



Adopted Annual Budget
for the Fiscal Year Ending June 30, 2017

Adopted by City Council – May 23, 2016

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

David A. Keenan, C.P.A.

City Controller

Margaret A. Maday

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May 23, 2016

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, 2017.

The proposed budget was submitted to City Council on April 11, 2016. For approximately six 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 11, 2016 budget message.

At the direction of City Council, costs associated with Sunday Dial-A-Ride services were submitted in conjunction with the proposed 2016-17 budget for consideration. Council elected to add limited Dial-A-Ride services on Sunday morning to the proposed budget. This change had no impact on the millage rate. It remained at 15.00 mills. As a result of this change, the adopted budget for the General Fund was modified to increase Transfers Out by \$27,062. The Dial-A-Ride Fund budget was adjusted to reflect an increase of \$76,050 in revenues and a corresponding increase in expenditures.

There were no other changes made to the budget submitted on April 11, 2016.

Respectfully submitted,



Jon Lynch, AICP ICMA-CM
City Manager

April 11, 2016

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 proposed budget for Fiscal Year 2016-17. This budget was created to accomplish the City Council budget goals and directives for the next fiscal year.

This proposed budget is based on a millage rate of 15.00 mills and maintains core municipal service levels equivalent to the current fiscal year. It also incorporates \$60,000 in tree planting, \$250,000 in pension funding beyond the annual required contribution, and a \$500,000 increase to the General Fund balance, raising it to \$5.6 million. The budget also provides for \$7.8 million to be spent on road maintenance.

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

- April 11th Introduction of budget to City Council (regular meeting)
- April 18th City Council budget work session (special meeting)
- April 25th Preliminary public hearing on proposed budget (regular meeting)
- May 9th Charter required public hearing on proposed budget (regular meeting)
- May 23rd Adoption of the budget by City Council (regular meeting)

Respectfully submitted,



Jon Lynch, AICP ICMA-CM
 City Manager



City of Midland Your 2016-17 Tax Dollars at Work



**Consolidated Budget:
\$93.4 million**

BUDGET GOALS FOR THE CITY:

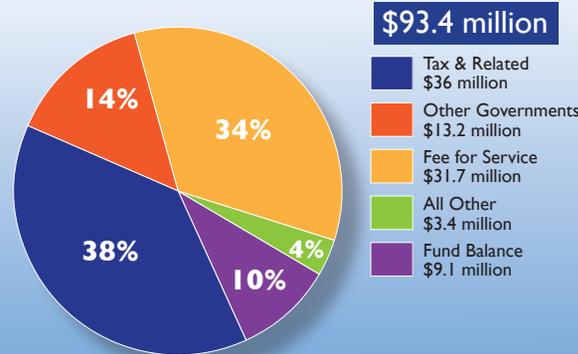
- Ensure economic sustainability
- Provide an outstanding quality of life
- Provide effective stewardship of community resources

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
- Increase General Fund fund balance by \$500,000
- Pursue renewal of the County Wide Road Millage

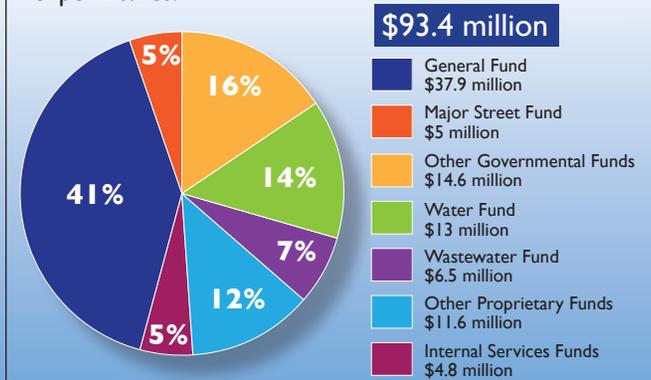
CITY-WIDE REVENUES

Taxes will fund 38% of the City's total budget for the 2016/17 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 \$17.8 million

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



Police



Fire/
Emergency
Services



Building
Inspection/
Planning

Blight Enforcement

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

464
violations
in 2015

Sanitation \$3.5 million



Refuse/Heavy Items



Recycling



Yard waste
collection

Parks and Recreation

\$5.7 million

Funds maintain
2,700 acres
of parks

Midland has
72 parks



SPECIAL REVENUE FUNDS

Dial-A-Ride **\$2.3 million**

About **63%** of this program costs come from State and Federal grants

Provides rides for more than **100,000 riders annually**

14 buses

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

Curb to curb transportation, **seven days a week**



Community Development Block Grants **\$333,000**

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

Grace A. Dow Library **\$4.4 million**

721,496 Total materials circulated

40,378 eBooks circulated

4,593 Youth participation in Summer Reading Program



Road Maintenance **\$7.8 million**

8.4% of the City's total budget

Snow Removal **\$1.1 million**



The City maintains **235 miles** of streets

10% of city street signs are replaced each year

Midland Housing **\$313,000**

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



Storm Water Management **\$950,000**

The City maintains **199 miles** of storm sewer, culverts and drains

ENTERPRISE FUNDS

Wastewater **\$7.3 million**

User fees represent **85% of revenue**

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

Average treatment of **6 million gallons** per day



Currie Municipal Golf Course **\$1.1 million**



Landfill **\$3.9 million**

Includes household hazardous waste collections



Senior Housing:

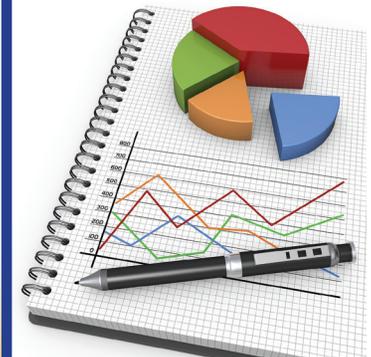
Washington Woods **\$3.4 million** Riverside Place **\$2.1 million**



INTERNAL SERVICE FUNDS

\$4.8 million

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



Water **\$13.5 million**

User fees represent **87% of revenue**

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

19,150 customers served

100,000 water tests run each year



Civic Arena **\$1.4 million**



City of Midland 2016-17 Roads, Water and Wastewater



INFRASTRUCTURE COSTS FOR THE CITY: \$10.2 million

Infrastructure includes:

Road construction and maintenance



Water



Wastewater



Road Construction/Maintenance \$7.8 million

Total 2017 funding generated by two countywide millages:

\$4 million



City portion: \$0.1 million

State and federal sources: \$3.7 million

Road projects and expenditures are prioritized and planned by the City Engineering Department

Road construction/reconstruction and resurfacing: \$4.75 million

Surface treatments: \$0.45 million

Other preventative maintenance: \$2.6 million



Water Fast Facts

EVERY DAY



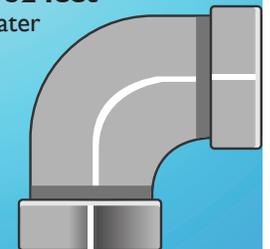
20 million gallons treated

459 miles of water main

LAST YEAR



The City installed/replaced 10,952 feet of water main



Wastewater Fast Facts



10 million gallons of treatment capacity per day



228 miles of sanitary sewer



42 pump stations

Pavement Management Program

Local and major street projects are ongoing throughout the city. City officials choose projects based on a combination of factors, including:

1 Traffic volumes

2 Utility (water and sewer) needs

3 Input from the Department of Public Services (DPS) and the public

4 Data from Pavement Management Software

Investing Today for Tomorrow's Expenses

City employees earn benefits today that must be paid in the future for City retirees. **These retiree expenses include:**



Retirement pensions for police and fire



Retirement pensions for all other City employees



Retiree health insurance

Each year the **City contributes to fund these benefits:**

Contribution amounts are determined by actuaries

Contributions are held in trusts

Funds are invested for greater returns

The amount of money needed to **pay future benefits** is difficult to predict because we don't know:



How many people will retire



When people will retire



Investment performance

When the amount of funds in these trusts isn't enough to pay all of the estimated retiree benefits, it's called **unfunded liability**. That means **additional funding is needed in the future** to pay for existing and expected retiree expenses, and other costs that are currently unknown.

The City works hard to **keep future costs in check** by:



Closely tracking employees and retirees



Participating in lower cost "pooled" plans



Closing benefit plans so no more additions can be made to them



Investing funds

Current Unfunded Liabilities: **\$120 million**

Amount Budgeted for Unfunded Liabilities: **\$11 million**

Unfunded Liabilities as a **Percent of Budget:**

11.8%



Long-term funding of retiree expenses is the City's **biggest budgeting challenge** because:

Large sum of money owed

Amount needed is always changing

Value of investments is always changing

City is legally obligated to pay costs, regardless of its financial situation

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. In previous years the City made a change to provide more forward looking information. This change is also incorporated in the 2016/17 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 2016/17 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 adopted fiscal year, the 2016/17 adopted budget was used as the baseline to project forward. Historical patterns were evaluated in order to assist in projecting forward to 2017/18 and 2018/19. 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, 2017

**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

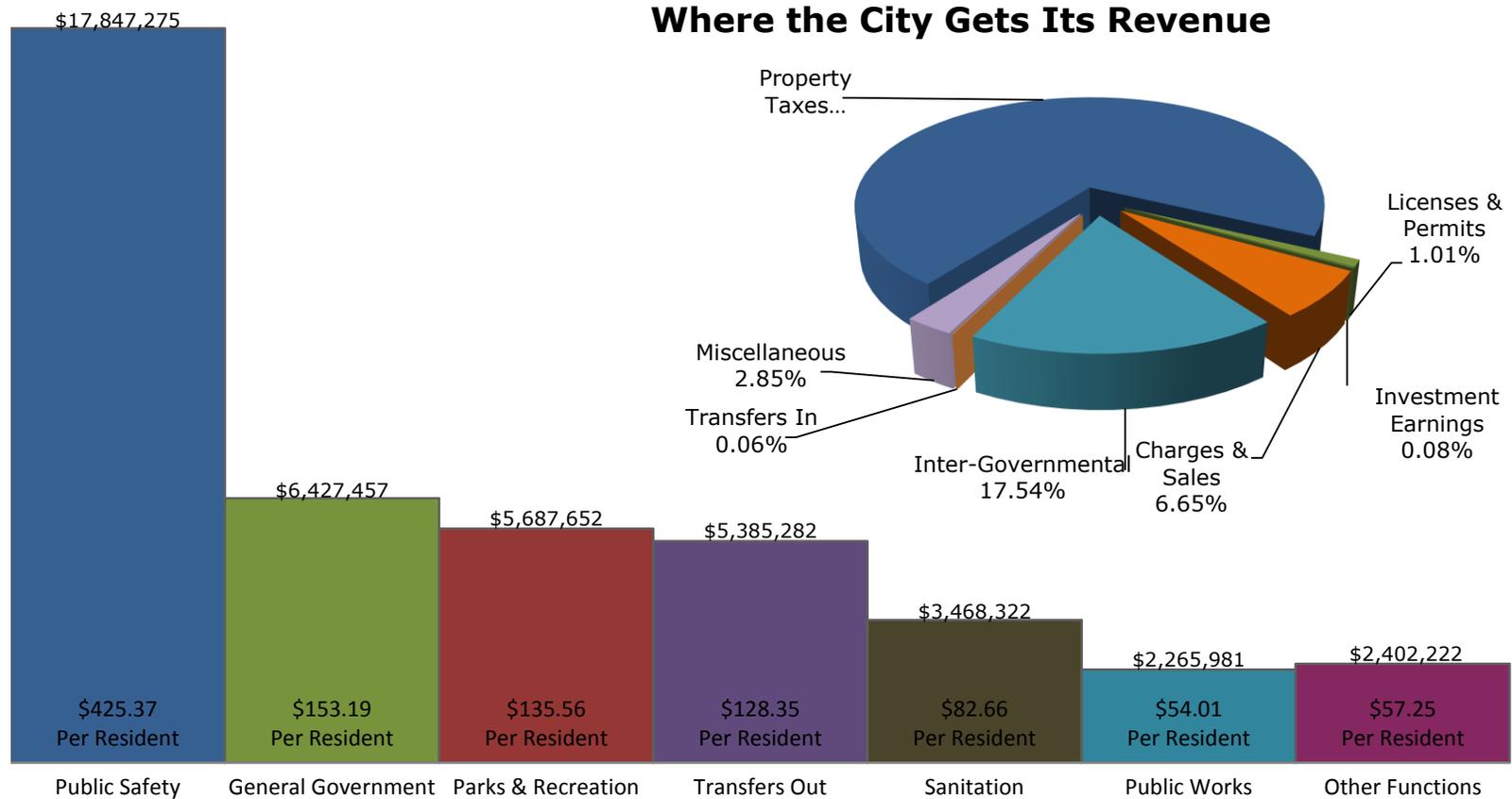
Reserve for Contingencies

Transfers Out

How the City of Midland Allocates Its Money

The 2016-17 General Fund Budget is \$43.46 million, which equates to \$1,036.39 per resident (population 41,957).

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, 39.9% 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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes and related	\$ 31,670,759	\$ 31,568,810	\$ 31,633,238	\$ 28,615,302	\$ 28,615,302	\$ 28,615,302
Licenses and permits	451,750	416,100	454,035	403,990	395,690	403,990
Intergovernmental	4,100,696	4,077,443	4,677,725	6,990,889	7,029,724	7,058,575
Charges for services	2,269,656	2,305,985	2,296,085	2,376,202	2,379,202	2,379,202
Use and admission charges	289,387	271,065	284,226	275,600	275,600	275,600
Investment earnings	28,861	25,000	30,000	30,000	30,000	30,000
Other	1,800,051	1,406,400	1,479,611	1,135,955	1,091,619	1,092,943
Transfers in	16,497	51,000	51,000	24,000	24,000	24,000
Total revenues	\$ 40,627,657	\$ 40,121,803	\$ 40,905,920	\$ 39,851,938	\$ 39,841,137	\$ 39,879,612
Expenditures						
General government	\$ 5,652,460	\$ 6,416,648	\$ 6,107,565	\$ 6,427,457	\$ 6,534,099	\$ 6,888,249
Public safety	16,628,126	18,224,888	17,841,230	17,847,275	18,560,446	19,057,427
Public works	2,519,042	2,995,765	2,926,918	2,265,981	2,248,593	1,961,199
Sanitation	3,214,244	3,106,050	3,129,210	3,468,322	3,701,253	3,912,355
Parks and recreation	4,844,281	5,706,416	5,607,290	5,687,652	5,796,868	5,819,566
Other functions	1,097,616	2,122,792	2,014,951	1,767,222	1,562,751	1,614,503
Capital projects	235,577	1,597,475	1,680,475	235,000	190,000	126,000
Reserve for contingencies	-	315,657	200,000	400,000	400,000	400,000
Transfers out	4,688,262	5,373,271	5,131,195	5,385,282	5,209,848	5,336,021
Total expenditures	\$ 38,879,608	\$ 45,858,962	\$ 44,638,834	\$ 43,484,191	\$ 44,203,858	\$ 45,115,320
Excess of Revenues Over (Under) Expenditures	1,748,049	(5,737,159)	(3,732,914)	(3,632,253)	(4,362,721)	(5,235,708)
Fund Balance - beginning of year	11,171,007	12,919,056	12,919,056	9,186,142	5,553,889	1,191,168
Fund Balance - end of year	\$ 12,919,056	\$ 7,181,897	\$ 9,186,142	\$ 5,553,889	\$ 1,191,168	\$ (4,044,540)
Unreserved fund balance	\$ 8,897,189	\$ 5,681,897	\$ 7,686,142	\$ 4,053,889	\$ (308,832)	\$ (5,544,540)
Operational savings	-	-	-	-	-	-
Encumbrance carryover	2,521,867	-	-	-	-	-
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	\$ 12,919,056	\$ 7,181,897	\$ 9,186,142	\$ 5,553,889	\$ 1,191,168	\$ (4,044,540)

Estimated Revenues by Source

101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Property Taxes						
Property taxes	\$ 27,225,009	\$ 27,687,104	\$ 27,726,708	\$ 25,126,760	\$ 25,126,760	\$ 25,126,760
Special public safety millage	2,646,988	2,332,266	2,379,558	2,221,557	2,221,557	2,221,557
Industrial facilities taxes	997,419	1,001,976	1,035,403	712,905	712,905	712,905
Property taxes captured	(263,635)	(516,536)	(706,260)	(594,920)	(594,920)	(594,920)
Total property taxes	<u>30,605,781</u>	<u>30,504,810</u>	<u>30,435,409</u>	<u>27,466,302</u>	<u>27,466,302</u>	<u>27,466,302</u>
Other Tax Related Revenue						
Tax administration fee	929,826	925,000	1,034,460	1,000,000	1,000,000	1,000,000
Payments in lieu of taxes	37,522	39,000	39,000	39,000	39,000	39,000
Penalties - delinquent taxes	97,630	100,000	124,369	110,000	110,000	110,000
Total other tax related revenue	<u>1,064,978</u>	<u>1,064,000</u>	<u>1,197,829</u>	<u>1,149,000</u>	<u>1,149,000</u>	<u>1,149,000</u>
Licenses and Permits						
Rental dwelling inspections	71,080	53,000	58,000	61,000	53,000	61,000
Building permits	220,008	220,000	270,000	220,000	220,000	220,000
Mechanical permits	39,234	30,000	30,000	30,000	30,000	30,000
Electrical permits	48,029	45,000	35,000	35,000	35,000	35,000
Plumbing permits	40,039	35,000	30,000	30,000	30,000	30,000
Other licenses and permits	33,360	33,100	31,035	27,990	27,690	27,990
Total licenses and permits	<u>451,750</u>	<u>416,100</u>	<u>454,035</u>	<u>403,990</u>	<u>395,690</u>	<u>403,990</u>
Intergovernmental						
State sales taxes	3,409,205	3,514,000	3,350,902	3,445,000	3,493,460	3,517,691
Personal property tax reimbursement	23,856	-	722,413	3,479,274	3,479,274	3,479,274
Liquor license control	35,973	40,000	36,000	36,000	36,000	36,000
Federal grants	560,293	478,655	535,243	10,615	990	5,610
Other intergovernmental	71,369	44,788	33,167	20,000	20,000	20,000
Total intergovernmental	<u>4,100,696</u>	<u>4,077,443</u>	<u>4,677,725</u>	<u>6,990,889</u>	<u>7,029,724</u>	<u>7,058,575</u>
Charges for Services						
Administrative charges	1,819,654	1,847,800	1,847,800	1,929,600	1,929,600	1,929,600
Cemetery	100,912	85,000	100,000	90,000	90,000	90,000
Composting	224,092	228,000	224,000	224,000	224,000	224,000
Public safety	86,724	107,000	86,000	94,000	97,000	97,000
Refuse collection	38,274	38,185	38,285	38,602	38,602	38,602
Total charges for services	<u>2,269,656</u>	<u>2,305,985</u>	<u>2,296,085</u>	<u>2,376,202</u>	<u>2,379,202</u>	<u>2,379,202</u>



Estimated Revenues by Source

101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Use and Admission Charges						
Swimming pools	103,017	92,000	108,000	98,000	98,000	98,000
Recreation activities	186,370	179,065	176,226	177,600	177,600	177,600
Total use and admission charges	<u>289,387</u>	<u>271,065</u>	<u>284,226</u>	<u>275,600</u>	<u>275,600</u>	<u>275,600</u>
Investment Earnings	<u>28,861</u>	<u>25,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
Other Revenues						
Airport sales	210,738	231,200	202,211	208,500	208,500	208,500
Other sales	10,860	9,400	8,478	10,300	10,300	10,300
Fines and forfeits	250,203	240,300	201,032	194,300	194,300	194,300
Rentals	105,133	68,515	74,398	78,000	78,609	79,875
Contributions	738,950	356,000	434,000	130,000	100,000	100,000
Miscellaneous	484,167	500,985	559,492	514,855	499,910	499,968
Total other revenues	<u>1,800,051</u>	<u>1,406,400</u>	<u>1,479,611</u>	<u>1,135,955</u>	<u>1,091,619</u>	<u>1,092,943</u>
Total revenues	<u>40,611,160</u>	<u>40,070,803</u>	<u>40,854,920</u>	<u>39,827,938</u>	<u>39,817,137</u>	<u>39,855,612</u>
Other Financing Sources						
Transfers in						
Special Activities Fund	2,309	10,000	10,000	10,000	10,000	10,000
Special Assessment Revolv Fund	14,188	41,000	41,000	14,000	14,000	14,000
Total transfers in	<u>16,497</u>	<u>51,000</u>	<u>51,000</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>
Total other financing sources	<u>16,497</u>	<u>51,000</u>	<u>51,000</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>
Total Revenues and Other Financing Sources	<u>\$ 40,627,657</u>	<u>\$ 40,121,803</u>	<u>\$ 40,905,920</u>	<u>\$ 39,851,938</u>	<u>\$ 39,841,137</u>	<u>\$ 39,879,612</u>



General Government

for the Fiscal Year Ending June 30, 2017

**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 ManagerPatty 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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 22,859	\$ 23,940	\$ 24,120	\$ 24,036	\$ 24,036	\$ 24,036
Other services and charges	18,632	-	-	-	-	-
Total expenditures	<u>\$ 41,491</u>	<u>\$ 23,940</u>	<u>\$ 24,120</u>	<u>\$ 24,036</u>	<u>\$ 24,036</u>	<u>\$ 24,036</u>

Summary of Budget Changes

Operating Trends – City Council



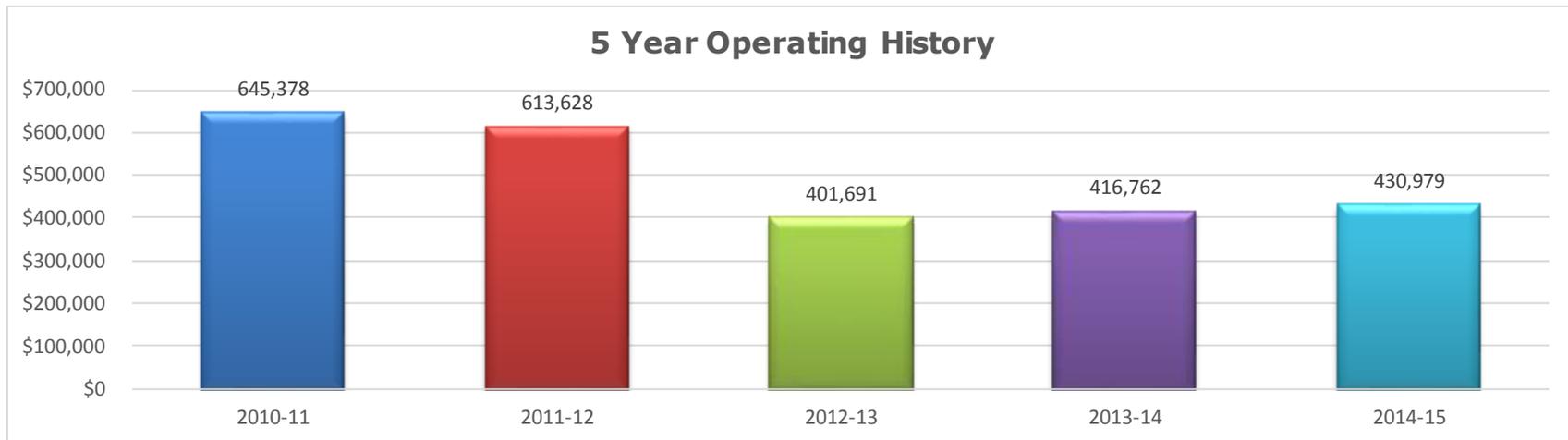
Financial Statement(s)

City Manager
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

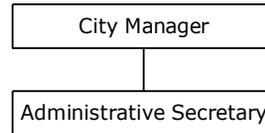
	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 414,498	\$ 438,859	\$ 459,574	\$ 489,646	\$ 525,847	\$ 532,188
Supplies	2,453	3,150	3,000	3,150	3,197	3,245
Other services and charges	14,028	23,050	19,050	22,096	22,759	23,442
Total expenditures	\$ 430,979	\$ 465,059	\$ 481,624	\$ 514,892	\$ 551,803	\$ 558,875

Summary of Budget Changes

Operating Trends – City Manager



Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
City Manager	1	1	1
Administrative Secretary	1	1	1
Total Full-Time	2	2	2
<u>Regular Part-Time</u>			
Assistant Administrative Secretary	0	0	0
Total Regular Part-Time	0	0	0
Department Total	2	2	2



City Clerk / Community Relations & DDA Director.....Selina Tisdale
Communications CoordinatorVacant

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 and programming content
- Maintains and enhances the City of Midland website (www.cityofmidlandmi.gov)
- Manages the City's streaming video services
- Manages the City's social media platforms
- Publishes the **At Your Service...** community newsletter
- Publishes the weekly **City Hall News** electronic newsletter
- Directs programming on MCTV.
- Produces informational programming for MCTV.
- 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

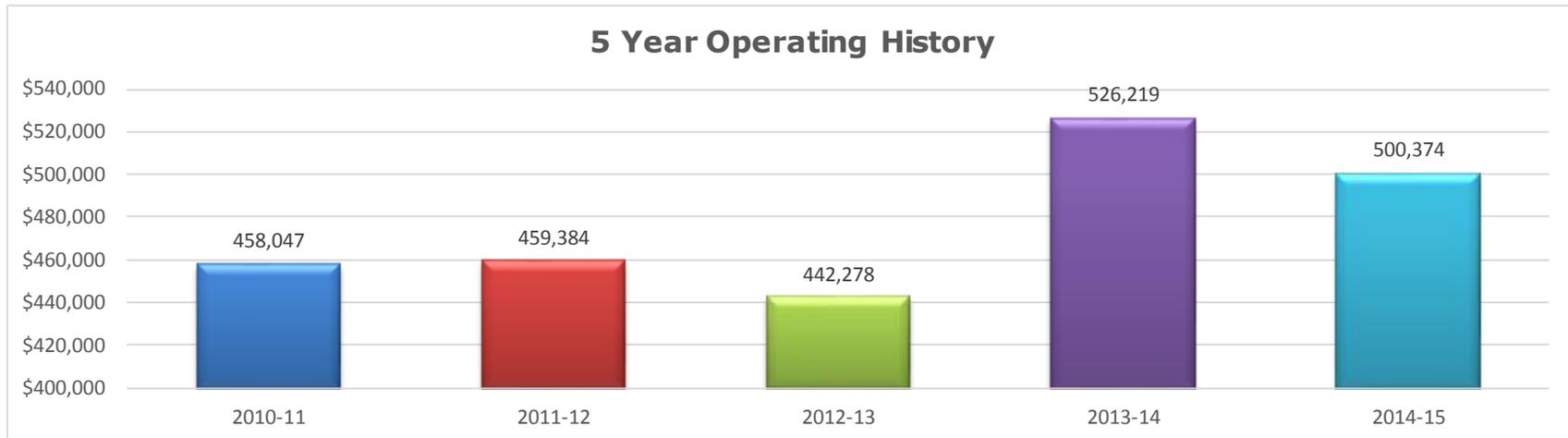
Financial Statement(s)

City Clerk
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 445,406	\$ 498,310	\$ 492,840	\$ 543,313	\$ 574,934	\$ 608,683
Supplies	3,999	5,300	5,500	6,200	6,294	6,387
Other services and charges	50,969	67,787	66,017	61,682	63,532	65,440
Total expenditures	<u>\$ 500,374</u>	<u>\$ 571,397</u>	<u>\$ 564,357</u>	<u>\$ 611,195</u>	<u>\$ 644,760</u>	<u>\$ 680,510</u>

Summary of Budget Changes

Operating Trends – City Clerk



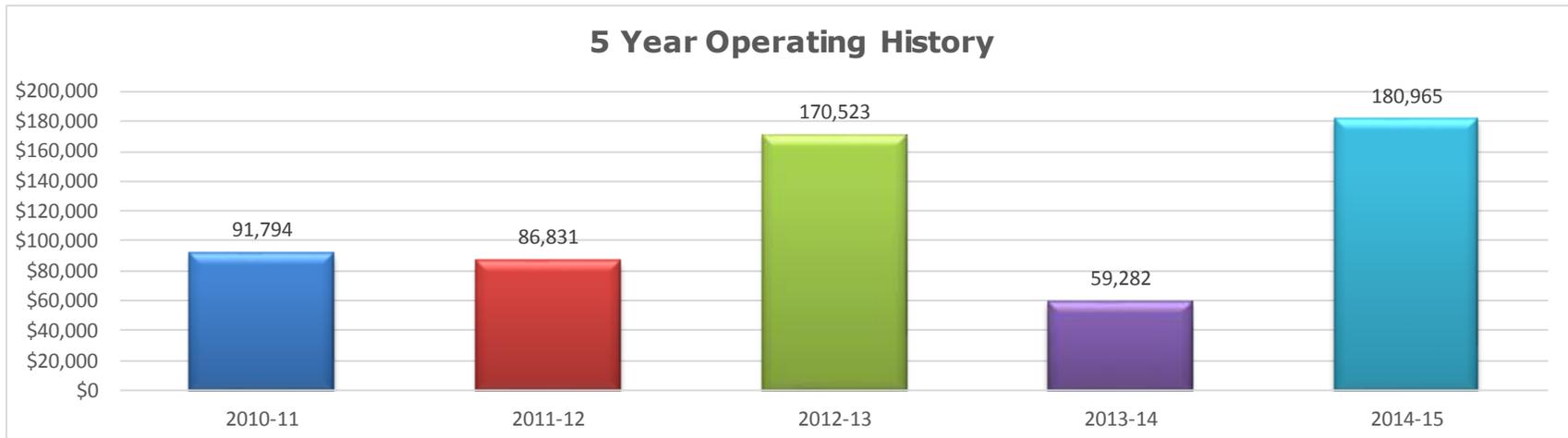
Financial Statement(s) (cont.)

Elections Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 128,126	\$ 100,875	\$ 77,311	\$ 108,846	\$ 74,016	\$ 106,332
Supplies	5,545	6,800	3,900	7,800	7,918	8,036
Other services and charges	47,294	49,911	33,611	61,373	24,795	51,162
Total expenditures	<u>\$ 180,965</u>	<u>\$ 157,586</u>	<u>\$ 114,822</u>	<u>\$ 178,019</u>	<u>\$ 106,729</u>	<u>\$ 165,530</u>

Summary of Budget Changes

Operating Trends – Elections



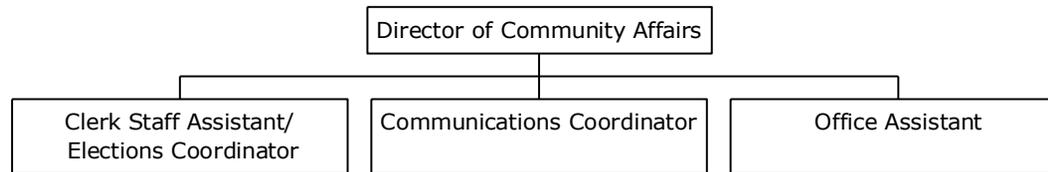
Summary of Budget Changes (cont.)

Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

The Elections budget can fluctuate significantly from one year to the next depending on the number and type of elections held in any given year. The 2015-16 budget year was fairly light with a small November 2015 City Council election and a mid-

sized Presidential Primary in March 2016. The Election's budget increases for 2016-17 to prepare for a mid-sized August 2016 General Election and very large November 2016 Presidential Election.

Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Director of Community Affairs	1	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..... David A. Keenan
City Controller Margaret A. Maday
Assistant City Controller..... Deeann L. Bragg Smerdon

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. 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 tax withholdings are processed in a timely manner. Finance processes 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.

Purchasing is now a function of the Finance Department. The scope of services include: supervising the expenditure of approximately \$20 million annually and soliciting approximately 150 formal bids, quotes and RFP's per year. The Finance Department oversees the purchasing function and 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

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

Purchasing

- Solicits and receives all formal bids, quotes and Requests for Proposals (RFPs) for City departments
- Reviews and approves all purchasing-related City Council agenda items

Functions (cont.)

Finance (cont.)

- Awards all purchases that are below the City Council threshold of \$20,000
- Verify purchase orders that exceed the departmental authority of \$3,000 have proper approval(s) prior to execution
- Assures compliance with City ordinances and formal purchasing policy

Financial Statement

Finance
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 869,683	\$ 1,074,347	\$ 1,056,886	\$ 1,341,781	\$ 1,329,387	\$ 1,424,045
Supplies	2,921	6,550	7,022	6,800	6,902	7,006
Other services and charges	80,477	102,394	111,042	103,073	106,165	109,351
Total expenditures	<u>\$ 953,081</u>	<u>\$ 1,183,291</u>	<u>\$ 1,174,950</u>	<u>\$ 1,451,654</u>	<u>\$ 1,442,454</u>	<u>\$ 1,540,402</u>

Summary of Budget Changes

Operating Trends

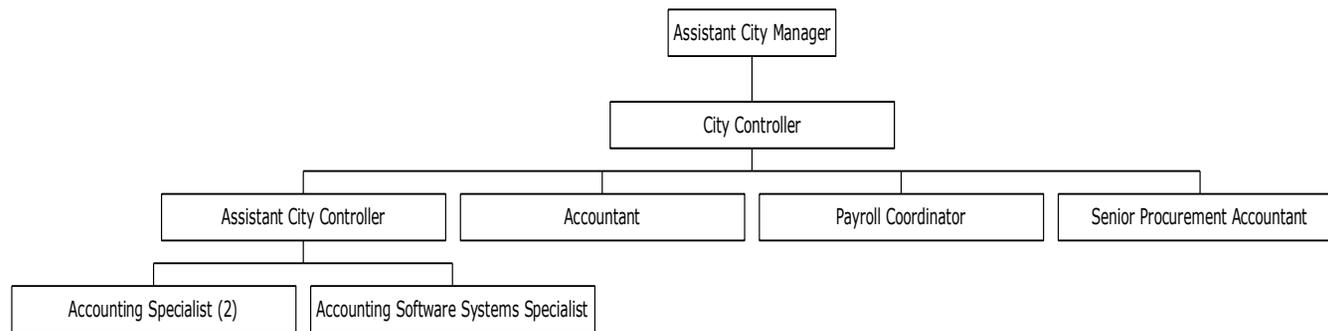


Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

Effective November 19, 2015, the Purchasing Department was combined with the Finance Department. Due to position vacancies in the Finance Department, there was not a

significant impact on the fiscal year 2016 budget. The fiscal year 2017 budget is based on the full staffing in the Finance Department.

Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Assistant City Manager	1	1	1
City Controller	1	1	1
Assistant City Controller	1	1	1
Senior Procurement Accountant	0	0	1
Accountant	2	1	1
Software Analyst - Finance	1	0	0
Payroll Coordinator	0	1	1
Accounting Software Systems Specialist	0	1	1
Accounting Specialist	2	2	2
Total Full-Time	8	8	9
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	8	8	9

Effective November 19, 2015, the Purchasing Department was combined with the Finance Department.



Assistant City Manager..... David A. Keenan
City Assessor..... Reid Duford
Associate Assessing Manager..... Kayla Stevenson

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
- 2015 State Equalized Value (SEV) of \$2.41 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

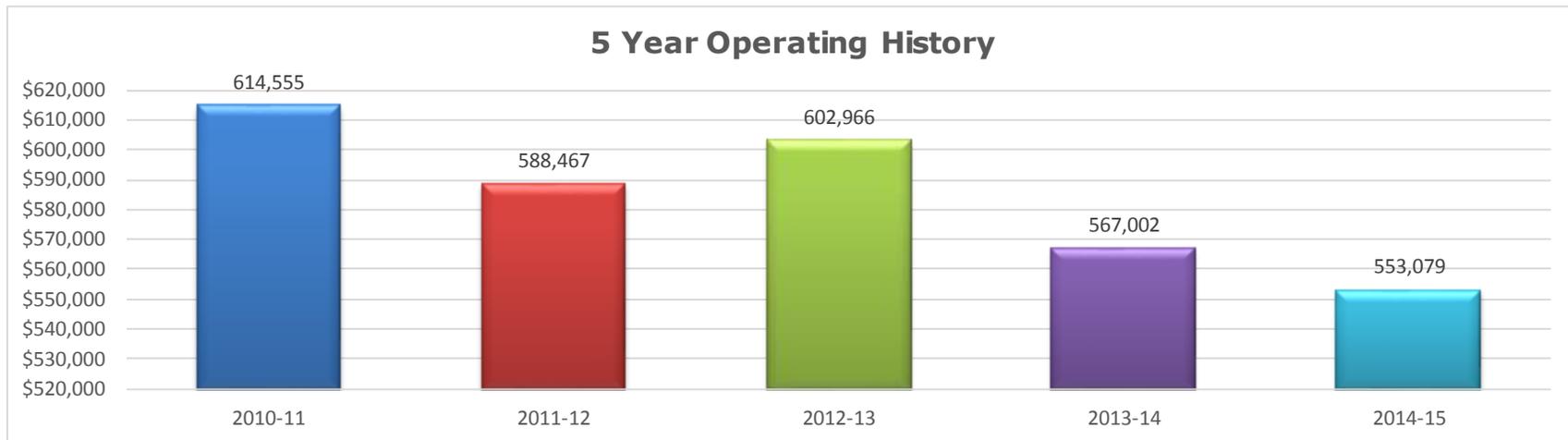
Financial Statement

Assessing
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

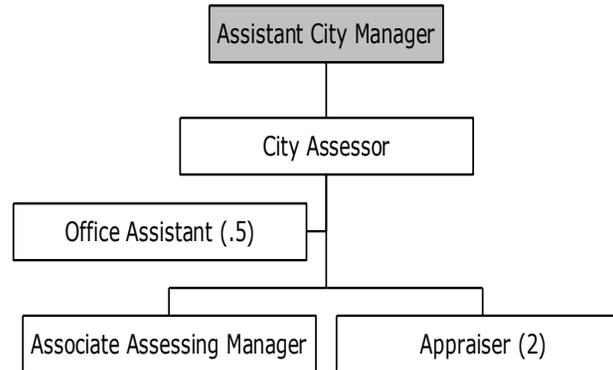
	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 522,030	\$ 583,149	\$ 582,989	\$ 625,838	\$ 652,141	\$ 741,692
Supplies	2,615	4,000	2,950	3,400	3,451	3,502
Other services and charges	28,434	35,919	30,434	32,832	33,817	34,831
Total expenditures	<u>\$ 553,079</u>	<u>\$ 623,068</u>	<u>\$ 616,373</u>	<u>\$ 662,070</u>	<u>\$ 689,409</u>	<u>\$ 780,025</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 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
City Assessor	1	1	1
Assessing Manager	1	0	0
Associate Assessing Manager	0	1	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

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

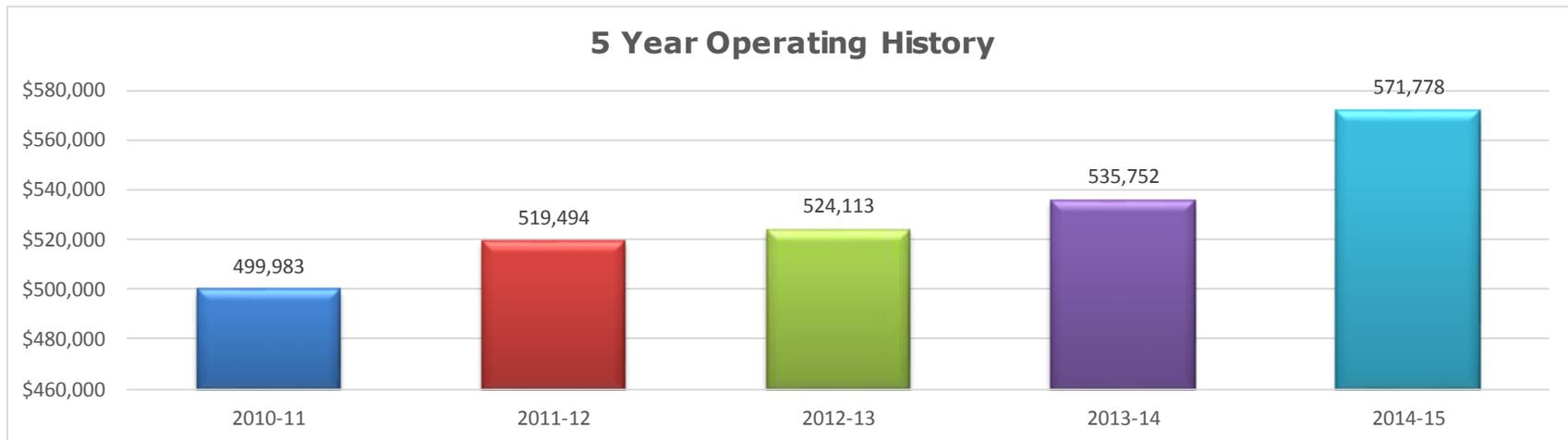
Financial Statement

City Attorney
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 490,684	\$ 539,211	\$ 458,747	\$ 467,475	\$ 486,969	\$ 507,741
Supplies	6,467	7,000	6,800	7,000	7,000	7,000
Other services and charges	74,627	74,475	59,566	74,159	74,649	73,659
Total expenditures	<u>\$ 571,778</u>	<u>\$ 620,686</u>	<u>\$ 525,113</u>	<u>\$ 548,634</u>	<u>\$ 568,618</u>	<u>\$ 588,400</u>

Summary of Budget Changes

Operating Trends – General Attorney



Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
City Attorney	1	1	1
Senior Paralegal	0	0	1
Legal Assistant/Paralegal	2	2	0
Total Full-Time	3	3	2
<u>Regular Part-Time</u>			
Administrative/Legal Office Assistant	0	0	1
Total Regular Part-Time	0	0	1
Department Total	3	3	3

In 2017 the Attorney’s office is moving from a full-time Legal Assistant/Paralegal to a part-time Administrative/Legal Office Assistant.



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 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

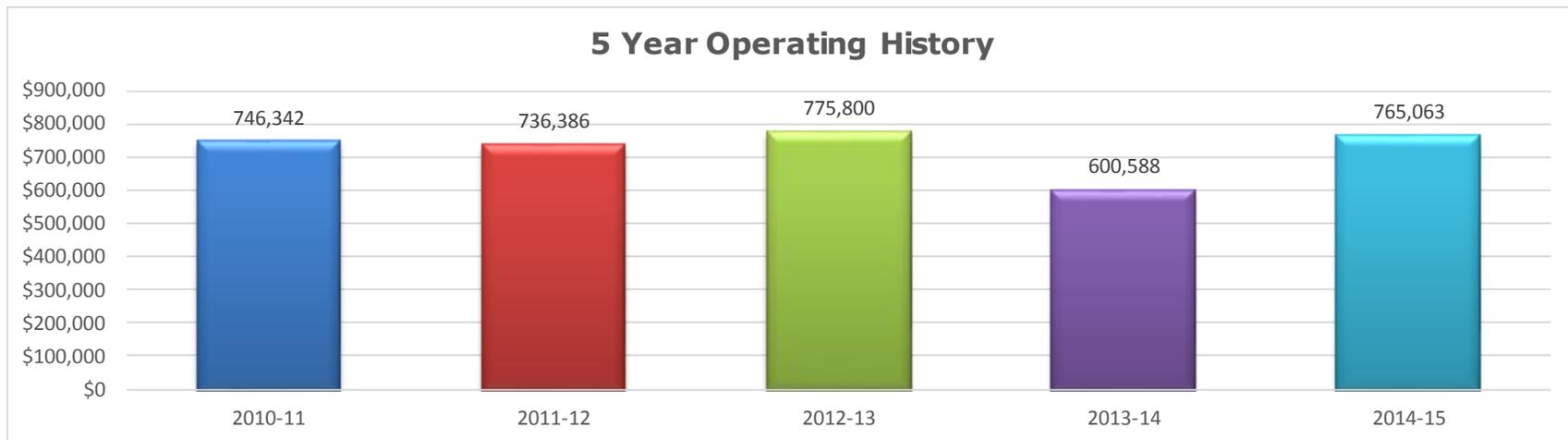
Financial Statement

Human Resources Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 572,327	\$ 658,312	\$ 645,855	\$ 697,199	\$ 723,893	\$ 754,893
Supplies	15,124	15,200	13,200	16,200	16,443	16,689
Other services and charges	177,612	196,470	197,170	191,867	197,624	203,553
Capital outlay	-	15,000	-	-	-	-
Total expenditures	\$ 765,063	\$ 884,982	\$ 856,225	\$ 905,266	\$ 937,960	\$ 975,135

Summary of Budget Changes

Operating Trends

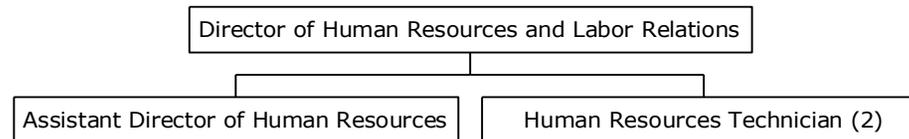


Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

Focus for 2016-17 will remain on employee development and implementation of health and safety initiatives. The budget includes funds for a safety audit of all departments to identify

and correct any deficiencies with specific focus on compliance with OSHA & MI-OSHA regulations and training requirements.

Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<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..... David A. Keenan

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.

During fiscal year 2016, the Purchasing Department was merged with the Finance Department. The transfer of the Purchasing function to Finance as of November 19, 2015 is reflected in the 2016 Estimated Budget.

Financial Statement

Purchasing
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 174,634	\$ 237,022	\$ 132,714	\$ -	\$ -	\$ -
Supplies	142	150	77	-	-	-
Other services and charges	1,502	1,777	954	-	-	-
Total expenditures	<u>\$ 176,278</u>	<u>\$ 238,949</u>	<u>\$ 133,745</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Summary of Budget Changes

Operating Trends



Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

Effective November 19, 2015, the Purchasing Department was merged with the Finance Department. Fiscal year 2016 Estimates and fiscal year 2017 and forward reflect this change.

Organizational Chart

Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Purchasing Agent	1	1	0
Total Full-Time	1	1	0
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	1	1	0

Effective November 19, 2015, the Purchasing Department was merged into the Finance Department.



Assistant City Manager..... 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 payments 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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 391,602	\$ 435,925	\$ 439,176	\$ 450,821	\$ 470,971	\$ 491,368
Supplies	6,173	7,200	6,670	7,225	6,750	6,849
Other services and charges	105,633	33,941	24,720	41,018	40,163	41,927
Total expenditures	<u>\$ 503,408</u>	<u>\$ 477,066</u>	<u>\$ 470,566</u>	<u>\$ 499,064</u>	<u>\$ 517,884</u>	<u>\$ 540,144</u>

Summary of Budget Changes

Operating Trends – Treasurer



Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

The Treasurer’s Office Other Services/Charges line item budget reflects new costs associated with the administration of Complus Parking Software. This software will be implemented

near the end of fiscal year 2015-16, with fiscal year 2016-17 being the first full year after implementation.

Financial Statement(s) (cont.)

Police & Fire Pension Administration Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

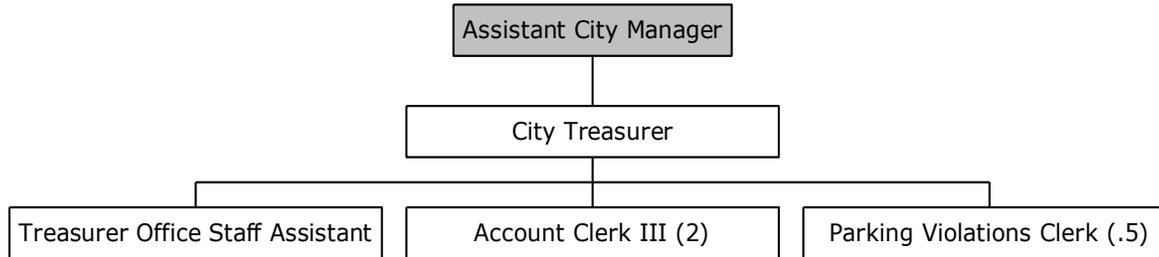
	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 15,564	\$ 22,903	\$ 16,949	\$ 23,030	\$ 23,015	\$ 24,066
Supplies	(14)	200	200	200	203	207
Other services and charges	28,463	44,796	42,896	35,815	37,534	39,273
Total expenditures	\$ 44,013	\$ 67,899	\$ 60,045	\$ 59,045	\$ 60,752	\$ 63,546

Summary of Budget Changes

Operating Trends – Police & Fire Pension Administration



Organizational Chart



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

Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
City Treasurer	1	1	1
Treasurer Office Staff Assistant	1	1	1
Account Clerk III	1	1	2
Office Assistant	1	1	0
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..... 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, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Expenditures						
Other services and charges	\$ 737,394	\$ 669,400	\$ 669,400	\$ 600,913	\$ 600,913	\$ 600,913
Total expenditures	<u>\$ 737,394</u>	<u>\$ 669,400</u>	<u>\$ 669,400</u>	<u>\$ 600,913</u>	<u>\$ 600,913</u>	<u>\$ 600,913</u>

Summary of Budget Changes

Operating Trends





Assistant City Manager..... David A. Keenan
Utilities Director..... Noel Bush

Service Statement

The Utilities Director 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

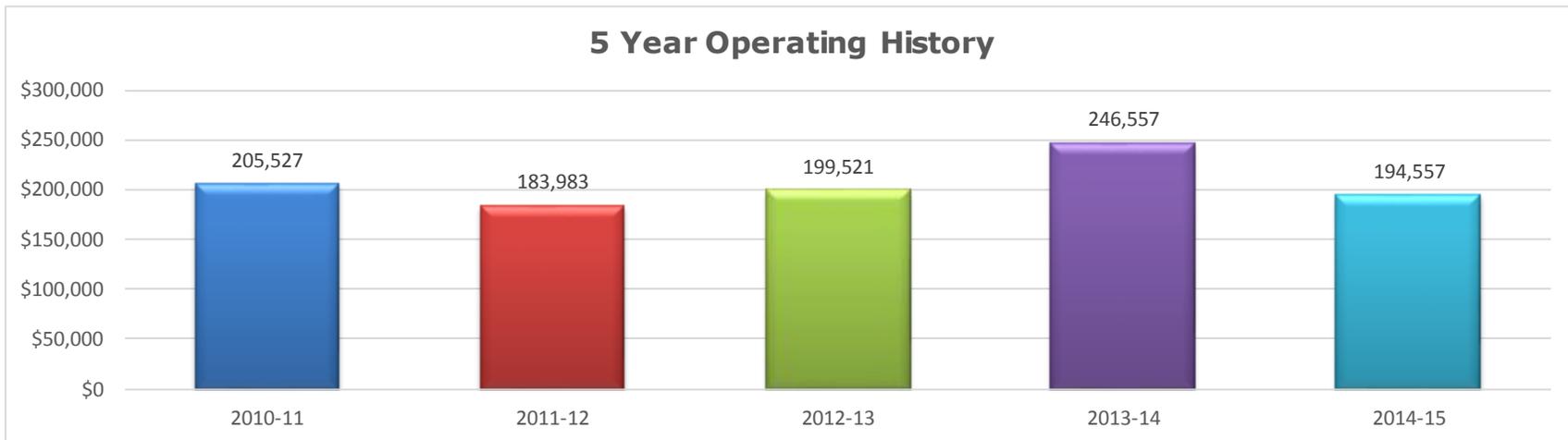
Financial Statement

City Hall
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 7,410	\$ 8,732	\$ 8,342	\$ 9,476	\$ 9,201	\$ 9,441
Supplies	10,980	12,650	12,300	12,300	12,486	12,671
Other services and charges	176,167	189,156	181,186	180,893	187,094	188,621
Capital outlay	-	222,787	214,397	170,000	180,000	160,000
Total expenditures	<u>\$ 194,557</u>	<u>\$ 433,325</u>	<u>\$ 416,225</u>	<u>\$ 372,669</u>	<u>\$ 388,781</u>	<u>\$ 370,733</u>

Summary of Budget Changes

Operating Trends





Public Safety

for the Fiscal Year Ending June 30, 2017

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 (cont.)

- 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

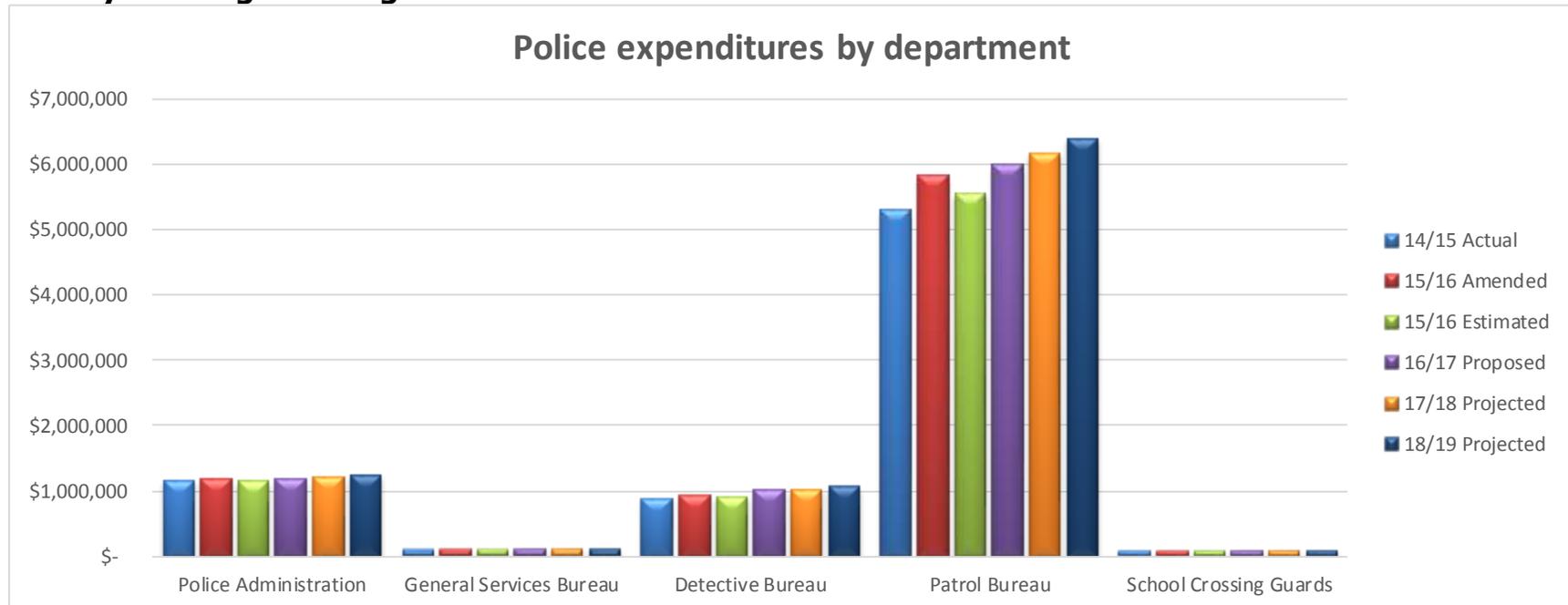
- Direct contact with the walk-in public to provide the necessary assistance and routing of their particular needs
- Telephone reception and distribution center for non-emergency/information calls made through the general information and records telephone lines
- Gun Registrations
- Sex Offender Registrations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

Financial Statement

Police Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

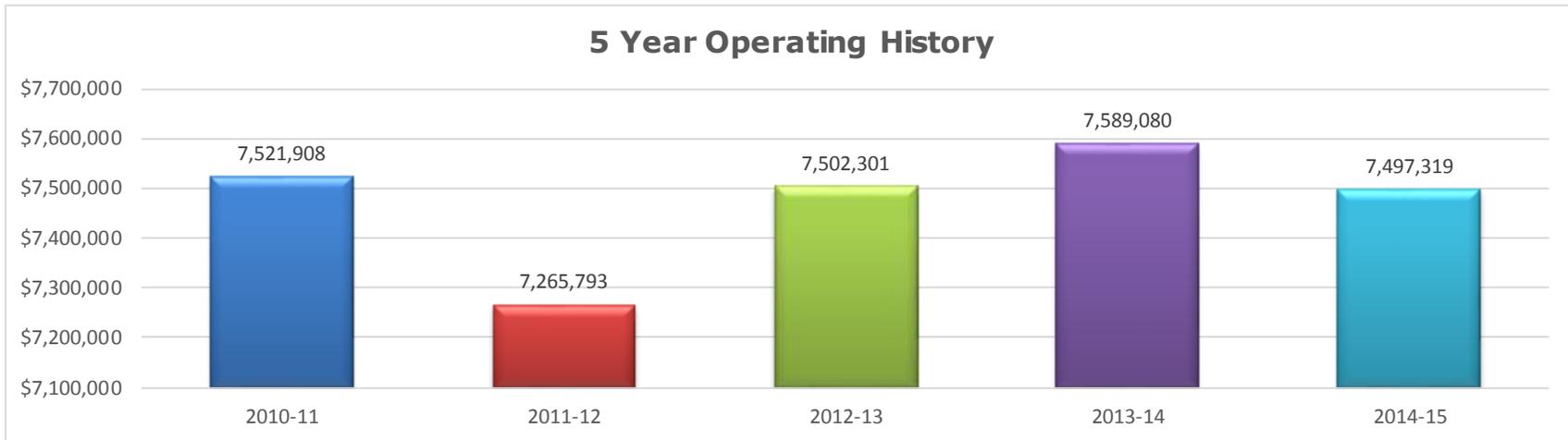
	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 6,449,820	\$ 7,043,550	\$ 6,828,029	\$ 7,317,347	\$ 7,607,353	\$ 7,901,437
Supplies	276,073	303,592	212,733	319,154	236,373	246,233
Other services and charges	745,304	757,784	726,746	753,192	747,199	758,837
Capital outlay	26,122	15,785	13,228	-	10,000	-
Total expenditures	\$ 7,497,319	\$ 8,120,711	\$ 7,780,736	\$ 8,389,693	\$ 8,600,925	\$ 8,906,507

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends



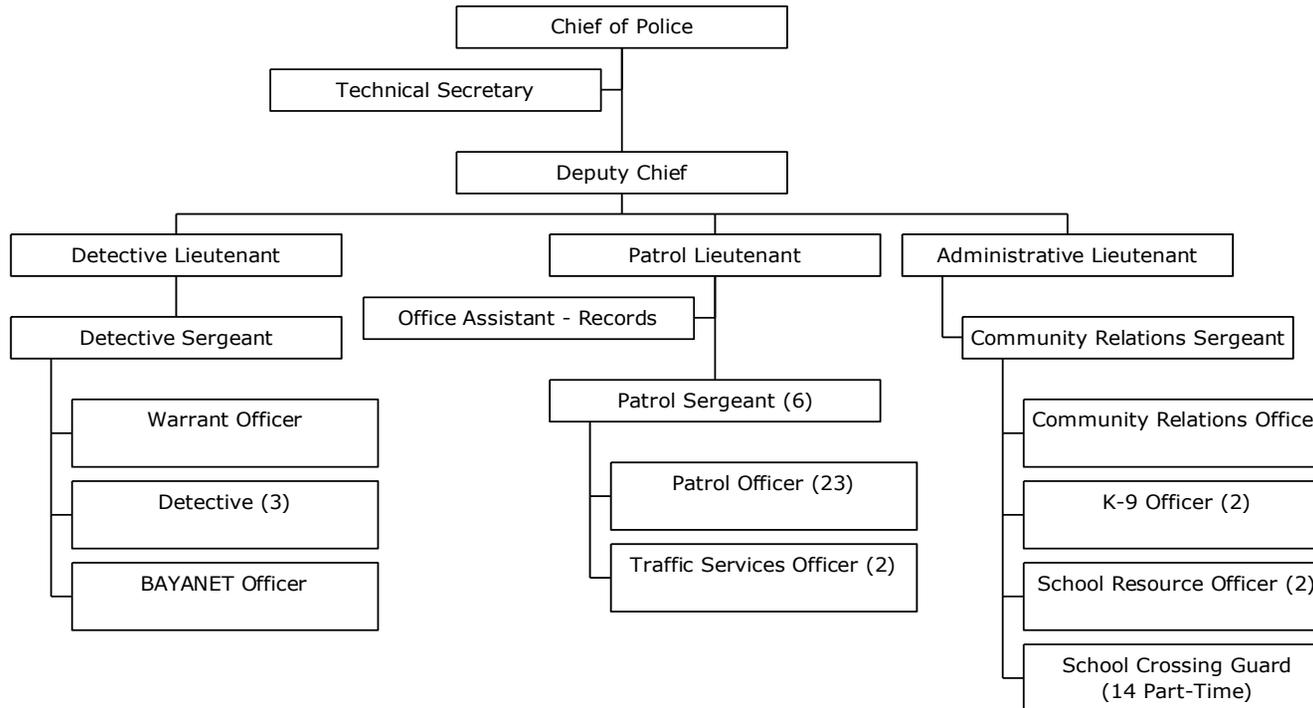
Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

We continuously review our operations and 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 2015-2016 fiscal year we reached our full complement of officers and expect to maintain that level throughout the 16-17 fiscal year. Our personnel expenses are the bulk of our budget, as we are a service organization providing service to people

through people, and our budget will reflect this full complement. In addition we have identified some of the major equipment needs for the 16-17 fiscal year to include RADARS, Tactical Ballistic Vests, Body Worn Cameras, Interview Room Cameras and Server, Patrol Rifle Sights.

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.

Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<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	1	1
Detective	2	3	3
Warrant Officer	1	1	1
Patrol Lieutenant	1	1	1
Patrol Sergeant	6	6	6
Patrol Officer	23	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.



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

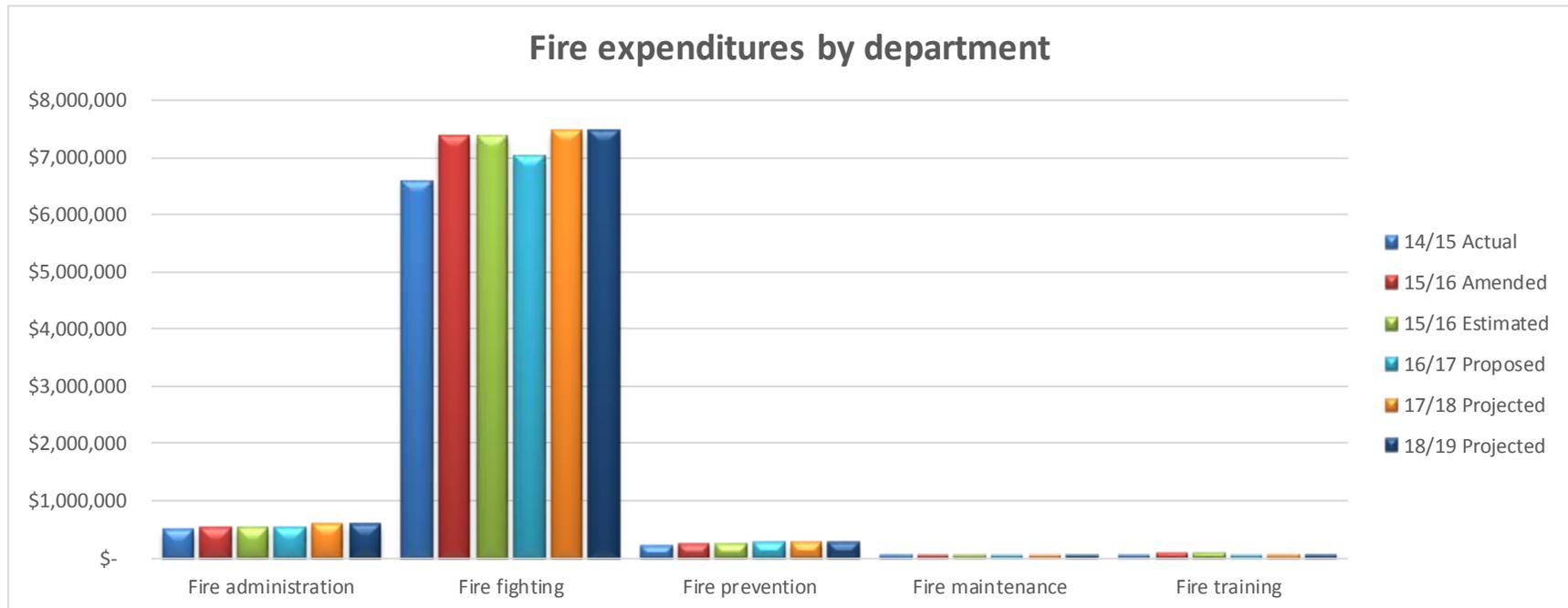
Training Safety Division

- 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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 6,265,715	\$ 6,511,339	\$ 6,476,047	\$ 6,633,097	\$ 6,934,550	\$ 7,266,034
Supplies	119,599	136,583	121,708	115,855	109,355	109,355
Other services and charges	786,617	857,827	894,528	908,204	942,340	958,578
Capital outlay	228,796	747,717	747,717	256,450	445,000	85,000
Total expenditures	\$ 7,400,727	\$ 8,253,466	\$ 8,240,000	\$ 7,913,606	\$ 8,431,245	\$ 8,418,967



Summary of Budget Changes

Operating Trends - Fire



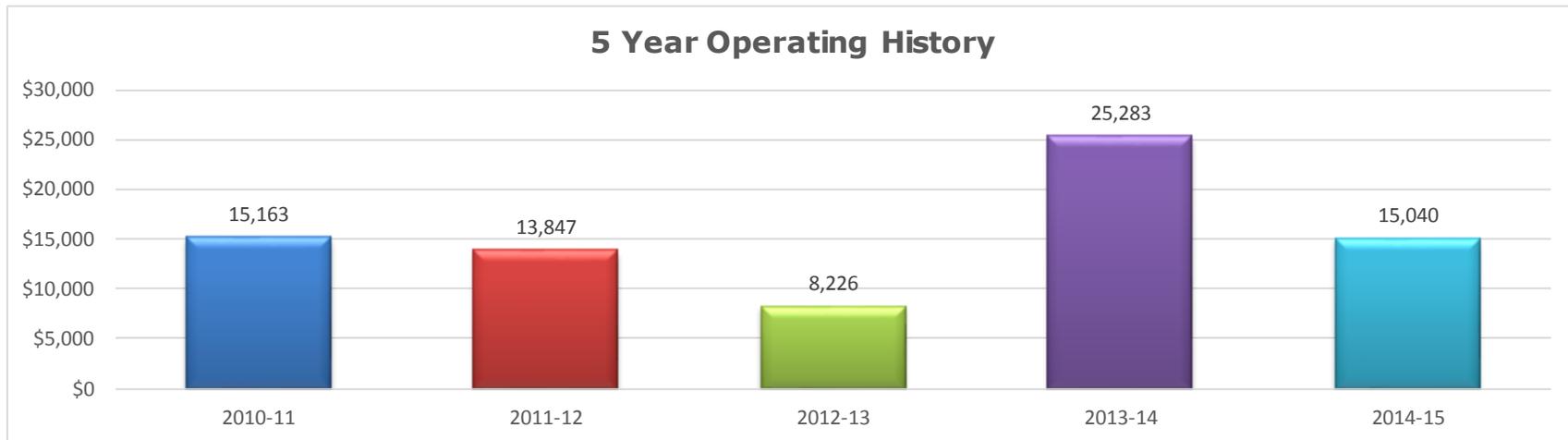
Financial Statement(s)

Emergency Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

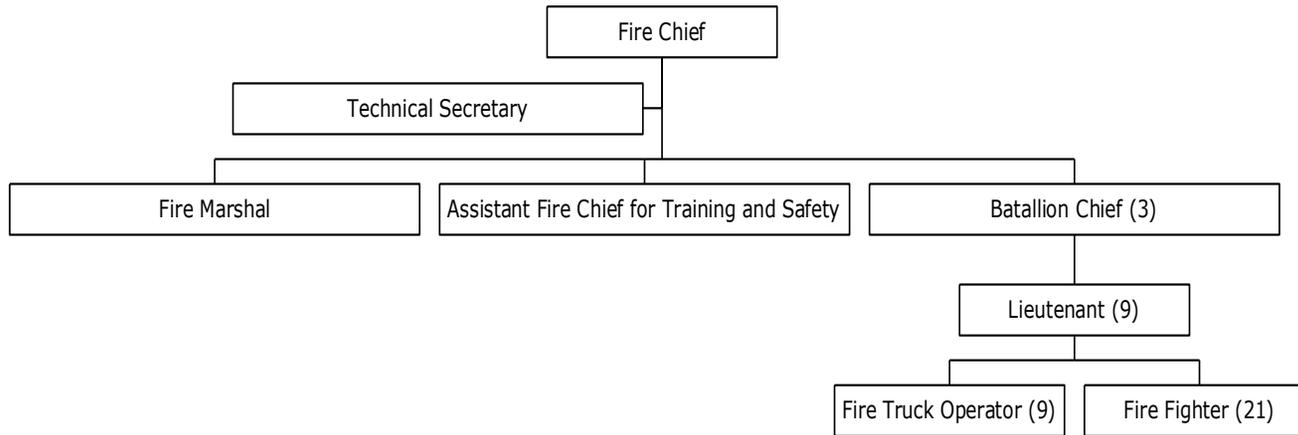
	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Other services and charges	\$ 15,040	\$ 16,736	\$ 16,736	\$ 18,475	\$ 18,440	\$ 18,440
Total expenditures	<u>\$ 15,040</u>	<u>\$ 16,736</u>	<u>\$ 16,736</u>	<u>\$ 18,475</u>	<u>\$ 18,440</u>	<u>\$ 18,440</u>

Summary of Budget Changes

Operating Trends – Emergency Services



Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Fire Chief	1	1	1
Assistant Fire Chief for Training and Safety	1	1	1
Fire Marshal	1	1	1
Battalion Chief	3	3	3
Lieutenant	9	9	9
Fire Truck Operator	9	9	9
Firefighter	21	21	21
Technical Secretary	1	1	1
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



Assistant City Manager for Development Services..... 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, 2017

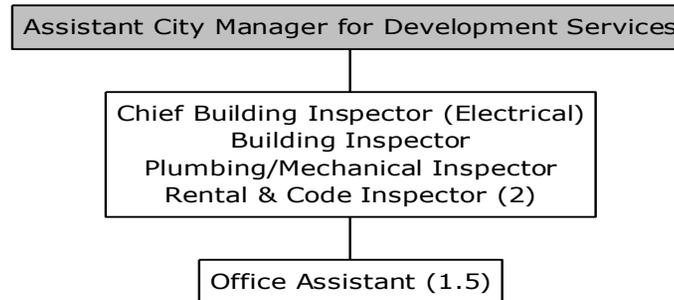
	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 648,753	\$ 753,287	\$ 741,947	\$ 797,615	\$ 831,367	\$ 932,173
Supplies	6,917	11,300	8,975	12,600	12,600	12,981
Other services and charges	26,743	31,345	33,815	87,122	43,385	92,428
Capital outlay	-	-	-	31,800	-	31,800
Total expenditures	<u>\$ 682,413</u>	<u>\$ 795,932</u>	<u>\$ 784,737</u>	<u>\$ 929,137</u>	<u>\$ 887,352</u>	<u>\$ 1,069,382</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 2014-15	Approved 2015-16	Adopted 2016-17
<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



Assistant City Manager for Development Services.....C. 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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 439,122	\$ 467,504	\$ 484,746	\$ 532,112	\$ 553,508	\$ 577,371
Supplies	4,309	7,150	5,450	6,150	6,150	6,150
Other services and charges	33,233	89,659	55,095	58,102	62,826	60,610
Capital outlay	555,963	473,730	473,730	-	-	-
Total expenditures	\$ 1,032,627	\$ 1,038,043	\$ 1,019,021	\$ 596,364	\$ 622,484	\$ 644,131

Summary of Budget Changes

Operating Trends



Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Assistant City Manager for Development Srcs	0	0	1
Director of Planning & Community Dvlp	1	1	0
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 Services

for the Fiscal Year Ending June 30, 2017

**Engineering
Public Works**



City Engineer.....Brian McManus
Assistant City Engineer Joshua Fredrickson

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.)

- 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

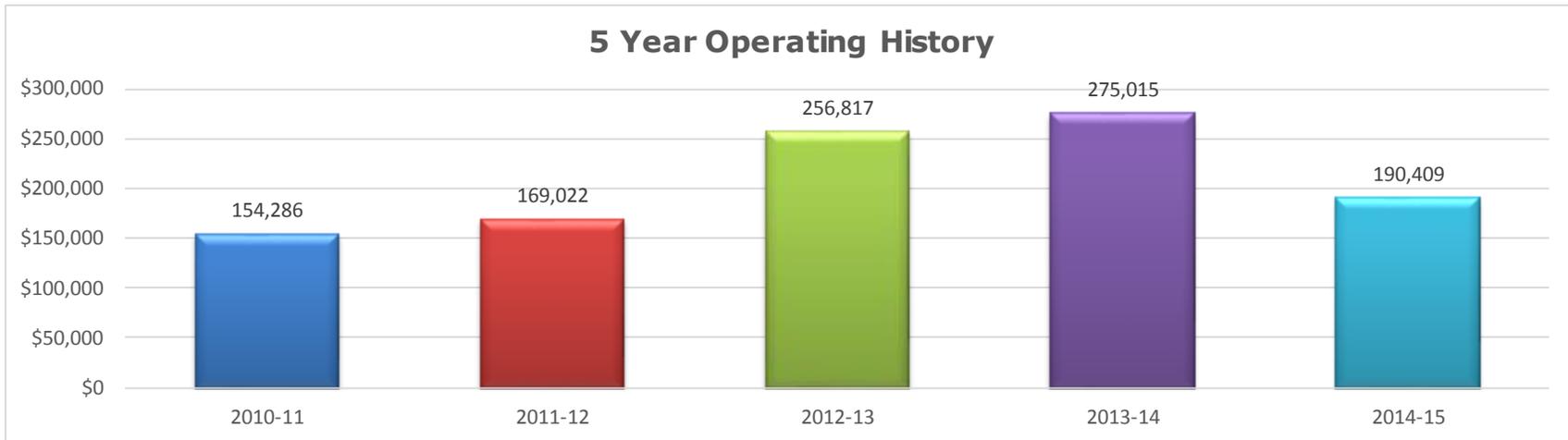
Financial Statement(s)

Engineering Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 136,317	\$ 180,211	\$ 182,050	\$ 180,445	\$ 301,767	\$ 201,283
Supplies	12,212	15,700	16,200	18,135	18,409	18,682
Other services and charges	26,915	34,691	30,830	22,534	13,601	6,628
Capital outlay	14,965	20,121	20,121	-	15,000	20,000
Total expenditures	\$ 190,409	\$ 250,723	\$ 249,201	\$ 221,114	\$ 348,777	\$ 246,593

Summary of Budget Changes

Operating Trends - Engineering



Financial Statement(s)

Public Lighting Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 22,927	\$ 40,389	\$ 30,389	\$ 34,658	\$ 36,121	\$ 37,676
Supplies	11,358	17,500	17,325	17,500	17,988	18,476
Other services and charges	482,617	535,750	505,000	520,000	546,000	572,000
Total expenditures	\$ 516,902	\$ 593,639	\$ 552,714	\$ 572,158	\$ 600,109	\$ 628,152

Summary of Budget Changes

Operating Trends – Public Lighting



Financial Statement(s)

Traffic Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

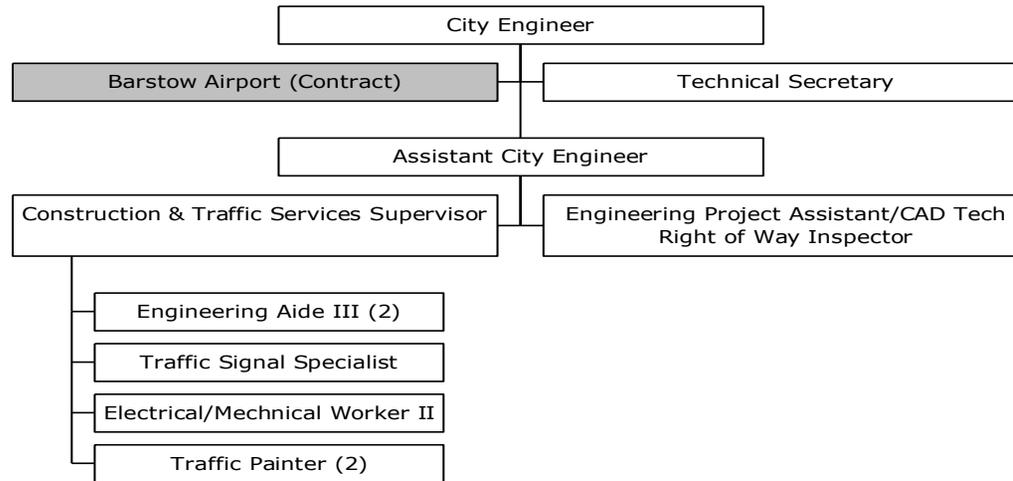
Expenditures	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Personal services	\$ 60,552	\$ 21,177	\$ 21,528	\$ 46,452	\$ 69,516	\$ 50,548
Supplies	8,289	13,050	13,050	9,750	9,898	10,046
Other services and charges	50,443	41,253	41,101	21,075	3,921	(9,622)
Capital outlay	26,185	23,884	9,500	6,000	15,000	10,000
Total expenditures	\$ 145,469	\$ 99,364	\$ 85,179	\$ 83,277	\$ 98,335	\$ 60,972

Summary of Budget Changes

Operating Trends – Traffic Services



Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
City Engineer	1	1	1
Assistant City Engineer	1	1	1
Construction & Traffic Services Supervisor	1	1	1
Right of Way Inspector	1	1	1
CAD Technician	1	1	0
Engineering Project Assistant/CAD Tech	0	0	1
Engineering Aide III	2	2	2
Traffic Signal Specialist	1	1	1
Electrical/Mechanical Worker II	1	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 Analyst.....Martha 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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 234,701	\$ 220,741	\$ 261,736	\$ 238,563	\$ 248,772	\$ 259,652
Supplies	3,371	4,787	4,919	4,787	4,859	4,932
Other services and charges	33,897	37,386	35,521	35,679	36,750	37,852
Total expenditures	<u>\$ 271,969</u>	<u>\$ 262,914</u>	<u>\$ 302,176</u>	<u>\$ 279,029</u>	<u>\$ 290,381</u>	<u>\$ 302,436</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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 575,344	\$ 579,309	\$ 608,664	\$ 535,249	\$ 571,743	\$ 597,478
Supplies	143,338	236,181	146,075	211,575	214,750	217,966
Other services and charges	532,554	645,431	656,580	193,780	(68,302)	(278,554)
Capital outlay	-	-	-	-	15,000	-
Total expenditures	\$ 1,251,236	\$ 1,460,921	\$ 1,411,319	\$ 940,604	\$ 733,191	\$ 536,890

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, 2017

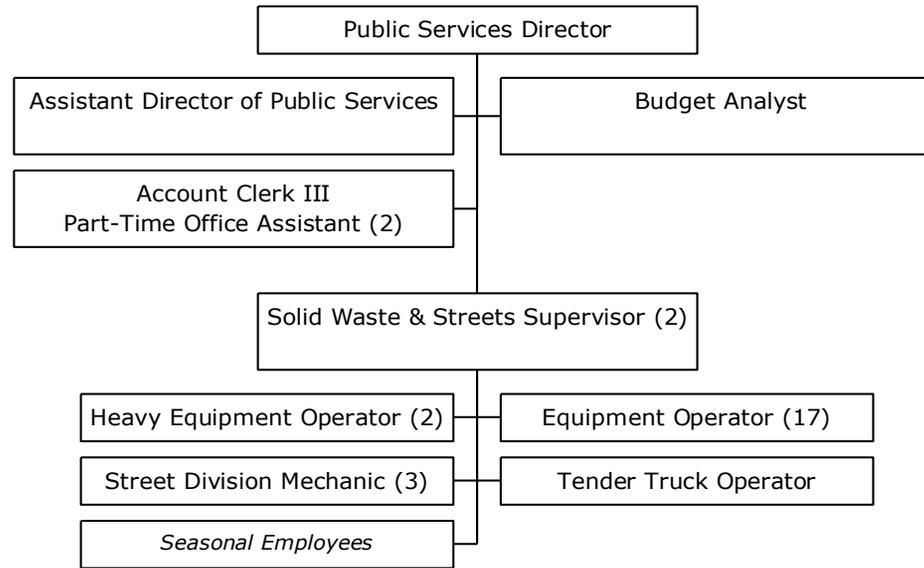
	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 45,756	\$ 51,704	\$ 49,829	\$ 51,149	\$ 53,208	\$ 51,614
Supplies	4,207	6,000	6,000	7,000	7,105	7,211
Other services and charges	93,094	270,500	270,500	111,650	117,487	127,331
Total expenditures	<u>\$ 143,057</u>	<u>\$ 328,204</u>	<u>\$ 326,329</u>	<u>\$ 169,799</u>	<u>\$ 177,800</u>	<u>\$ 186,156</u>

Summary of Budget Changes

Operating Trends – Sidewalks



Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<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	0	0
Solid Waste and Streets Supervisor	2	2	2
Equipment Operator	16	15	17
Tender Truck Operator	1	1	1
Heavy Equipment Operator	2	2	2
Street Division Mechanic	3	3	3
Total Full-Time	29	27	29
<u>Regular Part-Time</u>			
Office Assistant	1	2	2
Total Regular Part-Time	1	2	2
Department Total	30	29	31

The Department of Public Services implemented a pilot program for 2 years to aide in training and safety concerns. To do this, 2 Equipment Operators were reclassified to Sanitation Equipment Operators. The program was discontinued and the Sanitation Equipment Operators were

moved back to Equipment Operators. There was no change in total employees, just a movement between departments to reflect the position titles and job responsibilities.



Sanitation

for the Fiscal Year Ending June 30, 2017

- 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

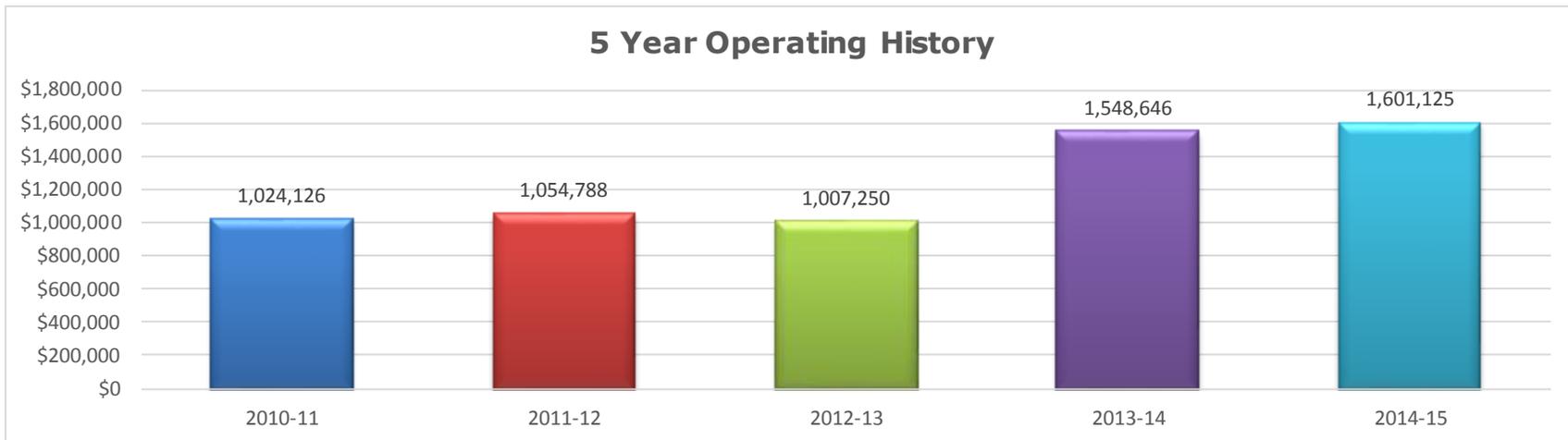
Financial Statement(s)

Residential Refuse Collection
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 551,287	\$ 545,786	\$ 584,786	\$ 592,100	\$ 617,432	\$ 644,424
Supplies	151,367	145,676	149,676	173,224	175,822	178,456
Other services and charges	898,471	755,706	748,374	863,172	896,122	924,100
Total expenditures	<u>\$ 1,601,125</u>	<u>\$ 1,447,168</u>	<u>\$ 1,482,836</u>	<u>\$ 1,628,496</u>	<u>\$ 1,689,376</u>	<u>\$ 1,746,980</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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 541,821	\$ 572,807	\$ 601,643	\$ 602,043	\$ 627,630	\$ 654,891
Supplies	1,331	400	400	400	406	412
Other services and charges	362,454	375,700	375,700	491,750	588,265	668,706
Total expenditures	<u>\$ 905,606</u>	<u>\$ 948,907</u>	<u>\$ 977,743</u>	<u>\$ 1,094,193</u>	<u>\$ 1,216,301</u>	<u>\$ 1,324,009</u>

Summary of Budget Changes

Operating Trends – Heavy Refuse Collection



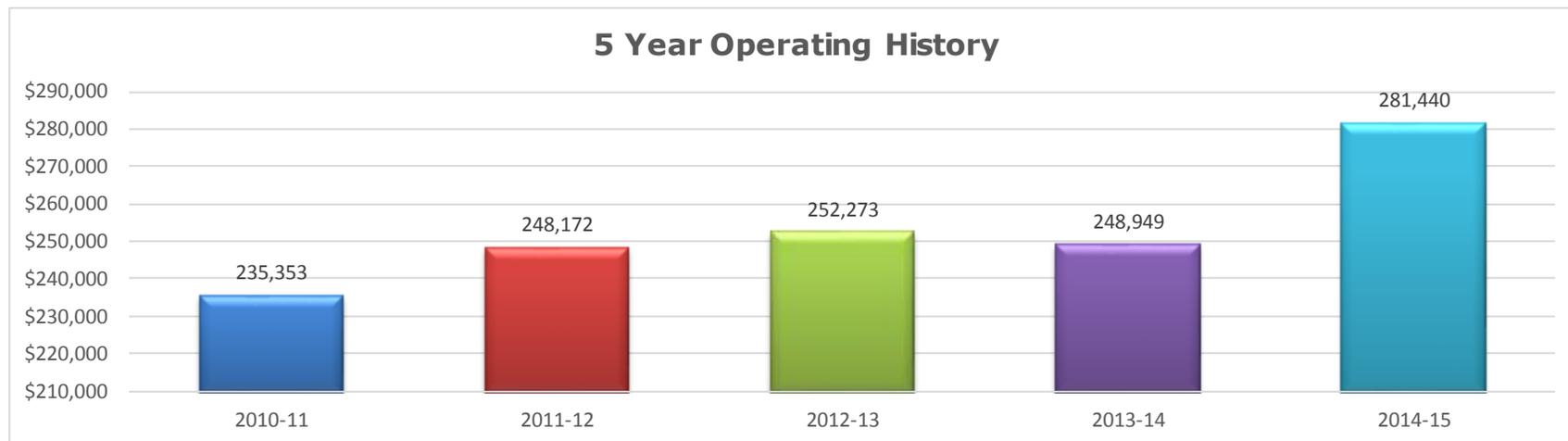
Financial Statement(s) (cont.)

Fall Leaf Pick Up
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 215,810	\$ 214,325	\$ 192,487	\$ 199,883	\$ 207,883	\$ 216,403
Supplies	-	200	-	200	203	206
Other services and charges	65,630	66,000	48,372	102,300	130,944	154,514
Total expenditures	\$ 281,440	\$ 280,525	\$ 240,859	\$ 302,383	\$ 339,030	\$ 371,123

Summary of Budget Changes

Operating Trends – Fall Leaf Pick Up



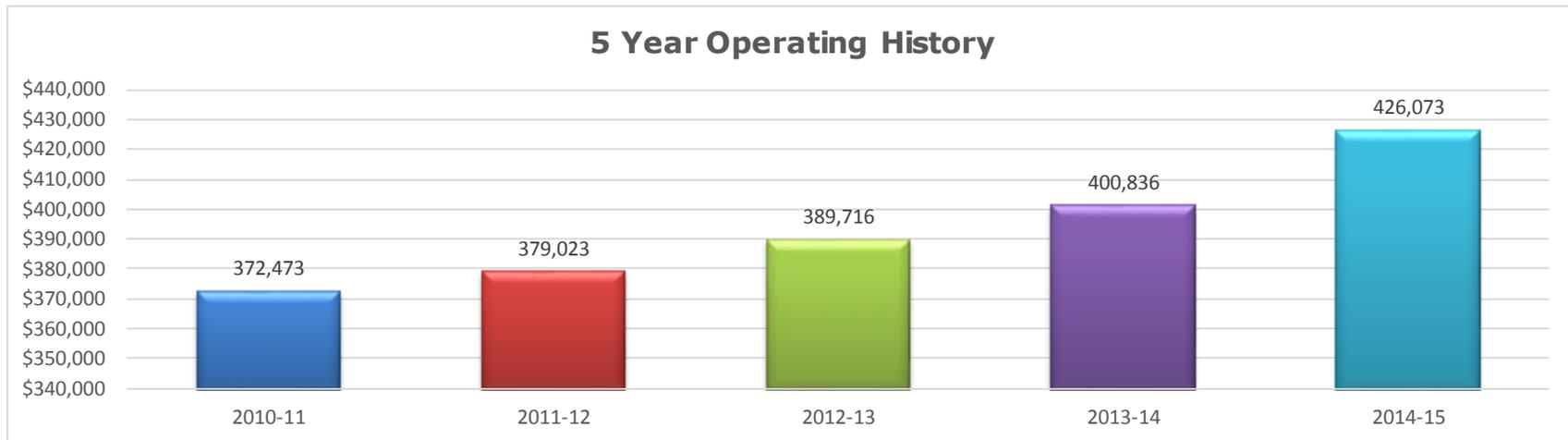
Financial Statement(s) (cont.)

Curbside Recycling
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 798	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	20	250	250	250	254	258
Other services and charges	425,255	429,200	427,522	443,000	456,292	469,985
Total expenditures	\$ 426,073	\$ 429,450	\$ 427,772	\$ 443,250	\$ 456,546	\$ 470,243

Summary of Budget Changes

Operating Trends – Curbside Recycling



Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Sanitation Equipment Operator	7	7	5
Total Full-Time	7	7	5
<u>Regular Part-Time</u>			
Office Assistant	0	0	0
Total Regular Part-Time	0	0	0
Department Total	7	7	5

The Department of Public Services implemented a pilot program for 2 years to aide in training and safety concerns. To do this, 2 Equipment Operators were reclassified to Sanitation Equipment Operators. The program was discontinued and the Sanitation Equipment Operators were

moved back to Equipment Operators. There was no change in total employees, just a movement between departments to reflect the position titles and job responsibilities.



Parks and Recreation

for the Fiscal Year Ending June 30, 2017

Parks and Recreation Administration

Parks

Forestry

Recreation and Seasonal Programs

Plymouth Park Pool

Cemetery



Public Services DirectorKaren Murphy
Assistant Director of Public ServicesJan Yuergens
Recreation Manager Marcie Post
Horticulturist..... Stephanie Richardson

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 along with registration for seasonal activities
- Actively supports the Public Services & Parks/Recreation Safety Committee
- 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 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 and girls youth softball leagues, including team rosters, game schedules and 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 entry pool with spray features and slide 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 and landscaped areas throughout Midland under the supervision of the City horticulturist
- Planting and maintenance of all downtown streetscape floral displays, including planting beds, hanging baskets and large centerpiece pots

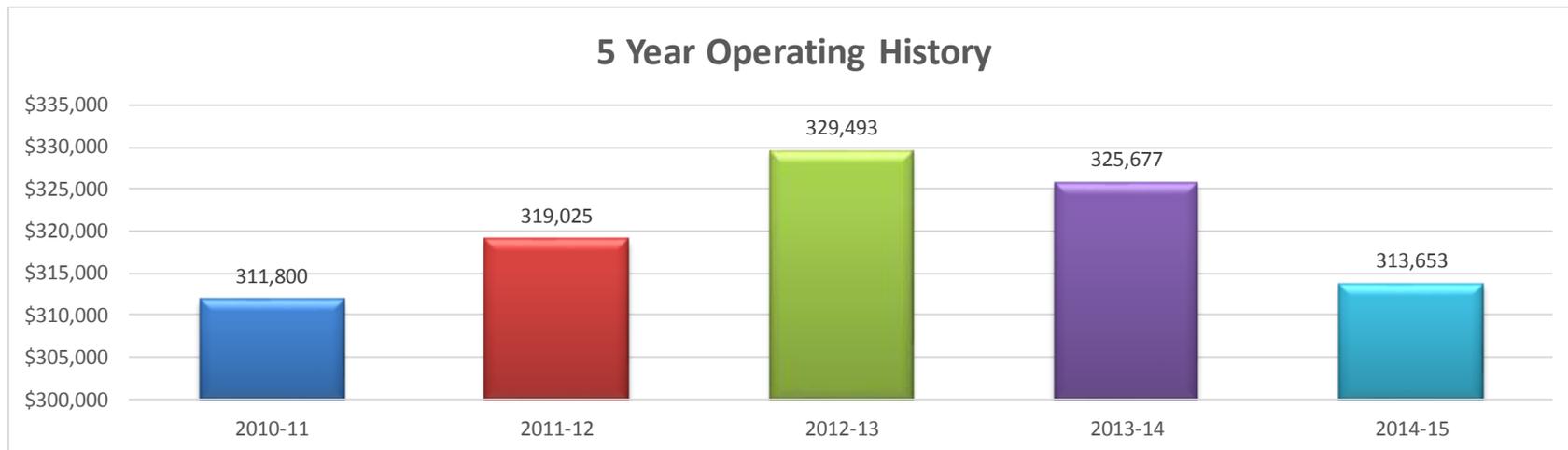
Financial Statement(s)

Parks and Recreation Administration Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 293,616	\$ 355,821	\$ 345,695	\$ 374,267	\$ 409,690	\$ 407,219
Supplies	7,482	7,100	7,226	7,100	7,207	7,314
Other services and charges	12,555	13,450	14,446	15,286	15,744	16,217
Capital outlay	-	-	-	-	7,000	-
Total expenditures	\$ 313,653	\$ 376,371	\$ 367,367	\$ 396,653	\$ 439,641	\$ 430,750

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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 1,805,124	\$ 1,996,784	\$ 1,886,243	\$ 1,993,714	\$ 2,067,884	\$ 2,138,055
Supplies	153,135	151,605	144,605	155,705	158,041	160,407
Other services and charges	766,691	821,016	816,968	730,872	748,127	762,763
Capital outlay	-	88,607	96,539	75,000	50,000	50,000
Total expenditures	\$ 2,724,950	\$ 3,058,012	\$ 2,944,355	\$ 2,955,291	\$ 3,024,052	\$ 3,111,225

Summary of Budget Changes

Operating Trends – Parks



Financial Statement(s)

Forestry Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 523,796	\$ 595,332	\$ 655,696	\$ 762,460	\$ 781,785	\$ 815,425
Supplies	29,195	44,599	44,599	48,599	49,328	50,067
Other services and charges	289,183	506,959	502,939	438,924	434,286	361,759
Total expenditures	\$ 842,174	\$ 1,146,890	\$ 1,203,234	\$ 1,249,983	\$ 1,265,399	\$ 1,227,251

Summary of Budget Changes

Operating Trends – Forestry



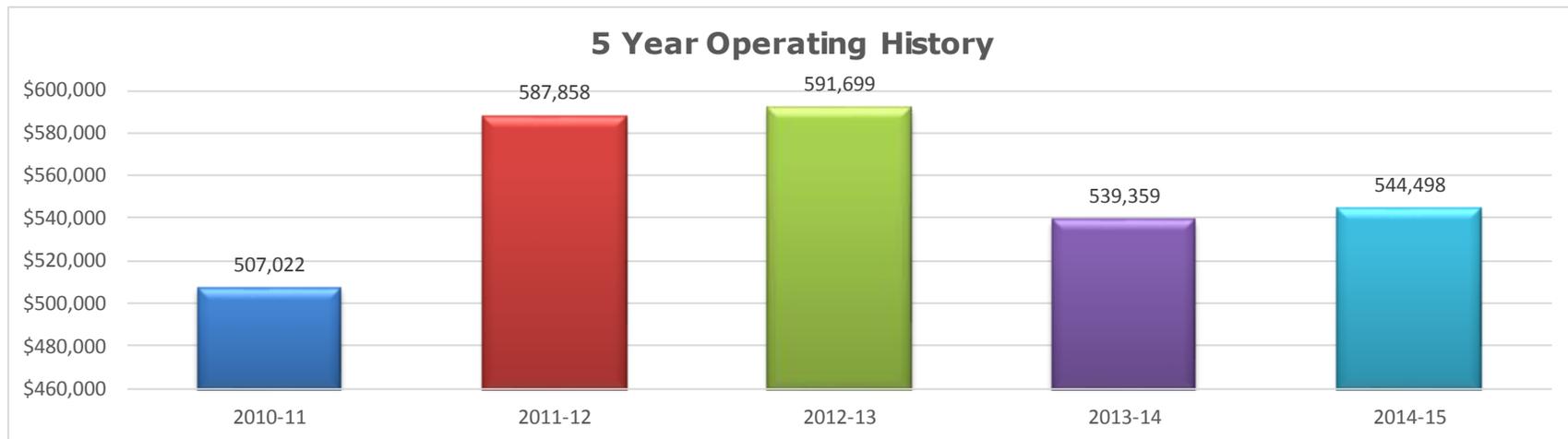
Financial Statement(s)

Recreation and Seasonal Programs Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 336,578	\$ 360,526	\$ 356,758	\$ 386,986	\$ 311,736	\$ 325,039
Supplies	45,801	41,851	43,851	53,600	54,406	55,217
Other services and charges	156,818	182,893	168,183	152,714	155,794	158,967
Capital outlay	5,301	-	-	20,000	25,000	-
Total expenditures	\$ 544,498	\$ 585,270	\$ 568,792	\$ 613,300	\$ 546,936	\$ 539,223

Summary of Budget Changes

Operating Trends – Recreation and Seasonal Programs



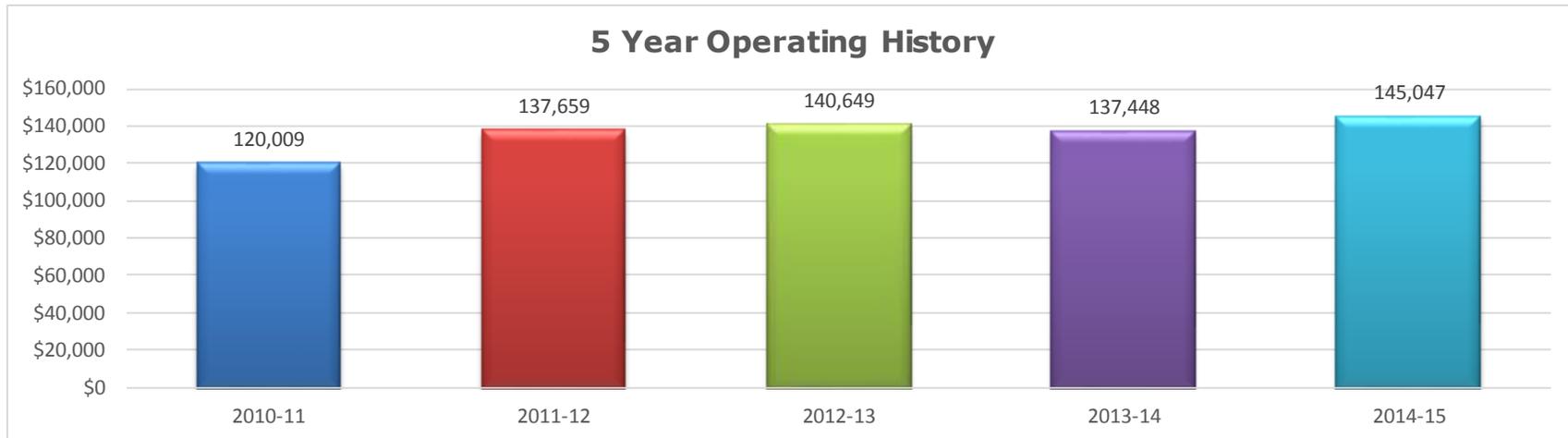
Financial Statement(s)

Plymouth Pool Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 76,352	\$ 78,262	\$ 82,638	\$ 81,149	\$ 83,580	\$ 87,234
Supplies	11,465	28,665	28,665	28,665	29,096	29,531
Other services and charges	57,230	63,411	56,945	57,344	59,005	60,835
Capital outlay	-	30,000	30,000	-	-	-
Total expenditures	\$ 145,047	\$ 200,338	\$ 198,248	\$ 167,158	\$ 171,681	\$ 177,600

Summary of Budget Changes

Operating Trends – Plymouth Park Pool



Financial Statement(s)

Cemetery

Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

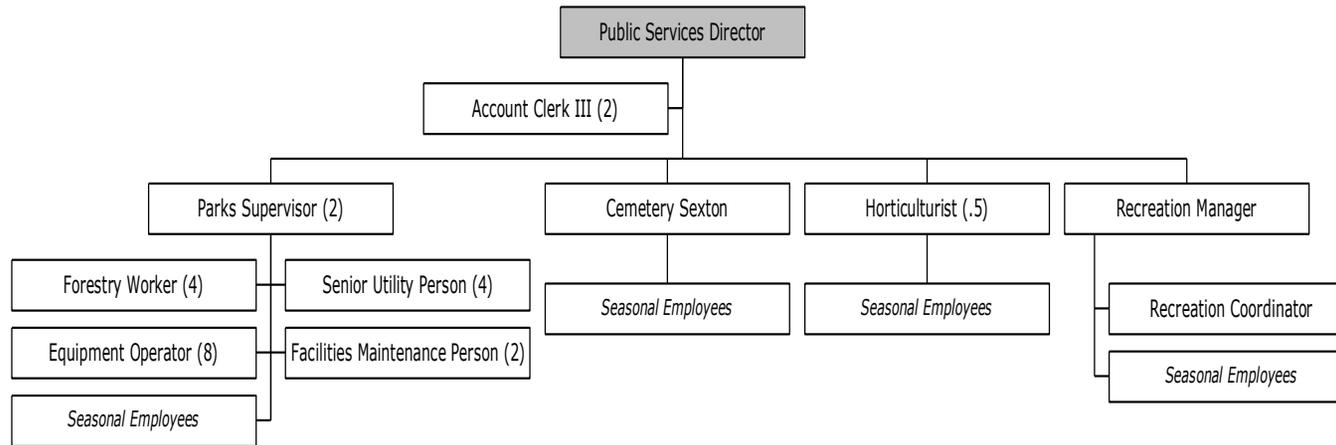
	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 186,605	\$ 217,479	\$ 203,699	\$ 220,950	\$ 252,156	\$ 238,372
Supplies	28,465	25,329	25,250	22,850	23,194	23,540
Other services and charges	52,089	96,727	96,345	55,467	73,809	71,605
Capital outlay	6,800	-	-	6,000	-	-
Total expenditures	<u>\$ 273,959</u>	<u>\$ 339,535</u>	<u>\$ 325,294</u>	<u>\$ 305,267</u>	<u>\$ 349,159</u>	<u>\$ 333,517</u>

Summary of Budget Changes

Operating Trends – Cemetery



Organizational Chart



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

Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Cemetery Sexton	1	1	1
Parks Supervisor	2	2	2
Horticulturist	1	1	0
Recreation Manager	1	1	1
Recreation Coordinator	1	1	1
Account Clerk III	1	1	2
Office Assistant	0	1	0
Equipment Operator	9	8	8
Facilities Maintenance Person	0	2	2
Forestry Worker	4	4	4
Senior Utility Person	4	4	4
Total Full-Time	24	26	25
<u>Regular Part-Time</u>			
Horticulturist	0	0	1
Office Assistant	1	0	0
Total Regular Part-Time	1	0	1
Department Total	25	26	26



Other Functions

for the Fiscal Year Ending June 30, 2017

**Barstow Airport
Tax Appeals
Miscellaneous**



Assistant City Manager..... 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.

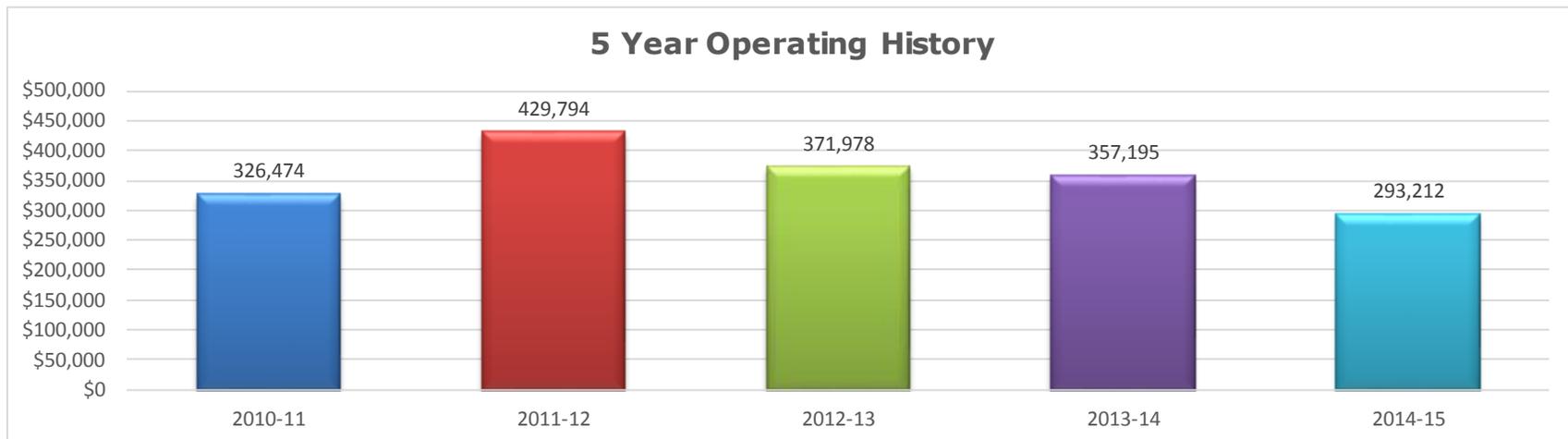
Financial Statement(s)

Barstow Airport Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 7,732	\$ 17,689	\$ 10,689	\$ 15,726	\$ 16,399	\$ 17,114
Supplies	7,301	10,400	9,025	9,195	9,334	9,473
Other services and charges	278,179	311,378	293,192	313,004	322,684	332,611
Capital outlay	-	18,853	18,853	-	5,000	10,000
Total expenditures	<u>\$ 293,212</u>	<u>\$ 358,320</u>	<u>\$ 331,759</u>	<u>\$ 337,925</u>	<u>\$ 353,417</u>	<u>\$ 369,198</u>

Summary of Budget Changes

Operating Trends – Barstow Airport



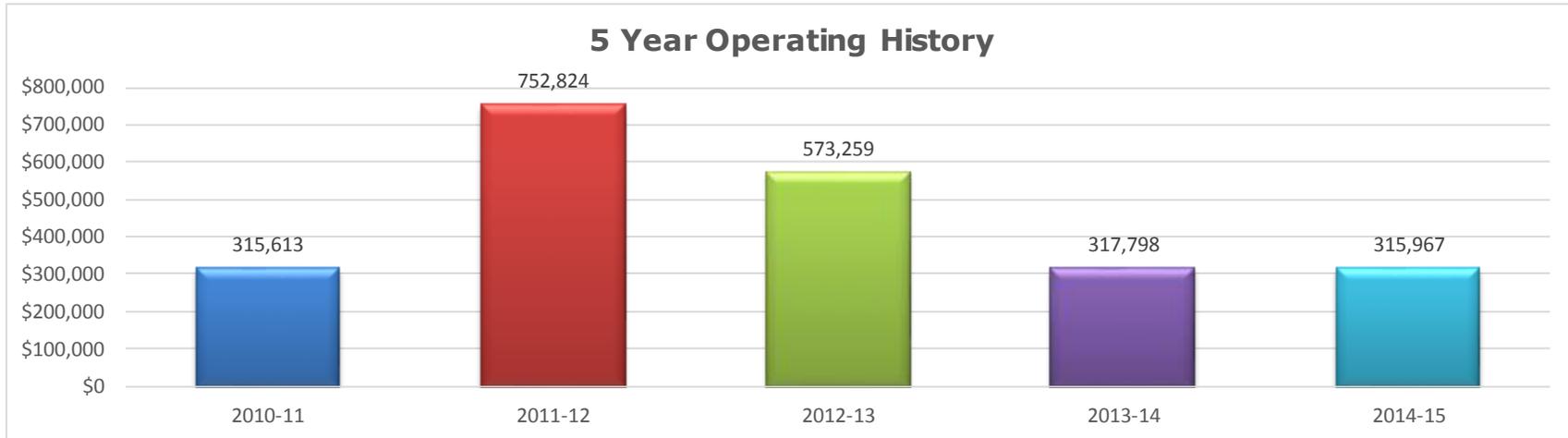
Financial Statement(s) (cont.)

Tax Appeals
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Expenditures						
Other services and charges	\$ 315,967	\$ 914,105	\$ 841,000	\$ 546,000	\$ 562,380	\$ 579,252
Total expenditures	<u>\$ 315,967</u>	<u>\$ 914,105</u>	<u>\$ 841,000</u>	<u>\$ 546,000</u>	<u>\$ 562,380</u>	<u>\$ 579,252</u>

Summary of Budget Changes

Operating Trends – Tax Appeals



Financial Statement(s) (cont.)

Miscellaneous Detail of Budget Appropriations and Revenues Fiscal Year Ending June, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 14,460	\$ 272,415	\$ 264,293	\$ 277,249	\$ 23,201	\$ 24,218
Supplies	71,236	71,500	70,600	70,600	71,659	72,732
Other services and charges	402,741	506,452	507,299	535,448	552,094	569,103
Total expenditures	<u>\$ 488,437</u>	<u>\$ 850,367</u>	<u>\$ 842,192</u>	<u>\$ 883,297</u>	<u>\$ 646,954</u>	<u>\$ 666,053</u>

Summary of Budget Changes

Operating Trends – Miscellaneous





Capital Projects

for the Fiscal Year Ending June 30, 2017

Capital Projects



Assistant City Manager..... 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, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Expenditures						
Capital projects	\$ 235,577	\$ 1,597,475	\$ 1,680,475	\$ 235,000	\$ 190,000	\$ 126,000
Total expenditures	\$ 235,577	\$ 1,597,475	\$ 1,680,475	\$ 235,000	\$ 190,000	\$ 126,000

Summary of Budget Changes

Operating Trends





Reserve for Contingencies

for the Fiscal Year Ending June 30, 2017

Reserve for Contingencies



Assistant City Manager..... 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, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Expenditures						
Reserve for contingencies	\$ -	\$ 315,657	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000
Total expenditures	<u>\$ -</u>	<u>\$ 315,657</u>	<u>\$ 200,000</u>	<u>\$ 400,000</u>	<u>\$ 400,000</u>	<u>\$ 400,000</u>



Transfers

for the Fiscal Year Ending June 30, 2017

Transfers Out



Assistant City Manager..... 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.

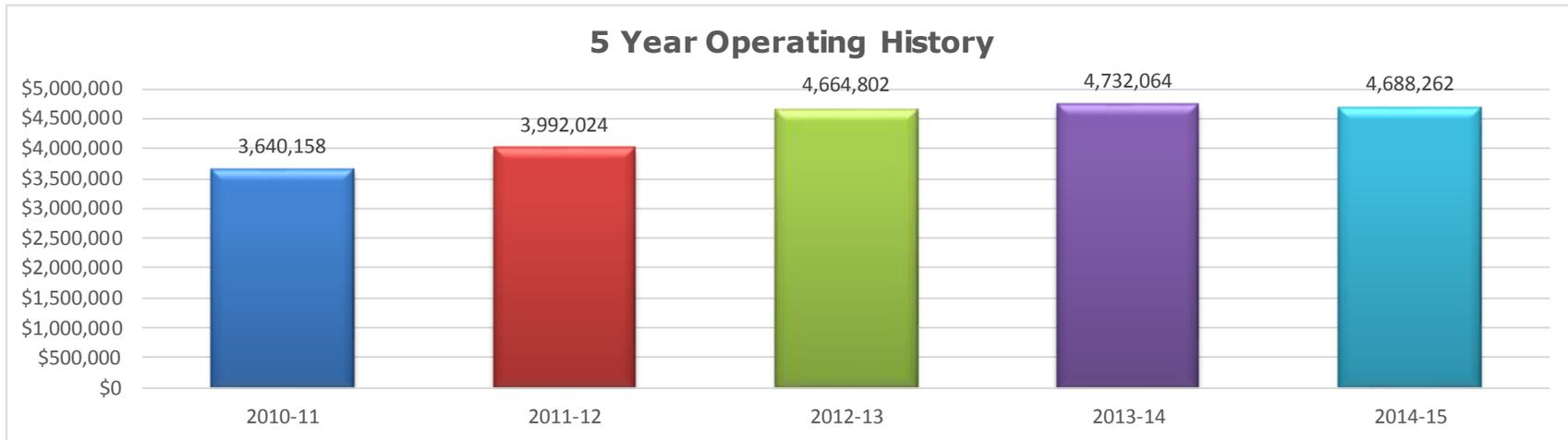
Financial Statement

Transfers Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Transfers out						
Major Street Maintenance	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -
Local Street Maintenance	200,000	65,000	65,000	-	-	-
Storm Water Utility Fund	620,000	730,000	730,000	670,000	670,000	670,000
Grace A Dow Library Fund	536,997	1,041,740	858,726	1,242,399	1,377,976	1,503,230
Dial-A-Ride Fund	530,481	698,307	639,245	743,134	753,573	748,080
DDA Fund	-	10,000	10,000	10,000	10,000	10,000
Debt Service Fund	1,817,784	1,819,724	1,819,724	1,819,749	1,818,299	1,814,711
Civic Arena Fund	425,000	425,000	425,000	350,000	350,000	350,000
Golf Course Fund	540,000	540,000	540,000	540,000	200,000	200,000
Parking Fund	18,000	28,500	28,500	10,000	30,000	40,000
Total transfers out	<u>\$ 4,688,262</u>	<u>\$ 5,373,271</u>	<u>\$ 5,131,195</u>	<u>\$ 5,385,282</u>	<u>\$ 5,209,848</u>	<u>\$ 5,336,021</u>

Summary of Budget Changes

Operating Trends





Special Revenue Funds

for the Fiscal Year Ending June 30, 2017

Major and Local Streets

SmartZone

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 85 miles of major streets and 150 miles of local streets
- Assists with maintenance of 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

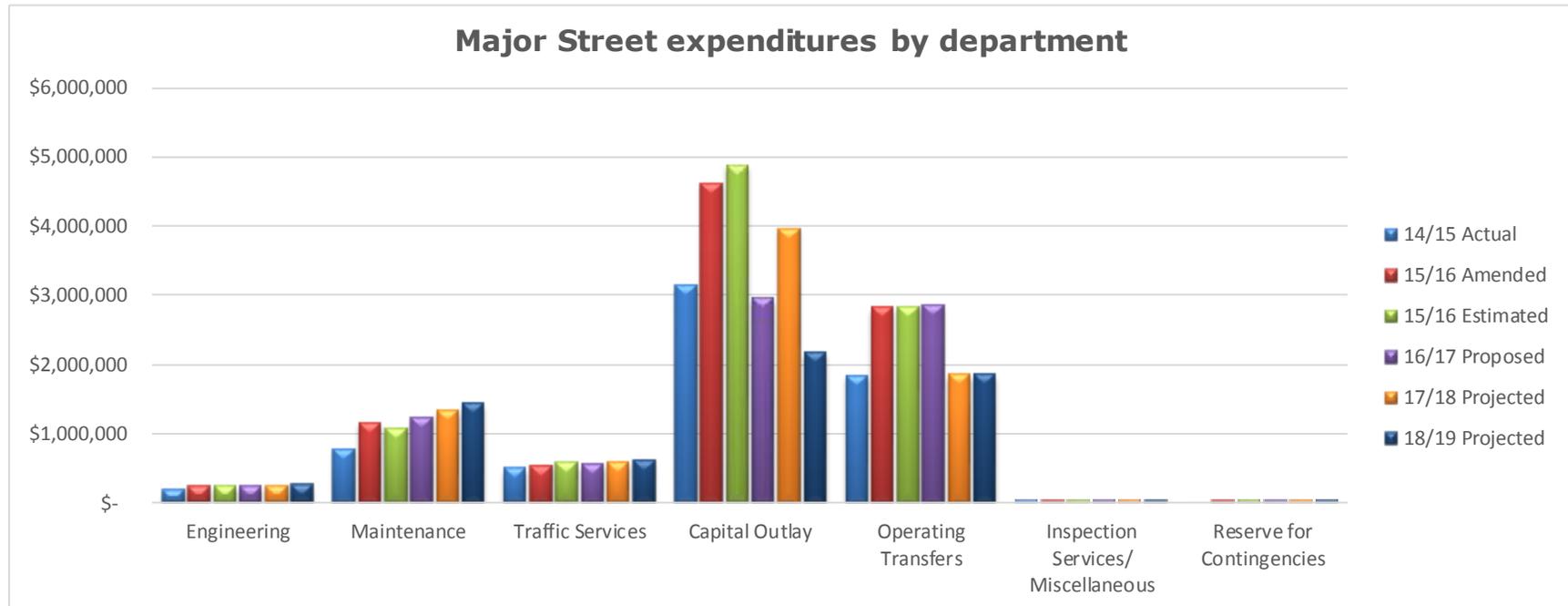
- Monies are annually transferred from Major and Local Street funds to the Capital Outlay Program for reconstruction and major maintenance and surface treatments on local and major streets in accordance with the Project Priority process administered by the Engineering Department and approved by City 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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
County road millage	\$ 2,197,581	\$ 4,200,000	\$ 4,200,000	\$ 4,200,000	\$ 2,100,000	\$ 2,100,000
License and permits	77,378	88,000	80,000	80,000	80,000	88,000
Federal grants	7,504	2,000	2,000	2,000	2,000	2,000
State grants	942	8,000	8,000	-	-	-
State gas and weight taxes	2,891,814	2,842,000	3,000,000	3,361,000	3,498,000	3,661,000
Build Michigan funding	98,175	100,000	99,000	100,000	102,000	104,000
State trunkline maintenance	161,594	194,589	183,361	198,013	214,511	229,437
Contributions	(87,220)	50,000	50,000	50,000	50,000	50,000
Other	22,710	15,000	15,000	16,000	13,000	13,000
Investment earnings	4,607	5,000	5,000	4,000	4,000	4,000
Transfers in	239,065	15,000	119,000	-	-	-
Total revenues	<u>5,614,150</u>	<u>7,519,589</u>	<u>7,761,361</u>	<u>8,011,013</u>	<u>6,063,511</u>	<u>6,251,437</u>
Expenditures						
Personal services	871,080	1,089,229	1,064,925	1,096,827	1,143,773	1,193,797
Supplies	235,332	315,481	312,531	313,900	318,612	323,378
Other services and charges	359,185	536,658	522,397	630,021	736,057	825,052
Reserve for contingencies	-	25,000	25,000	20,000	20,000	20,000
Capital projects	3,141,850	4,608,708	4,872,708	2,952,000	3,957,000	2,167,000
Transfers out	<u>1,842,944</u>	<u>2,825,922</u>	<u>2,830,746</u>	<u>2,856,313</u>	<u>1,851,604</u>	<u>1,861,182</u>
Total expenditures	<u>6,450,391</u>	<u>9,400,998</u>	<u>9,628,307</u>	<u>7,869,061</u>	<u>8,027,046</u>	<u>6,390,409</u>
Excess of Revenues Over (Under) Expenditures	(836,241)	(1,881,409)	(1,866,946)	141,952	(1,963,535)	(138,972)
Fund Balance - beginning of year	5,912,585	5,076,344	5,076,344	3,209,398	3,351,350	1,387,815
Fund Balance - end of year	<u>\$ 5,076,344</u>	<u>\$ 3,194,935</u>	<u>\$ 3,209,398</u>	<u>\$ 3,351,350</u>	<u>\$ 1,387,815</u>	<u>\$ 1,248,843</u>
End of year fund balance:						
Unreserved	\$ 2,299,162	\$ 1,798,061	\$ 1,812,524	\$ 1,754,476	\$ -	\$ -
County road millage	1,196,874	1,396,874	1,396,874	1,596,874	1,387,815	1,248,843
Reserved for capital projects	<u>1,580,308</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total end of year fund balance	<u>\$ 5,076,344</u>	<u>\$ 3,194,935</u>	<u>\$ 3,209,398</u>	<u>\$ 3,351,350</u>	<u>\$ 1,387,815</u>	<u>\$ 1,248,843</u>

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends – Major Street

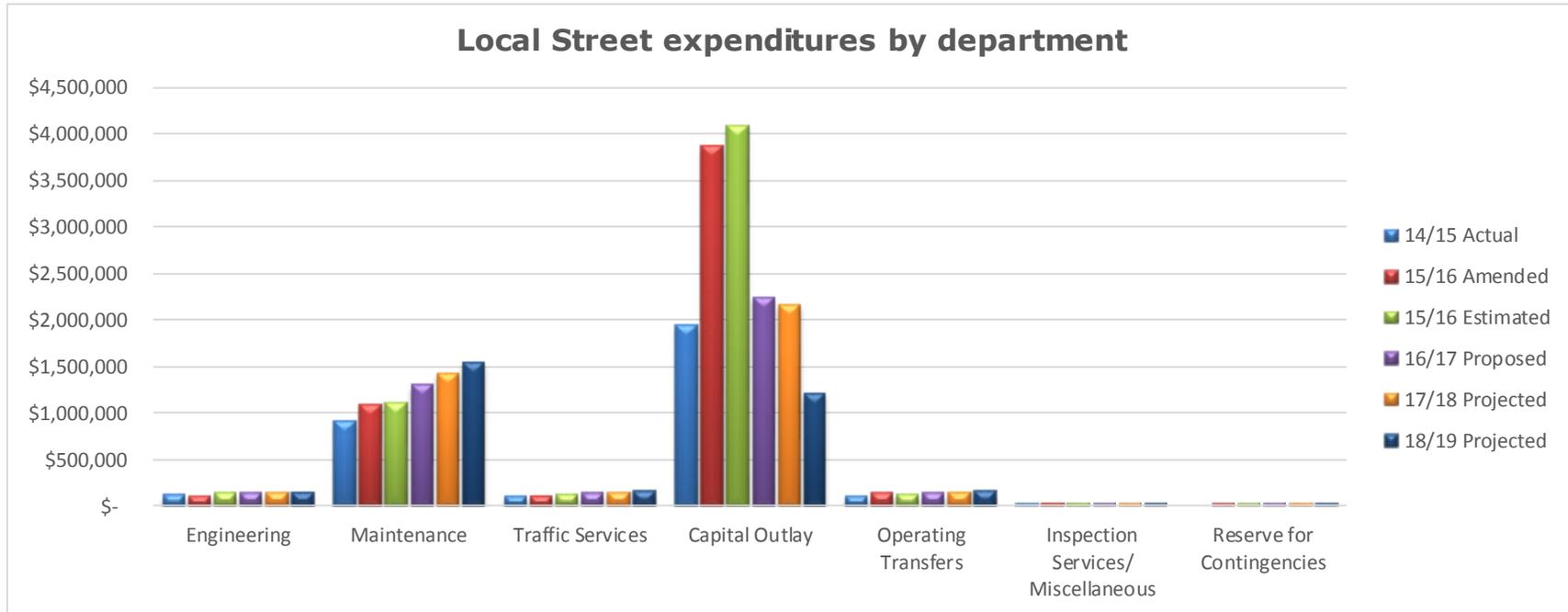


Financial Statement(s)

203 - Local Street Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
License and permits	\$ 69,561	\$ 72,000	\$ 70,000	\$ 70,000	\$ 72,000	\$ 72,000
State grants	332,904	-	604,400	-	-	-
State gas and weight taxes	784,662	751,000	800,000	896,000	933,000	977,000
Build Michigan funding	26,677	27,000	26,000	26,000	26,000	26,000
Contributions	204,755	50,000	50,000	50,000	50,000	50,000
Other	891	-	-	-	-	-
Investment earnings	4,024	2,500	3,000	3,000	2,500	2,500
Transfers in	1,921,000	2,770,000	2,770,000	2,720,000	1,705,000	1,705,000
Total revenues	<u>3,344,474</u>	<u>3,672,500</u>	<u>4,323,400</u>	<u>3,765,000</u>	<u>2,788,500</u>	<u>2,832,500</u>
Expenditures						
Personal services	724,412	763,083	808,099	862,222	899,123	938,447
Supplies	116,403	219,200	219,200	219,200	222,490	225,820
Other services and charges	295,835	363,994	366,254	506,242	618,072	710,835
Reserve for contingencies	-	20,000	20,000	20,000	20,000	20,000
Capital projects	1,943,356	3,860,182	4,091,182	2,249,000	2,174,000	1,209,000
Transfers out	105,894	140,717	128,629	141,327	154,102	165,581
Total expenditures	<u>3,185,900</u>	<u>5,367,176</u>	<u>5,633,364</u>	<u>3,997,991</u>	<u>4,087,787</u>	<u>3,269,683</u>
Excess of Revenues Over (Under) Expenditures	158,574	(1,694,676)	(1,309,964)	(232,991)	(1,299,287)	(437,183)
Fund Balance - beginning of year	3,793,141	3,951,715	3,951,715	2,641,751	2,408,760	1,109,473
Fund Balance - end of year	<u>\$ 3,951,715</u>	<u>\$ 2,257,039</u>	<u>\$ 2,641,751</u>	<u>\$ 2,408,760</u>	<u>\$ 1,109,473</u>	<u>\$ 672,290</u>
End of year fund balance:						
Unreserved	\$ 2,727,533	\$ 2,257,039	\$ 2,641,751	\$ 2,408,760	\$ 1,109,473	\$ 672,290
Reserved for capital projects	1,224,182	-	-	-	-	-
Total end of year fund balance	<u>\$ 3,951,715</u>	<u>\$ 2,257,039</u>	<u>\$ 2,641,751</u>	<u>\$ 2,408,760</u>	<u>\$ 1,109,473</u>	<u>\$ 672,290</u>

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends – Local Street



Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

The 2016-2017 budget will mark the second year of budget allocations for the second road millage added in 2014. We are

currently operating under two overlapping millages, each a 1 mill allocation.



Assistant City Manager..... David A. Keenan

Service Statement

Midland SmartZone is a dynamic partnership that aligns and strategically funds community economic development functions building on Midland's base of innovation in the chemical and advanced materials sectors. Midland Tomorrow leads the SmartZone and collaborates with MidMichigan Innovation Center, North Coast Technology Investors, L.P., Michigan State University, MSU Midland Research Institute for Value Chain Creation, Michigan Economic Development Corporation and other entities as needed to bring about growth and innovation.

Functions

SmartZone

- New Business Incubation and Acceleration, established to support new-venture acceleration and incubation for high-tech companies.
- Second-Stage Support/Economic Gardening, providing smaller, high-tech companies access to a suite of corporate-level services such as CEO leadership, strategy development, marketing intelligence, new business development and commercialization and supply chain consultation
- Foreign Direct Investment soft landing zone that seeks to eliminate barriers for foreign chemical and advanced materials and manufacturing companies to launch their businesses in Midland.
- A certified technology park that facilitates the capture of certain State of Michigan and local property taxes, through tax increment financing, for use by Midland Tomorrow to create or promote the development and attraction of high technology companies to Midland.

Financial Statement

246 - SmartZone
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Revenues						
Property taxes	\$ -	\$ -	\$ 17,344	\$ -	\$ 17,026	\$ 73,085
Total revenues	<u>-</u>	<u>-</u>	<u>17,344</u>	<u>-</u>	<u>17,026</u>	<u>73,085</u>
Expenditures						
Personal services	87,630	-	39,653	-	-	-
Other services and charges	41,145	-	47,088	48,000	55,000	60,500
Capital outlay	-	-	-	-	5,000	10,000
Total expenditures	<u>128,775</u>	<u>-</u>	<u>86,741</u>	<u>48,000</u>	<u>60,000</u>	<u>70,500</u>
Excess of Revenues Over (Under) Expenditures	(128,775)	-	(69,397)	(48,000)	(42,974)	2,585
Fund Balance - beginning	486,294	357,519	357,519	288,122	240,122	197,148
Fund Balance - ending	<u>\$ 357,519</u>	<u>\$ 357,519</u>	<u>\$ 288,122</u>	<u>\$ 240,122</u>	<u>\$ 197,148</u>	<u>\$ 199,733</u>

Summary of Budget Changes

The SmartZone was formally established as a Tax Increment Financing District in 2014. The fund began receiving tax revenue for this district in 2016.



Center City Authority Executive Director Selina Tisdale

Service Statement

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

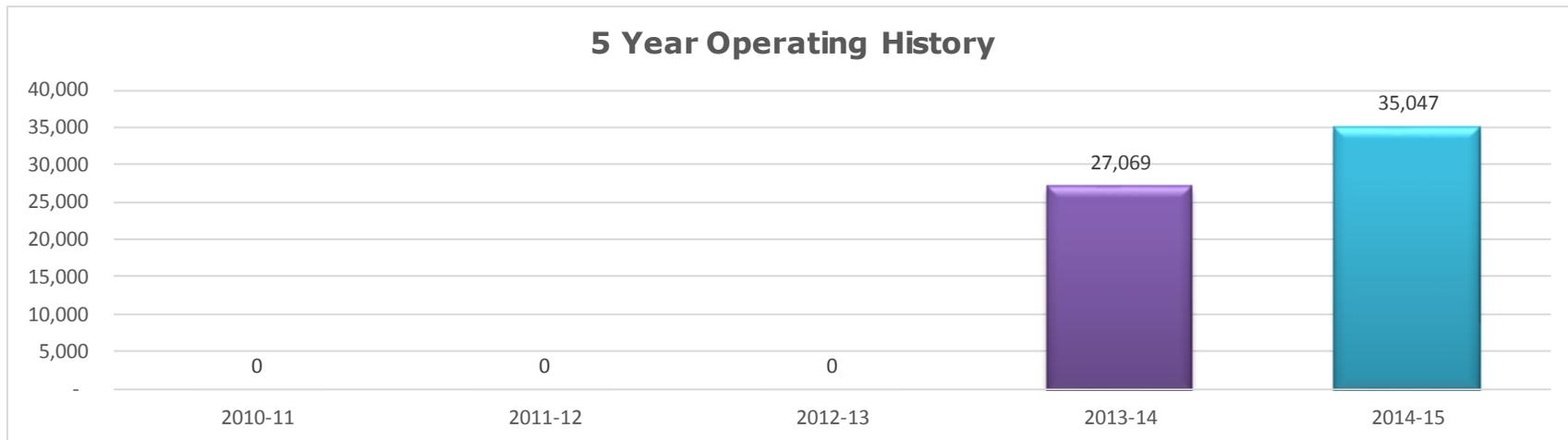
Financial Statement

247 - Center City Authority
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Revenues						
Property taxes	\$ 14,191	\$ 10,765	\$ 7,927	\$ 4,252	\$ 7,541	\$ 8,143
Contributions	1,000	136,000	136,081	-	-	-
Other	215	450	300	300	300	300
Investment earnings	22	14	-	-	-	-
Total revenues	<u>15,428</u>	<u>147,229</u>	<u>144,308</u>	<u>4,552</u>	<u>7,841</u>	<u>8,443</u>
Expenditures						
Supplies	35,047	4,309	4,309	2,126	3,771	4,071
Other services and charges	-	42,920	39,001	2,126	3,770	4,072
Transfers out	-	100,000	104,000	-	-	-
Total expenditures	<u>35,047</u>	<u>147,229</u>	<u>147,310</u>	<u>4,252</u>	<u>7,541</u>	<u>8,143</u>
Excess of Revenues Over (Under) Expenditures	(19,619)	-	(3,002)	300	300	300
Fund Balance - beginning	30,510	10,891	10,891	7,889	8,189	8,489
Fund Balance - ending	<u>\$ 10,891</u>	<u>\$ 10,891</u>	<u>\$ 7,889</u>	<u>\$ 8,189</u>	<u>\$ 8,489</u>	<u>\$ 8,789</u>

Summary of Budget Changes

Operating Trends – Center City Authority



The Center City Authority was formally established as a Tax Increment Financing District in 2012. The fund 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/Maintenance/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/Maintenance/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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
License and permits	\$ 16,396	\$ 19,000	\$ 17,600	\$ 24,500	\$ 24,500	\$ 24,500
Federal grants	-	-	890	-	-	-
Other	350	-	510	-	-	-
Investment earnings	632	450	450	450	450	450
Transfers in	880,839	991,639	984,375	947,640	970,706	991,763
Total revenues	898,217	1,011,089	1,003,825	972,590	995,656	1,016,713
Expenditures						
Personal services	163,230	217,707	187,822	215,667	197,805	205,361
Supplies	18,128	18,900	19,569	18,900	19,184	19,470
Other services and charges	361,175	455,385	436,038	440,540	487,093	528,027
Reserve for contingencies	-	2,380	2,380	25,000	25,000	25,000
Capital projects	109,189	583,532	583,532	245,000	295,000	305,000
Capital outlay	-	58,900	58,900	8,000	-	15,000
Transfers out	-	-	-	-	-	-
Total expenditures	651,722	1,336,804	1,288,241	953,107	1,024,082	1,097,858
Excess of Revenues Over (Under) Expenditures	246,495	(325,715)	(284,416)	19,483	(28,426)	(81,145)
Fund Balance - beginning	470,344	716,839	716,839	432,423	451,906	423,480
Fund Balance - ending	\$ 716,839	\$ 391,124	\$ 432,423	\$ 451,906	\$ 423,480	\$ 342,335

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 resources on local government information, local history and genealogy and for research, as well as videos, audio books and music CDs. 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, utilizing Microsoft Office programs and saving documents. 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 increases 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, "Library Connection" newsletter, and postings on Facebook, Twitter, and Instagram communicate up-to-date information on services and programs. 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
- Issues library cards
- 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, 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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ 2,388,291	\$ 2,337,261	\$ 2,383,391	\$ 2,098,877	\$ 2,077,888	\$ 2,056,689
Personal property tax reimbursement	-	-	-	257,724	260,301	262,904
Other grants	45,178	40,000	47,715	50,000	50,000	50,000
Library services	619,668	611,970	610,461	559,736	555,256	550,776
Contributions	49,427	60,000	210,000	205,000	55,000	55,000
Other	16,820	3,000	2,500	12,500	2,500	2,500
Investment earnings	1,237	800	1,000	1,000	1,000	1,000
Transfers in	536,997	1,041,740	858,726	1,242,399	1,377,976	1,503,230
Total revenues	3,657,618	4,094,771	4,113,793	4,427,236	4,379,921	4,482,099
Expenditures						
Personal services	2,561,451	2,877,069	2,762,893	3,005,749	3,062,673	3,178,063
Supplies	516,399	534,849	539,401	501,860	492,266	492,676
Other services and charges	576,168	684,853	663,799	689,627	694,982	706,360
Capital projects	225,389	11,468	11,468	-	-	-
Capital outlay	-	23,000	172,700	230,000	130,000	105,000
Total expenditures	3,879,407	4,131,239	4,150,261	4,427,236	4,379,921	4,482,099
Excess of Revenues Over (Under)						
Expenditures	(221,789)	(36,468)	(36,468)	-	-	-
Fund Balance - beginning	258,257	36,468	36,468	-	-	-
Fund Balance - ending	\$ 36,468	\$ -				

Summary of Budget Changes

Operating Trends

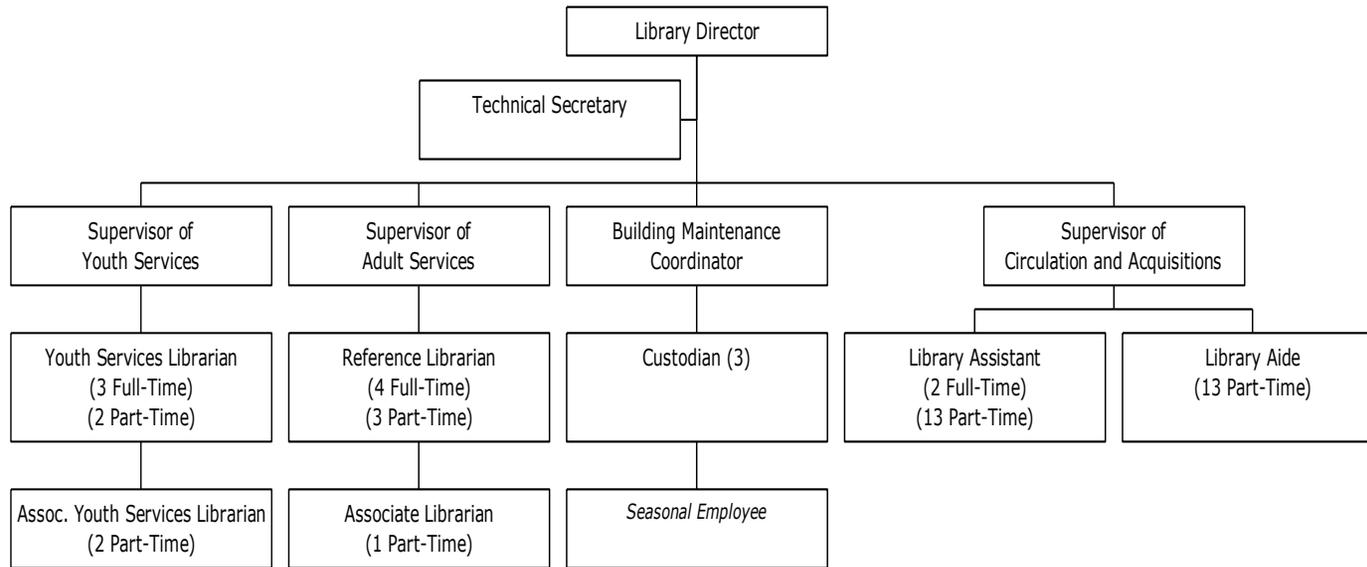


Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

The revenue contributions account and the capital outlay account in 2015-16 and 2016-17 include a grant from the Alden and Vada Dow Family Foundation funded over two years to

replace the exterior building fascia. In 2016-17, funds are being set aside in the capital outlay account for the projected roof replacement in 2019.

Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<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	2	2
Associate Reference Librarian	1	1	1
Associate Youth Services Librarian	0	2	2
Library Assistant	13	13	13
Library Aide	13	13	13
Total Regular Part-Time	33	34	34
Department Total	51	52	52



Assistant City Manager for Development Services..... 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

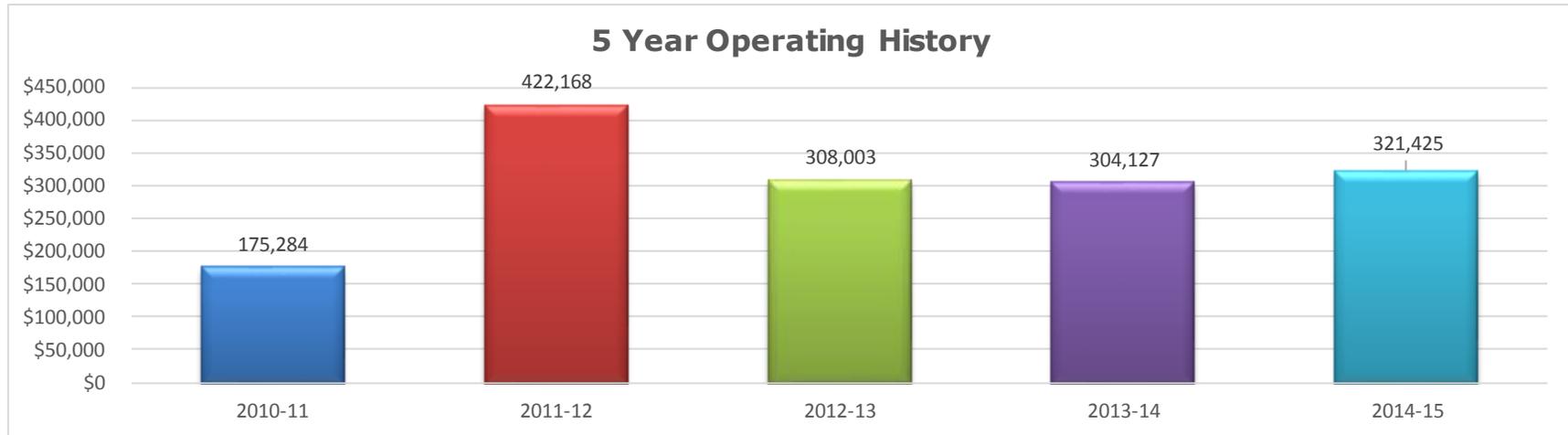
Financial Statement

274 - Community Development Block Grant Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Revenues						
Federal grant carryover from prior years	\$ 304,127	\$ 183,327	\$ 215,830	\$ 80,103	\$ -	\$ -
Federal grant	209,553	233,381	233,381	242,289	225,000	225,000
Other	23,575	5,000	52,600	10,497	10,000	10,000
Total revenues	<u>537,255</u>	<u>421,708</u>	<u>501,811</u>	<u>332,889</u>	<u>235,000</u>	<u>235,000</u>
Expenditures						
Administration	38,309	43,000	43,000	43,000	43,000	43,000
Residential home rehabs	47,327	102,211	102,211	97,392	60,000	50,000
Public facilities improvements	126,554	90,000	90,000	80,000	85,000	82,500
Public services project	30,497	35,497	35,497	41,497	33,000	33,000
Affordable housing	-	15,000	15,000	11,000	-	12,500
Removal of architectural barriers	5,745	2,000	2,000	5,000	4,000	4,000
Reserve for contingencies	-	10,000	7,926	10,000	10,000	10,000
Transfers out	72,993	124,000	126,074	45,000	-	-
Total expenditures	<u>321,425</u>	<u>421,708</u>	<u>421,708</u>	<u>332,889</u>	<u>235,000</u>	<u>235,000</u>
Excess of Revenues Over(Under) Expenditures	215,830	-	80,103	-	-	-
Federal grant carryover available	<u>\$ 215,830</u>	<u>\$ -</u>	<u>\$ 80,103</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Summary of Budget Changes

Operating Trends



Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

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

At the time of publication, the annual CDBG allocation from HUD to the City of Midland was estimated to be \$242,289, which is approximately 4% more than received in fiscal year 2015-16. The increase is consistent with that experienced in fiscal year 2014-15.



Assistant City Manager..... David A. Keenan
Controller Margaret A. Maday
Assistant Controller..... Deeann L. Bragg Smerdon

Service Statements

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, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Revenues						
Other grants	\$ 8,983	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Contributions	76,343	90,850	20,275	23,275	24,275	24,775
Other revenues	1,712	5,000	44,500	49,500	50,500	52,000
Investment earnings	70	50	50	50	50	50
Transfers in	7,494	5,000	10,000	5,000	5,000	5,000
Total operating revenues	<u>94,602</u>	<u>109,900</u>	<u>83,825</u>	<u>86,825</u>	<u>88,825</u>	<u>90,825</u>
Expenses						
Supplies	5,241	4,000	21,285	21,000	21,500	25,000
Other services and charges	124,277	82,000	46,163	47,500	48,000	46,500
Transfers out	<u>2,309</u>	<u>10,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Total expenses	<u>131,827</u>	<u>96,000</u>	<u>82,448</u>	<u>83,500</u>	<u>84,500</u>	<u>86,500</u>
Excess of Revenues Over(Under) Expenditures	(37,225)	13,900	1,377	3,325	4,325	4,325
Fund Balance - beginning	<u>111,048</u>	<u>73,823</u>	<u>73,823</u>	<u>75,200</u>	<u>78,525</u>	<u>82,850</u>
Fund Balance - ending	<u>\$ 73,823</u>	<u>\$ 87,723</u>	<u>\$ 75,200</u>	<u>\$ 78,525</u>	<u>\$ 82,850</u>	<u>\$ 87,175</u>

Summary of Budget Changes

Operating Trends





Assistant City Manager for Development Services..... 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

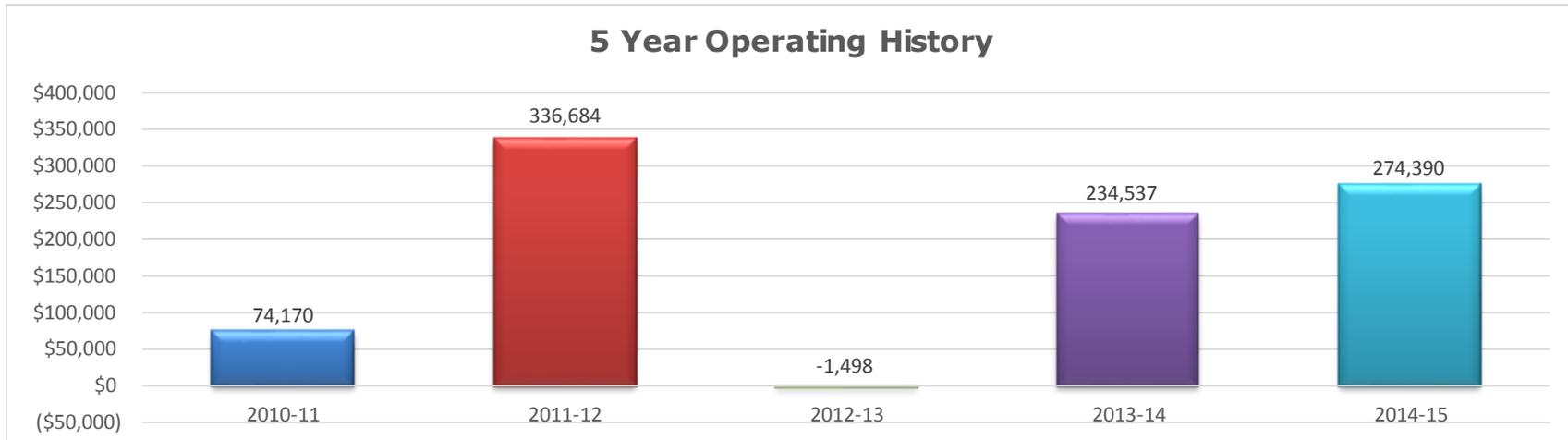
Financial Statement

282 - Midland Housing Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Revenues						
Sale of assets	\$ 274,409	\$ 160,000	\$ 301,077	\$ 140,000	\$ 175,000	\$ 175,000
Other	25,457	-	17,938	-	-	-
Investment earnings	233	200	200	200	200	200
Total revenues	<u>300,099</u>	<u>160,200</u>	<u>319,215</u>	<u>140,200</u>	<u>175,200</u>	<u>175,200</u>
Expenditures						
Other services and charges	(19)	11,800	6,050	8,100	8,343	8,594
Cost of assets sold	274,409	160,000	147,862	305,000	175,000	175,000
Total expenditures	<u>274,390</u>	<u>171,800</u>	<u>153,912</u>	<u>313,100</u>	<u>183,343</u>	<u>183,594</u>
Excess of Revenues Over (Under) Expenditures	25,709	(11,600)	165,303	(172,900)	(8,143)	(8,394)
Fund Balance - beginning	<u>186,587</u>	<u>212,296</u>	<u>212,296</u>	<u>377,599</u>	<u>204,699</u>	<u>196,556</u>
Fund Balance - ending	<u>\$ 212,296</u>	<u>\$ 200,696</u>	<u>\$ 377,599</u>	<u>\$ 204,699</u>	<u>\$ 196,556</u>	<u>\$ 188,162</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, People First, Arnold Center and the Disability Network.

- 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 and employee training in conjunction with MDOT, FTA, MIOSHA and City's Safety Program to ensure and improve passenger safety

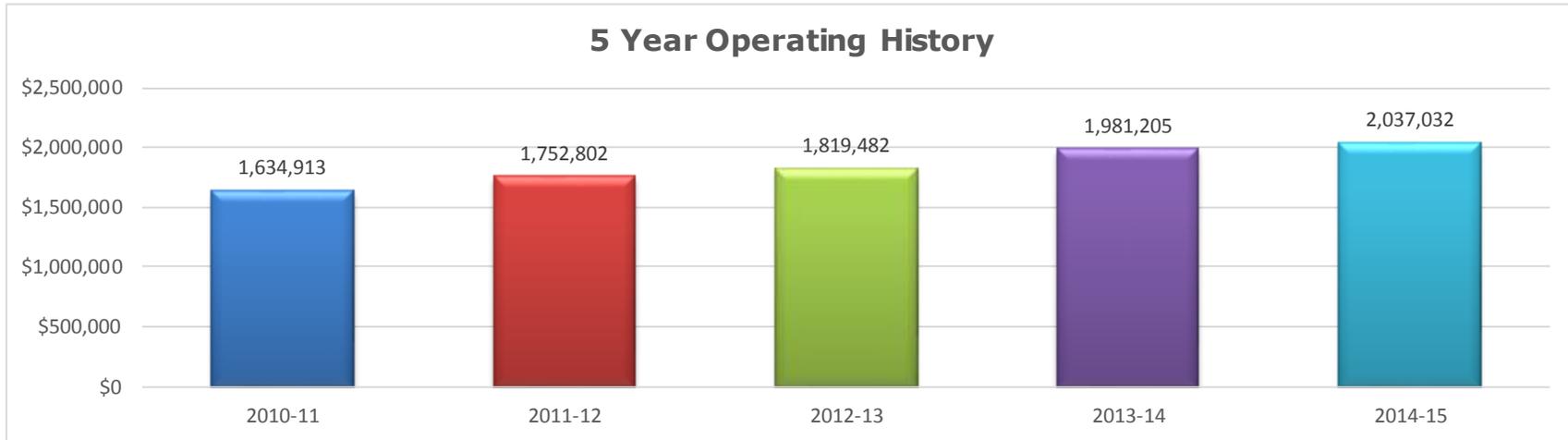
Financial Statement

288 - Dial-A-Ride
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2017

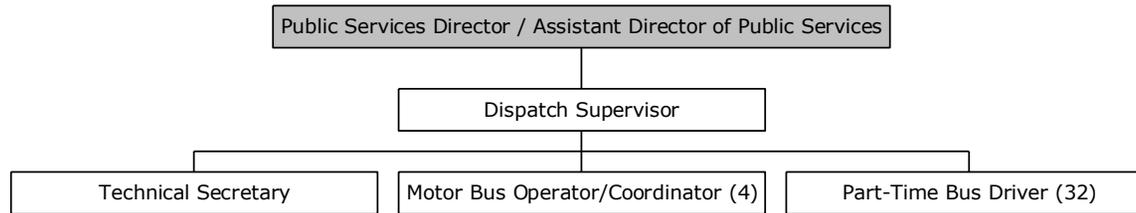
	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Revenues						
Use and admission charges	\$ 99,353	\$ 102,180	\$ 102,180	\$ 105,380	\$ 102,000	\$ 102,000
Federal operating assistance	764,383	546,177	546,177	585,525	580,904	625,904
Federal assistance - capital grants	170,031	479,087	479,087	51,365	21,200	64,000
Federal assistance - capital contract reimb	1,149	-	-	-	-	-
State operating assistance	719,660	695,742	695,742	781,974	785,213	804,088
State assistance - capital grants	42,508	106,172	106,172	12,841	5,300	10,400
State assistance - capital contract reimb	287	-	-	-	-	-
Other	9,081	9,671	9,671	5,744	5,744	5,744
Non-operating	-	18,000	18,000	-	-	-
Investment earnings	26	-	-	-	-	-
Transfers in	530,481	639,245	639,245	743,134	753,573	748,080
Total revenues	2,336,959	2,596,274	2,596,274	2,285,963	2,253,934	2,360,216
Expenditures						
Personal services	1,318,851	1,435,831	1,435,831	1,600,160	1,574,153	1,627,384
Supplies	137,555	143,603	143,603	177,200	179,859	182,552
Other services and charges	365,640	408,001	408,001	434,397	463,422	460,280
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Capital outlay	214,986	603,139	603,139	64,206	26,500	80,000
Total expenditures	2,037,032	2,600,574	2,600,574	2,285,963	2,253,934	2,360,216
Excess of Revenues Over (Under) Expenditures	299,927	(4,300)	(4,300)	-	-	-
Fund Balance - beginning	(295,627)	4,300	4,300	-	-	-
Fund Balance - ending	\$ 4,300	\$ -	\$ -	\$ -	\$ -	\$ -

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 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Dispatch Supervisor	1	1	1
Motor Bus Operator/Coordinator	3	4	4
Technical Secretary	0	1	1
Office Assistant	1	0	0
Total Full-Time	5	6	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	38	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, 2017

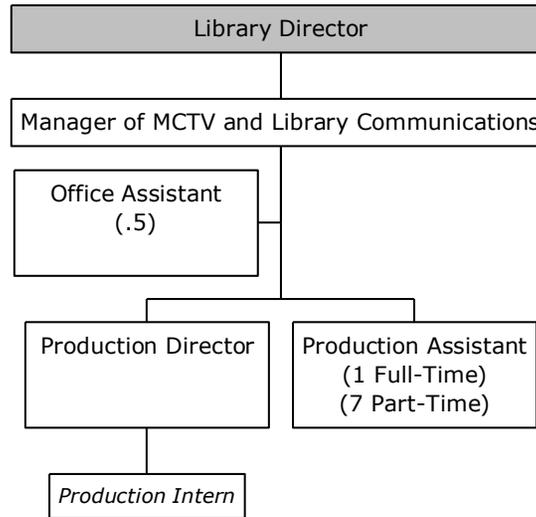
	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Charges for services	\$ 775,680	\$ 755,300	\$ 779,900	\$ 780,050	\$ 780,050	\$ 780,050
Contributions	365	2,000	1,000	1,000	1,000	1,000
Other	24	-	1,500	-	-	-
Investment earnings	1,408	1,100	1,100	1,100	1,100	1,100
Total revenues	<u>777,477</u>	<u>758,400</u>	<u>783,500</u>	<u>782,150</u>	<u>782,150</u>	<u>782,150</u>
Expenditures						
Personal services	381,011	441,680	424,929	506,785	468,688	488,766
Supplies	20,340	17,250	17,900	12,600	12,789	12,981
Other services and charges	130,279	160,138	159,938	210,734	151,598	154,562
Reserve for contingencies	-	20,000	20,000	20,000	20,000	20,000
Capital outlay	31,506	617,750	615,582	30,000	-	85,000
Total expenditures	<u>563,136</u>	<u>1,256,818</u>	<u>1,238,349</u>	<u>780,119</u>	<u>653,075</u>	<u>761,309</u>
Excess of Revenues Over (Under) Expenditures	214,341	(498,418)	(454,849)	2,031	129,075	20,841
Fund Balance - beginning	<u>1,371,363</u>	<u>1,585,704</u>	<u>1,585,704</u>	<u>1,130,855</u>	<u>1,132,886</u>	<u>1,261,961</u>
Fund Balance - ending	<u><u>1,585,704</u></u>	<u><u>1,087,286</u></u>	<u><u>1,130,855</u></u>	<u><u>1,132,886</u></u>	<u><u>1,261,961</u></u>	<u><u>1,282,802</u></u>
End of year fund balance:						
Unreserved	\$ 1,324,704	\$ 805,286	\$ 848,855	\$ 1,047,886	\$ 1,009,961	\$ 1,115,802
Reserved for capital outlay	261,000	282,000	282,000	85,000	252,000	167,000
Total end of year fund balance	<u><u>\$ 1,585,704</u></u>	<u><u>\$ 1,087,286</u></u>	<u><u>\$ 1,130,855</u></u>	<u><u>\$ 1,132,886</u></u>	<u><u>\$ 1,261,961</u></u>	<u><u>\$ 1,282,802</u></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.

Midland Community Television (MCTV)

Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<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	7
Office Assistant	1	1	1
Total Regular Part-Time	7	7	8
Department Total	10	10	11

*The six part-time Production Assistants each work approximately 10 hours per month, for a combined total equivalent of one half-time position (approximately 700 hours

per year). The other part-time Production Assistant is a half-time position.



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

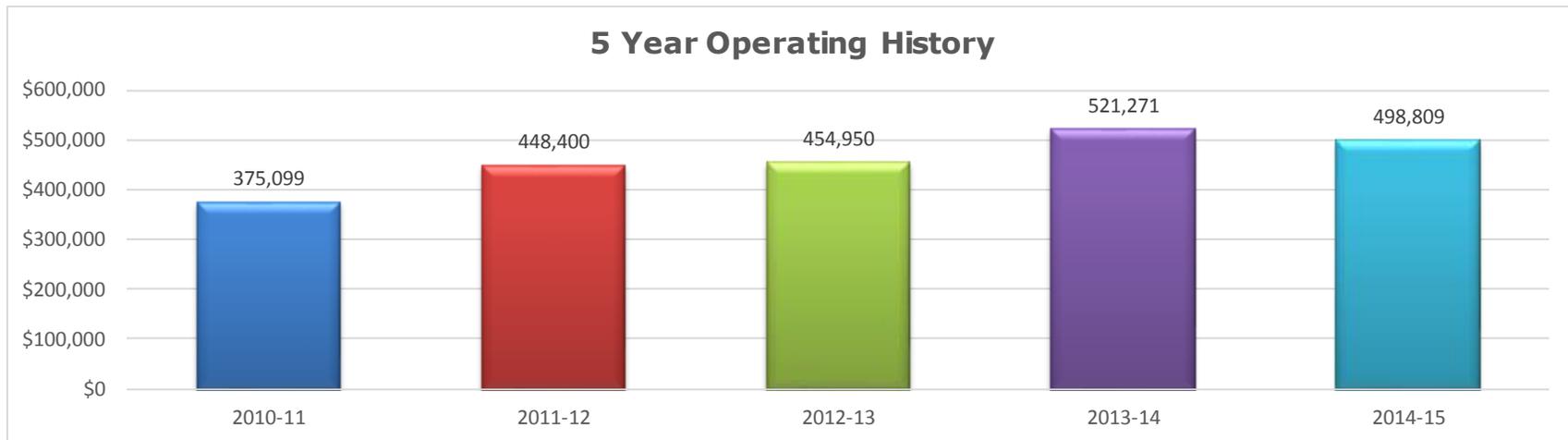
Financial Statement

297 - Downtown Development Authority Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ 488,948	\$ 510,011	\$ 557,410	\$ 542,549	\$ 504,033	\$ 510,388
State grants	11,393	-	-	-	-	-
Contributions	17,928	-	-	-	-	-
Other	9,789	5,000	9,175	5,000	5,000	5,000
Investment earnings	886	1,000	800	800	800	800
Transfers in	16,500	26,500	26,500	26,500	26,500	26,500
Total revenues	<u>545,444</u>	<u>542,511</u>	<u>593,885</u>	<u>574,849</u>	<u>536,333</u>	<u>542,688</u>
Expenditures						
Personal services	174,854	221,665	221,665	176,127	183,664	191,536
Supplies	1,599	1,900	1,800	1,800	1,828	1,854
Other services and charges	272,356	300,329	302,069	302,205	316,345	329,967
Transfers out	50,000	50,000	50,000	50,000	50,000	50,000
Total expenditures	<u>498,809</u>	<u>573,894</u>	<u>575,534</u>	<u>530,132</u>	<u>551,837</u>	<u>573,357</u>
Excess of Revenues Over (Under)						
Expenditures	46,635	(31,383)	18,351	44,717	(15,504)	(30,669)
Fund Balance - beginning	830,470	877,105	877,105	895,456	940,173	924,669
Fund Balance - ending	<u>\$ 877,105</u>	<u>\$ 845,722</u>	<u>\$ 895,456</u>	<u>\$ 940,173</u>	<u>\$ 924,669</u>	<u>\$ 894,000</u>

Summary of Budget Changes

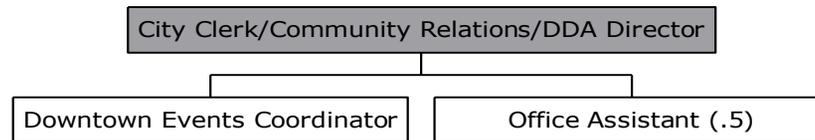
Operating Trends



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 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Downtown Events Coordinator	0	0	1
Office Assistant	1	1	0
Total Full-Time	1	1	1
<u>Regular Part-Time</u>			
Downtown Events Coordinator	1	1	0
Office Assistant	0	0	1
Total Regular Part-Time	1	1	1
Department Total	2	2	2



Debt Service Fund

for the Fiscal Year Ending June 30, 2017

**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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ 678,312	\$ 633,351	\$ 627,862	\$ 555,941	\$ 550,382	\$ 544,878
Personal property tax reimbursement	7,989	-	596	80,415	81,219	84,531
Refunds	-	-	1,633	-	-	-
Investment earnings	806	250	250	250	250	250
Transfers in	1,817,784	1,819,724	1,819,724	1,819,749	1,819,749	1,818,299
Total revenues	<u>2,504,891</u>	<u>2,453,325</u>	<u>2,450,065</u>	<u>2,456,355</u>	<u>2,451,600</u>	<u>2,447,958</u>
Expenditures						
Debt service	1,630,862	1,630,663	1,630,663	1,628,663	1,628,338	1,625,950
Non-operating	931	-	-	-	-	-
Transfers out	865,693	822,662	822,662	827,471	825,459	823,221
Total expenditures	<u>2,497,486</u>	<u>2,453,325</u>	<u>2,453,325</u>	<u>2,456,134</u>	<u>2,453,797</u>	<u>2,449,171</u>
Excess of Revenues Over (Under) Expenditures	7,405	-	(3,260)	221	(2,197)	(1,213)
Fund Balance - beginning	-	7,405	7,405	4,145	4,366	2,169
	<u>\$ 7,405</u>	<u>\$ 7,405</u>	<u>\$ 4,145</u>	<u>\$ 4,366</u>	<u>\$ 2,169</u>	<u>\$ 956</u>

Schedule of Debt Requirements (Principal and Interest)

	<u>Maturity</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
Debt Service Fund						
2008 Judgement Bonds	05/01/23	\$ 1,628,513	\$ 1,628,188	\$ 1,625,800	\$ 1,621,350	\$ 1,618,125
Wastewater Fund						
2001 Sewer SRF Bonds (Note 2)	04/01/22	318,477	316,601	314,602	317,477	315,102
2015 Sewer Refunding Bonds (Note 1)	05/01/21	1,060,092	1,058,614	1,056,883	1,059,899	1,057,575
Total Wastewater Fund		<u>1,378,569</u>	<u>1,375,215</u>	<u>1,371,485</u>	<u>1,377,376</u>	<u>1,372,677</u>
Water Fund						
2012 Saginaw-Midland Refunding Bonds	09/01/20	732,756	205,512	199,930	194,349	186,477
2009 Saginaw-Midland Refunding Bonds	09/01/16	426,977	-	-	-	-
Total Water Fund		<u>1,159,733</u>	<u>205,512</u>	<u>199,930</u>	<u>194,349</u>	<u>186,477</u>
Civic Arena Fund						
2012 Limited Tax GO Refunding Bond Issue	05/01/30	351,888	348,167	348,848	348,825	358,075
Total Civic Arena Fund		<u>351,888</u>	<u>348,167</u>	<u>348,848</u>	<u>348,825</u>	<u>358,075</u>
Renewable Energy Fund						
2010 Renewable Energy SRF Bonds	10/01/30	380,813	379,125	382,250	380,188	382,938
Sanitary Landfill - interfund loan	06/30/31	22,910	22,910	22,910	22,910	22,910
Total Renewable Energy Fund		<u>403,723</u>	<u>402,035</u>	<u>405,160</u>	<u>403,098</u>	<u>405,848</u>
Total Debt		<u>\$ 4,922,426</u>	<u>\$ 3,959,117</u>	<u>\$ 3,951,223</u>	<u>\$ 3,944,998</u>	<u>\$ 3,941,202</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	2021-22	2022-23	2023-24	2024-25	Therafter
Debt Service Fund						
2008 Judgement Bonds	05/01/23	\$ 1,617,562	\$ 1,612,593	\$ -	\$ -	\$ -
Wastewater Fund						
2001 Sewer SRF Bonds (Note 2)	04/01/22	311,664	-	-	-	-
2015 Sewer Refunding Bonds (Note 1)	05/01/21	-	-	-	-	-
Total Wastewater Fund		311,664	-	-	-	-
Water Fund						
2012 Saginaw-Midland Refunding Bonds	09/01/20	-	-	-	-	-
2009 Saginaw-Midland Refunding Bonds	09/01/16	-	-	-	-	-
Total Water Fund		-	-	-	-	-
Civic Arena Fund						
2012 Limited Tax GO Refunding Bond Issue	10/01/30	356,450	354,160	356,460	358,195	1,784,020
Total Civic Arena Fund		356,450	354,160	356,460	358,195	1,784,020
Renewable Energy Fund						
2010 Renewable Energy SRF Bonds	10/01/30	380,500	382,875	380,063	382,063	2,282,873
Sanitary Landfill - interfund loan	06/30/31	22,910	22,910	22,910	22,910	137,345
Total Renewable Energy Fund		403,410	405,785	402,973	404,973	2,420,218
Total Debt		\$ 2,689,086	\$ 2,372,538	\$ 759,433	\$ 763,168	\$ 4,204,238

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, 2017

Civic Arena

Landfill

Washington Woods

Riverside Place

Currie Municipal Golf Course

Parking

Wastewater

Water



Assistant City Manager..... David A. Keenan
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, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Revenues						
Use and admission charges	\$ 1,092,230	\$ 1,090,940	\$ 1,128,640	\$ 1,111,440	\$ 1,122,554	\$ 1,133,669
Other	16,214	19,500	20,000	20,000	20,080	20,160
Investment earnings	162	(250)	143	150	150	150
Transfers in	425,000	425,000	425,000	350,000	350,000	350,000
Total revenues	<u>1,533,606</u>	<u>1,535,190</u>	<u>1,573,783</u>	<u>1,481,590</u>	<u>1,492,784</u>	<u>1,503,979</u>
Expenses						
Personal services	266,815	306,199	286,238	301,780	315,384	329,623
Supplies	35,193	26,250	22,750	28,250	28,674	29,103
Other services and charges	573,366	630,072	630,427	659,001	679,413	699,346
Debt Service	341,894	349,925	349,925	351,988	348,268	348,948
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	1,291	-	-	-	-	-
Capital outlay	-	152,500	152,500	75,000	75,000	75,000
Total expenses	<u>1,218,559</u>	<u>1,474,946</u>	<u>1,451,840</u>	<u>1,426,019</u>	<u>1,456,739</u>	<u>1,492,020</u>
Excess of Revenues Over (Under) Expenses	315,047	60,244	121,943	55,571	36,045	11,959
Other non-working capital adjustments	(6,773)	-	-	-	-	-
Working Capital - beginning	(333,287)	(25,013)	(25,013)	96,930	152,501	188,546
Working Capital - ending	<u>\$ (25,013)</u>	<u>\$ 35,231</u>	<u>\$ 96,930</u>	<u>\$ 152,501</u>	<u>\$ 188,546</u>	<u>\$ 200,505</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

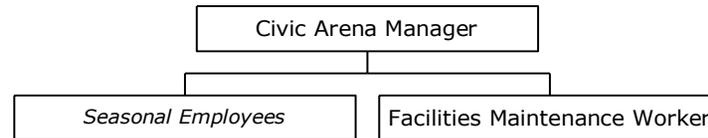
City converted one of its arenas from a dry concrete floor to a permanent indoor artificial turf facility. This has brought an entirely new group of users to the arena. The community groups have been very supportive thus far and the new revenue stream will help in stabilizing the long-term financial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

Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

The 2015-16 fiscal year was the final year of a 5-year deficit elimination plan imposed by the Michigan Department of Treasury. Part of the solution to eliminating the deficit included increasing the General Fund annual contribution to \$425,000.

Having resolved the deficit situation, the General Fund contribution has been reduced to \$350,000 for the 2016-17 year and future years.

Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<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 provides a source of revenue through sale of energy. Finally, in 2014 the bioreactor program began in Cells 15 and 16. The bioreactor accepts treated bio-solids 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

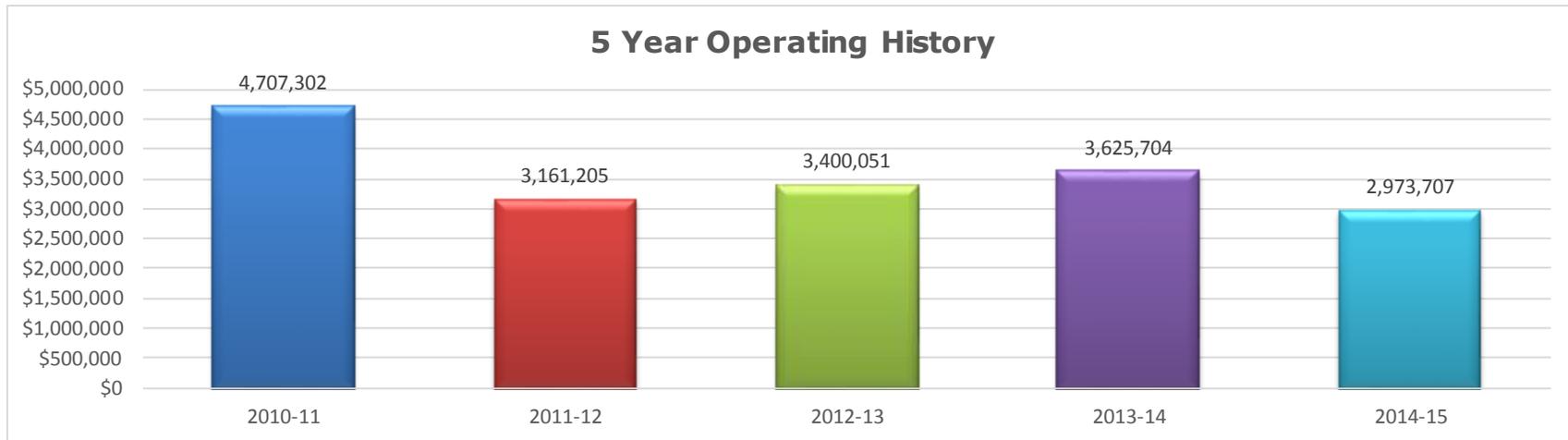
Financial Statement

517 - Landfill
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Revenues						
Federal grant	\$ -	\$ -	\$ 545	\$ -	\$ -	\$ -
Service and supplies sales	20,120	15,000	10,000	8,000	6,000	6,000
Use and admission charges	2,924,072	3,255,000	3,423,000	3,355,000	3,455,000	3,455,000
Other	9,844	3,250	5,000	5,000	5,000	5,000
Non-operating	36,671	99,153	96,153	94,259	94,825	95,401
Investment earnings	14,612	17,358	17,358	17,252	17,146	17,039
Total revenues	3,005,319	3,389,761	3,552,056	3,479,511	3,577,971	3,578,440
Expenses						
Personal services	1,174,515	1,266,504	1,267,339	1,332,794	1,397,518	1,440,803
Supplies	228,497	243,120	213,315	249,199	251,761	254,202
Other services and charges	1,447,965	1,451,507	1,386,901	1,440,050	1,466,022	1,465,013
Reserve for contingencies	-	30,000	30,000	50,000	50,000	50,000
Non-operating	52,206	670	670	700	34,286	743
Capital projects	45,215	870,000	870,000	780,000	1,000,000	1,030,000
Capital outlay	25,309	817,400	817,400	91,640	335,000	270,000
Total expenses	2,973,707	4,679,201	4,585,625	3,944,383	4,534,587	4,510,761
Excess of Revenues Over (Under) Expenses	31,612	(1,289,440)	(1,033,569)	(464,872)	(956,616)	(932,321)
Other non-working capital adjustments	131,352	-	-	-	-	-
Working Capital - beginning	6,319,093	6,482,057	6,482,057	5,448,488	4,983,616	4,027,000
Working Capital - ending	\$ 6,482,057	\$ 5,192,617	\$ 5,448,488	\$ 4,983,616	\$ 4,027,000	\$ 3,094,679

Summary of Budget Changes

Operating Trends



Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

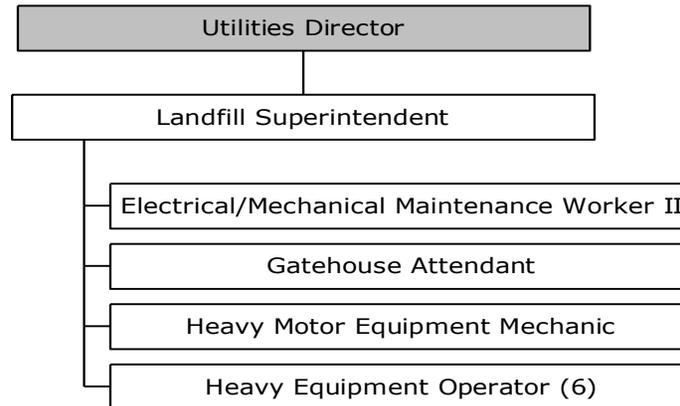
In fiscal year 2016-17 the focus continues to be gas production and collection, to meet the goals of minimizing odors and maximizing energy production. Treated bio-solids liquid sludge from the City’s Wastewater Treatment Plant will continue to be applied to the waste being buried at the Landfill. The bio-solids accelerate waste decomposition and gas generation. As areas are filled with more waste, additional gas collection pipes will be installed.

Staff is evaluating options 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 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Landfill Superintendent	1	1	1
Electrical/Mechanical Maintenance Worker II	1	0	1
Electrical/Mechanical Maintenance Worker I	0	1	0
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



Assistant City Manager for Development Services..... C. Bradley Kaye, AICP
Manager of Senior HousingKim Samborn
Assistant Manager of Senior Housing Lori Jung

Service Statement

The goal of Senior Housing in 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

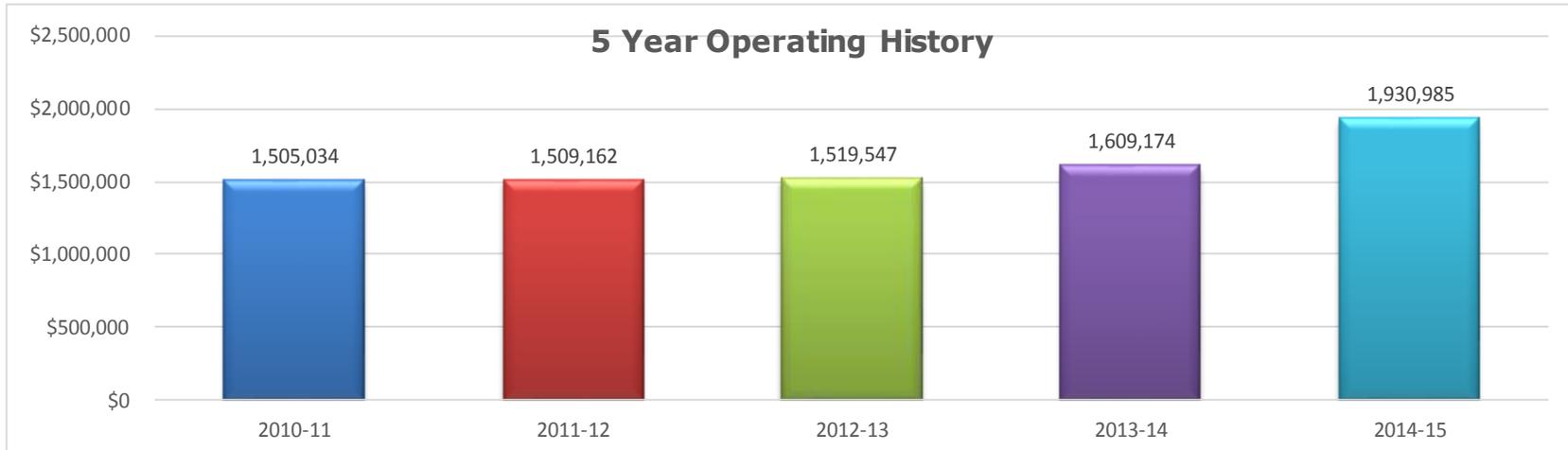
- Assesses the needs of residents regarding their physical and mental conditions
- Monitors resident status and arranges for appropriate intervention
- Maintains and updates medical histories
- Counsels residents and families regarding aging issues
- Assists with health screening, health fairs and flu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

Financial Statement

536 - Washington Woods Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Rentals	\$ 1,273,007	\$ 1,112,266	\$ 1,223,200	\$ 1,206,200	\$ 1,266,200	\$ 1,326,200
Miscellaneous	395,739	387,497	392,613	404,015	417,726	429,584
Investment earnings	1,733	1,000	1,000	1,000	1,000	1,000
Non-operating	4,359	1,183,000	1,879,705	1,301,000	1,001,000	1,000
Transfers in	82,993	84,000	150,001	45,000	-	-
Total revenues	1,757,831	2,767,763	3,646,519	2,957,215	2,685,926	1,757,784
Expenses						
Personal services	718,725	788,357	780,487	769,381	801,524	835,750
Supplies	83,664	60,502	56,674	34,965	35,490	36,021
Other services and charges	607,552	641,925	629,554	649,051	662,634	676,997
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	296,642	342,139	315,670	306,500	315,673	352,588
Capital projects	-	1,127,999	1,802,999	1,300,000	1,000,000	-
Capital outlay	224,402	463,113	505,187	348,000	-	61,280
Transfers out	-	-	7,551	-	-	-
Total expenses	1,930,985	3,434,035	4,108,122	3,417,897	2,825,321	1,972,636
Excess of Revenues Over (Under) Expenses	(173,154)	(666,272)	(461,603)	(460,682)	(139,395)	(214,852)
Other non-working capital adjustments	(19,469)	-	-	-	-	-
Working Capital - beginning	1,512,205	1,319,582	1,319,582	857,979	397,297	257,902
Working Capital - ending	\$ 1,319,582	\$ 653,310	\$ 857,979	\$ 397,297	\$ 257,902	\$ 43,050

Summary of Budget Changes Operating Trends

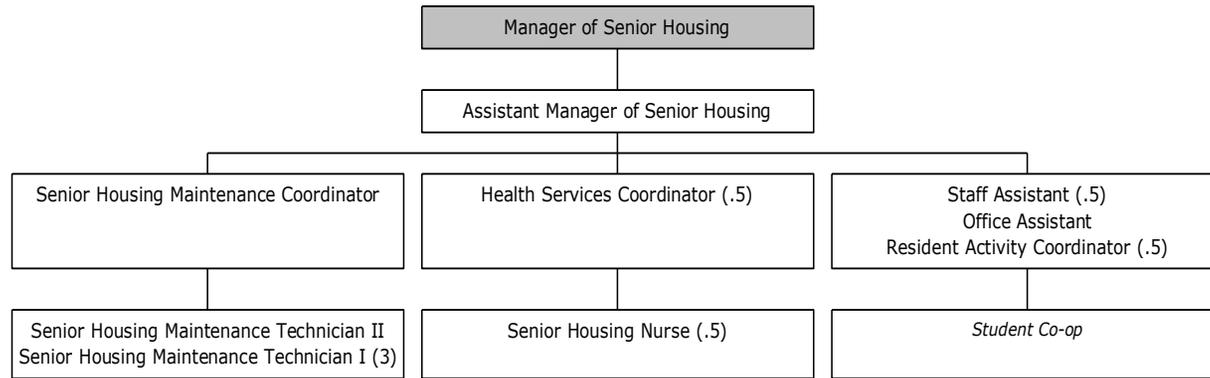


Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

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 2016-17

budget year. Remediation activities to address the presence of asbestos containing materials will further impact the 2016-17 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 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Assistant Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Senior Housing Maintenance Coordinator	0	0	1
Building Maintenance Worker	1	1	0
Senior Housing Maintenance Technician II	1	1	1
Senior Housing Maintenance Technician 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
Senior Housing Maintenance Technician I	0	0	2
Total Regular Part-Time	5	5	7
Department Total	11	11	13



Assistant City Manager for Development Services..... C. Bradley Kaye, AICP CFM
Manager of Senior HousingKim 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
- Checks in residents at daily meals
- Produces maintenance work orders

Functions (cont.)

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, 2017

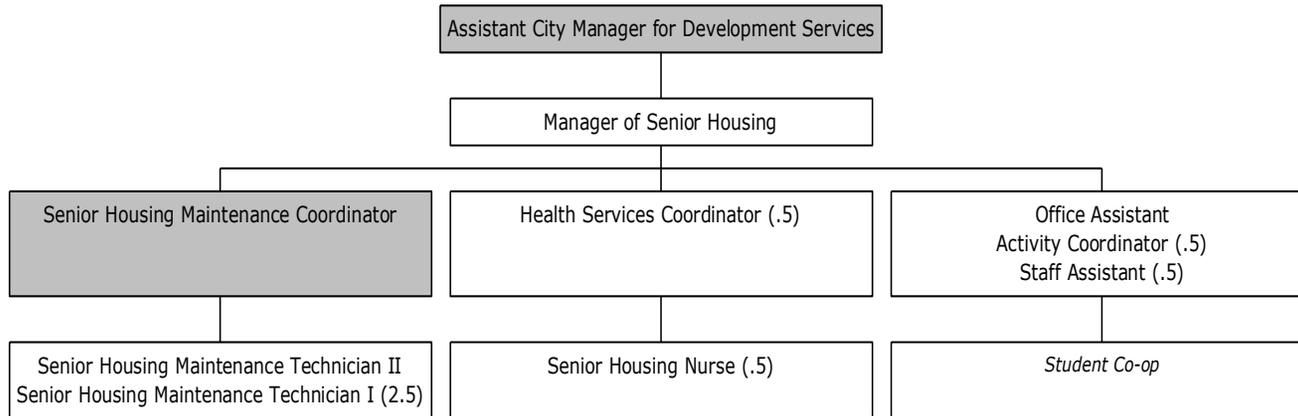
	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Rentals	\$ 1,403,511	\$ 1,386,000	\$ 1,426,000	\$ 1,431,000	\$ 1,446,000	\$ 1,456,000
Miscellaneous	525,275	524,650	544,741	557,961	572,581	587,638
Investment earnings	1,534	1,250	1,250	1,250	1,250	1,250
Non-operating	12,059	21,400	22,500	24,400	21,400	21,400
Transfers in	-	-	7,551	-	-	-
Total revenues	<u>1,942,379</u>	<u>1,933,300</u>	<u>2,002,042</u>	<u>2,014,611</u>	<u>2,041,231</u>	<u>2,066,288</u>
Expenses						
Personal services	694,658	739,001	738,659	752,695	783,957	817,225
Supplies	27,293	58,164	55,375	58,334	59,210	60,096
Other services and charges	648,228	688,101	659,894	694,711	713,425	733,691
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	460,005	485,000	468,300	487,500	502,073	517,082
Capital outlay	188,521	84,413	84,413	53,798	27,200	43,934
Transfers out	10,000	-	23,927	-	-	-
Total expenses	<u>2,028,705</u>	<u>2,064,679</u>	<u>2,040,568</u>	<u>2,057,038</u>	<u>2,095,865</u>	<u>2,182,028</u>
Expenses	(86,326)	(131,379)	(38,526)	(42,427)	(54,634)	(115,740)
Other non-working capital adjustments	17,360	-	-	-	-	-
Working Capital - beginning	1,238,719	1,169,753	1,169,753	1,131,227	1,088,800	1,034,166
Working Capital - ending	<u>\$ 1,169,753</u>	<u>\$ 1,038,374</u>	<u>\$ 1,131,227</u>	<u>\$ 1,088,800</u>	<u>\$ 1,034,166</u>	<u>\$ 918,426</u>

Summary of Budget Changes

Operating Trends



Organizational Chart



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

Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<u>Full-Time</u>			
Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Building Maintenance Worker	1	1	0
Senior Housing Maintenance Technician II	1	1	1
Senior Housing Maintenance Technician I	2	2	2
Total Full-Time	6	6	5
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	1	1	1
Staff Assistant	1	1	1
Resident Activity Coordinator	1	1	1
Senior Housing Maintenance Technician I	0	0	1
Total Regular Part-Time	4	4	5
Department Total	10	10	10



Assistant City Manager..... 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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Use and admission charges	\$ 718,870	\$ 872,614	\$ 761,072	\$ 843,658	\$ 848,914	\$ 854,171
Other	15,445	1,450	9,952	2,610	2,649	2,688
Sales	80,819	98,858	107,591	109,387	111,513	113,635
Investment earnings	8,502	10,776	12,208	12,364	12,364	12,364
Non-operating	89,800	60,000	60,000	35,000	30,000	30,000
Transfers in	540,000	540,000	540,000	540,000	250,000	250,000
Total revenues	<u>1,453,436</u>	<u>1,583,698</u>	<u>1,490,823</u>	<u>1,543,019</u>	<u>1,255,440</u>	<u>1,262,858</u>
Expenses						
Personal services	532,063	532,200	513,673	505,713	515,827	525,942
Supplies	161,882	185,054	181,417	177,671	180,337	183,037
Other services and charges	337,033	371,062	384,978	347,443	357,869	368,603
Reserve for contingencies	-	20,000	10,000	20,000	20,000	20,000
Capital projects	223,992	-	-	-	-	-
Capital outlay	23,536	59,437	59,337	35,000	57,500	61,000
Total expenses	<u>1,278,506</u>	<u>1,167,753</u>	<u>1,149,405</u>	<u>1,085,827</u>	<u>1,131,533</u>	<u>1,158,582</u>
Excess of Revenues Over (Under) Expenses	174,930	415,945	341,418	457,192	123,907	104,276
Working Capital - beginning	(862,462)	(687,532)	(687,532)	(346,114)	111,078	234,985
Working Capital - ending	<u>\$ (687,532)</u>	<u>\$ (271,587)</u>	<u>\$ (346,114)</u>	<u>\$ 111,078</u>	<u>\$ 234,985</u>	<u>\$ 339,261</u>

Summary of Budget Changes

Operating Trends



Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

The 2016-17 fiscal year is the final year of a 5-year deficit elimination plan as imposed by the Michigan Department of Treasury. In addition to contracting with Billy Casper Golf to manage the facility and implement rigorous cost controls while expanding programming, it was necessary to increase the annual contribution from the General Fund to \$540,000. After the 2016-17 fiscal year, the golf course will have successfully eliminated the deficit and the annual contribution from the General Fund is expected to be reduced to \$250,000

In June, 2015 the newly relocated driving range opened for business. Now sitting in the area formerly occupied by the 1st

and 9th holes of the now-closed East Course Front Nine, the driving range features 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. The original Currie Clubhouse, which is located adjacent to the range, was also renovated to show respect for what things were like back in Currie’s early days, back in 1954. The building 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.



Assistant City Manager..... David A. Keenan
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.

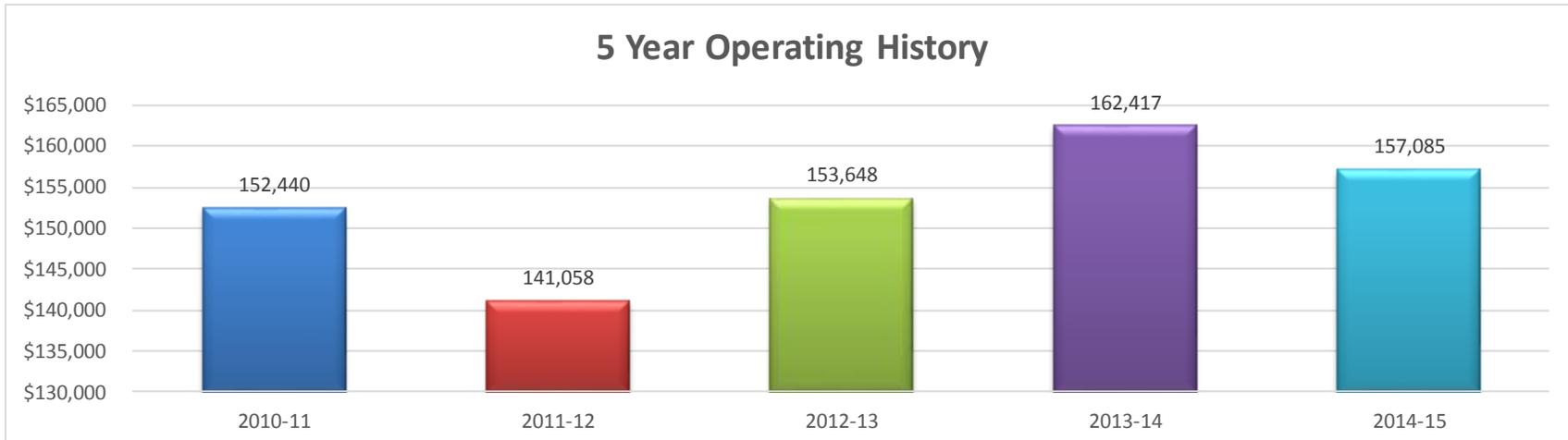
Financial Statement

585 - Parking
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Operating	\$ 94,534	\$ 94,364	\$ 94,123	\$ 94,523	\$ 94,520	\$ 94,520
Other	12,042	8,585	11,199	15,936	15,936	15,936
Investment earnings	(9)	5	5	5	5	5
Transfers in	63,000	73,500	73,500	55,000	75,000	85,000
Total revenues	169,567	176,454	178,827	165,464	185,461	195,461
Expenses						
Personal services	43,286	50,625	53,643	59,518	61,787	64,268
Supplies	1,048	3,675	4,200	5,026	4,895	2,825
Other services and charges	111,354	113,547	115,371	122,094	124,207	126,125
Non-operating	1,397	1,000	1,240	1,240	1,727	1,766
Capital outlay	-	25,000	-	-	-	-
Total expenses	157,085	193,847	174,454	187,878	192,616	194,984
Excess of Revenues Over (Under) Expenses	12,482	(17,393)	4,373	(22,414)	(7,155)	477
Other non-working capital adjustments	398	-	-	-	-	-
Working Capital - beginning	12,611	25,491	25,491	29,864	7,450	295
Working Capital - ending	\$ 25,491	\$ 8,098	\$ 29,864	\$ 7,450	\$ 295	\$ 772

Summary of Budget Changes

Operating Trends



Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

The Parking Fund Capital Outlay line item budget reflects costs associated with the purchase of Complus Data parking software. This new parking software will replace existing

antiquated software and hardware, thereby dramatically improving administrative, customer service and collection activities related to parking tickets.



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 to maintain compliance with the permit. 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 the solids being removed during the treatment process. It is stabilized through a biological process referred to as anaerobic digestion. In this process, microorganisms destroy pathogens and viruses while reducing the volume and volatile content of the sludge, creating a safe recyclable product called bio-solids. Bio-solids are used as a fertilizer throughout the farming industry and contain nitrogen, phosphorus, micro-nutrients and organic solids that enrich the soil. The City of Midland recycles approximately 3.5 million gallons of bio-solids each year.

Staff monitors the collections system and plant equipment 24 hours a day using a SCADA system. Operational staff performs inspections of all equipment and structures daily.

An intensive preventive maintenance program keeps equipment operating at peak efficiency and ensures continuation of service. A computerized work order system tracks equipment maintenance, repairs and costs.

The most of the maintenance and repairs to equipment performed in-house by staff.

The treatment plant has a one megawatt 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 operations and maintenance staff are members of MWEA and receive information on training and latest technology used in the wastewater industry. Most operational staff hold and are encouraged to hold, licenses from the MDEQ above and beyond their position.

Functions

Plant Operations

- Maintains National Pollutant Discharge Elimination System Permit, effluent limits and compliance schedule
- Removes and disposes of non-recyclable materials and solids from wastewater
- 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
- Generates daily reports 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

Plant Maintenance

- Monitors plant equipment via computer and instruments
- Maintains 1 Mega Watt 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

Pump Station Maintenance

- Monitors 44 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, and electrical repairs
- Researches new technology as it becomes available and implements this technology after it has been tested and proven
- Installs equipment to help increase efficiency and reliability of pump station, i.e., variable frequency drives, flow meters
- Documents improvements and/or repairs to keep history to assist PM program

Sewer Maintenance

- Maintains and repairs the sanitary sewer system on a two-year rotation,
- Maintenance includes cleaning, televising and repairing sanitary sewers and manholes
- Responds to 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 six-year rotation
- Inspects, removes debris and supervises open drains and outfalls maintenance subcontractors

Gas to Energy Plant

- Operates and maintains a landfill gas to electric energy plant, consisting of (2) 1.6 Mega Watt generators, while selling the output to The Dow Chemical Company
- Monitors, maintain, and operate a methane gas compressor facility located at the City of Midland landfill

Functions (cont.)

Gas to Energy Plant (cont.)

- Maintain gas treatment equipment at the compressor facility
- Inspect and maintain a (3) mile long methane gas pipeline from the landfill to the wastewater plant property
- Document inspections and maintenance records for the State

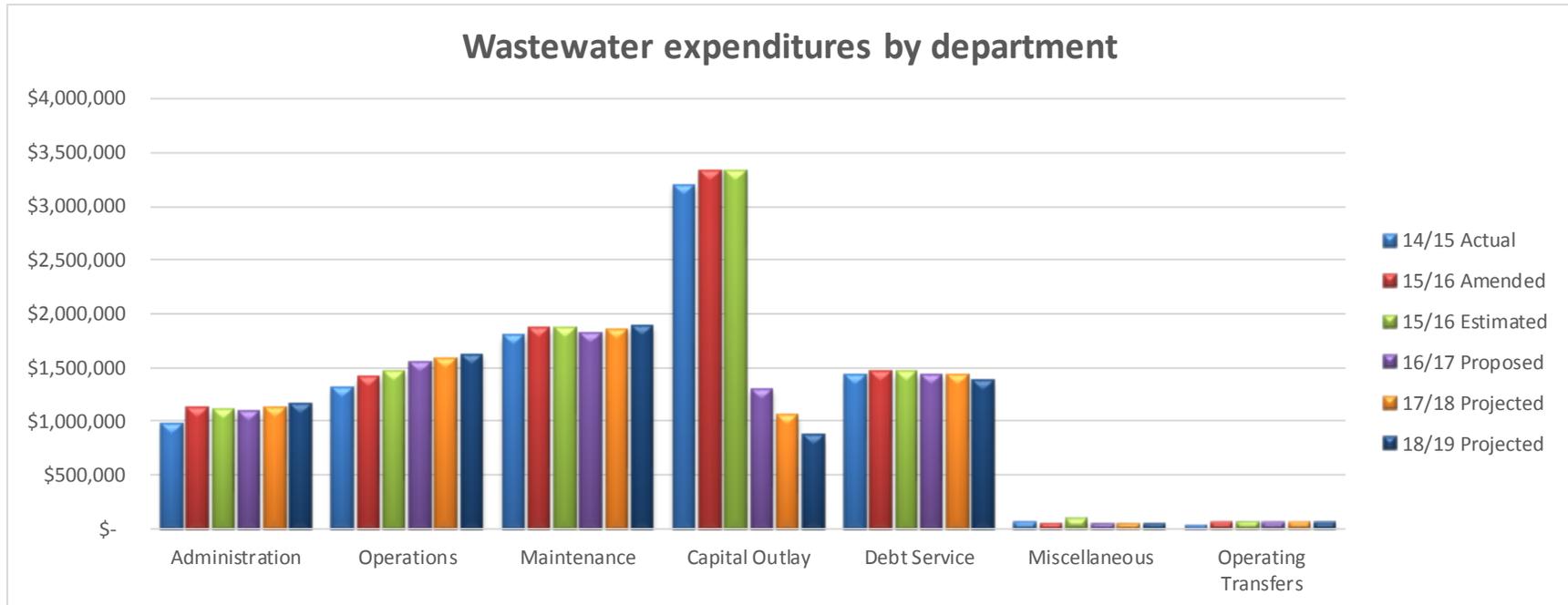
Financial Statement

590 - Wastewater Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Federal grants	\$ -	\$ -	\$ 17,363	\$ -	\$ -	\$ -
Sewer service charges	5,825,591	5,991,600	5,999,900	6,163,370	6,305,530	6,458,930
Other	89,593	97,170	93,608	97,510	99,820	102,300
Investment earnings	3,888	5,500	5,500	5,500	5,500	5,500
Non-operating	1,687,903	726,094	802,944	173,500	141,000	141,000
Transfers in	1,157,469	822,662	822,662	827,471	825,459	823,221
Total revenues	<u>8,764,444</u>	<u>7,643,026</u>	<u>7,741,977</u>	<u>7,267,351</u>	<u>7,377,309</u>	<u>7,530,951</u>
Expenses						
Personal services	2,013,120	2,124,242	2,147,537	2,210,464	2,325,138	2,422,924
Supplies	422,389	451,805	461,635	470,725	468,445	469,615
Other services and charges	1,646,499	1,818,080	1,843,717	1,770,907	1,758,295	1,779,271
Debt service	1,427,590	1,455,103	1,455,103	1,436,185	1,431,766	1,372,035
Reserve for contingencies	-	28,470	28,470	50,000	50,000	50,000
Non-operating	69,984	27,047	69,422	-	-	-
Capital projects	3,027,126	1,977,741	2,113,241	330,000	655,000	355,000
Capital outlay	174,211	1,360,786	1,225,286	966,000	398,000	515,000
Transfers out	40,000	60,000	69,476	60,000	60,000	60,000
Total expenses	<u>8,820,919</u>	<u>9,303,274</u>	<u>9,413,887</u>	<u>7,294,281</u>	<u>7,146,644</u>	<u>7,023,845</u>
Excess of Revenues Over (Under) Expenses	(56,475)	(1,660,248)	(1,671,910)	(26,930)	230,665	507,106
Other non-working capital adjustments	(381,056)	-	-	-	-	-
Working Capital - beginning	2,689,714	2,252,183	2,252,183	580,273	553,343	784,008
Working Capital - ending	<u>\$ 2,252,183</u>	<u>\$ 591,935</u>	<u>\$ 580,273</u>	<u>\$ 553,343</u>	<u>\$ 784,008</u>	<u>\$ 1,291,114</u>

Summary of Budget Changes

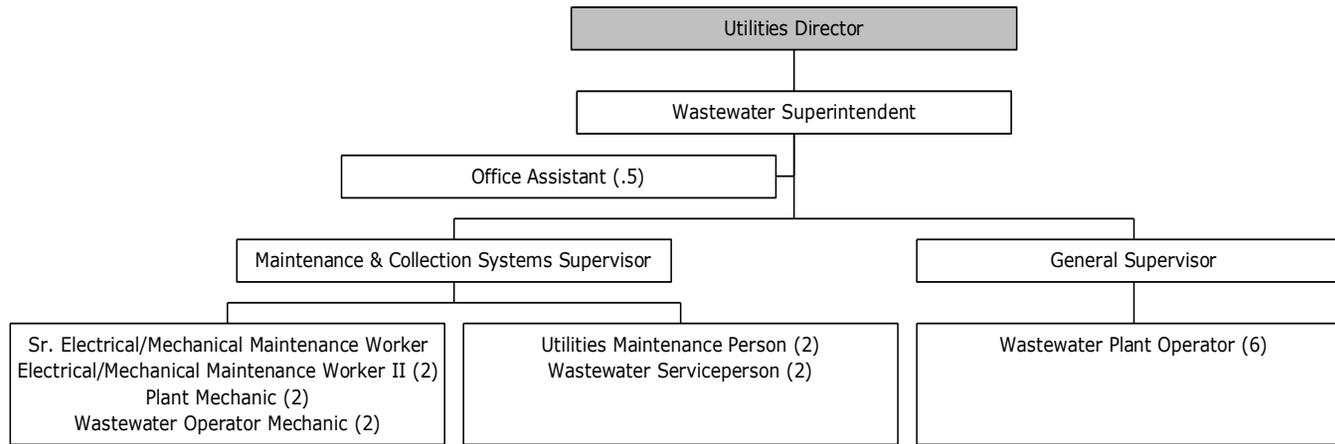
Operating Trends



Operating Trends (cont.)



Organizational Chart



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

Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<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	2	1
Electrical/Mechanical Maintenance Worker II	3	1	2
Plant Mechanic	0	1	2
Plant Maintenance Operator	1	1	0
Utilities Maintenance Person	3	2	2
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



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

Service Statement

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 with oversight from EPA and MDEQ in accordance with the U.S. Safe Drinking Water Act of 1974 and the Michigan Safe Drinking Water Act 1976 PA 399.

Raw water from Lake Huron is purchased from the Saginaw-Midland Municipal Water Supply Corporation. This corporation, jointly owned by the cities of Midland and Saginaw, also provides water to Saginaw, Bay County, Au Gres, Omer, Standish, the Linwood Metro Water District, the Sims-Whitney Utility Authority and the Saginaw Chippewa Tribe.

Our water treatment and distribution system protect us from naturally-occurring and man-made contaminants. The Water Treatment Plant is capable of producing 48 million gallons per day of high quality water. A conventional treatment process is used to purify and disinfect the lake water. This process includes coagulation, clarification and filtration. Operators are on duty at the plant 24 hours per day, 365 days per year, monitoring the water quality. 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 (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 potential backflows.

Functions

Water Plant Operations

- Maintains water quality within Federal and State requirements to protect public health
- Monitors plant operation 24/7 for reliability and treatment optimization
- Files monthly treatment reports with the 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
- Performs daily distribution system water testing for bacteriological monitoring to confirm water quality

Functions (cont.)

Water Plant Operations (cont.)

- Maintains certification of plant laboratory to meet EPA and MDEQ standard
- Monitors mandated MDEQ operator certification to ensure continuing education requirements are completed
- Conducts water quality control sampling of our distribution system
- Coordinates daily flow requirements with the Saginaw-Midland Water Supply Corporation to optimize water system efficiency
- Monitors and maintains treatment chemical inventories
- Meets state and federal 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
- Calibrates analytical equipment to ensure regulatory compliance
- Completes required staff safety training
- Conducts annual maintenance of all treatment basins and process equipment
- Calibrates chemical feeders and other instrumentation
Completes annual inspection and monitoring of plant filtration equipment

Water Distribution

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

- Coordinates the inspection and cleaning of three elevated storage tanks.
- Reviews and approves design for all water system extensions and improvements
- Responds to citizen service requests and inquiries related to water quality, water pressure problems and water main repair or construction projects
- Provides readings of over 18,600 water meters on a quarterly basis for billing purposes
- Administers and enforces City Ordinances relating to the 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
- Maintains inventories of 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 6,000 requests for utility locates annually

Customer Service and Billing

- Provides water and sewer billing for the City's retail, wholesale and industrial customers
- Account management and administration
- Issues new water permits

Functions (cont.)

Customer Service and Billing (cont.)

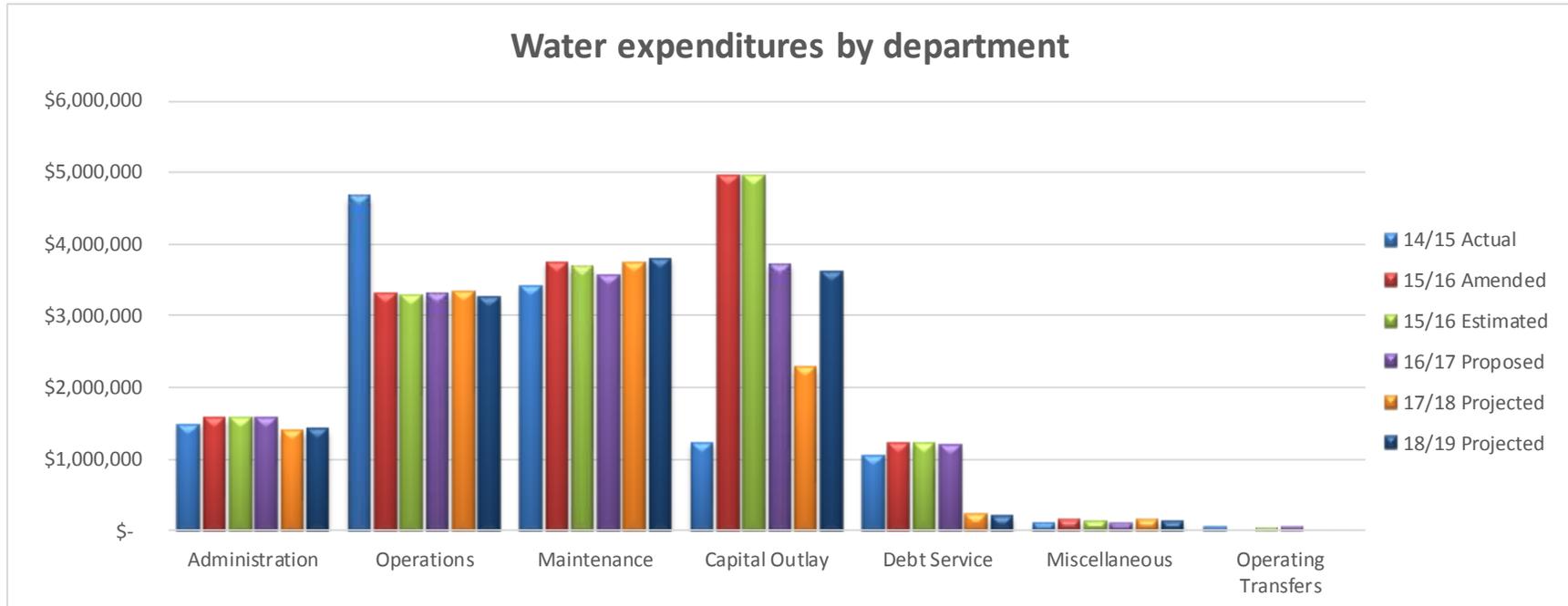
- Coordinates work orders and field activities for new meter sets, final bill meter reading, repairs, shut-offs and meter change-outs
- Water service, billing and inquiries
- Educates consumers on leak detection and water loss through leaky toilets, etc.
- Administers alternative payment options

Financial Statement

591 - Water
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Federal grants	\$ -	\$ -	\$ 800	\$ -	\$ -	\$ -
Water sales	10,126,986	9,817,030	9,880,693	9,884,640	10,030,500	10,170,350
Charges for services	463,984	519,300	519,300	519,600	519,600	519,600
Rentals	388,410	386,000	388,000	388,500	388,500	388,500
Other	66,195	107,250	103,591	113,010	109,340	111,250
Contractual	430,590	679,977	724,967	442,751	610,663	420,418
Investment earnings	756,480	3,690	5,039	7,000	7,000	7,000
Non-operating	448,444	60,797	65,652	64,437	57,900	58,345
Transfers in	255,138	-	-	-	-	-
Total revenues	<u>12,936,227</u>	<u>11,574,044</u>	<u>11,688,042</u>	<u>11,419,938</u>	<u>11,723,503</u>	<u>11,675,463</u>
Expenses						
Personal services	3,860,452	4,112,184	4,127,793	4,136,805	4,306,803	4,464,568
Supplies	688,371	705,515	715,874	732,475	726,975	742,475
Other services and charges	5,014,540	3,817,866	3,705,188	3,586,092	3,420,424	3,260,678
Debt Service	1,053,488	1,209,686	1,209,686	1,191,388	237,166	199,931
Reserve for contingencies	-	70,170	51,170	100,000	100,000	100,000
Non-operating	116,414	77,455	78,650	5,181	51,999	39,552
Capital projects	897,534	4,366,982	4,366,982	3,046,650	2,018,180	3,095,450
Capital outlay	330,938	597,150	597,150	676,000	250,000	508,000
Transfers out	60,000	-	6,020	48,192	-	-
Total expenses	<u>12,021,737</u>	<u>14,957,008</u>	<u>14,858,513</u>	<u>13,522,783</u>	<u>11,111,547</u>	<u>12,410,654</u>
Excess of Revenues Over (Under) Expenses	914,490	(3,382,964)	(3,170,471)	(2,102,845)	611,956	(735,191)
Other non-working capital adjustments	(29,235)	-	-	-	-	-
Working Capital - beginning	7,726,560	8,611,815	8,611,815	5,441,344	3,338,499	3,950,455
Working Capital - ending	<u>\$ 8,611,815</u>	<u>\$ 5,228,851</u>	<u>\$ 5,441,344</u>	<u>\$ 3,338,499</u>	<u>\$ 3,950,455</u>	<u>\$ 3,215,264</u>
Working Capital						
Reserved for capacity improvements	\$ 1,877,953	\$ 1,322,877	\$ 1,322,877	\$ 1,322,877	\$ 1,053,867	\$ 1,175,017
Unreserved	6,733,862	3,905,974	4,118,467	2,015,622	2,896,588	2,040,247
	<u>\$ 8,611,815</u>	<u>\$ 5,228,851</u>	<u>\$ 5,441,344</u>	<u>\$ 3,338,499</u>	<u>\$ 3,950,455</u>	<u>\$ 3,215,264</u>

Summary of Budget Changes

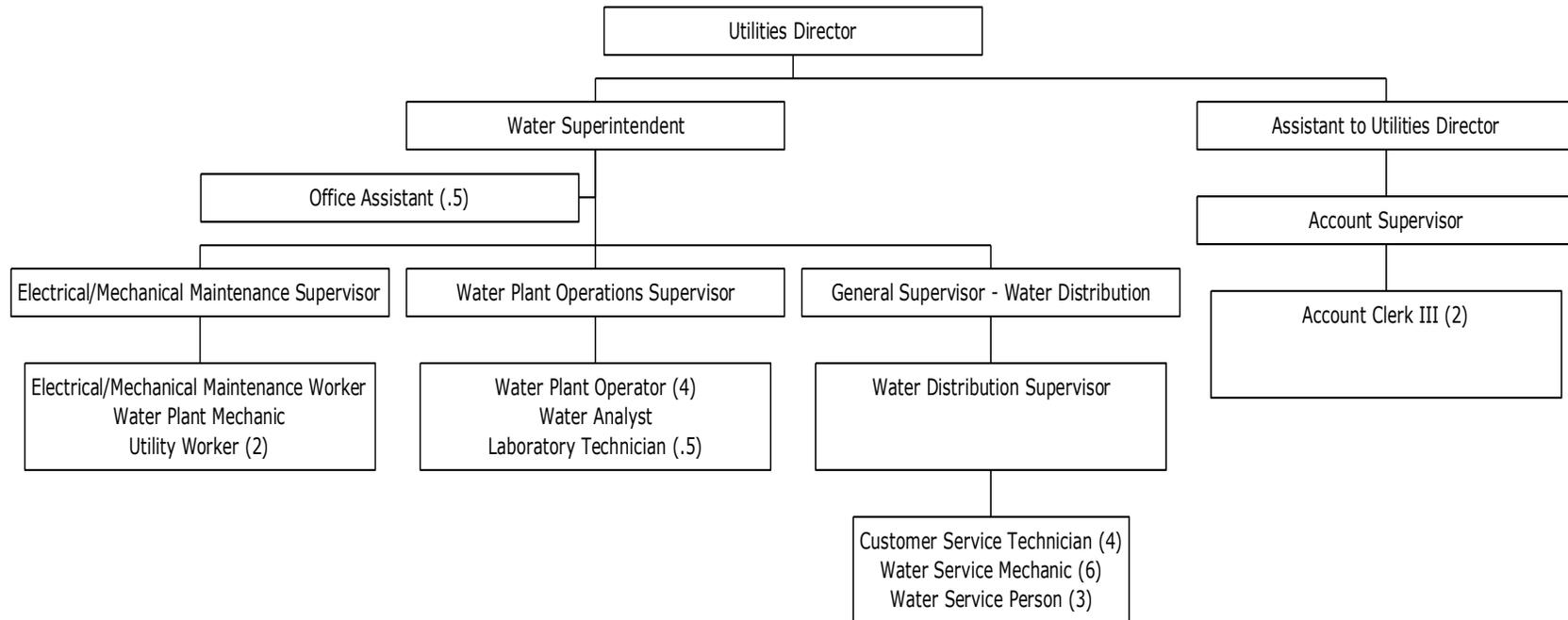


Summary of Budget Changes (cont.)

Operating Trends



Organizational Chart



Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<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	0	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	7	7	6
Water Service Person	2	2	3
Total Full-Time	33	32	32
<u>Regular Part-Time</u>			
Laboratory Technician	1	1	1
Office Assistant	0	1	1
Total Regular Part-Time	1	2	2
Department Total	34	34	34



Internal Service Funds

for the Fiscal Year Ending June 30, 2017

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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Service and supplies sales	\$ 937,101	\$ 1,339,840	\$ 670,000	\$ 940,000	\$ 954,100	\$ 968,388
Non-operating	1,278	2,250	2,175	2,175	2,175	2,175
Total revenues	<u>938,379</u>	<u>1,342,090</u>	<u>672,175</u>	<u>942,175</u>	<u>956,275</u>	<u>970,563</u>
Expenses						
Supplies	866,952	1,234,900	620,500	870,400	883,456	896,686
Other services and charges	11,035	50,840	53,272	52,397	53,969	55,588
Non-operating	(1,291)	(2,100)	(2,100)	(2,100)	(2,163)	(2,228)
Total expenses	<u>876,696</u>	<u>1,283,640</u>	<u>671,672</u>	<u>920,697</u>	<u>935,262</u>	<u>950,046</u>
Excess of Revenues Over (Under) Expenses	61,683	58,450	503	21,478	21,013	20,517
Working Capital - beginning	<u>437,213</u>	<u>498,896</u>	<u>498,896</u>	<u>499,399</u>	<u>520,877</u>	<u>541,890</u>
Working Capital - ending	<u>\$ 498,896</u>	<u>\$ 557,346</u>	<u>\$ 499,399</u>	<u>\$ 520,877</u>	<u>\$ 541,890</u>	<u>\$ 562,407</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..... 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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Service charges	\$ 1,334,972	\$ 1,210,008	\$ 1,210,008	\$ 1,089,002	\$ 1,034,552	\$ 1,034,552
Investment earnings	2,498	2,000	2,000	2,000	2,000	2,000
Non-operating	56	500	500	500	500	500
Total revenues	<u>1,337,526</u>	<u>1,212,508</u>	<u>1,212,508</u>	<u>1,091,502</u>	<u>1,037,052</u>	<u>1,037,052</u>
Expenses						
Personal services	699,476	756,586	757,243	796,687	829,322	864,092
Supplies	87,330	100,500	100,500	108,500	139,000	122,500
Other services and charges	298,995	368,032	368,032	377,751	380,381	383,090
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Non-operating	25,262	-	-	-	-	-
Capital outlay	25,200	20,000	18,875	52,000	40,000	20,000
Total expenses	<u>1,136,263</u>	<u>1,270,118</u>	<u>1,269,650</u>	<u>1,359,938</u>	<u>1,413,703</u>	<u>1,414,682</u>
Excess of Revenues Over (Under) Expenses	201,263	(57,610)	(57,142)	(268,436)	(376,651)	(377,630)
Other non-working capital adjustments	12,090	-	-	-	-	-
Working Capital - beginning	2,102,147	2,315,500	2,315,500	2,258,358	1,989,922	1,613,271
Working Capital - ending	<u>\$ 2,315,500</u>	<u>\$ 2,257,890</u>	<u>\$ 2,258,358</u>	<u>\$ 1,989,922</u>	<u>\$ 1,613,271</u>	<u>\$ 1,235,641</u>

Summary of Budget Changes

Operating Trends

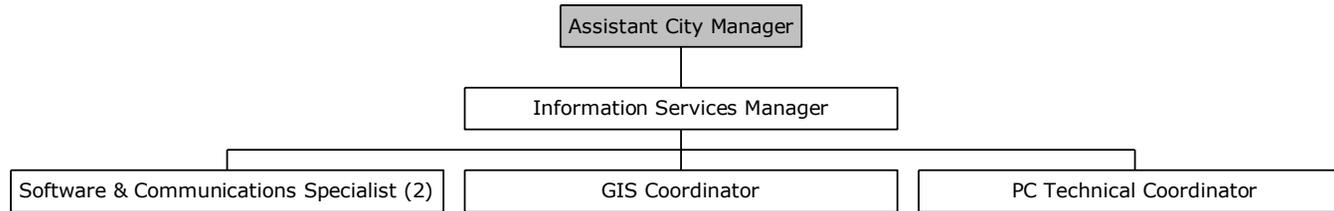


Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

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 2014-15	Approved 2015-16	Adopted 2016-17
<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
Fleet Manager Lance Hopper

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 or on-line auction.

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, or seeks out cooperatives bids to purchase from
- Evaluates bids received and makes recommendations for purchase in the best interest of the City
- Administers department budget
- Manages computerized fleet management program
- Manages purchasing agreements and invoices 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 Monday – Friday with emergency on-call service available at all other times
- Engineers and implements creative solutions to rectify safety concerns raised by 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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Rentals	\$ 3,762,281	\$ 3,879,265	\$ 3,946,061	\$ 4,118,738	\$ 4,242,301	\$ 4,369,569
Federal grants	-	-	950	-	-	-
Service and supplies sales	302,493	354,000	341,000	345,700	351,614	354,528
Investment earnings	2,797	1,500	750	750	750	750
Non-operating	348,233	173,500	220,300	93,600	143,100	167,200
Transfers in	-	-	-	-	-	-
Total revenues	<u>4,415,804</u>	<u>4,408,265</u>	<u>4,509,061</u>	<u>4,558,788</u>	<u>4,737,765</u>	<u>4,892,047</u>
Expenses						
Personal services	1,326,739	1,586,141	1,493,014	1,636,032	1,704,291	1,777,020
Supplies	717,773	734,853	731,653	724,825	739,302	750,918
Other services and charges	660,529	746,090	746,904	711,017	730,371	752,639
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Non-operating	37,045	-	11,878	-	-	35,108
Capital outlay	1,533,104	2,101,626	2,056,376	2,038,500	2,153,000	2,934,000
Total expenses	<u>4,275,190</u>	<u>5,193,710</u>	<u>5,064,825</u>	<u>5,135,374</u>	<u>5,351,964</u>	<u>6,274,685</u>
Excess of Revenues Over (Under) Expenses	140,614	(785,445)	(555,764)	(576,586)	(614,199)	(1,382,638)
Other non-working capital adjustments	(98,092)	-	-	-	-	-
Working Capital - beginning	2,968,886	3,011,408	3,011,408	2,455,644	1,879,058	1,264,859
Working Capital - ending	<u>\$ 3,011,408</u>	<u>\$ 2,225,963</u>	<u>\$ 2,455,644</u>	<u>\$ 1,879,058</u>	<u>\$ 1,264,859</u>	<u>\$ (117,779)</u>

Summary of Budget Changes

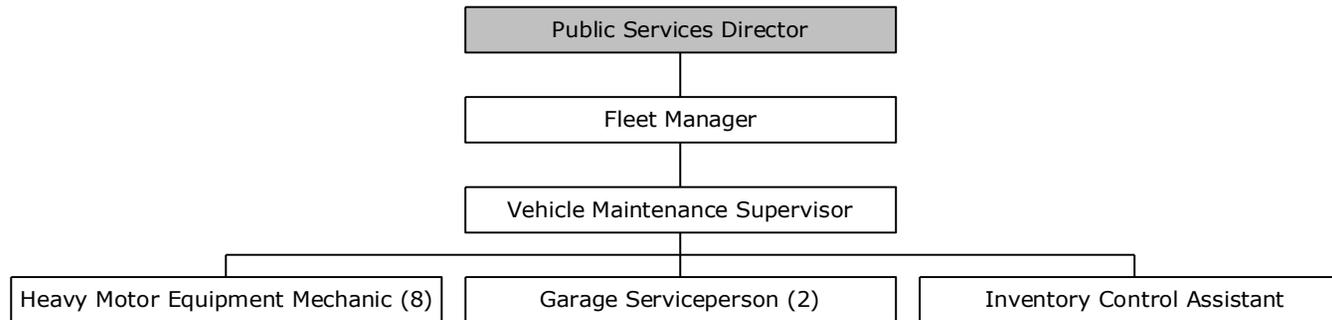
Operating Trends



Significant Notes – 2016-17 Budget Compared to 2015-16 Budget

No major changes to the budget have been proposed for 2016-17. Capital purchases will proceed as recommended in the Ten Year Vehicle Replacement Plan.

Organizational Chart



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

Staff Summary	Approved 2014-15	Approved 2015-16	Adopted 2016-17
<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



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



Municipal Service Center

Financial Statement

641 - Municipal Service Center Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Building rentals	\$ 362,516	\$ 373,391	\$ 373,389	\$ 384,593	\$ 396,131	\$ 408,015
Investment earnings	966	1,200	600	600	600	600
Non-operating	564	564	564	564	564	564
Total revenues	<u>364,046</u>	<u>375,155</u>	<u>374,553</u>	<u>385,757</u>	<u>397,295</u>	<u>409,179</u>
Expenses						
Personal services	20,757	15,350	15,350	20,402	21,276	22,205
Supplies	6,642	11,005	11,005	11,005	11,171	11,337
Other services and charges	225,471	268,354	241,173	248,132	255,321	262,617
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	398	-	-	-	-	-
Capital projects	-	10,522	10,522	-	-	-
Capital outlay	753,182	83,554	83,554	20,000	49,000	7,000
Total expenses	<u>1,006,450</u>	<u>398,785</u>	<u>371,604</u>	<u>309,539</u>	<u>346,768</u>	<u>313,159</u>
Excess of Revenues Over (Under) Expenses	(642,404)	(23,630)	2,949	76,218	50,527	96,020
Other non-working capital adjustments	398	-	-	-	-	-
Working Capital - beginning	1,387,932	745,926	745,926	748,875	825,093	875,620
Working Capital - ending	<u>\$ 745,926</u>	<u>\$ 722,296</u>	<u>\$ 748,875</u>	<u>\$ 825,093</u>	<u>\$ 875,620</u>	<u>\$ 971,640</u>

Summary of Budget Changes

Operating Trends





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, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Rentals	\$ 34,744	\$ 34,744	\$ 34,744	\$ 34,744	\$ 34,744	\$ 34,744
Investment earnings	75	50	25	25	25	25
Transfers in	-	-	-	48,192	-	-
Total revenues	<u>34,819</u>	<u>34,794</u>	<u>34,769</u>	<u>82,961</u>	<u>34,769</u>	<u>34,769</u>
Expenses						
Other services and charges	17,333	17,875	17,606	16,725	17,228	17,743
Reserve for contingencies	-	5,000	5,000	5,000	5,000	5,000
Capital outlay	-	44,000	44,000	4,000	4,000	4,000
Total expenses	<u>17,333</u>	<u>66,875</u>	<u>66,606</u>	<u>25,725</u>	<u>26,228</u>	<u>26,743</u>
Excess of Revenues Over (Under) Expenses	17,486	(32,081)	(31,837)	57,236	8,541	8,026
Working Capital - beginning	<u>57,598</u>	<u>75,084</u>	<u>75,084</u>	<u>43,247</u>	<u>100,483</u>	<u>109,024</u>
Working Capital - ending	<u>\$ 75,084</u>	<u>\$ 43,003</u>	<u>\$ 43,247</u>	<u>\$ 100,483</u>	<u>\$ 109,024</u>	<u>\$ 117,050</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 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

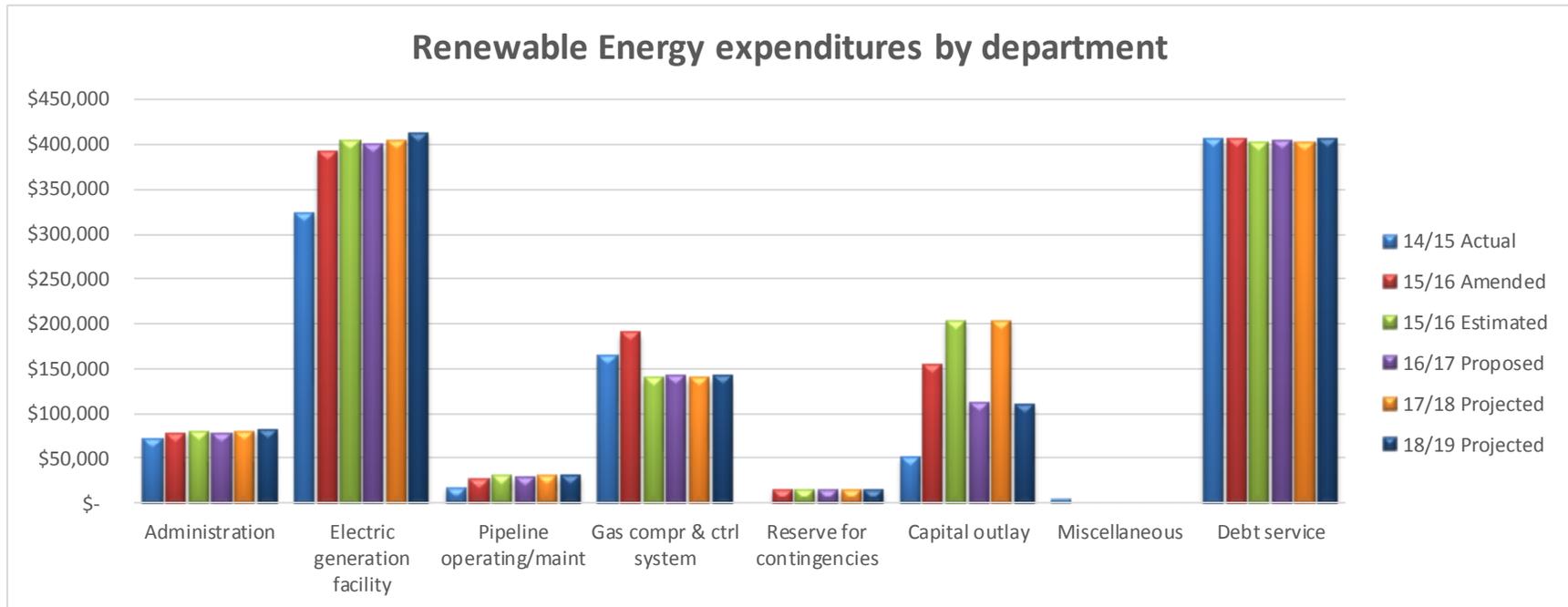
Financial Statement

645 - Renewable Energy Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Electricity sales	\$ 1,031,166	\$ 1,164,221	\$ 1,070,160	\$ 1,032,660	\$ 1,045,510	\$ 1,056,840
Other	540	-	-	-	-	-
Investment earnings	682	500	500	500	500	500
Transfers in	100,000	60,000	60,000	60,000	60,000	60,000
Total revenues	1,132,388	1,224,721	1,130,660	1,093,160	1,106,010	1,117,340
Expenses						
Personal services	182,595	194,707	199,348	205,247	198,702	207,840
Supplies	127,754	185,890	183,157	157,590	163,100	163,230
Other services and charges	265,939	304,426	325,964	285,611	292,065	297,214
Debt Service	405,149	405,286	405,286	403,724	402,036	405,161
Reserve for contingencies	-	15,000	15,000	15,000	15,000	15,000
Non-operating	3,984	-	-	-	-	-
Capital projects	-	-	-	-	75,000	-
Capital outlay	51,573	152,884	99,139	112,500	127,500	110,000
Total expenses	1,036,994	1,258,193	1,227,894	1,179,672	1,273,403	1,198,445
Expenses	95,394	(33,472)	(97,234)	(86,512)	(167,393)	(81,105)
Other non-working capital adjustments	(1,121)	-	-	-	-	-
Working Capital - beginning	541,198	635,471	635,471	538,237	451,725	284,332
Working Capital - ending	\$ 635,471	\$ 601,999	\$ 538,237	\$ 451,725	\$ 284,332	\$ 203,227

Summary of Budget Changes

Operating Trends



Summary of Budget Changes (cont.)

Operating Trends (cont'd)



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



Assistant City Manager..... 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, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Revenues						
Service charges	\$ 516,313	\$ 518,686	\$ 518,686	\$ 516,759	\$ 532,262	\$ 548,230
Other	2,099,047	578,072	606,241	30,000	31,000	32,000
Non-operating	74,370	70,000	70,707	66,000	67,080	69,120
Total revenues	<u>2,689,730</u>	<u>1,166,758</u>	<u>1,195,634</u>	<u>612,759</u>	<u>630,342</u>	<u>649,350</u>
Expenses						
Other services and charges	<u>1,982,508</u>	<u>1,864,072</u>	<u>1,856,053</u>	<u>754,000</u>	<u>771,000</u>	<u>788,000</u>
Total expenses	<u>1,982,508</u>	<u>1,864,072</u>	<u>1,856,053</u>	<u>754,000</u>	<u>771,000</u>	<u>788,000</u>
Excess of Revenues Over (Under) Expenses	707,222	(697,314)	(660,419)	(141,241)	(140,658)	(138,650)
Working Capital - beginning	<u>1,430,990</u>	<u>2,138,212</u>	<u>2,138,212</u>	<u>1,477,793</u>	<u>1,336,552</u>	<u>1,195,894</u>
Working Capital - ending	<u>\$ 2,138,212</u>	<u>\$ 1,440,898</u>	<u>\$ 1,477,793</u>	<u>\$ 1,336,552</u>	<u>\$ 1,195,894</u>	<u>\$ 1,057,244</u>

Summary of Budget Changes

Operating Trends





Assistant City Manager..... 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, 2017

	2014-15 Actual	2015-16		2016-17 Adopted	2017-18 Projected	2018-19 Projected
		Amended	Estimate			
Revenues						
Contributions	\$ 8,498,228	\$ 9,064,470	\$ 9,010,531	\$ 9,542,288	\$ 10,146,233	\$ 10,788,971
Other	304,298	202,000	303,455	290,000	304,500	319,726
Investment earnings	5,457	8,000	6,000	8,000	8,000	8,000
Non-operating	204,590	200,000	291,186	270,000	283,500	297,675
Total revenues	<u>9,012,573</u>	<u>9,474,470</u>	<u>9,611,172</u>	<u>10,110,288</u>	<u>10,742,233</u>	<u>11,414,372</u>
Expenses						
Personal services	8,286,477	9,657,251	10,304,652	10,486,841	11,011,183	11,561,742
Other services and charges	174,904	136,200	151,781	138,200	122,175	146,349
Total expenses	<u>8,461,381</u>	<u>9,793,451</u>	<u>10,456,433</u>	<u>10,625,041</u>	<u>11,133,358</u>	<u>11,708,091</u>
Excess of Revenues Over (Under) Expenses	551,192	(318,981)	(845,261)	(514,753)	(391,125)	(293,719)
Working Capital - beginning	4,623,860	5,175,052	5,175,052	4,329,791	3,815,038	3,423,913
Working Capital - ending	<u>\$ 5,175,052</u>	<u>\$ 4,856,071</u>	<u>\$ 4,329,791</u>	<u>\$ 3,815,038</u>	<u>\$ 3,423,913</u>	<u>\$ 3,130,194</u>

Summary of Budget Changes

Operating Trends





Assistant City Manager..... 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.

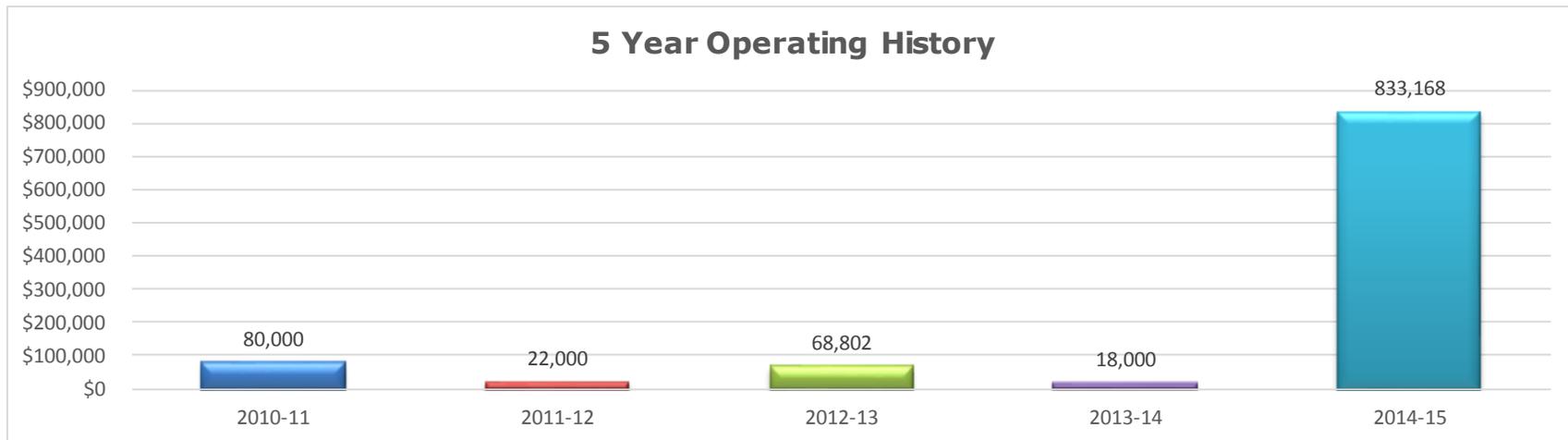
Financial Statement

688 - Special Assessment Revolving Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2017

	2014-15	2015-16		2016-17	2017-18	2018-19
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Contributions	\$ 371,942	\$ 25,000	\$ 384,105	\$ -	\$ -	\$ -
Investment earnings	14,188	16,000	16,000	14,000	14,000	14,000
Transfers in	-	-	15,496	-	-	-
Total operating revenues	<u>386,130</u>	<u>41,000</u>	<u>415,601</u>	<u>14,000</u>	<u>14,000</u>	<u>14,000</u>
Expenses						
Other services and charges	-	-	15,496	-	-	-
Transfers out	<u>833,168</u>	<u>41,000</u>	<u>41,000</u>	<u>14,000</u>	<u>14,000</u>	<u>14,000</u>
Total expenses	<u>833,168</u>	<u>41,000</u>	<u>56,496</u>	<u>14,000</u>	<u>14,000</u>	<u>14,000</u>
Excess of Revenues Over(Under) Expenses	(447,038)	-	359,105	-	-	-
Other non-working capital adjustments	54,241	-	-	-	-	-
Working Capital - beginning	<u>2,016,429</u>	<u>1,623,632</u>	<u>1,623,632</u>	<u>1,982,737</u>	<u>1,982,737</u>	<u>1,982,737</u>
Working Capital - ending	<u>\$ 1,623,632</u>	<u>\$ 1,623,632</u>	<u>\$ 1,982,737</u>	<u>\$ 1,982,737</u>	<u>\$ 1,982,737</u>	<u>\$ 1,982,737</u>

Summary of Budget Changes

Operating Trends





Trends and Summaries
for the Fiscal Year Ending June 30, 2017

**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
2016 Ten Largest Taxpayers
Constitutional Tax Limitation**

Net Cost of Certain Departments

101 - General Fund
Net Cost of Certain Departments
Fiscal Year Ending June 30, 2017

	2014-2015	2015-2016		2016-2017
	Actual	Amended	Estimate	Adopted
Building Inspection				
Licenses and permits	\$ 418,915	\$ 383,200	\$ 423,625	\$ 376,400
Other	1,268	1,000	2,224	2,000
Total revenues	<u>420,183</u>	<u>384,200</u>	<u>425,849</u>	<u>378,400</u>
Expenditures				
Personal services	648,753	753,287	741,947	797,615
Supplies	6,917	11,300	8,975	12,600
Other charges	26,743	31,345	33,815	87,122
Capital outlay	-	-	-	31,800
Total expenditures	<u>682,413</u>	<u>795,932</u>	<u>784,737</u>	<u>929,137</u>
Net cost of department	<u>\$ 262,230</u>	<u>\$ 411,732</u>	<u>\$ 358,888</u>	<u>\$ 550,737</u>
Cemetery				
Charges for services	\$ 100,912	\$ 85,000	\$ 100,000	\$ 90,000
Expenditures				
Personal services	186,605	217,479	203,699	220,950
Supplies	28,465	25,329	25,250	22,850
Other charges	52,089	96,727	96,345	55,467
Capital outlay	6,800	-	-	6,000
Total expenditures	<u>273,959</u>	<u>339,535</u>	<u>325,294</u>	<u>305,267</u>
Net cost of department	<u>\$ 173,047</u>	<u>\$ 254,535</u>	<u>\$ 225,294</u>	<u>\$ 215,267</u>
Plymouth Pool				
Use and admission fees	\$ 103,017	\$ 92,000	\$ 108,000	\$ 98,000
Expenditures				
Personal services	76,352	78,262	82,638	81,149
Supplies	11,465	28,665	28,665	28,665
Other charges	57,230	63,411	56,945	57,344
Capital outlay	-	30,000	30,000	-
Total expenditures	<u>145,047</u>	<u>200,338</u>	<u>198,248</u>	<u>167,158</u>
Net cost of department	<u>\$ 42,030</u>	<u>\$ 108,338</u>	<u>\$ 90,248</u>	<u>\$ 69,158</u>

Net Cost of Certain Departments

101 - General Fund
Net Cost of Certain Departments
Fiscal Year Ending June 30, 2017

	2014-2015	2015-2016		2016-2017
	Actual	Amended	Estimate	Adopted
Other Recreation Programs				
Use and admission fees	\$ 166,250	\$ 164,965	\$ 154,226	\$ 157,900
Expenditures				
Personal services	336,578	360,526	356,758	386,986
Supplies	45,801	41,851	43,851	53,600
Other charges	156,818	182,893	168,183	152,714
Capital outlay	5,301	-	-	20,000
Total expenditures	<u>544,498</u>	<u>585,270</u>	<u>568,792</u>	<u>613,300</u>
Net cost of department	<u>\$ 378,248</u>	<u>\$ 420,305</u>	<u>\$ 414,566</u>	<u>\$ 455,400</u>
(Includes: Recreation, Summer Programs, and Winter Programs)				
Airport				
Airport revenue	\$ 210,738	\$ 231,200	\$ 202,211	\$ 208,500
Federal grants	110	50	-	-
Total revenues	<u>210,848</u>	<u>231,250</u>	<u>202,211</u>	<u>208,500</u>
Expenditures				
Personal services	7,732	17,689	10,689	15,726
Supplies	7,301	10,400	9,025	9,195
Other charges	278,179	311,378	293,192	313,004
Capital outlay	-	18,853	18,853	-
Capital projects	25,000	24,354	24,354	14,000
Total expenditures	<u>318,212</u>	<u>382,674</u>	<u>356,113</u>	<u>351,925</u>
Net cost of department	<u>\$ 107,364</u>	<u>\$ 151,424</u>	<u>\$ 153,902</u>	<u>\$ 143,425</u>

Fund	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
General	\$ 39,699,704	\$ 40,722,206	\$ 41,633,533	\$ 42,561,392	\$ 43,484,191
Major Street	5,701,791	5,533,280	6,521,267	7,820,690	7,869,061
Local Street	3,188,234	2,822,717	3,236,307	4,142,994	3,997,991
SmartZone	-	-	-	-	48,000
Center City Authority	-	13,000	8,900	11,229	4,252
Storm Water Management	851,092	693,246	858,293	1,071,862	953,107
Grace A. Dow Library	3,767,701	3,833,912	3,951,325	4,094,771	4,427,236
CDBG	430,715	404,465	329,355	318,381	332,889
Special Activities	118,535	152,798	129,000	96,000	83,500
Housing	264,800	264,800	256,800	141,800	313,100
Dial-A-Ride	1,838,401	2,013,017	2,616,017	2,290,107	2,285,963
Midland Community Television	594,128	640,240	1,015,456	815,068	780,119
DDA	527,118	552,788	490,309	555,316	530,132
Debt Service	2,480,254	2,499,698	2,499,775	2,453,325	2,456,134
Civic Arena	1,288,377	1,312,230	1,312,943	1,342,446	1,426,019
Landfill	2,971,195	4,505,993	3,561,852	4,441,701	3,944,383
Washington Woods	1,583,906	1,638,181	1,742,892	2,074,954	3,417,897
Riverside Place	1,919,556	1,804,759	1,949,273	2,000,266	2,057,038
Currie Municipal Golf Course	1,327,834	1,296,038	1,111,332	1,128,316	1,085,827
Parking	158,463	156,774	163,136	193,847	187,878
Wastewater	6,593,460	6,659,094	7,976,045	7,556,247	7,294,281
Water	10,171,482	10,902,603	11,666,468	12,604,508	13,522,783
Stores Revolving	-	927,181	1,342,795	1,283,640	920,697
Information Services - Operations	1,287,905	1,336,083	1,236,473	1,270,118	1,359,938
Geographic Information Systems	746,799	-	-	-	-
Equipment Revolving	4,318,902	4,465,447	4,702,599	4,942,019	5,135,374
Municipal Service Center	560,888	309,719	496,542	390,231	309,539
Municipal Service Annex	22,459	22,269	66,618	26,875	25,725
Renewable Energy Services	989,149	1,048,986	1,137,184	1,229,809	1,179,672
Property/Liability Insurance	757,100	777,769	763,825	759,000	754,000
Health Insurance	9,441,900	8,889,200	9,339,285	9,793,451	10,625,041
Special Assessment Revolving	73,000	18,000	676,000	41,000	14,000
Subtotal	<u>103,674,848</u>	<u>106,216,493</u>	<u>112,791,599</u>	<u>117,451,363</u>	<u>120,825,767</u>
Eliminations:					
Interfund Transfers	7,908,550	8,192,675	9,100,074	9,366,983	9,476,996
Administrative Charges	2,124,657	2,098,117	2,277,084	2,367,100	2,449,200
Building/Equipment Rental	4,010,802	4,243,099	4,461,963	4,487,400	4,775,995
Information Services Charges	1,334,740	1,334,280	1,334,740	1,207,056	1,086,350
Insurance Charges	9,219,600	8,772,150	8,725,086	9,135,406	9,683,099
Total Eliminations	<u>24,598,349</u>	<u>24,640,321</u>	<u>25,898,947</u>	<u>26,563,945</u>	<u>27,471,640</u>
Consolidated Budget	<u>\$ 79,076,499</u>	<u>\$ 81,576,172</u>	<u>\$ 86,892,652</u>	<u>\$ 90,887,418</u>	<u>\$ 93,354,127</u>

General Fund Revenue and Expenditures by Function

101 - General Fund Revenue and Expenditures by Function Fiscal Year Ending June 30, 2017

	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	2014-15 Actual
Revenues										
Property taxes	\$ 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	\$ 31,670,759
Licenses and permits	475,752	435,488	534,831	510,956	404,246	645,526	505,260	494,375	514,354	451,750
Intergovernmental	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	4,100,696
Charges for services	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	2,269,656
Use and admission fees	179,854	190,969	179,457	203,733	202,759	256,398	266,000	282,394	304,482	289,387
Investment earnings	2,192,801	2,687,964	1,682,234	420,150	76,633	49,917	32,874	27,888	30,311	28,861
Other revenue	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	1,800,051
Interfund transfers	214,364	22,757	54,414	80,183	121,268	185,025	86,919	56,560	52,803	16,497
Bond issue proceeds	-	-	-	17,677,757	-	-	-	-	-	-
From (To) fund balance	2,852,678	4,155,462	8,680,887	18,426,587	(647,558)	97,560	(1,448,573)	(245,841)	(2,185,929)	(1,748,049)
	<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>	<u>\$ 38,879,608</u>
Expenditures										
General government	\$ 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	\$ 5,652,460
Public safety	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	16,628,126
Public works	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	2,519,042
Sanitation	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	3,214,244
Parks and recreation	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	4,844,281
Other functions	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	1,097,616
Capital projects	1,198,010	355,488	307,299	137,206	507,130	960,244	281,166	162,313	430,571	235,577
Interfund transfers	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	4,688,262
	<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>	<u>\$ 38,879,608</u>

	<u>2016-17 Adopted</u>
General Fund	
General Government	
City Hall	
City Hall long-term capital maintenance	\$ 150,000
Copy machines (2)	<u>20,000</u>
Total General Government	<u>\$ 170,000</u>
Public Safety	
Fire	
<i>Fire Fighting</i>	
Cascade system for self contained breathing apparatus tanks	\$ 6,500
Firehouse	13,450
Firetruck - upgrade	230,000
Furnace - Fire Station 2	6,500
Building	
<i>Building Inspection</i>	
Inspection Software	<u>31,800</u>
Total Public Safety	<u>\$ 288,250</u>
Public Works	
Traffic Services	
Wire tracer	\$ 6,000
Total Public Works	<u>\$ 6,000</u>
Parks and Recreation	
Parks	
Dog Park parking lot - multi-year	\$ 15,000
Plymouth Park north parking lot paving - multi-year	15,000
Rail Trail seal coating	25,000
Stratford Woods trail system - multi-year	20,000
Recreation	
City Forest lighting upgrade on toboggan runs	20,000
Cemetery	
Replace tile flooring	<u>6,000</u>
Total Parks and Recreation	<u>\$ 101,000</u>

Capital Purchases & Projects

	2016-17 <u>Adopted</u>
Capital Projects	
Barstow Airport south east apron repave - multi-year	\$ 14,000
Downtown streetscape and paver repair	50,000
Engineering deposits	50,000
M-20 bridge illumination - multi-year	50,000
Sidewalk improvement program	40,000
Sidewalk startup for 2016-17	10,000
Street light upgrade	6,000
Way-finding sign maintenance	15,000
Total Capital Projects	<u>\$ 235,000</u>
Total General Fund	<u>\$ 800,250</u>
 Major Street Fund	
Cambridge Street: Ashman to St. Andrews	\$ 265,000
Contributed capital projects	50,000
Ditch cleaning	50,000
East St. Andrews Road: Washington to Sugnet	155,000
Eastman Avenue: Airport to North	850,000
M-20 bridge - multi-year	167,000
Non-motorized improvements	10,000
Preliminary engineering	40,000
Saginaw Road shoulder stabilization	100,000
St. Andrews Road bridge at Snake Creek	500,000
Surface treatment, crack sealing and sidewalk ramps	150,000
Traffic sign upgrade	35,000
Traffic signal upgrade	30,000
Waldo Avenue: East Ashman to Whitewood	320,000
West Wackerly Street: Schade to Sturgeon	230,000
	<u>\$ 2,952,000</u>

	2016-17 Adopted
Local Street Fund	
Bayliss Street: Jefferson to Dartmouth	\$ 260,000
Boston Street: St. Andrews to Sugnet	167,000
Contributed capital projects	50,000
Crane Court: Eastman to end of court	110,000
Curb replacement and pavement patching	150,000
East Meadowbrook Drive: Jefferson to Washington	375,000
Highbrook Drive: Westbrier to Hanover	100,000
Jerome Street: Pine to Carpenter	225,000
Kentwood Drive: Ashman to Corrinne	177,000
Rockwell: Ashman to Wheeler	20,000
Rosemary Court: Woodlawn to end of court	130,000
Surface treatment, crack sealing and sidewalk ramps	300,000
Westbrier Terrace: Lambros to Highbrook	185,000
	<u>\$ 2,249,000</u>
Storm Water Utility Fund	
Catch basin lead - new installations	\$ 25,000
Catch basin lead - replacements	10,000
Culvert replacement	100,000
Outfall and open ditch rehab	110,000
Root cutter	8,000
	<u>\$ 253,000</u>
Library Fund	
Fascia - multi-year	\$ 150,000
Roof replacement - multi-year	80,000
	<u>\$ 230,000</u>
Dial A Ride Fund	
Copy machine	\$ 7,000
Hoist for buses	57,206
	<u>\$ 64,206</u>
Midland Community Television Fund	
Encoders and decoders for digital signal	<u>\$ 30,000</u>
Civic Arena Fund	
Future capital needs	<u>\$ 75,000</u>

Capital Purchases & Projects

	2016-17 <u>Adopted</u>
Landfill Fund	
Bulldozer	\$ 71,640
Cell 15 - interim cover	30,000
Cell 17 - development	750,000
Copy machine - digital	10,000
Waste oil burner	10,000
	<u>\$ 871,640</u>
Washington Woods Fund	
Fire system back flow preventer	\$ 15,000
Kitchen refrigerator refurbish	30,000
Renovation of residential apartments and asbestos abatement	1,300,000
Tractor	5,000
West wing rubber roof	300,000
	<u>\$ 1,650,000</u>
Riverside Place Fund	
Copy machine	\$ 7,000
Roof crimping	30,000
Tractor	18,798
	<u>\$ 55,798</u>
Golf Course Fund	
Carpet	\$ 6,000
Golf course maintenance equipment	29,000
	<u>\$ 35,000</u>
Wastewater Fund	
Bar screen	\$ 250,000
Centrifugal pump	18,000
Chlorinator	25,000
Fiber optic cable	15,000
Flow meter	20,000
Force main evaluation/replacement: Valley to Saginaw	60,000
Gear boxes	15,000
Main pump house - lift pump	110,000
Manhole rehabilitation	100,000
Plant improvements	250,000

	2016-17 <u>Adopted</u>
Wastewater Fund (cont.)	
Programmable logic controllers	20,000
Security upgrade	25,000
Sewage valves	30,000
Sewer repairs/linings	100,000
Sludge thickener	30,000
Spot lining equipment	7,500
Submersible pump	30,000
Telemetry equipment - pump stations	7,500
Trickling filter arms	100,000
Ultraviolet disinfection	50,000
Variable frequency drive	8,000
Waste pump	25,000
	<u>\$ 1,296,000</u>
Water Fund	
Bayliss Street: Jefferson to Rodd	\$ 141,000
Blarney Street: Sturgeon Creek Parkway to Leeway	25,000
Boston Street: St. Andrews to Cambridge	30,000
Cambridge Street: Vail to St. Andrews	125,000
Concrete reservoir rehab - plant	340,000
Crane Court: Eastman to end of court	112,000
East Meadowbrook Drive: Jefferson to Washington	335,000
Filter control consoles - plant	50,000
Freight elevator - plant	300,000
HVAC improvements - plant	210,000
Industrial valve - plant	50,000
Kentwood Drive: Ashman to Corrinne	132,000
Leeway Street: Moorland to end of street	20,000
Leonard Lane: St. Andrews to Woodlawn	32,000
New water services	150,000
Noeske Street: Helen to Balfour	25,650
Ohio Street: Carolina to Swede	193,000
Ottawa Court: East Meadowbrook to end of court	7,000
Pipe trailer	8,000
Rosemary Court: Woodlawn to end of court	135,000
Sandy Ridge Court: Leonard Lane to end of court	14,000

	2016-17 <u>Adopted</u>
Water Fund (cont.)	
Security upgrades - plant	60,000
Surface wash pump - plant	15,000
Surge relief valve - plant	10,000
Utility locator - plant	8,000
Valley Drive building maintenance	15,000
Vibration tester - plant	10,000
Waldo Avenue: East Ashman to East Wheeler	833,000
West Wackerly Street: Sturgeon Creek to Sturgeon	130,000
Westbrier Terrace: Lambros to Highbrook	195,000
Woodlawn Street: Saginaw to Sugnet	12,000
	<u>\$ 3,722,650</u>
Information Services Fund	
Email and calendar hardware and software	\$ 30,000
OpenGov - performance and intelligence platform	12,000
Wide Area Network	10,000
	<u>\$ 52,000</u>
Equipment Revolving Fund	
Bulldozer - Landfill	\$ 400,000
Chipper	40,000
Dump/blade truck - DPS	85,000
In-floor hoist	73,000
Parts washer	6,500
Patrol cars - Police (3)	93,000
Pick up truck - Engineering	24,000
Pick up truck - Parks	32,000
Pick up truck - Water	24,000
Quick open overhead door	20,000
Refuse trucks - DPS (2)	620,000
Station wagon - Library	32,000
Tractor - DPS	75,000
Truck with lift gate - DPS	55,000
Vactor truck - Wastewater	430,000
Van - Water	29,000
	<u>\$ 2,038,500</u>

Capital Purchases & Projects

	2016-17 Adopted
Municipal Service Center	
Lighting upgrade - C wing	\$ 8,000
Overhead door	7,000
Overhead door proximity readers	5,000
	<u>\$ 20,000</u>
Municipal Service Annex Fund	
Future capital needs	<u>\$ 4,000</u>
Renewable Energy Services Fund	
Chiller Compressor	\$ 5,000
Programmable logic controls	7,500
Generator components	90,000
Valves	10,000
	<u>\$ 112,500</u>
Total All Funds	<u>\$ 16,511,544</u>



Authorized Employees by Fiscal Year

Authorized Employees by Fiscal Year

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
<u>Full-Time Employees</u>							
General Fund:							
General Government							
<i>City Manager</i>	3	4	2	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>	4	4	4	4	4	4	4
<i>City Attorney</i>	3	3	3	3	3	3	2
<i>Finance</i>	8	8	8	8	8	8	9
<i>Human Resources</i>	4	4	4	4	4	4	4
<i>Purchasing</i>	1	1	1	1	1	1	-
Public Safety							
<i>Police</i>	50	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>	12	12	12	12	12	12	12
<i>Public Services</i>	33	31	30	30	29	27	29
Sanitation	5	5	5	5	7	7	5
Parks and Recreation	25	26	26	26	24	26	25
Total General Fund	<u>212</u>	<u>212</u>	<u>209</u>	<u>209</u>	<u>208</u>	<u>208</u>	<u>206</u>

Authorized Employees by Fiscal Year

Authorized Employees by Fiscal Year (cont.)

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Other Funds:							
Grace A. Dow Library	19	19	18	18	18	18	18
Downtown Development Authority	-	-	-	1	1	1	1
Dial-A-Ride	6	5	5	5	5	6	6
Civic Arena	2	2	2	2	2	2	2
Landfill	9	9	9	10	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	5
Currie Municipal Golf Course	7	7	7	7	0	0	0
Wastewater	20	20	20	20	20	20	20
Water	34	34	33	33	33	32	32
Midland Community Television	3	3	3	3	3	3	3
Equipment Revolving	15	15	15	13	13	13	13
Municipal Service Center	1	1	1	1	0	0	0
Information Services - Operations	6	6	5	5	5	5	5
Geographic Information Systems	1	1	0	0	0	0	0
Total Full-Time Employees	<u>347</u>	<u>346</u>	<u>339</u>	<u>339</u>	<u>330</u>	<u>330</u>	<u>327</u>
Part-Time Employees							
Grace A. Dow Library	33	33	33	33	33	34	34
Dial-A-Ride	32	32	32	32	32	32	32
Crossing Guards	14	14	14	14	14	14	14
Other	27	25	25	24	24	25	31
Total Part-Time Employees	<u>106</u>	<u>104</u>	<u>104</u>	<u>103</u>	<u>103</u>	<u>105</u>	<u>111</u>



Comparative and Combined Tax Rates

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

Fiscal Year	Operating	Debt Service	Act 345 Pension	Total Millage
2016-17	13.62	0.26	1.12	15.00
2015-16	13.69	0.26	1.05	15.00
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

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

	2012	2013	2014	2015	2016
Homestead Property					
City of Midland	14.7900	15.0800	15.0400	15.0000	15.0000
Midland Public Schools	1.9499	1.9499	1.7400	4.7266	
Midland County	8.8355	9.1355	8.8880	9.9605	
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	36.2937	36.8837	36.3863	40.4054	15.0000
Non-Homestead Property					
City of Midland	14.7900	15.0800	15.0400	15.0000	15.0000
Midland Public Schools	18.0000	18.0000	18.0000	20.9500	
Midland County	8.8355	9.1355	8.8880	9.9605	
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	52.3438	52.9338	52.6463	56.6288	15.0000

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

	2007	2008	2009	2010	2011
By Property Type					
<i>Real Property</i>					
Residential	\$ 985,928	\$ 971,965	\$ 979,020	\$ 951,563	\$ 952,144
Commercial	275,311	277,831	297,392	316,006	327,111
Industrial	852,016	428,969	437,613	611,163	638,920
Total Real	<u>2,113,255</u>	<u>1,678,765</u>	<u>1,714,025</u>	<u>1,878,732</u>	<u>1,918,175</u>
<i>Personal Property</i>					
Commercial	70,904	64,475	61,052	56,320	84,526
Industrial	309,577	329,777	362,793	346,800	337,446
Utility	31,466	18,928	20,114	21,256	22,714
Total Personal	<u>411,947</u>	<u>413,180</u>	<u>443,959</u>	<u>424,376</u>	<u>444,686</u>
Total Real & Personal	<u>\$ 2,525,202</u>	<u>\$ 2,091,945</u>	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>
By Taxpayer Class					
Residential	\$ 985,928	\$ 971,965	\$ 979,020	\$ 951,563	\$ 952,144
Commercial	346,215	342,306	358,444	372,326	411,637
Industrial and Utility	1,193,059	777,674	820,520	979,219	999,080
Total	<u>\$ 2,525,202</u>	<u>\$ 2,091,945</u>	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>
<hr/>					
	2012	2013	2014	2015	2016
By Property Type					
<i>Real Property</i>					
Residential	\$ 958,884	\$ 959,610	\$ 969,556	\$ 979,135	\$ 986,448
Commercial	330,886	333,111	349,088	373,540	394,201
Industrial	257,136	274,004	279,241	277,562	241,365
Total Real	<u>1,546,906</u>	<u>1,566,725</u>	<u>1,597,885</u>	<u>1,630,237</u>	<u>1,622,014</u>
<i>Personal Property</i>					
Commercial	64,107	62,857	52,927	59,266	77,206
Industrial	565,978	670,525	656,979	646,717	382,644
Utility	24,785	25,596	25,026	22,586	26,505
Total Personal	<u>654,870</u>	<u>758,978</u>	<u>734,932</u>	<u>728,569</u>	<u>486,355</u>
Total Real & Personal	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>	<u>\$ 2,332,817</u>	<u>\$ 2,358,806</u>	<u>\$ 2,108,369</u>
By Taxpayer Class					
Residential	\$ 958,884	\$ 959,610	\$ 969,556	\$ 979,135	\$ 986,448
Commercial	394,993	395,968	402,015	432,806	471,407
Industrial and Utility	847,899	970,125	961,246	946,865	650,514
Total	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>	<u>\$ 2,332,817</u>	<u>\$ 2,358,806</u>	<u>\$ 2,108,369</u>

2016 Ten Largest Taxpayers

<u>Name</u>	<u>Taxable Value</u>	<u>% of City Total</u>
Dow Chemical/Dow Agrosiences	\$ 257,075,829	12.19%
Midland Cogeneration Venture	209,468,700	9.94%
Dow Corning	57,830,126	2.74%
Trinseo LLC	33,189,700	1.57%
Consumers Energy Company	25,331,499	1.20%
Midland Downtown Partners LLC	20,201,300	0.96%
Midland Mall LLC	18,510,060	0.88%
Midland Country Club	10,119,100	0.48%
H Hotel	9,480,989	0.45%
Hotel Holdings LLC	8,441,505	0.40%
Total	\$ 649,648,808	30.81%
City of Midland Total	\$ 2,108,369,097	

The above values represent 30.81% of the total 2016 taxable value of the City of Midland as of December 31, 2015 totaling \$2,108,369,097. 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 – 2016 Assessment Year for 2016-2017 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 2016 Millage Reduction Formula (MRF) is calculated as:

$$2016 \text{ MRF} = \frac{(\text{Total 2015 TV} - \text{2015 Losses TV}) \times \text{Inflation Rate Multiplier}}{\text{Total 2016 Taxable} - \text{2016 Additions TV}}$$

$$2016 \text{ MRF} = \frac{2,358,805,932 - 247,627,114}{2,358,805,932 - 94,141,490} \times 1.003$$

$$2016 \text{ MRF} = \frac{2,111,178,818 \times 1.003}{2,041,566,292}$$

$$2016 \text{ MRF} = \frac{2,117,512,354}{2,041,566,292}$$

$$2016 \text{ MRF} = 1.0372$$

The current year Millage Reduction Fraction cannot exceed 1.0000 in the computation of the maximum allowable millage. The 2016 millage rate permanently reduced multiplied by 1.0000 results in a maximum allowable millage rate for 2016 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 2016. The calculations however, are shown on the next page.

Required information:

1. 2015 Total Taxable Value (TV)	2,358,805,932
2. 2016 Total Taxable Value	2,108,369,097
3. 2015 Losses TV, without transfers to another classification	247,627,114
4. 2016 Additions TV, without transfers to another classification	66,802,805
5. 2016 CPI =	1.003

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

$$2016 \text{ BTRF} = \frac{2015 \text{ Total Taxable} - 2015 \text{ Losses TV}}{2016 \text{ Total Taxable} - 2016 \text{ Additions TV}}$$

$$2016 \text{ BTRF} = \frac{2,358,805,932 - 247,627,114}{2,108,369,097 - 66,802,805}$$

$$2016 \text{ BTRF} = \frac{2,111,178,818}{2,041,566,292}$$

$$2016 \text{ BTRF} = 1.0341$$

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.

$$\text{BTR} = 2015 \text{ Operating Tax Rate} \times \text{BTRF}$$

$$\text{BTR} = 15.00 \times 1.0341$$

$$\text{BTR} = 15.5115$$

The Base Tax Rate of 15.115 multiplied by the 2016 estimated Taxable Value of \$2,108,369,097 equals \$32,703,967 or the Base Operating Levy in dollars that can be derived from the Base Tax Rate for city operations for the fiscal year 2016-17.

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:

$$\begin{aligned} \text{2016 Sec 34 rollback fraction} &= \frac{\text{Total Taxable Value Based on Assessed Value}}{\text{Total Taxable Value Based on SEV}} \\ &= \frac{2,108,396,097}{2,108,396,097} \\ &= 1.0000 \end{aligned}$$

$$\begin{aligned} \text{Allowable Rate} &= \frac{\text{Max Authorized Operating Rate} \times \text{Total AV}}{\text{Total State Equalized Value}} \\ &= \frac{17.87^* \text{ mills} \times 2,108,396,097}{2,108,396,097} \\ &= 17.87 \text{ mills, allowable tax rate} \end{aligned}$$

*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
3-31-16