



**ADOPTED ANNUAL  
BUDGET 2018 - 2019**

# **City of Midland**

## **Adopted Annual Budget**

*for the Fiscal Year Ending June 30, 2019*

**Adopted by City Council – May 21, 2018**

### **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**

C. Bradley Kaye, AICP CFM

### **Assistant City Manager**

David A. Keenan, C.P.A.

### **City Controller**

Deeann L. Bragg Smerdon, C.P.A.

## **Table of Contents**

### **Budget Message**

Budget Message .....	1
2018-19 City Budget at a Glance .....	2
Future Year Projections .....	6

### **General Fund**

How the City of Midland Allocates Its Money .....	8
Estimated Revenues by Source .....	10

#### **General Government**

City Council/Manager .....	14
City Clerk/Elections .....	20
Finance .....	26
Assessing .....	31
City Attorney .....	35
Human Resources .....	40
Treasurer/Police and Fire Pension Administration .....	46
Internal Computer Services .....	52
City Hall .....	55

#### **Public Safety**

Police .....	59
Fire/Emergency Services .....	67
Building Inspection .....	74
Planning .....	78

#### **Public Services**

Engineering .....	83
Public Works .....	92

#### **Sanitation**

Sanitation .....	101
------------------	-----

#### **Parks and Recreation**

Parks and Recreation .....	109
----------------------------	-----

#### **Other Functions**

Other Functions .....	122
-----------------------	-----

#### **Capital Projects**

Capital Projects .....	128
------------------------	-----

#### **Reserve for Contingencies**

Reserve for Contingencies .....	132
---------------------------------	-----

#### **Transfers**

Transfers Out .....	136
---------------------	-----

## **Table of Contents (cont.)**

### **Special Revenue Funds**

Major and Local Streets .....	140
SmartZone .....	150
Center City Authority .....	153
Storm Water Management .....	157
Grace A. Dow Library .....	161
Community Development Block Grant .....	168
Special Activities.....	172
Midland Housing .....	176
Dial-A-Ride .....	181
Midland Community Television .....	186
Downtown Development Authority .....	192

### **Debt Service Fund**

Debt Service .....	197
Schedule of Debt Requirements .....	199

### **Enterprise Funds**

Civic Arena .....	203
Landfill .....	208
Washington Woods .....	214
Riverside Place .....	221
Currie Municipal Golf Course .....	228
Parking.....	232
Wastewater.....	236
Water.....	244

### **Internal Service Funds**

Stores Revolving .....	254
Information Services.....	258
Equipment Revolving.....	263
Municipal Service Center.....	269
Municipal Service Annex .....	273
Renewable Energy Services.....	277
Property and Liability Insurance .....	282
Health Insurance .....	286
Special Assessment Revolving .....	290

**Table of Contents (cont.)**

**Trends and Summaries**

Net Cost of Certain Departments .....	294
Budget Consolidation .....	296
General Fund Revenue and Expenditures by Function .....	297
Capital Purchases and Projects .....	298
Authorized Employees by Fiscal Year .....	305
Comparative & Combined Tax Rates per \$1,000 of Taxable Value .....	307
Schedule of Taxable Values.....	308
Ten Largest Taxpayers .....	309
Constitutional Tax Limitations .....	310



## Budget Message

April 09, 2018

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 2018-19. This budget was created to accomplish the City Council budget goals and directives as established this past January.

This proposed budget is based on a millage rate of 15.14 mills, the same millage rate as the current fiscal year, and maintains municipal service levels equivalent to the current fiscal year. It provides adequate funding to meet all financial obligations for the upcoming year, including bonded indebtedness, funding beyond the annual required contribution of the City's three defined-benefit pension plans, and funding for all capital projects approved by City Council for Fiscal Year 2018/19. Also, it increases the General Fund Unreserved Fund Balance amount to \$6 million, and provides additional savings for the Budget Stabilization Reserve. The City has begun planning a citizen engagement process to engage the Midland Community before next budget season in order to explore citizen fiscal priorities for future budgets.

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

April 9 <sup>th</sup>	Introduction of budget to City Council (regular meeting)
April 16 <sup>th</sup>	City Council budget work session (special meeting)
April 23 <sup>rd</sup>	Preliminary public hearing on proposed budget (regular meeting)
May 7 <sup>th</sup>	Charter required public hearing on proposed budget (regular meeting)
May 21 <sup>st</sup>	Adoption of the budget by City Council (regular meeting)

Respectfully submitted,

A handwritten signature in cursive script that reads "C. Bradley Kaye".

C. Bradley Kaye, AICP CFM  
City Manager

# YOUR 2018-19 CITY BUDGET AT A GLANCE

Consolidated Budget: **\$95.4 million**

## BUDGET DIRECTIVES FOR THE UPCOMING YEAR

SERVICES					
<b>Maintain public services</b> at the highest level possible	<b>Do not increase</b> the millage rate	<b>Utilize extra PPT reimbursement</b> for budget stabilization	<b>Increase the General Fund</b> unreserved fund balance to \$6 million	<b>Engage Citizens</b> to determine service and budget priorities	<b>Budget additional funding</b> to reduce unfunded liabilities

## BUDGET GOALS FOR THE CITY:

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



### MILLAGE RATE

Current Rate 15.14

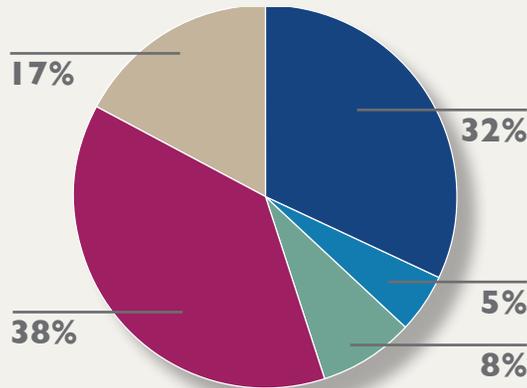
**2018-2019 Rate 15.14**

**Average Home Value \$149,000**

**Average Homeowner Pays Per Month \$94**

## CITY-WIDE REVENUES

Taxes will fund 38% of the City's total budget for the 2018/19 fiscal year.

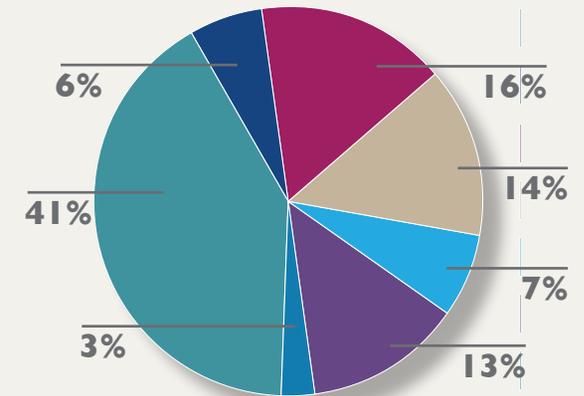


**\$95.4 million**

- Tax & Related \$35.8 million
- Other Governments \$16.5 million
- Fee for Service \$30.6 million
- All Other \$5 million
- Fund Balance \$7.5 million

## CITY-WIDE EXPENDITURES

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



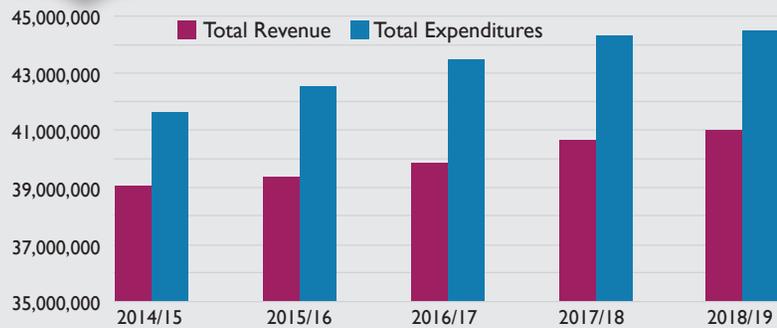
**\$95.4 million**

- General Fund \$39.1 million
- Water Fund \$13.2 million
- Other Proprietary Funds \$12.4 million
- Internal Services Funds \$2.4 million
- Wastewater Fund \$7 million
- Other Governmental Funds \$15.4 million
- Major Street Fund \$5.9 million

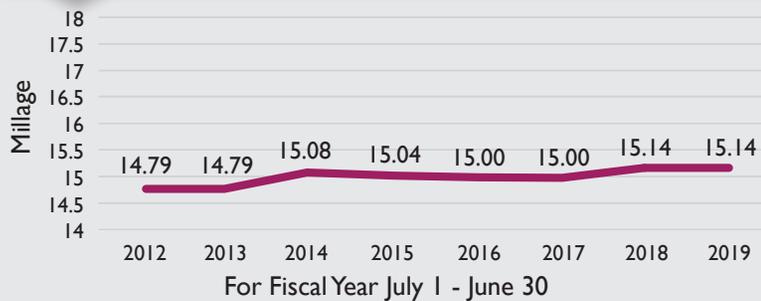
**GENERAL FUND ACTIVITY**

For several years, expenses have generally been increasing at a higher rate than revenues, despite efforts to maintain and reduce costs. Despite these challenges, City Council is proposing no increase to the millage rate for 2018-19 fiscal year.

**Historical Comparison of Revenues and Expenses**



**Historical Millage Rates**



**Sanitation**

**\$3.8 million**



**Parks and Recreation**

**\$6.0 million**

Funds maintain **2,700 acres of parks**

Midland has **72 parks**



**Public Safety**

**\$19.0 million**

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



**SPECIAL REVENUE FUNDS**

**Road Maintenance**  
**\$9.2 million**  
 7.4% of the City's total budget

**\$1.0 million**  
**Snow Removal**

- The City maintains **236 Miles of streets**
- 20+** miles of **bike lanes** maintained

**Midland Housing**  
**\$213,000**

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

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

**21,970**



Program Attendance

**669,424**



Total Materials Circulated

**52,986**



eBooks Circulated

**4,179**



Youths in Summer Reading Program

**Dial-A-Ride**  
**\$2.4 million**

About **65%** of program costs come from State and Federal grants

**14 Buses Annually:**  
**110,000** Riders  
**400,000+** Miles Traveled

Overall ridership is **73%** **seniors and people with disabilities**

Curb to curb transportation, **7 days a week**

**ENTERPRISE FUNDS**

**Currie Municipal Golf Course**  
**\$1.2 million**



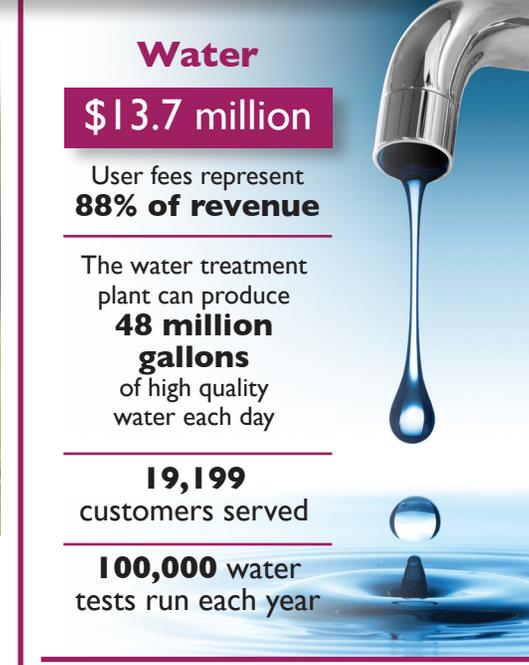
**Water**  
**\$13.7 million**

User fees represent **88% of revenue**

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

**19,199** customers served

**100,000** water tests run each year



**Senior Housing**

**Washington Woods**

**\$1.8 million**

**Riverside Place**

**\$2.3 million**



**Wastewater**

**\$7.7 million**

User fees represent **93% of revenue**

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

Average treatment of **8 million gallons** per day



**ADDRESSING UNFUNDED RETIREE BENEFITS**

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 civilian 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:

<b>How many people will retire</b>	<b>When people will retire</b>	<b>Investment performance</b>
		



**When the amount of funds in these trusts isn't enough to pay all of the estimated retiree benefits,** it's called **unfunded liability.**

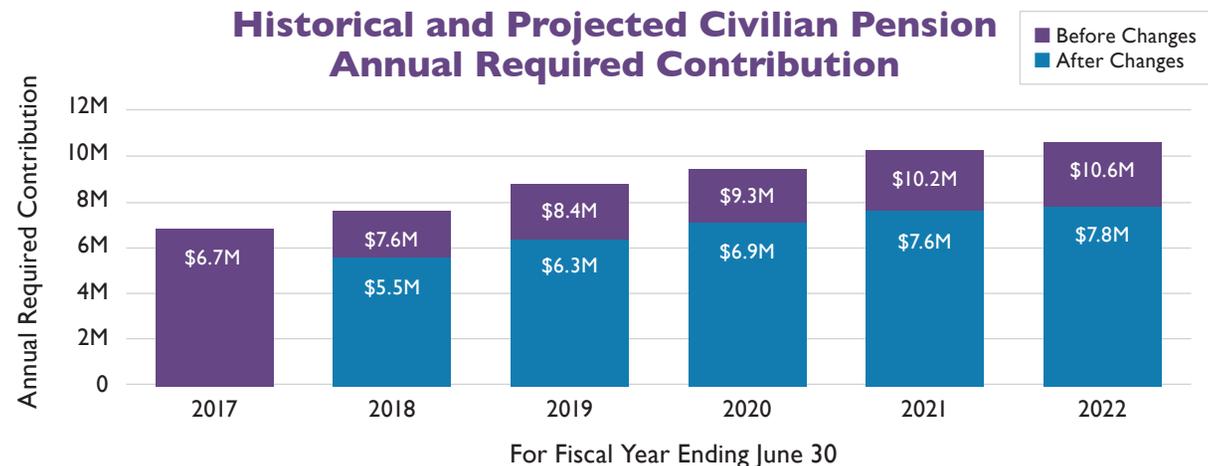
That means **additional funding is needed in the future** to pay for existing and expected retiree expenses, and other costs that are currently unknown.

<b>Current Unfunded Liabilities:</b>	<b>\$137 million</b>
<b>Amount Budgeted for Unfunded Liabilities:</b>	<b>\$14.8 million</b>
<b>Unfunded Liabilities as a Percent of Budget:</b>	<b>15.5%</b>

Changes made by the City to address the **unfunded liability challenges**

			
All employee groups have agreed to a reduction in pension benefits.	Employees still earning a related pension are paying a portion of the benefit.	Post-65 retirees are in a Medicare Advantage Plan.	The City has committed to pay more than the annual required amount.

*These changes have positively impacted the civilian pension plan by reducing its annual required contributions as shown below.*



### 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 2018/19 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 2018/19 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 2018/19 adopted budget was used as the baseline to project forward. Historical patterns were evaluated in order to assist in projecting forward to 2019/20 and 2020/21. 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, 2019*

**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**

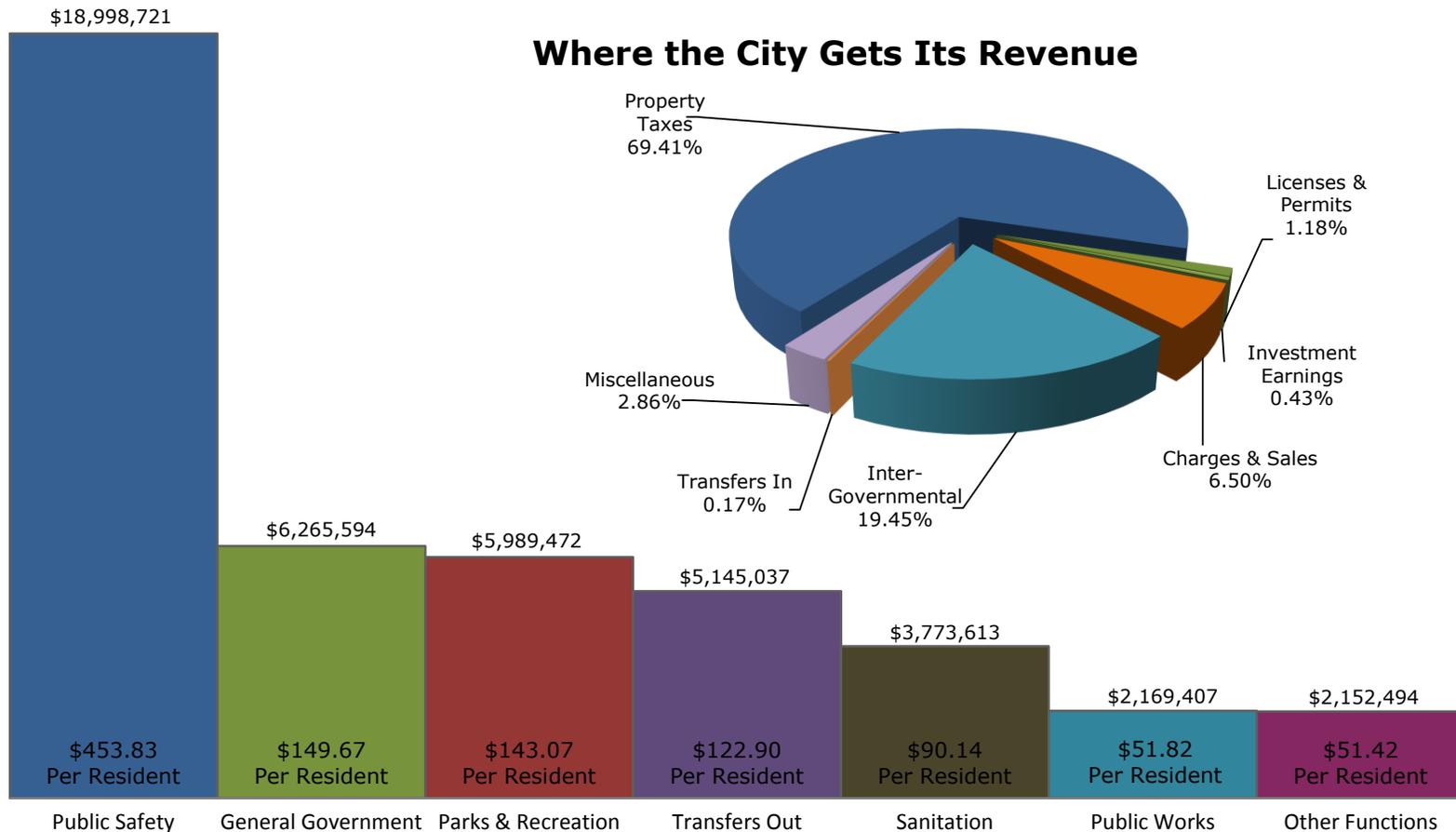
**Reserve for Contingencies**

**Transfers Out**

## How the City of Midland Allocates Its Money

The 2018-19 General Fund Budget is \$44.49 million, which equates to \$1,062.85 per resident (population 41,863).

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, 42.70% 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Property taxes and related	\$ 28,067,284	\$ 28,200,508	\$ 28,200,508	\$ 28,462,745	\$ 28,511,410	\$ 28,560,173
Licenses and permits	544,329	454,315	470,015	482,765	482,765	482,765
Intergovernmental	11,584,603	8,081,321	11,320,415	7,976,962	7,993,881	8,072,902
Charges for services	2,379,765	2,463,786	2,446,850	2,327,380	2,327,380	2,327,380
Use and admission charges	340,977	303,800	350,130	339,800	340,040	340,720
Investment earnings	88,062	70,000	150,000	175,000	175,000	175,000
Other	1,505,278	1,471,679	1,484,712	1,173,506	1,140,401	1,127,761
Transfers in	30,703	65,000	66,291	69,191	60,400	60,400
Total revenues	<u>\$ 44,541,001</u>	<u>\$ 41,110,409</u>	<u>\$ 44,488,921</u>	<u>\$ 41,007,349</u>	<u>\$ 41,031,277</u>	<u>\$ 41,147,101</u>
<b>Expenditures</b>						
General government	\$ 5,785,790	\$ 6,570,438	6,457,135	\$ 6,265,594	\$ 6,305,329	\$ 6,463,803
Public safety	17,199,051	19,141,872	18,624,764	18,998,721	19,447,823	20,092,231
Public works	1,892,773	2,120,526	2,077,963	2,169,407	2,469,241	2,438,770
Sanitation	3,538,023	3,682,428	3,853,075	3,773,613	3,901,429	4,006,705
Parks and recreation	5,674,635	6,153,420	6,267,298	5,989,472	6,257,029	6,350,435
Other functions	1,430,935	1,667,462	1,595,235	1,458,494	1,490,763	1,506,633
Capital projects	445,576	1,840,307	1,840,307	256,000	186,000	186,000
Reserve for contingencies	-	362,613	100,000	438,000	400,000	400,000
Transfers out	4,910,135	5,208,302	4,918,286	5,145,037	5,254,114	5,461,108
Total expenditures	<u>\$ 40,876,918</u>	<u>\$ 46,747,368</u>	<u>\$ 45,734,063</u>	<u>\$ 44,494,338</u>	<u>\$ 45,711,728</u>	<u>\$ 46,905,685</u>
Excess of Revenues Over (Under)						
Expenditures	3,664,083	(5,636,959)	(1,245,142)	(3,486,989)	(4,680,451)	(5,758,584)
Fund Balance - beginning of year	<u>12,602,135</u>	<u>16,266,218</u>	<u>16,266,218</u>	<u>15,021,076</u>	<u>11,534,087</u>	<u>6,853,636</u>
<b>Fund Balance - end of year</b>	<u><u>\$ 16,266,218</u></u>	<u><u>\$ 10,629,259</u></u>	<u><u>\$ 15,021,076</u></u>	<u><u>\$ 11,534,087</u></u>	<u><u>\$ 6,853,636</u></u>	<u><u>\$ 1,095,052</u></u>
Unreserved fund balance	\$ 5,709,237	\$ 5,745,403	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 1,095,052
Budget stabilization reserve	3,383,856	3,383,856	5,534,087	5,534,087	853,636	-
Encumbrance carryover	1,975,527	-	-	-	-	-
Future year expenditures	3,697,598	-	3,486,989	-	-	-
Reserved fund balance - contingencies	1,500,000	1,500,000	-	-	-	-
Total fund balance	<u><u>\$ 16,266,218</u></u>	<u><u>\$ 10,629,259</u></u>	<u><u>\$ 15,021,076</u></u>	<u><u>\$ 11,534,087</u></u>	<u><u>\$ 6,853,636</u></u>	<u><u>\$ 1,095,052</u></u>

# Estimated Revenues by Source

## 101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Property Taxes</b>						
Property taxes	\$ 24,786,715	\$ 24,971,277	\$ 24,971,277	\$ 25,014,926	\$ 25,064,956	\$ 25,115,086
Special public safety millage	2,249,309	2,209,656	2,209,656	2,514,744	2,514,744	2,514,744
Industrial facilities taxes	654,759	529,826	529,826	538,435	538,435	538,435
Property taxes captured	(723,686)	(587,251)	(587,251)	(682,360)	(683,725)	(685,092)
Total property taxes	<u>26,967,097</u>	<u>27,123,508</u>	<u>27,123,508</u>	<u>27,385,745</u>	<u>27,434,410</u>	<u>27,483,173</u>
<b>Other Tax Related Revenue</b>						
Tax administration fee	945,677	950,000	950,000	950,000	950,000	950,000
Payments in lieu of taxes	37,294	37,000	37,000	37,000	37,000	37,000
Penalties - delinquent taxes	117,216	90,000	90,000	90,000	90,000	90,000
Total other tax related revenue	<u>1,100,187</u>	<u>1,077,000</u>	<u>1,077,000</u>	<u>1,077,000</u>	<u>1,077,000</u>	<u>1,077,000</u>
<b>Licenses and Permits</b>						
Rental dwelling inspections	61,010	55,000	55,000	60,000	60,000	60,000
Building permits	312,888	275,000	280,000	285,000	285,000	285,000
Mechanical permits	42,353	30,000	35,000	35,000	35,000	35,000
Electrical permits	53,257	35,000	40,000	40,000	40,000	40,000
Plumbing permits	44,371	32,000	32,000	35,000	35,000	35,000
Other licenses and permits	30,450	27,315	28,015	27,765	27,765	27,765
Total licenses and permits	<u>544,329</u>	<u>454,315</u>	<u>470,015</u>	<u>482,765</u>	<u>482,765</u>	<u>482,765</u>
<b>Intergovernmental</b>						
State sales taxes	3,552,392	3,470,560	3,648,250	3,644,968	3,713,468	3,783,338
Personal property tax reimbursement	7,993,701	4,209,631	7,550,711	4,209,631	4,218,050	4,226,486
Liquor license control	38,510	37,000	37,379	37,000	37,000	37,000
State grants	-	-	81,930	-	-	-
Federal grants	-	344,130	2,145	5,363	5,363	6,078
Other intergovernmental	-	20,000	-	80,000	20,000	20,000
Total intergovernmental	<u>11,584,603</u>	<u>8,081,321</u>	<u>11,320,415</u>	<u>7,976,962</u>	<u>7,993,881</u>	<u>8,072,902</u>
<b>Charges for Services</b>						
Administrative charges	1,929,600	2,005,850	2,005,850	1,882,350	1,882,350	1,882,350
Cemetery	114,500	100,000	100,000	100,000	100,000	100,000
Composting	216,573	220,000	217,000	217,000	217,000	217,000
Public safety	78,083	87,000	73,000	77,000	77,000	77,000
Refuse collection	41,009	50,936	51,000	51,030	51,030	51,030
Total charges for services	<u>2,379,765</u>	<u>2,463,786</u>	<u>2,446,850</u>	<u>2,327,380</u>	<u>2,327,380</u>	<u>2,327,380</u>



## Estimated Revenues by Source

### 101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Use and Admission Charges</b>						
Swimming pools	110,594	105,000	101,000	103,000	103,000	103,000
Recreation activities	230,383	198,800	249,130	236,800	237,040	237,720
Total use and admission charges	<u>340,977</u>	<u>303,800</u>	<u>350,130</u>	<u>339,800</u>	<u>340,040</u>	<u>340,720</u>
<b>Investment Earnings</b>	88,062	70,000	150,000	175,000	175,000	175,000
<b>Other Revenues</b>						
Airport sales	196,301	200,700	202,685	200,700	203,400	204,750
Other sales	9,271	10,300	16,515	11,000	11,000	11,000
Fines and forfeits	191,102	181,800	181,550	186,550	186,550	186,550
Rentals	80,178	82,687	82,687	88,788	85,902	86,908
Contributions	434,598	477,202	466,212	150,000	100,000	100,000
Miscellaneous	593,828	518,990	535,063	536,468	553,549	538,553
Total other revenues	<u>1,505,278</u>	<u>1,471,679</u>	<u>1,484,712</u>	<u>1,173,506</u>	<u>1,140,401</u>	<u>1,127,761</u>
Total revenues	<u>44,510,298</u>	<u>41,045,409</u>	<u>44,422,630</u>	<u>40,938,158</u>	<u>40,970,877</u>	<u>41,086,701</u>
<b>Other Financing Sources</b>						
Transfers in						
Special Activities Fund	5,457	10,000	10,000	10,000	-	-
Special Assessment Revolv Fund	25,246	55,000	56,291	59,191	60,400	60,400
Total transfers in	<u>30,703</u>	<u>65,000</u>	<u>66,291</u>	<u>69,191</u>	<u>60,400</u>	<u>60,400</u>
Total other financing sources	<u>30,703</u>	<u>65,000</u>	<u>66,291</u>	<u>69,191</u>	<u>60,400</u>	<u>60,400</u>
<b>Total Revenues and Other Financing Sources</b>	<u>\$ 44,541,001</u>	<u>\$ 41,110,409</u>	<u>\$ 44,488,921</u>	<u>\$ 41,007,349</u>	<u>\$ 41,031,277</u>	<u>\$ 41,147,101</u>



## **General Government**

*for the Fiscal Year Ending June 30, 2019*

**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 ..... C. Bradley Kaye, AICP CFM  
Administrative Secretary to the City Manager ..... Vacant

### **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

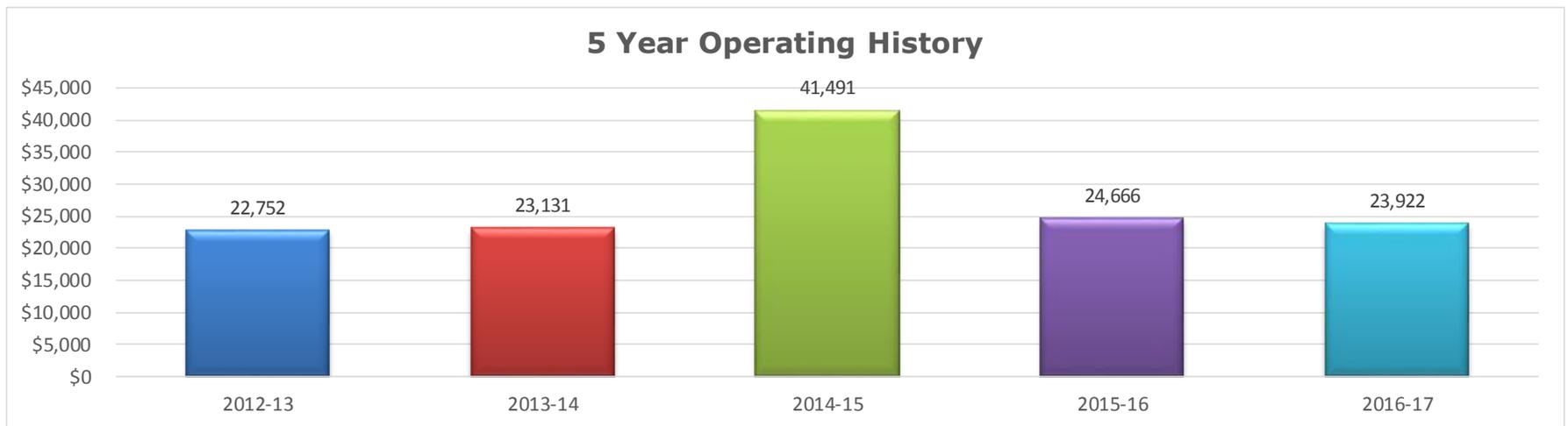
**Financial Statement(s)**

**City Council**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 23,922	\$ 23,941	\$ 24,481	\$ 25,020	\$ 25,020	\$ 25,020
Other services and charges	-	50,000	50,000	-	-	-
Total expenditures	<u>\$ 23,922</u>	<u>\$ 73,941</u>	<u>\$ 74,481</u>	<u>\$ 25,020</u>	<u>\$ 25,020</u>	<u>\$ 25,020</u>

**Summary of Budget Changes**

**Operating Trends – City Council**



**Financial Statement(s) (cont.)**

**City Manager**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 511,716	\$ 523,256	\$ 468,610	\$ 444,666	\$ 451,357	\$ 468,080
Supplies	2,258	3,450	3,150	4,400	4,463	4,525
Other services and charges	19,017	22,191	20,691	25,264	26,022	26,803
Total expenditures	<u>\$ 532,991</u>	<u>\$ 548,897</u>	<u>\$ 492,451</u>	<u>\$ 474,330</u>	<u>\$ 481,842</u>	<u>\$ 499,408</u>

**Summary of Budget Changes**

**Operating Trends – City Manager**



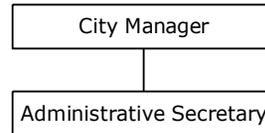
**Summary of Budget Changes (cont.)**

**Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

2017 saw the departure of the City Manager in April and the Administrative Secretary in December. These departures resulted in one-time budget impacts over the 2016-17 and

2017-18 fiscal years. Both are reflected in the operating history trends of the past two years above.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
City Manager	1	1	1
Administrative Secretary	1	1	1
<b>Total Full-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
none	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

Both the City Manager and the Administrative Secretary positions were vacated due to resignations and retirements, respectively, in 2017. The City Manager position was filled on an interim basis from May through August before being

permanently filled in August of 2017. No changes in the overall staffing of the City Manager’s office were made or are proposed.



**Community Affairs Director ..... Selina Tisdale**  
**Communications Coordinator ..... Katie Guyer**

## 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](http://www.cityofmidlandmi.gov))
- Manages the City's streaming video services
- Manages the City's social media platforms
- Manages the public engagement platform E-CityHall
- 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 494,321	\$ 545,826	\$ 569,913	\$ 471,289	\$ 491,215	\$ 504,070
Supplies	2,346	7,500	7,500	7,500	7,614	7,726
Other services and charges	42,676	57,841	49,941	58,060	59,802	61,245
Total expenditures	<u>\$ 539,343</u>	<u>\$ 611,167</u>	<u>\$ 627,354</u>	<u>\$ 536,849</u>	<u>\$ 558,631</u>	<u>\$ 573,041</u>

## Summary of Budget Changes

### Operating Trends – City Clerk



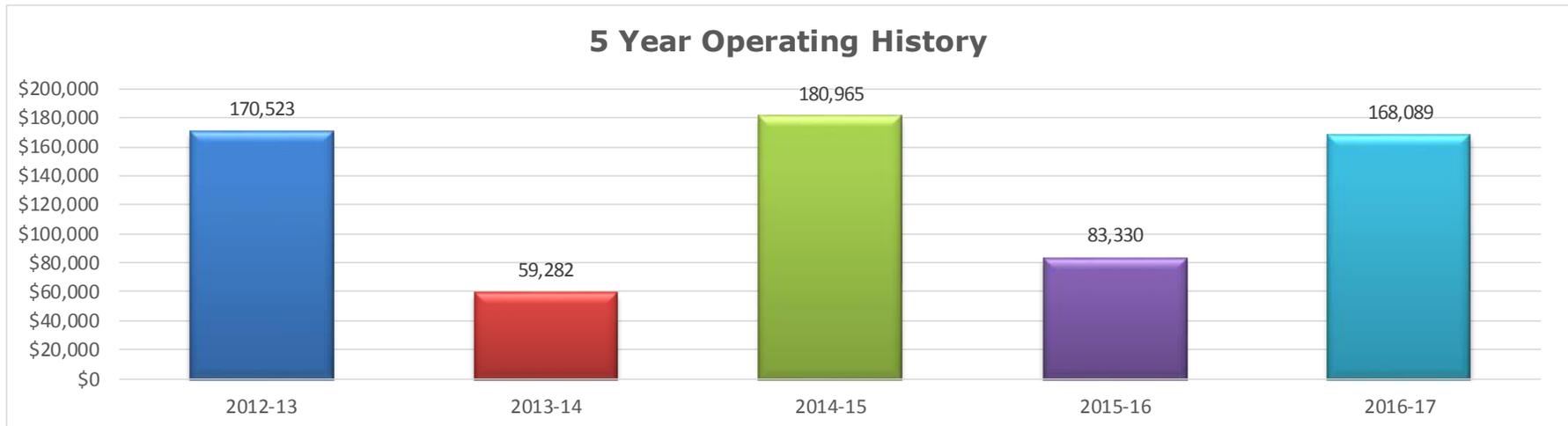
## Financial Statement(s) (cont.)

### Elections Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 113,515	\$ 16,482	\$ 13,562	\$ 149,012	\$ 93,267	\$ 85,830
Supplies	4,062	2,000	2,000	30,700	3,031	5,736
Other services and charges	50,512	19,246	12,166	47,776	26,009	28,250
Total expenditures	<u>\$ 168,089</u>	<u>\$ 37,728</u>	<u>\$ 27,728</u>	<u>\$ 227,488</u>	<u>\$ 122,307</u>	<u>\$ 119,816</u>

## Summary of Budget Changes

### Operating Trends – Elections



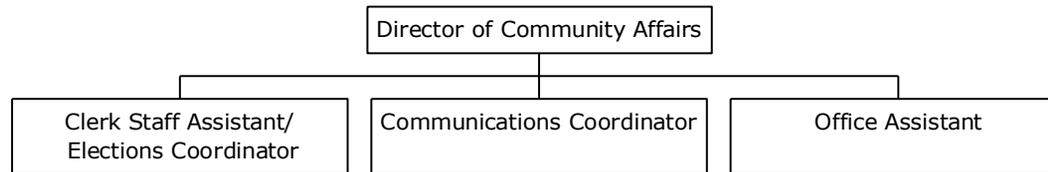
### **Summary of Budget Changes (cont.)**

#### **Significant Notes – 2018-19 Budget Compared to 2017-18 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. For instance, the Election's budget for 2017-18 was light on expenses due to the City Council elections being moved to the even-year election cycle. This meant there were no elections held in the 2017-18 fiscal year. This makes

the expenses look significantly larger for FY 2018-19 as we prepare for an August 2018 Primary Election and elect a new governor in the November 2018 General Election – these will both be very large elections. The Elections budget will be significantly smaller in 2019-20.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<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
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>



Assistant City Manager..... David A. Keenan  
City Controller ..... Deeann L. Bragg Smerdon  
Assistant City Controller..... Tiffany C. Eddy

## 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 as outlined in the purchasing ordinances
- Verify purchase orders that exceed the departmental authority as outlined in the purchasing ordinances 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, 2019

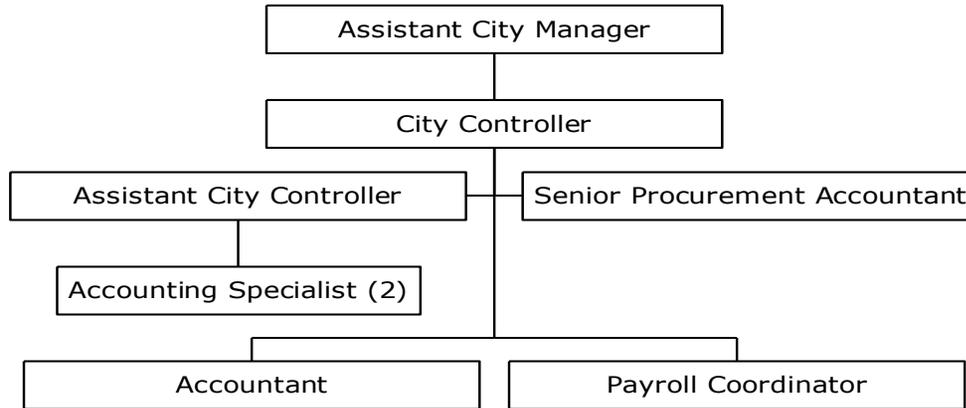
	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 1,145,867	\$ 1,145,180	\$ 1,139,510	\$ 1,204,159	\$ 1,276,826	\$ 1,295,653
Supplies	2,681	5,720	5,570	4,400	4,466	4,533
Other services and charges	78,308	108,798	90,865	89,565	92,252	95,020
Total expenditures	<u>\$ 1,226,856</u>	<u>\$ 1,259,698</u>	<u>\$ 1,235,945</u>	<u>\$ 1,298,124</u>	<u>\$ 1,373,544</u>	<u>\$ 1,395,206</u>

**Summary of Budget Changes**

**Operating Trends**



**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Assistant City Manager	1	1	1
City Controller	1	1	1
Assistant City Controller	1	1	1
Senior Procurement Accountant	1	1	1
Accountant	1	1	1
Payroll Coordinator	1	1	1
Accounting Software Systems Specialist	1	0	0
Accounting Specialist	2	2	2
<b>Total Full-Time</b>	<b>9</b>	<b>8</b>	<b>8</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>9</b>	<b>8</b>	<b>8</b>



Assistant City Manager..... David A. Keenan  
City Assessor..... Reid Duford  
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 18,000 parcels of property
- 2017 State Equalized Value (SEV) of \$2.15 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, 2019

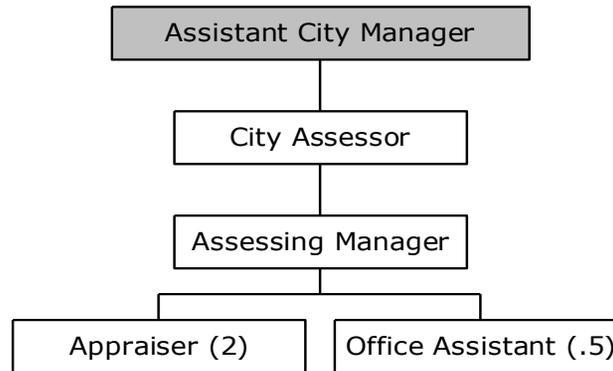
	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 621,078	\$ 658,360	\$ 653,995	\$ 688,251	\$ 690,144	\$ 716,146
Supplies	2,360	3,400	3,400	3,400	3,451	3,502
Other services and charges	24,789	33,822	33,814	58,000	59,740	34,645
Total expenditures	<u>\$ 648,227</u>	<u>\$ 695,582</u>	<u>\$ 691,209</u>	<u>\$ 749,651</u>	<u>\$ 753,335</u>	<u>\$ 754,293</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.

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
City Assessor	1	1	1
Assessing Manager	0	0	1
Associate Assessing Manager	1	1	0
Appraisers	2	2	2
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>5</b>



City Attorney ..... James O. Branson III  
Senior Paralegal ..... Lesley A. Kovacevich  
Legal Assistant ..... Rachel V. Swint

## 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 451,522	\$ 470,735	\$ 458,691	\$ 477,465	\$ 482,087	\$ 500,252
Supplies	6,975	7,000	7,000	7,000	7,105	7,211
Other services and charges	32,394	54,313	52,488	55,997	57,677	59,406
Total expenditures	<u>\$ 490,891</u>	<u>\$ 532,048</u>	<u>\$ 518,179</u>	<u>\$ 540,462</u>	<u>\$ 546,869</u>	<u>\$ 566,869</u>

**Summary of Budget Changes**

**Operating Trends – General Attorney**



**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
City Attorney	1	1	1
Senior Paralegal	1	1	1
<b>Total Full-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
Administrative/Legal Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>3</b>	<b>3</b>	<b>3</b>



<b>Director of Human Resources and Labor Relations</b> .....	<b>Carol Stone</b>
<b>Assistant Director of Human Resources</b> .....	<b>Ken Arthur</b>
<b>Human Resources Technician</b> .....	<b>Karen Cross</b>
<b>Human Resources Technician</b> .....	<b>Cherie Betoski</b>

## 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 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

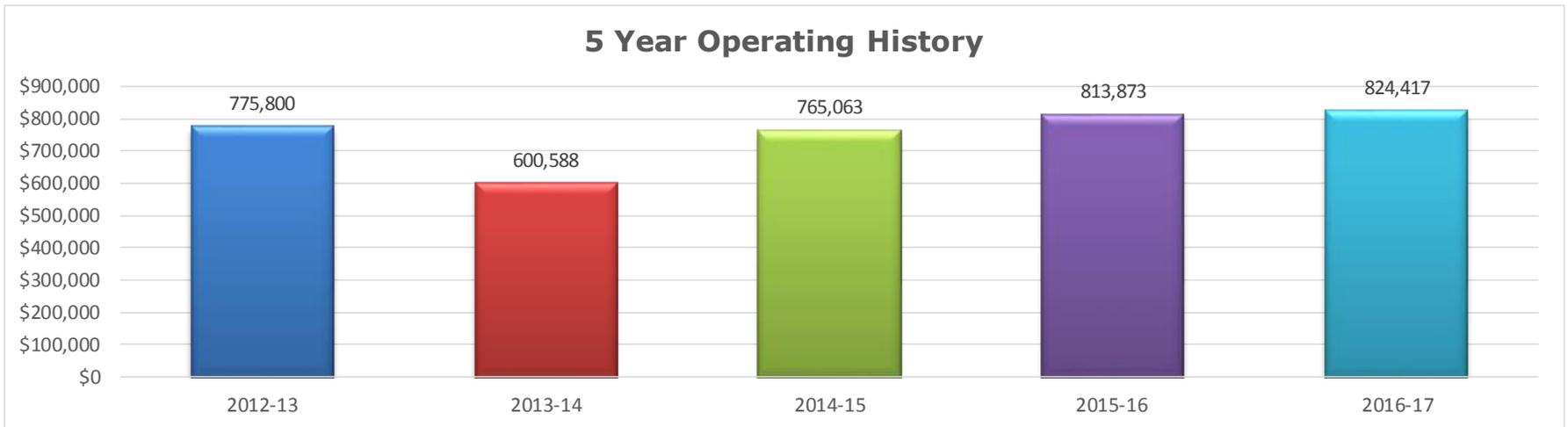
## Financial Statement

### Human Resources Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 677,919	\$ 714,115	\$ 710,775	\$ 726,702	\$ 786,153	\$ 782,512
Supplies	12,801	16,800	16,800	17,300	17,725	18,150
Other services and charges	133,697	264,596	259,670	186,116	191,700	197,453
Total expenditures	<u>\$ 824,417</u>	<u>\$ 995,511</u>	<u>\$ 987,245</u>	<u>\$ 930,118</u>	<u>\$ 995,578</u>	<u>\$ 998,115</u>

## Summary of Budget Changes

### Operating Trends

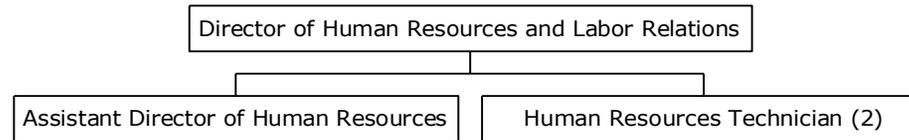


### **Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

Budget includes funding for new Leadership Development Program with the goal of identifying and developing employees with leadership potential. Funding has also been increased for on-going Supervisory Training Program and health and safety

initiatives. It should be noted that the City is self-insured for health insurance and workers compensation insurance and initiatives to promote healthy living and safe worksites can directly impact the cost of these insurances.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<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
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>



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

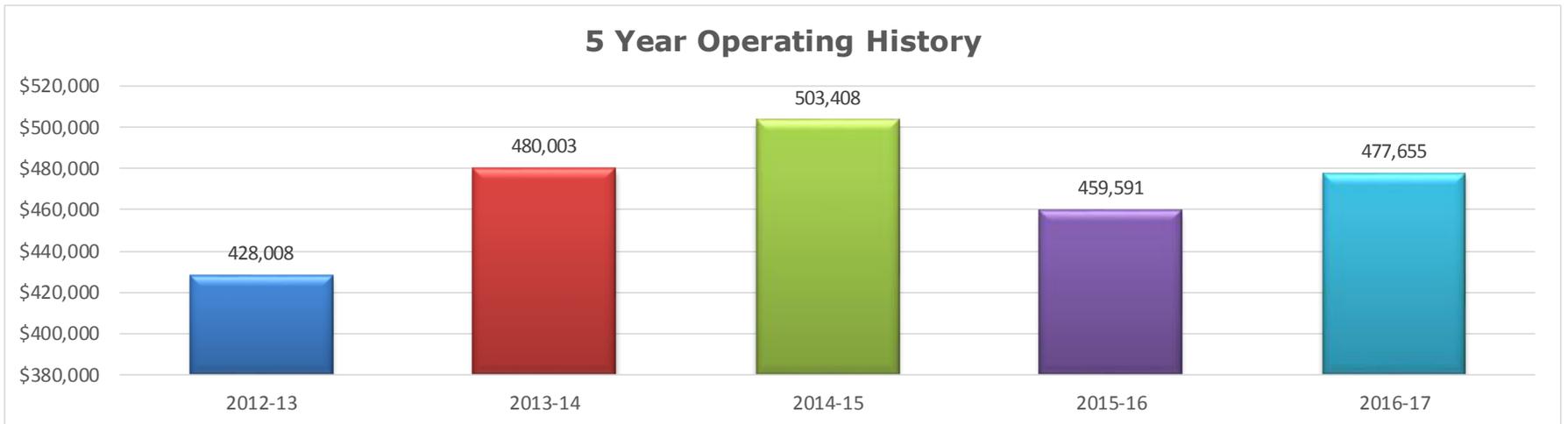
## Financial Statement(s)

### Treasurer Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 443,725	\$ 466,062	\$ 465,084	\$ 484,815	\$ 504,655	\$ 523,584
Supplies	5,794	7,180	7,250	6,800	6,903	7,005
Other services and charges	28,136	51,340	32,527	35,416	36,441	36,847
Total expenditures	<u>\$ 477,655</u>	<u>\$ 524,582</u>	<u>\$ 504,861</u>	<u>\$ 527,031</u>	<u>\$ 547,999</u>	<u>\$ 567,436</u>

## Summary of Budget Changes

### Operating Trends – Treasurer



### **Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

The increase in personal services is largely the result of increased costs associated with health insurance.

The Treasurer's Office Other Services/Charges line item budget reflects costs associated with the administration of Complus Parking Software.

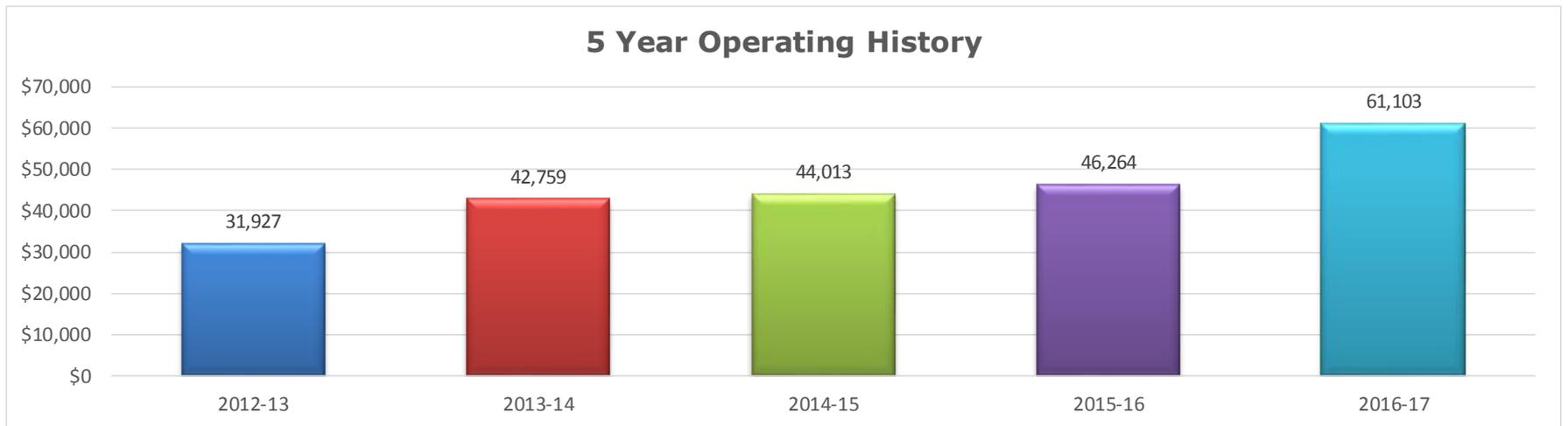
## Financial Statement(s) (cont.)

### Police & Fire Pension Administration Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

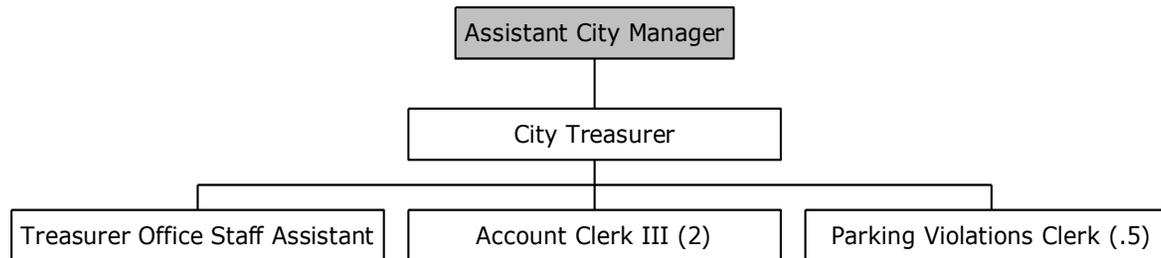
	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 21,807	\$ 22,319	\$ 22,319	\$ 21,826	\$ 22,648	\$ 23,501
Supplies	56	215	277	270	274	279
Other services and charges	39,240	33,638	39,974	37,319	38,439	39,592
Total expenditures	<u>\$ 61,103</u>	<u>\$ 56,172</u>	<u>\$ 62,570</u>	<u>\$ 59,415</u>	<u>\$ 61,361</u>	<u>\$ 63,372</u>

## 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.

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
City Treasurer	1	1	1
Treasurer Office Staff Assistant	1	1	1
Account Clerk III	2	2	2
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
Parking Violations Clerk	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>5</b>



**Assistant City Manager..... 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.

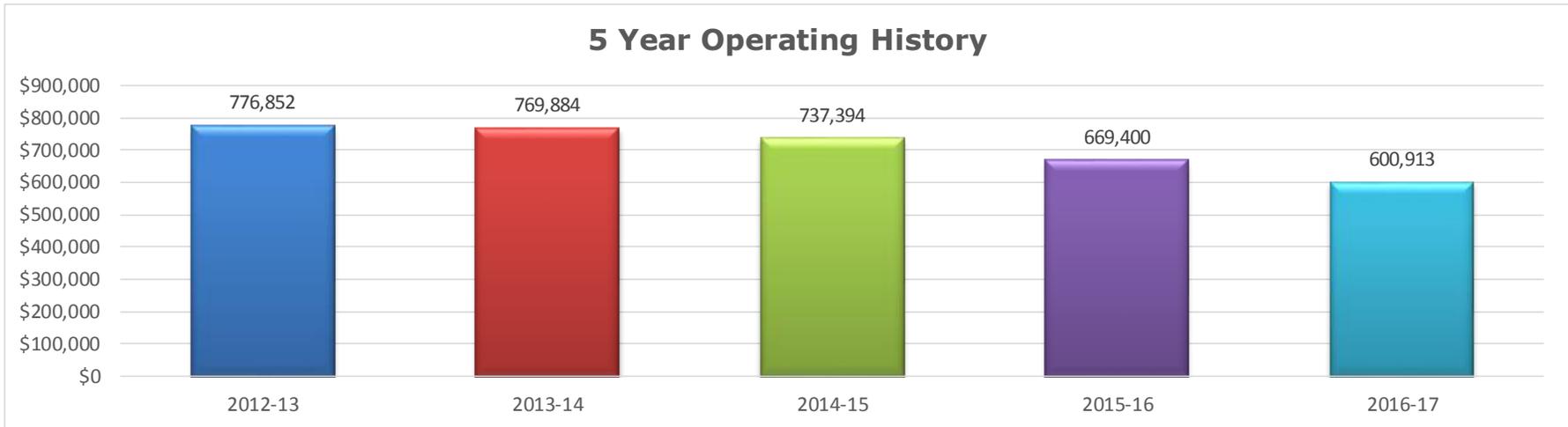
## Financial Statement

### Internal Computer Service Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Other services and charges	\$ 600,913	\$ 508,587	\$ 508,587	\$ 520,680	\$ 536,300	\$ 552,389
Total expenditures	<u>\$ 600,913</u>	<u>\$ 508,587</u>	<u>\$ 508,587</u>	<u>\$ 520,680</u>	<u>\$ 536,300</u>	<u>\$ 552,389</u>

## Summary of Budget Changes

### Operating Trends





Assistant City Manager..... David A. Keenan  
Information Services Manager ..... Tadd Underhill

**Service Statement**

The Information Services Manager 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

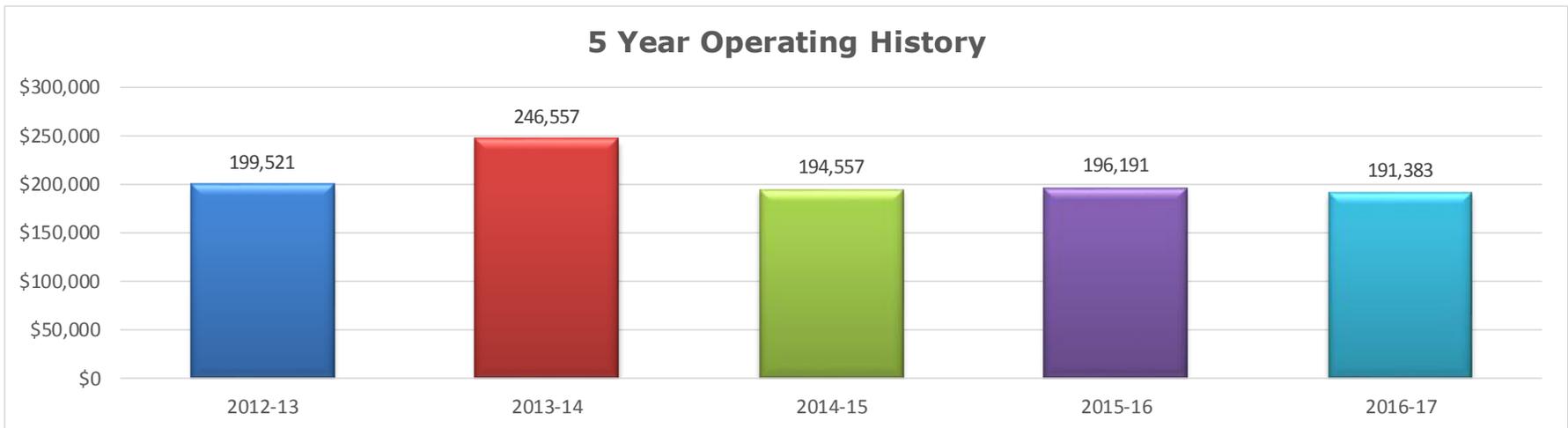
**Financial Statement**

**City Hall**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 7,444	\$ 10,841	\$ 10,841	\$ 11,028	\$ 11,228	\$ 11,435
Supplies	11,917	16,400	16,400	16,400	16,647	16,895
Other services and charges	158,726	184,519	184,519	188,998	194,668	200,508
Capital outlay	13,296	514,765	514,765	160,000	80,000	120,000
Total expenditures	<u>\$ 191,383</u>	<u>\$ 726,525</u>	<u>\$ 726,525</u>	<u>\$ 376,426</u>	<u>\$ 302,543</u>	<u>\$ 348,838</u>

**Summary of Budget Changes**

**Operating Trends**





**Public Safety**

*for the Fiscal Year Ending June 30, 2019*

**Police**  
**Fire/Emergency Services**  
**Building Inspection/Planning**



<b>Chief of Police .....</b>	<b>Clifford A. Block</b>
<b>Deputy Police Chief .....</b>	<b>Rodney L. Roten</b>
<b>Administrative Lieutenant .....</b>	<b>Matthew D.M. Berchert</b>
<b>Patrol Lieutenant .....</b>	<b>Michael J. Sokol</b>
<b>Detective Lieutenant .....</b>	<b>Marc A. Goulette</b>

## 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
- 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

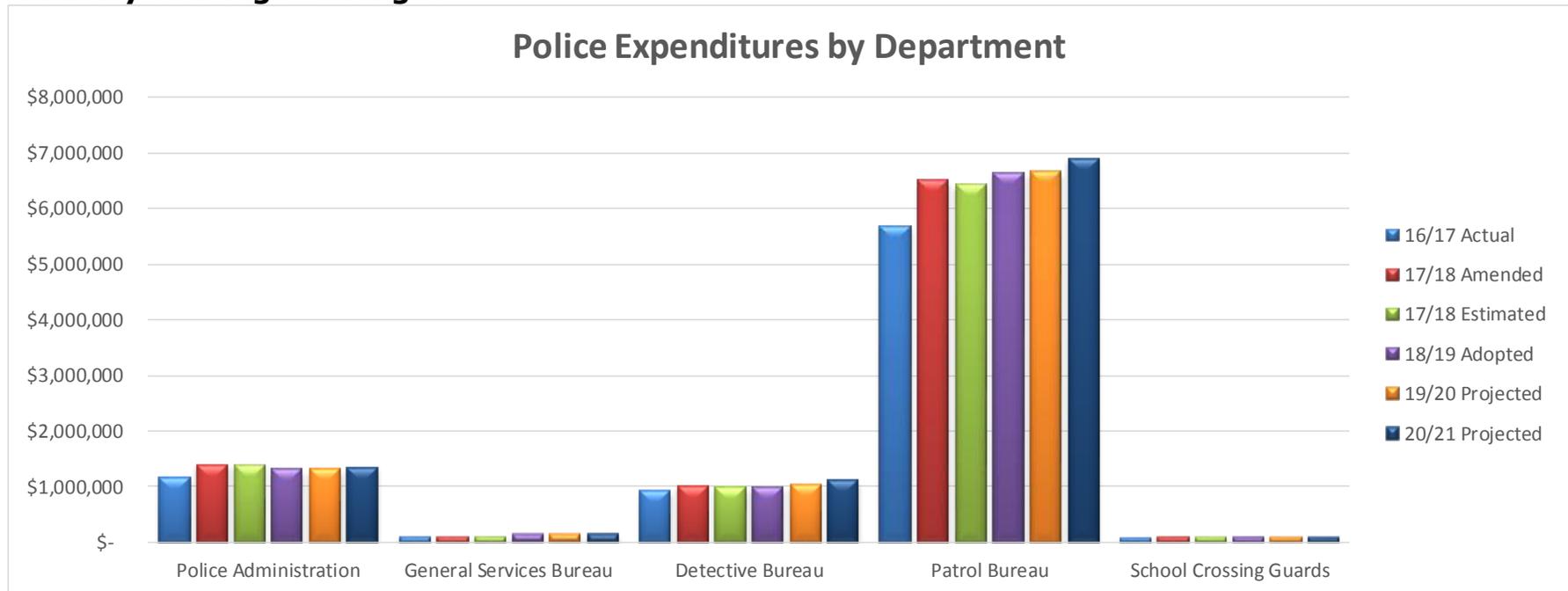
- Direct contact with the walk-in public to provide the necessary assistance and routing of their particular needs
- Telephone reception and distribution center for non-emergency/information calls made through the general information and records telephone lines
- Gun Registrations
- Sex Offender Registrations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

## Financial Statement

### Police Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

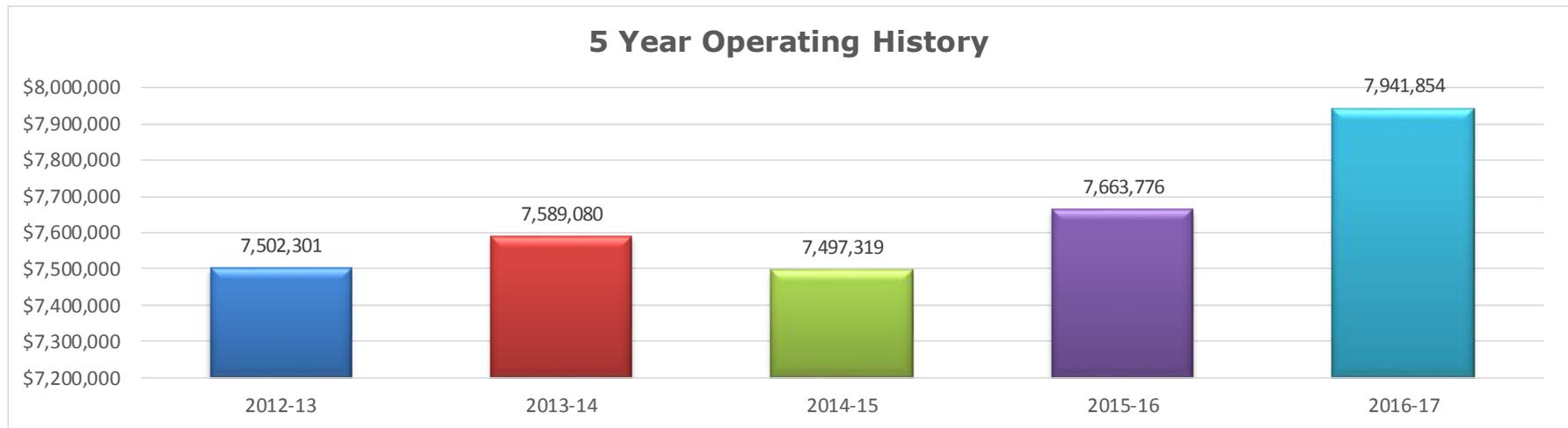
	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 6,957,123	\$ 8,057,572	\$ 7,973,545	\$ 7,918,178	\$ 8,122,980	\$ 8,454,883
Supplies	247,525	282,799	239,425	394,266	243,954	249,318
Other services and charges	737,206	784,628	783,703	863,533	858,676	880,772
Capital outlay	-	9,765	9,765	-	-	-
<b>Total expenditures</b>	<b>\$ 7,941,854</b>	<b>\$ 9,134,764</b>	<b>\$ 9,006,438</b>	<b>\$ 9,175,977</b>	<b>\$ 9,225,610</b>	<b>\$ 9,584,973</b>

## Summary of Budget Changes



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

**Operating Trends**



**Significant Notes – 2018-19 Budget Compared to 2017-18 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.

During the 2017-2018 fiscal year we again experienced a reduction in staff working patrol due to a resignation, a retirement, and an on duty injury to of one of our officers. A continuing challenge is finding highly qualified candidates to fill patrol vacancies at a time when the pool of such candidates still remains low. We have very high standards and are committed to maintaining these standards. We will continue to investigate and evaluate a number of options in our attempt to attract and retain highly qualified personnel. An example of this would be

the implementation of a Cadet Program that we will be looking into this next fiscal year.

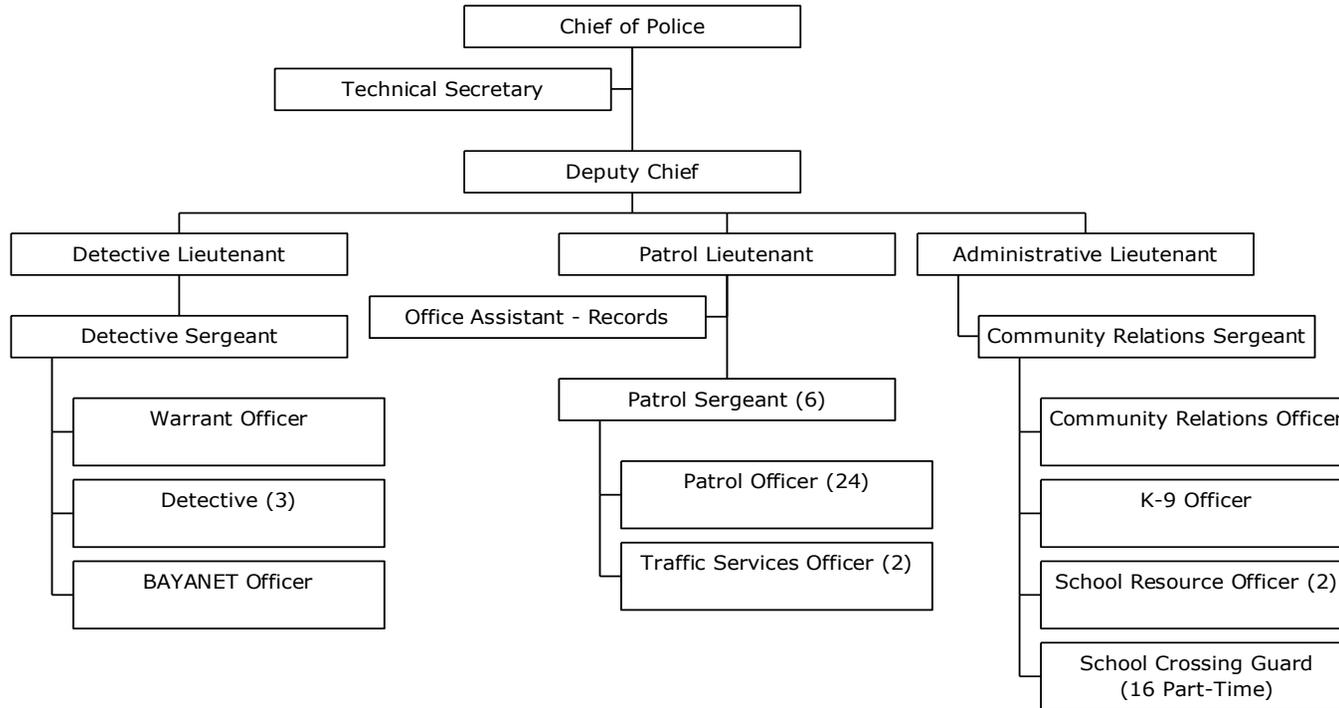
Our personnel expenses are the bulk of our budget, as we are a service organization providing service to people through people, and our budget will reflect this service. In addition we have identified the need for some equipment upgrades and additions for the 18-19 fiscal year to include newer model handguns along with the purchase of ballistic helmets and face shields to compliment the critical incident ballistic vests that were purchased in 2016-2017. We continue to have a variety of software and service agreements to increase efficiencies, with the new additions of electronic scheduling and electronic officer dailies.

## **Significant Notes – 2018-19 Budget Compared to 2017-18 Budget (cont.)**

We are also continuing our pursuit of becoming an accredited police department through the Michigan Association of Chiefs of Police.

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



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<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	1	1	1
Detective	3	3	3
Warrant Officer	1	1	1
Patrol Lieutenant	1	1	1
Patrol Sergeant	6	6	6
Patrol Officer	23	23	24
K-9 Officer	2	2	1
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
<b>Total Full-Time</b>	<b>50</b>	<b>50</b>	<b>50</b>
<u>Regular Part-Time</u>			
School Crossing Guard	14	19	16
<b>Total Regular Part-Time</b>	<b>14</b>	<b>19</b>	<b>16</b>
<b>Department Total</b>	<b>64</b>	<b>69</b>	<b>66</b>

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



<b>Fire Chief.....</b>	<b>Chris Coughlin</b>
<b>Assistant Chief for Training &amp; Safety.....</b>	<b>Josh Mosher</b>
<b>Battalion Chief .....</b>	<b>Mike Hulbert</b>
<b>Battalion Chief .....</b>	<b>Chuck Powell</b>
<b>Battalion Chief .....</b>	<b>Tom Hernden</b>
<b>Fire Marshal .....</b>	<b>Tony Lelo</b>

### 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 Assistant Chief of Training & Safety. 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 Assistant Chief of Training & Safety 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

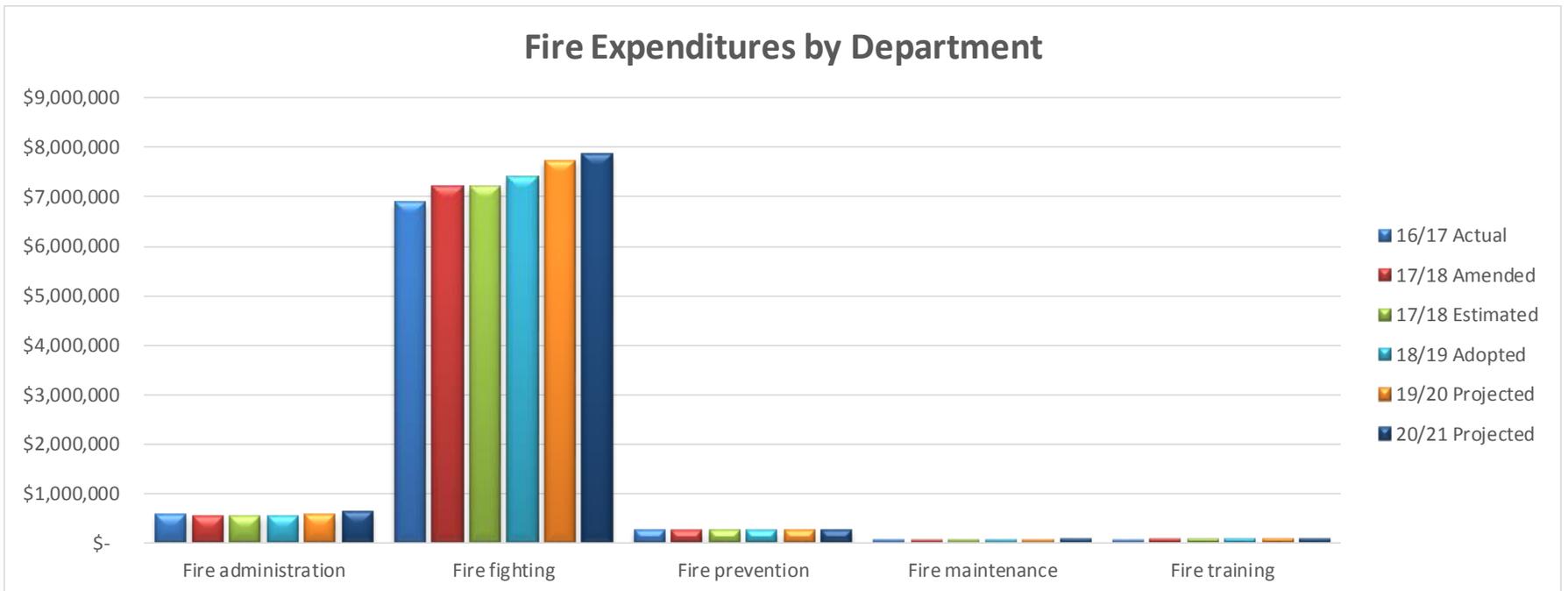
- Administers all department training programs
- Administers department's occupational safety and health programs
- Coordinates joint training with other organizations that provide emergency services
- Represents the department on various committees with other agencies and City departments
- Maintains 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 6,539,737	\$ 6,914,982	\$ 6,996,151	\$ 6,972,565	\$ 7,335,402	\$ 7,547,863
Supplies	130,538	166,663	166,631	115,930	116,979	117,632
Other services and charges	1,155,350	963,157	889,724	1,132,997	1,148,592	1,204,889
Capital outlay	-	64,299	63,999	112,500	71,500	60,000
Total expenditures	<u>\$ 7,825,625</u>	<u>\$ 8,109,101</u>	<u>\$ 8,116,505</u>	<u>\$ 8,333,992</u>	<u>\$ 8,672,473</u>	<u>\$ 8,930,384</u>

## Summary of Budget Changes



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

**Operating Trends - Fire**



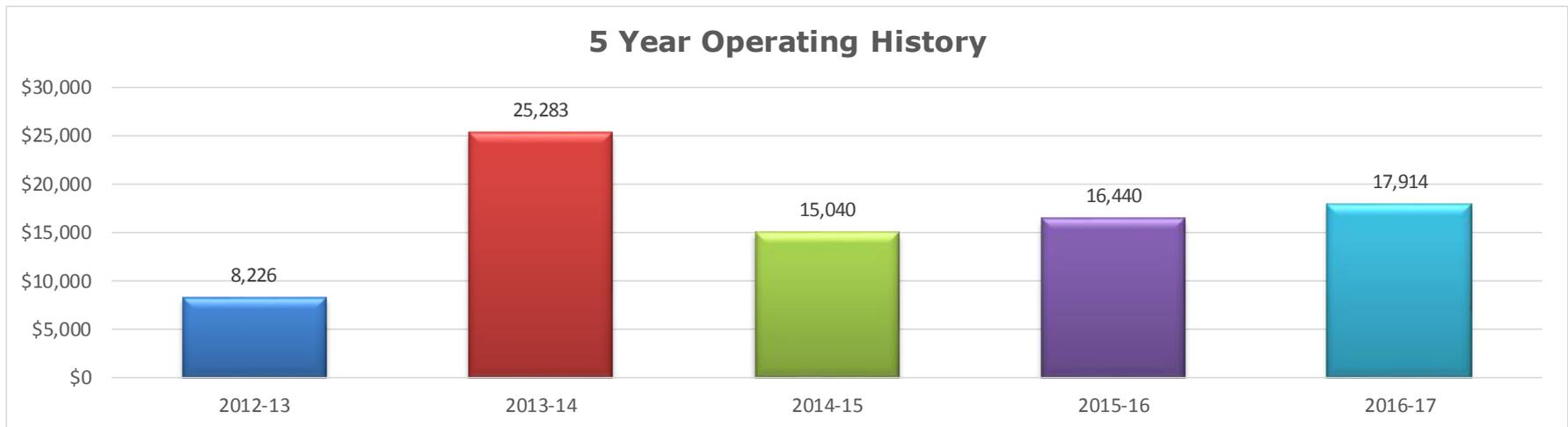
## Financial Statement(s) (cont.)

### Emergency Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

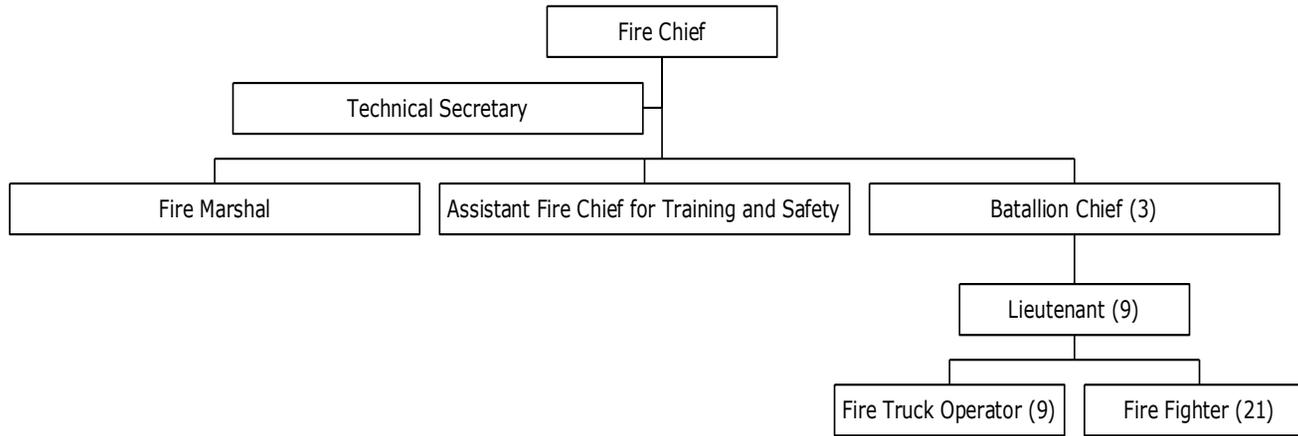
	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Other services and charges	\$ 17,914	\$ 18,552	\$ 18,552	\$ 18,671	\$ 18,793	\$ 18,793
Total expenditures	\$ 17,914	\$ 18,552	\$ 18,552	\$ 18,671	\$ 18,793	\$ 18,793

## Summary of Budget Changes

### Operating Trends – Emergency Services



## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<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
<b>Total Full-Time</b>	<b>46</b>	<b>46</b>	<b>46</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>46</b>	<b>46</b>	<b>46</b>



**Director of Planning and Community Development ..... Grant Murschel**  
**Chief Building Inspector ..... Stephen Taglauer**

## 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, tall grass and weeds, 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, 2019

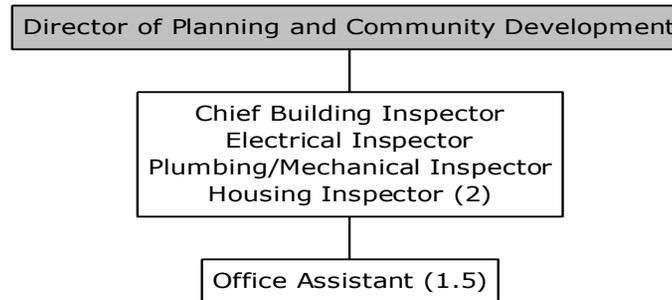
	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 766,768	\$ 880,334	\$ 858,358	\$ 822,672	\$ 853,936	\$ 881,309
Supplies	8,807	9,100	9,300	9,100	9,201	9,299
Other services and charges	37,007	39,861	39,461	41,350	42,501	43,687
Capital outlay	31,326	-	-	-	-	-
Total expenditures	<u>\$ 843,908</u>	<u>\$ 929,295</u>	<u>\$ 907,119</u>	<u>\$ 873,122</u>	<u>\$ 905,638</u>	<u>\$ 934,295</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.

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Chief Building Inspector	0	0	1
Building Inspector	1	1	0
Chief Inspector / Electrical Inspector	1	1	0
Electrical Inspector	0	0	1
Plumbing and Mechanical Inspector	1	1	1
Housing Inspector	2	2	2
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>7</b>	<b>7</b>	<b>7</b>



**Director of Planning and Community Development ..... Grant Murschel**  
**Community Development Planner ..... Vacant**

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

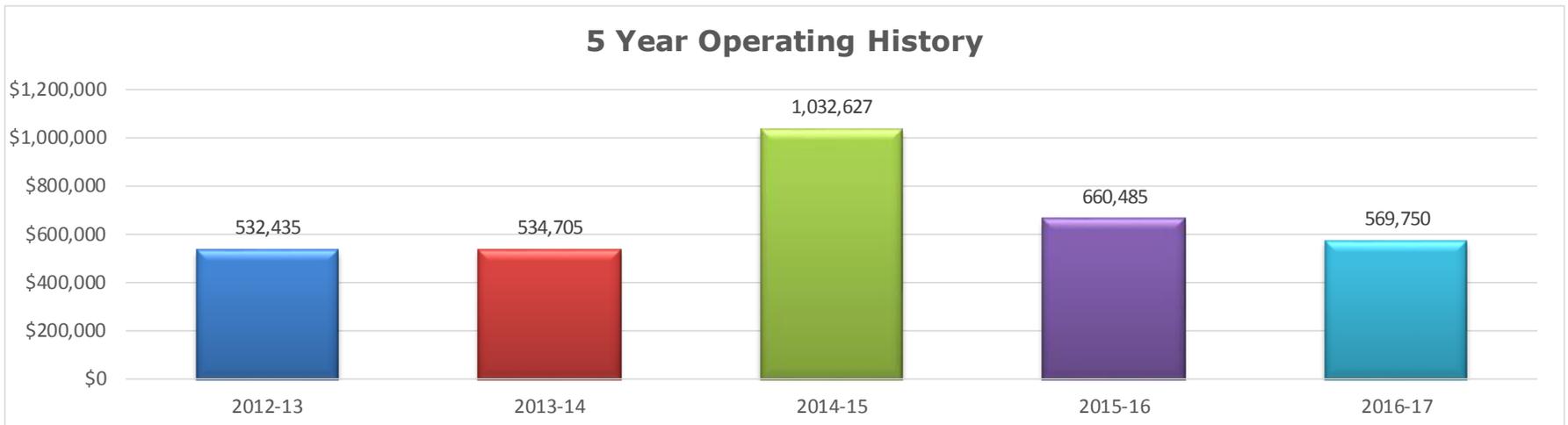
**Financial Statement**

**Planning**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 530,165	\$ 551,007	\$ 537,089	\$ 542,137	\$ 561,691	\$ 557,349
Supplies	2,842	4,900	4,818	5,025	5,039	5,053
Other services and charges	36,743	51,823	34,243	49,797	58,579	61,384
Capital outlay	-	342,430	-	-	-	-
Total expenditures	<u>\$ 569,750</u>	<u>\$ 950,160</u>	<u>\$ 576,150</u>	<u>\$ 596,959</u>	<u>\$ 625,309</u>	<u>\$ 623,786</u>

**Summary of Budget Changes**

**Operating Trends**



**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Assistant City Manager for Development Srcs	1	1	0
Director of Planning & Community Dvlp	0	0	1
Community Development Planner	1	1	1
Planning Housing Technician	1	1	1
Technical Secretary	1	1	1
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>



**Public Services**

*for the Fiscal Year Ending June 30, 2019*

**Engineering  
Public Works**



City Engineer..... Joshua Fredrickson  
Assistant City Engineer ..... Shane Bjorge

## 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 coordinates project priority improvements with the Capital Improvement Plan. 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
- Administers a Storm Water Management program and ordinance

## Functions (cont.)

### Administration (cont.)

- 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.
- 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

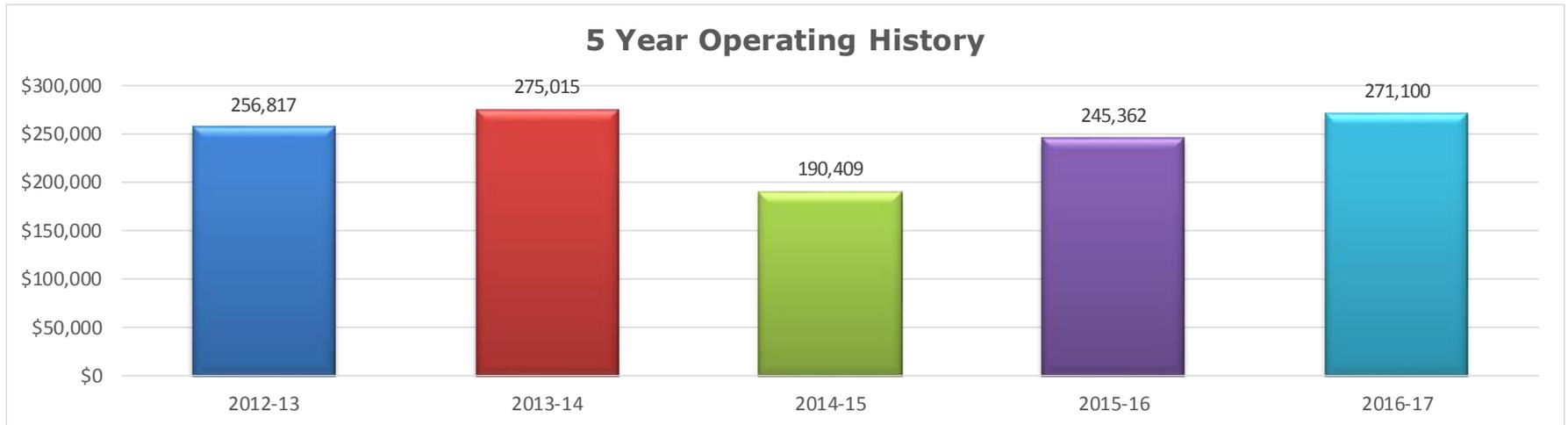
## Financial Statement(s)

### Engineering Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 235,612	\$ 292,633	\$ 321,424	\$ 226,615	\$ 294,136	\$ 271,647
Supplies	14,289	17,610	17,560	18,050	18,323	18,595
Other services and charges	21,199	22,364	31,317	34,414	35,447	36,508
Capital outlay	-	5,000	6,000	13,000	20,000	30,000
Total expenditures	<u>\$ 271,100</u>	<u>\$ 337,607</u>	<u>\$ 376,301</u>	<u>\$ 292,079</u>	<u>\$ 367,906</u>	<u>\$ 356,750</u>

## Summary of Budget Changes

### Operating Trends - Engineering



## Financial Statement(s) (cont.)

### Public Lighting Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 19,840	\$ 29,892	\$ 14,892	\$ 29,753	\$ 31,375	\$ 32,539
Supplies	2,378	17,600	17,600	17,600	18,089	18,579
Other services and charges	286,410	438,200	480,200	480,200	494,606	509,444
Total expenditures	<u>\$ 308,628</u>	<u>\$ 485,692</u>	<u>\$ 512,692</u>	<u>\$ 527,553</u>	<u>\$ 544,070</u>	<u>\$ 560,562</u>

## Summary of Budget Changes

### Operating Trends – Public Lighting



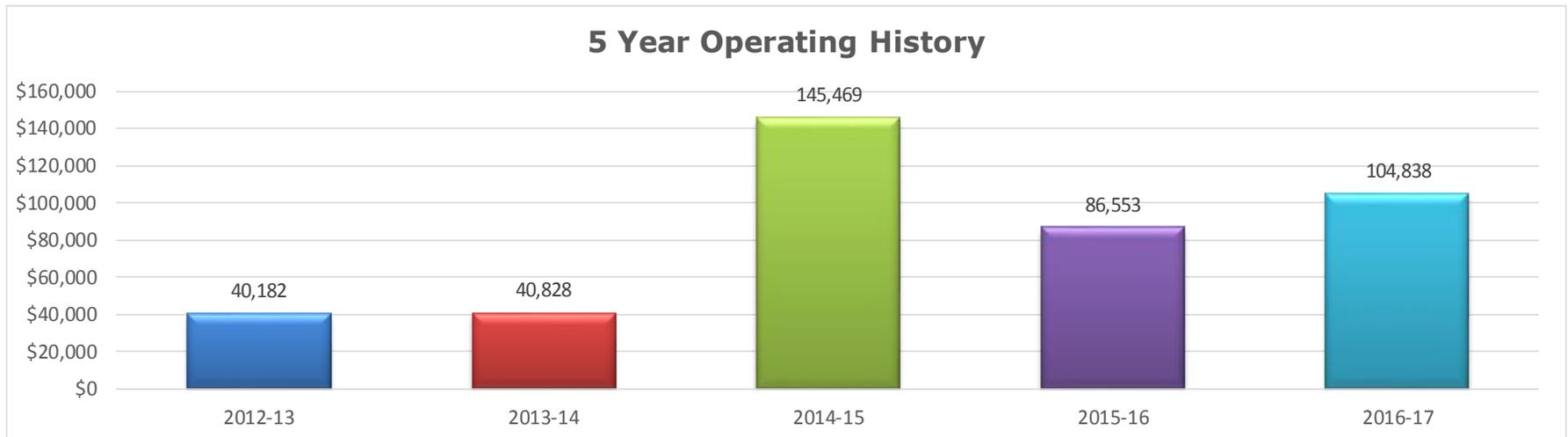
## Financial Statement(s) (cont.)

### Traffic Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

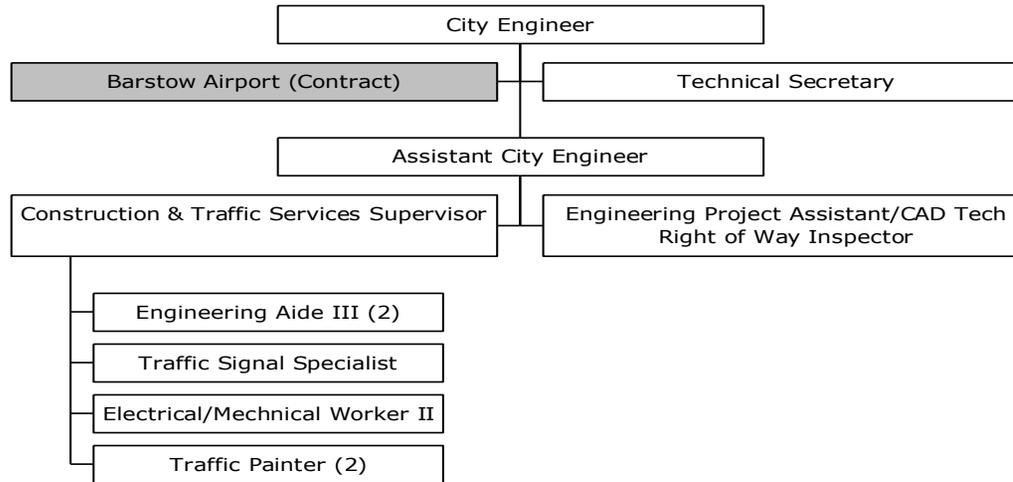
	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 55,732	\$ 53,387	\$ 51,648	\$ 66,997	\$ 152,695	\$ 192,538
Supplies	4,310	9,550	8,095	8,150	12,774	8,398
Other services and charges	38,829	38,188	42,557	79,764	82,157	84,621
Capital outlay	5,967	15,000	15,000	10,000	-	13,000
Total expenditures	<u>\$ 104,838</u>	<u>\$ 116,125</u>	<u>\$ 117,300</u>	<u>\$ 164,911</u>	<u>\$ 247,626</u>	<u>\$ 298,557</u>

## Summary of Budget Changes

### Operating Trends – Traffic Services



## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<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
Engineering Project Assistant/CAD Tech	1	1	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
<b>Total Full-Time</b>	<b>12</b>	<b>12</b>	<b>12</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>12</b>	<b>12</b>	<b>12</b>



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

## Service Statement

The department's scope of services include: repair and maintenance of existing city sidewalks, set up of work zones and traffic control devices as needed, emergency response related to flooding and other events, 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
- Provides information to residents via social media outlets with regard to snow plowing, leaf collection, changes in curbside collection schedules and other matters as needed

### 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 258,607	\$ 268,550	\$ 269,403	\$ 290,018	\$ 340,612	\$ 312,162
Supplies	2,719	4,787	4,780	4,287	4,351	4,416
Other services and charges	34,147	34,826	34,811	36,561	37,659	38,787
Total expenditures	<u>\$ 295,473</u>	<u>\$ 308,163</u>	<u>\$ 308,994</u>	<u>\$ 330,866</u>	<u>\$ 382,622</u>	<u>\$ 355,365</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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 439,569	\$ 485,058	\$ 424,400	\$ 411,226	\$ 410,030	\$ 425,156
Supplies	110,507	160,075	165,075	172,075	174,658	177,272
Other services and charges	192,955	30,596	(16,046)	78,700	80,760	82,883
Capital outlay	-	22,000	22,000	20,000	80,000	-
Total expenditures	<u>\$ 743,031</u>	<u>\$ 697,729</u>	<u>\$ 595,429</u>	<u>\$ 682,001</u>	<u>\$ 745,448</u>	<u>\$ 685,311</u>

**Summary of Budget Changes**

**Operating Trends – Public Works Activities**



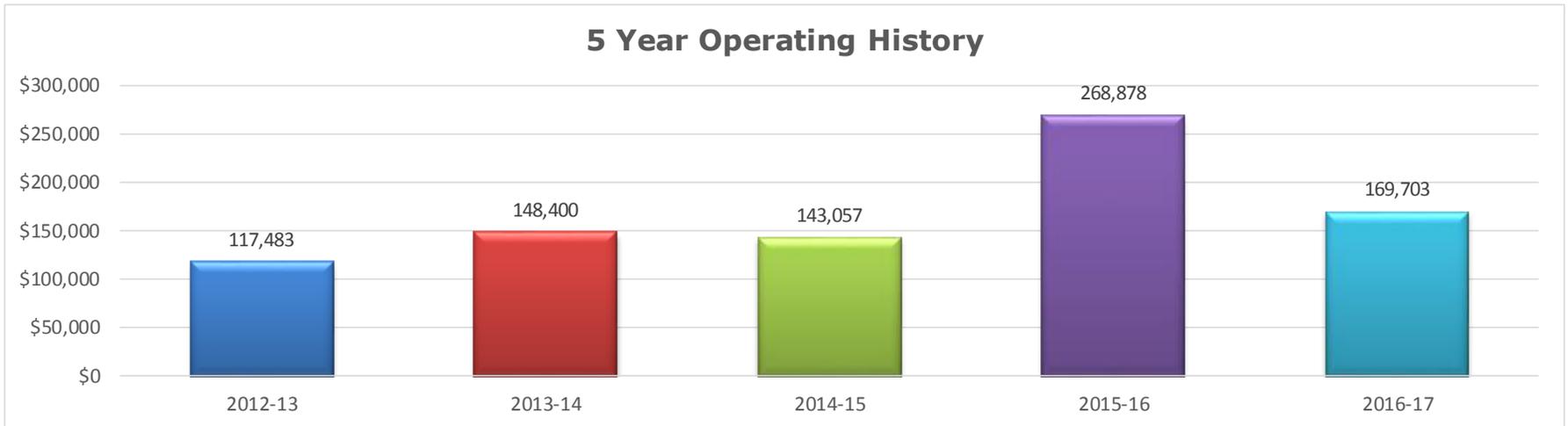
**Financial Statement(s) (cont.)**

**Sidewalk Engineering and Maintenance**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 29,903	\$ 50,560	\$ 48,597	\$ 48,347	\$ 50,149	\$ 52,015
Supplies	4,770	7,000	2,000	7,000	7,105	7,211
Other services and charges	135,030	114,298	116,650	116,650	117,315	122,999
Capital outlay	-	3,352	-	-	7,000	-
<b>Total expenditures</b>	<b>\$ 169,703</b>	<b>\$ 175,210</b>	<b>\$ 167,247</b>	<b>\$ 171,997</b>	<b>\$ 181,569</b>	<b>\$ 182,225</b>

**Summary of Budget Changes**

**Operating Trends – Sidewalks**

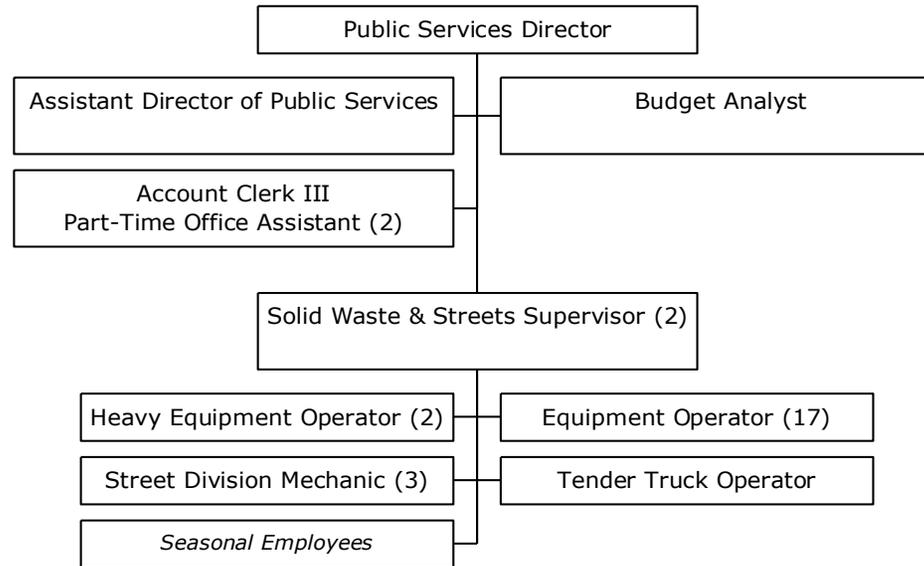


### **Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

A computerized work order system will be implemented in 2018-19 that will allow for real-time capture of expenses related to Public Works and Parks tasks. The system will help manage the volume of work requests received and will add

efficiencies when dispatching crews to a neighborhood as all the tasks waiting to be done for an area will be linked to a map to help with planning work for the day.

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Public Services Director	1	1	1
Assistant Director of Public Services	1	1	1
Budget Analyst	1	1	1
Account Clerk III	1	1	1
Solid Waste and Streets Supervisor	2	2	2
Equipment Operator	17	17	17
Tender Truck Operator	1	1	1
Heavy Equipment Operator	2	2	2
Street Division Mechanic	3	3	3
<b>Total Full-Time</b>	<b>29</b>	<b>29</b>	<b>29</b>
<u>Regular Part-Time</u>			
Office Assistant	2	2	2
<b>Total Regular Part-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Department Total</b>	<b>31</b>	<b>31</b>	<b>31</b>

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, 2019*

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



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

- Utilizes social media outlets to distribute updates on curbside services and weather-related events (floods, snow removal)
- 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

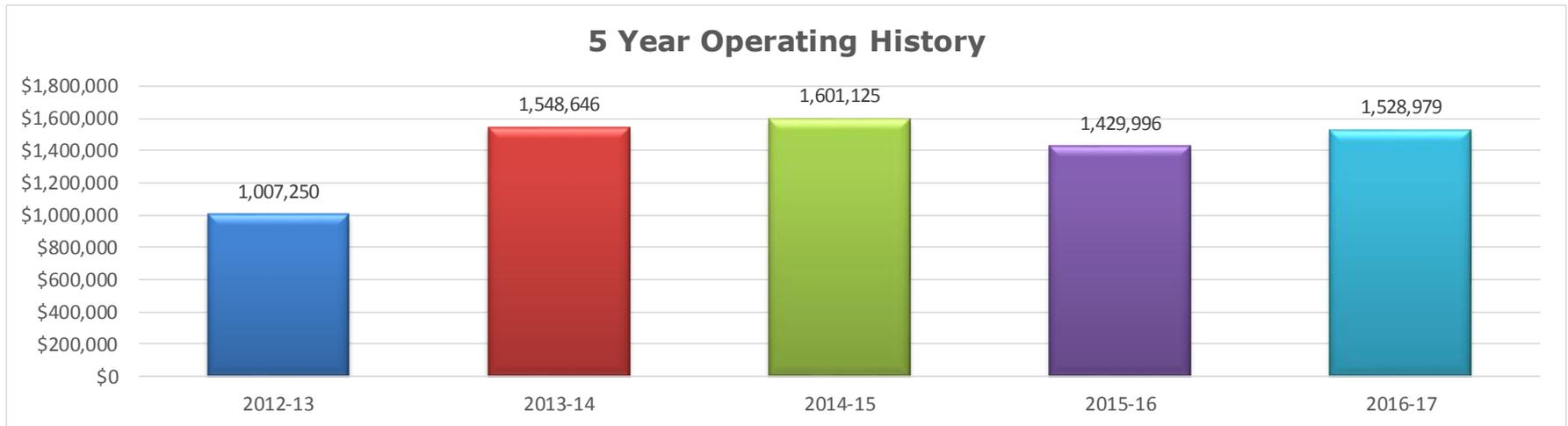
**Financial Statement(s)**

**Residential Refuse Collection**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 560,137	\$ 636,717	\$ 612,525	\$ 621,023	\$ 644,428	\$ 668,700
Supplies	109,978	151,100	137,900	147,100	149,306	151,543
Other services and charges	858,864	924,547	987,300	972,236	993,034	1,016,516
Total expenditures	<u>\$ 1,528,979</u>	<u>\$ 1,712,364</u>	<u>\$ 1,737,725</u>	<u>\$ 1,740,359</u>	<u>\$ 1,786,768</u>	<u>\$ 1,836,759</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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 691,111	\$ 626,155	\$ 768,357	\$ 625,330	\$ 648,622	\$ 672,780
Supplies	407	400	400	400	406	412
Other services and charges	541,519	532,700	614,700	614,700	633,141	652,135
Total expenditures	<u>\$ 1,233,037</u>	<u>\$ 1,159,255</u>	<u>\$ 1,383,457</u>	<u>\$ 1,240,430</u>	<u>\$ 1,282,169</u>	<u>\$ 1,325,327</u>

**Summary of Budget Changes**

**Operating Trends – Heavy Refuse Collection**



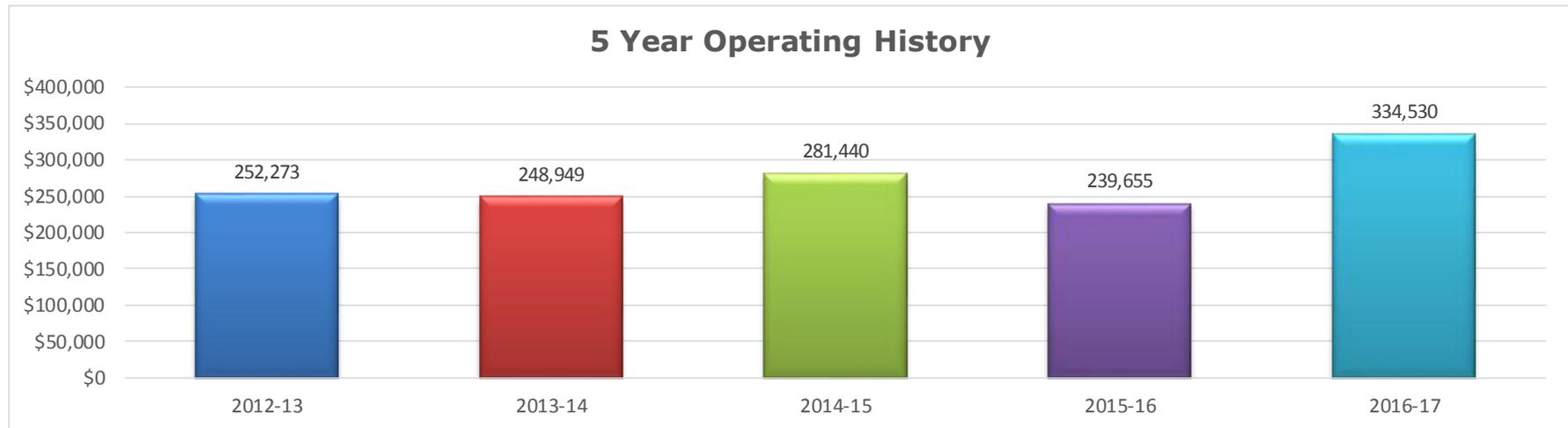
**Financial Statement(s) (cont.)**

**Fall Leaf Pick Up**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 236,652	\$ 243,186	\$ 193,975	\$ 236,474	\$ 244,009	\$ 251,826
Supplies	119	200	-	200	203	206
Other services and charges	97,759	112,423	84,318	86,000	88,580	91,237
<b>Total expenditures</b>	<b>\$ 334,530</b>	<b>\$ 355,809</b>	<b>\$ 278,293</b>	<b>\$ 322,674</b>	<b>\$ 332,792</b>	<b>\$ 343,269</b>

**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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Other services and charges	\$ 441,477	\$ 455,000	\$ 453,600	\$ 470,150	\$ 499,700	\$ 501,350
Total expenditures	\$ 441,477	\$ 455,000	\$ 453,600	\$ 470,150	\$ 499,700	\$ 501,350

**Summary of Budget Changes**

**Operating Trends – Curbside Recycling**



**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Sanitation Equipment Operator	5	5	5
<b>Total Full-Time</b>	<b>5</b>	<b>5</b>	<b>5</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>5</b>

The Department of Public Services implemented a pilot program in 2015/16 for 2 years to aide with training and safety concerns following a large number of retirements. To do this, 2 Equipment Operators were reclassified to Sanitation Equipment Operators. The program was

discontinued at the end of the pilot period 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, 2019*

**Parks and Recreation Administration**

**Parks**

**Forestry**

**Recreation and Seasonal Programs**

**Plymouth Park Pool**

**Cemetery**



**Public Services Director ..... Karen Murphy**  
**Assistant Director of Public Services ..... Jan Yuergens**  
**Recreation Manager ..... Marcie Post**  
**Horticulturist..... Stephanie 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 recreation software for on-line program registration
- Provides communication and marketing for programs and facilities via various social media outlets
- Administers reservation processes for picnic shelters, the City Forest chalet, the portable stage and the band shell
- Coordinates registration of swim lessons, beach volleyball, adult kickball 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, 4<sup>th</sup> 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, playgrounds and recreational equipment
- Provides turf mowing and maintenance services
- Provides snow removal for all parks and City parking areas along with crossing guard-monitored cross walks
- Coordinates 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 sled hill grooming equipment to extend seasonal opportunity for sledding
- Maintains four elevated, iced toboggan runs with rental of toboggans
- 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

### Functions (cont.)

#### **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

#### **Summer Outdoor Recreation Activities**

- 18-hole disc golf course for drop-in use
- 15,000-square-foot concrete skatepark
- BMX bike track
- Four-acre dog park featuring both wooded and open play areas for large breed and small breed dogs
- 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, held 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

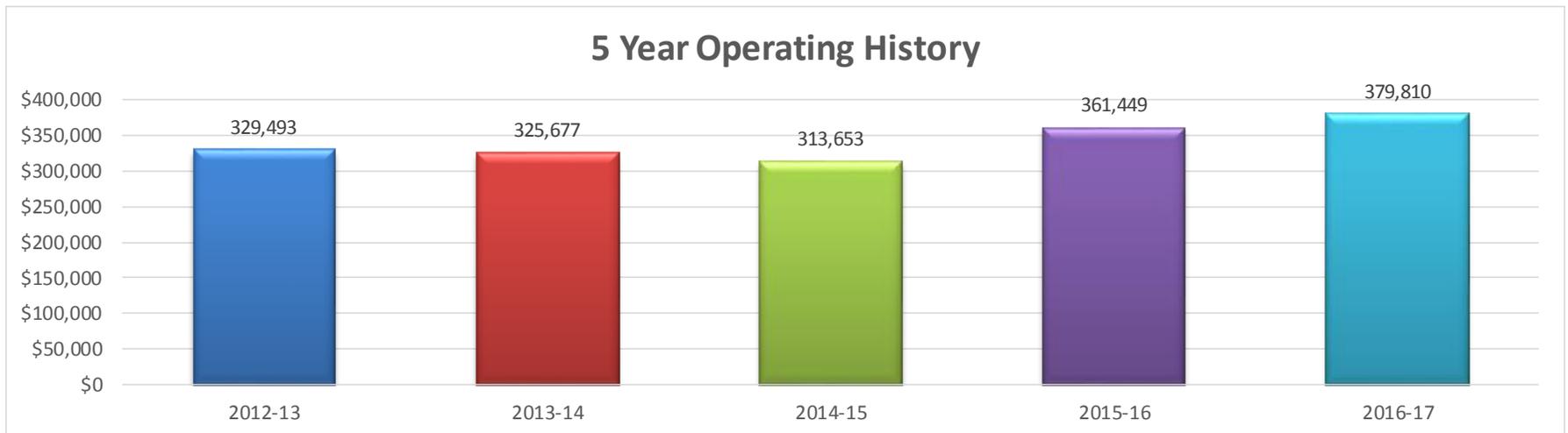
## Financial Statement(s)

### Parks and Recreation Administration Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 356,881	\$ 391,879	\$ 389,618	\$ 388,101	\$ 407,858	\$ 423,160
Supplies	7,197	7,100	7,100	6,900	7,004	7,108
Other services and charges	15,732	16,281	16,581	17,128	17,642	18,171
Capital outlay	-	7,000	7,000	-	-	-
Total expenditures	<u>\$ 379,810</u>	<u>\$ 422,260</u>	<u>\$ 420,299</u>	<u>\$ 412,129</u>	<u>\$ 432,504</u>	<u>\$ 448,439</u>

## Summary of Budget Changes

### Operating Trends – Parks and Recreation Administration



## Financial Statement(s) (cont.)

### Parks Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 1,955,436	\$ 2,066,330	\$ 2,050,290	\$ 1,651,689	\$ 1,696,316	\$ 1,758,079
Supplies	131,234	166,805	170,825	167,265	169,774	172,316
Other services and charges	771,444	862,078	864,499	700,891	724,131	740,977
Capital outlay	-	183,607	183,607	90,000	110,000	95,000
Total expenditures	<u>\$ 2,858,114</u>	<u>\$ 3,278,820</u>	<u>\$ 3,269,221</u>	<u>\$ 2,609,845</u>	<u>\$ 2,700,221</u>	<u>\$ 2,766,372</u>

## Summary of Budget Changes

### Operating Trends – Parks



## Financial Statement(s) (cont.)

### Forestry Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 726,626	\$ 797,060	\$ 797,193	\$ 784,384	\$ 813,219	\$ 843,127
Supplies	17,760	43,179	43,379	42,204	42,837	43,480
Other services and charges	572,987	464,809	428,718	379,965	430,814	438,057
Total expenditures	<u>\$ 1,317,373</u>	<u>\$ 1,305,048</u>	<u>\$ 1,269,290</u>	<u>\$ 1,206,553</u>	<u>\$ 1,286,870</u>	<u>\$ 1,324,664</u>

## Summary of Budget Changes

### Operating Trends – Forestry



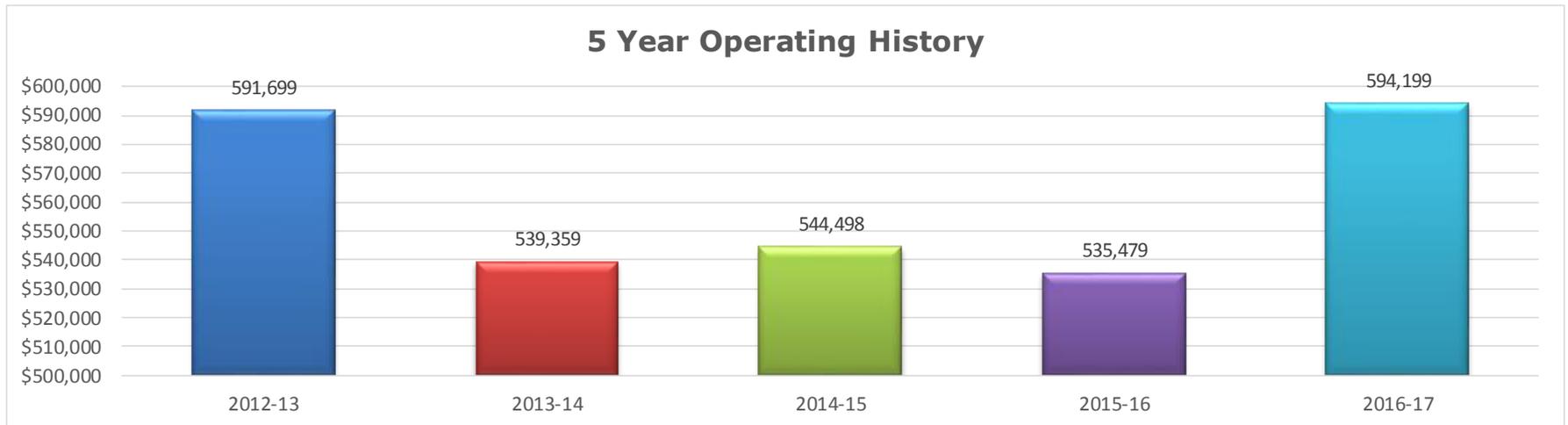
## Financial Statement(s) (cont.)

### Recreation and Seasonal Programs Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 379,981	\$ 317,461	\$ 419,725	\$ 822,656	\$ 750,037	\$ 777,576
Supplies	45,935	50,560	50,869	53,453	55,956	54,464
Other services and charges	168,283	180,091	214,109	320,785	344,210	352,884
Total expenditures	<u>\$ 594,199</u>	<u>\$ 548,112</u>	<u>\$ 684,703</u>	<u>\$ 1,196,894</u>	<u>\$ 1,150,203</u>	<u>\$ 1,184,924</u>

## Summary of Budget Changes

### Operating Trends – Recreation and Seasonal Programs



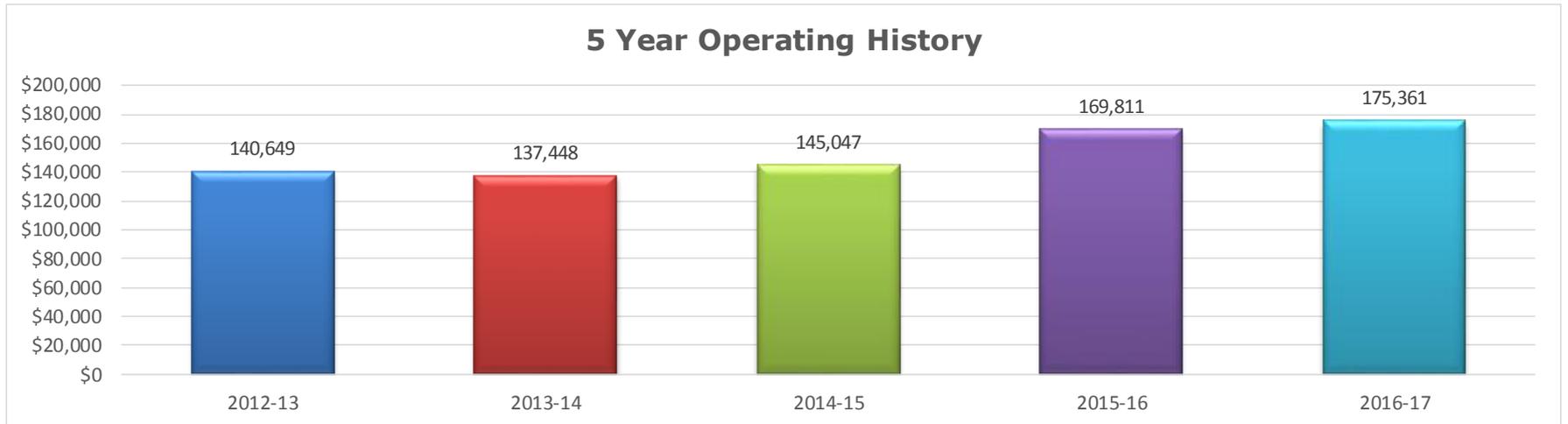
## Financial Statement(s) (cont.)

### Plymouth Pool Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 92,497	\$ 91,563	\$ 91,953	\$ 114,468	\$ 118,562	\$ 122,807
Supplies	27,411	28,665	32,865	27,930	28,350	28,773
Other services and charges	55,453	95,455	97,010	71,756	66,638	69,576
Capital outlay	-	37,650	37,650	-	80,000	-
Total expenditures	<u>\$ 175,361</u>	<u>\$ 253,333</u>	<u>\$ 259,478</u>	<u>\$ 214,154</u>	<u>\$ 293,550</u>	<u>\$ 221,156</u>

## Summary of Budget Changes

### Operating Trends – Plymouth Park Pool



## Financial Statement(s) (cont.)

### Cemetery Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 266,051	\$ 229,128	\$ 240,295	\$ 259,115	\$ 250,978	\$ 260,206
Supplies	23,598	27,775	27,015	23,560	23,915	24,272
Other services and charges	55,112	88,944	96,997	67,222	68,788	70,402
Capital outlay	5,017	-	-	-	50,000	50,000
<b>Total expenditures</b>	<b>\$ 349,778</b>	<b>\$ 345,847</b>	<b>\$ 364,307</b>	<b>\$ 349,897</b>	<b>\$ 393,681</b>	<b>\$ 404,880</b>

## Summary of Budget Changes

### Operating Trends – Cemetery



### **Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

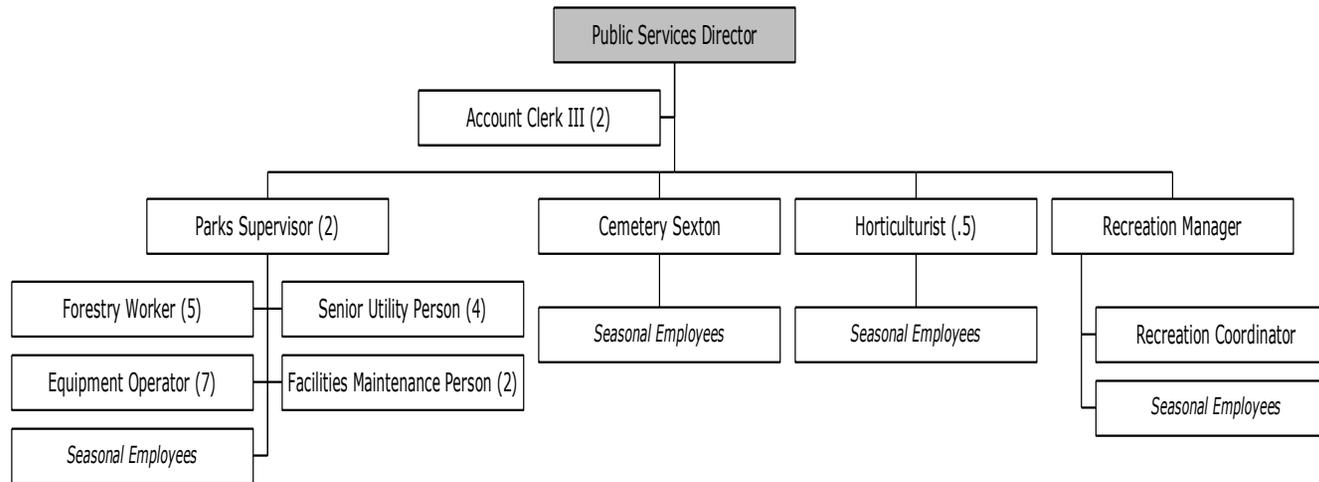
For 2018-19 budget, the Softball program will have a separate account structure. These expenses have been dispersed throughout the Parks and Recreation budgets to date. The new account structure will allow staff to better track the expenses and monitor the cost of the program versus the revenues brought in from the program.

Full-time labor will be charged directly to Plymouth Pool and the City Forest Winter Operations starting in 2018-19. In prior years, full-time labor was not charged to these accounts but

rather stayed in the general Parks budget. By charging the full-time labor to the activities where it is being utilized, staff will have a better grasp on the complete cost to operate the pool and the winter programs at City Forest.

The budget for street tree replacement has been increased from \$5,000 to \$25,000 in 2018-19 to ensure that tree planting keeps up with the demand to replace trees that have been removed due to diseases or hazardous conditions.

## Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Cemetery Sexton	1	1	1
Parks Supervisor	2	2	2
Recreation Manager	1	1	1
Recreation Coordinator	1	1	1
Account Clerk III	2	2	2
Equipment Operator	8	8	7
Facilities Maintenance Person	2	2	2
Forestry Worker	4	4	5
Senior Utility Person	4	4	4
<b>Total Full-Time</b>	<b>25</b>	<b>25</b>	<b>25</b>
<u>Regular Part-Time</u>			
Horticulturist	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>26</b>	<b>26</b>	<b>26</b>



**Other Functions**

*for the Fiscal Year Ending June 30, 2019*

**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.

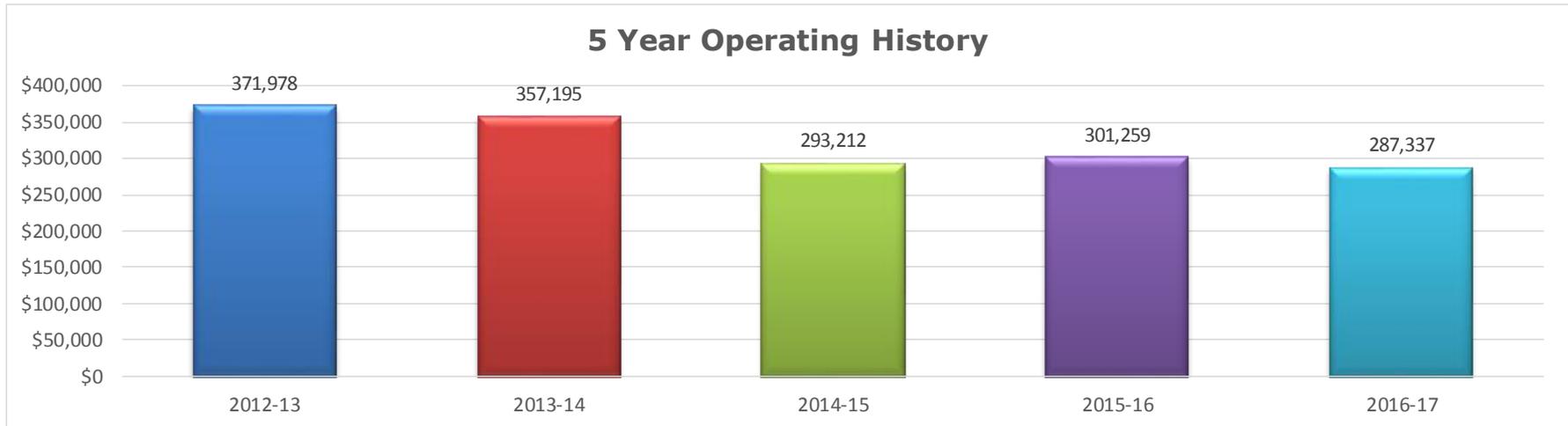
## Financial Statement(s)

### Barstow Airport Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 4,429	\$ 13,611	\$ 15,611	\$ 15,956	\$ 21,747	\$ 22,567
Supplies	5,618	9,150	8,050	9,100	9,239	9,375
Other services and charges	262,290	287,044	282,898	300,724	308,086	315,523
Capital outlay	15,000	11,000	11,000	18,000	20,000	10,000
Total expenditures	<u>\$ 287,337</u>	<u>\$ 320,805</u>	<u>\$ 317,559</u>	<u>\$ 343,780</u>	<u>\$ 359,072</u>	<u>\$ 357,465</u>

## Summary of Budget Changes

### Operating Trends – Barstow Airport



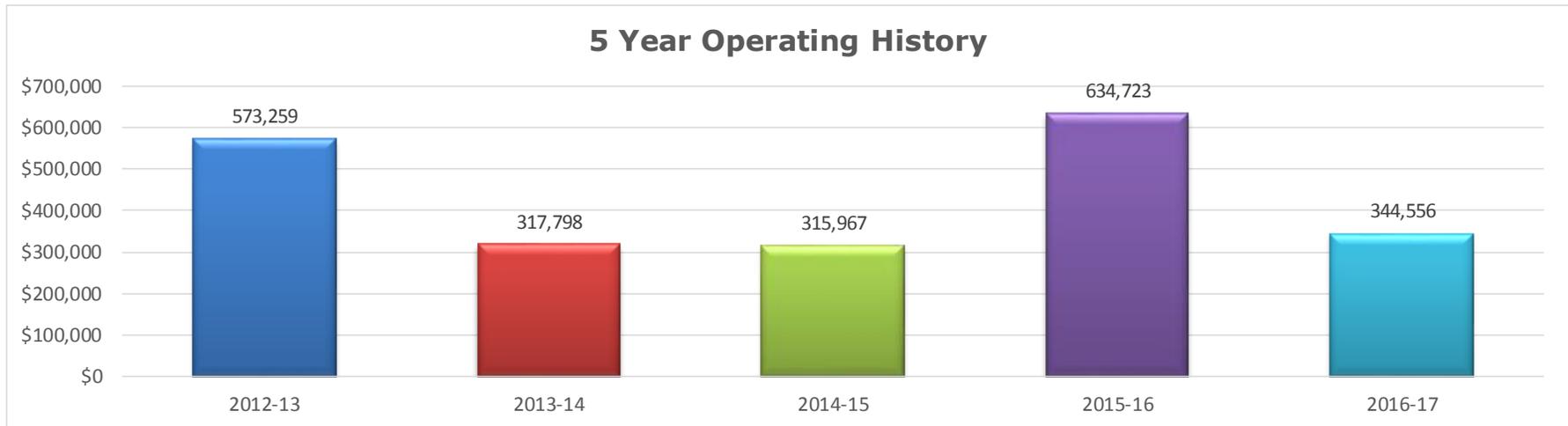
## Financial Statement(s) (cont.)

### Tax Appeals Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Other services and charges	\$ 344,556	\$ 521,000	\$ 471,000	\$ 521,000	\$ 521,000	\$ 521,000
Total expenditures	\$ 344,556	\$ 521,000	\$ 471,000	\$ 521,000	\$ 521,000	\$ 521,000

## Summary of Budget Changes

### Operating Trends – Tax Appeals



## Financial Statement(s) (cont.)

### Miscellaneous Detail of Budget Appropriations and Revenues Fiscal Year Ending June, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 265,236	\$ 273,308	\$ 273,218	\$ 23,448	\$ 24,330	\$ 25,249
Supplies	67,666	70,600	67,600	67,600	68,614	69,641
Other services and charges	466,140	481,749	465,858	502,666	517,747	533,278
Total expenditures	<u>\$ 799,042</u>	<u>\$ 825,657</u>	<u>\$ 806,676</u>	<u>\$ 593,714</u>	<u>\$ 610,691</u>	<u>\$ 628,168</u>

## Summary of Budget Changes

### Operating Trends – Miscellaneous





**Capital Projects**

*for the Fiscal Year Ending June 30, 2019*

**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.

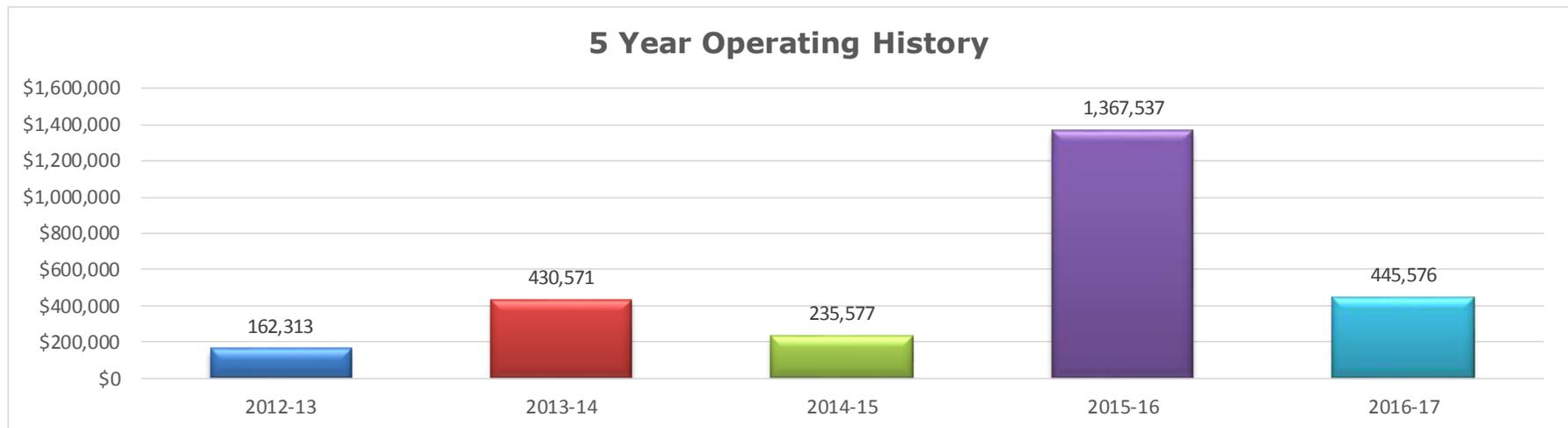
## Financial Statement

### Capital Projects Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17 Actual	2017-18		2018-19 Adopted	2019-20 Projected	2020-21 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Capital projects	\$ 445,576	\$ 1,840,307	\$ 1,840,307	\$ 256,000	\$ 186,000	\$ 186,000
Total expenditures	<u>\$ 445,576</u>	<u>\$ 1,840,307</u>	<u>\$ 1,840,307</u>	<u>\$ 256,000</u>	<u>\$ 186,000</u>	<u>\$ 186,000</u>

## Summary of Budget Changes

### Operating Trends





**Reserve for Contingencies**

*for the Fiscal Year Ending June 30, 2019*

**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, 2019

	2016-17 Actual	2017-18		2018-19 Adopted	2019-20 Projected	2020-21 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Reserve for contingencies	\$ -	\$ 362,613	\$ 100,000	\$ 438,000	\$ 400,000	\$ 400,000
Total expenditures	\$ -	\$ 362,613	\$ 100,000	\$ 438,000	\$ 400,000	\$ 400,000



**Transfers**

*for the Fiscal Year Ending June 30, 2019*

**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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Transfers out</b>						
Major Street Maintenance	\$ 149,837	\$ -	\$ -	\$ -	\$ -	\$ -
Storm Water Utility Fund	670,000	670,000	670,000	670,000	670,000	670,000
Grace A Dow Library Fund	865,907	1,446,543	1,260,808	1,455,445	1,483,619	1,638,397
Dial-A-Ride Fund	494,642	715,561	594,280	643,581	749,509	805,200
DDA Fund	10,000	10,000	10,000	10,000	10,000	10,000
Debt Service Fund	1,819,749	1,756,198	1,756,198	1,751,011	1,750,986	1,747,511
Civic Arena Fund	350,000	350,000	350,000	350,000	350,000	350,000
Golf Course Fund	540,000	250,000	250,000	250,000	225,000	225,000
Parking Fund	10,000	10,000	27,000	15,000	15,000	15,000
<b>Total transfers out</b>	<b>\$ 4,910,135</b>	<b>\$ 5,208,302</b>	<b>\$ 4,918,286</b>	<b>\$ 5,145,037</b>	<b>\$ 5,254,114</b>	<b>\$ 5,461,108</b>

## Summary of Budget Changes

### Operating Trends





## **Special Revenue Funds**

*for the Fiscal Year Ending June 30, 2019*

**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..... Joshua Fredrickson  
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 87 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**

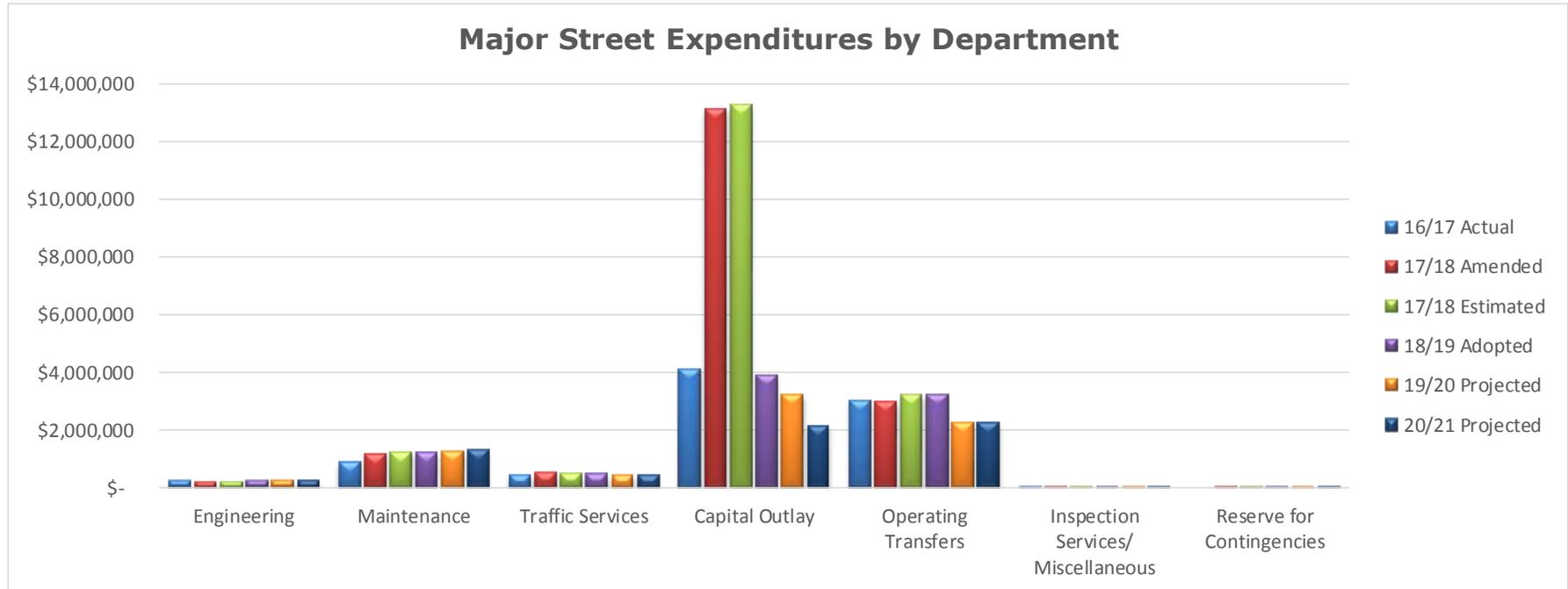
- Monies are annually transferred from Major and Local Street funds to the Capital Outlay Program for reconstruction and major maintenance and surface treatments on local and major streets in accordance with the Project Priority process administered by the Engineering Department and approved by City 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
County road millage	\$ 4,311,906	\$ 4,010,494	\$ 4,166,116	\$ 4,166,116	\$ 2,211,705	\$ 2,211,705
License and permits	97,098	80,000	80,000	80,000	80,000	80,000
Federal grants	-	750	7,512	578,750	750	750
State grants	746	750	111,123	750	750	750
State gas and weight taxes	3,584,301	4,119,000	4,300,000	4,365,000	4,430,000	4,496,000
Build Michigan funding	99,795	99,700	100,450	100,450	100,450	100,450
State trunkline maintenance	128,582	181,921	184,526	209,144	189,746	196,442
Charges for services	-	175,000	147,000	-	-	-
Contributions	3,120,000	2,840,000	3,385,000	600,000	50,000	50,000
Other	19,358	12,000	160,950	9,000	9,000	9,000
Investment earnings	24,157	13,000	33,000	33,000	33,000	33,000
Transfers in	917,737	-	-	-	-	-
Total revenues	<u>12,303,680</u>	<u>11,532,615</u>	<u>12,675,677</u>	<u>10,142,210</u>	<u>7,105,401</u>	<u>7,178,097</u>
<b>Expenditures</b>						
Personal services	891,724	1,101,631	1,123,223	1,082,299	1,065,572	1,105,706
Supplies	259,448	313,400	308,500	309,300	313,943	318,639
Other services and charges	454,182	542,762	574,975	584,751	602,292	620,364
Reserve for contingencies	-	20,000	20,000	20,000	20,000	20,000
Capital projects	4,107,716	13,130,615	13,258,246	3,916,000	3,211,000	2,173,000
Transfers out	3,043,790	2,977,049	3,215,753	3,233,806	2,255,037	2,276,683
Total expenditures	<u>8,756,860</u>	<u>18,085,457</u>	<u>18,500,697</u>	<u>9,146,156</u>	<u>7,467,844</u>	<u>6,514,392</u>
Excess of Revenues Over (Under) Expenditures	3,546,820	(6,552,842)	(5,825,020)	996,054	(362,443)	663,705
Fund Balance - beginning of year	7,549,007	11,095,827	11,095,827	5,270,807	6,266,861	5,904,418
<b>Fund Balance - end of year</b>	<u>\$ 11,095,827</u>	<u>\$ 4,542,985</u>	<u>\$ 5,270,807</u>	<u>\$ 6,266,861</u>	<u>\$ 5,904,418</u>	<u>\$ 6,568,123</u>
End of year fund balance:						
Unreserved	\$ 3,932,369	\$ 2,611,763	\$ 3,183,963	\$ 4,013,901	\$ 3,439,753	\$ 3,891,753
County road millage	1,920,728	1,931,222	2,086,844	2,252,960	2,464,665	2,676,370
Reserved for capital projects	5,242,730	-	-	-	-	-
Total end of year fund balance	<u>\$ 11,095,827</u>	<u>\$ 4,542,985</u>	<u>\$ 5,270,807</u>	<u>\$ 6,266,861</u>	<u>\$ 5,904,418</u>	<u>\$ 6,568,123</u>

## Summary of Budget Changes



## Summary of Budget Changes (cont.)

### Operating Trends – Major Street

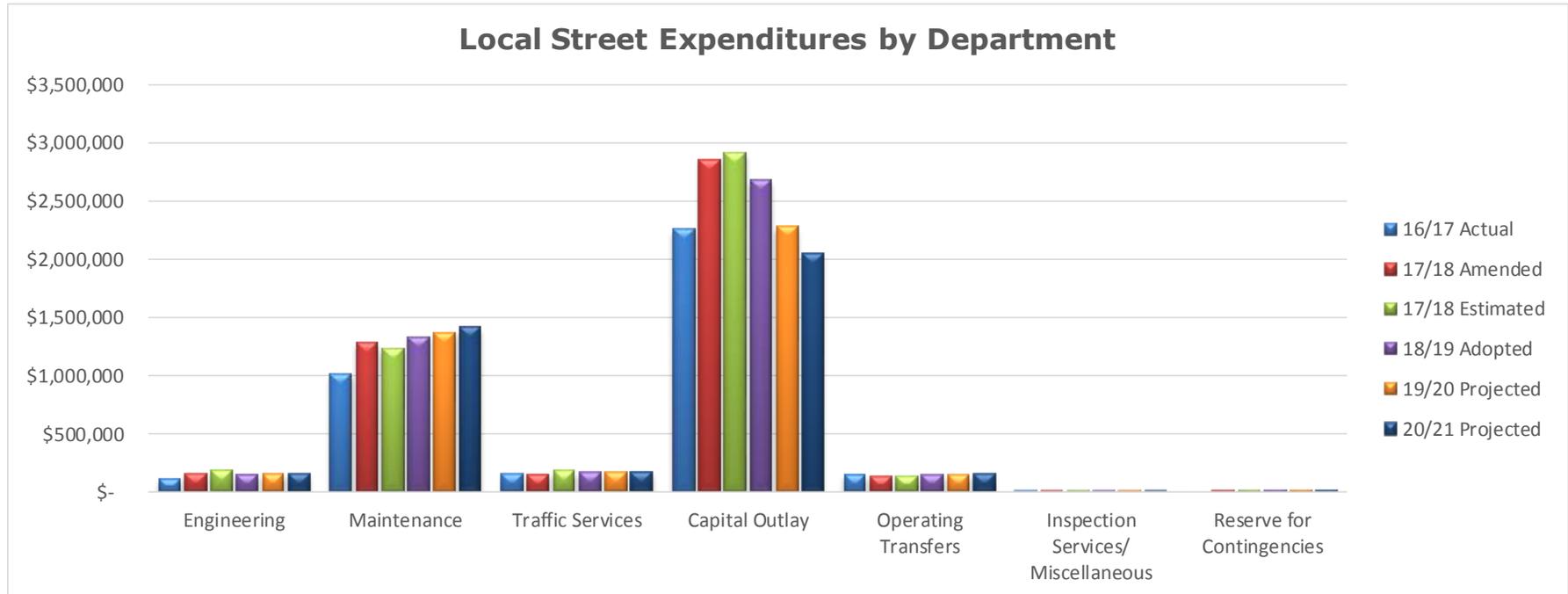


## Financial Statement(s) (cont.)

### 203 - Local Street Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
License and permits	\$ 99,923	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
State grants	-	-	300,000	-	-	-
State gas and weight taxes	949,261	1,083,000	1,131,000	1,148,000	1,165,000	1,182,000
Build Michigan funding	26,462	26,400	26,400	26,400	26,400	26,400
Contributions	-	50,000	50,000	50,000	50,000	50,000
Other	14,527	7,000	7,000	7,000	7,000	7,000
Investment earnings	13,076	10,000	18,000	18,000	18,000	18,000
Transfers in	2,896,075	2,838,000	3,075,000	3,091,250	2,107,500	2,124,000
<b>Total revenues</b>	<b>3,999,324</b>	<b>4,084,400</b>	<b>4,677,400</b>	<b>4,410,650</b>	<b>3,443,900</b>	<b>3,477,400</b>
<b>Expenditures</b>						
Personal services	740,573	899,519	957,349	915,805	945,125	980,359
Supplies	127,312	219,200	144,000	216,600	219,851	223,141
Other services and charges	422,805	494,731	508,230	527,069	542,281	557,950
Reserve for contingencies	-	17,300	17,300	20,000	20,000	20,000
Capital projects	2,257,310	2,851,350	2,918,350	2,679,000	2,280,000	2,051,000
Transfers out	152,194	140,014	140,047	146,728	151,679	156,800
<b>Total expenditures</b>	<b>3,700,194</b>	<b>4,622,114</b>	<b>4,685,276</b>	<b>4,505,202</b>	<b>4,158,936</b>	<b>3,989,250</b>
Excess of Revenues Over (Under) Expenditures	299,130	(537,714)	(7,876)	(94,552)	(715,036)	(511,850)
Fund Balance - beginning of year	4,523,285	4,822,415	4,822,415	4,814,539	4,719,987	4,004,951
<b>Fund Balance - end of year</b>	<b>\$ 4,822,415</b>	<b>\$ 4,284,701</b>	<b>\$ 4,814,539</b>	<b>\$ 4,719,987</b>	<b>\$ 4,004,951</b>	<b>\$ 3,493,101</b>
End of year fund balance:						
Unreserved	\$ 3,618,765	\$ 4,284,701	\$ 4,814,539	\$ 4,719,987	\$ 4,004,951	\$ 3,493,101
Reserved for capital projects	1,203,650	-	-	-	-	-
<b>Total end of year fund balance</b>	<b>\$ 4,822,415</b>	<b>\$ 4,284,701</b>	<b>\$ 4,814,539</b>	<b>\$ 4,719,987</b>	<b>\$ 4,004,951</b>	<b>\$ 3,493,101</b>

## Summary of Budget Changes



## Summary of Budget Changes (cont.)

### Operating Trends – Local Street



### Significant Notes – 2018-19 Budget Compared to 2017-18 Budget

The 2017-2018 budget will mark the third 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.



## 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 - Smart Zone**  
 Detail of Budget Appropriations and Revenues  
 Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Property taxes	\$ -	\$ 20,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000
Local contributions	75,000	15,000	15,000	15,000	15,000	70,000
Total revenues	<u>75,000</u>	<u>35,000</u>	<u>35,000</u>	<u>25,000</u>	<u>25,000</u>	<u>80,000</u>
<b>Expenditures</b>						
Personal services	37,991	88,000	88,000	50,000	50,000	50,000
Other services and charges	3,243	25,000	25,000	25,000	25,000	25,000
Capital outlay	-	5,000	5,000	5,000	5,000	5,000
Total expenditures	<u>41,234</u>	<u>118,000</u>	<u>118,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>
Excess of Revenues Over (Under) Expenditures	33,766	(83,000)	(83,000)	(55,000)	(55,000)	-
Fund Balance - beginning of year	159,659	193,425	193,425	110,425	55,425	425
<b>Fund Balance - end of year</b>	<u>\$ 193,425</u>	<u>\$ 110,425</u>	<u>\$ 110,425</u>	<u>\$ 55,425</u>	<u>\$ 425</u>	<u>\$ 425</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.



## 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

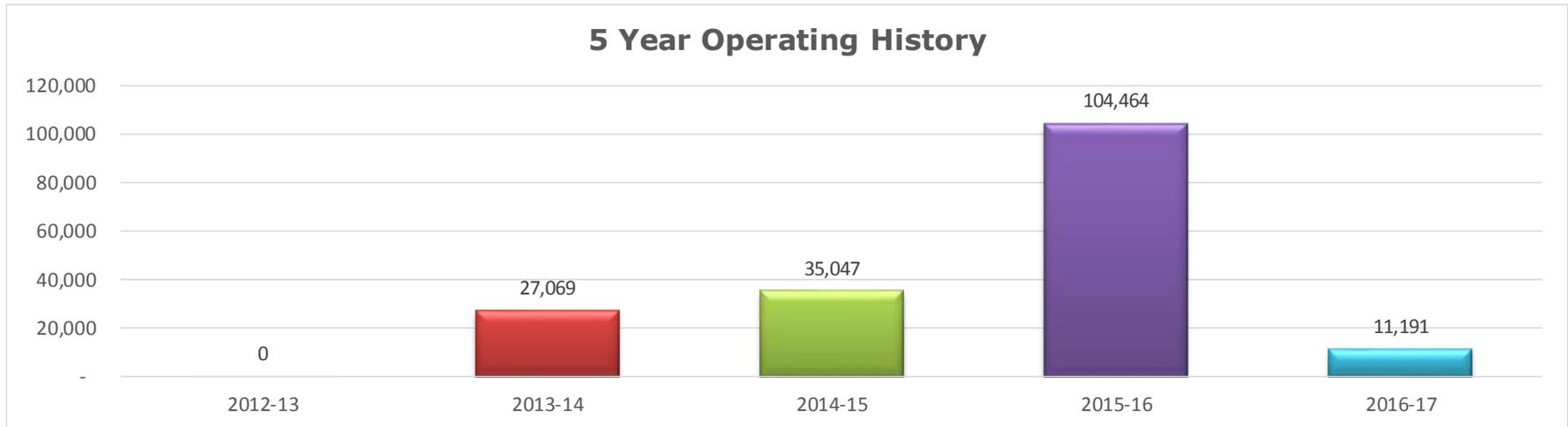
**Financial Statement**

**247 - Center City Authority**  
 Detail of Budget Appropriations and Revenues  
 Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Property taxes	\$ (631)	\$ -	\$ -	\$ 3,864	\$ 6,304	\$ 8,789
Investment earnings	162	80	141	141	141	141
Total revenues	<u>(469)</u>	<u>80</u>	<u>141</u>	<u>4,005</u>	<u>6,445</u>	<u>8,930</u>
<b>Expenditures</b>						
Supplies	521	-	-	1,907	1,936	1,965
Other services and charges	10,670	22,596	23,596	1,907	1,964	2,023
Total expenditures	<u>11,191</u>	<u>22,596</u>	<u>23,596</u>	<u>3,814</u>	<u>3,900</u>	<u>3,988</u>
Excess of Revenues Over (Under) Expenditures	(11,660)	(22,516)	(23,455)	191	2,545	4,942
Fund Balance - beginning of year	62,530	50,870	50,870	27,415	27,606	30,151
<b>Fund Balance - end of year</b>	<u>\$ 50,870</u>	<u>\$ 28,354</u>	<u>\$ 27,415</u>	<u>\$ 27,606</u>	<u>\$ 30,151</u>	<u>\$ 35,093</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 ..... Joseph Sova**  
**Public Services Director ..... Karen Murphy**  
**Wastewater Superintendent..... Patrick Frazee**

## 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
License and permits	\$ 19,234	\$ 19,700	\$ 16,603	\$ 18,900	\$ 24,900	\$ 19,800
State grants	-	-	1,460	-	-	-
Other	60	-	230	-	-	-
Investment earnings	3,037	1,200	6,000	6,000	6,000	6,000
Transfers in	969,907	949,063	950,800	959,284	969,216	979,483
Total revenues	<u>992,238</u>	<u>969,963</u>	<u>975,093</u>	<u>984,184</u>	<u>1,000,116</u>	<u>1,005,283</u>
<b>Expenditures</b>						
Personal services	201,684	164,260	166,577	209,554	215,515	224,825
Supplies	16,490	18,750	18,750	19,200	19,400	19,400
Other services and charges	498,881	493,184	508,807	490,932	503,794	516,243
Reserve for contingencies	-	13,500	13,500	25,000	25,000	25,000
Capital projects	183,718	853,709	853,709	315,000	390,000	185,000
Capital outlay	-	72,000	62,000	-	8,000	-
Total expenditures	<u>900,773</u>	<u>1,615,403</u>	<u>1,623,343</u>	<u>1,059,686</u>	<u>1,161,709</u>	<u>970,468</u>
Excess of Revenues Over (Under) Expenditures	91,465	(645,440)	(648,250)	(75,502)	(161,593)	34,815
Fund Balance - beginning	941,097	1,032,562	1,032,562	384,312	308,810	147,217
<b>Fund Balance - ending</b>	<u>\$ 1,032,562</u>	<u>\$ 387,122</u>	<u>\$ 384,312</u>	<u>\$ 308,810</u>	<u>\$ 147,217</u>	<u>\$ 182,032</u>

## 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 eAudiobooks and eBooks, reading resources, and more.

Library card holders can access their accounts, place holds, renew items, search databases, and download eAudiobooks and eBooks from the convenience of their electronic devices.

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 and utilizing Microsoft Office programs. The Library also provides Wi-Fi service to visitors who bring their own equipment.

Laptops 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 in the children's area to spark creativity and learning. The Early Literacy Activity Center, designed for children 5 years and younger, promotes school readiness through learning literacy skills in play-based activities. For upper elementary age children, the Tween Zone offers a place to read and meet up with friends. The Teen Spot provides 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 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
- Shelves returned 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Property taxes	\$ 2,130,937	\$ 2,054,410	\$ 2,079,586	\$ 2,068,607	\$ 2,068,607	\$ 2,068,607
Personal property tax reimbursement	286,208	312,751	312,751	312,751	312,751	312,751
Other grants	50,160	50,500	53,000	55,250	55,250	55,250
Library services	548,656	514,218	498,054	463,869	451,869	451,869
Contributions	491,334	55,000	124,415	55,000	55,000	55,000
Other	9,176	2,500	4,500	2,600	2,600	2,600
Investment earnings	3,506	2,000	5,600	5,600	5,600	5,600
Transfers in	865,907	1,446,543	1,260,808	1,455,445	1,483,619	1,638,397
Total revenues	<u>4,385,884</u>	<u>4,437,922</u>	<u>4,338,714</u>	<u>4,419,122</u>	<u>4,435,296</u>	<u>4,590,074</u>
<b>Expenditures</b>						
Personal services	2,812,069	3,149,326	2,975,378	3,099,054	3,213,063	3,353,106
Supplies	496,093	521,071	550,076	480,766	482,003	483,254
Other services and charges	558,865	737,292	718,701	734,302	740,230	753,714
Capital projects	195,153	244,848	244,848	-	-	-
Capital outlay	-	160,000	224,415	105,000	-	-
Total expenditures	<u>4,062,180</u>	<u>4,812,537</u>	<u>4,713,418</u>	<u>4,419,122</u>	<u>4,435,296</u>	<u>4,590,074</u>
Excess of Revenues Over (Under)						
Expenditures	323,704	(374,615)	(374,704)	-	-	-
Fund Balance - beginning	51,000	374,704	374,704	-	-	-
<b>Fund Balance - ending</b>	<u>\$ 374,704</u>	<u>\$ 89</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## Summary of Budget Changes

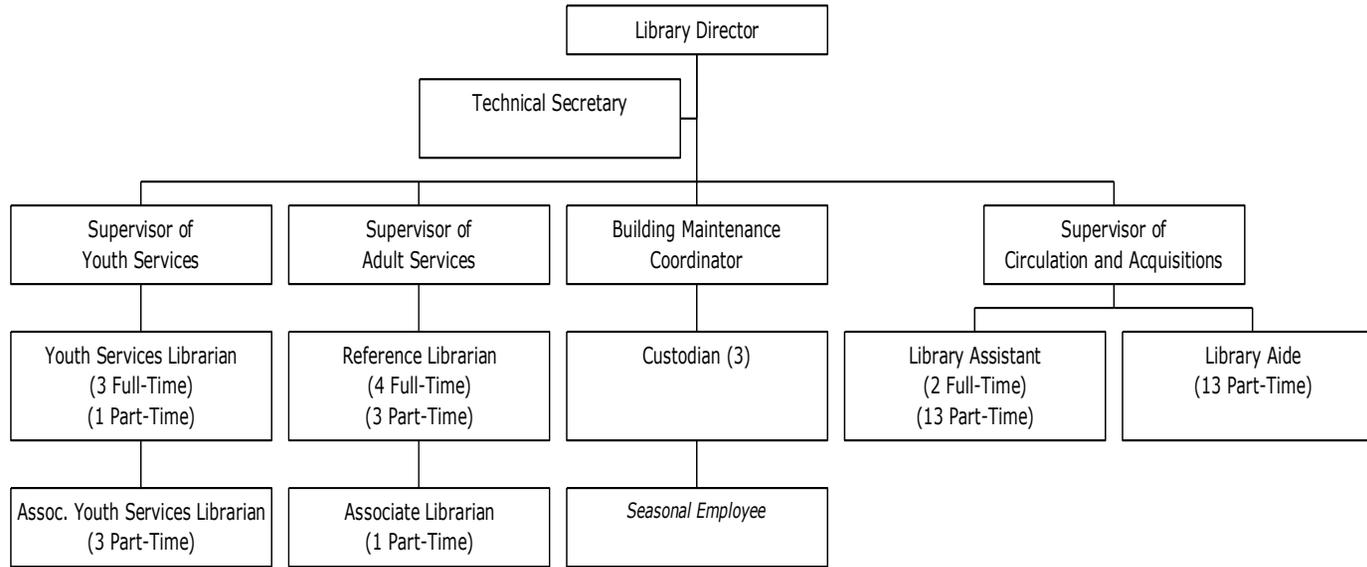
### Operating Trends



### Significant Notes – 2018-19 Budget Compared to 2017-18 Budget

The capital account includes funding for the roof replacement and resurfacing the staff parking lot in 2019. Additional funds were set aside in 2017 and 2018 for the roof replacement.

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<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
<b>Total Full-Time</b>	<b>18</b>	<b>18</b>	<b>18</b>
<u>Regular Part-Time</u>			
Reference Librarian	3	3	3
Youth Services Librarian	2	2	1
Associate Reference Librarian	1	1	1
Associate Youth Services Librarian	2	2	3
Library Assistant	13	13	13
Library Aide	13	13	13
<b>Total Regular Part-Time</b>	<b>34</b>	<b>34</b>	<b>34</b>
<b>Department Total</b>	<b>52</b>	<b>52</b>	<b>52</b>



**Director of Planning and Community Development ..... Grant Murschel**  
**Community Development Planner ..... Vacant**

## Service Statement

The overall goal of the City of Midland's community development program is to develop viable neighborhoods 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 social services and 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 primary object of the 2015-2020 Consolidate Plan is to provide a public and private cooperative environment leading to effective community development and housing initiatives which meet the needs of people across all socioeconomic groups of the city of Midland, with the direct benefit towards low- and moderate-income residents.

## 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 and multiple-family residential housing rehabilitation programs
- Emergency housing repairs program
- Down payment assistance
- 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

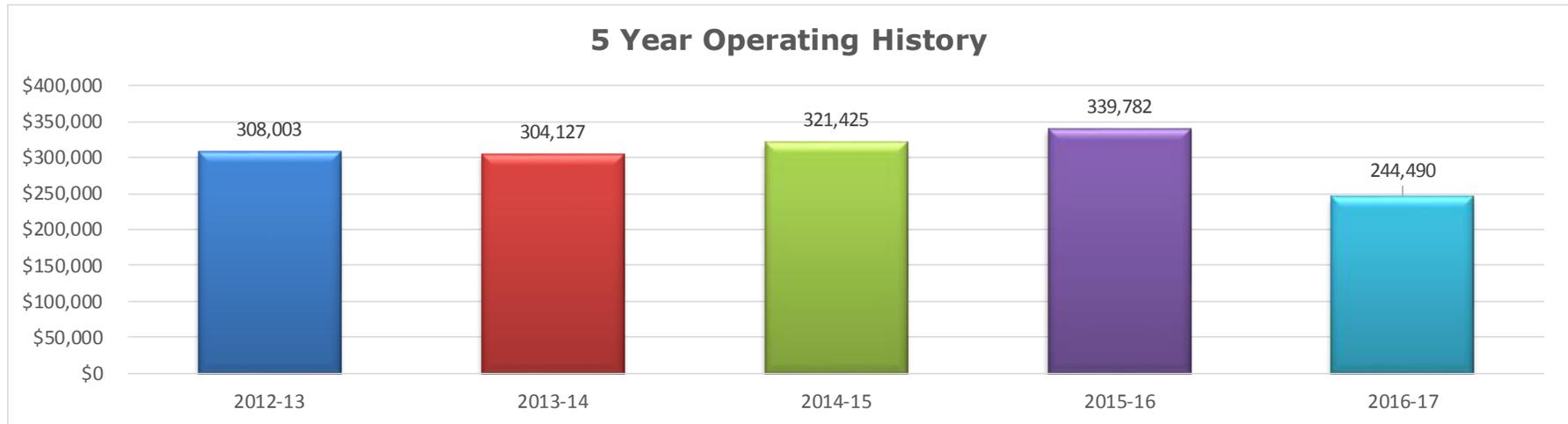
## Financial Statement

### 274 - Community Development Block Grant Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Federal grant carryover from prior years	\$ 162,005	\$ 86,405	\$ 173,979	\$ 115,758	\$ 34,474	\$ 34,474
Federal grant	242,289	233,830	233,830	240,000	240,000	240,000
Other	14,175	15,000	43,184	15,000	15,000	15,000
Total revenues	<u>418,469</u>	<u>335,235</u>	<u>450,993</u>	<u>370,758</u>	<u>289,474</u>	<u>289,474</u>
<b>Expenditures</b>						
Administration	34,388	43,000	43,000	43,000	43,000	43,000
Residential home rehabs	55,846	106,506	106,506	102,950	75,000	75,000
Public facilities improvements	62,500	100,399	100,399	84,837	88,500	88,500
Public services project	41,497	23,500	23,500	27,497	23,500	23,500
Affordable housing	11,000	15,000	15,000	25,000	10,000	10,000
Removal of architectural barriers	5,000	5,000	5,000	5,000	5,000	5,000
Reserve for contingencies	-	3,830	3,830	10,000	10,000	10,000
Transfers out	34,259	38,000	38,000	38,000	-	-
Total expenditures	<u>244,490</u>	<u>335,235</u>	<u>335,235</u>	<u>336,284</u>	<u>255,000</u>	<u>255,000</u>
Excess of Revenues Over(Under) Expenditures	173,979	-	115,758	34,474	34,474	34,474
<b>Federal grant carryover available</b>	<u>\$ 173,979</u>	<u>\$ -</u>	<u>\$ 115,758</u>	<u>\$ 34,474</u>	<u>\$ 34,474</u>	<u>\$ 34,474</u>

## Summary of Budget Changes

### Operating Trends



### **Significant Notes – 2018-19 Budget Compared to 2017-18 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 \$240,000, which is effectively the same as what was received in fiscal year 2016-17. Through consultations with HUD, the annual CDBG allocation is expected to stay flat from years prior.



**Assistant City Manager..... David A. Keenan**  
**Controller ..... Deeann L. Bragg Smerdon**  
**Assistant Controller..... Tiffany C. Eddy**

### 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Other grants	\$ 8,780	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Contributions	34,985	23,275	27,150	24,150	24,150	24,150
Other revenues	1,115	46,500	37,000	47,000	47,000	47,000
Investment earnings	136	50	50	50	50	50
Transfers in	5,000	5,000	3,548	-	-	-
Total operating revenues	<u>50,016</u>	<u>83,825</u>	<u>76,748</u>	<u>80,200</u>	<u>80,200</u>	<u>80,200</u>
<b>Expenses</b>						
Supplies	11,369	21,000	29,000	31,000	31,000	31,000
Other services and charges	45,545	47,500	35,000	38,000	38,000	38,000
Transfers out	10,456	15,000	22,520	13,000	14,000	14,000
Total expenses	<u>67,370</u>	<u>83,500</u>	<u>86,520</u>	<u>82,000</u>	<u>83,000</u>	<u>83,000</u>
Excess of Revenues Over(Under) Expenditures	(17,354)	325	(9,772)	(1,800)	(2,800)	(2,800)
Fund Balance - beginning	<u>79,540</u>	<u>62,186</u>	<u>62,186</u>	<u>52,414</u>	<u>50,614</u>	<u>47,814</u>
<b>Fund Balance - ending</b>	<u>\$ 62,186</u>	<u>\$ 62,511</u>	<u>\$ 52,414</u>	<u>\$ 50,614</u>	<u>\$ 47,814</u>	<u>\$ 45,014</u>

**Summary of Budget Changes**

**Operating Trends**





**Director of Planning and Community Development ..... Grant Murschel**  
**Community Development Planner ..... Vacant**

## 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 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

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 community development organizations

## Functions (cont.)

### **Midland City Housing Commission**

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

- Sets policies for City-owned Senior Housing, the Community Development Block Grant Program, the CHOICE Housing

Program and the Midland Public Schools/City of Midland Building Trades projects

- Recommends or denies the purchase and sale of properties throughout the city to be used for housing purposes
- Oversees the Housing Commission Fund, which is used for or to facilitate the construction of new houses

## Financial Statement

### 282 - Midland Housing Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Sale of assets	\$ 271,192	\$ 255,000	\$ 160,000	\$ 200,000	\$ 250,000	\$ 250,000
Other	11,259	-	13,334	-	-	-
Investment earnings	783	800	1,600	1,600	1,600	1,600
Total revenues	<u>283,234</u>	<u>255,800</u>	<u>174,934</u>	<u>201,600</u>	<u>251,600</u>	<u>251,600</u>
<b>Expenditures</b>						
Other services and charges	8,491	9,600	10,190	12,750	13,005	13,268
Cost of assets sold	271,191	255,000	160,000	200,000	250,000	250,000
Total expenditures	<u>279,682</u>	<u>264,600</u>	<u>170,190</u>	<u>212,750</u>	<u>263,005</u>	<u>263,268</u>
Excess of Revenues Over (Under) Expenditures	3,552	(8,800)	4,744	(11,150)	(11,405)	(11,668)
Fund Balance - beginning	213,689	217,241	217,241	221,985	210,835	199,430
<b>Fund Balance - ending</b>	<u>\$ 217,241</u>	<u>\$ 208,441</u>	<u>\$ 221,985</u>	<u>\$ 210,835</u>	<u>\$ 199,430</u>	<u>\$ 187,762</u>

**Summary of Budget Changes**

**Operating Trends**





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

### Service Statement

The department's scope of services includes: provide demand response, seven-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 and purchase other capital items 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
- Works with regional transportation providers from Bay Metro, Saginaw STARS and County Connection to coordinate regional transportation services
- Provides one-on-one passenger assistance to new riders
- Presents information on Dial-A-Ride services to Community Mental Health, Senior Centers, 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 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 14,000 rides annually for passengers needing lift-equipped vehicles
- Overall ridership is over 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, 2019

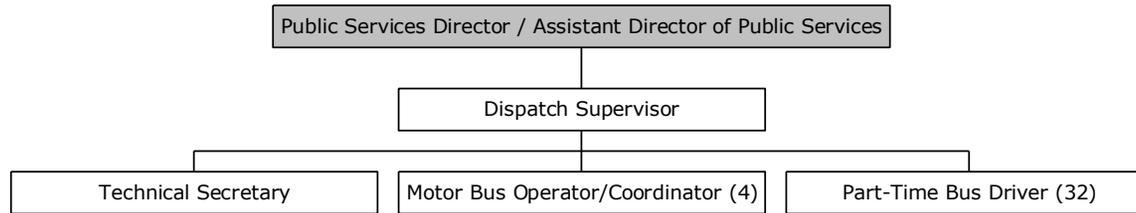
	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Use and admission charges	\$ 115,339	\$ 109,000	\$ 120,000	\$ 122,000	\$ 124,440	\$ 126,880
Federal operating assistance	583,598	565,904	565,904	582,904	582,904	582,904
Federal assistance - capital grants	7,195	168,144	146,184	140,338	119,138	119,138
State operating assistance	813,362	841,069	858,718	846,202	854,418	889,800
State assistance - capital grants	1,799	42,036	36,546	35,084	16,784	16,784
Other	5,317	5,744	5,744	5,744	5,744	5,744
Non-operating	12,011	-	-	-	-	-
Transfers in	494,642	715,561	594,280	643,581	749,509	805,200
Total revenues	<u>2,033,263</u>	<u>2,447,458</u>	<u>2,327,376</u>	<u>2,375,853</u>	<u>2,452,937</u>	<u>2,546,450</u>
<b>Expenditures</b>						
Personal services	1,509,168	1,626,464	1,630,717	1,617,464	1,677,839	1,754,187
Supplies	123,897	199,750	145,775	189,000	191,657	194,348
Other services and charges	357,663	473,514	445,689	475,467	489,519	503,993
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Capital outlay	-	137,730	137,730	83,922	83,922	83,922
Total expenditures	<u>1,990,728</u>	<u>2,447,458</u>	<u>2,369,911</u>	<u>2,375,853</u>	<u>2,452,937</u>	<u>2,546,450</u>
Excess of Revenues Over (Under) Expenditures	42,535	-	(42,535)	-	-	-
Fund Balance - beginning	-	42,535	42,535	-	-	-
<b>Fund Balance - ending</b>	<u>\$ 42,535</u>	<u>\$ 42,535</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<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.

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Dispatch Supervisor	1	1	1
Motor Bus Operator/Coordinator	4	4	4
Technical Secretary	1	1	1
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Bus Driver*	32	32	32
Office Assistant	0	0	0
<b>Total Regular Part-Time</b>	<b>32</b>	<b>32</b>	<b>32</b>
<b>Department Total</b>	<b>38</b>	<b>38</b>	<b>38</b>

\*Management has approval to hire up to 36 part-time bus drivers. The number fluctuates throughout the year due to

attrition, with an average number of 32 part-time operators on staff at any given time.



**Library Director.....Melissa Barnard**  
**Manager of MCTV & Library Communications .....Matthew Richardson**

## 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 videos promoting City services for MGTV and social media
- 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, 2019

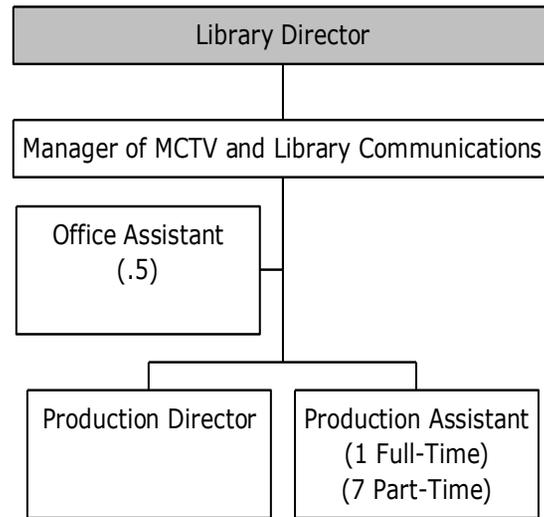
	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Charges for services	\$ 740,378	\$ 780,050	\$ 747,200	\$ 750,050	\$ 750,050	\$ 750,050
Contributions	306	1,000	1,000	1,000	1,000	1,000
Other	2,433	-	-	-	-	-
Investment earnings	3,330	1,100	6,600	6,600	6,600	6,600
Total revenues	<u>746,447</u>	<u>782,150</u>	<u>754,800</u>	<u>757,650</u>	<u>757,650</u>	<u>757,650</u>
<b>Expenditures</b>						
Personal services	432,955	420,156	420,819	454,284	470,190	471,320
Supplies	11,881	12,600	12,600	14,600	14,600	14,600
Other services and charges	185,933	176,962	174,851	167,356	160,376	163,730
Reserve for contingencies	-	14,000	14,000	15,000	15,000	15,000
Capital outlay	63,988	38,000	8,000	28,000	85,000	100,000
Total expenditures	<u>694,757</u>	<u>661,718</u>	<u>630,270</u>	<u>679,240</u>	<u>745,166</u>	<u>764,650</u>
Excess of Revenues Over (Under) Expenditures	51,690	120,432	124,530	78,410	12,484	(7,000)
Fund Balance - beginning	<u>1,268,253</u>	<u>1,319,943</u>	<u>1,319,943</u>	<u>1,444,473</u>	<u>1,522,883</u>	<u>1,535,367</u>
<b>Fund Balance - ending</b>	<u><u>1,319,943</u></u>	<u><u>1,440,375</u></u>	<u><u>1,444,473</u></u>	<u><u>1,522,883</u></u>	<u><u>1,535,367</u></u>	<u><u>1,528,367</u></u>
End of year fund balance:						
Unreserved	\$ 1,037,943	\$ 1,107,375	\$ 1,111,473	\$ 1,227,883	\$ 1,295,367	\$ 1,388,367
Reserved for capital outlay	282,000	333,000	333,000	295,000	240,000	140,000
Total end of year fund balance	<u><u>\$ 1,319,943</u></u>	<u><u>\$ 1,440,375</u></u>	<u><u>\$ 1,444,473</u></u>	<u><u>\$ 1,522,883</u></u>	<u><u>\$ 1,535,367</u></u>	<u><u>\$ 1,528,367</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)

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Manager of MCTV & Library Communications	1	1	1
Production Director	1	1	1
Production Assistant	1	1	1
<b>Total Full-Time</b>	<b>3</b>	<b>3</b>	<b>3</b>
<u>Regular Part-Time</u>			
Production Assistant*	7	7	7
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Department Total</b>	<b>11</b>	<b>11</b>	<b>11</b>

\*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.



## 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

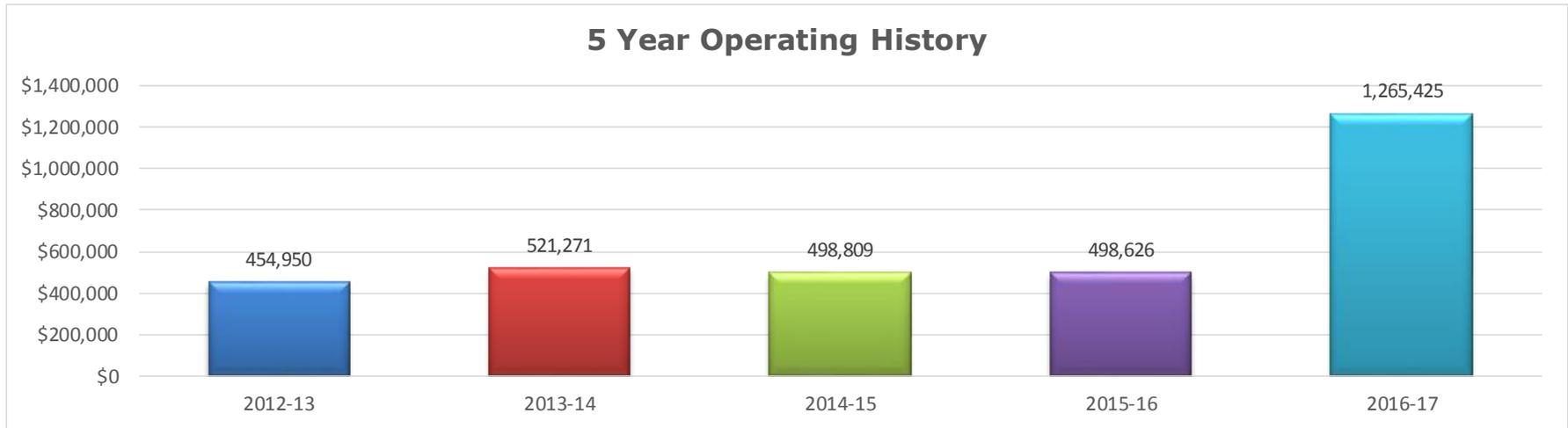
## Financial Statement

### 297 - Downtown Development Authority Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Property taxes	\$ 582,570	\$ 513,753	\$ 530,763	\$ 522,510	\$ 533,914	\$ 541,814
Personal property tax reimbursement	-	-	4,360	-	-	-
Contributions	1,000	-	6,000	-	-	-
Other	9,016	5,000	5,000	5,000	5,000	5,000
Investment earnings	1,961	800	1,300	1,300	1,300	1,300
Transfers in	26,500	26,500	26,500	26,500	26,500	26,500
<b>Total revenues</b>	<u>621,047</u>	<u>546,053</u>	<u>573,923</u>	<u>555,310</u>	<u>566,714</u>	<u>574,614</u>
<b>Expenditures</b>						
Personal services	146,431	216,157	216,157	196,264	203,664	211,338
Supplies	338	2,500	2,500	2,000	2,031	2,060
Other services and charges	300,756	436,724	436,132	313,091	321,603	331,421
Transfers out	817,900	50,000	45,000	45,000	45,000	45,000
<b>Total expenditures</b>	<u>1,265,425</u>	<u>705,381</u>	<u>699,789</u>	<u>556,355</u>	<u>572,298</u>	<u>589,819</u>
Excess of Revenues Over (Under) Expenditures	(644,378)	(159,328)	(125,866)	(1,045)	(5,584)	(15,205)
Fund Balance - beginning	1,013,063	368,685	368,685	242,819	241,774	236,190
<b>Fund Balance - ending</b>	<u>\$ 368,685</u>	<u>\$ 209,357</u>	<u>\$ 242,819</u>	<u>\$ 241,774</u>	<u>\$ 236,190</u>	<u>\$ 220,985</u>

## Summary of Budget Changes

### Operating Trends

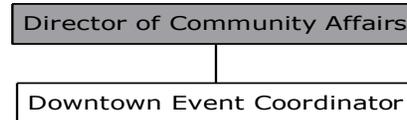


### **Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

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.

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Downtown Event Coordinator	1	1	1
<b>Total Full-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	0
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>1</b>



**Debt Service Fund**

*for the Fiscal Year Ending June 30, 2019*

**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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Property taxes	\$ 543,270	\$ 540,176	\$ 541,090	\$ 539,080	\$ 539,080	\$ 539,080
Personal property tax reimbursement	86,419	95,341	95,341	95,341	95,341	95,341
Investment earnings	1,769	1,000	3,600	3,600	3,600	3,600
Transfers in	1,819,749	1,756,198	1,756,198	1,751,011	1,750,986	1,747,511
Total revenues	<u>2,451,207</u>	<u>2,392,715</u>	<u>2,396,229</u>	<u>2,389,032</u>	<u>2,389,007</u>	<u>2,385,532</u>
<b>Expenditures</b>						
Debt service	1,565,069	1,566,237	1,566,737	1,562,250	1,560,500	1,558,450
Non-operating	174	-	-	-	-	-
Transfers out	827,471	825,459	825,429	823,191	826,725	823,907
Total expenditures	<u>2,392,714</u>	<u>2,391,696</u>	<u>2,392,166</u>	<u>2,385,441</u>	<u>2,387,225</u>	<u>2,382,357</u>
Excess of Revenues Over (Under) Expenditures	58,493	1,019	4,063	3,591	1,782	3,175
Fund Balance - beginning	11,003	69,496	69,496	73,559	77,150	78,932
	<u>\$ 69,496</u>	<u>\$ 70,515</u>	<u>\$ 73,559</u>	<u>\$ 77,150</u>	<u>\$ 78,932</u>	<u>\$ 82,107</u>

## Schedule of Debt Requirements (Principal and Interest)

	<u>Maturity</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>
<b>Debt Service Fund</b>						
2016 General Obligation Refunding Bonds	05/01/23	\$ 1,561,750	\$ 1,560,000	\$ 1,557,950	\$ 1,555,600	\$ 1,552,950
Total Debt Service Fund		<u>1,561,750</u>	<u>1,560,000</u>	<u>1,557,950</u>	<u>1,555,600</u>	<u>1,552,950</u>
<b>Wastewater Fund</b>						
2001 Sewer SRF Bonds (Note 2)	04/01/22	314,602	317,477	315,102	311,664	-
2015 Sewer Refunding Bonds (Note 1)	05/01/21	<u>1,056,883</u>	<u>1,059,899</u>	<u>1,057,575</u>	<u>-</u>	<u>-</u>
Total Wastewater Fund		<u>1,371,485</u>	<u>1,377,376</u>	<u>1,372,677</u>	<u>311,664</u>	<u>-</u>
<b>Water Fund</b>						
2012 Saginaw-Midland Refunding Bonds	09/01/20	<u>199,930</u>	<u>194,349</u>	<u>186,477</u>	<u>-</u>	<u>-</u>
<b>Civic Arena Fund</b>						
2017 Limited Tax GO Refunding Bond Issue	05/01/30	<u>329,404</u>	<u>334,075</u>	<u>343,536</u>	<u>337,684</u>	<u>336,832</u>
Total Civic Arena Fund		<u>329,404</u>	<u>334,075</u>	<u>343,536</u>	<u>337,684</u>	<u>336,832</u>
<b>Landfill Fund</b>						
2010 Renewable Energy SRF Bonds	10/01/30	<u>382,250</u>	<u>380,188</u>	<u>382,938</u>	<u>380,500</u>	<u>382,875</u>
Total Renewable Energy Fund		<u>382,250</u>	<u>380,188</u>	<u>382,938</u>	<u>380,500</u>	<u>382,875</u>
<b>Total Debt</b>		<u>\$ 3,844,819</u>	<u>\$ 3,845,988</u>	<u>\$ 3,843,578</u>	<u>\$ 2,585,448</u>	<u>\$ 2,272,657</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.

Note 3:

The 2016 General Obligation Refunding Bonds were issued to refund \$7,725,000 of the 2008 Judgement Bonds in June 2016.

Note 4:

The 2017 Limited Tax General Obligation Bonds were issued to refund \$3,740,000 of the 2012 Limited Tax General Obligation bonds in October 2017.

Note 5:

The 2010 Renewable Energy SRF Bonds were reclassified as Landfill fund debt effective July 1, 2018, due to merging the Renewable Energy fund with the Landfill fund.

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

	Maturity	2023-24	2024-25	2025-26	2026-27	Therafter
<b>Debt Service Fund</b>						
2016 General Obligation Refunding Bonds	05/01/23	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Service Fund		-	-	-	-	-
<b>Wastewater Fund</b>						
2001 Sewer SRF Bonds (Note 2)	04/01/22	-	-	-	-	-
2015 Sewer Refunding Bonds (Note 1)	05/01/21	-	-	-	-	-
Total Wastewater Fund		-	-	-	-	-
<b>Water Fund</b>						
2012 Saginaw-Midland Refunding Bonds	09/01/20	-	-	-	-	-
<b>Civic Arena Fund</b>						
2017 Limited Tax GO Refunding Bond Issue	05/01/30	340,876	339,710	343,440	341,961	1,016,174
Total Civic Arena Fund		340,876	339,710	343,440	341,961	1,016,174
<b>Landfill Fund</b>						
2010 Renewable Energy SRF Bonds	10/01/30	380,063	382,063	378,875	380,500	1,523,498
Total Renewable Energy Fund		380,063	382,063	378,875	380,500	1,523,498
<b>Total Debt</b>		<b>\$ 720,939</b>	<b>\$ 721,773</b>	<b>\$ 722,315</b>	<b>\$ 722,461</b>	<b>\$ 2,539,672</b>

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.

Note 3:

The 2016 General Obligation Refunding Bonds were issued to refund \$7,725,000 of the 2008 Judgement Bonds in June 2016.

Note 4:

The 2017 Limited Tax General Obligation Bonds were issued to refund \$3,740,000 of the 2012 Limited Tax General Obligation bonds in October 2017.

Note 5:

The 2010 Renewable Energy SRF Bonds were reclassified as Landfill fund debt effective July 1, 2018, due to merging the Renewable Energy fund with the Landfill fund.



## **Enterprise Funds**

*for the Fiscal Year Ending June 30, 2019*

**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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Use and admission charges	\$ 1,076,814	\$ 1,074,440	\$ 1,088,236	\$ 1,101,550	\$ 1,101,550	\$ 1,101,550
Other	16,606	20,000	21,050	22,000	22,000	22,000
Non-operating	-	-	11,084	7,840	7,840	7,840
Investment earnings	2,420	1,000	3,000	3,000	3,000	3,000
Transfers in	350,000	350,000	350,000	350,000	350,000	350,000
<b>Total revenues</b>	<u>1,445,840</u>	<u>1,445,440</u>	<u>1,473,370</u>	<u>1,484,390</u>	<u>1,484,390</u>	<u>1,484,390</u>
<b>Expenses</b>						
Personal services	277,483	313,880	306,952	314,326	323,078	331,118
Supplies	19,855	37,687	35,237	33,250	33,749	34,254
Other services and charges	565,187	680,270	664,270	685,605	702,041	711,895
Debt Service	351,368	348,268	334,721	329,904	334,575	344,036
Reserve for contingencies	-	16,563	15,000	25,000	25,000	25,000
Non-operating	19,800	-	-	-	-	-
Capital outlay	-	-	-	54,000	261,053	-
<b>Total expenses</b>	<u>1,233,693</u>	<u>1,396,668</u>	<u>1,356,180</u>	<u>1,442,085</u>	<u>1,679,496</u>	<u>1,446,303</u>
Excess of Revenues Over (Under) Expenses	212,147	48,772	117,190	42,305	(195,106)	38,087
Other non-working capital adjustments	19,005	-	-	-	(5,000)	(5,000)
Working Capital - beginning	345,400	576,552	576,552	693,742	736,047	535,941
<b>Working Capital - ending</b>	<u>\$ 576,552</u>	<u>\$ 625,324</u>	<u>\$ 693,742</u>	<u>\$ 736,047</u>	<u>\$ 535,941</u>	<u>\$ 569,028</u>
<b>Working Capital</b>						
Reserved for capital replacement	\$ 177,500	\$ 227,500	\$ 227,500	\$ 223,500	\$ 12,447	\$ 62,447
Unreserved	399,052	397,824	466,242	512,547	523,494	506,581
<b>Total Working Capital</b>	<u>\$ 576,552</u>	<u>\$ 625,324</u>	<u>\$ 693,742</u>	<u>\$ 736,047</u>	<u>\$ 535,941</u>	<u>\$ 569,028</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

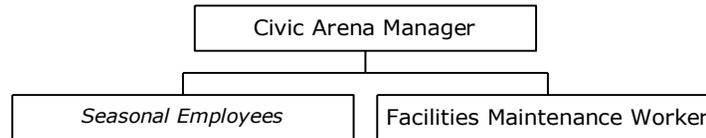
City converted one of its arenas from a dry concrete floor to a permanent indoor artificial turf facility. This has brought an entirely new group of users to the arena. The community groups have been very supportive thus far and the new revenue stream will help in stabilizing the long-term financial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

**Significant Notes – 2018-19 Budget Compared to 2017-18 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**



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Civic Arena Manager	1	1	1
Facilities Maintenance Worker	1	1	1
<b>Total Full-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>



Utilities Director..... Joseph Sova  
Landfill Superintendent..... Scott O’Laughlin

## Service Statement

Landfill staff is responsible for safe, efficient and regulatory-compliant disposal of all non-hazardous solid waste in Midland County. Midland is a closed county, meaning Midland waste does not leave the county, 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 it 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 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

### 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 fuel renewable energy generation
- Implemented bioreactor landfill cell to extend site life and reduce future liability

### Gas to Energy Plant

- Operates and maintains a gas to electric energy plant, consisting of two 1.6-megawatt generators, while selling the output to The Dow Chemical Company
- Monitors, maintains, and operates a methane gas compressor facility located at the City of Midland landfill
- Maintains gas treatment equipment
- Inspect and maintain a three-mile-long methane gas pipeline from the landfill to the wastewater plant property
- Documents inspections and maintenance for state and federal agencies

**Financial Statement**

**517 - Landfill**  
 Detail of Budget Appropriations and Revenues  
 Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Electricity sales	\$ -	\$ -	\$ -	\$ 1,051,490	\$ 1,066,330	\$ 1,083,350
State grants	-	-	2,630	-	-	-
Service and supplies sales	25,500	6,000	2,000	2,000	2,000	2,000
Use and admission charges	4,227,393	2,715,000	3,125,854	2,777,000	2,777,000	2,777,000
Contributions	-	-	10,000	-	-	-
Other	18,106	5,000	4,001	5,000	5,000	5,000
Non-operating	63,162	54,465	94,830	83,100	94,100	84,100
Investment earnings	27,076	16,652	32,946	34,600	34,707	34,706
<b>Total revenues</b>	<u>4,361,237</u>	<u>2,797,117</u>	<u>3,272,261</u>	<u>3,953,190</u>	<u>3,979,137</u>	<u>3,986,156</u>
<b>Expenses</b>						
Personal services	1,284,227	1,516,913	1,531,542	1,584,888	1,638,392	1,677,244
Supplies	263,984	314,545	325,990	407,410	404,410	410,410
Other services and charges	1,253,725	1,809,593	1,756,529	1,798,280	1,858,223	1,830,943
Debt Service	-	-	-	382,250	380,188	382,938
Reserve for contingencies	-	50,000	50,000	65,000	65,000	65,000
Non-operating	(87,940)	700	679	700	28,702	700
Capital projects	57,973	2,046,475	2,046,475	1,124,085	728,729	703,541
Capital outlay	266,804	906,902	916,335	695,000	198,000	670,000
<b>Total expenses</b>	<u>3,038,773</u>	<u>6,645,128</u>	<u>6,627,550</u>	<u>6,057,613</u>	<u>5,301,644</u>	<u>5,740,776</u>
Excess of Revenues Over (Under) Expenses	1,322,464	(3,848,011)	(3,355,289)	(2,104,423)	(1,322,507)	(1,754,620)
Other non-working capital adjustments	(23,467)	-	-	317,306	-	-
Working Capital - beginning	7,381,038	8,680,035	8,680,035	5,324,746	3,537,629	2,215,122
<b>Working Capital - ending</b>	<u>\$ 8,680,035</u>	<u>\$ 4,832,024</u>	<u>\$ 5,324,746</u>	<u>\$ 3,537,629</u>	<u>\$ 2,215,122</u>	<u>\$ 460,502</u>

**Summary of Budget Changes**

**Operating Trends**



**Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

Beginning in fiscal year 2018-19, Renewable Energy is being combined with the Landfill operations and will be managed by the Landfill staff.

Notable activities for the 2017-18 fiscal year include projected revenue increases from removal of the old Dow Chemical corporate office and the sale of a replaced wheel loader. Reduced scope of a project on closed landfill cells will save \$20,000. Operational changes require modification of the bioreactor permit through MDEQ, resulting in an estimated cost increase of \$40,000.

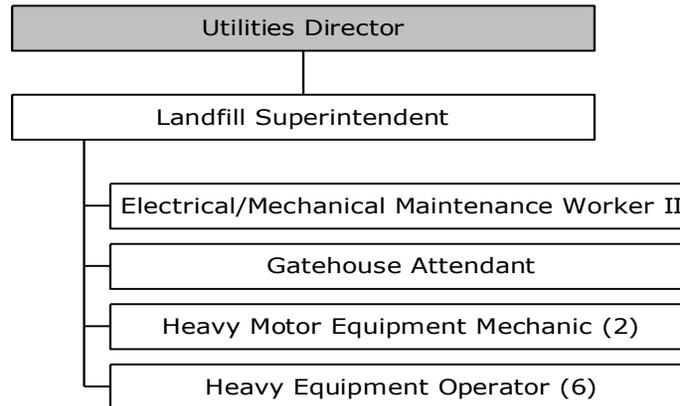
In fiscal year 2018-19, the focus continues to be gas production and collection, to meet the goals of minimizing odors and maximizing energy production. Treated bio-solids liquid sludge

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 will look to replace the track excavator. Efforts are also increasing for maintenance of older, closed landfill cells.

Finally, funding for future construction of Cell 17 will continue this fiscal year. In fiscal year 2018-19, money will be set aside to fund for construction scheduled to take place between fiscal years 2018-19 and 2019-20.

**Organizational Chart**



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

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Landfill Superintendent	1	1	1
Electrical/Mechanical Maintenance Worker II	1	1	1
Gatehouse Attendant	1	1	1
Heavy Motor Equipment Mechanic	1	2	2
Heavy Equipment Operator	6	6	6
<b>Total Full-Time</b>	<b>10</b>	<b>11</b>	<b>11</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>10</b>	<b>11</b>	<b>11</b>



Director of Planning and Community Development ..... Grant Murschel  
Manager of Senior Housing ..... Kim 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 at Washington Woods. Examples include book clubs, exercise programs, bingo, card clubs, knitting groups, movie nights and study groups. Washington Woods is very fortunate to be able to host a wide variety of musical programs throughout the year. A card shop is operated by the Tenant Council.

Each apartment is equipped with an emergency call system to 911, and entrances to the building require a key or secure card entry. 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
- Prepares and disperses monthly calendar and newsletter

## Functions (cont.)

### Office Staff (cont.)

- 
- Inputs time card information into the payroll system
- Records resident billing and daily meal charges; prepares resident invoices
- Conducts annual resident rent review and adjusts rents
- Prepares a variety of financial reports
- Issues purchase orders and prepares bills for payment
- Orders requested supplies
- Checks in residents at daily meal
- Produces work orders for maintenance to complete
- Front desk office support to residents Monday-Friday during business hours

### 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
- Responds to emergency situations
- Repairs and cleans furnace and air conditioning units
- Maintains grounds & maintenance equipment

### 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

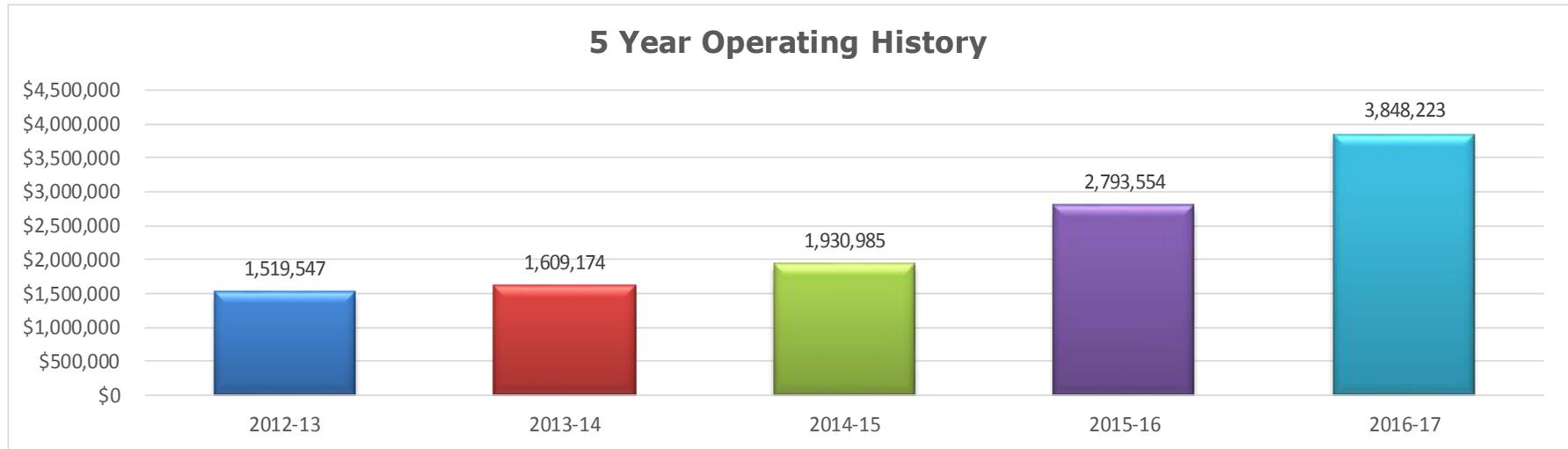
- Assesses the needs of residents regarding their physical and mental conditions
- Monitors resident status and arranges for appropriate intervention
- Maintains and updates medical histories
- Counsels residents and families regarding aging issues
- Assists with health screening, health fairs and flu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

## Financial Statement

### 536 - Washington Woods Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Rentals	\$ 1,113,527	\$ 1,156,200	\$ 1,103,068	\$ 1,206,300	\$ 1,242,700	\$ 1,266,700
Contributions	-	-	-	-	350,000	-
Miscellaneous	389,776	377,885	361,485	385,500	398,250	411,500
Investment earnings	6,366	2,500	4,000	2,500	2,500	2,500
Non-operating	2,748	1,000	9,000	2,500	2,500	2,500
Transfers in	34,259	38,000	47,520	38,000	-	-
Total revenues	<u>1,546,676</u>	<u>1,575,585</u>	<u>1,525,073</u>	<u>1,634,800</u>	<u>1,995,950</u>	<u>1,683,200</u>
<b>Expenses</b>						
Personal services	670,838	745,544	676,876	770,753	791,217	820,240
Supplies	24,907	35,325	34,730	35,230	40,414	40,600
Other services and charges	596,977	673,910	688,397	693,257	714,842	736,950
Reserve for contingencies	-	-	5,000	10,000	10,000	10,000
Non-operating	435,818	275,346	275,998	247,500	254,903	262,526
Capital projects	2,082,424	1,225,244	1,234,764	-	-	-
Capital outlay	37,259	38,000	38,000	58,000	350,000	106,280
Total expenses	<u>3,848,223</u>	<u>2,993,369</u>	<u>2,953,765</u>	<u>1,814,740</u>	<u>2,161,376</u>	<u>1,976,596</u>
Excess of Revenues Over (Under) Expenses	(2,301,547)	(1,417,784)	(1,428,692)	(179,940)	(165,426)	(293,396)
Other non-working capital adjustments	(200,741)	-	-	-	-	-
Working Capital - beginning	4,577,129	2,074,841	2,074,841	646,149	466,209	300,783
<b>Working Capital - ending</b>	<u>\$ 2,074,841</u>	<u>\$ 657,057</u>	<u>\$ 646,149</u>	<u>\$ 466,209</u>	<u>\$ 300,783</u>	<u>\$ 7,387</u>
<b>Working Capital</b>						
Reserved for capital renovations	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved	1,074,841	657,057	646,149	466,209	300,783	7,387
	<u>\$ 2,074,841</u>	<u>\$ 657,057</u>	<u>\$ 646,149</u>	<u>\$ 466,209</u>	<u>\$ 300,783</u>	<u>\$ 7,387</u>

## Summary of Budget Changes Operating Trends



### **Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

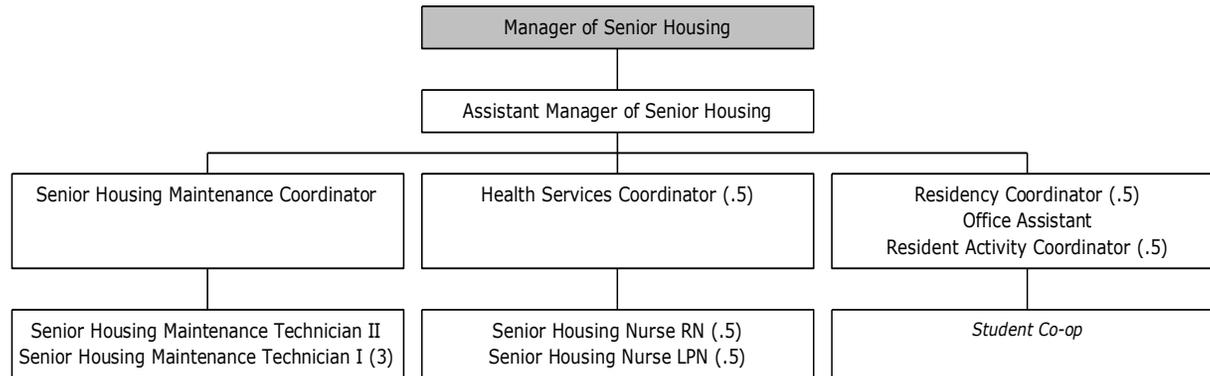
In March of 2015, the presence of asbestos containing materials was identified at Washington Woods. A full building survey was completed and the preparation of a comprehensive remediation plan commenced. While that remediation plan was being completed, vacated residential units in the west wing remained unfilled. This action negatively impacted budgeted revenue for the 2014-15 thru 2016-17 budget year and has continued to depress anticipated revenues in the 2017-18 budget year.

Remediation activities came to a close in February of 2018. Washington Woods is now aggressively pursuing occupancy for

the completed apartments. Activities are underway to raise community awareness and marketing plans continue towards improving the building occupancy rate. Increasing the occupancy will likely take time along with sustained outreach and marketing efforts. The time it will take to build occupancy will further impact the 2018-19 budget.

Staff's steadfast intention moving forward will be gaining occupancy quickly so that Washington Woods has a sustainable revenue flow allowing the City of Midland to continue providing safe, comfortable and affordable housing to seniors at Washington Woods.

**Organizational Chart**



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

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Assistant Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Senior Housing Maintenance Coordinator	1	1	1
Senior Housing Maintenance Technician II	1	1	1
Senior Housing Maintenance Technician I	2	2	1
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>5</b>
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse (RN)	2	2	1
Senior Housing Nurse (LPN)	0	0	1
Resident Activity Coordinator	1	1	1
Residency Coordinator	1	1	1
Senior Housing Maintenance Technician I	2	2	4
<b>Total Regular Part-Time</b>	<b>7</b>	<b>7</b>	<b>9</b>
<b>Department Total</b>	<b>13</b>	<b>13</b>	<b>14</b>



**Director of Planning and Community Development ..... Grant Murschel**  
**Manager of Senior Housing ..... Kim Samborn**  
**Assistant Manager of Senior Housing ..... Lori Jung**

### Service Statement

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

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

You are eligible to live at Riverside Place senior living community:

- If you or your spouse is 62 years or older in any income range;
- If you meet written tenant selection criteria and have a home assessment by our health coordinator;

Persons 55 years of age or older in any income range are considered when there is no waiting list for those 62 years and older. The waiting list rankings are determined by application date.

A wide variety of planned activities are offered at Riverside Place. Examples include book clubs, exercise programs, bingo, card clubs, knitting groups, movie nights and study groups. Riverside Place is very fortunate to be able to host a wide variety of musical programs throughout the year.

Each apartment is equipped with an emergency call system to 911, and all entrances to the building require a key or a secure card entry. There are laundry facilities within the building and along with a beauty shop, exercise room and library.

A service feature that is unique to Riverside Place is the availability of 17 Supportive Living Apartments. For those individuals who need additional assistance, Riverside Place maintains a service agreement with a home care agency. Residents in these 17 Supportive Living Apartments have access to three nutritious meals per day, assistance with personal care (set up and selection), showers, medication reminders, basic housekeeping, flat laundry, and caregivers in the building that respond to pull cords in the apartments.

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.

### Functions (cont.)

#### 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
- Prepares and disperses monthly calendar and newsletter
- 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
- Front desk office support to residents Monday-Friday during business hours

#### 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

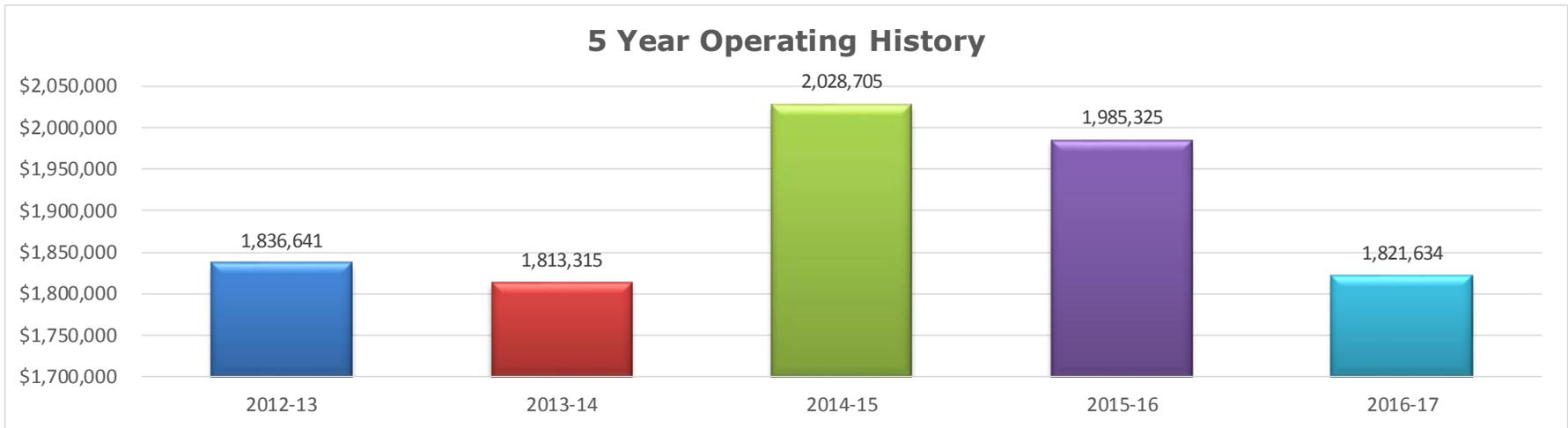
**Financial Statement**

**537 - Riverside Place**  
 Detail of Budget Appropriations and Revenues  
 Fiscal Year Ending June 30, 2019

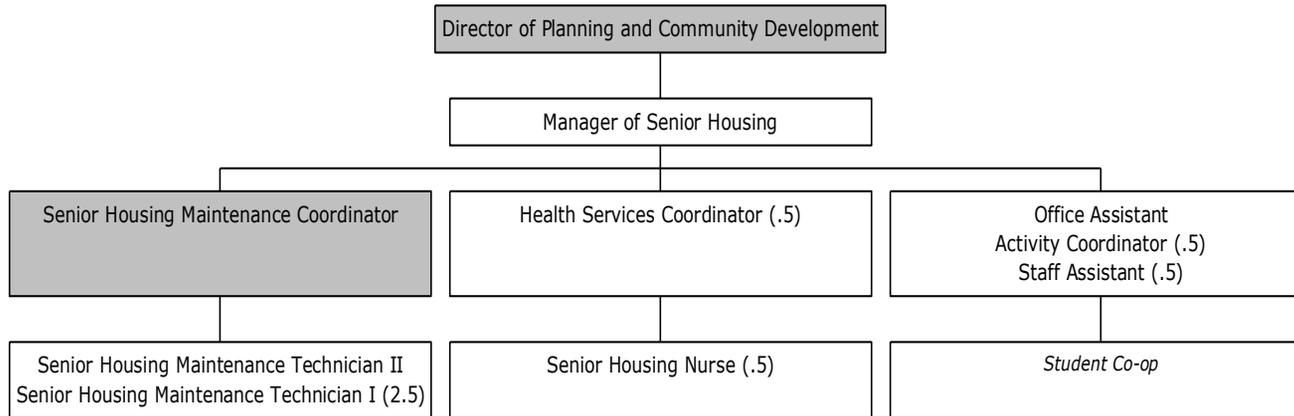
	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Rentals	\$ 1,443,912	\$ 1,436,000	\$ 1,432,000	\$ 1,446,000	\$ 1,446,000	\$ 1,460,400
Miscellaneous	602,869	640,652	661,950	675,200	694,725	714,250
Investment earnings	4,498	3,600	8,000	8,000	8,000	8,000
Non-operating	30,548	32,000	47,700	2,000	2,000	2,000
Total revenues	<u>2,081,827</u>	<u>2,112,252</u>	<u>2,149,650</u>	<u>2,131,200</u>	<u>2,150,725</u>	<u>2,184,650</u>
<b>Expenses</b>						
Personal services	720,479	800,011	787,055	778,109	797,481	826,546
Supplies	37,233	58,534	58,294	59,485	59,345	60,216
Other services and charges	617,729	714,675	741,981	706,503	728,089	750,179
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	397,050	541,771	545,387	555,500	572,113	610,839
Capital outlay	49,143	233,000	83,124	173,500	24,367	459,095
Total expenses	<u>1,821,634</u>	<u>2,357,991</u>	<u>2,225,841</u>	<u>2,283,097</u>	<u>2,191,395</u>	<u>2,716,875</u>
Excess of Revenues Over (Under) Expenses	260,193	(245,739)	(76,191)	(151,897)	(40,670)	(532,225)
Other non-working capital adjustments	(82,485)	-	-	-	-	-
Working Capital - beginning	1,270,019	1,447,727	1,447,727	1,371,536	1,219,639	1,178,969
<b>Working Capital - ending</b>	<u>\$ 1,447,727</u>	<u>\$ 1,201,988</u>	<u>\$ 1,371,536</u>	<u>\$ 1,219,639</u>	<u>\$ 1,178,969</u>	<u>\$ 646,744</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.

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Senior Housing Maintenance Technician II	1	1	1
Senior Housing Maintenance Technician I	2	2	2
<b>Total Full-Time</b>	<b>5</b>	<b>5</b>	<b>5</b>
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	1	1	1
Residency Coordinator	1	1	1
Resident Activity Coordinator	1	1	1
Senior Housing Maintenance Technician I	1	1	1
<b>Total Regular Part-Time</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Department Total</b>	<b>10</b>	<b>10</b>	<b>10</b>



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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Use and admission charges	\$ 741,271	\$ 850,179	\$ 802,348	\$ 834,737	\$ 843,085	\$ 851,514
Other	9,208	-	10,868	7,425	7,499	7,574
Sales	102,063	110,788	115,305	114,946	116,096	117,256
Investment earnings	116,517	14,000	11,054	12,000	12,000	12,000
Non-operating	52,000	35,000	60,000	35,000	35,000	35,000
Transfers in	676,074	250,000	250,000	250,000	225,000	225,000
Total revenues	<u>1,697,133</u>	<u>1,259,967</u>	<u>1,249,575</u>	<u>1,254,108</u>	<u>1,238,680</u>	<u>1,248,344</u>
<b>Expenses</b>						
Personal services	520,794	540,233	529,184	560,105	571,307	582,734
Supplies	141,453	162,587	145,893	137,067	139,125	141,208
Other services and charges	357,184	346,532	357,247	351,235	361,772	372,624
Debt Service	17,183	29,457	29,457	29,457	29,457	29,457
Reserve for contingencies	-	20,000	10,000	20,000	20,000	20,000
Capital outlay	205,226	40,000	37,650	70,000	90,000	80,000
Total expenses	<u>1,241,840</u>	<u>1,138,809</u>	<u>1,109,431</u>	<u>1,167,864</u>	<u>1,211,661</u>	<u>1,226,023</u>
Excess of Revenues Over (Under) Expenses	455,293	121,158	140,144	86,244	27,019	22,321
Other non-working capital adjustments	(350)	-	-	-	-	-
Working Capital - beginning	(232,130)	222,813	222,813	362,957	449,201	476,220
<b>Working Capital - ending</b>	<u>\$ 222,813</u>	<u>\$ 343,971</u>	<u>\$ 362,957</u>	<u>\$ 449,201</u>	<u>\$ 476,220</u>	<u>\$ 498,541</u>

## Summary of Budget Changes

### Operating Trends



### Significant Notes – 2018-19 Budget Compared to 2017-18 Budget

The 2016-17 fiscal year was 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 1<sup>st</sup>

and 9<sup>th</sup> 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Operating	\$ 109,531	\$ 102,800	\$ 100,906	\$ 99,256	\$ 103,500	\$ 103,800
Other	11,632	15,000	15,000	15,000	15,000	15,000
Investment earnings	119	100	-	50	50	50
Transfers in	55,000	55,000	72,000	60,000	60,000	60,000
Total revenues	<u>176,282</u>	<u>172,900</u>	<u>187,906</u>	<u>174,306</u>	<u>178,550</u>	<u>178,850</u>
<b>Expenses</b>						
Personal services	41,843	54,667	55,623	56,236	58,443	60,719
Supplies	1,178	5,025	4,572	4,880	4,950	5,021
Other services and charges	119,439	139,294	139,900	126,375	127,392	128,936
Non-operating	(5,669)	1,195	1,195	1,200	1,236	1,273
Total expenses	<u>156,791</u>	<u>200,181</u>	<u>201,290</u>	<u>188,691</u>	<u>192,021</u>	<u>195,949</u>
Excess of Revenues Over (Under) Expenses	19,491	(27,281)	(13,384)	(14,385)	(13,471)	(17,099)
Other non-working capital adjustments	(5,670)	-	-	-	-	-
Working Capital - beginning	48,205	62,026	62,026	48,642	34,257	20,786
<b>Working Capital - ending</b>	<u>\$ 62,026</u>	<u>\$ 34,745</u>	<u>\$ 48,642</u>	<u>\$ 34,257</u>	<u>\$ 20,786</u>	<u>\$ 3,687</u>

**Summary of Budget Changes**

**Operating Trends**





**Utilities Director..... Joseph Sova**  
**Wastewater Superintendent..... Patrick Frazee**

## Service Statement

The City of Midland Wastewater Treatment Plant is a "Class A" sewage treatment plant that operates on a continual basis. A discharge permit that is issued by the State of Michigan Department of Environmental Quality, authorizes Midland to discharge treated municipal wastewater to the Tittabawassee River. The treatment plant has a design capacity of 10.0 million gallons a day (MGD) and a hydraulic capacity of 18.0 MGD. In 2017 alone the plant treated over 3.3 billion gallons of wastewater, up from 2.1 billion gallons in 2016.

The treatment plant discharge permit requires over 3,800 different wastewater samples to be collected and analyzed per year. 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 required to be 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 Majority of the maintenance and repairs to plant equipment is performed in-house by a highly qualified staff.

The treatment plant has a one megawatt standby diesel generator to run critical loads during a power outage. The treatment plant also has a 20 million gallon dam that can be used for retention during periods of high flow.

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 wastewater maintenance staff is also responsible for maintaining nearly 207 miles of sanitary sewers. The sanitary system is cleaned on a two-year rotation. 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 line allowing the City to save both time and money. Larger defects that require a full-length liner or a dig and repair method are contracted out.

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

## 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

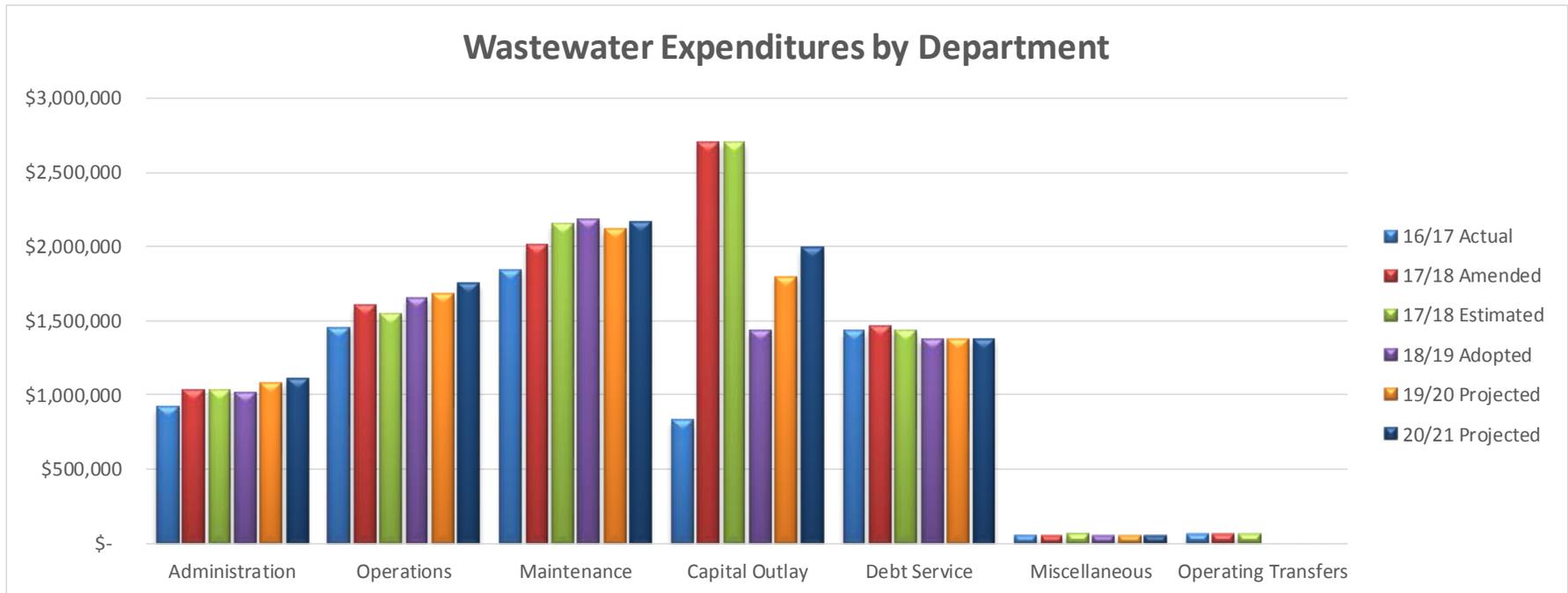
## Financial Statement

### 590 - Wastewater Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
State grants	\$ -	\$ 150,000	\$ 162,090	\$ -	\$ -	\$ -
Sewer service charges	6,199,305	6,229,570	6,305,576	6,412,720	6,538,920	6,665,120
Other	85,252	86,640	95,953	92,320	94,610	96,500
Investment earnings	10,068	7,500	20,000	20,000	20,000	20,000
Non-operating	313,894	339,750	235,333	233,400	165,500	178,000
Transfers in	827,471	825,459	825,429	823,191	826,725	823,907
Total revenues	<u>7,435,990</u>	<u>7,638,919</u>	<u>7,644,381</u>	<u>7,581,631</u>	<u>7,645,755</u>	<u>7,783,527</u>
<b>Expenses</b>						
Personal services	2,215,109	2,448,656	2,480,229	2,543,172	2,629,809	2,721,050
Supplies	407,474	466,675	488,840	472,850	473,090	475,590
Other services and charges	1,587,897	1,732,936	1,757,342	1,835,413	1,771,454	1,831,153
Debt service	1,431,627	1,459,766	1,432,782	1,371,985	1,377,876	1,373,178
Reserve for contingencies	-	50,000	50,000	50,000	50,000	50,000
Non-operating	54,817	-	16,655	-	-	-
Capital projects	565,567	1,501,771	1,501,771	655,000	825,000	875,000
Capital outlay	264,450	1,203,359	1,202,767	775,000	972,500	1,115,000
Transfers out	60,000	60,000	60,000	-	-	-
Total expenses	<u>6,586,941</u>	<u>8,923,163</u>	<u>8,990,386</u>	<u>7,703,420</u>	<u>8,099,729</u>	<u>8,440,971</u>
Excess of Revenues Over (Under) Expenses	849,049	(1,284,244)	(1,346,005)	(121,789)	(453,974)	(657,444)
Other non-working capital adjustments	45,769	-	-	-	-	-
Working Capital - beginning	1,758,195	2,653,013	2,653,013	1,307,008	1,185,219	731,245
<b>Working Capital - ending</b>	<u>\$ 2,653,013</u>	<u>\$ 1,368,769</u>	<u>\$ 1,307,008</u>	<u>\$ 1,185,219</u>	<u>\$ 731,245</u>	<u>\$ 73,801</u>

## Summary of Budget Changes

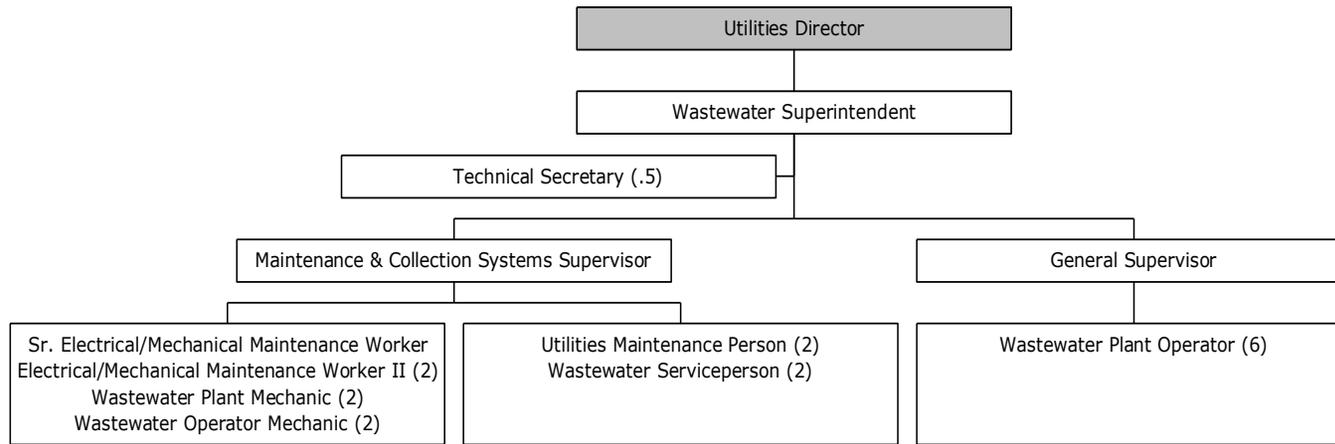
### Operating Trends



**Operating Trends (cont.)**



**Organizational Chart**



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

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<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	1	1	1
Electrical/Mechanical Maintenance Worker II	2	2	2
Wastewater Plant Mechanic	2	2	2
Utilities Maintenance Person	2	2	2
Wastewater Operator Mechanic	2	2	2
Wastewater Plant Operator	6	6	6
Wastewater Serviceperson	2	2	2
<b>Total Full-Time</b>	<b>20</b>	<b>20</b>	<b>20</b>
<u>Regular Part-Time</u>			
Technical Secretary	0	1	1
Office Assistant	1	0	0
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>21</b>	<b>21</b>	<b>21</b>



Utilities Director..... Joseph Sova  
Water Superintendent..... Peter Schwarz

## 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 580 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 over 400 miles 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 implements 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 and annual 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 405 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 19,667 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 5,295 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 3,660 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 3,402 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 Water, Sour Gas, Storm & Sanitary Sewer 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.)

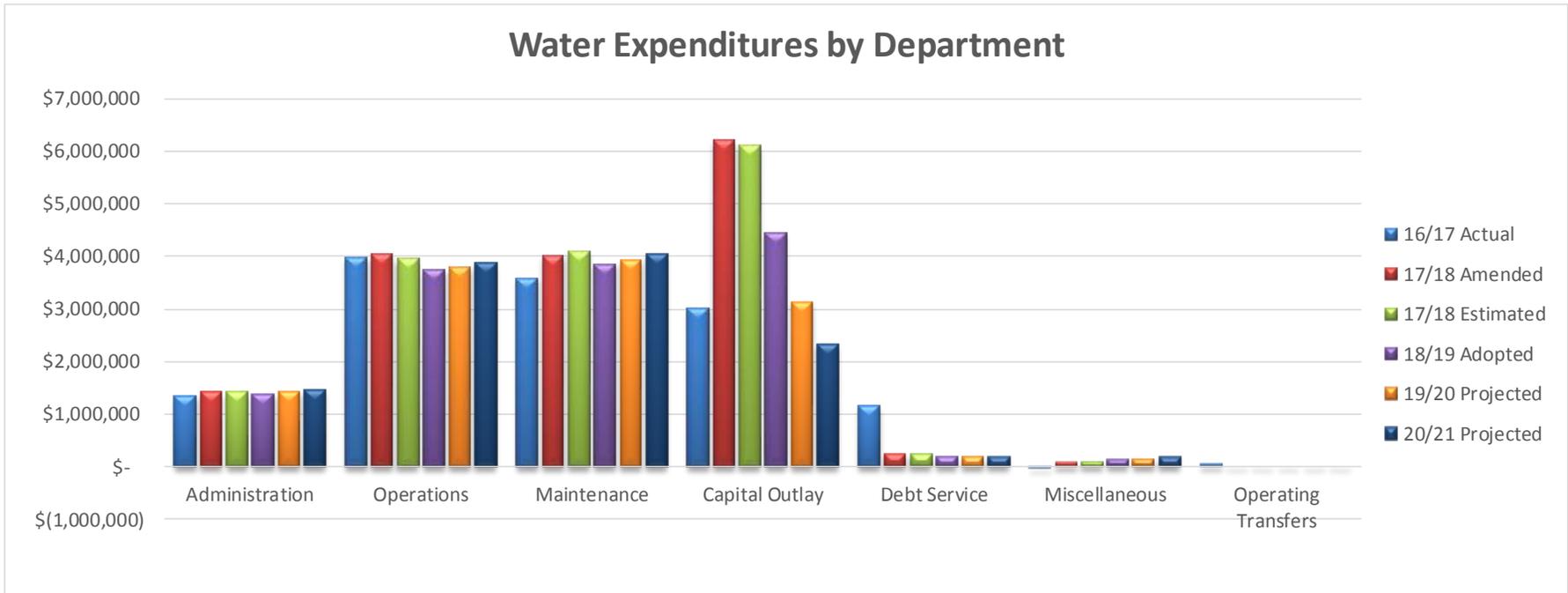
- Coordinates work orders and field activities for new meter sets, final bill meter reading, repairs, shut-offs and meter change-outs
- Water service, billing and inquiries
- Educates consumers on leak detection and water loss through leaky toilets, etc.
- Administers alternative payment options

**Financial Statement**

**591 - Water**  
 Detail of Budget Appropriations and Revenues  
 Fiscal Year Ending June 30, 2019

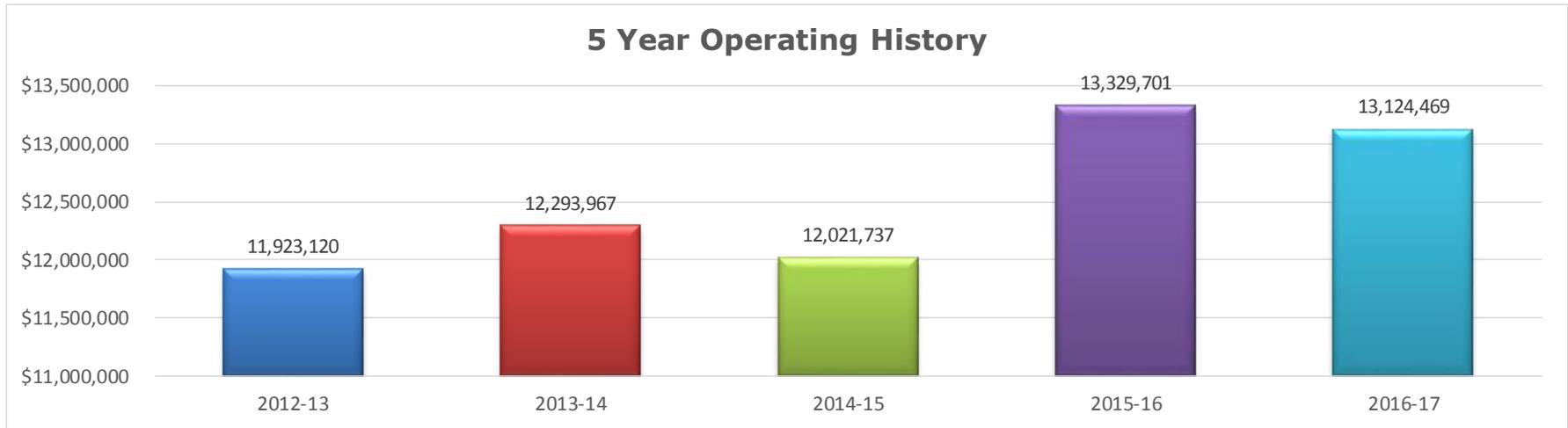
	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Water sales	\$ 10,432,637	\$ 10,235,750	\$ 10,525,631	\$ 10,419,508	\$ 10,550,151	\$ 10,707,261
Charges for services	329,600	466,300	466,300	459,100	465,990	472,970
Rentals	390,070	388,500	390,070	391,000	388,500	388,500
Other	99,920	109,340	97,816	107,380	113,930	116,040
Contractual	280,471	846,005	1,157,964	379,717	539,624	317,648
Investment earnings	675,441	7,000	37,400	37,400	37,400	37,400
Non-operating	464,494	48,965	92,329	42,700	42,700	42,700
Total revenues	<u>12,672,633</u>	<u>12,101,860</u>	<u>12,767,510</u>	<u>11,836,805</u>	<u>12,138,295</u>	<u>12,082,519</u>
<b>Expenses</b>						
Personal services	4,115,173	4,276,237	4,280,691	4,465,641	4,635,948	4,866,397
Supplies	643,080	706,385	716,064	701,012	715,585	723,695
Other services and charges	4,157,464	4,504,352	4,483,417	3,792,289	3,791,194	3,807,130
Debt Service	1,150,259	255,512	237,167	199,931	194,350	186,477
Reserve for contingencies	-	78,276	78,276	100,000	100,000	100,000
Non-operating	(7,006)	-	14,121	34,251	40,406	78,331
Capital projects	2,634,838	5,081,801	4,968,363	4,254,450	2,960,850	2,175,000
Capital outlay	382,469	1,146,256	1,146,256	193,000	167,000	150,000
Transfers out	48,192	-	-	-	-	-
Total expenses	<u>13,124,469</u>	<u>16,048,819</u>	<u>15,924,355</u>	<u>13,740,574</u>	<u>12,605,333</u>	<u>12,087,030</u>
Excess of Revenues Over (Under)						
Expenses	(451,836)	(3,946,959)	(3,156,845)	(1,903,769)	(467,038)	(4,511)
Other non-working capital adjustments	150,222	-	-	-	-	-
Working Capital - beginning	8,627,484	8,325,870	8,325,870	5,169,025	3,265,256	2,798,218
<b>Working Capital - ending</b>	<u>\$ 8,325,870</u>	<u>\$ 4,378,911</u>	<u>\$ 5,169,025</u>	<u>\$ 3,265,256</u>	<u>\$ 2,798,218</u>	<u>\$ 2,793,707</u>
<b>Working Capital</b>						
Reserved for capacity improvements	\$ 1,846,062	\$ 2,042,382	\$ 2,042,382	\$ 2,194,582	\$ 1,475,982	\$ 1,595,382
Unreserved	6,479,808	2,336,529	3,126,643	1,070,674	1,322,236	1,198,325
	<u>\$ 8,325,870</u>	<u>\$ 4,378,911</u>	<u>\$ 5,169,025</u>	<u>\$ 3,265,256</u>	<u>\$ 2,798,218</u>	<u>\$ 2,793,707</u>

**Summary of Budget Changes**



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

**Operating Trends**

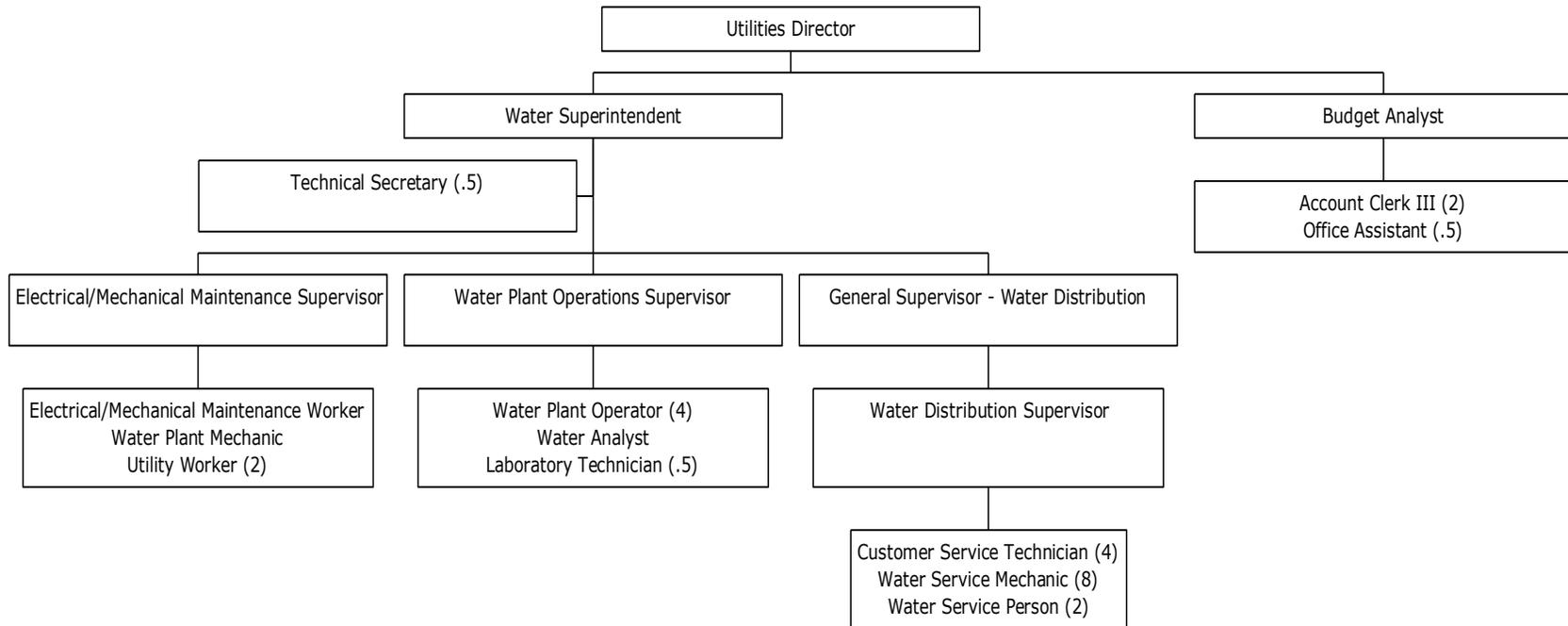


**Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

There were additional costs associated with the downtown streetscape project (\$39,000) and a large water main repair

(\$10,000). Underutilized equipment was sold at auction for \$36,000. Received energy efficiency rebates totaling \$58,000.

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Utilities Director	1	1	1
Assistant to Utilities Director	1	0	0
Budget Analyst	0	1	1
Account Supervisor	1	0	0
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
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	6	5	8
Water Service Person	3	5	2
<b>Total Full-Time</b>	<b>32</b>	<b>32</b>	<b>32</b>
<u>Regular Part-Time</u>			
Laboratory Technician	1	1	1
Technical Secretary - Water Plant	0	1	1
Office Assistant - Water Plant	1	0	0
Office Assistant - Water Office	0	1	1
<b>Total Regular Part-Time</b>	<b>2</b>	<b>3</b>	<b>3</b>
<b>Department Total</b>	<b>34</b>	<b>35</b>	<b>35</b>



**Internal Service Funds**

*for the Fiscal Year Ending June 30, 2019*

**Stores Revolving**

**Information Services**

**Equipment Revolving**

**Municipal Service Center**

**Municipal Service Annex**

**Renewable Energy Fund**

**Property and Liability Insurance**

**Health Insurance**

**Special Assessment Revolving**



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

The fund is also responsible for regular inspections and maintenance of the fueling equipment as well as capital replacements of the fuel management software, fuel pumps and underground fuel storage tanks.

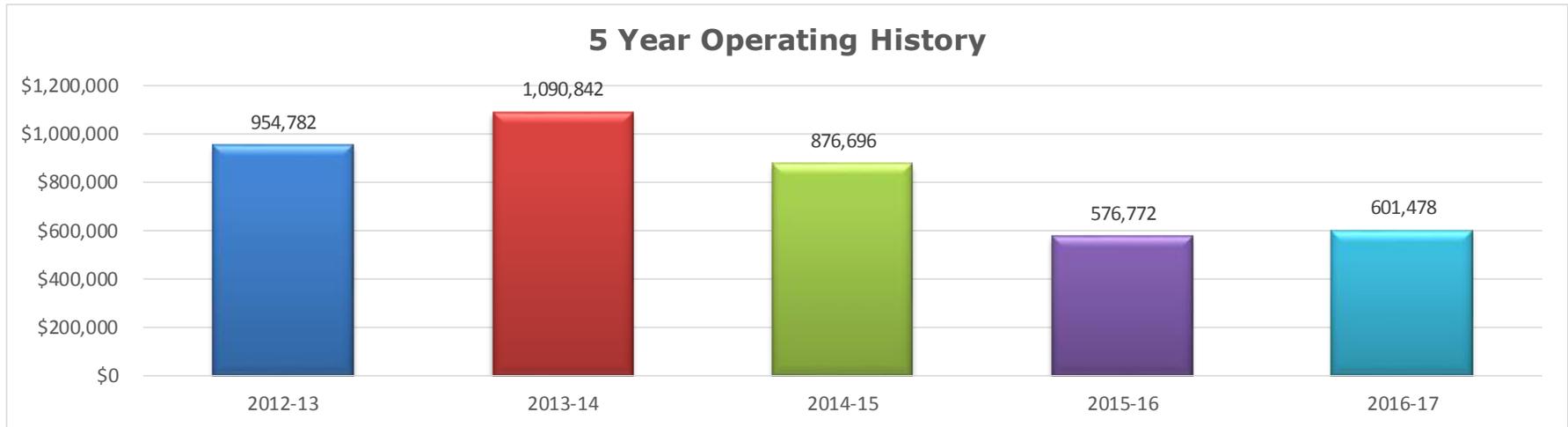
## Financial Statement

### 631 - Stores Revolving Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Service and supplies sales	\$ 577,729	\$ 600,000	\$ 720,000	\$ 734,000	\$ 745,010	\$ 756,167
Non-operating	3,045	2,160	3,400	3,400	3,400	3,400
Total revenues	<u>580,774</u>	<u>602,160</u>	<u>723,400</u>	<u>737,400</u>	<u>748,410</u>	<u>759,567</u>
<b>Expenses</b>						
Supplies	535,608	563,240	635,000	647,000	656,705	666,539
Other services and charges	69,067	41,345	41,085	28,647	29,507	30,391
Non-operating	(3,197)	(2,100)	(3,100)	(3,100)	(3,193)	(3,289)
Total expenses	<u>601,478</u>	<u>602,485</u>	<u>672,985</u>	<u>672,547</u>	<u>683,019</u>	<u>693,641</u>
Excess of Revenues Over (Under) Expenses	(20,704)	(325)	50,415	64,853	65,391	65,926
Working Capital - beginning	491,005	470,301	470,301	520,716	585,569	650,960
<b>Working Capital - ending</b>	<u>\$ 470,301</u>	<u>\$ 469,976</u>	<u>\$ 520,716</u>	<u>\$ 585,569</u>	<u>\$ 650,960</u>	<u>\$ 716,886</u>
<b>Working Capital</b>						
Reserved for capital replacement	\$ -	\$ -	\$ 440,716	\$ 505,569	\$ 570,960	\$ 605,000
Unreserved	470,301	469,976	80,000	80,000	80,000	111,886
<b>Total Working Capital</b>	<u>\$ 470,301</u>	<u>\$ 469,976</u>	<u>\$ 520,716</u>	<u>\$ 585,569</u>	<u>\$ 650,960</u>	<u>\$ 716,886</u>

## Summary of Budget Changes

### Operating Trends





**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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Service charges	\$ 1,090,102	\$ 980,653	\$ 977,413	\$ 980,100	\$ 980,100	\$ 980,100
Investment earnings	7,175	4,000	12,700	12,700	12,700	12,700
Non-operating	31,326	-	100	-	-	-
Total revenues	<u>1,128,603</u>	<u>984,653</u>	<u>990,213</u>	<u>992,800</u>	<u>992,800</u>	<u>992,800</u>
<b>Expenses</b>						
Personal services	777,636	830,967	832,118	770,796	797,958	826,130
Supplies	70,782	96,000	96,000	96,000	97,500	90,500
Other services and charges	349,006	390,763	355,763	387,161	390,102	393,132
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Non-operating	68,002	29,532	26,087	-	-	-
Capital outlay	17,125	74,875	74,875	40,000	40,000	40,000
Total expenses	<u>1,282,551</u>	<u>1,447,137</u>	<u>1,409,843</u>	<u>1,318,957</u>	<u>1,350,560</u>	<u>1,374,762</u>
Excess of Revenues Over (Under) Expenses	(153,948)	(462,484)	(419,630)	(326,157)	(357,760)	(381,962)
Other non-working capital adjustments	8,150	-	-	-	-	-
Working Capital - beginning	2,409,630	2,263,832	2,263,832	1,844,202	1,518,045	1,160,285
<b>Working Capital - ending</b>	<u>\$ 2,263,832</u>	<u>\$ 1,801,348</u>	<u>\$ 1,844,202</u>	<u>\$ 1,518,045</u>	<u>\$ 1,160,285</u>	<u>\$ 778,323</u>

**Summary of Budget Changes**

**Operating Trends**

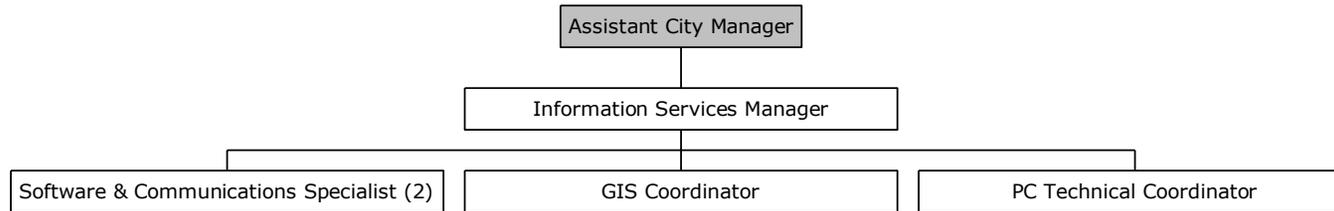


**Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

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.

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<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
<b>Total Full-Time</b>	<b>5</b>	<b>5</b>	<b>5</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>5</b>



**Public Services Director .....Karen 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 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 cooperative 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 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Rentals	\$ 4,384,960	\$ 4,213,613	\$ 4,372,400	\$ 5,010,541	\$ 5,160,857	\$ 5,315,683
State grants	-	-	1,890	-	-	-
Service and supplies sales	281,258	320,000	421,060	337,350	338,610	339,870
Investment earnings	10,050	6,000	10,000	10,000	10,000	10,000
Non-operating	203,016	79,300	112,021	119,500	156,600	145,200
Total revenues	<u>4,879,284</u>	<u>4,618,913</u>	<u>4,917,371</u>	<u>5,477,391</u>	<u>5,666,067</u>	<u>5,810,753</u>
<b>Expenses</b>						
Personal services	1,535,862	1,762,186	1,760,560	1,811,734	1,878,851	1,948,095
Supplies	802,017	754,149	825,109	843,205	860,319	871,595
Other services and charges	605,328	697,255	669,490	679,476	698,209	720,551
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Non-operating	361,114	12,591	9,080	15,166	-	-
Capital outlay	2,108,332	2,701,929	2,733,929	1,737,000	1,782,000	2,367,000
Total expenses	<u>5,412,653</u>	<u>5,953,110</u>	<u>6,023,168</u>	<u>5,111,581</u>	<u>5,244,379</u>	<u>5,932,241</u>
Excess of Revenues Over (Under) Expenses	(533,369)	(1,334,197)	(1,105,797)	365,810	421,688	(121,488)
Other non-working capital adjustments	257,815	-	-	-	-	-
Working Capital - beginning	3,350,806	3,075,252	3,075,252	1,969,455	2,335,265	2,756,953
<b>Working Capital - ending</b>	<u>\$ 3,075,252</u>	<u>\$ 1,741,055</u>	<u>\$ 1,969,455</u>	<u>\$ 2,335,265</u>	<u>\$ 2,756,953</u>	<u>\$ 2,635,465</u>

## Summary of Budget Changes

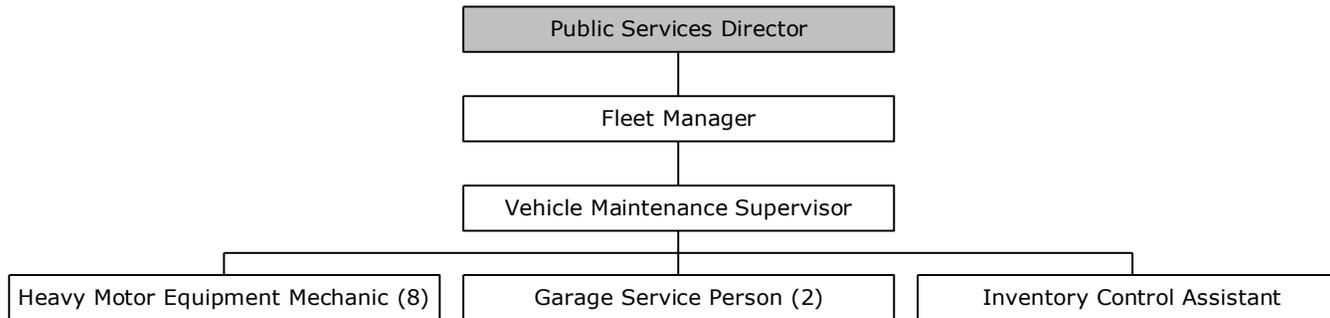
### Operating Trends



### **Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

No major changes to the budget have been proposed for 2018-19. 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.

<b>Staff Summary</b>	<b>Approved 2016-17</b>	<b>Approved 2017-18</b>	<b>Adopted 2018-19</b>
<u>Full-Time</u>			
Fleet Manager	1	1	1
Vehicle Maintenance Supervisor	1	1	1
Inventory Control Assistant	1	1	1
Garage Service Person	2	2	2
Heavy Motor Equipment Mechanic	8	8	8
<b>Total Full-Time</b>	<b>13</b>	<b>13</b>	<b>13</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>13</b>	<b>13</b>	<b>13</b>



## Service Statement

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

## Functions

### Administrative Services

- Administers department budget
- Coordinates building repairs using available garage and public services staff
- Rents facility space at the Municipal Service Center to Signs/Signals, Water Distribution, Public Works, Parks/Recreation, Equipment Revolving Fund and Dial-A-Ride
- Analyzes building needs and implements changes to building design/layout to better meet the needs of departments housed within

- Develops long-range capital plans for all the major systems to ensure adequate funding is allocated for future maintenance or replacement

### Building Maintenance

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

## Financial Statement

### 641 - Municipal Service Center Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Building rentals	\$ 384,593	\$ 396,131	\$ 396,131	\$ 408,015	\$ 420,255	\$ 432,863
Investment earnings	2,937	2,000	5,800	5,900	5,900	5,900
Non-operating	3,064	(2,006)	3,704	564	564	564
Total revenues	<u>390,594</u>	<u>396,125</u>	<u>405,635</u>	<u>414,479</u>	<u>426,719</u>	<u>439,327</u>
<b>Expenses</b>						
Personal services	14,759	14,491	14,795	18,618	19,320	20,048
Supplies	8,535	11,005	10,105	11,135	11,302	11,471
Other services and charges	229,214	242,540	244,451	241,170	247,684	254,396
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	(3,795)	-	-	-	-	-
Capital projects	-	15,000	15,000	-	-	-
Capital outlay	43,814	78,731	76,644	265,000	377,000	40,000
Total expenses	<u>292,527</u>	<u>371,767</u>	<u>370,995</u>	<u>545,923</u>	<u>665,306</u>	<u>335,915</u>
Excess of Revenues Over (Under) Expenses	98,067	24,358	34,640	(131,444)	(238,587)	103,412
Other non-working capital adjustments	(3,795)	-	-	-	-	-
Working Capital - beginning	895,288	989,560	989,560	1,024,200	892,756	654,169
<b>Working Capital - ending</b>	<u>\$ 989,560</u>	<u>\$ 1,013,918</u>	<u>\$ 1,024,200</u>	<u>\$ 892,756</u>	<u>\$ 654,169</u>	<u>\$ 757,581</u>

## Summary of Budget Changes

### Operating Trends



### **Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

Automated vehicle gates are budgeted for 2018-19 to increase security at the Service Center complex. Gates will be installed at both entrances to control access to the facility.

Lighting upgrades will continue in 2018-19 to replace dated fixtures with LED lights that operate on sensors to reduce energy usage.



### 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 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 material

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 softball 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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Rentals	\$ 34,744	\$ 31,909	\$ 31,909	\$ 31,909	\$ 31,909	\$ 31,909
Investment earnings	333	200	900	918	918	918
Transfers in	48,192	-	-	-	-	-
Total revenues	<u>83,269</u>	<u>32,109</u>	<u>32,809</u>	<u>32,827</u>	<u>32,827</u>	<u>32,827</u>
<b>Expenses</b>						
Personal services	5	-	-	-	-	-
Other services and charges	16,272	16,406	17,322	17,361	17,882	18,419
Reserve for contingencies	-	5,000	5,000	5,000	5,000	5,000
Capital outlay	-	40,100	40,100	4,000	4,000	4,000
Total expenses	<u>16,277</u>	<u>61,506</u>	<u>62,422</u>	<u>26,361</u>	<u>26,882</u>	<u>27,419</u>
Excess of Revenues Over (Under) Expenses	66,992	(29,397)	(29,613)	6,466	5,945	5,408
Working Capital - beginning	89,504	156,496	156,496	126,883	133,349	139,294
<b>Working Capital - ending</b>	<u>\$ 156,496</u>	<u>\$ 127,099</u>	<u>\$ 126,883</u>	<u>\$ 133,349</u>	<u>\$ 139,294</u>	<u>\$ 144,702</u>
<b>Working Capital</b>						
Reserved for future rent offset	\$ 48,192	\$ 45,357	\$ 45,357	\$ 42,522	\$ 39,687	\$ 36,852
Unreserved	108,304	81,742	81,526	90,827	99,607	107,850
<b>Total Working Capital</b>	<u>\$ 156,496</u>	<u>\$ 127,099</u>	<u>\$ 126,883</u>	<u>\$ 133,349</u>	<u>\$ 139,294</u>	<u>\$ 144,702</u>

**Summary of Budget Changes**

**Operating Trends**





Utilities Director ..... Joseph Sova  
Landfill Superintendent..... Scott O’Laughlin

## Service Statement

The City of Midland owns and operates an 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 335 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 is harnessed and used as a fuel for creating electricity.

A gas pipeline system is located in road rights-of-way and easements along public roads and residential driveways. It 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 and SCADA system
- Maintenance includes two 1.6-megawatt generators, high voltage electrical gear, heat recovery system and building
- 24 hour protection

### Gas Pipeline Maintenance

- Maintain and inspect pipeline
- Inspect and remove condensate from system
- Document and report to state and federal agencies
- Ensure public awareness

### Gas Compressor Facility Maintenance

- Maintain gas conditioning equipment and facility
- Maintenance includes two 200-hp gas compressors
- 24 hour operation

### Gas Collection and Control System and Flare Maintenance

- Monitor collection wells for methane extraction
- Maintain flare unit

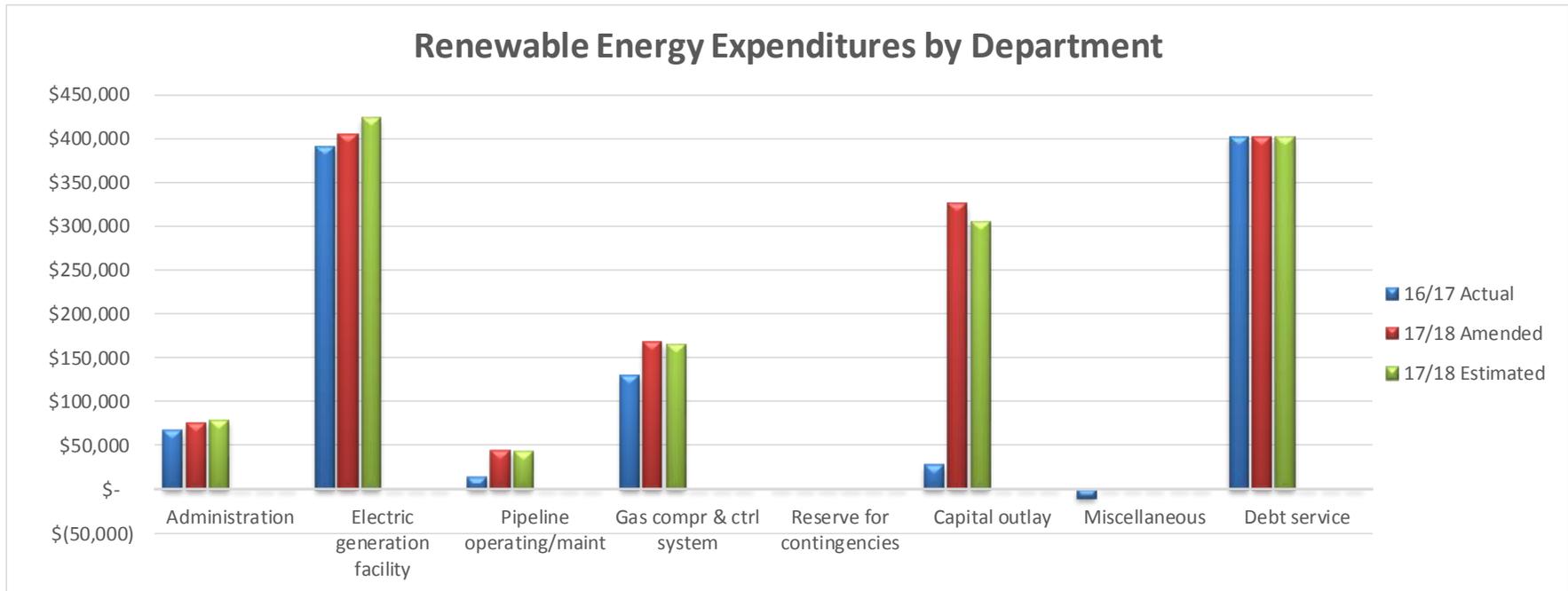
## Financial Statement

### 645 - Renewable Energy Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Electricity sales	\$ 986,528	\$ 1,034,190	\$ 1,040,312	\$ -	\$ -	\$ -
Investment earnings	2,002	1,000	3,200	-	-	-
Transfers in	60,000	60,000	60,000	-	-	-
Total revenues	<u>1,048,530</u>	<u>1,095,190</u>	<u>1,103,512</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenses</b>						
Personal services	203,311	227,592	228,787	-	-	-
Supplies	166,217	165,360	176,172	-	-	-
Other services and charges	230,394	299,507	305,428	-	-	-
Debt Service	402,066	402,036	402,036	-	-	-
Non-operating	(10,003)	-	-	-	-	-
Capital projects	-	75,000	55,000	-	-	-
Capital outlay	27,669	250,414	249,914	-	-	-
Total expenses	<u>1,019,654</u>	<u>1,419,909</u>	<u>1,417,337</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess of Revenues Over (Under) Expenses	28,876	(324,719)	(313,825)	-	-	-
Other non-working capital adjustments	(15,109)	-	-	(317,306)	-	-
Working Capital - beginning	617,364	631,131	631,131	317,306	-	-
<b>Working Capital - ending</b>	<u>\$ 631,131</u>	<u>\$ 306,412</u>	<u>\$ 317,306</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## Summary of Budget Changes

### Operating Trends



## Summary of Budget Changes (cont.)

### Operating Trends (cont'd)



### **Significant Notes – 2018-19 Budget Compared to 2017-18 Budget**

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

Beginning with FY 2019, the Renewable Energy Fund will be consolidated into the Landfill Fund. All the operations will be incorporated into the Landfill Fund. Budgeted revenues and expenses for FY2019 and forward are included in the Landfill fund.



**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, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Service charges	\$ 514,387	\$ 516,760	\$ 516,760	\$ 533,291	\$ 533,291	\$ 533,291
Other	41,888	30,000	1,140,121	40,000	42,000	42,000
Non-operating	66,131	66,000	57,552	58,000	58,000	58,000
Total revenues	<u>622,406</u>	<u>612,760</u>	<u>1,714,433</u>	<u>631,291</u>	<u>633,291</u>	<u>633,291</u>
<b>Expenses</b>						
Other services and charges	715,578	769,000	2,071,215	792,000	810,000	829,000
Total expenses	<u>715,578</u>	<u>769,000</u>	<u>2,071,215</u>	<u>792,000</u>	<u>810,000</u>	<u>829,000</u>
Excess of Revenues Over (Under) Expenses	(93,172)	(156,240)	(356,782)	(160,709)	(176,709)	(195,709)
Working Capital - beginning	1,607,857	1,514,685	1,514,685	1,157,903	997,194	820,485
<b>Working Capital - ending</b>	<u>\$ 1,514,685</u>	<u>\$ 1,358,445</u>	<u>\$ 1,157,903</u>	<u>\$ 997,194</u>	<u>\$ 820,485</u>	<u>\$ 624,776</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.

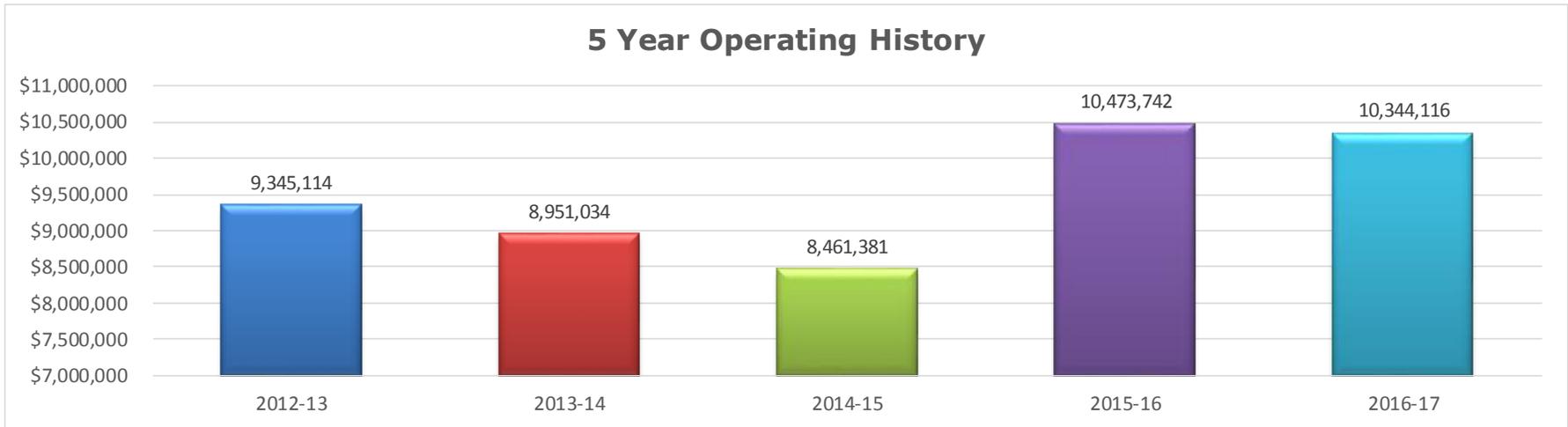
## Financial Statement

### 680 - Health Insurance Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Contributions	\$ 9,502,862	\$ 10,459,922	\$ 9,924,240	\$ 10,503,805	\$ 11,134,034	\$ 11,802,076
Other	71,368	25,000	10,000	10,000	10,000	10,000
Investment earnings	6,111	8,000	8,000	8,000	8,000	8,000
Non-operating	1,052,486	100,000	598,122	500,000	500,000	500,000
Total revenues	<u>10,632,827</u>	<u>10,592,922</u>	<u>10,540,362</u>	<u>11,021,805</u>	<u>11,652,034</u>	<u>12,320,076</u>
<b>Expenses</b>						
Personal services	10,219,735	10,796,722	10,528,940	11,161,529	11,831,220	12,541,092
Other services and charges	124,381	51,200	51,200	52,909	55,784	55,784
Total expenses	<u>10,344,116</u>	<u>10,847,922</u>	<u>10,580,140</u>	<u>11,214,438</u>	<u>11,887,004</u>	<u>12,596,876</u>
Excess of Revenues Over (Under) Expenses	288,711	(255,000)	(39,778)	(192,633)	(234,970)	(276,800)
Working Capital - beginning	4,311,019	4,599,730	4,599,730	4,559,952	4,367,319	4,132,349
<b>Working Capital - ending</b>	<u>\$ 4,599,730</u>	<u>\$ 4,344,730</u>	<u>\$ 4,559,952</u>	<u>\$ 4,367,319</u>	<u>\$ 4,132,349</u>	<u>\$ 3,855,549</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.

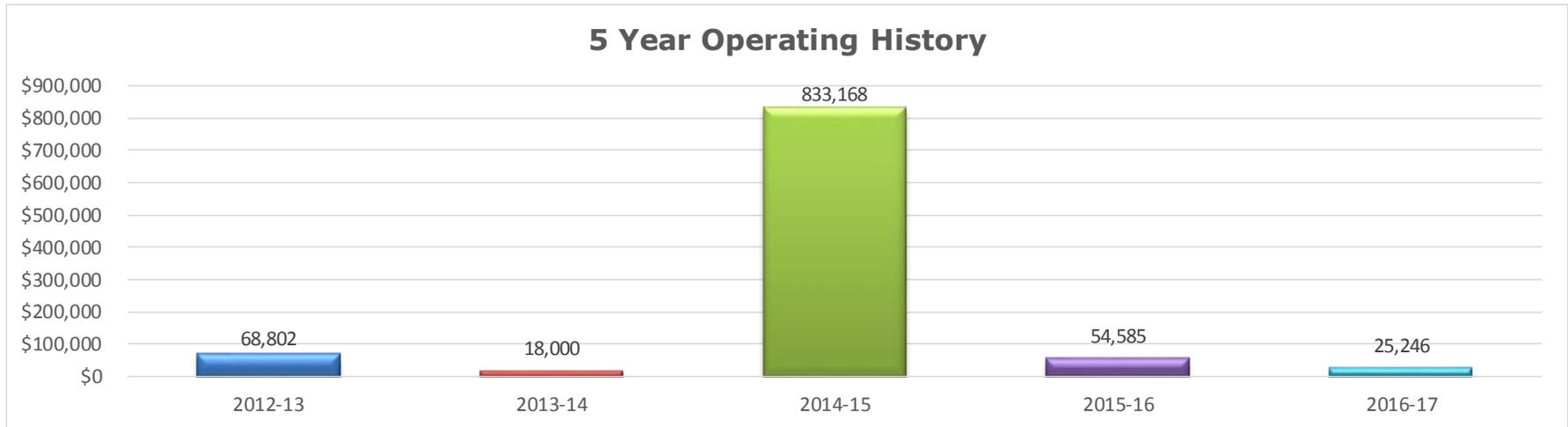
## Financial Statement

### 688 - Special Assessment Revolving Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-19	2019-20	2020-21
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Contributions	\$ 9,403	\$ 40,000	\$ 35,946	\$ 40,000	\$ 40,000	\$ 40,000
Investment earnings	15,215	15,000	20,345	19,191	20,400	20,400
Total operating revenues	<u>24,618</u>	<u>55,000</u>	<u>56,291</u>	<u>59,191</u>	<u>60,400</u>	<u>60,400</u>
<b>Expenses</b>						
Transfers out	25,246	55,000	56,291	59,191	60,400	60,400
Total expenses	<u>25,246</u>	<u>55,000</u>	<u>56,291</u>	<u>59,191</u>	<u>60,400</u>	<u>60,400</u>
Excess of Revenues Over(Under) Expenses	(628)	-	-	-	-	-
Other non-working capital adjustments	48,030	-	-	-	-	-
Working Capital - beginning	2,022,631	2,070,033	2,070,033	2,070,033	2,070,033	2,070,033
<b>Working Capital - ending</b>	<u>\$ 2,070,033</u>					

## Summary of Budget Changes

### Operating Trends





## **Trends and Summaries**

*for the Fiscal Year Ending June 30, 2019*

**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**

**2017 Ten Largest Taxpayers**

**Constitutional Tax Limitation**

## Net Cost of Certain Departments

### 101 - General Fund Net Cost of Certain Departments Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-2019
	Actual	Amended	Estimate	Adopted
<b>Building Inspection</b>				
Licenses and permits	\$ 514,380	\$ 442,200	\$ 442,200	\$ 455,400
Other	3,368	2,056	2,056	2,000
Total revenues	<u>517,748</u>	<u>444,256</u>	<u>444,256</u>	<u>457,400</u>
Expenditures				
Personal services	766,768	858,358	858,358	822,672
Supplies	8,807	9,300	9,300	9,100
Other charges	37,007	39,461	39,461	41,350
Capital outlay	31,326	-	-	-
Total expenditures	<u>843,908</u>	<u>907,119</u>	<u>907,119</u>	<u>873,122</u>
Net cost of department	<u>\$ 326,160</u>	<u>\$ 462,863</u>	<u>\$ 462,863</u>	<u>\$ 415,722</u>
<b>Cemetery</b>				
Charges for services	<u>\$ 114,500</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>
Expenditures				
Personal services	266,051	240,295	240,295	259,115
Supplies	23,598	27,015	27,015	23,560
Other charges	55,112	96,997	96,997	67,222
Capital outlay	5,017	-	-	-
Total expenditures	<u>349,778</u>	<u>364,307</u>	<u>364,307</u>	<u>349,897</u>
Net cost of department	<u>\$ 235,278</u>	<u>\$ 264,307</u>	<u>\$ 264,307</u>	<u>\$ 249,897</u>
<b>Plymouth Pool</b>				
Use and admission fees	<u>\$ 110,594</u>	<u>\$ 101,000</u>	<u>\$ 101,000</u>	<u>\$ 103,000</u>
Expenditures				
Personal services	92,497	91,953	91,953	114,468
Supplies	27,411	32,865	32,865	27,930
Other charges	55,453	100,726	97,010	71,756
Capital outlay	-	33,934	37,650	-
Total expenditures	<u>175,361</u>	<u>259,478</u>	<u>259,478</u>	<u>214,154</u>
Net cost of department	<u>\$ 64,767</u>	<u>\$ 158,478</u>	<u>\$ 158,478</u>	<u>\$ 111,154</u>

## Net Cost of Certain Departments

### 101 - General Fund Net Cost of Certain Departments Fiscal Year Ending June 30, 2019

	2016-17	2017-18		2018-2019
	Actual	Amended	Estimate	Adopted
<b>Other Recreation Programs</b>				
Use and admission fees	\$ 195,611	\$ 225,084	\$ 225,084	\$ 211,800
Expenditures				
Personal services	379,981	419,725	419,725	822,656
Supplies	45,935	50,869	50,869	53,453
Other charges	168,283	214,109	214,109	320,785
Capital outlay	-	-	-	-
Total expenditures	<u>594,199</u>	<u>684,703</u>	<u>684,703</u>	<u>1,196,894</u>
Net cost of department	<u>\$ 398,588</u>	<u>\$ 459,619</u>	<u>\$ 459,619</u>	<u>\$ 985,094</u>
(Includes: Recreation, Summer Programs, and Winter Programs)				
<b>Airport</b>				
Airport revenue	\$ 196,301	\$ 202,685	\$ 202,685	\$ 200,700
Total revenues	<u>196,301</u>	<u>202,685</u>	<u>202,685</u>	<u>200,700</u>
Expenditures				
Personal services	4,429	15,611	15,611	15,956
Supplies	5,618	8,050	8,050	9,100
Other charges	262,290	282,898	282,898	300,724
Capital outlay	15,000	11,000	11,000	18,000
Capital projects	491	27,895	27,895	-
Total expenditures	<u>287,828</u>	<u>345,454</u>	<u>345,454</u>	<u>343,780</u>
Net cost of department	<u>\$ 91,527</u>	<u>\$ 142,769</u>	<u>\$ 142,769</u>	<u>\$ 143,080</u>

## Budget Consolidation

Fund	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted
General	\$ 41,633,533	\$ 42,561,392	\$ 43,484,191	\$ 44,373,170	\$ 44,494,338
Major Street	6,521,267	7,820,690	7,869,061	12,612,727	9,146,156
Local Street	3,236,307	4,142,994	3,997,991	3,418,464	4,505,202
SmartZone	-	-	48,000	118,000	80,000
Center City Authority	8,900	11,229	4,252	-	3,814
Storm Water Management	858,293	1,071,862	953,107	1,114,994	1,059,686
Grace A. Dow Library	3,951,325	4,094,771	4,427,236	4,437,922	4,419,122
CDBG	329,355	318,381	332,889	341,405	336,284
Special Activities	129,000	96,000	83,500	83,500	82,000
Housing	256,800	141,800	313,100	264,600	212,750
Dial-A-Ride	2,616,017	2,290,107	2,285,963	2,389,302	2,375,853
Midland Community Television	1,015,456	815,068	780,119	661,718	679,240
DDA	490,309	555,316	530,132	620,481	556,355
Debt Service	2,499,775	2,453,325	2,456,134	2,391,696	2,385,441
Civic Arena	1,312,943	1,342,446	1,426,019	1,396,668	1,442,085
Landfill	3,561,852	4,441,701	3,944,383	4,676,763	6,057,613
Washington Woods	1,742,892	2,074,954	3,417,897	2,768,125	1,814,740
Riverside Place	1,949,273	2,000,266	2,057,038	2,357,991	2,283,097
Currie Municipal Golf Course	1,111,332	1,128,316	1,085,827	1,138,809	1,167,864
Parking	163,136	193,847	187,878	200,181	188,691
Wastewater	7,976,045	7,556,247	7,294,281	7,696,333	7,703,420
Water	11,666,468	12,604,508	13,522,783	11,828,119	13,740,574
Stores Revolving	1,342,795	1,283,640	920,697	602,485	672,547
Information Services - Operations	1,236,473	1,270,118	1,359,938	1,412,262	1,318,957
Equipment Revolving	4,702,599	4,942,019	5,135,374	5,403,897	5,111,581
Municipal Service Center	496,542	390,231	309,539	369,197	545,923
Municipal Service Annex	66,618	26,875	25,725	25,406	26,361
Renewable Energy Services	1,137,184	1,229,809	1,179,672	1,282,195	-
Property/Liability Insurance	763,825	759,000	754,000	769,000	792,000
Health Insurance	9,339,285	9,793,451	10,625,041	10,847,922	11,214,438
Special Assessment Revolving	676,000	41,000	14,000	55,000	59,191
Subtotal	<u>112,791,599</u>	<u>117,451,363</u>	<u>120,825,767</u>	<u>125,658,332</u>	<u>124,475,323</u>
Eliminations:					
Interfund Transfers	9,100,074	9,366,983	9,476,996	9,403,235	9,503,953
Administrative Charges	2,277,084	2,367,100	2,449,200	2,472,150	2,341,450
Building/Equipment Rental	4,461,963	4,487,400	4,775,995	4,881,033	5,691,629
Information Services Charges	1,334,740	1,207,056	1,086,350	976,871	980,100
Insurance Charges	8,725,086	9,135,406	9,683,099	10,561,158	10,531,132
Total Eliminations	<u>25,898,947</u>	<u>26,563,945</u>	<u>27,471,640</u>	<u>28,294,447</u>	<u>29,048,264</u>
Consolidated Budget	<u>\$ 86,892,652</u>	<u>\$ 90,887,418</u>	<u>\$ 93,354,127</u>	<u>\$ 97,363,885</u>	<u>\$ 95,427,059</u>



# General Fund Revenue and Expenditures by Function

**CITY OF MIDLAND**  
**101 - General Fund**  
**Revenue and Expenditures by Function**  
**Fiscal Year Ending June 30, 2019**

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	Actual									
<b>Revenues</b>										
Property taxes	\$ 29,139,238	\$ 25,755,270	\$ 28,649,124	\$ 28,271,231	\$ 30,502,306	\$ 30,558,999	\$ 31,853,370	\$ 31,670,759	\$ 31,577,542	\$ 28,067,284
Licenses and permits	534,831	510,956	404,246	645,526	505,260	494,375	514,354	451,750	562,722	544,329
Intergovernmental	3,536,463	3,448,716	3,077,230	3,152,608	3,255,907	3,347,781	3,448,014	4,100,696	4,530,563	11,584,603
Charges for services	1,797,214	2,181,112	2,375,724	2,297,249	2,261,038	2,083,906	2,123,177	2,269,656	2,318,385	2,379,765
Use and admission fees	179,457	203,733	202,759	256,398	266,000	282,394	304,482	289,387	320,404	340,977
Investment earnings	1,682,234	420,150	76,633	49,917	32,874	27,888	30,311	28,861	56,296	88,062
Other revenue	1,254,106	1,069,393	1,336,307	1,750,345	1,496,845	1,414,479	2,047,969	1,800,051	1,482,572	1,505,278
Interfund transfers	54,414	80,183	121,268	185,025	86,919	56,560	52,803	16,497	41,515	30,703
Bond issue proceeds	-	17,677,757	-	-	-	-	-	-	-	-
From (To) fund balance	8,680,887	18,426,587	(647,558)	97,560	(1,448,573)	(245,841)	(2,185,929)	(1,748,049)	316,925	(3,664,083)
	<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>\$ 41,206,924</u>	<u>\$ 40,876,918</u>
<b>Expenditures</b>										
General government	\$ 4,705,551	\$ 5,972,261	\$ 5,655,347	\$ 5,543,351	\$ 5,601,123	\$ 5,529,124	\$ 5,381,710	\$ 5,652,460	\$ 5,586,471	\$ 5,785,790
Public safety	12,713,443	14,825,441	14,938,780	15,811,053	15,179,154	15,795,478	16,272,504	16,628,126	16,718,958	17,199,051
Public works	2,278,585	2,601,674	3,073,061	2,826,649	2,712,558	3,086,918	2,410,221	2,519,042	2,711,960	1,892,773
Sanitation	2,338,538	2,500,680	2,480,790	2,491,424	2,542,658	2,450,292	3,116,961	3,214,244	3,058,599	3,538,023
Parks and recreation	3,564,528	4,213,868	4,073,650	4,323,504	5,000,104	4,909,958	4,696,123	4,844,281	5,321,048	5,674,635
Other functions	18,683,116	35,537,451	984,132	1,109,476	1,649,789	1,421,656	1,148,397	1,097,616	1,688,424	1,430,935
Capital projects	307,299	137,206	507,130	960,244	281,166	162,313	430,571	235,577	1,367,537	445,576
Interfund transfers	2,267,784	3,985,276	3,882,843	3,640,158	3,992,024	4,664,802	4,732,064	4,688,262	4,753,927	4,910,135
	<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>\$ 41,206,924</u>	<u>\$ 40,876,918</u>

## Capital Purchases and Projects

	2018-19 Adopted
<b>General Fund</b>	
<b>General Government</b>	
<b>City Hall</b>	
Boiler unit	\$ 80,000
Natural gas generator with underground storage tank	80,000
<b>Total General Government</b>	<b>\$ 160,000</b>
<b>Public Safety</b>	
<b>Fire</b>	
<i>Fire Fighting</i>	
Fire Station 3 concrete apron and approach	\$ 60,000
Diesel exhaust removal system	52,500
<b>Total Public Safety</b>	<b>\$ 112,500</b>
<b>Public Works</b>	
<b>Engineering</b>	
Density gauge	\$ 8,800
Plotter	6,000
<b>Public Works Activities</b>	
Work order software	20,000
<b>Traffic Services</b>	
Jack hammer	5,000
Post puller	5,000
<b>Total Public Works</b>	<b>\$ 44,800</b>
<b>Parks and Recreation</b>	
<b>Parks</b>	
Dog Park parking lot - multi-year	\$ 5,000
Plymouth Park north parking lot paving - multi-year	40,000
Plymouth Park drainage	20,000
Stratford Woods trail system - multi-year	5,000
Work order software	20,000
<b>Total Parks and Recreation</b>	<b>\$ 90,000</b>

## Capital Purchases and Projects

	<u>2018-19 Adopted</u>
<b>Other</b>	
<b>Barstow Airport</b>	
Fencing	\$ 10,000
Pickup truck	8,000
<b>Total Other</b>	<u>\$ 18,000</u>
<b>Capital Projects</b>	
Engineering deposits	\$ 70,000
Parking lots - Larkin Street	70,000
Sidewalk improvement program	80,000
Sidewalk startup for 2016-17	10,000
Street light upgrade	6,000
Way-finding sign maintenance	20,000
<b>Total Capital Projects</b>	<u>\$ 256,000</u>
<b>Total General Fund</b>	<u><u>\$ 681,300</u></u>

	<u>2018-19 Adopted</u>
<b>Major Street Fund</b>	
Contributed capital projects	\$ 50,000
Ditch cleaning	50,000
Haley Street: Indian to Jefferson	530,000
Joe Mann Boulevard: Jefferson to Cinema	1,200,000
Non-motorized improvements	10,000
Orchard Road: Sugnet to Main	391,000
Pershing, Barth, Bayliss to Patrick	360,000
Preliminary engineering	25,000
S. Saginaw Road: Dartmouth to Patrick	275,000
Sturgeon Avenue: Saginaw to Wackerly	350,000
Surface treatment & crack seal: sidewalk ramps	150,000
Traffic sign upgrade	35,000
Traffic signal upgrade	35,000
W. Wheeler Street: Saginaw to Jefferson	455,000
	<u>\$ 3,916,000</u>
<b>Local Street Fund</b>	
Adams Street: Washington to the end of court including Woodview Pass	\$ 500,000
Airfield Lane: Washington to Swede	284,000
Buchanan Drive: Capital to Coolidge	460,000
Contributed capital projects	50,000
Curb replacement & pavement patching	200,000
Gibson Street: Sturgeon to Drake	215,000
Manor Drive: Helen to Saginaw	310,000
Pomranky Road: Vance to East	110,000
Richard Court: Manor to end of street	85,000
Surface treatment and crack sealing: sidewalk ramps	300,000
Townsend Street: Pine Street to Carpenter Street	165,000
	<u>\$ 2,679,000</u>
<b>SmartZone</b>	
Property acquisition	<u>\$ 5,000</u>

## Capital Purchases and Projects

	2018-19 Adopted
<b>Storm Water Utility Fund</b>	
Catch basin lead - new installations	\$ 35,000
Catch basin lead - replacements	20,000
Culvert replacement	150,000
Outfall and open ditch rehab	110,000
	<u>\$ 315,000</u>
<b>Library Fund</b>	
Parking lot resurface-public	\$ 25,000
Roof replacement - multi-year	80,000
	<u>\$ 105,000</u>
<b>Dial A Ride Fund</b>	
Bus	\$ 83,922
<b>Midland Community Television Fund</b>	
Video encoders (4)	\$ 28,000
<b>Civic Arena</b>	
Hot water tank	\$ 40,000
Lighting - parking lot	14,000
	<u>\$ 54,000</u>
<b>Landfill Fund</b>	
Building improvements	\$ 30,000
Cell 15 - interim cover	30,000
Cell 17 - development	900,000
Excavator	250,000
Portable fencing	20,000
Truck - off-road	160,000
Generator overhaul	125,000
Generator components	100,000
Programmable logic controls	10,000
	<u>\$ 1,625,000</u>

## Capital Purchases and Projects

	2018-19 Adopted
<b>Washington Woods Fund</b>	
Outdoor lighting	\$ 38,000
Parking lot emergency path rehab	20,000
	<u>\$ 58,000</u>
<b>Riverside Place Fund</b>	
Intercom system	\$ 150,000
Railing - East end	20,000
Tractor	8,500
	<u>\$ 178,500</u>
<b>Golf Course Fund</b>	
Bunker renovation	\$ 10,000
Cart path restoration	10,000
Greens sweeper	15,000
Parking lot	15,000
Trencher	20,000
	<u>\$ 70,000</u>
<b>Wastewater Fund</b>	
Centrifugal pump	\$ 30,000
Computer software - plant	15,000
Footing separation	300,000
Forcemain: Valley to Saginaw and Wyman to Wastewater Treatment Plant	150,000
Gas monitor	10,000
Grit building heat recovery unit	150,000
Main pump house - multiyear	110,000
Manhole rehabilitation	100,000
Plant facilities roof	105,000
Plant improvements	250,000
Programmable logic controller	20,000
Sewage valves	35,000
Sewer repairs/linings	100,000
Submersible pump	35,000
Telemetry equipment - pump stations	10,000
Variable frequency drive	10,000
	<u>\$ 1,430,000</u>

	<u>2018-19 Adopted</u>
<b>Water Fund</b>	
Airfield Lane: Washington to Swede	\$ 130,050
Buchanan Drive: Capital to Coolidge	339,200
Richard Court: Manor to end	75,200
E . Wackerly Street: Jefferson to Swede	375,000
Hale Street: Indian to Jefferson	190,000
Barth: Pershing to Bayliss	105,000
W. Wheeler Street: Saginaw to Jefferson	10,000
Concrete reservoir rehab - plant	80,000
HVAC improvements - plant	290,000
Manor Drive: Helen to Saginaw	350,000
Sturgeon Road: Saginaw to Wackerly	650,000
Chlorine header - plant	30,000
Domestic reservoir optimization - plant	400,000
Electrical system improvements - plant	480,000
Cambridge Street: Washington to Dartmouth	750,000
Utility locator	8,000
Industrial valve - plant	35,000
New water services	150,000
	<u>\$ 4,447,450</u>
<b>Information Services Fund</b>	
GPS equipment	\$ 10,000
Wide/Local area network	30,000
	<u>\$ 40,000</u>

## Capital Purchases and Projects

	2018-19 Adopted
<b>Equipment Revolving Fund</b>	
Arrow sign - DPS	\$ 8,000
Brush/blade truck - DPS (2)	360,000
Crane truck - Wastewater	135,000
Dump truck - Forestry	60,000
Dump truck - Parks	60,000
Dump truck - Wastewater	60,000
Flatbed truck - Signs	32,000
Flatbed truck - Water	40,000
Hooklift - Landfill	170,000
Mower - Airport	125,000
Mower - Landfill	27,000
Patrol car - Police (2)	68,000
Patrol Tahoe - Police	34,000
Pick up truck - Parks (2)	70,000
Pick up truck - Wastewater	24,000
Pick up truck - Water	26,000
Service body - Wastewater	50,000
Sign tender - Signs	155,000
Tractor - Landfill	65,000
Trailer - DPS	8,000
Van - Parks	32,000
Van - Signals	32,000
Van - Wastewater (3)	96,000
	\$ 1,737,000
<b>Municipal Service Center</b>	
Hot water tank	\$ 7,000
Security gate	188,000
Wall enclosure	70,000
	\$ 265,000
<b>Municipal Service Annex Fund</b>	
Future capital needs	\$ 4,000
	\$ 17,722,172
<b>Total All Funds</b>	

## Authorized Employees by Fiscal Year

### Authorized Employees by Fiscal Year

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
<b>Full-Time Employees</b>							
<b>General Fund:</b>							
General Government							
<i>City Manager</i>	2	2	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	2	2	2
<i>Finance</i>	8	8	8	8	9	8	8
<i>Human Resources</i>	4	4	4	4	4	4	4
<i>Purchasing</i>	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>	30	30	29	27	29	29	29
Sanitation	5	5	7	7	5	5	5
Parks and Recreation	26	26	24	26	25	25	25
<b>Total General Fund</b>	<u>209</u>	<u>209</u>	<u>208</u>	<u>208</u>	<u>206</u>	<u>205</u>	<u>205</u>

## Authorized Employees by Fiscal Year

### Authorized Employees by Fiscal Year (cont.)

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
<b>Other Funds:</b>							
Grace A. Dow Library	18	18	18	18	18	18	18
Downtown Development Authority	-	1	1	1	1	1	1
Dial-A-Ride	5	5	5	6	6	6	6
Civic Arena	2	2	2	2	2	2	2
Landfill	9	10	10	10	10	11	11
Senior Housing							
<i>Washington Woods</i>	6	6	6	6	6	6	5
<i>Riverside Place</i>	6	6	6	6	5	5	5
Currie Municipal Golf Course	7	7	-	-	-	-	-
Wastewater	20	20	20	20	20	20	20
Water	33	33	33	32	32	32	32
Midland Community Television	3	3	3	3	3	3	3
Equipment Revolving	15	13	13	13	13	13	13
Municipal Service Center	1	1	-	-	-	-	-
Information Services - Operations	5	5	5	5	5	5	5
<b>Total Full-Time Employees</b>	<u>339</u>	<u>339</u>	<u>330</u>	<u>330</u>	<u>327</u>	<u>327</u>	<u>326</u>
<b>Part-Time Employees</b>							
Grace A. Dow Library	33	33	33	34	34	34	34
Dial-A-Ride	32	32	32	32	32	32	32
Crossing Guards	14	14	14	14	14	19	16
Other	25	24	24	25	31	32	33
<b>Total Part-Time Employees</b>	<u>104</u>	<u>103</u>	<u>103</u>	<u>105</u>	<u>111</u>	<u>117</u>	<u>115</u>
	<u>443</u>	<u>442</u>	<u>433</u>	<u>435</u>	<u>438</u>	<u>444</u>	<u>441</u>

## Comparative and Combined Tax Rates

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

<u>Fiscal Year</u>	<u>Operating</u>	<u>Debt Service</u>	<u>Act 345 Pension</u>	<u>Total Millage</u>
2018-19	13.61	0.26	1.27	15.14
2017-18	13.75	0.26	1.13	15.14
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

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

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b>Homestead Property</b>					
City of Midland	15.0400	15.0000	15.0000	15.1385	15.1385
Midland Public Schools	1.7400	4.7266	4.5614	4.4300	
Midland County	8.8880	9.9605	9.9855	10.2355	
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	
<b>Total Homestead Property</b>	<u>36.3863</u>	<u>40.4054</u>	<u>40.2652</u>	<u>40.5223</u>	<u>15.1385</u>
<b>Non-Homestead Property</b>					
City of Midland	15.0400	15.0000	15.0000	15.1385	15.1385
Midland Public Schools	18.0000	20.9500	20.8800	20.7200	
Midland County	8.8880	9.9605	9.9855	10.2355	
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	
<b>Total Non-Homestead Property</b>	<u>52.6463</u>	<u>56.6288</u>	<u>56.5838</u>	<u>56.8123</u>	<u>15.1385</u>

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

	2009	2010	2011	2012	2013
<b>By Property Type</b>					
<i>Real Property</i>					
Residential	\$ 979,020	\$ 951,563	\$ 952,144	\$ 958,884	\$ 959,610
Commercial	297,392	316,006	327,111	330,886	333,111
Industrial	437,613	611,163	638,920	257,136	274,004
Total Real	<u>1,714,025</u>	<u>1,878,732</u>	<u>1,918,175</u>	<u>1,546,906</u>	<u>1,566,725</u>
<i>Personal Property</i>					
Commercial	61,052	56,320	84,526	64,107	62,857
Industrial	362,793	346,800	337,446	565,978	670,525
Utility	20,114	21,256	22,714	24,785	25,596
Total Personal	<u>443,959</u>	<u>424,376</u>	<u>444,686</u>	<u>654,870</u>	<u>758,978</u>
Total Real & Personal	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>
<b>By Taxpayer Class</b>					
Residential	\$ 979,020	\$ 951,563	\$ 952,144	\$ 958,884	\$ 959,610
Commercial	358,444	372,326	411,637	394,993	395,968
Industrial and Utility	820,520	979,219	999,080	847,899	970,125
Total	<u>\$ 2,157,984</u>	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>
<hr style="border-top: 1px dashed black;"/>					
	2014	2015	2016	2017	2018
<b>By Property Type</b>					
<i>Real Property</i>					
Residential	\$ 969,556	\$ 979,135	\$ 986,448	\$ 993,852	\$ 1,000,019
Commercial	349,088	373,540	394,201	402,148	414,495
Industrial	279,241	277,562	241,365	240,504	237,729
Total Real	<u>1,597,885</u>	<u>1,630,237</u>	<u>1,622,014</u>	<u>1,636,504</u>	<u>1,652,243</u>
<i>Personal Property</i>					
Commercial	52,927	59,266	77,206	75,994	82,906
Industrial	656,979	646,717	382,644	334,930	310,189
Utility	25,026	22,586	26,505	26,634	32,778
Total Personal	<u>734,932</u>	<u>728,569</u>	<u>486,355</u>	<u>437,558</u>	<u>425,873</u>
Total Real & Personal	<u>\$ 2,332,817</u>	<u>\$ 2,358,806</u>	<u>\$ 2,108,369</u>	<u>\$ 2,074,062</u>	<u>\$ 2,078,116</u>
<b>By Taxpayer Class</b>					
Residential	\$ 969,556	\$ 979,135	\$ 986,448	\$ 993,852	\$ 1,000,019
Commercial	402,015	432,806	471,407	478,142	497,401
Industrial and Utility	961,246	946,865	650,514	602,068	580,696
Total	<u>\$ 2,332,817</u>	<u>\$ 2,358,806</u>	<u>\$ 2,108,369</u>	<u>\$ 2,074,062</u>	<u>\$ 2,078,116</u>

### 2018 Ten Largest Taxpayers

<u>Name</u>	<u>Taxable Value</u>	<u>% of City Total</u>
Dow Chemical/Dow Agrosiences/Dow Corning	\$ 289,204,037	13.92%
Midland Cogeneration Venture	205,325,900	9.88%
Consumers Energy Company	31,294,833	1.51%
Midland Downtown Partners LLC	19,138,800	0.92%
US Bank National Association	13,535,121	0.65%
Midland Country Club	9,748,300	0.47%
Trinseo LLC	9,328,300	0.45%
H Hotel	9,172,160	0.44%
Hotel Holdings LLC	7,950,490	0.38%
Tarbert Properties LLC	7,937,251	0.38%
 Total	 <u>\$ 602,635,192</u>	 <u>29.00%</u>
 City of Midland Total	 \$ 2,078,115,714	

The above values represent 29.00% of the total 2018 taxable value of the City of Midland as of December 31, 2017 totaling \$2,078,115,714. The Individual values are for real and personal property owned by the designated taxpayer.

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 – 2018 Assessment Year for 2018-2019 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 2018 Millage Reduction Formula (MRF) is calculated as:

$$2018 \text{ MRF} = \frac{(\text{Total 2017 TV} - \text{2017 Losses TV}) \times \text{Inflation Rate Multiplier}}{\text{Total 2018 Taxable} - \text{2018 Additions TV}}$$

$$2018 \text{ MRF} = \frac{2,074,062,031 - 38,250,362}{2,078,115,714 - 62,364,645} \times 1.021$$

$$2018 \text{ MRF} = \frac{2,035,811,669 \times 1.021}{2,015,751,069}$$

$$2018 \text{ MRF} = \frac{2,078,563,714}{2,015,751,069}$$

$$2018 \text{ MRF} = 1.0312$$

The current year Millage Reduction Fraction cannot exceed 1.0000 in the computation of the maximum allowable millage. The 2018 millage rate permanently reduced multiplied by 1.0000 results in a maximum allowable millage rate for 2018 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 2018. The calculations however, are shown on the next page.

Required information:

1. 2017 Total Taxable Value (TV)	2,074,062,031
2. 2018 Total Taxable Value	2,078,115,714
3. 2017 Losses TV, without transfers to another classification	38,250,362
4. 2018 Additions TV, without transfers to another classification	62,364,645
5. 2018 CPI =	1.021

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

$$2018 \text{ BTRF} = \frac{2017 \text{ Total Taxable} - 2017 \text{ Losses TV}}{2018 \text{ Total Taxable} - 2018 \text{ Additions TV}}$$

$$2018 \text{ BTRF} = \frac{2,074,062,031 - 38,250,362}{2,078,115,714 - 62,364,645}$$

$$2018 \text{ BTRF} = \frac{2,035,811,669}{2,015,751,069}$$

$$2018 \text{ BTRF} = 1.0100$$

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.

$$\text{BTR} = 2017 \text{ Operating Tax Rate} \times \text{BTRF}$$

$$\text{BTR} = 15.1385 \times 1.0100$$

$$\text{BTR} = 15.2899$$

The Base Tax Rate of 15.2899 multiplied by the 2018 estimated Taxable Value of \$2,078,115,714 equals \$31,774,181 or the Base Operating Levy in dollars that can be derived from the Base Tax Rate for city operations for the fiscal year 2018-19.



# Constitutional Tax Limitations

## 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:

$$\begin{aligned}
 \text{2018 Sec 34 rollback fraction} &= \frac{\text{Total Taxable Value Based on Assessed Value}}{\text{Total Taxable Value Based on SEV}} \\
 &= \frac{2,078,115,714}{2,078,115,714} \\
 &= 1.0000
 \end{aligned}$$

$$\begin{aligned}
 \text{Allowable Rate} &= \frac{\text{Max Authorized Operating Rate} \times \text{Total AV}}{\text{Total State Equalized Value}} \\
 &= \frac{17.87^* \text{ mills} \times 2,078,115,714}{2,078,115,714} \\
 &= 17.87 \text{ mills, allowable tax rate}
 \end{aligned}$$

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

Respectfully submitted,

Reid Duford  
City Assessor  
3-26-18