



# City of Saginaw, MI



Approved Budget  
2017  
2018

Innovation and Collaboration Cultivating a Dynamic Saginaw

# CITY OF SAGINAW MICHIGAN

Honorable Dennis Browning  
Mayor



Timothy Morales  
City Manager

Adopted by City Council

May 22, 2017

Honorable Floyd Kloc, Mayor Pro-Tem

Annie E. Boensch, Council Member

Michael D. Balls, Council Member

Clint Bryant, Council Member

John Humphreys, Council Member

John Milne, Council Member

Brenda F. Moore, Council Member

Demond L. Tibbs, Council Member

## 2017-2018 APPROVED BUDGET

# CITY OF SAGINAW MICHIGAN

**Prepared by:**

Timothy Morales  
City Manager

Yolanda M. Jones  
Director of Office of Management and Budget

Bryan R. Weiss  
Administrative/Budget Analyst

Chas W. Bruske  
Office of Management and Budget Intern

Joshua A. Eickholt  
Office of Management and Budget Intern

**Special Acknowledgments:**

Leah Puskar  
Accountant – Plante & Moran

Lynette Cassiday  
Accountant – Plante & Moran

Brandon DuVall  
Web Technology Specialist

Vicki Davis  
Administrative Support Clerk

**2017-2018 APPROVED BUDGET**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Saginaw**

**Michigan**

For the Fiscal Year Beginning

**July 1, 2016**

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, 2016.

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.

# Table of Content

---

## **Introduction**

City Manager Letter	page 1
How to Use the Budget Document	page 13
Elected Officials	page 15
Management Team	page 16
Organizational Chart	page 17
Organizational Structure	page 18
Policies and Visioning Plan	page 23

## **Budget Overview**

Budget and Finance	page 31
Resource Allocation	page 36
Summary of Revenues	page 42
Summary of Expenditures	page 49
Department Function Chart	page 58
Long-Range Financial Planning	page 59
Expenditure by Category	page 60
Summary of FTE Positions	page 62
Undesignated Fund Balance	page 64

## **General Fund**

### **General Fund Revenues**

General Fund Revenue Resource Allocation	page 67
Schedule of Ad-Valorem Taxable Value	page 68
General Fund Revenue Summary	page 69
Revenue Analysis Summary	page 73
Revenue Analysis Detail	page 74
General Fund Expenditures	page 79
General Fund Revenues and Expenditures	page 80
General Fund Appropriation	page 81

### **General Fund Departments**

General Government	page 83
Department of Fiscal Services	page 97
Community Public Safety – Police	page 108
Community Public Safety – Fire	page 119
Inspections and Neighborhood Services	page 129
Department of Public Services	page 137
Other General Fund	page 152

## *Table of Content*

---

### **Special Revenue Funds**

#### **Street Funds (SRF)**

Major Streets Fund page 154

Local Streets Fund page 171

#### **Rubbish Collection (SRF)**

page 182

#### **Public Safety (SRF)**

Public Safety Millage Fund page 197

Public Safety Grant Funds page 203

#### **TIFA/LDFA/DDA (SRF)**

Clean Energy Coalition page 225

Andersen Enrichment Center page 229

Saginaw Arts & Enrichment Commission page 233

TIFA/LDFA/Brownfields page 237

#### **TARP Hardest Hit Grant (SRF)**

page 248

#### **Community Development Block Grant (SRF)**

Community Development Block Grant (CDBG) page 252

CDBG Residential Loans page 262

CDBG Rental Loans page 266

CDBG Block Grant HOME Program page 269

CDBG Neighborhood Stabilization Program page 273

Saginaw Economic Development Corporation (SEDC) Revolving Loan page 276

#### **Capital Project Fund (SRF)**

page 280

#### **Celebration Park (SRF)**

page 284

#### **Debt Service**

page 289

### **Enterprise Funds**

Boat Launch page 299

Sewer Operations and Maintenance page 302

Water Operations and Maintenance page 319

## *Table of Content*

---

### **Internal Service Funds**

Public Works Building	page 337
Technical Services – GIS	page 342
Technical Services – IS	page 349
Radio Operations	page 354
Motor Pool Operations	page 359
Self-Insurance	page 366
Workers Compensation	page 371

### **Fiduciary Funds**

Unfunded Liabilities	page 378
Forest Lawn Cemetery	page 381
Oakwood Cemetery	page 384
Police and Fire Pension	page 387

### **Capital Improvement Plan**

page 392

### **Accountability / Performance Report**

page 418

### **Appendix**

Community Profile	page 425
Statistical	page 453
Glossary	page 458



## **INTRODUCTION**





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

April 24, 2017

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, I am pleased to present for your consideration the following approved budget for Fiscal Year 2017-2018. This budget was created to accomplish the City Council strategic goals and directives for the next fiscal year. The budget continues to provide basic services, and strives to maintain 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. Although you have been presented with a balanced budget, the 2017-2018 Approved Budget will require diligent review and monitoring throughout the fiscal year.

### **Millage Rates**

The approved budget is based on a millage rate of **14.8830 mills**, which is the same as the previous year.

- **7.3830 mills** will be levied for City Operating and
- **7.5000 mills** will be levied for the Police and Fire Special Assessment.

#### *What does this mean for the average homeowner?*

- Average Home Value in the City of Saginaw **\$34,462**
- Average property taxes that will be paid per month **\$21.37**

It is important to note that the City has a revenue ceiling of \$3,828,778, 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 the City residents in 1979.

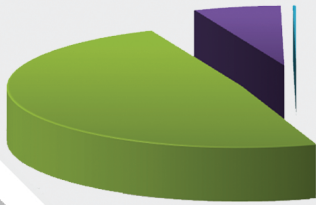
For a more in depth discussion of the budget, please refer to the “Budget Overview” section of the budget. The major highlights of the fiscal year 2017/2018 Approved Budget follow below:

# City of Saginaw

A place to live, work, learn, and play

## 2017/2018 Approved Budget \$117.77 million

2017/2018 Budget by fund type



Resource Allocation

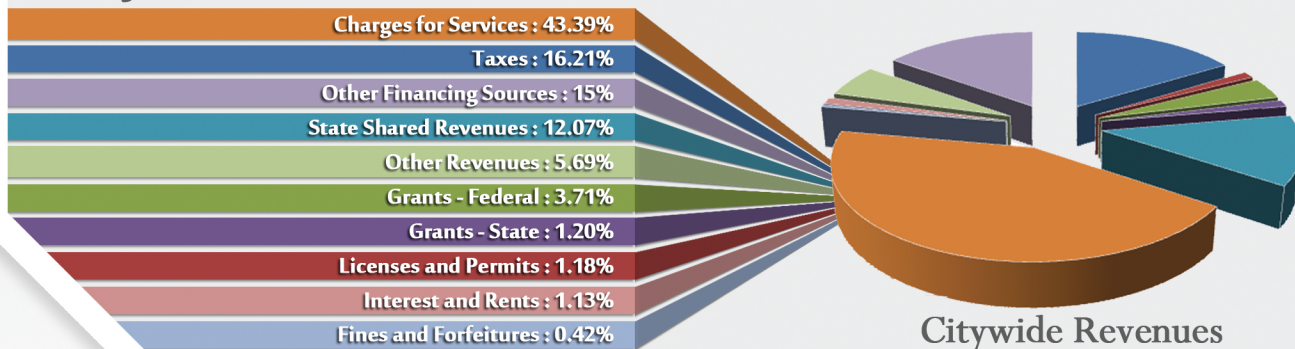
General Fund	\$31,753,210	26.96% of total budget
Special Revenue Funds	\$21,074,082	17.89% of total budget
Enterprise Funds	\$57,506,894	48.83% of total budget
Internal Service Funds	\$7,155,200	6.08% of total budget
Fiduciary Funds	\$284,910	0.24% of total budget

## 2017 City Council Priorities

- Economic Development of Urban Core
- Neighborhood Revitalization
- Arts, Culture, and Recreation
- Police and Fire
- Utilities Infrastructure



## Citywide Revenues \$117.77 million



Citywide Revenues

**FACT: TAXES WILL FUND 16.21% OF THE CITY'S TOTAL BUDGET FOR FY 2017/2018**

# General Fund Operations

The General Fund is the second largest fund of the city and represents 26.85% of the overall budget. This fund consists of the following departments:

General Government \$2.49 million

Fiscal Services \$2.92 million

Community Public Safety - Police \$10.44 million

Community Public Safety - Fire \$8.2 million

Inspections and Neighborhood Services - \$1.49 million

General Fund Public Services - \$3.46 million

Other General Fund Expenditures \$2.78 million.



## Public Safety Activities

Consists of Police, Fire, Inspections and Neighborhood Services  
**\$20.13 million**



Inspections and Neighborhood Services  
**\$1.49 million...**



Community Public Safety  
Police \$10.44 million



Community Public Safety  
Fire \$8.2 million



...including  
Planning and Zoning,  
Inspections,  
Parking Operations  
and Maintenance



## **Parks and Facilities Activities**

**are allocated to the General Fund's Department of Public Service. These activities consists of Cemeteries, Parks Ground Maintenance, Weed Abatement, and Facilities - \$2.36 million**

## **Cemeteries**

**The city manages 3 cemeteries:**

**Brady Hill, Oakwood, and Forest Lawn Cemeteries**

**Cemeteries - \$804,085**

**Grounds - \$545,528**

**FACT: THE CITY OF SAGINAW MAINTAINS 947 ACRES ANNUALLY.**

## **Facilities**

**Facilities - \$1,013,093**



## Special Revenue Funds

Accounts for \$21.07 million  
or 17.89% of the citywide budget.

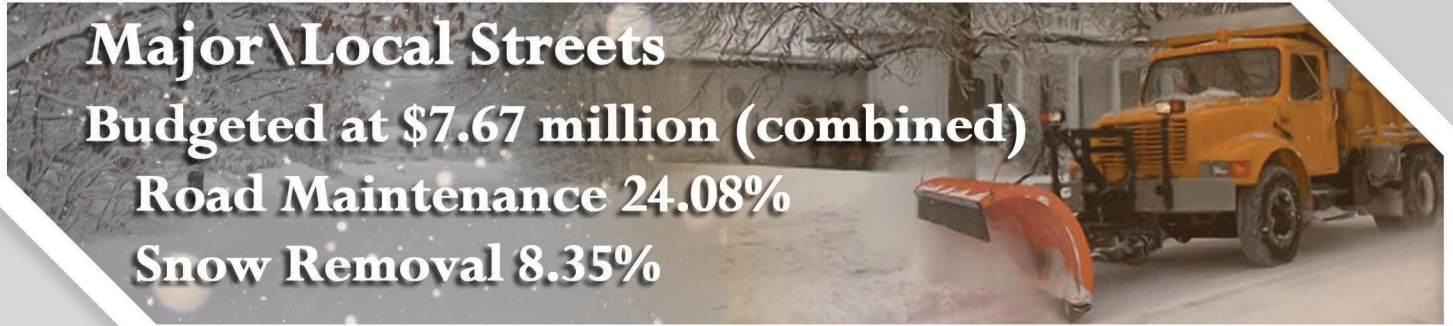


## Major\Local Streets

Budgeted at \$7.67 million (combined)

Road Maintenance 24.08%

Snow Removal 8.35%



**FACT: THE CITY MAINTAINS 315 MILES OF STREETS.**

## Road Construction/Maintenance

Budgeted at \$7.67 million (combined)

Federal and State Resources \$7.38 million

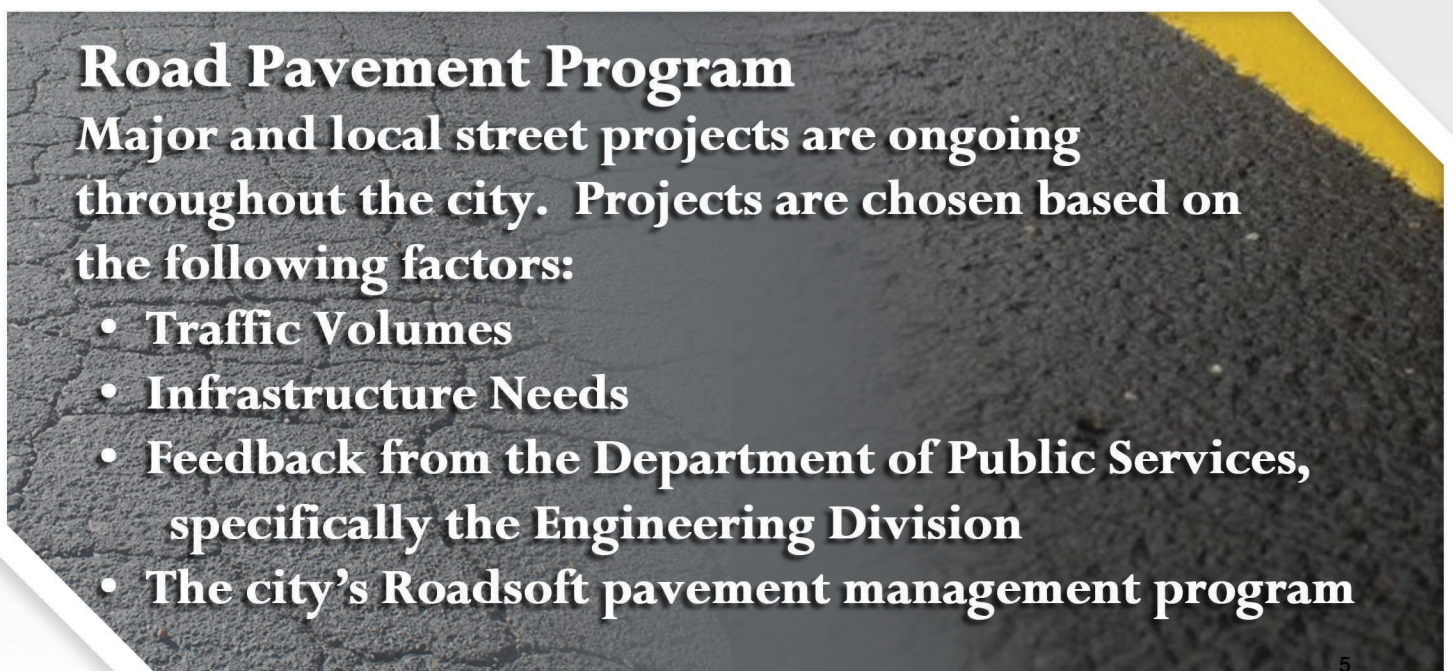
City portion \$292,773



## Road Pavement Program

Major and local street projects are ongoing throughout the city. Projects are chosen based on the following factors:

- Traffic Volumes
- Infrastructure Needs
- Feedback from the Department of Public Services, specifically the Engineering Division
- The city's Roadsoft pavement management program



## **Rubbish Collection**

**\$4.07 million**

**Household Unit Fee \$200**

**Services include: Rubbish Collection,  
Brush Collection, Yard Waste, Recycling,  
Environmental Improvements,  
Composting, and Sanitary Landfill**

## **Community Development Block Grant**

**\$4.52 million**



**FACT: CDBG RECEIVES FUNDING FROM THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT TO ASSIST WITH THE CREATION OF SUITABLE LIVING ENVIRONMENT AND ECONOMIC OPPORTUNITIES FOR LOW AND MODERATE INCOME RESIDENTS**

## **Public Safety Grant Funds**

**\$3.72 million**

**Public Safety Millage \$3.06 million**

**Other Public Safety Funds \$657,442**



## Arts and Culture

\$347,362

Andersen Center

Arts and Enrichment Commission

Celebration Park



## Downtown Development Authority (DDA)

There are two tax increment financing components to the DDA

Total budget \$204,934



**FACT: THE DDA STRIVES TO CREATE BUSINESS RETENTION PROGRAMS, JOB CREATION ACTIVITIES AND OVERALL ECONOMIC DEVELOPMENT PROJECTS IN THE CITY OF SAGINAW.**

**THE DDA WILL LEVY A 2 MILL LEVY IN THE DOWNTOWN AND OLD TOWN AREAS. THIS LEVY EQUATES TO \$129,933, TO BE REINVESTED INTO THE DISTRICT.**



# Enterprise Funds

Accounts for services provided to the general public on a user charge basis



## Boat Launch Fund \$38,069



## Sewer Operations and Maintenance Fund

- \$22.88 MILLION
- USER FEES REPRESENTS 95.10% OF TOTAL REVENUES

## Water Operations and Maintenance Fund

- \$34.59 MILLION
- USER FEES REPRESENTS 55.37% OF TOTAL REVENUES

### SEWER FACTS:

The City maintains over 300+ miles of combined sewer (sanitary & storm). The City cleans over 50 miles of sewer each year.

### WATER FACTS:

the water treatment plant can produce up to 52 million gallons of high quality water per day.

On average the City's Water Treatment Plant produces 17.5 million gallons per day.

19,391 retail customers served (in city) and 170,000+ population served (out of City).

The City's water system supplies water to 20 wholesale customers through 48 master meters.

100,000 quality tests performed each year.

The City of Saginaw has 415 miles of water main (transmission and distribution combined).



## Internal Service Funds

**\$7.15 million**

Services include: Public Works Building, Technical Services – GIS and IS, Radio Operations, Motor Pool Operations, Self-Insurance and Workers Compensation

These funds account for goods and services provided to one department by another on a cost reimbursement basis



## Fiduciary Funds

**\$284,910**

Accounts for the administration of property or assets that are owned by other entities. The city has three Fiduciary Funds –

- **Unfunded Liability Fund \$250,000**

Funds are designated for the future Other Post-Employment Benefits (OPEB) liabilities

- **Two Endowment Funds –**

**Forest Lawn Cemeteries \$29,674 and Oakwood Cemeteries \$5,236**



**FACT: THE SPENDING OF FUNDS FROM THE CEMETERIES ENDOWMENT FUNDS ARE GOVERNED BY THE CITY OF SAGINAW'S CITY CHARTER. THE CITY CAN ONLY SPEND 75% OF THE SALES.**

# Investing for the Future

City employees earn benefits while working for the City that must be paid in the future when they retire. These benefits include pensions for some City employees as well as retiree health insurance.

**Fact: According to state law, the City is legally obligated to pay for these costs, regardless of its financial situation.**

Every year the City contributes funds to cover the costs for future retiree benefits. These contributions are determined by actuaries and are invested in order to receive greater returns. When the amount in the investment portfolio is less than the amount needed to pay all of the future benefits, it is called unfunded liability. This means that more funding will be needed in the future to cover the costs for retiree benefits.

It is hard to predict how much money will be needed to pay for future benefits. This amount depends on many variables such as:

- The number of future retirees
- When those employees will retire
- Investment performance

The City works to manage these costs by:

- Closing benefit plans and moving to lower cost plans
- Investing funds to achieve higher returns

Budgeting for and funding retiree benefits is the City's biggest financial challenge. This is due to:

- The large amount of money owed and how often that amount changes
- Changes in investments and market volatility
- The City's legal obligation to pay these costs



**Current Unfunded Liabilities - \$154 million**  
**Amount Budgeted for Unfunded Liabilities - \$14.38 million**  
**Unfunded Liabilities as a Percent of Budget - 12.22%**  
**Current OPEB Liabilities - \$211 million**  
**Amount Budgeted for OPEB Liabilities - \$250,000**



## Looking Forward.....

Although the budget is balanced, there are many challenges that the City of Saginaw must face and overcome in order to be in a positive position for the future.

### Challenges facing the City of Saginaw:

- *Needs for Capital Improvements* – for many years the city has not had the ability to provide an adequate level of capital improvement funding. As a result, the proverbial “can” has been kicked down the road. We are at a point where this is no longer feasible to do, given the state of our buildings and infrastructure. Funding must be provided to reduce the increasing cost of these capital improvements. This can be seen in city facilities, such as City Hall, Police Department, Public Services Building, Fire Stations and Cemeteries. Because of these increasing costs, the Capital Improvement Plan document is currently under review. In the near future, I will be bringing together a segment of my management team to review all capital improvement requests. A prioritization will be allocated to these requests and, based on this prioritization; staff will research the best way to provide funding for them. As a result, future budgets may have more increased allocations for capital improvements.
- *Unknowns for Water Infrastructure* – due to recent events in other municipal water systems, it has become clear that the City of Saginaw, like many other communities nationwide, may be faced with possible unfunded mandates from state and federal agencies. The city must be prepared to address these issues regardless of our ability to fund new initiatives. As you may recall from the January 2017 strategic planning session, the Directors of Water/Wastewater Services and Public Services have already started an asset management review of the water and wastewater systems. Though the regulations and cost of these regulations are unknown at this time, I am confident that we will continue to evaluate the water infrastructure and address these issues in a proactive manner.
- *Other Post-Employment Benefits (OPEB) and Pension Liabilities* – as previously stated, funding for the OPEB and Pension liabilities remain a concern for the City of Saginaw. The FY 2018 Budget begins to address funding of these unfunded liabilities – both retirees healthcare and pension obligations. It is our intention to begin increasing our funding levels as it relates to these liabilities. We need to manage and save for future known increases.
- *General Fund's Fund Balance* – a few years ago, the City of Saginaw was faced with a General Fund's fund balance that was dangerously low. Over the last three years, the General Fund's fund balance has increased to 7.2% of total annual General Fund expenditures. However, it is not in accordance with best practices from the Government Finance Officers Association. Therefore, a resolution will be drafted and presented to council in an attempt to address the establishment of fund balance levels for the General Fund.

### Conclusion

As City Manager, my goal is to help build our city for the future and to develop it into what we believe it can be going forward. It is an exciting time for the city. Development, opportunity, interest, and investment are all taking place, particularly in the Riverfront Saginaw District. With all of the changes over the last four years, the city has drastically modified the way it looks and the way that it does business. Community and economic development continues to be a key focus in Saginaw and there are some major initiatives that are happening in FY 2017/2018.

We expect construction on the new farmer's market plaza and indoor marketplace to be a key focus in the upcoming year. This will provide year-round access to local goods and produce as well as provide space for new businesses. The City of Saginaw, in conjunction with the Michigan Municipal League and Saginaw Future, Inc., continues to find ways to enhance city services and entice business to the area. Riverfront Saginaw is the focus for commercial and entertainment enhancement in the city, and several like-minded community and business partners are

working together to spread the positive message. This group is working together to get the word out about Saginaw. The goal is to accentuate the positives in our city, and let everyone know that Saginaw is open for business!

City administration is continuing to take a proactive approach to financial planning, organizational development, and citizen engagement initiatives. We continue to increase our presence in the community, while maintaining a budget that is **solvent** and **sustainable**. Legacy costs still continue to be an issue for the city, and the city is actively engaged with our union groups to reduce those costs.

As our community changes so does the City of Saginaw as an organization. The economy has forced everyone to make adjustments to the way they live. As you will notice in this budget, as well as by observing City operations, the City is not funding parks and recreation activities in the manner in which we would like. Saginaw is largely relying on volunteers and community groups to help improve and maintain our parks, and also to provide recreation services to our youth. While not reflected in this budget, the community groups are essential to the success of our City, and we do thank each and every one of those organizations.

What will be realized in your review of the budget is that revenues have continued to decrease and we have had to prioritize our needs and align expenditures with the existing revenues. Although this has been a challenge, we will continue to provide residents with the very best services possible with the resources we have available. This change comes in the form of active management and review of the city's organizational structure. The budget is balanced, and we will continue to monitor our position throughout the year.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Timothy Morales".

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) 2017/2018 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 2017/2018 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 2017/2018 and prior years.

### **Budget Detail**

This section contains information on FY 2017/2018, 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:

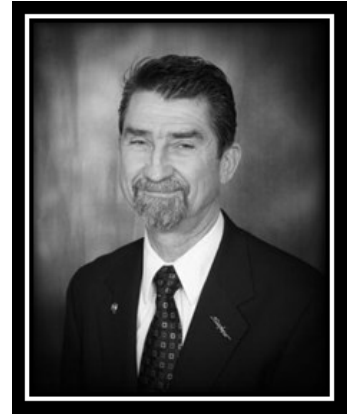
- Description of individual programs
- Summary of resources (revenues) and appropriations (expenditures) – total fund budget.
- Line-item detail – provides detail of revenues and expenditures for FY 2014-2016 actual, FY 2017 approved budget, adjusted budget, and projected, and FY 2018 approved budget.
- 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  
Floyd Kloc



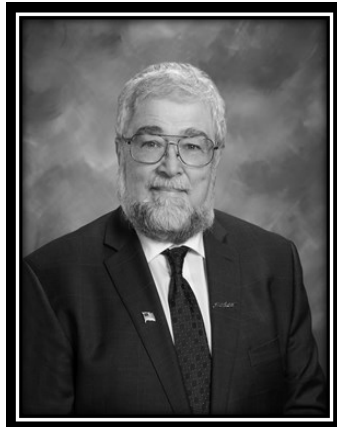
Council Member  
Michael D. Balls



Council Member  
Clint Bryant



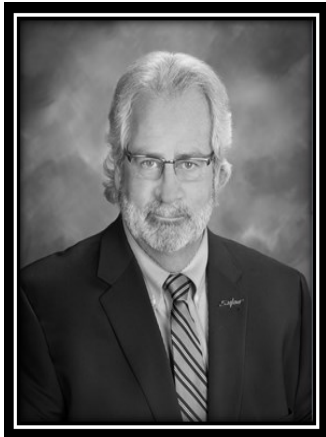
Council Member  
Annie E. Boensch



Council Member  
John Milne



Council Member  
Brenda F. Moore



Council Member  
John Humphreys



Council Member  
Demond L. Tibbs



# City of Saginaw – Management Team

---



**Timothy Morales**  
*City Manager*



**Lori Brown**  
*Finance Director*



**Yolanda M. Jones**  
*Director of OMB*



**Dennis Jordan**  
*Human Resources Director*



**Phillip Karwat**  
*Public Services Director*



**Amy Lusk**  
*City Attorney*



**Jeff Klopoc**  
*Technical Services Director*



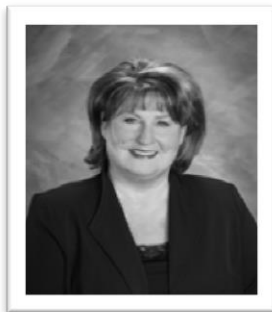
**Kimberly Mason**  
*Water & Wastewater Services Director*



**Debbie Powell**  
*Public Information Officer*



**Robert Ruth**  
*Police Chief*



**Janet Santos**  
*City Clerk*



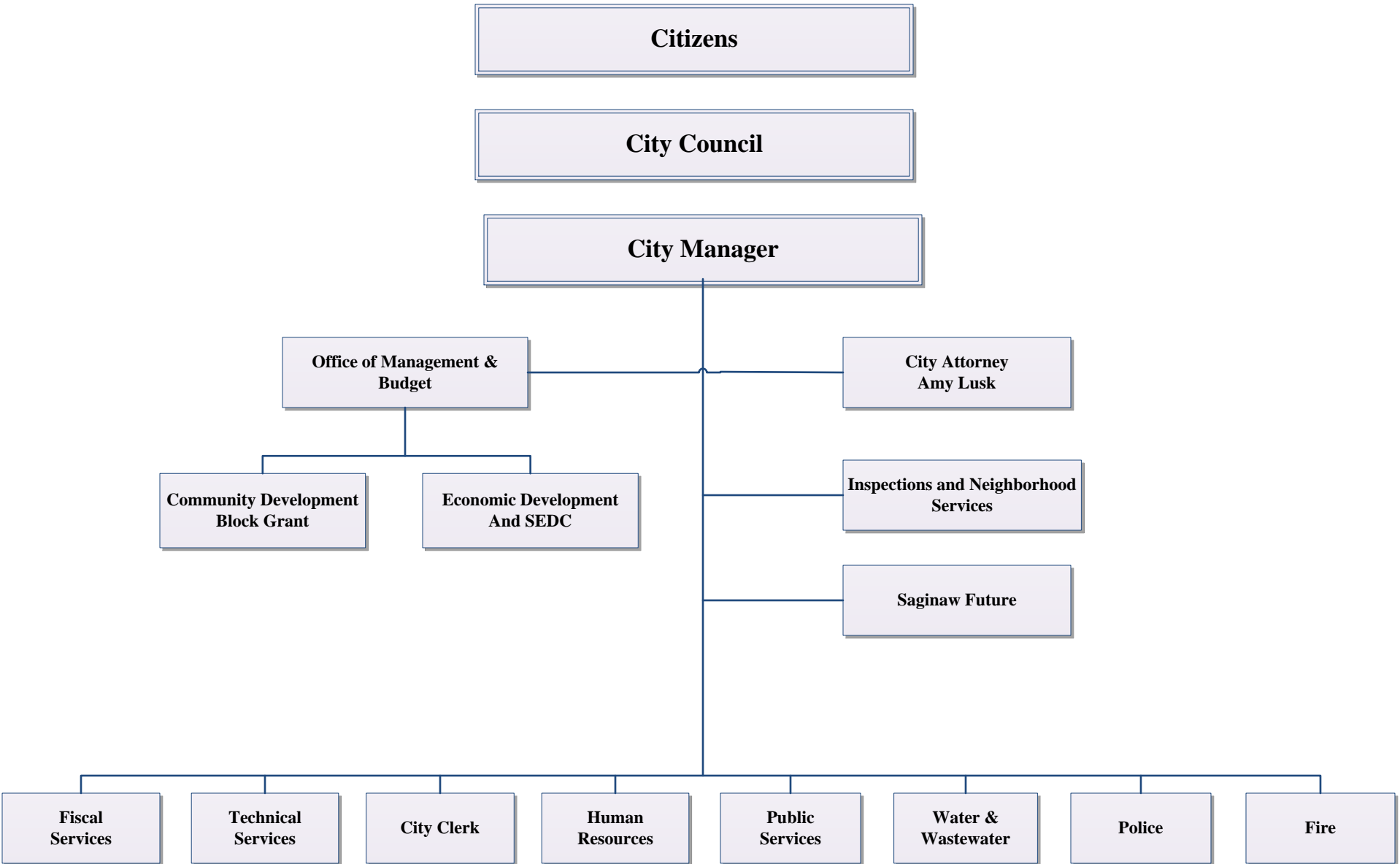
**John Stemple**  
*Chief Inspector*



**Christopher Van Loo**  
*Fire Chief*



# CITY OF SAGINAW



- Health Officer

## *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, 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 key performance measurements into the approved budget document that analyze the effectiveness and efficiency of these service delivery systems. 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 Technical Services Department combines the General Fund's Saginaw Government Television (SGTV) Division with the Internal Service Fund's Geographical Information Systems and Information Services Funds. Inspections and Neighborhood Services combines the General Fund's 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 Offices of General Government and departments listed below are part of the General Fund. Discussions regarding these departments will involve the roles of management and supervisory personnel.

**General Government Offices:**

General Government encompasses six 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 Assistant to the City Manager/Public Information Officer provides technical and administrative support to City Council. The Administrative Support Clerk assists the Assistant to the City Manager/Public Information Officer with all related responsibilities.

The Office of the City Manager is the administrative office for all administrative activities. The City Manager, who is appointed by City Council, is the highest-ranking official. 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.

City Manager Office personnel includes an 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.

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.

A division of the City Manager's Office is the Office of Management and Budget. This office is supervised by the Director of the Office of Management and Budget, who oversees the operation of this office, and an Administrative/Budget Analyst. The City Manager, through this office, submits an annual recommended budget to the City Council; develops the City Capital Improvement plan, monitors, evaluates, and facilitates the City's CitiStat and Performance Management programs; and identifies and secures outside funding resources for City programs and projects through grants administration. The Director of this office is also responsible for the Community Development Block Grant and the Saginaw Economic Development Corporation Programs.

**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, the Director of the Office of Management and Budget, and Chief Inspector to promote business opportunities within city limits.

**Department of Fiscal Services:**

The Department of Fiscal Services is comprised of 7 divisions: Administration, Office of the Controller, Purchasing, Treasury, Assessor's Office, Income Tax, and Customer Accounting. 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.

**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 2014, 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 21 Patrol Officers paid through this millage. The Public Safety millage was 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:**

The Fire Chief provides oversight to the CPS-Fire. Three Battalion Chiefs oversee and manage the daily activities of this structure. CPS-Fire consists of four divisions: Fire Prevention, Fire Suppression, Fire Training, and Fire Apparatus Operations and Maintenance. CPS-Fire has approximately 11 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, and Planning and Zoning.

Inspections consist of a Chief Inspector, a Deputy Chief Inspector, Electrical 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 two Parking Enforcement Officers. 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 ten 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, Boat Launch, and Celebration Park; two Enterprise Funds: Sewer and Water Operations and Maintenance Services and Right of Way Services (only); 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  
2017/2018 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 establish 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, Planning Commission, 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 once a year to discuss and prioritize the city's goals and objectives. On January 21, 2017, City Council, city administration, and members of the public participated in an all-day retreat to set a five year vision for the City.

### **Five Vision Areas:**

City Council, city administration, and members of the public agreed to focus efforts on five key vision areas:

- Economic Development of the Urban Core
- Neighborhood Revitalization
- Arts, Culture, and Recreation
- Police and Fire
- Utilities Infrastructure

### **Problems facing the City of Saginaw:**

During this retreat, city council, city administration, and members of the public identified key problems facing the City of Saginaw. These problems are:

- Lack of resources (*outside of the city's control*)
- Decrease in population (*outside of the city's control*)
- Unfunded mandates
- Aged infrastructure
- Housing
- Image
- Diversity in employment
- Transparency
- Re-purposing empty buildings

### **Vision:**

As part of the retreat, participants were asked to brainstorm on the key areas of focus and complete the statement of "In five years I see". Listed below are the key vision elements:

#### **Economic Development**

*In five years, Saginaw will be.....*

- A diverse economy including medical, manufacturing, government, and agri-business industries
- Engaged in place-making & development around the riverfront
- Increasing in small business support and development
- A community that embraces underserved populations (*chronically unemployed as well as prisoner re-entry*) to create pathways to prosperity

#### **Neighborhood Revitalization**

*In five years, Saginaw will...*

- Have more code enforcement and community policing which will equal higher property values and better quality of life
- Have a plan developed for housing in the City

- Fewer vacant homes
- Funding to adequately enforce the city’s crime-fee lease addendum
- Valuable use of vacant land created by blight removal
- Larger neighborhood associations for increased transparency

### **Arts, Culture, and Recreation**

*In five years Saginaw will be...*

- Structurally, focusing on improvements to a Central park area
  - Ojibway Island – to create a preeminent attraction that highlights and draws people into the city
  - Make Ojibway Island Saginaw’s “Central Park” or “Belle Island”, or even “Dow” gardens
- Administratively, developing a stronger promotion and cultural identity for the entire Celebration Square and surrounding attractions
- Fulfilling this goal: Integrating promotion of Arts, Culture, and Recreation available in Saginaw into the City’s promotional materials
- Setting this policy: Revamping City’s promotional materials to fulfill this goal
- Completing the Riverwalk Loop
- Finding a means to financially support and staff as necessary to accomplish the structural and administrative visions
  - In the near future, developing a resolution for Council to adopt that commits the City to this central park development, and conveys this to the public

### **Police and Fire**

*In five years Saginaw will have...*

- More public safety resources for the future to better serve the community resulting in more cases investigated and helping make people feel safe in their homes
- Funding to stabilize Public Safety workforce
  - This stable workforce will improve levels of service to the community
- Night life safety
- Stability of jobs to make people want to work/live here
- More diversity in the fire department
- A high level of service

### **Utility Infrastructure**

*In five years, Saginaw will have...*

- Available resources and capacity to support development WWTP and WTP
- Feasibility of rehab or new water plant established
  1. Conceptual plans with budget needs
  2. Possible funding mechanisms researched
  3. Public support
  4. Plan and build

- Wastewater improvements being made and sustained!
- Continued maintenance on WWTP to keep operation
- Established Asset Management Plans
  1. Educate public and stakeholder involvement
  2. Better understanding of condition, criticality and needs of the city's water and sewer systems
  3. Will be able to better plan for and budget for maintenance of each to avoid issues
- Treatment, Collection, Distribution, and Transmission!
  1. Improve revenue stream for infrastructure
    - Act 51 – Roads – millage possible
    - Water and Sewer rates – possible state and/or federal monies?
    - Possible additional funds with new tax redo and President's speech on guaranteeing improvements to infrastructure nationally

### **Image (Brand, Perception)**

*In five years Saginaw will be...*

- Destination for entertainment and event venues
- Promoting and marketing the city through outside entities – public/private ventures

**Vision Statement:** although this statement still being refined, from the strategic planning session, city council, city administration and members of the public developed the following statement

*“We envision the Saginaw Riverfront as an Entertainment District and Event Venue where our citizens enjoy the effects of place-making; we attract more small business development, and diversify our economy through stronger cultural collaborations and private/public ventures. In particular we will place strong focus on improvement to the central park area, particularly Ojibway Island, and servicing the underserved in our community.”*

### **Goals to Accomplish Vision Elements:**

The final part of the retreat was creating goals in order to achieve the vision elements. Listed below are the primary goals that must be met to accomplish these elements:

- Develop plan to market to investors with targeted approach for who to engage. This will involve creating informational tools for investors as well as targeting local financial partners.
- Build initiatives into 2018 budget and future budgets.
- Complete form-based zoning. Explain and promote to the public and investors.
- Develop a committee to identify key stakeholders; develop a conceptual plan including costs and alternate resources available.
- Make better use of Saginaw Economic Development Corporation funds available for small businesses.
- Engage with Saginaw Future to create a small business “how to” packet.
- Highlight success stories.
- Engage the City of Saginaw community.
- Council engages in outreach to the community for input, i.e. Parent groups....
- Downtown Development Authority – secure millage for arts and entertainment
- Focus on Ojibway Island

During the strategic planning session, city council and the management team also developed SWOT Analysis for each priority. 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](http://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 Director of OMB 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 for 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 Director of OMB 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 approved budget document.

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

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

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

### **Budget Calendar**

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

### **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 2016 Actual Revenues at June 30, 2016

The seven-year average growth rate from 2009 – 2016 multiplied by 2016 actual revenues is used as a projection for the 2017 revenues. By utilizing the average growth rate for an additional year, the 2018 revenues are projected.

**Method 2:** 2017 Actual Revenues at December 31, 2016 / 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 2017 revenues, 2018 revenues are projected. (Please note as more information is provided the revenues are further altered).

**Method 3:** 2017 Actual Revenues at December 31, 2016 / (2016 Actual Revenues at December 31, 2015 / 2016 Actual Revenues at June 30, 2016)

A percent of 2017 revenues are determined from revenues receipts at December 31, 2015. The 2017 revenues at December 31, 2016, are divided by the percentage collected December 31, 2015, to project revenues for 2017. By reviewing revenue trends in conjunction with this method of projections for 2017 revenues, the 2018 revenues are projected.

**Method 4:** Percentage of 2016 Revenue budget collected at June 30, 2016 x 2017 Budget

2017 revenues can be projected by multiplying the percentage of 2016 Budget, which was collected at June 30, 2016, times the 2017 Budget. By reviewing the historical actual to budget ratios, assumptions can be determined to assist in 2018 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 Director of the Office of Management and Budget. 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 Director of the Office of Management and Budget review these sources of revenues to determine whether they should be included in the budget.

Questionable revenues are budgeted conservatively and in accordance with state law. 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 accounting 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, departmental earnings, and investment income. Revenues from other sources are recognized when received. Expenditures are generally recognized in the year the related 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 Economic Development of Urban Core, Neighborhood Revitalization, Arts, Culture, and Recreation, Police and Fire, and Utilities Infrastructure. Listed below are the budget dollars for FY 2017/18:

<b>City of Saginaw – Goals and Objectives</b>	<b>Amount designated from 2018 Approved Budget</b>
Economic Development of Urban Core	\$ 961,868
Neighborhood Revitalization	\$ 4,109,852
Arts, Culture, and Recreation	\$ 347,362
Police and Fire	\$22,368,455
Utilities Infrastructure	\$19,997,594

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 on 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.

### **Performance Management/Accountability Reporting**

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 Performance Management/Accountability Reporting. The City defines its performance management/accountability reporting strategy as an analysis and reporting tool, that is intra-departmental and mission focused and integral in long-term planning. The performance management/accountability reporting 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/accountability 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 effective and efficient management of City government.

### **GENERAL FUND**

The General Fund is the primary account for resources traditionally associated with government, which are not required legally or management purposes 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 \$200 fee assessed to household units for the collection of solid waste, 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.

#### **Saginaw Arts and Enrichment Commission Fund:**

The Saginaw Arts and Enrichment Commission Fund accounts for the private donations and individual contributions received by the Saginaw Arts and Enrichment Commission to provide financial support to

cultural and creative arts organizations. In addition, the Saginaw Arts and Enrichment Commission sponsors various social and community events to improve the quality of life in the City.

**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 for 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 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. An additional goal is to reduce the use of harmful 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.

**Police Enhancing Law Enforcement Response to Victims (ELERV) Fund:**

This fund accounts for grant funds received the Office for Victims of Crime, U.S. Department of Justice and is administered by the International Association of Chief of Police. The purpose of this grant is to provide funding to develop and implement an ELERV strategy that promotes enhanced administrative, technical, and operational police practices; foster cooperation and the exchange of information and experience among police leaders and organization, including enhancing law enforcement response to victims of crime, with a strong focus on reaching and serving the underserved and unserved victims identified in the community.

**Homeland Security Staffing for Adequate Fire and Emergency Response (SAFER) 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 the City to be in compliance with staffing, response and operational standards that are 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. Effective July 1, 2016, this fund is longer in use.

**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 Loans, and Section 108 Loans.

### **Capital Project Fund:**

Capital Project Fund is considered to be a Special Revenue Fund of the City. Revenues and expenditures related to the acquisition, development, improvement, and/or maintenance of capital assets.

### **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 on the balance sheet.

### **ENTERPRISE FUNDS:**

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

#### **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.

#### **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 user departments to recover the cost of maintaining and replacing equipment.

**Motor Pool Operations Fund:**

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

**Self-Insurance Fund:**

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

**Worker’s Compensation Fund:**

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

**FIDUCIARY FUNDS:**

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

**Public Employee Healthcare Fund/ Unfunded Liabilities Fund:**

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

**Cemetery Endowment Trust Funds:**

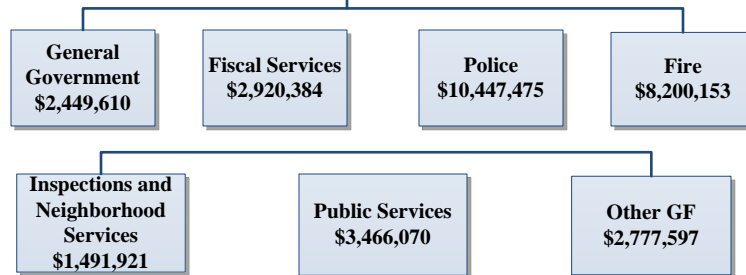
Forest Lawn Cemetery and the Oakwood Cemetery Funds are considered to be a Fiduciary Fund for the City of Saginaw. These funds are used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city’s program. In accordance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

# CITY OF SAGINAW - FINANCIAL ORGANIZATIONAL CHART

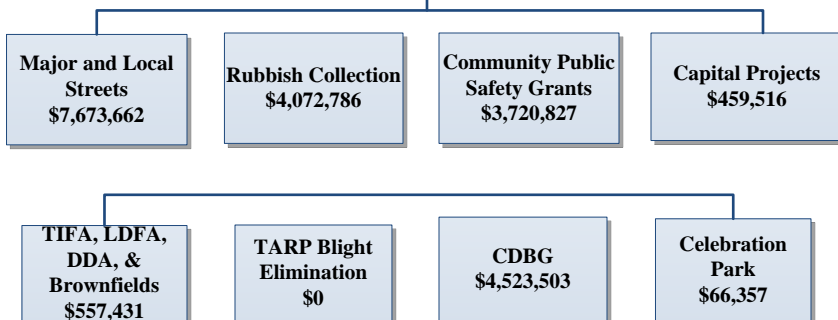
## 2017/2018 APPROVED BUDGET

**Total City Budget  
Approved FY 2018  
\$117,774,296**

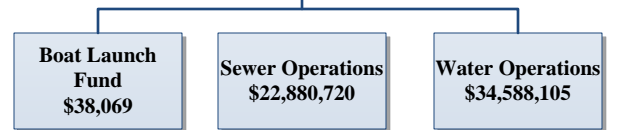
**General Fund  
\$31,753,210**



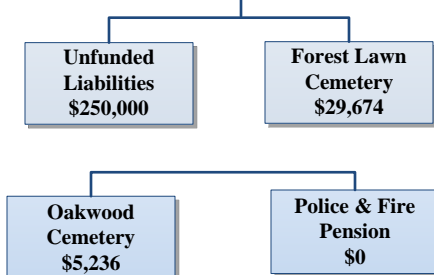
**Special Revenue Funds  
\$21,074,082**



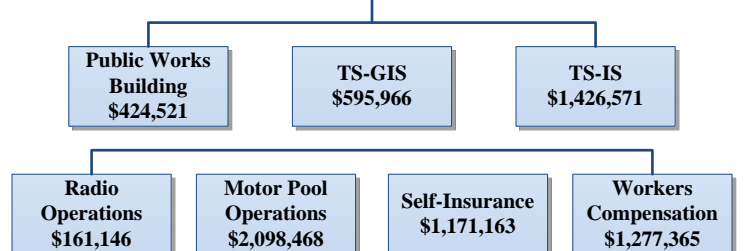
**Enterprise Funds  
\$57,506,894**



**Fiduciary Funds  
\$284,910**



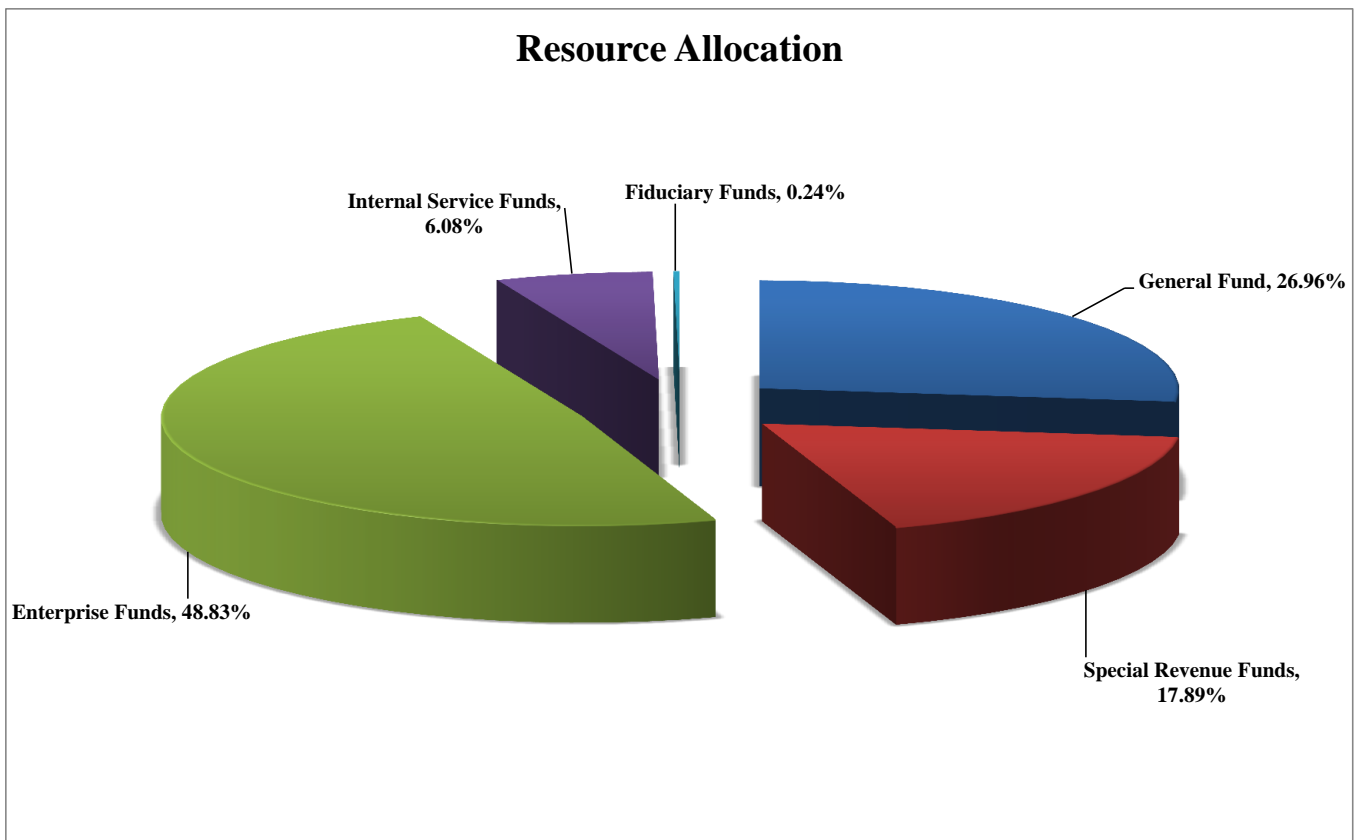
**Internal Service Funds  
\$7,155,200**





**RESOURCE ALLOCATION  
2017/2018 APPROVED BUDGET**

<u>RESOURCES</u>		<u>APPROPRIATION</u>	
GENERAL FUND	\$ 31,753,210	GENERAL FUND	\$ 31,753,210
SPECIAL REVENUE FUNDS	21,074,082	SPECIAL REVENUE FUNDS	21,074,082
ENTERPRISE FUNDS	57,506,894	ENTERPRISE FUNDS	57,506,894
INTERNAL SERVICE FUNDS	7,155,200	INTERNAL SERVICE FUNDS	7,155,200
FIDUCIARY FUNDS	284,910	FIDUCIARY FUNDS	284,910
<b>TOTAL RESOURCES</b>	<b><u>\$ 117,774,296</u></b>	<b>TOTAL APPROPRIATION</b>	<b><u>\$ 117,774,296</u></b>



## SUMMARY OF REVENUES

---

### GENERAL FUND

The total General Fund revenues for 2017/2018 are projected to be \$31,753,210, which represents a decrease of \$169,842 from the 2017 approved budgeted levels.

**Property Taxes:** the total property taxes category is projected to be \$3,985,097 which is an \$823,679, or 17.13% reduction from the previous fiscal year. This decrease is primarily attributable to the reconciliation of the refund of captured property taxes in the City's Brownfield Districts. Furthermore, there is a slight reduction in personal property taxes from the FY 2017 budgeted levels.

**City Income Taxes:** The City of Saginaw receives approximately 38.42% of its General Fund revenues from local income tax. Economic conditions continue to have an impact on this revenue source. For the 2017/2018 Approved Budget, revenue from income taxes is expected to increase \$250,000, or 2.09% from the previous year. This is primarily due to new businesses that are expected to come to the city.

**State Revenue Sharing:** The City of Saginaw receives approximately 25.24% of its General Fund revenues from state revenue sharing. The FY 2017/2018 Approved Budget for State Shared Revenues will decrease 0.53% or \$42,465. This decrease is primarily realized in Constitutional Revenue by \$41,375.

**Grants:** For FY 2018, the City budgeted \$907,508 for Federal and State grant funding related to police drug overtime, the Local Community Stabilization funding, and Medicare Part D reimbursement. This is a 33.51% increase from the 2017 approved budget levels. In FY 2018, the City continues to receive funds from the Local Community Stabilization funding in the amount of \$160,110. Furthermore, Community Public Safety – Fire has been receiving State Fire Protection funding each year for the last three years for services provided to the state building. The City will continue to budget for these funds in FY 2018.

**Licenses, Permits, and Fees:** The City anticipates \$1,358,827 for licenses, permits, and fees for FY 2018. This represents an increase of \$45,728 over the approved 2017 revenue. This category includes business licenses, building permits, and cable television franchise fees. This increase will be realized in the following revenues - Cable TV Franchise Fees \$8,000, Cable TV PEG Fees \$54,453, Building Permits \$20,000, and Sign Permits \$1,675. These licenses, permits, and fees increases will be offset by reduction in the following – Occupational Licenses \$3,000, General Business Licenses \$10,000, Electrical Permits \$5,100, Mechanical Permits \$5,000 and Demolition Permits \$15,000.

**Charge for Services:** The total projected charges for services for FY 2018 is \$906,145. 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 are negotiated with other communities as they increase business and residential development. These agreements will provide additional revenue to the General Fund.

**Fines and Forfeitures:** The revenue in this category includes ordinance fines, parking receipts, parking lot receipts, parking violations and transfer affidavit fees. The revenue is anticipated to decrease from the 2017 approved revenues by \$41,081. This decrease is due to the reduction in parking lot receipts by \$5,000, Parking Violation Fines by \$37,906, and Dog Fines by \$500. These reductions will be offset by the following increases – Transfer Affidavit Fines by \$675, and Penalties – City Clerk Office by \$1,650.

**Interest and Rents:** Interest revenue is projected to increase by 9.07 % from 2017 approved. This is primarily due to the expected increase in the interest earned on investments and City income taxes. In addition, Rents will increase \$4,800 in order to recognize the new radio tower rent revenues.

**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 2018, a total of \$2,691,707 is budgeted for the indirect cost allocation plan. The category of reimbursement will equate to \$3,116,765, which is \$556,916 more than in FY 2017. This increase is primarily associated with the increases in the indirect cost allocation to the General Fund based on prior year actual costs.

**Other Revenues:** This category will decrease \$3,177 or 1.28% from 2017 budgeted levels. Total revenues are projected to be \$245,860. This includes miscellaneous revenues related to police department services, donations, and the sale of assets.

**Fund Balance and Transfers:** The 2017/2018 budget does not add to or use any of the General Fund reserves. However, the General Fund will receive reimbursements from the Community Development Block Grant to offset the community police officers that have been reallocated to the General Fund.

## **SPECIAL REVENUE FUNDS**

The total Special Revenue Funds' revenues will be \$21,074,082, for the 2017/2018 approved budget. This represents a \$71,231 or .34% reduction from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

### **Major and Local Streets**

Overall, the Major Streets Fund's revenues are projected to decrease by a net \$114,232, or 1.8% from the FY 2017 Approved Budget. This is due to a decreased use of fund equity planned for FY 2018 offset by an increase in Act 51 Revenue from the State. The Local Streets Fund revenues are projected to decrease by \$398,299 or 21.69% due to a drop in the use of fund equity and an increase in Act 51 monies. Other sources of revenue for this fund includes: interest on investments, special assessments, surplus receipts, and reimbursement.

### **Public Safety Fund**

For FY 2017/18, the Public Safety Fund is projected to be \$3,063,385. This is an increase of \$44,281, or 1.47%, from the previous fiscal year's budget. The increase in revenues is due to the recognition of the previous year's fund balance that will be appropriated directly to this fund to support police and fire services.

### **Rubbish Collection Fund**

The FY 2017/18 Rubbish Collection Fund is projected to be \$4,072,786. This is an increase of \$216,046, or 5.60%. This increase will be predominately realized in the appropriation of fund equity. In FY 2017, the city increased the household unit rubbish fee from \$175 to \$200. However, over the last five years the city has not been receiving the total amount necessary for the operations. As such, the city now allocates funds for special assessments and the amount received during settlement. Furthermore, this increase was required due to an increase in the fees that were being assessed by Mid-Michigan Waste Authority. This budget also realizes a slight increase to interest on investments of \$2,000.

### **Andersen Enrichment Center**

The 2018 approved revenues for the Andersen Enrichment Center Fund is \$83,255. This represents a \$16,305 decrease from the previous fiscal year. As of June 30, 2016, this fund ended the fiscal year in a deficit. As a result, the State of Michigan required that a Deficit Elimination Plan be created in order to address this deficit. The FY 2018 budget reflects steps taken toward implementing this plan.

### **Commerce Center DDA**

For the 2017/2018 budget, revenues in the Commerce Center DDA Fund will be \$0, which represents a 100% decrease from the previous fiscal year. This reduction is attributed to the dissolution of the district.

### **Downtown Development Authority (DDA)**

For the FY 2018, revenues in the Downtown Development Authority Fund will be \$60,542, a decrease of \$532,558. The decrease in revenues is due to completion of the \$1 million DEQ grant for the Farmers Market that was received in 2016. Furthermore, the Community Development Block Grant funds were also reduced by half.

### **Economic Development Fund**

In previous fiscal years, these funds were not budgeted. In FY 2016/2017, the Economic Development Fund was closed and the remaining \$64,105 in fund balance was transferred to the general fund.

### **Brownfield Authority SRRF**

For the 2017/2018 budget, revenues in the Brownfield Authority SRRF Fund will be \$31,492. This represents a \$9,252 decrease from the previous fiscal year. This is attributed to a decrease in the real property tax values within these brownfield districts.

### **Downtown Development Authority 2011**

The DDA 2011 Fund became a new fund in FY 2015/2016. This fund is used to account for revenues collected for the Downtown Development Authority's updated Tax Increment Finance Authority (TIFA) district as outlined in the 2011 DDA TIFA plan. The FY 2018 DDA 2011 revenues and expenditures will be \$144,392. This is due to the adoption of a two mill levy for properties in the district and will be used to reinvest in the district.

### **Department of Justice – JAG Grant Fund**

The FY 2018 approved budget for the Department of Justice – JAG Grant Fund is \$0. This equates to a \$3,563 reduction from the previous fiscal year. This reduction is due to the fact that the funding levels, at this point, are unknown. Historically, the city is notified after the completion of the budget how much will be allocated during the next fiscal year.

### **Saginaw County Treatment and Prevention Fund**

The Saginaw County Treatment and Prevention Fund is expected to increase \$20,347 from the previous fiscal year. This increase is due to inclusion of operating expenditures as part of the budget. Traditionally, only personnel services were expended from this fund. This grant is expected to expire on September 30, 2017 and will automatically renew.

### **Homeland Security – SAFER Grant**

The Homeland Security SAFER Grant Fund's revenues will be \$368,933 for FY 2018. This is a reduction of \$475,078. The Homeland Security – SAFER Grant is expected to come to a completion on September 30, 2018. Revenues received from this grant will be for only ¼ of the fiscal year. This will maintain the salary and benefits of 13 fire personnel for the first quarter.

### **Community Development Block Grant Fund**

The Community Development Block Grant Fund is approved at \$2,522,487 for FY 2017/2018. This represents a \$716,873 increase from the previous fiscal year. This increase is attributable to a carryover of unspent funds from previous fiscal years.

### **Block Grant HOME Program Fund:**

The Block Grant HOME Program Fund is expected to be \$576,812 for the FY 2018 budget. This is a decrease of \$31,081 or 5.11% from the previous fiscal year. This decrease is attributable to a reduction in the federal entitlement funding.

### **Saginaw Economic Development Corporation (SEDC) Revolving Loan Fund**

The SEDC Revolving Loan Fund is approved at \$848,000 for FY 2017/2018. This represents a \$135,908, or 19.09% increase from the previous fiscal year. This increase is attributable to program income.

### **Capital Project Fund**

The Capital Project Fund revenues are expected to be \$459,516 for FY 2018. This fund accounts for the purchase and installment payments of the General Obligation Limited Tax Capital Improvement Bonds, Series 2015. User funds are the General Fund and Rubbish Collection Fund. These funds provide operating transfers to the Capital Project Fund to pay the interest and principal payments on the above-mentioned bond.

### **Celebration Park Fund**

The Celebration Park Fund revenue is expected to be \$66,357 for FY 2018. This is a decrease of 33% or \$32,202 from the FY 2016/17 Approved Budget. This decrease is due to a smaller transfer required from other funds to cover the cost of operating the park.

## **ENTERPRISE FUNDS**

The total Enterprise Funds' revenues will be \$57,506,894, for the 2017/2018 approved budget. This represents a \$6,987,788 or 10.83% reduction from the previous fiscal year's budgeted levels. Listed below is a discussion on major variances within this fund type:

### **Boat Launch Operations and Maintenance Fund**

The FY 2018 Boat Launch Operations and Maintenance Fund's budget is projected at \$38,069. This decrease is primarily due to a decreased use of fund equity.

### **Sewer Operations and Maintenance Fund**

For FY 2017/18, the Sewer Operations and Maintenance Fund's revenues are projected at \$22,880,720. This is a decrease of \$1,737,373, or 7.06% from the approved 2016/2017 budgeted levels. The reduction in revenues is a direct result of a decrease in the appropriation of SRF Grants and reduced use of fund equity.

### **Water Operations and Maintenance Fund**

The FY 2018 approved budget for the Water Operations and Maintenance Fund is expected to decrease \$5,237,754, or 13.15%. This is due to a reduction to the Bond Proceeds revenue because the city issued the 2016 Water System Improvement and Water Refunding Bond during FY 2017. Additionally, the Turn-On Charge has been decreased by \$68,736. To slightly offset this reduction will be an increase to the Water rates in accordance with the approved rate ordinance.

## **INTERNAL SERVICE FUNDS**

The total Internal Service Funds' revenues will be \$7,155,200, for the 2017/2018 approved budget. This represents a \$120,961 or 1.72% increase from FY 2017. Listed below is a discussion on major variances within this fund type:

### **Public Works Building Fund**

The Public Works Building Fund will decrease by \$120,762 for the FY 2018 approved budget. This is due to a decrease in charges for services to offset the cost of maintaining the building.

### **Technical Services - IS Fund**

The Technical Services – Information Services revenues for FY 2018 are projected at \$1,426,571. This will be an increase of \$78,189, or 5.80% from the 2017 Approved Budget. This increase to user departments is primarily associated with the purchase of a generator.

### **Radio Operations Fund**

The Radio Operations Fund revenues for FY 2018 are projected at \$161,146. This will be an increase of \$19,870 from the 2017 Approved Budget. This increase is due to a normal increase in the maintenance charges to the user departments.

### **Motor Pool Operations Fund**

The FY 2018 Motor Pool Operations Fund is expected to be \$2,098,468. This is an increase of \$138,693. This increase to the user fee is due largely to cover the cost of changes in personnel services, depreciation, and obsolete inventory. Furthermore, over the last several years, the city has been selling inventory and equipment on Govdeals.com. In FY 2018, funds will be recognized for the selling of property and equipment.

### **Self-Insurance Fund**

The Self-Insurance Fund Revenues are budgeted at \$1,171,163 for FY 2018. This represents a decrease of .53% from the previous fiscal year. This reduction is due to a reduction in the July and February general obligation insurance renewals.

## **FIDUCIARY SERVICE FUNDS**

The total Fiduciary Service Funds' revenues will be \$284,910, for the 2017/2018 approved budget. This represents a decrease of \$243,566, or 46.09%. Listed below is a discussion on major variances within this fund type:

### **Unfunded Liabilities Fund**

For FY 2018, the Unfunded Liabilities Fund's revenues will be \$250,000. This is a 49.35% decrease from the previous fiscal year. In the previous fiscal year, the city administration repaid the General Fund for their contribution to the OPEB Liability. In FY 2018, the city will begin apportioning funds towards the OPEB Liability.

Overall, for fiscal year 2017/2018, the City of Saginaw's budgeted revenues are \$117,774,296, which represents a 5.88% or \$7,351,466, reduction from the 2016/2017 Budget.

**SUMMARY OF REVENUES  
2017/2018 APPROVED BUDGET**

<b>FUND</b>	<b>2015/2016 APPROVED BUDGET</b>	<b>2016/2017 APPROVED BUDGET</b>	<b>2017/2018 APPROVED BUDGET</b>	<b>INCREASE/ (DECREASE)</b>	<b>% CHANGE</b>
<b><u>GENERAL FUND</u></b>					
PROPERTY TAX	3,950,134	4,808,776	3,985,097	(823,679)	-17.13%
CITY INCOME TAX	11,765,000	11,950,000	12,200,000	250,000	2.09%
STATE REVENUE SHARING	8,041,392	8,005,017	8,015,653	10,636	0.13%
GRANTS	647,936	732,841	907,508	174,667	23.83%
LICENSES, PERMITS, & FEES	1,261,299	1,313,099	1,358,827	45,728	3.48%
CHARGES FOR SERVICES & SALES	1,053,497	926,197	906,145	(20,052)	-2.16%
FINES AND FORFEITURES	550,925	468,425	427,344	(41,081)	-8.77%
INTEREST	407,000	341,000	371,935	30,935	9.07%
RENTS	32,000	32,000	36,800	4,800	15.00%
REIMBURSEMENTS	3,011,968	2,559,849	3,116,765	556,916	21.76%
OTHER REVENUES	250,497	249,037	245,860	(3,177)	-1.28%
TRANSFERS	0	536,811	181,276	(355,535)	-66.23%
<b>TOTAL GENERAL FUND</b>	<b>30,971,648</b>	<b>31,923,052</b>	<b>31,753,210</b>	<b>(169,842)</b>	<b>-0.53%</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
MAJOR STREETS	4,786,485	6,349,528	6,235,296	(114,232)	-1.80%
LOCAL STREETS	1,442,391	1,836,665	1,438,366	(398,299)	-21.69%
PUBLIC SAFETY FUND	2,892,604	3,019,104	3,063,385	44,281	1.47%
RUBBISH COLLECTION FUND	3,907,363	3,856,740	4,072,786	216,046	5.60%
CLEAN ENERGY COALITION	40,000	40,000	40,000	0	0.00%
ANDERSEN CENTER FUND	112,957	99,560	83,255	(16,305)	-16.38%
ARTS AND ENRICHMENT COMMISSION	190,300	193,300	197,750	4,450	2.30%
COMMERCE CENTER DDA	23,253	21,326	0	(21,326)	-100.00%
DOWNTOWN DEVELOPMENT AUTH.	141,883	593,100	60,542	(532,558)	-89.79%
ECONOMIC DEVELOPMENT	0	64,105	0	(64,105)	-100.00%
BROWNFIELD AUTHORITY SRRF	66,987	40,744	31,492	(9,252)	-22.71%
DOWNTOWN DEVELOPMENT 2011	1,200	2,739	144,392	141,653	5171.71%
COMMUNITY POLICING FUND	546,307	0	0	0	0.00%
POLICE TRAINING FUND	14,000	14,000	14,000	0	0.00%
J.A.G. FUND	15,000	3,563	0	(3,563)	-100.00%
DRUG FORFEITURE FUND	62,956	62,956	66,956	4,000	6.35%
SAGINAW COUNTY TAPS	29,020	87,206	107,553	20,347	23.33%
POLICE ELERV GRANT FUND	0	98,283	100,000	1,717	1.75%
HOMELAND SECURITY SAFER FUND	0	844,011	368,933	(475,078)	-56.29%
TARP HARDEST HIT GRANT FUND	31,500	0	0	0	0.00%
COMM. DEV. BLOCK GRANT FUND	1,806,069	1,805,614	2,522,487	716,873	39.70%
CDBG RESIDENTIAL LOANS	579,003	579,003	576,204	(2,799)	-0.48%
BLOCK GRANT HOME PROGRAM FUND	607,893	607,893	576,812	(31,081)	-5.11%
SEDC REVOLVING LOAN	712,092	712,092	848,000	135,908	19.09%
CAPITAL PROJECT FUND	0	115,222	459,516	344,294	298.81%
CELEBRATION PARK	86,267	98,559	66,357	(32,202)	-32.67%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>18,095,530</b>	<b>21,145,313</b>	<b>21,074,082</b>	<b>(71,231)</b>	<b>-0.34%</b>

**SUMMARY OF REVENUES  
2017/2018 APPROVED BUDGET**

<b>FUND</b>	<b>2015/2016 APPROVED BUDGET</b>	<b>2016/2017 APPROVED BUDGET</b>	<b>2017/2018 APPROVED BUDGET</b>	<b>INCREASE/ (DECREASE)</b>	<b>% CHANGE</b>
<b><u>ENTERPRISE FUNDS</u></b>					
BOAT LAUNCH FUND	37,067	50,730	38,069	(12,661)	-24.96%
SEWER OPERATIONS & MAINTENANCE	25,582,427	24,618,093	22,880,720	(1,737,373)	-7.06%
WATER OPERATIONS & MAINTENANCE	21,158,722	39,825,859	34,588,105	(5,237,754)	-13.15%
<b>TOTAL ENTERPRISE FUNDS</b>	<b><u>46,778,216</u></b>	<b><u>64,494,682</u></b>	<b><u>57,506,894</u></b>	<b><u>(6,987,788)</u></b>	<b><u>-10.83%</u></b>
<b><u>INTERNAL SERVICE FUNDS</u></b>					
PUBLIC WORKS BUILDING FUND	473,874	545,283	424,521	(120,762)	-22.15%
TECHNICAL SERVICES - GIS	601,702	583,623	595,966	12,343	2.11%
TECHNICAL SERVICES - IS	1,367,452	1,348,382	1,426,571	78,189	5.80%
RADIO OPERATION FUND	133,560	141,276	161,146	19,870	14.06%
MOTOR POOL OPERATIONS	1,791,492	1,959,775	2,098,468	138,693	7.08%
SELF-INSURANCE FUND	1,292,318	1,177,395	1,171,163	(6,232)	-0.53%
WORKERS' COMPENSATION FUND	1,304,673	1,278,505	1,277,365	(1,140)	-0.09%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b><u>6,965,071</u></b>	<b><u>7,034,239</u></b>	<b><u>7,155,200</u></b>	<b><u>120,961</u></b>	<b><u>1.72%</u></b>
<b><u>FIDUCIARY FUNDS</u></b>					
UNFUNDED LIABILITIES	401,135	493,566	250,000	(243,566)	-49.35%
FOREST LAWN CEMETERY	29,674	29,674	29,674	0	0.00%
OAKWOOD CEMETERY	5,236	5,236	5,236	0	0.00%
POLICE AND FIRE PENSION FUND	7,805,950	0	0	0	0.00%
<b>TOTAL FIDUCIARY FUNDS</b>	<b><u>8,241,995</u></b>	<b><u>528,476</u></b>	<b><u>284,910</u></b>	<b><u>(243,566)</u></b>	<b><u>-46.09%</u></b>
<b>TOTAL REVENUES</b>	<b><u>111,052,460</u></b>	<b><u>125,125,762</u></b>	<b><u>117,774,296</u></b>	<b><u>(7,351,466)</u></b>	<b><u>-5.88%</u></b>



## SUMMARY OF EXPENDITURES

---

### **GENERAL FUND**

General Fund expenditures are expected to decrease \$169,842, or .53%, from the 2017 Budget. The total General Fund Expenditure Budget will be \$31,753,210.

#### **Department of General Government:**

The Offices of General Government is expected to increase \$134,953, or 5.8% from the FY 2017 approved budgeted levels. The largest increase will be realized in Personnel Services of \$155,209. This is due to the 2% salary increases in accordance with the collective bargaining agreements for the next year. Furthermore, during FY 2017 the SGTV Program Coordinator became a full time position. In addition, with the completion of the Police and Fire Pension Fund, .15 of the Assistant Director of Human Resources and .10 of the Human Resources Staff will be reallocated to the General Fund. Furthermore, funds are included in the Office of Management and Budget for a marketing study in order to be in compliance with the Redevelopment Ready Certification. In the City Manager's Office, Funds have been appropriated for the purchase of office equipment for the manager's office. In the Election Division, funds have been included for the purchase of tabulators at the state's price. To offset these increases will be a \$48,550 decrease. This is largely due to a reduction in the cost of the Election Worker in the Election Division. This is possible due to the fact that this is an off election year.

#### **Department of Fiscal Services:**

The Department of Fiscal Services will increase by \$69,356 or 2.43% from the FY 2017 approved budgeted levels. The largest increase to this department will be realized in Personnel Services, which increases by \$52,534. This increase is directly related to the contractually obligated increases and the reclassification of a skilled clerical position to an office assistant II. This position will be shared between the Treasury and Assessing Divisions. Furthermore, this department will realize increases in information management costs throughout all divisions, a contractual increase to Plante & Moran to perform services as the Controller's Office, and increased audit contract fees.

#### **Community Public Safety (CPS):**

The total *Community Public Safety (CPS) - Police* expenditures are \$10,447,475 for FY 2017/2018. This represents an overall decrease of \$809,823 from the 2017 budgeted levels. The largest decrease will be realized in the pension obligation for Police. Additionally, there will be a slight reduction in retiree healthcare costs due to the restructuring of the retiree healthcare plans. This department will also realize reductions in the motor vehicle repairs and fleet charges to cover the cost of depreciation and obsolete inventory, a slight reduction in fuel, and information management charges. To slightly offset this reduction is a 2% salary increase in accordance with the collective bargaining agreements.

The total *Community Public Safety (CPS) - Fire* expenditures are \$8,200,153 for the 2018 approved budget. This represents an increase of \$49,471 from the 2017 budgeted levels. This increase is largely due to increases in utility costs, general repairs, operating services, cleaning supplies, and parts and supplies. In FY 2018, Community Public Safety – Fire will continue to pay the installment payment for the purchase of the fire apparatus.

#### **Office of Inspections and Neighborhood Services:**

The Inspections and Neighborhood Services divisions are \$1,491,921, which is a net increase of \$2,988 or 0.2% from the 2017 approved budgeted levels. This increase is due to the 2% salary increases in accordance with the collective bargaining agreement and the allocation of funds for rents and taxes. This increase will be slightly offset by reduction in professional services for other consulting services in Planning and Zoning Division as well as a decrease in demolition monies in the Inspections Division.

### **Department of Public Services:**

The Public Services Department of the General Fund is \$3,466,070 for FY 2018. This represents an increase of \$167,823. Most of this increase comes from increases in employment agency fees in the Cemeteries and Facilities divisions and costs associated with the grant funded Ojibway Island improvement project. In FY 2018 there will be a newly created Parks Grounds Maintenance division which will allow for more accurate tracking of work completed. Much of this fund's budget comes from a reduction in the Facilities division due to the transfer of personnel between the two divisions. These increases will be partially offset by a reduction in pension costs as well as the cost of utilities due to the completion of the project to retrofit all streetlights in the City with LED lights, which reduces energy costs by more than fifty percent.

### **Other General Fund:**

The total Other General Fund expenditures are \$2,777,597 for the 2017/18. This represents an increase of \$215,390 or 8.41% from the 2017 approved budgeted levels. This increase is attributable to a higher apportionment of GIS Charges due to utilization, a \$172,648 appropriation for the OPEB Liability to be paid towards the OPEB Liabilities Fund, and an increase in the debt service payment for the 2015 G.O. Limited Capital Improvement Bond because principal payments begin in FY 2018. The Saginaw Housing Commission increased due to an increase in retiree healthcare costs. To offset these increases will be a \$199,281 decrease in the Retiree Healthcare division. This is due to the fact that the city combined its retiree healthcare plans – Blue Cross Blue Shield and Blue Care Network into one plan under Blue Cross Blue Shield. This was effective January 1, 2017.

### **SPECIAL REVENUE FUNDS**

The total Special Revenue Funds' expenditures will be \$21,074,082, for the 2017/2018 approved budget. This represents a \$71,231 or .34% reduction from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

#### **Major and Local Streets**

Total Major Streets Fund expenditures are \$6,235,296 for FY 2018. Expenditures will decrease by \$114,232, or 1.8%. This decrease is due to having fewer construction and street resurfacing projects planned, with the major ones being resurfacing of Williamson Street, Brockway Street, and Veterans Memorial Parkway. Additionally, the Major Streets fund expects to spend \$206,700 for capital purchases including a dual axle hook loader truck. This is a decrease of \$116,700 from FY 2017. These decreases are offset by an increase in personnel costs and a transfer of \$68,004 to the Local Streets fund. The personnel complement will increase by 1.92 FTE in FY 2018, mostly due to the addition of two Brush Collectors and a Traffic Maintenance Technician I.

The total Local Streets Fund expenditures are \$1,438,366 for FY 2018, a decrease of \$398,299. Personnel costs decreased by approximately \$187,978 or 18.21%. This is mostly due to a decrease in costs for retiree healthcare and pension benefits. Operating expenses will be \$584,552, which represents a decrease of 23.38% from the FY 2017 budget. This is due in large part to a decrease of \$150,000 for street resurfacing and a decrease of \$40,000 for engineering services.

#### **Public Safety Fund**

The Public Safety Fund expenditures will be \$3,063,385 for FY 2018. This represents a \$44,281 increase from FY 2017. This increase is primarily attributed to the 2% salary increases in accordance with the collective bargaining agreement.

### **Rubbish Collection Fund**

The Rubbish Collection Fund is \$4,072,786. This is an increase of \$216,046, or 5.60%. This increase is attributable to the addition of a portion of two Brush Collectors to the complement, 2% salary increases in accordance with the collective bargaining agreement, and a slight increase to Mid-Michigan Waste Authority fees. Furthermore, 2018 will begin the principal payments for the 2015 G.O. Limited Capital Improvement Bonds, as well as a \$5,963 allocation for the OPEB Liability.

### **Andersen Enrichment Center**

The total Andersen Enrichment Center 2018 budget is \$83,255. This is a decrease of \$16,305. In FY 2017 it was discovered that the Andersen Enrichment Center fund ended FY 2016 in a deficit, and a deficit elimination plan was filed with the State. This plan lays out a strategy to repay the deficit over five years. Personnel costs will decrease by \$10,300 due to changing the hours of the two part-time Andersen Center Site Supervisors. Operating costs will be \$32,416; this represents a decrease of \$21,544 from the FY 2017 approved budgeted level. This is due to an elimination of indirect costs of \$15,000 that were charged to the fund as well as small cuts to operating costs. There will also be an increase to fund equity of \$15,539 in FY 2018 as part of the City's deficit elimination plan.

### **Commerce Center DDA**

The total Commerce Center DDA expenditures for 2018 will be \$0. This is due to the dissolution of the district.

### **Downtown Development Authority (DDA)**

The total Downtown Development Authority Fund's expenditures will be \$60,542 for FY 2018. This is a decrease from FY 2017 of \$532,558. The decrease is associated with the completion of the \$1 million grant from the DEQ for the Farmer's Market.

### **Economic Development**

The total Economic Development Fund expenditures will be \$0 for FY 2018. This will be consistent with the fund no longer being utilized.

### **Downtown Development Authority 2011 (DDA 2011)**

The DDA 2011 Fund became a new fund in FY 2015/2016. This fund is used to account for revenues collected for the Downtown Development Authority's updated Tax Increment Finance (TIF) district as outlined in the 2011 DDA TIF plan. The FY 2018 DDA 2011 Fund revenues and expenditures will be \$144,392. This is due to the adoption of a two mill levy for properties in this district and will be used to reinvest in the district.

### **Department of Justice – JAG Grant Fund**

The FY 2017/2018 Department of Justice – JAG Grant Fund is budgeted at \$0. Historically, the city budgets funds in anticipation of receiving this grant. For FY 2018, it was determined that funds will be appropriated once the grant has been awarded.

### **Saginaw County Treatment and Prevention Fund**

The Saginaw County Treatment and Prevention Fund is expected to increase \$20,347 from the previous fiscal year. This increase is due to the recognition of routine operating expenditures that has normally been appropriated in the General Fund.

**Police Enhancing Law Enforcement Response Fund**

The Police Enhancing Law Enforcement Response (ELERV) Fund is \$100,000 for FY 2018. This represents a \$1,717 increase from the previous fiscal year. The previous years were not budgeted higher due to some difficulties that the city realized at the start of the grant.

**Homeland Security – SAFER Grant**

The Homeland Security SAFER Grant Fund’s expenditures are \$368,933 for FY 2018. This is a \$475,078 reduction from the previous fiscal year. This reduction is due in large part to the completion of the grant effective September 30. Salary and benefits of 13 fire personnel have been budgeted for July 1 – September 30.

**Community Development Block Grant Fund**

The Community Development Block Grant Fund is approved at \$2,522,487 for FY 2017/2018. This represents a \$716,873 increase from the previous fiscal year. This increase is attributable to a carryover of unspent funds from previous fiscal years. These funds are expected to be used for additional demolitions and housing rehabilitation.

**Block Grant HOME Program Fund:**

The Block Grant HOME Program Fund is expected to be \$576,812 for the FY 2018 budget. This is a decrease of \$31,081 or 5.11% from the previous fiscal year. This decrease is attributable to a reduction in the federal entitlement funding.

**Saginaw Economic Development Corporation (SEDC) Revolving Loan Fund**

The SEDC Revolving Loan Fund is approved at \$848,000 for FY 2017/2018. This represents a \$135,908, or 19.09% increase from the previous fiscal year. This increase is attributable to program income that will be utilized for additional loans.

**Capital Project Fund**

The Capital Project Fund expenditures are expected to be \$459,516 for FY 2018. This fund accounts for the purchase and installment payments of the General Obligation Limited Tax Capital Improvement Bonds, Series 2015. User funds are – the General Fund and Rubbish Collection Fund. This increase will pay the interest and principal payments on the above-mentioned bond. FY 2018 is the first year in which principal payments will be made.

**Celebration Park Fund**

The total Celebration Park Fund expenditures are \$66,357 for FY 2018, a decrease of \$32,202. This is due in part to reducing the weekly hours worked for the Celebration Park Attendants from 28 to 25 and having no planned capital projects.

**ENTERPRISE FUNDS**

The total Enterprise Funds’ expenditures will be \$57,506,894, for the 2017/2018 approved budget. This represents a \$6,987,788 or 10.83% reduction from the previous fiscal year’s budgeted levels. Listed below is a discussion on major variances within this fund type:

**Boat Launch Operations and Maintenance Fund**

The Boat Launch Fund is expected to expend \$38,069 in FY 2018, which is \$12,661 lower than FY 2017. This decrease is largely due to having no capital expenditures planned for the fiscal year.

### **Sewer Operations and Maintenance Fund**

The total Sewer Operations and Maintenance Fund is \$22,880,720 for FY 2018. This is a decrease \$1,737,373, or 7.06% from the approved 2017 budgeted levels. Operating costs are expected to decrease by \$919,275 from FY 2017. This reduction is primarily due to two changes. The first change is a \$1,015,000 decrease in professional services in the Sewer Surplus division resulting from the completion of the creation of an asset management plan in FY 2017. The other change is the removal of \$220,000 in accounts receivable in the Customer Accounting division. These decreases will be offset by increased indirect costs in each division, additional funds for street and road materials in the Maintenance and Service division, and an increase in construction project costs in the Sewer Surplus division. Capital Outlay will decrease by \$756,655 or 45.74%. This is a result of fewer planned capital expenditures, mainly in the Sewer Surplus division. The category of Miscellaneous expenditures will decrease \$121,576 from the 2017 approved budgeted levels. This decrease is due to the reduction in the principal and interest payments for the CSOs. These reductions will be offset by an appropriation of \$26,677 for the OPEB liability.

### **Water Operations and Maintenance Fund**

The Water Operations and Maintenance Fund will be \$34,588,105 for FY 2018. This is a decrease of \$5,237,754 from the previous fiscal year. The largest reduction in this fund will be realized in Operating Expenses. In the Water Bond Construction Fund the construction costs will decrease \$4.92 million from the previous fiscal year. The reason for this reduction is due to the issuance of the Water Supply System Bond for the Davis Road Improvement design and construction in FY 2017. Capital Outlay will decrease \$278,990 or -30.70%. This is attributable to a reduction in the amount of equipment that will be repaired and/or replaced during the year. The category of Miscellaneous expenditures will increase \$28,538 from the 2017 approved budgeted levels. This increase is attributable to the repayment of interest and principal on the G.O. Limited Capital Improvement Bond, Series 2015 and the 2016 Water Supply System and Refunding Bond. In addition, this fund has an allocation of \$21,207 for the OPEB liability.

## **INTERNAL SERVICE FUNDS**

The total Internal Service Funds' expenditures will be \$7,155,200, for the 2017/2018 approved budget. This represents a \$120,961 or 1.72% increase from FY 2017. Listed below is a discussion on major variances within this fund type:

### **Public Works Building Fund**

The total Public Works Building Fund expenditures are \$424,521 for FY 2018. The fund will decrease by \$120,762 from the FY 2017 approved budgeted levels. This is due to a decrease in utilities and vehicle repair costs as well as a reduction in capital outlay from \$70,000 in FY 2017 to \$0 in FY 2018. Plans to repair the south parking lot will be completed prior to the end of FY 2017.

### **Technical Services - Information Services Fund**

The Technical Services – Information Services fund will increase by \$78,189 in FY 2018 to \$1,426,571. This increase is due to an increase in capital outlay of \$119,000 for the purchase of a generator for City Hall. This increase is offset by a decrease in operating costs.

### **Radio Operations Fund**

The total Radio Operations Fund for FY 2018 is \$161,146. This represents a \$19,870 increase from the previous fiscal year. This increase is due to a normal increase in the maintenance charge to the user departments.

### **Motor Pool Operations Fund**

The total Motor Pool Operations Fund expenditures are \$2,098,468 for FY 2018. This budget increases from the FY 2017 by a net \$138,693. Personnel Services is projected to increase by a net \$134,005. This increase is due to the reclassification of position within the fund as well as a 2% increase to wages in accordance with the collective bargaining agreements. This increase will be offset by savings to retiree healthcare because the city moved to one plan effective January 1, 2017. Operating expenses will increase by a net \$59,337, or 8.82%. This increase is primarily associated with the following increases: information management charges; motor vehicle supplies; computer software for the “Alldata” fleet repair informational software and software updates for existing automotive scanner; operating services for the parts washer cleaning, waste oil hauling, coverall cleaning and vehicle hoist inspections; and training and development and the related travel, meals, and lodging. Capital outlay reflects to be \$52,000. The Department of Public Services is planning to replace a 1970 air compressor and provide equipment to complete the outfitting of a recently purchased cab and chassis. This will allow for more versatility as a shop service truck with a generator, compressor, welder, torches, portable crane, lubrication abilities, tools and tool storage. The category of Miscellaneous Expenditures will be \$36,769 for FY 2018. This is to recognize the depreciation cost for vehicles and equipment in the Motor Pool Operations Fund.

### **Self-Insurance Fund**

The Self-Insurance Fund Revenues are budgeted at \$1,171,163 for FY 2018. This represents a decrease of .53% from the previous fiscal year. This reduction is due to a reduction in the July and February general obligation insurance renewals.

## **FIDUCIARY SERVICE FUNDS**

The total Fiduciary Service Funds’ expenditures will be \$284,910, for the 2017/2018 approved budget. This represents a decrease of \$243,566, or 46.09%. Listed below is a discussion on major variances within this fund type:

### **Unfunded Liabilities Fund**

For FY 2018, the Unfunded Liabilities Fund’s expenditures are \$250,000. This is a 49.35% decrease from the previous fiscal year. In the previous fiscal year, the city administration repaid the General Fund for their contribution to the OPEB Liability. In FY 2018, the city will begin apportioning funds towards the OPEB Liability.

Overall, for fiscal year 2017/2018, the City of Saginaw’s budgeted expenditures will be \$117,774,296, which represents a 5.88% or \$7,351,466, reduction from the 2016/2017 budget.

**SUMMARY OF EXPENDITURES  
2017/2018 APPROVED BUDGET**

FUND	2015/2016 APPROVED BUDGET	2016/2017 APPROVED BUDGET	2017/2018 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<b><u>GENERAL FUND</u></b>					
GENERAL GOVERNMENT	2,282,275	2,314,657	2,449,610	134,953	5.83%
FISCAL SERVICES	2,883,070	2,851,028	2,920,384	69,356	2.43%
COMMUNITY PUBLIC SAFETY- POLICE	10,390,875	11,257,298	10,447,475	(809,823)	-7.19%
COMMUNITY PUBLIC SAFETY - FIRE INSPECTIONS AND NEIGHBORHOOD SERVICES	8,264,380	8,150,682	8,200,153	49,471	0.61%
PUBLIC SERVICES (GF)	1,457,609	1,488,933	1,491,921	2,988	0.20%
OTHER GENERAL FUND	3,294,480	3,298,247	3,466,070	167,823	5.09%
<b>TOTAL GENERAL FUND</b>	<b>30,971,648</b>	<b>31,923,052</b>	<b>31,753,210</b>	<b>(169,842)</b>	<b>-0.53%</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
MAJOR STREETS	4,786,485	6,349,528	6,235,296	(114,232)	-1.80%
LOCAL STREETS	1,442,391	1,836,665	1,438,366	(398,299)	-21.69%
PUBLIC SAFETY FUND	2,892,604	3,019,104	3,063,385	44,281	1.47%
RUBBISH COLLECTION FUND	3,907,363	3,856,740	4,072,786	216,046	5.60%
CLEAN ENERGY COALITION	40,000	40,000	40,000	0	0.00%
ANDERSEN CENTER FUND	112,957	99,560	83,255	(16,305)	-16.38%
ARTS AND ENRICHMENT COMMISSION	190,300	193,300	197,750	4,450	2.30%
COMMERCE CENTER DDA	23,253	21,326	0	(21,326)	-100.00%
DOWNTOWN DEVELOPMENT AUTH.	141,883	593,100	60,542	(532,558)	-89.79%
ECONOMIC DEVELOPMENT	0	64,105	0	(64,105)	-100.00%
BROWNFIELD AUTHORITY SRRF	66,987	40,744	31,492	(9,252)	-22.71%
DOWNTOWN DEVELOPMENT 2011	1,200	2,739	144,392	141,653	5171.71%
POLICE TRAINING FUND	14,000	14,000	14,000	0	0.00%
J.A.G. FUND	15,000	3,563	0	(3,563)	-100.00%
DRUG FORFEITURE FUND	62,956	62,956	66,956	4,000	6.35%
SAGINAW COUNTY TAPS	29,020	87,206	107,553	20,347	23.33%
POLICE ELERV GRANT FUND	0	98,283	100,000	1,717	1.75%
HOMELAND SECURITY SAFER FUND	0	844,011	368,933	(475,078)	-56.29%
TARP HARDEST HIT GRANT FUND	31,500	0	0	0	0.00%
COMM. DEV. BLOCK GRANT FUND	1,806,069	1,805,614	2,522,487	716,873	39.70%
CDBG RESIDENTIAL LOANS	579,003	579,003	576,204	(2,799)	-0.48%
BLOCK GRANT HOME PROGRAM FUND	607,893	607,893	576,812	(31,081)	-5.11%
SEDC REVOLVING LOAN	712,092	712,092	848,000	135,908	19.09%
CAPITAL PROJECT FUND	0	115,222	459,516	344,294	298.81%
CELEBRATION PARK	86,267	98,559	66,357	(32,202)	-32.67%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>17,549,223</b>	<b>21,145,313</b>	<b>21,074,082</b>	<b>(71,231)</b>	<b>-0.34%</b>

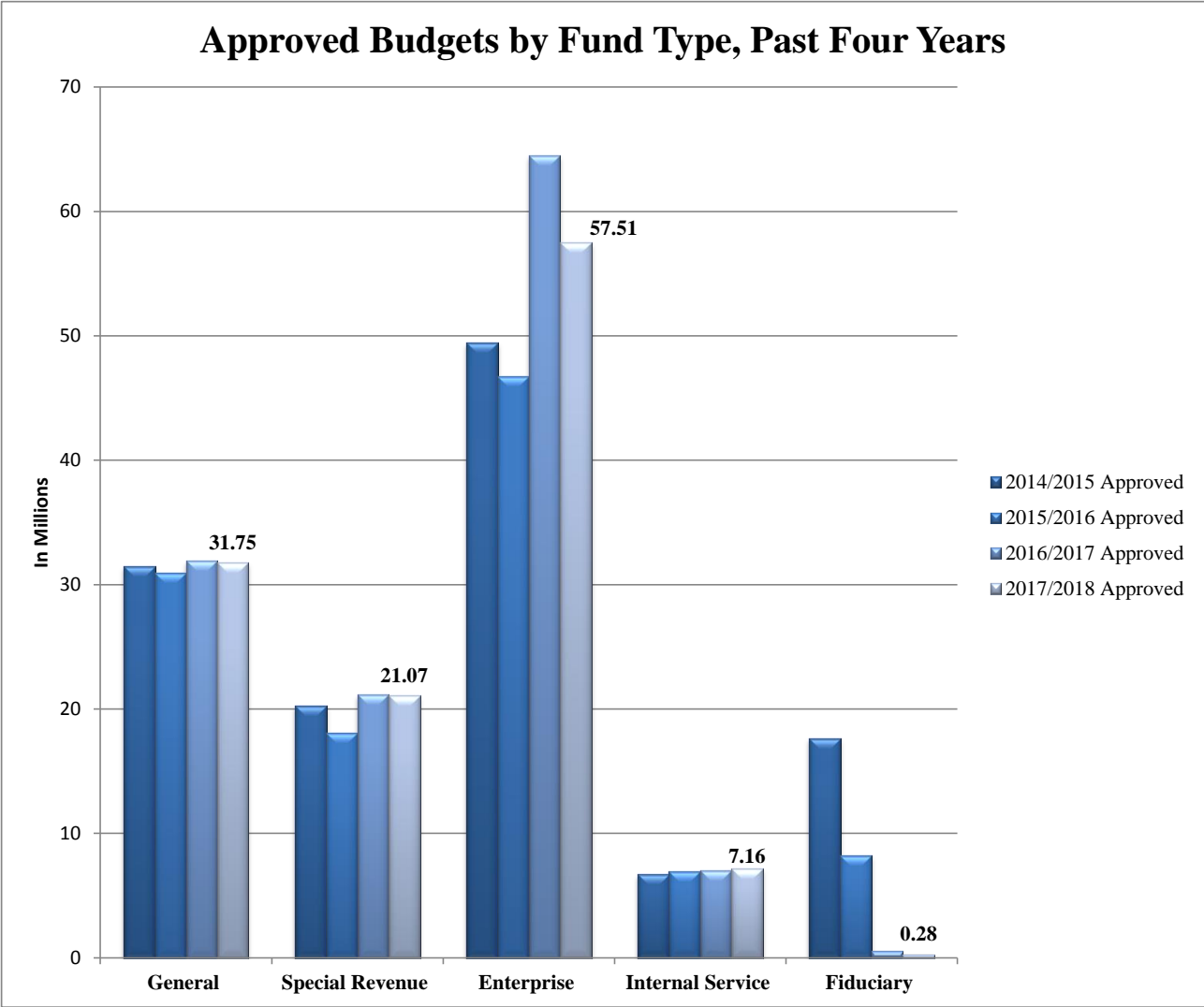
**SUMMARY OF EXPENDITURES  
2017/2018 APPROVED BUDGET**

<b>FUND</b>	<b>2015/2016 APPROVED BUDGET</b>	<b>2016/2017 APPROVED BUDGET</b>	<b>2017/2018 APPROVED BUDGET</b>	<b>INCREASE/ (DECREASE)</b>	<b>% CHANGE</b>
<b><u>ENTERPRISE FUNDS</u></b>					
BOAT LAUNCH FUND	37,067	50,730	38,069	(12,661)	-24.96%
SEWER OPERATIONS & MAINTENANCE	25,582,427	24,618,093	22,880,720	(1,737,373)	-7.06%
WATER OPERATIONS & MAINTENANCE	21,158,722	39,825,859	34,588,105	(5,237,754)	-13.15%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>46,778,216</b>	<b>64,494,682</b>	<b>57,506,894</b>	<b>(6,987,788)</b>	<b>-10.83%</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>					
PUBLIC WORKS BUILDING FUND	473,874	545,283	424,521	(120,762)	-22.15%
TECHNICAL SERVICES-GIS	601,702	583,623	595,966	12,343	2.11%
TECHNICAL SERVICES-IS	1,367,452	1,348,382	1,426,571	78,189	5.80%
RADIO OPERATION FUND	133,560	141,276	161,146	19,870	14.06%
MOTOR POOL OPERATIONS	1,791,492	1,959,775	2,098,468	138,693	7.08%
SELF-INSURANCE FUND	1,292,318	1,177,395	1,171,163	(6,232)	-0.53%
WORKERS' COMPENSATION FUND	1,304,673	1,278,505	1,277,365	(1,140)	-0.09%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>6,965,071</b>	<b>7,034,239</b>	<b>7,155,200</b>	<b>120,961</b>	<b>1.72%</b>
<b><u>FIDUCIARY FUNDS</u></b>					
UNFUNDED LIABILITIES	401,135	493,566	250,000	(243,566)	-49.35%
FOREST LAWN CEMETERY	29,674	29,674	29,674	0	0.00%
OAKWOOD CEMETERY	5,236	5,236	5,236	0	0.00%
POLICE AND FIRE PENSION FUND	7,805,950	0	0	0	0.00%
<b>TOTAL FIDUCIARY FUNDS</b>	<b>8,241,995</b>	<b>528,476</b>	<b>284,910</b>	<b>(243,566)</b>	<b>-46.09%</b>
<b>TOTAL EXPENDITURES</b>	<b>110,506,153</b>	<b>125,125,762</b>	<b>117,774,296</b>	<b>(7,351,466)</b>	<b>-5.88%</b>



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

**Summary of Revenues and Expenditures**





**City of Saginaw, MI - Fund Function Chart**

	General Government	Public Safety	Streets	Water and Sewer	Engineering	Community Services/ Economic Development	Rubbish Collection	Parks	Facilities	Motor Vehicles	Debt Service	Capital Outlay	Culture/ Recreation
<b>General Fund</b>													
General Government													
Fiscal Services													
Community Public Safety - Police													
Community Public Safety - Fire													
Inspections and Neighborhood Services													
Public Services													
Office of Management and Budget													
<b>Special Revenue Funds</b>													
Street Funds													
Rubbish Collection													
Public Safety Millage/Grants													
TIFA/LDFA/DDA													
Clean Energy Coalition													
Andersen Enrichment Center													
Saginaw Arts & Enrichment Commission													
CDBG													
<b>Capital Project Funds</b>													
Capital Improvement													
<b>Enterprise Funds</b>													
Boat Launch													
Sewer													
Water													
<b>Internal Service Funds</b>													
Public Works Building													
Technical Services													
Motor Pool Operations													
<b>Fiduciary Funds</b>													
Unfunded Liabilities													
Cemeteries													

## ***LONG-RANGE FINANCIAL PLANNING***

---

The City is very proactive when it comes to monitoring its financial health. The financial environment and the challenges that the City faces are well known and taken into consideration during the budget process and throughout the year. When forecasting future revenues and expenditures based on past trends, it appears expenditures will be growing faster than revenues. Expenditures have an anticipated growth of 2% per year relative to revenues which are expected to grow at 1% per year. This may not seem like a large difference, but the table provided below shows how this effect can compound over time. This is not the only recurring challenge faced by the City; it also faces a property tax cap, both in mills and in dollars, that makes it difficult to collect enough revenue to provide for the full service delivery system. A new issue that has surfaced is the unknown future of certain federal funding, in particular the Community Development Block Grant program.

Expenditures have grown faster than revenues in the past as well and measures have been taken to keep costs in line with revenues. It is essential that Saginaw continues to take initiative to maintain the financial well-being of the City. The City is continuing to search for ways to increase efficiency and reduce costs. Over the past two fiscal years, the City has saved over \$350,000 per year by retrofitting streetlights to LED lights citywide. In that time the City has also reamortized its unfunded pension liability, which makes it possible to reduce costs while increasing our funding ratio, and the city has restructured retiree health care plans, reducing costs by 25% per year. Most recently, the City is working on reducing active benefit costs as many of them have increased substantially in recent years while also increasing efforts to collect delinquent taxes and other fee related revenue. A very important part of planning for Saginaw's future is its Capital Improvement Plan (CIP). The City submits a six-year plan to City Council every year. The CIP identifies major capital needs and organizes their costs over future periods. This helps to get an understanding of what major projects can be expected in the future and what their anticipated costs will be. The total cost associated with the FY 2017/18 Capital Improvement Plan is \$20,780,820, of which \$14,238,344 has been included in the 2017/18 Budget.

The City's efforts in regards to improving its financial health have shown results, most recently through an upgrade of its long-term bond rating from BBB- to BBB. A major reason for this upgrade is strong budgetary performance, with operating surpluses and a fund balance that is expected to continually grow. However, the City faces many challenges as well, most notably a large pension and OPEB obligation. While steps have been taken to address it and a plan is beginning to be put in place to fund it, it will still be some time before significant progress will be made. Overall, the City's long range financial planning has been very effective and will continue to be moving forward.

## ***EXPENDITURE BY CATEGORY ANALYSIS***

---

The Expenditure by Category Analysis chart on the following page compares the 2016/2017 Approved Budget to the 2017/2018 Approved Budget, by category, for all fund types. The analysis below discusses the change in each of the categories.

Personnel Services category is \$54,559,950 of the total citywide 2017/2018 budget. This category decreases \$1,333,267 or 2.39% from the previous fiscal year. This reduction is largely due to the restructuring of the retiree healthcare system, \$200,000 reduction in the MERS Pension Obligation for non-sworn, and a reduction in the Police Pension Obligation from the previous years. To offset this reductions are increases to active healthcare, short and long term disability insurance, and life insurance. As it relates to personnel, the following positions have been added to the personnel complement – a full-time Office Assistant II in the Department of Fiscal Services – Treasury/Assessing, two Brush Collectors in the Rubbish Collection Fund, Traffic Maintenance Technician I in Traffic Engineering, Office Assistant II in Maintenance and Services, increased hours for the OMB Interns, and an Office Assistant III in the Office of the City Clerk. These additions will be offset by the following eliminations – Skilled Clerical in both the Department of Fiscal Services – Assessing and Maintenance and Services, Office Assistant II in the Office of the City Clerk, and reduced the number of hours for the Election Workers. (*Other personnel changes are listed under Summary of Positions*).

Operating Expenses, the largest expenditure category, is 47.13% of the total 2017/2018. This category will decrease, overall, approximately \$6,857,431, or 11% from the previous fiscal year. This reduction is largely due to issuance of a Water System Capital Improvement bond in an amount not to exceed \$19,000,000 for the Davis Road Improvement project in FY 2017.

Miscellaneous expenditures represent 4.82% of the total citywide budget. This category consists of Transfers, Increase in Fund Equity, Debt Services, Grants, and Block Grant Services. For FY 2018, this category will increase by 53.85% from the 2017 budgeted levels. This increase is due primarily to an increase in the carryover of entitlement funds for the Community Development Block Grant and program income for the Saginaw Economic Development Corporation Revolving Loan Fund. In addition, in 2018, the first principal payment for the 2015 G.O. Limited Capital Improvement Bond issuance and the 2016 Water Supply System Refunding Bond are owed. This will affect the General Fund, Rubbish Collection Fund, and Water and Sewer Operations and Maintenance Funds.

Capital Outlay, which accounts for 1.73% of the total citywide budget, will decrease \$1,146,051 from FY 2017. This decrease is due to the reduction in the purchase of vehicles and equipment in the Streets, Water and Sewer Operations and Maintenance Funds.

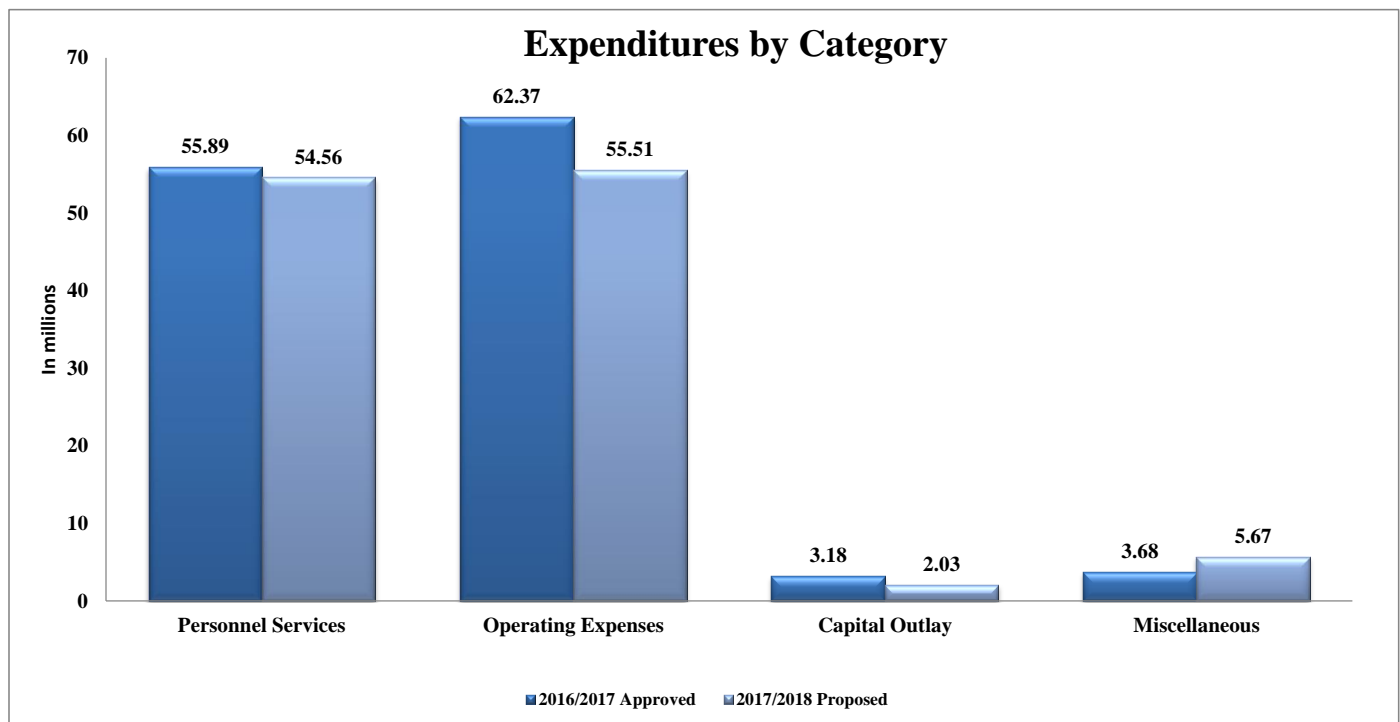
**EXPENDITURES BY CATEGORY ANALYSIS  
2017/2018 APPROVED BUDGET**

<u>EXPENDITURE CATEGORY</u>	<b>2016/2017 APPROVED BUDGET</b>		<b>2017/2018 APPROVED BUDGET</b>		<b>CHANGE</b>		
	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>%*</u>	<u>%**</u>
Personnel Services	55,893,217	44.67%	54,559,950	46.33%	(1,333,267)	-1.07%	-2.39%
Operating Expenses	62,367,365	49.84%	55,509,934	47.13%	(6,857,431)	-5.48%	-11.00%
Capital Outlay	3,178,255	2.54%	2,032,204	1.73%	(1,146,051)	-0.92%	-36.06%
Miscellaneous***	3,686,925	2.95%	5,672,208	4.82%	1,985,283	1.59%	53.85%
<b>TOTAL FUNDS</b>	<b><u>125,125,762</u></b>	<b><u>100%</u></b>	<b><u>117,774,296</u></b>	<b><u>100%</u></b>	<b><u>(7,351,466)</u></b>	<b><u>-5.88%</u></b>	<b><u>N/A</u></b>

\* Change in each expenditure category as a percentage of the total 2016/2017 Approved Budget.

\*\* Change in each expenditure category as a percentage of total 2016/2017 expenditure category.

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



## ***SUMMARY OF POSITIONS***

---

The graph listed below summarizes and compares positions in the 2018 approved budget with those in the 2017 approved budget by department. Additionally, in each department, a positional page has been constructed that details changes within these specific areas. The total budgeted positions in 2017 were 459.95 compared to 460.45 in the 2018 approved budget.

### **General Government:**

The total Office of General Government will be 29.00 full and part-time positions for FY 2018. This represents a two position increase. This increase is due to the reallocation of the Assistant Director of Human Resources and the Human Resource Specialist from the Police and Fire Pension Fund to the General Fund, as well as the addition of a full-time SGTV Program Coordinator position. This position in the past was hired on a part-time basis. Furthermore, in the Office of Management and Budget the two interns' hours will be increased. This increase will be offset by a reduction in hours for the Election Workers in the Election Division.

### **Fiscal Services:**

The total personnel complement for the Department of Fiscal Services will be 28.25 FTE for FY 2018. This is the same as in FY 2017. However, in the Assessing Division, the Skilled Clerical position will be eliminated and replaced by a full-time Office Assistant II position. This position will be shared between Treasury and Assessing.

### **Community Public Safety:**

The personnel complement for Community Public Safety – Police will be 90.40 full and part-time positions for FY 2018. This is a reduction of one police officer from the previous fiscal year. This decrease is due to the loss of funding for personnel for the Police ELERV Grant. Funds have instead been allocated toward the contracting with the Saginaw CAN Council to provide victim services.

Community Public Safety – Fire's personnel complement for FY 2018 will be 52.00. This is the same as in the previous fiscal year. Effective September 30, the Homeland Security SAFER Grant will come to a completion. The 13 fire personnel will be laid-off from services, unless another grant is received and accepted.

### **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 located organizationally within, and is a division of the Office of the City Manager. The total personnel complement for this area is 12.90 positions- 9 full-time and 4 part-time. *(Please note that the four part time positions for this division are incorporated with the Rubbish Collection Fund and are listed under the Department of Public Services).*

### **Public Services:**

For FY 2018, the total personnel complement for the Department of Public Services is 133.00. The budget includes the elimination of two Skilled Clerical positions, one in the Maintenance & Service division and one in the Motor Pool Operations division. The Skilled Clerical in the Maintenance & Service division has been replaced by an Office Assistant II full-time position and the Skilled Clerical in the Motor Pool has been replaced by a Motor Pool Specialist full-time position. In addition, three new positions have been added for FY 2018. These are two Brush Collectors which will be split between the Major Streets and Rubbish Collection funds and one Traffic Maintenance Technician which will be split between the Major Streets, Water, and Sewer funds.

**Water and Wastewater Treatment Services:**

The Department of Water and Wastewater Treatment Services will have a total personnel complement of 97.00. Only one change will occur in FY 2018. A Custodial Worker B has been replaced with a Basic Labor part-time position. This change results in the department having 85 FTE and 12 PTE.

**Technical Services:**

In the Department of Technical Services the FTE complement will remain the same for FY 2018.

**Full-Time Complement:**

<b>COMPLEMENT SUMMARY (FTE)</b>						
<b>2017/2018 APPROVED BUDGET</b>						
<b>DEPARTMENT</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>
General Government	10.00	10.00	10.00	11.50	11.50	13.00
Fiscal Services	29.00	29.00	35.00	28.25	27.25	28.25
CPS - Police	101.00	65.00	64.50	65.40	67.40	66.40
CPS - Fire	57.00	35.00	51.50	38.00	51.00	51.00
Neighborhood Serv.	0.00	10.00	8.05	7.90	8.90	8.90
Technical Services	8.00	8.00	8.00	8.00	8.00	8.00
Community Services	18.00	7.00	0.00	6.90	6.90	6.90
Public Services	95.00	93.00	93.00	79.85	104.00	107.00
Water & Wastewater	88.00	88.00	89.00	99.60	87.00	85.00
<b>Total FTE:</b>	<b>406.00</b>	<b>345.00</b>	<b>359.05</b>	<b>345.40</b>	<b>371.95</b>	<b>374.45</b>

**Part-Time Complement:**

<b>COMPLEMENT SUMMARY (PTE)</b>						
<b>2017/2018 APPROVED BUDGET</b>						
<b>DEPARTMENT</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>
General Government	13.00	13.00	14.00	14.85	16.00	16.00
Fiscal Services	1.00	1.00	1.00	1.00	1.00	0.00
CPS - Police	26.00	28.00	24.00	23.00	24.00	24.00
CPS - Fire	1.00	1.00	1.00	1.00	1.00	1.00
Neighborhood Serv.	0.00	6.00	6.00	2.00	3.00	4.00
Technical Services	3.00	4.00	4.00	3.00	4.00	3.00
Community Services	2.00	0.00	0.00	0.00	0.00	0.00
Public Services	25.00	25.00	29.00	30.10	28.00	26.00
Water & Wastewater	10.00	10.00	10.00	12.00	11.00	12.00
<b>Total PTE:</b>	<b>81.00</b>	<b>88.00</b>	<b>89.00</b>	<b>86.95</b>	<b>88.00</b>	<b>86.00</b>
<b>Total FTE and PTE:</b>	<b>487.00</b>	<b>433.00</b>	<b>448.05</b>	<b>432.35</b>	<b>459.95</b>	<b>460.45</b>

## ***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 2018, 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 2018 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 continuously struggles to maintain revenue sources as well as realize any new revenue sources. As a result, the city's senior management has monitored the activities of the General Fund throughout the year. The city financials unaudited position of the General Fund is \$4,444,238.

The Special Revenue Funds is projected to end FY 2017 in a budgetary deficit. The primary reason for this is due the deficits listed in the Community Development Block Grant Funds for the last three years, as well as projected deficits in the Andersen Enrichment Operation Fund. The estimated unassigned fund balance for this fund type is -\$2,105,208.

Enterprise Funds for year-ending FY 2017 is projected to have surplus of \$17,389,856. This positive ending balance is a direct result of the implementation of the 2016 Water Supply and Refunding Revenue bonds for the Davis Road project as well as the refinancing of the 2008 and 2011 A revenue bonds.

Internal Services Fund's June 30, 2018 unassigned fund balance is projected at \$1,415,823. This is due to the savings from retiree healthcare, changes in the MERS pension obligations, and operational savings by each department. *(Since these are preliminary numbers, this projected positive position will change.)*

The Fiduciary Fund projects a \$1,915,338 estimated unassigned fund balance for June 30, 2017.



**UNASSIGNED (UNAUDITED) FUND BALANCE ANALYSIS  
2017/2018 BUDGET**

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS
Unassigned Fund Balance (Deficit) - June 30, 2016	2,292,905	(1,186,045)	11,111,290	(318,370)	1,967,346
FY 2017 Projected Revenues	32,699,638	18,829,585	40,075,340	7,480,091	70,905
FY 2017 Projected Expenditures (w/ Encumb)	30,548,305	19,748,748	33,796,774	5,745,898	122,913
Est. Unassigned Fund Balance (Deficit) - June 30, 2017	4,444,238	(2,105,208)	17,389,856	1,415,823	1,915,338
<b>FY 18 Estimated Revenues:</b>					
Property Taxes	3,985,097	2,967,786	(67,048)	0	0
City Income Taxes	12,200,000		0	0	0
State Revenue Sharing	8,015,653	6,203,980	0	0	0
Grants	907,508	4,113,024	0	0	0
Licenses, Permits, and Fees	1,358,827	31,000	600	0	0
Charge for Services	906,145	2,166,996	41,045,283	7,067,370	34,910
Fines and Forfeitures	427,344		69,528	0	0
Interest	371,935	173,089	746,500	3,500	0
Rents	36,800		0	0	0
Reimbursements	3,116,765	494,948	0	0	0
Other Revenues	245,860	4,086,395	15,712,031	84,330	0
Transfers In	181,276	836,864	0	0	250,000
<b>Total FY 18 Estimated Revenues</b>	<b>31,753,210</b>	<b>21,074,082</b>	<b>57,506,894</b>	<b>7,155,200</b>	<b>284,910</b>
<b>Total Resources Available for Appropriation</b>	<b>36,197,448</b>	<b>18,968,874</b>	<b>74,896,750</b>	<b>8,571,023</b>	<b>2,200,248</b>
<b>FY 18 Expenditure Appropriations:</b>					
General Government	2,449,610	0	0	0	0
Fiscal Services	2,920,384	0	0	0	0
Police	10,447,475	1,974,007	0	0	0
Fire*	8,200,153	1,472,311	0	0	0
Highways and Streets	0	7,673,662	0	0	0
Garbage and Rubbish	0	4,207,258	0	0	0
Public Works	0		57,468,825	424,521	0
Development	1,491,921	5,399,482	0	0	0
Public Services (GF)	3,466,070		38,069	0	0
Other General Services	2,777,597	347,362	0	6,730,679	284,910
<b>Total FY 18 Expenditure Appropriations</b>	<b>31,753,210</b>	<b>21,074,082</b>	<b>57,506,894</b>	<b>7,155,200</b>	<b>284,910</b>
<b>Estimated Unassigned Fund Balance - June 30, 2018</b>	<b>4,444,238</b>	<b>(2,105,208)</b>	<b>17,389,856</b>	<b>1,415,823</b>	<b>1,915,338</b>



## **GENERAL FUND REVENUES**

**RESOURCE ALLOCATION  
2017/2018 APPROVED BUDGET**

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
PROPERTY TAXES	3,985,097	GENERAL GOVERNMENT	2,449,610
CITY INCOME TAXES	12,200,000	FISCAL SERVICES	2,920,384
STATE REVENUE SHARING	8,015,653	COMMUNITY PUBLIC SAFETY - POLICE	10,447,475
GRANTS	907,508	FIRE	8,200,153
LICENSES, PERMITS, & FEES	1,358,827	INSPECTIONS AND NEIGHBORHOOD SERVICES	1,491,921
CHARGE FOR SERVICES	906,145	PUBLIC SERVICE (GF)	3,466,070
FINES AND FORFEITURES	427,344	OTHER GENERAL FUND	2,777,597
INTEREST	371,935		
RENTS	36,800		
REIMBURSEMENTS	3,116,765		
OTHER REVENUES	245,860		
FUND BALANCE	0		
TRANSFERS	181,276		
<b>TOTAL RESOURCES</b>	<b><u>31,753,210</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>31,753,210</u></b>

**CITY OF SAGINAW**  
**SCHEDULE OF AD-VALOREM TAXABLE VALUE**

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<b>BY PROPERTY TYPE</b>					
Real Property					
Agricultural	95,631	114,440	109,851	112,395	29,593
Commercial	96,304,235	94,999,826	93,930,967	89,997,662	84,778,764
Industrial	47,738,218	47,161,286	32,053,496	30,489,558	29,253,146
Residential	<u>471,601,430</u>	<u>445,170,091</u>	<u>388,236,562</u>	<u>350,887,163</u>	<u>334,056,853</u>
Total Real	615,739,514	587,445,643	514,330,876	471,486,778	448,118,356
Personal Property					
Commercial	43,787,288	40,897,871	36,550,100	36,309,220	32,741,000
Industrial	45,371,600	39,775,400	39,087,100	41,319,400	40,166,500
Utility	<u>16,742,300</u>	<u>17,433,000</u>	<u>18,003,800</u>	<u>19,876,600</u>	<u>21,003,700</u>
Total Personal	<u>105,901,188</u>	<u>98,106,271</u>	<u>93,641,000</u>	<u>97,505,220</u>	<u>93,911,200</u>
Total Real & Personal	<u><u>721,640,702</u></u>	<u><u>685,551,914</u></u>	<u><u>607,971,876</u></u>	<u><u>568,991,998</u></u>	<u><u>542,029,556</u></u>
<b>BY TAXPAYER CLASS</b>					
Agricultural	95,631	114,440	109,851	112,395	29,593
Commercial	140,091,523	135,897,697	130,481,067	126,306,882	117,519,764
Industrial	93,109,818	86,936,686	71,140,596	71,808,958	69,419,646
Residential	471,601,430	445,170,091	388,236,562	350,887,163	334,056,853
Utility	<u>16,742,300</u>	<u>17,433,000</u>	<u>18,003,800</u>	<u>19,876,600</u>	<u>21,003,700</u>
Total	<u><u>721,640,702</u></u>	<u><u>685,551,914</u></u>	<u><u>607,971,876</u></u>	<u><u>568,991,998</u></u>	<u><u>542,029,556</u></u>
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<b>BY PROPERTY TYPE</b>					
Real Property					
Agricultural	30,302	70,047	66,445	73,993	74,657
Commercial	79,516,069	77,346,282	75,273,043	76,069,247	74,439,749
Industrial	27,780,845	27,295,369	25,238,078	24,787,448	25,056,215
Residential	<u>317,901,841</u>	<u>304,976,219</u>	<u>290,437,817</u>	<u>286,410,811</u>	<u>288,214,483</u>
Total Real	425,229,057	409,687,917	391,015,383	387,341,499	387,785,104
Personal Property					
Commercial	32,725,100	29,610,500	29,725,400	29,061,200	28,485,000
Industrial	33,645,600	31,887,700	25,515,700	15,237,600	13,254,400
Utility	<u>21,967,300</u>	<u>26,082,300</u>	<u>27,270,700</u>	<u>28,137,000</u>	<u>30,071,100</u>
Total Personal	<u>88,338,000</u>	<u>87,580,500</u>	<u>82,511,800</u>	<u>72,435,800</u>	<u>71,810,500</u>
Total Real & Personal	<u><u>513,567,057</u></u>	<u><u>497,268,417</u></u>	<u><u>473,527,183</u></u>	<u><u>459,777,299</u></u>	<u><u>459,595,604</u></u>
<b>BY TAXPAYER CLASS</b>					
Agricultural	30,302	70,047	66,445	73,993	74,657
Commercial	112,241,169	106,956,782	104,998,443	105,130,447	102,924,749
Industrial	61,426,445	59,183,069	50,753,778	40,025,048	38,310,615
Residential	317,901,841	304,976,219	290,437,817	286,410,811	288,214,483
Utility	<u>21,967,300</u>	<u>26,082,300</u>	<u>27,270,700</u>	<u>28,137,000</u>	<u>30,071,100</u>
Total	<u><u>513,567,057</u></u>	<u><u>497,268,417</u></u>	<u><u>473,527,183</u></u>	<u><u>459,777,299</u></u>	<u><u>459,595,604</u></u>

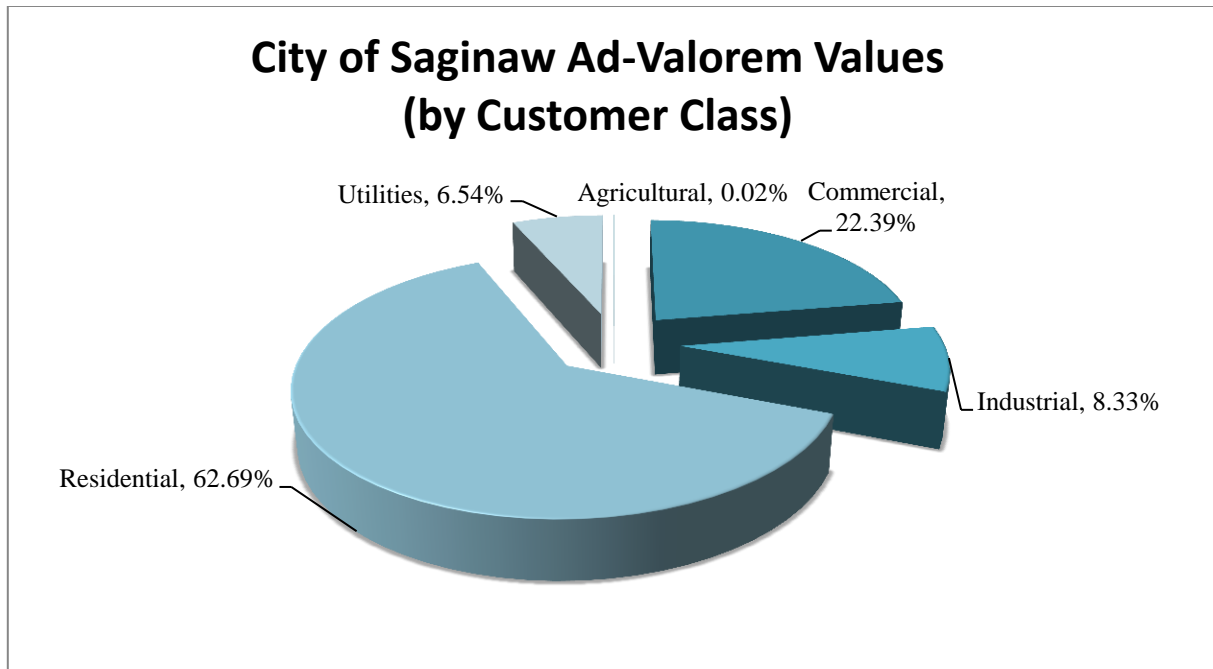
## *General Fund Revenues*

---

Total 2017/2018 General Fund resources are budgeted at \$31,753,210, which represents a reduction of \$169,842, from the 2017 approved resources of \$31,923,052.

### **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, 2017 levy will be assessed at \$387,785,104 and personal property taxable value will be assessed at \$71,810,500.



*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 2018 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  $\frac{1}{2}$  of 1 percent for every month, or fraction thereof, from August 1 until the date of payment. A penalty of  $\frac{1}{2}$  of 1 percent is added after July 31. From March 1 and thereafter, real taxes are collected by the Treasurer of Saginaw County, who adds and keeps a collection fee of four percent (4%) on the unpaid balance, and in addition, adds interest at the rate of one percent (1%) per month from March 1 until the date of payment. Unpaid taxes, together with all charges thereon, become a continuing lien on the property assessed. The general tax law provides that real estate with delinquent taxes shall be sold at a state land sale.

### **Tax Limitation**

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

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

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

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

### **LOCAL INCOME TAXES**

The City of Saginaw receives approximately 38.42% of its General Fund revenue from local income tax. Economic conditions continue to have a negative impact on this revenue source. For the 2017/2018 budget, revenue from income taxes is expected to increase \$250,000, or 2.09% from the previous year. This is primarily due to expected new businesses that are to come to the city as well as an increase in the delinquent income tax revenues.

## **STATE SHARED REVENUES**

The City of Saginaw receives approximately 25.24% of its General Fund revenue from state revenue sharing. The FY 2017/2018 budget for State Shared Revenues will decrease 0.53% or \$42,465. This decrease is realized in Constitutional revenue by \$41,375.

## **GRANTS**

For FY 2018, the City budgeted \$907,508 for grant funding related to police drug overtime, the Local Community Stabilization funding, and Medicare Part D reimbursement. This is 33.51% increase from the 2017 approved budget levels. In FY 2018, City continues to receive State Fire Protection funding. There will be a slight increase to Reimbursement/Medicare by \$75,000. Also, in FY 2018, the city will recognize the Local Community Stabilization funds. These funds will be received annually from the state for payment on discontinued personal property taxes.

## **LICENSES, PERMITS, & FEES**

The City anticipates \$1,358,827 for licenses, permits, and fees for FY 2018. This represents an increase of \$45,728 over the approved 2017 revenue. This category includes business licenses, building permits, and cable television franchise fees. This increase will be realized in the following revenues - Cable TV Franchise Fees \$8,000, Cable TV PEG Fees \$54,453, Building Permits \$20,000, and Sign Permits \$1,675. These licenses, permits, and fees increases will be offset by reduction in the following – Occupational Licenses \$3,000, General Business Licenses \$10,000, Electrical Permits \$5,100, Mechanical Permits \$5,000 and Demolition Permits \$15,000.

## **CHARGE FOR SERVICES**

The total projected charges for services for FY 2018 is \$906,145. 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 are being negotiated with other communities as they increase business and residential development. These agreements will provide additional revenue to the General Fund.

## **FINES AND FORFEITURES**

The revenue in this category includes ordinance fines, parking receipts, parking lot receipts, parking violations and transfer affidavit fees. The revenue is anticipated to decrease from the 2017 approved revenue by \$41,081. This decrease is due to the reduction in parking lot receipts by \$5,000, Parking Violation Fines by \$37,906, and Dog Fines by \$500. These reductions will be offset by the following increases – Transfer Affidavit Fines \$675, and Penalties – City Clerk Office \$1,650.

## **INTEREST AND RENTS REVENUE**

Interest revenue is projected to increase by 9.07 % from 2017 approved. This is primarily due to the expected increase in the interest earned on investments and City income taxes. In addition, Rents will increase \$4,800. This is to recognize the new radio tower rent revenues.

## **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 2018, a total of \$2,691,707 is budgeted

for the indirect cost allocation plan. The category of reimbursement will equate to \$3,116,765, which is \$556,916 more than in FY 2017. This increase is primarily associated to the increases in the indirect cost allocation to the General Fund based on prior year actual.

**OTHER REVENUES**

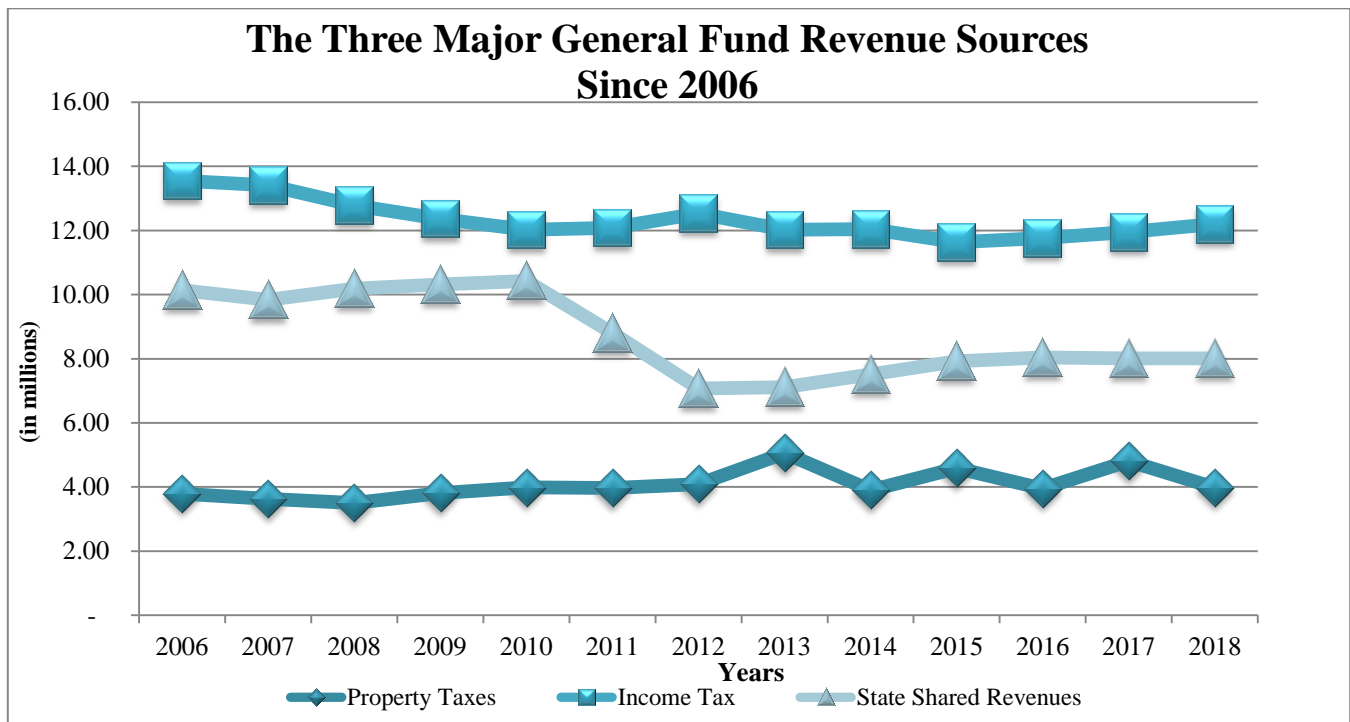
This category will decrease \$3,177 or 1.28% from 2017 budgeted levels. Total revenues are projected to be \$245,860. This includes miscellaneous revenues related to police department services, donations, and the sale of assets.

**USE OF FUND EQUITY AND TRANSFERS**

The 2017/2018 budget does not add to or use any of the General Fund reserves. However, the General Fund will receive reimbursements from the Community Development Block Grant to offset the community police officers that have been reallocated to the General Fund.

**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 2006 through the budgeted FY 2018.

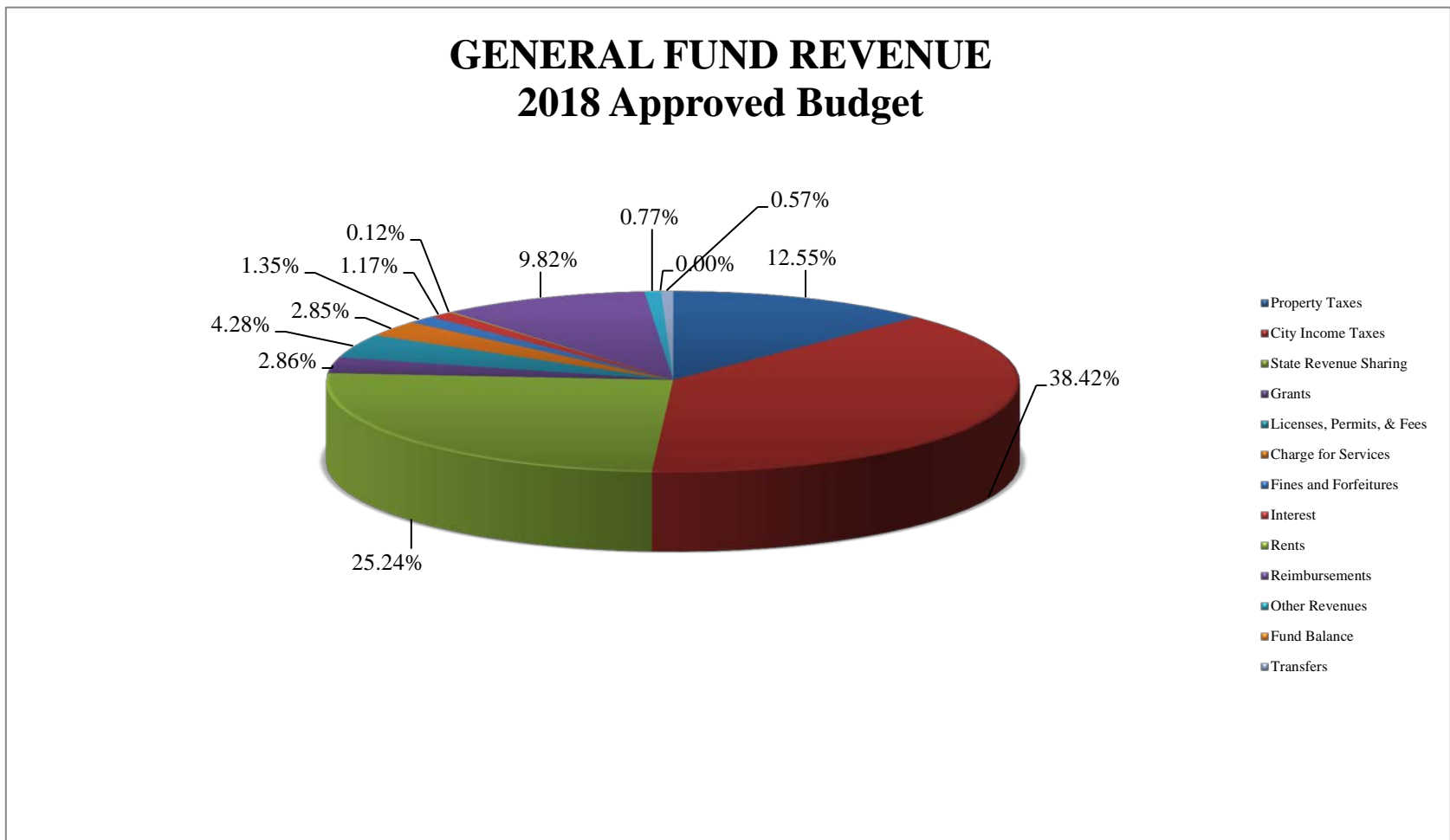


The chart above reveals that the amount of revenues received from property taxes have changed little since 2006. However, in FY 2013, monies from some of the Renaissance Zones matured; creating a spike in the trend. Even though the City realized some one-time revenues for FY 2015 and 2016, the City still continues to be reliant on Income Tax and State Shared revenues, both of which have either remained flat or declined in recent years. The chart, above, also indicates that State Shared Revenues have decreased steadily and, at times dramatically, from 2006 through 2013. However, from FY 2013 to FY 2018, this trend begins to move upward. This is due to anticipated increases in the EVIP/CVTR and Constitutional revenue sharing. Income Tax Revenues, which have become the City’s major source of revenues, are stable.



**REVENUE ANALYSIS SUMMARY  
2017/2018 APPROVED BUDGET**

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Approved Budget</b>	<b>2017 Adjusted Budget</b>	<b>2017 YTD</b>	<b>2018 Approved Budget</b>
Property Taxes	3,582,805	3,713,025	3,765,716	4,808,776	3,936,831	3,605,423	3,985,097
City Income Taxes	12,309,181	12,252,323	12,625,121	11,950,000	12,149,839	13,212,804	12,200,000
State Revenue Sharing	7,668,823	7,843,698	7,892,989	8,058,118	8,005,017	8,042,007	8,015,653
Grants	418,341	763,668	960,971	679,740	1,237,931	1,483,576	907,508
Licenses, Permits, & Fees	1,311,046	1,335,310	1,264,141	1,313,099	1,515,918	1,443,238	1,358,827
Charge for Services	948,676	894,906	893,155	926,197	969,870	925,509	906,145
Fines and Forfeitures	478,502	403,144	411,307	468,425	468,425	358,031	427,344
Interest	335,155	323,293	344,038	341,000	344,267	368,602	371,935
Rents	30,479	31,081	33,209	32,000	49,991	45,371	36,800
Reimbursements	3,429,897	3,381,349	3,118,770	2,559,849	2,585,148	2,577,746	3,116,765
Other Revenues	300,023	35,598	79,408	249,037	316,988	374,127	245,860
Fund Balance	0	0	0	0	200,785	0	0
Transfers	0	0	0	536,811	531,472	396,120	181,276
<b>TOTAL RESOURCES</b>	<b>30,812,928</b>	<b>30,977,395</b>	<b>31,388,825</b>	<b>31,923,052</b>	<b>32,312,482</b>	<b>32,832,554</b>	<b>31,753,210</b>



**REVENUE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Approved Budget</b>	<b>2017 Adjusted Budget</b>	<b>2017 YTD</b>	<b>2018 Approved Budget</b>
<b>TAXES</b>							
Real Property	2,783,607	2,935,592	2,856,345	2,801,683	2,801,683	2,768,914	2,802,276
Real Property - IFT	0	9,399	11,155	7,673	7,673	11,179	7,885
Refund of Capture		0	0	889,507	291,020	0	0
Personal Property	559,542	576,624	574,333	523,936	547,417	545,476	518,929
Personal Property - IFT	0	8,356	13,684	7,858	7,858	1,941	3,150
Personal Property - DPPT	19,145	11,831	18,967	10,000	10,000	5,249	10,000
Property Taxes, - PY Refunds	0	0	0	296,939	0	0	268,542
Property Taxes - Chargeback	(123,635)	(184,148)	(75,974)	(150,000)	(150,000)	(58,126)	(50,000)
Penalties & Interest	75,423	75,633	79,337	110,000	110,000	57,704	110,000
Tax Administration Fees	224,281	222,307	219,869	257,476	257,476	216,356	257,476
New Admin Fees				0	0		
<b>PROPERTY TAXES</b>	<b>3,538,363</b>	<b>3,655,594</b>	<b>3,697,716</b>	<b>4,755,072</b>	<b>3,883,127</b>	<b>3,548,693</b>	<b>3,928,258</b>
Housing Commission	44,442	57,431	0	0	0	0	0
P.I.L.O.T. Taxes	0		68,000	53,704	53,704	56,730	56,839
<b>P. I. L. O. T. TAXES</b>	<b>44,442</b>	<b>57,431</b>	<b>68,000</b>	<b>53,704</b>	<b>53,704</b>	<b>56,730</b>	<b>56,839</b>
<b>TOTAL PROPERTY TAXES</b>	<b>3,582,805</b>	<b>3,713,025</b>	<b>3,765,716</b>	<b>4,808,776</b>	<b>3,936,831</b>	<b>3,605,423</b>	<b>3,985,097</b>
City Income Taxes	11,377,817	11,282,340	11,521,141	11,000,000	11,000,000	12,023,063	11,200,000
Delinq City Income Tax	935,228	973,538	1,108,154	950,000	1,154,781	1,194,682	1,000,000
425 Agreement Refund	(3,864)	(3,555)	(4,174)	0	(4,942)	(4,941)	0
<b>INCOME TAXES</b>	<b>12,309,181</b>	<b>12,252,323</b>	<b>12,625,121</b>	<b>11,950,000</b>	<b>12,149,839</b>	<b>13,212,804</b>	<b>12,200,000</b>
<b>TOTAL TAXES</b>	<b>15,891,986</b>	<b>15,965,348</b>	<b>16,390,837</b>	<b>16,758,776</b>	<b>16,086,670</b>	<b>16,818,227</b>	<b>16,185,097</b>
<b>INTERGOVERNMENTAL</b>							
EVIP/CVTR	3,789,405	3,905,091	3,905,092	3,905,092	3,905,092	3,905,092	3,905,092
Constitutional	3,843,018	3,903,379	3,899,626	4,063,525	4,063,525	4,099,017	4,022,150
Liquor Licenses	36,400	35,228	35,170	36,400	36,400	37,898	35,000
State Grants	0	0	53,101	53,101	0	0	53,411
<b>STATE SHARED REV.</b>	<b>7,668,823</b>	<b>7,843,698</b>	<b>7,892,989</b>	<b>8,058,118</b>	<b>8,005,017</b>	<b>8,042,007</b>	<b>8,015,653</b>
FEMA	0	17,715	0	0	68,671	69,170	0
Other State Grants	0	2,953	0	0	0	0	0
Federal Grants	4,413	66,468	100,341	23,119	24,249	10,969	0
HUD	49,808	(44,986)	87,401	0	0	0	0
Fire Federal Grants	0	67,601	0	0	0	0	0
State Fire Protection Grant	46,224	44,936	52,121	52,121	67,798	67,798	67,798
Foundation Grant	4,190	4,800	0	0	0	0	0
Donations	2,280	1,000	0	0	0	0	0
Police Drug Billable Overtime	2,089	1,673	855	3,000	3,000	4,572	3,000
Police Department	30	672	23	0	0	0	0
Fireworks Delegation Fees	0	0	1,540	1,500	1,500	1,960	1,600
Reimbursement/Medicare	309,307	600,836	705,683	600,000	912,603	935,553	675,000
Local Community Stabilization	0	0	13,007	0	160,110	393,554	160,110
<b>GRANTS</b>	<b>418,341</b>	<b>763,668</b>	<b>960,971</b>	<b>679,740</b>	<b>1,237,931</b>	<b>1,483,576</b>	<b>907,508</b>
<b>TOTAL INTERGOV'TAL</b>	<b>8,087,164</b>	<b>8,607,366</b>	<b>8,853,960</b>	<b>8,737,858</b>	<b>9,242,948</b>	<b>9,525,583</b>	<b>8,923,161</b>

**REVENUE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

	2014 Actual	2015 Actual	2016 Actual	2017 Approved Budget	2017 Adjusted Budget	2017 YTD	2018 Approved Budget
<b>LICENSES, PERMITS &amp; FEES</b>							
Occupational	35,782	30,133	29,242	35,000	35,000	28,394	32,000
General Business License	76,612	69,200	65,525	80,000	80,000	68,275	70,000
<b>TOTAL LICENSES</b>	<b>112,394</b>	<b>99,333</b>	<b>94,767</b>	<b>115,000</b>	<b>115,000</b>	<b>96,669</b>	<b>102,000</b>
Housing Registration Fees	308,799	300,605	298,567	303,000	498,992	512,332	303,000
Building Permits	104,252	119,153	103,221	100,000	103,586	106,943	120,000
Electrical Permits	32,676	24,440	33,995	40,100	40,100	32,789	35,000
Mechanical Permits	43,047	45,050	38,966	50,000	50,000	42,566	45,000
Plumbing Permits	17,170	12,310	17,790	24,000	24,000	14,145	25,000
Demolition Permits	45,445	59,771	43,600	50,000	50,000	21,473	35,000
Sign Permits	4,250	1,655	1,825	0	1,814	1,864	1,675
Fire Department Permits	150	75	225	250	250	225	250
Open Burn Permits	4,300	4,900	3,400	3,300	3,300	2,650	2,000
<b>TOTAL PERMITS</b>	<b>560,089</b>	<b>567,959</b>	<b>541,589</b>	<b>570,650</b>	<b>772,042</b>	<b>734,987</b>	<b>566,925</b>
Cable TV Franchise Fees	580,516	620,802	582,542	575,000	575,000	544,180	583,000
Cable TV PEG Fees	58,047	47,216	45,243	52,449	53,876	67,402	106,902
<b>TOTAL FEES</b>	<b>638,563</b>	<b>668,018</b>	<b>627,785</b>	<b>627,449</b>	<b>628,876</b>	<b>611,582</b>	<b>689,902</b>
<b>TOTAL LIC./PERM/FEES</b>	<b>1,311,046</b>	<b>1,335,310</b>	<b>1,264,141</b>	<b>1,313,099</b>	<b>1,515,918</b>	<b>1,443,238</b>	<b>1,358,827</b>
<b>CHARGE FOR SERVICES</b>							
Boot Removal Fee	9,095	12,116	15,195	15,000	15,000	7,165	15,000
Witness Fees	2,613	1,834	520	3,200	3,200	2,035	3,000
Zoning Code Fees	2,895	3,717	3,970	6,000	6,000	8,459	6,000
Fire System Plan Review	3,670	2,650	4,550	3,000	3,000	3,875	2,500
Fire False Alarm	12,098	777	0	1,000	1,000	0	500
Police False Alarm	10,688	5,944	13,959	10,000	10,000	11,812	10,000
Fire Training Services	0	0	80	500	500	300	500
Fire Dept - Inspection Services	0	0	2,086	0	0	1,754	1,500
Fire Dept - Admin Charges	0	0	578	0	0	540	500
Dog Registration Fees	1,970	1,540	1,120	1,500	1,500	770	400
Public Act 425	222,941	193,060	215,657	213,657	218,395	244,490	216,395
Police Billable Overtime	63,860	55,388	51,530	50,000	50,000	37,786	50,000
Police Dept PBT Charges	320	235	80	300	300	0	0
Special Events Services	35,656	23,079	35,297	28,000	28,000	1,038	28,000
Special Events Ojibway	12,640	0	5,000	8,000	8,000	8,675	8,000
Grass Cutting Services	0	0	0	0	0	189	0
Engineering Plans/Records	(42)	16	64	50	50	0	50
Abandoned Vehicles	0	0	100	0	0	723	0
Fire Apparatus Testing	(19,312)	75	204	0	0	0	0
Sale of Junk	258	459	99	300	300	0	300
Construction Plan Review	1,889	3,288	12,607	0	6,987	7,119	12,000
Election Services	510	180	500	90	19,750	17,133	90
Materials and Services	25,265	15,254	5,911	14,600	14,600	6,103	14,600
<b>TOTAL GENERAL GOVT.</b>	<b>387,014</b>	<b>319,612</b>	<b>369,107</b>	<b>355,197</b>	<b>386,582</b>	<b>359,966</b>	<b>369,335</b>

**REVENUE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

	2014 Actual	2015 Actual	2016 Actual	2017 Approved Budget	2017 Adjusted Budget	2017 YTD	2018 Approved Budget
Gun Registration Fees	340	370	962	1,000	1,000	1,071	1,000
Vehicle Storage Fees	18,627	20,174	15,150	20,000	32,288	32,948	20,000
Hazmat Clean Up Fees	43,626	56,234	28,639	33,000	33,000	36,706	33,000
Police Department	15,577	17,171	26,120	25,000	25,000	28,613	25,000
Fire Dept - Cost Recoveries	12,901	21,893	10,137	12,000	12,000	11,984	10,000
<b>TOTAL POLICE &amp; FIRE</b>	<b>91,071</b>	<b>115,842</b>	<b>81,008</b>	<b>91,000</b>	<b>103,288</b>	<b>111,322</b>	<b>89,000</b>
Internment Services	260,520	269,465	254,929	270,000	270,000	251,377	255,325
Markers and Bases	34,840	25,202	23,825	25,000	25,000	20,746	25,020
Grave Spaces	106,911	98,544	113,207	110,000	110,000	110,154	113,350
Materials and Services	68,320	66,241	51,079	75,000	75,000	71,944	54,115
<b>TOTAL CEMETERIES</b>	<b>470,591</b>	<b>459,452</b>	<b>443,040</b>	<b>480,000</b>	<b>480,000</b>	<b>454,221</b>	<b>447,810</b>
<b>TOTAL CHARGE SVC.</b>	<b>948,676</b>	<b>894,906</b>	<b>893,155</b>	<b>926,197</b>	<b>969,870</b>	<b>925,509</b>	<b>906,145</b>
<b>FINES &amp; FORFEITURES</b>							
Parking Ramp #1 Receipts	750	0	0	0	0	0	0
Parking Lot Receipts	103,011	70,522	74,983	80,000	80,000	64,713	75,000
Ordinance Fines	147,093	106,276	97,107	100,000	100,000	89,231	100,000
Parking Violation Fines	189,701	174,343	212,094	250,000	250,000	167,334	212,094
Civil Infractions	7,400	2,200	100	3,000	3,000	2,100	3,000
Parking Tickets - Police	10,378	9,010	9,063	10,000	10,000	7,430	10,000
Dog Fines (Civil Infraction)	0	0	0	500	500	0	0
Transfer Affidavit Fines	25,256	22,925	9,719	19,925	19,925	19,108	20,600
Penalties - Clerks Office	(5,087)	17,868	8,241	5,000	5,000	8,115	6,650
<b>TOTAL FINES &amp; FORFEIT.</b>	<b>478,502</b>	<b>403,144</b>	<b>411,307</b>	<b>468,425</b>	<b>468,425</b>	<b>358,031</b>	<b>427,344</b>
<b>INTEREST</b>							
Interest on Investments	433	346	116	30,000	0	0	30,000
Cemetery Endowments	368	566	(132)	0	0	0	265
Interest on City Income Taxes	305,874	319,266	337,225	305,000	331,985	352,614	329,000
Interest on Spec Asmts	1,476	0	10	3,000	0	0	3,000
Interest and Penalties	27,922	2,677	1,525	0	3,502	3,502	1,670
Cemetery Int on Investments	(918)	438	(483)	3,000	3,000	6,129	3,965
Dividends	0	0	5,777	0	5,780	6,357	4,035
<b>TOTAL INTEREST</b>	<b>335,155</b>	<b>323,293</b>	<b>344,038</b>	<b>341,000</b>	<b>344,267</b>	<b>368,602</b>	<b>371,935</b>
<b>RENTS &amp; PRIVILEGES</b>							
Land and Building Rentals	30,479	31,081	33,209	32,000	45,191	40,571	32,000
Radio Tower Rent	0	0	0	0	4,800	4,800	4,800
<b>TOTAL RENTS &amp; PRIV.</b>	<b>30,479</b>	<b>31,081</b>	<b>33,209</b>	<b>32,000</b>	<b>49,991</b>	<b>45,371</b>	<b>36,800</b>

**REVENUE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Approved Budget</b>	<b>2017 Adjusted Budget</b>	<b>2017 YTD</b>	<b>2018 Approved Budget</b>
<b>OTHER REVENUES</b>							
Saginaw County	80,000	50,000	50,000	15,000	72,853	57,853	50,000
Riverfront Comm Donations	2,200	2,625	2,880	1,000	1,000	1,545	1,000
Google Advertising Revenue	3,507	2,533	1,727	2,750	2,750	1,757	2,750
Contributions	0	0	0	6,000	6,000	0	6,000
<b>CONTRIBUTIONS</b>	<b>85,707</b>	<b>55,158</b>	<b>54,607</b>	<b>24,750</b>	<b>82,603</b>	<b>61,155</b>	<b>59,750</b>
Sale of Land/Buildings	39,470	641	76	0	0	0	0
Sale of Property - Police	0	0	4,843	0	2,222	2,222	0
Sale of Material/Service	0	0	0	0	535	1,028	0
Sale of Property - Fire	6,555	2,423	6,801	2,000	3,591	1,269	1,000
<b>SALES OF PROPERTY</b>	<b>46,025</b>	<b>3,064</b>	<b>11,720</b>	<b>2,000</b>	<b>6,348</b>	<b>4,519</b>	<b>1,000</b>
Special Assessments	36,203	(97,585)	(27,054)	150,000	150,000	3,822	150,000
<b>TOTAL SPECIAL ASSESS.</b>	<b>36,203</b>	<b>(97,585)</b>	<b>(27,054)</b>	<b>150,000</b>	<b>150,000</b>	<b>3,822</b>	<b>150,000</b>
Surplus Receipts	(1,539)	2,807	82	20,000	20,000	1,002	1,000
Demolition Contracts	37,200	0	0	0	0	257,668	0
Cash Over and Short	(6,959)	178	743	3,000	3,000	53	1,500
Smoke Detectors	66,026	31,657	0	0	0	0	0
Clerk's Dept Fees	0	6	1,990	1,500	1,500	1,480	1,000
Police Donations	6,005	0	6,938	0	7,780	7,779	0
Fire Donations	100	200	1,444	500	4,212	4,062	500
Encroachment	313	0	0	4,000	4,000	6,635	4,110
Pawn Shop	18,695	15,287	14,528	15,000	15,000	11,740	15,000
Board Ups	2,860	17,324	1,979	19,000	20,545	22,228	12,000
Other Revenue	0	(2,825)	489	0	0	0	0
Detachment	7,287	7,287	7,287	7,287	0	0	0
<b>TOTAL SURPLUS RECEIPT</b>	<b>129,988</b>	<b>71,921</b>	<b>35,480</b>	<b>70,287</b>	<b>76,037</b>	<b>312,647</b>	<b>35,110</b>
Indirect Costs	2,984,489	2,671,701	2,738,702	2,267,392	2,252,392	2,252,392	2,691,707
Administration Fee	(9)	28	0	0	0	0	0
Insurance Proceeds	0	202,243	0	0	0	0	0
Insurance Premiums	42,556	49,750	2,099	14,500	14,500	750	14,500
Fire Dept Overtime Reimbursemen	0	0	4,922	6,000	20,685	20,685	6,000
Installment Contract Proceeds	330,490	0	0	0	0	0	0
Reimbursements	32,046	409,377	166,866	36,537	52,384	127,725	169,138
Saginaw Housing Comm	0	0	141,056	181,420	181,420	123,614	181,420
Inspections	40,325	48,250	65,125	54,000	54,000	44,135	54,000
Facilities - Labor	0	0	0	0	5,058	5,058	0
Facilities - Materials	0	0	0	0	4,709	2,749	0
Fire - Labor	0	0	0	0	0	638	0
<b>TOTAL REIMBURSEMENTS</b>	<b>3,429,897</b>	<b>3,381,349</b>	<b>3,118,770</b>	<b>2,559,849</b>	<b>2,585,148</b>	<b>2,577,746</b>	<b>3,116,765</b>

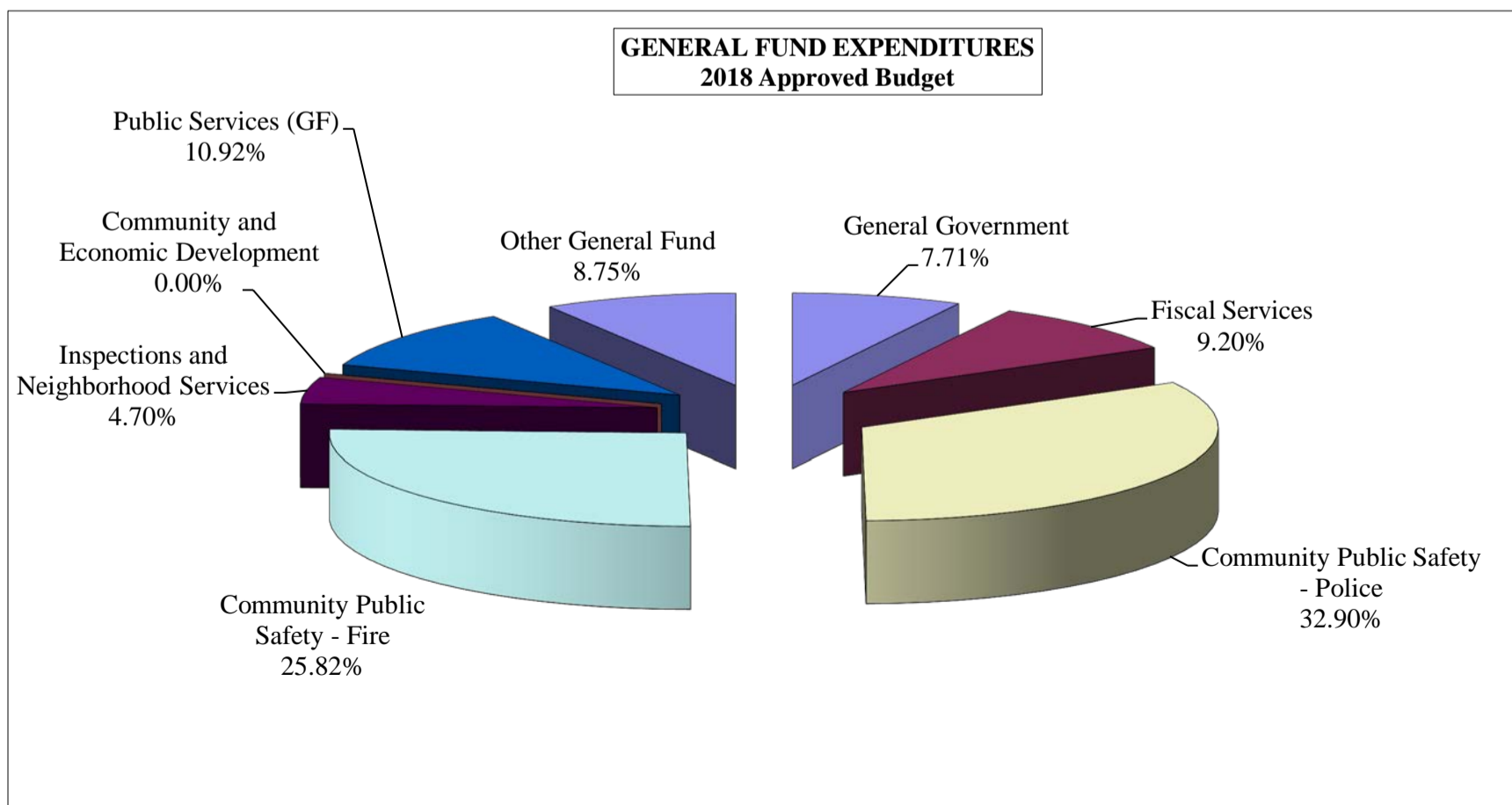
**REVENUE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Approved Budget</b>	<b>2017 Adjusted Budget</b>	<b>2017 YTD</b>	<b>2018 Approved Budget</b>
Police Dept Services	2,100	3,577	20	2,000	2,000	0	0
<b>TOTAL PUB. SAFETY FEE</b>	<b>2,100</b>	<b>3,577</b>	<b>20</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>
Gain/Loss on Investment	0	(537)	4,635	0	0	(8,016)	0
<b>TOTAL G/L ON INVEST.</b>	<b>0</b>	<b>(537)</b>	<b>4,635</b>	<b>0</b>	<b>0</b>	<b>(8,016)</b>	<b>0</b>
<b>TOTAL OTHER REVENUE</b>	<b>3,729,920</b>	<b>3,416,947</b>	<b>3,198,178</b>	<b>2,808,886</b>	<b>2,902,136</b>	<b>2,951,873</b>	<b>3,362,625</b>
Decrease in Fund Equity	0	0	0	0	200,785	0	0
<b>TOTAL FUND EQUITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,785</b>	<b>0</b>	<b>0</b>
Community Dev. Block Grant	0	0	0	186,615	181,276	181,276	181,276
Transfer from Other Funds	0	0	0	64,105	64,105	64,095	0
Public Safety	0	0	0	150,749	150,749	150,749	0
Water Fund	0	0	0	135,342	135,342	0	0
<b>TOTAL TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>536,811</b>	<b>531,472</b>	<b>396,120</b>	<b>181,276</b>
<b>TOTAL GENERAL FUND</b>	<b>30,812,928</b>	<b>30,977,395</b>	<b>31,388,825</b>	<b>31,923,052</b>	<b>32,312,482</b>	<b>32,832,554</b>	<b>31,753,210</b>

**GENERAL FUND EXPENDITURES  
BY DEPARTMENT AND CATEGORY  
2017/2018 APPROVED BUDGET**

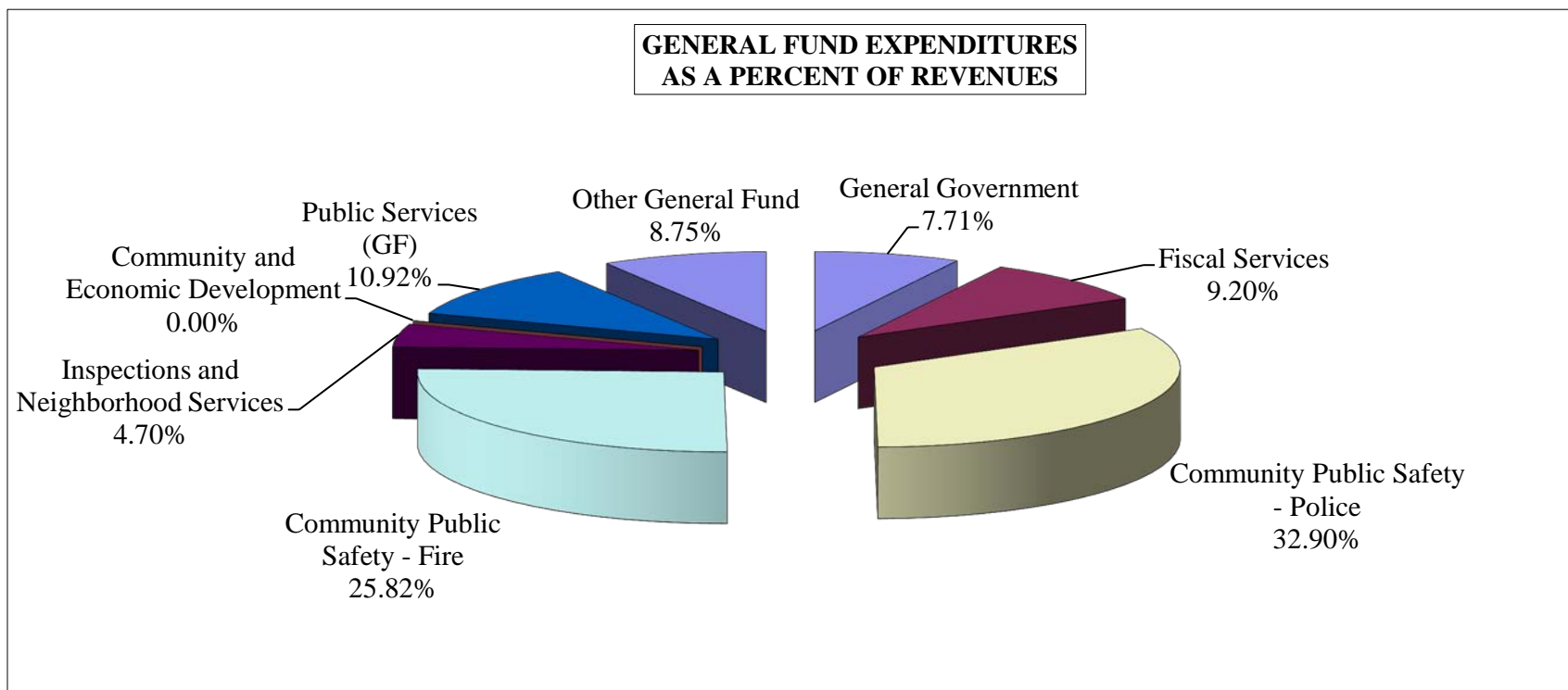
	2014 Actual	2015 Actual	2016 Actual	2017 Approved Budget	2017 Adjusted Budget	2017 YTD	2018 Approved Budget
General Government	1,593,480	1,808,462	2,072,199	2,314,657	2,282,796	1,999,239	2,449,610
Fiscal Services	2,791,931	3,009,909	2,652,271	2,851,028	2,707,048	2,424,845	2,920,384
Community Public Safety - Police	10,058,375	10,135,893	10,133,288	11,257,298	11,513,053	11,104,865	10,447,475
Community Public Safety - Fire	7,766,873	8,878,790	8,400,936	8,150,682	8,234,242	7,788,659	8,200,153
Inspections and Neighborhood Services	1,040,528	1,446,167	1,551,427	1,488,933	1,464,435	1,438,491	1,491,921
Community and Economic Development	418,393	0	0	0	0	0	0
Public Services (GF)	3,045,403	3,646,202	3,181,890	3,298,247	3,366,715	3,072,312	3,466,070
Other General Fund	2,986,767	1,823,571	2,751,164	2,562,207	2,744,193	2,724,001	2,777,597
<b>TOTAL GENERAL FUND</b>	<b>29,701,750</b>	<b>30,748,994</b>	<b>30,743,175</b>	<b>31,923,052</b>	<b>32,312,482</b>	<b>30,552,412</b>	<b>31,753,210</b>

Personnel Services	23,356,159	23,704,572	24,543,199	25,930,047	25,417,628	24,282,176	25,226,603
Operating Expenses	5,695,340	6,012,047	5,609,645	5,762,380	6,182,614	5,600,021	5,859,221
Capital Outlay	85,399	480,069	198,651	0	288,991	288,585	43,294
Miscellaneous	564,852	552,306	391,680	230,625	423,249	381,630	624,092
<b>TOTAL GENERAL FUND</b>	<b>29,701,750</b>	<b>30,748,994</b>	<b>30,743,175</b>	<b>31,923,052</b>	<b>32,312,482</b>	<b>30,552,412</b>	<b>31,753,210</b>



**GENERAL FUND REVENUES AND EXPENDITURES  
2017/2018 APPROVED BUDGET**

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Approved Budget</b>	<b>2017 Adjusted Budget</b>	<b>2017 YTD</b>	<b>2018 Approved Budget</b>
Property Taxes	3,582,805	3,713,025	3,765,716	4,808,776	3,936,831	3,605,423	3,985,097
City Income Taxes	12,309,181	12,252,323	12,625,121	11,950,000	12,149,839	13,212,804	12,200,000
State Revenue Sharing	7,668,823	7,843,698	7,892,989	8,058,118	8,005,017	8,042,007	8,015,653
Grants	418,341	763,668	960,971	679,740	1,237,931	1,483,576	907,508
Licenses, Permits, & Fees	1,311,046	1,335,310	1,264,141	1,313,099	1,515,918	1,443,238	1,358,827
Charge for Services	948,676	894,906	893,155	926,197	969,870	925,509	906,145
Fines and Forfeitures	478,502	403,144	411,307	468,425	468,425	358,031	427,344
Interest	335,155	323,293	344,038	341,000	344,267	368,602	371,935
Rents	30,479	31,081	33,209	32,000	49,991	45,371	36,800
Reimbursements	3,429,897	3,381,349	3,118,770	2,559,849	2,585,148	2,577,746	3,116,765
Other Revenues	300,023	35,598	79,408	249,037	316,988	374,127	245,860
Fund Balance	0	0	0	0	200,785	0	0
Transfers	0	0	0	536,811	531,472	396,120	181,276
<b>TOTAL RESOURCES</b>	<b>30,812,928</b>	<b>30,977,395</b>	<b>31,388,825</b>	<b>31,923,052</b>	<b>32,312,482</b>	<b>32,832,554</b>	<b>31,753,210</b>
General Government	1,593,480	1,808,462	2,072,199	2,314,657	2,282,796	1,999,239	2,449,610
Fiscal Services	2,791,931	3,009,909	2,652,271	2,851,028	2,707,048	2,424,845	2,920,384
Community Public Safety - Police	10,058,375	10,135,893	10,133,288	11,257,298	11,513,053	11,104,865	10,447,475
Community Public Safety - Fire	7,766,873	8,878,790	8,400,936	8,150,682	8,234,242	7,788,659	8,200,153
Inspections and Neighborhood Services	1,040,528	1,446,167	1,551,427	1,488,933	1,464,435	1,438,491	1,491,921
Community and Economic Development	418,393	0	0	0	0	0	0
Public Services (GF)	3,045,403	3,646,202	3,181,890	3,298,247	3,366,715	3,072,312	3,466,070
Other General Fund	2,986,767	1,823,571	2,751,164	2,562,207	2,744,193	2,724,001	2,777,597
<b>TOTAL APPROPRIATIONS</b>	<b>29,701,750</b>	<b>30,748,994</b>	<b>30,743,175</b>	<b>31,923,052</b>	<b>32,312,482</b>	<b>30,552,412</b>	<b>31,753,210</b>





**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*

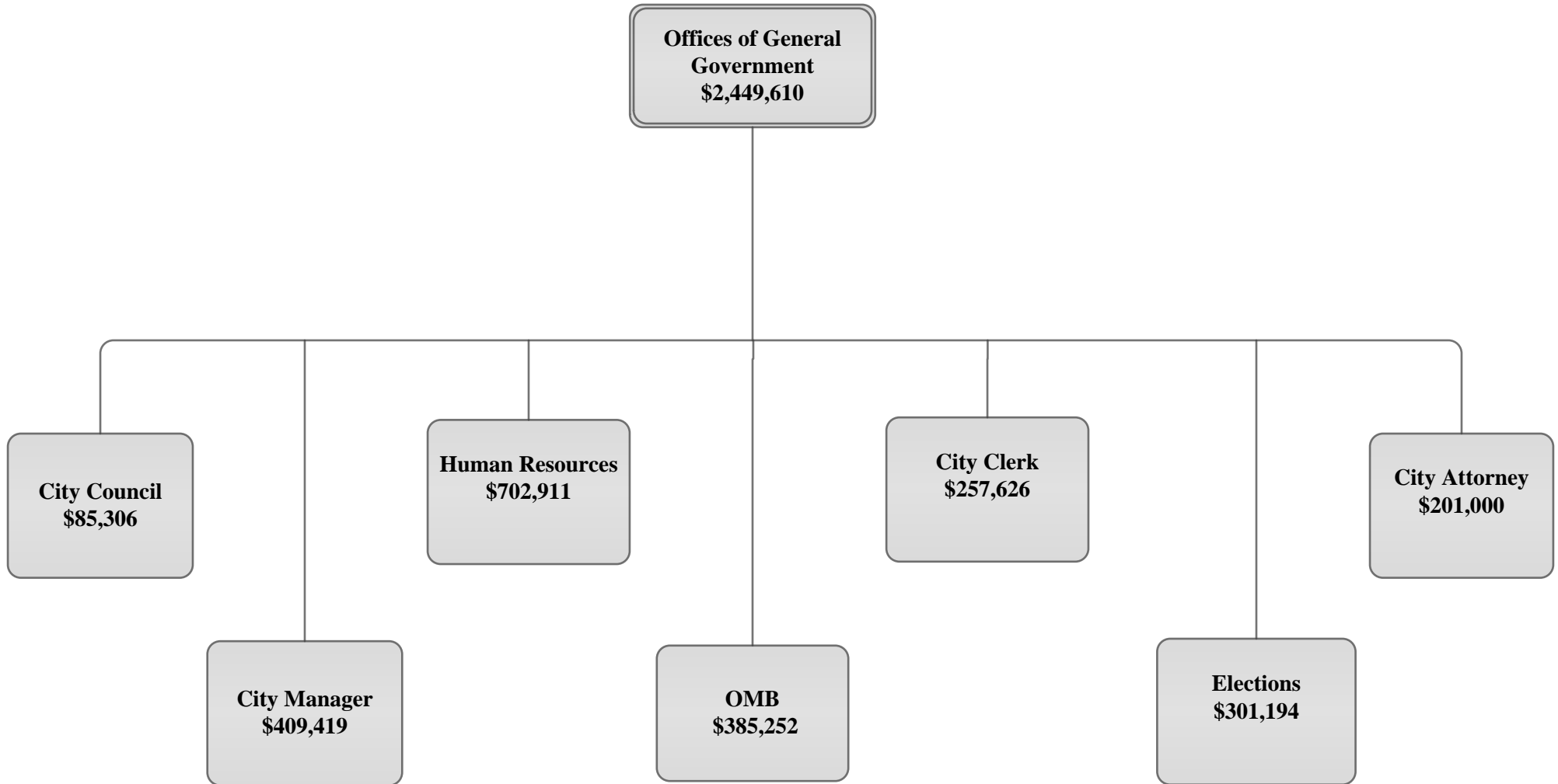
*OTHER GENERAL FUND*



## **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 \$106,902. This division is represented under the Department of Technical Services. The total 2018 Approved Budget for the Offices of General Government is \$2,449,610.*

## ***THE OFFICES OF GENERAL GOVERNMENT***

### **EXPENDITURE BUDGET SUMMARY**

The Offices of General Government is expected to increase \$134,953, or 5.8% from the FY 2017 approved budgeted levels. The largest increase will be realized in *Personnel Services* of \$155,209. This is due to the 2% salary increases in accordance with the collective bargaining agreements for the next year. Furthermore, during FY 2017 the SGTV Program Coordinator became a full time position. In addition, with the completion of the Police and Fire Pension Fund, .15 of the Assistant Director of Human Resources and .10 of the Human Resources Staff will be reallocated to the General Fund. (*The personnel complement changes are listed in detail under Summary of Positions.*) As it relates to *Operating Expenses*, this department reflects a \$48,550 decrease. This is largely due to a reduction in the Election Worker expenditures in the Election Division. This is due to the fact that this is an off election year. This reduction is slightly offset by the allocation of funds in the Office of Management and Budget for a marketing study in order to be in compliance with the Redevelopment Ready Certification. *Capital Outlay* expenditures budgeted in FY 2018 increase from \$0 to \$28,294 and relate to the purchase of office equipment for the Manager’s office and the purchase of tabulators for elections.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
0101 City Council	51,742	52,914	68,345	84,546	82,504	62,850	85,306
0105 City/School Liaison	5,000	0	0	0	0	0	0
1710 Office of the City Manager	371,847	408,450	367,823	387,775	373,277	340,049	409,419
1711 SGTV	39,811	48,399	64,187	49,907	56,083	52,563	106,902
1725 Human Resources	503,642	555,977	567,573	646,607	618,842	504,473	702,911
1730 City Clerk's Office	282,988	316,091	306,632	317,902	300,526	227,680	257,626
1731 Elections	180,341	266,644	235,211	280,824	308,395	264,001	301,194
1734 City Attorney's Office	158,109	159,987	156,544	201,000	201,000	149,411	201,000
1735 Office of Management and Budget	0	0	305,884	346,096	342,169	308,758	385,252
<b>Total Expenditures</b>	<b>1,593,480</b>	<b>1,808,462</b>	<b>2,072,199</b>	<b>2,314,657</b>	<b>2,282,796</b>	<b>1,909,785</b>	<b>2,449,610</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	1,107,582	1,258,397	1,496,024	1,618,328	1,549,741	1,366,989	1,773,537
Operating Expenses	485,898	547,367	545,067	696,329	711,835	521,832	647,779
Capital Outlay	0	2,698	31,108	0	21,220	20,964	28,294
<b>Total Expenditures</b>	<b>1,593,480</b>	<b>1,808,462</b>	<b>2,072,199</b>	<b>2,314,657</b>	<b>2,282,796</b>	<b>1,909,785</b>	<b>2,449,610</b>

**SUMMARY OF POSITIONS**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
City Council	9.20	9.20	9.25	9.25	9.25	9.25	9.25
Office of the City Manager	2.95	2.95	2.25	2.25	2.25	2.25	2.25
SGTV	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources	3.80	3.80	3.80	4.15	4.15	4.15	4.40
City Clerk's Office	3.05	2.90	2.95	2.60	2.60	2.60	2.05
Elections	3.65	4.80	4.75	5.15	5.15	5.15	5.70
Office of Management and Budget	0.00	0.00	2.35	4.35	4.35	4.35	4.35
<b>Total Positions</b>	<b>23.65</b>	<b>24.65</b>	<b>26.35</b>	<b>28.75</b>	<b>28.75</b>	<b>28.75</b>	<b>29.00</b>

The total Office of General Government will be 29.00 FTE for FY 2018. This is .25 FTE more from the 2017 approved budgeted levels. During FY 2017, in Human Resources, .15 of the Assistant Director and .10 of the Human Resources Support Staff have been added to the General Fund from the Police and Fire Pension Fund. At mid-years, the SGTV Coordinator position was reclassified from a part-time position to a full-time position. These changes are recognized in the FY 2018 budget.

Furthermore, the 2018 budget reflects the following changes – in the City Clerk’s Office and Election Division, the Office Assistant II will be eliminated. However, this position is replaced by the addition of an Office Assistant III position. Also, in the City Clerk’s Office the personnel decreased by .55 FTE. This is due to the shift of a portion of the Office Assistants III to the Election Division. In the Election Division, the Election Worker position’s hours were decreased.

Another change that will occur in FY 2018 will be realized in the Office of Management and Budget, wherein, the number of hours allocated for the Interns were increased from 10 – 15 hours to 20-24 hours per week.

**Performance Measures/Metrics: 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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Increase the number of collaborative projects with city departments	10	23	10	10	15

**Explanation of variances:**


The key performance indicator to “increase the number of collaborative projects with city departments” reflects to be fully achieved. This was possible due to the Executive Director became full time in January 2017. Furthermore, the following programs were under taken during this time frame. – City in 60, historical information, and other programming throughout the city for special events – to include Japanese Cultural Center with the City of Saginaw’s Sister City Toukasima Japan visit, police and fire awards.

**Human Resources** – (summary of services)

The 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 increases and/or limits.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Percentage of positions filled with highly qualified candidates within 75 business days of the announcement closing	90%	92%	90%	90%	90%
Process all enrollment changes within 30 business days of notification from employee	100%	92%	100%	100%	100%

**Explanation of variances:**

 The key performance indicator to “process all enrollment changes within 30 business days of notification from employees” reflects to be mostly achieved. This is mainly due to the number of position that had to be filled has increased.

**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.


<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
% of proposed minutes made available to the public within 8 business days after the meeting	77%	100%	78%	79%	80%
% of past due notices for licensing and registration mailed w/in 30 business days of violation	68%	100%	70%	73%	74%

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
% of precincts without errors as noted by the County Board of Canvassers	62%	60%	63%	63%	63%

**Explanation of variances:**


 The key performance indicator of “% of precincts without errors as noted by the County Board of Canvassers” reflects to be 96.77% of the 2017 goal for FY 2017. This is classified as mostly achieved. Having a few items noted by the Board of Canvassers does not change the results of the election.


**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, which may include conducting review of City contracts, drafting City contracts, ordinances, and other materials, and conducting legal research and preparing opinions on a wide range of municipal matters. Generally, ordinance prosecution, labor relations, and some economic development and 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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY2019 Projection	FY 2020 Projection
Law and Legal Affairs Team (LLAT) shall maintain sufficient oversight of the provision of legal services and coordinate all legal affairs of the City by meeting weekly	24 meetings	21 meetings	24 meetings	24 meetings	24 meetings
Provide initial review of all legal requests (including contracts) within five (5) business days	95%	100%	95%	95%	95%
Provide response to all legal requests (including contracts) by the designated due date	90%	92.5%	90%	90%	90%

**Explanation of variances:**

 The key performance indicator to “LLAT shall maintain sufficient oversight of the provision of legal services and coordinate all legal affairs of the City by meeting weekly” reflects to be mostly achieved. This is due to the fact that generally, LLAT meetings are scheduled to occur twice a month. However, meetings may be cancelled, at the City Manager’s discretion, as a result of calendar conflicts, lack of agenda items, etc.


 Although the key performance indicator to “provide response to all legal requests (including contracts by the designated due date” reflects to be fully achieved. This indicator reflects to be 2.5% higher than the goal. It is likely that more than 92.5% of the legal requests were completed by deadline. Unfortunately, when legal requests are referred to outside counsel, the completion date is not always reported back to the City Attorney. In such instances where the completion date is unknown, it is counted as a “missed deadline” in the statistics above, creating a lower percentage than is accurate. Also included as “missed deadlines” are instances where contracts were timely reviewed and commented on by the City Attorney; however third parties remained unresponsive to requested changes until after the deadline date. Finally, there were instances where contracts were submitted for legal review with deadlines set *prior* to the actual bid opening and award of the contract. Procedure was reviewed with City employees and such an anomaly should not reoccur.

**OMB** – (summary of services)

OMB develops the city’s financial management policies and strategies. This office assists in the preparation of the city’s annual budget. In addition, this office maintains master grant files, coordinates grant drawdowns, and oversees the performance management activities, evaluates program performance, and manages and reports city’s data.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Increase the City’s GFOA Distinguished Budget Award Rating to 3.5 in each area	3.15	3.08	3.25	3.30	3.30
Percentage of General Fund Revenues and Expenditures projections to adjusted budget	95%	95%	96%	97%	98%

**Explanation of variances:**

 The key performance indicator to “increase the City’s GFOA Distinguished Budget Award Rating to 3.50 in each area” reflects to 3.08 overall. This indicator is mostly achieved in comparison to the 2017 goal of 3.15. OMB staff still continues to increase their rating by implementing changes throughout the document.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**101-0101 City Council**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	21,749	Council Members	9.00	13,470
Overtime	0	Admin Support Clerk	0.25	8,279
Fringe Benefits	20,261			
<b>TOTAL</b>	<b>42,010</b>	<b>Total Personnel</b>	<b>9.25</b>	<b>21,749</b>
		<b>Overtime</b>		<b>0</b>
<b>OPERATING EXPENSES</b>				
Supplies	800	FICA		1,664
Internal Services	796	Healthcare Benefits - Active		8,688
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	5,000	Pension		9,910
Maintenance Fees	2,700			
Other Contracted Fees	34,000	<b>Total Fringe Benefits</b>		<b>20,261</b>
<b>TOTAL</b>	<b>43,296</b>	<b>TOTAL</b>	<b>9.25</b>	<b>42,010</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>85,306</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-1710 City Manager**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	188,460	City Manager	1.00	119,968
Overtime	0	Assistant to the CM/		
Add Pays	6,000	Public Information Officer	1.00	60,213
Fringe Benefits	151,407	Admin Support Clerk	0.25	8,279
<b>TOTAL</b>	<b>345,867</b>	<b>Total Personnel</b>	<b>2.25</b>	<b>188,460</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		0
Supplies	2,800			
Internal Services	18,805	Car Allowance		6,000
Other Services				
Professional Fees	14,603	<b>Total Add Pays</b>		<b>6,000</b>
Maintenance Fees	6,800			
Other Contracted Fees	12,544			
<b>TOTAL</b>	<b>55,552</b>	FICA		14,876
		Healthcare Benefits - Active		35,349
		Healthcare Benefits - Retirees		0
		Pension		101,182
<b>CAPITAL OUTLAY</b>	<b>8,000</b>	<b>Total Fringe Benefits</b>		<b>151,407</b>
<b>TOTAL</b>	<b>8,000</b>			
<b>TOTAL APPROPRIATION</b>	<b>409,419</b>	<b>TOTAL</b>	<b>2.25</b>	<b>345,867</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-1711 SGTV**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	40,158	SGTV Program Coord.	1.00	40,158
Overtime	0			
Fringe Benefits	58,219	<b>Total Personnel</b>	<u>1.00</u>	<u>40,158</u>
<b>TOTAL</b>	<u><b>98,377</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
		FICA		3,072
Supplies	2,000	Healthcare Benefits - Active		14,804
Internal Services	4,825	Healthcare Benefits - Retirees		0
Other Services		Pension		40,343
Professional Fees	1,000	<b>Total Fringe Benefits</b>		<u>58,219</u>
Maintenance Fees	700			
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>8,525</b></u>	<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>98,377</b></u>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>106,902</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-1725 Human Resources**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	275,704	Director of Human Resources	1.00	95,969
Overtime	0	Asst. Human Resources Dir.	1.00	70,170
Fringe Benefits	261,690	Employee Benefits Coordinator	1.00	56,286
		Administrative Assistant I	0.40	20,163
		Human Resources Support Staff (PT)	1.00	33,115
<b>TOTAL</b>	<b>537,394</b>		<b>4.40</b>	<b>275,704</b>
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>		
Supplies	5,000			
Internal Services	27,734	<b>Overtime</b>		0
Other Services				
Professional Fees	110,275	FICA		21,283
Maintenance Fees	13,058	Healthcare Benefits - Active		58,142
Other Contracted Fees	9,450	Healthcare Benefits - Retirees		0
		Pension		182,266
<b>TOTAL</b>	<b>165,517</b>	<b>Total Fringe Benefits</b>		<b>261,690</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>4.40</b>	<b>537,394</b>
<b>TOTAL APPROPRIATION</b>	<b>702,911</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-1730 City Clerk**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	100,506	City Clerk	0.55	48,176
Overtime	0	Deputy City Clerk	0.50	27,934
Fringe Benefits	93,180	Office Assistant III	0.50	16,024
		Skilled Clerical I (PT)	0.50	8,372
<b>TOTAL</b>	<b>193,686</b>	<b>Total Personnel</b>	<b>2.05</b>	<b>100,506</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>0</b>
Supplies	3,000			
Internal Services	26,113			
Other Services		FICA		7,737
Professional Fees	15,900	Healthcare Benefits - Active		19,910
Maintenance Fees	14,525	Healthcare Benefits - Retirees		0
Other Contracted Fees	4,402	Pension		65,533
<b>TOTAL</b>	<b>63,940</b>	<b>Total Fringe Benefits</b>		<b>93,180</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>TOTAL</b>	<b>2.05</b>	<b>193,686</b>
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>257,626</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-1731 Elections**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	109,270	City Clerk	0.30	26,278
Overtime	1,800	Deputy City Clerk	0.40	22,347
Fringe Benefits	125,468	Office Assistant III	1.50	48,073
		Skilled Clerical I (PT)	0.50	8,372
		Election Asst (Temp)	3.00	4,200
<b>TOTAL</b>	<b>236,538</b>			
		<b>Total Personnel</b>	<b>5.70</b>	<b>109,270</b>
<b>OPERATING EXPENSES</b>				
Supplies	7,366	<b>Overtime</b>		1,800
Internal Services	28,506			
Other Services		FICA		8,640
Professional Fees	1,850	Healthcare Benefits - Active		27,201
Maintenance Fees	4,040	Healthcare Benefits - Retirees		0
Other Contracted Fees	2,600	Pension		89,627
<b>TOTAL</b>	<b>44,362</b>			
		<b>Total Fringe Benefits</b>		<b>125,468</b>
<b>CAPITAL OUTLAY</b>	20,294			
<b>TOTAL</b>	<b>20,294</b>	<b>TOTAL</b>	<b>5.70</b>	<b>236,538</b>
<b>TOTAL APPROPRIATION</b>	<b>301,194</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

101-1735 Office of Management and Budget (OMB)

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2017/ 2018 BUDGET ALLOCATION
<b>PERSONNEL SERVICES</b>			
Salaries	177,156	Director of OMB	1.00 90,001
Overtime	0	Admin./Budget Analyst	1.00 50,950
Fringe Benefits	142,509	Economic Dev. Coord.	0.10 4,006
		Admin. Support Clerk	0.25 8,279
		Interns	2.00 23,920
<b>TOTAL</b>	<b>319,665</b>	<b>Total Personnel</b>	<b>4.35 177,156</b>
<b>OPERATING EXPENSES</b>			
Supplies	2,725	<b>Overtime</b>	<b>0</b>
Internal Services	33,543		
Other Services			
Professional Fees	20,867	FICA	13,552
Maintenance Fees	1,996	Healthcare Benefits - Active	28,265
Other Contracted Fees	6,456	Healthcare Benefits - Retirees	0
		Pension	100,692
<b>TOTAL</b>	<b>65,587</b>	<b>Total Fringe Benefits</b>	<b>142,509</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>		
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>4.35 319,665</b>
<b>TOTAL APPROPRIATION</b>	<b>385,252</b>		

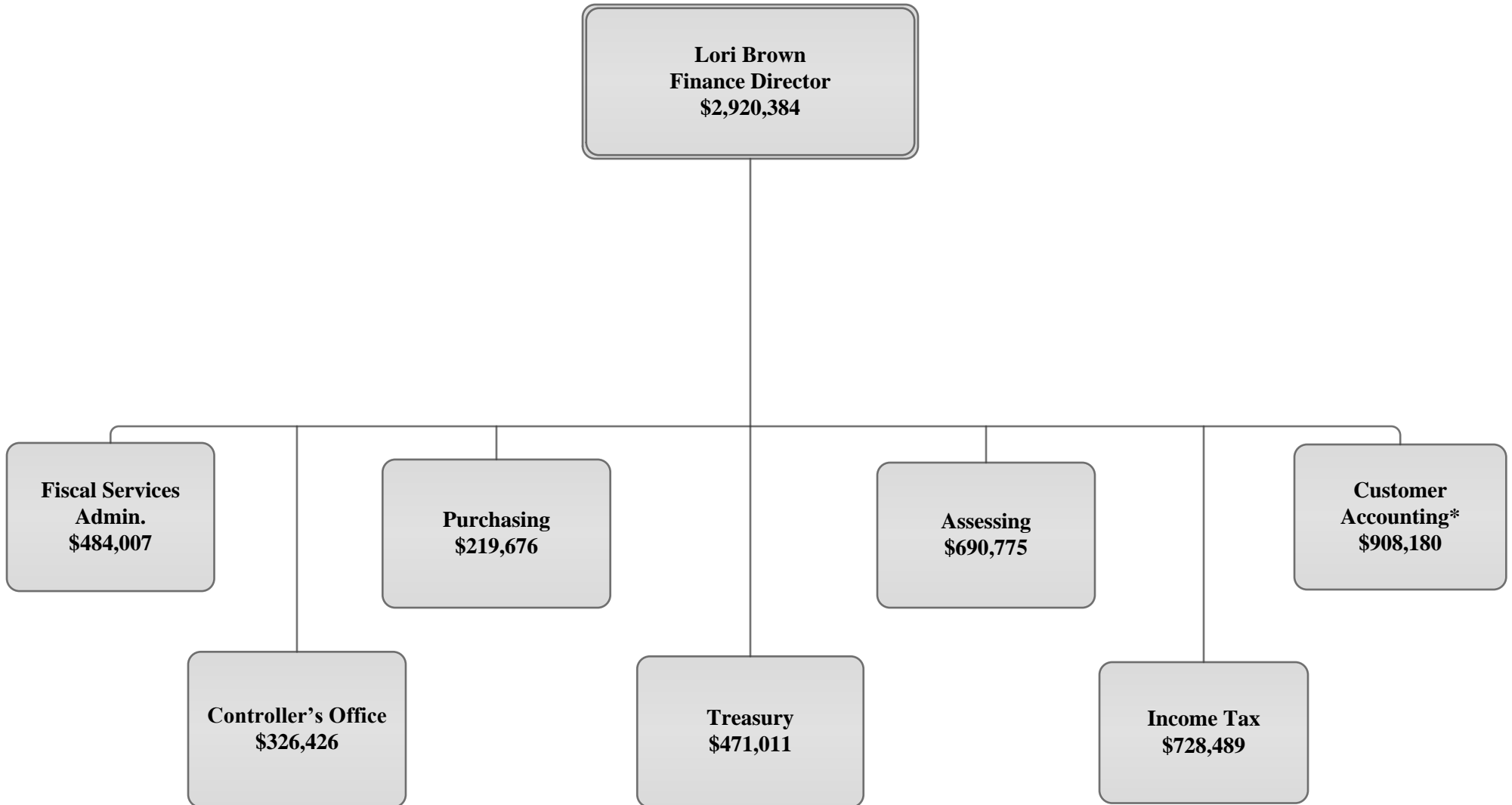


## **DEPARTMENT OF FISCAL SERVICES**



# CITY OF SAGINAW

## DEPARTMENT OF FISCAL SERVICES



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

**DEPARTMENT OF FISCAL SERVICES**

**EXPENDITURE BUDGET SUMMARY**

The Department of Fiscal Services will increase by \$69,356 or 2.43% from the FY 2017 approved budgeted levels. The largest increase to this department will be realized in *Personnel Services*, which increases by \$52,534. This increase is directly related to the contractually obligated increases and the reclassification of a skilled clerical position to an office assistant II. This position will be shared between the Treasury and Assessing Divisions. *Operating Expenses* are expected to increase by \$16,822 from the FY 2017 Approved Budget. This increase is due to increased information management costs throughout all divisions, a contractual increase to Plante & Moran to perform services as the Controller’s Office and increased audit contract fees. No *Capital Outlay* purchases will be budgeted in the Department of Fiscal Services for FY 2018.

**FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1740 Administration	652,799	679,437	415,094	479,546	431,171	336,470	484,007
1741 City Controller	272,906	325,269	319,558	317,513	320,218	322,022	326,426
1742 Purchasing	206,366	222,775	215,077	213,767	203,083	181,898	219,676
1743 Treasury	401,490	397,102	368,752	444,592	410,981	330,519	471,011
1744 Assessor	611,773	651,283	646,115	660,575	616,049	550,496	690,775
1745 Income Tax	646,597	734,043	687,675	735,035	725,546	593,280	728,489
<b>Total Expenditures</b>	<b>2,791,931</b>	<b>3,009,909</b>	<b>2,652,271</b>	<b>2,851,028</b>	<b>2,707,048</b>	<b>2,314,685</b>	<b>2,920,384</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	2,106,923	1,686,017	1,970,442	2,144,970	1,964,922	1,609,085	2,197,504
Operating Expenses	684,543	1,322,962	681,004	706,058	707,198	679,012	722,880
Capital Outlay	465	930	825	0	34,928	26,588	0
<b>Total Expenditures</b>	<b>2,791,931</b>	<b>3,009,909</b>	<b>2,652,271</b>	<b>2,851,028</b>	<b>2,707,048</b>	<b>2,314,685</b>	<b>2,920,384</b>

**SUMMARY OF POSITIONS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Administration	5.35	5.35	3.75	3.75	3.75	3.75	3.75
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	3.55
Office of the Assessor	6.00	6.00	6.00	6.00	6.00	6.00	5.70
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
<b>Total Positions</b>	<b>29.85</b>	<b>29.85</b>	<b>28.25</b>	<b>28.25</b>	<b>28.25</b>	<b>28.25</b>	<b>28.25</b>

The total personnel complement for the Department of Fiscal Services will be 28.25 FTE for FY 2018. This is the same as FY 2017. As mentioned above, the part-time Skilled Clerical position in Assessing will be reclassified to a full-time Office Assistant II. This position will be shared between Treasury and Assessing.

**Performance Measures/Metrics: Fiscal Services:**

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Percent of bank reconciliations completed within 30 days of month end	75%	97%	75%	83%	90%
Percent of correcting accounting entries to total accounting entries	5%	5%	5%	5%	5%

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
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 administers the collection and distribution of all municipal funds for the City of Saginaw. The City Treasurer’s Office is the property tax collection agency for various taxing entities and is responsible for disbursing the tax payments to the appropriate entities in accordance with the General Property Tax Act.

Key Performance Indicator	FY 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Send out NSF notifications to customers within 5 business days of receiving the notice from the bank	90%	81%	NLU	NLU	NLU
Collect and disburse property tax payments to entities within 10 business days after the 1 <sup>st</sup> and 15 <sup>th</sup> day of each month.	New	New	100%	100%	100%

**Explanation of variances:**

The key performance indicator to “send out NSF notification to customers within 5 business days of receiving the notice from the bank” reflects to be 90% achieved or mostly achieved. This is due to there was a new Deputy Treasurer in July 2016 and a high rate of staff vacancies due to promotions during the fiscal year. Filling vacancies and training new staff did not allow for the goal to be met. This key performance indicator will no longer be utilized after FY 2017.

New for FY 2018, the division head added the “collection and disburse property tax payments to entities within 10 business days after the 1<sup>st</sup> and 15<sup>th</sup> day of each month”. The Treasurer felt this was a more relevant indicator to track treasury performance.

**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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Review 25% of real property w/in the city per year	6,200	3,906	6,200	6,200	6,200

**Explanation of variances:**


The key performance indicator to “review 25% of real property within the city per year” reflects to be partially achieved. This is due to vacancies by Clerical staff that did not allow the Appraisers to complete field work. The Appraisers had to remain in the office on more occasions to cover the phone and counter.

**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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Total collection of delinquent income taxes as a percentage of total income tax revenue	11%	14%	11%	11%	11%
Increase the number of income tax warrant files completed	5%	32%	5%	5%	5%

## Explanation of variances

 The key performance indicator to “increase the number of income tax warrant files completed” reflects to be fully achieved. This was possible due to more manpower allocated towards collections.

## 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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b><i>FY 2017 Actual</i></b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Decrease the number of average days between meter reads and billing.	5 days	<i>4 days</i>	4 days	3 days	3 days

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**101-1740 Fiscal Services Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	184,180	Finance Director	0.50	43,796
Overtime	0	Payroll Specialist	1.00	44,729
Fringe Benefits	231,830	Acct Payable Coordinator	1.00	37,123
		Collections Specialist	1.00	50,253
		Admin. Support Clerk	0.25	8,279
<b>TOTAL</b>	<b>416,010</b>	<b>Total Personnel</b>	<b>3.75</b>	<b>184,180</b>
<b>OPERATING EXPENSES</b>				
Supplies	1,625	<b>Overtime</b>		<b>0</b>
Internal Services	27,033			
Other Services		FICA		14,090
Professional Fees	16,258	Healthcare Benefits - Active		62,936
Maintenance Fees	5,811	Healthcare Benefits - Retirees		0
Other Contracted Fees	17,270	Pension		154,804
<b>TOTAL</b>	<b>67,997</b>	<b>Total Fringe Benefits</b>		<b>231,830</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>3.75</b>	<b>416,010</b>
<b>TOTAL APPROPRIATION</b>	<b>484,007</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-1742 Purchasing**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	98,789	Purchasing Officer	1.00	58,169
Overtime	0	Purchasing Assistant	1.00	40,620
Fringe Benefits	100,778			
		<b>Total Personnel</b>	2.00	98,789
<b>TOTAL</b>	<b>199,567</b>			
		<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	600	FICA		7,557
Internal Services	13,309	Healthcare Benefits - Active		10,938
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	2,500	Pension		82,283
Maintenance Fees	750			
Other Contracted Fees	2,950	<b>Total Fringe Benefits</b>		100,778
<b>TOTAL</b>	<b>20,109</b>			
		<b>TOTAL</b>	<b>2.00</b>	<b>199,567</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>219,676</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-1743 Treasury**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	174,144	Finance Director	0.50	43,796
Overtime	0	Deputy Treasurer	1.00	59,550
Fringe Benefits	211,090	Office Assistant III	1.00	38,869
		Customer Serv. Coord.	0.25	7,997
<b>TOTAL</b>	<b>385,234</b>	Customer Serv. Repre.	0.50	15,584
		Office Assistant II	0.30	8,348
		<b>Total Personnel</b>	<b>3.55</b>	<b>174,144</b>
<b>OPERATING EXPENSES</b>				
Supplies	6,500	<b>Overtime</b>		<b>0</b>
Internal Services	36,321	FICA		13,370
Other Services		Healthcare Benefits - Active		60,995
Professional Fees	2,786	Healthcare Benefits - Retirees		0
Maintenance Fees	37,070	Pension		136,725
Other Contracted Fees	3,100	<b>Total Fringe Benefits</b>		<b>211,090</b>
<b>TOTAL</b>	<b>85,777</b>			
<b>CAPITAL OUTLAY</b>				
	0	<b>TOTAL</b>	<b>3.55</b>	<b>385,234</b>
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>				
	<b>471,011</b>			



**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

101-1744 Assessor

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	289,828	City Assessor	1.00	75,904
Overtime	200	Property Appraiser III	2.00	107,020
Fringe Benefits	303,003	Property Appraiser II	1.00	50,895
		Assessing Technician	1.00	36,529
		Office Assistant II	0.70	19,480
<b>TOTAL</b>	<b>593,031</b>			
		<b>Total Personnel</b>	<b>5.70</b>	<b>289,828</b>
<b>OPERATING EXPENSES</b>				
Supplies	3,420	<b>Overtime</b>		200
Internal Services	54,894			
Other Services				
Professional Fees	4,700	FICA		22,187
Maintenance Fees	30,930	Healthcare Benefits - Active		69,614
Other Contracted Fees	3,800	Healthcare Benefits - Retirees		0
		Pension		211,202
<b>TOTAL</b>	<b>97,744</b>	<b>Total Fringe Benefits</b>		<b>303,003</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>5.70</b>	<b>593,031</b>
<b>TOTAL APPROPRIATION</b>	<b>690,775</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-1745 Income Tax**

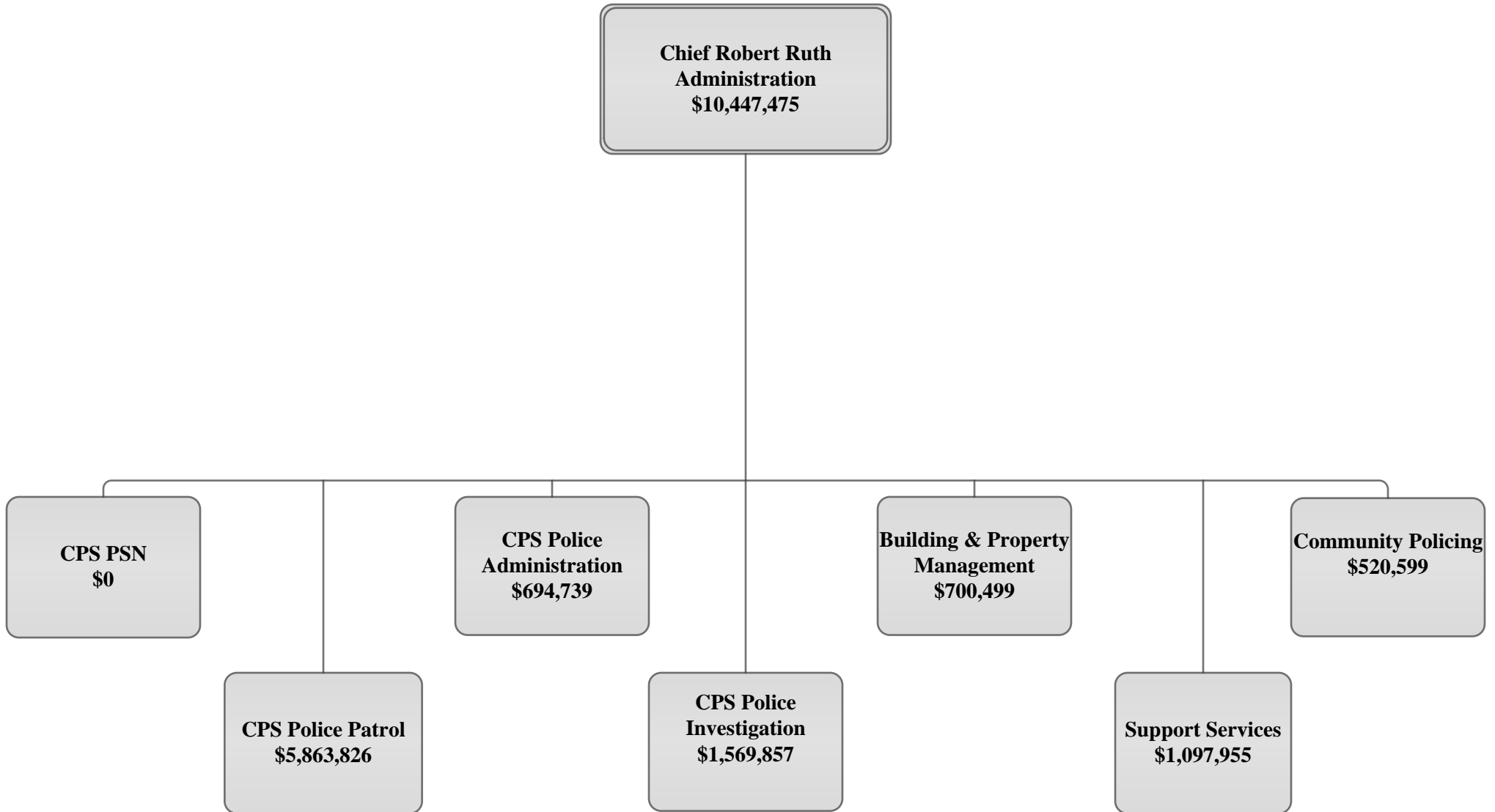
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASISIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	250,392	Income Tax Administrator	1.00	57,610
Overtime	0	Income Tax Auditor	4.00	162,058
Fringe Benefits	353,270	Office Assistant III	1.00	30,724
<b>TOTAL</b>	<b>603,662</b>	<b>Total Personnel</b>	<b>6.00</b>	<b>250,392</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>0</b>
Supplies	3,200	FICA		19,155
Internal Services	53,777	Healthcare Benefits - Active		91,114
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	25,650	Pension		243,001
Maintenance Fees	41,450	<b>Total Fringe Benefits</b>		<b>353,270</b>
Other Contracted Fees	750			
<b>TOTAL</b>	<b>124,827</b>	<b>TOTAL</b>	<b>6.00</b>	<b>603,662</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>728,489</b>			



# **COMMUNITY PUBLIC SAFETY**

POLICE SERVICES  
FIRE SERVICES

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



## ***COMMUNITY PUBLIC SAFETY - POLICE***

### **EXPENDITURE BUDGET SUMMARY**

The total Community Public Safety (CPS) - Police expenditures will be \$10,447,475 for FY 2017/2018. This represents an overall decrease of \$809,823 from the 2017 budgeted levels. The largest decrease will be realized in ***Personnel Services***. This reduction is largely due to a reduction in the pension obligation for Police. In addition, there was a slight reduction in the retiree healthcare due to the restructuring of the retiree healthcare plans. To slightly offset this reduction is a 2% salary increase in accordance with the collective bargaining agreements. ***(The personnel complement changes are listed in detail under Summary of Positions.)*** ***Operating Expenses*** are expected to decrease \$92,154 from 2017 budgeted levels. This decrease is attributable to reductions in the motor vehicle repairs and fleet charges to cover the cost of depreciation and obsolete inventory, slight reduction in fuel, and information management charges. No ***Capital Outlay*** purchases will be budgeted in Community Public Safety – Police in FY 2018.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
3510 Community Public Safety	550,702	59,364	92,600	23,119	23,119	20,480	0
3511 CPS - Police Patrol	5,855,453	5,875,912	5,952,097	6,605,353	6,885,564	6,500,264	5,863,826
3512 CPS - Police Administration	831,013	903,385	837,260	595,209	630,262	632,042	694,739
3513 CPS - Police Investigation	1,268,258	1,499,957	1,536,785	1,633,634	1,600,759	1,585,530	1,569,857
3514 Building Management	657,779	842,325	775,870	795,180	859,170	860,525	700,499
3515 Support Services	895,170	954,950	938,659	1,086,418	973,218	932,762	1,097,955
3516 Community Policing	0	0	17	518,385	540,961	530,181	520,599
<b>Total Expenditures</b>	<b>10,058,375</b>	<b>10,135,893</b>	<b>10,133,288</b>	<b>11,257,298</b>	<b>11,513,053</b>	<b>11,061,784</b>	<b>10,447,475</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	8,588,095	8,810,429	8,840,302	9,904,249	10,075,605	9,620,417	9,186,580
Operating Expenses	1,987,365	1,290,298	1,178,150	1,353,049	1,289,616	1,293,536	1,260,895
Capital Outlay	10,915	35,166	114,836	0	147,832	147,831	0
<b>Total Expenditures</b>	<b>10,586,375</b>	<b>10,135,893</b>	<b>10,133,288</b>	<b>11,257,298</b>	<b>11,513,053</b>	<b>11,061,784</b>	<b>10,447,475</b>

**SUMMARY OF POSITIONS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Community Public Safety	4.00	0.00	0.00	0.00	0.00	0.00	0.00
CPS - Police Patrol	32.00	27.00	31.00	32.00	32.00	32.00	32.00
CPS - Police Administration	2.70	4.20	4.70	2.25	2.25	2.25	3.00
CPS - Police Investigation	9.00	10.00	10.00	11.00	11.00	11.00	10.00
Building & Property Mgmt	0.00	0.40	0.40	0.40	0.40	0.40	0.40
Support Services	17.00	17.00	17.00	17.75	17.75	17.75	18.00
Community Policing	0.00	0.00	0.00	4.00	4.00	4.00	4.00
<b>Total General Fund Positions</b>	<b>64.70</b>	<b>58.60</b>	<b>63.10</b>	<b>67.40</b>	<b>67.40</b>	<b>67.40</b>	<b>67.40</b>
CPS - Police Patrol	24.00	24.00	21.00	21.00	21.00	21.00	21.00
<b>Total Public Safety Fund Positions</b>	<b>24.00</b>	<b>24.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>
Community Policing	3.00	4.00	4.00	0.00	0.00	0.00	0.00
Saginaw County TAPS	0.30	0.30	0.30	1.00	1.00	1.00	1.00
Police ELERV	0	0	0	1.00	1.00	1.00	0.00
Auto Theft Prevention	1.00	1.00	0.00	0.00	0.00	0.00	0.00
<b>Total Grant Positions</b>	<b>4.30</b>	<b>5.30</b>	<b>4.30</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>
Water Operations and Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Water Operations and Maintenance Fund</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Positions</b>	<b>93.00</b>	<b>87.90</b>	<b>88.40</b>	<b>90.40</b>	<b>90.40</b>	<b>90.40</b>	<b>89.40</b>

The personnel complement for Community Public Safety – Police will be 89.40 FTE for FY 2018. This is a net decrease of 1 FTE. This reduction is due to the fact that one grant position is no longer paid for by the Police ELERV Grant. In fact, the General Fund’s Police Administration Division will increase by .75 of a Police Lieutenant position and the Support Services Division will be increased by .25 of an Office Assistant II position. This increase is due to the reallocation of these positions from the Police ELERV Grant. During FY 2017, the city was notified that the granting agency required a victim’s advocate. Therefore, the city has contracted with the City of Saginaw’s CAN Council to provide those services.

**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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Decrease the number of Part One crimes by 5%	5%	8%	5%	5%	5%

**\*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.

**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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Decrease the Use of Force incidents	37	35	36	35	35

**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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
To attain the case closure rate for the division of 70% or greater	70%	78.5%	70%	70%	70%
To increase the closure rate of part one crime committed by 5%	70	83.3	70	70	70

**Explanation of variances:**

The key performance indicator “to attain the case closure rate for the division of 70% or greater” reflects to be 8.5% greater than the 2017 goal. This is a result of having increased the number of detectives to handling general cases and the increased supervision of investigator’s.

**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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Eliminate LEIN** violations for department	0	0	0	0	0
Track the number of FOIA requests submitted and responded by the due date, with a goal of achieving timely responses	100%	100%	100%	100%	100%

\*MiCR – Michigan Crime Reports

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Complete three problem oriented policing initiatives* per quarter	12	17	12	12	13
Track the number of Citizen Association meetings attended by community police officers**	72	78	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.

**Explanation of variances:**

█ The key performance indicator to “track the number of citizen association meetings attended by community police officers” reflects to be fully achieved. This is due to community police officers attending more neighborhood meetings. The younger officers are more active and attend more meetings and events sponsored by the neighborhood associations.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**101-3511 CPS - Police Patrol**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	1,095,874	Police Lieutenant	1.00	77,231
Overtime	142,254	Police Sergeant	8.00	540,893
Add Pays	18,256	Police Officer	9.00	417,690
Fringe Benefits	4,468,934	School Crossing Guard	14.00	60,060
<b>TOTAL</b>	<b>5,725,318</b>	<b>Total Personnel</b>	<b>32.00</b>	<b>1,095,874</b>
<b>OPERATING EXPENSES</b>				
		Overtime		92,254
		Billable Overtime		50,000
Supplies	0	<b>Total Overtime</b>		<b>142,254</b>
Internal Services	138,508			
Other Services		Education Bonus		12,756
Professional Fees	0	Food/Clothing Allowance		5,500
Maintenance Fees	0			
Other Contracted Fees	0	<b>Total Add Pays</b>		<b>18,256</b>
<b>TOTAL</b>	<b>138,508</b>			
<b>CAPITAL OUTLAY</b>				
	0	FICA		28,249
		Healthcare Benefits - Active		355,489
<b>TOTAL</b>	<b>0</b>	Healthcare Benefits - Retirees		2,390,648
		Pension - Sworn		1,694,549
<b>TOTAL APPROPRIATION</b>	<b>5,863,826</b>	<b>Total Fringe Benefits</b>		<b>4,468,934</b>
		<b>TOTAL</b>	<b>32.00</b>	<b>5,725,318</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-3512 CPS - Police Administration**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	215,530	Police Chief	1.00	95,019
Overtime	15,000	Police Lieutenant	1.00	77,231
Add Pays	1,584	Administrative Professional	1.00	43,280
Fringe Benefits	227,545			
		<b>Total Personnel</b>	3.00	215,530
<b>TOTAL</b>	<b>459,659</b>			
		<b>Overtime</b>		15,000
<b>OPERATING EXPENSES</b>				
Supplies	1,987	Education Bonus		1,584
Internal Services	33,005			
Other Services		<b>Total Add Pays</b>		1,584
Professional Fees	155,444			
Maintenance Fees	0	FICA		6,979
Other Contracted Fees	44,644	Healthcare Benefits - Active		58,431
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>235,080</b>	Pension - Civilian		40,565
		Pension - Sworn		121,570
<b>CAPITAL OUTLAY</b>	0			
		<b>Total Fringe Benefits</b>		227,545
<b>TOTAL</b>	<b>0</b>			
		<b>TOTAL</b>	<b>3.00</b>	<b>459,659</b>
<b>TOTAL APPROPRIATION</b>	<b>694,739</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-3513 CPS - Police Investigation**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	582,674	Police Sergeant	2.00	136,931
Overtime	60,000	Police Officers	8.00	445,743
Add Pays	46,260			
Fringe Benefits	778,015	<b>Total Personnel</b>	<u>10.00</u>	<u>582,674</u>
<b>TOTAL</b>	<u><b>1,466,949</b></u>	<b>Overtime</b>		<u>60,000</u>
<b>OPERATING EXPENSES</b>				
		Standby Pay		41,092
Supplies	0	Education Bonus		5,168
Internal Services	32,808			
Other Services		<b>Total Add Pays</b>		<u>46,260</u>
Professional Fees	69,700	FICA		13,114
Maintenance Fees	0	Healthcare Benefits - Active		210,855
Other Contracted Fees	400	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<u><b>102,908</b></u>	Pension - Sworn		554,046
		<b>Total Fringe Benefits</b>		<u>778,015</u>
<b>CAPITAL OUTLAY</b>	0	<b>TOTAL</b>	<u><b>10.00</b></u>	<u><b>1,466,949</b></u>
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>1,569,857</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-3514 Building Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	19,610	Facilities Administrator	0.05	3,619
Overtime	5,000	Labor Foreman, Parks and Facilities	0.05	2,716
Add Pays	20	Maintenance Person II	0.25	11,092
Fringe Benefits	25,940	Parks Mechanic/Mtce Person II	0.05	2,183
<b>TOTAL</b>	<b>50,570</b>	<b>Total Personnel</b>	<b>0.40</b>	<b>19,610</b>
<b>OPERATING EXPENSES</b>				
Supplies	207,698	<b>Overtime</b>		5,000
Internal Services	670			
Other Services		Education Bonus		20
Professional Fees	24,900	<b>Total Add Pays</b>		20
Maintenance Fees	416,661			
Other Contracted Fees	0			
<b>TOTAL</b>	<b>649,929</b>	FICA		1,884
		Healthcare Benefits - Active		7,489
<b>CAPITAL OUTLAY</b>	<b>0</b>	Healthcare Benefits - Retirees		0
		Pension - Civilian		16,567
<b>TOTAL</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>25,940</b>
<b>TOTAL APPROPRIATION</b>	<b>700,499</b>	<b>TOTAL</b>	<b>0.40</b>	<b>50,570</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

101-3515 Support Services

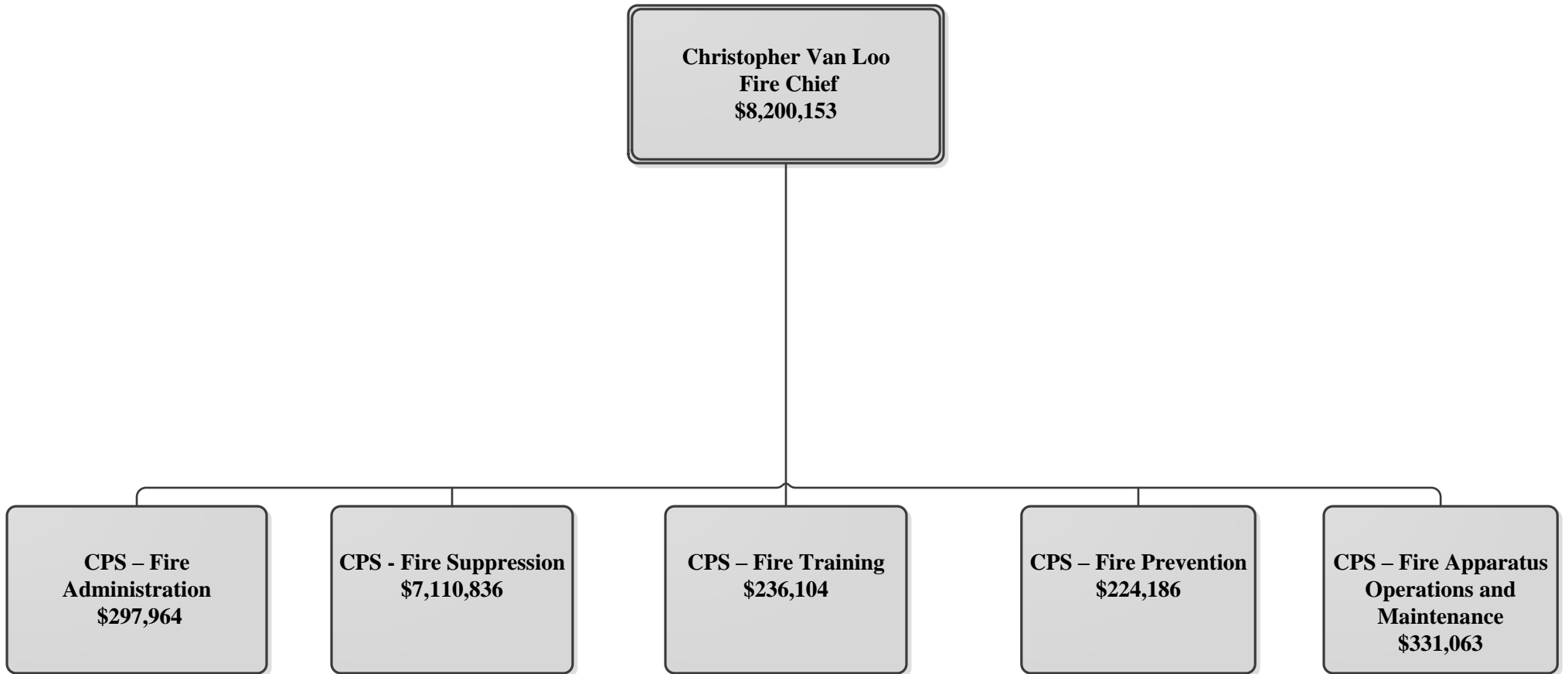
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	485,738	Support Services Admin.	1.00	61,497
Overtime	6,000	Property and Impound Specialist	1.00	42,659
Fringe Benefits	485,787	Support Services Specialist	1.00	46,538
<b>TOTAL</b>	<b>977,525</b>	Property & Evidence Specialist	1.00	40,859
<b>OPERATING EXPENSES</b>		TAC/LEIN Operator	1.00	39,225
Supplies	0	Office Assistant II	3.00	101,014
Internal Services	76,977	Clerical II (PT) SEIU	1.00	23,296
Other Services		Clerical I (PT) SEIU	1.00	19,890
Professional Fees	1,400	Skilled Clerical I (PT)	4.00	61,724
Maintenance Fees	42,053	Basic Clerical (PT)	2.00	29,120
Other Contracted Fees	0	Basic Labor (PT)	2.00	19,916
<b>TOTAL</b>	<b>120,430</b>	<b>Total Personnel</b>	<b>18.00</b>	<b>485,738</b>
<b>CAPITAL OUTLAY</b>		<b>Overtime</b>		<b>6,000</b>
	0			
<b>TOTAL</b>	<b>0</b>	FICA		34,864
<b>TOTAL APPROPRIATION</b>		Healthcare Benefits - Active		124,089
	<b>1,097,955</b>	Healthcare Benefits - Retirees		0
		Pension		326,834
		<b>Total Fringe Benefits</b>		<b>485,787</b>
		<b>TOTAL</b>	<b>18.00</b>	<b>977,525</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-3516 Community Policing**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	211,667	Police Officer	4.00	211,667
Overtime	27,000			
Add Pays	2,000	<b>Total Personnel</b>	<u>4.00</u>	<u>211,667</u>
Fringe Benefits	265,892			
<b>TOTAL</b>	<u><b>506,559</b></u>	<b>Overtime</b>		<u>27,000</u>
<b>OPERATING EXPENSES</b>				
		Education Bonus		2,000
Supplies	0	<b>Total Add Pays</b>		<u>2,000</u>
Internal Services	11,040			
Other Services		FICA		5,164
Professional Fees	0	Healthcare Benefits - Active		61,380
Maintenance Fees	3,000	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension - Sworn		199,349
<b>TOTAL</b>	<u><b>14,040</b></u>	<b>Total Fringe Benefits</b>		<u>265,892</u>
<b>CAPITAL OUTLAY</b>				
	0	<b>TOTAL</b>	<u><b>4.00</b></u>	<u><b>506,559</b></u>
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>520,599</b></u></u>			

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



## COMMUNITY PUBLIC SAFETY - FIRE

### EXPENDITURE BUDGET SUMMARY

The total Community Public Safety (CPS) - Fire expenditures will be \$8,200,153 for the 2018 approved budget. This represents an increase of \$49,471 from the 2017 budgeted levels. The category of *Personnel Services* is expected to decrease \$17,512 for FY 2018. This decrease is related to reduction in retiree healthcare. As it relates to *Operating Expenses*, CPS –Fire expenditures are expected to increase \$67,001, or 9.51% from the previous fiscal year. This increase is due to increases in utility costs, general repairs, operating services, cleaning supplies, and parts and supplies. No *Capital Outlay* will be budgeted for FY 2018. Category of *Miscellaneous Expenditures* will be \$39,560 in FY 2018. The city continues to make payments on an installment contract for the purchase of a fire apparatus. These payments will continue through 2024.

### FUNDING LEVEL SUMMARY

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
3550 Fire Administration	332	305,284	289,638	281,920	284,920	277,121	297,964
3551 CPS - Fire Suppression	7,066,794	7,483,099	7,368,691	7,129,351	7,203,731	6,887,082	7,110,836
3552 CPS - Fire Training	184,548	291,734	209,093	204,332	211,855	197,728	236,104
3553 CPS - Fire Prevention	213,875	207,225	219,419	208,182	204,839	201,079	224,186
3554 CPS - Fire Apparatus Operations and Maintenance	301,324	591,448	314,095	326,897	328,897	219,066	331,063
<b>Total Expenditures</b>	<b>7,766,873</b>	<b>8,878,790</b>	<b>8,400,936</b>	<b>8,150,682</b>	<b>8,234,242</b>	<b>7,782,076</b>	<b>8,200,153</b>

### FUNDING LEVEL BY CATEGORY

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	7,059,325	7,767,251	7,638,462	7,351,644	7,362,986	7,091,020	7,334,132
Operating Expenses	703,948	709,801	678,768	759,460	831,695	651,497	826,461
Capital Outlay	0	362,179	44,147	0	0	0	0
Miscellaneous	3,600	39,559	39,559	39,578	39,561	39,559	39,560
<b>Total Expenditures</b>	<b>7,766,873</b>	<b>8,878,790</b>	<b>8,400,936</b>	<b>8,150,682</b>	<b>8,234,242</b>	<b>7,782,076</b>	<b>8,200,153</b>



**SUMMARY OF POSITIONS**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Fire Administration	0.00	1.50	1.00	1.00	1.00	1.00	1.00
CPS - Fire Suppression	24.00	24.00	24.00	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	2.00	2.00	2.00	2.00	2.00
<b>Total General Fund Positions</b>	<b>27.00</b>	<b>28.50</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>
CPS - Fire Suppression	9.00	9.00	11.00	11.00	11.00	11.00	11.00
<b>Total Public Safety Fund Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
Homeland Sec. - SAFER Fund	<b>15.00</b>	<b>15.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Total Grant Fund Positions</b>	<b>0.00</b>	<b>15.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Total Positions</b>	<b>51.00</b>	<b>52.50</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>

Community Public Safety – Fire’s personnel complement for FY 2018 will be 52.00. This is the same as in the previous fiscal year. This budget takes into account that the Homeland Security – SAFER Grant II will be completed on September 30. With its completion, thirteen fire personnel will be laid off. In order to offset this reduction, \$94,120 has been allocated for Unemployment costs.


**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 rescues. The division also provides manpower support for fire prevention presentations, code enforcement inspections and conducts pre-fire planning surveys. In addition, Fire Suppression maintains fire facilities and grounds and coordinates fire apparatus maintenance and repairs.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Confine structure fires (NFIRS code 111) to the room of fire origin	42%	*42%	40%	40%	40%
Incrementally increase fire code inspections by 10%	31	NLU	NLU	NLU	NLU
Incrementally increase total fire company pre-fire plans by 5% per year.	New	New	80	84	88

**Explanation of variances:**

 The key performance indicator to “confine structure files (NFIRS code 111) to the room of fire origin” reflects to be fully achieved. During FY 2017 58 of 138 (42%) structure fires were confined to the room of origin. Furthermore, the reduction of the projections of the percentage of structure fires contained has been lowered to reflect the reduction of the firefighting force in FY 2018.

 The department has shifted from fire companies performing fire code inspections to fire companies performing pre-fire plans. The distinction between the two activities is that pre-fire plans provide fire companies an opportunity to

gather operational information from businesses that better assists them develop pre-incident action plans for specific locations. Fire code violations can also be addressed during pre-fire planning. Pre-fire planning is a component of the ISO Fire Protection Rating Schedule.

**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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Deliver one Fire Officer training class (co-requisites included) department wide per month	12	12	12	12	12
Prepare and provide succession training to all eligible officer candidate personnel	4	4	4	4	4

**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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Increase Fire and Life Safety Public Presentations by 5% annually	74	69	78	82	86
Increase Business and Industrial Fire Code Inspections and Re-inspections by 10% annually	165	233	182	200	218

**Explanation of variances:**

The Fire Prevention Division did not fully meet its goal of delivering 74 Fire and Life Safety presentations in FY 2017. This is due to increased code enforcement demands on the Fire Marshal and the implementation of a new records management program in the department beginning in the 3<sup>rd</sup> quarter of FY 2017. The new records management system required a significant time commitment from the Fire Marshal for the set up and transfers of inspection records. Though the number of presentations delivered for all ages missed our goal by 7%, over 5,000 school age children received fire safety training through our Fire Safety House.


Business and Industrial Fire Code Inspections and Re-Inspections surpassed FY 2017 goals due to a focused effort to inspect target locations during the 1<sup>st</sup> and 2<sup>nd</sup> quarter of FY 2017.

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b><i>FY 2017 Actual</i></b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Reduce outside vendor repairs by 2% through daily apparatus checks and minor repairs	\$4,458	\$4,503	\$4,547	\$4,456	\$4,365

**Explanation of variances:**

 An increased focus on completing minor in-house repairs to apparatus allowed us to surpass our FY 2017 goal of reducing outside vendor repairs.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**101-3550 CPS - Fire Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	95,969	Fire Chief	1.00	95,969
Overtime	0			
Fringe Benefits	102,060	<b>Total Personnel</b>	<u>1.00</u>	<u>95,969</u>
<b>TOTAL</b>	<u><b>198,029</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
		FICA		1,392
Supplies	4,800	Healthcare Benefits - Active		26,448
Internal Services	6,938	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		74,220
Professional Fees	84,717			
Maintenance Fees	600	<b>Total Fringe Benefits</b>		<u>102,060</u>
Other Contracted Fees	2,880			
<b>TOTAL</b>	<u><b>99,935</b></u>	<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>198,029</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>297,964</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-3551 CPS - Fire Suppression**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	1,563,378	Battalion Chief	3.00	240,813
Overtime	115,000	Fire Captain	3.00	219,195
Add Pays	32,800	Fire Lieutenant	9.00	585,255
Fringe Benefits	5,013,008	Fire Engineer	4.00	246,369
		Firefighter	5.00	271,746
<b>TOTAL</b>	<b>6,724,186</b>	<b>Total Personnel</b>	<b>24.00</b>	<b>1,563,378</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>115,000</b>
Supplies	137,300			
Internal Services	112,364			
Other Services		Food Allowance		30,000
Professional Fees	25,830	Education Bonus		2,800
Maintenance Fees	109,156			
Other Contracted Fees	2,000	<b>Total Add Pays</b>		<b>32,800</b>
<b>TOTAL</b>	<b>386,650</b>	FICA		32,385
		Healthcare Benefits - Active		527,827
		Healthcare Benefits - Retirees		1,913,093
<b>CAPITAL OUTLAY</b>	<b>0</b>	Pension - Sworn		2,445,583
		Unemployment		94,120
<b>TOTAL</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>5,013,008</b>
<b>TOTAL APPROPRIATION</b>	<b>7,110,836</b>	<b>TOTAL</b>	<b>24.00</b>	<b>6,724,186</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-3552 CPS - Fire Training**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	78,626	Fire Training &		
Overtime	13,500	Safety Officer	1.00	78,626
Add Pays	200			
Fringe Benefits	98,483	<b>Total Personnel</b>	<u>1.00</u>	<u>78,626</u>
<b>TOTAL</b>	<u><b>190,809</b></u>	<b>Overtime</b>		<u>13,500</u>
<b>OPERATING EXPENSES</b>				
Supplies	32,045	Education Bonus		200
Internal Services	4,070	<b>Total Add Pays</b>		<u>200</u>
Other Services				
Professional Fees	0	FICA		2,198
Maintenance Fees	0	Healthcare Benefits - Active		22,065
Other Contracted Fees	9,180	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<u><b>45,295</b></u>	Pension - Sworn		74,220
		<b>Total Fringe Benefits</b>		<u>98,483</u>
<b>CAPITAL OUTLAY</b>	<u>0</u>	<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>190,809</b></u>
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>236,104</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-3553 CPS - Fire Prevention**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	96,550	Fire Marshal	1.00	80,170
Overtime	4,500	Skilled Clerical	1.00	16,380
Fringe Benefits	102,058			
		<b>Total Personnel</b>	<u>2.00</u>	<u>96,550</u>
<b>TOTAL</b>	<u><b>203,108</b></u>			
		<b>Overtime</b>		<u>4,500</u>
<b>OPERATING EXPENSES</b>				
Supplies	2,300	FICA		2,762
Internal Services	12,638	Healthcare Benefits - Active		25,076
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,520	Pension - Sworn		74,220
Maintenance Fees	0			
Other Contracted Fees	4,620	<b>Total Fringe Benefits</b>		<u>102,058</u>
<b>TOTAL</b>	<u><b>21,078</b></u>	<b>TOTAL</b>	<u><b>2.00</b></u>	<u><b>203,108</b></u>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>224,186</b></u></u>			

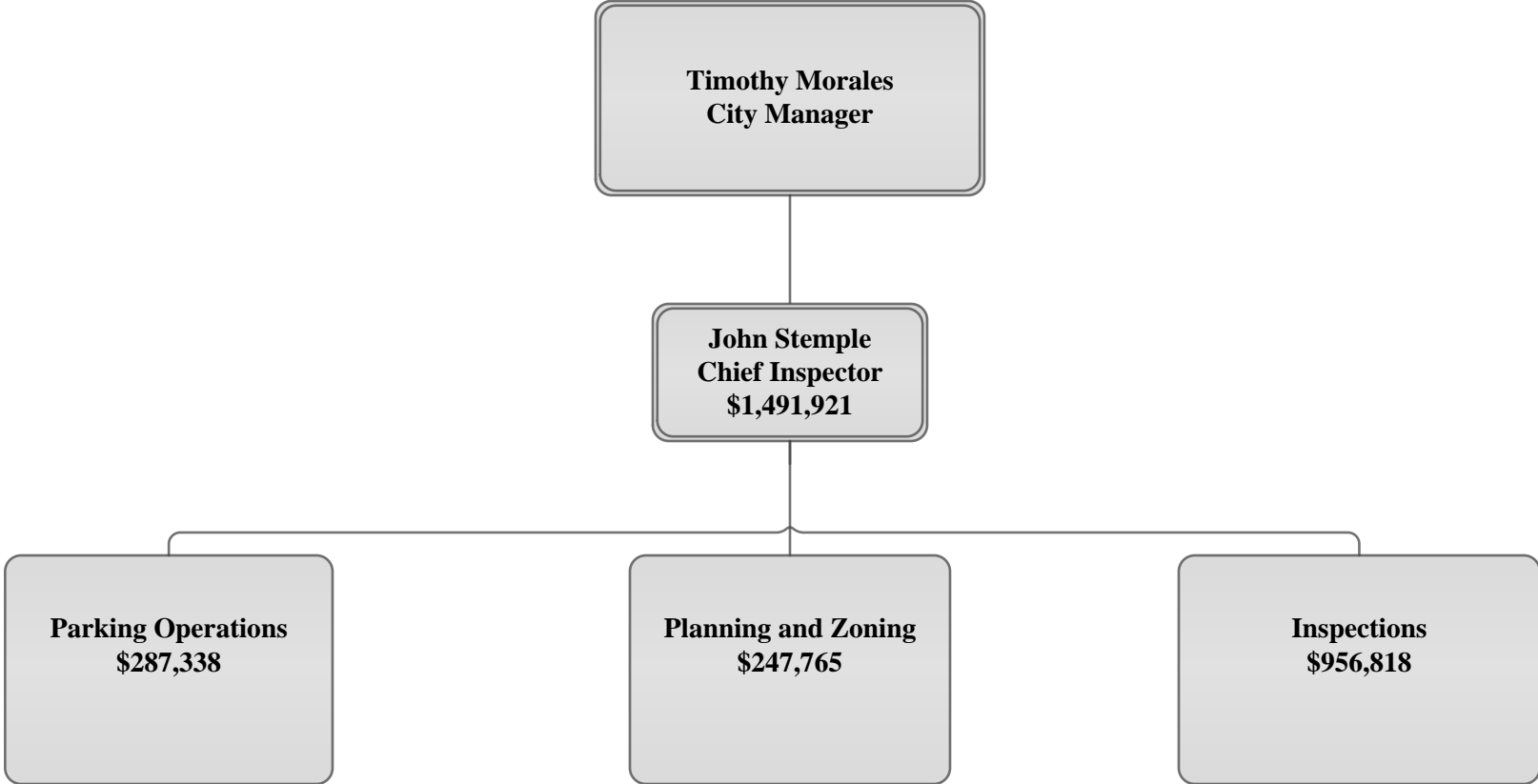


# **INSPECTIONS AND** **NEIGHBORHOOD SERVICES** **DIVISIONS**

Planning and Zoning  
Inspections  
Parking Operations and Maintenance



**CITY OF SAGINAW**  
**INSPECTIONS AND NEIGHBORHOOD SERVICES DIVISION**



## INSPECTIONS AND NEIGHBORHOOD SERVICES

### EXPENDITURE BUDGET SUMMARY

The budget for the Inspections and Neighborhood Services divisions are \$1,491,921 for FY 2018, which is an increase of \$2,988 or 0.2% from the 2017 approved budgeted levels. Three divisions were reorganized into an office mid-year in 2014 – Inspections, Parking Operations and Maintenance, and Planning and Zoning. This conglomerate of divisions is now located organizationally within Office of the City Manager. This is the fifth year of this organization.

*Personnel Services* will increase in these divisions, by \$4,123, due to the 2% contractual increases. *Operating Expenses* are expected to decrease by a net \$1,135 from FY 2017. Parking Operations will continue to contract with Complus Data for parking ticket administration. No *Capital Outlay* purchases were budgeted in these divisions.

### FUNDING LEVEL SUMMARY

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
3863 Planning and Zoning	418,393	292,757	297,104	259,316	259,672	223,166	247,765
3865 Inspections	823,583	895,434	1,005,619	932,098	978,596	952,014	956,818
3868 Parking Operations	216,945	257,976	248,704	297,519	226,167	211,022	287,338
<b>Total Expenditures</b>	<b>1,458,921</b>	<b>1,446,167</b>	<b>1,551,427</b>	<b>1,488,933</b>	<b>1,464,435</b>	<b>1,386,202</b>	<b>1,491,921</b>

### FUNDING LEVEL BY CATEGORY

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	945,610	956,059	884,582	946,198	778,006	761,099	950,321
Operating Expenses	513,311	486,817	666,435	542,735	685,179	623,392	541,600
Capital Outlay	0	3,291	410	0	1,250	1,711	0
<b>Total Expenditures</b>	<b>1,458,921</b>	<b>1,446,167</b>	<b>1,551,427</b>	<b>1,488,933</b>	<b>1,464,435</b>	<b>1,386,202</b>	<b>1,491,921</b>

### SUMMARY OF POSITIONS

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Planning and Zoning	1.97	1.05	1.00	1.00	1.00	1.00	1.00
Inspections	6.00	6.00	5.90	5.90	5.90	5.90	5.90
Parking Operations	3.00	3.00	3.00	2.00	2.00	2.00	2.00
<b>Total Positions</b>	<b>10.97</b>	<b>10.05</b>	<b>9.90</b>	<b>8.90</b>	<b>8.90</b>	<b>8.90</b>	<b>8.90</b>

The personnel complement for the Inspections and Neighborhood Services Divisions for FY 2018 will be 8.90 FTE. This is the same as FY 2017.

**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.

<b>Key Performance Indicator</b>	<b>FY 2016 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Review and Update the City of Saginaw’s Zoning Ordinance.	70%	70%	70%	70%	70%
Initiate Actions Steps Identified in the City of Saginaw’s 2011 Master Plan	2	2	2	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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Attend at least one neighborhood association meeting monthly*	20	20	20	20	20
Increase the Issuance of City initiated code enforcement citations	5,500	5,981	5,500	5,500	5,500
Register all residential rental property within the City	75%	95%	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 “increase the issuance of city initiated code enforcement citations” reflects to be fully achieved. The goal was 5,500. The actual citations issued were 5,981, which is 481 greater than the projected goals. This increase is due to the focus of code enforcement staff on blighted properties.


█ The key performance indicator to “register all residential rental property within the City” reflects to be fully achieved. The goal was to have 75% compliance. FY 2017 actual compliance was 95%, which is 20% higher than expected. This increase is due to the city’s proactive approach to updating the residential rental properties.

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Increase the number of citations issued for parking violations by five percent (5%)	10,500	9,214	11,000	11,550	12,000
Complete two monthly inspections of each municipal parking lot monthly	95%	100%	95%	95%	100%

**Explanation of variances:**

 The key performance indicator to “increase the number of citations issued for parking violations by five percent (5%)” reflects to be mostly achieved. This is due to medical leave of absence by the parking enforcement officers.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**101-3863 Planning and Zoning**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>		<b>JOB CLASSIFICATION</b>	
Salaries	54,871		
Overtime	0	Associate Planner	54,871
Fringe Benefits	60,687		
		<b>Total Personnel</b>	<u>54,871</u>
<b>TOTAL</b>	<u><b>115,558</b></u>		
		<b>Overtime</b>	<u>0</u>
<b>OPERATING EXPENSES</b>			
Supplies	1,000	FICA	4,198
Internal Services	6,050	Healthcare Benefits - Active	14,675
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	102,650	Pension	41,814
Maintenance Fees	19,075		
Other Contracted Fees	3,432	<b>Total Fringe Benefits</b>	<u>60,687</u>
<b>TOTAL</b>	<u><b>132,207</b></u>		
		<b>TOTAL</b>	<u><u><b>115,558</b></u></u>
<b>CAPITAL OUTLAY</b>	0		
<b>TOTAL</b>	<u><b>0</b></u>		
<b>TOTAL APPROPRIATION</b>	<u><u><b>247,765</b></u></u>		

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-3865 Inspections**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	309,504	Chief Inspector	1.00	76,663
Overtime	0	Deputy Chief Inspector	0.90	52,020
Fringe Benefits	355,122	Electrical Inspector	1.00	49,533
		Code Enforce. Inspectors	2.00	92,059
		Office Assistant III	1.00	39,229
<b>TOTAL</b>	<b>664,626</b>			
		<b>Total Personnel</b>	<b>5.90</b>	<b>309,504</b>
<b>OPERATING EXPENSES</b>				
Supplies	12,100	<b>Overtime</b>		<b>0</b>
Internal Services	33,052			
Other Services				
Professional Fees	1,300	FICA		24,061
Maintenance Fees	239,304	Healthcare Benefits - Active		86,901
Other Contracted Fees	6,436	Healthcare Benefits - Retirees		0
		Pension		244,160
<b>TOTAL</b>	<b>292,192</b>	<b>Total Fringe Benefits</b>		<b>355,122</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>TOTAL</b>	<b>5.90</b>	<b>664,626</b>
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>956,818</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-3868 Parking Operations**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	57,652	Parking Enforcement	2.00	57,652
Overtime	0	Officer		
Fringe Benefits	112,485			
		<b>Total Personnel</b>	2.00	57,652
<b>TOTAL</b>	<b>170,137</b>			
		<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	4,900	FICA		4,602
Internal Services	4,513	Healthcare Benefits - Active		29,464
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	53,000	Pension		78,419
Maintenance Fees	41,195			
Other Contracted Fees	13,593	<b>Total Fringe Benefits</b>		112,485
<b>TOTAL</b>	<b>117,201</b>	<b>TOTAL</b>	<b>2.00</b>	<b>170,137</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>287,338</b>			



## **DEPARTMENT OF PUBLIC SERVICES – GENERAL FUND**

Cemeteries

Public Services – Administration

Engineering

Street Lighting

Traffic Engineering

Radio Tower Operations

Japanese Cultural Center

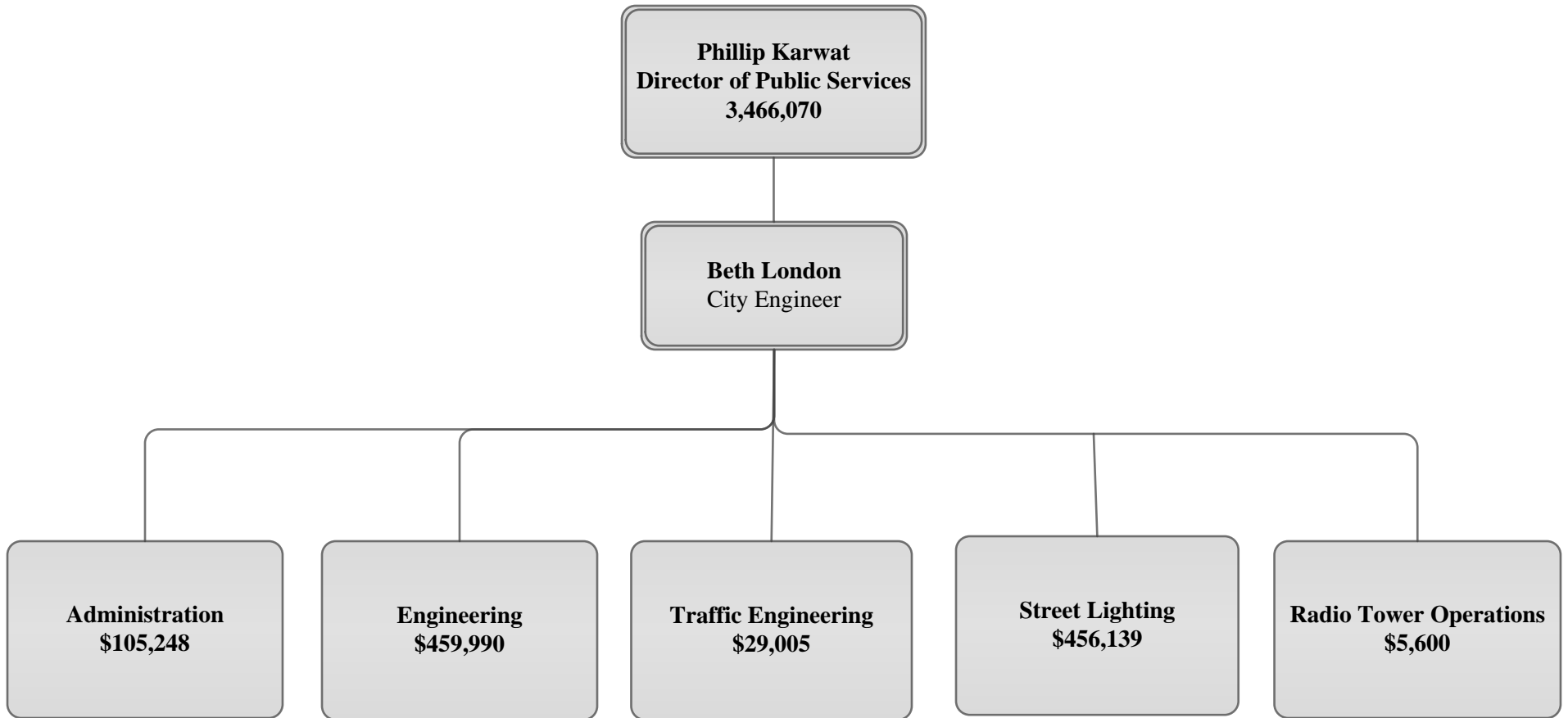
Parks Grounds Maintenance

Abatement of Nuisance

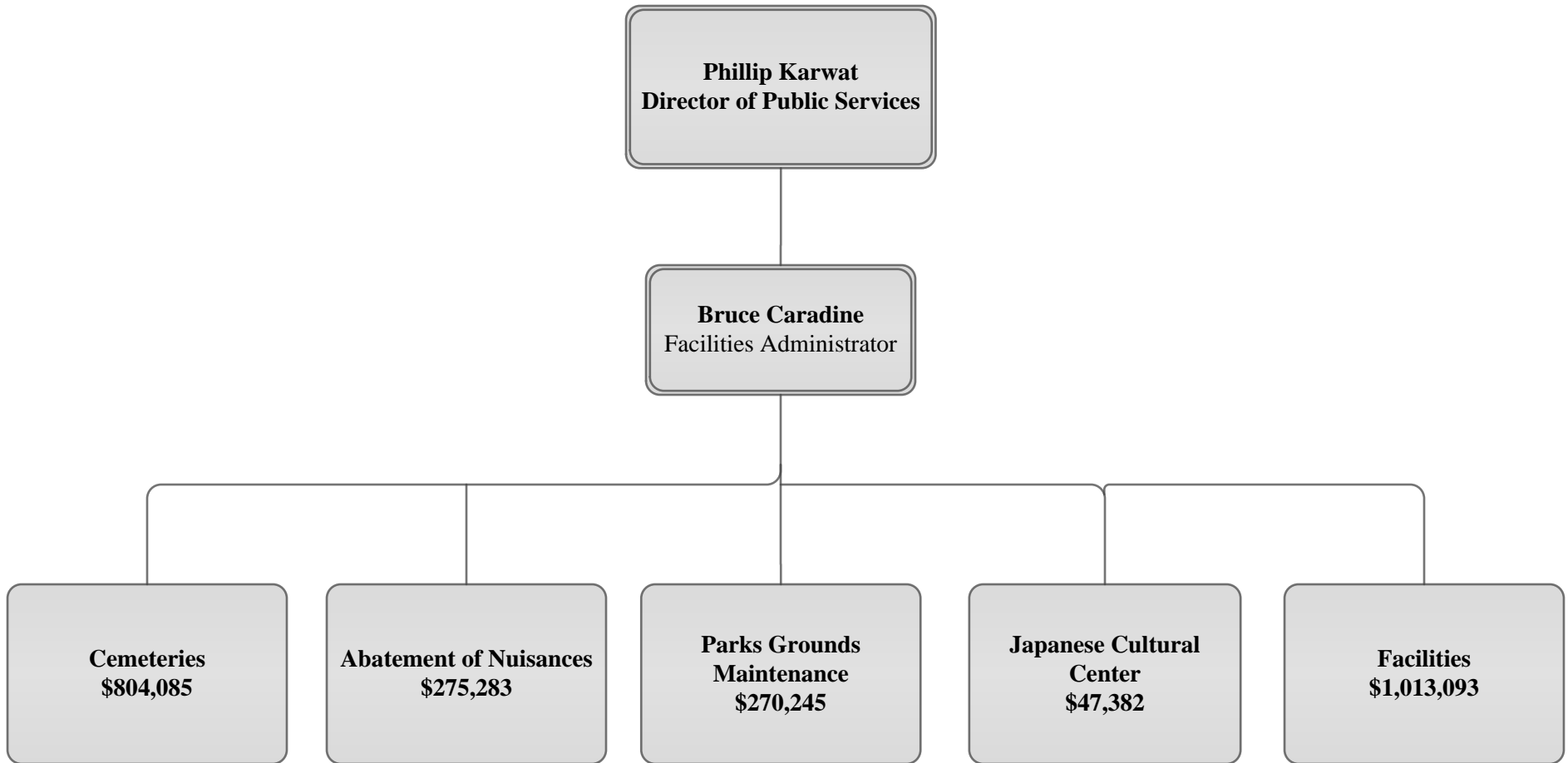
Facilities



**CITY OF SAGINAW**  
**DEPARTMENT OF PUBLIC SERVICES – GENERAL FUND**



**CITY OF SAGINAW**  
**DEPARTMENT OF PUBLIC SERVICES – GENERAL FUND**



## GENERAL FUND – PUBLIC SERVICES

### EXPENDITURE BUDGET SUMMARY

General Fund – Public Services increase by \$167,823 from the 2017 approved levels. *Personnel Services* will increase by 1.01% or \$17,751. This is due to an increase of 1.07 FTE allocated to General Fund-Public Services as well as increased benefit costs. The City is also budgeting for the normal contractual step and longevity increases. These increases are offset by reductions in pension costs. *(The personnel complement changes are listed in detail under Summary of Positions.)* *Operating Expenses* are expected to increase by \$135,140 or 8.59% from the FY 2017 budgeted levels. This increase in expenditures can be attributed to increases in employment agency fees in the Cemeteries and Facilities divisions as well as costs pertaining to the grant funded Ojibway Island improvement project. These increases are partially offset by a decrease in utility cost in the Street Lighting division due to retrofitting the street lights to LED which is expected to save over \$300,000 per year. The *Capital Outlay* purchases included in FY 2017/2018 are siding and carpet replacement in the Green Point Nature Center visitor center, amounting to \$15,000.

### FUNDING LEVEL SUMMARY

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1747 Cemeteries Operations	640,029	767,728	743,989	757,991	833,704	802,574	804,085
4610 Administration	36,755	38,137	47,997	45,518	46,747	41,116	105,248
4611 Engineering	314,705	713,916	387,082	380,913	328,968	303,895	459,990
4620 Street Lighting	785,250	786,203	648,552	555,715	448,131	414,941	456,139
4621 Traffic Engineering	26,980	28,013	23,423	29,102	24,102	25,046	29,005
4910 Radio Tower Operations	0	0	0	0	4,800	4,417	5,600
7534 Japanese Cultural Center	46,826	46,580	84,572	46,470	53,795	52,779	47,382
7570 Parks Grounds Maintenance	0	0	0	0	0	0	270,245
7571 Abatement Nuisances	242,006	259,637	291,789	295,015	327,296	267,519	275,283
7575 Facilities	952,852	1,005,988	954,486	1,187,523	1,299,172	1,094,026	1,013,093
<b>Total Expenditures</b>	<b>3,045,403</b>	<b>3,646,202</b>	<b>3,181,890</b>	<b>3,298,247</b>	<b>3,366,715</b>	<b>3,006,313</b>	<b>3,466,070</b>

### FUNDING LEVEL BY CATEGORY

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	1,261,596	1,458,263	1,435,831	1,724,119	1,456,532	1,348,833	1,741,870
Operating Expenses	1,754,152	2,112,134	1,738,734	1,574,060	1,826,422	1,573,969	1,709,200
Capital Outlay	29,655	75,805	7,325	0	83,761	83,511	15,000
<b>Total Expenditures</b>	<b>3,045,403</b>	<b>3,646,202</b>	<b>3,181,890</b>	<b>3,298,247</b>	<b>3,366,715</b>	<b>3,006,313</b>	<b>3,466,070</b>

**SUMMARY OF POSITIONS**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Cemeteries	3.95	3.95	3.95	3.95	3.95	3.95	3.95
Public Services Administration	0.20	0.20	0.25	0.25	0.25	0.25	0.60
Engineering	1.80	1.80	2.30	2.30	2.30	2.30	2.50
Street Lighting	1.25	1.25	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
Parks Grounds Maint.	0.00	0.00	0.00	0.00	0.00	0.00	3.02
Abatement of Nuisances	1.35	3.35	1.50	1.53	1.50	1.50	1.23
Facilities	10.60	9.90	10.90	10.84	10.90	10.90	8.64
<b>Total Positions</b>	<b>19.15</b>	<b>20.95</b>	<b>20.15</b>	<b>20.12</b>	<b>20.15</b>	<b>20.15</b>	<b>21.19</b>

The total FY 2017/2018 personnel complement for General Fund - Public Services is 21.19 FTE. This is a net increase of 1.07 FTE. This increase is associated with the following changes:

- In the Public Services Administration division, there is a 0.25 FTE increase in the allocation of the Director of Public Services and a 0.05 FTE increase in the Public Services Specialist allocation.
- In the Engineering division, 0.20 FTE of the Assistant City Engineer has been added.
- The Parks Grounds Maintenance division has been added this year and 3.02 FTE has been allocated to it.
- In the Abatement of Nuisances division, there have been reallocations of 0.05 of both the Labor Foreman and the Parks Mechanic and 0.20 FTE of the Groundskeeper position, resulting in a 0.30 FTE decrease.
- The Facilities division has seen many personnel changes in FY 2018, mainly due to the reallocation of Groundskeepers to the newly created Parks Grounds Maintenance division. The overall decrease is 2.20 FTE.


**Performance Measures/Metrics: GF 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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Percentage of burial records entered into online database within 5 days of burial	80%	100%	80%	80%	80%
% of times an entire cutting cycle is completed for all 3 Cemeteries within 30 days	67%	100%	67%	67%	67%
% of burial headstones meeting the goal of 90 days.	New	New	75%	80%	85%

**Explanation of variances:**

 The key performance indicator of “percentage of burial records entered into online database within 5 days of burial” reflects to be 100% full achieved. The staff responsible for meeting this indicator has made the necessary

adjustments in their work load schedule on making this one of the priority items. The full-time staff has also delegated other responsibilities to part-time staff to help meet this goal.

The key performance indicator of “% of times an entire cutting cycle is completed for all 3 cemeteries within 30 days, reflect to be fully achieved. The cemetery staff was at full complement of three staff members in the last six months of the year. They were able to get all three cemeteries cut within the set goal period due to some support from other divisions and volunteers during the spring rainy season. Cemeteries is trying to get Brady Hill grass cutting back under their area, which is currently being cut by Parks and Rover grass cutting crews twice per month.

The key performance indicator of “% of burial headstones meeting the goals of 90 days” reflects to be a new indicator for FY 2018. This is due to the fact that there has been numerous complaints in how long it takes for grave site headstones to get set after burial are completed. In order to keep these complaints to a minimum, this new KPI will be initiated to attempt to put more effort in getting headstones set within 90 days from when the headstone are completely paid. This includes the order being placed to the headstone maker; the headstone maker making the headstone; delivery of the headstone; cemetery staff having grave site sunk, prepped and seeded; then the final installation of the headstone by cemetery staff.

**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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Lane miles of pavement reconstructed, rehabilitated, or resurfaced	3.40 miles	6.14 miles	7.40 miles	2.15 miles	1.80 miles
Miles of water mains or water services replaced	1.00 miles	1.12 miles	1.00 mile	0.12 mile	0.60 mile
% of sidewalk complaints that have been inspected and temporary repairs made within 10 calendar days	90%	87.5%	90%	90%	90%

**Explanation of variances:**

The key performance indicator of “lane miles reconstructed, rehabilitated or resurfaced” reflects to be fully achieved. This is due to the addition of Lapeer Reconstruction from 11<sup>th</sup> Street to 14<sup>th</sup> Street due to additional CDBG funds becoming available; added the mill and resurface of Franklin from Janes to Johnson and Baum from Janes to Genesee to the downtown mill and resurface project due to additional Act 51 funds becoming available; and added the mill and resurface of Congress from Mackinaw to Brenner, Mason from Genesee to Davenport, Court Street from Morson to Congress, and Genesee from Hanchett to Schaefer because of surplus funds in the major street and local street funds at the end of FY 2017 due to other projects that came in under budget or were not ready to bid.

The key performance indicator of “% of sidewalk complaints that have been inspected and temporary repairs made within 10 calendar days” reflects to be partially achieved. This is due to the existing vacancies within the Engineering Division and the large construction work load last spring which caused a short-term delay in reviewing sidewalk complaints in the month of April 2017. This delay was no longer occurring as of May of 2017.

**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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
% of Traffic study requests completed within 9 months	80%	64%	75%	75%	65%
% of street light complaints addressed within 10 business days	100%	99.8%	100%	100%	98%

**Explanation of variances:**

The key performance indicator of “% of Traffic study requests completed within 9 months” reflects to be mostly achieved. This is due to the large amount of street repairs and maintenance done by the Streets Section and the large number of patches the Water and Sewer Maintenance Section completed in FY 2017. These required a lot of time consuming traffic control coordination, MDOT permits, and press releases. This, in conjunction with the large amount of road construction being bid out by Engineering has decreased the amount of time the Traffic Technician has available for traffic studies. We are suggesting this KPI be decreased even further to 65% for FY 2020 or additional staff be hired to complete this work.

The key performance indicator of “% of street light complaints addressed within 10 business days” reflects to be fully achieved. There were two street lights that were not fixed / replaced within the required 10 business days because both were on street light poles that were knocked down and had to be replaced. One was a pole owned by Consumers Energy. The City has no control over how fast Consumers Energy replaces their poles. The other was a City pole. Traffic Maintenance does not own equipment to install street light poles and instead contracts this work out. Last year, the contractor under contract to install the poles for Fiscal Year 2017, refused to continue to perform the work part way through the fiscal year. Because of this, it was necessary to go back to Council for approval to issue a purchase order to the next low bidder. This delayed the installation of poles that were knocked down for several months. This should not be an issue going forward; but because we don’t install street light poles ourselves, or own all of our street light poles, we are proposing a goal of 98% for addressing all street light complaints within 10 business days for future fiscal years.

**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, it 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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Number of times program will complete cutting cycle.	10.0	7.0	10.0	10.0	10.0
Percent of sight obstruction complaints responded to within 48 hours	80%	NLU	NLU	NLU	NLU

**Explanation of variances:**

The key performance indicator of “number of times program will complete cutting cycle” reflects to be partially achieved. This is due to equipment failure and change over in personnel.

**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 the 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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<i>FY 2017 Actual</i>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
% of building maintenance work requests responded to within 72 hours	80%	80.2%	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%

**Explanation of variances:**

The key performance indicator of “% of building maintenance work request responded to within 72 hours” reflects to be fully achieved at 80.2%. As this is the first year implementation of the Lotus Notes Facility Work Request System, there is still some bugs that need to be worked out as far as getting work requests correctly processed by Facilities staff, changing some titles on the request form for ease of completing and getting data exported from the database to use in a format that is conducive for KPI reporting. There were 387 total Facility Work Requests entered into the work request system dating from July 1, 2015 through June 30, 2016. The numbers for this indicator do not include other work requests sent via telephone requests, e-mails, text messages and special projects for maintenance. The Facilities Staff did meet the set percentage goal of completing work requests in the 72 hour timeframe for each month at 80.2%.

E-mail work requests for the same period totaled 102. Eighty-one of which were completed within the 72-hour goal and Twenty-one were not. Most of the requests not completed had either to do with having to purchase parts to complete the request; not assigning the request to staff due to other priorities and staff being pulled away from the task to do more immediately needed work items. One of Facilities’ goals is to eliminate email submitted work request

The key performance indicator of “% of time boulevards cut cycle completed within 9 days” reflects to be fully achieved when compared to the FY 2017 goal. The reason why this indicator was able to be achieved is due to the Department of Public Services committed to cutting both Westside and Eastside boulevards. This also allows for more time to trim and spray these areas. The boulevard cutting should continue to meet the 9-day cutting cycle requirements.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**101-1747 Cemeteries**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	189,279	Facilities Administrator	0.25	18,094
Overtime	10,000	Cemeteries Foreman	1.00	54,315
Add Pays	100	Admin. Professional	0.70	29,918
Fringe Benefits	247,561	Maintenance Person II	2.00	86,952
<b>TOTAL</b>	<b>446,940</b>	<b>Total Personnel</b>	<b>3.95</b>	<b>189,279</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		10,000
Supplies	45,500	Education Bonus		100
Internal Services	21,127			
Other Services		<b>Total Add Pays</b>		100
Professional Fees	142,333	FICA		15,253
Maintenance Fees	148,185	Healthcare Benefits - Active		70,135
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>357,145</b>	Pension		162,173
<b>CAPITAL OUTLAY</b>	0	<b>Total Fringe Benefits</b>		<b>247,561</b>
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>3.95</b>	<b>446,940</b>
<b>TOTAL APPROPRIATION</b>	<b>804,085</b>			



**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-4610 Public Services Administration**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	43,117	Director of Public Services	0.30	28,791
Overtime	0	Public Services Specialist	0.30	14,327
Add Pays	1,500			
Fringe Benefit	40,293	<b>Total Personnel</b>	<u>0.60</u>	<u>43,117</u>
<b>TOTAL</b>	<u><b>84,911</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
		Car Allowance		750
		Education Bonus		750
Supplies	300			
Internal Services	7,407	<b>Total Add Pays</b>		<u>1,500</u>
Other Services				
Professional Fees	10,180	FICA		3,413
Maintenance Fees	950	Healthcare Benefits - Active		10,589
Other Contracted Fees	1,500	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<u><b>20,337</b></u>	Pension		26,291
		<b>Total Fringe Benefits</b>		<u>40,293</u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><u><b>0.60</b></u></u>	<u><u><b>84,911</b></u></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>105,248</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-4611 Engineering**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	139,702	City Engineer	0.30	26,133
Overtime	4,520	Assistant City Engineer	0.20	14,195
Fringe Benefits	152,318	Admin. Professional	0.25	10,640
		Engin.Office Supervisor	0.25	15,703
		Engineering Tech. I	0.50	25,446
		Engineering Assistant	1.00	47,585
<b>TOTAL</b>	<b>296,540</b>			
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>2.50</b>	<b>139,702</b>
Supplies	9,000			
Internal Services	64,434	<b>Overtime</b>		<b>4,520</b>
Other Services				
Professional Fees	20,200	FICA		11,090
Maintenance Fees	69,216	Healthcare Benefits - Active		36,775
Other Contracted Fees	600	Healthcare Benefits - Retirees		0
		Pension		104,453
<b>TOTAL</b>	<b>163,450</b>	<b>Total Fringe Benefits</b>		<b>152,318</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>2.50</b>	<b>296,540</b>
<b>TOTAL APPROPRIATION</b>	<b>459,990</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-4620 Street Lighting**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	68,583	Traffic Foreman	0.25	14,547
Overtime	12,000	Traffic Electrician II	0.50	27,847
Add Pays	1,800	Traffic Electrician I	0.50	26,190
Fringe Benefits	80,482			
		<b>Total Personnel</b>	<u>1.25</u>	<u>68,583</u>
<b>TOTAL</b>	<u><b>162,865</b></u>			
		<b>Overtime</b>		<u>12,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	35,850	Standby Pay		1,750
Internal Services	2,374	Education Bonus		50
Other Services				
Professional Fees	20,000	<b>Total Add Pays</b>		<u>1,800</u>
Maintenance Fees	235,000			
Other Contracted Fees	50	FICA		6,302
		Healthcare Benefits - Active		22,071
<b>TOTAL</b>	<u><b>293,274</b></u>	Healthcare Benefits - Retirees		0
		Pension		52,109
		<b>Total Fringe Benefits</b>		<u>80,482</u>
<b>CAPITAL OUTLAY</b>				
<b>TOTAL</b>	<u><b>0</b></u>			
		<b>TOTAL</b>	<u><b>1.25</b></u>	<u><b>162,865</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>456,139</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-7570 Parks Grounds Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	84,765	Facilities Administrator	0.10	7,238
Overtime	0	Labor Foreman,	0.15	8,147
Add Pays	50	Park Mechanic/Maint	0.10	4,366
Fringe Benefits	78,214	Maintenance Person II	0.20	8,875
		Maintenance Person III	0.10	4,427
<b>TOTAL</b>	<b>163,029</b>	Traffic Electrician I	0.05	2,619
		Groundskeeper (S)	2.20	43,597
		Tree Trimmer I	0.12	5,497
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>3.02</b>	<b>84,765</b>
Supplies	4,475			
Internal Services	2,783	<b>Overtime</b>		0
Other Services		Education Bonus		50
Professional Fees	8,458	<b>Total Add Pays</b>		<b>50</b>
Maintenance Fees	76,500			
Other Contracted Fees	0	FICA		6,489
<b>TOTAL</b>	<b>92,216</b>	Healthcare Benefits - Active		37,742
		Healthcare Benefits - Retirees		0
<b>CAPITAL OUTLAY</b>	<b>15,000</b>	Pension		33,983
<b>TOTAL</b>	<b>15,000</b>	<b>Total Fringe Benefits</b>		<b>78,214</b>
<b>TOTAL APPROPRIATION</b>	<b>270,245</b>	<b>TOTAL</b>	<b>3.02</b>	<b>163,029</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-7571 Abatement and Nuisance**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	50,054	Facilities Administrator	0.10	7,238
Overtime	3,000	Labor Foreman,	0.25	13,579
Add Pays	95	Park Mechanic/Maint	0.35	15,280
Fringe Benefits	59,937	Admin. Professional	0.15	6,411
		Office Assistant II	0.08	2,295
		Skilled Clerical	0.20	3,422
		Groundskeeper (S)	0.10	1,830
<b>TOTAL</b>	<b>113,086</b>			
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	1.23	50,054
Supplies	14,000			
Internal Services	14,886	<b>Overtime</b>		3,000
Other Services		Education Bonus		95
Professional Fees	66,200			
Maintenance Fees	67,111	<b>Total Add Pays</b>		95
Other Contracted Fees	0			
<b>TOTAL</b>	<b>162,197</b>			
<b>CAPITAL OUTLAY</b>	<b>0</b>	FICA		4,066
		Healthcare Benefits - Active		17,597
		Healthcare Benefits - Retirees		0
		Pension		38,274
<b>TOTAL</b>	<b>0</b>	<b>Total Fringe Benefits</b>		59,937
<b>TOTAL APPROPRIATION</b>	<b>275,283</b>	<b>TOTAL</b>	<b>1.23</b>	<b>113,086</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**101-7575 Facilities**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	236,727	Facilities Administrator	0.25 18,094
Overtime	5,000	Labor Foreman, Parks & Facilities	0.30 16,294
Add Pays	125	Maintenance Person II	0.90 40,064
Fringe Benefits	232,646	Maintenance Person III	0.80 35,415
		Admin. Professional	0.15 6,411
		Park Mechanic/Maint.	0.35 15,280
<b>TOTAL</b>	<b>474,498</b>	Traffic Electrician	0.15 7,857
		Skilled Labor II (PT)	0.20 3,276
		Custodial Worker (PT) SEIU	1.00 20,384
<b>OPERATING EXPENSES</b>		Office Assistant II	0.04 1,148
Supplies	73,278	Skilled Clerical I (PT)	0.10 1,711
Internal Services	115,599	Groundskeeper (S)	2.40 43,930
Other Services		Basic Labor (PT)	2.00 26,863
Professional Fees	85,178	<b>Total Personnel</b>	<b>8.64 236,727</b>
Maintenance Fees	258,840		
Other Contracted Fees	5,700	<b>Overtime</b>	<b>5,000</b>
<b>TOTAL</b>	<b>538,595</b>	Education Bonus	125
		<b>Total Add Pays</b>	<b>125</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>		
<b>TOTAL</b>	<b>0</b>	FICA	17,238
		Healthcare Benefits - Active	93,956
<b>TOTAL APPROPRIATION</b>	<b>1,013,093</b>	Healthcare Benefits - Retirees	0
		Pension	121,452
		<b>Total Fringe Benefits</b>	<b>232,646</b>
		<b>TOTAL</b>	<b>8.64 474,498</b>



## **OTHER GENERAL FUND**

Retiree Health (Non-Sworn)  
Retiree Pension  
Unemployment  
Saginaw Housing Commission  
Contributions  
Payment to Other Governments  
GIS Charges  
Operating Transfers Out of the 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; specifically the Public Safety Millage and Public Safety Grant Funds.

The total Other General Fund expenditures are \$2,777,597 for the 2017/18 approved budget. This represents an increase of \$215,390 or 8.41% from the 2017 approved budgeted levels. This increase is attributable to a higher apportionment of GIS Charges due to utilization, a \$172,648 appropriation to be paid towards the OPEB Liabilities, and an increase in the debt service payment for the 2015 G.O. Limited Capital Improvement Bond. FY 2018 will begin the principal payments for this bond. The Saginaw Housing Commission increased due to an increase in retiree healthcare costs. To offset these increases will be a \$199,281 decrease in the Retiree Healthcare division. This is due to the fact that the city combined its retiree healthcare plans – Blue Cross Blue Shield and Blue Care Network into one plan under Blue Cross Blue Shield. This was effective January 1, 2017.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
8510 Retiree Health	2,105,895	1,084,438	2,223,385	2,083,834	2,081,269	2,106,253	1,884,553
8515 Retiree Pension	0	0	27,662	0	7,930	7,930	0
8520 Unemployment	21,045	8,292	866	25,000	9,000	1,841	9,000
8525 Saginaw Housing Commission	254,605	195,347	146,034	219,907	219,907	223,507	255,376
8540 Contributions	1,000	1,000	1,000	1,000	1,000	1,000	1,000
8541 Payment to Other Govts	17	0	96	0	0	0	0
8547 GIS Charges	42,953	21,747	40,567	41,399	41,399	41,399	43,136
9660 Operating Transfers	561,252	512,747	311,554	191,067	383,688	95,194	584,532
<b>Total Expenditures</b>	<b>2,986,767</b>	<b>1,823,571</b>	<b>2,751,164</b>	<b>2,562,207</b>	<b>2,744,193</b>	<b>2,477,124</b>	<b>2,777,597</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	2,287,216	1,190,099	2,277,539	2,240,471	2,229,836	2,228,923	2,060,659
Operating Expenses	138,299	120,725	162,071	130,669	130,669	153,007	132,406
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	561,252	512,747	311,554	191,067	383,688	95,194	584,532
<b>Total Expenditures</b>	<b>2,986,767</b>	<b>1,823,571</b>	<b>2,751,164</b>	<b>2,562,207</b>	<b>2,744,193</b>	<b>2,477,124</b>	<b>2,777,597</b>

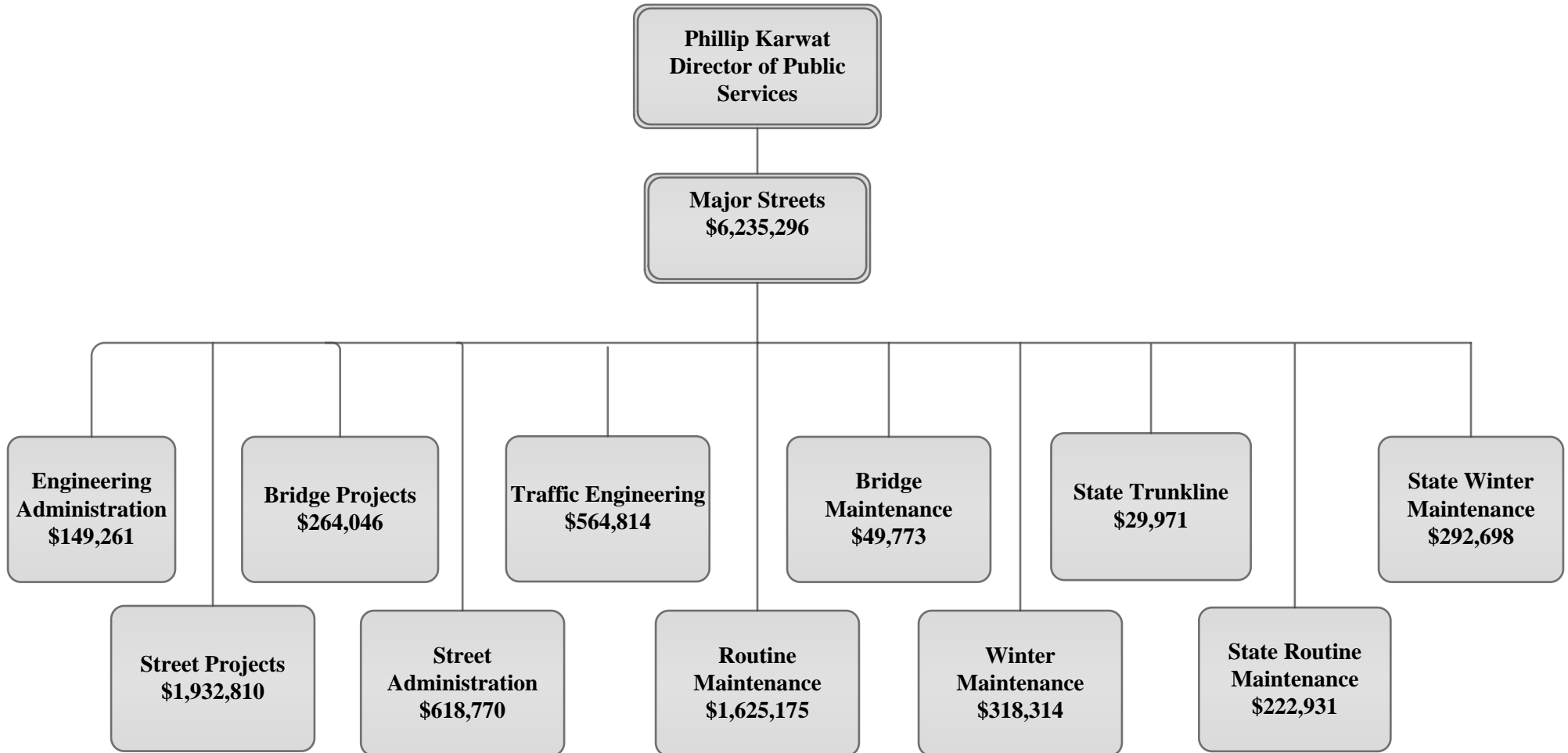




## **STREETS (SRF)**

MAJOR STREETS  
AND  
LOCAL STREETS

# CITY OF SAGINAW MAJOR STREETS FUND



*The total Major Street Fund is \$6,235,296. Transfers and Debt Service equate to \$166,733, which is not reflected in the organizational chart.*

**MAJOR STREETS FUND (202)  
RESOURCE ALLOCATION  
2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
STATE REVENUE	4,901,618	ENGINEERING ADMIN.	149,261
STATE REIMBURSEMENTS	494,948	STREET PROJECTS	1,932,810
NON BUSINESS PERMITS	31,000	BRIDGE PROJECTS	264,046
SERVICES - SALES	4,300	TRAFFIC ENGINEERING	564,814
OTHER REVENUES	15,500	STREET ADMINISTRATION	618,770
FUND EQUITY	787,930	ROUTINE MAINTENANCE	1,625,175
		BRIDGE MAINTENANCE	49,773
		WINTER MAINTENANCE	318,314
		STATE TRUNKLINE	29,971
		STATE ROUTINE MAINTENANCE	222,931
		STATE WINTER MAINTENANCE	292,698
		DEBT SERVICE	84,571
		TRANSFERS	82,162
<b>TOTAL RESOURCES</b>	<b><u>6,235,296</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>6,235,296</u></b>

## **MAJOR STREETS FUND**

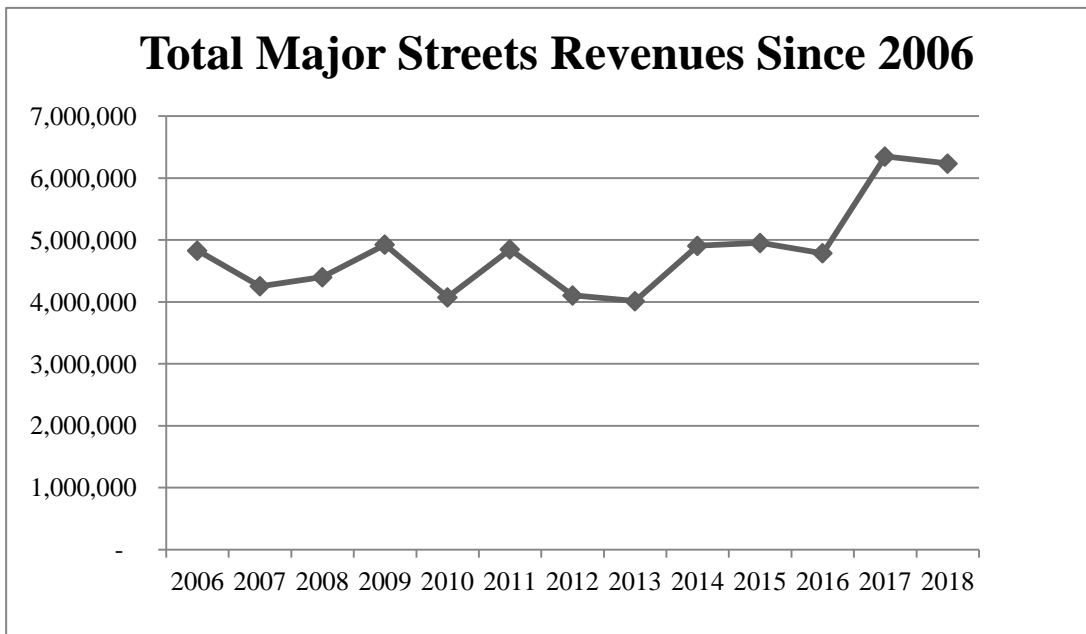
### **REVENUE BUDGET SUMMARY**

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 \$4,901,618 in FY 2018. This source of revenue increased by \$473,263, or 10.7%. Other sources of revenue for this fund include services and sales, interest, non-business permits and use of fund equity. Overall, the Major Streets Fund’s revenues are \$6,235,296, which is a decrease of a net \$114,232, or 1.8% from the FY 2017 approved budgeted levels. This is due to a decreased use of fund equity planned for FY 2018.

### **SUMMARY OF REVENUE**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
State Revenue	3,634,015	3,967,802	4,477,298	4,428,355	4,270,012	4,320,909	4,901,618
State Reimbursements	688,762	452,626	529,810	472,251	472,251	472,251	494,948
Federal Grants	0	0	0	0	0	0	0
State Grants	305,002	0	0	0	0	0	0
Non-Business Permits	36,050	50,410	20,455	31,500	38,710	29,915	31,000
Services-Sales	10,050	52,296	26,097	13,500	36,969	32,766	19,800
Interests and Rents	(129)	(91)	(207)	0	0	472	0
Other Revenue	183,191	538,763	3,405	0	2,500	2,500	0
Reimbursements	34,239	158,866	281,491	1,800	614,924	889,413	0
Use of Fund Equity	0	0	0	1,402,122	1,982,448	781,115	787,930
Transfers From Other funds	0	0	0	0	7,200	0	0
<b>Total Revenues</b>	<b>4,907,344</b>	<b>5,220,672</b>	<b>5,338,349</b>	<b>6,349,528</b>	<b>7,425,014</b>	<b>6,529,341</b>	<b>6,235,296</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. In 2009, the revenues rose 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 2014 increased due to special one-time winter maintenance funding from the state of Michigan due to the harsh winter. In addition, funding for Major Streets in FY 2015 stayed elevated due to higher allocations from the state’s general fund. FY 2016 showed a slight decrease of \$169,076 and FY 2017 showed a large increase due to increased use of fund equity to cover the cost of several projects, and FY 2018 slightly decreases from a reduction in use of fund equity.

**DETAIL REVENUES ANALYSIS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Gas and Weight Tax	3,634,015	3,568,507	3,758,053	4,248,418	4,248,418	4,320,909	4,710,028
Trunkline Maintenance	278,088	275,323	290,671	294,948	294,948	294,948	294,948
MDOT Projects	210,798	0	0	0	0	0	0
Right of Way Revenue	199,876	177,303	239,139	177,303	177,303	177,303	200,000
Sidewalk Permits	6,375	7,925	4,150	6,500	6,500	1,825	4,000
Curb Cut	5,400	8,125	3,775	6,000	6,000	1,550	4,000
Barricade Permits	8,375	14,200	5,000	8,000	10,700	10,850	10,000
Right of Way Permits	15,900	20,160	7,530	11,000	15,510	15,690	13,000
FEMA	305,002	0	0	0	0	0	0
Engineering Plans/Records	50	0	125	0	250	250	0
Special Events Service	0	18,511	16,671	1,500	24,719	24,238	13,000
Sale of Junk	11,259	1,992	2,181	2,000	2,000	1,232	300
Materials and Service	14,955	31,793	7,120	10,000	10,000	7,046	4,000
Interests on Investments	(129)	(91)	(207)	0	0	472	0
Sale of Property Items	0	0	905	0	0	0	0
Surplus Receipts	0	0	0	0	0	0	0
State Grants	0	399,295	719,245	179,937	21,594	0	191,590
Local Grants	1,000	2,000	2,500	0	2,500	2,500	2,500
Reimbursements	34,239	158,866	281,491	1,800	614,924	889,413	0
Installment Contract	182,191	536,763	0	0	0	0	0
Use of Fund Equity	0	0	0	1,402,122	1,885,244	781,115	787,930
Transfer In	0	0	0	0	104,404	0	0
<b>Totals</b>	<b>4,907,344</b>	<b>5,220,672</b>	<b>5,338,349</b>	<b>6,349,528</b>	<b>7,425,014</b>	<b>6,529,341</b>	<b>6,235,296</b>

**EXPENDITURE BUDGET SUMMARY**

Total Major Streets Fund expenditures are \$6,235,296 for FY 2018. Expenditures decrease by \$114,232 or 1.8%. *Personnel Services* increase by 1.92 positions from FY 2017 and total funding will increase by 5.68%. The City is also budgeting for the normal contractual step and longevity increases. *(The personnel complement changes are listed in detail under Summary of Positions.) Operating Expenses* are \$3,614,849 which is a decrease of \$200,422 from FY 2017. This is due to having fewer construction and street resurfacing projects planned, with the major ones being resurfacing of Williamson Street, Brockway Street, and Veterans Memorial Parkway. *Capital Outlay* is \$206,700 and includes a dual axle hook loader truck. *Miscellaneous Expenditures* are \$82,162 in FY 2018. This is due to providing a transfer of \$68,004 to the Local Streets fund and providing \$14,158 to help fund the City’s OPEB liability.

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
4612 Engineering Administration	73,602	147,949	185,410	157,747	195,232	169,666	149,261
4614 Street Projects	563,190	899,700	904,709	1,929,709	2,840,948	2,528,532	1,932,810
4616 Bridge Projects	95,047	52,023	128,871	495,720	475,642	344,188	264,046
4621 Traffic Engineering	477,212	455,299	474,739	599,474	593,758	517,263	564,814
4650 Street Administration	650,231	709,568	676,686	767,565	748,372	679,048	618,770
4651 Routine Maintenance	1,049,247	1,227,805	1,536,612	1,375,309	1,767,656	1,568,492	1,625,175
4654 Bridge Maintenance	98,432	104,531	101,257	118,149	118,149	111,221	49,773
4655 Winter Maintenance	209,243	829,053	196,623	357,378	187,523	178,132	318,314
4690 State Trunkline	25,093	28,509	24,724	29,385	34,710	26,967	29,971
4691 State Routine Maintenance	105,800	75,034	116,188	184,063	143,733	104,542	222,931
4692 State Winter Maintenance	256,724	223,649	243,782	250,460	234,722	216,722	292,698
4695 Debt Service	1,950	21,359	84,569	84,569	84,569	84,568	84,571
8559 Increase to Fund Equity	0	0	0	0	0	0	0
9660 Transfers	333,760	338,953	178,750	0	0	0	82,162
<b>Totals</b>	<b>3,939,531</b>	<b>5,113,432</b>	<b>4,852,920</b>	<b>6,349,528</b>	<b>7,425,014</b>	<b>6,529,341</b>	<b>6,235,296</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	1,676,676	1,829,368	1,925,566	2,126,288	2,107,367	1,788,603	2,247,014
Operating Expenses	1,607,979	2,206,100	2,193,728	3,815,271	4,872,348	4,305,144	3,614,849
Capital Outlay	319,166	717,652	470,307	323,400	360,730	351,026	206,700
Miscellaneous	335,710	360,312	263,319	84,569	84,569	84,568	166,733
<b>Total Expenditures</b>	<b>3,939,531</b>	<b>5,113,432</b>	<b>4,852,920</b>	<b>6,349,528</b>	<b>7,425,014</b>	<b>6,529,341</b>	<b>6,235,296</b>

**SUMMARY OF POSITIONS**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/2016 Actual</b>	<b>2016/2017 Approved</b>	<b>2016/2017 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
4612 Engineering Administration	0.47	0.72	0.72	1.22	1.22	1.22	1.17
4614 Streets Projects	0.50	0.50	0.50	0.50	0.50	0.50	0.50
4621 Traffic Engineering	2.50	2.50	2.50	2.50	2.50	2.50	2.80
4650 Street Administration	0.35	0.35	0.75	0.38	0.38	0.38	0.42
4651 Routine Maintenance	3.80	4.00	4.50	5.40	5.40	5.40	6.03
4654 Bridge Maintenance	0.20	0.20	0.30	0.45	0.45	0.45	0.45
4655 Winter Maintenance	0.75	1.00	0.50	0.50	0.50	0.50	1.10
4690 State Trunkline	0.25	0.25	0.25	0.25	0.25	0.25	0.25
4691 State Routine Maintenance	0.95	0.95	1.00	1.00	1.00	1.00	1.00
4692 State Winter Maintenance	1.20	1.20	1.35	1.35	1.35	1.35	1.75
<b>Total Positions</b>	<b>10.97</b>	<b>11.67</b>	<b>12.37</b>	<b>13.55</b>	<b>13.55</b>	<b>13.55</b>	<b>15.47</b>

There are a few personnel changes in the Major Streets Fund for FY 2018. The total personnel complement in this fund is 15.47 FTE-- an increase of 1.92 FTE from FY 2017. The following changes were made:

- Engineering Administration has decreased by 0.05 FTE to 1.17 FTE due to reallocation of the Assistant City Engineer.
- Traffic Engineering has increased by 0.30 FTE due to a reduction of 0.20 FTE for the Traffic Electrician I and the addition of 0.50 FTE of a Traffic Maintenance Technician.
- The Street Administration division increased by 0.04 FTE due to an increased distribution of current clerical staff. The total complement for this division is 0.44 FTE.
- The Routine Maintenance Division increased by 0.63 FTE. This is due to the reallocation of an additional 0.60 FTE for Heavy Equipment Operators, a decrease of 0.12 FTE for Tree Trimmers, and an increase of 0.15 FTE for the Compost Site Operator. The Routine Maintenance Division now has a total of 6.03 FTE.
- The Winter Maintenance Division increases from 0.50 FTE to 1.10 FTE due to the addition of two Brush Collector positions, each being allocation 30% to this division.
- The State Winter Maintenance Division increases by 0.40 FTE due to the addition of 0.40 FTE of the Compost Site Operator into this division.

**Performance Measures/Metrics: Major and Local Streets:**

**Major and Local Streets – (summary of services)**

The Major and Local Streets Divisions manage and maintain the city streets that include seasonal services such as snow and ice control, crack sealing, pothole patching and debris removal to allow for safe transportation throughout the community. 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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Number of trees removed (each)	700	450	450	450	500
Street Sweeping (min 3x per each mile per year) (miles)	1,800	1,800	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%	100%	75%	75%	75%
% of time potholes complaints responded to within 10 days	90%	93.6%	90%	90%	90%

**Explanation of variances:**

The key performance indicator of “number of trees removed each” reflects to be partially achieved. This is due to the fact that it is unrealistic to expect to remove 700 trees in a year with the current number of full-time Right-of-Way employees and the increase in road maintenance and road repairs being made. A more realistic goal would be to remove 450 trees every year. It should be noted that every effort is made to remove trees that pose a safety hazard in a timely manner but trees that pose no safety hazard are not immediately removed.

The key performance indicator of “plowing and salting open majors and state highways within 24 hours of snow event” reflects to be fully achieved. This is primarily attributed to the recent mild winter and should not be increased for future fiscal years.

The key performance indicator of “% of time potholes complaints responded to within 10 days” reflects to be fully achieved.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**202-4612 Engineering**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	50,591	City Engineer	0.15	13,067
Overtime	3,000	Assistant City Engineer	0.20	14,195
Fringe Benefits	44,056	Engin. Ofc Supervisor	0.12	7,538
		Admin. Professional	0.20	8,512
<b>TOTAL</b>	<b>97,647</b>	Intern	0.50	7,280
		<b>Total Personnel</b>	<b>1.17</b>	<b>50,591</b>
<b>OPERATING EXPENSES</b>				
Supplies	0	<b>Overtime</b>		3,000
Internal Services	17,647			
Other Services		FICA		4,128
Professional Fees	20,000	Healthcare Benefits - Active		11,390
Maintenance Fees	10,217	Healthcare Benefits - Retirees		0
Other Contracted Fees	750	Pension		28,538
<b>TOTAL</b>	<b>48,614</b>	<b>Total Fringe Benefits</b>		<b>44,056</b>
<b>CAPITAL OUTLAY</b>	<b>3,000</b>			
<b>TOTAL</b>	<b>3,000</b>	<b>TOTAL</b>	<b>1.17</b>	<b>97,647</b>
<b>TOTAL APPROPRIATION</b>	<b>149,261</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**202-4614 Street Projects**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	25,446	Engineering Tech. I	0.25	13,648
Overtime	25,000	Engineering Tech. I	0.25	11,799
Fringe Benefits	33,663			
		<b>Total Personnel</b>	0.50	25,446
<b>TOTAL</b>	<b>84,109</b>			
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		25,000
Supplies	2,000			
Internal Services	2,878	FICA		3,859
Other Services		Healthcare Benefits - Active		9,164
Professional Fees	323,159	Healthcare Benefits - Retirees		0
Maintenance Fees	1,520,664	Pension		20,640
Other Contracted Fees	0			
		<b>Total Fringe Benefits</b>		33,663
<b>TOTAL</b>	<b>1,848,701</b>			
		<b>TOTAL</b>	<b>0.50</b>	<b>84,109</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>1,932,810</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**202-4621 Traffic Engineering**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	125,777	Traffic Foreman	0.25	14,547
Overtime	10,000	Traffic Electrician II	0.30	16,708
Add Pays	1,780	Traffic Electrician I	0.30	15,714
Fringe Benefits	206,340	Trans. Engr. Assistant	0.40	21,036
		Traffic Mtce. Technician	1.55	57,773
<b>TOTAL</b>	<b>343,897</b>	<b>Total Personnel</b>	<b>2.80</b>	<b>125,777</b>
<b>OPERATING EXPENSES</b>				
Supplies	54,650	<b>Overtime</b>		10,000
Internal Services	40,154			
Other Services				
Professional Fees	93,456	Standby Pay		1,750
Maintenance Fees	28,607	Education Bonus		30
Other Contracted Fees	1,350			
<b>TOTAL</b>	<b>218,217</b>	<b>Total Add Pays</b>		<b>1,780</b>
<b>CAPITAL OUTLAY</b>	2,700	FICA		10,998
		Healthcare Benefits - Active		46,845
<b>TOTAL</b>	<b>2,700</b>	Healthcare Benefits - Retirees		34,052
		Pension		114,445
		<b>Total Fringe Benefits</b>		<b>206,340</b>
<b>TOTAL APPROPRIATION</b>	<b>564,814</b>	<b>TOTAL</b>	<b>2.80</b>	<b>343,897</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**202-4650 Street Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	14,247	Director of Public Services	0.05	4,798
Overtime	500	Skilled Clerical (PT)	0.15	2,566
Add Pays	250	Office Assistant II	0.22	6,883
Fringe Benefits	413,069			
		<b>Total Personnel</b>	<b>0.42</b>	<b>14,247</b>
<b>TOTAL</b>	<b>428,066</b>			
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>500</b>
		Car Allowance		125
		Education Bonus		125
Supplies	1,000			
Internal Services	151,410	<b>Total Add Pays</b>		<b>250</b>
Other Services				
Professional Fees	35,684	FICA		1,973
Maintenance Fees	2,260	Healthcare Benefits - Active		3,191
Other Contracted Fees	350	Healthcare Benefits - Retirees		396,919
		Pension		10,986
<b>TOTAL</b>	<b>190,704</b>	<b>Total Fringe Benefits</b>		<b>413,069</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>0.42</b>	<b>428,066</b>
<b>TOTAL APPROPRIATION</b>	<b>618,770</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**202-4651 Routine Maintenance**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	261,839	Chief ROW Foreman	0.15	10,026
Overtime	10,000	ROW Foreman	0.50	27,157
Add Pays	1,180	Heavy Equipment Operator	3.00	135,162
Fringe Benefits	394,271	Tree Trimmer	1.38	60,690
		Compost Site Operator	0.40	17,822
		Groundskeeper (S)	0.60	10,982
<b>TOTAL</b>	<b>667,291</b>			
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>6.03</b>	<b>261,839</b>
		<b>Overtime</b>		<b>10,000</b>
Supplies	286,700			
Internal Services	81,174			
Other Services		Standby Pay		1,050
Professional Fees	72,401	Education Bonus		130
Maintenance Fees	399,609			
Other Contracted Fees	4,500	<b>Total Add Pays</b>		<b>1,180</b>
<b>TOTAL</b>	<b>844,384</b>			
<b>CAPITAL OUTLAY</b>	<b>113,500</b>	FICA		20,962
		Healthcare Benefits - Active		105,847
		Healthcare Benefits - Retirees		43,269
		Pension		224,193
<b>TOTAL</b>	<b>113,500</b>	<b>Total Fringe Benefits</b>		<b>394,271</b>
<b>TOTAL APPROPRIATION</b>	<b>1,625,175</b>	<b>TOTAL</b>	<b>6.03</b>	<b>667,291</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**202-4654 Bridge Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	19,564	Tree Trimmer	0.45	19,564
Overtime	300			
Fringe Benefits	29,909	<b>Total Personnel</b>	<u>0.45</u>	<u>19,564</u>
<b>TOTAL</b>	<u><b>49,773</b></u>	<b>Overtime</b>		<u>300</u>
<b>OPERATING EXPENSES</b>				
		FICA		1,520
Supplies	0	Healthcare Benefits - Active		10,086
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension		18,303
Professional Fees	0	<b>Total Fringe Benefits</b>		<u>29,909</u>
Maintenance Fees	0			
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><u><b>0.45</b></u></u>	<u><u><b>49,773</b></u></u>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>49,773</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**202-4655 Winter Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	42,286	Heavy Equipment Operator	0.50	22,278
Overtime	15,000	Brush Collector	0.60	20,008
Fringe Benefits	85,619			
		<b>Total Personnel</b>	<u>1.10</u>	<u>42,286</u>
<b>TOTAL</b>	<u><b>142,906</b></u>			
		<b>Overtime</b>		<u>15,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	83,000	FICA		4,382
Internal Services	4,908	Healthcare Benefits - Active		25,510
Other Services		Healthcare Benefits - Retirees		11,539
Professional Fees	0	Pension		44,188
Maintenance Fees	0			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>85,619</u>
<b>TOTAL</b>	<u><b>87,908</b></u>			
		<b>TOTAL</b>	<u><b>1.10</b></u>	<u><b>142,906</b></u>
<b>CAPITAL OUTLAY</b>	87,500			
<b>TOTAL</b>	<u><b>87,500</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>318,314</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

202-4690 State Trunkline

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	9,874	Traffic Mtce. Technician I	0.25	9,874
Overtime	2,500			
Fringe Benefits	15,097	<b>Total Personnel</b>	0.25	9,874
<b>TOTAL</b>	<b>27,471</b>	<b>Overtime</b>		2,500
<b>OPERATING EXPENSES</b>				
Supplies	2,500	FICA		947
Internal Services	0	Healthcare Benefits - Active		3,772
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		10,378
Maintenance Fees	0	<b>Total Fringe Benefits</b>		15,097
Other Contracted Fees	0			
<b>TOTAL</b>	<b>2,500</b>	<b>TOTAL</b>	<b>0.25</b>	<b>27,471</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>29,971</b>			



**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**202-4691 State Routine Maintenance**

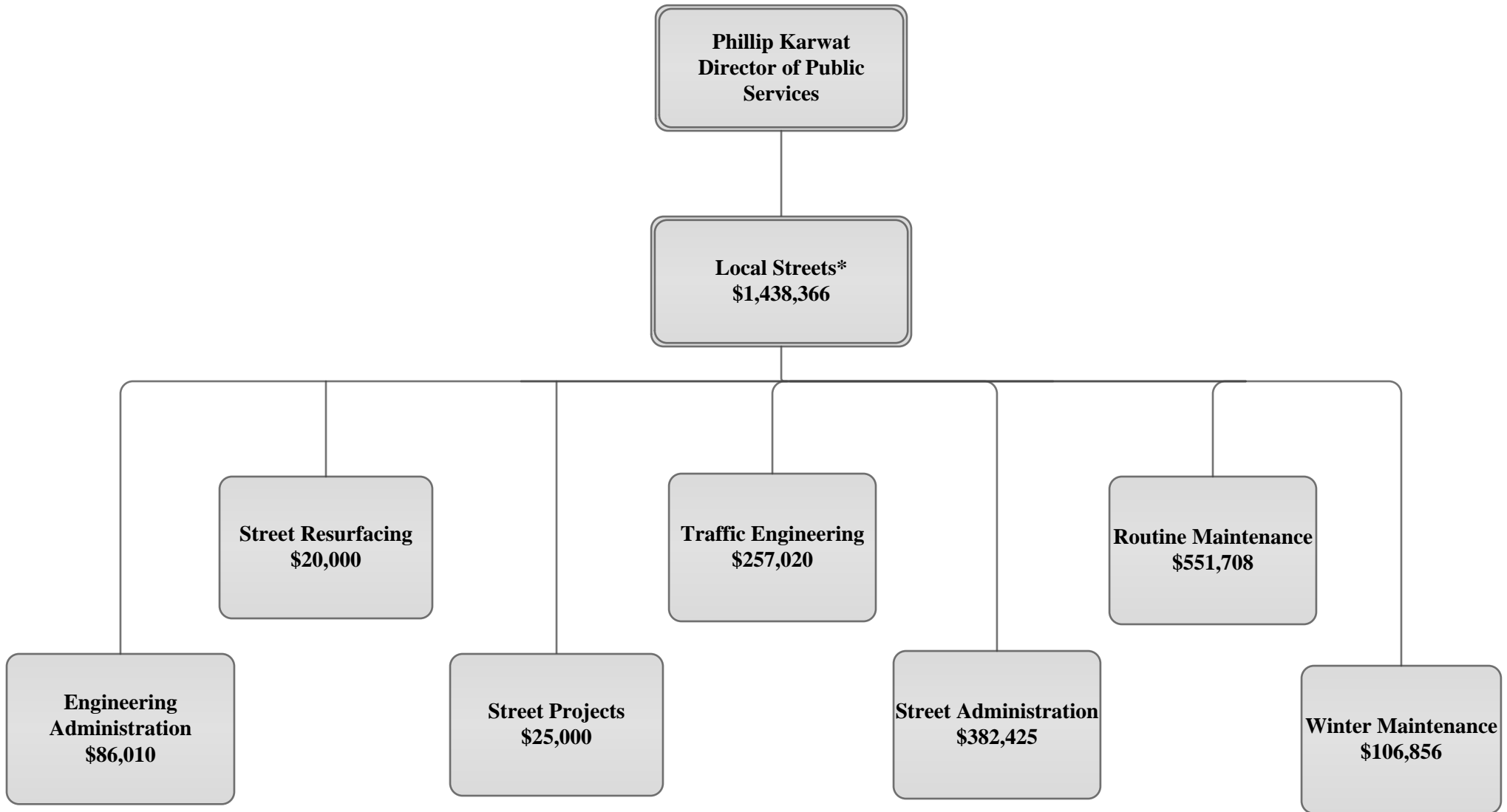
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	51,939	Chief ROW Foreman	0.15	10,026
Overtime	4,000	ROW Foreman	0.35	19,010
Add Pays	1,170	Tree Trimmer	0.50	22,903
Fringe Benefits	142,535			
		<b>Total Personnel</b>	<u>1.00</u>	<u>51,939</u>
<b>TOTAL</b>	<u><b>199,643</b></u>			
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<u>4,000</u>
Supplies	5,000	Standby Pay		1,050
Internal Services	18,288	Education Bonus		120
Other Services				
Professional Fees	0	<b>Total Add Pays</b>		<u>1,170</u>
Maintenance Fees	0			
Other Contracted Fees	0	FICA		4,369
		Healthcare Benefits - Active		24,208
<b>TOTAL</b>	<u><b>23,288</b></u>	Healthcare Benefits - Retirees		0
		Pension		113,958
<b>CAPITAL OUTLAY</b>	<u>0</u>	<b>Total Fringe Benefits</b>		<u>142,535</u>
<b>TOTAL</b>	<u><b>0</b></u>			
		<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>199,643</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>222,931</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**202-4692 State Winter Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	80,293	Chief ROW Foreman	0.15	10,026
Overtime	12,000	Tree Trimmer	1.20	52,445
Add Pays	1,050	Compost Site Operator	0.40	17,822
Fringe Benefits	112,869			
		<b>Total Personnel</b>	1.75	80,293
<b>TOTAL</b>	<b>206,212</b>			
		<b>Overtime</b>		12,000
<b>OPERATING EXPENSES</b>				
Supplies	85,500	Standby Pay		1,050
Internal Services	986			
Other Services		<b>Total Add Pays</b>		<b>1,050</b>
Professional Fees	0			
Maintenance Fees	0	FICA		7,217
Other Contracted Fees	0	Healthcare Benefits - Active		33,983
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>86,486</b>	Pension		71,669
		<b>Total Fringe Benefits</b>		<b>112,869</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>1.75</b>	<b>206,212</b>
<b>TOTAL APPROPRIATION</b>	<b>292,698</b>			

# CITY OF SAGINAW LOCAL STREETS FUND



*\*The Local Streets fund also contains a transfer of \$9,347 to help fund the City's unfunded OPEB liabilities*

**LOCAL STREETS FUND (203)  
RESOURCE ALLOCATION  
2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
STATE REVENUE	1,302,362	ENGINEERING ADMIN.	86,010
TRANSFER	68,004	STREET RESURFACING	20,000
USE OF FUND EQUITY	68,000	STREET PROJECTS	25,000
		TRAFFIC ENGINEERING	257,020
		STREET ADMINISTRATION	382,425
		ROUTINE MAINTENANCE	551,708
		WINTER MAINTENANCE	106,856
		TRANSFERS	9,347
<b>TOTAL RESOURCES</b>	<b><u>1,438,366</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>1,438,366</u></b>

## **LOCAL STREETS FUND**

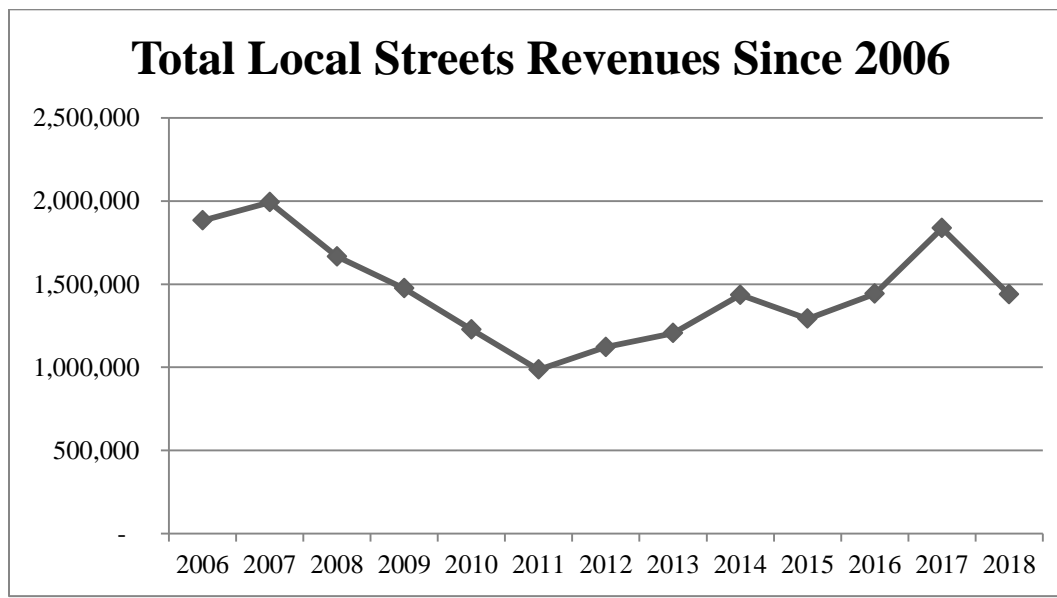
### **REVENUE BUDGET SUMMARY**

The Local Streets Fund receives an allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of local streets and bridges within the City. The major revenue source for this fund is “State Revenue Sharing”, which is anticipated to be \$1,302,362 in FY 2018. This source of revenue increased by approximately 10.83% or \$127,275 from the FY 2017 approved budgeted levels. This is due to an increase in the state tax on gasoline by 7.3 cents per gallon that went into effect on January 1, 2017. The Local Streets Fund revenues are projected to decrease by \$398,299 or 21.69%, a decreased use of fund equity. Other sources of revenue for this fund include a transfer from the Major Streets fund of \$68,004.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
State Revenue Sharing	1,100,810	986,009	1,039,161	1,175,087	1,175,087	1,195,194	1,302,362
Interest and Rents	(197)	(98)	(119)	10	10	200	0
Other Revenues	455	324	0	500	500	503	0
Use of Fund Equity	0	0	0	661,068	661,068	257,978	68,000
Transfers from Other Funds	333,760	338,953	178,750	0	0	0	68,004
<b>Total Revenues</b>	<b>1,434,828</b>	<b>1,325,188</b>	<b>1,217,792</b>	<b>1,836,665</b>	<b>1,836,665</b>	<b>1,453,875</b>	<b>1,438,366</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. The revenue trend above illustrates two significant peaks in revenue (2007 and 2017). There was a gradual decline in revenues from 2007 until 2011. Since 2007, there have been steady decreases in State Shared Revenues. 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. FY 2018 will see a 21.69% decrease due to a decrease in the Use of Fund Equity in the amount of \$593,068.

**DETAIL REVENUES ANALYSIS**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Gas and Weight Tax	1,100,810	986,009	1,039,161	1,175,087	1,175,087	1,195,194	1,302,362
State Grants	0	0	0	0	0	0	0
Materials and Services	66	0	0	0	0	26	0
Interest on Investments	(201)	(99)	(119)	0	0	200	0
Interest on Spec. Assmts	4	1	0	10	10	0	0
Special Assessments	389	324	0	500	500	0	0
Surplus Receipts	0	0	0	0	0	0	0
Reimbursement	0	0	0	0	0	477	0
Use of Fund Equity	0	0	0	661,068	661,068	257,978	68,000
Transfer from Other Funds	0	0	0	0	0	0	68,004
Major Street Fund	333,760	338,953	178,750	0	0	0	0
<b>Totals</b>	<b>1,434,828</b>	<b>1,325,188</b>	<b>1,217,792</b>	<b>1,836,665</b>	<b>1,836,665</b>	<b>1,453,875</b>	<b>1,438,366</b>

**EXPENDITURE BUDGET SUMMARY**

The total Local Streets Fund expenditures are \$1,438,366 for FY 2018. *Personnel Services* decreased by approximately \$187,978 or 18.21%. This is mostly due to a decrease in costs for retiree healthcare and pension benefits. The total Local Streets' personnel complement is 7.79 FTE for FY 2018, a decrease of 0.03 FTE. The City has also budgeted for the normal contractual step and longevity increases. *Operating Expenses* are \$584,552, which represents a decrease of 23.38% from FY 2017. This is due in large part to a decrease of \$150,000 for street resurfacing and a decrease of \$40,000 for engineering services. There is no *Capital Outlay* budgeted for FY 2018. There are \$9,347 in *Miscellaneous Expenditures* to assist with the City's unfunded OPEB liabilities.

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
4612 Engineering Administration	49,348	67,792	65,690	82,307	82,757	70,253	86,010
4613 Street Resurfacing	16210	741	0	210,000	165,796	128,379	20,000
4614 Street Projects	0	26,400	0	10,000	0	0	25,000
4621 Traffic Engineering	203,468	223,232	220,923	294,628	287,013	231,893	257,020
4650 Street Administration	391,746	424,703	418,588	469,795	470,010	418,929	382,425
4651 Routine Maintenance	291,192	320,327	486,728	652,295	620,545	508,953	551,708
4655 Winter Maintenance	123,563	136,174	97,745	117,640	113,340	95,468	106,856
9660 Transfers	0	0	0	0	97,204	0	9,347
<b>Totals</b>	<b>1,075,525</b>	<b>1,199,369</b>	<b>1,289,674</b>	<b>1,836,665</b>	<b>1,836,665</b>	<b>1,453,875</b>	<b>1,438,366</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	734,707	866,028	832,213	1,032,445	1,027,745	827,468	844,467
Operating Expenses	340,818	333,341	392,462	762,920	681,016	595,707	584,552
Capital Outlay	0	0	64,999	41,300	30,700	30,700	0
Miscellaneous	0	0	0	0	97,204	0	9,347
<b>Total Expenditures</b>	<b>1,075,525</b>	<b>1,199,369</b>	<b>1,289,674</b>	<b>1,836,665</b>	<b>1,836,665</b>	<b>1,453,875</b>	<b>1,438,366</b>

**SUMMARY OF POSITIONS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
4612 Engineering Administration	0.43	0.56	0.56	1.06	1.06	1.06	1.03
4621 Traffic Engineering	1.60	1.60	1.60	1.60	1.60	1.60	1.60
4650 Street Administration	0.30	0.30	0.30	0.21	0.21	0.21	0.21
4651 Routine Maintenance	4.20	3.30	3.55	4.45	4.45	4.45	4.45
4655 Winter Maintenance	0.75	1.00	0.50	0.50	0.50	0.50	0.50
<b>Total Positions</b>	<b>7.28</b>	<b>6.76</b>	<b>6.51</b>	<b>7.82</b>	<b>7.82</b>	<b>7.82</b>	<b>7.79</b>

The personnel complement for the Local Street Fund is 7.79 FTE for FY 2017/2018. This is a reduction of .03 of a position. This reduction is due to a reduction in the Assistant City Engineer position to this fund.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**203-4612 Engineering Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	41,994	City Engineer	0.15	13,067
Overtime	0	Asst. City Engineer	0.10	7,097
Fringe Benefits	34,528	Engineering Office Supervisor	0.13	8,166
		Administrative Professional	0.15	6,384
		Intern	0.50	7,280
<b>TOTAL</b>	<b>76,522</b>	<b>Total Personnel</b>	<b>1.03</b>	<b>41,994</b>
<b>OPERATING EXPENSES</b>				
Supplies	0			
Internal Services	9,488	FICA		3,318
Other Services		Healthcare Benefits - Active		8,628
Professional Fees	0	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		22,582
Other Contracted Fees	0			
<b>TOTAL</b>	<b>9,488</b>	<b>Total Fringe Benefits</b>		<b>34,528</b>
		<b>TOTAL</b>	<b>1.03</b>	<b>76,522</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>86,010</b>			



**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**203-4621 Traffic Engineering**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	72,669	Traffic Foreman	0.25	14,547
Overtime	3,000	Tran. Engineering Assist.	0.40	21,036
Add Pays	1,750	Traffic Maint. Tech. II	0.35	14,880
Fringe Benefits	101,840	Traffic Maint. Tech. I	0.60	22,207
<b>TOTAL</b>	<b>179,259</b>	<b>Total Personnel</b>	<b>1.60</b>	<b>72,669</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>3,000</b>
Supplies	23,850			
Internal Services	18,347	Standby Pay		1,750
Other Services		<b>Total Add Pays</b>		<b>1,750</b>
Professional Fees	15,837			
Maintenance Fees	18,277			
Other Contracted Fees	1,450			
<b>TOTAL</b>	<b>77,761</b>	FICA		5,990
		Healthcare Benefits - Active		24,539
		Healthcare Benefits - Retirees		5,770
		Pension		65,541
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>101,840</b>
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>257,020</b>	<b>TOTAL</b>	<b>1.60</b>	<b>179,259</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**203-4650 Street Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	4,287	Office Assistant II	0.06	1,721
Overtime	200	Skilled Clerical I (PT)	0.15	2,566
Fringe Benefits	229,800			
		<b>Total Personnel</b>	<u>0.21</u>	<u>4,287</u>
<b>TOTAL</b>	<u><b>234,287</b></u>			
		<b>Overtime</b>		<u>200</u>
<b>OPERATING EXPENSES</b>				
		FICA		650
Supplies	115	Healthcare Benefits - Active		1,250
Internal Services	133,868	Healthcare Benefits - Retirees		225,548
Other Services		Pension		2,352
Professional Fees	13,155			
Maintenance Fees	1,000	<b>Total Fringe Benefits</b>		<u>229,800</u>
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>148,138</b></u>	<b>TOTAL</b>	<u><b>0.21</b></u>	<u><b>234,287</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>382,425</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**203-4651 Routine Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	133,711	Chief ROW Foreman	0.25	16,709
Overtime	7,500	Heavy Equip. Operator	1.50	67,581
Add Pays	1,750	Groundskeeper (S)	2.70	49,421
Fringe Benefits	141,490			
		<b>Total Personnel</b>	4.45	133,711
<b>TOTAL</b>	<b>284,451</b>			
		<b>Overtime</b>		7,500
<b>OPERATING EXPENSES</b>				
Supplies	158,250	Standby Pay		1,750
Internal Services	39,531			
Other Services		<b>Total Add Pays</b>		1,750
Professional Fees	250			
Maintenance Fees	69,226			
Other Contracted Fees	0	FICA		10,936
		Healthcare Benefits - Active		53,136
<b>TOTAL</b>	<b>267,257</b>	Healthcare Benefits - Retirees		2,885
		Pension		74,533
<b>CAPITAL OUTLAY</b>	0	<b>Total Fringe Benefits</b>		141,490
<b>TOTAL</b>	<b>0</b>			
		<b>TOTAL</b>	<b>4.45</b>	<b>284,451</b>
<b>TOTAL APPROPRIATION</b>	<b>551,708</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

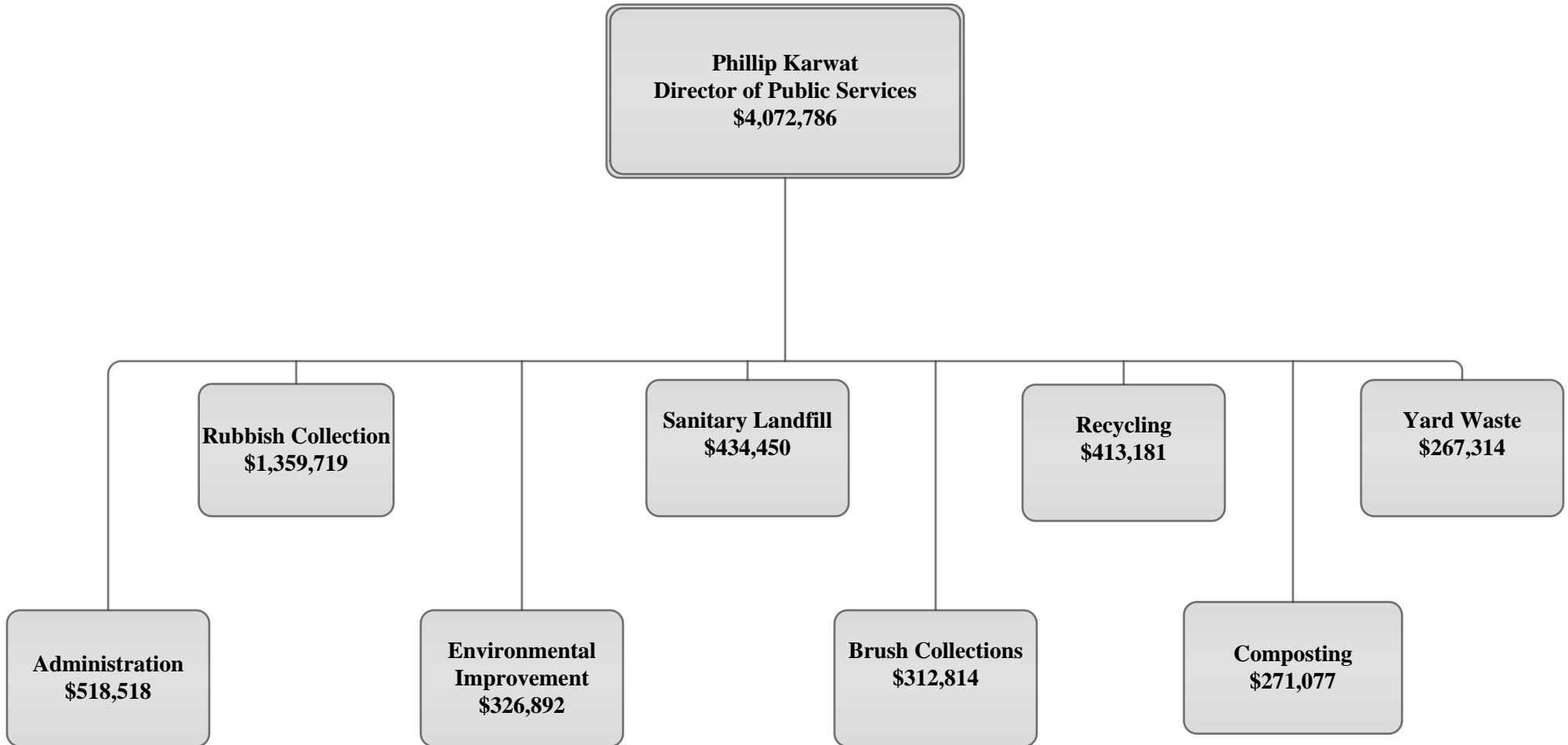
**203-4655 Winter Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	22,278	Heavy Equip. Operator	0.50	22,278
Overtime	14,000			
Fringe Benefits	33,670	<b>Total Personnel</b>	<u>0.50</u>	<u>22,278</u>
<b>TOTAL</b>	<u><b>69,948</b></u>	<b>Overtime</b>		<u>14,000</u>
<b>OPERATING EXPENSES</b>				
		FICA		2,775
Supplies	31,500	Healthcare Benefits - Active		10,503
Internal Services	4,908	Healthcare Benefits - Retirees		0
Other Services		Pension		20,392
Professional Fees	0			
Maintenance Fees	0	<b>Total Fringe Benefits</b>		<u>33,670</u>
Other Contracted Fees	500			
<b>TOTAL</b>	<u><b>36,908</b></u>	<b>TOTAL</b>	<u><b>0.50</b></u>	<u><b>69,948</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>106,856</b></u></u>			



## **RUBBISH COLLECTION (SRF)**

# CITY OF SAGINAW RUBBISH COLLECTION FUND



**In FY 2018, the Rubbish Collection Fund has funds budgeted for Debt Service of \$28,386 and for Transfers of \$140,435.**

**RUBBISH COLLECTIONS (226)  
RESOURCE ALLOCATION  
2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
<b>PROPERTY TAXES</b>	<b>(68,496)</b>	<b>ADMINISTRATION</b>	<b>518,518</b>
<b>SERVICES AND SALES</b>	<b>850</b>	<b>RUBBISH COLLECTIONS</b>	<b>1,359,719</b>
<b>CHARGE FOR SERVICES</b>	<b>2,127,596</b>	<b>ENVIRONMENTAL IMPROVEMENT</b>	<b>326,892</b>
<b>INTEREST AND RENTS</b>	<b>40,000</b>	<b>SANITARY LANDFILL</b>	<b>434,450</b>
<b>OTHER REVENUES</b>	<b>1,839,836</b>	<b>BRUSH COLLECTIONS</b>	<b>312,814</b>
<b>USE OF FUND EQUITY</b>	<b>133,000</b>	<b>RECYCLING</b>	<b>413,181</b>
		<b>COMPOSTING</b>	<b>271,077</b>
		<b>YARD WASTE</b>	<b>267,314</b>
		<b>DEBT SERVICE</b>	<b>28,386</b>
		<b>TRANSFERS</b>	<b>140,435</b>
<b>TOTAL RESOURCES</b>	<b><u>4,072,786</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>4,072,786</u></b>

## ***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 personal property plus the \$50.00 household rubbish fee to a \$165 flat fee per household unit, at the approval of council. With this change in fee structure, the City provided limited recycling services and this change gave the City the ability to spread the cost equitably to citizens and businesses.

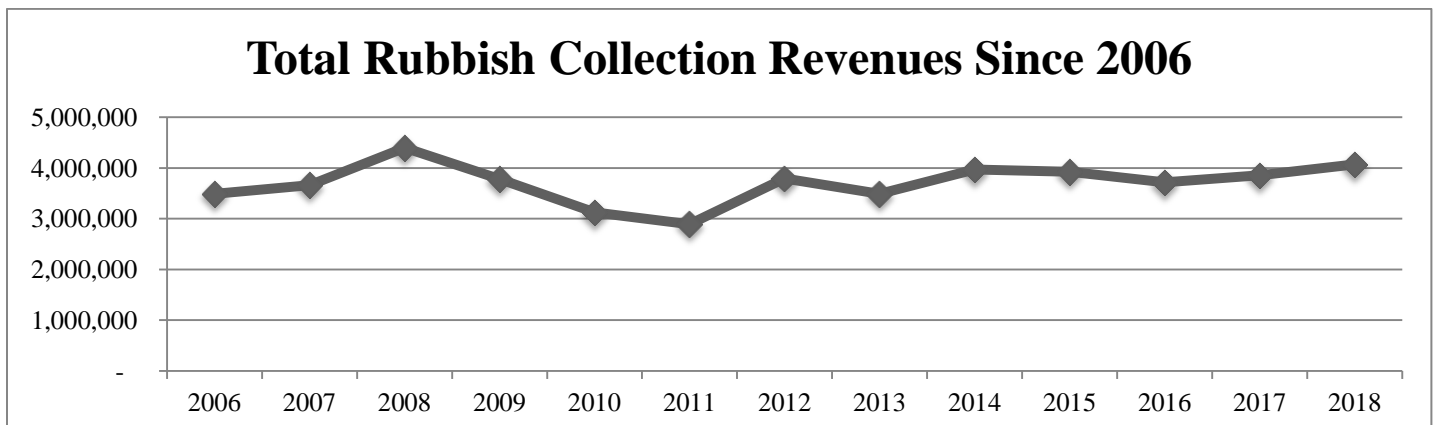
In FY 2017, the household rubbish fee was increased by \$25 from \$175 to \$200 per household unit. This increase was necessary due to the ever increasing cost for services and the continual decline in household count.

The 2017/2018 Budget for the Rubbish Collection Fund was approved at \$4,072,786, which is an increase of 5.6% from the FY 2017, approved budgeted levels. This increase will be predominately realized in the use of fund equity. In FY 2017, the city increased the household unit rubbish fee from \$175 to \$200; however, over the last five-years the city has not been receiving the total amount necessary for the operations. As such, the city now allocates funds for special assessments and the amount received during settlement. Furthermore, this increase was required due to an increase in the fees that were being assessed by Mid-Michigan Waste Authority.

### **SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Property Taxes	(64,243)	(105,277)	(98,308)	(46,006)	(46,006)	(64,526)	(68,496)
Services - Sales	1,970	2,527	716	1,640	1,640	979	850
Charge for Services	3,823,782	2,752,433	2,787,534	2,083,915	2,083,915	2,156,369	2,127,596
Interest and Rents	68,978	67,506	68,842	38,000	38,000	79,130	40,000
Other Revenues	141,997	43,876	959,576	1,779,191	1,779,191	1,793,955	1,839,836
Use of Fund Equity	0	0	0	0	0	0	133,000
<b>Total Revenues</b>	<b>3,972,484</b>	<b>2,761,065</b>	<b>3,718,360</b>	<b>3,856,740</b>	<b>3,856,740</b>	<b>3,965,907</b>	<b>4,072,786</b>

### **REVENUE TRENDS**





The above graph reflects numerical data from FY 2006-FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. Rubbish Collection revenues have been steady since fiscal year 2006. However, in fiscal years 2007 and 2008 revenues spiked due to an adjustment to the household rubbish fees for unrecognized/deferred revenues. These deferred monies are considered to be a one-time revenue source, which resulted in a decline in revenues for fiscal years 2009 and 2010. In FY 2011, there appears to be a continual decline in revenues due to the decline in City property taxes collected. 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 a \$10 increase to the household rubbish fee in order to continue to provide rubbish collection services as well as an increase to the Compost Site Dumping Fee, which has led the revenues to reach \$3,972,484. In FY 2016, revenues still reflect a decline due to the decrease in fund reserves appropriated along with decreases in other source of revenues. The 2018 budget increases slightly due to an increased use of fund equity.

### **DETAIL REVENUES ANALYSIS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Real Property	2,947	2,947	2,947	2,947	2,947	0	2,947
Personal Property	57	57	57	57	57	0	57
Personal Property - DPPT	5,484	3,112	1,434	400	400	810	500
Property Taxes - Chargeback	(72,731)	(111,193)	(102,699)	(50,000)	(50,000)	(65,336)	(72,000)
Chargebacks – Trash Removal	0	(200)	(47)	0	0	0	0
PILOT - Housing Com	(590)	0	0	590	590	0	0
Abandoned Vehicles	1,631	702	37	1,500	1,500	731	700
Sale of Junk	67	1,585	391	140	140	0	0
Sale of Recycling Bins	272	240	288	0	0	248	150
Household Rubbish Fees	3,567,098	2,469,552	2,541,248	2,009,915	2,009,915	2,067,964	2,050,596
Trash Removal	4,357	23,776	12,855	12,000	12,000	21,278	15,000
Compost Site Dump Fees	252,917	259,105	233,431	62,000	62,000	67,327	62,000
Interest on Investments	(47)	(80)	(12)	2,500	2,500	104	0
Interest on Spec Asmts	34,862	0	0	500	500	563	0
Penalties on Rubbish Fees	34,163	67,586	68,854	35,000	35,000	78,483	40,000
Sales of Property Items	0	0	0	0	0	0	0
Install Contract Proceeds	182,191	59,640	0	0	0	0	0
Special Assessments	(45,121)	(15,764)	22,982	798,702	798,702	896,221	839,925
Saginaw County Rubbish Fee	0	0	935,024	980,489	980,489	895,378	999,911
Reimbursement	4,927	0	1,570	0	0	2,356	0
Use of Fund Equity	0	0	0	0	0	0	133,000
<b>Totals</b>	<b>3,972,484</b>	<b>2,761,065</b>	<b>3,718,360</b>	<b>3,856,740</b>	<b>3,856,740</b>	<b>3,965,907</b>	<b>4,072,786</b>

## ***RUBBISH COLLECTION FUND***

### **EXPENDITURE BUDGET SUMMARY**

The total Rubbish Collection Fund is \$4,072,786 for FY 2018. This is a \$216,046, or 5.60% increase from the approved FY 2017 budgeted level. The cost of *Personnel Services* is \$73,005 or 6% more than the FY 2017 budgeted level. This increase is due to additional staff added to the complement and the contractually obligated 2% wage increase for employees. (*The personnel complement changes are listed in detail under Summary of Positions.*) *Operating Expenses* increase by a net \$55,321 from the FY 2017 budget. The increase is due to an increase in the rate the city has to pay to Mid-Michigan Waste Authority. *Capital Outlay* for FY 2017 is \$0. No capital purchases are planned for FY 2018. The category of *Miscellaneous Expenditures* is \$168,821 in FY 2018. The city continues to make payments on the installment contracts for the purchase of a loader and two plow trucks. These payments will continue through 2024. In addition, this fund will begin to make interest payments on its portion of the 2015 G.O. Limited Tax Capital Improvement Bonds as well as pay \$5,963 for its share to help fund the City's OPEB liability.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
4581 Rubbish Administration	507,886	544,083	560,066	594,501	609,617	545,507	518,518
4582 Rubbish Collections	1,287,143	1,294,751	1,304,055	1,270,245	1,246,347	1,208,561	1,359,719
4583 Environmental Improvement	260,870	282,316	254,758	319,346	335,246	279,647	326,892
4584 Sanitary Landfill	405,055	408,276	406,233	431,580	431,580	410,124	434,450
4585 Brush Collections	215,233	403,225	198,187	253,690	246,820	204,499	312,814
4586 Recycling	382,982	401,352	283,135	319,421	307,259	241,329	413,181
4587 Composting	443,347	544,428	397,769	323,441	318,240	250,255	271,077
4588 Yard Waste	0	0	55,993	282,415	293,313	246,142	267,314
4590 Debt Services	1,950	21,360	28,383	28,383	28,383	28,383	28,386
9660 Transfer	0	0	0	33,718	39,935	39,935	140,435
<b>Total Expenditures</b>	<b>3,504,416,</b>	<b>3,899,791</b>	<b>3,488,579</b>	<b>3,856,740</b>	<b>3,856,740</b>	<b>3,454,382</b>	<b>4,072,786</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	778,258	872,376	830,879	1,214,711	1,209,747	1,002,702	1,307,851
Operating Expenses	2,724,208	2,766,594	2,629,317	2,560,928	2,559,675	2,364,362	2,596,114
Capital Outlay	0	239,461	0	19,000	19,000	19,000	0
Miscellaneous	1,950	21,360	28,383	62,101	68,318	68,318	168,821
<b>Total Expenditures</b>	<b>3,504,416</b>	<b>3,899,791</b>	<b>3,488,579</b>	<b>3,856,740</b>	<b>3,856,740</b>	<b>3,454,382</b>	<b>4,072,786</b>

**SUMMARY OF POSITIONS**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
4581 Rubbish Administration	1.60	1.72	1.47	1.17	1.17	1.17	1.15
4583 Environmental Improvement	5.00	5.00	5.10	5.10	5.10	5.10	5.10
4585 Brush Collections	1.45	1.45	1.00	1.00	1.00	1.00	2.60
4586 Recycling	0.00	0.00	2.60	2.60	2.60	2.60	3.10
4587 Composting	2.50	2.50	1.80	0.87	0.87	0.87	0.12
4585 Yard Waste	0.00	0.00	2.60	2.60	2.60	2.60	2.10
<b>Total Positions</b>	<b>10.55</b>	<b>10.67</b>	<b>14.57</b>	<b>13.34</b>	<b>13.34</b>	<b>13.34</b>	<b>14.17</b>

The total Rubbish Collection Fund personnel complement for FY 2018 is 14.17 FTE. This is a net increase of .83 FTE. These changes are described as follows:

- The Brush Collection division will see an increase of 1.60 positions from FY 2017. 1.40 FTE was added in the form of 2 brush collectors. The addition of a Tree Trimmer accounted for the other 0.20 net increase.
- In the Recycling division a 0.50 increase occurred from FY 2017. This is the result of reclassifying a packer operator fully into this fund and the 0.50 increase is offset by the 0.50 reduction in the Yard Waste Division, where the packer operator was split in the prior fiscal year.
- The Composting division saw a net decrease of 0.75 positions. This is the result of the reclassification and reorganizing associated with the compost site operator positions.


**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 2<sup>nd</sup> 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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
% of monthly brush collection completed on time	85%	64.5%	85%	85%	85%
Compost Site Compost sold (cyds)	2,500	5,521	2,500	2,500	2,000
% of time convenience station open monthly	100%	100%	100%	100%	100%

**Explanation of variances:**

 The key performance indicator of “% of monthly brush collection completed on time” reflects to be mostly achieved. For most of the 2016 brush collection season, the Right of Way Division was short brush collectors which have been historically provided seasonally by temporary employment agencies. This can be attributed to the fact that the temporary employment agencies could not identify qualified candidates for the positions and several agency employees

that had to be let go for poor work performance. This problem should be eliminated with the hiring of two full-time City Brush Collectors in FY 2018.


 The key performance indicator of “compost site compost sold (cyds)” reflects to be fully achieved. The large amount of compost sold can be attributed to 3,071 cubic yards of compost purchased by the Michigan Department of Transportation for a restoration and grading project they were completing under the Zilwaukee Bridge. This was a one-time purchase and should not be expected every year.

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Remove debris from residential property	600 tons	537 tons	600 tons	600 tons	600 tons

**Explanation of variances:**

 The key performance indicator of “remove debris from residential property” reflects to be mostly achieved. The goal was 600 tons. The actual amount removed was 537.13 tons or 89.5% of the total. The reason why this was not fully achieved is due to high turnover in the environmental staff.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**226-4581 Rubbish Collection Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	63,110	Director of Public Services	0.10	9,597
Overtime	200	City Engineer	0.10	8,711
Add Pays	2,630	Assistant City Engineer	0.10	7,097
Fringe Benefits	189,798	Chief ROW Foreman	0.30	20,051
		ROW Foreman, Streets	0.15	8,067
<b>TOTAL</b>	<b>255,738</b>	Office Assisnat II	0.20	6,166
		Skilled Clerical I (PT)	0.20	3,422
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>1.15</b>	<b>63,110</b>
Supplies	1,350			
Internal Services	99,157	<b>Overtime</b>		200
Other Services				
Professional Fees	127,586	Standby Pay		2,100
Maintenance Fees	60	Certifications		280
Other Contracted Fees	34,627	Car Allowance		250
<b>TOTAL</b>	<b>262,780</b>	<b>Total Add Pays</b>		<b>2,630</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	FICA		5,646
		Healthcare Benefits - Active		17,444
		Healthcare Benefits - Retirees		126,646
		Pension		40,062
<b>TOTAL APPROPRIATION</b>	<b>518,518</b>	<b>Total Fringe Benefits</b>		<b>189,798</b>
		<b>TOTAL</b>	<b>1.15</b>	<b>255,738</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**226-4582 Rubbish Collection**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	0		
Overtime	11,000	<b>Total Personnel</b>	<u>0</u>
Fringe Benefits	842		
<b>TOTAL</b>	<u><b>11,842</b></u>	<b>Overtime</b>	<u>11,000</u>
<b>OPERATING EXPENSES</b>			
		FICA	842
		Healthcare Benefits - Active	0
Supplies	0	Healthcare Benefits - Retirees	0
Internal Services	32,047	Pension	0
Other Services			
Professional Fees	1,196,750	<b>Total Fringe Benefits</b>	<u>842</u>
Maintenance Fees	113,031		
Other Contracted Fees	6,049		
<b>TOTAL</b>	<u><b>1,347,877</b></u>	<b>TOTAL</b>	<u><u><b>0.00</b></u></u>
			<u><u><b>11,842</b></u></u>
<b>CAPITAL OUTLAY</b>			
	0		
<b>TOTAL</b>	<u><b>0</b></u>		
<b>TOTAL APPROPRIATION</b>	<u><u><b>1,359,719</b></u></u>		

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**226-4583 Environmental Improvement**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	118,271	Deputy Chief Inspector	0.10	5,780
Overtime	0	Environ. Support Specialist	1.00	33,867
Fringe Benefits	100,341	Skilled Labor II (PT)	4.00	78,624
<b>TOTAL</b>	<b>218,612</b>	<b>Total Personnel</b>	<b>5.10</b>	<b>118,271</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>0</b>
Supplies	51,118			
Internal Services	15,857	FICA		9,239
Other Services		Healthcare Benefits - Active		33,197
Professional Fees	3,000	Healthcare Benefits - Retirees		14,039
Maintenance Fees	38,305	Pension		43,866
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<b>100,341</b>
<b>TOTAL</b>	<b>108,280</b>	<b>TOTAL</b>	<b>5.10</b>	<b>218,612</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>326,892</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**226 - 4585 Brush Collections**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	99,676	Tree Trimmers	1.20	52,990
Overtime	5,000	Brush Collector	1.40	46,686
Add Pays	20			
Fringe Benefits	171,369	<b>Total Personnel</b>	2.60	99,676
<b>TOTAL</b>	<b>276,065</b>	<b>Overtime</b>		5,000
<b>OPERATING EXPENSES</b>				
		Education Bonus		20
Supplies	2,500	<b>Total Add Pays</b>		20
Internal Services	11,308			
Other Services		FICA		8,047
Professional Fees	22,941	Healthcare Benefits - Active		58,759
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		104,563
<b>TOTAL</b>	<b>36,749</b>	<b>Total Fringe Benefits</b>		171,369
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>2.60</b>	<b>276,065</b>
<b>TOTAL APPROPRIATION</b>	<b>312,814</b>			



**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

226 - 4586 Recycling

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	113,423	Packer Operator	2.50	95,139
Overtime	3,000	Office Assistant II	0.60	18,284
Fringe Benefits	197,677			
		<b>Total Personnel</b>	<u>3.10</u>	<u>113,423</u>
<b>TOTAL</b>	<u><b>314,100</b></u>			
		<b>Overtime</b>		<u>3,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	15,000	FICA		8,964
Internal Services	13,641	Healthcare Benefits - Active		64,757
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	30,600	Pension		123,956
Maintenance Fees	39,840			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>197,677</u>
<b>TOTAL</b>	<u><b>99,081</b></u>			
		<b>TOTAL</b>	<u><u><b>3.10</b></u></u>	<u><u><b>314,100</b></u></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>413,181</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

226-4587 Composting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	3,871	Office Assistant II	0.12	3,871
Overtime	8,734			
Fringe Benefits	6,920	<b>Total Personnel</b>	0.12	3,871
<b>TOTAL</b>	<b>19,524</b>	<b>Overtime</b>		8,734
<b>OPERATING EXPENSES</b>				
Supplies	49,400	FICA		1,314
Internal Services	11,403	Healthcare Benefits - Active		859
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	66,500	Pension		4,747
Maintenance Fees	124,250	<b>Total Fringe Benefits</b>		6,920
Other Contracted Fees	0			
<b>TOTAL</b>	<b>251,553</b>	<b>TOTAL</b>	<b>0.12</b>	<b>19,524</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>271,077</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

226-4588 Yard Waste

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	75,312	Packer Operator	1.50	57,028
Overtime	10,000	Office Assistant II	0.60	18,284
Fringe Benefits	127,290			
		<b>Total Personnel</b>	2.10	75,312
<b>TOTAL</b>	<b>212,602</b>			
		<b>Overtime</b>		10,000
<b>OPERATING EXPENSES</b>				
Supplies	10,050	FICA		6,584
Internal Services	12,707	Healthcare Benefits - Active		36,888
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		83,818
Maintenance Fees	31,955			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		127,290
<b>TOTAL</b>	<b>54,712</b>			
		<b>TOTAL</b>	<b>2.10</b>	<b>212,602</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>267,314</b>			



## **PUBLIC SAFETY GRANTS (SRF)**

PUBLIC SAFETY FUND  
AND  
PUBLIC SAFETY GRANTS

**PUBLIC SAFETY FUND (205)**  
**RESOURCE ALLOCATION**  
**2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
PROPERTY TAXES	2,860,398	CPS - POLICE PATROL	1,960,007
USE OF FUND EQUITY	202,987	CPS - FIRE SUPPRESSION	1,103,378
<b>TOTAL RESOURCES</b>	<b><u><u>3,063,385</u></u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u><u>3,063,385</u></u></b>

## ***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.

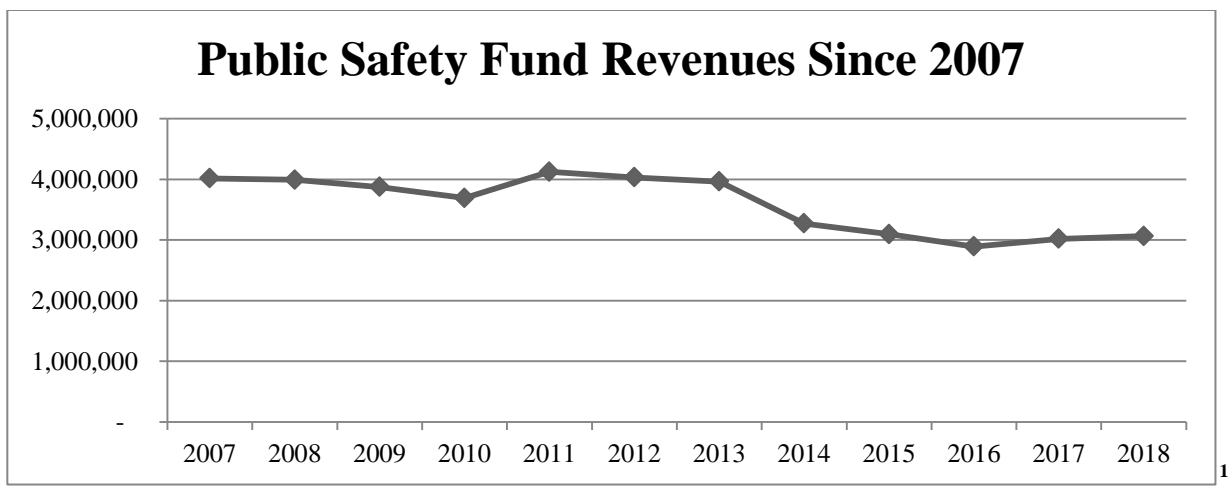
Five years later, in November of 2010, the City petitioned the electorate again for a renewal of the 6 mills with an additional 1.5 mills. Again, the electorate approved the Public Safety millage at its new level. The General Fund continues to provide a subsidy to this fund for unfunded pension contributions. 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 2017/18, the Public Safety Fund’s revenues are \$3,063,385. This is an increase of \$44,281, or 1.47%, from the previous fiscal year’s budget. The increase in revenues is due to the recognition of the previous year’s fund balance that will be transferred to the General Fund to support police and fire services.

### **SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Property Taxes	3,150,638	3,014,952	2,921,305	2,868,355	2,868,355	2,891,041	2,860,398
Use of Fund Equity	0	0	0	150,749	150,749	150,749	202,987
Transfers	120,815	51,536	0	0	0	80,592	0
<b>Total Revenues</b>	<b>3,271,453</b>	<b>3,066,488</b>	<b>2,921,306</b>	<b>3,019,104</b>	<b>3,019,104</b>	<b>3,122,382</b>	<b>3,063,385</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2007 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. In review of the financial data from FY 2007 through FY 2010, the City has experienced a steady decline in revenues. This decline is attributed to the 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 continued to trend downward. In FY 2015, revenues decreased \$95,566 from the previous fiscal year. Because of the downward trend, the General Fund had to provide a subsidy to cover the fund in the amount of \$51,536. In FY 2016, revenues continued to decline to \$2,932,615. As in the previous fiscal year, the FY 2017 budget reflected the continuous decline in property tax revenues. The budget reflected that FY 2017 was \$126,500 more. This was to recognize the fund balance amount that was transferred to the General Fund to support police and fire services. The 2017/2018 approved budget reflects a slight increase from the previous fiscal year due to different variables. It is important to note that the increase is attributable to the appropriation of fund equity and its condition.

**EXPENDITURE BUDGET SUMMARY**

The Public Safety Fund expenditures are \$3,063,385 for FY 2018. *Personnel Services* will be \$195,030 more than in FY 2017. This increase in personnel services is directly associated with an increase in the Overtime in the Police Patrol Division as well as the 2% salary increases due to the collective bargaining agreements for both Community Public Safety - Police and Fire. *(The personnel complement changes are listed in detail under Summary of Positions.*

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
3511 CPS - Police Patrol	2,568,441	2,112,793	1,771,066	1,758,234	1,758,234	1,843,844	1,960,007
3551 CPS - Fire Suppression	703,011	802,943	946,652	1,110,121	1,110,121	1,127,789	1,103,378
9660 Transfers	0	0	0	150,749	150,749	150,749	0
<b>Total Expenditures</b>	<b>3,271,452</b>	<b>2,915,736</b>	<b>2,717,718</b>	<b>3,019,104</b>	<b>3,019,104</b>	<b>3,122,382</b>	<b>3,063,385</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	3,271,452	2,915,736	2,717,718	2,868,355	2,868,355	2,971,633	3,063,385
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	150,749	150,749	150,749	0
<b>Total Expenditures</b>	<b>3,271,452</b>	<b>2,915,736</b>	<b>2,717,718</b>	<b>3,019,104</b>	<b>3,019,104</b>	<b>3,122,382</b>	<b>3,063,385</b>

**SUMMARY OF POSITIONS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3511 CPS - Police Patrol	24.00	221.00	21.00	21.00	21.00	21.00	21.00
3551 CPS - Fire Suppression	9.00	11.00	11.00	11.00	11.00	11.00	11.00
<b>Total Positions</b>	<b>51.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>

The total personnel complement for the 2018 budget is 32.00 FTE. This is the same as the previous fiscal year.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**205-3511 CPS - Police Patrol**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	1,120,981	Police Officer	21.00	1,120,981
Overtime	152,000			
Add Pays	15,000	<b>Total Personnel</b>	<u>21.00</u>	<u>1,120,981</u>
Fringe Benefits	672,026			
<b>TOTAL</b>	<u><b>1,960,007</b></u>	<b>Overtime</b>		152,000
<b>OPERATING EXPENSES</b>				
		Education Bonus		15,000
Supplies	0	<b>Total Add Pays</b>		<u>15,000</u>
Internal Services	0			
Other Services		FICA		28,223
Professional Fees	0	Healthcare Benefits - Active		356,778
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension - Sworn		287,024
<b>TOTAL</b>	<u><b>0</b></u>	<b>Total Fringe Benefits</b>		<u>672,026</u>
<b>CAPITAL OUTLAY</b>				
	0	<b>TOTAL</b>	<u><b>21.00</b></u>	<u><b>1,960,007</b></u>
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>1,960,007</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**205-3551 CPS - Fire Suppression**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	651,395	Fire Lieutenant	1.00	64,946
Overtime	30,000	Fire Engineers	8.00	476,596
Add Pays	13,150	Firefighter	2.00	109,853
Fringe Benefits	408,833			
		<b>Total Personnel</b>	<u>11.00</u>	<u>651,395</u>
<b>TOTAL</b>	<u><b>1,103,378</b></u>			
		<b>Overtime</b>		<u>30,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	0	Food/Clothing Allowance		12,000
Internal Services	0	Fire Certification		1,150
Other Services				
Professional Fees	0	<b>Total Add Pays</b>		<u>13,150</u>
Maintenance Fees	0			
Other Contracted Fees	0			
		FICA		12,000
<b>TOTAL</b>	<u><b>0</b></u>	Healthcare Benefits - Active		231,375
		Healthcare Benefits - Retirees		0
		Pension - Sworn		165,458
<b>CAPITAL OUTLAY</b>	0			
		<b>Total Fringe Benefits</b>		<u>408,833</u>
<b>TOTAL</b>	<u><b>0</b></u>			
		<b>TOTAL</b>	<u><b>11.00</b></u>	<u><b>1,103,378</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>1,103,378</b></u></u>			

**PUBLIC SAFETY GRANTS  
RESOURCE ALLOCATION  
2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
POLICE TRAINING FUND	14,000	POLICE TRAINING FUND	14,000
DEPT OF JUSTICE GRANT	0	DEPT OF JUSTICE GRANT	0
DRUG FORFEITURE FUND	66,956	DRUG FORFEITURE FUND	66,956
SAGINAW COUNTY TAPS	107,553	SAGINAW COUNTY TAPS	107,553
POLICE ELERV GRANT	100,000	POLICE ELERV GRANT	100,000
HOMELAND SECURITY SAFER GRANT	368,933	HOMELAND SECURITY SAFER GRANT	368,933
	657,442		657,442

## **COMMUNITY POLICING FUND**

### **REVENUE BUDGET SUMMARY**

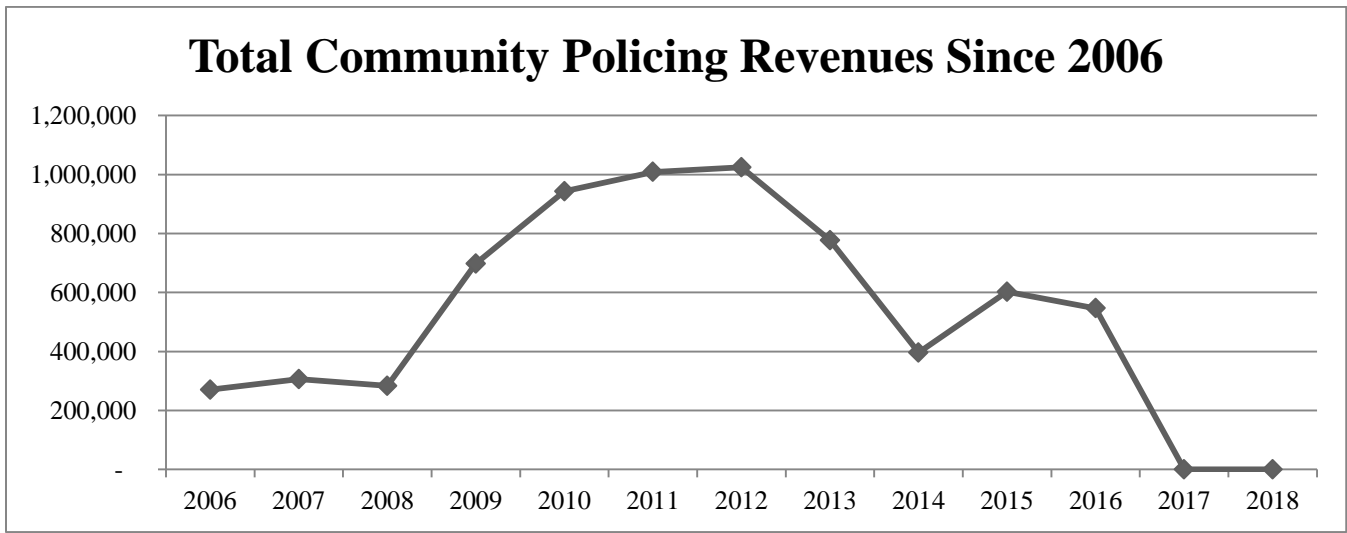
The Community Policing Fund accounts for revenues and expenditures of police officers assigned to various city neighborhoods. These programs and technologies provide residents with a greater sense of protection and give them the responsibility for developing and implementing problem-solving strategies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

For FY 2018, the Community Policing Fund revenues are \$0. This is consistent with FY 2017 because the fund is no longer in use. This reduction is due primarily to this fund's inability to be self-supporting; in addition, the major sources of revenues are transfers from other funds.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Grants	0	0	0	0	0	0	0
Interest	(4)	3	(7)	0	0	2	0
Other Revenues	0	0	0	0	0	0	0
Transfers	396,100	597,603	418,910	0	0	0	0
<b>Total Revenues</b>	<b>396,096</b>	<b>597,606</b>	<b>418,903</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. Over the past 13 years, revenues for Community Policing have changed dramatically. These monies have been dependent on funding received for grant activities as it related to Community Policing 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. Simultaneously, the Crime Technology Grant was received that year. As a push during calendar year 2008, the City pursued crime technology grants and was awarded grant funding to provide for Phase I of the Shotspotter. This new

technology was implemented and additional monies were awarded in fiscal years 2010 and 2011 for Phase II of Shotspotter. Also, in FY 2010 – FY 2011, the City received the COPS Hiring Grant, a Federal grant that added 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 revenue budget for this fund reflects 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 were stationed at the Raptor Center and provided coverage to Celebration Park and Water Treatment facilities. Because of the change in the manner in which they are providing services, the Water Operation and Maintenance Fund provides funding for one officer. The General Fund will continue to provide a larger subsidy because of the reduction in CDBG appropriations. The FY 2016 Community Policing revenues are \$52,338 less than the previous year. This is attributable to a reduction in the amount of funds that will be appropriated from the general fund. This is caused by the reallocation of lesser senior staff into this fund. In FY 2017 and 2018, Community Policing will be recognized in the General Fund.

**EXPENDITURE BUDGET SUMMARY**

The total Community Policing Fund expenditures will be \$0 for FY 2018. This is consistent with 2017 budgeted levels because this fund is no longer in use. This reduction is due to the fund’s inability to be self-sustaining as well as the major sources of revenues are from transfers from other funds. Because of this, the City Auditor requires that this fund be allocated to the General Fund.

**FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3320 Community Policing	396,095	570,116	392,170	0	0	0	0
3327 Shotspotter	0	0	0	0	0	0	0
3328 COPS Hiring Grant	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>396,095</b>	<b>570,116</b>	<b>392,170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	388,111	561,208	380,898	0	0	0	0
Operating Expenses	7,984	8,908	11,272	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>396,095</b>	<b>570,116</b>	<b>392,170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUMMARY OF POSITIONS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3320 Community Policing	3.00	3.00	4.00	0.00	0.00	0.00	0.00
3328 COPS Hiring Grant	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

The total Community Policing Fund's personnel complement is zero FTE for FY 2018. These individual positions have been moved to the General Fund.

## ***POLICE TRAINING FUND***

### **REVENUE BUDGET SUMMARY**

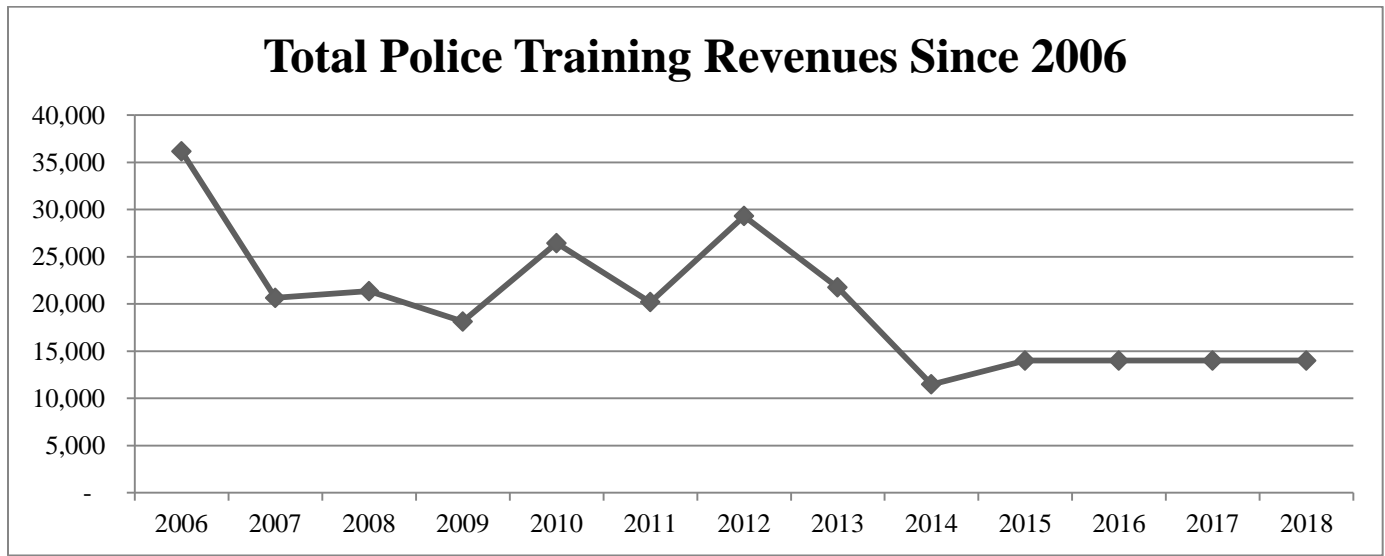
The Police Training Fund accounts for allocations received from the State of Michigan pursuant to Act 302 of the Public Act 1982. These monies are disbursed twice a year based on the number of sworn police officers. These funds can only be expended for direct costs of criminal justice training of police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

The 2017/2018 approved budget revenues for the Police Training Fund are \$14,000. This is the same as the 2017 budgeted levels.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
State Grants	14,230	11,142	10,485	14,000	14,000	9,967	14,000
Interest and Rents	0	0	(1)	0	0	2	0
Transfers	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>14,230</b>	<b>11,142</b>	<b>10,484</b>	<b>14,000</b>	<b>14,000</b>	<b>9,969</b>	<b>14,000</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. The revenues in this fund fluctuate based on grant availability, the amount of police training given during the course of the year, and the number of sworn personnel.

### **EXPENDITURE BUDGET SUMMARY**

The total Police Training Fund expenditures will be \$14,000 for FY 2018. No *Personnel Services* have been allocated to this fund. *Operating Expenses* make up the budget for this fund. *Operating Expenses* will be the same as the 2017 budgeted levels. No monies will be allocated for *Capital Outlay*.

**FUNDING LEVEL SUMMARY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
3323 Police Training	11,466	9,292	5,601	14,000	14,000	9,968	14,000
<b>Total Expenditures</b>	<b>11,466</b>	<b>9,292</b>	<b>5,601</b>	<b>14,000</b>	<b>14,000</b>	<b>9,968</b>	<b>14,000</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	11,466	9,292	5,601	14,000	14,000	9,968	14,000
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>11,466</b>	<b>9,292</b>	<b>5,601</b>	<b>14,000</b>	<b>14,000</b>	<b>9,968</b>	<b>14,000</b>



**DEPARTMENT OF JUSTICE – JUSTICE ASSISTANCE GRANT FUND**

**REVENUE BUDGET SUMMARY**

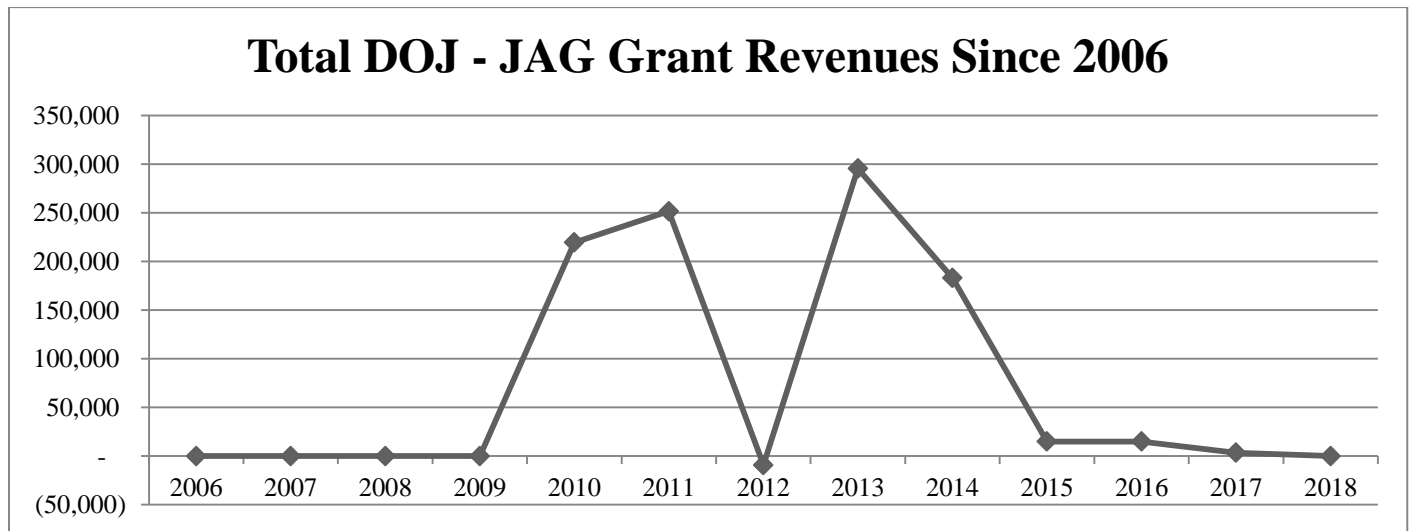
The Department of Justice (DOJ) – Justice Assistance Grant (JAG) Fund accounts for revenues and expenditures related to various projects that provide better services, and fight crime in the community as approved by the United States DOJ. This funding allocation is based on the community’s violent crime 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 2018 approved budget for the DOJ – JAG is \$0. This represents a 100% reduction from the previous fiscal year. Traditionally, the city does not receive the DOJ – JAG allocation amount until May of each year. Since the city has utilized the previous year’s allocation, no funds will be budgeted for FY 2018.

**SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
State Grant	183,047	19,868	118,494	3,563	44,452	44,452	0
Interest	10	0	0	0	0	0	0
Transfers	0	0	0	0	7,066	7,066	0
<b>Total Revenues</b>	<b>183,057</b>	<b>19,868</b>	<b>118,494</b>	<b>3,563</b>	<b>51,518</b>	<b>51,518</b>	<b>0</b>

**REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. Revenues for this fund are dependent on what the federal government allocates to the municipality. 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 FY 2013, revenues increased significantly from the previous fiscal year due to the extra appropriation of federal dollars to the city that was utilized during this fiscal year. In 2014, the city continued to utilize these funds from previous fiscal years and was

awarded the Alcona County Homeland Security grant to purchase the I-robot. The FY 2015 and 2016 budget remained the same as FY 2013, as the City was not aware of how the grant would be for the next year. For FY 2017, the city only recognized the remaining balance of the 2015 DOJ – JAG appropriation. The FY 2018 is budgeted at zero since the previous year’s allocations were spent during FY 2017.

**EXPENDITURE BUDGET SUMMARY**

The total DOJ – JAG Grant expenditures are \$0 for FY 2018, which is a 100% reduction from the previous fiscal year. There are no *Personnel Services* in this fund. No funds are allocated towards *Operating Expenses* and *Capital Outlay*.

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
3331 DOJ Grant (2012)	36,030	0	0	0	0	0	0
3332 DOJ Grant (2013)	19,422	0	30,074	0	0	0	0
3333 DOJ Grant (2014)	0	0	50,193	0	0	0	0
3334 DOJ Grant (2015)	0	0	38,227	3,563	0	0	0
3335 DOJ Grant (2016)	0	0	0	0	51,518	51,517	0
3340 FEMA Region 5	19,868	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>75,320</b>	<b>0</b>	<b>118,494</b>	<b>3,563</b>	<b>51,518</b>	<b>51,517</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	75,320	0	118,494	3,563	51,518	51,517	0
<b>Total Expenditures</b>	<b>75,320</b>	<b>0</b>	<b>118,494</b>	<b>3,563</b>	<b>51,518</b>	<b>51,517</b>	<b>0</b>

## ***DRUG FORFEITURE GRANT FUND***

### **REVENUE BUDGET SUMMARY**

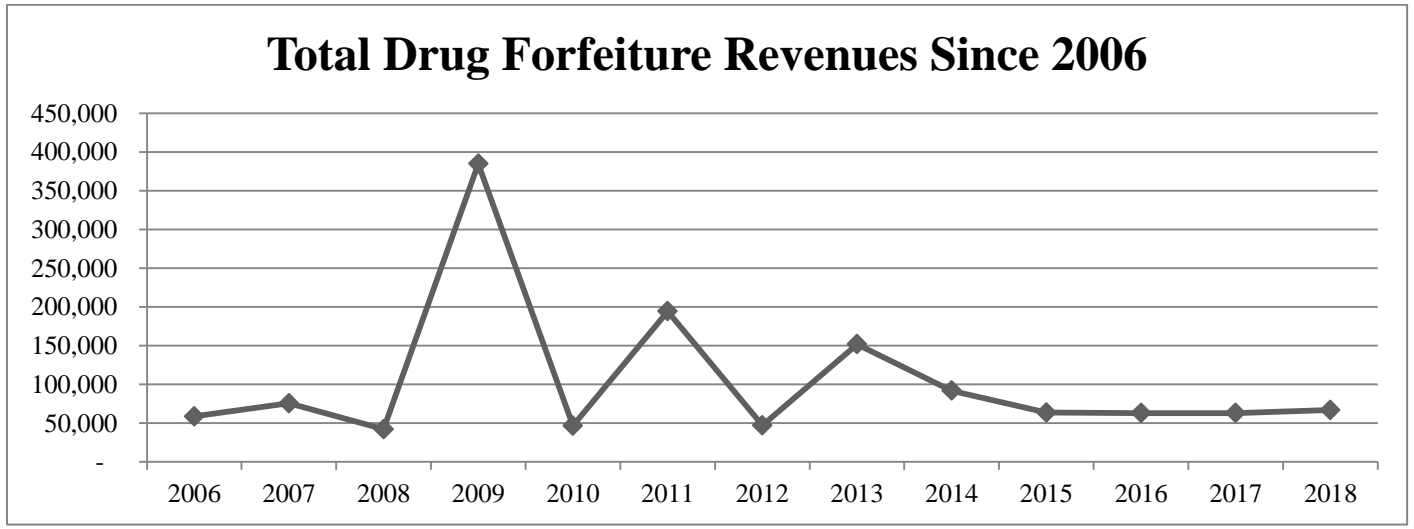
The Drug Forfeiture Fund accounts for all revenues and expenditures received from the forfeiture or cash and property seized during a drug raid. The major revenue sources for the Drug Forfeiture Fund are fines along with Federal and State forfeitures. After a drug raid, the City turns over these monies 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 2018 approved budget for this fund is \$66,956. This is a \$4,000, or 6.35% increase from the 2017 approved budget. This increase is due to an increase in fund equity.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Fines and Forfeitures	90,562	22,620	2,975	0	91,374	91,374	0
Interest and Rents	1,317	1,106	1,071	2,500	2,500	999	1,222
Other Revenues	34	0	52,235	60,456	59,244	10,107	65,734
<b>Total Revenues</b>	<b>91,913</b>	<b>23,726</b>	<b>56,281</b>	<b>62,956</b>	<b>153,118</b>	<b>102,480</b>	<b>66,956</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. From FY 2006-2008 there had been a slight decrease in the amounts collected from fines and forfeitures. However by February of 2009, the City received a cash transfer of over \$251,000 for federal forfeited property from a judicial case that had been completed in a previous fiscal year. In March of 2011, the City received approximately \$170,421 in monies from a federal forfeited case. The FY 2012 actual revenues received were actually the lowest since 2007. This is due to the reduction in forfeited funds. In FY 2013, the City realized an upward trend in revenues due to the large appropriation of reserves. By FY 2014, revenues decreased 39.43%. This is due to a decrease in the amount utilized from fund reserves to cover the estimated expenditures. The FY 2015 budget also reflected a significant decrease of 18.27%. This decrease was due to no funds appropriated for state and federal forfeited properties. The 2016 budget decreased \$660 from the previous fiscal year due to the amount of funds that were utilized to balance the fund. The FY

2017 budget was projected to be the same as FY 2016. The FY 2018 budget reflects a slight increase due to the amount of funds appropriated from reserves. However, the 2018 budget does project a reduction in investment interest.

**EXPENDITURE BUDGET SUMMARY**

The total Drug Forfeiture Fund expenditures are \$66,956 for FY 2018. No monies will be appropriated for *Personnel Services*. *Operating Expenses* will be \$56,956 for the upcoming year. This is the same as FY 2017. The category of *Capital Outlay* will be \$10,000 for next fiscal year. This appropriation is for the purchase of electronics and camera repairs.

**FUNDING LEVEL SUMMARY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
3040 Drug Forfeiture	103,702	26,478	128,411	62,956	153,118	47,328	66,956
<b>Total Expenditures</b>	<b>103,702</b>	<b>26,478</b>	<b>128,411</b>	<b>62,956</b>	<b>153,118</b>	<b>47,328</b>	<b>66,956</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	39,804	21,559	18,509	56,956	104,743	15,074	56,956
Capital Outlay	62,898	4,919	109,902	6,000	48,375	32,254	10,000
<b>Total Expenditures</b>	<b>103,702</b>	<b>26,478</b>	<b>128,411</b>	<b>62,956</b>	<b>153,118</b>	<b>47,328</b>	<b>66,956</b>

## SAGINAW COUNTY TREATMENT AND PREVENTION SERVICES (TAPS) FUND

### REVENUE BUDGET SUMMARY

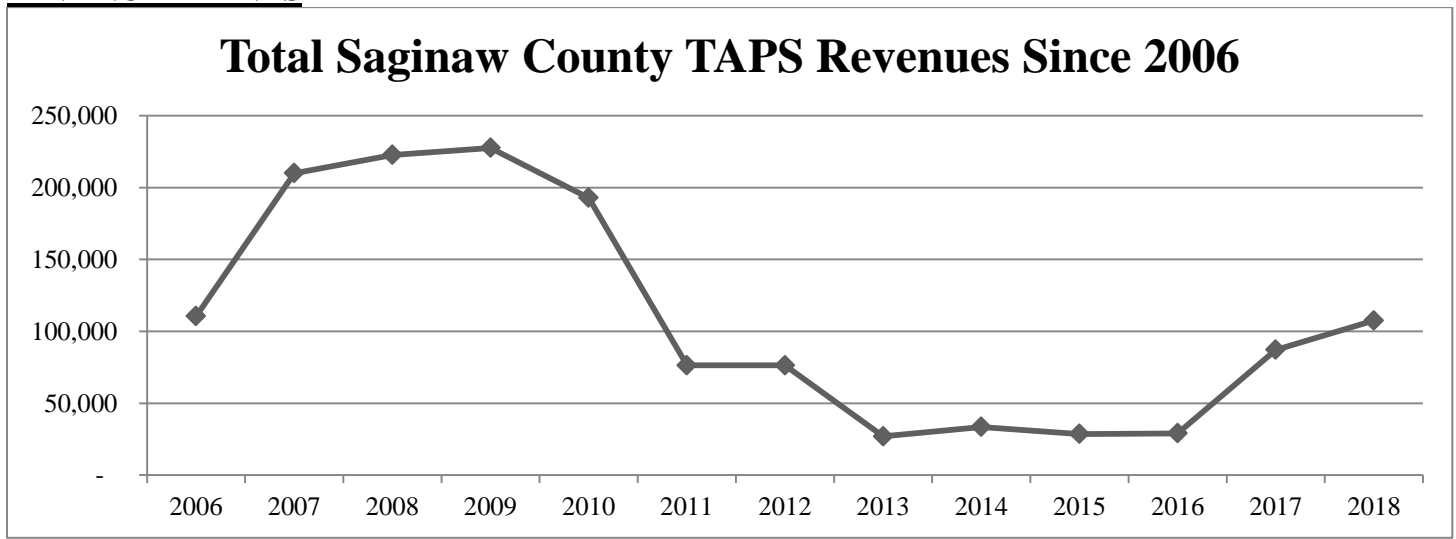
The Saginaw County Treatment and Prevention Services (TAPS) Fund, formerly the Youth Initiative Fund, accounts for grant monies received from the United States DOJ through the Saginaw County Department of Public Health. These funds are used to engage youth and provide facilities to the programs that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

The approved 2017/18 revenue budget for the Saginaw County TAPS Fund is \$107,553, which is \$20,347 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 citizens in the Saginaw Community. The grant funding for this program is expected to end by September 30, 2018. Funds have been renewed annually.

### SUMMARY OF REVENUES

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Interest	1	1	(4)	0	0	1	0
Other Revenues	33,517	60,000	56,438	87,206	109,135	109,135	107,553
<b>Total Revenues</b>	<b>33,518</b>	<b>60,001</b>	<b>56,434</b>	<b>87,206</b>	<b>109,135</b>	<b>109,136</b>	<b>107,553</b>

### REVENUE TRENDS



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. From FY 2007 – 2010, the City received more entitlement monies for the program. Therefore, the City was able to allocate more funds towards enhancing this program. However, from FY 2011 – 2012, there was a change at the County administration level that resulted in a decrease in the funding level. With this change, the Youth Initiative Program was changed to the Saginaw County Treatment and Prevention Service. 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 were utilized during FY 2012. In FY 2013, revenues continued to reflect a downward trend. The revenue budget was established for the remaining \$27,000 of 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 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. For FY 2016, the city received additional funds during the course of 2015 that will be appropriated through the end of September 2016. This will cover the cost of .30 of a Police Officer as well as overtime. In FY 2017 budget, the city received funds from the County administration to cover the cost of one FTE. The FY 2018 budget continues to reflect this change.

**EXPENDITURE BUDGET SUMMARY**

The total Saginaw County TAPS Fund expenditures are \$107,553 for FY 2018. *Personnel Services* is \$92,553 for FY 2018. This budget reflects an increase to some fringe benefit costs for the one police officer allocated to it. *Operating Expenses* is \$15,000. This is to cover the expense to maintain the program. No funds will be appropriated for *Capital Outlay*.

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
3325 Saginaw County TAPS	29,278	43,005	63,887	87,206	109,135	110,449	107,553
<b>Total Expenditures</b>	<b>29,278</b>	<b>43,005</b>	<b>63,887</b>	<b>87,206</b>	<b>109,135</b>	<b>110,449</b>	<b>107,553</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	29,278	43,005	60,686	87,206	105,935	109,354	92,553
Operating Expenses	0	0	3,201	0	3,200	1,095	15,000
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>29,278</b>	<b>43,005</b>	<b>63,887</b>	<b>87,206</b>	<b>109,135</b>	<b>110,449</b>	<b>107,553</b>

**SUMMARY OF POSITIONS**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
3325 Saginaw County TAPS	0.30	0.30	0.30	1.00	1.00	1.00	1.00
<b>Total Positions</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

The personnel complement for the Saginaw TAPS Fund will be 1 FTE. This is the same as the previous fiscal year’s complement.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

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

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	49,268	Police Officer	1.00	49,268
Overtime	21,345			
Add Pays	500	<b>Total Personnel</b>	1.00	49,268
Fringe Benefits	21,440			
<b>TOTAL</b>	<b>92,553</b>	Overtime		21,345
		Education Bonus		500
<b>OPERATING EXPENSES</b>				
		<b>Total Add Pays</b>		500
Supplies	4,000	FICA		2,355
Internal Services	0	Healthcare Benefits - Active		12,616
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	500	Pension - Sworn		6,470
Maintenance Fees	2,500			
Other Contracted Fees	8,000	<b>Total Fringe Benefits</b>		21,440
<b>TOTAL</b>	<b>15,000</b>			
		<b>TOTAL</b>	<b>1.00</b>	<b>92,553</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>107,553</b>			

## POLICE ENHANCING LAW ENFORCEMENT RESPONSE TO VICTIMS (ELERV) FUND

### REVENUE BUDGET SUMMARY

The Police Enhancing Law Enforcement Response to Victims (ELERV) Fund was received by the City of Saginaw in November of 2015. This grant is funded by the Office for Victims of Crime (OVC), U.S. Department of Justice and is administered by the International Association of Chief of Police. The purpose of this grant is to provide funding to the City of Saginaw to develop and implement an ELERV strategy that promotes enhanced administrative, technical, and operational police practices; foster cooperation and the exchange of information and experience among police leaders and organizations, including enhancing law enforcement response to victims of crime, with a strong focus on reaching and serving the underserved and unserved victims identified in the community.

The 2017/18 revenue is \$100,000. This is a \$1,717, or 1.75%, increase from the previous fiscal year's budget. This grant is a three-year grant that equates to \$100,000 per year. The previous years were not budgeted higher due to some difficulties that the city realized at the onset of the grant.

### SUMMARY OF REVENUES

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Grants	0	0	13,982	98,283	98,283	80,899	100,000
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>13,982</b>	<b>98,283</b>	<b>98,283</b>	<b>80,899</b>	<b>100,000</b>

### EXPENDITURE BUDGET SUMMARY

The total Police ELERV Grant expenditures are \$100,000 for FY 2018. *Personnel Services* have been budgeted at \$40,858 to cover the cost of overtime for personnel to work on grant activity. *Operating Expenses* equates to \$59,142. The budget consists of funds to cover the contracted services agreement with the CAN Council to provide consulting services in accordance with the grant guidelines. No funds will be appropriated for *Capital Outlay*.

### FUNDING LEVEL SUMMARY

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
3341 Police ELERV Grant	0	0	22,706	98,283	98,283	80,899	100,000
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>22,706</b>	<b>98,283</b>	<b>98,283</b>	<b>80,899</b>	<b>100,000</b>



**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	0	0	22,024	98,283	61,753	33,837	40,858
Operating Expenses	0	0	0	0	36,530	47,062	59,142
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>22,706</b>	<b>98,283</b>	<b>98,283</b>	<b>80,899</b>	<b>100,000</b>

**SUMMARY OF POSITIONS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3341 Police ELERV Grant	0.00	0.00	1.00	1.00	0.00	0.00	0.00
<b>Total Positions</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

The Police ELERV Grant fund’s FY 2018 budget reflects zero personnel. The personnel that were initially budgeted in this fund have been reallocated to the General Fund. The city has a professional services agreement with the CAN Council.

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**267-3341 Police ELERV Grant Fund**

<b>Allocation Plan</b>	<b>Position Control</b>		
<b>PERSONNEL SERVICES</b>	<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
Salaries		0	
Overtime		40,858	
Add Pays		0	
Fringe Benefits		662	
<b>TOTAL</b>		<b>41,520</b>	
	<b>Total Personnel</b>	0.00	0.00
	Overtime		40,858
	Education Bonus		0
	<b>Total Add Pays</b>		0
<b>OPERATING EXPENSES</b>			
Supplies		480	
Internal Services		0	
Other Services			
Professional Fees		50,000	
Maintenance Fees		0	
Other Contracted Fees		8,000	
<b>TOTAL</b>		<b>58,480</b>	
	<b>Total Fringe Benefits</b>		662
	<b>TOTAL</b>	<b>0.00</b>	<b>41,520</b>
<b>CAPITAL OUTLAY</b>		0	
<b>TOTAL</b>		<b>0</b>	
<b>TOTAL APPROPRIATION</b>		<b>100,000</b>	

## ***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 February 2015, the City of Saginaw applied for and received the second round of the Homeland Security SAFER Grant. This renewal would provide for the retention of (13) firefighter positions. This was a reduction from the 2012 Homeland Security SAFER grant by two positions. The performance period for this grant is October 1, 2015 through September 30, 2017.

The Homeland Security SAFER Grant Fund’s revenues are \$368,933 for FY 2018. This is due to the fact that the second year of the grant concludes on September 30, 2017. Therefore, the budget reflects revenues received for ¼ of the fiscal year.

### **SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Homeland Security Grant	1,040,320	1,034,514	242,754	0	0	0	0
Homeland Security II	0	0	405,348	844,011	844,011	783,917	368,933
<b>Total Revenues</b>	<b>1,040,320</b>	<b>1,034,514</b>	<b>648,102</b>	<b>844,011</b>	<b>844,011</b>	<b>783,917</b>	<b>368,933</b>

### **EXPENDITURE BUDGET SUMMARY**

The Homeland Security SAFER II Grant Fund are \$368,933 for FY 2018. This is to recognize the last quarter of the SAFER grant. The city was provided funding for salary and fringe benefits of 13 employees through September 30.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
3551 Homeland Security - SAFER	1,040,320	1,034,513	208,420	0	0	0	0
3555 Homeland Security II	0	0	648,617	844,011	844,011	783,917	368,933
<b>Total Expenditures</b>	<b>1,040,320</b>	<b>1,034,513</b>	<b>857,037</b>	<b>844,011</b>	<b>844,011</b>	<b>783,917</b>	<b>368,933</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	1,040,320	1,034,513	857,037	844,011	844,011	783,917	368,933
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>1,040,320</b>	<b>1,034,513</b>	<b>857,037</b>	<b>844,011</b>	<b>844,011</b>	<b>783,917</b>	<b>368,933</b>

**SUMMARY OF POSTIONS**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
3551 Homeland Security - SAFER	15.00	15.00	0.00	0.00	0.00	0.00	0.00
3555 Homeland Security II	0.00	0.00	13.00	13.00	13.00	13.00	13.00
<b>Total Positions</b>	<b>15.00</b>	<b>15.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**269-3555 Homeland Security - SAFER Grant**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	216,884	Fire Engineer	1.00	14,145
Overtime	0	Firefighters	12.00	202,739
Add Pays	8,000			
Fringe Benefits	144,049	<b>Total Personnel</b>	<u>13.00</u>	<u>216,884</u>
<b>TOTAL</b>	<u><b>368,933</b></u>			
<b>OPERATING EXPENSES</b>		Overtime		<u>0</u>
		Clothing/Food Allowance		7,800
Supplies	0	Education Bonus		200
Internal Services	0	<b>Total Add Pays</b>		<u>8,000</u>
Other Services				
Professional Fees	0	FICA		4,908
Maintenance Fees	0	Healthcare Benefits - Active		121,056
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<u>0</u>	Pension - Sworn		18,085
<b>CAPITAL OUTLAY</b>	0	<b>Total Fringe Benefits</b>		<u>144,049</u>
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><b>13.00</b></u>	<u><b>368,933</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>368,933</b></u></u>			

## ***AUTO THEFT PREVENTION GRANT (ATPG) FUND***

### **REVENUE BUDGET SUMMARY**

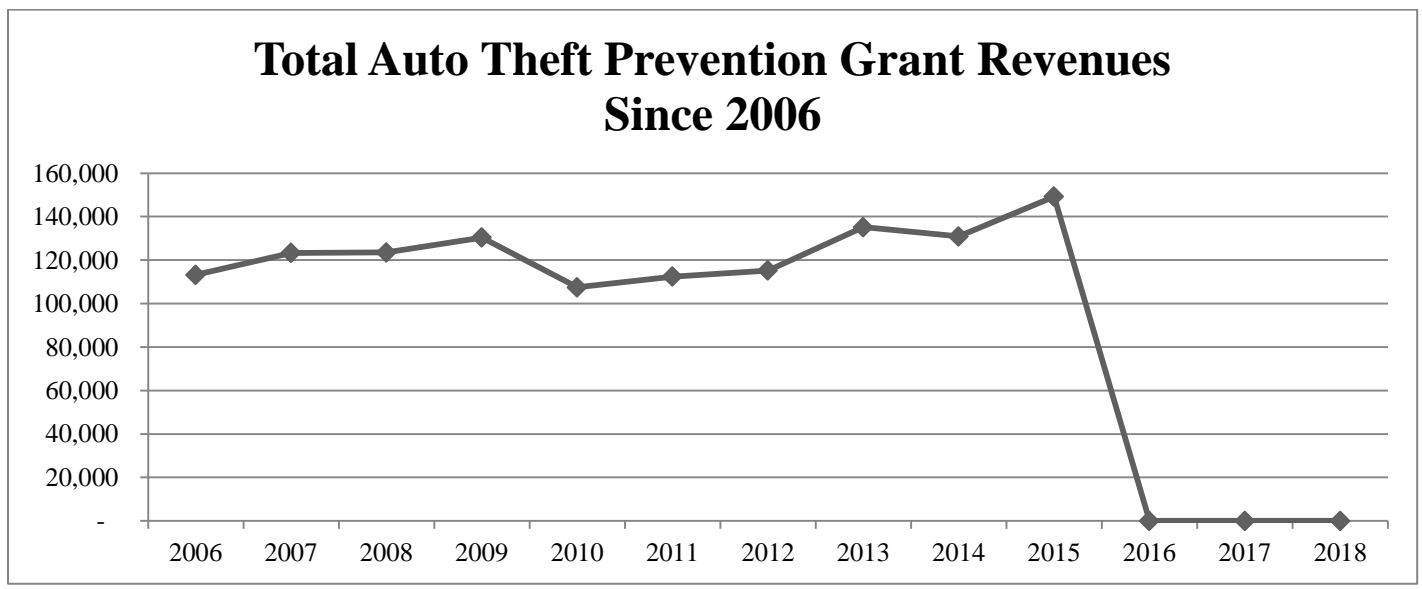
The Auto Theft Prevention Fund accounts for grant funding received from the State of Michigan pursuant to Public Act 10 of 1986. These funds are used by Community Public Safety - Police and Saginaw Township Police Department for the prevention and investigation of automobile thefts in Saginaw County.

The 2017/2018 approved budget is \$0, which is the same as the previous fiscal year. The City of Saginaw evaluated the program in FY 2016 to determine the viability of the operation. In review of the operation, it was determined that the grant funds received were not sufficient enough to support the operations. In addition, the need for this type of enforcement declined so significantly that it did not make economic sense to continue with these services.

### **SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
State Grants	42,590	59,514	0	0	0	0	0
Other Revenues	257	1,000	0	0	0	0	0
Transfers	90,349	88,730	0	0	0	0	0
<b>Total Revenues</b>	<b>135,196</b>	<b>149,244</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. The General Fund has had to provide continual increased subsidies for this fund since 2006 for these funds have either declined or remain steady as the cost of providing services increased. The 2016 - 2018 budget years reflect \$0 revenues received. This program will no longer function in the City of Saginaw due to the lack of funding to cover the cost of the operations as well as the continual decline in the need for these services.

**EXPENDITURE BUDGET SUMMARY**

The total Auto Theft Prevention Grant expenditures are \$0 for FY 2018. This is the same as the previous fiscal year. The reason for the reduction is due to the fact the city was not receiving adequate funds to sufficiently fund this operation. In addition, the work log for this employee has dropped significantly over the years, from over 200 vehicle thefts to just 4 in the current year, that it did not make economic sense to continue with the operations as it stood.

**FUNDING LEVEL SUMMARY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
3322 Auto Theft Prevention	135,197	149,244	0	0	0	0	0
<b>Total Expenditures</b>	<b>135,197</b>	<b>149,244</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	117,412	130,037	0	0	0	0	0
Operating Expenses	17,785	19,207	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>135,197</b>	<b>149,244</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUMMARY OF POSTIONS**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
3322 Auto Theft Prevention	1.00	1.00	0.00	0.00	0.00	0.00	0.00
<b>Total Positions</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Due to the lack of grant funds to support this operation, the employee that was allocated to the Auto Theft Prevention Fund has been reallocated to the General Fund.



**TIFA/LDFA/DDA (SRF)**



**CLEAN ENERGY COALITION FUND (230)**  
**RESOURCE ALLOCATION**  
**2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
TRANSFERS	40,000	CLEAN ENERGY COAL.	40,000
<b>TOTAL RESOURCES</b>	<b><u>40,000</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>40,000</u></b>

## ***CLEAN ENERGY COALITION***

### **REVENUE BUDGET SUMMARY**

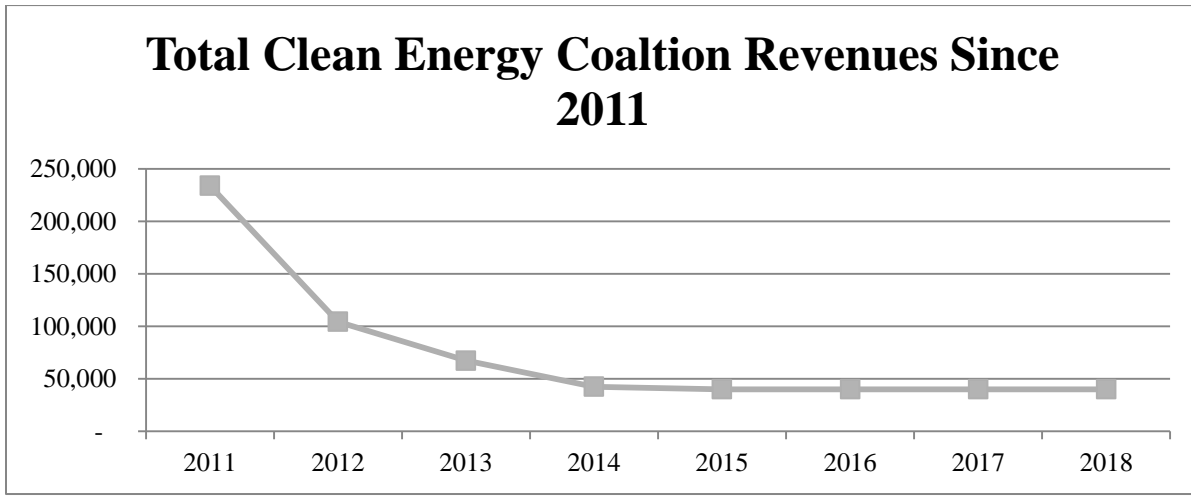
The Clean Energy Coalition (CEC) Fund accounts for the projects that provide and promote clean energy technology within the City of Saginaw. The major source of revenue is a transfer of energy savings from the general fund. By accepting this grant, the City committed to continual savings and energy efficiencies.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

CEC Revenues for FY 2018 are \$40,000, which is the same as the FY 2017.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/2017</b>	<b>2016/2017</b>	<b>2016/2017</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Federal Grant	0	0	0	0	0	0	0
Reimbursements	0	0	21,805	0	0	0	0
Interest on Investments	(4)	2	(3)	0	0	0	0
Loan Proceeds	0	0	0	0	0	0	0
Use of Fund Equity	0	0	0	0	0	0	0
Transfers from Other Funds	42,503	40,000	30,000	40,000	40,000	35,723	40,000
<b>Total Revenues</b>	<b>42,499</b>	<b>40,002</b>	<b>51,802</b>	<b>40,000</b>	<b>40,000</b>	<b>35,723</b>	<b>40,000</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2011 - 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. FY 2013 saw a \$37,036 drop in grant funding. In FY 2014 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 2017. In FY 2018, the General Fund transfer is the sole source of revenue.

**EXPENDITURE BUDGET SUMMARY**

The total Clean Energy Coalition Fund expenditures are \$40,000. This is the same as the FY 2017 approved budgeted levels. *Personnel Services* total \$9,994 for FY 2018. Ten percent of the Engineering Assistant continues to be allocated to this fund. *Operating Expenses* are \$20,294. This is a \$1,121 decrease from the FY 2017 budget. This includes parts and supplies and internal service costs. There is no *Capital Outlay* planned for FY 2018. The *Miscellaneous Expenditures* budget covers expenses related to loan repayments and assisting with renewable energy projects throughout the city.

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
1795 Clean Energy Coalition	42,203	36,848	51,214	40,000	40,000	35,723	40,000
<b>Total Expenditures</b>	<b>42,203</b>	<b>36,848</b>	<b>51,214</b>	<b>40,000</b>	<b>40,000</b>	<b>35,723</b>	<b>40,000</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	6,730	7,932	9,323	10,583	7,888	3,611	9,994
Operating Expenses	27,471	20,914	33,890	21,415	24,110	24,110	20,294
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous Expenditures	8,002	8,002	8,001	8,002	8,002	8,002	9,712
<b>Total Expenditures</b>	<b>42,203</b>	<b>36,848</b>	<b>51,214</b>	<b>40,000</b>	<b>40,000</b>	<b>35,723</b>	<b>40,000</b>

**SUMMARY OF POSITIONS**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Clean Energy Coalition	0.10	0.10	0.10	0.10	0.10	0.10	0.10
<b>Total Positions</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**230-1795 Clean Energy Coalition**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	4,586	Engineering Asst/Energy	0.10	4,586
Overtime	0	Coordinator		
Fringe Benefits	5,408	<b>Total Personnel</b>	<u>0.10</u>	<u>4,586</u>
<b>TOTAL</b>	<u><b>9,994</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	10,189	FICA		351
Internal Services	10,105	Healthcare Benefits - Active		965
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		4,092
Maintenance Fees	0	<b>Total Fringe Benefits</b>		<u>5,408</u>
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>20,294</b></u>	<b>TOTAL</b>	<u><b>0.10</b></u>	<u><b>9,994</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>DEBT SERVICE</b>	9,712			
<b>TOTAL</b>	<u><b>9,712</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>40,000</b></u></u>			

**ANDERSEN ENRICHMENT CENTER (236)**  
**RESOURCE ALLOCATION**  
**2017/2018 APPROVED BUDGET**

This fund accounts for the operation, maintenance expenditures, and building rentals for the Andersen Enrichment Center. The Andersen Enrichment Center(AEC) was developed in 1993 with the assistance of the Saginaw Arts and 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 Andersen Enrichment Center and Saginaw Arts and Enrichment Commission were divided into two separate funds mid-year FY 2014/2015.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
CHARGES FOR SERVICES	19,750	ANDERSEN ENRICH. CTR.	67,716
INTEREST AND RENTS	50,505	INCREASE TO FUND EQUITY	15,539
OTHER REVENUES	13,000		
<b>TOTAL RESOURCES</b>	<b><u>83,255</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>83,255</u></b>

## **ANDERSEN ENRICHMENT CENTER**

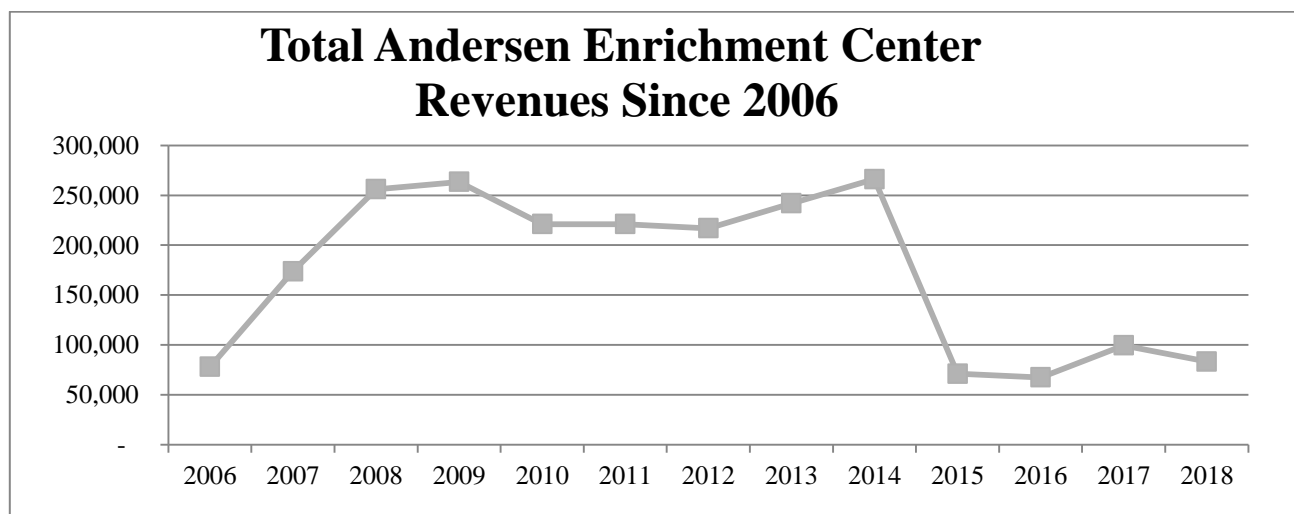
### **REVENUE BUDGET SUMMARY**

The Andersen Enrichment Center Fund accounts for the operation, maintenance expenditures, and building rentals for the Andersen Enrichment Center. This fund originally included the operations of the Saginaw Arts & Enrichment Commission, but upon conducting research it was discovered that the Andersen Center and the Saginaw Arts and Enrichment Commission are completely separate entities- one being owned and operated by the City of Saginaw and the other being a separate component unit with its own finances. Therefore beginning in FY 2015 two separate funds were created. The major revenue source for this fund is “Charges of Services” and “Interest and Rents”, which are \$19,750 and \$50,505, respectively, in FY 2018. The 2018 approved revenues for the Andersen Enrichment Center Fund are \$83,255. This represents a \$16,305 decrease from the previous fiscal year. This fund ended FY 2016 in a deficit and in FY 2017 a Deficit Elimination Plan was created in order to reverse this deficit. The FY 2018 budget reflects steps taken toward implementing the Deficit Elimination Plan.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Charges For Services	31,750	19,250	19,750	19,750	19,750	23,500	19,750
Interest and Rents	44,287	51,955	47,819	58,245	48,245	41,622	50,505
Other Revenues	190,062	0	(86)	3,000	13,000	13,429	13,000
Use of Fund Equity	0	0	0	0	(15,000)	0	0
Transfers from Other Funds	0	0	0	18,565	18,565	18,565	0
<b>Total Revenues</b>	<b>266,099</b>	<b>71,205</b>	<b>67,483</b>	<b>99,560</b>	<b>84,560</b>	<b>97,116</b>	<b>83,255</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. The revenue trend above illustrates a significant drop in revenue in 2015. This decrease was due to the separation of the Andersen Center from the Saginaw Arts and Enrichment Commission, which now has its own fund. The revenues decreased slightly in 2010. From FY 2010 – 2012, the revenues remained fairly consistent. The FY 2013 actual budget recorded an increase in revenues by \$24,944 or 11.50%. Revenues remained steady in FY 2015 and FY 2016 and

experience a slight increase in FY 2017 due to receiving an operating transfer in. FY 2018 shows a slight decrease from the previous year.

**EXPENDITURE BUDGET SUMMARY**

The total Andersen Enrichment Center Fund expenditures are \$83,255 for FY 2018. The Andersen Enrichment Center expenditures decrease \$16,305. *Personnel Services* is \$35,300 for FY 2018, which is a decrease of \$10,300. This is due to changing the hours of the two part-time Andersen Center Site Supervisors. The personnel complement for FY 2018 is projected to be 3 positions, which is the same as last year. *Operating Expenses* are \$32,416; this represents a decrease of \$21,544 from the FY 2017 approved budgeted level. This is due to an elimination of indirect costs of \$15,000 being charged to the fund as well as small cuts to operating costs throughout. There are no *Capital Outlay* expenditures budgeted for this fund in FY 2018. *Miscellaneous Expenditures* for FY 2018 are \$15,539. This is an increase to fund equity as part of the City’s Deficit Elimination Plan for this fund.

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
7540 Andersen Enrichment Center	138,064	92,328	87,416	99,560	84,560	61,235	67,716
7541 Enrichment Commission	138,926	0	72,466	0	0	0	0
8559 Increase to Fund Equity	0	0	0	0	0	0	15,539
<b>Total Expenditures</b>	<b>276,990</b>	<b>92,328</b>	<b>159,882</b>	<b>99,560</b>	<b>84,560</b>	<b>61,235</b>	<b>83,255</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	85,692	39,030	34,731	45,600	45,600	32,174	35,300
Operating Expenses	191,298	53,298	125,151	53,960	38,960	29,061	32,416
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous Expenditures	0	0	0	0	0	0	15,539
<b>Total Expenditures</b>	<b>276,990</b>	<b>92,328</b>	<b>159,882</b>	<b>99,560</b>	<b>84,560</b>	<b>61,235</b>	<b>83,255</b>

**SUMMARY OF POSITIONS**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Andersen Enrichment Center	4.00	2.00	2.00	3.00	3.00	3.00	3.00
<b>Total Positions</b>	<b>4.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

The Andersen Center personnel will remain the same at 3 PTE for FY 2018.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**236-7540 Andersen Enrichment Center**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	32,656	Andersen Ctr. Site Super.	2.00	17,056
Overtime	0	Andersen Center Director	1.00	15,600
Fringe Benefits	2,644			
		<b>Total Personnel</b>	<b>3.00</b>	<b>32,656</b>
<b>TOTAL</b>	<b>35,300</b>			
		<b>Overtime</b>		<b>0</b>
<b>OPERATING EXPENSES</b>				
Supplies	3,941	FICA		2,498
Internal Services	1,833	Healthcare Benefits - Active		146
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	10,267	Pension		0
Maintenance Fees	16,375			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<b>2,644</b>
<b>TOTAL</b>	<b>32,416</b>			
		<b>TOTAL</b>	<b>3.00</b>	<b>35,300</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>MISCELLANEOUS</b>	<b>15,539</b>			
<b>TOTAL</b>	<b>15,539</b>			
<b>TOTAL APPROPRIATION</b>	<b>83,255</b>			



**SAGINAW ARTS AND ENRICHMENT COMMISSON  
RESOURCE ALLOCATION  
2017/2018 APPROVED BUDGET**

This fund accounts for the private donations and individual contributions received by the Saginaw Arts and 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
DONATIONS	159,700	SAGINAW ARTS AND ENRICHMENT COMMISSION	185,597
INTEREST AND RENTS	450	INCREASE IN FUND EQUITY	12,153
OTHER REVENUES	37,600		
<b>TOTAL RESOURCES</b>	<b><u>197,750</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>197,750</u></b>

## SAGINAW ARTS AND ENRICHMENT COMMISSION

### REVENUE BUDGET SUMMARY

The Saginaw Arts and Enrichment Commission Fund accounts for the private donations and individual contributions received by the Saginaw Arts and 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. This commission is a component unit of the city and acts as a separate entity. This fund was created mid-year in FY 2014/2015 to ensure that funds collected for Commission activities are not comingled with funds meant for the Andersen Enrichment Center building, which is owned and operated by the City of Saginaw. The major revenue source for this fund is “Donations”, which is anticipated to be \$159,700 in FY 2018. The 2018 approved revenues for the Saginaw Arts and Enrichment Commission Fund are \$197,750.

### SUMMARY OF REVENUES

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Donations	0	156,245	173,165	156,500	162,702	168,128	159,700
Interest and Rents	0	39	614	500	915	1,067	450
Other Revenues	0	40,355	38,183	36,300	36,300	39,864	37,600
Transfer From Other Funds	0	0	72,466	0	2,383	0	0
<b>Total Revenues</b>	<b>0</b>	<b>196,639</b>	<b>284,428</b>	<b>193,300</b>	<b>202,300</b>	<b>209,059</b>	<b>197,750</b>

### EXPENDITURE BUDGET SUMMARY

The total Saginaw Arts and Enrichment Commission Fund expenditures are \$197,750 for FY 2018. *Personnel Services* is \$39,347 for FY 2018. *Operating Expenses* are \$146,250. This is an increase of \$5,340 and is due to an increase in the cost of various events hosted by the Commission. There is no *Capital Outlay* budgeted for this fund in FY 2018. *Miscellaneous Expenses* will be \$12,153 and is an increase in fund balance for this fund.

### FUNDING LEVEL SUMMARY

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
7541 Arts & Enrichment Commission	0	194,989	208,515	180,265	201,658	206,895	185,597
8559 Increase in Fund Equity	0	0	0	13,035	642	0	12,153
<b>Total Expenditures</b>	<b>0</b>	<b>194,989</b>	<b>208,515</b>	<b>193,300</b>	<b>202,300</b>	<b>206,895</b>	<b>197,750</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	0	48,720	51,722	39,355	53,748	51,639	39,347
Operating Expenses	0	146,269	156,793	140,910	147,910	155,256	146,250
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous Expenditures	0	0	0	13,035	642	0	12,153
<b>Total Expenditures</b>	<b>0</b>	<b>194,989</b>	<b>208,515</b>	<b>193,300</b>	<b>202,300</b>	<b>206,895</b>	<b>197,750</b>

**SUMMARY OF POSITIONS**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Arts & Enrichment Commission	0	2.00	2.00	2.00	2.00	2.00	2.00
<b>Total Positions</b>	<b>0</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

The Saginaw Arts and Enrichment Commission’s personnel complement for FY 2018 is 2 FTE. This includes the Director of the Saginaw Arts Commission and the Director of Marketing.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**237-7541 Saginaw Arts and Enrichment Commission**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	36,400	Director of Sag. Art Comm.	1.00	15,600
Overtime	0	Director of Marketing	1.00	20,800
Fringe Benefits	2,947			
		<b>Total Personnel</b>	2.00	36,400
<b>TOTAL</b>	<b>39,347</b>			
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		0
Supplies	2,000	FICA		2,785
Internal Services	0	Healthcare Benefits - Active		162
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	56,000	Pension		0
Maintenance Fees	10,150			
Other Contracted Fees	78,100	<b>Total Fringe Benefits</b>		2,947
<b>TOTAL</b>	<b>146,250</b>			
		<b>TOTAL</b>	<b>2.00</b>	<b>39,347</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>MISCELLANEOUS</b>	12,153			
<b>TOTAL</b>	<b>12,153</b>			
<b>TOTAL APPROPRIATION</b>	<b>197,750</b>			

**TAX INCREMENT FINANCING AUTHORITY (TIFA) AND  
 LAND DEVELOPMENT FINANCING AUTHORITY (LDFA)  
 RESOURCE ALLOCATION  
 2017/2018 APPROVED BUDGET**

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
DOWNTOWN DEVELOP AUTH.	60,542	DOWNTOWN DEVELOP AUTH.	60,542
BROWNFIELD AUTHORITY	31,492	BROWNFIELD AUTHORITY	31,492
DOWNTOWN DEVELOPMENT AUTHORITY 2011	144,392	DOWNTOWN DEVELOPMENT AUTHORITY 2011	144,392
<b>TOTAL RESOURCES</b>	<b><u>236,426</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>236,426</u></b>

## **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 by City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected a portion of captured monies must be utilized by 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 Office of Management and Budget/Community Services to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

For the FY 2017/2018 budget, revenues in the Commerce Center DDA Fund are \$0, which represents a 100% decrease from the previous fiscal year. This reduction is attributed to the dissolution of the district.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	23,740	23,574	23,169	21,326	21,326	21,407	0
Interest and Rents	(36)	(12)	(10)	0	0	16	0
Other Revenues	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>23,704</b>	<b>23,562</b>	<b>23,159</b>	<b>21,326</b>	<b>21,326</b>	<b>21,423</b>	<b>0</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Commerce Center DDA expenditures for 2018 are \$0.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1775 Component Unit	23,502	23,058	22,875	21,326	21,326	21,338	0
<b>Total Expenditures</b>	<b>23,502</b>	<b>23,058</b>	<b>22,875</b>	<b>21,326</b>	<b>21,326</b>	<b>21,338</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
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	23,502	23,058	22,875	21,326	21,326	21,338	0
<b>Total Expenditures</b>	<b>23,502</b>	<b>23,058</b>	<b>22,875</b>	<b>21,326</b>	<b>21,326</b>	<b>21,338</b>	<b>0</b>

## ***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. The fund continued to not generate any property tax revenue in FY 2017. The property values in the district have dropped below the baseline level for tax capture.

For the 2018 approved budget, revenues in the Downtown Development Authority Fund are \$60,542, a decrease of \$532,558. The decrease in revenues is attributable to the completion of the DEQ grant for the Farmers Market in FY 2017.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Grants	10,000	0	82,259	500,000	351,000	250,633	0
Property Taxes	3,856	(156)	0	0	0	0	0
Interest and Rents	(73)	(22)	(13)	0	0	20	0
Sale of Real Property	0	0	0	0	0	0	0
Fund Equity	15,422	48,112	8,531	28,100	28,100	0	28,042
Other Revenues	51,758	67,490	34,715	65,000	89,401	38,342	32,500
<b>Total Revenues</b>	<b>80,963</b>	<b>115,424</b>	<b>116,961</b>	<b>593,100</b>	<b>468,501</b>	<b>288,995</b>	<b>60,542</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Downtown Development Authority Fund's expenditures are \$60,542, for FY 2018. This is a decrease from FY 2017 of \$532,558. The decrease is associated with the completion of the \$1,000,000 grant from the DEQ for the Farmers Market.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1775 Component Unit	80,963	115,424	43,089	93,100	93,100	38,615	60,542
6050 Redevelopment Grant	0	0	82,403	500,000	351,000	250,490	0
8559 Increase in Fund Equity	0	0	0	0	24,401	0	0
<b>Total Expenditures</b>	<b>80,963</b>	<b>115,424</b>	<b>125,492</b>	<b>593,100</b>	<b>468,501</b>	<b>288,995</b>	<b>60,542</b>



**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	80,963	115,424	125,992	583,100	434,100	289,105	60,542
Capital Outlay	0	0	0	10,000	10,000	0	0
Miscellaneous	0	0	0	0	24,401	0	0
<b>Total Expenditures</b>	<b>80,963</b>	<b>115,424</b>	<b>125,492</b>	<b>593,100</b>	<b>468,501</b>	<b>289,105</b>	<b>60,542</b>

## ***ECONOMIC DEVELOPMENT FUND***

### **REVENUE BUDGET SUMMARY**

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

In previous fiscal years, these funds were not budgeted. In FY 2016/2017, the Economic Development Fund was closed and the remaining \$64,105 in fund balance was transferred to the general fund. The FY 2018 budget is \$0.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Grants	0	0	0	0	0	0	0
Interest and Rents	(28)	(10)	(10)	0	0	0	0
Other Revenues	0	0	0	64,105	64,105	64,105	0
<b>Total Revenues</b>	<b>(28)</b>	<b>(10)</b>	<b>(10)</b>	<b>64,105</b>	<b>64,105</b>	<b>64,105</b>	<b>0</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Economic Development Fund expenditures are \$0 for FY 2018. This is consistent with the fund no longer being utilized.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
6064 Economic Development	0	0	0	64,105	64,105	64,095	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64,105</b>	<b>64,105</b>	<b>64,095</b>	<b>0</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
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	64,105	64,105	64,095	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64,105</b>	<b>64,105</b>	<b>64,095</b>	<b>0</b>

## ***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 2017/18 budget, revenues in the Brownfield Authority SRRF Fund are \$31,492. This represents a \$9,252 decrease from the previous fiscal year. This is attributed to a decrease in the real property tax values within these districts.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	33,268	71,170	73,596	40,744	46,490	46,490	31,492
<b>Total Revenues</b>	<b>33,268</b>	<b>71,170</b>	<b>73,596</b>	<b>40,744</b>	<b>46,490</b>	<b>46,490</b>	<b>31,492</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Brownfield Authority SRRF Fund expenditures for FY 2018 are \$31,492. The category of *Miscellaneous Expenditures* will decrease due to the amount appropriated to be reinvested in these districts.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1775 Component Unit	22,808	40,832	31,318	40,744	46,490	53,849	31,492
<b>Total Expenditures</b>	<b>22,808</b>	<b>40,832</b>	<b>31,318</b>	<b>40,744</b>	<b>46,490</b>	<b>53,849</b>	<b>31,492</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	601	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	22,808	40,832	31,318	40,744	40,744	53,248	31,492
<b>Total Expenditures</b>	<b>22,808</b>	<b>40,832</b>	<b>31,318</b>	<b>40,744</b>	<b>46,490</b>	<b>53,849</b>	<b>31,492</b>

**THOMSON LDFA**

**REVENUE/EXPENDITURE BUDGET SUMMARY**

The Thomson LDFA Fund accounts for revenues and expenditures captured and utilized in the 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 a portion of captured monies must be utilized by reinvesting in land development within the district. The City Controller and Assessing Offices work with the Office of Management and Budget/Community Services to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

City Council voted to close Thomson LDFA in 2011.

**SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	0	0	0	0	0	0	0
Interest and Rents	3,725	3,630	52	0	883	1,191	0
Other Revenues	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>3,725</b>	<b>3,630</b>	<b>52</b>	<b>0</b>	<b>883</b>	<b>1,191</b>	<b>0</b>

**FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1775 Component Unit	0	0	0	0	883	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>883</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	883	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>883</b>	<b>0</b>	<b>0</b>

***DOWNTOWN DEVELOPMENT AUTHORITY – 2011(DDA 2011)***

**REVENUE/EXPENDITURE BUDGET SUMMARY**

The Downtown Development Authority 2011 (DDA 2011) Fund became a new fund in FY 2015/2016. This fund will be used to account for revenues collected for the Downtown Development Authority’s updated Tax Increment Finance Authority (TIFA) district as outlined in the 2011 DDA TIFA plan. The FY 2018 DDA 2011 Fund revenues and expenditures are \$144,392. This is due to the adoption of a two mill levy for properties in the district and will be used to reinvest in the district.

**SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Property Taxes	0	0	715	2,739	10,562	10,562	144,392
Interest and Rents	0	0	(1)	0	0	2	0
Other Revenues	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>714</b>	<b>2,739</b>	<b>10,562</b>	<b>10,564</b>	<b>144,392</b>

**FUNDING LEVEL SUMMARY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
1775 Component Unit	0	0	0	2,739	10,562	0	144,392
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,739</b>	<b>10,562</b>	<b>0</b>	<b>144,392</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	74,459
Capital Outlay	0	0	0	0	0	0	10,000
Miscellaneous	0	0	0	2,739	10,562	0	59,933
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,739</b>	<b>10,562</b>	<b>0</b>	<b>144,392</b>



## **TARP HARDEST HIT GRANT**

**TARP HARDEST HIT (274)  
 RESOURCE ALLOCATION  
 2017/2018 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 received 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).

---

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
STATE GRANTS	0	TARP GRANT	0
<b>TOTAL RESOURCES</b>	<b>0</b>	<b>TOTAL APPROPRIATIONS</b>	<b>0</b>



## ***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. Since these properties are owned by the Saginaw County Land Bank, the majority of the grant dollars have been allocated to them. This program was set to expire in the spring of FY 2015. However, the City received an extension for the program that lasted through the end of the first quarter of FY 2016. Remaining grant funds are expected to be completed prior to the end of FY 2017, so FY 2018 revenues are \$0.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Charges for Service	0	0	0	0	0	0	0
Interest and Rents	(1)	5	(3)	0	0	7	0
Other Revenues	50,185	139,316	78,750	0	10,529	12,118	0
<b>Total Revenues</b>	<b>50,184</b>	<b>139,321</b>	<b>78,747</b>	<b>0</b>	<b>10,529</b>	<b>12,125</b>	<b>0</b>

### **EXPENDITURE BUDGET SUMMARY**

The TARP Hardest Hit Fund are \$0 in FY 2018. This grant was extended, but should be completed before the end of FY 2017 so there will be no expenditures.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3866 TARP Grant	42,066	124,728	68,217	0	10,529	12,125	0
<b>Total Expenditures</b>	<b>42,066</b>	<b>124,728</b>	<b>68,217</b>	<b>0</b>	<b>10,529</b>	<b>12,125</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	42,066	65,847	68,217	0	10,529	12,125	0
Capital Outlay	0	58,881	0	0	0	0	0
<b>Total Expenditures</b>	<b>42,066</b>	<b>124,728</b>	<b>68,217</b>	<b>0</b>	<b>10,529</b>	<b>12,125</b>	<b>0</b>



# **COMMUNITY DEVELOPMENT** **BLOCK GRANT**

Community Development Block Grant (CDBG)  
CDBG Residential Loans  
CDBG Rental Loans  
Block Grant HOME Program  
Neighborhood Stabilization Program  
Saginaw Economic Development Corporation Revolving Loan

**CITY OF SAGINAW  
COMMUNITY DEVELOPMENT BLOCK GRANT**

**Yolanda M. Jones  
Director of OMB  
4,523,503**

**CDBG  
\$2,522,487**

**Residential Loans  
\$576,204\***

**HOME Program  
\$576,812**

**SEDC Loan  
\$848,000**

*\*The Rental Loans fund was combined with Residential Loans in FY 2015.*

**COMMUNITY DEVELOPMENT BLOCK GRANT (275)  
RESOURCE ALLOCATION  
2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
FEDERAL GRANTS	2,522,487	CDBG ADMINISTRATION	466,575
		SPECIAL PROJECTS	876,095
		ECONOMIC DEVELOPMENT	32,500
		ECON. DEVE. SUBGRANTEES	349,931
		SAGINAW ECON. DEV. CORP	113,868
		CODE COMPLIANCE	122,245
		SUBGRANTEES	378,217
		MCKINNEY HOMELESS	183,056
<b>TOTAL RESOURCES</b>	<b><u>2,522,487</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>2,522,487</u></b>

## **COMMUNITY DEVELOPMENT BLOCK GRANT**

### **REVENUE BUDGET SUMMARY**

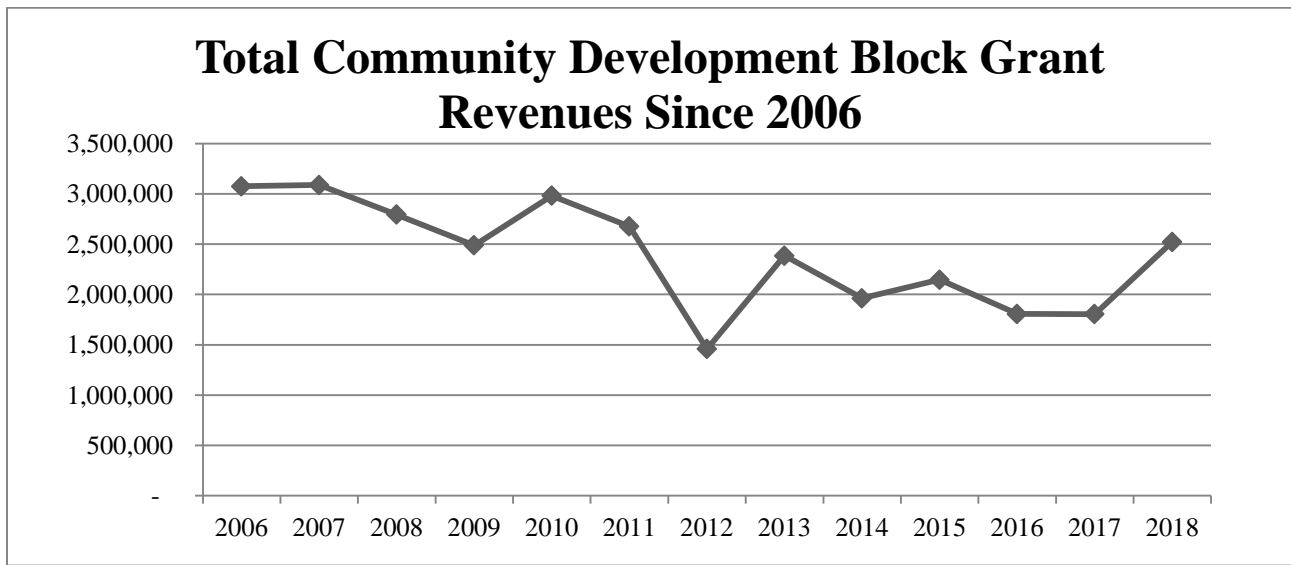
The Community Development Block Grant (CDBG) Fund is used to account for the revenues and expenditures of the CDBG Program. This is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. The major source of revenue for this fund is the Federal Department of Housing and Urban Development (HUD) entitlement monies.

For FY 2018, CDBG revenues increase by \$716,873 from the 2017 approved budgeted levels to \$2,522,487. The increase in revenues is primarily due to the carryover of funds from the previous fiscal year for additional demolition and housing rehabilitation projects.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Federal Grants	1,940,162	2,115,697	1,446,904	1,774,523	2,183,003	1,718,326	2,522,487
Interests and Rents	592	28	40	0	0	52	0
Other Revenues	21,639	75,702	983	0	0	0	0
Transfers From Other Funds	0	0	0	31,091	31,091	0	0
<b>Total Revenues</b>	<b>1,962,393</b>	<b>2,191,427</b>	<b>1,447,927</b>	<b>1,805,614</b>	<b>2,214,094</b>	<b>1,718,378</b>	<b>2,522,487</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. This trend reveals three significant spikes in revenue: 2010, 2013, and 2018. In 2010 there was a 200% increase in monies for the Stewart McKinney Homeless Program. In 2009, there was a -13.77% decrease in block grant entitlement monies. The CDBG revenue has decreased steadily from 2010 through 2016. In FY 2012 there was revenue expected to come in after the end of the year that was never realized. From 2013 to 2015, there was a sharp decline in revenue due to the Federal sequester that was in place. In FY 2017 revenue remains nearly the same, decreasing by \$455.

In FY 2018, revenues increased by \$716,873 or 39.7% and will include a carryover of entitlement funds from previous years.

**DETAIL REVENUES ANALYSIS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Block Grant Entitlement	1,739,847	1,893,827	1,256,346	1,591,467	1,993,547	1,539,026	2,336,976
Stewart McKinney Homeless	200,315	221,870	190,558	183,056	183,056	175,530	183,511
Homeless P&R Program	0	0	0	0	0	0	0
Interest on Investments	592	28	40	0	0	52	0
Reimbursements	893	75,702	983	0	0	0	0
Demolition Contracts	(4,139)	0	0	0	0	0	0
Business Expo Revenue	0	1,000	0	0	6,400	3,770	2,000
Transfers In	24,885	0	0	31,091	31,091	0	0
<b>Total Revenues</b>	<b>1,962,393</b>	<b>2,191,427</b>	<b>1,447,927</b>	<b>1,805,614</b>	<b>2,214,094</b>	<b>1,718,378</b>	<b>2,522,487</b>

**EXPENDITURE BUDGET SUMMARY**

The total Community Development Block Grant (CDBG) Fund expenditures are \$2,522,487 for FY 2018. This represents a \$716,873 increase from the FY 2017 approved budget. *Personnel Services* expenditures increase by \$6,546 or 0.94%. *Operating Expenses* for the CDBG increase by \$406,832 or 99.8%. This increase is due to higher allocations to demolitions and sub-grantees than FY 2017. *Capital Outlay* is \$1,200 in FY 2018. The Category of *Miscellaneous Expenditures* are \$1,003,624 for FY 2018. This represents an increase of \$302,695 or 43.18% for the upcoming year, mostly due to an increase in awards issued to sub-grantees.

**FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
6510 CDBG Administration	370,455	425,211	417,912	431,687	433,767	373,799	466,575
6511 Special Projects	512,744	664,934	445,279	524,751	924,751	520,411	876,095
6512 Economic Development	56,548	64,423	31,975	0	0	12,748	32,500
6513 Econ. Development Subgrantees	325,037	334,446	368,423	361,275	361,275	341,542	349,931
6520 Saginaw Econ. Development Corp.	132,497	137,169	82,071	118,002	124,402	99,335	113,868
6572 Code Compliance	100,625	111,058	96,748	122,245	122,245	95,007	122,245
6574 Subgrantees	124,715	132,241	5,225	0	0	0	378,217
6585 McKinney Homeless	183,098	218,545	190,558	183,056	183,056	176,924	183,056
9660 Transfers	0	0	0	64,598	64,598	0	0
<b>Total Expenditures</b>	<b>1,805,719</b>	<b>2,088,027</b>	<b>1,638,191</b>	<b>1,805,614</b>	<b>2,214,094</b>	<b>1,619,766</b>	<b>2,522,487</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	624,881	705,430	610,400	696,513	665,699	551,301	703,059
Operating Expenses	491,440	596,021	370,661	407,772	846,566	508,951	814,604
Capital Outlay	0	598	7,799	400	900	227	1,200
Miscellaneous	689,398	785,978	649,331	700,929	700,929	559,287	1,003,624
<b>Total Expenditures</b>	<b>1,805,719</b>	<b>2,088,027</b>	<b>1,638,191</b>	<b>1,805,614</b>	<b>2,214,094</b>	<b>1,619,766</b>	<b>2,522,487</b>

**SUMMARY OF POSITIONS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
6510 CDBG Administration	1.75	1.85	1.85	2.10	2.10	2.10	2.10
6511 Special Projects	1.00	1.00	1.00	1.00	1.00	1.00	1.00
6520 Saginaw Econ. Development Corp.	1.03	0.95	0.90	0.90	0.90	0.90	0.90
6572 Code Compliance	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Positions</b>	<b>4.78</b>	<b>4.80</b>	<b>4.75</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

The Community Development Block Grant personnel complement is 5 FTE for FY 2018. This is the same as the previous fiscal year.


**Performance Measures/Metrics: Block Grant Services:**

**Block Grant Services-(summary of services)**


The Community Services department 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.


<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Secure the release of CDBG, HOME, and ESG funds no later than July 1 <sup>st</sup> .	July 1 <sup>st</sup>	<i>Sept 9<sup>th</sup></i>	July 1 <sup>st</sup>	July 1 <sup>st</sup>	July 1 <sup>st</sup>
Obligate 75% of total funds appropriated by HUD for business loans through SEDC	80%	70%	75%	75%	80%
Spend 50 % of total funds allocated by HUD to the City of Saginaw.	80%	57%	60%	65%	70%

**Explanation of variances:**

 The key performance indicator to “secure the release of CDBG, HOME, and ESG funds no later than July 1<sup>st</sup>” reflects to be mostly achieved for FY 2017. This is due in large part to there being a Congressional delay in funding which caused the delay in the releases.



 The key performance indicator to “obligate 75% of total funds appropriated by HUD for business loans through SEDC” reflects to be mostly achieved. The goal for FY 2017 was 80%. Staff was able to obligate 70%. This is due to the fact that there was staff turnover causing a slowdown in SEDC spending.

 The key performance indicator to “spend 50% of total funds allocated by HUD to the City of Saginaw” reflects to be partially achieved. The FY 2017 was 80%. The actual amount spent was 57%. This difference is due to the elimination of a key sub-recipient which caused less spending for the fiscal year.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**275-6510 CDBG Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	125,290	Block Grant Administrator	0.60	42,584
Overtime	0	Block Grant Specialist	1.00	54,230
Add Pays	0	Block Grant Accountant	0.50	28,477
Fringe Benefits	269,758			
		<b>Total Personnel</b>	<u>2.10</u>	<u>125,290</u>
<b>TOTAL</b>	<u><b>395,048</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	1,998			
Internal Services	12,829	FICA		10,092
Other Services		Healthcare Benefits - Active		37,541
Professional Fees	15,000	Healthcare Benefits - Retirees		133,547
Maintenance Fees	39,000	Pension		88,578
Other Contracted Fees	1,500			
		<b>Total Fringe Benefits</b>		<u>269,758</u>
<b>TOTAL</b>	<u><b>70,327</b></u>			
		<b>TOTAL</b>	<u><b>2.10</b></u>	<u><b>395,048</b></u>
<b>CAPITAL OUTLAY</b>	1,200			
<b>TOTAL</b>	<u><b>1,200</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>466,575</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**275-6511 Special Projects**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	47,798	Dangerous Building		
Overtime	0	Inspector	1.00	47,798
Fringe Benefits	63,981			
<b>TOTAL</b>	<b>111,779</b>	<b>Total Personnel</b>	<b>1.00</b>	<b>47,798</b>
		<b>Overtime</b>		<b>0</b>
<b>OPERATING EXPENSES</b>				
Supplies	200	FICA		3,657
Internal Services	5,961	Healthcare Benefits - Active		18,812
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		41,512
Maintenance Fees	700,235	<b>Total Fringe Benefits</b>		<b>63,981</b>
Other Contracted Fees	0			
<b>TOTAL</b>	<b>706,396</b>	<b>TOTAL</b>	<b>1.00</b>	<b>111,779</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>MISCELLANEOUS</b>	<b>57,920</b>			
<b>TOTAL</b>	<b>57,920</b>			
<b>TOTAL APPROPRIATION</b>	<b>876,095</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**275-6520 Saginaw Economic Development Corp.**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2017/2018 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	36,052	Economic Dev. Coord.	0.90
Overtime	0		
Fringe Benefits	52,623	<b>Total Personnel</b>	<u>0.90</u>
<b>TOTAL</b>	<u><b>88,675</b></u>	<b>Overtime</b>	<u>0</u>
<b>OPERATING EXPENSES</b>			
Supplies	0	FICA	2,758
Internal Services	5,918	Healthcare Benefits - Active	13,566
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	7,400	Pension	36,299
Maintenance Fees	11,875	<b>Total Fringe Benefits</b>	<u>52,623</u>
Other Contracted Fees	0		
<b>TOTAL</b>	<u><b>25,193</b></u>	<b>TOTAL</b>	<u><u><b>0.90</b></u></u>
<b>CAPITAL OUTLAY</b>	0		<u><u><b>88,675</b></u></u>
<b>TOTAL</b>	<u><b>0</b></u>		
<b>TOTAL APPROPRIATION</b>	<u><u><b>113,868</b></u></u>		

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**275-6572 Code Compliance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	45,343	Code Enforcement Officer	1.00	45,343
Overtime	0			
Fringe Benefits	62,214			
<b>TOTAL</b>	<u><b>107,557</b></u>	<b>Total Personnel</b>	<u>1.00</u>	<u>45,343</u>
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	2,750	FICA		3,469
Internal Services	5,383	Healthcare Benefits - Active		18,113
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	4,900	Pension		40,632
Maintenance Fees	1,655			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>62,214</u>
<b>TOTAL</b>	<u><b>14,688</b></u>	<b>TOTAL</b>	<u><u><b>1.00</b></u></u>	<u><u><b>107,557</b></u></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>122,245</b></u></u>			

**CDBG RESIDENTIAL LOANS (276)**  
**RESOURCE ALLOCATION**  
**2017/2018 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 was combined with this fund in FY 2015.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
FEDERAL GRANTS	530,792	RESIDENTIAL LOANS	231,204
INTEREST	5,412	SINGLE FAMILY	345,000
OTHER REVENUES	40,000		
<b>TOTAL RESOURCES</b>	<b><u>576,204</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>576,204</u></b>

## **CDBG RESIDENTIAL LOANS**

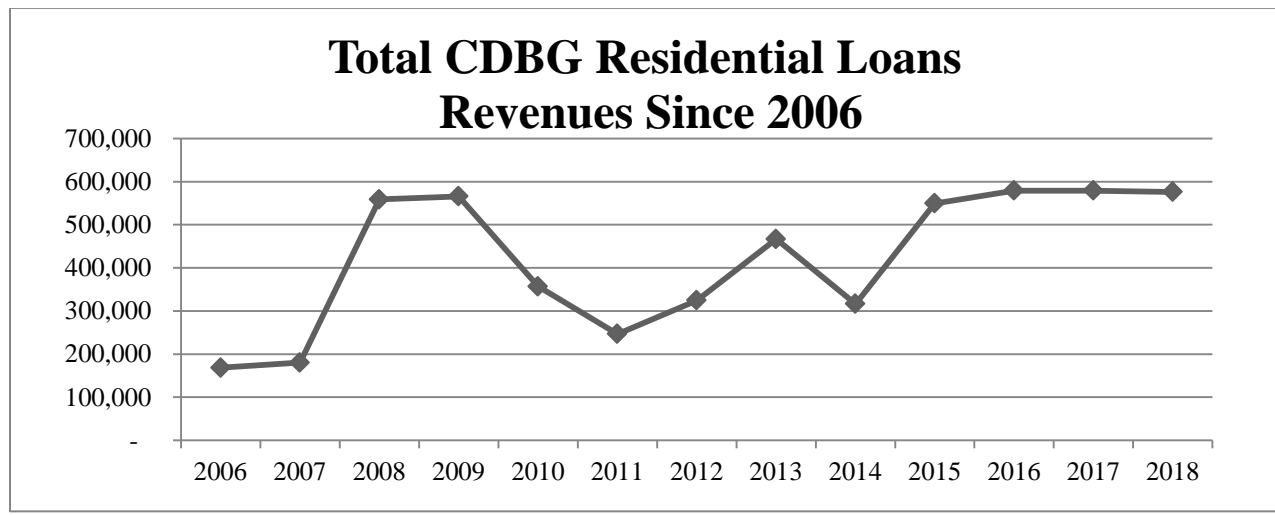
### **REVENUE BUDGET SUMMARY**

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 was combined with this fund. This fund is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. The major source of revenue for this fund is “Federal Grants”, which is anticipated to be \$530,792 in FY 2018. CDBG Residential Loan Fund revenues decrease by \$2,799 from FY 2017 totals.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Federal Grants	257,551	228,765	364,464	533,591	550,211	327,557	530,792
Interests and Rents	2,015	14,518	15,492	5,412	5,412	4,674	5,412
Other Revenues	56,838	167,142	42,510	40,000	40,000	42,091	40,000
<b>Total Revenues</b>	<b>316,404</b>	<b>410,425</b>	<b>422,466</b>	<b>579,003</b>	<b>595,623</b>	<b>374,322</b>	<b>576,204</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. This trend reveals three significant spikes in revenue: 2008, 2013, and 2015. In 2008, there was a \$398,031 carryover of entitlement funds from the previous year. This fund also experienced two major drops in revenue: in 2011 there was a -30.85% decrease in block grant entitlement monies and in 2014 block grant entitlement and interests on loans came in less than expected. From 2011 forward, there seems to be a gradual increase in revenues. Revenue for FY 2016 increased by \$29,449, due to an increase in block grant entitlement dollars. FY 2017 revenue is the same as FY 2016 and FY 2018 revenue decrease by \$2,799.

**EXPENDITURE BUDGET SUMMARY**

The total CDBG Residential Loan Fund expenditures are \$576,204 for FY 2018. This is a decrease of \$2,799 from the FY 2017 approved budget. Expenditures for *Personnel Services* increase by 5.1% or \$8,144 due to an increase of benefit and salary costs. The number of employees allocated to this fund will be 1.60 FTE, which is the same as in FY 2017. *Operating Expenses* for the CDBG Residential Loans Fund decrease by \$10,943. This can be attributed to removing funds for general repairs from the budget. There is no *Capital Outlay* expenditure requests budgeted for this fund. The category of *Miscellaneous Expenditures* is \$345,000, which is the same as FY 2017.

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
6540 Residential Loans	226,089	309,886	219,432	220,734	227,354	175,310	231,204
6550 Single Families	80,553	133,436	198,436	345,000	355,000	199,012	345,000
6560 Rental Loans	0	0	0	13,269	13,269	0	0
<b>Total Expenditures</b>	<b>306,642</b>	<b>443,322</b>	<b>417,868</b>	<b>579,003</b>	<b>595,623</b>	<b>374,322</b>	<b>576,204</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	167,861	195,944	166,354	159,761	159,761	133,578	167,905
Operating Expenses	32,628	38,723	53,078	74,242	80,862	41,732	63,299
Capital Outlay	600	219	0	0	0	0	0
Miscellaneous	105,553	208,436	198,436	345,000	355,000	199,012	345,000
<b>Total Expenditures</b>	<b>306,642</b>	<b>443,322</b>	<b>417,868</b>	<b>579,003</b>	<b>595,623</b>	<b>374,322</b>	<b>576,204</b>

**SUMMARY OF POSITIONS**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
6540 Residential Loans	1.65	1.65	1.65	1.60	1.60	1.60	1.60
<b>Total Positions</b>	<b>1.65</b>	<b>1.65</b>	<b>1.65</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>

The Residential Loan personnel complement is 1.60 FTE for FY 2018. This is the same as in the previous fiscal year.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**276-6540 Residential Loans**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	76,033	Block Grant Administrator	0.10	7,097
Overtime	0	Block Grant Accountant	0.50	28,477
Add Pays	0	Rehabilitation Application Specialist	1.00	40,459
Fringe Benefits	91,872			
<b>TOTAL</b>	<b>167,905</b>	<b>Total Personnel</b>	<b>1.60</b>	<b>76,033</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>0</b>
Supplies	2,800			
Internal Services	6,499	FICA		5,817
Other Services		Healthcare Benefits - Active		20,329
Professional Fees	15,000	Healthcare Benefits - Retirees		0
Maintenance Fees	39,000	Pension		65,726
Other Contracted Fees	0			
<b>TOTAL</b>	<b>63,299</b>	<b>Total Fringe Benefits</b>		<b>91,872</b>
		<b>TOTAL</b>	<b>1.60</b>	<b>167,905</b>
<b>MISCELLANEOUS</b>				
	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>231,204</b>			

**CDBG RENTAL LOANS (277)  
 RESOURCE ALLOCATION  
 2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
INTEREST	0	RENTAL LOANS	0
OTHER REVENUES	0		
<b>TOTAL RESOURCES</b>	<b>0</b>	<b>TOTAL APPROPRIATIONS</b>	<b>0</b>

## **CDBG RENTAL LOANS**

### **REVENUE BUDGET SUMMARY**

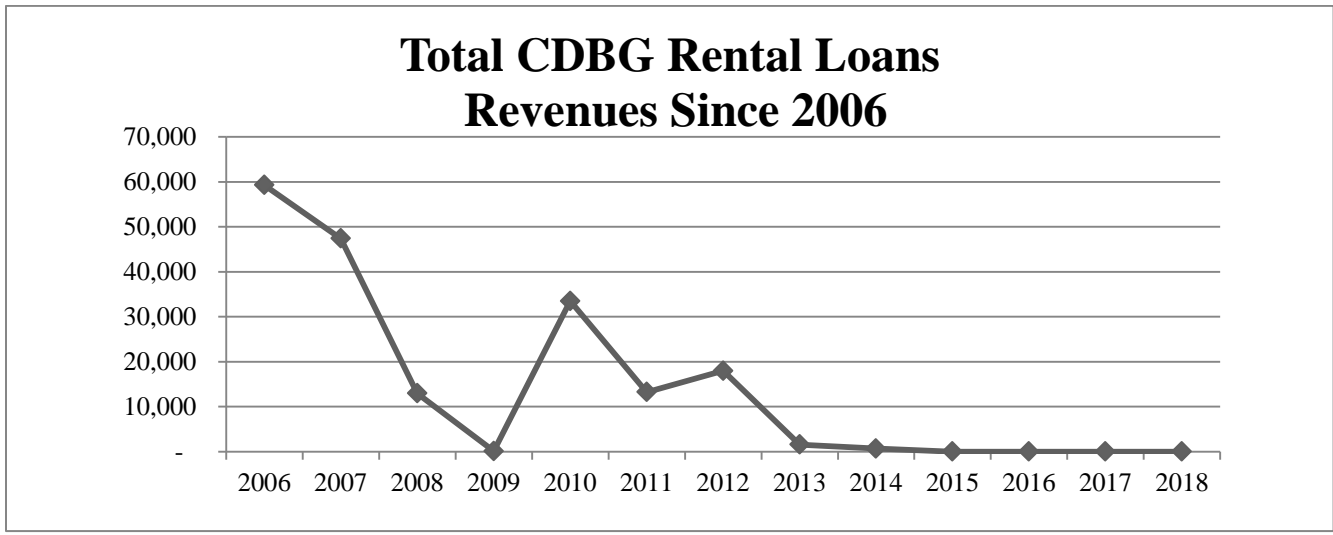
The CDBG Rental Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that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

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Interests and Rents	4,551	0	0	0	0	0	0
Other Revenues	(3,873)	0	0	0	0	0	0
<b>Total Revenues</b>	<b>678</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. This trend reveals two significant spikes in revenue: 2010 and 2012. From 2006 through 2009, the funds revenues dropped consistently. In 2010 and 2012, 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 had has prompted the incorporation of this fund into Fund 276 Residential Loans. 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 are \$0 for FY 2018. There are no *Personnel Services* allocated to this fund in FY 2018. *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 2018. The category of *Miscellaneous Expenditures* have also been eliminated and moved to the Residential Loan Fund 276.

**FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
6560 Rental Loans	994	0	0	0	0	0	0
9660 Transfers	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>994</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	994	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>994</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CDBG HOME PROGRAM (278)  
 RESOURCE ALLOCATION  
 2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
FEDERAL GRANTS	576,812	HOME PROGRAM	576,812
<b>TOTAL RESOURCES</b>	<b>576,812</b>	<b>TOTAL APPROPRIATIONS</b>	<b>576,812</b>

## **CDBG HOME PROGRAM**

### **REVENUE BUDGET SUMMARY**

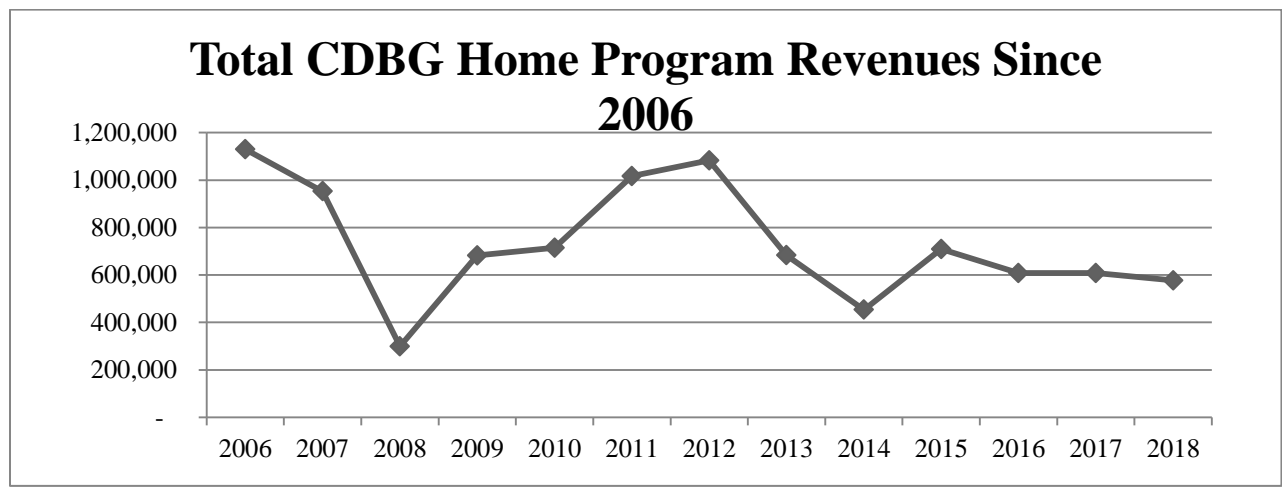
The HOME Program Fund provides for city generated housing rehabilitation activities as well as current City of Saginaw Community Housing Development Organization (CHDO) sub-recipient. The focus is on providing low interest loans to low-income families for home rehabilitation. This fund classified as 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 are \$576,812 for FY 2018, a decrease of \$31,081. This is due to a reduction in federal entitlement funding.

### **SUMMARY OF REVENUES**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Federal Grants	452,669	605,509	367,325	607,893	637,533	478,943	576,812
Other Revenues	1,057	6	(6)	0	0	0	0
Transfer from Other Funds	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>453,726</b>	<b>605,515</b>	<b>367,319</b>	<b>607,893</b>	<b>637,533</b>	<b>478,943</b>	<b>576,812</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. The lowest points of revenues for this fund were in 2008 and 2014. In both years the significant decreases were due to reductions in the HOME Program allocation. The years with the highest revenue for this fund were 2006 and 2012. Revenue decreases by \$31,081 for FY 2018 to a total of \$576,812 due to a decrease in federal entitlement funding.

### **EXPENDITURE BUDGET SUMMARY**

The total CDBG HOME Program Fund expenditures are \$576,812 for FY 2018. This represents a decrease of \$31,081 from the FY 2017 approved budget. *Personnel Services* decrease by \$1,277. This is due to a reduction in benefit costs. *Operating Expenses* for the CDBG HOME Program Fund are \$1,414. This is a reduction of \$960 in information management charges. *Capital Outlay* There are no capital expenditure requests budgeted for this fund. The category of *Miscellaneous Expenditures* decrease by \$28,844, or 5.12% due to a decrease in grant disbursement expenditures.

**FUNDING LEVEL SUMMARY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
6580 CDBG HOME Program	413,201	567,038	416,748	607,893	637,533	478,943	576,812
<b>Total Expenditures</b>	<b>413,201</b>	<b>567,038</b>	<b>416,748</b>	<b>607,893</b>	<b>637,533</b>	<b>478,943</b>	<b>576,812</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	57,150	53,677	40,626	42,519	42,519	33,194	41,242
Operating Expenses	3,843	2,776	25,299	2,374	2,374	2,374	1,414
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	352,208	510,585	350,823	563,000	592,640	443,375	534,156
<b>Total Expenditures</b>	<b>413,201</b>	<b>567,038</b>	<b>416,748</b>	<b>607,893</b>	<b>637,533</b>	<b>478,943</b>	<b>576,812</b>

**SUMMARY OF POSITIONS**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
6580 CDBG HOME Program	0.60	0.50	0.50	0.30	0.30	0.30	0.30
<b>Total Positions</b>	<b>0.60</b>	<b>0.50</b>	<b>0.50</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>

The CDBG HOME Program’s personnel complement is 0.30 FTE for FY 2018. This is the same as the previous fiscal year.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**278-6580 HOME Program**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	21,292	Block Grant Administrator	0.30	21,292
Overtime	0			
Fringe Benefits	19,950	<b>Total Personnel</b>	<u>0.30</u>	<u>21,292</u>
<b>TOTAL</b>	<u><b>41,242</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
		FICA		1,629
Supplies	0	Healthcare Benefits - Active		5,294
Internal Services	1,414	Healthcare Benefits - Retirees		0
Other Services		Pension		13,027
Professional Fees	0	<b>Total Fringe Benefits</b>		<u>19,950</u>
Maintenance Fees	0			
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>1,414</b></u>	<b>TOTAL</b>	<u><b>0.30</b></u>	<u><b>41,242</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>MISCELLANEOUS</b>	534,156			
<b>TOTAL</b>	<u><b>534,156</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>576,812</b></u></u>			



**NEIGHBORHOOD STABILIZATION PROGRAM (279)  
 RESOURCE ALLOCATION  
 2017/2018 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.

<b>RESOURCES</b>	<b>APPROPRIATIONS</b>
FEDERAL GRANTS	0      NSP III
OTHER REVENUES	0
<b>TOTAL RESOURCES</b>	<b>TOTAL APPROPRIATIONS</b>
<b>0</b>	<b>0</b>

## ***NEIGHBORHOOD STABILIZATION PROGRAM (NSP)***

### **REVENUE BUDGET SUMMARY**

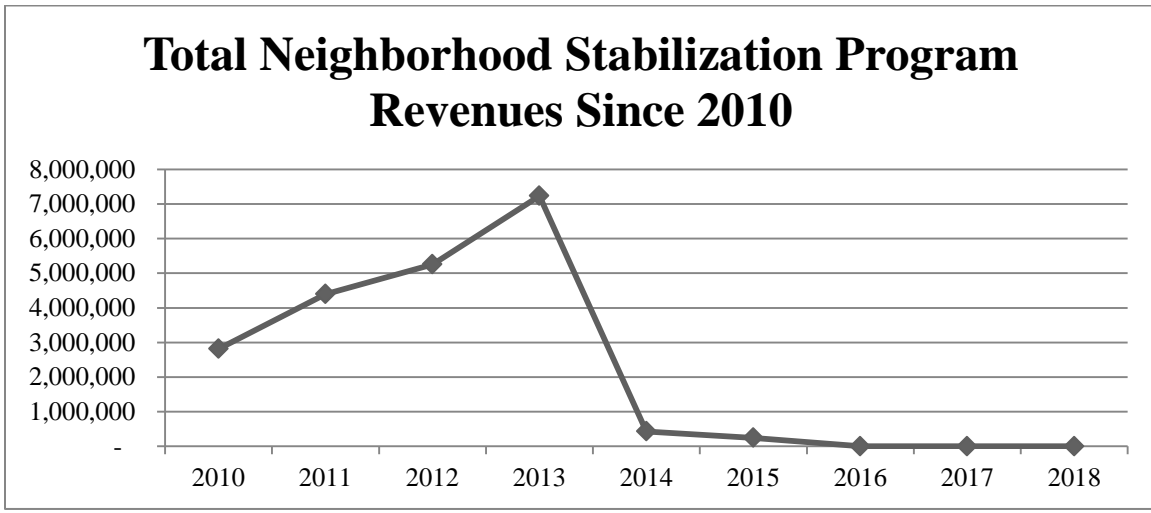
This fund is a combination of NSP I, II and III. The City will no longer receive NSP funding from the Federal Government. The statutory deadline for NSP II funding was met in February 2013. This fund is classified as a Special Revenue Fund, which means it is used to account for proceeds of specific revenue 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 2018. The city does not anticipate any funding through grants or program income for this program.

### **SUMMARY OF REVENUES**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Federal Grants	377,670	113,945	0	0	0	25,176	0
Other Revenues	288,333	131,551	165,172	0	45,400	0	0
Transfers From Other Funds	0	0	0	0	425,587	0	0
<b>Total Revenues</b>	<b>666,003</b>	<b>245,496</b>	<b>165,172</b>	<b>0</b>	<b>45,400</b>	<b>25,176</b>	<b>0</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2010 through 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. The City was awarded its first NSP allocation in 2010. In 2011 and 2012, the city saw an increase in revenue directly related to the City receiving awards for NSP II and III. NSP I, II and III funding will no longer be available beginning in FY 2016.

**EXPENDITURE BUDGET SUMMARY**

The total Neighborhood Stabilization Program Fund expenditures are \$0 for FY 2018. This represents no change from the FY 2017 approved budget. There are no *Personnel Services* expenditures budgeted in FY 2018. 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**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
NSP I	0	0	0	0	0	0	0
NSP II	89,503	27,959	14,033	0	0	0	0
NSP III	181,608	1,707	0	0	45,400	25,176	0
NSP IV	0	9,033	142,063	0	0	0	0
Increase in Fund Equity	0	0	0	0	425,587	0	0
<b>Total Expenditures</b>	<b>271,111</b>	<b>38,699</b>	<b>156,096</b>	<b>0</b>	<b>470,987</b>	<b>25,176</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	1,796	0	0	0	0	0	0
Operating Expenses	106,412	29,198	142,322	0	45,400	25,176	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	162,903	9,501	13,774	0	425,587	0	0
<b>Total Expenditures</b>	<b>271,111</b>	<b>38,699</b>	<b>156,096</b>	<b>0</b>	<b>470,987</b>	<b>25,176</b>	<b>0</b>

**SEDC REVOLVING LOAN (282)  
RESOURCE ALLOCATION  
2017/2018 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.

<b>RESOURCES</b>			<b>APPROPRIATIONS</b>
INTEREST AND RENTS	75,500	SEDC	848,000
OTHER REVENUES	272,500		
USE OF FUND EQUITY	500,000		
<b>TOTAL RESOURCES</b>	<b>848,000</b>	<b>TOTAL APPROPRIATIONS</b>	<b>848,000</b>

## **SEDC REVOLVING LOAN**

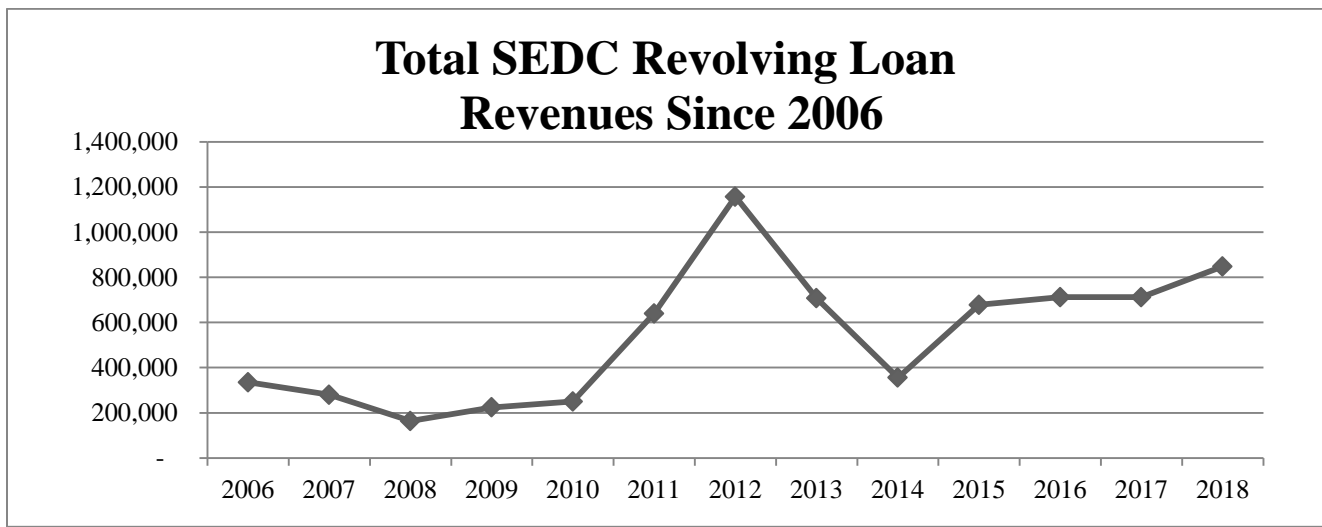
### **REVENUE BUDGET SUMMARY**

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 2018 SEDC Revolving Loan fund revenues are \$848,000 which is an increase of \$135,908 from the 2017 approved budgeted levels. This increase is due to the recognition of program income.

### **SUMMARY OF REVENUE**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Federal Grants	0	8,380	0	0	0	0	0
Charge for Services	1,250	500	750	1,750	1,750	1,250	1,500
Interest and Rents	61,950	79,286	66,131	106,000	106,000	64,604	75,500
Other Revenues	292,196	453,347	246,065	250,000	250,000	224,237	271,000
Use of Fund Equity	0	0	0	354,342	354,342	0	500,000
<b>Total Revenues</b>	<b>355,396</b>	<b>541,513</b>	<b>312,946</b>	<b>712,092</b>	<b>712,092</b>	<b>290,091</b>	<b>848,000</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. Since 2006, this fund has mostly decreased. FY 2010 began an increase in revenue and 2013 saw a large dip. FY 2016 saw a slight increase in revenue overall from FY 2015. FY 2017 sees the same amount of revenue as FY 2016. FY 2018 sees another increase over FY 2017 due to the recognition of program income.

## **EXPENDITURE BUDGET SUMMARY**

The total SEDC Revolving Loan Fund expenditures are \$848,000 for FY 2018. There will not be any *Personnel Services* expenditures for FY 2018. *Operating Expenses* amount to \$12,500 for rents and taxes and meals for SEDC board meetings. There is no *Capital Outlay* purchase requests budgeted for this fund. The category of *Miscellaneous Expenditures* are \$835,500, an increase of \$126,408 due to an increase in loan disbursements.

## **FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
8570 Saginaw Economic Develop. Corp.	370,123	297,853	592,265	712,092	712,092	166,493	848,000
<b>Total Expenditures</b>	<b>370,123</b>	<b>297,853</b>	<b>592,265</b>	<b>712,092</b>	<b>712,092</b>	<b>166,493</b>	<b>848,000</b>

## **FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	7,058	13,991	3,500	3,500	8,748	12,500
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	370,123	290,795	578,274	708,592	708,592	157,745	835,500
<b>Total Expenditures</b>	<b>370,123</b>	<b>297,853</b>	<b>592,265</b>	<b>712,092</b>	<b>712,092</b>	<b>166,493</b>	<b>848,000</b>



## **CAPITAL PROJECT FUND (SRF)**

**CAPITAL PROJECT FUND (401)  
 RESOURCE ALLOCATION  
 2017/2018 APPROVED BUDGET**

The Capital Project Fund accounts for the financial resources that are used for long-term investment projects requiring large sums to acquire, develop, improve, and/or maintain capital assets.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
TRANSFERS	459,516	GENERAL FUND - CEMETERIES	108,348
		STREET LIGHTING	108,348
		FACILITIES	108,348
		RUBBISH COLLECTION -	134,472
<b>TOTAL RESOURCES</b>	<b><u>459,516</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>459,516</u></b>



## ***CAPITAL PROJECT FUND***

### **REVENUE BUDGET SUMMARY**

Capital Project Fund is considered to be a Special Revenue Fund of the City. Revenues and expenditures related to the acquisition, development, improvement, and/or maintenance of capital assets.

During FY 2016, the City of Saginaw issued a \$5,095,000 General Obligation Limited Tax Capital Improvement Bond for the purchase of four recycling trucks, retro-fit of the street lighting system to LED, upgrades to the energy management system, and the purchase of various vehicles and equipment for the General Fund – Facilities Division, Sewer and Water Operations and Maintenance Funds. The Capital Project Fund accounts for the purchase, acquisition, and debt service payments for the General and Special Revenue Funds. This accounts for \$3,692,946 of the \$5,095,000 issuance.

In FY 2018, the city is expected to pay interest and principal payments. This equates to \$459,516. Both the General and Rubbish Collection Funds provide Operating Transfers to make these payments, \$325,044 and \$134,472 respectively.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Interest on Investments	0	0	3,693,007	0	0	12	0
Transfer from Other Fund	0	0	0	115,222	380,540	380,540	459,516
Use of Fund Equity	0	0	0	0	261,736	0	0
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>3,693,007</b>	<b>115,222</b>	<b>642,276</b>	<b>380,552</b>	<b>459,516</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Capital Project Fund for FY 2018 is \$459,516. This is a 2.98% increase from the previous fiscal year. This increase will be recognized in the *Category of Miscellaneous Expenditures*. This expenditure is directly related to the principal and interest payments on the General Obligation Limited Tax Capital Improvement Bonds, Series 2015.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/15</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1747 GF – Cemeteries	0	0	314,896	27,168	27,168	27,253	108,348
4581 Rubbish Administration	0	0	12,382	0	0	106	0
4582 Rubbish Collection	0	0	1,081,019	33,718	33,718	33,718	134,472
4620 GF – Street Lighting	0	0	1,933,416	27,168	27,168	27,253	108,348
7575 GF – Facilities	0	0	89,560	27,168	554,222	255,912	108,348
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>3,431,273</b>	<b>115,222</b>	<b>642,276</b>	<b>344,242</b>	<b>459,516</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	697,947	0	527,054	229,020	0
Capital Outlay	0	0	2,688,837	0	0	0	0
Miscellaneous	0	0	44,489	115,222	115,222	115,222	459,516
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>3,431,273</b>	<b>115,222</b>	<b>642,276</b>	<b>344,242</b>	<b>459,516</b>



## **CELEBRATION PARK FUND (SRF)**

**CELEBRATION PARK (508)  
RESOURCE ALLOCATION  
2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
TRANSFERS	66,357	CELEBRATION PARK	66,357
<b>TOTAL RESOURCES</b>	<b>66,357</b>	<b>TOTAL APPROPRIATIONS</b>	<b>66,357</b>

## **CELEBRATION PARK**

### **REVENUE BUDGET SUMMARY**

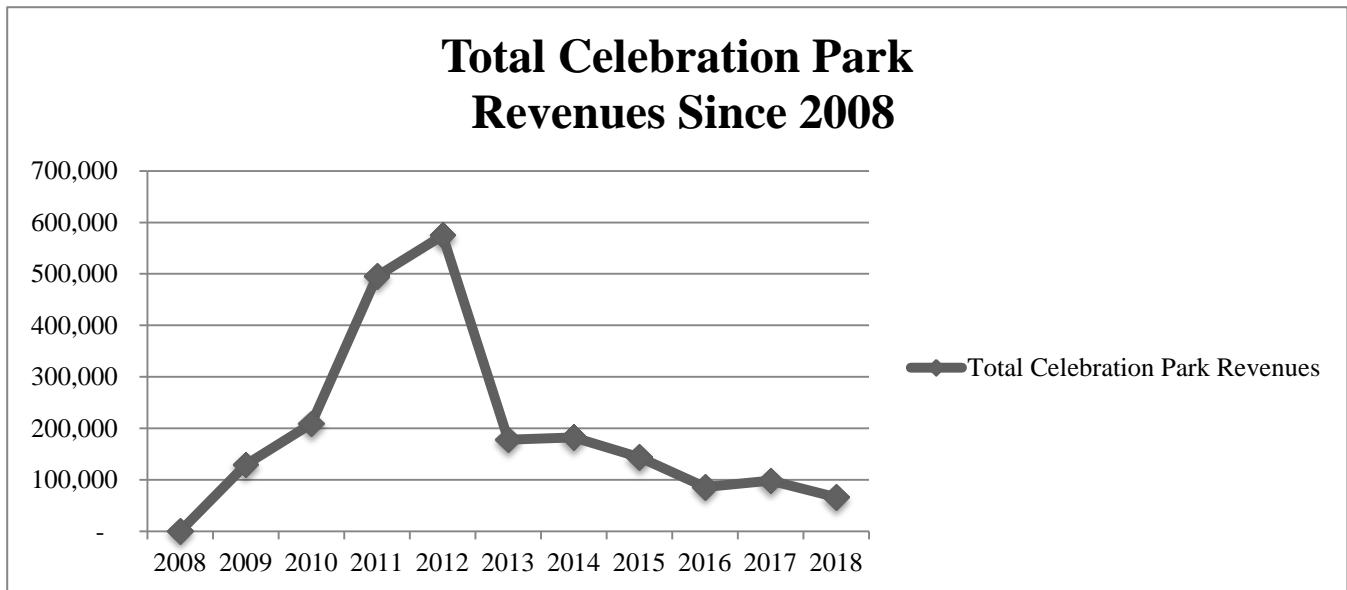
Celebration Park Fund is considered to be a Special Revenue Fund of the City. Revenues and expenditures related to the construction and operation of the Frank N. Andersen – Celebration Park is recorded in this fund.

The Celebration Park Fund revenue is \$66,357 for FY 2018. This is a decrease of 33% or \$32,202 from the FY 2017 approved budgeted levels. In previous fiscal years, the City was mandated to pay a deficit elimination amount to the State.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
State Grants	30,000	60,300	6,700	0	0	0	0
Local Grants	0	0	0	0	0	0	0
Services and Sales	6,826	0	0	0	0	0	0
Interests and Rents	18	(23)	(7)	0	0	11	0
Use of Fund Equity	0	0	0	0	0	0	0
Transfer from Other Fund	145,691	80,146	76,118	98,559	98,559	56,241	66,357
<b>Total Revenues</b>	<b>182,535</b>	<b>144,155</b>	<b>82,811</b>	<b>98,559</b>	<b>98,559</b>	<b>56,252</b>	<b>66,357</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. 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 2013 the park support from government grants decreased drastically. By FY 2013, revenues leveled out and were transferred in to maintain operations. In FY 2014, revenues began decreasing due to the completion of the deficit elimination plan and the completion of the Boulder Climbing Structure and Connector Path. The FY 2017 budget increased 14%. This was due to

an increase to the operating transfers into the fund from other funds to pay for planned capital expenditures. The FY 2018 decreases 33%, due to fewer operating transfers needed to support the operation of Celebration Park.

**EXPENDITURE BUDGET SUMMARY**

The total Celebration Park Fund expenditures are \$66,357 for FY 2018. *Personnel Services* are to decrease by \$9,351, or 21.7%, to \$33,671. This is due in part to reducing the weekly hours worked for the Celebration Park Attendants from 28 to 25. *Operating Expenses* increase by \$2,149, this in due to an increase in the budgeted amount for utilities, which has previously been under budgeted. *Capital Outlay* decrease by \$25,000 to \$0; capital improvement needs have been placed on hold for future years. The Category of *Miscellaneous Expenditures* is \$0 in FY 2018.

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
7580 Celebration Park	54,093	144,237	48,838	98,559	98,559	56,252	66,357
<b>Total Expenditures</b>	<b>54,093</b>	<b>144,237</b>	<b>48,838</b>	<b>98,559</b>	<b>98,559</b>	<b>56,252</b>	<b>66,357</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	19,914	25,251	23,825	43,022	43,022	24,295	33,671
Operating Expenses	34,179	118,986	25,013	30,537	41,167	31,957	32,686
Capital Outlay	0	0	0	25,000	14,370	0	0
<b>Total Expenditures</b>	<b>54,093</b>	<b>144,237</b>	<b>48,838</b>	<b>98,559</b>	<b>98,559</b>	<b>56,252</b>	<b>66,357</b>

**SUMMARY OF POSITIONS**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
7580 Celebration Park (PTE)	9.00	11.00	11.00	11.00	11.00	11.00	11.00
<b>Total Positions</b>	<b>9.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

In FY 2018, the Celebration Park part-time personnel complement will remain the same as FY 2017.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**508-7580 Celebration Park**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	31,278	Celebration Park Coordinator	4.00	12,000
Overtime	0	Celebration Park Attendant	7.00	19,278
Fringe Benefits	2,393			
		<b>Total Personnel</b>	11.00	31,278
<b>TOTAL</b>	<b>33,671</b>			
		<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	13,050	FICA		2,393
Internal Services	0	Healthcare Benefits - Active		0
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	4,536	Pension		0
Maintenance Fees	15,100			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		2,393
<b>TOTAL</b>	<b>32,686</b>	<b>TOTAL</b>	<b>11.00</b>	<b>33,671</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	0			
<b>TOTAL APPROPRIATION</b>	<b>66,357</b>			



## **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 2018 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 officials shall adhere to all federal and state campaign and finance laws and regulations. All conflicts of interest or potential conflicts 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 that are commonly used by rating agencies when 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 Plan 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, 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 and 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, 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 minimize risk. The City shall seek the lowest cost escrow agent qualified to manage its escrows.

#### **OVERVIEW:**

The City currently has five debt issues outstanding of a general obligation nature. These issues are ultimately secured by the full faith, credit and taxing power of the City.

#### **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 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 ~~of 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 Plan 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.

### **General Obligation Limited Tax Capital Improvement Bonds, Series 2015**

On October 19, 2015, the City Council of the City of Saginaw authorized the issuance of its General Obligation Limited Tax Capital Improvement Bonds, Series 2015 in the principal sum of not to exceed \$5,215,000 for the purpose of acquiring vehicles for the use by City's Department of Public Services and making capital improvements to the City's street light system and the City energy management system. These bonds are issues pursuant to the authorization contained in Act No. 34, Public Acts of Michigan 2001, as amended. These bonds were executed on November 4, 2015.

### **Water Supply System Revenue and Revenue Refunding Bond, Series 2016**

On October 13, 2016, the City Council of the City of Saginaw authorized the issuance of its Water Supply system Revenue and Revenue Refunding Bond, Series 2016 in the principal amount of \$23,730,000 for the purpose of (i) paying the cost of acquiring and constructing improvements to the City's Water Supply System (the System); (ii) refunding certain outstanding water supply system revenue bonds of the City; and (iii) paying the cost of issuing the Series 2016 Bonds.

**RATIO OF OUTSTANDING DEBT:**

Ratios of Outstanding Debt by Activities							
Last Ten Fiscal Years							
	Governmental Activities				Business Type Activities		
Fiscal Year	General Obligation Bonds	Installment Purchase Contracts	Section 108 Loans	Energy Efficiency Loans	Revenue Bonds	General Obligation Bonds	Total Primary Government
2007	150,000	197,769	1,350,000	-	1,165,000	46,329,795	49,192,564
2008	75,000	137,495	920,000	-	11,100,000	43,983,341	56,215,836
2009	-	65,535	470,000	-	11,100,000	41,895,580	53,531,115
2010	-	30,028	-	-	10,850,000	36,858,387	47,738,415
2011	-	-	-	-	10,600,000	31,864,706	42,464,706
2012	-	-	-	100,000	20,870,000	28,170,711	49,140,711
2013	-	-	-	94,435	19,410,000	24,217,673	43,722,108
2014	-	-	-	88,729	18,615,000	20,680,307	39,384,036
2015	-	1,230,594	-	82,879	17,815,000	17,398,415	36,526,888
2016	3,692,946	1,117,736	-	82,879	16,905,000	16,563,849	38,362,410

The annual requirements to pay principal and interest on long-term obligations outstanding at June 30, 2016, excluding capital leases, accrued sick and vacation/PTO compensatory time payable, workers' compensation claims payable and insurance claims payable are as follows:

Year Ending June 30,	Governmental Activities		Business Type Activities	
	Principal	Interest	Principal	Interest
2017	\$ 122,765	\$ 152,967	\$ 3,208,539	\$ 1,108,823
2018	471,091	143,559	3,235,711	1,022,255
2019	475,261	128,646	3,351,656	933,640
2020	494,066	113,370	2,939,086	839,831
2021	502,141	97,669	2,027,591	750,554
2022-2026	2,433,817	238,450	11,090,168	2,574,673
2027-2031	388,422	6,043	7,319,384	671,277
2031-2033	-	-	296,714	11,211
	<u>\$ 4,887,563</u>	<u>\$ 880,704</u>	<u>\$ 33,468,849</u>	<u>\$ 7,912,264</u>

State law and the City's revenue bond ordinance require that the City maintain such user charges and fees for service as may be required to meet all operating, reserve, and debt service requirements. These ordinances also require various accounts be maintained to cover operation and maintenance, improvements and extension, repairs and replacement, and a reserve for bond and interest redemption. Annual contributions are made to these accounts as required and to the reserve for bond and interest redemption to maintain it at a level equal to the largest annual debt service payment outstanding. Any funds remaining after meeting these requirements may be placed in a surplus fund to be used to meet future debt or reserve requirements or to provide a means of financing further improvements and extensions to the water system.

City of Saginaw				
Ratios of Outstanding Debt				
Last Ten Fiscal Years				
Fiscal Year	General Obligation Bonds	Less: Amount Available in Debt Service Fund	Less: Self Supporting	Total
2007	\$ 46,479,795	-	-	\$ 46,479,795
2008	44,058,341	-	-	44,058,341
2009	41,895,580	-	-	41,895,580
2010	36,858,387	-	-	36,858,387
2011	31,864,706	-	-	31,864,706
2012	28,170,711	-	-	28,170,711
2013	24,217,673	-	-	24,217,673
2014	20,680,307	-	-	20,680,307
2015	17,398,415	-	-	17,398,415
2016	20,256,795	-	-	20,256,795

**DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT:**

City of Saginaw Michigan			
Direct and Overlapping Governmental Activities Debt			
Last Ten Fiscal Years			
Governmental Unit	Debt Outstanding	Estimated % Applicable	Estimated Share of Overlapping Debt
Direct debt - City of Saginaw	\$ 4,922,555	100.00%	\$ 4,922,555
Indirect debt			
Saginaw County	128,539	100.00%	128,539
Multi-Authority	4,332,558	100.00%	4,332,558
Total indirect debt:			4,461,097
Overlapping debt:			
Saginaw School District	50,470,000	68.06%	34,208,566
Saginaw County	75,548,403	9.24%	7,048,666
Saginaw ISD	1,335,000	9.36%	126,158
Delta Community College	-	4.01%	-
Total overlapping debt:			41,383,390
Total direct and overlapping debt:			\$ 50,767,042

Sources: Debt outstanding and estimate share of overlapping debt provided by Municipal Advisory Council of Michigan

**LEGAL DEBT MARGIN INFORMATION:**

City of Saginaw										
Legal Debt Margin Information										
Last Ten Fiscal Years										
(Amounts expressed in thousands)										
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Debt Limit	\$ 79,195	\$ 79,574	\$ 74,844	\$ 69,369	\$ 61,017	\$ 57,377	\$ 54,311	\$ 51,403	\$ 49,753	\$ 47,826
Total net debt applicable to limit	13,210	11,250	10,393	15,283	13,531	4,444	7,465	7,973	7,157	9,384
Legal debt margin	\$ 65,985	\$ 68,324	\$ 64,451	\$ 54,086	\$ 47,486	\$ 52,933	\$ 46,846	\$ 43,430	\$ 42,596	\$ 38,442
Total net debt applicable to the limit as a percentage of debt limit	16.68%	14.14%	13.89%	22.03%	22.18%	7.75%	13.74%	15.51%	14.39%	19.62%
<b>Legal Debt Margin Calculation for Fiscal Year 2016</b>										
Assessed valuation, December 31, 2015		\$ 478,258								
Debt limit (10% of assessed valuation)		47,826								
Debt applicable to limit:	\$ 9,384									
Less:										
Total amount of debt applicable to debt limit:		9,384								
Legal Debt Margin		\$ 38,442								

**Limitations on Borrowing**

1. Act 279 Public Acts of Michigan, 1909, as amended, and provisions of the City Charter state that net bonded indebtedness of the city shall not exceed 10 percent of the City's assessed valuation.

Bonds which are not required to be included in this computation, according to Act 279, are:

- A. Special assessment Bonds
- B. Mortgage Bonds
- C. Motor Vehicle Highway Fund Bonds
- D. Revenue Bonds
- E. Bonds Issued, or contracts or assessment obligations, incurred to comply with an order of the Water Resources Commission or a court competent jurisdiction
- F. Other obligations incurred for water supply, sewage, drainage or refuse disposal projects necessary to protect the public.



**PLEGGED REVENUE COVERAGE:**

<b>Water System Revenue Bonds</b>							
<b>Fiscal Year</b>	<b>Operating Revenues (1)</b>	<b>Operating Expenses (2)</b>	<b>Net Available Revenue</b>	<b>Debt Service</b>		<b>Total</b>	<b>Coverage</b>
				<b>Principal</b>	<b>Interest</b>		
2007	\$ 12,828,771	\$ 9,186,953	\$ 3,641,818	\$ 1,515,000	\$ 143,963	\$ 1,658,963	2.20
2008	12,553,474	9,822,603	2,730,871	1,165,000	147,743	1,312,743	2.08
2009	12,359,914	10,236,107	2,123,807	-	506,000	506,000	4.20
2010	13,665,066	10,925,125	2,739,941	250,000	493,000	743,000	3.69
2011	14,956,126	10,610,636	4,345,490	250,000	481,000	731,000	5.94
2012	16,683,411	11,190,078	5,493,333	300,000	439,130	739,130	7.43
2013	15,564,405	11,119,751	4,444,654	725,000	878,370	1,603,370	2.77
2014	15,463,059	12,149,854	3,313,205	735,000	855,020	1,590,020	2.08
2015	15,055,952	12,014,333	3,041,619	800,000	820,270	1,620,270	1.88
2016	15,882,547	6,713,747	9,168,800	910,000	799,743	1,709,743	5.36
<i>(1) Includes interest earnings.</i>							
<i>(2) Net of depreciation expense.</i>							

**DEBT HISTORY:**

The City has no record of default on its obligations.

**FUTURE BONDING:** No Future Bonding is known at this time.

*Note: Information provided from the City of Saginaw Annual Financial Report.*



## **ENTERPRISE FUNDS**

BOAT LAUNCH OPERATIONS AND MAINTENANCE FUND  
SEWER OPERATIONS AND MAINTENANCE FUND  
WATER OPERATIONS AND MAINTENANCE FUND

**BOAT LAUNCH OPERATIONS (239)**  
**RESOURCE ALLOCATION**  
**2017/2018 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. Starting in FY 2015/2016, this fund became an enterprise fund that accounts for its business-type activity on a full accrual basis.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
CHARGE FOR SERVICES	21,248	BOAT LAUNCH OPERATION	38,069
OTHER REVENUES	16,821		
<b>TOTAL RESOURCES</b>	<b>38,069</b>	<b>TOTAL APPROPRIATIONS</b>	<b>38,069</b>

## ***BOAT LAUNCH OPERATIONS***

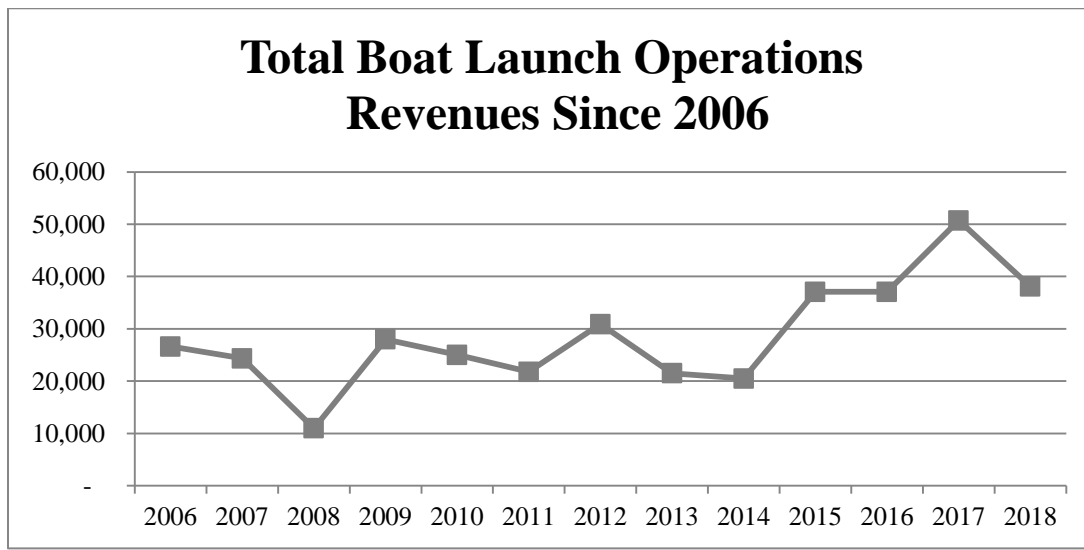
### **REVENUE BUDGET SUMMARY**

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. Starting in FY 2016, this fund became an enterprise fund that accounts for its business-type activity on a full accrual basis. This is appropriate because revenue for this fund is collected through a charge to external users of the City’s boat launches. The major revenue source for this fund is “Charges for Services”, which is anticipated to be \$21,248 in FY 2018. The remainder of revenues will come from decreasing the fund balance. The use of fund reserves will be used to cover the cost of general repairs and replacing the roof on the ticket booth. The FY 2018 budget for the Boat Launch Operations Fund is \$38,069.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Charges for Service	20,519	22,561	23,381	23,000	23,000	29,328	21,248
Interest and Rents	(23)	(7)	(7)	0	0	9	0
Other Revenues	0	0	1,028,892	0	0	0	0
Use of Fund Equity	0	0	0	27,730	27,730	0	16,821
<b>Total Revenues</b>	<b>20,496</b>	<b>22,554</b>	<b>1,052,266</b>	<b>50,730</b>	<b>50,730</b>	<b>29,337</b>	<b>38,069</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. The revenue trend above illustrates three significant drops in revenue: in 2008, 2011, and 2013. All three decreases were due to significant drop in the payment of Boat Launch services from private citizens. However, the drop in FY 2018 results from not using as significant an amount of fund equity in the current year, which will bring the revenues back to a more stable level.

**EXPENDITURE BUDGET SUMMARY**

The Boat Launch Fund is \$38,069 in FY 2018, which is \$12,661 lower than FY 2017. For *Personnel Services*, there are no expenditures for FY 2018. *Operating Expenses* are \$33,069 for FY 2018. *Capital Outlay* is \$5,000 to replace the roof on the ticket booth.

**FUNDING LEVEL SUMMARY**

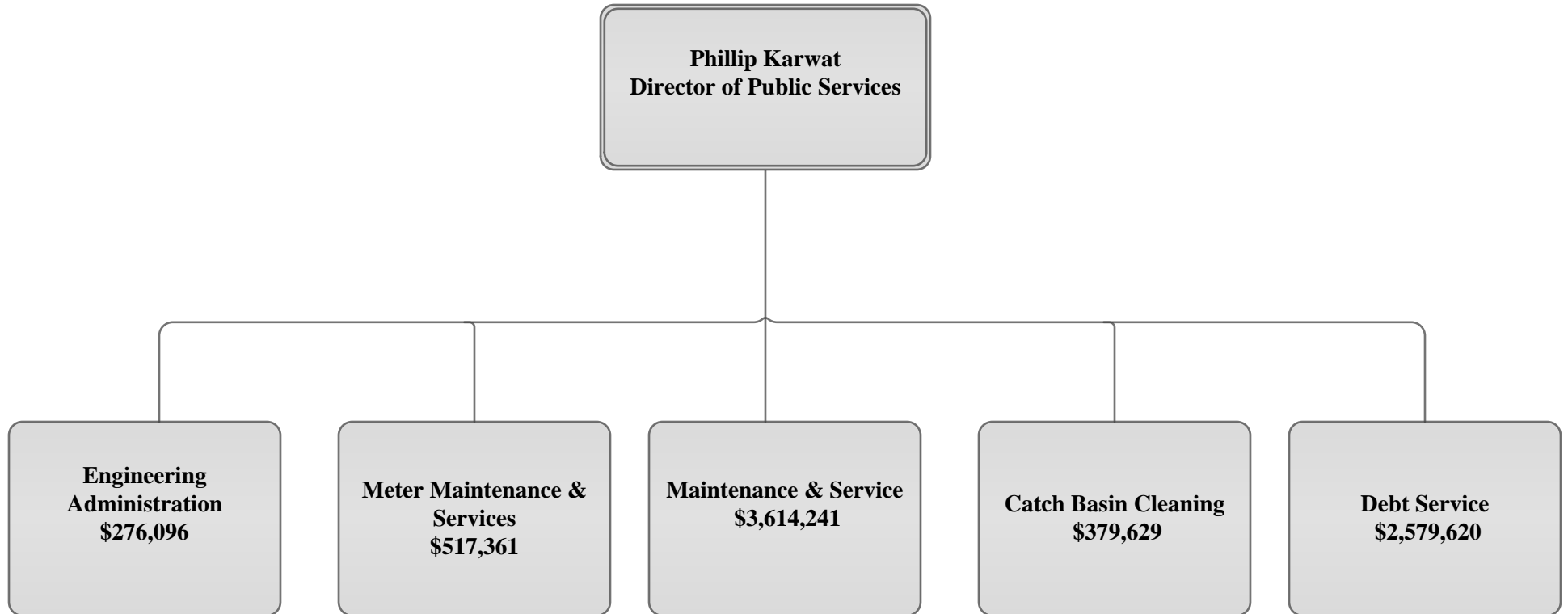
	2013/14	2014/15	2015/16	2016/17	2016/17	2016/17	2017/18
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7546 Boat Launch Operation	16,005	20,146	28,021	50,730	50,730	29,337	38,069
<b>Total Expenditures</b>	<b>16,005</b>	<b>20,146</b>	<b>28,021</b>	<b>50,730</b>	<b>50,730</b>	<b>29,337</b>	<b>38,069</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14	2014/15	2015/16	2016/17	2016/17	2016/17	2017/18
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	16,005	20,146	28,021	35,730	35,730	29,337	33,069
Capital Outlay	0	0	0	15,000	15,000	0	5,000
<b>Total Expenditures</b>	<b>16,005</b>	<b>20,146</b>	<b>28,021</b>	<b>50,730</b>	<b>50,730</b>	<b>29,337</b>	<b>38,069</b>

# CITY OF SAGINAW

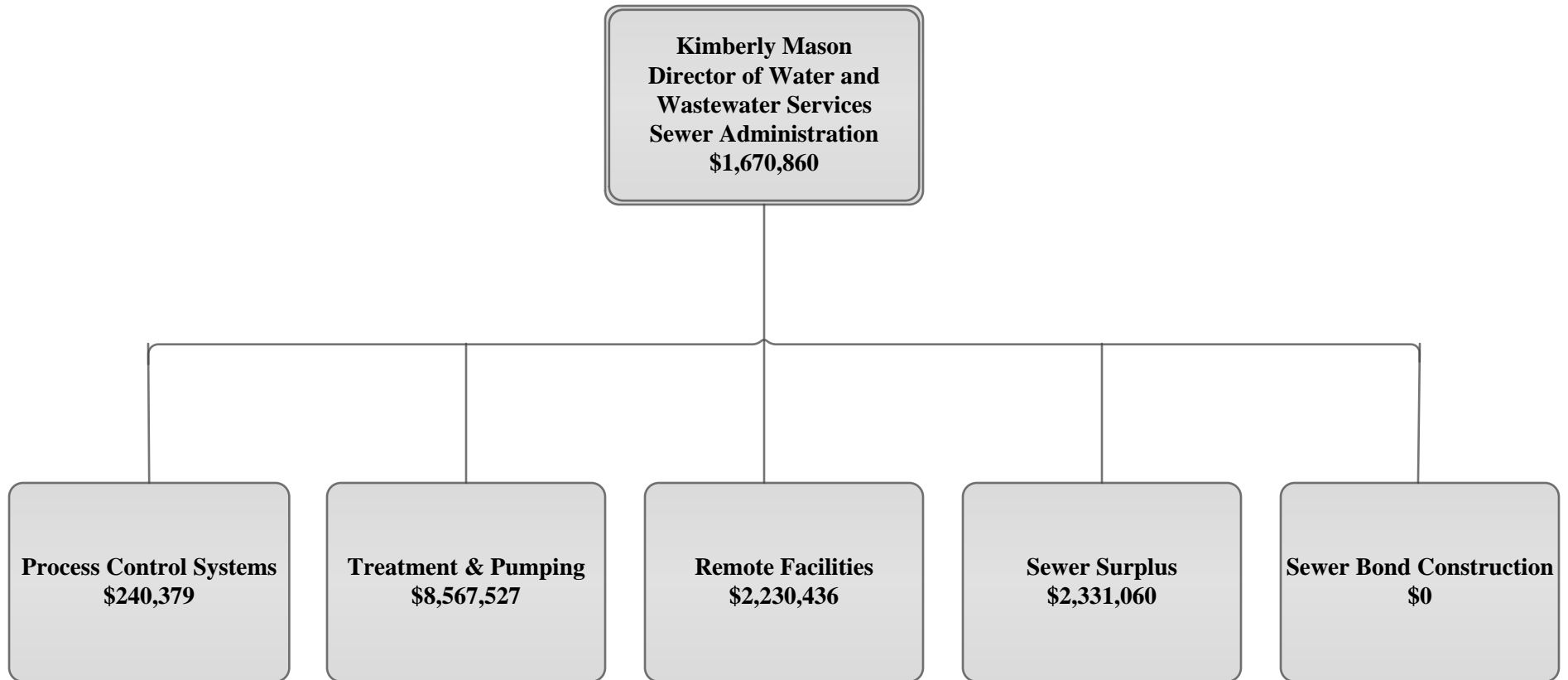
## SEWER OPERATIONS AND MAINTENANCE FUND



*The total Sewer Operations and Maintenance Fund is \$22,880,720 for FY 2018. Customer Accounting is recognized with the Department of Fiscal Services \$446,834.*

# CITY OF SAGINAW

## SEWER OPERATIONS AND MAINTENANCE FUND



The total Sewer Operations and Maintenance Fund is \$22,880,720 for FY 2018. Customer Accounting is recognized with the Department of Fiscal Services \$446,834.

**SEWER OPERATIONS AND MAINTENANCE FUND (590)**  
**RESOURCE ALLOCATION**  
**2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
PROPERTY TAXES	(17,048)	SEWER ADMINISTRATION	1,670,860
NON-BUSINESS PERMITS	600	ENGINEERING ADMIN.	276,096
GRANTS	0	PROCESS CONTROL SYSTEMS	240,379
SERVICES - SALES	21,760,307	METER MAINT. & SERVICE	517,361
FINES AND FORFEITURES	69,528	MAINTENANCE & SERVICE	3,614,241
INTEREST AND RENTS	541,500	CATCH BASIN CLEANING	379,629
OTHER REVENUES	525,833	TREATMENT & PUMPING	8,567,527
		REMOTE FACILITIES	2,230,436
		SEWER SURPLUS	2,331,060
		SEWER BOND CONSTRUCTION	0
		DEBT SERVICE	2,579,620
		CUSTOMER ACCOUNTING	446,834
		TRANSFERS OUT	26,677
<b>TOTAL RESOURCES</b>	<b><u>22,880,720</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>22,880,720</u></b>



## ***SEWER OPERATIONS AND MAINTENANCE***

### **REVENUES BUDGET SUMMARY**

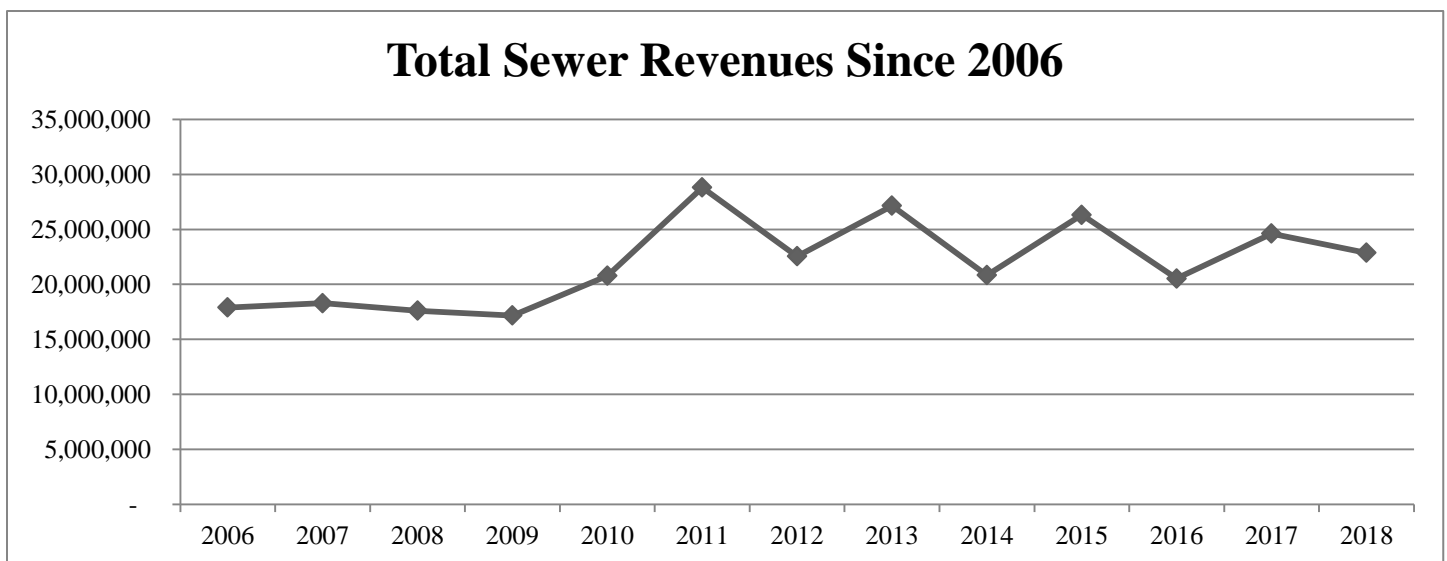
The Sewer Operation and Maintenance Fund’s major revenue sources are charges based upon the size of the meter, “readiness-to-serve charges” and the quantity of water consumed “commodity charge”. This is based on the water consumption. The City also assesses a utility lien charge for industrial users 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 2017/18, the Sewer Operations and Maintenance Fund’s revenues are \$22,880,720. This is a decrease of \$1,737,373, or 7.06% from the approved 2016/17 budgeted levels. The reduction in revenues is a direct result of a decrease in the appropriation SRF Grants and reduced use of fund equity.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	0	0	(2,971)	1,000	(16,049)	(17,283)	(17,048)
Grants	0	0	0	1,000,000	1,000,000	1,677,863	0
Non-Business Permits	2,000	1,200	400	600	600	200	600
Services – Sales	20,064,657	20,285,544	19,845,427	21,752,500	21,784,925	19,643,013	21,760,307
Fines and Forfeitures	94,250	90,685	63,375	70,000	95,468	95,468	69,528
Interest and Rents	592,077	587,975	536,785	467,500	467,500	491,915	541,500
Other Revenues	86,312	73,330	80,631	65,600	385,649	391,539	62,600
Use of Fund Equity	0	0	0	1,260,893	6,606,099	0	463,233
<b>Total Revenues</b>	<b>20,839,296</b>	<b>21,038,734</b>	<b>20,523,647</b>	<b>24,618,093</b>	<b>30,324,192</b>	<b>22,282,715</b>	<b>22,880,720</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 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 that continued through July 1, 2012. Additionally, in FY 2011, the City increased its septic hauling fee rate to \$.03 per gallon. Furthermore in FY 2011, the City was able to obtain Build America funding to assist in construction at the Wastewater Treatment Plant. This is a one-time revenue source that was not available in FY 2012. FY 2013 reflected a slight increase in revenues due to 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 decrease 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 revenue budget reflects a significant increase. This is due to a higher appropriation of retained earnings. The 2016 budget increased due to the receipt of the Storm Water Asset Management grant during FY 2016 as well as an increase to the user charge. For FY 2018, revenues decrease due to a reduction in grant proceeds and use of retained earnings.

### **DETAIL REVENUES ANALYSIS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes-Chargebacks	0	0	(2,971)	1,000	(16,049)	(17,283)	(17,048)
SAW Grant	0	0	0	1,000,000	1,000,000	1,677,863	0
Federal Grant	0	0	0	0	0	0	0
IPP Permits	2,000	1,200	400	600	600	200	600
Sale of Junk	44,432	19,925	13,121	15,000	15,000	12,852	15,000
Sewer	19,772,172	20,013,657	19,543,853	21,500,000	21,500,000	19,342,947	21,500,000
Sewer Connection	15,405	7,270	7,351	7,500	7,500	12,495	7,500
IPP Testing & Sampling	65,833	54,057	59,327	60,000	60,000	51,819	67,807
Materials & Services	166,815	190,635	221,775	170,000	202,425	222,900	170,000
IPP Fines & Charges	94,250	90,685	63,375	70,000	95,468	95,468	69,528
Interest on Investments	12,336	9,915	19,255	15,000	15,000	22,990	15,000
Interest on Spec. Assmt	404	376	550	2,500	2,500	439	1,500
Interest & Penalties	579,337	577,684	516,980	450,000	450,000	468,486	525,000
Special Assessments	56,443	55,084	54,759	52,600	52,600	97,281	52,600
Surplus Receipts	2	0	0	3,000	3,000	0	0
Reimbursements	11,591	4,688	11,846	0	314,894	315,523	0
Sale of Property	0	0	4,909	0	5,155	5,155	0
Gain/Loss on Investments	18,276	13,558	9,117	10,000	10,000	(26,420)	10,000
Use of Fund Equity	0	0	0	1,260,893	6,606,099	0	463,233
Bond Proceeds/SRF	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>20,839,296</b>	<b>21,038,734</b>	<b>20,523,647</b>	<b>24,618,093</b>	<b>30,324,192</b>	<b>22,282,715</b>	<b>22,880,720</b>

## ***SEWER OPERATIONS AND MAINTENANCE***

### **EXPENDITURE BUDGET SUMMARY**

The total Sewer Operations and Maintenance Fund is \$22,880,720 for FY 2018. This is a decrease of \$1,737,373, or 7.06% from the approved 2017 budgeted levels. *Personnel Services*, representing \$10,170,960 of the total budget, increase \$60,133. (*The personnel complement changes are listed in detail under Summary of Positions.*) *Operating Expenses* decrease by \$919,275 from FY 2017. This reduction is primarily due to two changes. The first change is a \$1,015,000 decrease in professional services in the Sewer Surplus division resulting from the completion of the asset management plan in FY 2017. The second change is the removal of \$220,000 in accounts receivable in the Customer Accounting division. These decreases are offset by increased indirect costs in each division, additional funds for street and road materials in the Maintenance and Service division, and an increase in construction project costs in the Sewer Surplus division. *Capital Outlay* decreases \$756,655 or 45.74%. This is a result of fewer planned capital expenditures, especially in the Sewer Surplus division. The category of *Miscellaneous Expenditures* decrease \$121,576 from the 2017 approved budgeted levels. This decrease is due to the reduction in the principal and interest payments for the Combined Sewer Overflow systems. This reduction is offset by the allocation of \$26,677 for the OPEB liability.

### **FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
4810 Sewer Administration	8,592,019	6,906,741	(337,795)	1,790,945	7,309,432	1,596,334	1,670,860
4811 Engineering Administration	198,969	223,415	229,128	234,960	239,534	183,137	276,096
4815 Process Control Systems	148,459	160,128	180,547	344,458	344,658	212,444	240,379
4820 Meter Maint. & Service	429,909	525,936	400,615	545,765	545,765	416,837	517,361
4821 Maintenance & Service	2,694,553	2,490,453	3,027,310	3,438,589	3,438,589	2,662,752	3,614,241
4822 Catch Basin Cleaning	473,482	574,759	519,819	464,707	465,707	310,144	379,629
4830 Treatment and Pumping	6,769,665	7,136,276	6,944,054	8,390,350	8,380,350	5,887,612	8,567,527
4835 Remotes Facilities	1,409,375	1,513,135	1,393,597	2,064,282	2,092,282	1,282,420	2,230,436
4840 Sewer Surplus	29,469	11,519	740,777	3,948,800	4,057,226	1,266,248	2,331,060
4843 Sewer Bond Construction	0	0	0	0	0		0
4845 Debt Service	522,392	420,910	370,018	2,727,873	2,727,873	2,554,024	2,579,620
5311 Customer Accounting	411,583	454,787	432,501	667,364	667,364	330,538	446,834
9660 Operating Transfers	0	0	0	0	55,412	0	26,677
<b>Totals</b>	<b>21,679,875</b>	<b>20,418,059</b>	<b>13,900,571</b>	<b>24,618,093</b>	<b>30,324,192</b>	<b>16,702,490</b>	<b>22,880,720</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	9,333,537	8,518,870	1,536,858	10,110,827	10,104,564	7,562,082	10,170,960
Operating Expenses	11,770,229	11,411,692	11,947,088	10,125,128	15,780,529	5,800,332	9,205,853
Capital Outlay	53,717	66,587	47,456	1,654,265	1,655,814	786,052	897,610
Miscellaneous	522,392	420,910	370,018	2,727,873	2,783,285	2,554,024	2,606,297
<b>Total Expenditures</b>	<b>21,679,875</b>	<b>20,418,059</b>	<b>13,900,571</b>	<b>24,618,093</b>	<b>30,324,192</b>	<b>16,702,490</b>	<b>22,880,720</b>

**SUMMARY OF POSITIONS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
4810 Sewer Administration	1.80	1.80	1.80	1.80	1.80	1.80	1.60
4811 Engineering Administration	1.70	1.70	1.70	1.70	1.70	1.70	1.90
4815 Process Control Systems	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4820 Meter Maint. & Service	3.25	4.00	3.00	4.75	4.75	4.75	3.50
4821 Maintenance & Service	18.25	16.25	16.50	17.75	17.75	17.75	18.50
4822 Catch Basin Cleaning	3.50	4.00	3.50	2.45	2.45	2.45	1.85
4830 Treatment and Pumping	46.60	45.85	46.35	46.35	46.35	46.35	46.35
4835 Remotes Facilities	10.90	11.65	11.65	11.65	11.65	11.65	11.65
<b>Total Positions</b>	<b>87.00</b>	<b>86.25</b>	<b>85.50</b>	<b>87.45</b>	<b>87.45</b>	<b>87.45</b>	<b>86.35</b>

The Sewer Operations and Maintenance Fund’s personnel complement for FY 2018 is 86.35 FTE. This is a 1.10 decrease from the 2017 approved budgeted levels. Listed below are the changes that occur in FY 2018.

- The Sewer Administration division will decrease by 0.20 FTE. This is due to a reallocation of .15 of the Director to Public Services and .05 of the Public Services Specialist to another fund.
- The Engineering Administration division will increase by 0.20 FTE due to a decrease of .05 of the Assistant City Engineer and an increase of .25 of the newly created Traffic Maintenance Technician I.
- The Meter Maintenance and Service division will decrease by 1.25 FTE. This decrease is due to the reduction of .25 of a Utilities Person II position one temporary Laborer.
- The Maintenance and Service division will increase by a net 0.75 FTE. This is due to an increase of .75 of a Utilities Person II.
- The Catch Basin division will decrease by 0.60 FTE. This is due to the reallocation of the Heavy Equipment Operators from a total of 2.10 FTE to 1.50 FTE.

*The employees listed under Sewer Operations and Maintenance Fund’s Customer Accounting Division are a part of the Department of Fiscal Services.*

**Performance Measures/Metrics: Sewer Operations and Maintenance:**

**Sewer Operations/Maintenance – (summary of services)**

The Sewer Operations/Maintenance Divisions provide continuous maintenance and service on sewer collection systems. Includes repair of all sewer main breaks and, construction of new sewer connections, pavement repairs for connections

on the ROW, rodent bait in manholes, Investigation of sewer backups, main sewer cleaning with the sewer jet/vac truck and catch basin cleaning and repairs/replacements.

Key Performance Indicator	FY 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Sewer Cleaned (miles)	50+	43.86	50+	30+	30+

**Explanation of variances:**

The key performance indicator concerning “Sewer Cleaned (miles)” reflects to be mostly achieved. The City is still working on an Asset Management Plan (AMP) with a completion date prior to January 2018 for its sewer system as required by the MDEQ. The Maintenance & Service Division is utilizing the CCTV Sewer Camera Truck purchased in 2017 for televising and rating the sewer condition (PACP). As the Maintenance and Service staff becomes more familiar in performing PACP, it is expected that miles of sewer to be cleaned will increase. The reason for the projected drop to 30+ miles of sewer cleaned in FY19 and 20 compared to the 40+ miles cleaned in FY17 is due to the City’s contract with the contracted sewer cleaners to expire at the end of FY18.

**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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
Number of National Pollutant Discharge Elimination System (NPDES) Permit parameters achieved per 1704 possible annually at Wastewater Treatment Plant	100%	99.4%	100%	100%	100%
Number of NPDES Permit parameters achieved per 2639 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%	100%	100%	100%	100%

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**590-4810 Sewer Administration**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	114,446	Director of Public Services	0.25	23,992
Overtime	500	Director of Water/ Wastewater Treatment	0.50	47,985
Add Pays	2,750	WT/WWT Specialist	0.50	25,755
Fringe Benefits	654,595	Public Service Specialist	0.35	16,714
<b>TOTAL</b>	<b>772,290</b>	<b>Total Personnel</b>	<b>1.60</b>	<b>114,446</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>500</b>
Supplies	1,000			
Internal Services	802,464	Education Bonus		875
Other Services		Car Allowance		1,875
Professional Fees	79,806	<b>Total Add Pays</b>		<b>2,750</b>
Maintenance Fees	5,300			
Other Contracted Fees	9,000	FICA		10,027
<b>TOTAL</b>	<b>897,570</b>	Healthcare Benefits - Active		21,916
		Healthcare Benefits - Retirees		555,097
<b>CAPITAL OUTLAY</b>	<b>1,000</b>	Pension		67,555
<b>TOTAL</b>	<b>1,000</b>	<b>Total Fringe Benefits</b>		<b>654,595</b>
<b>TOTAL APPROPRIATION</b>	<b>1,670,860</b>	<b>TOTAL</b>	<b>1.60</b>	<b>772,290</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**590-4811 Engineering Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	98,372	City Engineer	0.10	8,711
Overtime	5,000	Assistant City Engineer	0.20	14,195
Add Pays	350	Engineering Office Supv.	0.25	15,703
Fringe Benefits	119,034	Traffic Foreman	0.05	2,909
		Transportation Engineer Asst	0.10	5,259
<b>TOTAL</b>	<b>222,756</b>	Engineering Technician I	0.20	10,178
		Engineering Assistant	0.30	14,909
<b>OPERATING EXPENSES</b>		Traffic Maint. Tech. II	0.10	4,251
		Traffic Maint. Tech. I	0.45	15,873
Supplies	1,500	Administrative Professional	0.15	6,384
Internal Services	21,123	<b>Total Personnel</b>	<b>1.90</b>	<b>98,372</b>
Other Services				
Professional Fees	21,717	<b>Overtime</b>		<b>5,000</b>
Maintenance Fees	0			
Other Contracted Fees	3,300	Standby Pay		350
<b>TOTAL</b>	<b>47,640</b>	<b>Total Add Pays</b>		<b>350</b>
<b>CAPITAL OUTLAY</b>	<b>5,700</b>			
<b>TOTAL</b>	<b>5,700</b>	FICA		7,973
		Healthcare Benefits - Active		32,407
		Healthcare Benefits - Retirees		0
<b>TOTAL APPROPRIATION</b>	<b>276,096</b>	Pension		78,654
		<b>Total Fringe Benefits</b>		<b>119,034</b>
		<b>TOTAL</b>	<b>1.90</b>	<b>222,756</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**590-4815 Process Control Systems**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	62,461	Instrument & Control Admin	0.50	36,189
Overtime	2,000	Instrument & Control Tech	0.50	26,272
Fringe Benefits	63,398			
<b>TOTAL</b>	<b>127,859</b>	<b>Total Personnel</b>	<b>1.00</b>	<b>62,461</b>
		<b>Overtime</b>		<b>2,000</b>
<b>OPERATING EXPENSES</b>				
Supplies	23,000	FICA		4,931
Internal Services	14,200	Healthcare Benefits - Active		16,920
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	64,000	Pension		41,547
Maintenance Fees	2,320			
Other Contracted Fees	9,000	<b>Total Fringe Benefits</b>		<b>63,398</b>
<b>TOTAL</b>	<b>112,520</b>	<b>TOTAL</b>	<b>1.00</b>	<b>127,859</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>240,379</b>			



**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**590-4820 Meter Maintenance & Service**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	168,584	Asst. Supt. Of Mtce & Service	0.25	17,519
Overtime	8,000	ROW Foreman, Utilities	0.75	38,803
Add Pays	5,500	Mech Equip Repairperson II	0.25	11,408
Fringe Benefits	231,450	Crossover Operator	0.50	22,458
<b>TOTAL</b>	<b>413,534</b>	Utilities Person III	0.50	22,957
		Utilities Person II	1.25	55,440
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>3.50</b>	<b>168,584</b>
Supplies	9,500	<b>Overtime</b>		<b>8,000</b>
Internal Services	31,827	Standby Pay		5,500
Other Services		<b>Total Add Pays</b>		<b>5,500</b>
Professional Fees	15,000	FICA		14,031
Maintenance Fees	12,500	Healthcare Benefits - Active		73,146
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>68,827</b>	Pension		144,273
<b>CAPITAL OUTLAY</b>	<b>35,000</b>	<b>Total Fringe Benefits</b>		<b>231,450</b>
<b>TOTAL</b>	<b>35,000</b>	<b>TOTAL</b>	<b>3.50</b>	<b>413,534</b>
<b>TOTAL APPROPRIATION</b>	<b>517,361</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**590-4821 Maintenance & Service**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2017/2018 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	760,668	Supt of Water Treatment & Field Operations	0.25 23,627
Overtime	25,000	Asst. Supt. Of Mtce & Service	0.25 17,519
Add Pays	5,500	ROW Foreman, Utilities	0.75 38,803
Fringe Benefits	1,111,259	Mech Equip Repairperson II	0.25 11,408
<b>TOTAL</b>	<b>1,902,427</b>	Administrative Professional	0.50 22,000
<b>OPERATING EXPENSES</b>			
Supplies	519,900	Utilities Person III	1.25 57,575
Internal Services	140,877	Utilities Person II	4.25 187,418
Other Services		Utilities Person I	5.00 214,528
Professional Fees	731,749	Crossover Operator	1.50 66,512
Maintenance Fees	288,038	Laborer II	1.00 37,989
Other Contracted Fees	3,000	Laborer I	1.50 50,617
<b>TOTAL</b>	<b>1,683,564</b>	Office Assistant II	0.50 13,641
		Custodial Worker (PT) SEIU	0.50 10,192
		Laborer (T)	1.00 8,840
		<b>Total Personnel</b>	<b>18.50 760,668</b>
<b>CAPITAL OUTLAY</b>	<b>28,250</b>	<b>Overtime</b>	<b>25,000</b>
<b>TOTAL</b>	<b>28,250</b>	Standby Pay	5,500
<b>TOTAL APPROPRIATION</b>	<b>3,614,241</b>	<b>Total Add Pays</b>	<b>5,500</b>
		FICA	60,134
		Healthcare Benefits - Active	357,003
		Healthcare Benefits - Retirees	0
		Pension	694,122
		<b>Total Fringe Benefits</b>	<b>1,111,259</b>
		<b>TOTAL</b>	<b>18.50 1,902,427</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**590-4822 Catch Basin Cleaning**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	82,797	Heavy Equipment Operator	1.50	67,581
Overtime	2,000	Tree Trimmer	0.35	15,217
Fringe Benefits	117,112			
		<b>Total Personnel</b>	<u>1.85</u>	<u>82,797</u>
<b>TOTAL</b>	<u><b>201,909</b></u>			
<b>OPERATING EXPENSES</b>				
		Overtime		<u>2,000</u>
Supplies	0	FICA		6,487
Internal Services	45,445	Healthcare Benefits - Active		34,500
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	132,275	Pension		76,125
Maintenance Fees	0			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>117,112</u>
<b>TOTAL</b>	<u><b>177,720</b></u>			
		<b>TOTAL</b>	<u><b>1.85</b></u>	<u><b>201,909</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>379,629</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**590-4830 Treatment & Pumping**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2017/2018 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	2,101,815	Supt of Wastewater Tmt	0.80 65,665
Overtime	100,000	Asst Supt of Wastewater	0.80 54,580
Add Pays	4,560	Chief Chemist	1.00 60,193
Fringe Benefits	2,775,925	Operating Foreman	5.00 252,003
<b>TOTAL</b>	<b>4,982,300</b>	Plant Mtce Foreman WW	1.00 54,315
		Electrical Mtce Foreman	1.00 60,583
		Plant Engineer	0.80 55,665
		Plant Maintenance Supervisor	0.80 53,469
<b>OPERATING EXPENSES</b>		Environ Compliance Admin.	1.00 66,837
Supplies	725,750	Environ Compliance Analyst	2.00 93,781
Internal Services	455,182	Plant Mtce Electrician B	2.00 98,150
Other Services		Plant Operator B	10.00 490,744
Professional Fees	997,610	Safety Specialist	0.75 30,165
Maintenance Fees	1,174,235	Administrative Professional	0.75 30,892
Other Contracted Fees	61,450	Laboratory Technician	2.00 90,675
<b>TOTAL</b>	<b>3,414,227</b>	Plant Mtce. Mechanic B	1.00 46,245
		Sewage Plant Mtce Person III	1.00 46,277
		Sewage Plant Mtce Person II	3.90 175,535
		Sewage Plant Mtce Person I	3.00 133,785
<b>CAPITAL OUTLAY</b>	171,000	Stock Clerk WWT	0.75 32,906
<b>TOTAL</b>	<b>171,000</b>	Laborer I	2.00 66,256
		Basic Laborer (PT)	1.00 13,104
		Labor (Temp)	3.00 26,520
		Intern (Temp)	1.00 3,471
<b>TOTAL APPROPRIATION</b>	<b>8,567,527</b>	<b>Total Personnel</b>	<b>46.35 2,101,815</b>
		<b>Overtime</b>	<b>100,000</b>
		Education Bonus	4,560
		<b>Total Add Pays</b>	<b>4,560</b>
		FICA	169,897
		Healthcare Benefits - Active	722,252
		Healthcare Benefits - Retirees	136,922
		Pension	1,746,854
		<b>Total Fringe Benefits</b>	<b>2,775,925</b>
		<b>TOTAL</b>	<b>46.35 4,982,300</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**590-4835 Remote Facilities**

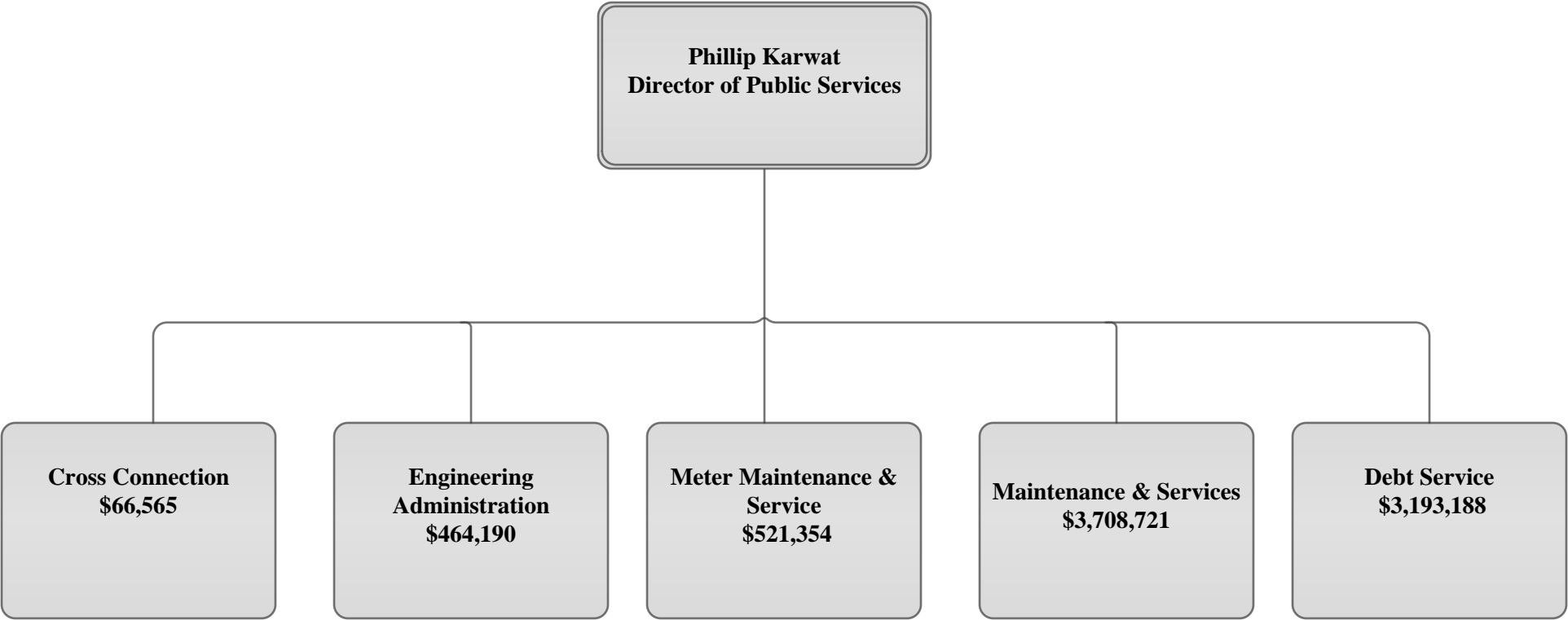
<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2017/2018 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	516,049	Supt of Wastewater Tmt	0.20 16,416
Overtime	20,000	Asst. Supt of Wastewater	0.20 13,645
Add Pays	1,240	Plant Engineer	0.20 13,916
Fringe Benefits	675,551	Plant Maintenance Supervisor	0.20 13,367
<b>TOTAL</b>	<b>1,212,840</b>	Remote RTB Facilities Foreman	1.00 53,025
		Plant Mtce Electrician B	1.00 49,090
		Safety Specialist	0.25 10,055
		Sewage Plant Mtce Person II	0.10 4,501
<b>OPERATING EXPENSES</b>		Administrative Professional	0.25 10,297
Supplies	295,150	Stock Clerk WWT	0.25 10,969
Internal Services	100,229	Plant Maint Mechanic B	1.00 45,219
Other Services		Remote Facilities Person III	1.00 45,017
Professional Fees	162,432	Remote Facilities Person II	5.00 221,691
Maintenance Fees	304,585	Labor (Temp)	1.00 8,840
Other Contracted Fees	65,200	<b>Total Personnel</b>	<b>11.65 516,049</b>
<b>TOTAL</b>	<b>927,596</b>		
		<b>Overtime</b>	<b>20,000</b>
<b>CAPITAL OUTLAY</b>	90,000		
		Education Bonus	1,240
<b>TOTAL</b>	<b>90,000</b>	<b>Total Add Pays</b>	<b>1,240</b>
<b>TOTAL APPROPRIATION</b>	<b>2,230,436</b>		
		FICA	41,332
		Healthcare Benefits - Active	195,550
		Healthcare Benefits - Retirees	0
		Pension	438,669
		<b>Total Fringe Benefits</b>	<b>675,551</b>
		<b>TOTAL</b>	<b>11.65 1,212,840</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**590-5311 Customer Accounting**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	134,488	Admin of Utilities Accounts	0.50	28,805
Overtime	0	Office Assistant III	2.00	69,841
Fringe Benefits	200,557	Customer Service Coordinator	0.38	12,155
<b>TOTAL</b>	<b>335,045</b>	Customer Service Rep	0.76	23,687
		<b>Total Personnel</b>	<b>3.64</b>	<b>134,488</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>0</b>
Supplies	1,400			
Internal Services	66,739	FICA		10,457
Other Services		Healthcare Benefits - Active		43,365
Professional Fees	37,500	Healthcare Benefits - Retirees		0
Maintenance Fees	3,000	Pension		146,735
Other Contracted Fees	2,050			
<b>TOTAL</b>	<b>110,689</b>	<b>Total Fringe Benefits</b>		<b>200,557</b>
<b>CAPITAL OUTLAY</b>	1,100	<b>TOTAL</b>	<b>3.64</b>	<b>335,045</b>
<b>TOTAL</b>	<b>1,100</b>			
<b>TOTAL APPROPRIATION</b>	<b>446,834</b>			

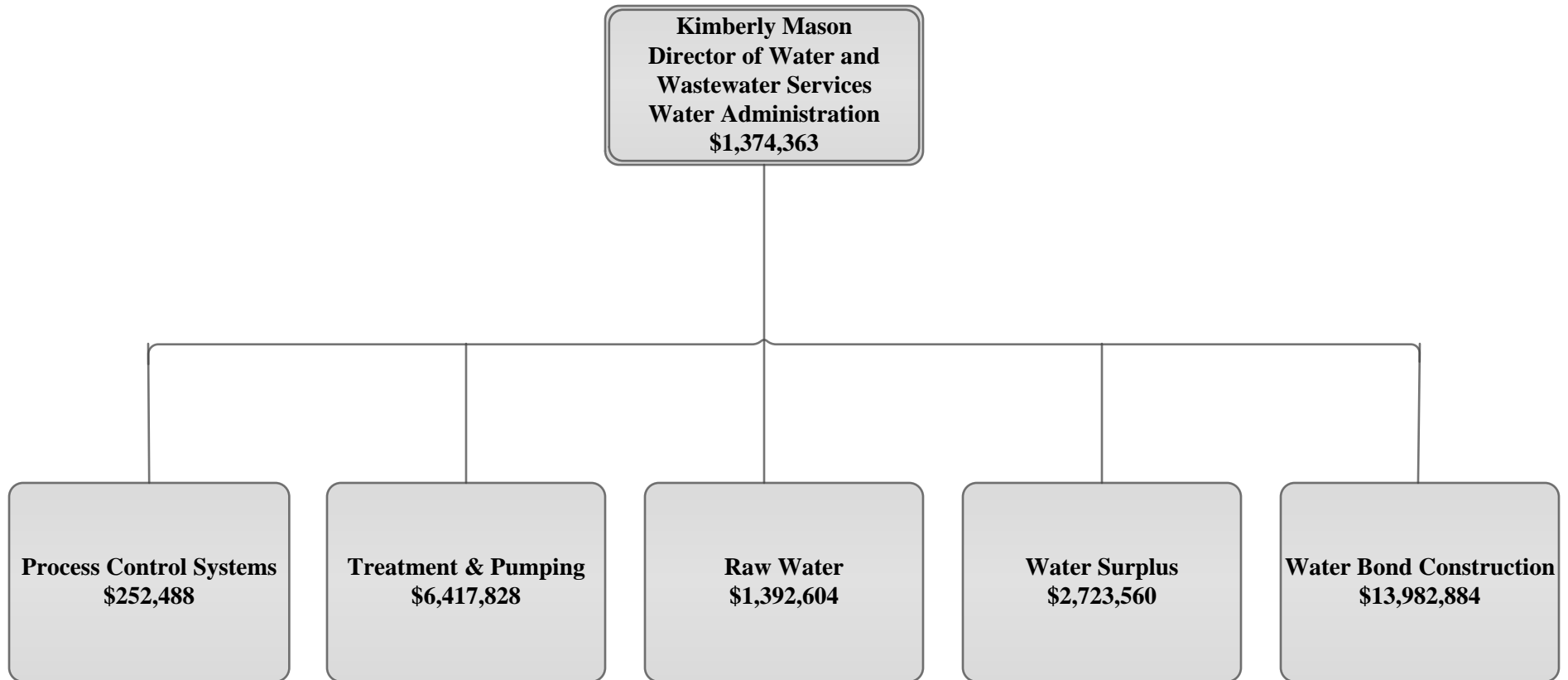
**CITY OF SAGINAW**  
**WATER OPERATIONS AND MAINTENANCE FUND**



*The total Water Operations and Maintenance Fund are \$34,588,105 for FY 2018. Transfer equates to \$29,014, which is not reflected in either of the organizational charts. In addition the Customer Accounting division, \$461,346 are recognized in the Department of Fiscal Services.*

# CITY OF SAGINAW

## WATER OPERATIONS AND MAINTENANCE FUND



*The total Water Operations and Maintenance Fund is \$34,588,105 for FY 2018. Transfer equates to \$29,014, which is not reflected in either of the organizational charts. In addition the Customer Accounting division, \$461,346 are recognized in the Department of Fiscal Services.*



**WATER OPERATIONS AND MAINTENANCE (591)  
RESOURCE ALLOCATION  
2017/2018 APPROVED BUDGET**

The Water 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 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
PROPERTY TAXES	(50,000)	CROSS CONNECTIONS	66,565
SERVICES - SALES	19,283,728	WATER ADMINISTRATION	1,374,363
INTEREST AND RENTS	205,000	ENGINEERING ADMINISTRATION	464,190
OTHER REVENUES	15,149,377	PROCESS CONTROL SYSTEMS	252,488
		METER MAINT. & SERVICE	521,354
		MAINTENANCE & SERVICE	3,708,721
		TREATMENT & PUMPING	6,417,828
		RAW WATER	1,392,604
		WATER SURPLUS	2,723,560
		WATER BOND CONSTRUCTION	13,982,884
		DEBT SERVICE	3,193,188
		CUSTOMER ACCOUNTING	461,346
		TRANSFERS	29,014
<b>TOTAL RESOURCES</b>	<b><u><u>34,588,105</u></u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u><u>34,588,105</u></u></b>

## **WATER OPERATIONS AND MAINTENANCE**

### **REVENUE BUDGET SUMMARY**

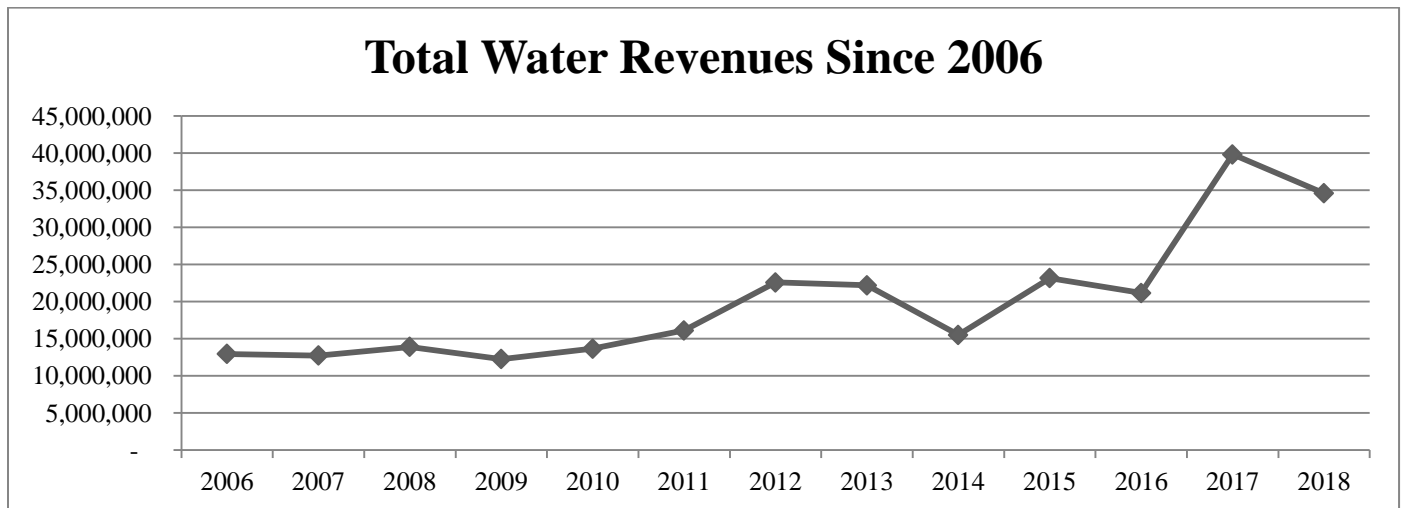
The Water Operations and Maintenance Fund’s major revenue sources are charges based upon the size of the meter, “readiness-to-serve charges,” and the quantity of water consumed “commodity charge”. The net rate charged for treated and filtered water to consumers within the limits of the City is the sum 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.

The FY 2018 approved budget decreases \$5,237,754, or -13.15%. This is due to a reduction to the Bond Proceeds revenue for the city issued the 2016 Water System Improvement and Water Refunding Bond during FY 2017. Additionally, Turn-On Charge decreased by \$68,736. To slightly offset this reduction is an increase to the Water rates in accordance with the approved rate ordinance.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	20,519	(51,322)	(38,321)	(40,000)	(40,000)	(16,820)	(50,000)
Grants	(23)	90	0	0	0	0	0
Services – Sales	15,325,033	14,939,299	15,751,010	18,292,539	18,292,539	17,554,916	19,283,728
Interest and Rents	201,978	200,947	259,703	141,000	252,228	274,516	205,000
Other Revenues	31,138	11,527	76,116	21,432,320	23,606,787	18,635,865	15,149,377
<b>Total Revenues</b>	<b>15,515,466</b>	<b>15,100,541</b>	<b>16,048,508</b>	<b>39,825,859</b>	<b>42,111,554</b>	<b>36,448,477</b>	<b>34,588,105</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 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 increases continued for the next few years. Additionally, as already stated above, in 2012 the City issued the \$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 actual revenues

collected reflect a significant decline. This decline is related to a system issue that was caught and corrected in 2015. The FY 2015 revenues are increased due to the unusually high of sale water for the unusually dry summer. This does not represent a rate increase. This increase is based on historical trends. The FY 2016 revenues decreased \$1,997,406. This reduction was due to the reduction in the amount budgeted from retained earnings. The FY 2017 revenues spiked at over \$35 million. This was due to the issuance of the Water System Improvement Bonds in an amount not to exceed \$19,000,000. In addition, the Water sales will be slightly higher due to the rate change that occurred in FY 2016. The approved 2018 budget reflects a \$5.23 million reduction. This is due to the issuance of the 2016 Water System Improvement and Water Refunding Bond during FY 2017. Additionally, the Turn-On Charge has been decreased by \$68,736. To slightly offset this reduction is an increase to the Water rates in accordance with the approved rate ordinance.

**DETAIL REVENUES ANALYSIS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	(42,683)	(51,322)	(38,321)	(40,000)	(40,000)	(16,820)	(50,000)
Federal Grant	0	90	0	0	0	0	0
Sale of Junk	11,802	7,396	3,427	13,000	13,000	6,742	5,000
Turn on Charges	189,904	185,068	139,620	200,000	200,000	43,960	131,264
Water	14,875,035	14,536,690	15,375,846	17,824,539	17,824,539	17,095,456	18,892,464
Water Connections	12,105	347	5,474	5,000	5,000	4,923	5,000
Materials & Services	236,187	209,798	226,643	250,000	250,000	403,835	250,000
Interest on Investments	29,059	20,756	22,837	30,000	30,000	37,243	25,000
Dividends	15,724	19,381	75,028	0	67,237	76,058	20,000
Interest on Spec. Asmts.	0	0	33	1,000	1,000	12	0
Interest and Penalties	157,195	160,810	161,805	110,000	153,991	161,203	160,000
Special Assessments	0	0	170	0	0	0	0
Surplus Receipts	3	0	2	0	0	0	0
Sale of Property	0	0	2,208	0	5,155	5,155	0
Reimbursement	23,511	7,074	7,880	0	1,400	1,400	0
Gain/Loss on Invest.	7,937	4,453	65,856	0	0	(92,942)	0
Gain/Loss on Equipment	(313)	0	0	0	0	0	0
Bond Proceeds	0	0	0	19,000,000	19,000,000	18,722,252	0
Use of Fund Equity	0	0	0	2,432,320	4,600,232	0	15,149,377
<b>Totals</b>	<b>15,515,466</b>	<b>15,100,541</b>	<b>16,048,508</b>	<b>39,825,859</b>	<b>42,111,554</b>	<b>36,448,477</b>	<b>34,588,105</b>

## WATER OPERATIONS AND MAINTENANCE

### EXPENDITURE BUDGET SUMMARY

The Water Operations and Maintenance Fund is \$34,588,105 for FY 2018. This is a decrease of \$5,237,754 from the previous fiscal year. *Personnel Services* decrease \$59,328, or -.79%. (*The personnel complement changes are listed in detail under Summary of Positions.*) The largest reduction in this fund will be realized in *Operating Expenses*. In the Water Bond Construction division construction decrease \$4.92 million from the previous fiscal year. The reason for this reduction is due to the issuance of the Water Supply System Bond for the Davis Road Improvement design and construction in FY 2017. *Capital Outlay* decrease \$278,990 or -30.70%. This is attributable to a reduction in the amount of equipment that will be repaired and/or replaced during the year. The *Category of Miscellaneous* increase \$28,538 from the 2017 approved budgeted levels. This increase is attributable to the repayment of interest and principal on the G.O. Limited Capital Improvement Bond, Series 2015 and the 2016 Water Supply System and Refunding Bond. In addition, this fund has an allocation of \$21,207 for the OPEB liability.

### FUNDING LEVEL SUMMARY

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
3867 Cross Connection	65,194	33,364	61,295	64,641	64,641	51,653	66,565
4710 Water Administration	3,302,609	2,802,042	(1,820,573)	1,456,684	3,268,558	1,262,937	1,374,363
4711 Engineering Administration	364,873	424,829	405,834	415,167	417,167	340,878	464,190
4715 Process Control Systems	148,289	171,937	172,736	326,308	326,308	203,885	252,488
4720 Meter Maint. and Service	472,496	541,006	559,288	539,096	539,096	430,023	521,354
4721 Maintenance and Services	2,081,572	2,474,948	2,572,473	3,605,496	3,605,496	2,656,745	3,708,721
4730 Treatment and Pumping	5,078,997	5,611,691	5,090,673	5,969,355	5,839,940	4,379,362	6,417,828
4735 Raw Water	1,245,060	1,202,092	1,019,118	1,392,604	1,392,604	652,544	1,392,604
4740 Water Surplus	0	14,118	0	3,175,706	2,767,675	1,980,447	2,723,560
4741 Water Bond Construction	506,861	7,305	0	19,063,500	19,084,000	2,088,505	13,982,884
4745 Debt Service	1,436,138	1,298,566	807,908	3,030,657	3,979,172	3,978,541	3,193,188
5310 Customer Accounting	405,964	446,922	421,875	639,709	639,709	326,311	461,346
9660 Transfers	21,853	140,856	0	146,936	187,188	11,594	29,014
<b>Totals</b>	<b>15,129,906</b>	<b>15,169,696</b>	<b>9,290,627</b>	<b>39,825,859</b>	<b>42,111,554</b>	<b>18,363,425</b>	<b>34,588,105</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	6,592,829	6,676,658	1,739,581	7,507,503	7,507,537	5,818,083	7,448,175
Operating Expenses	5,011,510	5,262,076	4,927,996	28,215,802	29,776,679	8,241,984	23,287,828
Capital Outlay	539,572	70,186	40,757	908,890	644,907	313,223	629,900
Miscellaneous	2,985,995	3,160,776	2,582,293	3,193,664	4,182,431	3,990,135	3,222,202
<b>Total Expenditures</b>	<b>15,129,906</b>	<b>15,169,696</b>	<b>9,290,627</b>	<b>39,825,859</b>	<b>42,111,554</b>	<b>18,363,425</b>	<b>34,588,105</b>

**SUMMARY OF POSITIONS**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
3867 Cross Connection	0.50	0.50	0.50	0.50	0.50	0.50	0.50
4710 Water Administration	1.85	1.85	1.80	1.80	1.80	1.80	1.65
4711 Engineering Administration	3.00	3.00	3.00	3.00	3.00	3.00	3.20
4715 Process Control System	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4720 Meter Maint. and Service	3.25	4.00	3.50	3.75	3.75	3.75	3.50
4721 Maintenance and Service	16.00	15.25	16.50	17.75	17.75	17.75	18.50
4730 Treatment and Pumping	36.50	37.50	35.50	35.50	35.50	35.50	35.50
<b>Total Positions</b>	<b>62.10</b>	<b>63.10</b>	<b>61.80</b>	<b>63.30</b>	<b>63.30</b>	<b>63.30</b>	<b>63.85</b>

The Water Operations and Maintenance Fund’s personnel complement is 63.85 FTE for FY 2018. This is a net increase of .55 positions. This increase is due to the following:

- In the Water Administration Division, the Director of Public Services allocation decreased by .10 and the Public Service Specialist position allocation decreased by .05. Additionally, the Staff Professional for Water and Wastewater Services will be reclassified to the WT/WWT Specialist. With this reclassification, this position’s salary range will also be increased.
- In the Engineering Administration Division, the personnel complement will increase by a net .20 FTE. This increase will be realized by the addition of .25 of a new Traffic Maintenance Tech I position. This increase will be offset by .05 reduction of the Assistant City Engineer position.
- The Meter Maintenance and Service division will decrease by .25 of a Utilities Person II position.
- The Maintenance and Services division will increase net .75 FTE. The following positions will be added to this division .50 of an Office Assistant II position, .50 of a Utilities Person I, and 1 Laborer (T). These additions will be offset by the elimination of a Skilled Clerical position and .50 of a Crossover Operator.

*The employees listed under Water Operations and Maintenance Fund’s Customer Accounting Division is reflected with the Department of Fiscal Services.*

**Performance Measures/Metrics: Water Operations and Maintenance:**

**Water Operations/Maintenance – (summary of services)**

Water Operations/Maintenance Divisions provide continuous maintenance and service on the City’s water transmission, distribution systems this 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 in the ROW provide service for water turn-ons and turn-offs for non-payment and AMR installation and maintenance.

Key Performance Indicator	FY 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
% of high hazard cross connection inspections completed annually. (** Calendar yr. 1/1 to 12/31)	100%	44.7%	100%	100%	100%
% of all monthly meter read cycles completed annually	85%	100%	100%	100%	100%
Number of automated meter reading upgrades installed annually	3,000	3,396	150-200	150-200	150-200

**Explanation of variances:**

The key performance indicator of “% of high hazard cross connection inspections completed annually” reflects to not have been achieved. The completion percentage of 44.7% for high hazard cross connection inspections completed for FY 2017 is low and not quite accurate being that the cross connection high hazard inspection are generally done from January 1<sup>st</sup> to December 31<sup>st</sup> in any given calendar year. Maintenance & Service completed 424 high hazard inspections out of 475 required in the 2016 calendar year for an 89% completion rate which is stated on the 2016 DEQ Cross Connection Report. (M&S will always set the goal of 100% completion rate for high hazard inspections even though that goal may not be obtained due to situations that can’t be controlled such as vacant buildings and properties for sale where the water is off at the street but has a high hazard device that needs to be tested and accounted for.)


The key performance indicator of “number of automated meter reading upgrades installed annually” reflected to be 396 more than the goal for FY 2017. This goal was fully achieved. Maintenance & Service Staff installed 3,396 AMRS in FY17 giving the number of 19,333 AMRS installed to date, leaving 3 left to install in FY18 to complete the AMRS Project. Why the number of installs for FY18 is lower than years prior is that all AMRS should have been installed in FY17. The 150-200 AMRS that listed for FY 18, 19 and 20 is for repairs and replacement of damaged units

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 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 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)	100% < 0.1 NTU	98%	100% < 0.1 NTU	100% < 0.1 NTU	100% < 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.

**Explanation of variances:**


 The key performance indicator to “meet partnership for safe water target goals for measured finished water turbidity” reflects to mostly been achieved. This is a non-regulatory goal that the department strives to meet. Turbidity is a measure of the clarity of the water. The department is well below the regulatory guidelines. The Partnership for Safe Water is a voluntary program focused on setting goals for optimized water treatment. The city’s coagulation modeling program is part of the department’s effort to optimize treatment related to particulate removal and improved or lower turbidity

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<i>FY 2017 Actual</i>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Response to Level I service calls within 24 hours	100 %	100%	100%	100%	100%
Response to Level II service calls within 72 hours	95%	88.8%	95%	95%	95%

**Explanation of variances:**

 The key performance indicator to “response to Level II service calls within 72 hours” reflects to be mostly achieved. The Instrumentation and Process Controls division experienced a much higher number of calls in FY17 than in the past, due most likely to the increased amount of technology in the plants and also to the age of some of this technology. There was also a major increase in level one calls, which are more critical and sometimes increase the response time on less critical calls.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

591-3867 Cross Connection

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2017/ 2018 BUDGET ALLOCATION
<b>PERSONNEL SERVICES</b>			
Salaries	22,959	Utilities Person III	0.50 22,959
Overtime	1,500		
Add Pays	250	<b>Total Personnel</b>	<u>0.50</u> <u>22,959</u>
Fringe Benefits	34,251		
<b>TOTAL</b>	<u><b>58,959</b></u>	<b>Overtime</b>	<u>1,500</u>
<b>OPERATING EXPENSES</b>			
		Education Bonus	250
Supplies	200	<b>Total Add Pays</b>	<u>250</u>
Internal Services	6,406		
Other Services		FICA	1,890
Professional Fees	0	Healthcare Benefits - Active	11,901
Maintenance Fees	1,000	Healthcare Benefits - Retirees	0
Other Contracted Fees	0	Pension	20,459
<b>TOTAL</b>	<u><b>7,606</b></u>	<b>Total Fringe Benefits</b>	<u>34,251</u>
<b>CAPITAL OUTLAY</b>			
	0	<b>TOTAL</b>	<u><u><b>0.50</b></u></u> <u><u><b>58,959</b></u></u>
<b>TOTAL</b>	<u><b>0</b></u>		
<b>TOTAL APPROPRIATION</b>	<u><u><b>66,565</b></u></u>		



**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**591-4710 Water Administration**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2017/2018 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	119,244	Director of Public Services	0.30 28,791
Overtime	500	Director of Water & Wastewater Treatment	0.50 47,985
Add Pays	3,000	WT/WWT Specialist	0.50 25,755
Fringe Benefits	539,784	Public Service Specialist	0.35 16,714
<b>TOTAL</b>	<b>662,528</b>	<b>Total Personnel</b>	<b>1.65 119,244</b>
<b>OPERATING EXPENSES</b>			
		<b>Overtime</b>	<b>500</b>
Supplies	1,500		
Internal Services	535,709		
Other Services		Car Allowance	2,000
Professional Fees	145,226	Education Bonus	1,000
Maintenance Fees	16,100	<b>Total Add Pays</b>	<b>3,000</b>
Other Contracted Fees	12,300		
<b>TOTAL</b>	<b>710,835</b>		
<b>CAPITAL OUTLAY</b>	<b>1,000</b>	FICA	9,543
		Healthcare Benefits - Active	22,809
		Healthcare Benefits - Retirees	437,571
<b>TOTAL</b>	<b>1,000</b>	Pension	69,861
		<b>Total Fringe Benefits</b>	<b>539,784</b>
<b>TOTAL APPROPRIATION</b>	<b>1,374,363</b>	<b>TOTAL</b>	<b>1.65 662,528</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**591-4711 Engineering Administration**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	166,131	City Engineer	0.20	17,422
Overtime	20,000	Assistant City Engineer	0.20	14,195
Add Pays	700	Engineering Office Super.	0.25	15,703
Fringe Benefits	200,950	Traffic Foreman	0.10	5,819
		Transportation Engineer Asst	0.10	5,259
<b>TOTAL</b>	<b>387,781</b>	Engineering Technician I	0.80	40,714
		Engineering Assistant	0.60	30,393
		Traffic Maint. Tech. II	0.15	6,377
		Traffic Maint. Tech. I	0.55	19,609
		Administrative Professional	0.25	10,640
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	3.20	166,131
Supplies	1,500	<b>Overtime</b>		20,000
Internal Services	44,192	Standby Pay		700
Other Services		<b>Total Add Pays</b>		700
Professional Fees	21,717			
Maintenance Fees	0			
Other Contracted Fees	3,300			
<b>TOTAL</b>	<b>70,709</b>			
<b>CAPITAL OUTLAY</b>	5,700			
<b>TOTAL</b>	<b>5,700</b>	FICA		14,359
		Healthcare Benefits - Active		44,899
		Healthcare Benefits - Retirees		0
		Pension		141,691
<b>TOTAL APPROPRIATION</b>	<b>464,190</b>	<b>Total Fringe Benefits</b>		200,950
		<b>TOTAL</b>	<b>3.20</b>	<b>387,781</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**591-4715 Process Control Systems**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	62,461	Instrument & Control Admin.	0.50	36,189
Overtime	2,000	Instrument & Control Tech	0.50	26,272
Fringe Benefits	63,398			
		<b>Total Personnel</b>	<u>1.00</u>	<u>62,461</u>
<b>TOTAL</b>	<u><b>127,859</b></u>			
		<b>Overtime</b>		<u>2,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	23,000	FICA		4,931
Internal Services	17,829	Healthcare Benefits - Active		16,920
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	68,000	Pension		41,547
Maintenance Fees	8,800			
Other Contracted Fees	7,000	<b>Total Fringe Benefits</b>		<u>63,398</u>
<b>TOTAL</b>	<u><b>124,629</b></u>			
		<b>TOTAL</b>	<u><u><b>1.00</b></u></u>	<u><u><b>127,859</b></u></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>252,488</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**591-4720 Water Metering Maintenance & Service**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	168,584	Asst. Supt. Of Mtce & Service	0.25	17,519
Overtime	8,000	ROW Foreman, Utilities	0.75	38,803
Add Pays	6,825	Mech Equip Repairperson II	0.25	11,408
Fringe Benefits	231,125	Utilities Person III	0.50	22,957
		Utilities Person II	1.25	55,440
		Crossover Operators	0.50	22,458
<b>TOTAL</b>	<b>414,534</b>	<b>Total Personnel</b>	<b>3.50</b>	<b>168,584</b>
<b>OPERATING EXPENSES</b>				
Supplies	8,700	<b>Overtime</b>		8,000
Internal Services	39,370			
Other Services		Standby Pay		5,500
Professional Fees	10,000	Education Bonus		1,325
Maintenance Fees	13,750			
Other Contracted Fees	0	<b>Total Add Pays</b>		<b>6,825</b>
<b>TOTAL</b>	<b>71,820</b>			
<b>CAPITAL OUTLAY</b>	<b>35,000</b>	FICA		14,031
		Healthcare Benefits - Active		72,821
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>35,000</b>	Pension		144,273
		<b>Total Fringe Benefits</b>		<b>231,125</b>
<b>TOTAL APPROPRIATION</b>	<b>521,354</b>			
		<b>TOTAL</b>	<b>3.50</b>	<b>414,534</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**591-4721 Maintenance & Service**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	760,668	Supt of Water Treatment & Field Operations	0.25	23,627
Overtime	70,000	Asst. Supt. Of Mtce & Service	0.25	17,519
Add Pays	8,125	ROW Foreman, Utilities	0.75	38,803
Fringe Benefits	1,113,552	Mech Equip Repairperson II	0.25	11,408
<b>TOTAL</b>	<b>1,952,345</b>	Administrative Professional	0.50	22,000
		Office Assistant II	0.50	13,641
<b>OPERATING EXPENSES</b>		Utilities Person III	1.25	57,575
Supplies	821,340	Utilities Person II	4.25	187,418
Internal Services	191,347	Utilities Person I	5.00	214,528
Other Services		Crossover Operator	1.50	66,512
Professional Fees	347,256	Laborer II	1.00	37,989
Maintenance Fees	346,833	Laborer I	1.50	50,617
Other Contracted Fees	14,600	Custodial Worker (PT) SEIU	0.50	10,192
<b>TOTAL</b>	<b>1,721,376</b>	Laborer (T)	1.00	8,840
		<b>Total Personnel</b>	<b>18.50</b>	<b>760,668</b>
<b>CAPITAL OUTLAY</b>	<b>35,000</b>	<b>Overtime</b>		<b>70,000</b>
<b>TOTAL</b>	<b>35,000</b>	Standby Pay		5,500
		Education Bonus		2,625
<b>TOTAL APPROPRIATION</b>	<b>3,708,721</b>	<b>Total Add Pays</b>		<b>8,125</b>
		FICA		62,428
		Healthcare Benefits - Active		357,002
		Healthcare Benefits - Retirees		0
		Pension		694,122
		<b>Total Fringe Benefits</b>		<b>1,113,552</b>
		<b>TOTAL</b>	<b>18.50</b>	<b>1,952,345</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**591-4730 Treatment & Pumping**

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2017/2018 BUDGET ALLOCATION
<b>PERSONNEL SERVICES</b>			
Salaries	1,507,095	Supt of Water Treatment & Field Operations	0.50 47,255
Overtime	74,500	Asst Super of Water Tmt	1.00 71,234
Add Pays	17,600	Chief Chemist	1.00 60,193
Fringe Benefits	1,912,543	Operating Foreman	5.00 268,566
<b>TOTAL</b>	<b>3,511,738</b>	Plant Mtce Foreman	1.00 65,868
		Biologist	1.00 50,355
<b>OPERATING EXPENSES</b>			
		Plant Mtce Electrician II	1.00 53,651
Supplies	645,800	Plant Mtce Electrician I	2.00 103,124
Internal Services	572,539	Filtration Plant Mtce III	3.00 134,187
Other Services		Filtration Plant Mtce II	3.00 122,842
Professional Fees	296,385	Plant Mtce Mechanic A	1.00 50,964
Maintenance Fees	1,000,106	Plant Operator A	5.00 210,012
Other Contracted Fees	47,720	Equipment & Safety Specialist	1.00 44,635
<b>TOTAL</b>	<b>2,562,550</b>	Administrative Professional	1.00 41,887
		Laboratory Technician	1.00 42,595
<b>CAPITAL OUTLAY</b>			
	343,540	Stock Clerk WT	1.00 40,859
<b>TOTAL</b>	<b>343,540</b>	Custodial Worker A	1.00 36,468
		Skilled Clerical I (PT)	1.00 18,200
		Labor (Temp)	5.00 44,200
<b>TOTAL APPROPRIATION</b>	<b>6,417,828</b>	<b>Total Personnel</b>	<b>35.50 1,507,095</b>
		<b>Overtime</b>	<b>74,500</b>
		Standby Pay	12,500
		Education Bonus	5,100
		<b>Total Add Pays</b>	<b>17,600</b>
		FICA	123,972
		Healthcare Benefits - Active	461,353
		Healthcare Benefits - Retirees	103,845
		Pension	1,223,373
		<b>Total Fringe Benefits</b>	<b>1,912,543</b>
		<b>TOTAL</b>	<b>35.50 3,511,738</b>

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**591-5310 Customer Accounting**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	133,545	Admin of Utilities Accounts	0.50	28,805
Overtime	0	Office Assistant III	2.00	69,841
Fringe Benefits	198,887	Customer Service Coordiantor	0.37	11,835
		Customer Service Rep	0.74	23,064
<b>TOTAL</b>	<b>332,431</b>			
		<b>Total Personnel</b>	<b>3.61</b>	<b>133,545</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>0</b>
Supplies	1,400			
Provision for Losses	0			
Internal Services	68,865	FICA		10,383
Other Services		Healthcare Benefits - Active		42,971
Professional Fees	37,500	Healthcare Benefits - Retirees		0
Maintenance Fees	19,000	Pension		145,533
Other Contracted Fees	1,050			
<b>TOTAL</b>	<b>127,815</b>	<b>Total Fringe Benefits</b>		<b>198,887</b>
		<b>TOTAL</b>	<b>3.61</b>	<b>332,431</b>
<b>CAPITAL OUTLAY</b>	<b>1,100</b>			
<b>TOTAL</b>	<b>1,100</b>			
<b>TOTAL APPROPRIATION</b>	<b>461,346</b>			

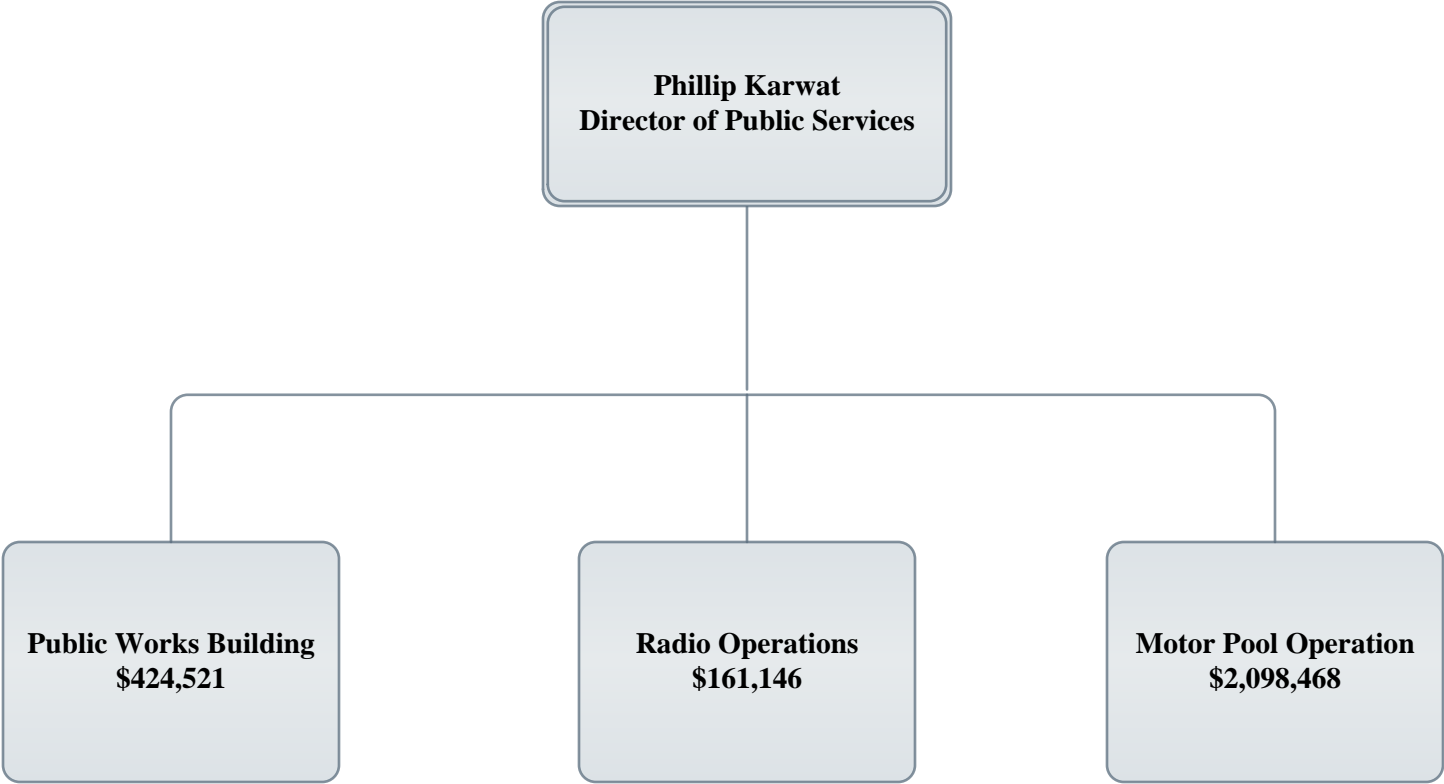


## **INTERNAL SERVICE FUNDS**

Public Works Building  
Technical Services – Geographical Information Services  
Technical Services – Information Services  
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  
 2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
SERVICES - SALES	424,521	PUBLIC WORKS BUILDING	424,521
<b>TOTAL RESOURCES</b>	<b><u>424,521</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>424,521</u></b>

## ***PUBLIC WORKS BUILDING FUND***

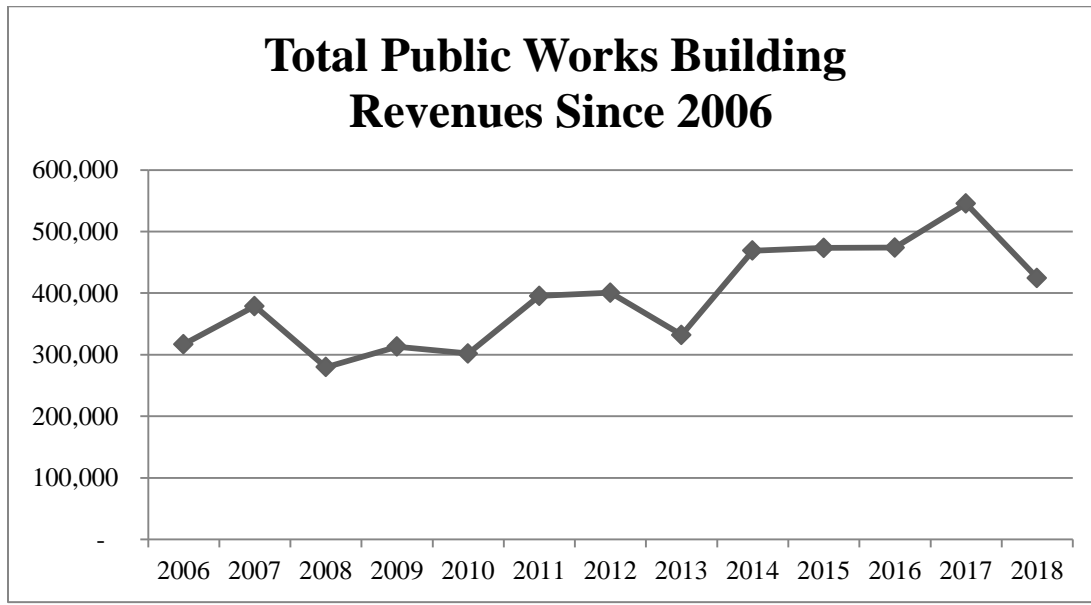
### **REVENUE BUDGET SUMMARY**

The Public Works Building Fund is considered an Internal Service fund for the City of Saginaw. This means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The only source of revenue for this fund is “Charge for Services”, which is \$424,521 in FY 2018. 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 Fund decreases by \$120,762 for FY 2018. This is due to a decrease in charges for services to offset the cost of maintaining the building.

### **SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Services - Sales	469,013	473,694	473,874	545,283	538,039	538,039	424,521
Interest and Rents	(22)	(33)	(20)	0	0	79	0
Other Revenues	671	0	0	0	0	415	0
<b>Total Revenues</b>	<b>469,662</b>	<b>473,694</b>	<b>473,854</b>	<b>545,283</b>	<b>538,039</b>	<b>538,533</b>	<b>424,521</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. 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 large of a contribution from other funds. There was a smaller allocation of full-time employees to this fund; therefore the costs were not as high. Conversely, in FY 2015, there were more full-time employees allocated here causing the expenses, and therefore the revenue, to increase. FY 2017 saw the highest revenue projected in the last 12 years. Since 2006, the cost of operating the Public Services Building has generally been trending upward. There is a substantial decrease in revenue from the FY 2017 approved budget to the current FY 2018 approved

budget. This is due to a decrease in the costs of maintaining the building, therefore charges to departments decreased as well.

**EXPENDITURE BUDGET SUMMARY**

The total Public Works Building Fund expenditures are \$424,521 for FY 2018. The fund will decrease by \$120,762 from the FY 2017 approved budgeted levels. *Personnel Services* decrease by \$13,623 or 6.22% in FY 2018. This is largely attributable to a decrease in unfunded pension liability costs. *Operating Expenses* are \$218,954 for the upcoming year. This represents a \$37,139 decrease from the FY 2017 budget and is mainly due to a reduction in utilities and vehicle repair costs. There are no *Capital Outlay* or *Miscellaneous Expenditures* in FY 2018.

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
4439 Public Works Building	383,014	407,987	278,272	545,283	538,039	367,985	424,521
<b>Total Expenditures</b>	<b>383,014</b>	<b>407,987</b>	<b>278,272</b>	<b>545,283</b>	<b>538,039</b>	<b>367,985</b>	<b>424,521</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	181,356	174,487	82,537	219,190	211,190	174,125	205,567
Operating Expenses	201,658	224,150	191,870	256,093	220,164	193,860	218,954
Capital Outlay	0	9,350	3,865	70,000	106,685	0	0
Miscellaneous	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>383,014</b>	<b>407,987</b>	<b>278,272</b>	<b>545,283</b>	<b>538,039</b>	<b>367,985</b>	<b>424,521</b>

**SUMMARY OF POSITIONS**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
4439 Public Works Building	2.80	3.80	3.80	3.68	3.68	3.68	3.48
<b>Total Positions</b>	<b>2.80</b>	<b>3.80</b>	<b>3.80</b>	<b>3.68</b>	<b>3.68</b>	<b>3.68</b>	<b>3.48</b>

The Public Works Building personnel complement is 3.48 FTE for FY 2018. This is a reduction of .20 FTE from the previous fiscal year. This reduction is due to a reallocation of a position to the General Fund – Parks Grounds and Maintenance Division.

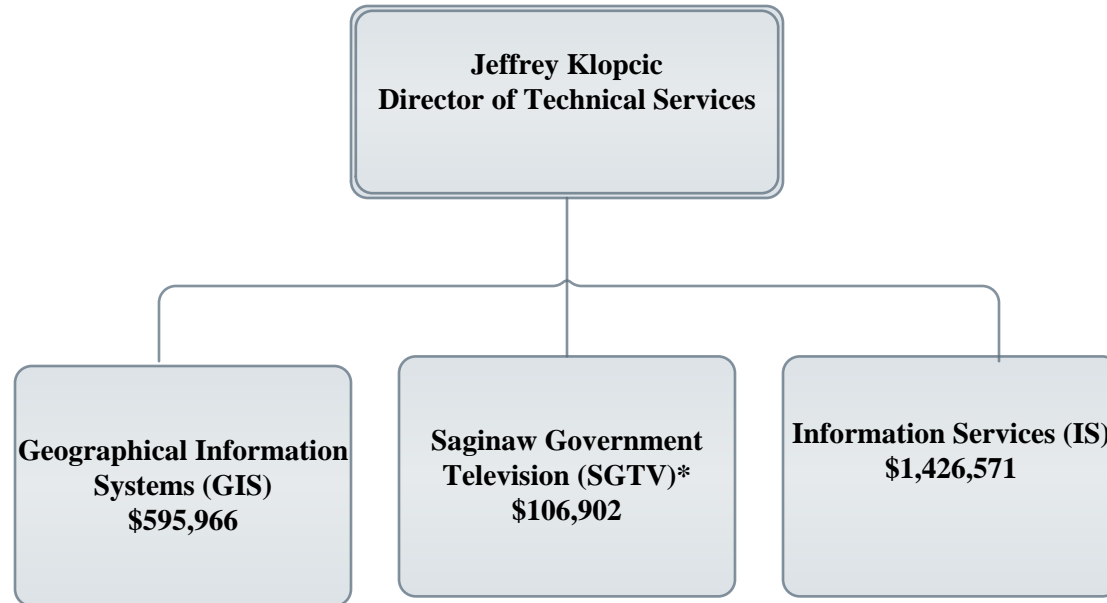
The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How to Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**641-4439 Public Works Building**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	103,584	Facilities Administrator	0.25	18,094
Overtime	3,000	Labor Foreman, Parks & Facilities	0.25	13,579
Add Pays	130	Maintenance Person II	0.75	33,147
Fringe Benefits	98,852	Parks/Maint. Person II	0.15	6,548
<b>TOTAL</b>	<b>205,566</b>	Skilled Labor II	0.80	13,104
		Office Assistant II	0.08	2,295
		Skilled Clerical I (PT)	0.20	3,422
		Basic Labor (PT)	1.00	13,395
<b>OPERATING EXPENSES</b>				
Supplies	26,700	<b>Total Personnel</b>	<b>3.48</b>	<b>103,584</b>
Internal Services	3,650			
Other Services		<b>Overtime</b>		<b>3,000</b>
Professional Fees	29,494			
Maintenance Fees	159,111	Education Bonus		130
Other Contracted Fees	0			
<b>TOTAL</b>	<b>218,955</b>	<b>Total Add Pays</b>		<b>130</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	FICA		8,164
		Healthcare Benefits - Active		29,545
		Healthcare Benefits - Retirees		0
		Pension		61,143
<b>TOTAL APPROPRIATION</b>	<b>424,521</b>	<b>Total Fringe Benefits</b>		<b>98,852</b>
		<b>TOTAL</b>	<b>3.48</b>	<b>205,566</b>

**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**  
**2017/2018 APPROVED BUDGET**

The Technical Services Geographical Information Systems fund is used to account for the development and operation of the citywide geographical information. Money for the operation of this fund is supplied mainly from contributions from other city funds

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
SERVICES - SALES	1,500	GEOGRAPHICAL INFORMATION SYSTEMS	515,053
CHARGE FOR SERVICES	591,966	CALL CENTER	80,913
OTHER REVENUES	2,500		
<b>TOTAL RESOURCES</b>	<b><u><u>595,966</u></u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u><u>595,966</u></u></b>

**DEPARTMENT OF TECHNICAL SERVICES –  
GEOGRAPHICAL INFORMATION SYSTEM (GIS)**

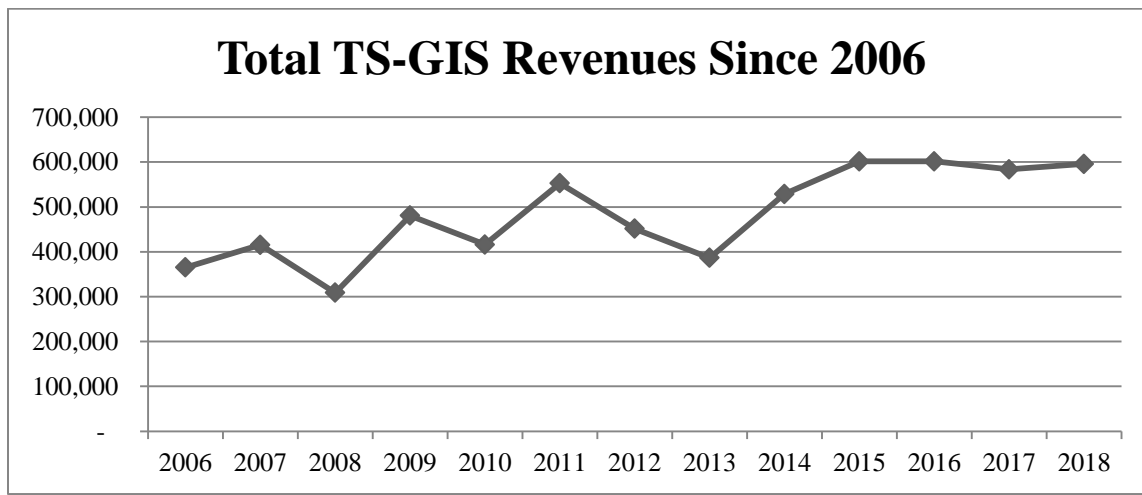
**REVENUE BUDGET SUMMARY**

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 \$591,966 in FY 2018. This fund is used to account for the development and operation of the citywide geographical information system. Funding for operation of this fund is supplied mainly from contributions from other city funds. For FY 2018, the TS-GIS Fund’s total revenues are \$595,966. This is an increase of \$12,343, or 2.11%, from the previous fiscal year.

**SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Services - Sales	3,435	6,826	1,800	1,500	1,500	600	1,500
Charges for Services	500,762	546,401	556,702	568,123	568,123	568,123	591,966
Other Revenues	24,588	22,253	9,592	14,000	14,000	9,845	2,500
<b>Total Revenues</b>	<b>528,770</b>	<b>575,480</b>	<b>568,094</b>	<b>583,623</b>	<b>583,623</b>	<b>578,568</b>	<b>595,966</b>

**REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and the FY 2018 Approved Revenues. There was a 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 2018 sees a slight 2.11% increase.



**EXPENDITURE BUDGET SUMMARY**

The total TS-GIS Fund expenditures are \$595,966 for FY 2018. This is an increase of \$12,343 from the FY 2017 approved budget. *Personnel Services* increase by \$5,988 in FY 2018. The total FTE stays the same as the previous year. *Operating Expenses* are \$115,458 for the upcoming year. This represents a \$5,855 or 5.34% increase due to increased costs in order to maintain the GIS division. *Capital Outlay* expenditures are \$1,500. The category of *Miscellaneous Expenditures* will be \$0.

**FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1738 GIS	447,093	401,174	215,633	505,465	505,465	464,160	515,053
1739 Call Center	60,113	73,669	73,420	78,158	78,158	71,620	80,913
9660 Transfers	21,853	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>529,059</b>	<b>474,843</b>	<b>289,053</b>	<b>583,623</b>	<b>583,623</b>	<b>535,780</b>	<b>595,966</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	421,575	380,220	177,684	473,020	473,020	436,803	479,008
Operating Expenses	83,116	92,936	111,140	109,603	109,603	98,218	115,458
Capital Outlay	2,515	1,687	229	1,000	1,000	759	1,500
Miscellaneous	21,853	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>529,059</b>	<b>474,843</b>	<b>289,053</b>	<b>583,623</b>	<b>583,623</b>	<b>535,780</b>	<b>595,966</b>

**SUMMARY OF POSITIONS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1738 TE - GIS	3.50	3.50	3.50	3.50	3.50	3.50	3.50
1739 Call Center	2.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Total Positions</b>	<b>5.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>

The Department of Technical Services – GIS personnel complement is 6.50 FTE for FY 2018. This is the same as in previous fiscal years.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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.

**Performance Measures/Metrics: Geographical Information System:**

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Convert city web applications to new technology	3 apps	4apps	3 apps	3 apps	2apps

**Explanation of variances:**

The key performance indicator to “convert city web applications to new technology” is reflected to have been fully achieved. In FY 2017, the technical service staff completed the following projects - streetlights projects changing from high pressure sodium lights to LED, Right-of-way Grass Cutting that allowed the Department of Public Services to see how many grass cutting passes were made through the city, Updated of the city’s general map, and for the Office of Inspections and Neighborhood Services the completion of the Vacant Housing survey.

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Decrease the average waiting time per call by 15 seconds	40 sec	39	40 sec	35 sec	38 sec
Increase the number of calls answered on a daily basis	275	321	275	275	350

**Explanation of variances:**

The key performance indicator to “decrease the average waiting time per call by 15 seconds” reflects to be fully achieved. In fact, the department did 2.5% better than expected. These results are attributable to having continuity in the staffing levels within the Call Center.

The key performance indicator to “increase the number of calls answered on a daily basis” reflects to be fully achieved. In fact the department exceeded its goal by 46 calls. These results are attributable to having continuity in the staffing levels within the Call Center.

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**650-1738 TS - GIS**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	195,273	Technical Services		
Overtime	2,000	Director	0.50	47,985
Fringe Benefits	225,863	GIS Specialist, W&S	1.00	48,000
<b>TOTAL</b>	<b>423,136</b>	Info. Technology Analyst	1.00	51,689
		GIS Specialist	1.00	47,599
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>3.50</b>	<b>195,273</b>
Supplies	4,500			
Internal Services	47,479	<b>Overtime</b>		<b>2,000</b>
Other Services				
Professional Fees	28,338	FICA		15,091
Maintenance Fees	5,100	Healthcare Benefits - Active		64,100
Other Contracted Fees	5,000	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>90,417</b>	Pension		146,672
		<b>Total Fringe Benefits</b>		<b>225,863</b>
<b>CAPITAL OUTLAY</b>	<b>1,500</b>			
<b>TOTAL</b>	<b>1,500</b>	<b>TOTAL</b>	<b>3.50</b>	<b>423,136</b>
<b>TOTAL APPROPRIATION</b>	<b>515,053</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**650-1739 Call Center**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	51,688	Skilled Clerical I (PT)	3.00	51,688
Overtime	0			
Fringe Benefits	4,184	<b>Total Personnel</b>	<u>3.00</u>	<u>51,688</u>
<b>TOTAL</b>	<u><b>55,872</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
		FICA		3,954
Supplies	850	Healthcare Benefits - Active		230
Internal Services	23,691	Healthcare Benefits - Retirees		0
Other Services		Pension		0
Professional Fees	0	<b>Total Fringe Benefits</b>		<u>4,184</u>
Maintenance Fees	500			
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>25,041</b></u>	<b>TOTAL</b>	<u><b>3.00</b></u>	<u><b>55,872</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>80,913</b></u></u>			

**DEPARTMENT OF TECHNICAL SERVICES (658)  
 INFORMATION SERVICES  
 RESOURCE ALLOCATION  
 2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
CHARGE FOR SERVICES	1,426,571	INFORMATION SERVICES	1,414,861
		TRANSFERS	11,710
<b>TOTAL RESOURCES</b>	<b><u>1,426,571</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>1,426,571</u></b>

*DEPARTMENT OF TECHNICAL SERVICES – INFORMATION SERVICES (IS)*

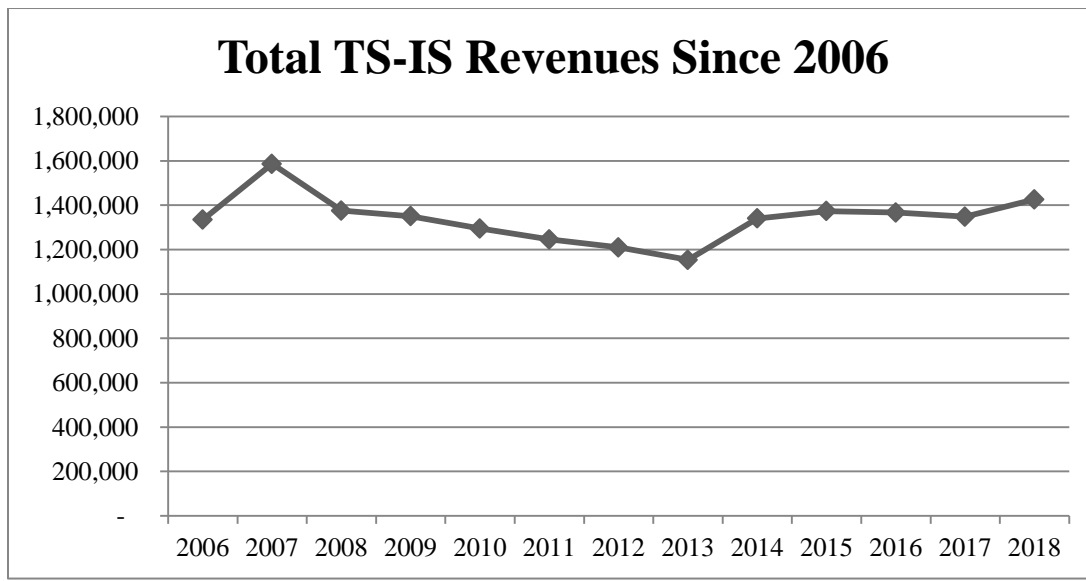
**REVENUE BUDGET SUMMARY**

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 “Services - Sales”, which is anticipated to be \$1,426,571 in FY 2018. 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 2018. For the upcoming year, the TS-IS Fund’s total revenues are \$1,426,571. This is an increase of \$78,189 from FY 2017.

**SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Services - Sales	1,339,580	1,374,630	1,359,825	1,348,382	1,348,382	1,348,382	1,426,571
Interest and Rents	(6)	(47)	(41)	0	0	109	0
Charges for Services	0	0	0	0	1,632	1,632	0
Other Revenues	1,189	0	1,168	0	7,400	7,399	0
<b>Total Revenues</b>	<b>1,340,763</b>	<b>1,374,583</b>	<b>1,360,952</b>	<b>1,348,382</b>	<b>1,357,414</b>	<b>1,357,522</b>	<b>1,426,571</b>

**REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. From FY 2006 there was a 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 2018, 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 \$1,426,571 for FY 2018. This is an increase of \$78,189 from FY 2017 approved budgeted levels. *Personnel Services* increase by \$4,425 or 0.7%, in FY 2018. The total FTE will stay the same. *Operating Expenses* are \$624,216 for the upcoming year. This represents a decrease of \$39,555. This can be attributed to reductions in costs for operating services. *Capital Outlay* is \$170,000 for FY 2018, a majority of which is a purchase of a generator for City Hall. The category of *Miscellaneous Expenditures*, which consists of an operating transfer out to the Celebration Park fund, is \$11,710 for the upcoming year, down from \$17,391.

**FUNDING LEVEL SUMMARY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
1720 Information Services	1,200,100	1,250,176	927,838	1,330,991	1,336,376	1,202,043	1,414,861
9660 Transfers	14,314	17,798	15,224	17,391	21,038	17,391	11,710
<b>Total Expenditures</b>	<b>1,214,414</b>	<b>1,267,974</b>	<b>943,062</b>	<b>1,348,382</b>	<b>1,357,414</b>	<b>1,219,434</b>	<b>1,426,571</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	557,336	539,341	237,861	616,220	618,220	539,183	620,645
Operating Expenses	611,708	678,793	651,943	663,771	671,856	617,339	624,216
Capital Outlay	23,517	31,430	36,066	51,000	46,300	45,521	170,000
Miscellaneous	21,853	18,410	17,192	17,391	21,038	17,391	11,710
<b>Total Expenditures</b>	<b>1,214,414</b>	<b>1,267,974</b>	<b>943,062</b>	<b>1,348,382</b>	<b>1,357,414</b>	<b>1,219,434</b>	<b>1,426,571</b>

**SUMMARY OF POSITIONS**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
1720 TS - IS	4.50	4.50	4.50	4.50	4.50	4.50	4.50
<b>Total Positions</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>

The Department of Technical Services – Information Services personnel complement is 4.50 FTE for FY 2018. This is the same as in previous fiscal years.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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.

**Performance Measures/Metrics: Technical Service – Information Services:**

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b><i>FY 2017 Actual</i></b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Change out computer equipment according to lease schedule	100%	100%	100%	100%	100%



**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**658-1720 TS - IS**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	268,979	Technical Services		
Overtime	1,000	Director	0.50	47,985
Fringe Benefits	350,667	Assistant Director of Technical Services	1.00	72,378
<b>TOTAL</b>	<b>620,647</b>	Enterprise Analyst	1.00	56,953
		Tech. Support Specialist	2.00	91,664
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	4.50	268,979
Supplies	42,357	<b>Overtime</b>		1,000
Internal Services	97,188	FICA		20,653
Other Services		Healthcare Benefits - Active		71,933
Professional Fees	297,921	Healthcare Benefits - Retirees		69,230
Maintenance Fees	177,998	Pension		188,851
Other Contracted Fees	8,750	<b>Total Fringe Benefits</b>		350,667
<b>TOTAL</b>	<b>624,214</b>	<b>TOTAL</b>	<b>4.50</b>	<b>620,647</b>
<b>CAPITAL OUTLAY</b>	170,000			
<b>TOTAL</b>	<b>170,000</b>			
<b>MISCELLANEOUS</b>	11,710			
<b>TOTAL</b>	<b>11,710</b>			
<b>TOTAL APPROPRIATION</b>	<b>1,426,571</b>			

**RADIO OPERATIONS (660)  
RESOURCE ALLOCATION  
2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
CHARGE FOR SERVICES	161,146	RADIO OPERATIONS	152,014
		INCREASE IN FUND EQUITY	9,132
<b>TOTAL RESOURCES</b>	<b>161,146</b>	<b>TOTAL APPROPRIATIONS</b>	<b>161,146</b>

## **RADIO OPERATIONS FUND**

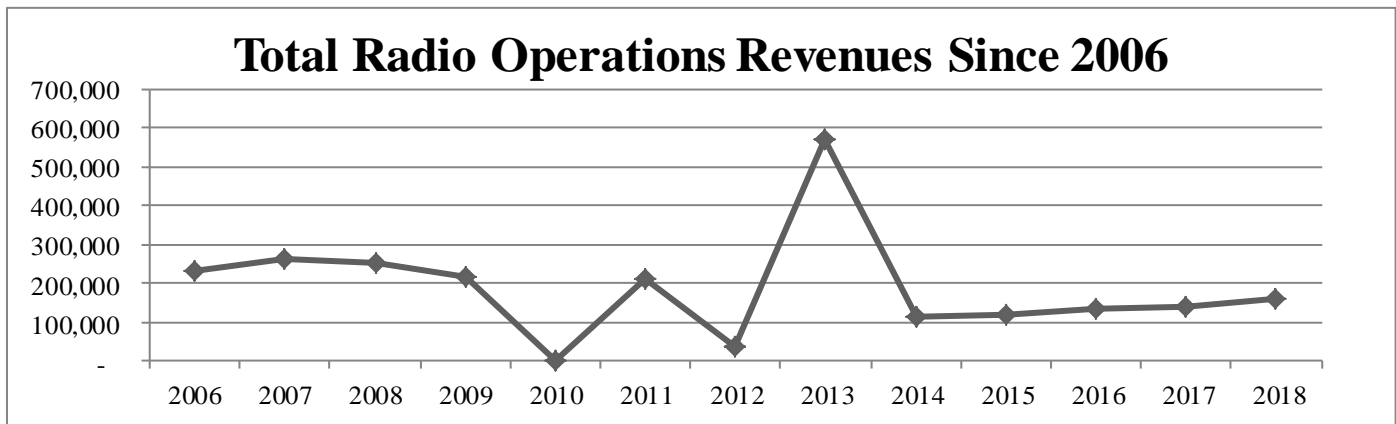
### **REVENUE BUDGET SUMMARY**

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. 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. The major revenue source for this fund is “Charge for Services”, which is \$161,146 for the next fiscal year. This is an increase of \$19,870 from the previous fiscal year. The increase is primarily due to the increase in the cost of maintaining the citywide radio system.

### **SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Charges for Service	114,144	118,767	133,560	141,276	141,276	141,276	161,146
Interest and Rents	(283)	(133)	(74)	0	0	158	0
Other Revenues	150	0	0	0	56,074	56,074	0
<b>Total Revenues</b>	<b>114,011</b>	<b>118,634</b>	<b>133,486</b>	<b>141,276</b>	<b>197,350</b>	<b>197,508</b>	<b>161,146</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. In 2010, the City only recognized interest on investments. There were no purchases or repairs to any radios by user departments. In 2012, user departments were repaid for monies allocated in previous fiscal years. By FY 2013, revenues reflected a steady increase due to the City appropriating uncommitted and unrestricted fund reserves in order to purchase a new radio system. The FY 2015 revenues reflected a dramatic drop because the city purchased a new radio system, which occurred in FY 2013. The FY 2018 approved budget is slightly higher due to the increase in the maintenance charges to user departments.

**SUMMARY OF EXPENDITURES**

The total Radio Fund expenditures for FY 2018 are \$161,146. This represents a \$19,870 increase from the previous fiscal year. *Personnel Services* are \$38,385 for FY 2018. This is a 2.7% increase from FY 2017. This increase is primarily attributed to an overall increase in benefit costs. *Operating Expense* also increases during FY 2018. The approved budget is set at \$103,629, which is a \$5,054 increase. *Capital Outlay* expenditures are \$10,000 for FY 2018 for the purchase of new radios. The category of *Miscellaneous Expenditures* reflects the amount of \$9,132 for FY 2018. These remaining extra funds will be added to fund equity.

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
4422 Radio Operation	139,001	147,249	122,012	141,276	197,350	127,300	161,146
<b>Total</b>	<b>139,001</b>	<b>147,249</b>	<b>122,012</b>	<b>141,276</b>	<b>197,350</b>	<b>127,300</b>	<b>161,146</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	30,932	29,322	11,132	37,383	37,383	31,762	38,385
Operating Expenses	108,069	117,927	100,066	98,575	113,535	49,106	103,629
Capital Outlay	0	0	10,814	0	0	0	10,000
Miscellaneous	0	0	0	5,318	46,432	46,432	9,132
<b>Total Expenditures</b>	<b>139,001</b>	<b>147,249</b>	<b>122,012</b>	<b>141,276</b>	<b>197,350</b>	<b>127,300</b>	<b>161,146</b>

**SUMMARY OF POSITIONS**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
4422 Radio Operations	0.30	0.30	0.30	0.30	0.30	0.30	0.30
<b>Total Positions</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>

The Radio Operations personnel complement is 0.30 FTE for FY 2018. This includes 0.10 of the Traffic Foreman and 0.20 of a Traffic Electrician II. This is the same allocation as in previous years.

**Performance Measures/Metrics: Radio Operations:**

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
% of City radios operational daily	95%	99%	95%	95%	95%

The following “Expenditure Detail” page will outline the total amounts in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**660-4422/8559 Radio Operations**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	16,957	Traffic Foreman	0.10	5,819
Overtime	1,000	Traffic Electrician II	0.20	11,139
Add Pays	700			
Fringe Benefits	19,728	<b>Total Personnel</b>	0.30	16,957
<b>TOTAL</b>	<b>38,385</b>			
		<b>Overtime</b>		1,000
<b>OPERATING EXPENSES</b>				
Supplies	5,500	Standby Pay		700
Internal Services	20,765			
Other Services		<b>Total Add Pays</b>		700
Professional Fees	15,073			
Maintenance Fees	2,369	FICA		1,427
Other Contracted Fees	2,500	Healthcare Benefits - Active		5,770
<b>TOTAL</b>	<b>46,207</b>	Healthcare Benefits - Retirees		0
		Pension		12,531
<b>CAPITAL OUTLAY</b>	10,000	<b>Total Fringe Benefits</b>		19,728
<b>TOTAL</b>	<b>10,000</b>			
		<b>TOTAL</b>	<b>0.30</b>	<b>38,385</b>
<b>MISCELLANEOUS</b>	66,554			
<b>TOTAL</b>	<b>66,554</b>			
<b>TOTAL APPROPRIATION</b>	<b>161,146</b>			

**MOTOR POOL OPERATIONS (661)**  
**RESOURCE ALLOCATION**  
**2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
CHARGE FOR SERVICES	2,016,638	GARAGE ADMINISTRATION	1,116,257
INTEREST	0	GARAGE OPERATIONS	982,211
OTHER REVENUES	81,830		
<b>TOTAL RESOURCES</b>	<b><u>2,098,468</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>2,098,468</u></b>

## **MOTOR POOL OPERATIONS FUND**

### **REVENUE BUDGET SUMMARY**

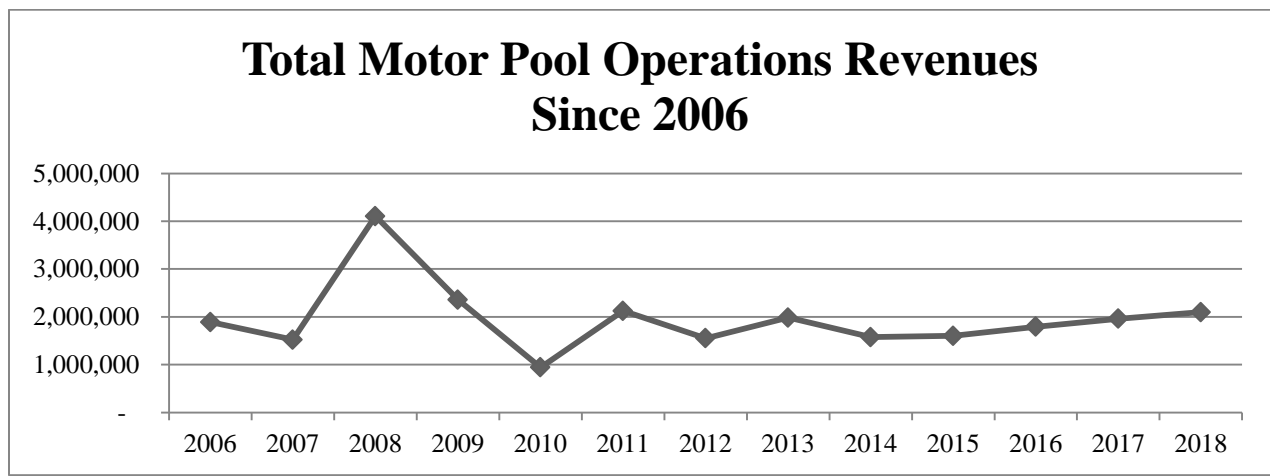
The Motor Pool Operations Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenue source for this fund is “Charge for Services”, which is anticipated to be \$2,106,638 in FY 2018. 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 2018, the Motor Pool Operations Fund’s total revenues are \$2,098,468. This is an increase of \$138,693, or 7.08% from the previous fiscal year. This increase will be realized in the “Charge for Services” as well as additional revenues anticipated due to the selling of vehicles and equipment.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Charge for Services	1,453,270	1,756,716	2,122,164	1,954,850	2,080,900	2,227,897	2,016,638
Interest and Rents	(36)	3	(9)	0	0	168	0
Other Revenues	(4,818)	0	78,192	4,925	140,908	143,683	81,830
<b>Total Revenues</b>	<b>1,448,416</b>	<b>1,756,719</b>	<b>2,200,347</b>	<b>1,959,775</b>	<b>2,221,808</b>	<b>2,371,748</b>	<b>2,098,468</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. In FY 2006 – 2007, revenues declined significantly. This is primarily attributed to a reduction in the amount collected from user departments. Additionally, prior to FY 2008, there was no formal fee structure established for replacement and maintenance cost to the city’s fleet. In FY 2008, the City began utilizing a 35% fleet charge (maintenance charge) that derived from the rates established by the State of Michigan’s Schedule C. Also, an extended replacement fee was created based on type of vehicle and equipment. At the end of FY 2008, it was determined that the new fleet charge was too high and that enterprise funds should only pay for maintenance cost instead of maintenance plus replacement. From FY 2009 – 2011, the City began adjusting the fleet rate from 23% to 19% of the State rate. By FY



2012, it was determined that a historical charge should be allocated to each of the user departments. Additionally, in FY 2011/12 the City increased its appropriation of fund equity for the repayment of 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. FY 2016 revenue budget continued 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 2016 revenue budget also reflected the same issue as the 2015 approved budget. No fund reserves are available to this fund; hence user departments must contribute more to the fund to maintain the fleet. The FY 2017 revenue budget reflected a slight increase. This is attributable to increase to the contribution from other funds as well as a slight increase from the sale of property items account. Similarly to FY 2017, the 2018 approved budget reflects an increase due to an increase to the user departments as well as additional revenues anticipated due to the sale of vehicles and equipment.

**EXPENDITURE BUDGET SUMMARY:**

The total Motor Pool Operations Fund expenditures are \$2,098,468 for FY 2018. This budget increases from FY 2017 by a net \$138,693. *Personnel Services* increase by a net \$134,005. This increase is due to the reclassification of positions within the fund as well as a 2% increase to wages in accordance with the collective bargaining agreements. This increase is offset by savings to retiree healthcare since the city moved to one plan effective January 1, 2017. *(The personnel complement changes are listed in detail under Summary of Positions.)* *Operating Expenses* increase by a net \$59,337, or 8.82%. This increase is primarily associated with the following increases - information management charge; motor vehicle supplies, computer software for the “Alldata” fleet repair informational software, and software updates for existing automotive scanner, operating services for the parts washer cleaning, waste oil hauling, coverall cleaning, vehicle hoist inspections, and training and development with the related travel, meals, and lodging. *Capital Outlay* reflects to be \$52,000. The Department of Public Services is planning to replace a 1970 air compressor and provide equipment to complete the outfitting of a recently purchased cab and chassis. This will allow for more versatility as a shop service truck with a generator, compressor, welder, torches, portable crane, lubrication abilities tools and tool storage. The category of *Miscellaneous Expenditures* is \$36,769 for FY 2018. This is to recognize the depreciation cost for vehicles and equipment in the Motor Pool Operations Fund.

**FUNDING LEVEL SUMMARY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
4480 Garage Administration	1,576,846	1,782,838	1,350,910	1,058,844	1,092,559	955,366	1,116,257
4481 Garage Operations	0	0	849,464	900,931	1,129,249	1,019,549	982,211
<b>Total Expenditures</b>	<b>1,576,846</b>	<b>1,782,838</b>	<b>2,200,374</b>	<b>1,959,775</b>	<b>2,221,808</b>	<b>1,974,915</b>	<b>2,098,468</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
Personnel Services	813,031	805,594	1,304,710	1,143,424	1,115,250	1,036,269	1,277,429
Operating Expenses	763,370	977,244	892,706	672,933	933,365	858,887	732,270
Capital Outlay	445	0	2,958	53,000	82,775	79,759	52,000
Miscellaneous	0	0	0	90,418	90,418	0	36,769
<b>Total Expenditures</b>	<b>1,576,846</b>	<b>1,782,838</b>	<b>2,200,374</b>	<b>1,959,775</b>	<b>2,221,808</b>	<b>1,974,915</b>	<b>2,098,468</b>

**SUMMARY OF POSITIONS**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
4480 Garage Administration	7.00	7.00	2.00	2.00	2.00	2.00	2.00
4481 Garage Operations	0.00	0.00	7.00	7.00	7.00	7.00	7.00
<b>Total Positions</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

The Motor Pool Operations personnel complement is 9 employees for FY 2018. This is the same as the FY 2017 approved personnel complement. In January 2017, City Council approved the following changes – the reclassification of the Labor Foreman, Garage to the Motor Pool Administrator; the elimination of the part-time Skilled Clerical position replaced with a full-time Motor Pool Coordinator, and the addition of a Mechanical Equipment Repair Person III with the elimination of the Mechanical Equipment Repair Person II.

**Performance Measures/Metrics: Motor Pool Operations:**


**Motor Pool Operations** – (summary of services)


The Motor Pool Operations Division functions as a support service for all city departments by procuring and maintaining 28 police patrol vehicles and 314 other vehicles and pieces of equipment, excluding those used by the Saginaw Fire Department. This division also maintains the fuel system records provided by the fuel vendor.

Key Performance Indicator	FY 2017 Goal	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
% of fleet operational on a daily basis by month - Police Department	94%	86.43%	90%	92%	94%
% of fleet operational on a daily basis by month - All Others	90%	91.49%	90%	90%	90%
Performance Maintenance Compliance as a % Monthly	94%	44%	65%	70%	80%
Labor Productivity % Monthly	70%	90.70%	80%	80%	80%


\*Count measures and not output measures.

**Explanation of variances:**

 The key performance indicator of “% of fleet operational on a daily basis by month – Police Department” reflects to be mostly achieved. “Unit Downtime” is based on a report run in Dossier that measures how long a vehicle is not in service. The “Unit Downtime” report tracks the hours of downtime on every vehicle based on an 8.5 hour work day 5 days a week. The police patrol vehicles were kept out of service longer in FY 2017 due to 11 accidents involving 8 of the vehicles and 2 high mileage units requiring an extensive amount of engine and suspension work. These 10 patrol cars totaled 5,261.82 hours accounting for 60.51% of the overall down-time.

 The key performance indicator of “performance maintenance compliance as a % monthly” reflects to not have been achieved. “PM Compliance” is based on a report run in Dossier that measures how many vehicles were in compliance during each month. This report is different from the one used in previous years. The previous report only based compliance on whether the vehicle was over on miles or hours of operation. When performing Preventative Maintenance on a vehicle or piece of equipment the goal is to inspect all vehicles/equipment annually regardless of usage to insure the vehicle/equipment is safe to operate. The current low percentage is due to a high turnover rate within this position, which is currently filled through a temp agency at 32-hours a week. This is a semi-skilled position requiring

working knowledge of the drive trains, mechanical, electrical and computer systems of an array of various vehicles and equipment which has been difficult to fill through temporary employment agencies. Once a candidate is found and trained to be capable of completing the required repair tasks and record keeping documentation, they are easily able to find full-time employment opportunities elsewhere, which have then left the garage to begin the recruiting and orientation process again.

 The key performance indicator of “labor productivity % monthly” reflects to have been fully achieved. “Mechanic Productivity” Our mechanics are expected to achieve a productivity from 70 to 91.25%. A mathematically achievable percentage based upon our contract language for breaks and cleanup allowances would be 91.25% with a national average for labor workers somewhere around 70%. We find the achieved 90.70% acceptable and will continue to track reported labor hours for accuracy.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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  
2017/2018 APPROVED BUDGET**

**661-4480 MPO - Garage Operations**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	94,814	MPO Administrator	0.50	31,202
Overtime	10,000	Parts Stock Clerk II B	0.50	21,670
Fringe Benefits	625,216	Motor Pool Coordinator	1.00	41,943
<b>TOTAL</b>	<b>730,030</b>	<b>Total Personnel</b>	<b>2.00</b>	<b>94,814</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>10,000</b>
Supplies	18,210			
Internal Services	212,745	FICA		8,018
Other Services		Healthcare Benefits - Active		73,917
Professional Fees	0	Healthcare Benefits - Retirees		194,421
Maintenance Fees	118,503	Pension		348,860
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<b>625,216</b>
<b>TOTAL</b>	<b>349,458</b>	<b>TOTAL</b>	<b>2.00</b>	<b>730,030</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>MISCELLANEOUS</b>	<b>36,769</b>			
<b>TOTAL</b>	<b>36,769</b>			
<b>TOTAL APPROPRIATION</b>	<b>1,116,257</b>			

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**661-4481 Motor Pool Operations**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	326,744	Motor Pool Administrator	0.50	31,202
Overtime	44,108	Mech Equip RepairPerson III	2.00	94,620
Fringe Benefits	176,547	Mech Equip RepairPerson II	4.00	179,253
		Parts Stock Clerk II B	0.50	21,670
<b>TOTAL</b>	<b>547,399</b>			
		<b>Total Personnel</b>	<b>7.00</b>	<b>326,744</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>44,108</b>
Supplies	269,370			
Internal Services	0			
Other Services		FICA		28,370
Professional Fees	37,400	Healthcare Benefits - Active		126,767
Maintenance Fees	68,042	Healthcare Benefits - Retirees		0
Other Contracted Fees	8,000	Pension		21,410
<b>TOTAL</b>	<b>382,812</b>	<b>Total Fringe Benefits</b>		<b>176,547</b>
<b>CAPITAL OUTLAY</b>	<b>52,000</b>	<b>TOTAL</b>	<b>7.00</b>	<b>547,399</b>
<b>TOTAL</b>	<b>52,000</b>			
<b>TOTAL APPROPRIATION</b>	<b>982,211</b>			

**SELF-INSURANCE FUND (677)  
 RESOURCE ALLOCATION  
 2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
CHARGE FOR SERVICES	1,171,163	SELF-INSURANCE	1,171,163
<b>TOTAL RESOURCES</b>	<b>1,171,163</b>	<b>TOTAL APPROPRIATIONS</b>	<b>1,171,163</b>

## ***SELF - INSURANCE FUND***

### **REVENUE BUDGET SUMMARY**

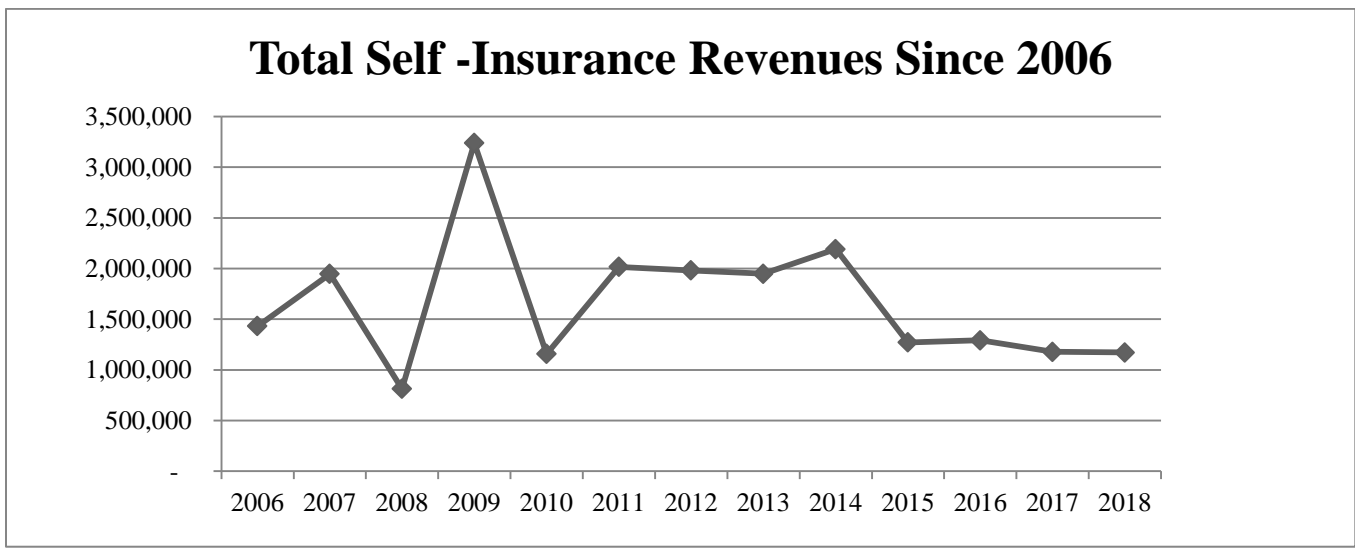
Another Internal Service Fund to the City is the Self-Insurance Fund. This fund was established by City Council to serve as a general insurance reserve for liabilities and claims not covered by commercial carriers as well as payments of deductibles. This fund accounts for the payment of insurance premiums, 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 2018, the Self-Insurance Fund’s revenues are \$1,171,163. This is a decrease of \$6,232 from the previous fiscal year.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Charge for Services	1,550,440	1,309,765	1,107,334	1,177,395	1,177,395	1,100,833	1,171,163
Interest and Rents	(129)	(27)	(184)	0	0	349	0
Other Revenues	641,226	457,200	67,794	0	0	477	0
<b>Total Revenues</b>	<b>2,191,537</b>	<b>1,766,938</b>	<b>1,174,944</b>	<b>1,177,395</b>	<b>1,177,395</b>	<b>1,101,659</b>	<b>1,171,163</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. 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 to \$3.23 million. Additionally, the City received a one-time reimbursement in FY 2009 and FY 2011 from Insurance Premiums, equating to \$140,325 and \$563,000 respectively. In FY 2010, there was a dramatic decline to charges for services of \$1,157,517. By FY 2012,

Self- Insurance revenues reflected 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 2015, 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 increase in insurance premiums continued in FY 2016. The FY 2017 budget reflected a slight decrease to the contribution from other funds of \$114,923. This is attributable to a reduction in the cost of general liability insurance renewal. Similar to FY 2017, the 2018 approved budget realizes another reduction of \$6,232, or .53%. This is related to reductions in operating expenditures.

**EXPENDITURE BUDGET SUMMARY**

The total Self-Insurance Fund expenditures are \$1,171,163 for FY 2018, which is .53% reduction from the FY 2017, approved budgeted levels. *Personnel Services* increase \$193 from the previous fiscal year. This net increase is to recognize the 2% increase per the collective bargaining agreement; however, this increase is offset by a reduction in the city’s pension obligation. *Operating Expenses* are \$1,136,647 for the upcoming year. This represents a \$6,425 decrease. This decrease is attributable to reductions in the service fees and claims, information management charges, and indirect cost allocation. In the categories of *Capital Outlay* and *Miscellaneous Expenditures*, the budget remains zero.

**FUNDING LEVEL SUMMARY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
1762 Self Insurance	2,191,537	1,195,698	630,471	1,177,395	1,177,395	665,223	1,171,163
<b>Total Expenditures</b>	<b>2,191,537</b>	<b>1,195,698</b>	<b>630,471</b>	<b>1,177,395</b>	<b>1,177,395</b>	<b>665,223</b>	<b>1,171,163</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	35,300	28,103	13,165	34,323	34,323	28,366	34,516
Operating Expenses	2,156,235	1,167,595	617,306	1,143,072	1,143,072	636,857	1,136,647
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>2,191,535</b>	<b>1,195,698</b>	<b>630,471</b>	<b>1,177,395</b>	<b>1,177,395</b>	<b>665,223</b>	<b>1,171,163</b>



**SUMMARY OF POSITIONS**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
1762 Self-Insurance	0.30	0.30	0.30	0.25	0.25	0.25	0.25
<b>Total Positions</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

The personnel complement for the Self-Insurance is .25, which is the same as in the previous fiscal year

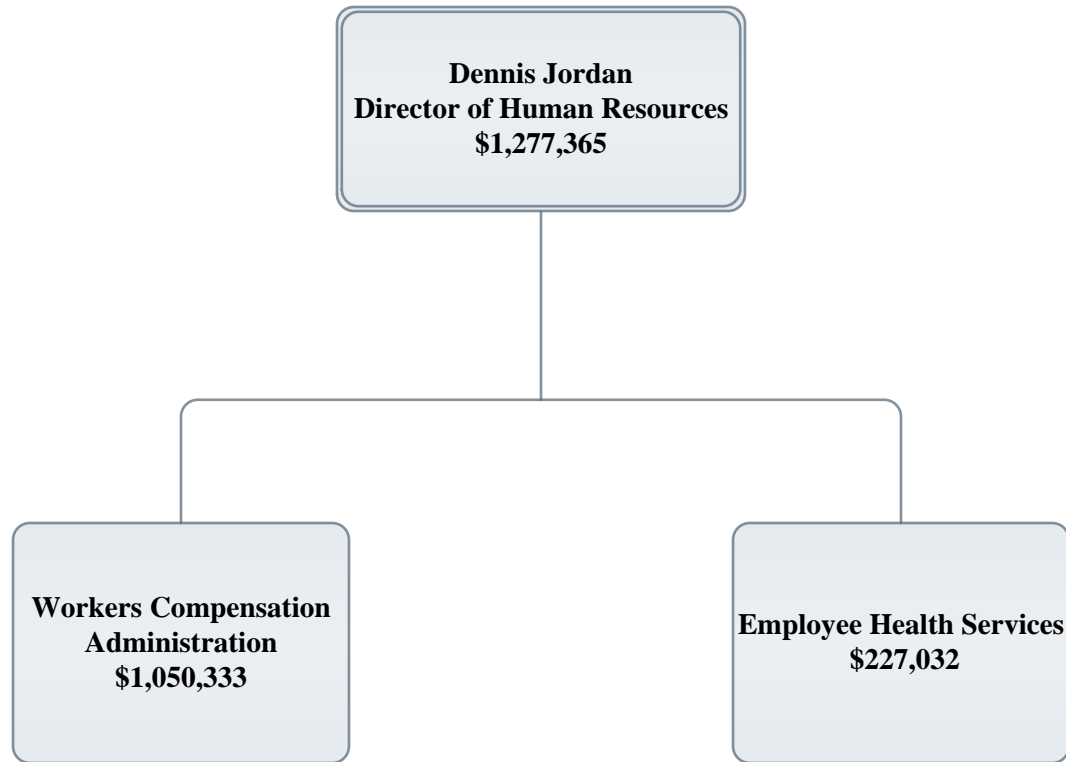
The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**677-1762 Self-Insurance**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2017/ 2018 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	18,726	City Clerk	0.15	13,139
Overtime	0	Deputy City Clerk	0.10	5,587
Fringe Benefits	15,791			
		<b>Total Personnel</b>	0.25	18,726
<b>TOTAL</b>	<b>34,516</b>			
		<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	0	FICA		1,433
Internal Services	14,572	Healthcare Benefits - Active		3,404
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,122,000	Pension		10,954
Maintenance Fees	75			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		15,791
<b>TOTAL</b>	<b>1,136,647</b>			
		<b>TOTAL</b>	<b>0.25</b>	<b>34,516</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>1,171,163</b>			

**CITY OF SAGINAW**  
**WORKERS COMPENSATION FUND – INTERNAL SERVICE FUND**



**WORKERS COMPENSATION (678)**  
**RESOURCE ALLOCATION**  
**2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
CHARGE FOR SERVICES	1,273,865	WORKERS COMPENSATION ADMINISTRATION	1,050,333
INTEREST	3,500	EMPLOYEE HEALTH SERV.	227,032
<b>TOTAL RESOURCES</b>	<b><u>1,277,365</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>1,277,365</u></b>

## **WORKERS COMPENSATION FUND**

### **REVENUE BUDGET SUMMARY**

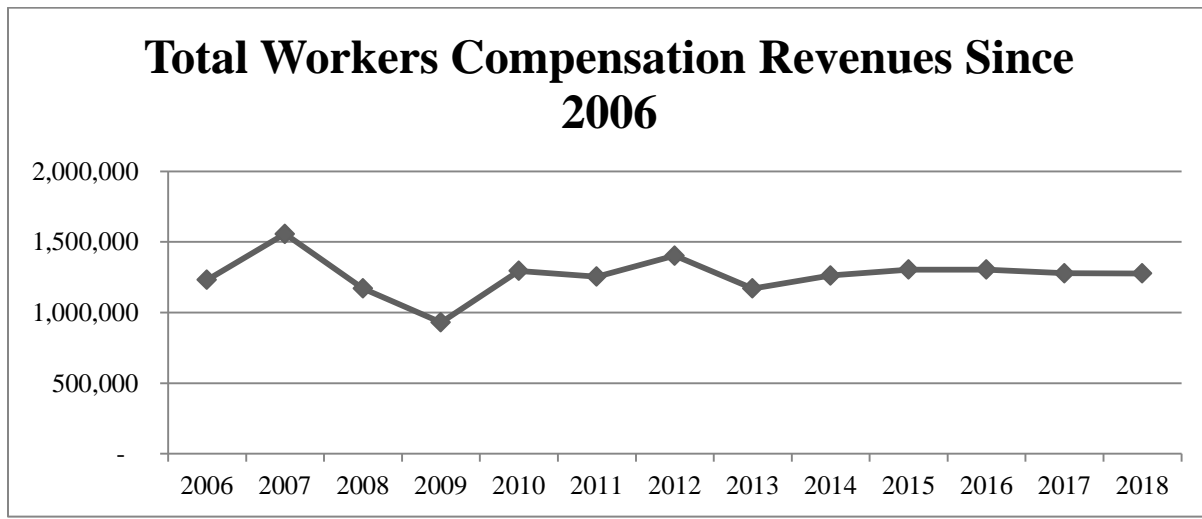
The Workers Compensation Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. In the case of this fund, the workers compensation revenues are based on a percentage 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 \$1,277,365 for FY 2018. This is a decrease of \$1,140 from the FY 2017 approved budget.

### **SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Charge for Services	1,009,156	1,013,458	1,055,997	1,265,402	1,265,402	1,100,047	1,273,865
Interest and Rents	2,111	2,362	2,980	4,850	4,850	4,821	3,500
Other Revenues	251,589	0	341	8,253	157,923	149,670	0
Use of Fund Equity	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>1,262,856</b>	<b>1,015,820</b>	<b>1,059,318</b>	<b>1,278,505</b>	<b>1,428,175</b>	<b>1,254,538</b>	<b>1,277,365</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 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. From FY 2013 to present, revenue has remained stagnant.

### **EXPENDITURE BUDGET SUMMARY**

The total Workers Compensation Fund expenditures are \$1,277,365 for FY 2018. This budget decreases by \$1,140 from the FY 2017 approved budgeted levels. *Personnel Services* increase by \$1,496 or 2%. This increase is due to contractually obligated increases. The personnel complement remains the same as previous fiscal years. *Operating Expenses* decrease by \$2,636. The Workers Compensation Administration division decreases by \$4,939. The Employee Health Services division increases by \$3,799. There are no *Capital Outlay* purchases for FY 2018.

**FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1750 Workers Compensation Administration	1,038,766	620,982	443,311	1,055,272	1,055,272	421,286	1,050,333
1751 Employee Health Service	194,106	222,325	242,566	223,233	223,233	202,952	227,032
8559 Increase in Fund Equity	0	0	0	0	149,670	0	0
<b>Total Expenditures</b>	<b>1,242,666</b>	<b>843,307</b>	<b>685,877</b>	<b>1,278,505</b>	<b>1,428,175</b>	<b>624,238</b>	<b>1,277,365</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	69,246	40,881	15,683	60,571	60,571	51,308	62,067
Operating Expenses	1,173,420	802,426	669,297	1,217,934	1,217,934	572,930	1,215,298
Capital Outlay	0	0	897	0	0	0	0
Miscellaneous	0	0	0	0	149,670	0	0
<b>Total Expenditures</b>	<b>1,242,666</b>	<b>843,307</b>	<b>685,877</b>	<b>1,278,505</b>	<b>1,428,175</b>	<b>624,238</b>	<b>1,277,365</b>

**SUMMARY OF POSITIONS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1751 Workers Compensation	0.60	0.60	0.60	0.60	0.60	0.60	0.60
<b>Total Positions</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>

The Workers Compensation Fund personnel complement is 0.60 FTE for FY 2018. This consists of 0.60 of an Administrative Assistant I and is the same allocation as in previous fiscal years.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2017/2018 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.

**Performance Measures/Metrics: Workers Compensation Fund:**

**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.

<b>Key Performance Indicator</b>	<b>FY 2017 Goal</b>	<b><i>FY 2017 Actual</i></b>	<b>FY 2018 Projection</b>	<b>FY 2019 Projection</b>	<b>FY 2020 Projection</b>
Submit all Workers Compensation claims w/in 24 hours of receiving the completed paperwork	96%	96%	96%	96%	96%

**EXPENDITURE ANALYSIS DETAIL  
2017/2018 APPROVED BUDGET**

**678-1751 Employee Health Services**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2017/ 2018 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	30,245	Administrative Assistant I	0.60	30,245
Overtime	0			
Fringe Benefits	31,822	<b>Total Personnel</b>	<u>0.60</u>	<u>30,245</u>
<b>TOTAL</b>	<u><b>62,067</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
		FICA		2,314
Supplies	0	Healthcare Benefits - Active		4,688
Internal Services	23,133	Healthcare Benefits - Retirees		
Other Services		Pension		24,820
Professional Fees	141,832	<b>Total Fringe Benefits</b>		<u>31,822</u>
Maintenance Fees	0			
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>164,965</b></u>	<b>TOTAL</b>	<u><b>0.60</b></u>	<u><b>62,067</b></u>





## **FIDUCIARY FUNDS**

UNFUNDED LIABILITIES FUND  
FOREST LAWN CEMETERY ENDOWMENT FUND  
OAKWOOD CEMETERY ENDOWMENT FUND  
POLICE AND FIRE PENSION FUND

**UNFUNDED LIABILITIES FUND (674)**  
**RESOURCE ALLOCATION**  
**2017/2018 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 2010, was estimated to be \$215 million. An actuarial valuation provides recommended funding levels over the next five years.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
INTEREST	0	RETIREE HEALTH	0
OTHER REVENUES	250,000	INCREASE FUND EQUITY	250,000
<b>TOTAL RESOURCES</b>	<b><u>250,000</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>250,000</u></b>

## ***UNFUNDED LIABILITIES FUND***

### **REVENUE BUDGET SUMMARY**

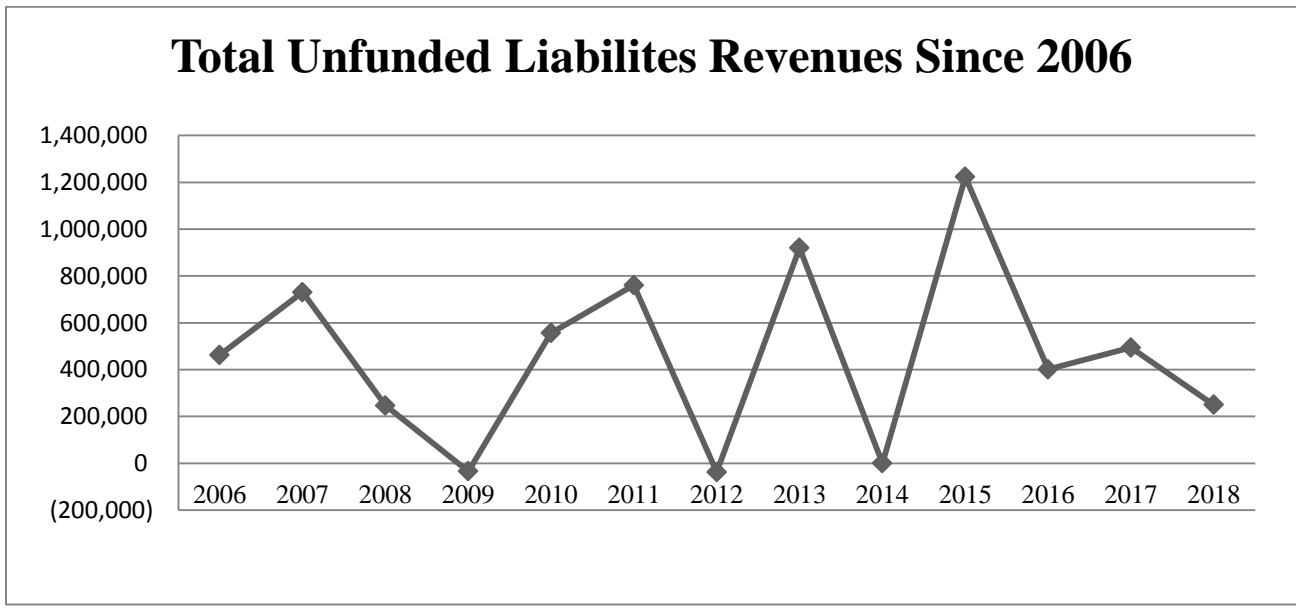
The Unfunded Liabilities Fund is considered to be a Fiduciary Fund of the City of Saginaw. This fund was established to start funding the unfunded health insurance premiums or Other Post Employee Benefits (OPEB) that are fully paid for by city retirees. As of FY 2010, the total unfunded liability was estimated at \$215 million. The major revenue source for this fund is “Charge for Services”. Each year, the Office of Management and Budget meets with the City Manager and determines how much is available in each fund to allocate toward the City’s OPEB responsibility. In general, this amount has been \$470,000. A percentage of this established amount is then allocated to each fund. This figure is based on the number of employees that retired from that fund. Another revenue source for this fund is revenues received for interest on investments. Generally, this revenue is driven by market conditions and thereby fluctuates from year to year.

For FY 2018, the Unfunded Liabilities Fund’s revenues are \$250,000. This is a \$243,566 or 49.35% reduction from the previous fiscal year. This reduction reflects the city no longer appropriating funds to repay retiree healthcare payment for the General Fund. For FY 2018, city administration began appropriating funding toward the City’s OPEB Liability. The General, Major and Local Streets, Rubbish Collection, Sewer Operations and Maintenance and Water Operations Funds will begin providing a subsidy.

### **SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Interest	27,525	30,081	15,352	0	21,673	25,719	0
Other Revenues	87,216	(129,578)	(76,114)	0	44,099	45,115	0
Transfers	0	0	0	0	0	0	250,000
Use of Fund Equity	0	0	0	493,566	445,294	52,080	0
<b>Total Revenues</b>	<b>114,741</b>	<b>(99,497)</b>	<b>(60,762)</b>	<b>493,566</b>	<b>511,066</b>	<b>122,914</b>	<b>250,000</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. The dramatic fluctuation in revenues 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 for the General and Motor Pool Operations Funds. FY 2015, the City did not appropriate any funds toward the OPEB due to financial constraints. In FY 2016, the City re-appropriated revenues to pay for the retiree healthcare for the General Fund that was not utilized in FY 2015. For FY 2016/17, the City appropriated funds to cover retiree healthcare insurance for the General Fund. For FY 2018, city administration began appropriating funding toward the City’s OPEB Liability. The General, Major and Local Streets, Rubbish Collection, Sewer Operations and Maintenance and Water Operations Funds will begin providing a subsidy.

**EXPENDITURE BUDGET SUMMARY**

The total Unfunded Liabilities Fund Expenditures are \$250,000 for FY 2018. The City will appropriate these funds to pay towards the OPEB Liability.

**FUNDING LEVEL SUMMARY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
8525 Retiree Health	0	1,182,466	401,135	493,566	493,566	105,434	0
8559 Increase Fund Equity	0	0	0	0	17,500	17,480	250,000
<b>Total Expenditures</b>	<b>0</b>	<b>1,182,466</b>	<b>401,135</b>	<b>493,566</b>	<b>511,066</b>	<b>122,914</b>	<b>250,000</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Personnel Services	0	1,182,466	401,135	493,566	493,566	105,434	0
Operating Expenses	0	0	0	0	17,500	17,480	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	250,000
<b>Total Expenditures</b>	<b>0</b>	<b>1,182,466</b>	<b>401,135</b>	<b>493,566</b>	<b>511,066</b>	<b>122,914</b>	<b>250,000</b>

**FOREST LAWN CEMETERY (711)  
 RESOURCE ALLOCATION  
 2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
CHARGE FOR SERVICES	29,674	INCREASE IN FUND EQUITY	29,674
<b>TOTAL RESOURCES</b>	<b>29,674</b>	<b>TOTAL APPROPRIATIONS</b>	<b>29,674</b>

## **FOREST LAWN CEMETERY FUND**

### **REVENUE BUDGET SUMMARY**

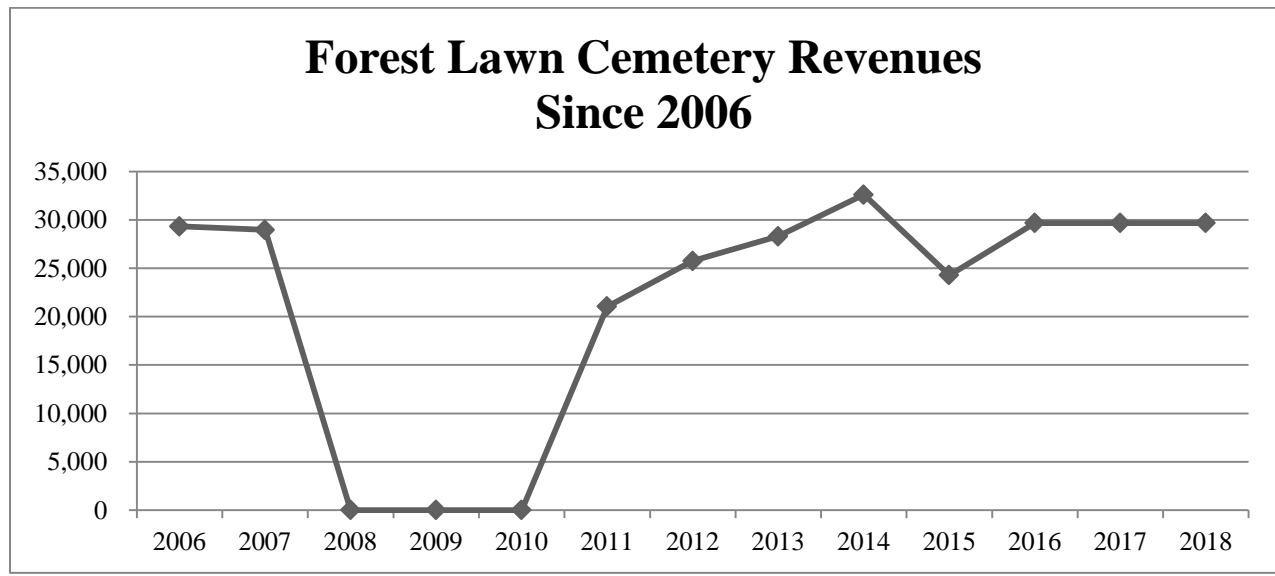
Forest Lawn Cemetery Fund is considered to be a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city's program. In accordance with Chapter XIII, Section 83 Cemetery Trust Funds, in the Charter of the City of Saginaw, the city must allocate 25% of all monies which come 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 2017/18, the Forest Lawn Cemetery Fund revenues are \$29,674. This is same level of revenues compared 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, where the 25% of the sales of lots and single graves will be appropriated.

### **SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Charge for Services	32,607	27,935	34,642	29,674	29,674	31,380	29,674
Gain/Loss on Investment	0	(3,646)	49,189	0	0	(13,486)	0
<b>Total Revenues</b>	<b>32,607</b>	<b>24,289</b>	<b>83,831</b>	<b>29,674</b>	<b>29,674</b>	<b>17,894</b>	<b>29,674</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006– FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. Increases and declines in revenues in this fund are associated with the amount of monies that are collected from the sale of lots and single grave sites. 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 Controllers Office. From FY 2011 – 2013 this misallocation was corrected and revenues were recognized in this fund throughout the year. From FY 2011 – 2014, the City realized an upward trend in revenues. In FY 2015 the fund

realized a decline in revenues. From FY 2016 – 2018, the city is projected to generate \$29,674 in revenues, which is the same compared to the previous fiscal year.

**EXPENDITURE BUDGET SUMMARY**

Forest Lawn Cemetery Fund expenditures are \$29,674 for FY 2018. This is the same level of expenditures compared 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**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 Approved
1747 Cemeteries	0	0	0	0	0	0	0
8559 Increase Fund Equity	0	0	0	29,674	29,674	17,894	29,674
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,674</b>	<b>29,674</b>	<b>17,894</b>	<b>29,674</b>

**FUNDING LEVEL BY CATEGORY**

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Approved	2016/17 Adjusted	2016/17 Projected	2017/18 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	29,674	29,674	17,894	29,674
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,674</b>	<b>29,674</b>	<b>17,894</b>	<b>29,674</b>

**OAKWOOD CEMETERY (712)  
 RESOURCE ALLOCATION  
 2017/2018 APPROVED BUDGET**

Oakwood 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
CHARGE FOR SERVICES	5,236	INCREASE IN FUND EQUITY	5,236
<b>TOTAL RESOURCES</b>	<b>5,236</b>	<b>TOTAL APPROPRIATIONS</b>	<b>5,236</b>



## **OAKWOOD CEMETERY FUND**

### **REVENUE BUDGET SUMMARY**

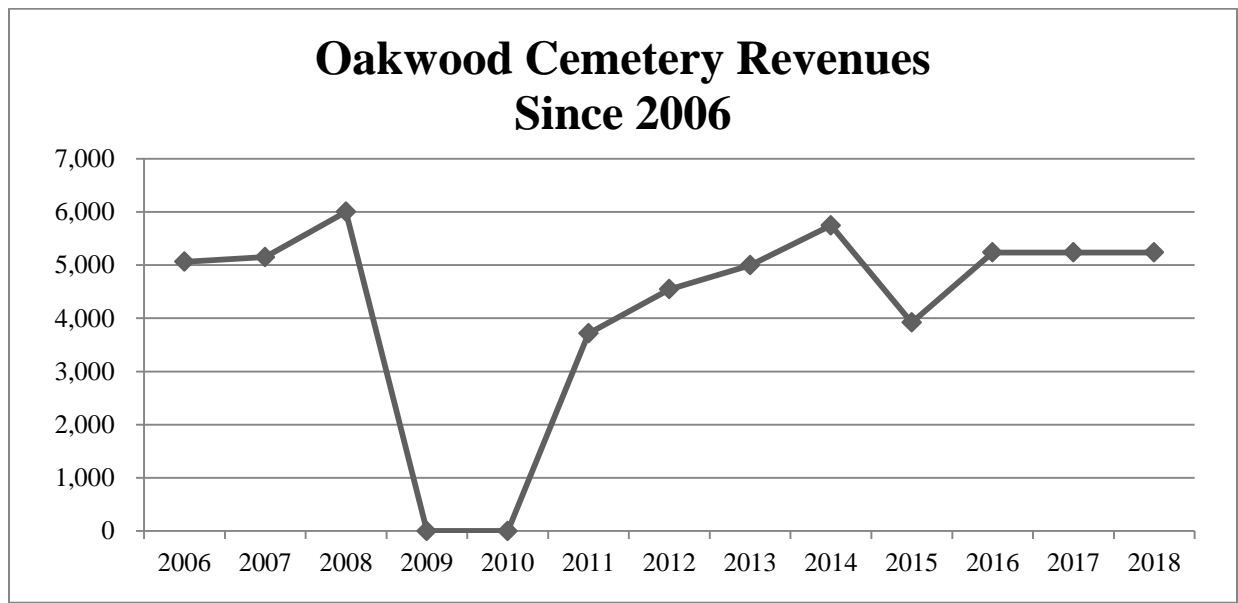
Oakwood Cemetery Fund is considered to be a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city's program. In accordance with Chapter XIII, Section 83 Cemetery 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 2017/2018, the Oakwood Cemetery Fund revenues are the same as the previous fiscal year at \$5,236. A calculation was completed for the percentage breakdown between Forest Lawn Cemetery and Oakwood Cemetery, based on size of the cemetery.

### **SUMMARY OF REVENUES**

	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Approved</b>	<b>2016/17 Adjusted</b>	<b>2016/17 Projected</b>	<b>2017/18 Approved</b>
Charge for Services	5,754	4,930	6,113	5,236	5,236	5,538	5,236
Use of Fund Equity	0	(1,010)	13,807	0	0	(3,786)	0
<b>Total Revenues</b>	<b>5,754</b>	<b>3,920</b>	<b>19,920</b>	<b>5,236</b>	<b>5,236</b>	<b>1,752</b>	<b>5,236</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. From FY 2006-2008, the City realized a slight increase in the amounts collected. This increase is associated with the amount of monies that are collected in the sale of lots and single grave sites. 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. From FY 2017-2018 the revenues from grave and lot sales are expected to remain the same.

**EXPENDITURE BUDGET SUMMARY**

Oakwood Cemetery Fund is \$5,236, for FY 2018. 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.

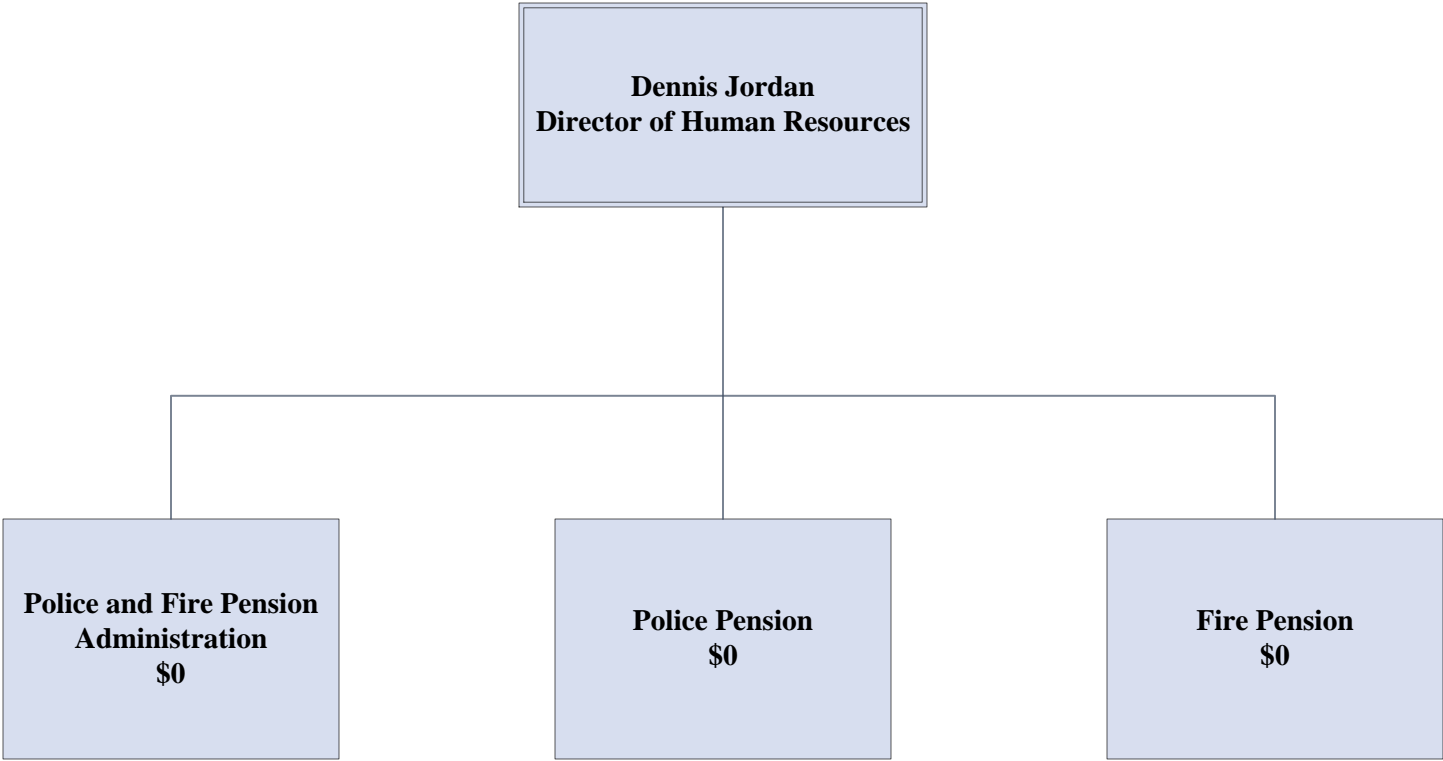
**FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1747 Cemeteries	0	0	0	0	0	0	0
8559 Increase Fund Equity	0	0	0	5,236	5,236	1,752	5,236
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,236</b>	<b>5,236</b>	<b>1,752</b>	<b>5,236</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
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	5,236	5,236	1,752	5,236
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,236</b>	<b>5,236</b>	<b>1,752</b>	<b>5,236</b>

**CITY OF SAGINAW**  
**POLICE AND FIRE PENSION FUND – FIDUCIARY FUND**



**POLICE AND FIRE PENSION FUND (732)**  
**RESOURCE ALLOCATION**  
**2017/2018 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.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
CHARGE TO OTHER FUNDS	0	POLICE AND FIRE PENSION	0
INTEREST AND RENTS	0	POLICE PENSION	0
OTHER REVENUES	0	FIRE PENSION	0
<b>TOTAL RESOURCES</b>	<b>0</b>	<b>TOTAL APPROPRIATIONS</b>	<b>0</b>

## ***POLICE AND FIRE PENSION FUND***

### **REVENUE BUDGET SUMMARY**

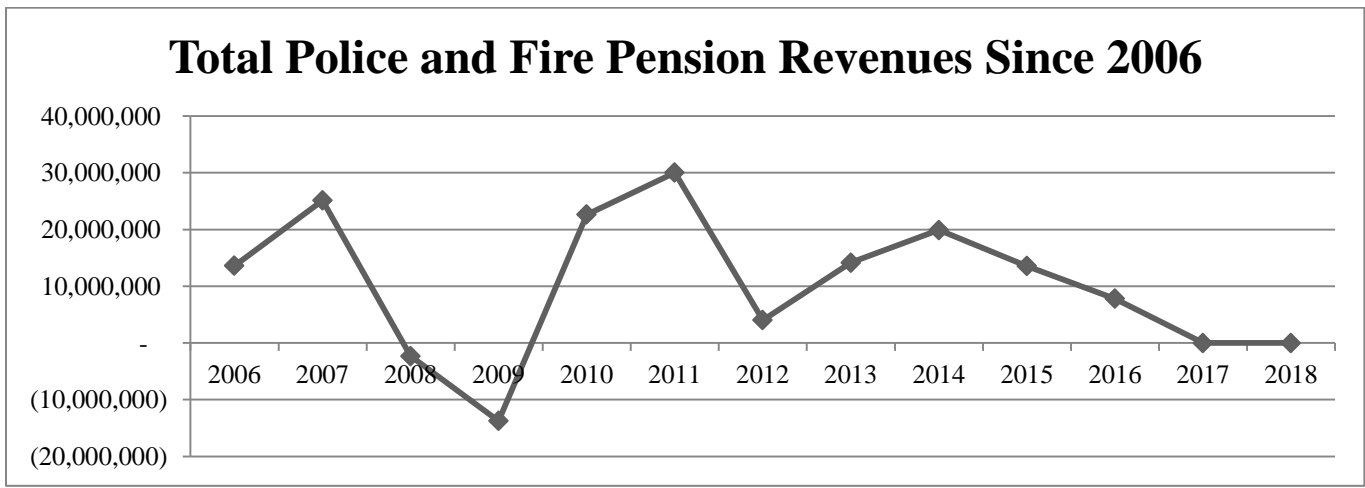
In accordance with Chapter XVI of Policemen and Firemen Retirement System, of the City of Saginaw’s City Charter, the Police and Fire Pension Fund has been established. This fund accounts for assets accumulated for the payment of retirement benefits for City Police and Fire personnel. Benefits for retired members are paid from this fund and 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 2018, the Police and Fire Pension Fund revenues are \$0. This is due to the International Association of Fire Fighters (IAFF) approving to move their pensions to the Michigan Municipal Employees Retirement System, effective January 1, 2016, effectively moving all police and fire pensions to MERS.

### **SUMMARY OF REVENUES**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Charge to Other Funds	6,046,358	6,110,120	1,376,321	0	0	0	0
Interest and Rents	2,985,533	1,554,573	271,362	0	0	0	0
Other Revenues	10,866,620	5,895,863	(1,243,692)	0	0	0	0
<b>Total Revenues</b>	<b>19,898,511</b>	<b>13,567,768</b>	<b>403,991</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2006 – FY 2016 Actual Revenues, FY 2017 and FY 2018 Approved Revenues. 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 the FY 2012, a significant revenue loss was realized. FY 2013

reflects that the portfolio increased steadily from FY 2012. The FY 2015 revenues reflected to decrease slightly from the previous fiscal year. The 2016 continues to reflect a decrease in revenues from the previous year due to the movement of the POAM and COAM members to the Michigan Municipal Employee Retirement System, effective June 2015. The FY 2018 budget reflects to be zero since the IAFF union moved their pension portfolio to the Michigan Municipal Employee Retirement System.

**EXPENDITURE BUDGET SUMMARY**

The total Police and Fire Pension Fund expenditures are \$0 for the 2018 Approved Budget. This reduction is due primarily to the transfer of the IAFF pension portfolio to the Michigan Municipal Employee Retirement System in January 2016. The city employees that were partially funded in this fund will now be recognized in the General Fund’s Office of General Government – Office of Human Resources.

**FUNDING LEVEL SUMMARY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1765 Police and Fire Pension Administration	610,535	402,097	147,294	0	0	0	0
1766 Police Pension	8,398,689	8,036,684	3,959	0	0	0	0
1767 Fire Pension	6,945,977	67,258,021	54,895,361	0	0	0	0
<b>Total Expenditures</b>	<b>15,955,201</b>	<b>75,696,802</b>	<b>55,046,614</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	15,456,709	75,353,823	54,927,714	0	0	0	0
Operating Expenses	498,492	342,979	118,900	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>15,955,201</b>	<b>75,696,802</b>	<b>55,046,614</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUMMARY OF POSTIONS**

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1765 Police and Fire Pension Administration	0.60	0.60	0.60	0.00	0.00	0.00	0.00
<b>Total Positions</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

The Police and Fire Pension Fund’s complement for the 2018 approved budget is projected to be zero.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2017/2018 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.



## **CAPITAL IMPROVEMENT PLAN**

## ***CAPITAL IMPROVEMENT PLAN*** ***FY 2017/18 – FY 2022/23***

---

### **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 2017/18 to FY 2022/23 is \$87,493,514. The FY 2017/18 Capital Improvement Plan consists of Capital purchase requests in the amount of \$20,780,820, of which only \$14,238,344 have been included in the 2017/18 Budget. The Office of Management and Budget (OMB) in conjunction with the department heads are 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 functional plans and long-term capital improvement schedules for the next six 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**

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 be spent 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 2017/18 – FY 2022/23***

---

Total capital project requests for FY 2018 are \$87,493,514, of which \$20,780,820 is designated for FY 2017/2018 Budget. However, due to fiscal constraints, only approximately \$14,238,344 has been incorporated in the FY 2017/2018 Budget. Most of the capital projects are based in the Streets, Water, and Sewer departments for infrastructure projects. When new capital projects are approved, attention should to be given to the impact on current and future operating budgets. Some capital projects will create future operational needs for maintenance and repair, and this will need to be taken into consideration during the budgeting process.

The city budgets expenditures for all capital projects in the individual funds. Below is a discussion of the major capital projects budgeted in FY 2018. For the purpose of this discussion section, a major capital project is defined as any project that has an impact of \$500,000 or more in the FY 2018 operating budget. A six year summary report is provided after this section for all projects included in the Capital Improvement Plan.

**Davis Road Improvements**

This project has been budgeted in FY 2018 at \$8,700,000. This amount is what remains from a Water Supply System Bond that was issued for this project in FY 2017. Saginaw County Road Commission is planning to replace ~ 2 miles of Davis road between Pierce and Tittabawassee roads. This project includes a new 48" PCCP Raw Transmission Main, 24" and 36" Ductile and PCCP Finished Transmission Main, abandonment of portions of converted 36" Finished Transmission Main and 48" Raw Transmission Main, improvements to Kochville Station and site per preliminary studies.

This project will improve water quality, reliability and redundancy of the Water System. The proposed road project would place the raw and finished water supply at risk if not completed prior to the planned construction. The impact on the operating budget is expected to be an increase in service levels and a decrease in maintenance costs in the near future.

**Clean, Line, and Replace Water & Sewer Lines**

\$1,000,000 has been budgeted in the FY 2018 Approved Budget to clean, line, and replace low flowing, deteriorated or collapsed water and sewer lines as-needed due to age or condition. Lines are determined based on history, inspection, master plan, Asset Management Plan, ISO or Pitometer Studies. These updates are required for industry standard asset management and these requirements are already law for sewer operations and are also being included in regulatory language for water operations as of January 1, 2018.

This project is funded through user fees within the Water and Sewer Treatment and Operations Funds. It is expected to be a recurring project, with estimated expenditures of \$1,000,000 again in FY 2019 and beyond. This impact on the operating budget will be offset slightly by a decrease in future maintenance costs once the water and sewer lines have been repaired or replaced.

### **Williamson Street Joint and Panel Repair Project**

\$864,874 has been budgeted in the FY 2018 Approved Budget for concrete joint and panel replacement and full reconstruction in some areas on Williamson Street between Thayer Street and Treanor Street. This project also includes the replacement of water main at intersections, water services and fire hydrants, repair and/or replacement of catch basins and manholes, and the construction of ADA sidewalk ramps throughout the city.

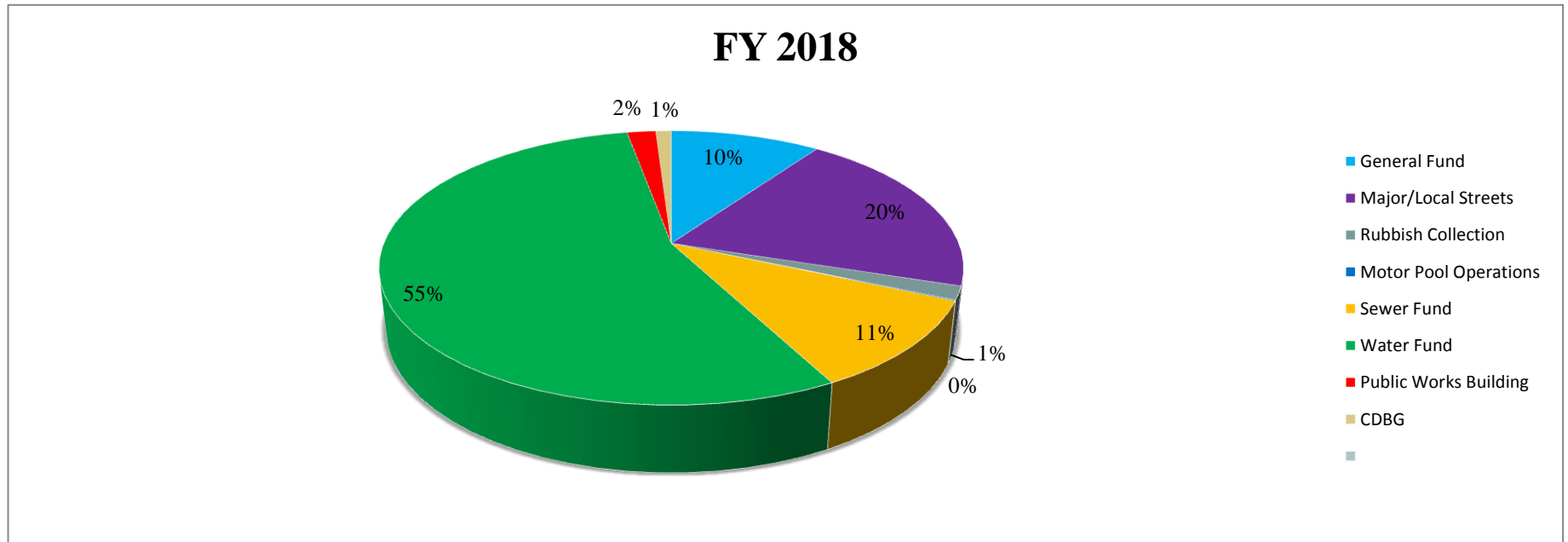
Once reconstruction is completed, maintenance and future costs will be reduced by keeping the condition of the infrastructure in good shape. Full reconstruction costs an estimated \$1.5 million per mile, while resurfacing costs \$100,000 per mile. The plan is to maintain the road once it is reconstructed in order to lower maintenance costs in the future.

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN  
SUMMARY OF REVENUES AND EXPENDITURES  
FY 2018 - FY 2023**

<b>Projected Revenues</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Total</b>
General Fund	1,788,507	148,990	173,990	168,990	68,990	50,000	2,399,467
Major/Local Street	372,000	600,500	488,000	450,000	300,000	382,000	2,592,500
Rubbish Collections	324,645	165,770	183,270	181,270	6,270	208,000	1,069,225
Technical Services	150,000	0	0	0	0	0	150,000
Motor Pool	20,000	95,000	60,000	30,000	9,000	5,600	219,600
Sewer Fund (user fees/bond)	2,192,335	2,315,000	1,955,000	1,880,000	1,610,000	1,650,000	11,602,335
Water Fund (user fees/bond)	11,322,335	9,533,500	6,670,000	7,780,000	7,540,000	10,240,000	53,085,835
Public Works Building	390,500	0	0	0	0	0	390,500
Federal Grants	4,220,498	2,516,768	2,114,104	2,569,800	2,732,882	1,830,000	15,984,052
<b>TOTAL RESOURCES</b>	<b>20,780,820</b>	<b>15,375,528</b>	<b>11,644,364</b>	<b>13,060,060</b>	<b>12,267,142</b>	<b>14,365,600</b>	<b>87,493,514</b>
<b>Estimated Expenditures</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Total</b>
General Fund	2,359,331	148,990	173,990	168,990	68,990	50,000	2,970,291
Major/Local Streets	3,811,674	3,117,268	2,602,104	3,019,800	3,032,882	2,212,000	17,795,728
Rubbish Collection	324,645	165,770	183,270	181,270	6,270	208,000	1,069,225
CDBG	210,000	0	0	0	0	0	210,000
Technical Services	150,000	0	0	0	0	0	150,000
Motor Pool	20,000	95,000	60,000	30,000	9,000	5,600	219,600
Sewer Fund	2,192,335	2,315,000	1,955,000	1,880,000	1,610,000	1,650,000	11,602,335
Water Fund	11,322,335	9,533,500	6,670,000	7,780,000	7,540,000	10,240,000	53,085,835
Public Works Building	390,500	0	0	0	0	0	390,500
<b>TOTAL APPROPRIATIONS</b>	<b>20,780,820</b>	<b>15,375,528</b>	<b>11,644,364</b>	<b>13,060,060</b>	<b>12,267,142</b>	<b>14,365,600</b>	<b>87,493,514</b>

**CITY OF SAGINAW  
CIP PROJECTS FOR FY 2018-2023**

<b>PROJECTS</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Total</b>
General Fund	2,032,221	148,990	173,990	168,990	68,990	50,000	<b>2,643,181</b>
Major/Local Streets	4,138,784	3,117,268	2,602,104	3,019,800	3,032,882	2,212,000	<b>18,122,838</b>
Rubbish Collection	324,645	165,770	183,270	181,270	6,270	208,000	<b>1,069,225</b>
Motor Pool	20,000	95,000	60,000	30,000	9,000	5,600	<b>219,600</b>
Sewer Fund	2,192,335	2,315,000	1,955,000	1,880,000	1,610,000	1,650,000	<b>11,602,335</b>
Water Fund	11,322,335	9,533,500	6,670,000	7,780,000	7,540,000	10,240,000	<b>53,085,835</b>
Technical Services	150,000	0	0	0	0	0	<b>150,000</b>
Public Works Building	390,500	0	0	0	0	0	<b>390,500</b>
CDBG	210,000	0	0	0	0	0	<b>210,000</b>
<b>TOTAL APPROPRIATIONS</b>	<b>20,780,820</b>	<b>15,375,528</b>	<b>11,644,364</b>	<b>13,060,060</b>	<b>12,267,142</b>	<b>14,365,600</b>	<b>87,493,514</b>



**CITY OF SAGINAW**  
**CAPITAL IMPROVEMENT PLAN**  
**SUMMARY OF EXPENDITURES BY TYPE AND PROJECT**  
**FY 2018 - FY 2023**

<b>Expenditure Types</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Total</b>
Architecture/Engineering	70,000	145,000	435,000	405,000	460,000		1,515,000
Construction/Acquisition	14,544,874	11,720,268	8,899,104	10,534,800	10,902,882	13,075,000	69,676,928
Equipment	1,160,741	545,000	460,000	195,000	249,000	255,600	2,865,341
Vehicles	1,342,635	1,405,260	785,260	1,265,260	495,260	840,000	6,133,675
Other	3,662,570	1,560,000	1,065,000	660,000	160,000	195,000	7,302,570
	<b>20,780,820</b>	<b>15,375,528</b>	<b>11,644,364</b>	<b>13,060,060</b>	<b>12,267,142</b>	<b>14,365,600</b>	<b>87,493,514</b>

<b>Project Type</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Total</b>
Routine Replacement	2,425,741	1,855,000	2,310,000	2,160,000	2,164,000	2,145,600	13,060,341
Rehabilitation or Enhancement	6,658,574	8,781,768	7,199,104	5,404,800	6,377,882	11,140,000	45,562,128
Efficiency Project	1,578,870	850,000	1,050,000	3,900,000			7,378,870
New/Expansion	8,775,000	2,483,500	300,000	330,000	3,230,000	240,000	15,358,500
Vehicles	1,342,635	1,405,260	785,260	1,265,260	495,260	840,000	6,133,675
	<b>20,780,820</b>	<b>15,375,528</b>	<b>11,644,364</b>	<b>13,060,060</b>	<b>12,267,142</b>	<b>14,365,600</b>	<b>87,493,514</b>

**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 18	Manager Approved FY 18	FY 19	Future Years			FY 23
						FY 20	FY 21	FY 22	
<b>COMMUNITY PUBLIC SAFETY - POLICE</b>									
3514	Police - Parking Lot Repair	GF	50,000	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>50,000</u></b>
3514	Police - Indoor Range Repair	GF	30,000	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	2						
<b>TOTAL PROJECT COST</b>									<b><u>30,000</u></b>
3514	Police- Overall Flooring Replacement Project	GF	10,000	0	10,000	10,000	10,000	10,000	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>50,000</u></b>
<b>TOTAL COMMUNITY PUBLIC SAFETY - POLICE</b>									<b><u>130,000</u></b>
<b>COMMUNITY PUBLIC SAFETY - FIRE</b>									
3551	New Fire Pumper	GF	175,000	0	50,000	50,000	50,000	50,000	50,000
If deferred:	Deferred due to fiscal constraints.	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>425,000</u></b>
3551	Self-Contained Breathing Apparatus (SCBA) Inventory Replacement	GF	270,793	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>270,793</u></b>
3551	Breathing Air Cascade System Replacement Station #1	GF	0	0	0	0	50,000	0	0
If deferred:	Scheduled for FY 2021	Priority	2						
<b>TOTAL PROJECT COST</b>									<b><u>50,000</u></b>

**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 18	Manager Approved FY 18	Future Years				
					FY 19	FY 20	FY 21	FY 22	FY 23
3554	Replace Chief's Vehicle	GF	50,000	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>50,000</u></b>
3554	Replace Training Officer's Vehicle	GF	0	0	0	0	50,000	0	0
If deferred:	Scheduled for FY 2021	Priority	3						
<b>TOTAL PROJECT COST</b>									<b><u>50,000</u></b>
3554	Replace Fire Marshal's Vehicle	GF	0	0	0	50,000	0	0	0
If deferred:	Scheduled for FY 2020	Priority	2						
<b>TOTAL PROJECT COST</b>									<b><u>50,000</u></b>
3551	Station #1 Roof Replacement	GF	50,000	0	0		0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>50,000</u></b>
3551	Repair/Replace Station #1 Parking Lot, Fence to Building	GF	60,000	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	2						
<b>TOTAL PROJECT COST</b>									<b><u>60,000</u></b>
3551	Fire Training Facility Improvements	GF	15,000	0	15,000	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>30,000</u></b>
<b>TOTAL COMMUNITY PUBLIC SAFETY - FIRE</b>									<b><u>1,035,793</u></b>



**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 18	Manager Approved FY 18	FY 19	Future Years			FY 20	FY 21	FY 22	FY 23
<b>CEMETERIES</b>												
1747	<b>Replacement Backhoe</b>	GF	114,000	0	0	0	0	0	0	0	0	0
If deferred:	Denied due to fiscal constraints	Priority	1									
											<b>TOTAL PROJECT COST</b>	<b>114,000</b>
401-1747	<b>Giant Leaf Vacuum</b>	Capital Bonds	30,000	0	0				0	0	0	0
If deferred:	Denied due to fiscal constraints	Priority	1									
											<b>TOTAL PROJECT COST</b>	<b>30,000</b>
401-1747	<b>Dump Truck Replacement</b>	Capital Bonds	130,000	0	0				0	0	0	0
If deferred:	Denied due to fiscal constraints	Priority	1									
											<b>TOTAL PROJECT COST</b>	<b>130,000</b>
1747	<b>Forest Lawn Chapel Exterior Repairs</b>	GF	11,600	0	0	0	0	0	0	0	0	0
If deferred:	Deferred Due to Fiscal Constraints	CM Priority	1									
		PC Priority	1									
											<b>TOTAL PROJECT COST</b>	<b>11,600</b>
1747	<b>Forest Lawn Tree Removal</b>	GF	17,000	0	0	0	0	0	0	0	0	0
If deferred:	Deferred Due to Fiscal Constraints	CM Priority	1									
		PC Priority	1									
											<b>TOTAL PROJECT COST</b>	<b>17,000</b>
1747	<b>Forest Lawn Chapel Electrical Power to Barn</b>	GF	15,000	0	0	0	0	0	0	0	0	0
If deferred:	Deferred Due to Fiscal Constraints	Priority	1									
											<b>TOTAL PROJECT COST</b>	<b>15,000</b>
401-1747	<b>Zero-Turn Replacement Mowers (3)</b>	Capital Projects	95,948	0	0	0	0	0	0	0	0	0
If deferred:	Deferred Due to Fiscal Constraints	Priority	2									
											<b>TOTAL PROJECT COST</b>	<b>95,948</b>
											<b>TOTAL CEMETERIES</b>	<b>413,548</b>

**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 18	Manager Approved FY 18	FY 19	Future Years			FY 23
						FY 20	FY 21	FY 22	
<b>City Clerk</b>									
1730	<b>New Election Equipment Tabulators</b>	GF	46,000	0	0		0	0	0
If deferred:	Denied due to Financial Constraint	Priority	1						
<b>TOTAL PROJECT COST</b>									<b>46,000</b>
<b>TOTAL CLERK</b>									<b>46,000</b>
<b>FACILITIES</b>									
7575	<b>Exterior Masonry Tuckpointing and Sealing of City Hall</b>	GF	325,000	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
<b>TOTAL PROJECT COST</b>									<b>325,000</b>
7575	<b>City Hall Total Exterior Window Replacement</b>	GF	190,000	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
<b>TOTAL PROJECT COST</b>									<b>190,000</b>
7575	<b>City Hall Total Carpet Replacement</b>	GF	110,000	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	3						
<b>TOTAL PROJECT COST</b>									<b>110,000</b>
4439	<b>DPW Exterior Tuckpointing and Sealing Repairs</b>	DPW	150,000	0	0	0	0	0	0
If deferred:	Deferred due fiscal constraints	Priority	1						
<b>TOTAL PROJECT COST</b>									<b>150,000</b>
7575	<b>City Hall Old Boiler Replacement</b>	GF	65,000	0	0	0	0	0	0
If deferred:	Deferred due fiscal constraints	Priority	1						
<b>TOTAL PROJECT COST</b>									<b>65,000</b>
7575/4439	<b>DPW North Parking Lot Repair</b>	GF/DPW	125,000	0	0		0	0	0
If deferred:	Denied due to fiscal constraints	CM Priority	1						
		PC Priority	2						
<b>TOTAL PROJECT COST</b>									<b>125,000</b>

**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 18	Manager Approved FY 18	FY 19	Future Years			FY 23
					FY 20	FY 21	FY 22		
4439	<b>Holland and Washington Auto Gates Upgrades</b>	DPW	10,000	0	0	0	0	0	
If deferred:	Denied due to fiscal constraints	Priority	1						
<b>TOTAL PROJECT COST</b>								<b>10,000</b>	
4439	<b>DPW Roof Replacement Over Vehicle and Equipment Storage Area</b>	DPW	80,000	0	0		0	0	
If deferred:	Denied due to fiscal constraints	Priority	2						
<b>TOTAL PROJECT COST</b>								<b>80,000</b>	
4439	<b>DPW Complete Overhead Garage Door Replacement</b>	DPW	75,000	0	0	0	0	0	
If deferred:	Denied due to fiscal constraints	Priority	1						
<b>TOTAL PROJECT COST</b>								<b>75,000</b>	
4439	<b>DPW Lower Level Carpet Replacement</b>	DPW	10,500	0	0	0	0	0	
If deferred:	Denied due to fiscal constraints	Priority	1						
<b>TOTAL PROJECT COST</b>								<b>10,500</b>	
7575/202	<b>Ojibway Island - Trail, Pedestrian Bridge and Bathroom Improvements</b>	GF/Streets	350,000	0	0	0	0	0	
If deferred:	Denied due to Fiscal Constraints	CM Priority	1						
		PC Priority	1						
<b>TOTAL PROJECT COST</b>								<b>350,000</b>	
4439	<b>DPW Lower Level Restroom Conversion</b>	DPW	40,000	0	0	0	0	0	
If deferred:	Denied due to fiscal constraints	Priority	2						
<b>TOTAL PROJECT COST</b>								<b>40,000</b>	
<b>TOTAL BUILDING AND GROUND MAINTENANCE</b>								<b>1,530,500</b>	
<b><u>Technical Services</u></b>									
1720	<b>City Hall Backup Generator</b>	TS - IS	150,000	150,000	0	0	0	0	
If deferred:		Priority	1						
<b>TOTAL PROJECT COST</b>								<b>150,000</b>	

**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 18	Manager Approved FY 18	FY 19	Future Years			FY 23
						FY 20	FY 21	FY 22	
<b><u>Inspections</u></b>									
3865	New Department Vehicle (2)	GF	8,990	0	8,990	8,990	8,990	8,990	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>44,950</u></b>
4583	New Environmental Pick-up Truck	Rubbish	6,645	0	6,270	6,270	6,270	6,270	0
If deferred:	Schedule for FY2022	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>31,725</u></b>
								<b>TOTAL INSPECTIONS</b>	<b><u>76,675</u></b>
<b><u>STREETS (MAJOR AND LOCAL)</u></b>									
4651/4587	Replace Air Compressor	MS/RC	15,000	0	0	0	0	0	0
If deferred:	Denied due to Fiscal Constraints	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>15,000</u></b>
4655/4585	Single Axle Hook Loader Truck with Salter and Chipper Box	MS/RC	190,000	0	0	0	0	0	0
If deferred:	Denied due to Fiscal Constraints	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>190,000</u></b>
4655/4585	Single Axle Hook Loader Truck with Salter and Chipper Box	MS/RC	190,000	0	0	0	0	0	0
If deferred:	Denied due to Fiscal Constraints	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>190,000</u></b>
4651/4587	Replace GMC 4-WD Pickup Truck	MS/RC	45,000	0	0	0	0	0	0
If deferred:	Denied due to Fiscal Constraints	Priority	2						
								<b>TOTAL PROJECT COST</b>	<b><u>45,000</u></b>
4651/4655	Replace One-Ton Mini Dump Truck	MS	55,000	0	0	0	0	0	0
If deferred:	Denied due to Fiscal Constraints	Priority	2						
								<b>TOTAL PROJECT COST</b>	<b><u>55,000</u></b>

**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 18	Manager Approved FY 18	Future Years				
					FY 19	FY 20	FY 21	FY 22	FY 23
4822	<b>Replace (2) Street Sweepers</b>	WWT	190,000	0	190,000	0	190,000	0	200,000
If deferred:	Deferred due to fiscal constraints.	Priority	2						
<b>TOTAL PROJECT COST</b>									<b><u>770,000</u></b>
4651	<b>Replace High Ranger</b>	MS	0	0	0	0	180,000	0	0
If deferred:	Schedule for FY 2021	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>180,000</u></b>
4655/4585	<b>Replace Single Axle Hook Loader Truck with Salter and Chipper Box</b>	MS/RC	0	0	190,000	0	0	0	0
If deferred:	Scheduled for FY2019	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>190,000</u></b>
4651	<b>Replace High Ranger</b>	MS	0	0	0	0	0	180,000	0
If deferred:	Scheduled for FY2022	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>180,000</u></b>
4651	<b>Replacement Skidsteer</b>	MS/RC	0	0	85,000	0	0	0	0
If deferred:	Scheduled for FY2019	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>85,000</u></b>
4655/4822	<b>Replace Double Axle Dump Truck with Snow Plow</b>	MS/WWT	0	0	250,000	0	0	0	0
If deferred:	Scheduled for FY2019	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>250,000</u></b>
4651	<b>Replace One-ton Mini Dump Truck</b>	MS/RC	0	0	55,000	0	0	0	0
If deferred:	Scheduled for FY2019	Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>55,000</u></b>

**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 18	Manager Approved FY 18	FY 19	Future Years			FY 23
					FY 20	FY 21	FY 22		
4651	<b>Replace Claw Truck</b>	MS	0	0	180,000	0	0	0	
If deferred:	Scheduled for FY2019	Priority	1						
<b>TOTAL PROJECT COST</b>								<u><u>180,000</u></u>	
4651/4655	<b>Replace One-ton Mini Dump Truck</b>	MS	0	0	0	60,000	0	0	
If deferred:	Scheduled for FY2020	Priority	2						
<b>TOTAL PROJECT COST</b>								<u><u>60,000</u></u>	
4655/4585	<b>Replace Single Axle Hook Loader Truck with Salter and Chipper Box</b>	MS/RC	0	0	0	190,000	0	0	
If deferred:	Scheduled for FY2020	Priority	1						
<b>TOTAL PROJECT COST</b>								<u><u>190,000</u></u>	
4651	<b>Purchase Dozer and Trailer for Street Repair</b>	MS	0	0	0	240,000	0	0	
If deferred:	Scheduled for FY 2020	Priority	1						
<b>TOTAL PROJECT COST</b>								<u><u>240,000</u></u>	
4651	<b>Purchase Backhoe to increase Street Repairs</b>	MS/RC	0	0	0	0	0	180,000	
If deferred:	Scheduled for FY 2023	Priority	1						
<b>TOTAL PROJECT COST</b>								<u><u>180,000</u></u>	
4655/4822	<b>Replace Double Axle Dump Truck/Snow Plow</b>	MS/WWT	0	0	0	0	250,000	0	
If deferred:	Scheduled for FY 2021	Priority	1						
<b>TOTAL PROJECT COST</b>								<u><u>250,000</u></u>	
4651	<b>Purchase Additional Stump Grinder</b>	MS	0	0	0	0	70,000	0	
If deferred:	Scheduled for FY 2021	Priority	2						
<b>TOTAL PROJECT COST</b>								<u><u>70,000</u></u>	
4655	<b>Replace one Compost Site Loader</b>	MS/RC	0	0	0	0	250,000	0	
If deferred:	Scheduled for FY 2021	Priority	1						
<b>TOTAL PROJECT COST</b>								<u><u>250,000</u></u>	

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

*(please note that only those items that were budgeted or has request for multiple years are reflected in the report)*

Dept.	Project	Funding	Request FY 18	<i>Manager Approved FY 18</i>	FY 19	Future Years			FY 23
						FY 20	FY 21	FY 22	
4651	<b>Purchase Curb Machine</b>	MS	0	0	0	0	0	120,000	0
If deferred:	Scheduled for FY 2022	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>120,000</u></b>
4655/4585	<b>Replace Single Axle Hook Loader Truck with Salter and Chipper Box</b>	MS/RC	0	0	0	0	0	0	190,000
If deferred:	Scheduled for FY 2023	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>190,000</u></b>
4655	<b>Replace Smaller Loader</b>	MS/RC	0	0	0	0	0	0	150,000
If deferred:	Scheduled for FY 2023	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>150,000</u></b>
								<b>TOTAL STREETS</b>	<b><u>4,085,000</u></b>
<b>RUBBISH COLLECTION</b>									
4582/4583	<b>Replace Rear Packer Truck</b>	RC	180,000	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>180,000</u></b>
4585	<b>Replace Brush Chipper</b>	RC	0	0	60,000	0	0	0	0
If deferred:	Scheduled for FY2019	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>60,000</u></b>
4587	<b>Replace Compost Screener with Hopper Feeder</b>	RC	0	0	0	120,000	0	0	0
If deferred:	Scheduled for FY2020	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>120,000</u></b>
4585	<b>Replace Brush Chipper</b>	RC	0	0	0	0	0	0	70,000
If deferred:	Scheduled for FY2023	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>70,000</u></b>
								<b>TOTAL RUBBISH COLLECTION</b>	<b><u>430,000</u></b>

**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 18	Manager Approved FY 18	FY 19	Future Years			FY 21	FY 22	FY 23
<b><u>MOTOR POOL OPERATIONS</u></b>											
4481	Replace Shop Air Compressor	MPO	20,000	20,000	0	0	0	0	0	0	0
If deferred:	Deferred due to Fiscal Constraints	Priority	1								
										<b>TOTAL PROJECT COST</b>	<b><u>20,000</u></b>
4481	Replacement Tow-Truck	MPO	0	0	95,000	0	0	0	0	0	0
If deferred:	Scheduled for FY2019	Priority	1								
										<b>TOTAL PROJECT COST</b>	<b><u>95,000</u></b>
4481	Replacement Pick-up/Service Truck	MPO	0	0	0	60,000	0	0	0	0	0
If deferred:	Scheduled for FY2020	Priority	1								
										<b>TOTAL PROJECT COST</b>	<b><u>60,000</u></b>
4481	Replacement Fork Truck	MPO	0	0	0	0	30,000	0	0	0	0
If deferred:	Scheduled for FY2021	Priority	1								
										<b>TOTAL PROJECT COST</b>	<b><u>30,000</u></b>
4481	Replace Shop Lathe	MPO	0	0	0	0	0	9,000	0	0	0
If deferred:	Scheduled for FY 2022	Priority	1								
										<b>TOTAL PROJECT COST</b>	<b><u>9,000</u></b>
4481	Replace Large Drill Press	MPO	0	0	0	0	0	0	0	0	5,600
If deferred:	Scheduled for FY2023	Priority	1								
										<b>TOTAL PROJECT COST</b>	<b><u>5,600</u></b>
										<b>TOTAL MOTOR POOL</b>	<b><u>219,600</u></b>
<b><u>SEWER &amp; WATER OPERATIONS AND MAINTENANCE</u></b>											
4840	Replace Chlorine and Sulfur Dioxide Feed Systems	WWT	75,000	75,000	75,000	0	0	0	0	0	0
If deferred:		Priority	1								
										<b>TOTAL PROJECT COST</b>	<b><u>150,000</u></b>
4840	Replace Motor Starters for Raw Sewage Pumps	WWT	50,000	50,000	400,000	0	0	0	0	0	0
If deferred:		Priority	1								
										<b>TOTAL PROJECT COST</b>	<b><u>450,000</u></b>
4840	Grind and Repave Asphalt at Wastewater Treatment Plant	WWT	50,000	50,000	50,000	0	0	0	0	408	0



**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 18	<i>Manager Approved FY 18</i>	FY 19	Future Years			FY 23	
						FY 20	FY 21	FY 22		
If deferred:		Priority	2						<b>TOTAL PROJECT COST</b>	<b><u>100,000</u></b>
4840	<b>Repair/Replace Roofs at Wastewater Plant and Remote Facilities</b>	WWT	50,000	<i>50,000</i>	25,000	25,000	25,000	25,000	25,000	25,000
If deferred:		Priority	1						<b>TOTAL PROJECT COST</b>	<b><u>175,000</u></b>
4840	<b>Replace Retention Basin Flow Meters</b>	WWT	75,000	<i>75,000</i>	75,000	75,000	75,000	75,000	75,000	0
If deferred:		Priority	1						<b>TOTAL PROJECT COST</b>	<b><u>375,000</u></b>
4840	<b>Clean Test and Calibrate WWTP and Remote Facilities Electrical Substations</b>	WWT	50,000	<i>50,000</i>	50,000	50,000	50,000	50,000	50,000	50,000
If deferred:		Priority	1						<b>TOTAL PROJECT COST</b>	<b><u>300,000</u></b>
4840	<b>Repair Primary Settling Tank #1</b>	WWT	200,000	<i>200,000</i>	0	0	0	0	0	0
If deferred:		Priority	1						<b>TOTAL PROJECT COST</b>	<b><u>200,000</u></b>
4840	<b>Install Generators at Retention Treatment Basins</b>	WWT	250,000	<i>250,000</i>	250,000	0	0	0	0	0
If deferred:		Priority	1						<b>TOTAL PROJECT COST</b>	<b><u>500,000</u></b>
4840	<b>Replace Boerger Pumps with Penn Valley</b>	WWT	50,000	<i>50,000</i>	50,000	0	0	0	0	0
If deferred:		Priority	1						<b>TOTAL PROJECT COST</b>	<b><u>100,000</u></b>
4840	<b>Replace Rooftop Heaters at Remote Treatment Basins</b>	WWT	25,000	<i>25,000</i>	25,000	25,000	0	0	0	0
If deferred:		Priority	1						<b>TOTAL PROJECT COST</b>	<b><u>75,000</u></b>
4740	<b>Water Treatment Main Processor Panel I/O Upgrade</b>	WF	50,000	<i>50,000</i>	0	0	0	0	0	0
If deferred:		Priority	1							409

**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 18	Manager Approved FY 18	FY 19	Future Years			FY 23
						FY 20	FY 21	FY 22	
						<b>TOTAL PROJECT COST</b>			<b><u>50,000</u></b>
4715	<b>AMR MDM Server Replacement</b>	WF/WWT	119,000	<i>119,000</i>	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1						
						<b>TOTAL PROJECT COST</b>			<b><u>119,000</u></b>
4815	<b>WWTP CSO Basin Processor Panel I/O Upgrade</b>	WWT	45,000	<i>45,000</i>	0	0	0	0	0
If deferred:		Priority	1						
						<b>TOTAL PROJECT COST</b>			<b><u>45,000</u></b>
4715	<b>Water Treatment High Service Panel Upgrade</b>	WF	0	<i>0</i>	50,000	0	0	0	0
If deferred:	Schedule for FY2019	Priority	1						
						<b>TOTAL PROJECT COST</b>			<b><u>50,000</u></b>
4815	<b>Wastewater Treatment Main Panel I/O Replacement</b>	WWT	0	<i>0</i>	0	55,000	0	0	0
If deferred:	Scheduled for FY2020	Priority	1						
						<b>TOTAL PROJECT COST</b>			<b><u>55,000</u></b>
4815	<b>SCADA Computer Replacement</b>	WF/WWT	0	<i>0</i>	0	0	0	45,000	0
If deferred:	Scheduled for FY2022	Priority	1						
						<b>TOTAL PROJECT COST</b>			<b><u>45,000</u></b>

**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 18	Manager Approved FY 18	FY 19	Future Years			FY 23
					FY 20	FY 21	FY 22		
4715	Water Treatment Aqua Booster Station Panel Upgrade	WF	0	0	0	0	0	45,000	
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>45,000</b>	
4840	Automated Meter Reading	WF/WWT	143,000	143,000	0	0	0	0	
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>143,000</b>	
4741	Transmission Main and Kochville Reservoir Improvements	WF	8,700,000	8,700,000	2,423,500	0	0	0	
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>11,123,500</b>	
4740	Vehicles and Equipment Maintenance & Service	WF	86,000	86,000	250,000	250,000	250,000	250,000	
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>1,336,000</b>	
4740	Lead Service Line Replacements Main to Meter	WF	0	0	2,030,000	2,030,000	2,030,000	2,030,000	
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>10,150,000</b>	
4740	Madison Water Main Replacement	WF	75,000	75,000	0	0	0	0	
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>75,000</b>	
4740	Structural Reline Miller St. Water Main, River to Washington	WF	0	0	2,300,000	0	0	0	
If deferred:	Scheduled for FY2019	CM Priority	1						
		PC Priority	2						
							<b>TOTAL PROJECT COST</b>	<b>2,300,000</b>	
4840	Maintenance and Services Security and Building Additions	WF/WWT	385,870	385,870	350,000	350,000	0	0	
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>1,085,870</b>	

**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 18	Manager Approved FY 18	FY 19	Future Years			FY 23
					FY 20	FY 21	FY 22		
4821	<b>Clean Line and Replace Sewer Main</b>	WF/WWT	1,000,000	<i>1,000,000</i>	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000
If deferred:		CM Priority	1						
		PC Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>10,000,000</u></b>
4741	<b>Dixie Highway Parallel Main Improvements</b>	WF	0	<i>0</i>	0	200,000	3,400,000	0	0
If deferred:	Scheduled for FY2020	CM Priority	1						
		PC Priority	2						
								<b>TOTAL PROJECT COST</b>	<b><u>3,600,000</u></b>
4741	<b>20" Redundant Transmission Feed Junction Road</b>	WF	0	<i>0</i>	120,000	2,080,000	0	0	0
If deferred:	Scheduled for FY2020	CM Priority	1						
		PC Priority	2						
								<b>TOTAL PROJECT COST</b>	<b><u>2,200,000</u></b>
4741	<b>East West Transmission Loop Improvements</b>	WF	0	<i>0</i>	0	0	0	400,000	6,600,000
If deferred:		CM Priority	2						
		PC Priority	2						
								<b>TOTAL PROJECT COST</b>	<b><u>7,000,000</u></b>
4740	<b>Discharge Improvements Court and Washignton Line Valve</b>	WF	0	<i>0</i>	660,000	0	0	0	0
If deferred:	Scheduled for FY2019	Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>660,000</u></b>
4740	<b>Interim Variable Flow Projects</b>	WF	400,000	<i>0</i>	0	0	0	0	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>400,000</u></b>
4740	<b>Variable Flow Project New Pump Station with Electrical Upgrades</b>	WF	0	<i>0</i>	0	0	200,000	3,050,000	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>3,250,000</u></b>
4740	<b>Clearwall Upgrades at WTP Existing 20 MG Onsite Storage</b>	WF	500,000	<i>0</i>	500,000	500,000	500,000		0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>2,000,000</u></b>
								<b>TOTAL WATER/SEWER OPERATIONS AND MAINTENANCE:</b>	<b><u>412</u></b> <b><u>58,157,370</u></b>

**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 18	<i>Manager Approved FY 18</i>	FY 19	Future Years			FY 22	FY 23
<b>TRAFFIC ENGINEERING AND ENGINEERING SERVICES</b>										
4621	Replace One-Ton Rack Truck (Traffic)	TENG/WT/WWT	36,000	0	0	0	0	0	0	0
If deferred:		Priority	1							
<b>TOTAL PROJECT COST</b>										<b><u>36,000</u></b>
4620	Replace Aerial Truck	TENG	0	0	130,000	0	0	0	0	0
If deferred:	Scheduled for FY 2019	Priority	2							
<b>TOTAL PROJECT COST</b>										<b><u>130,000</u></b>
4620	Replace Aerial Truck	TENG	0	0	0	110,000	0	0	0	0
If deferred:		Priority	2							
<b>TOTAL PROJECT COST</b>										<b><u>110,000</u></b>
<b>TOTAL TRAFFIC AND ENGINEERING:</b>										<b><u>276,000</u></b>

**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 18	Manager Approved FY 18	FY 19	Future Years			FY 23
					FY 20	FY 21	FY 22		
<b>Engineering, Construction and Infrastructure Capital Projects</b>									
4614	Mason Street Reconstruction and Water Service Replacement from State to Weiss	MS/WT/WWT	10,000	10,000	5,000	0	0	0	0
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>15,000</b>
4614	North Hamilton Enhancement from Court to Madison	MS	10,000	10,000	5,000	0	0	0	0
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>15,000</b>
4616	Center Street Bridge Joint, Deck and Cross-Bracing Repairs	MS	20,000	20,000	0	0	0	0	0
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>20,000</b>
4616	Center Bridge Railing Replacement	MS	10,000	10,000	0	0	0	0	0
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>10,000</b>
4614	Williamson Street Joint and Panel Repair Project and Water Service Replacement from Thayer to Treanor	MS/WWT/WT	864,874	864,874	0	0	0	0	0
If deferred:	N/A	CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>864,874</b>
4614	Veterans Memorial Parkway form Wadsworth to Washington	MS/WWT/WT	405,000	405,000	0	0	0	0	0
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>405,000</b>
4614	North Jefferson Avenue Resurfacing between Janes and Genesee	MS/WWT/WT	110,000	110,000	0	0	0	0	0
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>110,000</b>
4614	Brockway Street Mill and Resurface from Passolt to Gratiot	MS	350,000	350,000	0	0	0	0	0
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>	414	<b>350,000</b>

**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 18	Manager Approved FY 18	FY 19	Future Years			FY 23
						FY 20	FY 21	FY 22	
4614	<b>Install ADA Sidewalk Ramps</b>	MS	60,000	0	60,000	60,000	60,000	60,000	60,000
If deferred:	Deferred due to Fiscal Constraints	CM Priority PC Priority	1 2						<b>TOTAL PROJECT COST</b>
									<u><u>360,000</u></u>
4614	<b>Sidewalk Repairs Throughout City per Letters Sent</b>	MS	80,000	80,000	75,000	75,000	75,000	75,000	75,000
If deferred:		CM Priority PC Priority	1 2						<b>TOTAL PROJECT COST</b>
									<u><u>455,000</u></u>
4614	<b>Mill and Resurfacing form Mackinaw to Court</b>	MS	175,000	0	200,000	200,000	200,000	200,000	200,000
If deferred:	Deferred due to Fiscal Constraints	CM Priority PC Priority	1 1						<b>TOTAL PROJECT COST</b>
									<u><u>1,175,000</u></u>
4614	<b>Annual Cape Seal, W. Michigan Ave from Wheeler to Joslin</b>	MS	190,000	0	200,000	200,000	200,000	200,000	200,000
If deferred:	Deferred due to Fiscal Constraints	CM Priority PC Priority	1 2						<b>TOTAL PROJECT COST</b>
									<u><u>1,190,000</u></u>
4614	<b>CDBG Resurfacing</b>	MS/WF	70,000	70,000	0	0	0	0	0
If deferred:	N/A	CM Priority PC Priority	1 1						<b>TOTAL PROJECT COST</b>
									<u><u>70,000</u></u>
4616	<b>Various Bridge Down Spout Replacement and Repairs</b>	MS	179,600	179,600	0	0	0	0	0
If deferred:	N/A	CM Priority PC Priority	1 2						<b>TOTAL PROJECT COST</b>
									<u><u>179,600</u></u>

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

*(please note that only those items that were budgeted or has request for multiple years are reflected in the report)*

Dept.	Project	Funding	Request FY 18	Manager Approved FY 18	FY 19	Future Years			FY 23
					FY 20	FY 21	FY 22		
4614	<b>Lapeer Avenue Reconstruction and Water Main Replacement from 9th to 11th Street</b>	MS/WWT/WT	460,000	<b>460,000</b>	150,000	0	0	0	0
If deferred:	N/A	CM Priority PC Priority	1 2					<b>TOTAL PROJECT COST</b>	<b><u>610,000</u></b>
4616	<b>Norman Street Bridge</b>	MS	600,000	<b>0</b>	0	0	0	0	0
If deferred:	Deferred due to Fiscal Constraints	CM Priority PC Priority	1 2					<b>TOTAL PROJECT COST</b>	<b><u>600,000</u></b>
4614	<b>Davenport Avenue Reconstruction from N.Michigan to Niagara</b>	MS/WWT/WT	850,000	<b>0</b>	850,000	0	0	0	0
If deferred:	Deferred due to Fiscal Constraints	CM Priority PC Priority	1 1					<b>TOTAL PROJECT COST</b>	<b><u>1,700,000</u></b>
4614	<b>Mackinaw Street Reconstruction from Congress to State</b>	MS/WWT/WT	20,000	<b>20,000</b>	1,526,768	839,000	0	0	0
If deferred:	N/A	CM Priority PC Priority	1 1					<b>TOTAL PROJECT COST</b>	<b><u>2,385,768</u></b>
4614	<b>Hardin Street Reconstruction from Court to Bay</b>	MS/WWT/WT	150,000	<b>0</b>	270,000	250,000	250,000	250,000	250,000
If deferred:	Deferred due to Fiscal Constraints	CM Priority PC Priority	1 2					<b>TOTAL PROJECT COST</b>	<b><u>1,420,000</u></b>
4614	<b>Niagara Street Reonstruction Sewer Repairs and Water Service from Genesee to Davenport</b>	MS/WWT/WT	0	<b>0</b>	25,000	1,240,104	266,000	0	0
If deferred:	Scheduled for FY2019	CM Priority	1					<b>TOTAL PROJECT COST</b>	<b><u>1,531,104</u></b>



**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 18	<i>Manager Approved FY 18</i>	FY 19	Future Years			
						FY 20	FY 21	FY 22	FY 23
4614	<b>S.Michigan Reconstruction and Water Main Replacement form Joslin to Dearborn</b>	MS/WWT/WT	0	<i>0</i>	0	235,000	2,128,800	1,175,000	0
If deferred:	Scheduled for FY2020	CM Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>3,538,800</u></b>
4614	<b>Mackinaw Street Reconstruction from Alexander to Congress</b>	MS/WWT/WT	0	<i>0</i>	0	0	205,000	1,937,882	965,000
If deferred:	Schedule for FY2021	CM Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>3,107,882</u></b>
4614	<b>Congress Avenue Reconstruction from Court to Brenner</b>	MS/WWT/WT	0	<i>0</i>	0	0	0	60,000	770,000
If deferred:	Scheduled for FY2022	CM Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>830,000</u></b>
<b>TOTAL INFRASTRUCTURE CAPITAL PROJECTS:</b>									<b><u>20,943,028</u></b>
<b>TOTAL 6-YEAR CIP:</b>									<b><u>87,493,514</u></b>

# Performance Management & Accountability Report 2017



*“Healey’s First Law of  
Holes: When in one, stop  
digging.”*

*Denis Healey*

---

# Performance Management & Accountability Report

---

## **Introduction**

At the City of Saginaw Performance Management is an essential part of city operations and allows city administration the ability to evaluate 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 City Council's 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 organizational 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, 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 a 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 2017.

### **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 2017. 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	
<b>&gt;= 99- 100%</b>	<i>Fully Achieved</i>
<b>75-98.99%</b>	<i>Mostly Achieved</i>
<b>51 – 74.99%</b>	<i>Partially Achieved</i>
<b>&lt; 50%</b>	<i>Not Achieved</i>
	<i>No Data Available</i>

Explanations of variances have been provided for all measures that are rated orange, yellow and red. Green rated items may also be discussed if there are major changes that occurred over the fiscal year that require further explanation.

**Efficiency Rates:** Furthermore, a letter grade will be provided based on the scale below.

<b>% Within Goal</b>	<b>Corresponding % Grade/Score</b>	<b>Operational Efficiency</b>
<b>0%</b>	100% - A	Fully Efficient
<b>5%</b>	90% - A-	Fully Efficient
<b>10%</b>	80% - B	Fully Efficient
<b>25%</b>	70% - C	75%+ Fully Efficient, less than 75% Changes Required
<b>50%</b>	60% - D	Changes Required
<b>&lt;50%</b>	0% - E	Changes Required

Calculation:

$$\frac{(\% \text{ score KPI\#1, \%score KPI\#2} + \% \text{score KPI\#3} \dots)}{\# \text{of KPI's}}$$

### 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 2017, there are 89 total indicators measured.

#### Department

#### # of KPIs

#### City Council Initiatives

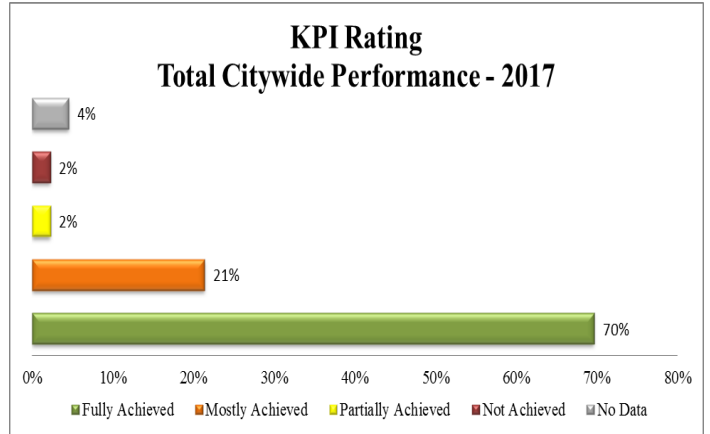
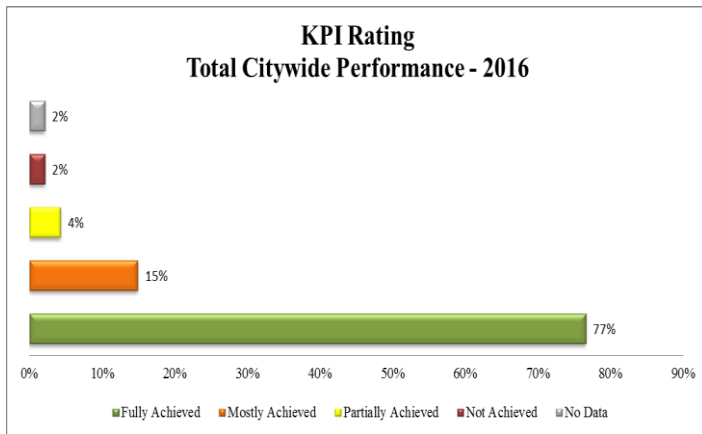
		Crime and Public Safety	Neighborhood Beautification	Recreation & Youth Activities	Revenue Enhancement	Organizational Development
City Clerk	3				1	2
City Attorney	3					3
Human Resources	3					3
OMB	2					2
Fiscal Services	9				5	4
Technical Services	5					5
CPS - Police	8	4				4
CPS - Fire	7	2			2	3
Inspections and Neighborhood Services	8		6		2	
Community Services	3				2	1
Public Services	30	4	12		2	12
Water and Wastewater Services	8	6				2
<b>Total</b>	<b>89</b>	<b>16</b>	<b>18</b>	<b>0</b>	<b>14</b>	<b>41</b>

**Analytical Summary:**

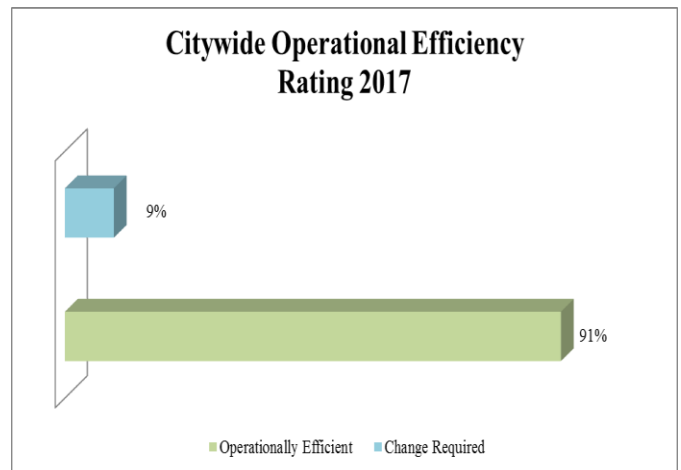
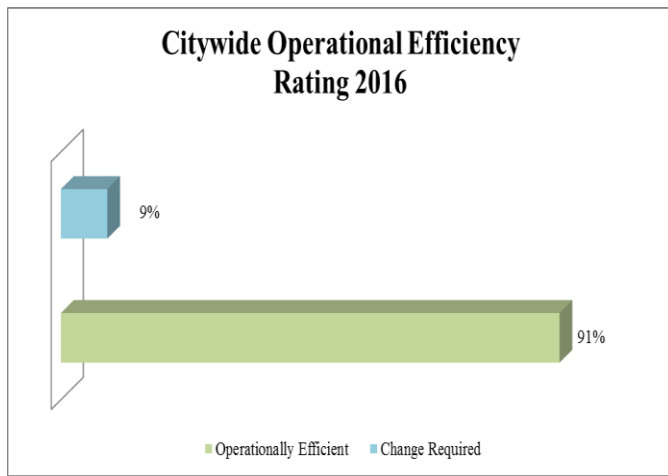
Contained within this 2018 Budget is the FY 2017 Accountability Scorecard for the City of Saginaw based on performance measurement activities that occurred over the fiscal year. This Accountability Scorecard reflects the overall performance of the City as well as the performance of each individual department/division, as outlined by the department and proven by actual data provided. This analytical summary outlines 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 2018 budget document).*

**Citywide Analysis:**

In evaluation of the total 89 key performance indicators listed within this document, this section will discuss the overall performance of the City and reveals that 70% of these indicators were Fully Achieved, 21% were Mostly Achieved, 2% were Partially Achieved, 2% were Not Achieved and 4% had No Data Available or No Data was provided.



**Efficiency Rating:** The citywide operational efficiency is gauged on activities that are greater than 75% achieved. Any KPI that received a rated less than 75% may require an action plan. The citywide operational efficiency rating reflects to be 91% efficient. Based on the rating table below, citywide, the performance is given an **“A-” rating**. Approximately, 9% of the key performance areas require changes. This is the same as the previous fiscal year.



## City Council Strategic Initiative Rating

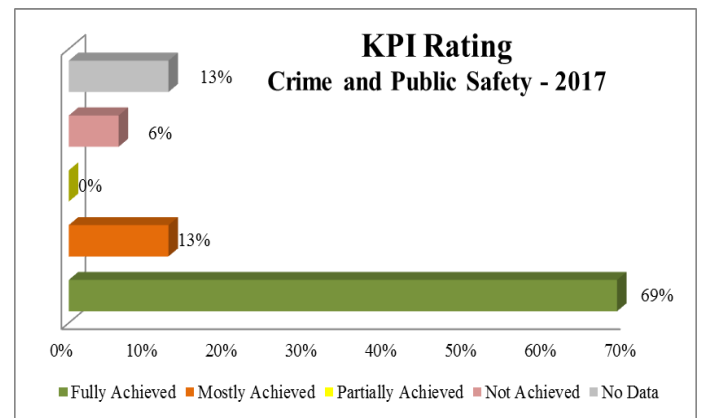
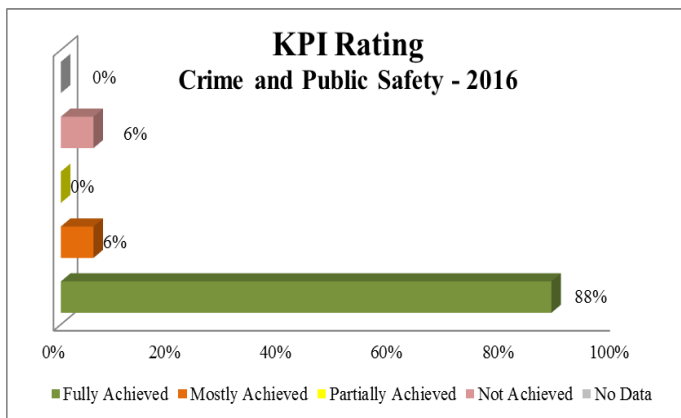
Listed below is the rating of the five 2017 City Council Strategic Initiatives based on the KPI rating.

### 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, learn, and play for all citizens in the City. Therefore, in the FY 2017 approved budget, City Council allocated \$23,537,103 for this initiative compared to the FY 2016 allocation of \$24,120,298. Of the city's 89 key performance indicators, 16 of them were allocated to crime and public safety.

### Efficiency Analysis:

In review of all 16 crime and public safety indicators, as outlined in the KPI matrix above, 69% were considered Fully Achieved, 13% were considered Mostly Achieved, 6% were Not Achieved and 13% either had No Available Data or No Information Provided. When compared to FY 2016, performance was targeted and reflects to be stronger with Fully Achieved at 88%. The FY 2017 performance spread over a larger range.



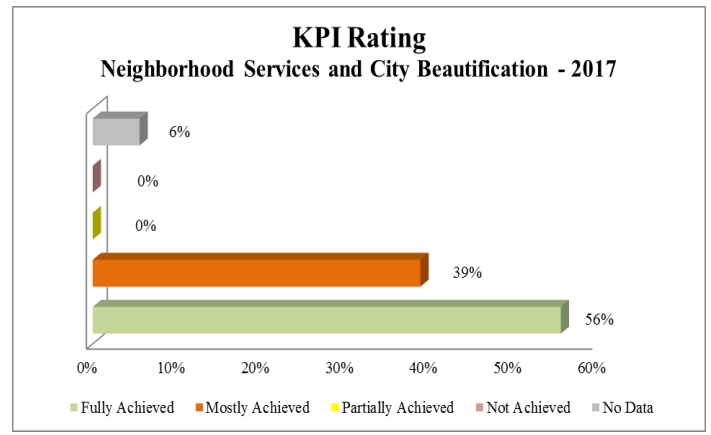
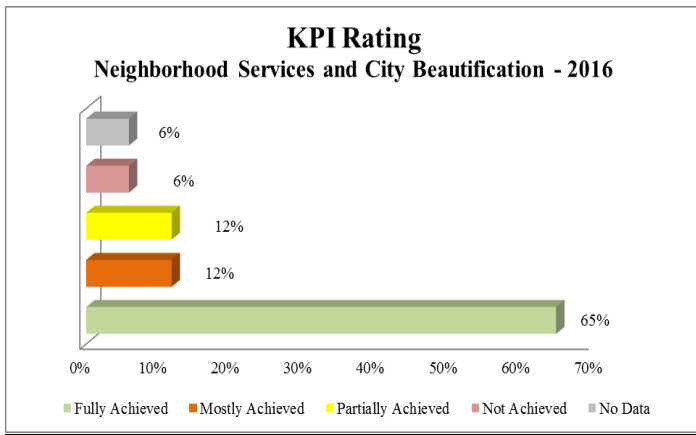
The overall Crime and Public Safety Initiative reflects an operational efficiency rating of 81%.

### Neighborhood Revitalization and City Beautification Initiative:

**Neighborhood Revitalization and City Beautification** is the second highest priority of City Council and City Administration in FY 2017. 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, learn, and play, and to build a stable, livable, clean and well-kept community. In the 2017 approved budget, City Council allocated \$932,098 for this initiative. Of the City's 89 KPIs, 18 indicators were allocated to Neighborhood Revitalization and City Beautification.

### Efficiency Analysis:

In review of the 18 KPIs for neighborhood revitalization and city beautification indicators, 56% were considered Fully Achieved, 39% were considered Mostly and 6% either had No Available Data or No Information Provided. Most KPIs were met in one form or another when compared to the FY 2016 departmental goal. There appears to be an improvement from the previous fiscal year with a significant increase to the Mostly Achieved category from 12% in FY 2016 to 39% in FY 2017. Also, there was a new indicator included in FY 2017 that was not available in FY 2016.



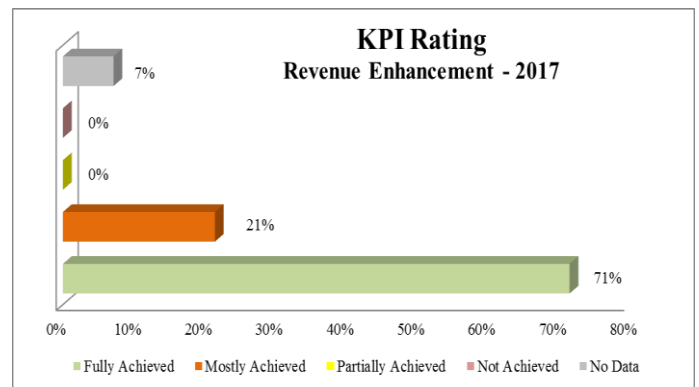
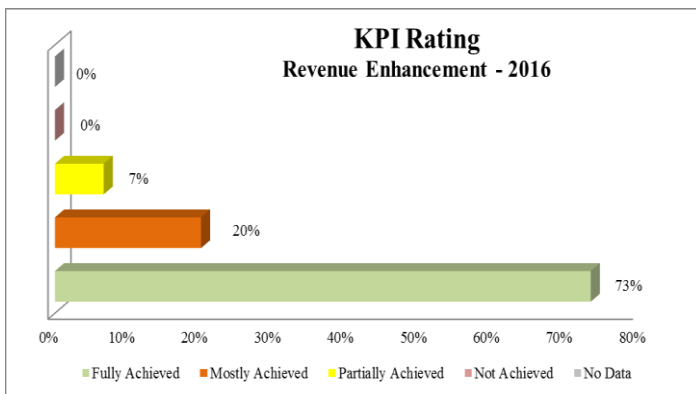
The overall operational efficiency rating for this initiative is 94%.

Maintain and Enhance City Revenue Efforts Initiative:

The third most important initiative for City Council and City Administration during FY 2017 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 2017, City Council assigned \$111,940 for this initiative. Of the City’s 89 KPIs, 14 indicators were allocated to maintain and enhance city revenue efforts.

Efficiency Analysis:

In review of all 14 indicators, 71% were considered Fully Achieved, 21% were considered Mostly Achieved, and 7% either had No Available Data or No Information Provided because these were new key performance indicators. When comparing the two graphs, it is apparent that the Fully Achieved category decreased by 2% from the previous fiscal year. However, the Mostly Achieved and No Available Data or No Information Provided increased.



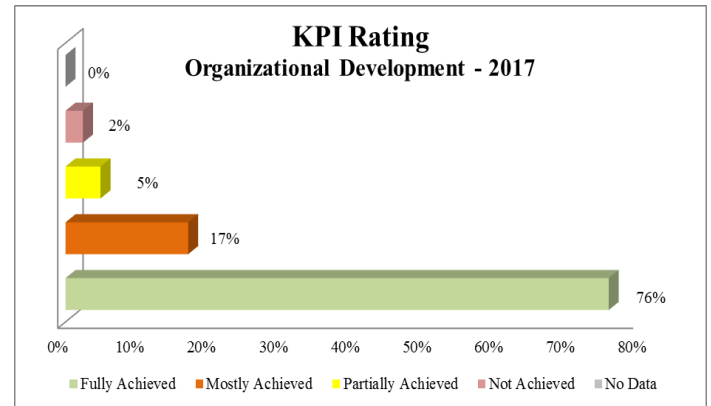
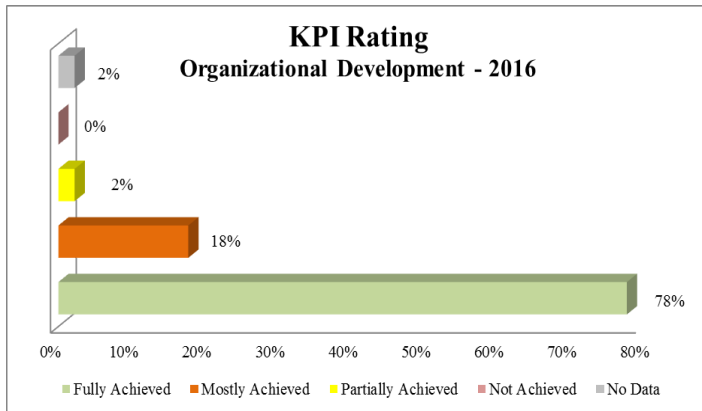
The overall operational efficiency rating for this initiative is 93%. The FY 2017 budget assigns \$111,940 for this initiative

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 2017 approved budget, council apportioned \$15,000 for this initiative. Of the City’s 89 KPIs for 2017, 41 indicators were assigned to organizational development.

**Efficiency Analysis:**

In review of the 41 KPIs, 76% were considered Fully Achieved, 17% were considered Mostly Achieved, 5% were considered Partially Achieved, and 2% either had No Available Data or No Information Provided. When compared to the FY 2016 actual, the Fully Achieved decreased in FY 2017 by 2% and the Mostly Achieved decreased by 1%. Both of these are offset by a 3% increase to the Partially Achieved category. Furthermore, 2 departments require action plans for one of their indicators.



The overall operational efficiency rating for this initiative is 93%.

**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, learn, and play. For 2017, the budget earmarks \$198,119 for this initiative.

**2018 New Strategic Measures:**

Starting in FY 2018, the accountability report will change its indicators to align with the City of Saginaw’s City Council and Management Team new goals and objectives. On January 21, 2017, City Council, city administration, and members of the public participated in an all-day retreat to set a five year vision for the City. These vision areas are:

- Economic Development of the Urban Core
- Neighborhood Revitalization
- Arts, Culture, and Recreation
- Police and Fire
- Utilities Infrastructure



---

**CITY OF SAGINAW**  
**COMMUNITY PROFILE**



**2017-2018**

---

# 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](http://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. The Museum recently completed a massive renovation to update its galleries and conserve many works of art. With exciting exhibits such as "Great Lakes Bay En Plein Air", Ansel Adam's "Masterworks" and numerous collections from talented local artists, the Saginaw Art Museum is often compared to New York City's Metropolitan Museum of Art or the Detroit Institute of Art.

### Ojibway Island



Ojibway Island, named after the Ojibwa (Chippewa) natives, is a wonderful, shaded getaway 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 4<sup>th</sup> of July fireworks display each year. In 2016, the City of Saginaw was pleased to receive the Michigan Natural Resources Trust Fund Grant for future enhancements and improvements at Ojibway Island.



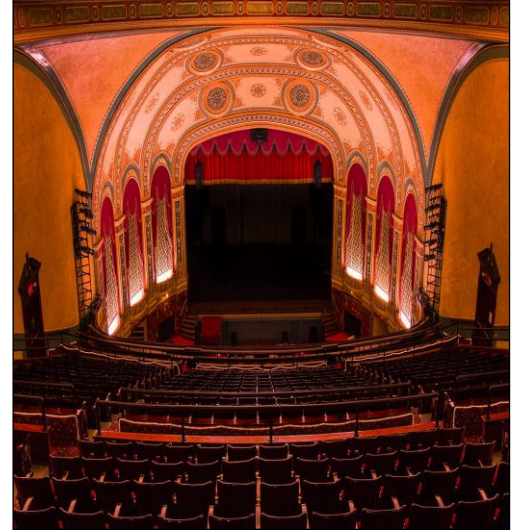
*Photos courtesy of J Mickevich and E Roth*

---

## Temple Theater

[www.templetheatre.com](http://www.templetheatre.com)

The Temple Theater opened its doors on July 28, 1927. At that time, it was the largest theater in Michigan outside of the Detroit area, seating 2,196. The Temple Theater is the proud home to the Saginaw Bay Symphony Orchestra and features entertainment legends, rising new talent, and family friendly events for everyone to enjoy. In October 2016, Saginaw's historic Temple Theatre received a new look on the outside. A new marquee is now in place on the theater's building. The new digital sign features modern technology but was made to resemble the original marquee from the 1920's.



## The Castle Museum

[www.castlemuseum.org](http://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 awarded the prestigious 2013

Award of Merit by the American Association for State and Local History. Recent exhibits such as "Motown Black and White" and the unique Legos exhibit, "Inspired by Bricks," have helped increase museum attendance to record breaking levels.

---

## Japanese Cultural Center & Tea House

The Japanese Cultural Center & Tea Garden was established in 1986 as a symbol of friendship and cultural exchange with Saginaw’s Sister City, Tokushima, Japan. 2016 marked the monumental 55<sup>th</sup> year anniversary of this unique bond of friendship. The tea house is of authentic design and is regarded as one of the most authentic tea houses in North America. Citizens can take part in an authentic Japanese tea ceremony each month that dates back in an unbroken lineage to 1600 A.D. to help develop a greater understanding of the Japanese culture. The scenic gardens are also open year-round, providing the perfect setting for weddings and other special occasions.



## Children’s Zoo

[www.saginawzoo.com](http://www.saginawzoo.com)

The Children’s Zoo in Celebration Square is not just home to bobcats, alligators, macaws, bald eagles, or cotton-top tamarin monkeys, but also to volunteers, interns, and sponsors that help to provide an exciting and educational atmosphere to visitors of all ages. The Children’s Zoo at Celebration Square offers guests a ride on the magnificent Celebration Square Carousel or a tour of the zoo on a miniature train. Visitors can throw an awesome birthday party in the Party Pavilion or get creative with the Adopt-a-Garden program. The zoo hosts hundreds of class field trips each year to the interactive Living Learning Lab and Zoo Amphitheater. Residents also look forward to the annual “Zoo Boo” event each year at Halloween.



---

## Andersen Enrichment Center

[www.artsaginaw.org](http://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, including 80 new rose



bushes that were recently added to enhance the beautiful garden. 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 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

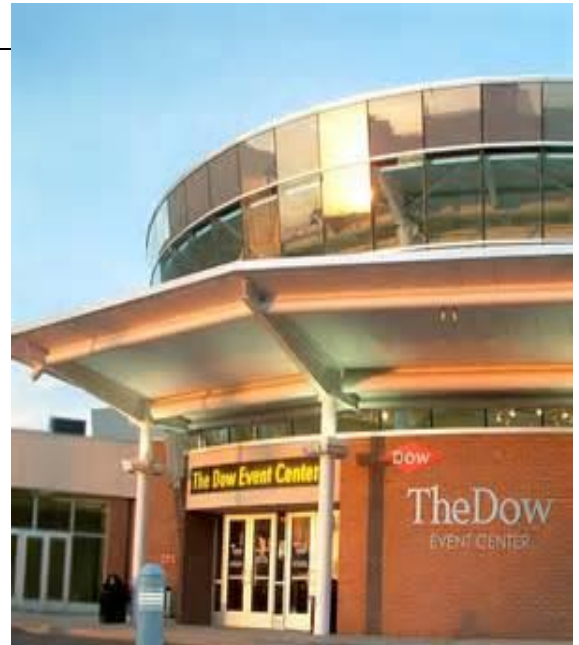


Listed on the National Register of Historic Places, the Cathedral District is located on the east side of the Saginaw River. This neighborhood was home to the business leaders that created what is now known as Downtown Saginaw. The most prominent leaders of Saginaw made their homes in this neighborhood 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 blight.

## The Dow Event Center

[www.doweventcenter.com](http://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 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, Stevie Wonder, Reba McEntire, Kid Rock, Les Miserables, The Nutcracker Ballet, and Riverdance. The 2017 concert season brings incredible acts such as Jerry Seinfeld, Bob Seger, Broadway in Saginaw, and another exciting season of OHL hockey action with the Saginaw Spirit.



## Huntington Event Park



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. Huntington Event Park is now the home for the very popular Saginaw Eddy Band summer concerts. Many other exciting events are scheduled for the summer 2017 season at Huntington Event Park, including national touring concerts, community events and a variety of festivals.



## 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.

In February 2013, Hoyt Park opened its outdoor winter ice-rink. Visitors can now spend a day at the rink for ice-skating and hockey and enjoy the warming house, hot chocolate, and skate rentals. The "Outhouse Races" each February at the rink has now become a community favorite and features teams of 3-5 racing one another while pushing their handmade "outhouses." 2016 brought the revival of baseball at Hoyt Park. The

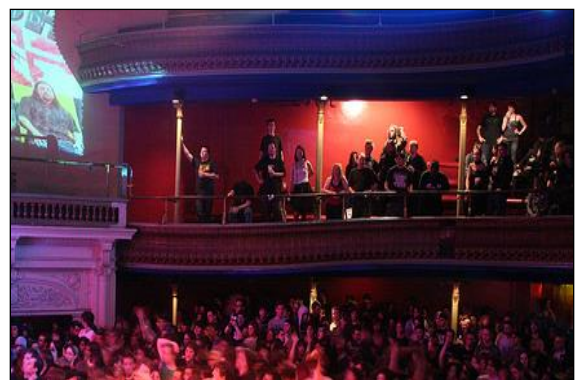


Youth Baseball League features a 12-game season beginning in July and allows youths from the ages of 5 through 12 to come out and develop their skills in America's pastime. In 2016, "Friends of Hoyt Park" volunteers received the Community Service Award from the Michigan Recreation and Parks Association for their outstanding support of public recreation and park programs in the community.

## 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.





---

## 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.

## Saginaw's Riverfront

Saginaw's Riverfront is a picturesque area that provides citizens with a variety of outdoor activities including fishing, biking, running and walking, or quiet relaxation and peace of mind after a long day at work. You can also enjoy fine dining, great entertainment and shopping at the many restaurants, pubs and local businesses within walking distance of the waterfront area. Walkers and joggers are guaranteed a great workout along the 4.15 mile walkway, starting from the Johnson Street Bridge to the East Street Bridge. New luxurious condominiums have opened for residents and combine the revitalized

atmosphere of Old Town Saginaw with the classic character of urban architecture. The Saginaw Land Basin Conservatory has also begun outdoor recreation projects in Saginaw for the Riverfront area, replacing unused parking lot space with a public green space featuring native landscape and amenities for the public and students from nearby schools to enjoy.



---

## Theodore Roethke House

[www.roethkehouse.org](http://www.roethkehouse.org)

Theodore

Roethke, born in Saginaw in 1908, was considered to be one of the great and innovative voices of 20<sup>th</sup> 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. Recent enhancements to the park included a new Boulder Climbing Garden for children and improvements to the river walk pathways.



---

## 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 in 2014 was the addition of 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.

**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.



**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. Celebrating over 125 years in Saginaw history, the Hoyt Library continues to be an integral part of the intellectual, educational, and recreational health and well-being of our community and continues as a symbol of the inspiration, knowledge, and enrichment for the people of Saginaw.

**Positive Results Downtown Saginaw** formally known as “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. In 2016, Positive Results Downtown Saginaw volunteers received the Community Service Award from the Michigan Recreation and Parks Association for their outstanding support of public recreation programs in the community.



**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. Plans are now in place to redevelop existing property in Downtown Saginaw to provide indoor and outdoor space for a year-round Farmer’s Market. This new location will provide expanded space for vendors and local farmers and year-round access to fresh food in the downtown area.



---

**Saginaw Bay Symphony Orchestra** has performed an annual concert series since its creation in 1935. Featuring members from all across Michigan, this professional ensemble performs a wide variety of chamber, pops, educational, and historic concerts plus opera, ballet, and modern dance.



**Saginaw Arts & Enrichment Commission** promotes the arts by developing and promoting organizations and activities that enhance the economic vitality and quality of life in Saginaw. Activities include the All Area Arts Awards, Hispanic Heritage and Black History Student Art Exhibitions, Art at the Andersen, Saginaw Cultural Events Roundtable, Visiting Artist Residency, Hollyday Fair, Artifacts newsletter, and many other programs.

**Saginaw Art Museum** features an expansive permanent collection, enhanced museum store, and traveling exhibits of national and international merit. Lectures, tours, and classes are just part of the wide range of educational offerings and community outreach. Saginaw Art Museum also features a multi-purpose lecture theatre, and an enlarged Vision Area, as well as the Museum’s popular hands-on children’s gallery.

**Saginaw Choral Society** has earned critical acclaim, garnered local, state, and national awards and has built a substantial regional following. The Temple Theater hosts the 100 member chorus as they present a season of classical, contemporary, and popular concerts for the Saginaw community. The Choral Society brings bold, new vision to the choral art and creates a choral masterpiece with every performance.

**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, and the Lawn Chair Film Festival.

---

**Lawn Chair Film Festival** takes place every Sunday at dusk during the summer months at the corner of 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 1,500, so come early to get a good seat.



**Saginaw Eddy Concert Band** celebrated its 90th season of entertainment, enjoyment and inspiration in the City of Saginaw in 2016. The 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 is recognized today as one of the region's finest concert bands and is a proud part of the Saginaw community. For eight wonderful weeks throughout the summer, downtown Saginaw is filled with the pleasant sounds of the Saginaw Eddy Concert Band's outdoor concert series. These Sunday night outdoor concerts are a tradition and a favorite for thousands of area residents. The Saginaw Eddy Concert Band represents the finest in musical entertainment, enhancing the cultural environment of the Saginaw community. Through their summer concerts and special Holiday performances, the Saginaw Eddy Concert Band continues to provide entertainment, edification, and enchantment to audiences of all ages.

**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.



**Hamilton Street Corridor BASH** began in 2016 and features bands, arts, spirits, and humanity. The bash is held in the Hamilton Street corridor in August with over 20 local bands, art vendors, local cuisine, and a kids zone.

---

## 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.



CPAs • Business Consultants • Financial Advisors

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. Rehmann was recently named to the Accounting MOVE Project's "Best Public Accounting Firms for Women" list for the fourth consecutive year.



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.



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 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 Covenant Campus celebrated its grand opening in June 2015. The new 46,000-square-foot, two-story structure with clinical space, classrooms, and a state-of-the-art simulation lab provides education and experience to approximately 200 third and fourth year medical students and 100 residents. Plans are also in place to begin construction for a second facility located on the campus of St. Mary's of Michigan in downtown Saginaw.



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.



The 9,400 acre Shiawassee National Wildlife Refuge offers a diverse array of forests, fields, wetlands, rivers, and open-water habitats. The Shiawassee Refuge is one of the largest natural fish production areas in the country. Whether bird watching, fishing, hunting, or hiking on the 13-miles of trails, there are many ways to enjoy this beautiful refuge.



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.



The Great Lakes Loons, the Class “A” Midwest League affiliate of the LA Dodgers, play at the Dow Diamond throughout the summer baseball season. The Loons’ games not only offer fans exciting baseball action on the diamond, but an entire day filled with family fun and cheers, seventh inning sing-alongs, and the fan favorite “Funky Feather” dance from Lou E. Loon, the team mascot. In October 2016, Dow Diamond was ranked as one of the top ballpark experiences by Stadium Journey magazine. Also in 2016, the Loons won the Midwest League Championship.



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 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, the Sawmill, or Crooked Creek all provide rolling hills, long fairways and challenging greens for golfers of all skill levels.



Great Lakes Bay Regional Trail is a 43.5 mile connected trail system that aims to encourage physical activity, preserve natural beauty and improve quality of life in Bay, Midland, and Saginaw Counties. The connector, dedicated in October 2016, measures in at 7 miles and runs from Frankenlust

Township to Zilwaukee in Saginaw County. The trail connector is part of Michigan's Iron Belle Trail, a 1,259 mile hiking route and 774 mile bicycling route that stretches from Belle Isle Park in Detroit to Ironwood in the Upper Peninsula.



Two historic buildings at the Bancroft House at 107 S. Washington and Eddy Place at 100 N. Washington have been redeveloped into luxury apartments by Bancroft Project Saginaw LLC. This project was the first of many in the revitalization of the downtown Saginaw area.

Eddy Place Apartments allow tenants a glorious view of downtown Saginaw. Commercial space and luxury apartments at the Bancroft House were completed in the summer 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 opening at the Bancroft House also includes the Bancroft Wine and Martini Bar on the first floor of the building and the luxurious Bancroft Ballroom and banquet facility 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 2018. 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 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

## Midland, Bay, Saginaw (MBS) International Airport

[www.mbsairport.com](http://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!

<b>DISTANCE FROM MBS AIRPORT TO THESE CITIES:</b>			
<u>CITY</u>	<u>MILES</u>	<u>CITY</u>	<u>MILES</u>
Atlanta, GA	811	Detroit, MI	117
Orlando, FL	1250	Cincinnati, OH	346
Chicago, IL	296	New York, NY	717

---

## Saginaw Transit Authority Regional Services (STARS)

[www.saginaw-stars.com](http://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.

**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 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. In August 2017, **STARS** began a new route system to offer transfers between routes to allow for easier connections for riders. **STARS** also now offers a 24/7 transit dial-a-ride service called **STARS Express**. The service is similar to UBER and allows residents to schedule rides to work, church, shopping, and medical appointments. **STARS** is aware of the transportation challenges that many in our community are facing, and is committed to offering affordable options to get residents where they need to be, when they need to be there.



## NATIONAL, STATE, LOCAL RECOGNITIONS OF CITY ACHIEVEMENTS

**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 reduce waste in our community. The team’s strives is to create a greener environment locally and globally through recycling. For the fifth year in a row, the Green Team has hosted their annual “Go Green” celebration at City Hall to celebrate Earth Day and encourage others to repurpose and recycle used items for a healthier planet for future generations.



**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, 2015 – June 30, 2016 Distinguished Budget**

**Award:** For the eighth 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.



**July 1, 2015- June 30, 2016 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, 2016. This is the eighth 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)
Williamson Street Reconstruction and Capital Preventative Maintenance (Joint and Panel Repair) & Water Main and Service Replacement - Thayer to Treanor	\$2,226,000	2018
Veterans Memorial Parkway Rehabilitation and Joint and Panel Repair and Water Main Replacement - Wadsworth to Washington (M-13)	\$1,330,000	2018
Brockway Street Mill and Resurface - Passolt to Gratiot Avenue (M-46)	\$666,000	2018
Jefferson Avenue Mill and Resurface and Sidewalk Replacement - Janes Avenue to E Genesee Avenue	\$149,000	2018
Sidewalk Repairs Throughout the City	\$80,000	2018
14 <sup>th</sup> Street Resurfacing - Perkins to Janes	\$270,000	2018
Madison Street Resurfacing - Fayette to Niagara	\$120,000	2018
Center Street Bridge, Court Street Bridge and Johnson Street Bridge over the Saginaw River Deck Drain Extension Repairs and Replacements	\$169,000	2019
Lapeer Ave Reconstruction & Water Main Replacement - 9 <sup>th</sup> Street to 11 <sup>th</sup>	\$475,000	2019
Sidewalk Repairs Throughout the City	\$80,000	2019
Conversion of Wickes Park Drive to Multi-Use Pathway, Including Lighting	\$770,000	2019
Ojibway Island Improvements	\$525,000	2019
Annual Cape Seal Application on W. Michigan – West City Limits to Joslin, South Mason – Brockway to Court, North Mason – Court to W. Genessee	\$190,000	2019
Annual Mill and Resurface on South Jefferson – Williamson to Rust (M-46)	\$215,000	2019
ADA Sidewalk Ramps (Carmen Drive)	\$65,000	2019
Davenport Avenue Reconstruction with non-motorized pathway - Michigan to Niagara	\$1,780,000	2019
Holland Avenue Bridge Over the Saginaw River Deep Overlay	\$103,000	2020
Annual Mill and Resurface on Malzhan – Brockway to Mackinaw	\$150,000	2020
Mackinaw Street Reconstruction and Water Main Replacement – Congress to State (M-58)	\$2,630,000	2020
Niagara Street Reconstruction and Water Service Replacement – RR Tracks to Genesee	\$1,315,000	2021
S. Michigan Avenue Reconstruction and Water Main Replacement – Joslin to Dearborn	\$2,850,000	2022
Mackinaw Street Reconstruction and Water Main Replacement – Alexander to Hamilton	\$3,000,000	2023
Mackinaw Street Reconstruction – Congress to Alexander	\$2,500,000	2024

*Provided by the Public Services Department, Right of Way Division, Office of the City Engineer, 7-24-2017*

## BUILDING PERMIT SUMMARY

The residential, industrial, and commercial new construction and repairs and alterations building permit fees and actual numbers of permits issued are represented by the following data:

Year	Building Permit Fees	Number of Permits Issued
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
2014	\$223,447.89	1,221
2015	\$272,573.25	1,067
2016	\$230,483.85	1,042

## BREAKDOWN OF PERMITS ISSUED

Year	Demolition	Electrical	Mechanical	Building	Plumbing
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
2014	423	180	180	234	79
2015	267	224	252	256	95
2016	112	238	312	262	72

*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 2016

Rank	Company/Organization	2016 Withholding Amount
1	Covenant Medical Center, Inc.	\$1,659,323.60
2	General Motors LLC	\$683,912.08
3	Ascension Health Ministry/St. Mary's	\$683,209.34
4	Nexteer Auto Corp	\$532,611.54
5	US Government Def Fin	\$484,545.40
6	State of Michigan	\$252,757.19
7	School District City of Saginaw	\$236,083.12
8	Saginaw County	\$210,513.00
9	City of Saginaw	\$184,315.91
10	CMU Medical Education Partners	\$158,062.26
11	Health Delivery Inc	\$126,922.37
12	AT&T Services, Inc	\$117,099.91
13	Quality Temporary Services, Inc.	\$116,563.64
14	Linear Motion LLC	\$110,662.66
15	Meijer Great Lakes	\$102,312.49
16	Saginaw County Community Mental	\$96,053.77
17	Michigan Bell Telephone Co	\$93,977.79
18	Advanced Diagnostic Imaging PC	\$91,703.27
19	United States Postal Service	\$91,127.07
20	Jonco, Inc.	\$79,217.03
<b>Totals:</b>		<b>\$6,110,973.44</b>

---

**CITY BUSINESSES ON TAX-ROLL COMPARED TO  
HOUSEHOLDS  
YEAR ENDING 1997-2017**

A comparison of the City of Saginaw's condition	Year Ended 1997	Year Ended 2007	Year Ended 2017
Number of Businesses on City Business Tax-rolls:	1,743	1,713	1,223
Number of Households:	21,069	20,304	17,155

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	18.50%	84,517	7.52%
1920	61,903	23.44%	187,071	121.34%
1930	80,715	30.39%	209,341	11.90%
1940	82,794	2.58%	232,453	11.04%
1950	92,918	12.23%	277,638	19.44%
1960	98,265	5.75%	349,244	25.79%
1970	91,849	-6.53%	400,851	14.78%
1980	77,508	-15.61%	421,518	5.16%
1990	69,512	-10.32%	399,320	-5.27%
2000	61,799	-11.10%	403,070	.94%
2010	51,508	-16.65%	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 2016

Officers by Rank:	2016	2017	Change
Police Chief	1	1	0
Lieutenants	3	2	(1)
Sergeants	12	10	(2)
Police Officers	39	44	5
<b>Total Police</b>	<b>55</b>	<b>57</b>	<b>2</b>
Crimes by Type:	2015	2016	% Change
Homicide	8	11	37.50%
Criminal Sexual Conduct	76	71	(6.58%)
Robbery	90	68	(22.92%)
Felonious Assault	405	477	17.78%
Burglary	410	320	(21.95%)
Larceny	572	515	(9.96%)
Motor Vehicle Theft	71	55	(22.53%)
Arson	42	29	(30.95%)
<b>Total Crimes by Type:</b>	<b>1,674</b>	<b>1,546</b>	<b>(7.65%)</b>
<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 &amp; Police Complement information retrieved from the City of Saginaw's 2016 and 2017 Personnel Complements</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 2017

<b>Personnel by Rank:</b>	<b>2016</b>	<b>2017</b>	<b>Change</b>
Fire Chief	1	1	0
Battalion Chiefs	3	3	0
Fire Captains	3	3	0
Lieutenants	11	10	(1)
Fire Marshall	1	1	0
Fire Engineer	16	13	(3)
Fire Training & Safety Officer	1	1	0
Firefighters	15	19	4
<b>Total</b>	<b>51</b>	<b>51</b>	<b>0</b>
<i>Note: All positions listed for CPS- Police &amp; Fire are sworn in positions only.</i>			
<b>Calls for Service by Situation Found:</b>	<b>2016</b>	<b>2017</b>	<b>% Change</b>
Fire	318	297	(6.60%)
Rescue	1,368	1,265	(7.53%)
Hazardous Condition	348	402	15.52%
Service Call	412	489	18.69%
Good Intent	402	397	(1.24%)
False Call	301	253	(15.94%)
<b>Total Calls by Situation:</b>	<b>3,149</b>	<b>3,103</b>	<b>(1.46%)</b>
<i>Source:</i>			
<i>(1) Fire &amp; Police Bureau Complement information retrieved from the City of Saginaw's 2016 and 2017 Personnel Complements</i>			
<i>(2) Fire department calls by situation information retrieved from City of Saginaw's Fire Department</i>			



# PRINCIPAL REAL ESTATE TAXPAYERS

## TOP 25 TAXPAYERS

As of December 31, 2016

Rank	Owner (Taxpayer)	# of Parcels	Real Property		Personal Property		TOTAL
			Ad Valorem	Special Act Rolls	Ad Valorem	Special Act Rolls	
1	Consumer Energy	57	201,986		29,941,700		30,143,686
2	Linear Motion LLC	4	2,859,057		3,015,900		5,874,957
3	General Motors LLC	11	3,240,504	944,075	6,900		4,191,479
4	Charter Communications II LP	1	3,406,100				3,406,100
5	Menard LLC	8	3,050,584				3,050,584
6	Hausbeck Pickle Company	16	1,372,780	403,608	828,400	424,900	3,029,688
7	Community Hospital Services	3	693,105		2,326,500		3,019,605
8	Riverfront Medical Realty LLC	2	2,857,851		141,200		2,999,051
9	AT&T Services, Inc.	1			1,929,600		1,929,600
10	Meredith Corp	3	491,212		1,436,200		1,927,412
11	Downtown Area Development LLC III	2	1,764,944				1,764,944
12	IRG Saginaw LLC	2	1,743,571				1,743,571
13	SSP Associates Inc.	4	1,521,042		69,400		1,590,442
14	B&P Process Equip. & SYS LLC	4	323,327		1,259,900		1,583,227
15	CDSF Ltd	5	1,289,935	192,264			1,482,199
16	Rifkin Scrap Iron & Metal Co	17	290,425	194,490	812,900	129,300	1,427,115
17	BBC Saginaw LLC	2	1,395,473				1,395,473
18	Reardon Properties LLC	3	1,261,337		119,700		1,381,037
19	Bancroft Project Saginaw LLC	9	120,817	1,231,007			1,351,824
20	Covenant Medical Center, Inc.	158	969,743		86,480		1,056,223
21	Uvalde, Inc	85	1,030,971				1,030,971
22	Saginaw Westchester Village, Inc.	5	998,233	587	19,400		1,018,220
23	Hamilton Street Development LLC	22	1,017,812				1,017,812
24	Fedora Financial LLC	58	1,006,021		1,000		1,007,021
25	Mistequay Group LLC	5		11,644	826,300	61,900	899,844
	<b>TOTALS</b>	<b>487</b>	<b>32,906,830</b>	<b>2,977,675</b>	<b>41,687,480</b>	<b>616,100</b>	<b>78,188,085</b>

*Note: Information is listed in numerical order according to its rank for Top 25 Taxpayers in City of Saginaw  
Source: Information provided by City of Saginaw's City Assessor of the Department of Fiscal Services*

---

# CITY OF SAGINAW



## GLOSSARY ABBREVIATIONS AND TERMS

---

## GLOSSARY OF ABBREVIATED TERMS

### -A-

AASHTO	American Association of State Highway and Transportation Officials
AFSCME	American Federation of State, County & Municipal Employees
AMR	Automated Meter Reading
ARMS	Automated Record Management System
Asmt.	Assessment
ATPA	Automobile Theft Prevention Authority
Auth.	Authority
Avg.	Average
AWWA	American Water Works Association

### -B-

BP	Building Permit
----	-----------------

### -C-

CAD	Computer-Aided Design
CAFR	Comprehensive Annual Financial Report
CCF	Hundred Cubic Feet
CDBG	Community Development Block Grant
CEC	Clean Energy Coalition
CHDO	Community Housing Development Organization
CIP	Capital Improvement Plan
COAM	Command Officers Association of Michigan
Corp.	Corporation
CPO	Community Policing Office
CPS	Community Public Safety
CSO	Combined Sewage Overflows

### -D-

DBO	Dangerous Building Ordinance
DDA	Downtown Development Authority
DEQ	Department of Environmental Quality
DOJ	Department of Justice
DP	Demolition Permit

### -E-

ELERV	Enhancing Law Enforcement Response to Victims
Endow.	Endowment
EP	Electrical Permit

### -F-

FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FICA	Federal Insurance and Compensation Act
FT	Full Time
FTE	Full Time Equivalent
FY	Fiscal Year
FYI	Family Youth Initiative

---

**-G-**

Gals.	Gallons
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographical Information System
GM	General Motors
Govt.	Government

**-H-**

H.R.	Human Resources
H.T.E.	Harvard Technology Enterprise
HVAC	Heating, Ventilation and air conditioning

**-I-**

IAFF	International Association of Fire Fighters
IFT	Industrial Facilities Tax
Inc.	Incorporated
IS	Information Services
ITS	Intelligent Transportation System

**-J-**

J.A.G.	Justice Assistance Grant
--------	--------------------------

**-K-**

KPI	Key Performance Indicators
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
MERS	Municipal Employees Retirement System
MG	Milligram
MIOSHA	Michigan Occupational Safety and Health Administration
MP	Mechanical Permit
MPEA	Michigan Planning Enabling Act
MSHDA	Michigan State Housing Development Authority
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
NIP	No Information Provided

**-O-**

OMB	Office of Management and Budget
OPEB	Other Post Employee Benefits
OVC	Office for Victims of Crime

**-P-**

P.A.	Partial Agreement
P.C.	Professional Corporation
PEG	Public, Educational, and Governmental
PILOT	Payment in Lieu of Taxes
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/Service/Service
SVSU	Saginaw Valley State University

---

**-T-**

TARP Troubled Asset Relief Program  
TAPS Treatment and Prevention Services  
Temp. Temporary  
TIFA Tax Increment Finance Authority  
TV Television  
TBD To Be Determined

**-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 whose 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.

**CASH EQUIVALENTS** – Highly liquid investment having a life of three months or less.

**CLEAN ENERGY COALITION (CEC)** – Nonprofit organization that focuses on implementation of green technology.

**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 SERVICES** – Agency within the United States Government belonging to the United States Treasury Department. The agency manages all federal payments and collections and provides government-wide accounting and reporting services.

**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 ACCOUNTING STANDARDS BOARD** – Source of generally accepted accounting principles.

**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 –**

**NEIGHBORHOOD STABILIZATION**

**PROGRAM** – Program that provides grants to every state, certain local communities, and various other organizations to purchase foreclosed or abandoned homes and redevelop them.

**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.

**STATE SHARED REVENUE** – When the state shares tax money with certain governmental entities.

**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.

---

**UNIFORM BUDGETING/ACCOUNTING**

**ACT** – An act to provide for the formulation and establishment of uniform charts of accounts and reports in local units of government; to define local units of government; to provide for annual financial reports from local units of government; to provide for the administration of this act; to prescribe the power and duties of the state treasurer, the attorney general, and the library of Michigan and depository libraries, and other officers and entities; to provide penalties for violations of this act; to provide for meeting the expense authorized by this act; to provide uniform

budgeting system; to prohibit deficit spending by local government.

**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.