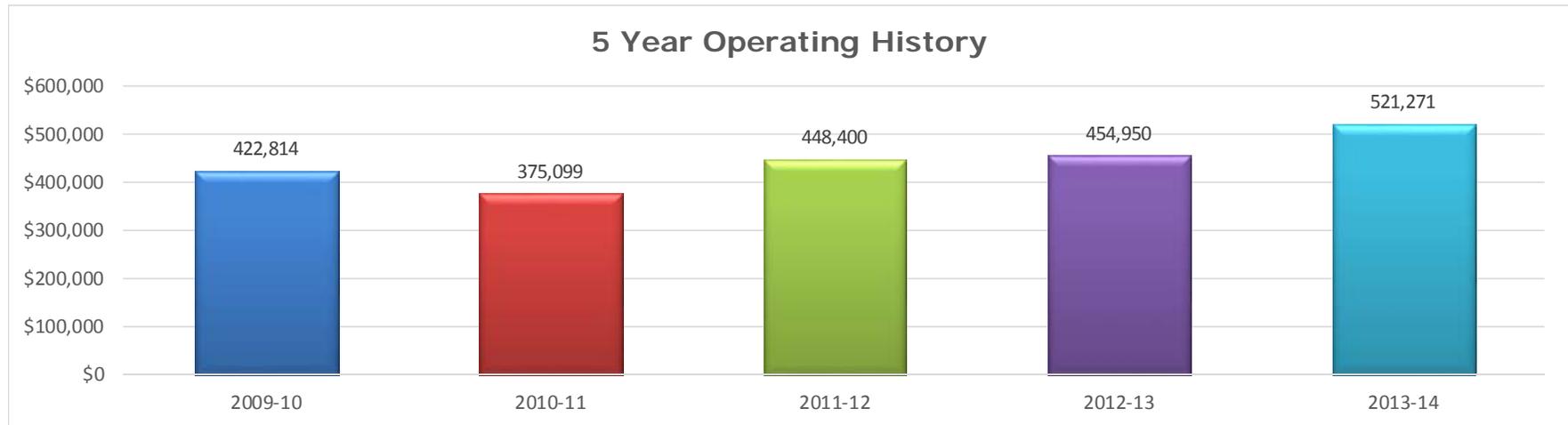
Financial Statement

297 - Downtown Development Authority Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ 495,357	\$ 478,625	\$ 504,009	\$ 510,011	\$ 525,291	\$ 525,291
Contributions	-	17,928	17,928	-	-	-
Other	9,597	8,000	10,000	5,000	5,000	5,000
Investment earnings	981	1,000	1,000	1,000	1,000	1,000
Transfers in	14,000	16,500	16,500	26,500	26,500	26,500
Total revenues	<u>519,935</u>	<u>522,053</u>	<u>549,437</u>	<u>542,511</u>	<u>557,791</u>	<u>557,791</u>
Expenditures						
Personal services	171,960	190,037	193,037	221,665	228,973	237,067
Supplies	1,548	1,900	1,975	1,900	1,931	1,961
Other services and charges	302,763	299,440	299,436	281,751	289,905	298,301
Transfers out	45,000	50,000	50,000	50,000	50,000	50,000
Total expenditures	<u>521,271</u>	<u>541,377</u>	<u>544,448</u>	<u>555,316</u>	<u>570,809</u>	<u>587,329</u>
Excess of Revenues Over (Under) Expenditures	(1,336)	(19,324)	4,989	(12,805)	(13,018)	(29,538)
Fund Balance - beginning	831,807	830,471	830,471	835,460	822,655	809,637
Fund Balance - ending	<u>\$ 830,471</u>	<u>\$ 811,147</u>	<u>\$ 835,460</u>	<u>\$ 822,655</u>	<u>\$ 809,637</u>	<u>\$ 780,099</u>

Summary of Budget Changes

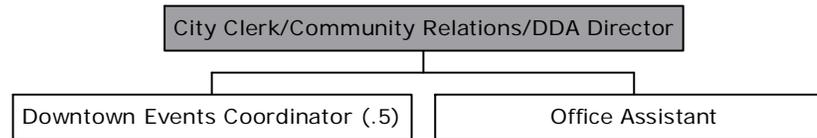
Operating Trends



Annual expenditures by the Downtown Development Authority fluctuates based upon the expenditure of accumulated fund

balance on larger scale physical improvement projects and planned retail, housing or economic development studies.

Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Office Assistant	1	1	1
Total Full-Time	1	1	1
<u>Regular Part-Time</u>			
Downtown Events Coordinator	1	1	1
Office Assistant	0	0	0
Total Regular Part-Time	1	1	1
Department Total	2	2	2



Debt Service Fund

for the Fiscal Year Ending June 30, 2016

**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.

Financial Statement

301 - Debt Service
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ 679,864	\$ 678,951	\$ 678,523	\$ 633,351	\$ 636,135	\$ 635,248
Investment earnings	738	-	250	250	250	250
Transfers in	1,821,216	1,820,824	1,817,784	1,819,724	1,819,749	1,818,299
Total revenues	<u>2,501,818</u>	<u>2,499,775</u>	<u>2,496,557</u>	<u>2,453,325</u>	<u>2,456,134</u>	<u>2,453,797</u>
Expenditures						
Debt service	1,629,263	1,630,864	1,630,864	1,630,663	1,628,663	1,628,338
Non-operating	2,131	-	-	-	-	-
Transfers out	870,424	868,911	865,693	822,662	827,471	825,459
Total expenditures	<u>2,501,818</u>	<u>2,499,775</u>	<u>2,496,557</u>	<u>2,453,325</u>	<u>2,456,134</u>	<u>2,453,797</u>
Excess of Revenues Over (Under) Expenditures	-	-	-	-	-	-
Fund Balance - beginning	-	-	-	-	-	-
Fund Balance - ending	<u>\$ -</u>					

Schedule of Debt Requirements (Principal and Interest)

	<u>Maturity</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Debt Service Fund						
2008 Judgement Bonds	05/01/23	\$ 1,630,513	\$ 1,628,513	\$ 1,628,188	\$ 1,625,800	\$ 1,621,350
Wastewater Fund						
2001 Sewer SRF Bonds (Note 2)	04/01/22	315,101	318,477	316,601	314,602	317,477
2015 Sewer Refunding Bonds (Note 1)	05/01/21	1,055,451	1,060,092	1,058,614	1,056,883	1,059,899
Total Wastewater Fund		<u>1,370,552</u>	<u>1,378,569</u>	<u>1,375,215</u>	<u>1,371,485</u>	<u>1,377,376</u>
Water Fund						
2012 Saginaw-Midland Refunding Bonds	09/01/20	746,674	732,756	205,512	199,930	194,349
2009 Saginaw-Midland Refunding Bonds	09/01/16	413,009	426,977	-	-	-
Total Water Fund		<u>1,159,683</u>	<u>1,159,733</u>	<u>205,512</u>	<u>199,930</u>	<u>194,349</u>
Civic Arena Fund						
2012 Limited Tax GO Refunding Bond Issue	05/01/30	349,825	351,888	348,167	348,848	348,825
Total Civic Arena Fund		<u>349,825</u>	<u>351,888</u>	<u>348,167</u>	<u>348,848</u>	<u>348,825</u>
Renewable Energy Fund						
2010 Renewable Energy SRF Bonds	10/01/30	382,375	380,813	379,125	382,250	380,188
Sanitary Landfill - interfund loan	06/30/31	22,910	22,910	22,910	22,910	22,910
Total Renewable Energy Fund		<u>405,285</u>	<u>403,723</u>	<u>402,035</u>	<u>405,160</u>	<u>403,098</u>
Total Debt		<u>\$ 4,915,858</u>	<u>\$ 4,922,426</u>	<u>\$ 3,959,117</u>	<u>\$ 3,951,223</u>	<u>\$ 3,944,998</u>

Note 1:

The 2015 Sewer Refunding Bonds were issued to refund \$5,965,000 of the 2005 Sewer Bonds (of the original 2001 Bond) in February, 2015. The 2015 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.

Schedule of Debt Requirements (Principal and Interest) (cont.)

	Maturity	2020-21	2021-22	2022-23	2023-24	Therafter
Debt Service Fund						
2008 Judgement Bonds	05/01/23	\$ 1,618,125	\$ 1,617,562	\$ 1,612,593	\$ -	\$ -
Wastewater Fund						
2001 Sewer SRF Bonds (Note 2)	04/01/22	315,102	311,664	-	-	-
2015 Sewer Refunding Bonds (Note 1)	05/01/21	1,057,575	-	-	-	-
Total Wastewater Fund		1,372,677	311,664	-	-	-
Water Fund						
2012 Saginaw-Midland Refunding Bonds	09/01/20	186,477	-	-	-	-
2009 Saginaw-Midland Refunding Bonds	09/01/16	-	-	-	-	-
Total Water Fund		186,477	-	-	-	-
Civic Arena Fund						
2012 Limited Tax GO Refunding Bond Issue	10/01/30	358,075	356,450	354,160	356,460	2,142,215
Total Civic Arena Fund		358,075	356,450	354,160	356,460	2,142,215
Renewable Energy Fund						
2010 Renewable Energy SRF Bonds	10/01/30	382,938	380,500	382,875	380,063	2,664,936
Sanitary Landfill - interfund loan	06/30/31	22,910	22,910	22,910	22,910	160,255
Total Renewable Energy Fund		405,848	403,410	405,785	402,973	2,825,191
Total Debt		\$ 3,941,202	\$ 2,689,086	\$ 2,372,538	\$ 759,433	\$ 4,967,406

Note 1:

The 2015 Sewer Refunding Bonds were issued to refund \$5,965,000 of the 2005 Sewer Bonds (of the original 2001 Bond) in February, 2015. The 2015 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.



Enterprise Funds

for the Fiscal Year Ending June 30, 2016

Civic Arena

Landfill

Washington Woods

Riverside Place

Currie Municipal Golf Course

Parking

Wastewater

Water



Civic Arena Manager..... Kenny Benson

Service Statement

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

Functions

Administrative Services

- Administers department budget
- Coordinates staffing levels in conjunction with facility events
- Manages skate pro shop inventory
- Procures required supplies and equipment
- Oversees contractual ice resurfacing service for the facility
- Coordinates rental and billing of ice time for the three rinks
- Promotes and sells advertising space in the ice surface and on the rink boards

Arena Operations

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

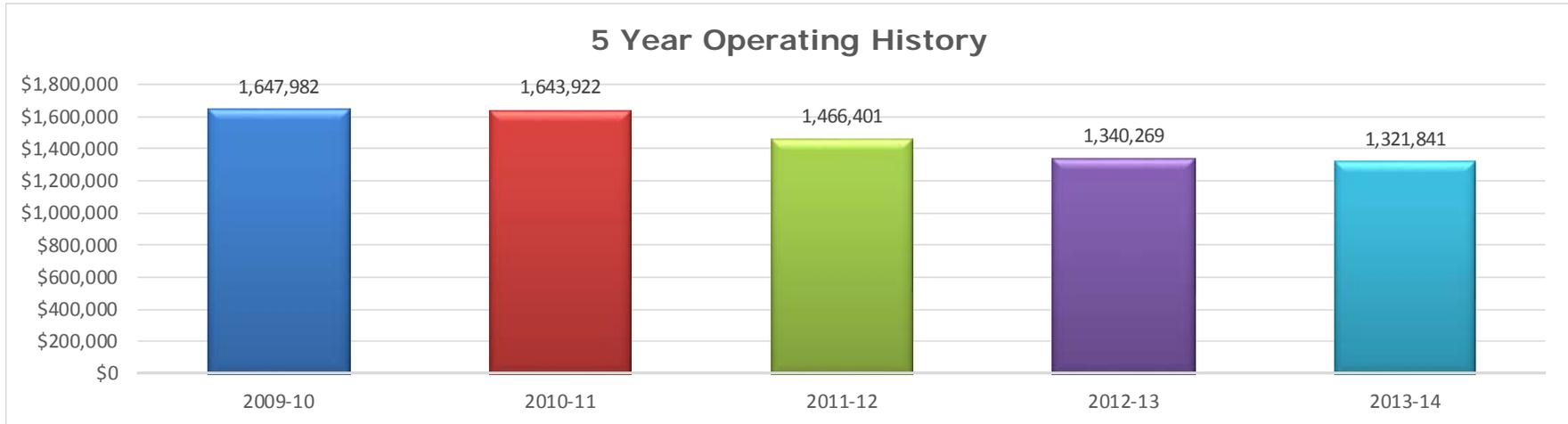
Financial Statement

508 - Civic Arena
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2016

	2013-14 Actual	2014-15		2015-16 Adopted	2016-17 Projected	2017-18 Projected
		Amended	Estimate			
Revenues						
Use and admission charges	\$ 1,082,162	\$ 1,120,940	\$ 1,077,265	\$ 1,090,940	\$ 1,112,759	\$ 1,135,013
Other	16,796	17,500	19,500	19,500	19,500	19,500
Non-operating	141,350	-	-	-	-	-
Investment earnings	(295)	(500)	(250)	(250)	-	250
Transfers in	425,000	425,000	425,000	425,000	350,000	350,000
Total revenues	<u>1,665,013</u>	<u>1,562,940</u>	<u>1,521,515</u>	<u>1,535,190</u>	<u>1,482,259</u>	<u>1,504,763</u>
Expenses						
Personal services	272,704	293,537	288,655	306,199	313,929	322,194
Supplies	37,876	26,250	34,999	26,250	26,807	27,217
Other services and charges	563,901	620,768	578,446	630,072	648,675	667,836
Debt Service	343,094	342,388	342,288	349,925	351,988	348,268
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Capital outlay	104,266	151,798	151,798	20,000	20,000	20,000
Total expenses	<u>1,321,841</u>	<u>1,444,741</u>	<u>1,406,186</u>	<u>1,342,446</u>	<u>1,371,399</u>	<u>1,395,515</u>
Excess of Revenues Over (Under) Expenses	343,172	118,199	115,329	192,744	110,860	109,248
Other non-working capital adjustments	(6,362)	(5,000)	(5,000)	(10,000)	(5,000)	-
Working Capital - beginning	(670,097)	(333,287)	(333,287)	(222,958)	(40,214)	65,646
Working Capital - ending	<u>\$ (333,287)</u>	<u>\$ (220,088)</u>	<u>\$ (222,958)</u>	<u>\$ (40,214)</u>	<u>\$ 65,646</u>	<u>\$ 174,894</u>

Summary of Budget Changes

Operating Trends



The Civic Arena is maintained and operated by a full-time Arena Facilities Maintenance person. Seasonal workers are hired to supplement peak season hours and special events. This method of staffing has been an efficient way to utilize our workforce and allows for flexibility in scheduling. The City contracts with the Midland Amateur Hockey League to provide ice resurfacing and related services. During the fall of 2013 the

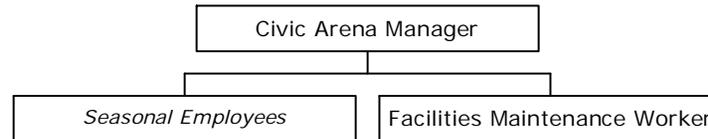
City converted one of its arenas from a dry concrete floor to a permanent indoor artificial turf facility. This has brought an entirely new group of users to the arena. The community groups have been very supportive thus far and the new revenue stream will help in stabilizing the long-term financial position of the facility.

Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

The 2015-16 fiscal year is the final year of the deficit elimination plan to restore the Fund’s unrestricted net assets to a positive balance. This recovery is expected to be achieved by the end of the 2014-15 fiscal year, one year early, largely due

to increased support from the City’s General Fund. This level of General Fund support is expected to be reduced after the 2015-16 fiscal year.

Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Civic Arena Manager	1	1	1
Facilities Maintenance Worker	1	1	1
Total Full-Time	2	2	2
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	2	2	2



Utilities Director Noel Bush
Landfill Superintendent Scott O’Laughlin
Assistant to Utilities Director Joseph Sova

Service Statement

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

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

A landfill gas collection and control system (GCCS) has been in operation since summer 2010. The GCCS collects the gas byproduct of waste decomposition and sends the gas to the gas-to-energy plant located at the City's Wastewater Treatment facility. During energy plant shutdowns, the gas is flared at the Landfill. Along with providing the fuel to offset current energy costs and reduce the need for natural gas, the GCCS has greatly reduced odor migration from the landfill and, in the future, will provide a source of revenue through sale of excess energy. Finally, in 2014 the bioreactor program began in Cells 15 and 16. The bioreactor accepts treated biosolids sludge from the City's Wastewater Treatment Plant into the garbage received that day. This process will decompose waste more

quickly, accelerating gas generation. It will also reduce future environmental liability as the waste completes decomposition.

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

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

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

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

Service Statement (cont.)

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

Functions

Waste Disposal for Midland County

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

Recycling

- Collects landfill gas to fuel energy production facility and reduce pollution
- Yard waste: 40,000+ yards of leaves & grass processed into compost annually
- Grinds up brush for internal use
- Separates scrap metal where possible and sells for scrap value
- Keeps concrete & asphalt waste separate for crushing & reuse as road and road base material on site

- Uses waste foundry sand when available for daily waste cover, reducing use of virgin sand for cover
- Supports Midland Recyclers, located on site
- Provides free tours to schools from pre-school through college ages, and community groups

Site Maintenance

- Maintains park-like appearance
- Dust minimization
- Pump system maintenance
- 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
- Implemented bioreactor landfill cell to extend site life and reduce future liability

Financial Statement

517 - Landfill
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Service and supplies sales	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Use and admission charges	2,903,936	3,277,000	3,415,563	3,255,000	3,255,000	3,255,000
Other	5,162	3,500	8,739	3,250	3,250	3,250
Non-operating	84,070	49,048	54,374	99,153	99,859	50,585
Investment earnings	38,483	17,863	17,451	17,358	17,252	17,146
Total revenues	3,031,651	3,362,411	3,511,127	3,389,761	3,390,361	3,340,981
Expenses						
Personal services	1,189,523	1,212,467	1,217,138	1,266,504	1,320,150	1,373,708
Supplies	296,758	273,850	255,629	253,890	258,880	264,010
Other services and charges	1,290,944	1,664,109	1,495,533	1,420,707	1,417,787	1,473,278
Reserve for contingencies	-	50,000	25,000	50,000	50,000	50,000
Non-operating	5,013	600	29,592	600	618	30,166
Capital projects	798,535	300,000	280,113	820,000	765,000	1,015,000
Capital outlay	44,931	373,226	373,225	630,000	1,010,000	140,000
Total expenses	3,625,704	3,874,252	3,676,230	4,441,701	4,822,435	4,346,162
Excess of Revenues Over (Under) Expenses	(594,053)	(511,841)	(165,103)	(1,051,940)	(1,432,074)	(1,005,181)
Other non-working capital adjustments	73,590	-	-	-	-	-
Working Capital - beginning	6,839,556	6,319,093	6,319,093	6,153,990	5,102,050	3,669,976
Working Capital - ending	\$ 6,319,093	\$ 5,807,252	\$ 6,153,990	\$ 5,102,050	\$ 3,669,976	\$ 2,664,795

Summary of Budget Changes

Operating Trends



Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

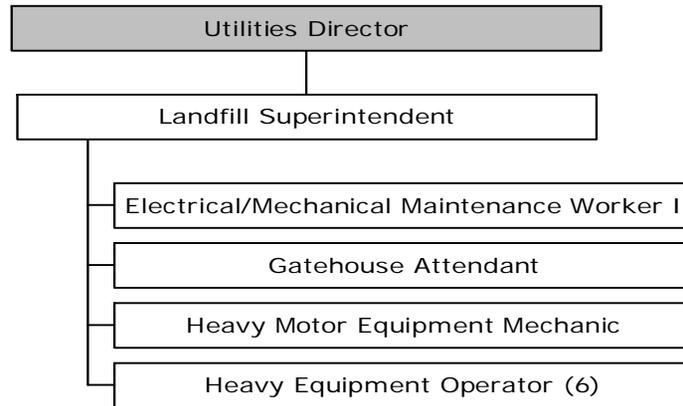
In fiscal year 2015-16 the focus continues to be gas production and collection, to meet the goals of minimizing odors and maximizing energy production. Treated biosolids liquid sludge from the City’s Wastewater Treatment Plant will continue to be applied to the waste being buried at the Landfill. The biosolids accelerate waste decomposition and gas generation. As areas are filled with more waste, additional gas collection pipes will be installed.

Staff is evaluating option for alternative waste cover systems, such as a reusable powered tarp system. Such a system would

save airspace currently consumed by soil cover, as the cover would be removed each day. Another major capital expense is the scheduled replacement of our 11 year old wheel loader.

Finally, funding for future construction of Cell 17 will be initiated this fiscal year. In each of the next four years money will be set aside for construction scheduled between fiscal years 2017-18 and 2018-19.

Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Landfill Superintendent	1	1	1
Electrical/Mechanical Maintenance Worker II	1	1	0
Electrical/Mechanical Maintenance Worker I	0	0	1
Gatehouse Attendant	1	1	1
Heavy Motor Equipment Mechanic	1	1	1
Heavy Equipment Operator	6	6	6
Total Full-Time	10	10	10
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	10	10	10



Director of Planning and Community Development C. Bradley Kaye, AICP
Manager of Senior Housing Kim Samborn
Assistant Manager of Senior Housing Lori Jung

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, as no operating subsidy is received. Washington Woods is debt-free and non-profit. There are 214 total apartments, with a combination of one- and two-bedroom apartments available. There are no maximum or minimum income levels. Residents represent a broad range of incomes.

You are eligible to live at Washington Woods 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

Functions (cont.)

Office Staff (cont.)

- 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

- Responds to emergency situations
- 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

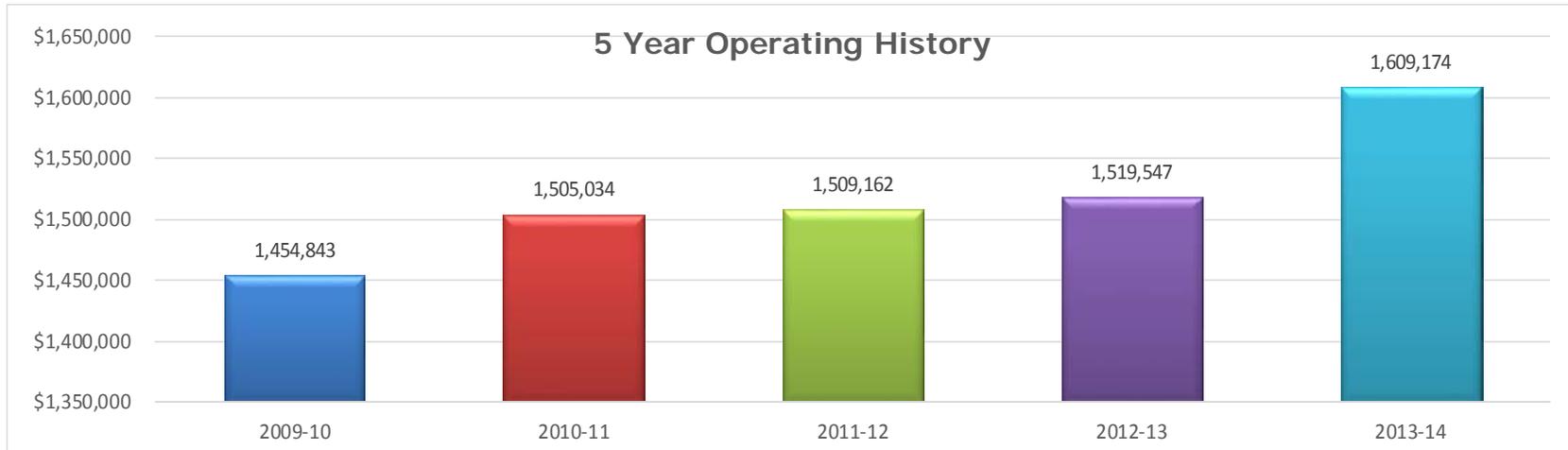
Financial Statement

536 - Washington Woods Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Rentals	\$ 1,241,196	\$ 1,265,372	\$ 1,265,372	\$ 1,112,266	\$ 1,170,600	\$ 1,266,600
Miscellaneous	371,821	379,935	392,442	387,497	398,302	407,158
Investment earnings	1,776	1,000	1,000	1,000	1,000	1,000
Non-operating	288,320	1,000	1,998	1,000	1,000	1,000
Transfers in	47,723	99,233	99,233	84,000	-	-
Total revenues	<u>1,950,836</u>	<u>1,746,540</u>	<u>1,760,045</u>	<u>1,585,763</u>	<u>1,570,902</u>	<u>1,675,758</u>
Expenses						
Personal services	686,980	736,144	737,446	794,357	813,822	846,789
Supplies	56,654	129,977	131,327	39,533	39,802	40,721
Other services and charges	567,776	615,048	630,192	625,925	646,207	662,936
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	289,289	280,300	288,300	342,139	316,660	328,320
Capital outlay	8,475	335,472	326,000	263,000	140,000	46,000
Total expenses	<u>1,609,174</u>	<u>2,106,941</u>	<u>2,123,265</u>	<u>2,074,954</u>	<u>1,966,491</u>	<u>1,934,766</u>
Excess of Revenues Over (Under) Expenses	341,662	(360,401)	(363,220)	(489,191)	(395,589)	(259,008)
Other non-working capital adjustments	32,887	-	-	-	-	-
Working Capital - beginning	1,137,656	1,512,205	1,512,205	1,148,985	659,794	264,205
Working Capital - ending	<u>\$ 1,512,205</u>	<u>\$ 1,151,804</u>	<u>\$ 1,148,985</u>	<u>\$ 659,794</u>	<u>\$ 264,205</u>	<u>\$ 5,197</u>

Summary of Budget Changes

Operating Trends

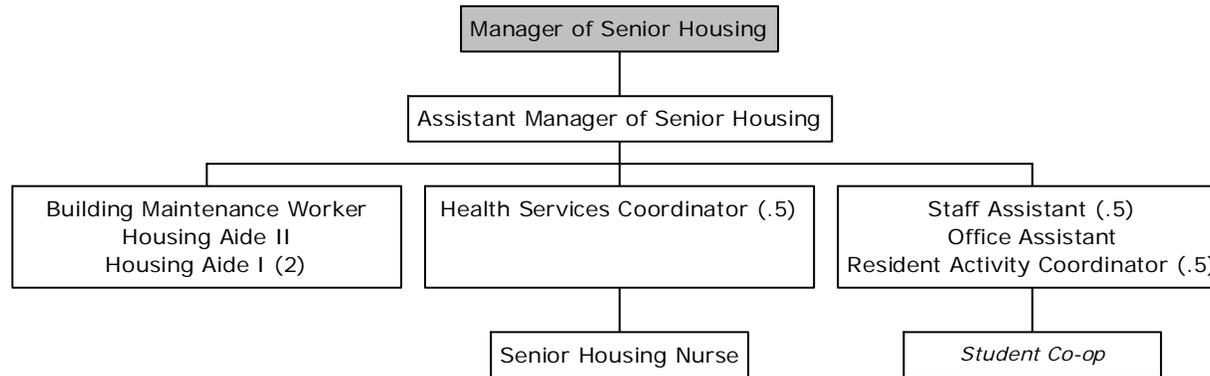


Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

In March of 2015, the presence of asbestos containing materials was identified at Washington Woods. A full building survey was completed and the preparation of a comprehensive remediation plan has commenced. While that remediation plan is being completed, vacated residential units in the west wing have remained unfilled. This action has negatively impacted budgeted revenue for the 2014-15 budget year and will continue to depress anticipated revenues in the 2015-16

budget year. Remediation activities to address the presence of asbestos containing materials will further impact the 2015-16 budget. As the remediation plan is only now underway and the results are not yet fully known, the full financial impact of this has not yet been fully identified. Further budget evaluation is expected to be necessary once this information becomes available.

Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Manager of Senior Housing	1	0	0
Assistant Manager of Senior Housing	0	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
Total Full-Time	6	6	6
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	2	2	2
Resident Activity Coordinator	1	1	1
Staff Assistant	1	1	1
Total Regular Part-Time	5	5	5
Department Total	11	11	11



Director of Planning and Community Development C. Bradley Kaye, AICP CFM
Manager of Senior Housing Kim Samborn
Assistant Manager of Senior Housing Lori Jung

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, as no operating subsidy is received. Riverside Place is debt-free and non-profit. There are 150 total apartments, with a combination of one- and two-bedroom apartments available. There are no maximum or minimum income levels. Residents represent a broad range of incomes.

You are eligible to live at Riverside Place 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

Functions (cont.)

Office Staff (cont.)

- 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

Financial Statement

537 - Riverside Place
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2016

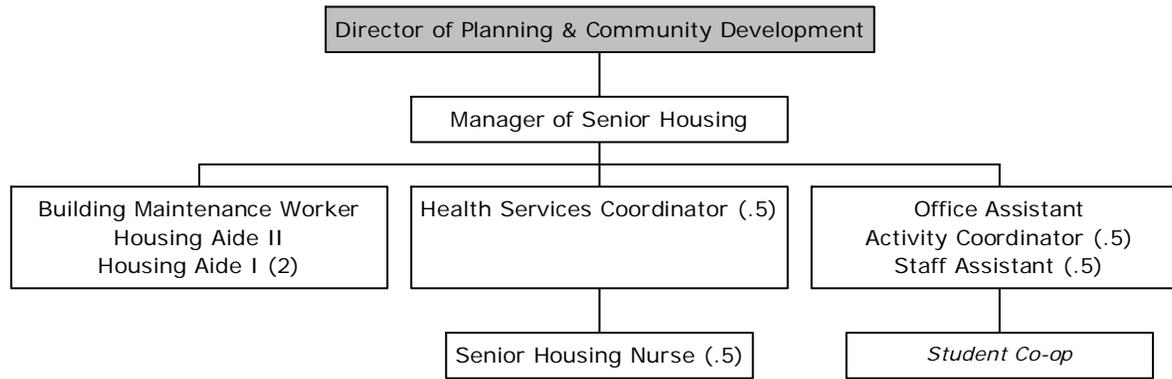
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Rentals	\$ 1,309,521	\$ 1,346,000	\$ 1,382,131	\$ 1,386,000	\$ 1,420,500	\$ 1,455,000
Contributions	122	-	-	-	-	-
Miscellaneous	519,912	510,147	514,650	524,650	537,730	550,810
Investment earnings	1,573	1,250	1,250	1,250	1,250	1,250
Non-operating	182,336	16,400	21,500	21,400	21,400	21,400
Total revenues	<u>2,013,464</u>	<u>1,873,797</u>	<u>1,919,531</u>	<u>1,933,300</u>	<u>1,980,880</u>	<u>2,028,460</u>
Expenses						
Personal services	674,991	698,556	695,737	739,001	769,593	800,980
Supplies	26,281	39,720	40,020	58,164	58,599	59,995
Other services and charges	642,663	686,997	706,261	688,101	707,535	727,664
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	447,622	468,000	448,550	485,000	502,200	521,400
Capital outlay	11,758	215,000	215,000	20,000	47,500	27,500
Transfers out	10,000	10,000	10,000	-	-	-
Total expenses	<u>1,813,315</u>	<u>2,128,273</u>	<u>2,125,568</u>	<u>2,000,266</u>	<u>2,095,427</u>	<u>2,147,539</u>
Excess of Revenues Over (Under) Expenses	200,149	(254,476)	(206,037)	(66,966)	(114,547)	(119,079)
Other non-working capital adjustments	11,785	-	-	-	-	-
Working Capital - beginning	1,026,785	1,238,719	1,238,719	1,032,682	965,716	851,169
Working Capital - ending	<u>\$ 1,238,719</u>	<u>\$ 984,243</u>	<u>\$ 1,032,682</u>	<u>\$ 965,716</u>	<u>\$ 851,169</u>	<u>\$ 732,090</u>

Summary of Budget Changes

Operating Trends



Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<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
Total Full-Time	6	6	6
<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
Total Regular Part-Time	4	4	4
Department Total	10	10	10



Assistant City Manager for Financial Services David A. Keenan
Contracted Management of Operations.....Billy Casper Golf

Service Statement

On January 1, 2014, Billy Casper Golf, the largest domestic owner-operator of golf courses, assumed the responsibility of complete management services of the Currie Golf Courses. The services that they provide the City follow.

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

Golf Operations

- Operates a 27-hole golf course, 9-hole par 3 course, 9-hole foot-golf, and a driving range
- Provides in-house turf maintenance services for all courses
- Offers a golf shop with logo apparel
- Coordinates golf outings for corporate and non-profit groups
- Operates golf leagues Monday – Thursday for 25 leagues comprised of approximately 600 golfers
- Provides for repairs and improvements to the courses
- Hosts junior golf program for youth 18 years and under
- Offers an annual city tournament for local golfers
- Operates a food and beverage service including the sale of alcohol

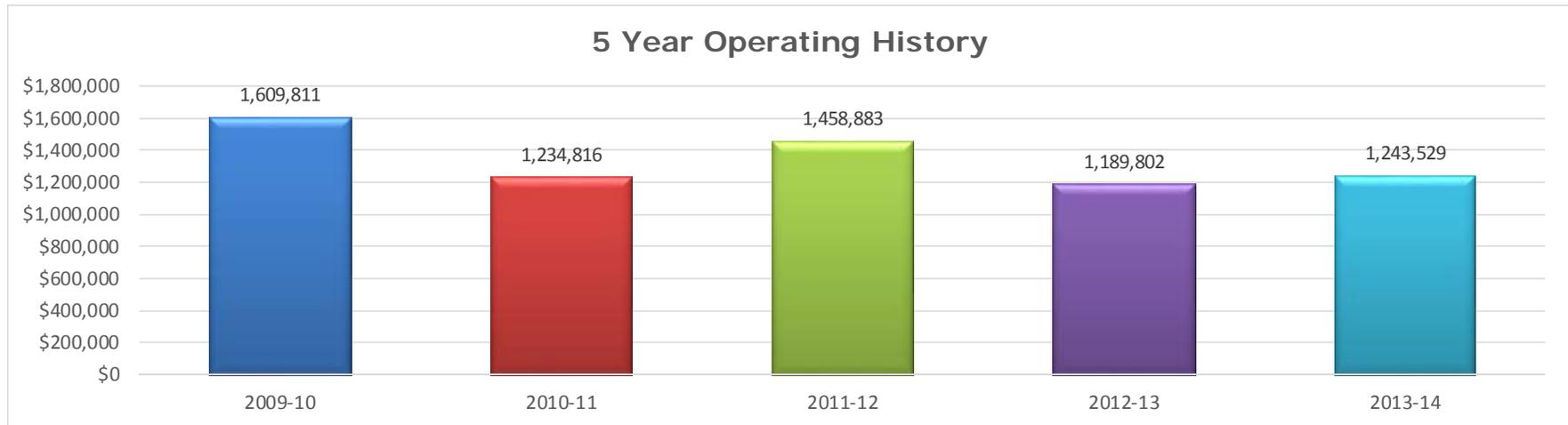
Financial Statement

584 - Currie Municipal Golf Course Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Use and admission charges	\$ 726,317	\$ 845,724	\$ 738,993	\$ 872,614	\$ 907,518	\$ 943,819
Other	5,402	1,200	6,452	1,450	1,508	1,568
Sales	94,849	112,570	82,179	98,858	102,813	106,924
Investment earnings	158,496	8,445	10,689	10,776	10,776	10,776
Non-operating	351	70,150	89,800	30,000	30,000	30,000
Transfers in	540,000	540,000	540,000	540,000	540,000	150,000
Total revenues	<u>1,525,415</u>	<u>1,578,089</u>	<u>1,468,113</u>	<u>1,553,698</u>	<u>1,592,615</u>	<u>1,243,087</u>
Expenses						
Personal services	595,774	554,220	534,853	532,200	548,166	564,612
Supplies	160,385	150,253	150,213	185,054	187,977	190,940
Other services and charges	368,809	357,859	353,655	361,062	371,897	383,049
Reserve for contingencies	-	-	-	20,000	20,000	20,000
Non-operating	22,043	-	-	-	-	-
Capital projects	8,899	225,801	230,430	-	-	-
Capital outlay	56,762	23,100	34,471	30,000	30,000	30,000
Transfers out	30,857	-	-	-	-	-
Total expenses	<u>1,243,529</u>	<u>1,311,233</u>	<u>1,303,622</u>	<u>1,128,316</u>	<u>1,158,040</u>	<u>1,188,601</u>
Excess of Revenues Over (Under) Expenses	281,886	266,856	164,491	425,382	434,575	54,486
Other non-working capital adjustments	(38,046)	-	-	-	-	-
Working Capital - beginning	(1,106,302)	(862,462)	(862,462)	(697,971)	(272,589)	161,986
Working Capital - ending	<u><u>\$ (862,462)</u></u>	<u><u>\$ (595,606)</u></u>	<u><u>\$ (697,971)</u></u>	<u><u>\$ (272,589)</u></u>	<u><u>\$ 161,986</u></u>	<u><u>\$ 216,472</u></u>

Summary of Budget Changes

Operating Trends



On July 1, 2015, the Currie Municipal Golf Course will be starting year four of a five-year deficit elimination plan to restore a \$1.3 million working capital deficit to a positive status. A significant component of this plan has been an annual contribution of \$540,000 from the General Fund. The golf course is on track to achieve financial recovery within the allotted time, after which it is anticipated that the General Fund

contribution will be significantly reduced. Billy Casper Golf has provided many suggestions, such as closing nine holes to reduce overhead costs, relocating the driving range to increase usage, and bringing new programs, such as Foot Golf and Glow Ball, to the facility to get a new group of patrons to visit the course.

Summary of Budget Changes (cont.)

Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

During this past fall the City made great strides in relocating its driving range. The area formerly occupied by the 1st and 9th holes of the now-closed East Course Front Nine was cleared, excavated, graded, and seeded. Barring any near-record flooding for the third consecutive spring, it will be open in April or May of 2015. It will feature both grass and carpeted tee-boxes, target greens for both long-range and short-range practice, and a separate grassed area for lessons and clinics. This summer the City also plans to put a new shine on the original clubhouse with some renovations to show respect for

what things were like in Currie's early days, back in 1954. The building, which is located adjacent to the new driving range, will continue to provide restrooms and vending for patrons, but will also house the fully-automated ball dispenser, adding both a better location and convenience for the golfer. These facility improvements are expected to significantly increase revenue generated at Currie's driving range, but also serve as a new tool to help facilitate the many learn-to-golf initiatives the community will soon be seeing.

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Director of Golf Operations	1	0	0
Golf Course Assistant Manager	1	0	0
Greens Superintendent	1	0	0
Golf Course Facilities Maintenance	1	0	0
Golf Course Equipment Operator	3	0	0
Total Full-Time	7	0	0
<u>Regular Part-Time</u>			
Food and Beverage Manager	1	0	0
Total Regular Part-Time	1	0	0
Department Total	8	0	0

Effective January 1, 2014, all management and operations of the golf course have been outsourced to Billy Casper Golf Management.



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, meter, 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.

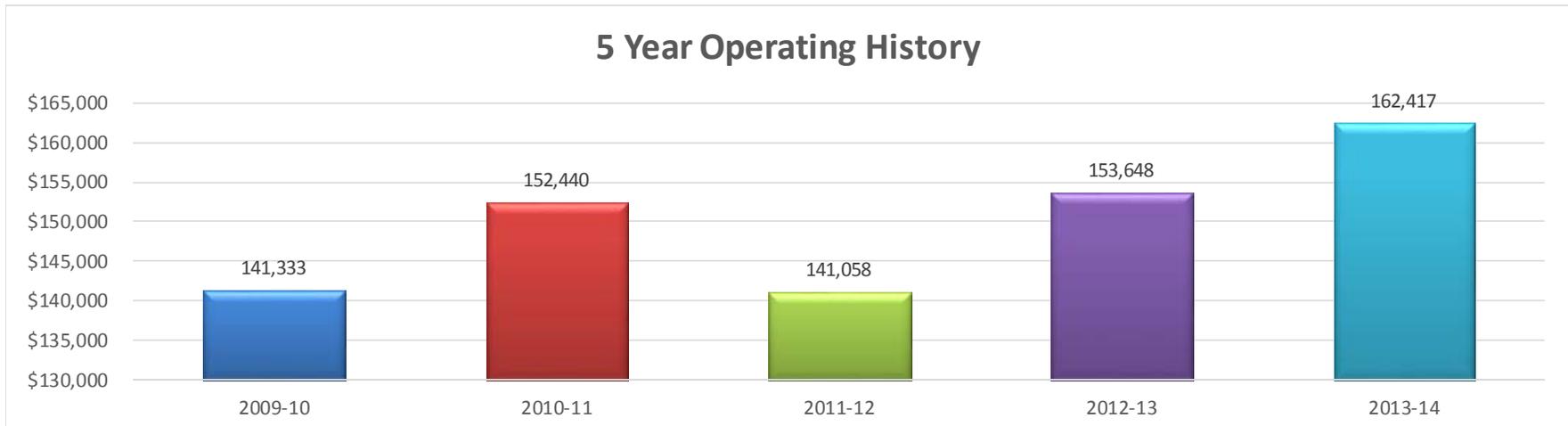
Financial Statement

585 - Parking Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Operating	\$ 94,110	\$ 91,847	\$ 93,564	\$ 94,364	\$ 94,650	\$ 95,150
Other	10,432	8,500	11,879	8,585	8,500	8,500
Investment earnings	(19)	20	5	5	5	5
Transfers in	66,500	63,000	63,000	73,500	68,000	70,500
Total revenues	<u>171,023</u>	<u>163,367</u>	<u>168,448</u>	<u>176,454</u>	<u>171,155</u>	<u>174,155</u>
Expenses						
Personal services	46,133	44,772	47,706	50,625	52,609	54,645
Supplies	2,079	3,425	2,265	3,675	3,528	3,582
Other services and charges	112,777	113,439	111,938	113,547	114,298	115,067
Non-operating	1,428	1,500	972	1,000	1,030	1,061
Capital outlay	-	-	-	25,000	-	-
Total expenses	<u>162,417</u>	<u>163,136</u>	<u>162,881</u>	<u>193,847</u>	<u>171,465</u>	<u>174,355</u>
Excess of Revenues Over (Under) Expenses	8,606	231	5,567	(17,393)	(310)	(200)
Working Capital - beginning	4,004	12,610	12,610	18,177	784	474
Working Capital - ending	<u>\$ 12,610</u>	<u>\$ 12,841</u>	<u>\$ 18,177</u>	<u>\$ 784</u>	<u>\$ 474</u>	<u>\$ 274</u>

Summary of Budget Changes

Operating Trends





Utilities Director Noel Bush
Wastewater Superintendent..... Kevin Babinski
Assistant to Utilities Director Joseph Sova

Service Statement

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

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

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

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

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

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

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

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

All maintenance staff are members of MWEA and receive information on training and latest technology used in the wastewater industry

Functions

Sewer Maintenance

- Maintains and repairs the sanitary sewer system on a two-year rotation

Functions (cont.)

Sewer Maintenance

- Maintenance includes cleaning, televising and repairing sanitary sewers and manholes
- Responds to sanitary sewer system service request calls
- Inspects, assists and supervises sanitary sewer system maintenance subcontractors

Storm Maintenance

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

Plant Operations

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

- Maintains storm water compliance permit as required by the State of Michigan, which includes bi-weekly storm water inspections, bi-annual inspections and annual reports

Pump Station Maintenance

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

Plant Maintenance

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

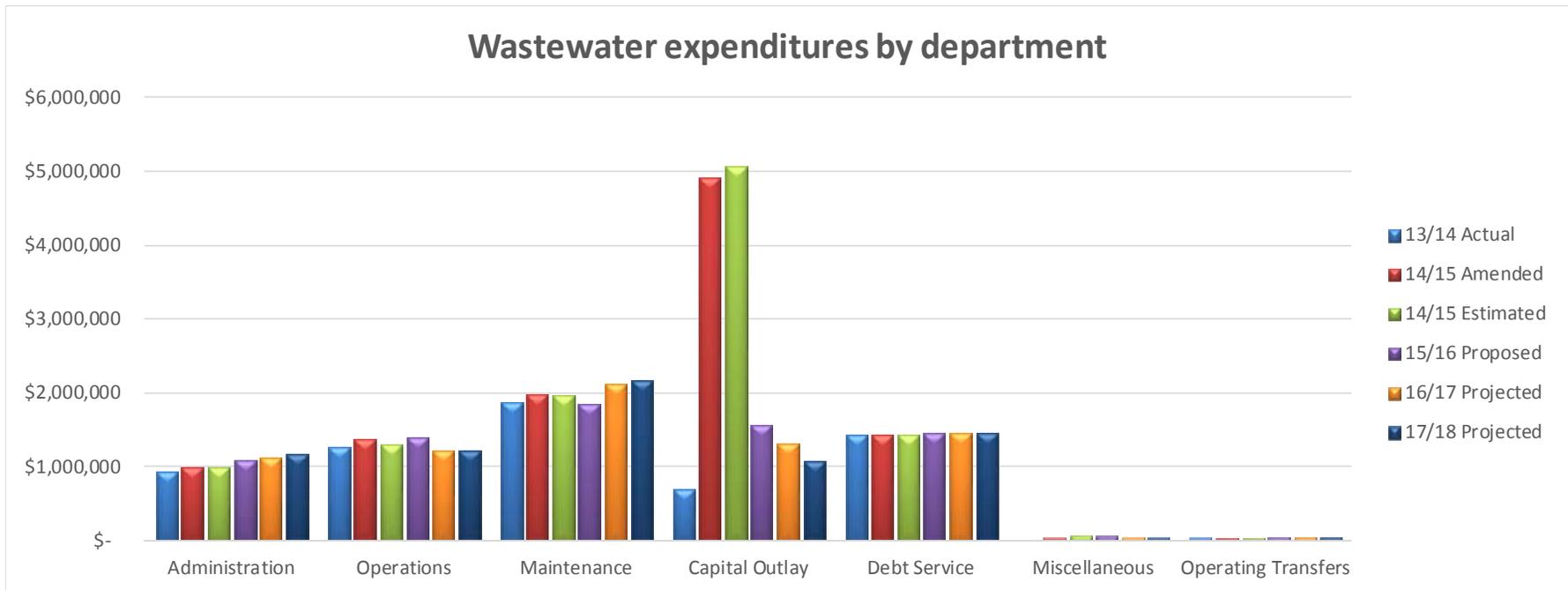
Financial Statement

590 - Wastewater Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

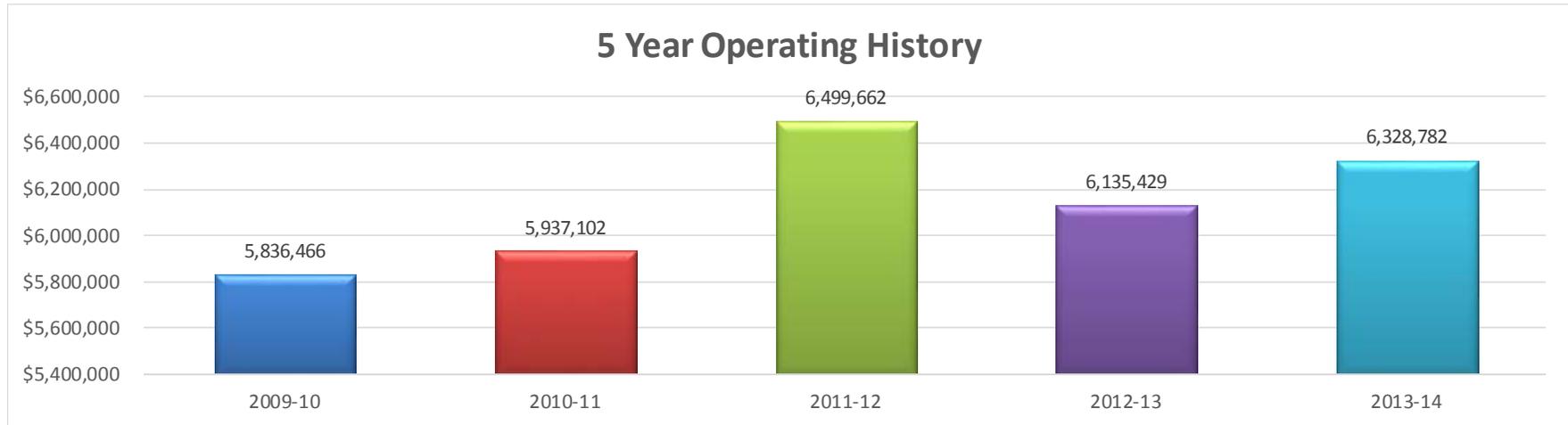
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Sewer service charges	\$ 5,741,780	\$ 6,010,682	\$ 5,878,097	\$ 5,991,600	\$ 6,167,300	\$ 6,347,300
Other	85,745	97,470	97,380	97,170	100,070	103,050
Investment earnings	4,291	5,500	5,500	5,500	5,500	5,500
Non-operating	485,597	2,123,500	2,112,636	144,980	144,980	144,980
Transfers in	870,424	1,095,911	1,157,469	822,662	827,471	825,459
Total revenues	<u>7,187,837</u>	<u>9,333,063</u>	<u>9,251,082</u>	<u>7,061,912</u>	<u>7,245,321</u>	<u>7,426,289</u>
Expenses						
Personal services	2,012,466	2,153,729	2,159,037	2,110,712	2,187,566	2,278,396
Supplies	464,105	471,855	442,155	451,805	455,045	458,565
Other services and charges	1,624,931	1,757,734	1,686,448	1,818,080	1,855,490	1,860,107
Debt service	1,443,650	1,448,207	1,443,097	1,455,103	1,463,119	1,459,766
Reserve for contingencies	-	18,950	18,950	50,000	50,000	50,000
Non-operating	24,775	26,510	59,511	27,047	3,090	3,183
Capital projects	485,876	4,582,415	4,732,415	610,000	610,000	250,000
Capital outlay	222,979	334,089	333,479	973,500	711,000	833,000
Transfers out	50,000	40,000	40,000	60,000	60,000	60,000
Total expenses	<u>6,328,782</u>	<u>10,833,489</u>	<u>10,915,092</u>	<u>7,556,247</u>	<u>7,395,310</u>	<u>7,253,017</u>
Excess of Revenues Over (Under) Expenses	859,055	(1,500,426)	(1,664,010)	(494,335)	(149,989)	173,272
Other non-working capital adjustments	(430,277)	-	-	-	-	-
Working Capital - beginning	2,260,936	2,689,714	2,689,714	1,025,704	531,369	381,380
Working Capital - ending	<u>\$ 2,689,714</u>	<u>\$ 1,189,288</u>	<u>\$ 1,025,704</u>	<u>\$ 531,369</u>	<u>\$ 381,380</u>	<u>\$ 554,652</u>

Summary of Budget Changes

Operating Trends



Operating Trends (cont.)

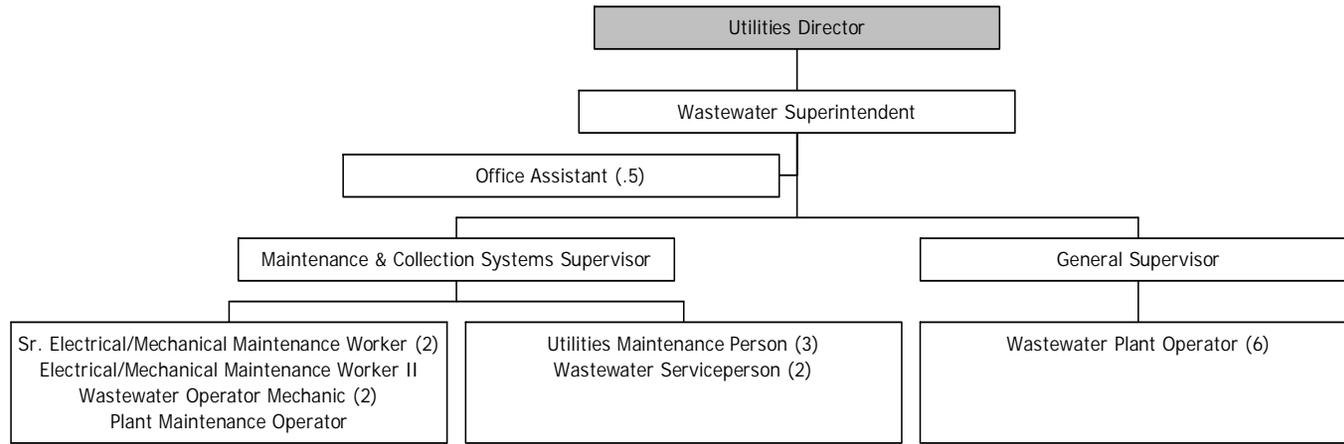


Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

Repairs to infrastructure at the wastewater plant will include sluice gates on various structures. These gates are original equipment installed in the 60's. Manhole rehabilitation will continue on older deteriorating block manholes in the

downtown area. Rehabilitation of the sanitary sewer on Sylvan from Campau to Eastman. The HVAC system on the administration building will be replaced.

Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Wastewater Superintendent	1	1	1
General Supervisor	1	1	1
Maintenance & Collection Systems Supervisor	1	1	1
Sr Electrical/Mechanical Maintenance Worker	0	0	2
Electrical/Mechanical Maintenance Worker II	3	3	1
Plant Maintenance Operator	1	1	1
Utilities Maintenance Person	3	3	3
Wastewater Operator Mechanic	2	2	2
Wastewater Plant Operator	6	6	6
Wastewater Serviceperson	2	2	2
Total Full-Time	20	20	20
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
Total Regular Part-Time	1	1	1
Department Total	21	21	21

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



Utilities Director Noel Bush
Water Superintendent Peter Schwarz
Assistant to Utilities Director Joseph Sova

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

Functions (cont.)

Water Plant Operations (cont.)

- 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
- Periodically assists other departments with maintenance issues

Water Distribution

- Maintains and repairs emergency water main for 359 miles of water main

- Coordinates the inspecting and cleaning of three elevated storage towers.
- 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

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 permit

Functions (cont.)

Customer Service and Billing

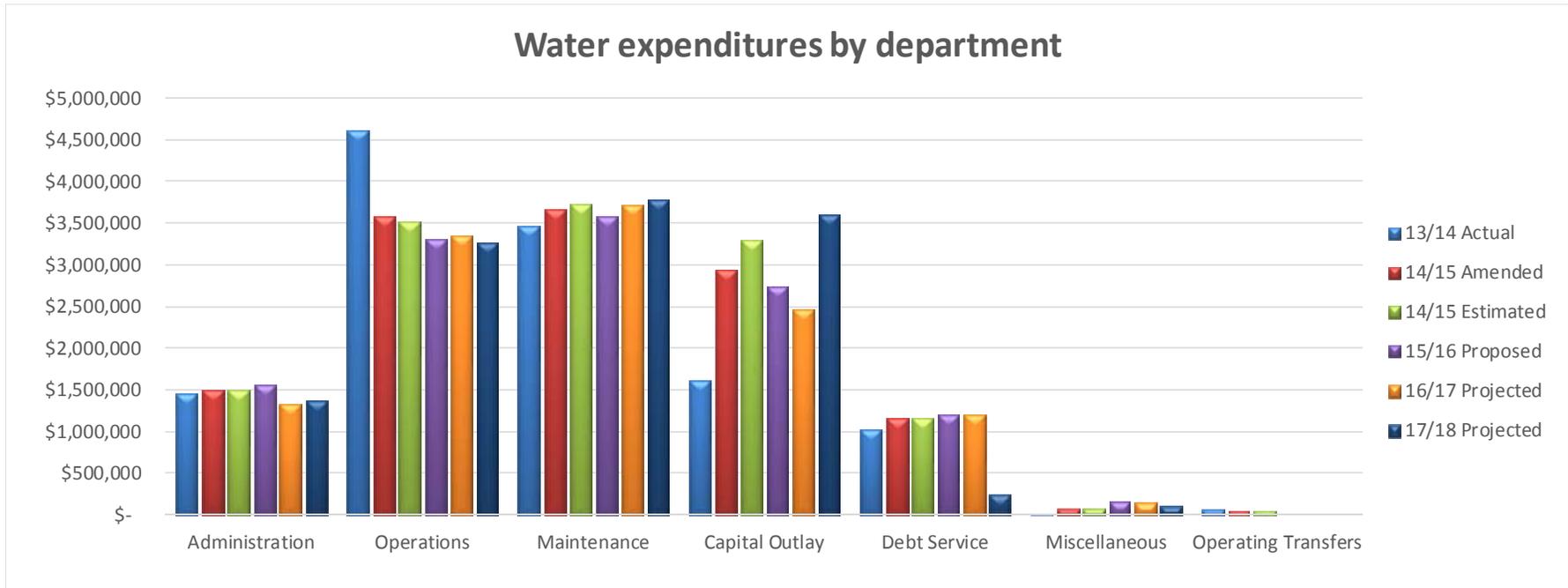
- Coordinates work orders and field activities for new meter sets, final bill meter reading, repairs, shut-offs and meter change-outs
- Water service, billing and inquiries
- Educates consumers on leak detection and water loss through leaky toilets, etc.
- Administers alternative payment options

Financial Statement

591 - Water
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2016

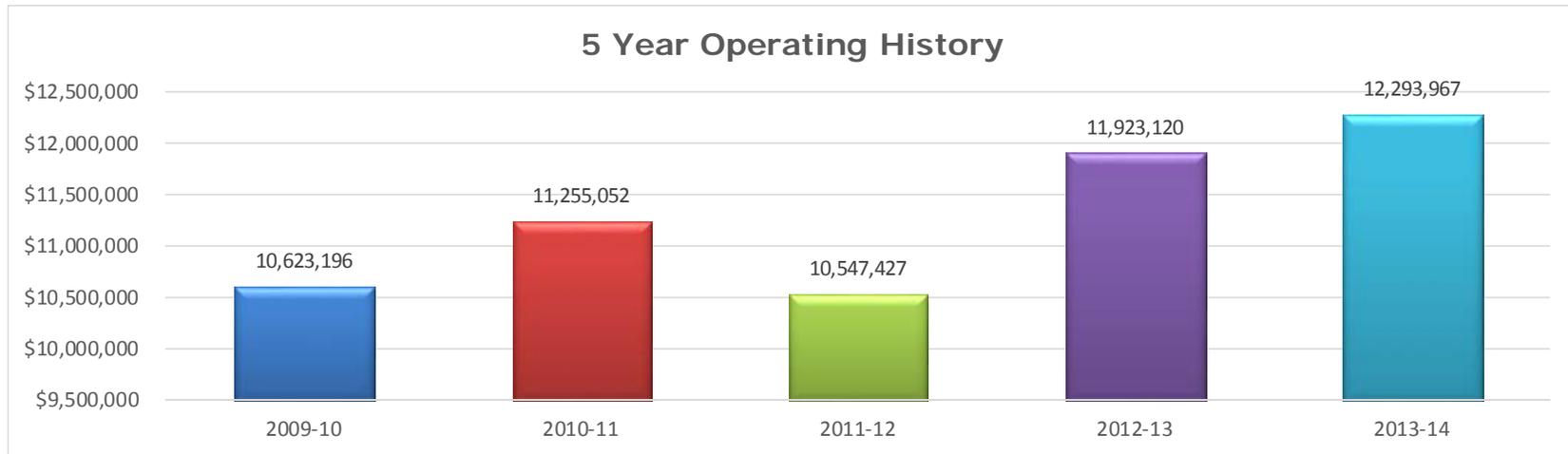
	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Water sales	\$ 9,802,589	\$ 9,514,480	\$ 9,841,129	\$ 9,817,030	\$ 9,954,100	\$ 10,092,150
Charges for services	456,560	463,984	463,984	519,300	519,300	519,300
Rentals	387,248	385,920	385,920	386,000	387,000	388,000
Other	132,716	101,780	63,946	107,250	107,810	97,090
Contractual	796,981	449,100	754,809	597,279	362,907	610,663
Investment earnings	657,787	5,000	3,691	3,690	3,690	3,690
Non-operating	454,542	244,083	226,373	60,797	50,550	50,940
Transfers in	-	182,000	255,138	-	-	-
Total revenues	12,688,423	11,346,347	11,994,990	11,491,346	11,385,357	11,761,833
Expenses						
Personal services	3,891,400	3,852,706	3,886,923	4,106,068	4,204,491	4,372,166
Supplies	666,703	722,015	747,363	705,515	735,515	719,705
Other services and charges	5,001,895	4,182,213	4,132,512	3,660,304	3,475,393	3,335,529
Debt Service	1,023,256	1,160,554	1,160,554	1,209,686	1,209,734	255,512
Reserve for contingencies	-	80,600	80,600	100,000	100,000	100,000
Non-operating	22,819	-	675	77,455	48,767	19,048
Capital projects	1,356,366	2,513,907	2,804,907	2,367,480	1,898,910	3,354,430
Capital outlay	256,528	436,774	496,774	378,000	579,000	250,000
Transfers out	75,000	60,000	60,000	-	-	-
Total expenses	12,293,967	13,008,769	13,370,308	12,604,508	12,251,810	12,406,390
Excess of Revenues Over (Under) Expenses	394,456	(1,662,422)	(1,375,318)	(1,113,162)	(866,453)	(644,557)
Other non-working capital adjustments	72,928	-	-	-	-	-
Working Capital - beginning	7,259,176	7,726,560	7,726,560	6,351,242	5,238,080	4,371,627
Working Capital - ending	\$ 7,726,560	\$ 6,064,138	\$ 6,351,242	\$ 5,238,080	\$ 4,371,627	\$ 3,727,070
Working Capital						
Reserved for capacity improvements	\$ 1,634,193	\$ 1,516,771	\$ 1,516,771	\$ 1,328,971	\$ 1,005,871	\$ 1,127,021
Unreserved	6,092,367	4,547,367	4,834,471	3,909,109	3,365,756	2,600,049
Total Working Capital	\$ 7,726,560	\$ 6,064,138	\$ 6,351,242	\$ 5,238,080	\$ 4,371,627	\$ 3,727,070

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends



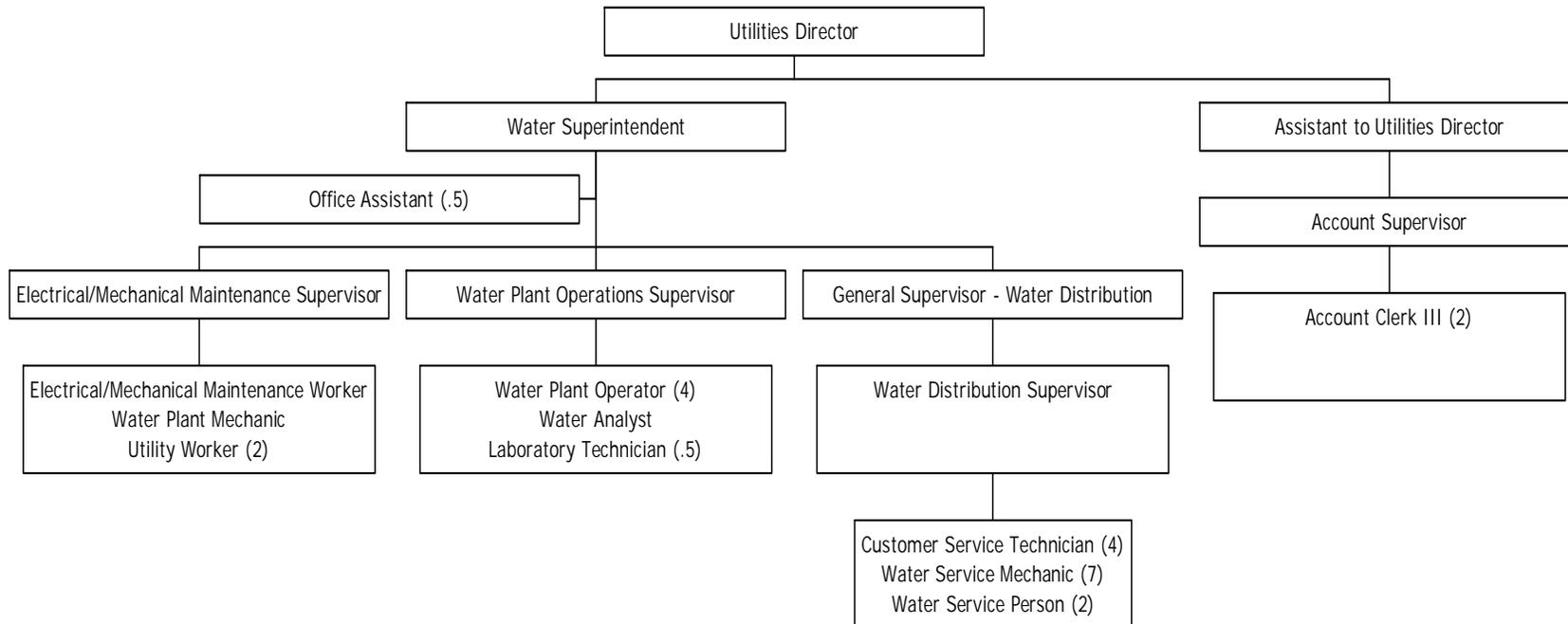
Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

A multi-year program for inspecting all the concrete water storage structures was added. A study of the HVAC system will be completed that includes an evaluation to determine if heated water from the GTE building can be used to supplement the heating boilers or dehumidifier. Additional funds were added for the electrical system for the raw water re-pumps upgrading to ensure the replacement of the Motor Control Centers for all three pumps are arc flash protected. Also extra funds were added for the replacement of the bulk chemical storage tanks for ferric chloride to replace the level indication systems and the filling panel. A new method for sampling the distribution system for bacteriology was implemented in FY14, in FY15 a new two year program is required to sample the raw water and

distribution system for cryptosporidium, the Long Term 2 Enhanced Surface Water Treatment Rule.

The distribution system has two local street projects planned. The replacement of the water main on Nelson, between Ashman St. and Manor Dr. was originally planned for FY14 but was move to FY15. Another project planned with this one is Manor Dr., between Helen St. and Richard Ct. An expansion of the water system north of US-10 on Waldo Rd. is planned by installing a new water main under US-10 on Waldo Rd. from Wheeler St. to Diamond Dr.

Organizational Chart



Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Utilities Director	1	1	1
Assistant to Utilities Director	1	1	1
Account Supervisor	1	1	1
Account Clerk III	2	2	2
Water Superintendent	1	1	1
Electrical/Mechanical Maintenance Supervisor	1	1	1
Water Plant Operations Supervisor	1	1	1
General Supervisor - Water Distribution	1	1	1
Water Distribution Supervisor	1	1	1
Customer Service Technician	4	4	4
Electrical/Mechanical Maintenance Worker I	1	1	1
Office Assistant	1	1	0
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	7	7
Water Service Person	1	2	2
Total Full-Time	33	33	32
<u>Regular Part-Time</u>			
Laboratory Technician	1	1	1
Office Assistant	0	0	1
Total Regular Part-Time	1	1	2
Department Total	34	34	34

Note: Budget Analyst was change to Assistant to Utilities Director for FY 2016



Internal Service Funds

for the Fiscal Year Ending June 30, 2016

Stores Revolving

Information Services

Equipment Revolving

Municipal Service Center

Municipal Service Annex

Renewable Energy Services

Property and Liability Insurance

Health Insurance

Special Assessment Revolving



Public Services DirectorKaren Murphy

Service Statement

The Stores Revolving Fund is an internal service fund used to account for revenues and expenses associated with inventory items consumed by various departments and not specific to any one department. Inventoried items may include signs, signals,

street materials, centralized office supplies (letterhead and envelopes) and fuel. Minor sales of road salt and fuel to outside agencies is also included.

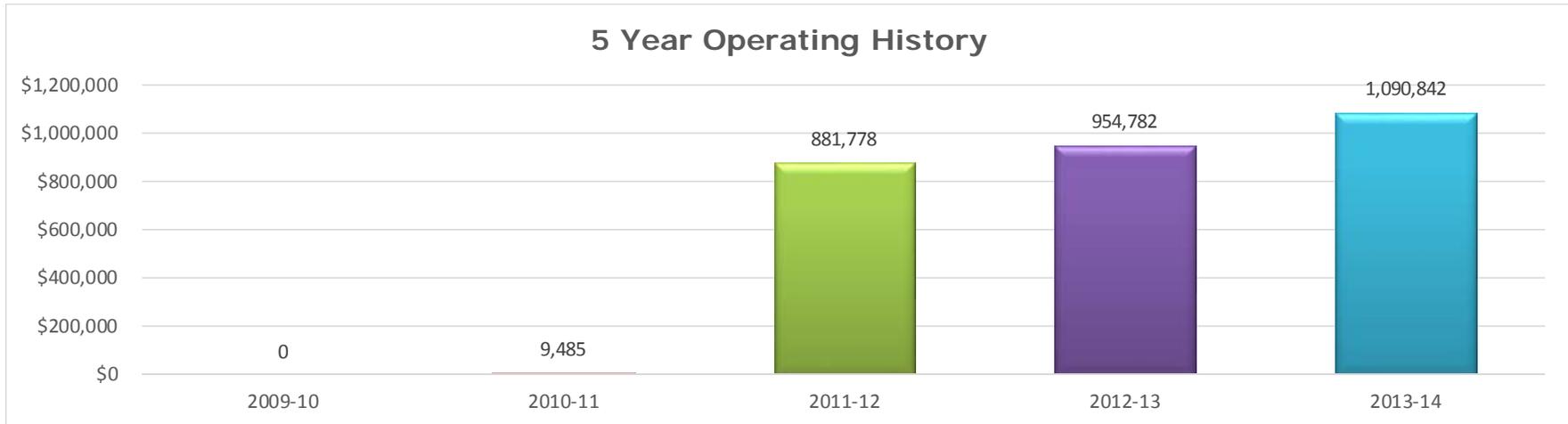
Financial Statement

631 - Stores Revolving Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Service and supplies sales	\$ 1,237,347	\$ 1,421,100	\$ 1,264,000	\$ 1,339,840	\$ 1,361,009	\$ 1,382,447
Non-operating	1,562	2,300	2,250	2,250	2,250	2,250
Transfers in	72,934	-	-	-	-	-
Total revenues	<u>1,311,843</u>	<u>1,423,400</u>	<u>1,266,250</u>	<u>1,342,090</u>	<u>1,363,259</u>	<u>1,384,697</u>
Expenses						
Supplies	1,147,733	1,332,275	1,165,000	1,234,900	1,254,411	1,274,170
Other services and charges	(55,491)	6,620	8,710	50,840	52,365	53,936
Non-operating	(1,400)	(2,100)	(2,100)	(2,100)	(2,163)	(2,228)
Capital outlay	-	6,000	6,000	-	-	-
Total expenses	<u>1,090,842</u>	<u>1,342,795</u>	<u>1,177,610</u>	<u>1,283,640</u>	<u>1,304,613</u>	<u>1,325,878</u>
Excess of Revenues Over (Under) Expenses	221,001	80,605	88,640	58,450	58,646	58,819
Working Capital - beginning	216,212	437,213	437,213	525,853	584,303	642,949
Working Capital - ending	<u>\$ 437,213</u>	<u>\$ 517,818</u>	<u>\$ 525,853</u>	<u>\$ 584,303</u>	<u>\$ 642,949</u>	<u>\$ 701,768</u>

Summary of Budget Changes

Operating Trends



The City started utilizing the Stores Revolving Fund during fiscal year 2011. Fiscal Year 2012 was the first year the fund was fully operational.



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 New World, BS&A, and Firehouse software modules such as Tax Billing, Land Management, General Ledger, etc. Over 20 modules are currently deployed within City departments.

Because of the ever-increasing amount of data that must be protected against loss, Information Services has deployed and maintains a disk-to-disk-to-tape (D2D2T) backup system. This system provides nightly, fast, secure and reliable backups.

Service Statement (cont.)

Backups are stored on a high-capacity hard drive 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

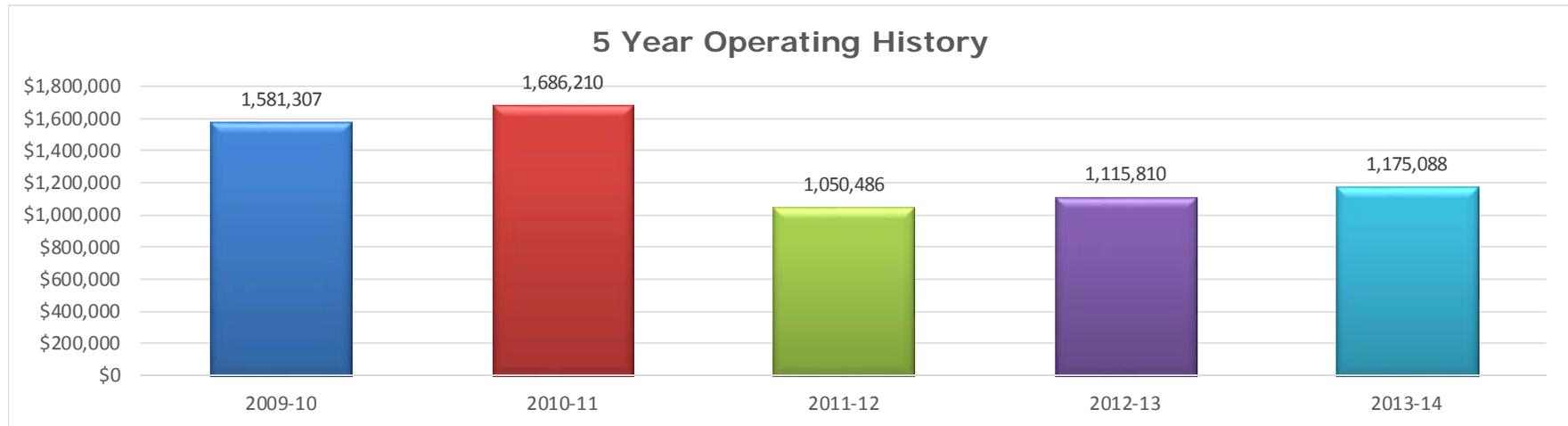
Financial Statement

636 - Information Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Service charges	\$ 1,329,781	\$ 1,338,460	\$ 1,334,972	\$ 1,210,008	\$ 1,089,007	\$ 1,028,507
Investment earnings	2,650	2,500	1,500	2,000	2,000	2,000
Non-operating	2,069	500	500	500	500	500
Total revenues	<u>1,334,500</u>	<u>1,341,460</u>	<u>1,336,972</u>	<u>1,212,508</u>	<u>1,091,507</u>	<u>1,031,007</u>
Expenses						
Personal services	671,493	710,471	714,721	756,586	787,880	821,187
Supplies	120,435	122,500	120,500	100,500	108,547	139,095
Other services and charges	326,980	353,297	342,797	368,032	374,774	381,717
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Non-operating	9,609	-	-	-	-	-
Capital outlay	46,571	25,205	25,200	20,000	40,000	40,000
Total expenses	<u>1,175,088</u>	<u>1,236,473</u>	<u>1,228,218</u>	<u>1,270,118</u>	<u>1,336,201</u>	<u>1,406,999</u>
Excess of Revenues Over (Under) Expenses	159,412	104,987	108,754	(57,610)	(244,694)	(375,992)
Other non-working capital adjustments	14,145	-	-	-	-	-
Working Capital - beginning	1,928,590	2,102,147	2,102,147	2,210,901	2,153,291	1,908,597
Working Capital - ending	<u>\$ 2,102,147</u>	<u>\$ 2,207,134</u>	<u>\$ 2,210,901</u>	<u>\$ 2,153,291</u>	<u>\$ 1,908,597</u>	<u>\$ 1,532,605</u>

Summary of Budget Changes

Operating Trends

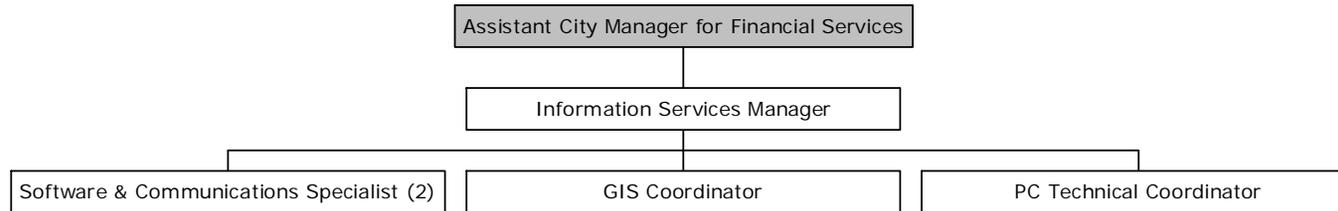


Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

The 636 Information Services and 638 GIS Funds were combined in 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.

Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Information Services Manager	1	1	1
Software & Communications Specialist	2	2	2
Geographical Information Services Coord	1	1	1
PC Technical Coordinator	1	1	1
Total Full-Time	5	5	5
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	5	5	5



Public Services DirectorKaren 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
- 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, Senior Services and Midland Public Schools
- Coordinates the disposal of used equipment and vehicles through trade-in or on-line auction
- Maintains and updates short and long range capital plans for vehicle and equipment replacement annually by evaluating age, mileage, condition and maintenance needs 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 the Department of Public Services Safety Committee

Fleet Maintenance

- Provides equipment and vehicle preventative maintenance and repair services for the City fleet comprised of over 430 vehicles and pieces of equipment used by the Assessing, Building, Clerk, Dial-A-Ride, Engineering, Fire, Housing, Landfill, Library, Parks, Planning, Police, Public Services, Wastewater and Water departments
- Performs in-house welding and fabrication services and offers these services to all City departments
- Fabricates specialty equipment, including custom truck bodies, trailers and leaf collection implements
- Operates two overlapping shifts to provide in-shop and on-site service from 6:30 a.m. – 11:30 p.m. Monday – Thursday, and 6:30 a.m. – 3:00 p.m. Friday with emergency on-call service available at all other times
- Engineers and implements creative solutions to rectify safety concerns raised by the department safety committees relating to vehicle and equipment safety
- Performs in-house diagnostics and repair on diesel and gasoline engines, transmissions and anti-lock brakes using state-of-the-art computerized diagnostic tools
- Conducts monthly building maintenance audit for the Municipal Service Center to check the operation of emergency lighting, fire extinguishers, eye wash stations and chemical showers

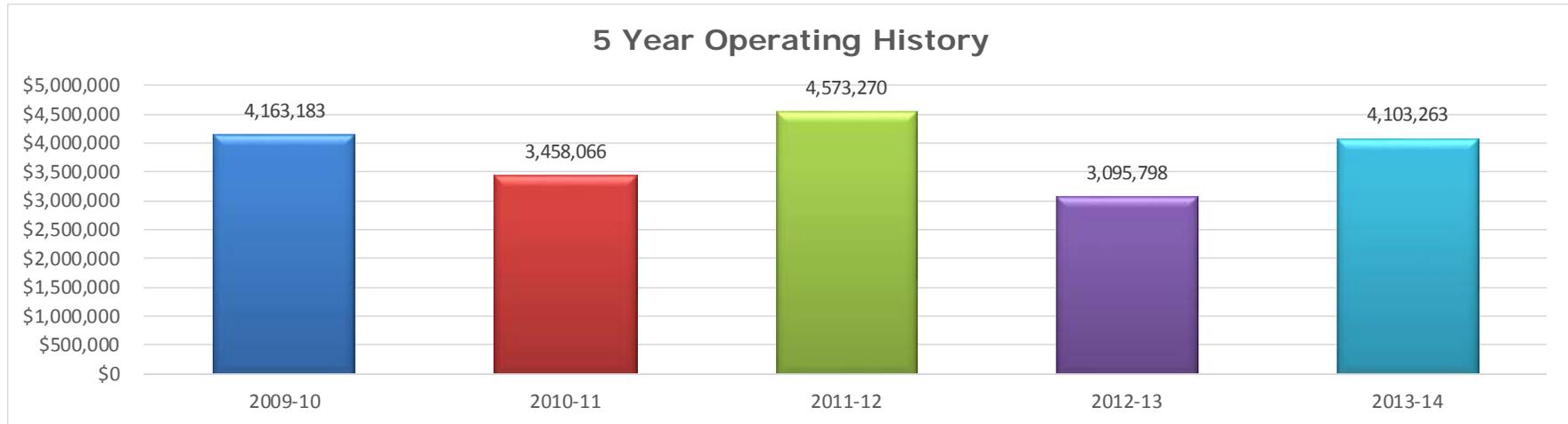
Financial Statement

640 - Equipment Revolving Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Rentals	\$ 3,653,619	\$ 3,828,690	\$ 3,759,863	\$ 3,879,265	\$ 4,073,229	\$ 4,276,890
Service and supplies sales	340,659	381,800	306,000	354,000	400,000	392,000
Investment earnings	3,263	1,500	1,500	1,500	1,500	1,500
Non-operating	232,055	163,350	227,300	173,500	164,500	164,500
Transfers in	8,472	-	-	-	-	-
Total revenues	<u>4,238,068</u>	<u>4,375,340</u>	<u>4,294,663</u>	<u>4,408,265</u>	<u>4,639,229</u>	<u>4,834,890</u>
Expenses						
Personal services	1,197,538	1,513,539	1,371,424	1,589,491	1,653,690	1,722,016
Supplies	669,627	720,792	719,510	725,063	737,117	752,311
Other services and charges	636,798	767,268	690,814	708,465	719,299	740,258
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Non-operating	28,844	-	-	-	-	-
Capital outlay	<u>1,570,456</u>	<u>2,321,762</u>	<u>2,314,393</u>	<u>1,894,000</u>	<u>2,544,000</u>	<u>1,490,000</u>
Total expenses	<u>4,103,263</u>	<u>5,348,361</u>	<u>5,121,141</u>	<u>4,942,019</u>	<u>5,679,106</u>	<u>4,729,585</u>
Excess of Revenues Over (Under) Expenses	134,805	(973,021)	(826,478)	(533,754)	(1,039,877)	105,305
Other non-working capital adjustments	5,691	-	-	-	-	-
Working Capital - beginning	<u>2,828,390</u>	<u>2,968,886</u>	<u>2,968,886</u>	<u>2,142,408</u>	<u>1,608,654</u>	<u>568,777</u>
Working Capital - ending	<u>\$ 2,968,886</u>	<u>\$ 1,995,865</u>	<u>\$ 2,142,408</u>	<u>\$ 1,608,654</u>	<u>\$ 568,777</u>	<u>\$ 674,082</u>

Summary of Budget Changes

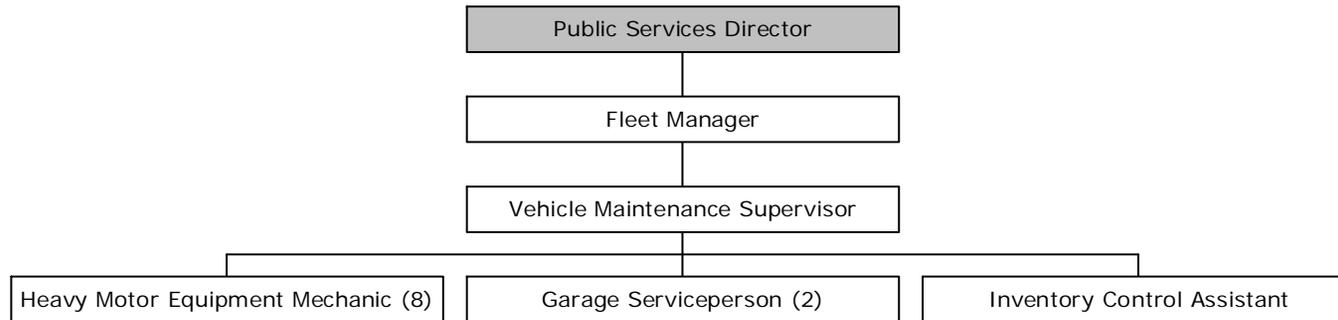
Operating Trends



Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

A full-time fleet manager was hired in February 2015. This position replaces the previously contracted fleet manager consultant.

Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Fleet Manager	1	1	1
Vehicle Maintenance Supervisor	1	1	1
Inventory Control Assistant	1	1	1
Garage Serviceperson	2	2	2
Heavy Motor Equipment Mechanic	8	8	8
Total Full-Time	13	13	13
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	13	13	13

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.



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

Financial Statement

641 - Municipal Service Center Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Building rentals	\$ 351,957	\$ 362,516	\$ 362,516	\$ 373,391	\$ 384,593	\$ 395,794
Investment earnings	1,687	1,000	1,200	1,200	1,200	1,200
Non-operating	530,564	564	564	564	564	564
Transfers in	200,000	-	-	-	-	-
Total revenues	<u>1,084,208</u>	<u>364,080</u>	<u>364,280</u>	<u>375,155</u>	<u>386,357</u>	<u>397,558</u>
Expenses						
Personal services	22,083	16,191	21,691	15,350	15,995	16,682
Supplies	9,195	11,005	9,005	11,005	11,178	11,355
Other services and charges	209,739	259,346	258,886	273,876	281,372	289,093
Reserve for contingencies	-	2,189	2,189	10,000	10,000	10,000
Capital projects	-	5,075	-	-	-	-
Capital outlay	324,012	760,197	760,197	80,000	39,000	24,000
Transfers out	72,934	-	-	-	-	-
Total expenses	<u>637,963</u>	<u>1,054,003</u>	<u>1,051,968</u>	<u>390,231</u>	<u>357,545</u>	<u>351,130</u>
Excess of Revenues Over (Under) Expenses	446,245	(689,923)	(687,688)	(15,076)	28,812	46,428
Working Capital - beginning	941,687	1,387,932	1,387,932	700,244	685,168	713,980
Working Capital - ending	<u>\$ 1,387,932</u>	<u>\$ 698,009</u>	<u>\$ 700,244</u>	<u>\$ 685,168</u>	<u>\$ 713,980</u>	<u>\$ 760,408</u>

Summary of Budget Changes

Operating Trends

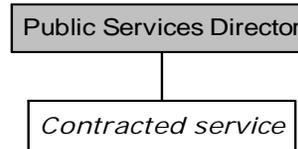


Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

There are no significant changes in the 2015-16 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.

Organizational Chart



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

Staff Summary	Approved 2013-14	Approved 2014-15	Adopted 2015-16
<u>Full-Time</u>			
Custodian	1	0	0
Total Full-Time	1	0	0
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	1	0	0



Public Services DirectorKaren 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 are shared by the Parks, Planning, Utilities and Engineering departments. These departments store items at the facility, including the portable stage, community event fencing, parks mowers, housing rehabilitation materials, traffic signs and large sections of water main pipe. In addition to increasing materials storage capacity, the building provides the opportunity

to place labor and resources in close proximity to the downtown area to assist with horticulture functions and ball field maintenance.

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.

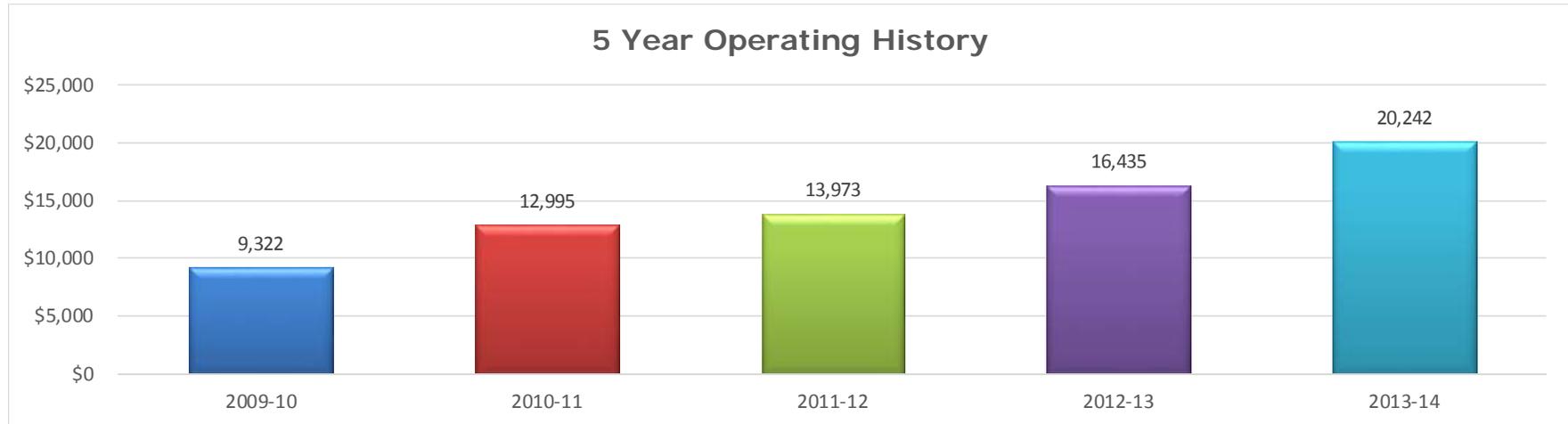
Financial Statement

642 - Municipal Service Annex Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Rentals	\$ 23,744	\$ 34,744	\$ 34,744	\$ 34,744	\$ 34,744	\$ 35,000
Investment earnings	72	50	50	50	50	50
Total revenues	<u>23,816</u>	<u>34,794</u>	<u>34,794</u>	<u>34,794</u>	<u>34,794</u>	<u>35,050</u>
Expenses						
Other services and charges	20,242	20,574	18,948	17,875	17,249	17,936
Reserve for contingencies	-	5,000	5,000	5,000	5,000	5,000
Capital outlay	-	41,044	41,044	4,000	4,000	4,000
Total expenses	<u>20,242</u>	<u>66,618</u>	<u>64,992</u>	<u>26,875</u>	<u>26,249</u>	<u>26,936</u>
Excess of Revenues Over (Under) Expenses	3,574	(31,824)	(30,198)	7,919	8,545	8,114
Working Capital - beginning	54,024	57,598	57,598	27,400	35,319	43,864
Working Capital - ending	<u>\$ 57,598</u>	<u>\$ 25,774</u>	<u>\$ 27,400</u>	<u>\$ 35,319</u>	<u>\$ 43,864</u>	<u>\$ 51,978</u>

Summary of Budget Changes

Operating Trends



Significant Notes – 2015-16 Budget Compared to 2014-15 Budget

There are no significant changes for 2015-16 for the Municipal Service Annex.



Utilities Director Noel Bush
Wastewater Superintendent..... Kevin Babinski
Landfill Superintendent..... Scott O'Laughlin

Service Statement

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

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

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

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

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

Functions

Gas-To-Energy Facility Maintenance

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

Gas Pipeline Maintenance

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

Gas Compressor Facility Maintenance

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

Gas Collection and Control System and Flare Maintenance

- Monitor collection wells for methane extraction
- Maintain flare unit

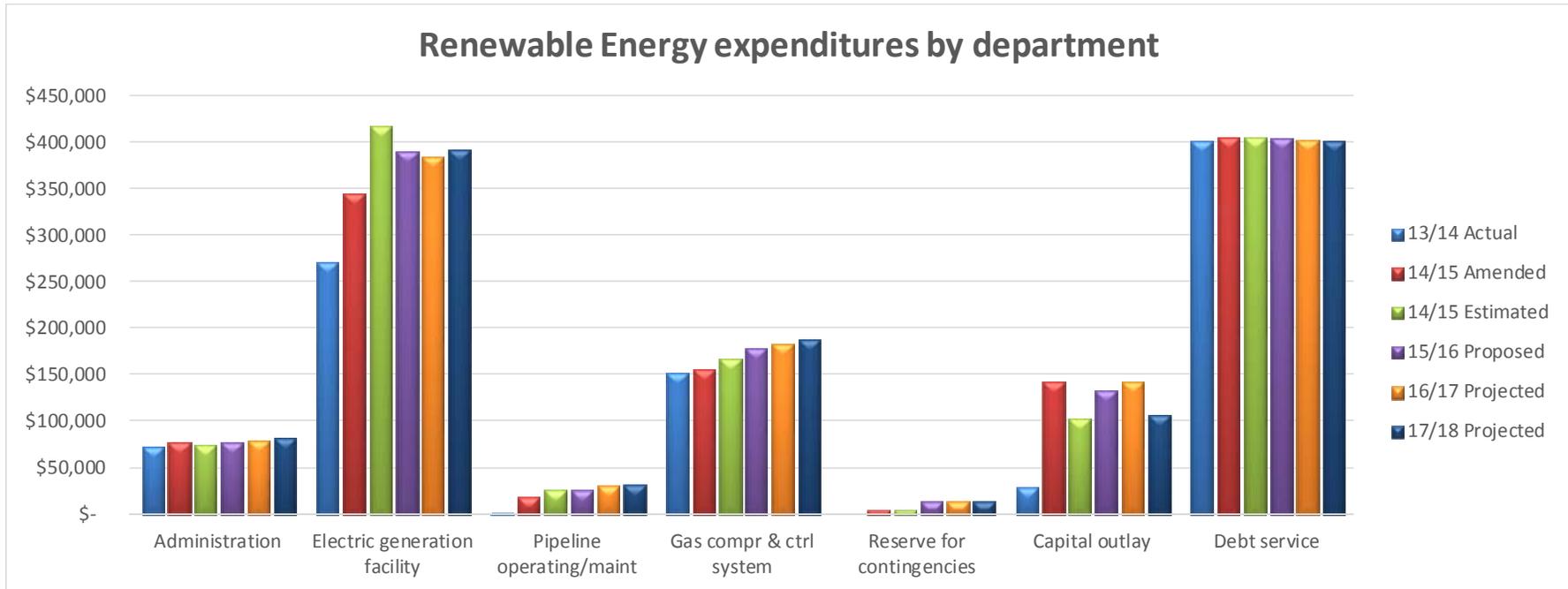
Financial Statement

645 - Renewable Energy Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Electricity sales	\$ 1,020,975	\$ 1,051,000	\$ 1,056,151	\$ 1,164,221	\$ 1,209,404	\$ 1,221,605
Other	-	-	540	-	-	-
Investment earnings	664	450	450	500	500	500
Transfers in	125,000	100,000	100,000	60,000	60,000	60,000
Total revenues	<u>1,146,639</u>	<u>1,151,450</u>	<u>1,157,141</u>	<u>1,224,721</u>	<u>1,269,904</u>	<u>1,282,105</u>
Expenses						
Personal services	128,611	165,109	175,143	194,707	202,692	211,172
Supplies	108,981	138,550	214,835	176,690	162,290	162,890
Other services and charges	261,925	295,801	297,399	304,426	314,246	320,839
Debt Service	401,441	406,724	406,724	405,286	403,724	402,036
Reserve for contingencies	-	6,000	6,000	15,000	15,000	15,000
Capital projects	20,676	25,000	-	-	-	-
Capital outlay	8,485	117,935	103,690	133,700	142,500	107,500
Total expenses	<u>930,119</u>	<u>1,155,119</u>	<u>1,203,791</u>	<u>1,229,809</u>	<u>1,240,452</u>	<u>1,219,437</u>
Excess of Revenues Over (Under) Expenses	216,520	(3,669)	(46,650)	(5,088)	29,452	62,668
Other non-working capital adjustments	(10,106)	-	-	-	-	-
Working Capital - beginning	334,784	541,198	541,198	494,548	489,460	518,912
Working Capital - ending	<u>\$ 541,198</u>	<u>\$ 537,529</u>	<u>\$ 494,548</u>	<u>\$ 489,460</u>	<u>\$ 518,912</u>	<u>\$ 581,580</u>

Summary of Budget Changes

Operating Trends



Summary of Budget Changes (cont.)

Operating Trends (cont.)



Renewable Energy started in fiscal year 2010 and 2011 with major construction. It began regular operations in fiscal year 2012.



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.

Financial Statement

675 - Property and Liability Insurance Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Service charges	\$ 526,378	\$ 518,686	\$ 518,686	\$ 518,686	\$ 544,620	\$ 571,851
Other	131,548	1,819,050	1,917,100	25,000	25,000	25,000
Non-operating	68,486	66,000	73,184	70,000	70,000	70,000
Total revenues	<u>726,412</u>	<u>2,403,736</u>	<u>2,508,970</u>	<u>613,686</u>	<u>639,620</u>	<u>666,851</u>
Expenses						
Other services and charges	<u>717,673</u>	<u>2,561,869</u>	<u>2,576,520</u>	<u>759,000</u>	<u>786,200</u>	<u>814,760</u>
Total expenses	<u>717,673</u>	<u>2,561,869</u>	<u>2,576,520</u>	<u>759,000</u>	<u>786,200</u>	<u>814,760</u>
Excess of Revenues Over (Under) Expenses	8,739	(158,133)	(67,550)	(145,314)	(146,580)	(147,909)
Working Capital - beginning	1,422,251	1,430,990	1,430,990	1,363,440	1,218,126	1,071,546
Working Capital - ending	<u>\$ 1,430,990</u>	<u>\$ 1,272,857</u>	<u>\$ 1,363,440</u>	<u>\$ 1,218,126</u>	<u>\$ 1,071,546</u>	<u>\$ 923,637</u>

Summary of Budget Changes

Operating Trends





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.

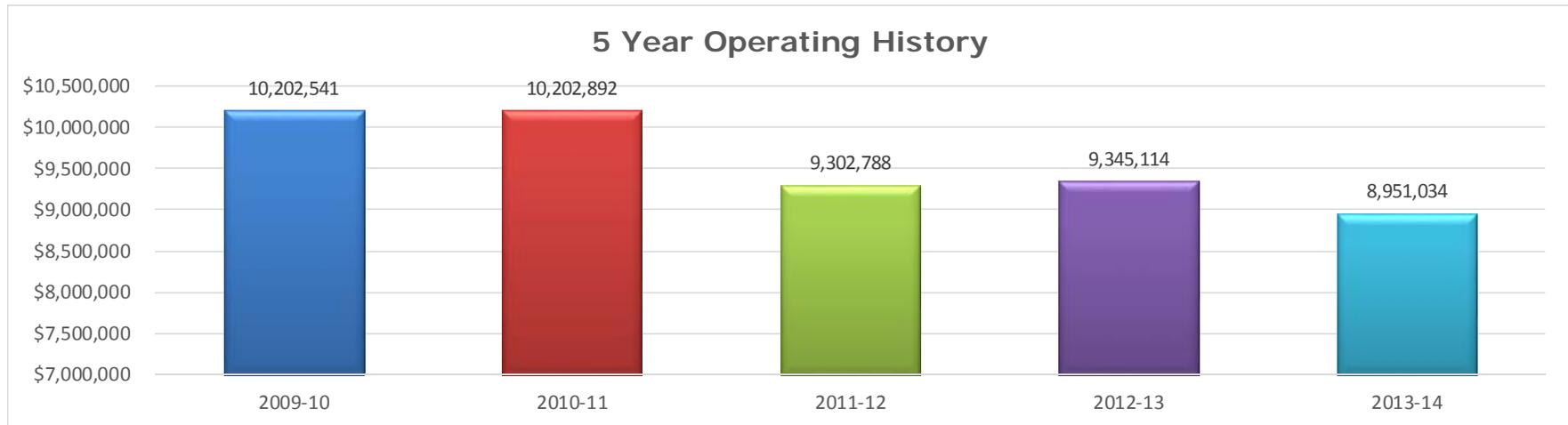
Financial Statement

680 - Health Insurance Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Contributions	\$ 8,245,688	\$ 8,616,400	\$ 8,657,574	\$ 9,064,470	\$ 9,517,694	\$ 9,993,579
Other	183,106	202,000	212,000	202,000	202,500	203,025
Investment earnings	7,174	8,000	8,000	8,000	8,000	8,000
Non-operating	183,960	184,000	204,590	200,000	200,000	200,000
Total revenues	<u>8,619,928</u>	<u>9,010,400</u>	<u>9,082,164</u>	<u>9,474,470</u>	<u>9,928,194</u>	<u>10,404,604</u>
Expenses						
Personal services	8,879,718	9,197,382	9,197,382	9,657,251	10,140,114	10,647,119
Other services and charges	71,316	141,903	166,903	136,200	136,200	136,200
Total expenses	<u>8,951,034</u>	<u>9,339,285</u>	<u>9,364,285</u>	<u>9,793,451</u>	<u>10,276,314</u>	<u>10,783,319</u>
Excess of Revenues Over (Under) Expenses	(331,106)	(328,885)	(282,121)	(318,981)	(348,120)	(378,715)
Working Capital - beginning	4,954,966	4,623,860	4,623,860	4,341,739	4,022,758	3,674,638
Working Capital - ending	<u>\$ 4,623,860</u>	<u>\$ 4,294,975</u>	<u>\$ 4,341,739</u>	<u>\$ 4,022,758</u>	<u>\$ 3,674,638</u>	<u>\$ 3,295,923</u>

Summary of Budget Changes

Operating Trends





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.

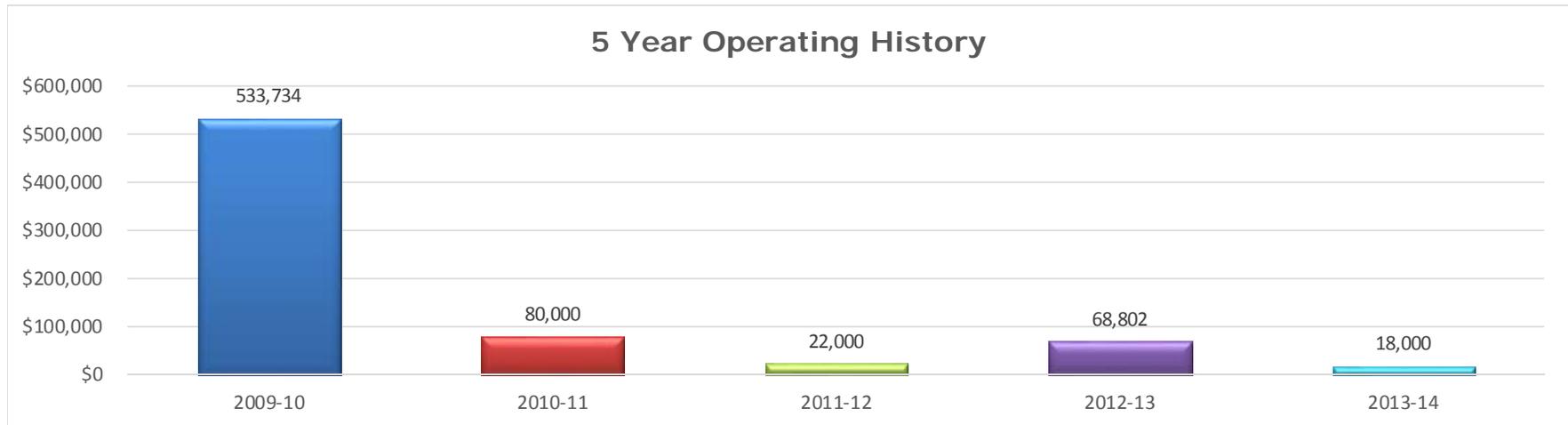
Financial Statement

688 - Special Assessment Revolving Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16	2016-17	2017-18
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Contributions	\$ 49,286	\$ 660,000	\$ 818,979	\$ 25,000	\$ -	\$ -
Investment earnings	18,934	16,000	16,000	16,000	16,000	16,000
Total operating revenues	<u>68,220</u>	<u>676,000</u>	<u>834,979</u>	<u>41,000</u>	<u>16,000</u>	<u>16,000</u>
Expenses						
Transfers out	18,000	676,000	834,979	41,000	16,000	16,000
Total expenses	<u>18,000</u>	<u>676,000</u>	<u>834,979</u>	<u>41,000</u>	<u>16,000</u>	<u>16,000</u>
Excess of Revenues Over(Under) Expenses	50,220	-	-	-	-	-
Other non-working capital adjustments	9,502	-	-	-	-	-
Working Capital - beginning	1,956,707	2,016,429	2,016,429	2,016,429	2,016,429	2,016,429
Working Capital - ending	<u>\$ 2,016,429</u>					

Summary of Budget Changes

Operating Trends





Trends and Summaries

for the Fiscal Year Ending June 30, 2016

Net Cost of Certain Departments

Budget Consolidation

General Fund Revenue and Expenditures by Function

Capital Purchases and Projects

Authorized Employees by Fiscal Year

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

Schedule of Taxable Values

2015 Ten Largest Taxpayers

Constitutional Tax Limitation

Net Cost of Certain Departments

101 - General Fund
Net Cost of Certain Departments
Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16
	Actual	Amended	Estimate	Adopted
Building Inspection				
Licenses and permits	\$ 476,038	\$ 390,200	\$ 370,325	\$ 383,200
Other	168	-	1,268	1,000
Total revenues	<u>476,206</u>	<u>390,200</u>	<u>371,593</u>	<u>384,200</u>
Expenditures				
Personal services	657,809	725,222	685,613	753,287
Supplies	8,868	9,300	9,300	11,300
Other charges	22,005	27,335	28,305	31,345
Total expenditures	<u>688,682</u>	<u>761,857</u>	<u>723,218</u>	<u>795,932</u>
Net cost of department	<u>\$ 212,476</u>	<u>\$ 371,657</u>	<u>\$ 351,625</u>	<u>\$ 411,732</u>
Cemetery				
Charges for services	\$ 87,892	\$ 90,000	\$ 85,000	\$ 85,000
Expenditures				
Personal services	184,595	210,599	204,971	217,479
Supplies	28,790	26,424	31,424	24,424
Other charges	45,140	58,829	58,030	92,632
Capital outlay	21,957	6,800	6,800	5,000
Total expenditures	<u>280,482</u>	<u>302,652</u>	<u>301,225</u>	<u>339,535</u>
Net cost of department	<u>\$ 192,590</u>	<u>\$ 212,652</u>	<u>\$ 216,225</u>	<u>\$ 254,535</u>
Plymouth Pool				
Use and admission fees	\$ 98,210	\$ 76,000	\$ 84,000	\$ 92,000
Expenditures				
Personal services	73,999	68,541	68,541	74,583
Supplies	25,869	28,930	28,668	28,665
Other charges	37,580	64,655	65,207	58,197
Capital outlay	-	-	-	30,000
Total expenditures	<u>137,448</u>	<u>162,126</u>	<u>162,416</u>	<u>191,445</u>
Net cost of department	<u>\$ 39,238</u>	<u>\$ 86,126</u>	<u>\$ 78,416</u>	<u>\$ 99,445</u>

Net Cost of Certain Departments

101 - General Fund Net Cost of Certain Departments Fiscal Year Ending June 30, 2016

	2013-14	2014-15		2015-16
	Actual	Amended	Estimate	Adopted
Other Recreation Programs				
Use and admission fees	\$ 193,203	\$ 150,610	\$ 169,595	\$ 164,965
Expenditures				
Personal services	388,165	334,192	328,150	360,526
Supplies	42,991	43,678	42,693	45,200
Other charges	102,703	177,039	184,931	169,942
Capital outlay	5,500	5,301	5,301	15,000
Capital projects	159,768	79,862	79,862	-
Total expenditures	<u>699,127</u>	<u>640,072</u>	<u>640,937</u>	<u>590,668</u>
Net cost of department	<u>\$ 505,924</u>	<u>\$ 489,462</u>	<u>\$ 471,342</u>	<u>\$ 425,703</u>

(Includes: Recreation, Summer Programs, and Winter Programs)

Airport				
Airport revenue	\$ 269,632	\$ 278,750	\$ 230,200	\$ 231,200
Federal grants	-	-	50	50
Total revenues	<u>269,632</u>	<u>278,750</u>	<u>230,250</u>	<u>231,250</u>
Expenditures				
Personal services	9,715	15,835	14,242	17,689
Supplies	8,948	10,900	10,400	10,400
Other charges	338,532	356,763	304,842	309,231
Capital outlay	-	15,000	15,000	10,000
Capital projects	2,014	31,868	31,868	15,500
Total expenditures	<u>359,209</u>	<u>430,366</u>	<u>376,352</u>	<u>362,820</u>
Net cost of department	<u>\$ 89,577</u>	<u>\$ 151,616</u>	<u>\$ 146,102</u>	<u>\$ 131,570</u>

Budget Consolidation

Fund	2011-12	2012-13	2013-14	2014-15	2015-16
	Adopted	Adopted	Adopted	Adopted	Adopted
General	\$ 38,716,993	\$ 39,699,704	\$ 40,722,206	\$ 41,633,533	\$ 42,561,392
Major Street	9,608,242	5,701,791	5,533,280	6,521,267	7,820,690
Local Street	2,757,461	3,188,234	2,822,717	3,236,307	4,142,994
Center City Authority	-	-	13,000	8,900	11,229
Storm Water Management	739,191	851,092	693,246	858,293	1,071,862
Grace A. Dow Library	3,750,052	3,767,701	3,833,912	3,951,325	4,094,771
CDBG	535,454	430,715	404,465	329,355	318,381
Special Activities	56,540	118,535	152,798	129,000	96,000
Housing	200,000	264,800	264,800	256,800	141,800
Dial-A-Ride	1,802,909	1,838,401	2,013,017	2,616,017	2,290,107
Midland Community Television	554,076	594,128	640,240	1,015,456	815,068
DDA	465,803	527,118	552,788	490,309	555,316
Debt Service	2,468,971	2,480,254	2,499,698	2,499,775	2,453,325
Civic Arena	1,658,172	1,288,377	1,312,230	1,312,943	1,342,446
Landfill	2,839,671	2,971,195	4,505,993	3,561,852	4,441,701
Washington Woods	1,606,204	1,583,906	1,638,181	1,742,892	2,074,954
Riverside Place	1,832,893	1,919,556	1,804,759	1,949,273	2,000,266
Currie Municipal Golf Course	1,287,558	1,327,834	1,296,038	1,111,332	1,128,316
Parking	159,773	158,463	156,774	163,136	193,847
Wastewater	6,454,746	6,593,460	6,659,094	7,976,045	7,556,247
Water	9,844,128	10,171,482	10,902,603	11,666,468	12,604,508
Stores Revolving	-	-	927,181	1,342,795	1,283,640
Information Services - Operations	1,283,232	1,287,905	1,336,083	1,236,473	1,270,118
Geographic Information Systems	303,490	746,799	-	-	-
Equipment Revolving	4,783,155	4,318,902	4,465,447	4,702,599	4,942,019
Municipal Service Center	548,456	560,888	309,719	496,542	390,231
Municipal Service Annex	21,614	22,459	22,269	66,618	26,875
Renewable Energy Services	885,000	989,149	1,048,986	1,137,184	1,229,809
Property/Liability Insurance	797,564	757,100	777,769	763,825	759,000
Special Assessment Revolving	108,485	73,000	18,000	676,000	41,000
Health Insurance	9,257,000	9,441,900	8,889,200	9,339,285	9,793,451
Subtotal	<u>105,326,833</u>	<u>103,674,848</u>	<u>106,216,493</u>	<u>112,791,599</u>	<u>117,451,363</u>
Eliminations:					
Interfund Transfers	7,127,286	7,908,550	8,192,675	9,100,074	9,366,983
Administrative Charges	2,347,966	2,124,657	2,098,117	2,277,084	2,367,100
Building/Equipment Rental	4,178,946	4,010,802	4,243,099	4,461,963	4,487,400
Information Services Charges	1,343,520	1,334,740	1,334,280	1,334,740	1,207,056
Insurance Charges	9,594,010	9,219,600	8,772,150	8,725,086	9,135,406
Total Eliminations	<u>24,591,728</u>	<u>24,598,349</u>	<u>24,640,321</u>	<u>25,898,947</u>	<u>26,563,945</u>
Consolidated Budget	<u>\$ 80,735,105</u>	<u>\$ 79,076,499</u>	<u>\$ 81,576,172</u>	<u>\$ 86,892,652</u>	<u>\$ 90,887,418</u>



General Fund Revenue and Expenditures by Function

101 - General Fund Revenue and Expenditures by Function Fiscal Year Ending June 30, 2016

	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual
Revenues										
Property taxes	\$ 24,018,429	\$ 23,893,233	\$ 31,421,804	\$ 29,139,238	\$ 25,755,270	\$ 28,649,124	\$ 28,271,231	\$ 30,502,306	\$ 30,558,999	\$ 31,853,370
Licenses and permits	453,306	475,752	435,488	534,831	510,956	404,246	645,526	505,260	494,375	514,354
Intergovernmental	3,725,852	3,816,536	3,586,114	3,536,463	3,448,716	3,077,230	3,152,608	3,255,907	3,347,781	3,448,014
Charges for services	1,564,170	1,629,310	1,734,615	1,797,214	2,181,112	2,375,724	2,297,249	2,261,038	2,083,906	2,123,177
Use and admission fees	793,646	179,854	190,969	179,457	203,733	202,759	256,398	266,000	282,394	304,482
Investment earnings	1,172,730	2,192,801	2,687,964	1,682,234	420,150	76,633	49,917	32,874	27,888	30,311
Other revenue	892,755	791,976	935,303	1,254,106	1,069,393	1,336,307	1,750,345	1,496,845	1,414,479	2,047,969
Interfund transfers	23,738	214,364	22,757	54,414	80,183	121,268	185,025	86,919	56,560	52,803
Bond issue proceeds	-	-	-	-	17,677,757	-	-	-	-	-
From (To) fund balance	7,121,519	2,852,678	4,155,462	8,680,887	18,426,587	(647,558)	97,560	(1,448,573)	(245,841)	(2,185,929)
	<u>\$ 39,766,145</u>	<u>\$ 36,046,504</u>	<u>\$ 45,170,476</u>	<u>\$ 46,858,844</u>	<u>\$ 69,773,857</u>	<u>\$ 35,595,733</u>	<u>\$ 36,705,859</u>	<u>\$ 36,958,576</u>	<u>\$ 38,020,541</u>	<u>\$ 38,188,551</u>
Expenditures										
General government	\$ 4,260,636	\$ 4,418,846	\$ 4,435,793	\$ 4,705,551	\$ 5,972,261	\$ 5,655,347	\$ 5,543,351	\$ 5,601,123	\$ 5,529,124	\$ 5,381,710
Public safety	10,904,984	11,725,041	12,234,339	12,713,443	14,825,441	14,938,780	15,811,053	15,179,154	15,795,478	16,272,504
Public works	2,026,257	1,943,460	2,044,430	2,278,585	2,601,674	3,073,061	2,826,649	2,712,558	3,086,918	2,410,221
Sanitation	2,094,429	2,346,672	2,209,944	2,338,538	2,500,680	2,480,790	2,491,424	2,542,658	2,450,292	3,116,961
Parks and recreation	3,819,888	3,410,226	3,491,779	3,564,528	4,213,868	4,073,650	4,323,504	5,000,104	4,909,958	4,696,123
Other functions	10,761,891	6,623,782	15,279,550	18,683,116	35,537,451	984,132	1,109,476	1,649,789	1,421,656	1,148,397
Capital projects	709,325	1,198,010	355,488	307,299	137,206	507,130	960,244	281,166	162,313	430,571
Interfund transfers	5,188,735	4,380,467	5,119,153	2,267,784	3,985,276	3,882,843	3,640,158	3,992,024	4,664,802	4,732,064
	<u>\$ 39,766,145</u>	<u>\$ 36,046,504</u>	<u>\$ 45,170,476</u>	<u>\$ 46,858,844</u>	<u>\$ 69,773,857</u>	<u>\$ 35,595,733</u>	<u>\$ 36,705,859</u>	<u>\$ 36,958,576</u>	<u>\$ 38,020,541</u>	<u>\$ 38,188,551</u>

Capital Purchases & Projects		2015-16 Adopted
General Fund		
General Government		
Human Resources		
Human Resources kiosk	\$	15,000
City Hall		
American Disabilities Act compliant lever door handles		10,000
City Hall long-term capital maintenance		140,000
Total General Government	\$	165,000
Public Safety		
Police		
<i>Patrol Bureau</i>		
Accident reconstruction animation simulation equipment	\$	9,515
Vehicle upgrade - Detective Bureau		6,000
Fire		
<i>Fire Fighting</i>		
Apparatus bay update - Fire Station 2		10,000
Total Public Safety	\$	25,515
Public Works		
Engineering		
GPS equipment - CORS Tower	\$	5,000
Survey data collector		8,000
Traffic Services		
Grinder - pavement line remover		8,000
Software - traffic controller		5,000
Sidewalk Engineering and Maintenance		
Sidewalk improvements		170,000
Total Public Works	\$	196,000
Parks and Recreation		
Parks		
Chippewassee Park asphalt path - multi-year	\$	20,000
Dog Park parking lot - multi-year		15,000
Plymouth Park north parking lot paving - multi-year		15,000
Stratford Woods trail system - multi-year		20,000

Capital Purchases & Projects		2015-16 Adopted
Recreation		
Plymouth Pool - refinish interior floors		30,000
City Forest lighting upgrade on toboggan runs and sled hill		15,000
Cemetery		
Topsoil bin		5,000
Total Parks and Recreation		\$ 120,000
Other		
Barstow Airport		
Snow blower radiator		\$ 10,000
Total Other		\$ 10,000
Capital Projects		
Barstow Airport runway lights		\$ 15,500
Downtown paver repair		50,000
Engineering deposits		57,500
M-20 bridge illumination - multi-year		50,000
Sidewalk improvement program - Dublin and Foster		70,000
Sidewalk startup for 2015-16		10,000
Street light upgrade		6,000
Way-finding sign maintenance		15,000
Total Capital Projects		\$ 274,000
Total General Fund		\$ 790,515

Capital Purchases & Projects

	2015-16 Adopted
Major Street Fund	
Ashman Street: US-10 to Rockwell	\$ 386,000
Contributed capital projects	50,000
Ditch cleaning	50,000
M-20 bridge	167,000
Main Street: Jerome to Post	510,000
Non-motorized improvements	10,000
Patrick Road: Saginaw to Waldo	730,000
Preliminary engineering	25,000
Saginaw Road: Tucker to Eastman	600,000
Sidewalk improvements	15,000
Sugnet Road: Dublin to Northwood	250,000
Surface treatment and crack seal: sidewalk ramps	200,000
Traffic sign upgrade	30,000
Traffic signal upgrade	45,000
	<u>\$ 3,068,000</u>
Local Street Fund	
Blarney Street: Sturgeon Creek Pkwy to Leeway	\$ 121,000
Contributed capital projects	50,000
Curb replacement and pavement patching	150,000
Georgetown: Whitewood to Congress	200,000
Grant Lane: Waldo to end of street	154,000
Harrison Street: Noeske to Ashman	176,000
Leeway Street: Moorland to end of street	154,000
Leonard Lane: St. Andrews to Woodlawn	154,000
Meadowbrook Drive: Saginaw to Jefferson	286,000
Noeske Street: Helen to Balfour	176,000
Ohio Street: Carolina to Swede	150,000
Ottawa Street: Meadowbrook to end of street	176,000
Princeton Street: Jefferson to end of street	143,000
Sandy Ridge: Leonard Lane to end of street	77,000
Sidewalk improvements	65,000
Surface treatment and crack sealing: sidewalk ramps	250,000
Woodlawn Street: Saginaw to Sugnet	154,000
	<u>\$ 2,636,000</u>

Capital Purchases & Projects

	2015-16 Adopted
Storm Water Utility Fund	
Large line sand nozzle	\$ 6,000
Catch basin lead - new installations	25,000
Catch basin lead - replacements	10,000
Culvert replacements	100,000
Dublin ditch enclosure - multi-year	80,000
East Wackerly culvert replacement at Siebert Drain	40,000
Outfall and open ditch rehab	100,000
	<u>\$ 361,000</u>
Library Fund	
Lawn tractor	\$ 16,000
Office copier	7,000
	<u>\$ 23,000</u>
Dial A Ride Fund	
Buses	<u>\$ 225,000</u>
Midland Community Television Fund	
HD camera control units and trailer	\$ 80,000
Fiber cable	26,000
Multi-camera replay system	12,000
Production trailer	25,000
Studio lighting system	25,000
Generator for trailer	8,000
	<u>\$ 176,000</u>
Civic Arena Fund	
Future capital needs	<u>\$ 20,000</u>
Landfill Fund	
Building improvements	\$ 100,000
Cell 16 - interim cover	50,000
Cell 17 - development	750,000
Gas collection and control system expansion	20,000
Infrastructure improvements	30,000
Pumping equipment	10,000
Road improvements	65,000
Waste tarp cover system	175,000
Wheel loader	250,000
	<u>\$ 1,450,000</u>

Capital Purchases & Projects

	2015-16 Adopted
Washington Woods Fund	
Back parking lot replacement	\$ 38,000
Elevator (2)	160,000
Main water line replacement	65,000
	<u>\$ 263,000</u>
Riverside Place Fund	
Paint exterior of building	<u>\$ 20,000</u>
Golf Course Fund	
Clubhouse entrance doors	<u>\$ 30,000</u>
Parking Fund	
Handheld parking ticket computer and software	<u>\$ 25,000</u>
Wastewater Fund	
Autosampler replacement	\$ 12,000
Bar screen	100,000
Centrifugal pump	25,000
Chlorinator	12,000
Computer equipment - plant	10,000
Computer software - plant	7,500
Force main evaluation/replacement study - Dow Chemical site	60,000
Gear boxes	35,000
Lintel	20,000
Main pump house - lift pump	130,000
Manhole rehabilitation	100,000
Patrick to Diversion Chamber - sewer rehab	300,000
Plant improvements	250,000
Pump station generator	100,000
Sewage valves	50,000
Sewer repairs/linings	200,000
Spot lining equipment	5,000
Submersible pump	30,000
Telemetry equipment - pump stations	7,000
Trickling filter arms	100,000
Variable frequency drive	10,000
Waste pump	20,000
	<u>\$ 1,583,500</u>

Capital Purchases & Projects

	2015-16 Adopted
Water Fund	
Blarney Street: Sturgeon Creek Pkwy to Leeway	\$ 127,000
Concrete reservoir rehab - plant	210,000
Driveway paving - plant	90,000
Grant Lane: Waldo to end of street	141,000
Handheld meter reader (3)	25,000
HVAC improvements - plant	150,000
Industrial meter - plant	25,000
Leeway Street: Moorland to end of street	170,000
Leonard Lane: St. Andrews to Woodlawn	159,000
Main Street: Jerome to Post	492,130
Manhole trench shield	13,000
Meadowbrook Drive: Saginaw to Jefferson	72,000
New water services	150,000
Noeske Street: Helen to Balfour	178,350
Ohio Street: Carolina to Swede	100,000
Ottawa Street: Meadowbrook to end of street	48,000
Sandy Ridge: Leonard Lane to end of street	57,000
Security upgrades - plant	60,000
Valley Drive building maintenance	15,000
Waldo Avenue: East Ashman to East Wheeler	343,000
Woodlawn Street: Saginaw to Sugnet	120,000
	<u>\$ 2,745,480</u>
Information Services Fund	
GPS Equipment	\$ 10,000
Wide Area Network	10,000
	<u>\$ 20,000</u>
Equipment Revolving Fund	
Administration car - Fire	\$ 32,000
Administration car - Police	18,000
Brush/blade truck - DPS	70,000
Cold saw	7,000
Compressor - DPS	22,000
Diagnostic computer	8,000
Dump/blade truck - DPS	75,000
Dump/tandem truck - DPS	120,000
Dump/tandem truck - Water	85,000

Capital Purchases & Projects

	<u>2015-16 Adopted</u>
Equipment Revolving Fund (cont.)	
Excavator - Water	230,000
Groomer - Parks	16,000
Load and dump truck - DPS	85,000
Mason truck - DPS	25,000
Mower - Parks	22,000
Patrol cars - Police (3)	87,000
Portable four-column hoist	45,000
Rear packers (used) - DPS (3)	255,000
Refuse trucks - DPS (2)	610,000
Service body truck - Water	60,000
Utility vehicle - Cemetery	22,000
	<u>\$ 1,894,000</u>
Municipal Service Center	
Exterior overhead door	\$ 7,000
Garage floor recoating	40,000
Overhead door proximity readers	15,000
Carpet replacement - Public Works and Parks offices	13,000
Fluorescent lights - garage stockroom	5,000
	<u>\$ 80,000</u>
Municipal Service Annex Fund	
Future capital needs	<u>\$ 4,000</u>
Renewable Energy Services Fund	
Building improvements	\$ 7,500
Methane leak detection pipe	10,000
Oil mist collector	11,200
PLC controls	15,000
Throttle body (2)	50,000
Turbo charger	40,000
	<u>\$ 133,700</u>
Total All Funds	<u>\$ 15,548,195</u>



Authorized Employees by Fiscal Year

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Full-Time Employees							
General Fund:							
General Government							
<i>City Manager</i>	4	3	4	2	2	2	2
<i>City Clerk</i>	4	4	4	4	4	4	4
<i>City Treasurer</i>	4	4	4	4	4	4	4
<i>Assessing</i>	5	4	4	4	4	4	4
<i>City Attorney</i>	3	3	3	3	3	3	3
<i>Finance</i>	8	8	8	8	8	8	8
<i>Human Resources</i>	4	4	4	4	4	4	4
<i>Purchasing</i>	1	1	1	1	1	1	1
Public Safety							
<i>Police</i>	51	50	50	50	50	50	50
<i>Fire</i>	46	46	46	46	46	46	46
<i>Building Inspection</i>	6	6	6	6	6	6	6
<i>Planning</i>	4	4	4	4	4	4	4
Public Works							
<i>Engineering</i>	14	12	12	12	12	12	12
<i>Public Services</i>	34	33	31	30	30	29	27
Sanitation	5	5	5	5	5	7	7
Parks and Recreation	29	25	26	26	26	24	26
Total General Fund	<u>222</u>	<u>212</u>	<u>212</u>	<u>209</u>	<u>209</u>	<u>208</u>	<u>208</u>



Authorized Employees by Fiscal Year

	Authorized Employees by Fiscal Year (cont.)						
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Other Funds:							
Grace A. Dow Library	20	19	19	18	18	18	18
Downtown Development Authority	1	-	-	-	1	1	1
Dial-A-Ride	6	6	5	5	5	5	6
Civic Arena	2	2	2	2	2	2	2
Landfill	9	9	9	9	10	10	10
Senior Housing							
<i>Washington Woods</i>	6	6	6	6	6	6	6
<i>Riverside Place</i>	6	6	6	6	6	6	6
Currie Municipal Golf Course	4	7	7	7	7	0	0
Wastewater	20	20	20	20	20	20	20
Water	35	34	34	33	33	33	32
Midland Community Television	3	3	3	3	3	3	3
Equipment Revolving	15	15	15	15	13	13	13
Municipal Service Center	1	1	1	1	1	0	0
Information Services - Operations	6	6	6	5	5	5	5
Geographic Information Systems	2	1	1	0	0	0	0
Total Full-Time Employees	358	347	346	339	339	330	330
Part-Time Employees							
Grace A. Dow Library	33	33	33	33	33	33	34
Dial-A-Ride	32	32	32	32	32	32	32
Crossing Guards	17	14	14	14	14	14	14
Other	25	27	25	25	24	24	25
Total Part-Time Employees	107	106	104	104	103	103	105



Comparative and Combined Tax Rates

Comparative Tax Rates Per \$1,000 of Taxable Value

<u>Fiscal Year</u>	<u>Operating</u>	<u>Debt Service</u>	<u>Act 345 Pension</u>	<u>Total Millage</u>
2015-16	13.58	0.26	1.05	14.89
2014-15	13.58	0.28	1.18	15.04
2013-14	13.58	0.28	1.22	15.08
2012-13	13.41	0.29	1.09	14.79
2011-12	13.44	0.29	1.06	14.79
2010-11	13.67	0.27	0.00	13.94
2009-10	13.67	0.27	0.00	13.94
2008-09	12.70	0.29	0.00	12.99
2007-08	12.00	0.24	0.00	12.24
2006-07	11.87	0.23	0.00	12.10

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

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Homestead Property					
City of Midland	14.7900	14.7900	15.0800	15.0400	14.8900
Midland Public Schools	2.0909	1.9499	1.9499	1.7400	
Midland County	8.8355	8.8355	9.1355	8.8880	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	2.6756	2.6756	2.6756	2.6756	
Total Homestead Property	<u>36.4347</u>	<u>36.2937</u>	<u>36.8837</u>	<u>36.3863</u>	<u>14.8900</u>
Non-Homestead Property					
City of Midland	14.7900	14.7900	15.0800	15.0400	14.8900
Midland Public Schools	18.5000	18.0000	18.0000	18.0000	
Midland County	8.8355	8.8355	9.1355	8.8880	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	2.6756	2.6756	2.6756	2.6756	
Total Non-Homestead Property	<u>52.8438</u>	<u>52.3438</u>	<u>52.9338</u>	<u>52.6463</u>	<u>14.8900</u>

Schedule of Taxable Values (In \$1,000's)

	2006	2007	2008	2009	2010
By Property Type					
<i>Real Property</i>					
Residential	\$ 956,874	\$ 985,928	\$ 971,965	\$ 979,020	\$ 951,563
Commercial	261,932	275,311	277,831	297,392	316,006
Industrial	900,623	852,016	428,969	437,613	611,163
Total Real	<u>2,119,429</u>	<u>2,113,255</u>	<u>1,678,765</u>	<u>1,714,025</u>	<u>1,878,732</u>
<i>Personal Property</i>					
Commercial	64,269	70,904	64,475	61,052	56,320
Industrial	307,200	309,577	329,777	362,793	346,800
Utility	19,021	31,466	18,928	20,114	21,256
Total Personal	390,490	411,947	413,180	443,959	424,376
Total Real & Personal	<u>\$ 2,509,919</u>	<u>\$ 2,525,202</u>	<u>\$ 2,091,945</u>	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>
By Taxpayer Class					
Residential	\$ 956,874	\$ 985,928	\$ 971,965	\$ 979,020	\$ 951,563
Commercial	326,201	346,215	342,306	358,444	372,326
Industrial and Utility	1,226,844	1,193,059	777,674	820,520	979,219
Total	<u>\$ 2,509,919</u>	<u>\$ 2,525,202</u>	<u>\$ 2,091,945</u>	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>
<hr/>					
	2011	2012	2013	2014	2015
By Property Type					
<i>Real Property</i>					
Residential	\$ 952,144	\$ 958,884	\$ 959,610	\$ 969,556	\$ 979,135
Commercial	327,111	330,886	333,111	349,088	373,540
Industrial	638,920	257,136	274,004	279,241	277,562
Total Real	<u>1,918,175</u>	<u>1,546,906</u>	<u>1,566,725</u>	<u>1,597,885</u>	<u>1,630,237</u>
<i>Personal Property</i>					
Commercial	84,526	64,107	62,857	52,927	59,266
Industrial	337,446	565,978	670,525	656,979	646,717
Utility	22,714	24,785	25,596	25,026	22,586
Total Personal	444,686	654,870	758,978	734,932	728,569
Total Real & Personal	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>	<u>\$ 2,332,817</u>	<u>\$ 2,358,806</u>
By Taxpayer Class					
Residential	\$ 952,144	\$ 958,884	\$ 959,610	\$ 969,556	\$ 979,135
Commercial	411,637	394,993	395,968	402,015	432,806
Industrial and Utility	999,080	847,899	970,125	961,246	946,865
Total	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>	<u>\$ 2,332,817</u>	<u>\$ 2,358,806</u>

2015 Ten Largest Taxpayers

<u>Name</u>	<u>Taxable Value</u>	<u>% of City Total</u>
Dow Chemical/Dow Agrosiences	\$ 399,376,184	16.93%
Midland Cogeneration Venture	213,656,900	9.06%
Dow Corning	138,523,200	5.87%
Trinseo LLC	33,216,000	1.41%
Consumers Energy Company	25,437,165	1.08%
Midland Downtown Partners LLC	20,378,300	0.86%
Midland Mall LLC	18,147,482	0.77%
Cabot Corporation	11,621,500	0.49%
Midland Country Club	10,659,300	0.45%
H Hotel	9,787,663	0.42%
Total	\$ 880,803,694	37.34%
City of Midland Total	\$ 2,358,805,932	

The above values represent 37.34% of the total 2015 taxable value of the City of Midland as of December 31, 2014 totaling \$2,358,805,932. 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 – 2015 Assessment Year for 2015-2016 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 2015 Millage Reduction Formula (MRF) is calculated as:

$$2015 \text{ MRF} = \frac{(\text{Total 2014 TV} - \text{2014 Losses TV}) \times \text{Inflation Rate Multiplier}}{\text{Total 2015 Taxable} - \text{2015 Additions TV}}$$

$$2015 \text{ MRF} = \frac{2,332,816,968 - 38,542,599}{2,358,805,932 - 94,141,490} \times 1.016$$

$$2015 \text{ MRF} = \frac{2,294,274,369 \times 1.016}{2,264,664,442}$$

$$2015 \text{ MRF} = \frac{2,330,982,759}{2,264,664,442}$$

$$2015 \text{ MRF} = 1.0293$$

The current year Millage Reduction Fraction cannot exceed 1.0000 in the computation of the maximum allowable millage. The 2015 millage rate permanently reduced multiplied by 1.0000 results in a maximum allowable millage rate for 2015 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 2014. The calculations however, are shown on the next page.

Required information:

1. 2014 Total Taxable Value (TV)	2,332,816,968
2. 2015 Total Taxable Value	2,358,805,932
3. 2014 Losses TV, without transfers to another classification	38,542,599
4. 2015 Additions TV, without transfers to another classification	94,141,490
5. 2015 CPI =	1.016

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

$$2015 \text{ BTRF} = \frac{2014 \text{ Total Taxable} - 2014 \text{ Losses TV}}{2015 \text{ Total Taxable} - 2015 \text{ Additions TV}}$$

$$2015 \text{ BTRF} = \frac{2,332,816,968 - 38,542,599}{2,358,805,932 - 94,141,490}$$

$$2015 \text{ BTRF} = \frac{2,294,274,369}{2,264,664,442}$$

$$2015 \text{ BTRF} = 1.0131$$

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.

$$\text{BTR} = 2014 \text{ Operating Tax Rate} \times \text{BTRF}$$

$$\text{BTR} = 15.04 \times 1.0131$$

$$\text{BTR} = 15.2370$$

The Base Tax Rate of 15.2370 multiplied by the 2015 estimated Taxable Value of \$2,358,805,932 equals \$35,941,126 or the Base Operating Levy in dollars that can be derived from the Base Tax Rate for city operations for the fiscal year 2015-16.

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:

$$\begin{aligned} \text{2015 Sec 34 rollback fraction} &= \frac{\text{Total Taxable Value Based on Assessed Value}}{\text{Total Taxable Value Based on SEV}} \\ &= \frac{2,385,805,932}{2,385,805,932} \\ &= 1.0000 \end{aligned}$$

$$\begin{aligned} \text{Allowable Rate} &= \frac{\text{Max Authorized Operating Rate} \times \text{Total AV}}{\text{Total State Equalized Value}} \\ &= \frac{17.87^* \text{ mills} \times 2,385,805,932}{2,385,805,932} \\ &= 17.87 \text{ mills, allowable tax rate} \end{aligned}$$

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

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Reid Duford".

Reid Duford
City Assessor
3-27- 15