



City of Saginaw, MI



2013-
2014

Honoring the Values
of Our History and Accepting
the Challenges of Our Future

Approved Budget

CITY OF SAGINAW MICHIGAN

Honorable Greg Branch
Mayor



Darnell Earley
City Manager

Approved by City Council

May 29, 2013

Honorable Dennis Browning, Mayor Pro-Tem

Annie Boensch, Council Member

Norman Braddock, Council Member

Larry Coulouris, Council Member

Dan Fitzpatrick, Council Member

Floyd Kloc, Council Member

Amos O'Neal, Council Member

Andrew Wendt, Council Member

2013-2014 APPROVED BUDGET

CITY OF SAGINAW MICHIGAN

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2013-2014 APPROVED BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**City of Saginaw
Michigan**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Morrell

President

Jeffrey R. Emmer

Executive Director

The Government Finance Officer Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Saginaw for its annual budget for the fiscal year beginning July 1, 2012.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan, and a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and will be submitting it to GFOA to determine its eligibility for another award.

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INTRODUCTION



CITY OF SAGINAW
1315 South Washington Avenue
Saginaw, MI 48601-2599

April 29, 2013

Honorable Mayor and City Council:

In accordance with Section 43 of the Charter of the City of Saginaw and M.C.L.A. 141.421 et seq, the Uniform Budgeting and Accounting Act, submitted to you is the City Manager's Fiscal Year 2014 Approved Budget. The City continually strives to improve the budget document, with the purpose and intent to publish a budget document that acts as a policy statement, an operations guide, and a financial plan as well as a communication tool.

The recommended budget reflects a "zero growth budget" that is focused on continued fiscal solvency during these difficult financial times. This budget is a spending plan that reorganizes the financial landscape and allocates very scarce resources toward financial and administrative stability. The 2013/2014 Approved Budget will require diligent review and monitoring throughout the fiscal year. Balancing this budget proved extremely challenging given the continued decline in revenues and the expected increases in the cost of providing services. The decline in taxable value is also a serious issue for the City.

The major highlights of the fiscal year 2013/2014 Approved Budget include:

A General Fund budget total of \$30,984,843 - This represents a "zero growth budget," which actually equates to a decrease of \$819,313, from the FY 2013 General Fund budget of \$31,804,156. The FY 2012 actual expenditures totaled \$34,362,992; therefore the proposed budget represents a decrease of \$3,378,149 from the most recent audited expenditure total. It should be noted that the entire projected deficit for FY 2014 was not recognized in expenditure reductions, but there were numerous expenditure shifts that necessitated reductions in operating expenses. Approximately \$800,000 in expenses were transferred to the General Fund from the Unfunded Liability (OPEB) fund; additionally, cemetery expenditures were reallocated to the general fund from the endowment fund; life insurance, disability insurance, unemployment insurance, general liability insurance, and fleet charges increased; there were also significant increases in public safety overtime as those line items have been historically over budget.

As you may recall, the City anticipated a structural deficit of approximately \$3.20 million. This structural deficit has been eliminated through the reduction of personnel cost in public safety as well as in other areas. In fact, the total structural deficit was actually \$3.38 million, which is \$178,000 more than projected. This additional increase is due to the unbudgeted cost related to down-sizing the workforce, such as unemployment cost.

Budget	Amount
FY 2012 Audited Financials	\$34,362,992
FY 2014 Approved Budget	30,984,843
Difference from Actual to Approved	\$ 3,378,549
2013 Anticipated Structural Deficit	3,200,000
Difference from Anticipated Structural Deficit	\$ 178,549

A recommended tax levy of 14.8830 mills – In 2013, the tax levy is projected to increase 0.3193 mills from 2012. The increase is attributed to a decrease in the taxable value of properties in the City. It should be noted that the rate is still lower than the 2010 rate, which was 15.2508 mills. In 2011, the City eliminated 2.9532 mills for rubbish collection. This elimination was possible because the funding method for rubbish was changed from a combined millage and fee to a fee only service; however, that decrease was somewhat offset by a 1.5 mill increase in the Police and Fire Special Assessment that was approved by voters in 2010. The General Fund property tax receipts will be limited by the gross revenue ceiling limitation in the City Charter.

Millage Rate	2013
City Operating	7.3830
Police & Fire Special Asmt.	7.5000
Total	14.8830

Rate of Growth of Property Tax Base – Proposal A (a 1994 amendment to the State constitution) requires that the increase in taxable value be capped at the Consumer Price Index or 5%, whichever is less, but shall not exceed state equalized value. For the 2013 tax year, the Proposal A cap is 2.4%. As a result of all these factors, and the overall decrease to state equalized value, the net taxable value decreased by 5.26% from \$542,029,556 to \$513,567,057. It should be noted that the City is subject to a Headlee Limit of 7.3830 this year; otherwise the millage rate would have been 7.4553 mills.

Staffing Complement – There have been many changes in the staffing complement, citywide, in FY 2014 from the previous fiscal years. Following is a summary of these changes: in the Department of Public Services the Fleet Administrator and a part-time Laborer have been eliminated; in the Department of Community and Economic Development, formally Department of Development, the Assistant Director position was also eliminated; and the following positions were eliminated in Community Public Safety: 36 sworn Police Officer positions, which includes the vacant Assistant Police Chief, and 15 Firefighter positions, which includes the Deputy Fire Marshal. To not eliminate these positions would only contribute to a structural imbalance in the City’s operating budget that will substantially grow as the cost for these positions increases on an annual basis. Services will be restructured around the remaining positions to provide the level of service that our revenues can support. Furthermore, this budget also includes a part-time Celebration Park Attendant position that is offset by the reduction in a Streets Laborer mentioned above. Also Community Public Safety – Inspections adds four part-time Skilled Clerical positions in the Environmental Improvement division of the Rubbish Collection Fund.

Non-General Funds account for approximately 76.17% of the \$129,996,440 city budget. Water and Sewer Utility Enterprise Funds make up approximately 59.56% of the total Non-General Fund spending with a combined budget of \$58,971,072.

This year’s budget message covers three major topic areas: Budget Preparation and Presentation, FY 2014 Budget Highlights, and a brief comment on the Public Safety Millage. The 2014 “zero growth” approach to spending is indicative of the economy in Michigan and has represented the direction of

budget development and implementation in the City of Saginaw for the past four budget cycles. Except where inflationary differences, contractual obligations, and organizational changes have been noted, no other areas reflect significant budgetary increases.

The 2014 Budget also reflects the strategic planning efforts and priorities as discussed in ongoing strategic planning sessions. Our intent for 2014 is to provide services at the best possible levels given the available resources, balance the budget, and continue the ongoing evaluation of the structure and efficiencies of all City departments. We have achieved that objective with this adopted spending plan. The FY 2014 budget does not include the use of any fund reserves for the General Fund. This budget is in compliance with the Uniform Budgeting and Accounting Act.

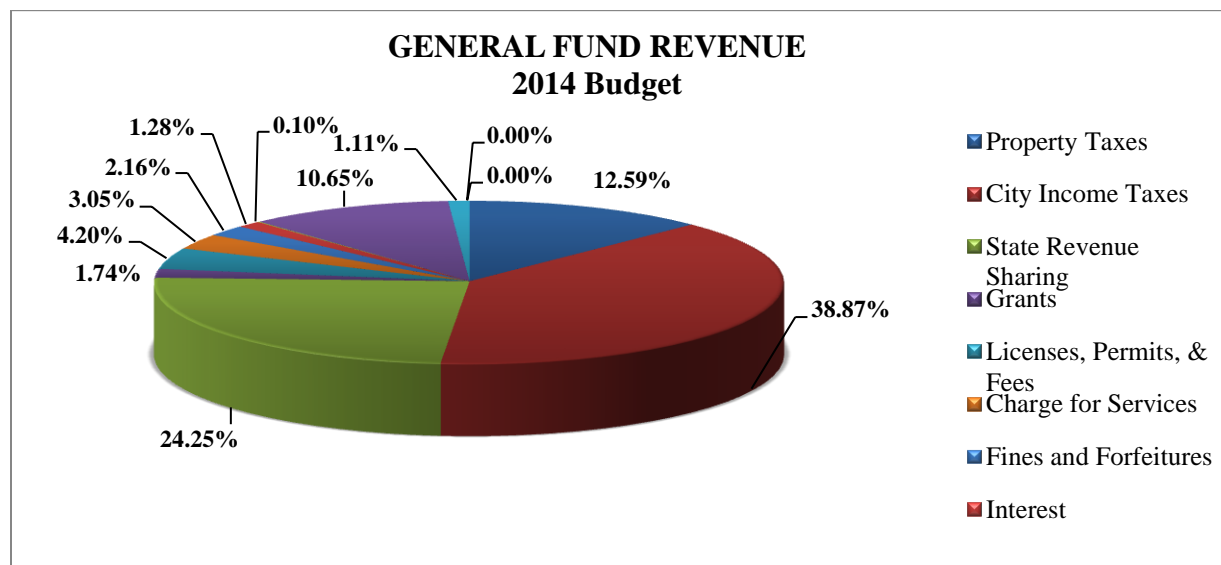
Budget Preparation and Presentation

The FY 2014 Budget uses a format recommended by the Government Finance Officers Association of the U.S. and Canada and is used by cities throughout the two countries. The Office of Management and Budget strives to make the budget useful as a management tool, communication device, and policy document.

FY 2014 Budget Highlights

General Fund Revenues

The following chart indicates the various General Fund Revenue Sources for 2013/2014 and the relative percentage supplied by each.



Tax Rate

The 2014 Budget calls for a total City tax levy of **14.8830** mills. This represents a 0.3193 increase in the overall millage rate from 2012. The increase can be attributed to a decrease in the taxable value of properties in the City. However, as noted previously, this rate is lower than the 2011 rate.

It is important to note that the City has a revenue ceiling of \$3,828,778, as per the City of Saginaw Charter; additionally, the City has a maximum allowable general operating millage rate of 7.5000, even if the revenue ceiling has not been reached. This is a result of the tax cap, which was passed by city residents in 1979.

Property Tax Millage Rates

The City Council has authority for the 2013/2014 fiscal year, to levy a tax rate of up to 14.8830 without a vote of the citizens, as indicated below.

Millage Rate History	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
City Operating	5.3056	5.5849	6.2976	6.7290	7.0637	7.3830
Trash Collection	2.9532	2.9532	2.9532	0.0000	0.0000	0.0000
Police & Fire Special Asmt.	<u>6.0000</u>	<u>6.0000</u>	<u>6.0000</u>	<u>7.5000</u>	<u>7.500</u>	<u>7.500</u>
	14.2588	14.5381	15.2508	14.2290	14.5637	14.8830

Tax Shift

The taxable value of residential properties decreased from \$334,056,853 to \$317,901,841, a decrease of 4.84%. The total taxable value projected for FY 2014 is \$513,567,057 of which real property will be \$425,229,057, and personal property will be \$88,338,000.

Income Tax

The Uniform City Income Tax Ordinance empowers the City to collect an income tax of one and one-half percent or three-quarters percent, depending on the individual's residency status and/or place of employment. Income Tax revenue for FY 2014 is projected to be \$12,043,027 (a 0.17% increase from the FY 2013 projection of \$12,022,879). Income tax revenue relies heavily upon the financial health of businesses operating in the Saginaw area.

It should be noted that \$992,027 of the projected income tax revenue for 2014 is related to delinquent taxes. As the City has been experiencing a decline in the Income Tax base and other revenue sources in previous years, an aggressive approach towards delinquent revenue collections has been undertaken. As part of the process of collecting revenue owed to the City, departments throughout the City have been working with Plante & Moran, Inc. in the Department of Fiscal Services and other key personnel to develop, implement, and structure the revenue collections effort. The City is constantly working to improve the collections process to ensure that all funds due are collected in a timely manner.

Cost Allocation Plan

In an effort to accurately reflect the cost of providing and administering services in all departments, the City began completing an annual cost allocation plan in 2008. The Cost Allocation Plan recognizes indirect or administrative expenses, such as accounting, human resources, payroll, etc., and allocates those expenses to benefiting departments. The implementation of this plan has ensured that costs are spread equitably among City departments and administered accurately. The 2014 Budget reflects the continued use and updating of the cost allocation plan.

Unfunded Liabilities/Retiree Health Care

The City of Saginaw provides post-employment health care coverage under a traditional insured plan to retired employees, their qualified spouses, and other dependents as mandated by collective bargaining agreements and federal law. Historically, the City has recognized the cost of this benefit on a "pay-as-

you-go” basis for those current recipients of the benefit, as well as pre-funding a portion of these future benefits.

The Governmental Accounting Standards Board (GASB), which is the regulatory body responsible for establishing the financial reporting requirement with which municipalities must comply, has changed the reporting standards for post-employment health benefits through GASB Statement Number 45, *Accounting and Financial Reporting by Employers for Post Employment Benefits Other Than Pensions*. This statement requires governmental entities to begin reporting the Accrued Liability for retiree health care and other post employment benefits over a phase in period. The FY 2009 audit was the first audit affected by GASB 45. In addition, there are a variety of unfunded liabilities that are addressed and explained as part of the City’s fiscal year end audit.

Recycling Program

In an effort to follow the guidelines of community sustainability and green initiatives, the City will continue to operate a recycling site at the Public Services Building one day each month. Funds are included in the 2014 Budget for its operational needs. Additionally, the City began a curbside recycling program in April of 2012 and will continue with the program in FY 2014 with funding from the Rubbish Collection Fund. The continuation of the curbside recycling program will necessitate an increase in the rubbish collection fee for this fund of \$10.00 per household unit.

Capital Improvements

General Fund capital improvement expenditures have not been included in the FY 2014 budget. Due to economic conditions, not only within Saginaw but throughout the country, we have experienced a significant decline in revenues and this trend is expected to continue in FY 2014; simultaneously, the City is experiencing an increase in operating expenses and legacy costs. The City’s goal is to continue to provide a satisfactory level of services given the declining level of resources to meet these needs.

The City will continue to work to maintain service levels. At the same time, we realize that some capital improvement expenses are necessary. City administration continually strives to locate and utilize grant funding for many of these projects, and will continue to do so going forward. Additionally, the City management team will continue to review all capital improvement requests and evaluate the urgency of those needs.

The City must address capital needs associated with City Hall and other facilities. In 2011, the City engaged Plante and Moran - CRESA to complete an analysis of its facilities. At this time, those recommendations have not yet been completed. However, the building continues to deteriorate and repairs must be made. During the April 15, 2013 City Council meeting, replacement of the roof and some masonry repairs were approved. These repairs were overdue and essential, however, much more work must be completed on City Hall to ensure the facility remains viable, and repairs are also needed for many other City buildings. This budget does not address those needs, as most of the available resources are being directed toward employee costs, legacy costs, and operating expenses.

Public Safety Millage

During fiscal year 2011, the citizens approved the retention of the Public Safety Millage as well as an additional 1.5 mills. The retention of the millage and the additional funding is vital to the continued viability of the City’s police and fire departments. The millage was originally passed in May of 2006 at a rate of 6 mills, and revenue from the original millage supported 31 police officers and 20 firefighters. It should be noted that no guarantees were made regarding the staffing levels or total number of FTE in conjunction with the passage of the millage in 2011. However, all funds collected must be used for personnel costs for police officers and fire fighters.

For FY 2014, the Public Safety Millage will generate approximately \$3,189,761 in revenue, while the Public Safety Fund (205), which was established to account for personnel supported by the millage, will have budgeted expenditures of approximately \$3,189,761. This is the first time in several years that the General Fund has not had to bear the burden of a gap between the millage revenue and the expenditures in the Public Safety Fund. This is due to a reduction in the number of personnel accounted for in this fund. The 2014 Public Safety Millage will support 24 police officers and 9 firefighters. The intent is to have a clear representation of the number of personnel that are supported by the Public Safety Millage. Previously, a set number of personnel had been maintained throughout the length of the millage with an ever increasing gap between revenues and expenditures.

Over the past several years, the City of Saginaw has been able to decrease violent crime and reduce the number of fire related calls by improving service delivery. This trend is in jeopardy because general fund revenues have significantly decreased, and public safety is the primary expenditure of the General Fund. The City must continue to review public safety operations and implement additional changes in service delivery so that these trends can continue.

City Strategic Plan

The City has continued the practice of strategic planning sessions where City Council members and the City Management Team meet to discuss issues that are pertinent to the continued success of the City. As part of these continuing sessions, the following five goals and objectives were established, and in the 2014 budget, funding has been earmarked to meet these goals and objectives:

City of Saginaw – Goals and Objectives	Amount designated from 2014 Budget
Crime and Public Safety Issues	\$23,778,942
Neighborhood Revitalization and City Beautification	\$739,180
Recreational Offering and Youth Activities	\$210,501
Maintain and Enhance City Revenue Efforts	\$97,644
Organizational Development	\$15,000

Conclusion

The Fiscal Year 2014 budget has been developed in another year of financial challenges. Cities throughout the state are struggling to maintain services for their citizens, particularly those cities that once relied heavily on the manufacturing industry. As City Manager, it is my task to develop a responsible budget that incorporates solvency, sustainability, and change. As with previous budgets, the 2014 Approved Budget continues a trend that means reconsideration of the way municipal services are delivered, as well as the level of services that can be provided with the available resources.

It appears that revenues for the City may be stabilizing to some degree. The City is not experiencing drastic decreases in income tax, which is our largest form of revenue. We have seen increased business and economic development in the City as we look forward to the partnership between Central Michigan University and the two hospitals located in the City. We are also beginning to see additional residential development in the downtown area to go along with recent apartment renovations in the Old Towne area. This is very good news, however it does not reduce the need for continued reforms and restructuring of the way we do business. While our revenues seem to be stabilizing, our expenditures are increasing. Additionally, there are proposed changes to personal property tax that are yet to be settled; those taxes represent approximately \$600,000 for the City, and none of the proposed plans for eliminating the tax replace that revenue 100%.

Retiree benefits have long been an issue for the City and the rate at which those costs have continued to rise is alarming. Pension costs for 2014 have increased by well over \$1 million from 2013 expenditures, and retiree health care also continues to be a burden. Nearly half of the total general fund expenditures can be traced back to retiree expenses! This is an area that must be addressed during the fiscal year in order to preserve city operations going forward.

During the fiscal year, managed financial planning will become one of the most important aspects for overall city management. The City will become even more vigilant managing and reducing expenditures throughout the fiscal year. We will continue to review all positions when they become vacant to determine the best course of action for the City; positions will only be filled based upon compelling evidence from the requesting department, such as revenue production and the overall financial condition of each requesting department.

As “Collaboration, Consolidation, and Cooperation” is one of the primary ideas in the Governor’s EVIP, we must continue to consider ways that we can cooperate with other local units of government and form collaborative agreements. We must continue to review these opportunities, not only because our revenue depends upon them, but it is a way by which the City can reduce its expenditures to maintain an essential level of service delivery to its citizens. A great deal of time and effort has been spent on discussions regarding collaborating with the County on law enforcement. While it appears that is not an option at this time, we must continue to work on other areas and determine if the City can be a leader in providing services and collaborating with other local units. We must not forget that the City partners with many local units for inspections, as city inspectors work in a number of other communities bringing revenue back to their department. Additionally, the City has had a collaborative relationship with the State Police for several years, and that has become even stronger as the City works to provide police services with a limited number of officers. These efforts can be duplicated and expanded.

In the upcoming fiscal years we must continue to make the tough decisions, as the Council and management team have done for the past several years. This will be even more important as we move into FY 2014. Innovation, new ideas, and change will be the way by which the City remains solvent and operates in a sustainable manner. Saginaw has been a pioneer in many areas of reform, and that must be expanded. We must continue to have the cooperation of the Council, management team, staff, labor unions, and the public to provide essential services. The goal of ensuring quality services, while pursuing an improved financial condition for the City, will be a continuing priority. I am confident that this goal is both manageable and achievable. We will provide the best service possible with the resources that are available.

Respectfully submitted



Darnell Earley
City Manager

HOW TO USE THE BUDGET DOCUMENT

This page provides an explanation of the format and content of the Fiscal Year (FY) 2013/2014 Budget document. To find the exact location of this information, please refer to the ***Table of Contents***. The major sections of this document are described as follows:

City Manager’s Budget Message

The City Manager’s Budget Message highlights major changes in city services, policies, and requirements contained in the 2013/2014 Budget.

Policies and Initiative

This section illustrates City Manager and Council goals and objectives, which provide direction for budgetary decisions and allocations.

Additional Introductory Information

This introductory information consists of the updated City Organizational Chart, Elected Officials, Management Team, and Organizational Structure of the City of Saginaw.

Budget Overview

Contained within the Budget Overview is the Budget and Finance section. This section describes the financial and operating policies and procedures that guide the development of the City’s budget. Additionally, the Budget Summary section provides the reader a series of financial summaries with information on revenues, expenditures, and staffing levels for FY 2013/2014 and prior years.

Budget Detail

This section contains information on FY 2013/2014, as well as historical revenue and expenditure information for the General, Special Revenue, Enterprise, Internal Service, and Fiduciary Funds’ operating budgets. This detail of fund and corresponding department budgets is represented according to:

- Description of individual programs
- Summary of resources (projected revenue) and appropriations (proposed expenditures) – total fund budget.

- Line-item detail – provides detail of revenues and expenditures for FY 2010-2012 actual, FY 2013 Approved Budget, FY 2013 Adjusted Budget, 2013 Projected, and FY 2014 Approved Budget.
- Revenue line items identify specific funding sources. Expenditure line items are categorized as personnel services, operating expenses, capital outlay, and miscellaneous. “Other Services” has the following classifications:
 - **Professional Fees** – covers all expenditures that are related to professional services provided to the City. This includes professional services, legal services, engineering services, employment agency fees, operating services, labor professional services, insurance, workers compensation payments, and advertising.
 - **Maintenance Fees** – covers all expenditures that are related to services performed or utilized. These fees include: demolition, postage and freight, telephone, printing, utilities, water/sewer, general repairs, motor pool charges, motor vehicle repairs, streets resurfacing, equipment rental, rents and taxes, impounding fees, and other service fees.
 - **Other Contracted Fees** – covers all expenditures that are related to specific services, professional organizations, subscriptions, and employee enhancement. Examples of these costs would be: subscriptions, dues, recruitment fees, right-to-know expenses, claims and judgments, council meals, travel/meal/lodging, training and development, education reimbursements and other reimbursements.



Mayor
Greg Branch

CITY OF SAGINAW ELECTED OFFICIALS



Mayor Pro-Tem
Dennis Browning



Council Member
Amos O'Neal



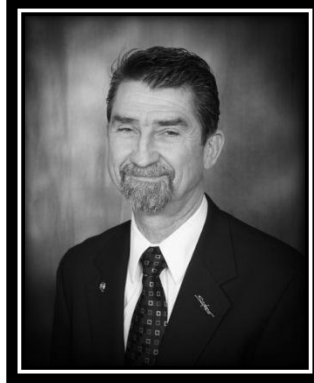
Council Member
Larry Coulouris



Council Member
Dan Fitzpatrick



Council Member
Annie Boensch



Council Member
Floyd Kloc



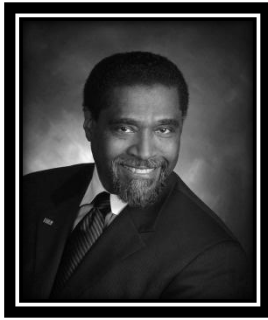
Council Member
Norman Braddock



Council Member
Andrew Wendt



**CITY OF SAGINAW
MANAGEMENT TEAM**



Darnell Earley
City Manager



Timothy Morales
Deputy City Manager/CFO



Debbie Buck
Public Information Officer/Executive Asst.
to the City Manager



Yolanda M. Jones
Assistant to the City Manager
/Budget Administrator



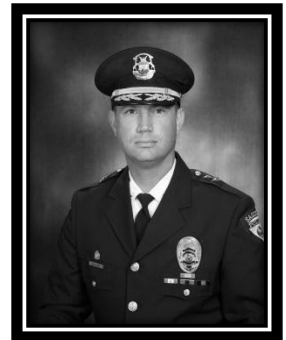
Phillip Ludos
Asst. City Manager for Public Safety



Janet Santos
City Clerk



Andre Borrello
City Attorney



Brian Lipe
Police Chief



William Ernat
Interim Community and
Economic Director



Dennis Jordan
Employee Services Director



Kimberly Mason
Water and Wastewater
Services Director

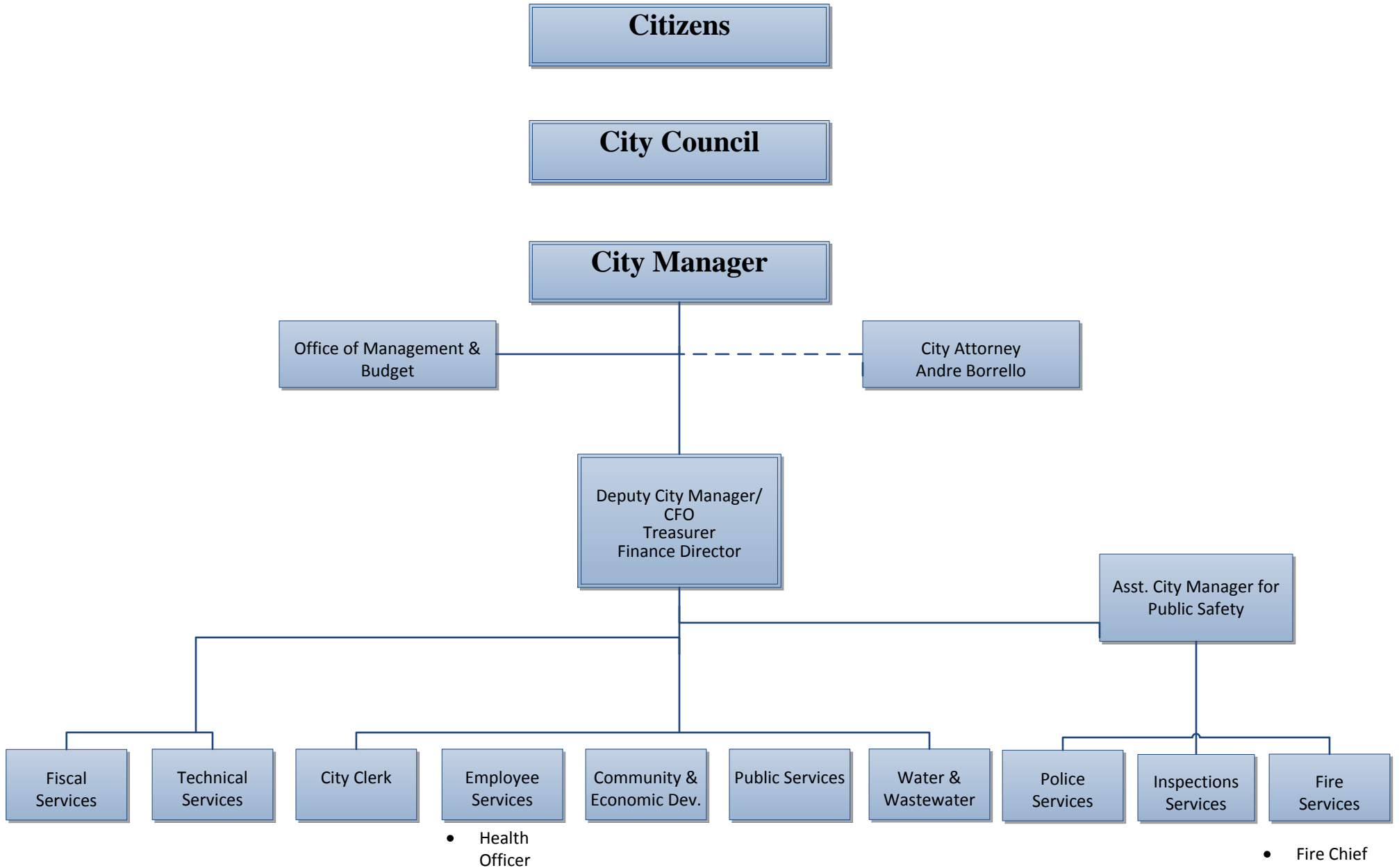


Jeff Klopoc
Technical Services Director



Phillip Karwat
Public Services Director

CITY OF SAGINAW



CITY OF SAGINAW

ORGANIZATIONAL STRUCTURE

The City of Saginaw operates under the Council-Manager form of government. Nine Council members are elected on a non-partisan, at-large basis for four-year, overlapping terms. The Mayor is elected from other council members at the first meeting after each election, for a two-year term. The City Council appoints the City Manager who in turn appoints all City employees and Department Heads. The City Manager, as the Chief Executive Officer, prepares and submits his/her budget to City Council for review and approval. Organizationally, the City Manager provides the institutional focus for planning, programming, and developing policy.

The City Manager, as Chief Executive Officer, has the sole responsibility to select, direct, and oversee his Administration. As the head of the Executive/Administrative Branch of government, the City Manager is responsible for conveying City Council instructions to department heads and division heads. With a top-down form of management, department heads and division heads are fully accountable for departmental operations. This includes overseeing supervisory line management to assure the City's goals and priorities are achieved.

The formal organizational structure of the City is comprised of the Offices of General Government, Departments of Fiscal Services, Community Public Safety, Community and Economic Development, Public Services, Water and Wastewater Treatment Services, and Technical Services. The largest organizational component within a department is the division. The structural design of the division is closely related to service output or function. Divisions provide separation of duties within each department. With responsibilities delegated at such a definitive level, many divisions can be interpreted as local government programs, wherein the City places emphasis on the distribution of workloads to achieve a specific output and outcomes. To evaluate

these output and outcomes, the Office of Management and Budget (OMB) staff has incorporated policy objectives and performance measurements into the approved budget document to analyze the effectiveness and efficiency of service delivery. Meeting organizational goals and objectives are the ultimate outcome each department is attempting to achieve.

To account for departmental and office fiscal transactions, the City utilizes the fund basis of accounting whereby all governmental activities are accounted for through a series of distinct funds. These funds include reporting entities to control resources and demonstrate compliance with various legal and budgetary constraints affecting government. The General Fund accounts for all resources not otherwise devoted to specific activities and finances many of the basic municipal functions. Other governmental funds include Special Revenue, Enterprise, Internal Service, and Fiduciary Funds. The City also has several expendable Trust Funds. The budget is organized by fund and is further identified by resources and appropriation details.

Some departments encompass the operations of more than one fund. The Department of Community and Economic Development combine General Fund operations with Community Development Block Grant (CDBG) Fund Operations as well as Tax Increment Financing Authority (TIFA) the Local Development Financing Authority (LDFA) and Brownfields Authorities. The Technical Services Department combines the General Fund's Saginaw Government Television (SGTV) Division with the Internal Service Fund's Geographical Information Systems and Information Services Funds. Additionally, the Department of Public Services combines General Fund Operations with Special Revenue Funds – Major and Local Streets, Rubbish Collection, Clean Energy Coalition, Andersen Enrichment Center, Boat Launch and Celebration

Park Funds, Enterprise Funds – Sewer and Water Operations and Maintenance Funds, and Internal Service Funds – Public Works Building, Radio Operation Fund, and the Motor Pool Operation Fund. All Enterprise Funds are owned and operated by the City; therefore, all revenues go directly for those operations.

The Offices of General Government and departments listed below are part of the General Fund. Discussions regarding these departments will involve the roles of management and supervisory personnel.

General Government encompasses five offices, which include separate offices for elected officials. The City Council Office is made up of nine at-large elected members headed by the Mayor. The Executive Assistant to the City Manager/Public Information Officer provides technical and administrative support to City Council. The Administrative Support Clerk assists the Executive Assistant to the City Manager/Public Information Officer with all related responsibilities.

The Office of the City Manager is the administrative office for all administrative activities. The City Manager, who is appointed by City Council, is the highest-ranking official. City Manager Office personnel includes an Executive Assistant to the City Manager/Public Information Officer, and an Administrative Support Clerk. Both administrative staff individuals conduct the day-to-day business for the office. The responsibilities of the City Manager are the supervision and coordination of the City administration in implementing policies formulated by the City Council; preserving the health, safety, and general welfare of persons and property within the City of Saginaw; and enforcing the City Charter, City Ordinances, and applicable State and Federal Laws. Likewise, the primary responsibilities of this office are preparation of Council agendas; providing informational material and staff support to Council members; providing information to the general public and performing all administrative functions

necessary for the operation of City government programs and services.

A division of the City Manager's Office is the Office of Management and Budget. This office includes an Assistant to the City Manager/Budget Administrator, who oversees the operation of this office, and an Administrative/Budget Analyst. The City Manager, through this office, submits an annual recommended budget to the City Council, develops the City Capital Improvement plan, monitors, evaluates, and facilitates the City's CitiStat and Performance Management programs, and identifies and secures outside funding resources for city programs and projects through grants administration.

The Employee Services Director heads the Employee Services Office. This individual manages the City human resource operation, which includes maintenance of personnel records, recruitment for vacant positions, labor administration and negotiation of collective bargaining contracts, equal employment opportunity, workers compensation, health and safety, and administering the City's benefit programs. There are five employees in this office – Director, Assistant Director, Employee Benefits Coordinator, Administrative Assistant, and an Employee Services Support Staff. All individuals are considered non-union management.

The City Clerk's Office is headed by the City Clerk, who serves the City Council by recording and indexing minutes of Council meetings and handling correspondence needed as a result of official Council action. The office updates codes and ordinances, maintains a legislative history of code changes, and indexes and files all legal documents pertaining to city business. The City Clerk serves as Clerk of the Civil Service Commission, operates the Charter mandated Bureau of Public Information and Complaints, and oversees the operation of the City Hall mail service, printing, and office supplies sections. The office also administers city licensing functions and publishes all legal notices, unless otherwise provided.

The City Clerk's Office also functions as the Election Office. The City Clerk, along with the Deputy City Clerk and other supporting staff, is also responsible for ballot preparation, issuance of absent voter ballots, delivery and set up of voting equipment, training of election board workers in proper election procedures, the processing of ballots in compliance with federal and state election laws and the maintenance of voter registration files.

The City Attorney's Office provides advice and counsel to the City Council, City Manager, department and division supervisors, and employees of the city on city-related business. In addition, the City Attorney's Office provides assistance and counsel to the City's boards and commissions, and it represents the City and city employees when they are sued for acts occurring in the course of their employment.

The Department of Fiscal Services is comprised of 7 divisions: Administration, Office of the Controller, Purchasing, Treasury, Assessor's Office, Income Tax, and Customer Accounting. The Deputy City Manager/CFO, who is responsible for financial planning, control, and reporting for the City of Saginaw, heads the departments of Fiscal Services and Technical Services. Fiscal Services also provides administrative support in budgeting, financial planning, management, evaluation and forecasting necessary for administering City services and assisting all departments in their missions. The Deputy City Manager/CFO is also responsible for conducting the day-to-day City business in the absence of the City Manager as well as other duties as assigned by the City Manager.

The Assistant City Manager for Public Safety oversees and manages the Office of Community Public Safety (CPS), which includes Police, Fire, Inspections, and Parking Operations. In the CPS-Police, the Police Chief, who is a management employee, reports directly to the Assistant City Manager and oversees the Police Department. The divisions within this structure are: Administration, Police Patrol, Police Investigation, Criminal

Investigation, Building and Maintenance, and Support Services. The City of Saginaw utilizes the 12-hour shift for the Patrol Officers, which includes some of the Commanding Officers. In addition, in FY 2011, the City of Saginaw passed a public safety millage, which pays the salaries and benefits of 33 Police Officers and Firefighters. The CPS-Police has 24 Patrol Officers paid through this millage. The Public Safety millage is renewable in FY 2016. The costs for these individuals are reflected in the Public Safety Millage Fund, which is a Special Revenue Fund.

Similar to the CPS-Police, the Assistant City Manager for Public Safety provides oversight to the CPS-Fire. Three Battalion Chiefs oversee and manage the daily activities of this structure. CPS-Fire consists of four divisions: Fire Prevention, Fire Suppression, Fire Training, and Fire Apparatus Operations and Maintenance. CPS-Fire has approximately 9 Firefighters who are paid from the Public Safety Millage as with the CPS-Police.

In FY 2013, a third component of Community Public Safety was added to the Assistant City Manager for Public Safety charges. Inspections and Parking Enforcement now report directly to the Assistant City Manager. Inspections consist of a Licensed Inspector, Electrical Inspector, a Plumbing and Mechanical Inspector, one Code Enforcement Inspector and an Office Assistant. The primary goal of this division is to protect the general health, safety, and welfare of the public by administering and enforcing the City's building, electrical, plumbing, mechanical, and other property codes. This division is also responsible for managing the inspection staff assigned to the housing rehabilitation program demolitions, and all ordinance enforcements, such as weed and environmental improvement.

Parking Operations consists of a Parking Enforcement Officer and two Skilled Laborers. Employees of this division report directly to the Licensed Inspector. The primary goals of this division are to manage the municipal parking

structures and enforce the City Parking Ordinance. Activities include the issuance of tickets to illegally parked vehicles and inspection of the City parking lots. This division also ensures that the lots are free of debris and there are no maintenance or safety concerns for the patrons using the facilities

The Interim Director of Community and Economic Development is accountable for all of the Community Development Block Grant (CDBG) programs and supervises the Department. The General Fund portion of this Department is composed of the Planning and Zoning division, which consists of an Associate Planner, 92% of the Director, and 5% of the SEDC Loan Support Specialist. Their main responsibility is to provide comprehensive management for all development related activities. Further, these individuals oversee all planning and zoning activities of the City, including staff support to the Planning Commission and Zoning Board of Appeals. Staff also serve in customer service functions with regard to zoning inquiries, site plan review, and other regulatory questions.

The Director of Public Services heads the department of Public Services. This department makes up more than half the City's workforce and spans multiple funds. The Department of Public Services consist of eight divisions within the General Fund – Cemeteries, Public Services - Administration, Engineering, Traffic Engineering, Street Lighting, Japanese Tea House, Weed Abatement, and Facilities; seven Special Revenue Funds: Major and Local Streets, Rubbish Collections, Clean Energy Coalition, Andersen Enrichment Commission, and Boat Launch, and Celebration Park; two Enterprise Funds: Sewer and Water Operations and Maintenance Services and Right of Way Services (only), and three Internal Service Funds: Public Works Building, Radio Operations, and Motor Pool Operations; and two Fiduciary Fund: Oakwood and Forest Lawn Cemeteries Endowment. Many of the services provided in this department require a twenty-four hour, seven-day-per-week schedule. Crucial

infrastructure services include traffic signal engineering, and general management of City streets in the event of an emergency.

The Director of Water and Wastewater Treatment Services oversees both Water and Wastewater Treatment Plants. These plants require a twenty-four hour, seven-day-per-week schedule. The crucial utility infrastructure services that are maintained around the clock include water and sewage facilities. Both the Director of Public Services and the Director of Water and Wastewater Treatment Services serve as an advisor to the City Manager regarding any serious conditions. The Director of Water and Sewer Treatment Services is also responsible for the Water and Sewer Operation and Maintenance's Process and Control divisions.

The Director of Technical Services and an Assistant Director of Technical Services head the Technical Services Department. The Director of Technical Services reports directly to the Deputy City Manager/CFO. Technical Services operates the Geographical Information System and Information Technology Services for all the departments in the City of Saginaw. Activities include telecommunications, cellular phones, computer networking services, software and hardware selection and installation, systems analysis and design, programming, problem resolution, end-user training and on-line and batch processing. This department is also responsible for the Saginaw Government Television (SGTV), which has been on the air since January 1988. The purpose of the station is to provide residents with up-to-date information regarding City government services, activities, and events; live and taped telecasts of City Council Meetings and special meetings or news conferences; and public service announcements.

The City is unique in providing a full array of services including utility operations. The City of Saginaw has used an entrepreneurial approach to solving problems resulting in substantial savings to the City while meeting the public's need. Through

the continual improvement in productivity, the Administration intends to expand services where necessary and minimize costs.

*CITY OF SAGINAW
2013/2014 APPROVED BUDGET
POLICIES AND VISIONING PLAN*

The City Charter, the Uniform Budgeting and Accounting Act for State and Local Units of Government in Michigan, and the generally accepted accounting principles govern the City of Saginaw (City) budget policies. These laws established budget control guidelines, establish tax levy and assessment valuations limits, and provide bonded debt limits. The City's resources and appropriations policies are extensions of these laws, and follow generally accepted accounting principles.

LEGAL REQUIREMENTS:

The City Charter (*Section 43*) states that by the last Monday in April, the City Manager shall submit to the City Council the proposed budget for the next fiscal year.

Council shall by resolution, determine and adopt the budget and make the appropriations for the next fiscal year and shall provide, by resolution, for a tax levy of the amount necessary to be raised by taxation at least thirty days prior to the first day of the upcoming fiscal year. In accordance with Public Act 5 of 1982 as amended, a public hearing shall be held prior to levying of an additional millage rates (Truth and Taxation) and the adoption of the next fiscal year budget by the council, as such time and place as the council shall direct. The City Clerk shall publish the notice of public hearing at least one week in advance.

The amount of property taxes that may be levied by the City in any year shall not exceed three-quarters of one percent of the assessed valuation as equalized of all taxable real and personal property of the City. If the assessed value of all the property in the City as determined on the first Monday in May, 1979, is increased in subsequent years for any reason, the maximum millage rate provided herein shall be permanently reduced to yield the same gross dollar revenue as the fiscal year 1978-79 property tax revenue yield (*Section 45 of City of Saginaw Charter*).

The City is also required by the State of Michigan to present a balanced budget. An appropriation resolution cannot be adopted that would cause total expenditures, including accrued deficit, to exceed total revenues, to include any available surplus, Section 16 of Public Act 621 of 1978.

FINANCIAL (BUDGET) POLICIES:

The City of Saginaw's financial policies have been established for the overall fiscal management of the City. These policies operate independently of changing circumstances and conditions. These policies also provide a framework to assist the decision-making process for the Council and Administration.

The following policies provide guidelines to evaluate current services as well as proposals for future projects and programs:

- The budget will determine how much money is available. It will then allocate these resources among the highest priorities that have been established by City Council at the City's Strategic Planning Sessions.
- Expanding an existing service program or adding a new service or program will only be considered when a new revenue source has been identified or can be supported through the

requesting department's identification of an existing service that can be reduced or eliminated. Programs that are financed through grant money shall be budgeted in special revenue funds, and when grant revenues are reduced or eliminated, the service program shall be adjusted accordingly.

- The budget is balanced and the City shall maintain a balanced budget in which estimated revenues and fund balance reserves are equal to or greater than estimated expenditures.
- The City will maintain a budgetary control system to ensure adherence to the budget and will prepare monthly reports comparing actual revenues and expenditures to budgeted amounts.
- The City will integrate performance management strategies within the budget.
- The City will avoid budgetary practices or procedures that balance current period expenditures at the expense of future years' revenues.
- The budget will provide for adequate levels of funding for all retirement systems.
- The City will develop and maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust.
- The City will finance essential city services, which have a citywide benefit from revenue sources, which are generated from property taxes, special assessments, State Shared Revenues, and various fees.
- For Enterprise Funds, user fee rate structures will be reassessed to accurately charge the cost of services provided to the customers.

Operating Budget Policies:

The operating budget for the City is based on the principle of financing current expenditures with current revenues or available and undesignated fund balance. Expenditures shall include adequate funding of the retirement systems (Municipal Employee Retirement Systems and Police and Fire Pension Systems), and adequate maintenance and replacement of capital assets and operating expenditures.

Budgeted expenditures will reflect the City's perceived administrative needs and recommended council strategic long – term goals and objectives. The budget will be based on generally accepted accounting principles.

Transfers of Appropriations:

City Council Authority - After the budget has been adopted, no money shall be drawn from the treasury of the city, nor shall be obligations for the expenditures of money incurred, except pursuant to a budget appropriation. The council may transfer any unencumbered appropriation balance or any portion thereof from one department, fund, or agency to another.

Transfers shall require City Council approval if the transfer will result in an increase or decrease in the appropriation as set forth in the annual budget resolution.

All transfers from the General Fund Contingent Appropriation account shall require City Council approval regardless of the amount.

City Manager Authority – The City Manager is empowered to transfer appropriations within appropriation centers. General Fund line item budget transfers from one account to another within the same appropriation center can be made without City Council approval. All budget transfers from one appropriation center to another or from the General Fund Contingent Appropriation account must be

approved by City Council. In all other funds, line item budget transfers from one account to another within the same department and fund can be made without City Council approval.

Budget Controls:

At the beginning of each quarterly period during the fiscal year, and more often if required by council, the City Manager shall submit to the council data showing the relation between the estimated and actual revenue and expenditure to date; and if it shall appear that the revenue is less than anticipated, the council or City Manager may reduce appropriations for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash revenues. If revenues exceed the amounts estimated in the budget, the council may make supplemental appropriations. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under his control.

REVENUE POLICIES:

- The City will attempt to maintain a diversified and stable revenue base to shelter itself against short-term and long-term fluctuations.
- Annual revenues will be projected by an objective and thorough analytical process.
- The City will establish user charges and shall set fees for services for enterprise funds at a level that fully supports operational and capital outlay costs and activities.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES:

- An independent audit will be performed annually.
- The City will complete an annual audit report in accordance with Generally Accepted Accounting Principles (GAAP).

CAPITAL IMPROVEMENT PLAN

- The City’s Capital Improvement Plan shall be developed to reflect the strategic objectives of City Council and City Administration.
- The City shall on an annual basis update its multi-year capital improvement plan including proposed fund sources.
- The City will coordinate decision-making for capital improvement budget with the operating budget to make effective use of the City’s limited resources for operating and maintaining existing services and facilities.

STRATEGIC PLANNING AND VISIONING STATEMENT

The City of Saginaw’s City Council and Management Team meet twice a year to discuss and prioritize the city’s goals and objectives. In fiscal year 2012, the aforementioned team took the city’s guiding goals and objectives and created a vision for the city which stretches ten years into the future, to 2021. With an intense focus on 1) Crime and Public Safety Awareness Efforts, 2) Neighborhood Revitalization and City Beautification, 3) Recreational Offerings and Youth Activities, 4) Revenue Enhancement, and 5) Organizational Development, this team has laid the foundation for improving, reforming, and reinventing the City of Saginaw. The City Council and Management Team envision a city in 2021

which has reclaimed its longtime position as the region's most inviting and attractive place to live, work, and play and have earmarked funding to meet these goals. This vision spotlights eight areas where the City can re-invent itself and transition to the next level of excellence in local governance.

World Class Public Services

The City of Saginaw is a high performance organization that provides exceptional customer friendly services to all of our citizens, visitors, and neighboring communities. We sustain state of the art, cost effective, and resource efficient delivery systems. Our goal is to utilize technology, training, and professionalism to meet the needs of our stakeholders while enhancing quality of life.

Priorities:

1. Implement innovative community public safety strategy.
2. Continue organizational development for reinventing government and containing costs.
3. Collaborate with private and public sector partners to review the organization for reorganizing and reinventing.
4. Identify and integrate technology to enhance customer service and public safety.
5. Continue aggressive revenue enhancement measures.
6. Identify funding for implementation of capital improvement plan to address facilities, equipment, and infrastructure needs.
7. Implement changes in the tax structure, to include a strategy that educates citizens and increases their willingness to invest in the City (be proactive in our strategy).
8. Continue the process of amending the Charter as per the Charter Review Committee's recommendations.
9. Increase the quality and quantity of communication between government and citizens (develop strategies; have accurate information for a consistent message; gain trust; consider attendance at neighborhood association meetings).

New Opportunities are Real

Saginaw is a city with an entrepreneurial spirit. We are a diverse community that provides opportunities in jobs and wealth creation. We continue with new economic development successes largely because of our focus on unique and sustainable businesses. Our educational system produces excellent graduates who contribute to a foundation of skilled workers and professionals to supply our growing enterprises.

Priorities:

1. Enhance the performance of Saginaw Future, Inc. to more aggressively expedite the City's progress in job creation and retention.
2. Collaborate with state and federal institutions and the private sector to provide a variety of incentives for business growth.
3. Implement the Master Plan and collaborate with the Saginaw County Land Bank and implement an effective land use strategy for economic development.
4. Provide City support to the development of entrepreneurs and small business.
5. Aggressively pursue industrial expansion opportunities in the City of Saginaw to move the City to the next phase of economic growth.
6. Enhance the efforts of the Downtown Development Authority.
7. Support the Riverfront Development Commission as it looks for ways to facilitate development opportunities so as to expedite our progress in this area.

What Neighborhoods Were Meant to Be

Saginaw is a large community of many small, safe, stable, individual neighborhoods, each with its own rich history and character, tree-lined streets, well-kept homes and yards, and local amenities. Parks, recreational activities, schools, shopping, health care, churches, and workplaces are nearby and easily accessible by walking, car, bike, or public transportation. They also have easy access to highways and air transportation that brings the region and world closer. Neighbors watch out for one another and work closely with public service providers, businesses and each other to assure a quality life that is second to none.

Priorities:

1. Work with neighborhood associations and encourage new associations.
2. Continue to enhance and support code enforcement, community policing, and community public safety.
3. Eliminate the culture of crime in Saginaw and the attendant perception issues that it creates for our City (i.e. information to Council Members, statistical analysis used, benchmarks, publicity, context, rate of progress, ability to make our case on these issues).
4. Continue to capture available revenue streams to eliminate blight and revitalize neighborhoods.
5. Refine ordinances and enforce codes that enable us to eliminate issues that affect quality of life in neighborhoods.
6. Continue working with preservation organizations and the development community to identify and provide resources to enable families, individuals, and developers to preserve historic assets.
7. Implement the City's Master Plan to address land use that encourages neighborhood growth, cohesiveness, and appropriate business development, to include regular 5 year reviews of the City's Master Plan.

High Performance Educational Opportunities

The City of Saginaw delivers educational learning opportunities that provide graduates the skills necessary to enter the 21st century job market. Beginning with the Birth through Five Parent Partnership, students are prepared to begin their educational journey with Saginaw schools. Highly qualified educators create an atmosphere of academic excellence through innovative teaching techniques, strong curriculum, and business partnerships. High schools develop graduates with career and college readiness skills to attend one of our many community colleges, training programs, universities, or medical training facilities. The City's aggressive collaboration with educational institutions creates an environment where education is at the heart of the community.

Priorities:

1. Support the City/School Liaison Committee in its implementation of the communications plan to insure high performance.
2. Express the importance of Saginaw Promise Zone Initiative to the success of the City.
3. Pursue collaborative opportunities with higher education institutions.

Saginaw – Our Health Care is Contagious – Spread the Word!!

Saginaw is a destination for the most modern, world class, and progressive health care facilities in Michigan. Our three, modern, world-class hospitals along with the Fields Neurosciences Institute – a nationally recognized neurosciences research facility, make us the premier center for cardio-vascular, cancer, orthopedics, and neurology care. Saginaw's partnership with the Central Michigan University

College of Human Medicine assures our place in cutting edge technology and superior medical education. The Saginaw Valley State University College of Nursing leads Michigan in producing the very best in nursing care personnel. We care about the health of the citizens of Michigan and we strive to improve and expand our facilities and services to assure quality health care for all.

Priorities:

1. Continue to collaborate with CMU and related parties to implement the development of the medical school.
2. Begin to position the City for changes in the delivery of health care in the future.
3. Continue to partner with the health care community on effective land use, blight elimination, and neighborhood stabilization.

The City is a Center of Arts and Culture

Saginaw has a rich variety of art, social, and cultural activities for citizens of all ages. From the Event Center to the historic Temple Theater to multiple community theaters, the City provides a variety of live entertainment. The Old Towne District draws visitors for evening relaxation with live music and fine to casual dining. The Saginaw Celebration Square areas offers water activities, skateboarding, tennis, bocce ball, volleyball, a children's zoo, and the Japanese Cultural Center. Saginaw is the pride of its citizens and the envy of its visitors.

Priorities:

1. Collaborate with private sector and nonprofit partners to help insure sustainability of arts and cultural organizations

Be A Good Sport – Experience Saginaw's Premier Recreational Attractions

Saginaw IS sports and recreation. We provide park and recreation facilities and activities for participants of all ages to include organized football, softball, basketball, and hockey. Our unique natural resources provide world-class walleye fishing, boating, sledding, and the largest outdoor splash park in the area. Our sports venues are home to professional arena football, Old Time baseball and OHL hockey. We are also home to an All-American skateboard park. Whether you watch or play, Saginaw has it all.

Priorities:

1. Continue to enhance partnerships/groups to further recreation opportunities in the City (i.e. Gus Macker).
2. Along with our partners, actively seek grants and private sector funding to continue development and upkeep for park and recreational facilities.
3. Develop targeted public safety initiatives in recreational areas.
4. Continue to update and revise the Recreation Master Plan.
5. Capitalize on opportunities presented by the sports business.

Embracing our Heritage for the Future

Gathering-spot, fur-trading center, lumber capital, distribution and transportation hub, agribusiness focal point, auto industry leader, healthcare destination ... throughout its history, Saginaw has played many roles. Each has been vital to the development of the region, the state and the nation; each has left behind its own mementos. They are as modest as an Ojibwa burial ground and as grand as a French Renaissance Chateau. They include a treasure trove of commercial, residential and institutional gems of Victorian, Edwardian, Art Deco and Modern architecture. They include monuments to events, leaders and patriots.

They include natural and man-made features of timeless beauty. And they include a spirit of innovation, achievement and perseverance that is, and always has been, the hallmark of Saginaw and Saginawians.

Priorities:

1. Identify and secure resources for preservation and reuse of historic assets.
2. Maximize grant funding for abandoned historic structures.
3. Continue to work with the Historic District Commission to protect the City's historic resources, identify new districts, and to become a certified local government (including the development of a preservation plan).





BUDGET OVERVIEW

BUDGET AND FINANCE

SCOPE OF THE BUDGET

The City of Saginaw budget policies are governed by the City Charter, the Uniform Budgeting and Accounting Act for Local Units of Government in Michigan, and generally accepted accounting principles. These laws provide for budget control, establish tax levy and assessment valuation limits, and provide for bonded debt limits. The City's resources and appropriations policies are extensions of these laws, and follow generally accepted accounting and budgeting principles.

The budget for the City of Saginaw is a multifaceted document that expresses spending policy for the fiscal year, illustrates a resource allocation plan for the Administration to implement, and provides a means of communication between citizens and elected officials.

The budget spells out a management strategy through specific objectives designed to provide the best services at the most efficient cost. With regards to the delivery of services, these objectives must produce measurable results as key indicators of the effectiveness and efficiency of government policies and programs. Programs must be evaluated every year to determine their legitimacy since limited resources must be allocated between existing programs and the need for new ones.

In summary, the budget is a policy document, a financial plan, an operations guide, and a communicative device. The true art of budgeting reflects a combination of leadership, independent judgment, competent administration, and cooperation between various branches of City government.

Budget Process

The City Manager's Office of Management and Budget (OMB) compiles the annual budget for the City. The fiscal year for the City of Saginaw is July 1 to June 30. The actual budget development process begins in early December. One important element of this process is a cooperative effort between the OMB and other departments within City government.

During the first week of December, the Budget Preparation Manuals are distributed to all departments/offices for use in establishing expenditure requests. The City uses an incremental budget technique in arriving at the requested figures. Incremental budgeting emphasizes changes in the costs of providing City services based on competing priorities. To evaluate these priorities, departments/offices examine historical trends of these costs using a five-year cost analysis to determine the needs of the department/office for the upcoming year. The department's requests are data entered onto computerized budgetary spreadsheets that categorically incorporate requests into a singular format, distinguishing expenditures in the following manner: Personnel Services, Operating Expenses, Debt Service, Miscellaneous, and Capital Outlay. Once all the data is prepared, it is returned to the Office of Management and Budget. The Assistant to the City Manager/Budget Administrator and the Administrative/Budget Analyst review all requests for accuracy and completeness. During the month of January, the OMB meets with all department heads to review and acquire additional information for the data provided. The draft and recommendations are then forwarded to the City Manager and Deputy City Manager/CFO for their review. In late February – early March budget hearings are held with each department as forums where department directors can substantiate their expenditure projections and justify their requests.

Forms are prepared and submitted to all department directors for use in developing projections for anticipated revenues for the ensuing year. The Assistant to the City Manager/Budget Administrator and Administrative/Budget Analyst prepare the revenue projections for presentation to the City Manager and Deputy City Manager/CFO, who will evaluate the budget gap between revenue projections and expenditure requests. The City Manager provides guidance as to the most viable means to balance the budget. Decisions regarding revenues and expenditures, after the balancing of the budget, are then incorporated into the approved budget document.

Pursuant to the City Charter Chapter VII, Section 43, the City Manager's Recommended Budget is presented to City Council on or before the last Monday in April.

Pursuant to the City of Saginaw City Charter Chapter VII, Section 44, the council shall hold a public hearing on the budget before its final adoption.

City Council then makes appropriations and adopts the budget by ordinance at least thirty days prior to the first day of the upcoming fiscal year.

Budget Calendar

November	<ul style="list-style-type: none"> • Department head meeting for Budget Kickoff • 1st round Personnel Projection Reports provided to Departments
December	<ul style="list-style-type: none"> • Distribute budget instructions, calendar, and narratives • Prepare and distribute revenue and expenditure manuals • Snapshot of the Pension modules of the City’s Financial System • Departments return 1st round Personnel Projection Reports
January	<ul style="list-style-type: none"> • 2nd Personnel Projection Reports distributed to Departments • Budget staff meets with Departments
February	<ul style="list-style-type: none"> • Prepare a preliminary summary statement of projected revenue vs. expenditure requests • 2nd Personnel Projection Reports returned from Departments • Preliminary summary of projected revenue and expenditure requests presented to City Manager and Deputy City Manager/CFO for review • City Manager meets with Departments
March	<ul style="list-style-type: none"> • City Manager meets with Departments (continues) • 1st and 2nd rounds of budget review with City Manager, Deputy City Manager/CFO, and OMB
April	<ul style="list-style-type: none"> • City Manager’s Proposed Budget presented to City Council • Development and printing of the FY Proposed Budget
May	<ul style="list-style-type: none"> • City Council budget hearing and budget adoption

Revenue Projections

The Office of Management and Budget estimates revenues by evaluating actual and projected numbers through various revenue projection methods. Revenue estimates are based on four different projection methods which incorporate growth rates over the previous ten years, current year receipts, collection rates where applicable, and important input from all departments. Each projection method is tested against actual prior year revenues to determine validity and reasonableness. These tests are conducted at the revenue line item (detail) level, and only the projection methods deemed valid and reasonable are utilized. Additionally, in accordance with the State of Michigan’s Uniform Budgeting and Accounting Act, all one-time revenue sources are given appropriate consideration.

Revenue Projection Methods

Method 1: 7 years Average Growth Rate x 2012 Actual Revenues at June 30, 2012

The seven-year average growth rate from 2005 – 2012 multiplied by 2012 actual revenues is used as a projection for the 2013 revenues. By utilizing the average growth rate for an additional year, the 2014 revenues are projected.

Method 2: 2013 Actual Revenues at December 31, 2012 / 6 months x 12 months

A monthly average of current year revenues is calculated based on six months of receipts, which are then annualized to project current year revenues. Based on revenue trends and this method of projection for

2013 revenues, 2014 revenues are projected. (Please note as more information is provided the revenues are further altered).

Method 3: 2013 Actual Revenues at December 31, 2012 / (2012 Actual Revenues at December 31, 2011 / 2012 Actual Revenues at June 30, 2012)

A percent of 2013 revenues are determined from revenues receipts at December 31, 2012. The 2013 revenues at December 31, 2012, are divided by the percentage collected by December 31, 2011, to project revenues for 2013. By reviewing revenue trends in conjunction with this method of projections for 2013 revenues, the 2014 revenues are projected.

Method 4: Percentage of 2012 Revenue budget collected at June 30, 2012 x 2013 Budget

2013 revenues can be projected by multiplying the percentage of 2012 Budget, which was collected at June 30, 2012, times the 2013 Budget. By reviewing the historical actual-to-budget ratios, assumptions can be determined to assist in 2014 revenue projections.

Budgets and Budgetary Accounting

The City Charter requires the City Council, by resolution, to determine and adopt the budget and make the appropriations for the next fiscal year and to provide, by resolution, for a tax levy of the amount necessary to be raised by taxation at least 30 days prior to the first day of the upcoming fiscal year. Budgetary control is exercised at the department (appropriation center) level in the General Fund and at the fund level for all other budgeted funds. General Fund line item budget transfers from one account to another within the same appropriation center can be made without City Council approval. All budget transfers from one appropriation center to another or from the General Fund Contingent Appropriation account must be approved by City Council. In all other funds, line item budget transfers from one account to another within the same department and fund can be made without City Council approval.

All unencumbered appropriations lapse at the end of the fiscal year unless specific requests to reserve funds for capital items are made by the departments and approved by the Deputy City Manager/CFO or the Assistant to the City Manager/Budget Administrator. The subsequent fiscal year's budget is then amended when these expenditures are recorded. Encumbrances outstanding at June 30 do not lapse but are brought forward to the new fiscal year, unless the fund ends in a deficit. In accordance with the State of Michigan's Uniform Budgeting and Accounting Act, all encumbrances of the fund are cancelled and expenditures are assessed against the next year's budget should the fund end in a deficit.

The General, Community Development, Major Streets, Local Streets, Rubbish Collection, Police Grants, Drug Forfeiture, Andersen Enrichment Center Operation, Boat Launch Operation, Celebration Park and all other Special Revenue Funds are under formal budgetary control as is required by Michigan Public Act 621. Budgets shown in the financial statements were prepared on the *modified accrual* basis. This is the same basis used to reflect actual results and consists only of those amounts contained in the formal budget approved by City Council. Special Revenue Funds are considered to be departments for budgetary purposes. All Enterprise, Internal Service, and Fiduciary Funds are budgeted annually for internal control purposes only. Budgetary information for these funds is not required in the financial statements. Furthermore, the City Charter requires that all funds except for Inventory and Trust and Agency Funds be approved by City Council.

One-time and Questionable Revenues

The City of Saginaw adheres to the State of Michigan's Uniform Budgeting and Accounting Act as it relates to the use of one-time revenues. In general, the City's policy on the use of one-time revenues has been to fund capital improvement or reserves. The use of one-time revenues to fund ongoing expenditures is discouraged. The Assistant to the City Manager/Budget Administrator and Deputy City Manager/CFO review these sources of revenue to determine whether they should be included in the budget.

Questionable revenues are budgeted in accordance with state law and conservatively. These revenues are only budgeted if they are certain. The City of Saginaw discloses all questionable revenues in its general appropriation act. Additionally, the City Manager requires that a plan for expenditure reductions be developed and enacted if it becomes apparent that the revenues will not be realized.

Grants

All potential grants shall be carefully examined for matching requirements. Some grants may not be accepted if the local matching funds cannot be justified. Grants may also be rejected if programs must be continued with local resources after grant funds have been exhausted.

Cash and Cash Equivalents

Cash and cash equivalents for all funds include amounts in demand deposits, petty cash, and certain investments which are payable upon the demand of the City and have an original maturity of three months or less. Cash balances in most of the City's operating funds are pooled and invested in various investments throughout the year. Each fund's cash balance is reported in a separate cash account and the City allocates interest earnings based on the average cash balance in each fund during the year. For purposes of the Annual Financial Report, the City considers all highly liquid investments held by trustees with maturity of three months or less when purchased to be cash equivalents. In addition, all cash and investments that are managed by the Deputy City Manager/CFO are also considered to be cash equivalents since they are available on demand.

Basis of Accounting:

Although the annual budget is prepared on *cash basis* with respect to revenues received and on an items *invoiced basis* with respect to expenditures incurred for all funds, the Governmental Funds and Expendable Trust Funds are reported on a *modified accrual basis* of account for financial statement purposes. Revenues of these funds are recognized in the year in which they become both measureable and available within 60 days after year end to pay current year liabilities. The major revenue sources accrued by the City include city income taxes; state shared revenues, some departmental earnings, and investment income. Revenues from other sources are recognized when received. Expenditures are generally recognized in the year the related fund liability is incurred. Currently, the City does not have any general long-term obligations; however, the policy is to recognize the obligation when it is due. Inventory purchases are reported as expenditures in the year the items are used. Expenditures for claims, judgments, and employer pension contributions are reported as the amounts accrued during the year that normally would be liquidated with expendable available financial resources.

The *full accrual basis* of accounting is utilized by Enterprise Fund types for financial statement reporting purposes. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

Expenditure Policies

The City of Saginaw scrutinizes all expenditures that affect the budget. Budgeted funds are appropriated and are aligned with the City Council and City Administration's five priorities, which are Crime and Public Safety Issues; Neighborhood Revitalization and Beautification; Recreational Offering and Youth Activities; Maintain and Enhance City Revenue Efforts; and Organizational Development. Listed below are the budget dollars for FY 2013/14:

City of Saginaw – Goals and Objectives	Amount designated from 2014 Budget
Crime and Public Safety Issues	\$23,778,942
Neighborhood Revitalization and City Beautification	\$739,180
Recreational Offering and Youth Activities	\$210,501
Maintain and Enhance City Revenue Efforts	\$97,644
Organizational Development	\$15,000

An appropriate balance will be maintained between budgeted funds provided that directs efficient and effective public services, management, and legal compliance. Additionally, all externally mandated services for which reimbursement is available will be fully evaluated and calculated to allow for recovery of expenditures. Furthermore, it is City policy to compare budget to actual expenditures on a monthly basis. In compliance with the City of Saginaw City Charter's Chapter VII, Section 47 Budget Control, a quarterly budget adjustment is submitted to the legislative body for re-appropriation of approved funding.

Encumbrances

Encumbrances are commitments under purchase orders or contracts. Outstanding encumbrances at year-end are not recorded as expenditures until the goods or services are received. Only those encumbrances that are recorded as payables at June 30 are included as expenditures for budgetary presentations. Fund balance has been reserved for all outstanding encumbrances in the governmental fund types and will be recorded as expenditures in the subsequent fiscal year. In accordance with the Uniform Budgeting and Accounting Act, all encumbrances of a fund that ends in a deficit are canceled and expenditures are assessed against the next year's budget.

Reservations and Designations of Fund Equities

Reservations of fund balance are established to identify (1) claims against resources of the entity that have not materialized as liabilities at the balance sheet date or (2) the existence of assets that, because of their non-monetary nature or lack of liquidity, represent financial resources not available for current appropriation or expenditure, for example: encumbrances, prepaid items, inventories, specific projects, and long-term advances to other funds. Such reserves are not intended as valuation allowances, but merely demonstrate the current unavailability of the subject assets to pay current expenditures. The City of Saginaw operates from a balanced budget at the onset of every fiscal year. Undesignated fund balance or prior year budgetary surplus can be appropriated to balance a fund's budget if a sufficient balance/surplus exists and the appropriation is fiscally prudent.

Citi-Stat and Performance Management

In an effort to align our City Council goals with departmental actions and to address Michigan Governor Rick Snyder's call for increased transparency and accountability, the City of Saginaw has refocused the manner in which it tracks performance. The City's revised approach is separated into two parallel tracks: CitiStat and Performance Management. For the City of Saginaw's purposes CitiStat is defined as a problem solving mechanism, which is issue focused, inter-departmental, and accompanied by immediate action steps. The City defines its performance management strategy as an analysis and reporting tool, that is intra-departmental and mission focused and integral in long-term planning. The performance management process for the City of Saginaw begins in the month preceding the annual budget submission to City Council and concludes the following year with a comprehensive city-wide performance evaluation document.

BUDGET SUMMARY ***RESOURCE ALLOCATION***

The following Resource Allocation chart lists resources and appropriations for each fund and provides a grand total for all City resources. The accounts of the City are organized on the basis of fund(s), each of which is considered to be a separate accounting entity. These funds are the General, Special Revenue, Enterprise, Internal Service, and Fiduciary Funds. Although each fund is accounted for independently, the proper cooperation and interaction among all funds contribute to the overall effective and efficient management of City government.

GENERAL FUND

The General Fund is the top account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund.

SPECIAL REVENUE FUNDS

Special Revenue Funds are defined as those funds used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

Major, Local, and Municipal Street Funds:

The Major and Local Streets Funds receive allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of streets and bridges within the City. The Municipal Street Fund functions as an inventory account for street maintenance materials. These materials are reallocated to the Major and Local Streets Funds upon completion of construction.

Public Safety Fund:

In May of 2006 and renewed in November of 2011, the City levied a special property tax earmarked to support Police Officers and Firefighters. This fund accounts for the tax levy proceeds.

Rubbish Collection Fund:

This fund accounts for the \$175 fee assessed to household units for the collection of solid waste, a trash (environmental) fees, and composting fees. It also records the expenditures for rubbish collection, hauling and disposal, curbside recycling, composting and trash cleanup.

Clean Energy Coalition Fund:

This fund accounts for the promotion of clean energy technology, projects, and savings citywide. The State of Michigan through MSHDA provided the City of Saginaw with a grant that gives the City the ability to complete energy efficiency and renewable energy installations on municipal facilities.

Andersen Center Operation Fund:

This fund accounts for the operation and maintenance expenditures and building rentals for the Andersen Enrichment Center. This fund also accounts for the private donations and individual contributions received by the Saginaw Community Enrichment Commission to provide financial support to cultural and creative arts organizations and to sponsor various social and community events to improve the quality of life in the City.

Boat Launch Operation Fund:

This fund accounts for the revenues collected from the Wickes and Rust Avenue boat launches for parking and admission fees. The fund also accounts for the operation and maintenance expenditures of these facilities.

Community Policing Fund:

This fund accounts for revenues and expenditures of Police Officers assigned to various City neighborhoods, the City's Weed N Seed Program, as well as crime technology. These programs and technology provide the residents with a greater sense of protection and gives them the responsibility for developing and implementing problem-solving strategies for their neighborhoods.

Police Training Fund:

This fund accounts for allocations received from the State of Michigan pursuant to Act 302 of the Public Acts of 1982. Distributions are made twice annually based on the number of sworn Police Officers. These funds can only be expended for direct costs of criminal justice training of Police Officers.

Department of Justice Grant:

This fund accounts for revenues and expenditures related to various projects to provide better services and fight crime in the community as approved by the United States' Department of Justice. Funding allocations are based on the community's violent crime statistics.

Saginaw County Treatment and Prevention Services formerly known as Youth Initiative Fund:

This fund accounts for grant funds received from the United States' Department of Justice. These funds will be used to engage youth and facilities in programs that will enhance self-awareness and self-esteem, and reduce the use of substances through participation in substance abuse programs.

Drug Forfeiture Fund:

This fund accounts for all expenditures and funds received from the forfeiture of cash and property seized during drug raids.

Auto Theft Prevention Fund:

This fund accounts for the grant funding received from the State of Michigan pursuant to Act 10 of the Public Acts of 1986. These funds are used by Saginaw Police Department and Saginaw Township Police Department for the prevention and investigation of automobile thefts in Saginaw County.

Community Development Block Grant Fund:

The Community Development Block Grant Fund is used to account for the revenues and expenditures of the Federal Community Development Block Grant Entitlement Program. Other funds included under Community Development Block Grant funding are: Residential Loans, Rental Loans, Block Grant Home Program, Neighborhood Stabilization Program I, II, and III SEDC Revolving Loan, and Section 108 Loan.

Celebration Park Fund:

Revenues and expenditures related to the construction and operation of the Frank N. Andersen – Celebration Park is recorded in this fund. Assets of the facility are also recorded.

ENTERPRISE FUNDS:

Enterprise Funds are used by a governmental entity to account for services provided to the general public on a user charge basis.

Sewer Operations and Maintenance Fund:

The sewer operations and maintenance fund is used to account for the revenues and expenses associated with the provision of sewer services to residential, commercial, and industrial establishments of the City as well as several municipalities surrounding the City.

Water Operations and Maintenance Fund:

The water operations and maintenance fund is used to account for revenues and expenses associated with the provision of water service to residential, commercial, and industrial establishments of the City as well as several municipalities surrounding the City.

INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for goods and services provided to one department by another on a cost reimbursement basis.

Public Works Building Fund:

This fund was established to account for all operating and capital expenses required to maintain the Public Works Service Center. Rent is charged to the departments occupying the building based on square footage.

Technical Services – Geographical Information Systems Fund:

This fund is used to account for the development and operation of the citywide geographical information system. Money for the operation of this fund is supplied from contributions from other city funds.

Technical Services – Information Service Fund:

Computer and information services are provided to the City operating departments through this fund. The operation is financed by service charges levied against user departments and service contracts with other governmental agencies.

Radio Operations Fund:

This fund acquires, installs, and maintains two-way radio equipment for use by City operating departments. Rental fees are charged to user departments to recover the cost of maintaining and replacing equipment.

Motor Pool Operations Fund:

This fund is responsible for acquiring and maintaining vehicles and other motorized equipment for use in general City operations. The costs of maintenance and replacement are recovered through rental rates charged to City operations using the vehicles and equipment.

Self-Insurance Fund:

This fund was established by City Council to serve as a general insurance reserve for liabilities and claims not covered by commercial carriers or to pay deductibles. This fund accounts for the payment of insurance premiums; the distribution of insurance costs to other City funds, and records the insurance claims liability.

Worker’s Compensation Fund:

This fund accounts for all expenses, revenues, and claims relating to the City’s self-insured workers’ compensation program. Premiums are charged to other City funds based on a percentage of budgeted salaries.

FIDUCIARY FUNDS:

Fiduciary Funds are used to account for or administer property or assets that are owned by other entities.

Public Employee Healthcare Fund/ Unfunded Liabilities Fund:

This fund was established to start funding the unfunded health insurance premiums that are fully paid for all City retirees. The unfunded liability is estimated at over \$211 million.

Cemetery Endowment Trust Funds:

Forest Lawn Cemetery and the Oakwood Cemetery Funds are considered to be a Fiduciary Fund for the City of Saginaw. These funds are used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the City’s program. In accordance with Chapter XIII, Section 83 Cemetery Trust Funds, in the Charter of the City of Saginaw, the city allocates 25% of all monies, which comes from the sale of lots and single graves, to the cemeteries trust funds. This income will be used annually for the general care and maintenance of each city-owned cemetery.

Police and Fire Pension Fund:

Assets accumulated for the payment of retirement benefits for City Police and Fire personnel are recorded in this fund. Benefits for retired members are paid from this fund and active members contribute to the pension system through payroll deductions. The City contributes to the fund by an annual appropriation from the General Fund and Public Safety Grant Funds, which is determined and set by an annual actuarial valuation.

CITY OF SAGINAW - FINANCIAL ORGANIZATIONAL CHART

2013/2014 APPROVED BUDGET

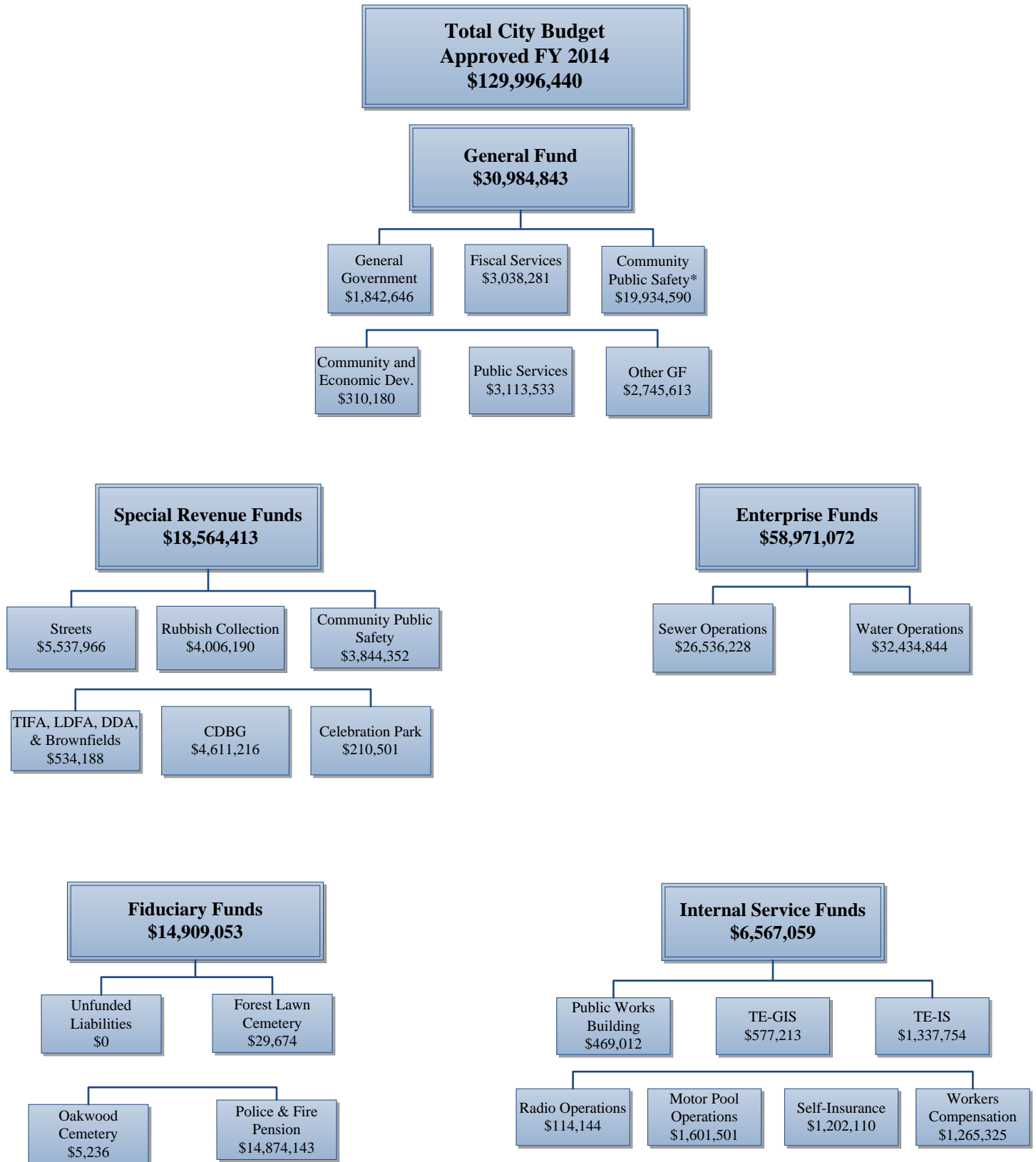
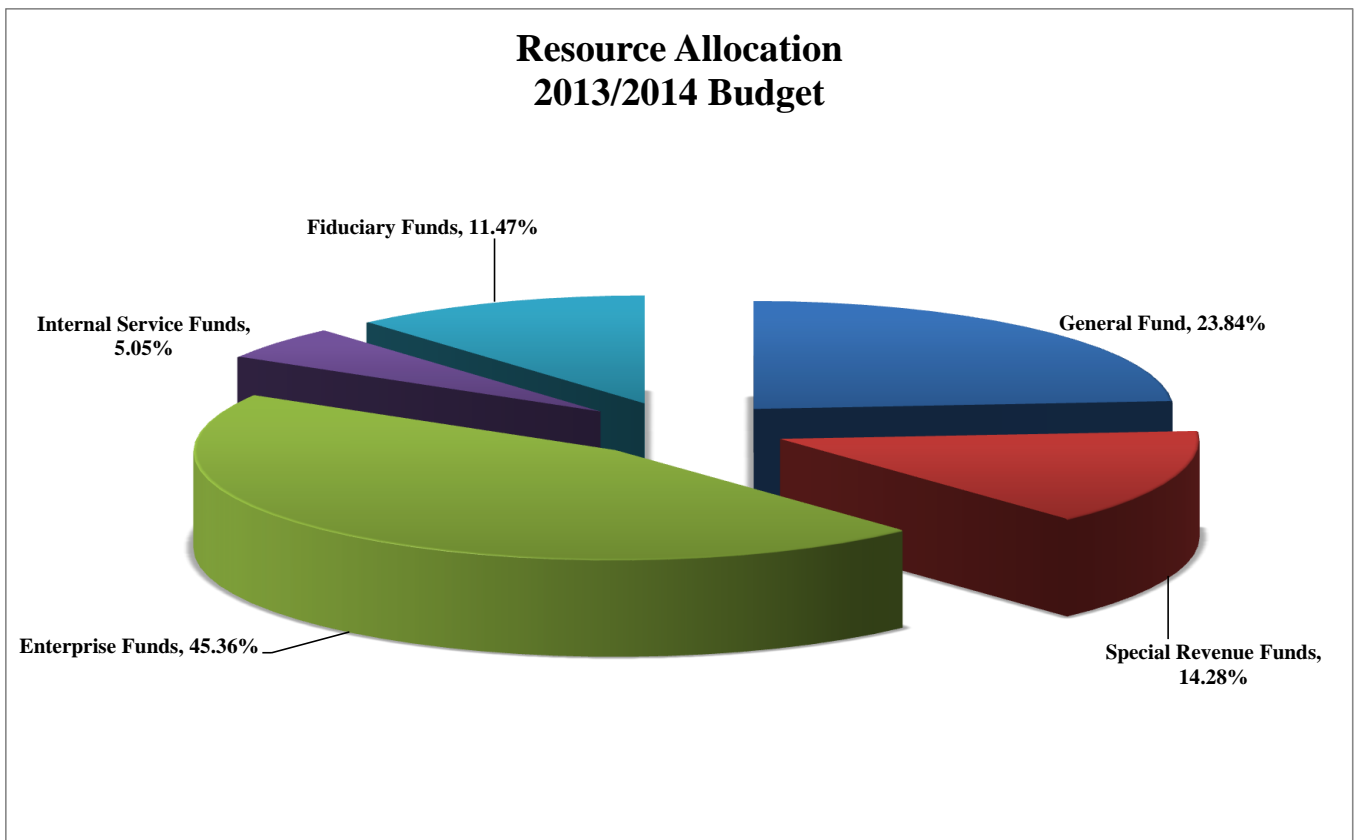


Chart figures correspond to budget tabs and include all transfers.

**The General Fund's Community Public Safety Department includes Police, Fire, and Inspection Services. These will be separated in the following sections.*

**RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

<u>RESOURCES</u>		<u>APPROPRIATION</u>	
GENERAL FUND	\$ 30,984,843	GENERAL FUND	\$ 30,984,843
SPECIAL REVENUE FUNDS	18,564,413	SPECIAL REVENUE FUNDS	18,564,413
ENTERPRISE FUNDS	58,971,072	ENTERPRISE FUNDS	58,971,072
INTERNAL SERVICE FUNDS	6,567,059	INTERNAL SERVICE FUNDS	6,567,059
FIDUCIARY FUNDS	14,909,053	FIDUCIARY FUNDS	14,909,053
TOTAL RESOURCES	<u>\$ 129,996,440</u>	TOTAL APPROPRIATION	<u>\$ 129,996,440</u>



SUMMARY OF REVENUES

GENERAL FUND

General Fund revenue is expected to decrease by \$819,313, or -2.58% from the 2012/2013 Approved Budget. Property Tax revenues are expected to decrease by a net \$1,155,168, or -22.85% from the previous year. This is primarily attributed to the city no longer accounting for one time real and personal property revenues from prior year refunds as well as a downward assessment on personal property revenues. Additionally, the FY 2014 Budget reflects a slight increase in the amount of monies received for payments-in-lieu of taxes. City Income Tax will increase by \$20,148, or .17%, from FY 2013. This increase is primarily due to the City aggressively pursuing delinquent income taxes through the effort of the Collection Specialist. State Shared revenues are projected to increase by \$404,440, or 5.69%. This increase is realized in both the EVIP \$241,012 and Constitutional \$163,428 allocations of State Shared Revenues. For FY 2014, the City budgeted \$540,000 for federal grant funding related police drug overtime and Medicare Part D reimbursement. This is a \$94,240, or -1.86% reduction from the 2013 approved budget levels. In FY 2014, the City will receive no new general fund grants for police, fire, and development activities. Licenses, Permits, and Fees are projected to be \$1,301,131, which is an increase of \$78,431 from the previous fiscal year. The increase in licenses, permits, and fees is due to increases in code enforcement permits fee in order to align them with the state rates, as well as anticipated increases to Cable TV Franchise Fees and Cable TV PEG fees. Charge for Services is projected to increase by \$8,381, or .89%. Fines and Forfeitures will decrease by \$216,522 from the previous fiscal year. This decrease is due to the reduction in parking violation fines based on current year activities. This decrease will be offset by increases to parking tickets – police by \$3,000. Interest revenues are expected to increase by \$30,000. This is primarily due to the expected increase in the interest on City Income Taxes. This increase will align these revenues with the historical averages. The General Fund Reimbursement will increase \$268,217, or 21.29% from the approved 2013 budget. This increase is due to increases in the cost allocation plan, the continued appropriation of revenue for the City's detachment agreements, and an increase to the Inspection revenues for the city continues to provide inspections services to the surrounding communities. The category of Other Revenues will decrease \$181,000 from the 2013 budgeted levels. This category includes miscellaneous revenue related to police department services, donations, and the sale of assets. Other Revenues decrease is due in large part by the reduction in the funds anticipated to be received from Saginaw County for weed cutting, as well as the elimination of funding from the Saginaw School District for the City/School Liaison. This committee now serves as an advisory committee to both the City and the School District. The City also anticipates a reduction in the sale of firearms from Community Public Safety – Police. In the 2013/2014 Approved Budget, no monies will be appropriated from the general fund reserves nor will there be any monies received as a transfer in to this fund.

SPECIAL REVENUE FUNDS

The total Special Revenue Funds' revenues will be \$18,564,413, for the 2013/2014 Approved Budget. This represents a \$12,376,316 or -40.00% reductions from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

Major and Local Streets

The Major and Local Streets revenues are expected to increase by a net \$80,115, or 6.47%. This is based on increased revenue for MDOT Projects in Major Streets and increases in State Shared Revenue and transfers of Act 51 monies from Major Streets into the Local Streets Fund.

Public Safety Fund

The Public Safety Fund is expected to decrease by \$773,389, or -19.51%. This revenue reduction is due in large part to the elimination of the General Fund subsidy to this fund. In FY 2014, the City will be restructuring the fund so that it reflects the actual number of sworn personnel that the 7.5 mills can actual sustain.

Rubbish Collection Fund

Rubbish Collection revenue is expected to decrease overall \$55,017. This reduction is due to decreases in Penalties for Rubbish Fees by \$15,000 and Special Assessments by \$5,000. These reductions will be offset by the City increasing the household rubbish fee by \$10, from \$165 to \$175 per unit. This increase in household rubbish fees equate to \$145,595 increase overall. This is necessary due to the ever increasing cost for services and the continual decline in household units. Additionally, the City is also increasing to the Compost Site Dumping Fee, which equates to \$28,000. This fee increase is only to Mid-Michigan Waste Authority and its members which have not received an increase in many years.

Clean Energy Coalition Fund

The Clean Energy Coalition Fund will decrease by \$100,000 from FY 2013 approved budgeted levels. This decrease is due to the reduction in the fund reserves.

GM Tower Fund

The GM Tower Fund will decrease 100%. This fund was utilized to pay Saginaw Future, Inc. for their assistance in economic development in the City. At the end of FY 2013, the City will no longer have any reserve balance in this fund. The cost of Saginaw Future, Inc. will be allocated to the Economic Development Fund.

Commerce Center DDA

The Commerce Center DDA is expected to decrease approximately -9.17% from the previous fiscal year. This decrease is due to the downward assessment of property taxes.

Downtown Development Authority (DDA)

The Downtown Development Authority will be budgeted at \$97,300 in FY 2013/2014. The entire amount will come from fund reserves. The DDA is no longer a tax capture district. The property values within the district have dropped below the minimum level to capture property taxes.

Economic Development

The Economic Development Fund will be budgeted at \$65,000 for FY 2013/2014. The amount budgeted in the upcoming fiscal year is mostly fund balance with a small contribution from the General Fund. These funds can only be used for economic development activities.

Brownfield Authority SRRF

The Brownfield Authority SRRF is expected to increase approximately 26.39% from the previous fiscal year. This increase is due to the addition to 312 East Genesee district.

Community Policing Fund

The Community Policing Fund revenues will decrease \$387,838, or -49.93% in FY 2014. The decrease in this fund is attributed to the completion of the COPS Hiring Grant as well as a 5% reduction to the Community Development Block Grant allocation due to the federal sequestration.

Police Training Fund

The Police Training Fund revenues will decrease \$8,500, or -37.78% in FY 2014. The decrease in this fund is attributed to the reduction of the funding from the State. These dollars are based on the number of sworn officers. In FY 2014, the City will be reducing its police staffing numbers by 36 positions.

Drug Forfeiture Fund

The Drug Forfeiture Fund will decrease by 47.42%. This decrease is attributed to the amount of monies appropriated from the fund's reserves.

Homeland Security – SAFER Grant

In FY 2013, the City budgeted to receive \$635,503 for the Homeland Staffing for Adequate Fire and Emergency Response Grant. After the adoption of the budget, the City was notified that it would not receive the funds. A budget adjustment was completed to reduce the budget in January 2013. No monies will be appropriated for use in FY 2014.

Community Development Block Grant (CDBG)

CDBG revenues will decrease \$255,667 from the 2013. This decrease is due to a reduction in the City's federal entitlement allocation. This reduction includes an additional 5% drop in funding due to sequestration an automatic across-the-board funding cut in the Federal Government's budget.

Community Development Block Grant – Residential Loans

The CDBG – Residential Loans revenue will decrease \$162,154 from 2013. This reduction is attributed to a decreased allocation of federal entitlement monies. This fund is also affected by federal sequestration and also includes an additional 5% reduction.

Community Development Block Grant – Block Grant Home Program

The CDBG – Block Grant Home Program revenue will increase \$516,658 from 2013. This is due to an increase in the City's federal entitlement allocation as well as in transfers from other funds.

Neighborhood Stabilization Fund

The Neighborhood Stabilization Fund will decrease \$10,589,086 from 2013. This significant decrease is due to the expiration of the NSP II program in February 2013. The resources for this fund come solely from NSP III --\$429,000 in FY 2013/2014.

Auto Theft Prevention Grant

The Auto Theft Prevention Grant will increase \$16,660, or 14.59% from the previous fiscal year. The increase in revenues is attributed to the increase in the General Fund subsidy.

Celebration Park Fund

Celebration Park will increase by a net \$19,722, or 10.34% from the 2013 Approved Budget. This increase is due to additional revenue from other funds in the amount of \$64,756 to pay for the state required Deficit Elimination Plan. This increase will be offset by a reduction in donations by \$45,034.

ENTERPRISE FUNDS

The total Enterprise Funds' revenues will be \$58,971,072, for the 2013/2014 Approved Budget. This represents a \$9,635,781, or 19.53% increase from the previous fiscal year's budgeted levels. Listed below is a discussion on major variances within this fund type:

Sewer Operations and Maintenance Fund

The Sewer Operations and Maintenance revenues will decrease by a net -2.25%. This reduction in the Sewer Operations and Maintenance Fund is directly attributable to the decrease in the amount of reserves appropriated for the new fiscal year. In addition, IPP Testing and Sampling will also be decreased by \$15,000. This reduction will be offset by increases in the following: Materials and Services, IPP Permits, Sale of Junk, IPP Fines and Surcharges, and the use of Bond Proceeds. All of these are due to the department aligning the actual revenues received with the budget projections.

Water Operations and Maintenance Fund

For FY 2013/2014, the Water Operations and Maintenance Fund's revenues are projected to increase \$10,246,432, or 46.18% from the FY 2012/2013 approved budget. This increase is primarily associated with the recognition of the \$10,570,000 in Water Supply System Revenue Bond for the purpose of

acquiring and constructing improvements to the City's Water Supply System. Likewise, in FY 2014 the Water and Water Connection fees are expected to increase. This increase is due to the unusually high sale of water from the abnormally dry summer of 2012. *(Please note this is not a rate increase).*

INTERNAL SERVICE FUNDS

The total Internal Service Funds' revenues will be \$6,567,059, for the 2013/2014 Approved Budget. This represents a \$668,043 or -9.23% decrease from FY 2013. Listed below is a discussion on major variances within this fund type:

Public Works Building Fund

The Public Works Building Fund will increase by \$17,109 in 2014. This elevated level is attributed to an increase in the contributions to other funds for services provided.

Radio Operations Fund

The Radio Operations Fund will be \$458,131, lower than in FY 2013. This reduction is due to a lower amount of fund reserves being appropriated as the city purchased a radio system in 2013. The next purchase is projected to be in seven years.

Motor Pool Operations Fund

The Motor Pool Operations Fund will be \$381,806, or -19.25% less than in FY 2013. This decrease is primarily attributed to a reduction in the use of fund equity. This reduction will be offset by a \$62,979 increase to the charge for services. The city is now utilizing a fixed and variable rate charge to each user department in order to sustain this service long-term.

Self-Insurance Fund

The Self Insurance Fund will increase by \$102,671, from the 2013 budgeted levels. This is based on an anticipated increase in the general liability insurance fee from both February and July renewals by Saginaw Bay Underwriters.

FIDUCIARY SERVICE FUNDS

The total Fiduciary Service Funds' revenues will be \$14,909,053, for the 2013/2014 Approved Budget. This represents a decrease of \$258,235. Listed below is a discussion on major variances within this fund type:

Unfunded Liabilities Fund

The Unfunded Liabilities Fund will decrease \$919,876 from the 2013 budgeted levels. In FY 2014, departments will not be contributing funds towards the Other Post Employee Benefits (OPEB). As each fund becomes more financial stable, monies will be allocated.

Forest Lawn Cemetery Fund

For FY 2014, the Forest Lawn Cemetery Fund revenues will decrease by \$40,589 from the 2013 Approved Budget. This decrease is due to a return of all cemetery operations to the General Fund and a discontinuation of the use of fund reserves for expenditures from the trust fund. This fund will continue to receive 25% of the revenue from the sale of lots and single grave spaces.

Oakwood Cemetery Fund

The Oakwood Cemetery Fund revenues will be \$5,326. This is a decrease of \$7,351, from the previous fiscal year. This decrease is due to a return of all cemetery operations to the General Fund and a discontinuation of the use of fund reserves for expenditures from the trust fund. This fund will continue to receive 25% of the revenue from the sale of lots and single grave spaces.

Police and Fire Pension Fund

The Police and Fire Pension fund will increase \$709,581 or 5.01%. This revenue increase is due to a higher police and fire pension valuation that must be made by the employer. In addition, this fund will utilize a higher amount of its fund reserves.

Overall, for fiscal year 2013/2014, the City of Saginaw's budgeted revenues will be \$129,996,440, which represents a -3.34% or \$4,486,126, decrease from the Approved 2012/2013 Budget.

**SUMMARY OF REVENUES
2013/2014 APPROVED BUDGET**

FUND	2011/2012 APPROVED BUDGET	2012/2013 APPROVED BUDGET	2013/2014 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>GENERAL FUND</u>					
PROPERTY TAX	3,990,966	5,055,427	3,900,259	(1,155,168)	-22.85%
CITY INCOME TAX	11,800,000	12,022,879	12,043,027	20,148	0.17%
STATE REVENUE SHARING	8,007,951	7,108,207	7,512,647	404,440	5.69%
GRANTS	711,356	634,240	540,000	(94,240)	-14.86%
LICENSES, PERMITS, & FEES	1,225,150	1,222,700	1,301,131	78,431	6.41%
CHARGES FOR SERVICES & SALES	910,250	937,790	946,171	8,381	0.89%
FINES AND FORFEITURES	243,000	884,522	668,000	(216,522)	-24.48%
INTEREST	370,800	368,000	398,000	30,000	8.15%
RENTS	30,000	32,000	32,000	0.00	0.00%
REIMBURSEMENTS	2,485,660	3,014,854	3,301,071	286,217	9.49%
OTHER REVENUES	748,250	523,537	342,537	(181,000)	-34.57%
USE OF FUND EQUITY	1,035,987	0	0	0	0.00%
TRANSFERS	1,468,994	0	0	0	0.00%
TOTAL GENERAL FUND	33,028,364	31,804,156	30,984,843	(819,313)	-2.58%
<u>SPECIAL REVENUE FUNDS</u>					
MAJOR STREETS	4,445,726	4,088,033	4,092,426	4,393	0.11%
LOCAL STREETS	1,225,336	1,189,818	1,265,540	75,722	6.36%
PUBLIC SAFETY FUND	4,049,710	3,963,150	3,189,761	(773,389)	-19.51%
RUBBISH COLLECTION FUND	3,791,880	4,061,207	4,006,190	(55,017)	-1.35%
CLEAN ENERGY COALITION	262,549	146,150	46,150	(100,000)	-68.42%
ANDERSEN CENTER FUND	228,260	221,594	223,567	1,973	0.89%
GM TOWER PAYMENT	102,500	102,500	0.00	(102,500)	-100.00%
BOAT LAUNCH FUND	36,939	36,939	37,067	128	0.35%
COMMERCE CENTER DDA	29,296	26,172	23,771	(2,401)	-9.17%
DOWNTOWN DEVELOPMENT AUTH.	62,300	62,300	97,300	35,000	56.18%
ECONOMIC DEVELOPMENT	0	22,036	65,000	42,964	194.97%
BROWNFIELD AUTHORITY SRRF	31,946	32,702	41,333	8,631	26.39%
SILS ISLAND DDA	3,424	0	0	0	0.00%
COMMUNITY POLICING FUND	804,213	776,723	388,885	(387,838)	-49.93%
POLICE TRAINING FUND	22,500	22,500	14,000	(8,500)	-37.78%
J.A.G. FUND	108,953	15,000	15,000	0	0.00%
DRUG FORFEITURE FUND	131,836	148,036	77,836	(70,200)	-47.42%
SAGINAW COUNTY TAPS	12,180	27,000	28,000	1,000	3.70%
HOMELAND SECURITY SAFER FUND	0.00	635,503	0	(635,503)	-100.00%
COMM. DEV. BLOCK GRANT FUND	2,453,810	2,116,577	1,860,910	(255,667)	-12.08%
CDBG RESIDENTIAL LOANS	465,139	714,596	552,442	(162,154)	-22.69%
CDBG RENTAL LOANS	30,412	30,412	30,412	0	0.00%
BLOCK GRANT HOME PROGRAM FUND	1,082,854	507,456	1,024,114	516,658	101.81%
NEIGHBORHOOD STABILIZATION	11,467,318	11,018,086	429,000	(10,589,086)	-96.11%
SEDC REVOLVING LOAN	1,157,165	671,250	714,338	43,088	6.42%
AUTO THEFT PREVENTION FUND	129,294	114,210	130,870	16,660	14.59%
CELEBRATION PARK	0.00	190,779	210,501	19,722	10.34%
TOTAL SPECIAL REVENUE FUNDS	32,135,540	30,940,729	18,564,413	(12,376,316)	-40.00%

**SUMMARY OF REVENUES
2013/2014 APPROVED BUDGET**

FUND	2011/2012 APPROVED BUDGET	2012/2013 APPROVED BUDGET	2013/2014 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>					
CELEBRATION PARK	71,127	0	0	0	0.00%
PARKING OPERATION & MAINTENANCE	297,622	0	0	0	0.00%
SEWER OPERATIONS & MAINTENANCE	25,404,141	27,146,879	26,536,228	(610,651)	-2.25%
WATER OPERATIONS & MAINTENANCE	22,590,163	22,188,412	32,434,844	10,246,432	46.18%
TOTAL ENTERPRISE FUNDS	48,363,053	49,335,291	58,971,072	9,635,781	19.53%
<u>INTERNAL SERVICE FUNDS</u>					
PUBLIC WORKS BUILDING FUND	520,877	451,903	469,012	17,109	3.79%
TECHNICAL SERVICES - GIS	559,023	564,328	577,213	12,885	2.28%
TECHNICAL SERVICES - IS	1,323,493	1,303,362	1,337,754	34,392	2.64%
RADIO OPERATION FUND	219,840	572,275	114,144	(458,131)	-80.05%
MOTOR POOLS OPERATIONS	2,906,976	1,983,307	1,601,501	(381,806)	-19.25%
SELF-INSURANCE FUND	2,357,777	1,099,439	1,202,110	102,671	9.34%
WORKERS' COMPENSATION FUND	1,254,235	1,260,488	1,265,325	4,837	0.38%
TOTAL INTERNAL SERVICE FUNDS	9,142,221	7,235,102	6,567,059	(668,043)	-9.23%
<u>FIDUCIARY FUNDS</u>					
UNFUNDED LIABILITIES	122,843	919,876	0.00	(919,876)	-100.00%
FOREST LAWN CEMETERY	27,625	70,263	29,674	(40,589)	-57.77%
OAKWOOD CEMETERY	4,875	12,587	5,236	(7,351)	-58.40%
POLICE AND FIRE PENSION FUND	13,692,358	14,164,562	14,874,143	709,581	5.01%
BLISS PARK EXPENDITURE ENDOW.	8,700	0	0	0	0.00%
TOTAL FIDUCIARY FUNDS	13,856,401	15,167,288	14,909,053	(258,235)	-1.70%
TOTAL REVENUES	136,525,579	134,482,566	129,996,440	(4,486,126)	-3.34%

SUMMARY OF EXPENDITURES

GENERAL FUND

General Fund expenditures are expected to decrease \$819,313, or -2.58%, from the 2013 Budget.

Department of General Government:

General Government expenditures will increase \$26,093, or 1.44%, in FY 2013. The largest increase will be realized in personnel services of \$58,793, or 5.01%. This increase is due largely to MERS pension obligation which will be 19.50% higher than the previous fiscal year. In addition, short and long term disability and life insurance are projected to increase 12% from FY 2013 budgeted levels. However, these increases will be offset by reductions in the operating expenses by \$35,000, or -5.45% from FY 2013 Approved Budget. In FY 2014, the City/School Liaison division will no longer be funded. This committee will become an advisory committee between the City and the School Board. In the Office of the City Manager the training and development as well as travel/meals/lodging will be significantly reduced. In the Employee Services Office, the professional services fees will be reduced for GRS. Likewise, the Election Office's budget reflects the largest reduction for the Department of General Government in FY 2014. This reduction is due to only one election in 2014. The previous year's budget included funding for the presidential and primary elections. In the Office of the City Attorney, the IS charges will be eliminated due to the staffing levels and the subscription fees are budgeted at zero. These reductions will be offset by the following operational increases: IS charges for the BS&A implementation in all offices where there are employees, training and development in the Office of City Council for new council members, professional services in both the City Manager and City Council Offices for the strategic planning sessions, general liability insurance, and motor pool charges in the Office of the City Manager. The Employee Services Office also includes funding for harassment and diversity training. These costs will be shared with Sewer and Water Operations and Maintenance Funds due to the number of employees in these funds.

Department of Fiscal Services:

The Department of Fiscal Services will increase by \$172,977, or 6.04%. This increase can be attributed directly to increased MERS Pension Liability Obligation by 19.50%. In addition, short and long term disability and life insurance are projected to increase 12% from FY 2013. On the operating side, there will be increases to IS charges for the BS&A implementation. This increase will be offset by reductions in the general liability insurance in the Administration division as well as the motor pool charges in the Assessing division. No capital outlay purchases are budgeted.

Community Public Safety (CPS):

Community Public Safety - Police expenditures will decrease by a total of \$1,715,781, from the 2013 budgeted levels. In 2012, the City Manager established a Public Safety Funding/Planning/Sustainability Taskforce that reviewed the City's Public Safety – Police and Fire Services. This taskforce provided recommendations to the City Manager and City Council on how these operations should be structured in December 2012. However, due to the structural deficit that the City realized in FY 2012, drastic changes were required to Community Public Safety, which is the largest portion of the General Fund. The FY 2013/2014 Budget reflects the elimination of 36 sworn employees. As a result of increased mandatory expenditures, continually declining revenues, restriction in current collective bargaining agreements, and the City's inability to obtain cost-saving concessions from the two police bargaining units; the staffing levels for Community Public Safety will be reduced in FY 2014. The total Community Public Safety (CPS) – Police's personnel complement will be 55 sworn, 10 civilian FTE, and 10 civilian PTE, and 18 seasonal employees for the 2014 Budget. Other reductions include decreases in recruitment expenses, Act 302 matching training and development allocations, a reduction in operating costs related to staffing, and IS charges. These reductions will be offset by increases to general liability insurance, inclusion of the unspent Dow Grant funds from the previous fiscal year, motor pool charges, overtime, retiree healthcare, and unemployment costs. No capital outlay requests have been budgeted.

Community Public Safety – Fire will increase \$680,430, or 9.13% from the approved 2013 budget. This increase is directly associated with a shift of personnel from the Public Safety Fund to the General Fund, increases to overtime \$70,942, retiree healthcare cost \$227,318, pension obligation \$309,997, and the inclusion of unemployment cost of \$234,000 for the reduction in Community Public Safety Fire staff. This increase will be offset by reduction in the staffing levels and the education pay. This staffing reduction is a result of increased mandatory expenditures, continually declining revenues, and restriction in current collective bargaining agreements. The total Community Public Safety (CPS) – Fire’s personnel complement will be 35 sworn and one part time employee for the 2014 Budget. This is a reduction of 15 sworn positions. This reduction includes the elimination of the Deputy Fire Marshal position. However, as the City continues to have cost savings conversations with IAFF, the City may be able to adjust the personnel complement during fiscal year 2014. Other reductions include decreases in operating costs related to staffing, such as, IS charges, clothing supplies, training, education reimbursement, reduction in various facility related expenses due to the potential closing of a Fire Station, and reductions in vehicular requirements. These reductions will be offset by increases to professional services for possible shared Fire Chief Services. No capital requests are budgeted.

Community Public Safety – Inspections is new to Community Public Safety. On January 1, 2013 the General Fund divisions of Inspections and Parking Operations and Maintenance were shifted to the Community Public Safety umbrella in an effort to reorganize inspections and parking into a more appropriate organizational position based on their safety and enforcement functions. Community Public Safety - Inspections will increase 100% as a result of its new placement in the organization and will have a budget of \$1,212,360. Since Inspections and Parking Operation and Maintenance divisions were part of the Department of Development in FY 2013, the following will be an analysis of their budget based on current budgeted levels. Compared to the FY 2013 organizational position, CPS-Inspections will see a net increase of \$83,256 or 7.37% from the 2013 Budget. Personnel services will increase, in these divisions, by a net \$94,071, or 14.58%. This increase can be attributed to the reallocation of .20 of the Licensed Inspector and .50 of the Code Enforcement Officer, formerly the Construction Coordinator, into Inspections from the Neighborhood Stabilization Program Fund. In addition, there were higher-than-expected increases in pension costs, normal contractual increases in wages and some fringe benefits, a 12% increase in short and long-term disability, as well as a 12% increase in life insurance costs. Operating Expenses are expected to decrease by a net \$10,815. Inspections saw decreases in clothing supplies, fuel, professional services, postage and freight, and demolitions. These reductions were offset by increases in motor pool charges, IS charges, and residential board-ups. Parking Operations will see reductions in IS charges, operating services, postage and freight, utilities, telephones, and service fees. This reduction will be offset by an increase to professional services. With the restructuring of the parking operations, this division contracts with Complus Data for ticket administration. Fees are charged on a percentage of overall ticket revenue and these fees are budgeted as a professional service in the FY 2014 budget. This budget projects the fee at 13.50%.

Department of Community and Economic Development:

Department of Community and Economic Development will decrease \$1,251,574 or -80.00% from the 2013 Approved Budget. This decrease is primarily due to the reorganization of Inspections and Parking Operations and Maintenance into Community Public Safety. With the approval of the 2013 Budget, the General Fund Department of Development included Planning and Zoning, Inspections, and Parking Operation. With the approved restructuring of the department in January 2013, the General Fund department will only include Planning and Zoning. The divisional budget for Planning and Zoning has been isolated and the following is a divisional analysis comparing FY 2013 approved levels to the FY 2014 approved levels. Planning and Zoning will decrease \$26,159 or -7.77% in FY 2014. This reduction is due in large part to the elimination of the Assistant Director’s position. This elimination will be offset by an increased allocation of the Director of Community and Economic Development to this division from Community Development Block Grant. Despite increases in pension costs in this division, personnel services decrease by \$24,294. Operating Expenses in Planning and Zoning will decrease by \$1,865, due to reductions in IS charges and telephones.

Department of Public Services:

General Fund – Public Services will increase by \$109,523, or 3.65% from the 2013 Approved Budget. Personnel Services will increase by 7.18% or \$98,089. Increases are due to higher-than-expected increases in pension costs, normal contractual increases in wages and some fringe benefits, a 12% increase in short and long-term disability as well as a 12% increase in life insurance costs. There were however, in most divisions, decreases in healthcare costs for active employees. Operating Expenses are expected to increase by \$12,478, or .76 % from

FY 2013 approved budget. This increase in expenditures can be attributed to increases in general liability insurance costs, the public works building charges, motor pool charges, IS charges, and GIS charges. No capital outlay will be budgeted in FY 2014.

Other General Fund:

Other General Fund expenditures will decrease by \$150,696, from the 2013 approved budget. A reduction in these accounts is attributed to the \$150,696 reduction in the following - unemployment cost by \$67,825. In FY 2014, due to the reduction in the Community Public Safety staffing levels, unemployment cost will be allocated in both CPS - Police and CPS - Fire. The GIS charges will also be decreased by \$48,769. Finally, Operating Transfers to Other Fund will realize the largest reduction of \$885,378. This is predominately attributed to the reduction in the General Fund subsidy to the Public Safety Millage Fund. This reduction in the total Other General Fund Services will be offset by the following increases - Retiree Health division will increase \$805,725, or 63.76%. This increase is due to the recognition of 100% of the retiree healthcare cost. In FY 2013, a portion of this cost was recognized in the Unfunded Liability Fund. Likewise, the Saginaw Housing Commission will increase \$42,892. This is simply due to the retiree healthcare rate increases. Finally, Payments to Other Governments will increase \$2,659. This expense is new in FY 2014. The City will be paying rent on properties owned by the city.

SPECIAL REVENUE FUNDS

The total Special Revenue Funds' expenditures will be \$18,564,413, for the 2013/2014 Budget. This represents a \$12,376,316 or -40.00% reductions from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

Major and Local Streets

Major and Local Streets expenditures are expected to increase by a net of \$80,115, for FY 2014. Total Major Streets Fund expenditures will be \$4,092,426 for FY 2014. Expenditures will increase by \$4,393 or .11%. Personnel Services in Major Streets will decrease by .23 positions from the 2013 Approved Budget. Although the personnel complement itself decreased, these expenditures associated with personnel will increase by \$148,202 or 9.02%. This increase is primarily attributed to the 19.50% increase in the MERS pension obligation as well as 12% increase to short and long-term disability and life insurance. Operating Expenses will be \$1,940,358 which is an increase of 12.40% from the FY 2013 Approved Budget. This increase is due to the following: street and road materials, IS charges for the implementation of BS&A, radio rental fees, operating services for projects at various railroad crossings, expenditures related to construction projects – Michigan Avenue Phase III, Fordney, Hamilton Street, etc., and general liability insurance based on the increase for the February and July renewals. These increases in operating expenses will be offset by reductions in the motor pool charges for Major Streets, which has repaid the installment payment in FY 2013. Capital Outlay is expected to increase from \$0 to \$2,000 for a planned equipment purchase. This is a cost-share with Water and Sewer Operations and Maintenance for a large-format plotter used for project engineering. Miscellaneous expenditures will decrease by \$359,922 or 50%, from the FY 2013 approved levels. This decrease is due to a reduced appropriation to fund's reserve totaling \$25,785. However, this too will be offset by an increased transfer to Local Streets in the amount of \$333,760.

The total Local Streets Fund expenditures will be \$1,265,540 for FY 2014. The largest increase for this fund will be realized in Operating Expenses. This increase will be \$367,891, which represents an increase of 20.5% from the FY 2013 Approved Budget. This increase is due to the higher budgeted costs for salt in the Winter Maintenance Division as well as increased costs in the Traffic Engineering division for emergency repairs of railroad crossings per recent state legislation.

Public Safety Fund

The Public Safety Fund is expected to decrease by \$773,389, or -19.51%. During the budget presentation to council in May 2013, city council was advised that the City could no longer provide the same levels of public safety services as it had in previous fiscal years, for the City's revenues and property tax values continued to decline rapidly since 2008. As a result of increased mandatory expenditures, continually declining real property tax revenues and restriction in current collective bargaining agreements the staffing levels for Community Public

Safety will be reduced in FY 2014. The total Public Safety personnel complement for this fund in the 2013/2014 Budget is projected to be 33 FTE. This represents a reduction of 18 FTE from the previous fiscal year.

Clean Energy Coalition Fund

The Clean Energy Coalition Fund expenditures will decrease overall -68.42% from the FY 2013 Approved Budget. This is due to reductions in engineering services and planned construction projects. This is largely realized in operating expenditures, which will be \$101,152 less than the FY 2013 Approved Budget level. This decrease will be offset by increased personnel costs for newly reclassified Engineering Assistant/Energy Coordinator.

GM Tower Fund

The GM Tower Fund will decrease 100%. This fund was utilized to pay for Saginaw Future, Inc. for their assistance in economic development in the City. At the end of FY 2013, the City will no longer any reserve balance in this fund. The cost of Saginaw Future will be allocated to the Economic Development Fund.

Commerce Center DDA

The Commerce Center DDA expenditures will be \$23,771 and is a decrease of -9.17% from the previous fiscal year. This decrease is due to the downward assessment of property taxes, which will result in a decrease to the tax increment payments.

Downtown Development Authority (DDA)

The Downtown Development Authority Fund is projected to expend \$97,300 in FY 2014. This is an increase of \$35,000. This will come entirely from fund reserves because the DDA district will not capture any property taxes revenues in FY 2014. The increase is to fund two new programs—a façade program and an incentive program to attract residents to the Saginaw’s downtown.

Economic Development

The Economic Development Fund will be budgeted at \$65,000 for FY 2013/2014. This fund will be used to pay the contract with Saginaw Future, Inc.

Brownfield Authority SRRF

The Brownfield Authority SRRF is expected to increase approximately 26.39% from the previous fiscal year. This increase is attributed to the addition of two new districts.

Community Policing Fund

The Community Policing Fund expenditures will decrease by \$387,838 from the previous fiscal year. This decrease is attributed to the completion of the COPS Hiring Grant. There will be three Community Police Officers in this fund. With the reduction of the Community Development Block Grant funding source due to the federal sequester, the General Fund provides a subsidy for 1.50 of the Community Police Officers remaining.

Police Training Fund

The Police Training Fund expenditures will decrease \$8,500 for FY 2014. This reduction is a direct result of a reduction in the training and development and travel/meals/lodging expenditures. The projected expenditure is based on the number of sworn staffing for Community Public Safety – Police. In FY 2014, this staffing will be reduced.

Drug Forfeiture Fund

The Drug Forfeiture Fund will decrease by 47.42%. This reduction is primarily attributed to the elimination of expenditures for vehicle rental and for elimination of the maintenance agreement for the Shotspotter program.

Homeland Security – SAFER Grant

In FY 2013, the City budgeted to receive \$635,503 for the Homeland Staffing for Adequate Fire and Emergency Response Grant. After the adoption of the budget, the City was notified that it would not receive the grant. A budget adjustment was completed to reduce the budget in January 2013.

Community Development Block Grant (CDBG)

The total Community Development Block Grant (CDBG) Fund expenditures will be \$1,860,910 for FY 2014. This represents a -12.08% decrease from the FY 2013 Approved Budget. This includes an additional projected 5% reduction in federal entitlement funds as a result of sequestration of the Federal Government's Budget. In addition, in FY 2014, the salary and fringe benefits for the Assistant Director of Development position will be eliminated. Also, loan disbursement will reduce for sub-grantees. However this reduction will be offset by increases in operating expenses by \$50,646, or 9.4%. This increase is due to an increased funding for street resurfacing related to Special Projects.

Community Development Block Grant – Residential Loans

The total CDBG Residential Loan Fund expenditures will decrease by -22.69% from the FY 2013 Approved Budget. This decrease can be attributed to incremental decreases in operating services, rent and taxes, service fees as well as an additional reduction of 5% due to the federal sequester and a cyclical reduction in federal loan funds.

Community Development Block Grant – Block Grant Home Program

The total CDBG HOME Program Fund expenditures will increase by 101.81% from the FY 2013 Approved Budget. This increase can be directly attributed to increase in pension obligations, some fringe benefits, and the grant disbursement to sub-grantees.

Neighborhood Stabilization Program (NSP)

The total Neighborhood Stabilization Program Fund expenditures will be \$429,000 for FY 2014. This represents a -96% reduction from the FY 2013 Approved Budget. No personnel will be allocated to this fund due to its completion in February 2013. Likewise, there will be reductions in funding for demolitions and house acquisitions in accordance with the grant agreement. However, \$400,000 will be budgeted in the NSP III program in FY 2014 for various construction projects.

SEDC Revolving Loan Fund

The total SEDC Revolving Loan Fund expenditures will be \$714,338 for FY 2014. This is an increase of \$43,088 for loan disbursements.

Auto Theft Prevention Grant

The Auto Theft Prevention Grant will increase \$16,660, or 14.59% from the previous fiscal year. The increase will be in personnel services. This increase is related to overtime due to the staffing reductions in Community Public Safety, higher cost for the Police and Fire pension obligation, and a 12% increase to short and long term disability, and life insurance. This increase will be offset by a reduction in equipment rental for a vehicle.

Celebration Park Fund

The Celebration Park Fund will increase by 10.34%. This increase is due to this fund's debt elimination plan as required by the State of Michigan.

ENTERPRISE FUNDS

The total Enterprise Funds' expenditures will be \$58,971,072, for the 2013/2014 Approved Budget. This represents a \$9,635,781, or 19.53% increase in expenditures from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

Sewer Operations and Maintenance Fund

The Sewer Operations and Maintenance Fund will decrease by -2.25% from the previous fiscal year. This reduction is directly associated with the reduction in the principal and interest payments for the CSOs. Another reduction will be realized in planned capital purchases in the amount of \$187,000. This will be offset by the following increases: IS charges for the BS&A implementation, GIS charges, general liability insurance by 6%, motor vehicle charges, professional services for the testing and survey for the various street construction projects, engineering services for the design of the incinerator area at the plant and for the master plan/asset management plan for the S2 grant, utilities due to an anticipated 5% increase by Consumers Energy, general repairs for security fencing between WWTP and Compost Site, training and development for certification renewal fees to

DEQ, and construction projects such as Michigan Avenue, Fordney Street, Ezra Rust Drive, the Baum Street sewer replacement, parking lot resurfacing, and Hamilton Street construction.

Water Operations and Maintenance Fund

The Water Operations and Maintenance Fund will increase by \$10,246,432, or 46.18% from the 2013 budgeted levels. This increase is largely due to the Water Bond Construction projects scheduled for 2014. In addition, the following construction projects will be underway in 2014: Michigan Avenue, Fordney Street, Ezra Rust Drive, East Genesee Avenue, parking lots resurfacing, clean, line and replace low flowing water mains, and Kochville pump and piping improvements. Other increases include the following: professional service fees for the testing and surveying for Ezra Rust Drive and Fordney Street; and for additional asbestos inspections; engineering services for the Clearwell inspections, information management charges for the BS&A implementation, operating services fees for lead and copper and UCMR 3 regulatory testing, 6% increase to the general liability insurance, fleet charges, and training and development for the AutoCAD training. Capital Outlay will also increase for this fund. This increase is due to a request to purchase a server enclosure, the department plan to continue replacing water meters, ongoing projects at the Water Treatment Plant that is required by the bond covenants, the purchase of laboratory equipment due to equipment failures, and various other capital purchases. Moreover, the category of miscellaneous expenditures will increase due to the funds required contribution for the Deficit Elimination Plan for the Celebration Park Fund and the increase to the Saginaw Midland Water bond payment.

INTERNAL SERVICE FUNDS

The total Internal Service Funds' expenditures will be \$6,567,059, for the 2013/2014 Approved Budget, which is a \$668,043, or -9.23% reductions from FY 2013. Listed below is a discussion on major variances within this fund type:

Radio Operations Fund

The Radio Operations Fund will be \$458,131, lower in FY 2013. This will primarily be realized in Capital Outlay. The radio system was purchased in FY 2013. Additionally, parts and supplies and operating services for the purchase of new radios come with a 3-year warranty, which will result in no cost for repairs from Andersen Radio.

Motor Pool Operations Fund

The Motor Pool Operations Fund will be \$381,806, or -19.25% less than in FY 2013. In FY 2014, the salary and benefits of the Fleet Administrator position will be eliminated from the budget. In addition, this fund will realize a reduction in motor vehicle supplies, IS charges, charges for public works building rental, and motor vehicle repairs. This increase will be offset by increases to professional services for a motor pool operational study, and motor pool charges.

Self-Insurance Fund

The Self Insurance Fund will increase \$102,671 for FY 2014. In FY 2014, .15 of the City Clerk and the Deputy City Clerk salary and fringe benefits have been allocated to this fund. In addition, there will be an increase in both insurance renewal rates.

FIDUCIARY SERVICE FUNDS

The total Fiduciary Service Funds' expenditures will be \$14,909,053, for the 2013/2014 Approved Budget. This represents a \$258,235 decrease to expenditures from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

Unfunded Liabilities Fund

The Unfunded Liabilities Fund will decrease \$919,876 from the 2013 budgeted levels. In FY 2014, this fund will not repay other funds for their contribution for the Other Post Employee Benefits (OPEB).

Forest Lawn Cemetery Fund

Forest Lawn Cemetery Fund will be \$29,674 for FY 2014. This represents a decrease of \$40,589 or -57.77% from the previous fiscal year. This decrease is due to the return of all cemetery operations to the General Fund

and a discontinuation of the use of fund balance for expenditures from the trust fund. This fund will continue to receive 25% of the revenue from the sale of lots and single grave spaces.

Oakwood Cemetery Fund

Oakwood Cemetery Fund will be \$5,236, for FY 2014. This represents a decrease of \$7,351 or -58.41% from the previous fiscal year. This decrease is due to the return of all cemetery operations to the General Fund and a discontinuation of the use of fund balance for expenditures from the trust fund. This fund will continue to receive 25% of the revenue from the sale of lots and single grave spaces.

Police and Fire Pension Fund

The Police and Fire Pension fund will increase \$709,581, or 5.01%. This increase is due in large part to the increase in allocation for Police Pension and Fire Pension payment to retirees due to additional employees retiring and utilizing the Police and Fire Pension System.

Overall, for fiscal year 2013/2014, the City of Saginaw's budgeted expenditures will be \$129,996,440, which represents a \$4,486,126 decrease from the Approved 2012/2013 Budget.

**SUMMARY OF EXPENDITURES
2013/2014 APPROVED BUDGET**

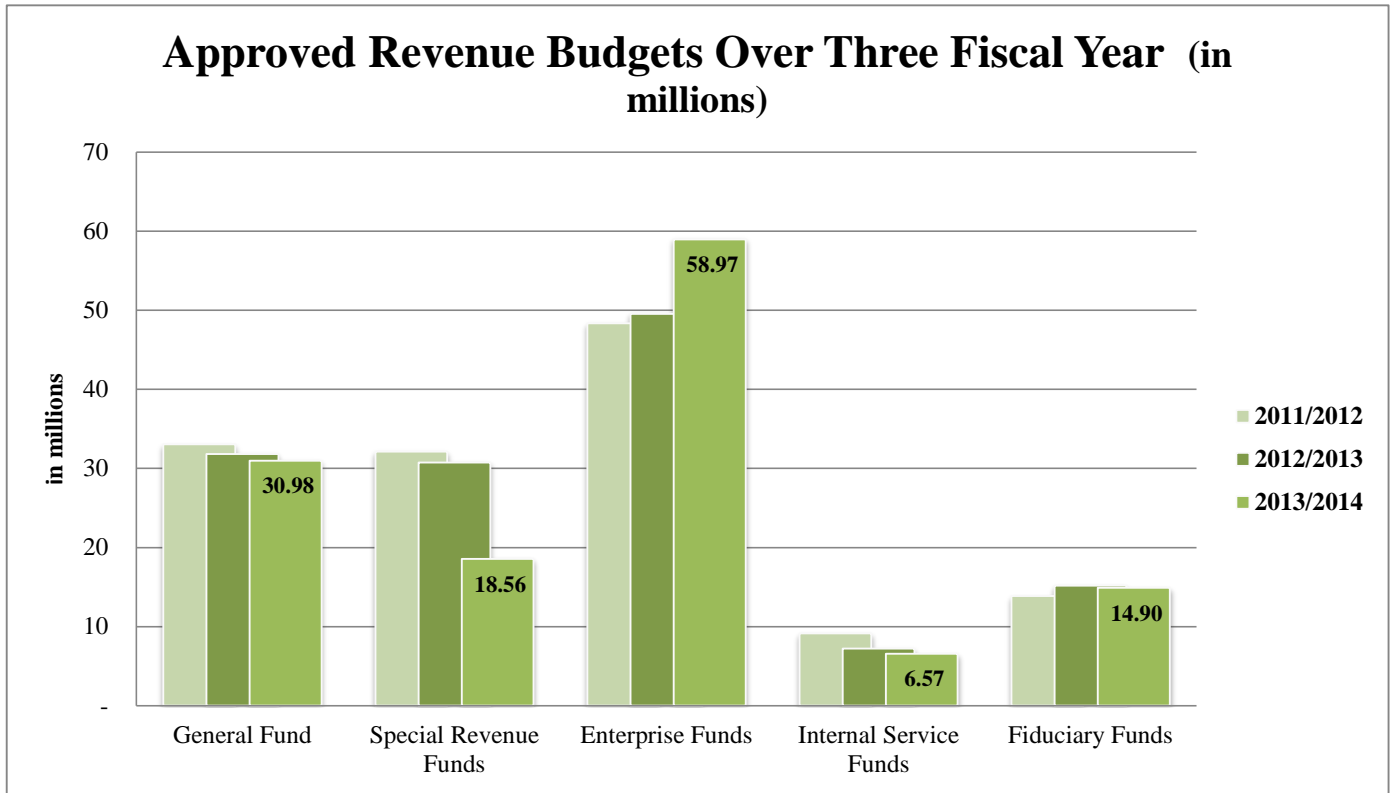
FUND	2011/2012 APPROVED BUDGET	2012/2013 APPROVED BUDGET	2013/2014 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>GENERAL FUND</u>					
GENERAL GOVERNMENT	1,985,687	1,816,553	1,842,646	26,093	1.44%
FISCAL SERVICES	2,652,279	2,865,304	3,038,281	172,977	6.04%
COMMUNITY PUBLIC SAFETY- POLICE	12,650,244	12,302,143	10,586,362	(1,715,781)	-13.95%
COMMUNITY PUBLIC SAFETY - FIRE	8,557,434	7,455,438	8,135,868	680,430	9.13%
COMMUNITY PUBLIC SAFETY - INSPECTIONS	0	0	1,212,360	1,212,360	100.00%
COMMUNITY AND ECONOMIC DEVELOPMENT	1,076,995	1,465,443	310,180	(1,155,263)	-78.83%
PUBLIC SERVICES (GF)	2,998,176	3,002,966	3,113,533	110,567	3.68%
OTHER GENERAL FUND	3,107,549	2,896,309	2,745,613	(150,696)	-5.20%
TOTAL GENERAL FUND	33,028,364	31,804,156	30,984,843	(819,313)	-2.58%
<u>SPECIAL REVENUE FUNDS</u>					
MAJOR STREETS	4,445,726	4,088,033	4,092,426	4,393	0.11%
LOCAL STREETS	1,225,336	1,189,818	1,265,540	75,722	6.36%
PUBLIC SAFETY FUND	4,049,710	3,963,150	3,189,761	(773,389)	-19.51%
RUBBISH COLLECTION FUND	3,791,880	4,061,207	4,006,190	(55,017)	-1.35%
CLEAN ENERGY COALITION	262,549	146,150	46,150	(100,000)	-68.42%
ANDERSEN CENTER FUND	228,260	221,594	223,567	1,973	0.89%
GM TOWER PAYMENT	102,500	102,500	0	(102,500)	-100.00%
BOAT LAUNCH FUND	36,939	36,939	37,067	128	0.35%
COMMERCE CENTER DDA	29,296	26,172	23,771	(2,401)	-9.17%
DOWNTOWN DEVELOPMENT AUTH.	62,300	62,300	97,300	35,000	56.18%
ECONOMIC DEVELOPMENT	0	22,036	65,000	42,964	194.97%
BROWNFIELD AUTHORITY SRRF	31,946	32,702	41,333	8,631	26.39%
SILS ISLAND DDA	3,424	0	0	0	0.00%
COMMUNITY POLICING FUND	804,213	776,723	388,885	(387,838)	-49.93%
POLICE TRAINING FUND	22,500	22,500	14,000	(8,500)	-37.78%
J.A.G. FUND	108,953	15,000	15,000	0.00	0.00%
DRUG FORFEITURE FUND	131,836	148,036	77,836	(70,200)	-47.42%
SAGINAW COUNTY TAPS	12,180	27,000	28,000	1,000	3.70%
HOMELAND SECURITY SAFER FUND	0	635,503	0.00	(635,503)	-100.00%
COMM. DEV. BLOCK GRANT FUND	2,453,810	2,116,577	1,860,910	(255,667)	-12.08%
CDBG RESIDENTIAL LOANS	465,139	714,596	552,442	(162,154)	-22.69%
CDBG RENTAL LOANS	30,412	30,412	30,412	0	0.00%
BLOCK GRANT HOME PROGRAM FUND	1,082,854	507,456	1,024,114	516,658	101.81%
NEIGHBORHOOD STABILIZATION	11,467,318	11,018,086	429,000	(10,589,086)	-96.11%
SEDC REVOLVING LOAN	1,157,165	671,250	714,338	43,088	6.42%
AUTO THEFT PREVENTION FUND	129,294	114,210	130,870	16,660	14.59%
CELEBRATION PARK	0	190,779	210,501	19,722	10.34%
TOTAL SPECIAL REVENUE FUNDS	32,135,540	30,940,729	18,564,413	(12,376,316)	-40.00%

**SUMMARY OF EXPENDITURES
2013/2014 APPROVED BUDGET**

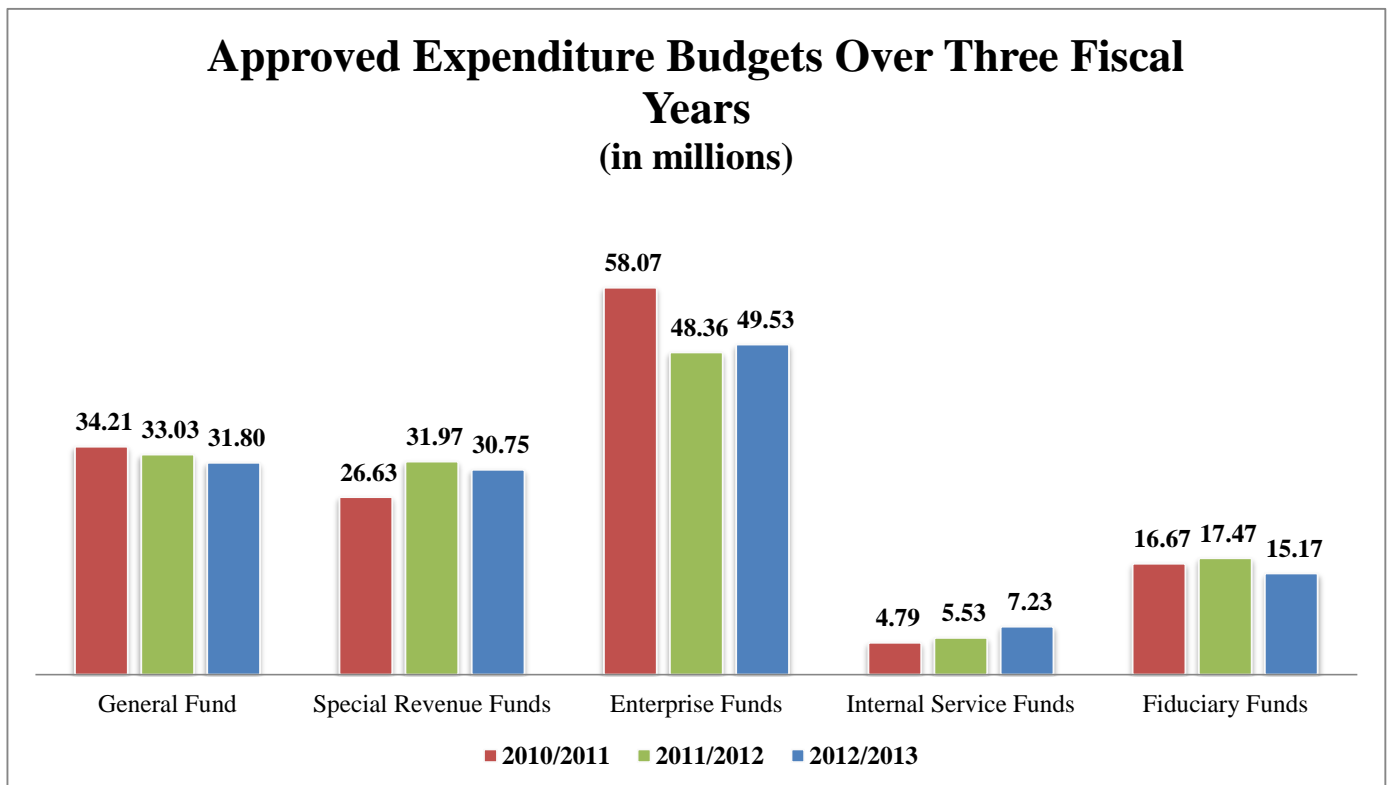
FUND	2011/2012 APPROVED BUDGET	2012/2013 APPROVED BUDGET	2013/2014 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>					
CELEBRATION PARK	71,127	0	0	0	0.00%
PARKING OPERATIONS & MAINT.	297,622	0	0	0	0.00%
SEWER OPERATIONS & MAINTENANCE	25,404,141	27,146,879	26,536,228	(610,651)	-2.25%
WATER OPERATIONS & MAINTENANCE	22,590,163	22,188,412	32,434,844	10,246,432	46.18%
TOTAL ENTERPRISE FUNDS	48,363,053	49,335,291	58,971,072	9,635,781	19.53%
<u>INTERNAL SERVICE FUNDS</u>					
PUBLIC WORKS BUILDING FUND	520,877	451,903	469,012	17,109	3.79%
TECHNICAL SERVICES-GIS	559,023	564,328	577,213	12,885	2.28%
TECHNICAL SERVICES-IS	1,323,493	1,303,362	1,337,754	34,392	2.64%
RADIO OPERATION FUND	219,840	572,275	114,144	(458,131)	-80.05%
MOTOR POOLS OPERATIONS	2,906,976	1,983,307	1,601,501	(381,806)	-19.25%
SELF-INSURANCE FUND	2,357,777	1,099,439	1,202,110	102,671	9.34%
WORKERS' COMPENSATION FUND	1,254,235	1,260,488	1,265,325	4,837	0.38%
TOTAL INTERNAL SERVICE FUNDS	9,142,221	7,235,102	6,567,059	(668,043)	-9.23%
<u>FIDUCIARY FUNDS</u>					
UNFUNDED LIABILITIES	122,843	919,876	0	(919,876)	-100.00%
FOREST LAWN CEMETERY	27,625	70,263	29,674	(40,589)	-57.77%
OAKWOOD CEMETERY	4,875	12,587	5,236	(7,351)	-58.40%
POLICE AND FIRE PENSION FUND	13,692,358	14,164,562	14,874,143	709,581	5.01%
BLISS PARK EXPENDITURE ENDOW.	8,700	0	0	0	0.00%
TOTAL FIDUCIARY FUNDS	13,856,401	15,167,288	14,909,053	(258,235)	-1.70%
TOTAL EXPENDITURES	136,525,579	134,482,566	129,996,440	(4,486,126)	-3.34%

**CITY OF SAGINAW
SUMMARY OF REVENUES AND EXPENDITURES**

Summary of Revenues



Summary of Expenditures



EXPENDITURE BY CATEGORY ANALYSIS

The Expenditure by Category Analysis chart on the following page compares the 2012/2013 Approved Budget to the 2013/2014 Approved Budget by category for all fund types. The analysis below discusses the change in each of the categories.

Personnel Services is the largest expenditure type, representing 51.10% of the total 2013/2014 Approved Budget. In comparison to the FY 2013 Approved Budget, personnel services will decrease by -1.44% for all fund types. In May of 2013, the City administration knew that significant cuts must be made in the General Fund. The City financial statements as of June 30, 2012 reflect that the City revenues fell short of expenditures, identifying a structural deficit in the General Fund. Furthermore, the use of fund reserves was significant, leaving the city little or no fund reserves. City Council was advised at that time, that public safety services would have to be evaluated and potential reductions would occur. In 2014, personnel services reflect the reduction of 36 police officers and 15 firefighters. As part of this reduction in Community Public Safety numbers, the following positions were also eliminated: the Assistant Police Chief and the Deputy Fire Marshal. Other personnel reductions include the elimination of the Assistant Director of Development, the Fleet Administrator, and one Streets temporary Laborer. However, these reductions will be offset by the following expected increases: healthcare cost for retirees (a net 2.56%), short and long-term disability 12.00%, life insurance 12.00%, and pension allocations for all employees, both Police and Fire Pension .77% and MERS participants by 19.50%. Also, in the 2013/2014 Budget only step and longevity increases will be given, no contractual increases have been built into this budget. Additionally, all city employees will continue contributing to the healthcare insurance based on group type, Single, 2-Person, and Family. Rates will increase by \$5 in the next fiscal year for all unions. Likewise, due to the reduction in public safety staffing levels, the City will realize an increase in unemployment insurance cost of approximately \$400,000. In addition, overtime costs have been increased in both public safety departments.

Operating Expenses, the second largest expenditure category, is 37.65%, of the total 2013/2014 Approved Budget. This category will decrease, overall, approximately \$1,276,343, or -2.54% from the previous fiscal year. This decrease in operating expenses for the General Fund is primarily attributed to the following: elimination of the City/School Liaison operating budget, as this committee has become an advisory committee to the City, the temporary elimination of the Summer Recreation program, and a reduction in the utilities cost for Traffic Engineering. In the Rubbish Collection Fund, the City will realize a decrease in supplies for recycling, operating services will also be reduced due to the lower MMWA house count, and a reduction in the employment agency fees due to the creation of four part time employees in the Environmental Improvement division. The Community Development Block Grant Fund will decrease overall due to the federal sequestration. The Neighborhood Stabilization Fund will decrease as well due to the completion of the NSP II program as of February 2013. These decreases will be offset by increases to the following: information management charges due to the implementation of BS&A, general liability insurance, motor pool charges, construction projects for both Sewer and Water Operations, engineering services for projects at the Wastewater and Water plants. Road construction projects for Streets, Sewer, and Water Operations, training and development for certification renewal fees to DEQ in Sewer Operations, professional services for surveying, and a 5% Consumer Energy rate increase for Water and Sewer.

Miscellaneous expenditures represent 9.15% of the total citywide budget. This category consists of Transfers, Increase in Fund Equity, Debt Services, Grants, and Block Grant Services. For FY 2014, this category will decrease by -1.26%, or \$1,694,469, from the 2013 budgeted levels. The reduction in this category is primarily attributed to reductions in the federal entitlement appropriation for Community Development Block Grant Funds. Moreover, the General Fund's Transfer out will decrease significantly because there will be no appropriation to the Public Safety Millage Fund. The Major Street Fund will decrease their allocation to their reserve. This reduction will be offset by increases to the principal and interest payments for the Water Operations and Maintenance Funds. Likewise, the Water Operations, Technical Services – IS and GIS, and the General Fund increased their allocation to the Celebration Park Fund in order to comply with the State's Deficit Elimination Plan.

Capital Outlay, which accounts for 2.09% of the total citywide budget, will decrease \$546,300, or -16.71% from FY 2013. The decrease in Capital Outlay is a direct result of the reduction in the number of construction projects for Water and Sewer Operations and Maintenance Funds.

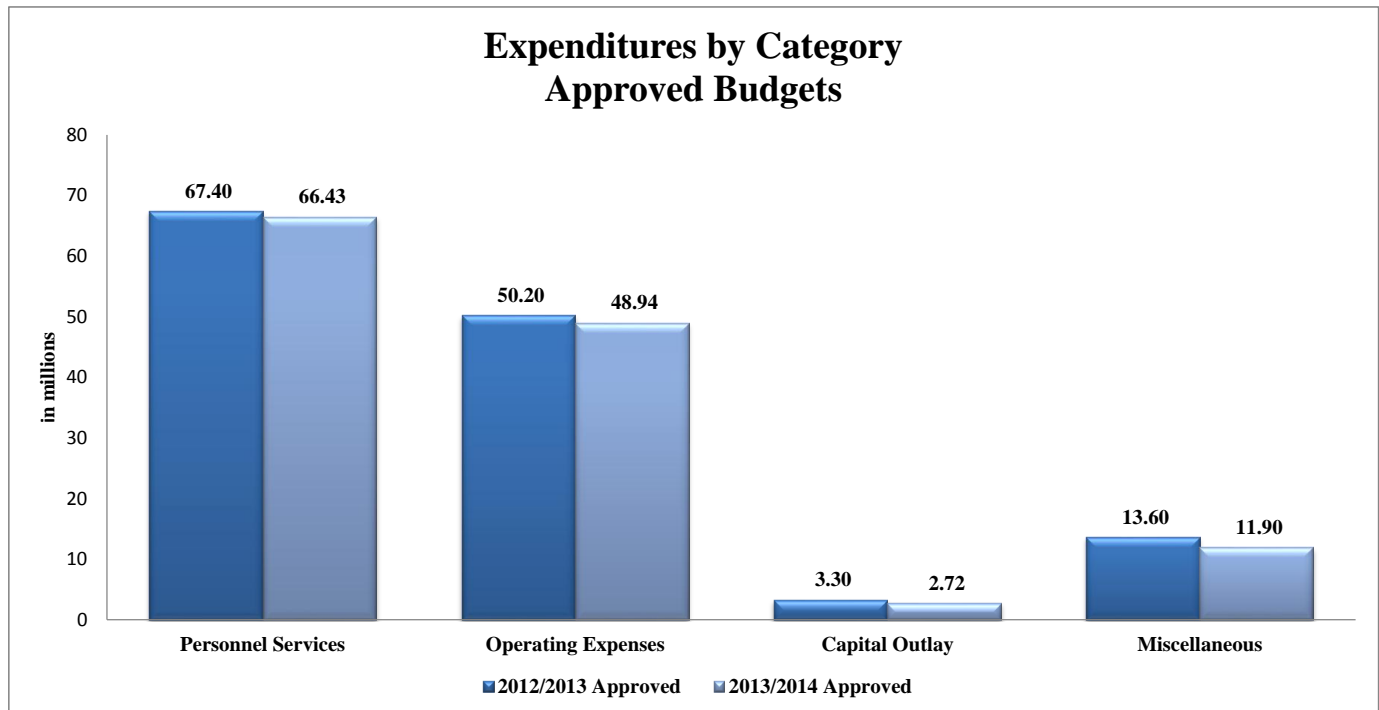
**EXPENDITURES BY CATEGORY ANALYSIS
2013/2014 APPROVED BUDGET**

<u>EXPENDITURE CATEGORY</u>	2012/2013 APPROVED BUDGET		2013/2014 APPROVED BUDGET		CHANGE		
	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>%*</u>	<u>%**</u>
Personnel Services	67,400,747	50.12%	66,431,733	51.10%	(969,014)	-0.72%	-1.44%
Operating Expenses	50,221,281	37.34%	48,944,938	37.65%	(1,276,343)	-0.95%	-2.54%
Capital Outlay	3,268,791	2.43%	2,722,491	2.09%	(546,300)	-0.41%	-16.71%
Miscellaneous***	13,591,747	10.11%	11,897,278	9.15%	(1,694,469)	-1.26%	-12.47%
TOTAL FUNDS	134,482,566	100%	129,996,440	100%	(4,486,126)	-3.34%	N/A

* Change in each expenditure category as a percentage of the total 2012/2013 Approved Budget.

** Change in each expenditure category as a percentage of total 2012/2013 expenditure category.

*** Miscellaneous category includes Transfers, Increase in Fund Equity, Debt Service, Grants, and Block Grant Services.



SUMMARY OF (FTE) POSITIONS

The graph listed below summarizes and compares positions in the 2014 Approved Budget with those in the 2013 Approved Budget by department. Additionally, in each department, a positional page has been constructed that details changes within these specific areas. The total budgeted positions in 2013 were 487.00 compared to 433.00 in the 2014 budget. This equates to a net decrease of 54 positions from the approved budget.

General Government:

The Department of General Government will remain the same in the 2014. However, there will be some redistribution of positions next year. In the Clerk's Office, .15 of the City Clerk and the Deputy City Clerk position will be allocated to the Self Insurance Fund. This will align the expense of these two positions with the activities and time spent on general liability insurance and various cases. In addition, in the Office of Employee Services, .25 of the Benefits Coordinator will be re-allocated here from the Police and Fire Pension Fund.

Fiscal Services:

The Department of Fiscal Services will remain the same in the 2014 Approved Budget. Although there are no increases or decreases to this department, the 2014 Budget does reflect the city council approved change in the Office Assistant III position to the Assessing Technician position in the Assessor's Office.

Community Public Safety:

Community Public Safety – Police personnel complement will be 65.00 full time and 28.00 part time positions, which is a total of 93.00 total positions for FY 2014. This is a reduction of 36.00 positions. In 2012, the City Manager established a Public Safety Funding/Planning/Sustainability Taskforce that reviewed the City's Public Safety – Police and Fire Services. This taskforce provided recommendations to the City Manager and City Council on how these operations should be structured in December 2012. However, due to the structural deficit that the City realized in FY 2012, drastic changes were required to Community Public Safety, which is the largest portion of the General Fund. As a result of increased mandatory expenditures, continually declining revenues, restriction in current collective bargaining agreements, and the City's inability to obtain cost-saving concessions from the two police bargaining units; the staffing levels for Community Public Safety will be reduced in FY 2014.

Community Public Safety – Fire personnel complement will be 35.00 sworn and 1.00 part-time, which is a total of 36.00 positions. This is a reduction of 15 sworn positions. This reduction includes the elimination of the Deputy Fire Marshal. This staffing reduction is a result of increased mandatory expenditures, continually declining revenues, and restriction in current collective bargaining agreements. However, as the City continues to have cost-saving conversations with IAFF, the City may be able to adjust the personnel complement during fiscal year 2014. *(Please note that after the adoption of the FY 2014 Budget, the City was notified that they were awarded the Homeland Security – FEMA SAFER Grant. The 15 sworn positions have been retained in the amended budget, effective July 1, 2013.)*

Community Public Safety – Inspection's personnel complement will be 10.00 full time and 6.00 part-time, which is a total of 16.00 positions. This is an increase of 4.00 positions from the approved 2013 budgeted levels. This increase is in the part time complement for Skilled Clerical in the Rubbish Collections – Environmental Improvement division. This increase in positions actually saves the City money for these

employees were contracted employees through a temporary agency. Furthermore, due to the completion of the Neighborhood Stabilization Program, the Construction Coordinator will be allocated to the General Fund and returned to the original position of Code Enforcement Officer. The Licensed Inspector, who was allocated to the Neighborhood Stabilization Program, was also reallocated to the General Fund.

Community and Economic Development:

The Department of Community and Economic Development underwent extensive reorganization during FY 2013 with the separation of the Inspections and Parking Operation divisions to the Community Public Safety. With the separation of Inspections and Parking Operations, this department has been retitled to the Department of Community and Economic Development. The total personnel complement for this department will be 7.00. This includes the elimination of the Assistant Director of Development. Likewise the Director of Development will be retitled to the Director of Community and Economic Development.

Public Services:

The total personnel complement for the Department of Public Services will be 118.00 positions, which are 2.00 positions less than the previous fiscal year. This reduction in staffing is due to the elimination of a Laborer – Streets and the Fleet Administrator. Other changes to Public Services include the reclassification of an Engineering Assistant to Engineering Assistant/Energy Coordinator. This position will be seeking grant opportunities for the department and will be working with the Office of Management and Budget to do so.

Water and Wastewater Treatment Services:

The Department of Water and Wastewater Treatment Services will remain the same in FY 2014. Although there were no major personnel complement changes for the next year, a few alterations will occur. In the Instrument and Control Systems division, the Instrument & Control Technician will be reclassified to a higher grade and step. This will align the position with other similar positions. Furthermore, in the Water Treatment division, the Plant Maintenance Foreman will be reclassified to a higher grade and step as well. This too will align this position with other positions with similar job requirements.

Technical Services:

In the Department of Technical Services the complement will remain the same for FY 2013/2014.

Full-Time Complement:

COMPLEMENT SUMMARY (FULL TIME) 2013/2014 APPROVED BUDGET						
DEPARTMENT	2009/2010 Actual	2010/2011 Actual	2011/2012 Actual	2012/2013 Approved	2012/2013 Adjusted	2013/2014 Approved
General Government	15.00	13.00	13.00	10.00	10.00	10.00
Fiscal Services	26.00	28.00	28.00	29.00	29.00	29.00
CPS - Police	116.00	115.00	114.00	101.00	101.00	65.00
CPS - Fire	68.00	68.00	68.00	57.00	50.00	35.00
CPS - Inspections	0.00	0.00	0.00	0.00	10.00	10.00
Technical Services	6.00	9.00	9.00	8.00	8.00	8.00
Community and Econ Dev.	20.00	21.00	21.00	18.00	8.00	7.00
Public Services	205.00	104.00	101.00	95.00	95.00	93.00
Water & Wastewater	0.00	88.00	88.00	88.00	88.00	88.00
Total Full Time:	456.00	446.00	442.00	406.00	399.00	345.00

Part-Time Complement:

COMPLEMENT SUMMARY (PART-TIME) 2013/2014 APPROVED BUDGET						
DEPARTMENT	2009/2010 Actual	2010/2011 Actual	2011/2012 Actual	2012/2013 Approved	2012/2013 Adjusted	2013/2014 Approved
General Government	12.00	12.00	12.00	13.00	13.00	13.00
Fiscal Services	1.00	1.00	1.00	1.00	1.00	1.00
CPS - Police	28.00	24.00	27.00	26.00	27.00	28.00
CPS - Fire	1.00	1.00	1.00	1.00	1.00	1.00
CPS - Inspections	0.00	0.00	0.00	0.00	2.00	6.00
Technical Services	1.00	1.00	2.00	3.00	3.00	4.00
Community and Econ Dev.	4.00	1.00	1.00	2.00	0.00	0.00
Public Services	21.00	22.00	24.00	25.00	25.00	25.00
Water & Wastewater	0.00	9.00	10.00	10.00	10.00	10.00
Total Part-Time:	68.00	71.00	78.00	81.00	82.00	88.00
Total Positions:	524.00	517.00	520.00	487.00	481.00	433.00

UNASSIGNED FUND BALANCE ANALYSIS

The City of Saginaw operates from a balanced budget at the onset of every fiscal year. Unassigned fund balance or prior year budgetary surplus can be appropriated to balance a fund's budget if a sufficient balance/surplus exists and the appropriation is fiscally prudent.

In FY 2014, the City will not appropriate any use of unassigned fund balance in the General Fund. At the time of budget development it was determined that the reserve balance was less than 10% and could not be utilized to balance the fund. The 2014 budget is a balance budget that does not include any one-time revenue sources. Furthermore, it is estimate that by the end of FY 2013, the City will have a negative unassigned General Fund reserve balance of -\$1,540,900. The reason for this deficit can be attributed to the City continuous struggle to maintain revenue sources as well as realizing any new revenue sources. As a result, the 2014 budget addresses the structural deficit through the restructuring of public safety services.

The Special Revenue Funds is projected to end FY 2013 in a budgetary deficit. The primary reason for this is due to the deficit in the Celebration Park Fund. Because of the structural deficit, the City filed a Deficit Elimination Plan with the State of Michigan. The City continues to provide funding for this plan. The projected estimated unassigned fund balance as of June 30, 2013 is -\$2,907,194.

Enterprise Funds for year-ending FY 2013 is projected to have a surplus of \$44,985,783. This positive ending balance is a direct result of the Water Supply System Revenue Refunding Bonds, Series 2012 proceeds. Additionally, the City has imposed a rate increase to the Sewer Operations and Maintenance Funds for a two year period. This will allow for the City to continue in its effort to update the Wastewater Treatment Facilities. Overall, the retained earnings for FY 2014 remain the same as the June 30, 2013 ending retained earnings.

Internal Services Fund's June 30, 2013 unassigned fund balance is projected at \$2,930,273. This is due to the realignment and increase to Charges for Services for the Motor Pool Operations, Technical Services – Information Services, Technical Services – Geographical Information System costs, Workers Compensation, and Self-Insurance Funds.

The Fiduciary Fund projects an \$116,424,317 estimated unassigned fund balance for June 30, 2013. Favorable market conditions have produced significant gains in the Police and Fire Pension and the Unfunded Liabilities Funds.

**UNASSIGNED FUND BALANCE ANALYSIS
2013/2014 BUDGET**

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS
Unassigned Fund Balance (Deficit) - June 30, 2012	998,039	(2,904,325)	39,317,073	4,030,494	112,974,827
FY 2013 Projected Revenues	29,940,816	23,673,593	38,113,000	6,139,875	19,078,189
FY 2013 Projected Expenditures (w/ Encumb)	32,479,755	23,676,461	32,444,290	7,240,096	15,628,699
Est. Unassigned Fund Balance (Deficit) - June 30, 2013	(1,540,900)	(2,907,194)	44,985,783	2,930,273	116,424,317
FY 14 Estimated Revenues:					
Property Taxes	3,900,259	3,254,865	0	0	0
City Income Taxes	12,043,027	0	0	0	0
State Revenue Sharing	7,512,647	4,297,958	0	0	0
Grants	540,000	4,093,817	0	0	0
Licenses, Permits, and Fees	1,301,131	2,990	600	0	0
Charge for Services	946,171	3,770,600	37,662,000	6,099,197	6,081,298
Fines and Forfeitures	668,000	32,360	85,000	0	0
Interest	398,000	196,634	608,500	4,850	2,952,624
Rents	32,000	0	0	0	0
Reimbursements	3,301,071	697,948	0	0	0
Other Revenues	342,537	2,217,241	20,614,972	463,012	5,875,131
Total FY 14 Estimated Revenues	30,984,843	18,564,413	58,971,072	6,567,059	14,909,053
Total Resources Available for Appropriation	29,443,943	15,657,219	103,956,855	9,497,332	131,333,370
FY 14 Expenditure Appropriations:					
General Government	1,842,646	0	0	0	0
Fiscal Services	3,038,281	0	0	0	0
Police	10,586,362	3,046,752	0	0	8,572,143
Fire	8,135,868	797,600	0	0	6,302,000
Highways and Streets	0	5,357,966	0	0	0
Garbage and Rubbish	0	4,006,190	0	0	0
Technical Services	0	0	0	1,914,967	0
Development	1,522,540	4,838,620	0	0	0
Public Services	3,113,533	517,285	58,971,072	2,184,657	34,910
Other General Services	2,745,613	0	0	2,467,435	0
Total FY 14 Expenditure Appropriations	30,984,843	18,564,413	58,971,072	6,567,059	14,909,053
Estimated Unassigned Fund Balance - June 30, 2014	(1,540,900)	(2,907,194)	44,985,783	2,930,273	116,424,317





GENERAL FUND REVENUES

**RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	3,900,259	GENERAL GOVERNMENT	1,842,646
CITY INCOME TAXES	12,043,027	FISCAL SERVICES	3,038,281
STATE REVENUE SHARING	7,512,647	COMMUNITY PUBLIC SAFETY - POLICE	10,586,362
GRANTS	540,000	FIRE	8,135,868
LICENSES, PERMITS, & FEES	1,301,131	INSPECTIONS	1,212,360
CHARGE FOR SERVICES	946,171	COMMUNITY & ECONOMIC DEVELOPMENT	310,180
FINES AND FORFEITURES	668,000	PUBLIC SERVICE (GF)	3,113,533
INTEREST	398,000	OTHER GENERAL FUND	2,745,613
RENTS	32,000		
REIMBURSEMENTS	3,301,071		
OTHER REVENUES	342,537		
FUND BALANCE	0		
TOTAL RESOURCES	<u><u>30,984,843</u></u>	TOTAL APPROPRIATIONS	<u><u>30,984,843</u></u>

CITY OF SAGINAW
SCHEDULE OF AD-VALOREM TAXABLE VALUE

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	99,786	102,078	105,157	77,958	95,631
Commercial	93,217,849	95,061,305	95,064,902	96,361,425	96,304,235
Industrial	45,112,282	49,008,656	48,980,153	48,939,004	47,738,218
Residential	428,229,633	442,314,586	461,076,412	477,680,156	471,601,430
Total Real	<u>566,659,550</u>	<u>586,486,625</u>	<u>605,226,624</u>	<u>623,058,543</u>	<u>615,739,514</u>
Personal Property					
Commercial	41,335,600	42,377,998	41,796,637	45,810,753	43,787,288
Industrial	68,297,000	62,754,000	65,211,400	55,373,600	45,371,600
Utility	14,669,100	14,982,400	15,691,400	16,306,500	16,742,300
Total Personal	<u>124,301,700</u>	<u>120,114,398</u>	<u>122,699,437</u>	<u>117,490,853</u>	<u>105,901,188</u>
Total Real & Personal	<u><u>690,961,250</u></u>	<u><u>706,601,023</u></u>	<u><u>727,926,061</u></u>	<u><u>740,549,396</u></u>	<u><u>721,640,702</u></u>

BY TAXPAYER CLASS					
Agricultural	99,786	102,078	105,157	77,958	95,631
Commercial	134,553,449	137,439,303	136,861,539	142,172,178	140,091,523
Industrial	113,409,282	111,762,656	114,191,553	104,312,604	93,109,818
Residential	428,229,633	442,314,586	461,076,412	477,680,156	471,601,430
Utility	14,669,100	14,982,400	15,691,400	16,306,500	16,742,300
Total	<u>690,961,250</u>	<u>706,601,023</u>	<u>727,926,061</u>	<u>740,549,396</u>	<u>721,640,702</u>

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	114,440	109,851	112,395	29,593	30,302
Commercial	94,999,826	93,930,967	89,997,662	84,778,764	79,516,069
Industrial	47,161,286	32,053,496	30,489,558	29,253,146	27,780,845
Residential	445,170,091	388,236,562	350,887,163	334,056,853	317,901,841
Total Real	<u>587,445,643</u>	<u>514,330,876</u>	<u>471,486,778</u>	<u>448,118,356</u>	<u>425,229,057</u>
Personal Property					
Commercial	40,897,871	36,550,100	36,309,220	32,741,000	32,725,100
Industrial	39,775,400	39,087,100	41,319,400	40,166,500	33,645,600
Utility	17,433,000	18,003,800	19,876,600	21,003,700	21,967,300
Total Personal	<u>98,106,271</u>	<u>93,641,000</u>	<u>97,505,220</u>	<u>93,911,200</u>	<u>88,338,000</u>
Total Real & Personal	<u><u>685,551,914</u></u>	<u><u>607,971,876</u></u>	<u><u>568,991,998</u></u>	<u><u>542,029,556</u></u>	<u><u>513,567,057</u></u>

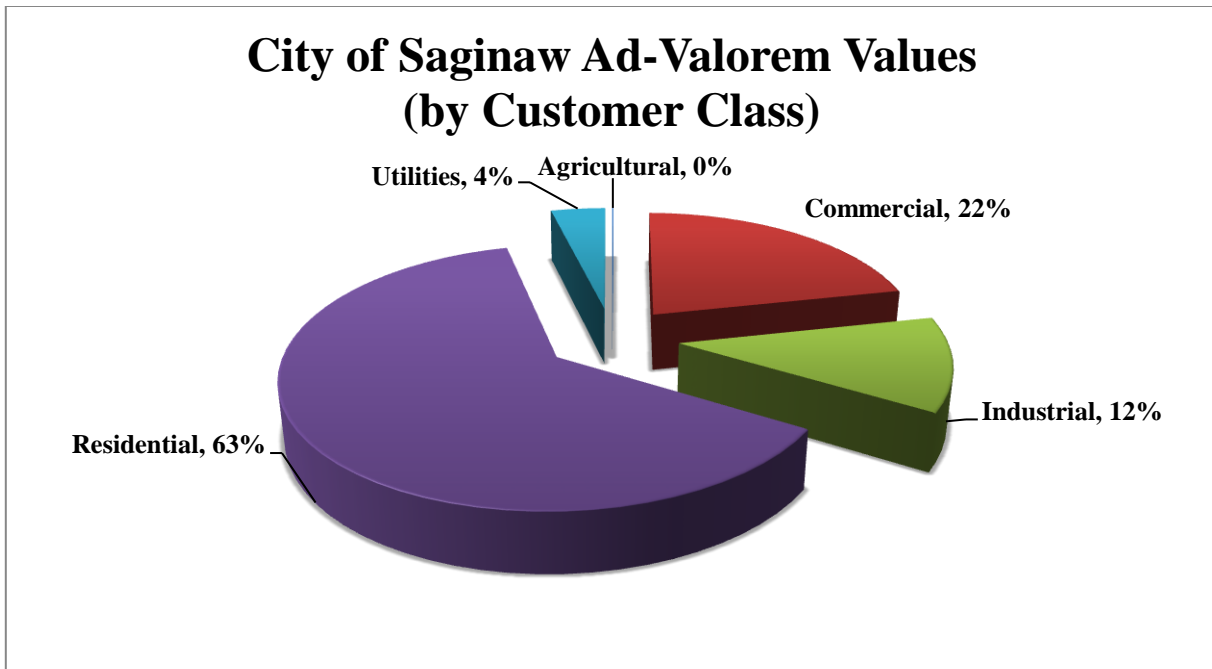
BY TAXPAYER CLASS					
Agricultural	114,440	109,851	112,395	29,593	30,302
Commercial	135,897,697	130,481,067	126,306,882	117,519,764	112,241,169
Industrial	86,936,686	71,140,596	71,808,958	69,419,646	61,426,445
Residential	445,170,091	388,236,562	350,887,163	334,056,853	317,901,841
Utility	17,433,000	18,003,800	19,876,600	21,003,700	21,967,300
Total	<u>685,551,914</u>	<u>607,971,876</u>	<u>568,991,998</u>	<u>542,029,556</u>	<u>513,567,057</u>

General Fund Revenues

Total 2013/2014 Approved General Fund resources are budgeted at \$30,984,843, which represents a decrease of \$819,313, or -16.21%, from the 2013, approved resources of \$31,804,156.

PROPERTY TAXES

City property taxes are levied each July 1 on the taxable value of property located in the City as of the preceding December 31 tax day and the lien date. In accordance with the provisions of Proposal A (see below), taxable value is the lower of the following three computations: 1) assessed/state equalized value; 2) the prior year's taxable value multiplied by the increase in the consumer price index or five percent (5%), whichever is less; or 3) the multiplier value. Proposal A requires the City Assessor to annually establish the assessed values and the equalization of said assessed values by the State of Michigan at 50 percent of current market value, prior to the application of formulas to determine the taxable value. Real property taxable value for the July 1, 2013 levy will be assessed at \$425,229,057 and personal property taxable value will be assessed at \$88,338,000.



The graph above illustrates the taxable value of property in the City as a percent of customer class.

The City of Saginaw's operating tax rate for FY 2014 is projected to be 7.3830 mills (limited to 7.50 mills). A special assessment of 7.5000 mills is also levied for public safety services. The City does not levy for debt service.

On March 15, 1994, voters in the State of Michigan approved Proposal A, a property tax reform proposal, which shifted the funding of education from property taxes to a combination of property taxes, higher sales tax and a real estate transfer tax. Property taxes were reduced to a maximum of six mills for homestead property and eighteen mills for non-homestead property; the State Sales Tax was increased from four cents to six cents; and a new real estate transfer tax of \$7.50 per thousand dollars was added. In addition, Proposal A restricted the growth of assessments on individual properties to an increase in the consumer price index or five percent (5%); whichever is less, until ownership of the property is transferred. The citizens of Saginaw subsequently

approved an additional four mills for public libraries when Proposal A eliminated their millage from the school's millage and another three mills to operate a public transportation system.

Taxes are due and payable on July 1 at the City Treasurer's Office and become delinquent after 30 days. To all real and personal taxes paid on or after August 1, there shall be added interest at the rate of ½ of 1 percent for every month, or fraction thereof, from August 1 until the date of payment. A penalty of ½ of 1 percent is added after July 31. From March 1 and thereafter, real taxes are collected by the Treasurer of Saginaw County, who adds and keeps a collection fee of four percent (4%) on the unpaid balance, and in addition, adds interest at the rate of one percent (1%) per month from March 1 until the date of payment. Unpaid taxes, together with all charges thereon, become a continuing lien on the property assessed. The general tax law provides that real estate with delinquent taxes shall be sold at a state land sale.

Tax Limitation

By general law, property taxes for City purposes are limited to two percent (2%) of the assessed valuation of all real and personal property in the municipality, provided that no such restriction shall prevent the levy of taxes required for the payment of general debt obligations.

The charter of the City of Saginaw provided that City taxes shall be subject to the overall limitation (City, School and County) imposed by Section 21, Article X, of the Michigan State Constitution, which is 1-1/2 percent of assessed value exclusive of debt incurred prior to December 8, 1932. Act No. 44, Public Acts of 1948, effective August 20, 1948, amended all Michigan city charters nullifying charter limitations and authorized that the levy for city purposes shall not exceed one percent (1%) of assessed valuation in any one year, unless and until a different tax rate limitation is provided by charter. State equalized valuations have been used in place of local assessed valuations.

On November 6, 1979, pursuant to an initiatory referendum, the City Charter was amended by the electors of the City of Saginaw to reduce the maximum property tax that may be levied by the City in any year from 10 mills to 7.50 mills. The amendment further provided that if in subsequent years the assessed value of all property within the City is increased for any reason, this maximum 7.50 mill rate would have to be permanently reduced so as to yield the same gross dollar revenue as the fiscal year 1979 property tax revenue yield (\$3,828,778). The amendment further provided for up to a 3 mill emergency levy if a specific emergency is declared by the Mayor and concurred by a 3/4 vote of the full Council.

On November 5, 2002, May 3, 2005, and November 3, 2009, special elections were held to remove the property tax dollar limitation of \$3,828,778 and the 7.50 mill limitation that was approved by the voters on November 6, 1979. The voters overwhelmingly defeated the proposal in these special elections.

LOCAL INCOME TAXES

The City of Saginaw receives approximately 38.87% of its General Fund revenue from local income tax. Economic conditions continue to have a negative impact on this revenue source. For 2013/2014, revenues from income taxes are expected to increase \$20,148. This increase is primarily due to the City pursuing delinquent income taxes through the effort of the Collection Specialist.

STATE SHARED REVENUES

The City of Saginaw receives approximately 24.25% of its General Fund revenue from state revenue sharing. The State of Michigan has experienced significant budget problems, which it attempted to partially remedy by cutting payments of shared sales tax revenues to local units of government. Governor Snyder released a preliminary plan on how statutory funding will be allocated and distributed. The State constructed a three tiered criteria, known as the Economic Vitality Incentive Program, on how to comply with the governor's proposal. The Economic Vitality Incentive Program requires that local municipalities submit to the State Treasurer initiatives that fulfill the criteria of: Accountability and Transparency, Consolidation and Collaboration of Services, and Employee Benefits Compensation. Both in FY 2012 and FY 2013, the City complied and met the deadlines for the governor initiative and expect to receive these revenues. The FY 2013/2014 Budget for State Shared Revenues will increase 8.00% or \$404,440. This increase is realized in both the EVIP \$241,012 and Constitutional \$163,428 allocations of State Shared Revenues.

GRANTS

For FY 2014, the City budgeted \$540,000 for federal grant funding related to police drug overtime and Medicare Part D reimbursement. This is a \$94,240, or -1.86% reduction from the 2013 approved budget levels. In FY 2014, the City will receive no new general fund grants for police, fire, or development activities.

LICENSES, PERMITS, & FEES

The City anticipates \$1,301,131 for licenses, permits, and fees for FY 2014. This represents an increase of \$78,431, over the approved 2013 revenue. This category includes business licenses, building permits, and cable television franchise fees. The increase in licenses, permits, and fees in 2014 is due to increases in the code enforcement permit fees in order to align them with the state rates, as well as anticipated increases to Cable TV Franchise fees and Cable TV PEG fees.

CHARGE FOR SERVICES

The total projected charges for services for FY 2014 is \$946,171. Charges for services include cemetery charges, Public Act 425, and police and fire services. Future State of Michigan Public Act 425 agreements or corresponding service agreements is being negotiated with other communities as they increase business and residential development. These agreements will provide additional revenue to the General Fund.

FINES AND FORFEITURES

The revenue in this category includes ordinance fines, parking receipts, parking lot receipts, parking violations and transfer affidavit fees. The revenue is anticipated to decrease from the 2013 approved revenue by \$216,522. This decrease is due to the reduction in parking violation fines based on current year activities. This decrease will be offset by increases to parking tickets – police by \$3,000.

INTEREST REVENUE

Interest revenue is projected to increase by .59% from 2013 approved. This is primarily due to the expected increase in the interest on City Income Taxes. This increase will align these revenues with the historical averages.

REIMBURSEMENTS

The General Fund uses a cost allocation plan to charge other funds for internal services rendered. Since 2001, the City has used Maximus to prepare the cost allocation plan. For FY 2014, a total of \$2,984,489 is budgeted for the indirect cost allocation plan. The category of reimbursement will equate to \$3,301,071, which is \$286,217 higher than in FY 2013. Another noteworthy increase is to the Inspections revenues. The City will continue to provide contracted inspections services to the surrounding communities in FY 2014.

OTHER REVENUES

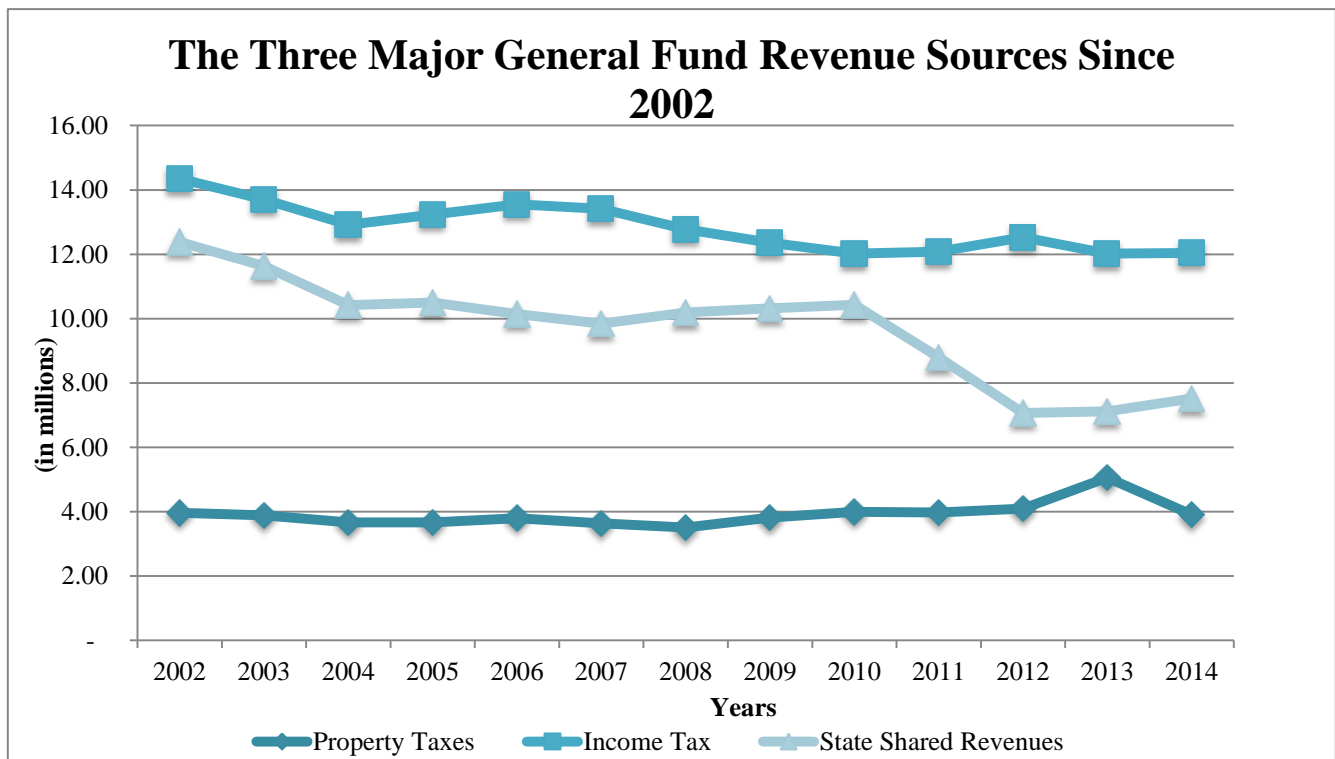
Other revenues will decrease \$181,000 from 2013 budgeted levels. This includes miscellaneous revenues related to police department services, donations, and the sale of assets. The category of Other Revenues is expected to decrease in FY 2014. These reductions are due in large part by the reduction in the funds anticipated to be received from Saginaw County for weed cutting and the elimination of funding from the Saginaw School District for the City/School Liaison. This committee now serves in an advisory committee capacity to both the City and the School District. The City also anticipates a reduction in the sale of firearms from Community Public Safety – Police.

USE OF FUND EQUITY AND TRANSFERS

The 2013/2014 Budget does not add to or use any of the General Fund reserves.

ANALYTICAL REVIEW:

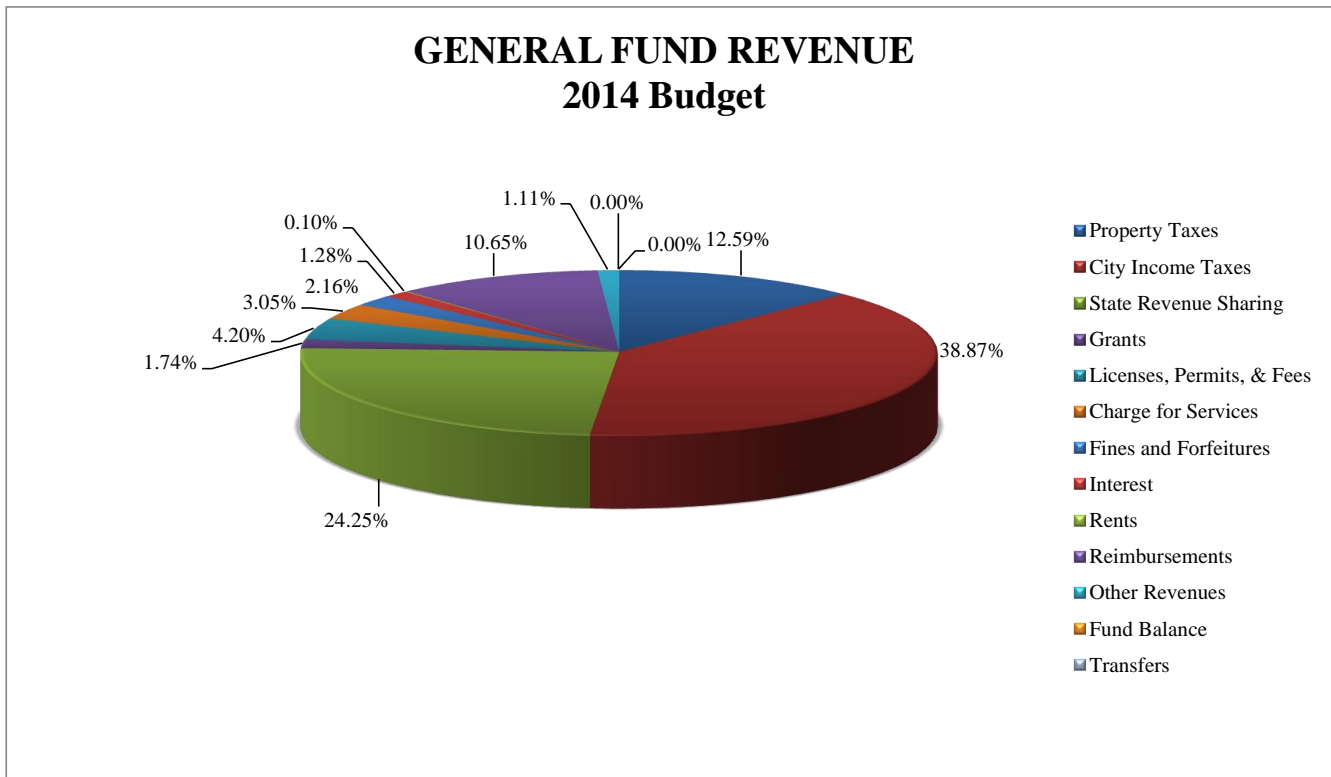
The three major revenue sources for the City of Saginaw are Property Taxes, Income Taxes, and State Shared Revenues. Listed below is a graphical representation of the history of these revenue sources from FY 2002 through the budgeted FY 2014.



The chart above reveals that the amount of revenues received from property taxes has changed little since 2002. However, in FY 2013, monies from some of the Renaissance Zones matured; creating a spike in the trend. Even though, the City realized some one-time revenues in FY 2013, the City still continues to be reliant on Income Tax and State Shared revenues, both of which have either remain flat or declined in recent years. The chart, above, also indicates that State Shared Revenues have decreased steadily and, at times, dramatically from 2002 through 2013. However, from FY 2013 to FY 2014, this trend begins to move upward. This is due to anticipated increases in the EVIP and Constitutional revenue sharing. Income Tax Revenues, which have become the City's major source of revenues, have stabilized and will begin to reflect a steady flat trend.

**REVENUE ANALYSIS SUMMARY
2013/2014 APPROVED BUDGET**

	2010 Actual	2011 Actual	2012 Actual	2013 Approved Budget	2013 Adjusted Budget	2013 Projected	2014 Approved Budget
Property Taxes	3,806,008	3,189,209	4,095,342	5,055,427	5,055,427	3,342,646	3,900,259
City Income Taxes	11,802,819	12,235,713	12,533,025	12,022,879	12,022,879	12,257,421	12,043,027
State Revenue Sharing	8,965,403	8,986,376	7,074,369	7,108,207	7,349,221	7,405,221	7,512,647
Grants	834,934	2,016,153	1,488,446	634,240	693,118	423,236	540,000
Licenses, Permits, & Fees	1,187,143	1,370,806	1,363,915	1,222,700	1,463,419	1,398,716	1,301,131
Charge for Services	1,043,869	910,070	1,099,754	937,790	1,006,301	980,854	946,171
Fines and Forfeitures	260,507	259,924	415,207	884,522	689,317	455,306	668,000
Interest	403,166	467,977	435,175	368,000	368,000	348,535	398,000
Rents	32,360	22,512	32,109	32,000	32,000	30,851	32,000
Reimbursements	3,158,152	3,412,854	2,525,166	3,014,854	3,028,907	3,094,039	3,301,071
Other Revenues	377,850	446,674	267,050	523,537	599,473	203,992	342,537
Fund Balance	0	0	0	0	874,134	0	0
Transfers	63,770	2,492,500	826,384	0	0	0	0
TOTAL RESOURCES	31,935,981	35,810,768	32,155,942	31,804,156	33,182,196	29,940,817	30,984,843



**REVENUE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

	2010 Actual	2011 Actual	2012 Actual	2013 Approved Budget	2013 Adjusted Budget	2013 Projected	2014 Approved Budget
TAXES							
Real Property	3,048,773	3,003,018	2,959,035	2,935,894	2,935,894	3,100,991	2,945,510
Real Property - IFT	0	0	0	760	760	0	824
Personal Property	407,339	448,883	513,740	615,269	615,269	420,916	611,907
Personal Property - IFT	0	0	0	5,470	5,470	0	3,145
Personal Property - DPPT	0	2,069	71,604	56,051	56,051	12,052	51,397
Property Taxes, - PY Refunds	0	0	0	1,039,507	1,039,507	380	0
Property Taxes - Chargeback	(219,551)	(642,842)	(6,361)	(30,000)	(30,000)	(476,661)	(200,000)
Penalties & Interest	283,371	66,791	281,682	135,000	135,000	55,087	135,000
Tax Administration Fees	286,076	295,946	260,441	282,476	282,476	229,881	282,476
PROPERTY TAX	3,806,008	3,173,865	4,080,141	5,040,427	5,040,427	3,342,646	3,830,259
Housing Commission	0	15,344	15,201	0	0	0	50,000
Birch Park	0	0	0	15,000	15,000	0	20,000
P. I. L. O. T. TAXES	0	15,344	15,201	15,000	15,000	0	70,000
City Income Taxes	10,837,940	11,295,505	11,524,993	11,051,000	11,051,000	11,287,013	11,051,000
Delinq City Income Tax	969,624	944,804	1,012,403	971,879	971,879	974,521	992,027
425 Agreement Refund	(4,745)	(4,596)	(4,371)	0	0	(4,114)	0
INCOME TAXES	11,802,819	12,235,713	12,533,025	12,022,879	12,022,879	12,257,421	12,043,027
TOTAL TAXES	15,608,827	15,424,922	16,628,367	17,078,306	17,078,306	15,600,066	15,943,286
INTERGOVERNMENTAL							
EVIP	0	0	3,374,214	3,374,216	3,615,230	3,615,231	3,615,228
Statutory	4,997,074	5,428,708	0	0	0	0	0
Constitutional	3,887,868	3,456,234	3,664,967	3,697,591	3,697,591	3,742,493	3,861,019
Liquor Licenses	36,414	35,085	35,188	36,400	36,400	33,843	36,400
State Grants	44,047	66,349	0	0	0	13,654	0
STATE SHARED REV.	8,965,403	8,986,376	7,074,369	7,108,207	7,349,221	7,405,221	7,512,647
FEMA	(292)	96,860	20,563	0	0	0	0
Homeland Security Training	632	712	27,241	5,000	11,948	6,948	0
Federal Grants	320,083	12,596	0	9,240	9,240	851	0
EECBG	31,396	208,252	274,621	0	51,930	0	0
HUD	0	340,021	289,133	0	0	0	0
Police Drug Overtime	149,985	120,044	171,029	120,000	120,000	87,406	40,000
Miscellaneous	0	315	0	0	0	0	0
Reimbursement/Medicare	333,130	1,237,353	705,859	500,000	500,000	328,030	500,000
GRANTS	834,934	2,016,153	1,488,446	634,240	693,118	423,236	540,000
TOTAL INTERGOV'TAL	9,800,337	11,002,529	8,562,815	7,742,447	8,042,339	7,828,456	8,052,647
LICENSES, PERMITS & FEES							
Occupational	32,784	32,583	38,138	33,000	33,000	33,306	33,000
General Business License	76,145	83,655	81,650	80,000	80,000	76,750	80,000
TOTAL LICENSES	108,929	116,238	119,788	113,000	113,000	110,056	113,000

**REVENUE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

	2010 Actual	2011 Actual	2012 Actual	2013 Approved Budget	2013 Adjusted Budget	2013 Projected	2014 Approved Budget
Housing Registration Fees	333,562	276,405	306,022	303,000	303,000	285,840	303,000
Building Permits	114,037	194,365	210,505	150,000	256,102	275,563	179,300
Electrical Permits	24,137	45,809	59,411	36,000	38,123	40,235	40,100
Mechanical Permits	29,189	97,128	49,171	35,000	41,915	49,251	44,200
Plumbing Permits	13,075	36,494	32,315	35,000	35,000	17,635	44,500
Sign Permits	3,030	2,075	3,125	0	0	2,600	0
Street Cut Permits	465	1,270	3,140	0	0	0	0
Curb Cut Permits	300	375	0	0	0	0	0
Fire Department Permits	75	114	150	700	700	300	700
Barricade Permits	150	285	0	0	0	0	0
TOTAL PERMITS	518,020	654,320	663,839	559,700	674,840	671,424	611,800
Cable TV Franchise Fees	518,793	550,887	527,371	500,000	500,000	551,556	525,000
Cable TV PEG Fees	41,401	49,361	52,917	50,000	175,579	65,681	51,331
TOTAL FEES	560,194	600,248	580,288	550,000	675,579	617,237	576,331
TOTAL LIC./PERM/FEES	1,187,143	1,370,806	1,363,915	1,222,700	1,463,419	1,398,716	1,301,131

CHARGE FOR SERVICES

Boot Removal Fee	0	0	0	100	100	12,915	100
Witness Fees	10,534	1,813	10,815	5,000	5,000	2,994	5,000
Board of Appeal Case Fees	50	50	0	0	0	0	0
Zoning Code Fees	5,005	7,385	6,300	7,000	7,000	5,705	6,000
Fire System Plan Review	700	125	625	700	700	1,250	700
Attorney Collections	6	0	0	0	0	17	0
Traffic Engineering	0	2,665	0	0	0	0	0
Fire False Alarm	0	400	3,725	1,500	1,500	25,782	6,500
Police False Alarm	0	38,356	24,375	40,000	40,000	24,263	20,000
Dog Registration Fees	0	4,400	12,830	2,500	2,500	2,250	2,500
Public Act 425	283,689	206,278	241,425	210,000	210,000	218,245	212,941
Police Billable Overtime	0	0	25,036	0	48,679	53,083	25,000
Police Dept PBT Charges	0	0	0	0	0	250	100
Election Services	0	11,110	44	90	90	164	90
Special Events Services	35,424	43,859	38,101	34,000	34,000	33,536	36,000
Special Events Ojibway	5,940	3,320	0	7,200	9,700	10,050	10,000
Engineering Plans/Records	3,893	1,620	20	0	0	201	0
Sale of Junk	176	311	1,514	600	600	82	600
Traffic Signs	4	93	140	0	0	0	200
Materials and Services	15,555	17,011	205,423	14,600	21,814	23,314	14,600
TOTAL GENERAL GOVT.	360,976	338,796	570,373	323,290	381,683	414,100	340,331

**REVENUE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

	2010 Actual	2011 Actual	2012 Actual	2013 Approved Budget	2013 Adjusted Budget	2013 Projected	2014 Approved Budget
Gun Registration Fees	1,825	1,695	2,070	1,600	1,600	1,860	1,600
Vehicle Storage Fees	0	0	0	0	3,668	3,668	30,000
Hazmat Clean Up Fees	16,447	5,584	16,297	15,000	15,000	9,254	15,000
False Alarm Fees	2,675	0	0	0	0	0	0
Police Department	80,136	103,771	28,340	76,000	76,000	60,863	2,000
Fire Department	3,785	3,421	4,354	10,000	16,450	16,545	10,000
TOTAL POLICE & FIRE	104,868	114,471	51,061	102,600	112,718	92,191	58,600
Internment Services	300,011	264,421	268,931	298,400	298,400	276,015	318,724
Markers and Bases	39,471	32,141	42,948	40,000	40,000	28,027	44,860
Grave Spaces	159,574	94,064	93,869	97,500	97,500	99,901	102,480
Materials and Services	78,969	66,177	72,572	76,000	76,000	70,620	81,176
TOTAL CEMETERIES	578,025	456,803	478,320	511,900	511,900	474,563	547,240
TOTAL CHARGE SVC.	1,043,869	910,070	1,099,754	937,790	1,006,301	980,854	946,171
FINES & FORFEITURES							
Parking Ramp #1 Receipts	0	0	0	35,000	35,000	33,836	35,000
Parking Lot Receipts	0	0	0	135,000	135,000	114,916	135,000
Ordinance Fines	215,293	228,695	216,781	180,000	180,000	178,043	180,000
Parking Violation Fines	238	51	8	489,522	289,522	113,445	270,000
Civil Infractions	3,050	815	250	10,000	10,000	3,900	10,000
Parking Tickets - Police	0	0	0	0	4,795	11,167	3,000
Dog Fines (Civil Infraction)	0	0	900	2,000	2,000	0	2,000
Transfer Affidavit Fines	41,926	30,363	9,387	33,000	33,000	0	33,000
Police Fines and Forfeiture	0	0	187,881	0	0	0	0
TOTAL FINES & FORFEIT.	260,507	259,924	415,207	884,522	689,317	455,306	668,000
INTEREST							
Andersen Loan	576	26,595	10,579	10,000	10,000	0	10,000
Interest on Investments	33,933	15,627	2,794	2,000	2,000	(10,757)	2,000
Interest on City Income Taxes	284,372	414,941	421,471	350,000	350,000	356,820	380,000
Interest on Spec Asmts	3,166	7,459	(1,915)	3,000	3,000	2	3,000
Interest and Penalties	78,024	31	0	0	0	44	0
Cemetery Int on Investments	3,095	3,324	2,246	3,000	3,000	2,427	3,000
TOTAL INTEREST	403,166	467,977	435,175	368,000	368,000	348,535	398,000
RENTS & PRIVILEGES							
Land and Building Rentals	32,360	22,512	32,109	32,000	32,000	30,851	32,000
TOTAL RENTS & PRIV.	32,360	22,512	32,109	32,000	32,000	30,851	32,000

**REVENUE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

	2010 Actual	2011 Actual	2012 Actual	2013 Approved Budget	2013 Adjusted Budget	2013 Projected	2014 Approved Budget
OTHER REVENUES							
Recreation Programs-Grant	20,000	0	0	0	0	0	0
City/School Liaison	10,000	10,000	5,000	5,000	5,000	0	0
Saginaw County	0	0	89,305	221,000	256,000	97,500	50,000
Riverfront Comm Donations	1,445	1,100	1,025	0	0	1,750	1,000
Contributions	0	0	0	6,000	24,600	18,616	6,000
CONTRIBUTIONS	31,445	11,100	95,330	232,000	285,600	117,866	57,000
Sale of Land/Buildings	334	209,000	0	0	0	10,000	0
Sale of Property Items	0	10,050	0	20,000	20,000	958	20,000
Sale of Property - Fire	31	0	1,059	2,000	4,524	2,525	2,000
SALES OF PROPERTY	365	219,050	1,059	22,000	24,524	13,483	22,000
Sale of Firearms	0	23,977	0	10,000	10,000	5,375	4,000
Special Assessments	159,928	118,916	(25,416)	150,000	150,000	79	150,000
TOTAL SPECIAL ASSESS.	159,928	142,893	(25,416)	160,000	160,000	5,454	154,000
Nuisance Clean Up	(6)	0	0	0	0	0	0
Surplus Receipts	65,145	18,556	47,944	20,000	20,000	4,139	20,000
Demolition Contracts	99,169	53,816	105,048	50,000	50,000	766	50,000
Gain/Loss on Equipment	0	195	0	0	0	0	0
Cash Over and Short	3,224	(9,197)	361	3,000	3,000	(217)	3,000
Smoke Detectors	0	0	2,560	0	0	100	0
Clerk's Dept Fees	300	0	0	0	0	0	0
Police Donations	0	0	18,010	0	0	5	0
Fire Donations	0	700	0	1,000	1,000	250	1,000
Encroachment	0	0	0	4,000	4,000	0	4,000
Pawn Shop	17,262	9,390	13,782	24,000	24,000	34,746	24,000
Board Ups	0	0	0	0	19,812	19,812	0
Detachment	0	0	8,172	7,287	7,287	7,287	7,287
TOTAL SURPLUS RECEIPT	185,094	73,460	195,877	109,287	129,099	66,889	109,287
Indirect Costs	2,929,843	3,015,783	2,304,995	2,758,964	2,758,964	2,837,771	2,984,489
Weed and Seed Admin	0	15,700	0	0	0	0	0
Insurance Proceeds	8,385	82	0	0	0	0	0
Insurance Premiums	14,159	7,157	13,158	7,500	21,553	27,313	14,500
Reimbursements	21,121	88,071	24,986	30,000	30,000	41,699	30,000
Saginaw Housing Comm	144,609	155,932	136,527	171,890	171,890	147,256	214,582
Demolition - FS & ES Indirect	0	84,912	0	0	0	0	0
Pagers/Cell Phones	35	371	0	0	0	0	0
Inspections	40,000	40,677	45,500	46,500	46,500	40,000	57,500
Traffic Engineering	0	4,169	0	0	0	0	0
TOTAL REIMBURSEMENTS	3,158,152	3,412,854	2,525,166	3,014,854	3,028,907	3,094,039	3,301,071

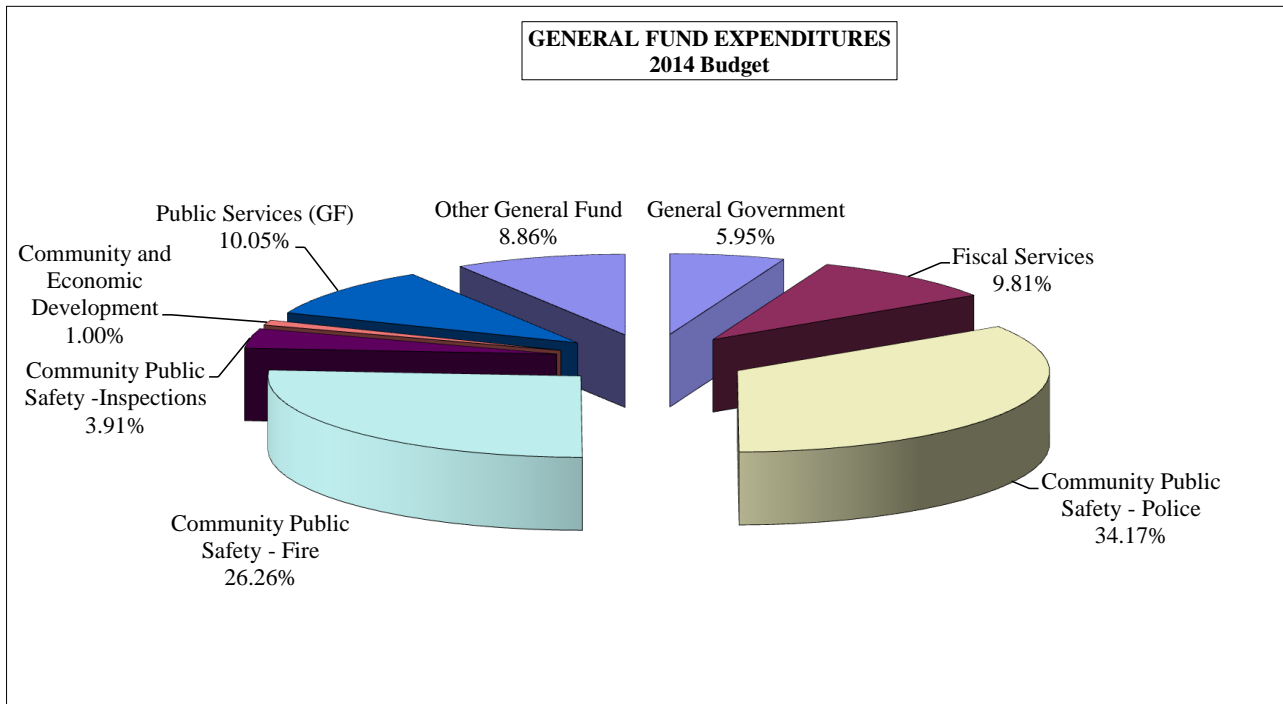
**REVENUE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

	2010 Actual	2011 Actual	2012 Actual	2013 Approved Budget	2013 Adjusted Budget	2013 Projected	2014 Approved Budget
Police Dept Services	1,018	170	170	250	250	300	250
TOTAL PUB. SAFETY FEE	1,018	170	170	250	250	300	250
Gain/Loss on Investment	0	0	30	0	0	0	0
TOTAL G/L ON INVEST.	0	0	30	0	0	0	0
TOTAL OTHER REVENUE	3,536,002	3,859,527	2,792,216	3,538,391	3,628,380	3,298,030	3,643,608
Decrease in Fund Equity	0	0	0	0	874,134	0	0
TOTAL FUND EQUITY	0	0	0	0	874,134	0	0
Community Dev. Block Grant	0	0	0	0	0	0	0
Weed and Seed	63,770	14,200	0	0	0	0	0
Transfer from Other Funds	0	0	0	0	0	0	0
Insurance Fund	0	2,478,300	701,700	0	0	0	0
Sick and Vacation Fund	0	0	0	0	0	0	0
Budget Stabilization	0	0	0	0	0	0	0
Radio Operation Fund	0	0	124,684	0	0	0	0
TOTAL TRANSFERS	63,770	2,492,500	826,384	0	0	0	0
TOTAL GENERAL FUND	31,935,981	35,810,767	32,155,942	31,804,156	33,182,196	29,940,816	30,984,843

**GENERAL FUND EXPENDITURES
BY DEPARTMENT AND CATEGORY
2013/2014 APPROVED BUDGET**

	2010 Actual	2011 Actual	2012 Actual	2013 Approved Budget	2013 Adjusted Budget	2013 Projected	2014 Approved Budget
General Government	2,082,717	2,132,472	2,027,002	1,816,553	1,829,553	1,665,949	1,842,646
Fiscal Services	2,309,136	2,379,051	2,656,934	2,865,304	2,865,304	2,786,532	3,038,281
Community Public Safety - Police	12,091,787	13,216,981	12,728,830	12,302,143	13,203,355	12,635,291	10,586,362
Community Public Safety - Fire	8,039,301	9,101,445	9,319,436	7,455,438	7,682,491	8,389,146	8,135,868
Community Public Safety - Inspections	0	0	0	0	1,129,104	1,004,963	1,212,360
Community and Economic Development	1,545,515	1,537,247	1,350,083	1,465,443	332,139	273,630	310,180
Public Services (GF)	2,719,046	3,097,397	3,403,877	3,002,966	3,183,846	3,162,122	3,113,533
Other General Fund	3,133,776	3,986,695	3,363,071	2,896,309	2,956,404	4,074,801	2,745,613
TOTAL GENERAL FUND	31,921,278	35,451,288	34,849,233	31,804,156	33,182,196	33,992,435	30,984,843

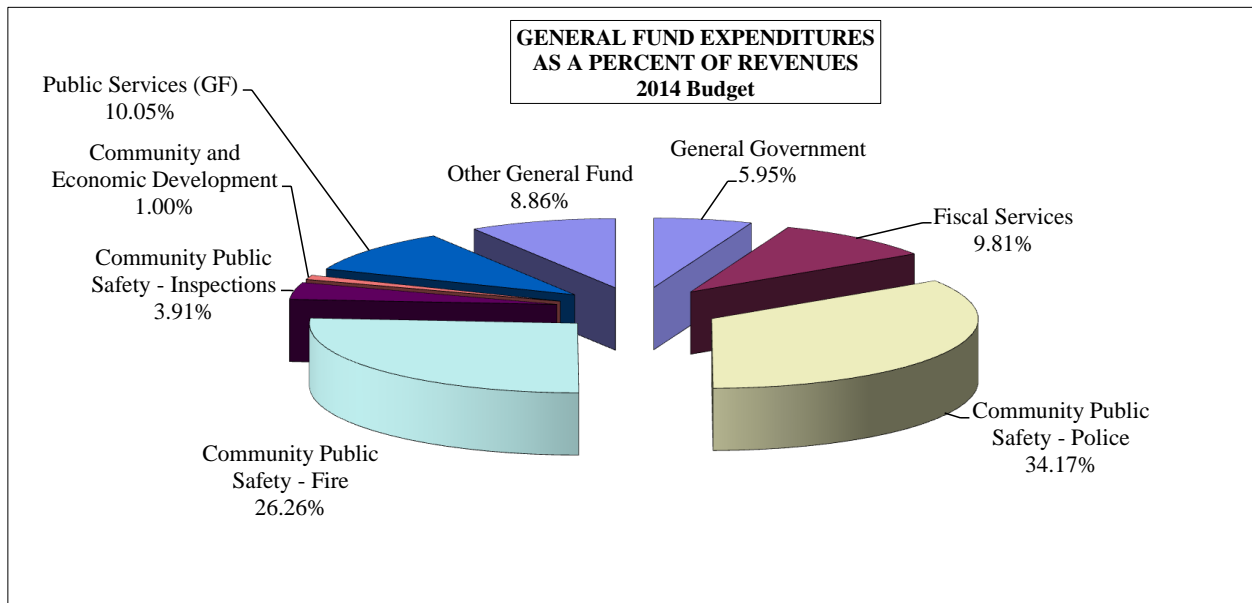
Personnel Services	25,556,432	27,638,593	27,607,363	24,870,568	25,870,001	26,903,581	24,910,962
Operating Expenses	5,396,109	5,849,373	6,152,860	5,572,221	5,787,536	5,557,862	5,670,397
Capital Outlay	40,667	438,365	292,026	0	183,288	189,621	2,300
Miscellaneous	928,070	1,524,957	796,984	1,361,682	1,341,371	1,341,371	401,184
TOTAL GENERAL FUND	31,921,278	35,451,288	34,849,233	31,804,471	33,182,196	33,992,435	30,984,843



**GENERAL FUND REVENUES AND EXPENDITURES
2013/2014 APPROVED BUDGET**

	2010 Actual	2011 Actual	2012 Actual	2013 Approved Budget	2013 Adjusted Budget	2013 Projected	2014 Approved Budget
Property Taxes	3,806,008	3,189,209	4,095,342	5,055,427	5,055,427	3,342,646	3,900,259
City Income Taxes	11,802,819	12,235,713	12,533,025	12,022,879	12,022,879	12,257,421	12,043,027
State Revenue Sharing	8,965,403	8,986,376	7,074,369	7,108,207	7,349,221	7,405,221	7,512,647
Grants	834,934	2,016,153	1,488,446	634,240	693,118	423,236	540,000
Licenses, Permits, & Fees	1,187,143	1,370,806	1,363,915	1,222,700	1,463,419	1,398,716	1,301,131
Charge for Services	1,043,869	910,070	1,099,754	937,790	1,006,301	980,854	946,171
Fines and Forfeitures	260,507	259,924	415,207	884,522	689,317	455,306	668,000
Interest	403,166	467,977	435,175	368,000	368,000	348,535	398,000
Rents	32,360	22,512	32,109	32,000	32,000	30,851	32,000
Reimbursements	3,158,152	3,412,854	2,525,166	3,014,854	3,028,907	3,094,039	3,301,071
Other Revenues	377,850	446,674	267,050	523,537	599,473	203,992	342,537
Fund Balance	0	0	0	0	874,134	0	0
Transfers	63,770	2,492,500	826,384	0	0	0	0
TOTAL RESOURCES	31,935,981	35,810,768	32,155,942	31,804,156	33,182,196	29,940,817	30,984,843

General Government	2,082,717	2,132,472	2,027,002	1,816,553	1,829,553	1,665,949	1,842,646
Fiscal Services	2,309,136	2,379,051	2,656,934	2,865,304	2,865,304	2,786,532	3,038,281
Community Public Safety - Police	12,091,787	13,216,981	12,728,830	12,302,143	13,203,355	12,635,291	10,586,362
Community Public Safety - Fire	8,039,301	9,101,445	9,319,436	7,455,438	7,682,491	8,389,146	8,135,868
Community Public Safety - Inspections	0	0	0	0	1,129,104	1,004,963	1,212,360
Community and Economic Development	1,545,515	1,537,247	1,350,083	1,465,443	332,139	273,630	310,180
Public Services (GF)	2,719,046	3,097,397	3,403,877	3,002,966	3,183,846	3,162,122	3,113,533
Other General Fund	3,133,776	3,986,695	3,363,071	2,896,309	2,956,404	4,074,801	2,745,613
TOTAL APPROPRIATION	31,921,278	35,451,288	34,849,233	31,804,156	33,182,196	33,992,435	30,984,843



GENERAL FUND APPROPRIATIONS

GENERAL GOVERNMENT

DEPARTMENT OF FISCAL SERVICES

COMMUNITY PUBLIC SAFETY

POLICE SERVICES

FIRE SERVICES

INSPECTIONS AND CODE ENFORCEMENT SERVICES

COMMUNITY AND ECONOMIC DEVELOPMENT

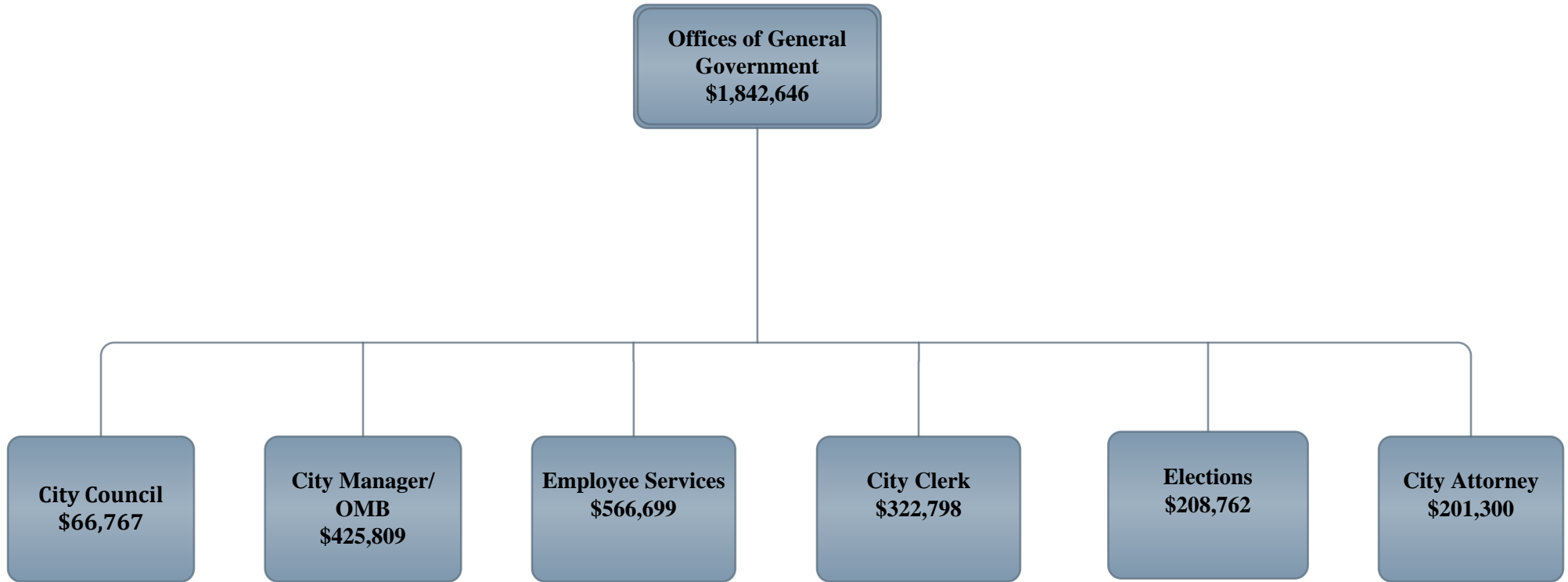
DEPARTMENT OF PUBLIC SERVICES

OTHER GENERAL FUND



GENERAL GOVERNMENT

CITY OF SAGINAW OFFICES OF GENERAL GOVERNMENT



Also considered a part of the Offices of General Government is Saginaw Government Television Division, which equates to \$50,511. This division is represented under the Department of Technical Services. The total 2014 Approved Budget for the Offices of General Government is \$1,842,646.

THE OFFICES OF GENERAL GOVERNMENT

EXPENDITURE BUDGET SUMMARY

The Offices of General Government is expected to increase \$26,093, or 1.44% from the 2013 approved budgeted levels. The largest increase will be realized in ***Personnel Services*** of \$58,793, or 5.01%. This increase is due largely to MERS pension obligation which will be 19.50% higher than the previous fiscal year. Likewise, short and long term disability insurance and life insurance are projected to increase 12% from 2013. In addition, during FY 2014 the Michigan Claims Tax will be eliminated for it was previously recognized in the active healthcare rate. The active healthcare cost does, however, include the Patient Protection and Affordable Care Act Taxes and Fees. ***(The personnel complement changes are listed in detail under Summary of Positions.)*** ***Operating Expenses*** are expected to decrease \$35,000, or -5.45% from 2013. In FY 2014, the City School Liaison division will no longer be funded. This committee will become an advisory committee between the City and the School Board to the City Manager. In the Office of the City Manager the training and development as well as travel/meals/lodging will all be significantly reduced. In the Employee Services Office the professional services

fees will be reduced for GRS. Additionally, the Election Office's budget reflects the largest reduction as there will only be the November election for FY 2014. The previous year's budget included funding for the presidential and primary elections. In the Office of the City Attorney, the IS charges will be eliminated due to zero staffing. Also, the subscription fees will be reduced to zero. These reductions will be offset by the following increases: IS charges for the BS&A implementation in all offices except for the City Attorney, training and development in the Office of City Council for new council members, professional services in both the City Manager and City Council Offices for the strategic planning sessions, a 6% to 10% increase to the general liability insurance, and motor pool charges in the Office of the City Manager. The Employee Services Office, also, includes funding for harassment and diversity training that is shared with Sewer and Water Operations and Maintenance Funds. This is based on the employee count for each fund. ***Capital Outlay*** will be \$2,300 in FY 2014. SGTv will allocate funds for the purchase of additional cameras in council chambers. This cost is offset by revenues for this operation.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
0101 City Council	49,381	42,535	47,069	60,374	60,374	47,615	66,767
0105 City/School Liaison	2,356	5,000	1,993	10,000	10,000	1,247	0
1710 Office of the City Manager	347,486	389,151	412,201	404,612	409,612	377,163	425,809
1711 SGTv	39,976	40,650	44,461	50,084	63,084	50,200	50,511
1725 Employee Services	557,173	528,355	461,253	509,223	509,223	489,710	566,699
1730 City Clerk's Office	343,821	298,823	347,348	317,931	317,931	305,503	322,798
1731 Elections	145,123	243,248	240,839	253,190	253,190	228,569	208,762
1734 City Attorney's Office	597,401	584,710	471,838	211,139	206,139	165,943	201,300
Total Expenditures	2,082,717	2,132,472	2,027,002	1,816,553	1,829,553	1,665,949	1,842,646

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	1,541,844	1,492,108	1,442,242	1,174,477	1,174,477	1,107,513	1,233,270
Operating Expenses	520,072	645,155	582,658	642,076	636,155	540,364	607,076
Capital Outlay	20,801	209	2,102	0	17,921	18,072	2,300
Total Expenditures	2,082,717	2,137,472	2,027,002	1,816,553	1,829,553	1,665,949	1,842,646

SUMMARY OF POSITIONS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
City Council	9.00	9.00	9.00	9.20	9.20	9.20	9.20
Office of the City Manager	2.90	2.90	2.85	2.95	2.95	2.95	2.95
SGTV	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Employee Services	2.95	3.95	3.55	3.55	3.55	3.55	3.80
City Clerk's Office	4.40	3.30	3.30	3.30	3.30	3.30	3.05
Elections	0.60	2.70	3.70	4.70	4.70	4.70	3.65
City Attorney's Office	4.00	3.00	0.00	0.00	0.00	0.00	0.00
Total Positions	24.85	25.85	23.40	24.70	24.70	24.70	23.65

The total Offices of General Government is projected to be 23.65 employees for the FY 2013/2014 budget. This represents a net 1.05 reduction in staffing. This net reduction is directly related to the City not budgeting for the Election Secretary in the Elections Office. Furthermore, in the City Clerk's Office .15 of the City Clerk and Deputy City Clerk will be allocated to the Self-Insurance Fund for activities that are completed by these individuals. This net reduction is offset by the reallocation of .25 of the Benefit Coordinator to the Employee Services Office.

The following "Expenditure Detail" pages will outline the total amounts allocated in each division for FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-0101 City Council

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	17,962	Council Members	9.00	13,469
Overtime	0	Admin Support Clerk (PT)	0.20	4,493
Fringe Benefits	6,537			
TOTAL	24,499	Total Personnel	9.20	17,962
		Overtime		0
OPERATING EXPENSES				
Supplies	300	FICA		1,374
Internal Services	1,268	Healthcare Benefits - Active		5,163
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	5,000	Pension		0
Maintenance Fees	1,200			
Other Contracted Fees	34,500	Total Fringe Benefits		6,537
TOTAL	42,268			
		TOTAL	9.20	24,499
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	66,767			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-1710 City Manager/OMB

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	194,313	City Manager	1.00	110,000
Overtime	500	Assistant to City Manager/ Budget Administrator	0.15	11,529
Fringe Benefits	167,514	Executive Assistant/ Public Information Officer	1.00	54,813
TOTAL	362,327	Admin Support Clerk (PT)	0.80	17,971
OPERATING EXPENSES		Total Personnel	2.95	194,313
Supplies	5,800	Overtime		500
Internal Services	21,098	FICA		14,789
Other Services		Healthcare Benefits - Active		26,535
Professional Fees	14,605	Healthcare Benefits - Retirees		0
Maintenance Fees	7,279	Pension		126,190
Other Contracted Fees	14,700	Total Fringe Benefits		167,514
TOTAL	63,482			
CAPITAL OUTLAY	0	TOTAL	2.95	362,327
TOTAL	0			
TOTAL APPROPRIATION	425,809			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-1711 SGTV

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	29,120	SGTV Program Coordinator	1.00	29,120
Overtime	0			
Fringe Benefits	12,336	Total Personnel	<u>1.00</u>	<u>29,120</u>
TOTAL	<u>41,456</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	1,000	FICA		422
Internal Services	4,255	Healthcare Benefits - Active		10,822
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	600	Pension		1,092
Maintenance Fees	800	Total Fringe Benefits		<u>12,336</u>
Other Contracted Fees	100			
TOTAL	<u>6,755</u>	TOTAL	<u>1.00</u>	<u>41,456</u>
CAPITAL OUTLAY	2,300			
TOTAL	<u>2,300</u>			
TOTAL APPROPRIATION	<u><u>50,511</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-1725 Employee Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	218,282	Director of Employee Services	1.00	92,233
Overtime	0	Asst. Dir. of Employee Services	0.55	34,188
Fringe Benefits	181,885	Benefits Coordinator	1.00	54,096
		Administrative Assistant I	0.40	19,378
		Employee Services Support (PT)	0.85	18,387
TOTAL	400,167	Total Personnel	3.80	218,282
OPERATING EXPENSES				
Supplies	3,500	Overtime		0
Internal Services	22,563			
Other Services				
Professional Fees	121,535	FICA		16,582
Maintenance Fees	4,750	Healthcare Benefits - Active		41,385
Other Contracted Fees	14,184	Healthcare Benefits - Retirees		0
		Pension		123,918
TOTAL	166,532	Total Fringe Benefits		181,885
CAPITAL OUTLAY				
	0			
TOTAL	0	TOTAL	3.80	400,167
TOTAL APPROPRIATION				
	566,699			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-1730 City Clerk

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	133,035	City Clerk	0.60	46,384
Overtime	0	Deputy City Clerk	0.60	35,317
Fringe Benefits	123,649	Office Assistant III	0.85	31,485
		Office Assistant II	0.25	7,291
		Skilled Clerical (PT)	0.75	12,558
TOTAL	256,684			
		Total Personnel	3.05	133,035
OPERATING EXPENSES				
Supplies	3,000	Overtime		0
Internal Services	32,580			
Other Services				
Professional Fees	19,200	FICA		10,267
Maintenance Fees	8,550	Healthcare Benefits - Active		20,339
Other Contracted Fees	2,784	Healthcare Benefits - Retirees		0
		Pension		93,043
TOTAL	66,114			
		Total Fringe Benefits		123,649
CAPITAL OUTLAY				
	0			
TOTAL	0			
		TOTAL	3.05	256,684
TOTAL APPROPRIATION				
	322,798			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-1731 Elections

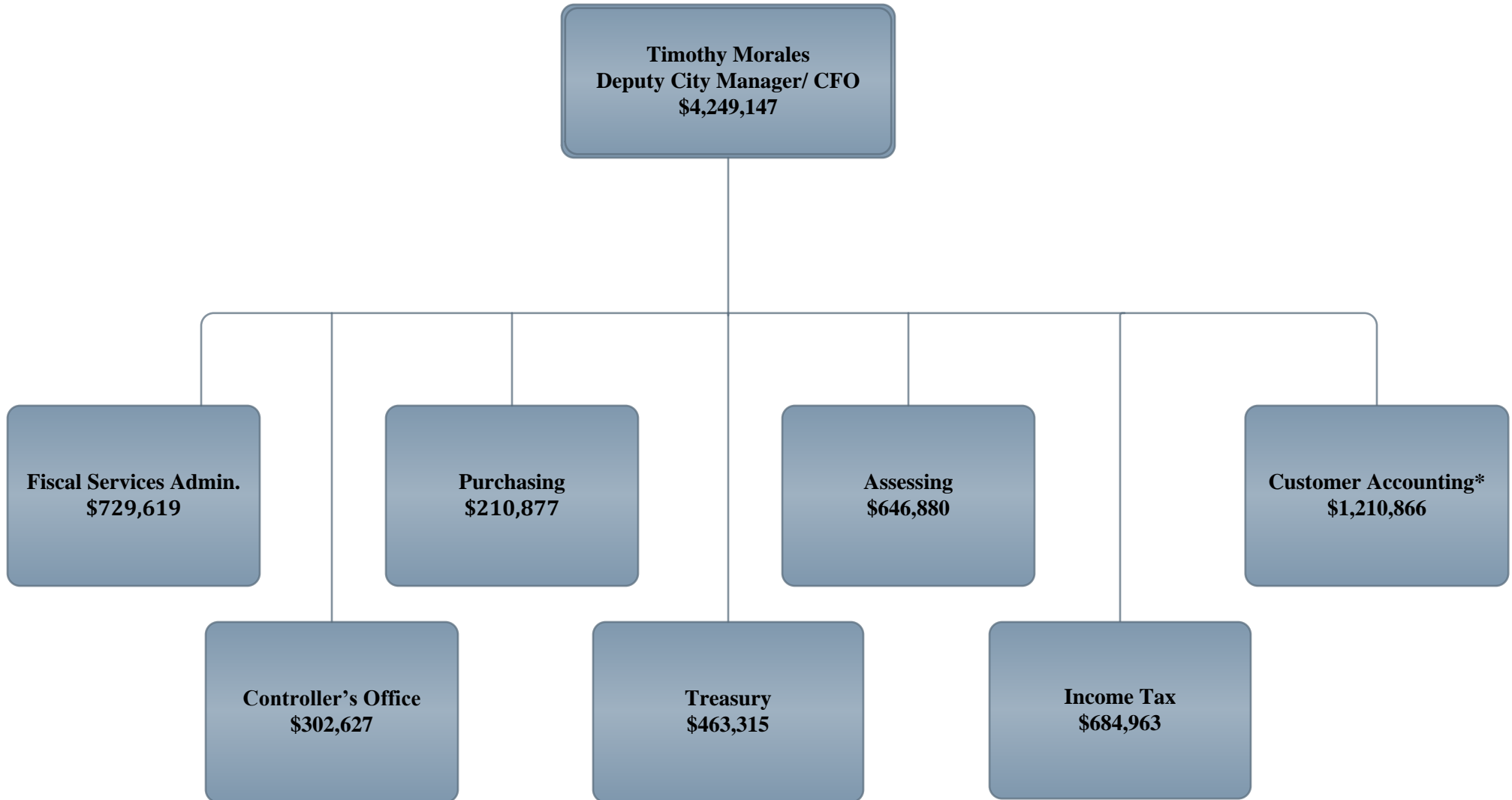
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	68,456	City Clerk	0.25	19,327
Overtime	2,624	Deputy City Clerk	0.25	14,716
Fringe Benefits	77,057	Office Assistant III	0.15	5,556
		Office Assistant II	0.75	21,871
TOTAL	148,137	Skilled Clerical (PT)	0.25	4,186
		Election Asst (Temp)	2.00	2,800
OPERATING EXPENSES		Total Personnel	3.65	68,456
Supplies	1,575			
Internal Services	19,995	Overtime		2,624
Other Services				
Professional Fees	31,585			
Maintenance Fees	5,775	FICA		5,470
Other Contracted Fees	1,695	Healthcare Benefits - Active		16,021
TOTAL	60,625	Healthcare Benefits - Retirees		0
		Pension		55,566
CAPITAL OUTLAY	0	Total Fringe Benefits		77,057
TOTAL	0	TOTAL	3.65	148,137
TOTAL APPROPRIATION	208,762			





DEPARTMENT OF FISCAL SERVICES

**CITY OF SAGINAW
DEPARTMENT OF FISCAL SERVICES**



**Customer Accounting is budgeted in the Water and Sewer Operation and Maintenance Funds.*

DEPARTMENT OF FISCAL SERVICES

EXPENDITURE BUDGET SUMMARY

The Department of Fiscal Services will increase by \$172,977 or 6.04% from the FY 2013 approved budgeted levels. *Personnel Services* will increase by \$162,357 or 7.73%. This increase is due largely to MERS pension obligation, which will be 19.50% higher than the previous fiscal year. In addition, short and long term disability and life insurance are projected to increase 12% from FY 2013. There are no personnel

complement changes in FY 2014. *Operating Expenses* are expected to increase \$11,620, or 1.53% from FY 2013 Approved Budget. This increase is directly related to the IS charges for the BS&A implementation. This increase will be offset by reductions in the general liability insurance in the Administration division and the motor pool charges in the Assessing division. No *Capital Outlay* purchases are budgeted in the Department of Fiscal Services for FY 2014.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1740 Administration	369,814	477,223	578,922	680,044	680,044	600,526	729,619
1741 City Controller	330,730	298,388	325,658	308,866	308,866	319,780	302,627
1742 Purchasing	169,404	168,464	180,143	192,357	192,357	358,562	210,877
1743 Treasury	393,609	365,434	428,364	431,949	431,949	409,614	463,315
1744 Assessor	534,626	554,939	556,444	604,261	604,261	523,045	646,880
1745 Income Tax	510,953	514,603	587,195	647,827	647,827	575,004	684,963
Total Expenditures	2,309,136	2,379,051	2,656,726	2,865,304	2,865,304	2,786,532	3,038,281

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	1,598,382	1,705,850	1,955,576	2,102,679	2,102,679	1,897,234	2,265,036
Operating Expenses	704,370	671,387	701,150	761,625	761,625	888,463	773,245
Capital Outlay	6,384	1,814	0	1,000	1,000	885	0
Total Expenditures	2,309,136	2,379,051	2,656,726	2,865,304	2,865,304	2,786,532	3,038,281

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Administration	3.60	4.60	5.35	5.35	5.35	5.35	5.35
Purchasing Office	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Treasury Office	3.25	3.25	3.25	3.25	3.25	3.25	3.25
Office of the Assessor	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Income Tax Office	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Customer Accounting	7.25	7.25	7.25	7.25	7.25	7.25	7.25
Total Positions	28.10	29.10	29.85	29.85	29.85	29.85	29.85

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-1740 Fiscal Services Administration

Allocation Plan		Postion Control	
		JOB CLASSIFICATION	2013/ 2014 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	299,232	Deputy City Manager/CFO	0.50 51,203
Overtime	800	Assistant to City Manager/ Budget Administrator	0.85 65,333
Fringe Benefits	303,711	Administrative Analyst	1.00 48,133
TOTAL	603,743	Payroll Specialist	1.00 46,079
		Acct Payable Coordinator	1.00 48,462
		Collections Specialist	1.00 40,022
OPERATING EXPENSES		Total Personnel	5.35 299,232
Supplies	3,250	Overtime	800
Internal Services	45,017	FICA	22,672
Other Services		Healthcare Benefits - Active	61,019
Professional Fees	66,425	Healthcare Benefits - Retirees	0
Maintenance Fees	6,984	Pension	220,020
Other Contracted Fees	4,200	Total Fringe Benefits	303,711
TOTAL	125,876	TOTAL	5.35 603,743
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	729,619		

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-1742 Purchasing

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	94,308	Purchasing Officer	1.00	54,982
Overtime	0	Purchasing Assistant	1.00	39,326
Fringe Benefits	99,130			
		Total Personnel	<u>2.00</u>	<u>94,308</u>
TOTAL	<u>193,438</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	600	FICA		7,334
Internal Services	12,089	Healthcare Benefits - Active		11,399
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,650	Pension		80,397
Maintenance Fees	1,600			
Other Contracted Fees	1,500	Total Fringe Benefits		<u>99,130</u>
TOTAL	<u>17,439</u>			
		TOTAL	<u>2.00</u>	<u>193,438</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>210,877</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-1743 Treasury

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	169,696	Deputy City Manager/CFO	0.50	51,203
Overtime	0	Deputy Treasurer	1.00	58,517
Fringe Benefits	190,072	Office Assistant III	1.00	37,401
		Customer Serv. Coord.	0.25	7,454
		Customer Serv. Rep. IV	0.50	15,121
TOTAL	359,768	Total Personnel	3.25	169,696
OPERATING EXPENSES				
Supplies	9,000	Overtime		0
Internal Services	45,751			
Other Services				
Professional Fees	4,786	FICA		12,917
Maintenance Fees	32,860	Healthcare Benefits - Active		43,326
Other Contracted Fees	11,150	Healthcare Benefits - Retirees		0
		Pension		133,829
TOTAL	103,547	Total Fringe Benefits		190,072
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	3.25	359,768
TOTAL APPROPRIATION	463,315			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-1744 Assessor

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	273,076	City Assessor	1.00	74,969
Overtime	200	Property Appraiser III	2.00	103,204
Fringe Benefits	271,726	Property Appraiser II	1.00	45,359
		Assessing Technician	1.00	32,800
		Skilled Clerical (PT)	1.00	16,744
TOTAL	545,002			
		Total Personnel	6.00	273,076
OPERATING EXPENSES				
Supplies	3,470	Overtime		200
Internal Services	62,742			
Other Services				
Professional Fees	4,350	FICA		20,785
Maintenance Fees	17,716	Healthcare Benefits - Active		47,893
Other Contracted Fees	13,600	Healthcare Benefits - Retirees		0
		Pension		203,048
TOTAL	101,878			
		Total Fringe Benefits		271,726
CAPITAL OUTLAY				
	0			
TOTAL	0			
		TOTAL	6.00	545,002
TOTAL APPROPRIATION				
	646,880			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-1745 Income Tax

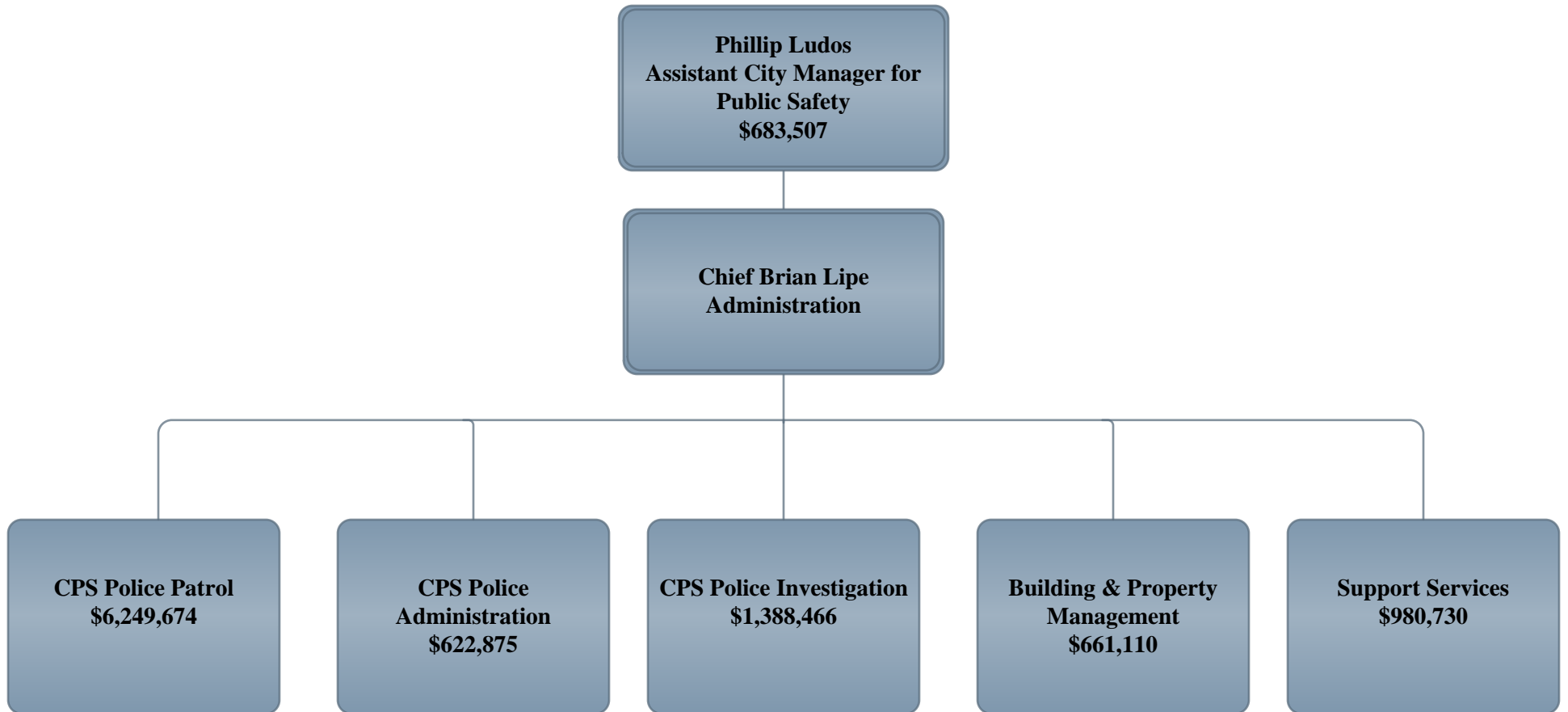
Allocation Plan		Postion Control		
		JOB CLASISIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	239,934	Income Tax Administrator	1.00	56,900
Overtime	0	Income Tax Specialist	1.00	49,182
Fringe Benefits	323,151	Income Tax Auditor	3.00	100,600
		Office Assistant III	1.00	33,252
TOTAL	563,085	Total Personnel	6.00	239,934
OPERATING EXPENSES				
		Overtime		0
Supplies	5,500	FICA		17,949
Internal Services	51,830	Healthcare Benefits - Active		67,447
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	30,948	Pension		237,755
Maintenance Fees	32,800			
Other Contracted Fees	800			
TOTAL	121,878	Total Fringe Benefits		323,151
CAPITAL OUTLAY	0	TOTAL	6.00	563,085
TOTAL	0			
TOTAL APPROPRIATION	684,963			



COMMUNITY PUBLIC SAFETY

POLICE SERVICES
FIRE SERVICES
INSPECTIONS SERVICES
AND
PARKING ENFORCEMENT SERVICES

CITY OF SAGINAW
COMMUNITY PUBLIC SAFETY (CPS) - POLICE



In FY 2011/12, the Administration Division of Community Public Safety Police and Fire has been combined into the Office of Community Public Safety

COMMUNITY PUBLIC SAFETY - POLICE

EXPENDITURE BUDGET SUMMARY

The total Community Public Safety - Police expenditures will be \$10,586,362 for FY 2013/2014. This represents an overall reduction of \$1,715,781 from the 2013 budgeted levels. The largest decrease will be realized in *Personnel Services*. Personnel Services for FY 2014 will decrease \$1,782,811, or -16.07% from the 2013 budgeted levels. In 2012, the City Manager established a Public Safety Funding/Planning/Sustainability Taskforce that reviewed the City's Public Safety – Police and Fire Services. This taskforce provided recommendations to the City Manager and City Council on how these operations should be structured in December 2012. However, due to the structural deficit that the City realized in FY 2012, drastic changes were required to Community Public Safety, which is the largest portion of the General Fund. The FY 2013/2014 Approved Budget reflects the elimination of 36 sworn employees.

In addition, during FY 2014 the Michigan Claims Tax was eliminated as it was already recognized in the active healthcare rate. Nevertheless, the active healthcare cost does include the Patient Protection and Affordable Care Act Taxes and Fees. (*The personnel complement changes are listed in detail under Summary of Positions.*) Furthermore, these reductions will be slightly offset by increases to overtime and retiree healthcare cost. *Operating Expenses* is expected to increase \$67,030 or 5.54% from the 2013 budgeted levels. These increases are due to the following: 6% to 10% increase to general liability insurance; the inclusion of the unspent Dow Grant funds from the previous fiscal year, and motor pool charges. This increase will be offset by reductions in recruitment expenses, Act 302 matching training and development allocations, a reduction in operating costs related to staffing, and IS charges. No *Capital Outlay* purchases will be budgeted in Community Public Safety – Police in FY 2014.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3010 Office of the Police Chief	357,264	452,578	0	0	0	0	0
3510 Community Public Safety	0	0	776,141	791,237	791,436	637,168	683,507
3511 CPS - Police Patrol	8,173,042	9,192,341	8,448,958	8,001,120	8,676,451	8,091,869	6,249,674
3512 CPS - Police Administration	421,850	383,574	298,027	301,441	317,015	359,448	622,875
3513 CPS - Police Investigation	1,800,684	1,821,901	1,506,990	1,715,739	1,930,721	2,211,154	1,388,466
3514 Building and Property Management	877,420	896,365	830,642	561,665	586,890	535,052	661,110
3515 Support Services	461,527	470,222	655,632	930,941	930,941	800,600	980,730
Total Expenditures	12,091,787	13,216,981	12,516,390	12,302,143	13,203,355	12,635,291	10,586,362

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	11,018,307	11,824,325	11,162,903	11,093,304	11,929,282	11,453,272	9,310,493
Operating Expenses	1,072,182	1,374,313	1,353,487	1,208,839	1,274,073	1,182,019	1,275,869
Capital Outlay	1,298	18,343	0	0	0	0	0
Total Expenditures	12,091,787	13,216,981	12,516,390	12,302,143	13,203,355	12,635,291	10,586,362

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Office of the Police Chief	4.00	4.50	0.00	0.00	0.00	0.00	0.00
Community Public Safety	0.00	0.00	5.90	5.00	5.00	5.00	4.00
CPS - Police Patrol	70.00	69.00	64.00	55.75	55.75	55.75	32.00
CPS - Police Administration	3.00	1.00	1.00	1.00	1.00	1.00	2.70
CPS - Police Investigation	13.00	12.00	11.00	11.00	11.00	11.00	9.00
Building & Property Mgmt	7.00	3.00	3.00	0.00	0.00	0.00	0.00
Support Services	7.00	8.00	10.00	17.00	17.00	17.00	17.00
Total General Fund Positions	104.00	97.50	94.90	89.75	89.75	89.75	64.70
CPS - Police Patrol	23.00	22.00	31.00	31.00	31.00	31.00	24.00
CPS - Police Investigation	8.00	9.00	0.00	0.00	0.00	0.00	0.00
Total Public Safety Fund Positions	31.00	31.00	31.00	31.00	31.00	31.00	24.00
Community Policing	4.00	9.00	8.75	7.15	7.15	7.15	3.00
Drug Forfeiture	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Saginaw County TAPS	2.00	1.00	0.00	0.00	0.00	0.00	0.30
Auto Theft Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Grant Positions	7.00	11.00	9.75	8.15	8.15	8.15	4.30
Water Operations and Maint.	0.00	0.00	0.10	0.10	0.10	0.10	0.00
Total Water Operations and Maintenance Fund	0.00	0.00	0.10	0.10	0.10	0.10	0.00
Total Positions	142.00	139.50	135.65	129.00	129.00	129.00	93.00

During the budget presentation to council in May 2013, City Council was advised that the City could no longer provide the same levels of public safety services as it had in previous fiscal years, for revenues and property tax values continued to decline rapidly since 2008. As a result of increased mandatory expenditures, continually declining revenues, restriction in current collective bargaining agreements, and the City’s inability to obtain cost savings concession from the two police bargaining units; the staffing levels for Community Public Safety will be reduced in FY 2014. The total Community Public Safety (CPS) – Police’s personnel complement will equate to 55 sworn, 10 civilian FTE, 10 civilian PTE, and 18 seasonal employees. This is reduction of 36 sworn positions from the previous fiscal year. This reduction includes the elimination of the Assistant Police Chief position in the Community Public Safety Office. Other positions that are associated with the above reductions are the elimination of the COPS Hiring Grant Police Officers 4.15 FTE. This is due to the completion of the grant in June 2013. Because of all of the reduction in staffing levels, the Police Chief will restructure the various divisions. This is can be seen in the CPS – Police Administration that increased 1.70 FTE – 1 Police Lieutenant and .70 of a Police Officer. The remaining .30 of this position will be realized in the Saginaw County TAPS Fund.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-3510 Office of Community Public Safety

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	272,935	Assistant City Manager		
Overtime	0	for Public Safety	1.00	102,406
Fringe Benefits	278,000	Chief of Police	1.00	85,024
		Public Safety Support	1.00	43,833
		Administrative Professional	1.00	41,672
TOTAL	550,935			
		Total Personnel	4.00	272,935
OPERATING EXPENSES				
Supplies	6,000	Overtime		0
Internal Services	37,351			
Other Services				
Professional Fees	83,923	FICA		20,825
Maintenance Fees	500	Healthcare Benefits - Active		59,803
Other Contracted Fees	4,798	Healthcare Benefits - Retirees		0
		Pension - Civilian		125,240
		Pension - Sworn		72,132
TOTAL	132,572			
		Total Fringe Benefits		278,000
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	4.00	550,935
TOTAL APPROPRIATION	683,507			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-3511 CPS - Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	958,222	Police Lieutenant	2.00	146,480
Overtime	190,000	Police Sergeant	8.00	522,852
Fringe Benefits	5,009,539	Police Officer	4.00	220,852
		School Crossing Guard	18.00	68,038
TOTAL	6,157,761	Total Personnel	32.00	958,222
OPERATING EXPENSES				
		Overtime		150,000
Supplies	0	Billable Overtime		40,000
Internal Services	91,913			
Other Services		Total Overtime		190,000
Professional Fees	0			
Maintenance Fees	0	FICA		22,035
Other Contracted Fees	0	Healthcare Benefits - Active		217,965
TOTAL	91,913	Unemployment Insurance		202,800
		Healthcare Benefits - Retirees		2,527,945
		Pension - Sworn		2,038,794
CAPITAL OUTLAY	0	Total Fringe Benefits		5,009,539
TOTAL	0			
		TOTAL	32.00	6,157,761
TOTAL APPROPRIATION	6,249,674			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-3512 CPS - Police Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	168,980	Police Lieutenant	1.00	70,919
Overtime	7,000	Police Sergeant	1.00	61,544
Fringe Benefits	256,082	Police Officer	0.70	36,517
TOTAL	432,062	Total Personnel	2.70	168,980
OPERATING EXPENSES				
		Overtime		7,000
Supplies	1,987			
Internal Services	5,524	FICA		2,695
Other Services		Healthcare Benefits - Active		36,991
Professional Fees	163,106	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension - Sworn		216,396
Other Contracted Fees	20,196	Total Fringe Benefits		256,082
TOTAL	190,813			
		TOTAL	2.70	432,062
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	622,875			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-3513 CPS - Police Investigation

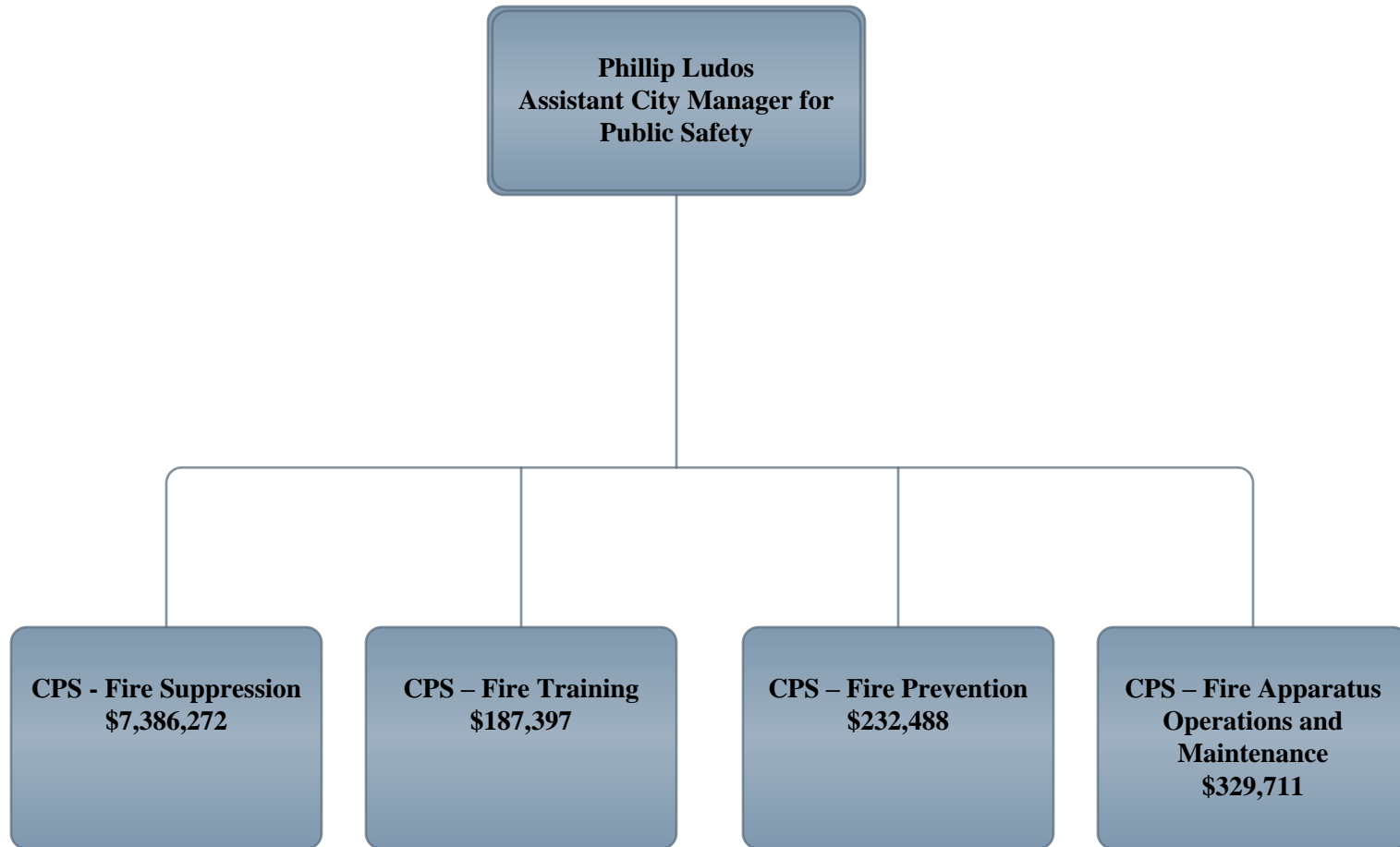
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	482,087	Police Sergeant	1.00	61,904
Overtime	53,000	Police Officers	8.00	420,183
Fringe Benefits	780,325			
		Total Personnel	<u>9.00</u>	<u>482,087</u>
TOTAL	<u>1,315,412</u>			
		Overtime		<u>53,000</u>
OPERATING EXPENSES				
Supplies	0	FICA		7,804
Internal Services	2,804	Healthcare Benefits - Active		147,966
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	69,700	Pension - Sworn		624,555
Maintenance Fees	0			
Other Contracted Fees	550	Total Fringe Benefits		<u>780,325</u>
TOTAL	<u>73,054</u>	TOTAL	<u>9.00</u>	<u>1,315,412</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>1,388,466</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-3515 Support Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	413,857	Support Services Admin.	1.00	57,088
Overtime	6,000	Firearms & Property Specialist	1.00	36,432
Fringe Benefits	434,466	Property & Evidence Specialist	1.00	36,941
TOTAL	854,323	Tac/Lein Operator	1.00	37,900
OPERATING EXPENSES		Office Assistant II	3.00	95,658
Supplies	0	Custodial Worker (PT)	1.00	18,720
Internal Services	85,507	Clerical II (PT)	1.00	21,632
Other Services		Clerical I (PT)	1.00	18,330
Professional Fees	1,400	Skilled Clerical (PT)	4.00	56,524
Maintenance Fees	39,500	Basic Clerical (PT)	2.00	26,208
Other Contracted Fees	0	Basic Laborer (PT)	1.00	8,424
TOTAL	126,407	Total Personnel	17.00	413,857
CAPITAL OUTLAY		Overtime		6,000
	0	FICA		29,071
TOTAL	0	Healthcare Benefits - Active		125,793
		Healthcare Benefits - Retirees		0
		Pension		279,602
TOTAL APPROPRIATION	980,730	Total Fringe Benefits		434,466
		TOTAL	17.00	854,323

**CITY OF SAGINAW
COMMUNITY PUBLIC SAFETY (CPS) - FIRE**



During FY 2012, Fire Administration was included with the Office of Community Public Safety, listed under CPS – Police.

COMMUNITY PUBLIC SAFETY - FIRE

EXPENDITURE BUDGET SUMMARY

The total Community Public Safety - Fire expenditures will be \$8,135,868 for the 2014 Budget. This represents an increase of \$680,430, or 9.13%, from the 2013 budgeted levels. The category of *Personnel Services* is expected to increase \$693,415 or 10.30% for FY 2014. This increase is directly associated with increases to overtime \$70,942, retiree healthcare cost \$227,318, pension obligations \$309,997, and the inclusion of unemployment cost of \$234,000 for the reduction in Community Public Safety Fire staff. This increase will be offset by a reduction in the staffing levels and the education pay. In addition, during FY 2014 the Michigan Claims Tax will be eliminated for it was previously recognized in the active healthcare rate.

However, the active healthcare cost does include the Patient Protection and Affordable Care Act Taxes and Fees. (*The personnel complement changes are listed in detail under Summary of Positions.*) *Operating Expenses* are expected to decrease \$12,715 from 2013 budgeted levels. This is primarily attributed to reduction in operating costs related to staffing, such as IS charges, clothing supplies training, education reimbursement, reduction in various facility related expenses due to the potential closing of a Fire Station, and reductions in vehicular requirements. These reductions will be offset by increases to professional services for possible shared Fire Chief Services. No *Capital Outlay* purchases are budgeted for Community Public Safety - Fire.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3750 Fire Administration	321,115	391,946	0	0	0	0	0
3551 CPS - Fire Suppression	7,200,014	7,904,081	8,642,675	6,598,584	6,744,093	7,682,300	7,386,272
3552 CPS - Fire Training	165,768	315,562	161,205	166,381	169,881	162,290	187,397
3553 CPS - Fire Prevention	182,072	194,598	283,645	356,358	435,698	336,116	232,488
3554 CPS - Fire Apparatus Operations and Maintenance	170,332	295,258	231,911	334,115	332,819	208,439	329,711
Total Expenditures	8,039,301	9,101,445	9,319,436	7,455,438	7,682,491	8,389,146	8,135,868

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	7,387,695	8,224,897	8,692,447	6,727,468	6,930,049	7,831,951	7,420,613
Operating Expenses	647,529	801,740	626,197	727,970	734,697	539,735	715,255
Capital Outlay	4,077	74,808	792	0	17,745	17,460	0
Total Expenditures	8,039,301	9,101,445	9,319,436	7,455,438	7,682,491	8,389,146	8,135,868

SUMMARY OF POSITIONS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Fire Administration	2.00	2.50	0.00	0.00	0.00	0.00	0.00
CPS - Fire Suppression	44.00	44.00	41.00	27.00	27.00	27.00	24.00
CPS - Fire Training	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CPS - Fire Prevention	1.80	2.00	2.00	3.00	3.00	3.00	2.00
Total General Fund Positions	48.80	49.50	44.00	31.00	31.00	31.00	27.00
CPS - Fire Suppression	19.00	19.00	20.00	20.00	20.00	20.00	9.00
CPS - Fire Prevention	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Total Public Safety Fund Positions	20.00	20.00	20.00	20.00	20.00	20.00	9.00
Homeland Sec. - Safer Fund	0.00	0.00	0.00	7.00	0.00	0.00	0.00
Total Grant Fund Positions	0.00	0.00	0.00	7.00	0.00	0.00	0.00
Total Positions	68.80	69.50	64.00	58.00	51.00	51.00	36.00

During the budget presentation to council in May 2013, City Council was advised that the City could no longer provide the same levels of public safety services as it had in previous fiscal years, for revenues and property tax values continued to decline rapidly since 2008. As a result of increased mandatory expenditures, continually declining revenues, and restriction in current collective bargaining agreements the staffing levels for Community Public Safety will be reduced in FY 2014. The total Community Public Safety (CPS) – Fire’s personnel complement will be 35 sworn and one part time employee for the 2014 Budget. This is a reduction of 15 sworn positions. This reduction includes the elimination of the Deputy Fire Marshal position. However, as the City continues to have cost savings conversations with IAFF, the City may be able to adjust the personnel complement during fiscal year 2014.

After the approval of the 2014 budget, the City received notice that they had been awarded the Homeland Security – FEMA Staffing for Adequate Fire and Emergency Response (SAFER) Grant. Through this award, the City was able to retain the fifteen fire personnel that would have otherwise been laid off. This grant will performance period is July 1, 2013 until June 30, 2015.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-3551 CPS - Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,556,310	Battalion Chief	3.00	233,880
Overtime	205,924	Fire Captain	4.00	282,507
Fringe Benefits	5,288,102	Fire Lieutenant	11.00	704,396
		Fire Engineer	2.00	117,037
		Firefighter	4.00	218,490
TOTAL	7,050,336			
		Total Personnel	24.00	1,556,310
OPERATING EXPENSES				
Supplies	114,779	Overtime		205,924
Internal Services	60,695			
Other Services		FICA		26,102
Professional Fees	78,091	Healthcare Benefits - Active		435,120
Maintenance Fees	79,971	Unemployment Insurance		234,000
Other Contracted Fees	2,400	Healthcare Benefits - Retirees		2,340,643
		Pension - Sworn		2,252,237
TOTAL	335,936	Total Fringe Benefits		5,288,102
CAPITAL OUTLAY	0			
		TOTAL	24.00	7,050,336
TOTAL	0			
TOTAL APPROPRIATION	7,386,272			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-3552 CPS - Fire Training

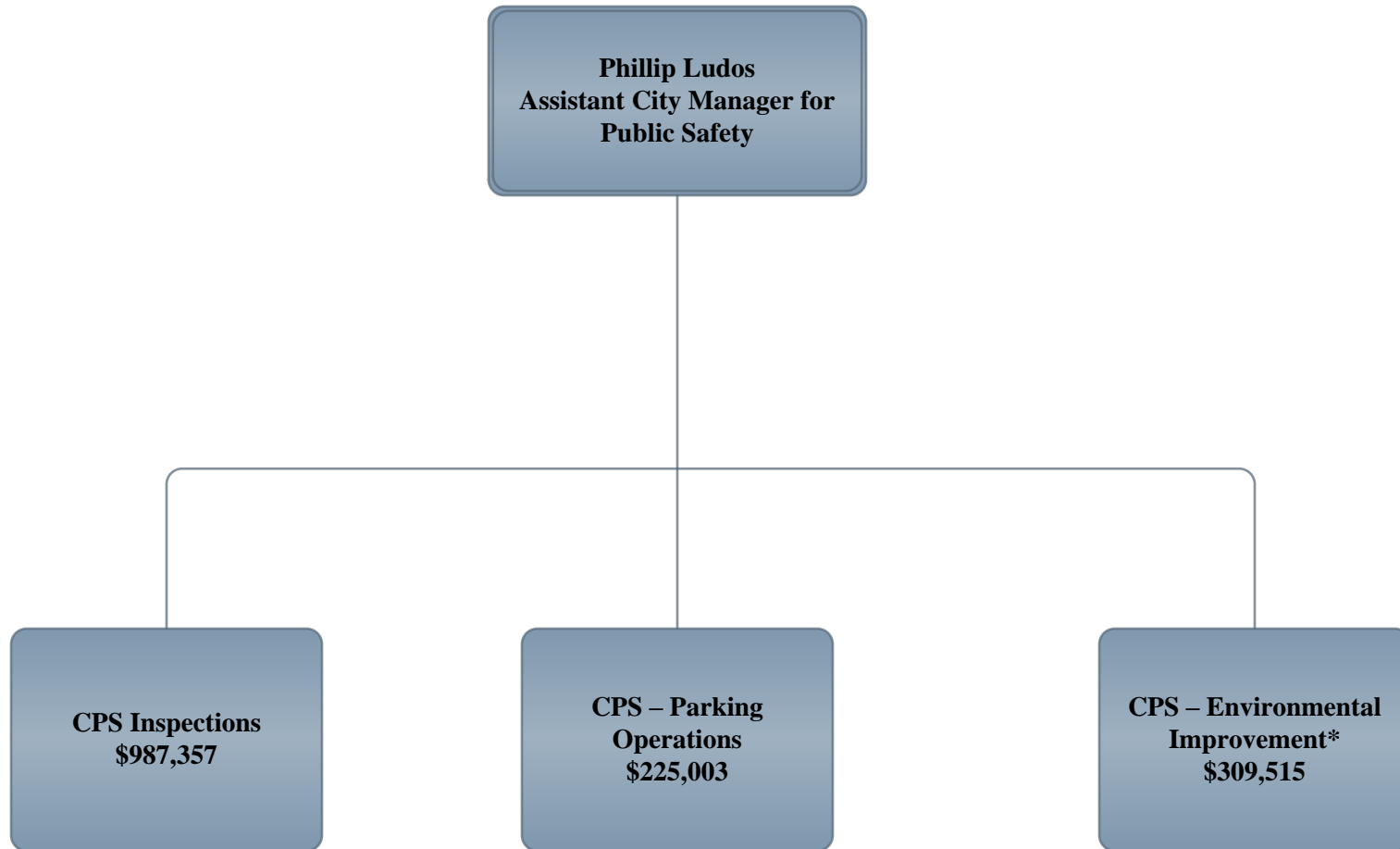
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	77,502	Training & Safety Officer	1.00	77,502
Overtime	5,000			
Fringe Benefits	80,141	Total Personnel	<u>1.00</u>	<u>77,502</u>
TOTAL	<u>162,643</u>	Overtime		<u>5,000</u>
OPERATING EXPENSES				
Supplies	15,800	FICA		1,214
Internal Services	1,854	Healthcare Benefits - Active		6,795
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension - Sworn		72,132
Maintenance Fees	0	Total Fringe Benefits		<u>80,141</u>
Other Contracted Fees	7,100	TOTAL	<u>1.00</u>	<u>162,643</u>
TOTAL	<u>24,754</u>			
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>187,397</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-3553 CPS - Fire Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	95,524	Fire Marshal	1.00	75,556
Overtime	15,000	Clerical II (PT)	1.00	19,968
Fringe Benefits	97,110			
		Total Personnel	<u>2.00</u>	<u>95,524</u>
TOTAL	<u>207,634</u>			
		Overtime		<u>15,000</u>
OPERATING EXPENSES				
Supplies	3,800	FICA		1,656
Internal Services	13,074	Healthcare Benefits - Active		22,573
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	500	Pension - Civilian		749
Maintenance Fees	0	Pension - Sworn		72,132
Other Contracted Fees	7,480			
		Total Fringe Benefits		<u>97,110</u>
TOTAL	<u>24,854</u>			
		TOTAL	<u>2.00</u>	<u>207,634</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>232,488</u></u>			

CITY OF SAGINAW COMMUNITY PUBLIC SAFETY (CPS) - INSPECTIONS



As of January 1, 2013, the divisions of Inspections, Parking Operations and Environmental Improvement became apart of Community Public Safety.

**Environmental Improvement is division of the Rubbish Collection Fund, however, it reports through Inspections.*

COMMUNITY PUBLIC SAFETY – INSPECTION SERVICES

EXPENDITURE BUDGET SUMMARY

In January 2013, city administration reorganized Inspections from the Department of Development to fall under the Assistance. City Manager for Public Safety in Community Public Safety.

With this restructuring, all of the code enforcement activities were centralized. This includes Parking Operations and Maintenance and Environmental Improvement- Rubbish Collection Fund.

For the General Fund, Community Public Safety- Inspections Services consists of Inspections and Parking Operations and Maintenance. In 2014, the budget will be \$1,212,360, which is an increase of \$83,265 or 7.37% from the FY 2013 budgeted levels. **Personnel Services** will increase, in these divisions, by \$94,071, or 14.58%. This increase can be attributed to the reallocation of .20 of the Licensed Inspector, .50 of the Code Enforcement Officer, formerly the Construction Coordinator, higher-than-expected increases in pension

costs, normal contractual increases to wages and fringe benefits. **Operating Expenses** are expected to decrease by a net \$10,815 from 2013. Inspections realized decreases in clothing supplies, fuel, professional services, postage, and demolitions. These were offset by increases in motor pool and information management charges, as well as residential board-ups. No **Capital Outlay** purchases were budgeted in this division

Parking Operations and Maintenance will see reductions in **Operating Expenses** in FY 2014. These reductions will be realized in information management charges, operating services, postage, utilities, telephones, and service fees. This is offset by an increase in professional services. Parking Operations and Maintenance will continue to contract with Complus Data for ticket administration. Currently, they charge a percentage of overall ticket revenue as a fee. This budget projects a 13.50% fee for FY 2014. No **Capital Outlay** purchases were budgeted in this division.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3865 Inspections	1,174,150	891,201	799,868	927,889	927,889	814,188	987,357
3868 Parking Operations	0	0	0	201,215	201,215	190,775	225,003
Total Expenditures	1,174,150	891,201	799,868	1,129,104	1,129,104	1,004,963	1,212,360

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	521,364	501,017	486,722	644,877	639,077	555,645	738,948
Operating Expenses	652,786	389,660	313,146	484,227	482,727	442,476	473,412
Capital Outlay	0	524	0	0	7,300	6,842	0
Total Expenditures	1,174,150	891,201	799,868	1,129,104	1,129,104	1,004,963	1,212,360

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Inspections	7.00	5.50	5.5	5.30	5.30	5.30	6.00
Parking Operations	0.00	0.00	0.00	3.00	3.00	3.00	3.00
Total Positions	7.00	5.50	5.50	8.30	8.30	8.30	9.00

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-3865 Inspections

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2013/ 2014 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	291,601	Licensed Inspector	1.00 72,164
Overtime	0	Plumbing/Mechanical	
Fringe Benefits	346,548	Inspector	1.00 48,462
		Electrical Inspector	1.00 47,798
TOTAL	638,149	Code Enforce. Inspectors	2.00 85,416
		Office Assistant III	1.00 37,761
OPERATING EXPENSES		Total Personnel	6.00 291,601
Supplies	10,200		
Internal Services	40,267	Overtime	0
Other Services			
Professional Fees	7,937	FICA	22,470
Maintenance Fees	287,804	Healthcare Benefits - Active	82,702
Other Contracted Fees	3,000	Healthcare Benefits - Retirees	0
TOTAL	349,208	Pension	241,376
		Total Fringe Benefits	346,548
CAPITAL OUTLAY	0	TOTAL	6.00 638,149
TOTAL	0		
TOTAL APPROPRIATION	987,357		

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-3868 Parking Operations and Maintenance

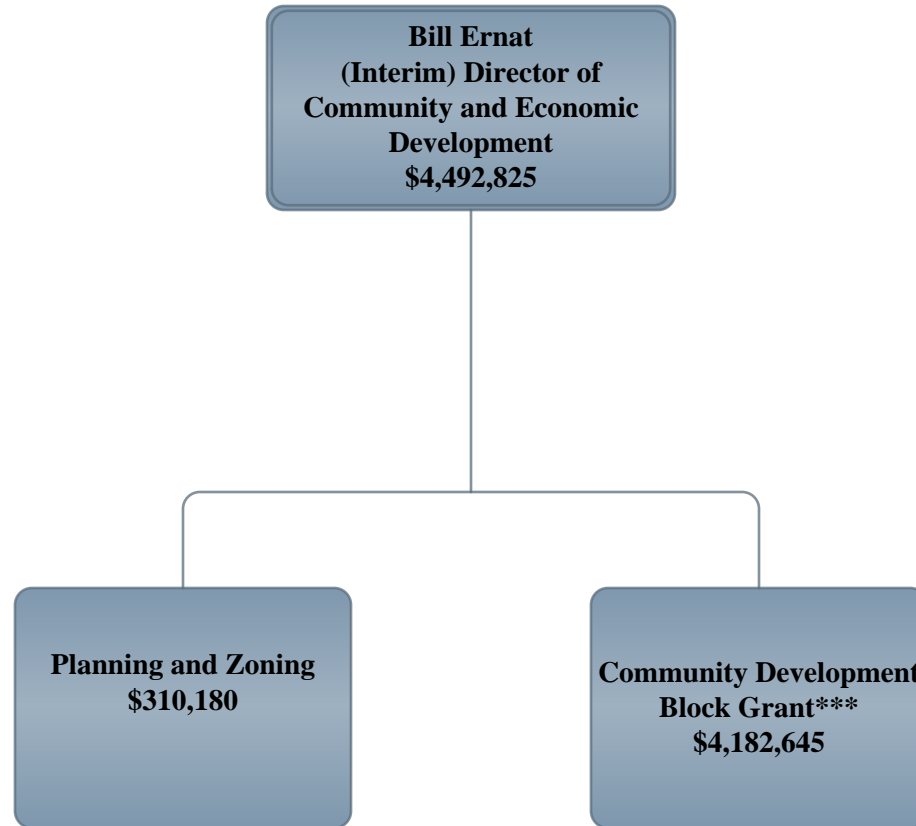
Allocation Plan	Position Control			
PERSONNEL SERVICES	JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION	
Salaries				
49,613	Parking Enforcement Officer	1.00		31,413
Overtime				
0				
Fringe Benefits	Basic Laborers (PT)	2.00		18,200
51,186				
TOTAL	Total Personnel	3.00		49,613
				0.00
100,799				
OPERATING EXPENSES	Overtime			0.00
Supplies				
7,350				
Internal Services	FICA			3,987
6,684	Healthcare Benefits - Active			6,858
Other Services	Healthcare Benefits - Retirees			0
72,347	Pension			40,341
Professional Fees				
36,236				
Maintenance Fees				
1,587				
Other Contracted Fees				
TOTAL	Total Fringe Benefits			51,186
124,204				
	TOTAL	3.00		100,799
CAPITAL OUTLAY				
0				
TOTAL				0
TOTAL APPROPRIATION				225,003





COMMUNITY AND ECONOMIC
DEVELOPMENT

CITY OF SAGINAW
DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT



****The total for Community Development Block Grant includes all of the city's HUD financed programs.*

**DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT –
GENERAL FUND**

EXPENDITURE BUDGET SUMMARY

The General Fund - Department of Community and Economic Development will be \$310,180, which is a decrease of \$1,251,574 or -80.00% from the 2013 Budget. This reduction is due to the reorganization of Inspections and Parking Operations and Maintenance into Community Public Safety operations.

The Department of Community and Economic Development- General Fund, in 2014, will consist only of the Planning and Zoning division. The Planning and Zoning division will decrease by \$26,159 or -7.77% from FY 2013. *Personnel Services* will decrease by \$765,482, or -75.24%. This is due to the reorganization of Inspections and Parking Operations and Maintenance into Community Public Safety. There were also two

changes in personnel services. There was an increase allocation of the Director of Community and Economic Development to the Planning and Zoning division and the Assistant Director’s position was eliminated, taking the complement from 2.32 positions to 1.97 positions. The total Personnel Services for this division will decrease by \$24,294. *Operating Expenses* will also reflect a reduction of \$486,092 in FY 2014. This is attributable to the reorganization of Inspections into Community Public Safety. However, the Planning and Zoning division will decrease by \$1,865. This is due to reductions in information management charges and telephones. No *Capital Outlay* purchases were budgeted in Planning and Zoning Division for 2014.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3863 Planning and Zoning	371,365	646,046	550,215	336,339	332,139	273,630	310,180
Total Expenditures	371,365	646,046	550,215	336,339	332,139	273,630	310,180

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	199,422	201,387	218,045	276,113	276,113	231,664	251,819
Operating Expenses	170,849	104,638	43,038	60,226	55,526	41,966	58,361
Capital Outlay	1,094	340,021	289,132	0	500	0	0
Total Expenditures	371,365	646,046	550,215	336,339	332,139	273,630	310,180

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Planning and Zoning	2.35	1.75	1.75	2.32	2.32	2.32	1.97
Total Positions	2.35	1.75	1.75	2.32	2.32	2.32	1.97

The following "Expenditure Detail" pages will outline the total amounts allocated in each division for FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-3863 Planning and Zoning

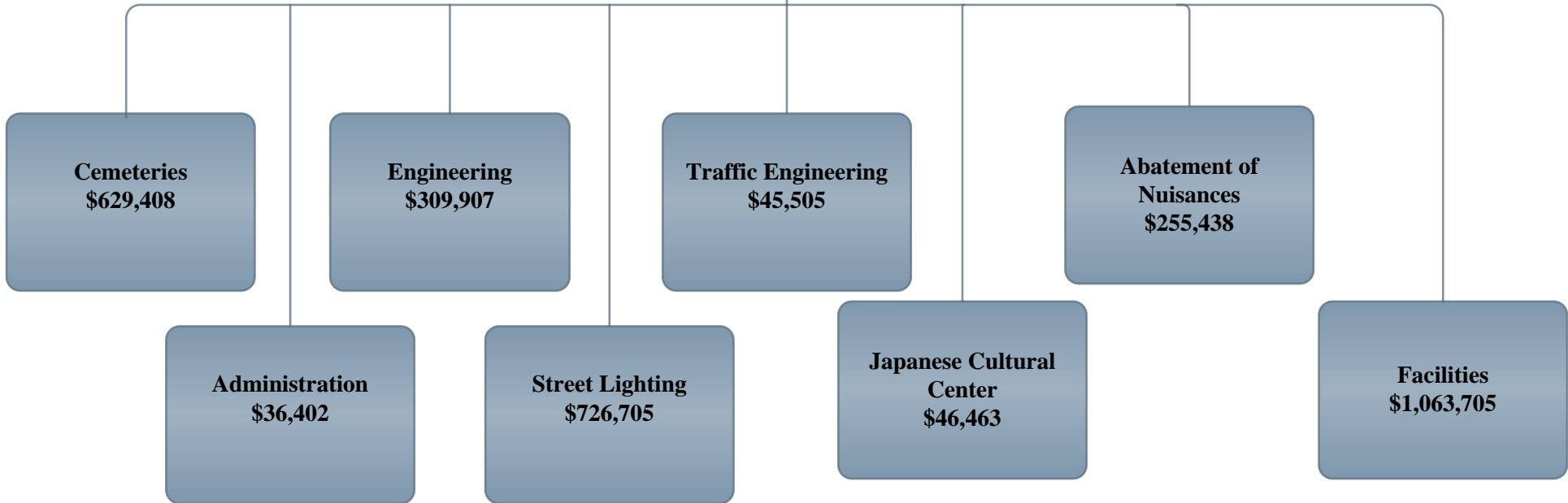
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	130,629	Director of Community and Econ. Development	0.92	75,570
Overtime	0			
Fringe Benefits	121,190	Associate Planner	1.00	52,924
		SEDC Loan Support	0.05	2,136
TOTAL	251,819	Total Personnel	1.97	130,629
OPERATING EXPENSES				
		Overtime		0
Supplies	1,500			
Internal Services	20,751			
Other Services		FICA		9,987
Professional Fees	24,334	Healthcare Benefits - Active		28,239
Maintenance Fees	2,750	Healthcare Benefits - Retirees		0
Other Contracted Fees	9,026	Pension		82,964
TOTAL	58,361	Total Fringe Benefits		121,190
CAPITAL OUTLAY	0	TOTAL	1.97	251,819
TOTAL	0			
TOTAL APPROPRIATION	310,180			



DEPARTMENT OF PUBLIC SERVICES
(GENERAL FUND)

CITY OF SAGINAW
DEPARTMENT OF PUBLIC SERVICES – GENERAL FUND

Phillip Karwat
Director of Public Services



DEPARTMENT OF PUBLIC SERVICES – GENERAL FUND

EXPENDITURE BUDGET SUMMARY

General Fund – Public Services will increase by \$109,523, or 3.65% from the 2013 approved levels. *Personnel Services* will increase by 7.18% or \$98,089. Increases are due to higher-than-expected pension costs and contractual increases in normal wages and fringe benefits. There is however a .15 decrease in positions allocated to General Fund-Public Services. Furthermore, there were however, in most divisions, reductions in healthcare costs for active employees.

Operating Expenses are expected to increase by \$12,478 or .76 % from 2013. This increase in expenditures can be attributed to increases in the City’s general liability insurance costs based on the February and July renewals, public works building charges, motor pool charges, information services charges for the implementation of BS&A, and GIS charges. No *Capital Outlay* purchases were budgeted in this department for FY 2014.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1747 Cemeteries	547,086	561,490	681,880	564,705	629,165	619,768	629,408
1790 EECBG	31,396	208,252	274,622	0	51,930	50,701	0
4610 Administration	31,131	29,559	22,130	33,776	33,426	32,049	36,402
4611 Engineering	329,376	366,703	334,114	343,511	336,711	320,614	309,907
4620 Street Lighting	661,979	716,083	736,214	711,111	711,111	796,039	726,705
4621 Traffic Engineering	116,736	0	62,984	63,148	28,648	26,052	45,505
7534 Japanese Cultural Center	47,922	46,645	46,149	46,382	46,382	46,376	46,463
7550 Recreation Administration	50,000	35,860	39,494	25,000	25,591	25,541	0
7571 Abatement Nuisances	155,753	140,109	192,517	270,469	306,670	278,219	255,438
7575 Facilities	863,619	992,696	1,013,773	944,864	1,014,212	966,762	1,063,705
Total Expenditures	2,834,998	3,097,397	3,403,877	3,002,966	3,183,846	3,162,122	3,113,533

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	1,084,640	1,227,271	1,153,340	1,365,265	1,362,265	1,273,963	1,463,354
Operating Expenses	1,743,345	1,867,480	2,250,537	1,637,701	1,682,699	1,741,747	1,650,179
Capital Outlay	7,013	2,646	0	0	138,882	146,412	0
Total Expenditures	2,834,998	3,097,397	3,403,877	3,002,966	3,183,846	3,162,122	3,113,533

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Cemeteries	5.00	5.00	4.00	4.25	4.25	4.25	3.95
Public Services Administration	0.05	0.05	0.05	0.20	0.20	0.20	0.20
Engineering	2.75	2.75	1.75	2.30	2.30	2.30	1.80
Street Lighting	0.50	0.50	0.50	1.25	1.25	1.25	1.25
Traffic Engineering	2.90	0.00	0.00	0.00	0.00	0.00	0.00
Japanese Cultural Center	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Recreation	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Abatement of Nuisances	2.00	2.00	2.00	2.20	2.20	2.20	1.35
Facilities	9.40	9.70	9.20	9.10	9.10	9.10	10.60
Total Positions	22.60	20.00	17.50	19.30	19.30	19.30	19.15

The total personnel complement for General Fund—Public Services will be 19.15 FTE in FY 2014. That is a .15 reduction from the FY 2013. The Cemeteries division will decrease by .15, overall. Fifteen percent of the Administrative Professional will be reallocated to the Abatement of Nuisance division and .15 will be reallocated to the Facilities division. The Engineering division will see .50 reduction of an Engineering Technician .25 was reallocated to the Major Streets Fund and .25 was reallocated to Sewer Operations and Maintenance. In addition, one of the Engineering Assistants will also be reclassified into the position of

Engineering Assistant/Energy Coordinator at a higher pay grade. The Abatement of Nuisance division decreases by a net .85 positions. One Groundskeeper was removed from this division and added to Facilities and .15 of an Administrative Professional was reallocated to this division from Cemeteries. In Facilities, there will be an increase of 1.50 positions. There will be reallocations of one Groundskeeper from Facilities, .15 of a Maintenance Person II and .20 of a Custodial Worker from the Public Works Building Fund, and .15 of an Administrative Professional from the Cemeteries division.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-1747 Cemeteries

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	179,384	Facilities Administrator	0.25	16,797
Overtime	10,000	Cemeteries Foreman	1.00	47,827
Fringe Benefits	247,558	Admin. Professional	0.70	28,918
		Maintenance Person II	2.00	85,842
TOTAL	436,942	Total Personnel	3.95	179,384
OPERATING EXPENSES				
		Overtime		10,000
Supplies	36,200			
Internal Services	13,176			
Other Services		FICA		14,367
Professional Fees	69,736	Healthcare Benefits - Active		53,173
Maintenance Fees	73,354	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		180,018
TOTAL	192,466	Total Fringe Benefits		247,558
CAPITAL OUTLAY	0	TOTAL	3.95	436,942
TOTAL	0			
TOTAL APPROPRIATION	629,408			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-4610 Public Services Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	9,463	Staff Professional	0.20	9,463
Overtime	0			
Fringe Benefits	11,224	Total Personnel	<u>0.20</u>	<u>9,463</u>
TOTAL	<u>20,687</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		700
Supplies	300	Healthcare Benefits - Active		2,459
Internal Services	4,171	Healthcare Benefits - Retirees		0
Other Services		Pension		8,065
Professional Fees	10,183	Total Fringe Benefits		<u>11,224</u>
Maintenance Fees	1,061			
Other Contracted Fees	0			
TOTAL	<u>15,715</u>	TOTAL	<u>0.20</u>	<u>20,687</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>36,402</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-4611 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	98,056	City Engineer	0.30	23,842
Overtime	5,000	Admin. Professional	0.25	10,598
Fringe Benefits	100,851	Engin.Office Supervisor	0.25	15,356
TOTAL	203,907	Engineering Tech. I	0.50	23,918
		Engineering Assistant	0.25	11,824
		Engineering Asst/Energy Coordinator	0.25	12,518
OPERATING EXPENSES		Total Personnel	1.80	98,056
Supplies	10,150			
Internal Services	57,315	Overtime		5,000
Other Services				
Professional Fees	20,200	FICA		7,948
Maintenance Fees	15,935	Healthcare Benefits - Active		19,487
Other Contracted Fees	2,400	Healthcare Benefits - Retirees		0
TOTAL	106,000	Pension		73,416
		Total Fringe Benefits		100,851
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	1.80	203,907
TOTAL APPROPRIATION	309,907			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-4620 Street Lighting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	65,276	Traffic Foreman	0.25	14,245
Overtime	2,500	Traffic Electrician II	0.50	25,621
Fringe Benefits	77,532	Traffic Electrician I	0.50	25,410
TOTAL	145,308	Total Personnel	1.25	65,276
OPERATING EXPENSES		Overtime		2,500
Supplies	27,200	FICA		5,312
Internal Services	2,197	Healthcare Benefits - Active		21,552
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	2,000	Pension		50,668
Maintenance Fees	550,000	Total Fringe Benefits		77,532
Other Contracted Fees	0			
TOTAL	581,397	TOTAL	1.25	145,308
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	726,705			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-7571 Abatement and Nuisance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	50,842	Facilities Administrator	0.10	6,719
Overtime	500	Labor Foreman	0.30	14,348
Fringe Benefits	55,294	Park Mechanic/Maint	0.40	16,880
		Admin. Professional	0.15	6,197
		Skilled Clerical (PT)	0.40	6,698
TOTAL	106,636			
		Total Personnel	1.35	50,842
OPERATING EXPENSES				
		Overtime		500
Supplies	7,000			
Internal Services	12,264			
Other Services		FICA		3,888
Professional Fees	100,500	Healthcare Benefits - Active		13,283
Maintenance Fees	29,038	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		38,123
TOTAL	148,802	Total Fringe Benefits		55,294
CAPITAL OUTLAY	0	TOTAL	1.35	106,636
TOTAL	0			
TOTAL APPROPRIATION	255,438			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

101-7575 Facilities

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	279,437	Facilities Administrator	0.35	23,516
Overtime	2,000	Labor Foreman	0.40	19,131
Fringe Benefits	268,437	Maintenance Person II	2.15	92,767
		Admin. Professional	0.15	6,197
TOTAL	549,874	Park Mechanic/Maint.	0.45	18,991
		Mtce Groundskeeper (PT)	1.00	19,968
		Custodial Worker (PT)	1.20	22,464
OPERATING EXPENSES		Skilled Clerical (PT)	0.20	3,349
		Groundskeeper (S)	4.70	73,055
Supplies	72,050			
Internal Services	117,583	Total Personnel	10.60	279,437
Other Services				
Professional Fees	80,052			
Maintenance Fees	241,796	Overtime		2,000
Other Contracted Fees	2,350			
TOTAL	513,831	FICA		19,171
		Healthcare Benefits - Active		108,439
		Healthcare Benefits - Retirees		0
CAPITAL OUTLAY	0	Pension		140,827
TOTAL	0	Total Fringe Benefits		268,437
TOTAL APPROPRIATION	1,063,705	TOTAL	10.60	549,874





OTHER GENERAL FUND

OTHER GENERAL FUND

EXPENDITURE BUDGET SUMMARY

The use of this group of accounts is to reflect expenses in the General Fund, which are not directly related to any one particular departmental operation. Examples include retire health insurance, unemployment compensation, subsidies/payments to other local governmental units, contribution to other organizations and debt service. The last set of accounts in this group is transfers to other funds, which is used to reflect transfers to other City funds and related entities, to supplement operations, such as the Public Safety Millage and Public Safety Grant Funds.

The total Other General Fund expenditures will be \$2,745,613 for 2013/14. This represents a decrease of \$150,696, or -5.20% from the 2013 approved budgeted levels. A reduction in these accounts is attributed to the \$150,696 reduction in the following - unemployment cost by \$67,825 for in FY 2014, reductions in the Community Public Safety staffing levels will be

allocated to both Police and Fire. The GIS Charges will also be decreased by \$48,769. Finally, Operating Transfers to Other Fund will realize the largest reduction of \$885,378. This is predominately attributed to the reduction in the General Fund subsidy to the Public Safety Millage Fund.

This reduction in the total Other General Fund Services will be offset by the following increases: Retiree Health Division will increase \$805,725, or 63.76%. This increase is due to the recognition of 100% of the retiree healthcare cost. In FY 2013, a portion of this cost was recognized in the Unfunded Liability Fund. Likewise, the Saginaw Housing Commission will increase \$42,892. This is simply due to the retiree healthcare rate increases. Finally, Payments to Other Governments will increase \$2,659. This expense is new in FY 2014. The City has been paying rent to Saginaw County on properties the City owns.

FUNDING LEVEL SUMMARY

	2008/09	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
8510 Retiree Health	1,683,782	1,963,727	2,262,009	2,326,450	1,263,612	1,301,500	2,457,659	2,069,337
8520 Unemployment	68,570	40,775	36,991	28,261	97,825	59,234	21,284	30,000
8525 Saginaw Housing Commission	142,387	201,204	162,738	159,978	173,190	173,190	173,378	216,082
8540 Contributions	1,000	1,000	6,000	1,000	1,000	1,000	1,000	1,000
8541 Payment to Other Govts	0	0	0	2,659	0	5,989	5,989	2,659
8547 GIS Charges	63,320	51,815	51,782	47,739	74,120	74,120	74,120	25,351
9660 Operating Transfers	1,171,609	875,255	1,467,175	796,984	1,286,562	1,341,371	1,341,371	401,184
Total Expenditures	3,130,668	3,133,776	3,986,695	3,363,071	2,896,309	2,956,404	4,074,801	2,745,613

FUNDING LEVEL BY CATEGORY

	2008/09	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	1,820,337	2,106,681	2,174,897	2,283,648	1,493,327	1,474,736	2,552,339	2,227,429
Operating Expenses	138,722	151,840	344,623	282,439	116,420	160,297	181,091	117,000
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	1,171,609	875,255	1,467,175	796,984	1,286,562	1,341,371	1,341,371	401,184
Total Expenditures	3,130,668	3,133,776	3,986,695	3,363,071	2,896,309	2,956,404	4,074,801	2,745,613

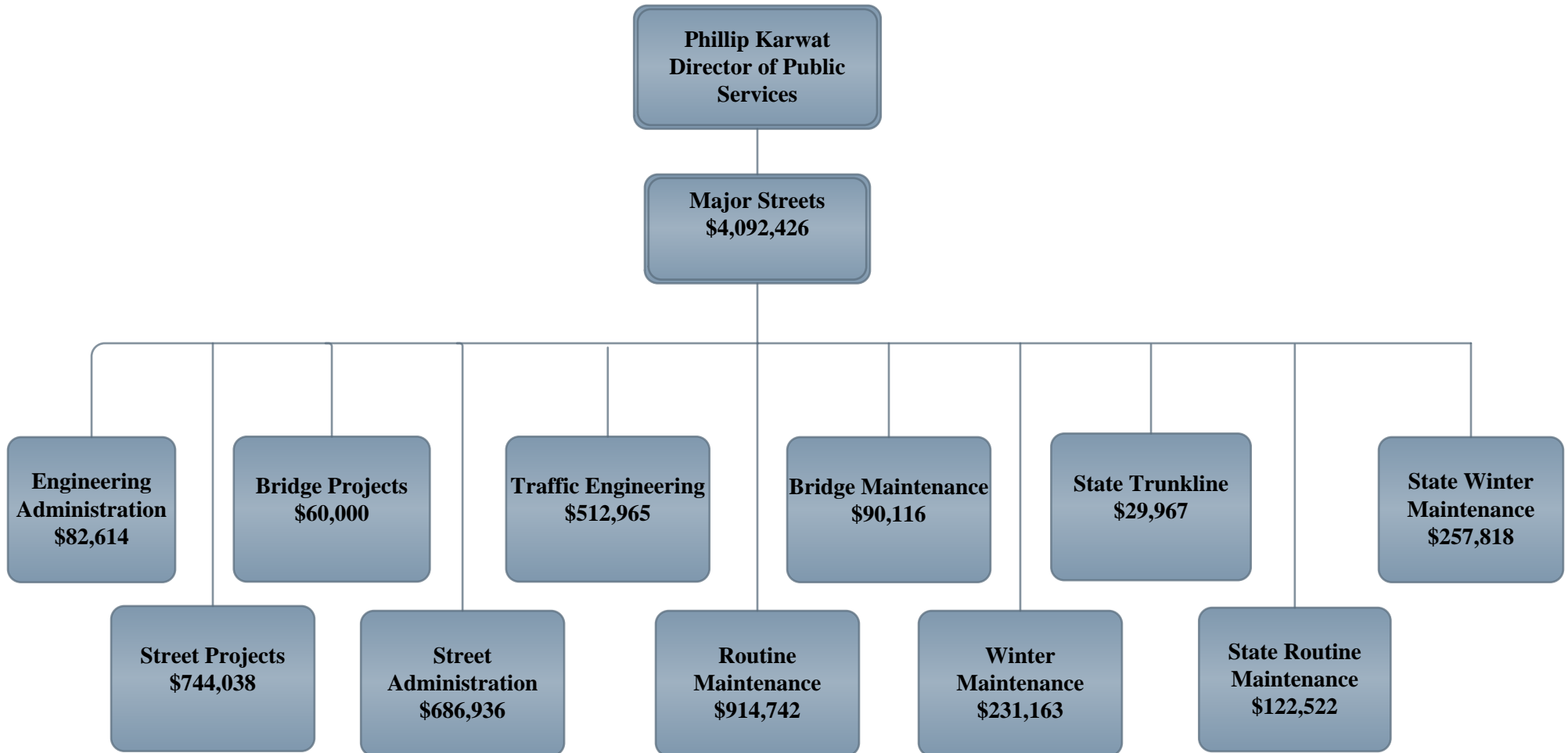




STREETS (SRF)

MAJOR STREETS
AND
LOCAL STREETS

CITY OF SAGINAW MAJOR STREETS FUND



The total Major Street Fund is \$4,092,426. Transfers and Increase to Fund Equity equate to \$359,545, which is not reflected in the organizational chart.

**MAJOR STREETS FUND (202)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

Major Streets Fund receives an allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of state-owned streets and bridges within the City. The Municipal Street Fund functions as an inventory account for street maintenance materials. These materials are reallocated to the Major and Local Streets Funds upon completion of construction.

RESOURCES		APPROPRIATIONS	
STATE REVENUE	3,370,578	ENGINEERING ADMIN.	82,614
STATE REIMBURSEMENTS	697,948	STREET PROJECTS	744,038
NON BUSINESS PERMITS	2,850	BRIDGE PROJECTS	60,000
SERVICES - SALES	11,050	TRAFFIC ENGINEERING	512,965
OTHER REVENUES	10,000	STREET ADMINISTRATION	686,936
		ROUTINE MAINTENANCE	914,742
		BRIDGE MAINTENANCE	90,116
		WINTER MAINTENANCE	231,163
		STATE TRUNKLINE	29,967
		STATE ROUTINE MAINT.	122,522
		STATE WINTER MAINT.	257,818
		INCREASE TO FUND EQUITY	25,785
		TRANSFERS	333,760
TOTAL RESOURCES	<u><u>4,092,426</u></u>	TOTAL APPROPRIATIONS	<u><u>4,092,426</u></u>

MAJOR STREETS FUND

REVENUE BUDGET SUMMARY

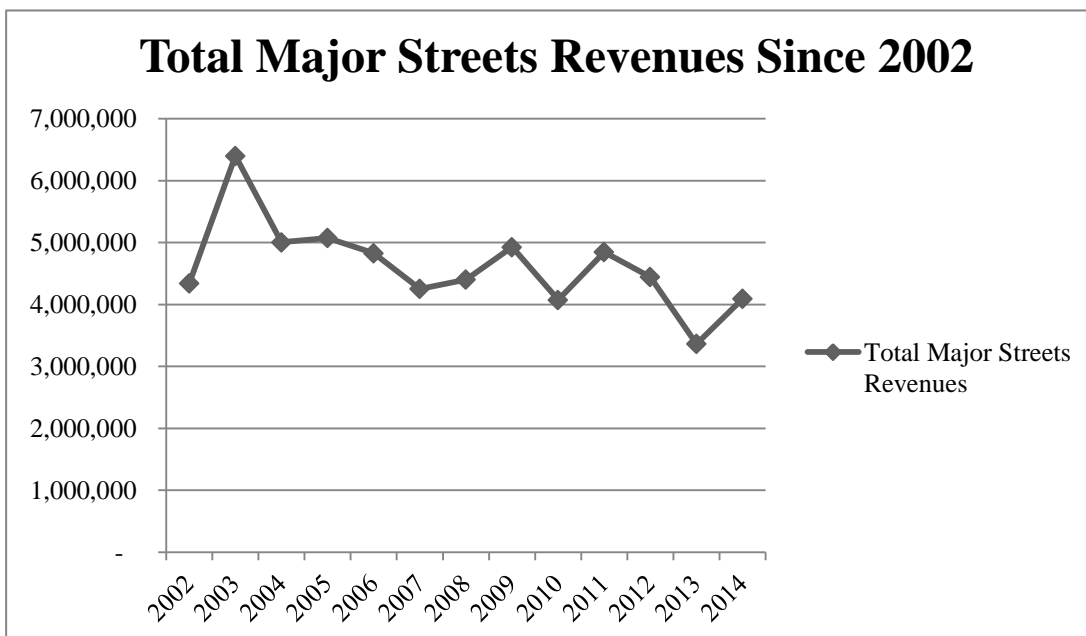
The Major Streets Fund receives an allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of state-owned streets and bridges within the City. The major revenue source for this fund is “State Revenue Sharing”, which is anticipated to be \$3,370,578 in FY 2014. This source of revenue decreased by \$138,607 or -3.95%. This will be

offset by an increased allocation in state reimbursements of \$143,000. Other sources of revenue for this fund include services and sales, interests, non-business permits and transfers from other funds. Overall, the Major Streets Fund’s revenues are projected to increase by \$4,393, or 0.11% from FY 2013.

SUMMARY OF REVENUE

	2009/10	2010/11	2011/12	2012/2013	2012/2013	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Revenue	3,449,413	3,497,741	3,407,631	3,509,185	3,509,185	2,835,632	3,370,578
State Reimbursements	553,773	1,311,187	528,840	554,948	554,948	392,821	697,948
Federal Grants	0	0	55,697	0	0	0	0
Federal Reimbursements	0	97	0	0	0	0	0
Non-Business Permits	0	0	29,740	2,850	2,850	30,665	2,850
Services-Sales	24,995	22,511	27,759	11,050	11,050	14,563	11,050
Interests and Rents	54	586	(630)	0	0	(1,171)	0
Other Revenue	0	16	6	0	0	66,369	0
Reimbursements	48,020	15,044	56,662	10,000	10,000	26,607	10,000
Transfers from Other Funds	0	0	0	0	0	0	
Total Revenues	4,076,255	4,847,182	4,105,705	4,088,033	4,088,033	3,365,486	4,092,426

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues, and FY 2014 Approved Revenues. The revenue trend illustrates two significant peaks in revenues in 2003 and 2009. In 2003, the revenues increased drastically due to a high utilization of fund equity totaling \$2,249,176. In 2009, the revenues rise again to account for FEMA monies and reimbursements to the Major Streets Fund due to the 2008 June wind storm. The trend also shows three years of decreased revenues: 2002, 2007, and 2010. In 2002, State Shared revenues decreased by \$279,185. In 2007, revenues from MDOT for construction projects were reduced. From 2011 to 2013 there was a steady decrease in revenue, going from \$4,847,182 in FY 2011 to \$4,088,033 in FY 2013. Revenue in FY 2014 is projected to increase slightly due to an increase in funding for MDOT Projects.

DETAIL REVENUES ANALYSIS

	2009/10	2010/11	2011/12	2012/2013	2012/2013	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Gas and Weight Tax	3,449,413	3,497,741	3,407,631	3,509,185	3,509,185	2,835,632	3,370,578
Trunkline Maintenance	326,498	285,307	268,273	294,948	294,948	134,408	294,948
MDOT Projects	0	816,887	53,740	40,000	40,000	48,058	183,000
Right of Way Revenue	227,275	208,993	206,827	220,000	220,000	210,355	220,000
Sidewalk Permits	0	0	7,635	250	250	4,100	250
Curb Cut	0	0	4,150	250	250	5,625	250
Barricade Permits	0	0	4,005	1,000	1,000	8,250	1,000
Right Way Permits	0	0	13,950	1,350	1,350	12,690	1,350
FEMA	0	0	55,697	0	0	0	0
Engineering Plans/Records	0	0	258	50	50	0	50
Sale of Junk	8,643	12,843	18,466	1,000	1,000	8,718	1,000
Materials and Service	16,352	9,668	9,035	10,000	10,000	5,845	10,000
Interests on Investments	54	586	(630)	0	0	-1,171	0
Sale of Property Items	0	0	0	0	0	66,369	0
Surplus Receipts	0	16	6	0	0	14	0
Reimbursements	48,020	15,141	56,662	10,000	10,000	26,607	10,000
Use of Fund Equity	0	0	0	0	0	0	0
Transfer In	0	0	0	0	0	0	0
Totals	4,076,255	4,847,182	4,105,705	4,088,033	4,088,033	3,365,486	4,092,426

EXPENDITURE BUDGET SUMMARY

Total Major Streets Fund expenditures will be \$4,092,426 for FY 2014. Expenditures will increase by \$4,393 or .11%. *Personnel Services* will decrease by .23 positions from the 2013 Approved Budget. Though the compliment itself decreases, the expenses associated with personnel will increase by \$148,202 or 9.02%. In FY 2013/2014, the City is required to contribute 19.50% more in its MERS Pension obligation. This cost will continue to increase over the next five to six years. Retiree healthcare cost has impacted this fund as well. Other increases that will be realized are short and long-term disability and life insurance by 12%. The City is also budgeting for the normal contractual step and longevity increases for employees. This increase to personnel services will be offset by the elimination of the Michigan Claims Tax, which was already recognized in the active healthcare rate. Active healthcare costs include the 2014 benefit rates as well as the Patient

Protection and Affordable Care Act Taxes and Fees. *(The personnel complement changes are listed in detail under Summary of Positions.)*

Operating Expenses will be \$1,940,358 which is an increase of 12.40% from the FY 2013 Approved Budget. This is due to additional street projects in FY 2013/2014 as well as additional funds for road salt for the winter. *Capital Outlay* is expected to increase from \$0 to \$2,000 for a planned equipment purchase. This is a cost-share with Sewer and Water Operations and Maintenance for a large-format plotter used for project engineering. *Miscellaneous Expenditures* will realize a net decrease of \$359,922, or 50%, from the FY 2013 approved levels. This change is due to a reduced appropriation to Increase to Fund Equity totaling \$25,785 and is offset by an increased transfer to Local Streets of \$333,760.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/2013	2012/2013	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	239,065	306,179	163,112	95,462	95,462	88,376	82,614
4614 Street Projects	434,234	1,081,274	363,267	447,675	635,622	526,794	744,038
4616 Bridge Projects	90,252	69,869	30,448	60,000	43,100	41,410	60,000
4621 Traffic Engineering	841,374	892,428	718,012	527,428	636,678	546,976	512,965
4650 Street Administration	702,206	800,025	761,603	709,202	709,202	705,324	686,936
4651 Routine Maintenance	758,549	955,152	924,688	967,942	1,053,974	939,083	914,742
4654 Bridge Maintenance	121,055	116,366	98,350	84,897	87,947	75,497	90,116
4655 Winter Maintenance	208,124	333,704	162,282	179,028	155,133	163,284	231,163
4690 State Trunkline	68,222	50,656	38,554	30,184	30,184	36,076	29,967
4691 State Routine Maintenance	112,419	50,295	95,308	101,625	101,625	103,733	122,522
4692 State Winter Maintenance	68,370	92,780	128,848	165,123	153,260	138,933	257,818
8559 Increase to Fund Equity	0	0	0	454,279	120,658	0	25,785
9660 Transfers	281,463	0	190,571	265,188	265,188	0	333,760
Totals	3,925,333	4,748,728	3,675,043	4,088,033	4,088,033	3,365,486	4,092,426

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/2013	2012/2013	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	1,690,498	2,042,502	1,848,929	1,642,321	1,642,321	1,644,552	1,790,523
Operating Expenses	1,953,372	2,690,295	1,635,543	1,726,245	1,804,125	1,619,334	1,940,358
Capital Outlay	0	15,931	0	0	272,641	101,600	2,000
Miscellaneous	281,463	0	190,571	719,467	385,846	0	359,545
Total Expenditures	3,925,333	4,748,728	3,675,043	4,088,033	4,088,033	3,365,486	4,092,426

SUMMARY OF POSITIONS

	2009/10	2010/11	2011/12	2012/2013	2012/2013	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	2.25	2.75	1.87	0.72	0.72	0.72	0.47
4614 Streets Projects	0.00	0.00	0.00	0.20	0.20	0.20	0.50
4621 Traffic Engineering	3.85	6.75	5.00	2.50	2.50	2.50	2.50
4650 Street Administration	0.58	0.25	0.25	0.48	0.48	0.48	0.35
4651 Routine Maintenance	5.50	7.50	7.90	4.00	4.00	4.00	3.80
4654 Bridge Maintenance	0.50	0.50	0.50	0.20	0.20	0.20	0.20
4655 Winter Maintenance	0.75	0.75	0.75	0.75	0.75	0.75	0.75
4690 State Trunkline	0.85	0.35	0.35	0.25	0.25	0.25	0.25
4691 State Routine Maintenance	0.50	1.00	2.00	1.25	0.85	0.85	0.95
4692 State Winter Maintenance	1.00	1.00	1.00	0.85	0.85	0.85	1.20
Total Positions	15.78	20.85	19.62	11.20	10.80	10.80	10.97

There are a few personnel changes in the Major Streets Fund for FY 2014. The total personnel compliment in this fund is 10.97 FTE-- a reduction of .23 FTE from FY 2013. The Streets Projects division will increase by .30 FTE. This is due to a .05 increase to the allocation of the Engineering Technician I already in the division and the addition of .25 of another Engineering Technician I, making the total compliment for this division .50 FTE. The Streets Administration division is reduced .13 FTE. A portion of the Skilled Clerical position was reallocated to the Rubbish Collection Fund. The total compliment for this division is .35 FTE. Routine Maintenance is reduced overall by .20 FTE to 3.80 FTE. There is an increase of .10 of the Chief Right-of-Way Foremen and a .20 increase in the Right-of-Way Foreman redistributed from the Rubbish Collection Fund. These are offset by the elimination of .50 of a Laborer. The State Routine Maintenance division of this fund will decrease by .30 FTE for the Chief Right-of-Way Foreman. However, in the previous fiscal year (2013) the total divisional compliment should have been .85 and not 1.25 as it was listed in the FY 2013 Budget. With that correction, this division actually increases by .10 FTE making the total personnel compliment .95 FTE. The State Winter Maintenance division will increase .35 FTE due to the reallocation of a Tree Trimmer from the Local Streets Fund.

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

202-4612 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	27,770	City Engineer	0.15	11,921
Overtime	3,000	Engin. Ofc Supervisor	0.12	7,371
Fringe Benefits	25,765	Admin. Professional	0.20	8,478
TOTAL	56,535	Total Personnel	0.47	27,770
OPERATING EXPENSES				
		Overtime		3,000
Supplies	0			
Internal Services	8,129	FICA		2,405
Other Services		Healthcare Benefits - Active		3,936
Professional Fees	12,000	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		19,424
Other Contracted Fees	3,950	Total Fringe Benefits		25,765
TOTAL	24,079			
		TOTAL	0.47	56,535
CAPITAL OUTLAY	2,000			
TOTAL	2,000			
TOTAL APPROPRIATION	82,614			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

202-4614 Street Projects

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	23,918	Engineering Tech. I	0.25	11,914
Overtime	15,000	Engineering Tech. I	0.25	12,004
Fringe Benefits	29,597			
		Total Personnel	<u>0.50</u>	<u>23,918</u>
TOTAL	<u>68,515</u>			
		Overtime		<u>15,000</u>
OPERATING EXPENSES				
Supplies	0	FICA		2,978
Internal Services	3,523	Healthcare Benefits - Active		6,447
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	262,500	Pension		20,172
Maintenance Fees	407,500			
Other Contracted Fees	2,000	Total Fringe Benefits		<u>29,597</u>
TOTAL	<u>675,523</u>			
		TOTAL	<u>0.50</u>	<u>68,515</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>744,038</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

202-4621 Traffic Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	114,430	Traffic Foreman	0.25	14,225
Overtime	9,725	Traffic Electrician II	0.30	15,373
Fringe Benefits	202,063	Traffic Electrician I	0.50	25,410
		Transport. Eng. Assistant	0.40	19,241
		Traffic Mtce. Technician	1.05	40,182
TOTAL	326,218			
		Total Personnel	2.50	114,430
OPERATING EXPENSES				
Supplies	79,600	Overtime		9,725
Internal Services	17,874			
Other Services		FICA		9,687
Professional Fees	61,933	Healthcare Benefits - Active		35,995
Maintenance Fees	22,490	Healthcare Benefits - Retirees		34,848
Other Contracted Fees	4,850	Pension		121,533
TOTAL	186,747	Total Fringe Benefits		202,063
CAPITAL OUTLAY	0	TOTAL	2.50	326,218
TOTAL	0			
TOTAL APPROPRIATION	512,965			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

202-4650 Street Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	9,635	Public Services Director	0.05	4,612
Overtime	500	Skilled Clerical (PT)	0.30	5,023
Fringe Benefits	526,781			
		Total Personnel	<u>0.35</u>	<u>9,635</u>
TOTAL	<u>536,916</u>			
		Overtime		<u>500</u>
OPERATING EXPENSES				
		FICA		2,149
Supplies	1,045	Healthcare Benefits - Active		744
Internal Services	109,389	Healthcare Benefits - Retirees		521,653
Other Services		Pension		2,235
Professional Fees	37,194			
Maintenance Fees	1,300	Total Fringe Benefits		<u>526,781</u>
Other Contracted Fees	1,092			
TOTAL	<u>150,020</u>	TOTAL	<u>0.35</u>	<u>536,916</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>686,936</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

202-4651 Routine Maintenance

Allocation Plan	Position Control		
	JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES			
Salaries	Chief ROW Foreman	0.20	13,072
Overtime	ROW Foreman	0.45	22,299
Fringe Benefits	Heavy Equipment Operator	1.25	53,816
	Tree Trimmer	1.30	55,836
	Groundskeeper (S)	0.60	8,741
TOTAL			401,093
OPERATING EXPENSES			
	Total Personnel	3.80	153,765
	Overtime		11,380
Supplies			236,800
Internal Services	FICA		12,707
Other Services	Healthcare Benefits - Active		60,495
Professional Fees	Healthcare Benefits - Retirees		34,265
Maintenance Fees	Pension		128,481
Other Contracted Fees			1,000
	Total Fringe Benefits		235,948
TOTAL			513,649
TOTAL			
		3.80	401,093
CAPITAL OUTLAY			0
TOTAL			0
TOTAL APPROPRIATION			914,742

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

202-4654 Bridge Maintenance

Allocation Plan	Position Control			
PERSONNEL SERVICES	JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION	
Salaries	Tree Trimmer	0.20	8,512	
Overtime				
Fringe Benefits	Total Personnel	0.20	8,512	
TOTAL			20,993	
	Overtime		300	
OPERATING EXPENSES				
Supplies	FICA		650	
Internal Services	Healthcare Benefits - Active		3,583	
Other Services	Healthcare Benefits - Retirees		0	
Professional Fees	Pension		7,948	
Maintenance Fees	Total Fringe Benefits		12,181	
Other Contracted Fees				
TOTAL	TOTAL	0.20	20,993	
CAPITAL OUTLAY				
TOTAL			0	
TOTAL APPROPRIATION			90,116	

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

202-4655 Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	32,191	Heavy Equipment Operator	0.75	32,191
Overtime	20,000			
Fringe Benefits	50,996	Total Personnel	<u>0.75</u>	<u>32,191</u>
TOTAL	<u>103,187</u>	Overtime		<u>20,000</u>
OPERATING EXPENSES				
Supplies	123,800	FICA		3,993
Internal Services	4,176	Healthcare Benefits - Active		17,171
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		29,832
Maintenance Fees	0	Total Fringe Benefits		<u>50,996</u>
Other Contracted Fees	0			
TOTAL	<u>127,976</u>	TOTAL	<u>0.75</u>	<u>103,187</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>231,163</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

202-4690 State Trunkline

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	9,369	Traffic Mtce. Technician I	0.25	9,369
Overtime	1,500			
Fringe Benefits	14,098	Total Personnel	<u>0.25</u>	<u>9,369</u>
TOTAL	<u>24,967</u>	Overtime		<u>1,500</u>
OPERATING EXPENSES				
Supplies	5000	FICA		832
Internal Services	0	Healthcare Benefits - Active		3,180
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		10,086
Maintenance Fees	0	Total Fringe Benefits		<u>14,098</u>
Other Contracted Fees	0			
TOTAL	<u>5,000</u>	TOTAL	<u>0.25</u>	<u>24,967</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>29,967</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

202-4691 State Routine Maintenance

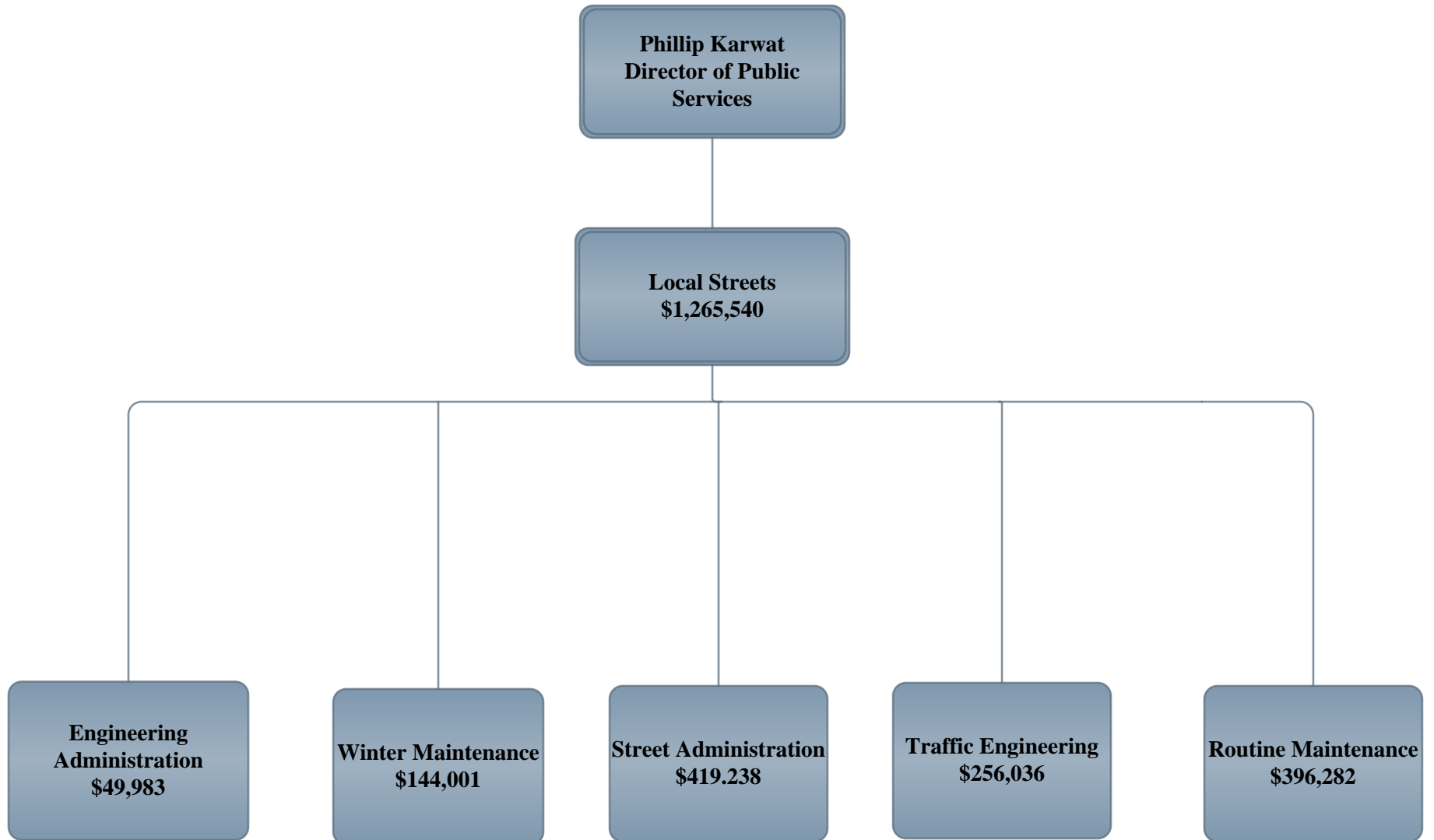
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	12,297	Chief Row Foreman	0.20	2,730
Overtime	2,880	Row Foreman	0.25	2,743
Fringe Benefits	94,656	Tree Trimmer	0.50	6,824
TOTAL	109,833	Total Personnel	0.95	12,297
OPERATING EXPENSES				
		Overtime		2,880
Supplies	0			
Internal Services	12,689	FICA		3,810
Other Services		Healthcare Benefits - Active		52,779
Professional Fees	0	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		38,067
Other Contracted Fees	0	Total Fringe Benefits		94,656
TOTAL	12,689	TOTAL	0.95	109,833
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	122,522			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

202-4692 State Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	54,910	Chief Row Foreman	0.15	9,804
Overtime	14,035	Tree Trimmer	1.05	45,106
Fringe Benefits	73,321			
		Total Personnel	<u>1.20</u>	<u>54,910</u>
TOTAL	<u>142,266</u>			
		Overtime		<u>14,035</u>
OPERATING EXPENSES				
Supplies	114,400	FICA		5,338
Internal Services	1,152	Healthcare Benefits - Active		19,798
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		48,185
Maintenance Fees	0			
Other Contracted Fees	0	Total Fringe Benefits		<u>73,321</u>
TOTAL	<u>115,552</u>			
		TOTAL	<u>1.20</u>	<u>142,266</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>257,818</u></u>			

CITY OF SAGINAW LOCAL STREETS FUND



**LOCAL STREETS FUND (203)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

Local Streets Funds receives allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of local streets and bridges within the City. The Municipal Street Fund functions as an inventory account for street maintenance materials. These materials are reallocated to the Major and Local Streets Funds upon completion of construction.

RESOURCES		APPROPRIATIONS	
STATE REVENUE	927,380	ENGINEERING ADMIN.	49,983
INTEREST AND RENTS	1,400	TRAFFIC ENGINEERING	256,036
OTHER REVENUES	3,000	STREET ADMINISTRATION	419,238
TRANSFERS	333,760	ROUTINE MAINTENANCE	396,282
		WINTER MAINTENANCE	144,001
TOTAL RESOURCES	<u>1,265,540</u>	TOTAL APPROPRIATIONS	<u>1,265,540</u>

LOCAL STREETS FUND

REVENUE BUDGET SUMMARY

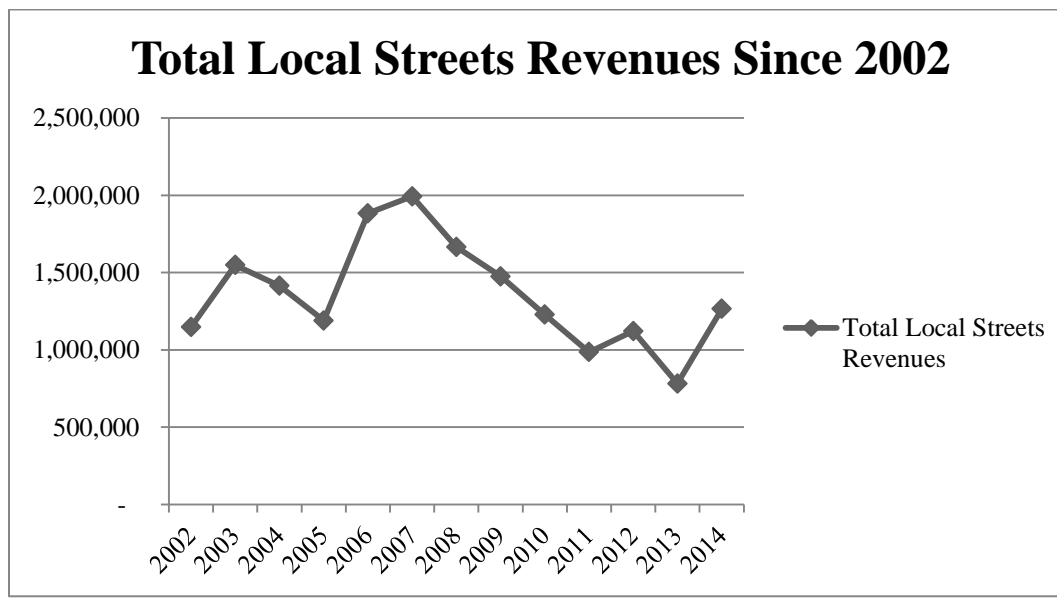
The Local Streets Fund receives an allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of local streets and bridges within the City. The major revenue source for this fund is “State Revenue Sharing”, which is anticipated to be \$927,380 in FY 2014. This source of revenue increased by approximately .77% or \$7,150

from FY 2013 Approved Budget. The Local Streets Fund revenues are projected to increase by \$75,722 or 6.36% due to an increase in Act 51 monies transferred in from the Major Streets Fund. Other sources of revenue for this fund include: interests on investments, special assessments, surplus receipts, and reimbursement.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
State Revenue Sharing	964,194	978,774	940,197	920,230	920,230	777,048	927,380
Interest and Rents	1,392	282	103	1,400	1,400	1	1,400
Other Revenues	5,864	7,107	3,620	3,000	3,000	5,215	3,000
Transfers from Other Funds	256,340	0	177,846	265,188	265,188	0	333,760
Total Revenues	1,227,790	986,163	1,121,766	1,189,818	1,189,818	782,264	1,265,540

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues, and FY 2014 Approved Revenues. The revenue trend above illustrates two significant peaks in revenue (2003 and 2006). There has been a gradual decline in revenues since 2007. During the peak periods there were large transfers from the Major Streets Fund. The two periods of drastic decline in revenues coincide with little to no transfers from the Major Streets Fund for those periods. Since 2007, there have been steady decreases in State Shared Revenues and transfers from the Major Streets Fund. From 2011 to 2013, however, there has been a steady increase in revenue to this fund. FY 2014 will see a 6.36% increase due to a slight rise in state Shared Revenue and a \$68,572 increase in the transfer of Act 51 money in from Major Streets Fund 202.

DETAIL REVENUES ANALYSIS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Gas and Weight Tax	964,194	978,774	940,197	920,230	920,230	777,048	927,380
Materials and Services	0	525	1,604	0	0	33	0
Interest on Investments	761	282	100	700	700	1	700
Interest on Spec. Asmts	631	0	3	700	700	0	700
Special Assessments	5,864	40	488	3,000	3,000	0	3,000
Surplus Receipts	0	27	12	0	0	0	0
Reimbursement	0	6,515	1,516	0	0	5,182	0
Use of Fund Equity	0	0	177,846	0	0	0	0
Transfer from Other Funds	0	0	0	0	0	0	0
Major Street Fund	256,340	0	0	265,188	265,188	0	333,760
Totals	1,227,790	986,163	1,121,766	1,189,818	1,189,818	782,264	1,265,540

EXPENDITURE BUDGET SUMMARY

The total Local Streets Fund expenditures will be \$1,265,540 for FY 2014. *Personnel Services* increased by approximately \$13,015 or 1.48%. The overall Local Streets complement will decrease by a net total .98 positions from the FY 2013 Approved Budget. In FY 2013/2014, the City is required to contribute 19.50% more in its MERS Pension obligation. This cost will continue to increase over the next five to six years. Retiree healthcare costs have impacted the fund as well. The City is also budgeting for the normal contractual step and longevity increases. Short and long-term disability as wells life insurance will all increase 12% in FY 2014. This increase to personnel services will be offset by the elimination of the Michigan Claims Tax, which was already recognized in the active healthcare

rate. Active healthcare costs include the 2014 Michigan Claims Tax as well as the Patient Protection and Affordable Care Act Taxes and Fees (*The personnel complement changes are listed in detail under Summary of Positions*). *Operating Expenses* will be \$367,891, which represents an increase of 20.50% from the FY 2013 Approved Budget. This is due to the increase in costs for salt in the Winter Maintenance Division and increased costs and requirements, in the Traffic Engineering division, for emergency repairs of railroad crossing per recently passed state legislation. There is no *Capital Outlay* budgeted for FY 2014. There will be no *Miscellaneous Expenditures* in FY 2013/2014.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	0	0	63,336	45,887	45,887	46,155	49,983
4614 Street Projects	0	0	20,110	0	0	0	0
4621 Traffic Engineering	128,766	135,238	215,064	236,689	236,689	230,596	256,036
4650 Street Administration	443,263	521,319	460,810	420,061	420,061	444,286	419,238
4651 Routine Maintenance	267,979	353,377	312,268	366,315	369,885	338,970	396,282
4655 Winter Maintenance	72,369	155,927	74,040	120,866	117,296	83,235	144,001
9660 Transfers	16,586	16,802	8,401	0	0	0	0
Totals	928,963	1,182,663	1,154,029	1,189,818	1,189,818	1,143,242	1,265,540

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	617,115	778,663	843,685	884,634	880,634	846,406	897,649
Operating Expenses	295,262	387,198	301,943	305,184	309,184	296,836	367,891
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	16,586	16,802	8,401	0	0	0	0
Total Expenditures	928,963	1,182,663	1,154,029	1,189,818	1,189,818	1,143,242	1,265,540

SUMMARY OF POSITIONS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	0.00	0.00	0.88	0.43	0.43	0.43	0.43
4621 Traffic Engineering	0.40	0.40	1.15	1.60	1.60	1.60	1.60
4650 Street Administration	1.03	0.20	0.20	0.43	0.43	0.43	0.30
4651 Routine Maintenance	2.75	4.30	3.40	5.05	5.05	5.05	4.20
4655 Winter Maintenance	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Total Positions	4.93	5.65	6.38	8.26	8.26	8.26	7.28

The total Local Streets' personnel complement will be 7.28 employees for FY 2014. This represents a .95 reduction from FY 2013 approved budgeted levels. In the Streets Administration division, .13 of a Skilled Clerical position was reallocated to Major Streets. Likewise, in Routine Maintenance, .35 of a Tree Trimmer was reallocated to Major Streets and a Part-Time Laborer was eliminated.

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

203-4612 Engineering Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	26,265	City Engineer	0.15	11,921
Overtime	0	Engineering Office Supervisor	0.13	7,985
Fringe Benefits	23,718	Administrative Professional	0.15	6,359
TOTAL	49,983	Total Personnel	0.43	26,265
OPERATING EXPENSES				
		Overtime		0
Supplies	0			
Internal Services	0	FICA		2,050
Other Services		Healthcare Benefits - Active		3,858
Professional Fees	0	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		17,810
Other Contracted Fees	0	Total Fringe Benefits		23,718
TOTAL	0			
		TOTAL	0.43	49,983
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	49,983			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

203-4621 Traffic Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	69,796	Traffic Foreman	0.25	14,225
Overtime	4,725	Tran. Engineering Assist.	0.40	19,241
Fringe Benefits	96,858	Traffic Maint. Tech. II	0.35	12,636
		Traffic Maint. Tech. I	0.60	23,694
TOTAL	171,379	Total Personnel	1.60	69,796
OPERATING EXPENSES				
		Overtime		4,725
Supplies	46,400			
Internal Services	4,430			
Other Services		FICA		5,701
Professional Fees	19,087	Healthcare Benefits - Active		21,072
Maintenance Fees	13,290	Healthcare Benefits - Retirees		6,262
Other Contracted Fees	1,450	Pension		63,823
TOTAL	84,657	Total Fringe Benefits		96,858
CAPITAL OUTLAY	0	TOTAL	1.60	171,379
TOTAL	0			
TOTAL APPROPRIATION	256,036			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

203-4650 Street Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	5,023	Skilled Clerical (PT)	0.30	5,023
Overtime	200			
Fringe Benefits	290,466	Total Personnel	<u>0.30</u>	<u>5,023</u>
TOTAL	<u>295,689</u>	Overtime		<u>200</u>
OPERATING EXPENSES				
Supplies	100	FICA		399
Internal Services	108,769	Healthcare Benefits - Active		0
Other Services		Healthcare Benefits - Retirees		290,067
Professional Fees	13,284	Pension		0
Maintenance Fees	1,150	Total Fringe Benefits		<u>290,466</u>
Other Contracted Fees	246			
TOTAL	<u>123,549</u>	TOTAL	<u>0.30</u>	<u>295,689</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>419,238</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

203-4651 Routine Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	110,334	Chief ROW Foreman	0.25	16,340
Overtime	12,725	Heavy Equip. Operator	1.25	53,816
Fringe Benefits	162,964	Groundskeeper (S)	2.70	40,177
TOTAL	286,023	Total Personnel	4.20	110,334
OPERATING EXPENSES				
		Overtime		12,725
Supplies	61,000			
Internal Services	5,053	FICA		9,396
Other Services		Healthcare Benefits - Active		57,071
Professional Fees	1,000	Healthcare Benefits - Retirees		34,265
Maintenance Fees	43,206	Pension		62,232
Other Contracted Fees	0			
		Total Fringe Benefits		162,964
TOTAL	110,259			
		TOTAL	4.20	286,023
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	396,282			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

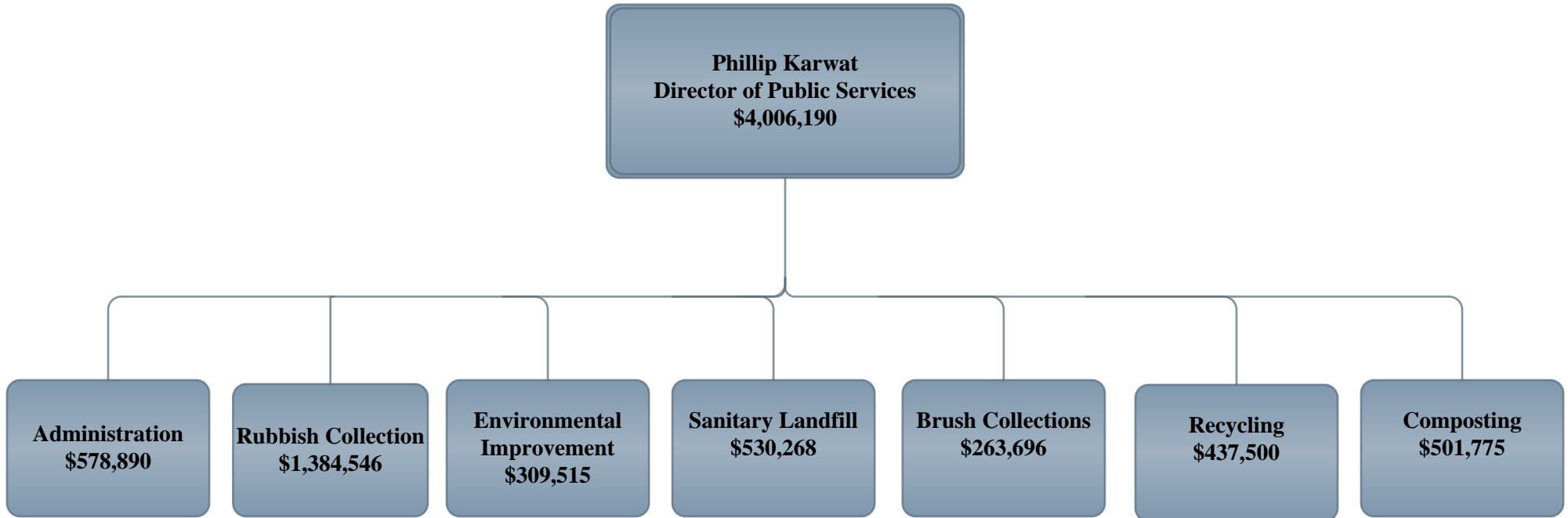
203-4655 Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	32,191	Heavy Equip. Operator	0.75	32,191
Overtime	12,000			
Fringe Benefits	50,384	Total Personnel	<u>0.75</u>	<u>32,191</u>
TOTAL	<u>94,575</u>	Overtime		<u>12,000</u>
OPERATING EXPENSES				
		FICA		3,381
Supplies	45,050	Healthcare Benefits - Active		17,171
Internal Services	4,176	Healthcare Benefits - Retirees		0
Other Services		Pension		29,832
Professional Fees	0			
Maintenance Fees	0	Total Fringe Benefits		<u>50,384</u>
Other Contracted Fees	200			
TOTAL	<u>49,426</u>	TOTAL	<u><u>0.75</u></u>	<u><u>94,575</u></u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>144,001</u></u>			



RUBBISH COLLECTION (SRF)

CITY OF SAGINAW RUBBISH COLLECTION FUND



**RUBBISH COLLECTIONS (226)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

The Rubbish Collection Fund is considered to be a Special Revenue Fund. This fund accounts for household rubbish fees, and composting fees. It also records the expenditures for rubbish collection, hauling and disposal, recycling, composting and trash pickup.

RESOURCES		APPROPRIATIONS	
SERVICES AND SALES	140	ADMINISTRATION	578,890
CHARGE FOR SERVICES	3,733,050	RUBBISH COLLECTIONS	1,384,546
INTEREST AND RENTS	3,000	ENVIRONMENTAL IMPROVEMENT	309,515
OTHER REVENUES	270,000	SANITARY LANDFILL	530,268
		BRUSH COLLECTIONS	263,696
		RECYCLING	437,500
		COMPOSTING	501,775
TOTAL RESOURCES	<u>4,006,190</u>	TOTAL APPROPRIATIONS	<u>4,006,190</u>

RUBBISH COLLECTION FUND

REVENUE BUDGET SUMMARY

Prior to the 2011/12 Budget, the City of Saginaw, under the authority of State law, was able to levy a special property tax earmarked to support the cost of operating a weekly rubbish collection and disposal services. This amounted to 2.9532 mills on real and personal property. Besides having the ability to levy 2.9532 mills, the City also assessed a \$50.00 household rubbish fee, which could be increased by council approval.

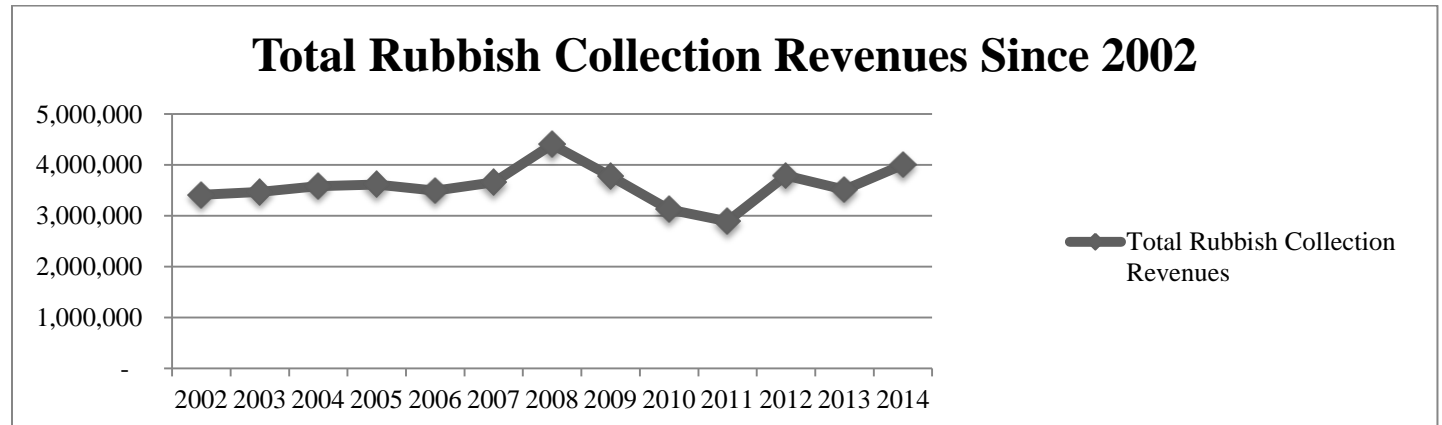
In FY 2012, the City of Saginaw’s primary source of revenues for the Rubbish Collection Fund was changed from 2.9532 mill levy on real and personal property plus the \$50.00 household rubbish fee to a \$165 flat fee per household unit, at the approval of council. With this change in fee structure, the City provided limited recycling services and through this change was able to spread the cost equitably to citizens and businesses.

The 2013/2014 budget for the Rubbish Collection Fund is approved at \$4,006,109, which is a decrease of -1.35% from the 2013 approved budgeted levels. This reduction will be predominately realized in the amount of fund equity appropriate as well as reductions in penalties for rubbish collection and special assessments. It should be noted that the reserve balance in this fund is precariously low and may not be available in future years. The above reduction will be offset by the City increasing the household rubbish fee by \$10, from \$165 to \$175 per unit. This increase in household rubbish fees equate to a \$145,595 increase. This increase is necessary due to the ever increasing cost for services and the continual decline in household unit count. Additionally, the City will be increasing the Compost Site Dumping Fee, which equates to a \$28,000 increase. This fee increase is only to Mid-Michigan Waste Authority and its members which have not received an increase in many years. .

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Property Taxes	1,731,925	1,525,784	13,500	0	0	(204,603)	0
Services - Sales	0	244	6,551	140	140	884	140
Charge for Services	1,310,849	1,301,704	3,737,593	3,559,455	3,559,455	3,670,290	3,733,050
Interest and Rents	56,683	13,156	20,078	18,500	18,500	549	3,000
Other Revenues	23,482	48,577	14,520	483,112	483,112	47,701	270,000
Total Revenues	3,122,939	2,889,465	3,792,242	4,061,207	4,061,207	3,514,821	4,006,190

REVENUE TRENDS



The above graph reflects numerical data from FY 2002-FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. Rubbish Collection revenues have been steady from fiscal year 2002 – 2006, however in fiscal years 2007 and 2008 revenues spiked due to an adjustment to the household rubbish fees for unrecognized/deferred revenues. These deferred monies are considered to a one-time revenue source, which resulted in a decline in revenues for fiscal years 2009 and 2010. In FY 2011, there appears to be a continual decline in revenues due to the decline in City property taxes collected. In FY 2012, the City switched from a system that was strictly reliant on property taxes to a flat fee which will offset the loss of property tax revenues. This year reflects a gradual increase to the revenue stream based on actual usage of the system and the appropriation of fund equity. For FY 2013, projected revenues reflect to decrease of \$277,421 from the previous fiscal year. This reduction is primarily due to the recognition of the Property Tax chargeback of over \$200,000. In FY 2014, the City approved a \$10 increase to the household rubbish fee in order to continue to provide rubbish collection services as well as an increase to the Compost Site Dumping Fee. Although these fees will be implemented, the revenues still reflect to have declined due to the available fund reserves appropriated.

DETAIL REVENUES ANALYSIS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Real Property	1,612,143	1,408,767	2,947	0	0	0	0
Personal Property	215,130	210,470	57	0	0	0	0
Personal Property - DPPT	0	0	8,746	0	0	3,609	0
Property Taxes - Chargeback	(95,348)	(127,056)	(2,388)	0	0	(208,212)	0
PILOT - Housing Com	0	33,603	4,138	0	0	0	0
Sale of Junk	0	0	140	140	140	69	140
Sale of Recycling Bins	0	0	6,411	0	0	815	0
Materials and Services	0	244	0	0	0	0	0
Household Rubbish Fees	1,059,375	1,079,874	3,495,375	3,271,455	3,271,455	3,476,864	3,417,050
Trash Removal	3,184	0	291	48,000	48,000	7,425	48,000
Compost Site Dump Fees	248,290	221,830	241,927	240,000	240,000	186,001	268,000
Interest on Investments	1,395	2,381	(1,243)	2,500	2,500	549	2,500
Interest on Spec Asmts	738	10,775	21,321	500	500	0	500
Penalties on Rubbish Fees	54,550	0	0	15,500	15,500	0	0
Special Assessments	23,482	48,104	14,358	25,000	25,000	40,571	20,000
Sale of Property Item	0	0	0	0	0	7,130	0
Reimbursement	0	473	162	0	0	0	0
Use of Fund Equity	0	0	0	458,112	458,112	0	250,000
Total Revenues	3,122,939	2,889,465	3,792,242	4,061,207	4,061,207	3,514,821	4,006,190

RUBBISH COLLECTION FUND

EXPENDITURE BUDGET SUMMARY

The total Rubbish Collection Fund is projected to be \$4,006,190 for FY 2013/2014. This is a \$55,017, or -1.35% reductions from the approved 2013 budgeted levels. The cost of *Personnel Services* will be 8.46% higher in FY 2014. This increase is due to a net increase of 3.85 FTE from 6.70 to 10.55. (*The personnel complement changes are listed in detail under Summary of Positions.*) Other increases will be realized in retiree healthcare cost, a 12% increase in short and long term disabilities and life insurance, and a 19.50% increase in the MERS pension obligation. In addition, during FY 2014 the Michigan Claims Tax will be eliminated for it was previously recognized in the active healthcare rate. However, the active healthcare cost does include the Patient Protection and Affordable Care Act Taxes and Fees. *Operating Expenses* is expected to

decrease \$120,660, or -3.67%, from 2013. The reduction will be realized in postage, the public works building rental fees, motor vehicle supplies, parts and supplies for recycling, for the MMWA recycling collection cost, operating services due to the lower MMWA house count, and employment agency fees due to the creation of four part-time 28 hour environmental improvement employees. These reductions will be offset by increases to motor pool charges, 6% increase to the general liability insurance, IS charges for the implementation of BS&A, fuel, and professional service fees for the MMWA administrative service fees and programming in order to provide funding for various education and solid waste programs. No monies were budgeted for *Capital Outlay* or *Miscellaneous* for FY 2013/2014.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4581 Rubbish Administration	498,924	428,599	504,230	512,906	514,795	520,402	578,890
4582 Rubbish Collections	1,374,407	1,395,696	1,512,712	1,471,589	1,469,700	1,284,708	1,384,546
4583 Environmental Improvement	307,131	286,499	271,370	310,736	310,736	213,798	309,515
4584 Sanitary Landfill	475,626	505,112	468,340	544,000	544,000	374,827	530,268
4585 Brush Collections	86,272	109,298	107,347	234,519	234,519	212,859	263,696
4586 Recycling	1,258	22	101,125	481,000	481,000	369,553	437,500
4587 Composting	551,673	511,849	453,605	506,457	506,457	450,399	501,775
9660 Transfer	10,580	10,718	5,359	0	0	0	0
Total Expenditures	3,305,871	3,247,793	3,424,088	4,061,207	4,061,207	3,426,546	4,006,190

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	694,585	682,768	641,209	775,591	775,591	775,531	841,334
Operating Expenses	2,600,459	2,554,307	2,777,520	3,286,516	3,284,516	2,650,358	3,164,856
Capital Outlay	247	0	0	0	1,100	657	0
Miscellaneous	10,580	10,718	5,359	0	0	0	0
Total Expenditures	3,305,871	3,247,793	3,424,088	4,061,207	4,061,207	3,426,546	4,006,190

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
4581 Rubbish Administration	1.69	0.35	0.85	1.10	1.10	1.10	1.60
4582 Rubbish Collections	0.50	0.50	1.00	0.90	0.90	0.90	0.00
4583 Environmental Improvement	1.10	1.00	1.00	1.00	1.00	1.00	5.00
4585 Brush Collections	0.00	0.00	0.00	1.20	1.20	1.20	1.45
4587 Composting	2.00	2.00	2.00	2.50	2.50	2.50	2.50
Total Positions	5.29	3.85	4.85	6.70	6.70	6.70	10.55

The total Rubbish Collection Fund will be 10.55 positions for the 2013/2014 budget. This is a net increase of 3.85 FTE. The Rubbish Collection – Administration division will increase a net .50 from FY 2013. This increase is due to the reallocation .20 of the Chief ROW Foreman and .50 of a Skilled Clerical from the Rubbish Collection division. This division will be offset by a reduction of .20 of the ROW Foreman –Streets. This .20 of the ROW Foreman will be reallocated to the Major Streets – Routine Maintenance division. The Environmental Improvement division will add 4.00 part-time Skilled Laborers to its complement. In FY 2013, these contracted employees became part-time SEIU employees. The offset of hiring these positions will be realized in a reduction to employment agency fees. The Brush Collection division will also increase .25 from the previous fiscal year. This increase is directly related to a .25 reallocation of a Tree Trimmer from the Rubbish Collection division.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

226-4581 Rubbish Collection Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	60,178	Director of Public Services	0.10	9,223
Overtime	1,380	City Engineer	0.10	7,947
Fringe Benefits	148,441	Chief ROW Foreman	0.20	13,072
		ROW Foreman	0.30	14,866
		Skilled Clerical (PT)	0.90	15,070
TOTAL	209,999	Total Personnel	1.60	60,178
OPERATING EXPENSES				
Supplies	2,850	Overtime		1,380
Internal Services	212,316			
Other Services				
Professional Fees	150,525	FICA		5,202
Maintenance Fees	3,200	Healthcare Benefits - Active		11,655
Other Contracted Fees	0	Healthcare Benefits - Retirees		95,473
		Pension		36,111
TOTAL	368,891	Total Fringe Benefits		148,441
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	1.60	209,999
TOTAL APPROPRIATION	578,890			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

226-4582 Rubbish Collection

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	13,000			
Fringe Benefits	995			
TOTAL	13,995	Total Personnel	0.00	0
OPERATING EXPENSES		Overtime		13,000
Supplies	1,188			
Internal Services	2,401	FICA		995
Other Services		Healthcare Benefits - Active		0
Professional Fees	1,316,860	Healthcare Benefits - Retirees		0
Maintenance Fees	50,102	Pension		0
Other Contracted Fees	0			
TOTAL	1,370,551	Total Fringe Benefits		995
		TOTAL	0.00	13,995
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	1,384,546			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

226-4583 Environmental Improvement

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	109,703	Environ. Support Specialist	1.00	32,535
Overtime	0	Skilled Laborer (PT)	4.00	77,168
Fringe Benefits	103,145			
		Total Personnel	<u>5.00</u>	<u>109,703</u>
TOTAL	<u>212,848</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	31,850	FICA		8,583
Internal Services	14,471	Healthcare Benefits - Active		14,197
Other Services		Healthcare Benefits - Retirees		41,629
Professional Fees	0	Pension		38,736
Maintenance Fees	49,301			
Other Contracted Fees	1,045	Total Fringe Benefits		<u>103,145</u>
TOTAL	<u>96,667</u>			
		TOTAL	<u>5.00</u>	<u>212,848</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>309,515</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

226 - 4585 Brush Collections

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	62,161	Tree Trimmers	1.45	62,161
Overtime	2,000			
Fringe Benefits	86,459	Total Personnel	<u>1.45</u>	<u>62,161</u>
TOTAL	<u>150,620</u>	Overtime		<u>2,000</u>
OPERATING EXPENSES				
Supplies	6,500	FICA		4,927
Internal Services	4,176	Healthcare Benefits - Active		23,551
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	102,400	Pension		57,981
Maintenance Fees	0	Total Fringe Benefits		<u>86,459</u>
Other Contracted Fees	0			
TOTAL	<u>113,076</u>	TOTAL	<u>1.45</u>	<u>150,620</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>263,696</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

226-4587 Composting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	95,655	Compost Site Operator	2.00	87,283
Overtime	30,000	Skilled Clerical (PT)	0.50	8,372
Fringe Benefits	128,217			
		Total Personnel	2.50	95,655
TOTAL	253,872			
OPERATING EXPENSES				
		Overtime		30,000
Supplies	38,300	FICA		9,598
Internal Services	6,013	Healthcare Benefits - Active		37,937
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	104,314	Pension		80,682
Maintenance Fees	98,276			
Other Contracted Fees	1,000	Total Fringe Benefits		128,217
TOTAL	247,903			
		TOTAL	2.50	253,872
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	501,775			





PUBLIC SAFETY GRANTS (SRF)

PUBLIC SAFETY FUND
AND
PUBLIC SAFETY GRANTS

PUBLIC SAFETY FUND (205)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

The Public Safety Fund was established to account for the tax levy proceeds on the special property tax earmarked to support Police and Fire services.

	RESOURCES		APPROPRIATIONS
PROPERTY TAXES	3,189,761	CPS - POLICE PATROL	2,392,161
		CPS - FIRE SUPPRESSION	797,600
TOTAL RESOURCES	<u>3,189,761</u>	TOTAL APPROPRIATIONS	<u>3,189,761</u>

PUBLIC SAFETY FUND

REVENUE BUDGET SUMMARY

The Public Safety Fund is considered to be a Special Revenue Fund of the City. In May of 2006, the City approved a 6 mill levy on real property taxes to support Police and Fire services. This levy was essential at that time. Without it, the City was faced with reducing services by 51 Police and Fire individuals due to the lack of general fund revenues. Although, the 6 mills were passed, the General Fund had to provide a subsidy for the police and fire pension contribution. Also at that time, the City promised the citizens that during the duration of this Public Safety millage, the City would maintain the same level of personnel in the fund. The City kept its promise.

Five-years later in November of 2010, the City petitioned the electorate again for a renewal on the 6 mills with an additional 1.5 mills. Again, the electorate

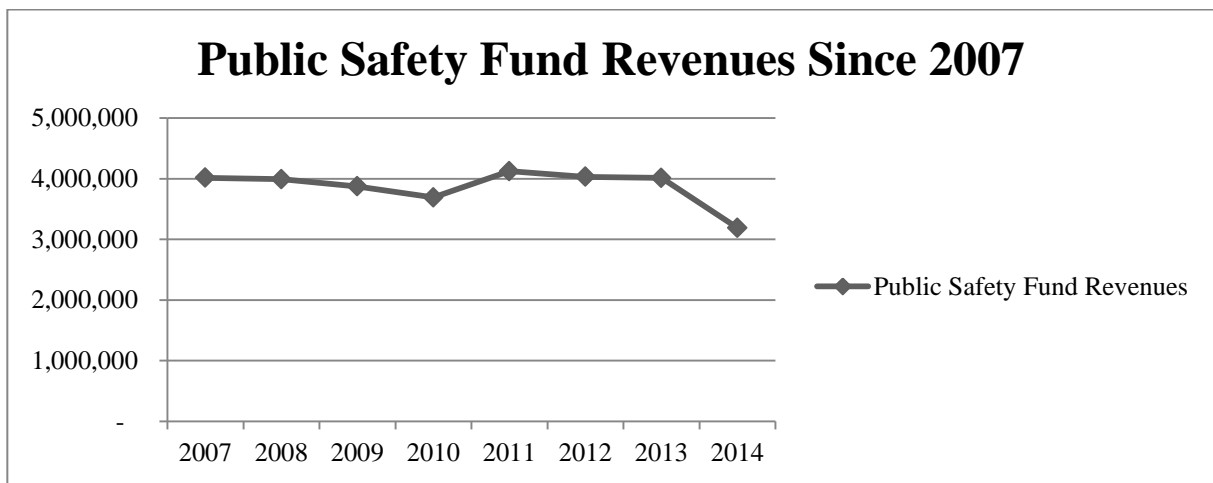
approved the Public Safety millage at its new level. The General Fund continues to provide a subsidy to this fund for unfunded pension contributions. However, the same promise was not given with this new millage. In fact, the electorate was advised that the same level of sworn personnel will not be maintained.

For FY 2013/14, the Public Safety Fund's revenues will be \$3,189,761. This is a decrease of \$773,389, or -19.51%, from the previous fiscal year's budget. The decrease in revenues is due to a reduction in the assessment of real property in the City and no funds will be appropriated from the General Fund to subsidize this fund.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Property Taxes	3,427,769	2,951,150	3,521,160	3,360,888	3,360,888	3,181,624	3,189,761
General Fund Subsidy	264,617	1,171,748	510,163	602,262	602,262	832,121	0
Total Revenues	3,692,386	4,122,898	4,031,323	3,963,150	3,963,150	4,013,745	3,189,761

REVENUE TRENDS



The Public Safety millage was implemented in May 2006.

The above graph reflects numerical data from FY 2007 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. In review of the financial data, from FY 2007 through FY 2010, the City has experienced a steady decline in revenues. This decline is attributed to the assessed real property tax values during those fiscal years. The sharp incline in FY 2011 is attributable to the infusion of over \$1.17 million in subsidy from the General Fund due to the decline in real property tax values as well as the recognition of \$123,521 of a chargeback from the County. The 2012 Budget reflects a decline from FY 2011 due to the decline in the assessed real property tax values even though the City was able to renew the special millage at 7.5 mills. FY 2013 continues the same trend of a steady decline in real property tax values. In FY 2014, the City will only realize \$3.19 million in revenues which is the steepest drop yet. The revenues that will be realized will not be sufficient to cover the total 51 sworn personnel complement. Therefore, in 2014, 33 employees will be allocated to this fund. This level of personnel is based on the amount that the real property tax dollars can generate. There will be no General Fund allocations appropriated to subsidize this fund.

EXPENDITURE BUDGET SUMMARY

The Public Safety Fund expenditures will be \$3,189,761 for FY 2014. This budget will decrease \$773,389, or - 19.51% from the FY 2013 approved budgeted levels. *Personnel Services* will be 19.51% less than in FY

2013. The reduction in personnel services is due largely to the elimination of 7 Police and 11 Fire personnel from this fund. *(The personnel complement changes are listed in detail under Summary of Positions.)*

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3511 CPS - Police Patrol	1,621,083	1,581,763	1,814,371	2,311,735	2,311,735	2,297,390	2,392,161
3513 CPS - Police Investigations	554,953	734,697	694,709	0	0	0	0
3551 CPS - Fire Suppression	1,400,547	1,673,705	1,465,824	1,651,415	1,651,415	1,716,355	797,600
3553 CPS - Fire Prevention	115,804	132,736	56,421	0	0	0	0
Total Expenditures	3,692,387	4,122,901	4,031,325	3,963,150	3,963,150	4,013,745	3,189,761

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	3,692,387	4,122,901	4,031,325	3,963,150	3,963,150	4,013,745	3,189,761
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Total Expenditures	3,692,387	4,122,901	4,031,325	3,963,150	3,963,150	4,013,745	3,189,761

SUMMARY OF POSITIONS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3511 CPS - Police Patrol	23.00	22.00	22.00	31.00	31.00	31.00	24.00
3513 CPS - Police Investigations	8.00	9.00	9.00	0.00	0.00	0.00	0.00
3551 CPS - Fire Suppression	19.00	19.00	19.00	20.00	20.00	20.00	9.00
3553 CPS - Fire Prevention	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Total Positions	51.00	51.00	51.00	51.00	51.00	51.00	33.00

During the budget presentation to council in May 2013, City Council was advised that the City could no longer provide the same levels of public safety services as it had in previous fiscal years, for the City’s revenues and property tax values continued to decline rapidly since 2008. As a result of increased mandatory expenditures, continually declining revenues, and restriction in current collective bargaining agreements, the staffing levels for Community Public Safety will be reduced in FY 2014. The total Public Safety personnel complement for FY 2014 will be 33 FTE. This represents a reduction of 18 positions from the previous fiscal year.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

205-3511 CPS - Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,346,605	Police Officer	24.00	1,346,605
Overtime	114,178			
Fringe Benefits	931,378	Total Personnel	24.00	1,346,605
TOTAL	2,392,161	Overtime		114,178
OPERATING EXPENSES				
Supplies	0	FICA		21,246
Internal Services	0	Healthcare Benefits - Active		355,742
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension - Sworn		554,390
Maintenance Fees	0	Total Fringe Benefits		931,378
Other Contracted Fees	0			
TOTAL	0	TOTAL	24.00	2,392,161
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	2,392,161			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

205-3551 CPS - Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	519,933	Fire Lieutenant	1.00	63,880
Overtime	88,229	Fire Engineers	6.00	347,614
Fringe Benefits	189,438	Firefighter	2.00	108,439
TOTAL	797,600	Total Personnel	9.00	519,933
OPERATING EXPENSES		Overtime		88,229
Supplies	0			
Internal Services	0	FICA		9,083
Other Services		Healthcare Benefits - Active		148,868
Professional Fees	0	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension - Sworn		31,487
Other Contracted Fees	0			
TOTAL	0	Total Fringe Benefits		189,438
		TOTAL	9.00	797,600
CAPITAL OUTLAY				
TOTAL	0			
TOTAL APPROPRIATION	797,600			

**PUBLIC SAFETY GRANTS
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

Public Safety Grant Funds are funds that account for federal and state funding received by the city for law enforcement activities. Activities include: community policing, law enforcement training, drug enforcement activities, engagement of the youth to enhance self-esteem and self-awareness, reduction of violent crime within the community, and prevention and investigation of automobile thefts within the community and county

RESOURCES		APPROPRIATIONS	
COMMUNITY POLICING	388,885	COMMUNITY POLICING	388,885
POLICE TRAINING FUND	14,000	POLICE TRAINING FUND	14,000
DEPT OF JUSTICE GRANT	15,000	DEPT OF JUSTICE GRANT	15,000
DRUG FORFEITURE FUND	77,836	DRUG FORFEITURE FUND	77,836
SAGINAW COUNTY TAPS	28,000	SAGINAW COUNTY TAPS	28,000
AUTO THEFT PREVENTION	130,870	AUTO THEFT PREVENTION	130,870
TOTAL RESOURCES	<u>654,591</u>	TOTAL APPROPRIATIONS	<u>654,591</u>

COMMUNITY POLICING FUND

REVENUE BUDGET SUMMARY

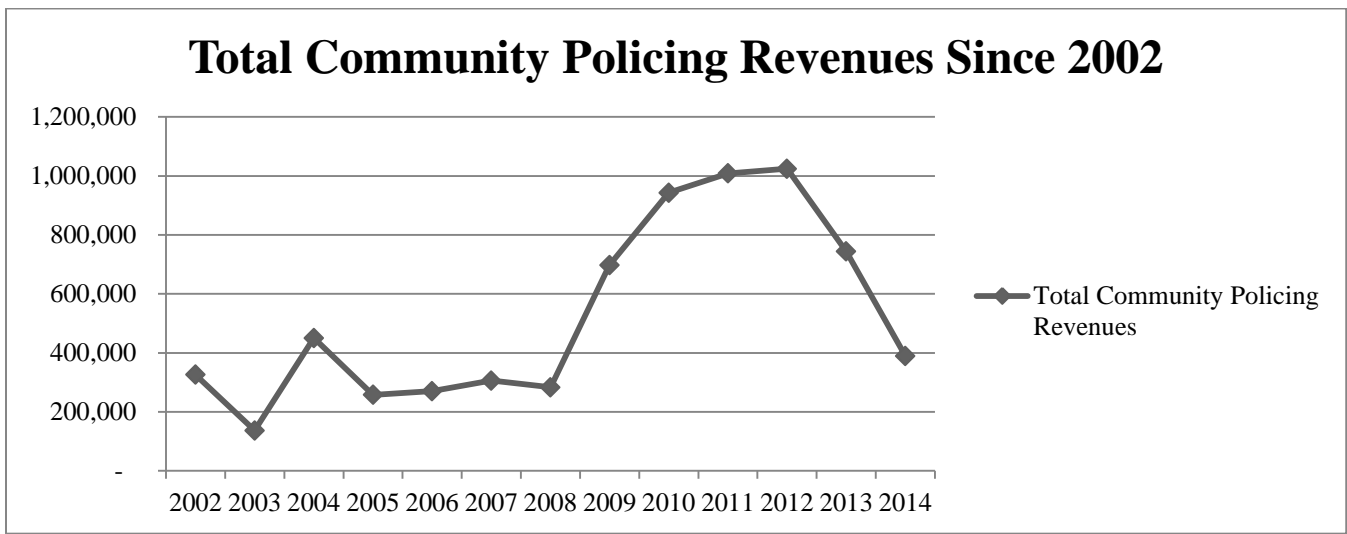
The Community Policing Fund accounts for revenues and expenditures of Police Officers assigned to various city neighborhoods. These programs and technologies provide residents with a greater sense of protection and gives them the responsibility for developing and implementing problem-solving strategies in their neighborhoods.

For FY 2014, the Community Policing Fund revenues will be \$388,885. This represents a \$387,838 or - 49.93% reductions from the previous fiscal year. This reduction will be realized in the 5.00% reduced Community Development Block Grant (CDBG) allocations due to the federal sequester. The General Fund provides a larger subsidy to cover 1.50 of a Community Police Officer.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Grants	547,427	552,864	601,781	273,608	280,940	291,750	0
Other Revenues	0	35	0	0	0	0	0
Transfers	395,552	455,779	422,377	503,115	548,910	451,958	388,885
Total Revenues	942,979	1,008,678	1,024,158	776,723	829,850	743,708	388,885

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. Over the past thirteen years, revenues for Community Policing have changed dramatically. These monies have been dependent on funding received for grant activities, as it related to Community Policing. From FY 2008 to the present, the City of Saginaw has received multiple grants. In FY 2009, the City received the first grant, Weed N Seed Grant. This grant allowed the City to provide assistance to the neighborhood groups and work with other non-profit agencies, such as Parishioners on Patrol which strengthen law enforcement efforts throughout the City. Simultaneously, the Crime Technology Grant was received that year. As a push during calendar year 2008, the City pursued crime technology grants and was awarded grant funding to provide for Phase I of the Shotspotter. This new technology was

implemented and additional monies were awarded in fiscal years 2010 and 2011 for Phase II of Shotspotter. Also, in FY 2010 – FY 2011, the City received the COPS Hiring Grant, a federal grant that added 5 new officers to the sworn personnel complement. This was a regressive grant that required the City to pay for 100% of the personnel cost in the fifth year. In FY 2012, revenues began to decline steadily. The City realized a reduction in the Weed N Seed and Crime Technology Grant allocations. In FY 2013, revenues continued to decline due to the maturity of the COPS Hiring Grant. Additionally, in FY 2013 the CDBG Allocation was decreased based on reductions in the federal entitlement allocation. The 2014 revenue budget for this fund reflects an even steeper reduction to revenues. This reduction will be realized in the reduced CDBG allocations due to the federal sequester. This is offset by the General Fund providing a larger subsidy to cover 1.50 positions.

EXPENDITURE BUDGET SUMMARY

The total Community Policing Fund expenditures will be \$388,885, for FY 2014. This is a reduction of -49.93%, from the 2013 approved budgeted levels. *Personnel Services* will be \$380,108. The change in personnel services is a direct result of the completion of the COPS Hiring Grant and a reduction in the Community Public Safety staffing levels. (*The personnel complement*

changes are listed in detail under Summary of Positions.) *Operating Expenses* is projected to be \$8,777. This represents a decrease of \$5,847 from the previous fiscal year. This decrease is attributed to a reduction in the IS charge. No monies will be allocated for *Capital Outlay* in FY 2014.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3320 Community Policing	395,554	428,629	445,403	444,302	456,534	362,599	388,885
3321 Weed N Seed	189,551	128,163	38,447	0	0	0	0
3327 Shotspotter	213,425	98,320	194,348	0	7,332	1,358	0
3328 COPS Hiring Grant	144,453	353,567	345,975	332,421	365,984	379,751	0
Total Expenditures	942,983	1,008,679	1,024,173	776,723	829,850	743,708	388,885

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	532,242	769,687	776,473	762,099	807,894	728,983	380,108
Operating Expenses	169,275	138,928	53,352	14,624	21,956	13,367	8,777
Capital Outlay	241,466	100,064	194,348	0	7,332	1,358	0
Total Expenditures	942,983	1,008,679	1,024,173	776,723	829,850	743,708	388,885

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3320 Community Policing	4.00	4.00	3.75	4.00	4.00	4.00	3.00
3328 COPS Hiring Grant	0.00	5.00	5.00	3.15	3.15	3.15	0.00
Total Positions	4.00	9.00	8.75	7.15	7.15	7.15	3.00

The total Community Policing Fund’s personnel complement is projected to be 3.00 for FY 2014. This is a reduction of 4.15 positions. This reduction is directly associated to the completion of the COPS Hiring Grant as well as a reduction in the overall Community Public Safety – Police staffing levels.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expense categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

260-3320 Community Policing

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	165,298	Police Officer	3.00	165,298
Overtime	6,500			
Fringe Benefits	208,310	Total Personnel	<u>3.00</u>	<u>165,298</u>
TOTAL	<u>380,108</u>	Overtime		<u>6,500</u>
OPERATING EXPENSES				
		FICA		2,511
Supplies	0	Healthcare Benefits - Active		38,702
Internal Services	5,777	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		167,097
Professional Fees	0	Total Fringe Benefits		<u>208,310</u>
Maintenance Fees	3,000			
Other Contracted Fees	0			
TOTAL	<u>8,777</u>	TOTAL	<u>3.00</u>	<u>380,108</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>388,885</u></u>			

POLICE TRAINING FUND

REVENUE BUDGET SUMMARY

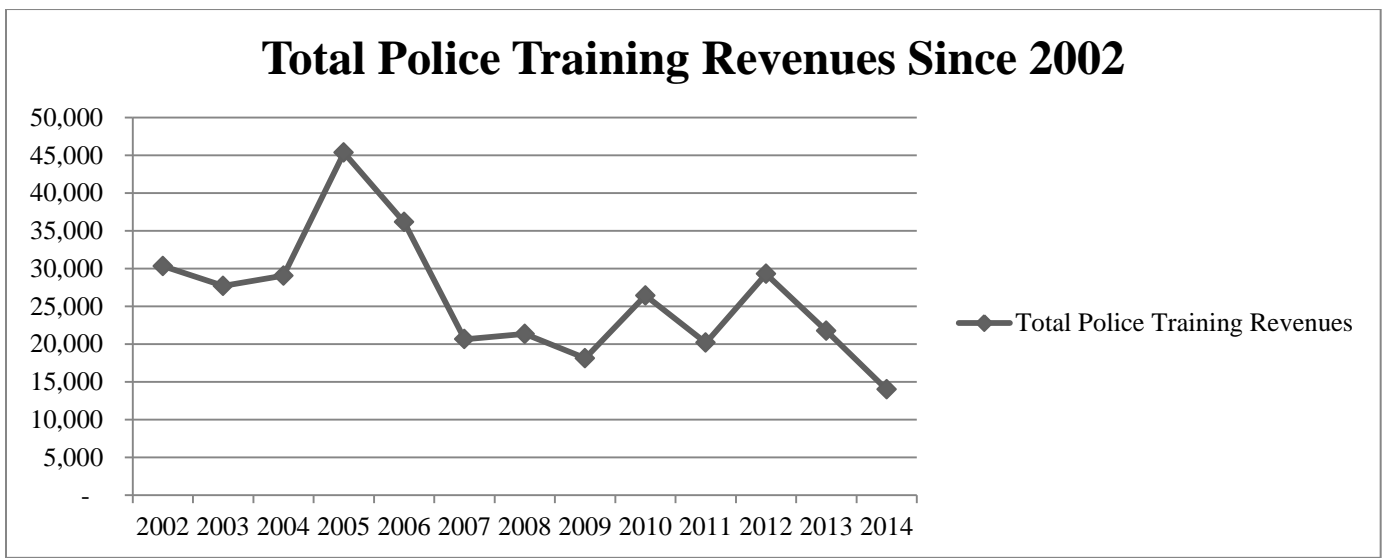
The Police Training Fund accounts for allocations received from the State of Michigan pursuant to Public Act 302 of 1982. These monies are disbursed twice a year based on the number of sworn police officers. These funds can only be expended for direct costs of criminal justice training of Police Officers. The major revenue source for this fund is state grants. Funding is received on a reimbursement basis.

The 2013/2014 approved revenues for Police Training Fund will be \$14,000. This is a -37.78% reduction from the 2013 budgeted levels. This reduction is due to a decrease in the State grant funding levels. These funds are directly associated with the number of sworn officers employed by the City. In FY 2014 the City has reduced Community Public Safety – Police sworn staffing levels by 36 positions.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
State Grants	26,398	20,185	29,297	22,500	22,500	21,743	14,000
Interest and Rents	41	(4)		0	0	0	0
Total Revenues	26,439	20,181	29,297	22,500	22,500	21,743	14,000

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. The revenues in this fund fluctuate based on grant availability, the amount of police training given during the course of the year, and the number of sworn personnel.

EXPENDITURE BUDGET SUMMARY

The total Police Training Fund expenditures will be \$14,000, for FY 2014. No *Personnel Services* have been allocated to this fund. *Operating Expenses* makes up the budget for this fund. Operating Expenses will decrease \$8,500, or -37.78% from the 2013 budgeted

levels. This reduction is primarily attributed to the reduction in the cost of training and development due to the reduced Community Public Safety – Police staffing levels. No monies will be allocated for *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3323 Police Training	26,439	20,181	29,298	22,500	22,500	21,743	14,000
Total Expenditures	26,439	20,181	29,298	22,500	22,500	21,743	14,000

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	26,439	20,181	29,298	22,500	22,500	21,743	14,000
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	26,439	20,181	29,298	22,500	22,500	21,743	14,000

DEPARTMENT OF JUSTICE – JUSTICE ASSISTANCE GRANT (JAG) FUND

REVENUE BUDGET SUMMARY

The Department of Justice – JAG Fund accounts for revenues and expenditures related to various projects that provide better services, and fight crime in the community as approved by the United States’ Department of Justice. This funding allocation is based on the community’s violent crime statistics. In addition, these monies are shared with surrounding municipalities and the county. What is listed in the budget is strictly the city’s portion. Moreover, the county is the fiduciary

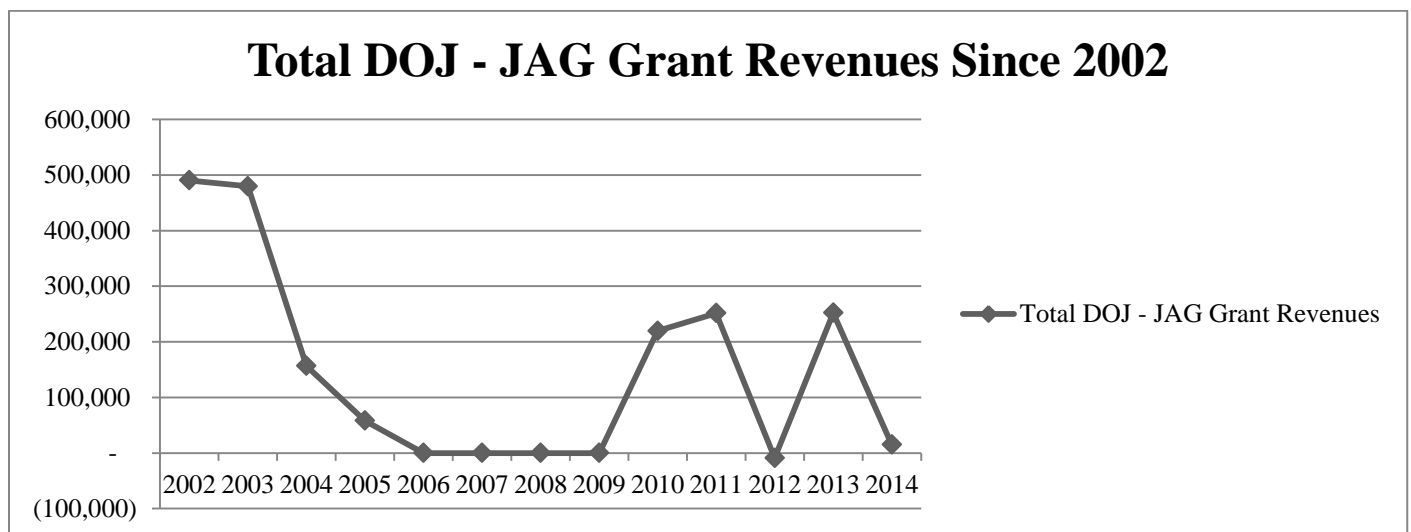
agency and is responsible for recording all expenditure activities.

The 2013/2014 Approved Budget for the Department of Justice – JAG will be \$15,000. This represents a zero growth from the previous fiscal year. Additionally, at the time of budget development, the City did not have the 2013 Department of Justice’s JAG allocation. These monies will be recognized later in FY 2014.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
State Grant	219,607	251,586	(9,109)	15,000	354,304	251,926	15,000
Total Revenues	219,607	251,586	(9,109)	15,000	354,304	251,926	15,000

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved. Revenues, monies received for this fund are dependent on what the federal government allocates to the municipality. From FY 2001 – 2005, the City experienced a steady decline in revenues and grant allocations. For FY 2006 – 2009, no grant monies were received. However in FY 2010, the City received stimulus monies from the Department of Justice, these monies were expected to be spent on law enforcement activities outlined by the federal government. The 2011 Budget reflects the addition of the Regular 2010 JAG Grant and the remaining stimulus monies. By the FY 2012, revenues decreased due to the utilization of the stimulus monies from prior years. For FY 2013, revenues reflect to be

significantly higher due to the lag time in reimbursing expenditures from Saginaw County. The FY 2014 budget will remain the same as the approved 2013 budget, based on what the City is aware of on this grant.

EXPENDITURE BUDGET SUMMARY

The total Department of Justice – JAG Grant expenditures are \$15,000, for FY 2014, which is –the same as the FY 2013 approved budgeted levels. There

are no *Personnel Services* in this fund. *Operating Expenses* will be \$15,000, for the upcoming year. No monies were allocated for *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3321 DOJ Grant (Stimulus)	219,607	239,488	90,699	0	43,660	43,659	0
3329 DOJ Grant (Regular)	0	12,098	185,049	15,000	15,000	0	0
3330 DOJ Grant (2011)	0	0	41,799	0	0	0	0
3331 DOJ Grant (2012)	0	0	0	0	58,719	22,689	15,000
Total Expenditures	219,607	251,586	317,547	15,000	117,379	66,348	15,000

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	31,065	0	0	0	0
Operating Expenses	57,228	29,855	25,899	15,000	15,000	0	15,000
Capital Outlay	165,379	221,731	260,583	0	102,379	66,348	0
Total Expenditures	222,607	251,586	317,547	15,000	117,379	66,348	15,000

DRUG FORFEITURE GRANT FUND

REVENUE BUDGET SUMMARY

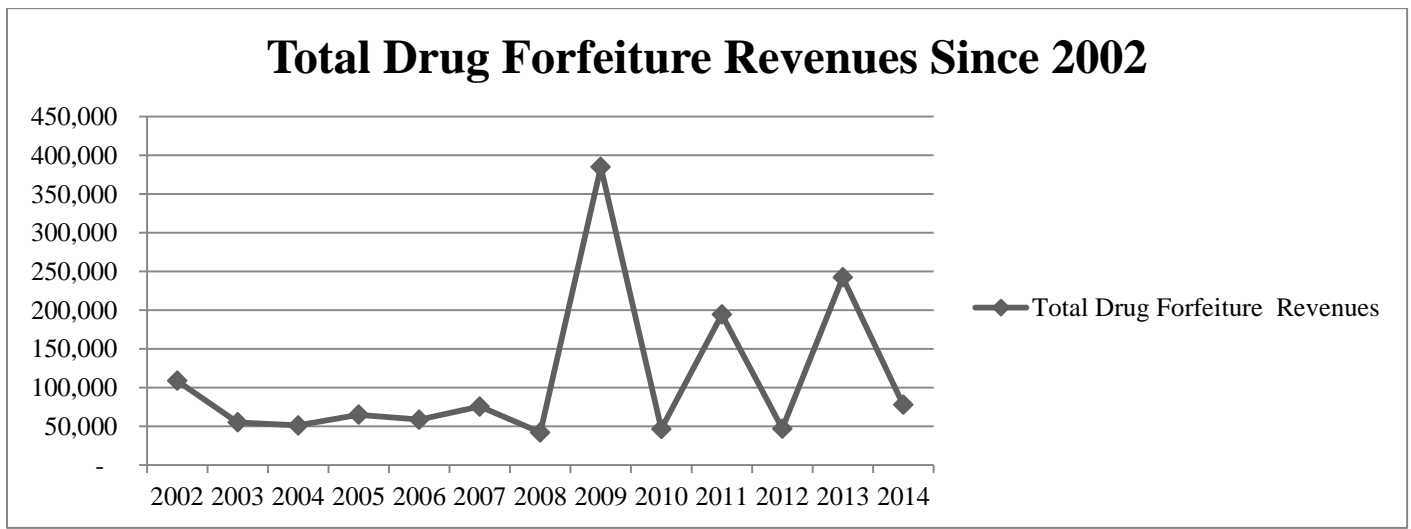
The Drug Forfeiture Fund accounts for all revenues and expenditures received from the forfeiture or cash and property seized during a drug raid. The major revenue source for the Drug Forfeiture Fund is fines and federal and state forfeitures. After a drug raid, the City turns over these monies to the judicial system as evidence in prosecution. Afterwards, these monies are released back to the City and are utilized to offset the cost of drug enforcement activities.

The 2014 budget for this fund approved at \$77,836. This represents a \$70,200, or -47.42% reduction from the previous fiscal years. The reduction in this fund is primarily attributed to a decrease in the amount appropriated from fund equity to offset the increasing expenditures.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Fines and Forfeitures	39,127	160,255	43,869	32,360	61,461	137,409	32,360
Interest and Rents	2,688	1,898	2,077	2,500	2,500	1,394	2,500
Other Revenues	4,855	32,232	1,224	113,176	259,948	103,599	42,976
Total Revenues	46,670	194,385	47,170	148,036	323,909	242,402	77,836

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. From FY 2002-2008 there had been a steady decrease in the amounts collected from fines and forfeitures. However by February of 2009, the City received a cash transfer of over \$251,000 for federal forfeited property from a judicial case that had been completed in a previous fiscal year. In FY 2010, little or no monies were received in fines and forfeitures. In March of 2011, the City received approximately \$170,421 in monies from a federal forfeited case. These monies are not expected to be received in FY 2012. The FY 2012 actual revenues received were the lowest since 2007. This is due to the reduction in forfeited funds. In FY 2013, the City realized an upward trend in revenues due to the large appropriation of reserves and the recognition of \$75,947 in state forfeited funds. By FY 2014, the revenues are projected

to decrease 47.42%. This is due to a reduction in the amount appropriated from fund reserves to cover the expenditures estimated.

EXPENDITURE BUDGET SUMMARY

The total Drug Forfeiture Fund expenditures will be \$77,836 for FY 2014. Again, this represents a \$70,200, reduction from the previous fiscal year. No monies will be appropriated for *Personnel Services*. *Operating Expenses* will be \$77,836, for the upcoming year. This represents a \$70,200, decrease from FY 2013. This

reduction is due to elimination of the equipment rental fee for leasing vehicles as well as the discontinuation of the maintenance agreement for the Shotspotter system. The category of *Capital Outlay* will be zero, for the upcoming year.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3040 Drug Forfeiture	118,661	158,859	167,464	148,036	323,909	242,402	77,836
Total Expenditures	118,661	158,859	167,464	148,036	323,909	242,402	77,836

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	118,661	79,904	70,672	148,036	295,628	225,445	77,836
Capital Outlay	0	78,955	96,792	0	28,281	16,957	0
Total Expenditures	118,661	158,859	167,464	148,036	323,909	242,402	77,836

SAGINAW COUNTY TREATMENT AND PREVENTION SERVICES (TAPS) FUND

REVENUE BUDGET SUMMARY

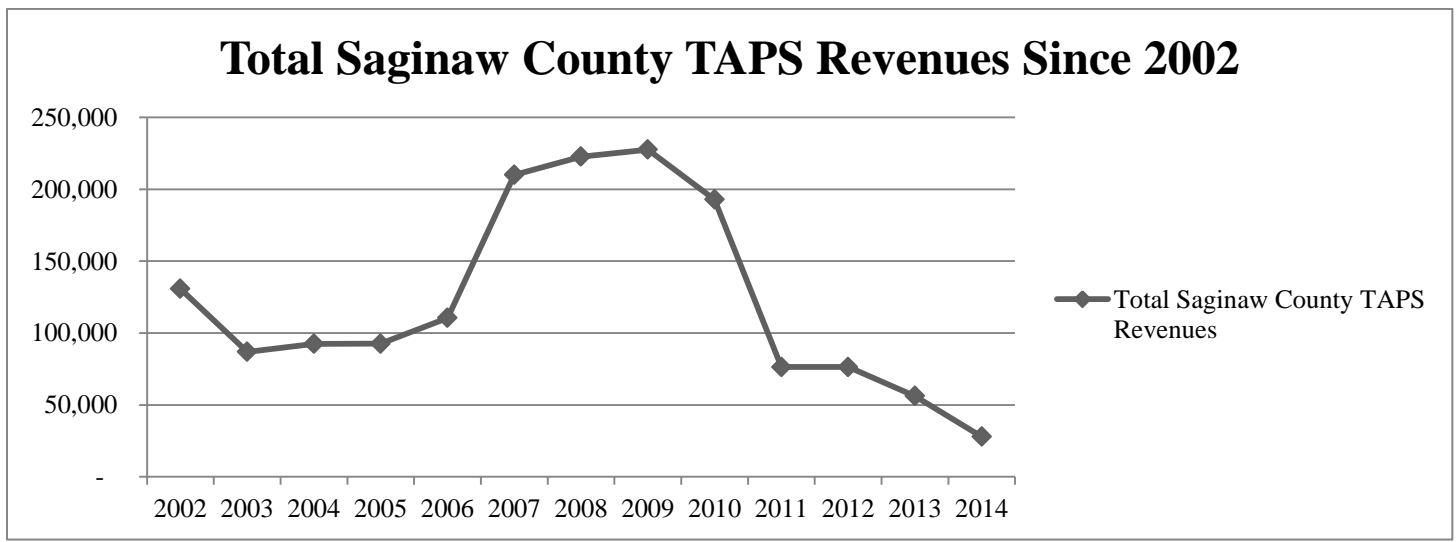
The Saginaw County Treatment and Prevention Services (TAPS) Fund, formerly the Youth Initiative Fund, accounts for grant monies received from the United States’ Department of Justice through the Saginaw County Department of Public Health. These funds are used to engage youth and provide facilities to the programs that will enhance self-awareness and self-esteem, and reduces the use of substance through participation in substance abuse programs.

The 2013/14 revenue budget for the Saginaw County TAPS Fund will be \$28,000, which is \$1,000 more than the previous fiscal year. This increase is attributed to the carryover of grant funds received from the Saginaw County Department of Public Health in FY 2013. These programs will continue to assess and reduce teen alcohol and drug use through education and outreach programs for high risk and underserved population in the Saginaw Community. The funding for this program is expected to end by September 30, 2013.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Interest and Rents	(30)	(7)	0	0	0	0	0
Other Revenues	145,550	60,640	59,736	27,000	83,000	56,253	28,000
Transfers	47,398	15,785	0	0	0	0	0
Total Revenues	192,918	76,418	59,736	27,000	83,000	56,253	28,000

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. From FY 2001-2006, there had been a steady decline in the monies received from the Department of Justice for the Youth Initiative Program. From FY 2007 – 2010, the City received more entitlement monies for the program. Therefore, the City was able to allocate more funds towards enhancing this program. However, from FY 2011 – 2012, there was a change at the County administration level that resulted in a decrease in the funding level. With this change, the Youth Initiative Program was changed to the Saginaw County Treatment and Prevention Service. Moreover, the City

was advised that no funding would be provided after October 2011. In FY 2012, with new County administration the City received two grant opportunities in the total amount of \$83,000. The majority of these monies will be utilized during FY 2012. In FY 2013 revenues continue to reflect a downward trend. The revenue budget was established for the remaining \$27,000 grant funds received in FY 2012. These grants expired on September 30, 2012. As of January 2013, the City was awarded additional grant funds for this program. The FY 2014 Revenue reflects to be the remaining balance of the grant awarded in January 2013. These monies, similar to the previous year's grant, are required to be spent by September 30.

EXPENDITURE BUDGET SUMMARY

The total Saginaw County TAPS Fund expenditures will be \$28,000, for FY 2014. *Personnel Services* will increase by \$28,000. This budget will reflect .30 of a Police Officer, overtime, some fringe benefit cost for the

officer, and Medicare cost on that overtime. No funds will be appropriated for *Operating Expenses* or *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3325 Youth Initiative	192,917	76,419	0	0	0	0	0
3325 Saginaw County TAPS	0	0	59,738	27,000	83,000	29,679	28,000
Total Expenditures	192,917	76,419	59,738	27,000	83,000	29,679	28,000

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	180,177	67,652	59,738	27,000	83,000	29,679	28,000
Operating Expenses	12,740	8,767	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Total Expenditures	192,917	76,419	59,738	27,000	83,000	29,679	28,000

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3325 Saginaw County TAPS	2.00	1.00	0.00	0.00	0.00	0.00	0.30
Total Positions	2.00	1.00	0.00	0.00	0.00	0.00	0.30

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How to Use the Budget Document" for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

265-3325 Saginaw County Treatment and Prevention Services (TAPS)

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	15,650	Police Officer	0.30	15,650
Overtime	9,772			
Fringe Benefits	2,578	Total Personnel	<u>0.30</u>	<u>15,650</u>
TOTAL	<u>28,000</u>	Overtime		<u>9,772</u>
OPERATING EXPENSES				
		FICA		380
Supplies	0	Healthcare Benefits - Active		2,198
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		0
Professional Fees	0			
Maintenance Fees	0	Total Fringe Benefits		<u>2,578</u>
Other Contracted Fees	0			
TOTAL	<u>0</u>	TOTAL	<u><u>0.30</u></u>	<u><u>28,000</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>28,000</u></u>			

AUTO THEFT PREVENTION GRANT (ATPG) FUND

REVENUE BUDGET SUMMARY

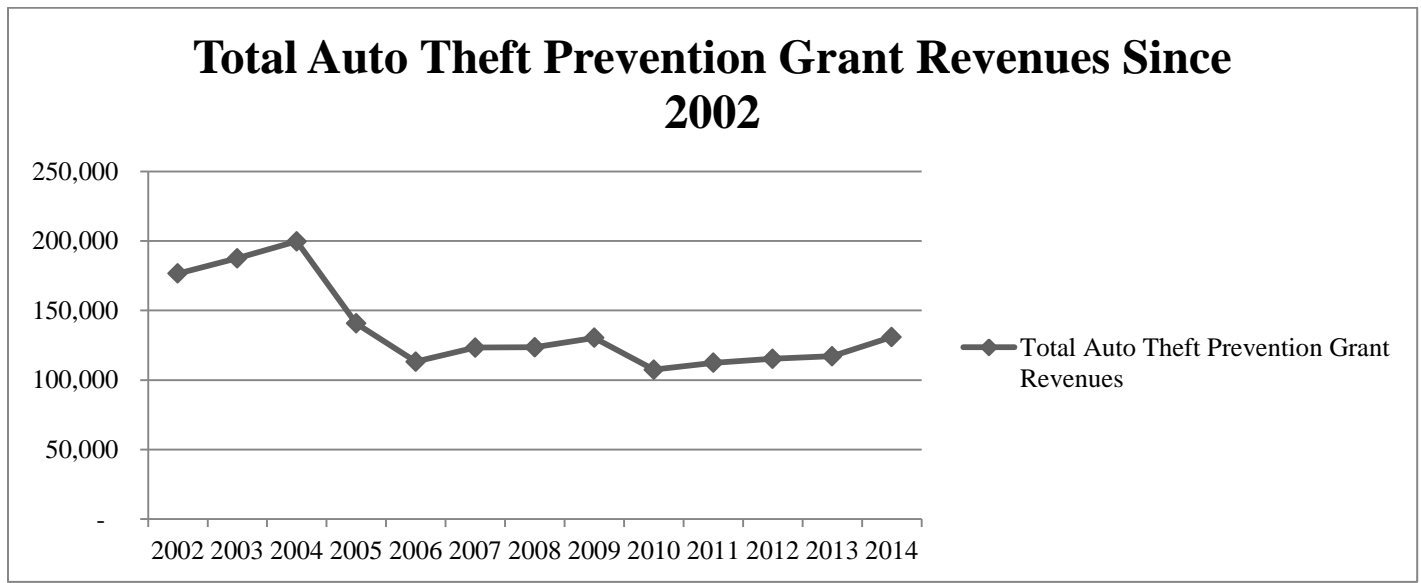
The Auto Theft Prevention Fund accounts for grant funding received from the State of Michigan pursuant to Public Act 10 of 1986. These funds are used by Community Public Safety - Police and Saginaw Township Police Department for the prevention and investigation of automobile thefts in Saginaw County.

The 2013/14 Budget will be \$130,870, which is a 12.73% increase from the previous fiscal year. This increase in revenues is attributable to a larger subsidy required from the General Fund. The State Grant resource appropriation will remain the same in FY 2014.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
State Grants	46,399	31,709	39,312	59,514	59,514	40,232	59,514
Other Revenues	2,245	1,664	1,471	1,000	1,000	0	1,000
Transfers	58,840	79,047	74,472	53,696	53,696	76,892	70,356
Total Revenues	107,484	112,420	115,255	114,210	114,210	117,124	130,870

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected and FY 2014 Approved Revenues. From FY 2002 – FY 2003, the City of Saginaw received larger amounts for the auto theft prevention program from the State for Auto Theft Prevention. However, from FY 2004 through the present, these monies have declined steadily. The General Fund has had to provide continual subsidy for this fund since 2006. For FY 2014, revenues reflect a slight increase from FY 2013. This increase is directly related to the increase General Fund subsidy for increased expenditures.

EXPENDITURE BUDGET SUMMARY

The total Auto Theft Prevention Grant expenditures will be \$130,870 for FY 2014. This represents a \$16,660 increase from the 2013 approved budgeted levels. The category of *Personnel Services* is expected to increase 20.07% from FY 2013. The increase in personnel services is primarily associated with the overtime due to the staffing reductions in Community Public Safety, higher cost for the Police and Fire pension obligation,

and a 12.00% increase to short and long term disability, and life insurance. *Operating Expenses* will be \$18,791, for the upcoming year. This represents a \$2,071, decrease. This reduction is attributable to the reduction in equipment rental by \$3,250. To offset this reduction, the department has included funding for parts and supplies. No *Capital Outlay* will be budgeted in FY 2014.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3322 Auto Theft Prevention	118,911	112,418	115,252	114,210	114,210	117,124	130,870
Total Expenditures	118,911	112,418	115,252	114,210	114,210	117,124	130,870

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	98,944	92,858	96,161	93,348	93,348	102,740	112,079
Operating Expenses	19,967	19,560	19,091	20,862	20,862	14,384	18,791
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	118,911	112,418	115,252	114,210	114,210	117,124	130,870

SUMMARY OF POSTIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3322 Auto Theft Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Positions	1.00	1.00	1.00	1.00	1.00	1.00	1.00

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

289-3322 Auto Theft Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	51,212	Police Officer	1.00	51,212
Overtime	3,240			
Fringe Benefits	57,627	Total Personnel	<u>1.00</u>	<u>51,212</u>
TOTAL	<u>112,079</u>	Overtime		<u>3,240</u>
OPERATING EXPENSES				
Supplies	575	FICA		835
Internal Services	3,633	Healthcare Benefits - Active		9,825
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	13,030	Pension - Sworn		46,967
Maintenance Fees	1,200	Total Fringe Benefits		<u>57,627</u>
Other Contracted Fees	353			
TOTAL	<u>18,791</u>	TOTAL	<u>1.00</u>	<u>112,079</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>130,870</u></u>			





TIFA/LDFA/DDA (SRF)

CLEAN ENERGY COALITION FUND (230)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

The Clean Energy Coalition Fund accounts for the promotion of clean energy technology, projects, and savings citywide. The State of Michigan through MSHDA provided to the City of Saginaw a grant that allowed the City the ability to complete energy efficiency and renewable energy installations on municipal facilities.

RESOURCES		APPROPRIATIONS	
TRANSFERS	40,000	CLEAN ENERGY COAL.	46,150
REMIBURSMENT	6,150		
TOTAL RESOURCES	<u>46,150</u>	TOTAL APPROPRIATIONS	<u>46,150</u>

CLEAN ENERGY COALITION (CEC)

REVENUE BUDGET SUMMARY

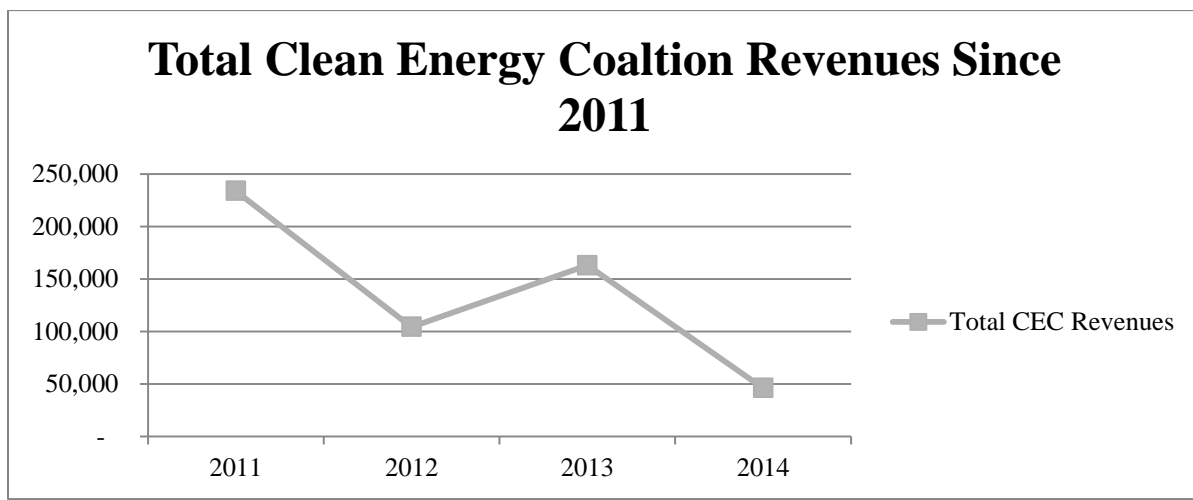
The Clean Energy Coalition Fund accounts for the projects that provides and promotes clean energy technology within the City of Saginaw. The major source of revenues is the grant monies received from the State of Michigan through MSHDA. By accepting this grant, the City is committed to continual savings and energy efficiencies. Project Income is expected and those monies must be reallocated into additional energy savings projects.

CEC Revenues for FY 2014 will be \$46,150, which represents a -68.42% decrease from FY 2013. This fund accounts for savings realized through energy efficiency projects. The largest portion of revenue comes from the General Fund in the amount of \$40,000. The city will also realize rebate reimbursements from Consumers Energy for energy savings.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Federal Grant	0	233,878	4,253	0	0	0	0
Reimbursements	0	0	0	6,150	23,535	23,535	6,150
Loan Proceeds	0	0	100,000	0	0	0	0
Use of Fund Equity	0	0	0	100,000	103,865	139,471	0
Transfers from Other Funds	0	0	0	40,000	40,000	0	40,000
Total Revenues	0	233,878	104,253	146,150	167,400	163,006	46,150

REVENUE TRENDS



The above graph reflects numerical data from FY 2011 Actual, FY 2012 Actual, FY 2013 Projected and FY 2014 Approved Revenues. FY 2012 saw a -98% drop in grant funding. In FY 2013 CEC began getting a \$40,000 transfer from the general fund to account for projected energy savings from energy efficiency projects. This continues in FY 2014.

EXPENDITURE BUDGET SUMMARY

The total Clean Energy Coalition Fund expenditures will be \$46,150 for FY 2014. This represents a -68.42% decrease from the FY 2013 Approved Budget. *Personnel Services* total \$10,144 for FY 2014. Approximately, 10% of the Engineering Assistant/Energy Coordinator will be allocated to this

fund. *Operating Expenses* will be \$28,671 a -77.91% decrease from the FY 2013 Approved budgeted level. The operating budget will cover expenses related to the designing new and on-going energy efficiency projects including street light conversion to LED. There is no *Capital Outlay* expected for FY 2014.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1795 Clean Energy Coalition	0	233,878	4,920	146,150	167,400	163,006	46,150
Total Expenditures	0	233,878	4,920	146,150	167,400	163,006	46,150

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	8,992	8,992	8,890	10,144
Operating Expenses	0	233,878	4,253	129,823	150,167	146,115	28,671
Capital Outlay	0	0	0	0	0	0	0
Debt Service	0	0	667	7,335	8,241	8,001	7,335
Total Expenditures	0	233,878	4,920	146,150	167,400	163,006	46,150

SUMMARY OF POSITIONS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Clean Energy Coalition	0.00	0.00	0.00	0.10	0.10	0.10	0.10
Total Positions	0.00	0.00	0.00	0.10	0.10	0.10	0.10

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

230-1795 Clean Energy Coalition

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	5,008	Engineering Asst/Energy	0.10	5,008
Overtime	0	Coordinator		
Fringe Benefits	5,136	Total Personnel	<u>0.10</u>	<u>5,008</u>
TOTAL	<u>10,144</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	0	FICA		384
Internal Services	1,513	Healthcare Benefits - Active		703
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	27,158	Pension		4,049
Maintenance Fees	0	Total Fringe Benefits		<u>5,136</u>
Other Contracted Fees	7,335			
TOTAL	<u>36,006</u>	TOTAL	<u>0.10</u>	<u>10,144</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>46,150</u></u>			

ANDERSEN ENRICHMENT CENTER (236)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

This fund accounts for the operation, maintenance expenditures, and building rentals for the Andersen Enrichment Center. This fund also accounts for the private donations and individual contributions received by the Saginaw Community Enrichment Commission to provide financial support to cultural and creative arts organizations and to sponsor various social and community events to improve the quality of life in the City. The Andersen Enrichment Center(AEC) was developed in 1993 with the assistance of the Enrichment Commission and is managed by a part-time manager and director. The manager and director are responsible for fund-raising, marketing, scheduling activities, collecting fees, managing finances, and supervising staff, as well as the day-to-day operations of the center. The Enrichment Commission maintains an office and part-time staff in the center and provides cultural programs and services to the community at the AEC.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	36,939	ANDERSEN ENRICH. CTR.	124,189
INTEREST	49,734	ENRICHMENT COMMISSION	99,378
OTHER REVENUES	136,894		
TOTAL RESOURCES	<u>223,567</u>	TOTAL APPROPRIATIONS	<u>223,567</u>

ANDERSEN ENRICHMENT CENTER

REVENUE BUDGET SUMMARY

The Andersen Enrichment Center Fund accounts for the operation, maintenance expenditures, and building rentals for the Andersen Enrichment Center. This fund also accounts for the private donations and individual contributions received by the Saginaw Community Enrichment Commission to provide financial support to cultural and creative arts organizations and to sponsor various social and community events to improve the

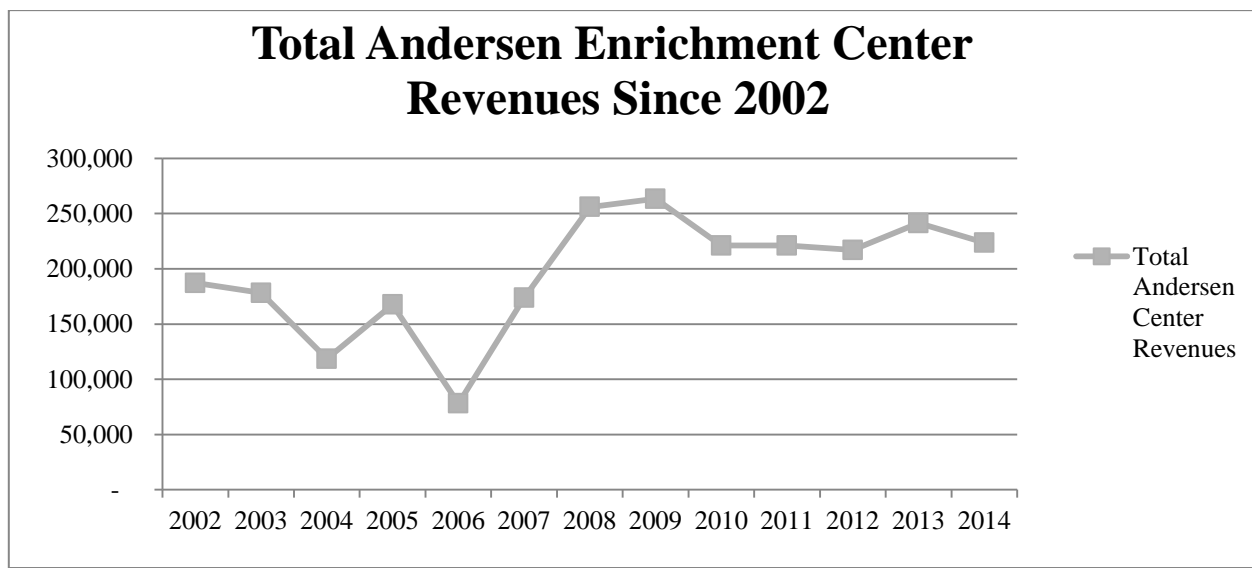
quality of life in the City. The major revenue source for this fund is “Other Revenues”, which is anticipated to be \$136,894 in FY 2014.

The 2014 Approved Revenue Budget for the Andersen Enrichment Center Fund is \$223,567. This represents a \$1,973 increase from \$221,594 in the previous fiscal year.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	24,535	24,040	20,250	36,939	36,939	20,000	36,939
Interest and Rents	50,835	48,861	42,022	49,589	49,589	43,890	49,734
Other Revenues	135,243	136,512	143,087	123,591	123,591	164,071	136,894
Use of Fund Equity	0	0	0	11,475	11,475	13,404	0
Transfers from Other Funds	10,412	11,674	11,542	0	0	0	0
Total Revenues	221,025	221,087	216,901	221,594	221,594	241,365	223,567

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected and FY 2014 Approved revenues. The revenue trend above illustrates two significant drops in revenue, one in 2003 and another in 2006. Both decreases were due to significant drop in contributions to the Andersen Enrichment Center from private donors. From

2007 through 2009 those same contributions averaged over \$100,000 per year before. It decreased slightly in 2010. Revenues have remained fairly consistent from 2010 through 2014.

EXPENDITURE BUDGET SUMMARY

The total Andersen Enrichment Center Fund expenditures will be \$223,567 for FY 2014. The Andersen Enrichment Center expenditures will increase by \$1,973, or .89%. *Personnel Services* total \$79,595 for FY 2014. Personnel Services increases by \$842. This increase is due to the addition of workers compensation and a slight increase in life insurance. *Operating*

Expenses will be \$143,972; this represents an increase of \$1,131 from the FY 2013 approved budgeted level. This is a result of increases in information management charges, operating services, and general liability insurance costs. *Capital Outlay* There are no capital expenditures budgeted for this fund in FY 2013.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
7540 Andersen Enrichment Center	121,931	120,812	122,228	122,216	122,216	126,858	124,189
7541 Enrichment Commission	91,062	91,472	94,257	99,378	99,378	114,507	99,378
Total Expenditures	212,993	212,284	216,485	221,594	221,594	241,365	223,567

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	82,537	85,620	86,284	78,753	78,753	86,884	79,595
Operating Expenses	130,216	126,664	130,201	142,841	142,841	154,481	143,972
Capital Outlay	240	0	0	0	0	0	0
Total Expenditures	212,993	212,284	216,485	221,594	221,594	241,365	223,567

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Andersen Enrichment Center	5.00	5.00	4.00	4.00	4.00	4.00	4.00
Total Positions	5.00	5.00	4.00	4.00	4.00	4.00	4.00

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

236-7540 Andersen Enrichment Center

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	68,640	Director of Sag. Art Comm.	1.00	15,600
Overtime	0	Director of Marketing	1.00	20,800
Fringe Benefits	10,955	Andersen Ctr. Site Super.	1.00	16,640
		Andersen Center Director	1.00	15,600
TOTAL	79,595	Total Personnel	4.00	68,640
OPERATING EXPENSES				
		Overtime		0
Supplies	4,630			
Internal Services	2,078			
Other Services		FICA		4,219
Professional Fees	16,108	Healthcare Benefits - Active		6,736
Maintenance Fees	21,778	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		0
TOTAL	44,594	Total Fringe Benefits		10,955
CAPITAL OUTLAY	0	TOTAL	4.00	79,595
TOTAL	0			
TOTAL APPROPRIATION	124,189			

GM TOWER PROJECTS (238)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

The GM Tower Project Fund, formerly known as the Urban Development Action Grant, accounts for the proceeds left over from the Section 108 Loan and Urban Development Action Grant from the Department of Housing and Urban Development for the renovation of the Saginaw Division Tower Building.

RESOURCES		APPROPRIATIONS	
OTHER REVENUES	0	GM TOWER PROJECTS	0
TOTAL RESOURCES	0	TOTAL APPROPRIATIONS	0

GM TOWER PROJECT

REVENUE BUDGET SUMMARY

GM Tower Project Fund accounts for the grant process from the Urban Development Action Grant. These funds appropriated since 2007 have been utilized to pay portions of or all of Saginaw Future, Inc. contract with the city. The major revenue source for this fund has been the “Use of Fund Equity” from the proceeds of the

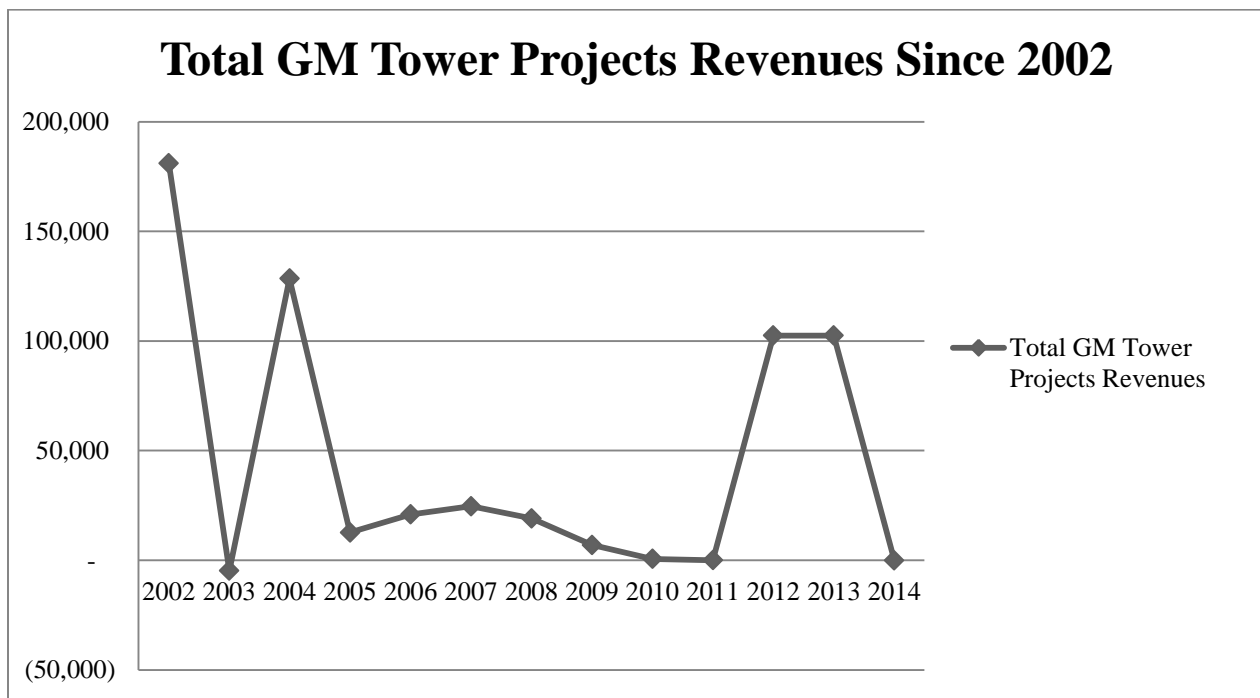
grant. Because of the continual utilization of these reserves over the years, these monies will no longer be able to cover the cost of the contract.

The approved budget for GM Tower Project Fund is \$0. The Saginaw Future, Inc. contract costs will be shifted to the Economic Development Fund (244) in FY 2014.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Interest and Rents	648	58	9	0	0	108	0
Other Revenues	0	0	0	32,875	32,875	32,875	0
Transfers	0	0	0	69,625	69,625	69,517	0
Total Revenues	648	58	9	102,500	102,500	102,500	0

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. The revenue trend above illustrates two significant drops in revenue, one in 2003 and another in 2005. Both decreases were due to the completion of the Urban Development Action Grant. From 2006 through 2010, the General Fund paid a portion of Saginaw Future’s contract; therefore, less fund balance was appropriated. From FY 2011 and 2012, the Saginaw Future’s entire contract has been appropriated to this fund; therefore, over \$100,000 will be

appropriated in fund balance. From FY 2012 to FY 2013, the revenue projects remain the same. Revenue for this fund in FY 2014 will be zero, due to no available fund reserves.

EXPENDITURE BUDGET SUMMARY

The total GM Tower Project Fund expenditures will be \$0, for FY 2014. There will be no monies budgeted for either *Personnel Services* or *Operating Expenses*, or

Capital Outlay in FY 2014. By the end of 2013, the City utilized the remaining fund reserve for this Fund.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6595 GM Tower Projects	102,500	102,500	102,500	102,500	102,500	102,500	0
Total Expenditures	102,500	102,500	102,500	102,500	102,500	102,500	0

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	102,500	102,500	102,500	102,500	102,500	102,500	0
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	102,500	102,500	102,500	102,500	102,500	102,500	0

BOAT LAUNCH OPERATIONS (239)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

The Boat Launch Operations Fund accounts for the revenues collected from the Wickes and Rust Avenue boat launches for parking and admission fees. This fund also accounts for the operation and maintenance expenditures of these sites.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	23,000	BOAT LAUNCH OPERATION	37,067
OTHER REVENUES	14,067		
TOTAL RESOURCES	37,067	TOTAL APPROPRIATIONS	37,067

BOAT LAUNCH OPERATIONS

REVENUE BUDGET SUMMARY

The Boat Launch Operations Fund accounts for the revenues collected from the Wickes and Rust Avenue boat launches for parking and admission fees. This fund also accounts for the operation and maintenance expenditures of these sites. The major revenue source for

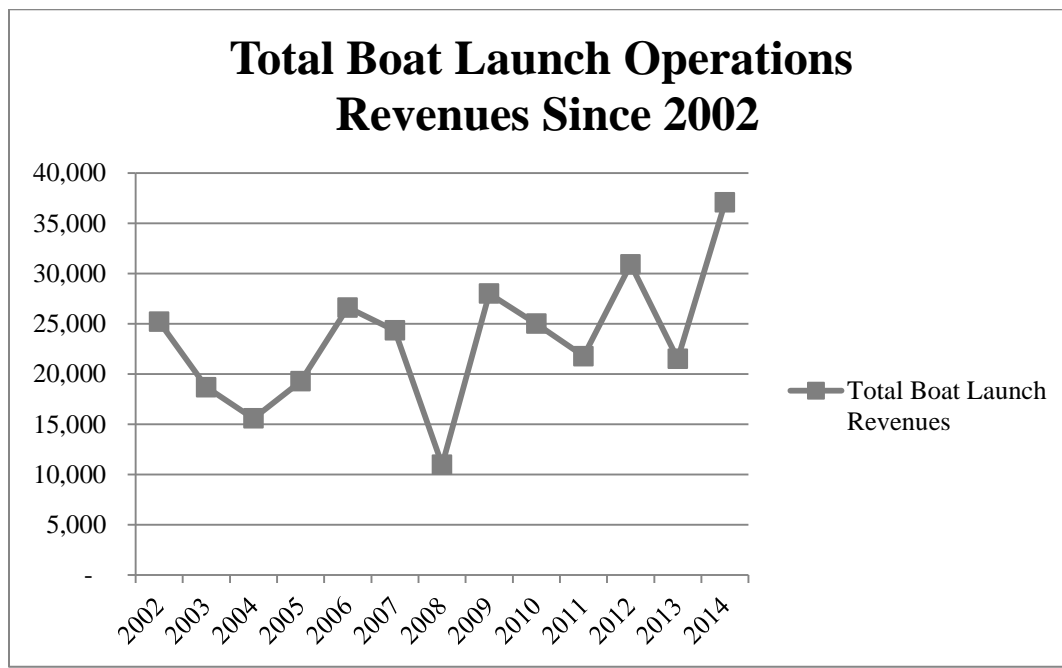
this fund is “Charges for Services”, which is anticipated to be \$23,000 in FY 2014.

The FY 2014 Approved Budget for the Boat Launch Operations Fund will be \$37,067. There will be an increase in the use of fund equity of \$128.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charges for Service	24,958	21,742	30,920	23,000	23,000	21,520	23,000
Interest and Rents	47	32	(18)	0	0	(28)	0
Other Revenues	0	0	0	13,939	13,939	0	14,067
Total Revenues	25,005	21,774	30,902	36,939	36,939	21,492	37,067

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected, and FY 2014 Approved Revenues. The revenue trend above illustrates a few significant drops in revenue: in 2004, 2008, 2011, and 2013. Most of these decreases were due to drops in the payment of Boat Launch services from private citizens. The 2013 drop is primarily attributed to the city not utilizing any fund reserves. Revenues are expected to rise only slightly in FY 2014, due to an additional \$128 in use of fund equity.

EXPENDITURE BUDGET SUMMARY

The Boat Launch Fund is expected to expend \$37,067 in appropriations for the FY 2014; this is an increase of \$128. *Personnel Services* There are no personnel expenditures for this fund. *Operating Expenses* will be

\$37,067. The increase of \$128 is for costs related to telephones. *Capital Outlay* There are no capital expenditures budgeted in FY 2014.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7546 Boat Launch Operation	20,103	21,304	21,708	36,939	36,939	17,681	37,067
Total Expenditures	20,103	21,304	21,708	36,939	36,939	17,681	37,067

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	20,103	21,304	21,708	36,939	36,939	17,681	37,067
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	20,103	21,304	21,708	36,939	36,939	17,681	37,067

**TAX INCREMENT FINANCING AUTHORITY (TIFA) AND
LAND DEVELOPMENT FINANCING AUTHORITY (LDFA)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
COMMERCE CENTER	23,771	COMMERCE CENTER	23,771
DOWNTOWN DEVELOP AUTH.	97,300	DOWNTOWN DEVELOP AUTH.	97,300
ECONOMIC DEVELOPMENT	65,000	ECONOMIC DEVELOPMENT	65,000
BROWNFIELD AUTHORITY	41,333	BROWNFIELD AUTHORITY	41,333
TOTAL RESOURCES	<u>227,404</u>	TOTAL APPROPRIATIONS	<u>227,404</u>

Note:

Effective in the 2010/2011 Approved Budget, Baker Perkins LDFA is no longer a capturing district.

Effective in the 2011/2012 Approved Budget, Saginaw Tool & Die LDFA, Sexton LDFA, Thomson LDFA, and Treasure Island LDFA are no longer capturing district.

Effective in the 2012/2013 Approved Budget, Sils Island, DDA is no longer a capturing district .

Effective in the 2013/2014 Approved Budget, Fund 243 Downtown Development Authority will no longer be a capturing district

COMMERCE CENTER DDA

REVENUE BUDGET SUMMARY

The Commerce Center DDA Fund accounts for revenues and expenditures captured and utilized in the Commerce Center District. Projects must be approved City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in the Commerce Center District. The plan requires that updates must be made in the district or on the Commerce Building. The City Controller and Assessing Offices

work with the Department of Community and Economic Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

For the Approved 2013/2014 Budget, revenues in the Commerce Center DDA Fund will be \$23,771, which represents a -9.17% decrease from the previous fiscal year. This reduction is attributed to a decrease in the real property tax values in this district.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	29,290	29,031	28,045	26,172	26,172	26,078	23,771
Interest and Rents	0	59	(52)	0	0	44	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	29,290	29,090	27,993	26,172	26,172	26,034	23,771

EXPENDITURE BUDGET SUMMARY

The total Commerce Center DDA expenditures for 2014 will be \$23,771. In the category of *Miscellaneous Expenditures*, expenditures will be \$23,771. These monies are to reinvest in the capturing district.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	28,934	27,570	26,006	26,172	26,172	26,026	23,771
Total Expenditures	28,934	27,570	26,006	26,172	26,172	26,026	23,771

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	28,385	27,570	26,006	26,172	26,172	26,026	23,771
Total Expenditures	28,385	27,570	26,006	26,172	26,172	26,026	23,771

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUE BUDGET SUMMARY

The Downtown Development Authority was established by Ordinance D-1376 pursuant to Public Act 197 of 1975, as amended, to correct and prevent deterioration in business districts, and to promote economic growth in the district. The Downtown Development Authority Fund accounts for revenues and expenditures captured and utilized in the Downtown Development District.

There will be no property tax revenue in FY 2014. The property values in the district have dropped below the required level for tax capture. For the FY 2014 Approved Budget, revenues in the Downtown Development Authority Fund will be \$97,300, an increase of \$35,000 or 56.18%. Revenue for FY 2014 will come entirely from fund reserves.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	5,955	1,299	1,013	9,819	9,819	(3,118)	0
Interest and Rents	78	118	(103)	0	0	(77)	0
Sale of Real Property	1,500	0	34,500	0	0	0	0
Other Revenues	0	70	0	52,481	60,481	8,000	97,300
Fund Equity	0	0	0	0	0	3,079	0
Total Revenues	7,533	1,487	35,410	62,300	70,300	7,884	97,300

EXPENDITURE BUDGET SUMMARY

The total Downtown Development Authority Fund's expenditures will be \$97,300, for FY 2014. This is an increase from FY 2013 of \$35,000. The increase is to fund two new programs—a façade program and an incentive program to attract residents to the Saginaw's downtown.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	7,939	2,384	15,349	62,300	70,300	7,884	97,300
Total Expenditures	7,939	2,384	15,349	62,300	70,300	7,884	97,300

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	7,939	2,384	15,349	62,300	69,800	7,384	97,300
Capital Outlay	0	0	0	0	500	500	0
Miscellaneous	0	0	0	0	0	0	0
Total Expenditures	7,939	2,384	15,349	62,300	70,300	7,884	97,300

ECONOMIC DEVELOPMENT FUND

REVENUE BUDGET SUMMARY

The Economic Development Fund was established to provide funds to be used as local match for federal and state grants for riverfront development projects. These funds are proceeds from a loan that was paid off when the Morley Building was sold.

In previous fiscal years, these funds were not budgeted; even though these funds were continuously utilized. For FY 2013/2014, the Economic Development Fund will be \$65,000. The city does not expect any new revenue but will use fund reserves and a small transfer from the General Fund.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Grants	24,865	14,531	0	14,531	14,531	0	0
Interest and Rents	51	69	(52)	50	50	(43)	0
Other Revenues	0	0	0	7,455	7,455	0	65,000
Total Revenues	24,916	14,600	(52)	22,036	22,036	(43)	65,000

EXPENDITURE BUDGET SUMMARY

The total Economic Development Fund will be \$65,000 for FY 2014. This is a 195% increase from the previous

fiscal year. The expenditures in this fund will be used to pay for the contract with Saginaw Future, Inc.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
6064 Economic Development	17,036	22,036	(52)	22,036	22,036	0	65,000
Total Expenditures	17,036	22,036	(52)	22,036	22,036	0	65,000

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	17,036	22,036	(52)	22,036	22,036	0	65,000
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	17,036	22,036	(52)	22,036	22,036	0	65,000

BROWNFIELD AUTHORITY SRRF

REVENUE BUDGET SUMMARY

The Brownfield Redevelopment Authority was established by City Council on September 29, 1997 under the provision of 1996 PA 381 as amended, to promote the revitalization of brownfield areas in the City of Saginaw. The Brownfield Authority SRRF Fund accounts for revenues and expenditures captured and utilized in the various brownfield districts within the city limits. Plans must be developed and approved by City Council prior to the City Assessor capturing these tax dollars. A portion of these tax dollars must be utilized on reinvesting in these brownfield areas. The City

Controller and Assessing Offices work with the Department of Community and Economic Development to ensure that this district is in compliance with the approved plans and that all dollars collected are reconciled.

For the Approved 2013/14 Budget, revenues in the Brownfield Authority SRRF Fund will be \$41,333. This represents an \$8,631, increase from the previous fiscal year. This increase is attributed to an increase in the real property tax values within these districts as well as the addition of the East Genessee capture district.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	22,583	31,031	30,100	32,702	32,702	33,048	41,333
Total Revenues	22,583	31,031	30,100	32,702	32,702	33,048	41,333

EXPENDITURE BUDGET SUMMARY

The total Brownfield Authority SRRF Fund expenditures for FY 2014 will be \$41,333. The category of *Miscellaneous Expenditures* will increase due to the amount appropriated to be reinvested in these districts.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	20,595	13,109	10,116	32,702	32,702	0	41,333
Total Expenditures	20,595	13,109	10,116	32,702	32,702	0	41,333

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	20,595	13,109	10,116	32,702	32,702	0	41,333
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	20,595	13,109	10,116	32,702	32,702	0	41,333

SILS ISLAND DDA

REVENUE BUDGET SUMMARY

The Sils Island DDA Fund accounts for revenues and expenditures captured and utilized in the Sils Island DDA District. Projects must be approved by City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in the Sils Island DDA District. The plan requires that updates must be made in the district. The

City Controller and Assessing Offices work with the Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

During FY 2012, this capturing district went into foreclosure. Therefore, no monies are appropriated in the 2013/2014 Approved Budget.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	2,455	2,444	2,346	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	2,455	2,444	2,346	0	0	0	0

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	2,494	2,626	3,693	0	0	0	0
Total Expenditures	2,494	2,626	3,693	0	0	0	0

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	2,494	2,626	3,693	0	0	0	0
Total Expenditures	2,494	2,626	3,693	0	0	0	0

SAGINAW TOOL AND DIE LDFA

REVENUE/EXPENDITURE BUDGET SUMMARY

The Saginaw Tool and Die LDFA Fund accounts for revenues and expenditures captured and utilized at Saginaw Tool and Die district for qualifying improvements. Projects and improvements must be approved by City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in Saginaw Tool and Die land development. The plan requires that updates must be

made in the district. The City Controller and Assessing Offices work with the Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

During FY 2011, City Council approved the closing of this capturing district. Therefore, no monies are appropriated in the 2013/2014 Approved Budget.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Property Taxes	25,144	123	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	25144	123	0	0	0	0	0

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1775 Component Unit	0	144	0	0	0	0	0
Total Expenditures	0	144	0	0	0	0	0

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	144	0	0	0	0	0
Total Expenditures	0	144	0	0	0	0	0

SEXTON LDFA

REVENUE/EXPENDITURE BUDGET SUMMARY

The Sexton LDFA Fund accounts for revenues and expenditures captured and utilized at Sexton district for qualifying improvements. Projects and improvements must be approved by City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in the land development within the district. The City Controller and Assessing

Offices work with the Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

During FY 2011, City Council approved the closing of this capturing district. Therefore, no monies are appropriated in the 2013/2014 Approved Budget.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Property Taxes	13,563	13,433	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	13,563	13,433	0	0	0	0	0

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1775 Component Unit	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	0

THOMSON LDFA

REVENUE/EXPENDITURE BUDGET SUMMARY

The Thomson LDFA Fund accounts for revenues and expenditures captured and utilized at Thomson district for qualifying improvements. Projects and improvements must be approved by City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in the land development within the district. The City

Controller and Assessing Offices work with the Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

During FY 2011, City Council approved the closing of this capturing district. However, this district continues to accrue interest on funds in its reserves.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Property Taxes	129,246	0	0	0	0	0
Interest and Rents	8,961	7,057	0	455	457	0
Other Revenues	0	0	0	0	0	0
Total Revenues	138,207	7,057	0	455	457	0

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1775 Component Unit	204	60	0	455	30	0
Total Expenditures	204	60	0	455	30	0

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	0
Operating Expenses	204	60	0	455	30	0
Capital Outlay	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Total Expenditures	204	60	0	455	30	0

TREASURE ISLAND LDFA

REVENUE/EXPENDITURE BUDGET SUMMARY

The Treasure Island LDFA Fund accounts for revenues and expenditures captured and utilized at Treasure Island district for qualifying improvements. Projects and improvements must be approved by City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in the

land development within the district. The City Controller and Assessing Offices work with the Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

During FY 2011, City Council approved the closing of this capturing district.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Property Taxes	9,331	9,788	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	9,331	9,788	0	0	0	0	0

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1775 Component Unit	0	144	0	0	0	0	0
Total Expenditures	0	144	0	0	0	0	0

FUNDING LEVEL BY CATEGORY

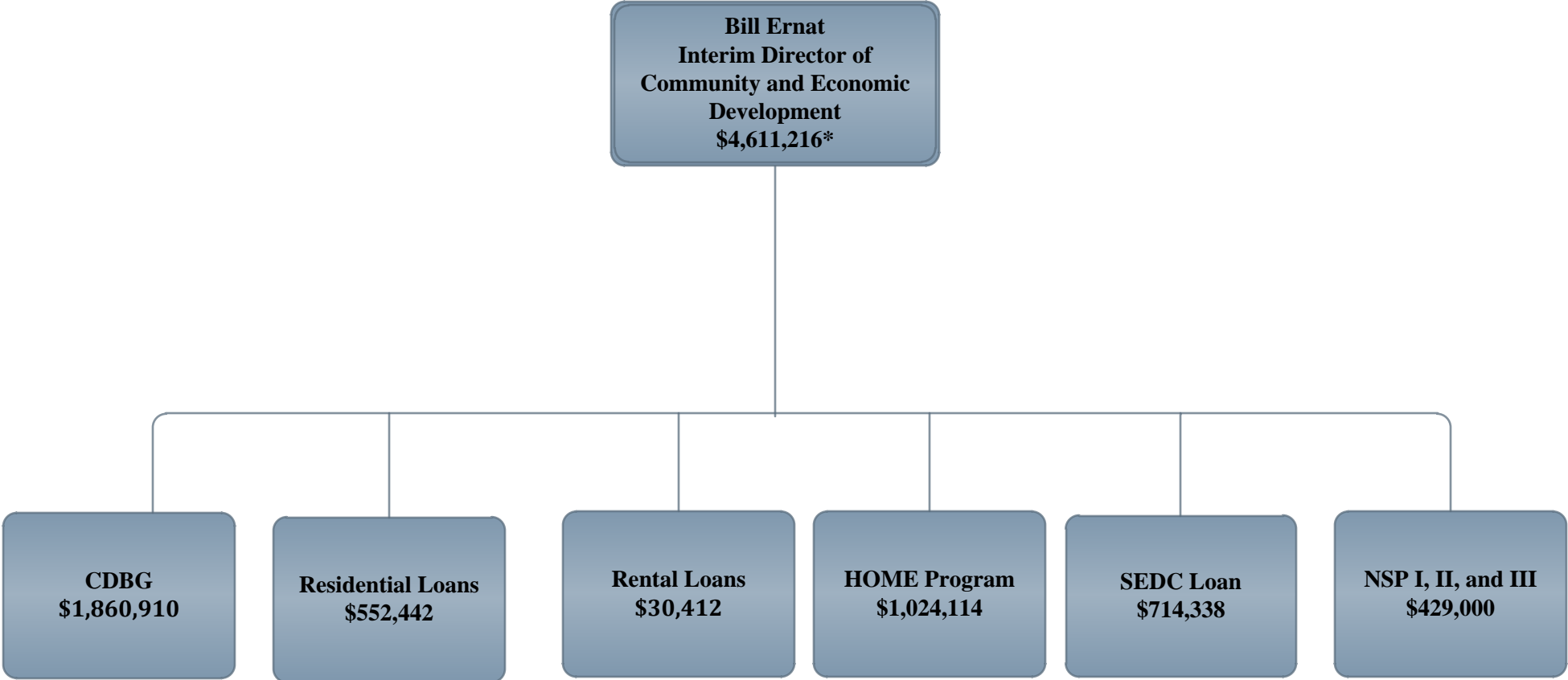
	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	144	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Total Expenditures	0	144	0	0	0	0	0





COMMUNITY DEVELOPMENT
BLOCK GRANT

CITY OF SAGINAW COMMUNITY DEVELOPMENT BLOCK GRANT



* This figure does not include the Department of Community and Economic Development's General and other Special Revenue Fund budgets.

**COMMUNITY DEVELOPMENT BLOCK GRANT (275)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

The Community Development Block Grant (CDBG) Fund is used to account for the revenues and expenditures of the Federal Community Development Block Grant Entitlement Program. The CDBG administers federal funds to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	1,860,910	CDBG ADMINISTRATION	432,215
		SPECIAL PROJECTS	583,565
		ECONOMIC DEVELOPMENT	64,125
		ECON. DEVE. SUBGRANTEES	309,311
		SAGINAW ECON. DEV. CORP	146,734
		CODE COMPLIANCE	103,048
		SUBGRANTEES	117,285
		MCKINNEY HOMELESS	104,627
TOTAL RESOURCES	<u>1,860,910</u>	TOTAL APPROPRIATIONS	<u>1,860,910</u>

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

REVENUE BUDGET SUMMARY

The Community Development Block Grant Fund is used to account for the revenues and expenditures of the Community Development Block Grant Entitlement Program. This is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. The major source of revenue for this fund is the federal Department of

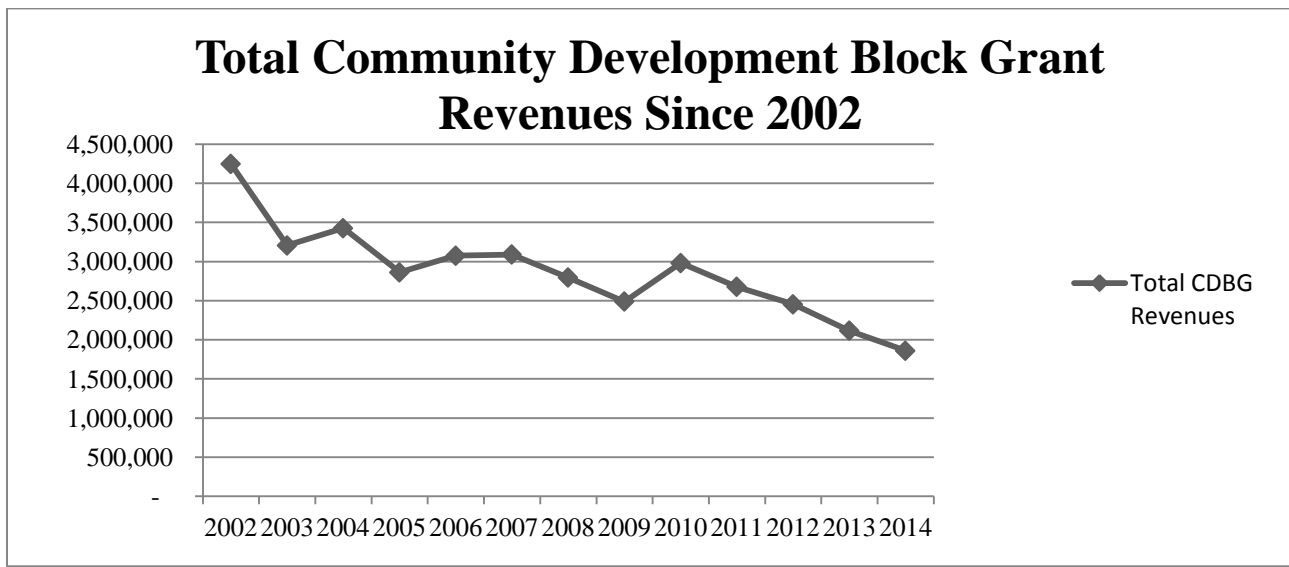
Housing and Urban Development (HUD) entitlement monies.

The FY 2014 CDBG revenues will decrease by -12% from 2013. This decrease is due to a reduction in the City's federal entitlement allocation. This includes an additional projected -5% reduction due to *sequestration*, or automatic across-the-board cuts, in the federal budget.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	2,872,636	2,661,615	1,457,719	2,116,577	2,433,939	2,145,296	1,860,910
Interests and Rents	216	145	85	0	0	406	0
Other Revenues	108,952	14,609	952	0	1,000	11,386	0
Total Revenues	2,981,804	2,676,369	1,458,756	2,116,577	2,434,939	2,157,088	1,860,910

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues, and FY 2014 Approved Revenues. This trend reveals three significant spikes in revenue: 2002, 2004, and 2010. In 2002, there was a 31.21% increase in block grant entitlement funds. In 2004, there was a \$547,054 increase in transfer into the fund from SEDC. Lastly, in 2010 there was 200% increase in monies for the Stewart McKinney Homeless Program. The fund also experienced two major drops in revenue in 2005 there was a decrease in Child Care Fees and transfers from component units. In 2009, there was a -13.77% decrease in block grant entitlement monies. The CDBG revenue has decreased steadily from 2010 through 2013. In 2014, the city faced a further reduction of 5% due to the federal sequester.

DETAIL REVENUES ANALYSIS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Block Grant Entitlement	2,529,876	2,044,213	1266948	1,779,443	2,096,802	1,814,449	1,756,283
Stewart McKinney Homeless	342,760	617,402	190771	110,134	110,134	330,847	104,627
Homeless P & R Program	0	0	0	227,000	227,000	0	0
Donations	0	0	0	0	1,000	1,000	0
Interests on Investments	216	145	85	0	0	406	0
Reimbursements	0	13,479	952	0	0	0	0
Surplus Receipts	100	245	0	0	0	0	0
Demolition Contracts	2,397	885	0	0	0	10,386	0
Transfers In	106,455	0	0	0	0	0	0
Totals	2,981,804	2,676,369	1,458,756	2,116,577	2,434,936	2,157,088	1,860,910

EXPENDITURE BUDGET SUMMARY

The total Community Development Block Grant (CDBG) Fund expenditures will be \$1,860,910 for FY 2014. This represents a -12.08% decrease from 2013. *Personnel Services* expenditures will decrease by -4.60%. This reduction is due to the reallocation of salary and healthcare benefits for .57 positions. These reduced numbers can be attributed to the elimination of the Assistant Director of Development, .32 of the Director of Community and Economic Development to the Planning and Zoning division of the General Fund, and .25 of the Construction Coordinator to Community

Public Safety – Inspections division in the General Fund. The reallocation of the Construction Coordinator is due to the completion of the Neighborhood Stabilization Project Fund II. *Operating Expenses* for the CDBG will increase by \$50,646, or 9.40%. This increase is due to increases in funding for street resurfacing related to Special Projects *Capital Outlay* There are no capital expenditures requested for this fund in FY 2014. The category of *Miscellaneous Expenditures* will be \$595,348 for FY 2014. This represents a decrease of \$273,245, or -31.50% for the upcoming year.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6510 CDBG Administration	530,737	683,849	433,881	489,471	489,471	389,632	432,215
6511 Special Projects	657,106	509,795	463,404	504,765	798,475	538,069	583,565
6512 Economic Development	518,653	17,362	32,638	67,500	67,500	47,089	64,125
6513 Econ. Development Subgrantees	389,896	405,714	389,283	301,540	301,540	284,140	309,311
6520 Saginaw Econ. Development Corp.	148,956	126,928	111,020	166,794	167,794	128,262	146,734
6572 Code Compliance	161,559	168,192	154,958	125,915	125,915	151,706	103,048
6574 Subgrantees	180,586	258,317	229,900	123,458	147,107	134,233	117,285
6585 McKinney Homeless	388,274	500,170	465,345	337,134	337,134	175,490	104,627
9660 Transfers	6,040	6,040	3,020	0	0	0	0
Total Expenditures	2,981,807	2,676,367	2,283,449	2,116,577	2,434,936	1,848,621	1,860,910

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	824,935	755,170	696,687	709,005	699,971	667,802	675,937
Operating Expenses	680,374	680,345	466,576	538,979	812,761	539,867	589,625
Capital Outlay	0	524	0	0	0	0	0
Miscellaneous	1,476,495	1,220,328	1,120,186	868,593	921,204	640,952	595,348
Total Expenditures	2,981,804	2,656,367	2,283,449	2,116,577	2,434,936	1,848,621	1,860,910

SUMMARY OF POSITIONS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6510 CDBG Administration	6.78	1.98	2.33	1.90	1.90	1.90	1.75
6511 Special Projects	2.00	2.00	2.00	1.00	1.00	1.00	1.00
6520 Saginaw Econ. Development Corp.	1.25	1.05	1.05	1.20	1.20	1.20	1.03
6572 Code Compliance	0	2.00	2.00	1.25	1.25	1.25	1.00
Total Positions	10.03	7.03	7.38	5.35	5.35	5.35	4.78

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

275-6510 CDBG Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	98,714	Block Grant Administrator	0.50	34,702
Overtime	0	Block Grant Specialist	0.25	12,770
Fringe Benefits	266,127	Block Grant Accountant	1.00	51,242
TOTAL	364,841	Total Personnel	1.75	98,714
		Overtime		0
OPERATING EXPENSES				
Supplies	1,000	FICA		7,894
Internal Services	9,258	Healthcare Benefits - Active		24,811
Other Services		Healthcare Benefits - Retirees		161,516
Professional Fees	46,266	Pension		71,906
Maintenance Fees	4,100			
Other Contracted Fees	6,750	Total Fringe Benefits		266,127
TOTAL	67,374	TOTAL	1.75	364,841
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	432,215			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

275-6511 Special Projects

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	46,203	Dangerous Building		
Overtime	0	Inspector	1.00	46,203
Fringe Benefits	59,741			
		Total Personnel	<u>1.00</u>	<u>46,203</u>
TOTAL	<u>105,944</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	150	FICA		3,535
Internal Services	7,958	Healthcare Benefits - Active		15,865
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		40,341
Maintenance Fees	469,513			
Other Contracted Fees	0	Total Fringe Benefits		<u>59,741</u>
TOTAL	<u>477,621</u>			
		TOTAL	<u>1.00</u>	<u>105,944</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
MISCELLANEOUS	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>583,565</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

275-6520 Saginaw Economic Development Corp.

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	47,155	Director of Community and Econ. Development	0.08	6,571
Overtime	0			
Fringe Benefits	61,319	SEDC Loan Support	0.95	40,583
TOTAL	108,474	Total Personnel	1.03	47,155
OPERATING EXPENSES				0
		Overtime		0
Supplies	1,240			
Internal Services	9,000	FICA		3,484
Other Services		Healthcare Benefits - Active		16,571
Professional Fees	10,500	Healthcare Benefits - Retirees		0
Maintenance Fees	9,770	Pension		41,264
Other Contracted Fees	7,750			
TOTAL	38,260	Total Fringe Benefits		61,319
		TOTAL	1.03	108,474
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	146,734			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

275-6572 Code Compliance

Allocation Plan	Position Control			
PERSONNEL SERVICES	JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION	
Salaries	46,439	Residential Rehab.		
Overtime	0	Specialist	1.00	46,439
Fringe Benefits	50,239			
		Total Personnel	1.00	46,439
TOTAL	96,678			
		Overtime		0
OPERATING EXPENSES				
Supplies	0	FICA		3,744
Internal Services	6,070	Healthcare Benefits - Active		6,154
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		40,341
Maintenance Fees	300			
Other Contracted Fees	0	Total Fringe Benefits		50,239
TOTAL	6,370			
		TOTAL	1.00	96,678
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	103,048			

**CDBG RESIDENTIAL LOANS (276)
 RESOURCE ALLOCATION
 2013/2014 APPROVED BUDGET**

The CDBG Residential Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	402,442	RESIDENTIAL LOANS	409,855
INTEREST	30,000	SINGLE FAMILY	142,587
OTHER REVENUES	120,000		
TOTAL RESOURCES	552,442	TOTAL APPROPRIATIONS	552,442

CDBG RESIDENTIAL LOANS

REVENUE BUDGET SUMMARY

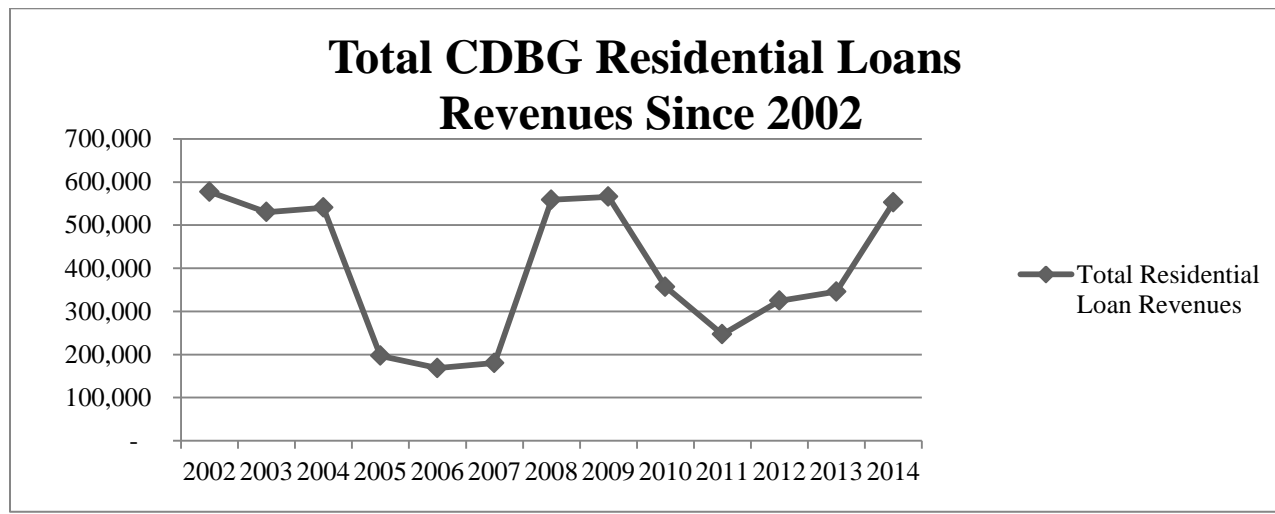
The CDBG Residential Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

The major source of revenue for this fund is “Federal Grants”, which is anticipated to be \$402,442 in FY 2014. CDBG Residential Loan Fund revenues will decrease by \$162,154, or -22.69%, from the 2013 Approved Budget. This is due to a decrease in the City’s federal entitlement allocation in addition to a 5% reduction due to the Federal sequester.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	201,135	136,399	238,651	564,596	804,596	270,472	402,442
Interests and Rents	18,581	14,728	11,672	30,000	30,000	11,217	30,000
Other Revenues	103,900	91,636	70,119	120,000	120,000	64,142	120,000
Transfer from Other Funds	33,212	4,000	4,275	0	0	0	0
Total Revenues	356,828	246,763	324,717	714,596	954,596	345,831	552,442

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues, and FY 2014 Approved Revenues. This trend reveals three significant spikes in revenue: 2002, 2008, and 2014. In 2002, there was a \$137,566 transfer from the Community Development Block Grant Fund that did not occur in 2001. In 2008, there was a \$398,031 carryover of entitlement funds from the previous year. 2014 will see lower than normal allocation of federal funds however, it is expected to be 59.74% higher than 2013. This fund also experienced two major drops in revenue: in 2005 there was a decrease in entitlement funds from the federal government and principal loan payments and in 2011 there was a -30.85% decrease in block grant entitlement monies. FY 2014 shows a 22.69% drop in revenues due to a cyclical trend of declining entitlement dollars. This decline is exacerbated by an additional projected reduction of 5% due to sequestration, automatic across-the-board budget cuts, in the Federal Government’s budget.

EXPENDITURE BUDGET SUMMARY

The total CDBG Residential Loan Fund expenditures will be \$552,442 for FY 2014. This represents a -22.69% reduction from FY 2013 Approved Budget. Expenditures for *Personnel Services* will increase by -2.13% or \$3,870 due to the reallocation of .03 of the Block Grant Administrator to this fund. This is offset by the reallocation of .15 of the Rehabilitation Application Specialist to CDBG Home Program Fund. Overall, the CDBG Residential Loan Fund complement will decrease by .12 positions for FY 2014. *Operating Expenses* for

the CDBG Residential Loans Fund decrease by \$23,346, or -27.93%. This decrease can be attributed to incremental decreases in operating services, rent and taxes, service fees as well as an additional reduction of 5% due to the federal sequester. *Capital Outlay* There are no capital expenditure requests budgeted for this fund. The category of *Miscellaneous Expenditures* will be \$306,341; this represents a decrease of \$142,678 or -31.78%, which can be attributed to a cyclical reduction in federal loan funds as well as the sequester.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
6540 Residential Loans	293,717	187,470	166,230	615,047	855,047	277,149	409,855
6550 Single Families	48,718	59,295	153,605	99,549	99,549	68,682	142,587
9660 Transfers	14,394	0	10,284	0	0	0	0
Total Expenditures	356,829	246,765	330,119	714,596	954,596	345,831	552,442

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	104,812	101,170	104,597	182,018	182,018	176,926	185,888
Operating Expenses	69,506	52,123	47,443	83,559	83,559	27,322	60,213
Capital Outlay	266	0	498	0	0	0	0
Miscellaneous	182,245	93,472	177,581	449,019	689,019	141,583	306,341
Total Expenditures	356,829	246,765	330,119	714,596	954,596	345,831	552,442

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
6540 Residential Loans	0.00	1.50	1.50	1.77	1.77	1.77	1.65
Total Positions	0.00	1.50	1.50	1.77	1.77	1.77	1.65

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

276-6540 Residential Loans

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	87,761			
Overtime	0	Block Grant Administrator	0.40	27,762
Fringe Benefits	98,127	Block Grant Specialist	0.75	38,309
		Rehabilitation Application Specialist	0.50	21,690
TOTAL	185,888			
		Total Personnel	1.65	87,761
OPERATING EXPENSES				
Supplies	3,500	Overtime		0
Internal Services	10,909			
Other Services				
Professional Fees	20,154	FICA		6,624
Maintenance Fees	19,200	Healthcare Benefits - Active		24,107
Other Contracted Fees	6,450	Healthcare Benefits - Retirees		0
		Pension		67,396
TOTAL	60,213			
		Total Fringe Benefits		98,127
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	1.65	185,888
MISCELLANEOUS	163,754			
TOTAL	163,754			
TOTAL APPROPRIATION	409,855			

**CDBG RENTAL LOANS (277)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

The CDBG Rental Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund.

RESOURCES		APPROPRIATIONS	
INTEREST	10,000	RENTAL LOANS	6,000
OTHER REVENUES	20,412	TRANSFER	24,412
TOTAL RESOURCES	<u>30,412</u>	TOTAL APPROPRIATIONS	<u>30,412</u>

CDBG RENTAL LOANS

REVENUE BUDGET SUMMARY

The CDBG Rental Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of

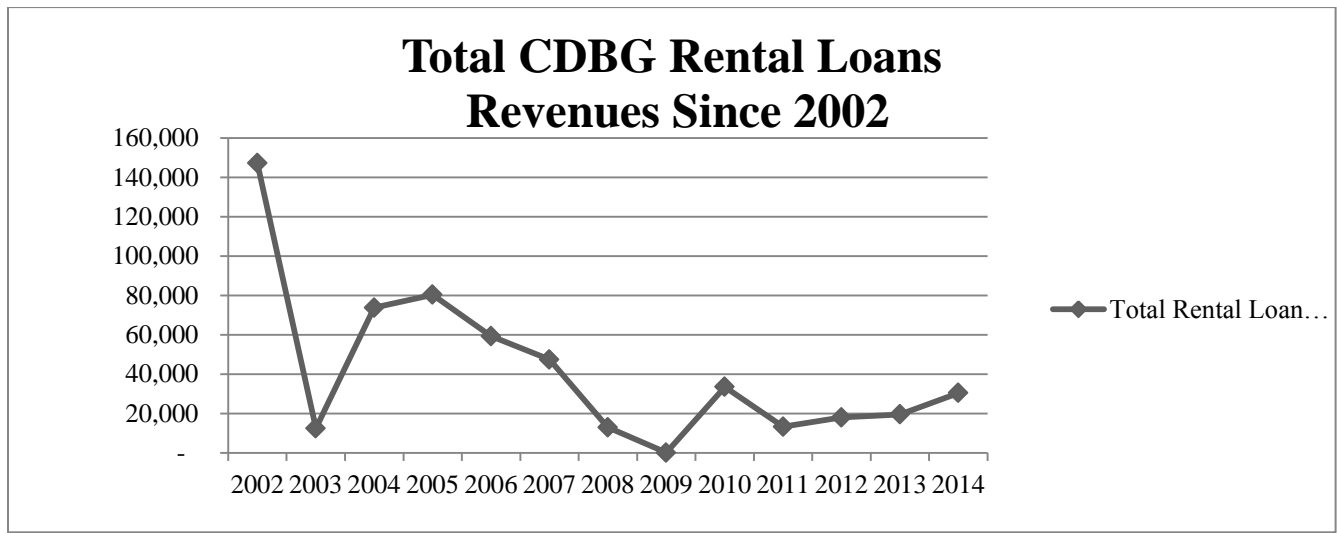
specific revenue sources that are legally restricted to expenditures for specific purposes.

CDBG Rental Loan Fund revenues will be \$30,412 for FY 2014. This reflects no changes from the 2013 approved budgeted levels.

SUMMARY OF REVENUE

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Interests and Rents	13,198	7,535	4,808	10,000	10,000	1,931	10,000
Other Revenues	20,290	5,712	13,177	20,412	20,412	17,629	20,412
Total Revenues	33,488	13,247	17,985	30,412	30,412	19,560	30,412

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues, and FY 2014 Approved Revenues. This trend reveals three significant spikes in revenue: 2002, 2004, and 2010. In 2002, there was a one-time award of block grant entitlement funds. The fund also experienced one major drop in revenue in 2003, wherein there was a decrease in entitlement funds from the federal government. From 2005 through 2009, the funds revenues dropped consistently. In 2010, the spike in revenue can be attributed to an increase in principle loan payments. In 2011, revenue dropped off but has begun to rise slightly, leveling. In FY 2013, revenues increased slightly to \$19,560. This increase is attributed to higher loan payments. FY 2014 revenues are estimated at \$30,412, which is the same as the Approved 2013 budget.

EXPENDITURE BUDGET SUMMARY

The total CDBG Rental Loan Fund expenditures will be \$30,412 for FY 2014. This represents a net zero increase from the previous fiscal year. *Personnel Services* reflects that there are no employees allocated to this fund in FY 2014. *Operating Expenses* for the CDBG Rental Loans Fund decrease by \$24,412, or -80.27%. This decrease can be attributed a reduction in

general repairs for a rental house in the program. *Capital Outlay* There are no capital expenditure requests budgeted for in this fund. The category of *Miscellaneous Expenditures* will increase by \$24,412 which can be attributed to an increase of transfers out of the fund to the CDGB Residential Loan Fund.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
6560 Rental Loans	276	7,343	17,985	30,412	30,412	1,561	6,000
9660 Transfers	33,212	5,903	0	0	0	0	24,412
Total Expenditures	33,488	13,246	17,985	30,412	30,412	1,561	30,412

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	276	3,343	13,710	30,412	30,412	1,561	6,000
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	33,212	9,903	4,275	0	0	0	24,412
Total Expenditures	33,488	13,246	17,985	30,412	30,412	1,561	30,412

**CDBG BLOCK GRANT HOME PROGRAM (278)
 RESOURCE ALLOCATION
 2013/2014 APPROVED BUDGET**

The HOME Program Fund provides for city generated housing rehabilitation activities as well as current City of Saginaw Community Housing Development Organization (CHDO) sub-recipient. The focus is on providing low interest loans to low-income families for home rehabilitation. Direct grants are also provided to qualifying citizens. The CHDO activity allows the city to participate with a developer in new home construction.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	1,024,114	HOME PROGRAM	1,024,114
TOTAL RESOURCES	<u>1,024,114</u>	TOTAL APPROPRIATIONS	<u>1,024,114</u>

CDBG HOME PROGRAM

REVENUE BUDGET SUMMARY

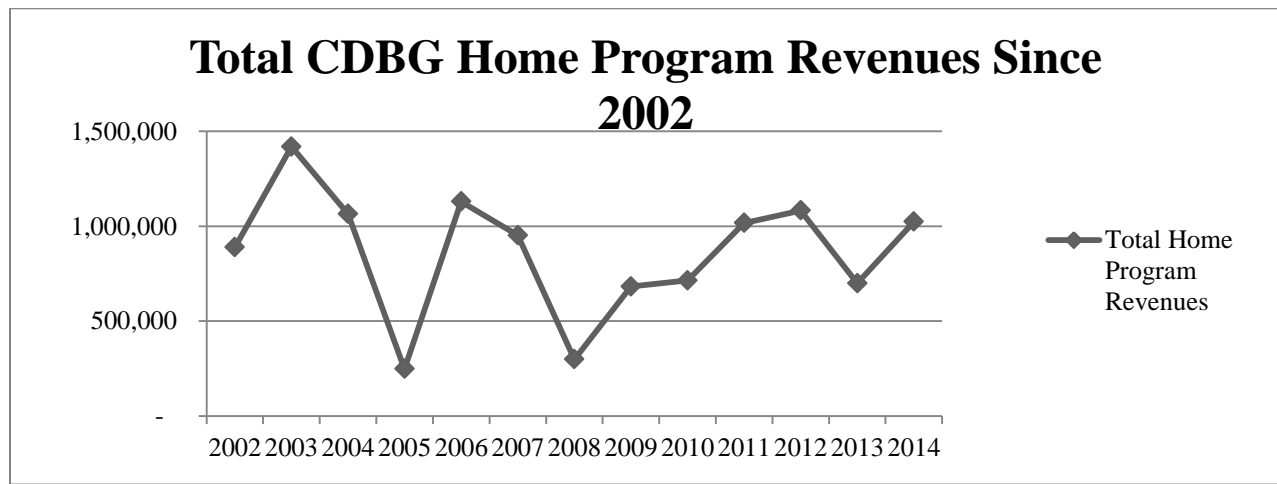
The HOME Program Fund provides for city generated housing rehabilitation activities as well as current City of Saginaw Community Housing Development Organization (CHDO) sub-recipient. The focus is on providing low interest loans to low-income families for home rehabilitation. This fund classified in the a Special Revenue Fund, which means it is used to account for proceeds of specific revenue sources that are legally

restricted to expenditures for specific purposes. For 2014, the CDBG HOME Program revenues will increase by \$516,658, or 101.81% from the 2013 Approved Budget. This increase is due to an increase in the City’s federal entitlement allocation. (Please note that this fund was the only CDBG fund not affected by the federal sequester)

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	697,976	987,915	272,152	507,456	1,025,291	671,910	996,026
Other Revenues	2,379	29,050	0	0	0	27,472	0
Transfer from Other Funds	14,394	0	10,284	0	0	0	28,088
Total Revenues	714,749	1,016,965	282,436	507,456	1,025,291	699,382	1,024,114

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected Revenues, and FY 2014 Approved Revenues. The lowest points of revenues for this fund were in 2002, 2005, 2008, and 2013. In 2002, there was a -59.13% decrease in the Home Program allocation from the federal government. In 2005, 2008, and 2013 the significant decreases were also due to reductions in the Home Program allocation. The three years with the highest revenue for this fund were 2001, 2003, and 2006. In 2003 the federal Home Program allocations were over \$1.4 million. Revenue will increase by 101.81% in FY 2014. This is due to an increase in federal funding and transfers in from the CDBG (275) Fund.

EXPENDITURE BUDGET SUMMARY

The total CDBG Home Program Fund expenditures will be \$1,024,114 for FY 2014. This represents a 101.81% increase from 2013. *Personnel Services* will increase by 94.75%, or \$31,129 due to the addition of .50 of the Block Grant Administrator. This was slightly offset by a .26 decrease of the Rehabilitation Application Specialist. Overall, the CDBG HOME personnel complement will

increase by .24 positions. *Operating Expenses* for the CDBG HOME Program Fund will not change in FY 2014. *Capital Outlay* reflects that there are no capital expenditure requests budgeted for this fund. The category of *Miscellaneous Expenditures* will increase by \$485,529, or 103.13% due to an increase in grant disbursement expenditures.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
6580 CDBG Home Program	714,750	1,022,868	617,353	507,456	1,025,291	463,241	1,024,114
Total Expenditures	714,750	1,022,868	617,353	507,456	1,025,291	463,241	1,024,114

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	75,962	88,261	68,332	32,853	32,853	31,939	63,982
Operating Expenses	3,453	4,120	4,410	3,843	3,843	3,843	3,843
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	635,335	930,487	544,611	470,760	988,595	427,459	956,289
Total Expenditures	714,750	1,022,868	617,353	507,456	1,025,291	463,241	1,024,114

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
6580 CDBG Home Program	0.92	1.12	1.12	0.36	0.36	0.36	0.60
Total Positions	0.92	1.12	1.12	0.36	0.36	0.36	0.60

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

278-6580 Home Program

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	28,630	Block Grant Administrator	0.10	6,940
Overtime	0	Rehabilitation Application Specialist	0.50	21,690
Fringe Benefits	35,352			
TOTAL	63,982	Total Personnel	0.60	28,630
OPERATING EXPENSES				
		Overtime		0
Supplies	0			
Internal Services	3,843	FICA		2,190
Other Services		Healthcare Benefits - Active		8,749
Professional Fees	0	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		24,413
Other Contracted Fees	0			
TOTAL	3,843	Total Fringe Benefits		35,352
		TOTAL	0.60	63,982
CAPITAL OUTLAY				
	0			
TOTAL	0			
MISCELLANEOUS				
	956,289			
TOTAL	956,289			
TOTAL APPROPRIATION	1,024,114			

NEIGHBORHOOD STABILIZATION PROGRAM (NSP) (279)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

This fund consists of Neighborhood Stabilization Program III. The City expects to utilize this program for the acquisition and redevelopment of foreclosed properties as well as demolition of blighted structures.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	229,000	NSP III	429,000
OTHER REVENUES	200,000		
TOTAL RESOURCES	<u>429,000</u>	TOTAL APPROPRIATIONS	<u>429,000</u>

NEIGHBORHOOD STABILIZATION PROGRAM (NSP)

REVENUE BUDGET SUMMARY

This fund is a combination of Neighborhood Stabilization Program I, II and III. The City will no longer receive NSP I or II funding from the Federal Government. The statutory deadline for NSP II funding was met in February 2013. This fund is classified as a Special Revenue Fund, which means it is used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

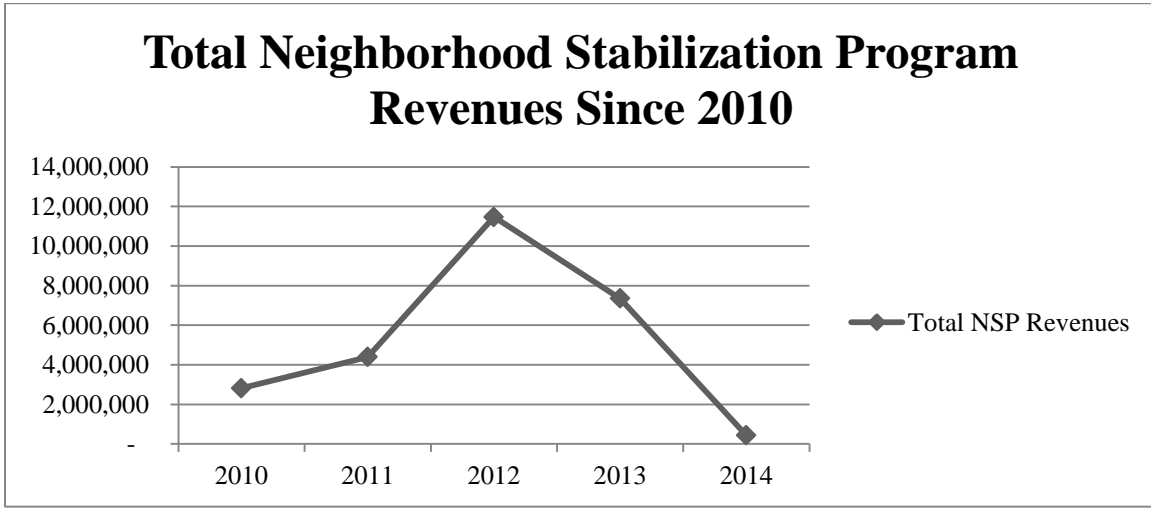
The major source of revenue for this is an allocation from the Department of Housing and Urban Development, which must be completely expended within three years.

The NSP revenues will be \$429,000 for FY 2014. This is down \$10,589,086 or -96.11% from the FY 2013 Approved Budget due to the completion of NSP I and II Grants.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Federal Grants	2,812,756	4,314,992	4,097,765	9,018,086	9,156,949	6,719,657	229,000
Other Revenues	2,329	77,967	1,156,979	2,000,000	2,000,000	635,709	200,000
Total Revenues	2,815,085	4,392,959	5,254,744	11,018,086	11,156,949	7,355,366	429,000

REVENUE TRENDS



The above graph reflects numerical data from FY 2010 through 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. The City was awarded its first NSP allocation in 2010. In 2011 and 2012 the City saw an increase in revenue directly related to the City receiving awards for NSP II and III. NSP I and NSP II funding will no longer be available in FY 2014. The revenues reflected are the remaining funds for NSP III.

EXPENDITURE BUDGET SUMMARY

The total Neighborhood Stabilization Program Fund expenditures will be \$429,000 for FY 2014. This represents a -96.11% reduction from the FY 2013 Approved Budget. There are no *Personnel Services* expenditures budgeted in FY 2014. This reduction of .91 FTE can be attributed to the reallocation of all NSP personnel to other funds with the elimination of the Neighborhood Stabilization Program II. *Operating*

Expenses for the Neighborhood Stabilization Program Fund will decrease by \$10,877,531. This decrease can be attributed to reductions in monies for demolitions and house acquisitions in accordance with HUD grant requirements. *Capital Outlay* There are no capital expenditure request budgeted for this fund. *Miscellaneous Expenditures* is projected to be \$400,000 in FY 2014 for various construction projects.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
NSP I	2,419,373	728,925	5,426	0	147,594	147,859	0
NSP II	395,712	3,664,032	5,573,364	10,000,000	9,861,269	6,116,675	0
NSP III	0	0	815,549	1,018,086	1,148,086	1,090,832	429,000
Total Expenditures	2,815,085	4,392,957	6,394,339	11,018,086	11,156,949	7,355,366	429,000

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	6,536	196,781	279,071	111,555	111,555	78,695	0
Operating Expenses	2,723,544	4,194,704	508,888	10,906,531	2,382,592	626,147	29,000
Capital Outlay	1,370	1,472	0	0	0	0	0
Miscellaneous	83,635	0	5,606,380	0	8,662,802	6,650,524	400,000
Total Expenditures	2,815,085	4,392,957	6,394,339	11,018,086	11,156,949	7,355,366	429,000

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
6551 NSP II	0.00	2.00	2.75	0.91	0.91	0.91	0.00
Total Positions	0.00	2.00	2.75	0.91	0.91	0.91	0.00

**SEDC REVOLVING LOAN (282)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

The purpose of the Saginaw Economic Development Corporation (SEDC) Revolving Loan Fund (RLF) is to create permanent, long-term jobs within the City of Saginaw by providing “gap” and start-up financing to qualified businesses for eligible activities. Loans made through the Revolving Loan Fund are intended to help bridge the gap created by shortfalls in commercial financing. Funds are repaid into the program and recycled to other businesses, thus allowing an ongoing job creation program. Funds are available for businesses located in the City of Saginaw.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	362,588	SEDC REVOLVING LOAN	714,338
INTEREST AND RENTS	100,000		
OTHER REVENUES	251,750		
TOTAL RESOURCES	714,338	TOTAL APPROPRIATIONS	714,338

SEDC REVOLVING LOAN

REVENUE BUDGET SUMMARY

The purpose of the Saginaw Economic Development Corporation (SEDC) Revolving Loan Fund (RLF) is to create permanent, long-term jobs within the City of Saginaw by providing “gap” and start-up financing to qualified businesses for eligible activities. Loans made through the Revolving Loan Fund are intended to help bridge the gap created by shortfalls in commercial financing. This fund is classified as a Special Revenue

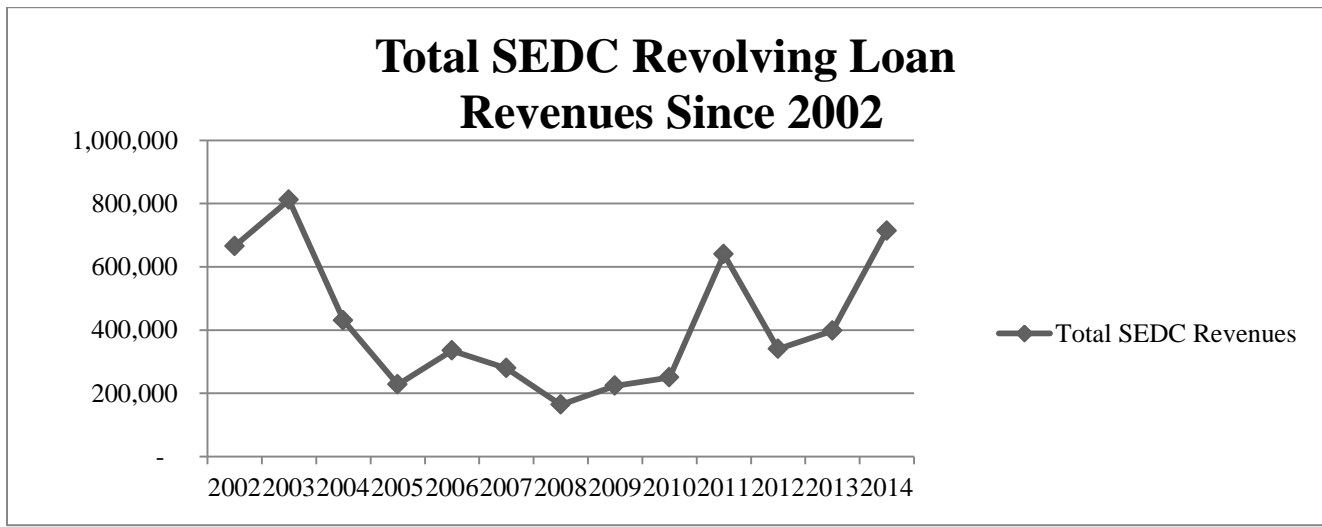
Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

For FY 2014 the SEDC Revolving Loan fund revenues will increase to \$714,338 which is a 6.42% increase from 2013. This increase is due to a rise in block grant entitlement funds and charges for services.

SUMMARY OF REVENUE

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Federal Grants	0	325,454	0	320,000	320,000	114,513	362,588
Charge for Services	2,000	1,500	1,500	1,250	1,250	1,250	1,750
Interest and Rents	69,111	63,739	66,145	100,000	100,000	62,654	100,000
Other Revenues	178,427	248,810	272,214	250,000	250,000	219,228	250,000
Total Revenues	249,538	639,503	339,859	671,250	671,250	397,645	714,338

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues, and FY 2014 Approved Revenues. Since 2002, this fund has mostly decreased. FY 2010 began an increase in revenue and 2012 saw a large dip due to reduced loan payments. FY 2013 reflects a slight upward trend of \$339,859. This is due to the City recognizing additional federal funds for lending. FY 2014 will see even more of an increase in revenue from the Federal Government and from increases in charges for services.

EXPENDITURE BUDGET SUMMARY

The total SEDC Revolving Loan Fund expenditures will be \$714,338 for FY 2014. *Personnel Services* reflects no employee expenditures for FY 2014. *Operating Expenses* allocates \$3,500 for general repairs. *Capital*

Outlay There are no capital purchase requests budgeted for this fund. The category of *Miscellaneous Expenditures* will increase by \$43,088 due to an increase in loan disbursements.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
8570 Saginaw Economic Develop. Corp.	354,525	447,224	399,058	671,250	671,250	389,584	714,338
Total Expenditures	354,525	447,224	399,058	671,250	671,250	389,584	714,338

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	3,500	3,180	3,500
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	354,525	447,224	399,058	671,250	667,750	386,404	710,838
Total Expenditures	354,525	447,224	399,058	671,250	671,250	389,584	714,338



CELEBRATION PARK FUND (SRF)

**CELEBRATION PARK (508)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

Frank N. Andersen - Celebration Park (formerly known as Andersen Water Park) is the City of Saginaw's newest community recreation experience located in the heart of the City. Celebration Park has been redeveloped into the most exciting recreation experience in the Tri-Cities. The City's mission was to repurpose the former Andersen Water Park into a lower cost, lower maintenance facility that is free to the public and for the use of people of all ages and abilities.

Frank N. Andersen - Celebration Park is a community park that is comfortable and easily accessible with shaded areas, walking paths, and leisure activities. It contains a variety of activities and learning experiences, and takes advantage of the natural surroundings. The park provides a relaxed setting for social interaction and focuses on improving the community and the families that live here. The new park features a water splash park, skateboarding plaza, playground, a scenic boardwalk along Lake Linton, bocce ball courts, volleyball courts, picnic pavilion, exercise path, and open green space. Best of all the park is free to the public.

RESOURCES		APPROPRIATIONS	
STATE GRANTS	50,837	CELEBRATION PARK	64,810
LOCAL GRANTS	10,473	INCREASE IN FUND EQUITY	145,691
SERVICES AND SALES	3,500		
TRANSFERS	145,691		
TOTAL RESOURCES	210,501	TOTAL APPROPRIATIONS	210,501

CELEBRATION PARK FUND

REVENUE BUDGET SUMMARY

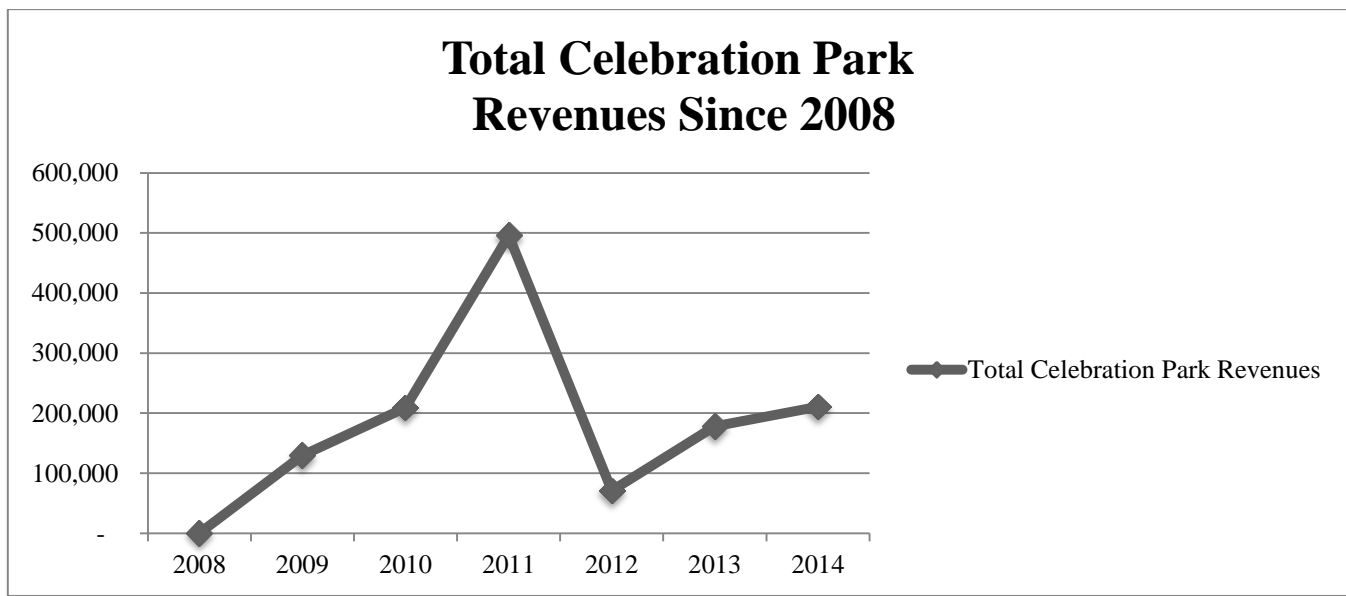
Celebration Park Fund is considered to be a Special Revenue Fund of the City. Revenues and expenditures related to the construction and operation of the Frank N. Andersen – Celebration Park is recorded in this fund. The Celebration Park Fund will increase by 10.34% or \$19,722 from the FY 2013. The largest sources of

revenue for this fund is recognized in the operating transfers received from other funds. These operating transfers come from the following funds: General Fund, Technical Services-IS, Technical Services-GIS, and Water Maintenance and Operations.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Grants	48,000	429,798	47,510	50,837	50,837	48,000	50,837
Local Grants	53,500	50,000	527,000	55,507	55,507	0	10,473
Services and Sales	111	13,161	94	3,500	3,500	0	3,500
Interests and Rents	213	0	0	0	0	0	0
Transfer from Other Fund	107,307	2,814	0	80,935	130,000	130,000	145,691
Total Revenues	209,131	495,773	574,604	190,779	239,844	178,000	210,501

REVENUE TRENDS



The above graph reflects numerical data from FY 2008 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. In 2009, transfers from the General Fund supported park development. From 2010 through 2011 revenues steadily increased through grants from the state and local entities to complete the park’s construction. In 2012 the park support from government grants decreased drastically. By FY 2013, revenues are on the rise again due to state and local grants and increased operating transfers from the General, Technical Services IS and GIS, and Water Operations and Maintenance Funds. FY 2014 reflects a steady increase due to the increase in operating transfers in from other funds to cover the state mandated deficit elimination plan.

EXPENDITURE BUDGET SUMMARY

The total Celebration Park Fund expenditures will be \$210,501 for FY 2014. *Personnel Services* is projected to increase by \$12,357, or 60.42%. This is primarily attributable to the addition of two part time employees to satisfy the 28-hour work week requirement for part-time employees. Furthermore, this budget also includes rate increases for returning employees. *(The personnel complement changes are listed below under Summary of Positions.)*

Operating Expenses will remain the same as in the previous fiscal year at \$27,000. *Capital Outlay* will be remaining the same at \$5,000 to cover the cost related to resealing the splash pad twice a year. The category of *Miscellaneous Expenditures* will be \$145,691 for the upcoming year. This will go towards eliminating the negative fund balance appropriation required under the Celebration Park Debt Elimination Plan.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7580 Celebration Park	8,149	609,547	56,118	52,453	52,453	29,719	64,810
8559 Increase Fund Equity	0	0	0	138,326	187,391	130,000	145,691
Total Expenditures	8,149	609,547	56,118	190,779	239,844	159,719	210,501

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	23,066	20,474	20,453	20,453	27,144	32,810
Operating Expenses	4,844	586,481	35,644	27,000	27,000	2,575	27,000
Capital Outlay	3,305	0	0	5,000	5,000	0	5,000
Miscellaneous	0	0	0	138,326	187,391	130,000	145,691
Total Expenditures	8,149	609,547	56,118	190,779	239,844	159,719	210,501

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
7580 Celebration Park (PTE)	0.00	10.00	10.00	7.00	7.00	7.00	9.00
Total Positions	0.00	10.00	10.00	7.00	7.00	7.00	9.00

In FY 2014, the Celebration Park part-time personnel complement will increase 2.00 PTE. This increase is directly related to the 28-hour work week requirements for part-time employees.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

508-7580 Celebration Park

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	30,478	Splash Park Coordinator	4.00	15,680
Overtime	0	Splash Park Attendants	5.00	14,798
Fringe Benefits	2,332			
		Total Personnel	9.00	30,478
TOTAL	32,810			
		Overtime		0
OPERATING EXPENSES				
Supplies	9,500	FICA		2,332
Internal Services	0	Healthcare Benefits - Active		0
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	2,000	Pension		0
Maintenance Fees	15,500			
Other Contracted Fees	0	Total Fringe Benefits		2,332
TOTAL	27,000	TOTAL	9.00	32,810
CAPITAL OUTLAY	5,000			
TOTAL	5,000			
MISCELLANEOUS	145,691			
TOTAL	145,691			
TOTAL APPROPRIATION	210,501			





DEBT SERVICE

DEBT SERVICE

OVERVIEW:

The City currently has seven debt issues outstanding of a general obligation nature. These issues are ultimately secured by the full faith, credit and taxing power of the City.

Water Supply System Revenue Bond, Series 2000

On March 6, 2000, the corporation issued a \$14,955,000 Water Supply System Revenue Refunding Bond, Series 2000. The bond was issued under the provision Act 94, Public Acts of Michigan, 1933, as amended, for the purpose of defraying the cost of acquiring, constructing, and installing improvements to the City's Water Supply System and refunding certain of the Cities' outstanding Water Supply System Refunding Bonds. The Bonds are payable solely from net revenues of the system.

The Saginaw-Midland Municipal Water Supply Corporation, 2002 Refunding Issue

On September 1, 2002, the corporation issued an \$11,180,000 in Water Supply Refunding Revenue Bonds (Limited Tax General Obligation), Series 2002. The bonds were issued under the provisions of Act 94, Public Acts of Michigan, 1933, as amended, Act 233, Public Acts of Michigan, 1995, as amended, Act 34, Public Acts of Michigan, 2001, as amended, and resolutions and ordinances of the Saginaw-Midland Municipal Water Supply Corporation. These bonds were secured for the purpose of refunding the Corporation's outstanding Water Supply System Revenue Bonds, Series 1993. The Bonds are payable solely from net revenues of the Saginaw Midland Water Supply System.

The Saginaw-Midland Municipal Water Supply Corporation, 2006 Issue

On April 24, 2006, the corporation issued \$2,665,000 in Water Supply System Revenue Bonds (Limited Tax General Obligation) Series 2006. The bonds were issued under the provisions of Act 94, Public Acts of Michigan, 1933, as amended, Act 233, Public Acts of Michigan, 1995, as amended, and Ordinance No. 1 as amended by subsequently adopted Ordinances and Ordinance No. 2005-1 of the Issuer. These bonds were secured for the purpose of defraying the cost of acquiring and constructing enlargements and extensions to the Saginaw-Midland Water Supply Corporation. The Bonds are payable solely from net revenues of the system.

Water Supply System Revenue Bond, Series 2008

On May 6, 2008, the corporation issued \$11,100,000 in Water Supply System Revenue Bonds, Series 2008. The bonds were issued under the provision Act 94, Public Acts of Michigan, 1933, as amended, for the purpose of paying part of the cost of acquiring and constructing improvements to the City's Water Supply System. These bonds are payable solely from net revenues of the system.

The Saginaw-Midland Municipal Water Supply Corporation, 2009 Issue

On January 29, 2009, the corporation issued \$5,910,000 in Water Supply System Revenue Refunding Bonds, Series 2009. These bonds were issued under the provision Act 94, Public Acts of Michigan 1933, as amended, Act 233, Public Acts of Michigan, 1995, as amended, and the resolutions and ordinances of the Saginaw-Municipal Water Supply Corporation. These bonds were secured for the purpose of refunding certain of the City's outstanding Water Supply System Refunding Bonds, 1998 Refunding Issue. These bonds are payable solely from net revenues of the system.

Water Supply System Revenue Bonds, Series 2011A

On July 7, 2011, the cooperation issued Water Supply System Revenue Bonds, Series 2011A. These bonds were issued under the provision Act 94, Public Acts of Michigan, 1933, as amended, for the purpose of paying the cost of acquiring and constructing improvements to the City's Water Supply System. The 2011A Bonds are payable solely from the net revenues of the system.

Water Supply System Revenue Refunding Bonds, Series 2012

On February 26, 2012, the cooperation issued the Water Supply System Revenue Refunding Bonds, Series 2012. These bonds were issued under the provision Act 94, Public Acts of Michigan, 1933 as amended, Act 233, Public Acts of Michigan, 1955, as amended, and Ordinance No. One of the Corporation adopted on June 21, 1979, as amended by subsequently adopted ordinances including Ordinance No. 2012-1, adopted on February 16, 2012, authorizing the Bonds of the Saginaw-Midland Municipal Water Supply Corporation (Corporation) for the purpose of refunding all or a portion of the Corporation's Water Supply System Water Supply System Refunding Revenues Bonds, Series 2002, and the Corporation's Water Supply System Revenue Bonds, Series 2006. The 2012 Bonds are payable solely from the net revenues of the system.

DIRECT DEBT:

DIRECT DEBT:			
General Obligations Bonds			
06/27/91	Sewage LT (Self-Supporting)	\$	620,000
04/01/93	Sewage LT (Self-Supporting)		1,325,000
04/01/93	Sewage LT (Self-Supporting)		3,130,000
06/29/93	Sewage LT (Self-Supporting)		1,040,000
09/30/93	Sewage LT (Self-Supporting)		1,485,000
07/01/94	Judgment		670,000
03/27/97	Sewer LT (Self Supporting)		3,135,000
06/25/98	Sewer LT (Self Supporting)		420,000
04/01/99	Sewer LT (Self Supporting)		7,710,000
06/24/99	Sewer LT (Self Supporting)		900,000
12/01/01	Sewer Improvement LT		2,500,000
09/22/05	Sewer LT (SRF)		1,230,000
09/21/06	Sewer LT (SRF)		4,135,000
09/20/07	Sewer LT (SRF)		1,920,000
			<u>30,220,000</u>
Revenue Bonds			
05/01/08	Water Supply System Series 2008	\$	9,950,000
07/07/11	Water Supply System Series 2011A		10,195,000
			<u>20,145,000</u>
Share of County Issued Bonds			
03/28/91	Weiss Street	\$	703,890
06/27/96	Weiss Street		697,950
			<u>1,401,840</u>
Share of Saginaw/Midland Water Supply Corp (Self-Supporting)			
12/19/02	Water Refunding, LT	\$	3,484,770
04/24/06	Water Supply Corp Ref., LT		1,125,935
01/29/09	Water, LT		2,230,532
			<u>6,841,237</u>
Less:	Prior Bonds refunded by Bonds	\$	(3,899,302)
Plus:	Refunding Bonds described herein		4,006,279
			<u>106,977</u>
TOTAL DIRECT DEBT			\$ 58,715,054
Less:	Self-Supporting Bonds	\$	(24,985,054)
	Revenue Bonds		(20,145,000)
			<u>(45,130,054)</u>
NET DIRECT DEBT			\$ 13,585,000

OVERLAPPING DEBT:

		<u>Net Debt</u>	<u>City's Share</u>
74.44%	Saginaw School District	\$60,275,000	\$42,457,710
10.54%	Saginaw County	31,744,332	3,345,853
10.68%	Saginaw I/S/D	2,465,000	263,262
4.58%	Delta Community College	0	0
TOTAL OVERLAPPING DEBT			\$ 46,066,825
NET DIRECT AND OVERLAPPING DEBT			\$ 59,651,825

DEBT RATIOS

DEBT RATIO	
Per Capita 2012 State Equalized Valuation	\$ 10,545
Per Capita 2012 True Cash Value	\$ 21,090
Per Capita 2012 Net Direct Debt	\$ 263.75
Per Capita Combined Net Direct and Overlapping Debt	\$ 1,158.11
Percent of Net Direct Debt of 2012 State Equalized Valuation	2.50%
Percent of Net Direct and Overlapping Debt of 2012 State Equalized Valuation	10.98%
Percent of Net Direct Debt of 2012 True Cash Value	1.25%
Percent of Net Direct and Overlapping Debt of 2012 True Cash Value	5.49%

LEGAL DEBT MARGIN

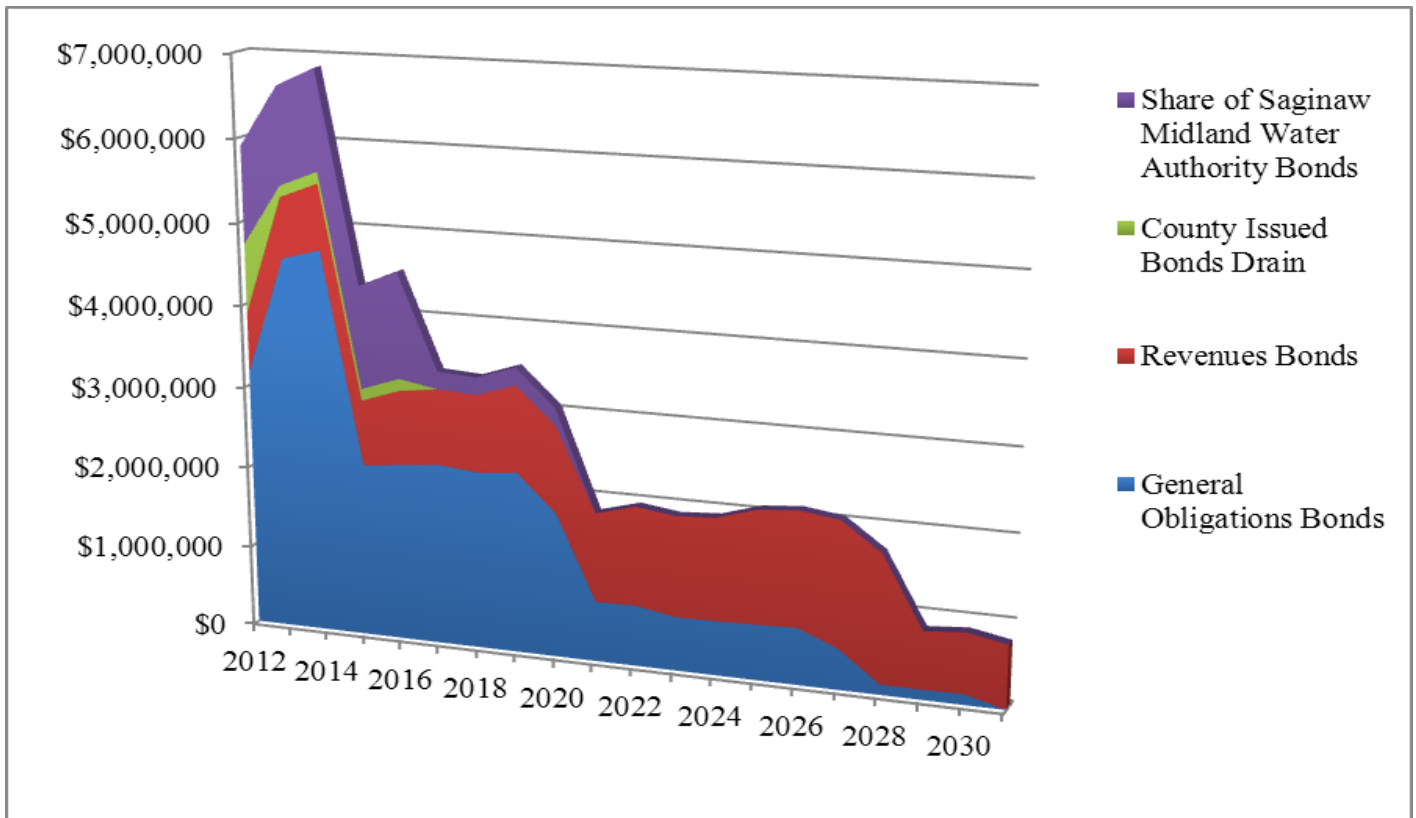
The net indebtedness of the City shall not exceed 10% of the State Equalized Valuation of all assessed real and personal property. Obligations which are not included in the computation of legal debt margin are:

- (1) Special Assessment Bonds;
- (2) Mortgage Bonds;
- (3) Michigan Transportation Bonds;
- (4) Revenue Bonds;
- (5) Bonds issued, or contracts or assessment obligations, incurred, to comply with an order of the Water Resources Commission (now the Department of Environmental Quality) or a court of competent jurisdiction;
- (6) Other obligations incurred for water supply, sewage, drainage or refuse disposal projects necessary to protect the public health by abutting pollution.

STATEMENT OF LEGAL DEBT MARGIN

2012 State Equalized Valuation		\$	543,144,826
Debt Limit (10% of State Equalized Valuation)		\$	54,314,483
Amount of Outstanding Debt (Debt Statement)			\$58,715,054
Less:	Revenue Bonds		(20,145,000)
			38,570,054
LEGAL DEBT MARGIN			\$ 15,744,029

SCHEDULE OF BOND MATURITIES CITYWIDE¹ (As of July 31, 2012)



¹ Source of financial data is from Fifth Third Securities

SCHEDULE OF BOND MATURITIES SCHEDULE – (As of 07/31/12)

SCHEDULE OF BOND MATURITIES					
	General		County	Share of	
	Obligations	Revenues	Issued	Saginaw	
			Bonds	Midland	
Year	Bonds	Bonds	Drain	Water Authority	Total
				Bonds	
2012	3,160,000	725,000	837,540	1,174,091	5,171,631
2013	4,580,000	735,000	136,620	1,176,757	6,628,377
2014	4,710,000	795,000	139,590	1,211,525	6,856,115
2015	2,130,000	800,000	142,560	1,246,293	4,318,853
2016	2,180,000	910,000	145,530	1,286,410	4,521,940
2017	2,225,000	925,000	0	213,953	3,363,953
2018	2,180,000	940,000	0	213,953	3,333,953
2019	2,225,000	1,055,000	0	213,953	3,493,953
2020	1,770,000	1,070,000	0	211,279	3,051,279
2021	735,000	1,090,000	0	0	1,825,000
2022	745,000	1,210,000	0	0	1,955,000
2023	660,000	1,230,000	0	0	1,890,000
2024	665,000	1,255,000	0	0	1,920,000
2025	680,000	1,385,000	0	0	2,065,000
2026	695,000	1,410,000	0	0	2,105,000
2027	500,000	1,540,000	0	0	2,040,000
2028	125,000	1,570,000	0	0	1,695,000
2029	125,000	705,000	0	0	830,000
2030	130,000	740,000	0	0	870,000
2031	0	780,000	0	0	780,000
Total	\$ 30,220,000	\$ 20,145,000	\$ 1,401,840	\$ 6,948,214	\$ 58,715,054

DEBT HISTORY

The City has no record of default on its obligations.

FUTURE BONDING: The City anticipates issuing approximately \$2.9 million in bonds through the State Revolving Fund for wastewater treatment plant improvements within the next 6 months.



ENTERPRISE FUNDS

PARKING OPERATIONS AND MAINTENANCE FUND
SEWER OPERATIONS AND MAINTENANCE FUND
WATER OPERATIONS AND MAINTENANCE FUND

PARKING OPERATIONS AND MAINTENANCE FUND (516)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

Parking Operations and Maintenance Fund is considered to be an Enterprise Service Fund of the city. Enterprise Funds are used by a governmental entity to account for services provided to the general public on a user charge basis. Revenues and expenditures related to the operation of the parking system are recorded in the Parking Operations and Maintenance Fund.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	0	PARKING OPERATIONS	0
FINES AND FORFEITURES	0	TRANSFERS	0
TOTAL RESOURCES	0	TOTAL APPROPRIATIONS	0

PARKING OPERATIONS AND MAINTENANCE

REVENUE BUDGET SUMMARY

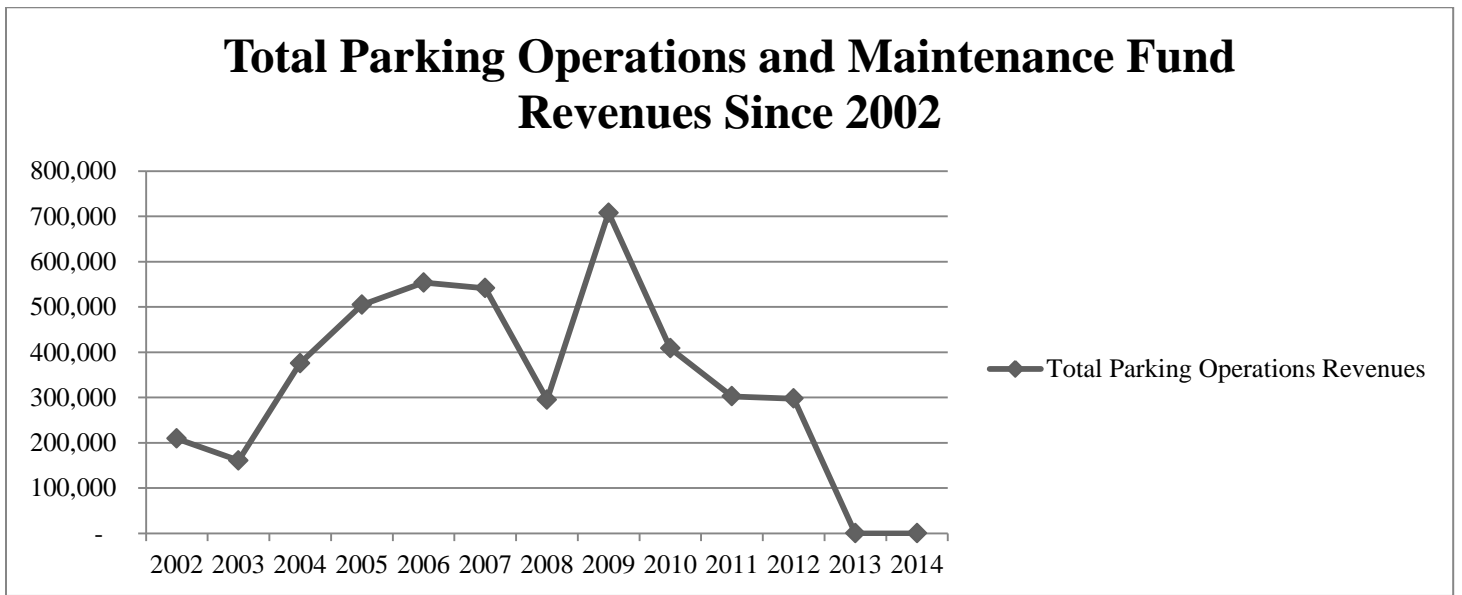
Parking Operations and Maintenance Fund is considered to be an Enterprise Service Fund of the city. Enterprise Funds are used by a governmental entity to account for services provided to the general public on a user charge basis. Revenues and expenditures related to the operation of the parking system are recorded in the Parking Operations and Maintenance Fund. Over the

last seven years, the Parking Operations and Maintenance Fund have not been able to generate enough revenue to support the operations and has required General Fund subsidy. Due to GASB regulation, in FY 2013, this fund became a division of the General Fund. Listed below is the historical data from FY 2010 through FY 2014.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charges for Service	154,123	148,656	145,510	0	0	0	0
Fines and Forfeitures	147,708	128,976	106,860	0	0	0	0
Interest and Rents	125	97	(32)	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Transfers from Other Funds	106,611	27,682	35,229	0	0	0	0
Total Revenues	408,567	305,411	287,567	0	0	0	0

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. Revenues in this fund increased over 100% due to the recognition of parking violation fines in the parking fund, instead of the General Fund. In 2008, there was another drop in revenue due to a -82.84% decrease in the transfer of money from other funds. In 2009, there was another significant increase in revenues due to the General Fund subsidizing the Parking Fund, to pay for the last debt service payment on Ramp 1. In 2010, the transfer from the General Fund decrease by -74.66%, causing a sharp drop the in revenue trend line. For fiscal years 2011 and 2012 the fund revenues appear to be leveling out. The Parking Operations and Maintenance Fund will decrease by -100% in FY 2013

and 2014 due to the reclassification of this fund from an Enterprise Fund to a division of the Department of Development in the General Fund.

DETAIL REVENUES ANALYSIS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Boot Removal Fees	250	300	350	0	0	0	0
Parking Ramp #1	35,559	34,344	28,836	0	0	0	0
Parking Ramp #2	0	0	0	0	0	0	0
Parking Lot Receipts	118,314	114,012	116,324	0	0	0	0
Parking Violation Fines	147,708	126,082	106,860	0	0	0	0
Parking Tickets - Police	0	2,894	0	0	0	0	0
Interests on Investments	125	97	(32)	0	0	0	0
Surplus Receipts	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Use of Fund Equity	0	0	0	0	0	0	0
Transfer from Other Funds	0	0	0	0	0	0	0
GF Transfer (Reserved)	106,611	27,682	35,229	0	0	0	0
Totals	408,567	305,411	287,567	0	0	0	0

EXPENDITURE BUDGET SUMMARY

The Parking Operations and Maintenance Fund will decrease by -100%. This reduction is attributed to the reclassification of this fund from an Enterprise Fund to a

division of the Department of Development in the General Fund.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7510 Parking Operations/Maint.	414,162	400,846	286,007	0	0	0	0
9660 Transfers	3,080	3,120	1,560	0	0	0	0
Total Expenditures	417,242	403,966	287,567	0	0	0	0

FUNDING LEVEL BY CATEGORY

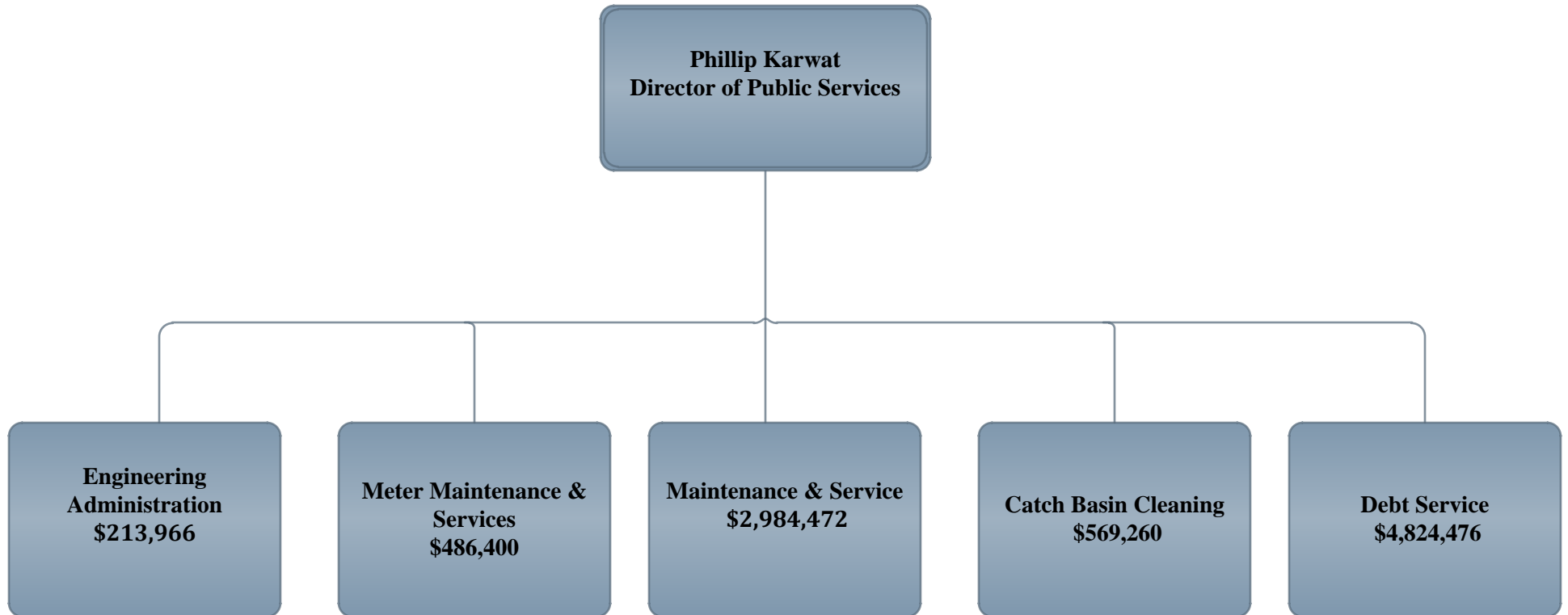
	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	332,054	296,806	201,113	0	0	0	0
Operating Expenses	82,108	104,040	84,894	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	3,080	3,120	1,560	0	0	0	0
Total Expenditures	417,242	403,966	287,567	0	0	0	0

SUMMARY OF POSITIONS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Parking Operations	2.00	1.00	1.00	0.00	0.00	0.00	0.00
Total Positions	2.00	1.00	1.00	0.00	0.00	0.00	0.00

CITY OF SAGINAW

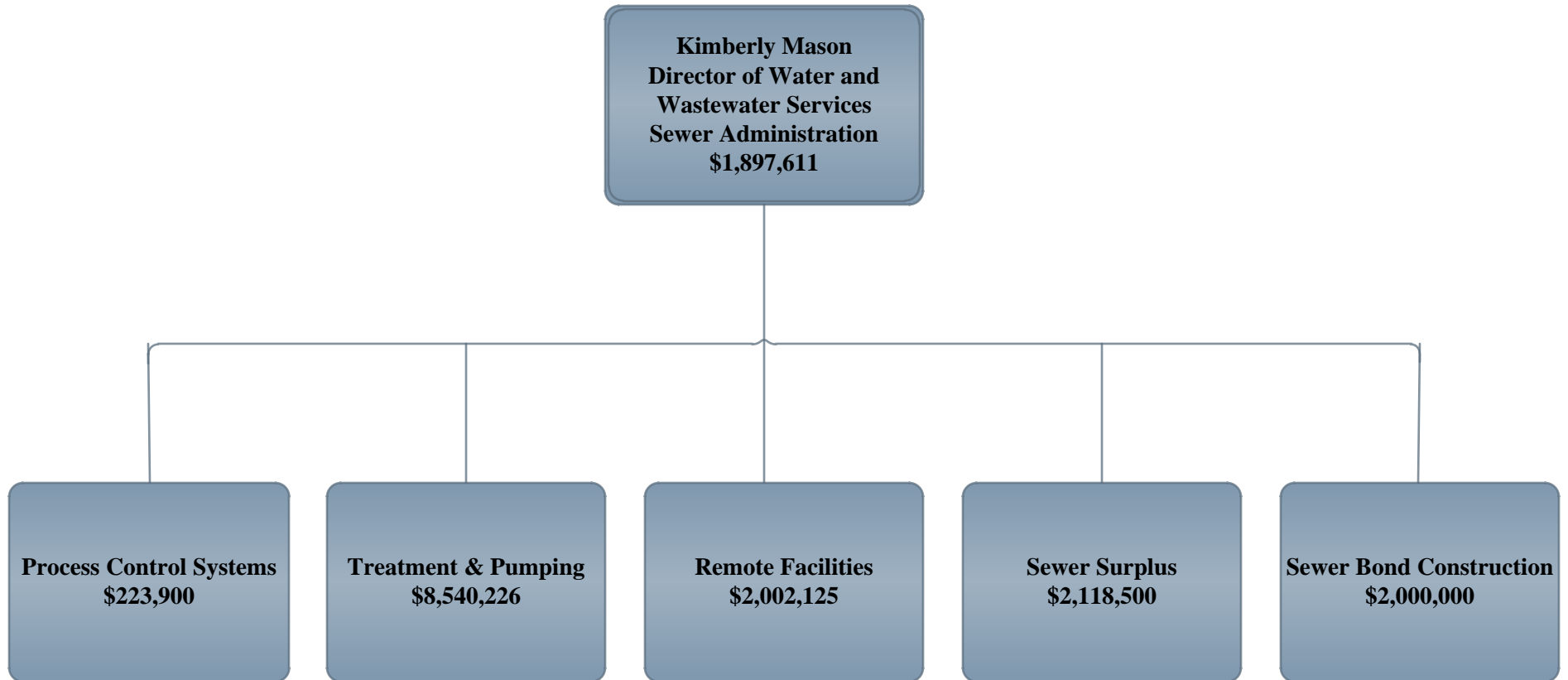
SEWER OPERATIONS AND MAINTENANCE FUND



The total Sewer Operations and Maintenance Fund is \$26,536,228 for FY 2014.

CITY OF SAGINAW

SEWER OPERATIONS AND MAINTENANCE FUND



The total Sewer Operations and Maintenance Fund is \$26,536,228 for FY 2014.

SEWER OPERATIONS AND MAINTENANCE FUND (590)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

The Sewer Operations and Maintenance Fund is the largest Enterprise/Proprietary Fund for the City of Saginaw. This fund is used to account for revenues and expenditures associated with the provision of sewer services to residential, commercial, and industrial establishments of the City as well as several municipalities surrounding the City.

RESOURCES		APPROPRIATIONS	
NON-BUSINESS PERMITS	600	SEWER ADMINISTRATION	1,897,611
SERVICES - SALES	21,243,000	ENGINEERING ADMIN.	213,966
FINES AND FORFEITURES	85,000	PROCESS CONTROL SYSTEMS	223,900
INTEREST AND RENTS	467,500	METER MAINT. & SERVICE	486,400
OTHER REVENUES	4,740,128	MAINTENANCE & SERVICE	2,984,472
		CATCH BASIN CLEANING	569,260
		TREATMENT & PUMPING	8,540,226
		REMOTE FACILITIES	2,002,125
		SEWER SURPLUS	2,118,500
		SEWER BOND CONSTRUCTION	2,000,000
		DEBT SERVICE	4,824,476
		CUSTOMER ACCOUNTING	675,292
TOTAL RESOURCES	<u>26,536,228</u>	TOTAL APPROPRIATIONS	<u>26,536,228</u>

SEWER OPERATIONS AND MAINTENANCE

REVENUES BUDGET SUMMARY

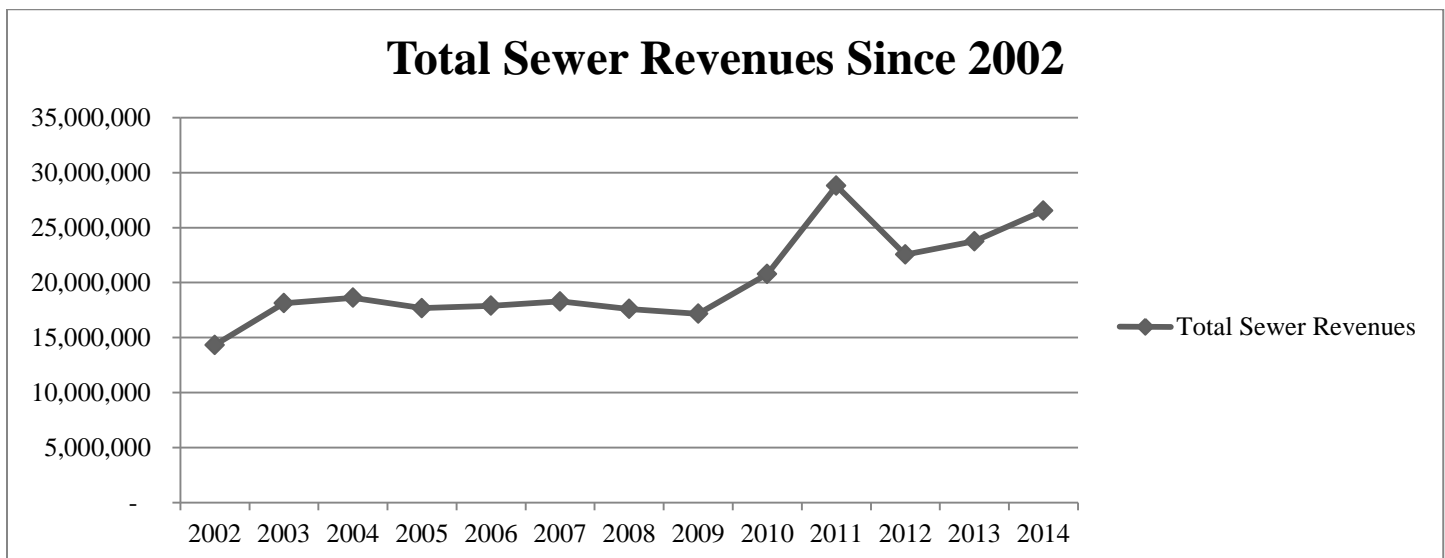
The Sewer Operation and Maintenance Fund’s major revenue sources are charges based upon the size of the meter, “readiness-to-serve charges” and the quantity of water consumed “commodity charge” which is based on the water consumption. The City also assesses a utility lien charge for industrial users of the system. Other revenue sources are IPP permits, septic hauling fees, interest, EPA grants, IPP testing and sampling, IPP fines and charges, surplus receipts, insurance claims, use of fund equity, and bond proceeds.

For FY 2013/14, the Sewer Operations and Maintenance Fund’s revenues are projected to be \$26,536,228. This is a decrease of \$610,651, or -2.25% from the approved 2012/13 budgeted levels. The reduction in revenues is a direct result of a reduction in the appropriation of Sewer retained earnings by \$671,408, as well as a reduction in the IPP testing and sampling fees by \$15,000. This reduction will be offset by the following increases: \$25,000 in materials and services, \$13,000 in IPP fines and charges, and \$500,000 use of bonds/loan proceeds for the bar screening project in FY 2014.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	0	994,935	0	0	0	0	0
Non-Business Permits	200	118	400	400	4,894	6,734	600
Services - Sales	20,105,171	21,017,874	21,872,923	21,230,000	21,230,000	21,412,945	21,243,000
Fines and Forfeitures	23,557	0	0	72,000	85,867	85,867	85,000
Interest and Rents	570,618	627,019	605,426	467,500	539,099	652,921	467,500
Other Revenues	71,619	(31,265)	71,983	5,376,979	11,087,346	1,601,954	4,740,128
Total Revenues	20,771,165	22,608,681	22,550,732	27,146,879	32,947,206	23,760,421	26,536,228

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. The spike from FY 2010 that continued through FY 2011 is due in large part by the City increasing the residential, commercial, and industrial sewer rate that began July 1, 2009 that continued through July 1, 2012. Additionally, in FY 2011, the City increased its septic hauling fee rate to \$.03 per gallon. Furthermore in FY 2011, the

City was able to obtain Build America funding to assist in construction at the Wastewater Treatment Plant. This is a one-time revenue source that was not available in FY 2012. FY 2013 reflected a slight increase in revenues due the higher appropriation of fund equity/retained earnings and bond proceeds that were utilized to update the Wastewater facilities. FY 2014 revenues are expected to decrease. This reduction is due to a reduction in the IPP testing and sampling fees and a reduction in the use of fund equity/retained earnings. This reduction will be offset by increases to materials and services, IPP fines and charges, and the use of bonds/loan proceeds for the bar screening project.

DETAIL REVENUES ANALYSIS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
SRF Grant	0	994,845	0	0	0	0	0
Miscellaneous Federal Grant	0	90	0	0	0	0	0
IPP Permits	200	118	400	400	400	200	600
Sale of Junk	0	0	689	0	4,494	6,534	3,000
Sewer	19,925,216	20,722,848	21,498,917	21,000,000	21,000,000	21,166,644	21,000,000
Sewer Connection	21,283	37,245	41,920	25,000	25,000	27,755	25,000
IPP Testing and Sampling	72,515	97,143	136,123	55,000	55,000	48,026	40,000
Material & Services	86,157	160,638	195,274	150,000	150,000	170,520	175,000
IPP Fines & Charges	23,557	0	0	72,000	85,867	85,867	85,000
Interest on Investments	22,284	11,462	4,718	15,000	15,000	10,083	15,000
Interest on Spec. Assmt	650	245	35	2,500	2,500	0	2,500
Interest & Penalties	547,654	615,312	600,673	450,000	521,599	642,838	450,000
Sale of Property Items	0	0	0	0	0	10,523	0
Special Assessments	52,614	(43,989)	47,226	52,600	52,600	45,750	52,600
Surplus Receipts	3,962	8,161	21,241	3,000	3,000	67	3,000
Reimbursements	0	4,289	2,833	0	3,847	3,848	0
Gain/Loss on Invest.	15,043	274	683	10,000	10,000	(36,572)	10,000
Use of Fund Equity	0	0	0	3,811,379	8,282,899	0	2,674,528
Bond Proceeds/SRF	0	0	0	1,500,000	2,735,000	1,578,338	2,000,000
Total Revenues	20,771,135	22,608,681	22,550,732	27,146,879	32,947,206	23,760,421	26,536,228

SEWER OPERATIONS AND MAINTENANCE

EXPENDITURE BUDGET SUMMARY

The total Sewer Operations and Maintenance Fund is projected to be \$26,536,228 for FY 2013/14. This is a decrease \$610,651, or -2.25% from the approved 2012/13 budgeted levels. **Personnel Services** representing \$9,983,868 of the total budget will increase \$675,507, or 7.26%. In FY 2013/2014, the City is required to contribute 19.50% more in its MERS pension obligation. This cost will continue to increase over the next five to six years. Retiree healthcare cost has impacted the fund as well. The City is also budgeting for the normal salary step and longevity increases. This increase to personnel services will be offset by the elimination of the Michigan Claims Tax, which was already recognized in the active healthcare rate. This rate is combined in the 2014 benefit rates. This rate also includes the new Patient Protection and Affordable Care Act Taxes and Fees. *(The personnel complement changes are listed in detail under Summary of Positions.)*

Operating Expenses are expected to increase by \$643,742 from FY 2012/2013. The Sewer Operations

and Maintenance Fund will realize an increase to the following: IS charges, GIS charges, general liability insurance by 6.00%, motor vehicle charges, professional services for the testing and survey for the various street construction projects, engineering services for the design of the incinerator area at the plant and for the master plan/asset management plan for the S2 grant, utilities due to an anticipated 5.00% increase by Consumers Energy, general repairs for security fencing between WWTP and Compost Site, training and development for certifications renewals fees to DEQ, construction projects such as Michigan Avenue, Fordney Street, Ezra Rust Drive, the Baum Street sewer replacement, parking lot resurfacing, and Hamilton Street construction. **Capital Outlay** will decrease \$187,000 or -13.14%. This is a result of a reduction in the planned capital expenditures. The category of **Miscellaneous Expenditures** will decrease \$1,742,897 from the 2013 approved budgeted levels. This decrease is due to the reduction in the principal and interest payments for the CSOs.

FUNDING LEVEL SUMMARY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4810 Sewer Administration	8,230,572	7,998,165	7,239,856	2,805,387	7,793,570	7,758,217	1,897,611
4811 Engineering Administration	138,323	164,466	118,784	130,797	130,797	119,260	213,966
4815 Process Control Systems	111,734	107,921	172,720	197,147	239,734	161,063	223,900
4820 Meter Maint. & Service	540,010	441,660	367,317	460,629	419,629	383,697	486,400
4821 Maintenance & Service	1,598,919	1,607,600	1,886,743	2,703,050	2,740,097	1,851,322	2,984,472
4822 Catch Basin Cleaning	259,253	289,801	270,869	496,524	496,524	317,926	569,260
4830 Treatment and Pumping	5,407,105	6,008,759	5,793,883	7,603,486	7,603,486	6,032,541	8,540,226
4835 Remotes Facilities	1,223,165	1,159,844	1,198,780	1,953,584	1,953,584	1,360,593	2,002,125
4840 Sewer Surplus	155,344	52,010	59,296	1,672,500	1,967,182	1,199,708	2,118,500
4843 Sewer Bond Construction	0	0	899	2,000,000	2,474,875	1,876,400	2,000,000
4845 Debt Service	821,357	724,028	653,805	6,567,373	6,567,373	582,877	4,824,476
5311 Customer Accounting	472,794	506,974	567,293	556,402	560,355	638,780	675,292
9660 Transfers	47,338	67,954	33,977	0	0	0	0
Totals	19,005,914	19,129,182	18,364,222	27,146,879	32,947,206	22,282,384	26,536,228

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	8,205,314	8,376,324	8,157,275	9,308,364	8,968,364	8,435,978	9,983,868
Operating Expenses	9,796,536	9,919,197	9,476,757	9,847,942	15,889,869	12,335,609	10,491,684
Capital Outlay	135,369	41,679	42,408	1,423,200	1,521,600	927,920	1,236,200
Miscellaneous	868,695	791,982	687,782	6,567,373	6,567,373	582,877	4,824,476
Total Expenditures	19,005,914	19,129,182	18,364,222	27,146,879	32,947,206	22,282,384	26,536,228

SUMMARY OF POSITIONS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4810 Sewer Administration	1.88	1.88	1.88	1.80	1.80	1.80	1.80
4811 Engineering Administration	1.76	1.51	1.51	1.18	1.18	1.18	1.70
4815 Process Control Systems	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4820 Meter Maint. & Service	7.00	3.75	2.75	4.00	4.00	4.00	3.25
4821 Maintenance & Service	18.62	13.50	14.50	18.00	18.00	18.00	18.25
4822 Catch Basin Cleaning	4.75	2.95	2.95	3.25	3.25	3.25	3.50
4830 Treatment and Pumping	47.95	42.25	47.95	46.95	46.95	46.95	46.60
4835 Remotes Facilities	10.55	10.75	11.05	12.05	12.05	10.05	10.90
Total Positions	93.51	77.59	83.59	88.23	88.23	86.23	87.00

There will be significant changes to the 2014 Sewer Operations and Maintenance personnel complement from the FY 2013 Budget. The total complement for this fund will be a decrease, overall, by 1.23 FTE. The Engineering Administration division will increase .52 FTE, overall. Approximately, .25 of the Engineering Assistant and .30 of the Engineering Assistant/Energy Coordinator will be added to this division. The Engineering Assistant/Energy Coordinator position is a reclassification of an Engineering Assistant. The overall increase to this division will be offset by the reduction of .03 of the Engineering Technician. In the Process System Control Division the Instrument & Control Technician will be reclassified to a higher pay range to align the employee with other similar employees. In the Meter Maintenance and Services division, in FY 2014, the City will decrease this division by .75 FTE. This reduction is due to the elimination of a vacant Crossover Operator position in January 2013. This reduction will be offset by .25 of a Utilities Person II position. In the Maintenance and Service Division, .50 of a Mechanical Repairperson II will be added from the Motor Pool Operations Division. This employee will work directly

on vehicles assigned to Maintenance and Services. The Catch Basin Division will increase .25 FTE. In FY 2014, .25 of a Tree Trimmer will be added. The Treatment and Pumping Division will decrease approximately .35 FTE from FY 2013. This reduction is due to the following positional elimination or redistribution: .20 of the Assistant Superintendent of Wastewater and .10 of a Sewage Plant Maintenance Person II will be reallocated to the Remote Facilities division and a vacant Environmental Compliance Analyst will be eliminated. This reduction will be offset by the addition of .45 of the Plant Maintenance Supervisor and .50 of a Mechanical Repairperson II will be added from the Motor Pool Operations Division. This employee will work directly on vehicles assigned to Treatment and Pumping. Similarly, the Remotes Facilities division will decrease overall, 1.15 FTE. This reduction is due to the elimination of a vacant Remotes Facilities Person II, and a vacant Laborer. This reduction will be offset by the addition of .20 of the Assistant Superintendent of Wastewater and .10 of a Sewage Plant Maintenance Person II from the Treatment and Pumping Division.

The employees listed under Sewer Operations and Maintenance Fund's Customer Accounting Division is a part of the Department of Fiscal Services.

The following "Expenditure Detail" pages will outline the total amounts allocated in each division for FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

590-4810 Sewer Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	126,119	Director of Public Services	0.40	36,893
Overtime	0	Director of Water &		
Fringe Benefits	806,812	Wastewater Treatment	0.50	46,117
		Staff Professional	0.90	43,109
TOTAL	932,931	Total Personnel	1.80	126,119
OPERATING EXPENSES				
		Overtime		0
Supplies	1,600			
Internal Services	840,311			
Other Services		FICA		10,528
Professional Fees	110,819	Healthcare Benefits - Active		29,168
Maintenance Fees	950	Healthcare Benefits - Retirees		692,766
Other Contracted Fees	11,000	Pension		74,350
TOTAL	964,680	Total Fringe Benefits		806,812
CAPITAL OUTLAY	0	TOTAL	1.80	932,931
TOTAL	0			
TOTAL APPROPRIATION	1,897,611			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

590-4811 Engineering Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2013/ 2014 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	85,181	City Engineer	0.10 7,947
Overtime	3,345	Engineering Office Supv.	0.25 15,356
Fringe Benefits	95,533	Traffic Foreman	0.05 2,845
		Transportation Engineer Asst	0.10 4,810
TOTAL	184,059	Engineering Technician I	0.20 9,566
		Engineering Assistant	0.25 11,824
		Engineering Asst/Energy Coordinator	0.30 15,022
OPERATING EXPENSES		Traffic Maint. Tech. II	0.10 4,093
Supplies	1,500	Traffic Maint. Tech. I	0.20 7,359
Internal Services	21,107	Administrative Professional	0.15 6,359
Other Services		Total Personnel	1.70 85,181
Professional Fees	0		
Maintenance Fees	0	Overtime	3,345
Other Contracted Fees	3,300		
TOTAL	25,907	FICA	6,780
		Healthcare Benefits - Active	20,026
CAPITAL OUTLAY	4,000	Healthcare Benefits - Retirees	0
		Pension	68,727
TOTAL	4,000	Total Fringe Benefits	95,533
TOTAL APPROPRIATION	213,966	TOTAL	1.70 184,059

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

590-4815 Process Control Systems

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	59,148	Instrument & Control Admin	0.50	35,389
Overtime	1,000	Instrument & Control Tech	0.50	23,759
Fringe Benefits	61,229			
		Total Personnel	1.00	59,148
TOTAL	121,377			
		Overtime		1,000
OPERATING EXPENSES				
Supplies	14,500	FICA		4,602
Internal Services	18,873	Healthcare Benefits - Active		16,338
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	50,500	Pension		40,289
Maintenance Fees	1,300			
Other Contracted Fees	7,350	Total Fringe Benefits		61,229
TOTAL	92,523			
		TOTAL	1.00	121,377
CAPITAL OUTLAY	10,000			
TOTAL	10,000			
TOTAL APPROPRIATION	223,900			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

590-4820 Meter Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	154,445	Maint. & Service Admin.	0.25	19,223
Overtime	12,964	ROW Utilities Foreman	0.50	26,631
Fringe Benefits	205,975	Mech Equip Repairperson II	0.25	11,086
		Crossover Operator	0.50	21,641
		Utilities Person III	0.25	11,111
		Utilities Person II	1.50	64,753
TOTAL	373,384			
		Total Personnel	3.25	154,445
OPERATING EXPENSES				
Supplies	9,500	Overtime		12,964
Internal Services	41,016			
Other Services		FICA		12,780
Professional Fees	15,000	Healthcare Benefits - Active		62,885
Maintenance Fees	12,500	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		130,310
TOTAL	78,016			
		Total Fringe Benefits		205,975
CAPITAL OUTLAY	35,000			
TOTAL	35,000	TOTAL	3.25	373,384
			3.25	373,384
TOTAL APPROPRIATION	486,400			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

590-4821 Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	756,108	Maint. And Service Admin.	0.25	19,223
Overtime	26,964	ROW Utilities Foreman	0.50	26,631
Fringe Benefits	1,078,938	Mech Equip Repairperson II	0.75	33,027
		Administrative Professional	0.50	21,196
		Utilities Person III	2.25	87,215
		Utilities Person II	4.50	193,302
		Utilities Person I	3.50	143,269
		Crossover Operator	5.00	214,513
		Custodial Worker (PT)	0.50	9,360
		Skilled Clerical (PT)	0.50	8,372
TOTAL	1,862,010	Total Personnel	18.25	756,108
OPERATING EXPENSES				
Supplies	470,700	Overtime		26,964
Internal Services	200,534	FICA		59,496
Other Services		Healthcare Benefits - Active		341,401
Professional Fees	269,331	Healthcare Benefits - Retirees		0
Maintenance Fees	164,497	Pension		678,041
Other Contracted Fees	5,000	Total Fringe Benefits		1,078,938
TOTAL	1,110,062			
CAPITAL OUTLAY				
	12,400	TOTAL	18.25	1,862,010
TOTAL	12,400			
TOTAL APPROPRIATION				
	2,984,472			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

590-4822 Catch Basin Cleaning

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	150,374	Heavy Equipment Operator	3.00	129,094
Overtime	2,000	Tree Trimmer	0.50	21,280
Fringe Benefits	216,191			
		Total Personnel	<u>3.50</u>	<u>150,374</u>
TOTAL	<u>368,565</u>			
		Overtime		<u>2,000</u>
OPERATING EXPENSES				
Supplies	0	FICA		11,560
Internal Services	50,695	Healthcare Benefits - Active		64,602
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	150,000	Pension		140,029
Maintenance Fees	0			
Other Contracted Fees	0	Total Fringe Benefits		<u>216,191</u>
TOTAL	<u>200,695</u>			
		TOTAL	<u>3.50</u>	<u>368,565</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>569,260</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

590-4830 Treatment & Pumping

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	2,095,850	Supt of Wastewater Tmt	0.80	69,754
Overtime	80,000	Asst Supt of Wastewater	0.80	57,022
Fringe Benefits	2,580,696	Chief Chemist	1.00	56,177
		Operating Foreman	5.00	248,764
TOTAL	4,756,546	Plant Mtce Foreman WW	1.00	53,114
OPERATING EXPENSES				
		Electrical Mtce Foreman	0.75	45,253
Supplies	736,550	Plant Engineer	0.80	54,434
Internal Services	595,979	Plant Maintenance Supervisor	0.80	49,635
Other Services		Environ Compliance Admin.	1.00	65,459
Professional Fees	1,116,152	Environ Compliance Analyst	2.00	90,568
Maintenance Fees	1,149,559	Plant Mtce Electrician B	2.00	92,491
Other Contracted Fees	51,640	Plant Operator B	10.00	428,100
		Equipment & Safety Specialist	0.75	31,260
TOTAL	3,649,880	Administrative Professional	0.75	32,064
CAPITAL OUTLAY				
		Laboratory Technician	2.00	88,178
	133,800	Plant Mtce. Mechanic B	1.00	44,531
TOTAL	133,800	Sewage Plant Mtce Person III	1.00	44,602
TOTAL APPROPRIATION				
		Sewage Plant Mtce Person II	3.90	174,019
		Sewage Plant Mtce Person I	5.00	215,210
		Remote Facilities Person II	1.00	43,721
		Mech Equip Repairperson II	0.50	22,481
		Stock Clerk WWT	0.75	31,864
		Custodial Worker B	1.00	40,791
		Laborer (Temp)	2.00	11,800
		Intern (Temp)	1.00	4,558
		Total Personnel	46.60	2,095,850
		Overtime		80,000
		FICA		166,482
		Healthcare Benefits - Active		545,175
		Healthcare Benefits - Retirees		115,827
		Pension		1,753,212
		Total Fringe Benefits		2,580,696
		TOTAL	46.60	4,756,546

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

590-4835 Remote Facilities

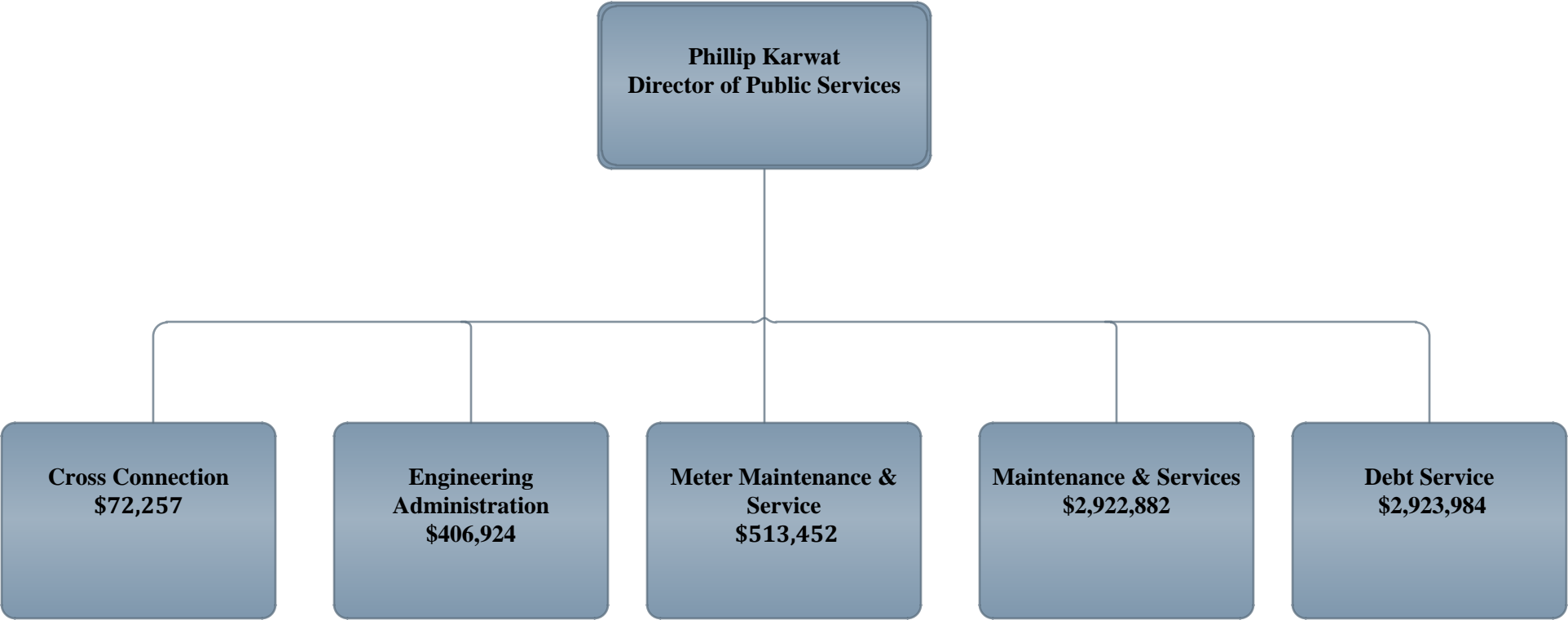
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	473,161	Supt of Wastewater Tmt	0.20	17,438
Overtime	15,000	Asst. Supt of Wastewater	0.20	14,255
Fringe Benefits	567,418	Plant Engineer	0.20	13,608
		Plant Maintenance Supervisor	0.20	12,409
TOTAL	1,055,579	Remotes RTB Facilities Foreman	1.00	50,420
		Electrical Maintenance Foreman	0.25	15,084
		Plant Mtce Electrician B	1.00	46,241
OPERATING EXPENSES		Equipment & Safety Specialist	0.25	10,420
Supplies	255,650	Sewage Plant Mtce Person II	0.10	4,336
Internal Services	124,049	Administrative Professional	0.25	10,688
Other Services		Stock Clerk WWT	0.25	10,621
Professional Fees	126,953	Plant Maint Mechanic B	1.00	45,431
Maintenance Fees	374,944	Remote Facilities Person III	1.00	43,501
Other Contracted Fees	5,950	Remote Facilities Person II	4.00	175,527
		Laborer (Temp)	1.00	3,182
TOTAL	887,546	Total Personnel	10.90	473,161
CAPITAL OUTLAY	59,000	Overtime		15,000
TOTAL	59,000	FICA		37,373
TOTAL APPROPRIATION	2,002,125	Healthcare Benefits - Active		130,178
		Healthcare Benefits - Retirees		0
		Pension		399,867
		Total Fringe Benefits		567,418
		TOTAL	10.90	1,055,579

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

590-5311 Customer Accounting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	133,316	Admin of Utilities Account	0.50	28,450
Overtime	0	Office Assistant III	2.00	70,552
Fringe Benefits	196,101	Customer Service Coordinator	0.38	11,331
		Customer Service Rep	0.76	22,983
TOTAL	329,417	Total Personnel	3.64	133,316
OPERATING EXPENSES				
		Overtime		0
Supplies	1,400	FICA		10,171
Provision for Losses	220,000	Healthcare Benefits - Active		42,237
Internal Services	77,475	Healthcare Benefits - Retirees		0
Other Services		Pension		143,693
Professional Fees	42,000	Total Fringe Benefits		196,101
Maintenance Fees	4,100			
Other Contracted Fees	900			
TOTAL	345,875	TOTAL	3.64	329,417
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	675,292			

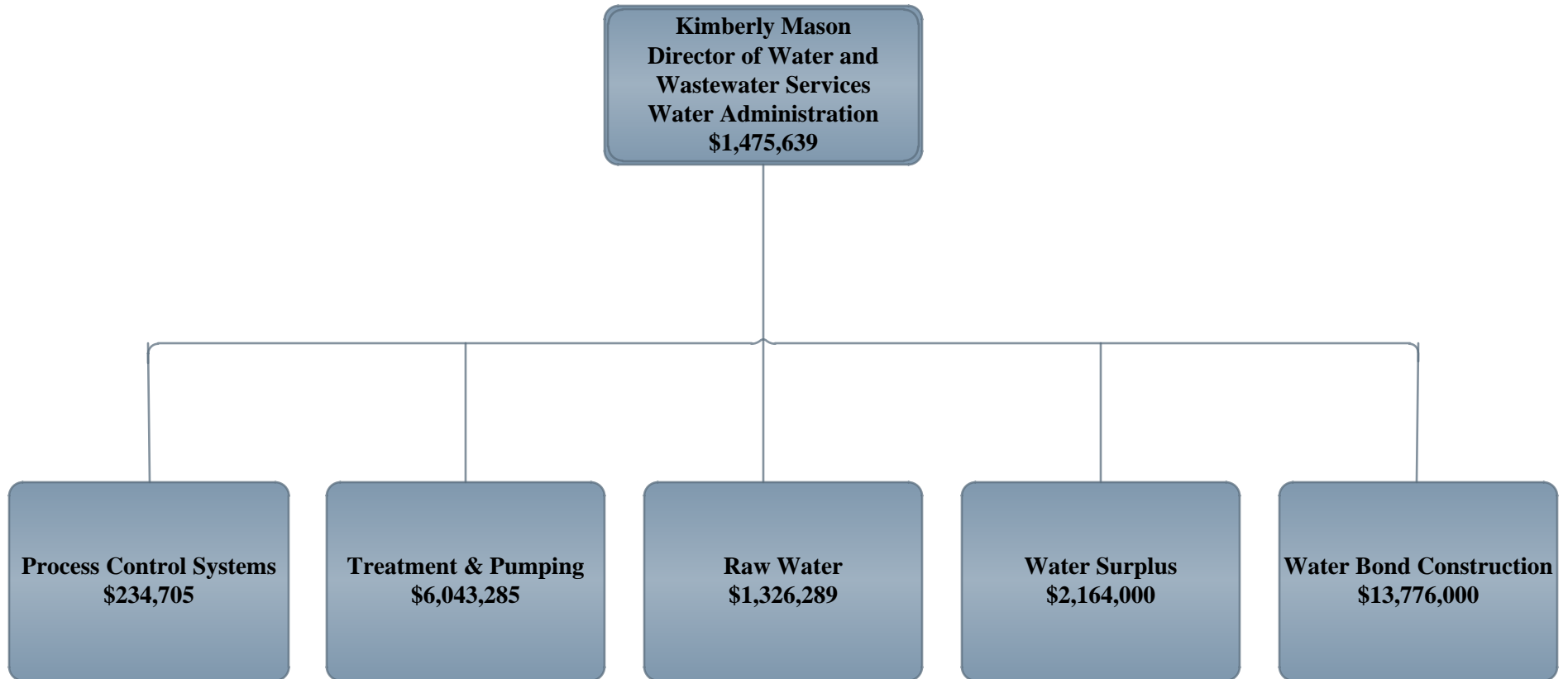
CITY OF SAGINAW
WATER OPERATIONS AND MAINTENANCE FUND



The total Water Operations and Maintenance Fund will be \$32,434,844 for FY 2014. Transfer equates to \$21,853, which is not reflected in either of the organizational charts.

CITY OF SAGINAW

WATER OPERATIONS AND MAINTENANCE FUND



The total Water Operations and Maintenance Fund will be \$32,434,844 for FY 2014. Transfer equates to \$21,853, which is not reflected in either of the organizational charts.

**WATER OPERATIONS AND MAINTENANCE (591)
 RESOURCE ALLOCATION
 2013/2014 APPROVED BUDGET**

The Water Operations and Maintenance Fund is the second largest Enterprise/Proprietary Fund for the City of Saginaw. This fund is used to account for revenues and expenditures associated with the provision of water services to residential, commercial, and industrial establishments of the city as well as several municipalities surrounding the city. The ten largest customers are: Saginaw, Thomas, Frankenmuth, Buena Vista, Bridgeport, Tittabawassee, Kochville, and Birch Run Townships, North American Op/BV, James, Swan Creek, and St. Charles.

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	16,419,000	CROSS CONNECTIONS	72,257
INTEREST AND RENTS	141,000	WATER ADMINISTRATION	1,475,639
OTHER REVENUES	15,874,844	ENGINEERING ADMINISTRATION	406,924
		PROCESS CONTROL SYSTEMS	234,705
		METER MAINT. & SERVICE	513,452
		MAINTENANCE & SERVICE	2,922,882
		TREATMENT & PUMPING	6,043,285
		RAW WATER	1,326,289
		WATER SURPLUS	2,164,000
		WATER BOND CONSTRUCTION	13,776,000
		DEBT SERVICE	2,923,984
		CUSTOMER ACCOUNTING	553,574
		TRANSFERS	21,853
TOTAL RESOURCES	<u><u>32,434,844</u></u>	TOTAL APPROPRIATIONS	<u><u>32,434,844</u></u>

WATER OPERATIONS AND MAINTENANCE

REVENUE BUDGET SUMMARY

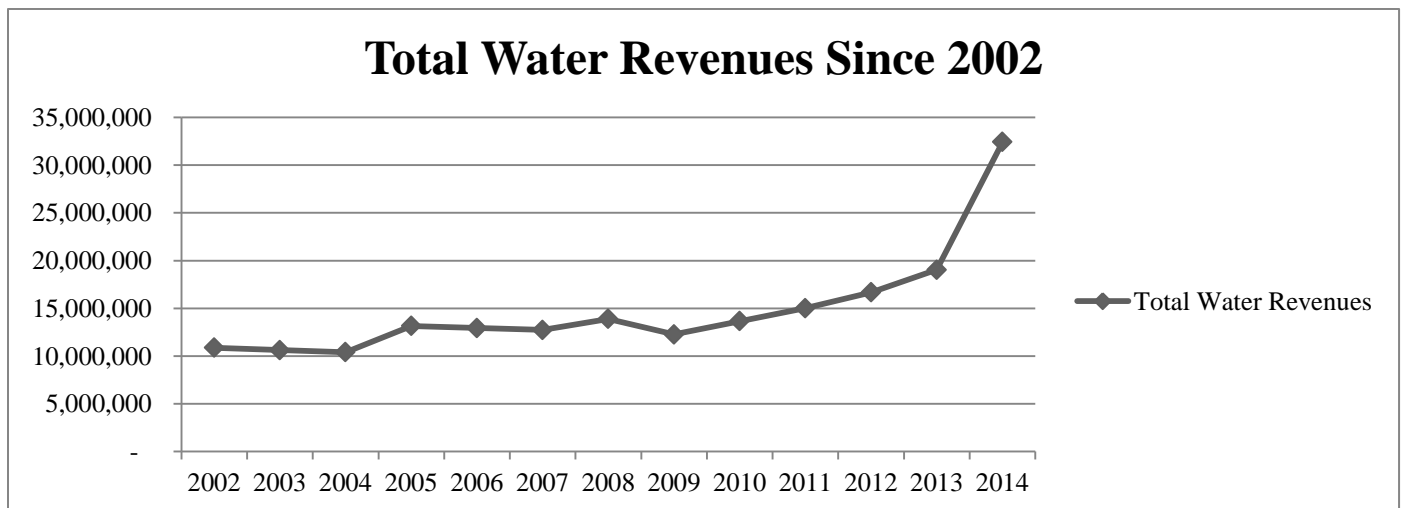
The Water Operations and Maintenance Fund’s major revenue sources are charges based upon the size of the meter, “readiness-to-serve charges” and the quantity of water consumed, “commodity charges”. The net rate charged for treated and filtered water to consumers within the limits of the City is the sum of the readiness-to-serve and the commodity charge. Other revenue sources are: sale of junk, turn on charges, material and services, interest, interest on investments, interest and penalties, gain on bond refunding, and available and unrestricted retained earnings.

For FY 2013/2014, the Water Operations and Maintenance Fund’s revenues are projected to increase \$10,246,432, or 46.18% from the FY 2012/2013 approved budget. This increase is primarily associated with the recognition of the \$10,570,000 in Water Supply System Revenue Bond for the purpose of acquiring and constructing improvements to the City’s Water Supply System. Likewise, in FY 2014, the water and water connection fees are expected to increase. This increase is due to the unusually high sale of water from the abnormally dry summer of 2012.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Grants	0	214	0	0	0	0	0
Services - Sales	13,504,686	14,778,846	16,462,308	15,414,000	15,417,864	15,496,562	16,419,000
Interest and Rents	154,016	175,308	153,539	141,000	165,425	192,263	141,000
Other Revenues	6,355	67,800	67,563	6,633,412	8,303,864	3,354,934	15,874,844
Total Revenues	13,665,057	15,022,168	16,683,410	22,188,412	23,883,289	19,043,759	32,434,844

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. The steady incline from FY 2010 that continued through FY 2011 is due in large part to the City increasing the residential, commercial, and industrial water rates that began in July 1, 2009 and July 1, 2010. Rate increases will

continue for the next few years. Additionally as already stated above, in 2012 the City issued \$10,570,000 Water Supply System Revenue Bonds, Series 2011 A for the purpose of paying for the cost of acquiring and constructing improvements to the City's Water Supply System. The City will utilize these monies during FY 2013. The FY 2014 revenues are projected to increase due to the high sale water for the previous unusually dry summer. This does not represent a rate increase. This increase is based on historical trends.

DETAIL REVENUES ANALYSIS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Miscellaneous Federal Grant	0	214	0	0	0	0	0
Sale of Junk	11,392	17,813	74,219	20,000	20,000	13,643	20,000
Turn on Charges	3,553	2,652	2,782	4,000	7,864	10,466	4,000
Water	13,104,957	14,386,620	15,962,663	15,000,000	15,000,000	15,193,426	16,000,000
Water Connections	4,411	16,812	20,620	15,000	15,000	15,846	20,000
Materials & Services	380,373	354,949	402,024	375,000	375,000	263,181	375,000
Interest on Investments	34,734	24,062	(2,401)	30,000	30,000	28,884	30,000
Dividends	636	1,868	1,348	0	1,182	1,423	0
Interest on Spec. Asmts.	0	5,415	5,982	1,000	1,000	0	1,000
Interest and Penalties	118,646	143,963	148,610	110,000	133,243	161,956	110,000
Sale of Property Items	0	0	0	0	0	1,461	0
Special Assessments	504	1,704	3,119	0	1,455	1,182	0
Surplus Receipts	210	169	135	0	0	63	0
Insurance Proceeds	5,990	0	426	0	0	0	0
Reimbursement	0	65,865	63,729	0	0	197	0
Gain/Loss on Invest.	(349)	62	154	0	0	(8,263)	0
Bond Proceeds	0	0	0	0	0	0	10,000,000
Use of Fund Equity	0	0	0	6,633,412	8,298,545	3,360,294	5,874,844
Totals	13,665,057	15,022,168	16,683,410	22,188,412	23,883,289	19,043,759	32,434,844

WATER OPERATIONS AND MAINTENANCE

EXPENDITURE BUDGET SUMMARY

The total Water Operations and Maintenance Fund will increase \$10,246,432, or 46.18% from the 2012/2013 approved budgeted levels. *Personnel Services* will increase overall by \$374,672, or 5.71%. The increase in this category is predominately due to increases in retiree healthcare, a 19.50% increase to the MERS pension obligation, 12.00% increase to the short-term, long-term disability and life insurance. This increase in benefit rates will be offset by the elimination in the Michigan Claims Tax, which in the previous fiscal year was recognized as a stand-alone expenditure. *(The personnel complement changes are listed in detail under Summary of Positions.)*

Operating Expenses are expected to increase \$9,688,600, or 84.61% from FY 2012/2013. This increase is largely due to the Water Bond Construction projects expected in FY 2014. In addition, the following construction projects will be underway: Michigan Avenue, Fordney Street, Ezra Rust Drive, East Genesee Avenue, parking lot resurfacing, clean, line and replace low flowing water mains, and Kochville pump and piping improvements. Other

increases include the following: professional service fees for the testing and surveying for Ezra Rust Drive and Fordney Street; and for additional asbestos inspections; engineering services for the Clearwell inspections, information management charges, operating services fees for lead and copper and UCMR 3 regulatory testing, 6.00% increase to the general liability insurance, fleet charges, and training and development for the AutoCAD training.

Capital Outlay will increase \$135,400 or 10.60%. This is attributable to a request to purchase a server enclosure, continued replacement of water meters, ongoing projects at the Water Treatment Plant that are required by the bond covenants, the purchase of laboratory equipment due to equipment failures, and various other capital purchases.

The category of *Miscellaneous* will increase \$47,700, or 1.65% from the 2013 approved budgeted levels. This increase is due to the funds required contribution for the Deficit Elimination Plan for the Celebration Park Fund and the increase to the Saginaw Midland Water bond payment.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
3867 Cross Connection	249,632	123,773	96,778	59,256	57,256	60,307	72,257
4710 Water Administration	3,919,041	3,690,961	3,121,629	2,217,905	3,602,927	3,495,270	1,475,639
4711 Engineering Administration	176,010	303,341	301,582	333,005	333,005	319,725	406,924
4715 Process Control Systems	126,616	112,853	160,294	199,922	257,509	169,296	234,705
4720 Meter Maint. and Service	380,379	449,644	456,598	472,036	507,036	390,983	513,452
4721 Maintenance and Services	1,966,763	1,904,078	1,973,832	2,610,547	2,537,160	2,007,501	2,922,882
4730 Treatment and Pumping	3,886,831	4,270,867	4,186,069	5,485,205	5,485,205	4,505,674	6,043,285
4735 Raw Water	1,138,246	1,236,454	1,260,090	1,326,289	1,326,289	1,257,253	1,326,289
4740 Water Surplus	39,990	15,807	25,782	1,673,400	1,721,729	688,643	2,164,000
4741 Water Bond Construction	18,413	59,818	35,572	4,446,000	4,524,902	1,650,173	13,776,000
4745 Debt Service	1,372,663	966,187	1,118,960	2,889,380	3,045,944	4,060,430	2,923,984
5310 Customer Accounting	379,252	381,692	431,443	466,710	470,663	424,840	553,574
9660 Transfers	37,633	38,123	19,062	8,757	13,664	13,664	21,853
Totals	13,691,469	13,553,598	13,187,691	22,188,412	23,883,289	19,043,759	32,434,844

FUNDING LEVEL BY CATEGORY

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	6,173,328	6,266,210	5,863,573	6,561,601	6,561,601	6,146,780	6,936,273
Operating Expenses	6,063,139	6,205,125	6,144,207	11,450,974	12,860,172	8,566,575	21,139,634
Capital Outlay	44,706	77,953	41,889	1,277,700	1,401,908	256,310	1,413,100
Miscellaneous	1,410,296	1,004,310	1,138,022	2,898,137	3,059,608	4,074,094	2,945,837
Total Expenditures	13,691,469	13,553,598	13,187,691	22,188,412	23,883,289	19,043,759	32,434,844

SUMMARY OF POSITIONS

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3867 Cross Connection	2.00	1.00	1.00	0.50	0.50	0.50	0.50
4710 Water Administration	1.47	1.47	1.47	1.85	1.85	1.85	1.85
4711 Engineering Administration	2.99	2.46	2.49	3.07	3.07	3.07	3.00
4715 Process Control System	2.00	1.00	1.00	1.00	1.00	1.00	1.00
4720 Meter Maint. and Service	6.50	4.00	4.00	4.00	4.00	4.00	3.25
4721 Maintenance and Service	17.38	18.00	18.00	16.25	16.25	16.25	16.00
4730 Treatment and Pumping	36.00	33.25	33.25	34.10	34.10	34.10	36.50
Total Positions	68.34	68.34	61.21	60.77	60.77	60.77	62.10

The total Water Operations and Maintenance Fund’s personnel complement will increase 1.33 FTE from the FY 2013 budgeted levels. The following is an explanation of the complement changes by divisions. The Engineering Administration division will decrease by .07 positions. This decrease is due to .55 reductions to the Engineering Assistant positions. This reduction will be offset by a .48 increase to the Engineering Technician position. In addition, in FY 2014 one of the Engineering Assistant will be reclassified to an Engineering Assistant/Energy Coordinator. The Meter Maintenance and Service division will decrease .75 positions from the previous year. This reduction is due to elimination of a Crossover Operator from the personnel complement. This reduction will be offset by the addition of .25 of the Utilities Person II position. The Maintenance and Service division will decrease a net .25 positions. This reduction is

attributed to the elimination of 3.25 Crossover Operator positions, which were replaced by 3.50 Utilities Person I positions. In addition, .50 of a Custodial Worker (PT) and Skilled Clerical (PT) will be shared with Sewer O&M - Maintenance and Services. To further offset the reduction, .50 of a Mechanical Repairperson II will be added from the Motor Pool Operations Division. This employee will work directly on vehicles assigned to Maintenance and Services. The Treatment and Pumping division will increase overall 2.40 full time positions from the previous fiscal year. This increase is due in large part to the addition of 2.00 part-time Laborers and .50 of a Mechanical Repairperson II from the Motor Pool Operations Division. This employee will work directly on vehicles assigned to Treatment and Pumping division. This divisional increase will be offset by the elimination of .10 Public Safety Police Officer.

The employees listed under Water Operations and Maintenance Fund’s Customer Accounting Division is a part of the Department of Fiscal Services. The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

591-3867 Cross Connection

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	22,303	Utilities Person III	0.50	22,303
Overtime	1,500			
Fringe Benefits	32,945	Total Personnel	<u>0.50</u>	<u>22,303</u>
TOTAL	<u>56,748</u>	Overtime		<u>1,500</u>
OPERATING EXPENSES				
Supplies	150	FICA		1,821
Internal Services	14,359	Healthcare Benefits - Active		10,953
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		20,171
Maintenance Fees	1,000	Total Fringe Benefits		<u>32,945</u>
Other Contracted Fees	0			
TOTAL	<u>15,509</u>	TOTAL	<u>0.50</u>	<u>56,748</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>72,257</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

591-4710 Water Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	130,730	Director of Public Services	0.45	41,505
Overtime	500	Director of Water &		
Fringe Benefits	654,989	Wastewater Services	0.50	46,117
		Staff Professionals	0.90	43,108
TOTAL	786,219	Total Personnel	1.85	130,730
OPERATING EXPENSES				
		Overtime		500
Supplies	2,000			
Internal Services	540,409			
Other Services		FICA		9,918
Professional Fees	135,241	Healthcare Benefits - Active		24,881
Maintenance Fees	2,570	Healthcare Benefits - Retirees		547,154
Other Contracted Fees	9,200	Pension		73,036
TOTAL	689,420	Total Fringe Benefits		654,989
CAPITAL OUTLAY	0	TOTAL	1.85	786,219
TOTAL	0			
TOTAL APPROPRIATION	1,475,639			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

591-4711 Engineering Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	148,968	City Engineer	0.20	15,895
Overtime	30,000	Engineering Office Super.	0.25	15,356
Fringe Benefits	171,167	Traffic Foreman	0.10	5,690
		Transportation Engineer Asst	0.10	4,810
		Engineering Technician I	0.80	38,270
		Engineering Assistant	0.50	23,648
		Engineering Asst/Energy Coordinator	0.35	17,525
		Traffic Maint. Tech. II	0.15	6,139
		Traffic Maint. Tech. I	0.30	11,037
		Administrative Professional	0.25	10,598
TOTAL	350,135			
OPERATING EXPENSES				
Supplies	1,500			
Internal Services	47,989	Total Personnel	3.00	148,968
Other Services				
Professional Fees	0			
Maintenance Fees	0	Overtime		30,000
Other Contracted Fees	3,300			
		FICA		13,734
		Healthcare Benefits - Active		36,046
		Healthcare Benefits - Retirees		0
		Pension		121,387
TOTAL	52,789	Total Fringe Benefits		171,167
CAPITAL OUTLAY				
	4,000			
TOTAL	4,000			
TOTAL APPROPRIATION	406,924	TOTAL	3.00	350,135

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

591-4715 Process Control Systems

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	59,148	Instrument & Control Admin.	0.50	35,388
Overtime	1,000	Instrument & Control Tech	0.50	23,760
Fringe Benefits	61,229			
TOTAL	121,377	Total Personnel	1.00	59,148
		Overtime		1,000
OPERATING EXPENSES				
Supplies	15,000	FICA		4,602
Internal Services	20,278	Healthcare Benefits - Active		16,338
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	50,500	Pension		40,289
Maintenance Fees	5,550			
Other Contracted Fees	7,000	Total Fringe Benefits		61,229
TOTAL	98,328	TOTAL	1.00	121,377
CAPITAL OUTLAY	15,000			
TOTAL	15,000			
TOTAL APPROPRIATION	234,705			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

591-4720 Water Metering Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	154,445	Maint. & Service Admin.	0.25	19,223
Overtime	12,964	ROW Utilities Foreman	0.50	26,606
Fringe Benefits	205,975	Mech Equip Repairperson II	0.25	11,086
		Utilities Person III	0.25	11,111
		Utilities Person II	1.50	64,778
		Crossover Operators	0.50	21,641
TOTAL	373,384	Total Personnel	3.25	154,445
OPERATING EXPENSES				
Supplies	8,500	Overtime		12,964
Internal Services	62,818			
Other Services		FICA		12,780
Professional Fees	20,000	Healthcare Benefits - Active		62,885
Maintenance Fees	13,750	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		130,310
TOTAL	105,068	Total Fringe Benefits		205,975
CAPITAL OUTLAY	35,000			
TOTAL	35,000	TOTAL	3.25	373,384
TOTAL APPROPRIATION	513,452			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

591-4721 Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	593,119	Maint. & Service Admin.	0.25	19,223
Overtime	56,964	ROW Utilities Foreman	0.50	26,631
Fringe Benefits	827,763	Mech Equip Repairperson II	0.75	33,027
		Administrative Professional	0.50	21,196
		Utilities Person III	1.00	44,736
		Utilities Person II	3.50	149,860
		Utilities Person I	3.50	143,509
		Crossover Operator	3.00	129,509
		Custodial Worker (PT)	0.50	9,360
		Skilled Clerical (PT)	0.50	8,372
		Laborer (Temp)	2.00	7,696
TOTAL	1,477,846	Total Personnel	16.00	593,119
OPERATING EXPENSES				
Supplies	674,600	Overtime		56,964
Internal Services	243,652	FICA		49,185
Other Services		Healthcare Benefits - Active		259,869
Professional Fees	292,081	Healthcare Benefits - Retirees		0
Maintenance Fees	200,223	Pension		518,709
Other Contracted Fees	17,580	Total Fringe Benefits		827,763
TOTAL	1,428,136	TOTAL	16.00	1,477,846
CAPITAL OUTLAY				
	16,900			
TOTAL	16,900			
TOTAL APPROPRIATION				
	2,922,882			

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

591-4730 Treatment & Pumping

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,475,183	Superintendent of Water Tmt	1.00	76,893
Overtime	80,958	Asst Super of Water Tmt	1.00	65,377
Fringe Benefits	1,887,607	Chief Chemist	1.00	59,062
		Operating Foreman	5.00	256,821
TOTAL	3,443,748	Plant Mtce Foreman	1.00	60,410
		Biologist	1.00	49,164
		Plant Mtce Electrician II	1.00	51,242
OPERATING EXPENSES				
		Plant Mtce Electrician I	2.00	90,543
Supplies	584,850	Filtration Plant Mtce III	3.00	129,436
Internal Services	498,466	Filtration Plant Mtce II	3.00	111,055
Other Services		Plant Mtce Mechanic A	1.00	49,784
Professional Fees	252,864	Plant Operator A	5.00	209,034
Maintenance Fees	1,016,840	Equipment & Safety Specialist	1.00	43,241
Other Contracted Fees	47,317	Mech Equip Repairperson II	0.50	22,481
TOTAL	2,400,337	Administrative Professional	1.00	41,672
		Laboratory Technician	1.00	43,933
		Stock Clerk WT	1.00	35,857
		Custodial Worker A	1.00	35,369
		Skilled Clerical (PT)	1.00	16,744
CAPITAL OUTLAY	199,200	Laborer (Temp)	5.00	27,065
TOTAL	199,200	Total Personnel	36.50	1,475,183
TOTAL APPROPRIATION				
	6,043,285	Overtime		80,958
		FICA		119,608
		Healthcare Benefits - Active		423,174
		Healthcare Benefits - Retirees		117,387
		Pension		1,227,438
		Total Fringe Benefits		1,887,607
		TOTAL	36.50	3,443,748

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

591-5310 Customer Accounting

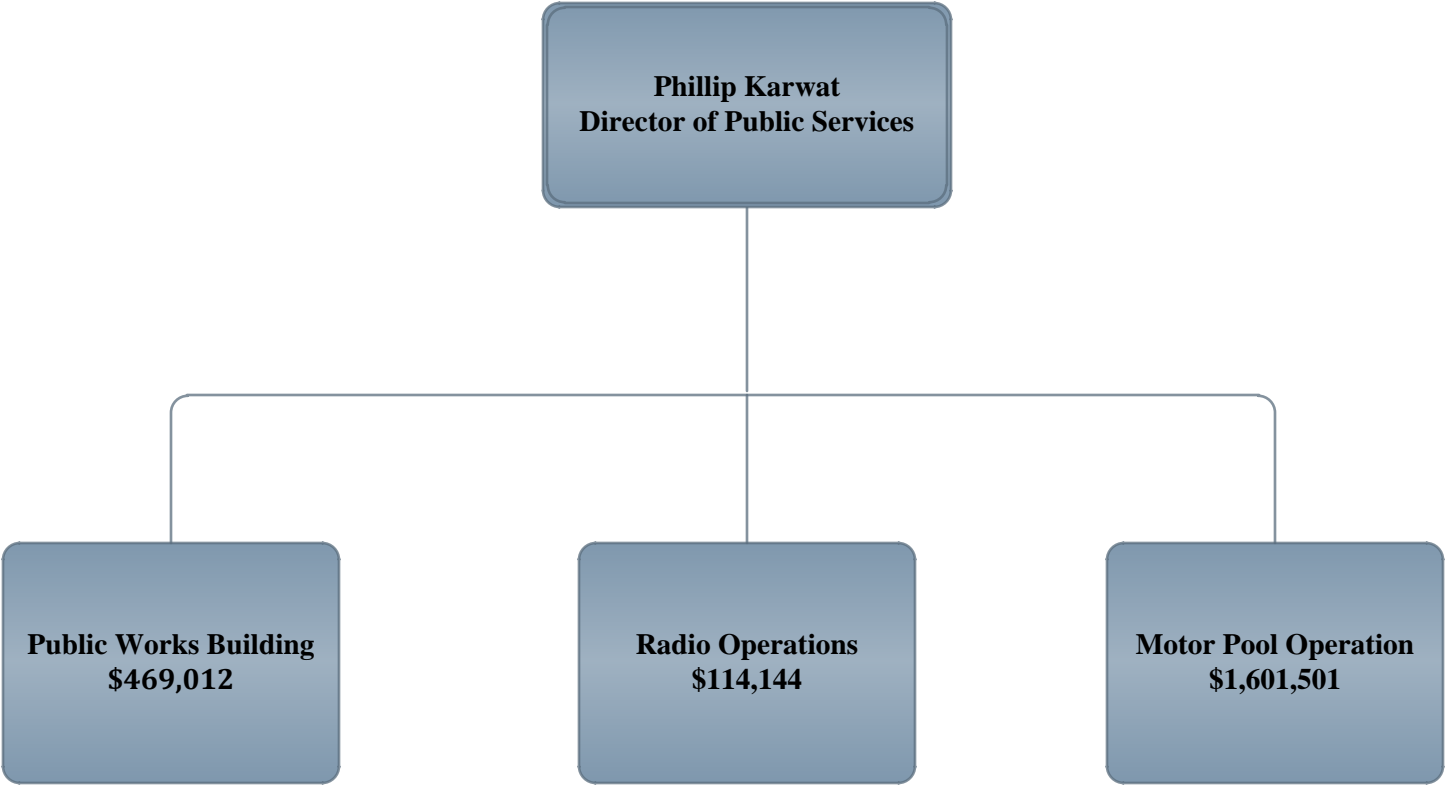
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	132,413	Admin of Utilities Account	0.50	28,450
Overtime	0	Office Assistant III	2.00	70,552
Fringe Benefits	194,403	Customer Service Coordinator	0.37	11,033
		Customer Service Rep	0.74	22,378
TOTAL	326,816	Total Personnel	3.61	132,413
OPERATING EXPENSES		Overtime		0
Supplies	1,500	FICA		10,102
Provision for Losses	88,514	Healthcare Benefits - Active		41,801
Internal Services	74,144	Healthcare Benefits - Retirees		0
Other Services		Pension		142,500
Professional Fees	42,000	Total Fringe Benefits		194,403
Maintenance Fees	19,650			
Other Contracted Fees	950			
TOTAL	226,758	TOTAL	3.61	326,816
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	553,574			



INTERNAL SERVICE FUNDS

PUBLIC WORKS BUILDING
TECHNICAL SERVICES – GIS
TECHNICAL SERVICES – IS
RADIO OPERATIONS
MOTOR POOL OPERATIONS
SELF-INSURANCE
WORKERS' COMPENSATION

CITY OF SAGINAW
DEPARTMENT OF PUBLIC SERVICES – INTERNAL SERVICE FUNDS



**PUBLIC WORKS BUILDING (641)
 RESOURCE ALLOCATION
 2013/2014 APPROVED BUDGET**

This fund was established to account for all operating and capital expenditures required to maintain the Public Works Service Center. Rent is charged to the departments occupying the building based on square footage.

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	469,012	PUBLIC WORKS BUILDING	469,012
TOTAL RESOURCES	<u>469,012</u>	TOTAL APPROPRIATIONS	<u>469,012</u>

PUBLIC WORKS BUILDING FUND

REVENUE BUDGET SUMMARY

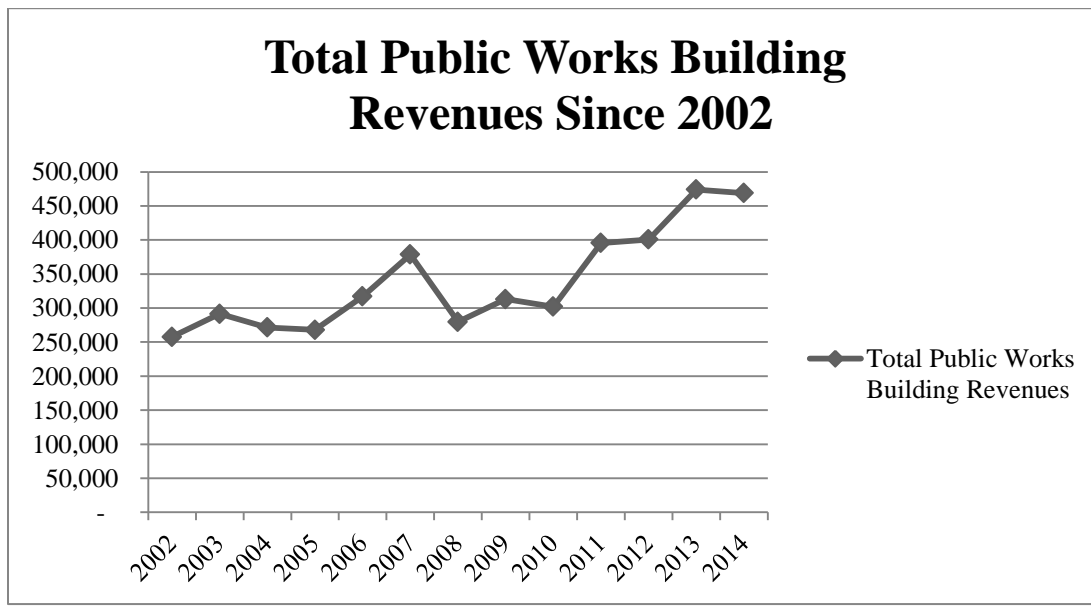
The Public Works Building Fund is considered an Internal Service fund for the City of Saginaw. This means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The only source of revenue for this fund is “Charge for Services”, which is anticipated to be \$469,012 in FY 2014. This fund was established to

account for all operating and capital expenditures to maintain the Public Works Service Center. Rent is charged to the departments occupying the building based on square footage. The Public Works Building will increase by 3.78% or \$17,109 for FY 2014 Approved Budget.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Services - Sales	301,930	392,725	400,894	451,903	453,007	474,121	469,012
Interest and Rents	32	243	(145)	0	0	(132)	0
Other Revenues	23	2,562	6	0	0	11	0
Total Revenues	301,985	395,530	400,755	451,903	453,007	474,000	469,012

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues, and FY 2014 Approved Revenues. From FY 2002-2005 there has been minimal fluctuation in the revenues collected for this fund. From 2006 through 2007 there is a slight increase in revenues yearly due to the increase in internal service charges collected for rent of the public services building. There was a \$98,971 drop in revenues from 2007 to 2008 with little fluctuation between 2008 and 2010. In FY 2011, revenue began increasing steadily. FY 2014 will see one of the highest revenue projected in, at least, the last 12 years. It is second only to the previous year, FY 2013, when internal service charges collected for the rent of the public services building increased to cover the costs associated with operating and maintaining the building.

EXPENDITURE BUDGET SUMMARY

The total Public Works Building Fund expenditures will be \$469,012 for FY 2014. The fund will increase by \$17,109 or 3.78% from FY 2013. *Personnel Services* will decrease by \$9,758 or -4.50% in FY 2014. The personnel complement will decrease by .35 of a position from the 2013 budgeted levels. Approximately, .20 of the Custodial Worker and .15 of the Maintenance Person II has been moved to General Fund’s Facilities division. *Operating Expenses* will be \$252,975 for the upcoming

year. This represents a \$26,867, or 11.88% increase from the FY 2013 Approved Budget. These increases can be attributed to increases in motor pool charges, general liability insurance, general repairs and utilities. *Capital Outlay* will remain the same for the FY 2014 Approved Budget as the FY 2013 Approved Budget. For the category of *Miscellaneous Expenditures*, there are no expenditures in FY 2014.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
4439 Public Works Building	301,586	394,477	400,229.00	451,903	453,007	357,412	469,012
9660 Transfers	1,038	1,052	0	0	0	0	0
Total Expenditures	302,624	395,529	400,229	451,903	453,007	357,412	469,012

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	115,299	190,713	201,852	214,904	214,904	184,781	205,146
Operating Expenses	186,287	203,764	198,377	226,108	226,108	172,631	252,975
Capital Outlay	0	0	0	10,891	11,995	0	10,891
Miscellaneous	1,038	1,052	0	0	0	0	0
Total Expenditures	302,624	395,529	400,229	451,903	453,007	357,412	469,012

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
4439 Public Works Building	2.50	3.00	3.5	3.15	3.15	3.15	2.80
Total Positions	2.50	3.00	3.50	3.15	3.15	3.15	2.80

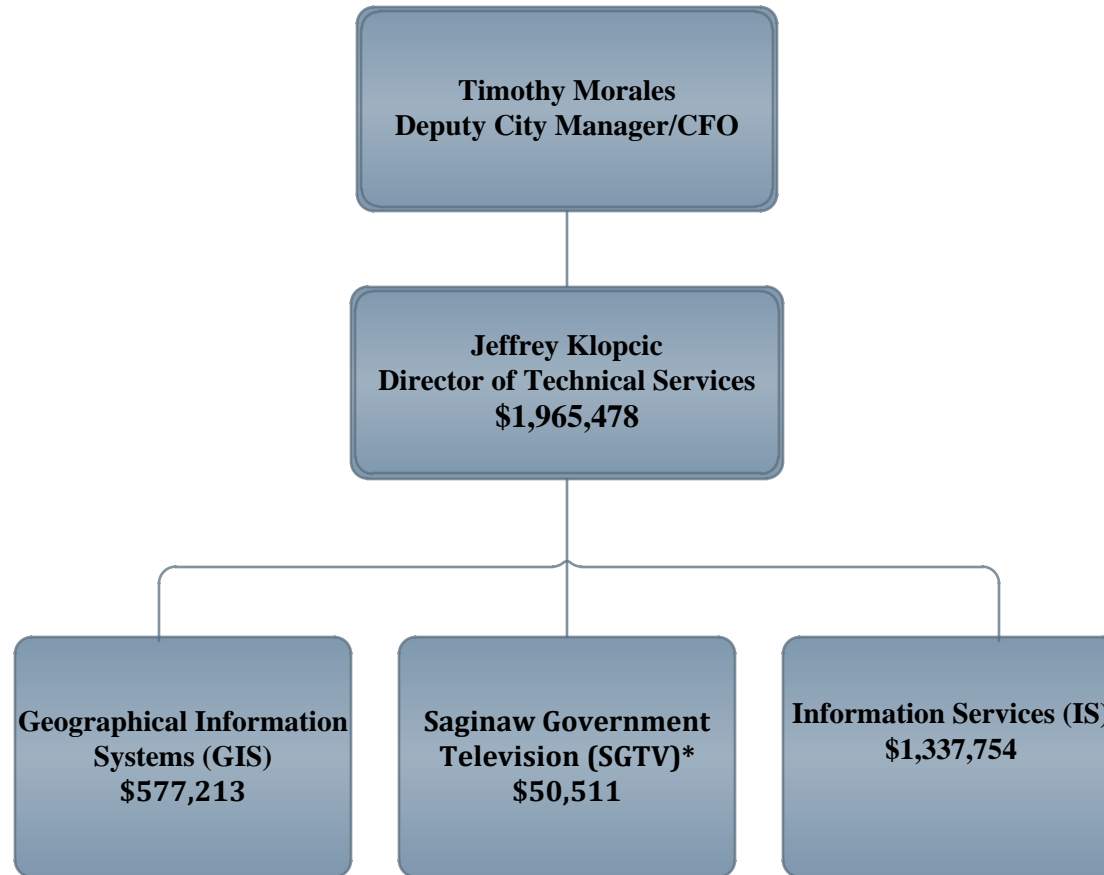
The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

641-4439 Public Works Building

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	98,685	Facilities Administrator	0.30	20,156
Overtime	3,000	Labor Foreman	0.30	14,348
Fringe Benefits	103,461	Maintenance Person II	0.85	36,177
		Parks/Maint. Person II	0.15	6,330
		Custodial Worker (PT)	0.80	14,976
		Skilled Clerical (PT)	0.40	6,698
TOTAL	205,146			
		Total Personnel	2.80	98,685
OPERATING EXPENSES				
Supplies	20,085	Overtime		3,000
Internal Services	7,377			
Other Services				
Professional Fees	34,847	FICA		6,832
Maintenance Fees	190,666	Healthcare Benefits - Active		32,155
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
		Pension		64,474
TOTAL	252,975			
		Total Fringe Benefits		103,461
CAPITAL OUTLAY	10,891			
		TOTAL	2.80	205,146
TOTAL	10,891			
TOTAL APPROPRIATION	469,012			

CITY OF SAGINAW
DEPARTMENT OF TECHNICAL SERVICES – INTERNAL SERVICE FUNDS



**SGTV is accounted for in the General Government division of the General Fund.*

DEPARTMENT OF TECHNICAL SERVICES (650)
GEOGRAPHICAL INFORMATION SYSTEMS
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

The TE-GIS fund is used to account for the development and operation of the citywide geographical information. Money for operation of this fund is supplied mainly from contributions from other city funds

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	28,500	GEOGRAPHICAL INFORMATION SYSTEMS	490,112
CHARGE FOR SERVICES	451,348	CALL CENTER	65,248
OTHER REVENUES	97,365	TRANSFERS	21,853
TOTAL RESOURCES	<u><u>577,213</u></u>	TOTAL APPROPRIATIONS	<u><u>577,213</u></u>

**DEPARTMENT OF TECHNICAL SERVICES –
GEOGRAPHICAL INFORMATION SYSTEM (GIS)**

REVENUE BUDGET SUMMARY

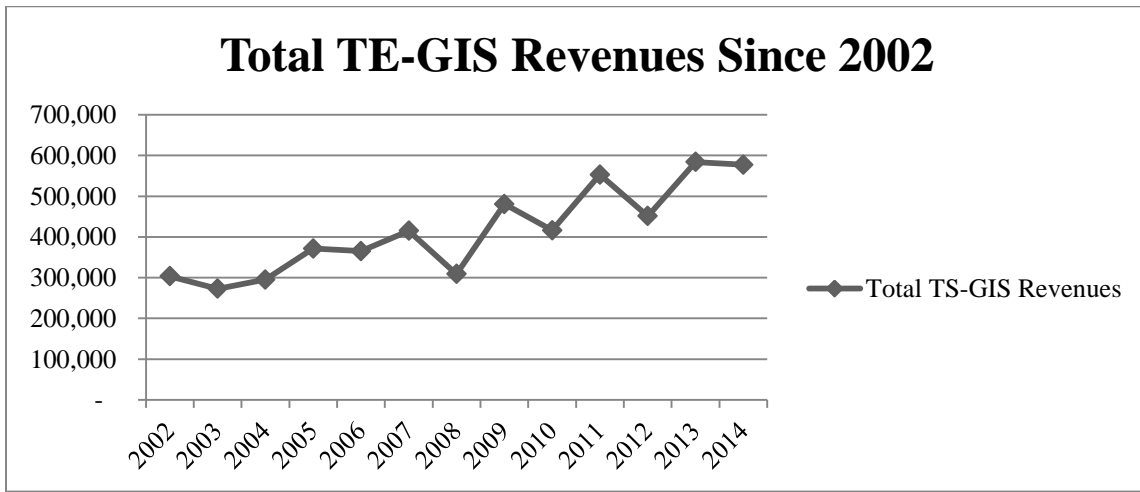
The Department of Technical Services - Geographical Information Services (GIS) Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenue source for this fund is “Charge for Services”, which is anticipated to be \$451,348 in FY 2014. This fund is used to account for the development

and operation of the citywide geographical information system. Money for operation of this fund is supplied mainly from contributions from other city funds. For FY 2014, the TS-GIS Fund’s total revenues will be \$577,213. This is an increase of \$12,885, or 2.29%, from the previous fiscal year. This increase is attributed to an increase in the appropriation of fund reserves to cover the cost of service.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Services - Sales	74,944	84,656	22,698	28,500	28,500	28,755	28,500
Charges for Services	334,663	428,288	388,592	494,130	494,130	513,255	451,348
Other Revenues	6,627	39,846	40,055	41,698	49,058	42,026	97,365
Total Revenues	416,234	552,790	451,345	564,328	571,688	584,036	577,213

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues, and the FY 2014 Approved Revenues. From FY 2002-2004 there was minimal fluctuation in the revenues collected for this fund. In 2005, revenue increased slightly due to outside parties contracting with the City for GIS services. There was another slight increase in 2007 when the TE - GIS began conducting environmental assessments for the City’s Inspection division. In 2008 there was a dramatic decrease in the request for GIS services throughout the region, but this rebounded for 2009. From 2010 to 2011, there is a significant increase in revenues, which can be attributed to TE - GIS receiving additional monies from the Development Department for NSP II mapping services. Revenues have been slightly tumultuous, moving up and down year-to-year since 2007. FY 2014 will see a slight increase of 2.29% with the use of fund reserves.

EXPENDITURE BUDGET SUMMARY

The total TS-GIS Fund expenditures will be \$577,213 for FY 2014. This is a budget increase of \$12,885 from the FY 2013 approved budgeted. *Personnel Services* are projected to increase by 9.97% or \$40,541 in FY 2014. The personnel complement will increase by one PT employee to 6.50, with the addition of a Skilled Clerical employee in the Call Center Division. *Operating Expenses* will be \$103,127 for the upcoming year. This represents a \$29,376, or 22.00% decrease. This can be attributed to the elimination of the GIS internal charges for the GIS Division. This decrease will

be offset by a large increase in the information management charge. *Capital Outlay* expenditures will be \$5,000. This is a reduction of \$7,000. The savings realized from this reduction will be used for a portion of this fund’s contribution to Celebration Park. The category of *Miscellaneous Expenditures* will be \$21,853 for the upcoming year. This is an increase of \$8,720 from FY 2013. This allocation is for this fund’s contribution to the Celebration Park Deficit Elimination Plan.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1738 GIS	427,107	430,136	440,496	503,988	504,988	488,639	490,112
1739 Call Center	0	13,858	31,197	47,207	46,207	41,905	65,248
8559 Increase in Fund Equity	0	0	0	0	0	0	0
9660 Transfers	1,038	1,052	526	13,133	20,493	20,493	21,853
Total Expenditures	428,145	445,046	472,219	564,328	571,688	551,037	577,213

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	348,430	338,994	375,758	406,692	406,692	406,858	447,233
Operating Expenses	77,386	101,598	93,074	132,503	140,003	122,662	103,127
Capital Outlay	1,291	3,402	2,861	12,000	4,500	1,024	5,000
Miscellaneous	1,038	1,052	526	13,133	20,493	20,493	21,853
Total Expenditures	428,145	445,046	472,219	564,328	571,688	551,037	577,213

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1738 TS - GIS	4.00	3.50	3.50	3.50	3.50	3.50	3.50
1739 Call Center	0.00	0.00	1.00	2.00	2.00	2.00	3.00
Total Positions	4.00	3.50	4.50	5.50	5.50	5.50	6.50

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

650-1738 TS - GIS

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2013/ 2014 BUDGET ALLOCATION
Salaries	189,197	Technical Services	
Overtime	5,000	Director	0.50 44,883
Fringe Benefits	210,025	GIS Analyst	1.00 56,004
TOTAL	404,222	Info. Technology Analyst	1.00 47,382
		GIS Technician	1.00 40,928
		Total Personnel	3.50 189,197
OPERATING EXPENSES			
Supplies	6,000	Overtime	5,000
Internal Services	38,774		
Other Services		FICA	14,657
Professional Fees	30,166	Healthcare Benefits - Active	52,257
Maintenance Fees	5,200	Healthcare Benefits - Retirees	0
Other Contracted Fees	2,750	Pension	143,111
TOTAL	82,890	Total Fringe Benefits	210,025
CAPITAL OUTLAY			
	3,000	TOTAL	3.50 404,222
TOTAL	3,000		
TOTAL APPROPRIATION	490,112		

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

650-1739 Call Center

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	39,968	Skilled Clerical (PT)	3.00	39,968
Overtime	0			
Fringe Benefits	3,043	Total Personnel	<u>3.00</u>	<u>39,968</u>
TOTAL	<u>43,011</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		3,043
Supplies	1,200	Healthcare Benefits - Active		0
Internal Services	17,287	Healthcare Benefits - Retirees		0
Other Services		Pension		0
Professional Fees	500	Total Fringe Benefits		<u>3,043</u>
Maintenance Fees	1,250			
Other Contracted Fees	0			
TOTAL	<u>20,237</u>	TOTAL	<u>3.00</u>	<u>43,011</u>
CAPITAL OUTLAY	2,000			
TOTAL	<u>2,000</u>			
TOTAL APPROPRIATION	<u><u>65,248</u></u>			

**DEPARTMENT OF TECHNICAL SERVICES (658)
 INFORMATION SERVICES
 RESOURCE ALLOCATION
 2013/2014 APPROVED BUDGET**

Computer and information services are provided to the City operating departments through this fund. The operation is financed by service charges levied against user departments and service contracts with other governmental entities.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,337,754	INFORMATION SERVICES	1,315,901
		TRANSFERS	21,853
TOTAL RESOURCES	<u><u>1,337,754</u></u>	TOTAL APPROPRIATIONS	<u><u>1,337,754</u></u>

DEPARTMENT OF TECHNICAL SERVICES – INFORMATION SERVICES (IS)

REVENUE BUDGET SUMMARY

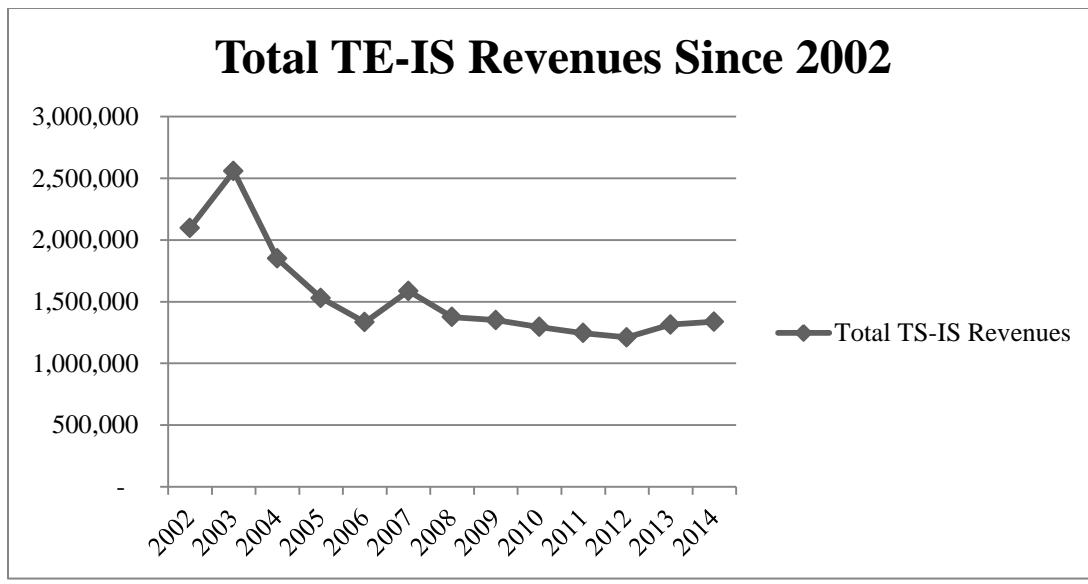
The Department of Technical Services - Information Services (IS) Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenue source for this fund is “Service - Sales”, which is anticipated to be \$1,337,754 in FY

2014. Computer and information services are provided to the City operating departments through this fund. The operation is financed by service charges levied against user departments and service contracts with other governmental agencies. For FY 2014, the TE-IS Fund’s total revenues will be \$1,337,754. This is an increase of \$34,392 from FY 2013.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Services - Sales	1,294,929	1,214,501	1,210,357	1,303,362	1,303,362	1,314,570	1,337,754
Interest and Rents	234	316	(313)	0	0	0	0
Charges for Services	0	0	0	0	0	0	0
Other Revenues	0	31,261	0	0	7,360	174	0
Total Revenues	1,295,163	1,246,078	1,210,044	1,303,362	1,310,722	1,314,606	1,337,754

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues, and FY 2014 Approved Revenues. From FY 2003-2006 there was a constant decrease in revenues. This decline in revenues was attributed to a reduction in the amount charged to user departments for services provided. However, from 2006-2007, these fees increased slightly. Revenues for this fund have stabilized and remained relatively the same from 2008 to 2014.

EXPENDITURE BUDGET SUMMARY

The total TS-IS Fund expenditures will be \$1,337,754 for FY 2014. This is an increase of \$34,392 from the FY 2013 approved budgeted levels. *Personnel Services* is projected to increase by \$3,357, or .57%, in FY 2014. This is attributed to a higher-than-expected pension valuation as well as normal contractual increases. *Operating Expenses* will be \$688,527 for the upcoming year. This represents an increase of \$29,315. This can be attributed to costs associated with the City’s transition

to BS&A computer software. *Capital Outlay* will be \$33,000 for FY 2014. This is a reduction of \$7,000. However, this funding will be used mainly for BS&A implementation. The category of *Miscellaneous Expenditures* will be \$21,853 for the upcoming year. This increase is due to an increased transfer to Celebration Park as required in the Celebration Park Deficit Elimination Plan.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1720 Information Services	1,292,921	1,206,105	1,189,689	1,290,229	1,290,229	1,199,333	1,315,901
9660 Transfers	4,043	4,096	2,048	13,133	20,493	20,493	21,853
Total Expenditures	1,296,964	1,210,201	1,191,737	1,303,362	1,310,722	1,219,826	1,337,754

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	678,980	621,138	675,414	591,017	591,017	583,639	594,374
Operating Expenses	608,158	570,552	511,525	659,212	680,712	604,541	688,527
Capital Outlay	5,783	14,415	2,750	40,000	18,500	11,153	33,000
Miscellaneous	4,043	4,096	2,048	13,133	20,493	20,493	21,853
Total Expenditures	1,296,964	1,210,201	1,191,737	1,303,362	1,310,722	1,219,826	1,337,754

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1720 TS - IS	7.00	5.50	5.50	4.50	4.50	4.50	4.50
Total Positions	7.00	5.50	5.50	4.50	4.50	4.50	4.50

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

658-1720 TS - IS

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2013/ 2014 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	251,140	Technical Services	
Overtime	10,000	Director	0.50 44,883
Fringe Benefits	333,234	Assistant Director of Technical Services	1.00 70,777
TOTAL	594,374	Enterprise Analyst	1.00 49,999
		Tech. Support Specialist	2.00 85,481
		Total Personnel	4.50 251,140
OPERATING EXPENSES			
Supplies	43,500	Overtime	10,000
Internal Services	94,620		
Other Services		FICA	19,852
Professional Fees	357,907	Healthcare Benefits - Active	52,709
Maintenance Fees	179,500	Healthcare Benefits - Retirees	77,738
Other Contracted Fees	13,000	Pension	182,935
TOTAL	688,527	Total Fringe Benefits	333,234
CAPITAL OUTLAY	33,000		
TOTAL	33,000	TOTAL	4.50 594,374
TOTAL APPROPRIATION	1,315,901		

**RADIO OPERATIONS (660)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

The Radio Operations Fund is considered an Internal Service Fund of the City of Saginaw. This fund allows for the City to acquire, install, and maintain two-way radio equipment for use by City operating departments. Rental fees are charged to using departments to recover the cost of maintaining and replacing equipment.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	114,144	RADIO OPERATIONS	62,882
		INCREASE FUND EQUITY	51,262
TOTAL RESOURCES	114,144	TOTAL APPROPRIATIONS	114,144

RADIO OPERATIONS FUND

REVENUE BUDGET SUMMARY

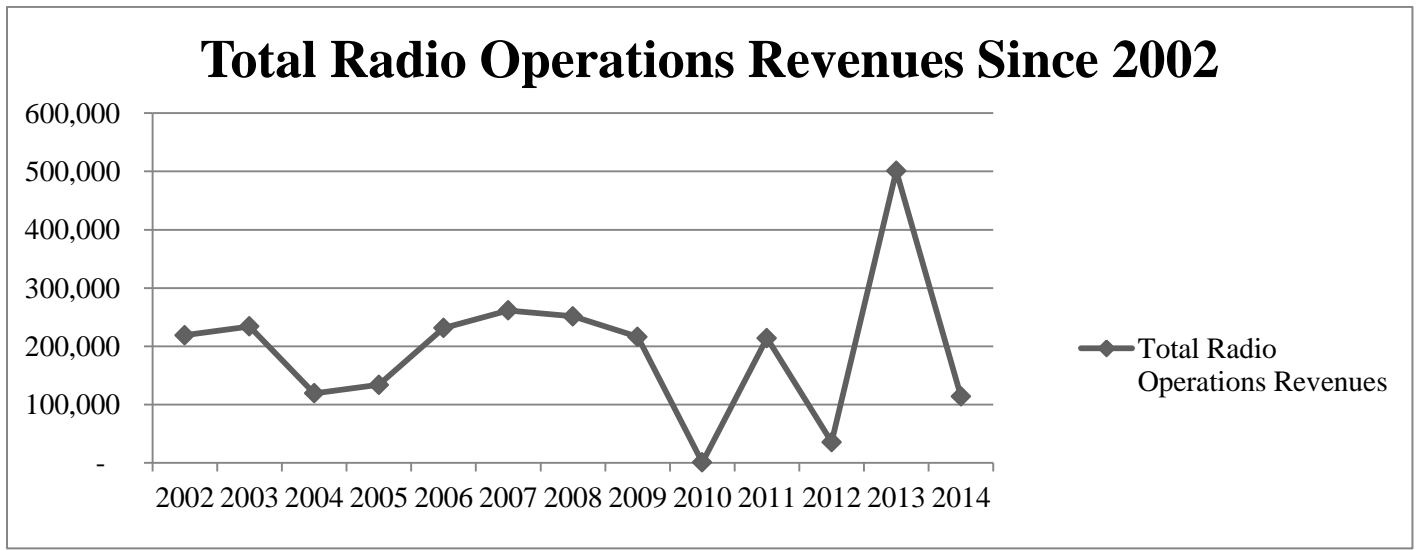
The Radio Operations Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. For FY 2014, the Radio Operations Fund’s revenues will be \$114,144, which is a decrease of \$458,131 from the previous fiscal year. The major revenue source for this fund is “Charge for Services” which is anticipated to be

\$114,144 in FY 2014. This fund provides radio repair and replacement to: Cemeteries, Community Public Safety – Police and Fire, Major and Local Streets, Rubbish Collection, Parking, Sewer and Water Operations and Maintenance, and Motor Pool Operations. There are no other revenue sources for this fund in FY 2014.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Charge for Services	0	213,310	37,236	111,888	111,888	111,892	114,144
Interest and Rents	593	992	(1,572)	1,000	1,000	(503)	0
Other Revenues	0	11	0	459,387	459,387	389,445	0
Total Revenues	593	214,313	35,664	572,275	572,275	500,834	114,144

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. Since 2002, revenues for this fund have been contingent on utilization by other funds. In 2010, the City only recognized interest on investments. There were no purchases or repairs to any radio by user departments. In 2012, user departments were repaid for monies allocated in previous fiscal years. By FY 2013, revenues reflect a steady incline due to the City appropriating uncommitted and unrestricted fund reserves in order to purchase a new radio system. The FY 2014 revenues reflect a dramatic drop due to the recent purchase of the radio system occurred in FY 2013. FY 2014 will only reflect the maintenance and replacement cost of the new radio system through user department charges.

EXPENDITURE BUDGET SUMMARY

The total Radio Operations Fund’s expenditures will decrease approximately \$458,131, or -80.05% from 2013. *Personnel Services* will increase approximately \$2,502, from the previous fiscal year. This increase is due to 19.50% increase to the MERS pension obligation. There will be no changes to the personnel complement. In addition, the active healthcare cost includes the new Patient Protection and Affordable Care Act Taxes and Fees *Operating Expenses* is expected to decrease

\$11,895 from FY 2013. This reduction is attributable to the decrease in parts and supplies and operating services, for the purchase of a new radio system comes with a 3-year warranty and will result in no cost for repairs from Andersen Radio. *Capital Outlay* will be zero for FY 2014. The category of *Miscellaneous Expenditures* will increase 100% from the previous fiscal year. This fund will add to its reserves in 2014.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
4422 Radio Operations	57,009	53,150	44,359	572,275	572,275	500,834	62,882
9660 Transfers	517	524	124,946	0	0	0	51,262
Totals	57,526	53,674	169,305	572,275	572,275	500,834	114,144

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	5,138	3,573	3,339	32,930	32,930	27,273	35,432
Operating Expenses	51,871	39,902	41,020	39,345	39,345	18,669	27,450
Capital Outlay	0	9,675	0	500,000	500,000	454,892	0
Miscellaneous	517	524	124,946	0	0	0	51,262
Total Expenditures	57,526	53,674	169,305	572,275	572,275	500,834	114,144

SUMMARY OF POSITIONS:

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
4422 Radio Operations	0.00	0.00	0.00	0.30	0.30	0.30	0.30
Total Positions	0.00	0.00	0.00	0.30	0.30	0.30	0.30

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

660-4422/8559 Radio Operations

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	15,938	Traffic Foreman	0.10	5,690
Overtime	1,190	Traffic Electrician II	0.20	10,248
Fringe Benefits	18,304			
		Total Personnel	<u>0.30</u>	<u>15,938</u>
TOTAL	<u>35,432</u>			
		Overtime		<u>1,190</u>
OPERATING EXPENSES				
Supplies	2,500	FICA		1,256
Internal Services	6,776	Healthcare Benefits - Active		4,892
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	10,074	Pension		12,156
Maintenance Fees	5,600			
Other Contracted Fees	2,500	Total Fringe Benefits		<u>18,304</u>
TOTAL	<u>27,450</u>			
		TOTAL	<u>0.30</u>	<u>35,432</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
MISCELLANEOUS	51,262			
TOTAL	<u>51,262</u>			
TOTAL APPROPRIATION	<u><u>114,144</u></u>			

MOTOR POOL OPERATIONS (661)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

The Motor Pool Operations Fund is considered an Internal Service Fund of the City of Saginaw. This fund is responsible for acquiring and maintaining vehicles and other motorized equipment for use in general city operations. The costs of maintenance and replacement are recovered through rental rates charged to city operations using these vehicles and equipment.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,284,361	GARAGE OPERATIONS	1,601,501
OTHER REVENUES	317,140		
TOTAL RESOURCES	1,601,501	TOTAL APPROPRIATIONS	1,601,501

MOTOR POOL OPERATIONS FUND

REVENUE BUDGET SUMMARY

The Motor Pool Operations Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenue source for this fund is “Charge for Services” which is anticipated to be \$1,284,361 in FY 2014. This fund provides for the acquisition and maintenance of vehicles and other motorized equipment that are utilized by general city operations. The only exception is Community Public Safety – Fire. This

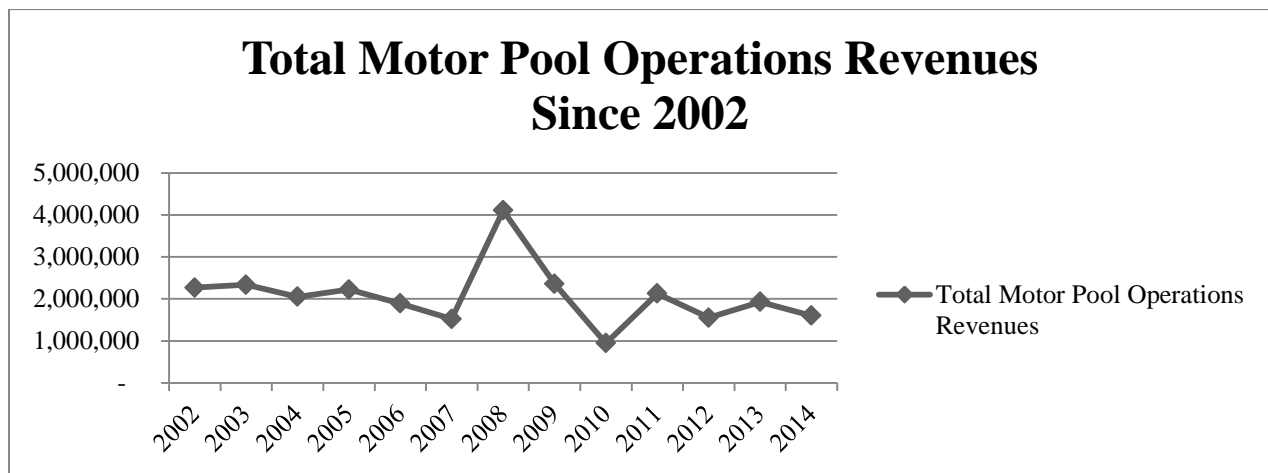
department has specialized equipment that must be handled by certified mechanics that are familiar with fire apparatuses. Other revenue sources for this fund are: sale of junk, fluids, surplus receipts, insurance proceeds, and the appropriation of fund equity.

For FY 2014, the Motor Pool Operations Fund’s revenues will be \$1,601,501. This is a decrease of \$381,806, or -19.25%, from the previous fiscal year. This decrease is primarily attributed to a reduction in the amount appropriated for use of fund equity.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charge for Services	728,593	792,729	1,543,057	1,221,382	1,221,382	1,231,018	1,284,361
Interest and Rents	1,185	317	(422)	0	0	168	0
Other Revenues	1,401,398	1,312,918	9,623	761,925	761,925	695,415	317,140
Transfers	0	20,000	0	0	0	0	0
Total Revenues	2,131,176	2,125,964	1,552,258	1,983,307	1,983,307	1,926,601	1,601,501

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. From FY 2002-2004, there has been minimal fluctuation in the revenues collected for this fund. However in FY 2005 – 2007, revenues declined significantly. This is primarily attributed to a reduction in the amount collected from user departments. Additionally, prior to FY 2008, there was no formal fee structure established for replacement and maintenance cost to the City’s fleet. In FY 2008, the City began utilizing a 35% fleet charge (maintenance charge) that derived from the rates established by the State of Michigan’s Schedule C. Also, an extended replacement fee was created based on type of vehicle and equipment. At the end of FY 2008, it was determined that the new fleet charge was too high

and that enterprise funds should only pay for maintenance cost instead of maintenance plus replacement. From FY 2009 – 2011, the City began adjusting the fleet rate from 23% to 19% of the State rate. By FY 2012, it was determined that a historical actual charge should be allocated to each of the user departments. Additionally, in FY 2011/12, the City increased its appropriation of fund equity for the repayment of vehicle replacement costs to other funds that have contributed replacement monies into the Motor Pool. In FY 2013, the revenues reflect a slight upward trend. This slight increase is due largely to the use of fund equity. However, charges for service continues a downward trend. The FY 2014 revenue budget continues to realize the same problem as FY 2013. This fund cannot maintain or support itself with the current fee structure. Therefore, this budget reflects a fixed and variable cost for services for user departments.

EXPENDITURE BUDGET SUMMARY:

The total Motor Pool Operations Fund expenditures are projected to be \$1,601,501 for FY 2014. This budget will decrease \$381,806, or -19.25% from the 2013. *Personnel Services* is projected to decrease by \$284,882. This is due to the elimination of Fleet Administrator and a reallocation of two Mechanical Equipment Repairperson II positions to the Sewer and Water Operations and Maintenance Fund. Additionally, the City will realize increases in retiree healthcare, MERS pension obligations, short and long-term disability and life insurance. Beginning in 2014, the active healthcare cost will include the Patient Protection and Affordable Care Act Taxes and Fees. (*The*

personnel complement changes are listed in detail under Summary of Positions.) *Operating Expenses* will decrease approximately \$96,924, or -11.79%. This fund will realize a reduction in motor vehicle supplies, IS charges, charges for public works building rental fee, and motor vehicle repairs. This increase will be offset by increases to professional services for a motor pool operational study, and motor pool charges. *Capital Outlay* remains the same as the previous fiscal year at zero. The category of *Miscellaneous Expenditures* will be zero for FY 2014. No monies have been allocated to other funds.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
4480 Garage Operations	2,120,558	2,115,208	2,177,406	1,983,307	1,983,307	1,926,601	1,601,501
9660 Transfers	10,618	10,756	5,377	0	0	0	0
Total Expenditures	2,131,176	2,125,964	2,182,783	1,983,307	1,983,307	1,926,601	1,601,501

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	932,326	1,076,617	1,184,139	1,161,007	1,161,007	1,162,866	876,125
Operating Expenses	1,185,345	989,738	992,708	822,300	822,300	763,735	725,376
Capital Outlay	0	48,623	559	0	0	0	0
Miscellaneous	13,505	10,986	5,377	0	0	0	0
Total Expenditures	2,131,176	2,125,964	2,182,783	1,983,307	1,983,307	1,926,601	1,601,501

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
4480 Motor Pool	10.20	9.20	9.20	10.00	10.00	10.00	7.00
Total Positions	10.20	9.20	9.20	10.00	10.00	10.00	7.00

The Motor Pool Operations personnel complement will be 7.00 employees for FY 2014. This is a reduction of three positions from the previous fiscal year. In FY 2014, the Fleet Administrator position will be eliminated from the personnel complement. This elimination is primarily due to unavailable funding sources. Also, in an effort to continue motor pool services, two Mechanical Equipment Repairperson II positions have been reallocated to the Sewer and Water Operations and Maintenance Funds. These positions will work directly on Sewer and Water Operations vehicles only.

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

661-4480 Motor Pool Operations

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	290,161	Labor Foreman	1.00	53,114
Overtime	45,000	Mech Equip RepairPerson III	1.00	46,151
Fringe Benefits	540,964	Mech Equip RepairPerson II	3.00	132,368
		Parts Stock Clerk II	1.00	41,784
		Skilled Clerical (PT)	1.00	16,744
TOTAL	876,125			
		Total Personnel	7.00	290,161
OPERATING EXPENSES				
Supplies	274,804	Overtime		45,000
Internal Services	203,826			
Other Services				
Professional Fees	125,347	FICA		25,601
Maintenance Fees	118,399	Healthcare Benefits - Active		104,760
Other Contracted Fees	3,000	Healthcare Benefits - Retirees		170,212
		Pension		240,391
TOTAL	725,376			
		Total Fringe Benefits		540,964
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	7.00	876,125
TOTAL APPROPRIATION	1,601,501			

SELF-INSURANCE FUND (677)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

The Self-Insurance Fund was established by City Council to serve as a general insurance reserve for liabilities and claims not covered by commercial carriers as well as payment of deductibles. This fund accounts for the payment of insurance premiums, the distribution of insurance costs to other city funds, and records the insurance claims liability.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,164,693	SELF-INSURANCE	1,202,110
OTHER REVENUES	37,417		
TOTAL RESOURCES	1,202,110	TOTAL APPROPRIATIONS	1,202,110

SELF - INSURANCE FUND

REVENUE BUDGET SUMMARY

Another Internal Service Fund to the City is the Self-Insurance Fund. This fund was established by City Council to serve as a general insurance reserve for liabilities and claims not covered by commercial carriers as well as payments of deductibles. This fund accounts for the payment of insurance premiums, the distribution of insurance costs to other city funds, and records the insurance claims liability. The major revenue source for this fund is “Charge for Services” or internal user fees for those departments that must have general liability insurance coverage on equipment and services. The City contracts with a third party administrator, Saginaw Bay

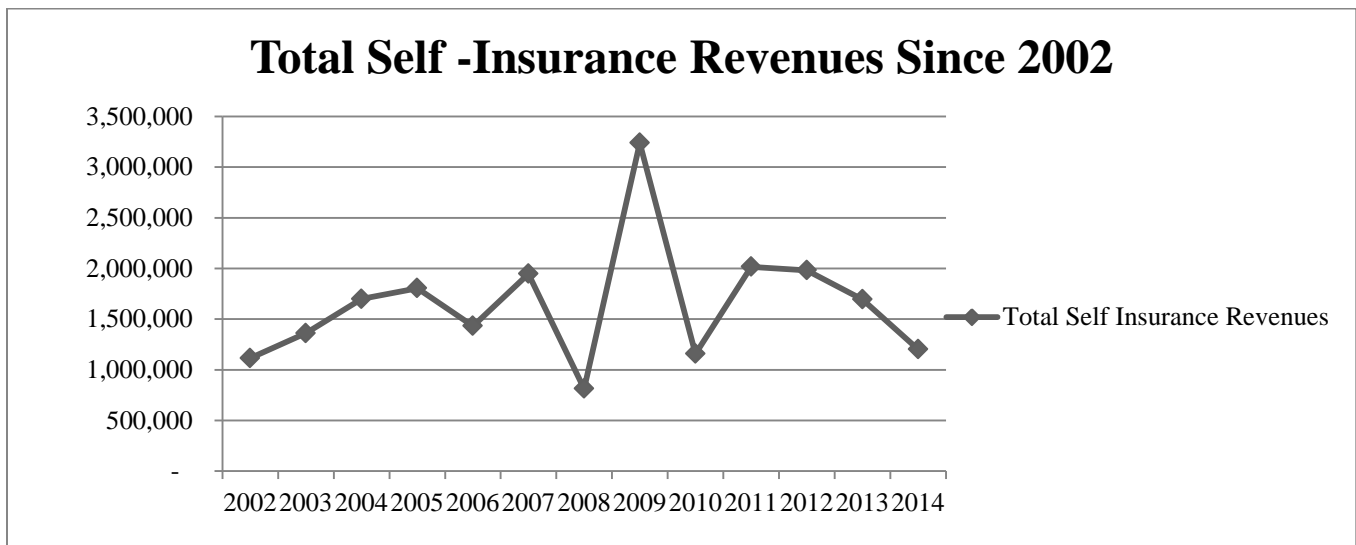
Underwriters, who obtains the best insurance rates. The City’s two policies are renewed twice a year, in February and July.

For FY 2014, the Self-Insurance Fund’s revenues will be \$1,202,110. This is an increase of \$102,671, or 9.34%, from the previous fiscal year. This is based on an increase in the general liability insurance fee from both February and July renewals by Saginaw Bay Underwriters as well as the amount reallocated to contributing funds. There will be an appropriation of fund reserves to balance the fund in FY 2014.

SUMMARY OF REVENUES

	2009/10	2010/11	2011/12	2012/13	2012/13	2012/13	2013/14
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charge for Services	1,157,024	1,453,362	983,027	1,099,439	1,099,439	1,122,509	1,164,693
Interest and Rents	493	(981)	(2,136)	0	0	1,306	0
Other Revenues	0	3,042,099	1,000,945	0	109,337	570,130	37,417
Total Revenues	1,157,517	4,494,480	1,981,836	1,099,439	1,208,776	1,693,945	1,202,110

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. From FY 2002-2004 there has been a steady increase in the amounts collected from the user departments. The incline during these fiscal years is attributed to the steady increase in general liability insurance rates that plateaus in FY 2005. The Self-Insurance revenues fluctuated dramatically from FY 2006-2011. Between FY 2008 and 2009, the City

corrected an audit entry that was misapplied in previous fiscal years. As a result of the audit entry made in FY 2008 revenues spiked in FY 2009 to \$3.23 million. Additionally, the City received a one-time reimbursement in FY 2009 and FY 2011 from Insurance Premiums, equating to \$140,325 and \$563,000 respectively. In FY 2010, there was a dramatic decline to \$1,157,517 in revenues. By FY 2012, Self- Insurance revenues reflect a steady increase. This is due to a large appropriation of fund equity. For FY 2013, revenues are expected to decrease due to the reduction in the renewal policies. However, the city will have to utilize \$460,792 of fund reserves. For FY 2014, the Self-Insurance revenues continue with a decline in revenues even though a 6% - 10% increase in the February and July insurance renewals are reflected.

EXPENDITURE BUDGET SUMMARY

The total Self-Insurance Fund expenditures will be \$1,202,110 for FY 2014, which is 9.34% higher than the FY 2013 approved budgeted levels. *Personnel Services* will increase 100% from the previous fiscal year. This increase is due to the .15 allocation of both the City Clerk and Deputy City Clerk to this fund. *Operating*

Expenses will be \$1,164,693, for the upcoming year. This represents a 5.94% increase. As stated above, in FY 2014 there will be an increase in both insurance renewal rates because of an increase in overall insurance costs. In the category of *Miscellaneous Expenditures*, the budget will zero for FY 2014.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1762 Self Insurance	1,157,518	2,016,181	817,797	1,099,439	1,208,776	1,693,945	1,202,110
9660 Transfers	0	2,478,300	701,700	0	0	0	0
Total Expenditures	1,157,518	4,494,481	1,519,497	1,099,439	1,208,776	1,693,945	1,202,110

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	238	37,417
Operating Expenses	1,157,518	2,016,181	817,797	1,099,439	1,208,776	1,693,707	1,164,693
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	2,478,300	701,700	0	0	0	0
Total Expenditures	1,157,518	4,494,481	1,519,497	1,099,439	1,208,776	1,693,945	1,202,110

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1762 Self-Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.30
Total Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.30

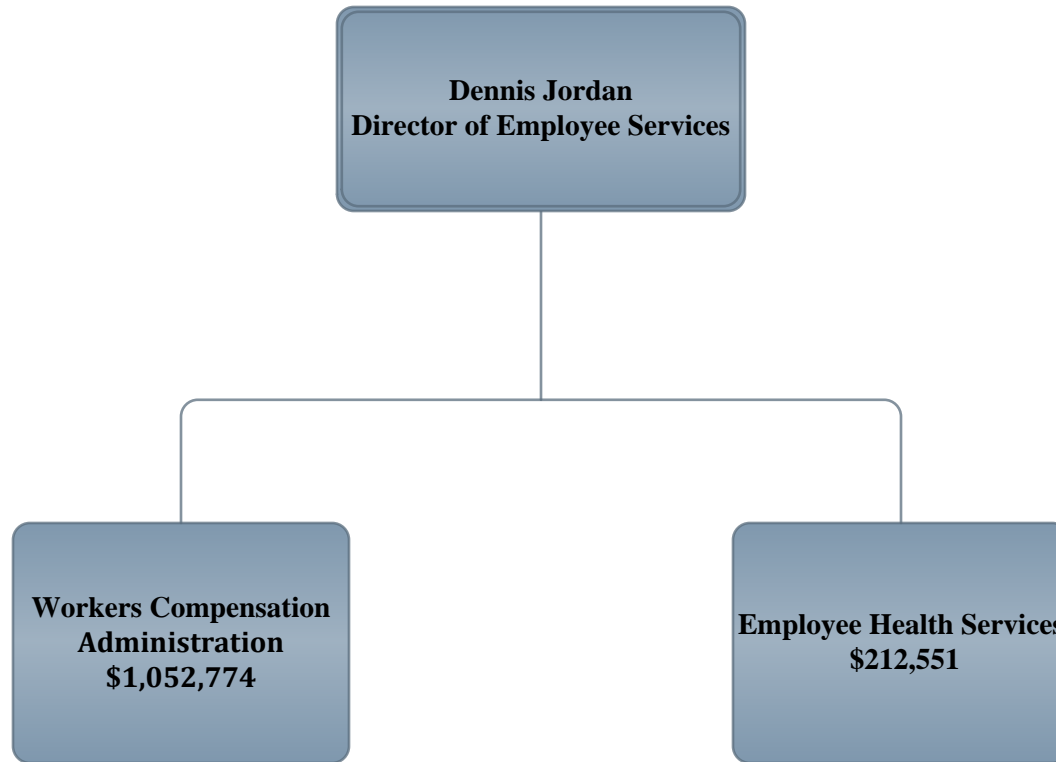
The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

677-1762 Self-Insurance

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2013/ 2014 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	20,425	City Clerk	0.15 11,596
Overtime	0	Deputy City Clerk	0.15 8,829
Fringe Benefits	16,992	Total Personnel	<u>0.30 20,425</u>
TOTAL	<u>37,417</u>		
		Overtime	<u>0</u>
OPERATING EXPENSES			
Supplies	0	FICA	1,588
Internal Services	0	Healthcare Benefits - Active	2,871
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	1,060,693	Pension	12,533
Maintenance Fees	4,000	Total Fringe Benefits	<u>16,992</u>
Other Contracted Fees	100,000		
TOTAL	<u>1,164,693</u>	TOTAL	<u><u>0.30 37,417</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>1,202,110</u></u>		

CITY OF SAGINAW
WORKERS COMPENSATION FUND – INTERNAL SERVICE FUND



**WORKERS COMPENSATION (678)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET**

The Workers Compensation Fund accounts for all expenses, revenues, and claims relating to the City's self-insured workers compensation program. Premiums are charged to other city funds based on a percentage of budgeted salaries.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,249,385	WORKERS COMPENSATION ADMINISTRATION	1,052,774
INTEREST	4,850	EMPLOYEE HEALTH SERV.	212,551
OTHER REVENUES	11,090		
TOTAL RESOURCES	<u>1,265,325</u>	TOTAL APPROPRIATIONS	<u>1,265,325</u>

WORKERS COMPENSATION FUND

REVENUE BUDGET SUMMARY

The Workers Compensation Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. In the case of this fund, the workers compensation revenues are based on a percentage of gross wages for all employees, depending on employee classification. The City utilizes the median of industrial rates to determine the percentage to assess to each employment

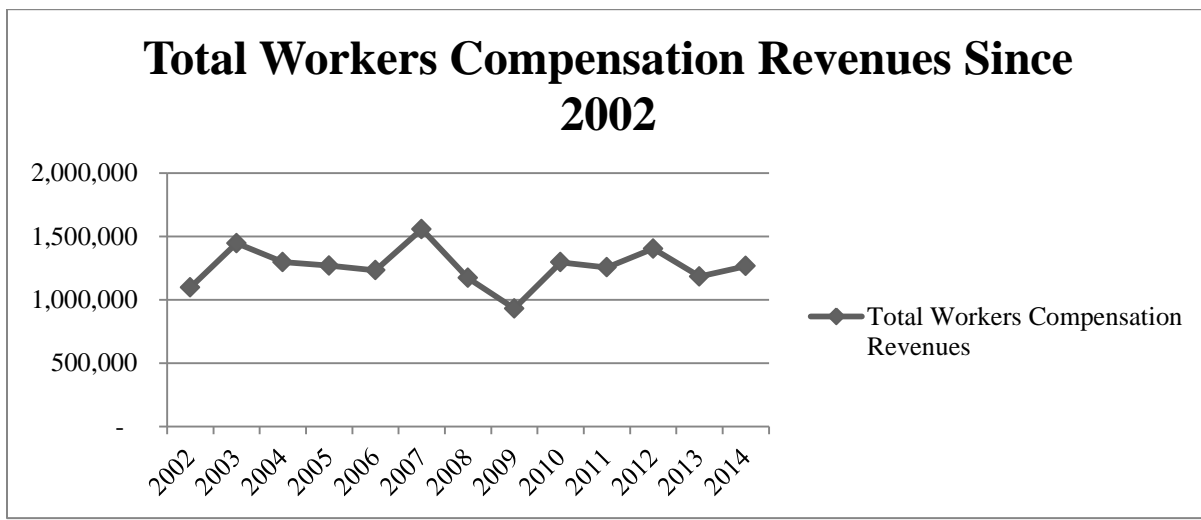
classification. Saginaw Bay Underwriters assists the city with determining those rates.

The Workers Compensation Fund Revenues are budgeted at \$1,265,325 for FY 2014. This is an increase of \$4,837 from the 2013 Budget. This increase in revenues is attributable to increases in surplus receipts based on historical averages as well as an appropriation of fund reserves.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
State Grants	2,416	0	0	0	0	0	0
Charge for Services	1,283,890	2,386,268	1,256,938	1,249,385	1,249,385	1,047,609	1,249,385
Interest and Rents	8,481	4,921	197	4,850	4,850	1,969	4,850
Other Revenues	0	7,228	145,740	6,253	6,253	133,610	11,090
Total Revenues	1,294,787	2,398,417	1,402,875	1,260,488	1,260,488	1,183,188	1,265,325

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues and FY 2014 Approved Revenues. As previously mentioned, the Workers Compensation Fund is based on a percentage of gross wages citywide. Since 2002, the City experienced significant fluctuations in revenue. Most significantly, the drop in revenues in FY 2009 is attributed to a reduction of \$453,000 in excess workers compensation. For FY 2010 – 2012 revenues increased and remained steady. This is due to increases to employee wages. In addition, FY 2013 the revenues began to decline slightly. In FY 2014, the revenues generated in this fund will remain steady from the previous fiscal year.

EXPENDITURE BUDGET SUMMARY

The total Workers Compensation Fund expenditures will be \$1,265,325, for FY 2014. This budget will increase .38%, from the FY 2013 approved budgeted levels. *Personnel Services* represents the only increase at \$59,461. This increase is directly associated with the inclusion of healthcare cost and the 19.50% increase to the MERS pension obligation. The personnel complement will remain the same as previous fiscal years. *Operating Expenses* are expected to decrease by

a net \$1,024. The Workers Compensation Administration division will remain the same as in the previous fiscal year. However, the Employee Health Services division is where the net decrease will be realized. The City has decreased its allocation to EAP. This reduction will be offset by increases to general liability insurance, which was renewed at a 6%-10% increase. There will be no *Capital Outlay* purchases for FY 2014.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1750 Workers Compensation Administration	1,172,175	2,279,863	1,217,388	1,052,774	1,052,774	998,660	1,052,774
1751 Employee Health Services	123,517	118,363	175,485	207,714	207,714	184,528	212,551
Total Expenditures	1,295,692	2,398,226	1,392,873	1,260,488	1,260,488	1,183,188	1,265,325

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	44,522	45,850	50,032	53,600	53,600	55,304	59,461
Operating Expenses	1,251,170	2,338,682	1,342,841	1,206,888	1,206,888	1,127,884	1,205,864
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	1,295,692	2,384,532	1,392,873	1,260,488	1,260,488	1,183,188	1,265,325

SUMMARY OF POSITIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1751 Workers Compensation	0.60	0.60	0.60	0.60	0.60	0.60	0.60
Total Positions	0.60	0.60	0.60	0.60	0.60	0.60	0.60

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

678-1751 Employee Health Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	29,067	Administrative Assistant I	0.60	29,067
Overtime	0			
Fringe Benefits	30,394	Total Personnel	0.60	29,067
TOTAL	59,461	Overtime		0
OPERATING EXPENSES				
Supplies	0	FICA		2,224
Internal Services	20,749	Healthcare Benefits - Active		3,973
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	132,341	Pension		24,197
Maintenance Fees	0	Total Fringe Benefits		30,394
Other Contracted Fees	0			
TOTAL	153,090	TOTAL	0.60	59,461
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	212,551			





FIDUCIARY FUNDS

UNFUNDED LIABILITY FUND
FOREST LAWN CEMETERY FUND
OAKWOOD CEMETERY FUND
POLICE AND FIRE PENSION FUND
BLISS PARK EXPENDITURE ENDOWMENT

UNFUNDED LIABILITIES FUND (674)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

This fund was established to begin funding of the unfunded health insurance premiums that are fully paid for all city retirees. The unfunded liability, as of 2009, was estimated to be \$215 million. An actuarial valuation provides recommended funding levels over the next five years.

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	0	RETIREE HEALTH	0
OTHER REVENUES	0		
TOTAL RESOURCES	<u><u>0</u></u>	TOTAL APPROPRIATIONS	<u><u>0</u></u>

UNFUNDED LIABILITIES FUND

REVENUE BUDGET SUMMARY

The Unfunded Liabilities Fund is considered to be a Fiduciary Fund of the City of Saginaw. This fund was established to start funding the unfunded health insurance premiums or Other Post Employee Benefits (OPEB) that are fully paid for by city retirees. As of FY 2010, the total unfunded liability was estimated at \$215 million. The major revenue source for this fund is "Charge for Services." Each year the Office of Management and Budget meets with the City Manager and determines how much is available in each fund to allocate toward the city's OPEB responsibility. In general, this amount has been \$470,000. A percentage

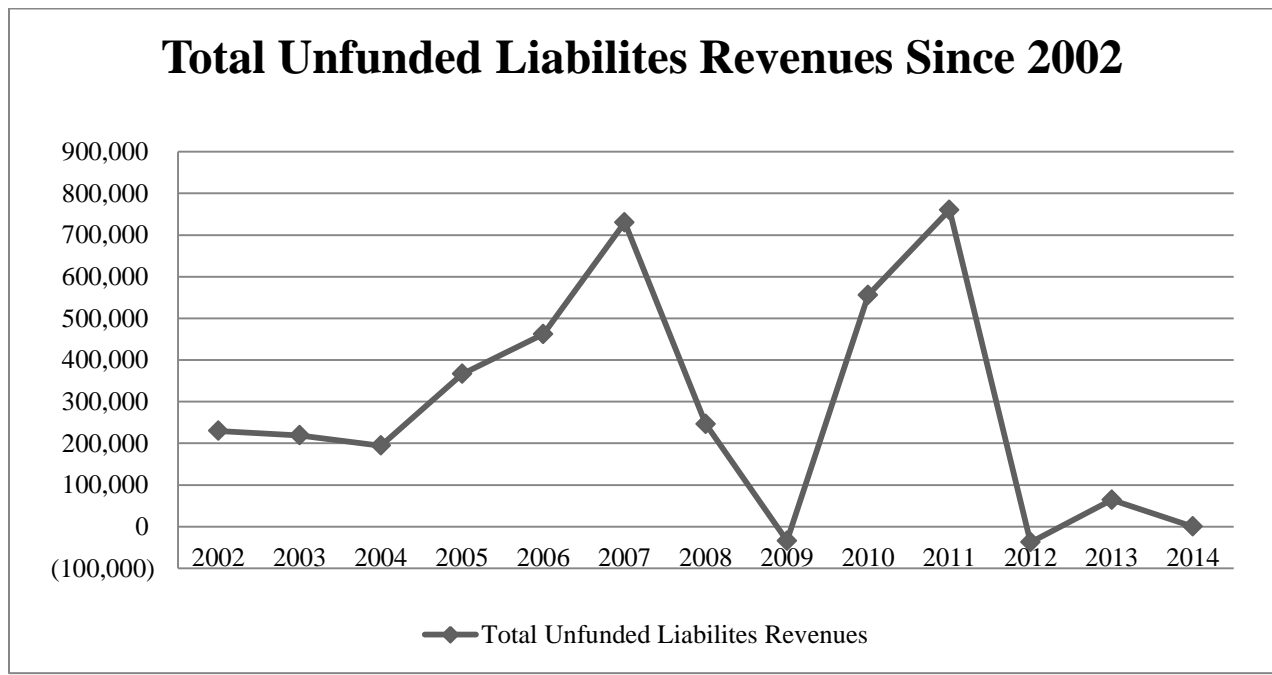
of this established amount is then allocated to each fund. This figure is based on the number of employees that retired from that fund. Other revenue sources for this fund are revenues received for interest on investments. Generally, this revenue is driven by market conditions and therefore fluctuating from year to year.

For FY 2014, the Unfunded Liabilities Fund's revenues will be \$0. This is a 100% reduction from the previous fiscal year. No monies will be received for the unfunded liability from any of the funds nor will excess retiree healthcare be charged back.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Interest and Rents	19,802	35,242	55,271	30,000	30,000	142,020	0
Other Revenues	66,041	564,759	(185,789)	889,876	889,876	(77,783)	0
Transfers from Other Funds	470,000	160,237	92,843	0	0	0	0
Total Revenues	555,843	760,238	(37,675)	919,876	919,876	64,237	0

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. The dramatic fluctuation in revenues is primarily attributed to the market conditions that affect the Other Post Employee Benefit (OPEB) investment portfolio as well as the appropriation of reserve revenues to pay for retiree health care for the General and Motor Pool Operations Funds. FY 2014, the City will not appropriate any funds toward the OPEB due to financial constraints.

EXPENDITURE BUDGET SUMMARY

The total Unfunded Liabilities Fund Expenditures will be \$0 for FY 2014.

This represents a 100% reduction from the previous fiscal year.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
8525 Retiree Health	0	0	0	919,876	919,876	0	0
8559 Increase Fund Equity	0	0	0	0	0	0	0
Total Expenditures	0	0	0	919,876	919,876	0	0

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	919,876	919,876	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Total Expenditures	0	0	0	919,876	919,876	0	0

**FOREST LAWN CEMETERY (711)
 RESOURCE ALLOCATION
 2013/2014 APPROVED BUDGET**

Forest Lawn Cemetery is considered to be a Fiduciary Fund for the City of Saginaw. As a permanent fund it is used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for cemetery care purposes in support of the city's program. Additionally, in order to expend monies from this type of fund, city administrators must follow the guidance detailed in the City of Saginaw's City Charter.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	29,674	INCREASE IN FUND EQUITY	29,674
TOTAL RESOURCES	29,674	TOTAL APPROPRIATIONS	29,674

FOREST LAWN CEMETERY FUND

REVENUE BUDGET SUMMARY

Forest Lawn Cemetery Fund is considered to be a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city’s program. In accordance with Chapter XIII, Section 83 Cemetery Trust Funds, in the Charter of the City of Saginaw, the city must allocate 25% of all monies, which comes from the sale of lots

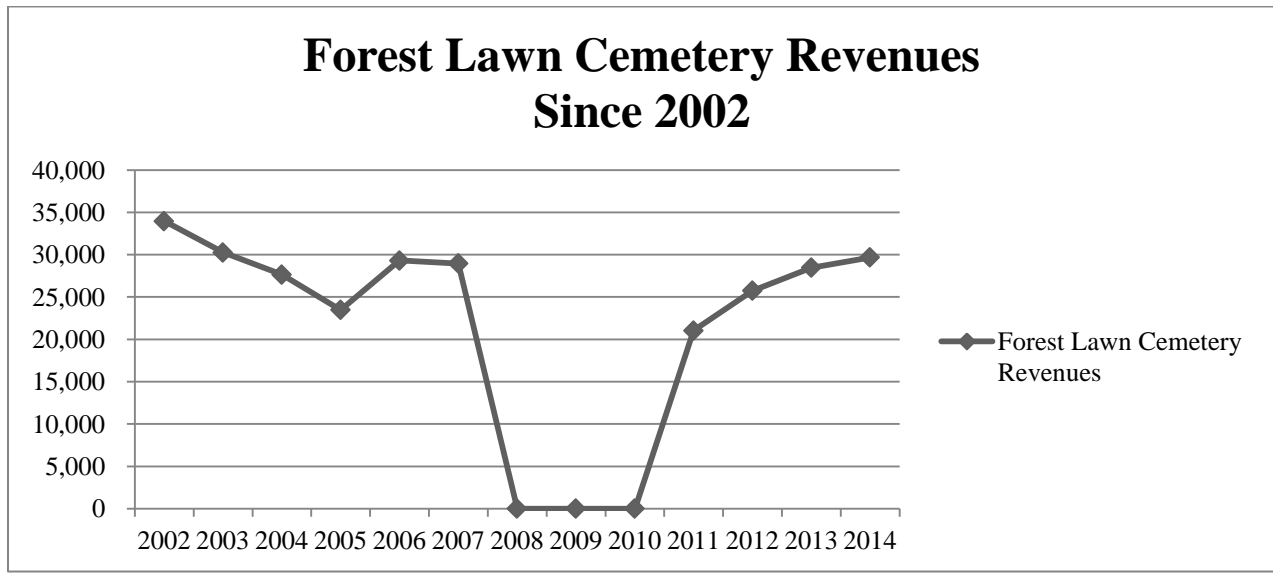
and single graves, to the cemeteries trust funds. This income will be used annually for the general care and maintenance of each city-owned cemetery.

For FY 2013/14, the Forest Lawn Cemetery Fund revenues will be \$29,674. This is a decrease of \$40,589, from the previous fiscal year. This represents a calculation of 25% breakdown of grave sales between Forest Lawn and Oakwood Cemeteries.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Charge for Services	0	21,047	25,750	28,263	28,263	28,305	29,674
Use of Fund Equity	0	0	0	42,000	0	165	0
Total Revenues	0	21,047	25,750	70,263	28,263	28,470	29,674

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues, and FY 2014 Approved Revenues. From FY 2001- 2004, the City realizes a steady decline in the revenues received in this fund. This decline is associated to the amount of monies that are collected in the sale of lots and single grave sites. From FY 2005-2007, the city realized a slight increase in the amounts collected. However, in FY 2008 -2010, revenues were not recognized in this fund. This was attributed to an accounting error with the change in the City’s Controllers Office. For FY 2011 – 2013 this misallocation was corrected and revenues are recognized in this fund throughout the year. The

FY 2014 revenues are expected to trend downward significantly. This is due in large part to the City only recognizing the percentage of grave sales and no appropriation of fund equity.

EXPENDITURE BUDGET SUMMARY

Forest Lawn Cemetery Fund will be \$29,674 for FY 2014. This represents a decrease of \$40,589 or -57.77% from the previous fiscal year. In the category of *Miscellaneous Expenditures*, the expenditure reflects

the receipt of charter required 25% revenue allocation, which will be utilized for the general maintenance of the cemetery.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1747 Cemeteries	0	0	0	42,000	0	207	0
8560 Increase Fund Equity	0	21,047	25,750	28,263	28,263	28,263	29,674
Total Expenditures	0	21,047	25,750	70,263	28,263	28,470	29,674

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	42,000	0	207	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	21,047	25,750	28,263	28,263	28,263	29,674
Total Expenditures	0	21,047	25,750	70,263	28,263	28,470	29,674

**OAKWOOD CEMETERY (712)
 RESOURCE ALLOCATION
 2013/2014 APPROVED BUDGET**

Oakwood Cemetery is considered to be a Fiduciary Fund for the City of Saginaw. As a permanent fund is used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for cemetery care purposes in support of the city's program. Additionally, in order to expend monies from this type of fund, city administrators must follow the guidance detailed in the City of Saginaw's City Charter.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	5,236	INCREASE IN FUND EQUITY	5,236
TOTAL RESOURCES	5,236	TOTAL APPROPRIATIONS	5,236

OAKWOOD CEMETERY FUND

REVENUE BUDGET SUMMARY

Oakwood Cemetery Fund is considered to be a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city's program. In accordance with Chapter XIII, Section 83 Cemetery Trust Funds, in the Charter of the City of Saginaw, the city must allocate 25% of all monies, which comes from the sale of lots

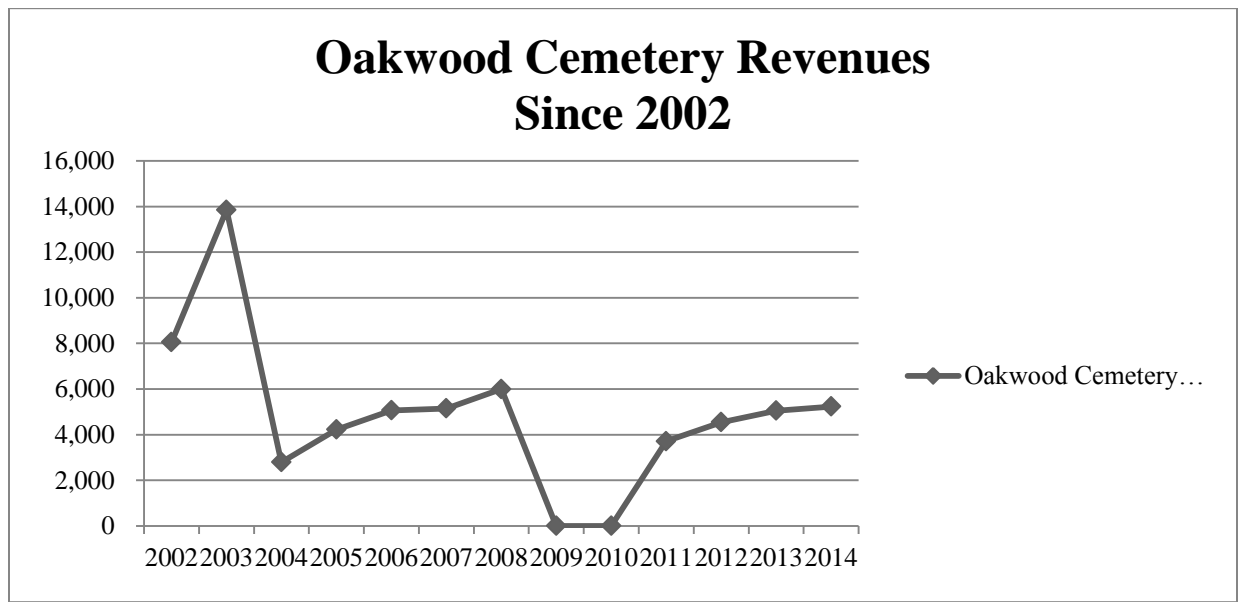
and single graves, to the cemeteries trust funds. This income will be used annually for the general care and maintenance of each city-owned cemetery.

For FY 2013/14, the Oakwood Cemetery Fund revenues will be \$5,263. This is a decrease of \$7,351, from the previous fiscal year. This represents a calculation of 25% breakdown of grave sales for Forest Lawn and Oakwood Cemeteries.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2010/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Charge for Services	0	3,714	4,544	4,987	4,987	4,995	5,236
Use of Fund Equity	0	0	0	7,600	0	54	0
Total Revenues	0	3,714	4,544	12,587	4,987	5,049	5,236

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual Revenues, FY 2013 Projected Revenues, and FY 2014 Approved Revenues. From FY 2003- 2004, the City realizes a steady decline in the revenues received in this fund. This decline is associated to the amount of monies that are collected in the sale of lots and single grave sites. From FY 2005-2008, the City realized a slight increase in the amounts collected. However, in FY 2009 -2010, revenues were not recognized in this fund. This was attributed to an accounting error with the change in the City's Controllers Office.

From FY 2011 – 2013 this misallocation has been corrected and revenues are recognized in this fund throughout the year. The FY 2014 revenues are expected to trend downward significantly. This is due in large part to the City only recognizing the percentage of grave sales and no appropriation of fund equity.

EXPENDITURE BUDGET SUMMARY

Oakwood Cemetery Fund will be \$5,236, for FY 2014. This represents a decrease of \$7,351 or 58.41% from the previous fiscal year. In the category of *Miscellaneous Expenditures*, the expenditure reflects a portion of the

charter required 25% revenue allocation. These funds will be utilized for the general maintenance of the cemetery.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2010/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1747 Cemeteries	0	0	0	7,600	0	62	5,236
8559 Increase Fund Equity	0	3,714	4,544	4,987	4,987	4,987	0
Total Expenditures	0	3,714	4,544	12,587	4,987	5,049	5,236

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2010/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	7,600	0	62	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	3,714	4,544	4,987	4,987	4,987	5,236
Total Expenditures	0	3,714	4,544	12,587	4,987	5,049	5,236

POLICE AND FIRE PENSION FUND (732)
RESOURCE ALLOCATION
2013/2014 APPROVED BUDGET

Assets accumulated for the payment of retirement benefits for City Police and Fire personnel are recorded in this fund. Benefits for retired members are paid from this fund and active members contribute to the pension system through payroll deductions. The City contributes to the fund by annual appropriation from the General Fund and other Public Safety Grant Funds, which is determined and set by annual valuations.

RESOURCES		APPROPRIATIONS	
CHARGE TO OTHER FUNDS	6,046,388	POLICE AND FIRE PENSION	872,143
INTEREST AND RENTS	2,952,624	POLICE PENSION	7,700,000
OTHER REVENUES	5,875,131	FIRE PENSION	6,302,000
TOTAL RESOURCES	<u>14,874,143</u>	TOTAL APPROPRIATIONS	<u>14,874,143</u>

POLICE AND FIRE PENSION FUND

REVENUE BUDGET SUMMARY

In accordance with Chapter XVI Policemen and Firemen Retirement System of the City of Saginaw’s City Charter, the Police and Fire Pension Fund has been established. This fund accounts for assets accumulated for the payment of retirement benefits for City Police and Fire personnel. Benefits for retired members are paid from this fund and where active members contribute to the pension system through payroll deductions. The City provides an annual appropriation from the General Fund and Public Safety Grant Funds, which is determined and set by an annual actuarial valuation by Gabriel, Roeder, Smith, & Company. This fund is governed by the Police and Fire Pension Board which is made up by representatives from City Council, City Administration, Police and Fire Personnel and

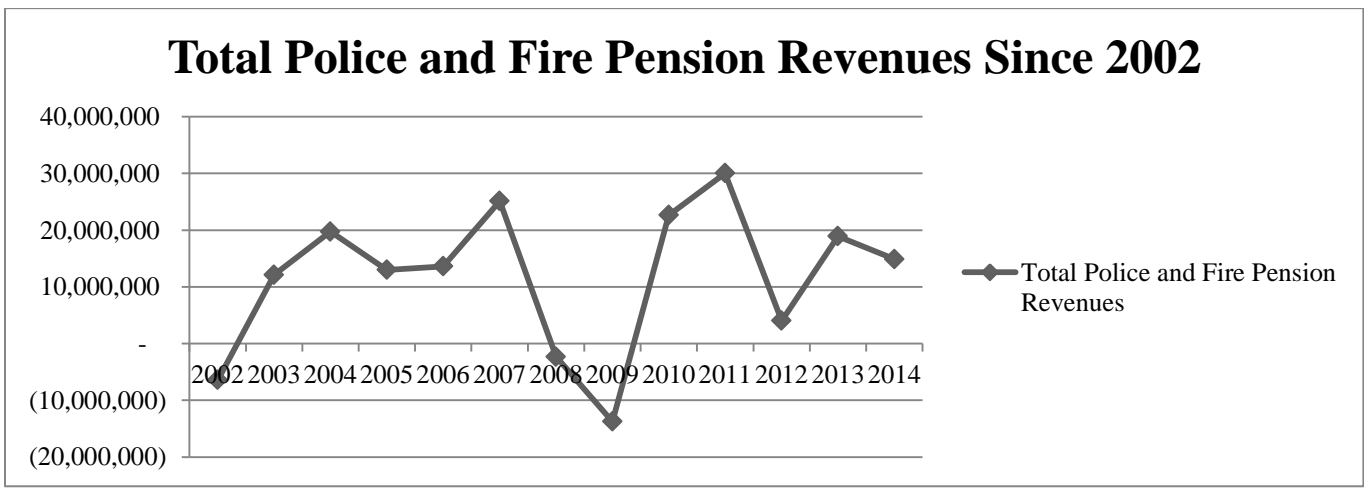
Police and Fire Retirees. Although it is governed by a separate board, in accordance with City Charter, this fund must be reflected in its annual approved budget.

In FY 2014, the Police and Fire Pension Fund will be budgeted at \$14,874,143. This represents a \$709,581, or 5.01% increase from the FY 2013 Approved Budget. The increase in revenues is attributed to an increase in the required pension contribution. Because the valuation, provided by Gabriel, Roeder, Smith & Company, is completed in the arrears, the required pension contribution amount is a reflection of market conditions in FY 2011, wherein the City realized losses and began to rebound on its investments. In addition, the appropriation of fund reserve has also increased.

SUMMARY OF REVENUES

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Charge to Other Funds	4,453,364	4,469,001	5,473,418	6,000,000	6,000,000	6,015,990	6,046,388
Interest and Rents	2,922,290	3,058,914	3,069,706	2,952,624	2,952,624	3,078,082	2,952,624
Other Revenues	15,268,549	22,503,895	(4,515,618)	5,211,938	10,711,938	9,837,090	5,875,131
Total Revenues	22,644,203	30,031,810	4,027,506	14,164,562	19,664,562	18,931,162	14,874,143

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2012 Actual, FY 2013 Projected, and FY 2014 Approved Revenues. The fluctuation in the revenues trends listed above is a direct result of fluctuations in market conditions. Although in FY 2008/09 the City realized a loss on investments of approximately \$22 million, from FY 2009/10 and FY

2010/11, the City begins to realize a net gain on investments. For the FY 2012, a significant revenue loss was realized. FY 2013 reflects that the portfolio will increase steady with FY 2012. However, the contributions from the General Fund and Public Safety Grant Funds are estimates due to the lag in the completion of the pension valuations. The FY 2014 revenues are projected to increase slightly from the previous fiscal year.

EXPENDITURE BUDGET SUMMARY

The total Police and Fire Pension Fund expenditures will be \$14,874,143 for the 2014 Budget. This represents an increase of \$709,851, or 5.01%. *Personnel Services* is projected to increase \$719,504, from FY 2013. This increase is due in large part to increases in Police Pension and Fire Pension payments to retirees due to additional employees retiring and utilizing the Police and Fire Pension System. *(The personnel complement*

changes are listed in detail under Summary of Positions.) Conversely, the *Operating Expenses* will decrease approximately \$9,923, or -1.20% from the previous fiscal year. This decrease is attributed to a reduction in the indirect cost allocation and the professional services fees for a reallocation of monies to legal services. The City did not budget for any *Capital Outlay* or *Miscellaneous Expenditures* in FY 2014.

FUNDING LEVEL SUMMARY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1765 Police and Fire Pension Administration	735,367	723,018	721,296	904,562	904,562	688,705	872,143
1766 Police Pension	6,724,468	6,853,374	7,374,551	7,100,000	7,873,331	8,028,442	7,700,000
1767 Fire Pension	5,875,027	5,937,927	6,348,041	6,160,000	6,867,777	6,912,427	6,302,000
Total Expenditures	13,334,862	13,514,319	14,443,888	14,164,562	15,645,670	15,629,574	14,874,143

FUNDING LEVEL BY CATEGORY

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
Personnel Services	12,640,981	12,836,982	13,796,545	13,338,128	14,819,236	15,019,024	14,057,632
Operating Expenses	693,881	677,337	647,343	826,434	826,434	610,550	816,511
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	13,334,862	13,514,319	14,443,888	14,164,562	15,645,670	15,629,574	14,874,143

SUMMARY OF POSTIONS

	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Approved	2012/13 Adjusted	2012/13 Projected	2013/14 Approved
1765 Police and Fire Pension Administration	0.45	0.45	0.85	0.85	0.85	0.85	0.60
Total Positions	0.45	0.45	0.85	0.85	0.85	0.85	0.60

The Police and Fire Pension Fund’s complement for the 2014 budget is projected to be .60 employees. This is a reduction of .25 positions from the previous fiscal year. This reduction is a result of .25 of the Employee Benefits Coordinator position being reallocated to the General Fund’s Office of Employee Services.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2013/2014 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2013/2014 APPROVED BUDGET**

732-1765 Police & Fire Pension

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2013/ 2014 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	31,217	Assist. Dir. of Employee Serv.	0.45	27,972
Overtime	0	Employee Services Support	0.15	3,245
Fringe Benefits	24,415			
		Total Personnel	<u>0.60</u>	<u>31,217</u>
TOTAL	<u>55,632</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	0	FICA		2,471
Internal Services	30,313	Healthcare Benefits - Active		3,791
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	629,998	Pension		18,153
Maintenance Fees	14,350			
Other Contracted Fees	141,850	Total Fringe Benefits		<u>24,415</u>
TOTAL	<u>816,511</u>			
		TOTAL	<u>0.60</u>	<u>55,632</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>872,143</u></u>			



CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENT PLAN

FY 2013/14 – FY 2017/18

OVERVIEW

The City of Saginaw annually compiles a five-year plan of Capital expenditures. A capital improvement is a major and permanent project requiring the non-recurring expenditure of public funds for the acquisition of any property, construction renovation, or replacement of any physical asset of the community. A capital expenditure is an expense that will benefit both current and future budget years, is of a tangible nature, and has a value of more than \$20,000.

The total cost of the five-year program from FY 2013/14 to FY 2017/18 is \$67,255,996. The FY 2013/14 Capital Improvement Plan consists of Capital purchase requests in the amount of \$22,728,233, of which only \$10,693,000 have been included in the 2013/14 Budget. The Office of Management and Budget (OMB) in conjunction with the department heads is responsible for the general review and summation of the Capital Improvement Plan and submitting it to the City Manager for prioritization and approval. The Capital Improvement Plan is developed with the City's annual budget.

The City's objective is to work in partnership with others to maintain, improve, and develop the city-owned infrastructure. The goal of the Capital Improvement Plan is to provide guidance as needed for capital improvement and expenditures in a fiscally sound manner. Furthermore, this plan hopes to ensure that all capital improvements are consistent with the goals and policies of the City Council and the residents of the City of Saginaw.

The Capital Improvement Plan is vital to the City because it provides for equipment acquisition, enables new construction or upgrades of public facilities and infrastructure, and has a positive impact on the local economy. In addition, this plan is a necessary step in an organized effort to strengthen the quality of public facilities and services as well as provide a framework for the realization of community goals and objectives. It also provides a sound basis on which to build a

healthy and vibrant community. Recognition of this importance prompted city administration to propose additions to, and finance continuation of, the existing CIP.

CAPITAL IMPROVEMENT PROCESS

The Capital Budget Process follows the same preparation schedule as the Operating Budget Process. The following details the three steps in developing a capital improvement plan.

Departments

The capital budget process begins at the department level. Department directors are responsible for the development of a functional plans and long-term capital improvement schedules for the next five years. Departments are also responsible for the development of project requests prepared on a standard computer template that is provided to them from OMB. This data is then sent to OMB for review.

Office of Management and Budget

The OMB is responsible for creating the capital budget for the City. This office develops the necessary procedures with the departments. At the onset of the budget development process, staff provides instructions for the input of the proposed project into the capital improvement plan electronic format. At the same time a schedule of due dates are provided to each department. Once each department has updated the electronic forms and submitted to the OMB, staff reviews these plans and discuss discrepancies with the departments. A project request summary is prepared and given to the City Manager for review and prioritization.

City Manager/City Council

The City Manager evaluates capital project requests and determines which capital expenditure projects should be undertaken. The capital projects are then presented to City Council and the City's Planning Commission along with a capital financing strategy

for review and approval. If City Council approves the action presented, then it is legally enacted through the passage of an ordinance.

FUNDING RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGETS

The operating budget includes expenditures that generally recur annually and are appropriated for a single year. These include personnel, utilities, professional services, supplies, and maintenance costs. It provides for all City services, but does not result in major physical assets in the city. Major revenue sources to fund operating budgets are generated in taxes, state revenue sharing monies, grants, user fees, fines and forfeitures, intergovernmental payments, one-time revenue sources, and appropriations of unrestricted fund equity.

The capital budget, in contrast, usually includes one-time expenditures for projects that may last more than one year. The result of these projects is physical assets to the City. Wide fluctuations are expected in the capital budget from year to year depending on the phasing of projects and resources available to fund these projects. Resources for the capital budget generally come from the issuance of General Obligation Bonds or Revenue Bonds, Federal or State aid programs, grants, or foundations, service groups, business and private donations.

Regardless of the differences, the operating budget assumes the cost of maintaining and operating new or renovated facilities that involve capital investment. In many instances, the operating budget would have to be adjusted on an ongoing basis. Capital Improvement Budgets, on the other hand, will result in reductions in maintenance costs through the replacement or improvement of older less efficient facilities, equipment, or vehicles.

The operating budget also includes debt service appropriations for the payment of long-term debt, principal, interest and related costs. The majority of the city's capital improvement costs has been funded through the issuance of tax supported general obligation bonds, and utilities user fee supported revenue bonds, which are generally

repaid over the useful life of the improvement being financed.

It must be mentioned that there are certain funds that are legally restricted to certain types of projects; for example, Major and Local Street Funds. Revenues for these funds are derived, for the most part, from the State of Michigan Gas & Weight Tax and are required to spend on major and local roadways. Likewise, Water and Sewer Operations and Maintenance Funds, derive revenues from user fees. These projects must relate to the improvement of the water and wastewater systems. *[Any of these funds and other governmental funds projects may be purchased by using cash or through a bond issuance.]*

Projects are considered for financing through a bond issue if they meet certain criteria. These include projects of a significant dollar amount, which is over \$1 million, and a useful life exceeding the length of the bond issue. Another consideration for a capital project is to spread the annual cash requirements of a debt issue over time so future users share in the cost of the project.

CAPITAL IMPROVEMENT PLAN
DISCUSSION OF MAJOR CAPITAL PROJECTS
FY 2013/14 – FY 2017/18

Total capital project requests for FY 2014 are projected to be \$67,255,996 of which \$22,728,233 is contributable to the FY 2014 Budget. However, due to financial constraints of the City, only \$10,693,000 of capital improvement requests will be appropriated in the 2014 Approved Budget.

The city budgets expenditures for all capital projects in the individual funds. Below is a discussion of the major capital projects budgeted in FY 2014. For the purpose of this discussion section, a major capital project is defined as any projected budgeted at \$500,000 or more in FY 2014. A five year summary report is provided after this section for all projects included in the Capital Improvement Plan.

Influent Bar Screen Project - \$1,370,000

In 2014, approximately \$1,370,000 has been budgeted for the Influent Bar Screen Project. This project includes modifications to the Wastewater Treatment Plant Influent Pump Station. Currently the screen is 60+ years old and requires personnel to enter the confined space wet well to manually clean it. The screen is 50' below grade. The requested modifications will replace the bar screens, an automated cleaning mechanism, access and ventilation improvements. By completing this project, it will reduce the number of permit required confined space entries into the wet well to once per year and make entry safer with improvements to the stairwell. The cleaning of the bar screens will be automated.

Clean, Line, and Replace Low Flowing Water Mains - \$1,000,000

In 2014, the City has budgeted approximately \$1,000,000 to "Clean, Line, and Replace Low Flowing Water Mains". This project has been identified in the Mast Plan and ISO Study. The operational impact is to achieve replaced the aged system. Currently, 80% of the City's water mains are 80 years old. The City needs to develop plans to replace water mains that have been identified as being insufficient to deliver fire flows and water quality issues. Developing a long range preventative program is necessary for water quality.

Water System Remote Stations Back Up Generator Project - \$1,195,000

The City plans to spend approximately \$1,195,000 on the Water System Remote Stations Back Up Generator Project. This project will add backup power generation to the city's remotes facilities for the water system. This replacement will avoid a grid failure that was seen in SE Michigan. These projects include pad mount generators and/or portable generator connections at several booster pump stations and connection of a backup power generator at the Kochville Raw Water Pumping Station. The generators will provide added reliability to the water system during electrical outages.

Michigan Avenue Street Rehabilitation, Sewer Repairs, and Water Main Replacement - \$2,345,000

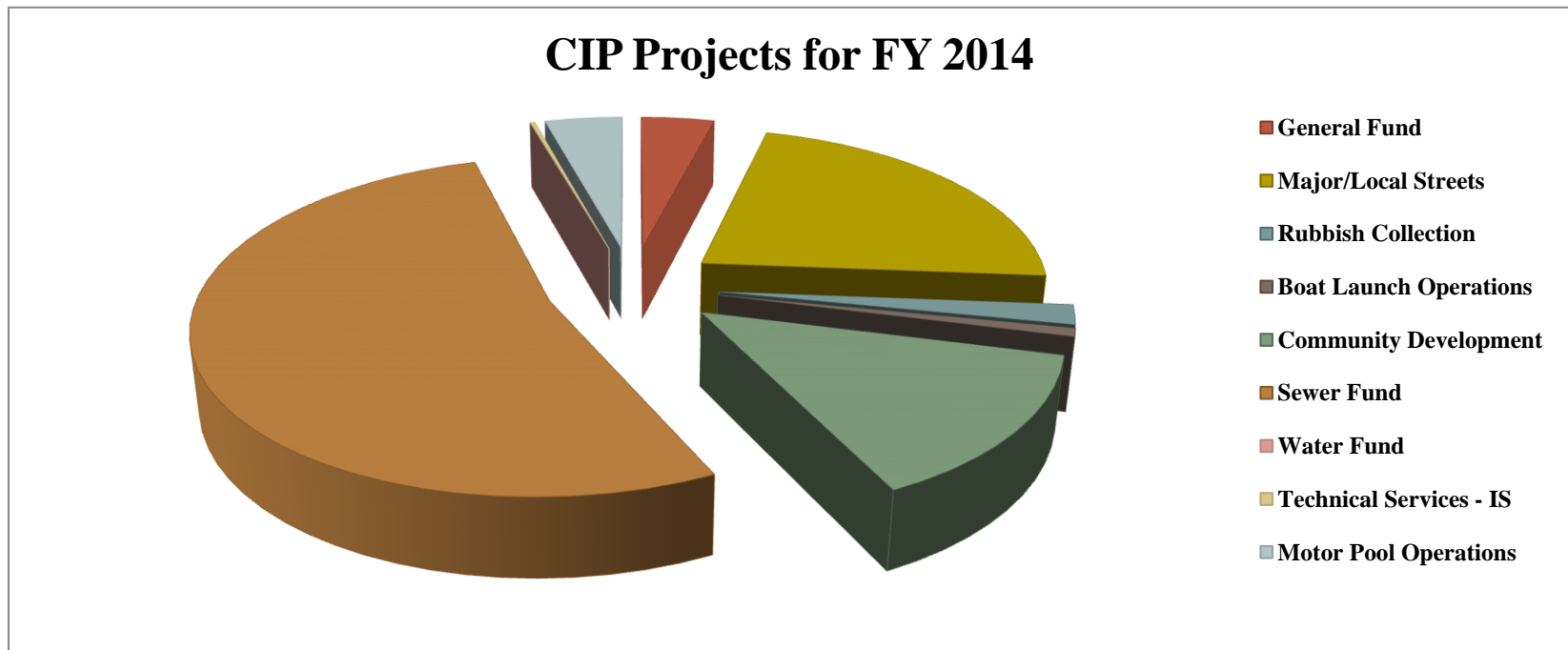
In FY 2014, the City will continue rehabilitation of Michigan Avenue, with a project cost of \$2,345,000. This project will resurface the roadway, ADA ramp installation from Stephens Street (M-46) to State Street (M-58); isolated pavement repairs; new signals on Michigan Avenue and Genesee Avenue; water main replacement, manhole adjustments, and catch basin lead replacements. This will allow the City to meet federal matching requirements as well as address the issue of replacing 1860's water main and repair the sewer system at the same time the road is reconstructed, decreasing the chances of digging up a new road for utilities issues.

CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN
SUMMARY OF REVENUES AND EXPENDITURES
FY 2014 - FY 2018

Projected Revenues	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
General Fund	909,780	123,000	172,000	357,000	252,000	1,813,780
Major/Local Street	230,670	50,000	0	0	0	280,670
Rubbish Collections	430,000	0	250,000	0	0	680,000
Boat Launch Operations	0	22,500	22,500	0	0	45,000
Sewer Fund (user fees/bond)	3,165,000	965,000	619,265	186,000	362,000	5,297,265
Water Fund (user fees/bond)	11,971,000	8,485,000	7,002,000	10,895,000	6,005,000	44,358,000
Public Works Building	0	0	140,000	42,000	42,000	224,000
Technical Services - IS	55,000	20,000	20,000	0	0	95,000
Motor Pool Operations	963,283	506,000	636,000	394,000	437,000	2,936,283
State of Michigan Act 51	655,500	372,500	308,000	264,100	142,750	1,742,850
County	120,000	0	0	0	0	120,000
Federal Grant	4,049,000	1,023,000	1,718,750	1,147,150	571,000	8,508,900
Federal (CDBG)	179,000	372,248	201,000	201,000	201,000	1,154,248
TOTAL RESOURCES	22,728,233	11,939,248	11,089,515	13,486,250	8,012,750	67,255,996
Estimated Expenditures	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
General Fund	909,780	123,000	172,000	357,000	252,000	1,813,780
Major/Local Streets	5,055,170	1,445,500	2,026,750	1,411,250	713,750	10,652,420
Rubbish Collection	430,000	0	250,000	0	0	680,000
Boat Launch Operations	0	22,500	22,500	0	0	45,000
Community Development	179,000	372,248	201,000	201,000	201,000	1,154,248
Sewer Fund	3,165,000	965,000	619,265	186,000	362,000	5,297,265
Water Fund	11,971,000	8,485,000	7,002,000	10,895,000	6,005,000	44,358,000
Public Works Building	0	0	140,000	42,000	42,000	224,000
Technical Services - IS	55,000	20,000	20,000	0	0	95,000
Motor Pool Operations	963,283	506,000	636,000	394,000	437,000	2,936,283
TOTAL APPROPRIATIONS	22,728,233	11,939,248	11,089,515	13,486,250	8,012,750	67,255,996

**CITY OF SAGINAW
CIP PROJECTS FOR FY 2014 - 2018**

PROJECTS	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
General Fund	909,780	123,000	172,000	357,000	252,000	1,813,780
Major/Local Streets	5,055,170	1,468,000	2,049,250	1,411,250	713,750	10,697,420
Rubbish Collection	430,000	0	250,000	0	0	680,000
Community Development	179,000	372,248	201,000	201,000	201,000	1,154,248
Sewer Fund	3,165,000	965,000	619,265	186,000	362,000	5,297,265
Water Fund	11,971,000	8,485,000	7,002,000	10,895,000	6,005,000	44,358,000
Public Works Building	0	0	140,000	42,000	42,000	224,000
Technical Services - IS	55,000	20,000	20,000	0	0	95,000
Motor Pool Operations	963,283	506,000	636,000	394,000	437,000	2,936,283
TOTAL APPROPRIATIONS	22,728,233	11,939,248	11,089,515	13,486,250	8,012,750	67,255,996



CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN
SUMMARY OF EXPENDITURES BY TYPE AND PROJECT
FY 2014 - FY 2018

Expenditure Types	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Architecture/Engineering	475,000	485,000	832,000	125,000	50,000	1,967,000
Construction/Acquisition	7,958,970	7,346,748	4,989,750	884,500	262,000	21,441,968
Equipment	7,501,000	1,908,000	1,661,265	4,136,000	1,437,000	16,643,265
Vehicles	2,352,283	468,000	876,000	436,000	654,000	4,786,283
Other	4,440,980	1,731,500	2,730,500	7,904,750	5,609,750	22,417,480
	22,728,233	11,939,248	11,089,515	13,486,250	8,012,750	67,255,996

Project Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Routine Replacement	6,219,000	2,851,500	3,410,500	5,785,000	1,656,000	19,922,000
Rehabilitation or Enhancement	9,145,950	7,761,748	5,376,750	5,334,500	4,522,000	32,140,948
Efficiency Project	65,000	0	84,000	42,000	42,000	233,000
New/Expansion	4,946,000	926,000	1,410,265	1,956,750	1,138,750	10,377,765
Vehicles	2,352,283	400,000	808,000	368,000	654,000	4,582,283
	22,728,233	11,939,248	11,089,515	13,486,250	8,012,750	67,255,996

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

COMMUNITY PUBLIC SAFETY - POLICE

3514/ 7575	Replace the entire Roof at CPS - Police	GF	60,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
							TOTAL PROJECT COST	<u>60,000</u>

Analysis and Explanation:

The roof on the Police Department is leaking badly everytime it rains.

Operational Impact

The potential for damage to computers and computer servers is very high. Without this equipment, our technical services division would not be able to provide reports, record or view in car video, not to mention the paper reports such as officer daily logs and use of force forms could be destroyed with no possibility to ever get them back. The buildings itself, may already contain black mold, causing a loss of work hours due to illness.

3512	Bullet Trap Rebuilt in the Gun Range	GF	30,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	2					
							TOTAL PROJECT COST	<u>30,000</u>

Analysis and Explanation:

The CPS - Police gun range is old and needs to be rebuilt. It was last rebuilt in 1996.

Operational Impact

Due to the use of heavier ammunition (40 cal instead of 9mm), this has created more wear and tear on the backstop. The impact of the heavier bullets has repeatedly broken welds, which have been rewelded numerous times. Police Officers upon hiring must qualify by State Regulations. This gun range has been in service for thirty-years and is the only one in the area.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
					FY 16	FY 17	FY 18	
3514/7575	Install New Fire Alarm System in the Police Department	GF	65,000	0	0	0	0	0
If deferred:	Other alternatives are being sought.	Priority	1					
					TOTAL PROJECT COST			<u>65,000</u>
Analysis and Explanation:								
The current fire detection system at Community Public Safety - Police is old and has not functioned for the passed three (3) years. The City is no longer able to get parts to repair the existing system. The fire alarm system is not monitored by any alarm company which makes the building a danger to operate.								
Operational Impact								
A fire alarm system is critical for the safety of employees and protection of the facility. If fire occurs, it is believed that there is a fire suppression system, but notification of fire is still critical for deployment of fire department and also to be in accordance with Fire codes.								
3514/7575	Replace Elevator and Operating System in Police Department	GF	80,000	0	0	0	0	0
If deferred:	Other alternative are being sought.	Priority	1					
					TOTAL PROJECT COST			<u>80,000</u>
Analysis and Explanation:								
During 2011, CPS - Police has had to make repeated service calls to Kone Elevator to make repairs to the elevator. Service calls are required due to the age of the elevator. The elevator's control system and door equipment have to be rebuilt. This cost nearly 80% of the total cost of a new elevator.								
Operational Impact								
Without this elevator, the Community Public Safety - Police will no longer be "handicapped accessible." It is the only access that is available to the second floor of the department for anyone confined to a wheelchair. This would violate state law.								
4480	Police Patrol Vehicles	GF	198,000	0	198,000	198,000	198,000	198,000
If deferred:	Deferred due to fiscal constraints.	Priority	1					
					TOTAL PROJECT COST			<u>990,000</u>
Analysis and Explanation:								
CPS - Police fleet consists of 33 patrol cars. The average mileage is over 100,000 miles.								
Operational Impact								
The aging fleet creates officer safety issues and requires greater repair costs. Due to the high mileage, maintenance costs have risen dramatically for the vehicles. On a weekly basis it is not unusual for 6-7 vehicles to be out of service for repairs. This has an operational impact, by creating the need to double up officers, which reduces visibility and slows response times.								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

3514	Elevator Alteration	GF	70,380	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
							TOTAL PROJECT COST	<u>70,380</u>

Analysis and Explanation:

Kone Elevator service is constantly repairing the elevator at CPS - Police. The elevator was built in the 1970's, with the aging / original equipment, there is a need to repair/replace the elevator's control system and door equipment which is approx. 80% the entire cost of a new elevator.

Operational Impact

The elevator is required through the ADA and is often breaking down. The fire department has had to make several rescues from the stuck elevator over the last year.

TOTAL COMMUNITY PUBLIC SAFETY - POLICE							<u>1,295,380</u>
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**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

COMMUNITY PUBLIC SAFETY - FIRE

3551	Repair/Replace Fire Station One Parking Area	GF	35,000	0	0	0	0	0
If deferred:		Deferred due to fiscal constraints.	Priority	3				
TOTAL PROJECT COST								<u>35,000</u>

Analysis and Explanation:

Employee and public parking areas have been patched and cracks sealed with partial lot replacement on numerous occasions. This facility is a touring site for children of all ages and is also used as a civic meeting place and official voting designation. Station One is also the backup location for the Saginaw County Emergency Operations Center, should it become inoperable.

Operational Impact

Station 1 is the face of CPS-Fire in the city of Saginaw. We interact with numerous educational groups and children's tours throughout the year. In addition to being a voting station, we host vocational job shadowing throughout the year. From a safety perspective, Station 1 has the most pedestrian and public traffic volume, and therefore needs to have a safe and well maintained area for the public.

3551	Repair/Replace Heating System on Apparatus Floor, Station 4	GF	10,800	0	0	0	0	0
If deferred:		Deferred due to fiscal constraints.	Priority	3				
TOTAL PROJECT COST								<u>10,800</u>

Analysis and Explanation:

The heating system on the apparatus floor needs repairs and possible replacement. This system maintains the temperature at a constant temperature to adjust for the large induction of cold air each time the apparatus leaves the fire station, due to the bay door being open. It is imperative that this temperature is maintained to prevent any freezing of the 500 gallons of water that is carried on Engine #4.

Operational Impact

Maintain a standardized and safe manner to house Engine #4.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
					FY 16	FY 17	FY 18	

3551	Apparatus Replacement - Engine 2	GF	320,000	0	0	0	0	0
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If deferred:	Deferred due to fiscal constraints	Priority	1						TOTAL PROJECT COST	<u>320,000</u>
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Analysis and Explanation:

The City is requesting \$320,000 to purchase a 2000 gpm, Class A Pumper. This would replace Engine 2 which is currently more than 30 years old. This engine is still in service at Station 2, 1305 Gratiot. It was refurbished in 1994, but still has the original engine and chassis. Engine 2 can only pump at a rate of 1250 GPM. This is considered insufficient by current NFPA standards. The NFPA recommends placing apparatus into reserve status after 15 years and removing them from service completely after 25 years. By any reasonable standard, this vehicle is well past its recommended replacement interval.

Operational Impact

Purchasing a 2000 gpm, Class "A" Pumper would provide Saginaw residents with a reliable first response engine to protect life and property. It would also significantly reduce repair costs. In terms of repair costs, Engine 2 has been the costliest apparatus in the fire department's fleet. It was supposed to be permanently removed from service in July of 2011 but has recently been put back into first line status because of excessive wear and tear to Truck 2. Replacing Engine 2 with a new apparatus would reduce initial repair costs and free up funds that could subsequently be used to replace other aging apparatus.

3551	Repair/Resurface Fire Station #3 Concrete Apparatus Platform	GF	21,600	0	0	0	0	0
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If deferred:	Deferred due to financial constraints	Priority	2						TOTAL PROJECT COST	<u>21,600</u>
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Analysis and Explanation:

Replacement of concrete platform in front of Station 3. This repair is needed to ensure that the apparatus can respond to an emergency as quickly and efficiently as possible. This also poses a safety hazard for crews and the public coming to and from this public venue.

Operational Impact

Allows uninterrupted use of the apron at Station 3 to allow fire apparatus to enter and exit the building safely. Currently, there are large pieces of concrete that are "free floating" meaning they move when the 30,000 pounds of vehicle drives over them.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
3551	SUV	GF	45,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	2					
TOTAL PROJECT COST								<u>45,000</u>

Analysis and Explanation:

Purchase SUV type vehicle to replace 2005 model with 115,591 miles. Vehicle originally scheduled for replacement in 2010, extended to 2011. Vehicle should be large enough to accommodate necessary equipment. CPS-Fire has created a fire apparatus replacement plan to assist senior management in forecasting financial impact of fire vehicle replacement and this purchase follows that plan.

Operational Impact

This vehicle is driven on a daily and nightly basis at times. It is imperative that it is safe, efficient and a dependably functioning vehicle to be used for emergency response driving. It is of utmost importance that he has a reliable, functioning vehicle to respond with. In addition, this is one of our most prominent vehicles that is viewed by the public as a representation of CPS-Fire.

3551	Replace Roof Fire Station #1	GF	25,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								<u>25,000</u>

Analysis and Explanation:

Station One was originally built in 1939 and re-roofed in 1992 with numerous large and small patches being applied to repair leaks and weather damage throughout the following years. Roof leaks continue to cause interior wall and ceiling damage which could possibly lead to mold infestation. The project is divided into two fiscal years to lessen financial impact on a single year. The roof area is separated by two distinct levels of roofing due to the building design. The upper level would be roofed first, followed by the lower level in the subsequent year.

Operational Impact

Station one is the administrative headquarters for CPS-Fire. It is imperative that we maintain the structural integrity of this building due to the fact that it is and will remain the cornerstone of the fire department, regardless of the direction CPS-Fire may take. Repairing or replacing now will provide years of continued use.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
3551	Replace Roof Fire Station 2	GF	20,000	0		0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
						TOTAL PROJECT COST		<u>20,000</u>
Analysis and Explanation:								
Station Two has had numerous large and small patches applied to repair numerous leaks. The roof continues to leak and cause damage to interior ceiling and walls which could lead to possible mold infestation.								
Operational Impact								
It is imperative that we maintain a safe working environment for CPS-Fire personnel and the public that may visit this public facility.								
3551	Replace Air Compressor Station 1	GF	40,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
						TOTAL PROJECT COST		<u>40,000</u>
Analysis and Explanation:								
Existing Air compressor originally installed in 1983 and parts are no longer available for repair. Unit operates on a sporadic basis. Unit provides breathing air for operations in contaminated environments and hazardous materials sites. Without clean filtered air this would not be possible.								
Operational Impact								
It is imperative that we maintain a safe working environment for CPS-Fire personnel and provide a safe breathable air on a consistent basis.								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	Future Years			
					FY 15	FY 16	FY 17	FY 18
3551	Repair and Repaint Fire Training Tower	GF	20,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
							TOTAL PROJECT COST	<u>20,000</u>

Analysis and Explanation:

The fire training tower is in need of multiple repairs including structural aspects; the structure needs sealing and painting to prevent further deterioration. Repairs include replacing flooring and subflooring, repair of interior stairway, replace stairway supports and rusted and fatigued metal, replace roof areas that have rotten wood and roofing materials. The fire sprinkler system is inoperable as is the stand pipe system. The structure is generally unsafe and many areas unusable. Fire training props and training facilities are an inexpensive way to conduct safe training programs and personnel development. The fire training tower is used by local law enforcement for SWAT training and by local area fire departments for personnel training and evaluation.

Operational Impact

Provide a safe and cost effective environment to provide training, personnel evaluation and collaborative training venue. In addition, an estimate has been provided from Eric Schantz to paint a visible and positive minded mural as the repaint finish. This tower is a very visible and noteworthy landmark in our city and is viewed by thousands of people during the fireworks, pedestrian traffic on the riverwalk, and the thousands of vehicles that pass through on Holland and Remington Streets.

TOTAL COMMUNITY PUBLIC SAFETY - FIRE 537,400

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
					FY 16	FY 17	FY 18	

CEMETERIES

1747	Repair Building and Upgrade Electrical and Security System to Storage Building	GF	0	0	18,000	18,000	0	0
If deferred:	Scheduled for FY 2015 and beyond	Priority	1					
TOTAL PROJECT COST							<u>36,000</u>	

Analysis and Explanation:

This structure was built in 1987, it is a pole barn frame with metal side walls and no interior walls or insulations. It is used to house top soil to fill in graves and for equipment storage during winter. The walls have been forced outward from fill dirt pressing against them and weakening them. The roof leaks, the siding is falling off the exterior, letting in snow and rain. Repairing walls and roof as well as installing electrical power to this building will provide power for heat and a security system and security lighting.

Operational Impact

If the building continues to be used as is, it has the potential to be damaged beyond repairs because structural poles would have become so stressed from pushing items against them to the point of warping. Critters are constantly entering into the structure causing potential bite problems for employees.

1747	Replace Chapel Roof, Interior Walls, Ceiling, and Cooling System	GF	0	0	25,000	10,000	0	0
If deferred:	Scheduled for FY 2015 and beyond	Priority	1					
TOTAL PROJECT COST							<u>35,000</u>	

Analysis and Explanation:

Forest Lawn Chapel roof is badly leaking resulting in the interior walls, floor to crack. The decorative ornate sculpting is starting to deteriorate. The walls stay wet and mold problems are mounting. Installing a dehumidifier and gutters around the building will reduce airborne moisture.

Operational Impact

Continuing to delay the replacement of this roof will eventually deteriorate the structure to the point where it will become unrepairable. The interior artwork, walls and framing will become waterlogged which will lead to this structure being deemed uninhabitable for use. The fine interior artwork is quickly falling apart.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
1747	Repair Forest Law Maintenance Building	GF	0	0	0	20,000	15,000	0
If deferred:	Scheduled for FY 2016 and beyond	Priority	1					
						TOTAL PROJECT COST		<u><u>35,000</u></u>
Analysis and Explanation:								
Repairs to Forest Lawn Maintenance shop. Replace furnace with a new HVAC system. Metal walls are rusted and no insulation which has resulted in higher heating expenses.								
Operational Impact								
4480	4x4 Pickup and 2 Ton Grew Cab Pickup Trucks for Plowing	GF	0	0	0	34,000	42,000	42,000
If deferred:	Scheduled for FY 2016 and beyond	Priority	1					
						TOTAL PROJECT COST		<u><u>118,000</u></u>
Analysis and Explanation:								
Foreman truck and two support crew trucks were purchased in 1998. None of these trucks were designed to run with snow plows, which also caused front-end problems and significant down time. Salt and off-road travel has caused the body to rust and are becoming dangerous to operate. These three trucks could be transferred over to the three maintenance employees to use as replacement utility vehicles. Then the option to purchase three used plow trucks for cemeteries could become a savings option.								
Operational Impact								
Our trucks are in constant need of costly repairs. If the proposed trucks are purchased they would be equipped to handle the wear and tear of a plow. Our trucks are front suspension and were not designed to carry a plow. Also, the foreman's truck has two fifty gallon gas tanks in the bed and when the truck is not operational he is forced to use five gallon gas tanks, which is very dangerous								
						TOTAL CEMETERIES		<u><u>224,000</u></u>

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

COMMUNITY PUBLIC SAFETY - INSPECTIONS

4480	Vehicle for Inspections	CPS/INP	30,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
							TOTAL PROJECT COST	<u>30,000</u>

Analysis and Explanation:

Replace the two oldest vehicles in the inspections' fleet. These vehicles have been used beyond their useful life and are not safe.

Operational Impact

The department has several vehicles that are no longer in use and staff has been advised by the fleet maintenance staff that they cannot repair the vehicles. In addition, one vehicle that is being driven has brake issues and staff has been advised that they cannot fix them. In order to keep our staff safe two vehicles need to be replaced to provide a safe work environment for staff.

TOTAL DEVELOPMENT 30,000

PARKING OPERATIONS AND MAINTENANCE

3868	Right-Hand Vehicle for Parking Enforcement Officer	CPS/PK	32,000	0	0	0	0	0
If deferred:	Under consideration based on revenues	Priority	1					
							TOTAL PROJECT COST	<u>32,000</u>

Analysis and Explanation:

Purchase of a right-hand vehicle for the Parking Enforcement Officers to issue tickets throughout the City. The proposed vehicle would maintain the officers safety, while also increase productivity as they would not have to leave the car to mark tires.

Operational Impact

The purchase of the vehicle is important in order to improve both the safety of the personnel and the efficiency of their work. With the right-hand vehicle, the officers will be able to mark cars without having to leave the vehicle, which is important as they work at all times of the day and night. They will also be able to identify more illegally parked vehicles without the need to leave the vehicle, which would allow them travel through more streets. The ability to travel more streets will make the streets safer for traveling at night and will positively impact Saginaw.

TOTAL PARKING O&M 32,000

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

WEED ABATEMENT

4480	Replacement of Flail Mowers (TRF-75C)	GF	0	0	27,000	9,000	9,000	0
If deferred:	Scheduled for FY 2015 and beyond	Priority	3					
TOTAL PROJECT COST								<u>45,000</u>

Analysis and Explanation:

Purchase of three (3) replacement flail mower attachments in FY13 and one every year to stay ahead of breakdowns and repairs. Each year weed abatement sightings and number of cuts increases between 6% to 8%.

Operational Impact

With over 7,000 property cuts annually, it is critical to the operation of the parks to provide compliance with the noxious weed ordinance and cut properties to keep the blight to a minimum as it relates to noxious weeds and keep safety at intersections for corner clearances.

4480	Purchase 4x4 Heavy Pickup Trucks	GF	0	0	68,000	0	0	0
If deferred:	Scheduled for FY 2015	Priority	3					
TOTAL PROJECT COST								<u>68,000</u>

Analysis and Explanation:

Purchase 2 new weed abatement support trucks in FY13. These new trucks are should have heavy duty suspension and snow plows to remove snow during the winter season.

Operational Impact

The City requires these pickups to provide monitoring and citing for noxious weed ordinances and snow removal in the winter. If we do not have operational vehicles we will not be able to monitor grass cutting and cite property owners. Also we may not be able to provide some snow removal services.

TOTAL WEED ABATEMENT 113,000

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

FACILITIES

7575	Replacement of City Hall Roof	GF	85,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								<u>85,000</u>

Analysis and Explanation:

The current roof on City Hall is a rubber membrane material and was installed in 1990 and it's 20 year warranty expired in 2010. The rubber has been repaired many times and continues to leak. Patching seams and repairing burned holes from fireworks are not under warranty. It is estimated that this roof will continue to cause internal ceiling, lights, tiles and wall damage if it is not replaced.

Operational Impact

Repair of leaking roof will keep existing ceiling tiles and interior damage from occurring. Otherwise other damage related expenses will be more than likely. The high potential health issues that could arise out of the mold spore build up between the underside of the roof deck and ceiling deems critical in getting the roof replaced.

4480	Facilities Maintenance Chevy 3500 Crew Cab Utility Truck	GF	48,000	0	48,000	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								<u>96,000</u>

Analysis and Explanation:

Purchase one up to three 3500 series utility maintenance trucks. The current two trucks were purchased in 1990 and 1991 and requires frequent repairs. This division also has the added responsibility of maintaining the CPS - Police Facility. It is more efficient for production of work having a vehical for each employee, rather than them riding double. An option of purchasing used utility trucks vs new has a potential savings of \$15-20,000 each.

Operational Impact

There are currently four full time maintenance personnel. The exception is that one is also the parks machanic who would be preparing the parks equipment for next season. Each remaining mainteance personnel (except in the summer) could be split off, so that each person would be responsible for a certain facility, i.e., City Hall, Public Works and the Police Deaprtment alternating periodically to ensure that each has a working knowledge of working of each facility. Each of these vehicals have interior seat damage to the point that when the occupants inside have to be careful when getting in or out as to not get snagged on the seat springs. The utility/tool compartments are rusted through to the point that nothing can be put inside without them falling out onto the road. Storage compartments are no longer able to be secured. Locking mechanisms are broken off. Employees must drive with store tools and equipment inside the cab. Sudden stops causes equipment to be strown all over the cab potentially injuring anyone inside.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
4480	Facilities Maintenance Chevy 3/4 Ton, 4x4 (Vechile #207)	GF	40,000	0	0	0	0	0
If deferred:	Deferred due fiscal constraints	Priority	1					
						TOTAL PROJECT COST	40,000	

Analysis and Explanation:

This heavy duty vehicle will be used by Building Maintenance/Parks for hauling special events equipment, towing riding mowers with trailers and snow plowing in the winter. The current vehicle were purchased in 1999 and is well past its working useful life.

Operational Impact

Currently the truck bed frame has rusted out to the point that it has become unsafe to attached such equipment as the salter to the vehicle presenting a safety hazzard to other vehicles on the road and to personnel. There is a strong possibility that the truck will not make it through another winter. The weight of any attached equipment could actually separate the truck frame into separate pieces causing serious injury to anyone or anything trailing behind the truck on the road. The salter is used in the winter to salt City Hall, Public Works, Police Department, Hoyt, Tea House Andersen and Hamilton St. parking lots. If this truck is not replaced and becomes damaged beyond repair, Facilities Management would not be able to get these areas salted sufficiently. An option of looking into purchasing used equipment is safer than this truck. Purchasing used equipment vs new would be a potential savings of \$20-25,000. (See attached photos)

4480	Replace two Park Mowers used to cut boulevards, cul-de-sacs, and city property	GF	36,000	0	38,000	17,000	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
						TOTAL PROJECT COST	91,000	

Analysis and Explanation:

It is requested that the City purchase two (2) trim mowers for FY14/15 as well as two (2) in FY15/16. Currently, there are four (4) trim mowers all purchased in 1996. Parks currently only has 3 trim mowers available for FY13 season, two of which have to be used on city boulevards.

Operational Impact

Parks needs to replace these existing four mowers, otherwise within the next couple of years or so we will be unable to cut boulevards, cul-de-sacs, etc. These are high visability areas which needs weekly cutting. Contracting out these services at a higher expense is the other option when this equipment is inoperable due to breakdowns.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4480	Replacement of Utility Tractor (Diesel)	GF	0	0	24,000	24,000	24,000	0
If deferred:	Scheduled for FY 2015 and beyond	Priority	1					
							TOTAL PROJECT COST	<u>72,000</u>

Analysis and Explanation:

Purchase two replacement diesel utility tractors for FY12/13 for cutting lots that are in violation of City high weed abatement codes. The current tractors were purchased in 1999 and are old and unreliable costing more to keep repaired. Additional purchases are needed in FY13/14 and FY15/16 to maintain reliable equipment and services.

Operational Impact

With over 7,000 property cuts annually, it is critical to the operation of the parks to provide compliance with the noxious weed ordinance and cut properties to keep the blight to a minimum as it relates to noxious weeds and keep safety at intersections for corner clearances. IF the existing tractors quit working, the City will be unable to keep up with the cuts required.

7575	Resurface Employee Parking Lot and Replace 200 ft of Entrance Sidewalk	GF	0	0	0	90,000	90,000	90,000
If deferred:	Scheduled for FY 2016 and beyond	Priority	3					
							TOTAL PROJECT COST	<u>270,000</u>

Analysis and Explanation:

Replace cracked and damaged employee parking lot surface, storm drains (south side of building), replace sidewalk of main entrance and walkway. (Estimated to be around 200 linear ft). Each year winter vehicular and pedestrian damages increase making plowing dangerous.

Operational Impact

The parking lot is not only cracked but has become a safety hazard. There are several sink holes. The plow trucks continue to remove asphalt and gravel from the parking lot during winter plowing. If not replaced, damage may occur to vehicles and continue to deteriorate parking lot.

4480	Purchase Three Large 580D Wing Mowers	GF	0	0	68,000	68,000	68,000	0
If deferred:	Scheduled for FY 2015 and beyond	Priority	1					
							TOTAL PROJECT COST	<u>204,000</u>

Analysis and Explanation:

Parks Operations has only one dependable large (580D) wing mower and a second older 580D mower that is 10 plus years old. The newest 580D mower is 6 years old. Parks cuts approximately 380 acres of park land each cutting rotation. It is becoming more and more difficult to keep up with grass cutting with the current old and unreliable equipment.

Operational Impact

Parks needs to replace these existing three mowers, otherwise within the next couple of years we will be unable to cut parks. Contracting out at a higher expense is the other option if the equipment is not replaced.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

7575	Replace Police Department Roof System	GF	0	0	0	0	85,000	85,000
If deferred:	Scheduled for FY 2017 and beyond	Priority	1					
							TOTAL PROJECT COST	<u>170,000</u>

Analysis and Explanation:

The current rubber roof system at the Police Department is over 25 years old and has passed its warranty. It leaks and is causing damage to office furniture, ceiling and walls. We Have been making temporary repairs to get by until a new roof could be budgeted in FY16 .

Operational Impact

Repair of leaking roof will keep existing ceiling tiles and interior damage from occurring. Otherwise other damage related expenses will be more than likely.

7575	Replace Ojibway Island Stage, Roof, and Stage Lighting	GF	0	0	0	0	50,000	35,000
If deferred:	Scheduled for FY 2017 and beyond	Priority	1					
							TOTAL PROJECT COST	<u>85,000</u>

Analysis and Explanation:

This facilities was repaired 15 years ago and need to be replace with new wood stage, handicap ramp and hand railing, remodel concession stand, dressing rooms and make all bathrooms ADA complaint by FY14. Replace metal roof and gutter system by FY15. In 2009 the building was vandalized for its copper causing major damage to the inside masonry walls and plumbing.

Operational Impact

The stage received minor repairs in 2012, i.e., painting and replacing stage boards. But the overall structure of the stage needs repairs and painting. The grounds around the stage area are uneven and the decorative bricks needs repair. There has been inquiry from the Dow event center to rent the Island for their outdoor concerts. We need to maintain Ojibway Island to continue to bring annual events and concerts to the island to generate revenue for the City and provide recreational activities for the community.

7575	Replace Second City Hall Boiler Heating System	GF	0	0	0	0	75,000	0
If deferred:	Scheduled for FY 2017	Priority	1					
							TOTAL PROJECT COST	<u>75,000</u>

Analysis and Explanation:

Replacement of the second city hall boiler heating system. The first one of the two twin boilers were replaced in FY2010-11. The second boiler is unreliable and needs replacement.

Operational Impact

Remaining Boiler needs replacement. If not replaced, could cause potential failure and inability to heat City Hall thru the Winter. Existing Boilers and steam traps replaced in 2011.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		FY 18
						FY 16	FY 17	

7575	Facilities Maintenance Case Loader	GF	85,000	0	0	0		54,000
If deferred:	Scheduled for FY 2017	Priority	1					
							TOTAL PROJECT COST	<u>139,000</u>

Analysis and Explanation:

A new loader is required in order to install and remove the two sets of flooding docks, snow removal and fence installation for special events. Currently this division has to count on other department's vehicles for assistance, which at many times are not available or are in the city garage awaiting repairs.

Operational Impact

If not replaced could have negative impact by not allowing for removal and replacement of docks at Rust Street Boat Launch and also inability to provide snow removal services and other special projects as required.

TOTAL BUILDING AND GROUND MAINTENANCE 1,327,000

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

STREETS (MAJOR AND LOCAL)

FEMA	One High Ranger	M/LS	154,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
							TOTAL PROJECT COST	<u>154,000</u>

Analysis and Explanation:

Replace a 26 year old Hi-Ranger used for the ongoing demand of removing hazardous trees that have become a danger to the public.

Operational Impact

Streets Division is responsible for maintaining approximately 60,000 trees within the right-of-way, with approximately 15 percent of the trees being Ash trees infected with the Emerald Ash Borers. These trees create a safety hazard and should be removed before they fall and injure the public or damage property. The City currently has only one operational and one non-operational hi-ranger. The purchase of an additional hi-ranger and the replacement of the non-operational hi-ranger would allow the City to aggressively and proactively remove Ash trees damaged by the Emerald Ash Borer. This would also allow us to plan a right-of-way tree trimming program, reducing the overall safety risk to the public.

FEMA	Brush Chipper	M/LS	80,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
							TOTAL PROJECT COST	<u>80,000</u>

Analysis and Explanation:

The brush chipper is necessary equipment that is needed to keep up with the demand for curb side brush collection, tree trimming and tree removal.

Operational Impact

The City currently has one chipper and adding another would allow us to target areas with another tree crew to keep up with the growing demand for removal of tree debris. Another chipper would also provide chipping services for the tree trimming program. A second tree crew would allow the Streets Section to be proactive instead of reactive in the rapidly growing public safety issue that dead and diseased trees in the right-of-way create.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
FEMA	Loader	M/LS	170,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								<u>170,000</u>

Analysis and Explanation:

This equipment has multiple functions and will be used to remove logs and brush, also used at the compost site when needed.

Operational Impact

Adding this loader will allow an additional crew to pick up brush and logs during storm events. This will improve response time to storm events and reduce the amount of time needed to clean up after an even. This equipment would also allow us to start a routine tree trimming program and help reduce our backlog of tree removal work orders. This would improve public safety as most trees scheduled for removal in the right-of-way are considered to be hazardous. This purchase could also decrease overtime cost since a proactive tree trimming and removal program would decrease tree damage from a storm event.

FEMA	Mini-Dump	M/LS	80,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								<u>80,000</u>

Analysis and Explanation:

Two 1- ton mini dump trucks are needed for pothole repair, assisting with plowing deadend streets and cul-de-sacs, and several other miscellaneous duties.

Operational Impact

The existing mini-dump trucks are 14 years old and have reached the end of their expected useful life. These vehicles are used for a variety of different duties to provide both winter and summer maintenance. The mini-dump trucks are used to plow snow where the larger vehicles are unable to. They are also used to pull the pot hole trailers, the crack filling trailer, and other equipment to the job sites. The purchase of the mini-dump truck would increase reliability, lower maintenance costs and response time.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
4480	Streets Plow Truck Replacement	M/LS	450,000	0	0	150,000	0	150,000
If deferred:	Deferred due to fiscal constraints.	Priority	1					
							TOTAL PROJECT COST	<u>750,000</u>

Analysis and Explanation:

Streets has three specialized trucks that were purchased in 2000. These trucks have multiple electrical and transmission issues. They also are not capable of being mounted with front plows. 2013-2014 -Replace three specialized trucks. The ability to replace one salt truck every other year will help update a plow fleet that is aged and deteriorating. Streets maintains a fleet of 12 plow trucks. Replace an additional truck in 2015-2016 and in 2017-2018.

Operational Impact

Three of our existing plow trucks cannot be used to remove heavy snow because they are unable to have front plows mounted and must be paired with other trucks. This reduces flexibility and slows down the snow removal and salting process on City streets and MDOT trunk lines. The salting equipment cannot be removed so these three trucks cannot be used for other work activities. The purchase of the three trucks would reduce the time needed to remove snow, thus cutting overtime and equipment maintenance costs. These trucks could also be used during the summer for tree removal and other summer activities, allowing streets to operate in a more efficient manner.

4650	Crack Filling Unit	M/LS	0	0	50,000	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
							TOTAL PROJECT COST	<u>50,000</u>

Analysis and Explanation:

Pavement joints and cracks are filled with emulsified asphalt to seal the pavement surface and keep moisture out. A crack filling machine keeps the material hot and has a wand attachment that allows the material to be applied in small lines or strips. The existing crack filling machines are in poor condition and are operational so rarely that an active routine crack and joint filling program has not been undertaken in Saginaw in several years.

Operational Impact

Crack filling and joint sealing on streets is considered routine maintenance necessary to eliminate locations where moisture can infiltrate the road surface and damage road subbase. The lack of an active crack filling and joint sealing program will cause City Streets to deteriorate more rapidly and shorten the life span of a road. Moisture that has infiltrated the road surface freezes and thaws creating potholes and requiring emergency road repairs. The existing crack filling machine is unreliable therefore, routine crack filling and joint sealing is sporadic. The purchase of a new crack filling machine will allow the City to perform routine annual joint and crack filling, allowing the new roads to last longer.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4650	Mini-Dump Trucks	M/LS	0	0	0	40,000	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST							<u>40,000</u>	

Analysis and Explanation:

One 1-ton mini dump trucks are needed for pothole repair, assist in plowing deadend, and cul-de-sac, and several other miscellaneous duties.

Operational Impact

The existing mini-dump trucks are 14 years old and have reached the end of their expected useful life. These vehicles are used for a variety of different duties to provide both winter and summer maintenance. The mini-dump trucks are used to plow snow where the larger vehicles are unable to. They are also used to pull the pot hole trailers, the crack filling trailer, and other equipment to the job sites. The purchase of the mini-dump truck would increase reliability, lower maintenance costs and response time.

4810	Street Sweeper	SF	175,000	0	0	175,000	0	175,000
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST							<u>525,000</u>	

Analysis and Explanation:

Replace three street sweepers, one each in 2013-2014, 2015-2016 and 2017-2018. The City has six street sweepers purchased in 1990, 1991, 1998, 2005, 2007 and 2008. Sweeper 53-895, purchased in 1990 is no longer operable. Sweepers 53-898 and 53-899 purchased in 1991 and 1998 respectively, do not work consistently. All three are beyond their useful life of 12 years. Street sweepers are utilized in pairs so having an odd number of sweepers is not efficient.

Operational Impact

Routine street sweeping keeps debris out of the gutters and catch basins. Debris in the gutter can impede the movement of rainwater to the catch basins and cause the streets to flood. Debris that is not swept up before it reaches the catch basins will clog the restrictor plates and catch basins requiring frequent cleaning of the restrictor plates and catch basins. Without properly functioning street sweepers, the Streets Division cannot meet it's Street Sweeping Performance Measure (sweeping all City streets three times per year.)

TOTAL STREETS 1,849,000

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

RUBBISH COLLECTION

4587	Compost Screener	RC	120,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
TOTAL PROJECT COST								<u>120,000</u>

Analysis and Explanation:

The Hopper Feeder removes trash, sticks and debris from compost to produce a final product.

Operational Impact

The hopper feeder connected to the screener doesn't currently work, requiring the compost to be fed to the screener by using a front end loader which takes more time. The front end loader is used for other work activities and is not always available for use. The replacement of this equipment would provide a more efficient and safe operation and provide a more consistent supply of screened material that is sold for \$14 a cubic yard as screened compost. Unscreened compost is given away free.

4587	Compost Site Loader	RC	250,000	0	250,000	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
TOTAL PROJECT COST								<u>500,000</u>

Analysis and Explanation:

Replace 32 year old loader

Operational Impact

A loader is used to move the compost and materials so that the compost will breakdown properly for processing. The current loader is unreliable causing the compost operations to not be able to process the material from MidMichigan Solid Waste Authority (MMWA) as per contract. It will allow the compost to be processed, screened and loaded more efficiently to service customers. This will reduce the overtime required to process and move the material while the equipment is not in service.

4583	Bobcat	CPS/EI	30,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
TOTAL PROJECT COST								<u>30,000</u>

Analysis and Explanation:

The environmental team utilizes a bobcat to remove trash on private property. However, they do not have a bobcat for their exclusive use and must wait until a bobcat becomes available from Public Services. This limits the effectiveness of the environmental crew, as the bobcats are not available on a daily basis. The billings associated with the removal of trash includes the cost of equipment. Therefore, the bobcat would pay for itself with its use.

Operational Impact

The environmental team has access to a bobcat only when the public services department is not using their bobcat. Often times the environmental team has to wait day(s) to clean up property due to not having the proper equipment. The purchase of the bobcat would allow the environmental crew to remove trash in a prompt manner, and keeping them on a regular schedule, which is critical when citing residents for trash violations.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4583	Snow Plow	CPS/EI	30,000	0	0	0	0	0
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If deferred: Deferred due to fiscal constraints

Priority 1

TOTAL PROJECT COST 30,000

Analysis and Explanation:

The environmental staff is responsible for maintaining the city-owned parking lots. This is currently bid out to a local contractor. Purchasing the truck and plow would allow the City to forego this contract, which has an estimated annual cost of \$25,000. In addition, the truck could be used to haul other equipment used by the environmental team.

Operational Impact

This cost would be a one time fee, rather than an annual fee for a contractor to remove the snow. The truck/plow would pay for itself after two years, as the annual purchase order for this work is \$25,000. This would have minimal impact on the first year, but a positive impact in the following years.

TOTAL RUBBISH COLLECTION 680,000

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

BOAT LAUNCH

7546	Lee Street Boat Launch Repairs	BL	0	0	22,500	22,500	0	0
If deferred:	Scheduled for FY 2015	Priority	1					
							TOTAL PROJECT COST	<u>45,000</u>

Analysis and Explanation:

Need to keep boat launch operational and in good condition to continue to provide access for recreational watercraft to the community. With the damages not being repaired, there is potential that less revenue would be generated because the public hesitancy to use the launch site by causing watercraft damage.

Operational Impact

Need to keep boat launch operational and in good condition to continue to provide access for recreational watercraft to the community. With the damages not being repaired, there is potential that less revenue would be generated because the public hesitancy to use the launch site by causing watercraft damage

TOTAL BOAT LAUNCH **45,000**

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		FY 18
						FY 16	FY 17	

SEWER OPERATIONS AND MAINTENANCE

4840	SCADA Computer Replacement	SF/WF	0	0	0	0	0	40,000
If deferred:	Scheduled for FY 2018	Priority	1					
TOTAL PROJECT COST								<u>40,000</u>

Analysis and Explanation:

Replacement of all SCADA System Computers.

Operational Impact

The SCADA Computers are the interface that the Water and Waste Water Plants use to operate the plant. Because of there importance and there 24 hour 365 days a year use we have put them on a 5 year replacement cycle. There is redundancy but if these computers start to fail, it would have a big impact on the operation of the plants.

4830	Replace Rotork Valve Actuators	SF	20,000	20,000	20,000	21,000	21,000	22,000
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>104,000</u>

Analysis and Explanation:

Replacement of 2 Rotork valve actuators used throughout the plant. There are 14 Rotork actuators used in the plant that are 40+ years old. This is a systematic replacement program of the outdated unrepairable actuators.

Operational Impact

This project involves replacement of Rotork valve actuators on an annual basis to maintain scheduled replacement plan. Failure of the old valve actuators will limit operational control. Valves could not be operated by computer control.

4840	Replace/Repair Roofs at Wastewater Plant and Remote Facilities	SF	25,000	25,000	25,000	25,000	25,000	50,000
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>150,000</u>

Analysis and Explanation:

Replace unrepairable roofs at Remote Facilities and Wastewater Treatment Plant or repair when possible.

Operational Impact

The roofing systems at the wastewater treatment plant and the remote facilities are being replaced as needed to prevent damage to equipment from leaks. We maintain the roofs on 35 buildings and structures.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
4840	Replace Sodium Hypochlorite Feed Pumps at RTBs	SF	25,000	25,000	25,000	25,000	25,000	25,000
If deferred:		Priority	1	1				
							TOTAL PROJECT COST	<u>125,000</u>
Analysis and Explanation:								
Sodium Hypochlorite feed pumps are used to feed chlorine solution at the RTBs. The existing pumps have outlived their service their service life and need to be replaced. Costs of repair exceeds cost of replacement. Plans are to replace pumps at one RTB each year.								
Operational Impact								
Chorination of sewage prior to discharge from the Remote Retention Treatment Basins is required and replacement of worn out and obsolete equipment will assure continued regulatory compliance.								
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4840	Final Settling Tank Substructure Replacement	SF	160,000	160,000	160,000	0	0	0
If deferred:		Priority	1	1				
							TOTAL PROJECT COST	<u>320,000</u>
Analysis and Explanation:								
The steel substructure collector mechanisms in the final settling tanks are corroding and deteriorating and must be replaced. Repairs are no longer possible on these 40+ year old structures. They have outlasted their useful life expectancy. Failure of the collector mechanism will render the tank unusable.								
Operational Impact								
The project will assure reliability of the final settling tank.								
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4840	Update Heating and Ventilation System in Return Activated Sludge Building	SF	30,000	30,000	0	0	0	0
If deferred:		Priority	1	1				
							TOTAL PROJECT COST	<u>30,000</u>
Analysis and Explanation:								
Repair heating and air conditioning system in RAS building. Upgrade for efficiency and energy savings. Replace 40+ year old obsolete equipment.								
Operational Impact								
Air conditioning units have proven to be unreliable the last few years. The improvements would eliminate costly repairs and long periods of downtime.								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years			FY 18
						FY 16	FY 17		
4840	Replace Primary Settling Tank Weirs & Baffles (2 tanks)	SF	60,000	60,000	0	0	0		0
If deferred:		Priority	1	1					
TOTAL PROJECT COST									<u>60,000</u>
Analysis and Explanation:									
Replacement of deteriorated steel weirs and baffles on the 60 year old original primary settling tanks. Current weirs and baffles have outlasted the projected 30 year life span and are beyond repair. This will complete weir and baffle replacement of all 4 primary settling tanks.									
Operational Impact									
Weirs and baffles are used to control the flow of water into and out of plant processes (tanks) to enhance treatment efficacy.									
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4840	Replace Retention Treatment Basin Flow Meters	SF	85,000	85,000	0	0	0		0
If deferred:		Priority	1	1					
TOTAL PROJECT COST									<u>85,000</u>
Analysis and Explanation:									
Replacement of failing flow meters for RTBs. Flow measurement is required to pace the disinfection chemical when the RTB go into service during a wet weather event. Discharge flow measure is also required by MDEQ.									
Operational Impact									
Accurate flow measure is crucial to the treatment process. Chlorination for flow disinfection is regulated by the flow meter measurement.									
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4840	Clean, Test, & Calibrate Plant & RTB Electrical Substations	SF	50,000	50,000	50,000	50,000	25,000		25,000
If deferred:		Priority	1	1					
TOTAL PROJECT COST									<u>200,000</u>
Analysis and Explanation:									
Clean, test and calibrate electrical substations at the wastewater treatment plant and at the RTBs.									
Operational Impact									
The Wastewater Treatment plant does not have an alternate source of power. It does have two independent power feed sources but to assure reliability annual maintenance of electrical switch gear and substations is necessary. The same is true of the Retention Treatment Basins.									

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
4840	Reconstruction/repair floor incinerator area	SF	30,000	30,000	0	0	0	0
If deferred:		Priority	2	1	TOTAL PROJECT COST			<u>30,000</u>

Analysis and Explanation:

Repair/install floor where incinerators were removed. (Currently open from basement to second floor.) Add structural steel & install.

Operational Impact

This project would increase usable square footage space. The area could be utilized as needed by the wastewater staff.

**CITY OF SAGINAW
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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
					FY 16	FY 17	FY 18	
4840	Replace Influent Bar Screen	SF	1,370,000	1,370,000	0	0	0	0
If deferred:		Priority	1	1				
							TOTAL PROJECT COST	<u>1,370,000</u>
Analysis and Explanation:								
Replace Influent bar screen with automatically cleaned screen. Current screen is 60+ years old and requires personnel to enter the confined space wet well to manually clean it. The screen is 50' below grade.								
Operational Impact								
The project will reduce the number of permit required confined space entries into the wet well to once per year and make entry safer with improvements to the stairwell. The cleaning of the bar screens will be automated.								
4840	Utility Tractor Replacement	SF	27,000	27,000	0	0	0	0
If deferred:		Priority	1	1				
							TOTAL PROJECT COST	<u>27,000</u>
Analysis and Explanation:								
Replace 14 year old utility tractor. Repair parts are no longer available and must be custom made, which is very expensive.								
Operational Impact								
The tractor is used for mowing, leaf pickup, sweeping, snow removal, and general utility around the plant and remote facilities. It is used in areas that are not accessible by pickup truck or or other large vehicles								
							TOTAL SEWER OPERATIONS AND MAINTENANCE:	<u>3,736,000</u>

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
					FY 16	FY 17	FY 18	

WATER OPERATIONS AND MAINTENANCE

4740	Security Card Access at Aqua, Gratiot, and Kochville	WF	40,000	40,000	0	0	0	0
If deferred:		Priority	3	3				
						TOTAL PROJECT COST		<u>40,000</u>

Analysis and Explanation:

Addition of Card Reader Access at Aqua, Gratiot, & Kochville Pump Stations for access monitoring.

Operational Impact

The purchase of this equipment will allow for card access entry at remote pumping stations and provide for greater security to drinking water infrastructure.

4840/4740	Water and Wastewater Network Switch Replacement	SF/WF	25,000	25,000	0	0	0	0
If deferred:		Priority	1	1				
						TOTAL PROJECT COST		<u>25,000</u>

Analysis and Explanation:

Replacement of ageing Water and Waste SCADA System network switches.

Operational Impact

The network switches are the backbone of the Water and Waste Water SCADA network. If these switches were to fail it would have a major impact on the cities ability control the plants. Inurn having a major impact on the cities ability provide Water and Waste Water services to the community.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years			FY 18
						FY 16	FY 17		
4740	Water HSP Panel	WF	0	0	30,000	0	0		0
If deferred:	Scheduled for FY 2015	Priority	1						<u><u>30,000</u></u>
Analysis and Explanation:									
Replacement of I/O Rack in the High Service Panel.									
Operational Impact									
The High Service Panel is what controls the large pumps that distribute water into the system. The HSP's I/O Racks were installed in 1995 and are nearing the end of there lifespan and will need to be replaced in the near future.									
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4740	Water Treatment Main Processor Panel I/O Upgrades	WF	0	0	25,000	0	0		0
If deferred:	Scheduled for FY 2015	Priority	1						TOTAL PROJECT COST <u><u>25,000</u></u>
Analysis and Explanation:									
Replacement of I/O Rack in the Main Processor Panel.									
Operational Impact									
The Main Processor Panel is what controls the water cleaning process at the water plant. The MPP's I/O Racks were installed in 1995 and are nearing the end of there lifespan and will need to be replaced in the near future.									
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4741/4840	Radio Reads for Water Meters	WF/SF	500,000	0	500,000	238,265	0		0
If deferred:	Deferred due to fiscal constraints	Priority	1						TOTAL PROJECT COST <u><u>1,238,265</u></u>
Analysis and Explanation:									
Upgrade all water meters to radio reads. \$500,000 of Water Bond Funds will be expended in FY 13.									
Operational Impact									
Current Reading system for wholesale customers is obsolete research into a fixed base network yielded in Sensus Flex Net System as the reading system for the next twenty years. Project will update the current touch read system to a fixed base network that can provide hourly reads for the wholesle customers and will reduce employees exposure in the field when reading water meters.									

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
					FY 16	FY 17	FY 18	
4741	Clean, Line, and Replace Low Flowing Water Mains	WF	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
If deferred:		Priority	1	1				
								TOTAL PROJECT COST <u><u>5,000,000</u></u>
Analysis and Explanation:								
Clean, line or replace low flow water mains as identified in the Master Plan and ISO Study.								
Operational Impact								
80% of our watermain system is 80 years or older. We need to develop plans to replace watermains that have been identified as being insufficient to deliver fire flows and water quality issues. Developing a long range preventative program is necessary for water quality.								
4740/4840	Replace Tandems	WF/SF	300,000	300,000	0	0	0	0
If deferred:		Priority	2	2				
								TOTAL PROJECT COST <u><u>300,000</u></u>
Analysis and Explanation:								
Replacement Tandem Trucks for Water Shop; older trucks will be cycled to Streets.								
Operational Impact								
2003 model year trucks are showing signs of corrosion and wear and tear and should be replaced next budget year. Two Tandem trucks at \$125,000.00 each without these excavating crews will experience more down time as the older trucks will need more and more frequent repairs.								
4740/4840	Replacement Rubber Tired Excavator	WF/SF	150,000	150,000	0	0	0	0
If deferred:		Priority	1	1				
								TOTAL PROJECT COST <u><u>150,000</u></u>
Analysis and Explanation:								
Replace backhoe with rubber tracked excavator.								
Operational Impact								
The rubber tracked excavator would allow crew to safety dig sewer and water trenches without having to dig backwards from private property and lift our heavy trench box.								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4740/4840	Install Hi-Rise Lights with Integrated Camera System and Resurfacing parking lot	WF/SF	300,000	300,000	0	0	0	0
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If deferred:		Priority	1	1				
						TOTAL PROJECT COST		<u>300,000</u>

Analysis and Explanation:

Parking and Yard lighting for crime prevention with camera equipment with resurfacing of parking and shop yard.

Operational Impact

Security Project. Necessary for employee safety and security of Maintenance and Service main building and yard.

4740/4840	Replacement Pickup Truck and Shop Truck	WF/SF	100,000	100,000	0	0	0	0
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If deferred:		Priority	1	1				
						TOTAL PROJECT COST		<u>100,000</u>

Analysis and Explanation:

Replacement Pickups for Divison, newer trucks will be assigned to meter service, older ones cycled to facilities. Shop plow truck is worn out- a 1999 Dodge with holes in the floor boards.2 Pickups for meter service and one xtra heavy duty 4 wheel drive one ton with pro plow package with spreader.

Operational Impact

Replacement of worn out vehicles that are requiring more servcie to stay on the road. These are meter service trucks, and shop trucks that are necessary to deliver service everyday. Meter servicemen will have reliable transportation to and from each work address, formen can respond with confidence. The current shop truck is 1999 four wheel drive that doubles as a plow and salt truk for Water Shop.

4740	Replace 16" Weiss Street Water Main	WF	0	0	0	0	3,000,000	0
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If deferred:	Scheduled for FY 2017	Priority	1					
						TOTAL PROJECT COST		<u>3,000,000</u>

Analysis and Explanation:

Replacement of 3 miles of problem 16" water main on Weiss Street.

Operational Impact

This project has been put on hold due to other projects having a higher priority. It is advisable that this project continues or until funding can be budgeted due to the frequency of failures within the City.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
4740	Reline 36" Miller Street - River to Woodbridge	WF	2,000,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
						TOTAL PROJECT COST	<u>2,000,000</u>	
Analysis and Explanation:								
Reline 36" steel lockbar pipe from River to Woodbridge. Lockbar will fail soon due to corrosion.								
Operational Impact								
This transmission main needs re-lining as the lockbar is deteriorating due to corrosion and many pinhole leaks that will continue to worsen this is our major trunk line main to our customers North of the City.								
4740/4741	HVAC's Maintenance and Service	WF	200,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
						TOTAL PROJECT COST	<u>200,000</u>	
Analysis and Explanation:								
Replace HVAC's and repair roof penetrations.								
Operational Impact								
This project is needed to repair leaking roof curbing that has been leaking for 15years. HVACs will need replacing due to their age.								
4740	Lead Service Line Replacements	WF	1,000,000	0	1,000,000	1,000,000	1,000,000	1,000,000
If deferred:	Scheduled for FY 2015 and beyond	Priority	1					
						TOTAL PROJECT COST	<u>5,000,000</u>	
Analysis and Explanation:								
Replace Lead Service Lines.								
Operational Impact								
Anticipating Lead Copper rule changes that will require total lead service line replacement. Will be about 250 line annually the City has only done partial replacments before.								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
4740	Out City Work	WF	250,000	250,000	0	0	0	0
If deferred:		Priority	1	2				
						TOTAL PROJECT COST		<u>250,000</u>
Analysis and Explanation:								
Removal of six meter pit outhouses and repair of blowoffs Davis and Kochville.								
Operational Impact								
These structures are in disrepair and need removal of the meter pit out houses and repair of our blowoffs on Davis Rd and Kochville Rd intersection/drain.								
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4740/4840	New Dump Site	WF/SF	250,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
						TOTAL PROJECT COST		<u>250,000</u>
Analysis and Explanation:								
New spoils dump site existing First Street site is full.								
Operational Impact								
Existing First St site is full division needs a different site. If we do not get a new location for spoils to dump we may no longer be able to excavate for connections, services and repairs.								
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4740	Reline Cooper Street Water Main - Michigan to Bond	WF	500,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
						TOTAL PROJECT COST		<u>500,000</u>
Analysis and Explanation:								
Cooper St water main has corrosion problems installed in 1978.								
Operational Impact								
Water main continues to have catastrophic failures. Relining would be the least disruptive to the hospital area.								

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(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
4730	Aqua Ground Storage Tank Painting	WF	225,000	225,000	0	0	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>225,000</u>
Analysis and Explanation:								
Repairs to spot blast and clean followed by overcoat/pain protection of the 4 MG steel ground storage tank for finished water. There may also be some safety improvements made.								
Operational Impact								
The project will provide corrosion control of the steel tank for a longer longer useful life for the structure. The work should be completed soon to prevent further failure of the existing coating. The lack of protection would also cause further corrosion of the existing metallic structure resulting significant additional cost. Although the master plan does not specically mention the need for paintnig the storage tank it makes it clear the existing storage is needed as well as possbile additional storage in the future.								
4741	Water System Remote Stations Back Up Generator Project	WF	1,195,000	1,195,000	0	0	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>1,195,000</u>
Analysis and Explanation:								
Project to add backup power gneration to remote facilities of the water system.								
Operational Impact								
If we experience a grid failure similar to what SE MI and the easter US saw a few years back, we will not be able to provide adequate pressure to outlying supply areas. We would only have Lake Linton ~ 30 MG of raw supply or ~ 2 days with finished water supply, if the SMMWSC was affected and Kochville had no back up power. With additional power generation we can supply water at adequate pressure as long as we can produce water. If we add the 180 MG of raw storage at Kochville we gain about another week or more with rationing. Ultimately we could be forced to use river supply but this would give us maximum time before that was necessary.								
4740/4741	Kochville Booster Station Pump and Piping Improvements	WF	400,000	400,000	300,000	0	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>700,000</u>
Analysis and Explanation:								
Raw water blending and corrosion control projects including small VFD controlled blending pump for Kochville raw water storage and boosting.								
Operational Impact								
These improvements will provide for corrosion control of the piping and apperturnances. It will also allow for greater flexibility and efficacy.of the raw water pumping station.								

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4730	High Service Pump Station Pressure Control Bypass	WF	80,000	80,000	0	0	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>80,000</u>

Analysis and Explanation:

Making pressure control improvements to High Service Pump Station. The project would use the overpressure tie between discharge and suction. The existing overpressure control valve would be replaced with a modulating control valve. It would not only protect against overpressure but would also provide pressure control of the station.

Operational Impact

Under the current control system which modulates the control pumps effluent butterfly, there is significant wear and tear on all of the componenets invovled. The motor pump and valve are all impacted by this operational practice. We are seeing premature wear of these components due the stress applied to the system using this pracitice. The new system would provide pressure control without the damage currently experienced. We eventually plan to install VFD's but this will not be possible until 3 or 4 years from know due to cost issues. This interim system would effectively control the damage in an economical way until then.

4730	Train Shed Structural Beam Repairs	WF	0	0	100,000	0	0	0
If deferred:	Scheduled for FY 2015	Priority	1					
TOTAL PROJECT COST								<u>100,000</u>

Analysis and Explanation:

Repair of deteriorating structural support beams for trainshed floor.

Operational Impact

Due to the age of the water treatment plant there are some structural issues that need to be evaluated. The beams in the train shed area provides support to the floor where chemical delivery trucks are located during delivery.

4730/4740	36" Finished Water Transmission Main Loop Improvement	WF	1,500,000	0	3,500,000	2,200,000	0	0
If deferred:	Deferred due to other pressing projects	Priority	1					
TOTAL PROJECT COST								<u>7,200,000</u>

Analysis and Explanation:

Looping improvements for 36" finished water transimission main Davis to Center Roads.

Operational Impact

This project will provide for better looping of the finished water transmission system and increased reliability by providing adequate system pressure and flexibility. There may also be advantages related to Saginaw Twps. Hospital Rd Tank level maintenance during high demand periods. We are doing studies to determine if this project is needed now or if there are alternatives such as a small booster station which may help us do other priority projects.

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years			FY 18
						FY 16	FY 17		
4730	Variable Frequency Flocculator Drive Installation	WF	80,000	80,000	0	0	0		0
If deferred:		Priority	1	1					
						TOTAL PROJECT COST			<u>80,000</u>
Analysis and Explanation: Flocculation improvements for more effective particulate removal processes.									
Operational Impact The addition of this equipment would provide for enhanced coagulation thus increasing treatment efficacy. Our coagulation flocculation efficiency consultant has recommended we move this treatment improvement up in our timeline due to changes in source water characteristics.									
4740	Arc Flash Analysis	WF	20,000	20,000	0	0	0		0
If deferred:		Priority	1	1					
						TOTAL PROJECT COST			<u>20,000</u>
Analysis and Explanation: Electrical power systems evaluation to determine required safe distance for arc flash safety.									
Operational Impact The operations and maintenance staff would gain greater knowledge in the safety of working around the electrical switchgear.									
4740	WTP Window and Masonary Evaluation and Design	WF	260,000	260,000	140,000	0	0		0
If deferred:		Priority	1	2					
						TOTAL PROJECT COST			<u>400,000</u>
Analysis and Explanation: Evaluations to determine water leakage mitigation through windows and masonry. Repairs of leaking masonry and repair or replacement of windows.									
Operational Impact Water intrusion to aged areas of the plant is creating significant damage thus evaluation, design and repair of these issues will prevent further damage to the water treatment plant façade. The water treatment plant is 83 years old, located in a historic district and is of great historical value in the community.									

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years			FY 18
						FY 16	FY 17		
4740	Structural Water Intrusion Evaluations	WF	20,000	20,000	0	0	0		0
If deferred:		Priority	1	1					
TOTAL PROJECT COST									<u>20,000</u>
Analysis and Explanation:									
Evaluations to determine mitigation of water building intrusion through structural support areas.									
Operational Impact									
This project could be combined with the window and masonry evaluation. The operational impact would be the same.									
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4741	Clarified Water Pressure Chamber Improvements	WF	20,000	20,000	80,000	0	0		0
If deferred:		Priority	1	1					
TOTAL PROJECT COST									<u>100,000</u>
Analysis and Explanation:									
Repairs to deteriorating pressure manhole concrete structure.									
Operational Impact									
This chamber is showing some signs of deterioration and must be repaired due to its importance in the transit of water throughout the treatment train. Failure of this structure would make treatment of water impossible. Therefore the delivery of water to customers would only possible until storage reservoirs were depleted and or the structure was repaired.									
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4730/4740	36" Raw Water Transmission Main Analysis and Improvements	WF	55,000	55,000	270,000	807,000	0		0
If deferred:		Priority	1	1					
TOTAL PROJECT COST									<u>1,132,000</u>
Analysis and Explanation:									
Projects for condition analysis and improvements to prepare for reversion to raw water service.									
Operational Impact									
This project will provide more detailed analysis of the condition of a major transmission main and provide for better planning of future capital needs.									

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4730	Screen Room Overhead Crane Repairs	WF	0	0	0	100,000	0	0
If deferred:	Scheduled for FY 2016	Priority	3					
						TOTAL PROJECT COST		<u>100,000</u>

Analysis and Explanation:

Repairs to structural support of overhead crane located in screen room.

Operational Impact

Currently the overhead crane in the screen room cannot be operated due to the structural support issues. If a large piece of equipment needs to be removed for repair from this area, crane rental would be necessary.

4730	Gatehouse Cross Connection Mitigation	WF	0	0	0	40,000	285,000	0
If deferred:	Scheduled for FY 2016 and beyond	Priority	2					
						TOTAL PROJECT COST		<u>325,000</u>

Analysis and Explanation:

Gatehouse potential cross connection/single wall construction mitigation.

Operational Impact

Investigation of this structure will help determine if a major renovation project will be needed in the future to address a potential regulatory compliance issue.

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(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
4730	WTP Parking Lot Evaluations and Design	WF	0	0	0	0	100,000	0
If deferred:	Scheduled for FY 2017	Priority	3					
						TOTAL PROJECT COST		<u>100,000</u>
Analysis and Explanation:								
Repairs or replacement evaluations for parking lot areas.								
Operational Impact								
The parking areas are in need of major repair. In addition due to the the security system and chemical feed upgrades, the configuration of the parking areas needs to be redesigned to allow for more vehicle storage.								
4730	Replacement Sludge Collection Drive Chain	WF	0	0	0	0	200,000	200,000
If deferred:	Scheduled for FY 2017 and beyond	Priority	3					
							TOTAL PROJECT COST	
								<u>400,000</u>
Analysis and Explanation:								
Sludge collection system drive chain replacement composite parts.								
Operational Impact								
Removal of sludge from the settling basins is imperative to the treatment process. The aged sludge collection system is becoming more expensive to maintain, thus cost efficiencies and greater reliability can be gained with the replacement of the system. There may be an alternative to convert to a newer composite chain and flight system.								
4730	Electrical Motor Upgrades	WF	40,000	40,000	60,000	60,000	60,000	30,000
If deferred:		Priority	1	2				
							TOTAL PROJECT COST	
								<u>250,000</u>
Analysis and Explanation:								
Includes rewinding electrical motors for HSP and LSP prior to electrical improvements. Dual wound electrical motor improvements allow the existing motors to work with either the existing 2400 volt system as well as the new planned 4160 and 480 volt systems. The new system allow for more energy efficient motors and VFD control.								
Operational Impact								
Operationally the new windings will allow the refurbished motors to provide us the best of old construction materials with new technologically advanced power use and energy savings methods of today.								

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4730	Electrical Power Improvements	WF	0	0	0	500,000	4,700,000	3,300,000
If deferred:	Scheduled for FY 2016 and beyond	Priority	3					
						TOTAL PROJECT COST		<u>8,500,000</u>

Analysis and Explanation:

Replacement of electrical system at WTP including upgrade outdoor switch gear, conversion to new 4160 volt and 480 volt systems, relocate switchgear and MCC's to higher elevation, conduit, wiring, grounding, and other items.

Operational Impact

The existing plant electrical systems are antiquated, beyond their useful lives and in need of updating and replacement. The new electrical systems would not only provide extended life of the facility but would vastly improve electrical safety and efficiency. One example is the use of VFD's. The upgraded system will allow VFD purchase at much less cost and realize significant savings in electrical energy.

4730	High Service Pump Improvements	WF	0	0	0	0	0	300,000
If deferred:	Scheduled for FY 2018	Priority	3					
						TOTAL PROJECT COST		<u>300,000</u>

Analysis and Explanation:

High Service Pump Improvements including VFD installations, replacement of HSP #6 elbow, ground level access for pump and equipment removal, and repairs to the Washington Valve Vault.

Operational Impact

The upgrades are needed to realize the full impact of electrical upgrade efficiencies in electrical needs as well as other deficiencies in the pump room and related equipment.

TOTAL WATER OPERATIONS AND MAINTENANCE: 39,635,265

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

PUBLIC WORKS BUILDING

4439	Public Service Office Area Roof Replacement	PSC	0	0	0	56,000	0	0	
If deferred:	Scheduled for FY 2016	Priority	1						
							TOTAL PROJECT COST	<u>56,000</u>	

Analysis and Explanation:

Replace room over front office area. This roof is over 20 years old and the warranty has expired. The constant leaking is causing damage to office ceiling, walls and light fixtures, which can lead to causing more expensive problems later.

Operational Impact

Repair of leaking roof will keep existing ceiling tiles and interior damage from occurring. Otherwise other damage related expenses will be more than likely.

4439	Public Service Office Area Roof Replacement	PSC	0	0	0	84,000	42,000	42,000	
If deferred:	Scheduled for FY 2016 and beyond	Priority	1						
							TOTAL PROJECT COST	<u>168,000</u>	

Analysis and Explanation:

Replace five gas roof top heater units which are over 30 years old. These units heat Streets Paint room inside parking and the City vehicle repair garage. Each year winter heating cost increases due to these inefficient heating units. Purchase two (2) units in FY 2015 and one every other year thru FY 2016.

Operational Impact

Need replacement prior to failure and causing emergency purchase. Also need more energy efficient heating units to reduce annual operating expenses.

TOTAL PUBLIC WORKS BUILDING: 224,000

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
					FY 16	FY 17	FY 18	

TECHNICAL SERVICES

1720	Switch Replacement - Outlying Areas	TE IS	20,000	20,000	20,000	20,000	0	0
If deferred:		Priority	1	1				
							TOTAL PROJECT COST	<u>60,000</u>

Analysis and Explanation:

Replacement of multiple outlying switches. Core switch and PD switches will be replaced this FY 2012/2013. Other outlying switches will need to be replaced due to possible failing equipment, equipment that is no longer supported, newer technology such as IP Phones and requirements for more data throughput.

Operational Impact

Failure in doing so could cause significant downtime to the outlying areas thus affecting a locations ability to work.

1720	Connect City Hall to WWTP through wireless connection	TE IS	35,000	0	0	0	0	0
If deferred:	Deferred due to financial constraints	Priority	1					
							TOTAL PROJECT COST	<u>35,000</u>

Analysis and Explanation:

Currently the WWTP is connected to City Hall through a fiber connection. We are proposing a redundant wireless connection be put in place to ensure the plant has access to the City's network.

Operational Impact

Multiple fiber problems have occurred between City Hall and the WWTP which has cost the City significant money in repair and also work time lost at the WWTP. Having a wireless connection to the WWTP would eliminate the issues that have come from fiber being cut, shot or moved due to construction zones. With the continued revitalization of the downtown area, where the fiber runs through, more issues are going to arise in the near future. Also, setting this infrastructure up at City Hall could lead to easier and more cost effective connections to other remote locations.

TOTAL TECHNICAL SERVICES: 95,000

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

TRAFFIC ENGINEERING AND ENGINEERING SERVICES

4480	Replace Aerial Sign Truck	TENG	116,283	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
							TOTAL PROJECT COST	<u>116,283</u>

Analysis and Explanation:

This would replace a 1992 Chevrolet C70 (Vehicle 30-0841) used daily by the Traffic Maintenance Section of the right-of-way division for sign maintenance.

Operational Impact

This vehicle will be 21 years old at the time of replacement and will have reached the end of its useful service life and will require frequent maintenance. Replacement will allow Traffic Engineering to continue maintaining the approximately 25,000 signs in the city including MDOT signs which generates revenue. It is also used in emergency situations to make repairs to the 7,400 streetlights, 106 Traffic signals and for the Streets department use with storm damaged, trees and power lines. If this vehicle quits working, we will no longer be able to maintain or install City or MDOT street signs.

4480	Replace 1 Ton Pickup Truck	TENG	35,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
							TOTAL PROJECT COST	<u>35,000</u>

Analysis and Explanation:

This would replace a 1998 1-Ton Pickup Truck (Vehicle 30-0209) used for barricade set-up and pavement marking installations.

Operational Impact

This vehicle will be 15 years old at the time of replacement and will have reached the end of its useful service life and requires frequent maintenance. Replacement of this vehicle would allow Traffic Maintenance to continue to provide traffic control and detour signing for all City Departments, including Police and Fire during emergencies and for the 30+ Special Events held every year. Replacement of this vehicle would also allow continued maintenance of the City's pavement marking system for traffic safety.

4480	Replace Half Ton Pickup Truck	TENG	20,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
							TOTAL PROJECT COST	<u>20,000</u>

Analysis and Explanation:

This would replace a 2001 half ton Pickup Truck (Vehicle 30-0651) used by the Traffic Foreman.

Operational Impact

This vehicle will be 13 years old at the time of replacement and will have reached the end of its useful service life and require frequent maintenance. Replacement of this vehicle would allow the Traffic Maintenance Foreman to continue to monitor work crews, investigate complaints, review construction job sites and respond to emergencies.

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4480	One Ton Rack Truck	TENG	0	0	35,000	0	0	0
If deferred:	Scheduled for FY 2015	Priority	1					
							TOTAL PROJECT COST	<u>35,000</u>

Analysis and Explanation:

This would replace a 2001 1-Ton Rack Truck (Vehicle 30-0638) used for barricade set-up and pavement marking installations.

Operational Impact

This vehicle will be 14 years old at the time of replacement and will have reached the end of its useful service life and will require frequent maintenance. Replacement of this vehicle would allow Traffic Maintenance to continue to provide traffic control and detour signing for all City Departments, including Police and Fire during emergencies and for the 30+ Special Events held every year. Replacement of this vehicle would also allow continued maintenance of the City's pavement marking system for traffic safety.

4480	Replace Aerial Truck	TENG	0	0	0	110,000	0	0
If deferred:	Scheduled for FY 2016	Priority	1					
							TOTAL PROJECT COST	<u>110,000</u>

Analysis and Explanation:

This would replace a 1999 Aerial Truck (Vehicle 30-0845) used for traffic signal and street light maintenance and repair.

Operational Impact

This vehicle will be 17 years old at the time of replacement and will have reached the end of its useful service life and will require frequent maintenance. Replacement of this vehicle would allow continued maintenance of the City's street lighting system and traffic signal system. It would also allow the City to continue to maintain MDOT's traffic signals within the City and receive revenues for providing this service. It would also allow us to continue to assist the Streets Section in providing electrical services during storm events.

4480	Replace Aerial Truck	TENG	0	0	0	0	75,000	0
If deferred:	Scheduled for FY 2017	Priority	1					
							TOTAL PROJECT COST	<u>75,000</u>

Analysis and Explanation:

This would replace a 2002 Aerial Truck (Vehicle 30-0201) used for traffic signal and street light maintenance and repair.

Operational Impact

This vehicle will be 15 years old at the time of replacement and will have reached the end of its useful service life and will require frequent maintenance. Replacement of this vehicle would allow continued maintenance of the City's street lighting system and traffic signal system. It would also allow the City to continue to maintain MDOT's traffic signals within the City and receive revenue for providing this service. It would also allow us to continue to assist the Streets Section in providing electrical services during storm events.

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4480	Replace Half Ton Pickup	ENG	20,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
							TOTAL PROJECT COST	<u>20,000</u>

Analysis and Explanation:

This will replace a half ton pickup (Vehicle 36-0213) purchased in 1993, assigned to engineering, and used for right of way permit inspections, sidewalk complaint inspections, placement of temporary cold patch sidewalk repairs, construction inspection, and concrete testing. The cab on the truck is used to transport cold patch for sidewalk repairs and to transport concrete cylinders made to test concrete strength on construction projects.

Operational Impact

This pickup truck will be 21 years old at the time of replacement and has reached the end of its useful service life, requiring frequent maintenance. Replacement of this vehicle would allow permit, construction, site development, and sidewalk complaint inspections to continue with less interruption to work flow because of transportation availability. Replacement of this vehicle also provides a means of transport for cold patch used for sidewalk repairs for sidewalk complaints and for the transport of concrete test cylinders.

4480	Replace Dodge Dakota Club Cab	ENG	0	0	0	20,000	0	0
If deferred:	Scheduled for FY 2016	Priority	1					
							TOTAL PROJECT COST	<u>20,000</u>

Analysis and Explanation:

This will replace a Dodge Dakota Club Cab (Vehicle 36-0221) purchased in 2001, assigned to engineering, and used for right of way permit inspections, sidewalk complaint inspections, placement of temporary cold patch sidewalk repairs, construction inspection, site development inspections and concrete testing.

Operational Impact

This pickup truck will be 15 years old at the time of replacement and will have reached the end of the useful service life, requiring frequent maintenance. Replacement of this vehicle would allow permit, construction, site development, and sidewalk complaint inspections to continue with less interruption to work flow because of transportation availability. Replacement of this vehicle also provides a means of transport for cold patch used for sidewalk repairs for sidewalk complaints and for the transport of concrete test cylinders.

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4480	Replace Chevy Malibu	ENG	0	0	0	0	20,000	0
If deferred:	Scheduled for FY 2017	Priority	1					
							TOTAL PROJECT COST	<u>20,000</u>

Analysis and Explanation:

This will replace a Chevy Malibu (Vehicle 36-0091) purchased in 1998 that is used by the Engineering Division employees that do not have vehicles assigned to them but must provide construction, site development or permit inspections. This vehicle is also used for transportation to training by Traffic Engineering employees.

Operational Impact

This car will be 19 years old at the time of replacement and will have reached the end of its useful service life, requiring frequent maintenance. Replacement of this vehicle would allow permit construction and site development inspections to be conducted with less interruption to work flow because of transportation availability. Replacement of this vehicle also provides a transportation mode for the Traffic Engineering employees attending out of city training.

4480	Replace Chevy Express Van	ENG	0	0	0	0	0	35,000
If deferred:	Scheduled for FY 2018	Priority	1					
							TOTAL PROJECT COST	<u>35,000</u>

Analysis and Explanation:

This will replace a Chevy Express Van (Vehicle 30-0297) purchased in 2000, assigned to Traffic Engineering and used to conduct site visits for Traffic Engineering studies. This vehicle is equipped with an arrow board to allow stops in traffic lanes.

Operational Impact

This van will be 18 years old at the time of replacement and will have reached the end of its useful service life, requiring frequent maintenance. Replacement of this vehicle would allow utility and construction traffic control reviews, traffic studies and traffic counts to be conducted in a vehicle meeting Michigan Manual of Uniform Traffic Control Devices requirements for short duration construction (blocking a lane for short periods of time) and with less interruption to work flow because of transportation availability.

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Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
4740/4741/ 4614/4840	Michigan Avenue street rehabilitation, sewer repairs and water main replacement	ENG/SF/ WF	2,345,000	2,345,000	725,000	0	0	0
If deferred:		Priority	1	1	TOTAL PROJECT COST			<u>3,070,000</u>

Analysis and Explanation:

Michigan Avenue resurfacing and ADA ramp installation from Stephens to State Street; isolated pavement repairs; new signals at Michigan and Genesee; water main replacement; manhole adjustments and catch basin and catch basin lead replacements (isolated). Project will be completed in two construction seasons and three fiscal years, April 2012 thru October 2013. Total estimate is \$5,749,300, of which \$1.3 million is Federal STP, \$320,000 is Federal Safety hazard elimination funds, \$400,000 is City ACT 51 Funds, \$3.075 million is City Water Bond Funds, \$125,000 is City Water Surplus funds and \$500,000 is City Sewer Surplus funds. Project started FY 2012

Operational Impact

This ACT 51 request is necessary to provide match money for the Michigan Avenue road reconstruction project. This allows us to utilize \$1,300,000 in Federal STP and \$320,000 in Safety Enhancement funds for the reconstruction. Without the ACT 51 funding we would not reconstruct Michigan Avenue and would lose \$1,300,000 in Federal STP funds. The water and sewer funding allows us to replace 1860's water main and repair the sewer system at the same time the road is reconstructed, decreasing the chances of digging up a new road for utility issues.

4740/4614	Fordney Street from Rust Avenue to Ezra Rust Street	ENG/WF	1,287,000	1,287,000	95,000	0	0	0	
If deferred:		Deferred due to other pressing projects	Priority	1	1	TOTAL PROJECT COST			<u>1,382,000</u>

Analysis and Explanation:

Reconstruct Fordney Street between Rust Avenue (M-46) and Ezra Rust Street to a two-lane asphalt roadway; install streetscape amenities including new LED street lights, trees and decorative stamped sidewalk, install new water main and install new catch basins where necessary. Costs include construction staking and testing. Total estimated project cost is \$1,682,000 of which \$608,000 are Federal STP, \$343,000 are Federal TE, \$147,000 are City ACT51, and \$584,000 are water surplus. Project will start in FY13 and be spread over three fiscal years. Budget for FY13 is \$300,000; FY14 is \$1,287,000; and, for FY15 is \$95,000.

Operational Impact

This ACT 51 request is necessary to provide match money for the Fordney Street reconstruction project. This allows us to utilize \$608,000 in Federal STP funds for the reconstruction. Without the ACT 51 funding we would not reconstruct Fordney Street and would lose \$608,000 in Federal STP funds. The water fund allows us to replace a water main that dates to 1892, 1912 and 1955 as part of the project. Reconstructing the water main at the same time the road is reconstructed decreases the chances of digging up a new road for utility issues.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4614/4741	Hamilton Street from Lyon Street to Court Street	ENG/WF	1,225,670	0	155,000	0	0	0
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If deferred:	Deferred due to other pressing projects	Priority	1					
							TOTAL PROJECT COST	<u>1,380,670</u>

Analysis and Explanation:

Mill and resurface 2 inches of pavement, construct isolated full-depth pavement repairs, construct ADA sidewalk ramps; install streetscape amenities including new street lights, trees; and construct new water main on Hamilton Street from Lyon Street to Court Street. (Streetscape amenities are from VanBuren to Court Street only, and will be paid for with the leftover East Genesee Earmark, \$230,760.)

Operational Impact

This ACT 51 request is necessary to provide match money for the Hamilton Street road reconstruction project. This allows us to utilize \$440,000 in Federal STP funds for the reconstruction and \$230,670 in Federal Earmark funds. Without the ACT 51 funds we would not rehabilitate Hamilton Street and would lose \$440,000 in Federal STP Funds and \$230,670 in Federal Earmark funds. The water funding allows us to replace 1920's water main at the same time the road rehabilitation is completed, decreasing the chances of digging up a new road for utility issues.

4614/4740	E. Genesee Avenue from Harold Street to Hess Avenue	ENG/WF	420,000	420,000	1,660,000	50,000	0	0
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If deferred:		Priority	1	1				
							TOTAL PROJECT COST	<u>2,130,000</u>

Analysis and Explanation:

Mill and resurface pavement with 2 inches of asphalt; construct full-depth pavement repairs as needed; construct ADA sidewalk ramps; and construct new water main on E. Genesee Avenue from Harold Street to Hess Avenue. Construct in 2015. Costs include design (FY14) and construction staking and testing (FY15)

Operational Impact

This ACT 51 request is necessary to provide match money for the E. Genesee Avenue road reconstruction project. This allows us to utilize \$440,000 in Federal STP funds for the reconstruction. Without the ACT 51 funding we would not reconstruct E. Genesee Avenue and we would lose \$440,000 in Federal STP funds. The water funding allows us to replace 1920's water main at the same time the road is reconstructed, decreasing the chances of digging up a new road for utility issues.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4614	Weiss Street and Hermansau Street Traffic Signal and Left Turn Lane Installation	ENG	100,000	0	110,000	0	0	0
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If deferred:	Deferred due to fiscal constraints	Priority	1					
							TOTAL PROJECT COST	<u>210,000</u>

Analysis and Explanation:

Install left-turn lane on Hermansau at Weiss Street and add a traffic signal at this intersection. The signal timing will be tied to the timing of the signal at Schaefer and Weiss and Michigan and Weiss. This will be a joint project with Saginaw County. Construction staking and testing costs have been included.

Operational Impact

This ACT 51 request is necessary to provide match money for \$160,000 in Federal STP funds to improve the intersection of Hermansau and Weiss. Without the ACT 51 funds we would not complete the intersection improvements, and would lose \$160,000 in Federal STP funds.

4614/4740	Ezra Rust Street from Court Street Bridget to Washington Avenue (M-13)	ENG/WF	662,500	0	37,500	0	0	0
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If deferred:	Deferred due to fiscal constraints	Priority	1					
							TOTAL PROJECT COST	<u>700,000</u>

Analysis and Explanation:

Mill and resurface existing pavement 2-4 inches, construct isolated full-depth pavement repairs, replace curb and gutter, replace water main and install new catch basins as needed. Costs include construction staking and testing. Total project cost is \$1,000,000 of which \$560,000 is Federal STP, \$300,000 is water surplus and \$140,000 is City ACT51. Construction will begin in FY13 and be spread over three fiscal years. Budget for FY13 is \$300,000; FY14 is \$662,500; and, FY15 is \$37,500.

Operational Impact

This ACT 51 request is necessary to provide match money for the Ezra Rust Street reconstruction project. These funds allow us to utilize \$560,000 in Federal STP funds for the road rehabilitation. The water funds allow us to replace a 12" water main in front of the Anderson Enrichment Center, install a fire hydrant and adjust water valves and manholes as part of the project. Without this funding we would not reconstruct Ezra Rust and utilize \$560,000 in Federal STP Funds.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
4614	Treanor Street from Williamson Street to Dixie Highway	ENG	800,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
							TOTAL PROJECT COST	<u>800,000</u>

Analysis and Explanation:

Crush and shape existing roadway. Joint project with Saginaw County- match split 75% County, 25% City.

Operational Impact

This ACT 51 request is necessary to provide the City's portion of a match for a joint project with the Saginaw County Road Commission to reconstruct Treanor Street. The County is providing 75% of the required match and the City is providing 25%. Without the ACT 51 funds we would not complete the Treanor Street road construction project and would lose \$640,000 in Federal STP funds. We would also jeopardize future joint projects with the County.

4614	Michigan Avenue & Genesee Avenue Signal Optimization Study and Implementation	ENG	115,000	0	50,000	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
							TOTAL PROJECT COST	<u>165,000</u>

Analysis and Explanation:

Conduct traffic signal optimization studies and implement recommended changes on the Genesee Avenue and Michigan Avenue corridors to improve progression and discourage red light running.

Operational Impact

The City has received Surface Transportation Safety Hazard Elimination Funds (STH) to conduct signal optimization studies on the Genesee Avenue and Michigan Avenue corridors. STH funds will pay for 80% of the costs. The City is obligated to provide the 20% match. Without the \$33,000 Capitol Investment by the City, the City will lose \$132,000 in Federal funds. Staff size no longer allows this type of signal analysis to be done by City staff. Without this funding, the optimization studies will not be done. These projects were awarded by MDOT based on cost benefit analysis using the cost of the accidents and the cost of implementing the timing improvements.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18

4614	Niagara Street Reconstruction from RR Tracks to Davenport	ENG/WF	170,000	0	360,000	1,852,500	37,500	0
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If deferred:	Deferred due to fiscal constraints	Priority	1					TOTAL PROJECT COST	<u>2,420,000</u>
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Analysis and Explanation:

Reconstruct roadway and replace water main on Niagara Street from RR Tracks to Davenport; replace catch basins as needed; and install ADA ramps where required. Design engineering to be contracted thru MDOT process and 80% of the costs will be paid with federal funds. Design costs are budgeted in FY14. Construction staking and testing costs are budgeted in FY15 and FY16.

Operational Impact

This ACT 51 request is necessary to provide match money for the Niagara Street road reconstruction project. This allows us to utilize \$1,120,000 in Federal STP funds for the reconstruction. Without the ACT 51 funds we would not reconstruct Niagara Street and would lose \$1,120,000 in Federal STP funds. The water funding allows us to replace 1930's and 1950's water main at the same time the road is reconstructed, decreasing the chances of digging up a new road for utility issues.

4616	Johnson Street Bridge over the Saginaw River	ENG	15,000	0	84,000	151,250	0	0
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If deferred:	Deferred due to fiscal constraints	Priority	1					TOTAL PROJECT COST	<u>235,250</u>
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Analysis and Explanation:

Perform preventative bridge maintenance on the Johnson Street Bridge over the Saginaw River, that includes pin and hanger repairs. The City requested and received Local Bridge Program Funds, which will pay for 95% of the construction costs. The City is responsible for all design and construction engineering costs which have been included. This project will be bid through the Michigan Department of Transportation.

Operational Impact

Preventative bridge maintenance is necessary to extend the life of the bridge and preserve one of five bridges over the Saginaw River that are the responsibility of the City. Without the City's Capital investment of \$36,250, the City would lose \$213,750 in federal and state bridge funds. The City has no other monetary source of funds for bridge maintenance.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	Future Years			
					FY 15	FY 16	FY 17	FY 18

4614	Mackinaw Street from State Street to Weiss Street	ENG	0	0	100,000	205,000	0	0
If deferred:	Scheduled for FY 2015 and beyond	Priority	1					
							TOTAL PROJECT COST	<u>305,000</u>

Analysis and Explanation:

Reconstruct roadway between State (M-58) and Davenport (M-58). Mill and resurface and construct full-depth pavement repairs between Davenport (M-58) and Weiss. Construction staking and testing costs are included.

Operational Impact

This ACT 51 request is necessary to provide match money for \$240,000 in Federal STP funds to resurface Mackinaw Street. Without the ACT 51 fund we would not complete the Mackinaw Street road resurfacing, and would lose \$240,000 in Federal STP funds.

4616	Genesee Street Bridge over the Saginaw River	ENG	0	0	34,000	173,000	285,000	0
If deferred:	Scheduled for FY 2015 and beyond	Priority	1					
							TOTAL PROJECT COST	<u>492,000</u>

Analysis and Explanation:

Perform preventative bridge maintenance on the Genesee Avenue Bridge over the Saginaw River, that includes pin and hanger repair and scour counter measures. The City requested and received Local Bridge Program Funds which will pay for 95% of the construction costs. The City is responsible for all design and construction engineering costs. This project will be bid through the Michigan Department of Transportation.

Operational Impact

Preventative bridge maintenance is necessary to extend the life of the bridge and preserve one of five City bridges over the Saginaw River. Without the City's capital investment of \$95,850 (19% of the total project cost), the City would lose \$396,150 in Federal and State bridge funds. The City has no other monetary source of funds for bridge maintenance.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		
						FY 16	FY 17	FY 18
6511	Community Development Block Grant Road Resurfacing	ENG/ CDBG	150,000	150,000	343,248	172,000	172,000	172,000
If deferred:		Priority	1	1	TOTAL PROJECT COST			<u>1,009,248</u>

Analysis and Explanation:

Resurfacing of the City of Saginaw's over 270 miles of major and local streets, including ADA ramp improvements. Mostly local streets as approved by the Human Planning Commission and ultimately City Council.

Operational Impact

This funding allows us to continue our yearly program to resurface local streets in the CDBG defined Covenant and St Mary's Revitalization areas. Without this funding local streets in these CDBG areas would not be resurfaced. There are no other funds to provide local street resurfacing.

6511	Community Development Block Grant ADA Ramps	ENG/ CDBG	29,000	29,000	29,000	29,000	29,000	29,000
If deferred:		Priority	1	1	TOTAL PROJECT COST			<u>145,000</u>

Analysis and Explanation:

Reconstruction of existing intersection ramps to make the ramps ADA compliant. The City has over 12,000 ramps of which over 6,600 have been converted to ADA compliant sidewalk ramps.

Operational Impact

This funding allows us to continue our yearly program to install ADA compliant sidewalk ramps in the Covenant Neighborhood area. Without this funding the ADA sidewalk ramps installation program would be discontinued.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 14	Manager Approved FY 14	FY 15	Future Years		FY 18
						FY 16	FY 17	

4614	Unknown Project	ENG	0		90,000	775,000	863,750	0
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If deferred: Scheduled for FY 2015 and beyond Priority 1

TOTAL PROJECT COST 1,728,750

Analysis and Explanation:

Transportation Improvement Plan (TIP) has not been developed past FY14 or the 2015 construction season. The project will be filled in after the TIP has been developed. We are also anticipating a 33% reduction in Federal STP funds (from \$1,300,000 to \$871,000) based on MDOT's current proposal.

Operational Impact

This ACT 51 request is necessary to provide match money for \$871,000 in Federal STP funds. Without the ACT 51 fund we would not complete the road resurfacing, and would lose \$871,000 in Federal STP funds. The water funding allows us to replace old water main at the same time the road is reconstructed / resurfaced, decreasing the chances of digging up a new road for utility issues.

4614	Unknown Project	ENG	0		90,000	775,000	863,750	0
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If deferred: Scheduled for FY 2015 and beyond Priority 1

TOTAL PROJECT COST 1,728,750

Analysis and Explanation:

Transportation Improvement Plan (TIP) has not been developed past FY14 or the 2015 construction season. The project will be filled in after the TIP has been developed. We are also anticipating a 33% reduction in Federal STP funds (from \$1,300,000 to \$871,000) based on MDOT's current proposal.

Operational Impact

This ACT 51 request is necessary to provide match money for \$871,000 in Federal STP funds. Without the ACT 51 fund we would not complete the road resurfacing, and would lose \$871,000 in Federal STP funds. The water funding allows us to replace old water main at the same time the road is reconstructed / resurfaced, decreasing the chances of digging up a new road for utility issues.

TOTAL TRAFFIC AND ENGINEERING: 18,387,951



PERFORMANCE MANAGEMENT **PLAN**

FY 2013 Actual

City of Saginaw

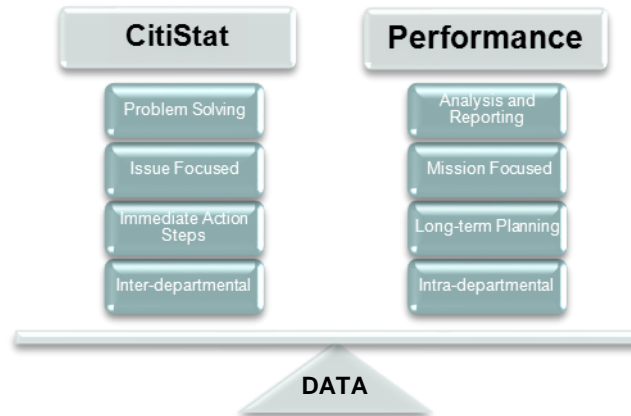


*"Restoring
responsibility and
accountability is
essential to the
economic and fiscal
health of our nation"*
– Carl Levin

Performance Management Plan

Introduction

In an effort to align our City Council goals with departmental actions and to address Michigan’s Governor Rick Snyder’s call for increased transparency and accountability, the City of Saginaw has refocused the manner in which it tracks performance. The City’s revised approach is separated into two parallel tracks: CitiStat and Performance Management. The illustration below describes the main tenants of each track. The proceeding pages in this section will focus on the Performance Management branch of City’s efforts.



Performance Management Process

The performance management process for the City of Saginaw begins each year in June with planning meetings for each department and concludes in early August with the completion of the City of Saginaw’s FY Performance Management document. The aforementioned meetings yield individual performance plans for each department, which are later compiled into one document. Each performance plan includes a departmental mission, three to four performance objectives, a brief summary of services and 2-3 key performance indicators (KPIs) for each division. Larger departments have more KPIs as they have more divisions. Each year’s measures can be replaced with other measures that reflect changes in the operation. Each department’s performance on their KPIs is measured twice a year: at the 6-month period and at the end of the fiscal year in a city-wide performance management evaluation. Each KPI is evaluated in this document and provided a rating.

Rating of the Key Performance Indicators Criteria

A rating of 99 – 100% represents that the key performance indicator was Fully Achieved. A rating of 75% - 98.99% illustrates Mostly Achieved when compared to the KPI target for FY 2013. A rating of 51% - 74.99% illustrates that a key performance indicator is Partially Achieved. Additionally, a 50% or fewer illustrates that the KPI target was Not Achieved. No Data Available illustrates that data was not provided or is no longer being tracked.

Default KPI Ratings	
>= 99- 100%	<i>Fully Achieved</i>
75-98.99%	<i>Mostly Achieved</i>
51 – 74.99%	<i>Partially Achieved</i>
< 50%	<i>Not Achieved</i>
	<i>No Data Available</i>

Explanations of variances have been provided for all measures that are rated orange, yellow and red. Green rated items may also be discussed if there are major changes that occurred over the fiscal year that require further explanation.

Efficiency Rates: An efficiency rate will also be allocated to each department. This rate will consist of the percentage of Fully and Mostly Achieved key performance indicators.

Calculation: (% of  Fully Achieved + % of  Mostly Achieved = % Efficient)



Citywide Accountability Scorecard

City Council Strategic Initiatives and KPI Matrix

The matrix below provides the number of KPIs per department. This matrix reflects the number of KPIs by department as they relate to the City Council Strategic Initiatives. In FY 2013, there are 94 total indicators.

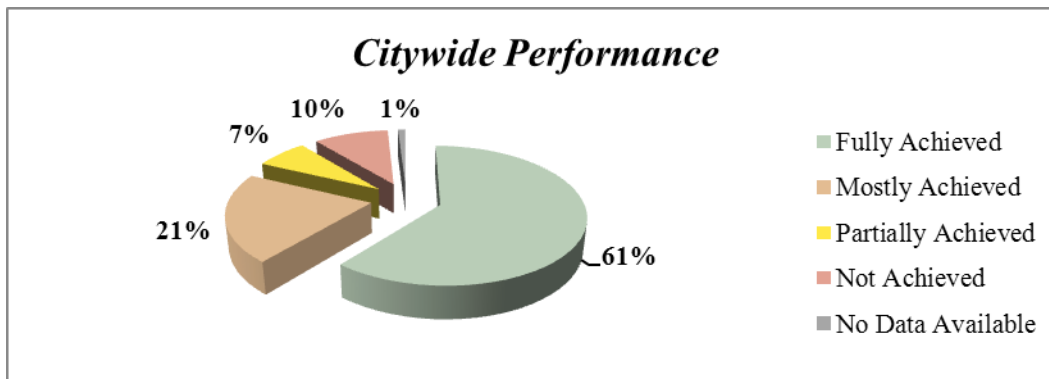
<u>Department</u>	<u># of KPIs</u>	Crime and Public Safety	Neighborhood Beautification	Recreation & Youth Activities	Revenue Enhancement	Organizational Development
City Clerk	3				1	2
City Attorney	4					4
Employee Services	5	2				3
Fiscal Services	12				7	5
Technical Services	6				2	4
CPS - Police	8	7				1
CPS - Fire	6	3			1	2
CPS - Inspections	6	1	2		2	1
Community and Economic Development	5		2		2	1
Public Services	31	8	11	1	3	8
Water and Wastewater Services	8	8				
Total	94	29	15	1	18	31

Analytical Summary:

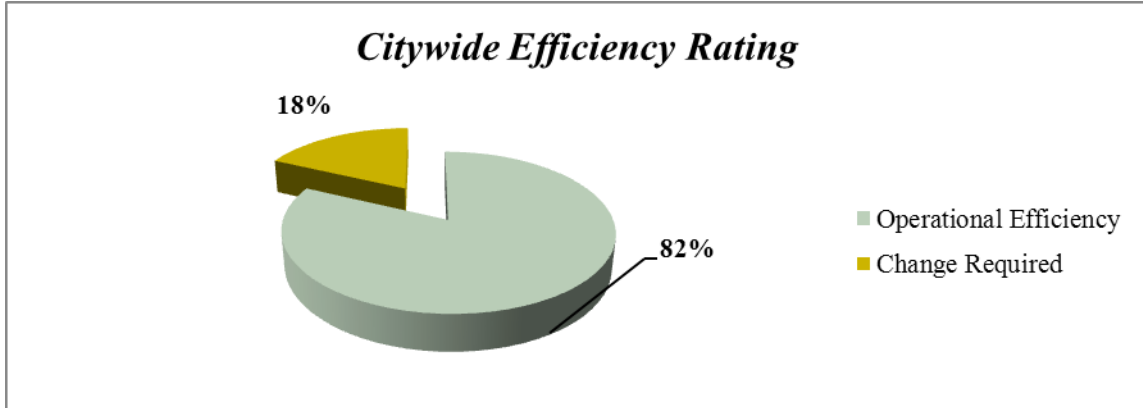
Contained within this document is the FY 2013 Accountability Scorecard for the City of Saginaw based on performance measurement activities that occurred over the fiscal year. This Accountability Scorecard reflects the overall performance of the City as well as the performance of each individual department/division, as outlined by the department and proven by actual data provided. The FY 2013 Accountability Scorecard also provides a new efficiency score for each department based on achievement of key performance indicators as outlined by each department. This analytical summary will outline the aggregate achievement of the City, the efficiency rating of the City Council Strategic Initiatives, as well as the accountability analysis of each individual department.

Citywide Analysis:

In evaluation of the total 94 key performance indicators listed within this document, the overall performance of the City reveals that 61% of these indicators were Fully Achieved, 21% were Mostly Achieved, 7% were Partially Achieved, 10% were Not Achieved and 1% had No Data Available.



Efficiency Rating: The citywide operational efficiency rating reflects to be 82% efficient. Nineteen percent of the listed key performance indicators reflect action plan requirements.



City Council Strategic Initiative Rating

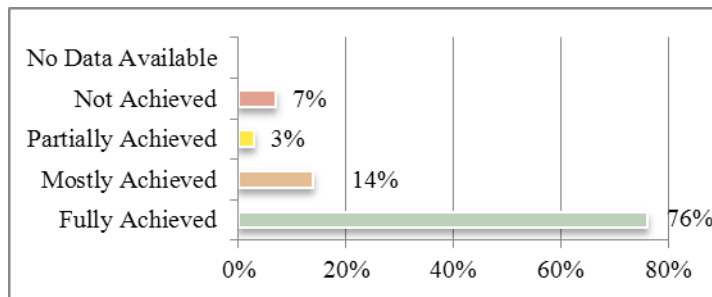
Listed below is the rating of the five City Council Strategic Initiatives based on the KPI rating.

Crime and Public Safety Initiative:

Crime and Public Safety remains the first priority of City Council and City Administration. City Council and the Management Team’s primary goal are to create a safe place to live, work, and play for all citizens in the City. Therefore, in the FY 2013 approved budget, City Council allocated \$26,590,738 for this initiative. Of the city’s 94 key performance indicators, 29 of them were allocated to crime and public safety.

Efficiency Analysis:

In review of all 29 crime and public safety indicators, as outlined in the KPI matrix above, 76% were considered Fully Achieved, 14% were considered Mostly Achieved, 3% were considered Partially Achieved, and 7% were Not Achieved when compared to the FY 2013 departmental goal.



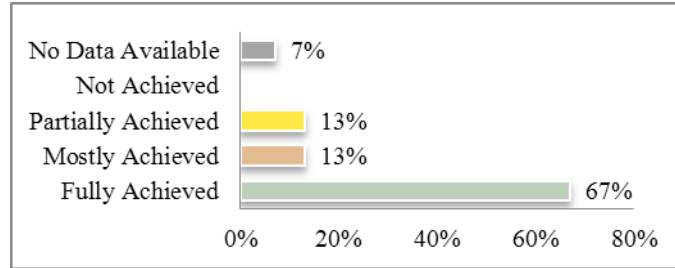
The overall Crime and Public Safety Initiative reflects an operational efficiency rating of 90%. For FY 2014, City Council approved an allocation of \$23,778,942 for this initiative.

Neighborhood Revitalization and City Beautification Initiative:

Neighborhood Revitalization and City Beautification is the second highest priority of City Council and City Administration. City Council and the Management Team’s primary goal is multifaceted for this initiative: to eliminate blight, improve quality of life, to continue to build strong relationships between the City and Neighborhood Associations, to attract new businesses through the promotion of the City as an excellent place to live, work, and play, and to build a stable, livable, clean and well-kept community. In the FY 2013 approved budget, City Council allocated \$11,018,086 for this initiative. Of the City’s total 2013 94 key performance indicators, 15 of them were allocated to Neighborhood Revitalization and City Beautification.

Efficiency Analysis:

In review of the 15 to neighborhood revitalization and city beautification indicators, 67% were considered Fully Achieved, 13% were considered Mostly Achieved, 13% were considered Partially Achieved, and 7% had No Data Available when compared to the FY 2013 departmental goal.



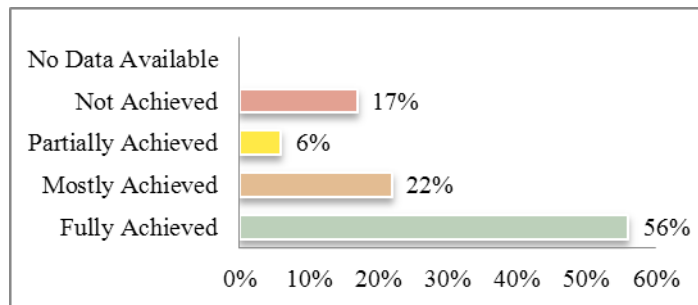
The overall operational efficiency rating for this initiative is 80%. The FY 2014 budget allocates \$739,180 for this initiative.

Maintain and Enhance City Revenue Efforts Initiative:

The third most important initiative for City Council and City Administration during FY 2013 is to “**Maintain and Enhance City Revenue Efforts**”. City Council and the Management Team’s primary goal for this initiative are to maintain and improve the financial health of the City. In FY 2013, City Council assigned \$97,644 for this initiative. Of the City’s total 2013 94 key performance indicators, 18 of them were allocated to maintain and enhance city revenue efforts.

Efficiency Analysis:

In review of all 18 indicators, 56% were considered Fully Achieved, 22% were considered Mostly Achieved, 6% were considered Partially Achieved and 17% were considered Not Achieved when compared to the FY 2013 departmental goal. .



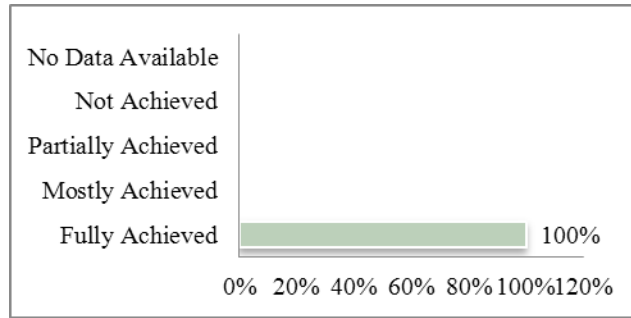
The overall operational efficiency rating for this initiative is 78%. The FY 2014 budget assigns the same amount for this initiative

Recreational Offering and Youth Activities Initiative:

Recreation Offering and Youth Activities Initiative is the fourth most important initiative of City Council and City Administration. City Council and the Management Team’s primary goal for this initiative were to make Saginaw a safe place to live, work and play. In the FY 2013 approved budget, City Council allocated \$215,779 for this initiative. Of the City’s total 2013 94 key performance indicators, 1 indicator was allocated to recreational offering and youth activities.

Efficiency Analysis:

In review of this indicator, it was determined that the City realized Full Achievement when compared to the FY 2013 departmental goal.



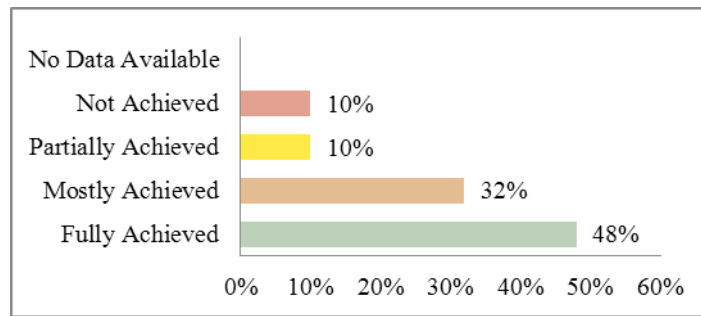
The overall Recreation Offering and Youth Activities initiative reflects an operational efficiency rating of 100%. For 2014, the budget earmarks \$210,501 for this initiative.

Organizational Development Initiative:

The **Organization Development Initiative** is the fifth and final priority of City Council and City Administration. City Council and the Management Team’s primary goal are to provide effective and efficient delivery of services to the citizens of the City of Saginaw. In the FY 2013 approved budget, council apportioned \$58,163 for this initiative. Of the City’s total 2013 94 key performance indicators, 31 of them were assigned to organizational development.

Efficiency Analysis:

In review of the 31 key performance indicators, 48% were considered Fully Achieved, 32% were considered Mostly Achieved, 10% were considered Partially Achieved, and 10% were considered Not Achieved when compared to the FY 2013 departmental goal.



The overall operational efficiency rating for this initiative is 80%. For 2014, City Council gives \$15,000 for this initiative.



Detailed Accountability Scorecard by Department

Office of the City Clerk

Janet Santos, City Clerk

Mission

The mission of the Office of the City Clerk is to provide exceptional public services through accurate and comprehensive records maintenance and efficient administration of license registration requirements. Moreover, the Office of the City Clerk maintains complete records of all proceedings and conducts precise and efficient elections.

Performance Objectives

1. To meet and adhere to all requirements of the State of Michigan’s Open Meetings Act.
2. To improve the overall election process at the precinct level.
3. To increase the effectiveness of the billing and collections procedures for license fees and registrations.

Summary of Services by Divisions


The Office of the City Clerk for the City of Saginaw operates through two divisions:

Office of the City Clerk – (summary of services)

The City Clerk’s office serves as the City’s Bureau of Information and Complaints, as stated in the City Charter; maintains agreements, reports, petitions, and informational documentation related to the City. Serves as Clerk to Council and the Civil Service Commission and preserves a record of their proceedings. Additionally, this division administers oaths and affirmations; facilitates tax abatements; preserves ordinances; manages the City’s license requirements; coordinates the annual special single lot assessments and provides risk management service through coordination of insurance coverage and handling of claims.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
% of proposed minutes made available to the public within 8 business days after the meeting	60%	100%	70%	75%
% of past due notices for licensing and registration mailed w/in 30 business days of violation	40%	82%	60%	80%

Explanation of variances:

 The key performance indicator for the “% of past due notices for licensing and registration mailed within 30 business days of violations” reflect to be fully achieved when compared to the FY 2013 goal. This key performance indicator actual achievement is based on the Office Assistant III position being occupied the entire fiscal year as well as no state or federal elections during the year.

Elections – (summary of services)

The Elections Division conducts local, county, state and federal elections assuring there is compliance with the applicable laws, rules and regulations. This involves maintenance of voter registration files, election statistics, ballot preparation, issuance of absent voter ballots, delivery and set-up of voting equipment and supplies, election board appointments and their proper training.

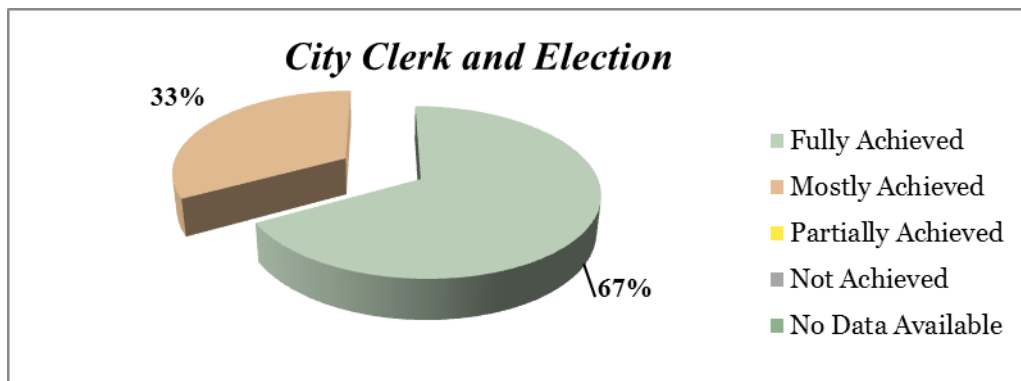
Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
% of precincts without errors as noted by the Receiving Board	50%	40.48%	55%	60%

Explanation of variances:

For FY 2013 the “% of precincts without errors as noted by the Receiving Board” was mostly achieved at 40.48% instead of the goal of 50%. This achievement is a result of 10 precincts out of 21 at the August 7, 2012 Primary Election and 7 precincts out of 21 for the November 6 General Elections with errors noted by the Receiving Board. Action steps taken by the City Clerk includes the establishment of check list and separate training for all precinct workers. Furthermore, additional training will be provided to the Receiving Board to address errors indicated.

Overall Departmental Analysis:

The Office of the City Clerk and Elections’ total performance for FY 2013 reflects that 67% of the key performance indicators outlined above were fully achieved and 33% of them were mostly achieved when compared to the FY 2013 goals as established by the department to the FY 2013 actual performance.



Efficiency Rating: The overall efficiency rate is fully efficient when using the Efficiency grading scale. This is considered to be operationally efficient. Although this is the highest rating, this office in the future should adjust their indicators to reflect other activities that occur within the office as well as derive an action plan for the key performance indicators that was mostly achieved.

City Attorney

Andre Borrello, City Attorney

Mission

The mission of the City Attorney, who is a contracted third party, is to provide sound and sufficient legal services to the City Council, City Manager, all departments, and officers of the City.

Performance Objectives

1. Provide consistent sound and appropriate legal advice.
2. Efficiently process requests for legal services.
3. Review contracts in a timely and proficient manner.

Division w/Summary of Services

The Office of the City Attorney for the City of Saginaw operates with one division:

Office of the City Attorney – (summary of services)

The office of the City Attorney is an appointed office of the City Charter and recognized by ordinance as the Department of Law. Unless specified otherwise, the appointed City Attorney initially reviews requests for legal services and conducts review of City contracts. Generally, ordinance prosecution, labor relations, economic development and most litigation matters are referred to other outside counsel. Legal services are coordinated through the Law and Legal Affairs Team and counsel is provided by attorneys appointed by the City to perform specified services.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY14 Projection	FY15 Projection
Law and Legal Affairs Team shall maintain sufficient oversight of the provision of legal services and coordinate all legal affairs of the City by meeting weekly	45 weekly meeting	<i>44 weekly meetings</i>	45 weekly meetings	45 weekly meetings
Provide initial review of all legal requests (including contracts) within five (5) business days	80%	<i>100%</i>	90%	90%
Provide response to all legal requests (including contracts) by the designated due date	80%	<i>75.89%</i>	95%	95%
Track the number of legal requests submitted and responded to by the due date, with a goal of achieving timely responses.	300/ 85%	<i>141/ 75.89%</i>	300/ 90%	300/ 90%

Explanation of variances:

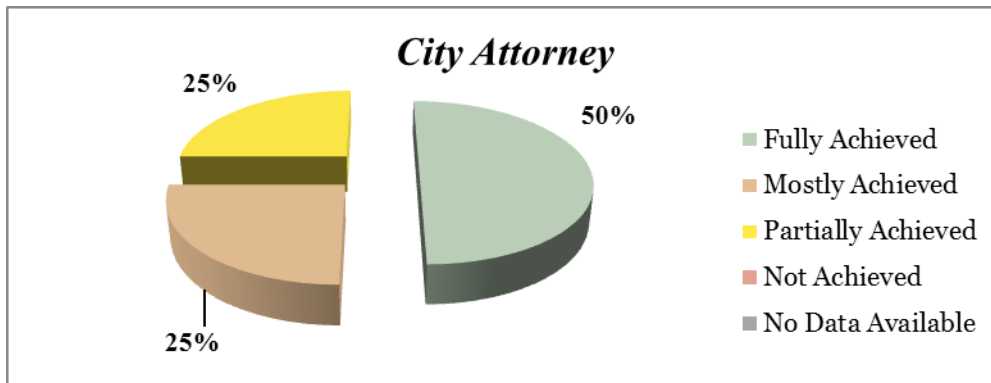
The key performance indicator requires that the “Law and Legal Affairs Team shall maintain sufficient oversight of the provision of legal services and coordinate all legal affairs of the City by meeting weekly” with a goal of 45 weekly meeting for FY 2013. In calculating the actual meetings, the data reflects to be fully achieved at 44 weekly meetings. The variance from the goal to actual is due to the cancellation of meetings by the City Manager or the meeting fell on a holiday.

The key performance indicator to “Provide response to all legal requests (including contracts) by the designated due date” reflects to be mostly achieved when compared to the FY 2013 goal of 80%. This achievement rating is due to the legal requests going to outside attorneys. The completion date is not determined.

■ The key performance indicator to “Track the number of legal requests submitted and responded to by the due date, with a goal of achieving timely responses” reflects to be partially achieved when compared to the FY 2013 goal of 300/85%. This partial achievement is due to the legal request going to outside attorneys. The completion date is not determined.

Overall Departmental Analysis:

In review of the total performance of the City Attorney Office as it relates to the chosen key performance indicators the data reflects that 50% of the key performance indicators were fully achieved, 25% of them were mostly achieved, and 25% of them were partially achieved when compared to the FY 2013 goals as established by the department to the FY 2013 actual performance.



Efficiency Rating: Overall, the City Attorney has met operational efficiency approximately 75% of the time. The key issue that must be address for full efficiency is the number of legal request accounted for in the yearly goal. What could be ascertained from the first year is that the goal of 300 legal request responded to by the due date were too high of a target when compared to the 141 actual responds. Future years should be adjusted downward until a pattern is developed.

Office of Employee Services

Dennis Jordan, Director

Mission

The mission of the Office of Employee Services is to provide supporting services to City employees so that they can successfully provide services to the citizens of Saginaw, Michigan. This office provides services focused on recruitment, retention, benefits, and labor relations. In addition, Employee Services also facilitates ongoing employee development, which promotes diversity and equitable treatment of others.

Performance Objectives

1. Recruit and hire highly qualified job candidates for the City of Saginaw.
2. To promote a safe, civil, and equitable work environment through collaborative efforts with labor organizations.
3. Provide cost effective benefit programs to assist with recruitment and retention efforts for the City of Saginaw in accordance with Collective Bargaining Agreements, state statutes and federal law.

Summary of Services - Divisions

The Office of Employee Services for the City of Saginaw operates through three divisions:

Employee Services – (summary of services)

Employee Services Division manages the city-wide recruitment process, maintains employee compensation and benefits files, provides labor and employee relations assistance and holds health and safety training for staff. This division specifically, conducts employee onboarding orientation, manages the open enrollment process for employee benefits, processes city employee retirement requests, and evaluates wage and benefit increases and/or limits.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Percentage of positions filled with highly qualified candidates within 75 business days of the announcement closing	80%	83.33%	85%	90%
Process all enrollment changes within 30 business days of notification from employee	95%	99%	100%	100%

Workers Compensation – (summary of services)

The Workers Compensation Division provides supporting and administrative services that encourage a safe and healthy work environment for all City of Saginaw employees. These services include processing and monitoring workers compensation claims, coordinating bi-weekly payments, scheduling post-injury examinations, filing state and federal compliance reports, and managing litigation claims collaboratively with outside legal counsel.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Submit all Workers Compensation claims w/in 24 hours of receiving the completed paperwork	95%	92%	95%	95%

Explanation of variances:

■ For FY 2013 the Workers Compensation Claims submitted within 24 hours of receiving the complete paperwork reflects to be mostly achieved compared to the FY 2013 goal of 95%. This achievement rating is primarily associated with the Employee Services office receiving these claims when personnel were on vacation or out of the office.

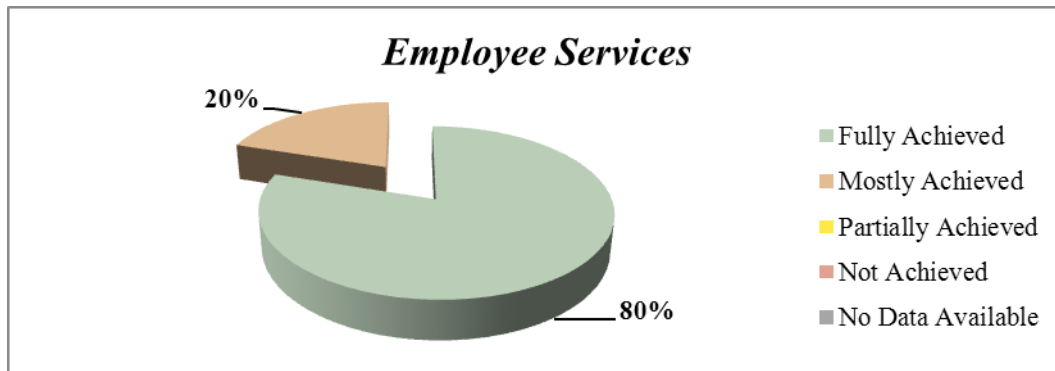
Police and Fire Pension – (summary of services)

The Police and Fire Pension Division provides supporting and administrative services that assist the Police and Fire Pension Board in carrying out their fiduciary responsibilities. These services include providing agendas and minutes to pension board members, coordinating independent medical evaluations, and processing retirement calculations for police and fire retirees.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Percentage of times agenda materials and meeting minutes are provided at least two days prior to the date of the upcoming meeting	95%	100%	100%	100%
Complete the annual pension valuation reports within six months of the fiscal year ending	<i>Compliance</i>	<i>Compliance</i>	Compliance	Compliance

Overall Departmental Analysis:

In review of the total performance of the Employee Services Office as it relates to the chosen key performance indicators, the data reflects that 80% of the key performance indicators were fully achieved and 20% of them were mostly achieved when comparing the FY 2013 departmental goals to the FY 2013 actuals.



Efficiency Rating: The Office of Employee Services operational efficiency rating reflects to be 100% based on the Operational Efficiency grading scale. Although this is the highest rating, this office in the future should adjust their indicators to reflect other activities that occur within the office as well as derive an action plan for the key performance indicators that was mostly achieved.

Department of Fiscal Services

Tim Morales, Deputy City Manager/CFO

Mission

The mission of the Department of Fiscal Services is to ensure that all financial resources of the City of Saginaw are managed and accounted for in an effective and efficient manner. Fiscal Services is committed to providing clear, and complete information and service to the citizens and other city departments by ensuring financial records are presented in a timely, accurate, and meaningful format, and that all staff members work toward continuous improvement and professional service.

Performance Objectives

1. Improve the City's overall financial health and maintain a high bond rating.
2. Increase the timeliness and accuracy of citywide audit submissions prior to the state deadline.
3. To implement technology advancements to improve service to the public and internal government operations.
4. Increase the transparency of the budget and its annual process in adherence to the deadlines established by the City Charter.

Summary of Services - Divisions


The Department of Fiscal Services for the City of Saginaw operates through seven divisions:

Administration – (summary of services)

Fiscal Services Administration develops the City's financial management policies and strategies. This division assists in the preparation of the City's annual budget, manages city investments, maintains banking relationships, and prepares and processes citywide payroll. In addition, this division processes payments to outside vendors, verifies employee reimbursements, maintains master grant files, coordinates grant drawdowns, and serves as treasurer to the Police and Fire Pension Board.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Increase the City's GFOA Distinguished Budget Award Rating to 3.5 in each area	3.50	3.33	3.40	3.50
% of budget to actual reports completed w/in 10 business days of the period closing	85%	91%	85%	90%
Percentage of General Fund Revenues and Expenditures projections to adjusted budget	94%	96%	94%	94%

Explanation of variances:

 The key performance indicator to “increase the City's GFOA Distinguished Budget Award Rating to 3.5 in each areas” reflects to be mostly achieved when compare to the 2013 goal. The Office of Management and Budget plans to address the concerns outlined by the reviewers as it relates to the budget document being a policy document and financial plan. Their concerns will be reflected in the 2014 Approved Budget document.

Controller’s Office – (summary of services)

The Controller’s Office maintains the City’s accounting system in accordance with generally accepted accounting principles (GAAP) for local units of government and continually monitors and reviews all aspects of the City’s financial software by training city employees to enter, compile, and analyze financial information. The division is also responsible for auditing, reconciling cash receipts, and approving all claims for payment. The Controller assists in the preparation of the Comprehensive Annual Financial Report (CAFR), provides financial history to outside divisions, and assists in the physical inventory of fixed assets.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Percent of month-end closes completed by target date	91%	0%	91%	91%
Percent of correcting accounting entries to total accounting entries	5%	6%	5%	5%

Explanation of variances:

The key performance indicator of “Percent of month-end closes completed by target date” reflects to have not been achieved. This lack of achievement is directly related to staffing issues within the Treasury division.

Purchasing – (summary of services)

The Purchasing Division facilitates centralized purchasing of equipment, supplies, materials, and services for all city operations. Purchasing also solicits sealed bids, quotes, and proposals for city departments and divisions. The division also monitors all vendors, performs year end-inventory counts, and maintains contract compliance information as well as contractor licenses and insurance records.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Increase the percentage of city bids posted on joint venture procurement websites (MITN)	80%	100%	100%	100%

City Treasury – (summary of services)

The Treasury Division collects fees and processes payments for property tax, water billing, income tax payments, business licenses, rental registrations, occupational licenses, boiler operator licenses, rubbish fees, and city building permits. The division also performs collection activities for non-sufficient fund checks and manages the petty cash fund.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Percent of correcting entries to total entries	5%	.42%	5%	5%
Send out NSF notifications to customers within 5 business days of receiving the notice from the bank	85%	87.92%	85%	85%

Explanation of variances:

The key performance indicator for the “Percent of correcting entries to total entries” reflects to be fully achieved when compared to the 2013 departmental goal. The Treasury division made less than 1% correcting entries for the entire review. These types of correcting entries under review are based on corrections by the division not corrections required

for other departments or divisions. In FY 2014, this division will be evaluated on other key performance indicators that reflect the accuracy of the operations.

Assessing – (summary of services)

The Assessing Division is responsible for identifying and valuing all taxable real and personal property within the City. The division annually produces the ad valorem real and personal property assessment rolls, the specific assessment roll (IFT, NEZ, OPRA, Land Bank, and Act 328), and the property tax rolls in accordance with Michigan’s General Property Tax laws and the City of Saginaw Charter.

Key Performance Indicator	FY 2013 Goal	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection
Review 25% of real property w/in the City per year	5,000	2,832	5,000	5,000

Explanation of variances:

■ The key performance indicator to “Review 25% of real property within the City per year” reflects to be partially achieved when compared to the 2013 departmental goal of 5,000. Assessing staff has been busy doing much needed detailed review of all Commercial properties during FY 2013. A considerable amount of time is being spent on each parcel doing a field review, record review, and parcel sketch. This resulted in a decrease in the overall number of mini reviews. In addition, one Appraiser position was vacant for approximately three months.

Income Tax – (summary of services)

The Income Tax Division administers and processes the collection of all income tax revenue for the City according to Saginaw’s Uniform Income Tax Ordinance. The division processes payments and individual tax returns, corporate and partnership tax returns, and reconciles employer withholding accounts with w-2’s. In addition, the division prepares and files delinquent income tax warrants with the City Prosecutor.

Key Performance Indicator	FY 2013 Goal	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection
Total collection of delinquent income taxes as a percentage of total income tax revenue	10.5%	12%	11%	11%
Increase the number of income tax warrant files completed	10%	-7%	5%	5%

Explanation of variances:

■ The key performance indicator to “Increase the number of income tax warrant files completed” reflects to have not been achieved when compared to the FY 2013 goal of 10%. The lack of achievement is directly due to the high turnover in positions during the fiscal year as well as the absence of the Income Tax Administrator during the year. In order to address this issue, staff goals have been increased to achieve the FY 2014 projections.

Customer Accounting – (summary of services)

The Customer Accounting Division is responsible for the administration and billing/collection of all water and sewer accounts. This involves initiating new accounts, ensuring that metered accounts are read, edited, and billed in a timely manner as well as closing accounts when requested or delinquent. Staff members handle all bill payment arrangements, collection of returned checks, initiation of meter checks, and discontinuance of service due to non-payment.

Key Performance Indicator	FY 2013 Goal	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection
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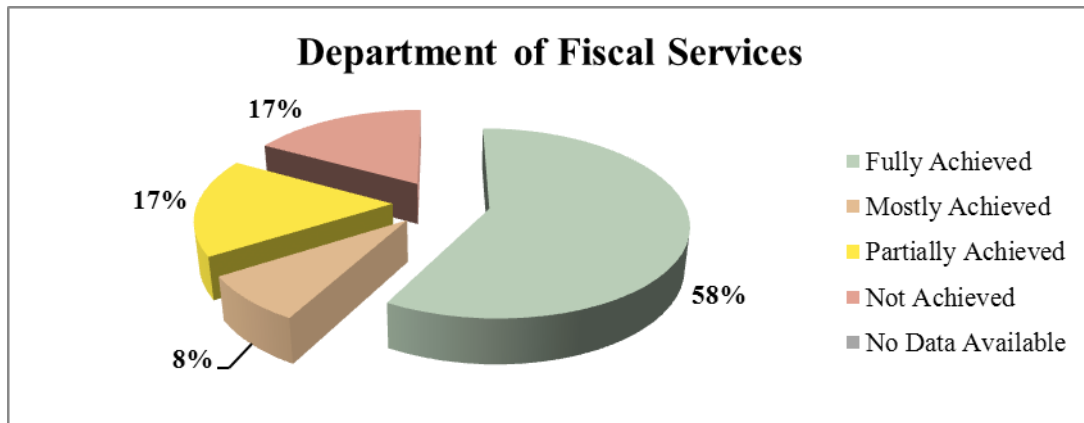
Decrease the number of days between meter reads and billing by 30%	10 days	7 days	7 days	5 days
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Explanation of variances:

■ The key performance indicator to “Decrease the number of days between meter reads and billing by 30%” reflects to be partially achieved when compared to the FY 2013 goal of 10%. This partial achievement is primarily associated with turnover in personnel during the fiscal year.

Overall Departmental Analysis:

The Department of Fiscal Services’ total performance for FY 2013 reflects that 58% of the key performance indicators outlined above were fully achieved, 25% were partially achieved, and 17% were not achieved when compared to the FY 2013 goals as established by the department to the FY 2013 actual performance.



Efficiency Rating: The Department of Fiscal Services’ has met operational efficiency approximately 66% of the time. Some of the issues that fall under partially and not met achievements are a result of staffing issues as well as other unexpected priorities of the various divisions. These issues will be addressed in subsequent fiscal years.

Department of Technical Services

Jeff Kloplic, Director

Mission

The mission of the Department of Technical Services is to provide reliable, secure, integrated technology which enables effective, responsive and accountable government operations and services to the public.

Performance Objectives

1. To identify cost savings for the City through technological upgrades and enhancements at every level of the organization.
2. To increase the speed and delivery of electronic data throughout the City's network infrastructure.
3. Increase the City's ability to effectively utilize data through mobile applications.

Divisions' w/Summary of Service

The Department of Technical Services for the City of Saginaw operates through four divisions:

Geographical Information System (GIS) – (summary of services)

The GIS Division maintains and develops land-based computer layers for City business processes. This division also creates and maintains desktop and web applications for end user information retrieval and provides map creation and plotting services for departmental use. This division also provides similar services to multiple governmental entities and private vendors.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Convert city web applications to new technology	2 apps	2 apps	1 apps	3 apps

Information Services– (summary of services)

The IS Division develops, enhances and facilitates the integration of technology through the City's enterprise software system, specialized web applications, instructional courses and help desk support. This division also manages and enhances our network infrastructure to provide reliable and fast access to City/department applications while providing secure electronic data storage. It also promotes new and innovative uses of technology.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Completion of initial review (1 onsite demo, 1 offsite demo, and 1 presentation) of three vendors for the Enterprise software study and proposal	Implementation	Implementation	Completion	Completion
Change out computer equipment according to lease schedule	100%	100%	100%	100%

SGTV – (summary of services)

The SGTV Division uses technology applications and software to provide audiovisual, multimedia, voice and video based projects for the City. In addition, this division provides internal technology support services to all departments, commissions and the City Council.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Increase the number of collaborative projects with City departments	7	6	7	7

Explanation of variances:

The key performance indicator to “Increase the number of collaborative projects with City departments” was mostly achieved in FY 2013. This achievement rating is primarily attributed to the length of special collaboration project during the course of the year resulting in less than anticipated completion of the FY 2013 goal of 7 projects.

Call Center– (summary of services)

The Call Center Division receives and answers general information calls and files complaints from citizens. In addition, this division serves as a liaison between departments and citizens to ensure concerns are adequately addressed in a timely manner.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Decrease the average waiting time per call by 15 seconds	45 sec	40 sec	40 sec	40 sec
Increase the number of calls answered on a daily basis	400	365	400	400

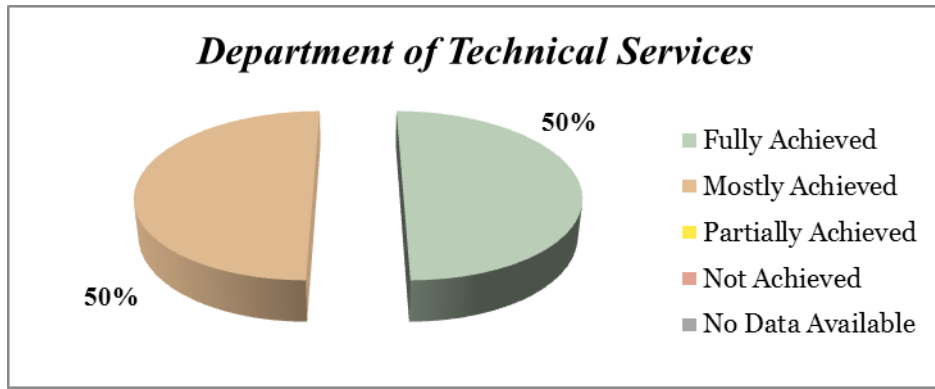
Explanation of variances:

The key performance indicator to “Decrease the average waiting per call by 15 seconds” reflects to be mostly achieved for FY 2013. This achievement rating is due to fluctuation in the staffing level in the call center. This division is staffed by two part employees as well as employees from other departments. Throughout the year the City experienced staff reductions in other areas which affected the staffing at the Call Center.

The key performance indicator to “increase the number of calls answered on a daily basis” was mostly achieved in 2013. This achievement rating is primarily associated with fluctuation in the staffing level in the call center. This division is staffed by two part employees as well as employees from other departments. Throughout the year the City experienced staff reductions in other areas which affected the staffing at the Call Center.

Overall Departmental Analysis:

The Department of Technical Services’ total performance for FY 2013 reflects that 50% of the key performance indicators outlined above were fully achieved, and 50% were mostly achieved when compared to the FY 2013 goals as established by the department to the FY 2013 actual performance.



Efficiency Rating: The Department of Technical Services' operational efficiency rating reflects to be fully achieved when compared to the Efficiency grading scale. Although this is the highest rating, this department in the future should adjust their indicators to reflect other activities that occur within the department as well as derive an action plan for the key performance indicators that was mostly achieved.

Community Public Safety – Police

Brian Lipe, Police Chief

Mission

The mission of Community Public Safety-Police is to provide professional, efficient and equitable law enforcement service to our community with integrity, courage, accountability and pride.

Performance Objectives

1. Maintain timely response to calls for emergency service.
2. Reduce the prevalence of violent crime in the community and enhance the quality of life.
3. Maintain a philosophy of community policing in all aspects of our service delivery.

Summary of Services - Divisions (75 words or less)

Community Public Safety-Police for the City of Saginaw operates through four divisions:

Police Patrol – (summary of services)


The Police Patrol Division provides preventive and directed patrol services, responds to calls for service, conducts preliminary investigations of reported crimes and traffic accidents, enforces traffic laws, apprehends criminal offenders, and serves on the county-wide Emergency Services Team.


Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Increase the percentage of response times for priority one* calls at or below 4.5 minutes	55%	55%	N/A	N/A
Increase the level of proactive police activities by 10% **	10,700	6,310	5,350	5,885

***Priority One Calls** – Calls involving “in progress” illegal acts that pose an immediate threat to life or property

****Proactive Police activities include:** Traffic Stops, pedestrian investigations, all self-initiated arrests, and radar and laser hours. Any activity not specifically directed by Central Dispatch or a department supervisor that results in measurable productivity.

Explanation of variances:

 The key performance indicator to “Increase the percentage of response times for priority one calls at or below 4.5 minutes” reflects to be fully achieved. This performance indicator will no longer be tracked in the next fiscal year. At the request of the Police Chief, the performance indicator will be changed to “Achieve a minimum customer satisfaction rate of 75% or more”. This will be determined through a customer survey.

 The key performance indicator to “Increase the level of proactive police activities by 10%” reflects to be partially achieved. The partial achievement is directly related to the number of sworn positions maintained during the course of FY 2013. As these positions decreased so did the level of proactive police activities. This reduction is also reflected in the subsequent fiscal years.

Police Administration – (summary of services)

The Police Administration Division is responsible for the administrative functions of the department (i.e. Support Services, Training, Budget, and Purchasing,). In addition, this division oversees the firearms unit, recruiting, investigative crime analysis, supervision of the patrol function of the department and Community Policing. The Police Administration also seeks, procures and administers grant funding where available.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Complete the development of a performance evaluation program for all levels of the police department.*	100%	71.42%	100%	N/A

- * Steps:
- | | |
|---|---------|
| 1.) Survey various systems that are available | (14.3%) |
| 2.) Select a system that best fits our department | (14.3%) |
| 3.) Submit that system for approval through ACM Public Safety and Director of Personnel | (14.3%) |
| 4.) Develop policy for implementation | (14.3%) |
| 5.) Train supervisors (raters) in the use of the rating instrument | (14.3%) |
| 6.) Implement | (14.3%) |
| 7.) Evaluate and revise as needed | (14.3%) |

Explanation of variances:

The key performance indicator to complete the development of a performance evaluation program for all levels of the police department” reflects to be mostly achieved at 71.42% when compared to the FY 2013 goal of 100%. This achievement rating is due to the downsizing of Community Public Safety – Police as well as the continual restricting requirements of the department.

Police Investigation – (summary of services)

The Police Investigation Division investigates personal and a property crime committed by adult offenders, obtains warrants and apprehends violators. This division also prepares cases for prosecution and provides specialized investigative and interdicted services, and investigative collaborations with state and federal law enforcement partners.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
To increase the case closure rate for the division of 70% or greater	70%	65.75%	70%	N/A

Explanation of variances:

The key performance indicator “To increase the case closure rate for the division of 70% or greater” reflects to be mostly achieved when compared to the FY 2013 goal of 70%. This achievement rating is due to the downsizing of Community Public Safety – Police.

Support Services – (summary of services)

The Support Services Division maintains the records in the Saginaw Police Records Management System, manages the centralized operation and maintenance of the L.E.I.N. system and monitors its compliance with Policy and Procedure – 36, Central Records. This division also issues gun permits, registers firearms for citizens, and provides oversight of the department’s computer systems. Other services and functions include gathering, organizing, and disseminating analytical reports. This division has oversight over the department property and evidence handling function.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Decrease MiCR* violations by 10% each year	113	70	101	N/A
Eliminate LEIN** violations for department	0	0	0	0

Community Policing – (summary of services)

The Community Policing division provides services which include, but are not limited to, the following: conducting warrant sweeps for parole violators, verifying residents on the State Sex Offender Registry and visiting schools within their CPO districts. The Community Policing division directly interacts with the members of the community to enhance communication and trust and to maintain a cooperative and supportive relationship between the police department and the citizens of Saginaw.

Key Performance Indicator	FY 2013 Goal	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection
Complete three problem oriented policing initiatives* per quarter	3	9	36	36
Track the number of Citizen Association meetings attended by community police officers**	290	36	72	72

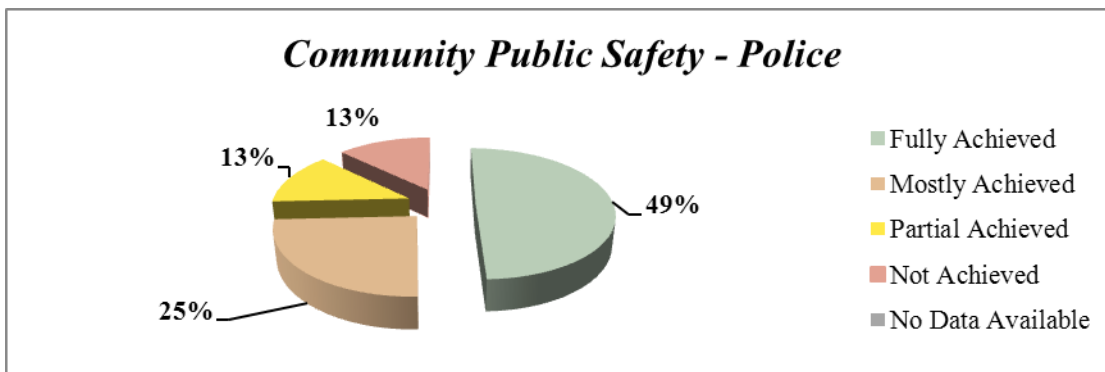
*Types of initiatives: 1.) Crime Suppression initiatives, 2.) Income Tax Sweeps, 3.) Curfew Sweeps, 4.) Organizing Recreational events targeting youth
 **This is a counting measure and not an output measure.

Explanation of variances:

The key performance indicator to “Track the numbers of Citizen Association meetings attended by Community Police Officers” reflects to have not been met. The Community Police Officer structure was reorganized from 9 officers to 3 officers during this fiscal year due to the completion of the COPS Hiring Grant. With this change, there was also a change in work schedule that often conflicted with the association meetings schedule. The department is working with the neighborhood associations to adjust their meeting times or determine other ways the officers can attend these meetings without generating overtime costs.

Overall Departmental Analysis:

The Community Public Safety – Police’s total performance for FY 2013 reflects that 49% of the key performance indicators outlined above were fully achieved, 25% were mostly achieved, 13% were partially achieved, and 13% of the key performance indicators were not met when compared to the FY 2013 goals as established by the department to the FY 2013 actual performance.



Efficiency Rating: Community Public Safety – Police has a 74% operational efficiency rating. The remaining 26% is made up of 13% partially efficient and 13% needs improvement. The larger issue that this department faced was one of staffing and the continued decrease in sworn members throughout the fiscal year. The department has addressed these issues through restructuring and reorganization of the hierarchal system.

Community Public Safety – Fire

Phillip Ludos, Assistant City Manager for
Public Safety

Mission

The mission of Community Public Safety-Fire is to utilize available resources to provide the highest possible standards of firefighter professionalism, protect the community against loss of life, the destruction of property, and assist in injury reduction.

Performance Objectives

1. Reduce personnel injuries and expand staff training initiatives.
2. Increase fire prevention and safety efforts throughout the Saginaw community.
3. Decrease structural fires through planning and enhanced fire code enforcement strategies.

Divisions' w/Summary of Service

Community Public Safety Fire for the City of Saginaw operates through four divisions:

Fire Suppression – (summary of services)

The Fire Suppression Division responds to and mitigates emergencies related to fire and personal recuses. The division also provides manpower support for fire prevention presentations, code enforcement inspections and conducts pre-fire planning surveys. In addition, Fire Suppression maintains fire facilities and grounds and coordinates fire apparatus maintenance and repairs.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Increase pre-fire planning inspections by 25%	45	76	57	57
Incrementally increase fire code inspections over three years	0	15	N/A	N/A

Explanation of variances:

The key performance indicator to “Incrementally increase fire code inspections over three years” reflects to be fully achieved. To date, the City only has two of the Fire Management areas populated into the City’s software. While Community Public Safety – Fire is waiting for the completion of the Occupancy list, more preliminary work is ongoing. Items such as code books, inspection sheets, and training for personnel will begin once the listing is complete. Going forward, this key performance indicator will no longer be tracked.

Fire Training – (summary of services)

The Fire Training Division coordinates department-wide training and personnel development programs and serves as the point-of-contact for City emergency management and department homeland security programs. In addition, this division conducts performance testing, establishes criteria for entry level and promotional position testing, and supervises department safety compliance with OSHA and MIOSHA regulations.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Train all Command Staff, Fire Captains, and Fire Prevention Staff in Executive Edge*	1	0	1	1

Number of fire operations staff who complete high angle and confined space rescue training classes	1	0	N/A	N/A
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Explanation of variances:

The key performance indicator to “Train all Command Staff, Fire Captains, and Fire Prevention Staff in Executive Edge” is reflected as not achieved. The Executive Edge Training is on a voluntary basis and is also very cost prohibitive. The entire annual training budget is \$3,000. Since these classes are usually held at out of state venues, it is difficult to allow personnel to attend and to budget monies for the training. Because of these factors, Community Public Safety – Fire shifted its focus to find the most economical training for the entire department as opposed to a few.

The key performance indicator for the “Number of fire operations staff who complete high angle and confined space rescue training classes” is reflected as not achieved. The confined space/high angle recues class is not a high priority at this time and is also done on a voluntary basis. Again, this activity is quite costly. The city has one firefighter who has attended the classes and is responsible to keep other members up to date on current regulations and updated training mandates.

Fire Prevention – (summary of services)

The Fire Prevention and Public Safety Division completes building inspections and fire code enforcements, conducts fire and life safety program presentations, provides public information coordination with media outlets, and investigates fires. In addition, this division maintains permanent business inspection files, conducts classroom training for operations division personnel, and serves as a member of Saginaw Code Enforcement Neighborhood Improvement Cooperative (S.C.E.N.I.C.) program. It also operates the Fire Safety House and Freddie the Firefighter Fire and Life Safety Programs, and executes billing for code violations.

Key Performance Indicator	FY 2013 Goal	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection
Increase Fire and Life Safety Public Presentations by 20%	204	53	125	125
Increase Business and Industrial Fire Code Inspections and Re-inspections by 15%	1,008	84	1,210	1,270

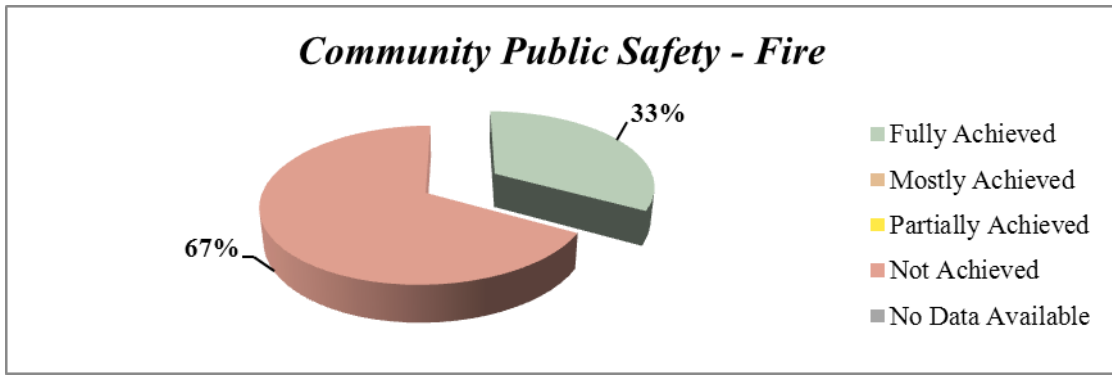
Explanation of variances:

The key performance indicator to “Increase Fire and Life Safety Public Presentation by 20%” is reflected as not achieved when compared to the FY 2013 goal of 204. This lack of achievement is directly related to the departure of the Fire Marshal in September of 2012. This position remained vacant through July 2013.

The key performance indicator to “Increase Business and Industrial Fire Code Inspections and Re-inspections by 15%” is reflected as not achieved when compared to the FY 2013 goal of 1,008. This lack of achievement is directly related to the departure of the Fire Marshal in September of 2012. This position remained vacant through July 2013. Furthermore, the City has allocated five inspectors to Fire Suppression in hopes of increasing these numbers dramatically. This City is still waiting for the list to be populated in Fire RMS.

Overall Departmental Analysis:

The Community Public Safety – Fire’s total performance for FY 2013 reflects that 33% of the key performance indicators outlined above were fully achieved, and 67% were not achieved when compared to the FY 2013 goals as established by the department to the FY 2013 actual performance.



Efficiency Rating: Community Public Safety - Fire's operational efficiency reflects to be 33%. Approximately 67% of the time this operation does not meet its goal for efficiency as it relates to fire prevention activities and training. This outcome is primarily attributed to the elimination of the Fire Marshal in September 2012 for Fire Prevention. Furthermore, no scheduled training activities for Command Staff, Fire Captains, and Fire Prevention Staff have occurred. Furthermore, with the absence of a designated Fire Chief, the Training and Safety Officer was required to handle additional administrative duties that would have otherwise been the responsibility of the Fire Chief.

Community Public Safety - Inspections

John Stemple, Licensed
Inspector

Mission

It is the mission of Community Public Safety - Inspections to oversee the use of federal and state funds, as they relate to housing and demolitions, in accordance with the statutes for those funds. Furthermore, this division of Community Public Safety effectively enforces all building, zoning, and code enforcement regulations in a clear and consistent manner to create an enhanced living and work environment for the residents and businesses of the City of Saginaw.

Performance Objectives

1. Revitalize neighborhoods.
2. Improve the quality of life for businesses and citizens.
3. Protect the public health, safety, and welfare by enforcing state and local laws governing code enforcement activities.

Summary of Services - Divisions

The Community Public Safety - Inspections for the City of Saginaw operates through three divisions:


Inspections – (summary of services)

The Inspections Division protects the general health, safety and welfare of the public by administering and enforcing the City's building, electrical, plumbing, mechanical, and other property codes. This division also completes the inspections for the housing rehabilitation program and determines which properties will participate in the citywide demolition program.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Attend at least one neighborhood association meeting monthly*	15	15	15	15
Increase the Issuance of City initiated code enforcement citations	5,000	5,000	5,500	5,500
Register all residential rental property within the City	100%	87%	75%	75%

*There are 15 neighborhood associations. The goal is to attend at least one meeting per neighborhood association each year.

Explanation of variances:

 The FY 2013 key performance indicator to “Register all residential rental property within the City” reflects to be mostly achieved when compared to the FY 2013 goal of 100%. This variance is primarily attributed to the fact that the previous goal was not realistic and could not be achieved at that rate due to changes in the number of residential rental properties each year. The future projections will be adjusted to a realistic and achievable goal.

Parking Operations and Maintenance – (summary of services)

The Parking Operations and Maintenance Division manages the municipal parking structures and enforces the City's parking ordinances. Activities include the issuance of tickets to illegally parked vehicles and inspections of the City's parking lots. This division also ensures that the lots are free of debris and there are no maintenance or safety concerns for the patrons using the facilities.

Key Performance Indicator	FY 2013 Goal	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection
Increase the number of citations issued for parking violations by five percent (5%)	9,000	8,584	9,030	9,482
Complete two monthly inspections of each municipal parking lot monthly	85%	85%	90%	95%

Explanation of variances:

The FY 2013 key performance indicator to “Increase the number of citations issued for parking violations by five percent (5%)” reflects to be mostly achieved when compared to the FY 2013 goal of 9,000. This achievement rating is largely due to the fact that during FY 2013 the staffing levels fluctuated due to staffing turnover throughout the year. Current staffing levels have been restored to full capacity, therefore making the FY 2014 projections realistic and achievable.

Environmental Improvement – (summary of services)

The Environmental Improvement Division investigates complaints regarding trash and debris, inoperable vehicles, and other nuisance complaints in yards, removes trash, and bill property owners if necessary.

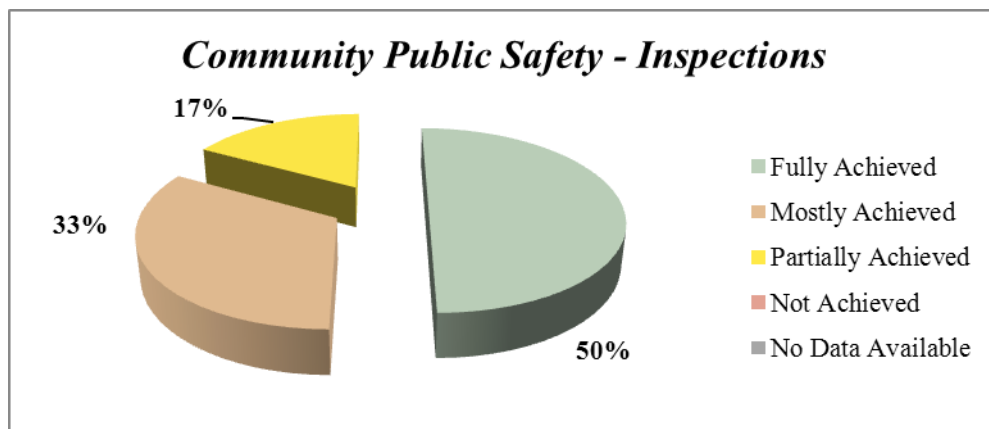
Key Performance Indicator	FY 2013 Goal	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection
Remove debris from residential property	700 tons	445 tons	700 tons	700 tons

Explanation of variances:

The FY 2013 key performance indicator to “Remove debris from residential property” reflects to be partial achieved when compared to the FY 2013 goal of 700 tons. This partial achievement is due in large part to vacancy in the staffing levels of the department. In FY 2014, the budget includes the addition of one additional Skilled Laborer that will assist in the removal of debris from residential property. This addition will allow the department to meet its goal.

Overall Departmental Analysis:

The Community Public Safety – Inspections’ total performance for FY 2013 reflects that 50% of the key performance indicators outlined above were fully achieved, 33% of these KPIs reflect to be mostly achieved, and 17% are partially achieved when compared to the FY 2013 goals as established by the department to the FY 2013 actual performance.



Efficiency Rating: Community Public Safety – Inspections operational efficiency reflects to be 83% when compared to the goals established by the division. The remaining 17% has been addressed through the addition of a part time Skilled Clerical to the FY 2014 personnel complement for the Environmental Improvement division of Rubbish Collection.

Department of Community and Economic Development

William Ernat, Interim Director

Mission

The mission of the Department of Community and Economic Development is to improve the quality of life in the City of Saginaw for the residents, business owners, and visitors through planning and zoning enforcement, the promotion of economic development activities and administration of the Community Development Block Grant and other HUD-funded programs.

Performance Objectives

4. Revitalize neighborhoods.
5. Increase economic opportunities for individuals and businesses.
6. Increase affordable housing prospects through federal and/or private sources and partnerships.

Summary of Services - Divisions

The Community & Economic Development Department for the City of Saginaw operates through two divisions:

Planning and Zoning-(summary of services)

The Planning and Zoning Division provides comprehensive management for all development-related activities including: processing planning and zoning applications, completing site plan review, as well as providing staff support to the Planning Commission, Zoning Board of Appeals, and the Historic District Commission. This division is also responsible for the management and implementation of the Master Plan, Zoning Ordinance, and the Neighborhood Revitalization initiatives adopted by the City Council.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Review and Update the City of Saginaw's Zoning Ordinance.	10%	10%	25%	40%
Initiate Actions Steps Identified in the City of Saginaw's 2011 Master Plan.	3	3	3	3

Block Grant Services-(summary of services)

The Community Development Division manages over forty programs in Community Development Block Grant (CDBG), HOME, Emergency Solutions Grant, Section 108 Loan, and Neighborhood Stabilization Programs. Services include processing loan applications, hosting vendor trainings, and overseeing federal grant money drawdowns.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Secure the release of CDBG, HOME, and ESG funds no later than July 1 st .	July 1st	July 1	July 1st	July 1st
Obligation of funds appropriated by HUD for business loans through SEDC	75%	60%	80%	80%

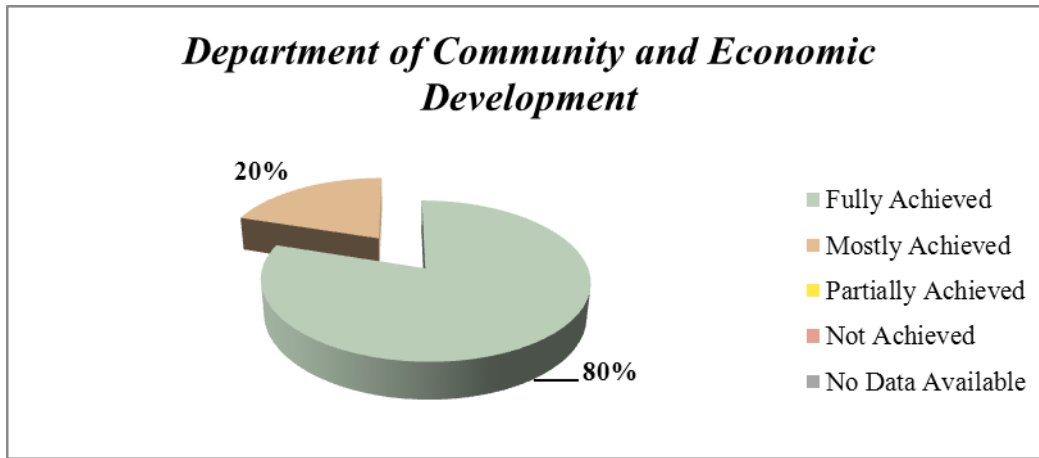
Expenditure of CDBG funds allocated by HUD to the City of Saginaw.	50%	53%	55%	55%
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Explanation of variances:

The key performance indicator of “Obligation of funds appropriated by HUD for business loans through SEDC” reflects to be mostly achieved. This achievement rating is due to the amount of funds appropriated during FY 2013. Financial statements reflect that \$426,719 was spent of the \$715,124 allocated.

Overall Departmental Analysis:

The Department of Community and Economic Development’s total performance for FY 2013 reflects that 80% of the key performance indicators outlined above were fully achieved, and 20% were mostly achieved when compared to the FY 2013 goals as established by the department to the FY 2013 actual performance.



Efficiency Rating: For the Department of Community and Economic Development the efficiency rating reflects to be fully efficient as calculated using the Efficiency grading scale. Although this is the highest rating, this department in the future should adjust their indicators to reflect other activities that occur within the department as well as derive an action plan for the key performance indicators that was mostly achieved.

Department of Public Services

Phillip Karwat, Director

Mission

The mission of the Department of Public Services is to ensure a safe and desirable community in an efficient and courteous manner by managing and maintaining a variety of services including cemeteries, engineering, parks and facilities, rubbish collection, streets maintenance, traffic engineering, water and sewer systems maintenance.

Performance Objectives

1. Enhance the City's Infrastructure.
2. Evaluate the effectiveness and efficiency of all public services functions.
3. Provide resources and tools that facilitate the delivery of government services.

Divisions' w/Summary of Service


The Department of Public Services for the City of Saginaw operates through ten areas:

Cemeteries – (summary of services)

The Cemeteries Division provides sales, burial and maintenance services for Saginaw's three municipally owned Cemeteries: Forest Lawn (200 acres), Oakwood (100 acres), Brady Hill (50 acres).

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Percentage of burial records entered into online database within 5 days of burial	100%	83.95%	100%	100%
% of times an entire cutting cycle is completed for all 3 Cemeteries within 30 days	67%	67%	67%	67%

Explanation of variances:

 The key performance indicator of "Percentage of burial records entered into online database within 5 days of burial" reflects to be mostly achieved when compared to the FY 2013 goal of 100%. This achievement rating is due largely to the Cemeteries Division hiring a new employee that had only been doing this job for two months. It took a while for this employee to become acclimated with all the job responsibilities. There were still times in which the division was not able to meet the timeline database entries within five days due to not having the burial permits or because of the implementation of BS&A software. The database entry employee have rearranged their priorities in scheduling their workload and the new software conversion issues have been resolved. The department believes that this performance indicator will be met in subsequent years.

Engineering – (summary of services)

The Engineering Division provides multi-disciplinary engineering and full contract administration duties to the City as it relates to bridge construction and maintenance, roadway reconstruction, resurfacing and streetscaping, utility upgrades for water and sewer systems and energy efficiency projects.

Key Performance Indicator	FY 2013 Goal	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection
Number of EECBG and CEC projects completed annually	3	2	3	3
Lane miles of pavement reconstructed or resurfaced	4.00	7.04	7.31	5.25

Explanation of variances:

■ The key performance indicator of “Number of EECBG and CEC projects completed annually” reflects to be partially achieved. The City completed the solar panel project at the Public Services Building and the LED retrofit of 92 metered decorative street lights near Covenant Hospital. The third scheduled project for FY 2013 was the Energy Performance RFP/Q. Engineering did send out the Energy Performance RFP/Q and received proposals in FY 2013, however they were unable to review the proposals and make a recommendation due to the large number of transportation improvement projects under construction during the year.

■ The key performance indicator of “Lane miles of pavement reconstructed or resurfaced” reflects to have been fully achieved. In FY 2013, the City received an additional one million dollars of federal road funds from the statewide surplus. This additional funding will increase the FY 2015 lane miles paved by one lane mile. Without the additional funds, total paved lane miles would be approximately 4.25 miles. FY 2016 will be reduced to 4 lane miles due to funding availability.

Traffic Engineering/Traffic Maintenance – (summary of services)

The Traffic Engineering/Traffic Maintenance Division provides engineering and contract administration duties as it relates to traffic signal design and maintenance. Services include planning and design of traffic signs and signals, traffic studies, transportation modeling and planning, and responding to citizen’s requests. Traffic Maintenance operates and maintains 105 traffic signals, 30,000 signs, 7,000 streetlights and lane or line markings for over 300 miles of streets. This division also provides maintenance to all MDOT signs and signals.

Key Performance Indicator	FY 2013 Goal	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection
% of Traffic signs upgraded to New Federal mandate for sign retro reflectivity (each)	75%	87%	100%	100%
No. of Street light bulbs replaced (each) - scheduled	1,500	1,500	1,000	1,500
% of Traffic study requests completed	75%	60%	75%	80%
% of street light complaints addressed within 7 business days	100%	85%	100%	100%

Explanation of variances:

■ The key performance indicator of “% of Traffic study requests completed” reflects to be mostly achieved when compared to the FY 2013 goal of 75%. This achievement rating is due in large part to a request received in December from Community Public Safety – Police to evaluate all current school crossing locations. The goal to fully achieve 100% will always be difficult to attain as requests for studies come in throughout the entire year, yet data collection is seasonal and regulation changes are bi-annual.

■ The key performance indicator of “% of street light complaints addressed within 7 business days” reflects to be mostly achieved when compared to the FY 2013 goal of 100%. This achievement rating is due to the manner in which the data was collected; taking into consideration business verses calendar days.

Recreation Administration – (summary of services)

The Recreation Administration supports recreation and cultural activities by administering the agreements with First Ward Community Center, Friends of Hoyt Park, Japanese Tea House and Andersen Enrichment Center. Additionally, maintains the Frank N. Andersen Celebration Park, Rust Street Boat Launch and maintains grounds at various community parks

Major and Local Streets – (summary of services)

The Major and Local Streets Divisions manage and maintain the City’s streets that include seasonal services such as snow and ice control, crack sealing, pothole patching and debris removal to allow for safe transportation throughout the community. These divisions are responsible for the maintenance and repair of the City’s 302 miles of paved streets and 7 vehicular and 6 pedestrian bridges. They also provide maintenance of trees that can create hazards to the public by trimming limbs that block street signs, traffic signals, sidewalks and roadways and also remove damaged or diseased trees on City right of ways and City property.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Number of trees removed (each)	700	417	700	700
Street Sweeping (min 3x per each mile per year) (miles)	1,800	2,691	1,800	1,800
Plowing and Salting - open majors and state highways within 24 hours of snow event	100%	100%	100%	100%
Plowing and Salting - open all locals within 72 hours of snow event	75%	75%	75%	75%
% of time potholes complaints responded to within 10 days	50%	56%	50%	50%

Explanation of variances:

■ The key performance indicator of “Number of trees removed (each)” reflects to be partially achieved when compared to the FY 2013 goal of 700 trees removed. This partial achievement is due in large part to equipment failure, specifically the wood chippers.

Rubbish Collection – (summary of services)

The Rubbish Collection Division plans, coordinates and supervises solid waste collection and disposal. In addition, it promotes healthy neighborhood environments through weekly residential rubbish collection throughout the City. It also provides seasonal citywide curbside collection of non-commercially cut brush and yard waste. This Division operates the convenience station for City residents on the 2nd Saturday of every month. This division also provides annual leaf collection services to city residents. It provides collection and composting of yard waste collected from city residents and accepts yard waste from other members of the Mid-Michigan Waste Authority as well.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Brush Collection (10 cyd loads) each	200	237	200	200
City Leaf Collection (cyds)	12,000	N/A	N/A	N/A
Compost Site Compost sold (cyds)	20,000	1,768.75	3,500	3,500
% of time convenience station open monthly	100%	100%	100%	100%

Explanation of variances:

Effective with the FY 2013 the City no longer provides the supplemental leaf collection services. Therefore, the key performance indicator of “City Leaf Collection (cyds)” will no longer be tracked.

The key performance indicator of “Compost Site Compost sold (cyds)” reflects to not be achieved. This indicator was not achieved because the City began giving away unscreened compost. Prior to FY 2013, the City charged for unscreened compost and this was also included in the key performance indicator goal. This change was made in an attempt to bring the compost site in compliance with MDEQ permit requirements by lowering the volume of material on site.

Motor Pool Operations – (summary of services)

The Motor Pool Operations Division functions as a support service for all city departments by procuring and maintaining 209 vehicles and pieces of equipment, excluding those used by the Saginaw Fire Department. This division also maintains the fuel system records provided by the fuel vendor.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
% of fleet operational on a daily basis by month - Police Department	95%	91.7%	90%	90%
% of fleet operational on a daily basis by month - All Others	55%	92.8%	85%	85%
Average number of tasks/jobs per job order - Police Department*	1.2	1.44	1.2	1.2
Average number of tasks/jobs per job order - All Others*	1.2	1.25	1.2	1.2

*Count measures and not output measures.

Explanation of variances:

The key performance indicator of “% of fleet operational on a daily basis by month – Police Department” reflects to be mostly achieved. This achievement rating is due largely to increased workload due to the age and condition of the fleet and reduced staffing levels due to budget constraints.

Radio Operations – (summary of services)

The Radio Operations Division supports equipment maintenance and technical services for approximately 500 two-way radio devices for both public safety (194) and public services (298), and for the City of Saginaw’s Emergency siren system (9 sirens) that was upgraded in 2008. The radio fund supports both maintenance and future replacement of all radio devices, and ensures that the radio system and its operation are compliant with current Federal Communications Commission (FCC) guidelines. This division manages contracts annually with radio repair specialists for repairs that cannot be made by City electricians.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
% of City radios operational daily	95%	100%	95%	95%

Explanation of variances:

The key performance indicator of “percent of City radios operational daily” reflects to be fully achieved. This was due to the fact that the City replaced the radio system so when a radio fails, it can be replaced with a spare radio.

Facilities [Inclusive of the Public Works Building] – (summary of services)

The Facilities Division provides for the maintenance and improvements to City buildings and grounds including Public Works Building, Police Department building, buildings located in park system, City Hall, Green Point Nature Center, Ojibway Island, River walk and Westside Riverfront Park Broadside Docking Facility. This division is also responsible for janitorial staff and set-up of special events.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 201 Projection
% of building maintenance work requests responded to within 72 hours	70%	75.82%	80%	80%
% of time parks cut cycle completed within 15 days	100%	100%	100%	100%
% of time boulevards cut cycle completed within 9 days	100%	71.43%	100%	100%

Explanation of variances:

■ The key performance indicator of “% of time boulevards cut cycle completed within 9 days” reflects to be mostly achieved when compared to the FY 2013 goal of 100%. This achievement rating is primarily associated with the length of time it took to cut the Westside boulevards. The average time to cut the Westside was 14-17 days. The FY 2014 goal should be increased to 10 to 12 days; which is more realistic.

Abatement of Nuisances – (summary of services)

The Abatement of Nuisances Division ensures public health and safety through the enforcement of city ordinances and regulations related to noxious weeds. This enforcement includes inspection, cutting of weeds and billing costs to the appropriate property owners.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Number of times program will complete cutting cycle.	2.0	4.0	2.0	4.0
Percent of sight obstruction complaints responded to within 48 hours	80%	60%	80%	80%

Explanation of variances:

■ The key performance indicator of the “Number of times program will complete cutting cycles” reflects to be fully achieved during the FY 2013 evaluation period. During FY 2013, the City revised the city-wide weed abatement ordinance, which states that the City will only cut vacant lots for properties owned by the Saginaw Land Bank and will cut from the back of the curb to three feet behind the right of way on local streets.

■ The key performance indicator of “Percent of sight obstruction complaints responded to within 48 hours” reflects to be mostly achieved when compared to the FY 2013 goal of 80%. This achievement rating is primarily due to the fact that these measures are tracked through the Call Center. Many other site obstruction complaints do not get forwarded to the Abatement of Nuisance office until after the 48 hour period. This negatively affects the result of achieving this key performance indicator.

Sewer and Water Operations/Maintenance – (summary of services)

The Sewer and Water Operations/Maintenance Divisions provide continuous maintenance and service on the City’s water transmission, distribution, and sewer collection systems. This includes the repair of all water main and sewer main breaks and leaks, meter reading of residential and wholesale customers, cross connection compliance per PA 399 and Safe Drinking Water Act, construction of new sewer and water connections, pavement repairs for connections, rodent bait in

manholes, investigation of sewer backups. They also provide service for water turn-ons and turn-offs for non-payment and catch basin cleaning.

Key Performance Indicator	FY 2013 Goal	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection
Sewer Cleaned (miles)	15	14.25	15	15
Number of automated meter reading upgrades installed annually	500	242	1,000	1,000
% of high hazard cross connection inspections completed annually (each)	100%	100%	100%	100%
% of all monthly meter read cycles completed annually	85%	100%	85%	85%

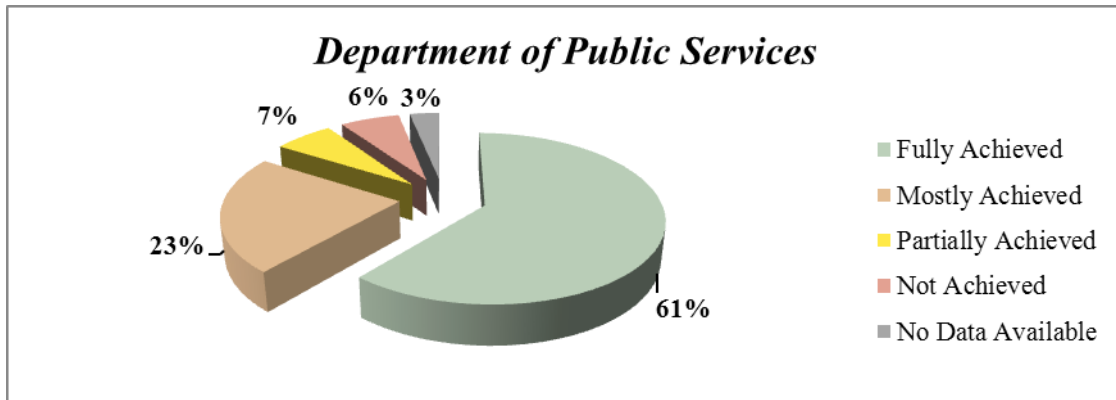
Explanation of variances:

■ The key performance indicator of “Sewer Cleaned (miles)” reflects to be mostly achieved when compared to the FY 2013 goal of 15 miles. This achievement rating is primarily due to older equipment. The City recently replaced a Vactor truck. With the purchase of new equipment, the FY 2014 goal of 15 miles will be achievable.

■ The key performance indicator of “Number of automated meter reading upgrades installed annually” reflects to not have been achieved when compared to the FY 2013 goal of 500. This lack of achievement is primarily due to flaws in the initial study and the fact that the contractor needed to install additional equipment in order to get accurate readings. The vendor was required to provide the equipment at their expense.

Overall Departmental Analysis:

The Department of Public Services’ total performance for FY 2013 reflects that 61% of the key performance indicators outlined above were fully achieved, 23% were mostly achieved, 7% were partially achieved, 6% were not achieved, and 3% no data was available when compared to the FY 2013 goals as established by the department to the FY 2013 actual performance.



Efficiency Rating: Overall, when assessing the efficiency of this operation, the Department of Public Services is rated 84% efficient as related to the key performance indicators identified by the department. The remaining 16% reflects to be long standing issues and unanticipated projects that needed to be addressed; equipment failure - such as the wood chippers, the discontinuation of the Leaf Collection program, and other City sponsored operational activities, changes in policies for dispensing of compost; and the various issues with vendors. These issues are expected to be addressed in the subsequent fiscal years.

Department of Water/Wastewater Treatment

Kimberly Mason, Director

Mission

The mission of the Department of Water and Wastewater Treatment Services is to provide safe, reliable drinking water to the customers of the tri-county regional water system and provide adequate collection, advanced treatment and disposal of wastewater flows to protect human health and the environment.

Performance Objectives

1. Provide delivery of high quality water and sewer services.
2. Enhance customer relationships that assure long-term commitment and regional economic growth.
3. Promote responsible environmental stewardship through compliance with local, state and federal regulations.

Divisions' w/Summary of Service

The Department of Water and Wastewater Treatment for the City of Saginaw operates through three divisions:

Wastewater Treatment – (summary of services)

The Wastewater Treatment Division operates and maintains the Wastewater Treatment Plant, seven retention treatment basins, and five pump stations. This division is also responsible for treating combined sewage from the City of Saginaw, Saginaw Township's Weiss Street Drainage District; sanitary sewage from Northwest Utilities Authority, and part of Spaulding Township. Additionally it provides wastewater treatment services to private entities. The division also provides industrial pretreatment services for all areas served.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
Number of National Pollutant Discharge Elimination System (NPDES) Permit parameters achieved per 1704 possible annually at Wastewater Treatment Plant	100%	99.94%	100%	100%
Number of NPDES Permit parameters achieved per 2562 possible annually at the Remote Treatment Basins	100%	99.92%	100%	100%
Percent of Industrial Users sewer use ordinance violations responded to within 30 days of knowledge of violation	100%	100%	100%	100%

Water Treatment – (summary of services)

The Water Treatment and Pumping Division provide high quality drinking water to the residents of 23 water systems in a three county service area. The City of Saginaw has owned, operated, and maintained these facilities for more than 80 years. On a daily basis, 19.2 million gallons of potable water is delivered to customers.

Key Performance Indicator	FY 2013 Goal	<i>FY 2013 Actual</i>	FY 2014 Projection	FY 2015 Projection
To meet all primary and secondary drinking water standards determined by governmental regulatory agencies.	0 violations	0 violations	0 violations	0 violations
Meet partnership for safe water target goals for measured* finished water turbidity (100% < 0.1 NTU)	99% < 0.1 NTU	99% < 0.1 NTU	99% < 0.1 NTU	99% < 0.1 NTU
% of time met water quality complaint response** goal (respond to complaints in <48 hours of notification)	100%	100%	100%	100%

*Note: The city is in Phase II (data collection and reporting). We intend to complete Phase III (comprehensive self-assessment/evaluation) in the next year or two.

**Response time measured from time of notification until contact is made. Note: There may be times when response by phone is adequate depending on results of investigations.

Instrumentation and Process Controls – (summary of services)

The Instrumentation and Process Controls Division provides accurate operational information and maintains timely plant control for the Water and Wastewater Treatment Plants through the Supervisory Control and Data Acquisition System (S.C.A.D.A). Additionally, this division maintains the automated meter reading and security systems for various city operations.

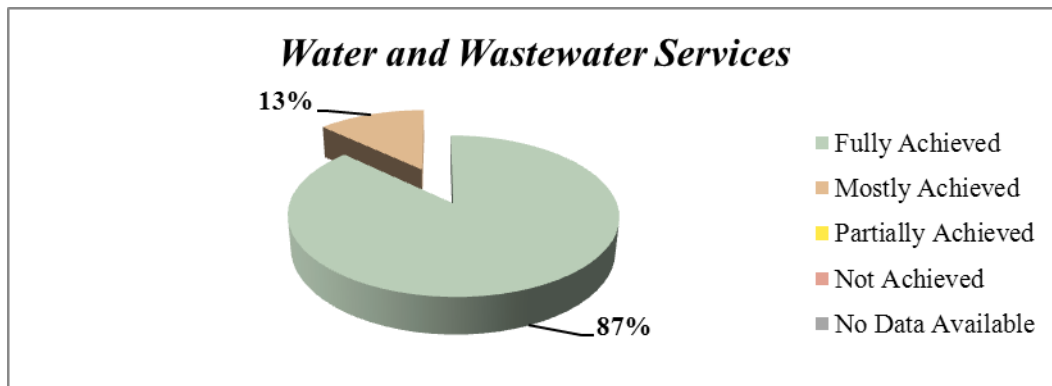
Key Performance Indicator	FY 2013 Goal	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection
Response to Level I service calls within 24 hours	100 %	100%	100%	100%
Response to Level II service calls within 72 hours	100 %	88%	90%	95%

Explanation of variances:

The “response to Level II services calls within 72 hours” reflects to be mostly achieved as compared to the FY 2013 goal. In fact, the projections for the next two fiscal years indicate an initial drop followed by a gradual increase for Level II service calls. The AMR project has hindered the ability to respond to Level II calls within 72 hours. The AMR project is a 5 year project and the amount of time needed to work on this project should begin to decrease in the next fiscal year.

Overall Departmental Analysis:

The Water and Wastewater Services’ total performance for FY 2013 reflects that 87% of the key performance indicators outlined above were fully achieved and 13% were mostly achieved when compared to the FY 2013 goals as established by the department to the FY 2013 actual performance.



Efficiency Rating: The Department of Water and Wastewater Services’ operational efficiency rating reflects to be fully efficient as calculated by using the Efficiency grading scale. Although this is the highest rating, this department in the future should adjust their indicators to reflect other activities that occur within the department as well as derive an action plan for the key performance indicators that was mostly achieved.





Appendix

Community Profile
Statistical Information
Glossary Abbreviations and Terminology

CITY OF SAGINAW
COMMUNITY PROFILE



2013-2014

CITY OF SAGINAW FACTS



Population

Total: 51,230

Male: 24,129

Female: 27,101

Median Age: 31 years old

Government

Council-Manager Form

Present Charter Adopted - 1935

Location

Eastern Mid-Michigan

Considered part of the Great Lakes Bay Region

Climate

Average High: 56.0 F

Average Low: 37.2 F

Average Precipitation: 32.5 inches

COMMUNITY HIGHLIGHTS

Saginaw Art Museum

www.saginawartmuseum.org

The Saginaw Art Museum totals more than 15,000 square

feet. Amidst ongoing exhibitions and events, some of the museum's permanent collections include 19th and 20th century American and European artists, Civil War era sculptural groups, the work of Eanger Irving Couse (considered Saginaw's most famous artist), and an

Asian art collection, including the celebration of Saginaw's Sister City relationship with Tokushima, Japan. Throughout the summer of 2013, the Museum will undergo a massive renovation to update its facilities. The Museum will reopen strong in September of 2013 with exhibits on the women of the Great Lakes Bay Region and "Art and Sol Celebration."



Ojibway Island



Ojibway Island, named after the Ojibwa (Chippewa) natives, is a wonderful, shaded get-a-away for riverside walks, biking, family outings, concerts, and celebrations. The WKCQ Country Festival and the City's Cinco de Mayo celebration take place here annually. Ojibway Island is also host to the best view in the City for the stunning 4th of July fireworks display each year.

*Photos courtesy of
J Mickevich and E Roth*



Temple Theater

www.templetheatre.com

The Temple Theater opened its doors on July 28, 1927. At that time, it was the largest theater in Michigan outside of the Detroit area, seating 2,196. Featured Big Bands were Duke Ellington as well as Saginaw's own Eddy Band, which still plays some of its concerts at the Temple. The Temple Theatre introduced major blockbusters of the time, such as Casablanca and Gone with The Wind to Saginaw.



The Castle Museum

www.castlemuseum.org



The Castle Museum has been owned and operated by the Historical Society of Saginaw County since 1992. Through exploration, preservation, and presentation, the continuing story of the people of Saginaw is told. The Castle is a unique architectural gem, listed on the National Register of Historic Places. Built as a federal post office in 1898, it reflects the French heritage of early Saginaw. The museum provides a full spectrum of activities such as travel exhibitions, educational programs, publications, and research services.

The Castle Museum's "Project 1893: Unearthing Saginaw's Great Fire" exhibit was recently awarded the prestigious 2013 Award of Merit by the American Association for State and Local History.

Japanese Cultural Center & Tea House

www.japaneseculturalcenter.org

The Japanese Cultural Center & Tea Garden was established as a symbol of friendship and cultural exchange with Saginaw's Sister City, Tokushima, Japan. The teahouse is of authentic design and represents traditional Japanese architecture. The scenic gardens are open year-round, providing the perfect setting for weddings and other special occasions.



Children's Zoo

www.saginawzoo.com

The Children's Zoo in Celebration Square is not just home to bobcats, alligators, macaws, bald eagles, or cotton-top tamarins, but also to volunteers, interns, and sponsors that help to provide an exciting zoo atmosphere. Throw an awesome birthday party in the Party Pavilion. Take a class field trip and learn fun animal facts in the Amphitheater. Get creative with the Adopt-a-Garden program. You can even bring the animals to you with the Zoo-to-You Outreach Program!



Andersen Enrichment Center

www.artsaginaw.org



The Andersen Enrichment Center overlooks the manicured Lucille E. Andersen Memorial Garden, which includes a circular pool graced with a sculpture by Marshall M. Frederick in its center. The garden is surrounded by beautiful flowering shrubs, trees, and plants. The elegant art deco facility is considered the jewel of celebration square and serves as the home of the Saginaw County Enrichment Commission, whose mission is to promote the arts and entertainment in the area. Creating memorable events since 1993, the facility and garden have received awards from Keep Michigan Beautiful, Inc. and the American Society of Landscape Artists. The Center hosts business meetings, conferences, art exhibits, wedding receptions, and other social events.

Cathedral District



Listed on the National Register of Historic Places, the Cathedral District is located on the east side of the Saginaw River. This neighborhood was home to the business leaders that created what is now known as Downtown Saginaw. The most prominent leaders of Saginaw made their homes in this neighborhood during the 1890's through the 1950's. This area is currently undergoing an infusion of capital and civic energy to preserve the historic properties as well as rid the area of its blight.

The Dow Event Center

www.doweventcenter.com

The Dow Event Center was previously known as The Saginaw Civic Center built in 1972 by the City of Saginaw. It is comprised of three main parts: Wendler Arena, Heritage Theater, and Unity Hall. The Center offers all residents a variety of entertainment, sports, cultural, and educational opportunities annually. Acts

that have performed at the Dow Center in the past include: Elvis Presley, Patti LaBelle, Stevie Wonder, Reba McEntire, Kid Rock, Les Miserables, The Nutcracker Ballet, Rent and Riverdance.



FirstMerit Event Park

Set to open in August 2013, this new outdoor, multipurpose venue will include a pavilion, main stage and grassy area capable of holding 5,500 people. Adjacent to the Dow Event Center, this new outdoor facility will provide versatile space capable of hosting events ranging from community gatherings, major concerts, festivals and more.

Initial events scheduled for the FirstMerit Event Park include a rib-fest, a Queensryche concert, the second annual Saginaw “Wonder” Fest in August and Fall In for Arts and Sol in September, 2013.



Photo courtesy of Spicer Group, Saginaw, MI

Pit & Balcony Community Theatre

The Pit & Balcony Community Theatre provides Saginaw with

a variety of shows and entertainment every year. It holds numerous Broadway shows, musicals, and auditions for upcoming shows and workshops for children and adults. The theater offers 12 months of on-stage opportunities for actors, actresses and audiences alike. The Pit &

Balcony provides the creative outlet for Saginaw's performing arts for all ages to enjoy.



Hoyt Park



Hoyt Park is home to great entertainment and attractions all year long. Hoyt Park has 6 softball fields and is a popular place to walk, run, or bike during the summer. You can also enjoy sledding and snowboarding along the park's sloping hills in the winter.

Also, in February 2013, Hoyt Park opened its outdoor winter ice-rink. For the first time in over a decade, visitors can now spend a day at the rink for ice-skating and hockey and enjoy the warming house, hot chocolate, and skate rentals.



Veterans Memorial Plaza



Saginaw County Veterans Memorial Plaza is located at the top of the hill of Hoyt Park. Dedicated in 2005, the Plaza includes flagpoles, engraved pavers and separate monuments honoring the men and women of Saginaw who have fearlessly fought and served our country. Saginaw veterans are honored annually at Veterans Memorial Plaza at the City's Veterans Day and Memorial Day celebrations.



Wickes Park



Wickes Park, an award winning, destination-style playground was partially designed by area children. The wonderful playscape features unique climbing apparatus, a beamed hill, and a hard-surface track for small pedal vehicles, benches and many other colorful features. In 1998, the playground was honored by The Michigan Municipal League with the MML Annual Achievement Award.

Saginaw's Waterfront

Saginaw's Waterfront

is a picturesque area that provides many citizens with a variety of outdoor activities including fishing, biking, running and walking or quiet relaxation and peace of mind after a long day at work. You can also enjoy fine dining, great entertainment and shopping at the many restaurants, pubs and local businesses within walking



Photos courtesy of J Mickevich

distance of the waterfront area. Walkers and joggers are guaranteed a great workout along the 4.15 mile walkway, starting from the Johnson Street Bridge to the East Street Bridge.

Theodore Roethke House

www.roethkehouse.org

Theodore Roethke, born in Saginaw in 1908, was considered to be one of the great and innovative voices of 20th century poetry. During his lifetime, Theodore Roethke received such honorable awards as the Pulitzer Prize, two National Book Awards, and the Bollingen Prize. In 2012, the U.S. Postal Service honored Theodore with the dedication of the “Roethke Forever Stamp” in his honor. The Theodore Roethke House,



Theodore's boyhood home on Gratiot Street, is maintained as a museum in his honor. The museum is both a National and State Historical Site. It is also recognized as a National Literary Site.

Morley Plaza

Morley Plaza hosts numerous activities for the citizens of Saginaw. One of the most popular events at Morley Plaza is “Friday Night Live,” which consists of free outdoor concerts and children’s games on Friday evenings throughout the summer. Concerts at the Plaza vary from Motown, Big Band Oldies, Classic Rock, to Country. Morley Plaza is the place to visit throughout the summer months and enjoy the people, activities, music, weather, and the City of Saginaw.



Frank N. Andersen Celebration Park

The City of Saginaw has redesigned the former Andersen Water Park and Wave Pool into a unique and exciting free recreation experience that is barrier-free and interactive for visitors of all ages. The



The splash park is located from the YMCA of Saginaw, and anchors a larger recreation facility that includes a skateboard park, playscape, pavilion, river walk and gazebo.



CULTURAL INDULGENCES

Green Point Environmental Learning Center consists of nearly 150 kinds of birds throughout the year. The wildlife viewing room affords views of songbirds, small mammals, and other wildlife. The Center also hosts a variety of programs throughout the year for children of all ages that focus on nature-related topics such as habitat, wildlife of Green Point, invasive species, and ecosystems.



The Historical Society of Saginaw County and Castle Museum is a unique and significant gem of Saginaw. The Historical Society operates in the Castle Museum and is committed to serving the community by informing the Saginaw region through exploration, preservation, and presentation of their historical and cultural heritage, their dynamic presence, and the possibilities of the future.

Jazz on Jefferson is an experience which our community cannot forget. For one night in June, Downtown Saginaw turns into a slice of San Francisco along the historic Jefferson corridor. The free festival includes carriage rides, sidewalk cafes, street performers and front-yard musicians, a classic car show, art displays and even strawberry shortcake from the Castle Museum. The street festival offers visitors a magical moment all in one memorable night.



Mid-Michigan Children’s Museum is a fun, hands-on place where children use their curiosity and creativity to learn about the world. It aims to broaden and enrich the educational opportunities for children ages 0-12, to enhance their understanding of the world; and to support parents, caregivers, and education facilitators of children’s explorations.



Public Libraries of Saginaw Hoyt Main Library features a variety of programs for youth, teens, and adults year round. Hoyt Library is historic Downtown Saginaw’s source of new arrivals for every age group as well as home to an extensive genealogical collection. The Public Libraries of Saginaw also offer a comprehensive online resource for finding library materials at various locations throughout Michigan with “MeLCat” interlibrary loan system.

Riverside Saginaw Film Festival is designed to celebrate, explore, and screen great movies and add to the cultural life of the Saginaw Valley and beyond. The Festival features 14 films and numerous documentaries over six days at the Temple Theatre, Castle Museum, Pit & Balcony Community Theatre, Hoyt Library, the Lawn Chair Film Festival, and the Court Theatre.

Positive Results in a Downtown Environment (PRIDE) was formed in 1975 and is composed of volunteers committed to promoting and beautifying Downtown Saginaw. Annual events include the Memorial Day Parade, Annual Christmas Parade, Holidays in the Heart of the City, Friday Night Live, Downtown Saginaw Farmer's Market, and Harvest Days.



Downtown Saginaw Farmer's Market is located at the corner of Washington and Thompson for all citizens of Saginaw to enjoy throughout the summer months and into the Harvest days of fall. The market hosts more than 50 vendors and operates four days a week. Visitors can purchase fresh fruit, vegetables, and flowers grown by local farmers and enjoy lunch and other special events and activities.

Read Enjoy And Discover (READ) helps students improve their reading skills and discover the joy of reading. READ mentors share their love of reading as well as teaching values such as courage, honesty, friendship, kindness, truthfulness, integrity, and compassion.

Saginaw Bay Symphony Orchestra has performed an annual concert series since its creation in 1935. Featuring members from all across Michigan, this professional ensemble performs a wide variety of chamber, pops, educational, and historic concerts plus opera, ballet, and modern dance.



Saginaw Arts & Enrichment Commission promotes the arts by developing and promoting organizations and activities that enhance the economic vitality and quality of life in Saginaw. Activities include the All Area Arts Awards, Hispanic Heritage and Black History Student Art Exhibitions, Art at the Andersen, Saginaw Cultural Events Roundtable, Visiting Artist Residency, Hollyday Fair, Artifacts newsletter, and many other programs.

Saginaw Art Museum features an expansive permanent collection, enhanced museum store, and traveling exhibits of national and international merit. Lectures, tours, and classes are just part of the wide range of educational offerings and community outreach. Saginaw Art Museum also features a multi-purpose lecture theatre, and an enlarged Vision Area, as well as the Museum's popular hands-on children's gallery.

Saginaw Choral Society has earned critical acclaim, garnered local, state, and national awards and has built a substantial regional following. The Temple Theater hosts the 100 member chorus as they present a season of classical, contemporary, and popular concerts for the Saginaw community. The Choral Society brings bold, new vision to the choral art and creates a choral masterpiece with every performance.

Lawn Chair Film Festival takes place every Sunday at dusk during the summer months at the corner North Hamilton and Ames. This event is fun for groups of all ages to meet and enjoy a great blockbuster night. It features outstanding independent, foreign, and classic movies. The Festival attracts crowds as large as 1500, so come early to get a good seat.



Saginaw Eddy Concert Band consists of 60 members from retired music teachers, music majors from local colleges such as Central Michigan, to otherwise musically inclined Saginawians. The Saginaw Eddy Concert Band plays standard marches, musical scores with

accompanying vocalists, classical selections adapted for concert bands and more.

St. John's Episcopal Church was founded in 1851 and is the oldest church in the Saginaw Valley. It is located on North Michigan Street. It boasts stained glass windows from both the United States and Europe. Saginaw has other churches in the area, ranging from Catholic, Baptists, Church of God In Christ, and many more denominations.

INTERESTING FACTS



Saginaw County was named one of the “100 Best Communities for Young People in the Nation” by America's Promise.



The Saginaw Metro Area was ranked Number 8 for Cost of Living and Number 44 for Culture & Leisure in the *Forbes Magazine* Best Small Places List. Also, the Saginaw area was ranked one of the Top 5 Best Places to Live for Cost of Living by *Salary.com*.



Michigan State University Community and Economic Development Program ranked Saginaw County fourth out of 83 Michigan counties for “Percent of Workforce Employed in Information Technology” according to a recent study. High-tech and service related companies, such as AT&T and Morley Companies have thrived in Saginaw County, serving as technological and workforce drivers in the community.



The Rehmann Group, with headquarters in Saginaw, was listed as one of “Detroit Metro Area's 101 Best and Brightest Companies to Work For.” The Rehmann Group is ranked as the second largest accounting firm in Michigan.



Saginaw County is home to five major hospital facilities, which include St. Mary's of Michigan and Covenant Healthcare. Saginaw is the advanced multi-specialty care provider for much of Michigan's Lower Peninsula, giving the region a wealth of state of the art health care facilities and the lead in research technologies in many specialized fields such as neuroscience and cardiovascular health.



Saginaw is home to the largest group of cardiovascular surgeons in the State of Michigan - Michigan CardioVascular Institute. The Michigan CardioVascular Institute has assembled a large and diverse team of professionals, offering specialized care in atrial fibrillation, vein and vascular care, and new, innovative technology for non-invasive scanning of the blood vessels of the heart, lungs, and brain.



CMU Medical Education Partners (CMU Partners) is part of Central Michigan University College of Medicine (CEMD). The College of Medicine was established in 2009 to prepare physicians focused on improving high quality health care in Michigan, with an emphasis on rural and medically underserved regions.

The CMU College of Medicine is set to open two new facilities in Saginaw in 2014. The new campus will provide education and experience to approximately 200 third and fourth year medical students and 100 residents. The new facilities will be located on the campuses of St. Mary's of Michigan and Covenant Health Care.



Synergy Medical Education Alliance offers five, community-based, fully-accredited residency training programs in emergency medicine, family practice, internal medicine, general surgery, and obstetrics and gynecology.



Saginaw County is 23rd in the nation in sugar beets harvested, 28th in the nation in dry edible beans harvested, and third in soybeans harvested in the State of Michigan.



The Michigan Travel Bureau ranked Saginaw County Number 3 for Tourist Destinations in the State of Michigan. The Children's Zoo, Ojibway Island and The Andersen Enrichment Center were listed as "must-see" attractions while visiting Saginaw.



Just 10 miles south of Saginaw, the Birch Run/Frankenmuth exit off I-75 in Saginaw County is the second busiest exit for tourism in the nation, second to Orlando, Florida.



Saginaw is home to the Saginaw Spirit Hockey Club, which is a member of the Ontario Hockey League. The Spirit hosted the 2007 Bell OHL All-Star Classic. The Spirit's season runs from September through March each year at the Dow Event Center.

Saginaw is the proud home to the Saginaw Sting, the premier indoor football team of the Continental Indoor Football League. The team was founded in 2008 and since has won three championships. The Sting look to capture a fourth championship title in 2014 as they host their CIFL opponents on Draper Auto Field starting in February through May inside the Dow Event Center.



Saginaw County has over 541 acres of parkland with year-round recreational opportunities. Saginaw has 30 parks including the Saginaw Rail Trail, an 82-acre trail system for skiing or hiking, and 26 public and private golf courses. Courses in the Saginaw area such as the Saginaw Country Club, Pleasant View Golf Course, or Crooked Creek all provide a fun golf experience for golfers of all skill levels.



Lakeshore Development LLC purchased two historic downtown buildings in January 2013 and announced plans to renovate them into first-floor commercial space and 150 luxury apartments.

The project consists of the Bancroft House at 107 S. Washington and Eddy Place at 100 N. Washington. Under the newly-created Bancroft Project Saginaw LLC, the developer hopes to play a key role in the revitalization of the downtown Saginaw area and plans to invest over \$5 million in renovations to the historic buildings.

EDUCATION



Saginaw Valley State University

(SVSU) is one of the most prestigious universities in Michigan. After an extensive study, Dr. John Dale Russell (Chancellor and Executive Secretary of the New Mexico Board of Education Finance) submitted the Russell Report endorsing the concept of a higher education based learning system in the Saginaw, Bay City and Midland communities, thus marks the beginning for the formative years of SVSU.



In November of 1963, Saginaw Valley College was chartered as a private college. The first classes were held in the basement of the current Delta College site. Here the students attended classes until Saginaw Valley College was built. In December of 1963, Saginaw Valley College was born.

The 1980's were a decade of great growth for the college. In November of 1987, Saginaw Valley State College was reclassified as Saginaw Valley State University (SVSU) with a student enrollment of nearly 6,000. SVSU began the decade by crossing international borders and hosting the University's first international students.

In the 1980's, SVSU's academic excellence was recognized through accreditations including accreditation at the master's degree level. In addition, ten programs have been awarded specialized accreditations: athletic training, business programs, chemistry, education, electrical engineering, mechanical engineering, medical laboratory science, music, nursing, occupational therapy, and social work. A sign of the University's level of performance, integrity and quality.

Today, SVSU is known for its excellent achievements, beautiful campus, and great academic programs. Annual enrollment is now over 10,000 with over 90 programs of study that lead to one of ten baccalaureate degrees, or one of 15 graduate programs (14 master's degree and one doctoral program). SVSU alumni have moved on to hold positions such as vice president of the Michigan Economic Development Corporation, Superintendent of Frankenmuth Schools, CEO of Synergy Medical Alliance, and executive members at Dow Chemical, Herbert H. and Grace A. Dow Foundation, and Delphi Automotive Corporation.

Also known for athletics, SVSU is a NCAA Division II school and fields 16 varsity teams including football, track and field, and basketball. In addition, 19 student-initiated club sports teams have formed in sports ranging from volleyball and swimming to bowling. In 2011-2012, more than 5,595 students participated in campus recreation programs.



Delta College is a community college, which is located within blocks of Saginaw Valley State University. During the 1950s, the demand for education beyond high school created tremendous support for a new community college to serve the Bay, Midland, and Saginaw Counties.



In September 1961, Delta College opened its doors to approximately 1,800 students who hoped for a brighter tomorrow. It was founded in 1961 in a rural 640-acre campus. Delta's mission is to be a responsive, dynamic community college, to educate, inspire, challenge, and support a diverse community of learners to achieve academic, professional, and personal excellence.

Delta College is our community's first choice to learn, work and grow. From a foundation of leadership, Delta College uses innovation and teamwork to achieve excellence.

Today, Delta College enrolls an average of 10,000 students annually. These individuals range from high school students taking Delta classes to older adults returning to college to enhance their skills or wanting a fresh start.

The main campus has been expanded and renovated (with more than \$68 million in changes since 1999). Delta College has established three off-campus centers – the Planetarium & Learning Center in Bay City (with show and special program attendance exceeding 300,000 people during its first ten years of operation), the Midland Center, and the Ricker Center in Saginaw – to better serve each community.

Delta College is a charter member of the National League for Innovation in the Community College. The League is comprised of 20 college districts with 58 campuses, enrolling more than 650,000 students. Delta's membership is significant recognition that it is devoted to the improvement of learning through experimentation and innovation. The League places a strong emphasis on research, evaluation, and dissemination of information on innovations.

Delta College is known for its importance to the economic well-being of the region. Delta graduates are everywhere. Nurses, teachers, doctors, skilled tradesmen, business leaders, all began at Delta with a dream to succeed in life. More than 87 percent of Delta graduates have stayed in Michigan, and more than 63 percent reside in the Great Lakes Bay Region.

In addition to quality academic programs, Delta offers the region other learning opportunities through Quality Public Broadcasting, the Planetarium, Corporate Services and LifeLong Learning.

TRANSPORTATION

Saginaw Transit Authority Regional Services (STARS)

www.saginaw-stars.com

STARS is the public transportation system for the Urbanized Saginaw Area, which travels about 1.5 million miles per year.

Over 3,300 people utilize **STARS** each day to travel to and from work, doctor visits, shopping, or school. **STARS** provides basic transportation needs and is an important partner in economic development. New for 2012, Delta College students can now utilize **STARS** services to travel between downtown Saginaw, the college's main campus and the Ricker Center in Buena Vista Township.



The service is now offered to students seven times a day on weekdays, leaving the **STARS** transfer location downtown every two hours.

STARS LIFT is a curb-to-curb service designed for senior citizens, persons with mobility disabilities, and the general public not conventionally served by **STARS** fixed routes.

STARS offers as an effective, efficient and safe solution to mobility challenged citizens. **STARS** offers both fixed-route and lift service (curb-to-curb) to approximately 48,000 senior citizens and persons with disabilities annually to utilize the **STARS LIFT** service.



STARS MISSION

It is the Mission of Saginaw Transit Authority Regional Services to provide safe, efficient, dependable and affordable public transportation for ALL citizens of Saginaw.

FIXED-ROUTE SERVICE

Fixed-route buses travel throughout the urban area pick up customers at bus stops and following a regular route at schedule

SPEC-TRAN SERVICE

Spec-Tran curb-to-curb service utilizes the **STARS LIFT** to transport persons with disabilities unable to use fixed-route service. This service requires advance reservation.



"Public Transportation takes you there."

Midland, Bay, Saginaw (MBS) International Airport

www.mbsairport.com

MBS International Airport is a special district government, owned by the cities of Midland, Saginaw and Bay County.

The airport is located in Freeland, Michigan, which is centrally located between the three owning communities. A nine-member commission, composed of three representatives from each owning community, governs the airport.

MBS is proud to provide the traveling public scheduled air service from major airline carriers. At MBS, you will be sure to find plenty of safe, inexpensive parking, both long and short term, with only a short walking distance to the passenger terminal.

MBS International Airport continues to grow and constantly strives to make improvements in an effort to ensure that they provide to you high level of service, convenience, safety, and value. Recently, MBS unveiled its new \$55 Million, 75,000 square foot terminal. Air travelers are now welcomed into a modern, attractive facility with a new entrance and parking lot.

MBS also offers a variety of ground transportation, which includes four car rental agencies, and a number of taxi/limousine companies that service the airport.



Whether waiting for your flight or picking up a passenger, MBS offers many food and beverage selections provided in the GladCo Food Court. Computer access is available for the convenience of the traveler who may need to log onto the Internet or check messages while away from home or office. MBS offers a game room and gift shop, which features everything from reading materials and snacks to unique gifts for those awaiting flight arrivals or departures. MBS is ready to serve you!

DISTANCE FROM MBS AIRPORT TO THESE CITIES:			
CITY	MILES	CITY	MILES
Atlanta, GA	811	Detroit, MI	117
Orlando, FL	1250	Cincinnati, OH	346
Chicago, IL	296	New York, NY	717

NATIONAL, STATE, LOCAL RECOGNITIONS OF CITY ACHIEVEMENTS

Tree City USA Award: The City of Saginaw received a Tree City USA designation from the Tree City USA® program, sponsored by The National Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters. Requirements include, a tree board or department, tree care ordinance, community forestry program with an annual budget of at least \$2 per capita and an Arbor Day observance and proclamation.

SCENIC (Saginaw Code Enforcement Neighborhood Improvement Co-Operative): SCENIC is a combination of the Saginaw Fire Department, Department of Development, and Saginaw Police Department. Specific areas of the community have been designated, prioritized, and a cooperative effort among these departments has reduced the financial and workload burden on a single department, providing a broader base of expertise. In May 2010 the SCENIC team received the Environmental Crime Award of Excellence from the Michigan Association of Police.

City of Saginaw's Green Team: The Green Team is composed of City of Saginaw employees committed to educating and motivating others to recycle and care for the environment. The team's purpose is to reclaim the City of Saginaw from garbage through recycling. For the fourth year in a row, the Green Team hosted their annual "Go



Green" celebration at City Hall to celebrate Earth Day and encourage others to help prevent pollution through proper disposal and management practices of common items like prescriptions, batteries and computer hard drives.

The Green team has received such honors as the Region 4 Michigan Municipal League 2010 Community Excellence Award and has competed for the Statewide Community Excellence Award at the MML's Annual Convention.

September, 2012 Experimental Advanced Renewable

Program: Saginaw was recently selected by Consumers Energy to participate in its 2012 Experimental Advanced Renewable Program. This allowed the City to install a solar array on the roof of its Public Services building in September of 2012. The City of Saginaw was able to install OPTImus panels



utilizing polycrystalline silicon from Hemlock Semiconductor of Saginaw for its 20 kilowatt array.

“The energy produced by the solar energy system is expected to equal up to 10 percent of the building’s total current energy use,” said Saginaw City Manager Darnell Earley, “In the process we are supporting regional companies that develop key products and services.”

**July 1, 2008 – June 30, 2012 Distinguished Budget**

Award: For the fifth year in a row, the City of Saginaw received the Government’s Finance Officers Association (GFOA) Distinguished Budget Award. The GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) to

encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA’s recommended practices on budgeting. Only a very small portion of the nearly 90,000 state and local governments are given the rating of “outstanding” and recognized by the GFOA for achieving this level of excellence.

June 30, 2011- June 30, 2012 Comprehensive Annual Financial Report Award: The Government Finance Officers Association of the United States and Canada (GFOA) awarded a certificate of achievement for Excellence in Financial Reporting to the City of Saginaw for its Comprehensive Annual Financial Report for the fiscal year ended June 30, 2012. This is the third year in a row that the City of Saginaw has received this honor. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report.

DEVELOPING PROJECTS

PROJECT	COST	Scheduled Completion Date (Fiscal Year)
Michigan Avenue Resurfacing and Water Main Replacement Stephens (M-46) to State (M-58)	\$5,700,000	2014
CDBG Resurfacing – Holden: Washington (M-13) to Sheridan, N. Benjamin: Union to State (M-58), and Harrison: Remington to Eleanor	\$436,000	2014
CDBG Sidewalk Ramps – Covenant Area	\$57,923	2014
Ezra Rust Resurfacing – Washington (M-13) to Court Street Bridge	\$700,000	2014
Fordney Street Reconstruction, Water Main Replacement & Enhancement – Rust (M-46) to Ezra Rust	\$1,500,000	2014
Hamilton Avenue Street Lighting Enhancement-Van Buren to Court	\$210,000	2014
MDOT Signal Improvement Project-Various Locations on M-58	\$200,000	2014
Treanor Street Resurfacing –Williamson to Dixie Highway	\$200,000	2014
CDBG Resurfacing – Revitalization Area and Covenant Area	\$540,000	2014 - 2016
CDBG Sidewalk Ramps – Revitalization Area and Covenant Area	\$90,000	2014 – 2016
Genesee Signal Retiming- Bay to Hess	\$95,000	2015
Michigan Signal Retiming – Wheeler to Schaefer	\$70,000	2015
Remington Street Road and Water Main- Michigan to Mason	\$1,600,000	2015
East Genesee Avenue Resurfacing and Water Main Replacement – Harold to Hess	\$2,130,000	2015
Hamilton Street Resurfacing and Water Main Replacement – Court to Lyon	\$1,090,000	2015
Johnson Street Bridge over Saginaw River-Pin and Hanger Repairs	\$225,000	2015
Weiss Street and Hermansau Street Intersection Improvements– Center Turn Lane and Traffic Signal Installation	\$200,000	2015
Niagara Street Reconstruction – Genesee to Davenport	\$540,000	2016
Mackinaw Street Resurfacing and Water Service Replacement–Davenport(M-58) to Weiss	\$630,000	2016
Genesee Street Bridge over Saginaw River-Scour Countermeasures	\$273,000	2016
Genesee Street Bridge over Saginaw River-Splice Plate Repairs and Drain Extensions	\$144,000	2016
Niagara Street Reconstruction and Water Main Replacement-RR Tracks North to Congress	\$840,000	2017
Mackinaw Street Reconstruction and Water Service Replacement- State (M-58) to Davenport (M-58)	\$420,000	2017
Warren Avenue Resurfacing-Hoyt to Genesee	\$125,000	2017

BUILDING PERMIT SUMMARY

The residential, industrial, and commercial new construction and repairs and alterations building permit fees and actual numbers of permits issued are represented by the following data:

Year	Building Permit Fees	Number of Permits Issued
2001	\$237,892.00	2,213
2002	\$365,420.00	2,403
2003	\$242,499.00	1,896
2004	\$229,765.00	1,608
2005	\$196,557.00	1,485
2006	\$286,144.00	1,896
2007	\$189,665.00	1,463
2008	\$184,037.00	1,406
2009	\$141,081.00	1,276
2010	\$266,659.40	1,694
2011	\$326,554.00	1,769
2012	\$385,570.68	1,412

Source: Information provided by The City of Saginaw's Zoning & Development Department of Inspections

BREAKDOWN OF PERMITS ISSUED

Year	Demolition	Electrical	Mechanical	Building	Plumbing
2001	119	642	453	699	300
2002	99	656	597	712	339
2003	39	525	531	553	248
2004	66	406	477	475	184
2005	60	404	400	420	201
2006	109	470	553	440	324
2007	98	368	416	427	154
2008	154	397	262	421	172
2009	144	275	304	342	211
2010	372	293	487	390	152
2011	160	513	464	479	153
2012	317	308	324	349	114

Source: Information provided by The City of Saginaw's Zoning & Development Department of Inspections

MAJOR EMPLOYERS IN THE SAGINAW AREA

TOP 20 WITHHOLDING EMPLOYERS FOR YEAR 2012

Rank	Company/Organization	201 Withholding Amount
1	Covenant Medical Center, Inc.	\$1,389,012.55
2	St. Mary's of Michigan	\$672,058.41
3	GM LLC	\$595,886.34
4	US Government Def Fin	\$428,108.53
5	School District City of Saginaw	\$366,548.42
6	TRW Integrated Chassis System LLC	\$359,175.30
7	Steering Solutions Services	\$340,316.03
8	State of Michigan	\$308,368.50
9	City of Saginaw	\$240,042.32
10	Saginaw County Court House	\$229,934.85
11	US MN Postal Data	\$194,424.34
12	AT&T Services, Inc.	\$118,411.68
13	CMU Medical Education Partners	\$100,816.70
14	Linear Motion LLC	\$93,876.14
15	Health Delivery, Inc.	\$93,097.68
16	Meijer Great Lakes	\$81,939.16
17	Quality Temporary Services, Inc.	\$80,692.48
18	Advanced Diagnostic Imaging PC	\$79,931.28
19	Saginaw County Mental Health	\$73,017.81
20	Michigan Cardiovascular	\$64,542.45
Totals:		\$5,910,200.97

A comparison of the City of Saginaw's condition	Year Ended 1993	Year Ended 2003	Year Ended 2013
Number of Businesses on City Business Tax-rolls:	1,550	1,947	1,390
Number of Households:	23,469	20,725	18,194

Sources: (1) *City of Saginaw's Income Tax Division of the Department of Fiscal Services*
 (2) *City of Saginaw's Assessing Division of the Department of Fiscal Services*

CITY OF SAGINAW



STATISTICAL SECTION

2013 DATA

DEMOGRAPHIC STATISTICS

Population Trends Years 1900-2010

Year	City of Saginaw Population	Percent Increase (Decrease)	Tri-Cities Total Population	Percent Increase (Decrease)
1900	42,322	0.00%	78,604	0.00%
1910	50,150	27.25%	84,517	7.52%
1920	61,903	143.10%	187,071	100.21%
1930	80,715	20.37%	209,341	11.90%
1940	82,794	8.08%	232,453	9.94%
1950	92,918	17.66%	277,638	19.44%
1960	98,265	24.26%	349,244	25.79%
1970	91,849	15.20%	400,851	14.78%
1980	77,508	3.78%	421,518	5.16%
1990	69,512	-7.06%	399,320	-5.27%
2000	61,799	.90%	403,070	.94%
2010	51,508	16.66%	391,569	-2.86%

Note: Percent change calculation is computed by subtracting the previous year population from the current year population and dividing it by the previous year population. This information is updated every ten (10) years.

**Tri-Cities include: Saginaw, Bay City, and Midland*

Source: U.S. Bureau of Census: Various Reports; Michigan Manual: Various editions



COMMUNITY PUBLIC SAFETY (CPS) POLICE



Police Administration is responsible for the overall planning, directing and coordinating of police activities to promote the safety of the community and to ensure that services are provided in a fair, prompt and courteous manner. It is also responsible for the Inspections Services/Internal Affairs Section of the Police Department, which deals with the investigation of complaints and ensures that proper direction is provided to staff for acceptable operational performance and compliance with policies and procedures.

Community Public Safety - Police Complement FOR FISCAL YEAR ENDED 2012

Officers by Rank:	2011	2012	Change
Police Chief	1	1	0
Deputy Police Chief	0	1	1
Lieutenants	4	3	-1
Sergeants	14	14	0
Police Officers	86	85	-1
Total Police	105	104	-1
Crimes by Type:	2011	2012	% Change
Homicide	10	37	72.97%
Criminal Sexual Conduct	79	100	21.00%
Robbery	171	170	-.59%
Felonious Assault	721	717	-.56%
Burglary	1,085	894	-21.36%
Larceny	602	418	-44.02%
Motor Vehicle Theft	102	95	-7.37%
Arson	101	26	-288.47%
Total Crimes by Type:	2,871	2,457	-16.85%
<p><i>Note: All positions listed for Community Public Safety Police and Fire are sworn in positions only.</i></p> <p><i>Source:</i></p> <p><i>(1) CPS Fire & Police Complement information retrieved from the City of Saginaw's 11/12 Personnel Complement</i></p> <p><i>(2) Police crimes by type information retrieved from Community Public Safety Police, State of Michigan Index Crime report</i></p> <p><i>(3) CPS Police calls by situation information retrieved from City of Saginaw's Community Public Safety Police</i></p>			



COMMUNITY PUBLIC SAFETY (CPS)

FIRE



The Administrative Division of the Community Public Safety Fire manages the annual operating budget while overseeing fire operations, training, building and apparatus maintenance, and fire prevention and life safety activities. Administration coordinates these activities with other city departments and divisions and county, state, and federal organizations. Administratively this division strives to provide the highest level of service to the community while providing management direction and planning for the future within the confines of the operating budget.

‘The Administrative Division is working for a safer, more secure, way of life through effective utilization of resources, innovation, and partnerships throughout the community.’

Community Public Safety - Fire Complement

FOR FISCAL YEAR ENDED 2012

Personnel by Rank:	2011	2012	Change
Fire Chief	1	1	0
Battalion Chiefs	3	3	0
Fire Captains	7	7	0
Lieutenants	12	12	0
Fire Marshall	1	1	0
Deputy Fire Marshall	1	1	0
Fire Engineer	19	19	0
Fire Training & Safety Officer	1	1	0
Firefighters	22	22	0
Total	67	67	0

Note: All positions listed for CPS- Police & Fire are sworn in positions only.

Calls for Service by Situation Found:	2010	2012	% Change
Fire	435	476	8.16%
Rescue	75	586	87.20%
Hazardous Condition	515	358	43.85%
Service Call	318	356	10.67%
Good Intent	266	390	31.79%
False Call	294	253	-16.20%
Total Calls by Situation:	1,903	2,419	21.34%

Source:

- (1) Fire & Police Bureau Complement information retrieved from the City of Saginaw's 10/11 Personnel Complement
- (2) Calls for Service by Situation Found sources is the City of Saginaw's CitiStat Program
- (3) Fire department calls by situation information retrieved from City of Saginaw's Fire Department

PRINCIPAL REAL ESTATE TAXPAYERS

TOP 25 TAXPAYERS

As of December 31, 2012

Rank	Owner (Taxpayer)	# of Parcels	Real Property		Personal Property		TOTAL
			Ad Valorem	Special Act Rolls	Ad Valorem	Special Act Rolls	
1	Consumer Energy	57	247,195		21,809,500		22,056,695
2	General Motors LLC	6	31,318		6,811,400	944,075	7,786,793
3	Charter Communications II	1			5,999,600		5,999,600
4	Linear Motion LLC	4	2,902,697		2,746,500		5,649,197
5	TRW Integrated Chassis System LLC	2			4,756,400		4,756,400
6	Racer Properties LLC	12	4,408,256				4,408,256
7	Hausbeck Pickle Co, Inc.	4	1,233,675		1,843,200	530,300	3,607,175
8	Fullerton Tool Co, Inc.	7	277,959	906	3,106,000	190,400	3,575,265
9	Means Industries Inc.	4	963,384		2,610,200		3,573,584
10	Corvus Nodular Interest III, LLC	2	3,058,849				3,058,849
11	Riverfront Medical Realty LLC	2	2,515,407		197,900		2,713,307
12	CMI-Schneible Co	3			1,981,600	644,900	2,626,500
13	Rifkin Scrap Iron & Metal Co	15	342,196		1,342,800	592,300	2,277,296
14	SSP Associates Inc.	4	2,151,251	34,530	86,800		2,272,581
15	IRG Saginaw LLC	2	1,984,160				1,984,160
16	Meredith Corp	3	531,846		1,440,000		1,971,846
17	Downtown Area Development LLC	2	1,716,509				1,716,509
18	Citizens Bank of Saginaw	8	1,628,214				1,628,214
19	Saginaw Heat Treating LLC	1			1,616,200		1,616,200
20	Reardon Properties LLC	5	888,983	396,873	176,200		1,462,056
21	Michigan Production Machining	2	605,676		852,900		1,458,576
22	Rifkin Scrap Iron & Metal Co Inc.	2		194,490		1,188,500	1,382,990
23	Menard Inc. #3250	1			1,343,500		1,343,500
24	Finlay Brookwood Park Ltd DHALP	1	1,343,194				1,343,194
25	US Graphine Inc.	11	156,696	88,993	953,400	91,600	1,290,629
	TOTALS	161	29,987,465	715,792	59,674,100	4,182,075	87,377,357

*Note: Information is listed in numerical order according to its rank for Top 25 Taxpayers in City of Saginaw
Source: Information provided by City of Saginaw's City Assessor of the Department of Fiscal Services*

CITY OF SAGINAW



GLOSSARY ABBREVIATIONS AND TERMS

GLOSSARY OF ABBREVIATED TERMS

-A-

AASHTO	American Association of State Highway and Transportation Officials
AFSCME	American Federation of State, County & Municipal Employees
AMR	Automated Meter Reading
ARMS	Automated Record Management System
Asmt.	Assessment
ATPA	Automobile Theft Prevention Authority
Auth.	Authority
Avg.	Average
AWWA	American Water Works Association

-B-

BP	Building Permit
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-C-

CAD	Computer-Aided Design
CCF	Hundred Cubic Feet
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan
Corp.	Corporation
CPO	Community Policing Office
CPS	Community Public Safety
CSO	Combined Sewage Overflows

-D-

DBO	Demolition of Buildings
DDA	Downtown Development Authority
DOJ	Department of Justice
DP	Demolition Permit

-E-

Endow.	Endowment
EP	Electrical Permit

-F-

FBI	Federal Bureau of Investigation
FICA	Federal Insurance and Compensation Act
FT	Full Time
FY	Fiscal Year
FYI	Family Youth Initiative

-G-

Gals.	Gallons
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographical Information System
GM	General Motors
Govt.	Government

GLOSSARY OF ABBREVIATED TERMS

-H-

HOME	Home Observation of Measurement of the Environment
H.R.	Human Resources
H.T.E.	Harvard Technology Enterprise

-I-

IFT	Industrial Facilities Tax
Inc.	Incorporated
ITS	Intelligent Transportation System

-J-

J.A.G.	Justice Assistance Grant
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-K-

KWH	Kilowatt Hour
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-L-

Lbs.	Pounds
LDFA	Local Development Finance Authority
L.E.I.N.	Law Enforcement Information Network
LELI	Law Enforcement Leadership Institute
LLC	Limited Liability Company

-M-

MBS	Midland, Bay City, and Saginaw
MCLA	Madden Central Leagues Alliance
MDEQ	Michigan Department of Environmental Quality
MDOT	Michigan Department of Transportation
MG	Milligram
MIOSHA	Michigan Occupational Safety and Health Administration
MP	Mechanical Permit
MSP	Michigan State Police
MSU	Michigan State University

-N-

NBC	National Broadcasting Company
NEZ	Neighborhood Enterprise
No.	Number
NPDES	National Pollutant Discharge Elimination System
NSF	Non-Sufficient Funds
NTU	Number of Transfer Units
NWUA	Northwest Utilities Authority

O-

OMB	Office of Management and Budget
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-P-

P.A.	Partial Agreement
P.C.	Professional Corporation
PEG	Public, Educational, and Governmental
PILOT	Payment in Lieu of Taxes

GLOSSARY OF ABBREVIATED TERMS

POAM	Police Officers Association of Michigan
PP	Plumbing Permit
PRIDE	Positive Results in a Downtown Environment
PT	Part Time
PTO	Personal Time Off
-Q-	
QVF	Quality Voter File
-R-	
READ	Read Enjoy And Discover
Rev.	Revenue
RLF	Revolving Loan Fund
RSSI	Received Signal Strength Indication
RTBs	Retention Treatment Basins
RV	Recreational Vehicle
-S-	
SAFER	Staffing for Adequate Fire and Emergency Response
SBC	Southwestern Bell Corporation
SCADA	Supervisory Control and Data Acquisition
SCATT	Saginaw County Auto Theft Team
SCENIC	Saginaw Code Enforcement Neighborhood Improvement Cooperative
SEDC	Saginaw Economic Development Corporation
SEIU	Service Employees International Union
SGTV	Saginaw Government Television
SMMWSC	Saginaw-Midland Municipal Water Supply Corporation
SONAR	Sound Navigation & Ranging
SRRF	Sepanta Robotic Research Foundation
STARS	Saginaw Transit Authority Regional Services
SVC	Service/Service/Service
SVSU	Saginaw Valley State University
-T-	
TAPS	Treatment and Prevention Services
Temp.	Temporary
TIFA	Tax Increment Finance Authority
TV	Television
-U-	
USA	United States of America
USDA	United States Department of Agriculture
-W-	
WWTP	Wastewater Treatment Plant
-Y-	
Yr.	Year

GLOSSARY OF TERMS

A –

ACCRUAL BASIS – The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods or services are received (whether or not cash disbursements are made at that time.)

ACTIVITIES – Specific services performed to accomplish program objectives and goals.

AGENCY FUND – Permanently established endowments where the annual income is used at the discretion of the organization in pursuit of a particular mandate.

ALLOCATION – The assignment or distribution of available resources such as revenue, personnel, buildings, and equipment among various City departments, bureaus, divisions, or offices.

APPROPRIATION – An authorization made by City Council, which permits the City to incur obligations and to make expenditures or resources.

APPROVED (ADOPTED) BUDGET – The revenue and expenditure plan for the City for the fiscal year as enacted by City Council.

ARBITRAGE – Excess investment profits earned on the investment of lower-cost, tax-exempt bond proceeds.

ASSESSED VALUATION – The value placed upon real and personal property by the County tax assessor/appraiser as the basis for levying taxes.

ASSET – Property owned by the City which has monetary value.

AUDIT – Prepared by an independent certified public accounting firm, the primary objective of an audit is to determine if the City's general purpose financial statements present fairly the

City's financial position and results of operations in conformity with the generally accepted accounting principles.

B –

BALANCED BUDGET – Proposed revenues and other resources equal proposed appropriations.

BOND – A long-term promise to repay a specified amount of money (the face value amount of the bond) on a particular date (maturity date). Bonds are primarily used to finance capital projects.

BUDGET – A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

BUDGET CALENDAR – The schedule of key dates or milestones that the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT – A compilation of the spending and funding plans for the various funds, along with supporting narrative, schedules, tables, and charts which, in total, comprises the annual resource allocation plan.

BUDGET ORDINANCE – An ordinance considered and adopted by City Council to formally enact the proposed budget as amended.

BUDGET TRANSFER - Adjustment made to the budget during the fiscal year to properly account for unanticipated changes which occur in revenues and/or expenditures and for program initiatives approved during the fiscal year.

BUREAU – The largest organizational component within a department which design is tied to service output or function.

C –

CAPITAL BUDGET – A spending plan for improvements to or acquisition of land, facilities, equipment, and infrastructure. The capital budget (1) balances revenues and expenditures, (2) specifies the sources of revenues, (3) lists each project or acquisition, and (4) must ordinarily be approved through adoption of an appropriation by the legislative body.

CAPITAL EXPENDITURE – The acquisition of fixed assets, usually authorized in the capital budget that includes land, buildings, infrastructure, and equipment.

CAPITAL IMPROVEMENT PLAN (CIP) – A multi-year plan to provide for equipment acquisition, improvement to public facilities, and construction of new facilities.

CAPITAL OUTLAY – Expenditures relating to the purchase of equipment, facility modifications, land, and other fixed assets.

CASH BASIS – The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when actually paid.

CLEAN ENERGY COLAITION (CEC) –

CREDIT RATING – The credit worthiness of an entity, as evaluated by independent agencies such as Moody’s Investors Service, Inc. and Standard and Poor’s Corp.

D –

DEBT SERVICE – Payment of interest and principal on an obligation resulting from issuance of bonds and notes.

DEBT SERVICE FUND – A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

DEFICIT – An excess of liabilities and reserves of a fund over its assets.

DEPARTMENT – The largest organizational component of the City which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION – The spreading out of the original cost over the estimated life of the fixed asset such as building or equipment..

DESIGNATED FUND BALANCE - A portion of unreserved fund balance assigned by City policy for a specific future use.

DIRECT COSTS – Expenses that are directly attributable to the production of service, such as wages, benefits, supplies, and contract services, and that would be eliminated if the service were discontinued.

DIVISION – The largest organizational component within a bureau which design is tied to a specific service output or function.

E –

ENCUMBRANCE – A reservation of funds for an anticipated expenditure prior to actual payment for an item.

ENTERPRISE FUND – A fund used to account for revenues received for goods and services provided to the general public on a continuous basis and primarily financed through user charges.

EXPENDITURE – Actual outlay of money for goods or services.

EXPENSE – Expenditures and other obligations (e.g., encumbrances) to expend money for goods and services.

F –

FICA – City’s portion of mandatory Social Security contribution (6.20%) and mandatory

Medicare contribution (1.45%) for its employees payable to the federal government.

FIDUCIARY FUND – A fund that accounts for resources that governments hold in trust for individuals or other governments.

FISCAL YEAR (FY) – A twelve-month period designated as the operating year for an entity. The fiscal year for the City of Harrisburg is January 1 – December 31.

FIXED ASSET – Asset of a long-term nature such as land, buildings, machinery, furniture, and other equipment. The City has defined fixed assets as those with an expected useful life in excess of one year and an acquisition cost in excess of \$5,000.

FRINGE BENEFITS – Health and welfare related benefits for all full-time employees, such as medical, dental, vision, and life insurance coverage, and a prescription drug plan which are included in the employee's compensation package.

FUND – An accounting entity that records all financial transactions for specified activities or government functions. The six fund types used by the City are – General Fund, Capital Projects Fund, Debt Service Fund, Special Revenue Funds, Propriety (Utility) Funds, and Trust and Agency Funds.

FUND BALANCE – A cumulative excess of revenues over expenditures segregated by fund.

G –

GENERAL OBLIGATION BOND and NOTE – Forms of borrowing (debt financing) which reflect written promises from the City to repay sums of money on specific dates at specified interest rates backed by the full faith, credit, and taxing power of the municipality.

GENERAL FUND – The City's major operating account for all financial resources except those required to be accounted for in another fund.

GOVERNMENTAL FUNDS – Funds that account for the services provided to the general citizenry as opposed to a specific group. These funds focus on current financial resources, emphasizing budgetary control and available cash.

GRANT – A sum of money allotted from a specific governmental or non-profit organization to be used under certain circumstances for a designated purpose.

I –

INDIRECT COSTS – Costs that are incidental to the production of goods and services, such as administration, budgeting, accounting, personnel, purchasing, legal, and similar staff support services. Unlike direct costs, indirect costs do not disappear if the service or good is discontinued. Also known as **overhead**.

INFRASTRUCTURE – The basic physical framework or foundation of the City, referring to its buildings, roads, bridges, sidewalks, water system, and sewer system.

INTERFUND TRANSFER – A transfer of money from one fund of the City to another fund of the City.

K –

KEY PERFORMANCE INDICATOR – A targeted measurement which adds the most values to the department and is linked to target values and future projections.

L –

LIABILITY – Debt or other legal obligations arising out of transactions in the past which must be paid, renewed, or refunded at some future date.

LINE-ITEM BUDGET – A budget that lists detailed expenditure categories such as salary, postage, and maintenance service contracts. The specific amount budgeted is also listed by category.

LONG-TERM DEBT – Debt with a maturity of more than one year after date of issuance.

M –

MILL – A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property.

MILLAGE – The total tax obligation per \$1,000 of assessed valuation of property.

MISSION – A statement that defines the fundamental purpose of the department succinctly describing why it exists and what it does to achieve its purpose.

MODIFIED ACCRUAL – The method of accounting that is a mixture of both cash and accrual bases concepts. Revenues are recorded when they are both measurable and available to meet current liabilities. Expenditures are recorded when goods or services are received.

MSHDA (Michigan State Housing Developing Authority.) The Michigan State Housing Development Authority provides financial and technical assistance through public and private partnerships to create and preserve safe and decent affordable housing.

N –

NOTE – A short-term promise to repay a specified amount of money (the face value of the note) on a particular date (maturity date). Notes are primarily used to supplement current cash flow in anticipation of taxes and other revenues to be received, or to provide interim financing for capital projects in anticipation of the issuance of bonds.

O –

OPERATING BUDGET – That portion of a budget that deals with recurring expenditures such as salaries, electric bills, postage, printing and duplicating, paper supplies, and gasoline.

OPERATING EXPENSES – Ongoing costs associated with sustaining City government

operations such as: communications, professional fees, insurance, rentals, maintenance and repairs, contracted services, supplies, and minor capital.

ORGANIZATIONAL CHART – A chart representing the authority, responsibility, and relationships among departments, bureaus, and divisions within the City organization.

P –

PART-TIME POSITION – A position regularly scheduled for no more than 25 hours per week.

PERFORMANCE-BASED BUDGETING – A method of allocating resources to achieve specific objectives based on program goals and measured results.

PERFORMANCE OBJECTIVE – A goal whose attainment can be reasonably achieved with available resources that assist the department in accomplishing its mission.

PERSONNEL SERVICES – Expenditures relating to compensating employees of the City including wages, salaries, and special pay such as longevity, holiday, vacation, sick, personal, and bereavement; overtime and shift differential; fringe benefits such as FICA, health, and life insurances; and miscellaneous expenditures such as pension plan contributions, workers' compensation, and unemployment compensation costs.

PROGRAM – An organized set of activities directed toward a common purpose or goal that an agency undertakes or proposes to carry out its responsibilities.

PROPERTY TAX RATE – A rate set either by a local governing board or in state law that, when applied to the tax base (assessed value), represents the property owner's tax liability.

PROPOSED BUDGET – The City's resource allocation plan for the fiscal year as prepared and recommended by the Mayor for consideration by City Council.

PROPRIETARY FUND – A fund that accounts for business-like operations that intend to recover their full cost through charges to customers and users.

R –

RESOURCE ALLOCATION PLAN – The City’s revenue and expenditure plan for the fiscal year.

REVENUE – Money received or collected by the City through taxation, licenses, grants, fees, fines, forfeitures, charges, investments, and interfund transfers.

REVENUE BOND – Long-term borrowing that is backed by the revenues from a specific project such as water or sewer system improvement.

REVENUE STABILIZATION RESERVE – Revenue stabilization reserve that provides resources when tax revenues temporarily decline (as the result of a recession, the loss of a major taxpayer, or other similar circumstance).

RISK MANAGEMENT – The coordinated and continuous effort to minimize potential financial and human resource losses arising from workers’ compensation, liability, and property exposures.

S –

SPECIAL REVENUE FUND – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

T –

TARGET – The success measures of an organization’s performance management system and are defined by key performance indicators. Without performance targets the organization’s vision cannot be quantified.

TAX BASE – The total value of taxable property in the City.

U –

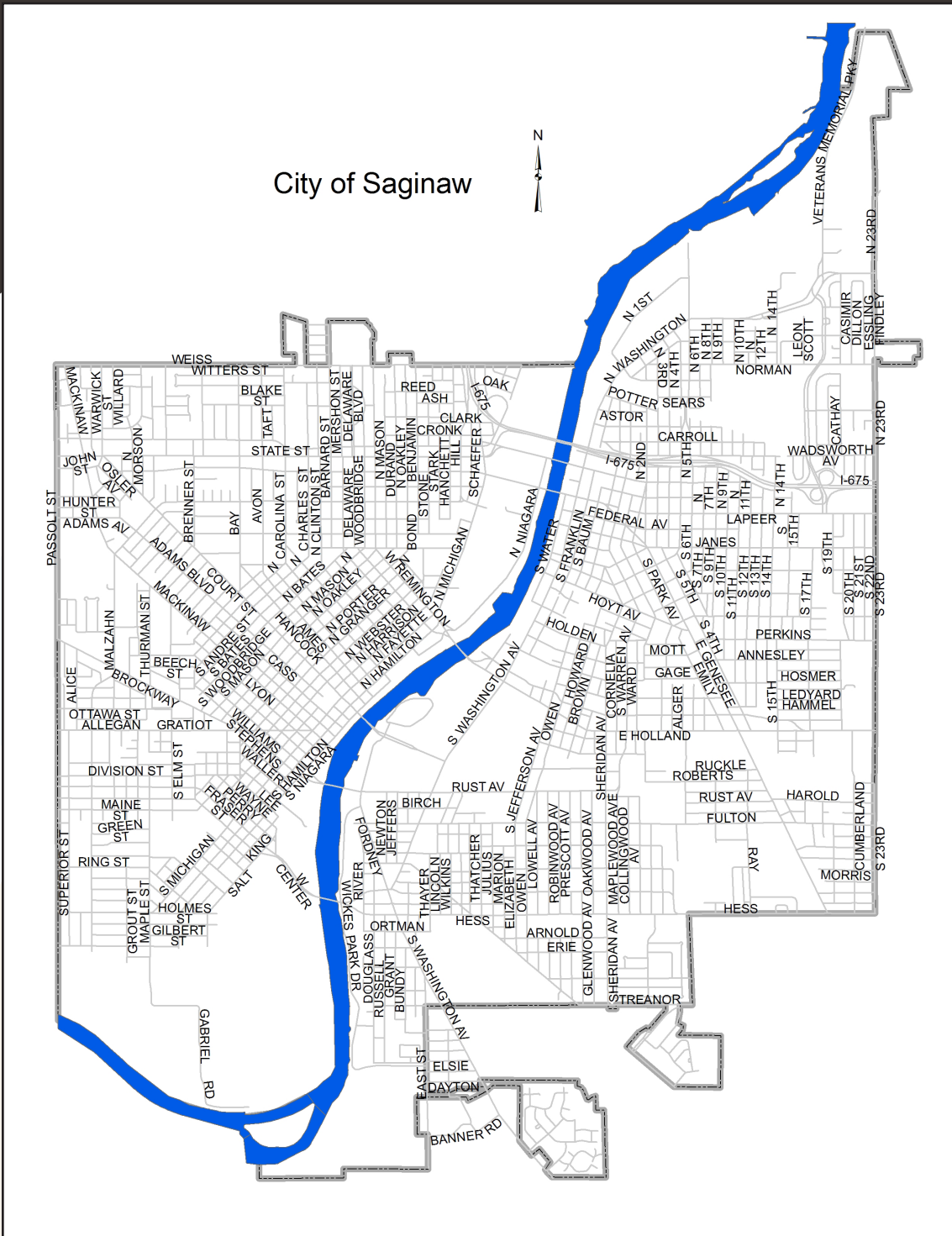
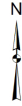
UNFUNDED LIABILITY – A liability that accrues to a fund for which there is no source of revenue.

UNIT – The smallest organizational component within a bureau, which by design further delineates the distribution of workload to achieve a specific output or function.

Y –

YIELD – The rate of return earned on an investment based on the cost of the investment.

City of Saginaw



1315 South Washington Avenue
Saginaw, Michigan 48601