

# ADOPTED ANNUAL BUDGET 2020-2021



CITY OF   
**Midland**



## **Adopted Annual Budget**

*for the Fiscal Year Ending June 30, 2021*

**Adopted by the City Council – May 18, 2020**

### **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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## Budget Message

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May 18, 2020

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

Dear Mayor and Councilmen:

Accompanying this letter is the City of Midland's adopted budget for the fiscal year ending June 30, 2021.

The proposed budget was submitted to City council on April 13, 2020. For approximately five weeks following that date, the budget process provided for public examination and input, as well as Council study and discussion regarding various revenues and expenditures included in the proposed budget. This letter is intended to serve as an addendum to the April 13, 2020 budget message that was submitted with the proposed budget.

At the direction of City Council, the proposed budget was based on a millage rate of 15.55 mills, an increase of .41 mills from the 2019-20 fiscal year budget. After significant review, City Council determined that the millage rate should not be increased this year due to the extensive pressure being placed upon the Midland Community from responses to the COVID-19 virus pandemic. In order to accomplish a flat millage rate with no change to service delivery, \$488,571 of excess unreserved fund balance was utilized in lieu of additional property tax revenue. Further, the City Hall renovation sinking fund contribution for 2020-21 was reduced from \$500,000 to \$172,519. This allowed the reduction in property tax revenue of \$816,052 which would bring the overall millage rate back to 15.1385 mills, the same rate as the 2019-20 fiscal year.

In addition, because less property tax revenue is now being generated, the taxes captured by the Downtown Development Authority was reduced by \$19,411. There were no further changes to the recommended budget submitted on April 13, 2020.

Respectfully submitted,

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

C. Bradley Kaye, AICP, CFM  
City Manager



## Budget Message

April 13, 2020

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 2020-21. 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 15.55 mills, the increase of .41 mills that was determined in January to provide additional funding for flood mitigation and public safety pension obligations, while maintaining 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 retirement plans, and funding for all capital projects approved by City Council for Fiscal Year 2020-21. Also, it leaves the General Fund Unreserved Fund Balance amount in excess of the \$6 million goal, and maintains a Budget Stabilization Reserve balance of \$5.8 million.

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

April 13 <sup>th</sup>	Introduction of budget to City Council (regular meeting)
April 20 <sup>th</sup>	City Council budget work session (special meeting)
April 27 <sup>th</sup>	Preliminary public hearing on proposed budget (regular meeting)
May 11 <sup>th</sup>	Charter required public hearing on proposed budget (regular meeting)
May 18 <sup>th</sup>	Adoption of the budget by City Council (regular meeting)

Respectfully submitted,

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

C. Bradley Kaye, AICP, CFM  
City Manager

On March 10, 2020 Michigan's Governor, Gretchen Whitmer issued Executive Order 2020-4, Declaration of State of Emergency, in response to the identification of COVID-19, a new strain of coronavirus, being present within the State of Michigan. Since that time, several executive orders followed, which ultimately led to the closure of all City of Midland facilities with the order for all non-essential employees to stay home. The events surrounding the arrival of the COVID-19 virus to Michigan are ongoing and have greatly impacted the City's 2020-21 budget process, which was well underway when EO 2020-4 was issued. The budget process for the 2020-21 fiscal year includes not only creating a budget for the 2020-21 fiscal year, but also amending the budget for the current 2019-20 fiscal year. Much of the research and compilation of figures had been completed by the time EO 2020-4 was issued; however, given the anticipated financial impact to many city operations, it was necessary to revisit this work and modify our expectations to consider the impact on both revenue and expenses in several departmental budgets, both for the 2020-21 fiscal year and the 2019-20 fiscal year. Some of the major areas of concern follow:

- State Shared Revenue is predominately funded by sales tax revenue coming into the State of Michigan. Given the stifling impact that the executive orders have had on commerce, it is anticipated that the State will be distributing less revenue sharing for the impacted months. However, because the State does not yet have data to provide assistance with these revenue projections, we have reduced the revenue budget for any anticipated State Shared Revenue payments for the remainder of the 2019-20 fiscal year, and the first part of the 2020-21 fiscal year, by 25%. This is merely an estimate and its accuracy cannot be assured at this time.
- Gas and weight tax is distributed by the State to the City of Midland under Act 51 of 1951. It is the primary revenue source for maintaining the streets within the City. Similar to State Shared Revenue, the recent executive orders has caused people to stay at home, so the amount of gasoline being purchased is significantly reduced. This generates less gas taxes. We have reduced anticipated gas and weight tax revenue budget for the impacted months for the remainder of the 2019-20 fiscal year, and the first part of the 2020-21 fiscal year, by the same 25%.
- The projections for building and inspection permit revenue has also been reduced for both this year and next due to the executive orders' impact on the building and construction industry.
- In anticipation of reduced utilization of the City's recreation facilities during this time, revenues and expenses have been reduced for a net impact of \$200,000 in lost revenue to the 2019-20 fiscal year. The majority of the anticipated impacts have been to the current fiscal year's budget as we hope to be in a better situation by July 1, 2020.

There are still many unknowns that could impact the City's budget, both positive and negative. We are truly in uncharted waters at this time. We attempted to create a safe budget that allows City Council to accomplish the goals it established in January of 2020, but is still mindful of the negative impacts we expect to happen. We will continue to monitor the situation and will be prepared to present Council with any budget amendments that may be required in the future once more detailed and accurate financial information is made available to us.

## 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 2020-21 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 2020-21 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 2020-21 proposed budget was used as the baseline to project forward. Historical patterns were evaluated in order to assist in projecting forward to 2021-22 and 2022-23. 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.
- 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.

# YOUR 2020-2021 CITY BUDGET AT A GLANCE

**Consolidated Budget:** **\$104.5 million**

## BUDGET DIRECTIVES FOR THE UPCOMING YEAR

Maintain public services at the highest level possible	Provide \$100,000 of extra funding for Stormwater flood mitigation activities	Provide \$500,000 of extra funding for Wastewater flood mitigation activities	Increase the millage rate by no more than .41 mills	Use extra PPT reimbursement to balance the budget	Increase funds earmarked for City Hall improvements	Continue with departmental reviews to maximize efficiencies

## 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

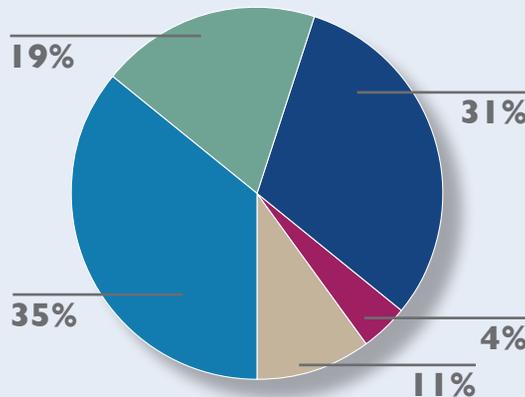
**2020-2021 Rate 15.14**

**Average Home Value \$158,000**

**Average Homeowner Pays Per Month \$100**

## CITY-WIDE REVENUES

Taxes will fund 35% of the City's total budget for the 2020/21 fiscal year.

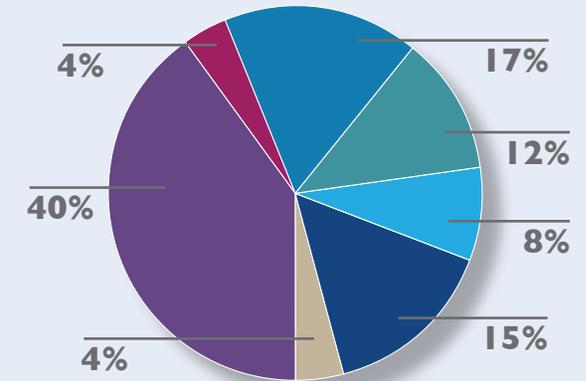


**\$104.5 million**

- Tax & Related \$36.7 million
- Other Governments \$20.0 million
- Fee for Service \$32.5 million
- All Other \$4.4 million
- Fund Balance \$10.9 million

## CITY-WIDE EXPENDITURES

The General Fund is the City's largest fund and accounts for 40% of City-wide expenditures.



**\$104.5 million**

- General Fund \$41.9 million
- Major Street Fund \$4.1 million
- Other Governmental Funds \$18.0 million
- Water Fund \$12.3 million
- Wastewater Fund \$8.4 million
- Other Proprietary Funds \$16.0 million
- Internal Services Funds \$3.8 million

**GENERAL FUND ACTIVITY**

A number of independent factors are considered in arriving at the total millage rate for the City each fiscal year.

	Proposed 2020- 2021	2019- 2020	2018- 2019	2017- 2018	2016- 2017
<b>Charter Operating Millage</b>					
General Operations	12.10	12.22	12.31	12.44	12.32
Stormwater Management	0.46	0.42	0.30	0.31	0.30
<b>SUBTOTAL</b>	<b>12.56</b>	<b>12.64</b>	<b>12.61</b>	<b>12.75</b>	<b>12.62</b>
Library Operations – statutory	1.00	1.00	1.00	1.00	1.00
Public Safety Pension – statutory	1.44	1.24	1.27	1.13	1.12
<b>Voter Approved Debt Millage</b>					
Sanitary Sewer Improvement	0.14	0.26	0.26	0.26	0.26
<b>TOTAL CITY MILLAGE</b>	<b>15.14</b>	<b>15.14</b>	<b>15.14</b>	<b>15.14</b>	<b>15.00</b>

The General Fund has several components, each with a specific purpose:

**General Operations** Funds the City’s basic services, such as police and fire protection, curbside refuse pickup, recycling, parks, and recreation programs.

**Stormwater Management** Maintains and improves the infrastructure needed to minimize the impact of rain events. The proposed increase is part of the Stormwater and Sewer Infrastructure Improvement plan, which is discussed in detail in the Stormwater and Sewer Infrastructure Improvements section.

**Library Operations** State statute allows the City to levy up to 1 mill to support public library operations. This millage supports the Grace A. Dow Memorial Library. The proposed rate is unchanged from the previous year.

**Public Safety Pension** Provides retirement benefits to all City police and fire employees. The proposed increase is driven by the impact of investment market downturns and an unfavorable arbitration decision issued in 2019.

**Sanitary Sewer Improvement** Provides partial funding for the annual payments on bonds that were issued in 2001 to pay for upgrades to the City’s sanitary sewer system. The proposed decrease is a result of additional personal property tax reimbursement from the State of Michigan. This is the last year that this millage will be levied.

**Sanitation**

**\$4.1 million**



**Recycling**

**Yard Waste Collection**

**Parks and Recreation**

**\$6.8 million**

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

Midland has **72 parks**

**Public Safety**

**\$20.7 million**

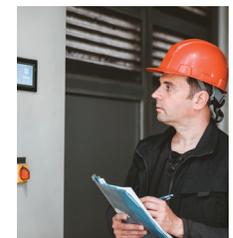
The city is nationally recognized as a safe place to live.



**Police**



**Fire/  
Emergency  
Services**



**Building  
Inspection/  
Planning**

**SPECIAL REVENUE FUNDS**

**Road Maintenance**

**\$8.6 million**

9.3% of the City's total budget

**\$1.2 million**

**Snow Removal**

The City maintains  
**233 miles of streets**

**20+**

miles of **bike lanes** maintained



**Dial-A-Ride Transportation**

**\$2.6 million**

**74%** of program costs come from State and Federal grants

**14 Buses Annually:** **110,000 Riders** **425,000+ Miles Traveled**

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

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

**Stormwater \$1.4 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 storm sewers and catch basins

**Repair catch basins**  
**Sump lead installations**

**Grace A. Dow Library**

**\$4.5 million**

**16,713**

Program Attendance

**620,878**

Physical Materials Circulated

**198,969**

Electronic Materials Circulated

**3,306**

Summer Reading Program Participants



**ENTERPRISE FUNDS**



**Landfill Operations \$8.2 million**

**Landfill gas is renewable energy** that is captured and used to generate electricity and heat

**2** generators capable of producing up to **1,600 KW** of electricity each

**Supplies the Wastewater Plant** with heat recovered from the engines

**Water \$13.1 million**

User fees represent **88% of revenue**

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

**19,470** customers served

**90,000** water tests run each year

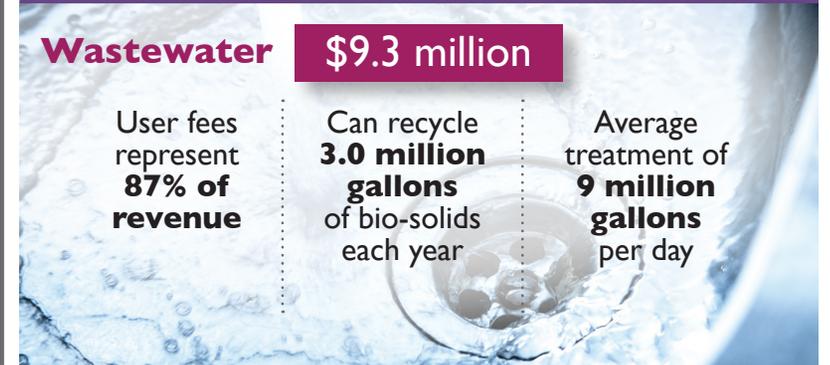


**Wastewater \$9.3 million**

User fees represent **87% of revenue**

Can recycle **3.0 million gallons** of bio-solids each year

Average treatment of **9 million gallons** per day



**PROACTIVELY ADDRESSING CITY CHALLENGES**

## Stormwater and Sewer Infrastructure Improvements

In the wake of near-record rainfall and resulting near-record river flooding in June 2017, the City launched an initiative to reassess the capability of the storm sewer and sanitary sewer systems to handle such events. Here is an outline of the progress so far and plans for future action:

**FY 2017-18:** Engaged independent engineering firms to assess the systems' historic performance, identify deficiencies, and recommend enhancements.

**FY 2018-19:** Engaged independent robotics firm to perform high-tech analysis of the systems and provide data on more than 200 miles of mains and pipes and about 3,900 manholes. The analysis helped establish repair and improvement priorities, as well as projecting the costs, timing, and extent of work to be done.

**FY 2019-20:** Established a five-year plan for specific flood mitigation construction projects, with the first projects to begin in FY 2020-21.

Funding for the projects will be included into one or two funds within each year's City budget.

**FY 2020-21:** Wastewater Fund **\$880,000**

**FY 2021-22:** Wastewater Fund **\$465,000**

**FY 2022-23:** Wastewater Fund **\$2,110,000**

Stormwater Management Fund **\$1,210,000**

While the budgeting time horizon extends only three years, the Stormwater and Sewer Infrastructure Improvements initiative will be ongoing for many years, with specific projects identified out at least five years.

## Unfunded Retiree Benefits

Employment agreements with City employees include provisions for specific benefits during retirement. The City maintains three plans for which it sets aside money into a trust each year in anticipation of future obligations.

### Retiree Health Care Plan

Provides health insurance benefits of some level to all eligible employees. This plan was closed to civilian new hires in 2005, and to public safety employees in 2011.

### Municipal Employee Retirement System

Provides benefits to all eligible civilian employees. This plan was closed to new hires in 2005.

### Police and Fire Pension Plan

Provides retirement benefits to all police and fire employees. This plan remains open to all police and fire new hires.

Each year, the City budgets enough money for each trust to pay that year's benefits and to also reduce the unfunded liability, with the intent to eventually reach 100 percent funding in each trust. The City makes an annually required contribution (ARC) to each trust. This amount is actuarially determined and changes each year as investment yields fluctuate, and the actual and anticipated costs of benefits change.

The total ARC for the three trusts in 2020-21 is \$13.2 million, which includes \$2.5 million for current benefits and \$10.7 million to reduce Unfunded Liabilities. Taken together, the three trusts have enough funds to cover 60.66% of their liabilities, a slight decrease from the year before, mainly due to investment market underperformance, and an unfavorable arbitrator decision in the Public Safety Pension.

### Unfunded Liabilities

Fiscal Year Ending	Retiree Health	Civilian Pension	Public Safety Pension	Total Unfunded Liabilities
June 30, 2019	\$45,076,423	\$62,770,948	\$23,627,855	\$131,475,226
June 30, 2018	\$45,338,869	\$60,853,150	\$19,489,261	\$125,681,280
June 30, 2017	\$47,402,164	\$61,555,482	\$23,443,455	\$132,401,101





## **General Fund**

*for the Fiscal Year Ending June 30, 2021*

**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**

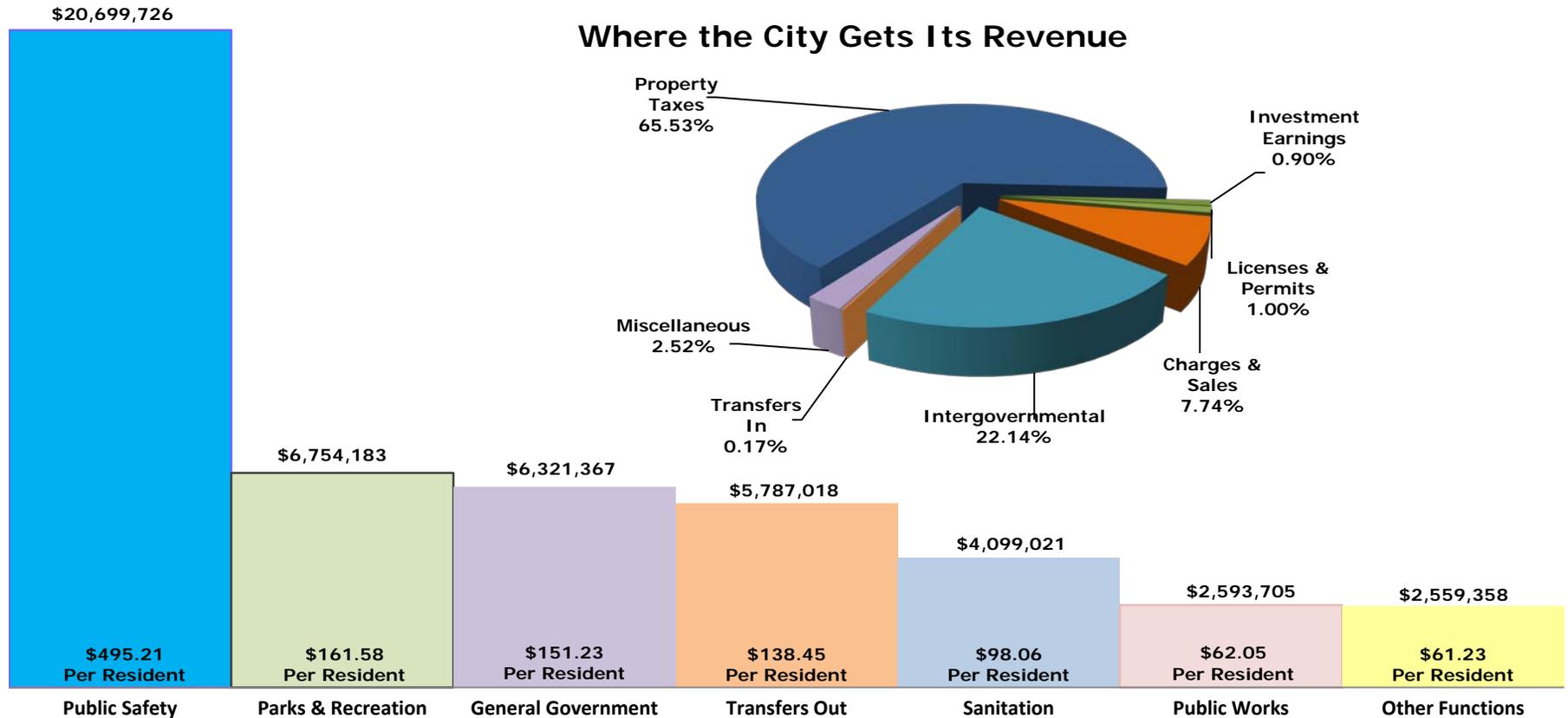
**Reserve for Contingencies**

**Transfers Out**

## How the City of Midland Allocates Its Money

The 2020-21 General Fund Budget is \$48.81 million, which equates to \$1,167.81 per resident (population 41,800).

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, 42.41% 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Property taxes and related	\$ 28,386,949	\$ 28,711,332	\$ 28,782,596	\$ 29,166,623	\$ 29,982,675	\$ 29,982,675
Licenses and permits	670,194	513,540	431,839	445,430	477,680	512,630
Intergovernmental	12,574,822	8,420,363	10,155,452	9,853,434	9,126,071	9,083,760
Charges for services	2,725,110	3,024,412	3,011,493	3,089,464	3,109,585	3,130,181
Use and admission charges	359,670	354,000	349,722	356,000	373,000	373,000
Investment earnings	528,970	450,000	425,000	400,000	400,000	400,000
Other	1,154,552	1,186,378	1,717,888	1,120,399	1,088,399	1,088,399
Transfers in	40,161	115,843	99,997	76,903	76,903	76,903
<b>Total revenues</b>	<b>\$ 46,440,428</b>	<b>\$ 42,775,868</b>	<b>\$ 44,973,987</b>	<b>\$ 44,508,253</b>	<b>\$ 44,634,313</b>	<b>\$ 44,647,548</b>
<b>Expenditures</b>						
General government	\$ 5,843,873	\$ 6,642,588	\$ 6,439,137	\$ 6,321,367	\$ 6,740,483	\$ 6,657,480
Public safety	18,446,966	20,842,359	20,606,017	20,699,726	21,166,505	21,608,538
Public works	2,141,783	2,775,321	2,940,411	2,593,705	2,685,542	2,697,639
Sanitation	3,817,909	3,920,356	4,003,584	4,099,021	4,195,733	4,314,446
Parks and recreation	5,720,994	6,887,178	6,612,201	6,754,183	6,671,037	6,726,869
Other functions	1,131,802	3,910,344	3,779,701	1,968,358	1,956,112	1,945,997
Capital projects	1,262,279	1,050,902	1,745,732	191,000	206,000	191,000
Reserve for contingencies	-	338,522	100,000	400,000	400,000	400,000
Transfers out	4,663,319	5,831,018	5,788,322	5,787,018	5,909,434	5,707,570
<b>Total expenditures</b>	<b>\$ 43,028,925</b>	<b>\$ 52,198,588</b>	<b>\$ 52,015,105</b>	<b>\$ 48,814,378</b>	<b>\$ 49,930,846</b>	<b>\$ 50,249,539</b>
Excess of Revenues Over (Under)						
Expenditures	3,411,503	(9,422,720)	(7,041,118)	(4,306,125)	(5,296,533)	(5,601,991)
Fund Balance - beginning of year	19,712,183	23,123,686	23,123,686	16,082,568	11,776,443	6,479,910
<b>Fund Balance - end of year</b>	<b>\$ 23,123,686</b>	<b>\$ 13,700,966</b>	<b>\$ 16,082,568</b>	<b>\$ 11,776,443</b>	<b>\$ 6,479,910</b>	<b>\$ 877,919</b>
Unreserved fund balance	\$ 11,884,447	\$ 9,161,394	\$ 6,488,571	\$ 6,000,000	\$ 6,000,000	\$ 877,919
Budget stabilization reserve	4,539,572	4,539,572	5,776,443	5,776,443	479,910	-
Encumbrance carryover	1,968,215	-	-	-	-	-
Future year expenditures	4,731,452	-	3,817,554	-	-	-
<b>Total fund balance</b>	<b>\$ 23,123,686</b>	<b>\$ 13,700,966</b>	<b>\$ 16,082,568</b>	<b>\$ 11,776,443</b>	<b>\$ 6,479,910</b>	<b>\$ 877,919</b>



# Estimated Revenues by Source

## 101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Property Taxes</b>						
Property taxes	\$ 24,887,964	\$ 25,445,868	\$ 25,492,633	\$ 25,546,812	\$ 26,375,567	\$ 26,375,567
Special public safety millage	2,552,617	2,466,089	2,464,552	2,888,722	2,888,722	2,888,722
Industrial facilities taxes	506,036	382,788	376,441	302,670	312,489	312,489
Property taxes captured	(677,157)	(685,413)	(673,716)	(694,281)	(716,803)	(716,803)
Total property taxes	<u>27,269,460</u>	<u>27,609,332</u>	<u>27,659,910</u>	<u>28,043,923</u>	<u>28,859,975</u>	<u>28,859,975</u>
<b>Other Tax Related Revenue</b>						
Tax administration fee	961,363	950,000	980,686	980,700	980,700	980,700
Payments in lieu of taxes	26,999	37,000	27,000	27,000	27,000	27,000
Penalties - delinquent taxes	129,127	115,000	115,000	115,000	115,000	115,000
Total other tax related revenue	<u>1,117,489</u>	<u>1,102,000</u>	<u>1,122,686</u>	<u>1,122,700</u>	<u>1,122,700</u>	<u>1,122,700</u>
<b>Licenses and Permits</b>						
Rental dwelling inspections	70,560	65,000	55,000	65,000	65,000	65,000
Building permits	418,436	300,000	225,000	250,000	275,000	300,000
Mechanical permits	48,431	37,500	42,000	32,500	35,750	37,500
Electrical permits	51,844	42,500	42,500	36,125	38,250	42,500
Plumbing permits	42,212	37,500	37,500	31,875	33,750	37,500
Other licenses and permits	38,711	31,040	29,839	29,930	29,930	30,130
Total licenses and permits	<u>670,194</u>	<u>513,540</u>	<u>431,839</u>	<u>445,430</u>	<u>477,680</u>	<u>512,630</u>
<b>Intergovernmental</b>						
State sales taxes	3,838,969	3,848,000	3,682,078	3,601,097	3,848,000	3,848,000
Personal property tax reimbursement	8,482,291	4,500,000	6,106,976	6,106,976	5,100,000	5,100,000
Liquor license control	39,306	37,000	48,323	45,000	37,000	37,000
State grants	207,427	-	115,000	-	-	-
Federal grants	6,829	35,363	49,271	5,888	45,260	1,570
Other intergovernmental	-	-	153,804	94,473	95,811	97,190
Total intergovernmental	<u>12,574,822</u>	<u>8,420,363</u>	<u>10,155,452</u>	<u>9,853,434</u>	<u>9,126,071</u>	<u>9,083,760</u>
<b>Charges for Services</b>						
Administrative charges	1,882,350	1,851,000	1,851,000	1,845,160	1,845,160	1,845,160
Cemetery	85,476	84,000	86,000	86,000	86,000	86,000
Refuse collection	281,990	274,030	280,027	280,056	280,056	280,056
Public safety	412,462	763,382	727,466	811,248	831,369	851,965
Composting	62,832	52,000	67,000	67,000	67,000	67,000
Total charges for services	<u>2,725,110</u>	<u>3,024,412</u>	<u>3,011,493</u>	<u>3,089,464</u>	<u>3,109,585</u>	<u>3,130,181</u>



# Estimated Revenues by Source

## 101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Use and Admission Charges</b>						
Swimming pool	126,834	111,000	111,000	111,000	128,000	128,000
Recreation activities	232,836	243,000	238,722	245,000	245,000	245,000
Total use and admission charges	359,670	354,000	349,722	356,000	373,000	373,000
<b>Investment Earnings</b>	528,970	450,000	425,000	400,000	400,000	400,000
<b>Other Revenues</b>						
Airport sales	216,423	221,510	222,135	224,535	224,535	224,535
Other sales	13,285	11,000	10,226	10,150	10,150	10,150
Fines and forfeits	155,643	154,500	158,500	153,500	135,000	135,000
Rentals	89,245	91,576	92,176	99,253	99,253	99,253
Contributions	100,533	260,000	726,677	100,000	100,000	100,000
Miscellaneous	579,423	447,792	508,174	532,961	519,461	519,461
Total other revenues	1,154,552	1,186,378	1,717,888	1,120,399	1,088,399	1,088,399
Total revenues	46,400,267	42,660,025	44,873,990	44,431,350	44,557,410	44,570,645
<b>Other Financing Sources</b>						
Transfers in						
CDBG Fund	-	30,000	30,000	-	-	-
Special Activities Fund	847	10,000	2,110	10,000	10,000	10,000
Special Assessment Revolving Fund	39,314	75,843	67,887	66,903	66,903	66,903
Total transfers in	40,161	115,843	99,997	76,903	76,903	76,903
Total other financing sources	40,161	115,843	99,997	76,903	76,903	76,903
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 46,440,428</b>	<b>\$ 42,775,868</b>	<b>\$ 44,973,987</b>	<b>\$ 44,508,253</b>	<b>\$ 44,634,313</b>	<b>\$ 44,647,548</b>



## **General Government**

*for the Fiscal Year Ending June 30, 2021*

**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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 25,004	\$ 25,020	\$ 25,020	\$ 25,016	\$ 25,772	\$ 26,549
Other services and charges	16,536	5,189	5,189	7,869	8,105	8,348
Total expenditures	<u>\$ 41,540</u>	<u>\$ 30,209</u>	<u>\$ 30,209</u>	<u>\$ 32,885</u>	<u>\$ 33,877</u>	<u>\$ 34,897</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, 2021

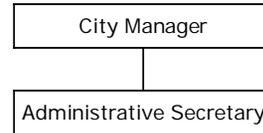
	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 379,375	\$ 391,869	\$ 393,669	\$ 397,156	\$ 406,561	\$ 418,504
Supplies	3,776	4,400	3,012	4,400	4,400	4,400
Other services and charges	17,759	54,043	49,193	54,724	46,571	47,443
Total expenditures	<u>\$ 400,910</u>	<u>\$ 450,312</u>	<u>\$ 445,874</u>	<u>\$ 456,280</u>	<u>\$ 457,532</u>	<u>\$ 470,347</u>

Summary of Budget Changes

Operating Trends – City Manager



Organizational Chart



<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
City Manager	1	1	1
Administrative Secretary	1	1	1
<b>Total Full-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
none	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>



Assistant City Manager..... David A. Keenan  
City Clerk ..... Erica Armstrong

### Service Statement

The Clerk 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; administering all local, state, and federal elections and maintaining the Qualified Voter File;

### 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
- Custodian for all documents and records pertaining to the City of Midland as well as the City Seal
- Maintains a written record of all actions taken by Midland City Council
- Staff liaison 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
- Administers all oaths required by state law, City Charter and the ordinances of the City.
- Provides Notary Public Services

#### Elections

- Maintains the Qualified Voter File for City of Midland's approximately 33,000 registered voters
- Ensures compliance with all State and Federal Election Laws as well as local city charter, resolutions and ordinances
- Accepts petitions for City Council candidates
- 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
- Serves as Chairman of the Election Commission

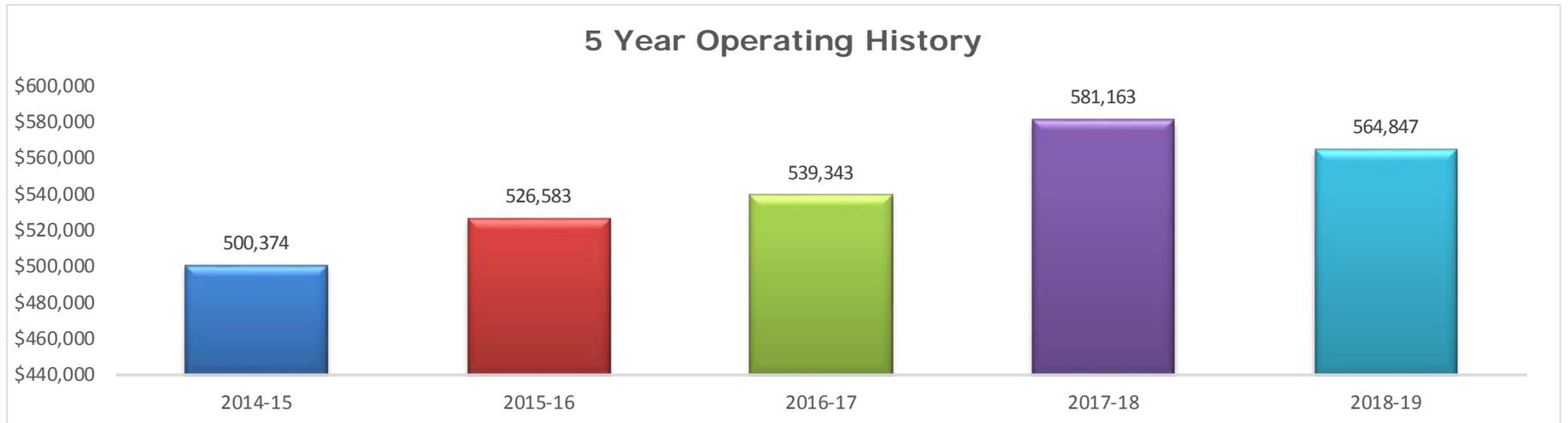
## Financial Statement(s)

### City Clerk Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 511,377	\$ 230,987	\$ 212,992	\$ 154,689	\$ 158,643	\$ 162,916
Supplies	2,613	2,500	2,750	5,750	5,836	5,924
Other services and charges	50,857	41,797	32,601	30,429	31,342	32,281
Total expenditures	<u>\$ 564,847</u>	<u>\$ 275,284</u>	<u>\$ 248,343</u>	<u>\$ 190,868</u>	<u>\$ 195,821</u>	<u>\$ 201,121</u>

## Summary of Budget Changes

### Operating Trends – City Clerk



### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

Beginning with the 2019-20 amended budget, Community Affairs was separated from the Clerk's budget. Due to the timing, this was not reflected in the original 2019-20 budget.

The actual numbers for all years before 2019-20 are a combination of the two departments.

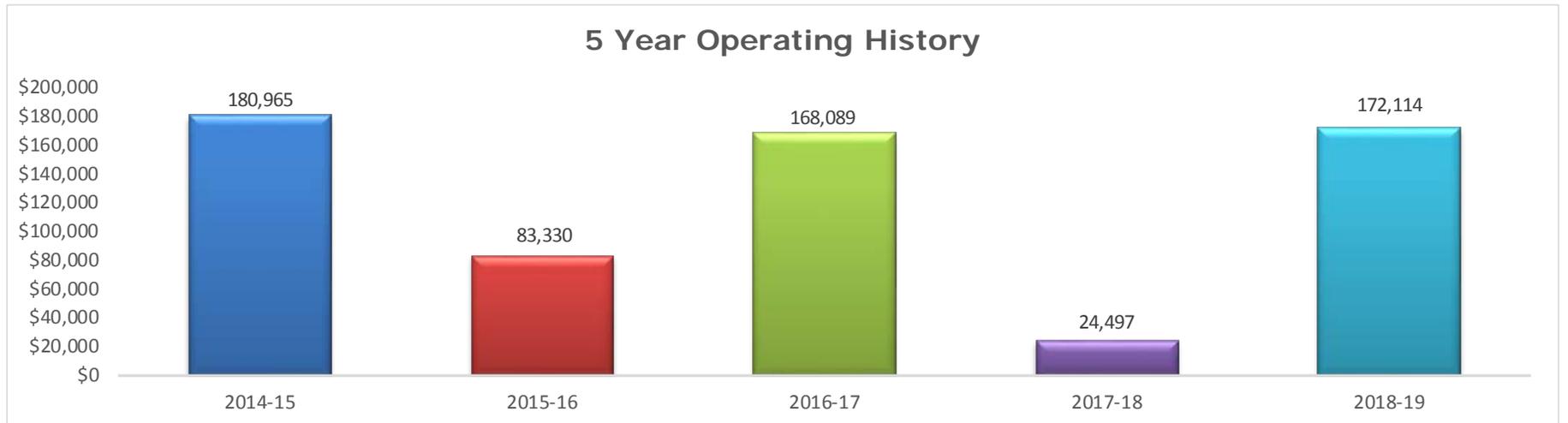
**Financial Statement(s) (cont.)**

**Elections**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 126,510	\$ 49,006	\$ 83,260	\$ 288,576	\$ 239,984	\$ 246,172
Supplies	6,258	18,532	19,500	9,000	9,136	9,272
Other services and charges	39,346	22,530	8,130	50,381	51,892	53,450
Capital outlay	-	58,378	-	-	-	-
Total expenditures	<u>\$ 172,114</u>	<u>\$ 148,446</u>	<u>\$ 110,890</u>	<u>\$ 347,957</u>	<u>\$ 301,012</u>	<u>\$ 308,894</u>

**Summary of Budget Changes**

**Operating Trends – Elections**



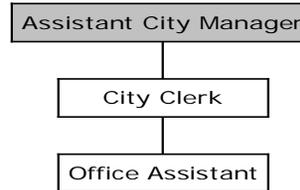
### Summary of Budget Changes (cont.)

#### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

The Elections budget fluctuates annually depending upon the number and type of elections anticipated for a given year. The 2020-21 budget is comparatively high due to expected presidential election activity. Further, there have been a

number of changes in the elections process regarding ballots and absentee voting. As such, more time is being allocated in order to comply with the changes and along with the need for additional supplies.

## Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
City Clerk	0	0	1
Office Coordinator	1	1	0
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

*The City Clerk function was combined with Community Affairs in previous years and is now a stand-alone department. The staff summaries were updated to reflect the change retroactively.*



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 Fiduciary for Homeland Security Grant Program
- 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.)**

- Maintains the section of the City's website pertaining to open bid solicitations and tabulations
- 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
- Updates purchasing policies and procedures

Financial Statement

**Finance**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 1,118,127	\$ 1,253,673	\$ 1,247,046	\$ 1,353,097	\$ 1,413,513	\$ 1,528,431
Supplies	4,256	6,800	4,300	3,900	3,959	4,018
Other services and charges	97,180	138,811	97,916	135,193	122,856	127,183
Total expenditures	<u>\$ 1,219,563</u>	<u>\$ 1,399,284</u>	<u>\$ 1,349,262</u>	<u>\$ 1,492,190</u>	<u>\$ 1,540,328</u>	<u>\$ 1,659,632</u>

Summary of Budget Changes

Operating Trends

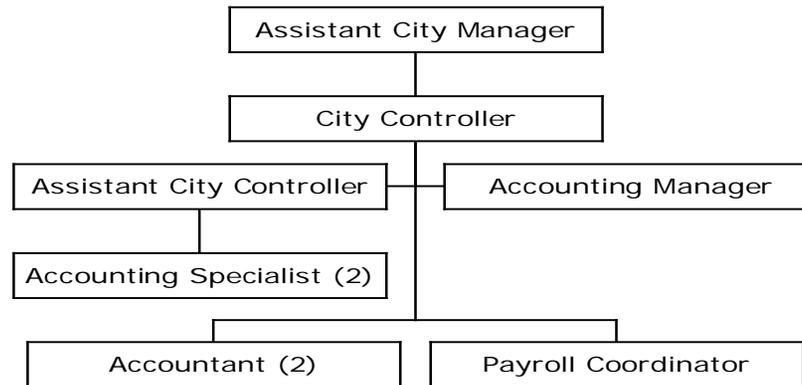


**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

The Finance Department became the Fiduciary for the 2018 Homeland Security Grant in 2018-19 and the 2019 Homeland Security Grant in 2019-20. Most of the activity for the grants began in 2019-20. Each grant operates over a three year span.

The Finance department is adding a full-time junior accounting position in FY 2020-21.

Organizational Chart



<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<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	2
Payroll Coordinator	1	1	1
Accounting Specialist	2	1	1
<b>Total Full-Time</b>	<b>8</b>	<b>7</b>	<b>8</b>
<u>Regular Part-Time</u>			
Accounting Specialist	0	2	2
<b>Total Regular Part-Time</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b>Department Total</b>	<b>8</b>	<b>9</b>	<b>10</b>



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 core responsibilities that are highlighted below under "Functions."

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
- 2019 State Equalized Value (SEV) of \$2.25 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 654,169	\$ 631,307	\$ 610,154	\$ 646,738	\$ 630,319	\$ 649,348
Supplies	1,692	2,800	2,600	7,300	2,842	2,884
Other services and charges	58,340	109,478	98,929	94,508	91,757	94,171
Total expenditures	<u>\$ 714,201</u>	<u>\$ 743,585</u>	<u>\$ 711,683</u>	<u>\$ 748,546</u>	<u>\$ 724,918</u>	<u>\$ 746,403</u>

Summary of Budget Changes

Operating Trends

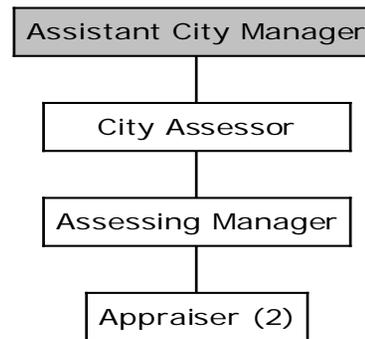


## Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

The Assessing Office is eliminating a vacant part time position that was previously budgeted for in the 2019-2020 fiscal year. In 2020-21, the Office is purchasing three tablets to facilitate

the completion of appraisal fieldwork in a more efficient manner. Also, the 2020-21 budget includes a significant reduction in contracted services for a level four Assessor.

## Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
City Assessor	1	1	1
Assessing Manager	1	1	1
Appraisers	2	2	2
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	0
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>4</b>

The Assessing Office is eliminating the part-time Office Assistant position for the 2020-21 budget.



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, 2021

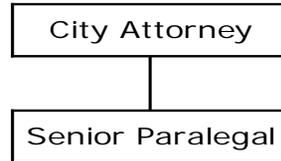
	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 496,691	\$ 514,249	\$ 499,249	\$ 523,700	\$ 539,101	\$ 640,551
Supplies	5,515	7,000	6,400	6,400	6,496	6,593
Other services and charges	45,029	67,261	52,799	58,224	59,971	61,770
Total expenditures	<u>\$ 547,235</u>	<u>\$ 588,510</u>	<u>\$ 558,448</u>	<u>\$ 588,324</u>	<u>\$ 605,568</u>	<u>\$ 708,914</u>

**Summary of Budget Changes**

**Operating Trends – General Attorney**



Organizational Chart



<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
City Attorney	1	1	1
Senior Paralegal	1	1	1
<b>Total Full-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
Administrative/Legal Office Assistant	1	1	0
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Department Total</b>	<b>3</b>	<b>3</b>	<b>2</b>



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 labor law compliance, recruitment and hiring, employee and labor relations, collective bargaining and contract administration, employee safety and health, performance management, 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 for 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 696,751	\$ 773,095	\$ 735,324	\$ 765,750	\$ 854,801	\$ 804,009
Supplies	4,029	11,200	8,200	9,200	9,338	9,478
Other services and charges	149,647	206,267	226,767	245,635	228,755	235,572
Total expenditures	<u>\$ 850,427</u>	<u>\$ 990,562</u>	<u>\$ 970,291</u>	<u>\$ 1,020,585</u>	<u>\$ 1,092,894</u>	<u>\$ 1,049,059</u>

## Summary of Budget Changes

### Operating Trends

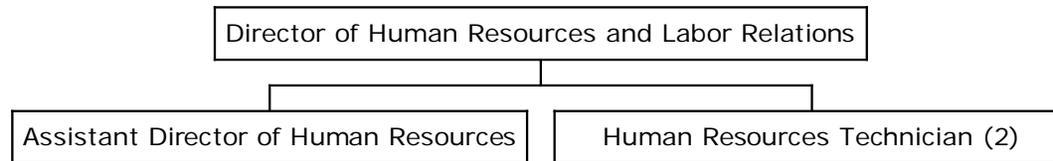


## Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

Budget includes continued funding for employee development and succession planning, the quarterly Supervisory Training Program and health and safety initiatives. It should be noted that the City is self-insured for health and workers compensation insurance and initiatives to promote healthy

living and safe worksites can directly impact the cost of these insurances. Goals for the 2020-21 Fiscal Year include implementation of an employee recognition program and initiatives to support diversity, inclusion, and respectful workplaces.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Director of Human Resources and Labor Relations	1	1	1
Assistant Director of Human Resources	1	1	1
Human Resources Technician	2	2	2
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>



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

### Service Statement

The Treasurer's Office serves as the main collection point for monies owed the City of Midland and other taxing entities within the jurisdiction of the City of Midland. The department is also responsible for investment of City funds; collection of current and delinquent property taxes; distribution of tax collections to taxing entities; tax bill revisions; administration of the police and fire retirement system; and administration of downtown parking enforcement. Additional services provided include online payment of utility bills, the Auto-Pay program for utility and property tax bills, and online tax billing information.

### Functions

#### Treasurer's Office

- Collects monies owed to City
- Collects current and delinquent property taxes
- Distributes tax collections to taxing entities
- Makes tax bill revisions
- Invests City funds
- Reconciles City bank accounts
- Responsible for printing and distribution of checks issued by the City

- Handles State reporting for Tax Increment Financing and Industrial Facilities Taxes
- Provides alternate payment options
- Provides tax billing information to customers

#### Parking

- Oversees parking enforcement in downtown area
- Processes and collects payments for all parking tickets issued in the city
- Collects delinquent parking fines
- Collects metered parking fees
- Leases parking spaces in downtown area

#### Police and Fire Retirement System

- Maintains records for system
- Issues monthly pension payments to retired police and fire members
- Prepares 1099R tax forms
- Ensures compliance with Public Act 345, Fire Fighters and Police Officers Retirement Act

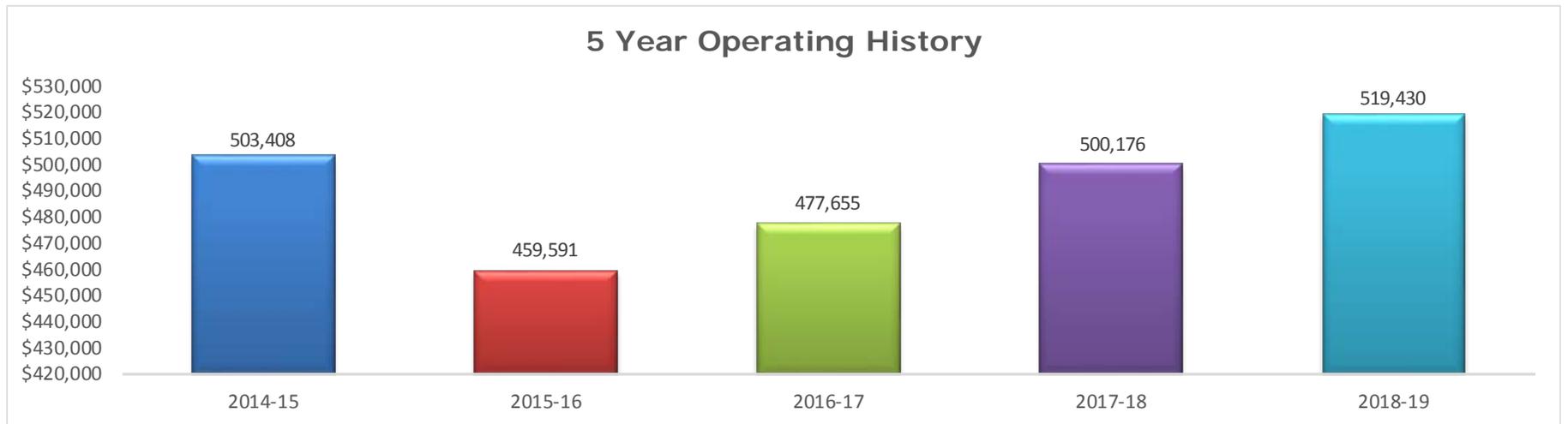
## Financial Statement(s)

### Treasurer Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 481,909	\$ 498,377	\$ 494,960	\$ 506,977	\$ 522,272	\$ 538,019
Supplies	6,826	7,300	7,600	7,100	7,305	7,809
Other services and charges	30,695	56,448	55,928	56,222	57,878	59,583
Total expenditures	<u>\$ 519,430</u>	<u>\$ 562,125</u>	<u>\$ 558,488</u>	<u>\$ 570,299</u>	<u>\$ 587,455</u>	<u>\$ 605,411</u>

## Summary of Budget Changes

### Operating Trends – Treasurer



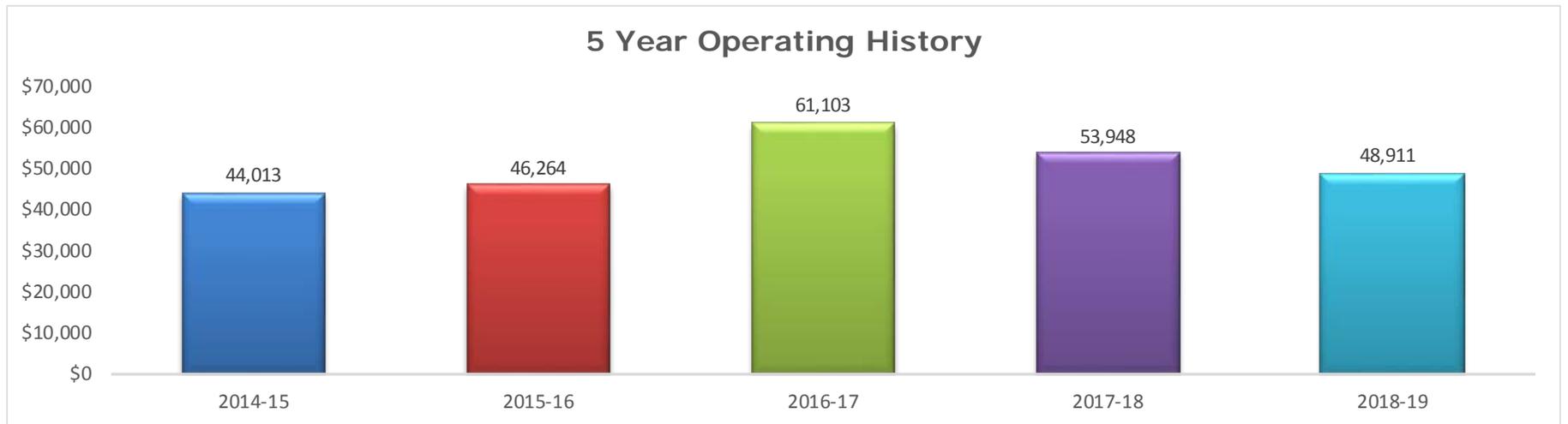
## Financial Statement(s) (cont.)

### Police & Fire Pension Administration Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 20,545	\$ 22,287	\$ 22,287	\$ 23,172	\$ 23,873	\$ 24,593
Supplies	97	270	270	275	279	284
Other services and charges	28,269	40,935	36,585	49,471	39,795	42,398
Total expenditures	<u>\$ 48,911</u>	<u>\$ 63,492</u>	<u>\$ 59,142</u>	<u>\$ 72,918</u>	<u>\$ 63,947</u>	<u>\$ 67,275</u>

## Summary of Budget Changes

### Operating Trends – Police & Fire Pension Administration

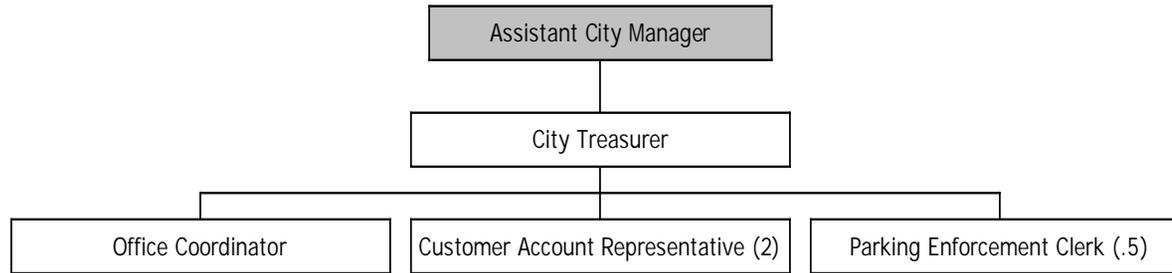


## Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

Every five years the Police and Fire Retirement Pension System is required to have an experience study. That study is

budgeted during FY 2020-21 as part of the other services and charges line item.

## Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
City Treasurer	1	1	1
Office Coordinator	1	1	1
Customer Account Representative	2	2	2
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
Parking Enforcement Clerk	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>5</b>



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

### Service Statement

The Internal Computer Services department is an internal department used to account for expenses associated with providing computers and computer services to the various departments within the General Fund through fiscal year 2019.

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

## Financial Statement

### Internal Computer Service Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Other services and charges	\$ 520,679	\$ -	\$ -	\$ -	\$ -	\$ -
Total expenditures	\$ 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 11,211	\$ 11,734	\$ 17,147	\$ 15,232	\$ 6,724	\$ 6,928
Supplies	11,959	13,800	15,900	17,400	17,432	17,463
Other services and charges	201,128	200,694	196,594	207,271	213,489	219,896
Capital outlay	19,718	796,774	796,774	172,519	500,000	150,000
Total expenditures	<u>\$ 244,016</u>	<u>\$ 1,023,002</u>	<u>\$ 1,026,415</u>	<u>\$ 412,422</u>	<u>\$ 737,645</u>	<u>\$ 394,287</u>

**Summary of Budget Changes**

**Operating Trends**





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

### Service Statement

The Community Affairs Department performs 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

#### Communications

- Informs the public of the various services, programs and activities provided by the City of Midland
- Advises on and manages communication strategies regarding various City of Midland issues
- Distributes weekly and as-needed media releases
- Manages the Midland Government Television (MGTV-5) Message Board and programming content
- Maintains and enhances the City of Midland website ([www.cityofmidlandmi.gov](http://www.cityofmidlandmi.gov))
- Manages the City's streaming video services
- Manages the City's social media platforms
- Manages the public engagement platform E-CityHall
- Publishes the **At Your Service...** community newsletter
- Publishes the weekly **City Hall News** electronic newsletter
- Directs programming on MCTV.
- Produces informational programming for MCTV.
- Produces an annual City Calendar and Services Guide
- Administers the City's annual Citizens Academy
- Assists City departments with coordination of various public relations informational campaigns, programs and events

**Financial Statement(s)**

**Community Affairs**  
 Detail of Budget Appropriations and Revenues  
 Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ -	\$ 323,733	\$ 323,733	\$ 338,985	\$ 349,834	\$ 361,028
Supplies	-	1,750	1,500	1,500	1,500	1,500
Other services and charges	-	42,294	44,859	47,608	48,152	48,712
Total expenditures	\$ -	\$ 367,777	\$ 370,092	\$ 388,093	\$ 399,486	\$ 411,240

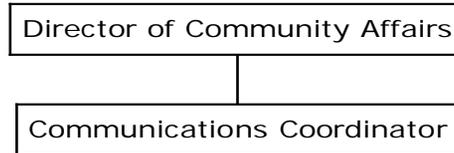
**Summary of Budget Changes**

**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

The City of Midland Community Affairs department has historically been part of the City Clerk function. As such, activities and expenses of this department were recorded in the

City Clerk’s budget. In 2019-20, the Community Affairs department separated from the City Clerk function creating a new, stand-alone department.

Organizational Chart



<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Director of Community Affairs	1	1	1
Communications Coordinator	1	1	1
<b>Total Full-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

*The Community Affairs function was combined with the City Clerk in previous years and is now a stand-alone department. The staff summaries were updated to reflect the change retroactively.*



## **Public Safety**

*for the Fiscal Year Ending June 30, 2021*

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



Chief of Police .....	Nicole L. Ford
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

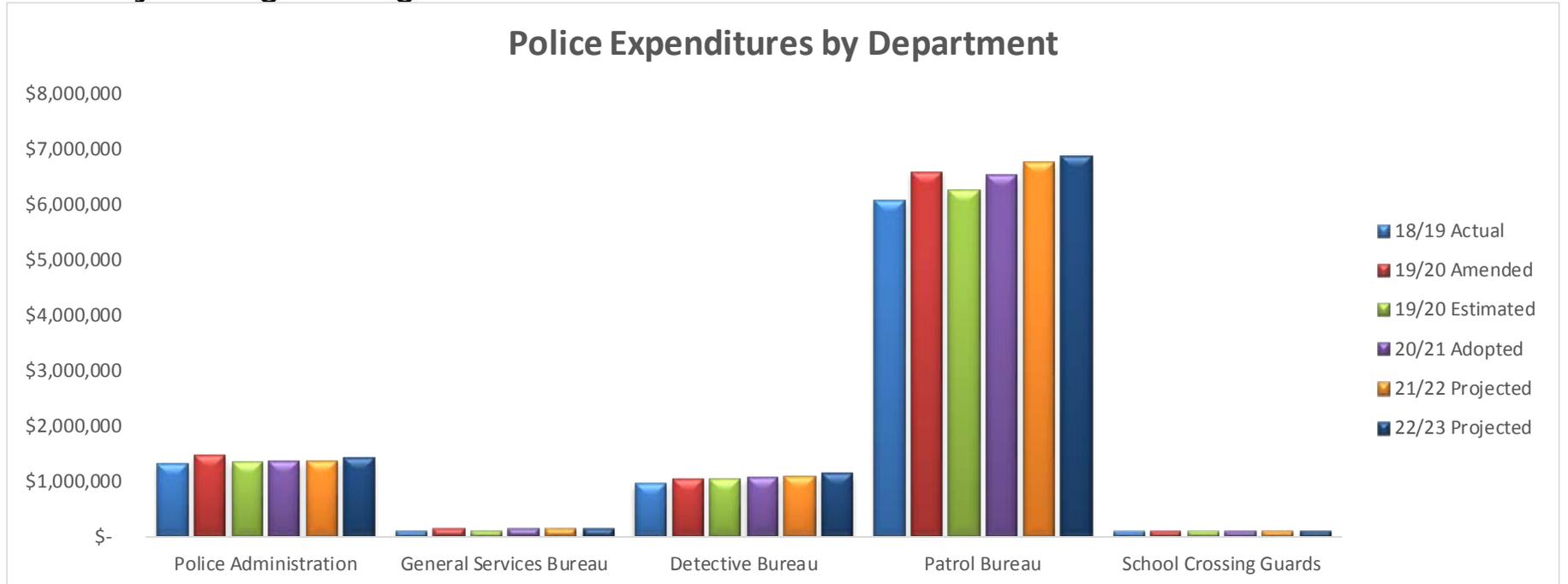
- Direct contact with the walk-in public to provide the necessary assistance and routing of their particular needs
- Telephone reception and distribution center for non-emergency/information calls made through the general information and records telephone lines
- Gun Registrations
- Sex Offender Registrations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

## Financial Statement

### Police Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 7,703,694	\$ 8,530,437	\$ 8,179,247	\$ 8,619,137	\$ 8,883,733	\$ 9,057,635
Supplies	344,222	387,747	335,975	266,523	257,127	258,950
Other services and charges	790,358	1,046,843	938,743	998,166	1,033,926	1,070,965
Capital outlay	-	40,421	40,421	-	-	-
<b>Total expenditures</b>	<b>\$ 8,838,274</b>	<b>\$ 10,005,448</b>	<b>\$ 9,494,386</b>	<b>\$ 9,883,826</b>	<b>\$ 10,174,786</b>	<b>\$ 10,387,550</b>

## Summary of Budget Changes



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

**Operating Trends**

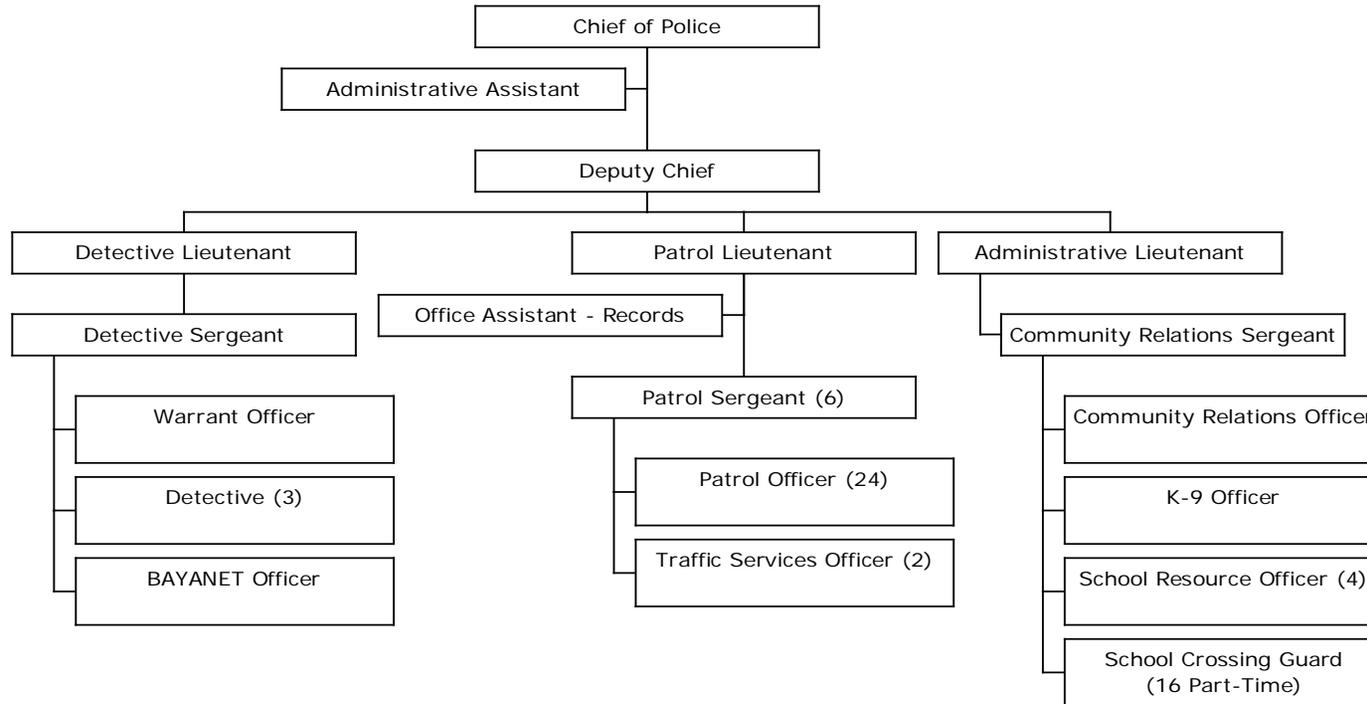


**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

In November of 2018, Midland County voters approved a special millage to fund putting School Resource Officers in the High Schools and Middle Schools within Midland County. Accordingly, during the 2018-19 Fiscal year the City added two full-time School Resource Officers to accommodate this requirement for the City of Midland. During the 2019-20 fiscal year, we hired a new chief of police.

Having the proper equipment is extremely important in law enforcement. During the 2018-19 fiscal year, we implemented body worn cameras. During the 2019-20 fiscal year we upgraded the tablets and in-car video systems in patrol vehicles. In 2020-21, we will begin year one of a three year phase of transitioning officers from the traditional duty belt to an external vest carrier which is proven to reduce stress on the lower back and hips.

## Organizational Chart



## Organizational Chart (cont.)

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Chief of Police	1	1	1
Deputy Chief	1	1	1
Administrative Lieutenant	1	1	1
Detective Lieutenant	1	1	1
Detective Sergeant	1	1	1
Detective	3	3	3
Warrant Officer	1	1	1
Patrol Lieutenant	1	1	1
Patrol Sergeant	6	6	6
Patrol Officer	24	24	24
K-9 Officer	1	1	1
BAYANET Officer	1	1	1
Community Relations Sergeant	1	1	1
Community Relations Officer	1	1	1
School Resource Officer <sup>^</sup>	2	4	4
Traffic Services Officer	2	2	2
Administrative Assistant	1	1	1
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>50</b>	<b>52</b>	<b>52</b>
<u>Regular Part-Time</u>			
School Crossing Guard	16	16	16
<b>Total Regular Part-Time</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>Department Total</b>	<b>66</b>	<b>68</b>	<b>68</b>

<sup>^</sup>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 .....	Roger Bebeau
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 basic 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 the Region 3 Response Team. Team 3 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 basic 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

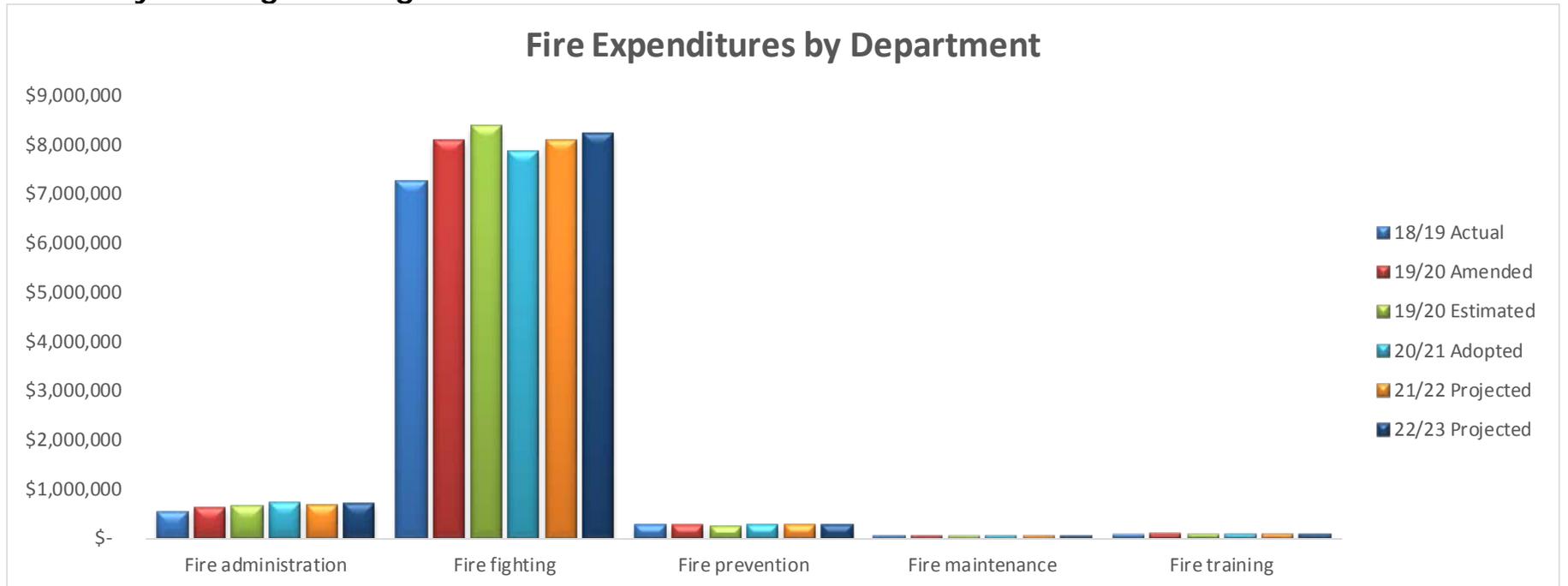
- Administers all department training programs
- Administers department's occupational safety and health programs
- Coordinates joint training with other organizations that provide emergency services
- Represents the department on various committees with other agencies and City departments
- Maintains 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 3

## Financial Statement(s)

### Fire Department Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 7,061,968	\$ 7,647,372	\$ 7,916,975	\$ 7,666,262	7,888,926	\$ 8,041,495
Supplies	120,344	132,655	130,280	136,955	135,362	131,787
Other services and charges	1,001,713	1,316,918	1,319,285	1,256,616	1,279,284	1,311,079
Capital outlay	43,804	57,785	117,878	71,000	-	-
<b>Total expenditures</b>	<b>\$ 8,227,829</b>	<b>\$ 9,154,730</b>	<b>\$ 9,484,418</b>	<b>\$ 9,130,833</b>	<b>\$ 9,303,572</b>	<b>\$ 9,484,361</b>

## Summary of Budget Changes



## Summary of Budget Changes (cont.)

### Operating Trends - Fire



### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

Although reconstruction of fire station 3 is largely complete, there have been increases in labor costs, fleet rental fees, and

maintenance costs. The level of service provided remains consistent.

## Financial Statement(s) (cont.)

### Emergency Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

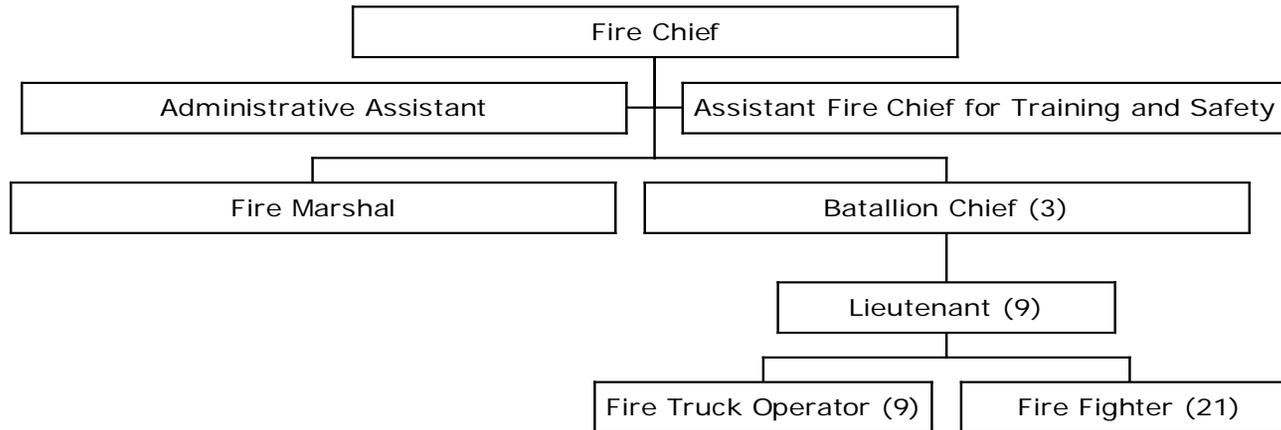
	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Other services and charges	\$ 16,512	\$ 18,401	\$ 18,401	\$ 18,458	\$ 19,012	\$ 19,583
Total expenditures	<u>\$ 16,512</u>	<u>\$ 18,401</u>	<u>\$ 18,401</u>	<u>\$ 18,458</u>	<u>\$ 19,012</u>	<u>\$ 19,583</u>

## Summary of Budget Changes

### Operating Trends – Emergency Services



## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Fire Chief	1	1	1
Assistant Fire Chief for Training and Safety	1	1	1
Fire Marshal	1	1	1
Battalion Chief	3	3	3
Lieutenant	9	9	9
Fire Truck Operator	9	9	9
Firefighter	21	21	21
Administrative Assistant	1	1	1
<b>Total Full-Time</b>	<b>46</b>	<b>46</b>	<b>46</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>46</b>	<b>46</b>	<b>46</b>



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

## Service Statement

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

The Building division is dedicated to the protection of the health, safety and welfare of Midland residents and visitors through the enforcement of City ordinances and State law as it pertains to building codes and practices, property maintenance, signs, trash, litter and debris, zoning and other nuisance-related issues. Building inspection staff are State of Michigan registered inspectors in their respective fields of expertise. Building inspection staff conducts architectural plan review and construction inspection services for all forms of construction, from single family residential to industrial manufacturing facilities and all uses in between. The City employs two rental housing and code enforcement inspectors to insure the safety and maintenance of the City's 7,000+ 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 810,751	\$ 849,553	\$ 841,053	\$ 913,365	\$ 936,655	\$ 964,760
Supplies	6,235	9,050	7,000	8,550	8,680	8,808
Other services and charges	37,018	72,476	69,376	77,664	79,995	82,396
<b>Total expenditures</b>	<b>\$ 854,004</b>	<b>\$ 931,079</b>	<b>\$ 917,429</b>	<b>\$ 999,579</b>	<b>\$ 1,025,330</b>	<b>\$ 1,055,964</b>

## Summary of Budget Changes

### Operating Trends

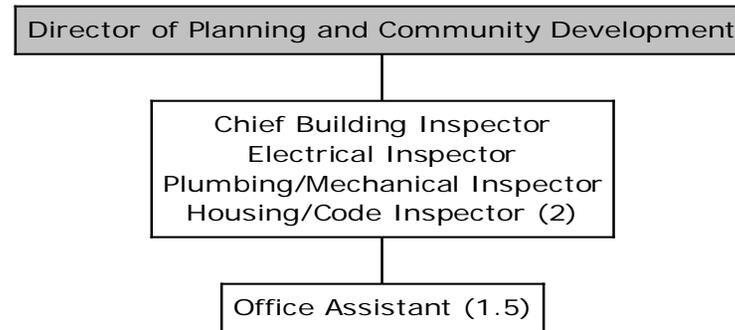


## Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

Expenditures are anticipated to remain the same but revenues are anticipated to be down as construction has halted, and will

likely take some time to increase to normal levels, due to COVID-19.

## Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Chief Building Inspector	1	1	1
Electrical Inspector	1	1	1
Plumbing/Mechanical Inspector	1	1	1
Housing/Code Inspector	2	2	2
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>7</b>	<b>7</b>	<b>7</b>



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

## Service Statement

The Planning Department serves a vast array of clients including City residents, property owners, developers, realtors, businesses and other City of Midland departments. Planning provides and maintains zoning, addressing, floodplain, census, housing, land divisions, inspection and future land use planning information for the community. The department works closely with the Midland Public Schools in the annual planning and construction of the Building Trades Program project. Planning & Community Development staff coordinates with the Information Services Department to create and maintain a set of geographic information system (GIS) maps and digital data including zoning, existing land use, future land use, floodplain, census, structure counts, building envelopes and other planning-related geospatial data.

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

## Functions

### Administration

- Prepares and administers department budget
- Acts as City's representative and expert in planning and zoning-related issues
- Provides oversight to the City's senior housing (Riverside Place and Washington Woods) facilities
- Liaison to the U.S. Census Bureau
- Liaison to the State of Michigan and 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 Business Alliance

Financial Statement

**Planning**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 480,307	\$ 583,205	\$ 550,247	\$ 548,813	\$ 563,920	\$ 579,476
Supplies	4,481	5,250	3,450	5,250	5,329	5,409
Other services and charges	25,559	144,246	137,686	112,967	74,556	76,195
Total expenditures	<u>\$ 510,347</u>	<u>\$ 732,701</u>	<u>\$ 691,383</u>	<u>\$ 667,030</u>	<u>\$ 643,805</u>	<u>\$ 661,080</u>

Summary of Budget Changes

Operating Trends

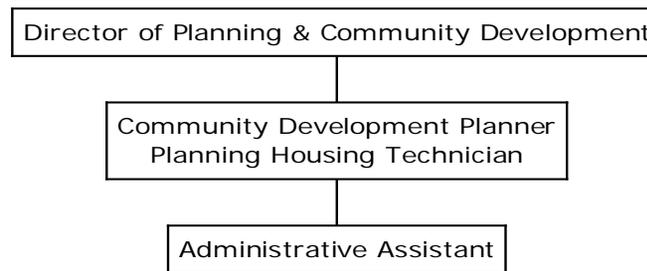


**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

Contracted services are to remain high in 2020-21 like in 2019-20 in order to cover needs for the comprehensive master plan update. The update is scheduled to begin in late summer/early

fall 2020 and will run concurrently with the City’s Parks and Recreation Plan update.

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<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
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>



**Public Services**

*for the Fiscal Year Ending June 30, 2021*

**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.

Engineering coordinates the City's street light program including petitions for new street lights on public streets. There are approximately 3,300 public street lights within the City. Of those, approximately 3,000 are owned and maintained by Consumers Energy and approximately 300 are maintained and owned by the City. Street lights owned and maintained by the City are typically more decorative than those owned by Consumers Energy. The City is responsible for the electrical cost for all 3,300 lights. Electric rates are approved by the Michigan Public Service Commission and rates are reviewed on a regular basis. Electric costs account for the majority of expenses in this fund.

## 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
- 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

## Functions (cont.)

### **Traffic Services & Traffic Engineering**

- Reviews and approves traffic control for capital improvement projects and private work in City right-of-way
- Maintains and upgrades traffic signals and related signal equipment for the City of Midland, Midland County and City of Auburn
- Maintains records of traffic signals and signs
- Conducts, analyzes and maintains traffic volume counts
- Develops and maintains city-wide traffic signal progression
- Reviews plans of new developments for compliance with traffic standards
- Responds to requests for new traffic control devices such as signals and signs
- Installs and/or coordinates installation of new traffic control devices
- Liaison to the Midland County Road Commission and City of Auburn for traffic signal complaints
- Investigates traffic vision obstructions
- Prepares traffic control orders for all new devices that are made permanent by City Council
- Conducts and oversees traffic impact studies
- Maintains traffic signal software
- Identifies/reviews traffic safety concerns and implements corrective actions
- Maintains and replaces street signage

- Maintains pavement marking for city streets annually and public parking lot areas as needed
- Maintains street lights for downtown, custom street lights in various locations, and in public parking areas
- Coordinates new public street light projects

### **Storm Water Drainage**

- Manages storm water ordinance requirements for developments and subdivisions
- Evaluates storm water drainage system for needed improvements
- Develops and implements projects to improve watersheds and storm water drainage system
- Monitors Federal, State and County information regarding changes in storm water drainage by regulations and mandates
- Performs required Storm Water Operator duties required by MDEQ for projects on City property
- Obtains field and office data for creation of storm water model on G.I.S.
- Surveys drainage problems on private property and makes recommendation for corrections

### **Public Lighting**

- Serve as a liaison between citizens and the energy company regarding street light maintenance and installation requests
- Report street light outages to the energy company
- Maintain City owned street lights

## Financial Statement(s)

### Engineering Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 270,463	\$ 281,095	\$ 347,924	\$ 262,187	\$ 269,499	\$ 304,569
Supplies	12,485	19,295	16,325	15,300	15,531	15,761
Other services and charges	21,157	96,268	85,315	92,770	95,552	98,420
Capital outlay	-	43,150	43,150	20,000	-	9,000
Total expenditures	<u>\$ 304,105</u>	<u>\$ 439,808</u>	<u>\$ 492,714</u>	<u>\$ 390,257</u>	<u>\$ 380,582</u>	<u>\$ 427,750</u>

## Summary of Budget Changes

### Operating Trends - Engineering



## **Significant Notes –Engineering - 2020-21 Budget Compared to 2019-20 Budget**

Staff within the Engineering Department charge time to other funds based on work done. Due to conditions associated with the COVID-19 virus, staff which typically charges to the Major and Local Street Funds were not able to perform that same

work for a portion of the 2019-20 fiscal year. As a result, these charges will remain in the Engineering Department, increasing personal services expenses significantly. This situation is not expected to continue into the 2020-21 fiscal year.

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

**Public Lighting**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 7,097	\$ 26,862	\$ 16,862	\$ 8,321	\$ 8,572	\$ 8,833
Supplies	8,480	17,600	17,230	17,500	17,763	18,029
Other services and charges	542,801	553,286	556,286	569,287	586,366	603,956
Total expenditures	<u>\$ 558,378</u>	<u>\$ 597,748</u>	<u>\$ 590,378</u>	<u>\$ 595,108</u>	<u>\$ 612,701</u>	<u>\$ 630,818</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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 16,576	\$ 68,265	\$ 105,030	\$ 84,123	\$ 47,740	\$ 49,052
Supplies	5,984	10,861	9,645	10,750	10,911	11,077
Other services and charges	61,980	67,969	46,018	73,472	75,677	77,947
Capital outlay	-	30,000	30,000	-	40,000	20,000
Total expenditures	<u>\$ 84,540</u>	<u>\$ 177,095</u>	<u>\$ 190,693</u>	<u>\$ 168,345</u>	<u>\$ 174,328</u>	<u>\$ 158,076</u>

## Summary of Budget Changes

### Operating Trends – Traffic Services

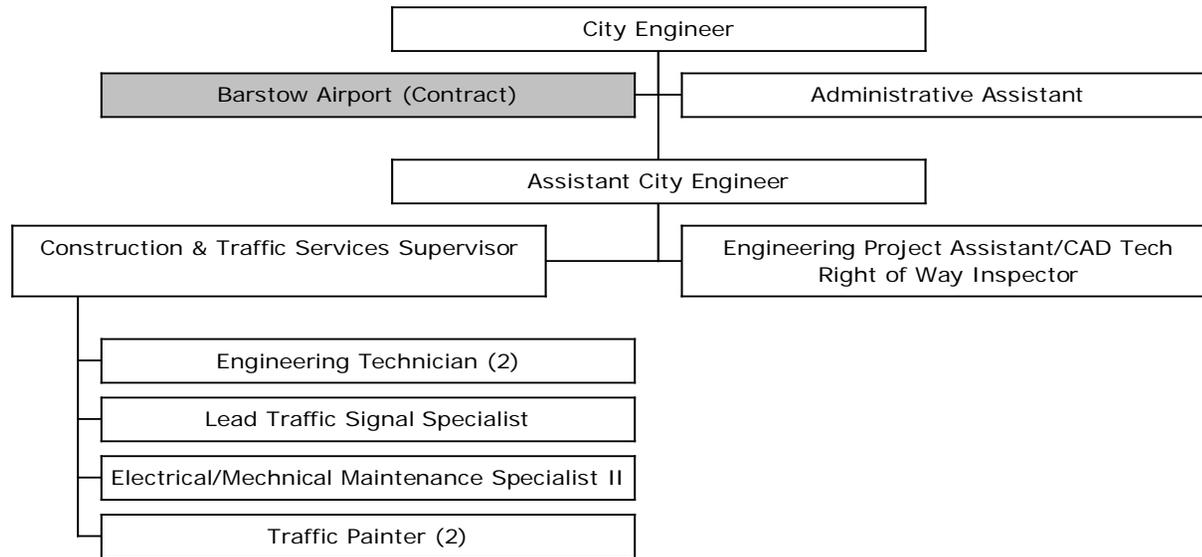


## **Significant Notes –Traffic Services - 2020-21 Budget Compared to 2019-20 Budget**

Staff within the Traffic Services Department charge time to other funds based on work done. Due to conditions associated with the COVID-19 virus, staff which typically charges to the Major and Local Street Funds were not able to perform that same work for a portion of the 2019-20 fiscal year. As a result,

these charges will remain in the Traffic Services Department, increasing personal services expenses significantly. This situation is not expected to continue into the 2020-21 fiscal year. No capital purchase proposed in the FY 2020-21.

## Organizational Chart



Organizational Chart (cont.)

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
City Engineer	1	1	1
Assistant City Engineer	1	1	1
Construction & Traffic Services Supervisor	1	1	1
Right of Way Inspector	1	1	1
Engineering Project Assistant/CAD Tech	1	1	1
Engineering 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
<b>Total Full-Time</b>	<b>12</b>	<b>12</b>	<b>12</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>12</b>	<b>12</b>	<b>12</b>



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

## Service Statement

The department's scope of services include: repair and maintenance of existing city sidewalks, set up of work zones and traffic control devices as needed, emergency response related to flooding and other events, sale of Dial-A-Ride tickets and distribution of information relating to services offered. Public Services also provides labor to the major and local street funds for maintenance activities including curb and gutter repair, manhole repair, street sweeping and snow and ice control.

## Functions

### Administrative Services

- Prepares & administers department budget
- Prepares specifications for bid process for departmental purchases and makes recommendations to City Council
- Coordinates and evaluates staff activities for Public Services, Dial-A-Ride, Parks & Recreation, Equipment Maintenance and Street Maintenance functions
- Develops & maintains policies & programs
- Provides in-person and phone support to residents regarding City services
- Processes purchase orders and invoices for payment
- Coordinates employee payroll in conjunction with union contracts

- Develops programs and produces educational information for snow removal operations
- Maintains an inventory of materials for street maintenance activities
- Sells Dial-A-Ride tickets to walk-in customers and local agencies
- Maintains safety program in conjunction with MIOSHA and the City's Safety program
- Provides information to residents via social media outlets with regard to snow plowing, leaf collection, changes in curbside collection schedules and other matters as needed

### Sidewalk Maintenance

- Coordinates repair and replacement of existing sidewalks to maintain public safety
- Completes minor sidewalk repair using a crew of City employees
- Manages an annual sidewalk replacement program using a hired contractor
- Clears snow from the sidewalk on one side of every major street in town as determined by a sidewalk plowing map approved by the City Council
- Provides barricades for community events

**Financial Statement(s)**

**Public Works Administration**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 277,820	\$ 337,347	\$ 335,859	\$ 292,251	\$ 370,528	\$ 311,530
Supplies	2,683	2,970	2,970	2,937	2,981	3,026
Other services and charges	36,515	63,094	63,389	67,545	69,572	71,660
Total expenditures	<u>\$ 317,018</u>	<u>\$ 403,411</u>	<u>\$ 402,218</u>	<u>\$ 362,733</u>	<u>\$ 443,081</u>	<u>\$ 386,216</u>

**Summary of Budget Changes**

**Operating Trends – Public Works Administration**



### **Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

Costs associated with the retirement of the Assistant Director for Public Services was included in the 2019-2020 budget, causing an increase in the budget for that year. This position will be replaced with an Assistant Director for Public Services –

DPW in 2020-21 along with the promotion of the Recreation Manager in the Parks & Recreation Administration to an Assistant Director for Public Services – Parks/Recreation.

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

**Public Works Activities**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 433,966	\$ 445,117	\$ 618,251	\$ 493,200	\$ 508,753	\$ 524,015
Supplies	164,520	178,055	164,575	168,665	171,196	173,760
Other services and charges	126,192	335,855	299,350	200,699	206,354	212,181
Capital outlay	15,381	19,300	19,300	40,300	-	-
Total expenditures	<u>\$ 740,059</u>	<u>\$ 978,327</u>	<u>\$ 1,101,476</u>	<u>\$ 902,864</u>	<u>\$ 886,303</u>	<u>\$ 909,956</u>

**Summary of Budget Changes**

**Operating Trends – Public Works Activities**



## **Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

With the COVID-19 situation, labor costs that would normally be charged out to street maintenance accounts instead stayed in the Public Works home account from March – May 2020 due to restrictions of the Stay Home, Stay Safe Executive Order. This resulted in a necessary increase to the 2019-20 budget. It

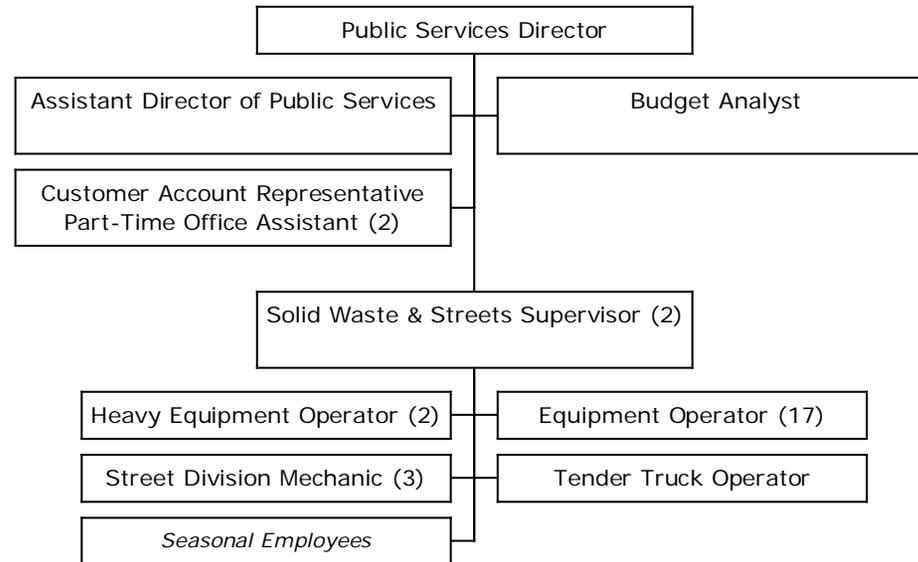
is anticipated that street maintenance activities will resume as usual for 2020-21 bringing the labor costs back down in this account. Wages will be charged to the street accounts as work resumes in these areas.

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

**Sidewalk Engineering and Maintenance**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 25,887	\$ 48,261	\$ 38,261	\$ 47,726	\$ 49,180	\$ 50,652
Supplies	5,314	7,000	5,000	7,000	7,105	7,211
Other services and charges	106,482	114,671	110,671	119,672	123,262	126,960
Capital outlay	-	9,000	9,000	-	9,000	-
Total expenditures	<u>\$ 137,683</u>	<u>\$ 178,932</u>	<u>\$ 162,932</u>	<u>\$ 174,398</u>	<u>\$ 188,547</u>	<u>\$ 184,823</u>

**Organizational Chart**



Organizational Chart (cont.)

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<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
<b>Total Full-Time</b>	<b>29</b>	<b>29</b>	<b>29</b>
<u>Regular Part-Time</u>			
Office Assistant	2	2	2
<b>Total Regular Part-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Department Total</b>	<b>31</b>	<b>31</b>	<b>31</b>



## **Sanitation**

*for the Fiscal Year Ending June 30, 2021*

**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, on-site customer service including sale of refuse and yard waste bins, yard waste stickers 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
- Sells yard waste bin and bag stickers for walk-in customers
- Produces a 3-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 a fully automated 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
- Coordinate delivery for the purchase or new refuse and yard waste bins
- Provides collection activities related to storm damage
- Provides street sweeping following heavy item collection (weather dependent)
- 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 a weekly special collection for residents moving in or moving out of residential homes
- 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 575,885	\$ 597,196	\$ 597,204	\$ 629,742	\$ 648,761	\$ 668,345
Supplies	159,660	164,000	158,100	163,130	165,577	168,057
Other services and charges	1,029,973	1,052,847	1,043,332	1,054,309	1,085,939	1,118,516
Total expenditures	<u>\$ 1,765,518</u>	<u>\$ 1,814,043</u>	<u>\$ 1,798,636</u>	<u>\$ 1,847,181</u>	<u>\$ 1,900,277</u>	<u>\$ 1,954,918</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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 679,347	\$ 678,725	\$ 701,074	\$ 703,613	\$ 707,344	\$ 728,687
Supplies	484	900	900	930	944	958
Other services and charges	602,079	616,695	666,695	641,791	656,104	670,846
Total expenditures	<u>\$ 1,281,910</u>	<u>\$ 1,296,320</u>	<u>\$ 1,368,669</u>	<u>\$ 1,346,334</u>	<u>\$ 1,364,392</u>	<u>\$ 1,400,491</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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 208,869	\$ 204,900	\$ 229,993	\$ 209,049	\$ 213,714	\$ 220,166
Supplies	1,774	3,306	3,260	2,500	2,575	2,652
Other services and charges	93,001	103,637	104,876	106,012	109,192	112,468
Total expenditures	<u>\$ 303,644</u>	<u>\$ 311,843</u>	<u>\$ 338,129</u>	<u>\$ 317,561</u>	<u>\$ 325,481</u>	<u>\$ 335,286</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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Other services and charges	\$ 466,837	\$ 498,150	\$ 498,150	\$ 587,945	\$ 605,583	\$ 623,751
Total expenditures	<u>\$ 466,837</u>	<u>\$ 498,150</u>	<u>\$ 498,150</u>	<u>\$ 587,945</u>	<u>\$ 605,583</u>	<u>\$ 623,751</u>

**Summary of Budget Changes**

**Operating Trends – Curbside Recycling**



**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

The current curbside recycling contract expires on June 30, 2020. A new three-year contract was negotiated, reflecting an 18% increase in cost associated with significant changes in the

recycling market that caused large increases to recycling processing costs. This increase in cost is included in the 2020-21 budget.

Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Sanitation Equipment Operator	5	5	5
<b>Total Full-Time</b>	<b>5</b>	<b>5</b>	<b>5</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>5</b>



## **Parks and Recreation**

*for the Fiscal Year Ending June 30, 2021*

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



Director of Public Services .....Karen Murphy  
Assistant Director of Public Services .....Jan Yuergens  
Recreation Manager ..... Marcie Post  
Horticulturist..... Stephanie Richardson

## Service Statement

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

## Functions

### Administrative and Support Services

- Prepares and administers department budget
- Prepares specifications for bid process and makes recommendations to City Council for purchases
- Coordinates and evaluates staff activities
- Develops and maintains policies and programs
- Provides in-person and phone support to residents regarding City services
- Processes purchase orders and invoices for payment
- Administers recreation software for on-line program registration
- Provides communication and marketing for programs and facilities via various social media outlets
- Administers reservation processes for picnic shelters, the City Forest chalet, the portable stage and the band shell
- Coordinates registration of swim lessons, beach volleyball, adult kickball and adult & girls' softball leagues along with registration for seasonal activities
- Actively supports the Public Services & Parks/Recreation Safety Committee
- Implements action items from the five-year Parks & Recreation Master Plan

- Provides leadership and administrative support to the Beautification Advisory Committee in conjunction with the annual Appreciation of Beautification Awards Program and the Make Midland Beautiful poster contest
- Administers the Keep Midland Beautiful program, the local affiliate of Keep America Beautiful national organization
- Administers support services for community events (i.e. Tunes by the Tridge, 4<sup>th</sup> of July Fireworks, softball tournaments, Riverdays and other downtown events)
- Maintains safety program in conjunction with MIOSHA and the City's Safety program

### Parks

- Maintains over 2,700 acres of park land, with over 72 parks, including community parks, neighborhood block parks and environmental areas
- Maintains picnic shelters, buildings, storage areas, playgrounds and recreational equipment
- Provides turf mowing and maintenance services
- Provides snow removal for all parks and City parking areas along with crossing guard-monitored cross walks
- Coordinates stage use, picnic table rental, picnic shelter preparation, trash removal and general park upkeep

### City Forest

- Offers an A-framed chalet with restrooms and a snack bar for use during winter recreational activities and available for rent in the summer months
- Features snow-making and sled hill grooming equipment to extend seasonal opportunity for sledding
- Maintains four elevated, iced toboggan runs with rental of toboggans
- Provides outdoor ice skating surface with skate rental
- Offers 11K loop of groomed cross country ski trails, including a 1K lighted loop, with ski and snowshoe 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

#### Special Events and Programs

- 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
- Cardboard sled races held in mid-January at City Forest
- Halloween Drive-In Movie at Stratford Woods Park
- Pitch, Hit and Run competition hosted at Loons Stadium
- Pooches at the Pool dog swim at close of swim season
- Santa Calling program in mid-December
- Grand Experience senior resident trip to the Grand Hotel on Mackinac Island
- July 4 Community Fireworks celebration

#### 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
- Teen Nights at Plymouth Pool in collaboration with the ROCK Youth Center

#### 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
- Annual Arbor Day recognition events held at local elementary schools in partnership with the Dow Gardens
- Center City Community Garden

## Financial Statement(s)

### Parks and Recreation Administration Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 386,422	\$ 405,148	\$ 409,067	\$ 567,344	\$ 584,482	\$ 602,124
Supplies	8,833	10,145	9,145	9,145	9,282	9,421
Other services and charges	16,452	17,231	17,381	24,647	22,296	22,965
<b>Total expenditures</b>	<b>\$ 411,707</b>	<b>\$ 432,524</b>	<b>\$ 435,593</b>	<b>\$ 601,136</b>	<b>\$ 616,060</b>	<b>\$ 634,510</b>

## Summary of Budget Changes

### Operating Trends – Parks and Recreation Administration



### **Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

A staffing review of all Parks and Recreation budgets resulted in moving the Recreation Manager position from the Recreation and Seasonal Programs Department to the Parks and Recreation Administration Department. The Recreation

Manager position will be upgraded to an Assistant Director of Public Services – Parks/Recreation upon the retirement of the existing Assistant Director of Public Services. Both of these changes are reflected in the increased budget for 2020-21.

## Financial Statement(s) (cont.)

### Parks Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 1,668,565	\$ 1,753,215	\$ 1,732,375	\$ 1,777,605	\$ 1,831,760	\$ 1,885,984
Supplies	143,034	171,055	156,755	162,050	164,482	166,945
Other services and charges	823,150	992,010	908,978	1,020,037	935,346	948,025
Capital outlay	17,081	167,422	97,422	200,000	201,000	91,000
<b>Total expenditures</b>	<b>\$ 2,651,830</b>	<b>\$ 3,083,702</b>	<b>\$ 2,895,530</b>	<b>\$ 3,159,692</b>	<b>\$ 3,132,588</b>	<b>\$ 3,091,954</b>

## Summary of Budget Changes

### Operating Trends – Parks



## Financial Statement(s) (cont.)

### Forestry Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 610,817	\$ 774,790	\$ 763,753	\$ 775,699	\$ 717,331	\$ 738,987
Supplies	35,520	41,008	40,798	42,228	42,861	43,505
Other services and charges	363,281	511,633	471,723	327,088	405,401	413,964
<b>Total expenditures</b>	<b>\$ 1,009,618</b>	<b>\$ 1,327,431</b>	<b>\$ 1,276,274</b>	<b>\$ 1,145,015</b>	<b>\$ 1,165,593</b>	<b>\$ 1,196,456</b>

## Summary of Budget Changes

### Operating Trends – Forestry



### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

There is adequate funding remaining in the Emerald Ash Borer project from FY 2019-20 to continue the multi-faceted ash tree treatment and removal program into the next fiscal year. The

request for additional funding was reduced by \$70,000 for 2020-21.

## Financial Statement(s) (cont.)

### Recreation and Seasonal Programs Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 718,729	\$ 847,057	\$ 802,497	\$ 747,080	\$ 768,531	\$ 791,496
Supplies	45,684	54,574	56,956	57,985	58,855	59,736
Other services and charges	298,856	384,966	385,031	364,529	357,072	367,604
Total expenditures	<u>\$ 1,063,269</u>	<u>\$ 1,286,597</u>	<u>\$ 1,244,484</u>	<u>\$ 1,169,594</u>	<u>\$ 1,184,458</u>	<u>\$ 1,218,836</u>

## Summary of Budget Changes

### Operating Trends – Recreation and Seasonal Programs



### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

The Recreation Manager position was moved from the Recreation and Seasonal Programs budget to the Parks & Recreation Administration budget starting in 2020-21, resulting

in a decrease in the Recreation and Seasonal Programs budget going forward.

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

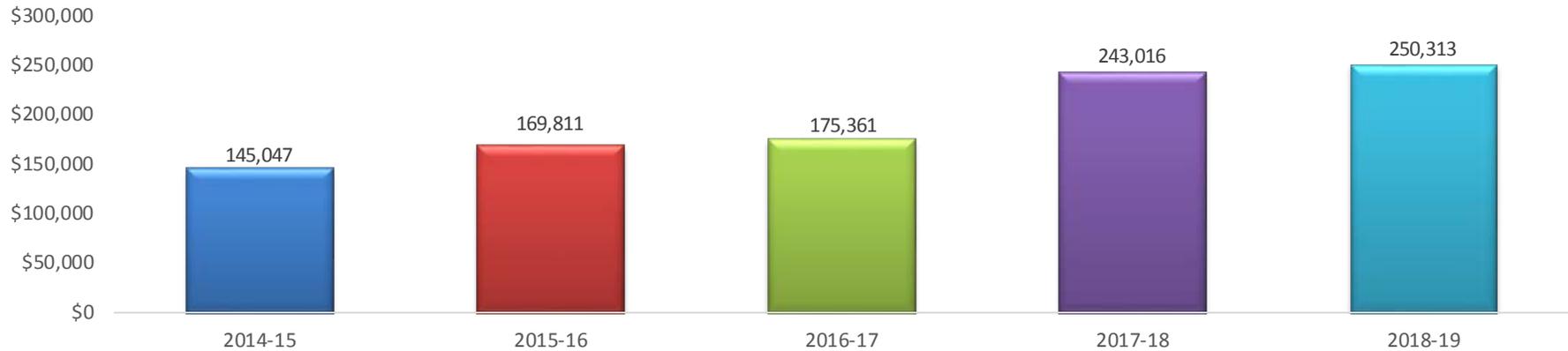
**Plymouth Pool**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 125,867	\$ 117,826	\$ 127,761	\$ 130,329	\$ 21,095	\$ 21,734
Supplies	29,702	28,725	28,730	29,770	30,217	30,669
Other services and charges	94,744	74,689	70,815	68,612	70,669	72,790
Capital outlay	-	101,631	101,631	-	-	-
Total expenditures	<u>\$ 250,313</u>	<u>\$ 322,871</u>	<u>\$ 328,937</u>	<u>\$ 228,711</u>	<u>\$ 121,981</u>	<u>\$ 125,193</u>

**Summary of Budget Changes**

**Operating Trends – Plymouth Park Pool**

**5 Year Operating History**



### **Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

There are no capital projects budgeted for 2020-21, resulting in a reduction in the overall budget for Plymouth Pool for this coming year.

## Financial Statement(s) (cont.)

### Cemetery Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

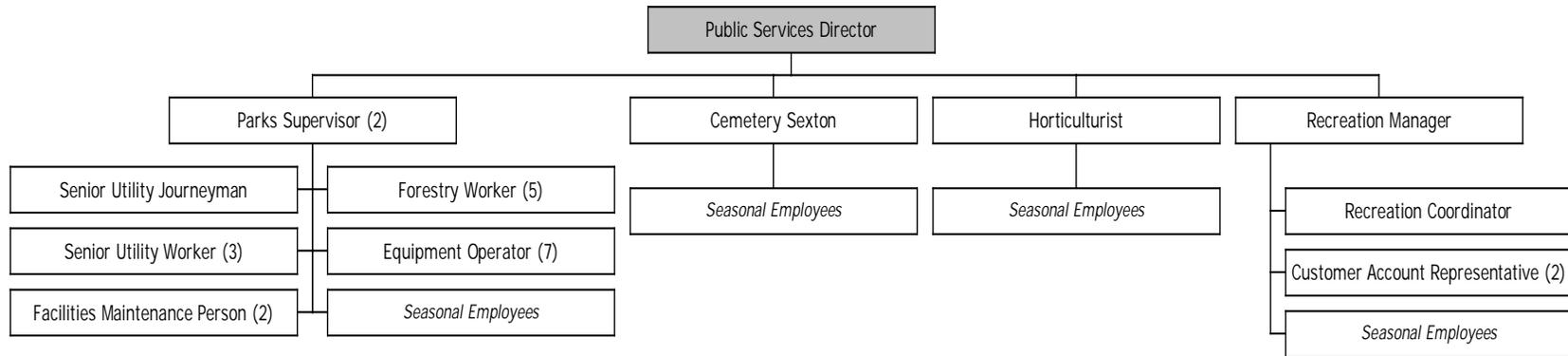
	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 252,417	\$ 293,087	\$ 287,644	\$ 279,258	\$ 287,687	\$ 296,366
Supplies	18,818	24,898	21,695	23,738	24,096	24,454
Other services and charges	63,022	66,068	72,044	97,039	88,574	89,100
Capital outlay	-	50,000	50,000	50,000	50,000	50,000
<b>Total expenditures</b>	<b>\$ 334,257</b>	<b>\$ 434,053</b>	<b>\$ 431,383</b>	<b>\$ 450,035</b>	<b>\$ 450,357</b>	<b>\$ 459,920</b>

## 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.

Organizational Chart (cont.)

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Cemetery Sexton	1	1	1
Parks Supervisor	2	2	2
Recreation Manager	1	1	1
Horticulturist	0	1	1
Recreation Coordinator	1	1	1
Customer Account Representative	2	2	2
Equipment Operator	7	7	7
Facilities Maintenance Person	2	2	2
Lead Forester	0	1	0
Forestry Worker	5	4	5
Senior Utility Journeyman	0	1	1
Senior Utility Worker	4	3	3
<b>Total Full-Time</b>	<b>25</b>	<b>26</b>	<b>26</b>
<u>Regular Part-Time</u>			
Horticulturist	1	0	0
<b>Total Regular Part-Time</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>26</b>	<b>26</b>	<b>26</b>



## **Other Functions**

*for the Fiscal Year Ending June 30, 2021*

**Barstow Airport  
Tax Appeals  
Miscellaneous**



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

### Service Statement

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

### Functions

#### Barstow Airport

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

#### Tax Appeals

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

#### Miscellaneous

- Accounts for the activity of: the City's support for the Midland Business Alliance, 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.

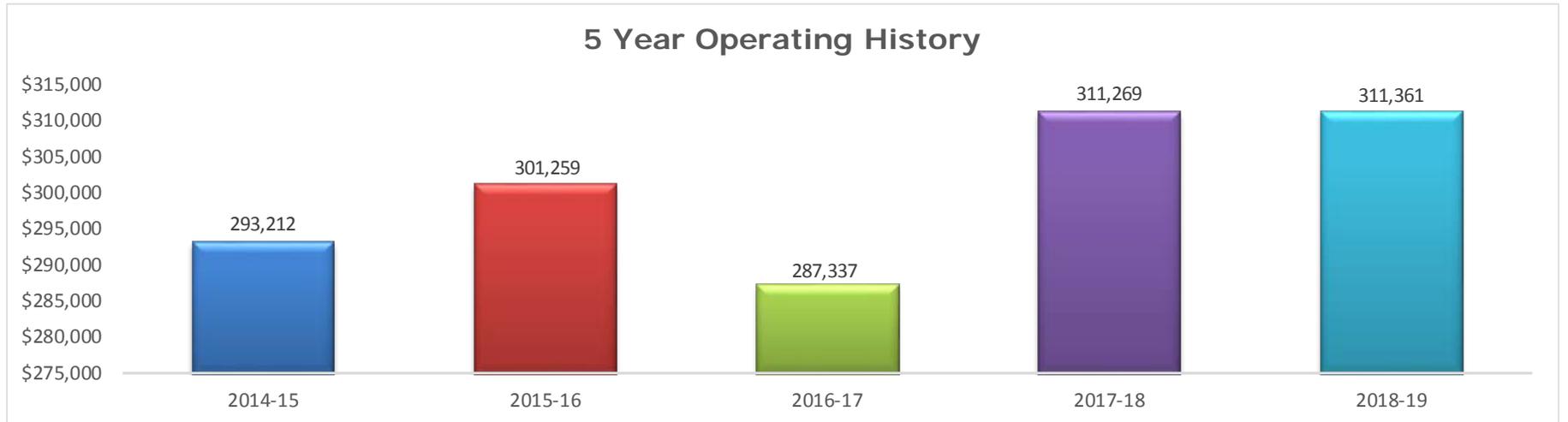
Financial Statement(s)

**Barstow Airport**  
Detail of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 9,426	\$ 22,033	\$ 14,533	\$ 9,687	\$ 9,979	\$ 10,281
Supplies	4,857	7,775	6,450	7,450	7,563	7,677
Other services and charges	297,078	304,481	305,843	323,342	318,086	326,625
Capital outlay	-	46,000	38,000	15,000	5,000	5,000
Total expenditures	<u>\$ 311,361</u>	<u>\$ 380,289</u>	<u>\$ 364,826</u>	<u>\$ 355,479</u>	<u>\$ 340,628</u>	<u>\$ 349,583</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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Other services and charges	\$ 315,567	\$ 521,000	\$ 406,000	\$ 521,000	\$ 521,000	\$ 521,000
Total expenditures	\$ 315,567	\$ 521,000	\$ 406,000	\$ 521,000	\$ 521,000	\$ 521,000

**Summary of Budget Changes**

**Operating Trends – Tax Appeals**



## Financial Statement(s) (cont.)

### Miscellaneous Detail of Budget Appropriations and Revenues Fiscal Year Ending June, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 21,501	\$ 2,443,391	\$ 2,442,596	\$ 523,166	\$ 523,865	\$ 524,585
Supplies	67,053	67,600	69,800	79,900	67,600	67,600
Other services and charges	416,320	498,064	496,479	488,813	503,019	483,229
Total expenditures	<u>\$ 504,874</u>	<u>\$ 3,009,055</u>	<u>\$ 3,008,875</u>	<u>\$ 1,091,879</u>	<u>\$ 1,094,484</u>	<u>\$ 1,075,414</u>

## Summary of Budget Changes

### Operating Trends – Miscellaneous



### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

In an effort to help with the City’s unfunded liability issue, City Council appropriated an additional \$2.9 million of contributions

in 2019-20 to the civilian pension plan (MERS) and an additional \$500,000 in 2020-21.



**Capital Projects**

*for the Fiscal Year Ending June 30, 2021*

**Capital Projects**



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

## Service Statement

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

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

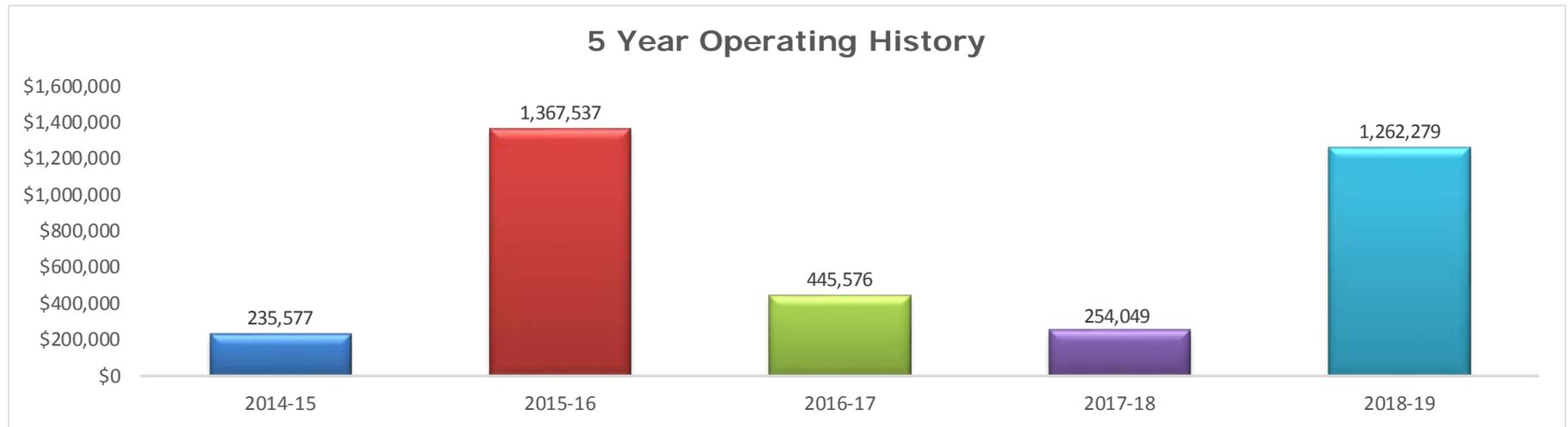
## Financial Statement

### Capital Projects Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19 Actual	2019-20		2020-21 Adopted	2021-22 Projected	2022-23 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Capital projects	1,262,279	1,050,902	1,745,732	191,000	206,000	191,000
Total expenditures	<u>\$ 1,262,279</u>	<u>\$ 1,050,902</u>	<u>\$ 1,745,732</u>	<u>\$ 191,000</u>	<u>\$ 206,000</u>	<u>\$ 191,000</u>

## Summary of Budget Changes

### Operating Trends





**Reserve for Contingencies**

*for the Fiscal Year Ending June 30, 2021*

**Reserve for Contingencies**



City Manager ..... C. Bradley Kaye, AICP CFM

### 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, 2021

	2018-19 Actual	2019-20		2020-21 Adopted	2021-22 Projected	2022-23 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Reserve for contingencies	\$ -	\$ 338,522	\$ 100,000	\$ 400,000	\$ 400,000	\$ 400,000
Total expenditures	<u>\$ -</u>	<u>\$ 338,522</u>	<u>\$ 100,000</u>	<u>\$ 400,000</u>	<u>\$ 400,000</u>	<u>\$ 400,000</u>



## **Transfers**

*for the Fiscal Year Ending June 30, 2021*

**Transfers Out**



## 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Transfers out</b>						
Center City Authority	\$ -	\$ -	\$ 7,500	\$ 14,000	\$ 14,000	\$ 14,000
Storm Water Utility Fund	670,000	1,420,000	1,420,000	1,020,000	1,020,000	1,020,000
Grace A Dow Library Fund	1,100,398	1,405,933	1,393,201	1,341,490	1,515,769	1,534,567
Dial-A-Ride Fund	516,910	629,099	591,635	549,017	552,566	471,553
DDA Fund	10,000	10,000	10,000	-	-	-
Debt Service Fund	1,751,011	1,750,986	1,750,986	1,747,511	1,692,099	1,552,450
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	250,000	250,000
Parking Fund	15,000	15,000	15,000	15,000	15,000	15,000
Wastewater Fund	-	-	-	500,000	500,000	500,000
Total transfers out	<u>\$ 4,663,319</u>	<u>\$ 5,831,018</u>	<u>\$ 5,788,322</u>	<u>\$ 5,787,018</u>	<u>\$ 5,909,434</u>	<u>\$ 5,707,570</u>

## Summary of Budget Changes

### Operating Trends





## **Special Revenue Funds**

*for the Fiscal Year Ending June 30, 2021*

**Major and Local Streets**

**SmartZone**

**Center City Authority**

**Storm Water Management**

**Grace A. Dow Library**

**Community Development Block Grant**

**Midland Housing**

**Special Activities**

**Dial-A-Ride Transportation**

**Midland Community Television**

**Downtown Development Authority**



City Engineer..... Joshua Fredrickson  
Director of Public Services ..... Karen Murphy

### Service Statement

**The Maintenance Division** is responsible for day-to-day maintenance of the street system. This includes pothole filling, crack filling and curb and gutter repair on the Major and Local streets. Most work is performed on streets that are nearing the end of their life cycle and in need of major maintenance by the Construction Division in the near future. The Maintenance Division strives to prevent road conditions that may cause vehicle damage.

The Maintenance Division provides curb and gutter repairs for the Construction Division annual program when time and resources permit.

The Maintenance Division repairs manhole covers in the roadways that have settled or become damaged due to traffic.

Most of the city streets are improved with bituminous pavement; however, several gravel streets remain and those require frequent grading to ensure a smooth ride. Also, these gravel roads require frequent treatment of brine application to minimize dust blowing through city neighborhoods.

The Maintenance division annually inspects and maintains many miles of guardrail throughout the city. Guardrails, by their nature, are installed at locations that have safety concerns.

City streets are swept monthly by Maintenance Division staff. Street sweeping is critical for dust control and to stop sediment from reaching our rivers and streams.

The Maintenance Division inspects and cleans roadside ditches on an annual basis to ensure that water can drain away freely. Good drainage is critical to the performance and life expectancy of the road surface.

A major portion of the Maintenance Division fund is used to keep city streets clear of snow and ice accumulation. The City

has an aggressive program for snow plowing and salting and has a "Snow Watch" program with employees on duty 24 hours a day through the winter. The Maintenance Division has primary routes and secondary routes that are prioritized. Salt applications are used in conjunction with the plowing to ensure a clean system.

The Maintenance Division consistently inspects the road system and handles complaints for debris on the roadway that require cleanup.

**The Traffic Division** is administered by the Engineering Department and is responsible for implementing and maintaining traffic control devices. Traffic signals and related equipment are replaced primarily due to age, traffic accidents, and either malfunctions or failures. Replacement cycles vary depending on equipment type. Signals staff is on-call to address maintenance issues 24 hours per day.

Street sign replacements occur annually for approximately 10% of the city due primarily to age, traffic accidents, vandalism, and theft. Pavement markings on city streets occur annually. Funding for traffic sign and signal upgrades are established along with the city street.

**The Construction Division** is administered by the Engineering Department. Annually, the City Engineer presents a construction program to City Council in mid-January to discuss proposed construction projects. A follow-up meeting, if required, is held in February to finalize the project list. Projects that are accepted are then included in the annual City-wide budget. During the budget year, the major reconstruction projects are designed by the Engineering Department, bid out and then constructed by contractors. Along with construction costs, the City Engineering Department design and inspection costs are charged to the Major Street and Local Street Funds.

## Service Statement (cont.)

The Construction Division of the Engineering Department also designs and builds streets, turn lanes and other items to enhance the transportation system within the city of Midland.

The Construction Division also completes an annual crack sealing and surface treatment program to protect and extend the life of our street pavements.

## Functions

### Fund Administration

- Maintenance Division activities are administered by the 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**

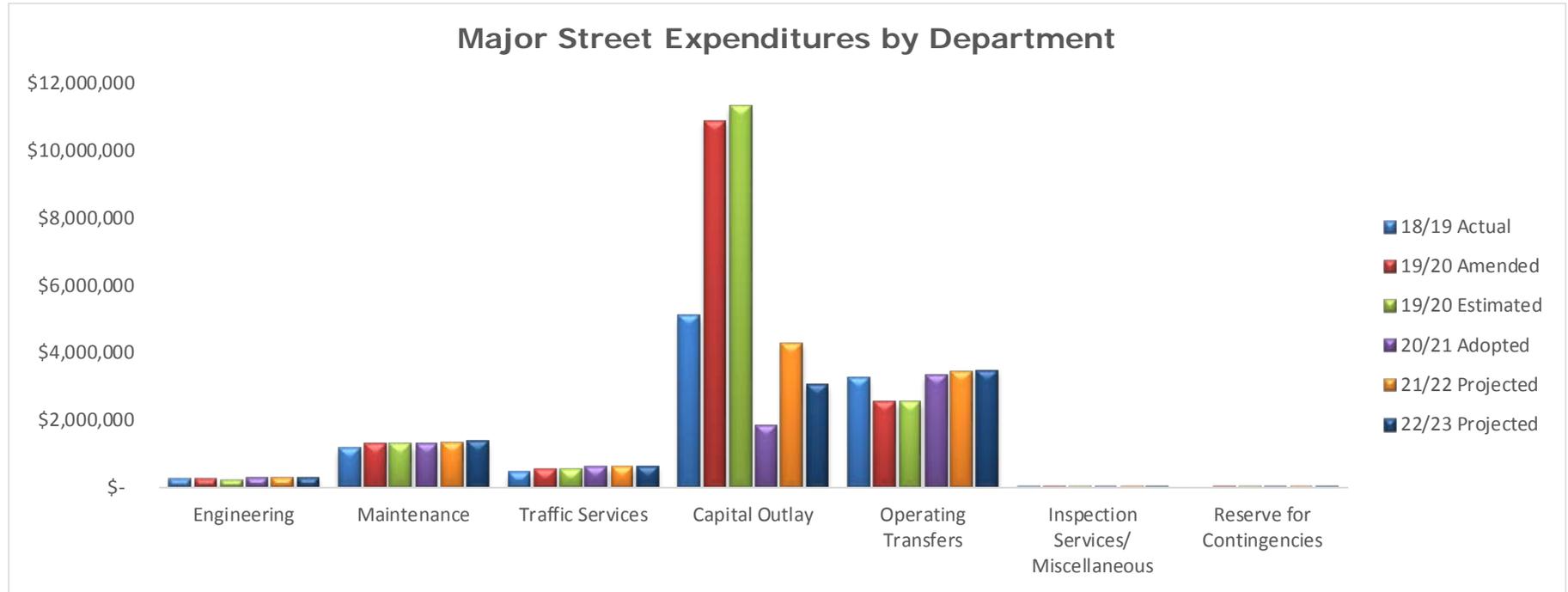
- Monies are annually transferred from Major and Local Street funds to the Capital Outlay Program for reconstruction and major maintenance and surface treatments on local and major streets in accordance with the Project Priority process administered by the Engineering Department and approved by City 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, 2021

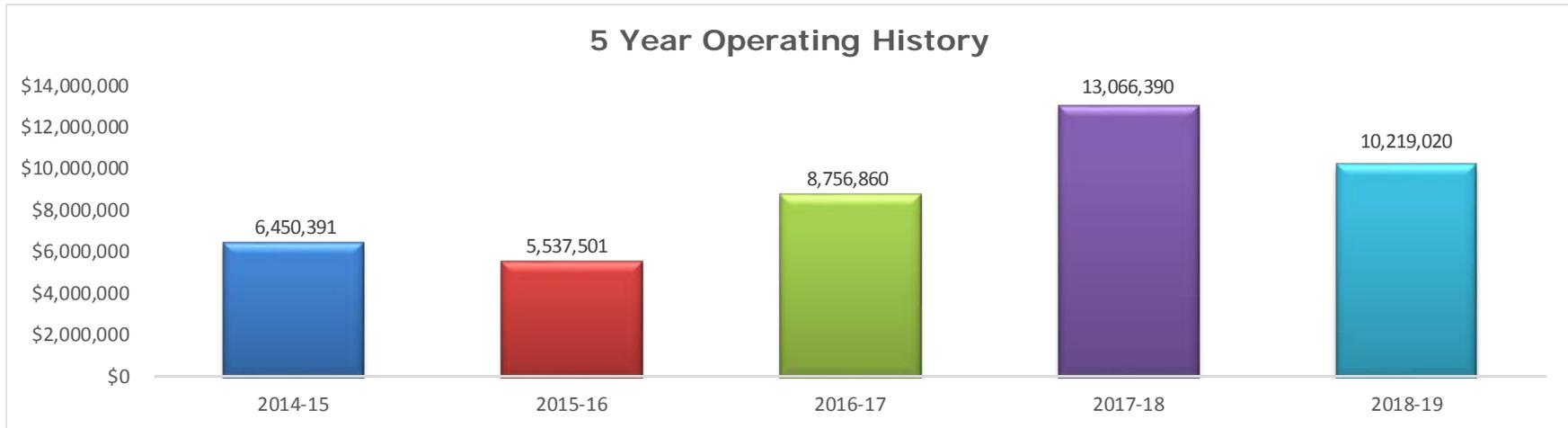
	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
County road millage	\$ 4,204,469	\$ 4,166,116	\$ 3,866,116	\$ 3,866,116	\$ 3,854,411	\$ 3,854,411
License and permits	90,058	80,000	80,000	80,000	80,000	80,000
Federal grants	7,791	-	2,204	1,500	1,500	1,500
State grants	493,381	-	1,653	1,200	1,200	1,200
Personal property tax reimbursement	-	-	670,000	300,000	300,000	300,000
State gas and weight taxes	4,633,992	4,680,000	4,750,000	4,800,000	5,200,000	5,300,000
Build Michigan funding	100,340	100,450	99,500	100,000	100,000	100,000
State trunkline maintenance	172,615	178,842	178,842	181,921	181,921	181,921
Contributions	2,062,705	1,067,850	1,067,850	50,000	50,000	50,000
Other	23,386	12,000	29,500	21,000	21,000	21,000
Investment earnings	146,218	112,000	110,000	110,000	110,000	110,000
Total revenues	<u>11,934,955</u>	<u>10,397,258</u>	<u>10,855,665</u>	<u>9,511,737</u>	<u>9,900,032</u>	<u>10,000,032</u>
<b>Expenditures</b>						
Personal services	1,048,390	1,120,709	1,091,551	1,216,515	1,246,911	1,282,739
Supplies	288,595	363,772	366,422	366,375	371,858	377,408
Other services and charges	526,216	630,462	632,975	647,821	664,348	681,637
Reserve for contingencies	-	14,032	20,000	20,000	20,000	20,000
Capital projects	5,092,319	10,885,378	11,320,378	1,865,000	4,275,000	3,050,000
Transfers out	<u>3,263,500</u>	<u>2,570,379</u>	<u>2,549,784</u>	<u>3,350,283</u>	<u>3,454,684</u>	<u>3,484,212</u>
Total expenditures	<u>10,219,020</u>	<u>15,584,732</u>	<u>15,981,110</u>	<u>7,465,994</u>	<u>10,032,801</u>	<u>8,895,996</u>
Excess of Revenues Over (Under) Expenditures	1,715,935	(5,187,474)	(5,125,445)	2,045,743	(132,769)	1,104,036
Fund Balance - beginning of year	<u>10,811,134</u>	<u>12,527,069</u>	<u>12,527,069</u>	<u>7,401,624</u>	<u>9,447,367</u>	<u>9,314,598</u>
<b>Fund Balance - end of year</b>	<u>\$ 12,527,069</u>	<u>\$ 7,339,595</u>	<u>\$ 7,401,624</u>	<u>\$ 9,447,367</u>	<u>\$ 9,314,598</u>	<u>\$ 10,418,634</u>
End of year fund balance:						
Unreserved	\$ 5,505,825	\$ 5,086,635	\$ 5,350,746	\$ 7,180,373	\$ 6,893,193	\$ 7,842,818
County road millage	1,481,716	2,252,960	2,050,878	2,266,994	2,421,405	2,575,816
Reserved for capital projects	<u>5,539,528</u>	-	-	-	-	-
Total end of year fund balance	<u>\$ 12,527,069</u>	<u>\$ 7,339,595</u>	<u>\$ 7,401,624</u>	<u>\$ 9,447,367</u>	<u>\$ 9,314,598</u>	<u>\$ 10,418,634</u>

## Summary of Budget Changes



## Summary of Budget Changes (cont.)

### Operating Trends – Major Street



### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

Street Maintenance operational budgets are effectively the same as previous years. The maintenance budgets are based on historical needs for various types of street maintenance, including street sweeping, road patching and snow/ice removal.

The capital budget for the major street fund varies annually based on the approved Capital Improvement Plan.

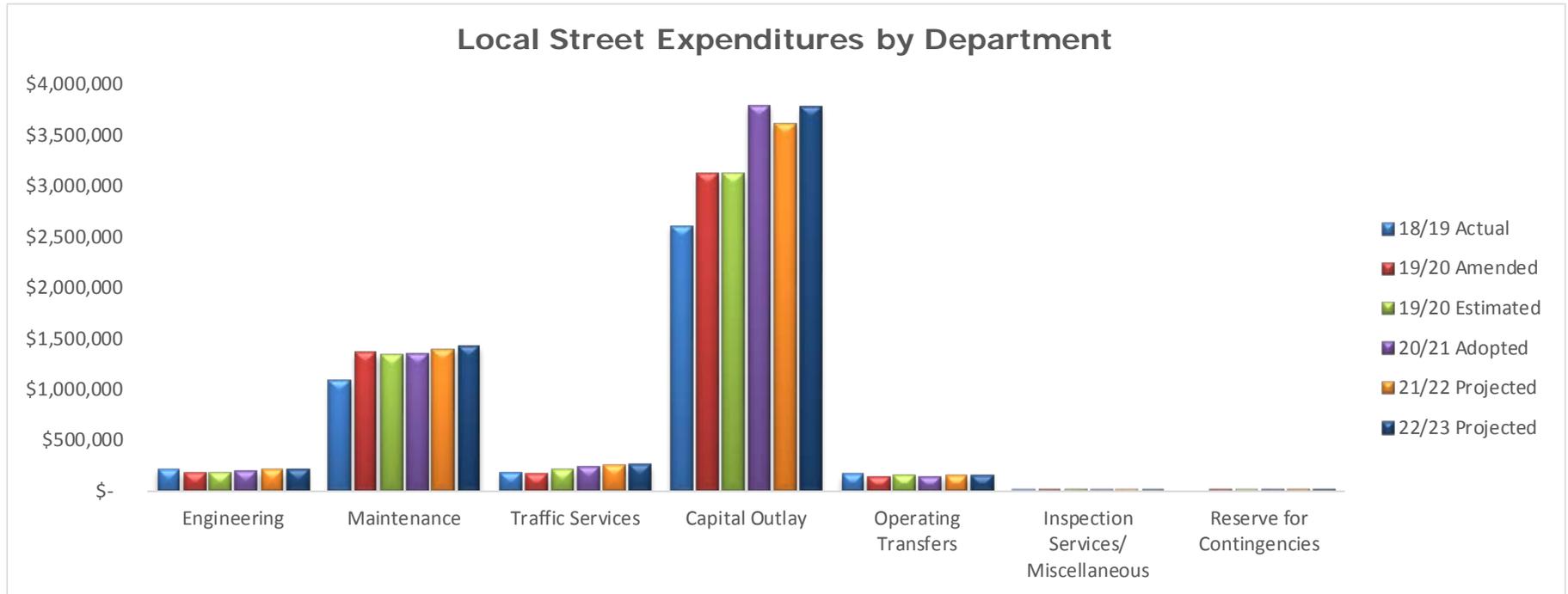
Additionally, each year funds are encumbered from the previous fiscal year to the next as construction projects extend across fiscal years. FY 2019-20 also included the financial gift associated with the Main Street Plaza project and an additional two amendments. Amendments included additional funding for completion of the Eastman Avenue project and moving the Rockwell project from FY 2020-21 into FY 2019-20.

## Financial Statement(s) (cont.)

### 203 - Local Street Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
License and permits	\$ 109,622	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
State grants	210,000	-	-	-	-	-
State gas and weight taxes	1,217,234	1,190,000	1,200,000	1,300,000	1,350,000	1,400,000
Build Michigan funding	26,392	26,400	26,200	26,400	26,400	26,400
Contributions	-	50,000	50,000	50,000	50,000	50,000
Other	49,009	7,000	7,000	7,000	7,000	7,000
Investment earnings	105,592	65,000	65,000	65,000	65,000	65,000
Transfers in	3,125,000	2,420,000	2,420,000	3,200,000	3,300,000	3,325,000
Total revenues	<u>4,842,849</u>	<u>3,828,400</u>	<u>3,838,200</u>	<u>4,718,400</u>	<u>4,868,400</u>	<u>4,943,400</u>
<b>Expenditures</b>						
Personal services	911,568	960,092	962,976	1,018,094	1,048,057	1,080,369
Supplies	110,525	244,650	241,225	242,450	246,088	249,772
Other services and charges	480,484	526,535	551,707	558,152	574,010	590,426
Reserve for contingencies	-	20,000	10,000	20,000	20,000	20,000
Capital projects	2,615,514	3,122,340	3,122,340	3,795,000	3,615,000	3,780,000
Transfers out	164,296	148,310	161,391	148,890	153,219	157,671
Total expenditures	<u>4,282,387</u>	<u>5,021,927</u>	<u>5,049,639</u>	<u>5,782,586</u>	<u>5,656,374</u>	<u>5,878,238</u>
Excess of Revenues Over (Under) Expenditures	560,462	(1,193,527)	(1,211,439)	(1,064,186)	(787,974)	(934,838)
Fund Balance - beginning of year	<u>6,459,250</u>	<u>7,019,712</u>	<u>7,019,712</u>	<u>5,808,273</u>	<u>4,744,087</u>	<u>3,956,113</u>
<b>Fund Balance - end of year</b>	<u>\$ 7,019,712</u>	<u>\$ 5,826,185</u>	<u>\$ 5,808,273</u>	<u>\$ 4,744,087</u>	<u>\$ 3,956,113</u>	<u>\$ 3,021,275</u>
End of year fund balance:						
Unreserved	\$ 6,137,372	\$ 5,826,185	\$ 5,808,273	\$ 4,744,087	\$ 3,956,113	\$ 3,021,275
Reserved for capital projects	882,340	-	-	-	-	-
Total end of year fund balance	<u>\$ 7,019,712</u>	<u>\$ 5,826,185</u>	<u>\$ 5,808,273</u>	<u>\$ 4,744,087</u>	<u>\$ 3,956,113</u>	<u>\$ 3,021,275</u>

## Summary of Budget Changes



## Summary of Budget Changes (cont.)

### Operating Trends – Local Street



### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

The capital budget for the local street fund varies annually based on the approved Capital Improvement Plan.

Additionally, each year funds are encumbered from the previous fiscal year to the next as construction projects extend across fiscal years.



Assistant City Manager..... David A. Keenan  
Contractual Services ..... Midland Business Alliance

## 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Property taxes	\$ 24,506	\$ 30,000	\$ 77,546	\$ 138,215	\$ 167,723	\$ 185,660
Local contributions	-	15,000	15,000	15,000	15,000	15,000
Total revenues	<u>24,506</u>	<u>45,000</u>	<u>92,546</u>	<u>153,215</u>	<u>182,723</u>	<u>200,660</u>
<b>Expenditures</b>						
Personal services	-	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	-	10,000	5,000	5,000	5,000	5,000
Total expenditures	<u>-</u>	<u>85,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>
Excess of Revenues Over (Under) Expenditures	24,506	(40,000)	12,546	73,215	102,723	120,660
Fund Balance - beginning of year	<u>179,217</u>	<u>203,723</u>	<u>203,723</u>	<u>216,269</u>	<u>289,484</u>	<u>392,207</u>
<b>Fund Balance - end of year</b>	<u>\$ 203,723</u>	<u>\$ 163,723</u>	<u>\$ 216,269</u>	<u>\$ 289,484</u>	<u>\$ 392,207</u>	<u>\$ 512,867</u>

**Summary of Budget Changes**

**Operating Trends**



**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

The Smart Zone was formally established as a Tax Increment Financing District in 2014. Since the inception of the TIF, the largest investment that would have generated TIF revenue lies within a Brownfield District that was created prior to the Smart

Zone. The repayment obligations to the Brownfield District were satisfied during the 2019-20 fiscal year, freeing up taxes to be captured by the Smart Zone. This explains the revenue increase in 2019-20 forward.



## 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's vision is to be a center of opportunity in the heart of the City.

## 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Contributions	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Investment earnings	1,663	700	1,700	1,700	1,700	1,700
Transfers in	-	-	7,500	14,000	14,000	14,000
<b>Total revenues</b>	<b>101,663</b>	<b>700</b>	<b>109,200</b>	<b>15,700</b>	<b>15,700</b>	<b>15,700</b>
<b>Expenditures</b>						
Supplies	100	-	-	-	-	-
Other services and charges	76,233	19,431	217,777	15,000	15,450	15,914
<b>Total expenditures</b>	<b>76,333</b>	<b>19,431</b>	<b>217,777</b>	<b>15,000</b>	<b>15,450</b>	<b>15,914</b>
Excess of Revenues Over (Under) Expenditures	25,330	(18,731)	(108,577)	700	250	(214)
Fund Balance - beginning of year	144,985	170,315	170,315	61,738	62,438	62,688
<b>Fund Balance - end of year</b>	<b>\$ 170,315</b>	<b>\$ 151,584</b>	<b>\$ 61,738</b>	<b>\$ 62,438</b>	<b>\$ 62,688</b>	<b>\$ 62,474</b>
<b>Fund Balance</b>						
Reserved for future improvement loans	\$ 94,875	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved	75,440	151,584	61,738	62,438	62,688	62,474
<b>Total Fund Balance</b>	<b>\$ 170,315</b>	<b>\$ 151,584</b>	<b>\$ 61,738</b>	<b>\$ 62,438</b>	<b>\$ 62,688</b>	<b>\$ 62,474</b>

**Summary of Budget Changes**

**Operating Trends – Center City Authority**



**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

Due to a lack of significant investment coupled with the closing of businesses and demolition of properties in the Center City District, the tax increment financing revenues intended to be collected through the establishment of this TIF district have

trended in a declining, negative direction. The 2020-21 fiscal year includes a \$14,000 contribution from the General Fund to the Center City Authority (CCA), assisting the district with basic communication, maintenance, and beautification needs.



Public Services Director .....Karen Murphy  
Director of Wastewater Services ..... Patrick Frazee  
City Engineer.....Joshua Fredrickson

## 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

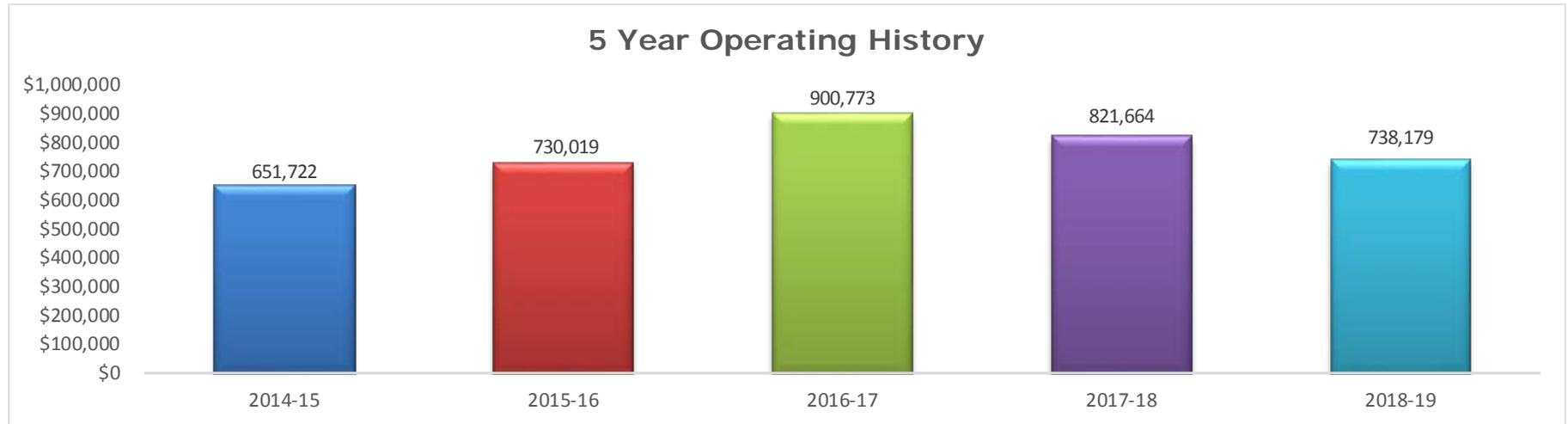
## Financial Statement

### 250 - Storm Water Management Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
License and permits	\$ 15,782	\$ 24,900	\$ 23,400	\$ 17,500	\$ 17,000	\$ 23,500
Other	330	-	60	-	-	-
Investment earnings	20,390	17,480	17,480	17,500	17,500	17,500
Transfers in	972,796	1,218,689	1,711,175	1,319,173	1,327,903	1,336,883
Total revenues	<u>1,009,298</u>	<u>1,261,069</u>	<u>1,752,115</u>	<u>1,354,173</u>	<u>1,362,403</u>	<u>1,377,883</u>
<b>Expenditures</b>						
Personal services	203,402	216,525	388,012	330,392	339,468	348,248
Supplies	12,919	19,600	17,758	17,825	18,093	18,362
Other services and charges	429,767	516,050	536,962	547,098	559,734	572,715
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Capital projects	92,091	1,098,000	586,000	510,000	545,000	1,765,000
Capital outlay	-	8,000	8,000	-	-	15,500
Transfers out	-	-	512,000	-	-	-
Total expenditures	<u>738,179</u>	<u>1,883,175</u>	<u>2,073,732</u>	<u>1,430,315</u>	<u>1,487,295</u>	<u>2,744,825</u>
Excess of Revenues Over (Under)						
Expenditures	271,119	(622,106)	(321,617)	(76,142)	(124,892)	(1,366,942)
Fund Balance - beginning	<u>1,171,079</u>	<u>1,442,198</u>	<u>1,442,198</u>	<u>1,120,581</u>	<u>1,044,439</u>	<u>919,547</u>
<b>Fund Balance - ending</b>	<u>\$ 1,442,198</u>	<u>\$ 820,092</u>	<u>\$ 1,120,581</u>	<u>\$ 1,044,439</u>	<u>\$ 919,547</u>	<u>\$ (447,395)</u>

## Summary of Budget Changes

### Operating Trends



### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

The budget for 2020-21 includes similar operations as budgeted in the 2019-20 budget. In the 2019-20 budget, excess transfers in from the General Fund were transferred to the

Wastewater Fund the same year via a budget amendment to help pay for future flood mitigation efforts.



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, eVideos, and eBooks, reading resources, and more.

Library card holders can access their accounts, place holds, renew items, search databases, and download Audiobooks, books, and videos 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 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, patrons can submit requests for materials not held at the Grace A. Dow Memorial Library.

The Library's website, calendars, 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 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

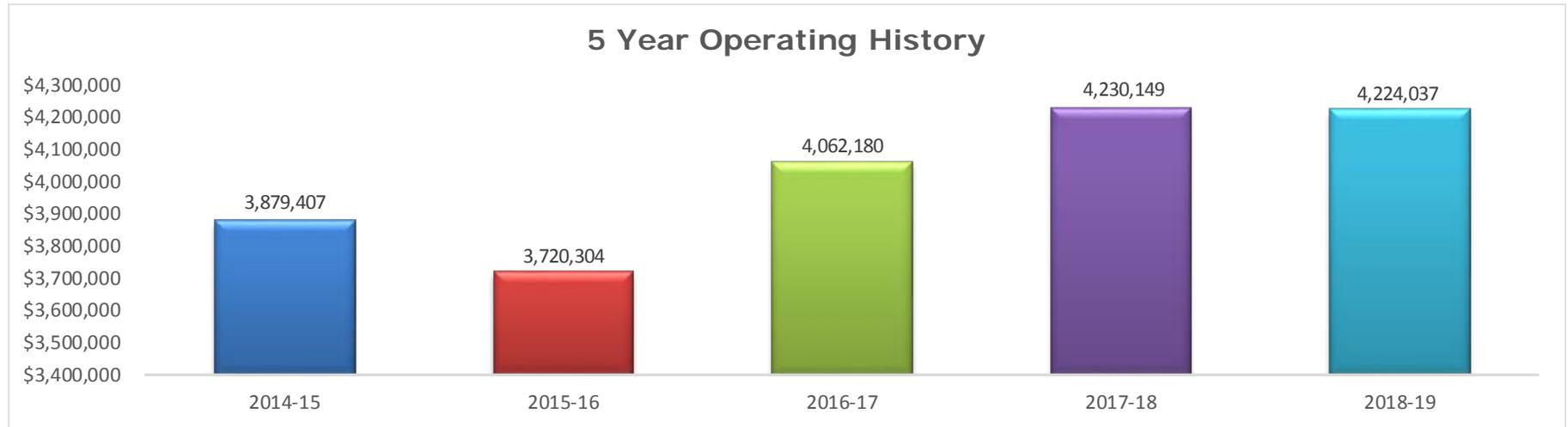
## Financial Statement

### 271 - Grace A. Dow Library Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Property taxes	\$ 2,084,871	\$ 2,079,712	\$ 2,084,061	\$ 2,090,536	\$ 2,101,145	\$ 2,111,807
Personal property tax reimbursement	322,537	322,537	323,646	323,646	329,020	331,000
Other grants	58,775	55,250	58,000	57,500	55,250	55,250
Library services	503,446	480,179	437,357	416,089	416,089	416,089
Contributions	454,759	210,000	459,000	55,000	125,000	90,000
Other	1,815	2,600	800	1,600	1,600	1,600
Investment earnings	24,749	23,800	14,000	14,000	14,000	14,000
Transfers in	1,100,398	1,405,933	1,393,201	1,341,490	1,515,769	1,534,567
Total revenues	<u>4,551,350</u>	<u>4,580,011</u>	<u>4,770,065</u>	<u>4,299,861</u>	<u>4,557,873</u>	<u>4,554,313</u>
<b>Expenditures</b>						
Personal services	2,940,605	3,127,900	3,092,211	3,136,075	3,285,847	3,330,079
Supplies	509,174	499,520	505,207	482,494	482,485	483,577
Other services and charges	598,365	747,591	667,480	681,292	719,541	740,657
Capital projects	86,572	54,230	54,230	-	-	-
Capital outlay	89,321	645,000	532,000	191,000	70,000	23,000
Total expenditures	<u>4,224,037</u>	<u>5,074,241</u>	<u>4,851,128</u>	<u>4,490,861</u>	<u>4,557,873</u>	<u>4,577,313</u>
Excess of Revenues Over (Under)						
Expenditures	327,313	(494,230)	(81,063)	(191,000)	-	(23,000)
Fund Balance - beginning	<u>277,122</u>	<u>604,435</u>	<u>604,435</u>	<u>523,372</u>	<u>332,372</u>	<u>332,372</u>
<b>Fund Balance - ending</b>	<u>\$ 604,435</u>	<u>\$ 110,205</u>	<u>\$ 523,372</u>	<u>\$ 332,372</u>	<u>\$ 332,372</u>	<u>\$ 309,372</u>
End of year fund balance:						
Unreserved	\$ 41,063	\$ -	\$ -	\$ -	\$ -	\$ -
Reserved for capital projects	<u>563,372</u>	<u>-</u>	<u>523,372</u>	<u>332,372</u>	<u>332,372</u>	<u>309,372</u>
Total end of year fund balance	<u>\$ 604,435</u>	<u>\$ 110,205</u>	<u>\$ 523,372</u>	<u>\$ 332,372</u>	<u>\$ 332,372</u>	<u>\$ 309,372</u>

## Summary of Budget Changes

### Operating Trends

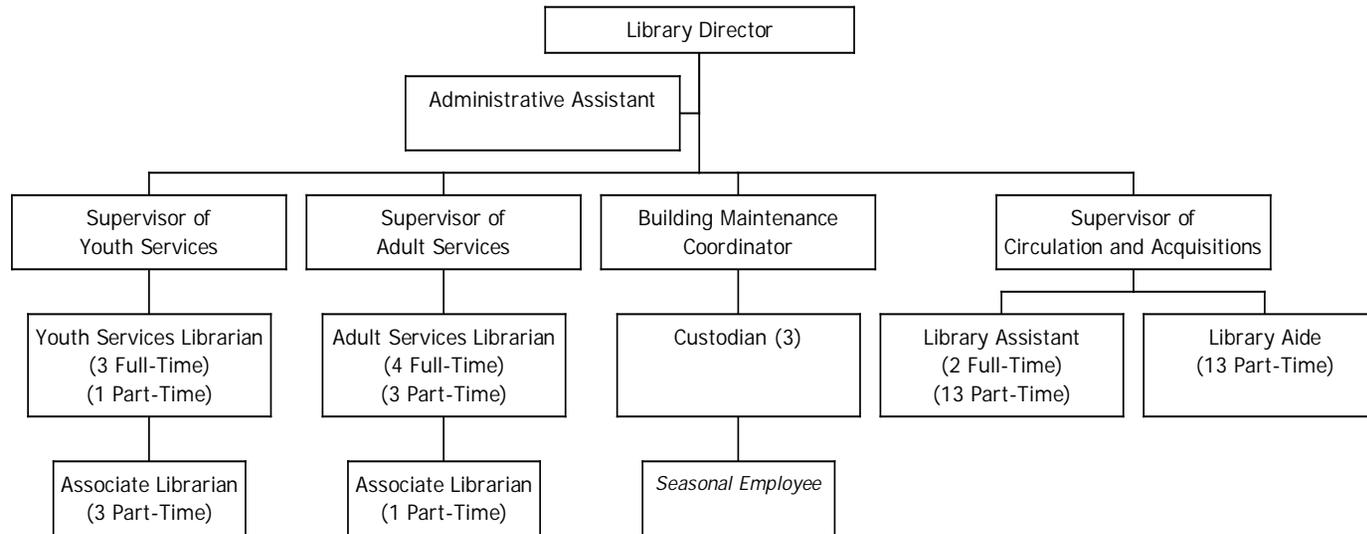


### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

The budget for the Library remains steady with a slight decrease in expenditures from the 2019-2020 to 2020-2021 fiscal years due to a decrease in capital expenditures. Transfers

from the General fund have also decreased due to capital projects being funded through previous year's contributions.

**Organizational Chart**



## Organizational Chart (cont.)

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<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
<b>Total Full-Time</b>	<b>18</b>	<b>18</b>	<b>18</b>
<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
<b>Total Regular Part-Time</b>	<b>34</b>	<b>34</b>	<b>34</b>
<b>Department Total</b>	<b>52</b>	<b>52</b>	<b>52</b>



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

## Service Statement

The overall goal of the City of Midland's community development program is to develop viable neighborhoods by providing decent housing, a suitable living environment and expanding economic opportunities principally for low- and moderate-income persons. The primary means toward this end is to extend and strengthen partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, in the development and operation of social services and affordable housing.

### Community Development Block Grant Program

The City of Midland's participation in the Federal government's Community Development Block Grant (CDBG) Program requires the preparation of a five-year Consolidated Plan, which sets forth priorities and objectives for activities benefiting very-low and low-income households. The primary object of the 2015-2020 Consolidate Plan is to provide a public and private cooperative environment leading to effective community development and housing initiatives which meet the needs of people across all socioeconomic groups of the city of Midland, with the direct benefit towards low- and moderate-income residents.

## Functions

### Administration

- Serves as staff liaison to the U.S. Department of Housing and Urban Development
- Prepares and administers Community Development Block Grant budget
- Prepares annual 5-year Consolidated Plan, Annual Action Plans and Consolidated Annual Performance and Evaluation Report (CAPER)
- The Community Development Planner serves as a member of various local and state-wide professional organizations

### Community Development Block Grant Program

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

- Single-family and multiple-family residential housing rehabilitation programs
- 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Federal grant carryover from prior years	\$ 275,219	\$ 230,018	\$ 230,018	\$ 97,282	\$ 636	\$ -
Federal grant	261,584	255,358	255,358	224,809	220,000	220,000
Other	57,330	20,000	20,000	25,000	20,000	20,000
Total revenues	<u>594,133</u>	<u>505,376</u>	<u>505,376</u>	<u>347,091</u>	<u>240,636</u>	<u>240,000</u>
<b>Expenditures</b>						
Administration	49,968	50,500	50,500	48,900	48,000	48,000
Residential home rehabs	98,072	82,000	82,000	-	50,000	50,000
Public facilities improvements	104,396	100,000	100,000	100,000	132,636	132,000
Public services project	27,493	7,497	7,497	4,500	-	-
Affordable housing	14,081	27,025	27,025	-	-	-
Removal of architectural barriers	4,998	5,000	5,000	-	-	-
Reserve for contingencies	-	10,000	10,000	5,000	10,000	10,000
Transfers out	65,107	221,718	126,072	188,055	-	-
Total expenditures	<u>364,115</u>	<u>503,740</u>	<u>408,094</u>	<u>346,455</u>	<u>240,636</u>	<u>240,000</u>
Excess of Revenues Over (Under)						
Expenditures	230,018	1,636	97,282	636	-	-
<b>Federal grant carryover available</b>	<u>\$ 230,018</u>	<u>\$ 1,636</u>	<u>\$ 97,282</u>	<u>\$ 636</u>	<u>\$ -</u>	<u>\$ -</u>

## Summary of Budget Changes

### Operating Trends



### Significant Notes – 2020-21 Budget Compared to 2019-20 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 \$224,809, which is lower than each annual allocation in the past three years. 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 Controller .....Deeann 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Federal grants	\$ -	\$ 821,162	\$ 963,525	\$ 873,812	\$ -	\$ -
Total operating revenues	-	821,162	963,525	873,812	-	-
<b>Expenses</b>						
Personal services	-	45,176	-	-	-	-
Other services and charges	7,459	775,986	956,066	873,812	-	-
Total expenses	7,459	821,162	956,066	873,812	-	-
Excess of Revenues Over(Under)						
Expenditures	(7,459)	-	7,459	-	-	-
Fund Balance - beginning	-	(7,459)	(7,459)	-	-	-
<b>Fund Balance - ending</b>	<b>\$ (7,459)</b>	<b>\$ (7,459)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Summary of Budget Changes

### Significant Notes – 2020-21 Budget Compared to 2019-20 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. The budget is recognized in full in one year, with the remaining funds encumbered forward until the end of the grant period.



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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Other grants	\$ 7,902	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Contributions	36,298	32,150	35,150	35,650	36,150	37,150
Other revenues	34,415	43,000	100,500	38,000	38,000	38,000
Investment earnings	749	600	600	600	600	600
Transfers in	5,000	-	32,383	5,000	5,000	5,000
Total operating revenues	<u>84,364</u>	<u>84,750</u>	<u>177,633</u>	<u>88,250</u>	<u>88,750</u>	<u>89,750</u>
<b>Expenses</b>						
Supplies	4,456	40,000	38,000	37,000	37,500	37,000
Other services and charges	48,740	39,000	132,053	40,500	40,500	42,000
Transfers out	17,559	14,000	11,110	19,000	19,000	19,000
Total expenses	<u>70,755</u>	<u>93,000</u>	<u>181,163</u>	<u>96,500</u>	<u>97,000</u>	<u>98,000</u>
Excess of Revenues Over (Under)						
Expenditures	13,609	(8,250)	(3,530)	(8,250)	(8,250)	(8,250)
Fund Balance - beginning	57,471	71,080	71,080	67,550	59,300	51,050
<b>Fund Balance - ending</b>	<u>\$ 71,080</u>	<u>\$ 62,830</u>	<u>\$ 67,550</u>	<u>\$ 59,300</u>	<u>\$ 51,050</u>	<u>\$ 42,800</u>

## Summary of Budget Changes

### Operating Trends





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

## Service Statement

The overall goal of the City of Midland's community development program is to develop viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities principally for low and moderate income persons. The primary means toward this end is to extend and strengthen partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, in the development and operation of affordable housing.

### Midland City Housing Commission

The Housing Commission oversees the development of the budget of the City of Midland Housing Commission Fund in addition to providing oversight for the allocation of Community Development Block Grant (CDBG) funds. The Commission owns properties throughout the City for future development, approves policies for Senior Housing, the CDBG Program, 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, 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Sale of assets	\$ 14,748	\$ 200,000	\$ 215,000	\$ 250,000	\$ 250,000	\$ 250,000
Other	1,900	-	16,500	2,000	2,000	2,000
Investment earnings	5,670	4,900	3,200	3,200	3,200	3,200
Total revenues	<u>22,318</u>	<u>204,900</u>	<u>234,700</u>	<u>255,200</u>	<u>255,200</u>	<u>255,200</u>
<b>Expenditures</b>						
Other services and charges	38	6,500	6,500	6,000	6,000	6,000
Cost of assets sold	14,748	200,000	215,000	250,000	250,000	250,000
Total expenditures	<u>14,786</u>	<u>206,500</u>	<u>221,500</u>	<u>256,000</u>	<u>256,000</u>	<u>256,000</u>
Excess of Revenues Over (Under)						
Expenditures	7,532	(1,600)	13,200	(800)	(800)	(800)
Fund Balance - beginning	245,959	253,491	253,491	266,691	265,891	265,091
<b>Fund Balance - ending</b>	<u>\$ 253,491</u>	<u>\$ 251,891</u>	<u>\$ 266,691</u>	<u>\$ 265,891</u>	<u>\$ 265,091</u>	<u>\$ 264,291</u>

## Summary of Budget Changes

### Operating Trends



### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

There are no significant changes for 2020-21 as compared to 2019-20. During the 2020-21 school year, staff anticipates working with the Building Trades Program of the Midland Public Schools to build a home or duplex that will be sold at-cost upon

completion. At-cost sales have been the practice in order to maintain working capital within the fund for the long term sustainability of the program.



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

## Service Statement

The department's scope of services includes all administrative and functional activities associated with obtaining federal and state funding to manage and operate a demand-response, seven-day-a-week, curb-to-curb transportation service within the City limits.

## 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 70% of total operating expenses along with funds for replacement buses, preventive maintenance 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
- Analyzes the number of passengers picked up per hour per vehicle to provide efficient, reliable transportation for passengers
- Manages computer dispatching program & tablets for busses
- 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
- Conducts quarterly Agency Forum meetings for riders and agencies that represent ridership to ensure passenger needs are being met
- Maintains safety and training program in conjunction with MIOSHA, MDOT, FTA and City's safety program

### Passenger Transportation

- Delivers demand response, curb-to-curb transportation services within the City of Midland for 103,000+ 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 Transportation Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

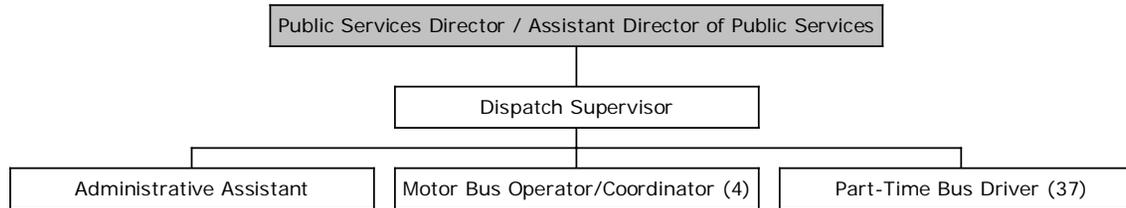
	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Use and admission charges	\$ 121,908	\$ 125,000	\$ 97,000	\$ 120,000	\$ 120,000	\$ 120,000
Federal operating assistance	579,448	604,404	689,704	725,904	760,559	875,291
Federal assistance - capital grants	168,340	178,994	198,794	259,360	189,680	498,400
Federal assistance - capital contract reimb	-	-	10,916	70,000	73,466	84,940
State operating assistance	784,545	818,642	781,388	791,041	813,278	832,904
State assistance - capital grants	42,086	44,748	49,698	64,840	47,420	124,600
Other	7,535	5,744	5,744	5,744	5,744	5,744
Non-operating	7,462	-	-	-	-	-
Transfers in	516,910	629,099	591,635	549,017	552,566	471,553
Total revenues	<u>2,228,234</u>	<u>2,406,631</u>	<u>2,424,879</u>	<u>2,585,906</u>	<u>2,562,713</u>	<u>3,013,432</u>
<b>Expenditures</b>						
Personal services	1,519,828	1,654,119	1,687,377	1,704,874	1,744,723	1,797,395
Supplies	137,587	207,217	192,217	154,160	169,223	158,816
Other services and charges	425,393	459,060	459,050	517,672	533,167	549,221
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Capital outlay	145,426	76,235	76,235	199,200	105,600	498,000
Total expenditures	<u>2,228,234</u>	<u>2,406,631</u>	<u>2,424,879</u>	<u>2,585,906</u>	<u>2,562,713</u>	<u>3,013,432</u>
Excess of Revenues Over (Under)						
Expenditures	-	-	-	-	-	-
Fund Balance - beginning	-	-	-	-	-	-
<b>Fund Balance - ending</b>	<u>\$ -</u>					

## Summary of Budget Changes

### Operating Trends



## Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Dispatch Supervisor	1	1	1
Motor Bus Operator/Coordinator	4	4	4
Administrative Assistant	1	1	1
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Bus Driver*	32	32	37
<b>Total Regular Part-Time</b>	<b>32</b>	<b>32</b>	<b>37</b>
<b>Department Total</b>	<b>38</b>	<b>38</b>	<b>43</b>

\* The increase of drivers allows for better scheduling and managing times of turnover; it does not represent an increase to budget or hours of service.

The number of bus drivers is reflected here as 37, but is shown as 32 on the Authorized Employees by Fiscal year, as that is the part-time equivalent. The number of positions has been

increased to allow for better service coverage within the same number of hours.



Community Affairs Director ..... Selina Tisdale  
Manager of MCTV Network .....Matthew Richardson

## Service Statement

The department's scope of services includes: video production services for City of Midland government access programs and internal use; video production support services for public and educational access programs; administrative and support services for the scheduling and cablecasting of public and government access programs; dissemination of cablecast schedule to various media outlets for promotion of cablecast schedule; support for internet streaming, video-on-demand, audio podcasting and archiving of City of Midland and public access programs; recruitment of public access users and training in media 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 and social media; 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 and social media
- Provide access to online video options and audio podcasting for public access programs

### 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
- Manage City of Midland's YouTube and podcast channels

### 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
- MCTV's Community Voices may be found on YouTube and numerous audio podcast platforms
- 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
- Provide access government and public access programming on-line



# Midland Community Television (MCTV)

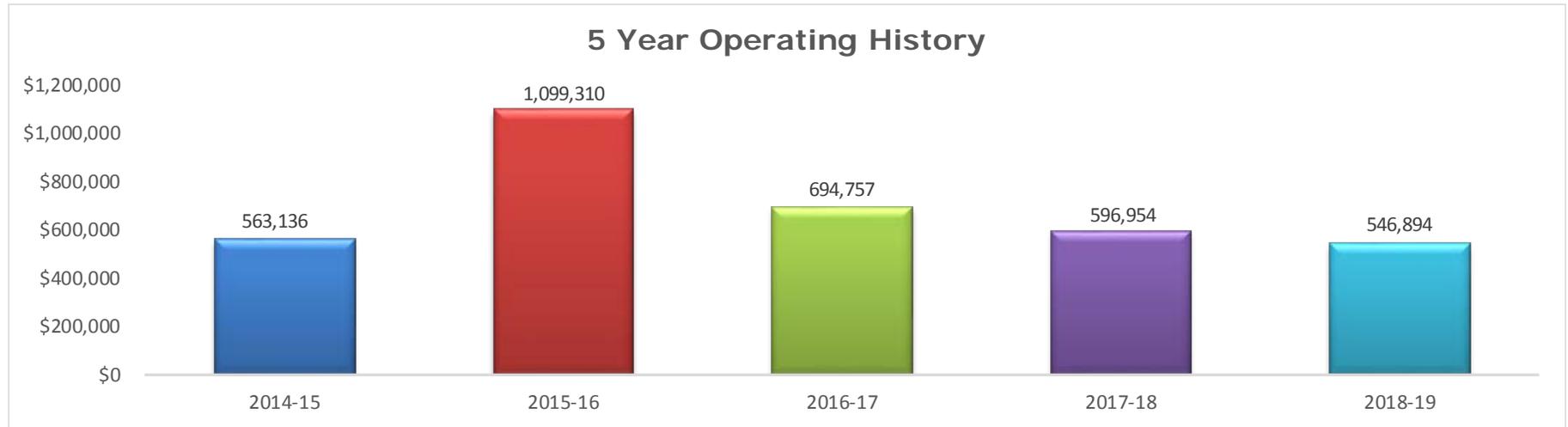
## Financial Statement

### 296 - Midland Community Television Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Charges for services	\$ 696,794	\$ 709,000	\$ 681,500	\$ 681,500	\$ 681,500	\$ 681,500
Contributions	-	1,000	7,866	7,916	-	-
Investment earnings	21,547	18,900	14,840	15,000	15,000	15,000
Total revenues	<u>719,343</u>	<u>728,900</u>	<u>704,206</u>	<u>704,416</u>	<u>696,500</u>	<u>696,500</u>
<b>Expenditures</b>						
Personal services	396,977	469,703	461,524	459,617	472,545	485,861
Supplies	14,344	40,600	40,050	14,050	10,050	10,050
Other services and charges	135,573	232,429	146,322	239,920	234,112	236,886
Reserve for contingencies	-	15,000	-	10,000	10,000	10,000
Capital outlay	-	28,000	-	28,000	85,000	100,000
Total expenditures	<u>546,894</u>	<u>785,732</u>	<u>647,896</u>	<u>751,587</u>	<u>811,707</u>	<u>842,797</u>
Excess of Revenues Over (Under)						
Expenditures	172,449	(56,832)	56,310	(47,171)	(115,207)	(146,297)
Fund Balance - beginning	<u>1,441,173</u>	<u>1,613,622</u>	<u>1,613,622</u>	<u>1,669,932</u>	<u>1,622,761</u>	<u>1,507,554</u>
<b>Fund Balance - ending</b>	<u><u>1,613,622</u></u>	<u><u>1,556,790</u></u>	<u><u>1,669,932</u></u>	<u><u>1,622,761</u></u>	<u><u>1,507,554</u></u>	<u><u>1,361,257</u></u>
End of year fund balance:						
Unreserved	\$ 1,150,622	\$ 1,093,790	\$ 1,206,932	\$ 1,187,761	\$ 1,157,554	\$ 1,111,257
Reserved for capital outlay	463,000	463,000	463,000	435,000	350,000	250,000
Total end of year fund balance	<u><u>\$ 1,613,622</u></u>	<u><u>\$ 1,556,790</u></u>	<u><u>\$ 1,669,932</u></u>	<u><u>\$ 1,622,761</u></u>	<u><u>\$ 1,507,554</u></u>	<u><u>\$ 1,361,257</u></u>

## Summary of Budget Changes

### Operating Trends



### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

In fiscal year 2019-2020 oversight of the MCTV Network moved from the Grace A. Dow Memorial Library to the Community Affairs Department, aligning it more closely with the communication function of the City of Midland. This does not affect the MCTV budget reporting.

Revenues from franchise fees with Charter Communications and AT&T U-Verse are trending downwards as TV service subscriber numbers change. Other services provided by Charter and AT&T, such as phone or internet, are not allowable in calculating franchise fees due to FCC actions.

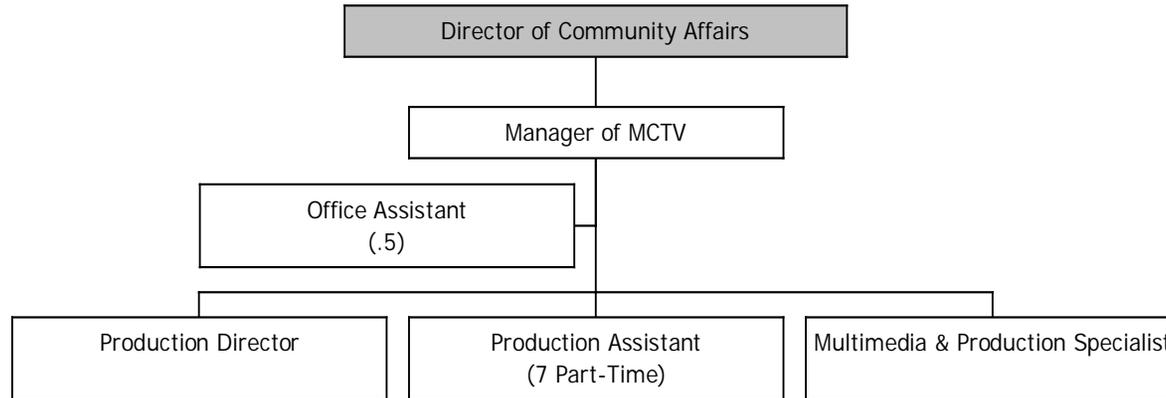
2021 Contributions reflect a carry-over of a one-time contribution from the Friends of MCTV upon their dissolution as a 501(c)(3).

2020 had larger Supplies budget due to purchase and install of non-capital equipment required for the Over-The-Top transmission/streaming video upgrade.

Other Services and Charges has a substantial difference between 2019-20 and 2020-21. These funds are earmarked for digital delivery of MCTV channels to Charter Communications. Digital delivery is expensive and will be decided likely late 2020 after FCC makes its determinations regarding In-Kind Service of cable channel capacity on cable systems.

MCTV's budget must be flexible due to the constantly changing nature of the telecommunications industry, cable subscriber numbers, and actions of the Federal Communications Commission.

## Organizational Chart



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

## Organizational Chart (cont.)

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Manager of MCTV	1	1	1
Production Director	1	1	1
Multimedia & Production Specialist	0	0	1
Production Assistant	1	1	0
<b>Total Full-Time</b>	<b>3</b>	<b>3</b>	<b>3</b>
<u>Regular Part-Time</u>			
Production Assistant*	7	7	7
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Department Total</b>	<b>11</b>	<b>11</b>	<b>11</b>

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



## Service Statement

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

The vision of the Downtown Development Authority is to be a progressive hub of diverse activities attracting and connecting businesses, the community, and visitors.

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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Property taxes	\$ 583,456	\$ 686,286	\$ 931,068	\$ 1,213,258	\$ 1,259,819	\$ 1,281,215
Personal property tax reimbursement	8,196	-	10,829	10,829	10,829	10,829
Contributions	8,853	-	12,000	-	-	-
Other	1,938	5,000	3,000	3,000	3,000	3,000
Investment earnings	6,465	4,350	2,900	2,900	2,900	2,900
Transfers in	101,500	26,500	26,500	16,500	16,500	16,500
Total revenues	<u>710,408</u>	<u>722,136</u>	<u>986,297</u>	<u>1,246,487</u>	<u>1,293,048</u>	<u>1,314,444</u>
<b>Expenditures</b>						
Personal services	209,397	257,589	263,861	233,302	204,771	210,763
Supplies	1,465	2,000	1,500	1,500	1,515	1,530
Other services and charges	330,071	391,365	427,575	624,624	642,517	661,767
Reserve for contingencies	-	-	-	25,000	25,000	25,000
Transfers out	120,000	45,000	72,383	45,000	45,000	45,000
Total expenditures	<u>660,933</u>	<u>695,954</u>	<u>765,319</u>	<u>929,426</u>	<u>918,803</u>	<u>944,060</u>
Excess of Revenues Over (Under) Expenditures	49,475	26,182	220,978	317,061	374,245	370,384
Fund Balance - beginning of year	409,236	458,711	458,711	679,689	996,750	1,370,995
<b>Fund Balance - end of year</b>	<u>\$ 458,711</u>	<u>\$ 484,893</u>	<u>\$ 679,689</u>	<u>\$ 996,750</u>	<u>\$ 1,370,995</u>	<u>\$ 1,741,379</u>
<b>Fund Balance</b>						
Reserved for future improvement loans	\$ 49,951	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved	408,760	484,893	679,689	996,750	1,370,995	1,741,379
<b>Total Fund Balance</b>	<u>\$ 458,711</u>	<u>\$ 484,893</u>	<u>\$ 679,689</u>	<u>\$ 996,750</u>	<u>\$ 1,370,995</u>	<u>\$ 1,741,379</u>

## Summary of Budget Changes

### Operating Trends

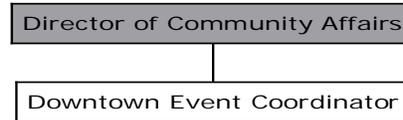


### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

Annual expenditures and revenues of the Downtown Development Authority budget fluctuates based upon the expenditure of accumulated fund balance on larger scale physical improvement projects and planned retail, housing or economic development studies. The DDA has experienced an increase in its revenue over the past few years as new developments like Pathfinder Commons, First-State Bank,

Ellsworth Place and Fairfield Inn and Suites are added to the tax rolls. The Stadium District East End Brownfield, established in 2012, was completed ahead of schedule, contributing to the significant increase in revenue reflected in the DDA's 2020-21 budget.

## Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Downtown Event Coordinator	1	1	1
<b>Total Full-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>1</b>	<b>1</b>	<b>1</b>



**Debt Service Fund**

*for the Fiscal Year Ending June 30, 2021*

**Debt Service Fund  
Schedule of Debt Requirements**



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

### 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Property taxes	\$ 538,000	\$ 533,654	\$ 533,201	\$ 281,436	\$ -	\$ -
Personal property tax reimbursement	244,278	102,682	104,853	103,939	50,000	-
Investment earnings	12,371	8,000	8,000	6,000	1,000	1,000
Transfers in	1,751,011	1,750,986	1,750,986	1,747,511	1,692,099	1,552,450
Total revenues	<u>2,545,660</u>	<u>2,395,322</u>	<u>2,397,040</u>	<u>2,138,886</u>	<u>1,743,099</u>	<u>1,553,450</u>
<b>Expenditures</b>						
Debt service	1,562,250	1,560,500	1,560,500	1,558,450	1,556,100	1,553,450
Non-operating	170	-	-	-	-	-
Transfers out	823,191	826,725	826,725	823,907	186,999	-
Total expenditures	<u>2,385,611</u>	<u>2,387,225</u>	<u>2,387,225</u>	<u>2,382,357</u>	<u>1,743,099</u>	<u>1,553,450</u>
Excess of Revenues Over (Under) Expenditures	160,049	8,097	9,815	(243,471)	-	-
Fund Balance - beginning	<u>73,607</u>	<u>233,656</u>	<u>233,656</u>	<u>243,471</u>	<u>-</u>	<u>-</u>
<b>Fund Balance - ending</b>	<u>\$ 233,656</u>	<u>\$ 241,753</u>	<u>\$ 243,471</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## Schedule of Debt Requirements (Principal and Interest)

	Maturity	2020-21	2021-22	2022-23	2023-24	2024-25
<b>Debt Service Fund</b>						
2016 General Obligation Refunding Bonds	05/01/23	\$ 1,557,950	\$ 1,555,600	\$ 1,552,950	\$ -	\$ -
Total Debt Service Fund		<u>1,557,950</u>	<u>1,555,600</u>	<u>1,552,950</u>	<u>-</u>	<u>-</u>
<b>Wastewater Fund</b>						
2001 Sewer SRF Bonds (Note 2)	04/01/22	315,102	311,665	-	-	-
2015 Sewer Refunding Bonds (Note 1)	05/01/21	<u>1,057,576</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Wastewater Fund		<u>1,372,678</u>	<u>311,665</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Water Fund</b>						
2012 Saginaw-Midland Refunding Bonds	09/01/20	<u>186,477</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Civic Arena Fund</b>						
2017 Limited Tax GO Refunding Bond Issue	05/01/30	<u>343,536</u>	<u>337,684</u>	<u>336,832</u>	<u>340,876</u>	<u>339,710</u>
Total Civic Arena Fund		<u>343,536</u>	<u>337,684</u>	<u>336,832</u>	<u>340,876</u>	<u>339,710</u>
<b>Landfill Fund</b>						
2010 Renewable Energy SRF Bonds	10/01/30	<u>382,938</u>	<u>380,500</u>	<u>382,875</u>	<u>380,063</u>	<u>382,063</u>
Total Renewable Energy Fund		<u>382,938</u>	<u>380,500</u>	<u>382,875</u>	<u>380,063</u>	<u>382,063</u>
<b>Total Debt</b>		<u><u>\$ 3,843,579</u></u>	<u><u>\$ 2,585,449</u></u>	<u><u>\$ 2,272,657</u></u>	<u><u>\$ 720,939</u></u>	<u><u>\$ 721,773</u></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.

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

	Maturity	2025-26	2026-27	2027-28	2028-29	Thereafter
<b>Debt Service Fund</b>						
2016 General Obligation Refunding Bonds	05/01/23	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Service Fund		-	-	-	-	-
<b>Wastewater Fund</b>						
2001 Sewer SRF Bonds (Note 2)	04/01/22	-	-	-	-	-
2015 Sewer Refunding Bonds (Note 1)	05/01/21	-	-	-	-	-
Total Wastewater Fund		-	-	-	-	-
<b>Water Fund</b>						
2012 Saginaw-Midland Refunding Bonds	09/01/20	-	-	-	-	-
<b>Civic Arena Fund</b>						
2017 Limited Tax GO Refunding Bond Issue	05/01/30	343,440	341,961	335,378	338,794	342,002
Total Civic Arena Fund		343,440	341,961	335,378	338,794	342,002
<b>Landfill Fund</b>						
2010 Renewable Energy SRF Bonds	10/01/30	378,875	380,500	381,875	383,000	758,623
Total Renewable Energy Fund		378,875	380,500	381,875	383,000	758,623
<b>Total Debt</b>		<b>\$ 722,315</b>	<b>\$ 722,461</b>	<b>\$ 717,253</b>	<b>\$ 721,794</b>	<b>\$ 1,100,625</b>

Note 1:

The 2015 Sewer Refunding Bonds were issued to refund \$5,965,000 of the 2005 Sewer Bonds (of the original 2001 Bond) in February, 2015. The 2015 Bonds will be funded 40% by sewer service fees and 60% by debt tax levy.

Note 2:

The 2001 Sewer SRF Bonds were issued in December, 2001, and are to be funded 40% by sewer services fees and 60% by debt tax levy.

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## **Enterprise Funds**

*for the Fiscal Year Ending June 30, 2021*

**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 and turf use for user groups concerning skating related activities, including local and national events, and indoor turf related activities. 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. The City contracts with the Midland Amateur Hockey League to provide ice resurfacing and related services.

## 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Use and admission charges	\$ 1,077,558	\$ 1,054,500	\$ 999,119	\$ 1,094,000	\$ 1,104,000	\$ 1,104,000
Other	21,675	20,000	17,000	21,000	21,000	21,000
Non-operating	-	-	5,250	-	-	-
Investment earnings	19,467	14,000	14,000	14,000	14,000	14,000
Transfers in	350,000	350,000	350,000	350,000	350,000	350,000
<b>Total revenues</b>	<b>1,468,700</b>	<b>1,438,500</b>	<b>1,385,369</b>	<b>1,479,000</b>	<b>1,489,000</b>	<b>1,489,000</b>
<b>Expenses</b>						
Personal services	296,098	308,766	301,758	397,090	400,746	409,193
Supplies	23,172	37,250	27,800	37,250	37,809	38,375
Other services and charges	587,174	693,927	633,636	667,958	690,417	710,981
Debt Service	329,016	334,575	334,575	344,036	338,184	337,332
Reserve for contingencies	-	25,000	20,000	25,000	25,000	25,000
Non-operating	(51,415)	-	-	-	-	-
Capital projects	810	40,000	25,397	-	-	-
Capital outlay	-	284,415	106,927	201,134	81,134	10,000
<b>Total expenses</b>	<b>1,184,855</b>	<b>1,723,933</b>	<b>1,450,093</b>	<b>1,672,468</b>	<b>1,573,290</b>	<b>1,530,881</b>
Excess of Revenues Over (Under) Expenses	283,845	(285,433)	(64,724)	(193,468)	(84,290)	(41,881)
Other non-working capital adjustments	(53,671)	-	-	-	-	-
Working Capital - beginning	764,742	994,916	994,916	930,192	736,724	652,434
<b>Working Capital - ending</b>	<b>\$ 994,916</b>	<b>\$ 709,483</b>	<b>\$ 930,192</b>	<b>\$ 736,724</b>	<b>\$ 652,434</b>	<b>\$ 610,553</b>
<b>Working Capital</b>						
Reserved for capital replacement	\$ 227,500	\$ 530,192	\$ 530,192	\$ 336,724	\$ 247,748	\$ 201,041
Unreserved	767,416	179,291	400,000	400,000	404,686	409,512
<b>Total Working Capital</b>	<b>\$ 994,916</b>	<b>\$ 709,483</b>	<b>\$ 930,192</b>	<b>\$ 736,724</b>	<b>\$ 652,434</b>	<b>\$ 610,553</b>

**Summary of Budget Changes**

**Operating Trends**

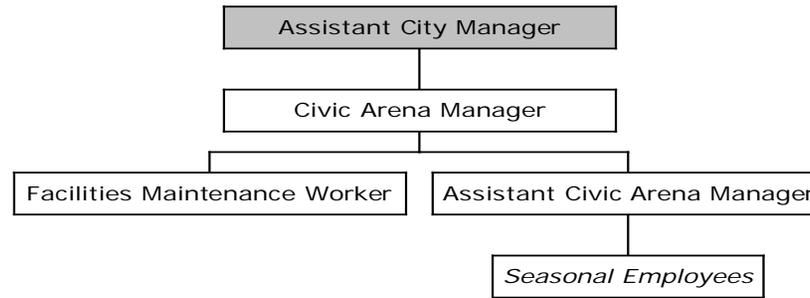


**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

The 2020-21 fiscal year will see an addition of one full time position, as well as the purchase of a new Zamboni. The General Fund annually contributes \$350,000 to the Civic Arena

to pay the annual debt service for bonds that were issued for the construction of the facility. These bonds will be paid off in May of 2030.

Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Civic Arena Manager	1	1	1
Assistant Civic Arena Manager	0	0	1
Facilities Maintenance Worker	1	1	1
<b>Total Full-Time</b>	<b>2</b>	<b>2</b>	<b>3</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>3</b>

An Assistant Civic Arena Manager has been added for fiscal year 2020-21.



Director of Public Services .....Karen Murphy  
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 Environment, Great Lakes and Energy, 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 collection of 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. 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 shredded using a grinder, which is capable of processing logs over 30 inches in diameter. The wood chips are 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
- Demolition and construction debris

### 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 Environment, Great Lakes and Energy 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Electricity sales	\$ 960,711	\$ 1,052,580	\$ 908,020	\$ 981,020	\$ 981,020	\$ 981,020
Service and supplies sales	80,872	75,000	87,000	75,000	75,000	75,000
Use and admission charges	3,181,342	2,782,000	3,110,000	2,852,000	2,852,000	2,852,000
Other	4,294	3,000	3,000	2,500	2,500	2,500
Non-operating	28,087	94,100	81,816	49,100	24,100	24,100
Investment earnings	204,712	157,000	115,000	100,000	100,000	100,000
Total revenues	<u>4,460,018</u>	<u>4,163,680</u>	<u>4,304,836</u>	<u>4,059,620</u>	<u>4,034,620</u>	<u>4,034,620</u>
<b>Expenses</b>						
Personal services	1,704,551	1,797,710	1,837,391	1,864,162	1,909,841	1,959,342
Supplies	398,679	471,060	475,320	479,955	487,158	494,449
Other services and charges	1,751,665	1,927,019	1,745,806	1,712,719	1,788,262	1,810,321
Debt Service	380,500	380,187	380,188	382,938	380,500	382,875
Reserve for contingencies	-	45,000	45,000	65,000	65,000	65,000
Non-operating	373,243	27,388	27,987	700	721	24,942
Capital projects	4,900	580,000	580,000	3,326,475	680,000	130,000
Capital outlay	180,599	1,400,482	1,372,500	405,000	433,000	415,000
Total expenses	<u>4,794,137</u>	<u>6,628,846</u>	<u>6,464,192</u>	<u>8,236,949</u>	<u>5,744,482</u>	<u>5,281,929</u>
Excess of Revenues Over (Under) Expenses	(334,119)	(2,465,166)	(2,159,356)	(4,177,329)	(1,709,862)	(1,247,309)
Other non-working capital adjustments	488,089	390,744	390,744	-	-	-
Addition of Fund 645 6/30/18 working capital	390,744	-	-	-	-	-
Working Capital - beginning	8,530,004	9,074,718	9,074,718	7,306,106	3,128,777	1,418,915
<b>Working Capital - ending</b>	<u>\$ 9,074,718</u>	<u>\$ 7,000,296</u>	<u>\$ 7,306,106</u>	<u>\$ 3,128,777</u>	<u>\$ 1,418,915</u>	<u>\$ 171,606</u>
<b>Working Capital</b>						
Reserved for capital replacement	\$ -	\$ 2,896,475	\$ 2,896,475	\$ -	\$ -	\$ -
Reserved for perpetual care	-	100,000	100,000	100,000	100,000	100,000
Unreserved	9,074,718	4,103,821	4,409,631	3,128,777	1,418,915	171,606
<b>Total Working Capital</b>	<u>\$ 9,074,718</u>	<u>\$ 7,100,296</u>	<u>\$ 7,406,106</u>	<u>\$ 3,228,777</u>	<u>\$ 1,518,915</u>	<u>\$ 271,606</u>

**Summary of Budget Changes**

**Operating Trends**



**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

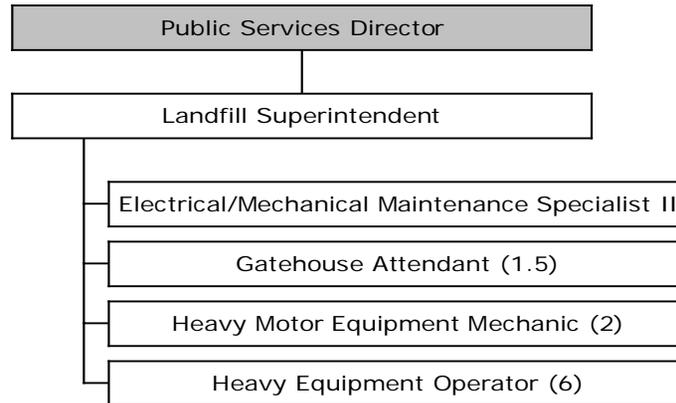
Beginning in fiscal year 2019-20, Landfill operations have been restructured under the Department of Public Services.

In fiscal year 2020-21, the focus continues to be gas production and collection, to meet the goals of minimizing odors and maximizing energy production. As areas are filled with more waste, additional gas collection pipes will be installed. New regulations are expected to take effect which may impact efforts and expenses to remain compliant.

Staff will look to replace the oldest of three wheel loaders. Efforts are also increasing for maintenance of older, closed landfill cells to maintain compliance.

Construction of new waste disposal Cell 17 will commence this fiscal year. Engineering efforts underway in 2019-20 will update the design to meet updated regulations and best management practices. Cell 17 will create about 15 years of space.

Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<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	2	2	2
Heavy Equipment Operator	6	6	6
<b>Total Full-Time</b>	<b>11</b>	<b>11</b>	<b>11</b>
<u>Regular Part-Time</u>			
Gatehouse Attendant	0	1	1
<b>Total Regular Part-Time</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>11</b>	<b>12</b>	<b>12</b>



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

## Service Statement

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

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

People are eligible to live at Washington Woods senior living community:

- If they or their spouse is 62 years or older in any income range;
- If they 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Rentals	1,312,533	\$ 1,293,600	\$ 1,418,080	\$ 1,400,080	\$ 1,400,080	\$ 1,400,080
Miscellaneous	367,512	354,450	392,400	400,640	400,640	400,640
Investment earnings	14,042	12,200	12,200	9,000	9,000	9,000
Non-operating	6,442	2,500	9,550	7,550	7,550	4,000
Transfers in	66,557	191,718	96,072	188,055	-	-
Total revenues	<u>1,767,086</u>	<u>1,854,468</u>	<u>1,928,302</u>	<u>2,005,325</u>	<u>1,817,270</u>	<u>1,813,720</u>
<b>Expenses</b>						
Personal services	658,416	794,301	792,870	781,984	817,290	841,258
Supplies	35,669	37,818	43,118	69,122	69,275	69,428
Other services and charges	658,387	670,221	658,059	688,949	705,239	720,695
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	75,347	236,525	250,525	255,258	260,085	281,729
Capital projects	9,563	18,262	18,262	-	-	-
Capital outlay	57,599	541,718	96,072	700,646	155,000	135,000
Total expenses	<u>1,494,981</u>	<u>2,308,845</u>	<u>1,868,906</u>	<u>2,505,959</u>	<u>2,016,889</u>	<u>2,058,110</u>
Excess of Revenues Over (Under) Expenses	272,105	(454,377)	59,396	(500,634)	(199,619)	(244,390)
Other non-working capital adjustments	(151,322)	-	-	-	-	-
Working Capital - beginning	821,491	942,274	942,274	1,001,670	501,036	301,417
<b>Working Capital - ending</b>	<u>942,274</u>	<u>\$ 487,897</u>	<u>\$ 1,001,670</u>	<u>\$ 501,036</u>	<u>\$ 301,417</u>	<u>\$ 57,027</u>

## Summary of Budget Changes Operating Trends



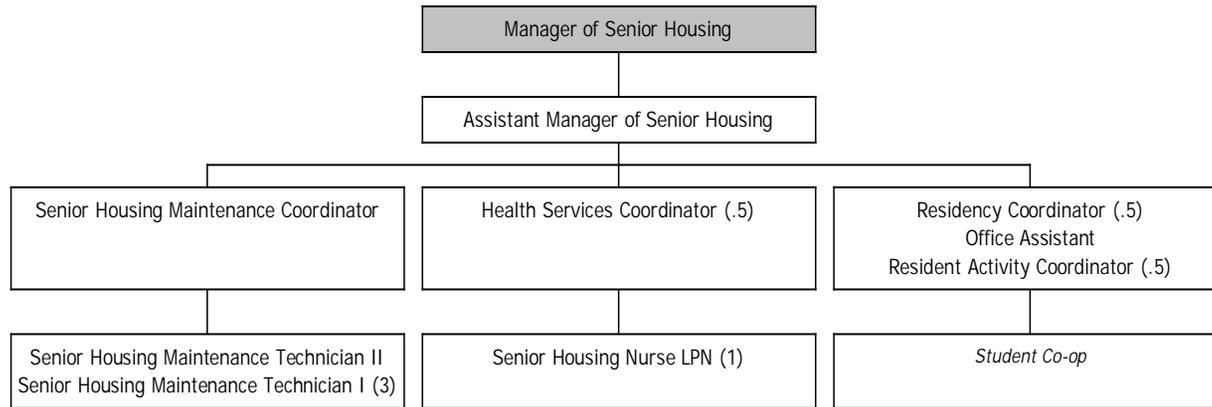
### **Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

Revenue for the 2020-21 budget is up slightly due to a modest increase to market rent, and consistently high occupancy levels. In addition, the CDBG Fund is transferring in funding to help pay for a chiller replacement, which is the reason that capital outlay is comparatively high in the 2020-21 budget.

COVID-19 will likely impact Washington Woods as the senior housing market across the board faces unprecedented

challenges. New move-ins and business-as-usual maintenance projects will see some disruptions in 2020-21 in order to prioritize the health of current residents and the increased sanitation standard of the building. New safe-working and move-in practices will be established to overcome these challenges.

**Organizational Chart**



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

Organizational Chart (cont.)

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Assistant Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Senior Housing Maintenance Coordinator	1	1	1
Senior Housing Maintenance Technician II	1	1	1
Senior Housing Maintenance Technician I	1	1	1
<b>Total Full-Time</b>	<b>5</b>	<b>5</b>	<b>5</b>
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse (RN)	1	0	0
Senior Housing Nurse (LPN)	1	2	2
Resident Activity Coordinator	1	1	1
Residency Coordinator	1	1	1
Senior Housing Maintenance Technician I	4	4	4
<b>Total Regular Part-Time</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>Department Total</b>	<b>14</b>	<b>14</b>	<b>14</b>



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

## Service Statement

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

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

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

- If they or their spouse is 62 years or older in any income range;
- If they 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, 2021

	2018-19 Actual	2019-20		2020-21 Adopted	2021-22 Projected	2022-23 Projected
		Amended	Estimate			
<b>Revenues</b>						
Rentals	\$ 1,467,421	\$ 1,446,000	\$ 1,463,100	\$ 1,460,400	\$ 1,460,400	\$ 1,460,400
Miscellaneous	664,276	667,500	696,661	710,803	710,803	710,803
Investment earnings	25,558	23,000	17,000	17,000	17,000	17,000
Non-operating	11,436	55,168	73,680	2,000	2,000	2,000
Total revenues	<u>2,168,691</u>	<u>2,191,668</u>	<u>2,250,441</u>	<u>2,190,203</u>	<u>2,190,203</u>	<u>2,190,203</u>
<b>Expenses</b>						
Personal services	753,443	833,751	824,538	784,052	792,198	815,652
Supplies	47,356	63,685	73,850	93,850	95,259	96,685
Other services and charges	655,485	780,636	805,855	760,943	779,142	797,797
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	558,151	554,500	589,550	593,302	599,238	592,471
Capital outlay	44,911	111,777	42,017	461,595	-	8,063
Total expenses	<u>2,059,346</u>	<u>2,354,349</u>	<u>2,345,810</u>	<u>2,703,742</u>	<u>2,275,837</u>	<u>2,320,668</u>
Excess of Revenues Over (Under) Expenses	109,345	(162,681)	(95,369)	(513,539)	(85,634)	(130,465)
Other non-working capital adjustments	4,184	-	-	-	-	-
Working Capital - beginning	<u>1,502,531</u>	<u>1,616,060</u>	<u>1,616,060</u>	<u>1,520,691</u>	<u>1,007,152</u>	<u>921,518</u>
<b>Working Capital - ending</b>	<u>\$ 1,616,060</u>	<u>\$ 1,453,379</u>	<u>\$ 1,520,691</u>	<u>\$ 1,007,152</u>	<u>\$ 921,518</u>	<u>\$ 791,053</u>

**Summary of Budget Changes**

**Operating Trends**



**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

Overall revenues are anticipated to remain steady into 2020-21 as occupancy remains healthy and a modest waitlist for new residents exists. Full occupancy is challenging as one fourth floor apartment continues to see impacts due to water leaks in the metal roof. Staff is working to address the leaks in the short term but a long term solution will be necessary within the next 2-3 years. Working capital will not be able to cover this expense and an alternative means of funding will need to be identified.

Capital improvements are ongoing and will likely increase year over year due to the building aging. Staff continues to monitor

capital needs and remains committed to the facility's capital improvement plan.

COVID-19 will likely impact Riverside Place as the senior housing market across the board faces unprecedented challenges. New move-ins and business-as-usual maintenance projects will see some disruptions in 2020-21 in order to prioritize the health of current residents and the increased sanitation standard of the building. New safe-working and move-in practices will be established to overcome these challenges.

Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Senior Housing Maintenance Technician II	1	1	1
Senior Housing Maintenance Technician I	2	2	1
<b>Total Full-Time</b>	<b>5</b>	<b>5</b>	<b>4</b>
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	1	1	1
Residency Coordinator	1	1	1
Resident Activity Coordinator	1	1	1
Senior Housing Maintenance Technician I	1	1	3
<b>Total Regular Part-Time</b>	<b>5</b>	<b>5</b>	<b>7</b>
<b>Department Total</b>	<b>10</b>	<b>10</b>	<b>11</b>



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

## Service Statement

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

## Functions

### Administrative Services

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

### Golf Operations

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

## Financial Statement

### 584 - Currie Municipal Golf Course Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Use and admission charges	\$ 846,654	\$ 863,555	\$ 747,442	\$ 897,173	\$ 906,145	\$ 915,206
Other	5,595	4,925	6,184	17,725	17,725	17,725
Sales	127,731	133,725	123,527	148,534	150,018	151,519
Investment earnings	(127,339)	7,810	7,280	10,207	10,207	10,207
Non-operating	86,000	85,000	110,000	35,000	35,000	35,000
Transfers in	250,000	250,000	250,000	250,000	250,000	250,000
Total revenues	<u>1,188,641</u>	<u>1,345,015</u>	<u>1,244,433</u>	<u>1,358,639</u>	<u>1,369,095</u>	<u>1,379,657</u>
<b>Expenses</b>						
Personal services	568,577	581,015	538,196	619,243	631,629	644,262
Supplies	152,748	144,522	136,721	150,623	152,882	155,175
Other services and charges	367,200	356,673	345,935	357,318	364,152	371,128
Debt Service	29,456	29,457	29,457	29,456	12,275	-
Reserve for contingencies	-	20,000	10,000	20,000	20,000	20,000
Capital projects	21,346	50,400	50,400	-	-	-
Capital outlay	33,375	149,125	149,125	120,000	70,000	105,000
Total expenses	<u>1,172,702</u>	<u>1,331,192</u>	<u>1,259,834</u>	<u>1,296,640</u>	<u>1,250,938</u>	<u>1,295,565</u>
Excess of Revenues Over (Under) Expenses	15,939	13,823	(15,401)	61,999	118,157	84,092
Working Capital - beginning	377,328	393,267	393,267	377,866	439,865	558,022
<b>Working Capital - ending</b>	<u>\$ 393,267</u>	<u>\$ 407,090</u>	<u>\$ 377,866</u>	<u>\$ 439,865</u>	<u>\$ 558,022</u>	<u>\$ 642,114</u>

## Summary of Budget Changes

### Operating Trends



### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

The spring of 2020 brought the arrival of COVID-19 to Michigan. In order to comply with Michigan Governor Executive Orders it was necessary to close the course completely for a short while, and then open it up on a reduced service basis. As a result, both revenue and expense for the 2019-20 fiscal have

been reduced to reflect the impact of the closures. It is unknown whether the impacts of COVID-19 will stem beyond June 30, 2020. As such, the 2020-2021 budget does not reflect any downward adjustments.



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.

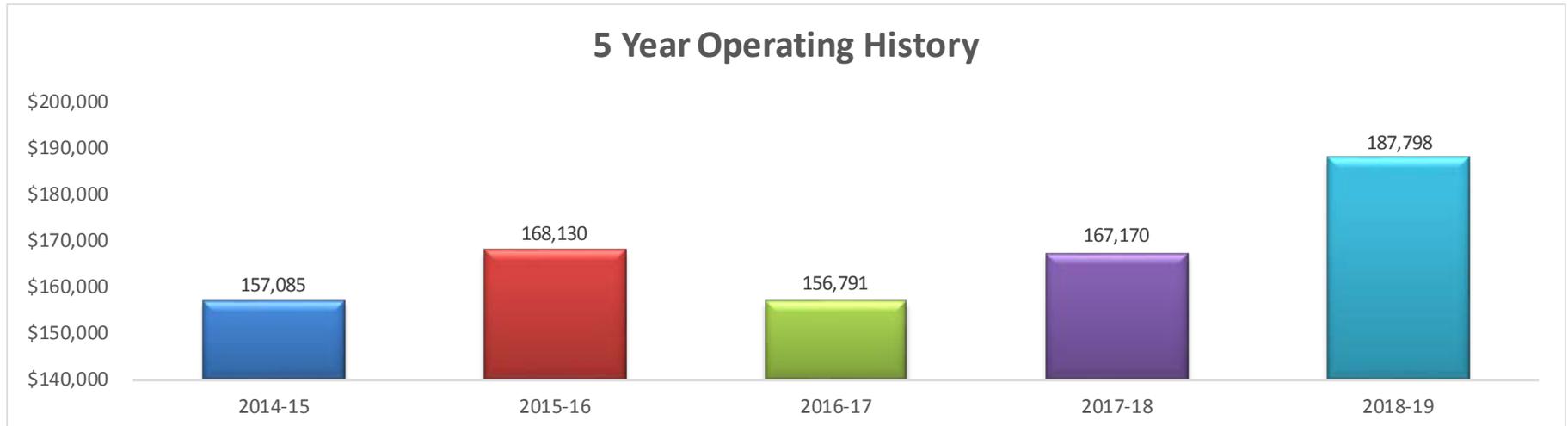
Financial Statement

**585 - Parking**  
 Detail of Budget Appropriations and Revenues  
 Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Operating	\$ 98,959	\$ 100,580	\$ 99,165	\$ 99,750	\$ 99,750	\$ 99,750
Other	10,404	15,000	15,000	15,000	15,000	15,000
Investment earnings	202	25	5	5	5	5
Transfers in	60,000	60,000	60,000	60,000	60,000	60,000
Total revenues	<u>169,565</u>	<u>175,605</u>	<u>174,170</u>	<u>174,755</u>	<u>174,755</u>	<u>174,755</u>
<b>Expenses</b>						
Personal services	44,585	65,426	65,763	54,867	56,178	57,637
Supplies	2,900	4,005	4,030	4,245	4,102	4,175
Other services and charges	132,334	126,136	125,821	124,413	125,446	126,509
Non-operating	7,979	1,630	2,480	1,280	800	1,358
Total expenses	<u>187,798</u>	<u>197,197</u>	<u>198,094</u>	<u>184,805</u>	<u>186,526</u>	<u>189,679</u>
Excess of Revenues Over (Under) Expenses	(18,233)	(21,592)	(23,924)	(10,050)	(11,771)	(14,924)
Other non-working capital adjustments	5,773	-	-	-	-	-
Working Capital - beginning	<u>75,837</u>	<u>63,377</u>	<u>63,377</u>	<u>39,453</u>	<u>29,403</u>	<u>17,632</u>
<b>Working Capital - ending</b>	<u>\$ 63,377</u>	<u>\$ 41,785</u>	<u>\$ 39,453</u>	<u>\$ 29,403</u>	<u>\$ 17,632</u>	<u>\$ 2,708</u>

**Summary of Budget Changes**

**Operating Trends**





Director of Wastewater Services ..... Patrick Frazee  
Budget Analyst..... Heather Holzinger

## 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 2019 alone the plant successfully treated over 3.3 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

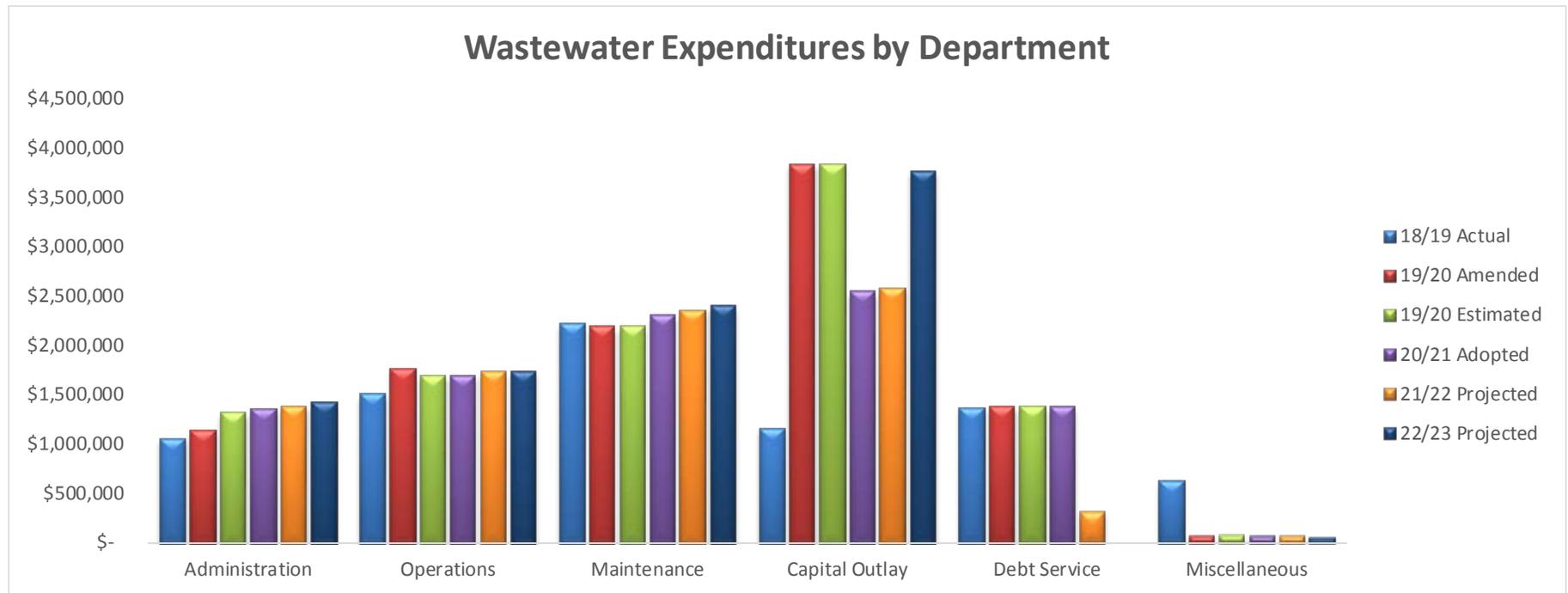
## Financial Statement

### 590 - Wastewater Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Sewer service charges	\$ 6,411,536	\$ 6,589,310	\$ 6,531,618	\$ 6,685,460	\$ 6,845,960	\$ 7,014,460
Other	90,595	94,890	102,673	96,310	98,700	101,170
Investment earnings	67,094	58,500	42,600	42,600	42,600	42,600
Non-operating	545,519	194,833	231,995	159,774	159,764	159,764
Transfers in	823,191	826,725	1,338,725	1,323,907	686,999	500,000
Total revenues	<u>7,937,935</u>	<u>7,764,258</u>	<u>8,247,611</u>	<u>8,308,051</u>	<u>7,834,023</u>	<u>7,817,994</u>
<b>Expenses</b>						
Personal services	2,569,759	2,739,455	2,522,407	2,664,721	2,738,928	2,812,984
Supplies	415,253	499,640	520,560	486,960	493,266	499,625
Other services and charges	1,788,636	1,843,480	2,152,298	2,196,038	2,229,341	2,244,121
Debt service	1,367,316	1,377,926	1,377,876	1,373,178	312,165	-
Reserve for contingencies	-	50,000	50,000	50,000	50,000	50,000
Non-operating	620,238	18,858	25,609	17,490	21,086	-
Capital projects	810,421	2,547,036	2,547,036	1,936,430	1,611,430	3,016,430
Capital outlay	346,031	1,291,176	1,291,176	605,000	970,000	745,000
Total expenses	<u>7,917,654</u>	<u>10,367,571</u>	<u>10,486,962</u>	<u>9,329,817</u>	<u>8,426,216</u>	<u>9,368,160</u>
Excess of Revenues Over (Under) Expenses	20,281	(2,603,313)	(2,239,351)	(1,021,766)	(592,193)	(1,550,166)
Other non-working capital adjustments	246,410	-	-	-	-	-
Working Capital - beginning	3,162,168	3,428,859	3,428,859	1,189,508	167,742	(424,451)
<b>Working Capital - ending</b>	<u>\$ 3,428,859</u>	<u>\$ 825,546</u>	<u>\$ 1,189,508</u>	<u>\$ 167,742</u>	<u>\$ (424,451)</u>	<u>\$ (1,974,617)</u>

## Summary of Budget Changes

### Operating Trends



## Operating Trends (cont.)



## Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

The Wastewater fund had several staffing changes that impacted the budget from fiscal years 2019-20 to 2020-21. The Utilities Director position was eliminated and the Wastewater Superintendent position was upgraded to Director of Wastewater Services.

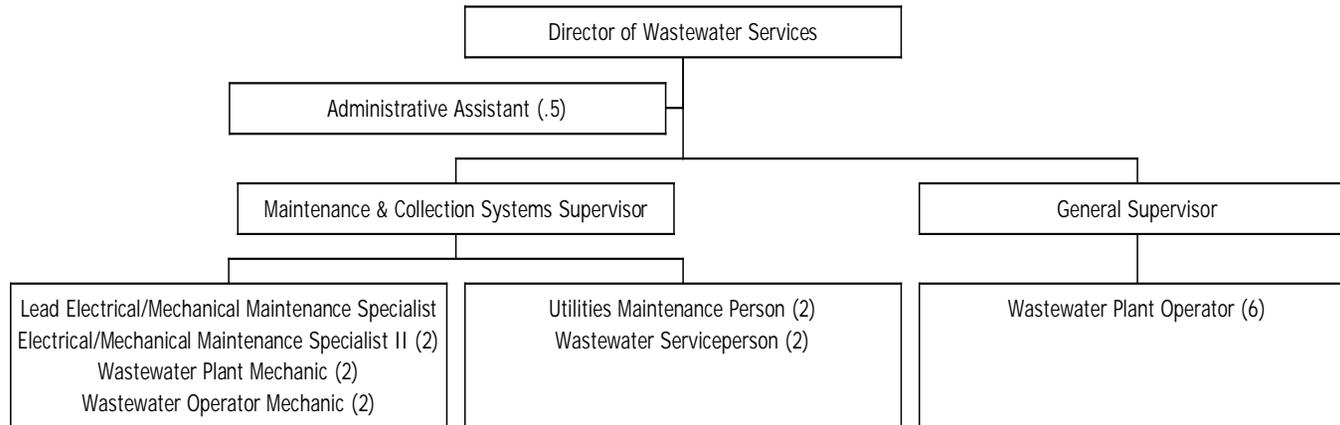
The Maintenance and Collection System Supervisor received additional responsibility in order to comply with a policy change with the State of Michigan.

Other positions were vacant during the 2019-20 fiscal year for various reasons, but are budgeted to be filled in the 2020-21 fiscal year.

Wastewater operations requires a large annual expense in capital outlay and capital projects in order to keep both the wastewater treatment plant and the collections system in proper working order.

Initiatives for 2020-21 include: plant roof replacement, replacement of pumps in the intermediate pump house, and flood mitigation efforts including sewer improvements on Sturgeon Creek Drain and sewer characterization. The cost for flood mitigation efforts will significantly rise over the next five years as projects are aligned and scheduled along with street construction projects. Additional funding sources or a rate study may need to be considered in order to fund the flood mitigation projects included in the City's Capital Improvement Plan.

**Organizational Chart**



Organizational Chart (cont.)

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Director of Wastewater Services	0	0	1
Wastewater Superintendent	1	1	0
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
<b>Total Full-Time</b>	<b>20</b>	<b>20</b>	<b>20</b>
<u>Regular Part-Time</u>			
Administrative Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>21</b>	<b>21</b>	<b>21</b>



Director of Water Services ..... Peter Schwarz  
Budget Analyst..... Heather Holzinger

## 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 EGLE 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 almost 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 Michigan Department of Environment, Great Lakes and Energy (EGLE)
- 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 EGLE standards
- Monitors mandated EGLE 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 19,700 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 EGLE 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 3,700 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 3,400 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.)

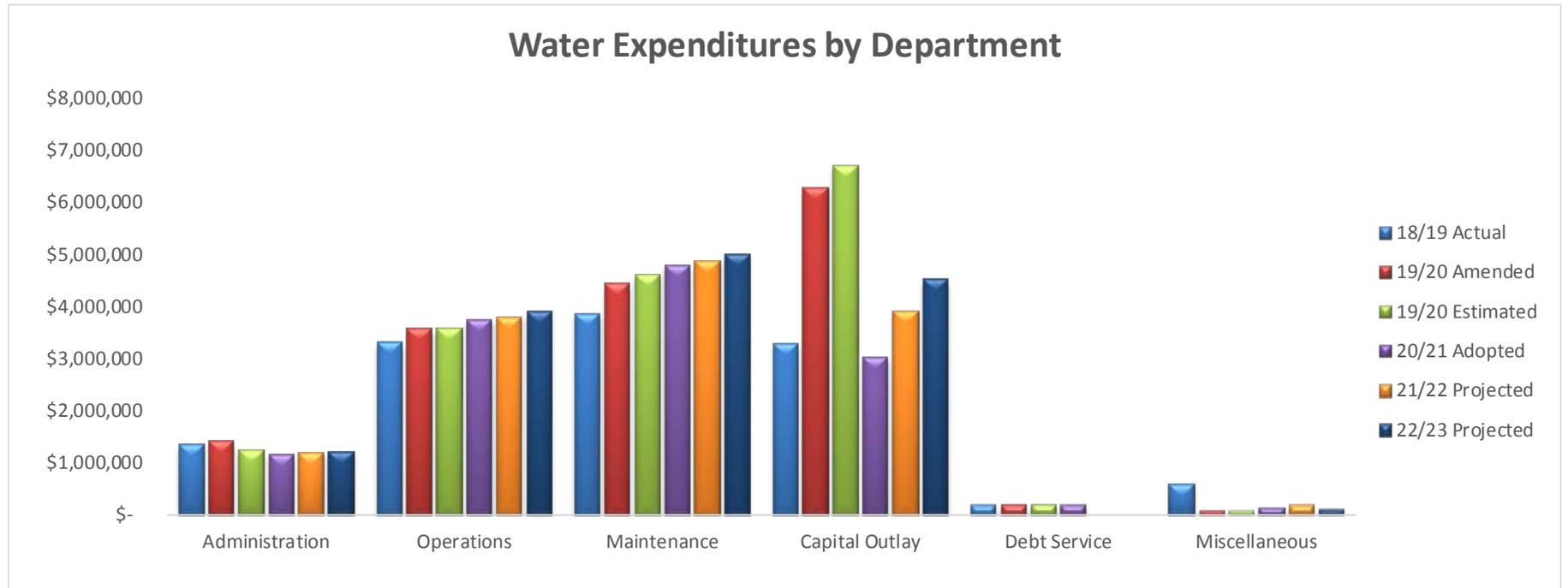
- Coordinates work orders and field activities for new meter sets, final bill meter reading, repairs, shut-offs and meter change-outs
- Water service, billing and inquiries
- Educates consumers on leak detection and water loss through leaky toilets, etc.
- Administers alternative payment options
- Administers 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Water sales	\$ 10,468,342	\$ 10,519,887	\$ 10,669,205	\$ 10,842,797	\$ 11,157,237	\$ 11,502,257
Charges for services	459,100	461,300	513,826	550,482	565,135	579,901
Rentals	390,900	388,500	391,000	391,000	391,000	391,000
Other	102,410	113,470	115,101	114,150	120,020	124,470
Contractual	172,821	874,722	874,722	88,448	345,710	600,000
Investment earnings	(163,003)	87,100	65,000	65,000	65,000	65,000
Non-operating	643,191	42,700	111,014	39,000	39,000	39,000
Total revenues	<u>12,073,761</u>	<u>12,487,679</u>	<u>12,739,868</u>	<u>12,090,877</u>	<u>12,683,102</u>	<u>13,301,628</u>
<b>Expenses</b>						
Personal services	4,481,371	4,587,644	4,441,831	5,158,939	5,309,447	5,454,658
Supplies	734,720	705,520	753,560	748,297	758,841	773,201
Other services and charges	3,301,034	4,154,407	4,244,668	3,795,656	3,810,727	3,919,935
Debt Service	186,047	194,350	194,350	186,477	-	-
Reserve for contingencies	-	47,800	47,800	100,000	100,000	100,000
Non-operating	602,586	33,330	27,301	48,853	80,509	1,000
Capital projects	2,911,322	5,643,444	6,008,444	2,770,000	3,700,000	4,315,000
Capital outlay	389,686	646,530	706,530	258,500	210,000	210,000
Total expenses	<u>12,606,766</u>	<u>16,013,025</u>	<u>16,424,484</u>	<u>13,066,722</u>	<u>13,969,524</u>	<u>14,773,794</u>
Excess of Revenues Over (Under) Expenses	(533,005)	(3,525,346)	(3,684,616)	(975,845)	(1,286,422)	(1,472,166)
Other non-working capital adjustments	404,713	-	-	-	-	-
Working Capital - beginning	<u>7,951,876</u>	<u>7,823,584</u>	<u>7,823,584</u>	<u>4,138,968</u>	<u>3,163,123</u>	<u>1,876,701</u>
<b>Working Capital - ending</b>	<u>\$ 7,823,584</u>	<u>\$ 4,298,238</u>	<u>\$ 4,138,968</u>	<u>\$ 3,163,123</u>	<u>\$ 1,876,701</u>	<u>\$ 404,535</u>
<b>Working Capital</b>						
Reserved for capacity improvements	\$ 2,215,102	\$ 2,368,662	\$ 2,368,662	\$ 1,480,312	\$ 878,962	\$ 335,362
Unreserved	<u>5,608,482</u>	<u>1,929,576</u>	<u>1,770,306</u>	<u>1,682,811</u>	<u>997,739</u>	<u>69,173</u>
	<u>\$ 7,823,584</u>	<u>\$ 4,298,238</u>	<u>\$ 4,138,968</u>	<u>\$ 3,163,123</u>	<u>\$ 1,876,701</u>	<u>\$ 404,535</u>

Summary of Budget Changes



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

**Operating Trends**

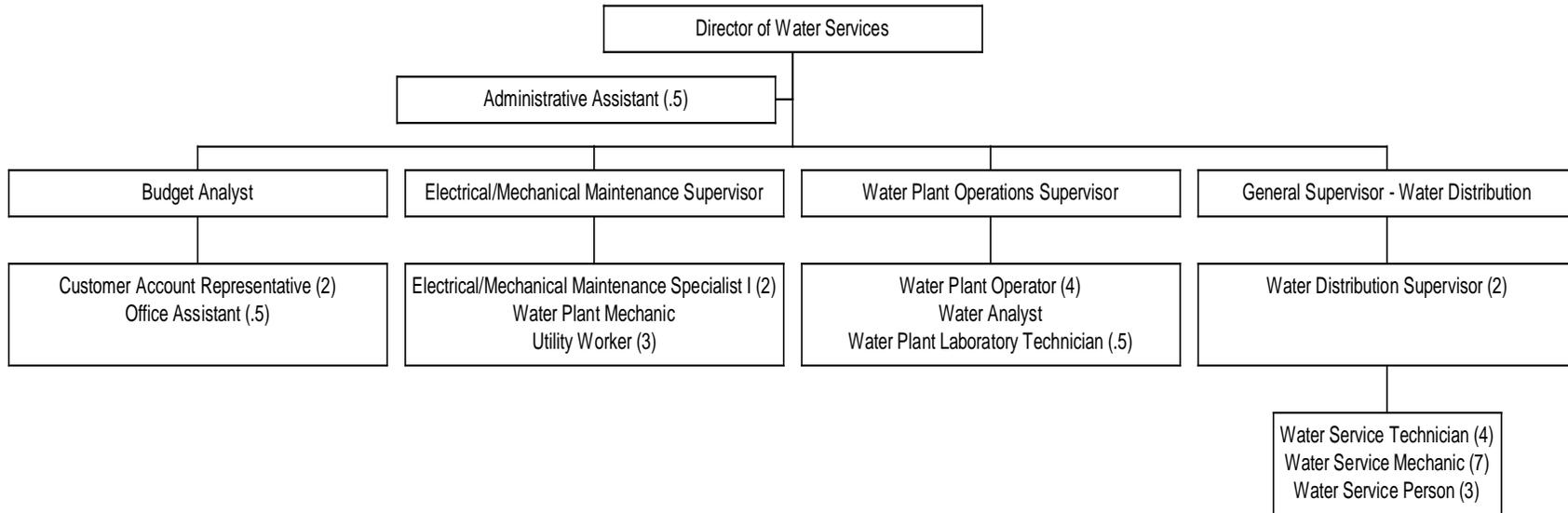


**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

Major initiatives for 2020-21 include repainting the Plymouth Park water tower, HVAC improvements and water main installations on Sturgeon Avenue, Wheeler Street and Rockwell Drive. The Utilities Department was reorganized this year, resulting in the elimination of the Utilities Director and Water

Superintendent positions and the creation of a Director of Water Services position. Regulatory changes and an aging infrastructure are increasing operation and maintenance costs. Three positions are being added and a cost of service rate study is being developed in response to these demands.

Organizational Chart



Organizational Chart (cont.)

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Utilities Director	1	1	0
Director of Water Services	0	0	1
Water Superintendent	1	1	0
Budget Analyst	1	1	1
Customer Account Representative	2	2	2
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	2
Water Service Technician	4	4	4
Electrical/Mechanical Maint. Specialist I	1	1	2
Utility Worker	2	2	3
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
<b>Total Full-Time</b>	<b>32</b>	<b>32</b>	<b>34</b>
<u>Regular Part-Time</u>			
Water Plant Laboratory Technician	1	1	1
Administrative Assistant - Water Plant	1	1	1
Office Assistant - Water Office	1	1	1
<b>Total Regular Part-Time</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Department Total</b>	<b>35</b>	<b>35</b>	<b>37</b>



## **Internal Service Funds**

*for the Fiscal Year Ending June 30, 2021*

**Stores Revolving**

**Information Services**

**Equipment Revolving**

**Municipal Service Center**

**Municipal Service Annex**

**Property and Liability Insurance**

**Health Insurance**

**Special Assessment Revolving**



Director of Public Services .....Karen Murphy  
Budget Analyst.....Martha Rex

### 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Service and supplies sales	\$ 770,160	\$ 825,000	\$ 736,000	\$ 751,000	\$ 751,000	\$ 751,000
Non-operating	4,480	5,220	4,325	4,325	4,325	4,325
Total revenues	<u>774,640</u>	<u>830,220</u>	<u>740,325</u>	<u>755,325</u>	<u>755,325</u>	<u>755,325</u>
<b>Expenses</b>						
Supplies	681,990	730,000	650,000	663,000	672,945	683,023
Other services and charges	30,153	30,130	30,535	32,606	33,584	34,592
Non-operating	(4,748)	(3,100)	(3,100)	(3,100)	(3,100)	(3,100)
Capital outlay	-	-	-	-	642,000	-
Total expenses	<u>707,395</u>	<u>757,030</u>	<u>677,435</u>	<u>692,506</u>	<u>1,345,429</u>	<u>714,515</u>
Excess of Revenues Over (Under) Expenses	67,245	73,190	62,890	62,819	(590,104)	40,810
Working Capital - beginning	496,817	564,062	564,062	626,952	689,771	99,667
<b>Working Capital - ending</b>	<u>\$ 564,062</u>	<u>\$ 637,252</u>	<u>\$ 626,952</u>	<u>\$ 689,771</u>	<u>\$ 99,667</u>	<u>\$ 140,477</u>
<b>Working Capital</b>						
Reserved for capital replacement	\$ 440,716	\$ 505,569	\$ 505,569	\$ 570,960	\$ -	\$ -
Unreserved	123,346	131,683	121,383	118,811	99,667	140,477
<b>Total Working Capital</b>	<u>\$ 564,062</u>	<u>\$ 637,252</u>	<u>\$ 626,952</u>	<u>\$ 689,771</u>	<u>\$ 99,667</u>	<u>\$ 140,477</u>

**Summary of Budget Changes**

**Operating Trends**





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

## Service Statement

The Information Services Department supports the computerization needs for all City departments. The result of this computer automation is an improvement in the productivity and accuracy of routine tasks and assistance in controlling and reducing operating costs. Fast availability to tremendous amounts of information stored on City servers is critical to the duties assigned to many employees.

Computer support is provided to personnel in 15 building locations throughout Midland. The City's website is available to all citizens or other interested parties around the world. Information Services staff members are on call around the clock to provide computer access 24 hours a day, every day of the year.

There are five technology platforms that City of Midland personnel rely on for automation and electronic communication. The first platform consists of the file servers that handle financial, utility, parcel and public safety, e-mail, calendar, voicemail, web and other systems. These servers also provide file storage for all employees' word processing documents, spreadsheet files and other documents. The second platform consists of the personal computers that are installed on the desks of many employees. The Microsoft Office suite is installed on every desktop computer to provide convenient access to word processing and spreadsheet applications. Microsoft Exchange/Outlook is used for calendaring and e-mail functions and provides for internal and external communications. The third platform consists of the network infrastructure, which connects all City facilities to centralized server and telephone resources. The fourth platform consists of the Avaya and Asterisk telephone systems installed in most major City facilities. The integrated phone systems provide for consistent features, centralized voicemail, four-digit dialing

between employees and aggregated telephone service. The final platform is the Geographic Information System (GIS). GIS allows information such as floodplain locations, or all commercial zoned properties in the city, to be displayed in an easy-to-read graphical format on a computer.

Approximately 345 computers, scanners and laser printers are covered under a five-year replacement and maintenance plan. The replacement process cycles equipment out of production that has reached the end of its useful life. The new equipment generally performs the required functions faster and allows staff to be more productive. In terms of routine maintenance, equipment repairs are performed as needed, and a number of software applications and processes are routinely handled. First, all computers are updated daily with antivirus definitions. Anti-spyware software has also been deployed. Microsoft operating system and office suite patches are downloaded and automatically installed as needed. Finally, anti-spam software greatly reduces the amount of useless email employees receive.

Information Services personnel allocate considerable resources to maintaining existing equipment, software and infrastructure. The activities involve a number of different tasks such as resolving program bugs, answering user questions about software functionality, software enhancements, hardware maintenance, training, etc. Many of these activities are related to the New World, BS&A, and Firehouse software modules such as Tax Billing, Land Management, General Ledger, etc. Over 20 modules are currently deployed within City departments.

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

## Service Statement (cont.)

Backups are stored on a high-capacity hard drive on a daily basis and are automatically offloaded to tape once per week. Disaster recovery testing is regularly performed to ensure that data can be recovered in an emergency.

## Functions

### Administrative Functions

- Prepares and administers IS budget
- Keeps abreast of technological changes
- Develops short- and long-term plans
- Manages purchases and implementation
- Establishes standards in coordination with City departments
- Recommends and adopts policies
- Maintains software and equipment inventory
- Maintains relationships with City departments
- Coordinates and evaluates staff development and activities
- Develops and implements training programs for City employees

### Applications Support

- Performs requirements analysis to determine application software needs
- Recommends and implements application software
- Provides initial and ongoing training
- Functions as front line support and acts as the liaison between software vendors and end users to resolve issues

- Implements change requests and enhancements
- Responsible for successful software upgrades
- Custom programming and interfaces
- Maintenance of Intranet and Internet web sites

### Client Support

- Provides hardware support and maintenance
- Provides desktop software support and maintenance
- Purchases and installs new equipment and software
- Serves as the contact with various vendors

### Infrastructure Support

- Network administration
- iSeries management
- GIS systems management
- Support of all technology needed to provide data communications
- Responsible for installation, maintenance and upgrade of network and iSeries operating systems and software
- Responsible for communications and network equipment, and iSeries maintenance
- Develops and executes backup procedures
- Maintains e-mail and enterprise fax communication gateways
- Responsible for network, telecommunication, and iSeries security
- Maintenance and support of telecommunication systems

## Financial Statement

### 636 - Information Services Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Service charges	\$ 980,400	\$ 1,010,543	\$ 1,014,338	\$ 1,020,598	\$ 1,020,598	\$ 1,020,598
Investment earnings	31,735	29,700	19,000	19,000	19,000	19,000
Non-operating	720	-	4,770	1,500	1,500	1,500
Total revenues	<u>1,012,855</u>	<u>1,040,243</u>	<u>1,038,108</u>	<u>1,041,098</u>	<u>1,041,098</u>	<u>1,041,098</u>
<b>Expenses</b>						
Personal services	678,731	689,056	684,743	688,519	708,084	728,229
Supplies	76,378	96,000	95,000	183,000	103,030	96,060
Other services and charges	357,530	383,813	369,813	364,485	374,050	382,871
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Non-operating	(281,223)	-	-	-	-	-
Capital outlay	63,148	64,018	64,018	40,000	40,000	30,000
Total expenses	<u>894,564</u>	<u>1,257,887</u>	<u>1,238,574</u>	<u>1,301,004</u>	<u>1,250,164</u>	<u>1,262,160</u>
Excess of Revenues Over (Under) Expenses	118,291	(217,644)	(200,466)	(259,906)	(209,066)	(221,062)
Other non-working capital adjustments	(284,288)	-	-	-	-	-
Working Capital - beginning	2,082,899	1,916,902	1,916,902	1,716,436	1,456,530	1,247,464
<b>Working Capital - ending</b>	<u>\$ 1,916,902</u>	<u>\$ 1,699,258</u>	<u>\$ 1,716,436</u>	<u>\$ 1,456,530</u>	<u>\$ 1,247,464</u>	<u>\$ 1,026,402</u>

**Summary of Budget Changes**

**Operating Trends**

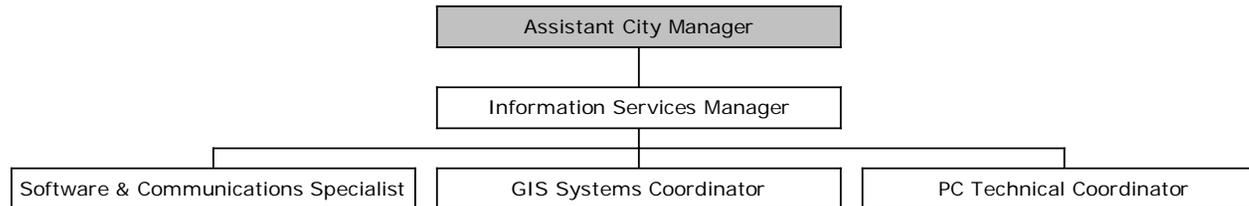


**Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

There are no significant changes in the 2020-21 budget. Information Services continues to reduce the fund balance

through flat or no rate increases, and annually reviews the effect on the long term budget to assure its future health.

## Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Information Services Manager	1	1	1
Software & Communications Specialist	2	1	1
GIS Systems Coordinator	1	1	1
PC Technical Coordinator	1	1	1
<b>Total Full-Time</b>	<b>5</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>5</b>	<b>4</b>	<b>4</b>



Director of Public Services .....Karen Murphy  
Fleet Manager ..... Lance Hopper

## Service Statement

The department's scope of services includes: provide vehicle and equipment repair and preventative maintenance services; develop bid specifications and make purchasing recommendations for new vehicles and equipment that 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 underground fuel tanks, one 600 gallon diesel exhaust fluid tank 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Rentals	\$ 4,741,741	\$ 5,239,593	\$ 5,334,709	\$ 5,415,684	\$ 5,415,684	\$ 5,415,684
Service and supplies sales	403,016	414,000	439,000	439,000	439,000	439,000
Investment earnings	46,682	43,000	40,000	40,000	40,000	40,000
Non-operating	122,247	134,500	155,546	131,000	131,000	131,000
Total revenues	<u>5,313,686</u>	<u>5,831,093</u>	<u>5,969,255</u>	<u>6,025,684</u>	<u>6,025,684</u>	<u>6,025,684</u>
<b>Expenses</b>						
Personal services	1,681,886	1,787,065	1,766,769	1,863,991	1,918,075	1,974,667
Supplies	786,411	872,347	810,750	845,465	858,149	871,020
Other services and charges	661,408	669,649	646,129	683,461	703,941	725,035
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Non-operating	136,409	-	-	-	-	-
Capital outlay	2,486,141	2,252,954	2,251,431	1,744,000	2,713,500	3,318,000
Total expenses	<u>5,752,255</u>	<u>5,607,015</u>	<u>5,500,079</u>	<u>5,161,917</u>	<u>6,218,665</u>	<u>6,913,722</u>
Excess of Revenues Over (Under) Expenses	(438,569)	224,078	469,176	863,767	(192,981)	(888,038)
Other non-working capital adjustments	256,804	-	-	-	-	-
Working Capital - beginning	3,685,118	3,503,353	3,503,353	3,972,529	4,836,296	4,643,315
<b>Working Capital - ending</b>	<u>\$ 3,503,353</u>	<u>\$ 3,727,431</u>	<u>\$ 3,972,529</u>	<u>\$ 4,836,296</u>	<u>\$ 4,643,315</u>	<u>\$ 3,755,277</u>

## Summary of Budget Changes

### Operating Trends

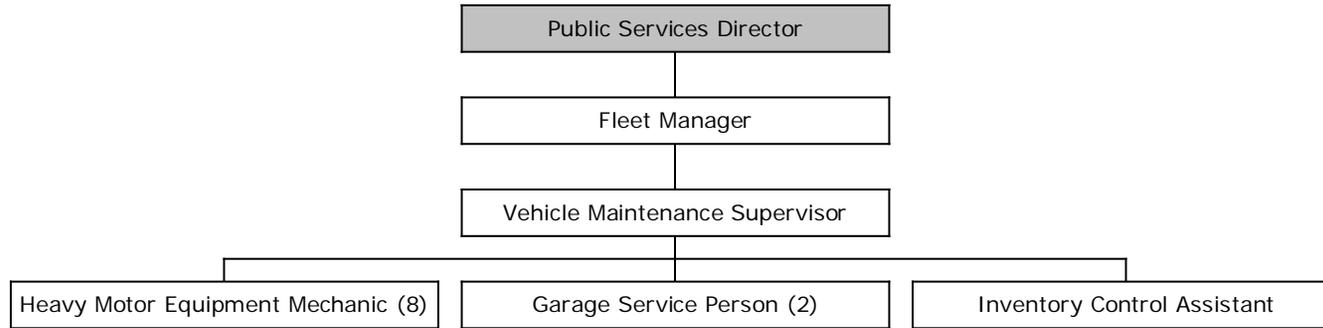


### Significant Notes – 2020-21 Budget Compared to 2019-20 Budget

No major changes to the operating budget have been proposed for 2020-21. The decrease in overall budget proposed for 2020-2021 is based on fewer capital replacements scheduled for this

coming year. Capital purchases will proceed as recommended in the Ten Year Vehicle Replacement Plan.

## Organizational Chart



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

<b>Staff Summary</b>	<b>Approved 2018-19</b>	<b>Approved 2019-20</b>	<b>Adopted 2020-21</b>
<u>Full-Time</u>			
Fleet Manager	1	1	1
Vehicle Maintenance Supervisor	1	1	1
Inventory Control Assistant	1	1	1
Garage Service Person	2	2	2
Heavy Motor Equipment Mechanic	8	8	8
<b>Total Full-Time</b>	<b>13</b>	<b>13</b>	<b>13</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>13</b>	<b>13</b>	<b>13</b>



Public Services Director .....Karen Murphy  
Budget Analyst .....Martha Rex

## 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

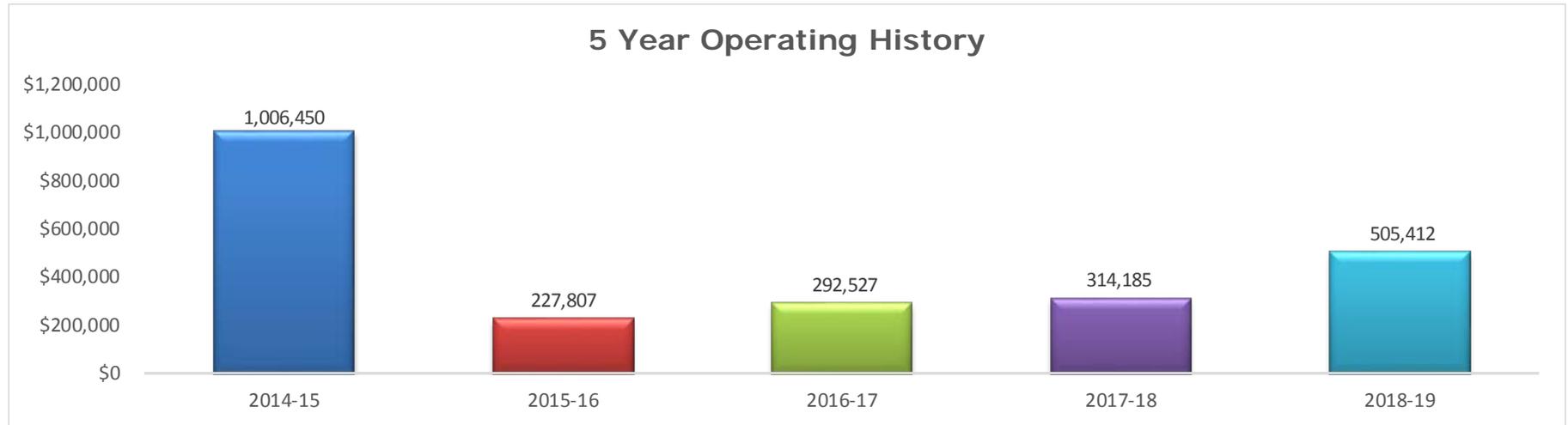
## Financial Statement

### 641 - Municipal Service Center Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Building rentals	\$ 408,015	\$ 420,255	\$ 420,255	\$ 432,863	\$ 432,863	\$ 432,863
Investment earnings	17,708	15,930	10,000	10,000	10,000	10,000
Non-operating	9,565	564	564	564	564	564
Total revenues	<u>435,288</u>	<u>436,749</u>	<u>430,819</u>	<u>443,427</u>	<u>443,427</u>	<u>443,427</u>
<b>Expenses</b>						
Personal services	15,249	20,429	20,429	21,839	22,316	22,987
Supplies	8,282	14,680	14,680	14,680	14,901	15,123
Other services and charges	231,854	249,734	244,852	251,934	259,492	267,277
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	99	-	-	-	-	-
Capital outlay	249,928	427,132	427,132	160,000	82,000	38,000
Total expenses	<u>505,412</u>	<u>721,975</u>	<u>717,093</u>	<u>458,453</u>	<u>388,709</u>	<u>353,387</u>
Excess of Revenues Over (Under) Expenses	(70,124)	(285,226)	(286,274)	(15,026)	54,718	90,040
Other non-working capital adjustments	98	-	-	-	-	-
Working Capital - beginning	<u>1,080,653</u>	<u>1,010,627</u>	<u>1,010,627</u>	<u>724,353</u>	<u>709,327</u>	<u>764,045</u>
<b>Working Capital - ending</b>	<u>\$ 1,010,627</u>	<u>\$ 725,401</u>	<u>\$ 724,353</u>	<u>\$ 709,327</u>	<u>\$ 764,045</u>	<u>\$ 854,085</u>

## Summary of Budget Changes

### Operating Trends



### **Significant Notes – 2020-21 Budget Compared to 2019-20 Budget**

Replacement of the roof at the Municipal Service was included in the capital budget for 2019-2020. There are fewer capital needs for 2020-21 resulting in a decrease in the overall budget

for this coming year. The operations for the Municipal Service Center are effectively the same as last year, so there are no budget changes associated with operations.



Director of Public Services .....Karen Murphy  
Budget Analyst.....Martha Rex

### 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, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Rentals	\$ 31,909	\$ 31,909	\$ 31,909	\$ 31,909	\$ 31,909	\$ 31,909
Investment earnings	2,529	2,235	1,730	1,730	1,730	1,730
Total revenues	<u>34,438</u>	<u>34,144</u>	<u>33,639</u>	<u>33,639</u>	<u>33,639</u>	<u>33,639</u>
<b>Expenses</b>						
Personal services	1,248	-	-	-	-	-
Other services and charges	19,316	23,002	23,362	23,674	24,385	25,116
Reserve for contingencies	-	5,000	5,000	5,000	5,000	5,000
Capital projects	7	-	-	-	-	-
Capital outlay	10,468	20,637	20,637	-	-	-
Total expenses	<u>31,039</u>	<u>48,639</u>	<u>48,999</u>	<u>28,674</u>	<u>29,385</u>	<u>30,116</u>
Excess of Revenues Over (Under) Expenses	3,399	(14,495)	(15,360)	4,965	4,254	3,523
Working Capital - beginning	165,107	168,506	168,506	153,146	158,111	162,365
<b>Working Capital - ending</b>	<u>\$ 168,506</u>	<u>\$ 154,011</u>	<u>\$ 153,146</u>	<u>\$ 158,111</u>	<u>\$ 162,365</u>	<u>\$ 165,888</u>
<b>Working Capital</b>						
Reserved for future rent offset	\$ 42,522	\$ 39,687	\$ 39,687	\$ 36,852	\$ 34,017	\$ 31,182
Unreserved	125,984	114,324	113,459	121,259	128,348	134,706
<b>Total Working Capital</b>	<u>\$ 168,506</u>	<u>\$ 154,011</u>	<u>\$ 153,146</u>	<u>\$ 158,111</u>	<u>\$ 162,365</u>	<u>\$ 165,888</u>

## Summary of Budget Changes

### Operating Trends





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

### Service Statement

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

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

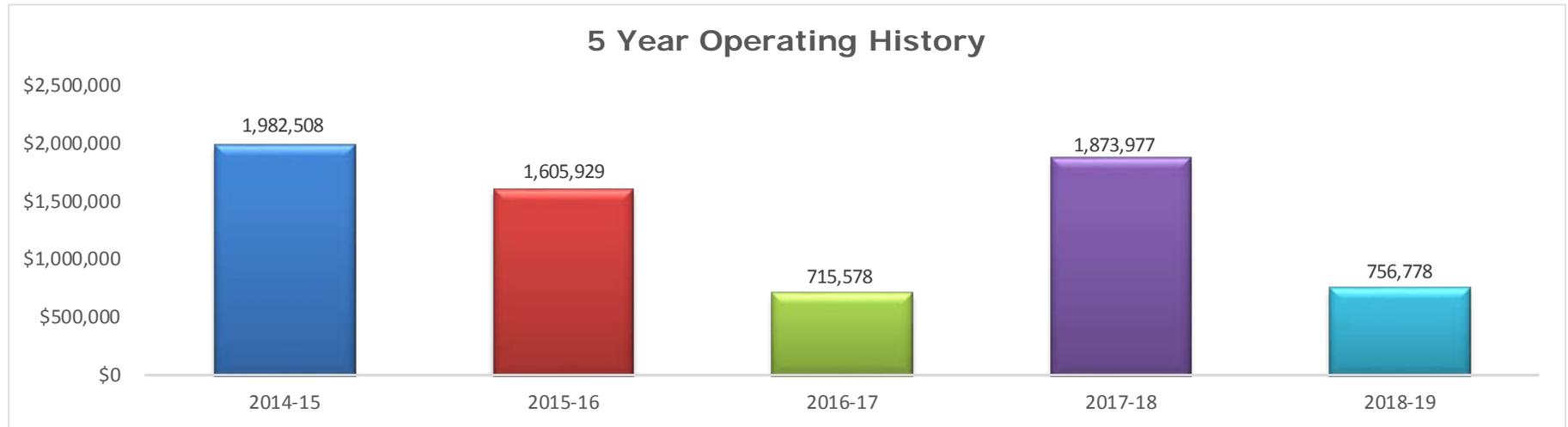
## Financial Statement

### 675 - Property and Liability Insurance Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Service charges	\$ 533,291	\$ 540,859	\$ 540,859	\$ 560,000	\$ 560,000	\$ 560,000
Other	445,349	125,000	20,114	40,000	40,000	40,000
Non-operating	55,438	55,000	56,841	55,000	55,000	55,000
Total revenues	<u>1,034,078</u>	<u>720,859</u>	<u>617,814</u>	<u>655,000</u>	<u>655,000</u>	<u>655,000</u>
<b>Expenses</b>						
Other services and charges	<u>756,778</u>	<u>879,000</u>	<u>763,057</u>	<u>846,000</u>	<u>871,380</u>	<u>897,523</u>
Total expenses	<u>756,778</u>	<u>879,000</u>	<u>763,057</u>	<u>846,000</u>	<u>871,380</u>	<u>897,523</u>
Excess of Revenues Over (Under) Expenses	277,300	(158,141)	(145,243)	(191,000)	(216,380)	(242,523)
Working Capital - beginning	<u>1,040,407</u>	<u>1,317,707</u>	<u>1,317,707</u>	<u>1,172,464</u>	<u>981,464</u>	<u>765,084</u>
<b>Working Capital - ending</b>	<u>\$ 1,317,707</u>	<u>\$ 1,159,566</u>	<u>\$ 1,172,464</u>	<u>\$ 981,464</u>	<u>\$ 765,084</u>	<u>\$ 522,561</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, 2021

	2018-19 Actual	2019-20		2020-21 Adopted	2021-22 Projected	2022-23 Projected
		Amended	Estimate			
<b>Revenues</b>						
Contributions	\$ 10,457,067	\$ 10,770,500	\$ 10,732,000	\$ 10,742,000	\$ 11,431,400	\$ 12,167,416
Other	-	10,000	2,500	2,500	2,500	2,500
Investment earnings	59,357	20,000	30,000	30,000	30,000	30,000
Non-operating	575,571	400,000	366,096	370,000	370,000	370,000
Total revenues	<u>11,091,995</u>	<u>11,200,500</u>	<u>11,130,596</u>	<u>11,144,500</u>	<u>11,833,900</u>	<u>12,569,916</u>
<b>Expenses</b>						
Personal services	11,023,086	11,364,000	10,711,284	11,629,731	12,003,328	12,434,198
Other services and charges	38,854	14,500	13,500	32,500	14,500	33,500
Total expenses	<u>11,061,940</u>	<u>11,378,500</u>	<u>10,724,784</u>	<u>11,662,231</u>	<u>12,017,828</u>	<u>12,467,698</u>
Excess of Revenues Over (Under) Expenses	30,055	(178,000)	405,812	(517,731)	(183,928)	102,218
Working Capital - beginning	4,791,074	4,821,129	4,821,129	5,226,941	4,709,210	4,525,282
<b>Working Capital - ending</b>	<u>\$ 4,821,129</u>	<u>\$ 4,643,129</u>	<u>\$ 5,226,941</u>	<u>\$ 4,709,210</u>	<u>\$ 4,525,282</u>	<u>\$ 4,627,500</u>

## Summary of Budget Changes

### Operating Trends





### 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.

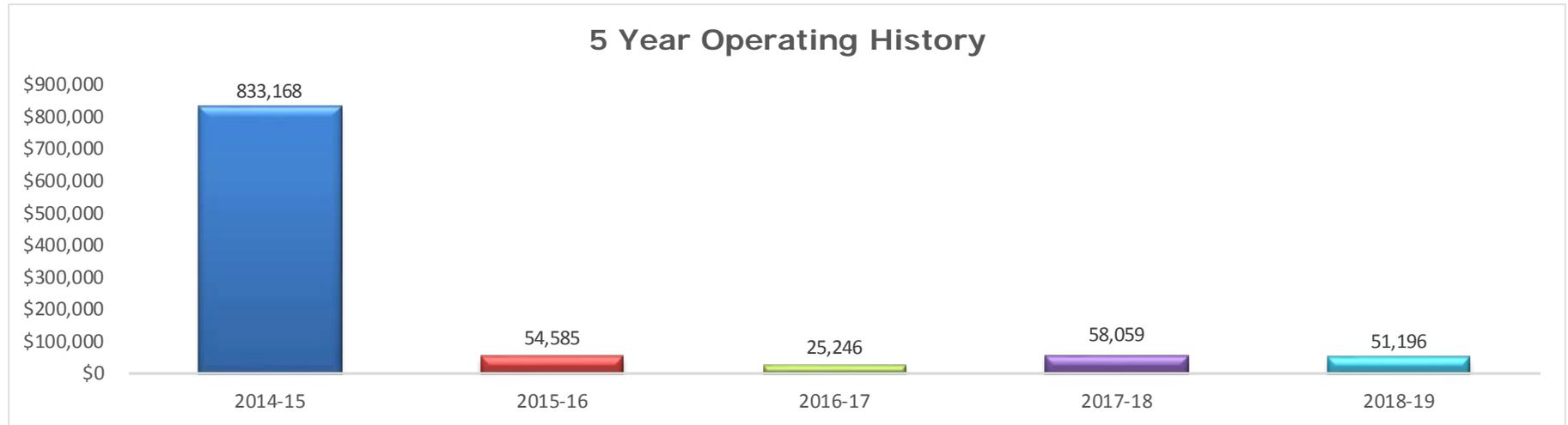
## Financial Statement

### 688 - Special Assessment Revolving Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21	2021-22	2022-23
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Revenues</b>						
Contributions	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Investment earnings	39,314	35,843	27,887	26,903	26,903	26,903
Total operating revenues	39,314	75,843	67,887	66,903	66,903	66,903
<b>Expenses</b>						
Other services and charges	11,882	-	-	-	-	-
Transfers out	39,314	75,843	67,887	66,903	66,903	66,903
Total expenses	51,196	75,843	67,887	66,903	66,903	66,903
Excess of Revenues Over(Under) Expenses	(11,882)	-	-	-	-	-
Other non-working capital adjustments	60,644	-	-	-	-	-
Working Capital - beginning	2,100,669	2,149,431	2,149,431	2,149,431	2,149,431	2,149,431
<b>Working Capital - ending</b>	<b>\$ 2,149,431</b>					

## Summary of Budget Changes

### Operating Trends





## **Trends and Summaries**

*for the Fiscal Year Ending June 30, 2021*

**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**

**2020 Ten Largest Taxpayers**

**Constitutional Tax Limitation**

## Net Cost of Certain Departments

101 - General Fund  
Net Cost of Certain Departments  
Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21
	Actual	Amended	Estimate	Adopted
<b>Building Inspection</b>				
Licenses and permits	\$ 635,484	\$ 482,900	\$ 404,000	\$ 417,500
Other	3,256	2,000	2,200	-
Total revenues	<u>638,740</u>	<u>484,900</u>	<u>406,200</u>	<u>417,500</u>
Expenditures				
Personal services	810,751	849,553	841,053	913,365
Supplies	6,235	9,050	7,000	8,550
Other charges	37,018	72,476	69,376	77,664
Total expenditures	<u>854,004</u>	<u>931,079</u>	<u>917,429</u>	<u>999,579</u>
Net cost of department	<u>\$ 215,264</u>	<u>\$ 446,179</u>	<u>\$ 511,229</u>	<u>\$ 582,079</u>
<b>Cemetery</b>				
Charges for services	\$ 85,476	\$ 84,000	\$ 86,000	\$ 86,000
Expenditures				
Personal services	252,417	293,087	287,644	279,258
Supplies	18,818	24,898	21,695	23,738
Other charges	63,022	66,068	72,044	97,039
Capital outlay	-	50,000	50,000	50,000
Total expenditures	<u>334,257</u>	<u>434,053</u>	<u>431,383</u>	<u>450,035</u>
Net cost of department	<u>\$ 248,781</u>	<u>\$ 350,053</u>	<u>\$ 345,383</u>	<u>\$ 364,035</u>
<b>Plymouth Pool</b>				
Use and admission fees	\$ 126,834	\$ 111,000	\$ 111,000	\$ 111,000
Expenditures				
Personal services	125,867	117,826	127,761	130,329
Supplies	29,702	28,725	28,730	29,770
Other charges	94,744	74,689	70,815	68,612
Capital outlay	-	101,631	101,631	-
Total expenditures	<u>250,313</u>	<u>322,871</u>	<u>328,937</u>	<u>228,711</u>
Net cost of department	<u>\$ 123,479</u>	<u>\$ 211,871</u>	<u>\$ 217,937</u>	<u>\$ 117,711</u>



## Net Cost of Certain Departments

### 101 - General Fund Net Cost of Certain Departments Fiscal Year Ending June 30, 2021

	2018-19	2019-20		2020-21
	Actual	Amended	Estimate	Adopted
<b>Other Recreation Programs</b>				
Use and admission fees	\$ 219,158	\$ 230,000	\$ 223,775	\$ 231,150
Expenditures				
Personal services	718,729	847,057	802,497	747,080
Supplies	45,684	54,574	56,956	57,985
Other charges	298,856	384,966	385,031	364,529
Total expenditures	<u>1,063,269</u>	<u>1,286,597</u>	<u>1,244,484</u>	<u>1,169,594</u>
Net cost of department	<u>\$ 844,111</u>	<u>\$ 1,056,597</u>	<u>\$ 1,020,709</u>	<u>\$ 938,444</u>
(Includes: Recreation, Summer Programs, and Winter Programs)				
<b>Airport</b>				
Airport revenue	\$ 216,423	\$ 221,510	\$ 222,135	\$ 224,535
Total revenues	<u>216,423</u>	<u>221,510</u>	<u>222,135</u>	<u>224,535</u>
Expenditures				
Personal services	9,426	22,033	14,533	9,687
Supplies	4,857	7,775	6,450	7,450
Other charges	297,078	304,481	305,843	323,342
Capital outlay	-	46,000	38,000	15,000
Capital projects	10	20,640	20,640	-
Total expenditures	<u>311,371</u>	<u>400,929</u>	<u>385,466</u>	<u>355,479</u>
Net cost of department	<u>\$ 94,948</u>	<u>\$ 179,419</u>	<u>\$ 163,331</u>	<u>\$ 130,944</u>



# Budget Consolidation

## Budget Consolidation

Fund	2016-17	2017-18	2018-19	2019-20	2020-21
	Adopted	Adopted	Adopted	Adopted	Adopted
General	\$ 43,484,191	\$ 44,373,170	\$ 44,494,338	\$ 47,317,320	\$ 48,814,378
Major Street	7,869,061	12,612,727	9,146,156	8,357,354	7,465,994
Local Street	3,997,991	3,418,464	4,505,202	4,139,587	5,782,586
SmartZone	48,000	118,000	80,000	80,000	80,000
Center City Authority	4,252	-	3,814	1,700	15,000
Storm Water Management	953,107	1,114,994	1,059,686	1,625,175	1,430,315
Grace A. Dow Library	4,427,236	4,437,922	4,419,122	5,020,011	4,490,861
CDBG	332,889	341,405	336,284	319,771	346,455
Homeland Security Grant Program	-	-	-	505,618	873,812
Special Activities	83,500	83,500	82,000	93,000	96,500
Housing	313,100	264,600	212,750	206,500	256,000
Dial-A-Ride	2,285,963	2,389,302	2,375,853	2,355,102	2,585,906
Midland Community Television	780,119	661,718	679,240	785,732	751,587
DDA	530,132	620,481	556,355	686,822	929,426
Debt Service	2,456,134	2,391,696	2,385,441	2,387,225	2,382,357
Civic Arena	1,426,019	1,396,668	1,442,085	1,669,933	1,672,468
Landfill	3,944,383	4,676,763	6,057,613	6,160,764	8,236,949
Washington Woods	3,417,897	2,768,125	1,814,740	2,141,668	2,505,959
Riverside Place	2,057,038	2,357,991	2,283,097	2,281,149	2,703,742
Currie Municipal Golf Course	1,085,827	1,138,809	1,167,864	1,241,667	1,296,640
Parking	187,878	200,181	188,691	197,197	184,805
Wastewater	7,294,281	7,696,333	7,703,420	8,597,567	9,329,817
Water	13,522,783	11,828,119	13,740,574	11,560,973	13,066,722
Stores Revolving	920,697	602,485	672,547	757,030	692,506
Information Services - Operations	1,359,938	1,412,262	1,318,957	1,233,869	1,301,004
Equipment Revolving	5,135,374	5,403,897	5,111,581	5,002,749	5,161,917
Municipal Service Center	309,539	369,197	545,923	704,843	458,453
Municipal Service Annex	25,725	25,406	26,361	28,002	28,674
Renewable Energy Services	1,179,672	1,282,195	-	-	-
Property/Liability Insurance	754,000	769,000	792,000	879,000	846,000
Health Insurance	10,625,041	10,847,922	11,214,438	11,378,500	11,662,231
Special Assessment Revolving	14,000	55,000	59,191	75,843	66,903
<b>Subtotal</b>	<b>120,825,767</b>	<b>125,658,332</b>	<b>124,475,323</b>	<b>127,791,671</b>	<b>135,515,967</b>
Eliminations:					
Interfund Transfers	9,476,996	9,403,235	9,503,953	9,066,578	10,598,746
Administrative Charges	2,449,200	2,472,150	2,341,450	2,312,300	2,395,642
Building/Equipment Rental	4,775,995	4,881,033	5,691,629	5,934,979	6,145,840
Information Services Charges	1,086,350	976,871	980,100	1,009,503	1,019,598
Insurance Charges	9,683,099	10,561,158	10,531,132	10,790,859	10,806,862
<b>Total Eliminations</b>	<b>27,471,640</b>	<b>28,294,447</b>	<b>29,048,264</b>	<b>29,114,219</b>	<b>30,966,688</b>
<b>Consolidated Budget</b>	<b>\$ 93,354,127</b>	<b>\$ 97,363,885</b>	<b>\$ 95,427,059</b>	<b>\$ 98,677,452</b>	<b>\$ 104,549,279</b>



# General Fund Revenue and Expenditures by Function

## 101 - General Fund Revenue and Expenditures by Function Fiscal Year Ending June 30, 2021

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual
<b>Revenues</b>										
Property taxes	\$ 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	\$ 28,386,949
Licenses and permits	404,246	645,526	505,260	494,375	514,354	451,750	562,722	544,329	609,983	670,194
Intergovernmental	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	12,574,822
Charges for services	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	2,725,110
Use and admission fees	202,759	256,398	266,000	282,394	304,482	289,387	320,404	340,977	359,534	359,670
Investment earnings	76,633	49,917	32,874	27,888	30,311	28,861	56,296	88,062	201,997	528,970
Other revenue	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	1,154,552
Interfund transfers	121,268	185,025	86,919	56,560	52,803	16,497	41,515	30,703	58,257	40,161
From (To) fund balance	(647,558)	97,560	(1,448,573)	(245,841)	(2,185,929)	(1,748,049)	316,925	(3,664,083)	(3,445,965)	(3,411,503)
	<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>	<u>\$ 43,028,925</u>
<b>Expenditures</b>										
General government	\$ 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	\$ 5,843,873
Public safety	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	18,446,966
Public works	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	2,141,783
Sanitation	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	3,817,909
Parks and recreation	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	5,720,994
Other functions	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	1,131,802
Capital projects	507,130	960,244	281,166	162,313	430,571	235,577	1,367,537	445,576	254,049	1,262,279
Interfund transfers	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	4,663,319
	<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>	<u>\$ 43,028,925</u>

Capital Purchases & Projects		2020-21 Adopted
<b>General Fund</b>		
<b>General Government</b>		
<b>City Hall</b>		
Carpeting		\$ 100,000
LED lighting		47,519
Paint interior walls		25,000
<b>Total General Government</b>		<b>\$ 172,519</b>
<b>Public Safety</b>		
<b>Fire</b>		
Station 3 parking lot		\$ 55,000
Ram Air Gear dryers (2)		16,000
<b>Total Public Safety</b>		<b>\$ 71,000</b>
<b>Public Works</b>		
<b>Engineering</b>		
Robotic Total Station		\$ 20,000
<b>Public Works Activities</b>		
Re-roof salt barn (year 2 of 8)		19,300
Mulcher		21,000
<b>Total Public Works</b>		<b>\$ 60,300</b>

Capital Purchases & Projects (cont.)

	<u>2020-21 Adopted</u>
<b>Parks and Recreation</b>	
<b>Parks</b>	
Crack seal and coating	\$ 25,000
Currie Stadium demolition	65,000
Dog Park parking lot - multi-year	50,000
Drainage improvements	20,000
Pere Marquette Bridge deck	40,000
<b>Cemetery</b>	
Cemetery roads	50,000
<b>Total Parks and Recreation</b>	<u>\$ 250,000</u>
<b>Other</b>	
<b>Barstow Airport</b>	
Fuel tank containment	\$ 15,000
<b>Total Other</b>	<u>\$ 15,000</u>
<b>Capital Projects</b>	
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
<b>Total Capital Projects</b>	<u>\$ 191,000</u>
<b>Total General Fund</b>	<u>\$ 759,819</u>

## Capital Purchases & Projects (cont.)

	2020-21 Adopted
<b>Major Street Fund</b>	
Ditch cleaning	\$ 50,000
Non-motorized improvements	10,000
Preliminary engineering	25,000
Saginaw Road: Dartmouth to Patrick	250,000
Sturgeon Avenue: Saginaw to Wackerly	275,000
Sugnet Road: Northwood to Main	450,000
Surface treatment & crack seal: sidewalk ramps	150,000
Traffic sign upgrade	30,000
Traffic signal upgrade	40,000
Wheeler Street: Swede to Waldo	585,000
	<u>\$ 1,865,000</u>
<b>Local Street Fund</b>	
Airfield Lane: Swede to Dawn	\$ 315,000
Brookfield Drive: Cortland to Foster	570,000
Concord Street: Sugnet to Meadowbrook	435,000
Curb replacement & pavement patching	200,000
Dilloway Drive: Eastman to Nakoma	635,000
Hamilton Drive: Jay to Clay	300,000
Mertz Street: Manor to Ashman	170,000
Reardon Street: Rodd to George	295,000
State Street: North to George	260,000
Surface treatment and crack sealing: sidewalk ramps	300,000
Virginia Street: Haley to Eastlawn	315,000
	<u>\$ 3,795,000</u>

## Capital Purchases & Projects (cont.)

	2020-21 Adopted
<b>SmartZone</b>	
Property acquisition	\$ 5,000
<b>Storm Water Utility Fund</b>	
Catch basin lead - new installations	\$ 45,000
Catch basin lead - replacements	30,000
Culvert replacement	250,000
Liner	75,000
Outfall and open ditch rehab	110,000
	<u>\$ 510,000</u>
<b>Library Fund</b>	
Library sign for Eastman Avenue	\$ 15,000
Landscaping for parking lot island	8,000
Seal coating parking lot	20,000
Backup generator	100,000
Building surge protector	30,000
Flooding notification system for sump pump rooms	10,000
Sanitation pump	8,000
	<u>\$ 191,000</u>
<b>Dial A Ride Fund</b>	
Bus (2)	\$ 199,200
<b>Midland Community Television Fund</b>	
Video encoders (4)	\$ 28,000
<b>Civic Arena</b>	
Rubber Roof - Front	\$ 10,000
Pump	18,815
Water Heater Boiler	62,319
Zamboni	110,000
	<u>\$ 201,134</u>

Capital Purchases & Projects (cont.)

	2020-21 Adopted
<b>Landfill Fund</b>	
Building improvements	\$ 20,000
Major components replacement	110,000
Wheel Loader	265,000
Leachate pretreatment system	10,000
Cell 16 - interim cover	30,000
Cell 17 - development	2,846,475
Closed cell improvements	200,000
Leachate pretreatment system	250,000
	\$ 3,731,475
 <b>Washington Woods Fund</b>	
Asphalt repairs	\$ 45,000
Air Handler	195,646
Cooling tower, chiller and pump	450,000
Copier	10,000
	\$ 700,646
 <b>Riverside Place Fund</b>	
Chiller compressor for cooling system	\$ 434,728
Heat pump	20,867
Steamer table for kitchen	6,000
	\$ 461,595
 <b>Golf Course Fund</b>	
Bunker renovation	\$ 10,000
Cart path restoration	10,000
Repair east pump house	50,000
Trencher	20,000
Triplex tee mower (2)	30,000
	\$ 120,000

Capital Purchases & Projects (cont.)

	2020-21 Adopted
<b>Wastewater Fund</b>	
Facilities roof replacement	\$ 125,000
Centrifugal pump	30,000
Computer software - plant	10,000
Main pump house - multiyear	75,000
Plant improvements	250,000
Programmable logic controller	25,000
Security upgrades	15,000
Submersible pump	35,000
Utility task vehicle	30,000
Variable frequency drive	10,000
Footing separation	150,000
Inflow and infiltration removal from sanitary sewer	250,000
Manhole rehabilitation	100,000
Sewage valves	35,000
Sewer repairs/linings	100,000
Sturgeon Avenue: Saginaw to Wackerly - flood response	880,000
Asset characterization	411,430
Telemetry equipment - pump stations	10,000
	<u>\$ 2,541,430</u>

Capital Purchases & Projects (cont.)

	2020-21 Adopted
<b>Water Fund</b>	
Calibration equipment	\$ 10,000
Meter reading equipment	18,500
Backflow software	20,000
New water services	210,000
Concord Street: Sugnet to Meadowbrook	130,000
East Plant HVAC	200,000
Greenbelt: Carpenter/Franklin to Lyon/Bayliss	185,000
Hamilton Street: Jay to Clay	315,000
Mertz Street: Manor to Ashman	260,000
River Crossing: Rodd to Chrissy	110,000
Sturgeon Avenue: Saginaw to Wackerly	660,000
Wheeler Street: Swede to Waldo	910,000
	<u>\$ 3,028,500</u>
<b>Information Services Fund</b>	
GPS Equipment	10,000
Wide/Local area network	10,000
Windows server software	20,000
	<u>\$ 40,000</u>

## Capital Purchases & Projects (cont.)

	2020-21 Adopted
<b>Equipment Revolving Fund</b>	
Arrow sign - Parks	\$ 5,000
Backhoe - Water	130,000
Compact car - Assessing	24,000
Compact car - Building (2)	48,000
Dump truck - Department of Public Services (2)	350,000
Dump truck - Parks	65,000
Flatbed - Department of Public Services	35,000
Mower - Cemetery (2)	44,000
Mower - Softball (2)	44,000
Patrol car - Police (3)	126,000
Patrol sport utility vehicle - Police	38,000
Pick up truck - Department of Public Services (2)	76,000
Pick up truck - Fire	40,000
Pick up truck - Landfill	38,000
Pick up truck - Parks	41,000
Service body	65,000
Stumper - Forestry	64,000
Sweeper - Department of Public Services	240,000
Tractor - Department of Public Services	97,000
Tractor - Parks	97,000
Van - Parks	34,000
Van - Water	34,000
Diagnostic Diesel Laptop	9,000
	<u>\$ 1,744,000</u>
<b>Municipal Service Center</b>	
Asphalt seal coating	\$ 40,000
Heating and make up air handler (2)	120,000
	<u>\$ 160,000</u>
<b>Total All Funds</b>	<u>\$ 20,081,799</u>



## Authorized Employees by Fiscal Year

### Authorized Employees by Fiscal Year

	<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>2020-21</u>
<b>Full-Time Employees</b>							
<b>General Fund:</b>							
General Government							
<i>City Manager</i>	2	2	2	2	2	2	2
<i>City Clerk</i>	4	4	4	4	4	4	2
<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	2	2	2	2	2
<i>Finance</i>	8	8	9	8	8	7	8
<i>Human Resources</i>	4	4	4	4	4	4	4
<i>Community Affairs</i>	-	-	-	-	-	-	2
<i>Purchasing</i>	1	1	-	-	-	-	-
Public Safety							
<i>Police</i>	50	50	50	50	50	52	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>	29	27	29	29	29	29	29
Sanitation	7	7	5	5	5	5	5
Parks and Recreation	24	26	25	25	25	26	26
<b>Total General Fund</b>	<u>208</u>	<u>208</u>	<u>206</u>	<u>205</u>	<u>205</u>	<u>207</u>	<u>208</u>



## Authorized Employees by Fiscal Year

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

	<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>2020-21</u>
<b>Other Funds:</b>							
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	6	6	6	6	6	6
Civic Arena	2	2	2	2	2	2	3
Landfill	10	10	10	11	11	11	11
Senior Housing							
<i>Washington Woods</i>	6	6	6	6	5	5	5
<i>Riverside Place</i>	6	6	5	5	5	5	4
Wastewater	20	20	20	20	20	20	20
Water	33	32	32	32	32	32	34
Midland Community Television	3	3	3	3	3	3	3
Equipment Revolving	13	13	13	13	13	13	13
Information Services - Operations	5	5	5	5	5	4	4
<b>Total Full-Time Employees</b>	<u>330</u>	<u>330</u>	<u>327</u>	<u>327</u>	<u>326</u>	<u>327</u>	<u>330</u>
<b>Part-Time Employees</b>							
Grace A. Dow Library	33	34	34	34	34	34	34
Dial-A-Ride	32	32	32	32	32	32	32
Crossing Guards	14	14	14	19	16	16	16
Other	24	25	31	32	33	35	35
<b>Total Part-Time Employees</b>	<u>103</u>	<u>105</u>	<u>111</u>	<u>117</u>	<u>115</u>	<u>117</u>	<u>117</u>
	<u>433</u>	<u>435</u>	<u>438</u>	<u>444</u>	<u>441</u>	<u>444</u>	<u>447</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
2020-21	13.56	0.14	1.44	15.14
2019-20	13.64	0.26	1.24	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

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

	2016	2017	2018	2019	2020
<b>Homestead Property</b>					
City of Midland	15.0000	15.1385	15.1385	15.1385	15.1385
Midland Public Schools	4.5614	4.4300	4.8114	4.7590	
Midland County	9.9855	10.2355	10.0255	10.4155	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	2.6756	2.6756	2.6756	2.6756	
<b>Total Homestead Property</b>	<b>40.2652</b>	<b>40.5223</b>	<b>40.6937</b>	<b>41.0313</b>	<b>15.1385</b>
<b>Non-Homestead Property</b>					
City of Midland	15.0000	15.1385	15.1385	15.1385	15.1385
Midland Public Schools	20.8800	20.7200	21.1300	20.9500	
Midland County	9.9855	10.2355	10.0255	10.4155	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	2.6756	2.6756	2.6756	2.6756	
<b>Total Non-Homestead Property</b>	<b>56.5838</b>	<b>56.8123</b>	<b>57.0123</b>	<b>57.2223</b>	<b>15.1385</b>

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

	2011	2012	2013	2014	2015
<b>By Property Type</b>					
<i>Real Property</i>					
Residential	\$ 952,144	\$ 958,884	\$ 959,610	\$ 969,556	\$ 979,135
Commercial	327,111	330,886	333,111	349,088	373,540
Industrial	638,920	257,136	274,004	279,241	277,562
Total Real	<u>1,918,175</u>	<u>1,546,906</u>	<u>1,566,725</u>	<u>1,597,885</u>	<u>1,630,237</u>
<i>Personal Property</i>					
Commercial	84,526	64,107	62,857	52,927	59,266
Industrial	337,446	565,978	670,525	656,979	646,717
Utility	22,714	24,785	25,596	25,026	22,586
Total Personal	<u>444,686</u>	<u>654,870</u>	<u>758,978</u>	<u>734,932</u>	<u>728,569</u>
Total Real & Personal	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>	<u>\$ 2,332,817</u>	<u>\$ 2,358,806</u>
<b>By Taxpayer Class</b>					
Residential	\$ 952,144	\$ 958,884	\$ 959,610	\$ 969,556	\$ 979,135
Commercial	411,637	394,993	395,968	402,015	432,806
Industrial and Utility	999,080	847,899	970,125	961,246	946,865
Total	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>	<u>\$ 2,332,817</u>	<u>\$ 2,358,806</u>
	2016	2017	2018	2019	2020
<b>By Property Type</b>					
<i>Real Property</i>					
Residential	\$ 986,448	\$ 993,852	\$ 999,955	\$ 1,016,603	\$ 1,040,528
Commercial	394,201	402,148	410,543	418,871	432,102
Industrial	241,365	240,504	237,726	240,476	240,578
Total Real	<u>1,622,014</u>	<u>1,636,504</u>	<u>1,648,224</u>	<u>1,675,950</u>	<u>1,713,208</u>
<i>Personal Property</i>					
Commercial	77,206	75,994	82,780	91,618	95,498
Industrial	382,644	334,930	310,189	301,291	276,092
Utility	26,505	26,634	32,398	34,038	36,636
Total Personal	<u>486,355</u>	<u>437,558</u>	<u>425,367</u>	<u>426,947</u>	<u>408,226</u>
Total Real & Personal	<u>\$ 2,108,369</u>	<u>\$ 2,074,062</u>	<u>\$ 2,073,591</u>	<u>\$ 2,102,897</u>	<u>\$ 2,121,434</u>
<b>By Taxpayer Class</b>					
Residential	\$ 986,448	\$ 993,852	\$ 999,955	\$ 1,016,603	\$ 1,040,528
Commercial	471,407	478,142	493,323	510,489	527,600
Industrial and Utility	650,514	602,068	580,313	575,805	553,306
Total	<u>\$ 2,108,369</u>	<u>\$ 2,074,062</u>	<u>\$ 2,073,591</u>	<u>\$ 2,102,897</u>	<u>\$ 2,121,434</u>

## 2020 Ten Largest Taxpayers

<u>Name</u>	<u>Taxable Value</u>	<u>% of City Total</u>
Dow Chemical Company/Dow Silicones	\$205,644,149	9.69%
Midland Cogeneration Venture	197,411,100	9.31%
Consumers Energy Company	34,566,091	1.63%
DuPont/DDP Specialty Electronic Materials	34,068,237	1.61%
Corteva/Dow Agrosciences	27,336,444	1.29%
Midland Downtown Partners LLC	19,892,497	0.94%
SK Saran Americas LLC	12,205,227	0.58%
Macallister Rental	12,016,767	0.57%
Trinseo	11,665,913	0.55%
Midland Country Club	10,047,205	0.47%
<b>Total</b>	<b>\$ 564,853,630</b>	<b>26.63%</b>
City of Midland Total	\$ 2,121,434,585	

The above values represent 26.63% of the total 2020 taxable value of the City of Midland as of December 31, 2019 totaling \$2,121,434,585. 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 – 2020 Assessment Year for 2020-2021 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 2020 Millage Reduction Formula (MRF) is calculated as:

$$2020 \text{ MRF} = \frac{(\text{Total 2019 TV} - \text{2019 Losses TV}) \times \text{Inflation Rate Multiplier}}{\text{Total 2020 Taxable} - \text{2020 Additions TV}}$$

$$2020 \text{ MRF} = \frac{(2,163,957,121 - 86,563,294) \times 1.019}{2,170,547,362 - 78,104,970}$$

$$2020 \text{ MRF} = \frac{2,077,393,927 \times 1.019}{2,092,442,392}$$

$$2020 \text{ MRF} = \frac{2,116,864,412}{2,092,442,392}$$

$$2020 \text{ MRF} = 1.012$$

The current year Millage Reduction Fraction cannot exceed 1.0000 in the computation of the maximum allowable millage. The 2020 millage rate permanently reduced multiplied by 1.0000 results in a maximum allowable millage rate for 2020 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 2020. The calculations however, are shown on the next page.

Required information:

1. 2019 Total Taxable Value (TV)	2,163,957,121
2. 2020 Total Taxable Value	2,170,547,362
3. 2019 Losses TV, without transfers to another classification	86,563,294
4. 2020 Additions TV, without transfers to another classification	78,104,970
5. 2020 CPI =	1.019

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

$$2020 \text{ BTRF} = \frac{2019 \text{ Total Taxable} - 2019 \text{ Losses TV}}{2020 \text{ Total Taxable} - 2020 \text{ Additions TV}}$$

$$2020 \text{ BTRF} = \frac{2,163,957,121 - 86,563,294}{2,170,547,362 - 78,104,970}$$

$$2020 \text{ BTRF} = \frac{2,077,393,827}{2,092,442,392}$$

$$2020 \text{ BTRF} = 0.9928$$

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.

$$\text{BTR} = 2019 \text{ Operating Tax Rate} \times \text{BTRF}$$

$$\text{BTR} = 15.1385 \times 0.9928$$

$$\text{BTR} = 15.0295$$

The Base Tax Rate of 15.0295 multiplied by the 2020 estimated Taxable Value of \$2,170,547,362 equals \$32,622,242 or the Base Operating Levy in dollars that can be derived from the Base Tax Rate for city operations for the fiscal year 2020-21.



## 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:

$$\begin{aligned} \text{2020 Sec 34 rollback fraction} &= \frac{\text{Total Taxable Value Based on Assessed Value}}{\text{Total Taxable Value Based on SEV}} \\ &= \frac{2,170,547,362}{2,170,547,362} \\ &= 1.0000 \end{aligned}$$

$$\begin{aligned} \text{Allowable Rate} &= \frac{\text{Max Authorized Operating Rate} \times \text{Total AV}}{\text{Total State Equalized Value}} \\ &= \frac{17.87^* \text{ mills} \times 2,170,547,362}{2,170,547,362} \\ &= 17.87 \text{ mills, allowable tax rate} \end{aligned}$$

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

Respectfully submitted,

Kayla Ripley  
City Assessor  
04-06-2020