



Director of Planning & Community Development.....Keith Baker, AICP
Community Development Specialist Cheri King
Downtown Development Authority Executive Director Anthony Kulick

Service Statements

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

Community Development Block Grant Program

The City of Midland's participation in the federal government's Community Development Block Grant (CDBG) Program requires the preparation of a five-year Consolidated Plan, which sets forth priorities and objectives for activities benefiting very-low and low-income households. The goal of the housing programs of the City of Midland is to ensure that "all residents of the city of Midland might have safe, affordable housing." In order to work toward this goal, sub-goals were established as follows:

1. To provide low-income families with decent housing at a price that is affordable based on their income.
2. Code compliance (through subsidized loans, building inspections and rehabilitation assistance)
3. Neighborhood improvement (through neighborhood watch groups, removal of deteriorated housing, ordinance compliance, and repair or construction of infrastructure)

Downtown Development Authority

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

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

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

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

Service Statements (cont.)

Midland City Housing Commission

The Housing Commission oversees the development of the budget of the Midland Housing Fund in addition to providing oversight for the allocation of Community Development Block Grant Program (CDBG) funds. The Commission owns properties throughout the city for future development, approves policies for Senior Housing, the CDBG Program, the CHOICE Housing Program, and the Midland Public Schools Building Trades Class/City of Midland Housing Construction Program projects. The goals of the Midland City Housing Commission include:

1. Build two new barrier-free CHOICE houses.
2. Acquire one property for future construction.
3. Community outreach.

Priorities include:

1. Community Outreach on Fair Housing.
2. Removal of barriers in housing to make them handicap accessible.
3. Additional paired testing for fair housing issues.
4. Conduct a lending practices study for lenders and advertising practices in this area.

The Housing Commission has the following powers and responsibilities:

1. To determine in what areas of the city it is necessary to provide proper sanitary housing facilities for families of low income and for the elimination of housing conditions that are detrimental to the public peace, health, safety, morals or welfare.
2. To purchase, sell, lease, exchange, transfer, assign and mortgage any property, or to acquire property by gift, to own, hold, clear and improve property, or to engage in or to contract for the design and construction, reconstruction, alteration, improvement, extension or repair of any housing project or part thereof.
3. To control and supervise all parks and playgrounds forming a part of such housing development, but may not contract with existing departments of the City for operation or maintenance of either or both.
4. To establish and revise rents for any housing project, but shall rent all property for such sums as will make them self-supporting, including all charges for maintenance and operation of those facilities.



Director of Planning and Community Development	Keith Baker
Riverside Place Senior Housing Manager.....	Catherine Marcy
Washington Woods Senior Housing Manager	Candace Balis
Riverside Place Senior Housing Health Coordinator	Michel Hupfer
Washington Woods Senior Housing Health Coordinator	Carole Winter

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, because no operating subsidy is received. Washington Woods and Riverside Place are debt-free and non-profit. Between the two complexes, there are a total of 364 apartments. One- and two-bedroom apartments are available. There are no maximum or minimum income levels. Residents represent a broad range of incomes.

You are eligible to live at either senior living community:

- If you or your spouse is 62 years or older in any income range;
- If you meet written tenant selection criteria and have a home assessment by our health coordinator;
- Persons 55 years of age or older in any income range are considered when there is no waiting list for those 62 years and older.

The waiting list rankings are determined by application date.

A wide variety of planned activities are offered from bingo to Bible study. Each apartment is equipped with an emergency call system, and the front entrances are locked at all times. Card and craft shops are operated by the Tenant Council. Laundry facilities and beauty shops are also located within the buildings.

Good customer service, friendly, helpful staff and a well-maintained building are key elements in drawing new residents and retaining current ones. Senior Housing adheres to fair housing policies and ensures equal housing opportunities for all people, regardless of race, color, national origin, religion, sex, familial status and/or disability.

Functions

Administration

- Prepares and administers the department budget
- Develops and administers the capital improvement budget
- Establishes and maintains good working relationships with residents, families, contractors and service agencies
- Develops resident policies, resolves resident conflicts and ensures a safe living environment for residents
- Coordinates and delegates work to appropriate personnel
- Monitors department activities to assure efficient operations and adherence to established policies, practices and procedures
- Ensures safe working methods and facilitates safe working behavior

Office Staff

- Coordinates rental application process and calculates waiting list placement
- Fills apartment vacancies, completes apartment rental paperwork and calculates rent
- Conducts tours for prospective tenants and visitors
- Composes and distributes written communications regarding policies and special events
- Plans and coordinates social activities, entertainment and other resident functions
- Inputs time card information into the payroll system
- Records resident billing and daily meal charges; prepares resident invoices
- Conducts annual resident rent review and adjusts rents
- Prepares a variety of financial reports
- Issues purchase orders and prepares bills for payment
- Orders requested supplies
- Checks in residents at daily meal
- Produces work orders for maintenance to complete

Maintenance

- Keeps inventory of supplies & places orders
- Schedules and coordinates contractual work
- Troubleshoots and makes repairs within the building, including residents' apartments
- Cleans and maintains the appearance of the public areas
- Maintains the grounds, including mowing, landscaping and removing snow
- Completes renovation on vacated apartments
- Sets up tables, chairs and equipment for activities
- Maintains grounds & maintenance equipment
- Repairs and cleans furnace and air conditioning units

Health Service Coordinator

- Conducts pre-admission assessments
- Assesses health levels of residents for continued residency and advises management of issues
- Initiates and facilitates family conferences to ensure resident is receiving appropriate health care
- Oversees resident health care services; supervises nursing staff and health care contractors
- Plans, coordinates and conducts health care education programs for housing residents and City staff
- Serves as a resident health advocate
- Acts as facility contact for discharge planning after a hospitalization or long term care stay
- Identifies the need for and administers proper infection control procedures

Senior Housing Nurse

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

Department at a Glance - Riverside Place

Funding Level Summary	2006-07 Actual	2007-08 Actual	Adjusted 2008-09 Budget	Estimated 2008-09 Budget	Adopted 2009-10 Budget	% of Change
Riverside	\$ 1,166,151	\$ 1,256,352	\$ 1,375,411	\$ 1,332,911	\$ 1,340,454	0.6%
Total Department	\$ 1,166,151	\$ 1,256,352	\$ 1,375,411	\$ 1,332,911	\$ 1,340,454	0.6%
Personal Services	\$ 496,943	\$ 578,930	\$ 621,402	\$ 614,616	\$ 639,607	4.1%
Supplies	22,679	23,638	23,520	23,720	23,720	0.0%
Other Services/Charges	531,056	525,618	579,086	556,862	579,577	4.1%
Miscellaneous	69,817	73,028	80,450	66,930	76,000	13.6%
Capital Outlay	35,656	45,138	60,953	60,783	11,550	-81.0%
Operating Transfers Out	10,000	10,000	10,000	10,000	10,000	0.0%
Total Department	\$ 1,166,151	\$ 1,256,352	\$ 1,375,411	\$ 1,332,911	\$ 1,340,454	0.6%

Personnel Summary

Full-Time	6	6	6	6	6
Regular Part-Time	4	4	4	4	4
Total Department	10	10	10	10	10

Department at a Glance - Washington Woods

Funding Level Summary	2006-07 Actual	2007-08 Actual	Adjusted 2008-09 Budget	Estimated 2008-09 Budget	Adopted 2009-10 Budget	% of Change
Washington Woods	\$ 1,356,833	\$ 1,349,476	\$ 1,551,716	\$ 1,451,552	\$ 1,396,981	-3.8%
Total Department	\$ 1,356,833	\$ 1,349,476	\$ 1,551,716	\$ 1,451,552	\$ 1,396,981	-3.8%
Personal Services	\$ 591,126	\$ 677,673	\$ 754,440	\$ 707,266	\$ 708,992	0.2%
Supplies	43,201	30,802	38,761	36,794	37,411	1.7%
Other Services/Charges	550,762	522,548	568,702	532,087	546,716	2.7%
Miscellaneous	85,344	91,157	95,460	90,004	98,362	9.3%
Capital Outlay	86,400	27,296	94,353	85,401	5,500	-93.6%
Total Department	\$ 1,356,833	\$ 1,349,476	\$ 1,551,716	\$ 1,451,552	\$ 1,396,981	-3.8%

Personnel Summary

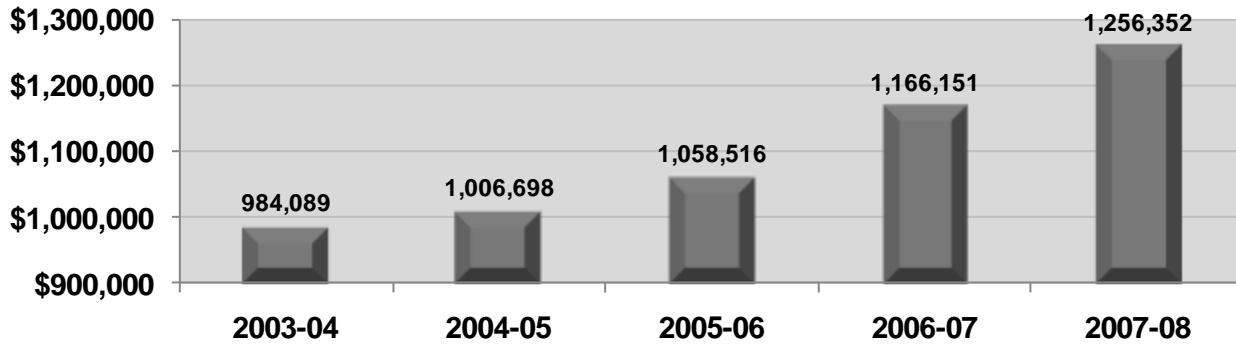
Full-Time	7	7	7	7	6
Regular Part-Time	5	5	5	5	6
Total Department	12	12	12	12	12

Summary of Budget Changes

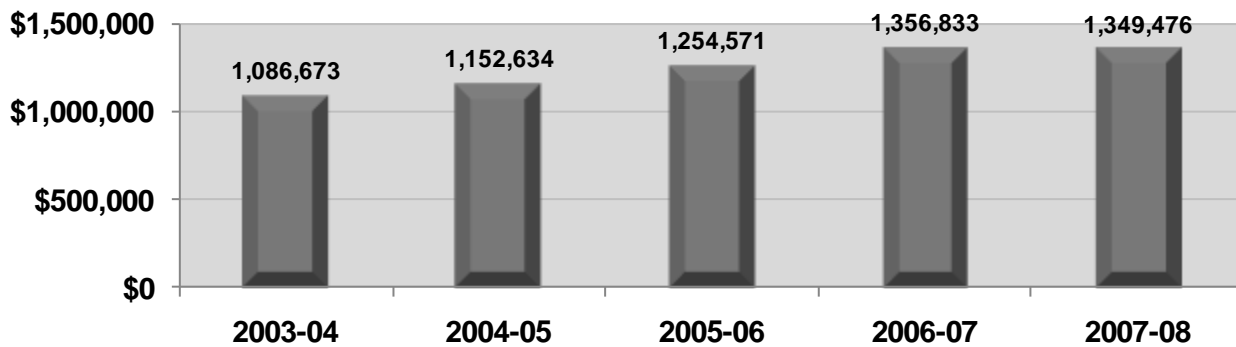
Significant Notes – 2009-10 Budget Compared to 2008-09 Budget

- Through attrition, reduced full-time staff assistant position to part-time.

5-Year Operating Budget History – Riverside Place

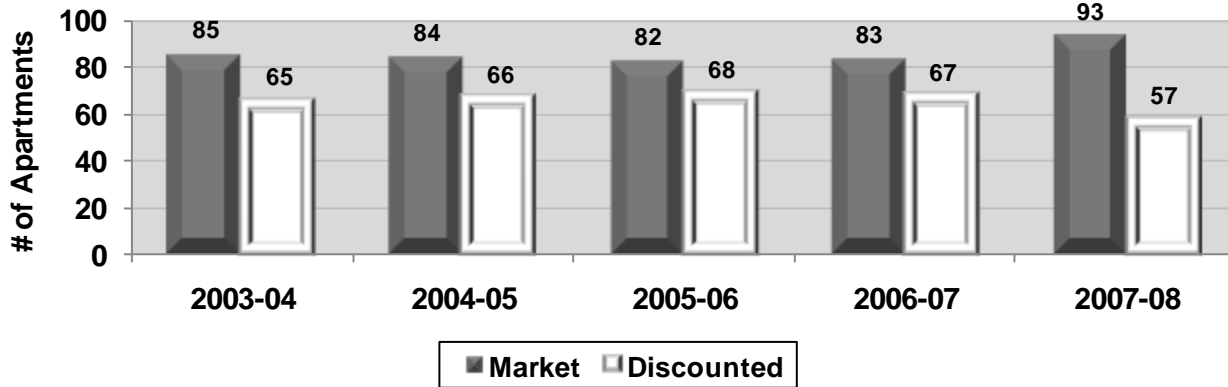


5-Year Operating Budget History – Washington Woods

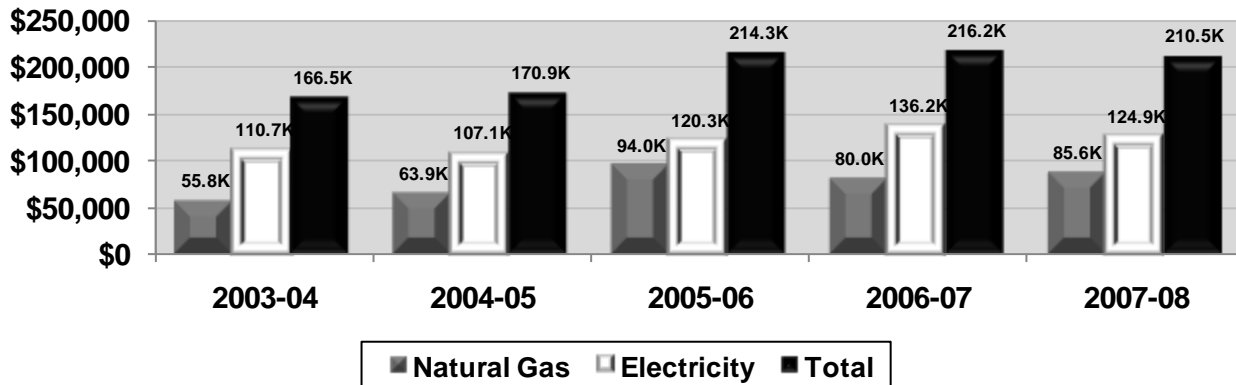


Key Departmental Trends – Riverside Place

Market vs Discounted Trend



Annual Utility Trend



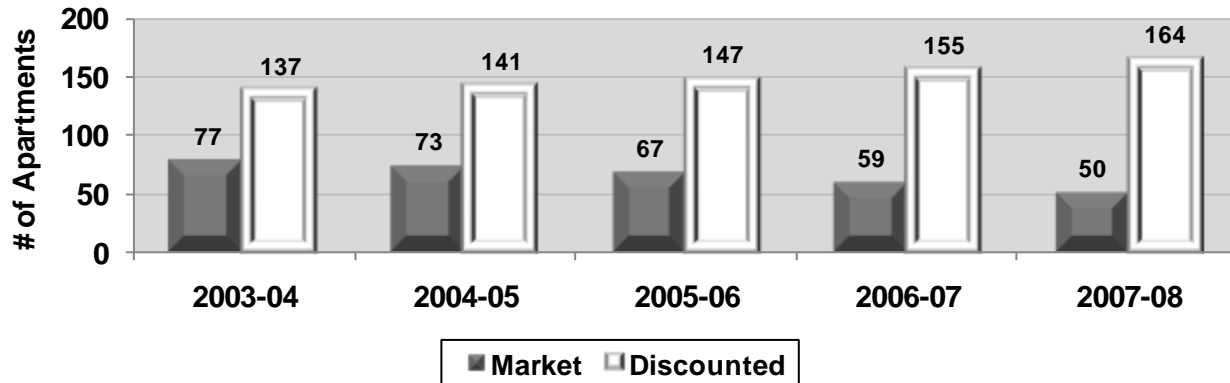
Performance Objectives – Riverside Place

Performance Indicators (OUTPUT)	2006-07 Actual	2007-08 Actual	% Change
Apartment Renovations	41	53	29.3%
Number of apartments serviced	150	150	0.0%

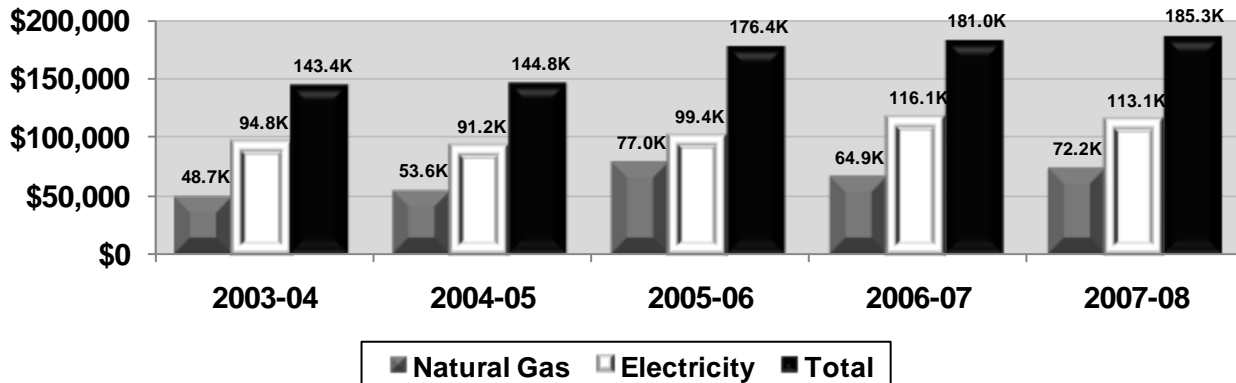
Performance Indicators (EFFICIENCY)	2006-07 Actual	2007-08 Actual	% Change
% Occupancy	100%	100%	0.0%
Apartment Turnover by Maintenance (Average days)	4.2	2.9	-31.0%

Key Departmental Trends – Washington Woods

Market vs Discounted Trend



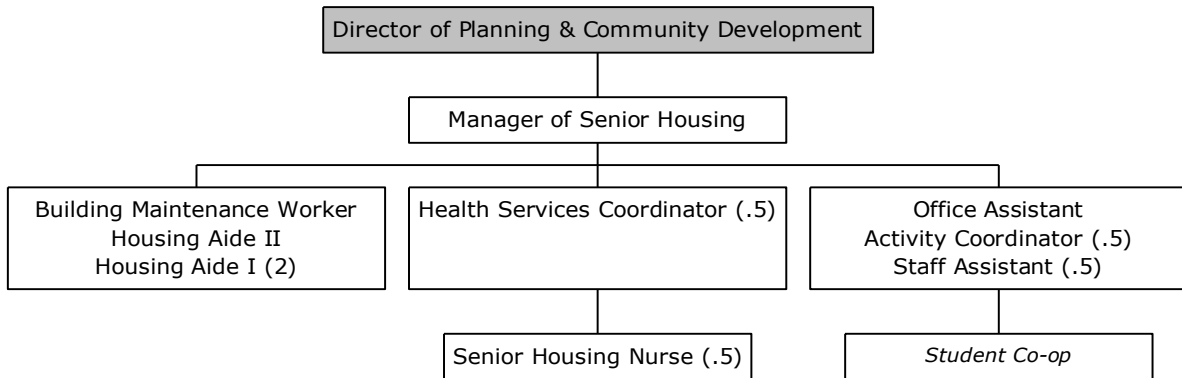
Annual Utility Trend



Performance Objectives – Washington Woods

Performance Indicators (OUTPUT)	2006-07 Actual	2007-08 Actual	% Change
Health Coordinator Assessments – New Residents	49	39	-20.4%
Meals Served	30,632	31,751	3.7%
Resident Activities	568	583	2.6%
Performance Indicators (EFFICIENCY)	2006-07 Actual	2007-08 Actual	% Change
Apartment Renovations	50	40	-20.0%

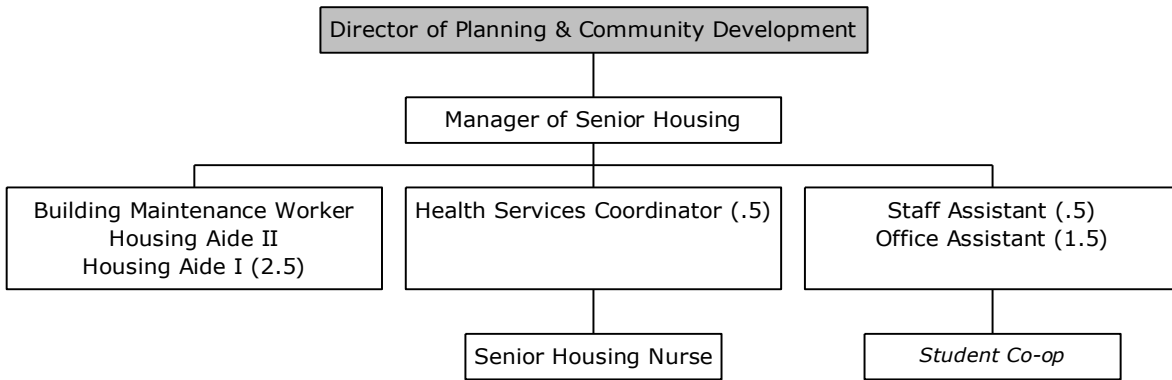
Organizational Chart – Riverside Place



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

Staff Summary	Approved 2007-08	Approved 2008-09	Adopted 2009-10
<u>Full-Time</u>			
Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Building Maintenance Worker	1	1	1
Housing Aide II	1	1	1
Housing Aide I	2	2	2
Total Full-Time	6	6	6
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	1	1	1
Staff Assistant	1	1	1
Activity Coordinator	1	1	1
Total Regular Part-Time	4	4	4
Department Total	10	10	10

Organizational Chart – Washington Woods



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

Staff Summary	Approved 2007-08	Approved 2008-09	Adopted 2009-10
<u>Full-Time</u>			
Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Staff Assistant	1	1	0
Building Maintenance Worker	1	1	1
Housing Aide II	1	1	1
Housing Aide I	2	2	2
Total Full-Time	7	7	6
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	2	2	2
Office Assistant	1	1	1
Staff Assistant	0	0	1
Housing Aide I	1	1	1
Total Regular Part-Time	5	5	6
Department Total	12	12	12

FUND 537 - RIVERSIDE PLACE FUND
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES
 Fiscal Year Ending June 30, 2010

	2007-08	2008-09		2009-10
	Actual	Budget	Estimate	Adopted
Operating Revenues				
Apartment rentals	\$ 1,074,342	\$ 1,135,147	\$ 1,160,527	\$ 1,209,600
Carport rentals	6,304	6,350	6,376	6,300
Total operating revenues	1,080,646	1,141,497	1,166,903	1,215,900
Operating Expenses				
Personal services	497,697	621,402	614,616	639,607
Supplies	23,638	23,520	23,720	23,720
Other charges	525,618	579,086	556,862	579,577
Reserve for contingencies	-	3,450	-	10,000
Total operating expenses	1,046,953	1,227,458	1,195,198	1,252,904
Net Operating Income (Loss)	33,693	(85,961)	(28,295)	(37,004)
Non-operating Revenues (Expenses)				
Food services	(73,028)	(77,000)	(66,930)	(66,000)
Supportive living	35,505	36,000	35,000	35,000
Investment earnings	39,212	25,000	18,000	18,000
Miscellaneous revenues	95,954	88,353	94,857	92,900
Miscellaneous expenses	(81,233)	-	-	-
Total non-operating revenues (expenses)	16,410	72,353	80,927	79,900
Other Financing Uses				
Operating transfer out - Washington Woods	(10,000)	(10,000)	(10,000)	(10,000)
Investment in assets	(45,138)	(60,953)	(60,783)	(11,550)
Total other financing uses	(55,138)	(70,953)	(70,783)	(21,550)
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(5,035)	(84,561)	(18,151)	21,346
Working Capital - beginning of year	806,135	801,100	801,100	782,949
Working Capital - end of year	\$ 801,100	\$ 716,539	\$ 782,949	\$ 804,295

RIVERSIDE PLACE FUND FIVE-YEAR FINANCIAL PLAN

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Operating Revenues						
Apartment rentals	\$ 1,160,527	\$ 1,209,600	\$ 1,271,363	\$ 1,323,438	\$ 1,378,001	\$ 1,435,173
Carport rentals	6,376	6,300	6,300	6,300	6,300	6,300
Total operating revenues	<u>1,166,903</u>	<u>1,215,900</u>	<u>1,277,663</u>	<u>1,329,738</u>	<u>1,384,301</u>	<u>1,441,473</u>
Operating Expenses						
Personal services	614,616	639,607	668,389	698,467	729,898	762,743
Supplies	23,720	23,720	23,938	24,161	24,390	24,625
Other charges	556,862	579,577	591,566	603,855	618,951	634,425
Reserve for contingencies	-	10,000	5,000	5,000	5,000	5,000
Total operating expenses	<u>1,195,198</u>	<u>1,252,904</u>	<u>1,288,893</u>	<u>1,331,483</u>	<u>1,378,239</u>	<u>1,426,793</u>
Net Operating Income (Loss)	<u>(28,295)</u>	<u>(37,004)</u>	<u>(11,230)</u>	<u>(1,745)</u>	<u>6,062</u>	<u>14,680</u>
Non-operating Revenues (Expenses)						
Food services	(66,930)	(66,000)	(66,000)	(66,000)	(66,000)	(66,000)
Supportive living	35,000	35,000	35,000	35,000	35,000	35,000
Investment earnings	18,000	18,000	12,064	12,621	13,297	14,212
Miscellaneous revenues	94,857	92,900	93,812	94,751	95,719	96,716
Total non-operating revenues (expenses)	<u>80,927</u>	<u>79,900</u>	<u>74,876</u>	<u>76,372</u>	<u>78,016</u>	<u>79,928</u>
Other Financing Uses						
Operating transfer out - Washington Woods	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Investment in assets	(60,783)	(11,550)	(16,550)	(19,550)	(13,050)	(10,550)
Total other financing uses	<u>(70,783)</u>	<u>(21,550)</u>	<u>(26,550)</u>	<u>(29,550)</u>	<u>(23,050)</u>	<u>(20,550)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(18,151)	21,346	37,096	45,077	61,028	74,058
Working Capital - beginning of year	<u>801,100</u>	<u>782,949</u>	<u>804,295</u>	<u>841,391</u>	<u>886,468</u>	<u>947,496</u>
Working Capital - end of year	<u>\$ 782,949</u>	<u>\$ 804,295</u>	<u>\$ 841,391</u>	<u>\$ 886,468</u>	<u>\$ 947,496</u>	<u>\$ 1,021,554</u>

ASSUMPTIONS:

Working capital goal	\$ 400,000
Annual market rent increase	5.00%
Operating expense increase per year	2.50%
Personal services increase per year	4.50%
Investment earnings on working capital	1.50%
Investment in assets: five-year capital plan	

FUND 536 - WASHINGTON WOODS FUND
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES
 Fiscal Year Ending June 30, 2010

	2007-08	2008-09		2009-10
	Actual	Budget	Estimate	Adopted
Operating Revenues				
Apartment rentals	\$ 1,142,900	\$ 1,184,692	\$ 1,201,908	\$ 1,231,536
Carport rentals	8,104	8,100	7,534	7,534
Total operating revenues	<u>1,151,004</u>	<u>1,192,792</u>	<u>1,209,442</u>	<u>1,239,070</u>
Operating Expenses				
Personal services	590,610	754,440	695,972	708,992
Supplies	30,802	38,761	36,794	37,411
Other charges	522,548	568,702	532,087	546,716
Reserve for contingencies	-	6,600	10,000	10,000
Total operating expenses	<u>1,143,960</u>	<u>1,368,503</u>	<u>1,274,853</u>	<u>1,303,119</u>
Net Operating Income (Loss)	<u>7,044</u>	<u>(175,711)</u>	<u>(65,411)</u>	<u>(64,049)</u>
Non-operating Revenues (Expenses)				
Food services	(68,719)	(76,020)	(66,574)	(75,062)
Investment earnings	33,801	18,500	15,156	15,156
Miscellaneous revenues	123,117	119,753	144,405	130,260
Miscellaneous expenses	<u>(109,501)</u>	<u>(12,840)</u>	<u>(24,724)</u>	<u>(13,300)</u>
Total non-operating revenues (expenses)	<u>(21,302)</u>	<u>49,393</u>	<u>68,263</u>	<u>57,054</u>
Other Financing Sources (Uses)				
Investment in assets	(27,296)	(94,353)	(85,401)	(5,500)
Operating transfers in	<u>10,000</u>	<u>77,000</u>	<u>74,317</u>	<u>10,000</u>
Total other financing sources (uses)	<u>(17,296)</u>	<u>(17,353)</u>	<u>(11,084)</u>	<u>4,500</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(31,554)	(143,671)	(8,232)	(2,495)
Working Capital - beginning of year	<u>709,171</u>	<u>677,617</u>	<u>677,617</u>	<u>669,385</u>
Working Capital - end of year	<u>\$ 677,617</u>	<u>\$ 533,946</u>	<u>\$ 669,385</u>	<u>\$ 666,890</u>

WASHINGTON WOODS FUND FIVE-YEAR FINANCIAL PLAN

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Operating Revenues						
Apartment rentals	\$ 1,201,908	\$ 1,231,536	\$ 1,262,398	\$ 1,294,461	\$ 1,327,815	\$ 1,362,531
Carport rentals	7,534	7,534	8,100	8,100	8,100	8,100
Total operating revenues	<u>1,209,442</u>	<u>1,239,070</u>	<u>1,270,498</u>	<u>1,302,561</u>	<u>1,335,915</u>	<u>1,370,631</u>
Operating Expenses						
Personal services	695,972	708,992	740,897	774,237	809,078	845,487
Supplies	36,794	37,411	37,896	38,393	38,903	39,426
Other charges	532,087	546,716	557,434	569,957	584,206	598,811
Reserve for contingencies	10,000	10,000	5,000	5,000	5,000	5,000
Total operating expenses	<u>1,274,853</u>	<u>1,303,119</u>	<u>1,341,227</u>	<u>1,387,587</u>	<u>1,437,187</u>	<u>1,488,724</u>
Net Operating Loss	<u>(65,411)</u>	<u>(64,049)</u>	<u>(70,729)</u>	<u>(85,026)</u>	<u>(101,272)</u>	<u>(118,093)</u>
Non-operating Revenues (Expenses)						
Food services	(66,574)	(75,062)	(75,062)	(75,062)	(75,062)	(75,062)
Investment earnings	15,156	15,156	10,003	9,635	9,159	8,333
Miscellaneous revenues	144,405	130,260	131,432	132,639	136,618	140,717
Miscellaneous expenses	(24,724)	(13,300)	(13,699)	(14,110)	(14,533)	(14,969)
Total non-operating revenues (expenses)	<u>68,263</u>	<u>57,054</u>	<u>52,674</u>	<u>53,102</u>	<u>56,182</u>	<u>59,019</u>
Other Financing Sources (Uses)						
Investment in assets	(85,401)	(5,500)	(16,500)	(9,800)	(20,000)	(13,800)
Operating transfers in	74,317	10,000	10,000	10,000	10,000	10,000
Total other financing sources (uses)	<u>(11,084)</u>	<u>4,500</u>	<u>(6,500)</u>	<u>200</u>	<u>(10,000)</u>	<u>(3,800)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(8,232)	(2,495)	(24,555)	(31,724)	(55,090)	(62,874)
Working Capital - beginning of year	<u>677,617</u>	<u>669,385</u>	<u>666,890</u>	<u>642,335</u>	<u>610,611</u>	<u>555,521</u>
Working Capital - end of year	<u>\$ 669,385</u>	<u>\$ 666,890</u>	<u>\$ 642,335</u>	<u>\$ 610,611</u>	<u>\$ 555,521</u>	<u>\$ 492,647</u>

ASSUMPTIONS:

Working capital goal	\$ 500,000
Annual market rent increase	5.00%
Annual non-market rent increase	1.00%
Operating expense increase per year	2.50%
Personal services increase per year	4.50%
Miscellaneous income increase per year	3.00%
Miscellaneous expense increase per year	3.00%
Investment earnings on working capital	1.50%
Investment in assets: five-year capital plan	