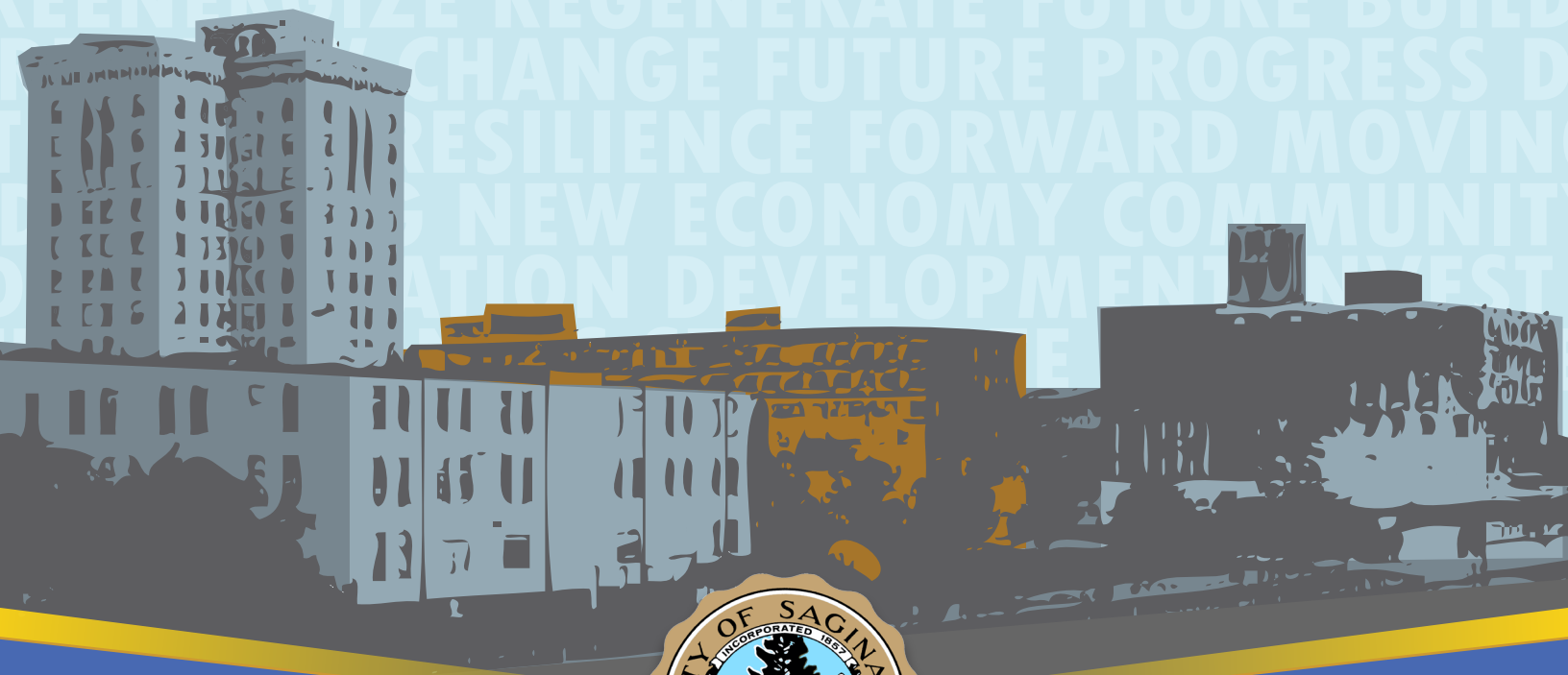


**BUILDING
SAGINAW
TOGETHER**



**City of
Saginaw, MI**

**2014 - 2015
Approved Budget**

CITY OF SAGINAW MICHIGAN

Honorable Dennis Browning
Mayor



Timothy Morales
City Manager

Approved by City Council

May 19, 2014

Honorable Amos O'Neal, Mayor Pro-Tem

Annie E. Boensch, Council Member

Michael D. Balls, Council Member

Larry Coulouris, Council Member

Daniel Fitzpatrick, Council Member

Floyd Kloc, Council Member

Brenda F. Moore, Council Member

Demond L. Tibbs, Council Member

2014-2015 APPROVED BUDGET

CITY OF SAGINAW MICHIGAN

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Executive Assistant to the City Manager/Public Information Officer

2014-2015 APPROVED BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Saginaw
Michigan**

For the Fiscal Year Beginning

July 1, 2013

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, 2013.

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.

**CITY OF SAGINAW
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INTRODUCTION



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

April 28, 2014

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 2015 Recommended 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.

I am pleased to provide you with a recommended 2014/2015 Budget. This spending plan reflects our commitment to provide quality services and amenities to our residents, while preserving our organization's long-term financial viability. As the city continues to manage through a tempered economic recovery, we see positive signs of improvement. Although the revenue picture shows signs of improvement, the costs to deliver current services are also growing, restricting our ability to support new or enhanced services in the upcoming year. The recommended budget continues to provide basic services, and maintains the quality standards our residents have come to expect. This balanced and strategic approach results in a spending plan that adapts to the changing needs of our community, without compromising our financial future. The 2014/2015 Budget will require diligent review and monitoring throughout the fiscal year in order for the City to achieve both.

The major highlights of the fiscal year 2014/2015 Budget include:

A General Fund budget total of \$31,467,754 - This represents an increase of \$482,911, from the FY 2014 General Fund budget of \$30,984,843

A recommended tax levy of 14.8830 mills – In 2014, the tax levy is projected to same as 2013. 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	2014
City Operating	7.3830
Police & Fire Special Asmt.	<u>7.5000</u>
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 2014 tax year, the Proposal A cap is 1.6%. As a result of all these factors, and the overall decrease to state equalized value, the net taxable value decreased by 3.18% from \$513,567,057 to \$497,268,417. 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 7.699 mills.

Staffing Complement – There have been many changes in the staffing complement, citywide, in FY 2015 from the previous fiscal years. Following is a summary of these changes: the Department of Public Services adds two part-time Celebration Park Attendants, two part-time Basic Laborers for janitorial services, an Assistant City Engineer, and a Right-of-Way Utilities Foreman. Community Public Safety-Fire will add a Fire Chief and 15 Firefighter positions allocated to the FEMA SAFER Grant. In the Department of Fiscal Services, a Finance Director will be added to the complement. In the Office of General Government- Elections division, one Elections Assistant will be added back to the complement for the August and November elections.

The following positions will be eliminated from the FY 2015 Budget: In the Department of Fiscal Service, the Deputy City Manager/Chief Financial Officer position will be eliminated due to the promotion of the incumbent. Assistant City Manager for Public Safety will be eliminated from Community Public Safety. In the Department of Public Services, two Utilities Person I positions will be eliminated in order to create the third Right-of-Way Utilities Foreman position.

The Department of Community Services and Community Public Safety – Inspections will be restructured to create the new Division of Inspections and Neighborhood Services. This division will include Planning and Zoning, Inspections, Parking Operations and Maintenance, and Environmental Improvement. This division will report directly to the City Manager. With the restructuring of the Division of Inspections and Neighborhood Services, the Director of Community Services position will be eliminated from the budget. The City will continue to utilize Saginaw Future, Inc. as a resource to assist the City Manager with economic development in the City of Saginaw.

Non-General Funds account for approximately 74.94% of the \$125,559,866 city budget. Water and Sewer Utility Enterprise Funds make up approximately 39.40% of the total Non-General Fund spending with a combined budget of \$49,473,649.

This year's budget message covers two major topics: Budget Preparation and Presentation as well as FY 2015 Budget Highlights. No service reductions are required yet, even without the pressure of budget reductions we must be smarter about what we do and how we do it in light of our community's values and the challenges we face. Except where inflationary differences, contractual obligations, and organizational changes have been noted, no other areas reflect significant budgetary increases.

The 2015 Budget also reflects the strategic planning efforts and priorities as discussed in ongoing strategic planning sessions. Our intent for 2015 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 approved spending plan. The FY 2015 budget does not include the use of any fund reserves for the General Fund. In addition, this budget is in compliance with the State of Michigan's Uniform Budgeting and Accounting Act.

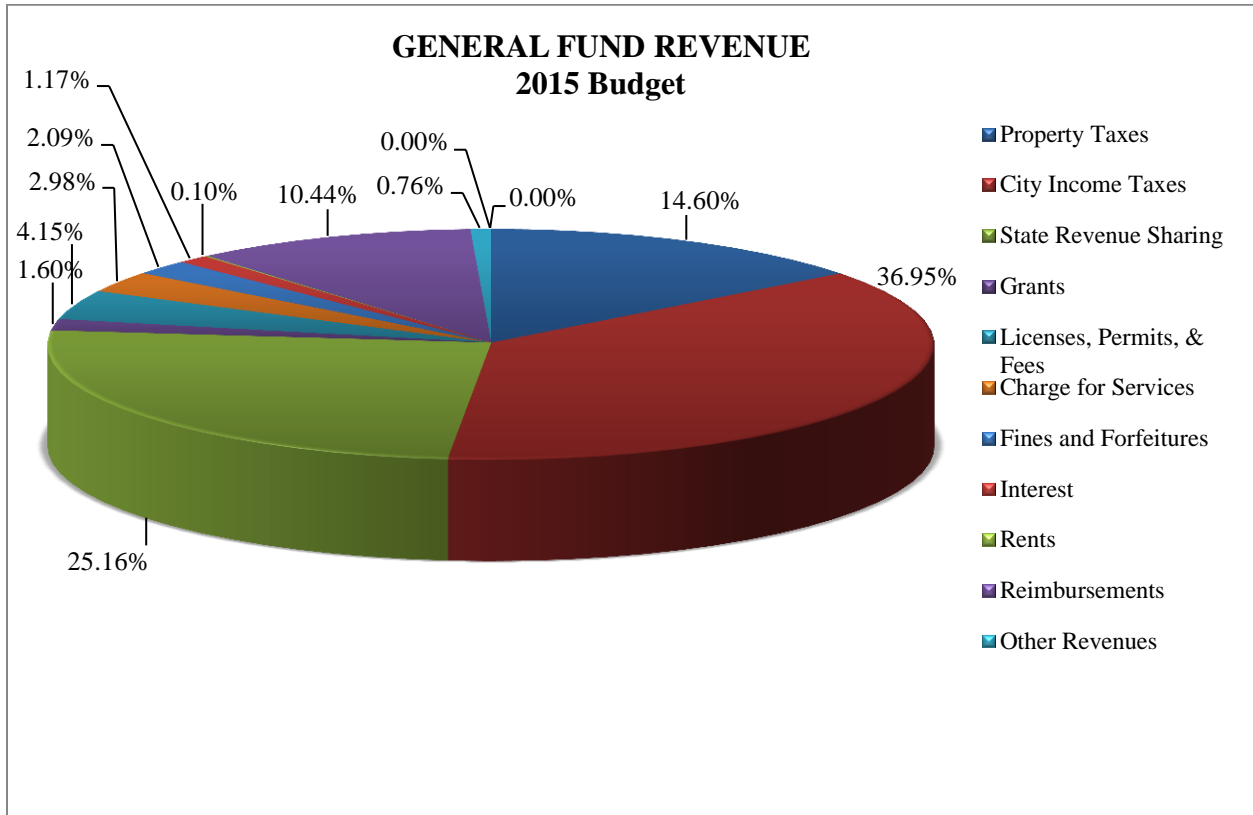
Budget Preparation and Presentation

The FY 2015 Budget uses a format recommended by the Government Finance Officers Association of the U.S. and Canada and is used by cities throughout the North America. The Office of Management and Budget strives to make the budget useful as a management tool, communication device, and policy document.

FY 2015 Budget Highlights

General Fund Revenues

The following chart indicates the various General Fund Revenue Sources for 2014/2015 and the relative percentage supplied by each.



Tax Rate

The 2015 Budget calls for a total City tax levy of **14.8830** mills. This is the same tax levy as the previous year.

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 2014/2015 fiscal year, to levy a tax rate of up to 14.8830 without a vote of the citizens, as indicated below.

Millage Rate History	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
City Operating	5.5849	6.2976	6.7290	7.0637	7.3830	7.3830
Trash Collection	2.9532	2.9532	0.0000	0.0000	0.0000	0.0000
Police & Fire Special Asmt.	<u>6.0000</u>	<u>6.0000</u>	<u>7.5000</u>	<u>7.500</u>	<u>7.500</u>	<u>7.500</u>
	14.5381	15.2508	14.2290	14.5637	14.8830	14.8830

Tax Shift

The taxable value of residential properties decreased from \$317,901,841 to \$304,976,219, a decrease of 4.07%. The total taxable value projected for FY 2015 is \$497,268,417 of which real property will be \$409,687,917, and personal property will be \$87,580,500.

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 2015 is projected to be \$11,626,000 (a 3.46% decrease from the FY 2014 projection of \$12,043,027). Income tax revenue relies heavily upon the financial health of businesses operating in the Saginaw area.

It should be noted that \$975,000 of the projected income tax revenue for 2015 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 2015 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.

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 2015 have increased by well over \$1.9 million from 2014 expenditures, and retiree health care also continues to be a burden. In fact, begin in July 1 the City will

start paying for federally mandated taxes on the active and retiree healthcare plan, also known as the Patient Protection and Affordable Care Act. This new tax is well over \$1 million.

The Governmental Accounting Standards Board, 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.

Capital Improvements

General Fund capital improvement expenditures have not been included in the FY 2015 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 2015; 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.

City administration understands the importance of providing funding for some capital purchases. As such all capital purchases request are evaluated and pursued if funding is available to ensure minimal economic impact and operational efficiencies while providing high-quality service delivery.

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 2015, the Public Safety Millage will generate approximately \$3,042,659 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 \$3,094,195. The General Fund will be subsidizing this fund by \$51,536. The 2015 Public Safety Millage will support 24 police officers and 9 firefighters. Previously, a set number of personnel had been maintained throughout the length of the millage with an ever increasing gap between revenues and expenditures. This continues in FY 2015.

City Strategic Plan

The City has continued the practice of strategic planning sessions where City Council members and 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 2015 budget, funding has been earmarked to meet these goals and objectives:

City of Saginaw – Goals and Objectives	Amount designated from 2015 Budget
Crime and Public Safety Issues	\$24,120,298
Neighborhood Revitalization and City Beautification	\$890,045
Recreational Offering and Youth Activities	\$143,562
Maintain and Enhance City Revenue Efforts	\$139,406
Organizational Development	\$15,000

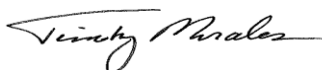
Conclusion

As has been typical for the past several years, the Fiscal Year 2015 budget has been developed in a year of financial challenges. Local units of government throughout the country are struggling to find ways to maintain services, particularly those cities that once relied heavily on the manufacturing industry. As City Manager, my primary goal is to help build our city for the future and to develop into what we believe it can and will be going forward. We have to look to the past at our city’s history however it is more imperative that we look to the future to see what Saginaw can become rather than what it once was. We are seeing the future develop at our core. Collaborative efforts have brought and retained jobs in the downtown area, most recently at AT&T, Catholic Federal Credit Union, CMU College of Medicine, Michigan CardioVascular Institute, Tri City Urology, FirstMerit Bank, Garber Management Group, Midwestern Surgical Associates, and many others. The first market rate housing development in Downtown Saginaw in over twenty years is nearly complete. Downtown businesses and philanthropists have also developed entertainment venues, such as the Temple Theatre, Dow Event Center, and FirstMerit Bank Event Park. Cultural attractions like the Castle Museum and Children’s Museum are convenient to the downtown location. Recently the Delta College Board of Trustees voted to select Downtown Saginaw as the area for a new Delta College Center, which will be a natural fit for Downtown. Saginaw is on the move, and I believe that we are seeing the future develop.

The new city administration is taking a holistic approach to financial planning, organizational development, and citizen engagement initiatives. We are increasing our presence in the community, while maintaining a budget that is solvent and sustainable. Legacy costs continue to be an issue for the city, and we must work with our union groups and retirees to reduce those costs. This year must be a year to reduce those costs so that we can continue to move forward.

As our community changes so does the City of Saginaw as an organization. The recent national economy has forced everyone to make adjustments to the way they live. It has been more difficult than ever to make ends meet. The City of Saginaw is no exception. What will be realized in your review of the budget is that revenues have continued to decrease while expenditures have drastically increased from the previous year. Saginaw must continue to evolve in order for it to provide the same full service delivery system to the residents that it currently does. This change comes in the form of active management and review of city organization. The budget is balanced, however we need to make changes and monitor our situation throughout the year. This is more important now than ever.

Respectfully submitted



Timothy Morales
City Manager

HOW TO USE THE BUDGET DOCUMENT

This page provides an explanation of the format and content of the Fiscal Year (FY) 2014/2015 Approved 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 2014/2015 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 2014/2015 and prior years.

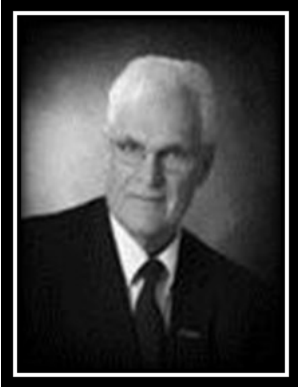
Budget Detail

This section contains information on FY 2014/2015, 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 (approved expenditures) – total fund budget.

- Line-item detail – provides detail of revenues and expenditures for FY 2011-2013 actual, FY 2014 Approved Budget, FY 2014 Adjusted Budget, 2014 Projection, and FY 2015 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.

**CITY OF SAGINAW
ELECTED OFFICIALS**



Mayor
Dennis D. Browning



Mayor Pro-Tem
Amos O'Neal



Council Member
Annie E. Boensch



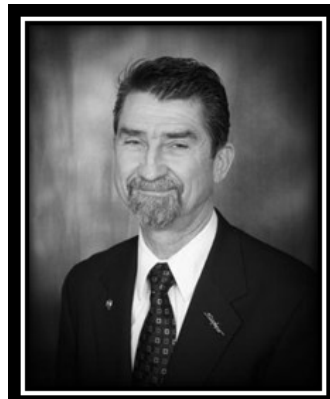
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Council Member
Larry Coulouris



Council Member
Daniel Fitzpatrick



Council Member
Floyd Kloc



Council Member
Brenda F. Moore



Council Member
Demond L. Tibbs



**CITY OF SAGINAW
MANAGEMENT TEAM**



Timothy Morales
City Manager



Janet Santos
City Clerk



Andre Borrello
City Attorney



Brian Lipe
Police Chief



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



Christopher Van Loo
Fire Chief



Dennis Jordan
Employee Services Director



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



Jeff Klopoc
Technical Services Director



Phillip Karwat
Public Services Director



Kimberly Mason
Water and Wastewater Services Director



John Stemple
Chief Inspector

CITY OF SAGINAW

Citizens

City Council

City Manager

Office of Management & Budget

**City Attorney
Andre Borrello**

Inspections and Neighborhood Services

**Economic Development
Saginaw Future, Inc.**

Fiscal Services

Technical Services

City Clerk

Human Resources

Public Services

Water & Wastewater

Police

Fire

- **Health Officer**

**CDBG/
SEDC**

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 Police, Community Public Safety Fire, Economic Development, Inspections and Neighborhood Services, 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 Technical Services combines the General Fund's Saginaw Government Television (SGTV) Division with the Internal Service Fund's Geographical Information Systems and Information Services Funds. The Department of Fiscal Services combines General Fund operations with Community Development Block Grant, Tax Increment Financing Authority (TIFA), the Local Development Financing Authority (LDFA) and Brownfield Authorities. Inspections and Neighborhood Services combines the General Fund's divisions of Planning and Zoning, Inspections, and Parking Operations and Maintenance with the Rubbish Collection Fund's Environmental Improvement. 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 following information provides a better understanding of the organizational structure of the City of Saginaw.

General Government Offices:

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 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. The City Manager Office personnel include 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; monitors and evaluates the budget during the course of the fiscal year, 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.

A Human Resource Director heads the Human Resources 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 a Human Resources 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.

Economic Development:

In 2015, Economic Development is coordinated through the City Manager's Office through Saginaw Future, Inc. Saginaw Future, Inc. acts as the city's contracted community development agency. This company works in conjunction with the City Manager and the SEDC Coordinator to promote business opportunities within city limits.

Department of Fiscal Services:

The Department of Fiscal Services is comprised of 8 divisions: Administration, Controller's Office, Purchasing, Treasury, Assessor's Office, Income Tax, Customer Accounting and Community Development Block Grant/SEDC. A Finance Director, who is responsible for financial planning, control, and reporting for the City of Saginaw, heads the departments of Fiscal 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. As of FY 2015, the Director of Finance is also accountable for all of the Community Development Block Grant (CDBG) and Saginaw Economic Development Corporation programs. The Block Grant Administrator will be the division head reporting directly to the Finance Director for this program.

Community Public Safety (CPS) – Police:

The Police Chief oversees the Police Department. 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 renewed 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.

Community Public Safety (CPS) – Fire:

In 2015, a Fire Chief will provide 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.

Inspections and Neighborhood Services:

In FY 2014, Inspections and Neighborhood Services division was established. This division is a division of the City Manager's Office. The Chief Inspector oversees and manages the daily activities of Inspections, Parking Operations and Maintenance,

Environmental Improvement, and Planning and Zoning.

Inspections consist of a Chief 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 abatement and environmental improvement.

Parking Operations consists of a Parking Enforcement Officer and two Skilled Laborers. Employees of this division report directly to the Chief 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.

Planning and Zoning division consists of an Associate Planner. 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 provides customer service functions with regard to zoning inquiries, site plan review, and other regulatory questions.

Department of Public Services:

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.

Water and Wastewater Services:

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 Process and Control divisions.

Technical Services:

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 City Manager. 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
2014/2015 BUDGET
ORGANIZATIONAL POLICIES & STRATEGIC 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 there 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 STATEMENTS

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 2014, the aforementioned team met with a facilitator from Saginaw Valley State University to identify the goals and objectives and create a vision which stretches into the future. With an intense focus on 1.) Quality of Life, 2.) Infrastructure, 3.) Blight Enforcement, 4.) Public Safety, 5.) City Administration and 6.) City Services. City Council and Management Team envision a city which has reclaimed its longtime position as the region’s most inviting and attractive place to live, work, and play and have begun earmarking funding to meet these goals. This vision

spotlights six areas where the City can re-invent itself and transition to the next level of excellence in local governance.

Quality of Life – Good Place to Live/Raise Children

Vision Statement - “Enjoy our Culture and Diversity”

Goals:

1. Promote good news stories to local media/social media
2. Work with foundations to secure grant funding for promotion of youth activities
3. Reduce negative perception through increased communication by staff
4. Create a marketing slogan for the City

Infrastructure – Roads, Sidewalks, Curb/Gutter

Vision Statement - “Maintaining Infrastructure that is Reliable, Efficient, Safe, and Drivable”

Goals:

1. Complete an asset management review for water and waste treatment within six months to a year.
2. Create a committee to discuss road infrastructure and funding within six months to a year.
3. Work with the state legislature to promote changes in the gas and weight revenue formula
4. Work with city administration annually to review the capital improvement plan and determine funding availability.

Blight Enforcement – Abandoned Vehicles, Junk and Debris

Vision Statement - “A self-sustaining but strict and sufficient code enforcement program”

Goals:

1. Review by council committee of existing blight ordinance.
2. Define, identify, and hold accountable absentee landlords.
3. Education/build relationship with citizens
4. Seek creative and new sources of revenue

Public Safety- Patrol Service and Fire Suppression

Vision Statement - “Professional, diverse public safety supporting and engaged community”

Goals:

1. Diversity through local youth development
2. Public safety millage renewal and increased revenues
3. Increased community awareness
4. Increased public trust in public safety

City Administration – Responsive to Citizen/Efficient

Vision Statement - “A collaborative philosophy for financial stability with proactive management providing community foresight”

Goals:

1. Increase fund balance by 10% within five years.
2. Address unfunded liabilities (retiree healthcare, labor agreement revisions, active retirees, and police and fire pension systems)
3. Create a capital improvement plan (CIP) Fund that has approximately \$500,000 within five years.
4. Increase involvement in local & state associations to improve/aid collaborative efforts.

City Services – Snow Removal/Park Maintenance

Vision Statement - “Provide a solid waste/recycling process that promotes a high level of participation, reinforced by continued education of benefits and value”

Goals:

1. Increase recycling rate by 3% each year for five years.
2. Replace critically aged vehicles/equipment within five years by innovative actions like selling advertising, or developing an “adopt-a” or “buy a piece of a fire truck/snowplow/ police car”.
3. Within six months, develop a 2-4 hour course for staff to use to educate the public, focusing first on Neighborhood/Landlord Associations, volunteer attendees, regarding city ordinances, regulations, codes, staff issues, city needs, revenue problems, etc., to create a more educated citizenry regarding the city.
4. Reach out, over the next six months, to city retirees to form a City Retiree Association made up of members interested in pursuing, with the city and staff, goals 1, 2, and 3.

During the strategic planning session, city council and the management team also developed SWOT Analysis for each priority. Furthermore, action plans were established for at least two of the goals of each priority outlined above. For more information on the City of Saginaw’s Strategic Plan, the entire plan can be found on the city’s website at www.saginaw-mi.com.



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 his 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, 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 proposed 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

December	<ul style="list-style-type: none"> • Department head meeting for Budget Kickoff • 1st round Personnel Projection Reports provided to Departments • Distribute budget instructions, calendar, and narratives • Prepare and distribute revenue and expenditure manuals • Snapshot 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 selected 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 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, 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 2013 Actual Revenues at June 30, 2013

The seven-year average growth rate from 2006 – 2013 multiplied by 2013 actual revenues is used as a projection for the 2014 revenues. By utilizing the average growth rate for an additional year, the 2015 revenues are projected.

Method 2: 2014 Actual Revenues at December 31, 2013 / 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 2014 revenues, 2015 revenues are projected. (Please note as more information is provided the revenues are further altered).

Method 3: 2014 Actual Revenues at December 31, 2013 / (2013 Actual Revenues at December 31, 2012 / 2013 Actual Revenues at June 30, 2013)

A percent of 2014 revenues are determined from revenues receipts at December 31, 2013. The 2014 revenues at December 31, 2014, are divided by the percentage collected December 31, 2012, to project revenues for 2014. By reviewing revenue trends in conjunction with this method of projections for 2014 revenues, the 2015 revenues are projected.

Method 4: Percentage of 2013 Revenue budget collected at June 30, 2013 x 2014 Budget

2014 revenues can be projected by multiplying the percentage of 2013 Budget, which was collected at June 30, 2013, times the 2014 Budget. By reviewing the historical actual to budget ratios, assumptions can be determined to assist in 2015 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 City Manager 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 City Manager and/or the Assistant to the City Manager/Budget Administrator review these sources of revenues 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 City Manager and Controller 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 2014/15:

City of Saginaw – Goals and Objectives	Amount designated from 2015 Approved Budget
Crime and Public Safety Issues	\$24,120,298
Neighborhood Revitalization and City Beautification	\$890,045
Recreational Offering and Youth Activities	\$143,562
Maintain and Enhance City Revenue Efforts	\$139,406
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 cancelled 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 \$165 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.

Homeland Security Staffing for Adequate Fire and Emergency Response Grant Fund:

This fund accounts for funding from Homeland Security to be provided directly to fire departments and volunteer firefighters interest organization in order to help them increase the number of trained front-line firefighters available in the community. This grant allows for the City to be in compliance with staffing, response and operational standards that is established by NFPA and OSHA.

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.

Michigan State Housing Development Authority (MSHDA) TARP Hardest Hit Grant Fund:

This fund accounts for the grant funding the Michigan State Housing Development Authority for the elimination of blighted properties in the City of Saginaw and the surrounding communities.

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 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 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 using 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

2014/2015 APPROVED BUDGET

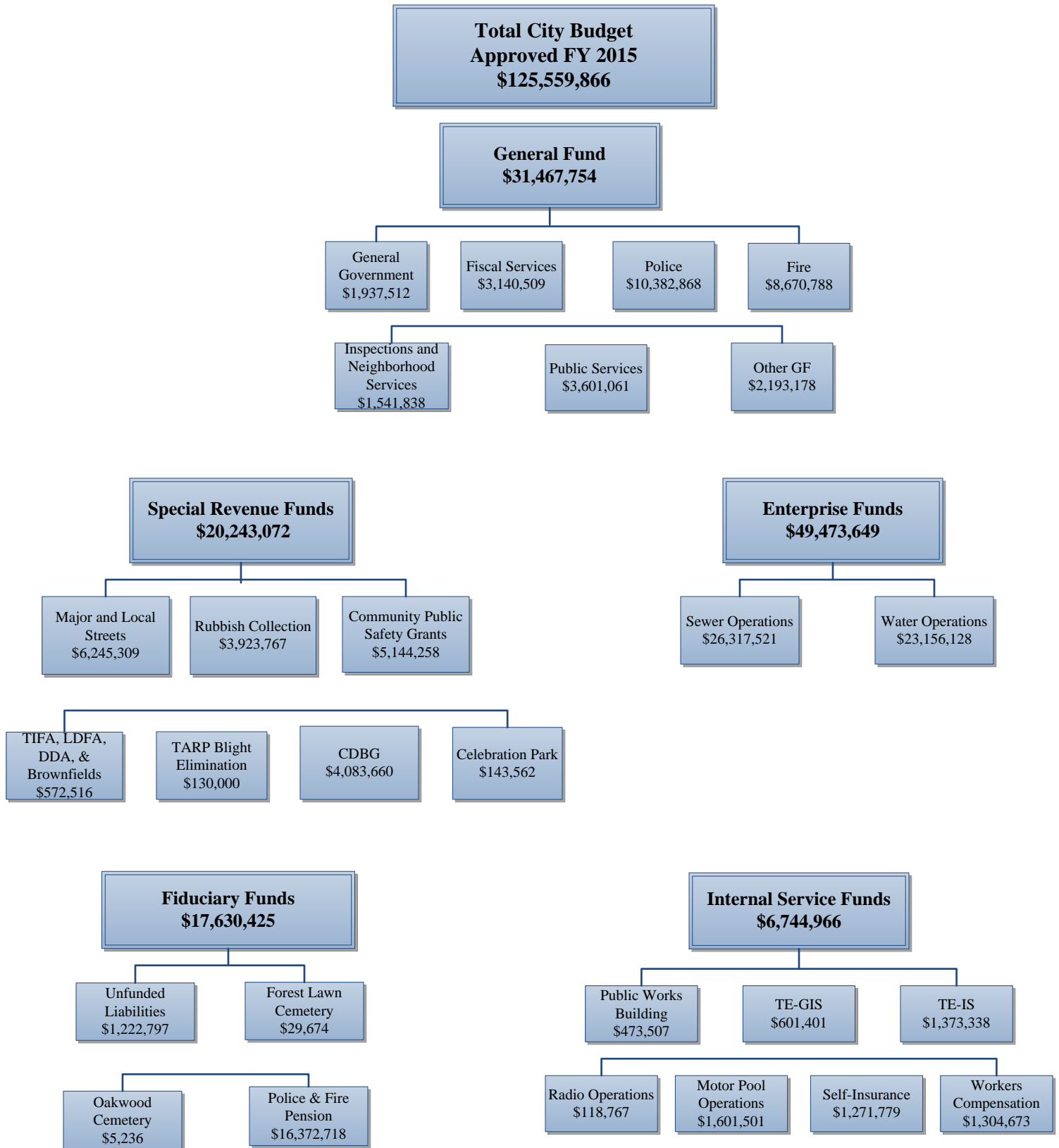
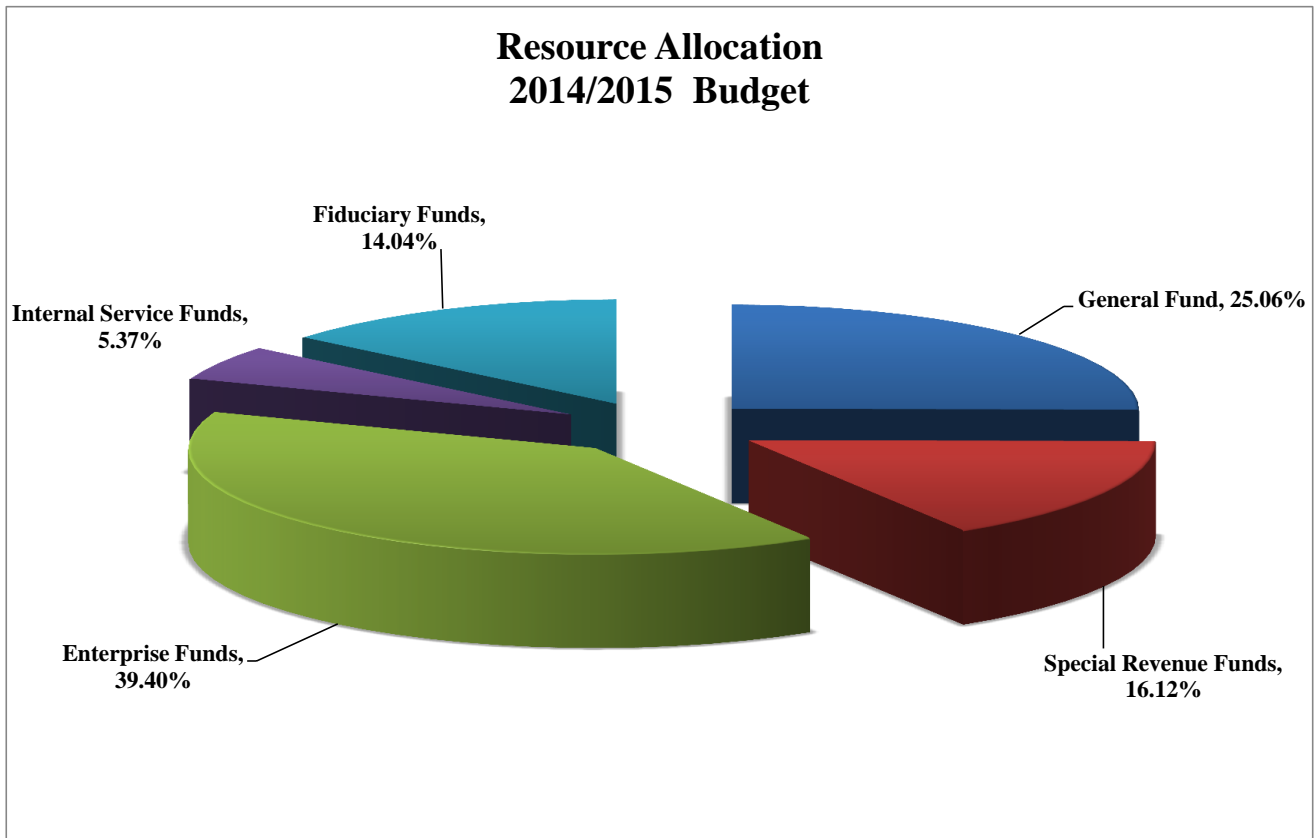


Chart figures correspond to budget tabs and include all transfers.

**The General Fund's Community Services will be eliminated and absorbed into Inspections and Neighborhood Services division.*

**RESOURCE ALLOCATION
2014/2015 APPROVED BUDGET**

<u>RESOURCES</u>		<u>APPROPRIATION</u>	
GENERAL FUND	\$ 31,467,754	GENERAL FUND	\$ 31,467,754
SPECIAL REVENUE FUNDS	20,243,072	SPECIAL REVENUE FUNDS	20,243,072
ENTERPRISE FUNDS	49,473,649	ENTERPRISE FUNDS	49,473,649
INTERNAL SERVICE FUNDS	6,744,966	INTERNAL SERVICE FUNDS	6,744,966
FIDUCIARY FUNDS	17,630,425	FIDUCIARY FUNDS	17,630,425
TOTAL RESOURCES	<u>\$ 125,559,866</u>	TOTAL APPROPRIATION	<u>\$ 125,559,866</u>



SUMMARY OF REVENUES

GENERAL FUND

The total General Fund revenues for 2014/2015 are projected to be \$31,467,754, which represents an increase of \$482,911, or 1.56% from the 2014 approved budgeted levels.

Property Taxes: the total property taxes category is projected to be \$4,593,973 which is a \$693,714, or 17.79% increase from the previous fiscal year. This increase is a direct result of budgeting one-time revenues for prior year refunds on property taxes of \$889,507. This increase is offset by a reduction in the real property taxes expected to be collected as well as increasing the property taxes charge backs by \$50,000.

City Income Taxes: the Income Taxes revenue is expected to be \$11,626,000 for FY 2015. This represents a \$417,027 or -3.46% reductions from the previous fiscal year. This reduction is primarily associated with the closure of one of the city's largest employer, TRW.

State Revenue Sharing: for FY 2015, State Shared Revenues are projected to be \$7,918,839. This represents a 5.41% increase from the previous fiscal year. This increase is realized in both the EVIP of \$289,863 and Constitutional of \$116,329 allocations of State Shared Revenues.

Grants: the category of grants is projected to decrease \$37,000. In FY 2015, City does not expect to receive any new General Fund grants for police, fire, or development activities.

Licenses, Permits, and Fees: the City anticipates \$1,305,549 for licenses, permits, and fees for FY 2015. This represents an increase of \$4,418, over the approved 2014 revenue. This category includes business licenses, building permits, and cable television franchise fees. The increase in licenses, permits, and fees in 2015 is a direct result of the new Open Burn Permit that was adopted by council in FY 2014.

Charge for Services: the total projected revenues for this category for FY 2015 is \$938,097. This represents a decrease of \$8,074. This reduction is attributable to reductions in fire false alarm fees, police false alarm fees, police donations, cemeteries fees, and special events fees. These reductions are partially offset by increases to boot removal fees, hazmat fees, and Public Act 425 funds.

Fines and Forfeitures: for FY 2015 Fines and Forfeitures are projected to be \$658,700, which is -.85 reductions from FY 2014. This reduction is in ordinance fines.

Interest and Rents: for FY 2015 Interest is projected to be \$368,000 and Rents \$32,000. Interest revenues are projected to be \$30,000 less than FY 2014. This is primarily due to the expected decrease in the interest on City Income Taxes due to the current market conditions. Rent revenues remain the same.

Reimbursements: the category of Reimbursements is projected to decrease \$17,262 for FY 2015. The total revenues anticipated are \$3,283,809. This reduction is primarily associated to the reduction in the Inspection Services. In FY 2014, the City did not renew this service with one of its clients. To partially offset this loss, the city received funds from Veterans Affairs Hospital for the constructing of its parking lot.

Other Revenues: for FY 2015, this category decreases \$102,750, or -30% from 2014 budgeted levels. Total revenues are projected to be \$239,787. This includes miscellaneous revenues related to police department services, donations, and the sale of assets. These reductions are due in large part by the reduction in the funds anticipated to be received from Saginaw County for weed cutting, funds from the sale of fire arms, and the E-bay sales. These reductions will be slightly offset by the addition of the revenues for Google Advertising.

Fund Balance and Transfers: the 2014/2015 Approved Budget does not add to or use any of the General Fund reserves. No transfers are anticipated to be received into the General Fund.

SPECIAL REVENUE FUNDS

The total Special Revenue Funds' revenues are \$20,243,072, for the 2014/2015 Approved Budget. This represents a \$1,678,659 or 9.04% increases 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 increase by a net of \$887,353, or 16.56%. This is based on increased revenue for MDOT Projects in Major Streets, increases in Gas and Weight revenues, a larger use of fund reserves in Major Streets. In addition, there is a larger transfer of Act 51 monies from Major Streets into the Local Streets Fund.

Public Safety Fund

The Public Safety Fund is expected to decrease by \$95,566, or -3.00%. The decrease in revenues is due to a reduction in the assessment of real property in the city as well as a \$30,000 allocation for property chargebacks. The General Fund is subsidizing this by \$51,536.

Rubbish Collection Fund

The 2014/2015 revenue budget for the Rubbish Collection Fund is approved at \$3,923,767, which is a decrease of -2.06% from the FY 2014 approved budgeted levels. This reduction is predominately realized in the reserve amount appropriated, a reduction in trash removal fees, and an increase in property taxes chargebacks.

Clean Energy Coalition Fund

The Clean Energy Coalition Fund decreases by \$6,150 from FY 2014 approved budgeted levels. This decrease is due to the reduction in expected reimbursements.

Commerce Center DDA

The Commerce Center DDA is expected to decrease approximately \$139 from the previous fiscal year. This decrease is due to the downward assessment of property taxes.

Downtown Development Authority (DDA)

The Downtown Development Authority is budgeted at \$164,800 in FY 2014/2015. Approximately, \$100,202 comes from fund reserves and the remaining comes from a Community Development Block Grant (CDBG) allocation. The DDA receives an annual allocation from CDBG but has been charging expenses directly to the CDBG Fund. In the upcoming year, all activities for the DDA must be accounted for in the DDA Fund. As of FY 2013/2014, the DDA was no longer a tax capture district. The property values within the district have dropped below the minimum level to capture property taxes and are expected to stay below that threshold in FY 2014/15.

Economic Development

The Economic Development Fund is budgeted at \$0 for FY 2014/2015. There are no activities expected in this fund. The fund reserves have been depleted.

Brownfield Authority SRRF

The Brownfield Authority SRRF is expected to increase approximately 64.53% from the previous fiscal year. This increase is due to the addition of capture district 14.

Community Policing Fund

The Community Policing Fund revenues increase \$209,760 in FY 2015. Beginning in FY 2015, the community police officers are expected to be stationed at the Raptor Center and provide coverage to Celebration Park and Water Treatment Plant. Because of the change in the manner in which the City is providing services the Water Operation and Maintenance Fund will provide funding for one officer. The General Fund continues to provide a larger subsidy as the CDBG appropriations continues to decline.

Homeland Security – SAFER Grant

In late 2013, the City of Saginaw was notified that it received approximately \$2.4 million to cover the cost of 15 firefighters for two years. The first full year is 2014. The 2015 fiscal year is the second year that the grant covers the cost of 15 firefighters. Therefore, the FY 2014/15 is \$1,180,944.

Trouble Asset Relief Program (TARP) – Hardest Hit Grant:

In 2014 the City of Saginaw and the Saginaw Land Bank were notified that they were a recipient of the TARP Blight Elimination Grant for the acquisition, demolition, and refurbishing of blighted property. This grant amounted to \$11.2 million. Since these properties are owned by the land bank, the majority of the grant dollars are allocated to them. In FY 2015, the City is expected to receive \$130,000 of this grant. This allows for the continued demolition and oversight of the grant.

Community Development Block Grant (CDBG)

CDBG revenues increase by \$285,452, or 15.33% from the 2014 Approved Budget. This is due to the reinstatement of funds previously reduced through the federal sequester and a slight increase in entitlement funds.

Community Development Block Grant – Residential Loans

The CDBG – Residential Loans revenue will decrease \$2,887 from the 2014 Approved Budget. This reduction is due to a decrease in interest and loan payments to the city. This reduction occurs despite the Rental Loans fund being merged into this fund and revenue from Rental Loans being incorporated.

Community Development Block Grant –Rental Loans

The CDBG – Rental Loans revenue will be \$0 in FY 2015. This reduction is a direct result of merger of this fund with CDBG - Residential Loans.

Community Development Block Grant – Block Grant Home Program

The CDBG – Block Grant Home Program revenue decreases \$314,677 from the 2014 Approved Budget. This is due to a decrease in the City’s federal grant funds for this program as well as the elimination of transfer from the CDBG Fund for the upcoming year.

Neighborhood Stabilization Fund

The Neighborhood Stabilization Fund is \$0 in FY2014/2015. The City does not anticipate any program income or activity in this fund.

Auto Theft Prevention Grant

The 2014/15 Approved Budget for the Auto Theft Prevention Fund is \$149,244, which is a 14.04% 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 remains unchanged from the FY 2014 Approved Budget.

Celebration Park Fund

The Celebration Park Fund is expected to decrease -31.80% or \$66,939 from the FY 2014 Approved Budget. In previous fiscal years, the City was mandated to pay a deficit elimination amount to the State. This deficit elimination plan was a result of reconstruction of the Water Park into the Frank N. Andersen- Celebration Park. Revenues were to be received by the City over a five year span, which resulted in the deficit in the fund. FY 2014 was the last year of the mandated payment. For FY 2015, the budget is expected to be \$143,562; which reflects a reduction in the Transfer from Other Fund. In addition, the FY 2015 budget also reflects the newly acquired DNR Trust Fund Boulder Climbing Structure and Connector Path grant.

ENTERPRISE FUNDS

The total Enterprise Funds' revenues are \$49,473,649, for the 2014/2015 Approved Budget. This represents a \$9,497,423, or -16.11% decreases 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

For FY 2014/15, the Sewer Operations and Maintenance Fund's revenues are projected to be \$26,317,521. This is a decrease of \$218,707, or -.82% from the approved 2013/14 budgeted levels. The reduction in revenues is a direct result of reductions in the appropriation for Sewer bond proceeds by \$2,000,000 and \$5,000 in materials and services. These reductions are offset by increases in non-business permits, IPP testing and sampling, and use of retained earnings.

Water Operations and Maintenance Fund

For FY 2014/2015, the Water Operations and Maintenance Fund's revenues are projected to decrease \$9,278,716, or -28.61% from the FY 2013/2014 approved budget. This reduction is directly associated with the amounts that are expected to be used from the previous fiscal year's bond proceeds, a reduction in the amounts allocated to be used from retained earnings, and the amounts budgeted to repay the property charges, which is a contra-revenue.

INTERNAL SERVICE FUNDS

The total Internal Service Funds' revenues are \$6,744,966, for the 2014/2015 Approved Budget. This represents a \$177,907 or 2.71% decrease from FY 2014. Listed below is a discussion on major variances within this fund type:

Public Works Building Fund

The Public Works Building Fund increases by \$4,495 from the 2014 Approved Budget. This elevated level is attributed to an increase in the contributions from other funds for services provided.

Motor Pool Operations Fund

For FY 2015, the Motor Pool Operations Fund's revenues are \$1,601,501. This is the same as FY 2014. The only difference from the previous fiscal years is that, previously, fund reserves were appropriated to cover expenditures exceeding revenues. However, in FY 2015, this fund no longer has any available reserves to be utilized. Therefore, user departments must provide a larger appropriation to the fund to cover the cost of maintaining their vehicles.

Self-Insurance Fund

For FY 2015, the Self-Insurance Fund's revenues are \$1,271,779. This is an increase of a net \$69,669, or 6%, from the previous fiscal year. This is based on an anticipated increase in the general liability insurance premiums from both February and July renewals by Saginaw Bay Underwriters.

FIDUCIARY SERVICE FUNDS

The total Fiduciary Service Funds' revenues are \$17,630,425, for the 2014/2015 Approved Budget. This represents an increase of \$2,721,372. Listed below is a discussion on major variances within this fund type:

Unfunded Liabilities Fund

For FY 2015, the Unfunded Liabilities Fund's revenues are \$1,222,797. This is a 100% increase from the previous fiscal year. This increase reflects the appropriation of fund equity to assist with the payment of retiree healthcare payment for the General Fund. The majority of the reserves appropriated are from the contribution that the General Fund has made to this fund. This is a one – time source of funding.

Police and Fire Pension Fund

In FY 2015, the Police and Fire Pension Fund is budgeted at \$16,372,718. This represents a \$1,434,889, or 10.08% increase from the FY 2014 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 2012. In addition, the appropriation of fund reserve has also increased to cover the increase use of the system by recent retirees.

Overall, for fiscal year 2014/2015, the City of Saginaw's budgeted revenues are \$125,559,866, which represents a -3.41% or \$4,436,574, decrease from the Approved 2013/2014 Budget.

**SUMMARY OF REVENUES
2014/2015 APPROVED BUDGET**

FUND	2012/2013 APPROVED BUDGET	2013/2014 APPROVED BUDGET	2014/2015 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>GENERAL FUND</u>					
PROPERTY TAX	5,055,427	3,900,259	4,593,973	693,714	17.79%
CITY INCOME TAX	12,022,879	12,043,027	11,626,000	(417,027)	-3.46%
STATE REVENUE SHARING	7,108,207	7,512,647	7,918,839	406,192	5.41%
GRANTS	634,240	540,000	503,000	(37,000)	-6.85%
LICENSES, PERMITS, & FEES	1,222,700	1,301,131	1,305,549	4,418	0.34%
CHARGES FOR SERVICES & SALES	937,790	946,171	938,097	(8,074)	-0.85%
FINES AND FORFEITURES	884,522	668,000	658,700	(9,300)	-1.39%
INTEREST	368,000	398,000	368,000	(30,000)	-7.54%
RENTS	32,000	32,000	32,000	0.00	0.00%
REIMBURSEMENTS	3,014,854	3,301,071	3,283,809	(17,262)	-0.52%
OTHER REVENUES	523,537	342,537	239,787	(102,750)	-30.00%
USE OF FUND EQUITY	0	0	0	0	0.00%
TRANSFERS	0	0	0	0	0.00%
TOTAL GENERAL FUND	31,804,156	30,984,843	31,467,754	482,911	1.56%
<u>SPECIAL REVENUE FUNDS</u>					
MAJOR STREETS	4,088,033	4,092,426	4,953,956	861,530	21.05%
LOCAL STREETS	1,189,818	1,265,540	1,291,353	25,813	2.04%
PUBLIC SAFETY FUND	3,963,150	3,189,761	3,094,195	(95,566)	-3.00%
RUBBISH COLLECTION FUND	4,061,207	4,006,190	3,923,767	(82,423)	-2.06%
CLEAN ENERGY COALITION	146,150	46,150	40,000	(6,150)	-13.33%
ANDERSEN CENTER FUND	221,594	223,567	239,011	15,444	6.91%
GM TOWER PAYMENT	102,500	0	0	0	0.00%
BOAT LAUNCH FUND	36,939	37,067	37,067	0	0.00%
COMMERCE CENTER DDA	26,172	23,771	23,632	(139)	-0.58%
DOWNTOWN DEVELOPMENT AUTH.	62,300	97,300	164,800	67,500	69.37%
ECONOMIC DEVELOPMENT	22,036	65,000	0	(65,000)	-100.00%
BROWNFIELD AUTHORITY SRRF	32,702	41,333	68,006	26,673	64.53%
COMMUNITY POLICING FUND	776,723	388,885	598,645	209,760	53.94%
POLICE TRAINING FUND	22,500	14,000	14,000	0	0.00%
J.A.G. FUND	15,000	15,000	15,000	0	0.00%
DRUG FORFEITURE FUND	148,036	77,836	63,616	(14,220)	-18.27%
SAGINAW COUNTY TAPS	27,000	28,000	28,614	614	2.19%
HOMELAND SECURITY SAFER FUND	635,503	0	1,180,944	1,180,944	100.00%
TARP HARDEST HIT GRANT FUND	0	0	130,000	130,000	100.00%
COMM. DEV. BLOCK GRANT FUND	2,116,577	1,860,910	2,146,362	285,452	15.34%
CDBG RESIDENTIAL LOANS	714,596	552,442	549,555	(2,887)	-0.52%
CDBG RENTAL LOANS	30,412	30,412	0	(30,412)	-100.00%
BLOCK GRANT HOME PROGRAM FUND	507,456	1,024,114	709,437	(314,677)	-30.73%
NEIGHBORHOOD STABILIZATION	11,018,086	429,000	0	(429,000)	-100.00%
SEDC REVOLVING LOAN	671,250	714,338	678,306	(36,032)	-5.04%
AUTO THEFT PREVENTION FUND	114,210	130,870	149,244	18,374	14.04%
CELEBRATION PARK	190,779	210,501	143,562	(66,939)	-31.80%
TOTAL SPECIAL REVENUE FUNDS	30,940,729	18,564,413	20,243,072	1,678,659	9.04%

**SUMMARY OF REVENUES
2014/2015 APPROVED BUDGET**

FUND	2012/2013 APPROVED BUDGET	2013/2014 APPROVED BUDGET	2014/2015 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>					
SEWER OPERATIONS & MAINTENANCE	27,146,879	26,536,228	26,317,521	(218,707)	-0.82%
WATER OPERATIONS & MAINTENANCE	22,188,412	32,434,844	23,156,128	(9,278,716)	-28.61%
TOTAL ENTERPRISE FUNDS	49,335,291	58,971,072	49,473,649	(9,497,423)	-16.11%
<u>INTERNAL SERVICE FUNDS</u>					
PUBLIC WORKS BUILDING FUND	451,903	469,012	473,507	4,495	0.96%
TECHNICAL SERVICES - GIS	564,328	577,213	601,401	24,188	4.19%
TECHNICAL SERVICES - IS	1,303,362	1,337,754	1,373,338	35,584	2.66%
RADIO OPERATION FUND	572,275	114,144	118,767	4,623	4.05%
MOTOR POOLS OPERATIONS	1,983,307	1,601,501	1,601,501	0	0.00%
SELF-INSURANCE FUND	1,099,439	1,202,110	1,271,779	69,669	5.80%
WORKERS' COMPENSATION FUND	1,260,488	1,265,325	1,304,673	39,348	3.11%
TOTAL INTERNAL SERVICE FUNDS	7,235,102	6,567,059	6,744,966	177,907	2.71%
<u>FIDUCIARY FUNDS</u>					
UNFUNDED LIABILITIES	919,876	0	1,222,797	1,222,797	100.00%
FOREST LAWN CEMETERY	70,263	29,674	29,674	0	0.00%
OAKWOOD CEMETERY	12,587	5,236	5,236	0	0.00%
POLICE AND FIRE PENSION FUND	14,164,562	14,874,143	16,372,718	1,498,575	10.08%
TOTAL FIDUCIARY FUNDS	15,167,288	14,909,053	17,630,425	2,721,372	18.25%
TOTAL REVENUES	134,482,566	129,996,440	125,559,866	(4,436,574)	-3.41%

SUMMARY OF EXPENDITURES

GENERAL FUND

General Fund expenditures are expected to increase \$482,911, or 1.56%, from the 2014 Budget.

Department of General Government:

The Offices of General Government is expected to increase \$94,866, or 5.15% from the FY 2014 approved budgeted levels. The largest increases to these offices are in the MERS Pension obligation of 18% as well as an overall increase to fringe benefits. The 2015 budget also includes normal salary and step increases as outlined in the collective bargaining unit. There is a 5.42% increase to operating expenses. The City Council division increases approximately \$344. This increase is in office supplies, parts and supplies, and information management charges. The Office of the City Manager is projected to decrease \$3,739 from FY 2014. This reduction is primarily associated with the elimination of the fleet charges and the cost of fuel. This reduction is offset by an increase cost for insurance, information management charges, and operating services for the new copy machine. In FY 2015, the Office of Employee Services is renamed to Human Resources. In addition, this office increases its total operating expenses by \$2,563. This is attributable to increases to information management charges, general liability insurance, and telephone. In the Office of the City Clerk, operating expenses decreased \$3,796 from the previous fiscal year. The majority of this reduction is in information management charges due to the reallocation of staff to the Election division. The Election division's budget reflects the largest increase in FY 2015, as there are two elections – August and November. The City Attorney's budget remains the same as FY 2014. In the SGTV division, the capital outlay expenditures increase for FY 2015. SGTV allocated funds for the purchase of additional equipment for council chambers. This cost is offset by revenues for this operation.

Department of Fiscal Services:

The Department of Fiscal Services will increase by \$102,228 or 3.36% from the FY 2014 approved budgeted levels. The largest increases to these offices are in the MERS Pension obligation of 18% as well as an overall increase to fringe benefits. The 2015 budget also includes normal salary and step increases as outlined in the collective bargaining unit. To offset this increase is the elimination of the Deputy City Manager/CFO position due to the promotion of the previous incumbent that held that position. The savings is offset by the addition of a Finance Director to the personnel complement for a portion of the fiscal year. Operating expenses decrease, overall, \$19,719 from the FY 2014 levels. The majority of this decrease is directly related to a \$26,950 reduction in professional services in the Administration division. In previous fiscal year, the budget had funds allocated for technology upgrades. However, due to reductions to General Fund revenues, these projects have been eliminated. Moreover, the Treasury division decreases \$7,399 from the previous year. This is a direct result of reductions in office supplies, operating services, service fees and information management charges. Both divisions' reductions are offset by increases to general liability insurance premiums by 10%. Furthermore, the Administration division increases its operating services for the addition of a RIOCH printer for the Office of Management and Budget as well as information management charges. No capital outlay purchases have been requested for the department.

Community Public Safety (CPS):

Community Public Safety – Police - the total Community Public Safety - Police expenditures is \$10,382,868 for FY 2014/2015. This represents an overall reduction of \$230,494 from the 2014 budgeted levels. The largest reduction is realized in the personnel services. For FY 2015 personnel services decrease \$187,861, or -2.02%. With the development of the 2015 budget, the Community Public Safety Office no longer exists. This is due in large part to the departure of the Assistant City Manager for Public Safety in August 2013. The Police Chief, Administrative Professional and .50 of the Public Safety Support Specialist have been reallocated to the Police Administration division. In addition, the funds previous budgeted for unemployment in 2014 no longer is budgeted. Likewise, retiree healthcare obligation is offset by the utilization of the OPEB allocation. The reduction in unemployment cost and the elimination of the Community Public Safety Office is offset by the slight increase cost of pension, fringe benefits, and the addition of Facilities staff to the police department. Operating expenses decrease from FY 2014. This reduction amounts to \$15,633. These reductions are in parts

and supplies, office supplies, and information management charges. These reductions are offset by increases to the fleet charges, general liability insurance premium fee, cleaning supplies, clothing supplies, and telephone costs. No capital outlay purchases were budgeted for in FY 2015.

Community Public Safety – Fire - the total Community Public Safety - Fire expenditures is \$8,670,788 for the 2015 Budget. This represents an increase of \$534,920, or 6.57%, from the 2014 budgeted levels. Personnel services are projected to increase \$512,947 or 6.91%. As mentioned above, with the development of the 2015 budget, the Community Public Safety Office will no longer exist. As a result of the departure of the Assistant City Manager for Public Safety, the Fire Chief position was added back to the personnel complement to Community Public Safety (CPS) – Fire Administration division. Furthermore, with the restructuring of Community Public Safety, .50 of the Public Safety Support Specialist was reallocated to Community Public Safety (CPS) – Fire Administration division. This department will experience the slight increase cost of pension and fringe benefits. Similar to Community Public Safety – Police, unemployment cost is no longer appropriated in this department’s budget. Likewise, in FY 2015, the City utilizes the OPEB allocation to offset the cost of retiree healthcare obligation. Operating expenses are expected to decrease as well. This is primarily attributed to reduction in operating costs related to realigning expenditures to where the department is actually utilizing budgeted funds. At the direction of the senior management, these costs are rolled back to the 2013 actual expenditures. Furthermore, the motor vehicle repairs account decreases \$39,560 in the Fire Apparatus and Maintenance division. This reduction is due to the acquisition of a new fire truck. No other capital outlay purchases were budgeted for in FY 2015. As it relates to Miscellaneous Expenditures, new to Community Public Safety – Fire is the installment purchase payment for the new truck. The city starts making payment on an installment contract for the purchase of this fire apparatus. These payments continue through 2024.

Divisions of Inspections and Neighborhood Services:

The Inspections and Neighborhood Services division is \$1,541,838, which is an increase of \$19,298 or 1.26% from the 2014 Approved Budget (when combined). When you compare inspections from FY 2014 to FY 2015, the inclusion of Planning and Zoning, along with regular increases, brings the change to \$329,478 or 27.18%. Three divisions were reorganized into a new section mid-year 2014 – Inspections, Parking Operations and Maintenance, and Planning and Zoning. This conglomerate of divisions is now located organizationally within, and is a division of, the Office of the City Manager. This reorganization, however, is not responsible for the aggregate increase in expenses. Personnel Services decrease, in these divisions, by \$29,788, or -3.00%. This is mainly due to the elimination of the Director of Community Services position (formerly Director of Community and Economic Development). This reduction is offset by higher-than-expected increases in pension and healthcare costs as well as normal contractual increases to wages and fringe benefits. Operating Expenses increase by a net \$29,518 from 2014 Approved Budget. This is due to increases in general liability insurance, motor pool charges and information management charges. The City’s contract with Saginaw Future, Inc. is also included in the Planning and Zoning division. This expense was reallocated to the General Fund from the Economic Development Fund. Parking Operations and Maintenance division will see increases in information management charges, utilities, telephones, and motor pool charges. These increases are offset by a decrease in professional services. Parking Operations and Maintenance division continues to contract with Complus Data for parking ticket administration. However, expenses are expected to be less than anticipated in FY 2014 based on parking enforcement activity. Complus Data charges a percentage based on ticket revenue and we expect to receive less, therefore our expense to them is also less.

Department of Public Services:

General Fund – Public Services increases by \$487,528, or 15.66% from the 2014 approved levels. Personnel Services increase by 8.10% or \$117,728. There is an increase of 1.80 FTE allocated to General Fund-Public Services. The total personnel complement for General Fund—Public Services is 20.95 FTE in FY 2015. In the Engineering Administration division, there was a .45 increase in the allocation of the Engineering Assistant/Energy Coordinator and .05 increases in the Engineering Assistant. This is a total increase to the Engineering Administration division of .50. In the Abatement of Nuisance division, there is an increase of 2.00 FTE due to a reallocation of Groundskeepers into this division from Facilities. The Facilities division of the General Fund realized a net decrease of -0.7 FTE. Fifty percent of two new Basic Labors were added at an increase of 1.00 positions. This was offset, however, by the reallocation of various facilities staff from this division to the Community Public Safety - Police Building Management division to reflect shared staffing for maintenance functions. Increases are due partially to higher-than-expected MERS Pension, healthcare, and other fringe benefit costs in addition to regular contractual increases in wages and benefits. Operating Expenses

increase by \$518,709 or 34.35% from FY 2014 approved budget. This increase in expenditures can be attributed to increases in general liability insurance premium costs, public works building charges, motor pool charges, information services charges, and increased utility costs for street lighting as well as the addition of \$300,385 in expenses related to the Veterans Affairs Hospital parking lot construction project, which will be reimbursed to the city by the U.S. Department of Veterans Affairs. There are revenues budgeted for this purpose and offsets this expense. No capital outlay purchases were budgeted in the General Fund's Department of Public Services.

Other General Fund:

The total Other General Fund expenditures are \$2,193,178 for the 2014/15 Budget. This represents a decrease of \$552,435, or -20.12% from the 2014 approved budgeted levels. A reduction in these accounts is attributed to the \$663,118 reduction in the following – retiree healthcare due to the repayment of the unfunded liability contribution from the General Fund to the Unfunded Liabilities Fund in the amount of \$873,000 as well as recognizing \$374,000 of the City AXA policy. Other reduction in these divisions is in the Payment to Other Governments for the individual divisions are paying taxes out of their funds. Additionally, the GIS Charge has been decreased to the General Fund. This reduction, in the total Other General Fund Services, is offset by increases in Operating Transfer to Other Fund by \$116,666. The General Fund continues to provide large subsidies to the Community Policing and the Auto Theft Prevention Grant Funds. In FY 2015, the General Fund also provides a \$51,536 subsidy to the Public Safety Millage Fund.

SPECIAL REVENUE FUNDS

The total Special Revenue Funds' expenditures are \$20,243,072, for the 2014/2015 Approved Budget. This represents a \$1,678,659 or 9.04% increases 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 expenditures increase by a net of \$887,353, or 16.56% in FY 2015. Major Streets Fund expenditures are \$4,953,956. Expenditures increase by \$861,530 or 21.05%. Personnel Services will increase by .70 positions from the 2014 Approved Budget. In FY 2014/2015, the City is required to contribute 18% more in its MERS Pension obligation. This cost will continue to increase over the next few years. Retiree healthcare costs have impacted the fund as well. Other increases will be realized in short and long-term disability, life insurance, workers compensation rates, vision, dental, etc. The City is also budgeting for the normal contractual step and longevity increases. Active healthcare costs have also increased and include the 2015 benefit rates as well as the Patient Protection and Affordable Care Act taxes and fees. This fund also includes the addition of an Assistant City Engineer. This position is shared with Local Streets, Rubbish Collection, Sewer and Water Operations and Maintenance Funds. Operating Expenses are \$2,582,531 which is an increase of 9.19% from the FY 2014 Approved Budget. Capital Outlay is not expected in FY 2015. Miscellaneous expenditures decrease by \$20,592 or -5.73%, from the FY 2014 approved levels. This decrease is due to the reduction in contribution to fund balance, which will be zero. This is offset slightly by an increased transfer out to the Local Streets Fund. Starting in FY 2015, this fund will begin repaying an installment payment for the purchase of a loader and two plow trucks. This will equate to \$77,359 for the next 10 years.

The total Local Streets Fund expenditures are \$1,291,353 for FY 2015. Personnel Services increase by approximately \$12,903 or 1.44%. The overall Local Streets complement will decrease by a net total .52 positions from the FY 2014 Approved Budget. In FY 2014/2015, the City is required to contribute 18% more in its MERS Pension obligation. This cost will continue to increase over the next few years. Retiree healthcare costs have impacted the fund as well. Active healthcare costs include the 2015 benefit rates as well as the Patient Protection and Affordable Care Act taxes and fees. Operating Expenses are \$380,801, which represents an increase of 3.51% from the FY 2014 Approved Budget. This is due to the increase in costs for salt in the Winter Maintenance division and the addition of project costs of resurfacing 19th Street. There are no capital outlay or miscellaneous expenditures budgeted for FY 2015.

Public Safety Fund

The Public Safety Fund expenditures are \$3,094,195 for FY 2015. This budget decreases \$95,566, or -3.00% from the FY 2014 approved budgeted levels. The reduction in personnel services is directly associated with a decrease in the pension allocation to this fund. The unfunded portion is recognized in the General Fund.

Rubbish Collection Fund

The total Rubbish Collection Fund is projected to be \$3,923,767 for FY 2014/2015. This is \$82,423, or -2.06% reductions from the approved FY 2014 budget levels. The majority of this reduction is in Operating expenses, such as in, postage, the public works building rental fees, motor vehicle supplies, parts and supplies for recycling, indirect cost allocation, professional services for the MMWA recycling collection cost, fuel, operating services due to the lower MMWA house count, and employment agency fees. These reductions is offset by 6% increase to the general liability insurance premiums, an increase to the IS charges, and professional service fees for the MMWA administrative service fees and programming in order to provide funding for various education and solid waste programs, and \$24,049 increase to the fleet charge. On the personnel side, personnel services increase 5.41% from FY 2014. This is directly associated with the addition of .12 of the Assistant City Engineer to the personnel complement as well as the increased cost to the MERS Pension obligation, normal wage and step increases, and increases to all fringe benefits. No monies will be appropriated for any capital purchases. Starting in FY 2015, this fund will begin repaying an installment payment for the purchase of a loader and two plow trucks. This is in the amount of \$27,582. These payments continue through 2014.

Clean Energy Coalition Fund

The total Clean Energy Coalition Fund expenditures are \$40,000. This represents a -13.32% decrease from the FY 2014 Approved Budget. Personnel Services total \$11,066 for FY 2015. Approximately, 10% of the Engineering Assistant/Energy Coordinator will continue to be allocated to this fund. The operating budget will cover expenses related to loan repayments and assisting with renewable energy projects throughout the city. There is no capital outlay expected for FY 2015.

Commerce Center DDA

The total Commerce Center DDA expenditures for 2015 are \$23,632. In the category of miscellaneous expenditures, expenses are \$23,632. These monies will be reinvested in the district.

Downtown Development Authority (DDA)

The Downtown Development Authority is budgeted at \$164,800 in FY 2014/2015. This is an increase of \$67,500. The DDA receives an annual allocation from Community Development Block Grant (CDBG) but has been charging administrative expenses directly to the CDBG Fund. In the upcoming year, all activities for the DDA will be accounted for in the DDA Fund.

Economic Development

The Economic Development Fund is budgeted at \$0 in FY 2104/2015. The cost for the City's contract with Saginaw Future, Inc. was reallocated to the General Fund's Planning and Zoning division.

Brownfield Authority SRRF

The Brownfield Authority SRRF increases approximately 64.53% from the previous fiscal year. This increase is due to the addition of capture district 14.

Community Policing Fund

The total Community Policing Fund expenditures are \$598,645, for FY 2015. This is an increase of 53.94%, from the 2014 approved budgeted levels. The majority of the increase is in personnel services through the addition of a 4th Community Police Officer. This position is funded through the Water Operations and Maintenance Fund for the services provided to the Water Treatment facility and Celebration Park. Furthermore, overtime and pension cost increases as well in FY 2015. Operating expenses increase slight, \$617, due to the increase in information management charges. No monies are allocated for capital outlay purchases.

Homeland Security – SAFER Grant

The total Homeland Security - SAFER Grant expenditures are \$1,180,944 for FY 2015. This represents a 100% increase from the 2014 approved budgeted levels. The only expenditure to this fund is the cost of providing funding for 15 firefighters.

Trouble Asset Relief Program (TARP) – Blight Elimination Grant:

In 2014 the City of Saginaw and the Saginaw Land Bank were notified that they were a recipient of the TARP Blight Elimination Grant for the acquisition, demolition, and refurbishing of blighted property. This grant amounted to \$11.2 million. Since these properties are owned by the land bank, the majority of the grant dollars are allocated to them. In FY 2015, the City is budgeting \$130,000 of this grant. This allows for the continued oversight of the grant.

Community Development Block Grant (CDBG)

The total Community Development Block Grant (CDBG) Fund expenditures are \$2,146,362 for FY 2015. This represents a 15.33% increase from the FY 2014 Approved Budget. Personnel Services expenditures increase by \$61,027 or 9%. This is due to contractual wage and step increases, MERS Pension costs, healthcare, and other fringe benefits increases. The personnel complement in these divisions increases .42%. This is due to the reallocation of .10 of the Block Grant Administrator into this fund from the HOME Program. This is slightly offset by the elimination of the Director of Community Services, which is a reduction of .08 FTE. Operating expenses increase by \$95,184 or 16.14%. This increase is due to slightly higher allocations for demolitions. There were no capital expenditures requested for this fund in FY 2015. The category of Miscellaneous Expenditures is \$724,590 for FY 2015. This represents a decrease of \$129,242, or -21.70% for the upcoming year.

Community Development Block Grant – Residential Loans

The CDBG – Residential Loans expenditures are \$2,887 from the 2015 Approved Budget. This reduction is due to a decrease in loan disbursements. This reduction occurs despite the Rental Loans Fund being merged into Residential Loans.

Community Development Block Grant –Rental Loans

The CDBG – Rental Loans revenue is \$0 in FY 2015. This reduction is a direct result of merger of this fund with CDBG - Residential Loans.

Community Development Block Grant – Block Grant HOME Program

The total CDBG HOME Program Fund expenditures are \$709,437 for FY 2015. This represents a -30.72% decrease from the FY 2014 Approved Budget. Personnel Services decrease by -14.85 or \$9,503 due to .10 of the Block Grant Administrator being reallocated to CDBG Administration. Operating expenses for the CDBG HOME Program Fund are budgeted at \$2,776 in FY 2015. This is a reduction of \$1,067 in internal service charges. There is no capital expenditure requests budgeted for this fund. The category of Miscellaneous Expenditures decrease by \$304,107, or -31.80% due to a reduction in grant disbursement expenditures.

Neighborhood Stabilization Program (NSP)

The total Neighborhood Stabilization Program Fund expenditures are \$0 for FY 2014/2015. The City does not anticipate any expenses to occur in this fund.

SEDC Revolving Loan Fund

The total SEDC Revolving Loan Fund expenditures are budgeted at \$678,306 for FY 2015. That is a reduction of \$36,032. This reduction is due to the elimination of the entitlement dollars from the Community Development Block Grant fund. This is offset by the appropriation of fund balance.

Auto Theft Prevention Grant

The total Auto Theft Prevention Grant expenditures are \$149,244 for FY 2015. This represents an \$18,374 increase from the 2014 approved budgeted levels. The majority of this increase is related to increase cost of overtime and standby pay for the officer of this fund. On the operating expense side, the budget increases slight by \$416. This is directly attributed to the increased information management charge. No capital outlay purchases are expected for this fund.

Celebration Park Fund

The total Celebration Park Fund expenditures are \$143,562 for FY 2015. This is a decrease of \$66,939. The majority of this reduction is due in large part to the completion of the deficit elimination plan. Furthermore, two part-time labors were added to the personnel complement. The operating expenses include an allocation of the construction of the boulder climbing structure and connection path. The capital outlay remains the same as the 2014 budgeted levels for this fund.

ENTERPRISE FUNDS

The total Enterprise Funds' expenditures are \$49,473,649, for the 2014/2015 Approved Budget. This represents a \$9,497,423, or -16.11% decreases 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 total Sewer Operations and Maintenance Fund is projected to be \$26,317,521 for FY 2014/15. This is a decrease \$218,707, or -.82% from the approved 2013/14 budgeted levels. In FY 2014/2015, the City is required to contribute 18% more in its MERS Pension obligation. This cost will continue to increase over the next years. Retiree healthcare cost has impacted the fund as well. The City is also budgeting for the normal salary step and longevity increases. Healthcare and other fringe benefit are all expected to increase in FY 2015. Healthcare includes the Affordable Care Act, and other federal mandated taxes that come into effective on July 1. This fund recognizes the addition of an Assistant City Engineer and a new Right-of-Way Utilities Foreman. These positions are offset by the elimination of two vacant Utilities Person I positions. On the operating side, these expenditures are expected to decrease \$659,830. These reductions are because of the following decreases: information management charges, indirect cost allocation, radio rental fees, equipment rental, some operating services, general repairs, fleet/motor pool charges, dues, and subscriptions. However, these decreases are offset by increased GIS charges, general liability insurance premiums by 10%, professional services for engineering assistance, engineering services for the regulator chamber inspections and rate study, operating services for Maintenance and Services for the sewer cleaning and televising and construction projects in the Surplus division for various street projects. Capital outlay also decreases \$56,750. This is a result of a reduction in the planned capital expenditures. The category of Miscellaneous Expenditures decrease \$302,120 as well in FY 2015. This decrease is due to the reduction in the principal and interest payments for the CSOs.

Water Operations and Maintenance Fund

The total Water Operations and Maintenance Fund increases \$9,278,716, or 28.61% from the 2013/2014 approved budgeted levels. Personnel services are expected to increase \$650,009, or 9.37%. The increase in this category is predominately due to increases in retiree healthcare, 18% increase to the MERS Pension obligation, and overall increases to fringe benefits, especially workers compensation and healthcare. As it relates to healthcare, the healthcare budget was developed with the addition of federal mandated taxes, which are required effective July 1. Other increases to the personnel complement are related to the addition a Right-of-Way (ROW) Utilities Foreman and the Assistant City Engineer. Also, the Superintendent of the Water Treatment salary was re-ranged to make it competitive with the market. On the operating side, expenditures are expected to decrease \$9,659,453 or -45.69 from the previous fiscal year. This decrease is largely due to the Water Bond Construction projects expected in FY 2015. In addition, the following construction projects are underway: Michigan Avenue, Fordney Street, East Genesee Avenue, Hamilton, Remington, Niagara, Cooper and Mackinaw Streets, a meter pit outhouse removal and repair of blow-offs, and parking lot resurface, security upgrades, and replacement of the HVAC. The Water Operations and Maintenance Fund also sees the following increases: GIS charges, operating services for: copier and scanner services, Metrologic services, cathodic protection agreement, additional TTHM testing, insurance cost due to 10% renewal increase, chemicals, services fees for the aqua generator, parts and supplies due to the increase in the steel and potassium prices, telephone services, and increase provision for loss. Capital outlay decreases -29.97%. This is attributable to a reduction in the amount of equipment that is projected to be repaired and/or replaced during the year. Miscellaneous expenditures, however, increases \$5.24%. This is due to the Water Operations and Maintenance paying for a Community Police Officers to provide services the Water Treatment facility.

INTERNAL SERVICE FUNDS

The total Internal Service Funds' expenditures are \$6,744,966, for the 2014/2015 Approved Budget. This represents a \$177,907 or 2.71% decrease from FY 2014. Listed below is a discussion on major variances within this fund type:

Motor Pool Operations Fund

The total Motor Pool Operations Fund expenditures are projected to be \$1,601,501 for FY 2015. This budget will remain the same as the FY 2014 Approved Budget. The majority of the increase is related to normal wages and step increase, fringe benefits, and MERS Pension obligation. On the operating side, expenditures are expected to decrease approximately -10.45%. This fund is projected to realize reductions in fuel, motor vehicle supplies, professional services for the motor pool study was completed in FY 2014, and equipment rental. This reduction is offset by increases to parts and supplies, public works building charges, information management charges, employment agency fees and general liability insurance cost. No funds are appropriated for capital outlay.

Self Insurance Fund

The total Self-Insurance Fund expenditures are \$1,271,779 for FY 2015, which is 5.80% higher than the FY 2014 approved budgeted levels. The majority of the increase is to the operating expenses. In FY 2015, both the July and February general liability insurance renewals are expected to increase. Personnel services also increase 5.92%. This is due to normal wages and step increase, fringe benefits, and MERS Pension obligation.

FIDUCIARY SERVICE FUNDS

The total Fiduciary Service Funds' expenditures are \$17,630,425, for the 2014/2015 Approved Budget. This represents an increase of \$2,721,372. Listed below is a discussion on major variances within this fund type:

Unfunded Liabilities Fund

The total Unfunded Liabilities Fund Expenditures is \$1,222,797 for FY 2015. The city is expected to appropriate \$1,222,797 of reserve monies for the payment of retiree healthcare cost for the General Fund. These funds represent amounts previously apportioned towards the OPEB Liability over the years. These funds were supposed to have been appropriated in FY 2013 but were not.

Police and Fire Pension Fund

The total Police and Fire Pension Fund expenditures are \$16,372,852 for the 2015 Approved Budget. This represents an increase of \$1,498,709, or 10.08%. The majority of the increase is due to increase in Police Pension and Fire Pension payments to retirees due to additional employees retiring and utilizing the Police and Fire Pension System.

Overall, for fiscal year 2014/2015, the City of Saginaw's budgeted expenditures are \$125,559,866, which represents a - 3.41% or \$4,436,574, decrease from the Approved 2013/2014 Budget.

**SUMMARY OF EXPENDITURES
2014/2015 APPROVED BUDGET**

FUND	2012/2013 APPROVED BUDGET	2013/2014 APPROVED BUDGET	2014/2015 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>GENERAL FUND</u>					
GENERAL GOVERNMENT	1,816,553	1,842,646	1,937,512	94,866	5.15%
FISCAL SERVICES	2,865,304	3,038,281	3,140,509	102,228	3.36%
COMMUNITY PUBLIC SAFETY- POLICE	12,302,143	10,586,362	10,382,868	(203,494)	-1.92%
COMMUNITY PUBLIC SAFETY - FIRE INSPECTIONS AND NEIGHBORHOOD SERVICES	7,455,438	8,135,868	8,670,788	534,920	6.57%
COMMUNITY AND ECONOMIC DEVELOPMENT	0	1,212,360	1,541,838	329,478	27.18%
PUBLIC SERVICES (GF)	1,465,443	310,180	0	(310,180)	-100.00%
OTHER GENERAL FUND	3,002,966	3,113,533	3,601,061	487,528	15.66%
	2,896,309	2,745,613	2,193,178	(552,435)	-20.12%
TOTAL GENERAL FUND	31,804,156	30,984,843	31,467,754	482,911	1.56%
<u>SPECIAL REVENUE FUNDS</u>					
MAJOR STREETS	4,088,033	4,092,426	4,953,956	861,530	21.05%
LOCAL STREETS	1,189,818	1,265,540	1,291,353	25,813	2.04%
PUBLIC SAFETY FUND	3,963,150	3,189,761	3,094,195	(95,566)	-3.00%
RUBBISH COLLECTION FUND	4,061,207	4,006,190	3,923,767	(82,423)	-2.06%
CLEAN ENERGY COALITION	146,150	46,150	40,000	(6,150)	-13.33%
ANDERSEN CENTER FUND	221,594	223,567	239,011	15,444	6.91%
GM TOWER PAYMENT	102,500	0	0	0	0.00%
BOAT LAUNCH FUND	36,939	37,067	37,067	0	0.00%
COMMERCE CENTER DDA	26,172	23,771	23,632	(139)	-0.58%
DOWNTOWN DEVELOPMENT AUTH.	62,300	97,300	164,800	67,500	69.37%
ECONOMIC DEVELOPMENT	22,036	65,000	0	(65,000)	-100.00%
BROWNFIELD AUTHORITY SRRF	32,702	41,333	68,006	26,673	64.53%
COMMUNITY POLICING FUND	776,723	388,885	598,645	209,760	53.94%
POLICE TRAINING FUND	22,500	14,000	14,000	0.00	0.00%
J.A.G. FUND	15,000	15,000	15,000	0.00	0.00%
DRUG FORFEITURE FUND	148,036	77,836	63,616	(14,220)	-18.27%
SAGINAW COUNTY TAPS	27,000	28,000	28,614	614	2.19%
HOMELAND SECURITY SAFER FUND	635,503	0	1,180,944	1,180,944	100.00%
TARP HARDEST HIT GRANT FUND	0	0	130,000	130,000	#DIV/0!
COMM. DEV. BLOCK GRANT FUND	2,116,577	1,860,910	2,146,362	285,452	15.34%
CDBG RESIDENTIAL LOANS	714,596	552,442	549,555	(2,887)	-0.52%
CDBG RENTAL LOANS	30,412	30,412	0	(30,412)	-100.00%
BLOCK GRANT HOME PROGRAM FUND	507,456	1,024,114	709,437	(314,677)	-30.73%
NEIGHBORHOOD STABILIZATION	11,018,086	429,000	0	(429,000)	-100.00%
SEDC REVOLVING LOAN	671,250	714,338	678,306	(36,032)	-5.04%
AUTO THEFT PREVENTION FUND	114,210	130,870	149,244	18,374	14.04%
CELEBRATION PARK	190,779	210,501	143,562	(66,939)	-31.80%
TOTAL SPECIAL REVENUE FUNDS	30,940,729	18,564,413	20,243,072	1,678,659	9.04%

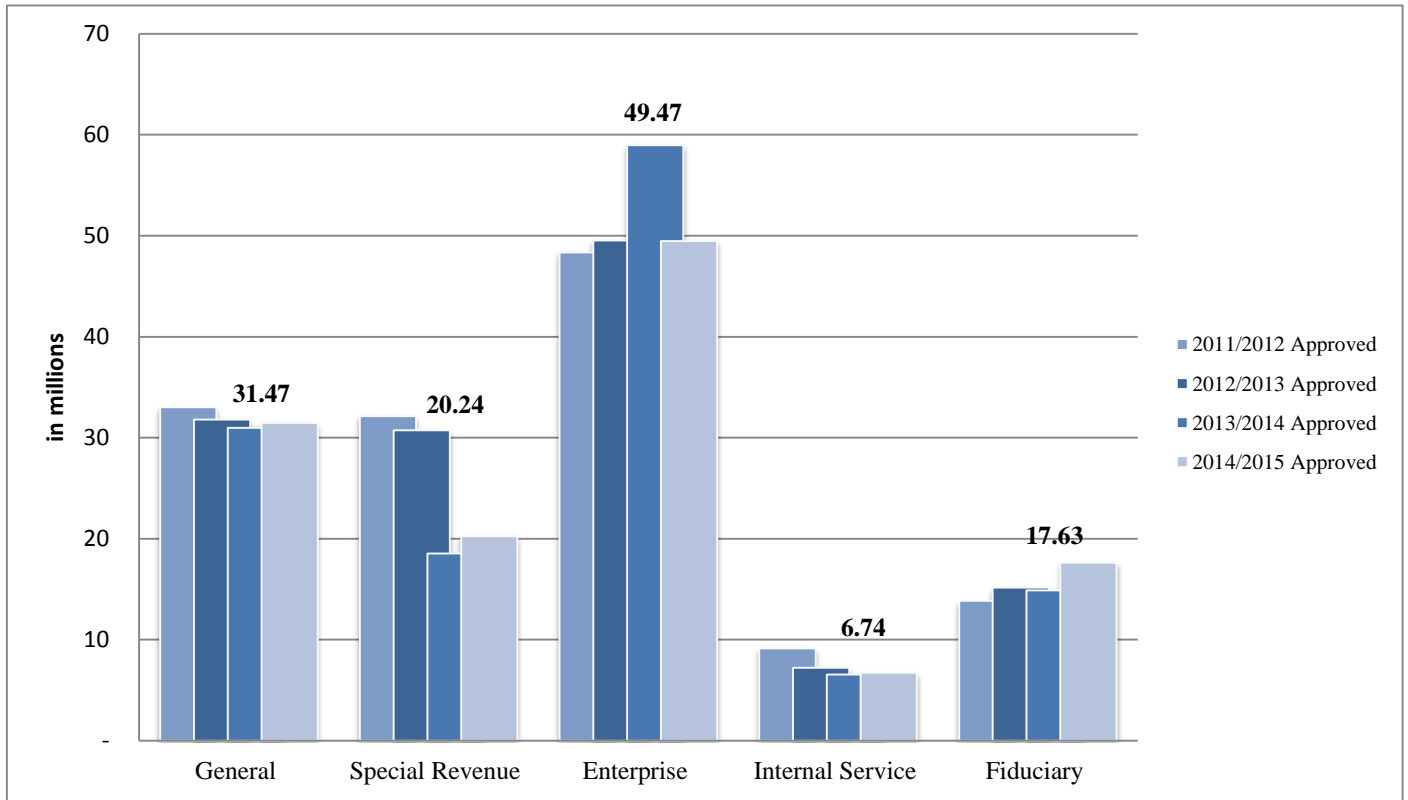
**SUMMARY OF EXPENDITURES
2014/2015 APPROVED BUDGET**

FUND	2012/2013 APPROVED BUDGET	2013/2014 APPROVED BUDGET	2014/2015 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>					
SEWER OPERATIONS & MAINTENANCE	27,146,879	26,536,228	26,317,521	(218,707.00)	-0.82%
WATER OPERATIONS & MAINTENANCE	22,188,412	32,434,844	23,156,128	(9,278,716.00)	-28.61%
TOTAL ENTERPRISE FUNDS	49,335,291	58,971,072	49,473,649	9,635,781	19.53%
<u>INTERNAL SERVICE FUNDS</u>					
PUBLIC WORKS BUILDING FUND	451,903	469,012	473,507	4,495	0.96%
TECHNICAL SERVICES-GIS	564,328	577,213	601,401	24,188	4.19%
TECHNICAL SERVICES-IS	1,303,362	1,337,754	1,373,338	35,584	2.66%
RADIO OPERATION FUND	572,275	114,144	118,767	4,623	4.05%
MOTOR POOLS OPERATIONS	1,983,307	1,601,501	1,601,501	0	0.00%
SELF-INSURANCE FUND	1,099,439	1,202,110	1,271,779	69,669	5.80%
WORKERS' COMPENSATION FUND	1,260,488	1,265,325	1,304,673	39,348	3.11%
TOTAL INTERNAL SERVICE FUNDS	7,235,102	6,567,059	6,744,966	177,907	2.71%
<u>FIDUCIARY FUNDS</u>					
UNFUNDED LIABILITIES	919,876	0	1,222,797	1,222,797	100.00%
FOREST LAWN CEMETERY	70,263	29,674	29,674	0	0.00%
OAKWOOD CEMETERY	12,587	5,236	5,236	0	0.00%
POLICE AND FIRE PENSION FUND	14,164,562	14,874,143	16,372,718	1,498,575	10.08%
TOTAL FIDUCIARY FUNDS	15,167,288	14,909,053	17,630,425	2,721,372	18.25%
TOTAL EXPENDITURES	134,482,566	129,996,440	125,559,866	(4,436,574)	-3.41%

CITY OF SAGINAW

SUMMARY OF REVENUES AND EXPENDITURES

Summary of Revenues and Expenditures



EXPENDITURE BY CATEGORY ANALYSIS

The Expenditure by Category Analysis chart on the following page compares the 2013/2014 Approved Budget to the 2014/2015 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 57.59% of the total 2014/2015 Approved Budget. In comparison to the FY 2014, personnel services increase 8.85% for all fund types. In FY 2015, the city is expecting an additional 18% increase to the MERS Pension obligation and an approximately \$67,000 increase to the Police and Fire pension cost. Additionally, effective July 1, the City must begin contributing additional funds to the Affordable Care Act taxes and other federally mandated fees. This is an increase to, both, the active and retiree healthcare plans. Furthermore, all fringe benefit costs have increased – dental, vision, short and long term disability, life insurance and workers compensation. For the first time in years, the workers compensation rates were increased based on job classification and the utilization by the various departments. Hence areas where there was less usage, a lower percentage was applied. The budget also includes the contractually obligated step and longevity increases. For FY 2015, the following position were added to the complement – Fire Chief, Finance Director (partially funded), 15 firefighters (due to the Homeland Security SAFER Grant), Assistant City Engineer, a Right-of-Way Utilities Foreman, Election Assistant due to the two elections during FY 2015, Plant Operator A, two part-time Celebration Park Attendants due to the 28-hour mandate, and two Basic Labors for janitorial services. Furthermore, the Parking Enforcement Officers hours were increased from 20 hours per week to 28 hours per week. These additions are offset by the following eliminations to the complement – Deputy City Manager/Chief Finance Officer, Assistant City Manager for Public Safety, two vacant Utilities Person II positions, Director of Community Services, and four School Crossing Guards.

Operating Expenses, the second largest expenditure category, is 35.60% of the total 2014/2015 Approved Budget. This category decreases, overall, approximately \$4,251,573, or 3.27% from the previous fiscal year. This is largely due to the reduction in the amount of construction projects that will be completed in the Water and Sewer Operations and Maintenance Funds. Additionally, due to the continuously declining revenues in the General Fund, at the direction of senior management, operating expenditures have been rolled back to the 2013 actual activities, which is the most recent audited financials. Also, in FY 2015, the Neighborhood Stabilization Fund no longer exists. Therefore, their operating expenditure will be zero. Adjustments may have to be completed, as this grant is reconciled.

Miscellaneous expenditures represent 4.99% of the total citywide budget. This category consists of Transfers, Increase in Fund Equity, Debt Services, Grants, and Block Grant Services. For FY 2015, this category decreases by 4.33%, or \$5,627,843, from the 2014 budgeted levels. The reduction in this category is primarily attributed to reductions in the federal entitlement appropriation for Community Development Block Grant Funds as well as reductions to the principal and interest payments for the Water Operations and Maintenance Funds. Likewise, the Water Operations and Maintenance, Technical Services – IS and GIS, and the General Funds decrease their allocation to the Celebration Park Fund in order to comply with the State's Deficit Elimination Plan. New for FY 2015 are the installment purchase payments for the purchase of a fire truck for Community Public Safety – Fire, a loader and two foreman trucks for Major Streets and Rubbish Collection. Furthermore, in FY 2015, the Water Operations and Maintenance Fund provides a subsidy to the Community Policing Fund for a Community Police Officer who provides patrol services to the Water Treatment Facility. The General Fund also provides subsidy to the Public Safety Millage Fund. This is directly related to decreased real property taxes revenues.

Capital Outlay, which accounts for 1.82% of the total citywide budget, decreases \$438,482, or -16.11% from FY 2014. 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.

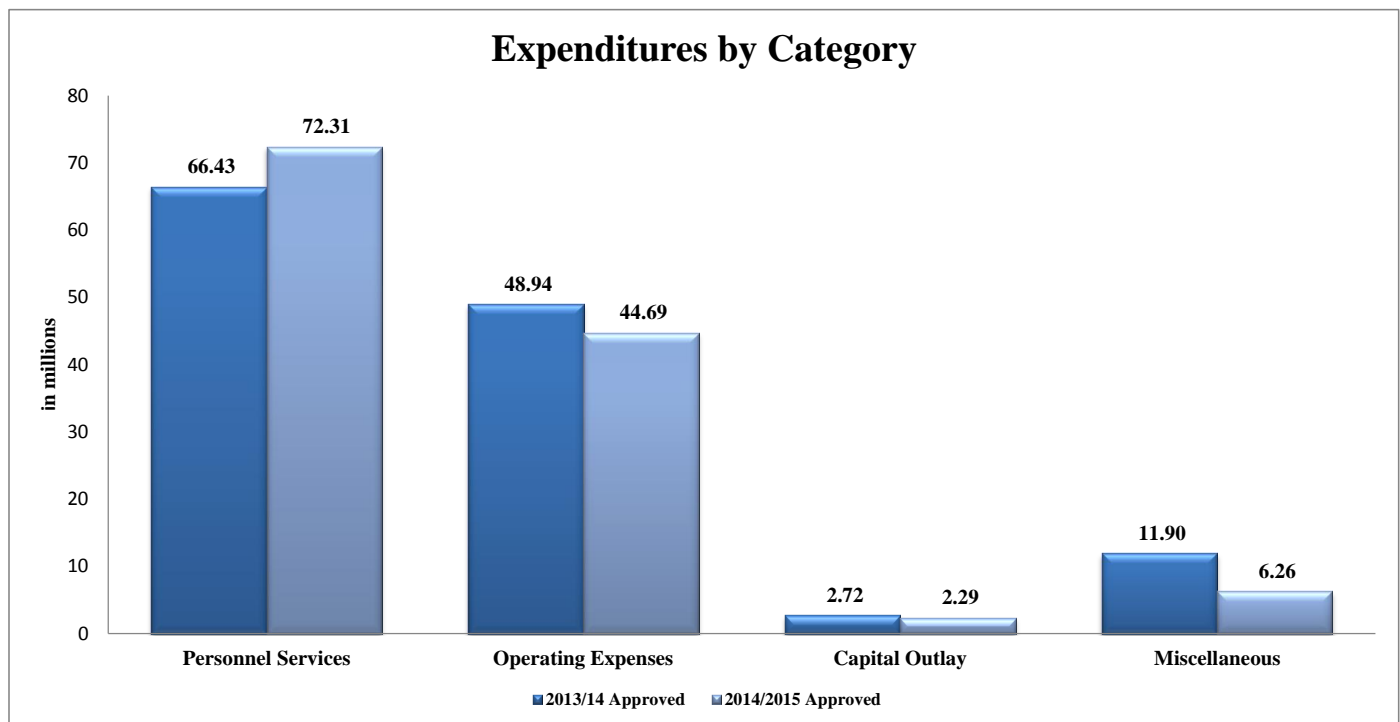
**EXPENDITURES BY CATEGORY ANALYSIS
2014/2015 APPROVED BUDGET**

<u>EXPENDITURE CATEGORY</u>	2013/2014 APPROVED BUDGET		2014/2015 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	66,431,733	51.10%	72,313,057	57.59%	5,881,324	4.52%	8.85%
Operating Expenses	48,944,938	37.65%	44,693,365	35.60%	(4,251,573)	-3.27%	-8.69%
Capital Outlay	2,722,491	2.09%	2,284,009	1.82%	(438,482)	-0.34%	-16.11%
Miscellaneous***	11,897,278	9.15%	6,269,435	4.99%	(5,627,843)	-4.33%	-47.30%
TOTAL FUNDS	<u>129,996,440</u>	<u>100%</u>	<u>125,559,866</u>	<u>100%</u>	<u>(4,436,574)</u>	<u>-3.41%</u>	<u>N/A</u>

* Change in each expenditure category as a percentage of the total 2013/2014 Approved Budget.

** Change in each expenditure category as a percentage of total 2013/2014 expenditure category.

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



SUMMARY OF POSITIONS

The graphs listed below summarize and compare positions in the 2015 Approved Budget with those in the previous fiscal year's 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 2014 were 433.00 compared to 447.45 in the 2015 budget. This equates to a net increase of 14.45 positions.

General Government:

The Department of General Government increases by a one part-time employee. In 2015 the City has two elections – August and November. The part-time Secretary, now known as the Election Assistant was added back into the personnel complement. Furthermore, the Office of Employee Services is retitled to Human Resources. With this retitling, the following positions have been retitled: Director of Employee Services to Human Resources Director, Assistant Director of Employee Services to Assistant Director of Human Resources, and Employee Services Support Staff to Human Resources Support Staff.

Fiscal Services:

The Department of Fiscal Services remains the same in the 2015 Approved Budget. Although there are no increases or decreases to this department, the 2015 Approved Budget does reflect the elimination of the Deputy City Manager/CFO due to the incumbent's promotion. This elimination is offset by the addition of the Finance Director, for half the year. Furthermore, with the restructuring on Community Services, the Community Development Block Grant and SEDC employees are now report directly to the Finance Director.

Community Public Safety:

The personnel complement for Community Public Safety – Police is projected to be 88.50 for FY 2015. This is a net 5.10 reduction from the previous fiscal year. This reduction is due to the elimination of the Deputy City Manager for Public Safety position, four School Crossing Guards, as well as .50 reallocation of the Public Safety Support Specialist to Community Public Safety – Fire Administration. Beginning in FY 2015, Community Public Safety – Police returns to managing their facility. By managing their facility, a portion of staff was added from the Department of Public Services – Facilities division, which offsets the listed reduction. The following positions were added: .05 of the Facilities Administrator, .05 of the Labor Foreman – Parks and Recreation, .25 of Maintenance Person II, and .05 of a Park Mechanic/Maintenance Person II position to the Building Maintenance/Management division. There is a reallocation of one police officer from the General Fund to the Community Policing Fund to provide patrol services to Celebration Park and Water Treatment Facility.

Community Public Safety – Fire total personnel complement for FY 2015 is projected to be 52.50. This is an increase of 16.50 FTE. As a result of the departure of the Assistant City Manager for Public Safety, the Fire Chief position will be added to the personnel complement and will be added to Community Public Safety (CPS) – Fire Administration division. With the restructuring of Community Public Safety Office, .50 of the Public Safety Support Specialist will also be added to CPS – Fire Administration. Furthermore, in late June 2013, the City was notified that it would be a recipient of the Homeland Security FEMA Staffing for Adequate Fire Emergency Response Grant. By receiving this grant, the City was able to retain the 15 fire staff that would have otherwise been laid off.

Inspections and Neighborhood Services:

Three divisions were reorganized into a new division mid-year FY 2014 – Inspections, Parking, Planning and Zoning. This conglomerate of divisions is now located organizationally within, and is a division of the Office of the City Manager. The total personnel complement for this area is 14.05 positions. This is a reduction of .92 FTE due to the elimination of the Director of Community Service (formerly Director of Community and Economic Development). In addition, the two part-time Parking Enforcement Officer’s hours have been increased from 20 per week to 28 hours per week. This will allow for more citywide coverage.

Public Services:

The total personnel complement for the Department of Public Services is 122.00 positions, which is a net increase of four positions from the previous year. This increase in staffing is due to the addition of two part-time Celebration Park Attendants, two part-time Basic Laborers for janitorial services, the Assistant City Engineer, and the Right-of-Way (ROW) Utilities Foreman. These increases are offset by the elimination of two Utility Person I positions.

Water and Wastewater Treatment Services:

The Department of Water and Wastewater Treatment Services increase one position in FY 2015. This increase will be realized in the Treatment and Pumping division with the addition of a Plant Operator A position.

Technical Services:

In the Department of Technical Services the FTE complement will remain the same for FY 2014/2015.

Full-Time Complement:

COMPLEMENT SUMMARY (FTE)					
2014/2015 APPROVED BUDGET					
DEPARTMENT	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
	Actual	Actual	Actual	Approved	Approved
General Government	13.00	13.00	10.00	10.00	10.00
Fiscal Services	28.00	28.00	29.00	29.00	35.00
CPS - Police	115.00	114.00	101.00	65.00	64.50
CPS - Fire	68.00	68.00	57.00	35.00	51.50
Neighborhood Serv.	0.00	0.00	0.00	10.00	8.05
Technical Services	9.00	9.00	8.00	8.00	8.00
Community Services	21.00	21.00	18.00	7.00	0.00
Public Services	104.00	101.00	95.00	93.00	93.00
Water & Wastewater	88.00	88.00	88.00	88.00	89.00
Total FTE:	446.00	442.00	406.00	345.00	359.05

Part-Time Complement:

COMPLEMENT SUMMARY (PTE)					
2014/2015 APPROVED BUDGET					
DEPARTMENT	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
	Actual	Actual	Actual	Approved	Approved
General Government	12.00	12.00	13.00	13.00	14.00
Fiscal Services	1.00	1.00	1.00	1.00	1.00
CPS - Police	24.00	27.00	26.00	28.00	24.00
CPS - Fire	1.00	1.00	1.00	1.00	1.00
Neighborhood Serv.	0.00	0.00	0.00	6.00	6.00
Technical Services	1.00	2.00	3.00	4.00	4.00
Community Services	1.00	1.00	2.00	0.00	0.00
Public Services	22.00	24.00	25.00	25.00	29.00
Water & Wastewater	9.00	10.00	10.00	10.00	10.00
Total PTE:	71.00	78.00	81.00	88.00	89.00
Total FTE and PTE:	517.00	520.00	487.00	433.00	448.05

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 2015, 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 2015 budget is a balance budget that does include one-time revenue sources related to the refund of prior year captured property taxes. It should be noted that the city continuous struggle to maintain revenue sources as well as realizing any new revenue sources. As a result, the city's senior management has monitored the activities of the General Fund throughout the year, in order to avoid a structural deficit. Until the city financials have been audited, the position of the General Fund is projected to be \$1,315,259

The Special Revenue Funds is projected to end FY 2014 in a small budgetary surplus. The primary reason for this is due the availability of fund reserves to offset higher than anticipated expenditures. Furthermore, in 2015 the city will no longer have to budget for the Deficit Elimination Plan with the State of Michigan for the Celebration Park Fund. The projected estimated unassigned fund balance as of June 30, 2014 is \$165,619.

Enterprise Funds for year-ending FY 2014 is projected to have a surplus of \$37,637,136. This positive ending balance is a direct result of the restructuring of Sewer Operations and Maintenance bonds. Additionally, the City plans to 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 2015 are slightly less than the previous fiscal year. .

Internal Services Fund's June 30, 2014 unassigned fund balance is projected at \$1,522,392. 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 \$138,781,384 estimated unassigned fund balance for June 30, 2014. Favorable market conditions have produced significant gains in the Police and Fire Pension and the Unfunded Liabilities Funds.

**UNASSIGNED (UNAUDITED) FUND BALANCE ANALYSIS
2014/2015 BUDGET**

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS
Unassigned Fund Balance (Deficit) - June 30, 2013	42,290	(1,606,899)	39,328,123	1,732,435	116,424,813
FY 2014 Projected Revenues	30,981,853	19,800,879	37,421,480	6,970,664	38,314,851
FY 2014 Projected Expenditures (w/ Encumb)	29,708,884	18,028,361	39,112,467	7,180,707	15,958,280
Est. Unassigned Fund Balance (Deficit) - June 30, 2014	1,315,259	165,619	37,637,136	1,522,392	138,781,384
FY 15 Estimated Revenues:					
Property Taxes	4,593,973	3,120,584	(50,000)	0	0
City Income Taxes	11,626,000	0	0	0	0
State Revenue Sharing	7,918,839	4,400,000	0	0	0
Grants	503,000	4,754,711	0	0	0
Licenses, Permits, and Fees	1,305,549	41,000	3,200	0	0
Charge for Services	938,097	3,791,679	37,544,500	6,695,938	6,144,984
Fines and Forfeitures	658,700	0	86,000	0	0
Interest	368,000	216,646	608,500	4,850	2,982,624
Rents	32,000	0	0	0	0
Reimbursements	3,283,809	504,948	0	0	0
Other Revenues	239,787	3,413,504	11,281,449	44,178	8,502,817
Total FY 15 Estimated Revenues	31,467,754	20,243,072	49,473,649	6,744,966	17,630,425
Total Resources Available for Appropriation	32,783,013	20,408,691	87,110,785	8,267,358	156,411,809
FY 15 Expenditure Appropriations:					
General Government	1,937,512	0	0	0	0
Fiscal Services	3,140,509	0	0	0	0
Police	10,382,868	4,262,945	0	0	9,270,310
Fire*	8,670,788	881,313	0	0	7,137,318
Highways and Streets	0	6,245,309	0	0	0
Garbage and Rubbish	0	3,923,767	0	0	0
Public Works	0	37,067	49,473,649	473,507	0
Development	1,541,838	4,510,098	0	0	0
Public Services (GF)	3,601,061	0	0	0	0
Other General Services	2,193,178	382,573	0	6,271,459	1,222,797
Total FY 15 Expenditure Appropriations	31,467,754	20,243,072	49,473,649	6,744,966	17,630,425
Estimated Unassigned Fund Balance - June 30, 2015	1,315,259	165,619	37,637,136	1,522,392	138,781,384





GENERAL FUND REVENUES

**RESOURCE ALLOCATION
2014/2015 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	4,593,973	GENERAL GOVERNMENT	1,937,512
CITY INCOME TAXES	11,626,000	FISCAL SERVICES	3,140,509
STATE REVENUE SHARING	7,918,839	COMMUNITY PUBLIC SAFETY - POLICE	10,382,868
GRANTS	503,000	FIRE	8,670,788
LICENSES, PERMITS, & FEES	1,305,549	INSPECTIONS AND NEIGHBORHOOD SERVICES	1,541,838
CHARGE FOR SERVICES	938,097	COMMUNITY SERVICES	0
FINES AND FORFEITURES	658,700	PUBLIC SERVICE (GF)	3,601,061
INTEREST	368,000	OTHER GENERAL FUND	2,193,178
RENTS	32,000		
REIMBURSEMENTS	3,283,809		
OTHER REVENUES	239,787		
FUND BALANCE	0		
TOTAL RESOURCES	<u><u>31,467,754</u></u>	TOTAL APPROPRIATIONS	<u><u>31,467,754</u></u>

CITY OF SAGINAW
SCHEDULE OF AD-VALOREM TAXABLE VALUE

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	102,078	105,157	77,958	95,631	114,440
Commercial	95,061,305	95,064,902	96,361,425	96,304,235	94,999,826
Industrial	49,008,656	48,980,153	48,939,004	47,738,218	47,161,286
Residential	442,314,586	461,076,412	477,680,156	471,601,430	445,170,091
Total Real	<u>586,486,625</u>	<u>605,226,624</u>	<u>623,058,543</u>	<u>615,739,514</u>	<u>587,445,643</u>
Personal Property					
Commercial	42,377,998	41,796,637	45,810,753	43,787,288	40,897,871
Industrial	62,754,000	65,211,400	55,373,600	45,371,600	39,775,400
Utility	14,982,400	15,691,400	16,306,500	16,742,300	17,433,000
Total Personal	<u>120,114,398</u>	<u>122,699,437</u>	<u>117,490,853</u>	<u>105,901,188</u>	<u>98,106,271</u>
Total Real & Personal	<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>	<u><u>685,551,914</u></u>

BY TAXPAYER CLASS					
Agricultural	102,078	105,157	77,958	95,631	114,440
Commercial	137,439,303	136,861,539	142,172,178	140,091,523	135,897,697
Industrial	111,762,656	114,191,553	104,312,604	93,109,818	86,936,686
Residential	442,314,586	461,076,412	477,680,156	471,601,430	445,170,091
Utility	14,982,400	15,691,400	16,306,500	16,742,300	17,433,000
Total	<u>706,601,023</u>	<u>727,926,061</u>	<u>740,549,396</u>	<u>721,640,702</u>	<u>685,551,914</u>

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	109,851	112,395	29,593	30,302	70,047
Commercial	93,930,967	89,997,662	84,778,764	79,516,069	77,346,282
Industrial	32,053,496	30,489,558	29,253,146	27,780,845	27,295,369
Residential	388,236,562	350,887,163	334,056,853	317,901,841	304,976,219
Total Real	<u>514,330,876</u>	<u>471,486,778</u>	<u>448,118,356</u>	<u>425,229,057</u>	<u>409,687,917</u>
Personal Property					
Commercial	36,550,100	36,309,220	32,741,000	32,725,100	29,610,500
Industrial	39,087,100	41,319,400	40,166,500	33,645,600	31,887,700
Utility	18,003,800	19,876,600	21,003,700	21,967,300	26,082,300
Total Personal	<u>93,641,000</u>	<u>97,505,220</u>	<u>93,911,200</u>	<u>88,338,000</u>	<u>87,580,500</u>
Total Real & Personal	<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>	<u><u>497,268,417</u></u>

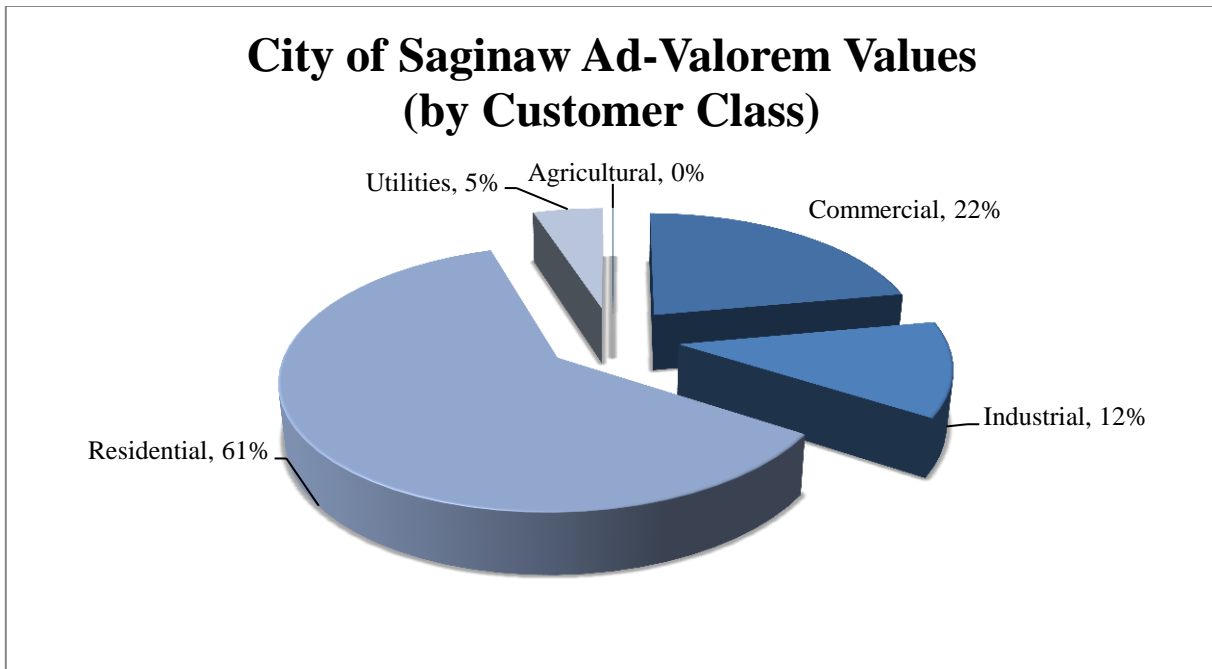
BY TAXPAYER CLASS					
Agricultural	109,851	112,395	29,593	30,302	70,047
Commercial	130,481,067	126,306,882	117,519,764	112,241,169	106,956,782
Industrial	71,140,596	71,808,958	69,419,646	61,426,445	59,183,069
Residential	388,236,562	350,887,163	334,056,853	317,901,841	304,976,219
Utility	18,003,800	19,876,600	21,003,700	21,967,300	26,082,300
Total	<u>607,971,876</u>	<u>568,991,998</u>	<u>542,029,556</u>	<u>513,567,057</u>	<u>497,268,417</u>

General Fund Revenues

Total 2014/2015 Approved General Fund resources are budgeted at \$31,467,754, which represents an increase of \$482,911, or 1.56%, from the 2014, approved resources of \$30,984,843.

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, 2014 levy will be assessed at \$409,687,917 and personal property taxable value will be assessed at \$87,580,500.



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 2015 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 36.95% of its General Fund revenue from local income tax. Economic conditions continue to have a negative impact on this revenue source. For the 2014/2015 Approved Budget, revenue from income taxes decrease \$417,027, or -3.46% from the previous year. This decrease is primarily due to the closure of TRW in the City of Saginaw.

STATE SHARED REVENUES

The City of Saginaw receives approximately 25.16% 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 (EVIP), 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. Since the inception of the EVIP program, the City has complied and met the deadlines for the governor initiative and expects to receive these revenues. The FY 2014/2015 Approved Budget for State Shared Revenues increase 5.41% or \$406,192. This increase is realized in both the EVIP \$289,863 and Constitutional \$116,329 allocations of State Shared Revenues.

GRANTS

For FY 2015, the City budgeted \$503,000 for federal grant funding related to police drug overtime and Medicare Part D reimbursement. This is a \$37,000, or 6.85% reduction from the 2014 approved budget levels. In FY 2015, City does not expect to receive any new general fund grants for police, fire, or development activities.

LICENSES, PERMITS, & FEES

The City anticipates \$1,305,549 for licenses, permits, and fees for FY 2015. This represents an increase of \$4,418, over the approved 2014 revenue. This category includes business licenses, building permits, and cable television franchise fees. The increase in licenses, permits, and fees in 2015 is a direct result of the new Open Burn Permit that was adopted by council in FY 2014.

CHARGE FOR SERVICES

The total projected charges for services for FY 2015 is \$938,097. 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 decreases from the 2014 approved revenue by \$9,300. This decrease is due to the reduction in ordinance and fines based on historical data, and transfer affidavits fines. This decrease will be offset by increases civil infraction by \$13,100.

INTEREST REVENUE

Interest revenue decreases by -7.54 % from 2014 approved. This is primarily due to the expected decrease in the interest on City Income Taxes and the current market conditions.

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 2015, a total of \$2,671,701 is budgeted for the indirect cost allocation plan. The category of reimbursement equates to \$3,283,809, which is \$17,262 less than in FY 2014. This reduction is primarily associated to the reduction in the Inspection Services. In FY 2014 the City did not renew this service with one of its clients. To partially offset this loss is the recognition of funds from Veterans Affairs Hospital for the restructuring of its parking lot.

OTHER REVENUES

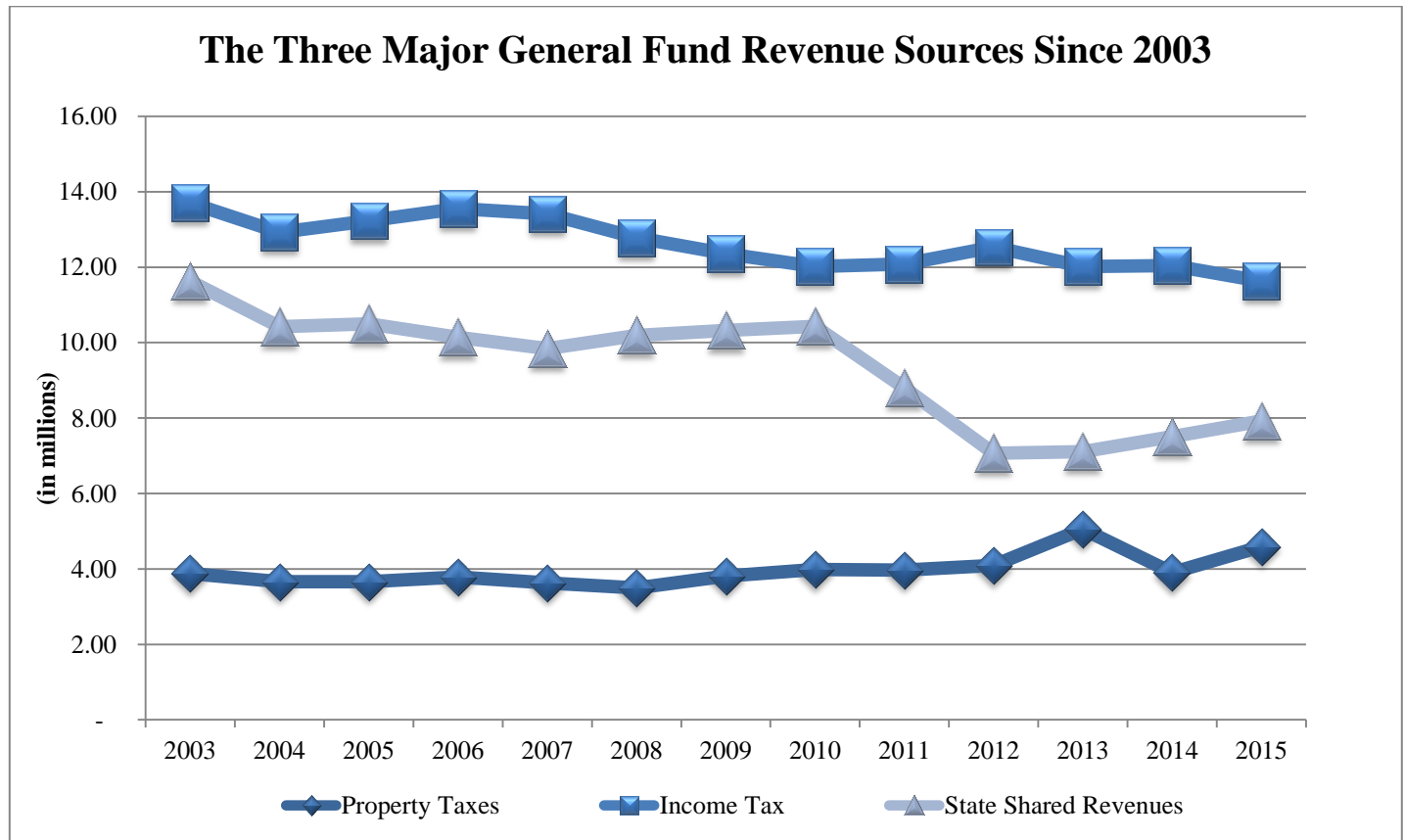
Other revenues decrease \$102,750, or -30% from 2014 budgeted levels. This includes miscellaneous revenues related to police department services, donations, and the sale of assets. These reductions are due in large part by the reduction in the funds anticipated to be received from Saginaw County for weed cutting, funds from the sale of fire arms, and the E-bay sales. These reductions will be slightly offset by the addition of the revenues for Google Advertising.

USE OF FUND EQUITY AND TRANSFERS

The 2014/2015 Approved Budget does not add to or use any of the General Fund reserves.

ANALYTICAL REVIEW:

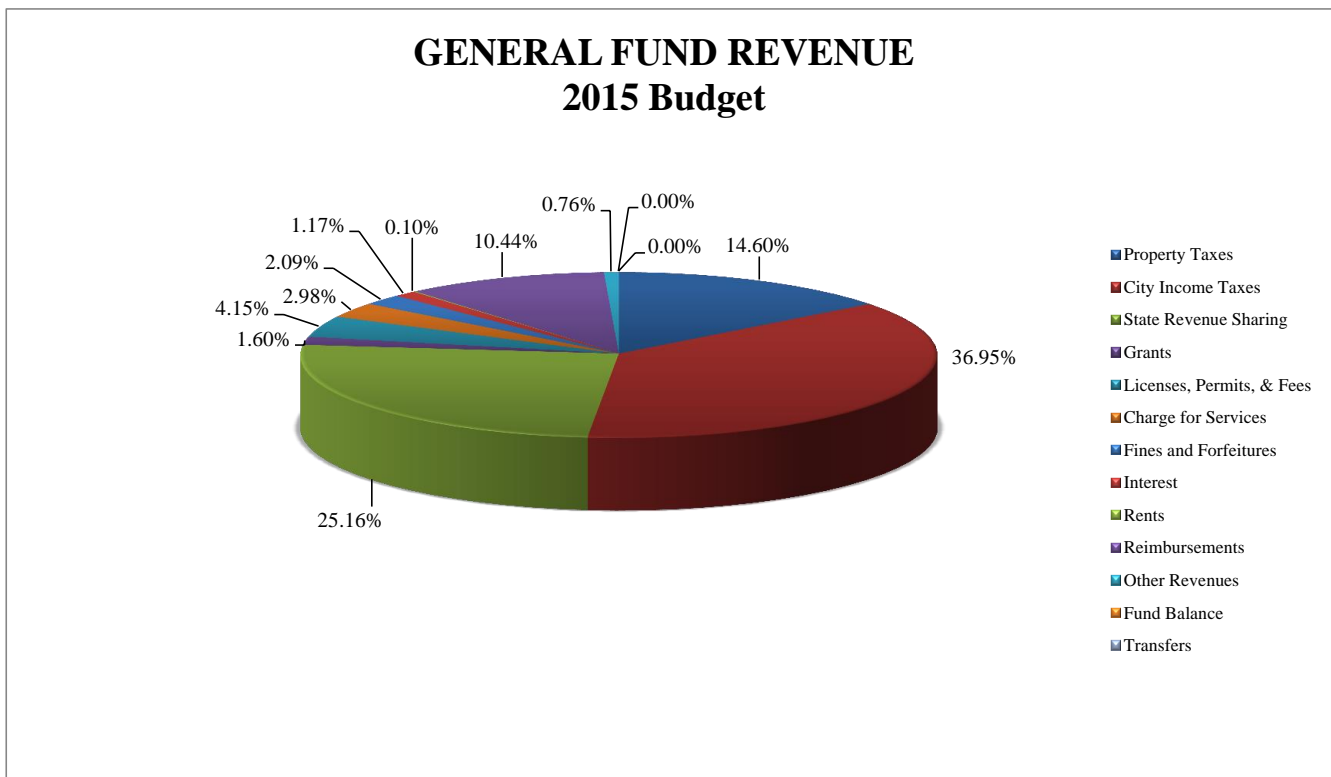
The three major revenue sources for the City of Saginaw are Property Taxes, Income Taxes, and State Shared Revenues. Listed below is a graphical representation of the history of these revenue sources from FY 2003 through the budgeted FY 2015.



The chart above reveals that the amount of revenues received from property taxes has changed little since 2003. 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 for FY 2015, 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 2015, 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 begin to reflect a downward trend.

**REVENUE ANALYSIS SUMMARY
2014/2015 APPROVED BUDGET**

	2011 Actual	2012 Actual	2013 Actual	2014 Approved Budget	2014 Adjusted Budget	2014 Projected	2015 Approved Budget
Property Taxes	3,189,209	4,095,342	3,239,993	3,900,259	3,704,124	3,776,719	4,593,973
City Income Taxes	12,235,713	12,533,025	12,257,420	12,043,027	11,943,027	11,882,364	11,626,000
State Revenue Sharing	8,986,376	7,074,369	7,417,862	7,512,647	7,773,669	7,674,721	7,918,839
Grants	2,016,153	1,488,446	473,936	540,000	594,129	411,618	503,000
Licenses, Permits, & Fees	1,370,806	1,363,915	1,398,717	1,301,131	1,351,669	1,239,091	1,305,549
Charge for Services	910,070	1,099,894	949,473	946,171	1,048,328	987,741	938,097
Fines and Forfeitures	259,924	415,207	518,396	668,000	629,521	520,088	658,700
Interest	467,977	435,175	345,679	398,000	416,027	334,245	368,000
Rents	22,512	32,109	30,851	32,000	32,000	30,479	32,000
Reimbursements	3,412,854	2,525,166	3,435,974	3,301,071	3,424,181	3,313,664	3,283,809
Other Revenues	446,674	267,050	578,935	342,537	863,668	608,574	239,787
Fund Balance	0	0	0	0	5,000	5,000	0
Transfers	2,492,500	826,384	1,622,249	0	0	0	0
TOTAL RESOURCES	35,810,768	32,156,082	32,269,485	30,984,843	31,785,343	30,784,304	31,467,754



**REVENUE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

	2011 Actual	2012 Actual	2013 Actual	2014 Approved Budget	2014 Adjusted Budget	2014 Projected	2015 Approved Budget
TAXES							
Real Property	3,003,018	2,959,035	2,986,027	2,945,510	2,945,510	2,994,707	2,889,207
Real Property - IFT	0	0	760	824	824	0	4,307
Refund of Capture	0	0	380	0	0	0	0
Personal Property	448,883	513,740	541,131	611,907	611,907	562,271	617,636
Personal Property - IFT	0	0	6,543	3,145	3,145	0	2,640
Personal Property - DPPT	2,069	71,604	12,244	51,397	51,397	19,144	40,000
Property Taxes, - PY Refunds	0	0	0	0	0	0	889,507
Property Taxes - Chargeback	(642,842)	(6,361)	(649,653)	(200,000)	(396,135)	(123,635)	(250,000)
Penalties & Interest	66,791	281,682	84,644	135,000	135,000	55,791	110,000
Tax Administration Fees	295,946	260,441	229,802	282,476	282,476	223,999	257,476
PROPERTY TAXES	3,173,865	4,080,141	3,211,878	3,830,259	3,634,124	3,732,277	4,560,773
Housing Commission	15,344	15,201	28,115	50,000	50,000	44,442	0
P.I.L.O.T. Taxes	0	0	0	0	0	0	33,200
Birch Park	0	0	0	20,000	20,000	0	
P. I. L. O. T. TAXES	15,344	15,201	28,115	70,000	70,000	44,442	33,200
TOTAL PROPERTY TAXES	3,189,209	4,095,342	3,239,993	3,900,259	3,704,124	3,776,719	4,593,973
City Income Taxes	11,295,505	11,524,993	11,287,013	11,051,000	10,951,000	10,951,000	10,651,000
Delinq City Income Tax	944,804	1,012,403	974,521	992,027	992,027	935,228	975,000
425 Agreement Refund	(4,596)	(4,371)	(4,114)	0	0	(3,864)	0
INCOME TAXES	12,235,713	12,533,025	12,257,420	12,043,027	11,943,027	11,882,364	11,626,000
TOTAL TAXES	15,424,922	16,628,367	15,497,413	15,943,286	15,647,151	15,659,083	16,219,973
INTERGOVERNMENTAL							
EVIP	0	3,374,214	3,615,231	3,615,228	3,789,404	3,789,405	3,905,091
Statutory	5,428,708	0	0	0	0	0	0
Constitutional	3,456,234	3,664,967	3,768,788	3,861,019	3,849,316	3,849,316	3,977,348
Liquor Licenses	35,085	35,188	33,843	36,400	36,400	36,000	36,400
State Grants	66,349	0	0	0	98,549	0	0
STATE SHARED REV.	8,986,376	7,074,369	7,417,862	7,512,647	7,773,669	7,674,721	7,918,839
FEMA	96,860	20,563	0	0	17,715	0	0
Homeland Security Training	712	27,241	6,948	0	0	0	0
Federal Grants	12,596	0	851	0	0	0	0
EECBG	208,252	274,621	50,701	0	0	0	0
HUD	340,021	289,133	0	0	0	49,808	0
State Fire Protection Grant					46,224	46,224	
Foundation Grant	0	0	0	0	5,190	4,190	0
Police Drug Overtime	120,044	171,029	87,406	40,000	25,000	2,089	3,000
Miscellaneous	315	0	0	0	0	0	0
Reimbursement/Medicare	1,237,353	705,859	328,030	500,000	500,000	309,307	500,000
GRANTS	2,016,153	1,488,446	473,936	540,000	594,129	411,618	503,000
TOTAL INTERGOV'TAL	11,002,529	8,562,815	7,891,798	8,052,647	8,367,798	8,086,339	8,421,839

**REVENUE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

	2011 Actual	2012 Actual	2013 Actual	2014 Approved Budget	2014 Adjusted Budget	2014 Projected	2015 Approved Budget
LICENSES, PERMITS & FEES							
Occupational	32,583	38,138	33,306	33,000	36,126	38,678	33,000
General Business License	83,655	81,650	76,750	80,000	80,000	70,770	80,000
TOTAL LICENSES	116,238	119,788	110,056	113,000	116,126	109,448	113,000
Housing Registration Fees	276,405	306,022	285,840	303,000	303,000	308,799	303,000
Building Permits	194,365	210,505	275,563	179,300	179,300	104,252	179,300
Electrical Permits	45,809	59,411	40,235	40,100	40,100	32,676	40,100
Mechanical Permits	97,128	49,171	49,251	44,200	44,200	43,047	44,200
Plumbing Permits	36,494	32,315	17,635	44,500	44,500	17,170	44,500
Demolition Permits	0	0	0	0	43,962	45,445	0
Sign Permits	2,075	3,125	2,600	0	0	4,250	0
Sidewalk Permits	0	3,140	0	0	0	0	0
Street Cut Permits	1,270	0	0	0	0	0	0
Curb Cut Permits	375	0	0	0	0	0	0
Fire Department Permits	114	150	300	700	700	150	250
Open Burn Permits	0	0	0	0	3,450	4,300	3,750
Barricade Permits	285	0	0	0	0	0	0
TOTAL PERMITS	654,320	663,839	671,424	611,800	659,212	560,089	615,100
Cable TV Franchise Fees	550,887	527,371	551,556	525,000	525,000	525,000	525,000
Cable TV PEG Fees	49,361	52,917	65,681	51,331	51,331	44,554	52,449
TOTAL FEES	600,248	580,288	617,237	576,331	576,331	569,554	577,449
TOTAL LIC./PERM/FEES	1,370,806	1,363,915	1,398,717	1,301,131	1,351,669	1,239,091	1,305,549
CHARGE FOR SERVICES							
Boot Removal Fee	0	0	12,915	100	7,425	9,095	10,000
Witness Fees	1,813	10,815	2,994	5,000	5,000	2,613	3,200
Board of Appeal Case Fees	50	0	0	0	0	0	0
Zoning Code Fees	7,385	6,300	5,705	6,000	6,000	2,895	6,000
Fire System Plan Review	125	625	1,250	700	700	3,670	700
Attorney Collections	0	0	17	0	0	0	0
Traffic Engineering	2,665	0	0	0	0	0	0
Fire False Alarm	400	3,725	25,782	6,500	12,098	12,098	4,400
Police False Alarm	38,356	24,375	24,263	20,000	20,000	10,688	15,000
Dog Registration Fees	4,400	12,830	2,250	2,500	2,500	1,970	2,500
Public Act 425	206,278	241,425	218,245	212,941	220,940	222,941	213,657
Police Billable Overtime	0	25,036	53,083	25,000	40,000	64,067	25,000
Police Dept PBT Charges	0	0	250	100	100	320	300
Special Events Services	43,859	38,101	0	36,000	58,683	64,239	45,000
Special Events Ojibway	3,320	0	10,050	10,000	10,000	12,640	10,000
Engineering Plans/Records	1,620	20	201	0	0	23	50
Fire Apparatus Testing	0	0	(311)	0	0	0	0
Sale of Junk	311	1,514	82	600	600	258	0
Construction Plan Review	0	0	0	0	1,888	1,889	0
Neighborhood Watch Signs	0	140	0	200	200	0	0
Traffic Signs	93	140	383	200	0	0	0
Election Services	11,110	44	164	90	90	510	90
Materials and Services	17,011	205,423	23,314	14,600	26,637	27,458	14,600
TOTAL GENERAL GOVT.	338,796	570,513	380,637	340,531	412,861	437,374	350,497

**REVENUE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

	2011 Actual	2012 Actual	2013 Actual	2014 Approved Budget	2014 Adjusted Budget	2014 Projected	2015 Approved Budget
Gun Registration Fees	1,695	2,070	1,860	1,600	1,600	580	1,600
Vehicle Storage Fees	0	0	3,668	30,000	30,000	18,627	30,000
Hazmat Clean Up Fees	5,584	16,297	9,254	15,000	31,913	43,626	30,000
Police Department	103,771	28,340	60,863	2,000	14,714	15,607	10,000
Fire Department	3,421	4,354	16,545	10,000	10,000	12,117	10,000
TOTAL POLICE & FIRE	114,471	51,061	92,190	58,600	88,227	90,557	81,600
Internment Services	264,421	268,931	267,585	318,724	318,724	251,365	270,000
Markers and Bases	32,141	42,948	26,919	44,860	44,860	31,637	27,000
Grave Spaces	94,064	93,869	110,126	102,480	102,480	110,734	112,000
Materials and Services	66,177	72,572	72,016	81,176	81,176	66,074	97,000
TOTAL CEMTERIES	456,803	478,320	476,646	547,240	547,240	459,810	506,000
TOTAL CHARGE SVC.	910,070	1,099,894	949,473	946,371	1,048,328	987,741	938,097
FINES & FORFEITURES							
Parking Ramp #1 Receipts	0	0	33,836	35,000	35,000	750	35,000
Parking Lot Receipts	0	0	119,212	135,000	135,000	119,037	135,000
Ordinance Fines	228,695	216,781	178,043	180,000	180,000	147,093	168,000
Parking Violation Fines	51	8	110,172	270,000	210,000	189,701	270,000
Civil Infractions	815	250	3,900	10,000	23,100	23,350	23,100
Parking Tickets - Police	0	0	51,188	3,000	11,421	12,244	3,000
Dog Fines (Civil Infraction)	0	900	0	2,000	2,000	0	2,000
Transfer Affidavit Fines	30,363	9,387	22,045	33,000	33,000	33,000	22,600
Penalties - City Clerk	0	0	0	0	0	(5,087)	0
Police Fines and Forfeiture	0	187,881	0	0	0	0	0
TOTAL FINES & FORFEIT.	259,924	415,207	518,396	668,000	629,521	520,088	658,700
INTEREST							
Andersen Loan	26,595	10,579	0	10,000	0	0	10,000
Interest on Investments	15,627	2,794	(13,469)	2,000	2,000	433	2,000
Interest on City Income Taxes	414,941	421,471	356,820	380,000	380,000	305,874	350,000
Interest on Spec Asmts	7,459	(1,915)	2	3,000	3,000	(1,828)	3,000
Interest and Penalties	31	0	44	0	28,027	27,922	0
Cemetery Int on Investments	3,324	2,246	2,282	3,000	3,000	1,844	3,000
TOTAL INTEREST	467,977	435,175	345,679	398,000	416,027	334,245	368,000
RENTS & PRIVILEGES							
Land and Building Rentals	22,512	32,109	30,851	32,000	32,000	30,479	32,000
TOTAL RENTS & PRIV.	22,512	32,109	30,851	32,000	32,000	30,479	32,000

**REVENUE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

	2011 Actual	2012 Actual	2013 Actual	2014 Approved Budget	2014 Adjusted Budget	2014 Projected	2015 Approved Budget
OTHER REVENUES							
City/Cty/School Liaison	10,000	5,000	0	0	0	0	0
Saginaw County	0	89,305	97,500	50,000	80,000	80,000	0
Riverfront Comm Donations	1,100	1,025	1,750	1,000	2,200	2,200	1,000
Google Advertising Revenue	0	0	0	0	2,750	3,507	2,750
Contributions	0	0	18,616	6,000	6,000	0	6,000
CONTRIBUTIONS	11,100	95,330	117,866	57,000	90,950	85,707	9,750
Sale of Land/Buildings	209,000	0	10,000	0	39,470	39,470	0
Sale of Property Items	10,050	0	28,959	20,000	20,000	0	0
Sale of Property - Fire	0	1,059	2,525	2,000	2,000	6,555	2,000
SALES OF PROPERTY	219,050	1,059	41,484	22,000	61,470	46,025	2,000
Sale of Firearms	23,977	0	5,375	4,000	4,000	0	0
Special Assessments	118,916	(25,416)	157,885	150,000	150,000	15,688	150,000
TOTAL SPECIAL ASSESS.	142,893	(25,416)	163,260	154,000	154,000	15,688	150,000
Surplus Receipts	18,556	47,944	1,006	20,000	20,000	5,497	20,000
Demolition Contracts	53,816	105,048	35,805	50,000	50,000	25	0
Install Contract Proceeds	0	0	0	0	330,490	330,490	0
Gain/Loss on Equipment	195	0	0	0	0	0	0
Cash Over and Short	(9,197)	361	(856)	3,000	3,000	(265)	3,000
Smoke Detectors	0	2,560	100	0	96,000	66,026	0
Donations	0	0	0	0	0	2,280	0
Police Donations	0	18,010	5	0	2,000	6,005	0
Fire Donations	700	0	250	1,000	1,000	100	500
Encroachment	0	0	0	4,000	4,000	363	4,000
Pawn Shop	9,390	13,782	34,746	24,000	24,000	18,695	24,000
Board Ups	0	0	19,812	0	19,221	22,551	19,000
Detachment	0	8,172	7,287	7,287	7,287	7,287	7,287
TOTAL SURPLUS RECEIPT	73,460	195,877	98,155	109,287	556,998	459,054	77,787
Indirect Costs	3,015,783	2,304,995	2,851,425	2,984,489	2,984,489	2,984,489	2,671,701
Adminstration Fee	0	0	328,281	0	0	(9)	0
Weed and Seed Admin	15,700	0	0	0	0	0	0
Insurance Proceeds	82	0	0	0	5,300	0	0
Insurance Premiums	7,157	13,158	27,313	14,500	43,214	42,556	14,500
Reimbursements	88,071	24,986	41,699	30,000	119,096	32,046	330,385
Saginaw Housing Comm	155,932	136,527	147,256	214,582	214,582	214,582	212,223
Demolition - FS & ES Indirect	84,912	0	0	0	0	0	0
Pagers/Cell Phones	371	0	0	0	0	0	0
Inspections	40,677	45,500	40,000	57,500	57,500	40,000	55,000
Traffic Engineeering	4,169	0	0	0	0	0	0
TOTAL REIMBURSEMENTS	3,412,854	2,525,166	3,435,974	3,301,071	3,424,181	3,313,664	3,283,809

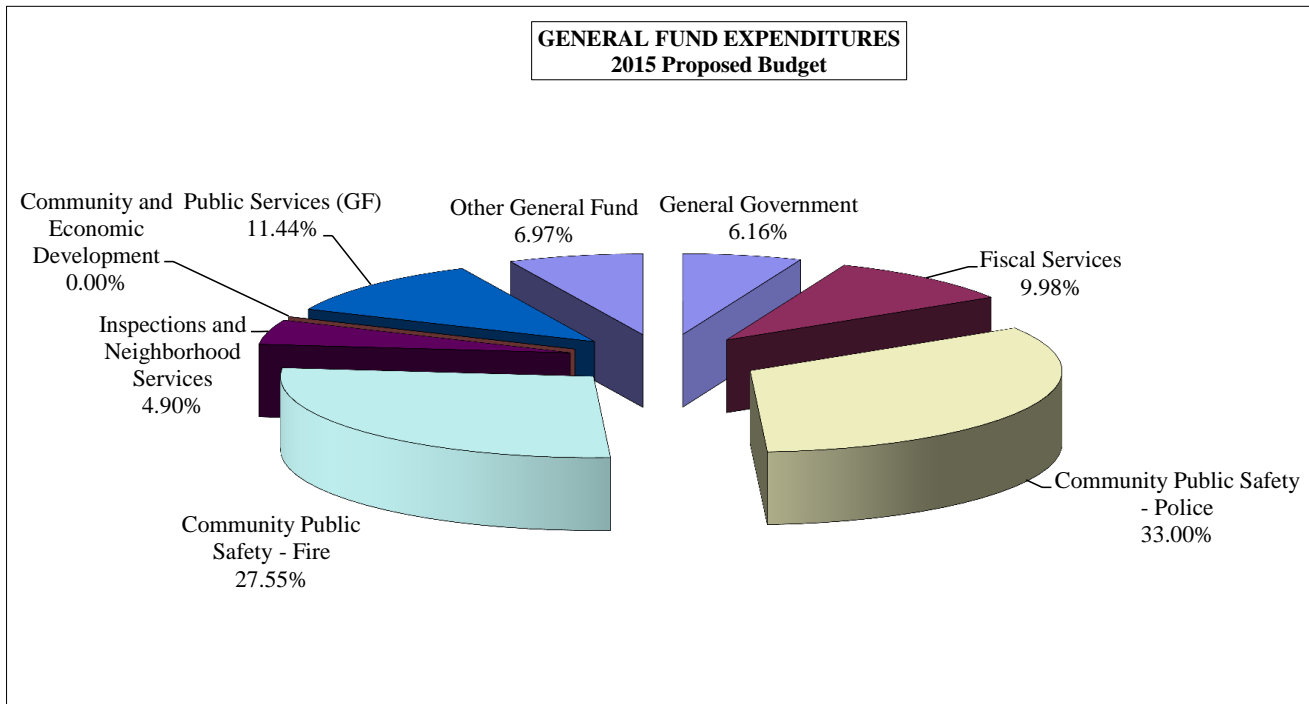
**REVENUE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

	2011 Actual	2012 Actual	2013 Actual	2014 Approved Budget	2014 Adjusted Budget	2014 Projected	2015 Approved Budget
Police Dept Services	170	170	300	250	250	2,100	250
TOTAL PUB. SAFETY FEE	170	170	300	250	250	2,100	250
Gain/Loss on Investment	0	30	0	0	0	0	0
TOTAL G/L ON INVEST.	0	30	0	0	0	0	0
TOTAL OTHER REVENUE	3,859,527	2,792,216	3,857,039	3,643,608	4,287,849	3,922,238	3,523,596
Decrease in Fund Equity	0	0	157,870	0	5,000	5,000	0
TOTAL FUND EQUITY	0	0	157,870	0	5,000	5,000	0
Community Dev. Block Grant	0	0	0	0	0	0	0
Weed and Seed	14,200	0	0	0	0	0	0
Capital Projects			102,249				
Transfer from Other Funds	0	0	1,520,000	0	0	0	0
Insurance Fund	2,478,300	701,700	0	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	124,684	0	0	0	0	0
TOTAL TRANSFERS	2,492,500	826,384	1,622,249	0	0	0	0
TOTAL GENERAL FUND	35,810,767	32,156,082	32,269,485	30,985,043	31,785,343	30,784,304	31,467,754

**GENERAL FUND EXPENDITURES
BY DEPARTMENT AND CATEGORY
2014/2015 APPROVED BUDGET**

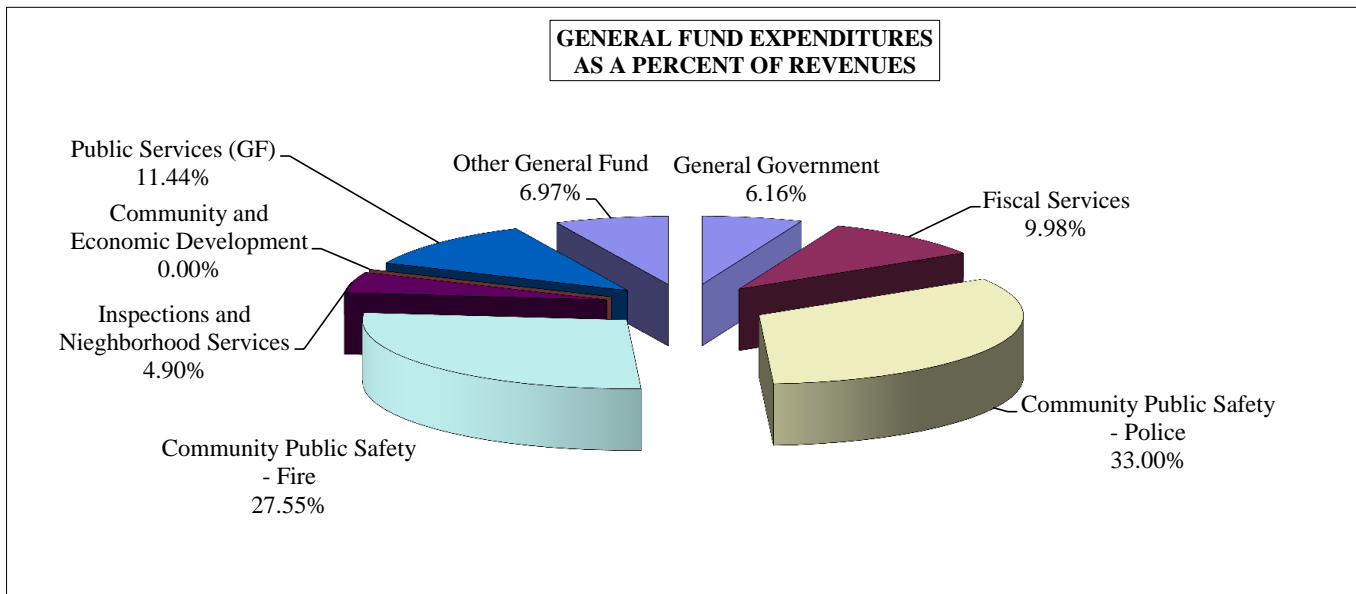
	2011 Actual	2012 Actual	2013 Actual	2014 Approved Budget	2014 Adjusted Budget	2014 Projected	2015 Approved Budget
General Government	2,132,472	2,027,002	1,709,175	1,842,646	1,851,429	1,648,005	1,937,512
Fiscal Services	2,379,051	2,656,934	2,699,145	3,038,281	3,043,261	2,914,865	3,140,509
Community Public Safety - Police	13,216,981	12,728,830	12,662,236	10,586,362	10,579,954	10,125,231	10,382,868
Community Public Safety - Fire	9,101,445	9,319,436	8,174,390	8,135,868	8,567,337	7,886,676	8,670,788
Inspections and Neighborhood Services	0	0	1,042,307	1,212,360	1,194,605	1,085,115	1,541,838
Community and Economic Development	1,537,247	1,350,083	282,620	310,180	394,560	433,720	0
Public Services (GF)	3,097,397	3,403,877	3,098,969	3,113,533	3,317,019	3,128,241	3,601,061
Other General Fund	3,986,695	3,363,071	3,312,348	2,745,613	2,837,178	2,824,931	2,193,178
TOTAL GENERAL FUND	35,451,288	34,849,233	32,981,190	30,984,843	31,785,343	30,046,784	31,467,754

Personnel Services	27,638,593	27,607,363	26,638,227	24,910,962	24,365,730	24,096,075	24,835,768
Operating Expenses	5,849,373	6,152,860	5,363,762	5,670,397	6,509,104	5,437,303	6,072,076
Capital Outlay	438,365	292,026	171,383	2,300	464,927	75,106	2,500
Miscellaneous	1,524,957	796,984	807,818	401,184	445,582	438,299	557,410
TOTAL GENERAL FUND	35,451,288	34,849,233	32,981,190	30,984,843	31,785,343	30,046,784	31,467,754



**GENERAL FUND REVENUES AND EXPENDITURES
2014/2015 APPROVED BUDGET**

	2011 Actual	2012 Actual	2013 Actual	2014 Approved Budget	2014 Adjusted Budget	2014 Projected	2015 Approved Budget
Property Taxes	3,189,209	4,095,342	3,239,993	3,900,259	3,704,124	3,776,719	4,593,973
City Income Taxes	12,235,713	12,533,025	12,257,420	12,043,027	11,943,027	11,882,364	11,626,000
State Revenue Sharing	8,986,376	7,074,369	7,417,862	7,512,647	7,773,669	7,674,721	7,918,839
Grants	2,016,153	1,488,446	473,936	540,000	594,129	411,618	503,000
Licenses, Permits, & Fees	1,370,806	1,363,915	1,398,717	1,301,131	1,351,669	1,239,091	1,305,549
Charge for Services	910,070	1,099,754	949,473	946,171	1,048,328	987,741	938,097
Fines and Forfeitures	259,924	415,207	518,396	668,000	629,521	520,088	658,700
Interest	467,977	435,175	345,679	398,000	416,027	334,245	368,000
Rents	22,512	32,109	30,851	32,000	32,000	30,479	32,000
Reimbursements	3,412,854	2,525,166	3,435,974	3,301,071	3,424,181	3,313,664	3,283,809
Other Revenues	446,674	267,050	578,935	342,537	863,668	608,574	239,787
Fund Balance	0	0	0	0	5,000	5,000	0
Transfers	2,492,500	826,384	1,622,249	0	0	0	0
TOTAL RESOURCES	35,810,768	32,155,942	32,269,485	30,984,843	31,785,343	30,784,304	31,467,754
General Government	2,132,472	2,027,002	1,709,175	1,842,646	1,851,429	1,648,005	1,937,512
Fiscal Services	2,379,051	2,656,934	2,699,145	3,038,281	3,043,261	2,914,865	3,140,509
Community Public Safety - Police	13,216,981	12,728,830	12,662,236	10,586,362	10,579,954	10,125,231	10,382,868
Community Public Safety - Fire	9,101,445	9,319,436	8,174,390	8,135,868	8,567,337	7,886,676	8,670,788
Inspections and Neighborhood Services	0	0	1,042,307	1,212,360	1,194,605	1,085,115	1,541,838
Community and Economic Development	1,537,247	1,350,083	282,620	310,180	394,560	433,720	0
Public Services (GF)	3,097,397	3,403,877	3,098,969	3,113,533	3,317,019	3,128,241	3,601,061
Other General Fund	3,986,695	3,363,071	3,312,348	2,745,613	2,837,178	2,824,931	2,193,178
TOTAL APPROPRIATION	35,451,288	34,849,233	32,981,190	30,984,843	31,785,343	30,046,784	31,467,754



GENERAL FUND APPROPRIATIONS

GENERAL GOVERNMENT

DEPARTMENT OF FISCAL SERVICES

COMMUNITY PUBLIC SAFETY - POLICE

COMMUNITY PUBLIC SAFETY - POLICE

INSPECTIONS AND NEIGHBORHOOD SERVICES

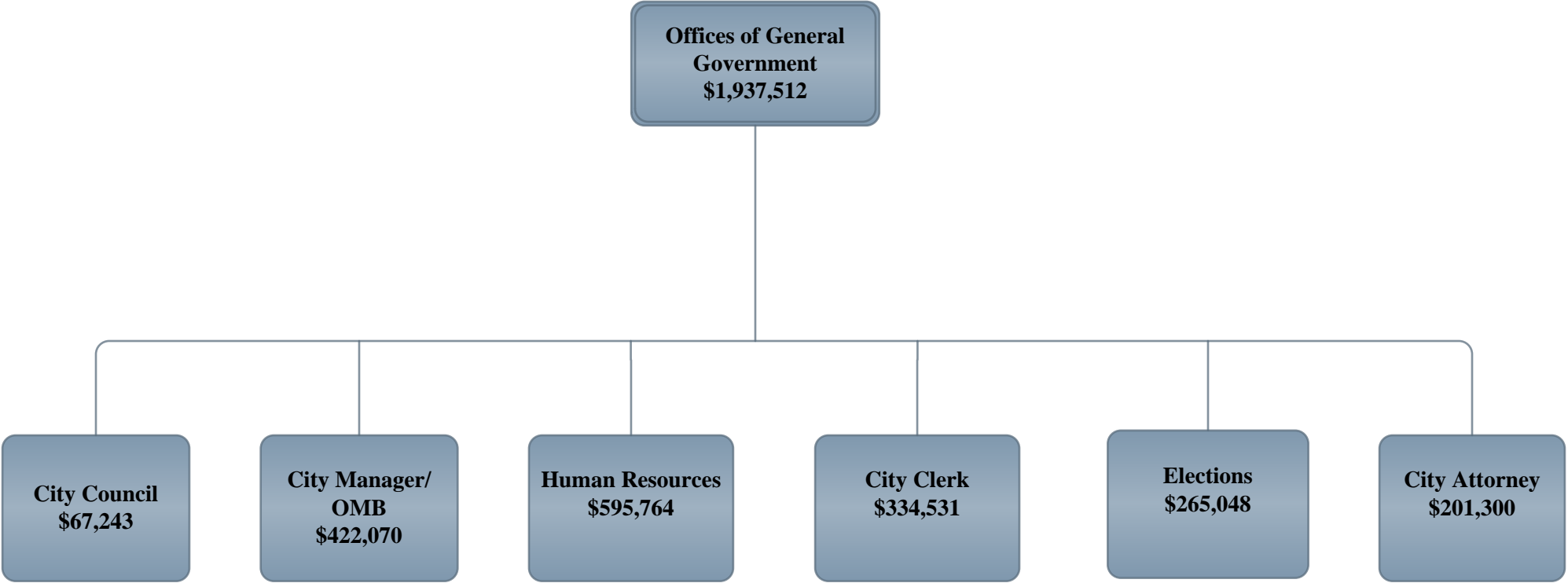
DEPARTMENT OF PUBLIC SERVICES

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 \$51,556. This division is represented under the Department of Technical Services. The total 2015 Approved Budget for the Offices of General Government is \$1,937,512.

THE OFFICES OF GENERAL GOVERNMENT

EXPENDITURE BUDGET SUMMARY

The Offices of General Government is expected to increase \$94,866, or 5.15% from the FY 2014 approved budgeted levels. The largest increase is realized in ***Personnel Services*** of \$61,779, or 5.01%. This increase is due largely to MERS pension obligation which will be 18% higher than the previous fiscal year. In addition, all fringe benefit cost have increased in FY 2015. Additionally, in the Office of the City Clerk .05 of the City Clerk, .10 of the Deputy City Clerk and .25 of the Skilled Clerical are reallocated to the Elections division. This shift is slightly offset by the reallocation of .25 of the Office Assistant II from Elections to the Office of the City Clerk. *(The personnel complement changes are listed in detail under Summary of Positions.)*

Operating Expenses are expected to increase \$32,887, or 5.42% from FY 2014 Approved Budget. The City Council division increases approximately \$344. This increase is realized in office supplies, parts and supplies, and information management charges. The Office of the City Manager is projected to decrease \$3,739 from FY 2014. This reduction is primarily associated with the

elimination of the fleet charges and the cost of fuel. This reduction is offset by an increase cost for general liability insurance, information charges, and operating services for the new copy machine. In FY 2015, the Office of Employee Services is renamed to Human Resources. In addition, this office increases its total operating expenses by \$2,563. This is attributable to increases to information management charges, general liability insurance, and telephone costs. In the Office of the City Clerk, operating expenses decrease \$3,796 from the previous fiscal year. The majority of this reduction is realized in information management charges due to the reallocation of staff to the Election division. The Election division's budget reflects the largest increase in FY 2015, as there are two elections – August and November. The City Attorney's budget remains the same as FY 2014.

Capital Outlay is \$2,500 in FY 2015. The SGTV allocates funds for the purchase of additional equipment for council chambers. This cost is offset by revenues for this operation.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
0101 City Council	42,535	47,069	48,885	66,767	66,767	52,054	67,243
0105 City/School Liaison	5,000	1,993	1,247	0	5,000	5,000	0
1710 Office of the City Manager	389,151	412,201	395,503	425,809	428,209	383,012	422,070
1711 SGTV	40,650	44,461	55,978	50,511	50,511	47,216	51,556
1725 Human Resources	528,355	461,253	507,304	566,699	568,082	527,895	595,764
1730 City Clerk's Office	298,823	347,348	306,480	322,798	322,798	290,925	334,531
1731 Elections	243,248	240,839	229,054	208,762	208,762	185,295	265,048
1734 City Attorney's Office	584,710	471,838	164,724	201,300	201,300	156,608	201,300
Total Expenditures	2,132,472	2,027,002	1,709,175	1,842,646	1,851,429	1,648,005	1,937,512

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	1,492,108	1,442,242	1,154,617	1,233,270	1,233,270	1,164,058	1,295,049
Operating Expenses	645,155	582,658	536,486	607,076	615,859	483,946	639,963
Capital Outlay	209	2,102	18,072	2,300	2,300	0	2,500
Total Expenditures	2,137,472	2,027,002	1,709,175	1,842,646	1,851,429	1,648,005	1,937,512

SUMMARY OF POSITIONS

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
City Council	9.00	9.00	9.20	9.20	9.20	9.20	9.20
Office of the City Manager	2.90	2.85	2.95	2.95	2.95	2.95	2.95
SGTV	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources	3.95	3.55	3.55	3.80	3.80	3.80	3.80
City Clerk's Office	3.30	3.30	3.30	3.05	3.05	3.05	2.90
Elections	2.70	3.70	4.70	3.65	3.65	3.65	4.80
City Attorney's Office	3.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions	25.85	23.40	24.70	23.65	23.65	23.65	24.65

The total Offices of General Government is projected to be 24.65 employees for the FY 2014/2015 budget. This represents a 1.00 increase in staffing. This is attributable to the addition of the Election division’s part time secretary, now known as Election Assistant, for the August and November elections. Additionally, in the Office of the City Clerk .05 of the City Clerk, .10 of the Deputy City Clerk and .25 of the Skilled Clerical is reallocated to the Elections division. This shift is slightly offset by the reallocation of .25 of the Office Assistant II from Elections to the Office of the City Clerk.


Performance Measures/Metrics: Offices of General Government:

SGTV – (summary of services)

The SGTV Division uses technology applications and software to provide audio/visual, 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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Increase the number of collaborative projects with city departments	7	9	7	10	10

Explanation of variances:

 The key performance indicator for “increase the number of collaborative projects with city departments” reflects to be fully achieved. This is due to the City begun to do the “City in 60”, which runs every other month.

Human Resources – (summary of services)

Human Resources 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 increase and/or limits.

Key Performance Indicator	FY 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percentage of positions filled with highly qualified candidates within 75 business days of the announcement closing	85%	97.56%	90%	90%	90%
Process all enrollment changes within 30 business days of notification from employee	100%	100%	100%	100%	100%

The key performance indicator of “percentage of positions filled with highly qualified candidates within 75 business days of the announcement closing reflects to have exceeded the goal of 85%. This is due to the fact that there were no jobs that posed any unusual issues like job description revision, test rewrites, etc that could have delayed the process.

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of proposed minutes made available to the public within 8 business days after the meeting	70%	86%	75%	75%	75%
% of past due notices for licensing and registration mailed w/in 30 business days of violation	60%	100%	80%	80%	80%

Explanation of variances:

The minute format was amended in 2012 from a verbatim format to a required information format. This has reduced the amount of preparation time for drafting the minutes and provides efficiency in having the minutes available to the public within the 8-day requirement per the Open Meetings Act.

The transition from H.T.E to the BS&A system has provided capabilities to purge records and to print invoices in a batch rather than individually. Therefore, shorter preparation time enables the department the opportunity to meet and/or exceed our goal.


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 2014 Goal	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of precincts without errors as noted by the Receiving Board	55%	52%	60%	60%	60%

Explanation of variances:


 The history of Election Inspectors for the City of Saginaw has a high turnover. The City Clerk conducts a continuous recruitment effort by outreach in the community and surrounding area. The training and learning curve of new Election Inspectors in the performance at the precinct.


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 2014 Goal	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 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	50 weekly meeting	39 weekly meetings	40 weekly meetings	40 weekly meetings	40 weekly meetings
Provide initial review of all legal requests (including contracts) within five (5) business days	90%	100%	90%	95%	95%
Provide response to all legal requests (including contracts) by the designated due date	95%	90%	95%	95%	95%

Explanation of variances:

 The LLAT maintains oversight of the provision of legal services primarily by meeting regularly. However, meetings are schedule every Monday and there have been times when holidays fall on Mondays and when vacations or schedules conflict. Because of these circumstances, the LLAT meet 39 times in FY 2014, eleven fewer than the goal of holding 50 meetings per year. The new goal for FY 2015 and forward will be for the LLAT to meet 40 times per year. This allows for scheduling conflicts and holidays. Also, when necessary, the LLAT can convene on short notice.

 The City Attorney initially reviewed legal requests within the five (5) business day goal 100% of the time in FY 2014, though deadlines designated by the departments were met at a 90% rate, 5% short of the target. Legal deadlines are first priority and whether or not the requested due date was met, initial contact by the City Attorney to the requesting party is virtually always made within five (5) business days and most often within a day or two. That initial communication provides the City Attorney and department to discuss the matter in more detail, which at times may result in a verbal agreement to a new deadline, which may not be reflected in the initial due date proposed by the department. We will maintain the goal of responding within the requested due date at a 95% rate, but with the understanding that sometimes the requested due date gets adjusted by mutual agreement.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2014/2015 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
2014/2015 APPROVED BUDGET**

101-0101 City Council

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	18,045	Council Members	9.00	13,469
Overtime	0	Admin Support Clerk (PT)	0.20	4,576
Fringe Benefits	6,586			
		Total Personnel	<u>9.20</u>	<u>18,045</u>
TOTAL	<u>24,631</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	600	FICA		1,380
Internal Services	1,312	Healthcare Benefits - Active		5,206
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	5,000	Pension		0
Maintenance Fees	1,200			
Other Contracted Fees	34,500	Total Fringe Benefits		<u>6,586</u>
TOTAL	<u>42,612</u>			
		TOTAL	<u>9.20</u>	<u>24,631</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>67,243</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-1710 City Manager/OMB

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	196,153	City Manager	1.00	110,000
Overtime	500	Assistant to City Manager/ Budget Administrator	0.15	11,529
Fringe Benefits	164,454	Executive Assistant/ Public Information Officer	1.00	56,320
TOTAL	361,107	Admin Support Clerk (PT)	0.80	18,304
OPERATING EXPENSES		Total Personnel	2.95	196,153
Supplies	2,800			
Internal Services	21,908	Overtime		500
Other Services				
Professional Fees	16,005	FICA		15,503
Maintenance Fees	5,550	Healthcare Benefits - Active		33,535
Other Contracted Fees	14,700	Healthcare Benefits - Retirees		0
TOTAL	60,963	Pension		115,416
		Total Fringe Benefits		164,454
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	2.95	361,107
TOTAL APPROPRIATION	422,070			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-1711 SGTV

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	29,536	SGTV Program Coordinator	1.00	29,536
Overtime	0			
Fringe Benefits	12,832	Total Personnel	<u>1.00</u>	<u>29,536</u>
TOTAL	<u>42,368</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		428
Supplies	1,000	Healthcare Benefits - Active		11,296
Internal Services	4,388	Healthcare Benefits - Retirees		0
Other Services		Pension		1,108
Professional Fees	600	Total Fringe Benefits		<u>12,832</u>
Maintenance Fees	600			
Other Contracted Fees	100			
TOTAL	<u>6,688</u>	TOTAL	<u>1.00</u>	<u>42,368</u>
CAPITAL OUTLAY	2,500			
TOTAL	<u>2,500</u>			
TOTAL APPROPRIATION	<u><u>51,556</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-1725 Human Resources

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	219,343	Director of Human Resources	1.00	92,233
Overtime	0	Asst. Human Resources Dir.	0.55	34,188
Fringe Benefits	207,326	Benefits Coordinator	1.00	54,096
		Administrative Assistant I	0.40	19,378
		Human Resources Support Staff (PT)	0.85	19,448
TOTAL	426,669			
OPERATING EXPENSES		Total Personnel	3.80	219,343
Supplies	3,500			
Internal Services	24,319	Overtime		0
Other Services				
Professional Fees	121,996			
Maintenance Fees	5,096	FICA		16,885
Other Contracted Fees	14,184	Healthcare Benefits - Active		45,274
		Healthcare Benefits - Retirees		0
		Pension		145,167
TOTAL	169,095			
CAPITAL OUTLAY		Total Fringe Benefits		207,326
	0			
TOTAL	0	TOTAL	3.80	426,669
TOTAL APPROPRIATION	595,764			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-1730 City Clerk

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	126,145	City Clerk	0.55	42,519
Overtime	0	Deputy City Clerk	0.50	29,533
Fringe Benefits	146,068	Office Assistant III	0.85	31,485
		Office Assistant II	0.50	14,236
		Skilled Clerical (PT)	0.50	8,372
TOTAL	272,213			
		Total Personnel	2.90	126,145
OPERATING EXPENSES				
Supplies	3,000	Overtime		0
Internal Services	29,491			
Other Services				
Professional Fees	18,347	FICA		9,901
Maintenance Fees	9,650	Healthcare Benefits - Active		22,287
Other Contracted Fees	1,830	Healthcare Benefits - Retirees		0
		Pension		113,880
TOTAL	62,318			
		Total Fringe Benefits		146,068
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	2.90	272,213
TOTAL APPROPRIATION	334,531			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-1731 Elections

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	78,068	City Clerk	0.30	23,192
Overtime	8,000	Deputy City Clerk	0.35	20,501
Fringe Benefits	81,993	Office Assistant III	0.15	5,556
		Office Assistant II	0.50	14,237
TOTAL	168,061	Skilled Clerical (PT)	0.50	8,372
		Election Asst (Temp)	3.00	6,210
OPERATING EXPENSES		Total Personnel	4.80	78,068
Supplies	4,172			
Internal Services	22,590	Overtime		8,000
Other Services				
Professional Fees	58,032	FICA		6,688
Maintenance Fees	10,863	Healthcare Benefits - Active		13,844
Other Contracted Fees	1,330	Healthcare Benefits - Retirees		0
TOTAL	96,987	Pension		61,461
		Total Fringe Benefits		81,993
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	4.80	168,061
TOTAL APPROPRIATION	265,048			

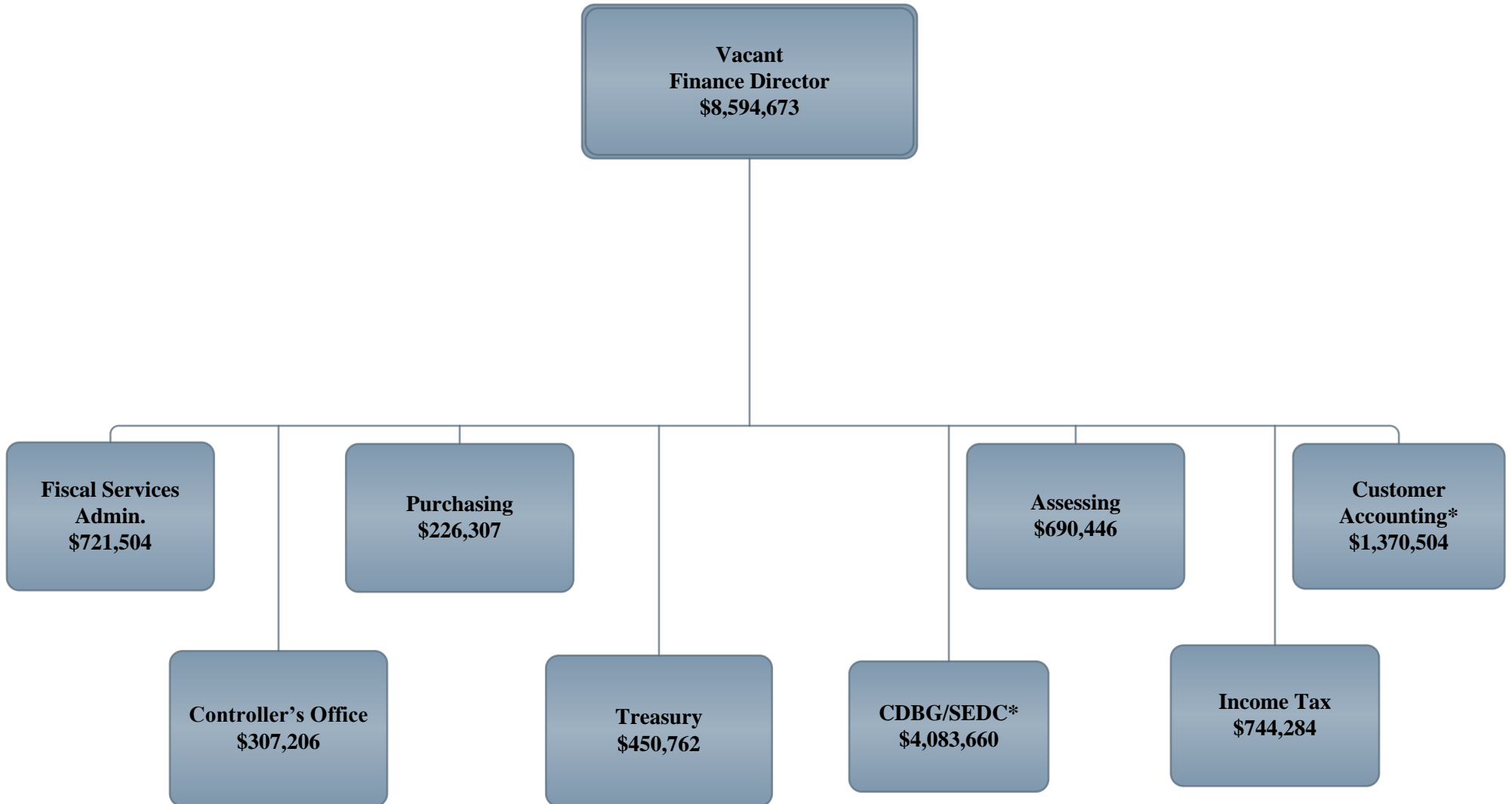




DEPARTMENT OF FISCAL SERVICES

CITY OF SAGINAW

DEPARTMENT OF FISCAL SERVICES



**Customer Accounting is budgeted in the Water and Sewer Operation and Maintenance Funds. In addition, Community Development Block Grant and Saginaw Economic Development Corporation are budgeted under Special Revenue Funds.*

DEPARTMENT OF FISCAL SERVICES

EXPENDITURE BUDGET SUMMARY

The Department of Fiscal Services increase by \$102,228 or 3.36% from the FY 2014 approved budgeted levels. The largest increase to this department will be realized in *Personnel Services*. This is primarily associated with the increase cost of all fringe benefits as well as an 18% increase to the MERS pension obligation from the previous year. To offset this increase is the elimination of the Deputy City Manager/CFO position due to the promotion of the previous incumbent. The savings in the Deputy City Manager/CFO will be partially offset with the addition of a Finance Director for a portion of the fiscal year. *Operating Expenses* are expected to decrease \$19,719, or -2.25% from FY 2014 Approved Budget. The majority of this decrease is directly related to a \$26,950 reduction in professional services in the

Administration division. In previous fiscal year, the budget had funds allocated for technology upgrades. However, due to reductions to General Fund revenues, these projects have been eliminated. Furthermore, the Treasury division will decrease \$7,399 from the previous year. This is a direct result of reductions in office supplies, operating services, service fees and information management charges. Both divisions' reductions will be offset by increases to general liability insurance premiums by 10%. Furthermore, the Administration division realizes an increase to operating services for the addition of a RIOCH printer for the Office of Management and Budget as well as information management charges. No *Capital Outlay* purchases are budgeted in the Department of Fiscal Services for FY 2015.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1740 Administration	477,223	578,922	634,865	729,619	734,382	687,222	721,504
1741 City Controller	298,388	325,658	315,616	302,627	302,627	272,898	307,206
1742 Purchasing	168,464	180,143	187,167	210,877	210,877	209,895	226,307
1743 Treasury	365,434	428,364	418,065	463,315	463,532	424,071	450,762
1744 Assessor	554,939	556,444	537,304	646,880	646,880	637,286	690,446
1745 Income Tax	514,603	587,195	606,119	684,963	684,963	683,493	744,284
Total Expenditures	2,379,051	2,656,726	2,699,146	3,038,281	3,043,261	2,914,865	3,140,509

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	1,705,850	1,955,576	1,996,432	2,265,036	2,270,105	2,233,396	2,386,983
Operating Expenses	671,387	701,150	701,879	773,245	772,689	681,004	753,526
Capital Outlay	1,814	0	835	0	467	465	0
Total Expenditures	2,379,051	2,656,726	2,699,146	3,038,281	3,043,261	2,914,865	3,140,509

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Administration	4.60	5.35	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	29.10	29.85	29.85	29.85	29.85	29.85	29.85

The General Fund’s Department of Fiscal Services will remain the same in FY 2015 at 29.85 FTE.


Performance Measures/Metrics: Fiscal Services:

Administration – (summary of services)

Fiscal Services Administration develops 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 2014 Goal	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Increase the City’s GFOA Distinguished Budget Award Rating to 3.5 in each area	3.40	3.33	3.40	3.40	3.40
% of budget to actual reports completed w/in 10 business days of the period closing	85%	91%	90%	90%	95%
Percentage of General Fund Revenues and Expenditures projections to adjusted budget	94%	96%	94%	95%	95%

Explanation of variances:

 The key performance indicator to “increase the City’s GFOA Distinguished Budget Award Rating to 3.5 in each area” reflects to be mostly achieved when compared to the 2014 goal of 3.40. The Office of Management and Budget plans to continue addressing the concerns outlined by the reviewers as it relates to the budget document being a policy document and financial plan. These concerns have been addressed in the 2015 budget.

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of month-end closes completed by target date	91%	100%	91%	91%	91%
Percent of correcting accounting entries to total accounting entries	5%	5%	5%	5%	5%

Explanation of variances:

The Controller’s Office was full able to achieve the “percent of month-end closed completed by target date”. This was possible due to the fact that the City moved to a new enterprise system.

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Increase the percentage of city bids posted on joint venture procurement websites (MITN)	100%	100%	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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Send out NSF notifications to customers within 5 business days of receiving the notice from the bank	85%	87%	85%	87%	90%

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Review 25% of real property w/in the city per year	5,000	5,591	5,000	6,000	6,000

Explanation of variances:

 This key performance indicator exceeded the 2014 goal by 591. This is due to an aggressive approach to inspecting commercial properties for the commercial reappraisal.

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Total collection of delinquent income taxes as a percentage of total income tax revenue	11%	10.5%	11%	11%	11%
Increase the number of income tax warrant files completed	5%	6.5%	5%	5%	5%

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Decrease the number of days between meter reads and billing by 30%	7 days	7 days	5 days	5 days	5 days

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2014/2015 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
2014/2015 APPROVED BUDGET**

101-1740 Fiscal Services Administration

Allocation Plan		Postion Control	
		JOB CLASSIFICATION	2014/ 2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	270,826	Finance Director	0.50 21,256
Overtime	800	Assistant to City Manager/ Budget Administrator	0.85 65,332
Fringe Benefits	341,942	Administrative Analyst	1.00 49,457
TOTAL	613,568	Payroll Specialist	1.00 46,079
		Acct Payable Coordinator	1.00 40,239
		Collections Specialist	1.00 48,463
OPERATING EXPENSES		Total Personnel	5.35 270,826
Supplies	4,050	Overtime	800
Internal Services	46,838	FICA	20,780
Other Services		Healthcare Benefits - Active	66,105
Professional Fees	44,964	Healthcare Benefits - Retirees	0
Maintenance Fees	8,382	Pension	255,057
Other Contracted Fees	3,702	Total Fringe Benefits	341,942
TOTAL	107,936		
CAPITAL OUTLAY	0	TOTAL	5.35 613,568
TOTAL	0		
TOTAL APPROPRIATION	721,504		

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-1742 Purchasing

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	94,432	Purchasing Officer	1.00	54,982
Overtime	0	Purchasing Assistant	1.00	39,450
Fringe Benefits	114,555			
		Total Personnel	2.00	94,432
TOTAL	208,987			
		Overtime		0
OPERATING EXPENSES				
Supplies	400	FICA		7,415
Internal Services	12,547	Healthcare Benefits - Active		11,837
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	2,598	Pension		95,303
Maintenance Fees	1,100			
Other Contracted Fees	675	Total Fringe Benefits		114,555
TOTAL	17,320			
		TOTAL	2.00	208,987
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	226,307			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-1743 Treasury

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	141,049	Finance Director	0.50	21,256
Overtime	0	Deputy Treasurer	1.00	59,454
Fringe Benefits	213,565	Office Assistant III	1.00	37,608
		Customer Serv. Coord.	0.25	7,528
		Customer Serv. Rep. IV	0.50	15,203
TOTAL	354,614	Total Personnel	3.25	141,049
OPERATING EXPENSES				
Supplies	7,200	Overtime		0
Internal Services	45,080			
Other Services				
Professional Fees	4,324	FICA		10,790
Maintenance Fees	34,828	Healthcare Benefits - Active		48,852
Other Contracted Fees	4,716	Healthcare Benefits - Retirees		0
		Pension		153,923
TOTAL	96,148	Total Fringe Benefits		213,565
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	3.25	354,614
TOTAL APPROPRIATION	450,762			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-1744 Assessor

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	275,490	City Assessor	1.00	74,969
Overtime	200	Property Appraiser III	2.00	103,422
Fringe Benefits	310,807	Property Appraiser II	1.00	46,021
		Assessing Technician	1.00	33,970
		Skilled Clerical (PT)	1.00	17,108
TOTAL	586,497	Total Personnel	6.00	275,490
OPERATING EXPENSES				
Supplies	3,450	Overtime		200
Internal Services	65,113			
Other Services				
Professional Fees	5,327	FICA		21,090
Maintenance Fees	16,334	Healthcare Benefits - Active		49,854
Other Contracted Fees	13,725	Healthcare Benefits - Retirees		0
		Pension		239,863
TOTAL	103,949	Total Fringe Benefits		310,807
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	6.00	586,497
TOTAL APPROPRIATION	690,446			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-1745 Income Tax

Allocation Plan		Postion Control		
		JOB CLASISIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	252,132	Income Tax Administrator	1.00	56,900
Overtime	0	Income Tax Specialist	1.00	49,182
Fringe Benefits	371,185	Income Tax Auditor	3.00	112,732
		Office Assistant III	1.00	33,318
TOTAL	623,317	Total Personnel	6.00	252,132
OPERATING EXPENSES				
		Overtime		0
Supplies	4,850			
Internal Services	53,142			
Other Services		FICA		19,288
Professional Fees	24,970	Healthcare Benefits - Active		70,266
Maintenance Fees	37,505	Healthcare Benefits - Retirees		0
Other Contracted Fees	500	Pension		281,631
TOTAL	120,967	Total Fringe Benefits		371,185
CAPITAL OUTLAY	0	TOTAL	6.00	623,317
TOTAL	0			
TOTAL APPROPRIATION	744,284			



COMMUNITY PUBLIC SAFETY

POLICE SERVICES
FIRE SERVICES

CITY OF SAGINAW
COMMUNITY PUBLIC SAFETY (CPS) - POLICE

Chief Brian Lipe
Administration

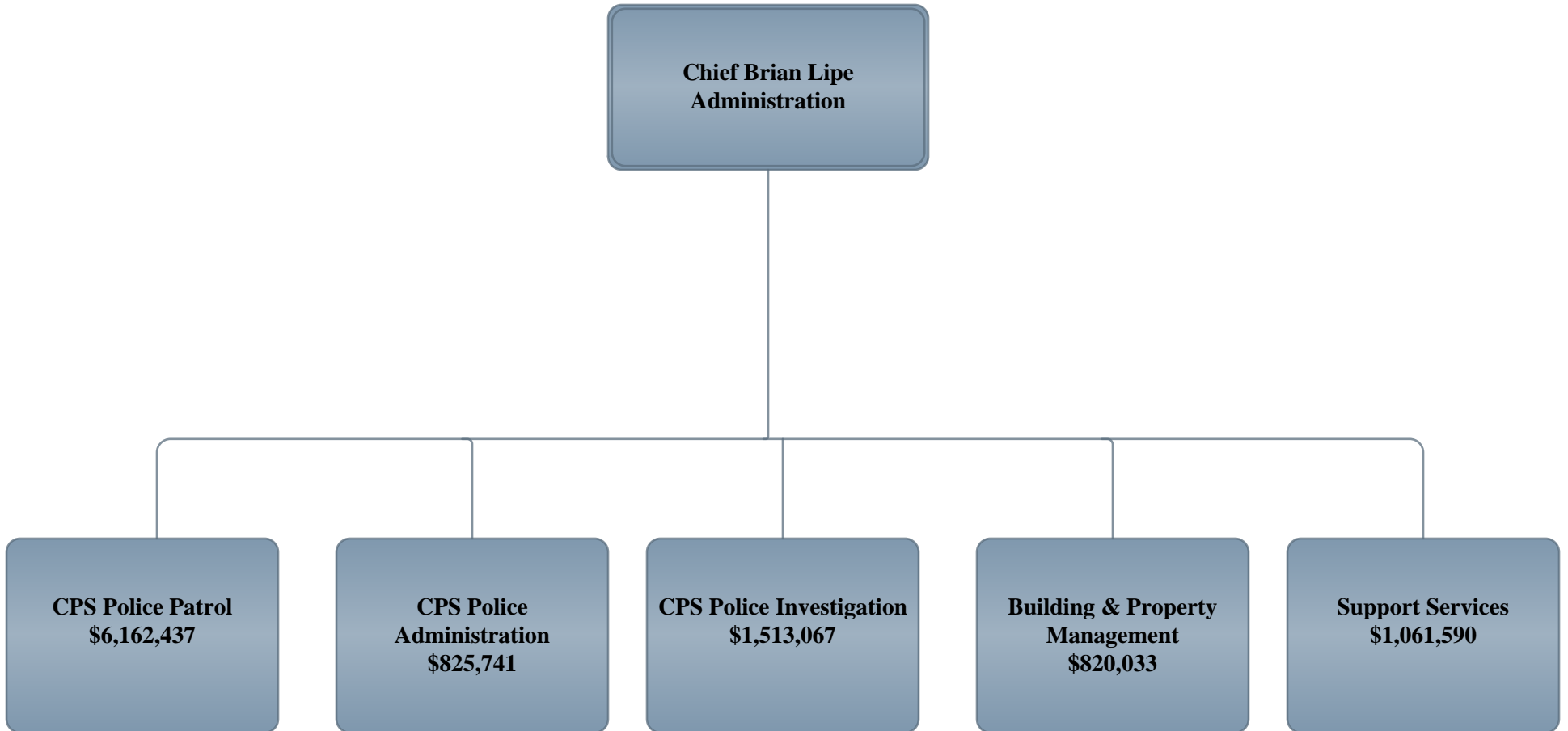
CPS Police Patrol
\$6,162,437

CPS Police
Administration
\$825,741

CPS Police Investigation
\$1,513,067

Building & Property
Management
\$820,033

Support Services
\$1,061,590



COMMUNITY PUBLIC SAFETY - POLICE

EXPENDITURE BUDGET SUMMARY

The total Community Public Safety - Police expenditures is \$10,382,868 for FY 2014/2015. This represents an overall reduction of \$230,494. The largest decrease is realized in *Personnel Services*. Personnel Services decrease \$187,861, or -2.02% from the 2014 approved budgeted levels. With the development of the 2015 budget, the Community Public Safety Office no longer exists. This is due in large part to the departure of the Assistant City Manager for Public Safety in August 2013. The Police Chief, Administrative Professional and .50 of the Public Safety Support Specialist are reallocated to the Police Administration Division. (*The personnel complement changes are listed in detail under Summary of Positions.*) Additionally, in FY 2014, the unemployment monies were re-appropriated to cover the cost of the 36 positions that were eliminated from the budget. These monies are no longer appropriated in FY 2015.

Likewise, in FY 2015, the City utilizes the OPEB allocation to offset the cost of retiree healthcare obligation. Conversely, to further offset these reductions are increases to fringe benefit cost, the addition of .40 of Facilities staff salary and fringe benefits to the Building Maintenance division and a slight increase to the Police and Fire Pension obligation.

Operating Expenses are expected to decrease \$15,633, or -1.23% from 2014 budgeted levels. These reductions are realized in parts and supplies, office supplies, and information management charges. However, these reductions are offset by increases to the fleet charges, general liability insurance premiums, cleaning supplies, clothing supplies, and telephone costs.

No *Capital Outlay* purchases are budgeted in Community Public Safety – Police in FY 2015.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3010 Office of the Police Chief	452,578	0	0	0	0	0	0
3510 Community Public Safety	0	776,141	715,164	683,507	651,509	569,655	0
3511 CPS - Police Patrol	9,192,341	8,448,958	7,891,822	6,249,674	6,053,914	5,907,457	6,162,437
3512 CPS - Police Administration	383,574	298,027	439,994	622,875	669,360	692,109	825,741
3513 CPS - Police Investigation	1,821,901	1,506,990	2,245,445	1,388,466	1,399,066	1,328,120	1,513,067
3514 Building and Property Management	896,365	830,642	510,508	661,110	825,375	657,379	820,033
3515 Support Services	470,222	655,632	859,303	980,730	980,730	970,511	1,061,590
Total Expenditures	13,216,981	12,516,390	12,662,236	10,586,362	10,579,954	10,125,231	10,382,868

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	11,824,325	11,162,903	11,403,686	9,310,493	9,078,103	8,812,425	9,122,632
Operating Expenses	1,374,313	1,353,487	1,297,532	1,275,869	1,490,936	1,302,513	1,260,236
Capital Outlay	18,343	0	(38,982)	0	10,915	10,293	0
Total Expenditures	13,216,981	12,516,390	12,662,236	10,586,362	10,579,954	10,125,231	10,382,868

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Office of the Police Chief	4.50	0.00	0.00	0.00	0.00	0.00	0.00
Community Public Safety	0.00	5.90	5.00	4.00	4.00	4.00	0.00
CPS - Police Patrol	69.00	64.00	55.75	32.00	32.00	32.00	27.00
CPS - Police Administration	1.00	1.00	1.00	2.70	2.70	2.70	4.80
CPS - Police Investigation	12.00	11.00	11.00	9.00	9.00	9.00	10.00
Building & Property Mgmt	3.00	3.00	0.00	0.00	0.00	0.00	0.40
Support Services	8.00	10.00	17.00	17.00	17.00	17.00	17.00
Total General Fund Positions	97.50	94.90	89.75	64.70	64.70	64.70	59.20
CPS - Police Patrol	22.00	31.00	31.00	24.00	24.00	24.00	24.00
CPS - Police Investigation	9.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Public Safety Fund Positions	31.00	31.00	31.00	24.00	24.00	24.00	24.00
Community Policing	9.00	8.75	7.15	3.00	3.00	3.00	4.00
Drug Forfeiture	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Saginaw County TAPS	1.00	0.00	0.00	0.30	0.30	0.30	0.30
Auto Theft Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Grant Positions	11.00	9.75	8.15	4.30	4.30	4.30	5.30
Water Operations and Maintenance	0.00	0.10	0.10	0.00	0.00	0.00	0.00
Total Water Operations and Maintenance Fund	0.00	0.10	0.10	0.00	0.00	0.00	0.00
Total Positions	139.50	135.65	128.90	93.00	93.00	93.00	88.50

The personnel complement for the Community Public Safety – Police is 88.50 FTE for FY 2015. This is a net 4.50 reduction from the previous fiscal year. This reduction is due to the elimination of the Deputy City Manager for Public Safety position, four School Crossing Guards, as well as .50 reallocation of the Public Safety Support Specialist to Community Public Safety – Fire Administration. To offset this reduction is the addition of .05 of the Facilities Administrator, .05 of the Labor Foreman – Parks and Recreation, .25 of Maintenance Person II, and .05 of a Park Mechanic/Maintenance Person II position to the Building Maintenance division. There are also a reallocation of one police officer from the General Fund to the Community Policing Fund to provide services to the Frank N. Andersen’s Celebration Park and Water Treatment Facility.

Performance Measures/Metrics: Community Public Safety - Police:

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Increase the percentage of response times for priority one* calls at or below 4.5 minutes	55%	55%	N/A	N/A	N/A
Increase the level of proactive police activities by 10% **	5,350	3,771	4,000	4,000	4,000

*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 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 2014. As these positions decreased so did the level of proactive police activities.

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Complete the development of Citizen Survey	New	New	25%	50%	100%

Explanation of variances:


 During FY 2014, the city administration underwent many changes. The city administration has taken a more proactive and inclusive approach with the electorate of the city. As part of this new approach the City’s Police Department will begin developing a citizen survey to gauge the opinion of public safety services in the City of Saginaw. This process will begin after the appointment of a new Police Chief with the retirement of the current incumbent.


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 2014 Goal	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
To attain the case closure rate for the division of 70% or greater	70%	64%	70%	70%	70%
To increase the closure rate of part one crime committed by 5%	New	New	TBD	TBD	TBD

Explanation of variances:

 The key performance indicator to “attain the case closure for the division of 70% or greater” reflects to be mostly achieved. This is due to a decrease in the number of detectives.

 This is a new key performance indicator that will track the number of part one crime that are close. At the time of this report, it was not determined what the goal would be for the subsequent fiscal years. A goal will be established for FY 2015 before mid-year.

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 2014 Goal	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Decrease MiCR* violations by 10% each year	101	111	101	N/A	N/A
Eliminate LEIN** violations for department	0	0	0	0	0
Track the number of FIOA request submitted and respond by the due date, with a goal of achieving time responses	New	New	100%	100%	100%

*MiCR – Michigan Crime Reports

**Law Enforcement Information Network

Explanation of variances:

 Beginning in FY 2015, the City will begin tracking the number of FIOA request submitted and responded to by the due date. This will gauge the Police Departments efficiency in responding to these requests.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2014/2015 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
2014/2015 APPROVED BUDGET**

101-3511 CPS - Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	925,834	Police Lieutenant	2.00	149,638
Overtime	117,254	Police Sergeant	10.00	666,810
Fringe Benefits	5,057,322	Police Officer	1.00	56,466
		School Crossing Guard	14.00	52,920
TOTAL	6,100,410	Total Personnel	27.00	925,834
OPERATING EXPENSES				
Supplies	0	Overtime		92,254
Internal Services	62,027	Billable Overtime		25,000
Other Services		Total Overtime		117,254
Professional Fees	0	FICA		19,722
Maintenance Fees	0	Healthcare Benefits - Active		242,398
Other Contracted Fees	0	Healthcare Benefits - Retirees		2,846,407
TOTAL	62,027	Pension - Sworn		1,948,795
CAPITAL OUTLAY	0	Total Fringe Benefits		5,057,322
TOTAL	0	TOTAL	27.00	6,100,410
TOTAL APPROPRIATION	6,162,437			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-3512 CPS - Police Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	262,251	Police Chief	1.00	87,362
Overtime	15,000	Police Lieutenant	1.00	74,627
Fringe Benefits	334,090	Police Officer	0.70	36,517
		Public Safety Support Specialist	0.50	22,073
TOTAL	611,341	Administrative Professional	1.00	41,672
OPERATING EXPENSES		Total Personnel	4.20	262,251
Supplies	1,987	Overtime		15,000
Internal Services	25,067	FICA		8,020
Other Services		Healthcare Benefits - Active		67,114
Professional Fees	168,062	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension - Civilian		70,583
Other Contracted Fees	19,284	Pension - Sworn		188,373
TOTAL	214,400	Total Fringe Benefits		334,090
CAPITAL OUTLAY	0	TOTAL	4.20	611,341
TOTAL	0			
TOTAL APPROPRIATION	825,741			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-3513 CPS - Police Investigation

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	542,122	Police Sergeant	2.00	123,088
Overtime	60,000	Police Officers	8.00	419,034
Fringe Benefits	828,808			
		Total Personnel	<u>10.00</u>	<u>542,122</u>
TOTAL	<u>1,430,930</u>			
		Overtime		<u>60,000</u>
OPERATING EXPENSES				
Supplies	0	FICA		9,382
Internal Services	12,037	Healthcare Benefits - Active		216,997
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	69,700	Pension - Sworn		602,429
Maintenance Fees	0			
Other Contracted Fees	400	Total Fringe Benefits		<u>828,808</u>
TOTAL	<u>82,137</u>	TOTAL	<u>10.00</u>	<u>1,430,930</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>1,513,067</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-3514 Building Maintenance

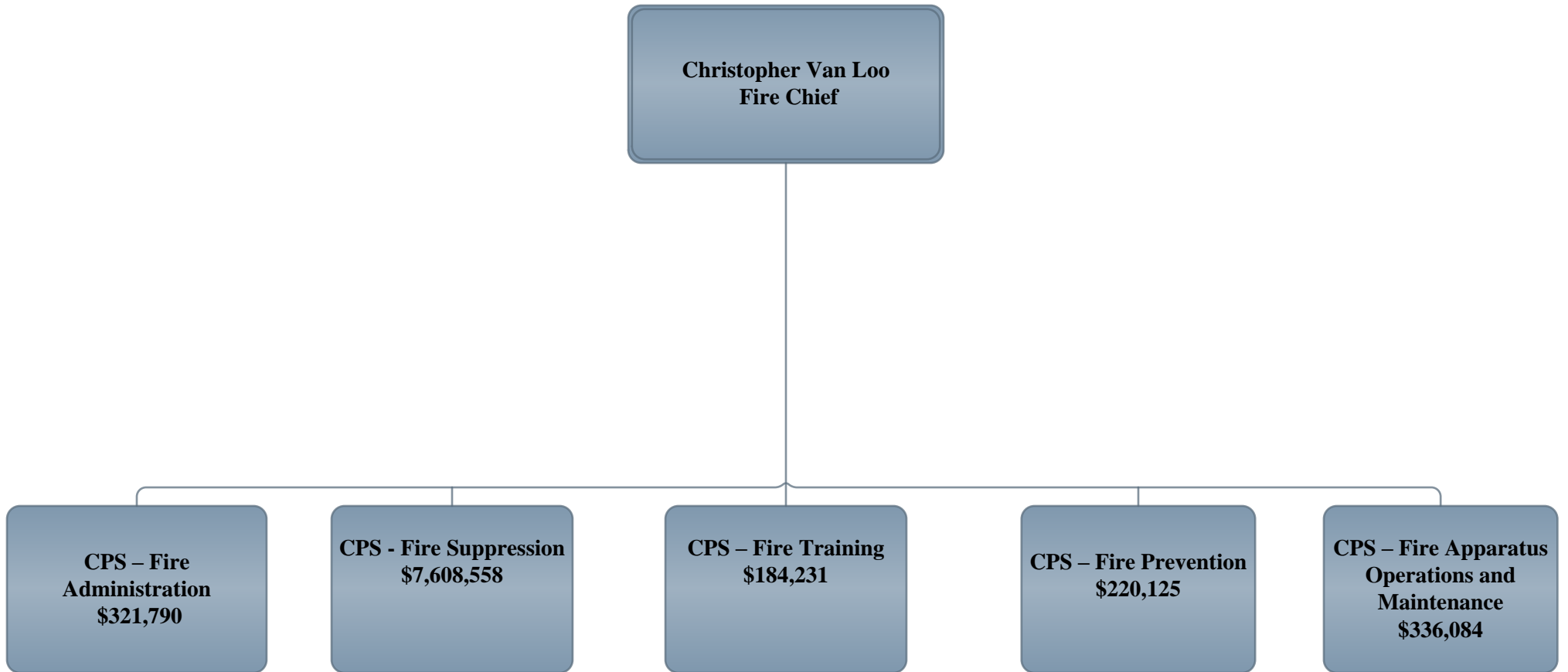
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	18,849	Facilities Administrator	0.05	3,407
Overtime	5,000	Labor Foreman	0.05	2,498
Fringe Benefits	26,800	Maintenance Person II	0.25	10,834
		Parks Mechanic/Mtce		
		Person II	0.05	2,110
TOTAL	50,649	Total Personnel	0.40	18,849
OPERATING EXPENSES				
Supplies	257,738	Overtime		5,000
Internal Services	0	FICA		1,825
Other Services		Healthcare Benefits - Active		5,993
Professional Fees	24,900	Healthcare Benefits - Retirees		0
Maintenance Fees	486,746	Pension - Civilian		18,982
Other Contracted Fees	0			
TOTAL	769,384	Total Fringe Benefits		26,800
		TOTAL	0.40	50,649
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	820,033			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-3515 Support Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	433,804	Support Services Admin.	1.00	57,884
Overtime	6,000	Firearms & Property Specialist	1.00	46,439
Fringe Benefits	489,498	Property & Evidence Specialist	1.00	37,758
TOTAL	929,302	Tac/Lein Operator	1.00	37,949
OPERATING EXPENSES		Office Assistant II	3.00	97,800
Supplies	0	Custodial Worker (PT)	1.00	18,720
Internal Services	88,835	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	61,932
Maintenance Fees	42,053	Basic Clerical (PT)	2.00	26,936
Other Contracted Fees	0	Basic Laborer (PT)	1.00	8,424
TOTAL	132,288	Total Personnel	17.00	433,804
CAPITAL OUTLAY		Overtime		6,000
	0	FICA		30,007
TOTAL	0	Healthcare Benefits - Active		131,731
		Healthcare Benefits - Retirees		0
		Pension		327,760
TOTAL APPROPRIATION	1,061,590	Total Fringe Benefits		489,498
		TOTAL	17.00	929,302

CITY OF SAGINAW
COMMUNITY PUBLIC SAFETY (CPS) - FIRE



COMMUNITY PUBLIC SAFETY - FIRE

EXPENDITURE BUDGET SUMMARY

The total Community Public Safety - Fire expenditures is \$8,670,788 for the 2015 Approved Budget. This represents an increase of \$534,920, or 6.57%, from the 2014 budgeted levels. The category of *Personnel Services* is expected to increase \$512,947 or 6.91%. With the development of the 2015 budget, the Community Public Safety Office no longer exists. This is due in large part to the departure of the Assistant City Manager for Public Safety in August 2013. As a result of this departure, the Fire Chief position was added back to the personnel complement in the Community Public Safety (CPS) – Fire Administration division. Furthermore, with the restructuring of Community Public Safety, .50 of the Public Safety Support Specialist was reallocated to Community Public Safety (CPS) – Fire Administration division, as well. Likewise, in FY 2015, the City utilizes the OPEB allocation to offset the cost of retiree healthcare obligation. This department realizes increases in fringe benefit cost, such as Police and Fire pension, and retiree healthcare. Conversely, personnel services are expected to decrease by the reduction in the Unemployment cost of \$243,000. *(The personnel complement changes are listed in detail under Summary of Positions.) Operating Expenses* are expected to decrease \$17,587 from 2014 budgeted levels. This is primarily attributed to reduction in operating costs related to realigning expenditures to where the department is actually utilizing budgeted funds. At the request of the City Manager, these costs were rolled back to the 2013 actual expenditures. Furthermore, the motor vehicle repairs account decreased \$39,560 in the Fire Apparatus and Maintenance division. This reduction is due to the acquisition of a new fire truck. No *Capital Outlay* purchases are budgeted for Community Public Safety - Fire. *Category of Miscellaneous* increase \$39,560 in FY 2015. The city begins making payment on an installment contract for the purchase of a fire apparatus. These payments will continue through 2024.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3550 Fire Administration	391,946	0	0	0	0	0	321,790
3551 CPS - Fire Suppression	7,904,081	8,642,675	7,407,702	7,386,272	7,406,014	7,237,171	7,608,558
3552 CPS - Fire Training	315,562	161,205	164,464	187,397	236,921	184,783	184,231
3553 CPS - Fire Prevention	194,598	283,645	344,485	232,488	232,488	223,155	220,125
3554 CPS - Fire Apparatus Operations and Maintenance	295,258	231,911	257,739	329,711	691,914	241,567	336,084
Total Expenditures	9,101,445	9,319,436	8,174,390	8,135,868	8,567,337	7,886,676	8,670,788

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	8,224,897	8,692,447	7,581,361	7,420,613	7,319,339	7,241,887	7,933,560
Operating Expenses	801,740	626,197	575,569	715,255	908,412	641,189	697,668
Capital Outlay	74,808	792	17,460	0	335,986	0	0
Miscellaneous	0	0	0	0	3,600	3,600	39,560
Total Expenditures	9,101,445	9,319,436	8,174,390	8,135,868	8,567,337	7,886,676	8,670,788

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Fire Administration	2.50	0.00	0.00	0.00	0.00	0.00	1.50
CPS - Fire Suppression	44.00	41.00	27.00	24.00	24.00	24.00	24.00
CPS - Fire Training	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CPS - Fire Prevention	2.00	2.00	3.00	2.00	2.00	2.00	2.00
Total General Fund Positions	49.50	44.00	31.00	27.00	27.00	27.00	28.50
CPS - Fire Suppression	19.00	20.00	20.00	9.00	9.00	9.00	9.00
CPS - Fire Prevention	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Public Safety Fund Positions	20.00	20.00	20.00	9.00	9.00	9.00	9.00
Homeland Sec. - Safer Fund	0.00	0.00	0.00	0.00	15.00	15.00	15.00
Total Grant Fund Positions	0.00	0.00	0.00	0.00	15.00	15.00	15.00
Total Positions	69.50	64.00	51.00	36.00	51.00	51.00	52.50

Community Public Safety – Fire total personnel complement for FY 2015 52.50 FTE. This is an increase of 16.50 FTE. As a result of the departure of the Assistant City Manager for Public Safety, the Fire Chief position was added to the personnel complement and added to Community Public Safety (CPS) – Fire Administration division. With the restructuring of Community Public Safety Office, .50 of the Public Safety Support Specialist was also added to CPS – Fire Administration. Furthermore, in late June 2013, the City was notified that it would be a recipient of the Homeland Security FEMA Staffing for Adequate Fire Emergency Response Grant. By receiving this grant, the City was able to retain the 15 fire staff that would have otherwise been laid off. This grant concludes on June 30, 2015 if not renewed.

Performance Measures/Metrics: Community Public Safety - Fire:

Fire Suppression/Operations– (summary of services)

The Fire Suppression/Operations 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/Operations maintains fire facilities and grounds and coordinates fire apparatus maintenance and repairs.

Key Performance Indicator	FY 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Decrease vehicle repair cost by 3% from previous fiscal year	\$191,003	\$92,067	\$185,273	\$179,876	\$174,637
Incrementally increase fire code inspections by 10%	New	5	25	28	31

Explanation of variances:

● Vehicle repair costs were significantly reduced in FY 2014 through enhanced preventative maintenance efforts of Fire Operations personnel, increased oversight of vendors completing major repairs, and aggressive competitive pricing from multiple outside repair vendors. Savings realized from the efforts of Fire Operations personnel resulted in the purchase of a new fire engine to replace an old one. This purchase will provide additional savings in future years due to reduce maintenance costs and warranty coverages related to the new apparatus.

● Commercial Fire and Life Safety Inspections completed by Fire Operations personnel is a new program which started in December of 2013. A campaign to install 10,000 smoke detectors beginning in the fourth quarter of FY 2014 consumed a significant amount of Fire Suppression/Operations available time and impacted the number of Commercial Fire and Life Safety Inspections completed.

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Increase by 5% the completion of Fire Officer I, II, and/or III	22	1	24	25	26
Prepare and provide succession training to all eligible officer candidate personnel	10	1	15	15	15

Explanation of variances:


● The ability to provide the training required for the certifications identified is dependent upon sending personnel to training outside of the department. The funding to send individuals for outside training was very limited in this budget year and it will continue to be limited moving forward. Fire Department Administration has redirected efforts toward an in-house training program whereas the Training/Safety Officer could provide the required training for certification in-house to Fire Department personnel at little to no additional cost. Efforts are under way to secure training and the required certification for the Training/Safety Officer to provide a comprehensive in-house training program.

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. Operates the Fire Safety House and Freddie the Firefighter Fire and Life Safety Programs, and executes billing for code violations.

Key Performance Indicator	FY 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Increase Fire and Life Safety Public Presentations by 5% annually	179	168	188	195	204
Increase Business and Industrial Fire Code Inspections and Re-inspections by 10% annually	242	229	266	275	300

Explanation of variances:


 The Fire Prevention goals for FY 2014 were not reached due to the kick-off of a massive 10,000 smoke detector installation program in the 4th quarter of the fiscal year. This program required a significant amount of time from the Fire Marshal as well as Fire Suppression/Operations personnel which reduced the number of safety presentations and industrial fire code inspections completed. The benefit to the community of the smoke detector installation program more than offsets the failure to meet the goals of Fire Prevention’s KPIs.

Fire Apparatus and Maintenance – (summary of services)

The Fire Apparatus and Maintenance division provides for the funding of vehicles and apparatus repairs and maintenance. This division is not staffed by personnel. Minor repairs of fire apparatus and staff vehicles are performed by personnel assigned to the Fire Operations division. All other repairs, including preventative maintenance services, are performed by outside vendors. A Battalion Chief assigned within the Fire Operations division coordinates and schedules all small vehicle and apparatus services performed by outside vendors.

Key Performance Indicator	FY 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Reduce outside vendor repairs by 2% through daily apparatus checks and minor repairs	\$4,162	\$4,225	\$4,285	\$4,370	\$4,458

Explanation of variances:

 The goal for FY 2014 was surpassed due to Fire Suppression/Operations personnel performing additional small repairs on staff vehicles and fire apparatus. Enhanced efforts by Fire Suppression/Operations personnel towards diagnosing and resolving minor mechanical issues has resulted in increased savings and reduced dependence on outside vendors for minor repairs.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2014/2015 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
2014/2015 APPROVED BUDGET**

101-3550 CPS - Fire Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	104,822	Fire Chief	1.00	82,749
Overtime	0	Public Safety Support		
Fringe Benefits	111,541	Specialist	0.50	22,073
TOTAL	216,363	Total Personnel	1.50	104,822
OPERATING EXPENSES				
		Overtime		0
Supplies	5,095			
Internal Services	5,092	FICA		8,019
Other Services		Healthcare Benefits - Active		24,449
Professional Fees	92,173	Healthcare Benefits - Retirees		0
Maintenance Fees	318	Pension - Civilian		23,610
Other Contracted Fees	2,749	Pension - Sworn		55,463
TOTAL	105,427	Total Fringe Benefits		111,541
		TOTAL	1.50	216,363
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	321,790			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-3551 CPS - Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,594,575	Battalion Chief	3.00	237,377
Overtime	160,595	Fire Captain	3.00	216,235
Fringe Benefits	5,603,301	Fire Lieutenant	10.00	655,530
		Fire Engineer	3.00	178,697
		Firefighter	5.00	306,736
TOTAL	7,358,471			
		Total Personnel	24.00	1,594,575
OPERATING EXPENSES				
Supplies	60,842	Overtime		160,595
Internal Services	81,752			
Other Services				
Professional Fees	14,343	FICA		26,061
Maintenance Fees	92,650	Healthcare Benefits - Active		463,316
Other Contracted Fees	500	Healthcare Benefits - Retirees		2,490,527
		Pension - Sworn		2,623,397
TOTAL	250,087			
		Total Fringe Benefits		5,603,301
CAPITAL OUTLAY	0	TOTAL	24.00	7,358,471
TOTAL	0			
TOTAL APPROPRIATION	7,608,558			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-3552 CPS - Fire Training

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	77,502	Training & Safety Officer	1.00	77,502
Overtime	2,792			
Fringe Benefits	78,160	Total Personnel	1.00	77,502
TOTAL	158,454	Overtime		2,792
OPERATING EXPENSES				
Supplies	18,905	FICA		1,200
Internal Services	1,864	Healthcare Benefits - Active		14,169
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension - Sworn		62,791
Maintenance Fees	0	Total Fringe Benefits		78,160
Other Contracted Fees	5,008	TOTAL	1.00	158,454
TOTAL	25,777			
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	184,231			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-3553 CPS - Fire Prevention

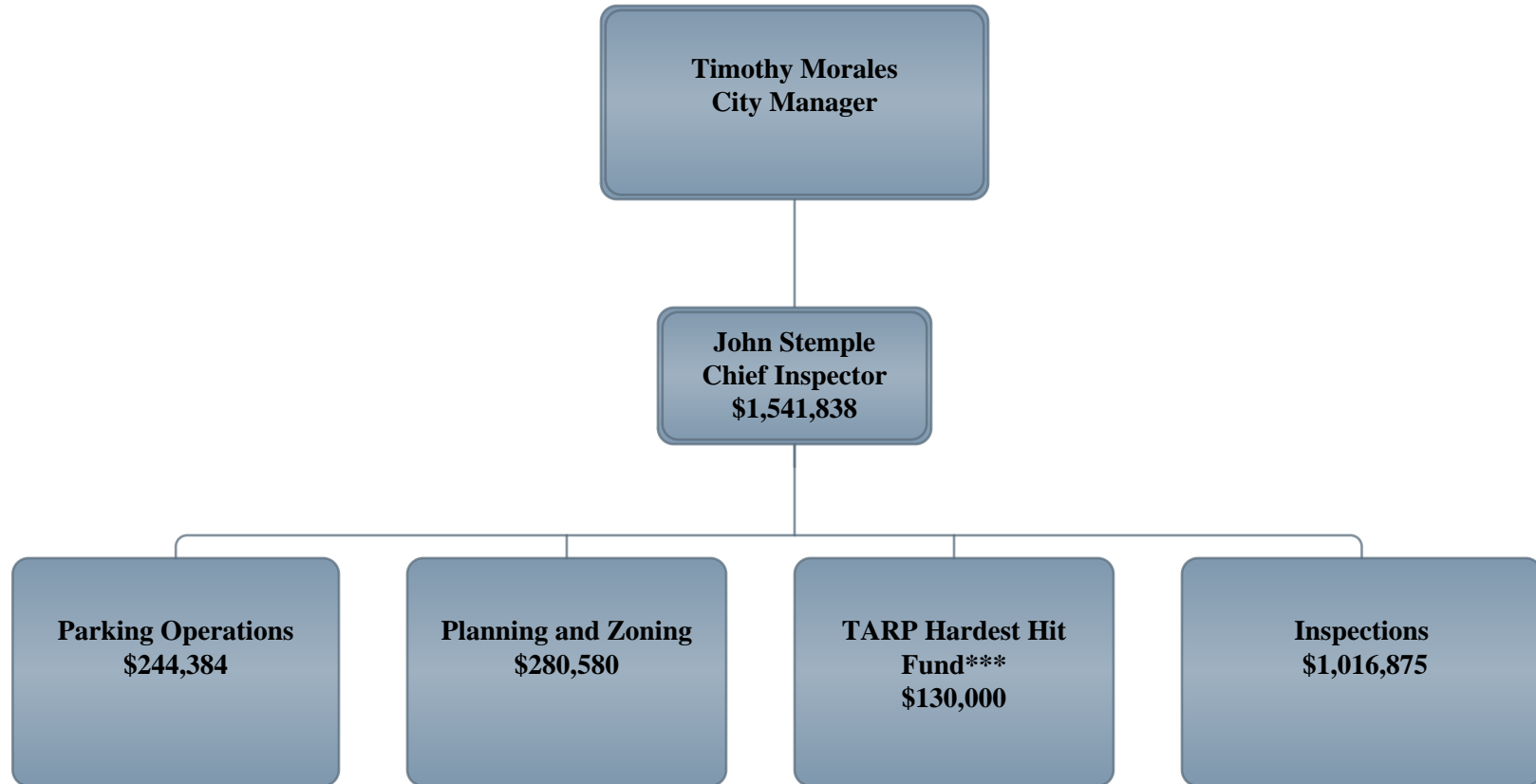
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	97,830	Fire Marshal	1.00	77,862
Overtime	11,698	Clerical II (PT)	1.00	19,968
Fringe Benefits	90,744			
		Total Personnel	<u>2.00</u>	<u>97,830</u>
TOTAL	<u>200,272</u>			
OPERATING EXPENSES				
		Overtime		<u>11,698</u>
Supplies	2,896	FICA		1,455
Internal Services	13,549	Healthcare Benefits - Active		25,655
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension - Civilian		843
Maintenance Fees	0	Pension - Sworn		62,791
Other Contracted Fees	3,408			
		Total Fringe Benefits		<u>90,744</u>
TOTAL	<u>19,853</u>			
		TOTAL	<u>2.00</u>	<u>200,272</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>220,125</u></u>			





INSPECTIONS AND
NEIGHBORHOOD SERVICES

CITY OF SAGINAW
INSPECTIONS AND NEIGHBORHOOD SERVICES DIVISION



***The TARP Hardest Hit Fund is a special revenue fund that accounts for and 18-month grant program. This fund is \$130,000 for FY 2015.

Inspections and Neighborhood Services

EXPENDITURE BUDGET SUMMARY

The Inspections and Neighborhood Services divisions will be \$1,541,838, which is an increase of \$19,298 or 1.26% from the 2014 Approved Budget. Three divisions were reorganized into a new division mid-year in 2014 – Inspections, Parking Operations and Maintenance, Planning and Zoning. This conglomerate of divisions is now located organizationally within, and is a division of the Office of the City Manager.

This reorganization, however, is not responsible for the aggregate increase in expenses. *Personnel Services* will decrease, in these divisions, by \$29,788, or -3.00%. This is mainly due to the elimination of the Director of Community Services position (formerly Director of Community and Economic Development). This reduction is offset by higher-than-expected increases in pension and healthcare costs as well as normal

contractual increases to wages and fringe benefits. *Operating Expenses* are expected to increase by a net \$29,518 from the 2014 Approved Budget. This is due to increases in general liability insurance, motor pool and information management charges. The City’s contract with Saginaw Future, Inc. is included in the Planning and Zoning division. This expense was moved to the General Fund from the Economic Development Fund.

Parking Operations will see increases in information management charges, utilities, telephones, and motor pool charges. This increase is offset by a decrease in professional services. Parking Operations will continue to contract with Complus Data for ticket administration. No *Capital Outlay* purchases were budgeted in these divisions.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3863 Planning and Zoning	646,046	550,215	282,620	310,180	394,560	433,720	280,579
3865 Inspections	889,528	799,868	845,183	987,357	968,748	868,129	1,016,875
3868 Parking Operations	0	1	197,124	225,003	225,857	216,986	244,384
Total Expenditures	1,535,574	1,350,084	1,324,927	1,522,540	1,589,165	1,518,835	1,541,838

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	700,731	704,768	824,295	990,767	993,767	1,005,820	960,979
Operating Expenses	494,298	356,184	493,790	531,773	550,048	468,029	580,859
Capital Outlay	340,545	289,132	6,842	0	45,350	44,986	0
Total Expenditures	1,535,574	1,350,084	1,324,927	1,522,540	1,589,165	1,518,835	1,541,838

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Planning and Zoning	1.75	1.75	2.32	1.97	1.97	1.97	1.05
Inspections	5.50	5.50	5.30	6.00	6.00	6.00	6.00
Parking Operations	0.00	0.00	3.00	3.00	3.00	3.00	3.00
Total Positions	7.25	7.25	10.62	10.97	10.97	10.97	10.05

Performance Measures/Metrics: Inspections and Neighborhood Services:

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Target	FY 2016 Projection	FY 2017 Projection
Review and Update the City of Saginaw’s Zoning Ordinance.	25%	25%	40%	60%	70%
Initiate Actions Steps Identified in the City of Saginaw’s 2011 Master Plan	3	3	3	2	2


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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Attend at least one neighborhood association meeting monthly*	15	31	15	20	20
Increase the Issuance of City initiated code enforcement citations	5,000	5,270	5,500	5,500	5,500
Register all residential rental property within the City	100%	N/A	75%	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 key performance indicator to “attend at least one neighborhood association meeting monthly” exceeds the goal of 15 by 16 meetings. This is due to Chief Inspector and his code enforcement officers attending more nightly meetings.

 The Inspections division’s key performance indicator to “increase the issuance of city initiated code enforcement citation reflects to have exceeded the goal of \$5,000 by 270. This was possible by the development of the Quadrant System. This system allows for a more focus approach to code enforcement activities.


 The key performance indicator to “register all residential rental property within the City” reflects to have no data available in FY 2014. This is due to the City utilizing a new code enforcement system. This has cause difficulties in retrieving data which was readily available in the previous system. A resolution this this matter is forthcoming.

Parking Operations and Maintenance – (summary of services)

The Parking Operations and Maintenance Division manage the municipal parking structures and enforce 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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Increase the number of citations issued for parking violations by five percent (5%)	9,030	9,860	9,482	10,500	11,000
Complete two monthly inspections of each municipal parking lot	90%	100%	95%	95%	95%

Explanation of variances:

 The key performance indicator to “Increase the number of citations issued for parking violations by five percent” exceeded the FY 2014 goal by more than 5%. This increase is attributable to the full-time parking enforcement officer writing more tickets due to high turnover in the part-time staff.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2014/2015 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
2014/2015 APPROVED BUDGET**

101-3863 Planning and Zoning

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/ 2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	55,091		
Overtime	0	Associate Planner	1.00 52,924
Fringe Benefits	106,312	SEDC Loan Support	0.05 2,167
TOTAL	161,403	Total Personnel	1.05 55,091
OPERATING EXPENSES			
		Overtime	0
Supplies	1,000		
Internal Services	15,352	FICA	4,214
Other Services		Healthcare Benefits - Active	12,263
Professional Fees	90,199	Healthcare Benefits - Retirees	0
Maintenance Fees	5,525	Pension	89,835
Other Contracted Fees	7,100		
TOTAL	119,176	Total Fringe Benefits	106,312
		TOTAL	1.05 161,403
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	280,579		

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-3865 Inspections

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	294,669	Chief Inspector	1.00 72,164
Overtime	0	Plumbing/Mechanical	
Fringe Benefits	389,393	Inspector	1.00 48,463
TOTAL	684,062	Electrical Inspector	1.00 48,102
		Code Enforce. Inspectors	2.00 85,680
		Office Assistant III	1.00 40,261
OPERATING EXPENSES		Total Personnel	6.00 294,669
Supplies	9,600	Overtime	0
Internal Services	49,005	FICA	22,542
Other Services		Healthcare Benefits - Active	83,815
Professional Fees	9,209	Healthcare Benefits - Retirees	0
Maintenance Fees	248,699	Pension	283,036
Other Contracted Fees	16,300	Total Fringe Benefits	389,393
TOTAL	332,813	TOTAL	6.00 684,062
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	1,016,875		

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-3868 Parking Operations

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	56,893	Parking Enforcement Officer	1.00	31,413
Overtime	0			
Fringe Benefits	58,621	Basic Laborers (PT)	2.00	25,480
TOTAL	115,514	Total Personnel	3.00	56,893
OPERATING EXPENSES				
		Overtime		0
Supplies	6,150			
Internal Services	23,030	FICA		4,544
Other Services		Healthcare Benefits - Active		7,052
Professional Fees	45,000	Healthcare Benefits - Retirees		0
Maintenance Fees	51,990	Pension		47,025
Other Contracted Fees	2,700			
TOTAL	128,870	Total Fringe Benefits		58,621
		TOTAL	3.00	115,514
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	244,384			

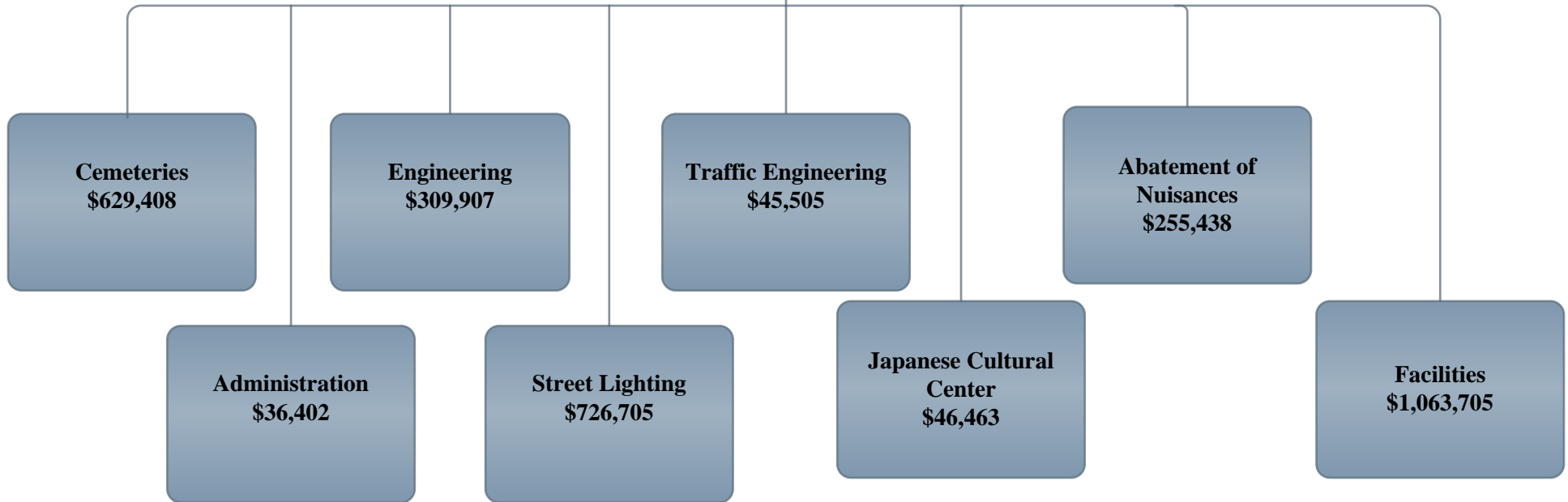




DEPARTMENT OF PUBLIC SERVICES
(GENERAL FUND)

CITY OF SAGINAW
DEPARTMENT OF PUBLIC SERVICES – GENERAL FUND

Phillip Karwat
Director of Public Services



GENERAL FUND – PUBLIC SERVICES

EXPENDITURE BUDGET SUMMARY

General Fund – Public Services will increase by \$487,528, or 15.66% from the 2014 approved levels. *Personnel Services* will increase by 7.44% or \$108,900. There is an increase of 1.80 FTE allocated to General Fund-Public Services. This will be explained in detail below. Increases are partially due to higher-than-expected MERS pension, healthcare, and other fringe benefit costs in addition to regular contractual increases in wages. *Operating Expenses* are expected to increase by \$378,628 ,or 22.95%, from FY 2014 approved budget. This increase in expenditures can be attributed

to increases in general liability insurance costs, public works building charges, motor pool charges, information services charges, and increased utility costs for street lighting and the addition of \$300,385 in expenses related to the Veterans Affairs Hospital parking lot construction project, which will be reimbursed to the City by the U.S. Department of Veterans Affairs. There are revenues budgeted for this purpose and offsets this expenditure. No *Capital Outlay* purchases will be budgeted in the General Fund Department of Public Services.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1747 Cemeteries Operations	561,490	676,058	624,805	620,580	670,442	663,633	685,123
1790 EECBG	208,252	274,622	50,701	0	0	0	0
4610 Administration	29,559	22,130	37,479	36,402	39,210	37,415	38,900
4611 Engineering	366,703	334,114	318,125	309,907	387,971	323,720	682,373
4620 Street Lighting	716,083	736,214	800,242	726,705	726,705	792,182	830,834
4621 Traffic Engineering	0	62,984	29,360	45,505	47,023	26,980	27,012
7534 Japanese Cultural Center	46,645	46,149	47,177	46,463	46,832	46,826	46,586
7550 Recreation Administration	35,860	39,494	25,541	0	0	0	0
7571 Abatement Nuisances	140,109	113,250	243,025	255,438	263,604	246,235	274,583
7575 Facilities	992,696	898,795	921,514	1,063,705	1,135,232	991,250	1,015,650
Total Expenditures	3,097,397	3,203,810	3,098,969	3,113,533	3,317,019	3,128,241	3,601,061

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	1,227,271	1,147,518	1,398,461	1,463,354	1,408,854	1,350,899	1,572,254
Operating Expenses	1,867,480	2,056,292	1,554,095	1,650,179	1,838,256	1,747,687	2,028,807
Capital Outlay	2,646	0	146,413	0	69,909	29,655	0
Total Expenditures	3,097,397	3,203,810	3,098,969	3,113,533	3,317,019	3,128,241	3,601,061

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Cemeteries	5.00	4.00	4.25	3.95	3.95	3.95	3.95
Public Services Administration	0.05	0.05	0.20	0.20	0.20	0.20	0.20
Engineering	2.75	1.75	2.30	1.80	1.80	1.80	2.30
Street Lighting	0.50	0.50	1.25	1.25	1.25	1.25	1.25
Traffic Engineering	0.00	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	2.20	1.35	1.35	1.35	3.35
Facilities	9.70	9.20	9.10	10.60	10.60	10.60	9.90
Total Positions	20.00	17.50	19.30	19.15	19.15	19.15	20.95

The total personnel complement for General Fund—Public Services is 20.95 FTE in FY 2015. That is a 1.80 FTE increase from the FY 2014 Approved Budget. In the Engineering division, there was a 0.45 FTE increase in the allocation of the Engineering Assistant/Energy Coordinator and .05 FTE increase in the Engineering Assistant. This is a total increase to the Engineering division of .50 FTE. In the Abatement of Nuisance division, there is an increase of 2.0 FTE due to a reallocation of Groundskeepers into this division from

elsewhere. The Facilities division of the General Fund realized a net decrease of -0.7 FTE. Fifty Percent of two new Basic Labors will be added at an increase of 1.00 FTE. This will be offset, however, by the reallocation of various facilities staff from this division to the Police Building Management Division to reflect shared staffing for maintenance functions. In addition, 1.30 Groundskeepers were reallocated to other funds and divisions.


Performance Measures/Metrics: General Fund Public Services:

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percentage of burial records entered into online database within 5 days of burial	100%	100%	100%	100%	100%
% of times an entire cutting cycle is completed for all 3 Cemeteries within 30 days	67%	42%	67%	67%	67%

Explanation of variances:

 The key performance indicator for the % of times an entire cutting cycle is completed for all three cemeteries within 30 days was partially met the first month of the fiscal year due to key full-time employees being off on medical leave. Additional assistance was added from Parks to cut Brady Hill each month in order to meet the expected 30-day goal. This practice will continue until staff is at the level necessary to keep up with the growth of the grass, or more equipment is obtained. As a solution to this issue the Facilities division will use of some of the Parks staff on gang




mowers and other riding mowers in the Brady Hill cemetery, which will allow the cemetery staff to concentrate on Forest Lawn and Oakwood's grass cutting during the month.

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of metered street light system retrofitted for efficiency	20%	34%	20%	20%	20%
Reduction in the number of kilowatt hours used in street lighting	50,000 kwh	148,316 kwh	50,000 kwh	50,000 kwh	50,000 kwh
Lane miles of pavement reconstructed, rehabilitated, or resurfaced	5 miles	8.78 miles	5 miles	3.5 miles	4 miles
Miles of water mains or water services replaced	1 mile	1.2 miles	1.46 miles	.44 miles	1.05 miles
% of sidewalk complaints that have been inspected and temporary repairs made within 10 calendar days	90%	91%	90%	90%	90%

Explanation of variances:


-  Goal was exceeded due to two federally funded road projects that included LED street light replacement.
-  Goal was exceeded due to credits being received from Consumers Energy for projects back as far as 2007. Engineering proposed 50,000 kwh as a ball park goal. Whether or not this goal is met will depend on whether or not Consumers is timely with their credits.
-  Lane miles will vary year by year depending on the type of fix and corresponding cost, and transportation grants received. Also, lane miles paved correspond to the fiscal year the project is completed.


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 response 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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of traffic signs upgraded to new federal mandate for sign retro reflectivity (each)	100%	100%	No longer using	N/A	N/A
No. of Street light bulbs replaced (each) - scheduled	1,000	917	1,000	1,000	1,000
% of Traffic study requests completed	75%	80%	80%	80%	80%
% of street light complaints addressed within 10 business days	100%	95%	100%	100%	100%

Explanation of variances:

 The street light Tab Zone that was completed this year had only 917 street lights. All street lights in the Tab Zone were replaced. The goal could be changed to “Replace all street lights in a Tab Zone – scheduled,” with a 100% goal, to eliminate this problem in the future.

 Street light complaints that were not addressed within 10 business days occurred in August of 2013 during the switch to BS&A, the city’s new enterprise system. Personnel did not realize the complaints were in the new system for approximately 3 weeks. After August of 2013, all street light complaints were addressed within 10 business days.

Recreation Administration – (summary of services)

This 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

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of times program will complete cutting cycle	2.0	2.5	4.0	6.0	6.0
Percent of sight obstruction complaints responded to within 48 hours	80%	80%	80%	80%	80%

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of building maintenance work requests responded to within 72 hours	80%	81%	80%	80%	80%
% of time parks cut cycle completed within 15 days	100%	100%	100%	100%	100%
% of time boulevards cut cycle completed within 9 days	100%	100%	100%	100%	100%

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2014/2015 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
2014/2015 APPROVED BUDGET**

101-1747 Cemeteries

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	182,127	Facilities Administrator	0.25	17,034
Overtime	10,000	Cemeteries Foreman	1.00	49,903
Fringe Benefits	258,212	Admin. Professional	0.70	28,918
		Maintenance Person II	2.00	86,271
TOTAL	450,339	Total Personnel	3.95	182,127
OPERATING EXPENSES				
		Overtime		10,000
Supplies	36,100			
Internal Services	13,198			
Other Services		FICA		14,698
Professional Fees	76,800	Healthcare Benefits - Active		57,107
Maintenance Fees	108,686	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		186,407
TOTAL	234,784	Total Fringe Benefits		258,212
CAPITAL OUTLAY	0	TOTAL	3.95	450,339
TOTAL	0			
TOTAL APPROPRIATION	685,123			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-4610 Public Services Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	9,463	Staff Professional	0.20	9,463
Overtime	0			
Fringe Benefits	12,696	Total Personnel	<u>0.20</u>	<u>9,463</u>
TOTAL	<u>22,159</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		724
Supplies	300	Healthcare Benefits - Active		2,567
Internal Services	4,261	Healthcare Benefits - Retirees		0
Other Services		Pension		9,405
Professional Fees	11,119	Total Fringe Benefits		<u>12,696</u>
Maintenance Fees	1,061			
Other Contracted Fees	0			
TOTAL	<u>16,741</u>	TOTAL	<u>0.20</u>	<u>22,159</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>38,900</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-4611 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	124,255	City Engineer	0.30	24,259
Overtime	5,000	Admin. Professional	0.25	10,598
Fringe Benefits	143,910	Engin.Office Supervisor	0.25	15,356
		Engineering Tech. I	0.50	23,918
TOTAL	273,164	Engineering Assistant	0.30	14,189
		Engineering Asst/Energy Coordinator	0.70	35,934
OPERATING EXPENSES		Total Personnel	2.30	124,255
Supplies	8,550			
Internal Services	58,977	Overtime		5,000
Other Services				
Professional Fees	20,800	FICA		9,994
Maintenance Fees	318,482	Healthcare Benefits - Active		23,884
Other Contracted Fees	2,400	Healthcare Benefits - Retirees		0
TOTAL	409,209	Pension		110,032
		Total Fringe Benefits		143,910
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	2.30	273,164
TOTAL APPROPRIATION	682,373			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-4620 Street Lighting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	65,231	Traffic Foreman	0.25	14,225
Overtime	3,000	Traffic Electrician II	0.50	25,646
Fringe Benefits	88,326	Traffic Electrician I	0.50	25,360
TOTAL	156,557	Total Personnel	1.25	65,231
OPERATING EXPENSES		Overtime		3,000
Supplies	20,000	FICA		5,356
Internal Services	2,227	Healthcare Benefits - Active		23,302
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	2,000	Pension		59,668
Maintenance Fees	650,000	Total Fringe Benefits		88,326
Other Contracted Fees	50			
TOTAL	674,277	TOTAL	1.25	156,557
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	830,834			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-7571 Abatement and Nuisance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	82,473	Facilities Administrator	0.10	6,813
Overtime	500	Labor Foreman	0.30	14,986
Fringe Benefits	77,881	Park Mechanic/Maint	0.40	16,880
		Admin. Professional	0.15	6,197
		Skilled Clerical (PT)	0.40	6,625
		Groundskeeper (S)	2.00	30,972
TOTAL	160,854	Total Personnel	3.35	82,473
OPERATING EXPENSES				
Supplies	5,500	Overtime		500
Internal Services	12,348			
Other Services				
Professional Fees	50,340	FICA		6,347
Maintenance Fees	45,541	Healthcare Benefits - Active		26,380
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
		Pension		45,154
TOTAL	113,729	Total Fringe Benefits		77,881
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	3.35	160,854
TOTAL APPROPRIATION	274,583			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

101-7575 Facilities

Allocation Plan	Position Control		
PERSONNEL SERVICES	JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
Salaries 257,008	Facilities Administrator	0.30	20,440
Overtime 2,000	Labor Foreman	0.35	17,484
Fringe Benefits 250,173	Maintenance Person II	1.90	82,514
	Admin. Professional	0.15	6,197
TOTAL	509,181		
	Park Mechanic/Maint.	0.40	16,880
	Mtce Groundskeeper (PT)	1.00	19,968
	Custodial Worker (PT)	1.20	21,195
OPERATING EXPENSES	Skilled Clerical (PT)	0.20	3,312
	Groundskeeper (S)	3.40	56,641
Supplies 68,770	Basic Laborer	1.00	12,376
Internal Services 118,857			
Other Services	Total Personnel	9.90	257,008
Professional Fees 64,782			
Maintenance Fees 246,560			
Other Contracted Fees 7,500	Overtime		2,000
TOTAL	506,469		
	FICA		17,452
	Healthcare Benefits - Active		85,898
CAPITAL OUTLAY	Healthcare Benefits - Retirees		0
	Pension		146,823
TOTAL	0		
	Total Fringe Benefits		250,173
TOTAL APPROPRIATION	1,015,650	9.90	509,181





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 retiree 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 are 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 is \$2,193,178 for the 2014/15 Approved Budget. This represents a decrease of \$552,435, or -20.12% from the 2014 approved budgeted levels. A reduction in these accounts is attributed to the \$663,118 reduction in the following – retiree healthcare due to the repayment of

the unfunded liability contribution from the General Fund to the Unfunded Liabilities Fund in the amount of \$873,000 as well as recognizing \$374,000 of the City AXA policy.

Other reductions included in this group of divisions are a reduction to the Payment to Other Governments for the General Fund operations are paying taxes out of their funds. Additionally, the GIS charge is also decreased to the General Fund.

This reduction in the total Other General Fund Services is offset by increases in Operating Transfer to Other Fund by \$116,666. The General Fund continues to provide large subsidies to the Community Policing and the Auto Theft Prevention Grant Funds. In FY 2015, the General Fund also must provide \$51,536 subsidy to the Public Safety Millage Fund.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
8510 Retiree Health	2,262,009	2,326,450	2,277,298	2,069,337	2,086,220	2,105,895	1,401,376
8520 Unemployment	36,991	28,261	21,284	30,000	30,000	21,045	30,000
8525 Saginaw Housing Commission	162,738	159,978	147,666	216,082	249,966	254,605	221,205
8540 Contributions	6,000	1,000	1,000	1,000	1,000	1,000	1,000
8541 Payment to Other Govts	0	2,659	5,989	2,659	1,340	17	0
8547 GIS Charges	51,782	47,739	51,293	25,351	26,670	26,670	21,747
9660 Operating Transfers	1,467,175	796,984	807,818	401,184	441,982	434,699	517,850
Total Expenditures	3,986,695	3,363,071	3,312,348	2,745,613	2,837,178	2,843,931	2,193,178

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	2,174,897	2,283,648	2,346,266	2,227,429	2,278,196	2,287,216	1,564,311
Operating Expenses	344,623	282,439	158,264	117,000	117,000	122,016	111,017
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	1,467,175	796,984	807,818	401,184	441,982	434,699	517,850
Total Expenditures	3,986,695	3,363,071	3,312,348	2,745,613	2,837,178	2,843,931	2,193,178

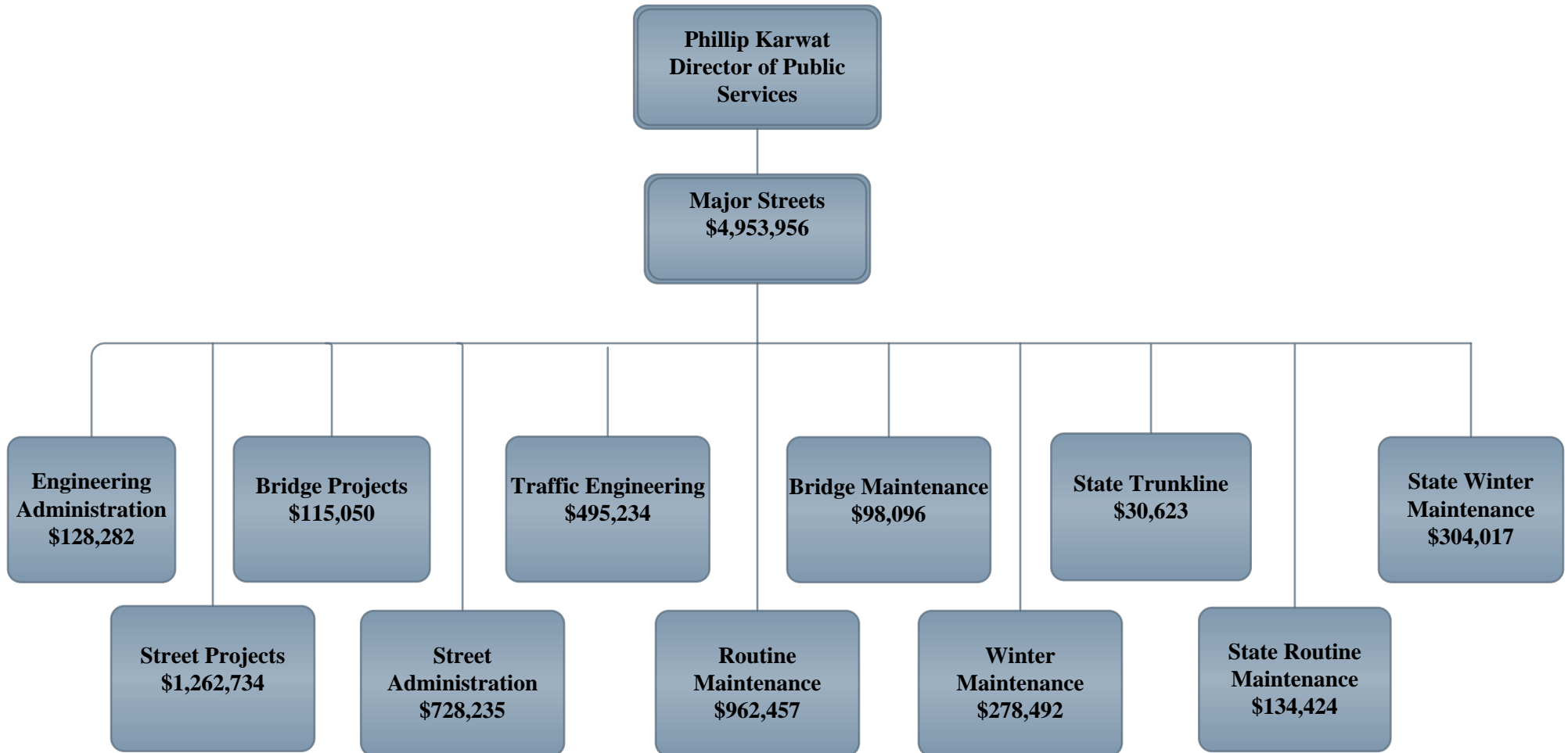




STREETS (SRF)

MAJOR STREETS
AND
LOCAL STREETS

CITY OF SAGINAW MAJOR STREETS FUND



The total Major Street Fund is \$4,953,956. Transfers and Debt Service equate to \$416,312, which is not reflected in the organizational chart.

**MAJOR STREETS FUND (202)
RESOURCE ALLOCATION
2014/2015 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	3,450,000	ENGINEERING ADMIN.	128,282
STATE REIMBURSEMENTS	504,948	STREET PROJECTS	1,262,734
NON BUSINESS PERMITS	41,000	BRIDGE PROJECTS	115,050
SERVICES - SALES	10,050	TRAFFIC ENGINEERING	495,234
OTHER REVENUES	947,958	STREET ADMINISTRATION	728,235
		ROUTINE MAINTENANCE	962,457
		BRIDGE MAINTENANCE	98,096
		WINTER MAINTENANCE	278,492
		STATE TRUNKLINE	30,623
		STATE ROUTINE MAINTENANCE	134,424
		STATE WINTER MAINTENANCE	304,017
		DEBT SERVICE	77,359
		TRANSFERS	338,953
TOTAL RESOURCES	<u><u>4,953,956</u></u>	TOTAL APPROPRIATIONS	<u><u>4,953,956</u></u>

MAJOR STREETS FUND

REVENUE BUDGET SUMMARY

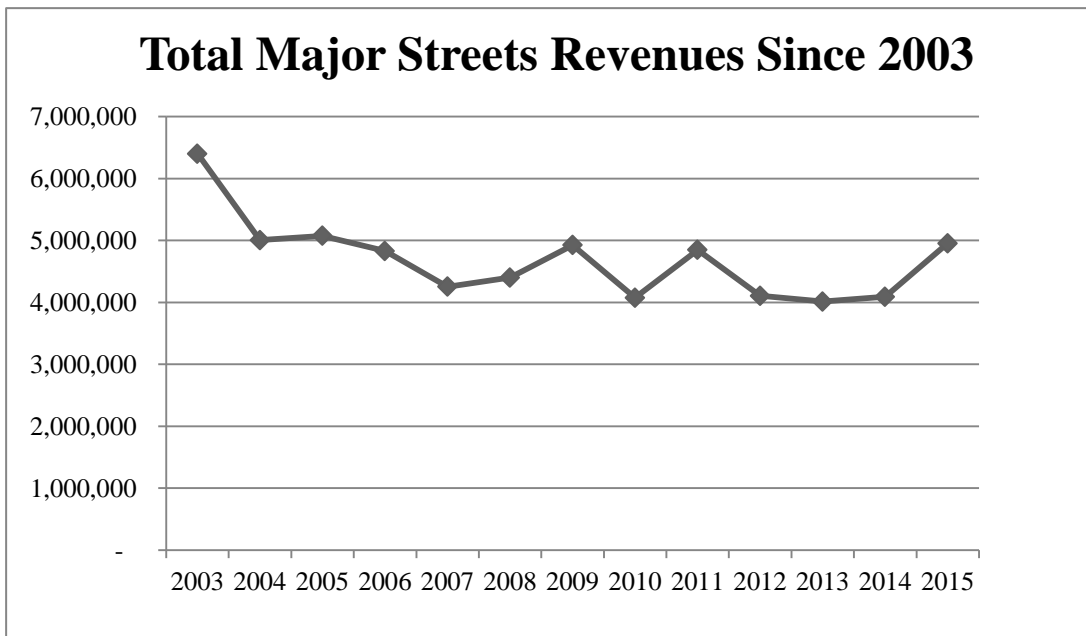
The Major Streets Fund receives an allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of state-owned roadways and bridges within the City. The major revenue source for this fund is “State Revenue Sharing”, which is anticipated to be \$3,450,000 in FY 2015. This

source of revenue increased by \$79,422 or 2.35%. Other sources of revenue for this fund include services and sales, interest, non-business permits and transfers from other funds. Overall, the Major Streets Fund’s revenues increase by \$861,530, or 21.05% from the FY 2014 Approved Budget.

SUMMARY OF REVENUE

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/2014 Approved	2013/2014 Adjusted	2013/14 Projected	2014/15 Approved
State Revenue	3,497,741	3,407,631	3,395,002	3,370,578	3,585,632	3,058,737	3,450,000
State Reimbursements	1,311,187	528,840	513,592	697,948	827,798	688,762	504,948
Federal Grants	0	55,697	2,247	0	305,000	305,002	0
Federal Reimbursements	97	0	0	0	0	0	0
Non-Business Permits	0	29,740	30,665	2,850	2,850	36,050	41,000
Services-Sales	22,511	27,759	12,710	11,050	11,050	26,214	10,050
Interests and Rents	586	(630)	(1,171)	0	0	(203)	0
Other Revenue	16	6	33,5949	0	426,788	183,191	0
Reimbursements	15,044	56,662	26,502	10,000	34,238	34,239	184,510
Use of Fund Equity	0	0	0	0	0	0	763,448
Total Revenues	4,847,182	4,105,705	4,013,141	4,092,426	5,193,356	4,331,992	4,953,956

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 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 June 2008 wind storm. The trend also shows two years of decreased revenues: 2007, and 2010. 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 \$4,013,141 in FY 2013. Revenues in FY 2015 increase slightly due to an increase in funding for MDOT Projects. The sharp incline of revenue is from a heavy use of fund equity.

DETAIL REVENUES ANALYSIS

	2010/11	2011/12	2012/2013	2013/2014	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Gas and Weight Tax	3,497,741	3,407,631	3,395,002	3,370,578	3,585,632	3,058,737	3,450,000
Trunkline Maintenance	285,307	268,273	255,127	294,948	294,948	278,088	294,948
MDOT Projects	816,887	53,740	48,110	183,000	312,850	210,798	0
Right of Way Revenue	208,993	206,827	210,355	220,000	220,000	199,876	210,000
Sidewalk Permits	0	7,635	4,100	250	250	6,375	5,000
Curb Cut	0	4,150	5,625	250	250	5,400	12,000
Barricade Permits	0	4,005	8,250	1,000	1,000	8,375	12,000
Right of Way Permits	0	13,950	12,690	1,350	1,350	15,900	12,000
FEMA	0	55,697	2,247	0	305,000	0	0
Engineering Plans/Records	0	258	0	50	50	0	50
Sale of Junk	12,843	18,466	8,718	1,000	1,000	11,259	5,000
Materials and Service	9,668	9,035	3,992	10,000	10,000	14,955	5,000
Interests on Investments	586	(630)	(1,171)	0	0	(203)	0
Sale of Property Items	0	0	33,580	0	0	0	0
Surplus Receipts	16	6	14	0	0	0	0
Loan Proceeds	0	0	0	0	182,190	182,190	0
Local Grants	0	0	0	0	1,000	1,000	0
Reimbursements	15,141	56,662	26,502	10,000	34,238	34,239	184,510
Use of Fund Equity	0	0	0	0	243,598	0	763,448
Transfer In	0	0	0	0	0	0	0
Totals	4,847,182	4,105,705	4,013,141	4,092,426	5,193,356	4,331,992	4,953,956

EXPENDITURE BUDGET SUMMARY

Total Major Streets Fund expenditures are \$4,953,956 for FY 2015. Expenditures will increase by \$861,530 or 21.05%. *Personnel Services* increase by .70 positions from the 2014 Approved Budget. In FY 2014/15, the City is required to contribute 18% more in its MERS Pension obligation. This cost will continue to increase over the next few years. Retiree healthcare costs have impacted the fund as well. Other increases will be realized in short and long-term disability, life insurance, workers compensation rates, vision, dental, etc. The City is also budgeting for the normal contractual step and longevity increases. Active healthcare costs have also increased and include the 2015 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 are \$2,582,531 which is an increase of 9.19% from the FY 2014 Approved Budget. There will be no *Capital Outlay* in FY 2015. *Miscellaneous* expenditures will decrease by -\$20,592 or -5.73%, from the FY 2014 approved levels. This decrease is due to no longer budgeting for an increase to fund reserves. This is offset slightly by an increased transfer out to the Local Streets Fund.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/2013 Actual	2013/14 Approved	2013/2014 Adjusted	2013/14 Projected	2014/15 Approved
4612 Engineering Administration	306,179	163,112	336,580	82,614	83,039	79,369	128,282
4614 Street Projects	1,081,274	363,267	536,437	744,038	1,056,895	559,286	1,262,734
4616 Bridge Projects	69,869	30,448	41,410	60,000	101,954	95,047	115,050
4621 Traffic Engineering	892,428	718,012	535,412	512,965	581,957	493,065	495,234
4650 Street Administration	800,025	761,603	592,318	686,936	690,409	650,648	728,235
4651 Routine Maintenance	955,152	924,688	934,144	914,742	1,516,427	1,183,325	962,457
4654 Bridge Maintenance	116,366	98,350	116,501	90,116	101,416	100,019	98,096
4655 Winter Maintenance	333,704	162,282	177,392	231,163	285,635	216,924	278,492
4690 State Trunkline	50,656	38,554	35,593	29,967	30,217	27,158	30,623
4691 State Routine Maintenance	50,295	95,308	99,045	122,522	124,322	113,281	134,424
4692 State Winter Maintenance	92,780	128,848	15,8570	257,818	263,918	265,472	304,017
4695 Debt Service	0	0	0	0	4,927	1,950	77,359
8559 Increase to Fund Equity	0	0	0	25,785	18,480	0	0
9660 Transfers	0	190,571	265,188	333,760	333,760	333,760	338,953
Totals	4,748,728	3,674,776	3,828,390	4,092,426	5,193,356	4,119,304	4,953,956

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/2013	2013/14	2013/2014	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	2,042,502	1,823,170	1,493,338	1,790,523	1,786,523	1,749,560	1,955,113
Operating Expenses	2,690,295	1,661,035	1,901,599	1,942,358	2,444,727	1,611,648	2,582,531
Debt Service	0	0	0	0	4,927	1,950	77,359
Capital Outlay	15,931	0	168,265	0	604,939	422,386	0
Miscellaneous	0	190,571	265,188	359,545	352,240	333,760	338,953
Total Expenditures	4,748,728	3,674,776	3,828,390	4,092,426	5,193,356	4,119,304	4,953,956

SUMMARY OF POSITIONS

	2010/11	2011/12	2012/2013	2013/14	2013/2014	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	2.75	1.87	0.72	0.47	0.47	0.47	0.72
4614 Streets Projects	0.00	0.00	0.20	0.50	0.50	0.50	0.50
4621 Traffic Engineering	6.75	5.00	2.50	2.50	2.50	2.50	2.50
4650 Street Administration	0.25	0.25	0.48	0.35	0.35	0.35	0.35
4651 Routine Maintenance	7.50	7.90	4.00	3.80	3.80	3.80	4.00
4654 Bridge Maintenance	0.50	0.50	0.20	0.20	0.20	0.20	0.20
4655 Winter Maintenance	0.75	0.75	0.75	0.75	0.75	0.75	1.00
4690 State Trunkline	0.35	0.35	0.25	0.25	0.25	0.25	0.25
4691 State Routine Maintenance	1.00	2.00	0.85	0.95	0.95	0.95	0.95
4692 State Winter Maintenance	1.00	1.00	0.85	1.20	1.20	1.20	1.20
Total Positions	19.62	20.85	10.80	10.97	10.97	10.97	11.67

There are a few personnel changes in the Major Streets Fund for FY 2015. The total personnel complement in this fund is 11.67 FTE-- an increase of .70 FTE from FY 2014. The Engineering Administration Division is increased by .25 FTE. A portion of the newly added Assistant City Engineer position will be allocated here. The total complement for this division is .72 FTE. The Routine Maintenance Division increased by .20 FTE. This is due to the reallocation of 10% of two groundskeepers from the General Fund to this division. The Winter Maintenance Division increases by .25 FTE due to the reallocations of a Heavy Equipment Operator into the division.


Performance Measures/Metrics: Community Policing:


Major and Local Streets – (summary of services)


The Major and Local Streets Divisions manage and maintain the of city streets that includes seasonal services such as snow and ice control, crack sealing, pothole patching and debris removal to allow for safe transportation throughout the community. Responsible for the maintenance and repair of the City’s 302 miles of paved streets and 7 vehicular and 6 pedestrian bridges. Provide for the 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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of trees removed (each)	700	551	700	700	700
Street Sweeping (min 3x per each mile per year) (miles)	1,800	2,076	1,800	1,800	1,800
Plowing and Salting -open majors and state highways within 24 hours of snow event	100%	100%	100%	100%	100%
Plowing -open all locals within 72 hours of snow event	75%	75%	75%	75%	75%
% of time potholes complaints responded to within 10 days	50%	98%	90%	90%	90%

Explanation of variances:

 The tree removal key performance indicator goal was not met because of equipment failures (chippers) in the fall of 2014.

 The key performance indicator for “Street Sweeping” exceeds its FY 2014 goal of 1,800 because of the city acquired a new street sweeper. In the past, with the aged sweeper the city was not able to keep up with the service. By purchasing this equipment, it has allowed for an increase in the number of road swept because there are more sweepers are operational.

 The City purchased two new hot patch machines in FY 2013. The new equipment did not break down and were able to keep up with pothole complaints in FY 2014. Also, the City’s chippers were not working last fall, so during times when the crews would normally be trimming and removing trees, they did road repairs, including pothole patching.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

202-4612 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	44,487	City Engineer	0.15	12,130
Overtime	3,000	Engin. Ofc Supervisor	0.12	7,371
Fringe Benefits	47,555	Admin. Professional	0.20	8,478
		Assistant City Engineer	0.25	16,508
TOTAL	95,042	Total Personnel	0.72	44,487
OPERATING EXPENSES				
		Overtime		3,000
Supplies	0			
Internal Services	9,092			
Other Services		FICA		3,700
Professional Fees	19,198	Healthcare Benefits - Active		8,784
Maintenance Fees	4,950	Healthcare Benefits - Retirees		
Other Contracted Fees	0	Pension		35,071
TOTAL	33,240	Total Fringe Benefits		47,555
CAPITAL OUTLAY	0	TOTAL	0.72	95,042
TOTAL	0			
TOTAL APPROPRIATION	128,282			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

202-4614 Street Projects

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 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	33,195			
		Total Personnel	<u>0.50</u>	<u>23,918</u>
TOTAL	<u>72,113</u>			
		Overtime		<u>15,000</u>
OPERATING EXPENSES				
Supplies	0	FICA		2,978
Internal Services	3,651	Healthcare Benefits - Active		6,705
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	469,820	Pension		23,512
Maintenance Fees	714,900			
Other Contracted Fees	2,250	Total Fringe Benefits		<u>33,195</u>
TOTAL	<u>1,190,621</u>			
		TOTAL	<u>0.50</u>	<u>72,113</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>1,262,734</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

202-4621 Traffic Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	115,345	Traffic Foreman	0.25	14,470
Overtime	11,450	Traffic Electrician II	0.30	15,388
Fringe Benefits	205,616	Traffic Electrician I	0.50	25,360
		Trans. Engr. Assistant	0.40	19,241
		Traffic Mtce. Technician	1.05	40,887
TOTAL	332,411	Total Personnel	2.50	115,345
OPERATING EXPENSES				
Supplies	47,200	Overtime		11,450
Internal Services	12,089	FICA		9,553
Other Services		Healthcare Benefits - Active		39,534
Professional Fees	80,325	Healthcare Benefits - Retirees		38,273
Maintenance Fees	18,959	Pension		118,256
Other Contracted Fees	4,250			
TOTAL	162,823	Total Fringe Benefits		205,616
CAPITAL OUTLAY	0	TOTAL	2.50	332,411
TOTAL	0			
TOTAL APPROPRIATION	495,234			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

202-4650 Street Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	9,580	Public Services Director	0.05	4,612
Overtime	500	Skilled Clerical (PT)	0.30	4,969
Fringe Benefits	549,412			
		Total Personnel	<u>0.35</u>	<u>9,580</u>
TOTAL	<u>559,492</u>			
		Overtime		<u>500</u>
OPERATING EXPENSES				
		FICA		772
Supplies	1,045	Healthcare Benefits - Active		786
Internal Services	124,369	Healthcare Benefits - Retirees		545,253
Other Services		Pension		2,601
Professional Fees	40,291			
Maintenance Fees	1,946	Total Fringe Benefits		<u>549,412</u>
Other Contracted Fees	1,092			
TOTAL	<u>168,743</u>	TOTAL	<u>0.35</u>	<u>559,492</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>728,235</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

202-4651 Routine Maintenance

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	178,459	Chief ROW Foreman	0.20 13,072
Overtime	11,380	ROW Foreman	0.45 22,681
Fringe Benefits	271,670	Heavy Equipment Operator	1.25 53,843
		Tree Trimmer	1.30 56,050
TOTAL	461,509	Groundskeeper (S)	0.80 32,813
		Total Personnel	4.00 178,459
OPERATING EXPENSES			
		Overtime	11,380
Supplies	185,300		
Internal Services	8,904	FICA	14,743
Other Services		Healthcare Benefits - Active	71,339
Professional Fees	3,950	Healthcare Benefits - Retirees	34,607
Maintenance Fees	300,471	Pension	150,981
Other Contracted Fees	2,323	Total Fringe Benefits	271,670
TOTAL	500,948		
		TOTAL	4.00 461,509
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	962,457		

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

202-4654 Bridge Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	8,512	Tree Trimmer	0.20	8,512
Overtime	300			
Fringe Benefits	13,806	Total Personnel	<u>0.20</u>	<u>8,512</u>
TOTAL	<u>22,618</u>	Overtime		<u>300</u>
OPERATING EXPENSES				
Supplies	0	FICA		674
Internal Services	0	Healthcare Benefits - Active		3,720
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		9,412
Maintenance Fees	75,478	Total Fringe Benefits		<u>13,806</u>
Other Contracted Fees	0			
TOTAL	<u>75,478</u>	TOTAL	<u>0.20</u>	<u>22,618</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>98,096</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

202-4655 Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	42,568	Heavy Equipment Operator	1.00	42,568
Overtime	22,000			
Fringe Benefits	76,080	Total Personnel	<u>1.00</u>	<u>42,568</u>
TOTAL	<u>140,648</u>	Overtime		<u>22,000</u>
OPERATING EXPENSES				
Supplies	133,818	FICA		4,939
Internal Services	4,026	Healthcare Benefits - Active		24,079
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		47,062
Maintenance Fees	0	Total Fringe Benefits		<u>76,080</u>
Other Contracted Fees	0			
TOTAL	<u>137,844</u>	TOTAL	<u>1.00</u>	<u>140,648</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>278,492</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

202-4690 State Trunkline

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/ 2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	9,595	Traffic Mtce. Technician I	0.25 9,595
Overtime	2,500		
Fringe Benefits	16,028	Total Personnel	<u>0.25 9,595</u>
TOTAL	<u>28,123</u>	Overtime	<u>2,500</u>
OPERATING EXPENSES			
Supplies	2,500	FICA	926
Internal Services	0	Healthcare Benefits - Active	3,346
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	0	Pension	11,756
Maintenance Fees	0	Total Fringe Benefits	<u>16,028</u>
Other Contracted Fees	0		
TOTAL	<u>2,500</u>	TOTAL	<u><u>0.25 28,123</u></u>
CAPITAL OUTLAY			
	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>30,623</u></u>		

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

202-4691 State Routine Maintenance

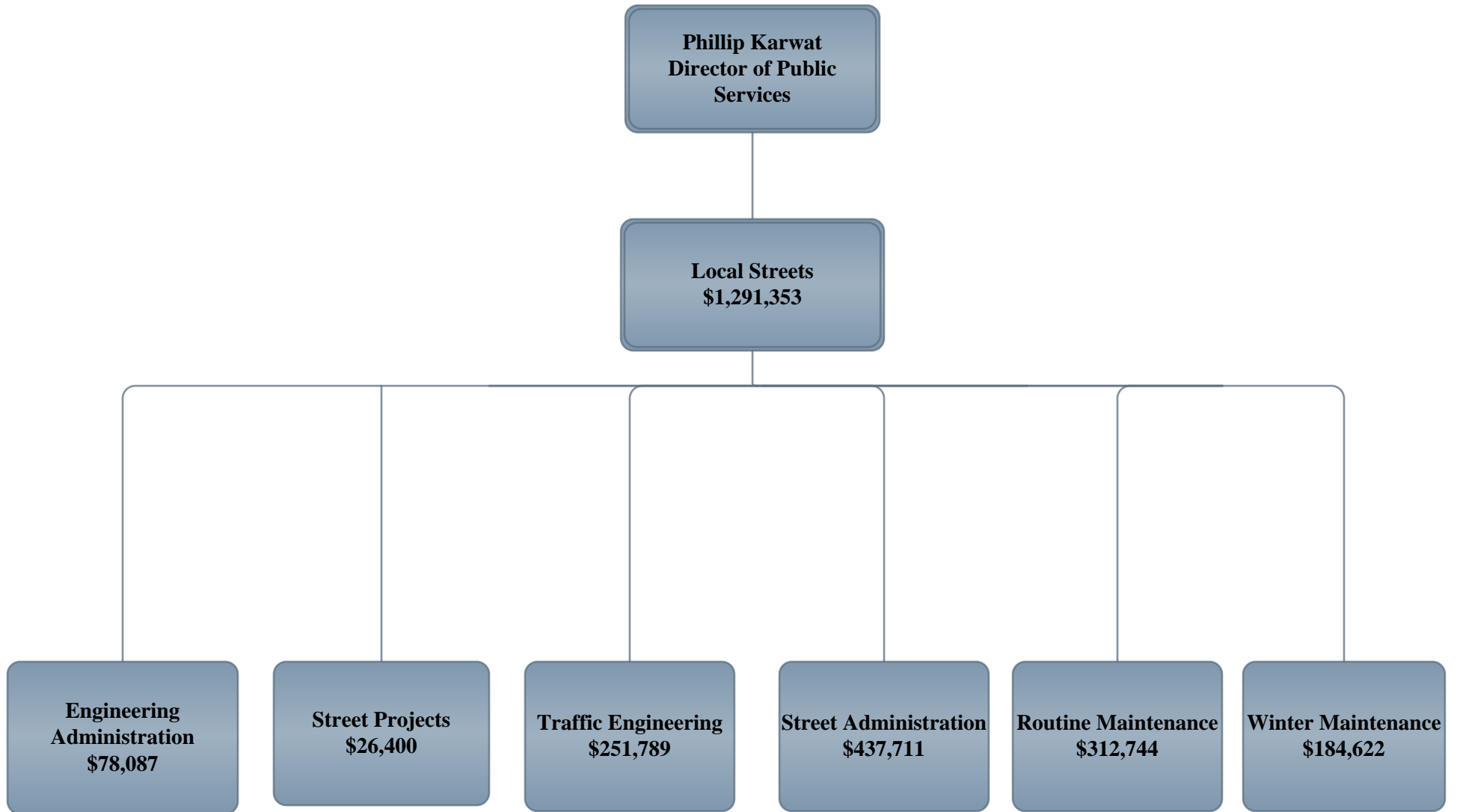
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	47,133	Chief ROW Foreman	0.20	13,072
Overtime	4,000	ROW Foreman	0.25	12,601
Fringe Benefits	69,703	Tree Trimmer	0.50	21,461
TOTAL	120,836	Total Personnel	0.95	47,133
OPERATING EXPENSES				
		Overtime		4,000
Supplies	0			
Internal Services	13,588	FICA		4,017
Other Services		Healthcare Benefits - Active		24,177
Professional Fees	0	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		41,509
Other Contracted Fees	0	Total Fringe Benefits		69,703
TOTAL	13,588			
		TOTAL	0.95	120,836
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	134,424			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

202-4692 State Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	55,123	Chief ROW Foreman	0.15	9,804
Overtime	19,035	Tree Trimmer	1.05	45,319
Fringe Benefits	83,163			
		Total Personnel	<u>1.20</u>	<u>55,123</u>
TOTAL	<u>157,321</u>			
		Overtime		<u>19,035</u>
OPERATING EXPENSES				
Supplies	145,500	FICA		5,740
Internal Services	1,196	Healthcare Benefits - Active		20,904
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		56,519
Maintenance Fees	0			
Other Contracted Fees	0	Total Fringe Benefits		<u>83,163</u>
TOTAL	<u>146,696</u>			
		TOTAL	<u>1.20</u>	<u>157,321</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>304,017</u></u>			

CITY OF SAGINAW LOCAL STREETS FUND



LOCAL STREETS FUND (203)
RESOURCE ALLOCATION
2014/2015 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	950,000	ENGINEERING ADMIN.	78,087
INTEREST AND RENTS	1,400	STREET PROJECTS	26,400
OTHER REVENUES	1,000	TRAFFIC ENGINEERING	251,789
TRANSFERS	338,953	STREET ADMINISTRATION	437,711
		ROUTINE MAINTENANCE	312,744
		WINTER MAINTENANCE	184,622
TOTAL RESOURCES	<u><u>1,291,353</u></u>	TOTAL APPROPRIATIONS	<u><u>1,291,353</u></u>

LOCAL STREETS FUND

REVENUE BUDGET SUMMARY

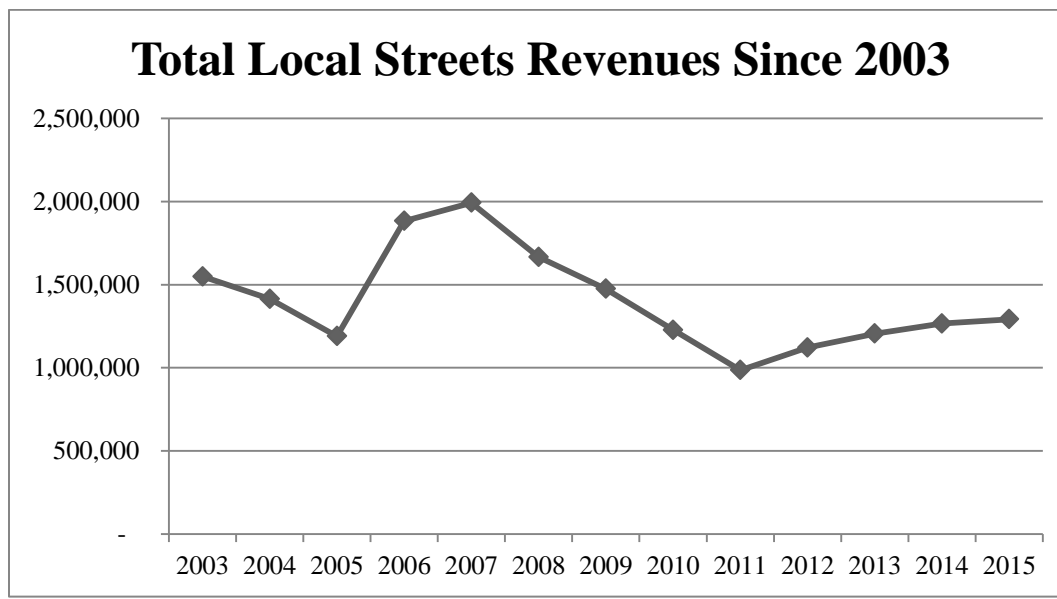
The Local Streets Fund receives an allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of local streets and bridges within the City. The major revenue source for this fund is “State Revenue Sharing”, which is \$950,000 in FY 2015. This source of revenue increased by approximately 2.40% or \$22,620 from FY 2014

Approved Budget. The Local Streets Fund revenues increase by \$25,813 or 2.03% due to a slight increase in direct Act 51 monies and an increase in Act 51 monies transferred in from the Major Streets Fund. Other sources of revenue for this fund includes: interest on investments, special assessments, surplus receipts, and reimbursement.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Revenue Sharing	978,774	940,197	934,470	927,380	986,492	942,143	950,000
Interest and Rents	282	103	1	1,400	1,400	(244)	1,400
Other Revenues	7,107	3,620	5,530	3,000	3,000	455	1,000
Transfers from Other Funds	0	177,846	265,188	333,760	333,760	333,760	338,953
Total Revenues	986,163	1,121,766	1,205,189	1,265,540	1,324,652	1,276,114	1,291,353

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 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. FY 2015 sees a 2.03% increase due to a slight rise in State Shared Revenue and a \$5,193 increase in the transfer of Act 51 money from Major Streets Fund.

DETAIL REVENUES ANALYSIS

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Gas and Weight Tax	978,774	940,197	934,470	927,380	986,492	942,143	950,000
Materials and Services	525	1,604	33	0	0	66	0
Interest on Investments	282	100	1	700	700	(248)	700
Interest on Spec. Assmts	0	3	0	700	700	4	700
Special Assessments	40	488	420	3,000	3,000	389	1,000
Surplus Receipts	27	12	0	0	0	0	0
Reimbursement	6,515	1,516	5,077	0	0	0	0
Use of Fund Equity	0	177,846	265,188	0	0	0	0
Transfer from Other Funds	0	0	0	0	0	0	0
Major Street Fund	0	0	0	333,760	333,760	333,760	338,953
Totals	986,163	1,121,766	1,205,189	1,265,540	1,324,652	1,276,114	1,291,353

EXPENDITURE BUDGET SUMMARY

The total Local Streets Fund expenditures are \$1,291,353 for FY 2015. *Personnel Services* increased by approximately \$12,903 or 1.44%. The overall Local Streets complement decreased by a net total .52 positions from the FY 2014 Approved Budget. In FY 2014/2015, the City is required to contribute 18% more in its MERS Pension obligation. This cost will continue to increase over the next few years. Retiree healthcare costs have impacted the fund as well. The City also budgeted for the normal contractual step and longevity increases. Active healthcare costs include the 2015

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* are \$380,801, which represents an increase of 3.51% from the FY 2014 Approved Budget. This is due to the increase in costs for salt in the Winter Maintenance Division and the addition of project costs for resurfacing 19th Street. There is no *Capital Outlay* budgeted for FY 2015. There are also be no *Miscellaneous* expenditures.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	0	63,336	90,760	49,983	52,083	50,622	78,087
4613 Street Resurfacing	0	0	0	0	16,950	16,210	0
4614 Street Projects	0	20,110	0	0	0	0	26,400
4621 Traffic Engineering	135,238	215,064	225,731	256,036	257,000	215,543	251,789
4650 Street Administration	521,319	460,810	361,759	419,238	423,131	391,849	437,711
4651 Routine Maintenance	353,377	312,268	322,989	396,282	435,380	298,872	312,744
4655 Winter Maintenance	155,927	74,040	87,306	144,001	140,108	130,081	184,622
9660 Transfers	16,802	8,401	0	0	0	0	0
Totals	1,182,663	1,154,029	1,088,545	1,265,540	1,324,652	1,103,177	1,291,353

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	778,663	823,575	762,022	897,649	1,195,749	766,791	910,522
Operating Expenses	387,198	322,053	326,523	367,891	128,903	336,386	380,801
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	16,802	8,401	0	0	0	0	0
Total Expenditures	1,182,663	1,154,029	1,088,545	1,265,540	1,324,652	1,103,177	1,291,353

SUMMARY OF POSITIONS

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	0.00	0.88	0.43	0.43	0.43	0.43	0.56
4621 Traffic Engineering	0.40	1.15	1.60	1.60	1.60	1.60	1.60
4650 Street Administration	0.20	0.20	0.43	0.30	0.30	0.30	0.30
4651 Routine Maintenance	4.30	3.40	5.05	4.20	4.20	4.20	3.30
4655 Winter Maintenance	0.75	0.75	0.75	0.75	0.75	0.75	1.00
Total Positions	5.65	6.38	8.26	7.28	7.28	7.28	6.76

The total Local Streets’ personnel complement is 6.76 FTE for FY 2015. This represents a -.52 reduction from FY 2014 approved budgeted levels. In the Streets Administration division, .13 of the newly added Assistant City Engineer position will be added to this division. In Routine Maintenance division, .90 of a Groundskeeper will be reallocated from the division to other funds. And, in the Winter Maintenance division, .25 of a Heavy Equipment Operator was reallocated into this area.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/15 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
2014/2015 APPROVED BUDGET**

203-4612 Engineering Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/ 2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	35,058	City Engineer	0.15 12,130
Overtime	0	Asst. City Engineer	0.13 8,584
Fringe Benefits	36,165	Engineering Office Supervisor	0.13 7,985
		Administrative Professional	0.15 6,359
TOTAL	71,223	Total Personnel	0.56 35,058
OPERATING EXPENSES			
		Overtime	0
Supplies	0		
Internal Services	0		
Other Services		FICA	2,739
Professional Fees	6,864	Healthcare Benefits - Active	6,164
Maintenance Fees	0	Healthcare Benefits - Retirees	0
Other Contracted Fees	0	Pension	27,262
TOTAL	6,864	Total Fringe Benefits	36,165
CAPITAL OUTLAY	0	TOTAL	0.56 71,223
TOTAL	0		
TOTAL APPROPRIATION	78,087		

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

203-4621 Traffic Engineering

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	71,922	Traffic Foreman	0.25 15,705
Overtime	2,995	Tran. Engineering Assist.	0.40 19,241
Fringe Benefits	111,941	Traffic Maint. Tech. II	0.35 13,055
		Traffic Maint. Tech. I	0.60 23,920
TOTAL	186,858	Total Personnel	1.60 71,922
OPERATING EXPENSES			
		Overtime	2,995
Supplies	26,200		
Internal Services	5,205		
Other Services		FICA	5,751
Professional Fees	17,218	Healthcare Benefits - Active	23,983
Maintenance Fees	14,358	Healthcare Benefits - Retirees	6,947
Other Contracted Fees	1,950	Pension	75,260
TOTAL	64,931	Total Fringe Benefits	111,941
CAPITAL OUTLAY	0	TOTAL	1.60 186,858
TOTAL	0		
TOTAL APPROPRIATION	251,789		

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

203-4650 Street Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	4,969	Skilled Clerical (PT)	0.30	4,969
Overtime	200			
Fringe Benefits	292,260	Total Personnel	<u>0.30</u>	<u>4,969</u>
TOTAL	<u>297,429</u>	Overtime		<u>200</u>
OPERATING EXPENSES				
Supplies	100	FICA		396
Internal Services	123,721	Healthcare Benefits - Active		0
Other Services		Healthcare Benefits - Retirees		291,864
Professional Fees	14,469	Pension		0
Maintenance Fees	1,746	Total Fringe Benefits		<u>292,260</u>
Other Contracted Fees	246			
TOTAL	<u>140,282</u>	TOTAL	<u>0.30</u>	<u>297,429</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>437,711</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

203-4651 Routine Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	74,760	Chief ROW Foreman	0.25	18,065
Overtime	9,000	Heavy Equip. Operator	1.25	53,844
Fringe Benefits	141,886	Groundskeeper (S)	1.80	2,851
TOTAL	225,646	Total Personnel	3.30	74,760
OPERATING EXPENSES				
		Overtime		9,000
Supplies	31,500			
Internal Services	5,684	FICA		6,561
Other Services		Healthcare Benefits - Active		30,153
Professional Fees	1,000	Healthcare Benefits - Retirees		34,607
Maintenance Fees	48,914	Pension		70,565
Other Contracted Fees	0			
TOTAL	87,098	Total Fringe Benefits		141,886
		TOTAL	3.30	225,646
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	312,744			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

203-4655 Winter Maintenance

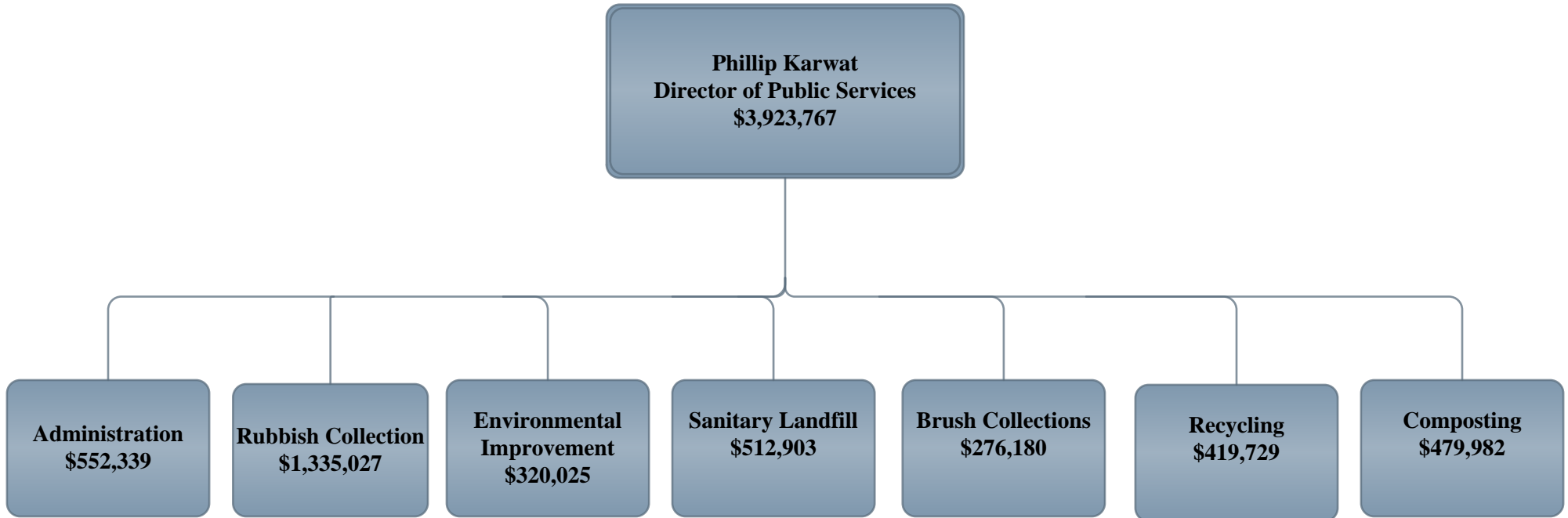
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	42,568	Heavy Equip. Operator	1.00	42,568
Overtime	12,000			
Fringe Benefits	74,828	Total Personnel	<u>1.00</u>	<u>42,568</u>
TOTAL	<u>129,396</u>	Overtime		<u>12,000</u>
OPERATING EXPENSES				
		FICA		4,174
Supplies	51,000	Healthcare Benefits - Active		23,592
Internal Services	4,026	Healthcare Benefits - Retirees		0
Other Services		Pension		47,062
Professional Fees	0	Total Fringe Benefits		<u>74,828</u>
Maintenance Fees	0			
Other Contracted Fees	200			
TOTAL	<u>55,226</u>	TOTAL	<u>1.00</u>	<u>129,396</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>184,622</u></u>			





RUBBISH COLLECTION (SRF)

CITY OF SAGINAW RUBBISH COLLECTION FUND



Beginning in FY 2015, the Rubbish Collection Fund has funds budgeted for Debt Service of \$27,582.

**RUBBISH COLLECTIONS (226)
RESOURCE ALLOCATION
2014/2015 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	
PROPERTY TAXES	(65,249)	ADMINISTRATION	552,339
SERVICES AND SALES	140	RUBBISH COLLECTIONS	1,335,027
CHARGE FOR SERVICES	3,720,050	ENVIRONMENTAL IMPROVEMENT	320,025
INTEREST AND RENTS	38,000	SANITARY LANDFILL	512,903
OTHER REVENUES	230,826	BRUSH COLLECTIONS	276,180
		RECYCLING	419,729
		COMPOSTING	479,982
		DEBT SERVICE	27,582
TOTAL RESOURCES	<u><u>3,923,767</u></u>	TOTAL APPROPRIATIONS	<u><u>3,923,767</u></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 was set 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 personnel 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 gave the City the ability to spread the cost equitably to citizens and businesses.

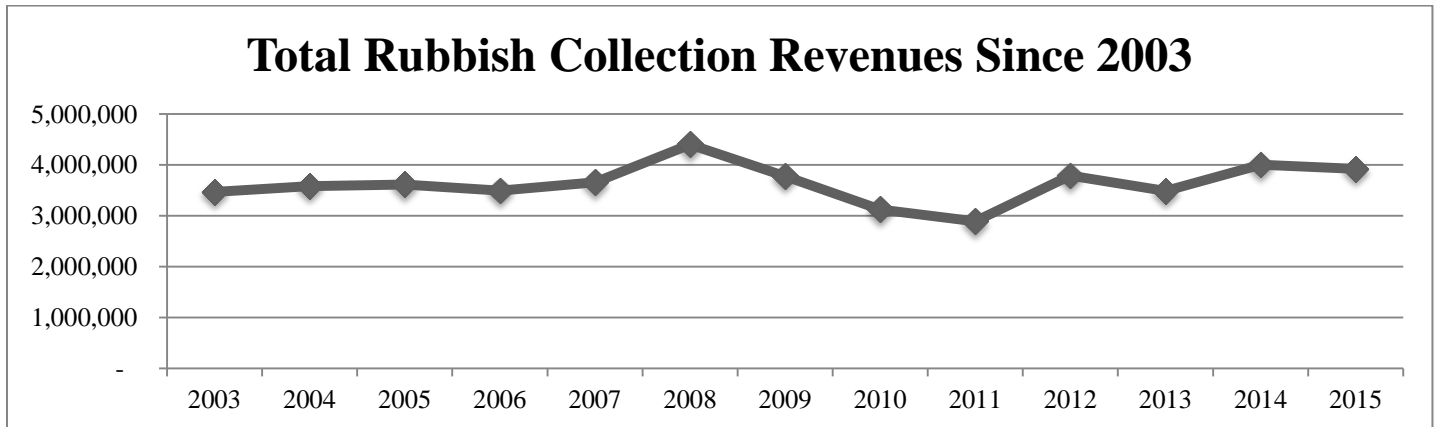
In 2013/14, the household rubbish fee was increased by \$10 from \$165 to \$175 per household unit. This increase in fees equated to an additional \$145,585. This increase was necessary due to the ever increasing cost for services and the continual decline in household count.

The 2014/15 budget for the Rubbish Collection Fund is approved at \$3,923,767, which is a decrease of -2.06% from the FY 2014 approved budgeted levels. This reduction is predominately realized in the reserve amount appropriated, a reduction in trash removal fees, and an increase in property taxes chargebacks. Additionally, the City proposed an increase to the interest and penalties on rubbish fees, which equates to a \$35,000.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	1,525,784	13,500	(200,374)	0	0	(67,247)	(65,249)
Services - Sales	244	6,551	884	140	140	1,858	140
Charge for Services	1,301,704	3,737,593	3,596,681	3,733,050	3,733,050	3,813,217	3,720,050
Interest and Rents	13,156	20,078	39,933	3,000	3,000	69,025	38,000
Other Revenues	48,577	14,520	50,312	270,000	457,117	719,752	230,826
Total Revenues	2,889,465	3,792,242	3,487,436	4,006,190	4,193,307	4,536,605	3,923,767

REVENUE TRENDS



The above graph reflects actual revenues from FY 2003-FY 2013 as well as the approved budgets for FY 2014 and FY 2015. Rubbish Collection revenues have been steady from fiscal year 2003 – 2006, yet, in fiscal years 2007 and 2008 revenues spiked due to an adjustment to the household rubbish fees for unrecognized/deferred revenues. These deferred monies were considered to be a one-time revenue source, which resulted in a decline in revenues for fiscal years 2009 and 2010. In FY 2011, revenues reflect a continual decline in revenues due to the decline in City property taxes collected. By 2012, the City switched from a system that was strictly reliant on property taxes to a flat fee which offset the loss of property tax revenues. From FY 2012 and FY 2013, the fund recorded a loss in the level of revenues due to the decrease in the revenue resources based on actual usage of the system and the appropriation of fund equity. In FY 2014, the City introduced \$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, which has led the revenues to reach \$4,006,140. For FY 2015 revenues still reflect a decline due to the decrease in fund reserves appropriated along with decreases in other source of revenues.

DETAIL REVENUES ANALYSIS

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Real Property	1,408,767	2,947	0	0	0	0	0
Personal Property	210,470	57	57	0	0	0	0
Personal Property - DPPT	0	8,746	3,609	0	0	5,484	0
Property Taxes - Chargeback	(127,056)	(2,388)	(208,419)	0	0	(72,731)	(65,249)
PILOT - Housing Com	33,603	4,138	590	0	0	(590)	0
Abandoned Vehicles	0	0	0	0	0	1,1519	0
Sale of Junk	0	140	69	140	140	67	140
Sale of Recycling Bins	0	6,411	815	0	0	272	0
Materials and Services	244	0	0	0	0	0	0
Household Rubbish Fees	1,079,874	3,495,375	3,403,109	3,417,050	3,417,050	3,567,098	3,417,050
Trash Removal	0	291	7,425	48,000	48,000	(6,798)	35,000
Compost Site Dump Fees	221,830	241,927	186,147	268,000	268,000	252,917	268,000
Interest on Investments	2,381	(1,243)	549	2,500	2,500	0	2,500
Interest on Spec Asmts	10,775	21,321	39,383	500	500	34,862	500
Penalties on Rubbish Fees	0	0	0	0	0	34,163	35,000
Sales of Property Items	0	0	7,130	0	0	0	0
Install Contract Proceeds	0	0	0	0	182,190	182,191	
Special Assessments	48,104	14,358	43,182	20,000	20,000	533,224	20,000
Reimbursement	473	162	0	0	4,927	4,927	0
Use of Fund Equity	0	0	0	250,000	250,000	0	210,826
Totals	2,889,465	3,792,242	3,487,436	4,006,190	4,193,307	4,536,605	3,923,767

RUBBISH COLLECTION FUND

EXPENDITURE BUDGET SUMMARY

The total Rubbish Collection Fund is projected at \$3,923,767 for FY 2014/15. This is an \$82,423, or - 2.06% reductions from the approved FY 2014 budget levels. The cost of *Personnel Services* is 5.41% higher in FY 2015. This is due to the addition of .12 of the Assistant City Engineer to the personnel complement. *(The personnel complement changes are listed in detail under Summary of Positions.)* Furthermore, all fringe benefits increase in this fund. These increases are as follows: retiree healthcare 8.27%, short and long term disabilities 7.45%, life insurance 2.67%, and an 18% increase in the MERS pension obligation. *Operating Expenses* decrease by \$155,528, or -4.92%, from FY 2014 budget. The reduction is realized in postage, the public works building rental fees, motor vehicle supplies, parts and supplies for recycling, indirect costs,

professional services for the MMWA recycling collection cost, fuel, operating services due to the lower MMWA house count, and employment agency fees. These reductions are offset by 6% increase to the general liability insurance premiums, an increase to the information management charges, and professional service fees for the MMWA administrative service fees and programming in order to provide funding for various educational and solid waste programs, and \$24,049 increase to the fleet charge. No monies were budgeted for *Capital Outlay*. *Category of Miscellaneous* increases \$27,582 in FY 2015. The city begins making payments on an installment contract for the purchase of a loader and two plow trucks. These payments continues through 2024.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4581 Rubbish Administration	428,599	504,230	493,311	578,890	579,450	572,579	552,339
4582 Rubbish Collections	1,395,696	1,512,712	1,393,781	1,384,546	1,372,892	1,290,335	1,335,027
4583 Environmental Improvement	286,499	271,370	197,873	309,515	317,198	270,204	320,025
4584 Sanitary Landfill	505,112	468,340	410,055	530,268	530,268	405,005	512,903
4585 Brush Collections	109,298	107,347	205,862	263,696	354,231	221,713	276,180
4586 Recycling	22	101,125	401,193	437,500	437,500	382,982	419,729
4587 Composting	511,849	453,605	433,953	501,775	596,841	446,881	479,982
4590 Debt Services	0	0	0	0	4,927	1,950	27,582
9660 Transfer	10,718	5,359	0	0	0	0	0
Total Expenditures	3,247,793	3,424,088	3,536,028	4,006,190	4,193,307	3,591,649	3,923,767

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	682,768	641,206	697,696	841,334	836,034	816,943	886,857
Operating Expenses	2,554,307	2,777,520	2,837,520	3,164,856	3,169,786	2,772,756	3,009,328
Capital Outlay	0	0	657	0	182,560	0	0
Miscellaneous	10,718	5,359	0	0	4,927	1,950	27,582
Total Expenditures	3,247,793	3,242,088	3,536,028	4,006,190	4,193,307	3,591,649	3,923,767

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
4581 Rubbish Administration	0.35	0.85	1.10	1.60	1.60	1.60	1.72
4582 Rubbish Collections	0.50	1.00	0.90	0.00	0.00	0.00	0.00
4583 Environmental Improvement	1.00	1.00	1.00	5.00	5.00	5.00	5.00
4585 Brush Collections	0.00	0.00	1.20	1.45	1.45	1.45	1.45
4587 Composting	2.00	2.00	2.50	2.50	2.50	2.50	2.50
Total Positions	3.85	4.85	6.70	10.55	10.55	10.55	10.67

The total Rubbish Collection Fund personnel complement for FY 2015 is 10.67 FTE. This is a net increase of 0.12 FTE. In FY 2015, the city adds .12 of an Assistant City Engineer to the Rubbish Collection – Administration division.


Performance Measures/Metrics: Rubbish Collection:


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. Provide 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 provides annual leaf collection services to city residents. Provides collection and composting of yard waste collected from city residents and accepts yard waste from other members of the Mid-Michigan Waste Authority.

Key Performance Indicator	FY 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of monthly brush collection completed on time	85%	63%	85%	85%	85%
Compost Site Compost sold (cyds)	18,000	5,280	2,500	2,500	2,500
% of time convenience station open monthly	100%	100%	100%	100%	100%

Explanation of variances:

 The brush collection key performance indicator goal was not met in totality because of equipment failures (chippers) in the spring of 2014.

 This key performance indicator goal is too high and will not be achieved. Last August the KPI goal for Compost sold was listed at 3,500 for FY 2014. For some reason it was placed at 18,000. In April, the Department of Public Services has a landscape company purchase \$4,965 cyds of finished compost. Without this large purchase, this department would have sold only 855 cyds. A more practical goal would be 2,500 cyds.

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Remove debris from residential property	700 tons	370.36 tons	600 tons	600 tons	600 tons

Explanation of variances:

○ The main reason for lower results in this area is due to the significant snow fall from December to March making it near impossible to remove trash in yards for nearly four months. Another factor is the reduction of hours from 32 hour employees to 28 hour employees or a 12.5% reduction in work time.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2014/2015 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
2014/2015 APPROVED BUDGET**

226-4581 Rubbish Collection Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	69,621	Director of Public Services	0.10	9,223
Overtime	0	City Engineer	0.10	8,087
Fringe Benefits	165,518	Assistant City Engineer	0.12	7,924
		Chief ROW Foreman	0.20	14,452
TOTAL	235,139	ROW Foreman	0.30	15,120
		Skilled Clerical (PT)	0.90	14,815
OPERATING EXPENSES		Total Personnel	1.72	69,621
Supplies	2,352			
Internal Services	158,191	Overtime		0
Other Services				
Professional Fees	156,157	FICA		5,833
Maintenance Fees	500	Healthcare Benefits - Active		12,445
Other Contracted Fees	0	Healthcare Benefits - Retirees		107,234
TOTAL	317,200	Pension		40,006
		Total Fringe Benefits		165,518
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	1.72	235,139
TOTAL APPROPRIATION	552,339			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

226-4582 Rubbish Collection

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	5,000			
Fringe Benefits	383			
TOTAL	5,383	Total Personnel	0.00	0
OPERATING EXPENSES		Overtime		5,000
Supplies	500			
Internal Services	0	FICA		383
Other Services		Healthcare Benefits - Active		0
Professional Fees	1,272,789	Healthcare Benefits - Retirees		0
Maintenance Fees	56,355	Pension		0
Other Contracted Fees	0			
TOTAL	1,329,644	Total Fringe Benefits		383
		TOTAL	0.00	5,383
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	1,335,027			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

226-4583 Environmental Improvement

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	106,297	Environ. Support Specialist	1.00	32,535
Overtime	0	Skilled Laborer (PT)	4.00	73,762
Fringe Benefits	115,304			
		Total Personnel	5.00	106,297
TOTAL	221,601			
		Overtime		0
OPERATING EXPENSES				
Supplies	30,350	FICA		8,323
Internal Services	8,347	Healthcare Benefits - Active		13,273
Other Services		Healthcare Benefits - Retirees		47,650
Professional Fees	0	Pension		46,058
Maintenance Fees	58,682			
Other Contracted Fees	1,045	Total Fringe Benefits		115,304
TOTAL	98,424			
		TOTAL	5.00	221,601
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	320,025			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

226 - 4585 Brush Collections

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/ 2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	62,344	Tree Trimmers	1.45 62,344
Overtime	5,000		
Fringe Benefits	99,910	Total Personnel	<u>1.45 62,344</u>
TOTAL	<u>167,254</u>	Overtime	<u>5,000</u>
OPERATING EXPENSES			
Supplies	2,500	FICA	5,210
Internal Services	4,026	Healthcare Benefits - Active	24,408
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	102,400	Pension	70,292
Maintenance Fees	0	Total Fringe Benefits	<u>99,910</u>
Other Contracted Fees	0		
TOTAL	<u>108,926</u>	TOTAL	<u><u>1.45 167,254</u></u>
CAPITAL OUTLAY			
	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>276,180</u></u>		

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

226-4587 Composting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	95,648	Compost Site Operator	2.00	87,458
Overtime	20,000	Skilled Clerical (PT)	0.50	8,190
Fringe Benefits	141,832			
		Total Personnel	2.50	95,648
TOTAL	257,480			
		Overtime		20,000
OPERATING EXPENSES				
Supplies	23,800	FICA		8,847
Internal Services	6,160	Healthcare Benefits - Active		38,935
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	81,000	Pension		94,050
Maintenance Fees	110,542			
Other Contracted Fees	1,000	Total Fringe Benefits		141,832
TOTAL	222,502			
		TOTAL	2.50	257,480
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	479,982			



PUBLIC SAFETY GRANTS (SRF)

PUBLIC SAFETY FUND
AND
PUBLIC SAFETY GRANTS

PUBLIC SAFETY FUND (205)
RESOURCE ALLOCATION
2014/2015 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	3,094,195	CPS - POLICE PATROL	2,212,882
		CPS - FIRE SUPPRESSION	881,313
TOTAL RESOURCES	<u><u>3,094,195</u></u>	TOTAL APPROPRIATIONS	<u><u>3,094,195</u></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 of the 6 mills with an additional 1.5 mills. Again, the electorate

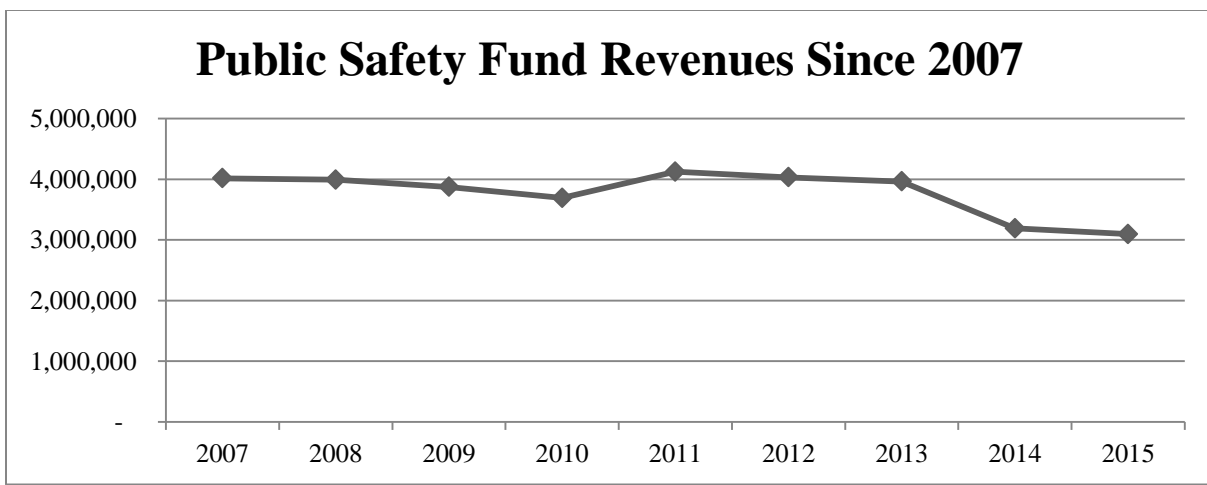
approved the Public Safety millage at its new level. The General Fund continues to provide a subsidy to this fund for unfunded pension contributions. However, the same promise was not given with this new millage. In fact, the electorate was advised that the same level of sworn personnel will not be maintained.

For FY 2014/15, the Public Safety Fund's revenues are \$3,094,195. This is a decrease of \$95,566, or -3.00%, 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 as well as a \$30,000 allocation for property chargebacks. The General Fund continues to subsidize this by \$51,536.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Property Taxes	2,951,150	3,521,160	3,188,283	3,189,761	3,189,761	3,140,759	3,042,659
Transfers	1,171,748	510,163	337,575	0	23,000	376,808	51,536
Total Revenues	4,122,898	4,031,323	3,525,858	3,189,761	3,212,761	3,517,567	3,094,195

REVENUE TRENDS



The above graph reflects actual revenues from FY 2007 – FY 2013 as well as the approved revenues for FY 2014 and FY 2015. 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 reduction in the assessed real property 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 realized a \$3.19 million in revenues. The revenues that were realized were not sufficient to cover the total 51 sworn personnel complement. Therefore, in FY 2014, 33 employees were allocated to this fund. This level of personnel is based on the amount of revenues that the real property tax levy can generate. In FY 2015, the real property values continue to trend downward. For FY 2015, revenues will decrease \$95,566 from the previous fiscal year. Because of the downward trend, the General Fund must provide a subsidy to cover the fund in the amount of \$51,536.

EXPENDITURE BUDGET SUMMARY

The Public Safety Fund expenditures are \$3,094,195 for FY 2015. This budget decreases \$95,566, or -3.00% from the FY 2014 approved budgeted levels. *Personnel Services* will be less than in FY 2014. The reduction in personnel services is directly associated with a decrease

in the pension allocation to this fund. The unfunded portion is recognized in the general fund. *(The personnel complement changes are listed in detail under Summary of Positions.)*

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3511 CPS - Police Patrol	1,581,763	1,814,371	1,862,481	2,392,161	2,415,161	2,760,234	2,212,882
3513 CPS - Police Investigations	734,697	694,709	0	0	0	0	0
3551 CPS - Fire Suppression	1,673,705	1,465,824	1,525,385	797,600	797,600	757,243	881,313
3553 CPS - Fire Prevention	132,736	56,421	0	0	0	0	0
Total Expenditures	4,122,901	4,031,325	3,387,866	3,189,761	3,212,761	3,517,567	3,094,195

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	4,122,901	4,031,325	3,525,857	3,189,761	3,212,761	3,517,567	3,094,195
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	4,122,901	4,031,325	3,525,857	3,189,761	3,212,761	3,517,567	3,094,195

SUMMARY OF POSITIONS

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3511 CPS - Police Patrol	22.00	22.00	31.00	24.00	24.00	24.00	24.00
3513 CPS - Police Investigations	9.00	9.00	0.00	0.00	0.00	0.00	0.00
3551 CPS - Fire Suppression	19.00	19.00	20.00	9.00	9.00	9.00	9.00
3553 CPS - Fire Prevention	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Total Positions	51.00	51.00	51.00	33.00	33.00	33.00	33.00

The total personnel complement for the 2015 budget is 33.00 FTE. Community Public Safety – Police have 24 positions allocated to this fund and Community Public Safety – Fire make up the remaining 9 positions. This is the same as the previous fiscal year.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

205-3511 CPS - Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,321,547	Police Officer	24.00	1,321,547
Overtime	140,294			
Fringe Benefits	751,041	Total Personnel	<u>24.00</u>	<u>1,321,547</u>
TOTAL	<u>2,212,882</u>	Overtime		<u>140,294</u>
OPERATING EXPENSES				
		FICA		21,768
Supplies	0	Healthcare Benefits - Active		431,928
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		297,345
Professional Fees	0	Total Fringe Benefits		<u>751,041</u>
Maintenance Fees	0			
Other Contracted Fees	0			
TOTAL	<u>0</u>	TOTAL	<u>24.00</u>	<u>2,212,882</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>2,212,882</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

205-3551 CPS - Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	531,277	Fire Lieutenant	1.00	63,880
Overtime	68,808	Fire Engineers	6.00	358,431
Fringe Benefits	281,228	Firefighter	2.00	108,966
TOTAL	881,313	Total Personnel	9.00	531,277
OPERATING EXPENSES		Overtime		68,808
Supplies	0	FICA		9,091
Internal Services	0	Healthcare Benefits - Active		163,137
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension - Sworn		109,000
Maintenance Fees	0	Total Fringe Benefits		281,228
Other Contracted Fees	0	TOTAL	9.00	881,313
TOTAL	0			
CAPITAL OUTLAY				
TOTAL	0			
TOTAL APPROPRIATION	881,313			

**PUBLIC SAFETY GRANTS
RESOURCE ALLOCATION
2014/2015 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	598,645	COMMUNITY POLICING	598,645
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	63,616	DRUG FORFEITURE FUND	63,616
SAGINAW COUNTY TAPS	28,614	SAGINAW COUNTY TAPS	28,614
HOMELAND SECURITY SAFER GRANT	1,180,944	HOMELAND SECURITY SAFER GRANT	1,180,944
AUTO THEFT PREVENTION	149,244	AUTO THEFT PREVENTION	149,244
TOTAL RESOURCES	<u>2,050,063</u>	TOTAL APPROPRIATIONS	<u>2,050,063</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 give them the responsibility for developing and implementing problem-solving strategies in their neighborhoods.

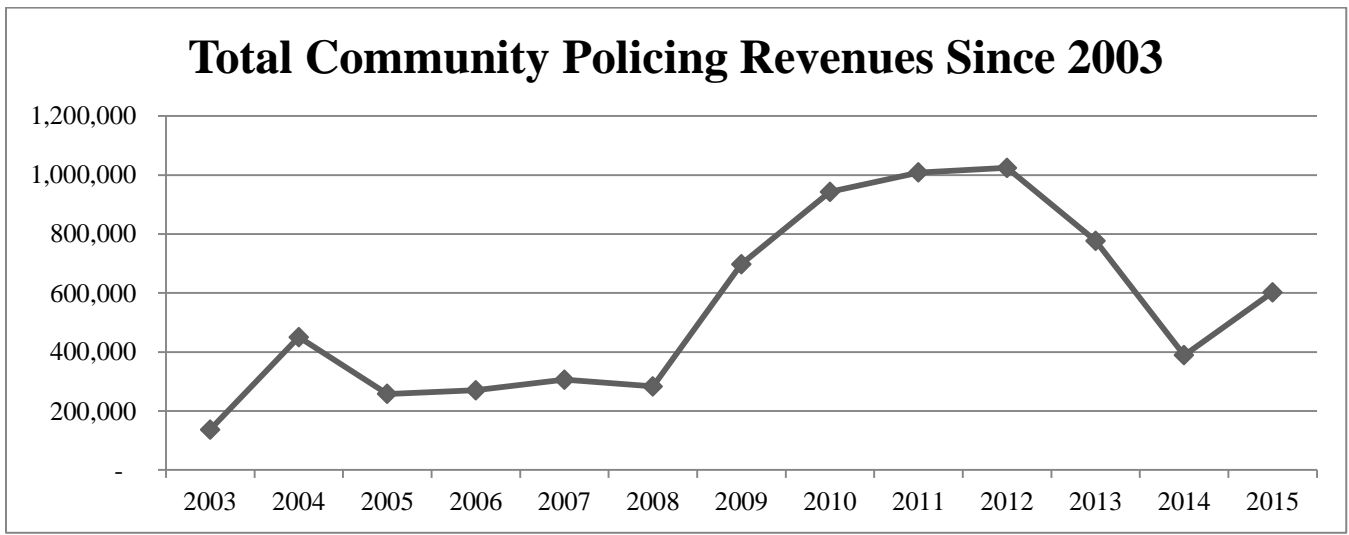
For FY 2015, the Community Policing Fund revenues are \$598,645. This represents a \$209,760 or 53.94%

increase from the previous fiscal year. Beginning in FY 2015, community police officers are stationed at the Raptor Center and provide coverage to the Frank N Andersen’s Celebration Park and the Water Treatment Facility. Because of the change in the manner in which the City is providing services, the Water Operation and Maintenance Fund is providing funding for one officer. The General Fund continues to provide a larger subsidy as the CDBG appropriations continues to decline.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Grants	552,864	601,781	291,750	0	0	0	0
Interest on Investments	0	0	0	0	0	12	0
Other Revenues	35	0	0	0	0	0	0
Transfers	455,779	422,377	386,142	388,885	405,161	432,896	598,645
Total Revenues	1,008,678	1,024,158	677,892	388,885	405,161	432,908	602,143

REVENUE TRENDS



The above graph reflects actual revenues from FY 2003 – FY 2013 as well as the approved budgets for FY 2014 and FY 2015. Over the past 13 years, revenues for Community Policing have changed dramatically. These monies have been dependent on funding received from grant activities, as it related to Community Policing services. From FY 2008 to the present, the City of Saginaw has received multiple grants to support this activity. 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, to strengthen law enforcement efforts all over the City.

Concurrently, 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 five 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 budget for this fund reflect an even steeper reduction to revenues. This reduction was realized in the reduced CDBG allocations due to the federal sequester. The General Fund had to provide a larger subsidy to cover 1.50 FTE of a Community Police Officer. In FY 2015, the CDBG allocation is even less than the sequester levels; as a result, the City will be reconfiguring the manner in which it provides community policing services. Beginning in FY 2015, community police officers will be stationed at the Raptor Center and provides coverage to the Frank N. Andersen’s Celebration Park and Water Treatment facility. Because of this change in which the City provides services, the Water Operation and Maintenance Fund will provide funding for one officer and the General Fund will provide a larger subsidy.

EXPENDITURE BUDGET SUMMARY

The total Community Policing Fund expenditures are \$598,645, for FY 2015. This is an increase of 53.94%, from the 2014 approved budgeted levels. *Personnel Services* will be \$589,251. The change in personnel services is a direct result in the addition of one police officer to the community policing services. This officer provides the necessary coverage to the Water Treatment Plant and Celebration Park. Likewise, overtime and

pension costs are projected to increase in FY 2015 by \$17,753 and \$105,565, respectively. (*The personnel complement changes are listed in detail under Summary of Positions.*) *Operating Expenses* is projected to be \$9,394. This represents an increase of \$617 from the previous fiscal year. This increase is attributed to an increase in the information management charge. No monies are allocated for *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3320 Community Policing	428,629	445,403	329,391	388,885	405,161	416,097	598,645
3321 Weed N Seed	128,163	38,447	0	0	0	0	0
3327 Shotspotter	98,320	194,348	1,358	0	0	0	0
3328 COPS Hiring Grant	353,567	345,975	347,141	0	0	16,811	0
Total Expenditures	1,008,679	1,024,173	677,890	388,885	405,161	432,908	598,645

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	769,687	776,473	317,627	380,108	396,384	424,924	589,251
Operating Expenses	138,928	53,352	358,905	8,777	8,777	7,984	9,394
Capital Outlay	100,064	194,348	1,358	0	0	0	0
Total Expenditures	1,008,679	1,024,173	677,890	388,885	405,161	432,908	598,645

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3320 Community Policing	4.00	3.75	4.00	3.00	3.00	3.00	4.00
3328 COPS Hiring Grant	5.00	5.00	3.15	0.00	0.00	0.00	0.00
Total Positions	9.00	8.75	7.15	3.00	3.00	3.00	4.00

The total Community Policing Fund’s personnel complement is projected to be 4.00 FTE for FY 2015. This is an increase of one officer. This increase is a direct result of the Water Operations and Maintenance Fund paying for one officer to provide coverage to Celebration Park and the Water Treatment Plant.

Performance Measures/Metrics: Community Policing:

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 Police 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 2014 Goal	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Complete three problem oriented policing initiatives* per quarter	3	8	12	12	12
Track the number of Citizen Association meetings attended by community police officers**	72	80	72	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.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

260-3320 Community Policing

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	217,537	Police Officer	4.00	217,537
Overtime	24,000			
Fringe Benefits	347,714	Total Personnel	<u>4.00</u>	<u>217,537</u>
TOTAL	<u>589,251</u>	Overtime		<u>24,000</u>
OPERATING EXPENSES				
		FICA		4,387
Supplies	0	Healthcare Benefits - Active		70,665
Internal Services	6,394	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		272,662
Professional Fees	0	Total Fringe Benefits		<u>347,714</u>
Maintenance Fees	3,000			
Other Contracted Fees	0			
TOTAL	<u>9,394</u>	TOTAL	<u>4.00</u>	<u>589,251</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>598,645</u></u>			

POLICE TRAINING FUND

REVENUE BUDGET SUMMARY

The Police Training Fund accounts for allocations received from the State of Michigan pursuant to Act 302 of the Public Act 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

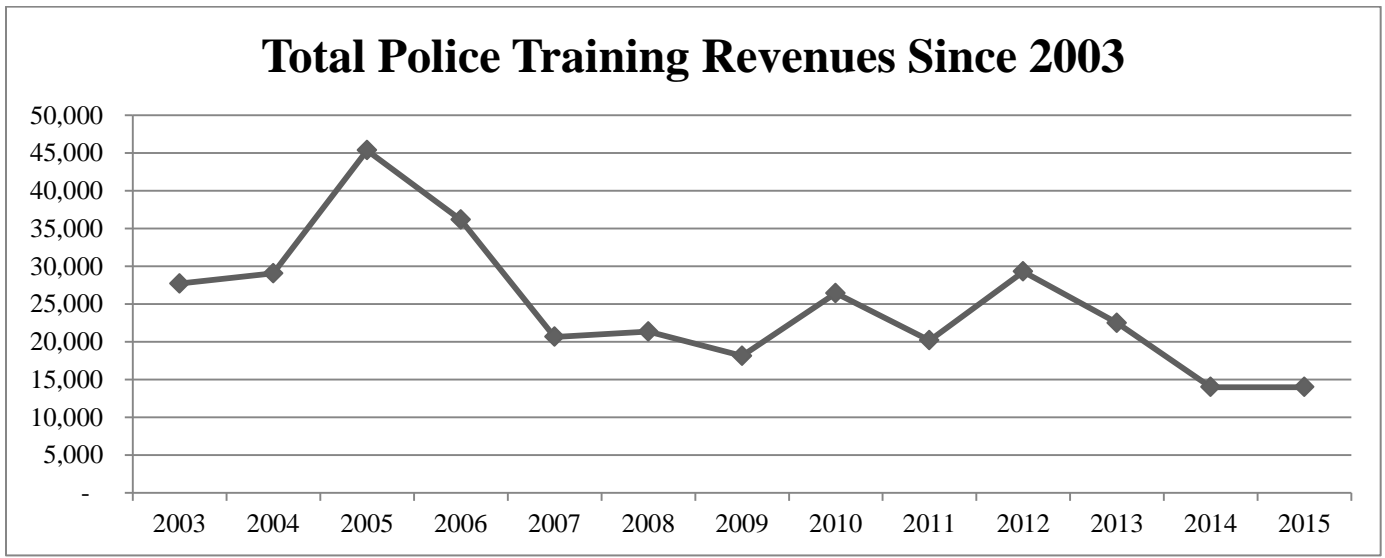
major revenue source for this fund is State grants. Funding is received on a reimbursement basis.

The 2014/15 approved revenues for Police Training Fund is \$14,000. This is the same as the 2014 budgeted levels.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
State Grants	20,185	29,297	18,488	14,000	14,000	14,230	14,000
Interest and Rents	(4)	0	0	0	0	0	0
Transfers	0	0	3,256	0	0	0	0
Total Revenues	20,181	29,297	21,744	14,000	14,000	14,230	14,000

REVENUE TRENDS



The above graph reflects actual revenues from FY 2003 – FY 2013 as well as the approved budgets for FY 2014 and FY 2015. 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 are \$14,000, for FY 2015. No *Personnel Services* have been allocated to this fund. *Operating Expenses* makes

up the budget for this fund. Operating Expenses are the same as the 2014 budgeted levels. No monies have been allocated for *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3323 Police Training	20,181	29,298	21,743	14,000	14,000	11,466	14,000
Total Expenditures	20,181	29,298	22,500	14,000	14,000	11,466	14,000

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	20,181	29,298	21,743	14,000	14,000	11,466	14,000
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	20,181	29,298	21,743	14,000	14,000	11,466	14,000

DEPARTMENT OF JUSTICE – JUSTICE ASSISTANCE GRANT FUND

REVENUE BUDGET SUMMARY

The Department of Justice (DOJ) – Justice Assistance Grant (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 DOJ. 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

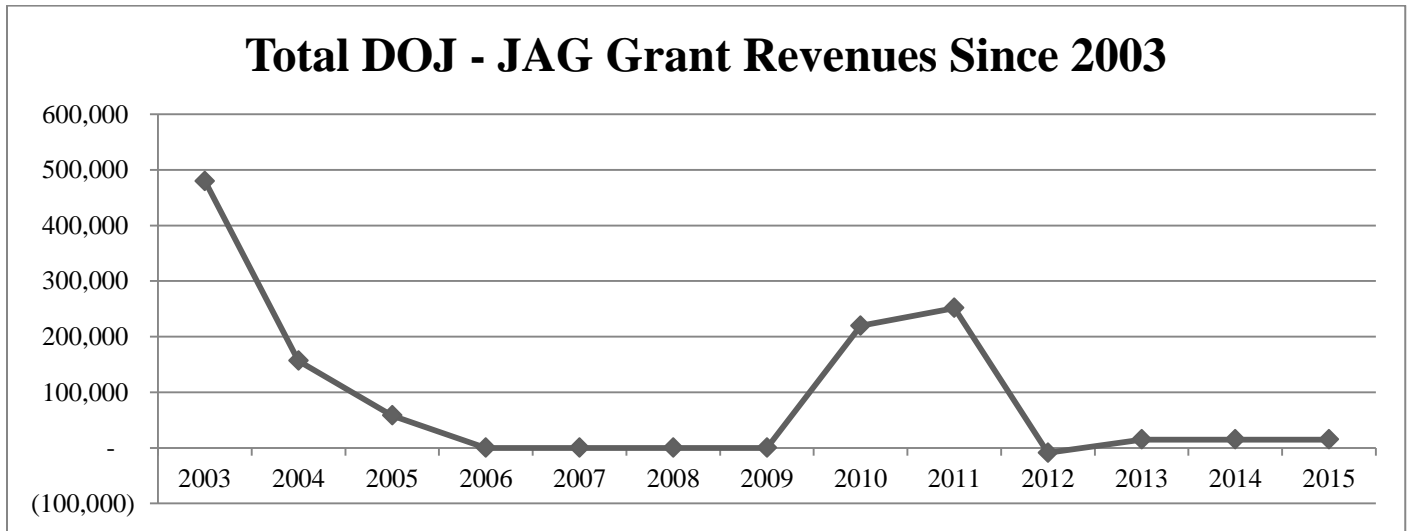
listed in the budget is strictly the City’s portion. Moreover, the county is the fiduciary agency and is responsible for recording all expenditure activities.

The 2015 budget for the DOJ – JAG is \$15,000. This represents a zero growth from the previous fiscal year. Additionally, during the budget development, the City did not have the 2014 DOJ - JAG allocation. These monies are recognized later in FY 2015.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
State Grant	251,586	(9,109)	295,585	15,000	105,394	202,915	15,000
Transfers	0	0	9,484	0	0	0	0
Total Revenues	251,586	(9,109)	305,069	15,000	105,394	202,915	15,000

REVENUE TRENDS



The above graph reflects actual revenues from FY 2003 – FY 2013 as well as the approved budgets for FY 2014 and FY 2015. This fund is 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 reflected the addition of the Regular 2010 JAG Grant and the remaining stimulus monies. By FY 2012, revenues decreased due to the utilization of the stimulus monies in prior years. For the FY 2013, revenues continued to decline. The FY 2014 and FY 2015 budget will remain the same as FY 2013, based on what the City is aware of on this grant.

EXPENDITURE BUDGET SUMMARY

The total DOJ – JAG Grant expenditures are \$15,000, for FY 2015, which is –the same as the FY 2014 approved budgeted levels. There are no *Personnel*

Services in this fund. No funds are allocated towards *Operating Expenses*. *Capital Outlay* is \$15,000 for FY 2015.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3321 DOJ Grant (Stimulus)	239,488	90,699	43,659	0	0	0	0
3329 DOJ Grant (Regular)	12,098	185,049	0	0	0	0	0
3330 DOJ Grant (2011)	0	41,799	0	0	0	0	0
3331 DOJ Grant (2012)	0	0	61,671	15,000	36,030	36,030	0
3332 DOJ Grant (2013)	0	0	0	0	49,496	19,422	15,000
3340 FEMA Region 5	0	0	0	0	19,868	19,868	0
Total Expenditures	251,586	317,547	105,330	15,000	105,394	75,320	15,000

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	31,065	0	0	0	0	0
Operating Expenses	29,855	25,899	0	15,000	0	0	0
Capital Outlay	221,731	260,583	105,330	0	105,394	75,320	15,000
Total Expenditures	251,586	317,547	105,330	15,000	105,394	75,320	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

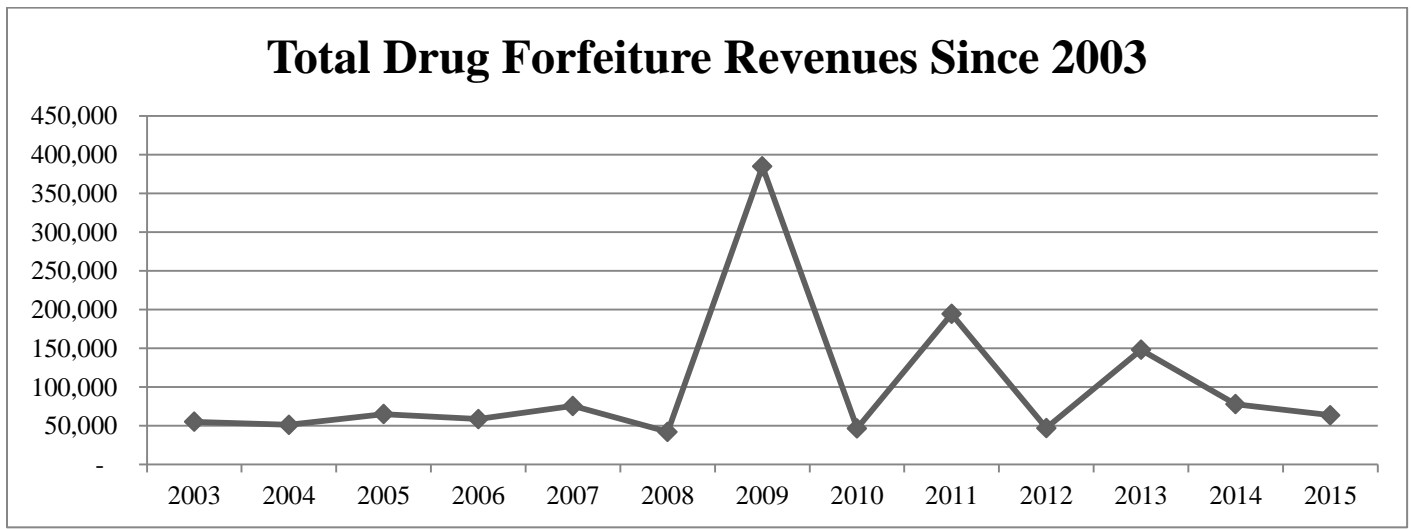
to the City and are utilized to offset the cost of drug enforcement activities.

The 2015 budget for this fund is projected at \$63,616. This represents a \$14,220 or -18.27% reductions from the previous fiscal years. The reduction in this fund is primarily attributed to a decrease in the amount appropriated from federal and state forfeited property.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Fines and Forfeitures	160,255	43,869	137,409	32,360	32,360	72,855	0
Interest and Rents	1,898	2,077	1,394	2,500	2,500	1,322	2,500
Other Revenues	32,232	1,224	12,943	42,976	108,115	29,498	61,116
Total Revenues	194,385	47,170	151,746	77,836	142,975	103,675	63,616

REVENUE TRENDS



The above graph reflects actual revenues from FY 2003 – FY 2013 as well as the approved budgets for FY 2014 and FY 2015. From FY 2002-2008 there has been a steady decrease in the amounts collected from fines and forfeitures. 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 2012 actual revenues received were actually the lowest since 2007. In FY 2013, the City realized an upward trend in revenues due to the large appropriation of reserves. By FY 2014, the revenues are projected to decrease 47.42%. This is due to the amount utilized from fund reserves to cover the estimated expenditures.

The FY 2015 budget also reflects another significant decrease of -18.27%. This decrease is due to lack of funds appropriated for state and federal forfeited properties.

EXPENDITURE BUDGET SUMMARY

The total Drug Forfeiture Fund expenditures are \$63,616, for FY 2015. Again, this represents an -18.27% reduction from the previous fiscal year. No monies have been appropriated for *Personnel Services*. *Operating Expenses* is \$63,616, for the upcoming year.

This represents a \$14,220, decrease from FY 2014. This is due to a \$9,000 decrease in professional services, a \$4,500 decrease in operating services, and a \$720 decrease in utilities. The category of *Capital Outlay* is be zero, for the upcoming year.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3040 Drug Forfeiture	158,859	167,464	250,897	77,836	142,975	103,675	63,616
Total Expenditures	158,859	167,464	250,897	77,836	142,975	103,675	63,616

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	79,904	70,672	233,940	77,836	79,936	40,777	63,616
Capital Outlay	78,955	96,792	16,957	0	63,039	62,898	0
Total Expenditures	158,859	167,464	250,897	77,836	142,975	103,675	63,616

SAGINAW COUNTY TREATMENT AND PREVENTION SERVICES (TAPS) FUND

REVENUE BUDGET SUMMARY

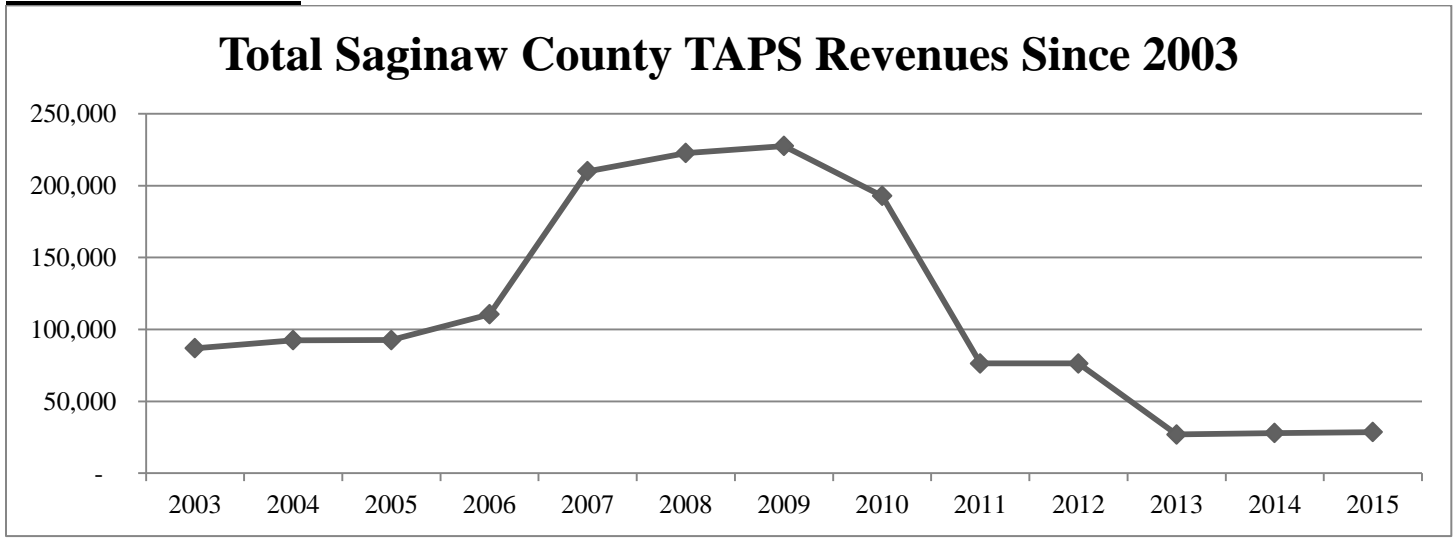
The Saginaw County Treatment and Prevention Services (TAPS) Fund, formerly the Youth Initiative Fund, accounts for grant monies received from the United States DOJ through the Saginaw County Department of Public Health. These funds are used to engage youth and provide facilities to the programs that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

The 2014/15 revenue budget for the Saginaw County TAPS Fund is \$28,614, which is \$614 more than the previous fiscal year. These programs 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, 2014.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Interest and Rents	(7)	0	0	0	0	0	0
Other Revenues	60,640	59,736	56,253	28,000	112,000	29,711	28,614
Transfers	15,785	0	0	0	0	0	0
Total Revenues	76,418	59,736	56,253	28,000	112,000	29,711	28,614

REVENUE TRENDS



The above graph reflects actual revenues from FY 2003 – FY 2013 as well as the approved budgets for FY 2014 and FY 2015. From FY 2001-2006, there has 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 renamed 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 continued to reflect a downward trend. The 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 budget reflected 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. The FY 2015 budget reflects the remaining balance of the grant awarded in January 2014. 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 are \$28,614, for FY 2014. *Personnel Services* increase by \$614. This budget reflects an increase to some fringe

benefit cost for the .30 police officer allocated to it. No funds are appropriated for *Operating Expenses* or *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3325 Youth Initiative	76,419	0	0	0	0	0	0
3325 Saginaw County TAPS	0	60,763	56,235	28,000	112,000	29,711	28,614
Total Expenditures	76,419	60,763	56,235	28,000	112,000	29,711	28,614

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	67,652	60,763	56,235	28,000	112,000	29,711	28,614
Operating Expenses	8,767	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	76,419	60,763	56,235	28,000	112,000	29,711	28,614

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3325 Saginaw County TAPS	1.00	0.00	0.00	0.30	0.30	0.30	0.30
Total Positions	1.00	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 2014/2015 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
2014/2015 APPROVED BUDGET**

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

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	15,650	Police Officer	0.30	15,650
Overtime	9,772			
Fringe Benefits	3,192	Total Personnel	<u>0.30</u>	<u>15,650</u>
TOTAL	<u>28,614</u>	Overtime		<u>9,772</u>
OPERATING EXPENSES				
		FICA		380
Supplies	0	Healthcare Benefits - Active		2,812
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		0
Professional Fees	0			
Maintenance Fees	0	Total Fringe Benefits		<u>3,192</u>
Other Contracted Fees	0			
TOTAL	<u>0</u>	TOTAL	<u>0.30</u>	<u>28,614</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>28,614</u></u>			

HOMELAND SECURITY STAFFING FOR ADEQUATE FIRE AND EMERGENCY RESPONSE GRANT FUND

REVENUE BUDGET SUMMARY

The Homeland Security Staffing for Adequate Fire and Emergency Response (SAFER) Grant Fund was created in FY 2014. This is a federal grant received from the Department of Homeland Security. Their purpose in creating this grant was to provide funding directly to fire department and volunteer firefighter interest groups to help them increase or maintain the number of trained, “front line” firefighters available in their communities. The primary goal of SAFER is to enhance the local fire

department’s ability to comply with staffing, response, and operational standards established by the NFPA 1710.

In late 2013, the City of Saginaw was notified that it received approximately \$2.4 million to cover the cost of 15 firefighters for two years. The first full year was 2014. The 2015 fiscal year is the second year that the grant covers the cost of 15 firefighters. Therefore, the FY 2014/15 was approved at \$1,180,944.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Homeland Security Grant	0	0	0	0	1,158,794	1,128,391	1,180,944
Total Revenues	0	0	0	0	1,158,794	1,128,391	1,180,944

EXPENDITURE BUDGET SUMMARY

The total Homeland Security - SAFER Grant expenditures are \$1,180,944 for FY 2015. This represents a 100% increase from the 2014 approved budgeted levels. The category of *Personnel Services* is expected to be \$1,180,944 and cover 15 firefighters. The largest increase to this fund from the adjusted FY

2014 budget is directly related to fringe benefit increases; specifically healthcare insurance \$41,452 and workers compensation insurance \$15,559. No funds are appropriated for *Operating Expenses* and *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3551 Homeland Security - SAFER	0	0	0	0	1,158,794	1,128,391	1,180,944
Total Expenditures	0	0	0	0	1,158,794	1,128,391	1,180,944

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	0	0	0	1,158,794	1,128,391	1,180,944
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	0	1,158,794	1,128,391	1,180,944

SUMMARY OF POSTIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3551 Homeland Security - SAFER	0.00	0.00	0.00	0.00	15.00	15.00	15.00
Total Positions	0.00	0.00	0.00	0.00	15.00	15.00	15.00

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

269-3551 Homeland Security - SAFER Grant

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	805,864	Firefighters	15.00	805,864
Overtime	0			
Fringe Benefits	375,080	Total Personnel	<u>15.00</u>	<u>805,864</u>
TOTAL	<u>1,180,944</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		11,758
Supplies	0	Healthcare Benefits - Active		257,914
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		105,408
Professional Fees	0			
Maintenance Fees	0	Total Fringe Benefits		<u>375,080</u>
Other Contracted Fees	0			
TOTAL	<u>0</u>	TOTAL	<u>15.00</u>	<u>1,180,944</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>1,180,944</u></u>			

AUTO THEFT PREVENTION GRANT (ATPG) FUND

REVENUE BUDGET SUMMARY

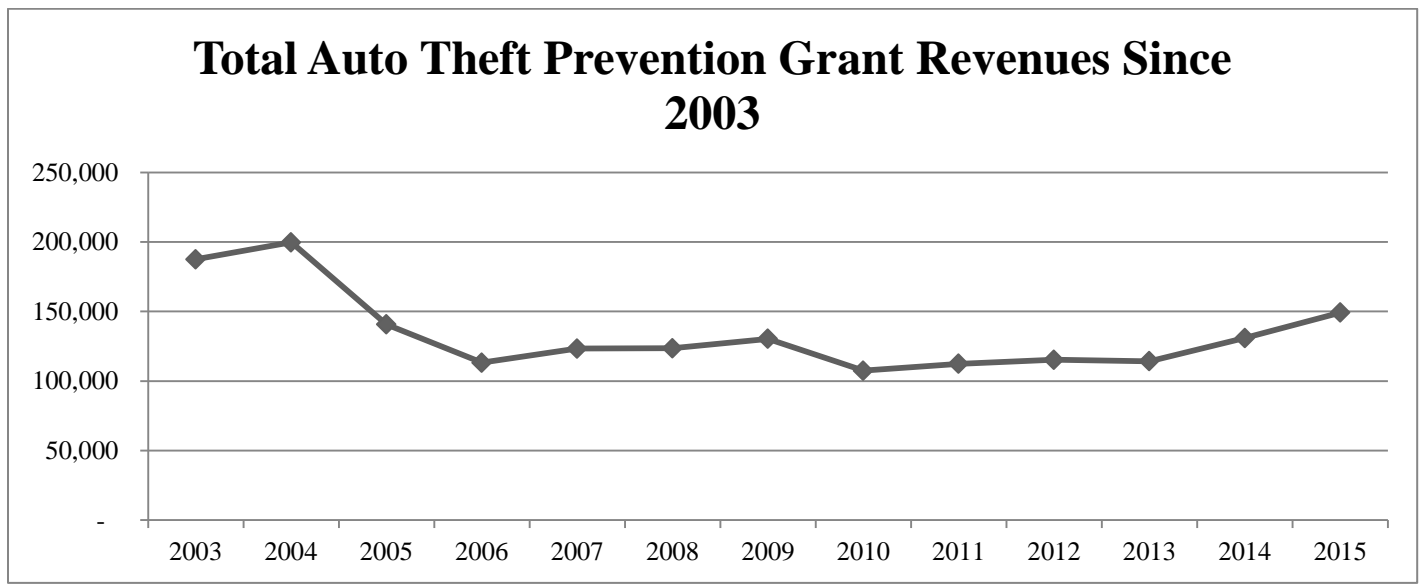
The Auto Theft Prevention Fund accounts for grant funding received from the State of Michigan pursuant to Public Act 10 of 1986. These funds are used by Community Public Safety - Police and Saginaw Township Police Department for the prevention and investigation of automobile thefts in Saginaw County.

The 2014/15 budget is \$149,244, which is a 14.04% increase from the previous fiscal year. This increase in revenues is attributable to a larger subsidy required from the General Fund. The grant appropriation remains the same in FY 2015 as in the FY 2014 approved budget.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
State Grants	31,709	39,312	40,232	59,514	59,514	42,590	59,514
Other Revenues	1,664	1,471	0	1,000	1,000	257	1,000
Transfers	79,047	74,472	77,953	70,356	71,878	92,398	88,730
Total Revenues	112,420	115,255	118,185	130,870	132,392	135,245	149,244

REVENUE TRENDS



The above graph reflects actual revenues from FY 2003 – FY 2013 as well as the approved revenues for FY 2014 and FY 2015. In FY 2003, the City of Saginaw received larger amounts for the auto theft prevention program from the State for Auto Theft Prevention from FY 2002. The largest amount received was in 2004. However, from FY 2005 to the present, these monies have declined steadily or remained the same. The General Fund has had to provide continual increased subsidies for this fund since 2006. For FY 2015, the approved revenues reflect a slight increase from FY 2014. This increase is directly related to the increase General Fund subsidy for increased expenditures.

EXPENDITURE BUDGET SUMMARY

The total Auto Theft Prevention Grant expenditures are \$149,244 for FY 2015. This represents an \$18,374 increase from the 2014 approved budgeted levels. The category of *Personnel Services* is expected to increase 16.02% from FY 2014. The increase in personnel services is primarily associated with the appropriation of overtime and standby pay. In addition, this fund realizes

increased fringe benefits and pension costs. *Operating Expenses* is \$19,207, for the upcoming year. This represents a \$416, increase. This increase is attributable to the increase cost for phone services and information management charges. No *Capital Outlay* is budgeted in FY 2015.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3322 Auto Theft Prevention	112,418	115,252	118,186	130,870	132,392	135,245	149,244
Total Expenditures	112,418	115,252	118,186	130,870	132,392	135,245	149,244

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	92,858	96,161	100,988	112,079	113,601	117,461	130,037
Operating Expenses	19,560	19,091	17,198	18,791	18,791	17,784	19,207
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	112,418	115,252	118,186	130,870	132,392	135,245	149,244

SUMMARY OF POSTIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 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 2014/2015 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
2014/2015 APPROVED BUDGET**

289-3322 Auto Theft Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	55,479	Police Officer	1.00	55,479
Overtime	7,486			
Fringe Benefits	67,072	Total Personnel	1.00	55,479
TOTAL	130,037			
		Overtime		7,486
OPERATING EXPENSES				
		FICA		844
Supplies	575	Healthcare Benefits - Active		11,897
Internal Services	3,749	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		54,331
Professional Fees	13,030	Total Fringe Benefits		67,072
Maintenance Fees	1,500			
Other Contracted Fees	353			
TOTAL	19,207	TOTAL	1.00	130,037
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	149,244			



TIFA/LDFA/DDA (SRF)

CLEAN ENERGY COALITION FUND (230)
RESOURCE ALLOCATION
2014/2015 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.	40,000
TOTAL RESOURCES	40,000	TOTAL APPROPRIATIONS	40,000

CLEAN ENERGY COALITION

REVENUE BUDGET SUMMARY

The Clean Energy Coalition (CEC) Fund accounts for the projects that provide and promote clean energy technology within the City of Saginaw. The major source of revenue is a transfer of energy savings from the general fund. By accepting this grant, the City committed to continual savings and energy efficiencies.

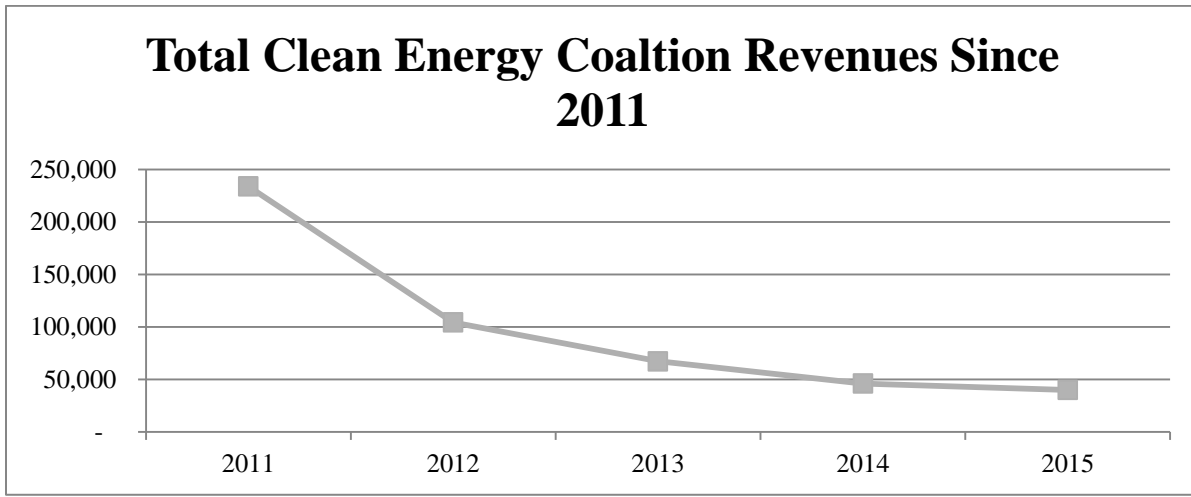
Project income is expected and those monies must be reallocated into additional energy savings projects.

CEC revenues for FY 2015 are \$40,000, which represents a -13.32% decrease from the FY 2014 Approved Budget.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/2014 Approved	2013/2014 Adjusted	2013/14 Projected	2014/15 Approved
Federal Grant	233,878	4,253	0	0	0	0	0
Interest and Rent	0	0	0	0	0	(4)	0
Reimbursements	0	0	23,535	6,150	6,150	0	0
Loan Proceeds	0	100,000	0	0	0	0	0
Use of Fund Equity	0	0	0	0	667	0	0
Transfers from Other Funds	0	0	43,682	40,000	40,000	42,239	40,000
Total Revenues	233,878	104,253	67,217	46,150	46,817	42,235	40,000

REVENUE TRENDS



The above graph reflects numerical data from FY 2011 Actual Revenues, FY 2012 Actual Revenues, FY 2013 Actual Revenues, FY 2014 Approved Revenues and FY 2015 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 continued through FY 2014. In FY 2015, CEC is not appropriating any fund equity. Instead, the General Fund transfer is its sole source of revenue.

EXPENDITURE BUDGET SUMMARY

The total Clean Energy Coalition Fund expenditures will be \$40,000. This represents a -13.32% decrease from the FY 2014 Approved Budget. *Personnel Services* total \$11,066 for FY 2015. Approximately 10% of the Engineering Assistant/Energy Coordinator continues to be allocated to this fund. *Operating Expenses* are

\$28,934. This is a -19.64% decrease from the FY 2014 approved budgeted level. The operating budget covers expenses related to loan repayments and assists with renewable energy projects throughout the city. There is no *Capital Outlay* in FY 2015.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/2014 Approved	2013/2014 Adjusted	2013/14 Projected	2014/15 Approved
1795 Clean Energy Coalition	233,878	4,920	166,436	46,150	46,817	42,235	40,000
Total Expenditures	233,878	4,920	166,436	46,150	46,817	42,235	40,000

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/2014 Approved	2013/2014 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	0	8,674	10,144	10,144	9,025	11,066
Operating Expenses	233,878	4,253	149,761	28,671	28,671	25,208	20,914
Capital Outlay	0	0	0	0	0	0	0
Debt Service	0	667	8,001	7,335	8,002	8,002	8,020
Total Expenditures	233,878	4,920	166,436	46,150	46,817	42,235	40,000

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/2014 Approved	2013/2014 Adjusted	2013/14 Projected	2014/15 Approved
Clean Energy Coalition	0.00	0.00	0.10	0.10	0.10	0.10	0.10
Total Positions	0.00	0.00	0.10	0.10	0.10	0.10	0.10

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

230-1795 Clean Energy Coalition

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	5,133	Engineering Asst/Energy	0.10	5,133
Overtime	0	Coordinator		
Fringe Benefits	5,933	Total Personnel	<u>0.10</u>	<u>5,133</u>
TOTAL	<u>11,066</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	0	FICA		393
Internal Services	7,584	Healthcare Benefits - Active		746
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	13,330	Pension		4,794
Maintenance Fees	0	Total Fringe Benefits		<u>5,933</u>
Other Contracted Fees	8,020			
TOTAL	<u>28,934</u>	TOTAL	<u>0.10</u>	<u>11,066</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>40,000</u></u>			

ANDERSEN ENRICHMENT CENTER (236)
RESOURCE ALLOCATION
2014/2015 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	
CHARGES FOR SERVICES	36,939	ANDERSEN ENRICH. CTR.	139,633
INTEREST AND RENTS	49,734	ENRICHMENT COMMISSION	99,378
OTHER REVENUES	123,591		
USE OF FUND EQUITY	28,747		
TOTAL RESOURCES	<u>239,011</u>	TOTAL APPROPRIATIONS	<u>239,011</u>

ANDERSEN ENRICHMENT CENTER

REVENUE BUDGET SUMMARY

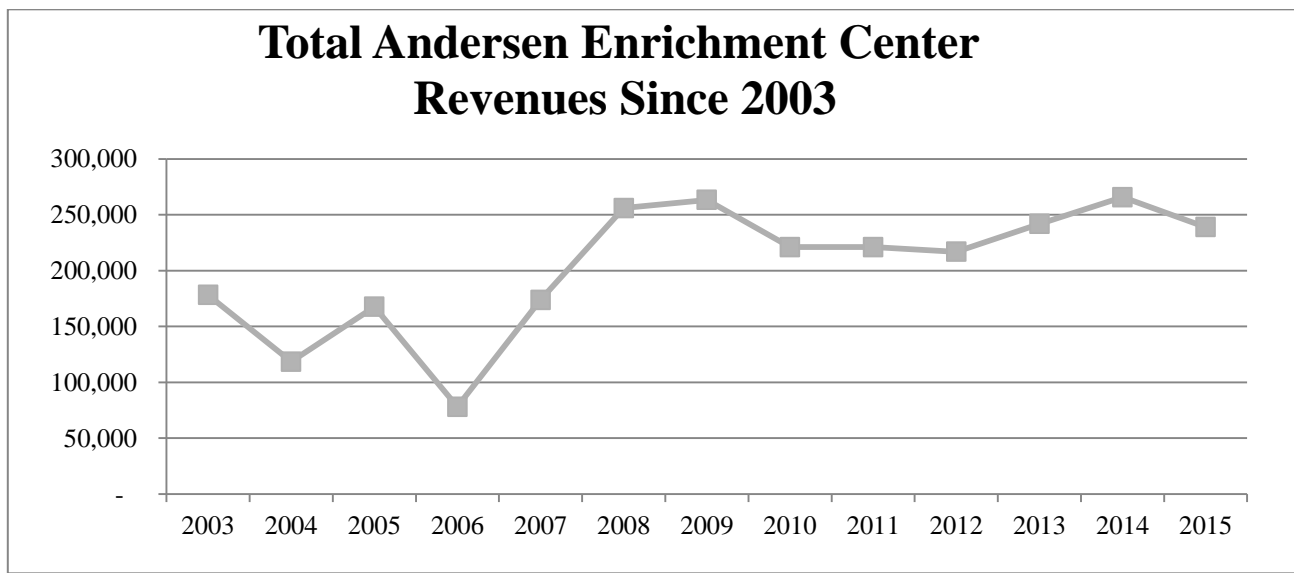
The Andersen Enrichment Center Fund accounts for the operation, maintenance expenditures, and building rentals for the Andersen Enrichment Center. This fund also accounts for the private donations and individual contributions received by the Saginaw Community Enrichment Commission to provide financial 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 \$123,591 in FY 2015. The 2015 Approved Revenue budget for the Andersen Enrichment Center Fund is \$239,011. This represents a \$15,444 increase from the previous fiscal year due to a projected increase in the use of fund equity.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charges For Services	24,040	20,250	20,000	36,939	49,439	31,750	36,939
Interest and Rents	48,861	42,022	57,774	49,734	49,734	43,993	49,734
Other Revenues	136,512	143,087	164,071	123,591	210,614	190,062	123,591
Use of Fund Equity	0	0	0	13,303	13,303	0	28,747
Transfers from Other Funds	11,674	11,542	0	0	0	0	0
Total Revenues	221,087	216,901	241,845	223,567	323,090	265,805	239,011

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 Approved Revenues. The revenue trend above illustrates two significant drops in revenue, one in 2004 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. The revenues

have decreased slightly in 2010. From FY 2010 – 2012, the revenues have remained fairly consistent. The FY 2013 actual budget recorded an increase in revenues by \$24,944 or 11.50%. In 2014, revenues have increased to reach \$265,808; however, the projected FY 2015 revenue projection reflects a decrease, which is due to the use of fund reserve. The Andersen Enrichment Center’s revenues will reach \$239,011 for the FY 2015 Approved budget.

EXPENDITURE BUDGET SUMMARY

The total Andersen Enrichment Center Fund expenditures are \$239,011 for FY 2015. The Andersen Enrichment Center expenditures will increase \$15,444, or 6.91%. **Personnel Services** total \$79,803 for FY 2015, which is an increase of \$208. This increase is primarily associated with the increase to active healthcare. **Operating Expenses** are \$156,208; this

represents an increase of \$12,236 from the FY 2014 approved budgeted level. This is a result of increases in information management charges, indirect costs, operating services, and general liability insurance costs. **Capital Outlay** There are no capital expenditures budgeted for this fund in FY 2015.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
7540 Andersen Enrichment Center	120,812	122,228	124,877	124,189	136,689	141,281	139,633
7541 Enrichment Commission	91,472	94,257	114,507	99,378	186,401	138,926	99,378
Total Expenditures	212,284	216,485	239,385	223,567	323,090	280,207	239,011

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	85,620	86,284	83,503	79,595	79,595	88,919	79,803
Operating Expenses	126,664	130,201	155,882	143,972	143,972	191,288	156,208
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	212,284	216,485	239,385	223,567	323,090	280,207	239,011

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Andersen Enrichment Center	5.00	4.00	4.00	4.00	4.00	4.00	4.00
Total Positions	5.00	4.00	4.00	4.00	4.00	4.00	4.00

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

236-7540 Andersen Enrichment Center

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 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	11,163	Andersen Ctr. Site Super.	1.00	16,640
		Andersen Center Director	1.00	15,600
TOTAL	79,803			
		Total Personnel	4.00	68,640
OPERATING EXPENSES				
		Overtime		0
Supplies	4,630			
Internal Services	17,093			
Other Services		FICA		4,219
Professional Fees	15,829	Healthcare Benefits - Active		6,944
Maintenance Fees	22,278	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		0
TOTAL	59,830	Total Fringe Benefits		11,163
CAPITAL OUTLAY	0	TOTAL	4.00	79,803
TOTAL	0			
TOTAL APPROPRIATION	139,633			

**GM TOWER PROJECTS (238)
 RESOURCE ALLOCATION
 2014/2015 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

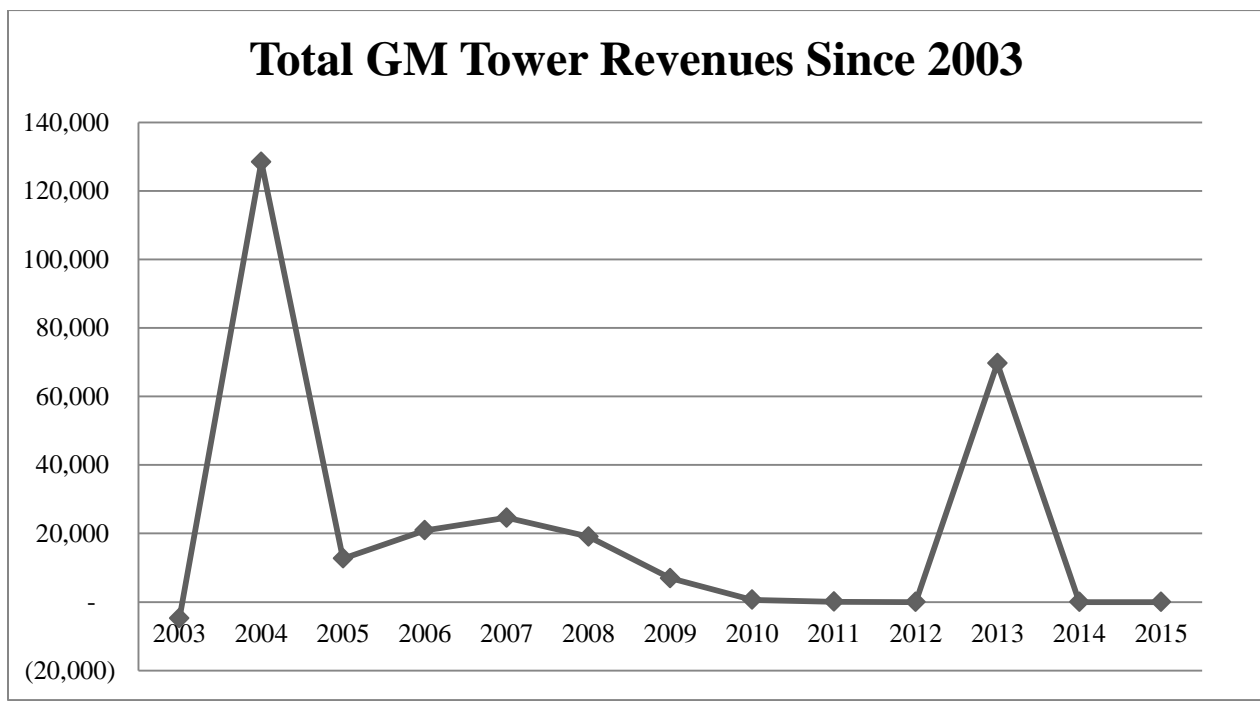
GM Tower Project Fund accounts for the grant process from the Urban Development Action Grant. These funds appropriated since 2007 have been utilized to pay portions of or all of Saginaw Future, Inc. contract with the city. The major revenue source for this fund has been the “Use of Fund Equity” from 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, in FY 2015. Previously, this fund accounted for the Saginaw Future Inc. contract, which will be realized in the General Fund. This will no longer exist from 2014 going forward.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Interest and Rents	58	9	108	0	0	1	0
Other Revenues	0	0	0	0	0	0	0
Transfers	0	0	69,572	0	0	0	0
Total Revenues	58	9	69,680	0	0	1	0

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Budget, and FY 2015 Approved Revenues. The revenue trend above illustrates a drop in revenue in 2005. The decrease was due to the completion of the Urban Development Action Grant. From 2006 through 2010, the General Fund paid a portion of Saginaw Future Inc.’s contract; resulting in, less fund balance was appropriated. From FY 2011 and 2012, the Saginaw Future Inc.’s entire contract has been appropriated to this fund; therefore, over \$100,000 loans appropriated in fund

balance. From FY 2012 to FY 2013, the revenue increased by 69,671. This increase came as a transfer from the General Fund due to the lack of financial resources. Revenues will remain zero for FY 2014 and FY 2015 because of the depletion of the Urban Development Action Grant.

EXPENDITURE BUDGET SUMMARY

The total GM Tower Project Fund expenditures is \$0, for the 2015 Approved. There are no monies budgeted for either *Personnel Services* or *Operating Expenses* in FY 2015. No monies are appropriated for *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6595 GM Tower Projects	102,500	102,500	102,500	0	0	0	0
Total Expenditures	102,500	102,500	102,500	0	0	0	0

FUNDING LEVEL BY CATEGORY

	2010/11	2010/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	102,500	102,500	102,500	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	102,500	102,500	102,500	0	0	0	0

BOAT LAUNCH OPERATIONS (239)
RESOURCE ALLOCATION
2014/2015 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

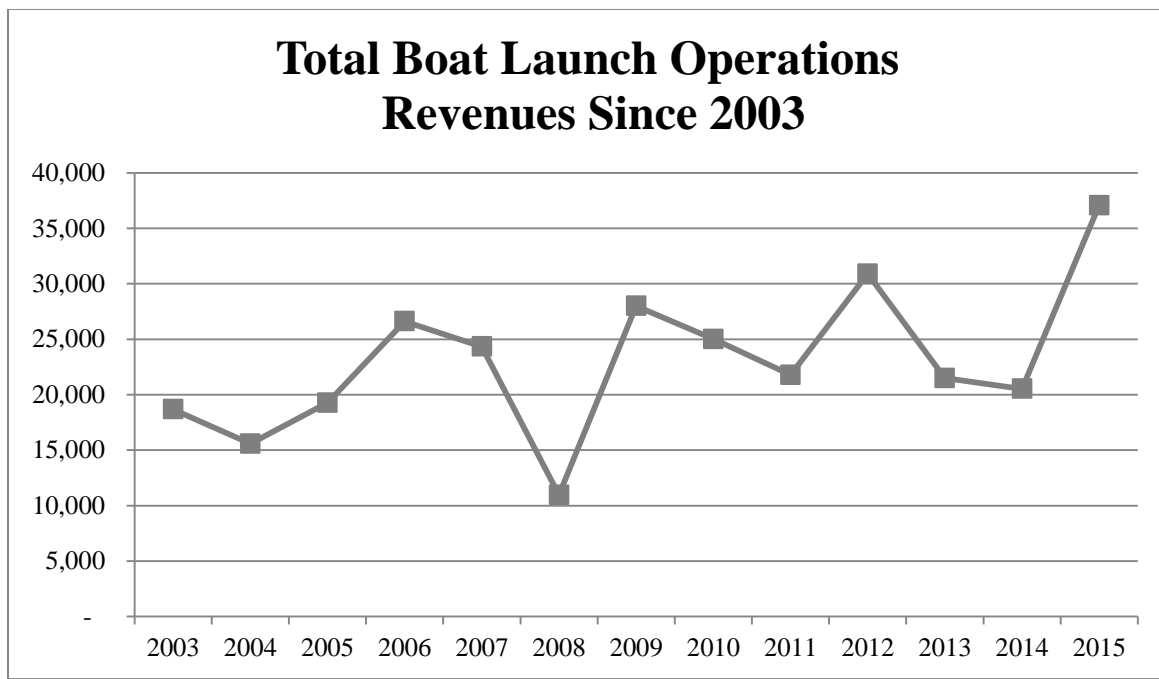
The Boat Launch Operations Fund accounts for the revenues collected from the Wickes and Rust Avenue boat launches for parking and admission fees. This fund also accounts for the operation and maintenance expenditures of these sites. The major revenue source for

this fund is “Charges for Services”, which is \$23,000 in FY 2015. The 2015 approved budget for the Boat Launch Operations Fund is the same as FY 2014 at \$37,067.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Charges for Service	21,742	30,920	21,520	23,000	23,000	20,519	23,000
Interest and Rents	32	(18)	(28)	0	0	0	0
Other Revenues	0	0	0	14,067	14,067	0	14,067
Total Revenues	21,774	30,902	21,492	37,067	37,067	20,519	37,067

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 Approved Revenues. The revenue trend above illustrates five significant drops in revenue: in 2004, 2008, 2011, 2013, and 2014. All four decreases were due to significant drop in the payment of Boat Launch services from participating users. However, revenues are stable and growing in FY 2015 as compared to the FY 2014.

EXPENDITURE BUDGET SUMMARY

The Boat Launch Fund will expend \$37,067 in resources for FY 2015, which is the same as the spending level in FY 2014. *Personnel Services* There are no personnel

expenditures for this fund. *Operating Expenses* is \$37,067 for the FY 2015. *Capital Outlay* There are no capital expenditures budgeted in FY 2015.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7546 Boat Launch Operation	21,304	21,708	17,707	37,067	37,067	15,829	37,067
Total Expenditures	21,304	21,708	17,707	37,067	37,067	15,829	37,067

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	21,304	21,708	17,707	37,067	37,067	15,829	37,067
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	21,304	21,708	17,707	37,067	37,067	15,829	37,067

**TAX INCREMENT FINANCING AUTHORITY (TIFA) AND
LAND DEVELOPMENT FINANCING AUTHORITY (LDFA)
RESOURCE ALLOCATION
2014/2015 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
COMMERCE CENTER	23,632	COMMERCE CENTER	23,632
DOWNTOWN DEVELOP AUTH.	164,800	DOWNTOWN DEVELOP AUTH.	164,800
BROWNFIELD AUTHORITY	68,006	BROWNFIELD AUTHORITY	68,006
TOTAL RESOURCES	<u>256,438</u>	TOTAL APPROPRIATIONS	<u>256,438</u>

Note:

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

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

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

Effective in the 2013/2014 Budget, Fund 243 Downtown Development Authority is longer 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 2014/2015 Budget, revenues in the Commerce Center DDA Fund are \$23,632, which represents a -.59% decrease from the previous fiscal year. This reduction is attributed to a decrease in the real property values in this district.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	29,031	29,045	26,078	23,771	23,771	23,740	23,632
Interest and Rents	59	(52)	(44)	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	29,090	28,993	26,034	23,771	23,771	23,740	23,632

EXPENDITURE BUDGET SUMMARY

Total Commerce Center DDA expenditures for 2015 are \$23,632. In the category of *Miscellaneous Expenditures*, expenditures will be \$23,632. These monies are for reinvestment in the district.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	27,570	26,006	26,026	23,771	23,771	23,502	23,632
Total Expenditures	27,570	26,006	26,026	23,771	23,771	23,502	23,632

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	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	27,570	26,006	26,026	23,771	23,771	23,502	23,632
Total Expenditures	27,570	26,006	26,026	23,771	23,771	23,502	23,632

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. However, the property values in the district have dropped below the minimum level for tax capture and therefore this fund will not realize property tax revenue in FY 2015.

For the FY 2015 Approved Budget, revenues in the Downtown Development Authority Fund are \$164,800, an increase of \$67,500, or 69.37%. The increase in revenues is due to the recognition of grant funds from the Community Development Block Fund. During the 2013 audit, a recommendation was made that this fund reflects the true cost of services. In previous fiscal years, a majority of these costs were recognized in the Community Development Block Grant Fund. Even though additional funds are recognized, fund reserves are also appropriated.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Grants	0	0	0	0	18,000	10,000	0
Property Taxes	1,299	1,013	(3,421)	0	0	3,856	0
Interest and Rents	118	(103)	(77)	0	0	0	0
Sale of Real Property	0	34,500	0	0	0	0	0
Fund Equity	0	0	0	97,300	97,300	15,239	100,202
Other Revenues	70	0	52,938	0	67,500	51,758	64,598
Total Revenues	1,487	35,410	49,440	97,300	182,800	80,853	164,800

EXPENDITURE BUDGET SUMMARY

The total Downtown Development Authority Fund's expenditures are \$164,800, for FY 2015. This is an increase from FY 2014 of \$67,500. The increase is primarily associated with the recognition of the Community Development Block entitlement funds in accordance with the City's audit findings.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	2,384	15,349	53,449	97,300	182,800	80,853	164,800
Total Expenditures	2,384	15,349	53,449	97,300	182,800	80,853	164,800

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	2,384	15,349	52,949	97,300	182,800	80,853	164,800
Capital Outlay	0	0	500	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Total Expenditures	2,384	15,349	53,449	97,300	182,800	80,853	164,800

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.

For the 2015 Approved Budget, this fund has been depleted of all revenues. No funds are appropriate going forward.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Grants	14,531	0	0	0	0	0	0
Interest and Rents	69	(52)	(43)	0	0	0	0
Other Revenues	0	0	0	65,000	65,000	0	0
Total Revenues	14,600	(52)	(43)	65,000	65,000	0	0

EXPENDITURE BUDGET SUMMARY

The total Economic Development Fund is \$0 for FY 2015. This is a 100% decrease from the previous fiscal

year. The Saginaw Future payment was reallocated to the General Fund for future years.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
6064 Economic Development	22,036	-52	-43	65,000	65,000	0	0
Total Expenditures	22,036	-52	-43	65,000	65,000	0	0

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	22,036	0	0	65,000	65,000	0	0
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	22,036	0	0	65,000	65,000	0	0

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 2014/15 Budget, revenues in the Brownfield Authority SRRF Fund will be \$68,006. This represents a \$26,673 increase from the previous fiscal year. This is attributed to an increase in real property values within these districts.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	31,031	30,281	33,048	41,333	41,333	33,392	68,006
Total Revenues	31,031	30,281	33,048	41,333	41,333	33,392	68,006

EXPENDITURE BUDGET SUMMARY

The total Brownfield Authority SRRF Fund expenditures for FY 2015 will be \$68,006. The category of *Miscellaneous Expenditures* will increase due to the amount appropriated to be reinvested in these districts.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	13,109	10,116	0	41,333	41,333	22,808	68,006
Total Expenditures	13,109	10,116	0	41,333	41,333	22,808	68,006

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	13,109	10,116	0	41,333	41,333	22,808	68,006
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	13,109	10,116	0	41,333	41,333	22,808	68,006

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 Neighborhood Services 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 2014/2015 Approved Budget.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Property Taxes	2,444	2,346	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	2,444	2,346	0	0	0	0	0

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1775 Component Unit	2,626	3,693	1,346	0	0	0	0
Total Expenditures	2,626	3,693	1,346	0	0	0	0

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 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	2,626	3,693	1,346	0	0	0	0
Total Expenditures	2,626	3,693	1,346	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 Neighborhood Services 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 2014/2015 Approved Budget.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	123	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	123	0	0	0	0	0	0

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	144	0	0	0	0	0	0
Total Expenditures	144	0	0	0	0	0	0

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	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	144	0	0	0	0	0	0
Total Expenditures	144	0	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 Neighborhood Services 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 2014/2015 Approved Budget.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Property Taxes	13,433	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	13,433	0	0	0	0	0	0

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1775 Component Unit	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	0

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 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	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 Neighborhood Services 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 2014/2015 Approved Budget.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Property Taxes	129,246	0	0	0	0	0	0
Interest and Rents	8,961	7,057	6,586	0	530	7,674	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	138,207	7,057	6,586	0	530	7,674	0

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1775 Component Unit	204	60	30	0	530	0	0
Total Expenditures	204	60	30	0	530	0	0

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	204	60	30	0	530	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Total Expenditures	204	60	30	0	530	0	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 Neighborhood Services 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 2014/2015 Approved Budget.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Property Taxes	9,788	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	9,788	0	0	0	0	0	0

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1775 Component Unit	144	0	0	0	0	0	0
Total Expenditures	144	0	0	0	0	0	0

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	144	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	144	0	0	0	0	0	0





TARP HARDEST HIT GRANT

**TARP HARDEST HIT (274)
RESOURCE ALLOCATION
2014/2015 APPROVED BUDGET**

In 2013, Saginaw was one of five cities in Michigan targeted to receive federal funding for blight elimination efforts through an 18-month intergovernmental demolition pilot program. The City receives funding for inspections and administrative costs associated with the grant while the Saginaw County Land Bank manages contractors and property acquisitions that are reimbursed directly by the Michigan State Housing Development Authority (MSHDA).

RESOURCES		APPROPRIATIONS	
STATE GRANTS	130,000	TARP GRANT	130,000
TOTAL RESOURCES	130,000	TOTAL APPROPRIATIONS	130,000

TARP Hardest Hit Grant (SRF)

REVENUE BUDGET SUMMARY

The TARP Hardest Hit Fund accounts for the revenues and expenditures related to the Troubled Asset Relief Program (TARP) Hardest Hit money received mid-year FY 2014. Saginaw is one of only five cities in Michigan targeted to receive this federal funding for blight elimination efforts through an 18-month intergovernmental demolition pilot program. Though the city was specifically targeted, Saginaw only receives funding for inspections and administrative costs associated with managing the grant. The City's partner,

Saginaw County Land Bank manages demolition contractors and property acquisitions and is reimbursed directly by the Michigan State Housing Development Authority (MSHDA). The total amount of funding available through this program is \$11.2 million dollars. However, since the City of Saginaw is working in conjunction with the Saginaw County Land Bank, which is doing most of the costly activity of this program, the City only receives \$130,000 in FY 2015. The remainder will be expended by, and reimbursed to, the Land Bank.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Charges for Service	0	0	0	0	0	0	0
Interest and Rents	0	0	0	0	0	0	0
Other Revenues	0	0	0	0	237,500	50,185	130,000
Total Revenues	0	0	0	0	237,500	50,185	130,000

EXPENDITURE BUDGET SUMMARY

The TARP Hardest Hit Fund is \$130,000 for FY 2015. This is a new grant program and was not budgeted for in FY 2014 *Personnel Services*. There are no personnel expenditures for this fund. *Operating Expenses* are \$130,000 for the FY 2015. This is for administrative

costs of the grant such as supplies, legal services, employment agency fees and professional fees. *Capital Outlay*- There are no capital expenditures budgeted in FY 2015.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3866 TARP Grant	0	0	0	0	237,500	42,066	130,000
Total Expenditures	0	0	0	0	237,500	42,066	130,000

FUNDING LEVEL BY CATEGORY

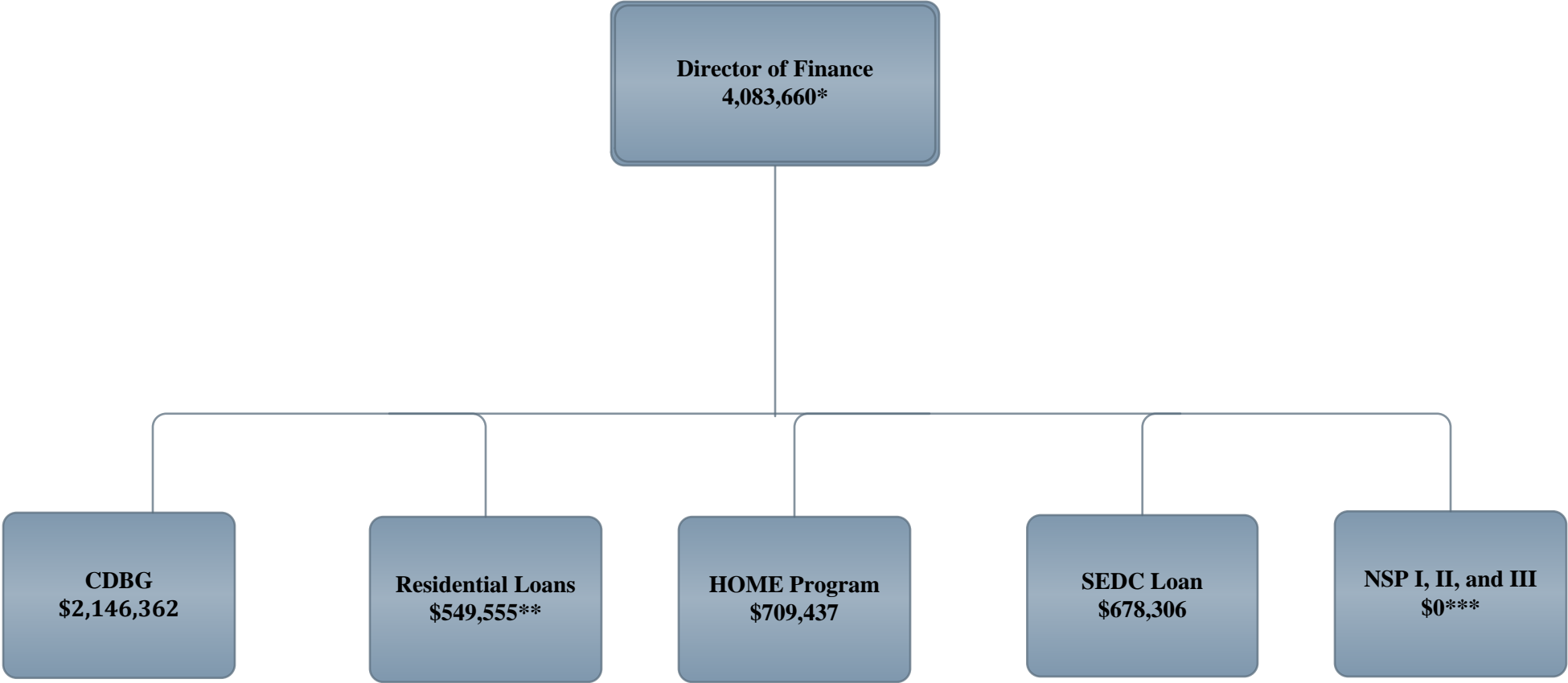
	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	237,500	42,066	130,000
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures					237,500	42,066	130,000





COMMUNITY DEVELOPMENT
BLOCK GRANT

**CITY OF SAGINAW
COMMUNITY DEVELOPMENT BLOCK GRANT**



**CDBG is now a division of the Department of Fiscal Services and reports to the Director of Finance.
**The Rental Loans fund will be combined with Residential Loans for FY 2015.
***The City does not expect any revenue or expenses to occur in NSP.*

**COMMUNITY DEVELOPMENT BLOCK GRANT (275)
RESOURCE ALLOCATION
2014/2015 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	2,146,362	CDBG ADMINISTRATION	454,988
		SPECIAL PROJECTS	708,095
		ECONOMIC DEVELOPMENT	0
		ECON. DEVE. SUBGRANTEES	358,202
		SAGINAW ECON. DEV. CORP	146,756
		CODE COMPLIANCE	111,933
		SUBGRANTEES	123,378
		MCKINNEY HOMELESS	178,412
		TRANSFERS	64,598
TOTAL RESOURCES	<u>2,146,362</u>	TOTAL APPROPRIATIONS	<u>2,146,362</u>

COMMUNITY DEVELOPMENT BLOCK GRANT

REVENUE BUDGET SUMMARY

The Community Development Block Grant (CDBG) Fund is used to account for the revenues and expenditures of the CDBG 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

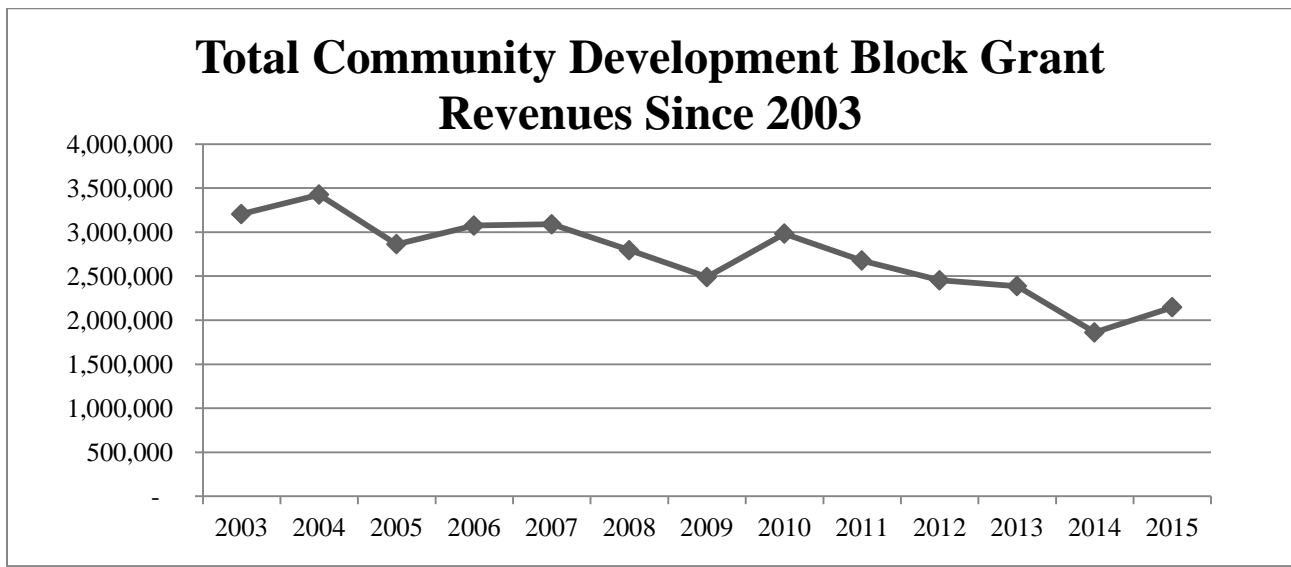
the Federal Department of Housing and Urban Development (HUD) entitlement monies.

For FY 2015, CDBG revenues increased by 15.34% from the 2014 Approved Budget. This increase is due to the City's restored Federal entitlement allocation as a result of Congress removing the sequester restrictions attached to all Federal funds in FY 2014.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	2,661,615	1,457,719	2,362,866	1,860,910	2,032,167	2,109,911	2,146,362
Interests and Rents	145	85	406	0	0	428	0
Other Revenues	14,609	952	22,304	0	1,000	4,867	0
Total Revenues	2,676,369	1,458,756	2,385,576	1,860,910	2,033,167	2,115,206	2,146,362

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 Approved Revenues. This trend reveals two significant spikes in revenue: 2004 and 2010. 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. There are three significant decreases over the last 13 years. 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 2014. From 2013 to 2014, there was a sharp

decline in revenue due to the Federal sequester that was in place. In FY 2015, that revenue has been restored but there is still a general declining trend.

DETAIL REVENUES ANALYSIS

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Block Grant Entitlement	2,044,213	1,266,948	2,024,944	1,756,283	1,834,894	1,952,049	1,973,179
Stewart McKinney Homeless	617,402	190,771	337,922	104,627	104,627	157,862	173,183
Interest on Investments	145	85	406	0	0	428	0
Other Revenue	0	0	0	0	0	3,867	0
Reimbursements	13,479	952	2,912	0	0	0	0
Surplus Receipts	245	0	0	0	0	0	0
Donations	0	0	1,000	0	1,000	1,000	0
Demolition Contracts	885	0	18,392	0	0	0	0
Total Revenues	2,676,369	1,458,756	2,385,576	1,860,910	2,033,167	2,115,206	2,146,362

EXPENDITURE BUDGET SUMMARY

The total Community Development Block Grant (CDBG) Fund expenditures will be \$2,146,362 for FY 2015. This represents a 15.33% increase from the FY 2014 Approved Budget. *Personnel Services* expenditures will increase by \$61,027 or 9%. This is due to contractual increases, pension costs, healthcare, etc. The personnel complement in this fund increases .02 FTE or .42%. This is due to the reallocation of .10 of the Black Grant Administrator into this fund from elsewhere. This is slightly offset by the elimination of

the Director of Community Services, which is a reduction of .08 FTE. *Operating Expenses* for the CDBG will increase by \$95,184, or 16.14%. This increase is due to slightly higher allocations to demolitions. *Capital Outlay* There are no capital expenditures requested for this fund in FY 2015. The category of *Miscellaneous Expenditures* will be \$724,590 for FY 2015. This represents an increase of \$129,242, or 21.70% for the upcoming year.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6510 CDBG Administration	683,849	433,881	371,651	432,215	432,215	382,689	454,988
6511 Special Projects	509,795	463,404	537,009	583,565	662,176	522,166	708,095
6512 Economic Development	17,362	32,638	48,742	64,125	64,125	56,548	0
6513 Econ. Development Subgrantees	405,714	389,283	287,050	309,311	309,311	325,037	358,202
6520 Saginaw Econ. Development Corp.	126,928	111,020	129,539	146,734	146,733	141,843	146,756
6572 Code Compliance	168,192	154,958	151,201	103,048	103,048	100,820	111,933
6574 Subgrantees	258,317	229,900	140,701	117,285	117,285	124,715	123,378
6585 McKinney Homeless	500,170	465,345	181,154	104,627	197,273	183,394	178,412
9660 Transfers	6,040	3,020	0	0	0	0	64,598
Total Expenditures	2,676,367	2,283,449	1,847,147	1,860,909	2,033,166	1,837,212	2,146,362

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	755,170	696,687	651,645	675,937	675,936	658,575	736,963
Operating Expenses	680,345	466,576	537,755	589,625	668,236	488,943	684,809
Capital Outlay	524	0	0	0	0	0	0
Miscellaneous	1,220,328	1,120,186	657,747	595,348	687,994	689,694	724,590
Total Expenditures	2,656,367	2,283,449	1,847,147	1,860,909	2,033,166	1,837,212	2,146,362

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
6510 CDBG Administration	1.98	2.33	1.90	1.75	1.75	1.75	1.85
6511 Special Projects	2.00	2.00	1.00	1.00	1.00	1.00	1.00
6520 Saginaw Econ. Development Corp.	1.05	1.05	1.20	1.03	1.03	1.03	0.95
6572 Code Compliance	2.00	2.00	1.25	1.00	1.00	1.00	1.00
Total Positions	7.03	7.38	5.35	4.78	4.78	4.78	4.80


Performance Measures/Metrics: Community Development Block Grant:

Block Grant Services-(summary of services)

The Community Services 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 2014 Goal	FY 2014 Actual	FY 2015 Target	FY 2016 Projection	FY 2017 Projection
Secure the release of CDBG, HOME, and ESG funds no later than July 1 st .	July 1 st	July 1	July 1st	July 1	July 1
Obligate 75% of total funds appropriated by HUD for business loans through SEDC	80%	65%	80%	80%	80%
Spend 50 % of total funds allocated by HUD to the City of Saginaw.	55%	72%	55%	75%	80%

Explanation of variances:

 The missed goal on the KPI was not due to lack of effort. SEDC attempts to lend all of its funds on an annual basis but unfortunately not every one that comes in for assistance is eligible. SEDC works with many partners in its lending efforts. Members of the Board, area banks, Delta College, Saginaw Future, Inc. and local media outlets are used to recruit potential clients. SEDC has loaned over one half million dollars over the last three years. The program was monitored by HUD and was found to be in compliance with all regulations and referred to another City as a benchmark.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

275-6510 CDBG Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	106,634	Block Grant Administrator	0.60	41,642
Overtime	0	Block Grant Specialist	0.25	12,812
Fringe Benefits	304,807	Block Grant Accountant	1.00	52,179
TOTAL	411,441	Total Personnel	1.85	106,634
		Overtime		0
OPERATING EXPENSES				
Supplies	1,200	FICA		8,158
Internal Services	8,297	Healthcare Benefits - Active		27,442
Other Services		Healthcare Benefits - Retirees		179,581
Professional Fees	28,000	Pension		89,626
Maintenance Fees	1,800			
Other Contracted Fees	4,250	Total Fringe Benefits		304,807
TOTAL	43,547	TOTAL	1.85	411,441
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	454,988			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

275-6511 Special Projects

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	46,439	Dangerous Building		
Overtime	0	Inspector	1.00	46,439
Fringe Benefits	67,142			
		Total Personnel	<u>1.00</u>	<u>46,439</u>
TOTAL	<u>113,581</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	150	FICA		3,553
Internal Services	8,283	Healthcare Benefits - Active		16,564
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		47,025
Maintenance Fees	549,900			
Other Contracted Fees	0	Total Fringe Benefits		<u>67,142</u>
TOTAL	<u>558,333</u>			
		TOTAL	<u>1.00</u>	<u>113,581</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
MISCELLANEOUS	36,181			
TOTAL	<u>36,181</u>			
TOTAL APPROPRIATION	<u><u>708,095</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

275-6520 Saginaw Economic Development Corp.

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	41,176	SEDC Loan Support	0.95	41,176
Overtime	0			
Fringe Benefits	67,127	Total Personnel	<u>0.95</u>	<u>41,176</u>
TOTAL	<u>108,303</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	1,506	FICA		3,150
Internal Services	7,895	Healthcare Benefits - Active		15,770
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	16,300	Pension		48,207
Maintenance Fees	7,102	Total Fringe Benefits		<u>67,127</u>
Other Contracted Fees	5,650			
TOTAL	<u>38,453</u>	TOTAL	<u>0.95</u>	<u>108,303</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>146,756</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

275-6572 Code Compliance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	48,939	Residential Rehab.		
Overtime	0	Specialist	1.00	48,939
Fringe Benefits	54,699			
TOTAL	103,638	Total Personnel	1.00	48,939
OPERATING EXPENSES				
		Overtime		0
Supplies	1,744			
Internal Services	6,299	FICA		3,744
Other Services		Healthcare Benefits - Active		3,930
Professional Fees	0	Healthcare Benefits - Retirees		0
Maintenance Fees	252	Pension		47,025
Other Contracted Fees	0			
TOTAL	8,295	Total Fringe Benefits		54,699
		TOTAL	1.00	103,638
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	111,933			

CDBG RESIDENTIAL LOANS (276)
RESOURCE ALLOCATION
2014/2015 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. CDBG Rental Loans will be combined with this fund in FY 2015.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	452,143	RESIDENTIAL LOANS	371,758
INTEREST	17,012	SINGLE FAMILY	165,542
OTHER REVENUES	80,400	RENTAL LOANS	12,255
TOTAL RESOURCES	<u>549,555</u>	TOTAL APPROPRIATIONS	<u>549,555</u>

CDBG RESIDENTIAL LOANS

REVENUE BUDGET SUMMARY

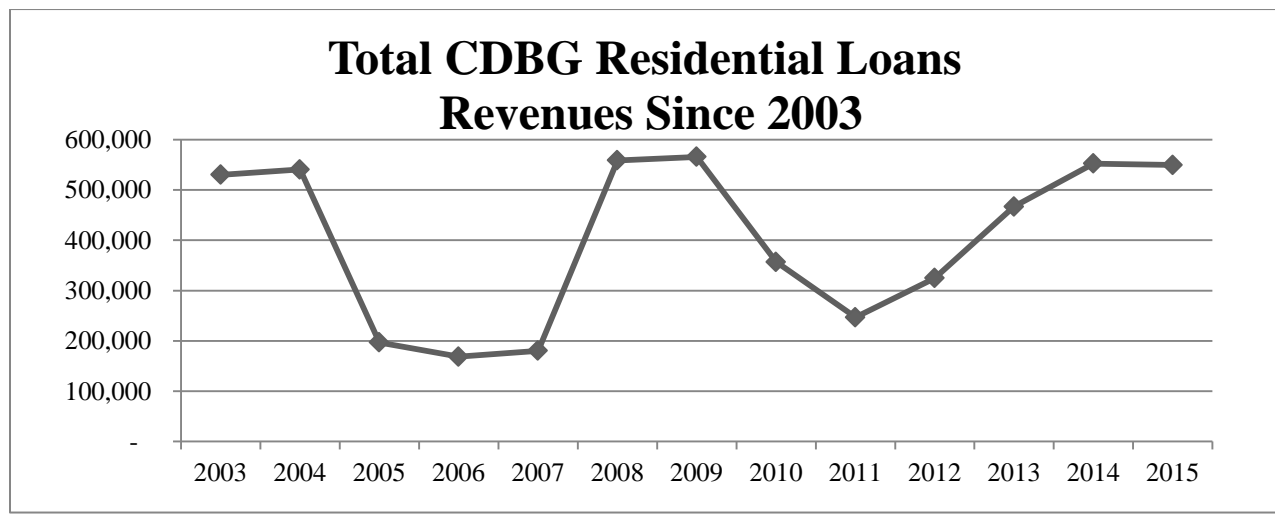
The CDBG Residential Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. In FY 2015, the Rental Loan Fund has been combined with this fund. A new division has been created to account for that activity. This fund 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 \$452,143 in FY 2015. CDBG Residential Loan Fund revenues decrease by \$2,887, or -.52%, from the 2014 Approved Budget. This is due to lower interest and principal payments on loans for both residential and rental loans.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	136,399	238,651	392,513	402,442	799,357	320,788	452,143
Interests and Rents	14,728	11,672	11,217	30,000	30,000	1,838	17,012
Other Revenues	91,636	70,119	56,363	120,000	120,000	56,838	80,400
Transfer from Other Funds	4,000	4,275	0	0	0	0	0
Total Revenues	246,763	324,717	466,747	552,442	949,357	379,464	549,555

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 Approved Revenues. This trend reveals three significant spikes in revenue: 2003, 2008, and 2013. In 2002, there was a \$137,566 transfer from the CDBG Fund that stayed steady from the year prior. In 2008, there was a \$398,031 carryover of entitlement funds from the previous year. In 2013, there was a \$153,862, or 64%, increase in block grant entitlement dollars. 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. From 2011 forward, there seems to be a gradual increase in revenues. Revenues for FY 2014 account for an estimated 5% decrease from the expected allocation of entitlement dollars due to the Federal sequester. Even

though the Federal sequester has been lifted, there is still a slight decline in revenue for FY 2015. The ups and downs of the graph indicate that funding fluctuates in 2-3 year cycles.

EXPENDITURE BUDGET SUMMARY

The total CDBG Residential Loan Fund expenditures will be \$549,555 for FY 2015. This represents a \$2,887, or -.52%, reduction from FY 2014 Approved Budget. Expenditures for *Personnel Services* will increase by 6.80% or \$12,648 due to normal contractual wage and step increases as well as large increases in healthcare and MERS Pension obligations. The number of employees allocated to this fund is 1.65 FTE and does not change for FY 2015. *Operating Expenses* for the CDBG

Residential Loans Fund increase by \$8,778, or 14.57%. This can be attributed to the addition of expenses from the Rental Loan program. There are no *Capital Outlay* expenditure requests budgeted for this fund. The category of *Miscellaneous Expenditures* is \$282,028; this represents a decrease of \$24,313 or -7.93%, which can be attributed to a cyclical reduction in federal loan funds as well as a reduction in principal and interest payments to the city.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
6540 Residential Loans	187,470	166,230	264,371	409,855	750,753	298,911	371,758
6550 Single Families	59,295	153,605	69,056	142,587	198,604	80,553	165,542
6560 Rental Loans	0	0	0	0	0	0	12,255
9660 Transfers	0	10,284	0	0	0	0	0
Total Expenditures	246,765	330,119	333,427	552,442	949,357	379,464	549,555

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	101,170	104,597	165,638	185,888	185,988	183,408	198,536
Operating Expenses	52,123	47,443	25,818	60,213	59,413	32,028	68,991
Capital Outlay	0	498	0	0	700	600	0
Miscellaneous	93,472	177,581	141,971	306,341	703,256	163,428	282,028
Total Expenditures	246,765	330,119	333,427	552,442	949,357	379,464	549,555

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
6540 Residential Loans	1.50	1.50	1.77	1.65	1.65	1.65	1.65
Total Positions	1.50	1.50	1.77	1.65	1.65	1.65	1.65

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

276-6540 Residential Loans

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	87,888			
Overtime	0	Block Grant Administrator	0.40	27,762
Fringe Benefits	110,648	Block Grant Specialist	0.75	38,436
		Rehabilitation Application Specialist	0.50	21,690
TOTAL	198,536			
		Total Personnel	1.65	87,888
OPERATING EXPENSES				
Supplies	3,500	Overtime		0
Internal Services	8,687			
Other Services				
Professional Fees	20,154	FICA		6,723
Maintenance Fees	16,800	Healthcare Benefits - Active		25,246
Other Contracted Fees	8,850	Healthcare Benefits - Retirees		0
		Pension		78,679
TOTAL	57,991			
		Total Fringe Benefits		110,648
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	1.65	198,536
MISCELLANEOUS	115,231			
TOTAL	115,231			
TOTAL APPROPRIATION	371,758			

**CDBG RENTAL LOANS (277)
 RESOURCE ALLOCATION
 2014/2015 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	0
OTHER REVENUES	0
TOTAL RESOURCES	0
	0

CDBG RENTAL LOANS

REVENUE BUDGET SUMMARY

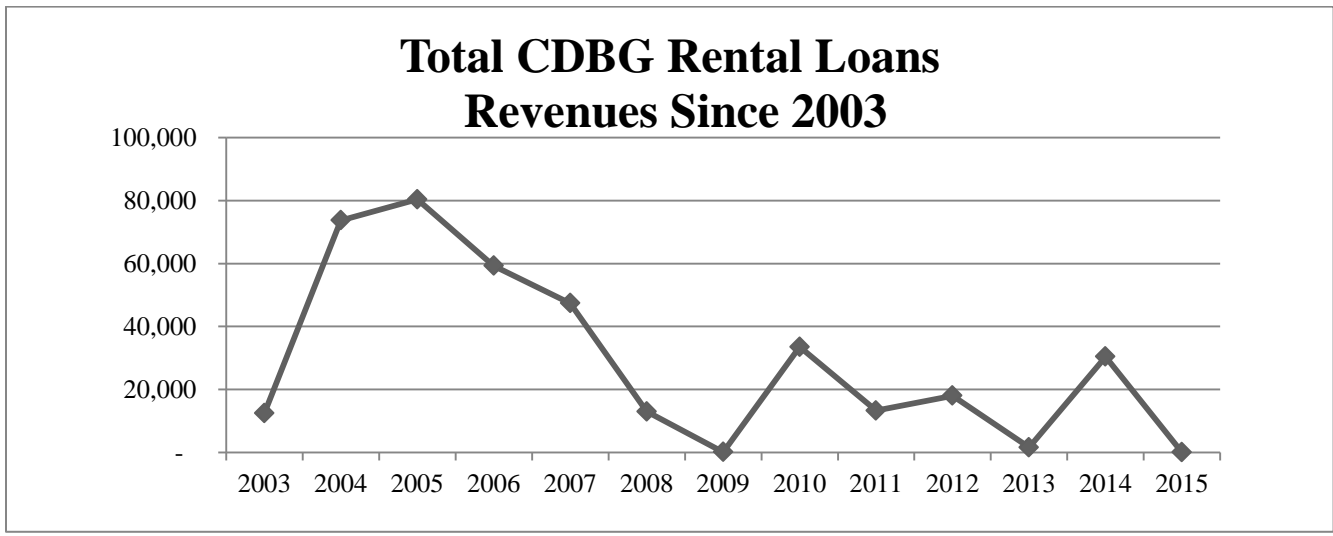
The CDBG Rental Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

CDBG Rental Loan Fund revenues will now be accounted for in Residential Loans. These two funds were combined due to the small amount of activity in the Rental Loans Fund.

SUMMARY OF REVENUE

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Interests and Rents	7,535	4,808	6,305	10,000	15,412	4,985	0
Other Revenues	5,712	13,177	(4,744)	20,412	15,000	7,235	0
Total Revenues	13,247	17,985	1,561	30,412	30,412	12,220	0

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 Approved Revenues. This trend reveals three significant spikes in revenue: 2004, 2010 and 2014. The fund experienced a drop in revenue in 2003, when there was a decrease in entitlement funds from the Federal government. From 2005 through 2009, the funds revenues dropped consistently. In 2010 and 2014, the spikes in revenue can be attributed to an increase in principle loan payments. Since 2009, revenue has been inconsistent and the slight activity this fund has prompted the incorporation of this fund into the Residential Loans Fund (276). Combining these two funds is appropriate because of the lack of activity in Rental Loans and the reduction of revenues over time.

EXPENDITURE BUDGET SUMMARY

The total CDBG Rental Loan Fund expenditures will be \$0 for FY 2015. This represents a complete reduction from the previous fiscal year. There are no *Personnel Services* allocated to this fund in FY 2015. *Operating Expenses* for this fund have been eliminated and moved

to the Residential Loan Fund 276. *Capital Outlay* is not incorporated in this fund in FY 2015. The category of *Miscellaneous Expenditures* have also been eliminated and moved to the Residential Loan Fund 276.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
6560 Rental Loans	7,343	17,985	1,561	6,000	6,000	994	0
9660 Transfers	5,903	0	0	24,412	24,412	0	0
Total Expenditures	13,246	17,985	1,561	30,412	30,412	994	0

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	3,343	13,710	1,561	6,000	6,000	994	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	9,903	4,275	0	24,412	24,412	0	0
Total Expenditures	13,246	17,985	1,561	30,412	30,412	994	0

**CDBG HOME PROGRAM (278)
 RESOURCE ALLOCATION
 2014/2015 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	709,437	HOME PROGRAM	709,437
TOTAL RESOURCES	<u>709,437</u>	TOTAL APPROPRIATIONS	<u>709,437</u>

CDBG HOME PROGRAM

REVENUE BUDGET SUMMARY

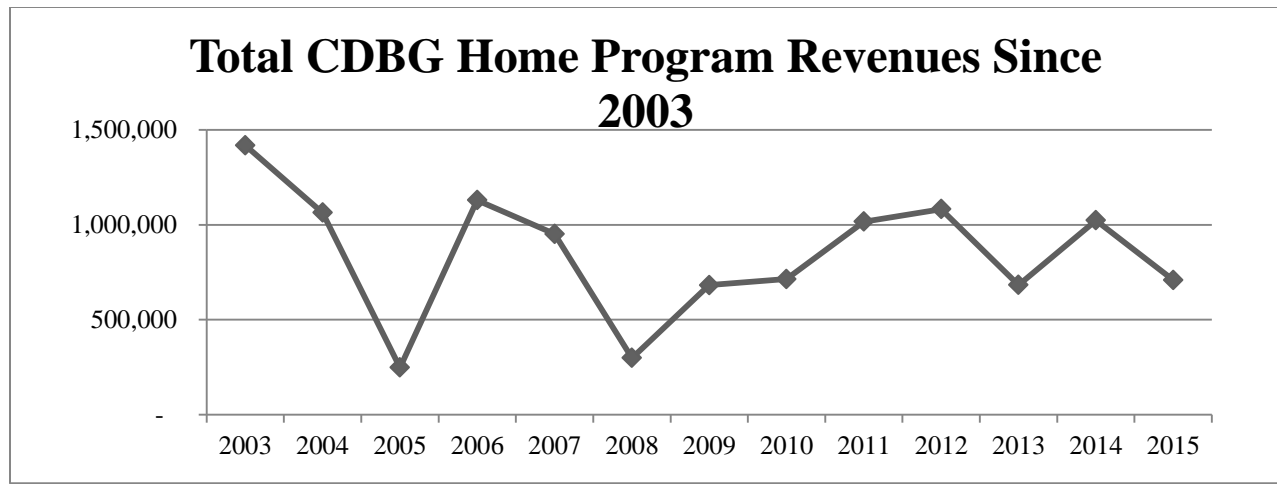
The HOME Program Fund provides for city generated housing rehabilitation activities as well as current City of Saginaw Community Housing Development Organization (CHDO) sub-recipient. The focus is on providing low interest loans to low-income families for home rehabilitation. This fund classified as 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.

CDBG HOME Program revenues decrease by \$314,677, or -30.72% from the 2014 Approved Budget. This decrease is due to a reduction in the City's federal entitlement allocation and the elimination of a transfer from the Community Development Block Grant Fund (275).

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Federal Grants	987,915	272,152	655,202	996,026	1,141,160	369,971	709,437
Other Revenues	29,050	0	27,472	0	0	0	0
Transfer from Other Funds	0	10,284	0	28,088	28,088	0	0
Total Revenues	1,016,965	282,436	682,674	1,024,114	1,169,248	369,971	709,437

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 Approved Revenues. The lowest points of revenues for this fund were in 2005, 2008, 2013 and 2015. In 2005, 2008 and 2013 the significant decreases were due to reductions in the HOME Program allocation. The three years with the highest revenue for this fund were 2003 and 2006. In 2003, the federal Home Program allocations were over \$1.4 million. Revenues decrease by -57.15% in FY 2015. This is due to decreased federal funding and no transfers in from other funds.

EXPENDITURE BUDGET SUMMARY

The total CDBG HOME Program Fund expenditures will be \$709,437 for FY 2015. This represents a -30.72% decrease from the FY 2014 Approved Budget. *Personnel Services* decrease by -14.85%, or \$9,503. This is due to .10 of the Block Grant Administrator being reallocated to CDBG Fund (275). *Operating Expenses* for the CDBG HOME Program Fund is

\$2,776. This is a reduction of \$1,067 in information management charges. *Capital Outlay* There are no capital expenditure requests budgeted for this fund. The category of *Miscellaneous Expenditures* decrease by \$304,107, or -31.80% due to a decrease in grant disbursement expenditures.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
6580 CDBG HOME Program	1,022,868	617,353	462,790	1,024,114	1,169,248	360,971	709,437
Total Expenditures	1,022,868	617,353	462,790	1,024,114	1,169,248	360,971	709,437

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	88,261	68,332	29,746	63,982	63,982	62,795	54,479
Operating Expenses	4,120	4,410	3,313	3,843	3,843	3,843	2,776
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	930,487	544,611	429,731	956,289	1,101,423	294,333	652,182
Total Expenditures	1,022,868	617,353	462,790	1,024,114	1,169,248	360,971	709,437

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
6580 CDBG HOME Program	1.12	1.12	0.36	0.60	0.60	0.60	0.50
Total Positions	1.12	1.12	0.36	0.60	0.60	0.60	0.50

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

278-6580 HOME Program

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	21,690	Rehabilitation Application Specialist	0.50	21,690
Overtime	0			
Fringe Benefits	32,789			
TOTAL	<u>54,479</u>	Total Personnel	<u>0.50</u>	<u>21,690</u>
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	0	FICA		1,659
Internal Services	2,776	Healthcare Benefits - Active		7,617
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		23,513
Maintenance Fees	0			
Other Contracted Fees	0	Total Fringe Benefits		<u>32,789</u>
TOTAL	<u>2,776</u>	TOTAL	<u>0.50</u>	<u>54,479</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
MISCELLANEOUS	652,182			
TOTAL	<u>652,182</u>			
TOTAL APPROPRIATION	<u><u>709,437</u></u>			

**NEIGHBORHOOD STABILIZATION PROGRAM (279)
 RESOURCE ALLOCATION
 2014/2015 APPROVED BUDGET**

This fund is a combination of Neighborhood Stabilization Program (NSP) I, II and III. The City expects to utilize all three programs for the acquisition and redevelopment of foreclosed properties as well as demolition of blighted structures.

RESOURCES	APPROPRIATIONS
FEDERAL GRANTS	0 NSP III
OTHER REVENUES	0
TOTAL RESOURCES	TOTAL APPROPRIATIONS
0	0

NEIGHBORHOOD STABILIZATION PROGRAM (NSP)

REVENUE BUDGET SUMMARY

This fund is a combination of NSP I, II and III. The City will no longer receive NSP 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.

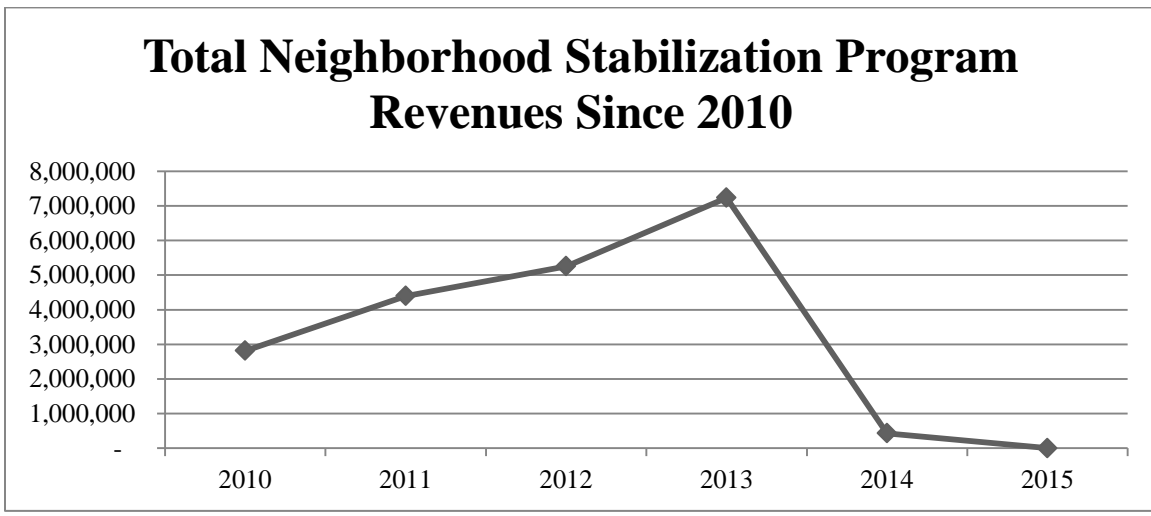
The major source of revenue for this is an allocation from the Department of Housing and Urban Development, which must be completely expended within three years.

The NSP revenues are \$0 for FY 2015. The city does not anticipate any funding through grants or program income for this program.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Federal Grants	4,314,992	4,097,765	6,515,392	229,000	683,409	683,409	0
Other Revenues	77,967	1,156,979	718,900	200,000	257,936	288,408	0
Total Revenues	4,392,959	5,254,744	7,234,292	429,000	941,345	971,817	0

REVENUE TRENDS



The above graph reflects numerical data from FY 2010 through 2013 Actual Revenues and FY 2014 Approved Revenues. There are no funds budgeted in FY 2015. 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, II and III funding will no longer be available in FY 2015.

EXPENDITURE BUDGET SUMMARY

The total Neighborhood Stabilization Program Fund expenditures are \$0 for FY 2015. This represents a - 100% reduction from the FY 2014 Approved Budget. There are no *Personnel Services* expenditures budgeted

in FY 2015. The city does not anticipate any activity related to NSP I, II, or III. There are no *Operating Expenses, Capital Outlay, or Miscellaneous Expenditures.*

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
NSP I	728,925	5,426	147,859	0	0	0	0
NSP II	3,664,032	5,573,364	6,118,990	0	445,229	88,180	0
NSP III	0	815,549	1,160,987	429,000	496,156	180,258	0
Total Expenditures	4,392,957	6,394,339	7,427,836	429,000	941,385	268,438	0

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	196,781	279,071	73,063	0	0	1,962	0
Operating Expenses	4,194,704	508,888	7,354,773	29,000	511,729	152,797	0
Capital Outlay	1,472	0	0	0	0	0	0
Miscellaneous	0	5,606,380	0	400,000	429,656	113,679	0
Total Expenditures	4,392,957	6,394,339	7,427,836	429,000	941,385	268,438	0

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
6551 NSP II	2.00	2.75	0.91	0.00	0.00	0.00	0.00
Total Positions	2.00	2.75	0.91	0.00	0.00	0.00	0.00

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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.

**SEDC REVOLVING LOAN (282)
RESOURCE ALLOCATION
2014/2015 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	0 SEDC 678,306
INTEREST AND RENTS	106,000
OTHER REVENUES	251,750
USE OF FUND EQUITY	320,556
TOTAL RESOURCES	678,306
	TOTAL APPROPRIATIONS 678,306

SEDC REVOLVING LOAN

REVENUE BUDGET SUMMARY

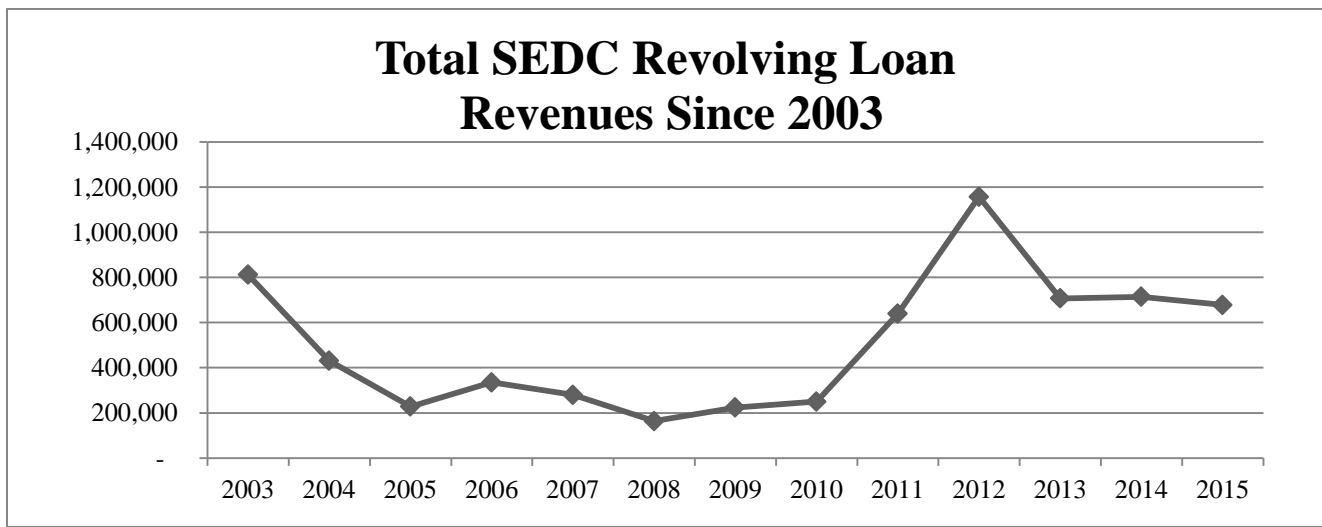
The purpose of the SEDC Revolving Loan Fund (RLF) is to create permanent, long-term jobs within the City of Saginaw by providing “gap” and start-up financing to qualified businesses for eligible activities. Loans made through the Revolving Loan Fund are intended to help bridge the gap created by shortfalls 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. The FY 2015 SEDC Revolving Loan fund revenues decrease to \$678,306, which is a -5.04% reduction from the 2014 Approved Budget. This is due to the elimination of block grant entitlement funds which is offset by the use of fund equity.

SUMMARY OF REVENUE

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	325,454	0	428,470	362,588	362,588	133,266	0
Charge for Services	1,500	1,500	1,250	1,750	1,750	1,250	1,750
Interest and Rents	63,739	66,145	68,907	100,000	100,000	61,960	106,000
Other Revenues	248,810	272,214	208,790	250,000	250,000	265,922	250,000
Use of Fund Equity	0	0	0	0	0	0	320,556
Total Revenues	639,503	339,859	707,417	714,338	714,338	462,388	678,306

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 Approved Revenues. Since 2002, this fund has mostly decreased. FY 2010 began an increase in revenue and 2013 saw a large dip. FY 2015 sees a slight reduction in revenue overall from FY 2014.

EXPENDITURE BUDGET SUMMARY

The total SEDC Revolving Loan Fund expenditures are \$678,306 for FY 2015. There are not any *Personnel Services* expenditures for FY 2015. *Operating Expenses* amounts to \$3,500 for general repairs. There

are no *Capital Outlay* purchase requests budgeted for this fund. The category of *Miscellaneous Expenditures* decrease by \$36,032 due to a decrease in loan disbursements.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
8570 Saginaw Economic Develop. Corp.	447,224	399,058	389,584	714,338	714,338	369,823	678,306
Total Expenditures	447,224	399,058	389,584	714,338	714,338	369,823	678,306

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	3,180	3,500	3,500	0	3,500
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	447,224	399,058	386,404	710,838	710,838	369,823	674,806
Total Expenditures	447,224	399,058	389,584	714,338	714,338	369,823	678,306





CELEBRATION PARK FUND (SRF)

**CELEBRATION PARK (508)
RESOURCE ALLOCATION
2014/2015 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	143,562
LOCAL GRANTS	10,474		
SERVICES - SALES	1,500		
INTEREST	2,000		
TRANSFERS	78,751		
TOTAL RESOURCES	143,562	TOTAL APPROPRIATIONS	143,562

CELEBRATION PARK

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.

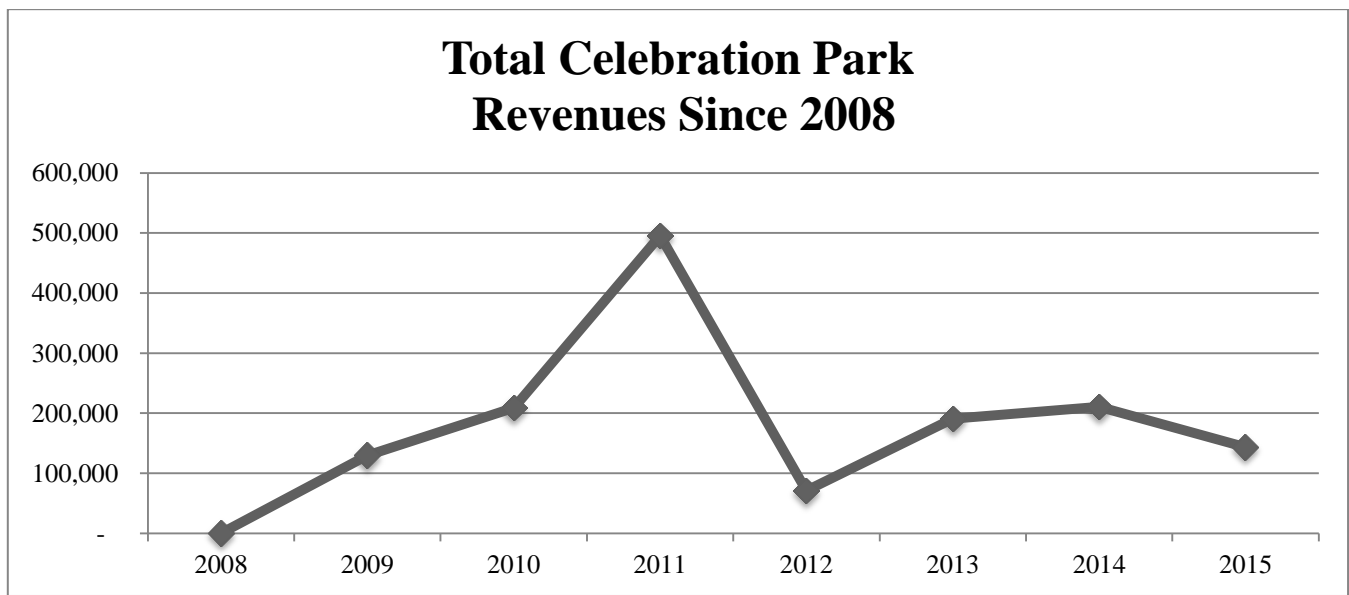
The Celebration Park Fund is expected to decrease - 31.80% or \$66,939 from the FY 2014 Approved Budget. In previous fiscal years, the City was mandated to pay a deficit elimination amount to the State. This deficit elimination plan was a result of reconstruction of

the Water Park into the Frank N. Andersen- Celebration Park. Revenues were to be received by the City over a five year span, which resulted in the deficit in the fund. The 2014 budget was the last year of the mandated payment. For FY 2015, the approved budget is expected to be \$143,562; which reflects a reduction in the Transfer from Other Fund. In addition, the FY 2015 budget also reflects the newly acquired DNR Trust Fund Boulder Climbing Structure and Connection Path grant.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Grants	429,798	47,510	48,000	50,837	80,837	30,000	50,837
Local Grants	50,000	527,000	0	10,473	10,473	0	10,474
Services and Sales	13,161	94	0	3,500	3,500	6,826	1,500
Interests and Rents	0	0	0	0	2,000	12	2,000
Transfer from Other Fund	2,814	0	130,000	145,691	145,691	162,893	78,751
Total Revenues	495,773	574,604	178,000	210,501	240,501	199,731	143,562

REVENUE TRENDS



The above graph reflects actual revenues from FY 2008 – FY 2013 as well as the approved budgets for FY 2014 and FY 2015. In 2009, transfers from the General Fund supported park development. From 2010 through 2011, revenue steadily

increases 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 were on the rise again due to additional state and local grants and increased operating transfers. 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. By FY 2015, revenues begin decreasing due to the completion of the deficit elimination plan. Although the City will realize decreased revenues, this reduction will be offset by the DNR Trust Fund Boulder Climbing Structure and Connecting Path grant.

EXPENDITURE BUDGET SUMMARY

The total Celebration Park Fund expenditures will be \$143,562 for FY 2015. *Personnel Services* is projected to increase by \$6,751, or 20.58%. This is primarily attributable to the addition of two part time employees to satisfy the 28-hour work week requirement for part-time employees. *(The personnel complement changes are listed below under Summary of Positions.)*

Operating Expenses will increase \$72,001, or 266.67% from the previous fiscal. This increase is primarily

attributed to the new grant received to construct the boulder climbing structure and connection path.

Capital Outlay will be the same at \$5,000 to cover the cost related to resealing the splash pad twice a year.

The category of *Miscellaneous Expenditures* is projected to be zero in FY 2015. This is due to the fact that the last payment of the deficit elimination plan was made in FY 2014.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7580 Celebration Park	609,547	56,118	34,364	64,810	94,810	54,040	143,562
8559 Increase Fund Equity	0	0	0	145,691	145,691	145,691	0
Total Expenditures	609,547	56,118	34,364	210,501	240,501	199,731	143,562

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	23,066	20,474	27,144	32,810	32,810	19,914	39,561
Operating Expenses	586,481	35,644	7,220	27,000	62,000	34,126	99,001
Capital Outlay	0	0	0	5,000	0	0	5,000
Miscellaneous	0	0	0	145,691	145,691	145,691	0
Total Expenditures	609,547	56,118	34,364	210,501	240,501	199,731	143,562

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
7580 Celebration Park (PTE)	10.00	10.00	7.00	9.00	9.00	9.00	11.00
Total Positions	10.00	10.00	7.00	9.00	9.00	9.00	11.00

In FY 2015, the Celebration Park part time personnel complement increases 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 2014/2015 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
2014/2015 APPROVED BUDGET**

508-7580 Celebration Park

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	36,750	Splash Park Coordinator	4.00	15,680
Overtime	0	Splash Park Attendants	7.00	21,070
Fringe Benefits	2,811			
		Total Personnel	<u>11.00</u>	<u>36,750</u>
TOTAL	<u>39,561</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	11,501	FICA		2,811
Internal Services	0	Healthcare Benefits - Active		0
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	2,000	Pension		0
Maintenance Fees	85,500			
Other Contracted Fees	0	Total Fringe Benefits		<u>2,811</u>
TOTAL	<u>99,001</u>	TOTAL	<u>11.00</u>	<u>39,561</u>
CAPITAL OUTLAY	5,000			
TOTAL	<u>5,000</u>			
TOTAL APPROPRIATION	<u><u>143,562</u></u>			





DEBT SERVICE

DEBT SERVICE

DEBT SERVICE POLICY:

Listed below is the draft Debt Service Policy. This policy has not been formally approved by the City Council and is in the process of review by the City's financial advisor. This policy was included in the 2015 Budget for informational purposes.

Introduction

The debt management policy is written to outline the guiding principle and restrictions of debt service at the City of Saginaw. This policy includes guidelines for debt issuance process, management of the City's debt portfolio, and compliance with various federal and state laws and regulations. These policies are flexible in design to allow for exceptions under changing and extraordinary circumstances.

1. General Debt Policy

- 1.1 The City shall seek to maintain and, if possible, to improve its current BBB- bond rating so borrowing costs are minimized and access to credit is preserved. It is imperative that the City demonstrates to rating agencies, investment bankers, creditors, and taxpayers that City officials are following a prescribed financial plan. The City will follow a policy of full disclosure by communicating with bond rating agencies to inform them of the City's financial condition.
- 1.2 Every future bond issue proposal will be accompanied by an analysis provided by the proposing service area, demonstrating conformity to the debt policies adopted by City Council. The Finance Director with the assistance of bond counsel will review and comment on each bond issue proposal. The review will focus on areas such as conformance with existing debt, financial policies, specific aspects of the proposed financing package, and the impact on the City's creditworthiness.
- 1.3 The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the issuance of City debt, should avoid the conflict of interest, and the appearance thereof. City officials shall conduct themselves in a manner consistent with the best interests of the City and taxpayers. Elected and appointed official shall adhere to all federal and state campaign and finance laws and regulations. All conflicts of interest or potential conflict of interest shall be provided in writing and filed with the City Clerk.
- 1.4 Bonds shall be sold on a competitive basis unless it is in the best interest of the City to conduct a negotiated sale. Competitive sales will be the preferred method. Negotiated sales may occur when selling bonds for a defeasance of existing debt, for current or advanced refunding of debt, or for other appropriate reasons.

2. Taxpayer Equity

- 2.1 Saginaw's property taxpayers and citizens who benefit from projects financed by bonds should be the source of the related debt service funding. This principle of taxpayer equity should be a primary consideration in determining the type of projects selected for financing through bonds. Furthermore, the principle of taxpayer equity shall be applied for setting rates in determining net revenues for bond coverage ratios.

3. Uses

- 3.1 Bond proceeds should be limited to financing the costs of planning, design, land acquisition, buildings, permanent structures, attached fixtures or equipment, and movable pieces of equipment, such as fire engines, or other costs as permitted by law. Utility revenue bond proceeds may be used to establish a debt service reserve as allowed by State law. Acceptable uses of bond proceeds can be viewed as items, which can be capitalized. Non-capital furnishings and supplies will not be financed from bond proceeds. Refunding Bonds are designed to restructure currently outstanding debt and are an acceptable use of bonds proceeds.
- 3.2 The City will not use short-term borrowing to finance operating needs except in the case of an extreme financial emergency, which is beyond its control or reasonable ability to forecast. Recognizing that bond issuance costs add to the total interest costs of financing, the City shall perform due diligence to ensure that installment agreement or other legally appropriate debt is considered whenever applicable.
- 3.3 The City's Full Faith and Credit will be issued for projects and debt, which benefit the City as a whole.

4. Decision Analysis

- 4.1 Whenever the City is contemplating a possible bond issue, information will be developed concerning the four categories, listed below, and commonly used by rating agencies assessing the City's creditworthiness. The subcategories are representative of the types of items to be considered. The Finance Director will present this information to the Financial Management Team for its review and recommendation to the City Manager.

Methods include: Debt Analysis, Financial Analysis, Governmental and Administrative Analysis, and Economic Analysis

- 4.2 The City may use the services of qualified internal staff and outside advisors to assist in the analysis, evaluation, and decision process, including bond counsel and financial advisors. Recognizing the importance and value to the City's creditworthiness and marketability of the City's bonds, this policy is intended to ensure that potential debt complies with all laws and regulations, as well as sound financial principles.

5. Debt Planning

- 5.1 General obligation bond borrowing should be planned and the details of the plan must be incorporated in the Saginaw Capital Improvement Plan.
- 5.2 General obligation bond issues should be included in at least one Capital Improvement Plans preceding the year of the bond sale. The first inclusion should contain a general description of the project, its timing, and financial limits; subsequent inclusions should become increasingly specific.
- 5.3 The City Manager and the Finance Director will develop criteria that will be used in the evaluation of all capital projects. Projects with a useful life of less than five years will not be eligible for inclusion

in bond issues. The Finance Director, with the approval from Bond Counsel, will determine the useful life of a project.

6. Communication and Disclosure

- 6.1 Significant financial reports affecting or commenting on the City will be forwarded to the rating agencies. Each bond prospectus will follow the disclosure guidelines of the Government Finance Officers Association of the U.S. & Canada.
- 6.2 The City should attempt to develop coordinated communication processes concerning collective plans for future debt issues with all other jurisdictions with which it shares a common property tax base. Reciprocally, shared information on debt plans including amounts, purposes, timing, and types of debt would aid each jurisdiction in its debt planning decisions.
- 6.3 The net indebtedness, also known as debt margin, of the City shall not exceed 10% of the State Equalized Valuation of all assessed real and personal property. Obligations that are not included in the computation of legal debt margin are: special assessment bonds; mortgage bonds; Michigan Transportation bonds; revenue bonds; bonds issued, or contracts or assessment obligations, incurred, to comply with an order of the Department of Environmental Quality, or a court of competent jurisdiction; and other obligations incurred for water supply, drainage or refuse disposal projects necessary to protect the public health by abutting pollution.

7. General Obligation/ Revenue Bonds

- 7.1 Every project proposed for financing through general obligation debt should be accompanied by a full analysis of the future operating and maintenance costs associated with the project.
- 7.2 Generally, bonds cannot be issued for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed. The City will attempt to keep the average maturity of general obligation bonds at or below 20 years. The City will limit the total of its general obligation debt to a level consistent with Michigan law.
- 7.3 It will be a long-term goal that each utility or enterprise will ensure future capital financing needs are met by using a combination of current operating revenues and revenue bond financing. Therefore a goal is established that 15% of total project costs should come from operating funds of the utility or enterprise.
- 7.4 It is the City's goal that each utility or enterprise should provide adequate debt service coverage.

8. Limited Tax General Obligation Debt

- 8.1 Limited tax general obligation bonds should be considered when constraints preclude the practice of voter approved general obligation bonds. As a precondition to the issuance of limited tax general obligation bonds, all alternative methods of financing should have been investigated. Consideration should always be given to provide a pledge of facility revenue to accompany the basic pledge of limited tax revenues.
- 8.2 Limited tax general obligation bonds should be issued under certain conditions:
 - 8.2.a A project to be financed will generate positive net revenues, i.e., additional revenues generated by the project will be greater than the debt service requirements. The net revenues should

be positive over the life of the bonds, and be positive each year if possible. The City recognizes that net revenues may not be positive in the early years of certain projects, but should be positive within a reasonable time period of five to seven years. These calculations will be made on a conservative basis so that the potential for a long-term net decrease in general fund revenues is minimized.

8.2.b Matching fund monies are available which may be lost if not applied for in a timely manner.

8.2.c Catastrophic conditions.

8.2.d A project may be financed when the analysis shows the impact to the organization is in the best interest of the City for the long-term.

9. Short Term Financing/Capital Lease Debt

9.1 Short-term financing, (for 3 to 12 months) or capital lease debt will be considered when financing certain equipment and rolling stock purchases when the aggregate cost of equipment to be purchased exceeds \$25,000. Adequate funds for the repayment of principal and interest must be included in the requesting service area's approved budget.

9.2 The term of short-term financing will be limited to the usual useful life period of the vehicle or equipment, but in no case will exceed fifteen years.

9.3 Appropriation Centers requesting capital financing must have an approved budget allocation. Appropriation Centers shall submit documentation for approved purchases to the Financial Management Team each year within 60 days after the annual budget is adopted. The Financial Management Team will consolidate all requests and may solicit competitive or negotiated proposals for capital financing to ensure the lowest possible interest costs.

10. Defeasance of Bonds (Refunding)

10.1 The City will solicit the advice of bond counsel and financial advisor in order to outline key legal and financial issues. Three key criteria will be evaluated when considering a refunding candidate: Financial and Policy Objectives, Financial Savings / Results, and Bond Structure and Escrow Efficiency

10.2 Financial and Policy Objectives -The City will ensure that refunding bond issues comply with the Debt Management Policy objectives set forth herein, and otherwise comply with other City policies.

10.3 Financial Savings - The City shall ensure that refunding results in a positive Net Present Value (NPV) savings of at least 3%, or \$100,000. In certain circumstances, lower savings thresholds may be justified. For example, when an advance refunding is being conducted primarily for policy reasons (other than economic savings), interest rates are at historically low levels or the time remaining to maturity is limited, and as such, future opportunities to achieve greater savings are not likely to occur.

In this analysis, the following must be considered: issuance costs and the interest rate at which the bonds can be issued, the maturity date of the refunded bonds, call date of the refunded bonds, call

premium on the refunded bonds, structure and yield of the refunding escrow, any transferred proceeds penalty, and the internal rate of return is greater than the cost of the capital.

- 10.4 Bond Structure and Escrow Efficiency - The City shall pay careful attention to the structure of bonds prior to issuance to address features that may affect flexibility in the future. Potential for refunding shall be anticipated.

Escrows for defeasance shall be structured to optimize efficiency and savings. All legally eligible securities shall be evaluated with regard to liquidity, risk and yield. Escrow securities shall be selected to mature and/or pay interest as closely as possible prior to debt service requirements of the refunded escrow, and also to minimize risk. The City shall seek the lowest cost escrow agent qualified to manage its escrows.

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 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.

The Saginaw-Midland Municipal Water Supply Corporation, Series 2013

On November 6, 2013 the cooperation issued the Water Supply System Revenue Bonds, (Limited Tax General Obligation), Series 2013. 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 adopted on June 21, 1979, as amended by subsequently adopted Ordinances and Ordinance No. 2013-1, adopted on August 15, 2013, by Saginaw-Midland Municipal Water Supply Corporation (Corporation) for the purpose of defraying the cost of acquiring and constructing enlargements and extensions to the Saginaw – Midland Water Supply system (the “System”). The system is being extended to supply raw water services to a new Bay Area Water Treatment Plant to be operated by the County of Bay, Michigan (the “County”), pursuant to a 40 year contract (the “County Contract”) between the Corporation and the County.

DIRECT DEBT:

DIRECT DEBT:				
General Obligations Bonds (As of 10/31/2013)				
	04/01/93	Sewage LT (Self-Supporting)	\$	450,000
	04/01/93	Sewage LT (Self-Supporting)		1,065,000
	06/29/93	Sewage LT (Self-Supporting)		355,000
	09/30/93	Sewage LT (Self-Supporting)		750,000
	03/27/97	Sewer LT (Self Supporting)		455,000
	06/25/98	Sewer LT (Self Supporting)		2,405,000
	04/01/99	Sewer LT (Self Supporting)		365,000
	06/24/99	Sewer LT (Self Supporting)		6,830,000
	12/01/01	Sewer LT (CSO)		800,000
	09/22/05	Sewer LT (SRF)		2,340,000
	09/21/06	Sewer LT (SRF)		1,155,000
	09/20/07	Sewer LT (SRF)		3,675,000
	01/22/10	Sewer LT (SRF)		1,835,000
	09/18/12	Sewer LT (SRF)		2,735,000
				\$ 25,215,000
Revenue Bonds				
	05/01/08	Water Supply System Series 2008	\$	9,600,000
	07/07/11	Water Supply System Series 2011A		9,810,000
				\$ 19,410,000
Share of County Issued Bonds				
	06/27/96	Weiss Street	\$	564,300
				\$ 564,300
Share of Saginaw/Midland Water Supply Corp (Self-Supporting)				
	01/29/09	Water Supply Corp Series 2009	\$	1,366,669
	07/19/12	Water Supply Corp Ref., LT Series 2012		3,230,697
	TBD	Water Supply Corp Series 2013		2,193,023
				\$ 6,790,390
TOTAL DIRECT DEBT				\$ 51,979,689
Less:				
		Revenue Bonds	\$	(18,964,689)
		Self-Supporting Sewer Bonds		(19,410,000)
				\$ (38,374,689)
NET DIRECT DEBT				\$ 13,605,000

OVERLAPPING DEBT:

NET DIRECT DEBT				\$	13,605,000
	71.40%	Saginaw School District	58,460,000		41,740,440
	10.57%	Saginaw County at Large	33,498,346		3,540,775
	10.70%	Saginaw ISD	2,200,000		235,400
	4.66%	Delta College	0		0
TOTAL OVERLAPPING DEBT				\$	45,516,615
NET DIRECT AND OVERLAPPING DEBT				\$	59,121,615

DEBT RATIOS

DEBT RATIO					
Per Capita 2013 State Equalized Valuation				\$	9,971.00
Per Capita 2013 True Cash Value				\$	19,961.00
Per Capita 2013 Net Direct Debt				\$	264.13
Per Capita Combined Net Direct and Overlapping Debt				\$	1,147.81
Percent of Net Direct Debt of 2013 State Equalized Valuation and Taxable Value					2.65%
Percent of Net Direct and Overlapping Debt of 2013 State Equalized Valuation					11.50%
Percent of Net Direct and Overlapping Debt of 2013 Taxable Value					11.51%
Percent of Net Direct Debt of 2013 True Cash Value					1.32%
Percent of Net Direct and Overlapping Debt of 2013 True Cash Value					5.75%

LEGAL DEBT MARGIN

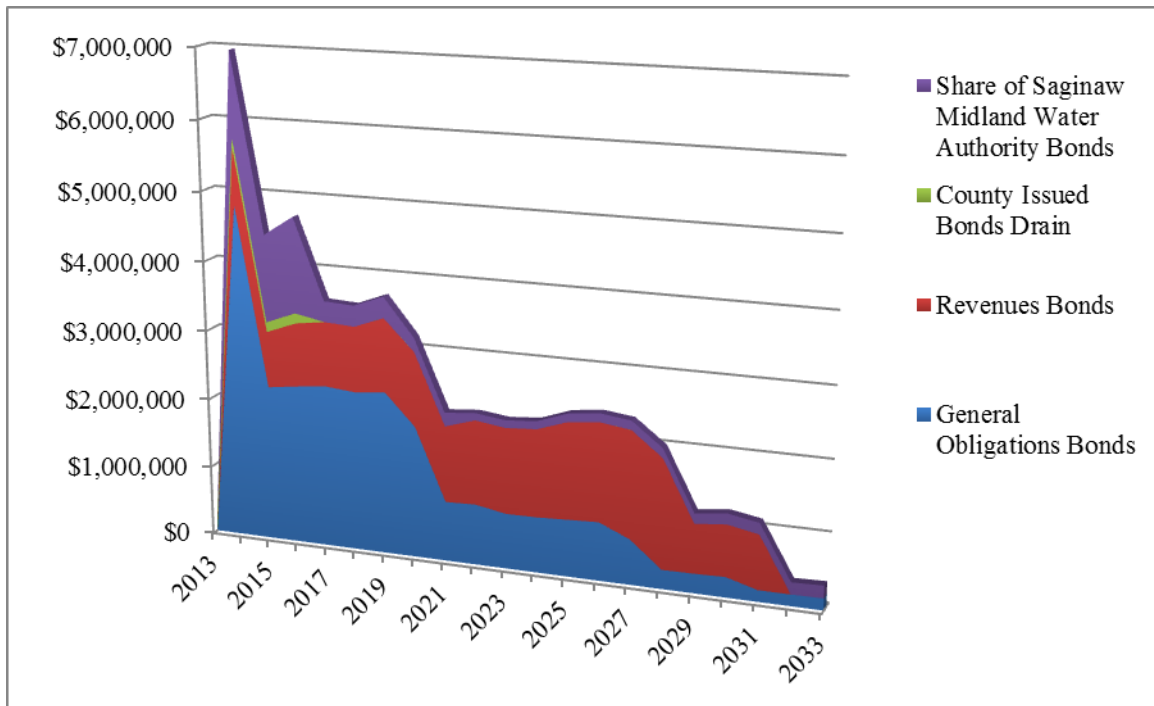
The net indebtedness of the City shall not exceed 10% of the State Equalized Valuation of all assessed real and personal property. Obligations which are not included in the computation of legal debt margin are:

- (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					
2013 State Equalized Valuation					\$ 514,068,460.00
Plus Assessed Value Equivalent:					
2013 Equivalent IFT Value					3,612,583
Total Valuation					\$ 517,681,043.00
Debt Limit (10% of State Equalized Valuation)					\$ 51,768,104
Amount of Outstanding Debt (Debt Statement)				51,979,689	
Less:					
Revenue Bonds				(19,410,000)	32,569,689
LEGAL DEBT MARGIN					\$ 19,198,415

SCHEDULE OF BOND MATURITIES SCHEDULE – (As of 10/31/13)

SCHEDULE OF BOND MATURITIES					
Year	General Obligations Bonds	Revenues Bonds	County Issued Bonds Drain	Share of Saginaw Midland Water Authority Bonds	Total
2013	0	0	136,620	0	136,620
2014	4,815,000	795,000	139,590	1,211,525	6,961,115
2015	2,240,000	800,000	142,560	1,246,292	4,428,852
2016	2,295,000	910,000	145,530	1,363,968	4,714,498
2017	2,340,000	925,000	0	296,860	3,561,860
2018	2,300,000	940,000	0	299,534	3,539,534
2019	2,345,000	1,055,000	0	304,883	3,704,883
2020	1,895,000	1,070,000	0	204,884	3,169,884
2021	860,000	1,090,000	0	198,954	2,148,954
2022	875,000	1,210,000	0	104,302	2,189,302
2023	795,000	1,230,000	0	109,651	2,134,651
2024	800,000	1,255,000	0	115,000	2,170,000
2025	820,000	1,385,000	0	120,349	2,325,349
2026	840,000	1,410,000	0	125,698	2,375,698
2027	650,000	1,540,000	0	133,721	2,323,721
2028	275,000	1,570,000	0	139,070	1,984,070
2029	280,000	705,000	0	147,093	1,132,093
2030	290,000	740,000	0	155,116	1,185,116
2031	165,000	780,000	0	163,140	1,108,140
2032	165,000	0	0	171,163	336,163
2033	170,000	0	0	179,186	349,186
Total	\$ 25,215,000	\$ 19,410,000	\$ 564,300	\$ 6,790,389	\$ 51,979,689



DEBT HISTORY

The City has no record of default on its obligations.

FUTURE BONDING: The City plans to issue bonds revenue bonds for water treatment plant improvements, for both transmission and distribution within the next year.



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
2014/2015 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

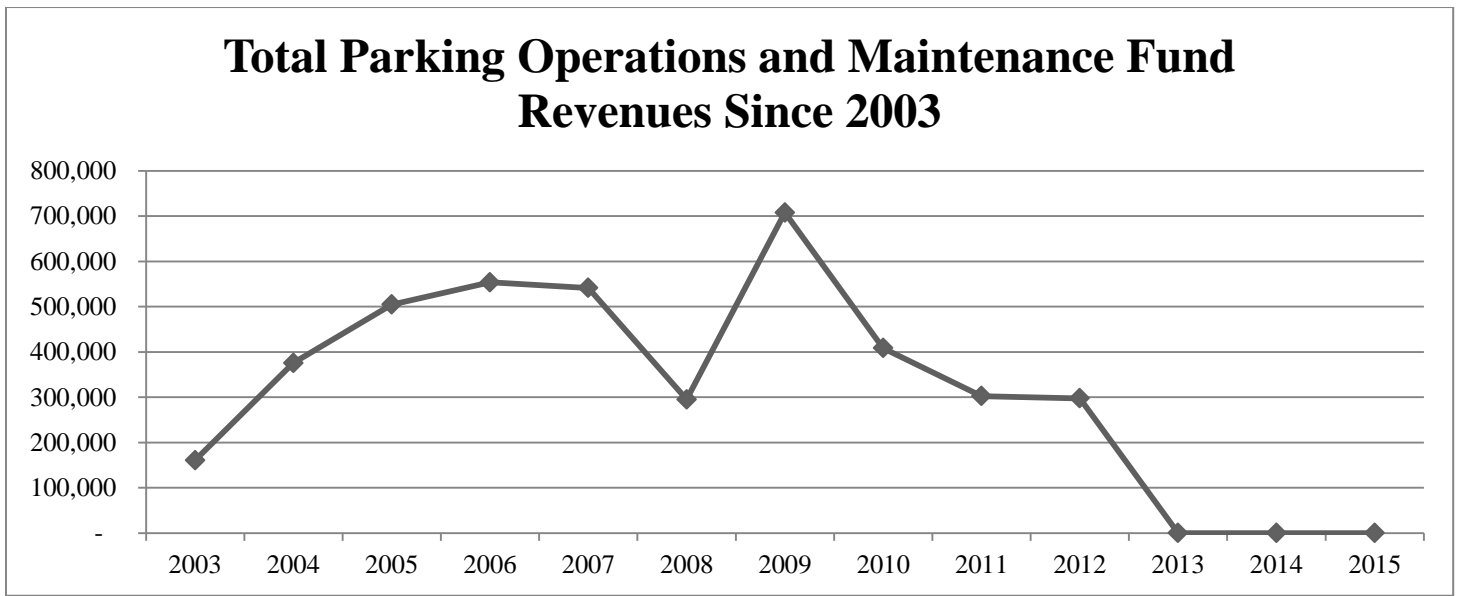
Parking Operations and Maintenance Fund is considered to be an Enterprise Service Fund of the city. Enterprise Funds are used by a governmental entity to account for services provided to the general public on a user charge basis. Revenues and expenditures related to the operation of the parking system 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 subsidy from the General Fund. As a result of the new GASB regulation, in FY 2013, this fund became a division of the General Fund under the Division of Inspections and Neighborhood Services. Listed below is the historical analysis of financial activity from FY 2011 through FY 2015.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charges for Service	148,656	145,510	0	0	0	0	0
Fines and Forfeitures	128,976	106,860	0	0	0	0	0
Interest and Rents	8	(32)	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Transfers from Other Funds	27,682	0	0	0	0	0	0
Total Revenues	305,411	252,338	0	0	0	0	0

REVENUE TRENDS



The above graph reflects actual numerical data from FY 2003 – FY 2013 as well as the FY 2014 approved revenues, and the budgeted FY 2015 revenues. In 2008, revenues realized a significant reduction due to a -82.84% decrease in the transfer of money from other funds. In 2009, there was a significant increase in revenues due to the subsidy from the General Fund, to pay for the last debt service payment on Ramp #1. In 2010, the transfer from the General Fund decreased by -74.66%, causing a sharp drop the in revenue trend line. For fiscal years 2011 and 2012 this fund's revenues appear to be leveling out. However, the Parking Operations and Maintenance Fund decreased -100% in 2013,

2014 and 2015 due to the reclassification of this fund from an Enterprise Fund to a division of Inspections and Neighborhood Services in the General Fund.

DETAIL REVENUES ANALYSIS

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Boot Removal Fees	300	350	0	0	0	0	0
Parking Ramp #1	34,344	28,836	0	0	0	0	0
Parking Ramp #2	0	0	0	0	0	0	0
Parking Lot Receipts	114,012	116,324	0	0	0	0	0
Parking Violation Fines	126,082	106,860	0	0	0	0	0
Parking Tickets - Police	2,894	0	0	0	0	0	0
Interests on Investments	97	(32)	0	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)	27,682	0	0	0	0	0	0
Totals	305,411	252,338	0	0	0	0	0

EXPENDITURE BUDGET SUMMARY

The Parking Operations and Maintenance Fund continue to reflect zero expenditure in FY 2015. This reduction is attributed to the reclassification of this fund from an

Enterprise Fund to a division of Inspections and Neighborhood Services in the General Fund.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7510 Parking Operations/Maint.	400,846	286,007	0	0	0	0	0
9660 Transfers	3,120	1,560	0	0	0	0	0
Total Expenditures	403,966	287,567	0	0	0	0	0

FUNDING LEVEL BY CATEGORY

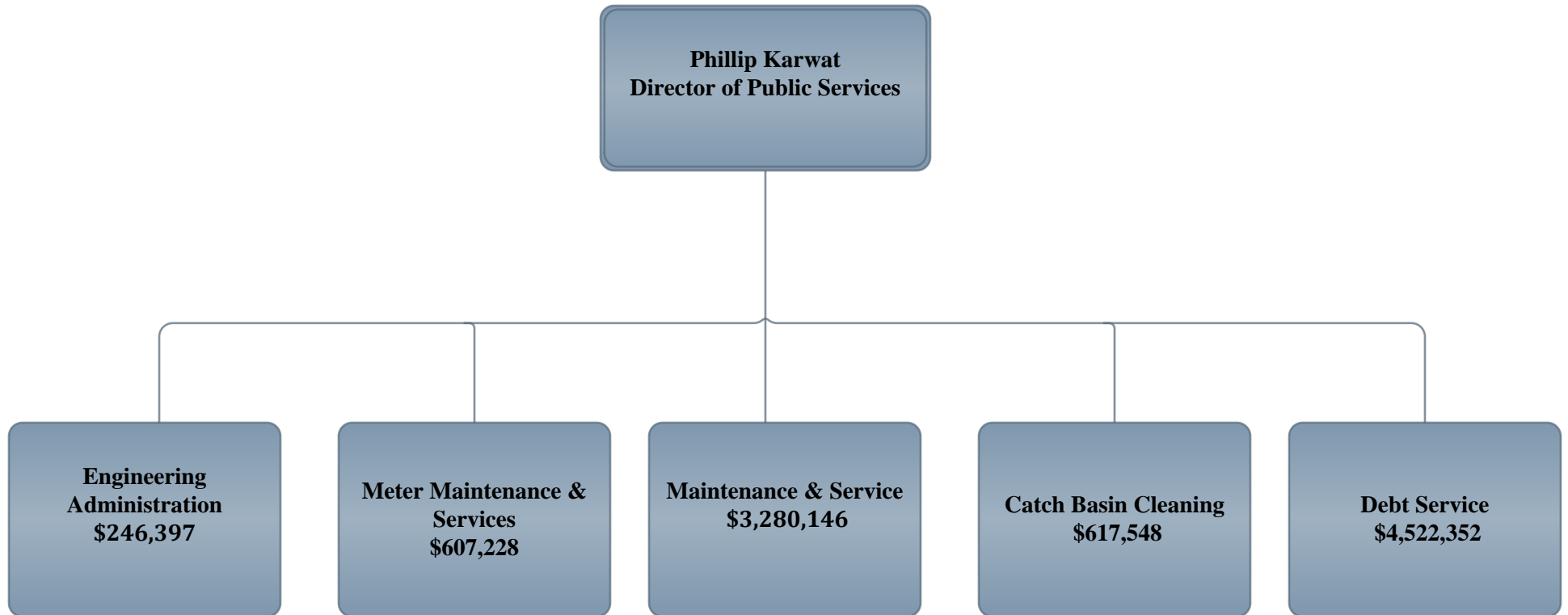
	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	296,806	201,113	0	0	0	0	0
Operating Expenses	104,040	84,894	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	3,120	1,560	0	0	0	0	0
Total Expenditures	403,966	287,567	0	0	0	0	0

SUMMARY OF POSITIONS

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Parking Operations	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Total Positions	1.00	1.00	0.00	0.00	0.00	0.00	0.00

CITY OF SAGINAW

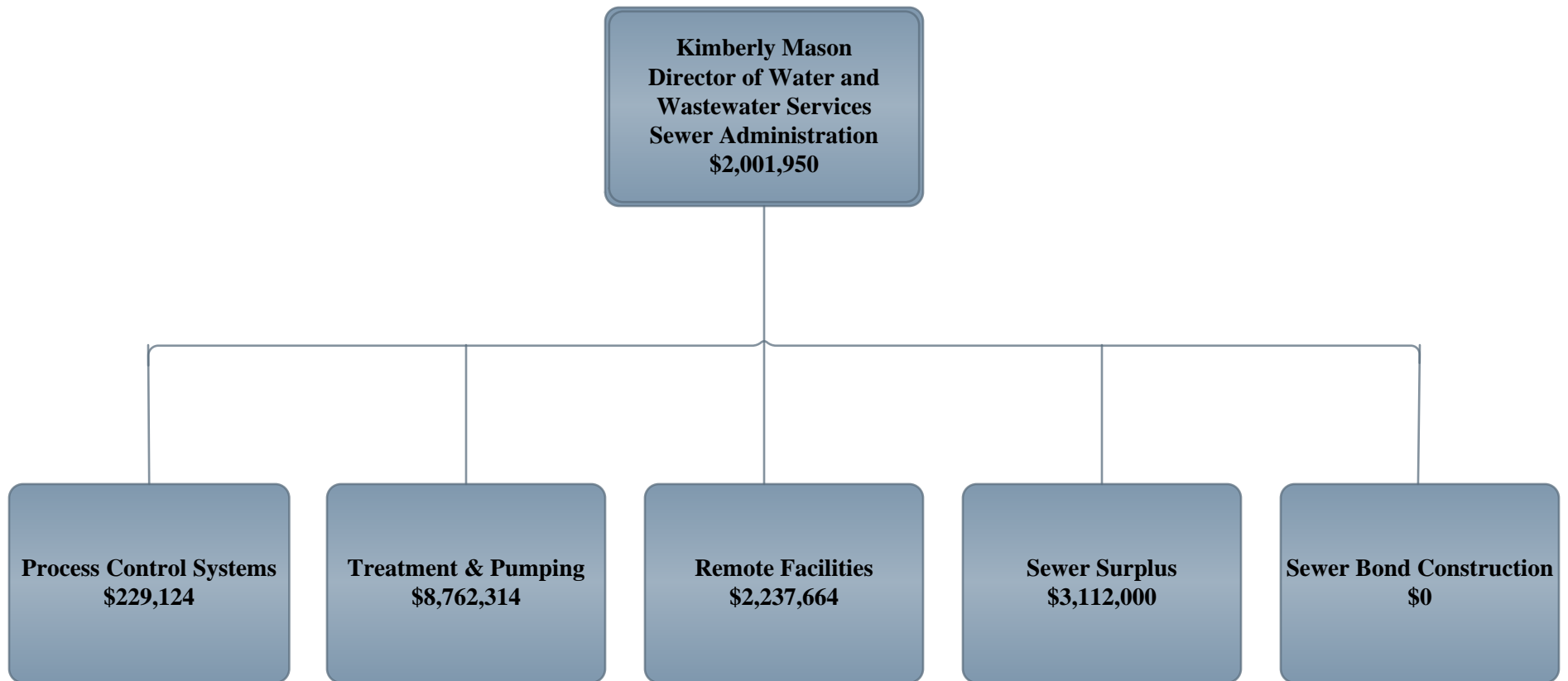
SEWER OPERATIONS AND MAINTENANCE FUND



The total Sewer Operations and Maintenance Fund is \$26,317,521 for FY 2015.

CITY OF SAGINAW

SEWER OPERATIONS AND MAINTENANCE FUND



The total Sewer Operations and Maintenance Fund is \$26,317,521 for FY 2015.

SEWER OPERATIONS AND MAINTENANCE FUND (590)
RESOURCE ALLOCATION
2014/2015 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	3,200	SEWER ADMINISTRATION	2,001,950
SERVICES - SALES	21,250,500	ENGINEERING ADMIN.	246,397
FINES AND FORFEITURES	86,000	PROCESS CONTROL SYSTEMS	229,124
INTEREST AND RENTS	467,500	METER MAINT. & SERVICE	607,228
OTHER REVENUES	4,510,321	MAINTENANCE & SERVICE	3,280,146
		CATCH BASIN CLEANING	617,548
		TREATMENT & PUMPING	8,762,314
		REMOTE FACILITIES	2,237,664
		SEWER SURPLUS	3,112,000
		SEWER BOND CONSTRUCTION	0
		DEBT SERVICE	4,522,352
		CUSTOMER ACCOUNTING	700,798
TOTAL RESOURCES	<u>26,317,521</u>	TOTAL APPROPRIATIONS	<u>26,317,521</u>

SEWER OPERATIONS AND MAINTENANCE

REVENUES BUDGET SUMMARY

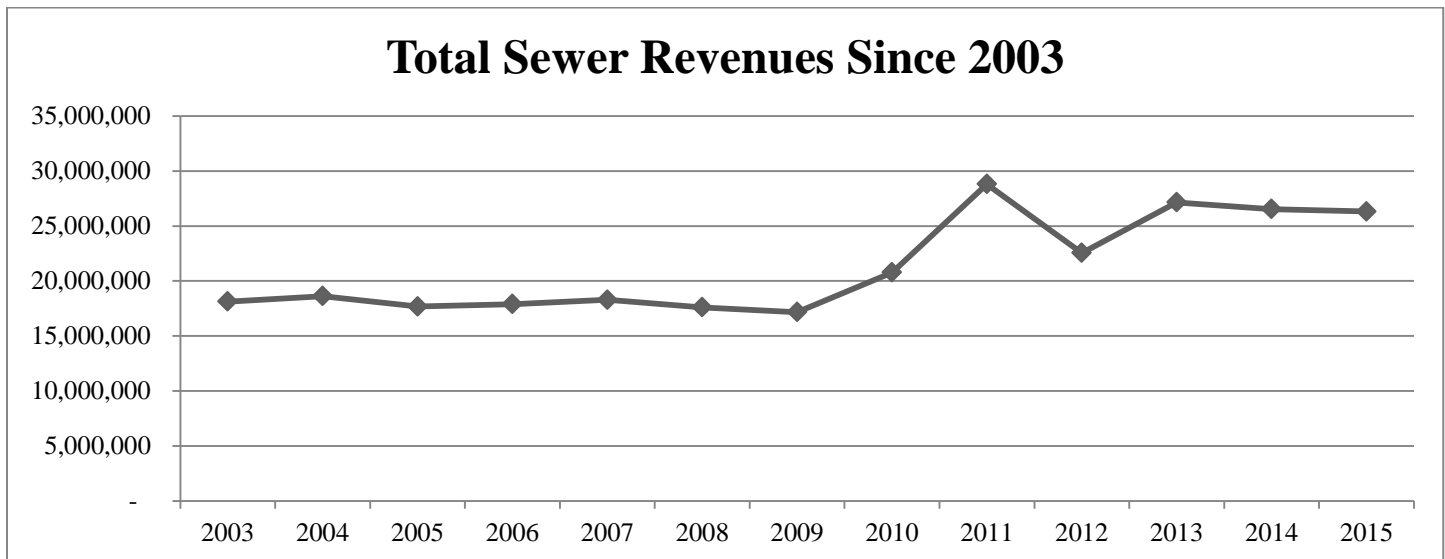
The Sewer Operation and Maintenance Fund’s major revenue sources are charges based upon the size of the meter, “readiness-to-serve charges” and the quantity of water consumed “commodity charge”. This is based on the water consumption. The City also assesses a utility lien charge for industrial users 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 2014/15, the Sewer Operations and Maintenance Fund’s revenues are \$26,317,521. This is a decrease of \$218,707, or -.82% from the approved 2013/14 budgeted levels. The reduction in revenues is a direct result of reductions in the appropriation for Sewer bond proceeds by \$2,000,000 and \$5,000 in materials and services. These reductions are offset by increases in non-business permits, IPP testing and sampling, and use of retained earnings.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	994,935	0	0	0	0	0	0
Non-Business Permits	118	400	200	600	1,000	2,000	3,200
Services - Sales	21,017,874	21,872,923	21,639,551	21,243,000	21,243,000	20,286,134	21,250,500
Fines and Forfeitures	0	0	85,867	85,000	85,000	94,250	86,000
Interest and Rents	627,019	605,426	651,322	467,500	467,500	591,380	467,500
Other Revenues	(31,265)	71,983	145,677	4,740,128	11,716,002	6,477,630	4,510,321
Total Revenues	22,608,681	22,550,732	22,522,617	26,536,228	33,512,502	27,451,394	26,317,521

REVENUE TRENDS



The above graph reflects actual numerical data from FY 2003 – FY 2013, as well as the FY 2014 and FY 2015 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 rates that began July 1, 2009 and continued through July 1, 2012. Additionally, in FY 2011, the City increased its septic hauling fee rate to \$.03 per gallon. By 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 to a higher appropriation of retained earnings to be utilized for updating the Wastewater facility. The 2014 revenues budget reflected a decrease. This reduction is due to a reduction in the IPP testing and sampling fees and a reduction in the use of retained earnings. This reduction was offset by increases to materials and services, IPP fines and charges, and the use of bonds/loan proceeds for the bar screening project. The FY 2015 Approved revenue budget reflects a slight decrease. This is due to no allocation of bond proceeds for the year. This decrease is offset by a higher appropriation of retained earnings.

DETAIL REVENUES ANALYSIS

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
SRF Grant	994,845	0	0	0	0	0	0
Federal Grant	90	0	0	0	0	0	0
IPP Permits	118	400	200	600	1,000	2,000	3,200
Sale of Junk	0	689	6,534	3,000	3,000	44,432	3,000
Sewer	20,722,848	21,498,917	21,375,389	21,000,000	21,000,000	19,993,649	21,000,000
Sewer Connection	37,245	41,920	39,429	25,000	25,000	15,405	25,000
IPP Testing and Sampling	97,143	136,123	48,026	40,000	40,000	65,833	52,500
Material & Services	160,638	195,274	170,173	175,000	175,000	166,815	170,000
IPP Fines & Charges	0	0	85,867	85,000	85,000	94,250	86,000
Interest on Investments	11,462	4,718	8,332	15,000	15,000	11,625	15,000
Interest on Spec. Assmt	245	35	0	2,500	2,500	419	2,500
Interest & Penalties	615,312	600,673	642,990	450,000	450,000	579,337	450,000
Special Assessments	(43,989)	47,226	46,010	52,600	52,600	56,478	52,600
Surplus Receipts	8,161	21,241	67	3,000	3,000	2	3,000
Reimbursements	4,289	2,833	6,129	0	0	9,000	0
Sale of Property	0	0	10,523	0	0	0	0
Gain/Loss on Invest.	274	683	(36,572)	10,000	10,000	18,276	10,000
Use of Fund Equity	0	0	0	2,674,528	9,650,402	5,061,405	4,444,721
Bond Proceeds/SRF	0	0	119,520	2,000,000	2,000,000	1,332,468	0
Totals	22,608,681	22,550,732	22,522,617	26,536,228	33,512,502	27,451,394	26,317,521

SEWER OPERATIONS AND MAINTENANCE

EXPENDITURE BUDGET SUMMARY

The total Sewer Operations and Maintenance Fund is \$26,317,521 for FY 2014/15. This is a decrease \$218,707, or -.82% from the approved 2013/14 budgeted levels. *Personnel Services* representing \$10,783,865 of the total budget increases \$799,997, or 8.01%. In FY 2014/15, the City is required to contribute 18% more in its MERS Pension obligation. This cost continues to increase over the next years. Similarly, retiree healthcare cost has impacted the fund. The City is also budgeting for the normal salary step and longevity increases. Healthcare and other fringe benefit are all expected to increase. Healthcare now accounts for the Affordable Care Act, and other federal mandated taxes that come into effective on July 1. *(The personnel complement changes are listed in detail under Summary of Positions.)* *Operating Expenses* decrease by \$659,830 from FY 2013/14. The Sewer Operations and Maintenance Fund realizes reduction to the

following: information management charges, indirect cost allocation, radio rental fees, equipment rental, some operating services, general repairs, fleet/motor pool charges, dues, and subscriptions. However, these decreases are offset by increased GIS charges, general liability insurance premiums by 10%, professional services for contracted engineering assistance, engineering services for the regulator chamber inspections and rate study, operating services for the Maintenance and Services division to continue the sewer cleaning and televising and construction projects in the Surplus division for various street projects. *Capital Outlay* decreases \$56,750 or -4.59%. This is a result of a reduction in the planned capital expenditures. The category of *Miscellaneous Expenditures* decrease \$302,124 from the 2014 approved budgeted levels. This decrease is due to the reduction in the principal and interest payments for the CSOs.

FUNDING LEVEL SUMMARY

	<u>2010/11</u> <u>Actual</u>	<u>2011/12</u> <u>Actual</u>	<u>2012/13</u> <u>Actual</u>	<u>2013/14</u> <u>Approved</u>	<u>2013/14</u> <u>Adjusted</u>	<u>2013/14</u> <u>Projected</u>	<u>2014/15</u> <u>Approved</u>
4810 Sewer Administration	7,998,165	7,239,856	9,150,986	1,897,611	8,396,637	8,311,394	2,001,950
4811 Engineering Administration	164,466	118,784	109,454	213,966	214,624	204,095	246,397
4815 Process Control Systems	107,921	172,720	149,674	223,900	224,100	182,289	229,124
4820 Meter Maint. & Service	441,660	367,317	341,616	486,400	502,400	461,819	607,228
4821 Maintenance & Service	1,607,600	1,886,743	1,675,524	2,984,472	3,381,053	2,794,015	3,280,146
4822 Catch Basin Cleaning	289,801	270,869	276,125	569,260	569,260	492,995	617,548
4830 Treatment and Pumping	6,008,759	5,793,883	5,804,815	8,540,226	8,540,613	7,020,973	8,762,314
4835 Remotes Facilities	1,159,844	1,198,780	1,323,503	2,002,125	2,052,512	1,462,884	2,237,664
4840 Sewer Surplus	52,010	59,296	52,581	2,118,500	2,131,535	869,660	3,112,000
4843 Sewer Bond Construction	0	899	33,925	2,000,000	2,000,000	459,304	0
4845 Debt Service	724,028	653,805	561,209	4,824,476	4,824,476	4,755,533	4,522,352
5311 Customer Accounting	506,974	567,293	615,871	675,292	675,292	436,433	700,798
9660 Transfers	67,954	33,977	0	0	0	0	0
Totals	19,129,182	18,364,222	20,095,283	26,536,228	33,512,502	27,451,394	26,317,521

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	8,376,324	8,157,275	8,178,251	9,983,868	9,973,868	9,244,235	10,783,865
Operating Expenses	9,919,197	9,476,757	11,285,930	10,491,684	17,531,310	12,949,383	9,831,854
Capital Outlay	41,679	42,408	69,893	1,236,200	1,182,848	503,647	1,179,450
Miscellaneous	791,982	687,782	561,209	4,824,476	4,824,476	4,754,129	4,522,352
Total Expenditures	19,129,182	18,364,222	20,095,283	26,536,228	33,512,502	27,451,394	26,317,521

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
4810 Sewer Administration	1.88	1.88	1.80	1.80	1.80	1.80	1.80
4811 Engineering Administration	1.51	1.51	1.18	1.70	1.70	1.70	1.70
4815 Process Control Systems	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4820 Meter Maint. & Service	3.75	2.75	4.00	3.25	3.25	3.25	4.00
4821 Maintenance & Service	13.50	14.50	18.00	18.25	18.25	18.25	16.25
4822 Catch Basin Cleaning	2.95	2.95	3.25	3.50	3.50	3.50	4.00
4830 Treatment and Pumping	42.25	47.95	46.95	46.60	46.60	46.60	45.85
4835 Remotes Facilities	10.75	11.05	12.05	10.90	10.90	10.90	11.65
Total Positions	77.59	83.59	88.23	87.00	87.00	87.00	86.25

The Sewer Operations and Maintenance Fund’s personnel complement for FY 2015 is approved at 86.25 full and part time equivalents. This is a reduction of .75 from the previous fiscal year. This reduction is realized in the Maintenance and Services division through the reduction of one Crossover Operator and 1.25 Utilities Person III. The Crossover Operator position was eliminated from the budget. The Utilities Person III position was reallocated to other divisions within Sewer Operations. To offset this reallocation is the .25 addition of a new ROW Utilities Foreman in Meter Maintenance and Service division. In addition, .50 of the Utilities Person III from Maintenance and Services is allocated to Meter Maintenance and Services. The Catch Basin division increases .50. This redistribution is from .50 of a Heavy Equipment Operator. This position was previously the Crossover Operator in Maintenance and Services. Treatment and Pumping division decreases .75 for FY 2015. This reduction is due to the reallocation of one Remotes Facilities Person II to the Remotes Facilities division. This reduction is offset by the addition of .25 of the Electrical Facilities Foreman. In addition, the Engineering Administration division realizes a redistribution of personnel. In FY 2015, .25 of the Assistant City Engineer is added back to this division. This increase is then offset by .05 of the Engineering Assistant and .20 of the Engineering Assistant/Energy Coordinator to the General Fund.

The employees listed under Sewer Operations and Maintenance Fund’s Customer Accounting Division is a part of the Department of Fiscal Services.


Performance Measures/Metrics: Sewer Operations and Maintenance Fund:

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 we provide wastewater treatment services to private entities. The division also provides industrial pretreatment services for all areas served.

Key Performance Indicator	FY 2014 Goal	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of National Pollutant Discharge Elimination System (NPDES) Permit parameters achieved per 1704 possible annually at Wastewater Treatment Plant	100%	100%	100%	100%	100%
Number of NPDES Permit parameters achieved per 2562 possible annually at the Remote Treatment Basins	100%	100%	100%	100%	100%
Percent of Industrial Users sewer use ordinance violations responded to within 30 days of knowledge of violation	100%	96%	100%	100%	100%

Explanation of variances:


 The key performance indicator for “percent of industrial users sewer use ordinance violations responded to within 30 days of knowledge of violation” reflect to be mostly achieved. This is primarily attributed to the changing in management staff.

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, maintains the automated meter reading and security systems for various city operations.

Key Performance Indicator	FY 2014 Goal	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Response to Level I service calls within 24 hours	100 %	100%	100%	100%	100%
Response to Level II service calls within 72 hours	90%	88.2%	95%	100%	100%

Explanation of variances:

 There were no operational changes that occurred during 2014 that affected the response to level II service calls. The reason for the difference is due to


Sewer and Water Operations/Maintenance – (summary of services)


The Sewer Operations/Maintenance Divisions provide continuous maintenance and service on the City’s water transmission, distribution, and sewer collection systems. Includes repair of all 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 connections, pavement repairs for connections, rodent bait in manholes, investigation of sewer backups, and catch basin cleaning.

Key Performance Indicator	FY 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Sewer Cleaned (miles)	15	17.5	15	15	15
Number of automated meter reading upgrades installed annually	1,000	3,000	3,000	3,000	1,000

Explanation of variances:

 The key performance indicator for “Sewer Cleaned” exceeded the 2014 goal by 2.5 miles. This is due to the fact that sewer cleaning was increased by contracted work completed.

 The key performance indicator for the ”number of automated meter reading upgrades installed annually” reflects to be 2,000 more than the 2014 goal. This is due to the fact that the AMR installs were above normal due to the attention and skills of the service men.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2014/2015 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
2014/2015 APPROVED BUDGET**

590-4810 Sewer Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	126,119	Director of Public Services	0.40	36,893
Overtime	500	Director of Water & Wastewater Treatment	0.50	46,117
Fringe Benefits	889,861	Staff Professional	0.90	43,109
TOTAL	1,016,480	Total Personnel	1.80	126,119
OPERATING EXPENSES				
		Overtime		500
Supplies	1,600			
Internal Services	853,868			
Other Services		FICA		10,686
Professional Fees	115,802	Healthcare Benefits - Active		28,613
Maintenance Fees	1,200	Healthcare Benefits - Retirees		763,606
Other Contracted Fees	12,000	Pension		86,956
TOTAL	984,470	Total Fringe Benefits		889,861
CAPITAL OUTLAY	1,000	TOTAL	1.80	1,016,480
TOTAL	1,000			
TOTAL APPROPRIATION	2,001,950			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

590-4811 Engineering Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	89,786	City Engineer	0.10	8,086
Overtime	3,000	Assistant City Engineer	0.25	16,508
Fringe Benefits	111,537	Engineering Office Supv.	0.25	15,356
		Traffic Foreman	0.05	2,845
TOTAL	<u>204,323</u>	Transportation Engineer Asst	0.10	4,810
		Engineering Technician I	0.20	9,568
		Engineering Assistant	0.20	9,459
		Engineering Asst/Energy		
OPERATING EXPENSES		Coordinator	0.10	5,133
Supplies	1,500	Traffic Maint. Tech. II	0.10	4,093
Internal Services	20,074	Traffic Maint. Tech. I	0.20	7,568
Other Services		Administrative Professional	0.15	6,360
Professional Fees	14,950	Total Personnel	<u>1.70</u>	<u>89,786</u>
Maintenance Fees	0			
Other Contracted Fees	3,300	Overtime		<u>3,000</u>
TOTAL	<u>39,824</u>			
		FICA		7,173
CAPITAL OUTLAY	2,250	Healthcare Benefits - Active		23,322
		Healthcare Benefits - Retirees		0
TOTAL	<u>2,250</u>	Pension		81,042
		Total Fringe Benefits		<u>111,537</u>
TOTAL APPROPRIATION	<u><u>246,397</u></u>	TOTAL	<u><u>1.70</u></u>	<u><u>204,323</u></u>

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

590-4815 Process Control Systems

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	59,492	Instrument & Control Admin	0.50	34,780
Overtime	1,000	Instrument & Control Tech	0.50	24,712
Fringe Benefits	67,827			
		Total Personnel	<u>1.00</u>	<u>59,492</u>
TOTAL	<u>128,319</u>			
OPERATING EXPENSES				
		Overtime		<u>1,000</u>
Supplies	15,000	FICA		4,675
Internal Services	14,755	Healthcare Benefits - Active		15,765
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	50,500	Pension		47,387
Maintenance Fees	1,300			
Other Contracted Fees	7,250	Total Fringe Benefits		<u>67,827</u>
TOTAL	<u>88,805</u>			
		TOTAL	<u>1.00</u>	<u>128,319</u>
CAPITAL OUTLAY	12,000			
TOTAL	<u>12,000</u>			
TOTAL APPROPRIATION	<u><u>229,124</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

590-4820 Meter Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	188,722	Maint. & Service Admin.	0.25	19,223
Overtime	17,250	ROW Utilities Foreman	0.75	39,019
Fringe Benefits	294,225	Mech Equip Repairperson II	0.25	11,086
		Crossover Operator	0.50	21,705
		Utilities Person III	0.75	33,512
		Utilities Person II	1.50	64,177
TOTAL	500,197	Total Personnel	4.00	188,722
OPERATING EXPENSES				
Supplies	9,500	Overtime		17,250
Internal Services	35,031			
Other Services		FICA		15,761
Professional Fees	15,000	Healthcare Benefits - Active		89,601
Maintenance Fees	12,500	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		188,863
TOTAL	72,031	Total Fringe Benefits		294,225
CAPITAL OUTLAY	35,000			
TOTAL	35,000	TOTAL	4.00	500,197
TOTAL APPROPRIATION	607,228			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

590-4821 Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	684,732	Maint. And Service Admin.	0.25	19,223
Overtime	20,000	ROW Utilities Foreman	0.75	39,019
Fringe Benefits	1,104,584	Mech Equip Repairperson II	0.75	32,994
		Administrative Professional	0.50	21,196
TOTAL	1,809,316	Utilities Person III	1.00	44,769
		Utilities Person II	4.50	193,127
		Utilities Person I	3.50	144,883
OPERATING EXPENSES		Crossover Operator	4.00	171,789
Supplies	481,700	Custodial Worker (PT)	0.50	9,360
Internal Services	159,600	Skilled Clerical (PT)	0.50	8,372
Other Services		Total Personnel	16.25	684,732
Professional Fees	621,135			
Maintenance Fees	188,395	Overtime		20,000
Other Contracted Fees	5,000			
TOTAL	1,455,830	FICA		54,479
		Healthcare Benefits - Active		331,954
CAPITAL OUTLAY	15,000	Healthcare Benefits - Retirees		0
		Pension		718,151
TOTAL	15,000	Total Fringe Benefits		1,104,584
TOTAL APPROPRIATION	3,280,146	TOTAL	16.25	1,809,316

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

590-4822 Catch Basin Cleaning

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	171,182	Heavy Equipment Operator	3.50	149,901
Overtime	2,000	Tree Trimmer	0.50	21,281
Fringe Benefits	277,321			
TOTAL	450,503	Total Personnel	4.00	171,182
		Overtime		2,000
OPERATING EXPENSES				
Supplies	0	FICA		13,248
Internal Services	47,045	Healthcare Benefits - Active		81,595
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	120,000	Pension		182,478
Maintenance Fees	0			
Other Contracted Fees	0	Total Fringe Benefits		277,321
TOTAL	167,045	TOTAL	4.00	450,503
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	617,548			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

590-4830 Treatment & Pumping

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/ 2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	2,068,993	Supt of Wastewater Tmt	0.80 69,754
Overtime	80,000	Asst Supt of Wastewater	0.80 57,022
Fringe Benefits	2,948,484	Chief Chemist	1.00 56,819
TOTAL	5,097,477	Operating Foreman	5.00 251,300
		Plant Mtce Foreman WW	1.00 53,114
		Electrical Mtce Foreman	1.00 55,823
		Plant Engineer	0.80 54,434
OPERATING EXPENSES		Plant Maintenance Supervisor	0.80 51,538
Supplies	697,000	Environ Compliance Admin.	1.00 65,459
Internal Services	512,461	Environ Compliance Analyst	2.00 90,818
Other Services		Plant Mtce Electrician B	2.00 91,588
Professional Fees	1,129,148	Plant Operator B	10.00 434,131
Maintenance Fees	1,157,778	Equipment & Safety Specialist	0.75 31,260
Other Contracted Fees	50,450	Administrative Professional	0.75 32,064
TOTAL	3,546,837	Laboratory Technician	2.00 88,564
		Plant Mtce. Mechanic B	1.00 44,711
CAPITAL OUTLAY	118,000	Sewage Plant Mtce Person III	1.00 44,602
TOTAL	118,000	Sewage Plant Mtce Person II	3.90 170,009
		Sewage Plant Mtce Person I	5.00 215,270
		Mech Equip Repairperson II	0.50 21,875
		Stock Clerk WWT	0.75 31,688
		Custodial Worker B	1.00 40,792
		Laborer (Temp)	2.00 11,800
		Intern (Temp)	1.00 4,558
TOTAL APPROPRIATION	8,762,314	Total Personnel	45.85 2,068,993
		Overtime	80,000
		FICA	165,422
		Healthcare Benefits - Active	594,440
		Healthcare Benefits - Retirees	128,157
		Pension	2,060,465
		Total Fringe Benefits	2,948,484
		TOTAL	45.85 5,097,477

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

590-4835 Remote Facilities

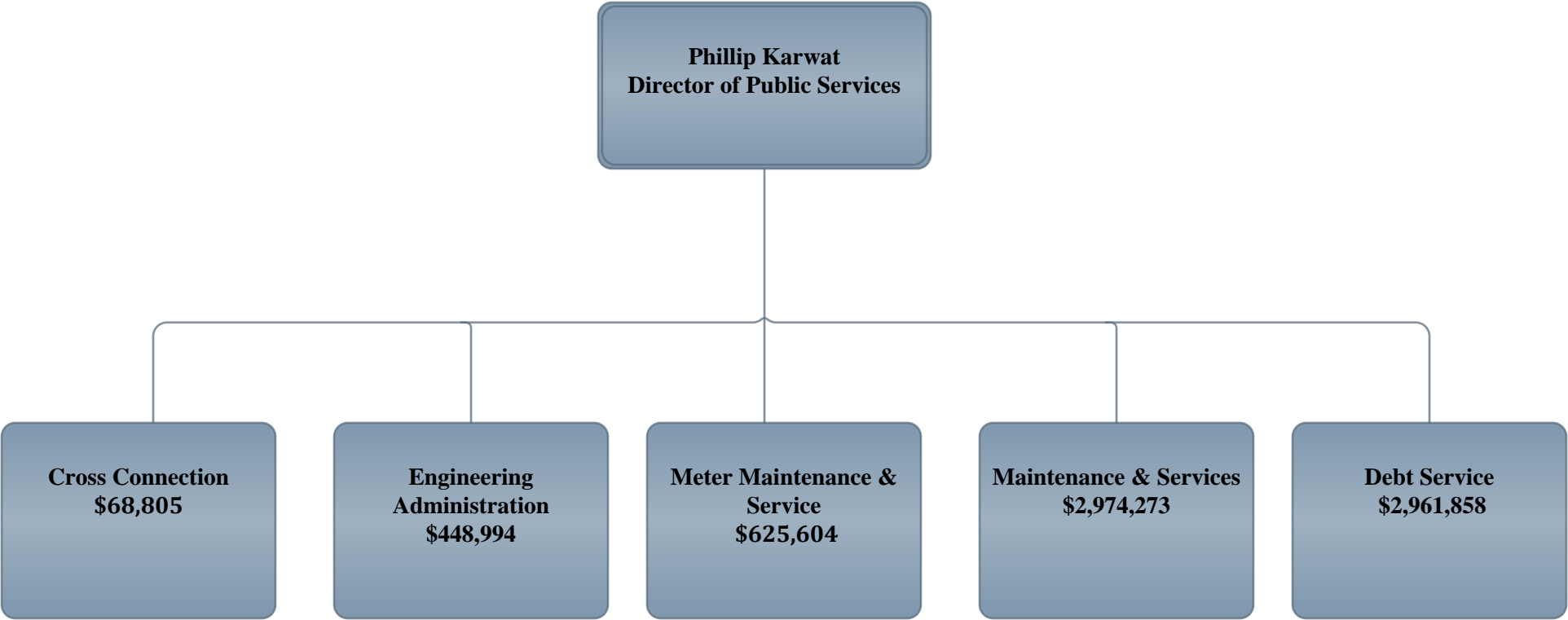
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	499,354	Supt of Wastewater Tmt	0.20	17,438
Overtime	15,000	Asst. Supt of Wastewater	0.20	14,246
Fringe Benefits	704,305	Plant Engineer	0.20	13,608
		Plant Maintenance Supervisor	0.20	12,897
TOTAL	<u>1,218,659</u>	Remotes RTB Facilities Foreman	1.00	50,127
		Plant Mtce Electrician B	1.00	45,891
OPERATING EXPENSES		Equipment & Safety Specialist	0.25	10,420
Supplies	325,150	Sewage Plant Mtce Person II	0.10	4,336
Internal Services	113,796	Administrative Professional	0.25	10,688
Other Services		Stock Clerk WWT	0.25	10,562
Professional Fees	138,596	Plant Maint Mechanic B	1.00	45,431
Maintenance Fees	374,313	Remote Facilities Person III	1.00	43,501
Other Contracted Fees	5,950	Remote Facilities Person II	5.00	217,027
		Laborer (Temp)	1.00	3,182
TOTAL	<u>957,805</u>	Total Personnel	<u>11.65</u>	<u>499,354</u>
CAPITAL OUTLAY	61,200	Overtime		<u>15,000</u>
TOTAL	<u>61,200</u>	FICA		39,663
TOTAL APPROPRIATION	<u><u>2,237,664</u></u>	Healthcare Benefits - Active		161,298
		Healthcare Benefits - Retirees		0
		Pension		503,344
		Total Fringe Benefits		<u>704,305</u>
		TOTAL	<u><u>11.65</u></u>	<u><u>1,218,659</u></u>

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

590-5311 Customer Accounting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	132,553	Admin of Utilities Account	0.50	28,450
Overtime	0	Office Assistant III	2.00	69,551
Fringe Benefits	226,038	Customer Service Coordinator	0.38	11,443
		Customer Service Rep	0.76	23,109
TOTAL	358,591	Total Personnel	3.64	132,553
OPERATING EXPENSES				
		Overtime		0
Supplies	1,400	FICA		10,140
Provision for Losses	220,000	Healthcare Benefits - Active		46,211
Internal Services	73,381	Healthcare Benefits - Retirees		0
Other Services		Pension		169,687
Professional Fees	42,000	Total Fringe Benefits		226,038
Maintenance Fees	4,526			
Other Contracted Fees	900	TOTAL	3.64	358,591
TOTAL	342,207			
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	700,798			

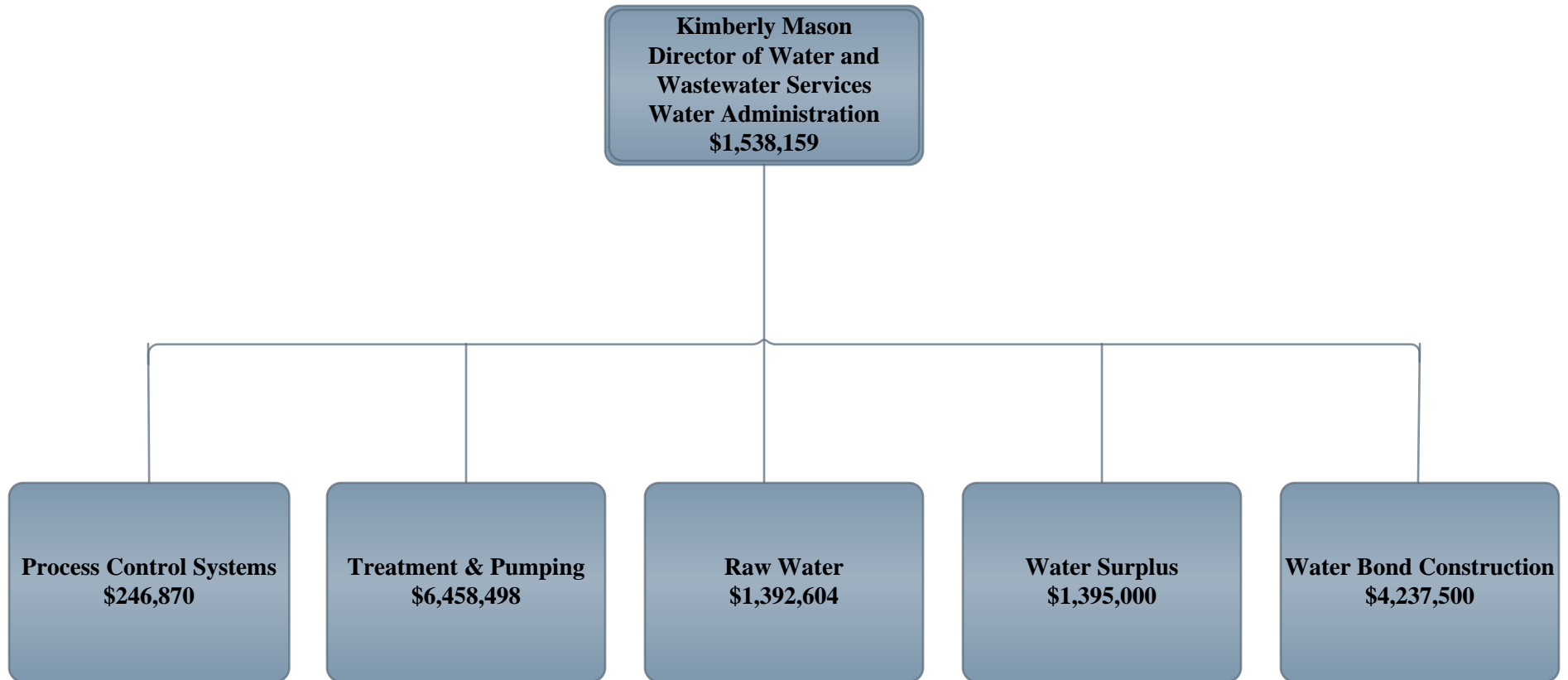
CITY OF SAGINAW
WATER OPERATIONS AND MAINTENANCE FUND



The total Water Operations and Maintenance Fund will be \$23,156,128 for FY 2015. Transfer equates to \$138,257, 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 \$23,156,128 for FY 2015. Transfer equates to \$138,257, which is not reflected in either of the organizational charts.

**WATER OPERATIONS AND MAINTENANCE (591)
RESOURCE ALLOCATION
2014/2015 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	
PROPERTY TAXES	(50,000)	CROSS CONNECTIONS	68,805
SERVICES - SALES	16,294,000	WATER ADMINISTRATION	1,538,159
INTEREST AND RENTS	141,000	ENGINEERING ADMINISTRATION	448,994
OTHER REVENUES	6,771,128	PROCESS CONTROL SYSTEMS	246,870
		METER MAINT. & SERVICE	625,604
		MAINTENANCE & SERVICE	2,974,273
		TREATMENT & PUMPING	6,458,498
		RAW WATER	1,392,604
		WATER SURPLUS	1,395,000
		WATER BOND CONSTRUCTION	4,237,500
		DEBT SERVICE	2,961,858
		CUSTOMER ACCOUNTING	669,706
		TRANSFERS	138,257
TOTAL RESOURCES	<u>23,156,128</u>	TOTAL APPROPRIATIONS	<u>23,156,128</u>

WATER OPERATIONS AND MAINTENANCE

REVENUE BUDGET SUMMARY

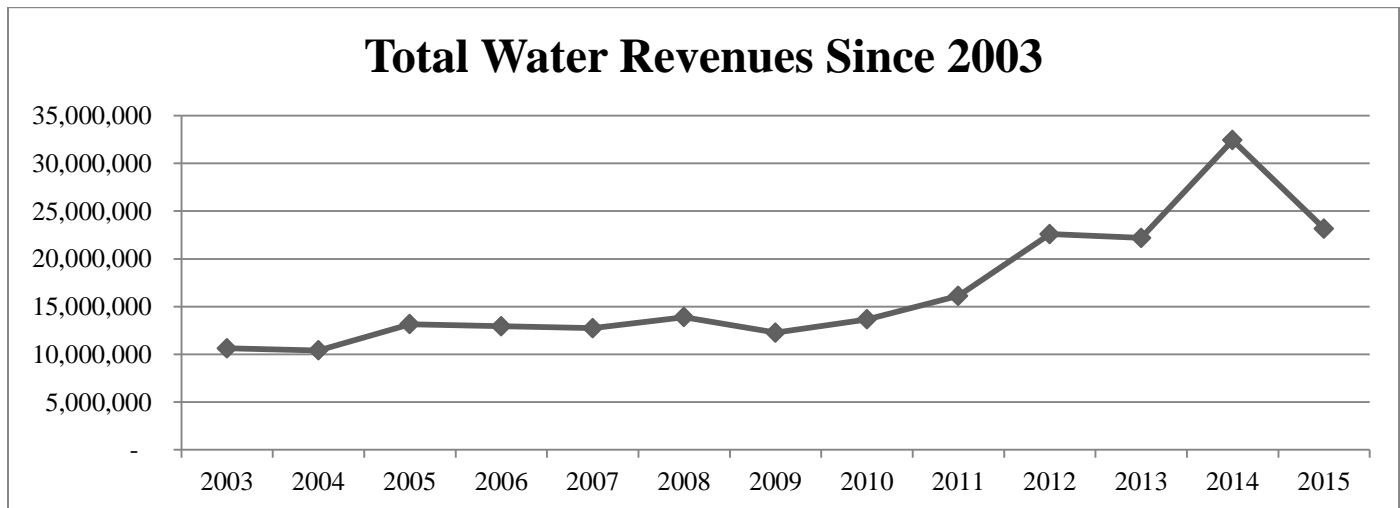
The Water Operations and Maintenance Fund’s major revenue sources are charges based upon the size of the meter, “readiness-to-serve charges” and the quantity of water consumed “commodity charge”. The net rate charged for treated and filtered water to consumers within the limits of the City is the sum 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 2014/15, the Water Operations and Maintenance Fund’s revenues decrease \$9,278,716, or -28.61% from the FY 2013/14 approved budget. This reduction is directly associated with the amounts that are used from the previous fiscal year’s bond proceeds, a reduction in the amounts allocated to be used from retained earnings, and the amounts budgeted to repay the property charges, which is a contra-revenue account.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Property Taxes	0	0	0	0	(42,684)	(42,684)	(50,000)
Grants	214	0	0	0	0	0	0
Services - Sales	14,778,846	16,462,308	15,384,214	16,419,000	16,419,000	14,837,780	16,294,000
Interest and Rents	175,308	153,539	198,098	141,000	141,000	201,136	141,000
Other Revenues	67,800	67,563	3,852	15,874,844	17,909,111	4,843,005	6,771,128
Total Revenues	15,022,168	16,683,410	15,586,164	32,434,844	34,426,627	19,839,237	23,156,128

REVENUE TRENDS



The above graph reflects actual numerical data from FY 2003 – FY 2013, FY 2014 and FY 2015 approved revenues. The spike from FY 2010 that continued through FY 2011 is due in large part to the City increasing the residential, commercial, and industrial water rate that began in July 1, 2009 and July 1, 2010. Rate increase continued through 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 utilized these monies during FY 2013. The FY 2014 revenues were projected to increase due to

the unusually high sale water for the previously unusually dry summer. This does not represent a rate increase. This increase is based on historical trends. The FY 2015 projected revenues decrease significantly by \$9,278,716. This reduction is due to the reduction in the amount budgeted to be used from the bond proceeds and retained earnings.

DETAIL REVENUES ANALYSIS

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	0	0	0	0	(42,684)	(42,684)	(50,000)
Federal Grant	214	0	0	0	0	0	0
Sale of Junk	17,813	74,219	13,643	20,000	20,000	11,802	20,000
Turn on Charges	2,652	2,782	10,466	4,000	4,000	189,904	4,000
Water	14,386,620	15,962,663	15,090,925	16,000,000	16,000,000	14,387,680	16,000,000
Water Connections	16,812	20,620	15,846	20,000	20,000	12,105	20,000
Materials & Services	354,949	402,024	253,334	375,000	375,000	236,290	250,000
Interest on Investments	24,062	(2,401)	27,138	30,000	30,000	28,217	30,000
Dividends	1,868	1,348	1,423	0	0	15,724	0
Interest on Spec. Asmts.	5,415	5,982	0	1,000	1,000	0	1,000
Interest and Penalties	143,963	148,610	169,537	110,000	110,000	157,195	110,000
Special Assessments	1,704	3,119	2,455	0	0	0	0
Surplus Receipts	169	135	63	0	0	3	0
Sale of Property	0	0	1,461	0	0	0	0
Insurance Proceeds	0	426	0	0	0	0	0
Reimbursement	65,865	63,729	8,136	0	15,520	15,520	0
Gain/Loss on Invest.	62	154	(8,263)	0	0	7,937	0
Bond Proceeds	0	0	0	10,000,000	10,000,000	0	2,949,000
Use of Fund Equity	0	0	0	5,874,844	7,893,791	4,819,544	3,822,128
Totals	15,022,168	16,683,410	15,586,164	32,434,844	34,426,627	19,839,237	23,156,128

WATER OPERATIONS AND MAINTENANCE

EXPENDITURE BUDGET SUMMARY

The total Water Operations and Maintenance Fund increases \$9,278,716, or 28.61% from the 2014 approved budgeted levels. *Personnel Services* increase overall by \$650,009, or 9.37%. The increase in this category is predominately due to increases in retiree healthcare, 18% increase to the MERS pension obligation, and overall increases to fringe benefits, especially workers compensation and healthcare. In FY 2015, the workers compensation budget was developed based on industrial rates as well as activities within in the job classifications. As it relates to healthcare, the healthcare budget was developed with the addition of federal mandated taxes that are required to be in place by July 1. Other increases to the personnel complement are related to the addition a Right-of-Way (ROW) Utilities Foreman and the Assistant City Engineer. Also, the Superintendent of the Water Treatment salary was re-ranged to make it competitive with the market. *(The personnel complement changes are listed in detail under Summary of Positions.) Operating Expenses* decrease \$9,659,453, or -45.69% from FY 2014. This decrease is largely due to the Water Bond Construction projects expected in FY 2015. In addition, the following

construction projects are underway: Michigan Avenue, Fordney Street, East Genesee Avenue, Hamilton, Remington, Niagara, Cooper and Mackinaw Streets, a meter pit outhouse removal and repair of blow-offs, and parking lot resurface, security upgrades, and replacement of the HVAC. The Water Operations and Maintenance Fund also sees the following operational increases: GIS charges, operating services for: copier and scanner services, Metrologic services, catodic protection agreement, additional TTHM testing, general liability insurance cost due to a 10% renewal increase, chemicals, services fees for the aqua generator, parts and supplies due to the increase in the steel and potassium prices, telephone services, and increases to provision for loss. *Capital Outlay* decreases \$423,550 or -29.97%. This is attributable to a reduction in the amount of equipment that is to be repaired and/or replaced during the year. The category of *Miscellaneous Expenditures* increase \$154,278, or 5.24% from the 2014 approved budgeted levels. This increase is due to the Water Operations and Maintenance acquiring a Community Police Officers to provide services at the Water Treatment facility.

FUNDING LEVEL SUMMARY

	<u>2010/11</u> <u>Actual</u>	<u>2011/12</u> <u>Actual</u>	<u>2012/13</u> <u>Actual</u>	<u>2013/14</u> <u>Approved</u>	<u>2013/14</u> <u>Adjusted</u>	<u>2013/14</u> <u>Projected</u>	<u>2014/15</u> <u>Approved</u>
3867 Cross Connection	123,773	96,778	52,440	72,257	72,257	69,168	68,805
4710 Water Administration	3,690,961	3,121,629	3,757,377	1,475,639	3,244,043	3,067,138	1,538,159
4711 Engineering Administration	303,341	301,582	295,747	406,924	407,452	384,140	448,994
4715 Process Control Systems	112,853	160,294	157,907	234,705	234,705	177,289	246,870
4720 Meter Maintenance and Service	449,644	456,598	340,124	513,452	528,452	506,829	625,604
4721 Maintenance and Services	1,904,078	1,973,832	1,821,752	2,922,882	2,914,091	2,182,669	2,974,273
4730 Treatment and Pumping	4,270,867	4,186,069	4,313,734	6,043,285	6,059,380	5,242,610	6,458,498
4735 Raw Water	1,236,454	1,260,090	1,257,253	1,326,289	1,326,289	1,271,215	1,392,604
4740 Water Surplus	15,807	25,782	26,091	2,164,000	2,364,047	853,034	1,395,000
4741 Water Bond Construction	59,818	35,572	11,500	13,776,000	13,776,000	2,658,565	4,237,500
4745 Debt Service	966,187	1,118,960	2,014,160	2,923,984	2,924,484	2,974,133	2,961,858
5310 Customer Accounting	381,692	431,443	402,207	553,574	553,574	430,594	669,706
9660 Transfers	38,123	19,062	13,664	21,853	21,853	21,853	138,257
Totals	13,553,598	13,187,691	14,463,956	32,434,844	34,426,627	19,839,237	23,156,128

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	6,266,210	5,863,573	6,033,330	6,936,273	6,936,273	6,505,551	7,586,282
Operating Expenses	6,205,125	6,144,207	6,332,446	21,139,634	22,659,469	9,553,758	11,480,181
Capital Outlay	77,953	41,889	70,356	1,413,100	1,884,548	783,403	989,550
Miscellaneous	1,004,310	1,138,022	2,027,824	2,945,837	2,946,337	2,996,525	3,100,115
Total Expenditures	13,553,598	13,187,691	14,463,956	32,434,844	34,426,627	19,839,237	23,156,128

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
3867 Cross Connection	1.00	1.00	0.50	0.50	0.50	0.50	0.50
4710 Water Administration	1.47	1.47	1.85	1.85	1.85	1.85	1.85
4711 Engineering Administration	2.46	2.49	3.07	3.00	3.00	3.00	3.00
4715 Process Control System	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4720 Meter Maintenance and Service	4.00	4.00	4.00	3.25	3.25	3.25	4.00
4721 Maintenance and Service	18.00	18.00	16.25	16.00	16.00	16.00	15.25
4730 Treatment and Pumping	33.25	33.25	34.10	36.50	36.50	36.50	37.50
Total Positions	68.34	61.21	60.77	62.10	62.10	62.10	63.10

The total personnel complement for the Water Operations and Maintenance Fund for FY is approved at 63.10. This is a net increase of one FTE. This increase is realized in the Treatment and Pumping division with the addition of a Plant Operator A position. Additionally, .25 of an Assistant City Engineer will be added to the Engineering Administration division. This addition is offset by the reallocation of .25 of the Engineering Assistant/Energy Coordinator to Streets to the General Fund. Furthermore, the Meter Maintenance and Service division increase .75. This increase is due to the addition of .25 of a new ROW Utilities Foreman and .50 of a Utilities Person III position. These additions are offset by a reduction in the Maintenance and Services division by the same amount.

The employees listed under Water Operations and Maintenance Fund's Customer Accounting Division is a part of the Department of Fiscal Services.


Performance Measures/Metrics: Water Operations and Maintenance Fund:

Water Operations/Maintenance – (summary of services)

The Water Operations/Maintenance Divisions provide continuous maintenance and service on the City's water transmission and distribution systems. Includes repair of all water main breaks and leaks, meter reading of residential and wholesale customers, cross connection compliance per PA 399 and Safe Drinking Water Act, construction of water connections, pavement repairs for connections, and provide service for water turn-ons and turn-offs for non-payment.

Key Performance Indicator	FY 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of high hazard cross connection inspections completed annually (each)	100%	100%	100%	100%	100%
% of all monthly meter read cycles completed annually	85%	66%	85%	100%	100%

Explanation of variances:

 The meter reading key performance indicator was down due to the extreme winter as well as injury to service men slipping on icy un-shoveled walks and icy roadways.

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2016 Projection	FY 2016 Projection	FY 2017 Projection
To meet all primary and secondary drinking water standards determined by governmental regulatory agencies	0 violations	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	99.82% 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%	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.

The Instrument and Process Control System’s performance measures/metrics are located with the Sewer Operations and Maintenance performance measures/metrics.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2014/2015 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
2014/2015 APPROVED BUDGET**

591-3867 Cross Connection

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	22,351	Utilities Person III	0.50	22,351
Overtime	1,500			
Fringe Benefits	36,993	Total Personnel	<u>0.50</u>	<u>22,351</u>
TOTAL	<u>60,844</u>	Overtime		<u>1,500</u>
OPERATING EXPENSES				
Supplies	150	FICA		1,825
Internal Services	6,811	Healthcare Benefits - Active		11,655
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		23,513
Maintenance Fees	1,000	Total Fringe Benefits		<u>36,993</u>
Other Contracted Fees	0			
TOTAL	<u>7,961</u>	TOTAL	<u>0.50</u>	<u>60,844</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>68,805</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

591-4710 Water Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	130,730	Director of Public Services	0.45	41,505
Overtime	500	Director of Water & Wastewater Services	0.50	46,117
Fringe Benefits	697,363	Staff Professionals	0.90	43,108
TOTAL	828,593	Total Personnel	1.85	130,730
OPERATING EXPENSES				
		Overtime		500
Supplies	1,750			
Internal Services	554,063			
Other Services		FICA		10,039
Professional Fees	140,703	Healthcare Benefits - Active		24,397
Maintenance Fees	2,850	Healthcare Benefits - Retirees		573,370
Other Contracted Fees	9,200	Pension		89,557
TOTAL	708,566	Total Fringe Benefits		697,363
CAPITAL OUTLAY	1,000	TOTAL	1.85	828,593
TOTAL	1,000			
TOTAL APPROPRIATION	1,538,159			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

591-4711 Engineering Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/ 2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	153,678	City Engineer	0.20 16,173
Overtime	30,690	Assistant City Engineer	0.25 16,508
Fringe Benefits	196,602	Engineering Office Super.	0.25 15,356
		Traffic Foreman	0.10 5,690
TOTAL	380,970	Transportation Engineer Asst	0.10 4,810
		Engineering Technician I	0.80 38,271
		Engineering Assistant	0.50 23,648
		Engineering Asst/Energy Coordinator	0.10 5,133
OPERATING EXPENSES		Traffic Maint. Tech. II	0.15 6,139
Supplies	1,500	Traffic Maint. Tech. I	0.30 11,352
Internal Services	46,024	Administrative Professional	0.25 10,598
Other Services		Total Personnel	3.00 153,678
Professional Fees	14,950		
Maintenance Fees	0	Overtime	30,690
Other Contracted Fees	3,300		
TOTAL	65,774	FICA	14,190
		Healthcare Benefits - Active	39,858
CAPITAL OUTLAY	2,250	Healthcare Benefits - Retirees	0
		Pension	142,554
TOTAL	2,250	Total Fringe Benefits	196,602
TOTAL APPROPRIATION	448,994	TOTAL	3.00 380,970

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

591-4715 Process Control Systems

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	60,101	Instrument & Control Admin.	0.50	35,389
Overtime	1,000	Instrument & Control Tech	0.50	24,712
Fringe Benefits	67,218			
TOTAL	128,319	Total Personnel	1.00	60,101
		Overtime		1,000
OPERATING EXPENSES				
Supplies	15,000	FICA		4,675
Internal Services	18,501	Healthcare Benefits - Active		15,156
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	57,500	Pension		47,387
Maintenance Fees	1,550			
Other Contracted Fees	7,000	Total Fringe Benefits		67,218
TOTAL	99,551	TOTAL	1.00	128,319
CAPITAL OUTLAY	19,000			
TOTAL	19,000			
TOTAL APPROPRIATION	246,870			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

591-4720 Water Metering Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	188,772	Maint. & Service Admin.	0.25	19,223
Overtime	17,250	ROW Utilities Foreman	0.75	39,019
Fringe Benefits	294,176	Mech Equip Repairperson II	0.25	11,086
		Utilities Person III	0.75	33,511
		Utilities Person II	1.50	64,228
		Crossover Operators	0.50	21,705
TOTAL	500,198			
		Total Personnel	4.00	188,772
OPERATING EXPENSES				
Supplies	8,500	Overtime		17,250
Internal Services	48,156			
Other Services				
Professional Fees	20,000	FICA		15,761
Maintenance Fees	13,750	Healthcare Benefits - Active		89,552
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
		Pension		188,863
TOTAL	90,406	Total Fringe Benefits		294,176
CAPITAL OUTLAY	35,000			
TOTAL	35,000	TOTAL	4.00	500,198
TOTAL APPROPRIATION	625,604			

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

591-4721 Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	563,644	Maint. & Service Admin.	0.25	19,223
Overtime	61,250	ROW Utilities Foreman	0.75	39,020
Fringe Benefits	873,638	Mech Equip Repairperson II	0.75	32,994
		Administrative Professional	0.50	21,196
TOTAL	1,498,532	Utilities Person III	1.00	44,818
		Utilities Person II	3.50	149,837
		Utilities Person I	3.50	144,204
OPERATING EXPENSES		Crossover Operator	2.00	86,924
Supplies	717,600	Custodial Worker (PT)	0.50	9,360
Internal Services	214,865	Skilled Clerical (PT)	0.50	8,372
Other Services		Laborer (Temp)	2.00	7,696
Professional Fees	298,859	Total Personnel	15.25	563,644
Maintenance Fees	209,937			
Other Contracted Fees	17,580	Overtime		61,250
TOTAL	1,458,841			
		FICA		47,320
CAPITAL OUTLAY	16,900	Healthcare Benefits - Active		260,412
		Healthcare Benefits - Retirees		0
TOTAL	16,900	Pension		565,906
		Total Fringe Benefits		873,638
TOTAL APPROPRIATION	2,974,273			
		TOTAL	15.25	1,498,532

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

591-4730 Treatment & Pumping

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,535,824	Superintendent of Water Tmt	1.00	76,850
Overtime	80,958	Asst Super of Water Tmt	1.00	66,129
Fringe Benefits	2,216,217	Chief Chemist	1.00	59,062
		Operating Foreman	5.00	261,107
TOTAL	3,832,999	Plant Mtce Foreman	1.00	61,158
		Biologist	1.00	49,164
OPERATING EXPENSES		Plant Mtce Electrician II	1.00	55,119
		Plant Mtce Electrician I	2.00	93,423
Supplies	641,350	Filtration Plant Mtce III	3.00	130,417
Internal Services	469,493	Filtration Plant Mtce II	3.00	112,123
Other Services		Plant Mtce Mechanic A	1.00	49,424
Professional Fees	262,909	Plant Operator A	6.00	251,777
Maintenance Fees	1,019,625	Equipment & Safety Specialist	1.00	43,380
Other Contracted Fees	47,222	Mech Equip Repairperson II	0.50	21,875
TOTAL	2,440,599	Administrative Professional	1.00	41,672
		Laboratory Technician	1.00	45,041
CAPITAL OUTLAY	184,900	Stock Clerk WT	1.00	39,718
		Custodial Worker A	1.00	35,452
TOTAL	184,900	Skilled Clerical (PT)	1.00	16,744
		Laborer (Temp)	5.00	26,189
		Total Personnel	37.50	1,535,824
TOTAL APPROPRIATION	6,458,498	Overtime		80,958
		FICA		123,327
		Healthcare Benefits - Active		440,026
		Healthcare Benefits - Retirees		132,217
		Pension		1,520,647
		Total Fringe Benefits		2,216,217
		TOTAL	37.50	3,832,999

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

591-5310 Customer Accounting

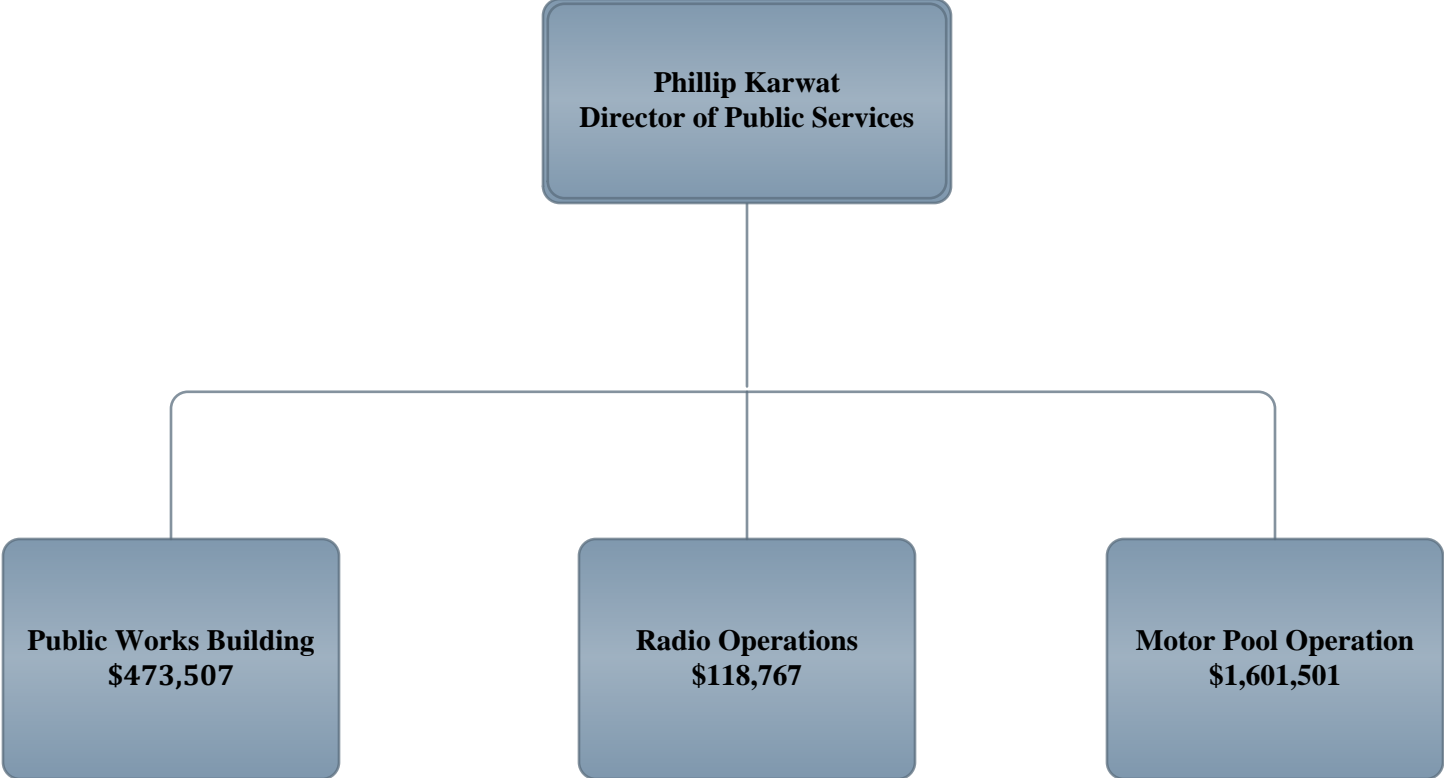
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	131,644	Admin of Utilities Account	0.50	32,854
Overtime	0	Office Assistant III	2.00	65,147
Fringe Benefits	224,183	Customer Service Coordinator	0.37	11,142
		Customer Service Rep	0.74	22,501
TOTAL	355,827			
		Total Personnel	3.61	131,644
OPERATING EXPENSES				
		Overtime		0
Supplies	1,500			
Provision for Losses	180,000	FICA		10,071
Internal Services	68,311	Healthcare Benefits - Active		45,812
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	43,468	Pension		168,300
Maintenance Fees	19,650			
Other Contracted Fees	950	Total Fringe Benefits		224,183
TOTAL	313,879			
		TOTAL	3.61	355,827
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	669,706			



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
2014/2015 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	473,507	PUBLIC WORKS BUILDING	473,507
TOTAL RESOURCES	<u><u>473,507</u></u>	TOTAL APPROPRIATIONS	<u><u>473,507</u></u>

PUBLIC WORKS BUILDING FUND

REVENUE BUDGET SUMMARY

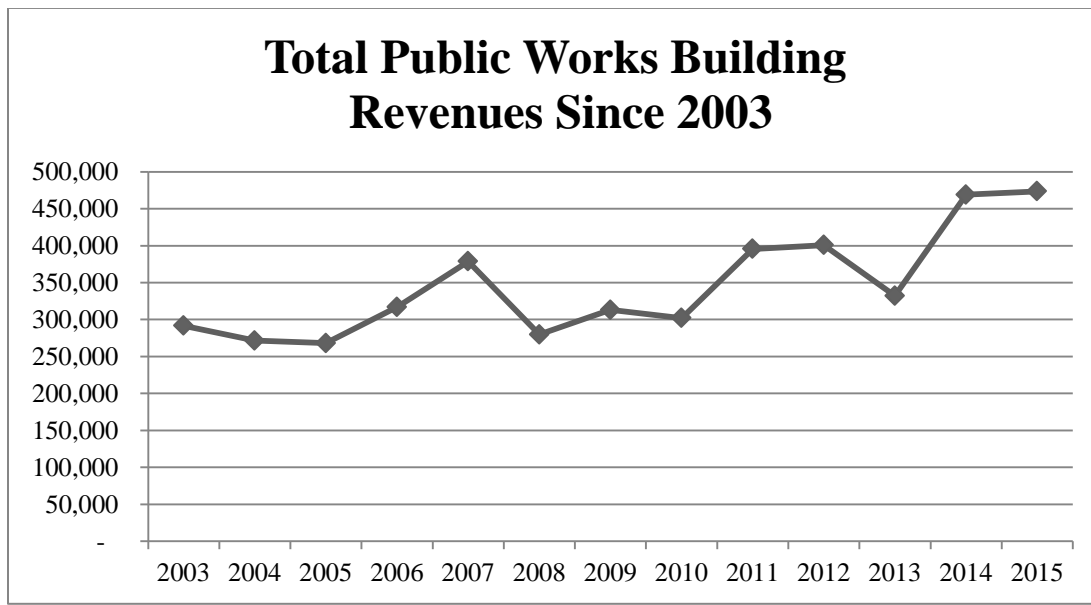
The Public Works Building Fund is considered an Internal Service fund for the City of Saginaw. This means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The only source of revenue for this fund is “Charge for Services”, which equates to

\$473,507 in FY 2015. 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 increases by 0.95%, or \$4,495, for the FY 2015 Approved Budget.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Services - Sales	392,725	400,894	332,221	469,012	469,382	469,383	473,507
Interest and Rents	243	(145)	(132)	0	0	(26)	0
Other Revenues	2,562	6	11	0	0	0	0
Total Revenues	395,530	400,755	332,100	469,012	469,382	469,357	473,507

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 Approved Revenues. From FY 2003-2005, there was 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 Works 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. In FY 2013 there was a dip in revenue because the fund did not require as much of a contribution from other funds. There was a smaller allocation of full-time employees to this fund, therefore the costs were not as. Conversely, in FY 2014, there were more full-time employees allocated here causing the expenses, and therefore the revenue, to increase. FY 2015 sees the highest revenue

projected in, at least, the last 12 years. This means the highest rent at the Public Works Building in the same time frame. Since 2003 the costs of operating the Public Services Building has generally been trending upward.

EXPENDITURE BUDGET SUMMARY

The total Public Works Building Fund expenditures will be \$473,507 for FY 2015. The fund increases by \$4,495, or .95%, from FY 2014 Approved Budget. *Personnel Services* increase by \$14,708, or 7.16%, in FY 2015. The personnel complement will increase by 1.00 FTE due to the addition of .05 of two basic laborers. *Operating Expenses* is \$241,424 for the upcoming year. This represents a \$11,551, or -4.50%,

decrease from the FY 2014 Approved Budget. This decrease is due to various reductions throughout this fund, including parts and supplies, utilities, and general repairs. *Capital Outlay* increases in the FY 2015 Approved Budget by \$1,338, or 12.28% for repairs and replacements. There are no *Miscellaneous Expenditures* in FY 2015.

FUNDING LEVEL SUMMARY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4439 Public Works Building	394,477	400,755.00	332,100	469,012	469,382	391,427	473,507
9660 Transfers	1,052	0	0	0	0	0	0
Total Expenditures	395,529	400,755	332,100	469,012	469,382	391,427	473,507

FUNDING LEVEL BY CATEGORY

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	190,713	201,852	154,307	205,146	205,146	190,116	219,854
Operating Expenses	203,764	198,903	177,795	252,975	258,006	201,311	241,424
Capital Outlay	0	0	0	10,891	6,230	0	12,229
Miscellaneous	1,052	0	0	0	0	0	0
Total Expenditures	395,529	400,755	332,102	469,012	469,382	391,427	473,507

SUMMARY OF POSITIONS

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4439 Public Works Building	3.00	3.50	3.15	2.80	2.80	2.80	3.80
Total Positions	3.00	3.50	3.15	2.80	2.80	2.80	3.80

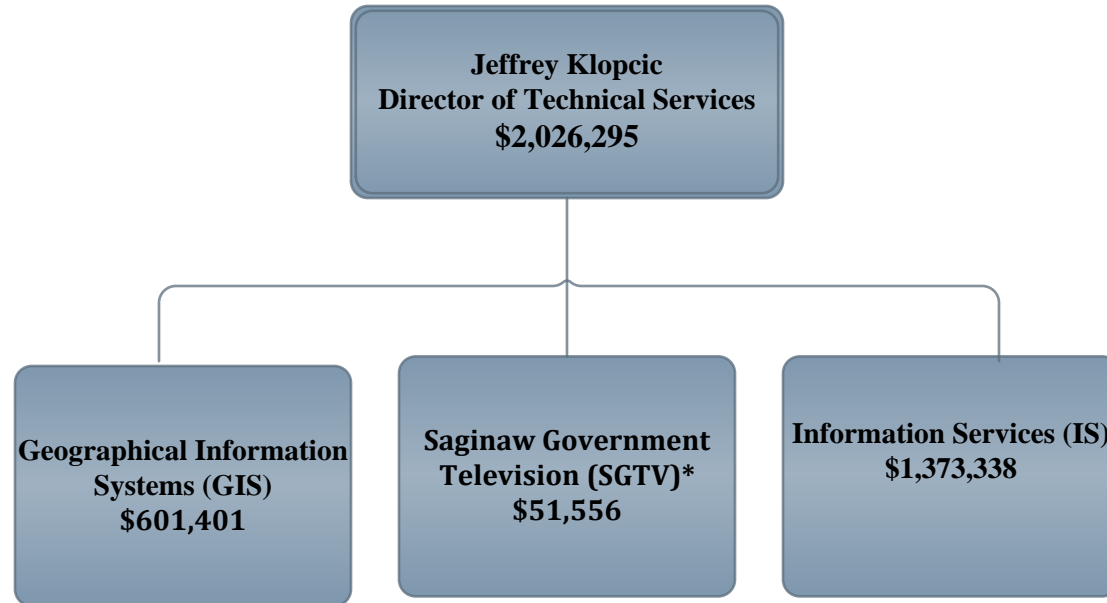
The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

641-4439 Public Works Building

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	107,071	Facilities Administrator	0.30	20,441
Overtime	3,000	Labor Foreman	0.30	14,986
Fringe Benefits	109,783	Maintenance Person II	0.85	36,412
		Parks/Maint. Person II	0.15	6,330
		Custodial Worker (PT)	0.80	9,901
		Skilled Clerical (PT)	0.40	6,625
		Basic Laborer (PT)	1.00	12,376
TOTAL	219,854			
OPERATING EXPENSES		Total Personnel	3.80	107,071
Supplies	19,999			
Internal Services	7,662	Overtime		3,000
Other Services				
Professional Fees	10,610			
Maintenance Fees	203,153	FICA		8,421
Other Contracted Fees	0	Healthcare Benefits - Active		25,057
		Healthcare Benefits - Retirees		0
		Pension		76,305
TOTAL	241,424	Total Fringe Benefits		109,783
CAPITAL OUTLAY	12,229			
TOTAL	12,229	TOTAL	3.80	219,854
TOTAL APPROPRIATION	473,507			

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
2014/2015 APPROVED BUDGET

The TS-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	30,000	GEOGRAPHICAL INFORMATION SYSTEMS	519,323
CHARGE FOR SERVICES	546,401	CALL CENTER	82,078
OTHER REVENUES	25,000		
TOTAL RESOURCES	<u>601,401</u>	TOTAL APPROPRIATIONS	<u>601,401</u>

**DEPARTMENT OF TECHNICAL SERVICES –
GEOGRAPHICAL INFORMATION SYSTEM (GIS)**

REVENUE BUDGET SUMMARY

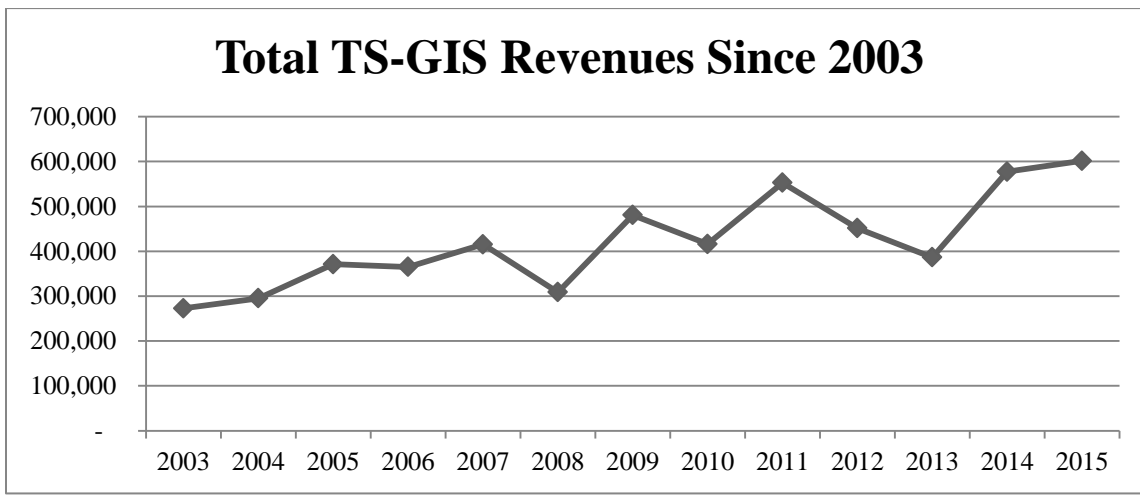
The Department of Technical Services - Geographical Information Services (GIS) Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenue source for this fund is “Charge for Services”, which is \$546,401 in FY 2015. This fund is

used to account for the development and operation of the citywide geographical information system. Funding for the operation of this fund is supplied mainly from contributions from other city funds. For FY 2015, the TS-GIS Fund’s total revenues are \$601,401. This is an increase of \$24,188, or 4.19%, from the previous fiscal year.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Services - Sales	84,656	22,698	28,755	28,500	28,500	3,435	30,000
Charges for Services	428,288	388,592	315,733	451,348	484,479	519,346	546,401
Other Revenues	39,846	40,055	42,026	97,365	64,234	24,577	25,000
Total Revenues	552,790	451,345	386,514	577,213	577,213	547,358	601,401

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approve Revenues, and the FY 2015 Approved Revenues. From FY 2003-2004 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 TS - GIS began conducting environmental assessments for the City’s Inspections division. In 2008 there was a dramatic decrease in the request for GIS services throughout the region, but this rebounded in 2009. From 2010 to 2011, there was a significant increase in revenues, which can be attributed to TS - 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 2015 sees a 4.19% increase in revenues due to a larger increase in the GIS charge to other departments.

EXPENDITURE BUDGET SUMMARY

The total TS-GIS Fund expenditures are \$601,401 for FY 2015. This is a budget increase of \$24,188 from FY 2014 approved budgeted. *Personnel Services* increase by 8.72% or \$38,983 in FY 2015. This is due to regular contractual increases as well as across the board increases in pension, healthcare, and other related benefit costs. The personnel complement will stay the same as the previous year. *Operating Expenses* are \$109,413 for

the upcoming year. This represents a \$6,286 or 6.10% increase. This increase is due mainly to increases in information management charges. *Capital Outlay* expenditures are \$5,772. This slight increase is due to the expected purchase of telephone headsets in the call center. The category of *Miscellaneous Expenditures* is \$0.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1738 GIS	430,136	440,496	411,347	490,112	490,112	465,287	519,323
1739 Call Center	13,858	31,197	41,227	65,248	65,248	60,218	82,078
9660 Transfers	1,052	526	20,493	21,853	21,853	21,853	0
Total Expenditures	445,046	472,219	473,094	577,213	577,213	547,358	601,401

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	338,994	375,758	375,417	447,233	447,233	401,020	486,216
Operating Expenses	101,598	93,074	71,022	103,127	103,127	121,670	109,413
Capital Outlay	3,402	2,861	1,024	5,000	5,000	2,815	5,772
Miscellaneous	1,052	526	25,631	21,853	21,853	21,583	0
Total Expenditures	445,046	472,219	473,094	577,213	577,213	547,358	601,401

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1738 TS - GIS	3.50	3.50	3.50	3.50	3.50	3.50	3.50
1739 Call Center	0.00	1.00	2.00	3.00	3.00	3.00	3.00
Total Positions	3.50	4.50	5.50	6.50	6.50	6.50	6.50

Performance Measures/Metrics: Technical Services – GIS and Call Center:

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Convert city web applications to new technology	1 apps	<i>1 apps</i>	3 apps	3 apps	3 apps


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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Decrease the average waiting time per call by 15 seconds	40 sec	<i>43</i>	40 sec	40 sec	40 sec
Increase the number of calls answered on a daily basis	400	<i>243</i>	400	275	275

Explanation of variances:

 The decrease in the average waiting time per call by 15 seconds is track with regards to average wait time by being off by only 3 seconds.

 Additional reports must be ran to determine why the number of abandoned calls per day and total calls coming into the call center to have decreased when compared to the calls answered.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

650-1738 TS - GIS

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	190,482	Technical Services	
Overtime	5,000	Director	0.50 46,116
Fringe Benefits	237,051	GIS Analyst	1.00 56,004
		Info. Technology Analyst	1.00 47,433
TOTAL	432,533	GIS Technician	1.00 40,928
		Total Personnel	3.50 190,482
OPERATING EXPENSES			
Supplies	6,000	Overtime	5,000
Internal Services	40,425		
Other Services		FICA	14,955
Professional Fees	29,873	Healthcare Benefits - Active	53,230
Maintenance Fees	5,200	Healthcare Benefits - Retirees	0
Other Contracted Fees	2,750	Pension	168,866
TOTAL	84,248	Total Fringe Benefits	237,051
CAPITAL OUTLAY	2,542		
TOTAL	2,542	TOTAL	3.50 432,533
TOTAL APPROPRIATION	519,323		

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

650-1739 Call Center

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	49,868	Skilled Clerical (PT)	3.00	49,868
Overtime	0			
Fringe Benefits	3,815	Total Personnel	<u>3.00</u>	<u>49,868</u>
TOTAL	<u>53,683</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		3,815
Supplies	700	Healthcare Benefits - Active		0
Internal Services	23,765	Healthcare Benefits - Retirees		0
Other Services		Pension		0
Professional Fees	200	Total Fringe Benefits		<u>3,815</u>
Maintenance Fees	500			
Other Contracted Fees	0			
TOTAL	<u>25,165</u>	TOTAL	<u>3.00</u>	<u>53,683</u>
CAPITAL OUTLAY	3,230			
TOTAL	<u>3,230</u>			
TOTAL APPROPRIATION	<u><u>82,078</u></u>			

**DEPARTMENT OF TECHNICAL SERVICES (658)
 INFORMATION SERVICES
 RESOURCE ALLOCATION
 2014/2015 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	1,373,338	INFORMATION SERVICES	1,359,440
		TRANSFERS	13,898
TOTAL RESOURCES	<u><u>1,373,338</u></u>	TOTAL APPROPRIATIONS	<u><u>1,373,338</u></u>

DEPARTMENT OF TECHNICAL SERVICES – INFORMATION SERVICES (IS)

REVENUE BUDGET SUMMARY

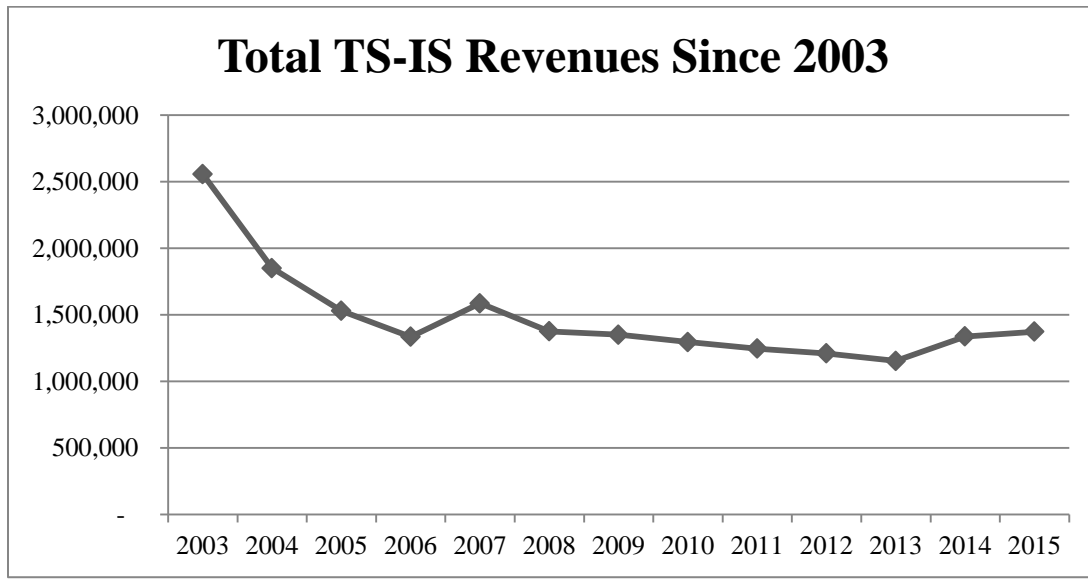
The Department of Technical Services - Information Services (IS) Fund is an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenue source for this fund is “Service - Sales”, which is \$1,373,338 in FY 2015. Computer and information

services are provided to the City operating departments through this fund. The operation is financed solely by service charges levied against user departments in FY 2015. For the upcoming year, the TS-IS Fund’s total revenues are \$1,373,338. This is an increase of \$35,584 from FY 2014.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Services - Sales	1,214,501	1,210,357	1,153,781	1,337,754	1,337,754	1,340,769	1,373,338
Interest and Rents	316	(313)	(138)	0	0	(12)	0
Charges for Services	0	0	0	0	0	0	0
Other Revenues	31,261	0	174	0	0	0	0
Total Revenues	1,246,078	1,210,044	1,153,817	1,337,754	1,337,754	1,340,757	1,373,338

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 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 consistent from 2008 to 2015, with a slight increase since 2013 due to changes in the City’s enterprise software.

EXPENDITURE BUDGET SUMMARY

The total TS-IS Fund expenditures are \$1,373,338 for FY 2015. This is an increase of \$35,584 from FY 2014 approved budgeted levels. *Personnel Services* increase by \$40,944, or 6.90%, in FY 2015. This is attributed to a high pension valuation and higher than expected healthcare rates as well as normal contractual increases. The complement stays the same. *Operating Expenses* are \$649,523 for the upcoming year. This represents a decrease of \$39,004. This can be attributed to some

reductions in costs associated with the City’s transition to BS&A computer software, eliminating the cost of the old system. *Capital Outlay* is \$75,408 for FY 2015. This is an increase of \$41,508. This increase is due to a major network switch replacement for water, sewer, traffic engineering, and fire. The category of *Miscellaneous Expenditures* are \$13,898 for the upcoming year. This is to assist Celebration Park operations and maintenance.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1720 Information Services	1,206,105	1,189,689	1,085,464	1,315,901	1,315,901	1,211,886	1,359,440
9660 Transfers	4,096	2,048	20,493	21,853	21,853	21,853	13,898
Total Expenditures	1,210,201	1,191,737	1,105,957	1,337,754	1,337,754	1,233,739	1,373,338

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	621,138	675,414	531,387	594,374	594,374	580,675	635,318
Operating Expenses	570,552	511,525	533,478	688,527	688,527	600,155	649,523
Capital Outlay	14,415	2,750	11,153	33,000	33,000	31,056	74,508
Miscellaneous	4,096	2,048	29,939	21,853	21,853	21,853	13,898
Total Expenditures	1,210,201	1,191,737	1,105,957	1,337,754	1,337,754	1,233,739	1,373,338

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1720 TS - IS	5.50	5.50	4.50	4.50	4.50	4.50	4.50
Total Positions	5.50	5.50	4.50	4.50	4.50	4.50	4.50

Performance Measures/Metrics: Technical Services - IS:

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. Manage and enhance our network

infrastructure to provide reliable and fast access to City/department applications while providing secure electronic data storage. Promote new and innovative uses of technology.

Key Performance Indicator	FY 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Completion of initial review (1 onsite demo, 1 offsite demo, and 1 presentation) of three vendors for the Enterprise software study and proposal	Completion	<i>Completion</i>	Completion	Completion	Completion
Change out computer equipment according to lease schedule	100%	<i>100%</i>	100%	100%	100%

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

658-1720 TS - IS

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	254,523	Technical Services	
Overtime	5,000	Director	0.50 46,116
Fringe Benefits	375,795	Assistant Director of	
		Technical Services	1.00 70,777
TOTAL	635,318	Enterprise Analyst	1.00 51,598
		Tech. Support Specialist	2.00 86,032
		Total Personnel	4.50 254,523
OPERATING EXPENSES			
Supplies	40,001	Overtime	5,000
Internal Services	94,639		
Other Services		FICA	20,007
Professional Fees	346,224	Healthcare Benefits - Active	54,884
Maintenance Fees	142,102	Healthcare Benefits - Retirees	85,958
Other Contracted Fees	26,648	Pension	214,946
TOTAL	649,614	Total Fringe Benefits	375,795
CAPITAL OUTLAY	74,508		
TOTAL	74,508	TOTAL	4.50 635,318
TOTAL APPROPRIATION	1,359,440		

**RADIO OPERATIONS (660)
RESOURCE ALLOCATION
2014/2015 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	118,767	RADIO OPERATIONS	77,252
INTEREST	0	INCREASE FUND EQUITY	41,515
OTHER REVENUES	0		
TOTAL RESOURCES	118,767	TOTAL APPROPRIATIONS	118,767

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.

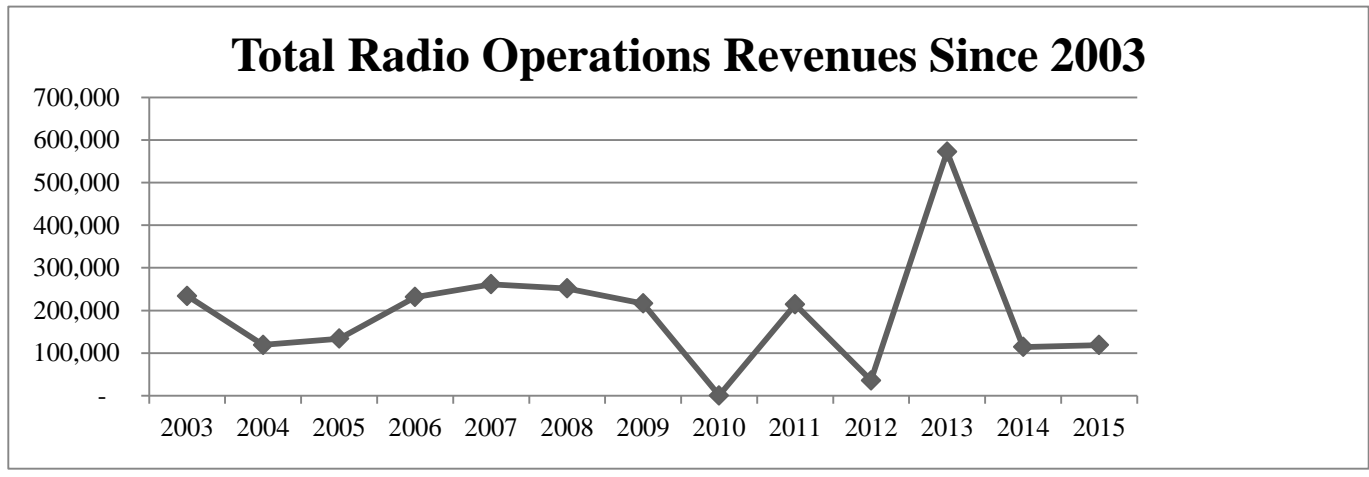
For FY 2015, the Radio Operations Fund’s revenues are \$118,767, which is an increase of \$4,623 from the previous fiscal year. The major revenue source for this

fund is “Charge for Services”, which is \$118,767 in FY 2015. 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 2015.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Charge for Services	213,310	37,236	111,892	114,144	114,144	114,144	118,767
Interest and Rents	992	(1,572)	(503)	0	0	0	0
Other Revenues	11	0	(200)	0	0	150	0
Total Revenues	214,313	35,664	111,189	114,144	114,144	114,294	118,767

REVENUE TRENDS



The above graph reflects actual revenues from FY 2003 – FY 2013 as well as the approved budgets for FY 2014 and FY 2015. There were two significant drops in revenues since 2003. Beginning with 2010, the City only recognized interest on investments. There were no purchases or repairs to any radio by user departments. Additionally, in 2012, user departments were repaid their contributions due to lack of activity in the previous fiscal years. However, FY 2013, revenues reflected a steady incline due to the City appropriating uncommitted and unrestricted fund reserves in order to purchase a new radio system. After this purchase revenues drop dramatically, this can be seen in FY 2014 and 2015.

SUMMARY OF EXPENDITURES

The total Radio Fund for FY 2015 is \$118,767. This represents a \$4,623 overall increase from the previous fiscal year. *Personnel Services* - are \$38,737 for FY 2015. This is a 9.33% increase. This increase, in this category, is directly related to the increased cost of fringe benefits to include pension cost. *Operating Expense* also increase during FY 2015. The budget is set at \$38,181, which is a \$10,731, or 39.09% increase. This increase is attributable to an increase in the indirect

cost allocation plan and general liability insurance cost of 10%. Both of these costs are considered fixed cost, wherein one is based on previous fiscal year actual cost and the other is based on the equipment of the fund. The category of *Miscellaneous Expenditures* reflects to decrease \$9,413 from the previous fiscal year. This reduction means that the city no longer contributes, as much, to the reserves to balance out the fund.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
4422 Radio Operations	53,150	44,359	88,136	62,882	62,882	52,057	76,918
9660 Transfers	524	124,946	0	51,262	51,262	51,262	41,849
Totals	53,674	169,305	88,136	114,144	114,144	103,319	118,767

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	3,573	3,339	29,194	35,432	35,432	33,404	38,737
Operating Expenses	39,902	41,020	58,942	27,450	27,450	18,653	38,181
Capital Outlay	9,675	0	0	0	0	0	0
Miscellaneous	524	124,946	0	51,262	51,262	51,262	41,849
Total Expenditures	53,674	169,305	88,136	114,144	114,144	103,319	118,767

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
4422 Radio Operations	0.00	0.00	0.30	0.30	0.30	0.30	0.30
Total Positions	0.00	0.00	0.30	0.30	0.30	0.30	0.30

Performance Measures/Metrics: Radio Operations Fund:

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 (FCC) guidelines. This division manages contracts annually with radio repair specialists for repairs that cannot be made by City electricians.

Key Performance Indicator	FY 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of City radios operational daily	95%	100%	95%	95%	95%

The following “Expenditure Detail” page will outline the total amounts in FY 2014/2015 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 Expense Categories.

**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

660-4422/8559 Radio Operations

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	15,949	Traffic Foreman	0.10	5,690
Overtime	1,690	Traffic Electrician II	0.20	10,259
Fringe Benefits	21,098			
		Total Personnel	<u>0.30</u>	<u>15,949</u>
TOTAL	<u>38,737</u>			
		Overtime		<u>1,690</u>
OPERATING EXPENSES				
Supplies	2,500	FICA		1,350
Internal Services	17,040	Healthcare Benefits - Active		5,458
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	10,541	Pension		14,290
Maintenance Fees	5,600			
Other Contracted Fees	2,500	Total Fringe Benefits		<u>21,098</u>
TOTAL	<u>38,181</u>			
		TOTAL	<u>0.30</u>	<u>38,737</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
MISCELLANEOUS	41,849			
TOTAL	<u>41,849</u>			
TOTAL APPROPRIATION	<u><u>118,767</u></u>			

MOTOR POOL OPERATIONS (661)
RESOURCE ALLOCATION
2014/2015 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	1,590,576	GARAGE OPERATIONS	1,601,501
OTHER REVENUES	10,925		
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 \$1,590,576 in FY 2015. This fund provides for the acquisition and maintenance to vehicles and other motorized equipment that are utilized by general city operations. The only exception is Community Public Safety – Fire for this

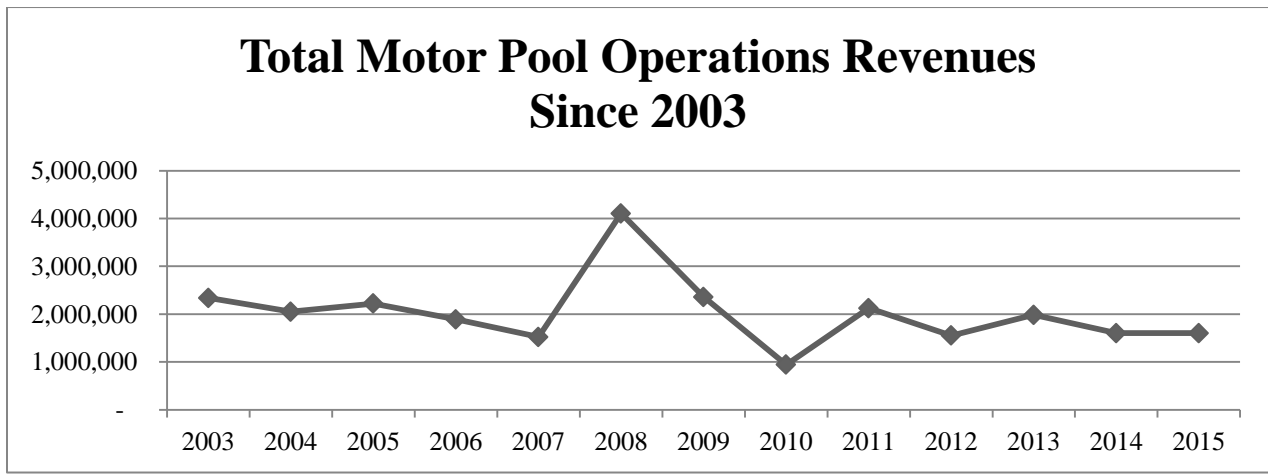
department has specialized equipment that must be handled by certified mechanics that are familiar with fire apparatuses. Other revenue sources for this fund are: sale of junk, fluids, surplus receipts, insurance proceeds, and the appropriation of fund equity.

For FY 2015, the Motor Pool Operations Fund’s revenues are \$1,601,501. This is the same as FY 2014. The only difference from the previous fiscal year’s budget is that the user departments must contribute a large contribution for the fund’s reserves are zero.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charge for Services	792,729	1,543,057	1,258,018	1,284,361	1,384,361	1,452,100	1,590,576
Interest and Rents	317	(422)	168	0	0	(23)	0
Other Revenues	1,312,918	9,623	5,863	317,140	217,140	117,930	10,925
Transfers	20,000	0	0	0	0	0	0
Total Revenues	2,125,964	1,552,258	1,264,049	1,601,501	1,601,501	1,570,007	1,601,501

REVENUE TRENDS



The above graph reflects actual revenues from FY 2003 – FY 2013 as well as the approved revenues for FY 2014 and FY 2015. From FY 2003-2004, 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. 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 charges were too high and that

enterprise funds should only pay for maintenance cost instead of both maintenance and 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 charge should be allocated to each of the user departments. Additionally, in FY 2012 the City increased its appropriation of fund equity for the repayment of vehicles replacement cost to other funds that have contributed replacement monies into the Motor Pool. In FY 2013, revenues reflect a downward trend. This reduction in the revenues is based on reduction in use of fund equity and the charges for services. The FY 2014 revenue budget continues to realize the same problems 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. The 2015 approved revenue budget also reflects the same issue as the 2014 approved budget. No fund reserves are available to this fund hence user departments must contribute more to the fund to maintain the fleet.

EXPENDITURE BUDGET SUMMARY:

The total Motor Pool Operations Fund expenditures are \$1,601,501 for FY 2015. This budget remains the same as the FY 2014 Approved Budget. *Personnel Services* is projected to increase by \$75,826. This increase is a direct result of increased active and retiree healthcare cost, and the MERS pension obligations. *(The personnel complement changes are listed in detail under Summary of Positions.) Operating Expenses* decrease approximately \$75,826, or -10.45%. This fund realizes reductions in fuel, motor vehicle supplies,

equipment rental, and professional services for the motor pool study were completed in FY 2014. This reduction is offset by increases to parts and supplies, public works building charges, information management charges, employment agency fees and general liability premiums. *Capital Outlay* remains the same as the previous fiscal year. The category of *Miscellaneous Expenditures* is zero for FY 2015. No monies have been apportioned to other funds.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
4480 Garage Operations	2,115,208	2,177,406	2,010,483	1,601,501	1,601,501	1,570,007	1,601,501
9660 Transfers	10,756	5,377	0	0	0	0	0
Total Expenditures	2,125,964	2,182,783	2,010,483	1,601,501	1,601,501	1,570,007	1,601,501

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	1,076,617	1,184,139	998,649	876,125	850,779	851,649	951,951
Operating Expenses	989,738	992,708	1,011,834	725,376	749,277	717,913	649,550
Capital Outlay	48,623	559	0	0	1,445	445	0
Miscellaneous	10,986	5,377	0	0	0	0	0
Total Expenditures	2,125,964	2,182,783	2,010,483	1,601,501	1,601,501	1,570,007	1,601,501

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
4480 Motor Pool Operations	9.20	9.20	10.00	7.00	7.00	7.00	7.00
Total Positions	9.20	9.20	10.00	7.00	7.00	7.00	7.00

The Motor Pool Operations personnel complement remains the same at 7.00 employees for FY 2015. 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 work directly on Sewer and Water Operations vehicles.


Performance Measures/Metrics: Motor Pool Operations Fund:

Motor Pool Operations – (summary of services)

The Motor Pool Operations Division functions as a support service for all city departments by procuring and maintaining 69 police vehicles, and 269 other various 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 2014 Goal	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of fleet operational on a daily basis by month - Police Department	95%	71%	90%	90%	90%
% of fleet operational on a daily basis by month - All Others	85%	72%	85%	85%	85%

Explanation of variances:

 The Key Performance Indicator (KPI) of “% of fleet operational on a daily basis by month” reflects to be partially achieved, for both KPIs. This representation of partial achievement is due largely to department head requested changes to the Motor Pool Operations weekly out-of-service reports, which are what is used to produce these reports. Now, the Motor Pool Operations weekly out-of-service reports represent all active work.

Furthermore, based upon findings and recommendations of a Review of Fleet Management and Maintenance Practices recently commissioned of Mercury Associates, Inc. by the City of Saginaw, we will be revising our current system of KPI to include common industry standards. Pursuant to this as the city continues to implement the new Fleet Management System the Motor Pool Operations will begin tracking and reporting KPIs noted as a part of a best practices approach to managing fleet resources effectively. Likely future KPI reporting will include (PM Compliance % Monthly), (Labor Productivity % Monthly), (Fleet Availability% Daily). Each of these indicators requires pertinent information to be entered into the fleet management system on a daily basis and proper training of personnel is underway.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

661-4480 Motor Pool Operations

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2014/ 2015 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	290,319	Labor Foreman	1.00 53,114
Overtime	45,531	Mech Equip RepairPerson III	1.00 46,151
Fringe Benefits	616,101	Mech Equip RepairPerson II	3.00 132,526
		Parts Stock Clerk II	1.00 41,784
TOTAL	951,951	Skilled Clerical (PT)	1.00 16,744
		Total Personnel	7.00 290,319
OPERATING EXPENSES			
Supplies	235,836	Overtime	45,531
Internal Services	205,682		
Other Services			
Professional Fees	133,516	FICA	25,600
Maintenance Fees	71,516	Healthcare Benefits - Active	105,709
Other Contracted Fees	3,000	Healthcare Benefits - Retirees	202,503
		Pension	282,289
TOTAL	649,550	Total Fringe Benefits	616,101
CAPITAL OUTLAY	0		
TOTAL	0	TOTAL	7.00 951,951
TOTAL APPROPRIATION	1,601,501		

SELF-INSURANCE FUND (677)
RESOURCE ALLOCATION
2014/2015 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	1,271,779	SELF-INSURANCE	1,271,779
TOTAL RESOURCES	1,271,779	TOTAL APPROPRIATIONS	1,271,779

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

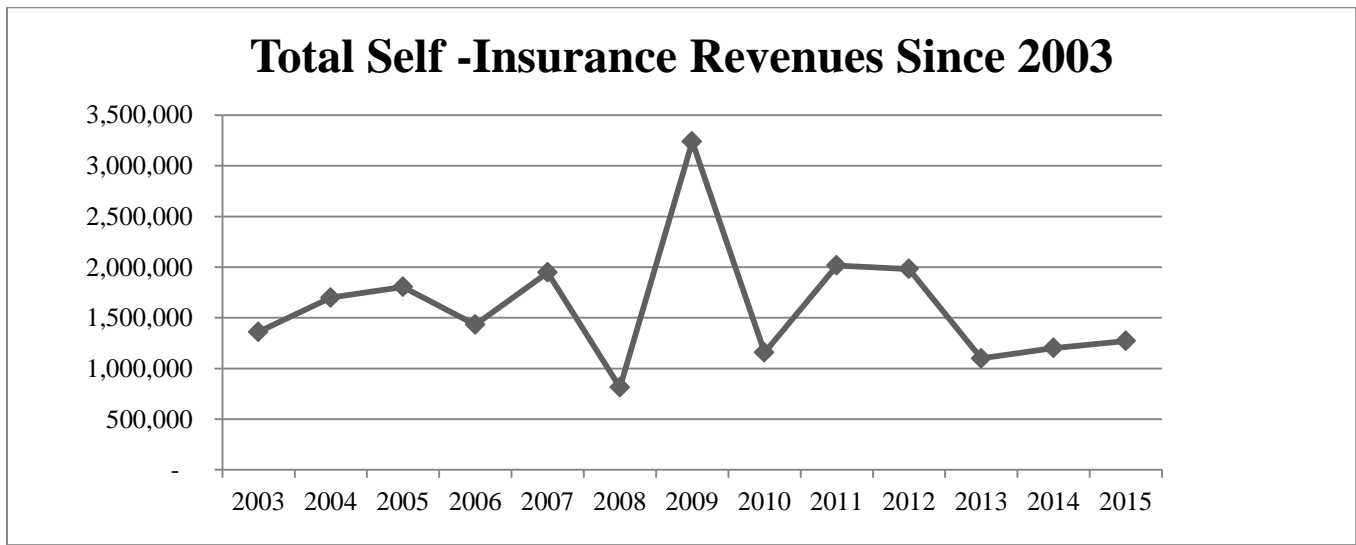
insurance coverage on equipment and services. The City contracts with a third party administrator, Saginaw Bay Underwriters, who obtains the best insurance rates. The City’s two policies are renewed twice a year, in February and July.

For FY 2015, the Self-Insurance Fund’s revenues are \$1,271,779. This is an increase of a net \$69,669, or 6%, from the previous fiscal year. This is based on an anticipated increase in the general liability insurance premiums from both February and July renewals.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charge for Services	1,453,362	983,027	1,837,211	1,164,693	1,270,209	1,270,209	1,271,779
Interest and Rents	(981)	(2,136)	1,306	0	0	(129)	0
Other Revenues	3,042,099	1,000,945	109,338	37,417	91,227	641,226	0
Total Revenues	4,494,480	1,981,836	1,947,855	1,202,110	1,361,436	1,911,306	1,271,779

REVENUE TRENDS



The above graph reflects actual revenues from FY 2003 – FY 2013 as well as the approved revenues for FY 2014 and FY 2015. From FY 2003-2004, there was 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 plateaued 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, an adjusting

entry was completed and resulted in a revenue spike in FY 2009 of \$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 charges for services of \$1,157,517. By FY 2012, the Self- Insurance revenues reflect a steady increase. This is due to a large appropriation of fund equity. For FY 2013, revenues dramatically decrease due to the reduction in the renewal policies. In FY 2014, the Self-Insurance revenues reflected a slight increase. This increase is attributable to a 6% - 10% increase in the February and July insurance renewals. The increases in insurance premiums continue in FY 2015. This increase is due to the increase in the bridge policy.

EXPENDITURE BUDGET SUMMARY

The total Self-Insurance Fund expenditures are \$1,271,779 for FY 2015, which is 5.80% higher than the FY 2014 approved budgeted levels. *Personnel Services* increase 5.92% from the previous fiscal year. This is due to an increase to the MERS pension obligation by approximately 18% from the previous fiscal year, as well as increases to the active healthcare package due to the new Affordable Care Act, which mandates additional

taxes to the City’s policies for both active and retirees. *Operating Expenses* are \$1,232,148, for the upcoming year. This represents a 5.79% increase. As stated above, in FY 2015, there continues to be an increase in both insurance renewal rates. In the category of *Miscellaneous Expenditures*, the budget is zero for FY 2015.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1762 Self Insurance	2,016,181	1,957,530	1,972,160	1,202,110	1,361,436	2,096,749	1,271,779
9660 Transfers	2,478,300	701,700	1,520,000	0	0	0	0
Total Expenditures	4,494,481	2,659,230	3,492,160	1,202,110	1,361,436	2,096,749	1,271,779

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	0	6,796	37,417	37,417	34,284	39,631
Operating Expenses	2,016,181	1,957,530	1,965,364	1,164,693	1,324,019	2,062,465	1,232,148
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	2,478,300	701,700	1,520,000	0	0	0	0
Total Expenditures	4,494,481	2,659,230	3,492,160	1,202,110	1,361,436	2,096,749	1,271,779

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1762 Self-Insurance	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

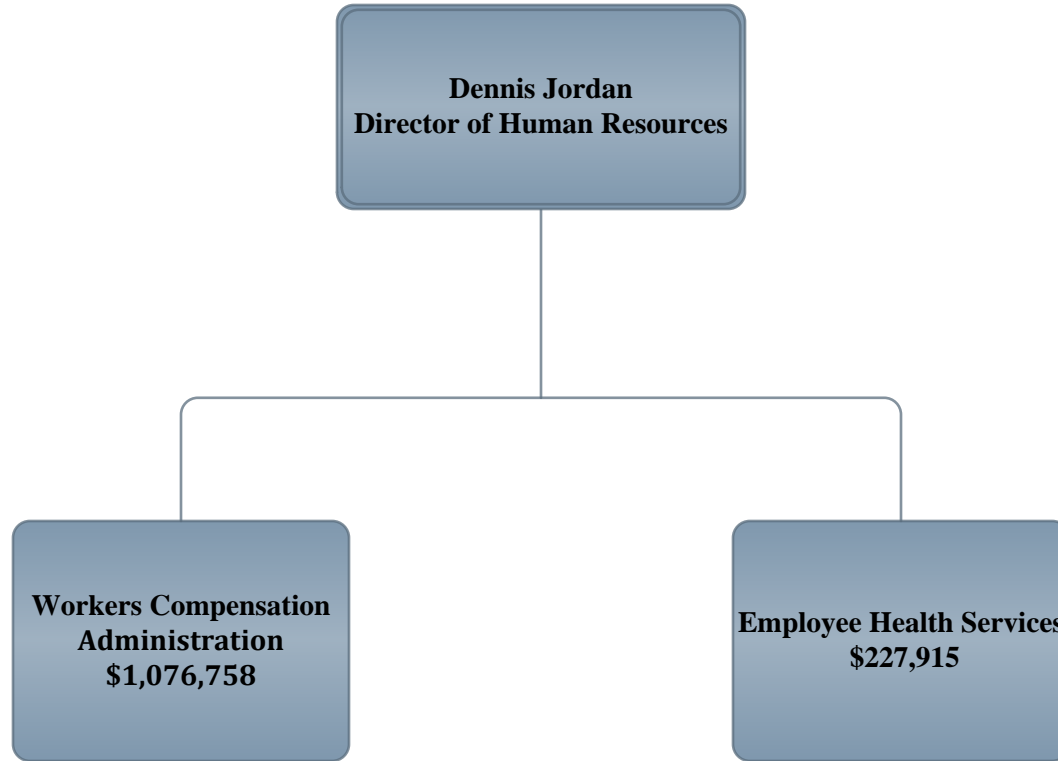
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**EXPENDITURE ANALYSIS DETAIL
2014/2015 APPROVED BUDGET**

677-1762 Self-Insurance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	20,801	City Clerk	0.15	11,596
Overtime	0	Deputy City Clerk	0.15	9,205
Fringe Benefits	18,830			
		Total Personnel	<u>0.30</u>	<u>20,801</u>
TOTAL	<u>39,631</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	0	FICA		1,591
Internal Services	8,153	Healthcare Benefits - Active		2,604
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,119,995	Pension		14,635
Maintenance Fees	4,000			
Other Contracted Fees	100,000	Total Fringe Benefits		<u>18,830</u>
TOTAL	<u>1,232,148</u>			
		TOTAL	<u>0.30</u>	<u>39,631</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>1,271,779</u></u>			

CITY OF SAGINAW
WORKERS COMPENSATION FUND – INTERNAL SERVICE FUND



WORKERS COMPENSATION (678)
RESOURCE ALLOCATION
2014/2015 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	1,291,570	WORKERS COMPENSATION ADMINISTRATION	1,076,758
INTEREST	4,850	EMPLOYEE HEALTH SERV.	227,915
OTHER REVENUES	8,253		
TOTAL RESOURCES	<u>1,304,673</u>	TOTAL APPROPRIATIONS	<u>1,304,673</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 job classification. The City utilizes the median of industrial rates to determine the

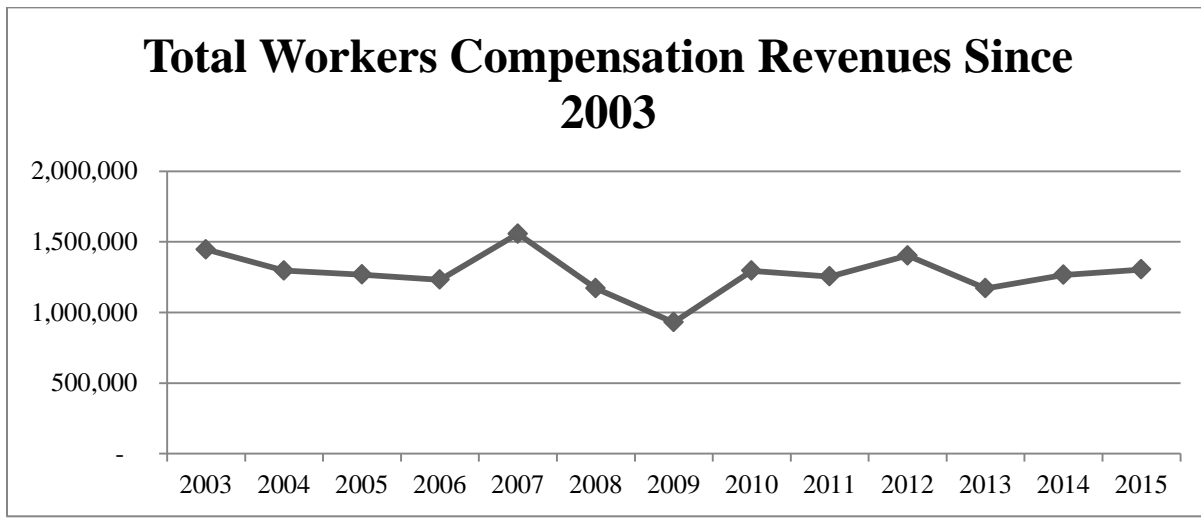
percentage to assess to each employment classification. Saginaw Bay Underwriters assists the City with determining those rates.

The Workers Compensation Fund revenues are budgeted at \$1,304,673 for FY 2015. This is an increase of \$39,348 from the FY 2014 Approved Budget. This increase in revenues is attributable to increases in rates charged to departments with high utilization.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
State Grants	0	0	0	0	0	0	0
Charge for Services	2,386,268	1,256,938	1,118,009	1,249,385	1,249,385	1,249,385	1,291,570
Interest and Rents	4,921	197	1,969	4,850	4,850	2,309	4,850
Other Revenues	7,228	145,740	51,070	11,090	11,090	150,860	8,253
Use of Fund Equity	0	0	0	2,837	2,837	0	0
Total Revenues	2,398,417	1,402,875	1,171,048	1,265,325	1,265,325	1,402,554	1,304,673

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2013 Actual Revenues, FY 2014 Approved Budget and FY 2015 Approved Revenues. As previously mentioned, the Workers Compensation Fund is based on a percentage of gross wages citywide. Since 2003, 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 FY 2013, the revenues began to

decline slightly. The FY 2014, revenues remained steady. In FY 2015, the revenues will increase slightly based on increased rates charged to higher use job classes.

EXPENDITURE BUDGET SUMMARY

The total Workers Compensation Fund expenditures are \$1,304,673 for FY 2015. This budget will increase 3.1% from the FY 2014 approved budgeted levels. *Personnel Services* increases by \$4,550 or 7.6%. This is due to increased pension and healthcare costs. The personnel complement remains the same as previous fiscal years. *Operating Expenses* decrease by a net \$1,024. The Workers Compensation Administration division

increases by \$23,984. This is due to increased allocations to workers compensation payments and claims and judgments. The Employee Health Services division increases by \$15,364. This is due to increases in professional services for the City’s Employee Assistance Program and also in general liability insurance premium renewals. There are no *Capital Outlay* purchases for FY 2015.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1750 Workers Compensation Administration	2,279,863	1,217,388	942,251	1,052,774	1,052,774	1,096,912	1,076,758
1751 Employee Health Services	118,363	175,485	220,416	212,551	212,551	194,204	227,915
Total Expenditures	2,398,226	1,392,873	1,162,667	1,265,325	1,265,325	1,291,116	1,304,673

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	45,850	50,032	55,103	59,461	59,461	59,579	64,011
Operating Expenses	2,352,376	1,342,841	1,107,564	1,205,864	1,205,864	1,231,537	1,240,662
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	2,398,226	1,392,873	1,162,667	1,265,325	1,265,325	1,291,116	1,304,673

SUMMARY OF POSITIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 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

Performance Measures/Metrics: Workers Compensation:

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Submit all Workers Compensation claims w/in 24 hours of receiving the completed paperwork	95%	96%	95%	96%	96%

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2014/2015 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
2014/2015 APPROVED BUDGET**

678-1751 Employee Health Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	29,067	Administrative Assistant I	0.60	29,067
Overtime	0			
Fringe Benefits	34,944	Total Personnel	<u>0.60</u>	<u>29,067</u>
TOTAL	<u>64,011</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	0	FICA		2,224
Internal Services	24,749	Healthcare Benefits - Active		4,130
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	139,155	Pension		28,590
Maintenance Fees	0	Total Fringe Benefits		<u>34,944</u>
Other Contracted Fees	0			
TOTAL	<u>163,904</u>	TOTAL	<u>0.60</u>	<u>64,011</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>227,915</u></u>			





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
2014/2015 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	30,000	RETIREE HEALTH	1,222,797
OTHER REVENUES	1,192,797		
TOTAL RESOURCES	<u>1,222,797</u>	TOTAL APPROPRIATIONS	<u>1,222,797</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 Budget Office 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

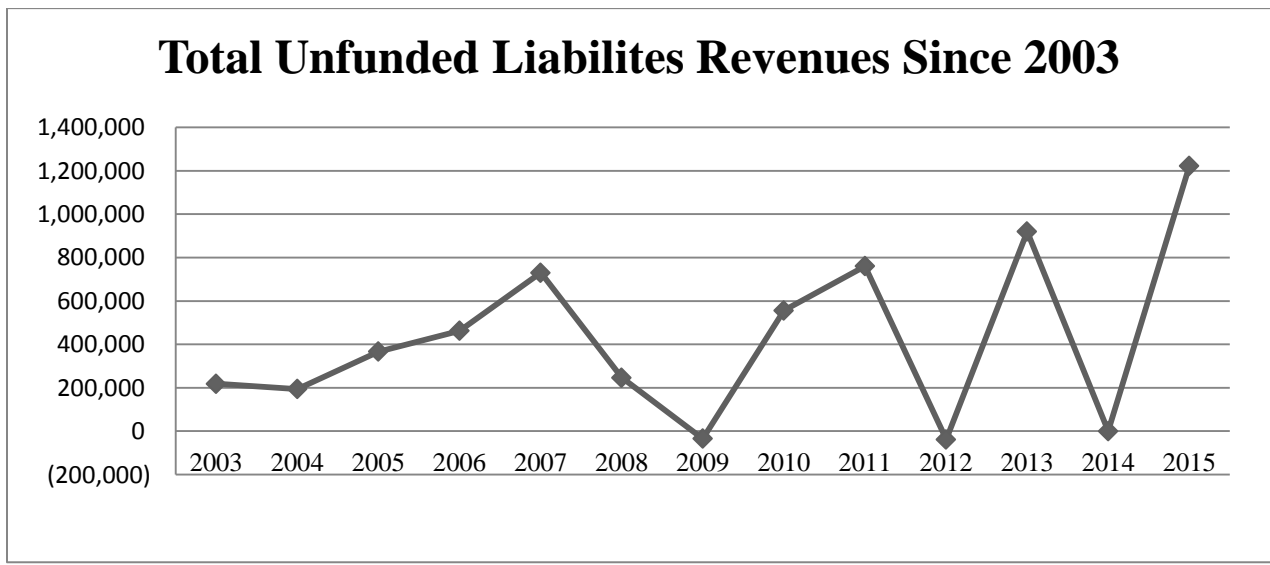
number of employees that retired from that fund. Another revenue sources for this fund are revenues received for interest on investments. Generally, this revenue is driven by market conditions and thereby fluctuates from year to year.

For FY 2015, the Unfunded Liabilities Fund’s revenues are \$1,222,797. This is a 100% increase from the previous fiscal year. This increase reflects the appropriation of fund equity to assist with the payment of retiree healthcare payment for the General Fund. The majority of the reserves appropriated are from the contribution that the General Fund has made to this fund. This is a one – time source of funding.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Interest and Rents	35,242	55,271	142,020	0	23,740	28,263	30,000
Other Revenues	564,759	(185,789)	(77,783)	0	31,646	41,180	0
Transfers from Other Funds	160,237	92,843	0	0	0	0	1,192,797
Total Revenues	760,238	(37,675)	64,237	0	55,386	69,443	1,222,797

REVENUE TRENDS



The above graph reflects actual numerical data from FY 2003 – FY 2013 as well as the FY 2014 and FY 2015 approved revenues. The dramatic fluctuation in revenues since FY 2003 is primarily attributed to the market conditions that affect the Other Post Employee Benefits (OPEB) investment portfolio as well as the appropriation of reserve revenues to pay for retiree health care. FY 2014, the City did not contribute any funds toward the OPEB obligation due to financial constraints. In FY 2015, the City expects to appropriate revenues to pay for the retiree healthcare for the General Fund that was not utilized in the previous fiscal year.

EXPENDITURE BUDGET SUMMARY

The total Unfunded Liabilities Fund Expenditures are \$1,222,797 for FY 2015. The City appropriates \$1,222,797 of reserve monies for the payment of retiree healthcare cost for the General Fund. These funds

represent amounts previously apportioned towards the OPEB Liability. These funds were supposed to have been appropriated in FY 2013 but were not.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
8525 Retiree Health	0	0	0	0	0	0	1,222,797
8559 Increase Fund Equity	0	0	0	0	55,386	69,443	0
Total Expenditures	0	0	0	0	55,386	69,443	1,222,797

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	0	0	0	0	0	0	1,222,797
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	55,386	69,443	0
Total Expenditures	0	0	0	0	55,386	69,443	1,222,797

**FOREST LAWN CEMETERY (711)
 RESOURCE ALLOCATION
 2014/2015 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

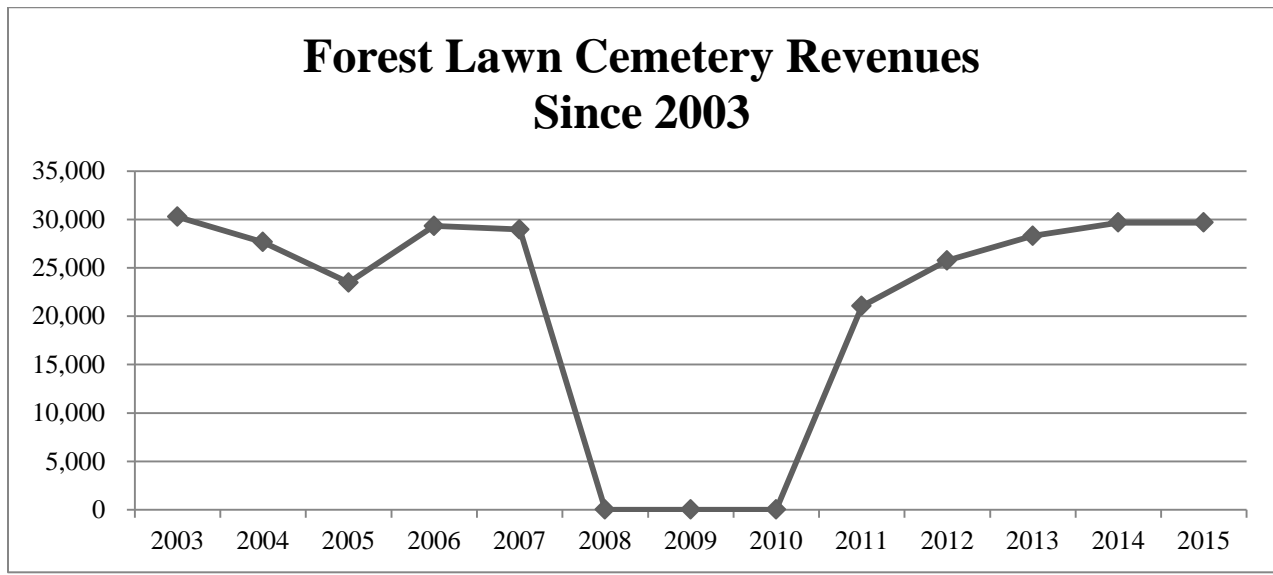
income will be used annually for the general care and maintenance of each city-owned cemetery.

For FY 2014/15, the Forest Lawn Cemetery Fund revenues are \$29,674. This is same level of revenues compare to the previous fiscal year. A calculation was completed for the percentage breakdown between Forest Lawn Cemetery and Oakwood Cemetery, based on size of the cemetery, the 25% of the sales of lots and single graves were appropriated.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Charge for Services	21,047	25,750	28,305	29,674	29,674	32,607	29,674
Use of Fund Equity	0	0	0	0	0	0	0
Total Revenues	21,047	25,750	28,305	29,674	29,674	32,607	29,674

REVENUE TRENDS



The above graph reflects numerical data from FY 2003– FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 Approved Revenues. From FY 2001- 2005, 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 2005-2006, the city realized a slight increase in the amounts collected. From FY 2006 – 2007, the fund realized a decrease in revenues. 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 Controllars Office. From FY 2011 – 2013 this misallocation was corrected and revenues are recognized in this fund throughout the year. From FY 2011 – 2014 approved, the City realized an upward trend in revenues. In FY 2014 – 2015 Approved, the city will generate \$ 29,674 in revenues, which is the same compared to the previous fiscal year.

EXPENDITURE BUDGET SUMMARY

Forest Lawn Cemetery Fund will be \$29,674 for FY 2015. This is the same level of expenditures compare to 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

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1747 Cemeteries	0	0	207	0	0	0	0
8559 Increase Fund Equity	21,047	25,750	0	29,674	29,674	32,607	29,674
Total Expenditures	21,047	25,750	207	29,674	29,674	32,607	29,674

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 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	21,047	25,750	207	29,674	29,674	32,607	29,674
Total Expenditures	21,047	25,750	207	29,674	29,674	32,607	29,674

**OAKWOOD CEMETERY (712)
RESOURCE ALLOCATION
2014/2015 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

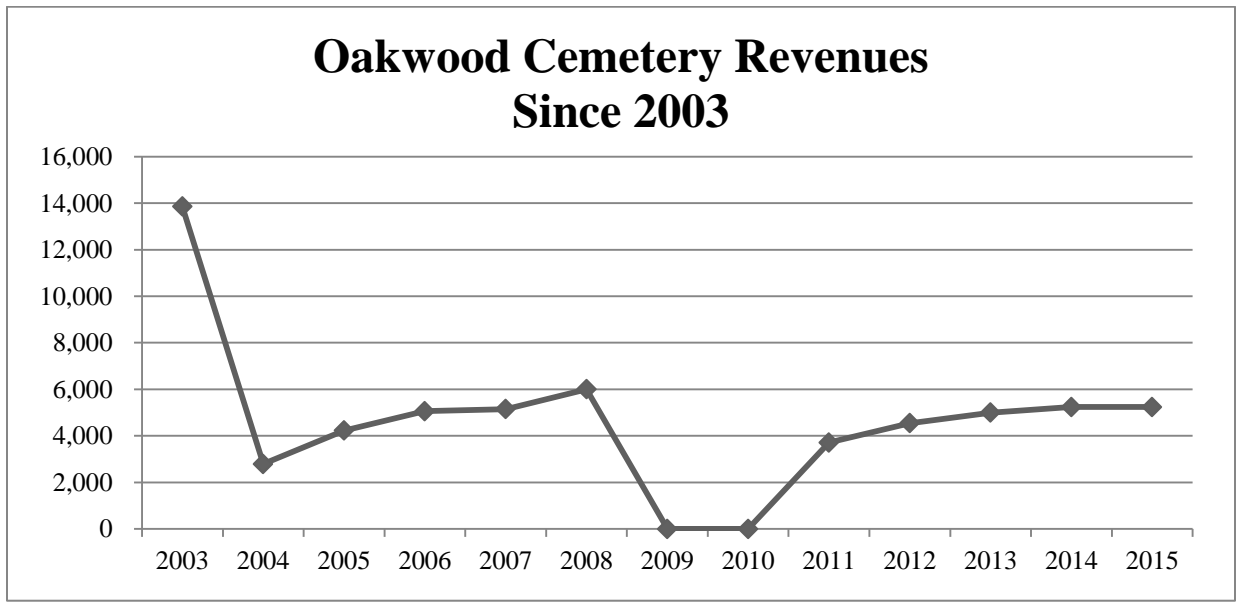
and single graves, to the cemeteries trust funds. This income will be used annually for the general care and maintenance of each city-owned cemetery.

For FY 2014/15, the Oakwood Cemetery Fund revenues are projected to be the same at the previous FY at \$5,263. A calculation was completed for the percentage breakdown between Forest Lawn Cemetery and Oakwood Cemetery, based on size of the cemetery.

SUMMARY OF REVENUES

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Charge for Services	3,714	4,544	4,995	5,236	5,236	5,754	5,236
Use of Fund Equity	0	0	0	0	0	0	0
Total Revenues	3,714	4,544	4,995	5,236	5,236	5,754	5,236

REVENUE TRENDS



The above graph reflects numerical data from FY 2003 – FY 2013 Actual Revenues, FY 2014 Approved Revenues, and FY 2015 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 Controllars Office.

From FY 2011 – 2013 this misallocation has been corrected and revenues are recognized in this fund throughout the year. FY 2014-2015 Approved Revenues and beyond are expected to trend upward.

EXPENDITURE BUDGET SUMMARY

Oakwood Cemetery Fund are \$5,236, for FY 2015. This represents no increase 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.

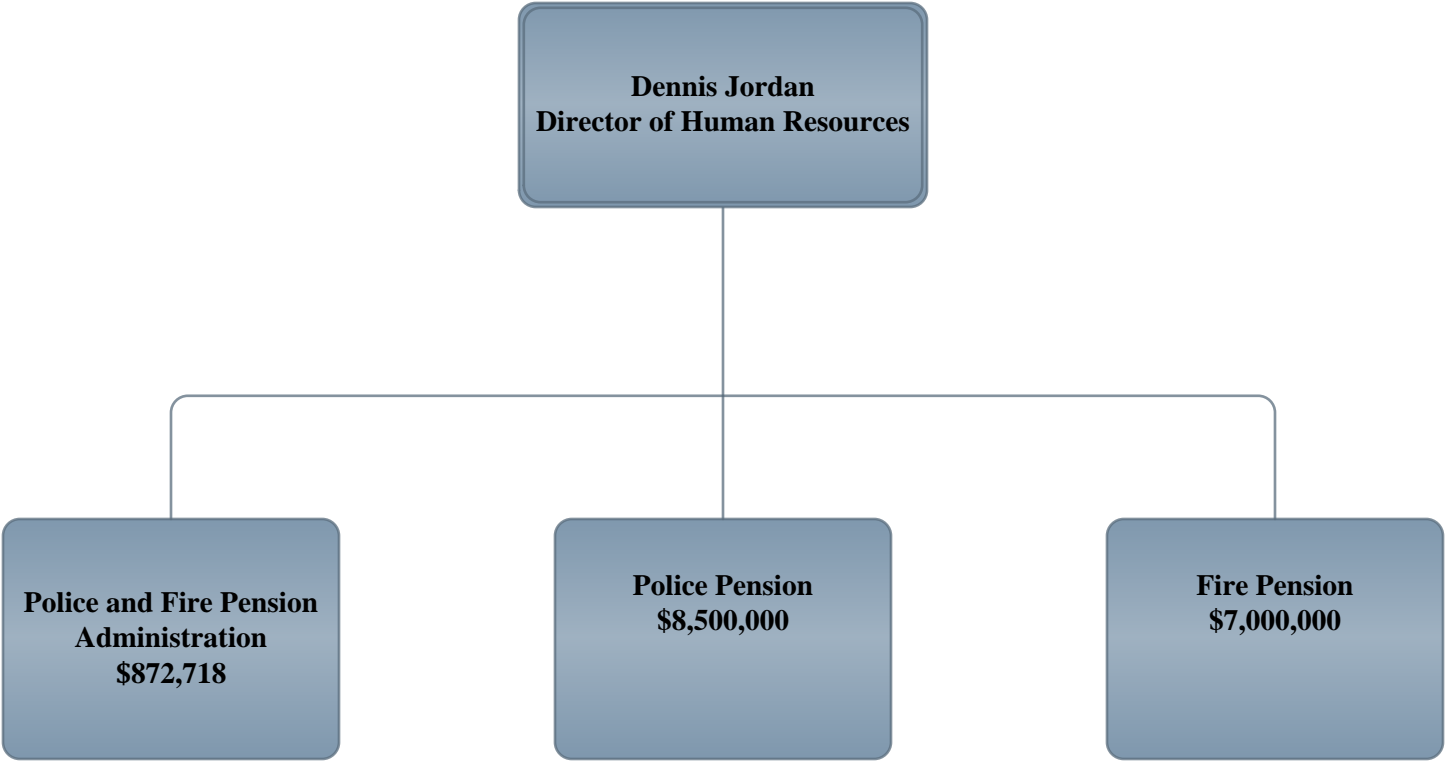
FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1747 Cemeteries	0	0	62	5,236	0	0	0
8559 Increase Fund Equity	3,714	0	0	0	5,236	5,754	5,236
Total Expenditures	3,714	0	62	5,236	5,236	5,754	5,236

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 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	3,714	0	62	5,236	5,236	5,754	5,236
Total Expenditures	3,714	0	62	5,236	5,236	5,754	5,236

CITY OF SAGINAW
POLICE AND FIRE PENSION FUND – FIDUCIARY FUND



POLICE AND FIRE PENSION FUND (732)
RESOURCE ALLOCATION
2014/2015 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	6,110,074	POLICE AND FIRE PENSION	872,718
INTEREST AND RENTS	2,952,624	POLICE PENSION	8,500,000
OTHER REVENUES	7,310,020	FIRE PENSION	7,000,000
TOTAL RESOURCES	<u>16,372,718</u>	TOTAL APPROPRIATIONS	<u>16,372,718</u>

POLICE AND FIRE PENSION FUND

REVENUE BUDGET SUMMARY

In accordance with Chapter XVI of Policemen and Firemen Retirement System, of the City of Saginaw's City Charter, the Police and Fire Pension Fund have been established. This fund accounts for asset accumulated for the payment of retirement benefits for City Police and Fire personnel. Benefits for retired members are paid from this fund and 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 are made up by representatives from City Council, City Administration, Police and Fire Personnel

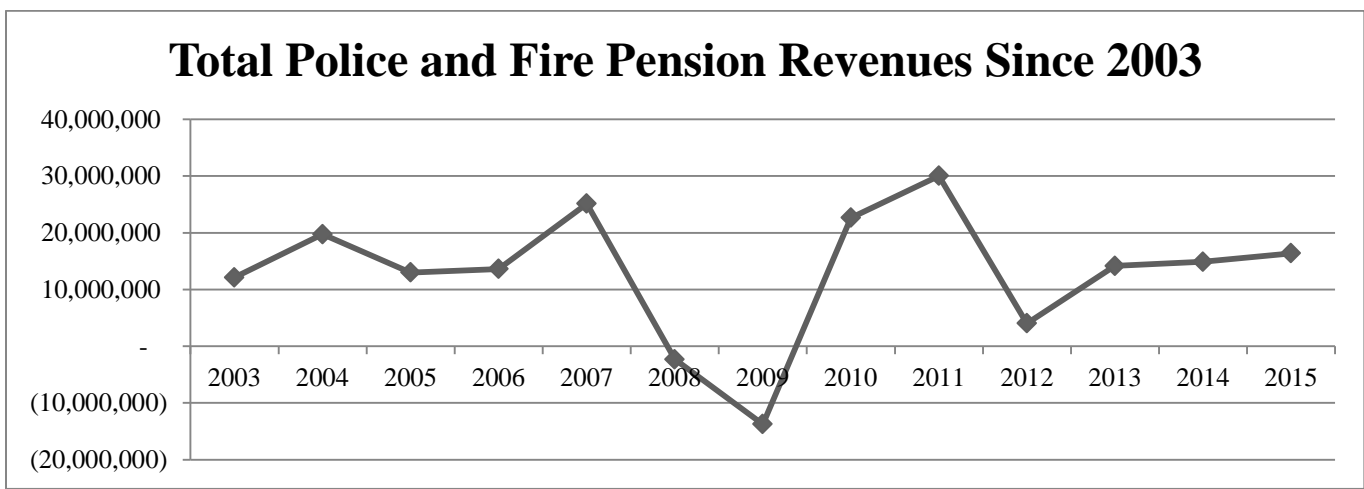
and Police and Fire Retirees. Although it is governed by a separate board, in accordance with City Charter, this fund must be reflected in its annual approved budget.

In FY 2015, the Police and Fire Pension Fund is budgeted at \$16,372,718. This represents a \$1,498,575, or 10.08% increase from the FY 2014 Approved Budget. The increase in revenues is attributed to an increase in the required pension contribution. Because the valuation is completed in the arrears, the required pension contribution amount is a reflection of market conditions in FY 2012. In addition, a higher appropriation of fund reserve is utilized to cover the increased use of the system by recent retirees.

SUMMARY OF REVENUES

	2010/11	2011/12	2012/13	2013/14	2013/14	2013/14	2014/15
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charge to Other Funds	4,469,001	5,473,418	6,015,990	6,046,388	6,046,388	6,046,358	6,110,074
Interest and Rents	3,058,914	3,069,706	3,120,470	2,952,624	2,986,330	3,070,434	2,952,624
Other Revenues	2,503,895	(4,515,618)	9,877,491	5,875,131	12,834,595	30,237,767	7,310,020
Total Revenues	10,031,810	4,027,506	19,013,951	14,874,143	21,867,313	39,354,559	16,372,718

REVENUE TRENDS



The above graph reflects actual revenues from FY 2003 – FY 2013 as well as the approved revenues for FY 2014 and FY 2015. The fluctuation in the revenues trends listed above is a direct result of fluctuations in market conditions. Although in FY 2009, the City realized a loss on investments of approximately \$22 million, from FY 2010 and FY 2011, the City began to realize a net gain on investments. For FY 2012, a significant reduction in revenues was realized. The 2013 fiscal year reflect a rebound in the portfolio from FY 2012. This trend continues through FY 2015.

EXPENDITURE BUDGET SUMMARY

The total Police and Fire Pension Fund expenditures are \$16,372,718 for the 2015 Approved Budget. This represents an increase of \$1,498,709, or 10.08%. *Personnel Services* increase \$1,501,533, from FY 2014. This 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* decrease approximately \$2,958, or -.36% from the previous fiscal year. This decrease is attributed to a reduction in professional services fees because of changes in the investment portfolios. The City did not budget for any *Capital Outlay* or *Miscellaneous Expenditures* in FY 2015.

FUNDING LEVEL SUMMARY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1765 Police and Fire Pension Administration	723,018	721,296	765,758	872,143	887,488	595,063	872,718
1766 Police Pension	6,853,374	7,374,551	7,987,093	7,700,000	8,450,000	8,398,689	8,500,000
1767 Fire Pension	5,937,927	6,348,041	6,875,350	6,302,000	7,011,556	6,945,977	7,000,000
8559 Use of Fund Equity	0	0	0	0	5,518,269	5,518,269	0
Total Expenditures	13,514,319	14,443,888	15,628,201	14,874,143	21,867,313	21,457,998	16,372,718

FUNDING LEVEL BY CATEGORY

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
Personnel Services	12,836,982	13,796,545	14,936,981	14,057,632	15,517,188	15,457,916	15,559,165
Operating Expenses	677,337	647,343	691,220	816,511	831,856	481,813	813,553
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	5,518,269	5,518,269	0
Total Expenditures	13,514,319	14,443,888	15,628,201	14,874,143	21,867,313	21,457,998	16,372,718

SUMMARY OF POSTIONS

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Approved	2013/14 Adjusted	2013/14 Projected	2014/15 Approved
1765 Police and Fire Pension Administration	0.45	0.85	0.85	0.60	0.60	0.60	0.60
Total Positions	0.45	0.85	0.85	0.60	0.60	0.60	0.60


The Police and Fire Pension Fund’s complement for the 2015 Approved budget is .60 employees. This is the same as the previous fiscal year.

Performance Measures/Metrics: Police and Fire Pension Fund:

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 2014 Goal	<i>FY 2014 Actual</i>	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percentage of times agenda materials and meeting minutes are provided at least two days prior to the date of the upcoming meeting	100%	78%	100%	100%	100%
Complete the annual pension valuation reports within six months of the fiscal year ending	<i>Compliance</i>	Compliance	Compliance	Compliance	Compliance

 Special projects and an increase in departmental work load were heavier than normal and prohibited meeting these deadlines each by one day.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2014/2015 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
2014/2015 APPROVED BUDGET**

732-1765 Police & Fire Pension

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2014/ 2015 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	31,404	Assist. Dir. of Employee Serv.	0.45	27,972
Overtime	0	Employee Services Support	0.15	3,432
Fringe Benefits	27,761			
		Total Personnel	<u>0.60</u>	<u>31,404</u>
TOTAL	<u>59,165</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	0	FICA		2,488
Internal Services	32,477	Healthcare Benefits - Active		4,112
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	624,876	Pension		21,161
Maintenance Fees	14,350			
Other Contracted Fees	141,850	Total Fringe Benefits		<u>27,761</u>
TOTAL	<u>813,553</u>			
		TOTAL	<u>0.60</u>	<u>59,165</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>872,718</u></u>			





CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENT PLAN

FY 2014/15 – FY 2019/20

OVERVIEW

The City of Saginaw annually compiles a six-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 six-year program from FY 2014/15 to FY 2019/20 is \$67,514,525. The FY 2014/15 Capital Improvement Plan consists of Capital purchase requests in the amount of \$21,736,085, of which only \$11,489,050 have been included in the 2014/15 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 2014/15 – FY 2019/20

Total capital project requests for FY 2015 are projected to be \$67,514,525 of which \$21,736,085 is designated for FY 2014/2015 Budget. However, due to fiscal constraints, only approximately \$11,489,050 has been incorporated in the FY 2014/2015 Budget. Most of the capital projects are based in Streets, Water, and Sewer for infrastructure projects.

The city budgets expenditures for all capital projects in the individual funds. Below is a discussion of the major capital projects budgeted in FY 2015. For the purpose of this discussion section, a major capital project is defined as any projected budgeted at \$500,000 or more in FY 2015. A five year summary report is provided after this section for all projects included in the Capital Improvement Plan.

Remington Street Reconstruction

This has been budgeted in FY 2015 at \$1,670,000 to reconstruct the roadway with 12 inch sand sub-base, 8 inch aggregate base and 6 inch HMA Pavement; install ADA sidewalk ramps; construct new 8 inch water main; and, replace all manholes, catch basins and catch basin leads on Remington Street from Michigan Avenue to Mason Street. Road will be constructed to a two lane cross section.

East Genesee Road Rehabilitation

This project has been budgeted in FY 2015 at \$1,675,000. This project will mill and resurface pavement with 2 inches of asphalt; construct full-depth concrete joint repairs as needed; and construct ADA sidewalk ramps from Harold to Hess. Construct new 16 inch water main on E. Genesee Avenue from Harold Street to Webber and replace all water leads and fire hydrants from Harold to Hess. Abandon 6 inch water main between Webber and Hess and tie all leads, crossing and fire hydrants into the existing 12 inch water main on the east side of the road. Costs include design and construction staking and testing.

Influent Bar Screen Project

\$1,000,000 has been budgeted for the Influent Bar Screen Project in the FY 2015 Approved Budget. This project includes modifications to the Wastewater Treatment Plant Influent Pump Station. The modifications will include replacement of the bar screens, an automated cleaning mechanism, access and ventilation improvements.

Clean, Line, Replace Low-Flowing Water Meters

Eighty percent of our water main system is 80 years or older. We need 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.

Cooper Street Relining Water Main

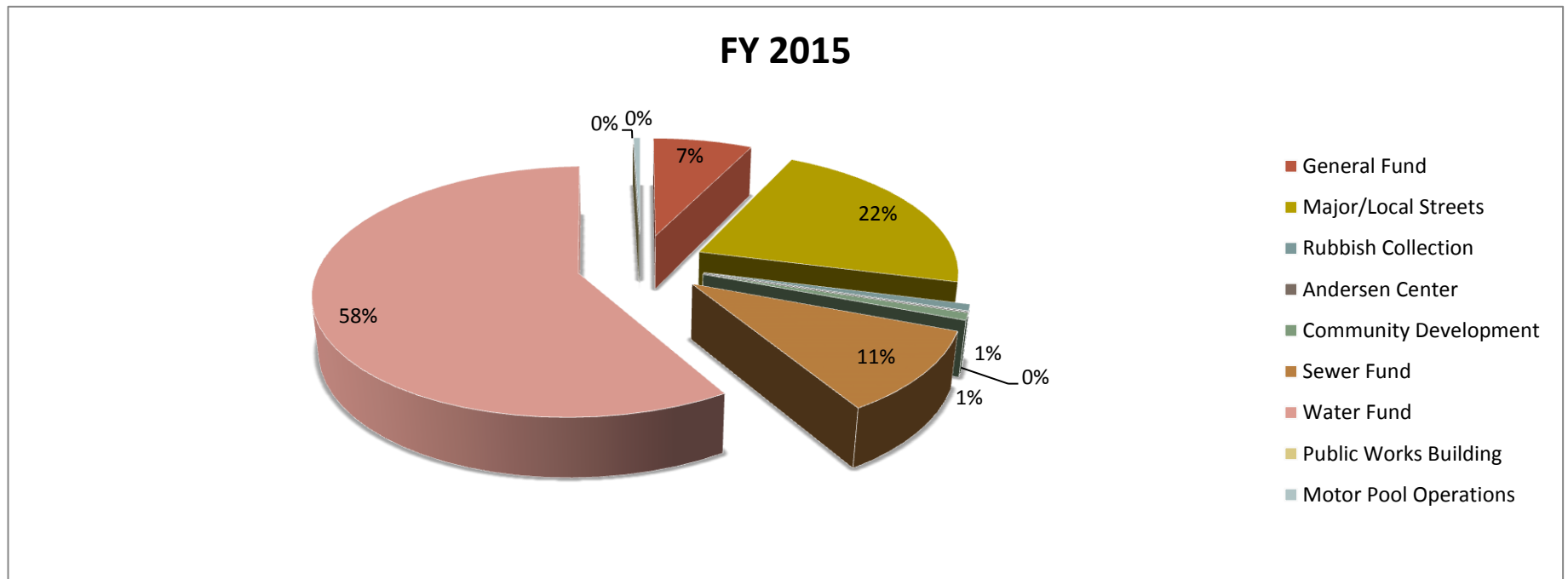
This project is budgeted at \$500,000 in FY 2015. Cooper Street water main was installed in 1978 and currently has corrosion problems. To help prevent future water loss, to prevent any catastrophic failures, and to prevent disruption to hospital traffic, the City is opting to reline the water main.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN
SUMMARY OF REVENUES AND EXPENDITURES
FY 2015 - FY 2020**

Projected Revenues	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
General Fund	907,240	509,800	174,400	464,400	687,400	525,000	3,268,240
Major/Local Street	169,000	145,000	145,000	117,000	208,000	232,540	1,016,540
Rubbish Collections	178,500	41,000	41,000	13,000	13,000	15,000	301,500
Andersen Center	9,000	9,000	9,000	0	0	0	27,000
Sewer Fund (user fees/bond)	2,296,500	597,750	69,500	366,800	156,000	432,420	3,918,970
Water Fund (user fees/bond)	12,644,500	7,357,750	272,000	6,110,065	10,930,000	6,243,240	43,557,555
Public Works Building	0	0	0	140,000	42,000	42,000	224,000
Motor Pool Operations	107,000	41,700	18,000	30,200	25,000	0	221,900
State of Michigan Act 51	993,500	544,750	601,500	419,400	105,000	405,200	3,069,350
County	120,000	0	0	0	0	0	120,000
Federal Grant	4,113,845	1,972,325	1,676,500	1,374,800	320,000	1,400,000	10,857,470
Federal (CDBG)	197,000	227,000	227,000	227,000	27,000	27,000	932,000
TOTAL RESOURCES	21,736,085	11,446,075	3,233,900	9,262,665	12,513,400	9,322,400	67,514,525
Estimated Expenditures	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
General Fund	1,582,240	934,800	174,400	464,400	687,400	525,000	4,368,240
Major/Local Streets	4,721,345	2,237,075	2,423,000	1,911,200	633,000	2,037,740	13,963,360
Rubbish Collection	178,500	41,000	41,000	13,000	13,000	15,000	301,500
Andersen Center	9,000	9,000	9,000	0	0	0	27,000
Community Development	197,000	227,000	227,000	227,000	27,000	27,000	932,000
Sewer Fund	2,296,500	597,750	69,500	366,800	156,000	432,420	3,918,970
Water Fund	12,644,500	7,357,750	272,000	6,110,065	10,930,000	6,243,240	43,557,555
Public Works Building	0	0	0	140,000	42,000	42,000	224,000
Motor Pool Operations	107,000	41,700	18,000	30,200	25,000	0	221,900
TOTAL APPROPRIATIONS	21,736,085	11,446,075	3,233,900	9,262,665	12,513,400	9,322,400	67,514,525

**CITY OF SAGINAW
CIP PROJECTS FOR FY 2015-2020**

PROJECTS	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
General Fund	1,582,240	934,800	174,400	464,400	687,400	525,000	4,368,240
Major/Local Streets	4,721,345	2,237,075	2,423,000	1,911,200	633,000	2,037,740	13,963,360
Rubbish Collection	178,500	41,000	41,000	13,000	13,000	15,000	301,500
Andersen Center	9,000	9,000	9,000	0	0	0	27,000
Community Development	197,000	227,000	227,000	227,000	27,000	27,000	932,000
Sewer Fund	2,296,500	597,750	69,500	366,800	156,000	432,420	3,918,970
Water Fund	12,644,500	7,357,750	272,000	6,110,065	10,930,000	6,243,240	43,557,555
Public Works Building	0	0	0	140,000	42,000	42,000	224,000
Motor Pool Operations	107,000	41,700	18,000	30,200	25,000	0	221,900
TOTAL APPROPRIATIONS	21,736,085	11,446,075	3,233,900	9,262,665	12,513,400	9,322,400	67,514,525



**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN
SUMMARY OF EXPENDITURES BY TYPE AND PROJECT
FY 2015 - FY 2020**

Expenditure Types	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Architecture/Engineering	407,100	367,100	0	50,000	125,000	235,000	1,184,200
Construction/Acquisition	11,774,745	7,284,875	1,956,200	4,616,000	2,200,000	6,189,000	34,020,820
Equipment	333,000	157,000	200,000	318,000	186,000	85,000	1,279,000
Vehicles	1,581,960	704,100	395,400	428,600	591,400	582,400	4,283,860
Other	7,639,280	2,933,000	682,300	3,850,065	9,411,000	2,231,000	26,746,645
	21,736,085	11,446,075	3,233,900	9,262,665	12,513,400	9,322,400	67,514,525

Project Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Routine Replacement	10,222,400	2,607,400	27,000	2,309,000	2,387,000	2,547,000	20,099,800
Rehabilitation or Enhancement	7,242,430	7,853,575	2,811,500	5,881,065	1,842,000	2,826,000	28,456,570
Efficiency Project	550,000	281,000	0	644,000	7,693,000	3,367,000	12,535,000
New/Expansion	2,139,295	0	0	0	0	0	2,139,295
Vehicles	1,581,960	704,100	395,400	428,600	591,400	582,400	4,283,860
	21,736,085	11,446,075	3,233,900	9,262,665	12,513,400	9,322,400	67,514,525

**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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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COMMUNITY PUBLIC SAFETY - POLICE

3514/ 7575	Replace Entire Roof at CPS - Police	GF	70,000	0	0		0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
TOTAL PROJECT COST									<u>70,000</u>

Analysis and Explanation:

The roof at the police department is stil leaking very badly when it rains. The water flowing in is ruining ceiling tiles, light covers, and paint on the walls. There is a concern that thewater may damage servers in the support services area which is very expensive to replace. The constant moisture could aslo lead to black mold and in unhealthy work environment.

Operational Impact

If the roof is not fixed, the cost o repair the building will continue to increase. The continuous moisture is causing damage to the interior of the building. If black mold becomes a problem, then the building may become unusable until the repairs have taken place and the mold removed.

3514	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 indoor 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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
3514	Detective Bureau Vehicles	GF	50,400	0	50,400	50,400	50,400	50,400	50,400
If deferred:	Other alternative are being sought.	Priority	1						
							TOTAL PROJECT COST		<u>302,400</u>
Analysis and Explanation:									
The purchase of three unmarked cars for the detectives. Three vehicles should be purchased each year to cycle in new vehicles and cycle out old ones.									
Operational Impact									
Without creating a purchasing rotation starting in FY 2015, the city could face buying ten to twelve new unmarked cars for the detective bureau all at one time.									
4480	Police Patrol Vehicles	GF	124,000	0	124,000	124,000	124,000	124,000	124,000
If deferred:	Deferred due to fiscal constraints.	Priority	1						
							TOTAL PROJECT COST		<u>744,000</u>
Analysis and Explanation:									
Purchasing of four new patrol cars each year. The average cost of a patrol car is \$23,000 and another \$8,000 to equip them as police vehicles.									
Operational Impact									
The police care fleet is aging with several cars over 100,000 miles. Industry standards suggest removing patrol cars out of the fleet after 75,000 miles. Vehicles become increasingly unsafe a patrol vehicle when operated passed the 75,000 mile mark.									
3514	Elevator Alteration	GF	70,380	0	0		0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	2						
							TOTAL PROJECT COST		<u>70,380</u>
Analysis and Explanation:									
The elevator needs to be replaced.									
Operational Impact									
MIOSHA requires acces to the second floor of the police department for physically handicapped individuals. The elevator has been broken for several months at a time on various occasion. The elevator repair company continues to advise that the elevator needs to be replaced and that any repair is just temporary. Failing to replace the elevator and continuing to allow the elevator to be unusable for several months at a time could put the POD and the City in jeopardy of violation MIOSHA standards.									
							TOTAL COMMUNITY PUBLIC SAFETY - POLICE		<u>1,216,780</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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
COMMUNITY PUBLIC SAFETY - FIRE									
3551	Repair/Replace Fire Station One Parking Area, Approach and Rear Drive	GF	35,000	0	0		0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	2				TOTAL PROJECT COST		35,000
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.									
Operational Impact									
Station 1 is the face of the Saginaw Fire Department. 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	2				TOTAL PROJECT COST		10,800
Analysis and Explanation:									
The heating system on the apparatus floor of Station #4 needs to be replaced. This system maintains the temperature at a constant level. It is imperative that the temperature in the apparatus bay is maintained to prevent freezing and allow Engine 4 to remain ready to									
Operational Impact									
Replacement of the heating system on the apparatus floor of Station #4 will maintain Engine #4 in a constant state of readiness and prevent any possible adverse affects of freezing temperatures. A new heating system will also help the city realize some potential cost savings with a new and more efficient system.									
3551	Apparatus Replacement - Engines 1	GF	425,000	0	0		0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1				TOTAL PROJECT COST		425,000
Analysis and Explanation:									
The City is requesting \$320,000 to purchase a 2000 gpm, Class A Pumper. This would replace Engine 1 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									
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									

**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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
3551	Repair/Resurface Fire Station #3 Concrete Apparatus Platform	GF	21,600	0	0			0	0
If deferred:	Deferred due to financial constraints	Priority	3						
TOTAL PROJECT COST									<u>21,600</u>

Analysis and Explanation:

The concrete platform at station #3 needs to be replaced due to large sections that are cracked and free-floating. This is needed to ensure the engine #3 can respond to emergencies as quickly and efficiently as possible.

Operational Impact

Replacement of the concrete platform at Station #3 would allow fire apparatus to enter and exit the building safely. The current concrete platform has sections that are free floating which means that they move and shoft under the weight of the 30,000 pound apparatus moving over them. Replacement of the platform would provide a solid and safe surface for tfire apparatus and may prevent any further damage.

3551	Self-Contained Breathing Apparatus (SCBA) Inventory Replacement	GF	250,000	0	0			0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
TOTAL PROJECT COST									<u>250,000</u>

Analysis and Explanation:

Self-contained breathing apparatus (SCBA) are a critical part of our firefighter's personal protective equipment. They provide a supply of fresh breathing air for firefighters while they are working in hazardous environments. SCBAs are used at fire scenes during interior structural firefighting operations and at any time firefighters are exposed to the hazardous by-products of combustion of the fire ground. SCBAs are also utilized when firefighters are working in hazardous environments at incidents involving hazardous materials, confined spaces, or weapons of mass destruction.

Operational Impact

Our current inventory of self-contained breathing apparatus were purchased in 2006 with funding provided by a FEMA Assistance to Firefighter grant. Based on previous experience and predicted usage, these units were projected to last approximately 10 years before needing replacement. Due to the heavy fire load our firefighters are exposed to and weat and tear the SCBAs have recieved, maintenance costs have increased and the units are now in need of replacement. SCBAs are the single most importan piece of safety equipment used in the fire service. Purchasing new SCBAs will provide our personnel the best safety equipment possible which will allow the fire department to provide the possible protection for the citizens of saginaw.

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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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3551	Replace Roof Fire Station #1	GF	25,000	0	19,400		0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
TOTAL PROJECT COST								<u>44,400</u>	

Analysis and Explanation:
 Station #1 was originally built in 1939 and was re-roofed in 1992. Several large and small patches have been applied to repair leaks and weather damage throughout the years following. Roof leaks continue to cause interior wall and ceiling damage which has the potential of leading to mold infestation. The project is divided in to two fiscal years to lesson the financial impact on the city. The roof is separated by two distinct levels of roofing due to the building design. The upper roof would be completed 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. Replacing the rood now will provide many years of continued use and a safe work environment for our personnel.

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
 Replacing Station #2's roof would help us maintain a safe working environemnt for fire personnel and the public that may vist the facility.

**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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20	
3551	Rescue Boat Replacement	GF	20,000	0	0			0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	2							
							TOTAL PROJECT COST			<u>20,000</u>

Analysis and Explanation:

CPS-Fire provides water and ice rescue services on the Saginaw River within the city limits of Saginaw. CPS-Fire currently uses a 14' inflatable style rescue boat with a motor as our platform for all water and ice related rescues. The current rescue boat has a 25 horsepower motor mounted on it and it is stored on a trailer and housed at station #2. The current boat is over 24 years old and needs replacement due to wear and age.

Operational Impact

The replacement of our rescue boat will improve our operation by providing our personnel a safe and reliable platform to work from while responding to water and ice rescue incidents. Due to its age and wear and tear received, our current boat has developed several leaks in its air bladder and it is no longer repairable. Ice and water related incidents are becoming more and more prevalent with the increased volume of watercraft users, fisherman, and motorists who use or transit the Saginaw River. A new rescue boat will provide our personnel the best opportunity the rescue individuals involved in water or ice incidents while substantially improving the level of safety we provide for our personnel.

3551	Replacement of the Breathing Air Cascade System at Station #1	GF	45,000	0	0			0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1							
							TOTAL PROJECT COST			<u>45,000</u>

Analysis and Explanation:

The existing breathing air supply, cascade system housed at Station #1 was purchased and installed in 1983. Parts are not always available and repairs are becoming more difficult. Reliability has become a serious concern. This unit provides the clean, pressurized, breathable air that our personnel use in their self-contained breathing apparatus. The breathing air supply cascade system is a vital component of our SCBA program.

Operational Impact

It is imperative that we maintain a reliable breathing air system for our personnel. The replacement of the breathing air, cascade system at Station #1 would ensure that we are utilizing the most current technology and providing the most dependable source of breathing air for our firefighters' self-contained breathing apparatus.

TOTAL COMMUNITY PUBLIC SAFETY - FIRE 871,800

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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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CEMETERIES

1747	Repair Building and Upgrade Electrical and Security System to Storage Building	GF	0	0	18,000		18,000	0	0
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If deferred:	Scheduled for FY 2015 and beyond	Priority	1				TOTAL PROJECT COST		<u>36,000</u>
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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

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

1747	Replace Chapel Roof, Interior Walls, Ceiling, and Cooling System	GF	0	0	25,000		10,000	0	0
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If deferred:	Scheduled for FY 2015 and beyond	Priority	1				TOTAL PROJECT COST		<u>35,000</u>
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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

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.

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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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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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 35,000

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 118,000

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

TOTAL CEMETERIES 224,000

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
<u>INSPECTIONS AND NEIGHBORHOOD SERVICES</u>									
4480	Purchase of Inspector Vehicles (2)	GF	38,560	0	0			0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
							TOTAL PROJECT COST	<u>38,560</u>	
Analysis and Explanation: Purchase of two new Chevrolet Cruz vehicles for inspector transportation. Cost estimate based on MSRP.									
Operational Impact The Inspections vehicles are all old and spend a great deal of time being repaired, reducing our effectiveness. When this occurs, inspectors must share vehicles. Inspections has not purchased any new vehicles since 2007.									
3868	Right-Hand Vehicle for Parking Enforcement Officer	GF	35,000	0	0			0	0
If deferred:	Under consideration based on revenues	Priority	1						
							TOTAL PROJECT COST	<u>35,000</u>	
Analysis and Explanation: Right Hand Drive Vehicle for Parking Enforcement. Estimated cost based on a quote acquired last year.									
Operational Impact Parking enforcement is in dire need of an appropriate enforcement vehicle. The use of a right hand drive vehicled will increase efficiency and likely off set the cost of the vehicle. Additionally, using a left hand drive vehicle creates safety hazards for our employees.									
3868	Truck for Environmental Improvement	GF	35,000	0	0			0	0
If deferred:	Under consideration based on revenues	Priority	1						
							TOTAL PROJECT COST	<u>35,000</u>	
Analysis and Explanation: Purchase of a 3/4 ton pick-up truck with snow plow estimated. Estimated cost based on similar vehicles available at local dealership and a plow recently purchased by the Fire Department.									
Operational Impact Due to the age of the current vehicle used by environmental improvement, repairs will likely begin to exceed to the depreciated value of the vehicle. Additionally, by adding a plow truck to our fleet would allow us to use the vehicle to assist parking operations in									
							TOTAL INSPECTIONS AND NEIGHBORHOOD SERVICES	<u>108,560</u>	

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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									
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		<u>113,000</u>

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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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 themn 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.

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
4480	Facilities Maintenance Chevy 3/4 Ton, 4x4 (Vehicle #207)	GF	40,000	0	0		0	0	0
If deferred:	Deferred due fiscal constraints	Priority	1						
TOTAL PROJECT COST									<u>40,000</u>
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.									
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									<u>91,000</u>
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 visibility 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.									
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:									

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
	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 hazzard. 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.									
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.									

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20	
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><u>75,000</u></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.										
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><u>139,000</u></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									<u><u>1,327,000</u></u>	

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
<u>STREETS (MAJOR AND LOCAL)</u>									
4655	Snow Plows- Double Axle	MS/RC	130,000	0	130,000	130,000	130,000	130,000	0
If deferred:	Purchase via Financing	Priority	1						
TOTAL PROJECT COST									<u>650,000</u>
Analysis and Explanation:									
Streets has three specialized trucks that were purchased in 2000. These trucks have multiple electrical and trasmission issues. They also are not capable ot being mounted with front plows. Replace three specialized trucks in FY15 with three double axle trucks, and financing the purchase over five years. Estimated cost of the plows is \$185,000 each plus interest. The ability to replace all three trucks at once will help update a plow fleet that is aged and deteriorating. Double axle trucks will have the power to move snow in excess of 6 inches. Single axle trucks must be outfitted with chains in order to large volumes of snow. This requires additional time to install and uninstall the chains for different types of snow events. For this reason, double axle snow plows will be purchased to replace the									
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 flexinility 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 repove snow, thus cutting overtime and equipment maintenance costs. These trucks could also be used during the summer for tree removal and other summer activitie, allowing streets to operate in a more efficient manner. The purchase of double axle trucks willallow us to respond quicker to snow events and more efficiently move large volumes of snow.									
4655	Single Axle Snow Plow	MS/RC	0	0	0	0	0	0	150,000
If deferred:	Deferred due to fiscal constraints.	Priority	1						
TOTAL PROJECT COST									<u>150,000</u>
Analysis and Explanation:									
Purchase of a single axle plow truck with a salter and front plow to preplace vehicle 53-435 (2002) in FY 20. This truck has power issues and will reaches its useful service life by FY 20.This truck no longer has the power to carry a front plow and move large volumes of snow.									
Operational Impact									
This plow truck cannot be used to remove heavy snow because it does not have the power to push a front plow. This reduces flexibility and slows down the snow removal and salting process on City streets and MDOT trunk lines. The purchase of this truck would reduce the time needed to remove snow, thus cutting overtime and equipment maintenance costs. This truck would also be used during the sumer for tree removal and other summer activities, allowing streets to operate in a more efficient manner.									
4810	Street Sweeper	SF	0	0	175,000	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 2015-2016, 2017-2018 and 2019-2020. 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 mand 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 Divsion cannot meet it's Street Sweeping Performance Measure (sweeping all City streets three times per year.)									
TOTAL STREETS									<u>1,325,000</u>

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RUBBISH COLLECTION

4587	Compost Screener with Hopper Feeder	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. The current feeder does not work and the screener must be manually fed.

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	Front End Loader (Used)	RC	56,000	0	56,000	56,000	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1						
TOTAL PROJECT COST								<u>168,000</u>	

Analysis and Explanation:

Purchase one loader (used) to replace loader 76-872 (1980) on credit at a cost of \$150,000 plus \$18,000 in interest over three years. This equipment has multiple functions and will be used to aid in storm clean-up of road right-of-way areas by removing logs and brush; assist with routine right-of-way tree trimming, removal of and planting; assist with curbe side brush pick-up; load salt into salters in the winter; and assist wuth both turning compost and loading it or screening and grinding.

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 event. 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 hazardous. This purchase could also decrease tree damage from storm events. This purchase will decrease the salting response time in a snow event. Loading of the salters this winter was hampered by the poor condition of the loader. During several storm events, salt had to be loaded with smaller equipment, increasing the length of time it took to load the salt., This purchase will also allow us to better heep up with compost screeing, grinding, and turning the piles, which will aid the compost in breaking down faster and accupying less space. This will bring use closer to MDEQ permit compliance.

TOTAL RUBBISH COLLECTION 288,000

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ANDERSEN ENRICHMENT CENTER

7546	Roof Replacement	AEC	9,000	0	9,000	9,000		0	0	0
If deferred:	Scheduled for FY 2015	Priority	1							
									TOTAL PROJECT COST	<u><u>27,000</u></u>

Analysis and Explanation:

We have had several quotes to replace the roof. Remove existing edge metal from perimeter of rooftop. Cut existing rubber roof membrane at base of parapets, around each rooftop penetration, and randomly throughout the field to assure to future shrinkage occurs. Based on core samples, remove and replace any saturated insulation up to 2 1/2" thick. Install rood according to manufacturer specifications. Install breather vents, boots and curbs on rooftop penetrations. Secure edges and add drip edge. Clean up and remove old debris. Replace ceiling tiles and re-paint any inside walls.

Operational Impact

Holes in the roof. The roof is 20 years old, is leaking and needs to be replaced. The leaks have damaged and destroyed ceiling tiles, paint, and insulation. We are concerned about the risk of damage to support beams and the structural integrity of the building. we have had pails of water out with rentals in the building, and water poured into one furnace and destroyed the insulation. The east end of the roof is causing the most damage and needs to be prelaced first.

TOTAL ANDERSEN ENRICHMENT CENTER 27,000

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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.									

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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 Chlorination 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.									
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.									
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.									
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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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
4840	Renlace Retention Treatment Basin Flow Meters	SF	85,000	85,000	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.

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.

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
4840	Reconstruction/repair floor incinerator area	SF	30,000	30,000	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.									
4840	Replace Influent Bar Screen	SF	1,370,000	1,370,000	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
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 other large vehicles									
							TOTAL SEWER OPERATIONS AND MAINTENANCE:		<u>3,736,000</u>

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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.									
4740	Water HSP Panel	WF	0	0	30,000		0	0	0
If deferred:		Scheduled for FY 2015							
		Priority	1						
							TOTAL PROJECT COST		<u>30,000</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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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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>25,000</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.									
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>1,238,265</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.									
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>5,000,000</u>
Analysis and Explanation: Clean, line or replacce 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 watermainns 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.									

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
4740/4840	Replace Tandems	WF/SF	300,000	300,000	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
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.									
4740/4840	Install Hi-Rise Lights with Integrated Camera System and Resurfacing parking lot	WF/SF	300,000	300,000	0			0	0
If deferred:		Priority	1	1					
							TOTAL PROJECT COST		<u><u>300,000</u></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
If deferred:		Priority	1	1					
							TOTAL PROJECT COST		<u><u>100,000</u></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.									

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20	
4740	Replace 16" Weiss Street Water Main	WF	0	0	0			0	3,000,000	0
If deferred:	Scheduled for FY 2017	Priority	1							
									TOTAL PROJECT COST	<u><u>3,000,000</u></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.										
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><u>2,000,000</u></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><u>200,000</u></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><u>5,000,000</u></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 replacements before.										

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
4740	Out City Work	WF	250,000	250,000	0		0	0	0
If deferred:		Priority	1	2					
							TOTAL PROJECT COST		<u><u>250,000</u></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.									
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><u>250,000</u></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.									
4740	Reline Cooper Street Water Main - Michigan to Bond	WF	500,000	500,000	0		0	0	0
If deferred: Budget FY 15		Priority	1						
							TOTAL PROJECT COST		<u><u>500,000</u></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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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
4730	Aqua Ground Storage Tank Painting	WF	225,000	225,000	0			0	0
If deferred:		Priority	1	1			TOTAL PROJECT COST		225,000
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 specially mention the need for painting the storage tank it makes it clear the existing storage is needed as well as possible additional storage in the future.									
4741	Water System Remote Stations Back Up Generator Project	WF	1,195,000	0	0			0	0
If deferred:		Priority	1	1			TOTAL PROJECT COST		1,195,000
Analysis and Explanation: Project to add backup power generation 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
If deferred:		Priority	1	1			TOTAL PROJECT COST		700,000
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 apperturmances. It will also allow for greater flexibility and efficacy.of the raw water pumping station.									
4730	High Service Pump Station Pressure Control Bypass	WF	80,000	80,000	0			0	0
If deferred:		Priority	1	1			TOTAL PROJECT COST		80,000
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 involved. 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 praticite. 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.									

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
4730	Train Shed Structural Beam Repairs	WF	0	0	100,000			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 transmission 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.									
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.									

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20	
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 signficant 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.										
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.										
4741	Clarified Water Pressure Chamber Improvements	WF	20,000	0	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										
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 reconversion 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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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.									
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.									

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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><u>250,000</u></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 advanecd power use and energy savings methods of today.									
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><u>8,500,000</u></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 entended 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><u>300,000</u></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:									<u><u>39,635,265</u></u>

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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:	<u>224,000</u>	

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
MOTOR POOL									
4480	Hoist Lift (2)	MPO	12,000	0	12,000	0		0	0
If deferred:	Deferred due to fiscal constraints	Priority	1						
							TOTAL PROJECT COST		24,000
Analysis and Explanation: This hoist lift will enable vehicles to be suspended vertically so the underside of the vehicle may be accessed.									
Operational Impact One lift would be a replacement of a unit that was installed several years ago and has posed safety issues during the last several inspections. The other lift would be an additional unit that will increase productivity.									
4480	Medium Duty Tow Truck (Used)	MPO	95,000	0	0	0		0	0
If deferred:	Deferred due to fiscal constraints	Priority	1						
							TOTAL PROJECT COST		95,000
Analysis and Explanation: This tow truck enables the garage to bring disabled vehicles in for service and repair.									
Operational Impact This tow truck is to replace two existing tow truck wreckers with a more versatile updated model. The current units are well beyond their useful ages and condition- one is model year 1980 and the other is model year 1990. During emergency event (ie storms, accidents, etc) outside vendors have been utilized, but their availability is limited. When the city conducts emergency services (ie snow removal, storm damage, etc) it is not practical to rely on outside vendors as the wait time is often very long.									
4480	Puck-up/Service Truck (2)	MPO	0	0	29,700	0		30,200	0
If deferred:	Deferred due to fiscal constraints	Priority	1						
							TOTAL PROJECT COST		59,900
Analysis and Explanation: These trucks will be a 4x4 regular cab pick up truck with a long box, rustproofing and bedliner.									
Operational Impact Both trucks would replace units, a model year 1993 and a model year 1994 that was a holdover unit from the fire department. These units need ongoing repair and maintenance which increases our expenses and decreases efficiency as time spent on these units would be better spent repairing vehicles and equipment from other departments.									

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
4480	Bridgeport Mill (Used)	MPO	0	0	0	9,000		0	0
If deferred:	Deferred due to fiscal constraints	Priority	2						
							TOTAL PROJECT COST		<u>9,000</u>
Analysis and Explanation: The Bridgeport Mill enables the garage to fabricate and repair parts and equipment in-house when necessary.									
Operational Impact The Bridgeport Mill increases efficiency when repairing parts and equipment since the repairs can be made on site, which alleviates the need to order new replacement parts. This would be an additional piece of equipment in the machine shop and a used machine is more cost effective.									
4480	Lathe	MPO	0	0	0	9,000		0	0
If deferred:	Deferred due to fiscal constraints	Priority	2						
							TOTAL PROJECT COST		<u>9,000</u>
Analysis and Explanation: The lathe enables the garage to fabricate and repair parts and equipment when necessary.									
Operational Impact The lathe increases efficiency when preparing parts and equipment since repairs can be made on sitem which alleviates the need to order new placement parts. This would replace a unit by military surplus prior to 1970.									
4480	Fork Truck	MPO	0	0	0			0	25,000
If deferred:	Deferred due to fiscal constraints	Priority	3						
							TOTAL PROJECT COST		<u>25,000</u>
Analysis and Explanation: The Fork Truck is used for moving disabled vehicles, parts and equipment around the garage, as well as unloading delivery vehicles.									
Operational Impact The garage is the receiving area for all city deliveries. Without an operation forklift, we are unable to unload delivery vehicles or move parts and equipment. This unit would replace the existing 1976 fork truck being used currently.									
							TOTAL MOTOR POOL COST		<u>221,900</u>

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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TRAFFIC ENGINEERING AND ENGINEERING SERVICES

4480	Remington Street Reconstruction, Water Main Replacement and Sewer Repairs (Michigan	TENG/WT/WWT	1,775,000	1,670,000	50,000			0	0	0
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If deferred: Deferred due to fiscal constraints

Priority 1

TOTAL PROJECT COST 1,720,000

Analysis and Explanation:

Reconstruct roadway with 12 inch sand subbase, 8 inch aggregate base and 6 inch HMA Pavment; sontruct ADA sidewalk ramps; construct new 8 inch water main; and, replace all manholes, catch basins and catch basin leads on Remington Street from Michigan Avenue to Mason Street. Road will be constructed to a two lane cross section.

Operational Impact

This ACT 51 request is necessary to provide match money for the Remington Street road reconstruction project. In 2013, the City of Saginaw received an additional \$1 million in federal STP Funds. The majority of this funding, \$720,000 was allocated for the reconstruction of Remington Street. Without the ACT 51 funds we would not reconstruct Remington Street and would lose \$720,000 of the additional Federal STP Funds. The water funding allows use to replace a 1920's era water main at the same time the road is reconstructed, decreasing the chances of digging up the new road for utility issues. The sewer funding is allowing us to replace all the brick manholes and catch basins with precast structures, decreasing the chance for structure failur after the new road is built. All but on manhole is brick and will be replaced. All catch basins are brick and will be replaced.

4480	Replace Half-Ton Pick-Up Truck (Engineering)	ENG/WT/WWT	0	0	23,000			0	0	0
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If deferred: Deferred due to fiscal constraints

Priority 1

TOTAL PROJECT COST 23,000

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, on site meetings with utility

Operational Impact

This pickup truc will be 22 years old at the time of replacement and has reached the end of its useful service life, requiring frewuent 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 transportation for cold patch used for sidewalk repairs for sidewalk complaints and for the transport of concrete test cylinders.

4480	Replace One Ton Pick-Up Truck (Engineering)	TENG/WT/WWT	0	0	0	35,000		0	0	0
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If deferred: Deferred due to fiscal constraints

Priority 1

TOTAL PROJECT COST 35,000

Analysis and Explanation:

This will replace a 1998 1-ton pickup truck (vehicle 30-0209) used for barricade set-up for the Water and Sewer Maintenance Divisions water and sewer utility and road repairs, the Street's sections road repairs and maintenance activities, special events, and emergency road closures requested by Police and Fire departments. This vehicle is also used for stop bar, crosswalk, arrows, onlys and railroad pavement marking installations.

Operational Impact

This vehicle will be 18 years old at the time of replacement and has reached the end of its useful service life. Replacement of this vehicle will allow Traffic Maintenance to continue to provide traffic control and detour signing for all city departments including water, sewer, police and fire during emergencies, and for the 30+ special events held each year. Replacement of this vehicle will also allow continued maitnenance of the city's pavement marking system for traffic safety.

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
4620	Replace Chevy Malibu	ENG/TENG	0	0	0	0	24,000	0	0
If deferred:	Deferred due to fiscal constraints	Priority	2						
							TOTAL PROJECT COST		<u>24,000</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 out of town training by Right-of-Way division employees.									
Operational Impact									
This car will be 20 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 will allow permit construction and site development inspections to be conducted with less interruption to work flow because of transportation availability. This will also eliminate the use of personal cars by construction inspectors. Replacement of this vehicle also provides a transportation mode for traffic engineering employees attending out of city training.									
4620	Replace Aerial Truck	TENG	0	0	0	0	0	110,000	0
If deferred:	Deferred due to fiscal constraints	Priority	2						
							TOTAL PROJECT COST		<u>110,000</u>
Analysis and Explanation:									
This will replace a 1999 Aerial Truck (Vehicle 30-0845) used for traffic signal and street light maintenance and repair.									
Operational Impact									
This car will be 20 years old at the time of replacement and will have reached the end of its useful service life. Replacement of this vehicle will allow continued maintenance of the City's street lighting system and traffic signal system. It will also allow the City to continue to maintain MDOT's traffic signals within the City and receive revenue for providing the service. It would also allow us to continue to assist the streets section in providing electrical services during storm events.									
4621	Replace Chevy Express Van	TENG	0	0	0	0	36,000	0	0
If deferred:	Deferred due to fiscal constraints	Priority	3						
							TOTAL PROJECT COST		<u>36,000</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 side 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 requirements of the Michigan Manual of Uniform Traffic Control Devices for short duration construction (blocking a lane for a short period of time) and with less interruption of work flow because of transportation availability.									
4620	Replace One Ton Rack Truck	TENG/WT/WWT	0	0	0	0	0	0	36,000
If deferred:	Deferred due to fiscal constraints	Priority	3						
							TOTAL PROJECT COST		<u>36,000</u>
Analysis and Explanation:									
This would Replace a 2001 One Ton Rack Truck (Vehicle 30-0638) used for barricade set-up and pavement marking installations									
Operational Impact									
This vehicle will be 18 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 will allow Traffic Maintenance to continue to provide traffic control and detour signing for all city departments, including water and sewer maintenance for utility repairs and police and fire during emergencies. Replacement of this vehicle will also allow traffic maintenance to continue to provide traffic control and detour signing 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.									

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
4620	Replace Aerial Truck	ENG/WT/WWT	0	0	0	0	0	110,000	0
If deferred:	Deferred due to fiscal constraints	Priority	2						
								TOTAL PROJECT COST	<u>110,000</u>
Analysis and Explanation:									
This would replace a 2002 Aerial truck (vehicle30-0201) used for traffic signal and street light maintenance and repair.									
Operational Impact									
This car will be 18 years old at the time of replacement and will have reached the end of its useful service life. Replacement of this vehicle will allow continued maintenance of the City's street lighting system and traffic signal system. It will also allow the City to continue to maintain MDOT's traffic signals within the City and receive revenue for providing the service. It would also allow us to continue to assist the streets section in providing electrical services during storm events.									
4620	Replace Dodge Dakota Club Cab	ENG/WT/WWT	0	0	0	0	0	0	23,000
If deferred:	Deferred due to fiscal constraints	Priority	3						
								TOTAL PROJECT COST	<u>23,000</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 inspections, sidewalk complaint inspections, placement of temporary cold patch sidewalk repairs, construction inspection, site development inspections and concrete testing.									
Operational Impact									
This vehicle will be 19 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 will 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.									
4620	Replace Half Ton Pickup Truck	TENG	0	0	0	0	0	0	23,000
If deferred:	Deferred due to fiscal constraints	Priority	3						
								TOTAL PROJECT COST	<u>23,000</u>
Analysis and Explanation:									
This would replace a 2001 Half Ton Pickup Truck (vehicle 30-0651) use by the Traffic Foreman.									
Operational Impact									
This vehicle will be 19 years old and 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.									
4620	Replace Aerial Truck	TENG	0	0	0	0	0	0	80,000
If deferred:	Deferred due to fiscal constraints	Priority	2						
								TOTAL PROJECT COST	<u>80,000</u>
Analysis and Explanation:									
This would replace a 2002 Aerial Truck (vehicle 30-0201) used for traffic signal and street maintenance and repair.									
Operational Impact									
This vehicle will be 18 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 signal within the City and received revenue for providing this service. It would also allow us to continue to assist the streets section in providing electrical services during storm events.									
4621	Fordney Street Reconstruction Rust Avenue to Ezra Rust Street	TENG	67,000	67,000	0	0	0	0	0
			400						

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If deferred:	Deferred due to fiscal constraints	Priority	1						
							TOTAL PROJECT COST		<u>67,000</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 LED street lights, trees and decorative stamped sidewalks, 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 ACT 51, and \$584,000 are water surplus. Project will start in FY13 and be spread over three fiscal years. In FY 2015, we anticipate finishing up with \$67,000 for planting trees and water cultivating.

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 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.

4621	Ezra Rust Street Rehabilitation from Court Street Bridge to Washington Ave	TENG	7,500	7,500	0	0	0	0	0
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If deferred:	Deferred due to fiscal constraints	Priority	1						
							TOTAL PROJECT COST		<u>7,500</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 Act 51. Construction began in FY 13 and was spread over three fiscal years. In FY 2015, we have \$7,500 budgeted for trees.

Operational Impact

This ACT 51 request is necessary to provide match money for 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 Andersen Enrichment Center, install fire hydrants 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.

4621	Weiss Street Traffic Signal Improvements	TENG	74,000	0	0	0	0	0	0
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If deferred:	Deferred due to fiscal constraints	Priority	1						
							TOTAL PROJECT COST		<u>74,000</u>

Analysis and Explanation:

Install southbound right turn taper 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. Install pedestrian signals at Michigan and Weiss and Schaefer and Weiss and install ADA sidewalk ramps at all three intersections. 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 and add pedestrian signals and ADA sidewalk improvements at the intersections of Michigan and Weiss and Schaefer and Weiss. Without the ACT 51 funds we would not complete the intersection improvements, and would lose \$160,000 in Federal STP funds.

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
4614	Treanor Street SCRC Crush and Shape Project- Williamson to Dixie Highway	TENG	800,000	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. Project designed and managed by the SCRC.									
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	E. Genesee Avenue Road Rehabilitation, Water Main Replacement and Sewer Repairs- Harold to Hess	MS/LS/WT/WWT	1,767,000	1,675,000	150,000	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1						
							TOTAL PROJECT COST		<u>1,825,000</u>
Analysis and Explanation:									
Mill and resurface pavement with 2 inches of asphalt; construct full-depth concrete joint repairs as needed; and construct ADA sidewalk ramps from Harold to Hess. Construct new 16 inch water main on E. Genesee Avenue from Harold Street to Webber and replace all water leads and fire hydrants from Harold to Hess. Abandon 6 inch water main between Wbber and Hess and tie all leads, crossing and fire hydrants into the existing 12 inche water main on the east side of the road. Construct in 2014. 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 \$608,000 in Federal STP funds for reconstruction. Without the ACT 51 funding we would not reconstruct E. Genesee Avenue and we would lose the 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 utilities.									
4614	Hamilton Street Reconstruction, New Water Main and Sewer Repairs- Lyon Street to Court Street	MS/LS/WT/WWT	875,000	415,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1						
							TOTAL PROJECT COST		<u>415,000</u>
Analysis and Explanation:									
Reconstruct roadway with 6 inch aggregate base and 6 inch HMA pavements, construct ADA sidewalk ramps, construct new water main and make repairs to manholes, catch basins and catch basin leads on Hamilton Street from Lyon Street to Court Street. Replace									
Operational Impact									
This ACT 51 request is necessary to provide match money for the Hamilton Street roan construction project. This allows us to utilize \$440,000 in Federal STP funds for the reconstruction. Without ACT 51 funds we would not reconstruct Hamilton Street and would lose the 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.									
4616	Johnson Street Bridge over Saginaw River	MS	335,525	260,000	310,475	0	0	0	0
If deferred:	N/A	Priority	1						
							TOTAL PROJECT COST		<u>570,475</u>
Analysis and Explanation:									
Perform preventative bridge maintenance on the Johnson Street Bridge over the Saginaw River, that includes pin and hanger repairs and spot painting. The City requested and received FY14 Local brisge Program Funds for the pin and hanger repairs and FY 16 Local Bridge Program Funds for the spot painting. In order to decrease the design and construction engineering costs, the FY 16 Local Bridge Program funds will be moved to FY 14. The Local Bridge Program fund swill apy for 95% of the construction costs. The city is responsible for all design and construction engineering cists which have been included in the CIP request. This project will be bid through the Michigan Department of Transportation in late fall, early winter 2014. Construction is scheduled for 2015 (FY15-FY16).									
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, the city would lose the Federal Local Bridge Program Funds. The City has no other monetary source of funds for bridge maintenance.									

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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4614	Michigan Avenue and Genesee Avenue Signal Optimization Study and Implementation	MS/LS/WT/WWT	165,000	66,000	0	0	0	0	0
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If deferred:	N/A	Priority	1	TOTAL PROJECT COST					66,000
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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. Accident and Signal warrant analysis will be performed for all city intersections on these corridors. Unwarranted traffic signals will be removed.

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 a 20% match. Without the \$33,000 capital 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 employees. 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 incidents and the cost of implementing the timing improvements. The city must pay the consultant for the optimization service and MDOT will reimburse the city for 80% of the costs.

4614	Niagara Street Reconstruction, Sewer Repairs, Water Main Replacement- Train Tracks to Davenport	MS/LS/WT/WWT	227,000	278,000	767,000	695,000	0	0	0
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If deferred:	N/A	Priority	1	TOTAL PROJECT COST					1,740,000
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Analysis and Explanation:

Reconstruct roadway; replace water services, fire hydrants and brick gate valve wells and add fire hydrants; replace brick manholes and catch basins and tie catch basins into structures; and, install ADA ramps where required on Niagara Street from the RR Tracks north to Davenport. Design engineering to be contracted through MDOT process and a portion of the costs will be paid with federal funds through reimbursement from MDOT. Design costs are budgeted in FY 15. Construction between Genesee and Davenport is schedule for 2015. Construction between the RR tracks and Congress is scheduled for 2016. Construction between Congress and Genesee is not programmed. Staking and testing costs or budgeted in FY15, FY 16 and FY 17.

Operational Impact

This ACT 51 request is necessary to provide match money for the NiagaraStreet road reconstruction projet. This allows use to utilize \$944,000 in Federal STP funds for the reconstruction. Without the ACT 51 funds we would not reconstruct Niagara Street and would lose the Federal STP Funds. The water funding allows us to replace 1930s and 1950s water services and fire hydrants, brick gate valve wells and vaults that cannot be lowered below the road subbase at the same time the road is being reconstructed, decreasing the chance of digging up a new road for utility issues.

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Dept.	Project	Funding	Request FY 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20	
4614	Mackinaw Street Rehabilitation/Reconstruction- Congress Street to Weiss Street	MS/WT/WWT	435,000	376,000	637,000	265,000		0	1,070,000	995,000
If deferred:	N/A	Priority	1							
							TOTAL PROJECT COST			<u>3,343,000</u>

Analysis and Explanation:

Reconstruct Roadway between Congress and Davenport (M-58). Conduct concrete joint and panel repairs and resurface between Davenport (M058) and Weiss. Replace water services between State Street (M-58) and Weiss Street. Replace water main, services, and fire hydrants between Congress and State Street (M-58). Replace catch basins, catch basin leads, and manholes to eliminate brick structures and blind ties on Mackinaw from Congress to Weiss. Construction of Mackinaw between Davenport (M-58) and Weiss is scheduled for 2015. Construction of Mackinaw between State and Davenport is scheduled for 2016. Construction of Mackinaw from Congress to State is scheduled for 2019. Design costs are included and are budgeted in FY15. Construction staking and testing costs are included are are budgeted in FY 15, FY 16 and FY 17.

Operational Impact

This ACT 51 request is necessary to provide match money for this project. This allows use to utilize Federal STP funds for the reconstruction. Without the ACT 51 funds we would not be able to complete this project and would lose the Federal STP Funds. The water funding allows us to replace 1920s and 1950s water services and fire hydrants, brick gate valve wells and vaults that cannot be lowered below the road subbase at the same time the road is being reconstructed, decreasing the chance of digging up a new road for utility issues. The sewer funding allows us to replace brick structures that may have voids that cause undermining of the road subbase and cause isolated road failures.

4614	Mackinaw Street Rehabilitation/Reconstruction- Hamilton Street to Congress Street (Design Only)	MS	77,100	77,100	77,100	0		0	0	0
If deferred:	N/A	Priority	1							
							TOTAL PROJECT COST			<u>154,200</u>

Analysis and Explanation:

Design for the reconstruction of Mackinaw Street from Hamilton Street to Congress Avenue. This Project will include 0.62 miles of 3-lane concrete pavement joint and panel repair with a two inch asphalt overlay from Alexander Street to Congress Street, and 0.87 miles of 3 lane full depth asphalt reconstruct with new curb and gutter from Hamilton Street to Alexander street. ADA sidewalk ramps will be installed at all intersections. Replacement of 1.5 miles of water main from Hamilton Street to Congress Street. Repairs will be made to manholes and catch basins. Catch basins leads with direct sewer taps will be rerouted to structures. All brick structures will be replaced. Construction is not programmed but must be completed within 10 years of obligation of federal STP funds for design.

Operational Impact

This ACT 51 request is necessary to provide match money for this project. This allows use to utilize Federal STP funds for the design. Without the ACT 51 funds we would not be able to complete this design project. Several sections of Mackinaw street have a PASER rating of 1 and have failed. Without the ACT 51 funds, the City would lose \$91,200 in Federal STP Funds.

4614	Gabriel Road Reconstruction- Maple End of Pavement to Greenpoint Nature Center	MS	354,295	0	0	0		0	0	0
If deferred:	N/A	Priority	1							
							TOTAL PROJECT COST			<u>354,295</u>

Analysis and Explanation:

Grade, shape and pave approximately 1300 feet of Gabriel Road from the existing pavement line on Maple Street south past the easterly-most drive approach to the parking lot at Greenpoint Environmental Learning Center. In addition, improve the drainage along the route to eliminate low-lying areas that flood during rain events. Work will also include drainage structure adjustments, select tree removal necessary to accommodate ditch construction, culvert removal and replacement, and fencing removal and replacement. Access from this route is key to the development of the refuge's goals because the route takes visitors to Greenpoint Environmental Learning Center where the focus of educational programs, recreational activities and outdoor physical activities are located. Therefore, maintaining a transportation route in a state of good repair may attract visitors and will further the development and educational goals of the refuge. The project will benefit recreational development to the area's largest national wildlife refuge. Adequate and reliable access to the site will be instrumental to the long term planning activities of the refuge and Greenpoint Environmental Learning Center.

Operational Impact

**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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
<p>The Gabriel Road improvement project is a \$334,295 improvement project designed to address access issues to the Shiawassee National Wildlife Refuge by reconditioning and paving the existing poor quality local street. At the same time, the project will resolve drainage issues in the low-lying areas along the route. The City received a \$234,295 grant from the Federal Highway Administration's Public Lands Highway Discretionary Fund in support of the improvements to Gabriel Road. In addition, the U.S. Fish and Wildlife Service has dedicated \$100,000 in matching funds to the project and the City will provide design engineering in the amount of \$20,000, and construction engineering services including surveying, design, drafting bidding, accounting, construction inspection and reporting. The ACT 51 funds are necessary to provide the design services which is the City's contribution to the project. Without these funds, the project will ne be designed and the City will lose the \$234,295 PLHD funds.</p>									
4614	19th Street Reconstruction- Janes Street to Lapeer Street	CDBG	110,000	0	0	0		0	0
If deferred:	N/A	Priority	1						
							TOTAL PROJECT COST		<u>110,000</u>
<p>Analysis and Explanation: Reconstruct 19th Street from Janes Street to Lapeer Street with a six inch aggregate base, and five inches of asphalt. The curb and gutter will be salvaged and left in place. ADA sidewalk ramps will be replaced as required by the Americans with Disabilities Act. 19th Street is a designated truck route. Pavement cores show the road has an existing cross section of three inches of asphalt over an aggregate base of an undetermined depth. This road has a current Paser rating of 3.</p>									
<p>Operational Impact This funding allows us to continue our yearly program to resurface/rehabilitate local streets in the CDBG designated areas. City CDBG staff requested that Engineering move to this area of the City and utilize CDBG funds to rehabilitate 19th Street and Lapeer Street</p>									
4614	Lapeer Street Reconstruction- Vets Memorial Parkway to 23rd Street (city limits)	CDBG	60,000	0	200,000	200,000		200,000	0
If deferred:	N/A	Priority	1						
							TOTAL PROJECT COST		<u>660,000</u>
<p>Analysis and Explanation: Reconstruct Lapeer Street from Veterans Memorial Parkway with an eight inch aggregate base, and six inches of asphalt. The curb and gutter will be replaced. ADA sidewalk ramps will be replaced as required by the Americans with Disabilities Act, where sidewalk is present. Lapeer Street is a nonreinforced concrete street with Paser ratings that range from 3 to 4. Lapeer Street between Veterans Memorial Parkway and 19th Street is a designated truck route.</p>									
<p>Operational Impact This funding allows us to continue our yearly program to resurface/rehabilitate local streets in the CDBG designated areas. City CDBG staff requested that Engineering move to this area of the City and utilize CDBG funds to rehabilitate 19th Street and Lapeer Street over the next several years. Without this funding 19th Street would not be reconstructed because there is no other funding sources to resurface and reconstruct major streets that are not designated as Federal Aid Urban Routes, and therefore, not eligible for the use of Federal Aid Urban Funds (STP).</p>									
4614	ADA Sidewalk Ramp Installation	CDBG	27,000	0	27,000	27,000		27,000	27,000
If deferred:	N/A	Priority	1						
							TOTAL PROJECT COST		<u>162,000</u>
<p>Analysis and Explanation: Installation of ADA compliant sidewalk ramps at intersection in the immediate vicinity of the streets recommended for reconstruction/resurfacing as part of the CDBG resurfacing project (19th and Lapeer). The City has over 12,000 ramps, of which over 6,600 have been converted to ADA compliant sidewalk ramps. ADA ramp installation will be bid with the CDBG resurfacing project to realize savings from economy of scale and to decrease the contractors mobilization costs. Proposed intersections are located sout of Janes, east of the RR tracks and west of 23rd Street.</p>									
<p>Operational Impact This funding allows us to continue our yearly program to insall ADA compliant sidewalk ramps in CDBG designated areas. Without this funding with ADA sidewalk ramp installation program would be discontinued.</p>									
4614	Genesee Street Bridge Over Saginaw River- Scour and Splice Plate Repairs	MS/ENG	35,000	35,000	452,000	0		0	0
If deferred:	N/A	Priority	1						
							TOTAL PROJECT COST		<u>487,000</u>
Analysis and Explanation:			405						

**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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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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.

4614	Williamson Street Reconstruction and Water Service Preplacement- Thayer to Treanor	MS/ENG	70,000	60,000	0	1,325,000	1,215,000	0	1,054,000
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If deferred: N/A

Priority 1

TOTAL PROJECT COST 3,654,000

Analysis and Explanation:

Reconstruct Williamson Street Between Thayer and Gallagher Street to a two-lane cross section. Reconstruct Williamson Street between Galagher Street and Treanor Street to a three-lane cross section. Replace water services and fire hydrants, and conduct catch basin and manhole repairs throughout the entire project. The reconstruction of Williamson Street between Thayer and Owen is scheduled for 2017. The SCRC has project has agreed to allow the city to utilize all of the Saginaw MPO's Federal Urban Local Funds in FY16 in order to reconstruct the entire 0.7 miles of Williamson Street between Thayer Street and Owen Street in one year. In exchange, the City has agreed to allow SCRC to utilize all of the Saginaw MPOs Federal Urban Local Funds in FY 17 to reconstruct Davis Road. Construction of Williamson Street between Owen Street and Treanor Street is schedule for 2020. Design costs are included in the CIP request and are budgeted in FY15. Construction staking and testing costs are included in the CIP request and are budgeted in FY 17, FY 18, and FY 20.

Operational Impact

This ACT 51 request is necessary to provide match money for \$2,159,000 in Federal STP funds to reconstruct Willamson Street between Thayer Street and Treanor Street. Without the ACT 51 funds we would not complete the Willamson Street road reconstruction project and would lose \$2,159,000 in Federal STP funds. The water funding allows us to replace old water services and fire hydrants at the same time the road is reconstructed, decreasing the chance of having water problems that requires the City to dig up a new road to gain access and make repairs. The sewer funding allows us to repair old structures to avoid any undermining of the road subbase that would cause isolated road failures.

4614	Warrant Avenue Resurfacing- Genesee Avenue to Janes Avenue	MS/ENG	0	0	20,000	135,000	0	0	0
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If deferred: N/A

Priority 1

TOTAL PROJECT COST 155,000

Analysis and Explanation:

Mill and resurface existing pavement 2 inches, construct isolated full-depth pavement repairs, replace curb and gutter and construct ADA compliant sidewalk ramps and Federal and Warren and Janes and Warran. Construction also includes the replacement of deteriorated sidewalk. Costs include design and construction staking and testing. Total estimated project costs is \$155,000 of which \$10,000 are Federal STP Funds and \$55,000 are ACT 51 Funds. COnstruction is scheduled for 2016 and the construction match is budgeted in FY 17. Design costs will be budgeted in FY 16. Construction staking and testing will be budgeted in FY 17.

Operational Impact

This ACT 51 request is necessary to provide match money for the Warrent Avenue resurfacing project. These funds allow us to utilize \$100,000 in Federal STP funds. Without the ACT 51 funds we would not Mill and resurface Warren Avenue and utilize the Federal STP funds.

4614	Bay Street Reconstruction and Water Main Replacement- Court Street and State Street	MS/ENG	60,000	65,450	95,000	0	0	0	0
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If deferred: N/A

Priority 1

TOTAL PROJECT COST 160,450

Analysis and Explanation:

Design for the reconstruction of Bay Street from Court Street (M-58). Project will include 0.62 miles of 3 lane HMA reconstruct with new curb and gutter and water main replacement. ADA sidewalk ramps will be installed at all intersections without ADA compliant sidewalk reamps. Repair will be made to manholes and catch basins. Catch basin leads with direct sewer taps will be rerouted to structures. All brick structures will be replaced. Construction is not programmed but must be completed within 10 years of obligation of the federal STP funds for design. This project is being designed so that the City has a shovel-ready project if the State distributes additional federal road funds, similar to FY13.

Operational Impact

This ACT 51 request is necessary to provide match money for the design of the Bay Street road reconstruction project. This allows the City to use \$36,800 of Federal STP funds for the design. Without the ACT 51 funds, the City would not be able to design Bay Street at this time. Without the ACT 51 funds the City would lose the Federal STP funds. The water funding allows us to design the new water main and plan for construction in conjunction with the reconstruction of the road.

**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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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4614	Holland Avenue Bridge Over the Saginaw River Beam End Repair	MS/ENG	0	0	6,000	99,500		0	0	0
If deferred:	N/A	Priority	1							
TOTAL PROJECT COST									<u>105,500</u>	

Analysis and Explanation:
 Perform preventative bridge maintenance on the Holland Avenue Bridge over the Saginaw River, that includes beam end repairs. The City requested and received FY 16 Local Bridge Program Funds to perform beam end repairs by epoxy injecting cracks on the Holland Avenue Bridge. The local Bridge Program Funds will pay for 95% of the construction costs. The City is responsible for all design and construction engineering costs which have been included in the CIP request. This project will be bid through the Michigan Department of Transportation in late summer, early fall of 2016. Construction is scheduled for FY 2017.

Operational Impact
 Preventative bridge maintenance on the Holland Avenue Bridge is necessary to extend the life of the bridge and preserve one of the five bridges over the Saginaw River that are the responsibility of the City. Without the City's capital investment of \$20,000, the City would lose \$85,500 in Federal local Bridge Program Funds. The City has no other monetary source of funds for bridge maintenance.

4614	Center Street Bridge Over the Saginaw River Joint, Deck and Cross-Bracing Repairs	MS/ENG	0	0	20,000	372,800		0	0	0
If deferred:	N/A	Priority	1							
TOTAL PROJECT COST									<u>392,800</u>	

Analysis and Explanation:
 Perform preventative bridge maintenance on the Center Street Bridge over the Saginaw River, that includes repairs to construction joints, expansion joints, the concrete deck and the cross-bracing. The City requested and was awarded FY 16 Local Bridge Program Funds for this work. The Local Bridge Program Funds will pay for 95% of the construction costs. The City is responsible for all design and construction engineering costs which have been included in this CIP request. This project will be bid through the Michigan Department of Transportation in late summer, early of 2016. Construction is scheduled for 2017 (FY 18).

Operational Impact
 Preventative bridge maintenance on the Center Street Bridge is necessary to extend the life of the bridge and preserve one of five bridges over the Saginaw River that are responsibility of the City. Without the City's Capital investment of \$85,000, the City would lose \$307,800 in Federal Local Bridge Program funds. The City has no other monetary source of funds for bridge maintenance.

4614	North Jefferson Avenue Resurfacing- Janes Avenue to Genesee Avenue	MS/ENG	0	0	20,000	166,000		0	0	0
If deferred:	N/A	Priority	1							
TOTAL PROJECT COST									<u>186,000</u>	

Analysis and Explanation:
 Mill and resurface existing pavement 2 inches, construct isolated full-depth pavement repairs, replace curb and gutter and construct ADA compliant sidewalk ramps at Federal and Jefferson and Janes and Jefferson. Construction also includes the replacement of deteriorating sidewalks. Costs include design and construction staking and testing. Total estimated project cost is \$186,000 of which \$116,000 are Federal STP Funds and \$70,000 are ACT 51 funds. Construction is scheduled for 2017 and the construction match is budgeted in FY 18. Design costs will be budgeted in FY 17. Construction staking and testing will be budged in FY 17.

Operational Impact
 This ACT 51 request is necessary to provide match money for the Jefferson Avenue resurfacing project. These funds allow us to utilize \$116,000 in Federal STP funds for the road resurfacing and sidewalk replacement project. Without this funding we would not mill and resurface Jefferson Avenue.

**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 15	Manager Approved FY 15	FY 16	FY 17	Future Years FY 18	FY 19	FY 20
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4614	Franklin Street Reconstruction- Hoyt Street to Thompson Street	MS/ENG	0	0	25,000	252,000		0	0	0
If deferred:	N/A	Priority	1				TOTAL PROJECT COST			<u>277,000</u>

Analysis and Explanation:
 Reconstruct one block of Franklin street from Hoyt Street to Thompson Street. This block of roadway is next to the new dialysis center which has a driveway off Franklin. This block of Franklin is an old Brick road surface, is uneven and in poor condition. The curb and gutter is in poor condition and street drains poorly. Costs include design, and construction staking and testing. Total estimated project cost is \$277,000 of which \$172,000 are Federal STP Funds and \$105,000 are ACT 51 Funds. Construction is scheduled for 2017 and the construction match will be budgeted in FY 18. Design costs are budgeted in FY 17. Construction staking and testing will take place in 2017.

Operational Impact
 This ACT 51 request is necessary to provide match money for the Frankline Street resurfacing project. These funds allow us to utilize \$172,000 in Federal STP funds for the reconstruction project. Without this funding we would not be able to complete this project.

4614	Veterans memorial Parkway- Lapeer to Washington Avenue (M-13) Design Only	MS/ENG	0	0	0	0		0	0	210,000
If deferred:	N/A	Priority	1				TOTAL PROJECT COST			<u>210,000</u>

Analysis and Explanation:
 Design for rehabilitation of Veterans memorial Parkway from Lapeer street to Washington Avenue. Construction is not scheduled at this time but must be completed within 10 years of obligation of the Federal STP funds for design.

Operational Impact
 This ACT 51 request is necessary to provide match money for the design of Veterans Memorial Parkway rehabilitation project. This allows the City to use \$160,000 of Federal STP funds for the design. Without the ACT 51 funds, the city would not be able to design Veterans Memorial Parkway at this time and would lose the Federal STP funds for this project.

TOTAL TRAFFIC AND ENGINEERING: 18,196,220





PERFORMANCE MANAGEMENT
PLAN

Performance Management & Accountability Report 2014



"You're always going to be more judgmental about your own performance than anyone else

- Ioan Grufford"

Performance Management & Accountability Report

Introduction

At the City of Saginaw Performance Management is an essential part of city operations and it allows city administration the ability to evaluate these operations; especially as city resources become more scarce. There are various reasons why city administration evaluates performance:

1. A performance management system allows for the city to improve the bottom line by reducing process cost and improving productivity and mission effectiveness.
2. A performance management system allows for city administration to align its strategic activities to the City Council strategic plan. It permits – often for the first time – real deployment and implementation of the strategy on a continuous basis. With it, the city can receive feedback needed to guide future planning efforts and contributes to the achievement of operational excellence, employee excellence, and government organization success.
3. Measurement of process efficiency provides a rational basis for selecting what organizational process improvements to make first.
4. It allows managers to identify best practices and expand their usage elsewhere.
5. The visibility of a performance management plan provides for better and faster budget decisions and control of processes.
6. The visibility of a performance management plan provides accountability and incentives based on real data.
7. It also allows for benchmarking of process performance against other organizations that provide the same level of services.

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. This is also known as the Accountability Report. 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

As manner in which to gauge performance, a key performance and efficiency rating system was developed to illustrate how each department/division met its key performance goal for FY 2014.

KPI Rates:

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 2014. 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%	Fully Achieved
75-98.99%	Mostly Achieved
51 – 74.99%	Partially Achieved
< 50%	Not Achieved
	No Data Available

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: Furthermore, a letter grade will be provided based on the scale below.

% Within Goal	Corresponding % Grade/Score	Operational Efficiency
0%	100% - A	Fully Efficient
5%	90% - A-	Fully Efficient
10%	80% - B	Fully Efficient
25%	70% - C	75+ Fully Efficient, less than 75 Changes Required
50%	60% - D	Changes Required
<50%	0% - E	Changes Required

Calculations:

$$\frac{(\% \text{ score KPI\#1, \%score KPI\#2} + \% \text{score KPI\#3} \dots)}{\# \text{ of KPI's}}$$

City Council Strategic Initiatives and KPI Matrix

The matrix below provides the number of KPIs per department. This matrix reflects the number of KPIs as they relate to the City Council overarching Strategic Initiatives. In FY 2014, there are 95 total indicators measured.

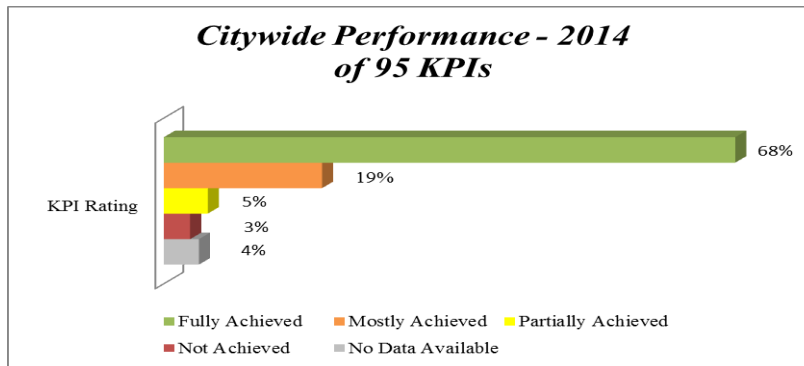
Department	# of KPIs	City Council Initiatives				
		Crime and Public Safety	Neighborhood Beautification	Recreation & Youth Activities	Revenue Enhancement	Organizational Development
City Clerk	3				1	2
City Attorney	3					3
Human Resources	5	2				3
Fiscal Services	11				4	7
Technical Services	6					6
CPS - Police	10	5				5
CPS - Fire	7	3			2	2
Inspections and Neighborhood Services	8		5		2	1
Community Services	3		2		1	
Public Services	31	6	12		1	12
Water and Wastewater Services	8	5				3
Total	95	21	19	0	11	44

Analytical Summary:

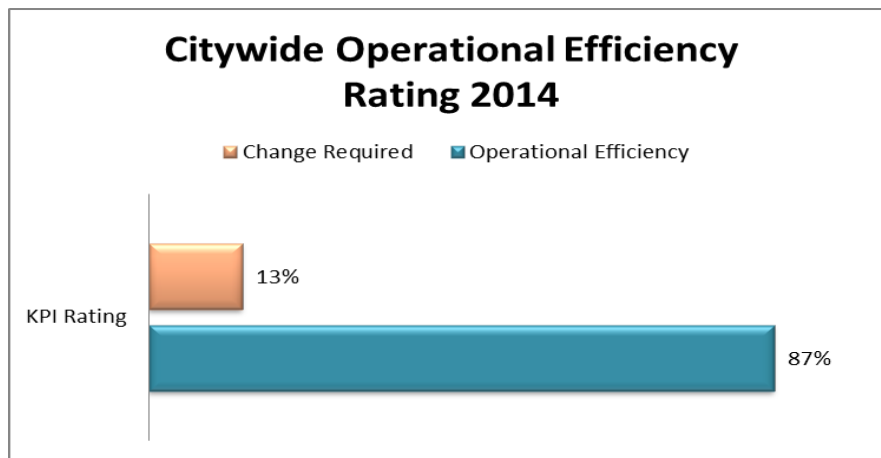
Contained within this 2015 Approved Budget is the FY 2014 Accountability Scorecard for the City of Saginaw based on performance measurement activities that occurred over the fiscal year. This Accountability Scorecard reflects the overall performance of the City as well as the performance of each individual department/division, as outlined by the department and proven by actual data provided. 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. *(Please note that the individual KPIs are listed in each fund throughout the 2015 budget document).*

Citywide Analysis:

In evaluation of the total 95 key performance indicators listed within this document, this section will discuss the overall performance of the City reveals that 68% of these indicators were Fully Achieved, 19% were Mostly Achieved, 5% were Partially Achieved, 3% were Not Achieved and 4% had No Data Available.



Efficiency Rating: The citywide operational efficiency is gauged on activities that are achieves that are greater than 75% achieved and greater. Any KPI that received a rated less than 75% may require some sort of action plan. The citywide operational efficiency rating reflects to be 87% efficient. Based on the rating table above, citywide, the performance is rated almost an **A-**. Approximately, 13% of the key performance areas require changes.



City Council Strategic Initiative Rating

Listed below is the rating of the five City Council Strategic Initiatives based on the KPI rating.

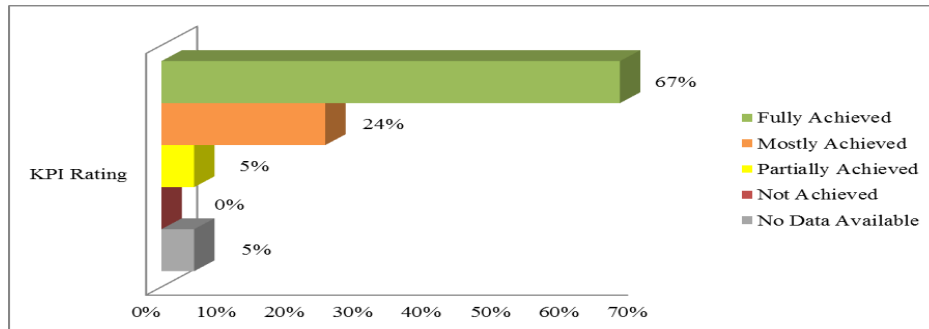
Crime and Public Safety Initiative:

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 2014 approved budget, City Council allocated \$23,778,942 for this initiative. Of the city's 95 key performance indicators, 21 of them were allocated to crime and public safety.

Efficiency Analysis:

In review of all 21 crime and public safety indicators, as outlined in the KPI matrix above, 67% were considered Fully Achieved, 24% were considered Mostly Achieved, 5% were considered Partially Achieved, and 5% No Data was Available when compared to the FY 2014 departmental goal.



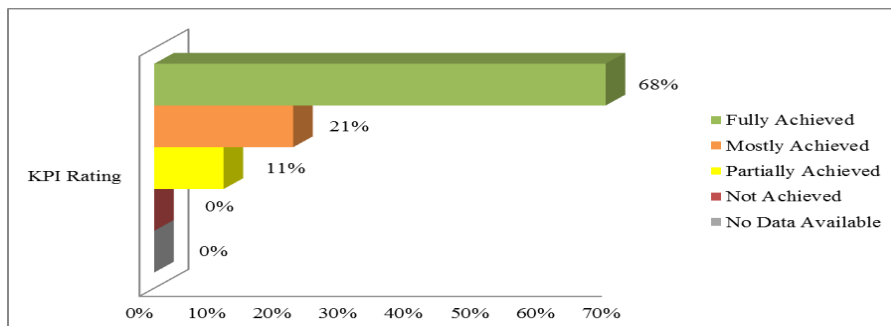
The overall Crime and Public Safety Initiative reflects an operational efficiency rating of 91%. For FY 2015, City Council approved an allocation of \$24,120,298 for this initiative.

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 2014 approved budget, City Council allocated \$739,180 for this initiative. Of the City's 95 KPIs for 2014, 19 indicators were allocated to Neighborhood Revitalization and City Beautification.

Efficiency Analysis:

In review of the 19 KPI for neighborhood revitalization and city beautification indicators, 68% were considered Fully Achieved, 21% were considered Mostly Achieved, and 11% were considered Partially Achieved. All KPIs were met in one form or another when compared to the FY 2014 departmental goal.



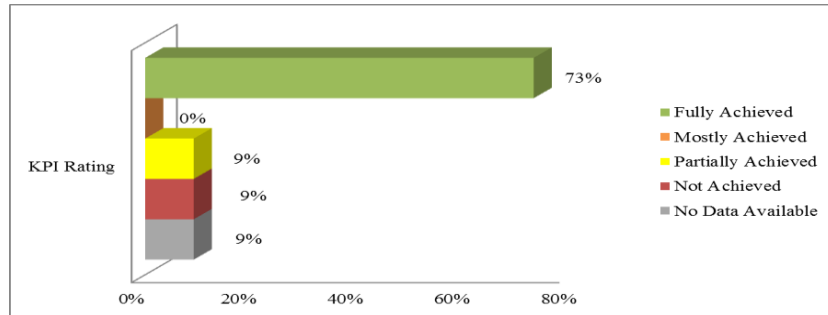
The overall operational efficiency rating for this initiative is 89%. The FY 2015 budget allocates \$890,045 for this initiative.

Maintain and Enhance City Revenue Efforts Initiative:

The third most important initiative for City Council and City Administration during FY 2014 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 2014, City Council assigned \$97,644 for this initiative. Of the City’s 95 KPIs for 2014, 11 indicators were allocated to maintain and enhance city revenue efforts.

Efficiency Analysis:

In review of all 11 indicators, 73% were considered Fully Achieved, 9% were considered Partially Achieved, 9% were considered Not Achieved, and 9% No Data was Available when compared to the FY 2014 departmental goal. .



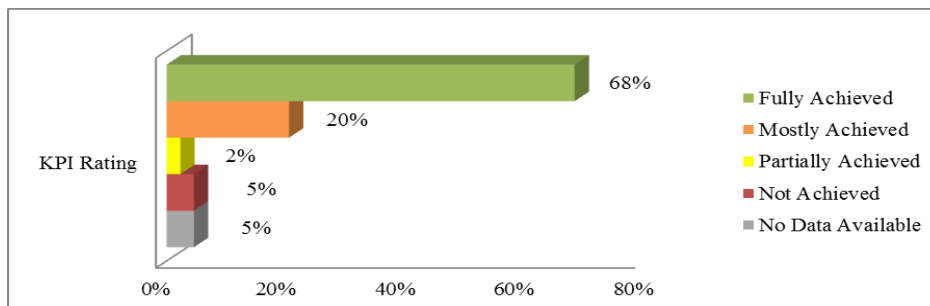
The overall operational efficiency rating for this initiative is 73%. The FY 2015 budget assigns \$139,406 for this initiative

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 2015 approved budget, council apportioned \$15,000 for this initiative. Of the City’s 95 KPIs for 2014, 44 indicators were assigned to organizational development.

Efficiency Analysis:

In review of the 44 KPIs, 68% were considered Fully Achieved, 20% were considered Mostly Achieved, 2% were considered Partially Achieved, 5% were considered Not Achieved and 5% No Data was Available when compared to the FY 2014 departmental goal.



The overall operational efficiency rating for this initiative is 89%. For 2015, City Council gives \$15,000 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 2014 approved budget, City Council allocated \$ 210,501 for this initiative. Of the City's 95 KPIs for 2014, no indicator was allocated to recreational offering and youth activities. For 2015, the budget earmarks \$143,652 for this initiative.





Appendix

Community Profile
Statistical Information
Glossary Abbreviations and Terminology

CITY OF SAGINAW
COMMUNITY PROFILE



2014-2015

CITY OF SAGINAW FACTS



Population

Total: 51,508

Male: 24,264

Female: 27,244

Median Age: 34 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 underwent a massive renovation to update its facilities. The Museum reopened 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. Thousands visit Ojibway Island each year for events such as the WKCQ Country Music Festival and the City's Cinco de Mayo celebration. 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

The Temple Theater opened its www.templetheatre.com 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.



The Dow Event Center, or 'The Dow,' as it is referred to many in the Great Lakes Bay Region, is the home to the Saginaw Spirit hockey team (Ontario Hockey League) and the Saginaw Sting arena football team.

FirstMerit Event Park

Recently opened in August 2013, this new outdoor, multipurpose venue includes a pavilion, main stage and grassy area capable of holding 5,500 people. Adjacent to the Dow Event Center, this new outdoor facility is the ideal place to host events ranging from community gatherings, major concerts, festivals and more. 30 separate events are scheduled for the summer 2014 season at FirstMerit Event Park, including national touring concerts, community events and a variety of festivals.



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 along the 4.15 mile river walk after a long day at work. You can also enjoy dining, entertainment and shopping at the many local businesses within walking distance of the waterfront area.



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 Splash Park facility is located near 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. New for 2014 is the recently acquired 135 acres from the Germania Town and Country Golf Club. This expansion brings 50 additional native plant species and



even more natural splendor, along picturesque paved trails. The Center hosts a variety of programs throughout the year for children and adults of all ages to educate our community 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 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 live entertainment from local musicians followed by 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.



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.

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”. High-tech and service related companies, such as AT&T and Morley 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 scheduled to open by May 2015. The new 52,100-square-foot, two-story structure with clinical space, classrooms, and simulation lab 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 in downtown Saginaw.



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.



Saginaw County was ranked third by the Michigan Travel Bureau 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 2015 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.

Two historic buildings are being developed into luxury apartments by Bancroft Project Saginaw LLC, in conjunction with a recently announced Michigan Economic Development Corporation grant in the amount of \$1 million. The project consists of the Bancroft House at 107 S. Washington and Eddy Place at 100 N. Washington. This was a cooperative effort among the city of Saginaw, the MEDC and developers, Saginaw Future, Inc. and the Michigan State Housing Development Authority. This project is the first of many in the revitalization of the downtown Saginaw area.



Apartments at the Eddy Place opened in January 2014 and allow tenants a glorious view of downtown Saginaw. Commercial space and luxury apartments at the Bancroft House are underway and should be completed in the fall of 2014. Apartments at the Bancroft House offer tenants the added amenities of a media room, a large granite fireplace in the atrium area near the entrance and a fitness center. The new

opening at the Bancroft House will include the much anticipated Bancroft Wine and Martini Bar and Common Grounds Coffee & Crepes Café on the first floor of the Bancroft building as well.

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. 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 currently 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. Plans are underway for a new satellite campus located in downtown Saginaw. Delta College hopes to open the new downtown location in 2015. The new satellite campus will be located in the heart of downtown Saginaw and will offer students an expanded selection of classes. Delta's goal is to offer a broad range of courses in a state of the art campus setting for those students in the downtown Saginaw area.



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.

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 routes now allow Delta College students to 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. MBS unveiled its new \$55 Million, 75,000 square foot terminal in 2013. 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 Renewal

Program: Saginaw was 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. In the process, the City is supporting regional companies that develop key products and services.



July 1, 2012 – June 30, 2013 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, 2012- June 30, 2013 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, 2013. This is the fifth 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)
Remington Street Reconstruction, Water Main Replacement and Sewer Rehabilitation - Michigan to Mason	\$1,670,000	2015
East Genesee Avenue Resurfacing and Water Main Replacement – Hess to Harold	\$1,675,000	2015
Hamilton Street Resurfacing and Water Main Replacement – Lyon to Court	\$1,235,000	2015
Weiss Street Traffic Signal Improvements– At Hermansau, Schaefer and Michigan	\$200,000	2015
CDBG Lapeer Avenue Reconstruction - 19 th Street to City Limits (23 rd Street)	\$325,000	2015
Treanor Street Crush and Shape –Williamson to Dixie Highway (Cost to be split 25% City - 75% County Road Commission)	\$800,000	2015
Parking Lot Reconstruction - Parcel leased by Veteran Administration Hospital (1500 Weiss St)	\$286,420	2015
Boulder Climbing Wall and Pathways – Andersen Park	\$96,000	2015
Genesee Avenue Traffic Signal Progression Analysis and Retiming - Bay to Hess	\$95,000	2016
Michigan Avenue Traffic Signal Progression Analysis and Retiming – Wheeler to Schaefer	\$70,000	2016
Niagara Street Reconstruction and Water Service Replacement – Genesee to Davenport	\$455,200	2016
Mackinaw Street Capital Preventative Maintenance (Joint and Panel Repair) and Water Service Replacement–State (M-58) to Weiss	\$421,200	2016
Johnson Street Bridge over Saginaw River- Pin and Hanger Repairs and Painting	\$616,000	2016
Lapeer Avenue Reconstruction – Veterans Memorial to 19 th 19 th Street Reconstruction – Janes to Lapeer	\$385,000	2016
Gabriel Road Reconstruction and Maple Street Resurfacing	\$335,000	2016
Mason Street Reconstruction and Water Service Replacement - Davenport Avenue (M-58) to Weiss Street	\$1,265,000	2016
Genesee Street Bridge over Saginaw River-Scour Countermeasures	\$273,000	2017
Genesee Street Bridge over Saginaw River-Splice Plate Repairs and Drain Extensions	\$144,000	2017

DEVELOPING PROJECTS CONTINUED

PROJECT	COST	Scheduled Completion Date (Fiscal Year)
Warren Avenue Resurfacing and Sidewalk Replacement - Janes to Genesee	\$125,000	2017
Veterans Memorial Parkway Rehabilitation and Joint and Panel Repair - Lapeer to Washington (M-13)	\$1,000,000	2017
Williamson Street Capital Preventative Maintenance (Joint and Panel Repair)- Thayer to Treanor	\$900,000	2018
Jefferson Avenue Resurfacing - Janes to East Genesee	\$150,000	2018
Center Avenue Bridge over Saginaw River - Construction Joint and Curb Nosing Repair, and Cross Member Replacement	\$324,000	2018
Holland Avenue Bridge over Saginaw River-Beam Crack Repair	\$90,000	2018

Provided by the Public Services Department, Right of Way Division, Office of the City Engineer, 7-10-14

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
2013	\$388,841.63	1,292

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
2013	331	277	270	313	101

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 2013

Rank	Company/Organization	2013 Withholding Amount
1	Covenant Medical Center, Inc.	\$1,389,693.58
2	St. Mary's of Michigan	\$634,071.43
3	GM LLC	\$469,555.10
4	US Government Def Fin	\$443,772.77
5	Steering Solutions Services	\$364,840.33
6	School District City of Saginaw	\$314,311.75
7	TRW Integrated Chassis System LLC	\$286,631.64
8	State of Michigan	\$262,647.38
9	Saginaw County Court House	\$222,375.40
10	City of Saginaw	\$208,025.16
11	US MN Postal Data	\$148,768.43
12	AT&T Services, Inc.	\$122,488.57
13	CMU Medical Education Partners	\$119,033.14
14	Health Delivery, Inc.	\$99,576.38
15	Michigan Bell Telephone Co	\$94,072.40
16	Linear Motion LLC	\$91,787.40
17	Meijer Great Lakes	\$86,726.01
18	Quality Temporary Services, Inc.	\$80,652.17
19	Saginaw County Mental Health	\$78,653.29
20	Advanced Diagnostic Imaging PC	\$72,004.47
Totals:		\$5,589,686.80

A comparison of the City of Saginaw's condition	Year Ended 1994	Year Ended 2004	Year Ended 2014
Number of Businesses on City Business Tax-rolls:	1,608	1,685	1,369
Number of Households:	23,480	20,746	17,921

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

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 2013

Officers by Rank:	2012	2013	Change
Police Chief	1	1	0
Deputy Police Chief	1	1	0
Lieutenants	3	3	0
Sergeants	14	14	0
Police Officers	85	72	-13
Total Police	104	91	-13
Crimes by Type:	2012	2013	% Change
Homicide	37	27	-27.02%
Criminal Sexual Conduct	100	75	-25%
Robbery	170	130	-23.52%
Felonious Assault	717	613	-14.50%
Burglary	894	1,470	64.43%
Larceny	418	482	15.31%
Motor Vehicle Theft	95	99	4.21%
Arson	26	18	-30.77%
Total Crimes by Type:	2,457	2,914	18.60%
<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 12/13 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 2013

Personnel by Rank:	2012	2013	Change
Fire Chief	1	0	-1
Battalion Chiefs	3	3	0
Fire Captains	7	6	-1
Lieutenants	12	10	-2
Fire Marshall	1	1	0
Deputy Fire Marshall	1	1	0
Fire Engineer	19	18	-1
Fire Training & Safety Officer	1	1	0
Firefighters	22	17	-5
Total	67	57	10

Note: All positions listed for CPS- Police & Fire are sworn in positions only.

Calls for Service by Situation Found:	2012	2013	% Change
Fire	476	373	-21.64%
Rescue	586	1,423	142.83%
Hazardous Condition	358	398	11.17%
Service Call	356	1,125	216.01%
Good Intent	390	471	20.77%
False Call	253	246	-2.77%
Total Calls by Situation:	2,419	4,036	66.85%

Source:

- (1) Fire & Police Bureau Complement information retrieved from the City of Saginaw's 12/13 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, 2013

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		25,935,600		26,182,795
2	General Motors LLC	11	3,381,579		5,506,400	944,075	9,832,054
3	Linear Motion LLC	4	2,902,697		3,084,000		5,986,697
4	TRW Integrated Chassis Systems LLC	2			4,560,700		4,756,400
5	Fullerton Tool Co Inc	7	277,959	839	3,862,100	170,400	4,311,298
6	Charter Communications II LP	1			4,046,600		4,046,600
7	Hausbeck Pickle Co Inc	4	1,297,805		1,858,800	474,900	3,631,505
8	Rifkin Scrap Iron & Metal Co	18	342,196	194,490	1,146,100	1,595,900	3,278,686
9	Corvus Nodular Interest II LLC	2	3,058,697				3,058,697
10	Means Industries Inc	4	674,343		2,356,700		3,031,043
11	Riverfront Medical Reality LLC	2	2,515,407		203,800		2,719,207
12	SSP Associates Inc	4	2,116,676	33,839	81,800		2,232,315
13	Meredith Corp	4	530,557		1,627,400		2,157,957
14	IRG Saginaw LLC	2	1,984,160				1,984,160
15	CMI Schneible Co	3			1,036,900	733,000	1,769,900
16	Downtown Area Development LLC III	2	1,716,509				1,716,509
17	AT&T Services Inc	1			1,609,900		1,609,900
18	Saginaw Heat Treating LLC	1			1,528,400		1,528,400
19	CDSF Ltd	5	1,268,208	192,264	14,000		1,474,472
20	Reardon Properties LLC	5	871,204	394,870	155,500		1,421,574
21	US Graphite Inc	11	149,970	88,933	967,600	203,700	1,410,203
22	Michigan Production Machining Inc	2	605,676		800,300		1,405,976
23	Racer Properties	10	1,259,656				1,259,656
24	Mendard Inc #3520	1			1,221,400		1,221,400
25	Covenant Medical Center Inc	102	1,175,460	8,793			1,184,253
	TOTALS	265	26,375,954	914,028	61,604,000	4,121,975	93,015,957
<i>Note: Information is listed in numerical order according to its rank for Top 25 Taxpayers in City of Saginaw</i> <i>Source: Information provided by City of Saginaw's City Assessor of the Department of Fiscal Services</i>							

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	Dangerous Building Ordinance
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-

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

-K-

KWH Kilowatt Hour

-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
MCL Michigan Compiled Laws
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

-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
SRF/SRRF	Special Revenue Fund
STARS	Saginaw Transit Authority Regional Services
SVC	Service/Serviced/Servicing
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.

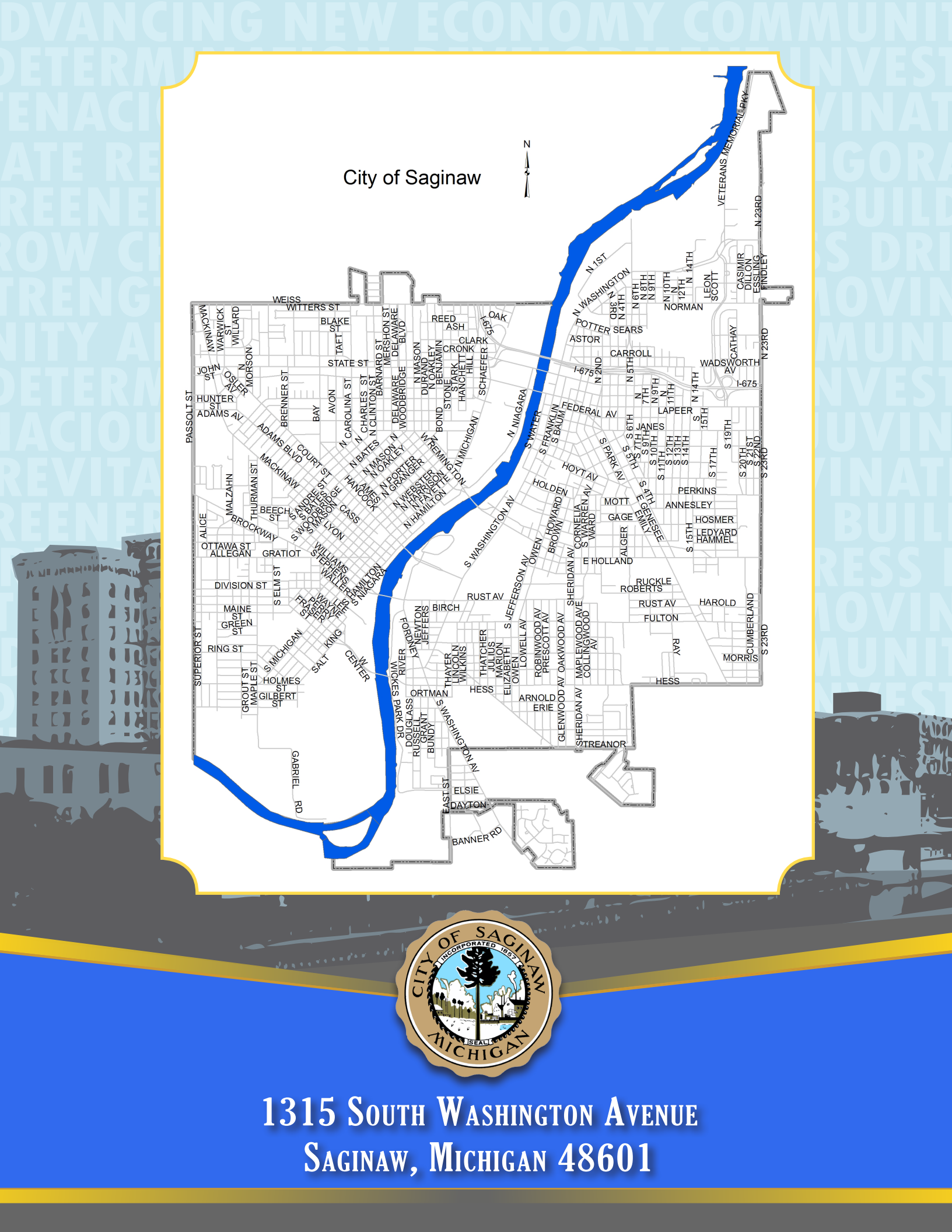
U –

UNFUNDED LIABILITY – A liability that accrues to a fund for which there is no source of revenue.

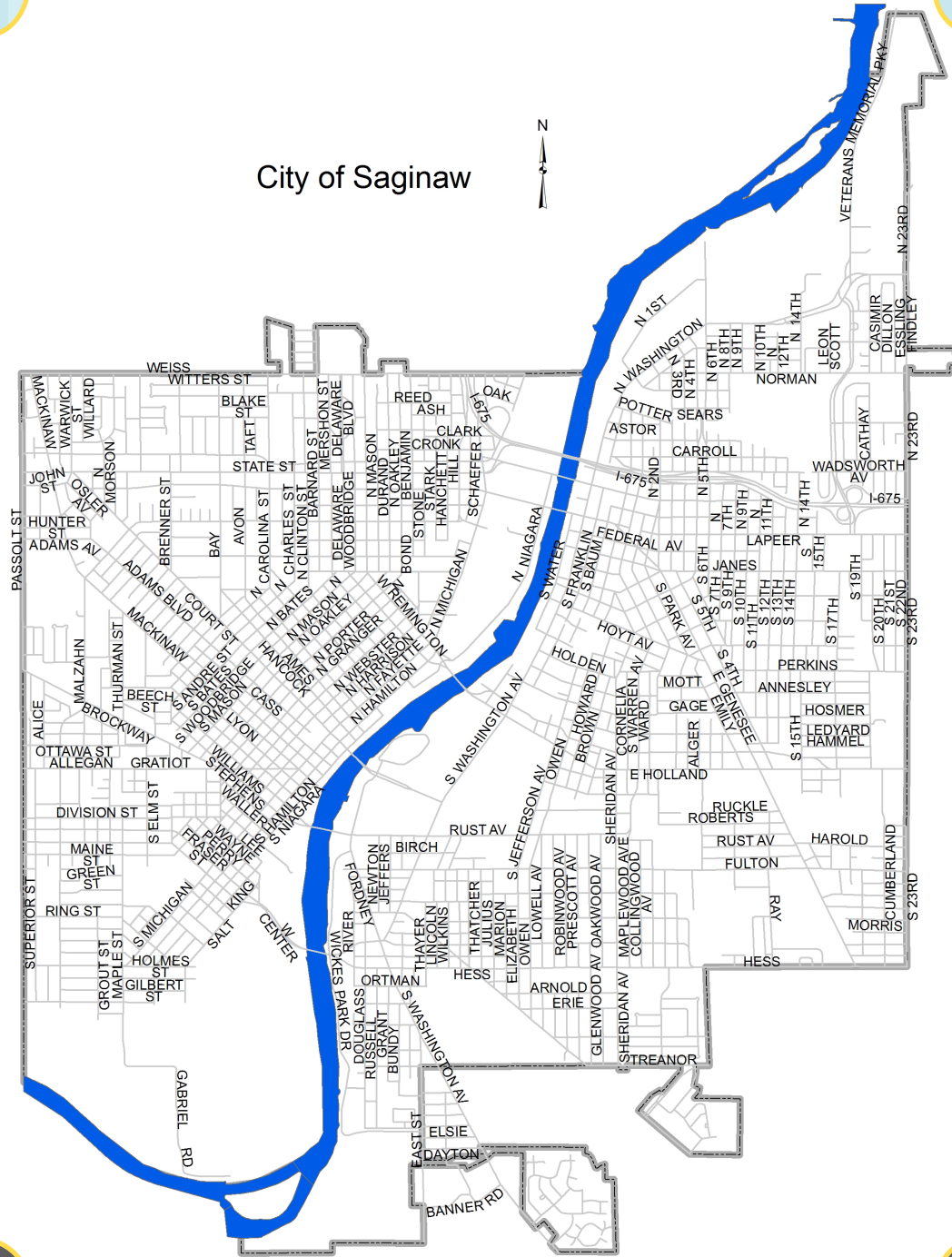
UNIT – The smallest organizational component within a bureau, which by design further delineates the distribution of workload to achieve a specific output or function.

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**