



CITY OF

Midland

ADOPTED ANNUAL
BUDGET 2019- 2020



Adopted Annual Budget
for the Fiscal Year Ending June 30, 2020

Adopted by City Council – May 20, 2019

Mayor

Maureen Donker, Ward II

Council Members

Pam Hall, 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.

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April 08, 2019

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 2019-20. 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 2019/20. Also, it increases the General Fund Unreserved Fund Balance of \$6 million.

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

April 8 th	Introduction of budget to City Council (regular meeting)
April 15 th	City Council budget work session (special meeting)
April 22 nd	Preliminary public hearing on proposed budget (regular meeting)
May 6 th	Charter required public hearing on proposed budget (regular meeting)
May 20 th	Adoption of the budget by City Council (regular meeting)

Respectfully submitted,



C. Bradley Kaye, AICP CFM
City Manager



YOUR 2019-2020 CITY BUDGET AT A GLANCE

Consolidated Budget:

\$98.7 million

BUDGET DIRECTIVES FOR THE UPCOMING YEAR

★ Maintain public services at the highest level possible	✘ Do not increase the millage rate	💧 Provide \$250,000 of additional funding for stormwater activities	📊 Provide \$500,000 of additional funding towards unfunded liabilities	💰 Use extra PPT reimbursement to balance the budget	✔ Engage in thorough departmental reviews to maximize efficiencies
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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

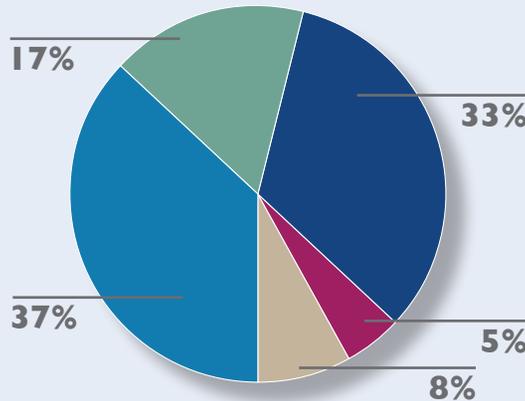
2019-2020 Rate 15.14

Average Home Value \$152,000

Average Homeowner Pays Per Month \$96

CITY-WIDE REVENUES

Taxes will fund 37% of the City's total budget for the 2019/20 fiscal year.

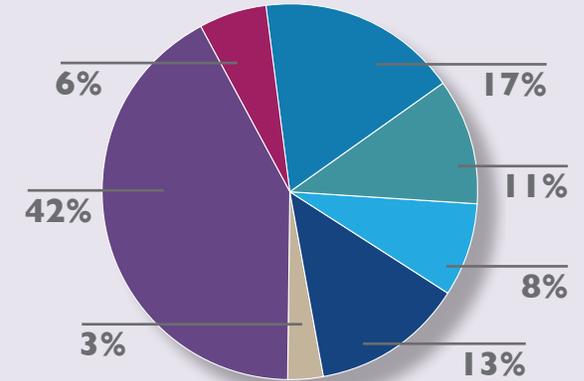


\$98.7 million

- Tax & Related \$36.2 million
- Other Governments \$17.3 million
- Fee for Service \$32.6 million
- All Other \$4.6 million
- Fund Balance \$8.0 million

CITY-WIDE EXPENDITURES

The General Fund is the City's largest fund and accounts for 42% of City-wide expenditures.



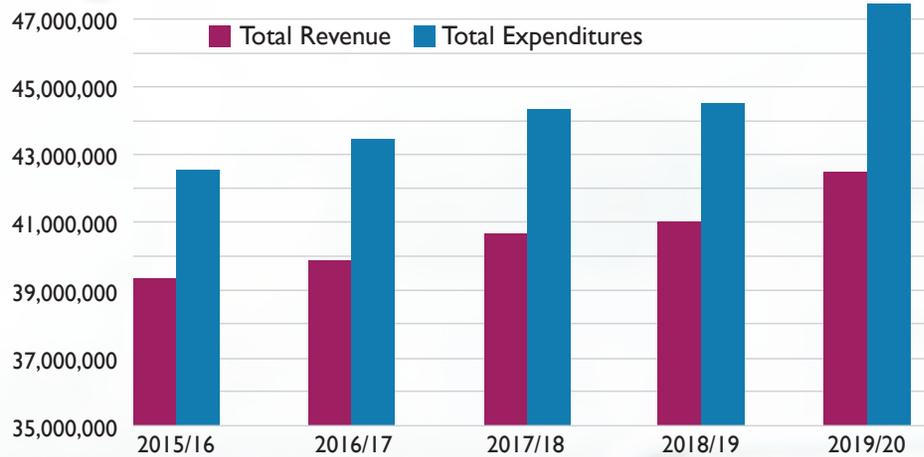
\$98.7 million

- General Fund \$41.2 million
- Wastewater Fund \$8.2 million
- Other Proprietary Funds \$13.2 million
- Water Fund \$10.5 million
- Internal Services Funds \$3.1 million
- Other Governmental Funds \$16.7 million
- Major Street Fund \$5.8 million
- All Other \$4.6 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 2019-20 fiscal year.

Historical Comparison of Revenues and Expenditures



Historical Millage Rates



Sanitation

\$3.9 million



Parks and Recreation

\$6.7 million

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

Midland has **72 parks**



Public Safety

\$20.3 million

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



Police



Fire/
Emergency
Services



Building
Inspection/
Planning

SPECIAL REVENUE FUNDS

Road Maintenance **\$8.6 million**

9.9% of the City's total budget

- \$1.2 million** Snow Removal
- The City maintains **236 Miles** of streets
- 20+** miles of **bike lanes** maintained

Grace A. Dow Library

\$5.0 million

- 16,412** Program Attendance
- 504,388** Total Materials Circulated
- 47,767** eBooks Circulated
- 4,160** Youths in Summer Reading Program

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

- About **68%** of program costs come from State and Federal grants
- 14 Buses** Annually: **112,000** Riders
- 420,000+** Miles Traveled
- Overall ridership is **70%** **seniors and people with disabilities**
- Curb to curb transportation, **7 days a week**

ENTERPRISE FUNDS

Landfill/Renewable Energy

\$6.2 million

Landfill and Renewable Energy have **interrelated functions**

- Operations merged to **increase efficiencies** and share operations
- Renewable Energy **utilizes Landfill gases to create energy**
- 2** generators capable of producing up to **1,600 KW** of electricity each
- Supplies heat recovery system** to Waste Water Plant

Stormwater

\$1.6 million

- Maintain and repair **190 miles of storm sewer systems**
- Maintain **11.70 miles of creeks** and **31.16 miles of open drains**
- Respond to **street flooding** notifications
- Video inspection** of storms sewers and catch basins
- Repair catch basins**
- Sump lead installations**

Water

\$11.6 million

User fees represent **85% of revenue**

- The water treatment plant can produce **48 million gallons** of high quality water each day
- 19,372** customers served
- 90,000** water tests run each year

Wastewater

\$8.6 million

- User fees represent **84% of revenue**
- Can recycle **3.5 million gallons** of bio-solids each year
- Average treatment of **7.65 million gallons** per day

PROACTIVELY ADDRESSING CITY CHALLENGES

Stormwater and Sewer Infrastructure Improvements

In June of 2017, the City experienced catastrophic flooding in a single flood event that included both near-record rainfall and near-record river flooding. This single event has caused the City to embark upon a multi-year plan to re-assess its storm and sanitary sewer infrastructure, for handling severe rain and flood events.

As part of the initial phase of the plan the City has committed to spend **\$2.1 million** over the next five years to **conduct robotic, sonar and laser analysis of the storm and sanitary sewer systems.**



This analysis will:

Determine the condition of **over 200 miles of sewer main/pipes** and approximately **3,900 manholes**

Identify problems affecting the system as a whole

Establish priorities for repairs or improvements in subsequent phases

Clarify the costs timing and extent of any future improvements

In addition, the **City maintains over 43 miles of creeks and drains** and has budgeted an **additional \$250,000 to help improve the water flow** through these drainage channels.



Unfunded Retiree Benefits

The City makes annual required contributions (ARCs) to employee retirement benefit plans. These actuary-determined contributions are made to trusts, and investment income is earned by these trusts. When the investment market underperforms expectations, or the ARCs are inadequate, the amount of funds in these trusts become insufficient to pay the benefits, and the result is unfunded liabilities. The annual required contributions increase until the unfunded liabilities are fully funded.

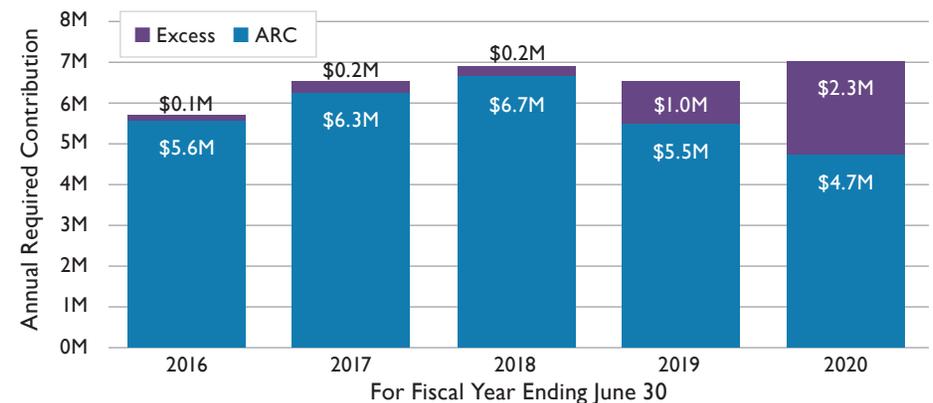


Actions the City has taken to address the current unfunded liability

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.
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Approximately 85% of the ARC that goes to fund civilian pension benefits is to pay off unfunded liabilities. In order to help accelerate the payoff of the unfunded benefits, the City has committed to annually budget additional funding as shown below:

Annual Required and Additional Payments for Civilian Pension Benefits



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 2019/20 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 2019/20 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 2019/20 adopted budget was used as the baseline to project forward. Historical patterns were evaluated in order to assist in projecting forward to 2020/21 and 2021/22. 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, 2020

**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

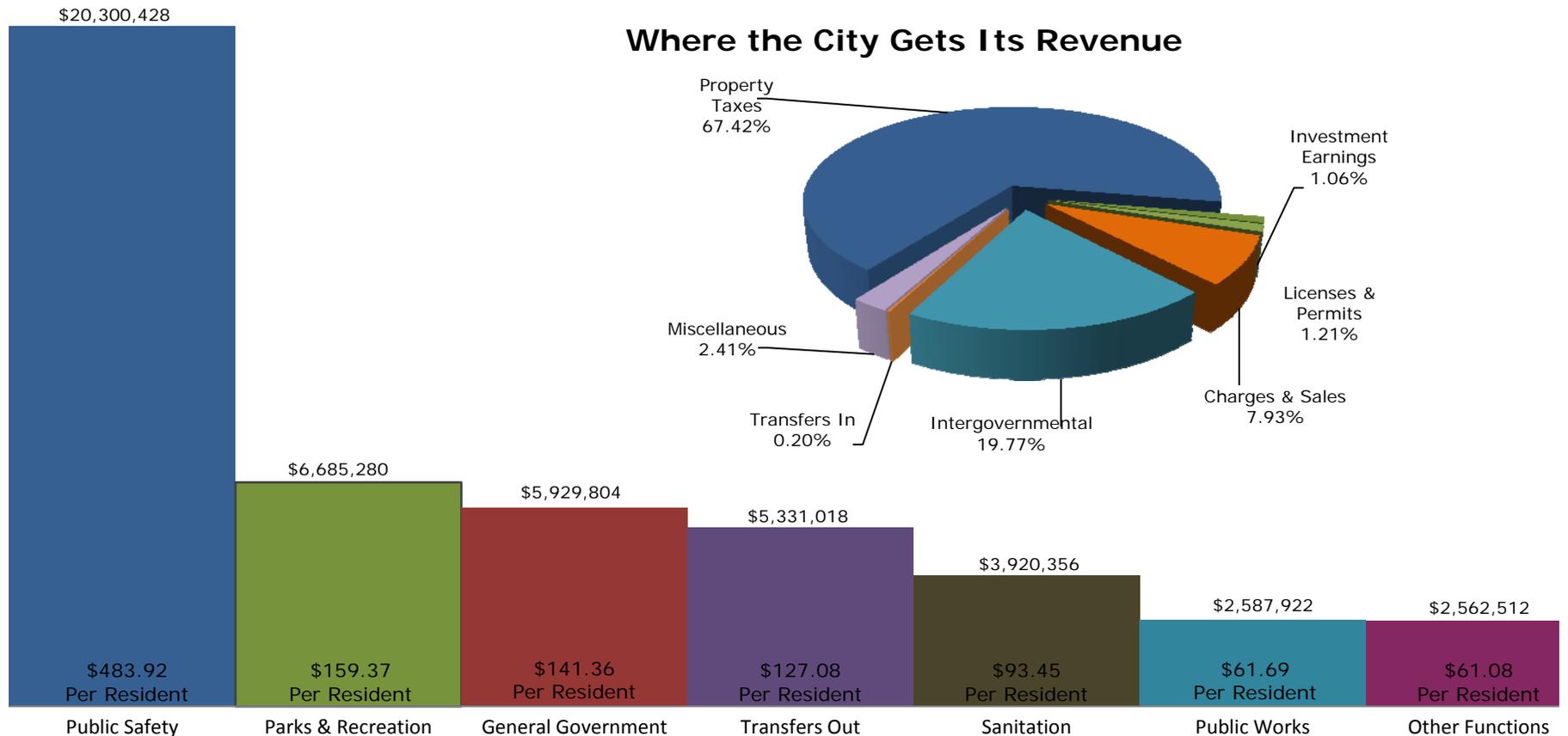
Reserve for Contingencies

Transfers Out

How the City of Midland Allocates Its Money

The 2019-20 General Fund Budget is \$42.51 million, which equates to \$1,127.95 per resident (population 41,950).

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, 42.90% 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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes and related	\$ 28,208,925	\$ 28,462,745	\$ 28,379,998	\$ 28,711,332	\$ 28,711,332	\$ 28,711,332
Licenses and permits	609,983	482,765	589,265	513,540	513,540	513,540
Intergovernmental	11,342,116	7,976,962	8,523,675	8,420,363	8,409,733	8,406,430
Charges for services	2,498,932	2,742,380	2,747,677	3,024,412	3,040,644	3,065,376
Use and admission charges	359,534	339,800	347,526	354,000	354,440	354,440
Investment earnings	201,997	175,000	450,000	450,000	450,000	450,000
Other	1,587,978	1,128,506	1,151,622	1,026,378	959,570	928,221
Transfers in	58,257	69,191	87,095	85,843	85,843	85,843
Total revenues	<u>\$ 44,867,722</u>	<u>\$ 41,377,349</u>	<u>\$ 42,276,858</u>	<u>\$ 42,585,868</u>	<u>\$ 42,525,102</u>	<u>\$ 42,515,182</u>
Expenditures						
General government	\$ 5,713,337	\$ 6,795,182	\$ 6,722,215	\$ 5,929,804	\$ 6,109,270	\$ 6,185,406
Public safety	18,036,039	19,386,182	19,007,887	20,300,428	20,712,693	21,303,753
Public works	2,069,050	2,214,976	2,426,253	2,587,922	2,603,246	2,752,975
Sanitation	3,985,581	3,773,613	3,900,014	3,920,356	4,121,782	4,240,856
Parks and recreation	5,750,701	6,235,176	6,262,622	6,685,280	6,909,098	7,085,595
Other functions	988,502	1,398,854	1,209,494	1,971,512	1,493,877	1,543,894
Capital projects	254,049	2,068,246	2,109,354	191,000	191,000	191,000
Reserve for contingencies	-	374,359	150,000	400,000	400,000	400,000
Transfers out	4,624,498	5,145,037	4,930,178	5,331,018	5,156,449	5,091,162
Total expenditures	<u>\$ 41,421,757</u>	<u>\$ 47,391,625</u>	<u>\$ 46,718,017</u>	<u>\$ 47,317,320</u>	<u>\$ 47,697,415</u>	<u>\$ 48,794,641</u>
Excess of Revenues Over (Under)						
Expenditures	3,445,965	(6,014,276)	(4,441,159)	(4,731,452)	(5,172,313)	(6,279,459)
Fund Balance - beginning of year	16,266,218	19,712,183	19,712,183	15,271,024	10,539,572	5,367,259
Fund Balance - end of year	<u>\$ 19,712,183</u>	<u>\$ 13,697,907</u>	<u>\$ 15,271,024</u>	<u>\$ 10,539,572</u>	<u>\$ 5,367,259</u>	<u>\$ (912,200)</u>
Unreserved fund balance	\$ 8,004,320	\$ 8,163,820	\$ 6,000,000	\$ 6,000,000	\$ 5,367,259	\$ (912,200)
Budget stabilization reserve	5,534,087	5,534,087	4,539,572	4,539,572	-	-
Encumbrance carryover	2,686,787	-	-	-	-	-
Future year expenditures	3,486,989	-	4,731,452	-	-	-
Total fund balance	<u>\$ 19,712,183</u>	<u>\$ 13,697,907</u>	<u>\$ 15,271,024</u>	<u>\$ 10,539,572</u>	<u>\$ 5,367,259</u>	<u>\$ (912,200)</u>



Estimated Revenues by Source

101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Property Taxes						
Property taxes	\$ 24,928,329	\$ 25,014,926	\$ 24,885,317	\$ 25,445,868	\$ 25,445,868	\$ 25,445,868
Special public safety millage	2,261,694	2,514,744	2,552,513	2,466,089	2,466,089	2,466,089
Industrial facilities taxes	573,331	538,435	506,036	382,788	382,788	382,788
Property taxes captured	(638,451)	(682,360)	(677,156)	(685,413)	(685,413)	(685,413)
Total property taxes	<u>27,124,903</u>	<u>27,385,745</u>	<u>27,266,710</u>	<u>27,609,332</u>	<u>27,609,332</u>	<u>27,609,332</u>
Other Tax Related Revenue						
Tax administration fee	946,908	950,000	961,288	950,000	950,000	950,000
Payments in lieu of taxes	37,144	37,000	37,000	37,000	37,000	37,000
Penalties - delinquent taxes	99,970	90,000	115,000	115,000	115,000	115,000
Total other tax related revenue	<u>1,084,022</u>	<u>1,077,000</u>	<u>1,113,288</u>	<u>1,102,000</u>	<u>1,102,000</u>	<u>1,102,000</u>
Licenses and Permits						
Rental dwelling inspections	71,060	60,000	60,000	65,000	65,000	65,000
Building permits	366,994	285,000	367,000	300,000	300,000	300,000
Mechanical permits	47,551	35,000	43,500	37,500	37,500	37,500
Electrical permits	52,086	40,000	46,500	42,500	42,500	42,500
Plumbing permits	41,207	35,000	37,500	37,500	37,500	37,500
Other licenses and permits	31,085	27,765	34,765	31,040	31,040	31,040
Total licenses and permits	<u>609,983</u>	<u>482,765</u>	<u>589,265</u>	<u>513,540</u>	<u>513,540</u>	<u>513,540</u>
Intergovernmental						
State sales taxes	3,670,447	3,644,968	3,848,000	3,848,000	3,848,000	3,848,000
Personal property tax reimbursement	7,550,710	4,209,631	4,522,367	4,500,000	4,500,000	4,500,000
Liquor license control	37,956	37,000	37,230	37,000	37,000	37,000
State grants	81,930	-	-	-	-	-
Federal grants	1,073	5,363	36,078	35,363	4,733	1,430
Other intergovernmental	-	80,000	80,000	-	20,000	20,000
Total intergovernmental	<u>11,342,116</u>	<u>7,976,962</u>	<u>8,523,675</u>	<u>8,420,363</u>	<u>8,409,733</u>	<u>8,406,430</u>
Charges for Services						
Administrative charges	2,005,850	1,882,350	1,882,350	1,851,000	1,851,000	1,851,000
Cemetery	86,404	100,000	84,000	84,000	84,000	84,000
Refuse collection	276,338	268,030	274,030	274,030	274,030	274,030
Public safety	80,339	447,000	455,297	763,382	779,614	804,346
Composting	50,001	45,000	52,000	52,000	52,000	52,000
Total charges for services	<u>2,498,932</u>	<u>2,742,380</u>	<u>2,747,677</u>	<u>3,024,412</u>	<u>3,040,644</u>	<u>3,065,376</u>



Estimated Revenues by Source

101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Use and Admission Charges						
Swimming pools	101,605	103,000	111,000	111,000	111,000	111,000
Recreation activities	257,929	236,800	236,526	243,000	243,440	243,440
Total use and admission charges	<u>359,534</u>	<u>339,800</u>	<u>347,526</u>	<u>354,000</u>	<u>354,440</u>	<u>354,440</u>
Investment Earnings	<u>201,997</u>	<u>175,000</u>	<u>450,000</u>	<u>450,000</u>	<u>450,000</u>	<u>450,000</u>
Other Revenues						
Airport sales	211,786	200,700	219,210	221,510	224,380	224,380
Other sales	16,997	11,000	10,185	11,000	11,000	11,000
Fines and forfeits	170,793	186,550	156,500	156,500	157,000	157,000
Rentals	82,287	88,788	88,845	91,576	91,336	89,927
Contributions	553,304	150,000	150,000	100,000	-	-
Miscellaneous	552,811	491,468	526,882	445,792	475,854	445,914
Total other revenues	<u>1,587,978</u>	<u>1,128,506</u>	<u>1,151,622</u>	<u>1,026,378</u>	<u>959,570</u>	<u>928,221</u>
Total revenues	<u>44,809,465</u>	<u>41,308,158</u>	<u>42,189,763</u>	<u>42,500,025</u>	<u>42,439,259</u>	<u>42,429,339</u>
Other Financing Sources						
Transfers in						
Special Activities Fund	198	10,000	10,000	10,000	10,000	10,000
Special Assessment Revolv Fund	58,059	59,191	77,095	75,843	75,843	75,843
Total transfers in	<u>58,257</u>	<u>69,191</u>	<u>87,095</u>	<u>85,843</u>	<u>85,843</u>	<u>85,843</u>
Total other financing sources	<u>58,257</u>	<u>69,191</u>	<u>87,095</u>	<u>85,843</u>	<u>85,843</u>	<u>85,843</u>
Total Revenues and Other Financing Sources	<u>\$ 44,867,722</u>	<u>\$ 41,377,349</u>	<u>\$ 42,276,858</u>	<u>\$ 42,585,868</u>	<u>\$ 42,525,102</u>	<u>\$ 42,515,182</u>



General Government

for the Fiscal Year Ending June 30, 2020

**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 Rachel Swint

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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 24,540	\$ 25,020	\$ 25,020	\$ 25,020	\$ 25,776	\$ 26,553
Other services and charges	13,636	21,635	16,536	5,189	5,345	5,505
Total expenditures	<u>\$ 38,176</u>	<u>\$ 46,655</u>	<u>\$ 41,556</u>	<u>\$ 30,209</u>	<u>\$ 31,121</u>	<u>\$ 32,058</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, 2020

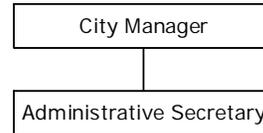
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 402,934	\$ 444,666	\$ 399,162	\$ 391,869	\$ 403,461	\$ 415,316
Supplies	2,750	4,400	4,250	4,400	4,464	4,526
Other services and charges	20,596	25,264	19,764	54,043	54,899	46,907
Total expenditures	<u>\$ 426,280</u>	<u>\$ 474,330</u>	<u>\$ 423,176</u>	<u>\$ 450,312</u>	<u>\$ 462,824</u>	<u>\$ 466,749</u>

Summary of Budget Changes

Operating Trends – City Manager



Organizational Chart



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
City Manager	1	1	1
Administrative Secretary	1	1	1
<i>Total Full-Time</i>	2	2	2
<u>Regular Part-Time</u>			
none	0	0	0
<i>Total Regular Part-Time</i>	0	0	0
<i>Department Total</i>	2	2	2



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)
- 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

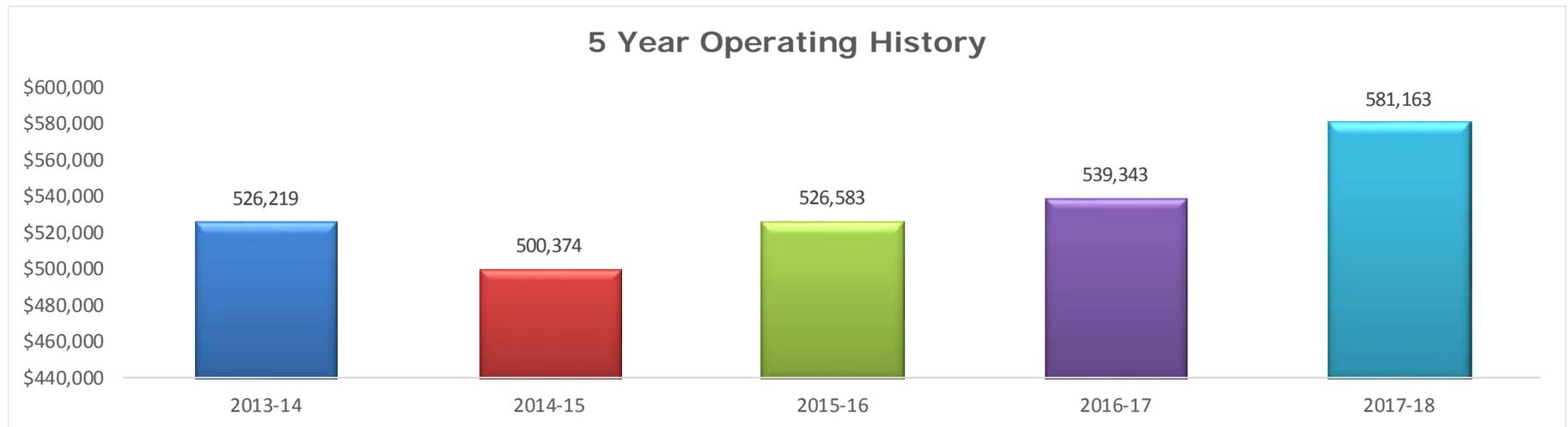
Financial Statement(s)

City Clerk Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 537,289	\$ 471,289	\$ 473,445	\$ 554,720	\$ 570,751	\$ 587,979
Supplies	2,914	7,500	5,000	5,000	5,076	5,151
Other services and charges	40,960	58,060	53,929	80,241	82,648	85,127
Total expenditures	<u>\$ 581,163</u>	<u>\$ 536,849</u>	<u>\$ 532,374</u>	<u>\$ 639,961</u>	<u>\$ 658,475</u>	<u>\$ 678,257</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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 6,608	\$ 149,012	\$ 173,484	\$ 49,006	\$ 80,056	\$ 28,903
Supplies	2,699	30,700	20,800	4,000	4,531	4,120
Other services and charges	15,190	47,776	39,169	22,530	65,696	23,902
Total expenditures	<u>\$ 24,497</u>	<u>\$ 227,488</u>	<u>\$ 233,453</u>	<u>\$ 75,536</u>	<u>\$ 150,283</u>	<u>\$ 56,925</u>

Summary of Budget Changes

Operating Trends – Elections



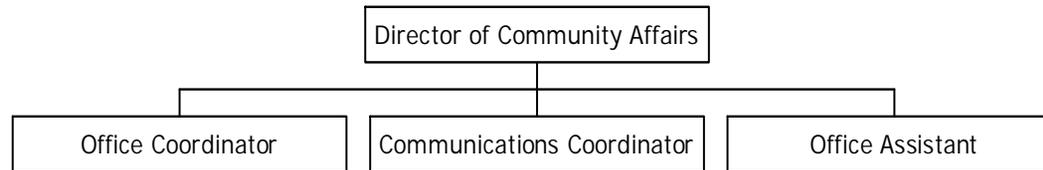
Summary of Budget Changes (cont.)

Significant Notes – 2019-20 Budget Compared to 2018-19 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 makes the

expenses look significantly larger for FY 2018-19 as we prepared for an August 2018 Primary Election and elected a new governor in the November 2018 General Election – those were both very large elections. The Elections budget is significantly smaller for 2019-20.

Organizational Chart



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Director of Community Affairs	1	1	1
Communications Coordinator	1	1	1
Office Coordinator*	1	1	1
Office Assistant	1	1	1
Total Full-Time	4	4	4
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	4	4	4

* Position Title Change



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

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 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.)

Purchasing (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

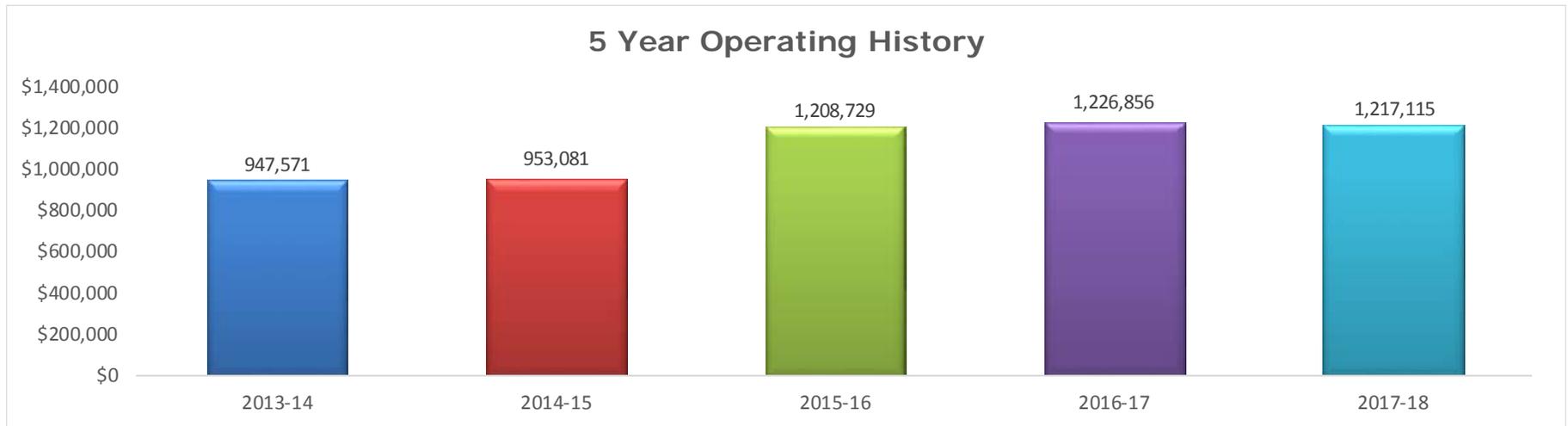
Financial Statement

Finance
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2020

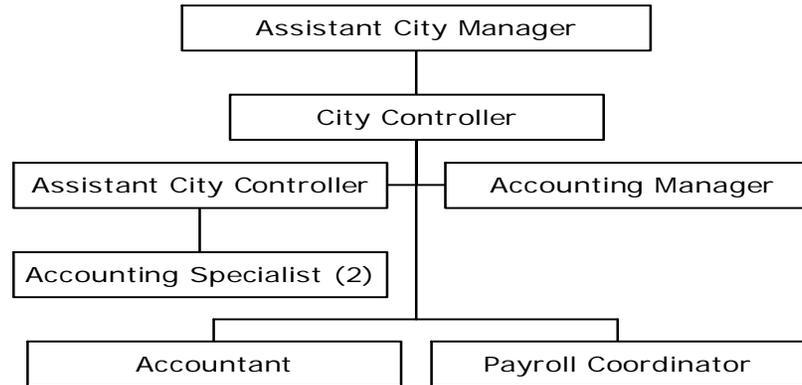
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 1,132,885	\$ 1,183,359	\$ 1,172,435	\$ 1,253,673	\$ 1,261,107	\$ 1,299,015
Supplies	2,825	4,400	4,400	6,800	6,903	7,005
Other services and charges	81,405	110,365	106,330	138,811	134,317	136,942
Total expenditures	<u>\$ 1,217,115</u>	<u>\$ 1,298,124</u>	<u>\$ 1,283,165</u>	<u>\$ 1,399,284</u>	<u>\$ 1,402,327</u>	<u>\$ 1,442,962</u>

Summary of Budget Changes

Operating Trends



Organizational Chart



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Assistant City Manager	1	1	1
City Controller	1	1	1
Assistant City Controller	1	1	1
Accounting Manager*	1	1	1
Accountant	1	1	1
Payroll Coordinator	1	1	1
Accounting Specialist	2	2	1
Total Full-Time	8	8	7
<u>Regular Part-Time</u>			
Accounting Specialist	0	0	2
Total Regular Part-Time	0	0	2
Department Total	8	8	9

* Position Title Change



Assistant City Manager..... David A. Keenan
City Assessor..... Kayla Ripley
Assessing Manager..... Ellen Kasper

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
- 2018 State Equalized Value (SEV) of \$2.16 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, 2020

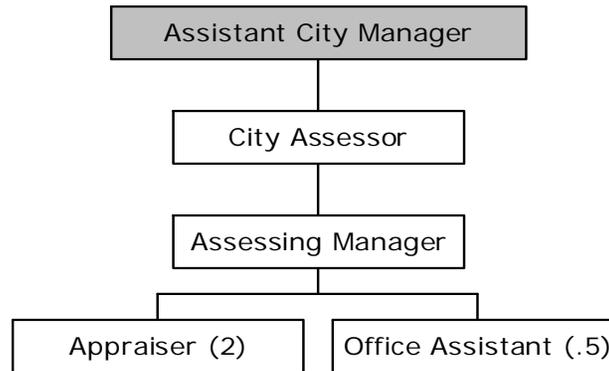
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 645,819	\$ 683,192	\$ 692,787	\$ 631,307	\$ 672,519	\$ 659,968
Supplies	1,775	3,400	2,500	2,800	2,842	2,884
Other services and charges	29,329	63,059	57,325	109,478	112,763	44,769
Total expenditures	<u>\$ 676,923</u>	<u>\$ 749,651</u>	<u>\$ 752,612</u>	<u>\$ 743,585</u>	<u>\$ 788,124</u>	<u>\$ 707,621</u>

Summary of Budget Changes

Operating Trends



Organizational Chart



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

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
City Assessor	1	1	1
Assessing Manager	0	1	1
Associate Assessing Manager	1	0	0
Appraisers	2	2	2
Total Full-Time	4	4	4
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
Total Regular Part-Time	1	1	1
Department Total	5	5	5



City Attorney James O. Branson III
Senior Paralegal Lesley A. Kovacevich

Service Statement

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

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

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

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

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

Functions

Administration

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

City as Plaintiff

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

City as Defendant

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

Advising City Officials

- Consults and provides legal advice and updates to City Council, staff and board and commission members
- Provides ongoing training to City Council, staff and board and commission members, outlining the legal responsibilities of the City and compliance with provisions of the Charter as well as local, state and federal laws

Functions (cont.)

Advising City Officials (cont.)

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

Other Activities

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

Financial Statement

City Attorney
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2020

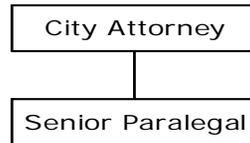
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 461,948	\$ 477,465	\$ 492,197	\$ 514,249	\$ 517,140	\$ 623,620
Supplies	6,782	7,000	7,000	7,000	7,105	7,211
Other services and charges	41,015	55,997	46,217	67,261	69,279	71,357
Total expenditures	<u>\$ 509,745</u>	<u>\$ 540,462</u>	<u>\$ 545,414</u>	<u>\$ 588,510</u>	<u>\$ 593,524</u>	<u>\$ 702,188</u>

Summary of Budget Changes

Operating Trends – General Attorney



Organizational Chart



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
City Attorney	1	1	1
Senior Paralegal	1	1	1
Total Full-Time	2	2	2
<u>Regular Part-Time</u>			
Administrative/Legal Office Assistant	1	1	0
Total Regular Part-Time	1	1	0
Department Total	3	3	2



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

Service Statement

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

The Human Resources Department 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

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 inspections programs
- Analyzes safety and loss control data

Financial Statement

Human Resources Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 707,057	\$ 726,702	\$ 736,296	\$ 773,095	\$ 768,859	\$ 792,067
Supplies	8,464	17,300	9,200	11,200	11,368	11,538
Other services and charges	245,262	186,116	177,466	206,267	212,455	218,830
Total expenditures	<u>\$ 960,783</u>	<u>\$ 930,118</u>	<u>\$ 922,962</u>	<u>\$ 990,562</u>	<u>\$ 992,682</u>	<u>\$ 1,022,435</u>

Summary of Budget Changes

Operating Trends

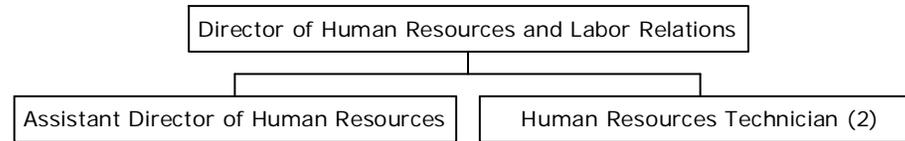


Significant Notes – 2019-20 Budget Compared to 2018-19 Budget

Budget includes continued funding for the Leadership Development Program implemented in 2018 with the goal of identifying and developing employees with leadership potential. Funding also continues for the 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



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Director of Human Resources and Labor Relations	1	1	1
Assistant Director of Human Resources	1	1	1
Human Resources Technician	2	2	2
Total Full-Time	4	4	4
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	4	4	4



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

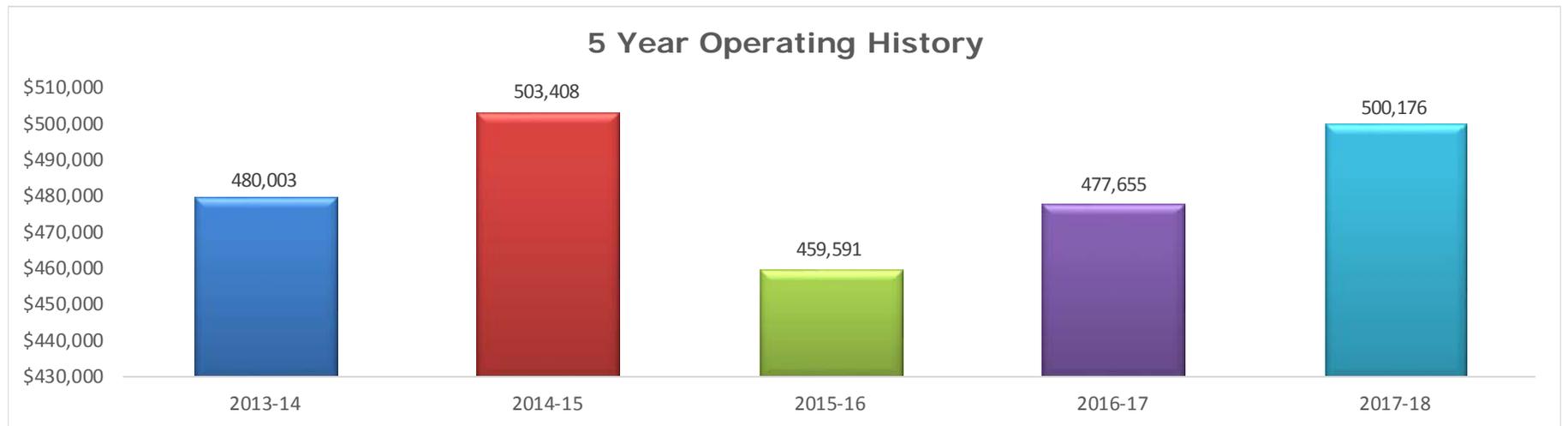
Financial Statement(s)

Treasurer Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 466,208	\$ 484,815	\$ 484,644	\$ 498,377	\$ 513,373	\$ 528,818
Supplies	7,392	6,800	6,700	7,300	6,905	7,009
Other services and charges	26,576	35,416	34,270	56,448	57,576	59,859
Total expenditures	<u>\$ 500,176</u>	<u>\$ 527,031</u>	<u>\$ 525,614</u>	<u>\$ 562,125</u>	<u>\$ 577,854</u>	<u>\$ 595,686</u>

Summary of Budget Changes

Operating Trends – Treasurer



Financial Statement(s) (cont.)

Police & Fire Pension Administration Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

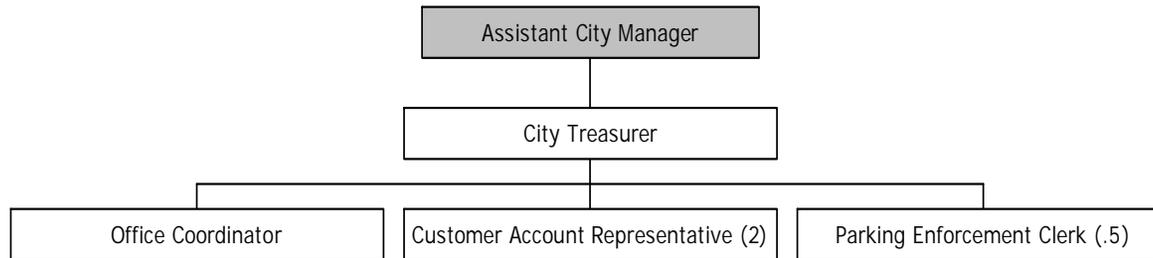
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 19,157	\$ 21,826	\$ 21,826	\$ 22,287	\$ 22,962	\$ 23,654
Supplies	184	270	236	270	272	274
Other services and charges	34,607	37,319	34,769	40,935	42,082	43,263
Total expenditures	<u>\$ 53,948</u>	<u>\$ 59,415</u>	<u>\$ 56,831</u>	<u>\$ 63,492</u>	<u>\$ 65,316</u>	<u>\$ 67,191</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.

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
City Treasurer	1	1	1
Office Coordinator*	1	1	1
Customer Account Representative*	2	2	2
Total Full-Time	4	4	4
<u>Regular Part-Time</u>			
Parking Enforcement Clerk*	1	1	1
Total Regular Part-Time	1	1	1
Department Total	5	5	5

* Position Title Change



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 through fiscal year 2019.

Beginning in fiscal year 2020, the computer charges will be charged to each general fund department, as applicable.

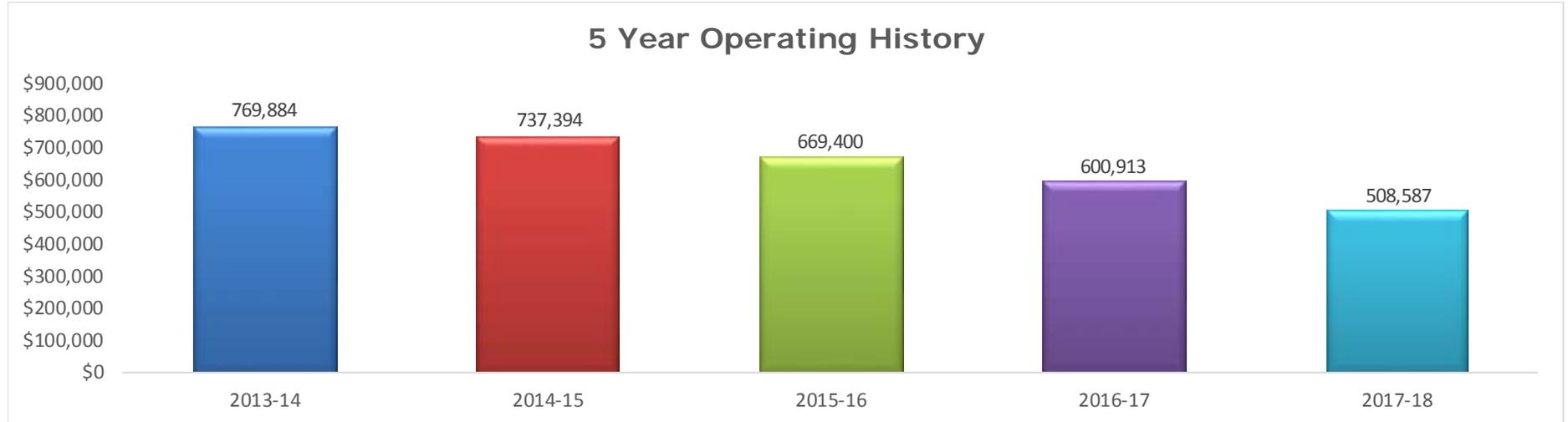
Financial Statement

Internal Computer Service Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Proposed	Projected	Projected
Expenditures						
Other services and charges	\$ 508,587	\$ 520,680	\$ 520,679	\$ -	\$ -	\$ -
Total expenditures	\$ 508,587	\$ 520,680	\$ 520,679	\$ -	\$ -	\$ -

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

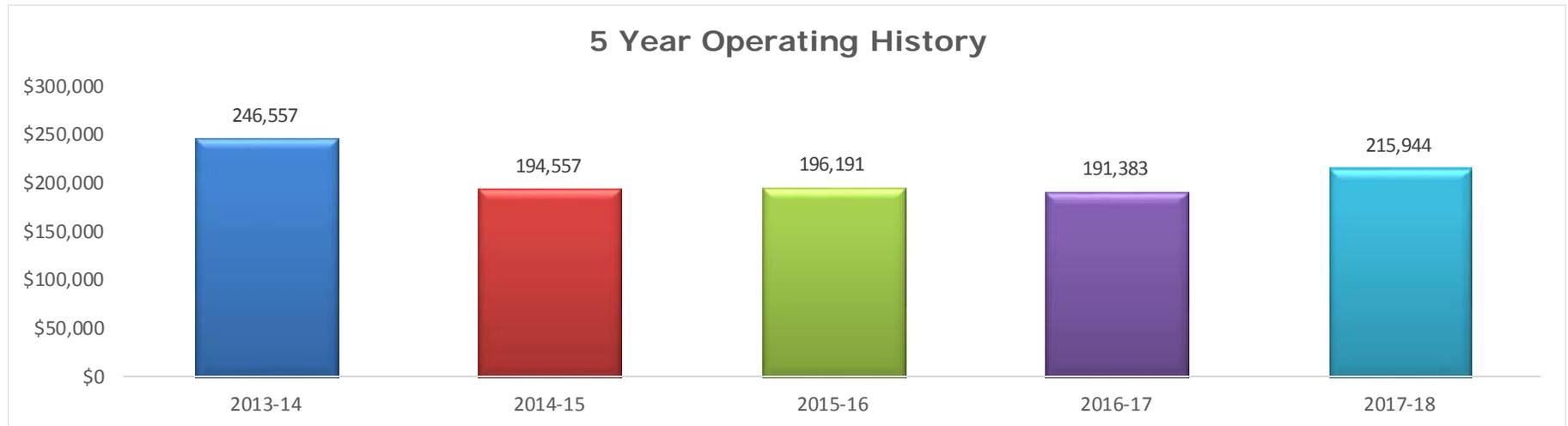
Financial Statement

City Hall
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 11,998	\$ 11,028	\$ 16,816	\$ 11,734	\$ 6,017	\$ 6,200
Supplies	11,435	16,400	13,550	13,800	14,008	14,216
Other services and charges	185,699	188,998	197,520	200,694	206,715	212,918
Capital outlay	6,812	667,953	656,493	160,000	160,000	180,000
Total expenditures	<u>\$ 215,944</u>	<u>\$ 884,379</u>	<u>\$ 884,379</u>	<u>\$ 386,228</u>	<u>\$ 386,740</u>	<u>\$ 413,334</u>

Summary of Budget Changes

Operating Trends





Public Safety

for the Fiscal Year Ending June 30, 2020

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



Chief of Police	Clifford A. Block
Deputy Police Chief	Marc A. Goulette
Administrative Lieutenant	Matthew D.M. Berchert
Patrol Lieutenant	Michael J. Sokol
Detective Lieutenant	Joshua G. McMillan

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

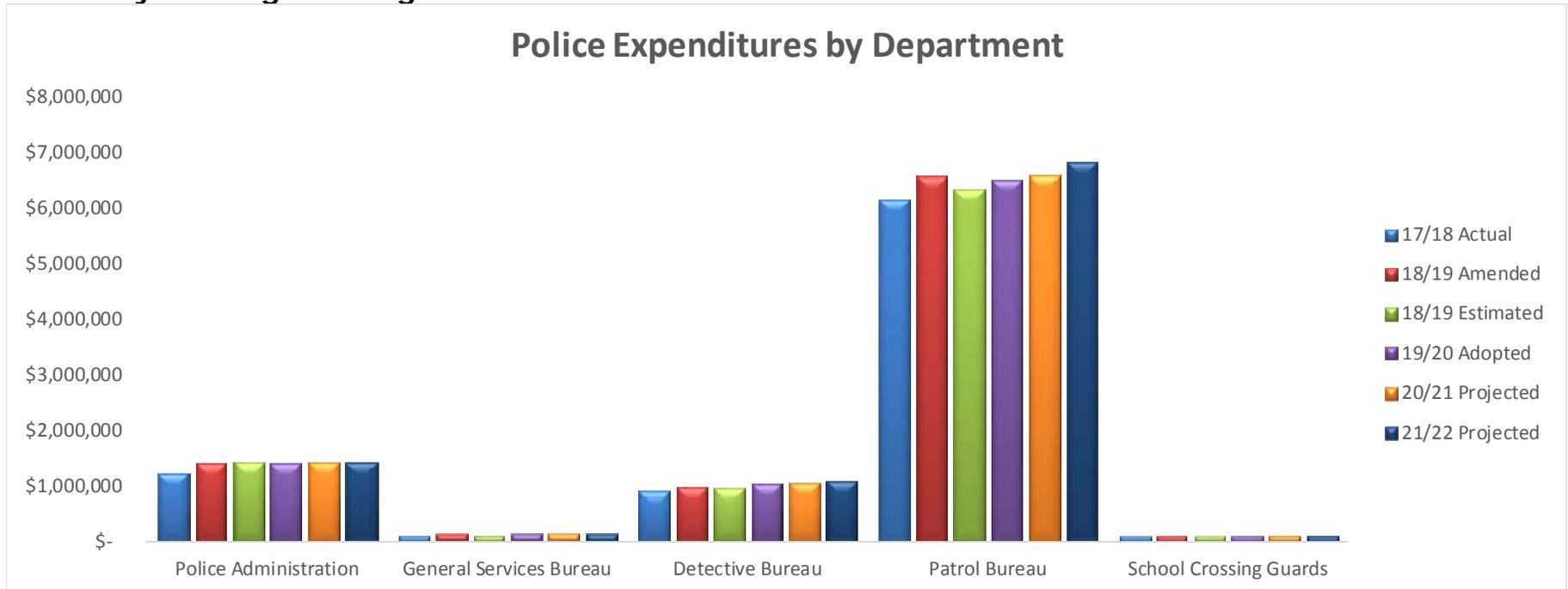
- Direct contact with the walk-in public to provide the necessary assistance and routing of their particular needs
- Telephone reception and distribution center for non-emergency/information calls made through the general information and records telephone lines
- Gun Registrations
- Sex Offender Registrations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

Financial Statement

Police Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

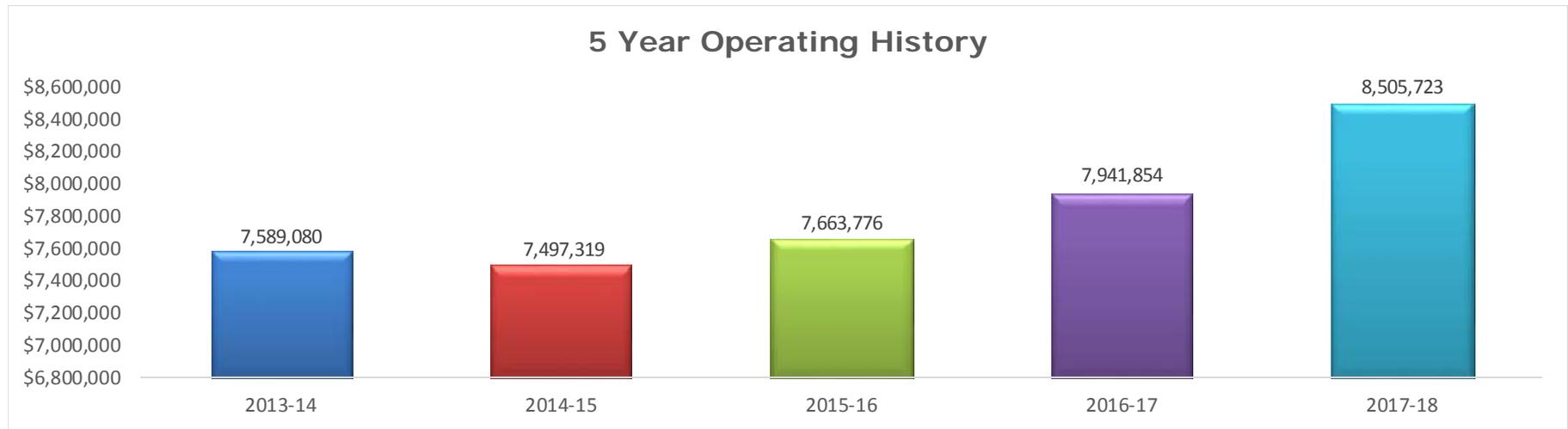
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 7,548,214	\$ 8,152,539	\$ 7,938,302	\$ 8,464,581	\$ 8,694,362	\$ 8,955,305
Supplies	180,110	526,238	494,472	316,683	251,417	242,845
Other services and charges	767,634	881,301	863,990	1,033,607	1,077,281	1,110,882
Capital outlay	9,765	-	-	29,000	-	-
Total expenditures	\$ 8,505,723	\$ 9,560,078	\$ 9,296,764	\$ 9,843,871	\$ 10,023,060	\$ 10,309,032

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends



Significant Notes – 2019-20 Budget Compared to 2018-19 Budget

We continuously review our operations and align our staff to make the most efficient use of our resources. Additionally, we continuously evaluate the useful life of our equipment to be sure our officers are provided with the proper tools to complete our daily mission; To Serve and Protect.

In November of 2018, Midland County voters approved a School Resource Officer Millage allowing the expansion of our School Resource Officer Program from two officers to four. The two new School Resource Officers were appointed from our Patrol Division; creating vacancies in the Patrol Division that needed to be filled by new hires. 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 fiscal year.

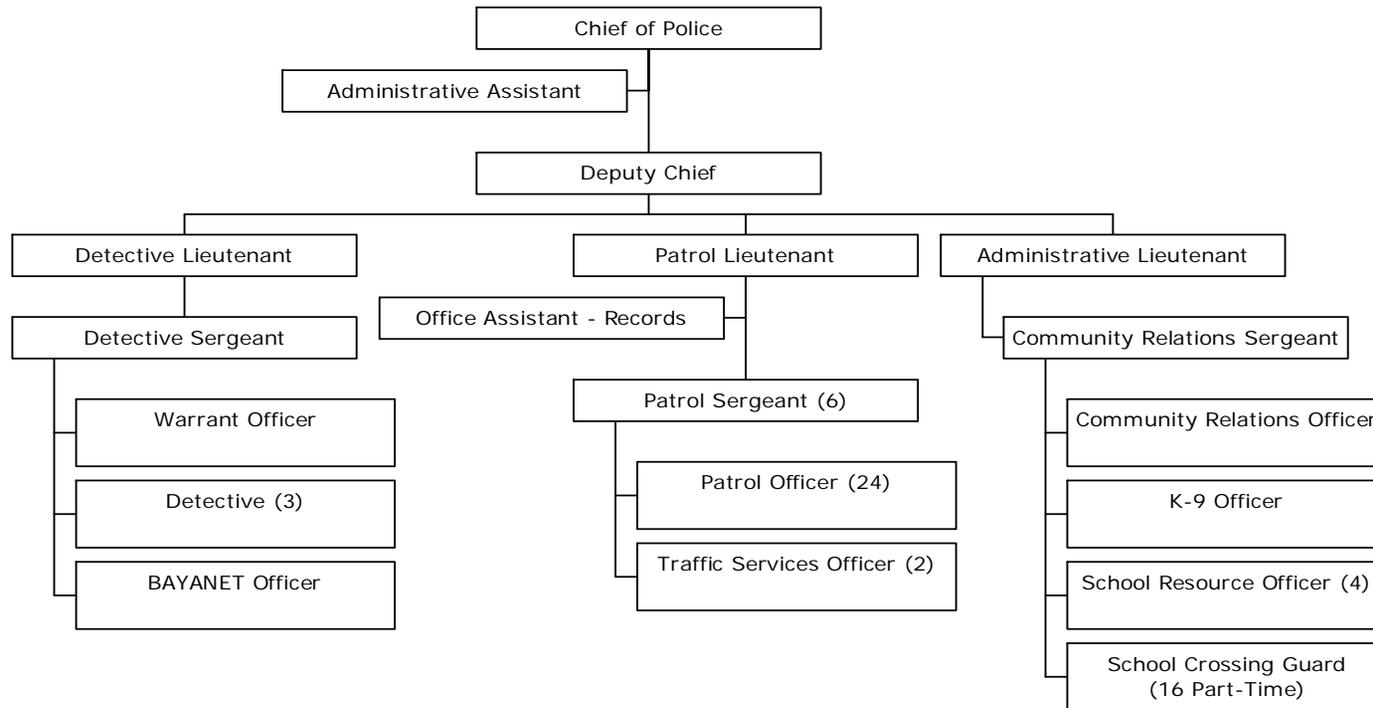
Our personnel expenses are the bulk of our budget, as we are a service organization providing service to people through people, and our budget will reflect this service. In addition we have identified the need for some equipment upgrades and additions for the 19-20 fiscal year to include body worn cameras, upgraded computer tablets for patrol vehicles and newer model shotguns. 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 – 2019-20 Budget Compared to 2018-19 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





Police Department

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<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	24	24
K-9 Officer	2	1	1
BAYANET Officer	1	1	1
Community Relations Sergeant	1	1	1
Community Relations Officer	1	1	1
School Resource Officer ^	2	2	4
Traffic Services Officer	2	2	2
Administrative Assistant*	1	1	1
Office Assistant	1	1	1
Total Full-Time	50	50	52
<u>Regular Part-Time</u>			
School Crossing Guard	19	16	16
Total Regular Part-Time	19	16	16
Department Total	69	66	68

* Position Title Change

^ Two School Resource Officers added from passage of 2018 school resource officer millage

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



Fire Chief.....	Chris Coughlin
Assistant Chief for Training & Safety.....	Josh Mosher
Battalion Chief	Mike Hulbert
Battalion Chief	Chuck Powell
Battalion Chief	Tom Hernden
Fire Marshal	Tony Lelo

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 an Administrative Assistant.

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
- Conducts planning and logistics for 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

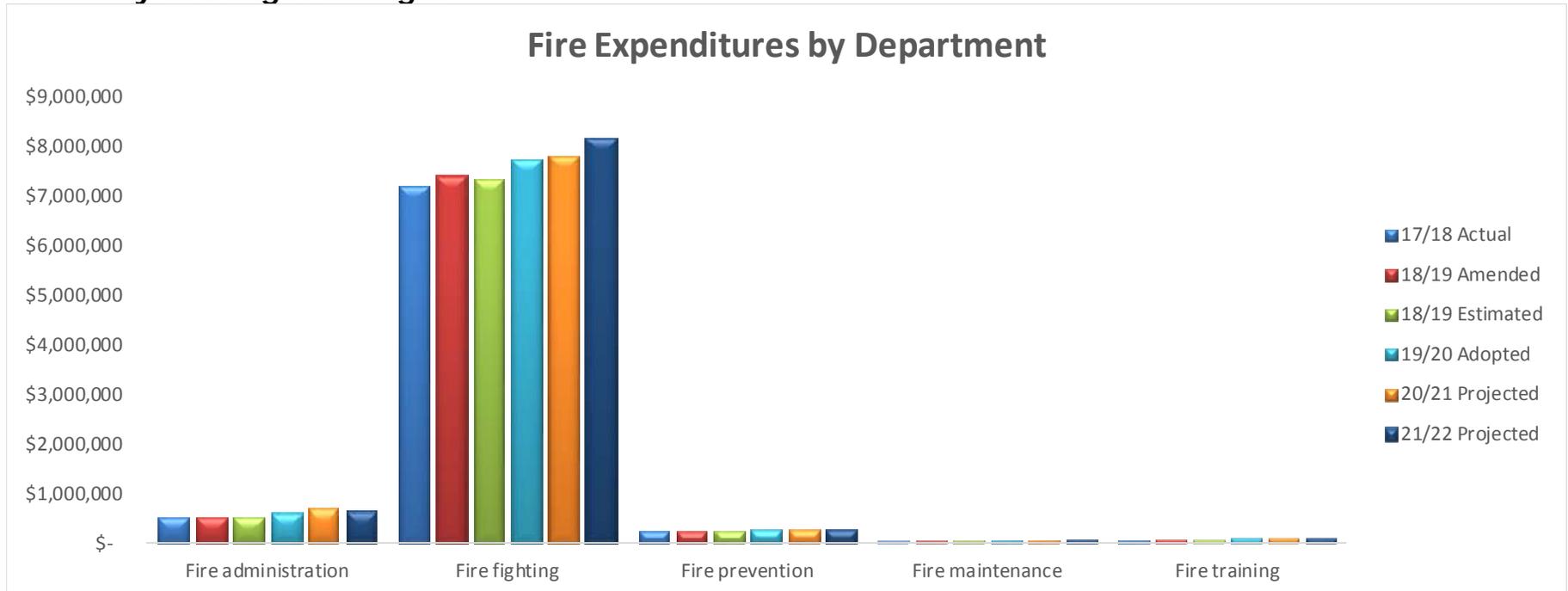
- Administers all department training programs
- Administers department's occupational safety and health programs
- Coordinates joint training with other organizations that provide emergency services
- Represents the department on various committees with other agencies and City departments
- Maintains 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, 2020

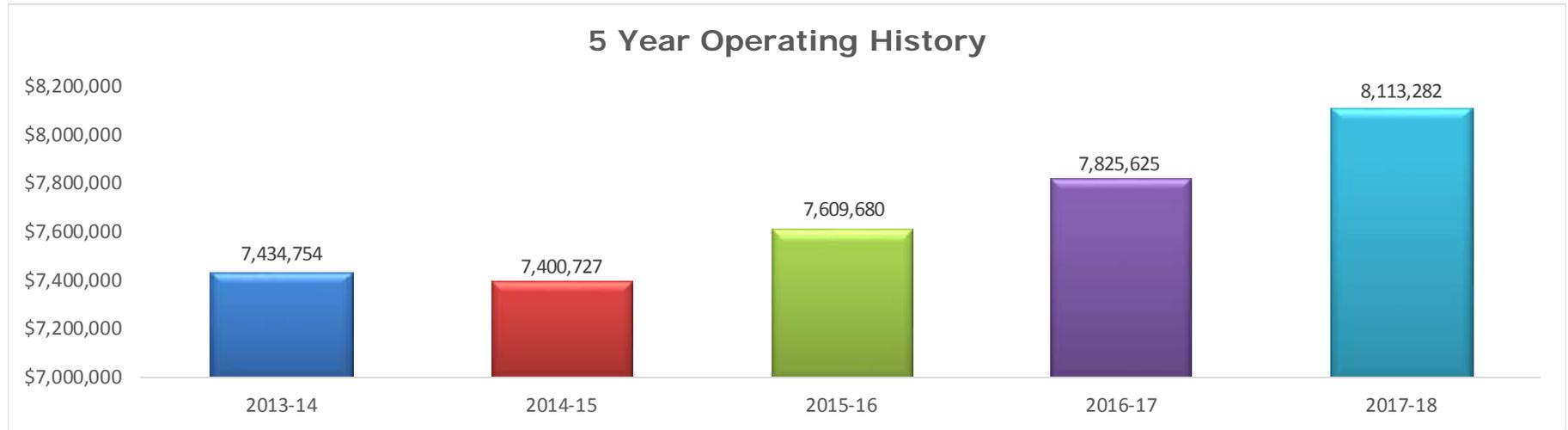
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 7,018,141	\$ 6,972,565	\$ 6,924,649	\$ 7,343,117	\$ 7,491,446	\$ 7,647,881
Supplies	169,711	118,620	122,570	127,755	129,165	130,594
Other services and charges	876,361	1,136,466	1,121,742	1,213,818	1,240,681	1,307,505
Capital outlay	49,069	109,701	103,804	107,785	90,000	224,200
Total expenditures	\$ 8,113,282	\$ 8,337,352	\$ 8,272,765	\$ 8,792,475	\$ 8,951,292	\$ 9,310,180

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends - Fire



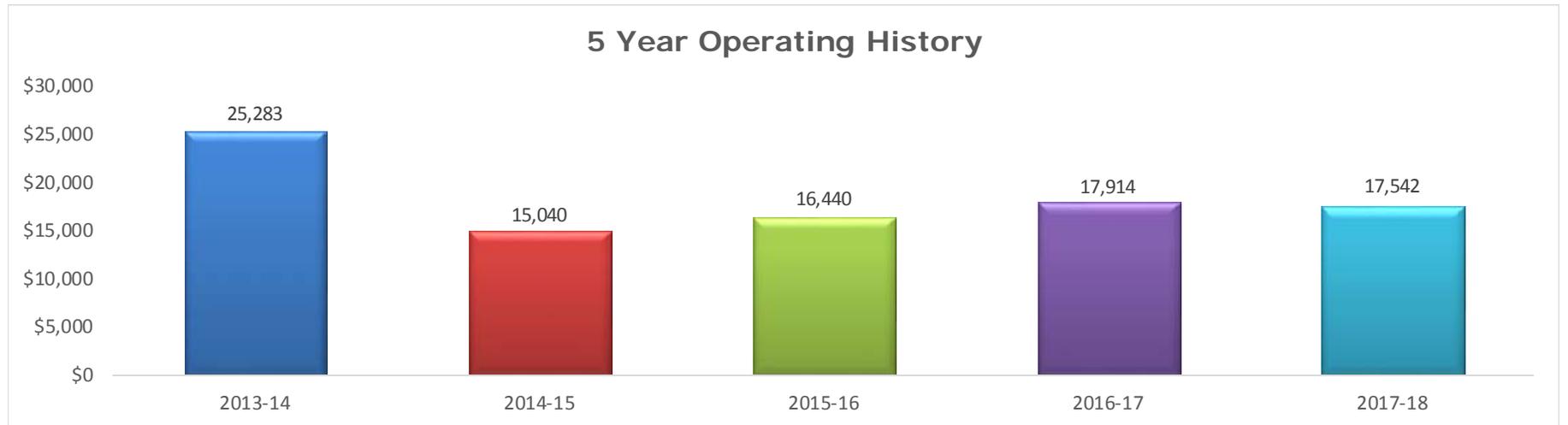
Financial Statement(s) (cont.)

Emergency Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

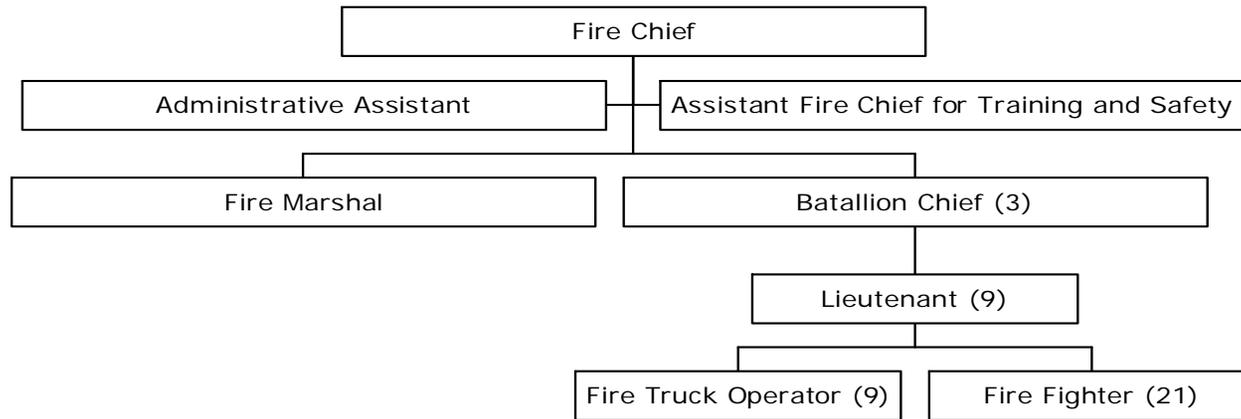
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Other services and charges	\$ 17,542	\$ 18,671	\$ 18,290	\$ 18,401	\$ 18,934	\$ 19,385
Total expenditures	<u>\$ 17,542</u>	<u>\$ 18,671</u>	<u>\$ 18,290</u>	<u>\$ 18,401</u>	<u>\$ 18,934</u>	<u>\$ 19,385</u>

Summary of Budget Changes

Operating Trends – Emergency Services



Organizational Chart



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<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
Administrative Assistant*	1	1	1
Total Full-Time	46	46	46
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	46	46	46

* Position Title Change



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, 2020

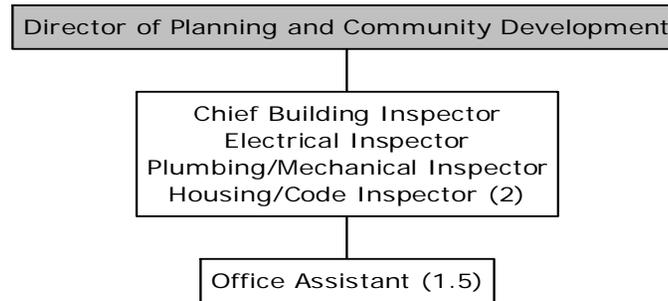
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 844,484	\$ 822,672	\$ 818,797	\$ 849,553	\$ 874,360	\$ 895,989
Supplies	7,860	9,100	7,450	9,050	9,154	9,255
Other services and charges	34,891	41,350	39,026	72,476	74,479	76,539
Total expenditures	<u>\$ 887,235</u>	<u>\$ 873,122</u>	<u>\$ 865,273</u>	<u>\$ 931,079</u>	<u>\$ 957,993</u>	<u>\$ 981,783</u>

Summary of Budget Changes

Operating Trends



Organizational Chart



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

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Chief Building Inspector	0	1	1
Building Inspector	1	0	0
Chief Inspector/Electrical Inspector	1	0	0
Electrical Inspector	0	1	1
Plumbing/Mechanical Inspector	1	1	1
Housing/Code Inspector*	2	2	2
Office Assistant	1	1	1
Total Full-Time	6	6	6
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
Total Regular Part-Time	1	1	1
Department Total	7	7	7

*Position Title change



Director of Planning and Community Development Grant Murschel
Community Development Planner Nicole Wilson

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

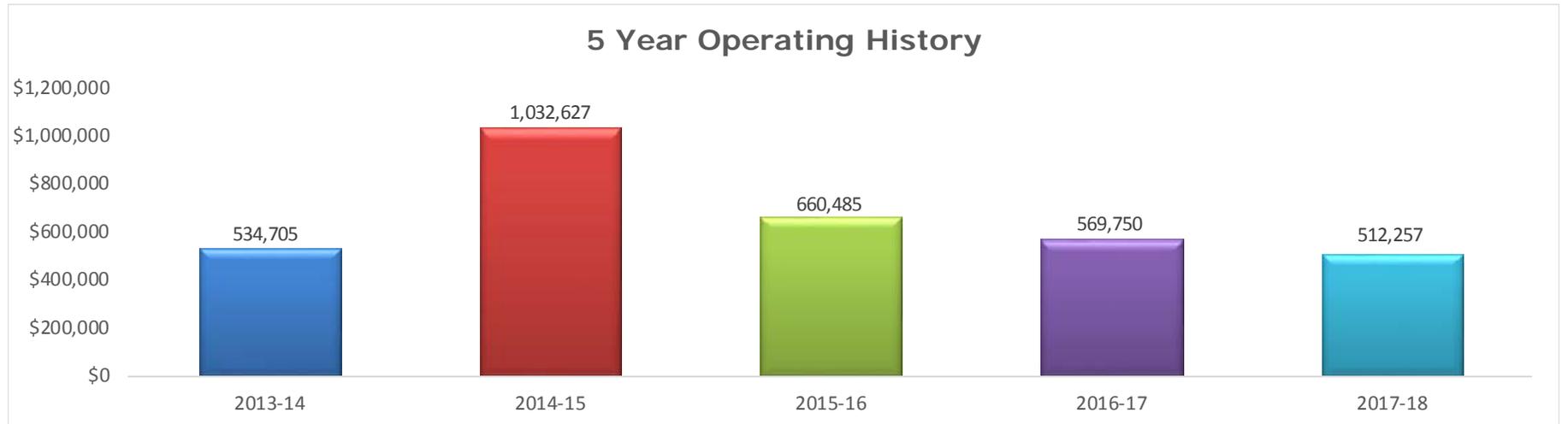
Financial Statement

Planning
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2020

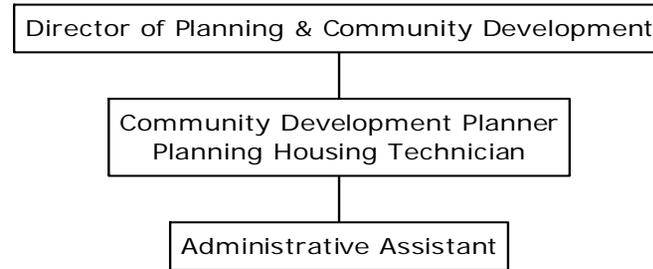
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 479,965	\$ 542,137	\$ 515,596	\$ 565,106	\$ 600,218	\$ 595,108
Supplies	3,997	5,025	4,990	5,250	5,329	5,409
Other services and charges	28,295	49,797	34,209	144,246	155,867	82,856
Total expenditures	<u>\$ 512,257</u>	<u>\$ 596,959</u>	<u>\$ 554,795</u>	<u>\$ 714,602</u>	<u>\$ 761,414</u>	<u>\$ 683,373</u>

Summary of Budget Changes

Operating Trends



Organizational Chart



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Director of Planning & Community Dvlp	1	1	1
Community Development Planner	1	1	1
Planning Housing Technician	1	1	1
Administrative Assistant*	1	1	1
Total Full-Time	4	4	4
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	4	4	4

* Position Title Change



Public Services

for the Fiscal Year Ending June 30, 2020

**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

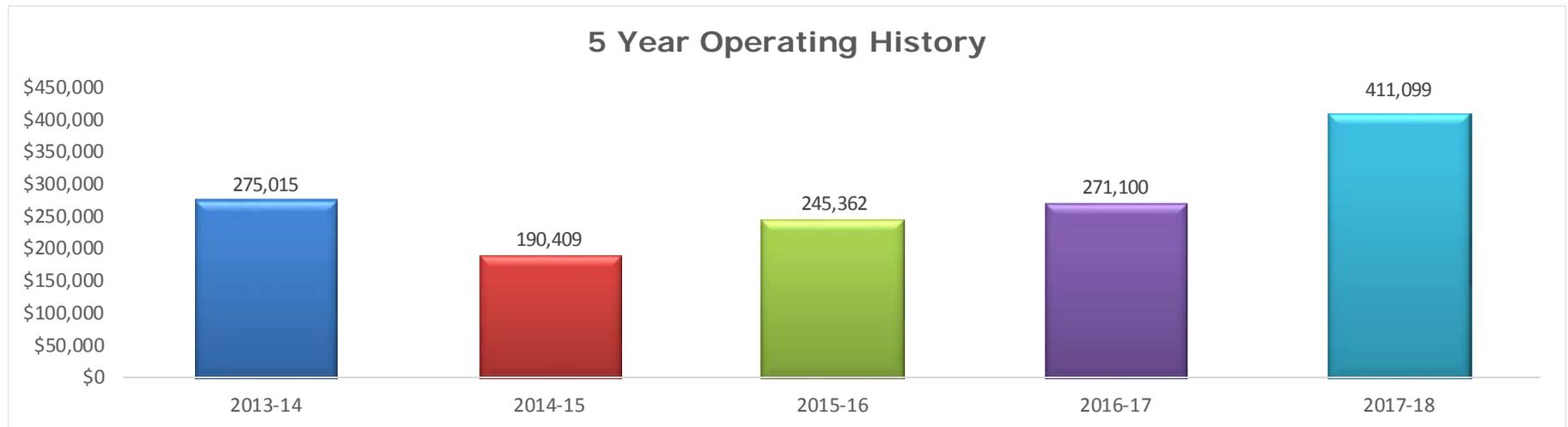
Financial Statement(s)

Engineering Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 373,838	\$ 226,308	\$ 294,231	\$ 281,270	\$ 258,416	\$ 289,100
Supplies	12,235	18,050	18,250	19,510	19,805	20,099
Other services and charges	25,026	33,659	31,551	96,368	99,259	102,234
Capital outlay	-	19,000	19,000	25,000	20,000	20,000
Total expenditures	<u>\$ 411,099</u>	<u>\$ 297,017</u>	<u>\$ 363,032</u>	<u>\$ 422,148</u>	<u>\$ 397,480</u>	<u>\$ 431,433</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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 6,101	\$ 29,753	\$ 25,355	\$ 26,862	\$ 28,173	\$ 29,010
Supplies	5,808	17,600	9,600	17,600	18,089	18,579
Other services and charges	507,013	480,200	535,200	553,286	569,885	586,981
Total expenditures	<u>\$ 518,922</u>	<u>\$ 527,553</u>	<u>\$ 570,155</u>	<u>\$ 597,748</u>	<u>\$ 616,147</u>	<u>\$ 634,570</u>

Summary of Budget Changes

Operating Trends – Public Lighting



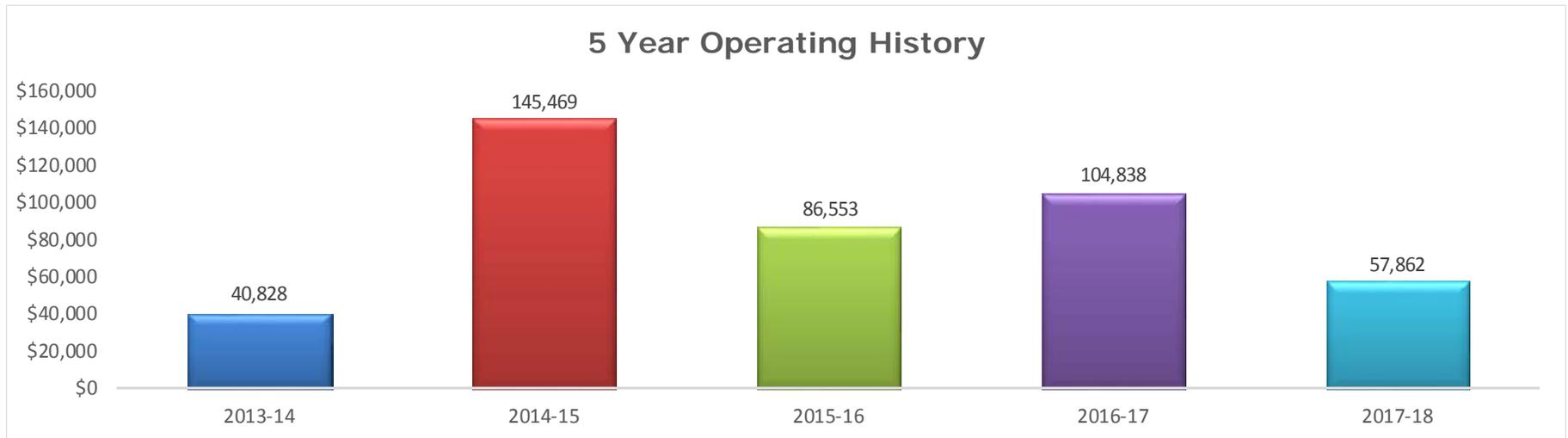
Financial Statement(s) (cont.)

Traffic Services
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2020

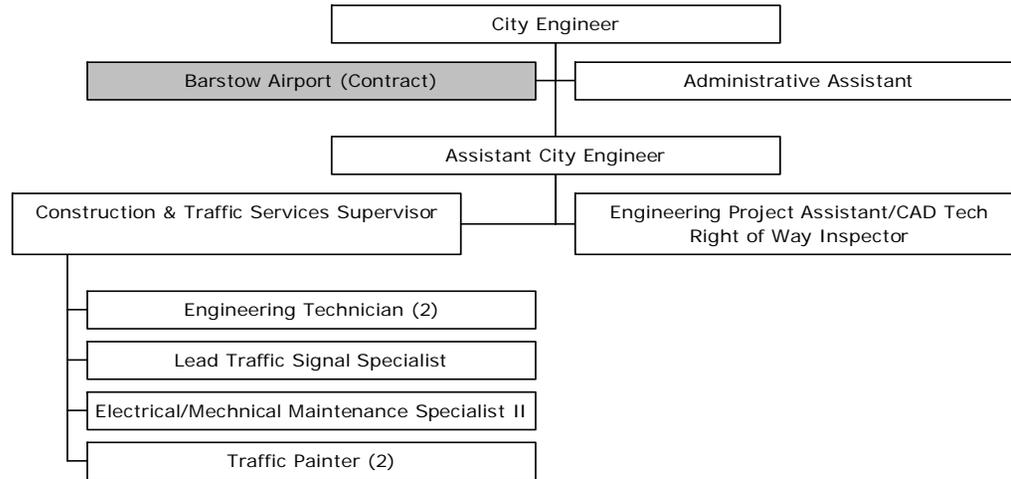
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 15,457	\$ 68,059	\$ 56,363	\$ 67,161	\$ 104,691	\$ 75,073
Supplies	4,988	8,150	8,145	8,825	8,958	9,093
Other services and charges	37,417	79,764	61,697	67,969	70,008	72,108
Capital outlay	-	25,000	25,000	5,000	-	10,000
Total expenditures	<u>\$ 57,862</u>	<u>\$ 180,973</u>	<u>\$ 151,205</u>	<u>\$ 148,955</u>	<u>\$ 183,657</u>	<u>\$ 166,274</u>

Summary of Budget Changes

Operating Trends – Traffic Services



Organizational Chart



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<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 Technician*	2	2	2
Lead Traffic Signal Specialist*	1	1	1
Electrical/Mechanical Maint. Specialist II*	1	1	1
Traffic Painter	2	2	2
Administrative Assistant*	1	1	1
Total Full-Time	12	12	12
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	12	12	12

* Position Title Change



Director of Public ServicesKaren Murphy
Assistant Director of Public ServicesJan Yuergens
Budget AnalystMartha Rex

Service Statement

The department's scope of services include: repair and maintenance of existing city sidewalks, 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

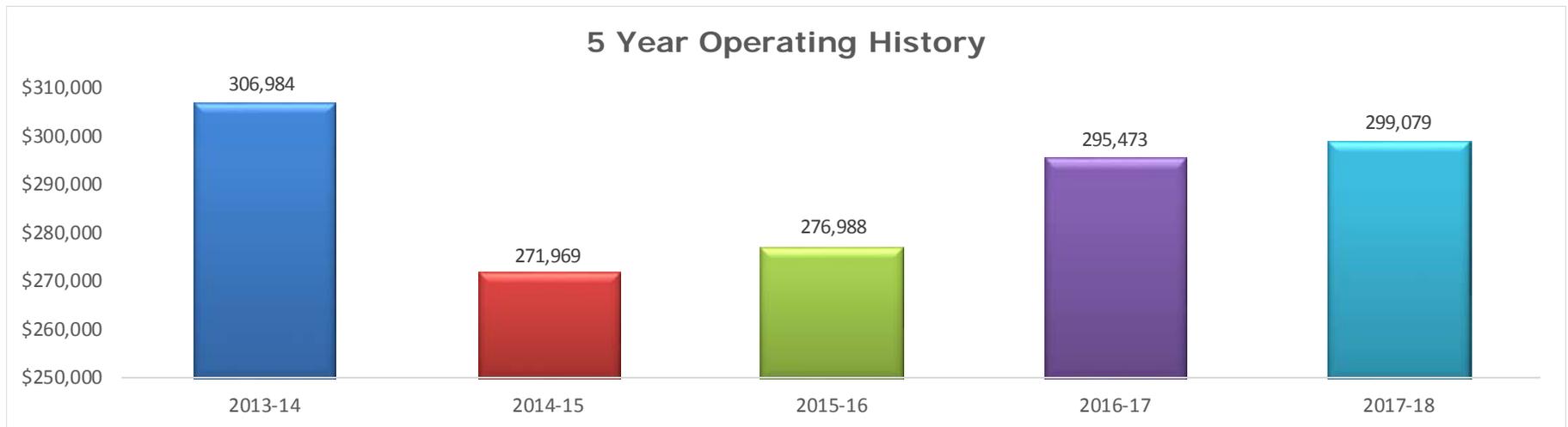
Financial Statement(s)

Public Works Administration
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 264,068	\$ 290,668	\$ 290,189	\$ 336,817	\$ 305,792	\$ 381,615
Supplies	2,379	3,637	3,637	3,500	3,553	3,606
Other services and charges	32,632	36,561	36,023	63,094	64,988	66,936
Total expenditures	<u>\$ 299,079</u>	<u>\$ 330,866</u>	<u>\$ 329,849</u>	<u>\$ 403,411</u>	<u>\$ 374,333</u>	<u>\$ 452,157</u>

Summary of Budget Changes

Operating Trends – Public Works Administration



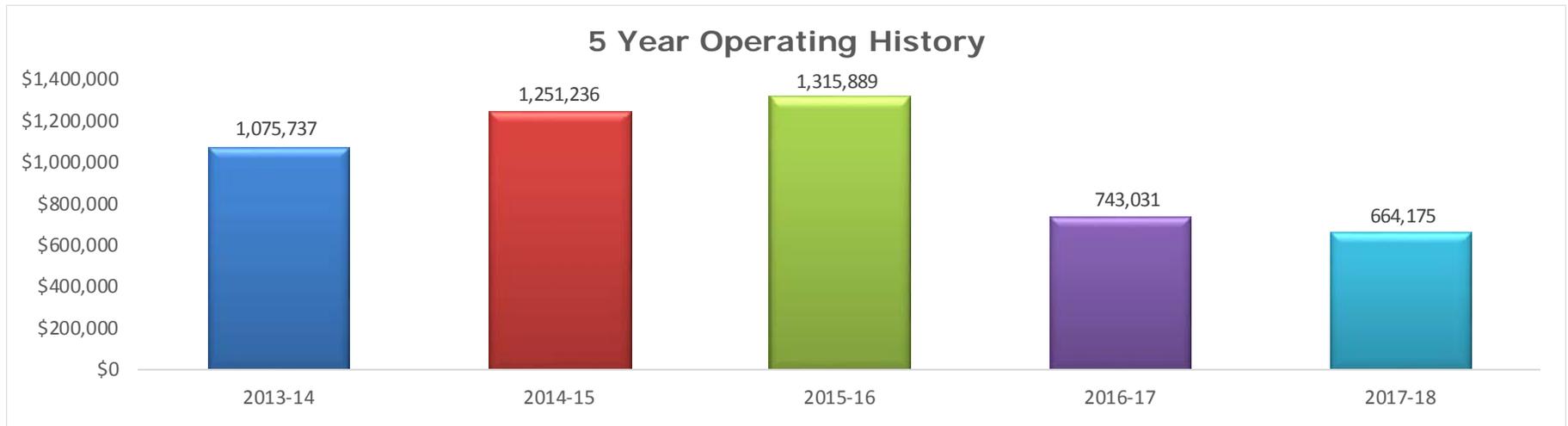
Financial Statement(s) (cont.)

Public Works Activities
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 447,916	\$ 434,730	\$ 445,755	\$ 430,318	\$ 441,570	\$ 455,052
Supplies	158,767	175,977	175,977	178,055	180,727	183,433
Other services and charges	35,251	73,700	214,841	209,055	215,237	221,450
Capital outlay	22,241	21,098	15,382	19,300	19,300	19,300
Total expenditures	<u>\$ 664,175</u>	<u>\$ 705,505</u>	<u>\$ 851,955</u>	<u>\$ 836,728</u>	<u>\$ 856,834</u>	<u>\$ 879,235</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, 2020

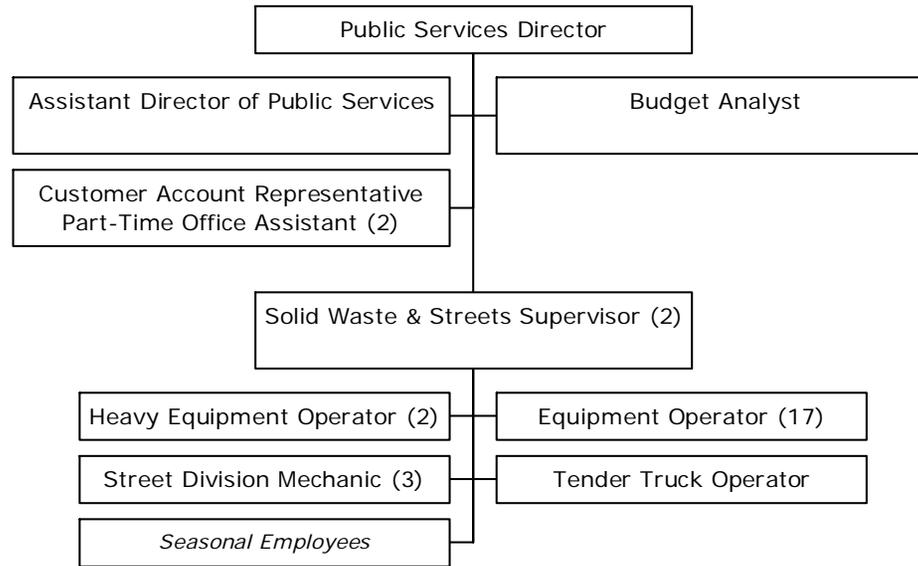
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 15,400	\$ 48,347	\$ 40,492	\$ 48,261	\$ 49,714	\$ 51,215
Supplies	1,823	5,350	5,350	7,000	7,105	7,211
Other services and charges	100,690	119,365	114,215	114,671	117,976	121,380
Capital outlay	-	-	-	9,000	-	9,500
Total expenditures	<u>\$ 117,913</u>	<u>\$ 173,062</u>	<u>\$ 160,057</u>	<u>\$ 178,932</u>	<u>\$ 174,795</u>	<u>\$ 189,306</u>

Summary of Budget Changes

Operating Trends – Sidewalks



Organizational Chart



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Public Services Director	1	1	1
Assistant Director of Public Services	1	1	1
Budget Analyst	1	1	1
Customer Account Representative*	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
<i>Total Full-Time</i>	29	29	29
<u>Regular Part-Time</u>			
Office Assistant	2	2	2
<i>Total Regular Part-Time</i>	2	2	2
<i>Department Total</i>	31	31	31

* Position Title Change



Sanitation

for the Fiscal Year Ending June 30, 2020

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



Director of Public Services	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

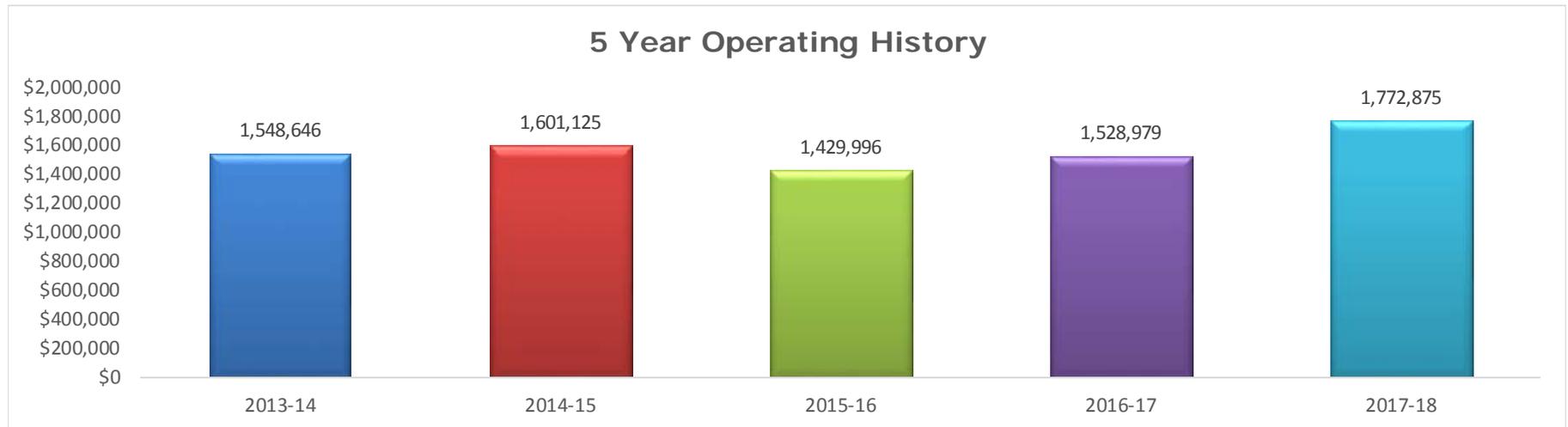
Financial Statement(s)

Residential Refuse Collection Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 607,934	\$ 621,023	\$ 603,285	\$ 597,196	\$ 615,224	\$ 633,787
Supplies	150,509	147,100	163,769	164,000	166,460	168,953
Other services and charges	1,014,432	970,636	1,043,078	1,054,253	1,085,581	1,117,847
Total expenditures	<u>\$ 1,772,875</u>	<u>\$ 1,738,759</u>	<u>\$ 1,810,132</u>	<u>\$ 1,815,449</u>	<u>\$ 1,867,265</u>	<u>\$ 1,920,587</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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 803,810	\$ 625,330	\$ 704,813	\$ 678,725	\$ 699,143	\$ 720,173
Supplies	321	400	500	900	914	927
Other services and charges	676,884	614,700	609,700	616,695	635,196	654,251
Total expenditures	<u>\$ 1,481,015</u>	<u>\$ 1,240,430</u>	<u>\$ 1,315,013</u>	<u>\$ 1,296,320</u>	<u>\$ 1,335,253</u>	<u>\$ 1,375,351</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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 193,777	\$ 236,474	\$ 210,312	\$ 204,900	\$ 211,039	\$ 217,363
Supplies	-	1,800	1,774	1,900	1,929	1,957
Other services and charges	84,317	86,000	93,002	103,637	106,746	109,948
Total expenditures	<u>\$ 278,094</u>	<u>\$ 324,274</u>	<u>\$ 305,088</u>	<u>\$ 310,437</u>	<u>\$ 319,714</u>	<u>\$ 329,268</u>

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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Other services and charges	\$ 453,597	\$ 470,150	\$ 469,781	\$ 498,150	\$ 599,550	\$ 615,650
Total expenditures	<u>\$ 453,597</u>	<u>\$ 470,150</u>	<u>\$ 469,781</u>	<u>\$ 498,150</u>	<u>\$ 599,550</u>	<u>\$ 615,650</u>

Summary of Budget Changes

Operating Trends – Curbside Recycling



Organizational Chart



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

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Sanitation Equipment Operator	5	5	5
Total Full-Time	5	5	5
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	5	5	5



Parks and Recreation

for the Fiscal Year Ending June 30, 2020

Parks and Recreation Administration
Parks
Forestry
Recreation and Seasonal Programs
Plymouth Park Pool
Cemetery



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

Service Statement

The department's scope of services includes: administration, upkeep and maintenance of grounds, facilities and recreation equipment in over 72 parks and the City cemetery; collaboration and support services for community events; facilitation of organized outdoor sports, coordination of seasonal programs and recreational activities; maintenance of landscaped areas and floral displays throughout the City; and trimming, removal and planting of trees in the City's rights-of-way and parks.

Functions

Administrative and Support Services

- Prepares and administers department budget
- Prepares specifications for bid process and makes recommendations to City Council for purchases
- Coordinates and evaluates staff activities
- Develops and maintains policies and programs
- Provides in-person and phone support to residents regarding City services
- Processes purchase orders and invoices for payment
- Administers 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, 4th of July Fireworks, softball tournaments, Riverdays and other downtown events)
- Maintains safety program in conjunction with MIOSHA and the City's Safety program

Parks

- Maintains over 2,700 acres of park land, with over 72 parks, including community parks, neighborhood block parks and environmental areas
- Maintains picnic shelters, buildings, storage areas, 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, Fridays and Sundays at various outdoor locations
- LEAP, a weekly recreation program for adults with disabilities
- Tunes by the Tridge, a weekly outdoor concert series held in coordination with the Downtown Development Authority

Swimming

- Accessible locker rooms, showers and zero depth entry outdoor pool with spray features and water slide are offered 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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 387,176	\$ 388,101	\$ 390,521	\$ 405,148	\$ 417,004	\$ 429,541
Supplies	7,795	9,850	9,850	10,545	10,703	10,863
Other services and charges	16,360	17,128	16,509	16,831	17,336	17,856
Total expenditures	<u>\$ 411,331</u>	<u>\$ 415,079</u>	<u>\$ 416,880</u>	<u>\$ 432,524</u>	<u>\$ 445,043</u>	<u>\$ 458,260</u>

Summary of Budget Changes

Operating Trends – Parks and Recreation Administration



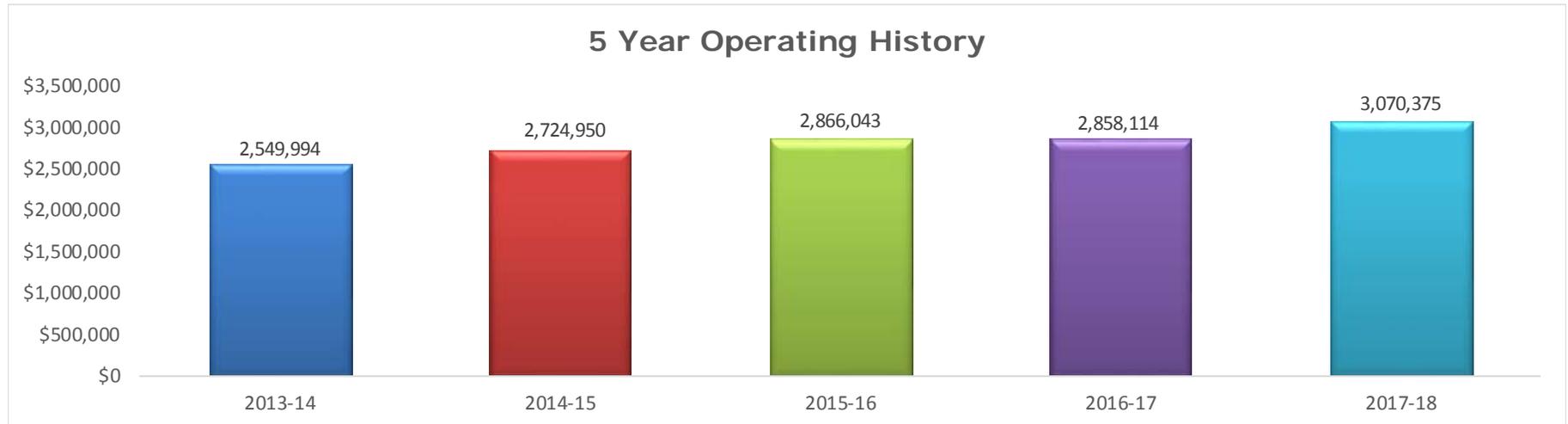
Financial Statement(s) (cont.)

Parks Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 2,036,571	\$ 1,651,689	\$ 1,659,761	\$ 1,753,215	\$ 1,806,144	\$ 1,878,747
Supplies	141,788	168,834	171,834	171,055	173,622	176,221
Other services and charges	879,256	736,692	906,254	1,001,945	1,074,278	1,104,518
Capital outlay	12,760	99,347	94,347	100,000	135,000	136,000
Total expenditures	<u>\$ 3,070,375</u>	<u>\$ 2,656,562</u>	<u>\$ 2,832,196</u>	<u>\$ 3,026,215</u>	<u>\$ 3,189,044</u>	<u>\$ 3,295,486</u>

Summary of Budget Changes

Operating Trends – Parks



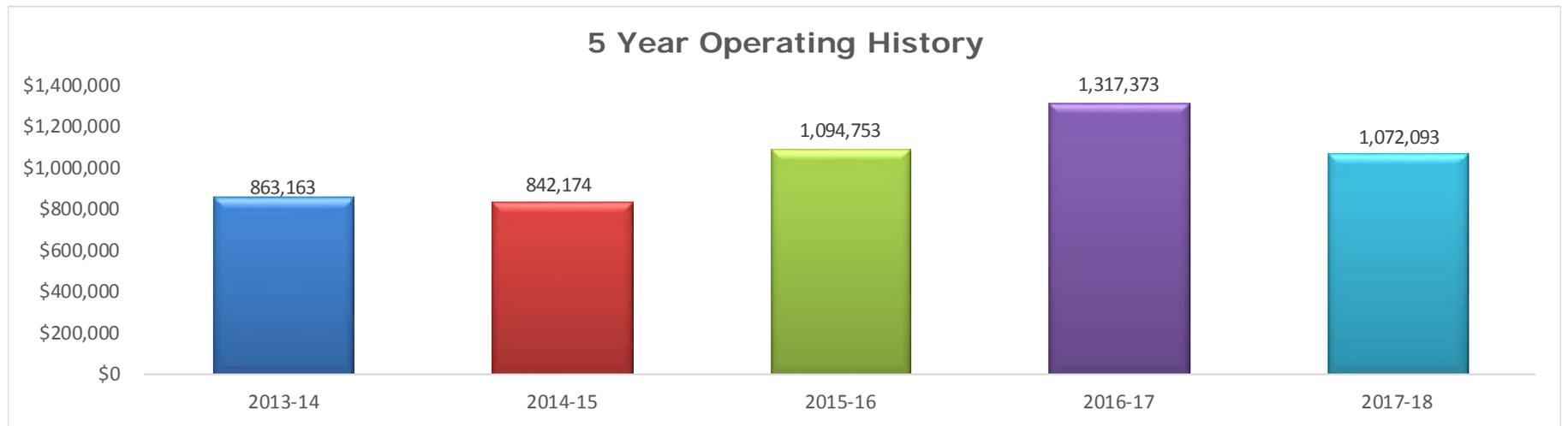
Financial Statement(s) (cont.)

Forestry Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 711,030	\$ 784,384	\$ 689,393	\$ 774,790	\$ 798,051	\$ 840,453
Supplies	35,275	42,204	40,704	40,928	41,541	42,165
Other services and charges	325,788	463,714	472,384	430,290	483,249	446,448
Total expenditures	\$ 1,072,093	\$ 1,290,302	\$ 1,202,481	\$ 1,246,008	\$ 1,322,841	\$ 1,329,066

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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 422,768	\$ 822,656	\$ 763,951	\$ 847,057	\$ 872,430	\$ 898,560
Supplies	44,313	52,253	53,389	54,760	57,281	55,810
Other services and charges	183,023	361,823	359,783	364,307	372,164	381,460
Total expenditures	<u>\$ 650,104</u>	<u>\$ 1,236,732</u>	<u>\$ 1,177,123</u>	<u>\$ 1,266,124</u>	<u>\$ 1,301,875</u>	<u>\$ 1,335,830</u>

Summary of Budget Changes

Operating Trends – Recreation and Seasonal Programs



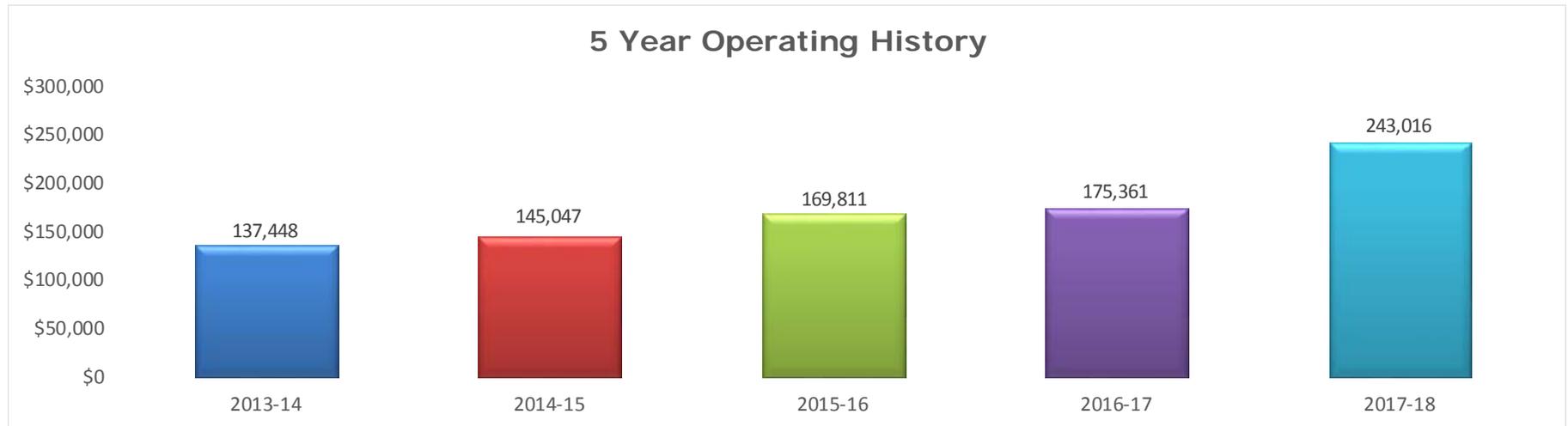
Financial Statement(s) (cont.)

Plymouth Pool
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 85,984	\$ 114,468	\$ 99,652	\$ 117,826	\$ 121,324	\$ 124,928
Supplies	33,556	27,930	27,930	28,725	29,157	29,592
Other services and charges	102,999	103,241	95,532	70,869	72,936	75,063
Capital outlay	20,477	27,184	26,184	80,000	-	-
Total expenditures	<u>\$ 243,016</u>	<u>\$ 272,823</u>	<u>\$ 249,298</u>	<u>\$ 297,420</u>	<u>\$ 223,417</u>	<u>\$ 229,583</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, 2020

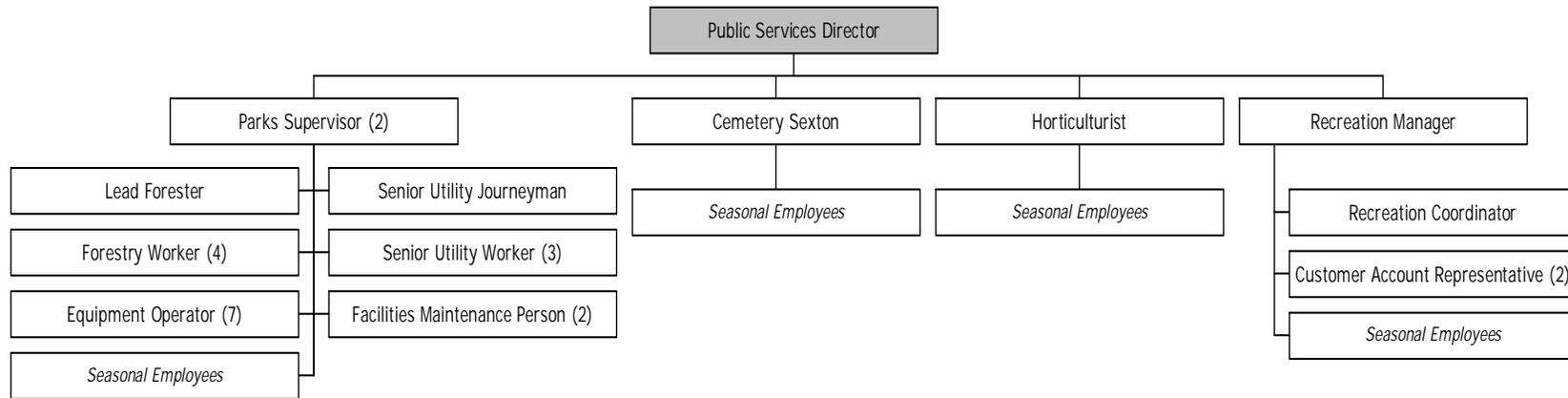
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 211,522	\$ 259,115	\$ 281,132	\$ 276,023	\$ 283,975	\$ 292,485
Supplies	22,105	23,560	23,060	22,995	23,342	23,689
Other services and charges	70,155	81,003	80,452	67,971	69,561	71,196
Capital outlay	-	-	-	50,000	50,000	50,000
Total expenditures	<u>\$ 303,782</u>	<u>\$ 363,678</u>	<u>\$ 384,644</u>	<u>\$ 416,989</u>	<u>\$ 426,878</u>	<u>\$ 437,370</u>

Summary of Budget Changes

Operating Trends – Cemetery



Organizational Chart



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

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Cemetery Sexton	1	1	1
Parks Supervisor	2	2	2
Recreation Manager	1	1	1
Horticulturist	0	0	1
Recreation Coordinator	1	1	1
Customer Account Representative*	2	2	2
Equipment Operator	8	7	7
Facilities Maintenance Person	2	2	2
Lead Forester	0	0	1
Forestry Worker	4	5	4
Senior Utility Journeyman	0	0	1
Senior Utility Worker	4	4	3
Total Full-Time	25	25	26
<u>Regular Part-Time</u>			
Horticulturist	1	1	0
Total Regular Part-Time	1	1	0
Department Total	26	26	26

* Position Title Change



Other Functions

for the Fiscal Year Ending June 30, 2020

**Barstow Airport
Tax Appeals
Miscellaneous**



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.

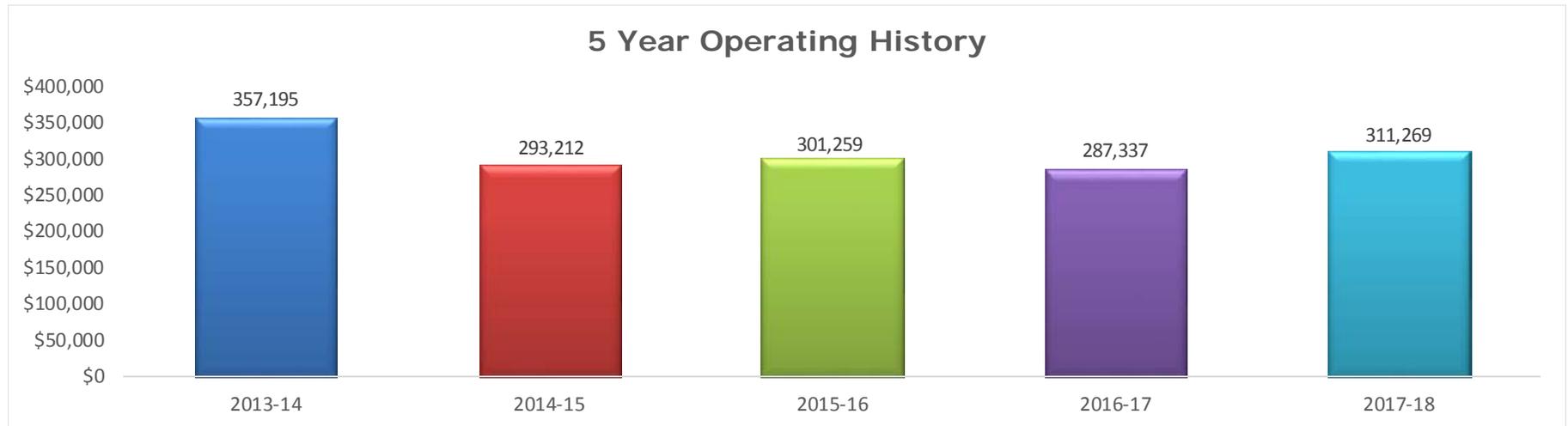
Financial Statement(s)

Barstow Airport Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 18,379	\$ 15,956	\$ 15,956	\$ 22,033	\$ 22,700	\$ 23,383
Supplies	3,475	9,100	8,075	9,075	9,213	9,350
Other services and charges	289,415	300,724	307,795	303,181	312,277	321,638
Capital outlay	-	29,000	26,000	20,000	10,000	20,000
Total expenditures	<u>\$ 311,269</u>	<u>\$ 354,780</u>	<u>\$ 357,826</u>	<u>\$ 354,289</u>	<u>\$ 354,190</u>	<u>\$ 374,371</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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Other services and charges	\$ 191,074	\$ 521,000	\$ 327,000	\$ 521,000	\$ 536,630	\$ 552,730
Total expenditures	<u>\$ 191,074</u>	<u>\$ 521,000</u>	<u>\$ 327,000</u>	<u>\$ 521,000</u>	<u>\$ 536,630</u>	<u>\$ 552,730</u>

Summary of Budget Changes

Operating Trends – Tax Appeals



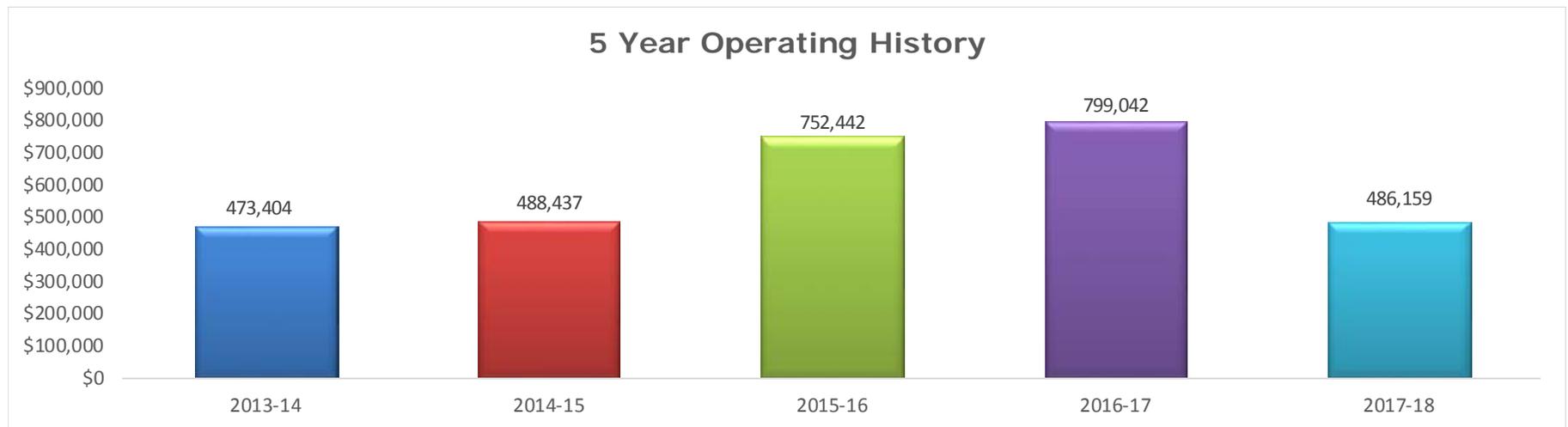
Financial Statement(s) (cont.)

Miscellaneous
Detail of Budget Appropriations and Revenues
Fiscal Year Ending June, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Expenditures						
Personal services	\$ 16,767	\$ 23,448	\$ 23,114	\$ 524,593	\$ 25,334	\$ 26,100
Supplies	67,163	67,600	68,300	67,600	68,614	69,641
Other services and charges	402,229	432,026	433,254	504,030	509,109	521,052
Total expenditures	<u>\$ 486,159</u>	<u>\$ 523,074</u>	<u>\$ 524,668</u>	<u>\$ 1,096,223</u>	<u>\$ 603,057</u>	<u>\$ 616,793</u>

Summary of Budget Changes

Operating Trends – Miscellaneous





Capital Projects

for the Fiscal Year Ending June 30, 2020

Capital Projects



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.

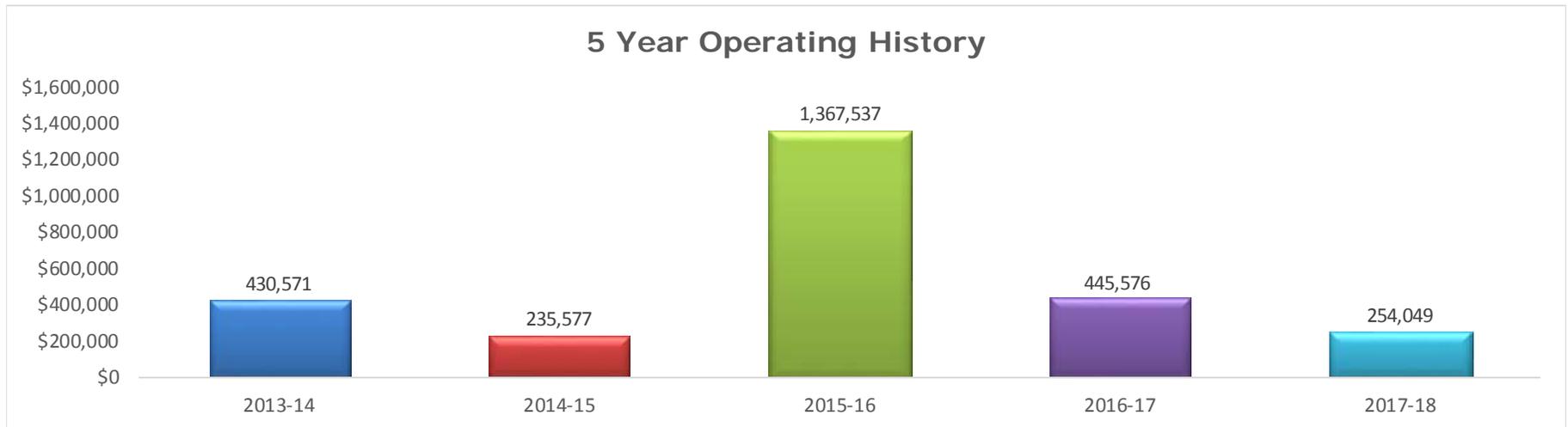
Financial Statement

Capital Projects Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18 Actual	2018-19		2019-20 Adopted	2020-21 Projected	2021-22 Projected
		Amended	Estimate			
Expenditures						
Capital projects	254,049	2,068,246	2,109,354	191,000	191,000	191,000
Total expenditures	<u>\$ 254,049</u>	<u>\$ 2,068,246</u>	<u>\$ 2,109,354</u>	<u>\$ 191,000</u>	<u>\$ 191,000</u>	<u>\$ 191,000</u>

Summary of Budget Changes

Operating Trends





Reserve for Contingencies

for the Fiscal Year Ending June 30, 2020

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, 2020

	2017-18 Actual	2018-19		2019-20 Adopted	2020-21 Projected	2021-22 Projected
		Amended	Estimate			
Expenditures						
Reserve for contingencies	\$ -	\$ 374,359	\$ 150,000	\$ 400,000	\$ 400,000	\$ 400,000
Total expenditures	<u>\$ -</u>	<u>\$ 374,359</u>	<u>\$ 150,000</u>	<u>\$ 400,000</u>	<u>\$ 400,000</u>	<u>\$ 400,000</u>



Transfers

for the Fiscal Year Ending June 30, 2020

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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Transfers out						
Storm Water Utility Fund	\$ 670,000	\$ 670,000	\$ 670,000	\$ 920,000	\$ 670,000	\$ 670,000
Grace A Dow Library Fund	1,064,740	1,455,445	1,263,818	1,405,933	1,437,910	1,562,412
Dial-A-Ride Fund	496,560	643,581	620,349	629,099	701,028	724,106
DDA Fund	10,000	10,000	10,000	10,000	-	-
Debt Service Fund	1,756,198	1,751,011	1,751,011	1,750,986	1,747,511	1,534,644
Civic Arena Fund	350,000	350,000	350,000	350,000	350,000	350,000
Golf Course Fund	250,000	250,000	250,000	250,000	225,000	225,000
Parking Fund	27,000	15,000	15,000	15,000	25,000	25,000
Total transfers out	<u>\$ 4,624,498</u>	<u>\$ 5,145,037</u>	<u>\$ 4,930,178</u>	<u>\$ 5,331,018</u>	<u>\$ 5,156,449</u>	<u>\$ 5,091,162</u>

Summary of Budget Changes

Operating Trends





Special Revenue Funds

for the Fiscal Year Ending June 30, 2020

Major and Local Streets

SmartZone

Center City Authority

Storm Water Management

Grace A. Dow Library

Community Development Block Grant

Homeland Security Grant Program

Midland Housing

Special Activities

Dial-A-Ride

Midland Community Television

Downtown Development Authority



City Engineer..... Joshua Fredrickson
Director of Public ServicesKaren 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 Director of Public Services
- 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 and emergency response

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

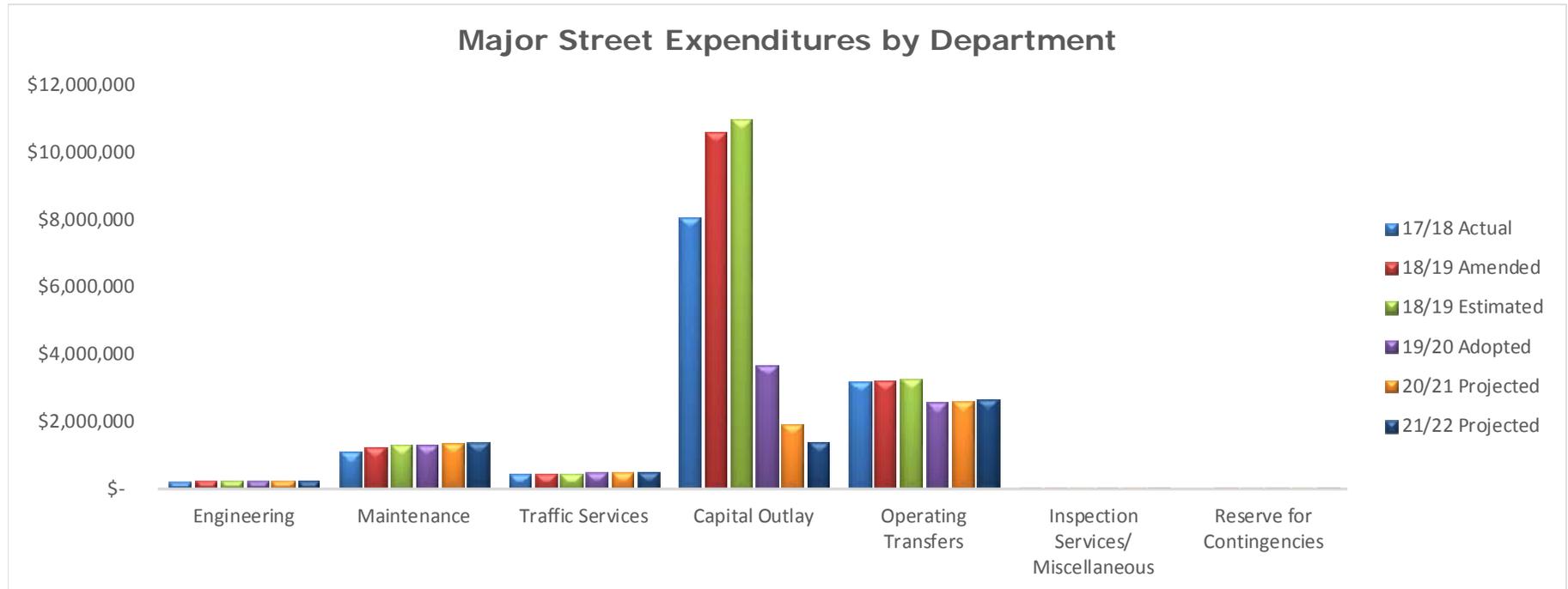
- Monies are annually transferred from Major and Local Street funds to the Capital Outlay Program for reconstruction and major maintenance and surface treatments on local and major streets in accordance with the Project Priority process administered by the Engineering Department and approved by City 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, 2020

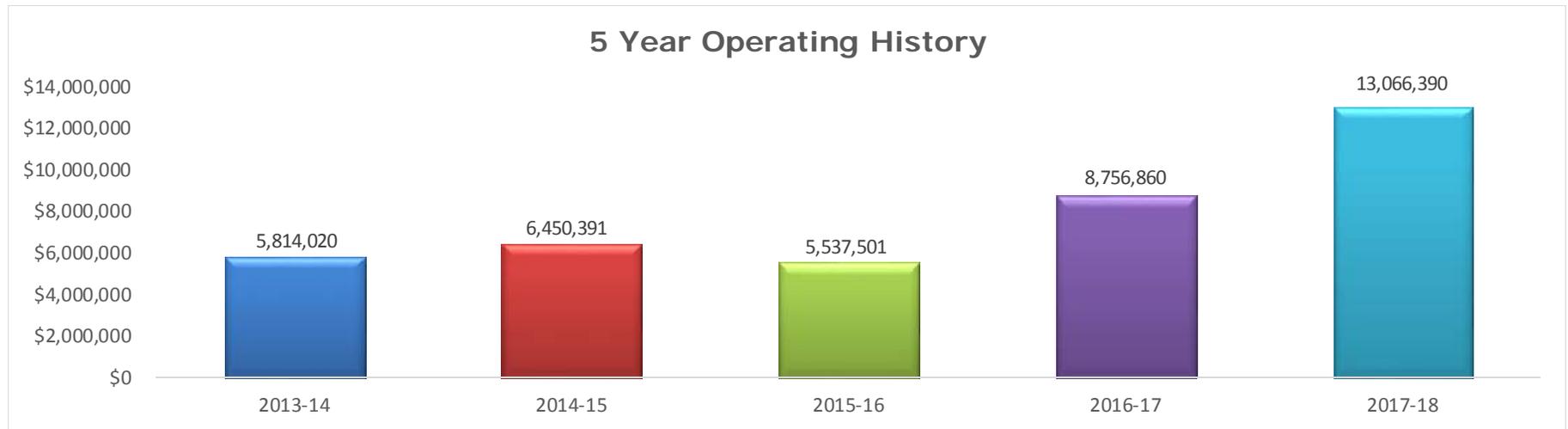
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
County road millage	\$ 3,792,616	\$ 4,166,116	\$ 4,166,116	\$ 4,166,116	\$ 4,166,116	\$ 1,954,411
License and permits	97,307	80,000	80,000	80,000	80,000	80,000
Federal grants	-	578,750	750	-	-	-
State grants	111,122	750	495,025	-	-	-
Personal property tax reimbursement	399,830	-	-	-	-	-
State gas and weight taxes	4,345,187	4,365,000	4,500,000	4,680,000	4,867,000	4,940,000
Build Michigan funding	100,497	100,450	100,450	100,450	100,450	100,450
State trunkline maintenance	185,336	209,144	185,000	178,842	189,746	196,442
Charges for services	146,992	-	-	-	-	-
Contributions	3,350,000	600,000	2,200,000	50,000	50,000	50,000
Other	190,713	9,000	21,000	12,000	12,000	12,000
Investment earnings	62,097	33,000	112,000	112,000	82,000	82,000
Total revenues	<u>12,781,697</u>	<u>10,142,210</u>	<u>11,860,341</u>	<u>9,379,408</u>	<u>9,547,312</u>	<u>7,415,303</u>
Expenditures						
Personal services	980,218	1,082,299	1,108,414	1,120,709	1,138,533	1,171,037
Supplies	287,170	307,050	349,600	363,772	369,231	374,757
Other services and charges	519,284	587,001	602,916	592,494	610,269	628,577
Reserve for contingencies	-	20,000	20,000	20,000	20,000	20,000
Capital projects	8,074,681	10,606,252	10,998,014	3,690,000	1,940,000	1,390,000
Transfers out	3,205,037	3,233,806	3,275,502	2,570,379	2,621,535	2,644,329
Total expenditures	<u>13,066,390</u>	<u>15,836,408</u>	<u>16,354,446</u>	<u>8,357,354</u>	<u>6,699,568</u>	<u>6,228,700</u>
Excess of Revenues Over (Under)						
Expenditures	(284,693)	(5,694,198)	(4,494,105)	1,022,054	2,847,744	1,186,603
Fund Balance - beginning of year	11,095,827	10,811,134	10,811,134	6,317,029	7,339,083	10,186,827
Fund Balance - end of year	<u>\$ 10,811,134</u>	<u>\$ 5,116,936</u>	<u>\$ 6,317,029</u>	<u>\$ 7,339,083</u>	<u>\$ 10,186,827</u>	<u>\$ 11,373,430</u>
End of year fund balance:						
Unreserved	\$ 2,307,708	\$ 2,863,976	\$ 4,037,739	\$ 4,143,677	\$ 6,075,305	\$ 8,557,497
County road millage	2,113,174	2,252,960	2,279,290	3,195,406	4,111,522	2,815,933
Reserved for capital projects	6,390,252	-	-	-	-	-
Total end of year fund balance	<u>\$ 10,811,134</u>	<u>\$ 5,116,936</u>	<u>\$ 6,317,029</u>	<u>\$ 7,339,083</u>	<u>\$ 10,186,827</u>	<u>\$ 11,373,430</u>

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends – Major Street

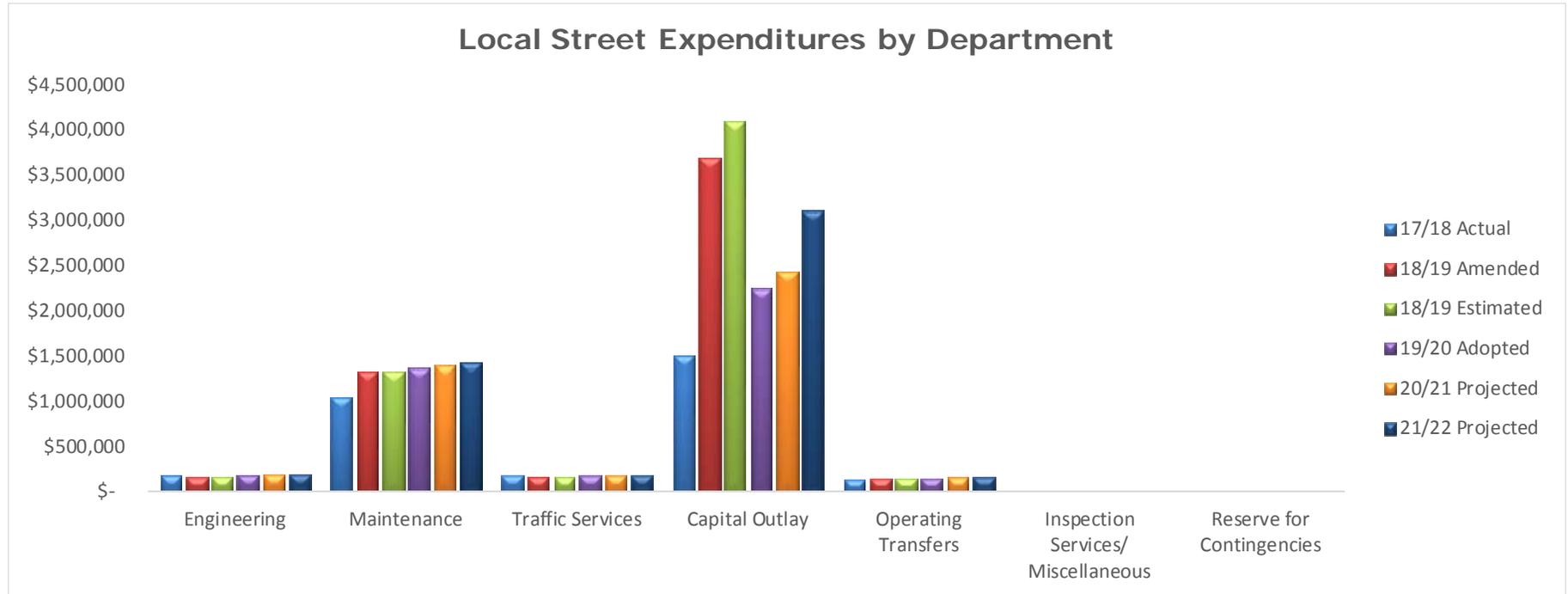


Financial Statement(s) (cont.)

203 - Local Street Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

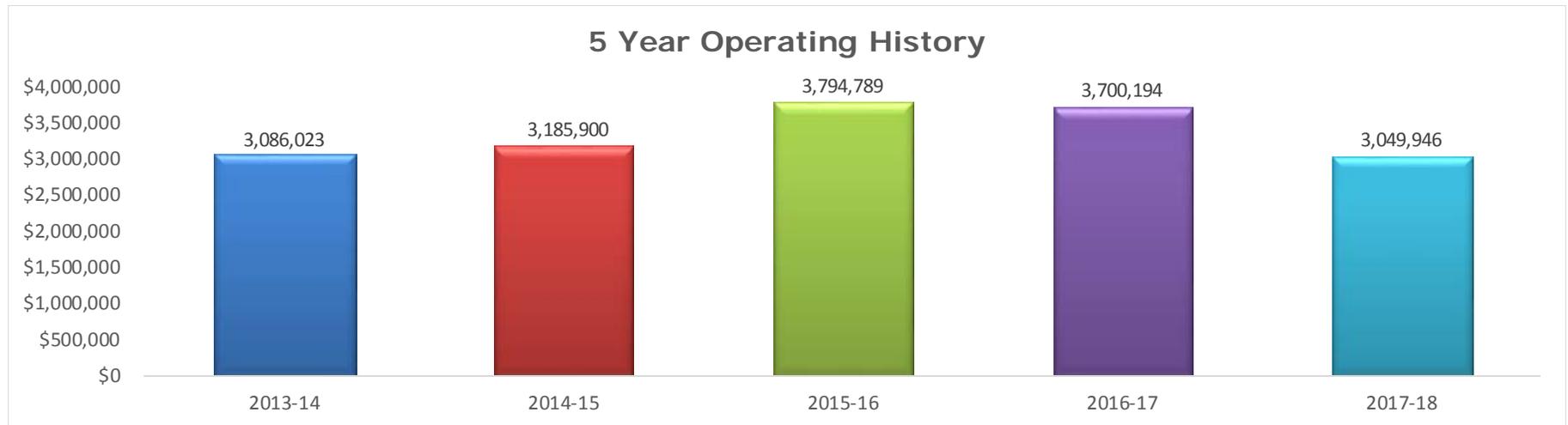
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
License and permits	\$ 102,248	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
State grants	300,000	-	210,000	-	-	-
State gas and weight taxes	1,140,001	1,148,000	1,190,000	1,190,000	1,238,000	1,288,000
Build Michigan funding	26,396	26,400	26,400	26,400	26,400	26,400
Contributions	-	50,000	50,000	50,000	50,000	50,000
Other	7,127	7,000	34,200	7,000	7,000	7,000
Investment earnings	36,009	18,000	93,000	65,000	14,000	14,000
Transfers in	3,075,000	3,091,250	3,125,000	2,420,000	2,466,750	2,485,000
Total revenues	<u>4,686,781</u>	<u>4,410,650</u>	<u>4,798,600</u>	<u>3,828,400</u>	<u>3,872,150</u>	<u>3,940,400</u>
Expenditures						
Personal services	856,734	915,805	931,951	960,092	988,134	1,017,013
Supplies	95,251	216,600	193,850	244,650	248,321	252,040
Other services and charges	461,705	527,069	546,727	526,535	541,732	557,381
Reserve for contingencies	-	20,000	20,000	20,000	20,000	20,000
Capital projects	1,502,499	3,688,685	4,098,685	2,240,000	2,430,000	3,110,000
Transfers out	133,757	146,728	149,013	148,310	152,627	157,074
Total expenditures	<u>3,049,946</u>	<u>5,514,887</u>	<u>5,940,226</u>	<u>4,139,587</u>	<u>4,380,814</u>	<u>5,113,508</u>
Excess of Revenues Over (Under) Expenditures	1,636,835	(1,104,237)	(1,141,626)	(311,187)	(508,664)	(1,173,108)
Fund Balance - beginning of year	<u>4,822,415</u>	<u>6,459,250</u>	<u>6,459,250</u>	<u>5,317,624</u>	<u>5,006,437</u>	<u>4,497,773</u>
Fund Balance - end of year	<u>\$ 6,459,250</u>	<u>\$ 5,355,013</u>	<u>\$ 5,317,624</u>	<u>\$ 5,006,437</u>	<u>\$ 4,497,773</u>	<u>\$ 3,324,665</u>
End of year fund balance:						
Unreserved	\$ 5,255,600	\$ 5,355,013	\$ 5,317,624	\$ 5,006,437	\$ 4,497,773	\$ 3,324,665
Reserved for capital projects	1,203,650	-	-	-	-	-
Total end of year fund balance	<u>\$ 6,459,250</u>	<u>\$ 5,355,013</u>	<u>\$ 5,317,624</u>	<u>\$ 5,006,437</u>	<u>\$ 4,497,773</u>	<u>\$ 3,324,665</u>

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends – Local Street





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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ -	\$ 10,000	\$ 24,500	\$ 30,000	\$ 30,000	\$ 30,000
Local contributions	-	15,000	15,000	15,000	15,000	70,000
Total revenues	-	25,000	39,500	45,000	45,000	100,000
Expenditures						
Personal services	14,208	50,000	50,000	50,000	50,000	50,000
Other services and charges	-	25,000	25,000	25,000	25,000	25,000
Capital outlay	-	5,000	5,000	5,000	5,000	5,000
Total expenditures	14,208	80,000	80,000	80,000	80,000	80,000
Excess of Revenues Over (Under) Expenditures	(14,208)	(55,000)	(40,500)	(35,000)	(35,000)	20,000
Fund Balance - beginning of year	193,425	179,217	179,217	138,717	103,717	68,717
Fund Balance - end of year	\$ 179,217	\$ 124,217	\$ 138,717	\$ 103,717	\$ 68,717	\$ 88,717

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

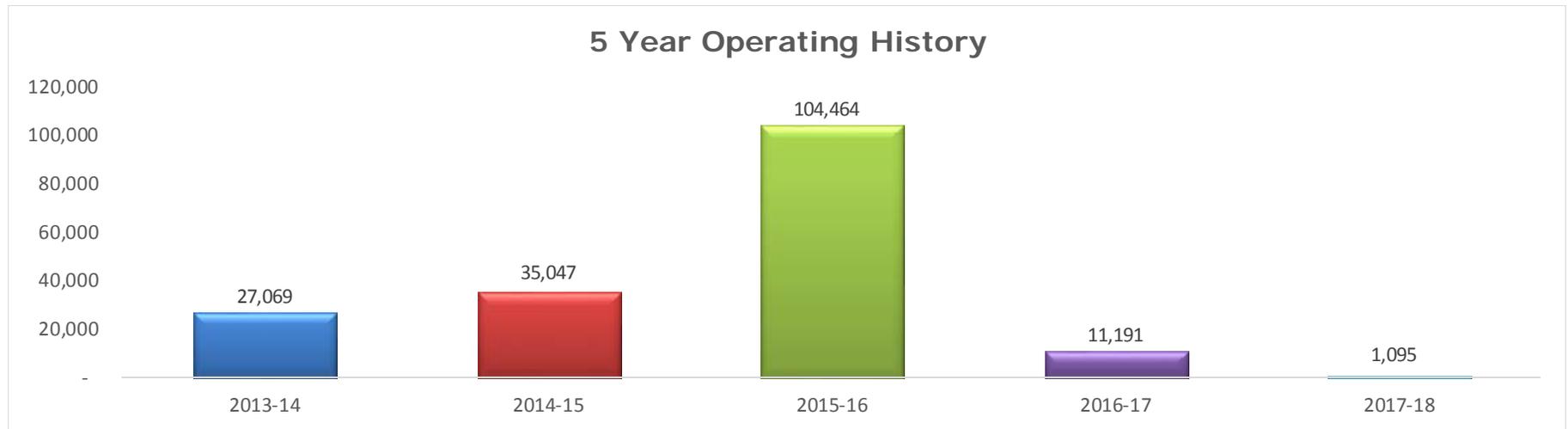
Financial Statement

247 - Center City Authority
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ -	\$ 3,864	\$ 3,864	\$ -	\$ -	\$ -
Investment earnings	335	141	700	700	700	700
Total revenues	<u>335</u>	<u>4,005</u>	<u>4,564</u>	<u>700</u>	<u>700</u>	<u>700</u>
Expenditures						
Supplies	-	1,907	1,907	-	-	-
Other services and charges	1,095	23,793	23,793	1,700	1,700	1,700
Total expenditures	<u>1,095</u>	<u>25,700</u>	<u>25,700</u>	<u>1,700</u>	<u>1,700</u>	<u>1,700</u>
Excess of Revenues Over (Under) Expenditures	(760)	(21,695)	(21,136)	(1,000)	(1,000)	(1,000)
Fund Balance - beginning of year	50,870	50,110	50,110	28,974	27,974	26,974
Fund Balance - end of year	<u>\$ 50,110</u>	<u>\$ 28,415</u>	<u>\$ 28,974</u>	<u>\$ 27,974</u>	<u>\$ 26,974</u>	<u>\$ 25,974</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 Vacant
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 190 miles of storm sewer. The storm sewer system is cleaned on a six-year rotation. Progress is tracked using a computerized work order system. A seasonal crew inspects open drains 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
- Has a goal of cleaning storm sewers on a six-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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
License and permits	\$ 17,136	\$ 18,900	\$ 18,545	\$ 24,900	\$ 19,800	\$ 19,000
State grants	1,460	-	-	-	-	-
Other	230	-	330	-	-	-
Investment earnings	7,560	6,000	17,480	17,480	17,500	17,500
Transfers in	933,795	959,284	969,515	1,218,689	977,412	986,403
Total revenues	<u>960,181</u>	<u>984,184</u>	<u>1,005,870</u>	<u>1,261,069</u>	<u>1,014,712</u>	<u>1,022,903</u>
Expenditures						
Personal services	149,749	209,554	209,587	216,525	233,601	234,007
Supplies	13,832	19,200	19,200	19,600	19,800	19,900
Other services and charges	425,866	490,932	520,725	516,050	526,247	536,950
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Capital projects	182,217	392,000	392,000	840,000	510,000	545,000
Capital outlay	50,000	-	-	8,000	-	-
Total expenditures	<u>821,664</u>	<u>1,136,686</u>	<u>1,166,512</u>	<u>1,625,175</u>	<u>1,314,648</u>	<u>1,360,857</u>
Excess of Revenues Over (Under)						
Expenditures	138,517	(152,502)	(160,642)	(364,106)	(299,936)	(337,954)
Fund Balance - beginning	1,032,562	1,171,079	1,171,079	1,010,437	646,331	346,395
Fund Balance - ending	<u>\$ 1,171,079</u>	<u>\$ 1,018,577</u>	<u>\$ 1,010,437</u>	<u>\$ 646,331</u>	<u>\$ 346,395</u>	<u>\$ 8,441</u>

Summary of Budget Changes

Operating Trends





Library Director.....Miriam Andrus

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

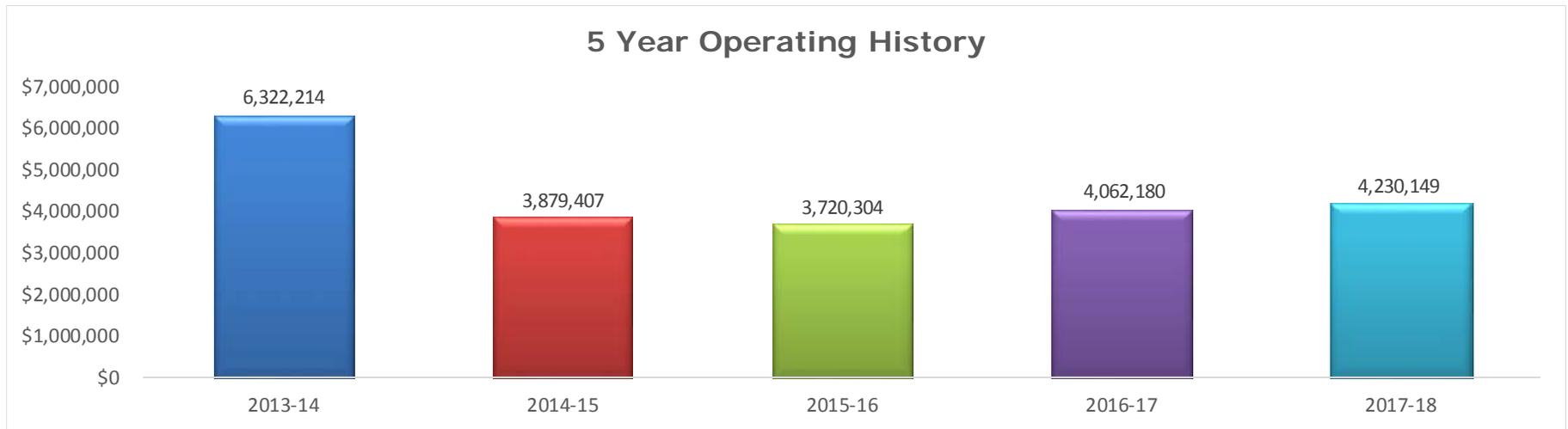
Financial Statement

271 - Grace A. Dow Library Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ 2,079,544	\$ 2,068,607	\$ 2,084,672	\$ 2,079,712	\$ 2,083,011	\$ 2,100,843
Personal property tax reimbursement	312,751	312,751	322,537	322,537	325,762	329,020
Other grants	53,180	55,250	55,250	55,250	55,250	55,250
Library services	497,869	463,869	497,503	480,179	479,179	479,179
Contributions	113,796	55,000	455,000	210,000	55,000	55,000
Other	3,241	2,600	2,687	2,600	2,600	2,600
Investment earnings	7,446	5,600	23,800	23,800	23,800	23,800
Transfers in	1,064,740	1,455,445	1,263,818	1,405,933	1,437,910	1,562,412
Total revenues	4,132,567	4,419,122	4,705,267	4,580,011	4,462,512	4,608,104
Expenditures						
Personal services	2,892,684	3,099,054	2,995,184	3,127,900	3,254,069	3,382,714
Supplies	515,535	486,011	516,551	482,135	482,501	483,680
Other services and charges	601,390	719,788	704,263	768,976	715,942	731,710
Capital projects	193,840	51,008	176,008	-	-	-
Capital outlay	26,700	340,383	75,383	641,000	33,000	18,000
Total expenditures	4,230,149	4,696,244	4,467,389	5,020,011	4,485,512	4,616,104
Excess of Revenues Over (Under) Expenditures	(97,582)	(277,122)	237,878	(440,000)	(23,000)	(8,000)
Fund Balance - beginning	374,704	277,122	277,122	515,000	75,000	52,000
Fund Balance - ending	\$ 277,122	\$ -	\$ 515,000	\$ 75,000	\$ 52,000	\$ 44,000
End of year fund balance:						
Reserved for capital projects	277,122	-	515,000	75,000	52,000	44,000
Total end of year fund balance	\$ 277,122	\$ -	\$ 515,000	\$ 75,000	\$ 52,000	\$ 44,000

Summary of Budget Changes

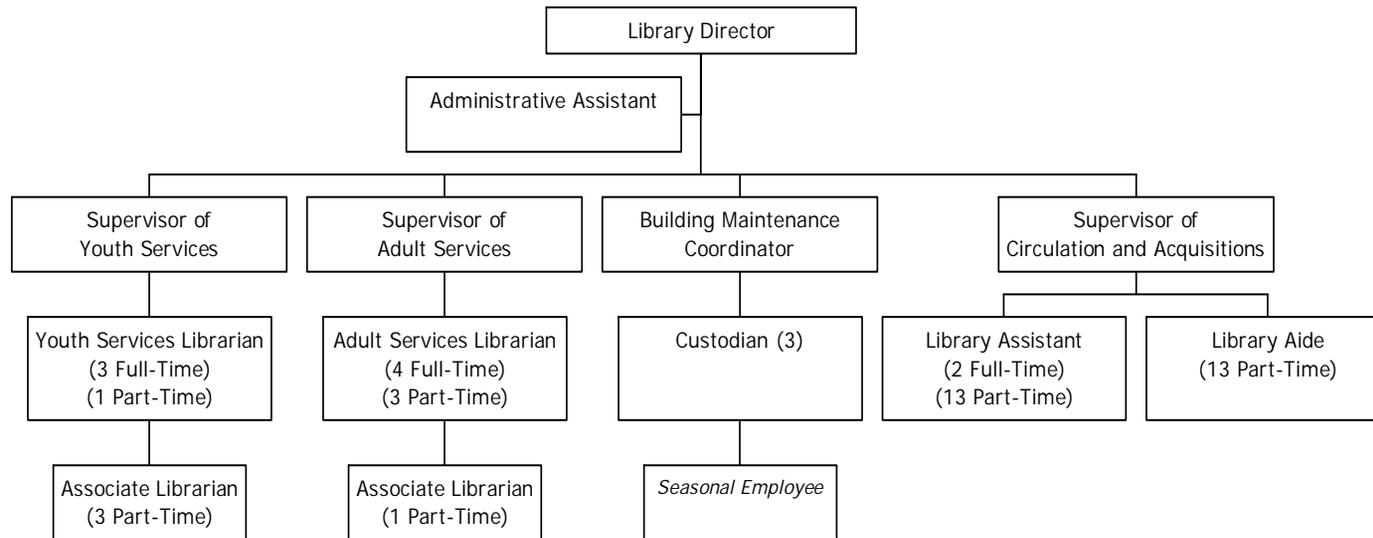
Operating Trends



Significant Notes – 2019-20 Budget Compared to 2018-19 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



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Library Director	1	1	1
Administrative Assistant*	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
Adult Services Librarian*	4	4	4
Youth Services Librarian	3	3	3
Library Assistant	2	2	2
Building Maintenance Coordinator	1	1	1
Library Custodian	3	3	3
Total Full-Time	18	18	18
<u>Regular Part-Time</u>			
Adult Services Librarian*	3	3	3
Youth Services Librarian	2	1	1
Associate Librarian*	3	4	4
Library Assistant	13	13	13
Library Aide	13	13	13
Total Regular Part-Time	34	34	34
Department Total	52	52	52

* Position Title Change



Director of Planning and Community Development Grant Murschel
Community Development Planner Nicole Wilson

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

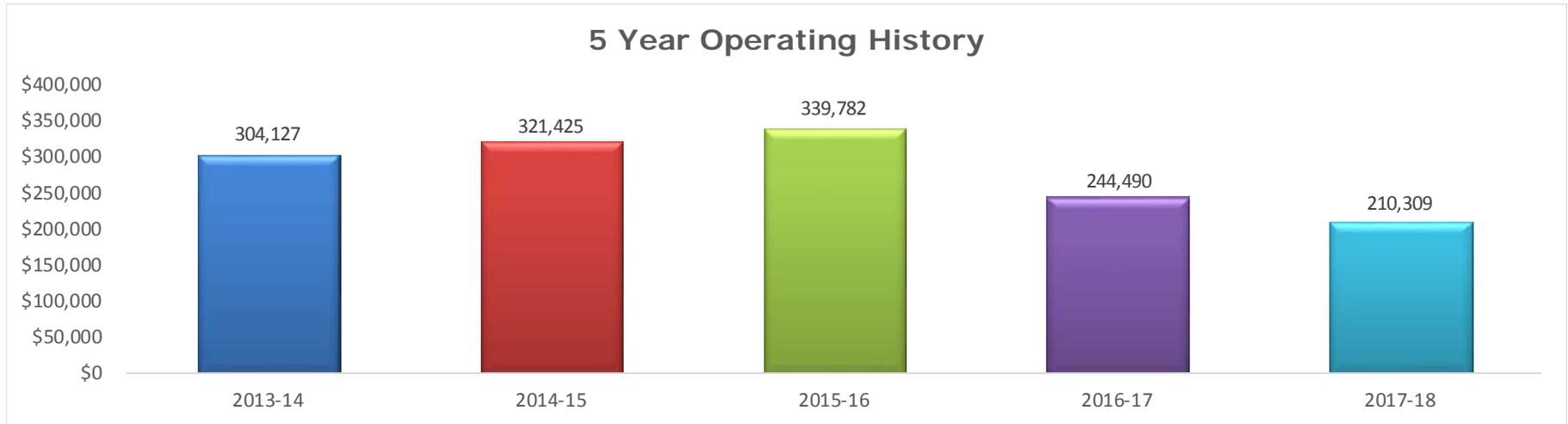
Financial Statement

274 - Community Development Block Grant Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Federal grant carryover from prior years	\$ 173,979	\$ 220,449	\$ 275,219	\$ 54,771	\$ -	\$ 59,500
Federal grant	233,830	261,584	261,584	245,000	245,000	240,000
Other	77,719	45,008	45,009	20,000	15,000	15,000
Total revenues	<u>485,528</u>	<u>527,041</u>	<u>581,812</u>	<u>319,771</u>	<u>260,000</u>	<u>314,500</u>
Expenditures						
Administration	38,110	50,500	50,500	43,000	43,000	43,000
Residential home rehabs	65,169	170,800	170,800	81,000	75,000	75,000
Public facilities improvements	35,178	150,236	150,236	42,803	20,000	20,000
Public services project	20,640	27,497	27,497	7,497	7,500	7,500
Affordable housing	15,000	25,000	25,000	87,668	40,000	40,000
Removal of architectural barriers	4,982	5,000	5,000	5,000	5,000	5,000
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Transfers out	31,230	88,008	88,008	42,803	-	-
Total expenditures	<u>210,309</u>	<u>527,041</u>	<u>527,041</u>	<u>319,771</u>	<u>200,500</u>	<u>200,500</u>
Excess of Revenues Over (Under) Expenditures	275,219	-	54,771	-	59,500	114,000
Federal grant carryover available	<u>\$ 275,219</u>	<u>\$ -</u>	<u>\$ 54,771</u>	<u>\$ -</u>	<u>\$ 59,500</u>	<u>\$ 114,000</u>

Summary of Budget Changes

Operating Trends



Significant Notes – 2019-20 Budget Compared to 2018-19 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 \$245,000, which is effectively the same as what was received in fiscal year 2017-18. Through consultations with HUD, the annual CDBG allocation is expected to remain steady as compared to prior years.



Assistant City Manager..... David A. Keenan
City ControllerDeeann Bragg Smerdon
Contractual Region 3 Homeland Security Grant Planner.....Melissa Upper

Service Statement

The City of Midland is providing fiduciary services and acting as subrecipient for the FY2018 Homeland Security Grant Program for Region 3. The Homeland Security Grant Program supports state, local and tribal efforts to prevent terrorism and other catastrophic events and prepares the Nation for the threats and hazards that pose the greatest risk to the security of the United States. The Homeland Security Grant provides funding to implement investments that enhance terrorism preparedness and serve to build, sustain, and deliver the 32 core capabilities essential to achieving the National Preparedness Goal of a secure and resilient Nations.

The purpose of this grant is to provide federal pass through funds to the Region 3 Homeland Security Planning Board through the City, which has been voted and approved to act as the Fiduciary Agent on behalf of the regional board for the FY2018 Homeland Security Grant Program.

The grant programs covered by this grant is the State Homeland Security Program. The grant assists state, local, and tribal preparedness activities that address high-priority preparedness gaps across all core capabilities where a nexus to terrorism exists. All supported investments are based on

capability targets established in the Threat and Hazard Identification and Risk Assessment process, and gaps identified in the Stakeholder Preparedness Review. Activities implemented under the grant must support national terrorism preparedness by building or enhancing capabilities related to preventing, preparing for, protecting against, or responding to acts of terrorism to be considered eligible. However, many capabilities which support terrorism preparedness simultaneously support preparedness for other hazards.

Functions

Administration

- Disburse reimbursement funding to entities of Region 3 and to planner
- Ensure that an annual single audit of the HSGP activity is conducted
- Verify that any other agencies within Region 3 receiving funds over the applicable limit also conduct a single audit
- Review audits for findings that need to be addressed
- Prepares annual reconciliations of funds received for each agency receiving funds

Financial Statement

275 - Homeland Security Grant Program Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Federal grants	\$ -	\$ -	\$ 323,003	\$ 505,618	\$ 134,904	\$ 323,003
Total operating revenues	-	-	323,003	505,618	134,904	323,003
Expenses						
Personal services	-	-	10,325	34,851	3,000	10,325
Other services and charges	-	-	312,678	470,767	131,904	312,678
Total expenses	-	-	323,003	505,618	134,904	323,003
Excess of Revenues Over(Under)						
Expenditures	-	-	-	-	-	-
Fund Balance - beginning	-	-	-	-	-	-
Fund Balance - ending	\$ -					

Summary of Budget Changes

Significant Notes – 2019-20 Budget Compared to 2018-19 Budget

There is no operating history as the fiduciary responsibilities were undertaken during the 2019 fiscal year. Each grant year

is operational for three years, during which time funding will be received and disbursements will be made.



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.

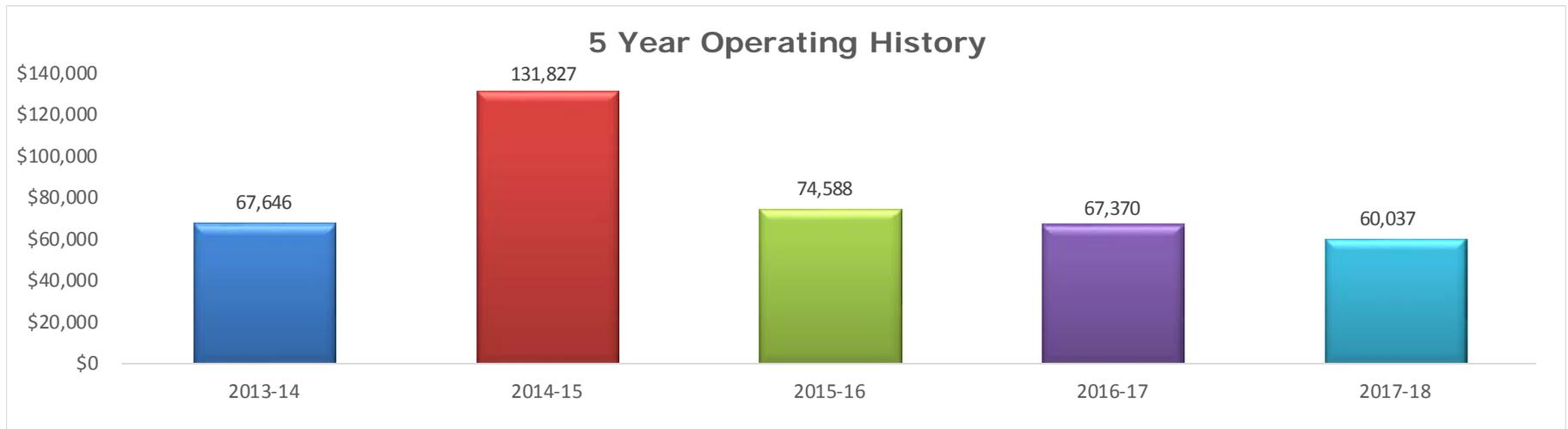
Financial Statement

281 - Special Activities Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Other grants	\$ 8,250	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Contributions	11,650	24,150	32,150	32,150	32,150	32,150
Other revenues	31,542	47,000	43,000	43,000	43,000	43,000
Investment earnings	332	50	600	600	600	600
Transfers in	3,548	-	-	-	-	-
Total operating revenues	<u>55,322</u>	<u>80,200</u>	<u>84,750</u>	<u>84,750</u>	<u>84,750</u>	<u>84,750</u>
Expenses						
Supplies	21,602	31,000	40,000	40,000	40,000	40,000
Other services and charges	25,117	38,000	42,120	39,000	39,000	39,000
Transfers out	13,318	13,000	15,450	14,000	14,000	14,000
Total expenses	<u>60,037</u>	<u>82,000</u>	<u>97,570</u>	<u>93,000</u>	<u>93,000</u>	<u>93,000</u>
Excess of Revenues Over(Under)						
Expenditures	(4,715)	(1,800)	(12,820)	(8,250)	(8,250)	(8,250)
Fund Balance - beginning	62,186	57,471	57,471	44,651	36,401	28,151
Fund Balance - ending	<u>\$ 57,471</u>	<u>\$ 55,671</u>	<u>\$ 44,651</u>	<u>\$ 36,401</u>	<u>\$ 28,151</u>	<u>\$ 19,901</u>

Summary of Budget Changes

Operating Trends





Director of Planning and Community Development Grant Murschel
Community Development Planner Nicole Wilson

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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Sale of assets	\$ 155,656	\$ 200,000	\$ 20,000	\$ 200,000	\$ 200,000	\$ 200,000
Other	13,966	-	1,200	-	-	-
Investment earnings	1,814	1,600	4,900	4,900	4,900	4,900
Total revenues	<u>171,436</u>	<u>201,600</u>	<u>26,100</u>	<u>204,900</u>	<u>204,900</u>	<u>204,900</u>
Expenditures						
Other services and charges	2,062	12,750	6,100	6,500	6,500	6,500
Cost of assets sold	140,656	200,000	20,000	200,000	200,000	200,000
Total expenditures	<u>142,718</u>	<u>212,750</u>	<u>26,100</u>	<u>206,500</u>	<u>206,500</u>	<u>206,500</u>
Excess of Revenues Over (Under) Expenditures	28,718	(11,150)	-	(1,600)	(1,600)	(1,600)
Fund Balance - beginning	<u>217,241</u>	<u>245,959</u>	<u>245,959</u>	<u>245,959</u>	<u>244,359</u>	<u>242,759</u>
Fund Balance - ending	<u>\$ 245,959</u>	<u>\$ 234,809</u>	<u>\$ 245,959</u>	<u>\$ 244,359</u>	<u>\$ 242,759</u>	<u>\$ 241,159</u>

Summary of Budget Changes

Operating Trends





Director of Public ServicesKaren Murphy
Assistant Director of Public ServicesJan 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
- Administers 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 120,000+ 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, 2020

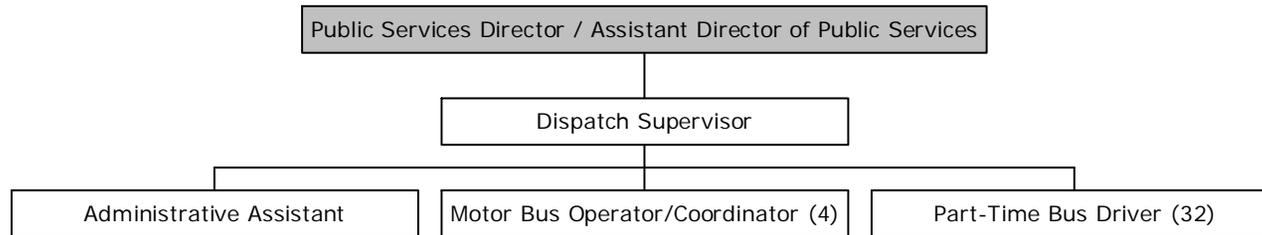
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Use and admission charges	\$ 123,555	\$ 122,000	\$ 125,000	\$ 125,000	\$ 127,500	\$ 130,000
Federal operating assistance	557,394	582,904	582,904	604,404	604,404	604,404
Federal assistance - capital grants	78,601	198,108	189,540	137,770	137,770	152,770
State operating assistance	826,677	846,202	795,340	818,642	856,243	871,920
State assistance - capital grants	19,650	49,527	47,386	34,443	14,643	18,393
Other	3,852	5,744	5,744	5,744	5,744	5,744
Transfers in	586,864	643,581	620,349	629,099	701,028	724,106
Total revenues	<u>2,196,593</u>	<u>2,448,066</u>	<u>2,366,263</u>	<u>2,355,102</u>	<u>2,447,332</u>	<u>2,507,337</u>
Expenditures						
Personal services	1,535,496	1,618,464	1,577,720	1,654,119	1,730,366	1,755,122
Supplies	135,375	185,600	174,550	158,710	160,957	175,984
Other services and charges	424,702	477,867	458,567	459,060	472,796	487,018
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Capital outlay	143,555	156,135	145,426	73,213	73,213	79,213
Total expenditures	<u>2,239,128</u>	<u>2,448,066</u>	<u>2,366,263</u>	<u>2,355,102</u>	<u>2,447,332</u>	<u>2,507,337</u>
Excess of Revenues Over (Under) Expenditures	(42,535)	-	-	-	-	-
Fund Balance - beginning	42,535	-	-	-	-	-
Fund Balance - ending	<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.

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Dispatch Supervisor	1	1	1
Motor Bus Operator/Coordinator	4	4	4
Administrative Assistant*	1	1	1
Total Full-Time	6	6	6
<u>Regular Part-Time</u>			
Bus Driver	32	32	32
Total Regular Part-Time	32	32	32
Department Total	38	38	38

* Position Title Change

*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.....Miriam Andrus
Manager of MCTV & Library CommunicationsMatthew 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



Midland Community Television (MCTV)

Financial Statement

296 - Midland Community Television Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

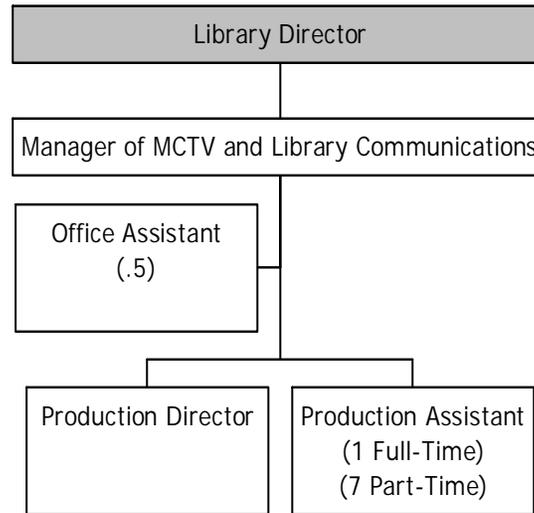
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Charges for services	\$ 709,191	\$ 750,050	\$ 709,000	\$ 709,000	\$ 709,000	\$ 709,000
Contributions	750	1,000	1,000	1,000	1,000	1,000
Non-operating	-	-	1,003	-	-	-
Investment earnings	8,243	6,600	18,900	18,900	18,900	18,900
Total revenues	<u>718,184</u>	<u>757,650</u>	<u>729,903</u>	<u>728,900</u>	<u>728,900</u>	<u>728,900</u>
Expenditures						
Personal services	427,159	454,284	436,833	469,703	483,238	497,177
Supplies	5,947	14,600	14,600	40,600	14,612	14,624
Other services and charges	156,558	167,356	166,730	232,429	225,256	228,168
Reserve for contingencies	-	15,000	15,000	15,000	15,000	15,000
Capital outlay	7,290	28,000	-	28,000	85,000	100,000
Total expenditures	<u>596,954</u>	<u>679,240</u>	<u>633,163</u>	<u>785,732</u>	<u>823,106</u>	<u>854,969</u>
Excess of Revenues Over (Under) Expenditures	121,230	78,410	96,740	(56,832)	(94,206)	(126,069)
Fund Balance - beginning	<u>1,319,943</u>	<u>1,441,173</u>	<u>1,441,173</u>	<u>1,537,913</u>	<u>1,481,081</u>	<u>1,386,875</u>
Fund Balance - ending	<u><u>1,441,173</u></u>	<u><u>1,519,583</u></u>	<u><u>1,537,913</u></u>	<u><u>1,481,081</u></u>	<u><u>1,386,875</u></u>	<u><u>1,260,806</u></u>
End of year fund balance:						
Unreserved	\$ 1,159,173	\$ 1,186,583	\$ 1,204,913	\$ 1,186,081	\$ 1,146,875	\$ 1,120,806
Reserved for capital outlay	<u>282,000</u>	<u>333,000</u>	<u>333,000</u>	<u>295,000</u>	<u>240,000</u>	<u>140,000</u>
Total end of year fund balance	<u><u>\$ 1,441,173</u></u>	<u><u>\$ 1,519,583</u></u>	<u><u>\$ 1,537,913</u></u>	<u><u>\$ 1,481,081</u></u>	<u><u>\$ 1,386,875</u></u>	<u><u>\$ 1,260,806</u></u>

Summary of Budget Changes

Operating Trends



Organizational Chart



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

Midland Community Television (MCTV)

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Manager of MCTV & Library Communications	1	1	1
Production Director	1	1	1
Production Assistant	1	1	1
Total Full-Time	3	3	3
<u>Regular Part-Time</u>			
Production Assistant*	7	7	7
Office Assistant	1	1	1
Total Regular Part-Time	8	8	8
Department Total	11	11	11

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



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

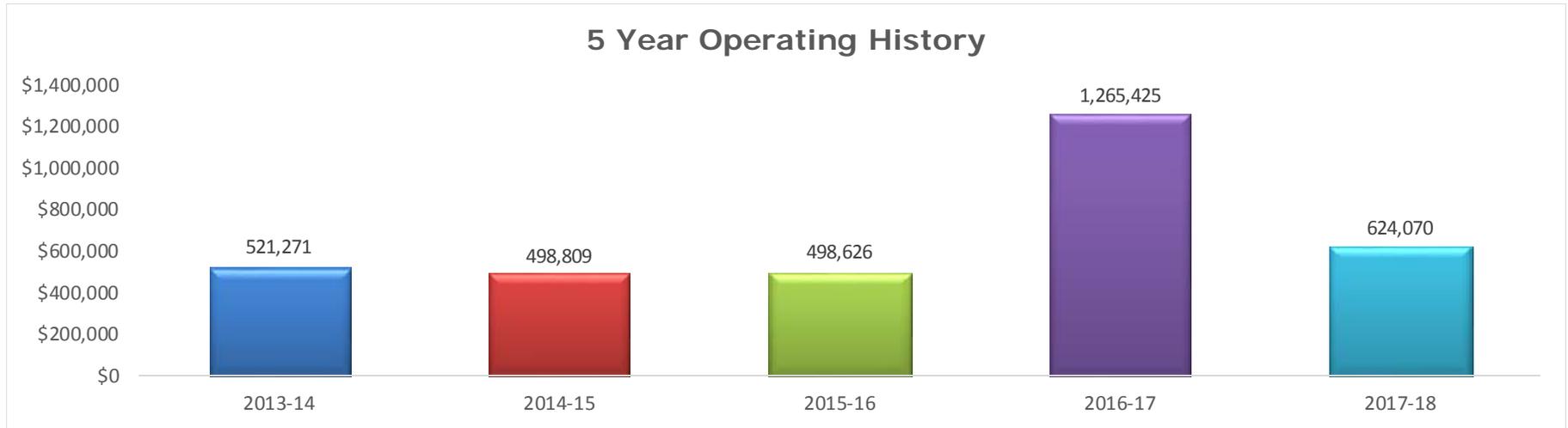
Financial Statement

297 - Downtown Development Authority Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ 574,132	\$ 522,510	\$ 585,761	\$ 686,286	\$ 686,286	\$ 686,286
Personal property tax reimbursement	4,359	-	8,196	-	-	-
Contributions	5,585	-	8,053	-	-	-
Other	1,746	5,000	3,000	5,000	5,000	5,000
Investment earnings	2,348	1,300	4,350	4,350	4,350	4,350
Transfers in	26,500	26,500	26,500	26,500	16,500	16,500
Total revenues	<u>614,670</u>	<u>555,310</u>	<u>635,860</u>	<u>722,136</u>	<u>712,136</u>	<u>712,136</u>
Expenditures						
Personal services	173,906	196,264	195,360	257,589	265,100	270,157
Supplies	2,261	2,000	1,500	2,000	2,031	2,060
Other services and charges	402,903	320,621	313,162	382,233	393,701	405,512
Transfers out	45,000	120,000	120,000	45,000	45,000	45,000
Total expenditures	<u>624,070</u>	<u>638,885</u>	<u>630,022</u>	<u>686,822</u>	<u>705,832</u>	<u>722,729</u>
Excess of Revenues Over (Under)						
Expenditures	(9,400)	(83,575)	5,838	35,314	6,304	(10,593)
Fund Balance - beginning	368,685	359,285	359,285	365,123	400,437	406,741
Fund Balance - ending	<u>\$ 359,285</u>	<u>\$ 275,710</u>	<u>\$ 365,123</u>	<u>\$ 400,437</u>	<u>\$ 406,741</u>	<u>\$ 396,148</u>

Summary of Budget Changes

Operating Trends

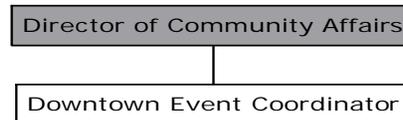


Significant Notes – 2019-20 Budget Compared to 2018-19 Budget

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.

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Downtown Event Coordinator	1	1	1
Total Full-Time	1	1	1
<u>Regular Part-Time</u>			
Office Assistant	1	0	0
Total Regular Part-Time	1	0	0
Department Total	2	1	1



Debt Service Fund

for the Fiscal Year Ending June 30, 2020

**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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Property taxes	\$ 541,078	\$ 539,080	\$ 537,949	\$ 533,654	\$ 531,188	\$ -
Personal property tax reimbursement	95,341	95,341	102,682	102,682	103,709	104,746
Investment earnings	3,747	3,600	8,000	8,000	8,000	8,000
Transfers in	1,756,198	1,751,011	1,751,011	1,750,986	1,747,511	1,534,644
Total revenues	<u>2,396,364</u>	<u>2,389,032</u>	<u>2,399,642</u>	<u>2,395,322</u>	<u>2,390,408</u>	<u>1,647,390</u>
Expenditures						
Debt service	1,566,737	1,562,250	1,562,400	1,560,500	1,558,450	1,556,100
Non-operating	87	-	-	-	-	-
Transfers out	825,429	823,191	823,191	826,725	823,907	186,999
Total expenditures	<u>2,392,253</u>	<u>2,385,441</u>	<u>2,385,591</u>	<u>2,387,225</u>	<u>2,382,357</u>	<u>1,743,099</u>
Excess of Revenues Over (Under)						
Expenditures	4,111	3,591	14,051	8,097	8,051	(95,709)
Fund Balance - beginning	69,496	73,607	73,607	87,658	95,755	103,806
	<u>\$ 73,607</u>	<u>\$ 77,198</u>	<u>\$ 87,658</u>	<u>\$ 95,755</u>	<u>\$ 103,806</u>	<u>\$ 8,097</u>

Schedule of Debt Requirements (Principal and Interest)

	Maturity	2019-20	2020-21	2021-22	2022-23	2023-24
Debt Service Fund						
2016 General Obligation Refunding Bonds	05/01/23	\$ 1,560,000	\$ 1,557,950	\$ 1,555,600	\$ 1,552,950	\$ -
Total Debt Service Fund		<u>1,560,000</u>	<u>1,557,950</u>	<u>1,555,600</u>	<u>1,552,950</u>	<u>-</u>
Wastewater Fund						
2001 Sewer SRF Bonds (Note 2)	04/01/22	317,477	315,102	311,664	-	-
2015 Sewer Refunding Bonds (Note 1)	05/01/21	<u>1,059,899</u>	<u>1,057,575</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Wastewater Fund		<u>1,377,376</u>	<u>1,372,677</u>	<u>311,664</u>	<u>-</u>	<u>-</u>
Water Fund						
2012 Saginaw-Midland Refunding Bonds	09/01/20	<u>194,349</u>	<u>186,477</u>	<u>-</u>	<u>-</u>	<u>-</u>
Civic Arena Fund						
2017 Limited Tax GO Refunding Bond Issue	05/01/30	<u>334,075</u>	<u>343,536</u>	<u>337,684</u>	<u>336,832</u>	<u>340,876</u>
Total Civic Arena Fund		<u>334,075</u>	<u>343,536</u>	<u>337,684</u>	<u>336,832</u>	<u>340,876</u>
Landfill Fund						
2010 Renewable Energy SRF Bonds	10/01/30	<u>380,188</u>	<u>382,938</u>	<u>380,500</u>	<u>382,875</u>	<u>380,063</u>
Total Renewable Energy Fund		<u>380,188</u>	<u>382,938</u>	<u>380,500</u>	<u>382,875</u>	<u>380,063</u>
Total Debt		<u>\$ 3,845,988</u>	<u>\$ 3,843,578</u>	<u>\$ 2,585,448</u>	<u>\$ 2,272,657</u>	<u>\$ 720,939</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	2024-25	2025-26	2026-27	2027-28	Therafter
Debt Service Fund						
2016 General Obligation Refunding Bonds	05/01/23	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Service Fund		-	-	-	-	-
Wastewater Fund						
2001 Sewer SRF Bonds (Note 2)	04/01/22	-	-	-	-	-
2015 Sewer Refunding Bonds (Note 1)	05/01/21	-	-	-	-	-
Total Wastewater Fund		-	-	-	-	-
Water Fund						
2012 Saginaw-Midland Refunding Bonds	09/01/20	-	-	-	-	-
Civic Arena Fund						
2017 Limited Tax GO Refunding Bond Issue	05/01/30	339,710	343,440	341,961	335,378	680,796
Total Civic Arena Fund		339,710	343,440	341,961	335,378	680,796
Landfill Fund						
2010 Renewable Energy SRF Bonds	10/01/30	382,063	378,875	380,500	381,875	1,141,623
Total Renewable Energy Fund		382,063	378,875	380,500	381,875	1,141,623
Total Debt		\$ 721,773	\$ 722,315	\$ 722,461	\$ 717,253	\$ 1,822,419

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, 2020

Civic Arena

Landfill

Washington Woods

Riverside Place

Currie Municipal Golf Course

Parking

Wastewater

Water



Assistant City Manager..... David A. Keenan
Civic Arena Manager.....Kari Knake

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 and turf 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

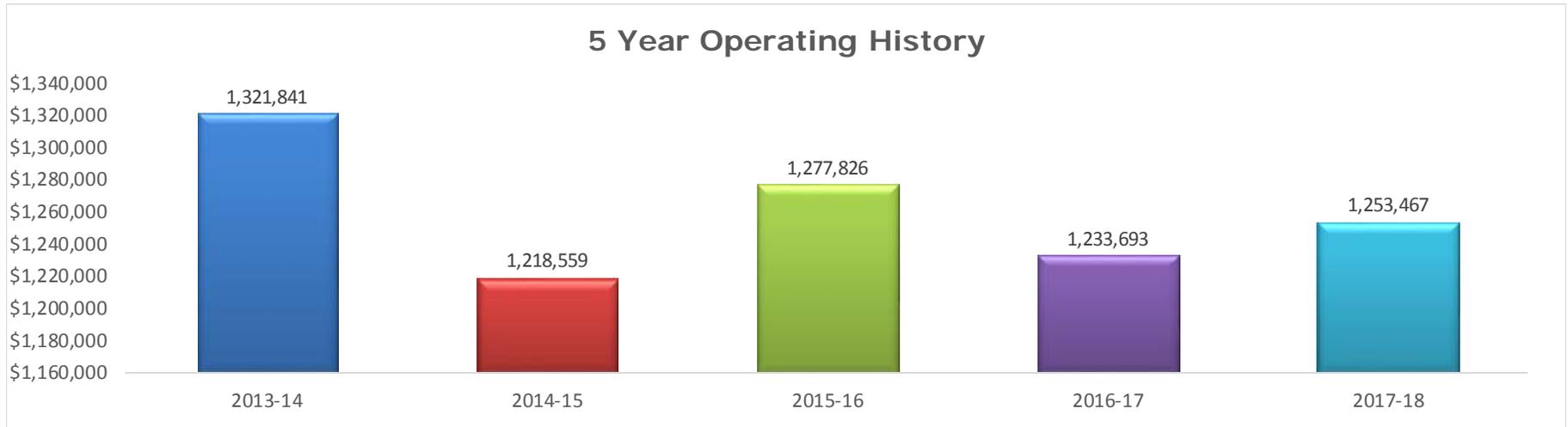
Financial Statement

508 - Civic Arena
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Use and admission charges	\$ 1,100,114	\$ 1,101,550	\$ 1,062,576	\$ 1,054,500	\$ 1,054,500	\$ 1,054,500
Other	19,082	22,000	20,074	20,000	20,000	20,000
Non-operating	3,478	7,840	-	-	-	-
Investment earnings	6,616	3,000	14,000	14,000	14,000	14,000
Transfers in	350,000	350,000	350,000	350,000	350,000	350,000
Total revenues	<u>1,479,290</u>	<u>1,484,390</u>	<u>1,446,650</u>	<u>1,438,500</u>	<u>1,438,500</u>	<u>1,438,500</u>
Expenses						
Personal services	297,904	314,326	295,532	308,766	302,606	308,423
Supplies	33,105	33,250	31,000	41,250	41,869	42,496
Other services and charges	606,448	689,072	672,918	693,927	710,385	719,964
Debt Service	328,943	329,904	329,904	334,575	344,036	338,184
Reserve for contingencies	-	25,000	20,000	25,000	25,000	25,000
Non-operating	(32,736)	-	-	-	-	-
Capital projects	-	-	74,000	-	-	-
Capital outlay	19,803	50,533	14,000	266,415	28,815	18,815
Total expenses	<u>1,253,467</u>	<u>1,442,085</u>	<u>1,437,354</u>	<u>1,669,933</u>	<u>1,452,711</u>	<u>1,452,882</u>
Excess of Revenues Over (Under) Expenses	225,823	42,305	9,296	(231,433)	(14,211)	(14,382)
Other non-working capital adjustments	(37,633)	-	-	-	-	-
Working Capital - beginning	576,552	764,742	764,742	774,038	542,605	528,394
Working Capital - ending	<u>\$ 764,742</u>	<u>\$ 807,047</u>	<u>\$ 774,038</u>	<u>\$ 542,605</u>	<u>\$ 528,394</u>	<u>\$ 514,012</u>
Working Capital						
Reserved for capital replacement	\$ 227,500	\$ 277,500	\$ 277,500	\$ 61,085	\$ 82,270	\$ 113,455
Unreserved	537,242	529,547	496,538	481,520	446,124	400,557
Total Working Capital	<u>\$ 764,742</u>	<u>\$ 807,047</u>	<u>\$ 774,038</u>	<u>\$ 542,605</u>	<u>\$ 528,394</u>	<u>\$ 514,012</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

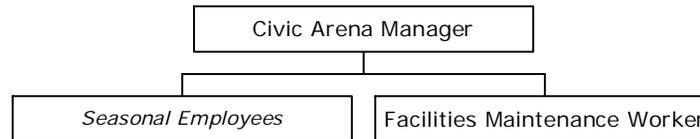
City converted one of its arenas from a dry concrete floor to a permanent indoor artificial turf facility. This has brought an entirely new group of users to the arena. The community groups have been very supportive thus far and the new revenue stream will help in stabilizing the long-term financial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

Significant Notes – 2019-20 Budget Compared to 2018-19 Budget

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

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

Organizational Chart



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Civic Arena Manager	1	1	1
Facilities Maintenance Worker	1	1	1
Total Full-Time	2	2	2
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	2	2	2



Utilities Director Vacant
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, or 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 2008. 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 2010. The GCCS collects the gas byproduct of waste decomposition and sends it as fuel to the gas-to-energy plant located at the City's Wastewater Treatment facility, with excess being flared at the Landfill. The GCCS has greatly reduced odor migration from the landfill and creates revenue through sale of energy. Waste placement practices are managed to optimize gas collection. This reduces future environmental liability as the waste completes decomposition.

Landfill gas travels through a buried pipeline located in road rights-of-way and easements between the Landfill and WWTP. The gas fuels Caterpillar 3520 engine/generators capable of

producing up to 1600 kilowatts of electricity each. The City has a long-term agreement to sell all the electricity produced to the Dow Chemical Company.

Staff also runs a large scale yard waste composting operation on the property. Over 40,000 cubic yards of leaves and grass are ground, mixed, aerated 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. A consultant also supports compliance and safe operation of the gas pipeline.

Landfill staff strives to maintain a park-like appearance through grounds keeping, litter control and dust minimization. The Landfill hosts and provides funding for four household hazardous waste collections 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.

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, and 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 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
- Installed a landfill gas collection system to reduce odor concerns and fuel renewable energy generation

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
- Regular expansion of gas collection pipe network for compliance and performance
- Monitors, maintains, and operates a methane gas compressor facility located at the City of Midland landfill
- Maintains gas treatment equipment
- Inspects and maintains a three-mile-long methane gas pipeline from the landfill to the wastewater plant property
- Documents inspections and maintenance for state and federal agencies

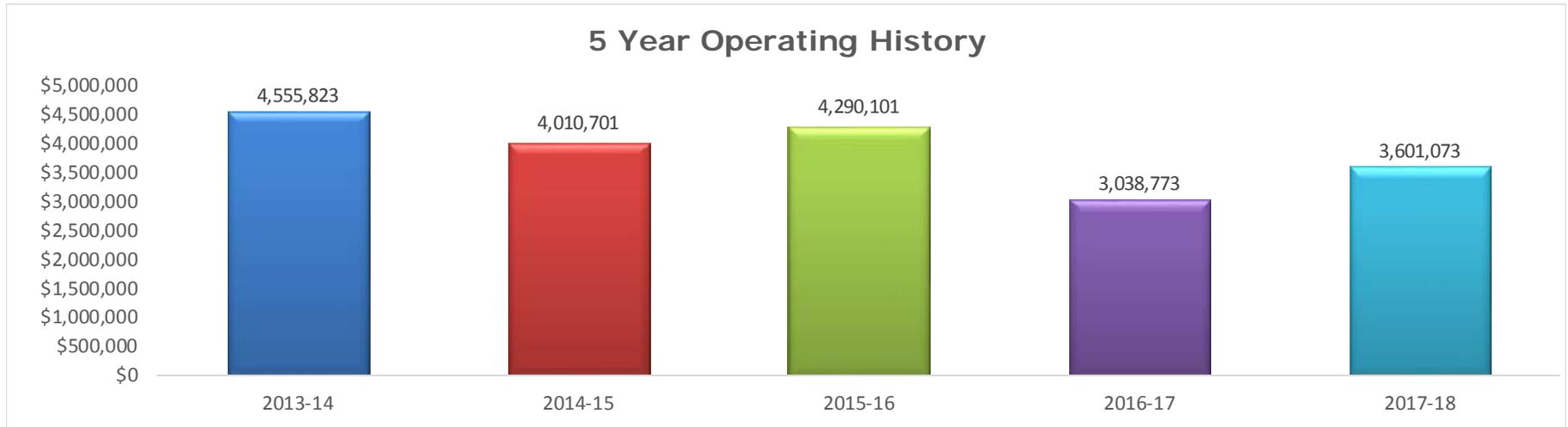
Financial Statement

517 - Landfill
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
State grants	\$ 2,630	\$ -	\$ -	\$ -	\$ -	\$ -
Electricity sales	-	1,051,490	955,636	1,052,580	1,063,401	1,074,335
Service and supplies sales	4,700	62,000	82,000	75,000	75,000	75,000
Use and admission charges	3,139,840	2,717,000	2,814,710	2,782,000	2,782,000	2,782,000
Contributions	10,000	-	-	-	-	-
Other	4,703	5,000	3,630	3,000	3,000	3,000
Non-operating	92,808	83,100	65,623	94,100	94,100	94,100
Investment earnings	57,432	34,600	157,000	157,000	157,000	157,000
Total revenues	<u>3,312,113</u>	<u>3,953,190</u>	<u>4,078,599</u>	<u>4,163,680</u>	<u>4,174,501</u>	<u>4,185,435</u>
Expenses						
Personal services	1,454,939	1,688,173	1,655,317	1,796,702	1,843,674	1,903,690
Supplies	312,387	457,942	434,873	459,560	459,560	457,560
Other services and charges	1,708,338	1,891,216	1,844,364	1,889,427	1,838,544	1,953,992
Debt Service	-	382,250	382,250	380,187	382,938	380,500
Reserve for contingencies	-	65,000	65,000	65,000	65,000	65,000
Non-operating	(147,755)	700	700	27,388	700	700
Capital projects	-	2,956,475	35,000	580,000	3,346,475	30,000
Capital outlay	274,237	779,635	756,220	962,500	625,000	205,000
Total expenses	<u>3,602,146</u>	<u>8,221,391</u>	<u>5,173,724</u>	<u>6,160,764</u>	<u>8,561,891</u>	<u>4,996,442</u>
Excess of Revenues Over (Under) Expenses	(290,033)	(4,268,201)	(1,095,125)	(1,997,084)	(4,387,390)	(811,007)
Other non-working capital adjustments	140,002	390,744	390,744	-	-	-
Working Capital - beginning	8,680,035	8,530,004	8,530,004	7,825,623	5,828,539	1,441,149
Working Capital - ending	<u>\$ 8,530,004</u>	<u>\$ 4,652,547</u>	<u>\$ 7,825,623</u>	<u>\$ 5,828,539</u>	<u>\$ 1,441,149</u>	<u>\$ 630,142</u>
Working Capital						
Reserved for capital replacement	\$ -	\$ -	\$ 2,896,475	\$ 2,896,475	\$ -	\$ -
Unreserved	8,530,004	4,652,547	4,929,148	2,932,064	1,441,149	630,142
Total Working Capital	<u>\$ 8,530,004</u>	<u>\$ 4,652,547</u>	<u>\$ 7,825,623</u>	<u>\$ 5,828,539</u>	<u>\$ 1,441,149</u>	<u>\$ 630,142</u>

Summary of Budget Changes

Operating Trends



Significant Notes – 2019-20 Budget Compared to 2018-19 Budget

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

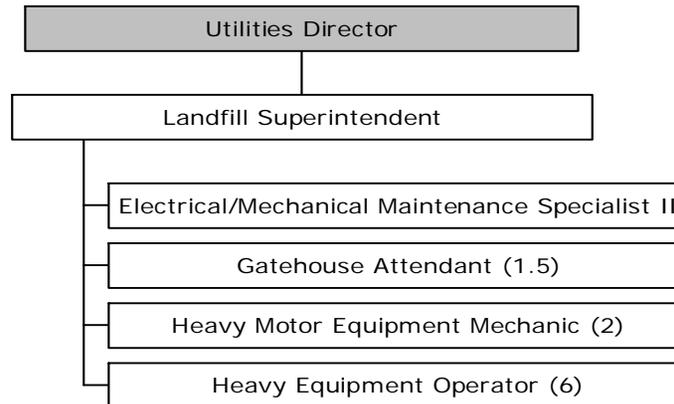
In fiscal year 2018-19, the focus continues to be gas production and collection, to meet the goals of minimizing odors and maximizing energy production. Treated bio-solids liquid sludge from the City’s Wastewater Treatment Plant will continue to be applied to the waste being buried at the Landfill. The 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.

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.

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Landfill Superintendent	1	1	1
Electrical/Mechanical Maint. Specialist II*	1	1	1
Gatehouse Attendant	1	1	1
Heavy Motor Equipment Mechanic	1	2	2
Heavy Equipment Operator	6	6	6
Total Full-Time	10	11	11
<u>Regular Part-Time</u>			
Gatehouse Attendant	0	0	1
Total Regular Part-Time	0	0	1
Department Total	10	11	12

* Position Title Change



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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Rentals	1,120,384	\$ 1,206,300	\$ 1,283,100	\$ 1,293,600	\$ 1,293,600	\$ 1,293,600
Miscellaneous	358,864	385,500	371,400	354,450	365,780	377,110
Investment earnings	5,927	2,500	12,192	12,200	12,200	12,200
Non-operating	9,891	2,500	2,500	2,500	47,500	2,500
Transfers in	40,748	88,008	89,458	42,803	-	-
Total revenues	<u>1,535,814</u>	<u>1,684,808</u>	<u>1,758,650</u>	<u>1,705,553</u>	<u>1,719,080</u>	<u>1,685,410</u>
Expenses						
Personal services	660,577	770,753	740,546	794,301	817,779	841,672
Supplies	30,517	35,230	34,930	37,818	41,012	46,206
Other services and charges	620,731	713,257	706,302	670,221	664,881	684,565
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	390,336	247,500	249,339	236,525	243,238	250,152
Capital projects	1,005,782	26,032	26,032	-	-	-
Capital outlay	31,230	88,008	88,008	392,803	55,000	-
Total expenses	<u>2,739,173</u>	<u>1,890,780</u>	<u>1,855,157</u>	<u>2,141,668</u>	<u>1,831,910</u>	<u>1,832,595</u>
Excess of Revenues Over (Under) Expenses	(1,203,359)	(205,972)	(96,507)	(436,115)	(112,830)	(147,185)
Other non-working capital adjustments	(49,991)	-	-	-	-	-
Working Capital - beginning	<u>2,074,841</u>	<u>821,491</u>	<u>821,491</u>	<u>724,984</u>	<u>288,869</u>	<u>176,039</u>
Working Capital - ending	<u><u>821,491</u></u>	<u><u>\$ 615,519</u></u>	<u><u>\$ 724,984</u></u>	<u><u>\$ 288,869</u></u>	<u><u>\$ 176,039</u></u>	<u><u>\$ 28,854</u></u>
Working Capital						
Unreserved	<u>821,491</u>	<u>615,519</u>	<u>724,984</u>	<u>288,869</u>	<u>176,039</u>	<u>28,854</u>
	<u><u>\$ 821,491</u></u>	<u><u>\$ 615,519</u></u>	<u><u>\$ 724,984</u></u>	<u><u>\$ 288,869</u></u>	<u><u>\$ 176,039</u></u>	<u><u>\$ 28,854</u></u>

Summary of Budget Changes Operating Trends



Significant Notes – 2019-20 Budget Compared to 2018-19 Budget

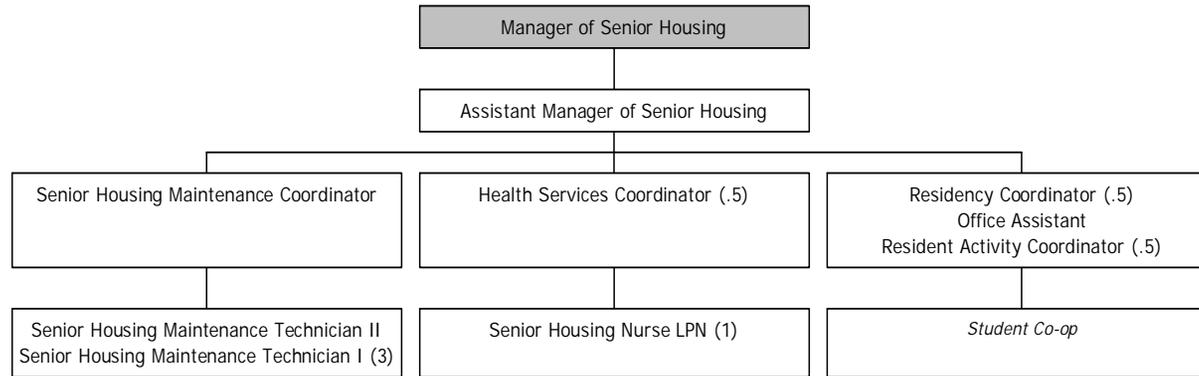
In March of 2015, the presence of asbestos containing materials was identified at Washington Woods. A full building survey was completed and the preparation of a comprehensive remediation plan commenced. While that remediation plan was being completed, vacated residential units in the west wing remained 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 2019-20 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.

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<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	1	1
Total Full-Time	6	5	5
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse (RN)	2	1	0
Senior Housing Nurse (LPN)	0	1	2
Resident Activity Coordinator	1	1	1
Residency Coordinator	1	1	1
Senior Housing Maintenance Technician I	2	4	4
Total Regular Part-Time	7	9	9
Department Total	13	14	14



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

Maintenance (cont.)

- 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, 2020

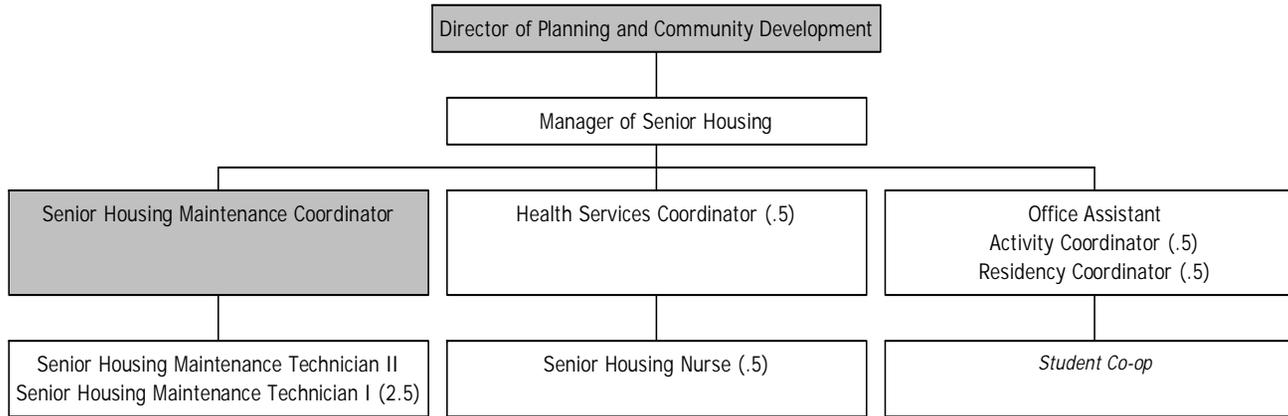
	2017-18 Actual	2018-19		2019-20 Adopted	2020-21 Projected	2021-22 Projected
		Amended	Estimate			
Revenues						
Rentals	\$ 1,438,957	\$ 1,446,000	\$ 1,446,000	\$ 1,446,000	\$ 1,460,400	\$ 1,460,400
Contributions	570	-	-	-	-	-
Miscellaneous	658,981	675,200	664,064	667,500	687,556	707,612
Investment earnings	10,366	8,000	22,700	23,000	23,000	23,000
Non-operating	4,454	46,000	55,168	55,168	2,000	2,000
Total revenues	<u>2,113,328</u>	<u>2,175,200</u>	<u>2,187,932</u>	<u>2,191,668</u>	<u>2,172,956</u>	<u>2,193,012</u>
Expenses						
Personal services	759,649	778,109	782,543	833,751	857,500	882,586
Supplies	41,647	59,485	64,485	63,685	64,605	65,537
Other services and charges	640,584	744,392	757,909	778,346	801,935	830,930
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	473,739	555,500	538,500	554,500	571,083	588,162
Capital outlay	80,123	179,610	102,911	40,867	460,595	5,000
Total expenses	<u>1,995,742</u>	<u>2,327,096</u>	<u>2,256,348</u>	<u>2,281,149</u>	<u>2,765,718</u>	<u>2,382,215</u>
Excess of Revenues Over (Under) Expenses	117,586	(151,896)	(68,416)	(89,481)	(592,762)	(189,203)
Other non-working capital adjustments	(62,782)	-	-	-	-	-
Working Capital - beginning	1,447,727	1,502,531	1,502,531	1,434,115	1,344,634	751,872
Working Capital - ending	<u>\$ 1,502,531</u>	<u>\$ 1,350,635</u>	<u>\$ 1,434,115</u>	<u>\$ 1,344,634</u>	<u>\$ 751,872</u>	<u>\$ 562,669</u>

Summary of Budget Changes

Operating Trends



Organizational Chart



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

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<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
Total Full-Time	5	5	5
<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
Total Regular Part-Time	5	5	5
Department Total	10	10	10



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

Service Statement

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

Functions

Administrative Services

- Administers department budget
- Reviews fees annually and recommends changes to keep the course competitive with the local golf market
- Markets and advertises for the golf course complex
- Manages staff assignments to provide proper coverage as dictated by course usage

Golf Operations

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

Financial Statement

584 - Currie Municipal Golf Course Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Use and admission charges	\$ 786,758	\$ 834,737	\$ 816,821	\$ 863,555	\$ 872,192	\$ 880,826
Other	11,267	7,425	3,748	4,925	4,974	5,024
Sales	121,146	114,946	114,085	133,725	135,063	136,400
Investment earnings	35,314	12,000	7,810	7,810	9,810	9,810
Non-operating	116,012	35,000	86,000	35,000	35,000	35,000
Transfers in	250,000	250,000	250,000	250,000	225,000	225,000
Total revenues	<u>1,320,497</u>	<u>1,254,108</u>	<u>1,278,464</u>	<u>1,295,015</u>	<u>1,282,039</u>	<u>1,292,060</u>
Expenses						
Personal services	539,726	560,105	548,201	581,015	592,636	604,488
Supplies	126,353	137,067	141,018	144,522	146,691	148,885
Other services and charges	362,795	351,235	362,089	356,673	367,374	378,397
Debt Service	29,456	29,457	29,457	29,457	29,457	29,457
Reserve for contingencies	-	7,500	-	20,000	20,000	20,000
Capital projects	-	-	45,000	-	-	-
Capital outlay	48,024	82,500	72,500	110,000	150,000	70,000
Total expenses	<u>1,106,354</u>	<u>1,167,864</u>	<u>1,198,265</u>	<u>1,241,667</u>	<u>1,306,158</u>	<u>1,251,227</u>
Excess of Revenues Over (Under) Expenses	214,143	86,244	80,199	53,348	(24,119)	40,833
Other non-working capital adjustments	(59,628)	-	-	-	-	-
Working Capital - beginning	222,813	377,328	377,328	457,527	510,875	486,756
Working Capital - ending	<u>\$ 377,328</u>	<u>\$ 463,572</u>	<u>\$ 457,527</u>	<u>\$ 510,875</u>	<u>\$ 486,756</u>	<u>\$ 527,589</u>

Summary of Budget Changes

Operating Trends



Significant Notes – 2019-20 Budget Compared to 2018-19 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 1st

and 9th holes of the now-closed East Course Front Nine, the driving range features both grass and carpeted tee-boxes, target greens for both long-range and short-range practice, and a separate grassed area for lessons and clinics. The original Currie Clubhouse, which is located adjacent to the range, was also renovated to show respect for what things were like back in Currie's early days, back in 1954. The building will continue to provide restrooms and vending for patrons, but will also house the fully-automated ball dispenser, adding both a better location and convenience for the golfer.



Assistant City Manager..... David A. Keenan
City Treasurer Dana C. Strayer

Service Statement

This fund accounts for the administration, enforcement and maintenance operations of the City's downtown parking area. The downtown parking area includes 178 leased spaces in the City's three uncovered parking lots, street parking, meter, open lots and parking in the downtown parking structure. This fund

is responsible for issuing parking permits, meter maintenance and coin collection, parking lot plowing, painting and repairs, enforcing City and State parking codes, parking ticket appeals, delinquent ticket collections and interacting with employees and citizens to resolve parking issues within the downtown area.

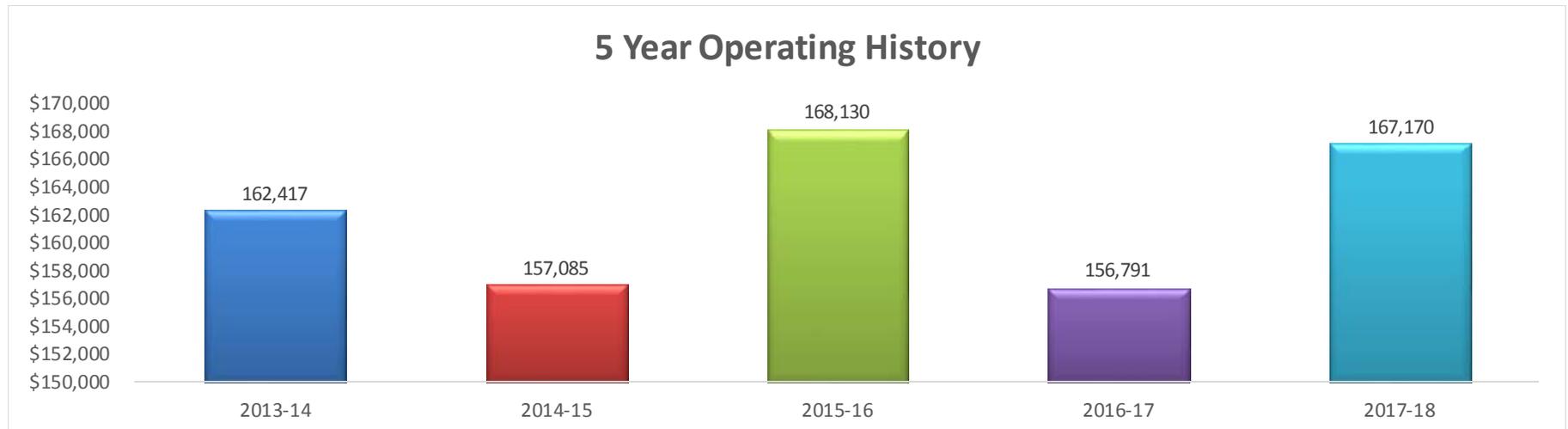
Financial Statement

585 - Parking Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Operating	\$ 102,250	\$ 99,256	\$ 100,100	\$ 100,580	\$ 101,640	\$ 102,725
Other	8,349	15,000	15,000	15,000	15,000	15,000
Investment earnings	65	50	-	25	25	25
Transfers in	72,000	60,000	60,000	60,000	70,000	70,000
Total revenues	<u>182,664</u>	<u>174,306</u>	<u>175,100</u>	<u>175,605</u>	<u>186,665</u>	<u>187,750</u>
Expenses						
Personal services	42,660	56,236	58,300	65,426	65,745	67,538
Supplies	1,920	4,880	3,471	4,005	4,062	4,120
Other services and charges	122,183	143,375	125,140	126,136	127,145	128,185
Non-operating	407	1,200	175	1,630	1,679	1,729
Capital outlay	-	-	9,712	-	-	-
Total expenses	<u>167,170</u>	<u>205,691</u>	<u>196,798</u>	<u>197,197</u>	<u>198,631</u>	<u>201,572</u>
Excess of Revenues Over (Under) Expenses	15,494	(31,385)	(21,698)	(21,592)	(11,966)	(13,822)
Other non-working capital adjustments	(1,683)	-	-	-	-	-
Working Capital - beginning	62,026	75,837	75,837	54,139	32,547	20,581
Working Capital - ending	<u>\$ 75,837</u>	<u>\$ 44,452</u>	<u>\$ 54,139</u>	<u>\$ 32,547</u>	<u>\$ 20,581</u>	<u>\$ 6,759</u>

Summary of Budget Changes

Operating Trends





Utilities Director..... Vacant
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 2018 alone the plant successfully treated over 2.9 billion gallons of wastewater.

The treatment plant federal 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 monthly 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 3.0 million gallons of bio-solids each year.

Wastewater staff monitors the sanitary sewage 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 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.

The wastewater maintenance staff is also responsible for maintaining nearly 207 miles of sanitary sewers and 43 remote sewage pumping stations. Wastewater staff attempt to clean the sanitary system on a two-year rotation. Staff will respond to service requests 24 hours a day. 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. Wastewater staff attempt to clean the storm system on a six-year rotation. Major 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 43 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

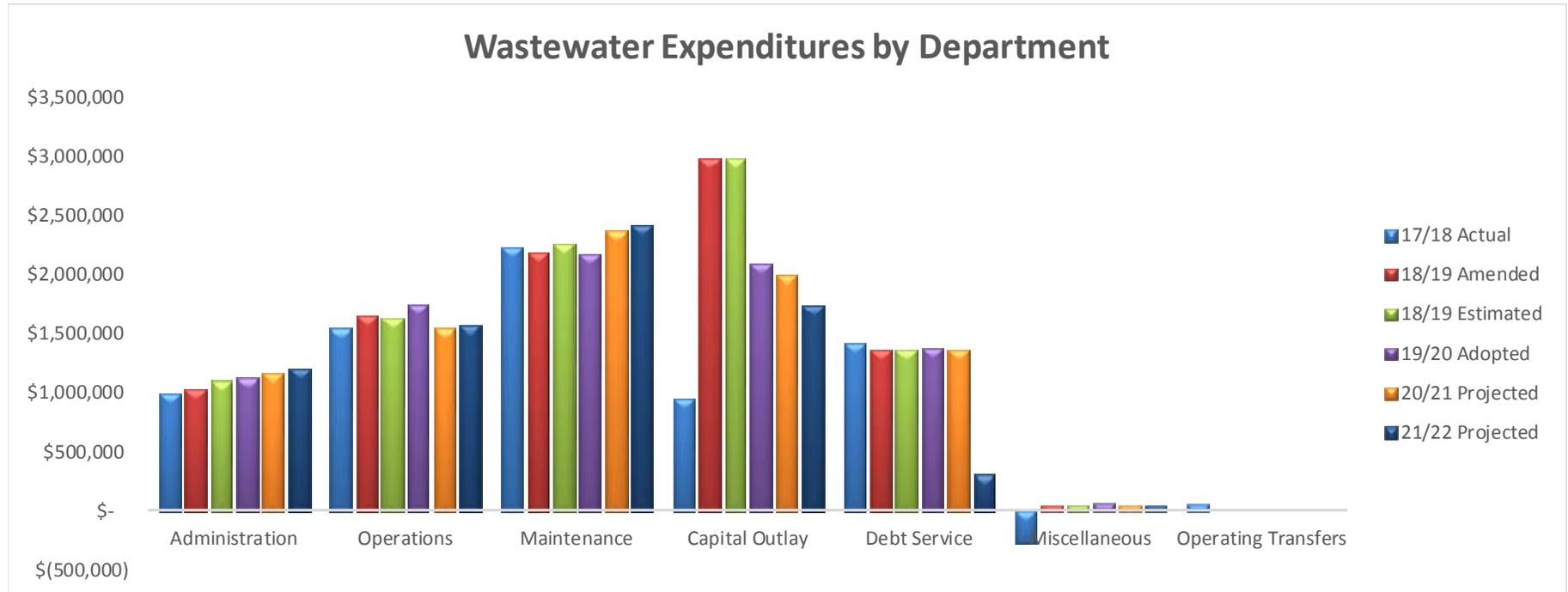
Financial Statement

590 - Wastewater Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

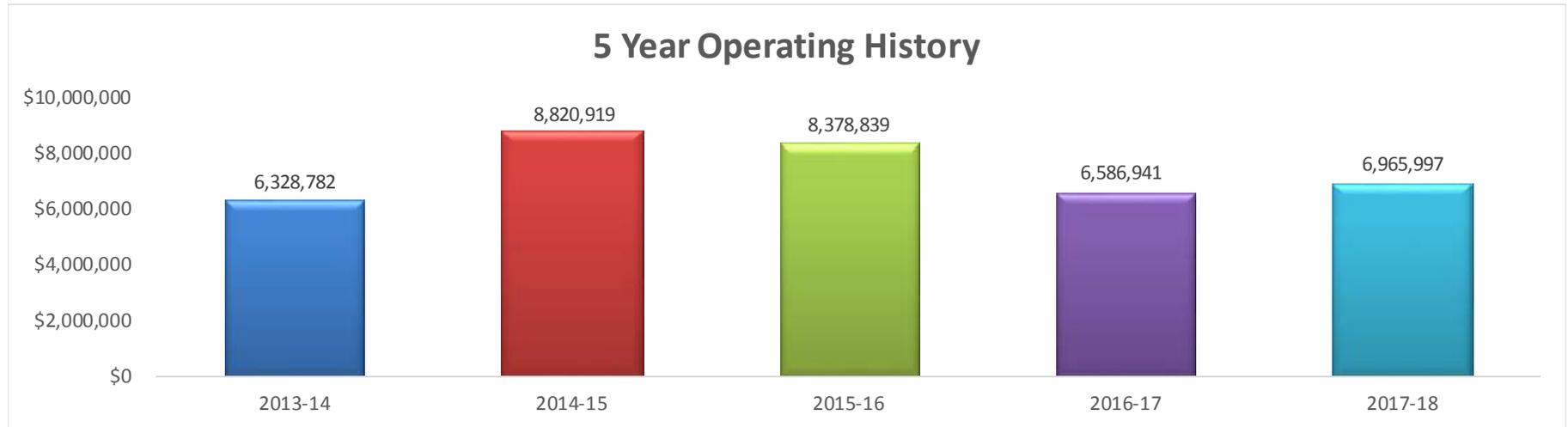
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
State grants	\$ 157,586	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer service charges	6,348,383	6,412,720	6,451,190	6,589,310	6,747,510	6,913,510
Other	87,797	92,320	98,565	94,890	97,260	99,690
Investment earnings	24,305	20,000	58,500	58,500	58,500	58,500
Non-operating	231,631	233,400	244,358	194,833	194,833	194,833
Transfers in	825,429	823,191	823,191	826,725	823,907	186,999
Total revenues	<u>7,675,131</u>	<u>7,581,631</u>	<u>7,675,804</u>	<u>7,764,258</u>	<u>7,922,010</u>	<u>7,453,532</u>
Expenses						
Personal services	2,467,698	2,544,553	2,562,185	2,739,455	2,648,158	2,725,443
Supplies	440,183	487,310	470,854	484,090	488,190	491,890
Other services and charges	1,883,778	1,859,032	1,956,451	1,834,738	1,942,478	1,959,788
Debt service	1,427,201	1,371,985	1,371,985	1,377,926	1,373,228	312,215
Reserve for contingencies	-	50,000	50,000	50,000	50,000	50,000
Non-operating	(265,127)	-	844	18,858	-	-
Capital projects	745,282	1,406,953	1,425,053	1,125,000	1,410,000	1,135,000
Capital outlay	206,982	1,577,636	1,559,311	967,500	585,000	600,000
Transfers out	60,000	-	-	-	-	-
Total expenses	<u>6,965,997</u>	<u>9,297,469</u>	<u>9,396,683</u>	<u>8,597,567</u>	<u>8,497,054</u>	<u>7,274,336</u>
Excess of Revenues Over (Under) Expenses	709,134	(1,715,838)	(1,720,879)	(833,309)	(575,044)	179,196
Other non-working capital adjustments	(199,979)	-	-	-	-	-
Working Capital - beginning	2,653,013	3,162,168	3,162,168	1,441,289	607,980	32,936
Working Capital - ending	<u>\$ 3,162,168</u>	<u>\$ 1,446,330</u>	<u>\$ 1,441,289</u>	<u>\$ 607,980</u>	<u>\$ 32,936</u>	<u>\$ 212,132</u>

Summary of Budget Changes

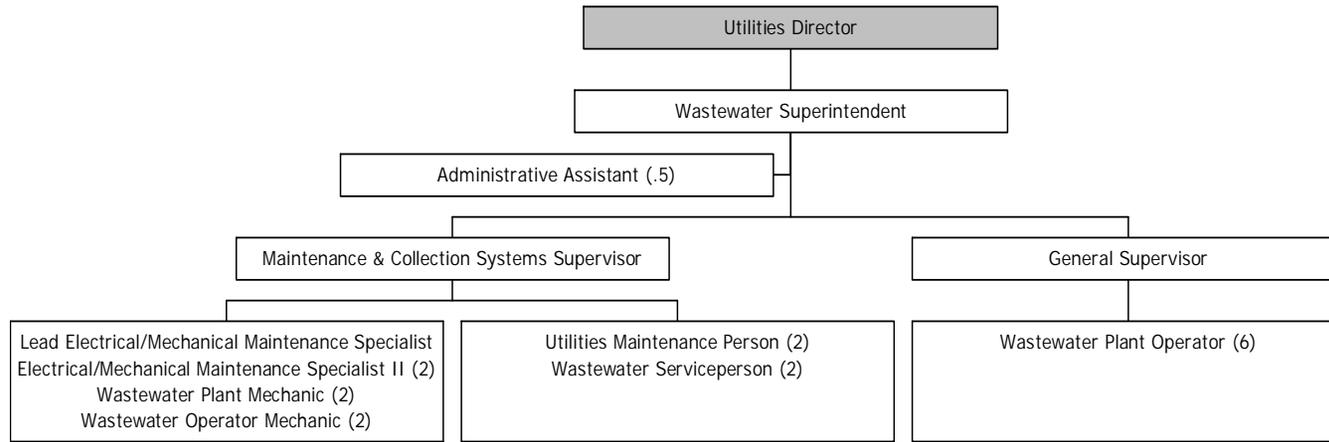
Operating Trends



Operating Trends (cont.)



Organizational Chart



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

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Wastewater Superintendent	1	1	1
General Supervisor	1	1	1
Maintenance & Collection Systems Supervisor	1	1	1
Lead Electrical/Mechanical Maint. Specialist*	1	1	1
Electrical/Mechanical Maint. Specialist 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
Total Full-Time	20	20	20
<u>Regular Part-Time</u>			
Administrative Assistant*	1	1	1
Total Regular Part-Time	1	1	1
Department Total	21	21	21

* Position Title Change



Utilities Director Vacant
Water Superintendent Vacant

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 maintenance 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 other 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 400 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
- Enforces City Ordinances relating to the cross connection control program including site inspections and shut-offs for noncompliance for 5,500 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.)

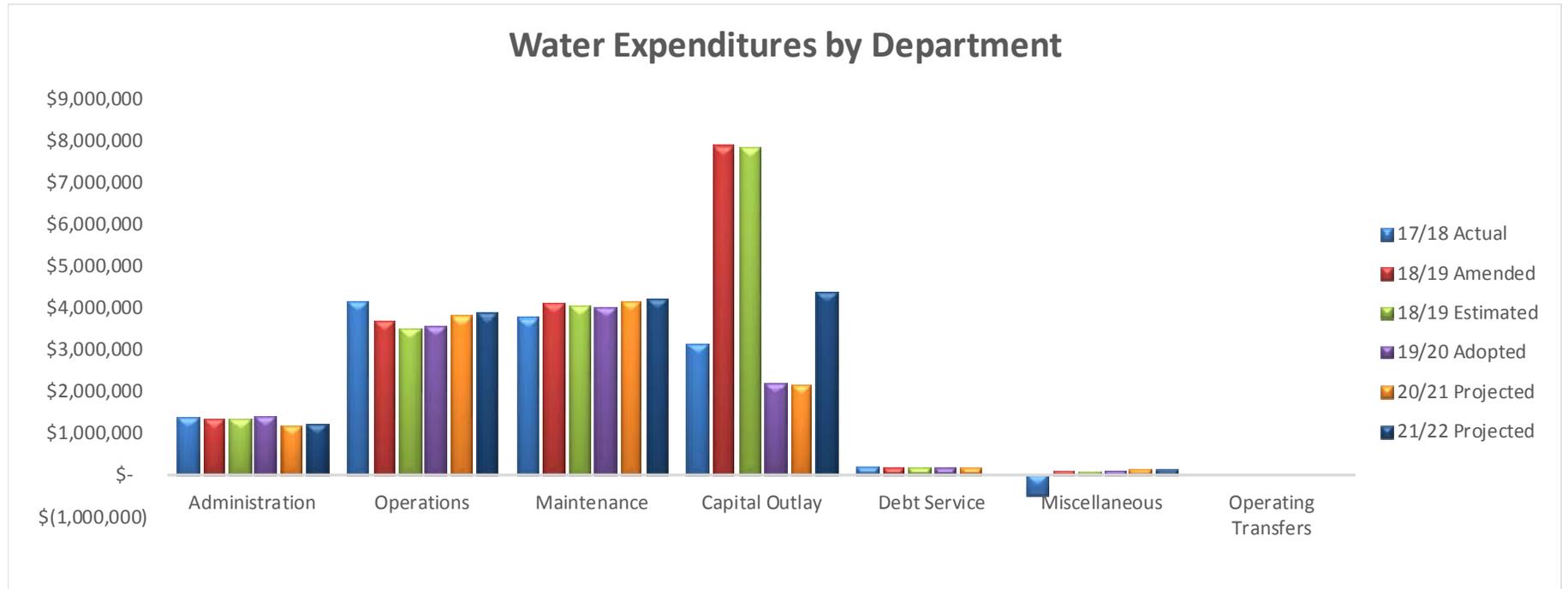
- Coordinates work orders and field activities for new meter sets, final bill meter reading, repairs, shut-offs and meter change-outs
- Water service, billing and inquiries
- Educates consumers on leak detection and water loss through leaky toilets, etc.
- Administers alternative payment options
- Administers City Ordinances relating to the cross connection control program including the facilitation of the testing requirements for 5,500 backflow prevention devices

Financial Statement

591 - Water
 Detail of Budget Appropriations and Revenues
 Fiscal Year Ending June 30, 2020

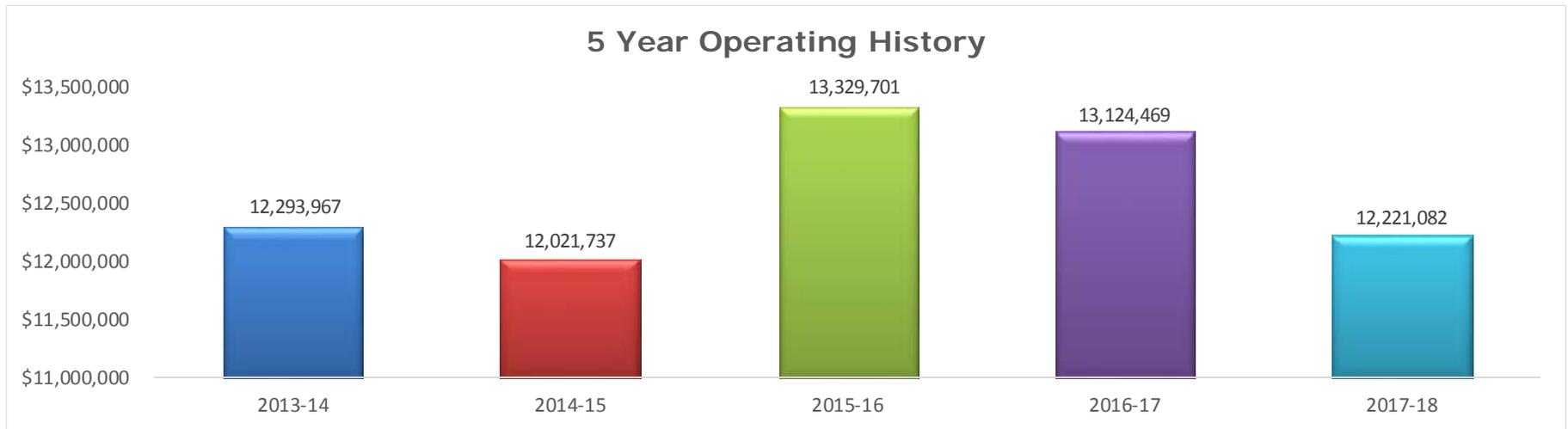
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Water sales	\$ 10,681,368	\$ 10,419,508	\$ 10,297,649	\$ 10,519,887	\$ 10,752,317	\$ 10,995,047
Charges for services	466,300	459,100	459,100	461,300	466,500	478,300
Rentals	390,900	391,000	391,000	388,500	388,500	388,500
Other	99,709	107,380	97,952	113,470	118,120	121,330
Contractual	348,595	892,259	953,264	295,832	235,090	345,710
Investment earnings	252,261	37,400	87,025	87,100	87,400	87,400
Non-operating	685,398	42,700	62,991	42,700	42,700	42,700
Total revenues	<u>12,924,531</u>	<u>12,349,347</u>	<u>12,348,981</u>	<u>11,908,789</u>	<u>12,090,627</u>	<u>12,458,987</u>
Expenses						
Personal services	4,407,829	4,465,641	4,476,945	4,587,644	4,697,191	4,820,591
Supplies	719,745	701,012	714,991	705,520	726,920	740,120
Other services and charges	4,214,064	4,069,367	3,742,518	3,738,129	3,746,272	3,767,391
Debt Service	217,700	199,931	194,384	194,350	186,477	-
Reserve for contingencies	-	72,800	72,800	100,000	100,000	100,000
Non-operating	(468,644)	34,251	17,356	33,330	51,256	39,954
Capital projects	2,516,465	7,047,997	7,013,402	1,950,000	2,035,000	4,230,000
Capital outlay	613,923	845,271	845,271	252,000	150,000	150,000
Total expenses	<u>12,221,082</u>	<u>17,436,270</u>	<u>17,077,667</u>	<u>11,560,973</u>	<u>11,693,116</u>	<u>13,848,056</u>
Excess of Revenues Over (Under) Expenses	703,449	(5,086,923)	(4,728,686)	347,816	397,511	(1,389,069)
Other non-working capital adjustments	(1,077,443)	-	-	-	-	-
Working Capital - beginning	<u>8,325,870</u>	<u>7,951,876</u>	<u>7,951,876</u>	<u>3,223,190</u>	<u>3,571,006</u>	<u>3,968,517</u>
Working Capital - ending	<u>\$ 7,951,876</u>	<u>\$ 2,864,953</u>	<u>\$ 3,223,190</u>	<u>\$ 3,571,006</u>	<u>\$ 3,968,517</u>	<u>\$ 2,579,448</u>
Working Capital						
Reserved for capacity improvements	\$ 1,851,742	\$ 2,020,082	\$ 2,020,082	\$ 2,140,482	\$ 1,400,882	\$ 1,499,282
Unreserved	<u>6,100,134</u>	<u>844,871</u>	<u>1,203,108</u>	<u>1,430,524</u>	<u>2,567,635</u>	<u>1,080,166</u>
	<u>\$ 7,951,876</u>	<u>\$ 2,864,953</u>	<u>\$ 3,223,190</u>	<u>\$ 3,571,006</u>	<u>\$ 3,968,517</u>	<u>\$ 2,579,448</u>

Summary of Budget Changes



Summary of Budget Changes (cont.)

Operating Trends

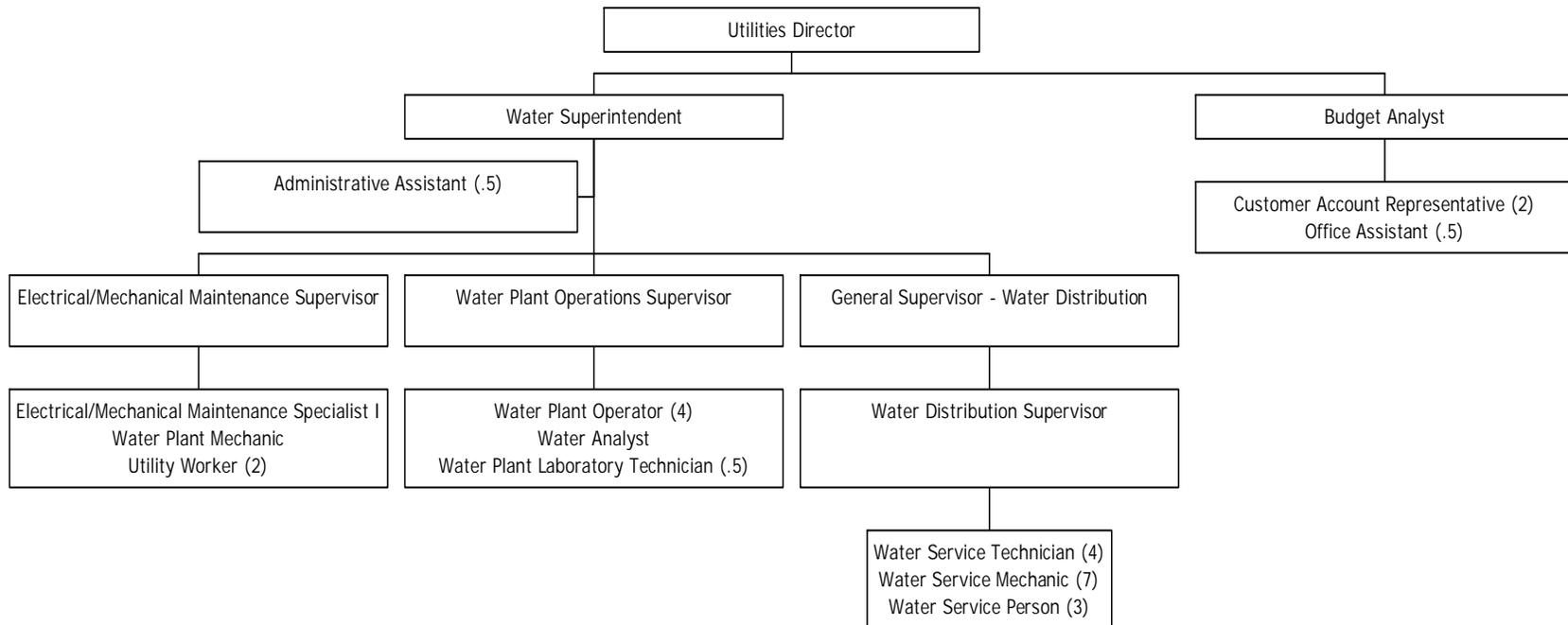


Significant Notes – 2019-20 Budget Compared to 2018-19 Budget

Major initiatives for 2018-19 include replacement of the water plant boiler system, ferric chloride chemical storage tanks and

freight elevator. Regulatory changes and aging infrastructure will require increased funding for capital projects in the future.

Organizational Chart



Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Utilities Director	1	1	1
Budget Analyst	1	1	1
Customer Account Representative*	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
Water Service Technician*	4	4	4
Electrical/Mechanical Maint. Specialist I*	1	1	1
Utility Worker*	2	2	2
Water Analyst	1	1	1
Water Plant Mechanic	1	1	1
Water Plant Operator	4	4	4
Water Service Mechanic	5	8	7
Water Service Person	5	2	3
Total Full-Time	32	32	32
<u>Regular Part-Time</u>			
Water Plant Laboratory Technician	1	1	1
Administrative Assistant* - Water Plant	1	1	1
Office Assistant - Water Office	0	1	1
Total Regular Part-Time	2	3	3
Department Total	34	35	35

* Position Title Change



Internal Service Funds

for the Fiscal Year Ending June 30, 2020

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 located at the Municipal Service Center.

Financial Statement

631 - Stores Revolving Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Service and supplies sales	\$ 744,564	\$ 734,000	\$ 809,000	\$ 825,000	\$ 837,375	\$ 849,915
Non-operating	2,741	3,400	5,220	5,220	5,220	5,220
Total revenues	747,305	737,400	814,220	830,220	842,595	855,135
Expenses						
Supplies	654,864	647,000	716,000	730,000	740,950	752,046
Other services and charges	66,656	28,647	28,417	30,130	31,034	31,965
Non-operating	(731)	(3,100)	(3,100)	(3,100)	(3,193)	(3,289)
Capital outlay	-	-	-	-	-	605,000
Total expenses	720,789	672,547	741,317	757,030	768,791	1,385,722
Excess of Revenues Over (Under) Expenses	26,516	64,853	72,903	73,190	73,804	(530,587)
Working Capital - beginning	470,301	496,817	496,817	569,720	642,910	716,714
Working Capital - ending	\$ 496,817	\$ 561,670	\$ 569,720	\$ 642,910	\$ 716,714	\$ 186,127
Working Capital						
Reserved for capital replacement	\$ -	\$ -	\$ 440,716	\$ 505,569	\$ 570,960	\$ -
Unreserved	496,817	561,670	129,004	137,341	145,754	186,127
Total Working Capital	\$ 496,817	\$ 561,670	\$ 569,720	\$ 642,910	\$ 716,714	\$ 186,127

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, 2020

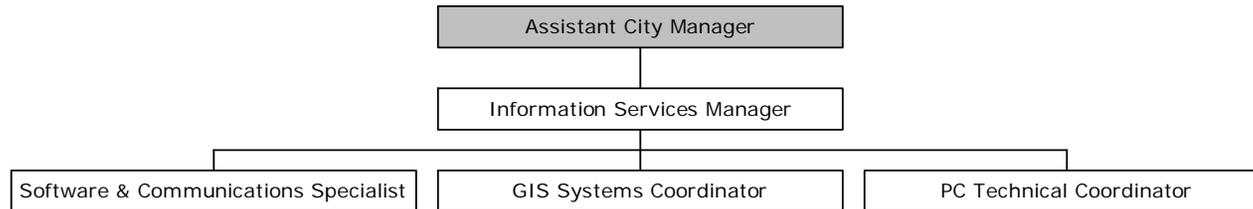
	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Service charges	\$ 977,911	\$ 980,100	\$ 980,618	\$ 1,010,543	\$ 1,010,543	\$ 1,010,543
Investment earnings	14,656	12,700	29,655	29,700	29,700	29,700
Non-operating	(8,395)	-	721	-	-	-
Total revenues	<u>984,172</u>	<u>992,800</u>	<u>1,010,994</u>	<u>1,040,243</u>	<u>1,040,243</u>	<u>1,040,243</u>
Expenses						
Personal services	756,944	770,796	770,009	689,056	708,329	728,175
Supplies	68,726	96,000	94,000	96,000	90,500	108,500
Other services and charges	342,484	387,161	383,317	383,813	393,383	403,240
Reserve for contingencies	-	25,000	15,000	25,000	25,000	25,000
Non-operating	(78,420)	-	-	-	-	-
Capital outlay	11,337	94,875	94,875	40,000	40,000	20,000
Total expenses	<u>1,101,071</u>	<u>1,373,832</u>	<u>1,357,201</u>	<u>1,233,869</u>	<u>1,257,212</u>	<u>1,284,915</u>
Excess of Revenues Over (Under) Expenses	(116,899)	(381,032)	(346,207)	(193,626)	(216,969)	(244,672)
Other non-working capital adjustments	(64,034)	-	-	-	-	-
Working Capital - beginning	2,263,832	2,082,899	2,082,899	1,736,692	1,543,066	1,326,097
Working Capital - ending	<u>\$ 2,082,899</u>	<u>\$ 1,701,867</u>	<u>\$ 1,736,692</u>	<u>\$ 1,543,066</u>	<u>\$ 1,326,097</u>	<u>\$ 1,081,425</u>

Summary of Budget Changes

Operating Trends



Organizational Chart



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

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<u>Full-Time</u>			
Information Services Manager	1	1	1
Software & Communications Specialist	2	2	1
GIS Systems Coordinator	1	1	1
PC Technical Coordinator	1	1	1
Total Full-Time	5	5	4
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	5	5	4



Director of Public ServicesKaren 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 best 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 Airport, 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

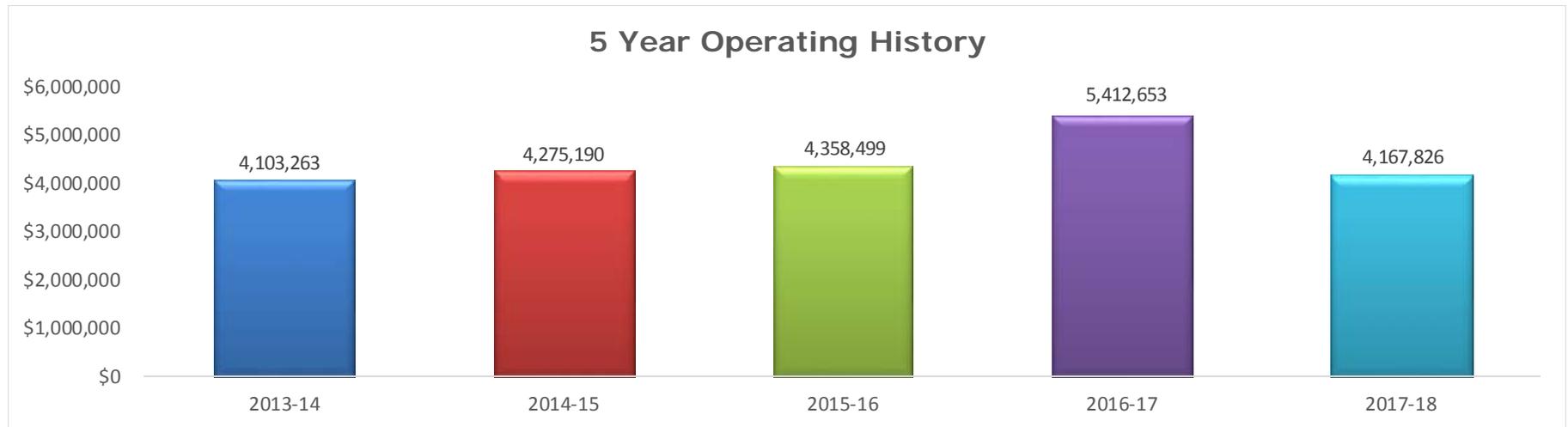
Financial Statement

640 - Equipment Revolving Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Rentals	\$ 4,404,141	\$ 5,010,541	\$ 5,024,172	\$ 5,239,593	\$ 5,396,780	\$ 5,396,780
State grants	1,890	-	-	-	-	-
Service and supplies sales	446,789	337,350	414,000	414,000	417,900	417,900
Investment earnings	19,134	10,000	43,000	43,000	43,000	43,000
Non-operating	105,499	119,500	211,600	134,500	127,000	195,000
Total revenues	<u>4,977,453</u>	<u>5,477,391</u>	<u>5,692,772</u>	<u>5,831,093</u>	<u>5,984,680</u>	<u>6,052,680</u>
Expenses						
Personal services	1,717,642	1,811,734	1,794,664	1,787,065	1,861,870	1,941,143
Supplies	851,023	848,549	863,014	878,335	891,897	906,625
Other services and charges	593,057	678,776	676,532	669,349	689,279	709,807
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Non-operating	(181,911)	24,246	18,046	-	-	-
Capital outlay	1,097,711	2,587,702	2,587,702	1,643,000	1,562,200	2,928,500
Transfers out	90,304	-	-	-	-	-
Total expenses	<u>4,167,826</u>	<u>5,976,007</u>	<u>5,964,958</u>	<u>5,002,749</u>	<u>5,030,246</u>	<u>6,511,075</u>
Excess of Revenues Over (Under) Expenses	809,627	(498,616)	(272,186)	828,344	954,434	(458,395)
Other non-working capital adjustments	(199,761)	-	-	-	-	-
Working Capital - beginning	<u>3,075,252</u>	<u>3,685,118</u>	<u>3,685,118</u>	<u>3,412,932</u>	<u>4,241,276</u>	<u>5,195,710</u>
Working Capital - ending	<u>\$ 3,685,118</u>	<u>\$ 3,186,502</u>	<u>\$ 3,412,932</u>	<u>\$ 4,241,276</u>	<u>\$ 5,195,710</u>	<u>\$ 4,737,315</u>

Summary of Budget Changes

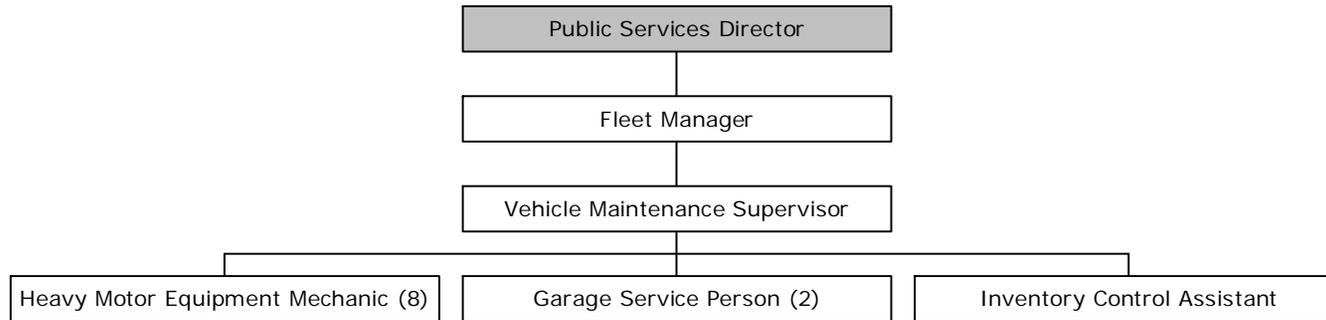
Operating Trends



Significant Notes – 2019-20 Budget Compared to 2018-19 Budget

No major changes to the budget have been proposed for 2019-20. Capital purchases will proceed as recommended in the Ten Year Vehicle Replacement Plan.

Organizational Chart



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

Staff Summary	Approved 2017-18	Approved 2018-19	Adopted 2019-20
<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
Total Full-Time	13	13	13
<u>Regular Part-Time</u>			
None	0	0	0
Total Regular Part-Time	0	0	0
Department Total	13	13	13



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

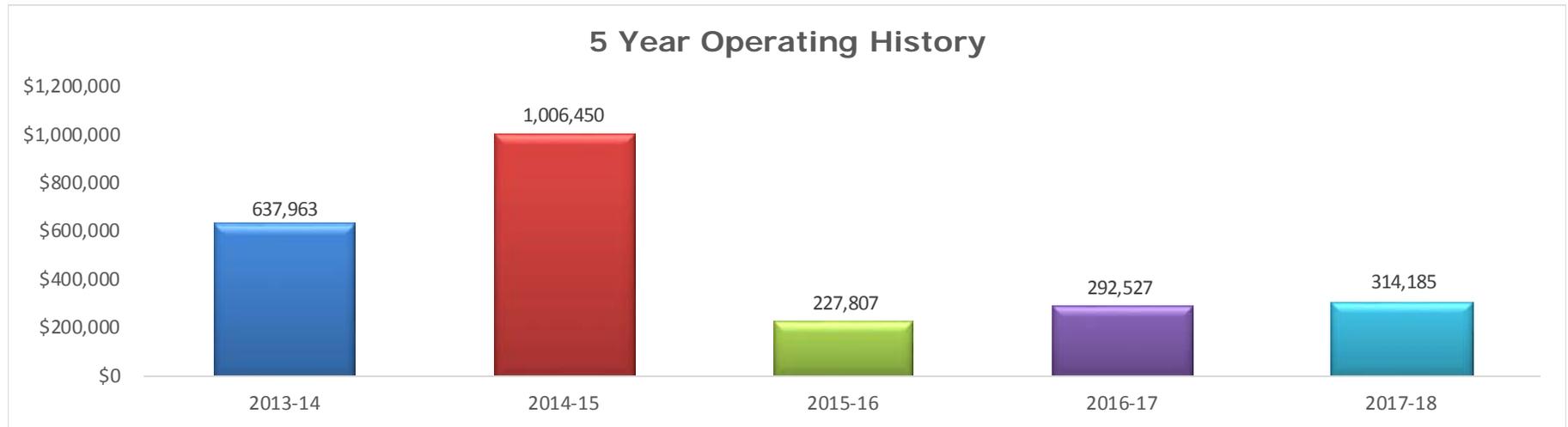
Financial Statement

641 - Municipal Service Center Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Building rentals	\$ 396,131	\$ 408,015	\$ 408,015	\$ 420,255	\$ 432,863	\$ 445,849
Investment earnings	7,124	5,900	15,930	15,930	15,930	15,930
Non-operating	3,704	564	9,565	564	564	564
Total revenues	<u>406,959</u>	<u>414,479</u>	<u>433,510</u>	<u>436,749</u>	<u>449,357</u>	<u>462,343</u>
Expenses						
Personal services	14,691	18,618	18,793	20,429	20,971	21,602
Supplies	7,697	14,780	14,680	14,680	14,901	15,123
Other services and charges	241,085	243,345	246,380	249,734	256,777	264,027
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	(1,681)	-	-	-	-	-
Capital projects	-	7,140	7,066	-	-	-
Capital outlay	52,393	274,275	270,875	410,000	160,000	82,000
Total expenses	<u>314,185</u>	<u>568,158</u>	<u>567,794</u>	<u>704,843</u>	<u>462,649</u>	<u>392,752</u>
Excess of Revenues Over (Under) Expenses	92,774	(153,679)	(134,284)	(268,094)	(13,292)	69,591
Other non-working capital adjustments	(1,681)	-	-	-	-	-
Working Capital - beginning	989,560	1,080,653	1,080,653	946,369	678,275	664,983
Working Capital - ending	<u>\$ 1,080,653</u>	<u>\$ 926,974</u>	<u>\$ 946,369</u>	<u>\$ 678,275</u>	<u>\$ 664,983</u>	<u>\$ 734,574</u>

Summary of Budget Changes

Operating Trends



Significant Notes – 2019-20 Budget Compared to 2018-19 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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Rentals	\$ 31,909	\$ 31,909	\$ 31,909	\$ 31,909	\$ 31,909	\$ 31,909
Investment earnings	1,091	918	2,235	2,235	2,235	2,235
Total revenues	<u>33,000</u>	<u>32,827</u>	<u>34,144</u>	<u>34,144</u>	<u>34,144</u>	<u>34,144</u>
Expenses						
Other services and charges	19,394	17,361	22,677	23,002	23,511	24,037
Reserve for contingencies	-	5,000	5,000	5,000	5,000	5,000
Capital outlay	4,995	35,105	31,105	-	-	-
Total expenses	<u>24,389</u>	<u>57,466</u>	<u>58,782</u>	<u>28,002</u>	<u>28,511</u>	<u>29,037</u>
Excess of Revenues Over (Under) Expenses	8,611	(24,639)	(24,638)	6,142	5,633	5,107
Working Capital - beginning	<u>156,496</u>	<u>165,107</u>	<u>165,107</u>	<u>140,469</u>	<u>146,611</u>	<u>152,244</u>
Working Capital - ending	<u>\$ 165,107</u>	<u>\$ 140,468</u>	<u>\$ 140,469</u>	<u>\$ 146,611</u>	<u>\$ 152,244</u>	<u>\$ 157,351</u>
Working Capital						
Reserved for future rent offset	\$ 45,357	\$ 42,522	\$ 42,522	\$ 39,687	\$ 36,852	\$ 34,017
Unreserved	<u>119,750</u>	<u>97,946</u>	<u>97,947</u>	<u>106,924</u>	<u>115,392</u>	<u>123,334</u>
Total Working Capital	<u>\$ 165,107</u>	<u>\$ 140,468</u>	<u>\$ 140,469</u>	<u>\$ 146,611</u>	<u>\$ 152,244</u>	<u>\$ 157,351</u>

Summary of Budget Changes

Operating Trends





Utilities Director Vacant
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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Electricity sales	\$ 942,294	\$ -	\$ -	\$ -	\$ -	\$ -
Investment earnings	3,873	-	-	-	-	-
Transfers in	60,000	-	-	-	-	-
Total revenues	<u>1,006,167</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenses						
Personal services	202,783	-	-	-	-	-
Supplies	157,695	-	-	-	-	-
Other services and charges	297,604	-	-	-	-	-
Debt Service	400,347	-	-	-	-	-
Non-operating	(18,767)	-	-	-	-	-
Capital outlay	178,018	-	-	-	-	-
Total expenses	<u>1,217,680</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess of Revenues Over (Under) Expenses	(211,513)	-	-	-	-	-
Other non-working capital adjustments	(28,874)	(390,744)	(390,744)	-	-	-
Working Capital - beginning	631,131	390,744	390,744	-	-	-
Working Capital - ending	<u>\$ 390,744</u>	<u>\$ -</u>				

Summary of Budget Changes

Operating Trends



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

Significant Notes – 2019-20 Budget Compared to 2018-19 Budget

Due to the Renewable Energy's relationship with the Landfill, and to increase efficiencies, it was merged with the Landfill effective July 1, 2018. It is included here to provide the fiscal

year 2017-18 actual only. The budget is now combined with the Landfill.



Service Statement

The Property and Liability Insurance Fund is an internal service fund used to account for costs associated with providing forms of property and liability insurance to the City. The primary source of expenditures to the fund is insurance premiums and

claims which fall within the policy deductibles. Its primary source of revenue is cost reimbursements from the other funds within the City.



Property & Liability Insurance

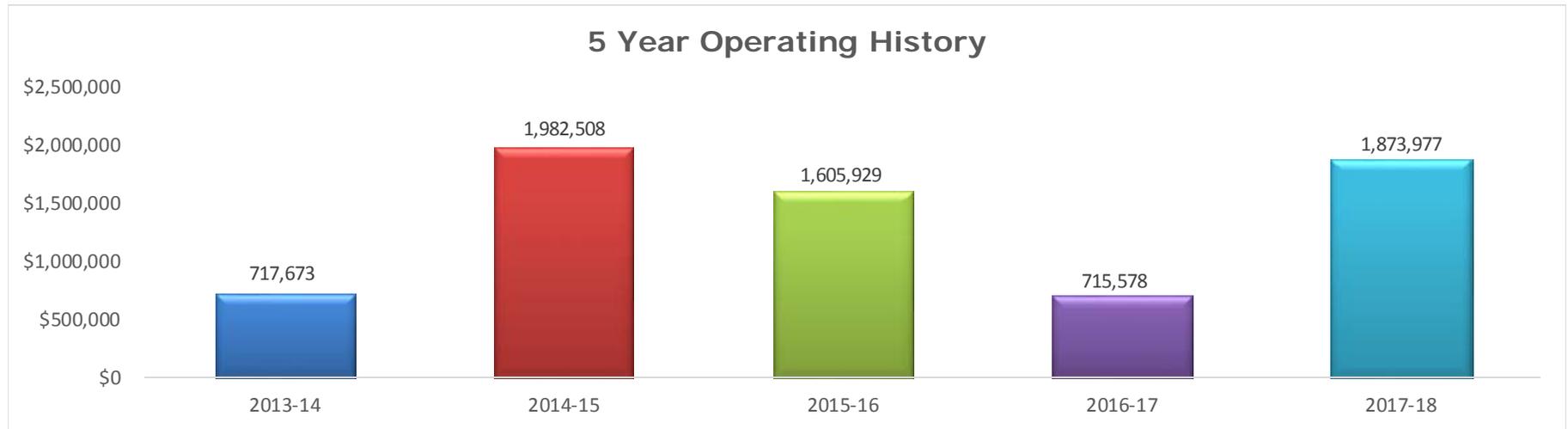
Financial Statement

675 - Property and Liability Insurance Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Service charges	\$ 516,760	\$ 533,291	\$ 531,837	\$ 540,859	\$ 551,676	\$ 562,710
Other	825,387	40,000	377,623	125,000	125,000	125,000
Non-operating	57,552	58,000	55,438	55,000	55,000	55,000
Total revenues	<u>1,399,699</u>	<u>631,291</u>	<u>964,898</u>	<u>720,859</u>	<u>731,676</u>	<u>742,710</u>
Expenses						
Other services and charges	1,873,977	825,894	793,148	879,000	898,320	918,219
Total expenses	<u>1,873,977</u>	<u>825,894</u>	<u>793,148</u>	<u>879,000</u>	<u>898,320</u>	<u>918,219</u>
Excess of Revenues Over (Under) Expenses	(474,278)	(194,603)	171,750	(158,141)	(166,644)	(175,509)
Working Capital - beginning	1,514,685	1,040,407	1,040,407	1,212,157	1,054,016	887,372
Working Capital - ending	<u>\$ 1,040,407</u>	<u>\$ 845,804</u>	<u>\$ 1,212,157</u>	<u>\$ 1,054,016</u>	<u>\$ 887,372</u>	<u>\$ 711,863</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, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Contributions	\$ 10,328,563	\$ 10,503,805	\$ 10,503,805	\$ 10,770,500	\$ 11,189,900	\$ 11,557,650
Other	13,446	10,000	2,500	10,000	10,000	10,000
Investment earnings	23,321	8,000	20,000	20,000	20,000	20,000
Non-operating	375,840	500,000	400,000	400,000	400,000	400,000
Total revenues	<u>10,741,170</u>	<u>11,021,805</u>	<u>10,926,305</u>	<u>11,200,500</u>	<u>11,619,900</u>	<u>11,987,650</u>
Expenses						
Personal services	10,537,640	11,161,529	10,980,812	11,364,000	11,739,000	12,314,000
Other services and charges	12,186	52,909	14,500	14,500	14,500	14,500
Total expenses	<u>10,549,826</u>	<u>11,214,438</u>	<u>10,995,312</u>	<u>11,378,500</u>	<u>11,753,500</u>	<u>12,328,500</u>
Excess of Revenues Over (Under) Expenses	191,344	(192,633)	(69,007)	(178,000)	(133,600)	(340,850)
Working Capital - beginning	<u>4,599,730</u>	<u>4,791,074</u>	<u>4,791,074</u>	<u>4,722,067</u>	<u>4,544,067</u>	<u>4,410,467</u>
Working Capital - ending	<u>\$ 4,791,074</u>	<u>\$ 4,598,441</u>	<u>\$ 4,722,067</u>	<u>\$ 4,544,067</u>	<u>\$ 4,410,467</u>	<u>\$ 4,069,617</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.

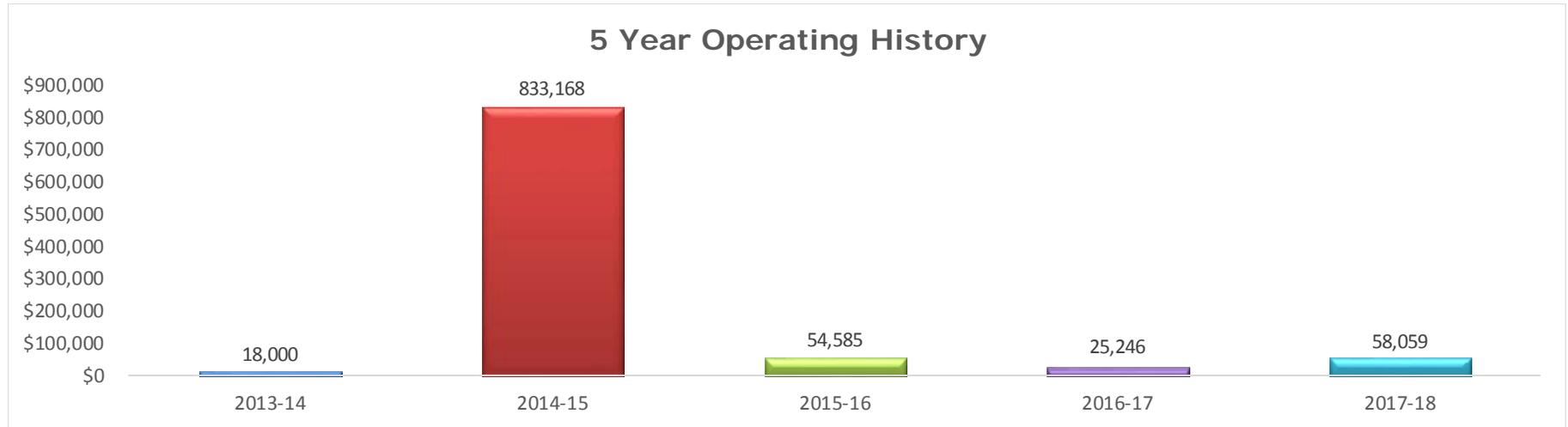
Financial Statement

688 - Special Assessment Revolving Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20	2020-21	2021-22
	Actual	Amended	Estimate	Adopted	Projected	Projected
Revenues						
Contributions	\$ 35,946	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Investment earnings	22,113	19,191	37,095	35,843	35,843	35,843
Total operating revenues	<u>58,059</u>	<u>59,191</u>	<u>77,095</u>	<u>75,843</u>	<u>75,843</u>	<u>75,843</u>
Expenses						
Transfers out	58,059	59,191	77,095	75,843	75,843	75,843
Total expenses	<u>58,059</u>	<u>59,191</u>	<u>77,095</u>	<u>75,843</u>	<u>75,843</u>	<u>75,843</u>
Other non-working capital adjustments	30,636	-	-	-	-	-
Working Capital - beginning	<u>2,070,033</u>	<u>2,100,669</u>	<u>2,100,669</u>	<u>2,100,669</u>	<u>2,100,669</u>	<u>2,100,669</u>
Working Capital - ending	<u>\$ 2,100,669</u>					

Summary of Budget Changes

Operating Trends





Trends and Summaries

for the Fiscal Year Ending June 30, 2020

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

2019 Ten Largest Taxpayers

Constitutional Tax Limitation

Net Cost of Certain Departments

101 - General Fund
Net Cost of Certain Departments
Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20
	Actual	Amended	Estimate	Adopted
Building Inspection				
Licenses and permits	\$ 579,299	\$ 455,400	\$ 556,925	\$ 482,900
Other	2,456	2,000	2,112	2,000
Total revenues	<u>581,755</u>	<u>457,400</u>	<u>559,037</u>	<u>484,900</u>
Expenditures				
Personal services	844,484	822,672	818,797	849,553
Supplies	7,860	9,100	7,450	9,050
Other charges	34,891	41,350	39,026	72,476
Total expenditures	<u>887,235</u>	<u>873,122</u>	<u>865,273</u>	<u>931,079</u>
Net cost of department	<u>\$ 305,480</u>	<u>\$ 415,722</u>	<u>\$ 306,236</u>	<u>\$ 446,179</u>
Cemetery				
Charges for services	\$ 86,404	\$ 100,000	\$ 84,000	\$ 84,000
Expenditures				
Personal services	211,522	259,115	281,132	276,023
Supplies	22,105	23,560	23,060	22,995
Other charges	70,155	81,003	80,452	67,971
Capital outlay	-	-	-	50,000
Total expenditures	<u>303,782</u>	<u>363,678</u>	<u>384,644</u>	<u>416,989</u>
Net cost of department	<u>\$ 217,378</u>	<u>\$ 263,678</u>	<u>\$ 300,644</u>	<u>\$ 332,989</u>
Plymouth Pool				
Use and admission fees	\$ 101,605	\$ 103,000	\$ 111,000	\$ 111,000
Expenditures				
Personal services	85,984	114,468	99,652	117,826
Supplies	33,556	27,930	27,930	28,725
Other charges	102,999	103,241	95,532	70,869
Capital outlay	20,477	27,184	26,184	80,000
Total expenditures	<u>243,016</u>	<u>272,823</u>	<u>249,298</u>	<u>297,420</u>
Net cost of department	<u>\$ 141,411</u>	<u>\$ 169,823</u>	<u>\$ 138,298</u>	<u>\$ 186,420</u>

Net Cost of Certain Departments

101 - General Fund
 Net Cost of Certain Departments
 Fiscal Year Ending June 30, 2020

	2017-18	2018-19		2019-20
	Actual	Amended	Estimate	Adopted
Other Recreation Programs				
Use and admission fees	\$ 235,373	\$ 211,800	\$ 222,504	\$ 230,000
Expenditures				
Personal services	422,768	822,656	763,951	847,057
Supplies	44,313	52,253	53,389	54,760
Other charges	183,023	361,823	359,783	364,307
Capital outlay	-	-	-	-
Total expenditures	<u>650,104</u>	<u>1,236,732</u>	<u>1,177,123</u>	<u>1,266,124</u>
Net cost of department	<u>\$ 414,731</u>	<u>\$ 1,024,932</u>	<u>\$ 954,619</u>	<u>\$ 1,036,124</u>
(Includes: Recreation, Summer Programs, and Winter Programs)				
Airport				
Airport revenue	\$ 211,786	\$ 200,700	\$ 219,210	\$ 221,510
Total revenues	<u>211,786</u>	<u>200,700</u>	<u>219,210</u>	<u>221,510</u>
Expenditures				
Personal services	18,379	15,956	15,956	22,033
Supplies	3,475	9,100	8,075	9,075
Other charges	289,415	300,724	307,795	303,181
Capital outlay	-	29,000	26,000	20,000
Capital projects	10,244	16,288	20,651	-
Total expenditures	<u>321,513</u>	<u>371,068</u>	<u>378,477</u>	<u>354,289</u>
Net cost of department	<u>\$ 109,727</u>	<u>\$ 170,368</u>	<u>\$ 159,267</u>	<u>\$ 132,779</u>

Budget Consolidation

Fund	2015-16 Adopted	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted	2019-20 Adopted
General	\$ 42,561,392	\$ 43,484,191	\$ 44,373,170	\$ 44,494,338	\$ 47,317,320
Major Street	7,820,690	7,869,061	12,612,727	9,146,156	8,357,354
Local Street	4,142,994	3,997,991	3,418,464	4,505,202	4,139,587
SmartZone	-	48,000	118,000	80,000	80,000
Center City Authority	11,229	4,252	-	3,814	1,700
Storm Water Management	1,071,862	953,107	1,114,994	1,059,686	1,625,175
Grace A. Dow Library	4,094,771	4,427,236	4,437,922	4,419,122	5,020,011
CDBG	318,381	332,889	341,405	336,284	319,771
Homeland Security Grant Program	-	-	-	-	505,618
Special Activities	96,000	83,500	83,500	82,000	93,000
Housing	141,800	313,100	264,600	212,750	206,500
Dial-A-Ride	2,290,107	2,285,963	2,389,302	2,375,853	2,355,102
Midland Community Television	815,068	780,119	661,718	679,240	785,732
DDA	555,316	530,132	620,481	556,355	686,822
Debt Service	2,453,325	2,456,134	2,391,696	2,385,441	2,387,225
Civic Arena	1,342,446	1,426,019	1,396,668	1,442,085	1,669,933
Landfill	4,441,701	3,944,383	4,676,763	6,057,613	6,160,764
Washington Woods	2,074,954	3,417,897	2,768,125	1,814,740	2,141,668
Riverside Place	2,000,266	2,057,038	2,357,991	2,283,097	2,281,149
Currie Municipal Golf Course	1,128,316	1,085,827	1,138,809	1,167,864	1,241,667
Parking	193,847	187,878	200,181	188,691	197,197
Wastewater	7,556,247	7,294,281	7,696,333	7,703,420	8,597,567
Water	12,604,508	13,522,783	11,828,119	13,740,574	11,560,973
Stores Revolving	1,283,640	920,697	602,485	672,547	757,030
Information Services - Operations	1,270,118	1,359,938	1,412,262	1,318,957	1,233,869
Equipment Revolving	4,942,019	5,135,374	5,403,897	5,111,581	5,002,749
Municipal Service Center	390,231	309,539	369,197	545,923	704,843
Municipal Service Annex	26,875	25,725	25,406	26,361	28,002
Renewable Energy Services	1,229,809	1,179,672	1,282,195	-	-
Property/Liability Insurance	759,000	754,000	769,000	792,000	879,000
Health Insurance	9,793,451	10,625,041	10,847,922	11,214,438	11,378,500
Special Assessment Revolving	41,000	14,000	55,000	59,191	75,843
Subtotal	117,451,363	120,825,767	125,658,332	124,475,323	127,791,671
Eliminations:					
Interfund Transfers	9,366,983	9,476,996	9,403,235	9,503,953	9,066,578
Administrative Charges	2,367,100	2,449,200	2,472,150	2,341,450	2,312,300
Building/Equipment Rental	4,487,400	4,775,995	4,881,033	5,691,629	5,934,979
Information Services Charges	1,207,056	1,086,350	976,871	980,100	1,009,503
Insurance Charges	9,135,406	9,683,099	10,561,158	10,531,132	10,790,859
Total Eliminations	26,563,945	27,471,640	28,294,447	29,048,264	29,114,219
Consolidated Budget	\$ 90,887,418	\$ 93,354,127	\$ 97,363,885	\$ 95,427,059	\$ 98,677,452



General Fund Revenue and Expenditures by Function

CITY OF MIDLAND
101 - General Fund
Revenue and Expenditures by Function
Fiscal Year Ending June 30, 2020

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Actual									
Revenues										
Property taxes	\$ 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	\$ 28,208,925
Licenses and permits	510,956	404,246	645,526	505,260	494,375	514,354	451,750	562,722	544,329	609,983
Intergovernmental	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	11,342,116
Charges for services	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	2,498,932
Use and admission fees	203,733	202,759	256,398	266,000	282,394	304,482	289,387	320,404	340,977	359,534
Investment earnings	420,150	76,633	49,917	32,874	27,888	30,311	28,861	56,296	88,062	201,997
Other revenue	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	1,587,978
Interfund transfers	80,183	121,268	185,025	86,919	56,560	52,803	16,497	41,515	30,703	58,257
Bond issue proceeds	17,677,757	-	-	-	-	-	-	-	-	-
From (To) fund balance	18,426,587	(647,558)	97,560	(1,448,573)	(245,841)	(2,185,929)	(1,748,049)	316,925	(3,664,083)	(3,445,965)
	<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>	<u>\$ 41,421,757</u>
Expenditures										
General government	\$ 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	\$ 5,713,337
Public safety	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	18,036,039
Public works	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	2,069,050
Sanitation	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	3,985,581
Parks and recreation	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	5,750,701
Other functions	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	988,502
Capital projects	137,206	507,130	960,244	281,166	162,313	430,571	235,577	1,367,537	445,576	254,049
Interfund transfers	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	4,624,498
	<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>	<u>\$ 41,421,757</u>

Capital Purchases & Projects

	<u>2019-20 Adopted</u>
General Fund	
General Government	
City Hall	
Boiler unit	\$ 80,000
City Hall long-term capital maintenance	<u>80,000</u>
Total General Government	<u>\$ 160,000</u>
Public Safety	
Police	
Vehicle K9	\$ 29,000
Fire	
Station 3 concrete apron and approach	\$ 50,000
Station 1 diesel exhaust removal system	46,285
Station 1 carpet	<u>11,500</u>
Total Public Safety	<u>\$ 136,785</u>
Public Works	
Engineering	
Electronic message board	\$ 20,000
Pavement model software	5,000
Public Works Activities	
Re-roof salt barn (year 1 of 5)	19,300
Sidewalk Maintenance	
Sidewalk grinder	9,000
Traffic Services	
Hydraulic impact wrench	<u>5,000</u>
Total Public Works	<u>\$ 58,300</u>

Capital Purchases & Projects (cont.)

	<u>2019-20 Adopted</u>
Parks and Recreation	
Parks	
Dog Park parking lot - multi-year	\$ 50,000
Rail trail bio oil treatment	30,000
Drainage	20,000
Plymouth Pool	
Marcite coating	80,000
Cemetery	
Cemetery roads	50,000
Total Parks and Recreation	<u>\$ 230,000</u>
Other	
Barstow Airport	
Hangar upgrades	\$ 5,000
MDOT project	15,000
Total Other	<u>\$ 20,000</u>
Capital Projects	
Engineering deposits	\$ 75,000
Sidewalk improvement program	80,000
Sidewalk startup for 2020-21	10,000
Street light upgrade	6,000
Way-finding sign maintenance	20,000
Total Capital Projects	<u>\$ 191,000</u>
Total General Fund	<u><u>\$ 796,085</u></u>

Capital Purchases & Projects (cont.)

	2019-20 Adopted
Major Street Fund	
Airport Road: Sturgeon to Eastman	\$ 1,145,000
Ditch cleaning	50,000
E Sugnet Road: Jefferson to Washington	690,000
George Street: Indian to State	735,000
Non-motorized improvements	10,000
Preliminary engineering	25,000
Saginaw Rd: Waldo to Waldo Court	80,000
Surface treatment & crack seal: sidewalk ramps	150,000
Traffic sign upgrade	35,000
Traffic signal upgrade	40,000
West Wackerly Street: Stark to Dublin	730,000
	<u>\$ 3,690,000</u>
Local Street Fund	
Bauss Court: Sharon to end of Court	\$ 150,000
Byrd Street: Ashman to Wyllys	110,000
Collins Street: Noeske to Ashman	215,000
Curb replacement & pavement patching	200,000
Emerson Park Bridge demolition	50,000
Federal Street: Cambridge to Boston	170,000
Hartford Court: Sugnet to end	80,000
Hidden Stone Court: Ashman to end	170,000
Mark Putnam Drive: Saginaw to Schuette	225,000
Schuette Drive: Mark Putnam to Waldo	360,000
Surface treatment and crack sealing: sidewalk ramps	300,000
West Nickels Street: Manor to Ashman	210,000
	<u>\$ 2,240,000</u>
SmartZone	
Property acquisition	<u>\$ 5,000</u>

Capital Purchases & Projects (cont.)

	2019-20 Adopted
Storm Water Utility Fund	
Catch basin lead - new installations	\$ 35,000
Catch basin lead - replacements	20,000
Culvert replacement	300,000
Liner	75,000
Large line sand nozzle	8,000
Outfall and open ditch rehab	110,000
Sturgeon Creek clearing	300,000
	<u>\$ 848,000</u>
Library Fund	
Auditorium projector and sound system updates	\$ 16,000
Circulation desk	20,000
End panels	20,000
Exterior seating	25,000
Genealogy room shelves	10,000
Integrated library system	46,000
Orchard room furniture	10,000
Planters	65,000
Portico upgrade	12,000
Reference desk	15,000
Roof	320,000
Self-checkout machines, encoding pads, and update software	52,000
Shelving - adult services area	30,000
	<u>\$ 641,000</u>
Dial A Ride Fund	
Bus	<u>\$ 73,213</u>
Midland Community Television Fund	
Video encoders (4)	<u>\$ 28,000</u>

Capital Purchases & Projects (cont.)

	2019-20 Adopted
Civic Arena	
Air conditioning unit	\$ 20,000
Cooling tower	219,103
Pumps (2)	13,912
Radiant tube heaters	13,400
	<u>\$ 266,415</u>
Landfill Fund	
Building improvements	\$ 432,500
Cell 16 - interim cover	30,000
Cell 17 - development	50,000
Chiller compressor	5,000
Compost screener	200,000
Generator components	105,000
Leachate pretreatment system	500,000
Mower attachment	20,000
Road improvements	180,000
Programmable logic controls	10,000
Valves	10,000
	<u>\$ 1,542,500</u>
Washington Woods Fund	
Parking lot repairs	\$ 42,803
Cooling tower, chiller and pump	350,000
	<u>\$ 392,803</u>
Riverside Place Fund	
Railing - east end	\$ 20,000
Heat pump	20,867
	<u>\$ 40,867</u>

Capital Purchases & Projects (cont.)

	2019-20 Adopted
Golf Course Fund	
Bunker renovation	\$ 10,000
Cart path restoration	10,000
Toro 6700 fairway mower	50,000
Outdoor deck furniture	10,000
Triplex tee mower	30,000
	<u>110,000</u>
	<u>\$ 110,000</u>
Wastewater Fund	
Aluminum welder	\$ 10,000
Road/parking lot repairs	150,000
Asset characterization	410,000
Centrifugal pump	30,000
Chlorinator	20,000
Computer software - plant	7,500
Digester coating	80,000
Facilities roof replacement	125,000
Flow meter: valley pump station	100,000
Footing separation	140,000
Gear boxes	35,000
Grit building heat recovery unit	200,000
Grit separation upgrade	30,000
Main pump house - multiyear	75,000
Manhole rehabilitation	100,000
Sewer repairs/linings	100,000
Plant improvements	250,000
Programmable logic controller	20,000
Sewage valves	35,000
Spot lining equipment	15,000
Storage garage	80,000
Submersible pump	35,000
Telemetry equipment - pump stations	10,000
Variable frequency drive	10,000
Waste pump	25,000
	<u>2,092,500</u>
	<u>\$ 2,092,500</u>

Capital Purchases & Projects (cont.)

	2019-20 Adopted
Water Fund	
Bauss Court: Sharon to end	\$ 155,000
Carpenter/Franklin to Lyon/Bayliss	240,000
East Wackerly Street: Elliot to Swede	320,000
Federal Street: Cambridge to Boston	175,000
West Nickels: Manor to Ashman	240,000
George Street: Indian to Carpenter	340,000
Control system - plant	250,000
Filter actuators - plant	30,000
Process piping painting	200,000
Utility trailer	20,000
Lawn mower	17,000
Utility vehicle	20,000
Process monitoring equipment	45,000
New water services	150,000
	<u>\$ 2,202,000</u>
Information Services Fund	
Document imaging	\$ 10,000
Phone system and voice mail	10,000
Wide/Local area network	10,000
Windows server software	10,000
	<u>\$ 40,000</u>

Capital Purchases & Projects (cont.)

	2019-20 Adopted
Equipment Revolving Fund	
Arrow sign - DPS	\$ 5,000
Arrow sign - Parks	5,000
Backhoe - Water	125,000
Compact car - Building (2)	44,000
Compact car - Wastewater	22,000
Dump truck - Department of Public Services	160,000
Dump truck - Parks (2)	120,000
Dump truck - Water	60,000
Loader - Parks	185,000
Patrol car - Police (2)	70,000
Patrol sport utility vehicle - Police	35,000
Pick up truck - Building	24,000
Pick up truck - Garage	24,000
Pick up truck - Landfill (2)	63,000
Pick up truck - Parks (2)	100,000
Roller - Department of Public Services	35,000
Sport utility vehicle - Water	25,000
Tender truck - Department of Public Services	290,000
Tire balancer	14,000
Tire machine	14,000
Tractor - Parks	65,000
Trailer - Water	30,000
Utility vehicle - Downtown Development Authority	18,000
Utility vehicle - Parks (4)	70,000
Van - Fire	40,000
	<u>\$ 1,643,000</u>
Municipal Service Center	
Roof	<u>\$ 410,000</u>
	<u>\$ 410,000</u>
 Total All Funds	 <u><u>\$ 17,061,383</u></u>



Authorized Employees by Fiscal Year

Authorized Employees by Fiscal Year

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
<u>Full-Time Employees</u>							
General Fund:							
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	2	2	2	2
<i>Finance</i>	8	8	8	9	8	8	7
<i>Human Resources</i>	4	4	4	4	4	4	4
<i>Purchasing</i>	1	1	1	-	-	-	-
Public Safety							
<i>Police</i>	50	50	50	50	50	50	52
<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	29	27	29	29	29	29
Sanitation	5	7	7	5	5	5	5
Parks and Recreation	26	24	26	25	25	25	26
Total General Fund	<u>209</u>	<u>208</u>	<u>208</u>	<u>206</u>	<u>205</u>	<u>205</u>	<u>207</u>



Authorized Employees by Fiscal Year

Authorized Employees by Fiscal Year (cont.)

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Other Funds:							
Grace A. Dow Library	18	18	18	18	18	18	18
Downtown Development Authority	1	1	1	1	1	1	1
Dial-A-Ride	5	5	6	6	6	6	6
Civic Arena	2	2	2	2	2	2	2
Landfill	10	10	10	10	11	11	11
Senior Housing							
<i>Washington Woods</i>	6	6	6	6	6	5	5
<i>Riverside Place</i>	6	6	6	5	5	5	5
Currie Municipal Golf Course	7	-	-	-	-	-	-
Wastewater	20	20	20	20	20	20	20
Water	33	33	32	32	32	32	32
Midland Community Television	3	3	3	3	3	3	3
Equipment Revolving	13	13	13	13	13	13	13
Municipal Service Center	1	-	-	-	-	-	-
Information Services - Operations	5	5	5	5	5	5	4
Total Full-Time Employees	<u>339</u>	<u>330</u>	<u>330</u>	<u>327</u>	<u>327</u>	<u>326</u>	<u>327</u>
Part-Time Employees							
Grace A. Dow Library	33	33	34	34	34	34	34
Dial-A-Ride	32	32	32	32	32	32	32
Crossing Guards	14	14	14	14	19	16	16
Other	24	24	25	31	32	33	34
Total Part-Time Employees	<u>103</u>	<u>103</u>	<u>105</u>	<u>111</u>	<u>117</u>	<u>115</u>	<u>116</u>
	<u>442</u>	<u>433</u>	<u>435</u>	<u>438</u>	<u>444</u>	<u>441</u>	<u>443</u>



Comparative and Combined Tax Rates

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

Fiscal Year	Operating	Debt Service	Act 345 Pension	Total Millage
2019-20	13.61	0.26	1.27	15.14
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

	2015	2016	2017	2018	2019
Homestead Property					
City of Midland	15.0000	15.0000	15.1385	15.1385	15.1385
Midland Public Schools	4.7266	4.5614	4.4300	4.8114	
Midland County	9.9605	9.9855	10.2355	10.0255	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	2.6756	2.6756	2.6756	2.6756	
Total Homestead Property	<u>40.4054</u>	<u>40.2652</u>	<u>40.5223</u>	<u>40.6937</u>	<u>15.1385</u>
Non-Homestead Property					
City of Midland	15.0000	15.0000	15.1385	15.1385	15.1385
Midland Public Schools	20.9500	20.8800	20.7200	21.1300	
Midland County	9.9605	9.9855	10.2355	10.0255	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	2.6756	2.6756	2.6756	2.6756	
Total Non-Homestead Property	<u>56.6288</u>	<u>56.5838</u>	<u>56.8123</u>	<u>57.0123</u>	<u>15.1385</u>

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

	2010	2011	2012	2013	2014
By Property Type					
<i>Real Property</i>					
Residential	\$ 951,563	\$ 952,144	\$ 958,884	\$ 959,610	\$ 969,556
Commercial	316,006	327,111	330,886	333,111	349,088
Industrial	611,163	638,920	257,136	274,004	279,241
Total Real	<u>1,878,732</u>	<u>1,918,175</u>	<u>1,546,906</u>	<u>1,566,725</u>	<u>1,597,885</u>
<i>Personal Property</i>					
Commercial	56,320	84,526	64,107	62,857	52,927
Industrial	346,800	337,446	565,978	670,525	656,979
Utility	21,256	22,714	24,785	25,596	25,026
Total Personal	<u>424,376</u>	<u>444,686</u>	<u>654,870</u>	<u>758,978</u>	<u>734,932</u>
Total Real & Personal	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>	<u>\$ 2,332,817</u>
By Taxpayer Class					
Residential	\$ 951,563	\$ 952,144	\$ 958,884	\$ 959,610	\$ 969,556
Commercial	372,326	411,637	394,993	395,968	402,015
Industrial and Utility	979,219	999,080	847,899	970,125	961,246
Total	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>	<u>\$ 2,332,817</u>
<hr style="border-top: 1px dashed black;"/>					
	2015	2016	2017	2018	2019
By Property Type					
<i>Real Property</i>					
Residential	\$ 979,135	\$ 986,448	\$ 993,852	\$ 999,955	\$ 1,016,603
Commercial	373,540	394,201	402,148	410,543	418,871
Industrial	277,562	241,365	240,504	237,726	240,476
Total Real	<u>1,630,237</u>	<u>1,622,014</u>	<u>1,636,504</u>	<u>1,648,224</u>	<u>1,675,950</u>
<i>Personal Property</i>					
Commercial	59,266	77,206	75,994	82,780	91,618
Industrial	646,717	382,644	334,930	310,189	301,291
Utility	22,586	26,505	26,634	32,398	34,038
Total Personal	<u>728,569</u>	<u>486,355</u>	<u>437,558</u>	<u>425,367</u>	<u>426,947</u>
Total Real & Personal	<u>\$ 2,358,806</u>	<u>\$ 2,108,369</u>	<u>\$ 2,074,062</u>	<u>\$ 2,073,591</u>	<u>\$ 2,102,897</u>
By Taxpayer Class					
Residential	\$ 979,135	\$ 986,448	\$ 993,852	\$ 999,955	\$ 1,016,603
Commercial	432,806	471,407	478,142	493,323	510,489
Industrial and Utility	946,865	650,514	602,068	580,313	575,805
Total	<u>\$ 2,358,806</u>	<u>\$ 2,108,369</u>	<u>\$ 2,074,062</u>	<u>\$ 2,073,591</u>	<u>\$ 2,102,897</u>

2019 Ten Largest Taxpayers

<u>Name</u>	<u>Taxable Value</u>	<u>% of City Total</u>
Dow/Dow Dupont	\$259,441,550	12.34%
Midland Cogeneration Venture	201,885,200	9.60%
Consumers Energy Company	32,655,464	1.55%
Midland Downtown Partners LLC	19,523,918	0.93%
DDP Specialty Electronic Materials	18,212,100	0.87%
Tarbert Properties LLC	10,185,300	0.48%
Cabot Corporation	10,119,771	0.48%
Midland Country Club	9,949,900	0.47%
Midland Mall Realty Holdings	9,365,300	0.45%
H Hotel	9,244,984	0.44%
Total	\$ 580,583,487	27.61%
City of Midland Total	\$ 2,102,896,957	

The above values represent 27.61% of the total 2019 taxable value of the City of Midland as of December 31, 2018 totaling \$2,102,896,957. 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 – 2019 Assessment Year for 2019-2020 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 2019 Millage Reduction Formula (MRF) is calculated as:

$$2019 \text{ MRF} = \frac{\text{Total 2018 TV} - \text{2018 Losses TV}}{\text{Total 2019 Taxable} - \text{2019 Additions TV}} \times \text{Inflation Rate Multiplier}$$

$$2019 \text{ MRF} = \frac{(2,154,760,680 - 76,353,889) \times 1.024}{2,163,957,121 - 90,462,069}$$

$$2019 \text{ MRF} = \frac{2,078,406,791 \times 1.024}{2,073,495,052}$$

$$2019 \text{ MRF} = \frac{2,128,288,554}{2,073,495,052}$$

$$2019 \text{ MRF} = 1.026$$

The current year Millage Reduction Fraction cannot exceed 1.0000 in the computation of the maximum allowable millage. The 2019 millage rate permanently reduced multiplied by 1.0000 results in a maximum allowable millage rate for 2019 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 2019. The calculations however, are shown on the next page.

Required information:

1. 2018 Total Taxable Value (TV)	2,154,760,680
2. 2019 Total Taxable Value	2,163,957,121
3. 2018 Losses TV, without transfers to another classification	76,353,889
4. 2019 Additions TV, without transfers to another classification	90,462,069
5. 2019 CPI =	1.024

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

$$2019 \text{ BTRF} = \frac{2018 \text{ Total Taxable} - 2018 \text{ Losses TV}}{2019 \text{ Total Taxable} - 2019 \text{ Additions TV}}$$

$$2019 \text{ BTRF} = \frac{2,154,760,680 - 76,353,889}{2,163,957,121 - 90,462,069}$$

$$2019 \text{ BTRF} = \frac{2,078,406,791}{2,073,495,052}$$

$$2019 \text{ BTRF} = 1.002$$

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.

$$\text{BTR} = 2018 \text{ Operating Tax Rate} \times \text{BTRF}$$

$$\text{BTR} = 15.1385 \times 1.002$$

$$\text{BTR} = 15.1688$$

The Base Tax Rate of 15.1688 multiplied by the 2019 estimated Taxable Value of \$2,163,957,121 equals \$32,824,633 or the Base Operating Levy in dollars that can be derived from the Base Tax Rate for city operations for the fiscal year 2019-20.



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:

$$\begin{aligned} \text{2019 Sec 34 rollback fraction} &= \frac{\text{Total Taxable Value Based on Assessed Value}}{\text{Total Taxable Value Based on SEV}} \\ &= \frac{2,163,957,121}{2,163,957,121} \\ &= 1.0000 \end{aligned}$$

$$\begin{aligned} \text{Allowable Rate} &= \frac{\text{Max Authorized Operating Rate} \times \text{Total AV}}{\text{Total State Equalized Value}} \\ &= \frac{17.87^* \text{ mills} \times 2,163,957,121}{2,163,957,121} \\ &= 17.87 \text{ mills, allowable tax rate} \end{aligned}$$

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

Respectfully submitted,

Kayla Stevenson
City Assessor
3-21-19