



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

Functional Organizational Chart

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 with 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	2005-06 Actual	2006-07 Actual	Adjusted 2007-08 Budget	Estimated 2007-08 Budget	Adopted 2008-09 Budget	% of Change
Riverside	\$ 1,058,516	\$ 1,166,151	\$ 1,318,697	\$ 1,306,252	\$ 1,362,358	4.3%
Total Department	\$ 1,058,516	\$ 1,166,151	\$ 1,318,697	\$ 1,306,252	\$ 1,362,358	4.3%
Personal Services	\$ 440,943	\$ 462,543	\$ 513,608	\$ 506,623	\$ 621,402	22.7%
Supplies	15,734	22,679	25,520	23,616	23,520	-0.4%
Other Services/Charges	494,391	531,056	560,237	553,981	585,436	5.7%
Miscellaneous	78,680	104,217	162,233	158,233	77,000	-51.3%
Capital Outlay	18,768	35,656	47,099	53,799	45,000	-16.4%
Operating Transfers Out	10,000	10,000	10,000	10,000	10,000	0.0%
Total Department	\$ 1,058,516	\$ 1,166,151	\$ 1,318,697	\$ 1,306,252	\$ 1,362,358	4.3%

Personnel Summary

Full-Time	6	6	6	6	6
Part-Time	7	7	6	6	6
Total Department	13	13	12	12	12

Department at a Glance - Washington Woods

Funding Level Summary	2005-06 Actual	2006-07 Actual	Adjusted 2007-08 Budget	Estimated 2007-08 Budget	Adopted 2008-09 Budget	% of Change
Washington Woods	\$ 1,254,571	\$ 1,356,833	\$ 1,429,622	\$ 1,422,889	\$ 1,519,863	6.8%
Total Department	\$ 1,254,571	\$ 1,356,833	\$ 1,429,622	\$ 1,422,889	\$ 1,519,863	6.8%
Personal Services	\$ 528,131	\$ 541,676	\$ 607,052	\$ 603,183	\$ 754,440	25.1%
Supplies	34,102	43,201	38,961	34,136	38,761	13.5%
Other Services/Charges	488,057	550,762	569,315	587,295	620,302	5.6%
Miscellaneous	199,395	134,794	165,849	173,541	88,860	-48.8%
Capital Outlay	4,886	86,400	48,445	24,734	17,500	-29.2%
budget	\$ 1,254,571	\$ 1,356,833	\$ 1,429,622	\$ 1,422,889	\$ 1,519,863	6.8%

Personnel Summary

Full-Time	7	7	7	7	7
Part-Time	7	7	7	7	7
Total Department	14	14	14	14	14

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, 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.

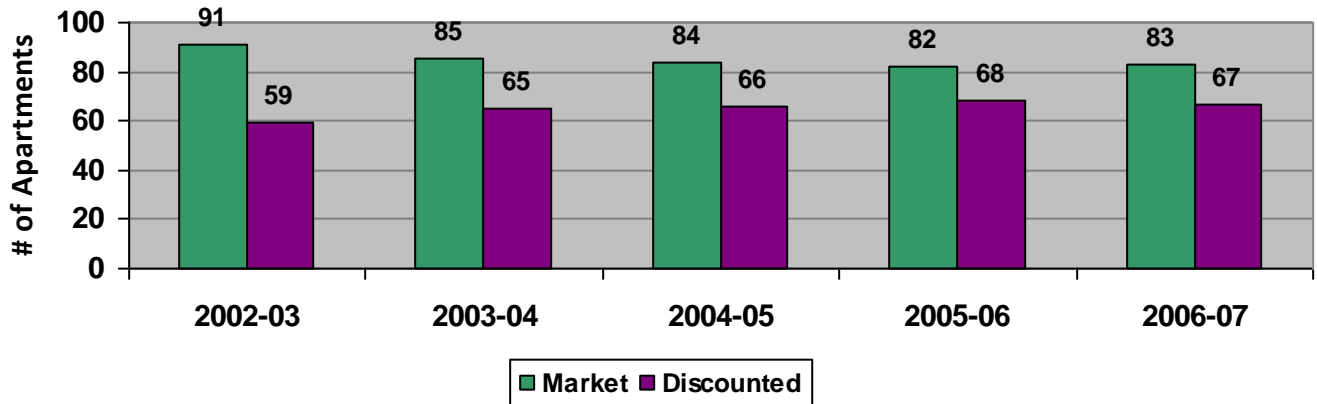
The waiting list rankings are determined by application date.

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 all the time. Card and craft shops are operated by the Tenant Council. Laundry facilities and beauty shops are also located within the buildings.

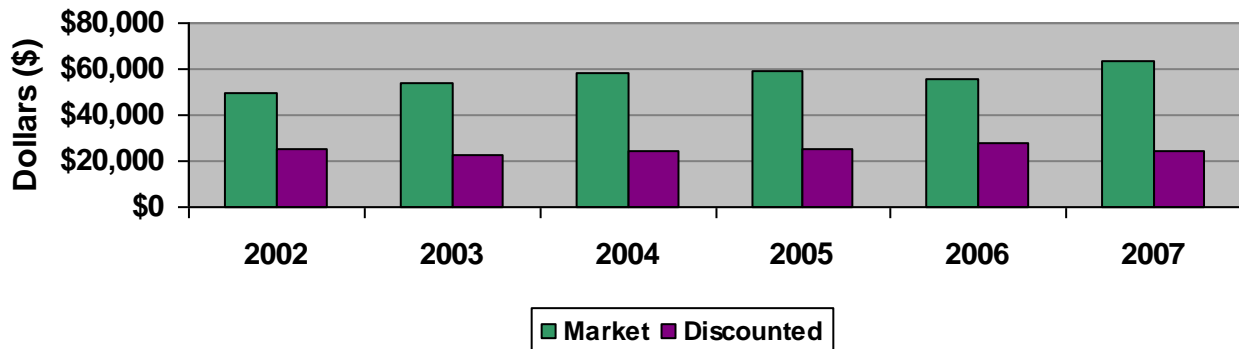
Good customer service, friendly, helpful staff and a well maintained building are key elements in drawing in new residents and retaining current ones. Senior Housing adheres to fair housing policies and ensures equal housing opportunities for all people, regardless of race, color, national origin, religion,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

Key Departmental Trends – Riverside Place

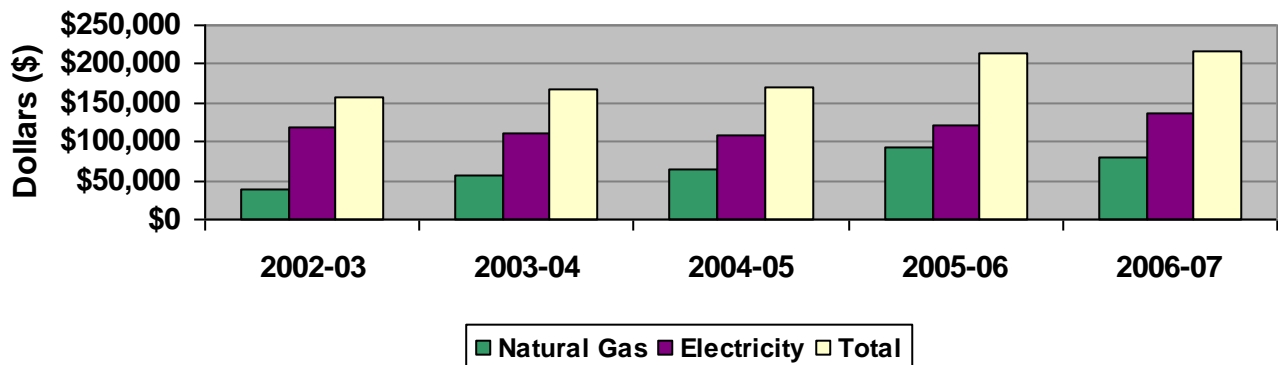
Market vs Discounted Trend



Market vs Discounted Trend (for month of July)



Utility Trend (annual)



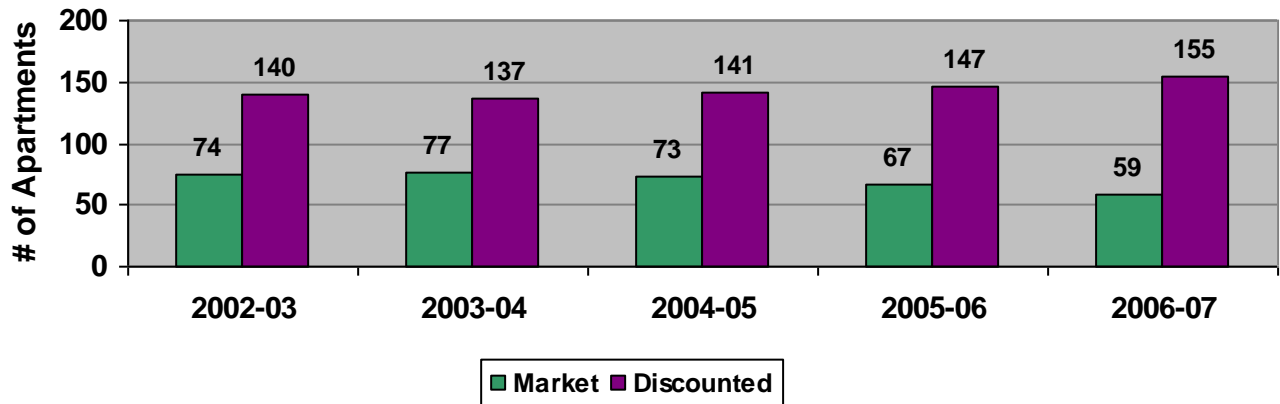
Performance Objectives – Riverside Place

Performance Indicators (OUTPUT)	2005-06 Actual	2006-07 Actual	% Change
Apartment Renovations	34	41	21%
Number of apartments serviced	150	150	0%

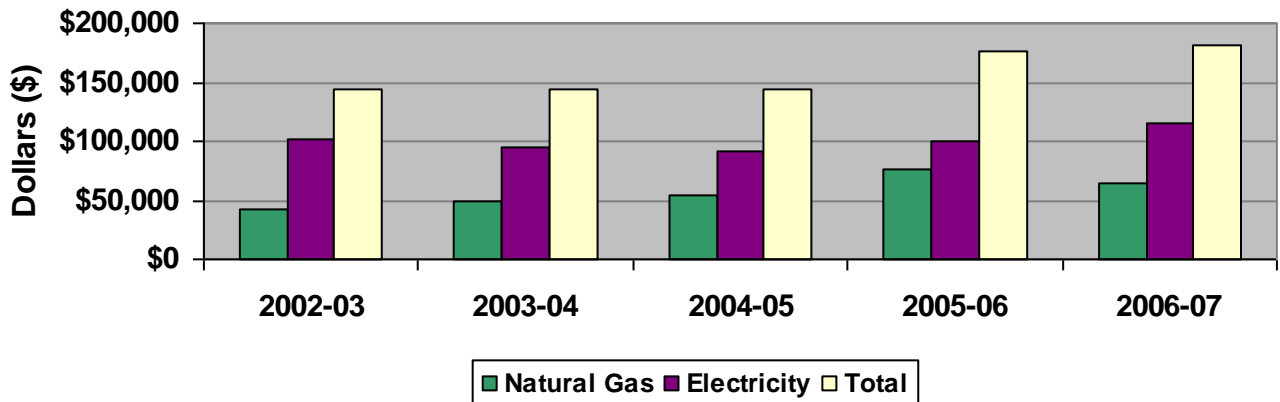
Performance Indicators (EFFICIENCY)	2005-06 Actual	2006-07 Actual	% Change
% Occupancy	100%	100%	
Apartment Turnover by Maintenance (Average days)	3.7	4.2	14%

Key Departmental Trends – Washington Woods

Market vs Discounted Trend



Utility Trend (annual)

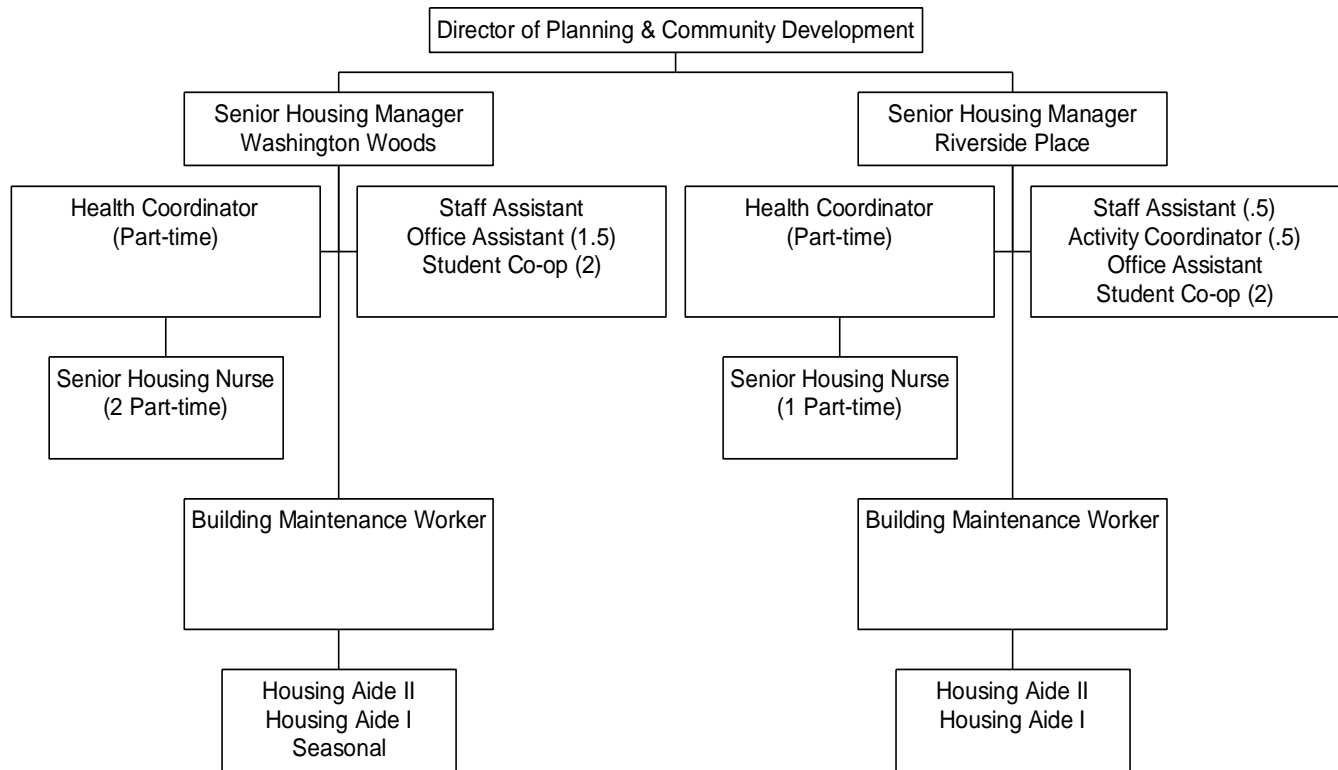


Performance Objectives – Washington Woods

Performance Indicators (OUTPUT)	2005-06 Actual	2006-07 Actual	% Change
Health Coordinator Assessments – New Residents	47	49	4%
Meals Served	31,360	30,632	-2%
Resident Activities	544	568	4%

Performance Indicators (EFFICIENCY)	2005-06 Actual	2006-07 Actual	% Change
Apartment Renovations	42	50	19%

Organizational Chart



Staff Summary – Riverside Place	Approved 2006-07	Approved 2007-08	Approved 2008-09
Manager, Senior Housing	1	1	1
Health Coordinator (Part-Time)	1	1	1
Staff Assistant (Part-Time)	1	1	1
Building Maintenance Worker	1	1	1
Housing Aide II	1	1	1
Office Assistant	1	1	1
Activity Coordinator (Part-Time)	1	1	1
Nurse (Part-Time)	1	1	1
Housing Aide I	2	2	2
Co-op (Part-Time)	2	2	2

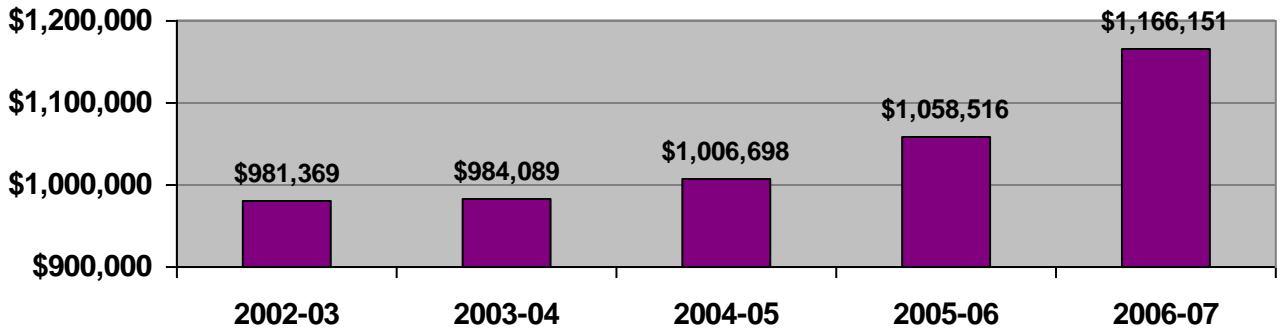
Staff Summary – Washington Woods	Approved 2006-07	Approved 2007-08	Approved 2008-09
Manager, Senior Housing	1	1	1
Health Coordinator (Part-Time)	1	1	1
Staff Assistant	1	1	1
Building Maintenance Worker	1	1	1
Housing Aide II	1	1	1
Office Assistant	1	1	1
Office Assistant (Part-Time)	1	1	1
Nurse (Part-Time)	2	2	2
Housing Aide I	2	2	2
Housing Aide I (Part-Time)	1	1	1
Co-op (Part-Time)	2	2	2

Summary of Budget Changes

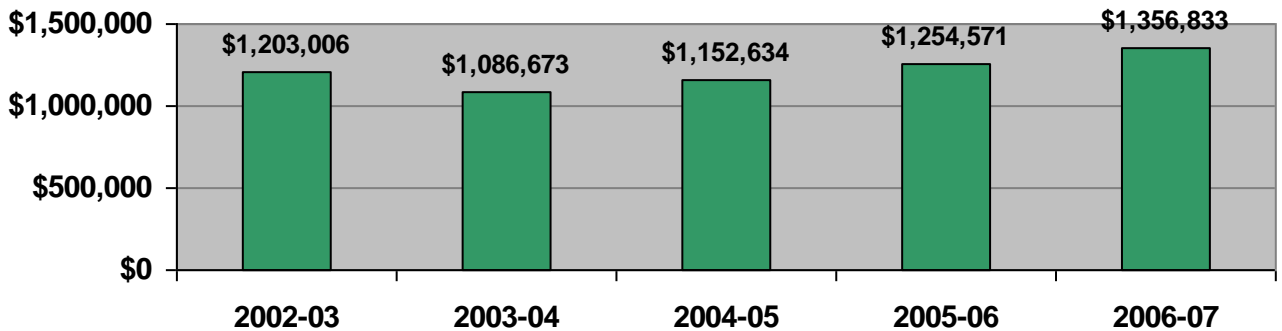
Significant Notes – 2008-09 Budget Compared to 2007-08 Budget

- Eliminated part-time nurse position which reduces nursing hours in 2007-08
- Prefunding Retiree health payments beginning in 2007-08
- Reduction in contracted refuse collection in 2007-08
- Redesigned landscaping to eliminate lawn mowing contract in 2007-08
- Eliminated contract for carpet cleaning in public areas in 2007-08
- Reduction in boiler service costs due to installation of new boilers in 2007-08
- Reduction in 5-year mechanical maintenance contract in 2008-09

5-Year Operating Budget History – Riverside Place



5-Year Operating Budget History – Washington Woods



RIVERSIDE PLACE FUND
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES
 Fiscal Year Ending June 30, 2009

	2006-07	2007-08		2008-09
	Actual	Budget	Estimate	Adopted
Operating Revenues				
Apartment rentals	\$ 1,014,559	\$ 1,047,012	\$ 1,074,274	\$ 1,135,147
Carport rentals	6,397	6,350	6,391	6,350
Total operating revenues	<u>1,020,956</u>	<u>1,053,362</u>	<u>1,080,665</u>	<u>1,141,497</u>
Operating Expenses				
Personal services	462,543	513,608	506,623	621,402
Supplies	22,679	25,520	23,616	23,520
Other charges	531,056	550,237	543,981	575,436
Reserve for contingencies	-	10,000	10,000	10,000
Total operating expenses	<u>1,016,278</u>	<u>1,099,365</u>	<u>1,084,220</u>	<u>1,230,358</u>
Net operating income (loss)	<u>4,678</u>	<u>(46,003)</u>	<u>(3,555)</u>	<u>(88,861)</u>
Non-operating Revenues (Expenses)				
Food services	(76,379)	(81,000)	(77,000)	(77,000)
Supportive living	36,040	36,000	35,304	36,000
Investment earnings	46,837	45,000	26,800	25,000
Miscellaneous revenue	100,381	83,000	89,721	82,300
Miscellaneous expense	(27,838)	(81,233)	(81,233)	-
Total non-operating revenues (expenses)	<u>79,041</u>	<u>1,767</u>	<u>(6,408)</u>	<u>66,300</u>
Other Financing Sources (Uses)				
Operating transfer in	795	-	-	-
Operating transfer out - Washington Woods	(10,000)	(10,000)	(10,000)	(10,000)
Investment in assets	(35,656)	(47,099)	(53,799)	(45,000)
Total other financing sources (uses)	<u>(44,861)</u>	<u>(57,099)</u>	<u>(63,799)</u>	<u>(55,000)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	<u>38,858</u>	<u>(101,335)</u>	<u>(73,762)</u>	<u>(77,561)</u>
Working Capital - beginning of year	<u>767,276</u>	<u>806,134</u>	<u>806,134</u>	<u>732,372</u>
Working Capital - end of year	<u>\$ 806,134</u>	<u>\$ 704,799</u>	<u>\$ 732,372</u>	<u>\$ 654,811</u>

RIVERSIDE PLACE FUND FIVE-YEAR FINANCIAL PLAN

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Operating Revenues						
Apartment rentals	\$ 1,074,274	\$ 1,135,147	\$ 1,179,609	\$ 1,226,166	\$ 1,274,938	\$ 1,326,021
Other rentals	6,391	6,350	6,350	6,350	6,350	6,350
Total operating revenues	<u>1,080,665</u>	<u>1,141,497</u>	<u>1,185,959</u>	<u>1,232,516</u>	<u>1,281,288</u>	<u>1,332,371</u>
Operating Expenses						
Personal services	506,623	621,402	649,365	678,587	709,123	741,034
Supplies	23,616	23,520	23,712	23,908	24,108	24,313
Other charges	543,981	575,436	586,133	597,071	608,255	621,941
Reserve for contingencies	10,000	10,000	5,000	5,000	5,000	5,000
Total operating expenses	<u>1,084,220</u>	<u>1,230,358</u>	<u>1,264,210</u>	<u>1,304,566</u>	<u>1,346,486</u>	<u>1,392,288</u>
Net operating income (loss)	<u>(3,555)</u>	<u>(88,861)</u>	<u>(78,251)</u>	<u>(72,050)</u>	<u>(65,198)</u>	<u>(59,917)</u>
Non-operating Revenues (Expenses)						
Food services	(77,000)	(77,000)	(77,000)	(77,000)	(77,000)	(77,000)
Supportive living	35,304	36,000	36,000	36,000	36,000	36,000
Investment earnings	26,800	25,000	18,007	16,815	15,778	15,055
Miscellaneous revenue	89,721	82,300	82,894	83,506	84,136	84,785
Miscellaneous expense	<u>(81,233)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total non-operating revenues (expenses)	<u>(6,408)</u>	<u>66,300</u>	<u>59,901</u>	<u>59,321</u>	<u>58,914</u>	<u>58,840</u>
Other Financing Sources (Uses)						
Operating transfer out - Washington Woods	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Investment in assets	<u>(53,799)</u>	<u>(45,000)</u>	<u>(15,000)</u>	<u>(15,000)</u>	<u>(10,000)</u>	<u>(10,000)</u>
Total other financing sources (uses)	<u>(63,799)</u>	<u>(55,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(20,000)</u>	<u>(20,000)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(73,762)	(77,561)	(43,350)	(37,729)	(26,284)	(21,077)
Working Capital - beginning of year	<u>806,134</u>	<u>732,372</u>	<u>654,811</u>	<u>611,461</u>	<u>573,732</u>	<u>547,448</u>
Working Capital - end of year	<u>\$ 732,372</u>	<u>\$ 654,811</u>	<u>\$ 611,461</u>	<u>\$ 573,732</u>	<u>\$ 547,448</u>	<u>\$ 526,371</u>

ASSUMPTIONS:

Working capital goal	\$ 400,000
Annual market rent increase	5.00%
Operating expense increase per year	2.25%
Personal services increase per year	4.50%
Investment earnings on working capital	2.75%
Investment in assets: five-year capital plan	

WASHINGTON WOODS FUND
 DETAIL OF BUDGET APPROPRIATIONS AND REVENUES
 Fiscal Year Ending June 30, 2009

	2006-07	2007-08		2008-09
	Actual	Budget	Estimate	Adopted
Operating Revenues				
Apartment rentals	\$ 1,095,706	\$ 1,104,748	\$ 1,141,116	\$ 1,184,692
Carport rentals	8,116	7,800	8,100	8,100
Total operating revenues	1,103,822	1,112,548	1,149,216	1,192,792
Operating Expenses				
Personal services	541,676	607,052	603,183	754,440
Supplies	43,201	38,961	34,136	38,761
Other charges	550,762	559,315	582,295	610,302
Reserve for contingencies	-	10,000	5,000	10,000
Total operating expenses	1,135,639	1,215,328	1,224,614	1,413,503
Net operating income (loss)	(31,817)	(102,780)	(75,398)	(220,711)
Non-operating Revenues (Expenses)				
Food services	(74,506)	(68,216)	(73,638)	(76,020)
Investment earnings	43,375	39,995	20,500	18,500
Miscellaneous revenue	126,460	117,795	122,502	119,753
Miscellaneous expense	(60,288)	(97,633)	(99,903)	(12,840)
Total non-operating revenues (expenses)	35,041	(8,059)	(30,539)	49,393
Other Financing Sources (Uses)				
Investment in assets	(86,400)	(48,445)	(24,734)	(17,500)
Operating transfers in	40,000	10,000	10,000	77,000
Total other financing sources (uses)	(46,400)	(38,445)	(14,734)	59,500
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	(43,176)	(149,284)	(120,671)	(111,818)
Working Capital - beginning of year	752,347	709,171	709,171	588,500
Working Capital - end of year	\$ 709,171	\$ 559,887	\$ 588,500	\$ 476,682

WASHINGTON WOODS FUND FIVE-YEAR FINANCIAL PLAN

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Operating Revenues						
Apartment rentals	\$ 1,141,116	\$ 1,184,692	\$ 1,214,661	\$ 1,245,835	\$ 1,278,271	\$ 1,312,029
Other rentals	8,100	8,100	8,100	8,100	8,100	8,100
Total operating revenues	<u>1,149,216</u>	<u>1,192,792</u>	<u>1,222,761</u>	<u>1,253,935</u>	<u>1,286,371</u>	<u>1,320,129</u>
Operating Expenses						
Personal services	603,183	754,440	788,390	823,868	860,942	899,684
Supplies	34,136	38,761	39,228	39,706	40,194	40,693
Other charges	582,295	610,302	566,525	578,001	589,735	603,004
Reserve for contingencies	5,000	10,000	5,000	5,000	5,000	5,000
Total operating expenses	<u>1,224,614</u>	<u>1,413,503</u>	<u>1,399,143</u>	<u>1,446,575</u>	<u>1,495,871</u>	<u>1,548,381</u>
Net operating income (loss)	<u>(75,398)</u>	<u>(220,711)</u>	<u>(176,382)</u>	<u>(192,640)</u>	<u>(209,500)</u>	<u>(228,252)</u>
Non-operating Revenues (Expenses)						
Food services	(73,638)	(76,020)	(76,020)	(76,020)	(76,020)	(76,020)
Investment earnings	20,500	18,500	13,109	10,339	5,803	1,366
Miscellaneous revenue	122,502	119,753	120,610	121,493	122,402	126,074
Miscellaneous expense	(99,903)	(12,840)	(13,225)	(13,622)	(14,031)	(14,452)
Total non-operating revenues (expenses)	<u>(30,539)</u>	<u>49,393</u>	<u>44,474</u>	<u>42,190</u>	<u>38,154</u>	<u>36,968</u>
Other Financing Sources (Uses)						
Investment in assets	(24,734)	(17,500)	(45,800)	(24,500)	-	(39,000)
Operating transfers in	10,000	77,000	77,000	10,000	10,000	10,000
Total other financing sources (uses)	<u>(14,734)</u>	<u>59,500</u>	<u>31,200</u>	<u>(14,500)</u>	<u>10,000</u>	<u>(29,000)</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	<u>(120,671)</u>	<u>(111,818)</u>	<u>(100,708)</u>	<u>(164,950)</u>	<u>(161,346)</u>	<u>(220,284)</u>
Working Capital - beginning of year	<u>709,171</u>	<u>588,500</u>	<u>476,682</u>	<u>375,974</u>	<u>211,024</u>	<u>49,678</u>
Working Capital - end of year	<u>\$ 588,500</u>	<u>\$ 476,682</u>	<u>\$ 375,974</u>	<u>\$ 211,024</u>	<u>\$ 49,678</u>	<u>\$ (170,606)</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	2.25%
Personal services increase per year	4.50%
Miscellaneous expense increase per year	3.00%
Investment earnings on working capital	2.75%
Investment in assets: five-year capital plan	