

# 2019-2020

## APPROVED BUDGET



# CITY OF SAGINAW, MI



# CITY OF SAGINAW MICHIGAN

Honorable Floyd Kloc  
Mayor



Timothy Morales  
City Manager

Approved by City Council

May 20, 2019

Honorable Brenda F. Moore, Mayor Pro-Tem

Michael D. Balls, Council Member

Annie Boensch, Council Member

Clint Bryant, Council Member

Jamie Forbes, Council Member

John Milne, Council Member

Bill J. Ostash, Council Member

Autumn L. Scherzer, Council Member

## 2019-2020 APPROVED BUDGET

# CITY OF SAGINAW MICHIGAN

*Prepared by:*

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City Manager

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Controller – Plante & Moran

Rachel Hozeska  
Administrative Support Clerk



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Saginaw  
Michigan**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

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, 2018.

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

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



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

April 29, 2019

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 budget for Fiscal Year 2019-2020. 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 2019-2020 Budget will require diligent review and monitoring throughout the fiscal year.

### **Millage Rates**

The FY 2020 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 **\$38,600\***
- Average property taxes that will be paid per month **\$47.87**

*\*This is based on information provided from the Census' Bureau estimated five-year average from its American Community Survey 2013-2017.*

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

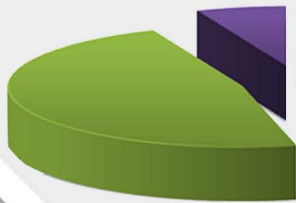
For a more in depth discussion of the budget, please refer to the “Budget Overview” section of the budget document. The major highlights of the fiscal year 2019-2020 Budget follow below:

# CITY OF SAGINAW, MI

A place to live, work, learn, and play

## 2019/2020 Approved Budget \$120.25 million

2019/2020 Budget by fund type



Resource Allocation

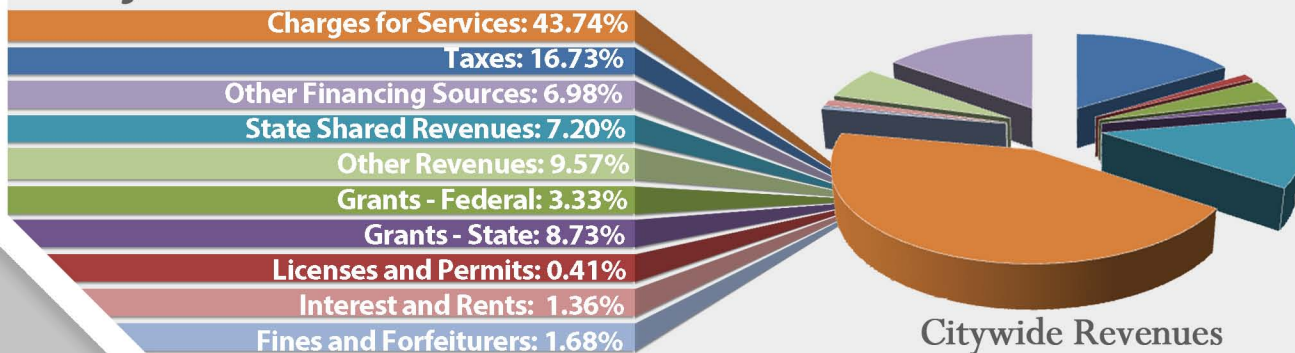
General Fund	\$35,013,211	: 29.12% of total budget
Special Revenue Funds	\$22,830,576	: 18.98% of total budget
Enterprise Funds	\$54,894,900	: 45.65% of total budget
Internal Service Funds	\$7,472,749	: 6.21% of total budget
Fiduciary Funds	\$34,910	: 0.03% of total budget

## 2019 City Council Priorities

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



## Citywide Revenues \$120.25 million



Citywide Revenues

**FACT: TAXES WILL FUND 16.73% OF THE CITY'S TOTAL BUDGET FOR FY 2019/2020**



# General Fund Operations

The General Fund is the largest fund of the city and represents 29.07% of the overall budget. This fund consists of the following departments:

General Government \$2.60 million

Fiscal Services \$2.97 million

Community Public Safety - Police \$12.72 million

Community Public Safety - Fire \$8.27 million

Inspections and Neighborhood Services - \$1.75 million

General Fund Public Services - \$3.93 million

Other General Fund Expenditures \$2.77 million.



## Public Safety Activities

Consists of Police, Fire, Inspections and Neighborhood Services

\$22.74 million



Inspections and Neighborhood Services

\$1.75 million...



Community Public Safety  
Police \$12.72 million



Community Public Safety  
Fire \$8.27 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 - \$2.47 million**

### **Cemeteries**

**The city manages 3 cemeteries:**

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

**Cemeteries - \$819,238**

**Grounds - \$711,071**

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

### **Facilities**

**Facilities - \$938,278**





## Special Revenue Funds

Accounts for \$22.41 million  
or 18.61% of the citywide budget.

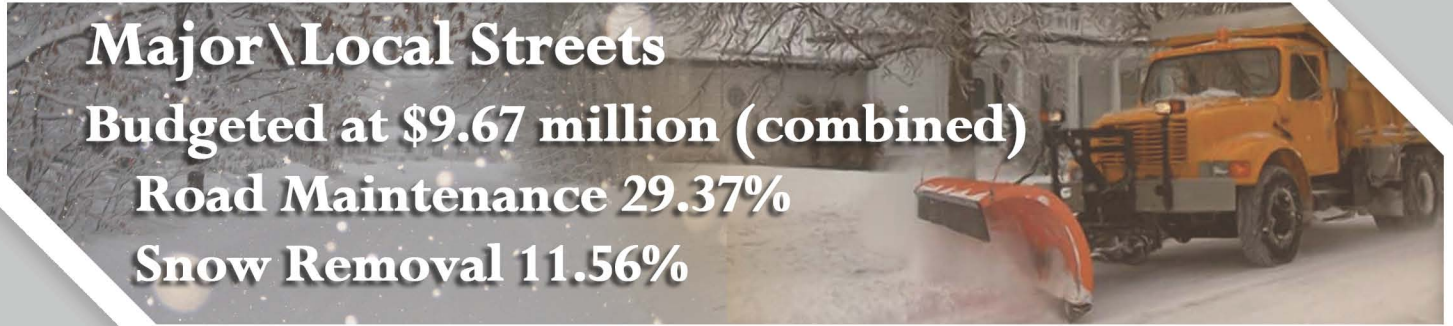


## Major\Local Streets

Budgeted at \$9.67 million (combined)

Road Maintenance 29.37%

Snow Removal 11.56%



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

## Road Construction/Maintenance

Budgeted at \$9.67 million (combined)

Federal and State Resources \$9.61 million

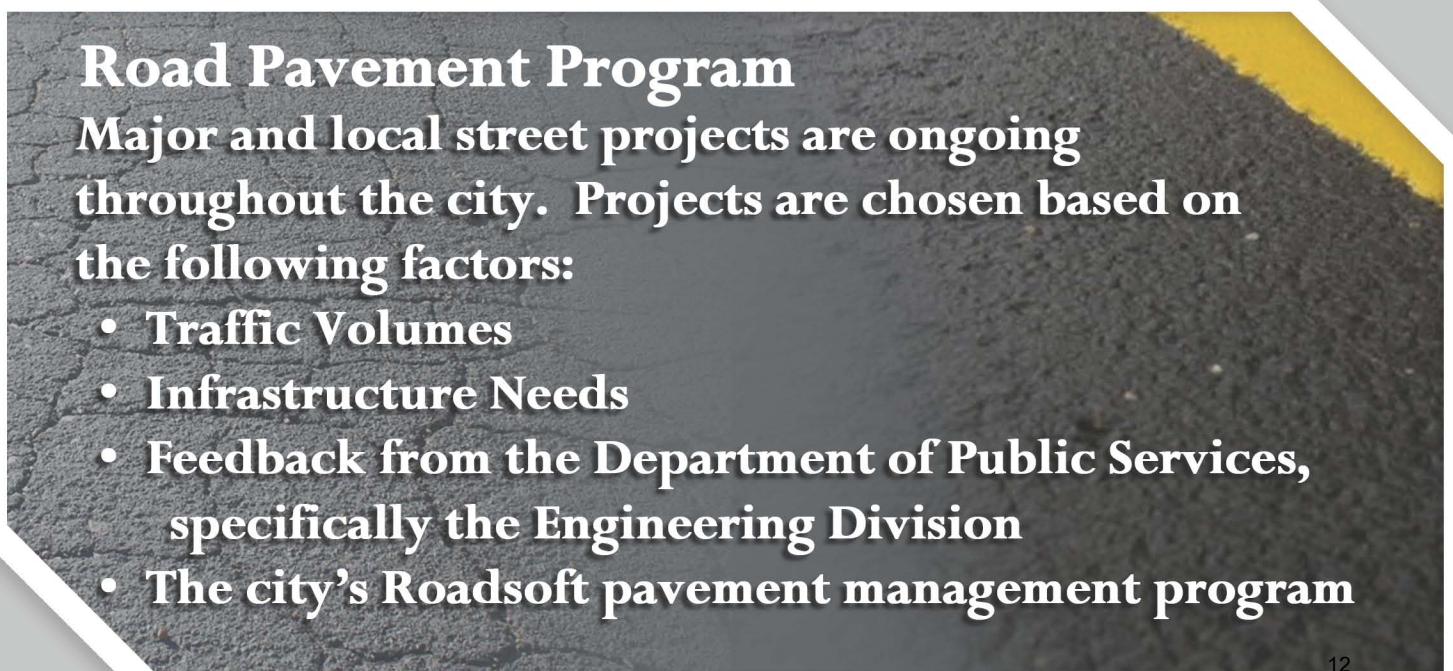
City portion \$61,150



## 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**

**\$4.24 million**

**Household Unit Fee \$210**

**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**

**\$3.10 million**

**Public Safety Millage \$2.79 million**

**Other Public Safety Funds \$306,817**





## Arts and Culture

\$279,370

Andersen Center

Arts and Enrichment Commission



## Downtown Development Authority (DDA)

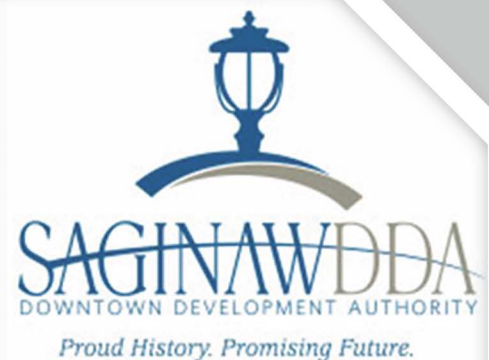
There are two tax increment financing components to the DDA

Total budget \$180,297



**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 \$116,216, TO BE REINVESTED INTO THE DISTRICT.**





# Enterprise Funds

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



## Boat Launch Fund \$22,000



## Sewer Operations and Maintenance Fund

- \$25.61 MILLION
- USER FEES REPRESENTS 85.03% OF TOTAL REVENUES

## Water Operations and Maintenance Fund

- \$28.40 MILLION
- USER FEES REPRESENTS 68.26% 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).

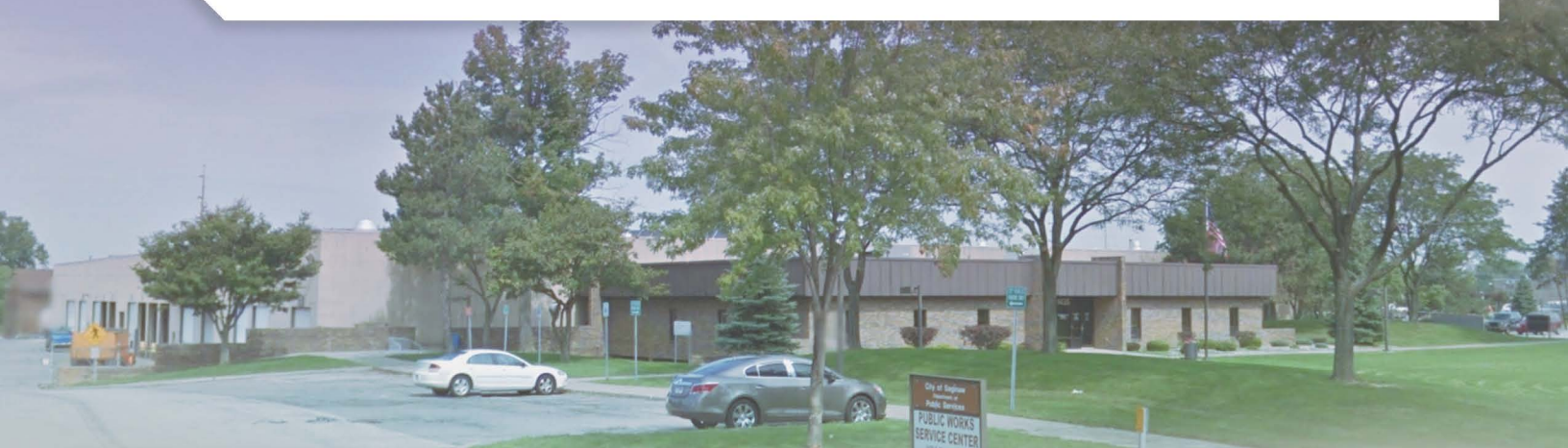


## Internal Service Funds

**\$7.47 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

**\$34,910**

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

- Forest Lawn Cemeteries \$29,674
- 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 - \$160 million**

**Amount Budgeted for Unfunded Liabilities - \$14.68 million**

**Unfunded Liabilities as a Percent of Budget - 12.20%**

**Current OPEB Liabilities - \$282 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:

- *Water and Sewer – Lead and Copper Galvanized Line Replacement* – 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. In review of the recent state mandates, the FY 2020 budget addresses funding in both water and sewer operations toward replacement of the lead and copper galvanized lines. Though the regulations and cost of these regulations are still unknown at this time, I am confident that we will continue to evaluate the water and wastewater 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 2020 Budget continues to address funding of these unfunded liabilities – both retiree healthcare and pension obligations. In 2017, The State of Michigan passed the “Protecting Local Government Retirement and Benefits Act” Public Act 202 of 2017 that requires all municipalities to have funded their OPEB and Pension Liabilities to an adequate level. The City’s Corrective Action Plan that addresses both of these issues has been approved by the State. The FY 2020 budget allocates funds towards both retiree healthcare and pension obligations. It is our intention to continue increasing our funding levels related to these liabilities.

### 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 six 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 2019-2020.


The newly opened SVRC Marketplace, which just completed its first year of operation, provides year-round access to local goods and produce as well as provide space for new businesses. Construction for the new downtown campus for Delta College is complete and classes will begin in the fall. Furthermore, 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 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 remained stable and we have had to prioritize our needs and align increasing 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 black ink that reads "Timothy Morales". The signature is written in a cursive style with a long horizontal stroke at the end.

Timothy Morales, City Manager

**CITY OF SAGINAW**  
**MISSION, VISION, AND CORE VALUES**

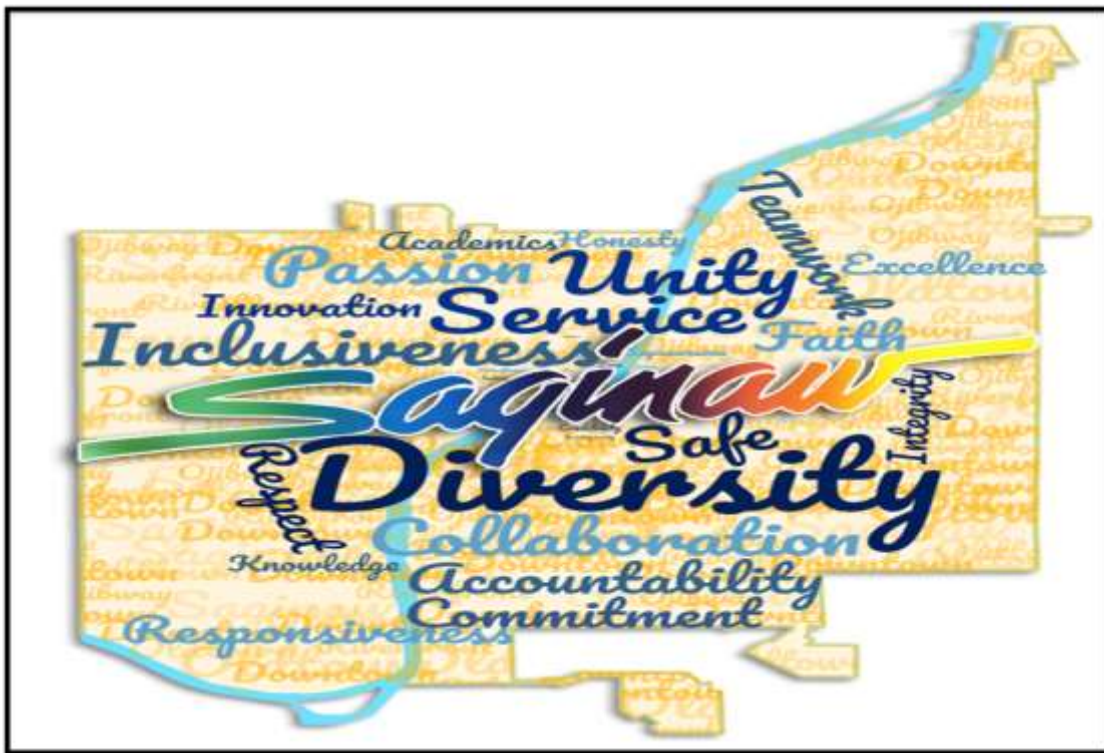
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**Our Mission** –

- ❖ The City of Saginaw is committed to providing high quality services to ensure an inclusive, safe, and vibrant community in which to live, work, learn, and play.

**Our Vision** –

- ❖ Saginaw, through collaboration and public/private ventures, will be a welcoming community that promotes neighborhood growth; stimulates business development and innovations; and fosters entertainment, and educational opportunities for all.



**Our Core Values** –

- ❖ **Diversity and Inclusiveness** – We appreciate and value the uniqueness of each individual. We treat everyone with respect and dignity.
- ❖ **Service Accountability, and Responsiveness** – We put our citizens first by establishing measurable performance goals, recognizing achievements, and responding to needs.
- ❖ **Unity, Collaboration, and Teamwork** – We form effective partnerships that maximize resources and deliver high quality services across the community.



# City of Saginaw City Council



Annie Boensch



Floyd Kloc  
Mayor



Brenda F. Moore  
Mayor Pro-Tem



Michael D. Balls



Clint Bryant



Jamie Forbes



Bill J. Ostash



Autumn L.  
Scherzer



John Milne

# City of Saginaw Management Team



Lori Brown  
Fiscal Services



Janet Santos  
City Clerk



Jeffrey Kloplic  
Technical Services



Dennis Jordan  
ACM & Human  
Resources



Kimberly Mason  
Water & Wastewater  
Services



Timothy Morales  
City Manager



Robert Ruth  
Police Chief



Phillip Karwat  
Public Services



Yolanda M. Jones  
Office of Management  
and Budget



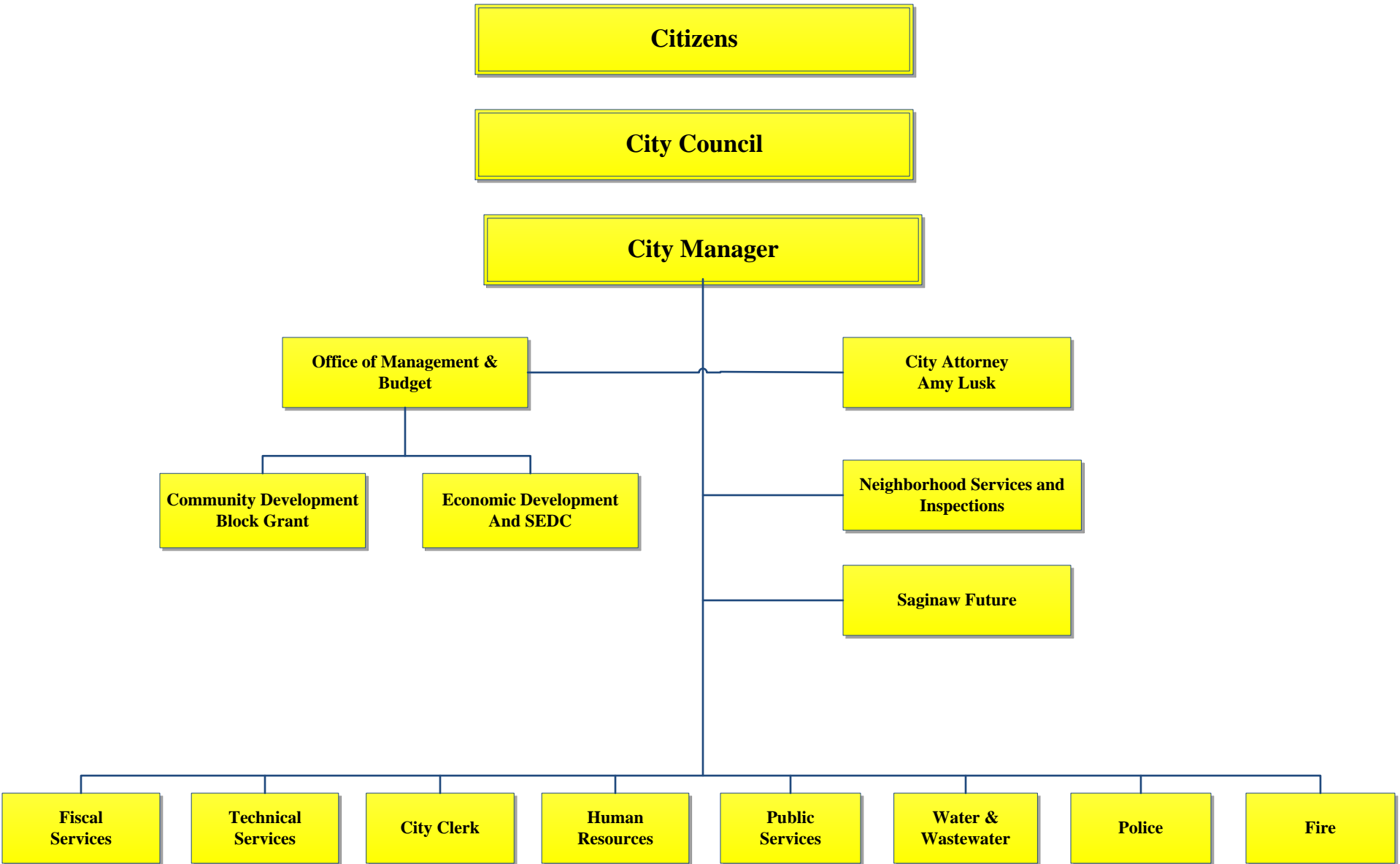
John Stemple  
Neighborhood Services



Christopher Van Loo  
Fire Chief



# CITY OF SAGINAW



- Health Officer

## *CITY OF SAGINAW* *ORGANIZATIONAL STRUCTURE*

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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, Neighborhood Services and Inspections, 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. The Office of Neighborhood Services and Inspections 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 Executive Assistant to the City Manager provides technical and administrative support to City Council. The Administrative Support Clerk assists the Executive Assistant to the City Manager 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 Executive Assistant to the City Manager, and an Administrative Support Clerk. Both administrative staff individuals conduct the day-to-day business for the office.

An Assistant City Manager/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 – Assistant City Manager/Human Resources Director, Assistant Director, Employee Benefits Coordinator, Administrative Assistant, and a Human Resources Support Clerk. 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 and Riverfront 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 II. 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 Performance Management program; 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 Director of Neighborhood Services and Inspections to promote business opportunities and economic growth 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.

**Neighborhood Services and Inspections:**

The Director of Neighborhood Services and Inspections provides the oversight of the Office of Neighborhood Services and Inspection. The director oversees and manages the daily activities of Inspections, Parking Operations, Environmental Improvement, and Planning and Zoning.

The Inspection division consists of a Chief Inspector, an Electrical Inspector, three Code Enforcement Inspectors and two Office Assistants. 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 office 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.

The 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.

The Planning and Zoning division consists of an Associate Planner. Their main responsibility is to provide comprehensive management for all development related activities. Further, this individual oversees 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. A City Planner has also been added to this division.

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

The Director of Public Services and Deputy Director of Public Services head 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 eleven divisions within the General Fund – Cemeteries, Public Services - Administration, Engineering, Traffic Engineering, Street Lighting, Japanese Tea House, Radio Tower, Parks Maintenance, Weed Abatement, Facilities, and Celebration Park; five Special Revenue Funds: Major and Local Streets, Rubbish Collections, Clean Energy Coalition, and Andersen Enrichment Commission; three Enterprise Funds: Boat Launch, 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 Funds: 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.

As you can see, 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 while minimizing costs.



*CITY OF SAGINAW*  
*2019/2020 BUDGET*  
*ORGANIZATIONAL POLICIES & STRATEGIC PLAN*

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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, for capital, and maintaining existing services and facilities.

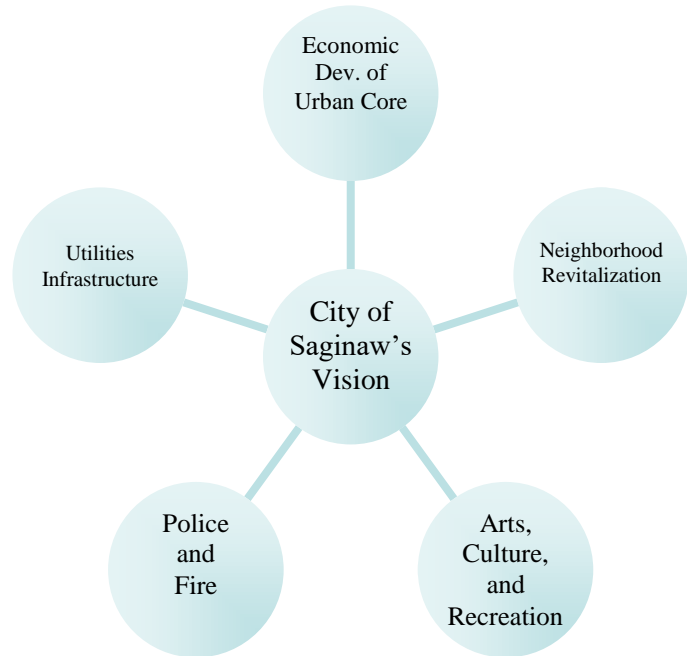
**STRATEGIC PLANNING AND VISIONING STATEMENTS**

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).

## ***HOW TO USE THE BUDGET DOCUMENT***

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This page provides an explanation of the format and content of the Fiscal Year (FY) 2019/2020 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 2019/2020 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’s Mission, Vision, and Core Values, City Organizational Chart, Elected Officials, Management Team, Organizational Structure and Organizational Polices and Strategic Plan 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 2019/2020 and prior years.

### **Budget Detail**

This section contains information on FY 2019/2020, 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 2016-2018 actual, FY 2019 approved budget, adjusted budget, and projected, and FY 2020 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.

## ***BUDGET AND FINANCE***

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### **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 II 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 II 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 2018 Actual Revenues at June 30, 2018

The seven-year average growth rate from 2011 – 2018 multiplied by 2018 actual revenues is used as a projection for the 2019 revenues. By utilizing the average growth rate for an additional year, the 2020 revenues are projected.

**Method 2:** 2019 Actual Revenues at December 31, 2018 / 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 2019 revenues, 2020 revenues are projected. (Please note as more information is provided the revenues are further altered).

**Method 3:** 2019 Actual Revenues at December 31, 2018 / (2018 Actual Revenues at December 31, 2017 / 2018 Actual Revenues at June 30, 2018)

A percent of 2019 revenues are determined from revenues receipts at December 31, 2017. The 2019 revenues at December 31, 2019, are divided by the percentage collected December 31, 2017, to project revenues for 2019. By reviewing revenue trends in conjunction with this method of projections for 2019 revenues, the 2020 revenues are projected.

**Method 4:** Percentage of 2018 Revenue budget collected at June 30, 2018 x 2019 Budget

2019 revenues can be projected by multiplying the percentage of 2018 Budget, which was collected at June 30, 2018, times the 2019 Budget. By reviewing the historical actual to budget ratios, assumptions can be determined to assist in 2020 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 2019/20:

<b>City of Saginaw – Goals and Objectives</b>	<b>Amount designated from 2020 Approved Budget</b>
Economic Development of Urban Core	\$ 882,203
Neighborhood Revitalization	\$ 5,619,135
Arts, Culture, and Recreation	\$ 399,426
Police and Fire	\$24,142,456
Utilities Infrastructure	\$29,442,904

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 the previous 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***

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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 \$210 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.

**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.

**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.

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

The Police Enhancing Law Enforcement Response to Victims (ELERV) Fund accounts funds received from 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. In addition to fostering 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.

**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 \$282 million.

**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.

## **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:**

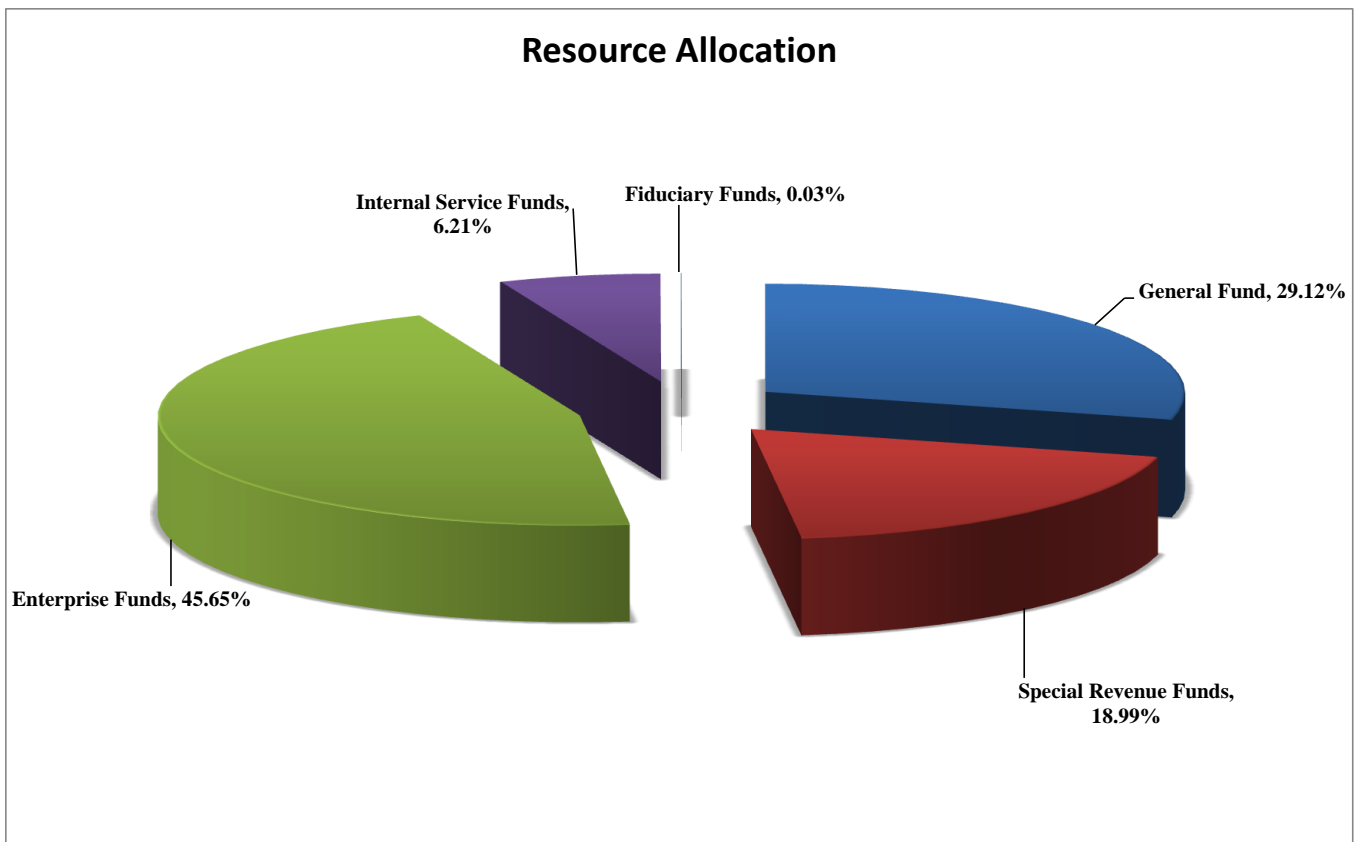
Fiduciary Funds are used to account for or administer property or assets that are owned by other entities.

**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.

**RESOURCE ALLOCATION  
2019/2020 APPROVED BUDGET**

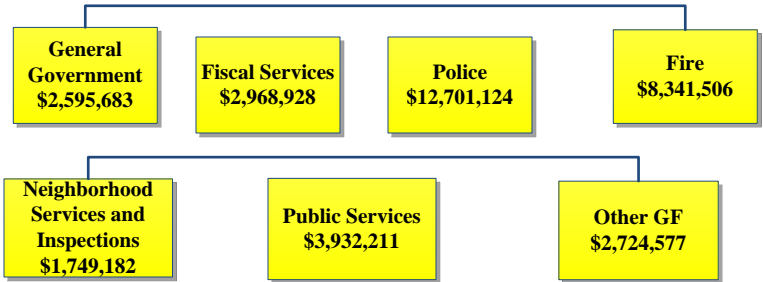
<u>RESOURCES</u>		<u>APPROPRIATION</u>	
GENERAL FUND	\$ 35,013,211	GENERAL FUND	\$ 35,013,211
SPECIAL REVENUE FUNDS	22,830,576	SPECIAL REVENUE FUNDS	22,830,576
ENTERPRISE FUNDS	54,894,900	ENTERPRISE FUNDS	54,894,900
INTERNAL SERVICE FUNDS	7,472,749	INTERNAL SERVICE FUNDS	7,472,749
FIDUCIARY FUNDS	34,910	FIDUCIARY FUNDS	34,910
<b>TOTAL RESOURCES</b>	<b><u>\$ 120,246,346</u></b>	<b>TOTAL APPROPRIATION</b>	<b><u>\$ 120,246,346</u></b>



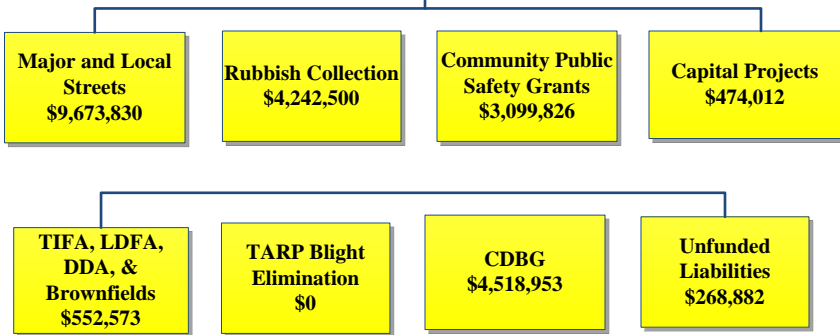
**CITY OF SAGINAW - FINANCIAL ORGANIZATIONAL CHART  
2019/2020 APPROVED BUDGET**

**Total City Budget  
Approved FY 2020  
\$120,246,346**

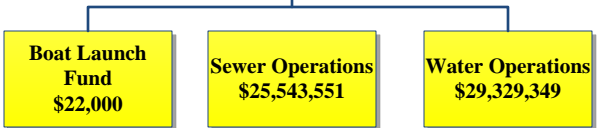
**General Fund  
\$35,013,211**



**Special Revenue Funds  
\$22,830,576**



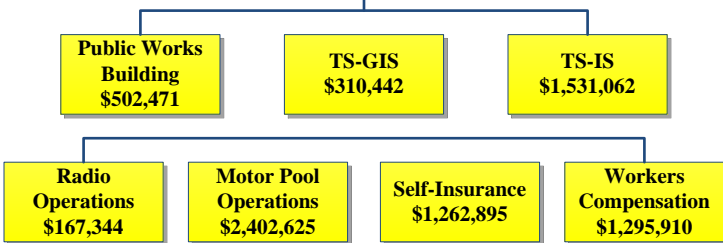
**Enterprise Funds  
\$54,894,900**



**Fiduciary Funds  
\$34,910**



**Internal Service Funds  
\$7,472,749**





## SUMMARY OF REVENUES

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### GENERAL FUND

The total General Fund revenues for FY 2019/2020 are projected to be \$35,013,211, which represents an increase of \$746,168 from the 2019 approved budgeted levels.

**Property Taxes:** the total property taxes category is \$3,561,029 which is a net \$486,717, or 12.02% decrease from the previous fiscal year. This decrease is primarily attributable to a decrease in the ad-valorem taxable value of real and personal property and not receiving the refund of captured property taxes in the City's Brownfield Districts that were received in the previous year.

**City Income Taxes:** The City of Saginaw receives approximately 39.40% of its General Fund revenue from local income tax. For the 2019/2020 budget, revenue from income taxes increases \$1,189,941, or 9.44% 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 Revenue Sharing:** The City of Saginaw receives approximately 24.73% of its General Fund revenue from state revenue sharing. The FY 2019/2020 approved budget for State Shared Revenues increase 4.73% or \$390,774. This increase is realized in Constitutional revenue by \$250,719 and EVIP/CVTR revenue by \$140,055.

**Grants:** For FY 2020, the City budgeted \$1,289,230 for grant funding related to police drug overtime, Local Community Stabilization funding, and Medicare Part D reimbursement. This is 13.75% increase from the 2019 approved budget levels. In FY 2020, the City continues to receive State Fire Protection funding. There will be a slight increase to Reimbursement/Medicare by \$150,000. Also, in FY 2020, the city continues to recognize the Local Community Stabilization Funds. These funds have been received annually from the state for payment on discontinued personal property taxes.

**Licenses, Permits, and Fees:** The City realizes \$2,036,302 for licenses, permits, and fees for FY 2020. This represents an increase of \$278,700 over the approved 2019 revenue. This category includes business licenses, building permits, and cable television franchise fees. This increase is realized in the following revenues - Electrical Permits \$10,000, Mechanical Permits \$5,000, Non-owner occupied registration fees and vacant housing registration fees (current and delinquent) \$322,500. These are offset by reductions in Delinquent General Business Licenses of \$40,000 and Demolition Permits of \$10,000.

**Charge for Services:** The total Charges for Services category for FY 2020 is \$942,469. 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 provide additional revenue to the General Fund.

**Fines and Forfeitures:** The revenue in this category includes ordinance fines, parking receipts, parking lot receipts, parking violations and transfer affidavit fees. The revenue decreases from the 2019 approved revenue by \$45,694. This decrease is due to the reduction in Transfer Affidavit Fines \$11,100 and Delinquent Parking Violation Fines \$37,094. These are offset by an increase in Civil Infractions by \$2,500.

**Interest and Rents:** Interest revenue increase by 52.83% from 2019 approved. This is primarily due to the increase in the interest earned on investments and City income taxes.

**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 2020, a total of \$2,561,600 is budgeted for the indirect cost allocation plan. The category of reimbursement equates to \$3,259,609, which is \$1,060,648 less than in FY 2019. This decrease is primarily associated to the reduction in the indirect cost allocation to the General Fund based on prior year actual costs. In addition \$166,368 was added to the budget to cover the cost of two additional police officers at Covenant Medical Facility.

**Other Revenues:** This category increases \$107,667 or 42.99% from 2019 budgeted levels. Total revenues are \$358,117. This includes miscellaneous revenues related to police department services, donations, and the sale of assets. The increases are mostly found in Sale of Land/Buildings \$40,000 and Installment Contract Proceeds \$73,767.

**Fund Balance and Transfers:** The 2019/2020 Approved Budget does not add to or use any of the General Fund reserves. The General Fund continues to 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 are \$22,830,576, for the FY 2020 Approved Budget. This represents a \$1,407,355 or 6.57% increase 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 \$7,694,112, which is an increase of a net \$992,405, or 14.81% from the FY 2019 approved budgeted levels. This is due to an increase in Act 51 revenue from the State and an increased use of fund equity. The Local Streets Fund revenues decrease by \$134,928 or 6.38% due to no use of fund balance. This is offset by an increase in Act 51 monies of \$164,465 and a transfer from the Major Streets Fund of \$319,081.

### **Public Safety Fund**

For FY 2019/20, the Public Safety Fund is \$2,793,009. This is a decrease of \$55,313, or 1.94%, from the previous fiscal year's budget. The decrease in revenues is due to a reduction in the amount received from real property tax revenues.

### **Rubbish Collection Fund**

The 2020 Budget for the Rubbish Collection Fund is \$4,242,500, which is a decrease of .21% from the FY 2019 approved budgeted levels. This reduction is largely due to the following decreases: refund of capture funds by \$50,000, special assessments for household rubbish fees by \$43,788, and Saginaw County Rubbish Fee by \$85,242. This reduction will be offset by \$10 increase to the household rubbish fee from \$200 to \$210 per household unit. This increase is necessary to meet the increasing cost of providing services. In addition, city administration plans to review the fee structure over the next few years.

### **Andersen Enrichment Center**

The 2020 approved revenue budget for the Andersen Enrichment Center Fund is \$88,020. This represents a \$510 increase 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 2020 budget reflects steps taken toward implementing this plan.

### **Brownfield Authority**

For the approved 2020 budget, revenues in the Brownfield Redevelopment Authority Fund are \$52,906. This represents a \$9,582 increase from the previous fiscal year. This is attributed to an increase in the real property tax values within these districts.

### **Downtown Development Authority 2011**

The Downtown Development Authority 2011 (DDA 2011) Fund became a new fund in FY 2016. This fund accounts 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 2020 DDA 2011 Fund revenues and expenditures are \$180,297, an increase of \$7,986. This is due to an increase in use of fund balance. Beginning in FY 2019, the original DDA fund has become obsolete and its revenues and expenditures are included in this fund's budget.

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

The Saginaw County Treatment and Prevention Fund increases \$24,444 from the previous fiscal year. This increase is due to an increase in the amount that was allocated for the grant that covers the salary and benefits of two police officers. With the increase in cost to support two police officer, a General Fund subsidy will be realize in this fund for FY 2020. This grant expires on September 30, 2019 and automatically renews.

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

The Community Development Block Grant Fund is \$2,520,460 for FY 2020. This represents a \$270,475 increase from the previous fiscal year. This increase is attributable to a carryover of funds from the previous fiscal year for additional demolition and housing rehabilitation projects.

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

The Block Grant HOME Program Fund is \$898,144 for the FY 2020 budget. This is an increase of \$360,062 or 66.92% from the previous fiscal year. This increase is attributable to a carryover of funds from the previous fiscal year to put toward the tiny home project.

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

The FY 2020 SEDC Revolving Loan fund revenues are \$501,500 which is an increase of \$75,000 from the 2019 approved budgeted levels. This increase is due to an increase loan proceeds collected as well as increased use of fund balance.

### **Capital Project Fund**

The Capital Project Fund revenues are expected to be \$474,012 for FY 2020. This fund decreases \$65,504. This reduction is attributable to decrease from user departments to the purchase of capital.

## **ENTERPRISE FUNDS**

The total Enterprise Funds' revenues are \$54,894,900, for the FY 2020 Approved Budget. This represents a \$2,045,369 or 3.59% 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 2020 Boat Launch Operations and Maintenance Fund's budget is \$22,000. This is a decrease of \$16,219. This decrease is due to not using any fund balance this year as the amount of fund balance is very low. The City is currently reviewing all possible ways to increase revenue in order to maintain operations and create a structurally balanced budget for this fund.

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

For FY 2019/20, the Sewer Operations and Maintenance Fund's revenues are \$25,543,551. This is an increase of \$1.74 million, or 7.31% from the approved 2019 budgeted levels. The increase in revenues is a direct result of a higher appropriation of retained earnings.

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

The FY 2020 budget decreases \$3,769,501, or 11.39%. This is due to a \$5,200,000 reduction to the Bond Proceeds account. In previous fiscal years, the city utilized restricted bond proceeds to cover the cost of the Davis Road Improvement project. This project is in its final stages. To slightly offset this reduction is an increase to the Service Line Maintenance for the lead and galvanized line project. This revenue covers the total amount of the new Lead Services division on the expenditure side.

## **INTERNAL SERVICE FUNDS**

The total Internal Service Funds' revenues are \$7,472,749, for the 2020 Approved Budget. This represents a \$27,786 or 0.37% decrease from FY 2019. Listed below is a discussion on major variances within this fund type:

### **Public Works Building Fund**

The Public Works Building Fund decreases by \$51,508 for FY 2020. This is due to a decrease in contributions from other funds.

### **Technical Services - GIS Fund**

The Technical Services – Geographical Information Systems fund's revenues for FY 2020 are \$310,442. This is a reduction of \$170,865, or 35.50% from the 2019 approved budgeted levels. A decrease in charges to user departments is responsible for this budget reduction as the fund has fewer costs than the previous year.

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

The Technical Services – Information Services revenues for FY 2020 are \$1,531,062. This is an increase of \$125,194, or 8.91% from the 2019 approved budgeted levels. An increase in charges to user departments is responsible for this budget reduction.

### **Radio Operations Fund**

The Radio Operations Fund revenues for FY 2020 are \$167,344. This is a decrease of \$17,352 from 2019. This reduction is due to a decrease in the replacement charges to the user departments.

### **Self-Insurance Fund**

The Self-Insurance Fund Revenues are budgeted at \$1,262,895 for FY 2020. This represents an increase of 7.39% from the previous fiscal year. This increase is due to an increase in contribution from other funds to cover the general liability insurance and claims cost.

## **FIDUCIARY SERVICE FUNDS**

The total Fiduciary Service Funds' expenditures are \$34,910, for FY 2019/2020. This is the same amount as the previous year. In FY 2020, only the Cemetery Endowment Funds are recognized in this classification.

Overall, for fiscal year 2020, the City of Saginaw's budgeted revenues are \$120,246,346, which represents a 0.07% or \$80,368, increase from the approved 2019 budget.



**SUMMARY OF REVENUES  
2019/2020 APPROVED BUDGET**

FUND	2016/2017 APPROVED BUDGET	2017/2018 APPROVED BUDGET	2018/2019 APPROVED BUDGET	2019/2020 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<b><u>GENERAL FUND</u></b>						
PROPERTY TAX	4,808,776	3,985,097	4,047,746	3,561,029	(486,717)	-12.02%
CITY INCOME TAX	11,950,000	12,200,000	12,605,059	13,795,000	1,189,941	9.44%
STATE REVENUE SHARING	8,005,017	8,015,653	8,269,479	8,660,253	390,774	4.73%
GRANTS	732,841	907,508	1,133,345	1,289,230	155,885	13.75%
LICENSES, PERMITS, & FEES	1,313,099	1,358,827	1,757,602	2,036,302	278,700	15.86%
CHARGES FOR SERVICES & SALES	926,197	906,145	942,310	942,469	159	0.02%
FINES AND FORFEITURES	468,425	427,344	369,094	323,400	(45,694)	-12.38%
INTEREST	341,000	371,935	393,935	602,035	208,100	52.83%
RENTS	32,000	36,800	42,800	42,800	0.00	0.00%
REIMBURSEMENTS	2,559,849	3,116,765	4,320,257	3,259,609	(1,060,648)	-24.55%
OTHER REVENUES	249,037	245,860	250,450	358,117	107,667	42.99%
TRANSFERS	536,811	181,276	134,966	142,967	8,001	5.93%
<b>TOTAL GENERAL FUND</b>	<b>31,923,052</b>	<b>31,753,210</b>	<b>34,267,043</b>	<b>35,013,211</b>	<b>746,168</b>	<b>2.18%</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>						
MAJOR STREETS	6,349,528	6,235,296	6,701,707	7,694,112	992,405	14.81%
LOCAL STREETS	1,836,665	1,438,366	2,114,646	1,979,718	(134,928)	-6.38%
PUBLIC SAFETY FUND	3,019,104	3,063,385	2,848,322	2,793,009	(55,313)	-1.94%
RUBBISH COLLECTION FUND	3,856,740	4,072,786	4,251,470	4,242,500	(8,970)	-0.21%
CLEAN ENERGY COALITION	40,000	40,000	40,000	40,000	0	0.00%
ANDERSEN CENTER FUND	99,560	83,255	87,510	88,020	510	0.58%
ARTS AND ENRICHMENT COMMISSION	193,300	197,750	199,952	191,350	(8,602)	-4.30%
COMMERCE CENTER DDA	21,326	0	0	0	0	0.00%
DOWNTOWN DEVELOPMENT AUTH.	593,100	60,542	0	0	0	0.00%
ECONOMIC DEVELOPMENT	64,105	0	0	0	0	0.00%
BROWNFIELD AUTHORITY	40,744	31,492	43,324	52,906	9,582	22.12%
DOWNTOWN DEVELOPMENT 2011	2,739	144,392	172,311	180,297	7,986	4.63%
POLICE TRAINING FUND	14,000	14,000	14,000	14,000	0	0.00%
J.A.G. FUND	3,563	0	0	0	0	0.00%
DRUG FORFEITURE FUND	62,956	66,956	66,956	66,956	0	0.00%
SAGINAW COUNTY TAPS	87,206	107,553	176,417	200,861	24,444	13.86%
POLICE ELERV GRANT FUND	98,283	100,000	25,000	25,000	0	0.00%
HOMELAND SECURITY SAFER FUND	844,011	368,933	0	0	0	0.00%
COMM. DEV. BLOCK GRANT FUND	1,805,614	2,522,487	2,249,985	2,520,460	270,475	12.02%
CDBG RESIDENTIAL LOANS	579,003	576,204	599,437	598,849	(588)	-0.10%
BLOCK GRANT HOME PROGRAM FUND	607,893	576,812	538,082	898,144	360,062	66.92%
NEIGHBORHOOD STABLIZATION FUND	0	0	59,204	0	(59,204)	-100.00%
SEDC REVOLVING LOAN	712,092	848,000	426,500	501,500	75,000	17.58%
UNFUNDED LIABILITIES	0	0	268,882	268,882	0	0.00%
CAPITAL PROJECT FUND	115,222	459,516	539,516	474,012	(65,504)	-12.14%
CELEBRATION PARK	98,559	66,357	0	0	0	0.00%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>21,145,313</b>	<b>21,074,082</b>	<b>21,423,221</b>	<b>22,830,576</b>	<b>1,407,355</b>	<b>6.57%</b>

**SUMMARY OF REVENUES  
2019/2020 APPROVED BUDGET**

<b>FUND</b>	<b>2016/2017 APPROVED BUDGET</b>	<b>2017/2018 APPROVED BUDGET</b>	<b>2018/2019 APPROVED BUDGET</b>	<b>2019/2020 APPROVED BUDGET</b>	<b>INCREASE/ (DECREASE)</b>	<b>% CHANGE</b>
<b><u>ENTERPRISE FUNDS</u></b>						
BOAT LAUNCH FUND	50,730	38,069	38,219	22,000	(16,219)	-42.44%
SEWER OPERATIONS & MAINTENANCE	24,618,093	22,880,720	23,803,200	25,543,551	1,740,351	7.31%
WATER OPERATIONS & MAINTENANCE	39,825,859	34,588,105	33,098,850	29,329,349	(3,769,501)	-11.39%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>64,494,682</b>	<b>57,506,894</b>	<b>56,940,269</b>	<b>54,894,900</b>	<b>(2,045,369)</b>	<b>-3.59%</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>						
PUBLIC WORKS BUILDING FUND	545,283	424,521	553,979	502,471	(51,508)	-9.30%
TECHNICAL SERVICES - GIS	583,623	595,966	481,307	310,442	(170,865)	-35.50%
TECHNICAL SERVICES - IS	1,348,382	1,426,571	1,405,868	1,531,062	125,194	8.91%
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WORKERS' COMPENSATION FUND	1,278,505	1,277,365	1,299,518	1,295,910	(3,608)	-0.28%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>7,034,239</b>	<b>7,155,200</b>	<b>7,500,535</b>	<b>7,472,749</b>	<b>(27,786)</b>	<b>-0.37%</b>
<b><u>FIDUCIARY FUNDS</u></b>						
UNFUNDED LIABILITIES	493,566	250,000	0	0	0	0.00%
FOREST LAWN CEMETERY	29,674	29,674	29,674	29,674	0	0.00%
OAKWOOD CEMETERY	5,236	5,236	5,236	5,236	0	0.00%
<b>TOTAL FIDUCIARY FUNDS</b>	<b>528,476</b>	<b>284,910</b>	<b>34,910</b>	<b>34,910</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL REVENUES</b>	<b>125,125,762</b>	<b>117,774,296</b>	<b>120,165,978</b>	<b>120,246,346</b>	<b>80,368</b>	<b>0.07%</b>

## SUMMARY OF EXPENDITURES

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### GENERAL FUND

General Fund expenditures increase \$746,168, or 2.18%, from the 2019 Budget. The total General Fund Expenditure Budget will be \$35,013,211.

#### Offices of General Government:

The Offices of General Government increase \$114,504, or 4.61% from the FY 2019 approved budgeted levels. Personnel Services for these offices increases by \$91,631. The main reason for the increase is due to the addition of the Administrative Budget Analyst I, increases to the active healthcare, and a reallocation of the Administrative Support Clerk from the Department of Fiscal Services to the Offices of the City Manager and City Council. This budget also reflects the mid-year change of adding a Skilled Clerical position to the Office of the City Clerk. To offset the increase to personnel services will be the elimination of two OMB Interns in the Office of Management and Budget. As it relates to Operating Expenses, these offices reflect a \$14,347 increase, in total. This increase is due to the reallocation of the Maximus Cost Allocation from the Department of Fiscal Services to the Office of Management and Budget. There are a few capital outlay purchases in these offices for FY 2020. In the Office of Elections, \$14,376 will be appropriated for the purchase of 32 EPB Lab tops and bags and EPB scanners. In the Office of City Council and City Manager funds will be appropriated for the repair and replacement of I-pads and chairs in council chambers.

#### Department of Fiscal Services:

The Department of Fiscal Services increases by \$43,486 or 1.49% from the FY 2019 approved budgeted levels. The largest increase to this department is realized in Operating Expenses, which increases by \$44,936. Most of this increase is due to increased information management charges in the Assessing division and the purchase of new software for the Income Tax division. No capital outlay purchases are budgeted in this department in FY 2020.

#### Community Public Safety (CPS):

The total *Community Public Safety (CPS) - Police* expenditures are \$12,701,124 for FY 2019/2020. This represents an overall increase of \$617,028 from the 2019 budgeted levels. The largest increase is realized in personnel services in the amount of \$712,826, or 6.82%. This increase is due to over a 400,000 increase in the pension obligation, an 8% increase related to retiree healthcare costs, a 10% to 12% increase to active healthcare costs, as well as the inclusion of 2 additional police officers for Covenant Healthcare, which are 100% reimbursed by the hospital. Furthermore, the personnel complement for the General Fund will increase by one police officer from the Public Safety Millage Fund. The revenues received in the Public Safety Millage Fund no longer supports the current staffing levels. Operating expenses are expected to decrease \$28,157 from 2019 budgeted levels. This reduction can be realized in the decrease to motor pool charges and motor vehicle repairs. To offset this reduction will be increases to information management charges, insurance, purchase of two computer software licenses for Crimeview. Capital outlay purchases are budgeted at \$70,465 for FY 2020. This is a reduction of 60.99%. During FY 2019, the city purchased 8 police vehicles. This will not be budgeted for FY 2020. Instead, funds will be budgeted to recognize the vehicle lease payment on 18 vehicles. As it relates to miscellaneous expenditures, in FY 2020, the budget will increase \$33,549. The budget will be \$52,533. This is to recognize the principal and interest payments for the purchase of outfitting for police vehicles, in car cameras and servers, and the purchase of the Chief's vehicle.

The total *Community Public Safety (CPS) - Fire* expenditures are \$8,341,506 for the 2020 budget. This represents an increase of \$199,400, or 2.45% from the 2019 budgeted levels. The category of personnel services increases \$156,068 for FY 2020. This increase is related to increases to active and retiree healthcare, 5%-12%

respectively, the re-distribution of one employee from the Public Safety Millage Fund and a slight increase to the pension obligation. As it relates to operating expenses, CPS –Fire expenditures are expected to increase \$31,878 for FY 2020. This increase is attributable to increases to the following: parts and supplies for station maintenance supplies, 2 replacement ventilation saws, insurance, utilities, dues, and general repairs for the various stations. There are no capital purchases budgeted for FY 2020. Miscellaneous expenditures are \$91,448 in FY 2020. The city continues to make payments on an installment contract for the purchase of two fire apparatus and the purchase of the Fire Chief’s vehicle.

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

The Department of Neighborhood Services and Inspections expenditures are \$1,749,182, which is a net increase of \$72,482 or 4.32% from the 2019 approved budget. Personnel services increase by \$68,452, due to contractual pay increases, increased health insurance and pension costs, and the addition of an Urban Planner in the Planning and Zoning division. Operating expenses decrease by a net \$37,700 from FY 2019. This decrease is mostly due to decreases in motor pool charges, a reduction in the amount of demolitions the City has planned, and reduced utility costs from closing the City-owned parking structure. No capital outlay purchases were budgeted in these divisions. Miscellaneous expenditures are \$41,730 and consist of vehicle lease payments and principal and interest payments on an installment contract entered into in FY 2019 for additional vehicles.

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

The Public Services Department of the General Fund is \$3,932,211 for FY 2020. This represents an increase of \$29,428. Personnel services increase by 2.79% or \$50,295. This is mostly due to increased costs for health insurance. In addition, the City is also budgeting for the normal contractual step and longevity increases. Operating expenses decrease by \$85,706 or 0.41% from the FY 2019 budgeted levels. This decrease in expenditures is attributed to decreases in motor pool charges and the completion of the grant funded Ojibway Island Improvement project, which reduces the budget in the Parks Grounds Maintenance division. The capital outlay included in FY 2020 is for receiving a new aerial truck that was part of the FY 2019 installment contract, amounting to \$73,767. Miscellaneous expenses are \$17,955 and include principal and interest payments for the purchase of various pieces of equipment.

### **Other General Fund:**

The total Other General Fund expenditures are \$2,724,577 for the 2019/2020 budget. This represents a decrease of \$330,160 or 10.81% from the 2019 approved budgeted levels. This reduction is attributable to a lower apportionment of GIS Charges due to utilization, a 10.71% reduction to retiree healthcare cost in the Retiree Healthcare Division as well as a 9.71% reduction to the Operating Transfers to Other Funds for installment payments.

## **SPECIAL REVENUE FUNDS**

The total Special Revenue Funds’ expenditures are \$22,830,576, for the FY 2019/2020 Budget. This represents a \$1,407,355 or 6.57% increase 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 \$7,694,112 for FY 2020. Expenditures increase by \$992,405, or 14.81%. Personnel services increase by 3.34% due to the addition a Civil Engineer, of which 50% is charged to this fund, as well as budgeting for contractual step and longevity increases. Operating expenses increase due to having more construction and street resurfacing projects planned, with the major ones being reconstruction of Mackinaw Street from Congress to State and the reconstruction of Adams and Cass Streets from Michigan to Niagara. Additionally, the Major Streets fund expects to spend \$348,267 for capital purchases including two aerial trucks and a single axle hook loader. Miscellaneous expenditures are \$475,365 in FY 2020, an increase of \$72,774. This is due to providing a transfer of \$319,081 to the Local Streets fund, providing \$14,158 to help fund the City’s OPEB liability, and various debt service payments for capital purchases.

The total Local Streets Fund expenditures are \$1,979,718 for FY 2020, a decrease of \$134,928. Personnel services increased by approximately \$5,672 or 0.67%. This is mostly due to contractually obligated pay increases and increased cost for health insurance. Operating expenses are \$1,102,870, which represents a decrease of 12.63% from FY 2019. There are fewer local streets projects planned for FY 2020 than in FY 2019, which causes the decrease in expenditures. There is no capital outlay budgeted for FY 2020. There is \$9,347 in miscellaneous expenditures to assist with the City's unfunded OPEB liabilities.

### **Public Safety Fund**

The Public Safety Fund expenditures will be \$2,793,009 for FY 2020. This represents a \$55,313 decrease from FY 2019. This decrease in personnel services is directly associated with this fund's ability to cover all costs of the 32 employees. Therefore, in FY 2020, one police officer and one firefighter will be redistributed to the General Fund.

### **Andersen Enrichment Center**

The total Andersen Enrichment Center 2020 budget is \$88,020. This is an increase of \$510. 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. The City is currently ahead of schedule with its repayment of the deficit, and plans to contribute \$18,761 in FY 2020 as part of the deficit elimination plan, a decrease of \$336 from the previous year.

### **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, as well as revenues collected from a two mill levy for properties in this district to reinvest within the district. The FY 2020 DDA 2011 Fund expenditures are \$180,297.

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

The Saginaw County Treatment and Prevention Fund increases \$24,444 from the previous fiscal year. This increase is attributable to the additional funds required to pay the salary and benefits for two police officers.

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

The Community Development Block Grant Fund is \$2,520,460 for FY 2020. This represents a \$270,475 increase from the previous fiscal year, which is due to an increase in awards issued to sub-grantees as well as use of carryover funds from last year for demolitions and street resurfacing projects.

### **CDBG Residential Loan Program Fund**

The total CDBG Residential Loan Fund expenditures are \$598,849 for FY 2020. This is a decrease of \$588 from the FY 2019 approved budget. This fund sees a decrease in unfunded pension liability costs that are offset by an increase in internal service charges.

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

The Block Grant HOME Program Fund expenditures are \$898,144 for the FY 2020 budget. This is an increase of \$360,062 or 66.92% from the previous fiscal year. This increase is attributable to a carryover of entitlement funds for the tiny home project.



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

The SEDC Revolving Loan Fund is \$501,500 for FY 2020. This represents a \$75,000, or 17.58% increase from the previous fiscal year. This increase is attributable to an increase in loan disbursements.

### **Capital Project Fund**

The Capital Project Fund expenditures are \$474,012 for FY 2020. This fund decreases \$65,504. This reduction is attributable a decrease in the amount of capital outlay that will be purchased.

## **ENTERPRISE FUNDS**

The total Enterprise Funds' expenditures are \$54,894,900, for the FY 2020 Budget. This represents a \$2,045,369 or 3.59 % 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 \$22,000 in FY 2020, which is \$16,219 less than FY 2019. This decrease is due to a reduction in the operating expenses budget for this fund to match the available revenues. The City is currently reviewing all possible ways to maintain operations while keeping a structurally balanced fund.

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

The total Sewer Operations and Maintenance Fund is \$25,543,551 for FY 2020. This is an increase of \$1,740,351, or 7.31% from the approved 2019 budgeted levels. Personnel services representing \$10,796,859 of the total budget, increase \$401,784. This increase is due largely to the addition of 1.60 FTE to the personnel complement. Staffing increases include the following: .50 of the Deputy Director of Water and Wastewater Services, .50 of an Instrument & Control Technician I, and .20 of a Superintendent of Maintenance and Services. Operating expenses increase by \$976,335 from FY 2019. This increase is largely due to planned construction projects for sewer improvements and construction. These include: Hardin Street, Court – Bay, Lapeer Avenue, 6<sup>th</sup> – 9<sup>th</sup> Street, Mackinaw, Congress to State, Niagara, railroad tracks to Genesee. Other projects include the sewer lining and replacement project and parking, security, building and HVAC improvements for Maintenance and Services. To offset these increase will be a reduction to the indirect cost for the fund. Capital outlay increases \$790,800 or 34.64%. The major increase will be realized in the upgrade of the electrical system at the treatment facility. Other major planned purchase are: mini excavator and two trailers for the Maintenance and Services division, SCADA System radio replacement for Process Control Systems, and the replacement of a 4WD 1 ton pickup truck, a GMC Savanna Van, Chevy half ton pickup and ¾ ton pickup truck for the treatment plant. The category of miscellaneous expenditures decrease \$428,568 from the 2019 approved budgeted levels. This decrease is due to the reduction in the principal and interest payments for the Combined Sewer Overflow systems.

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

The Water Operations and Maintenance Fund is \$29,329,349 for FY 2020. This is a decrease of \$3,769,501 from the previous fiscal year. Personnel services will be \$9,156,494 for FY 2020. This is an increase of 1.13 million or 14.09% from the previous fiscal year. What is notable for FY 2020 is the creation of the Lead & Copper Service Line Replacement Division, which adds additional staff to the personnel complement. Operating expenses will decrease 8.68% from the previous fiscal year. This reduction is largely due to a reduction in the amount of construction projects planned for in FY 2020. Capital outlay decreases \$3,349,725 for FY 2020. This is attributable to a decrease in the amount of planned capital requested for in FY 2020. The category of miscellaneous expenditures decrease

\$37,990 from 2019 approved budgeted levels. This decrease is attributed to a reduction in the interest payment for the 2016 Water Bond.

## **INTERNAL SERVICE FUNDS**

The total Internal Service Funds' expenditures are \$7,424,749, for the FY 2020 Budget. This represents a \$27,786 or .37% reduction from FY 2019. Listed below is a discussion on major variances within this fund type:

### **Public Works Building Fund**

The total Public Works Building Fund expenditures are \$502,471 for FY 2020. The fund decreases by \$51,508 from the FY 2019 approved budgeted levels. This is due to a decrease in capital outlay from \$82,000 in FY 2019 to \$0 in FY 2020. This reduction is offset by small increases in personnel services and operating expenses for the contracted janitorial services.

### **Technical Services – Geographical Information Systems**

The total TS-GIS Fund expenditures are \$310,442 for FY 2020. This is a decrease of \$170,865 from the FY 2019 approved budget. A majority of this decrease is due to a reduction of 4 FTE for the IT Analyst and three call center positions that were eliminated with the elimination of the call center division.

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

The total TS-IS Fund expenditures are \$1,531,062 for FY 2020. This is an increase of \$125,194 from FY 2019 approved budgeted levels. This is due to an increase in personnel services by \$21,187 for contractually obligated pay increases and increased costs for health insurance, as well as an increase in operating services of \$100,007 for purchases of computer software and contracting for professional services to update the City's website.

### **Radio Operations Fund**

The total Radio Fund for FY 2020 is \$167,344. This represents a \$17,352 decrease from the previous fiscal year. This decrease is due to a reduction in the replacement charges to the user departments.

### **Self-Insurance Fund**

The Self-Insurance Fund Expenditures are budgeted at \$1,262,895 for FY 2020. This represents an increase of 7.39% from the previous fiscal year. This increase is due to an increase claims.

## **FIDUCIARY SERVICE FUNDS**

The total Fiduciary Service Funds' expenditures are \$34,910, for the 2019/2020 Budget. This is the same as the previous fiscal year.

Overall, for fiscal year 2020, the City of Saginaw's budgeted expenditures are \$120,246,346, which represents a .07% or \$80,368, increase from the approved 2019 budget.

**SUMMARY OF EXPENDITURES  
2019/2020 APPROVED BUDGET**

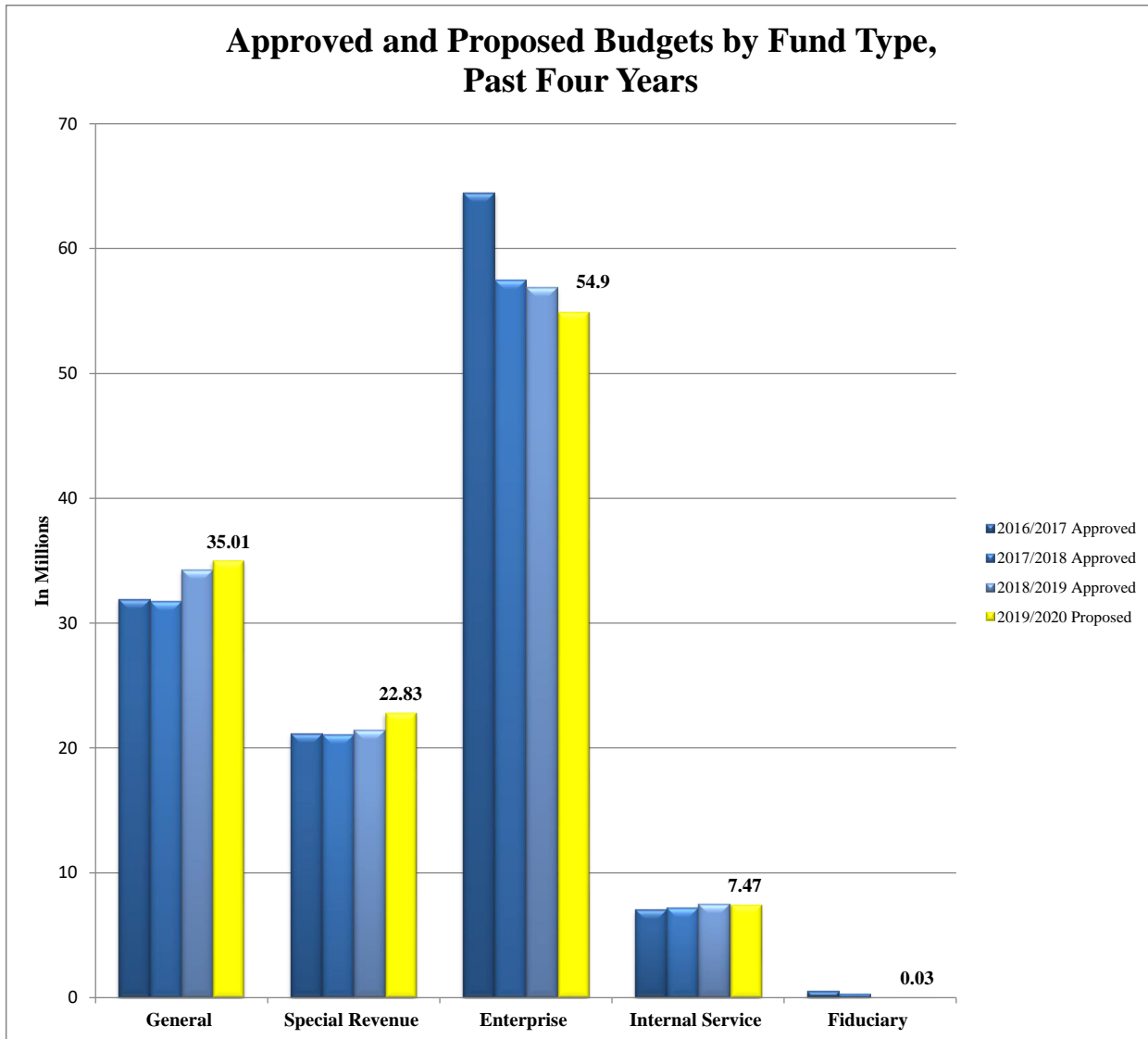
FUND	2016/2017 APPROVED BUDGET	2017/2018 APPROVED BUDGET	2018/2019 APPROVED BUDGET	2019/2020 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<b><u>GENERAL FUND</u></b>						
GENERAL GOVERNMENT	2,314,657	2,449,610	2,481,179	2,595,683	114,504	4.61%
FISCAL SERVICES	2,851,028	2,920,384	2,925,442	2,968,928	43,486	1.49%
COMMUNITY PUBLIC SAFETY- POLICE	11,257,298	10,447,475	12,084,096	12,701,124	617,028	5.11%
COMMUNITY PUBLIC SAFETY - FIRE	8,150,682	8,200,153	8,142,106	8,341,506	199,400	2.45%
NEIGHBORHOOD SERVICES AND INSPECTIONS	1,488,933	1,491,921	1,676,700	1,749,182	72,482	4.32%
PUBLIC SERVICES (GF)	3,298,247	3,466,070	3,902,783	3,932,211	29,428	0.75%
OTHER GENERAL FUND	2,562,207	2,777,597	3,054,737	2,724,577	(330,160)	-10.81%
<b>TOTAL GENERAL FUND</b>	<b>31,923,052</b>	<b>31,753,210</b>	<b>34,267,043</b>	<b>35,013,211</b>	<b>746,168</b>	<b>2.18%</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>						
MAJOR STREETS	6,349,528	6,235,296	6,701,707	7,694,112	992,405	14.81%
LOCAL STREETS	1,836,665	1,438,366	2,114,646	1,979,718	(134,928)	-6.38%
PUBLIC SAFETY FUND	3,019,104	3,063,385	2,848,322	2,793,009	(55,313)	-1.94%
RUBBISH COLLECTION FUND	3,856,740	4,072,786	4,251,470	4,242,500	(8,970)	-0.21%
CLEAN ENERGY COALITION	40,000	40,000	40,000	40,000	0	0.00%
ANDERSEN CENTER FUND	99,560	83,255	87,510	88,020	510	0.58%
ARTS AND ENRICHMENT COMMISSION	193,300	197,750	199,952	191,350	(8,602)	-4.30%
COMMERCE CENTER DDA	21,326	0	0	0	0	0.00%
DOWNTOWN DEVELOPMENT AUTH.	593,100	60,542	0	0	0	0.00%
ECONOMIC DEVELOPMENT	64,105	0	0	0	0	0.00%
BROWNFIELD AUTHORITY	40,744	31,492	43,324	52,906	9,582	22.12%
DOWNTOWN DEVELOPMENT 2011	2,739	144,392	172,311	180,297	7,986	4.63%
POLICE TRAINING FUND	14,000	14,000	14,000	14,000	0	0.00%
J.A.G. FUND	3,563	0	0	0	0	0.00%
DRUG FORFEITURE FUND	62,956	66,956	66,956	66,956	0	0.00%
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WORKERS' COMPENSATION FUND	1,278,505	1,277,365	1,299,518	1,295,910	(3,608)	-0.28%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>7,034,239</b>	<b>7,155,200</b>	<b>7,500,535</b>	<b>7,472,749</b>	<b>(27,786)</b>	<b>-0.37%</b>
<b><u>FIDUCIARY FUNDS</u></b>						
UNFUNDED LIABILITIES	493,566	250,000	0	0	0	0.00%
FOREST LAWN CEMETERY	29,674	29,674	29,674	29,674	0	0.00%
OAKWOOD CEMETERY	5,236	5,236	5,236	5,236	0	0.00%
<b>TOTAL FIDUCIARY FUNDS</b>	<b>528,476</b>	<b>284,910</b>	<b>34,910</b>	<b>34,910</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL EXPENDITURES</b>	<b>125,125,762</b>	<b>117,774,296</b>	<b>120,165,978</b>	<b>120,246,346</b>	<b>80,368</b>	<b>0.07%</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													
Neighborhood Services and Inspections													
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													
Unfunded Liabilities													
<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>													
Cemeteries													

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

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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 grow faster than revenues. Expenditures have an anticipated growth of 2% per year while revenues are expected to grow at 1% per year. This may not seem like a large difference, but the 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 city's full service delivery system to the electorate. Two new issues have surfaced recently: the unknown future of certain federal funding, in particular the Community Development Block Grant program, and the passing of Public Act 202 which requires municipalities to reach a certain level of funding for pension and OPEB liabilities.

Expenditures have historically grown faster than revenues although measures have been taken to keep costs in line with revenues. It is essential that Saginaw continues to take initiative to maintain the financial health of the City. The City is continuing to search for ways to increase efficiency while reducing costs. Over the past few 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. These solutions will only benefit the City for a short time, however, as legacy costs continue to rise and will soon return to their prior levels. Financial staff is aware of this and has used the savings created by this restructuring to put the City in a better position to face these rising costs going forward.

The City leadership acknowledges that there is only so much that can be done in reducing expenditures and improving efficiencies. In the past year, the Financial Management Team has been working with other departments to manage and review how to increase revenues. Research has shown that the City has a large amount uncollected revenue and steps have been taken towards reconciling that. A team consisting of employees from the departments of Fiscal Services, Neighborhood Services, and Technical Services has been created to develop a process to collect housing registration fees that are due to the City. This has been very effective as it has increased revenues by roughly \$200,000+ per year over the last two years. Similar measures are beginning to be taken for other areas of concern, such as parking and business licensing, and more focus has gone into collecting 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 Administration and the Planning Commission each 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 2020 Capital Improvement Plan is \$19,594,079, of which \$14,912,650 has been included in the 2020 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+. According to S&P, 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 large pension and OPEB liabilities. 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.

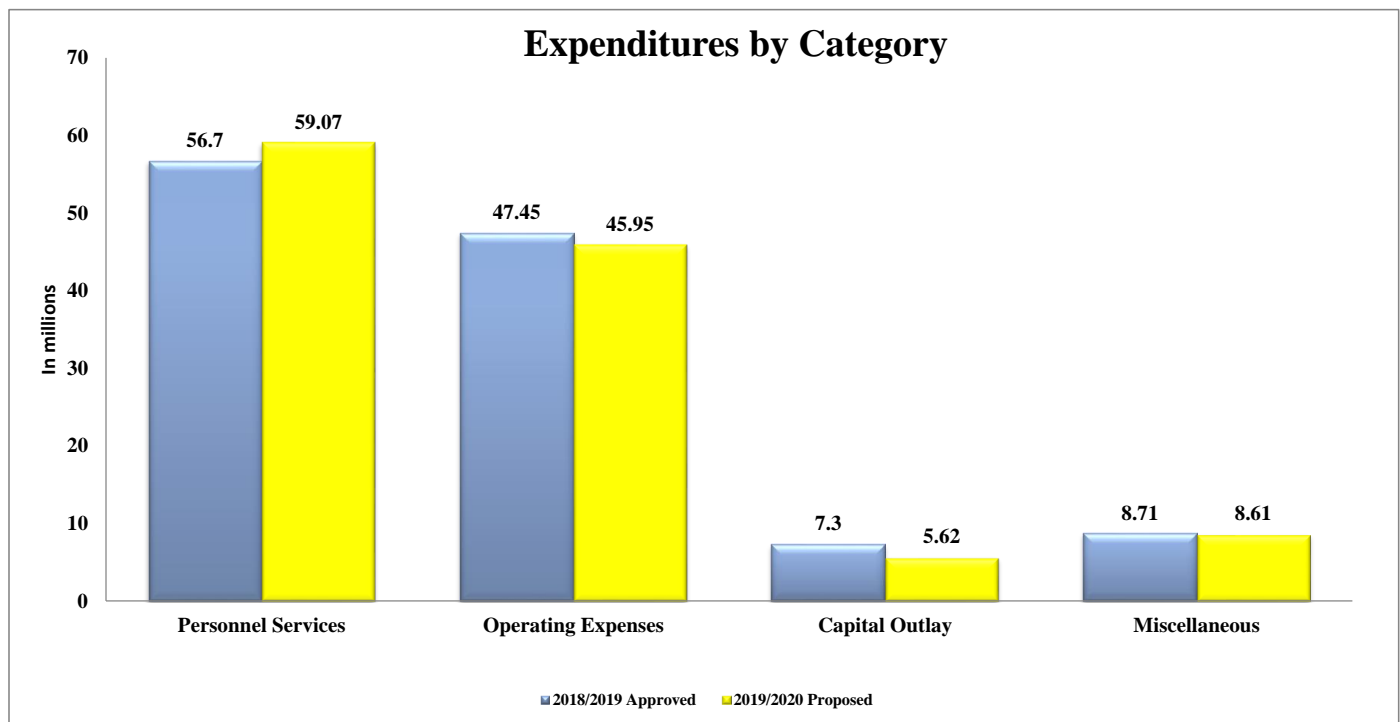
**EXPENDITURES BY CATEGORY ANALYSIS  
2019/2020 APPROVED BUDGET**

<u>EXPENDITURE CATEGORY</u>	<b>2018/2019 APPROVED BUDGET</b>		<b>2019/2020 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	56,699,842	47.18%	59,069,699	49.12%	2,369,857	1.97%	4.18%
Operating Expenses	47,454,966	39.49%	45,950,209	38.21%	(1,504,757)	-1.25%	-3.17%
Capital Outlay	7,298,455	6.07%	5,619,315	4.67%	(1,679,140)	-1.40%	-23.01%
Miscellaneous***	8,712,715	7.25%	9,607,123	7.99%	894,408	0.74%	10.27%
<b>TOTAL FUNDS</b>	<b><u>120,165,978</u></b>	<b><u>100%</u></b>	<b><u>120,246,346</u></b>	<b><u>100%</u></b>	<b><u>80,368</u></b>	<b><u>0.07%</u></b>	<b><u>N/A</u></b>

\* Change in each expenditure category as a percentage of the total 2018/2019 Approved Budget.

\*\* Change in each expenditure category as a percentage of total 2018/2019 expenditure category.

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



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

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The Expenditure by Category Analysis chart on the following page compares the 2018/2019 Approved Budget to the 2019/2020 Approved Budget, by category, for all fund types. The analysis below discusses the change in each of the categories.

Personnel Services category is \$59,069,699 of the total citywide 2019/2020 Approved Budget, making it the largest expenditure category at 49.12%. This category increases \$2,369,857 or 4.18% from the previous fiscal year. Causes of this increase include an increase in retiree healthcare costs of 8.9%, an increase in police pension obligations of \$400,000, the addition of several positions to the personnel complement, and 10% to 12% increases in active benefit costs. As it relates to personnel, the following positions have been added to the personnel complement – 2 additional Police Officers funded by Covenant Health, an Urban Planner (starting December 2019), Environmental Enforcement Officer, Administrative Budget Analyst I, Custodian/Laborer, Civil Engineer I, Superintendent of Maintenance and Services, Utilities Foreman, two Utilities Person I, Laborer II, a Deputy Director of Water and Wastewater Services, Instrumentation & Controls Technician I, Superintendent of Water Treatment, Operating Foreman, Plant Maintenance Mechanic A, and Laboratory Technician. To offset the increase in personnel will be the following reductions: Associate Planner (due to retirement December 2019), two Skilled Laborer II in Environmental Improvement, two OMB Interns from the Office of Management and Budget, an Information Technology Analyst, Superintendent of Water Treatment & Field Operations, and Plant Maintenance Electrician I. (*Other personnel changes are listed under Summary of Positions*).

Operating Expenses make up 38.21% of the total 2019/2020 Approved Budget. This category decreases, overall, approximately \$1.50 million, or 3.17% from the previous fiscal year. This reduction is largely recognized as a reduction in construction projects in the Water and Sewer Operations and Maintenance Funds due to the completion of the Davis Road Improvement project for which an issuance of a Water System Capital Improvement bond in an amount not to exceed \$19,000,000 was issued in FY 2017. To offset this decrease are increases in the number of projects planned in the Major and Local Streets Funds.

Miscellaneous Expenditures represent 7.99% of the total citywide budget. This category consists of Transfers, Increase in Fund Equity, Debt Services, Grants, and Block Grant Services. For FY 2020, this category increases by 10.27% from the 2019 budgeted levels. The city will continue to make payments for the 2015 G.O. Limited Capital Improvement Bond issuance and the 2016 Water Supply System Refunding Bond. This affects the General Fund, Rubbish Collection Fund, and Water and Sewer Operations and Maintenance Funds. In addition, a carryover of Community Development Block Grant - HOME Program Grant funds will be recognized to continue work on the Tiny Home project in the city.

Capital Outlay, which accounts for 4.67% of the total citywide budget, decreases \$1.68 million from FY 2019 to a total of \$5,619,315. This reduction is a direct result in a reduction in the planned capital outlay purchase for the Sewer and Water Operations and Maintenance Funds.

## ***SUMMARY OF POSITIONS***

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The chart listed below summarizes and compares positions in the 2020 Budget with those in the 2019 Budget by department. *(Beginning in FY 2019, the personnel chart will reflect “whole” counts of personnel.)*

### **General Government:**

The total Office of General Government is 15 full-time and 14 part-time positions for FY 2020. The FY 2020 Budget reflects the addition of an Administrative/Budget Analyst I to the Office of Management and Budget. This budget also reflects the reclassification of the following positions in the office of Human Resources due to the retirement of the Assistant Director of Human Resources: Assistant Director of Human Resources to the Human Resources Generalist; the Administrative Assistant I to the Human Resources Specialist; and the Employee Benefits Coordinator to the Human Resources Benefit Analyst.

### **Fiscal Services:**

The total personnel complement for the Department of Fiscal Services is 30.00 FTE for FY 2020. This is an addition of an Office Assistant III to the Customer Accounting division.

### **Community Public Safety:**

The personnel complement for Community Public Safety – Police is 70 full-time and 24 part-time positions for FY 2020. This is a 2 position increase from the 2019 personnel complement. In March of 2019, city council approved an addendum to the contract with Covenant Healthcare to provide public safety services to their facilities. This added two additional police officers to the complement.

Community Public Safety – Fire’s personnel complement for FY 2020 will be 39.00. This is a reallocation of a part time clerical position to a full time Administrative Professional.

### **Neighborhood Services and Inspections:**

The total personnel complement for this area is 14 positions- 12 full-time and 2 part-time. In FY 2020, two part time Skilled Labor II positions will be eliminated from the complement and replaced with a full time Environmental Enforcement Officer. In addition, an Urban Planner will be added to the complement as of December 2019 due to the planned retirement of the Associate Planner.

### **Public Services:**

For FY 2020, the total personnel complement for the Department of Public Services is 145.00. The budget includes the addition of a Civil Engineer I, a Custodian/Laborer, a Superintendent of Maintenance and Service, a Utilities Foreman, two Utilities Person I positions, and a Laborer II. The addition of the staff is in response to the Lead and Copper mandate from the State. Furthermore, the following positions will be eliminated: a Skilled Labor I and two Basic Labor positions. These will be replaced by contracted janitorial services.

### **Water and Wastewater Treatment Services:**

The Department of Water and Wastewater Treatment Services will have a total personnel complement of 103.00. This is a net increase of 4 positions. FY 2020 budget reflects the addition of a Deputy Director of Water and Wastewater Services, a Laboratory Technician, an Instrumentation & Controls Technician I, a Superintendent of Water Treatment, and Operating Foreman, and a Plant Maintenance Mechanic A. Two positions have been eliminated from the complement. These are the Superintendent of Water Treatment & Field Operations and a Plant Maintenance Electrician I. These changes result in the department having 91 FTE and 12 PTE.



**Technical Services:**

In the Department of Technical Services, the FTE complement is a net 8.00, a decrease of 4 positions. This is the elimination of the Information Technology Analyst. This position will be replaced by contracted web development services. The PTE complement is zero, due to the elimination of the Call Center division and the three Skilled Clerical positions within it.

**Full-Time Complement:**

<b>COMPLEMENT SUMMARY (FTE)</b>						
<b>2019/2020 APPROVED BUDGET</b>						
<b>DEPARTMENT</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>
General Government	10.00	11.50	11.50	13.00	14.00	15.00
Fiscal Services	35.00	28.25	27.25	28.25	29.00	30.00
CPS - Police	64.50	65.40	67.40	66.40	68.00	70.00
CPS - Fire	51.50	38.00	51.00	51.00	38.00	39.00
Neighborhood Serv.	8.05	7.90	8.90	8.90	10.00	12.00
Technical Services	8.00	8.00	8.00	8.00	9.00	8.00
Community Services	0.00	6.90	6.90	6.90	7.00	7.00
Public Services	93.00	79.85	104.00	107.00	114.00	121.00
Water & Wastewater	89.00	99.60	87.00	85.00	87.00	91.00
<b>Total FTE:</b>	<b>359.05</b>	<b>345.40</b>	<b>371.95</b>	<b>374.45</b>	<b>376.00</b>	<b>393.00</b>

**Part-Time Complement:**

<b>COMPLEMENT SUMMARY (PTE)</b>						
<b>2019/2020 APPROVED BUDGET</b>						
<b>DEPARTMENT</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>
General Government	14.00	14.85	16.00	16.00	16.00	14.00
Fiscal Services	1.00	1.00	1.00	0.00	0.00	0.00
CPS - Police	24.00	23.00	24.00	24.00	24.00	24.00
CPS - Fire	1.00	1.00	1.00	1.00	1.00	0.00
Neighborhood Serv.	6.00	2.00	3.00	4.00	4.00	2.00
Technical Services	4.00	3.00	4.00	3.00	3.00	0.00
Community Services	0.00	0.00	0.00	0.00	0.00	0.00
Public Services	29.00	30.10	28.00	26.00	27.00	24.00
Water & Wastewater	10.00	12.00	11.00	12.00	12.00	12.00
<b>Total PTE:</b>	<b>89.00</b>	<b>86.95</b>	<b>88.00</b>	<b>86.00</b>	<b>87.00</b>	<b>76.00</b>
<b>Total FTE and PTE:</b>	<b>448.05</b>	<b>432.35</b>	<b>459.95</b>	<b>460.45</b>	<b>463.00</b>	<b>469.00</b>

## ***UNASSIGNED FUND BALANCE ANALYSIS***

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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 2020, the City did not appropriate any use of unassigned fund balance in the General Fund. The 2020 budget is a balanced budget. 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 financial un-audited position of the General Fund is \$9,500,622.

The Special Revenue Funds is projected to end FY 2020 in a budgetary deficit. The primary reason for this is due the deficits listed in the Community Development Block Grant Funds for the last four years, as well as a budgeted net use of fund balance of \$1,607,699 for the Major and Local Street and Rubbish Collection Funds. The estimated unassigned fund balance for this fund type is (\$1,074,885).

Enterprise Funds for year-ending FY 2020 is projected to have a deficit of \$15,847,775. This negative ending balance is a direct result of journal entries created for GASB 68 and 75 to recognize the city's unfunded pension and OPEB liabilities. These journal entries are required for funds that use the full accrual basis of accounting.

Internal Services Fund's June 30, 2020 unassigned fund balance is projected at (\$30,057,942). This is also due to journal entries for GASB 68 and 75 to recognize the city's pension and OPEB liabilities as Internal Service funds also follow the full accrual basis of accounting. *(Since these are preliminary numbers, this projected positive position will change.)*

The Fiduciary Funds project a \$0 estimated unassigned fund balance for June 30, 2020.

**UNASSIGNED (UNAUDITED) FUND BALANCE ANALYSIS  
2019/2020 BUDGET**

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS
Unassigned Fund Balance (Deficit) - June 30, 2018	6,007,086	(394,609)	(5,809,497)	(30,995,003)	0
FY 2019 Projected Revenues	37,469,978	20,105,682	39,602,452	7,700,711	0
FY 2019 Projected Expenditures (w/ Encumb)	33,976,442	19,703,647	44,086,914	6,763,650	0
Est. Unassigned Fund Balance (Deficit) - June 30, 2019	9,500,622	7,426	(10,293,959)	(30,057,942)	0
FY 20 Estimated Revenues:					
Property Taxes	3,561,029	2,646,013	(71,000)	0	0
City Income Taxes	13,795,000		0	0	0
State Revenue Sharing	8,660,253	7,660,273	0	0	0
Grants	1,289,230	4,216,902	1,000,000	0	0
Licenses, Permits, and Fees	2,036,302	45,000	3,000	0	0
Charge for Services	942,469	2,240,957	43,520,771	7,457,956	0
Fines and Forfeitures	323,400	66,956	81,000	0	0
Interest	602,035	149,852	791,500	1,393	0
Rents	42,800		0	0	0
Reimbursements	3,259,609	476,909	0	0	0
Other Revenues	358,117	2,709,045	4,015,813	13,400	0
Transfers In	142,967	514,012	0	0	0
Total FY 20 Estimated Revenues	35,013,211	20,725,919	49,341,084	7,472,749	0
Total Resources Available for Appropriation	44,513,833	20,733,345	39,047,125	(22,585,193)	0
FY 20 Expenditure Appropriations:					
General Government	2,595,683	0	0	0	0
Fiscal Services	2,968,928	0	0	0	0
Police	12,701,124	2,104,143	0	0	0
Fire*	8,341,506	995,683	0	0	0
Highways and Streets	0	9,673,830	0	0	0
Garbage and Rubbish	0	4,381,214	0	0	0
Public Works	0	0	54,872,900	502,471	0
Development	1,749,182	4,017,453	0	0	0
Public Services (GF)	3,932,211	300,609	22,000	0	0
Other General Services	2,724,577	335,298	0	6,970,278	0
Total FY 20 Expenditure Appropriations	35,013,211	21,808,230	54,894,900	7,472,749	0
<b>Estimated Unassigned Fund Balance - June 30, 2020</b>	<b>9,500,622</b>	<b>(1,074,885)</b>	<b>(15,847,775)</b>	<b>(30,057,942)</b>	<b>0</b>

**RESOURCE ALLOCATION  
2019/2020 APPROVED BUDGET**

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
PROPERTY TAXES	3,561,029	GENERAL GOVERNMENT	2,595,683
CITY INCOME TAXES	13,795,000	FISCAL SERVICES	2,968,928
STATE REVENUE SHARING	8,660,253	COMMUNITY PUBLIC SAFETY - POLICE	12,701,124
GRANTS	1,289,230	FIRE	8,341,506
LICENSES, PERMITS, & FEES	2,036,302	NEIGHBORHOOD SERVICES AND INSPECTIONS	1,749,182
CHARGE FOR SERVICES	942,469	PUBLIC SERVICE (GF)	3,932,211
FINES AND FORFEITURES	323,400	OTHER GENERAL FUND	2,724,577
INTEREST	602,035		
RENTS	42,800		
REIMBURSEMENTS	3,259,609		
OTHER REVENUES	358,117		
FUND BALANCE	0		
TRANSFERS	142,967		
<b>TOTAL RESOURCES</b>	<b><u><u>35,013,211</u></u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u><u>35,013,211</u></u></b>

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

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<b>BY PROPERTY TYPE</b>					
Real Property					
Agricultural	109,851	112,395	29,593	30,302	30,302
Commercial	93,930,967	89,997,662	84,778,764	79,516,069	79,516,069
Industrial	32,053,496	30,489,558	29,253,146	27,780,845	27,780,845
Residential	<u>388,236,562</u>	<u>350,887,163</u>	<u>334,056,853</u>	<u>317,901,841</u>	<u>317,901,841</u>
Total Real	514,330,876	471,486,778	448,118,356	425,229,057	425,229,057
Personal Property					
Commercial	36,550,100	36,309,220	32,741,000	32,725,100	32,725,100
Industrial	39,087,100	41,319,400	40,166,500	33,645,600	33,645,600
Utility	<u>18,003,800</u>	<u>19,876,600</u>	<u>21,003,700</u>	<u>21,967,300</u>	<u>21,967,300</u>
Total Personal	<u>93,641,000</u>	<u>97,505,220</u>	<u>93,911,200</u>	<u>88,338,000</u>	<u>88,338,000</u>
Total Real & Personal	<u><u>607,971,876</u></u>	<u><u>568,991,998</u></u>	<u><u>542,029,556</u></u>	<u><u>513,567,057</u></u>	<u><u>513,567,057</u></u>

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

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<b>BY PROPERTY TYPE</b>					
Real Property					
Agricultural	66,445	73,993	74,657	76,223	90,455
Commercial	75,273,043	76,069,247	74,439,749	72,880,431	73,776,090
Industrial	25,238,078	24,787,448	25,056,215	25,387,123	24,787,623
Residential	<u>290,437,817</u>	<u>286,410,811</u>	<u>288,214,483</u>	<u>288,065,443</u>	<u>280,369,831</u>
Total Real	391,015,383	387,341,499	387,785,104	386,409,220	379,023,999
Personal Property					
Commercial	29,725,400	29,061,200	28,485,000	25,915,284	28,638,800
Industrial	25,515,700	15,237,600	13,254,400	11,763,400	5,879,700
Utility	<u>27,270,700</u>	<u>28,137,000</u>	<u>30,071,100</u>	<u>31,517,500</u>	<u>32,799,500</u>
Total Personal	<u>82,511,800</u>	<u>72,435,800</u>	<u>71,810,500</u>	<u>69,196,184</u>	<u>67,318,000</u>
Total Real & Personal	<u><u>473,527,183</u></u>	<u><u>459,777,299</u></u>	<u><u>459,595,604</u></u>	<u><u>455,605,404</u></u>	<u><u>446,341,999</u></u>

<b>BY TAXPAYER CLASS</b>					
Agricultural	66,445	73,993	74,657	76,223	90,455
Commercial	104,998,443	105,130,447	102,924,749	98,795,715	102,414,890
Industrial	50,753,778	40,025,048	38,310,615	37,150,523	30,667,323
Residential	290,437,817	286,410,811	288,214,483	288,065,443	280,369,831
Utility	<u>27,270,700</u>	<u>28,137,000</u>	<u>30,071,100</u>	<u>31,517,500</u>	<u>32,799,500</u>
Total	<u><u>473,527,183</u></u>	<u><u>459,777,299</u></u>	<u><u>459,595,604</u></u>	<u><u>455,605,404</u></u>	<u><u>446,341,999</u></u>

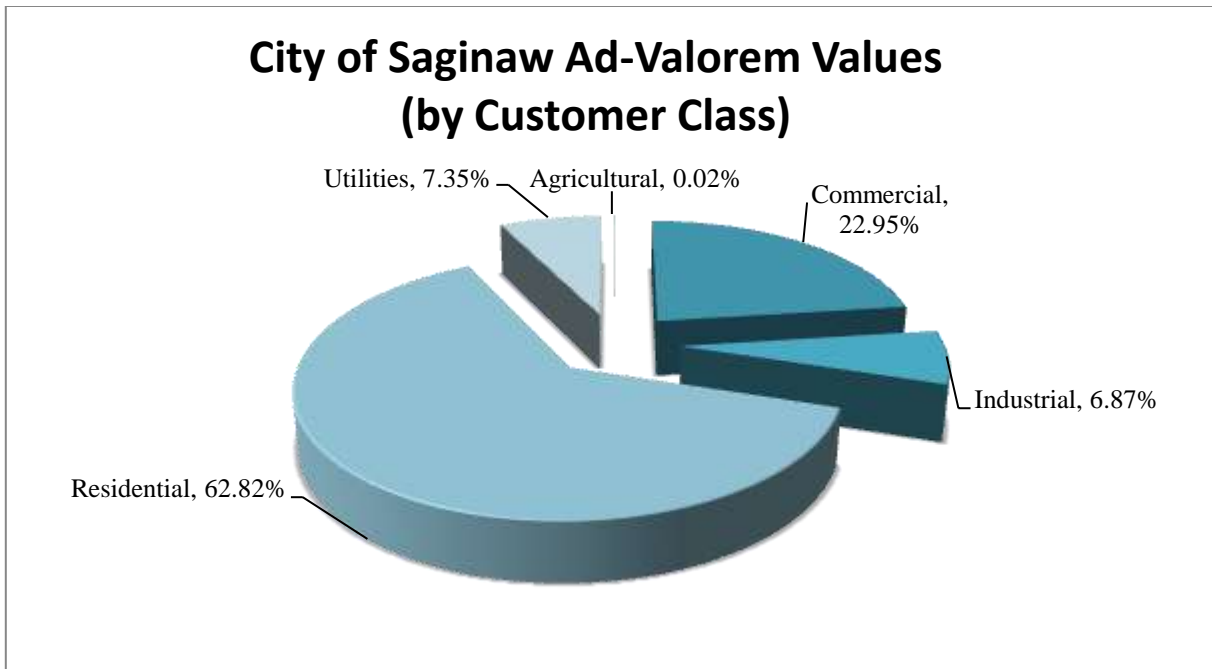
## *General Fund Revenues*

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Total 2019/2020 General Fund resources are budgeted at \$35,013,211, which represents an increase of \$746,168, from the 2019 approved resources of \$34,267,043.

### **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, 2019 levy will be assessed at \$379,023,999 and personal property taxable value will be assessed at \$67,318,000.



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

The City of Saginaw's operating tax rate for FY 2020 is 7.3830 mills (limited to 7.50 mills). A special assessment of 7.5000 mills is also levied for public safety services. The City does not levy for debt service.

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



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

### **Tax Limitation**

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

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

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

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

### **LOCAL INCOME TAXES**

The City of Saginaw receives approximately 39.40% of its General Fund revenue from local income tax. For the 2019/2020 Approved Budget, revenue from income taxes increases \$1,189,941, or 9.44% from the previous year. This is primarily due to expected new businesses that are coming to the city as well as an increase in the delinquent income tax revenues.

### **STATE SHARED REVENUES**

The City of Saginaw receives approximately 24.73% of its General Fund revenue from state revenue sharing. The FY 2019/2020 Approved Budget for State Shared Revenues increase 4.73% or \$390,774. This increase is realized in Constitutional revenue by \$250,719 and EVIP/CVTR revenue by \$140,055.

## **GRANTS**

For FY 2020, the City budgeted \$1,289,230 for grant funding related to police overtime, the Local Community Stabilization funding, and Medicare Part D reimbursement. This is a 13.75% increase from the 2019 approved budget levels. In FY 2020, the City continues to receive State Fire Protection funding. There is a slight increase to Reimbursement/Medicare by \$150,000. Also, in FY 2020, the city continues to recognize the Local Community Stabilization Funds. These funds are received annually from the state for payment on discontinued personal property taxes.

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

The City will receive \$2,036,302 for licenses, permits, and fees for FY 2020. This represents an increase of \$278,700 over the approved 2019 revenue. This category includes business licenses, building permits, and cable television franchise fees. This increase is realized in the following revenues - Electrical Permits \$10,000, Mechanical Permits \$5,000, Non-owner occupied registration fees and vacant housing registration fees (current and delinquent) \$322,500. These are offset by reductions in Delinquent General Business Licenses of \$40,000 and Demolition Permits of \$10,000.

## **CHARGE FOR SERVICES**

The total Charges for Services for FY 2020 is \$420,445. 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 provide additional revenue to the General Fund.

## **FINES AND FORFEITURES**

The revenue in this category includes ordinance fines, parking receipts, parking lot receipts, parking violations, and transfer affidavit fees. The revenue decreases from the 2019 approved revenue by \$45,694. This decrease is due to the reduction in Transfer Affidavit Fines \$11,100 and Delinquent Parking Violation Fines \$37,094. These are offset by an increase in Civil Infractions by \$2,500.

## **INTEREST AND RENTS REVENUE**

Interest revenue increases by 52.83 % from the 2019 approved budget. This is primarily due to the expected increase from interest earned on investments and City income taxes.

## **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 2020, a total of \$2,561,600 is budgeted for the indirect cost allocation plan. The category of reimbursement equates to \$3,259,609, which is \$1,060,648 less than in FY 2019. This decrease is primarily associated to the decreases in the indirect cost allocation to the General Fund based on prior year actual costs. In addition \$166,368 was added to the budget to cover the cost of two additional police officers at Covenant Medical Facility.

## OTHER REVENUES

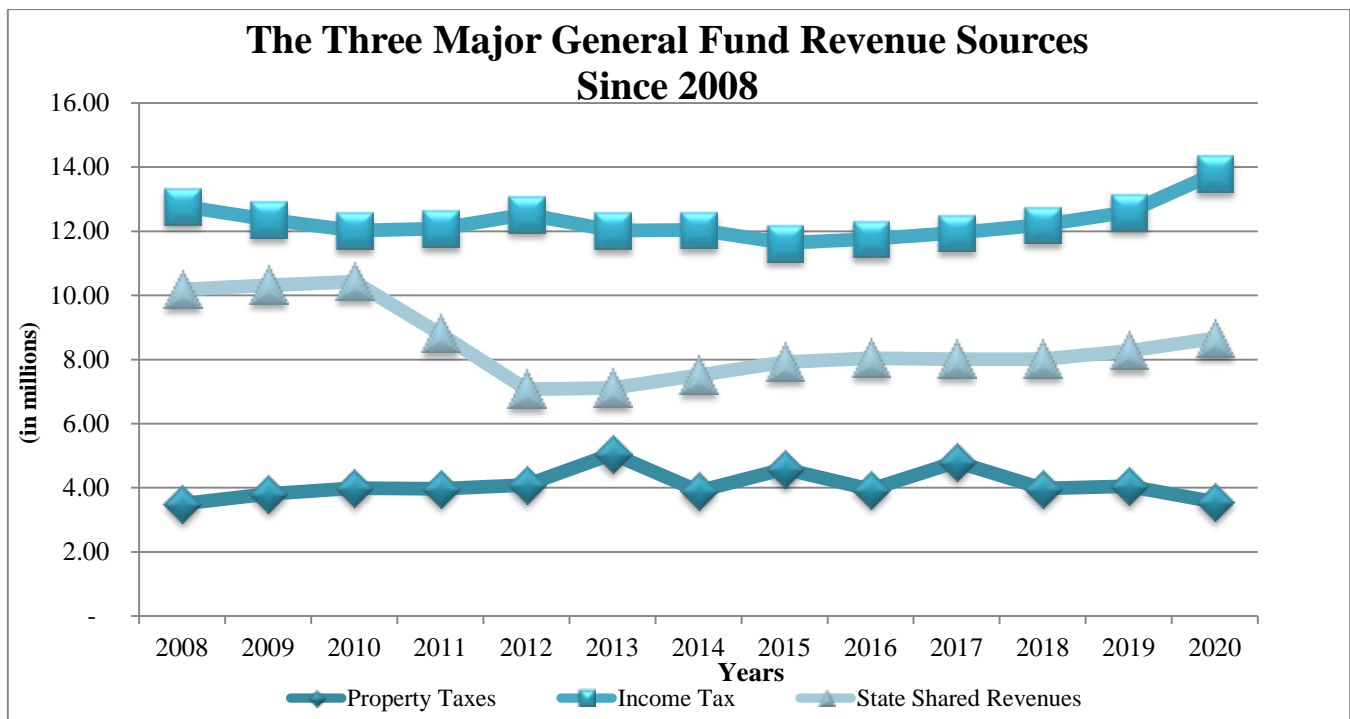
This category increases \$107,667 or 42.99% from 2019 budgeted levels. Total revenues are \$358,117. This includes miscellaneous revenues related to police department services, donations, and the sale of assets. The increases are mostly found in Sale of Land/Buildings \$40,000 and Installment Contract Proceeds \$73,767.

## USE OF FUND EQUITY AND TRANSFERS

The 2019/2020 Approved Budget does not add to or use any of the General Fund reserves. The General Fund continues to 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 2008 through the budgeted FY 2019.

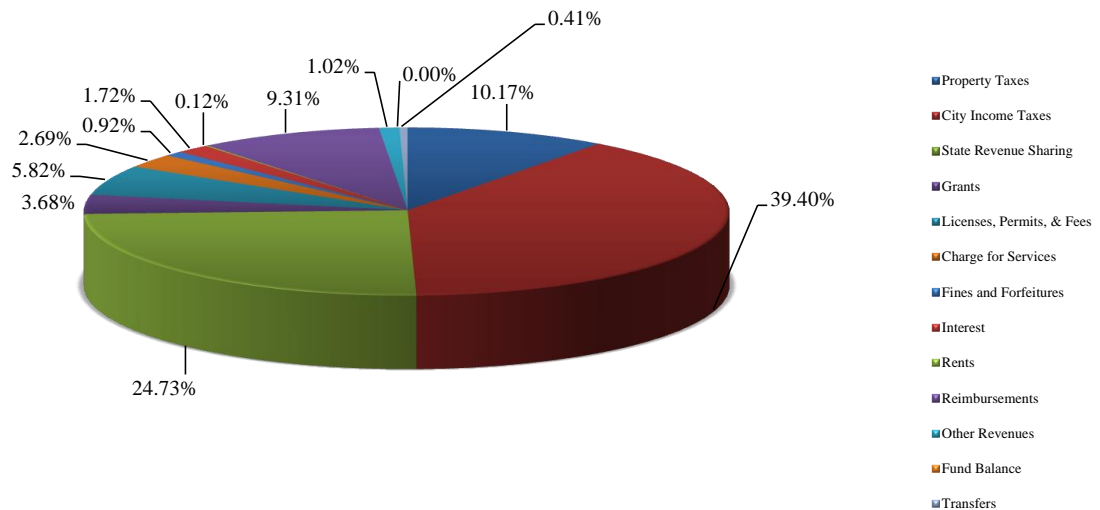


The chart above reveals that the amount of revenues received from property taxes have changed little since 2008. However, in FY 2013, monies from some of the Renaissance Zones matured; creating a spike in the trend. In recent years, this source of revenues reflect a steady decline. Although the City 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 reflect a slight increase in recent years. The chart, above, also indicates that State Shared Revenues have decreased steadily and, at times dramatically, from 2007 through 2013. However, from FY 2013 to FY 2020, this trend begins to move upward. This is due to anticipated increases in the CVTR and Constitutional revenue sharing. Income Tax Revenues, which have become the City's major source of revenues, are stable and have shown increases in recent years.

**REVENUE ANALYSIS SUMMARY  
2019/2020 APPROVED BUDGET**

	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Approved Budget</b>	<b>2019 Adjusted Budget</b>	<b>2019 Projected</b>	<b>2020 Approved Budget</b>
Property Taxes	3,765,716	3,597,967	3,558,980	4,047,746	4,259,897	4,233,332	3,561,029
City Income Taxes	12,625,121	13,212,804	13,722,888	12,605,059	12,760,062	14,119,061	13,795,000
State Revenue Sharing	7,892,989	8,067,375	8,217,270	8,269,479	8,313,110	7,032,857	8,660,253
Grants	960,971	960,971	1,433,411	1,133,345	1,836,940	1,884,409	1,289,230
Licenses, Permits, & Fees	1,264,141	1,443,238	1,500,154	1,757,602	1,867,903	1,620,458	2,036,302
Charge for Services	893,155	860,181	950,950	942,310	949,474	893,179	942,469
Fines and Forfeitures	411,307	363,751	349,374	370,094	333,000	265,459	323,400
Interest	344,038	368,602	398,495	393,935	491,373	545,875	602,035
Rents	33,209	45,371	55,954	42,800	42,800	45,229	42,800
Reimbursements	3,118,770	2,651,013	3,027,269	4,320,257	4,479,561	4,478,944	3,259,609
Other Revenues	79,408	397,911	696,201	249,450	780,050	697,632	358,117
Fund Balance	0	0	0	0	575,418	0	0
Transfers	0	396,120	154,562	134,966	142,967	142,967	142,967
<b>TOTAL RESOURCES</b>	<b>31,388,825</b>	<b>32,365,304</b>	<b>34,065,508</b>	<b>34,267,043</b>	<b>36,832,555</b>	<b>35,959,402</b>	<b>35,013,211</b>

**GENERAL FUND REVENUE  
2020 Budget**



**REVENUE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

	2016 Actual	2017 Actual	2018 Actual	2019 Approved Budget	2019 Adjusted Budget	2019 Projected	2020 Approved Budget
<b>TAXES</b>							
Real Property	2,856,345	2,847,685	2,796,971	2,791,038	2,791,038	2,785,035	2,745,484
Real Property - IFT	11,155	11,179	11,770	4,753	4,753	11,766	4,829
Refund of Capture	0	0	0	0	608,381	608,381	0
Personal Property	574,333	503,374	496,117	499,805	499,805	487,856	487,622
Personal Property - IFT	13,684	1,941	1,605	1,444	1,444	1,856	2,465
Personal Property - DPPT	18,967	5,249	9,458	10,000	10,000	13,241	10,000
Property Taxes, - PY Refunds	0	0	37,946	396,230	0	0	0
Property Taxes - Chargeback	(75,974)	(97,870)	(93,956)	(50,000)	(50,000)	(51,126)	(50,000)
Penalties & Interest	79,337	53,266	82,089	80,000	80,000	88,428	80,000
Tax Administration Fees	219,869	216,413	216,980	257,476	257,476	223,143	223,629
<b>PROPERTY TAXES</b>	<b>3,697,716</b>	<b>3,541,237</b>	<b>3,558,980</b>	<b>3,990,746</b>	<b>4,202,897</b>	<b>4,168,580</b>	<b>3,504,029</b>
Housing Commission	0	0	0	0	0	0	0
P.I.L.O.T. Taxes	68,000	56,730	0	57,000	57,000	64,752	57,000
<b>P. I. L. O. T. TAXES</b>	<b>68,000</b>	<b>56,730</b>	<b>0</b>	<b>57,000</b>	<b>57,000</b>	<b>64,752</b>	<b>57,000</b>
<b>TOTAL PROPERTY TAXES</b>	<b>3,765,716</b>	<b>3,597,967</b>	<b>3,558,980</b>	<b>4,047,746</b>	<b>4,259,897</b>	<b>4,233,332</b>	<b>3,561,029</b>
City Income Taxes	11,521,141	12,023,063	12,404,634	11,500,000	11,500,000	12,821,013	12,400,000
Delinq City Income Tax	1,108,154	1,194,682	1,323,113	1,110,000	1,265,003	1,302,102	1,400,000
425 Agreement Refund	(4,174)	(4,941)	(4,859)	(4,941)	(4,941)	(4,054)	(5,000)
<b>INCOME TAXES</b>	<b>12,625,121</b>	<b>13,212,804</b>	<b>13,722,888</b>	<b>12,605,059</b>	<b>12,760,062</b>	<b>14,119,061</b>	<b>13,795,000</b>
<b>TOTAL TAXES</b>	<b>16,390,837</b>	<b>16,810,771</b>	<b>17,281,868</b>	<b>16,652,805</b>	<b>17,019,959</b>	<b>18,352,393</b>	<b>17,356,029</b>
<b>INTERGOVERNMENTAL</b>							
EVIP/CVTR	3,905,092	3,905,092	3,946,690	3,905,092	3,905,092	3,254,240	4,038,247
CVTR Supplemental	0	0	0	0	13,796	34,490	6,900
Constitutional	3,899,626	4,124,385	4,231,473	4,327,887	4,327,887	3,658,659	4,578,606
Liquor Licenses	35,170	37,898	39,107	36,500	36,500	37,399	36,500
State Grants	53,101	0	0	0	29,835	48,069	0
<b>STATE SHARED REV.</b>	<b>7,892,989</b>	<b>8,067,375</b>	<b>8,217,270</b>	<b>8,269,479</b>	<b>8,313,110</b>	<b>7,032,857</b>	<b>8,660,253</b>
FEMA	0	68,670	32,312	0	19,848	19,848	0
Other State Grants	0	0	0	0	0	0	0
Federal Grants				0	0	0	0
Other Federal Grants	100,341	22,716	2,710		761	3,886	0
HUD	87,401	0	0	0	0	0	0
Fire Federal Grants	0	0	0	0	1,000	1,000	0
State Fire Protection Grant	52,121	67,798	51,490	51,490	58,975	58,975	58,975
Foundation Grant	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0
Police Drug Billable Overtime	855	4,572	6,979	21,000	21,477	21,989	21,000
Police Department	23		0	0	0	0	0
Fireworks Delegation Fees	1,540	1,960	0	1,600	0	0	0
Reimbursement/Medicare	705,683	935,553	1,130,665	850,000	1,503,614	1,547,446	1,000,000
Local Community Stabilization	13,007	160,110	209,255	209,255	231,265	231,265	209,255
<b>GRANTS</b>	<b>960,971</b>	<b>1,261,379</b>	<b>1,433,411</b>	<b>1,133,345</b>	<b>1,836,940</b>	<b>1,884,409</b>	<b>1,289,230</b>
<b>TOTAL INTERGOV'TAL</b>	<b>8,853,960</b>	<b>9,328,754</b>	<b>9,650,681</b>	<b>9,402,824</b>	<b>10,150,050</b>	<b>8,917,266</b>	<b>9,949,483</b>

**REVENUE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

	2016 Actual	2017 Actual	2018 Actual	2019 Approved Budget	2019 Adjusted Budget	2019 Projected	2020 Approved Budget
<b>LICENSES, PERMITS &amp; FEES</b>							
Occupational	29,242	28,394	24,831	30,000	30,000	27,290	16,000
General Business License	65,525	68,275	76,425	70,000	70,000	116,950	72,000
General Business License - Delinquent	0	0	0	45,000	45,000	14,628	5,000
<b>TOTAL LICENSES</b>	<b>94,767</b>	<b>96,669</b>	<b>101,256</b>	<b>145,000</b>	<b>145,000</b>	<b>158,868</b>	<b>93,000</b>
Housing Registration Fees	298,567	512,332	0	0	0	0	0
Building Permits	103,221	106,943	121,657	200,000	200,000	149,439	200,000
Electrical Permits	33,995	32,789	31,134	35,000	45,146	46,776	45,000
Mechanical Permits	38,966	42,566	41,460	45,000	45,000	49,345	50,000
Plumbing Permits	17,790	14,145	22,825	25,000	25,000	21,956	25,000
Demolition Permits	43,600	21,473	37,048	35,000	35,000	28,141	25,000
Sign Permits	1,825	1,864	1,375	1,675	1,675	1,550	1,675
Fire Department Permits	225	225	75	225	225	150	225
Open Burn Permits	3,400	2,650	1,800	2,000	2,000	2,000	1,200
Vacant Housing Registration Fees	0	0	81,790	75,000	85,035	88,785	82,000
Vacant Housing Past Due Fees	0	0	40,950	15,000	15,000	23,390	25,000
Non-Owner Occupied Reg. Fees	0	0	359,265	412,000	412,000	561,980	680,000
Non-Owner Occupied Past Due Fees	0	0	91,650	75,000	165,120	36,570	112,500
Inspection Fees	0	0	4,242	0	0	7,728	4,000
Barricade Permits	0	0	(15)	0	0	0	0
<b>TOTAL PERMITS</b>	<b>541,589</b>	<b>734,987</b>	<b>835,256</b>	<b>920,900</b>	<b>1,031,201</b>	<b>1,017,810</b>	<b>1,251,600</b>
Cable TV Franchise Fees	582,542	544,180	523,564	583,000	583,000	403,457	583,000
Cable TV PEG Fees	45,243	67,402	40,078	108,702	108,702	40,323	108,702
<b>TOTAL FEES</b>	<b>627,785</b>	<b>611,582</b>	<b>563,642</b>	<b>691,702</b>	<b>691,702</b>	<b>443,780</b>	<b>691,702</b>
<b>TOTAL LIC./PERM/FEES</b>	<b>1,264,141</b>	<b>1,443,238</b>	<b>1,500,154</b>	<b>1,757,602</b>	<b>1,867,903</b>	<b>1,620,458</b>	<b>2,036,302</b>
<b>CHARGE FOR SERVICES</b>							
Boot Removal Fee	15,195	7,165	10,216	15,000	15,000	6,010	15,000
Witness Fees	520	2,035	1,895	2,000	2,000	1,869	2,000
Zoning Code Fees	3,970	8,459	5,060	6,000	6,000	4,095	6,000
Fire System Plan Review	4,550	3,875	3,800	3,600	3,600	2,275	3,450
Fire False Alarm	0	0	50	200	0	0	0
Police False Alarm	13,959	12,737	12,259	13,000	0	4,088	0
False Alarm Fees - Public Safety	0	0	0	0	13,200	5,819	13,200
Fire Training Services	80	300	569	200	200	3,760	200
Fire Dept - Inspection Services	2,086	1,754	1,588	1,500	1,500	0	1,500
Fire Dept - Admin Charges	578	540	390	500	500	415	500
Dog Registration Fees	1,120	770	1,010	400	400	865	400
Public Act 425	215,657	244,490	213,938	216,395	216,395	214,745	216,395
Police Billable Overtime	51,530	36,786	43,373	70,000	70,000	44,468	70,000
Police Dept PTV Charges	80	0	100	0	60	60	0
Special Events Services	35,297	838	6,877	4,000	4,000	2,571	4,000
Special Events Ojibway	5,000	8,675	5,068	5,600	5,600	2,875	5,600
Grass Cutting Services	0	189	251	0	0	0	0
Engineering Plans/Records	64	0	0	0	0	8	0
Abandoned Vehicles	100	723	125	0	0	144	0
Fire Apparatus Testing	204	0	291	0	0	0	0
Sale of Junk	99	0	1,017	300	300	1,368	300
Construction Plan Review	12,607	7,119	39,285	12,000	12,000	8,188	15,000
Election Services	500	17,133	26	90	90	0	0
Materials and Services	5,911	2,518	(6,605)	14,600	14,600	11,902	14,600
<b>TOTAL GENERAL GOVT.</b>	<b>369,107</b>	<b>356,106</b>	<b>340,583</b>	<b>365,385</b>	<b>365,445</b>	<b>315,525</b>	<b>368,145</b>



**REVENUE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

	2016 Actual	2017 Actual	2018 Actual	2019 Approved Budget	2019 Adjusted Budget	2019 Projected	2020 Approved Budget
Gun Registration Fees	962	1,071	1,144	1,000	1,248	1,309	1,000
Vehicle Storage Fees	15,150	32,948	33,075	25,000	29,100	29,550	30,000
Hazmat Clean Up Fees	28,639	21,299	33,330	33,000	33,000	22,188	33,000
Police Department	26,120	23,568	35,597	25,000	27,756	29,603	30,000
Fire Dept - Cost Recoveries	10,137	11,984	6,943	6,000	6,000	5,748	6,000
<b>TOTAL POLICE &amp; FIRE</b>	<b>81,008</b>	<b>90,870</b>	<b>110,089</b>	<b>90,000</b>	<b>97,104</b>	<b>88,398</b>	<b>100,000</b>
Internment Services	254,929	231,194	285,665	247,750	247,750	248,940	254,200
Markers and Bases	23,825	16,314	39,600	21,750	21,750	17,315	16,285
Grave Spaces	113,207	98,016	137,542	159,000	159,000	149,949	145,150
Materials and Services	51,079	67,681	37,471	58,425	58,425	73,052	58,689
<b>TOTAL CEMETERIES</b>	<b>443,040</b>	<b>413,205</b>	<b>500,278</b>	<b>486,925</b>	<b>486,925</b>	<b>489,256</b>	<b>474,324</b>
<b>TOTAL CHARGE SVC.</b>	<b>893,155</b>	<b>860,181</b>	<b>950,950</b>	<b>942,310</b>	<b>949,474</b>	<b>893,179</b>	<b>942,469</b>
<b>FINES &amp; FORFEITURES</b>							
Parking Lot Receipts	74,983	64,713	49,668	30,000	30,000	10,875	30,000
Ordinance Fines	97,107	89,231	93,428	90,000	90,000	96,784	90,000
Parking Violation Fines	212,094	167,334	166,109	175,000	175,000	130,312	175,000
Parking Violation Fines - Delinquent	0	0	0	37,094	0	0	0
Civil Infractions	100	2,100	2,600	3,000	3,000	6,300	4,500
Parking Tickets - Police	9,063	7,430	5,592	10,000	10,000	5,705	10,000
Transfer Affidavit Fines	9,719	24,828	26,059	24,500	24,500	13,736	13,400
Penalties - Clerks Office	8,241	8,115	5,918	500	500	1,747	500
<b>TOTAL FINES &amp; FORFEIT.</b>	<b>411,307</b>	<b>363,751</b>	<b>349,374</b>	<b>370,094</b>	<b>333,000</b>	<b>265,459</b>	<b>323,400</b>
<b>INTEREST</b>							
Interest on Investments	116	0	0	30,000	30,000	0	30,000
Cemetery Endowments	(132)	0	0	265	265	0	265
Interest on City Income Taxes	337,225	352,614	366,711	340,000	353,125	376,009	350,000
Interest on Spec Asmts	10	0	0	3,000	3,000	168	100
Interest and Penalties	1,525	3,502	1,652	1,670	1,670	3,566	1,670
Cemetery Int on Investments	(483)	6,129	23,816	14,965	99,278	160,128	215,965
Dividends	5,777	6,357	6,316	4,035	4,035	6,004	4,035
<b>TOTAL INTEREST</b>	<b>344,038</b>	<b>368,602</b>	<b>398,495</b>	<b>393,935</b>	<b>491,373</b>	<b>545,875</b>	<b>602,035</b>
<b>RENTS &amp; PRIVILEGES</b>							
Land and Building Rentals	33,209	40,571	51,154	38,000	38,000	40,429	38,000
Radio Tower Rent	0	4,800	4,800	4,800	4,800	4,800	4,800
<b>TOTAL RENTS &amp; PRIV.</b>	<b>33,209</b>	<b>45,371</b>	<b>55,954</b>	<b>42,800</b>	<b>42,800</b>	<b>45,229</b>	<b>42,800</b>

**REVENUE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

	2016 Actual	2017 Actual	2018 Actual	2019 Approved Budget	2019 Adjusted Budget	2019 Projected	2020 Approved Budget
<b>OTHER REVENUES</b>							
Saginaw County	50,000	57,853	125,000	50,000	63,333	3,329	50,000
Riverfront Comm Donations	2,880	1,545	3,250	1,000	1,000	1,920	2,000
Google Advertising Revenue	1,727	1,757	1,490	1,700	1,700	1,512	1,700
Contributions	0	0	0	6,000	6,000	0	6,000
<b>CONTRIBUTIONS</b>	<b>54,607</b>	<b>61,155</b>	<b>129,740</b>	<b>58,700</b>	<b>72,033</b>	<b>6,761</b>	<b>59,700</b>
Sale of Land/Buildings	76	0	3	0	0	1	40,000
Sale of Property Items					14,449	14,449	0
Sale of Property - Police	4,843	2,222	2,563	500	53,274	58,734	0
Sale of Material/Service	0	1,028	110	0	0	0	0
Sale of Property - Fire	6,801	1,269	0	0	0	3,054	500
<b>SALES OF PROPERTY</b>	<b>11,720</b>	<b>4,519</b>	<b>2,676</b>	<b>500</b>	<b>67,723</b>	<b>76,238</b>	<b>40,500</b>
Special Assessments	(27,054)	(8,162)	2,764	150,000	52,562	19,506	150,000
<b>TOTAL SPECIAL ASSESS.</b>	<b>(27,054)</b>	<b>(8,162)</b>	<b>2,764</b>	<b>150,000</b>	<b>52,562</b>	<b>19,506</b>	<b>150,000</b>
Surplus Receipts	82	3,889	13,550	1,000	1,000	1,402	1,000
Demolition Contracts	0	250	0	0	0	0	0
Installment Contract Proceeds	0	0	344,466	0	506,640	506,706	73,767
Cash Over and Short	743	53	(86)	1,500	1,500	(769)	500
Smoke Detectors	0	0	0	0	0	0	0
Clerk's Dept Fees	1,990	1,480	1,013	1,000	1,000	997	1,000
Police Donations	6,938	7,779	11,227	0	32,151	32,138	0
Fire Donations	1,444	4,062	2,850	500	8,585	8,235	500
Saginaw County Parks	0	0	105,000	0	0	0	0
Encroachment	0	6,635	3,813	3,250	3,250	4,883	3,150
Pawn Shop	14,528	11,740	8,835	12,000	12,000	8,835	10,000
Board Ups	1,979	12,119	8,500	12,000	12,000	19,236	9,000
Other Revenue	489	0	0	0	0	0	0
Detachment	7,287	0	0	0	0	0	0
<b>TOTAL SURPLUS RECEIPT</b>	<b>35,480</b>	<b>48,007</b>	<b>499,168</b>	<b>31,250</b>	<b>578,126</b>	<b>581,663</b>	<b>98,917</b>
Indirect Costs	2,738,702	2,252,392	2,691,707	3,718,810	3,718,810	3,718,810	2,561,600
Administration Fee	0	0	0	0	0	0	0
Insurance Proceeds	0	94,852	0	0	697	697	0
Insurance Premiums	2,099	750	720	14,500	14,500	720	14,500
Fire Dept Overtime Reimbursements	4,922	20,685	10,748	5,000	16,831	19,819	5,000
Reimbursements	166,866	106,140	91,020	192,098	275,909	324,524	71,794
Reimbursements - PD					24,340	25,919	0
Saginaw Housing Comm	141,056	123,614	107,512	181,420	181,420	141,996	204,418
Inspections	65,125	44,135	70,605	54,000	54,000	67,685	82,500
Reimbursements - Police/Covenant	0	0	48,616	148,429	187,054	174,724	314,797
Facilities - Labor	0	5,058	1,962	5,000	5,000	1,730	2,000
Facilities - Material	0	2,749	3,391	0	0	1,294	2,000
Fire - Labor	0	638	988	1,000	1,000	1,026	1,000
<b>TOTAL REIMBURSEMENTS</b>	<b>3,118,770</b>	<b>2,651,013</b>	<b>3,027,269</b>	<b>4,320,257</b>	<b>4,479,561</b>	<b>4,478,944</b>	<b>3,259,609</b>

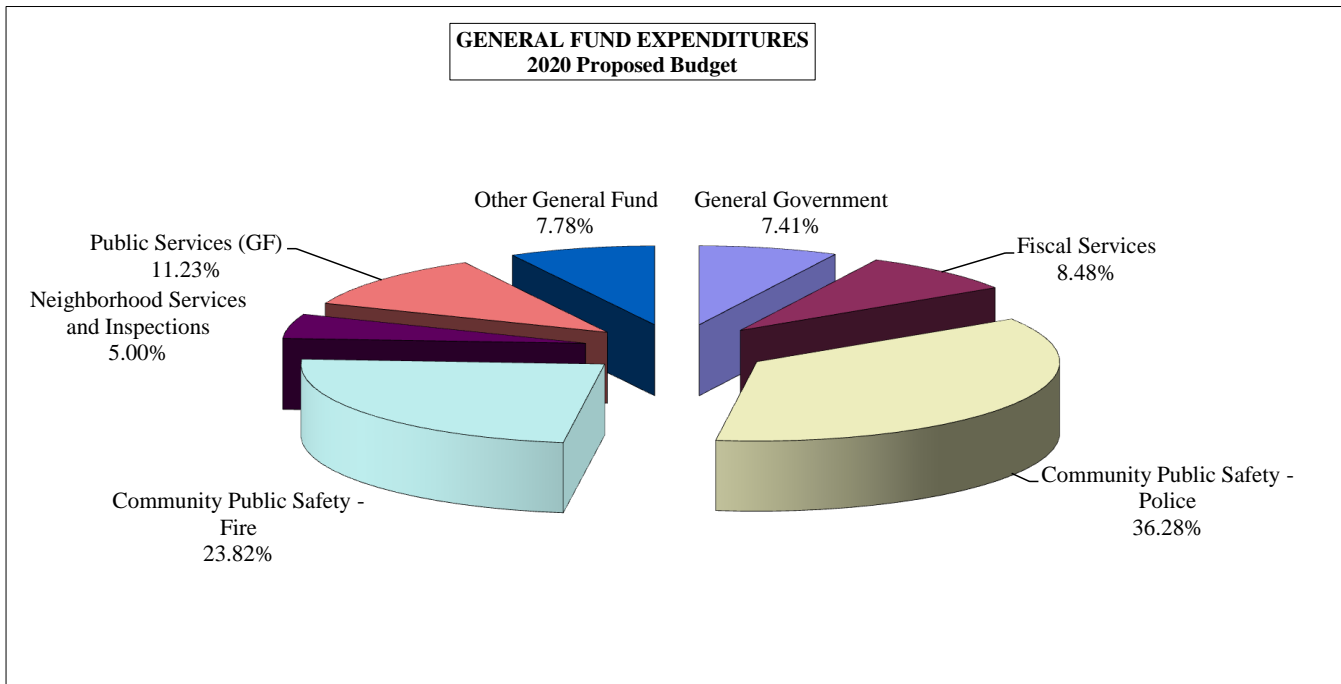
**REVENUE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

	2016 Actual	2017 Actual	2018 Actual	2019 Approved Budget	2019 Adjusted Budget	2019 Projected	2020 Approved Budget
Police Dept Services	20	0	70,944	9,000	9,606	9,606	9,000
<b>TOTAL PUB. SAFETY FEE</b>	<b>20</b>	<b>0</b>	<b>70,944</b>	<b>9,000</b>	<b>9,606</b>	<b>9,606</b>	<b>9,000</b>
Gain/Loss on Investment	4,635	(8,016)	(9,091)	0	0	3,858	0
<b>TOTAL G/L ON INVEST.</b>	<b>4,635</b>	<b>(8,016)</b>	<b>(9,091)</b>	<b>0</b>	<b>0</b>	<b>3,858</b>	<b>0</b>
<b>TOTAL OTHER REVENUE</b>	<b>3,198,178</b>	<b>2,748,516</b>	<b>3,723,470</b>	<b>4,569,707</b>	<b>5,259,611</b>	<b>5,176,576</b>	<b>3,617,726</b>
Decrease in Fund Equity	0	0	0	0	575,418	0	0
<b>TOTAL FUND EQUITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>575,418</b>	<b>0</b>	<b>0</b>
Community Dev. Block Grant	0	181,276	154,562	134,966	142,967	142,967	142,967
Transfer from Other Funds	0	64,095	0	0	0	0	0
Public Safety	0	150,749	0	0	0	0	0
Water Fund	0	0	0	0	0	0	0
<b>TOTAL TRANSFERS</b>	<b>0</b>	<b>396,120</b>	<b>154,562</b>	<b>134,966</b>	<b>142,967</b>	<b>142,967</b>	<b>142,967</b>
<b>TOTAL GENERAL FUND</b>	<b>31,388,825</b>	<b>32,365,304</b>	<b>34,065,508</b>	<b>34,267,043</b>	<b>36,832,555</b>	<b>35,959,402</b>	<b>35,013,211</b>

**GENERAL FUND EXPENDITURES  
BY DEPARTMENT AND CATEGORY  
2019/2020 APPROVED BUDGET**

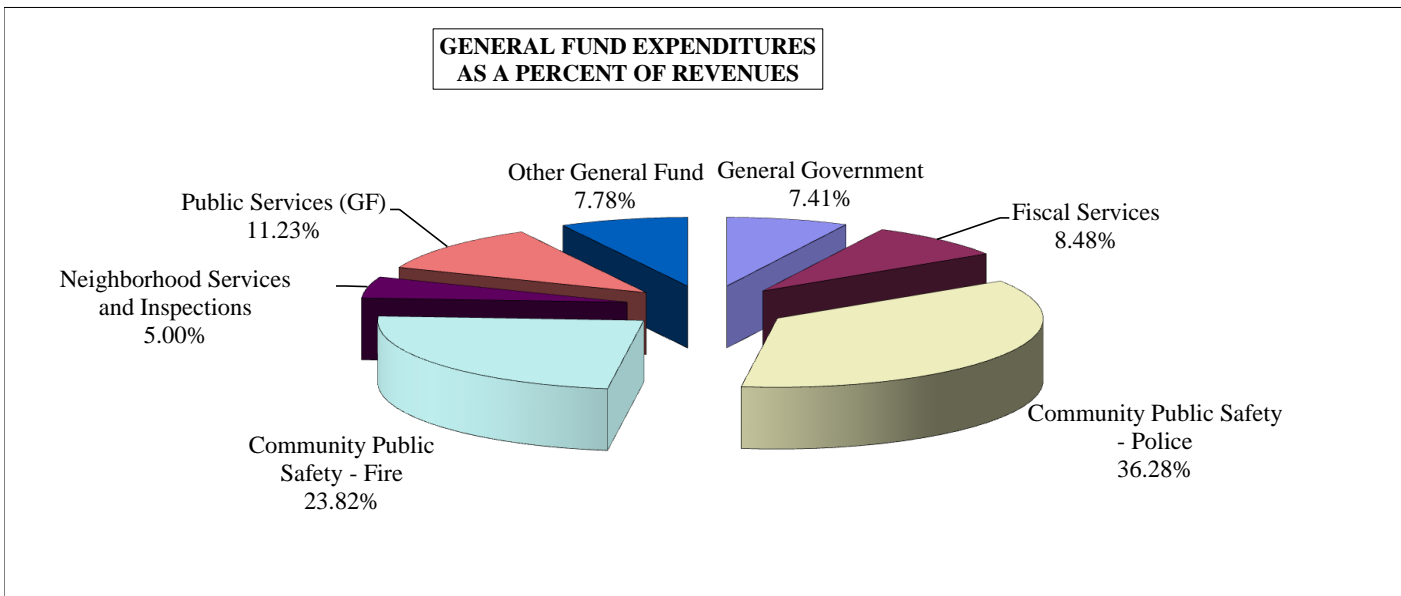
	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Projected</b>	<b>2019 Approved Budget</b>	<b>2019 Adjusted Budget</b>	<b>2019 Projected</b>	<b>2020 Approved Budget</b>
General Government	2,072,199	1,998,957	2,271,902	2,481,179	2,531,713	2,298,680	2,595,683
Fiscal Services	2,652,271	2,424,816	2,783,613	2,925,442	2,933,772	2,697,884	2,968,928
Community Public Safety - Police	10,133,288	11,104,961	10,385,648	12,084,096	13,046,460	12,266,789	12,701,124
Community Public Safety - Fire	8,400,936	7,788,681	8,449,166	8,142,106	8,871,899	8,345,228	8,341,506
Neighborhood Services and Inspections	1,551,427	1,533,361	1,482,666	1,676,700	1,783,907	1,660,407	1,749,182
Public Services (GF)	3,181,890	3,072,297	3,240,904	3,902,783	4,076,814	3,568,324	3,932,211
Other General Fund	2,751,164	2,725,661	3,072,914	3,054,737	3,587,990	3,125,470	2,724,577
<b>TOTAL GENERAL FUND</b>	<b>30,743,175</b>	<b>30,648,734</b>	<b>31,686,813</b>	<b>34,267,043</b>	<b>36,832,555</b>	<b>33,962,782</b>	<b>35,013,211</b>

Personnel Services	24,543,199	24,249,638	24,749,492	26,922,628	27,900,183	26,002,616	27,771,159
Operating Expenses	5,609,645	5,726,381	5,396,871	6,391,846	6,379,806	5,703,503	6,301,137
Capital Outlay	198,651	291,085	611,464	203,755	1,579,755	1,360,933	94,393
Miscellaneous	391,680	381,630	662,765	748,814	972,811	895,730	846,522
<b>TOTAL GENERAL FUND</b>	<b>30,743,175</b>	<b>30,648,734</b>	<b>31,420,592</b>	<b>34,267,043</b>	<b>36,832,555</b>	<b>33,962,782</b>	<b>35,013,211</b>



**GENERAL FUND REVENUES AND EXPENDITURES  
2019/2020 APPROVED BUDGET**

	2016 Actual	2017 Actual	2018 Projected	2019 Approved Budget	2019 Adjusted Budget	2019 Projected	2020 Approved Budget
Property Taxes	3,765,716	3,597,967	3,558,980	4,047,746	4,259,897	4,233,332	3,561,029
City Income Taxes	12,625,121	13,212,804	13,722,888	12,605,059	12,760,062	14,119,061	13,795,000
State Revenue Sharing	7,892,989	8,067,375	8,217,270	8,269,479	8,313,110	7,032,857	8,660,253
Grants	960,971	960,971	1,433,411	1,133,345	1,836,940	1,884,409	1,289,230
Licenses, Permits, & Fees	1,264,141	1,443,238	1,500,154	1,757,602	1,867,903	1,620,458	2,036,302
Charge for Services	893,155	860,181	950,950	942,310	949,474	893,179	942,469
Fines and Forfeitures	411,307	363,751	349,374	370,094	333,000	265,459	323,400
Interest	344,038	368,602	398,495	393,935	491,373	545,875	602,035
Rents	33,209	45,371	55,954	42,800	42,800	45,229	42,800
Reimbursements	3,118,770	2,651,013	3,027,269	4,320,257	4,479,561	4,478,944	3,259,609
Other Revenues	79,408	397,911	696,201	249,450	780,050	697,632	358,117
Fund Balance	0	0	0	0	575,418	0	0
Transfers	0	396,120	154,562	134,966	142,967	142,967	142,967
<b>TOTAL RESOURCES</b>	<b>31,388,825</b>	<b>32,365,304</b>	<b>34,065,508</b>	<b>34,267,043</b>	<b>36,832,555</b>	<b>35,959,402</b>	<b>35,013,211</b>
General Government	2,072,199	1,998,957	2,271,902	2,481,179	2,531,713	2,298,680	2,595,683
Fiscal Services	2,652,271	2,424,816	2,783,613	2,925,442	2,933,772	2,697,884	2,968,928
Community Public Safety - Police	10,133,288	11,104,961	10,385,648	12,084,096	13,046,460	12,266,789	12,701,124
Community Public Safety - Fire	8,400,936	7,788,681	8,449,166	8,142,106	8,871,899	8,345,228	8,341,506
Neighborhood Services and Inspections	1,551,427	1,533,361	1,482,666	1,676,700	1,783,907	1,660,407	1,749,182
Public Services (GF)	3,181,890	3,072,297	3,240,904	3,902,783	4,076,814	3,568,324	3,932,211
Other General Fund	2,751,164	2,725,661	3,072,914	3,054,737	3,587,990	3,125,470	2,724,577
<b>TOTAL APPROPRIATIONS</b>	<b>30,743,175</b>	<b>30,648,734</b>	<b>31,686,813</b>	<b>34,267,043</b>	<b>36,832,555</b>	<b>33,962,782</b>	<b>35,013,211</b>



**GENERAL FUND APPROPRIATIONS**

*GENERAL GOVERNMENT*

*DEPARTMENT OF FISCAL SERVICES*

*COMMUNITY PUBLIC SAFETY - POLICE*

*COMMUNITY PUBLIC SAFETY - FIRE*

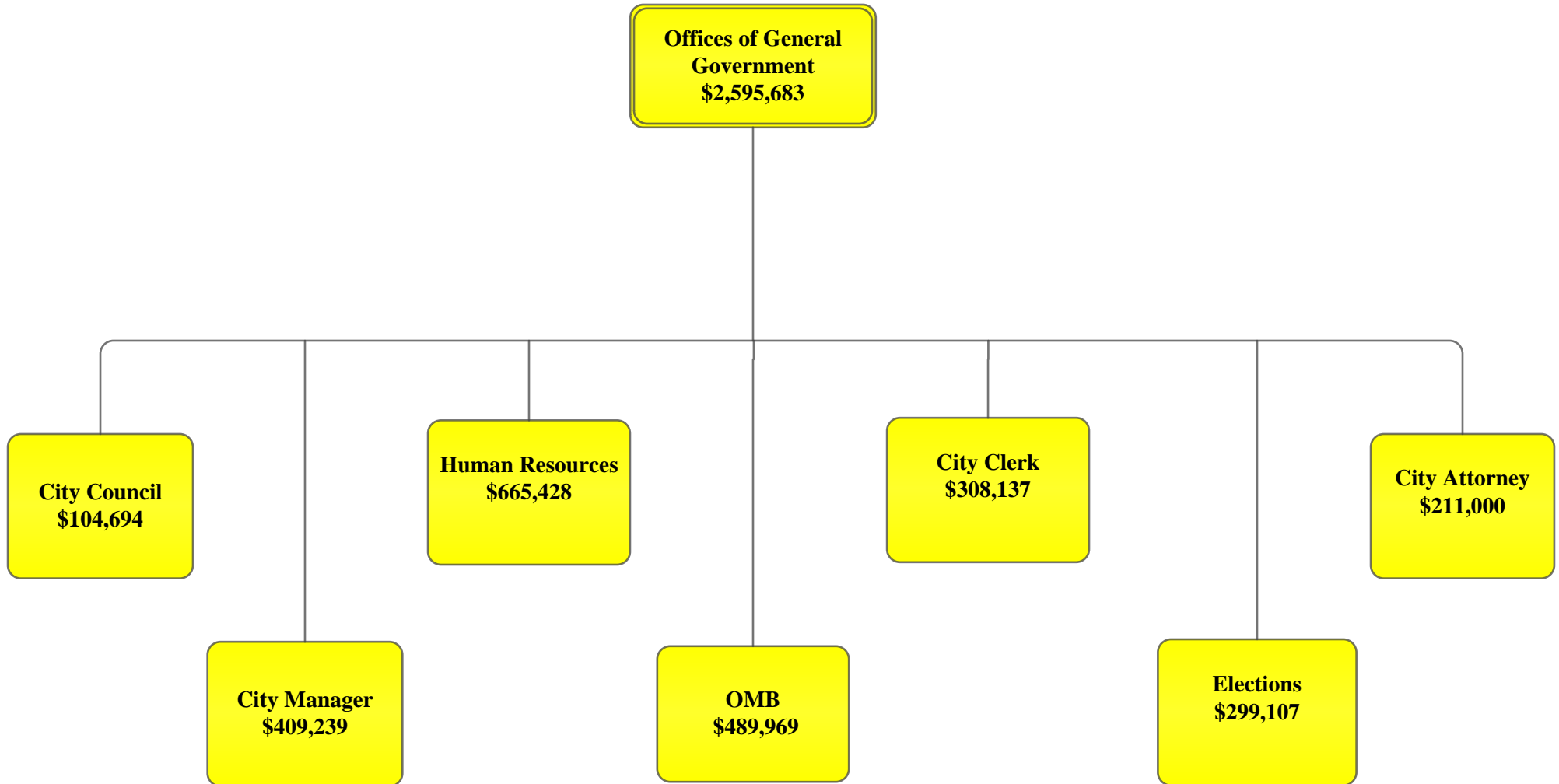
*NEIGHBORHOOD SERVICES AND INSPECTIONS*

*DEPARTMENT OF PUBLIC SERVICES*

*OTHER GENERAL FUND*



# 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 \$108,109. This division is represented under the Department of Technical Services. The total 2020 Budget for the Offices of General Government is \$2,595,683.*

## **THE OFFICES OF GENERAL GOVERNMENT**

### **EXPENDITURE BUDGET SUMMARY**

The Offices of General Government is expected to increase \$114,504, or 4.61% from FY 2019 approved budgeted levels. *Personnel Services* increases by \$91,631. (*The personnel complement changes are listed in detail under Summary of Positions.*) In addition, active healthcare increases between 10% and 12% from the previous fiscal year. As it relates to *Operating Expenses*, this department reflects a \$14,347, or 2.05% increase. This is largely due to the reallocation of the Maximus Plan to the Office of Management and Budget from the Department of Fiscal Services. In addition the information management charges increased in divisions that added additional staff. *Capital Outlay* expenditures budgeted in FY 2020 increases from \$12,100 to \$20,626. This increase is relates to the purchase new chairs for council chambers from the Offices of City Council and City Manager, and election equipment from the Election Division.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	68,345	64,190	64,413	94,918	96,024	86,218	104,694
1710 Office of the City Manager	367,823	354,030	373,109	402,109	401,629	366,909	409,239
1711 SGTV	64,187	54,862	135,757	109,199	109,539	102,522	108,109
1725 Human Resources	567,573	539,573	637,490	674,298	676,491	638,912	665,428
1730 City Clerk's Office	306,632	237,892	246,509	245,072	253,183	232,881	308,137
1731 Elections	235,211	272,365	295,359	352,887	389,531	375,266	299,107
1734 City Attorney's Office	156,544	155,017	152,035	211,000	212,000	139,385	211,000
1735 Office of Management and Budget	305,884	321,028	367,372	391,696	393,316	370,771	489,969
<b>Total Expenditures</b>	<b>2,072,199</b>	<b>1,998,957</b>	<b>2,272,044</b>	<b>2,481,179</b>	<b>2,531,713</b>	<b>2,312,864</b>	<b>2,595,683</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	1,496,024	1,437,026	1,704,832	1,769,826	1,777,752	1,709,171	1,861,457
Operating Expenses	545,067	540,967	529,052	699,253	661,714	520,329	713,600
Capital Outlay	31,108	20,964	38,160	12,100	92,247	83,364	20,626
<b>Total Expenditures</b>	<b>2,072,199</b>	<b>1,998,957</b>	<b>2,272,044</b>	<b>2,481,179</b>	<b>2,531,713</b>	<b>2,312,864</b>	<b>2,595,683</b>

**SUMMARY OF POSITIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
City Council	9.25	9.25	9.25	9.30	9.30	9.30	9.40
Office of the City Manager	2.25	2.25	2.25	2.35	2.35	2.35	2.40
SGTV	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources	3.80	4.15	4.40	4.40	4.40	4.40	4.40
City Clerk's Office	2.95	2.60	2.05	1.95	1.95	1.95	2.90
Elections	4.75	5.15	5.70	5.75	5.75	5.75	5.80
Office of Management and Budget	2.35	4.35	4.35	4.35	4.35	4.35	3.25
<b>Total Positions</b>	<b>26.35</b>	<b>28.75</b>	<b>29.00</b>	<b>29.10</b>	<b>29.10</b>	<b>29.10</b>	<b>29.15</b>

The total Office of General Government is 29.15 FTE for FY 2020. This is .05 FTE more from the 2019 approved budgeted levels.

- In the Office of the City Council, the complement will increase by .10 FTE. This increase of .10 FTE is reflected in the allocation of the Administrative Support Clerk.
- In the Office of the City Manager, the personnel complement increases by .05 FTE. This increase is primarily due to the reallocation of the Administrative Support Clerk from the Department of Fiscal Services – Administration.
- In the Office of Human Resources, the Assistant Human Resources Director position will be reclassified to the Human Resources to the Human Resources Generalist. In addition, the Administrative Assistant I position will be reclassified to the Human Resources Specialist. Likewise, the Employee Benefit Coordinator will be reclassified to the Human Resources Benefit Analyst.
- In the Office of the City Clerk and Election, the personnel complement increases by a net .1 position. This increase is primarily due to the addition of a Skilled Clerical position, which was reallocated from the Call Center in January 2019.
- In the Office of Management and Budget, the personnel complement decrease by a net 1.10 positions. This net decrease is due to .05 of the Administrative Support Clerk reallocation to the City Manager’s Office, and the elimination of 2 OMB interns. To offset this reduction will be the addition of the Administrative Budget Analyst I position.

**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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Increase the number of collaborative projects with city departments	10	10	15	10	10

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

Human Resources Division manages the city-wide recruitment process, maintains employee compensation and benefits files, provides labor and employee relations assistance and holds health and safety training for staff. This division specifically, conducts employee onboarding orientation, manages the open enrollment process for employee benefits, processes city employee retirement requests, and evaluates wage and benefit increase and/or limits.


<b>Key Performance Indicator</b>	<b>FY 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Percentage of positions filled with highly qualified candidates within 75 business days of the announcement closing	90%	97.8%	90%	90%	90%
Process all enrollment changes within 30 business days of notification from employee	100%	100%	100%	100%	100%


**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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
% of proposed minutes made available to the public within 8 business days after the meeting	78%	100%	80%	81%	82%
% of past due notices for licensing and registration mailed w/in 30 business days of violation	73%	100%	74%	75%	76%

**Explanation of variances:**

 The key performance indicator of “% of proposed minutes made available to the public within 8 business days after the meeting” reflects to be fully achieved. This is possibly due to the fact the City Clerk change the manner in which the process is completed.

 The key performance indicator of “% of past due notices for licensing and registration mailed w/in 30 business days of violation” reflects to be fully achieved. This is primarily due to the City Clerk’s office establishing a process within BS&A to track and generate notices for easier preparation and timely mailing of notices. In addition, the ordinance was amended to create an efficient flow for all notices and enforcement process.

**Elections** – (summary of services)

The Elections Division conducts local, county, state and federal elections assuring there is compliance with the applicable laws, rules and regulations. This involves maintenance of voter registration files, election statistics, ballot preparation, issuance of absent voter ballots, delivery and set-up of voting equipment and supplies, election board appointments and their proper training.

Key Performance Indicator	FY 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
% of precincts without errors as noted by the County Board of Canvassers	63%	76%	63%	64%	65%

**Explanation of variances:**

The key performance indicator of “% of precincts without errors as noted by the County Board of Canvassers” reflects to have been full achieved. This was possible due to the revision to the training session process incorporating hands-on experience, video, viewing, and interactive activities.

**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 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 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY2021 Projection	FY 2022 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	24 meetings	24 meetings	24 meetings	24 meetings
Provide initial review of all legal requests (including contracts) within five (5) business days	95%	97%	95%	95%	95%
Provide response to all legal requests (including contracts) by the designated due date	90%	95%	90%	90%	90%

**Explanation of variances:**


Although the key performance measures to “provide initial review of all legal requests (including contracts) within five (5) business days reflects to be fully achieved. It should be noted that there are instances where the initial review and/or completion of a legal request may be delayed as a result of the City Attorney’s unavailability due to conflicts in schedule or time off of work.

**OMB – (summary of services)**

OMB develops 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.

Key Performance Indicator	FY 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
Increase the City’s GFOA Distinguished Budget Award Rating to 3.5 in each area	3.25	3.14	3.25	3.30	3.30
Percentage of General Fund Revenues and Expenditures projections to adjusted budget	96%	94%	95%	96%	96%

**Explanation of variances:**

 The key performance indicator for the “percentage of general fund revenues and expenditures projections to adjusted budget” reflects to have been mostly achieved. These are projected numbers and will vary with the close out of the financial books.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**101-0101 City Council**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	32,752	Council Members	9.00	18,870
Overtime	0	Admin Support Specialist	0.40	13,882
Fringe Benefits	25,287			
		<b>Total Personnel</b>	<u>9.40</u>	<u>32,752</u>
<b>TOTAL</b>	<u><b>58,039</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	1,550	FICA		2,506
Internal Services	3,405	Healthcare Benefits - Active		8,822
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	2,500	Pension		13,959
Maintenance Fees	2,950			
Other Contracted Fees	35,000	<b>Total Fringe Benefits</b>		<u>25,287</u>
<b>TOTAL</b>	<u><b>45,405</b></u>			
		<b>TOTAL</b>	<u><b>9.40</b></u>	<u><b>58,039</b></u>
<b>CAPITAL OUTLAY</b>	1,250			
<b>TOTAL</b>	<u><b>1,250</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>104,694</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-1710 City Manager**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	198,911	City Manager	1.00	130,802
Overtime	0	Executive Assistant to		
Add Pays	6,000	City Manager	1.00	54,227
Fringe Benefits	138,061	Admin Support Specialist	0.40	13,882
<b>TOTAL</b>	<b>342,972</b>	<b>Total Personnel</b>	<b>2.40</b>	<b>198,911</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>0</b>
Supplies	4,550			
Internal Services	21,481	Car Allowance		6,000
Other Services				
Professional Fees	16,336	<b>Total Add Pays</b>		<b>6,000</b>
Maintenance Fees	5,850			
Other Contracted Fees	13,050			
<b>TOTAL</b>	<b>61,267</b>	FICA		15,676
		Healthcare Benefits - Active		26,467
		Healthcare Benefits - Retirees		0
		Pension		95,918
<b>CAPITAL OUTLAY</b>	<b>5,000</b>	<b>Total Fringe Benefits</b>		<b>138,061</b>
<b>TOTAL</b>	<b>5,000</b>			
<b>TOTAL APPROPRIATION</b>	<b>409,239</b>	<b>TOTAL</b>	<b>2.40</b>	<b>342,972</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-1711 SGTV**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	44,434	SGTV Program Coord.	1.00	44,434
Overtime	0			
Fringe Benefits	56,729	<b>Total Personnel</b>	1.00	44,434
<b>TOTAL</b>	<b>101,163</b>	<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	400	FICA		3,399
Internal Services	4,846	Healthcare Benefits - Active		17,459
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,000	Pension		35,871
Maintenance Fees	700	<b>Total Fringe Benefits</b>		56,729
Other Contracted Fees	0			
<b>TOTAL</b>	<b>6,946</b>	<b>TOTAL</b>	<b>1.00</b>	<b>101,163</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>108,109</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-1725 Human Resources**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	285,949	Assistant City Manager/ Human Resources Director	1.00	110,568
Overtime	0	Human Resources Generalist	1.00	65,716
Fringe Benefits	227,210	Human Resources Specialist	0.40	22,900
<b>TOTAL</b>	<b>513,159</b>	HR Benefit Analyst	1.00	49,225
		HR Support Staff (PT)	1.00	37,540
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>4.40</b>	<b>285,949</b>
Supplies	4,800	<b>Overtime</b>		<b>0</b>
Internal Services	28,839	FICA		21,875
Other Services		Healthcare Benefits - Active		73,639
Professional Fees	121,760	Healthcare Benefits - Retirees		0
Maintenance Fees	(13,780)	Pension		131,696
Other Contracted Fees	10,650	<b>Total Fringe Benefits</b>		<b>227,210</b>
<b>TOTAL</b>	<b>152,269</b>			
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>4.40</b>	<b>513,159</b>
<b>TOTAL APPROPRIATION</b>	<b>665,428</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

101-1730 City Clerk

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	126,722	City Clerk	0.55	51,879
Overtime	0	Deputy City Clerk	0.45	26,778
Fringe Benefits	101,026	Office Assistant III	0.85	30,629
		Skilled Clerical I (PT)	1.05	17,436
<b>TOTAL</b>	<b>227,748</b>	<b>Total Personnel</b>	<b>2.90</b>	<b>126,722</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>0</b>
Supplies	3,000			
Internal Services	47,119			
Other Services		FICA		9,809
Professional Fees	16,390	Healthcare Benefits - Active		21,996
Maintenance Fees	9,350	Healthcare Benefits - Retirees		0
Other Contracted Fees	4,530	Pension		69,221
<b>TOTAL</b>	<b>80,389</b>	<b>Total Fringe Benefits</b>		<b>101,026</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>TOTAL</b>	<b>2.90</b>	<b>227,748</b>
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>308,137</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-1731 Elections**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	113,865	City Clerk	0.30	28,298
Overtime	4,000	Deputy City Clerk	0.40	23,803
Fringe Benefits	101,190	Office Assistant III	1.15	41,853
		Skilled Clerical I (PT)	0.95	15,688
		Election Asst (Temp)	3.00	4,224
<b>TOTAL</b>	<b>219,055</b>			
		<b>Total Personnel</b>	<b>5.80</b>	<b>113,865</b>
<b>OPERATING EXPENSES</b>				
Supplies	4,880	<b>Overtime</b>		<b>4,000</b>
Internal Services	24,002			
Other Services				
Professional Fees	26,545	FICA		9,093
Maintenance Fees	6,930	Healthcare Benefits - Active		24,460
Other Contracted Fees	3,319	Healthcare Benefits - Retirees		0
		Pension		67,637
<b>TOTAL</b>	<b>65,676</b>			
		<b>Total Fringe Benefits</b>		<b>101,190</b>
<b>CAPITAL OUTLAY</b>	14,376			
<b>TOTAL</b>	<b>14,376</b>	<b>TOTAL</b>	<b>5.80</b>	<b>219,055</b>
<b>TOTAL APPROPRIATION</b>	<b>299,107</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

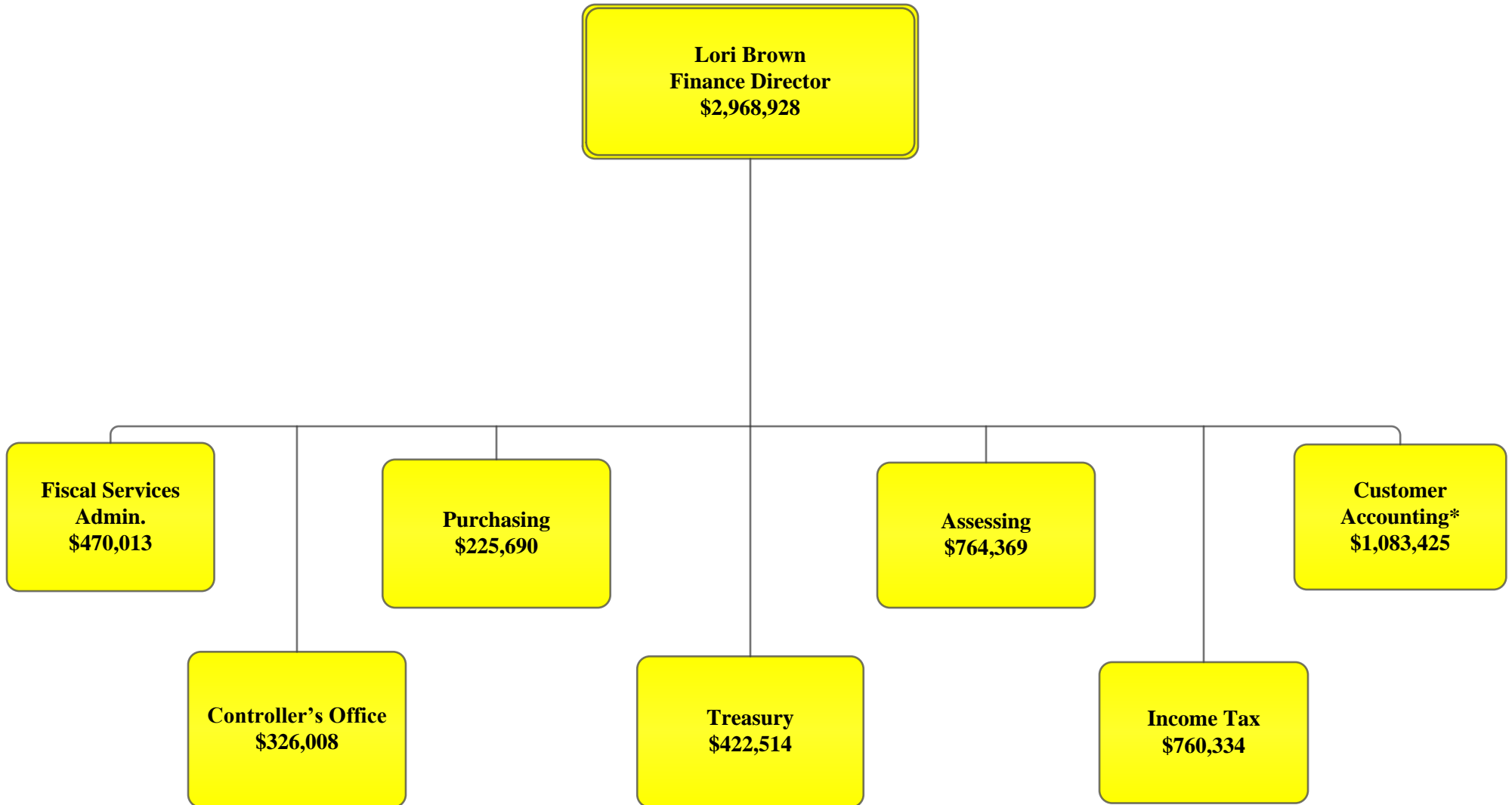
**101-1735 Office of Management and Budget (OMB)**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	214,075	Director of OMB	1.00	96,919
Overtime	0	Admin./Budget Analyst II	1.00	58,825
Fringe Benefits	185,246	Admin/Budget Analyst I	1.00	49,225
		Economic Dev. Coord.	0.05	2,165
		Admin. Support Specialist	0.20	6,941
<b>TOTAL</b>	<b>399,321</b>			
		<b>Total Personnel</b>	<b>3.25</b>	<b>214,075</b>
<b>OPERATING EXPENSES</b>				
Supplies	2,825	<b>Overtime</b>		0
Internal Services	37,649			
Other Services				
Professional Fees	38,217	FICA		16,377
Maintenance Fees	2,800	Healthcare Benefits - Active		45,321
Other Contracted Fees	9,157	Healthcare Benefits - Retirees		0
		Pension		123,548
<b>TOTAL</b>	<b>90,648</b>	<b>Total Fringe Benefits</b>		<b>185,246</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>3.25</b>	<b>399,321</b>
<b>TOTAL APPROPRIATION</b>	<b>489,969</b>			



# 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 increase by \$43,486 from the FY 2019 approved budgeted levels. The largest increase to this department is realized in *Operating Expenses*, which increases by \$44,936. Most of this increase is due to increased information management charges in the Assessing division and the purchase of new software for the Income Tax division. *Personnel Services* decrease by \$1,450 from the FY 2019 Approved Budget. No *Capital Outlay* purchases are budgeted in the Department of Fiscal Services for FY 2020.

### FUNDING LEVEL SUMMARY

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
1740 Administration	415,094	355,731	475,621	478,484	500,295	481,908	470,013
1741 City Controller	319,558	322,022	326,856	325,320	325,320	296,722	326,008
1742 Purchasing	215,077	191,429	221,519	228,017	228,754	218,232	225,690
1743 Treasury	368,752	356,852	403,035	385,261	386,960	366,021	422,514
1744 Assessor	646,115	574,005	628,605	749,865	730,923	670,171	764,369
1745 Income Tax	687,675	624,777	727,977	758,495	761,520	721,732	760,334
<b>Total Expenditures</b>	<b>2,652,271</b>	<b>2,424,816</b>	<b>2,783,613</b>	<b>2,925,442</b>	<b>2,933,772</b>	<b>2,754,786</b>	<b>2,968,928</b>

### FUNDING LEVEL BY CATEGORY

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Personnel Services	1,970,442	1,712,053	2,059,603	2,213,489	2,201,074	2,093,400	2,212,039
Operating Expenses	681,004	678,195	695,022	711,953	708,693	641,565	756,889
Capital Outlay	825	34,568	28,988	0	24,005	19,821	0
<b>Total Expenditures</b>	<b>2,652,271</b>	<b>2,424,816</b>	<b>2,783,613</b>	<b>2,925,442</b>	<b>2,933,772</b>	<b>2,754,786</b>	<b>2,968,928</b>

### SUMMARY OF POSITIONS

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Administration	3.75	3.75	3.75	3.60	3.60	3.60	3.50
Purchasing Office	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Treasury Office	3.25	3.55	3.25	2.83	2.83	2.83	2.83
Office of the Assessor	6.00	5.70	6.00	6.20	6.20	6.20	6.20
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	8.47	8.47	8.47	9.47
<b>Total Positions</b>	<b>28.25</b>	<b>28.25</b>	<b>28.25</b>	<b>29.10</b>	<b>29.10</b>	<b>29.10</b>	<b>30.00</b>

The total personnel complement for the Department of Fiscal Services is 30.00 FTE for FY 2020. Among these changes is a reduction in the Administrative Support Clerk by 0.10 FTE in the Administration division and the addition of 1.00 FTE in Customer Accounting. The addition to Customer Accounting was due to the transfer of two part time positions from the closing of the Call Center in FY 2019. These two vacant positions were removed and a full time Office Assistant III was created in their place beginning in FY 2020.

**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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Percent of bank reconciliations completed within 30 days of month end	83%	91%	90%	90%	90%
Percent of correcting accounting entries to total accounting entries	5%	2.9%	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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Increase the percentage of city bids posted on joint venture procurement websites (MITN)	90%	90%	90%	90%	90%

**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.

<b>Key Performance Indicator</b>	<b>FY 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
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.	100%	100%	100%	100%	100%

**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 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
Review 25% of real property w/in the city per year	6,200	4,219	4,600	4,600	4,600

**Explanation of variances:**

The key performance indicator to “review 25% of real property w/in the city per year” reflects to have been partially achieved. This is due to the periodic staff shortages resulted in less field work performed. In addition, the number of houses has dropped due to demolitions, so the 25% target is reduced for future years.

**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 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
Total collection of delinquent income taxes as a percentage of total income tax revenue	11%	14%	11%	11%	12%
Increase the number of income tax warrant files completed	1,650	1,888	1,750	1,800	1,850

**Customer Accounting** – (summary of services)

The Customer Accounting Division is responsible for the administration and billing/collection of all water and sewer accounts. This involves initiating new accounts, ensuring that metered accounts are read, edited, and billed in a timely manner as well as closing accounts when requested or delinquent. Staff members handle all bill payment arrangements, collection of returned checks, initiation of meter checks, and discontinuance of service due to non-payment.

Key Performance Indicator	FY 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
Decrease the number of average days between meter reads and billing.	3 days	3 days	N/A	N/A	N/A
Increase the collection of unpaid balances on closed accounts.	New	New	5%	7%	10%

**Explanation of variances:**

For fiscal year 2020 and beyond the “decrease the number of average days between meter reads and billing” will no longer be tracked. Instead, a new key performance indicator, “increase the collection of unpaid balances on closed accounts” will be tracked.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**101-1740 Fiscal Services Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	195,022	Finance Director	0.50	47,163
Add Pay	250	Payroll Specialist	1.00	50,720
Fringe Benefits	215,817	Acct Payable Coordinator	1.00	43,161
		Collection/Revenue Coord	1.00	53,979
<b>TOTAL</b>	<b>411,089</b>	<b>Total Personnel</b>	<b>3.50</b>	<b>195,022</b>
<b>OPERATING EXPENSES</b>				
Supplies	2,000	<b>Education Pay</b>		250
Internal Services	26,085			
Other Services				
Professional Fees	2,500	FICA		14,938
Maintenance Fees	8,620	Healthcare Benefits - Active		59,393
Other Contracted Fees	19,719	Healthcare Benefits - Retirees		0
		Pension		141,486
<b>TOTAL</b>	<b>58,924</b>	<b>Total Fringe Benefits</b>		<b>215,817</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>3.50</b>	<b>411,089</b>
<b>TOTAL APPROPRIATION</b>	<b>470,013</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-1742 Purchasing**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	96,388	Purchasing Officer	1.00	54,532
Overtime	0	Purchasing Assistant	1.00	41,857
Fringe Benefits	107,137			
		<b>Total Personnel</b>	<u>2.00</u>	<u>96,388</u>
<b>TOTAL</b>	<u><b>203,525</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	1,250	FICA		7,374
Internal Services	13,265	Healthcare Benefits - Active		27,272
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	2,500	Pension		72,491
Maintenance Fees	2,000			
Other Contracted Fees	3,150	<b>Total Fringe Benefits</b>		<u>107,137</u>
<b>TOTAL</b>	<u><b>22,165</b></u>			
		<b>TOTAL</b>	<u><b>2.00</b></u>	<u><b>203,525</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>225,690</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-1743 Treasury**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	149,671			
Overtime	0	Treasurer	1.00	73,978
Fringe Benefits	189,861	Treasury Specialist	1.00	48,575
		Treasury Coordinator	0.25	8,914
<b>TOTAL</b>	<b>339,532</b>	Treasury Clerk	0.50	15,782
		Office Assistant II	0.08	2,421
		<b>Total Personnel</b>	<b>2.83</b>	<b>149,671</b>
<b>OPERATING EXPENSES</b>				
Supplies	7,000			
Internal Services	28,295	<b>Overtime</b>		0
Other Services				
Professional Fees	2,897	FICA		11,498
Maintenance Fees	30,962	Healthcare Benefits - Active		51,903
Other Contracted Fees	13,828	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>82,982</b>	Pension		126,460
		<b>Total Fringe Benefits</b>		<b>189,861</b>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>2.83</b>	<b>339,532</b>
<b>TOTAL APPROPRIATION</b>	<b>422,514</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

101-1744 Assessor

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	323,607	Finance Director	0.50	47,163
Add Pay	250	Assessor Administrator	1.00	62,118
Fringe Benefits	325,209	Property Appraiser III	2.00	104,166
		Property Appraiser II	1.00	51,898
		Assessing Technician	1.00	37,076
		Office Assistant II	0.70	21,187
<b>TOTAL</b>	<b>649,066</b>			
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>6.20</b>	<b>323,607</b>
Supplies	3,620			
Internal Services	68,659	<b>Education Pay</b>		<b>250</b>
Other Services				
Professional Fees	4,722	FICA		24,966
Maintenance Fees	29,942	Healthcare Benefits - Active		73,021
Other Contracted Fees	8,360	Healthcare Benefits - Retirees		0
		Pension		227,222
<b>TOTAL</b>	<b>115,303</b>	<b>Total Fringe Benefits</b>		<b>325,209</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>6.20</b>	<b>649,066</b>
<b>TOTAL APPROPRIATION</b>	<b>764,369</b>			

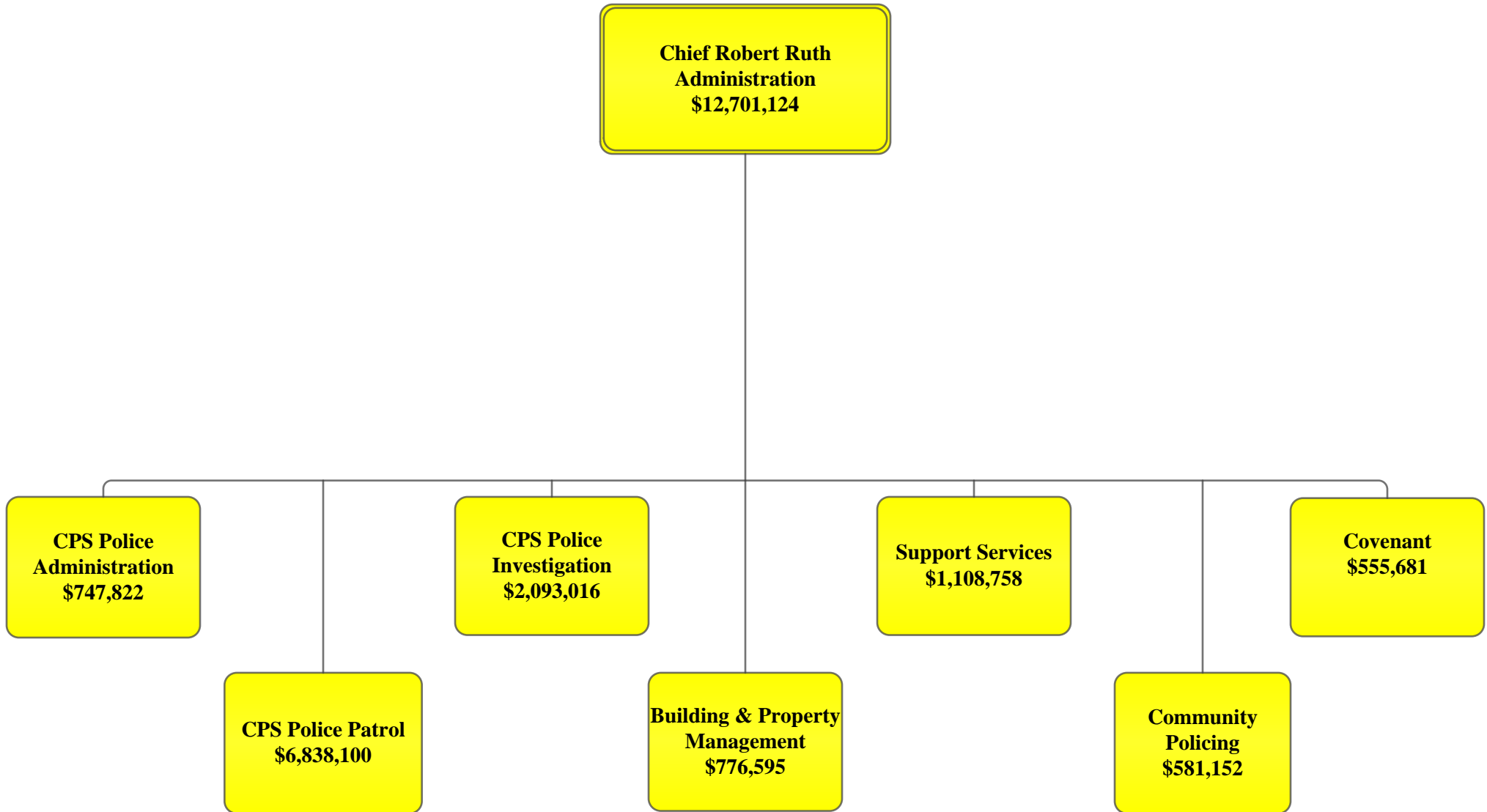


**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-1745 Income Tax**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASISIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	265,059	Income Tax Administrator	1.00	58,762
Overtime	0	Income Tax Auditor	4.00	172,256
Fringe Benefits	343,768	Office Assistant III	1.00	34,041
<b>TOTAL</b>	<b>608,827</b>	<b>Total Personnel</b>	<b>6.00</b>	<b>265,059</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>0</b>
Supplies	35,300			
Internal Services	61,432	FICA		20,468
Other Services		Healthcare Benefits - Active		107,984
Professional Fees	2,725	Healthcare Benefits - Retirees		0
Maintenance Fees	49,650	Pension		215,316
Other Contracted Fees	2,400	<b>Total Fringe Benefits</b>		<b>343,768</b>
<b>TOTAL</b>	<b>151,507</b>	<b>TOTAL</b>	<b>6.00</b>	<b>608,827</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>760,334</b>			

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



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

### **EXPENDITURE BUDGET SUMMARY**

The total Community Public Safety (CPS) - Police expenditures are \$12,701,124 for FY 2019/2020. This represents an overall increase of \$617,028 from the 2019 budgeted levels. The largest increase is realized in *Personnel Services* in the amount of \$712,826, or 6.82%. This increase is due to over a \$400,000 increase in the pension obligation, an 8% increase related to retiree healthcare costs, a 10% to 12% increase to active healthcare costs, as well as the inclusion of 2 additional police officers for Covenant Healthcare. Furthermore, the personnel complement for the General Fund will increase by one police officer from the Public Safety Millage Fund. The revenues received in the Public Safety Millage Fund no longer supports the current staffing levels. *(The personnel complement changes are listed in detail under Summary of Positions.)* *Operating Expenses* are expected to decrease \$28,157 from 2019 budgeted levels. This reduction can be realized in the decrease to motor pool charges and motor vehicle repairs. To offset this reduction will be increases to information management charges, insurance, purchase of two computer software licenses for Crimeview. *Capital Outlay* purchases are budgeted at \$70,465 for FY 2020. This is a reduction of 60.99%. During FY 2019, the city purchased 8 police vehicles. This will not be budgeted for FY 2020. Instead, funds will be budgeted to recognize the vehicle lease payment on 18 vehicles. In the category of *Miscellaneous Expenditures*, in FY 2020, the budget will increase \$33,549. The budget will be \$52,533. This is to recognize the principal and interest payments for the purchase of outfitting for police vehicles, in car cameras and servers, and the purchase of the Chief's vehicle.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3510 Community Public Safety	92,600	20,418	0	0	0	0	0
3511 CPS - Police Patrol	5,944,065	6,503,145	5,554,102	6,588,897	6,837,996	6,050,978	6,838,100
3512 CPS - Police Administration	837,260	638,798	705,751	747,869	779,138	761,482	747,822
3513 CPS - Police Investigation	1,536,785	1,592,861	1,794,014	1,918,507	1,968,976	1,884,284	2,093,016
3514 Building Management	775,870	882,680	712,837	917,284	1,491,986	1,344,091	776,595
3515 Support Services	938,659	936,095	1,057,759	1,103,099	1,100,355	1,043,985	1,108,758
3516 Community Policing	17	530,964	515,335	568,946	578,459	543,554	581,152
3517 Covenant	0	0	45,995	239,494	279,550	276,569	555,681
<b>Total Expenditures</b>	<b>10,125,256</b>	<b>11,104,961</b>	<b>10,385,793</b>	<b>12,084,096</b>	<b>13,046,460</b>	<b>11,904,943</b>	<b>12,701,124</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	8,832,287	9,627,118	9,089,647	10,581,555	10,959,504	9,977,961	11,303,381
Operating Expenses	1,178,133	1,330,012	1,263,947	1,302,902	1,259,654	1,205,071	1,274,745
Capital Outlay	114,836	147,831	32,199	180,655	827,302	721,911	70,465
Miscellaneous	0	0	0	18,984	0	0	52,533
<b>Total Expenditures</b>	<b>10,125,256</b>	<b>11,104,961</b>	<b>10,385,793</b>	<b>12,084,096</b>	<b>13,046,460</b>	<b>11,904,943</b>	<b>12,701,124</b>

**SUMMARY OF POSITIONS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
CPS - Police Patrol	31.00	32.00	32.00	31.00	31.00	31.00	31.00
CPS - Police Administration	4.70	2.25	3.00	3.00	3.00	3.00	3.00
CPS - Police Investigation	10.00	11.00	10.00	11.00	11.00	11.00	12.00
Building & Property Mgmt	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Support Services	17.00	17.75	18.00	18.00	18.00	18.00	18.00
Community Policing	0.00	4.00	4.00	4.00	4.00	4.00	4.00
Covenant	0.00	0.00	2.00	2.00	2.00	2.00	4.00
<b>Total General Fund Positions</b>	<b>63.10</b>	<b>67.40</b>	<b>69.40</b>	<b>69.40</b>	<b>69.40</b>	<b>69.40</b>	<b>72.40</b>
CPS - Police Patrol	21.00	21.00	21.00	21.00	21.00	21.00	20.00
<b>Total Public Safety Fund Positions</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>20.00</b>
Community Policing	4.00	0.00	0.00	0.00	0.00	0.00	0.00
Saginaw County TAPS	0.30	1.00	2.00	2.00	2.00	2.00	2.00
Police ELERV	0	1.00	0.00	0.00	0.00	0.00	0.00
<b>Total Grant Positions</b>	<b>4.30</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>
<b>Total Positions</b>	<b>88.40</b>	<b>90.40</b>	<b>92.40</b>	<b>92.40</b>	<b>92.40</b>	<b>92.40</b>	<b>94.40</b>

The personnel complement for Community Public Safety – Police is 94.40 FTE for FY 2020. This is a 2 position increase from the approved 2019 budget.

- The Police Investigation division increases by one position for FY 2020. This position is a redistribution from the Public Safety Millage Fund.
- New for FY 2019, the City added two police officers allocated to the Community Public Safety – Covenant Division. This relationship will continue in FY 2020, with the addition of two more officers. Funds spent in this division will be offset by revenues received from Covenant Healthcare.

**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.

<b>Key Performance Indicator</b>	<b>FY 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Decrease the number of Part One crimes by 5%	5%	9%	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 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
Decrease the Use of Force incidents	35	38	N/A	N/A	N/A

**Explanation of variances:**

 The key performance indicator to “decrease the use of force incidents” reflects to have been mostly achieved. This goal actually reflects to be higher than projected. Since the creation of this key performance indicator two things have changed. First, the Community Public Safety – Police were down in the number of officers that were able to work. With that stated, CPS – Police as of 2019 have more officers on the road raising the use of force incidents. Second, CPS – Police policy have changed for what constitutes a use of force incident, which adds to the actual numbers.

**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 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
To attain the case closure rate for the division of 70% or greater	70%	88%	70%	70%	70%
To increase the closure rate of part one crime committed by 5%	70	81.2%	70%	70%	70%

**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 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
Eliminate LEIN** violations for department	0	0	0	0	0
Track the number of FIOA request submitted and respond by the due date, with a goal of achieving time responses	100%	100%	100%	100%	100%

\*MiCR – Michigan Crime Reports  
 \*\*Law Enforcement Information Network

**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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Complete three problem oriented policing initiatives* per quarter	24	24	13	13	13
Track the number of Citizen Association meetings attended by community police officers**	72	72	72	72	72

\*Types of initiatives: 1.) Crime Suppression initiatives, 2.) Income Tax Sweeps, 3.) Curfew Sweeps, 4.) Organizing Recreational events targeting youth

\*\*This is a counting measure and not an output measure.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**101-3511 CPS - Police Patrol**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	1,071,825	Police Lieutenant	1.00	78,745
Overtime	162,254	Police Sergeant	8.00	557,760
Add Pays	13,672	Police Officer	8.00	370,613
Fringe Benefits	5,438,174	School Crossing Guard	14.00	64,707
<b>TOTAL</b>	<b>6,685,925</b>	<b>Total Personnel</b>	<b>31.00</b>	<b>1,071,825</b>
<b>OPERATING EXPENSES</b>				
		Overtime		92,254
		Billable Overtime		70,000
Supplies	0	<b>Total Overtime</b>		<b>162,254</b>
Internal Services	152,175			
Other Services				
Professional Fees	0	Education Bonus		8,172
Maintenance Fees	0	Food/Clothing Allowance		5,500
Other Contracted Fees	0			
<b>TOTAL</b>	<b>152,175</b>	<b>Total Add Pays</b>		<b>13,672</b>
<b>CAPITAL OUTLAY</b>				
	0	FICA		22,563
<b>TOTAL</b>	<b>0</b>	Healthcare Benefits - Active		410,469
		Healthcare Benefits - Retirees		2,564,935
		Pension - Sworn		2,440,207
<b>TOTAL APPROPRIATION</b>	<b>6,838,100</b>	<b>Total Fringe Benefits</b>		<b>5,438,174</b>
		<b>TOTAL</b>	<b>31.00</b>	<b>6,685,925</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-3512 CPS - Police Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	228,812	Police Chief	1.00	106,656
Overtime	15,000	Police Lieutenant	1.00	78,745
Add Pays	2,334	Administrative Professional	1.00	43,411
Fringe Benefits	258,590			
		<b>Total Personnel</b>	<u>3.00</u>	<u>228,812</u>
<b>TOTAL</b>	<u><b>504,736</b></u>			
		<b>Overtime</b>		<u>15,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	1,987	Education Bonus		1,584
Internal Services	18,960	Clothing Allowance		750
Other Services				
Professional Fees	177,129	<b>Total Add Pays</b>		<u>2,334</u>
Maintenance Fees	0			
Other Contracted Fees	45,010			
		FICA		6,250
<b>TOTAL</b>	<u><b>243,086</b></u>	Healthcare Benefits - Active		66,683
		Healthcare Benefits - Retirees		0
		Pension - Civilian		35,769
<b>CAPITAL OUTLAY</b>	0	Pension - Sworn		149,888
<b>TOTAL</b>	<u><b>0</b></u>	<b>Total Fringe Benefits</b>		<u>258,590</u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>747,822</b></u></u>	<b>TOTAL</b>	<u><u><b>3.00</b></u></u>	<u><u><b>504,736</b></u></u>



**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-3513 CPS - Police Investigation**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	713,582	Police Sergeant	2.00	139,698
Overtime	121,000	Police Officers	10.00	573,884
Add Pays	47,032			
Fringe Benefits	1,092,751	<b>Total Personnel</b>	<u>12.00</u>	<u>713,582</u>
<b>TOTAL</b>	<u><b>1,974,365</b></u>			
		Overtime		100,000
		Billable Overtime		21,000
<b>OPERATING EXPENSES</b>				<u>121,000</u>
		<b>Overtime</b>		
Supplies	3,898			
Internal Services	44,653			
Other Services		Standby Pay		42,364
Professional Fees	69,700	Education Bonus		4,668
Maintenance Fees	0			
Other Contracted Fees	400	<b>Total Add Pays</b>		<u>47,032</u>
<b>TOTAL</b>	<u><b>118,651</b></u>	FICA		12,480
		Healthcare Benefits - Active		263,306
		Healthcare Benefits - Retirees		0
<b>CAPITAL OUTLAY</b>	0	Pension - Sworn		816,965
<b>TOTAL</b>	<u><b>0</b></u>	<b>Total Fringe Benefits</b>		<u>1,092,751</u>
		<b>TOTAL</b>	<u><b>12.00</b></u>	<u><b>1,974,365</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>2,093,016</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-3514 Building Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	19,769	Facilities Administrator	0.05	3,655
Overtime	5,000	Labor Foreman, Parks		
Add Pays	114	and Facilities	0.05	2,524
Fringe Benefits	26,131	Maintenance Person III	0.10	4,519
		Maintenance Person II	0.15	6,845
<b>TOTAL</b>	<b>51,014</b>	Parks Mechanic/Mtce		
		Person II	0.05	2,226
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>0.40</b>	<b>19,769</b>
Supplies	182,301	<b>Overtime</b>		<b>5,000</b>
Internal Services	673	Standby Pay		104
Other Services		Education Bonus		10
Professional Fees	29,900	<b>Total Add Pays</b>		<b>114</b>
Maintenance Fees	389,709	FICA		1,946
Other Contracted Fees	0	Healthcare Benefits - Active		8,347
<b>TOTAL</b>	<b>602,583</b>	Healthcare Benefits - Retirees		0
<b>CAPITAL OUTLAY</b>	<b>70,465</b>	Pension - Civilian		15,838
		<b>Total Fringe Benefits</b>		<b>26,131</b>
<b>TOTAL</b>	<b>70,465</b>	<b>TOTAL</b>	<b>0.40</b>	<b>51,014</b>
<b>MISCELLANEOUS</b>	<b>52,533</b>			
<b>TOTAL</b>	<b>52,533</b>			
<b>TOTAL APPROPRIATION</b>	<b>776,595</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-3515 Support Services**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	495,800	Support Services Admin.	1.00	62,106
Overtime	10,000	Property and Impound Specialist	1.00	43,477
Fringe Benefits	467,710	Support Services Specialist	1.00	47,465
<b>TOTAL</b>	<b>973,510</b>	Property & Evidence Specialist	1.00	41,677
		TAC/LEIN Operator	1.00	40,061
<b>OPERATING EXPENSES</b>		Office Assistant II	3.00	102,961
Supplies	0	Clerical I (PT) SEIU	1.00	20,670
Internal Services	81,825	Skilled Clerical I (PT)	5.00	77,688
Other Services		Basic Clerical (PT)	2.00	30,576
Professional Fees	11,400	Basic Labor (PT)	2.00	29,120
Maintenance Fees	42,023	<b>Total Personnel</b>	<b>18.00</b>	<b>495,800</b>
Other Contracted Fees	0			
<b>TOTAL</b>	<b>135,248</b>	<b>Overtime</b>		<b>10,000</b>
<b>CAPITAL OUTLAY</b>				
	0	FICA		37,795
<b>TOTAL</b>	<b>0</b>	Healthcare Benefits - Active		131,191
		Healthcare Benefits - Retirees		0
		Pension - Civilian		298,724
<b>TOTAL APPROPRIATION</b>	<b>1,108,758</b>	<b>Total Fringe Benefits</b>		<b>467,710</b>
		<b>TOTAL</b>	<b>18.00</b>	<b>973,510</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-3516 Community Policing**

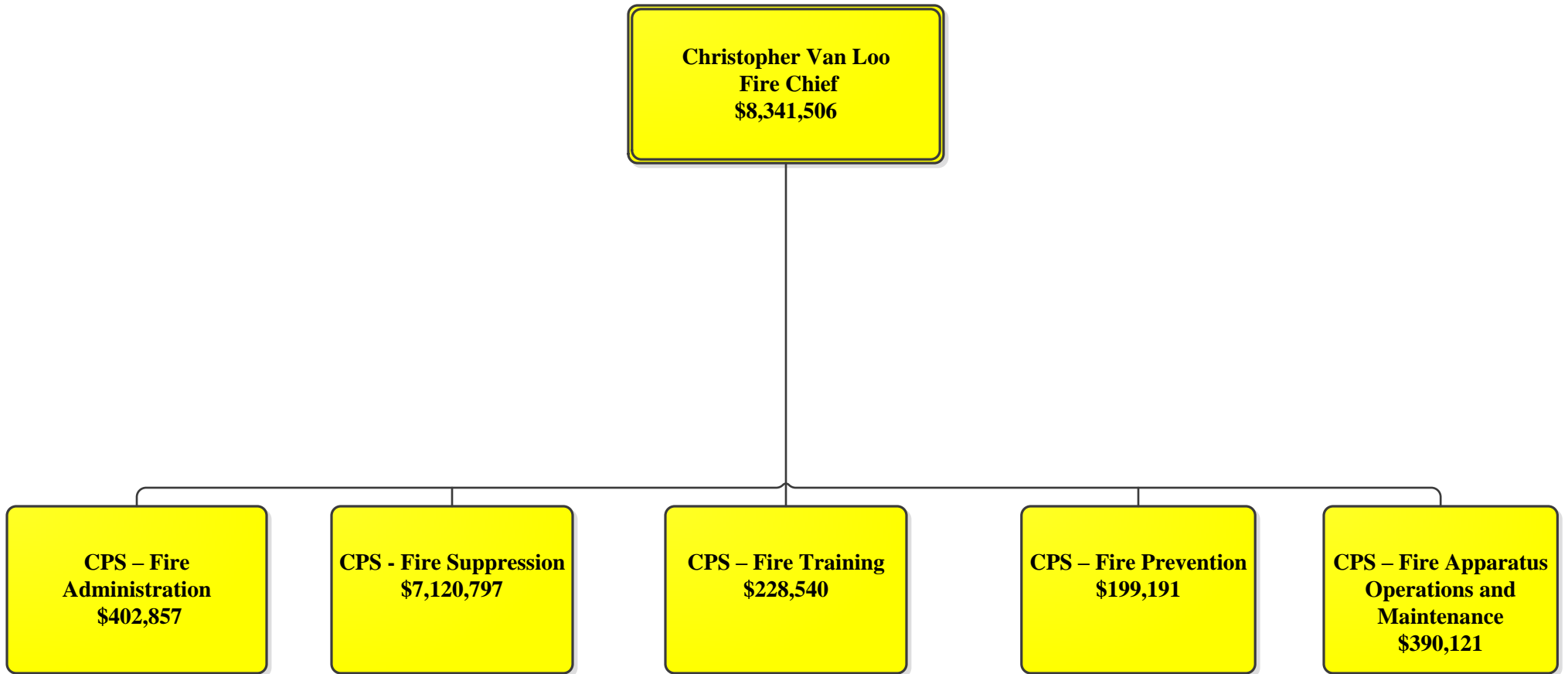
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	209,784	Police Officer	4.00	209,784
Overtime	40,000			
Add Pays	1,000	<b>Total Personnel</b>	4.00	209,784
Fringe Benefits	317,367			
<b>TOTAL</b>	<b>568,151</b>	<b>Overtime</b>		40,000
<b>OPERATING EXPENSES</b>				
		Education Bonus		1,000
Supplies	0	<b>Total Add Pays</b>		1,000
Internal Services	10,001			
Other Services		FICA		3,673
Professional Fees	0	Healthcare Benefits - Active		57,199
Maintenance Fees	3,000	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension - Sworn		256,495
<b>TOTAL</b>	<b>13,001</b>	<b>Total Fringe Benefits</b>		317,367
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>4.00</b>	<b>568,151</b>
<b>TOTAL APPROPRIATION</b>	<b>581,152</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-3517 Covenant**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	198,807	Police Officer	4.00	198,807
Overtime	5,000			
Add Pays	2,000	<b>Total Personnel</b>	4.00	198,807
Fringe Benefits	339,873			
<b>TOTAL</b>	<b>545,680</b>	<b>Overtime</b>		5,000
<b>OPERATING EXPENSES</b>				
		Education Bonus		2,000
Supplies	0	<b>Total Add Pays</b>		2,000
Internal Services	10,001			
Other Services		FICA		2,985
Professional Fees	0	Healthcare Benefits - Active		82,039
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension - Sworn		254,849
<b>TOTAL</b>	<b>10,001</b>	<b>Total Fringe Benefits</b>		<b>339,873</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>4.00</b>	<b>545,680</b>
<b>TOTAL APPROPRIATION</b>	<b>555,681</b>			

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



## ***COMMUNITY PUBLIC SAFETY - FIRE***

### **EXPENDITURE BUDGET SUMMARY**

The total Community Public Safety (CPS) - Fire expenditures are \$8,341,506 for the 2020 budget. This represents an increase of \$199,400, or 2.45% from the 2019 budgeted levels. The category of *Personnel Services* increases \$156,068 for FY 2020. This increase is related to increases to active and retiree healthcare, 10%-12% respectively, the redistribution of one employee from the Public Safety Millage Fund and a slight increase to the pension obligation. As it relates to *Operating Expenses*, CPS - Fire expenditures are expected to increase \$31,878 for FY 2020. This increase is attributable to increases to the following: parts and supplies for station maintenance supplies. Two replacement ventilation saws, insurance, utilities, dues, and general repairs for the various stations. No *Capital Outlay* is budgeted for FY 2020. *Miscellaneous Expenditures* are \$91,448 in FY 2020. The city continues to make payments on an installment contract for the purchase of two fire apparatus and the purchase of the Fire Chief's vehicle.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3550 Fire Administration	289,638	277,084	299,233	302,481	303,533	294,192	402,857
3551 CPS - Fire Suppression	7,368,691	6,893,105	6,918,887	7,008,006	7,626,007	6,930,521	7,120,797
3552 CPS - Fire Training	209,093	198,130	285,304	231,812	251,824	252,954	228,540
3553 CPS - Fire Prevention	219,419	201,296	224,135	220,574	221,163	224,958	199,191
3554 CPS - Fire Apparatus Operations and Maintenance	314,095	219,066	721,607	379,233	469,372	353,588	390,121
<b>Total Expenditures</b>	<b>8,400,936</b>	<b>7,788,681</b>	<b>8,449,166</b>	<b>8,142,106</b>	<b>8,871,899</b>	<b>8,056,213</b>	<b>8,341,506</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	7,638,462	7,095,873	7,225,021	7,240,638	7,566,991	6,995,856	7,396,706
Operating Expenses	678,768	653,249	749,686	821,474	875,699	702,551	853,352
Capital Outlay	44,147	0	395,341	0	291,352	230,436	0
Miscellaneous	39,559	39,559	79,118	79,994	79,994	79,993	91,448
<b>Total Expenditures</b>	<b>8,400,936</b>	<b>7,788,681</b>	<b>8,449,166</b>	<b>8,142,106</b>	<b>8,871,899</b>	<b>8,056,213</b>	<b>8,341,506</b>

**SUMMARY OF POSITIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Fire Administration	1.00	1.00	1.00	1.00	1.00	1.00	2.00
CPS - Fire Suppression	24.00	24.00	24.00	24.00	24.00	24.00	25.00
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	1.00
<b>Total General Fund Positions</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>29.00</b>
CPS - Fire Suppression	11.00	11.00	11.00	11.00	11.00	11.00	10.00
<b>Total Public Safety Fund Positions</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>	<b>10.00</b>
Homeland Sec. - SAFER Fund	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Grant Fund Positions</b>	<b>13.00</b>	<b>13.00</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>52.00</b>	<b>52.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>

Community Public Safety – Fire’s personnel complement for FY 2020 is 39.00. This is the same complement as the FY 2019 budget. However, the following redistributions of employees will occur:

- In the Fire Administration division, the Administrative Professional will be reallocated from the Fire Prevention division.
- The Fire Operations division increases by one position for FY 2020. This position is a redistribution from the Public Safety Millage Fund.

**Performance Measures/Metrics: Community Public Safety – Fire:**

**Fire Suppression/Operations** – (summary of services)

The Fire Suppression/Operations division responds to and mitigates emergencies related to fire and personal recuses. The division also provides manpower support for fire prevention presentations, code enforcement inspections and conducts pre-fire planning surveys. In addition, Fire Suppression maintains fire facilities and grounds and coordinates fire apparatus maintenance and repairs.

<b>Key Performance Indicator</b>	<b>FY 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Confine structure fires (NFIRS code 111) to the room of fire origin	25%	33%	25%	25%	25%
Incrementally increase total fire company pre-fire plans by 5% per year.	60	70	73	77	81

**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.



<b>Key Performance Indicator</b>	<b>FY 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Deliver one Fire Officer training class (co-requisites included) department wide per month	12	12	N/A	N/A	N/A
Prepare and provide succession training to all eligible officer candidate personnel	4	4	N/A	N/A	N/A
Annually train and certify 2 Operations personnel as Michigan Fire Fighter Training Council (MFFTC) Fire Instructor	New	New	2	2	2
Annually conduct 4 (one each quarter) joint training sessions with neighboring mutual aid fire departments or first responder agencies	New	New	4	4	4

**Explanation of variances:**

█ The key performance indicator to “deliver one Fire Officer training class (co-requisites) department wider per month” reflect to have been full achieved. However, this key performance indicator will no longer be utilize as in the measurement of performance. Community Public Safety – Fire has completed providing the Fire Officer series of classes and co-requisites to our personnel. The Michigan Fire Fighter Training Council is changing the Fire Officer training requirements as part of changes made to P.A 291. The Fire Officer training program will be totally changed effective the State’s FY20 budget year. The final format has not yet been released.

█ The key performance indicator to “prepare and provide succession training to all eligible officer candidates personnel” reflects to have been fully achieved. Due to promotional stagnation related to downsizing and the unpredictable nature of our limited available promotions, succession training is an ongoing process. All officer candidates have received fire officer certification.

**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.

<b>Key Performance Indicator</b>	<b>FY 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Increase Fire and Life Safety Public Presentations by 5% annually	82	85	89	93	98
Increase Business and Industrial Fire Code Inspections and Re-inspections by 5% annually	200	239	250	262	275

**Explanation of variances:**

█ The key performance indicator to “increase business and industrial fire code inspections and re-inspections by 5% annually” reflects to have been full achieve. Currently, Community Public Safety – Fire has four Operations personnel that are trained and certified as NFPA Fire Inspector I which increased the number of inspections completed.

## 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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Reduce outside vendor repairs by 2% through daily apparatus checks and minor repairs	\$4,638	\$8,841	\$4,730	\$4,825	\$4,922

### Explanation of variances:

The key performance indicator to “reduce outside vendor repairs by 2% through daily apparatus checks and minor repairs” reflects to have exceeded the FY 2019 goal by 90%. New apparatus warranty coverage and an ongoing effort to complete minor in-house repairs to apparatus allowed us to surpass our FY 2019 goal of reducing outside vendor repairs. We experienced a 10% decrease in outside vendor repairs in FY 2019. It is not reasonable to expect this amount of over-achievement in future years as certain elements of our new apparatus warranties will fall out of warranty as these apparatus age. I would suggest that the goal of \$4,638 for FY 2019 be used as a baseline with a 2% increase for each subsequent year.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**101-3550 CPS - Fire Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	137,584	Fire Chief	1.00	102,323
Overtime	0	Administrative Professional	1.00	35,261
Fringe Benefits	145,688			
		<b>Total Personnel</b>	<u>2.00</u>	<u>137,584</u>
<b>TOTAL</b>	<u><b>283,272</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	4,400	FICA		4,372
Internal Services	13,895	Healthcare Benefits - Active		34,996
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	96,781	Pension - Civilian		35,204
Maintenance Fees	600	Pension - Sworn		71,116
Other Contracted Fees	3,909			
		<b>Total Fringe Benefits</b>		<u>145,688</u>
<b>TOTAL</b>	<u><b>119,585</b></u>			
		<b>TOTAL</b>	<u><u><b>2.00</b></u></u>	<u><u><b>283,272</b></u></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>402,857</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-3551 CPS - Fire Suppression**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	1,673,659	Battalion Chief	3.00	245,544
Overtime	140,000	Fire Captain	3.00	223,494
Add Pays	30,934	Fire Lieutenant	8.00	541,392
Fringe Benefits	4,903,302	Fire Engineer	7.00	433,965
		Firefighter	4.00	229,264
<b>TOTAL</b>	<b>6,747,895</b>	<b>Total Personnel</b>	<b>25.00</b>	<b>1,673,659</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>140,000</b>
Supplies	138,500			
Internal Services	101,502			
Other Services		Food Allowance		27,600
Professional Fees	26,400	Education Bonus		3,334
Maintenance Fees	104,500	<b>Total Add Pays</b>		<b>30,934</b>
Other Contracted Fees	2,000			
<b>TOTAL</b>	<b>372,902</b>	FICA		27,144
		Healthcare Benefits - Active		537,655
		Healthcare Benefits - Retirees		2,083,314
<b>CAPITAL OUTLAY</b>	<b>0</b>	Pension - Sworn		2,252,189
		Unemployment		3,000
<b>TOTAL</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>4,903,302</b>
<b>TOTAL APPROPRIATION</b>	<b>7,120,797</b>	<b>TOTAL</b>	<b>25.00</b>	<b>6,747,895</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-3552 CPS - Fire Training**

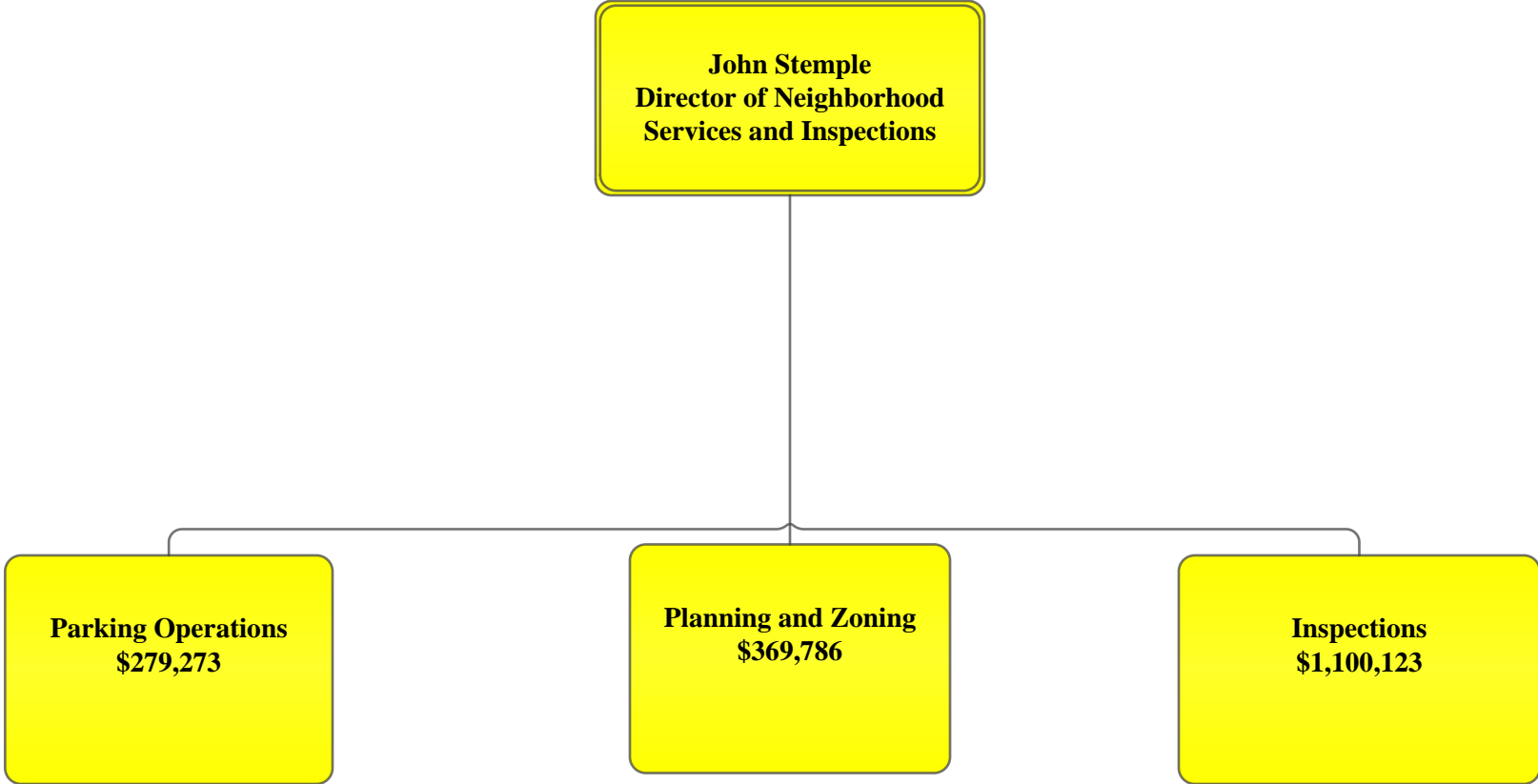
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	80,637	Fire Training &		
Overtime	15,000	Safety Officer	1.00	80,637
Add Pays	1,400			
Fringe Benefits	83,226	<b>Total Personnel</b>	<u>1.00</u>	<u>80,637</u>
<b>TOTAL</b>	<u><b>180,263</b></u>	<b>Overtime</b>		<u>15,000</u>
<b>OPERATING EXPENSES</b>				
		Education Bonus		200
Supplies	32,300	Food/Clothing Allowance		1,200
Internal Services	4,093			
Other Services		<b>Total Add Pays</b>		<u>1,400</u>
Professional Fees	0			
Maintenance Fees	0			
Other Contracted Fees	11,884	FICA		1,408
<b>TOTAL</b>	<u><b>48,277</b></u>	Healthcare Benefits - Active		16,387
		Healthcare Benefits - Retirees		0
		Pension - Sworn		65,431
<b>CAPITAL OUTLAY</b>	0	<b>Total Fringe Benefits</b>		<u>83,226</u>
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>180,263</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>228,540</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-3553 CPS - Fire Prevention**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	81,744	Fire Marshal	1.00	81,744
Overtime	4,500			
Add Pays	200	<b>Total Personnel</b>	<u>1.00</u>	<u>81,744</u>
Fringe Benefits	98,832			
<b>TOTAL</b>	<u><b>185,276</b></u>	<b>Overtime</b>		<u>4,500</u>
<b>OPERATING EXPENSES</b>		Education Bonus		200
Supplies	2,200	<b>Total Add Pays</b>		<u>200</u>
Internal Services	4,855			
Other Services		FICA		1,254
Professional Fees	1,720	Healthcare Benefits - Active		26,462
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	5,140	Pension - Sworn		71,116
<b>TOTAL</b>	<u><b>13,915</b></u>	<b>Total Fringe Benefits</b>		<u>98,832</u>
<b>CAPITAL OUTLAY</b>	0	<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>185,276</b></u>
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>199,191</b></u></u>			

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



## NEIGHBORHOOD SERVICES AND INSPECTIONS

### EXPENDITURE BUDGET SUMMARY

The budget for the Department of Neighborhood Services and Inspections is \$1,749,182 for FY 2020, which is an increase of \$72,482 or 4.3% from the 2019 approved budgeted levels. Three divisions were reorganized into an office mid-year in 2014 – Inspections, Parking Operations and Maintenance, and Planning and Zoning. During mid-year 2018 these divisions became recognized organizationally as the Department of Neighborhood Services and Inspections. This is the third year of this organization.

*Personnel Services* increase by \$68,452, due to the addition of an Urban Planner in the Planning and Zoning Division. Although the addition only takes effect following the retirement of the Associate Planner and the increase in salaries is minimal, additional health insurance and pension costs are also included which increases costs substantially. *Operating Expenses* decrease by a net \$37,700 from FY 2019. This decrease is mostly due to decreases in Motor Pool costs, a reduction in the amount of demolitions the City has planned, and reduced utility costs from closing the City-owned parking structure. *Capital Outlay* is zero in FY 2020. *Miscellaneous Expenditures* are \$41,730 and consist of vehicle lease payments and principal and interest payments on an installment contract entered into in FY 2019 for additional vehicles.

### FUNDING LEVEL SUMMARY

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3863 Planning and Zoning	297,104	226,171	250,716	290,321	283,190	266,225	369,786
3865 Inspections	1,005,619	1,090,019	931,715	1,081,062	1,171,538	1,051,616	1,100,123
3868 Parking Operations	248,704	217,171	302,451	305,317	329,179	281,516	279,273
<b>Total Expenditures</b>	<b>1,551,427</b>	<b>1,533,361</b>	<b>1,484,882</b>	<b>1,676,700</b>	<b>1,783,907</b>	<b>1,599,357</b>	<b>1,749,182</b>

### FUNDING LEVEL BY CATEGORY

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	884,582	784,016	960,834	1,089,539	1,077,908	1,023,411	1,157,991
Operating Expenses	666,435	747,634	516,348	587,161	624,962	494,989	549,461
Capital Outlay	410	1,711	7,700	0	81,037	80,957	0
Miscellaneous	0	0	0	0	0	0	41,730
<b>Total Expenditures</b>	<b>1,551,427</b>	<b>1,533,361</b>	<b>1,484,882</b>	<b>1,676,700</b>	<b>1,783,907</b>	<b>1,599,357</b>	<b>1,749,182</b>



**SUMMARY OF POSITIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Planning and Zoning	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspections	5.90	5.90	5.90	6.90	6.90	6.90	6.90
Parking Operations	3.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Total Positions</b>	<b>9.90</b>	<b>8.90</b>	<b>8.90</b>	<b>9.90</b>	<b>9.90</b>	<b>9.90</b>	<b>9.90</b>

The personnel complement for the Department of Neighborhood Services and Inspections for FY 2020 is 9.90 FTE. This is the same as the previous year.

**Performance Measures/Metrics: Neighborhood Services and Inspections:**

**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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Review and Update the City of Saginaw’s Zoning Ordinance.	70%	75%	70%	70%	70%
Initiate Actions Steps Identified in the City of Saginaw’s 2011 Master Plan	2	3	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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Attend at least one neighborhood association meeting monthly*	20	22	20	24	24
Increase the Issuance of City initiated code enforcement citations	5,500	4,998	5,500	5,500	5,500

\*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, “increase the issuance of City initiated code enforcement citations” reflect to have been mostly achieved at 91% of the department’s goal. This is largely due to vacancies within the department.

**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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Increase the number of citations issued for parking violations by five percent (5%)	9,601	5,833	10,081	10,585	10,600
Complete two monthly inspections of each municipal parking lot monthly	95%	95%	95%	95%	95%

**Explanation of variances:**

The key performance indicator to “increase the number of citations issued for parking violations by five percent (5%)” reflects to have been partially achieved. Reason being, Parking Enforcement was without one Officer for 35% of the year due to medical leave. This was a key factor in the reduction of parking tickets issued.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**101-3863 Planning and Zoning**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	61,651			
Overtime	0	Associate Planner	0.42	23,314
Fringe Benefits	101,196	Urban Planner I	0.58	38,337
		<b>Total Personnel</b>	<u>1.00</u>	<u>61,651</u>
<b>TOTAL</b>	<u><b>162,847</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	1,200	FICA		4,716
Internal Services	11,994	Healthcare Benefits - Active		27,459
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	168,500	Pension		69,021
Maintenance Fees	21,325			
Other Contracted Fees	3,920	<b>Total Fringe Benefits</b>		<u>101,196</u>
<b>TOTAL</b>	<u><b>206,939</b></u>			
		<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>162,847</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>369,786</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-3865 Inspections**

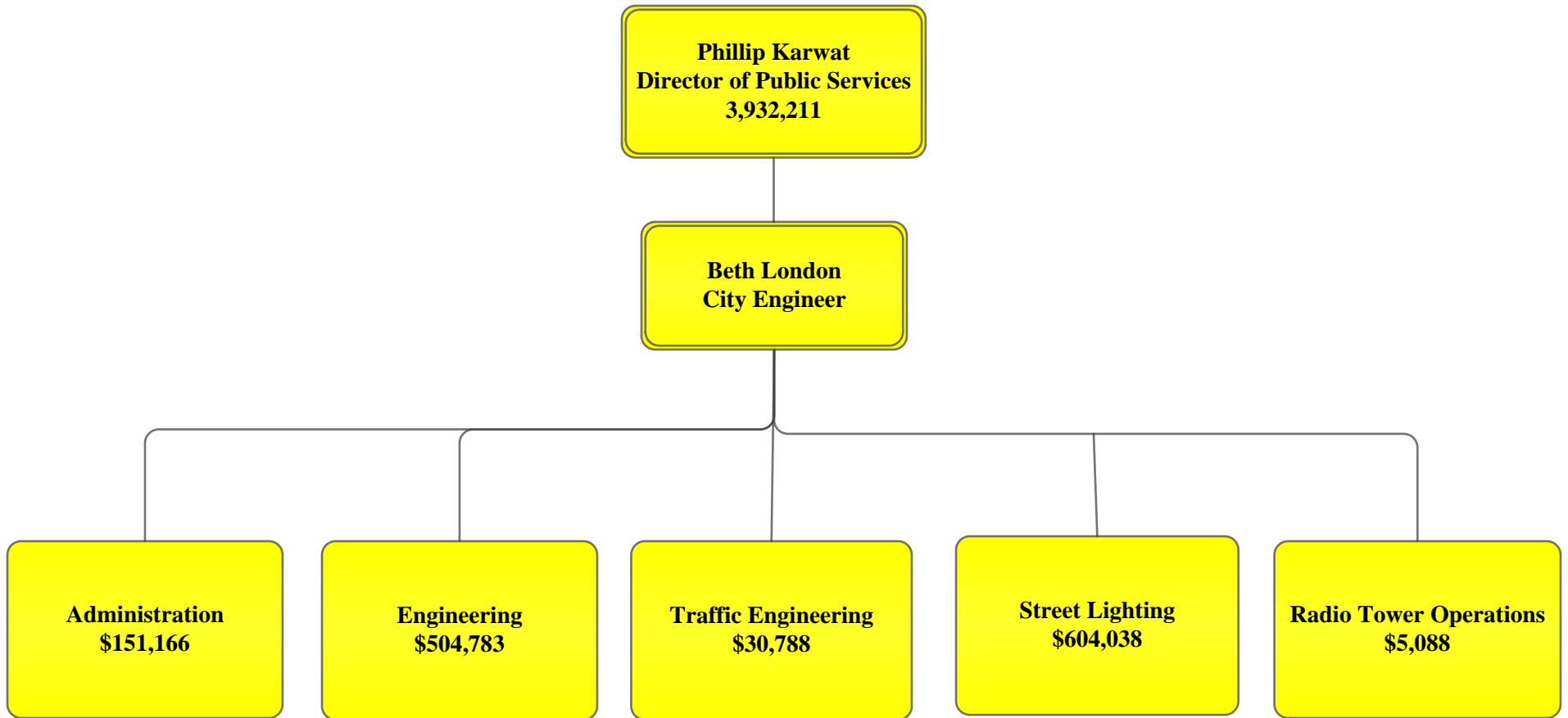
<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	334,110	Director Of Neighborhood Services and Inspections	1.00 89,344
Overtime	0	Chief Inspector	0.90 63,764
Fringe Benefits	446,641	Electrical Inspector	1.00 50,870
<b>TOTAL</b>	<b>780,751</b>	Code Enforce. Inspectors	3.00 110,139
		Office Assistant III	1.00 19,992
		<b>Total Personnel</b>	<b>6.90 334,110</b>
<b>OPERATING EXPENSES</b>			
		<b>Overtime</b>	<b>0</b>
Supplies	12,000	FICA	29,506
Internal Services	37,876	Healthcare Benefits - Active	122,370
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	10,152	Pension	294,765
Maintenance Fees	177,971	<b>Total Fringe Benefits</b>	<b>446,641</b>
Other Contracted Fees	0	<b>TOTAL</b>	<b>6.90 780,751</b>
<b>TOTAL</b>	<b>237,999</b>		
<b>CAPITAL OUTLAY</b>			
	0		
<b>TOTAL</b>	<b>0</b>		
<b>MISCELLANEOUS</b>			
	32,290		
<b>TOTAL</b>	<b>32,290</b>		
<b>TOTAL APPROPRIATION</b>	<b>1,051,040</b>		

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

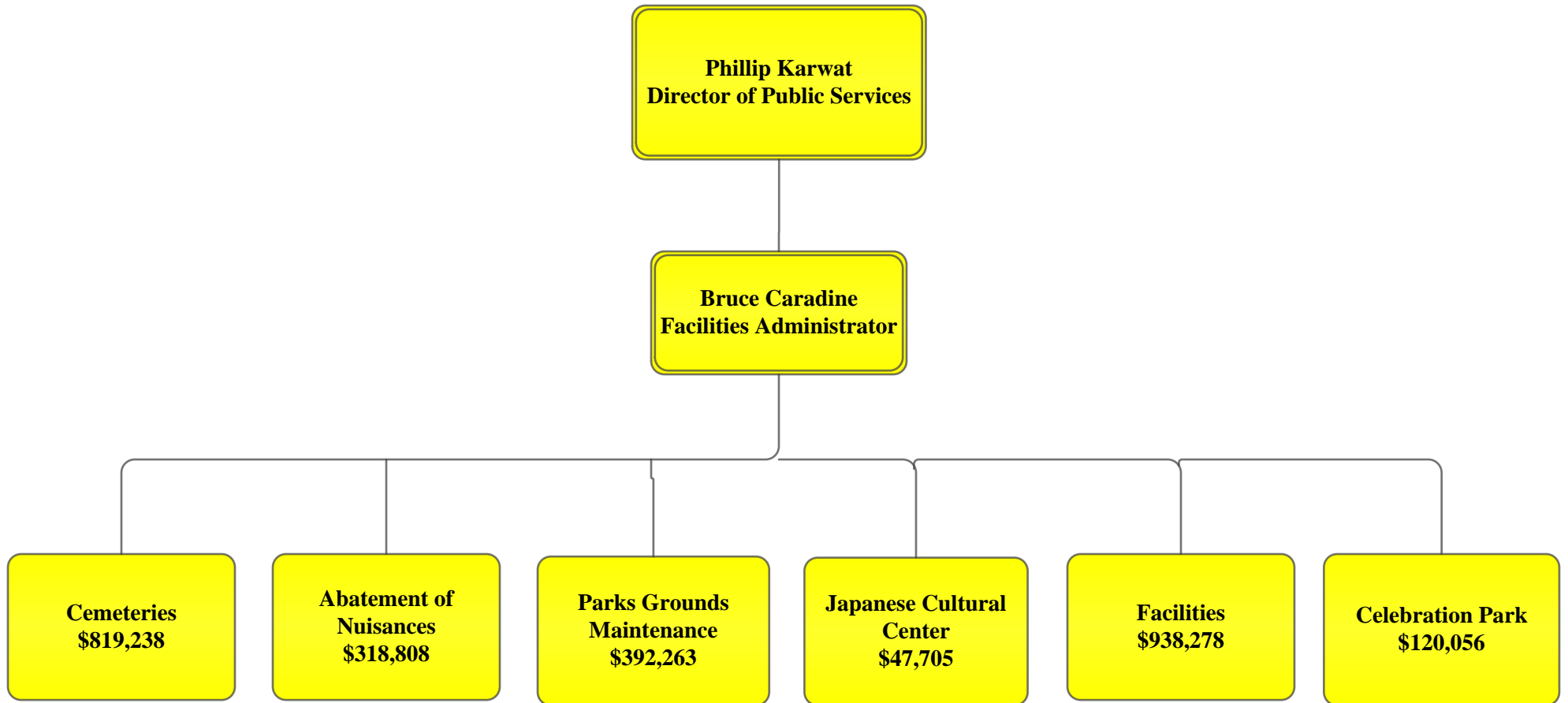
**101-3868 Parking Operations**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	62,121	Parking Enforcement	2.00	62,121
Overtime	0	Officer		
Fringe Benefits	103,189			
<b>TOTAL</b>	<b>165,310</b>	<b>Total Personnel</b>	<b>2.00</b>	<b>62,121</b>
		<b>Overtime</b>		<b>0</b>
<b>OPERATING EXPENSES</b>				
Supplies	6,400	FICA		4,944
Internal Services	4,483	Healthcare Benefits - Active		28,873
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	52,000	Pension		69,372
Maintenance Fees	26,113			
Other Contracted Fees	15,527	<b>Total Fringe Benefits</b>		<b>103,189</b>
<b>TOTAL</b>	<b>104,523</b>	<b>TOTAL</b>	<b>2.00</b>	<b>165,310</b>
<b>MISCELLANEOUS EXPENSES</b>				
	9,440			
<b>TOTAL</b>	<b>9,440</b>			
<b>TOTAL APPROPRIATION</b>	<b>279,273</b>			

**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 \$29,428 from the 2019 approved levels. *Personnel Services* increase by 2.79% or \$50,295. A majority of this increase is due to increased costs for health insurance. In addition, the City also budgeted for the normal contractual step and longevity increases. *(The personnel complement changes are listed in detail under Summary of Positions.)* *Operating Expenses* decrease by \$85,706 or .41% from the FY 2019 budgeted levels. This decrease in expenditures is mostly attributed to decreases in motor pool charges and the completion of the grant funded Ojibway Island Improvement project, which reduces the budget in the Parks Grounds Maintenance division. The *Capital Outlay* included in FY 2020 is for receiving a new aerial truck that was part of the FY 2019 installment contract, amounting to \$73,767. *Miscellaneous Expenses* are \$17,955 and include principal and interest payments for the purchase of various pieces of equipment.

### FUNDING LEVEL SUMMARY

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	743,989	820,021	762,830	840,577	917,036	775,216	819,238
4610 Administration	47,997	41,869	98,517	148,019	143,549	113,935	151,166
4611 Engineering	387,082	308,681	415,915	468,358	501,085	459,366	504,783
4620 Street Lighting	648,552	418,820	447,156	474,292	546,195	434,113	604,038
4621 Traffic Engineering	23,423	25,071	24,472	29,356	31,377	25,869	30,788
4910 Radio Tower Operations	0	4,417	2,850	4,906	4,906	2,513	5,088
7534 Japanese Cultural Center	84,572	52,779	46,457	47,527	50,027	50,027	47,705
7570 Parks Grounds Maintenance	0	0	192,355	421,300	416,814	357,094	392,263
7571 Abatement of Nuisances	291,789	274,968	349,559	357,465	348,289	273,361	318,808
7575 Facilities	954,486	1,125,671	901,333	1,031,269	1,038,022	923,943	938,278
7580 Celebration Park	0	0	0	79,714	79,714	32,034	120,056
<b>Total Expenditures</b>	<b>3,181,890</b>	<b>3,072,297</b>	<b>3,241,444</b>	<b>3,902,783</b>	<b>4,076,814</b>	<b>3,447,471</b>	<b>3,932,211</b>

### FUNDING LEVEL BY CATEGORY

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	1,435,831	1,396,977	1,628,260	1,803,332	1,782,476	1,629,590	1,853,627
Operating Expenses	1,738,734	1,591,809	1,504,108	2,072,568	2,062,020	1,726,168	1,986,862
Capital Outlay	7,325	83,511	109,076	11,000	216,435	91,713	73,767
Miscellaneous Expenses	0	0	0	15,883	15,883	0	17,955
<b>Total Expenditures</b>	<b>3,181,890</b>	<b>3,072,297</b>	<b>3,241,444</b>	<b>3,902,783</b>	<b>4,076,814</b>	<b>3,447,471</b>	<b>3,932,211</b>



**SUMMARY OF POSITIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Cemeteries	3.95	3.95	3.95	4.15	4.15	4.15	4.15
Public Services Administration	0.25	0.25	0.60	0.80	0.80	0.80	0.80
Engineering	2.30	2.30	2.50	2.50	2.50	2.50	2.50
Street Lighting	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Parks Grounds Maint.	0.00	0.00	3.02	3.57	3.57	3.57	3.32
Abatement of Nuisances	1.50	1.50	1.23	1.38	1.38	1.38	1.58
Facilities	10.90	10.90	8.64	8.09	8.09	8.09	7.64
Celebration Park	0.00	0.00	0.00	11.00	11.00	11.00	11.00
<b>Total Positions</b>	<b>20.15</b>	<b>20.15</b>	<b>21.19</b>	<b>32.74</b>	<b>32.74</b>	<b>32.74</b>	<b>32.24</b>

The total FY 2020 personnel complement for General Fund - Public Services is 32.24 FTE. This is a net decrease of 0.50 FTE. This decrease is associated with the following changes:

- In the Parks Grounds Maintenance division, a seasonal part time laborer was reduced by 0.25 FTE.
- In the Facilities division, a seasonal part time laborer was increased by 0.25 FTE, a Skilled Labor II was reduced by 0.20, a Basic Labor was reduced by 1.00 FTE, and a Custodian/Laborer I was added for an increase of 0.50 FTE.
- In the Abatement of Nuisances division, the distribution for Groundskeepers was increased by 0.20 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 (230 acres), Oakwood (100 acres), Brady Hill (50 acres).

<b>Key Performance Indicator</b>	<b>FY 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Percentage of burial records entered into online database within 5 days of burial	100%	84 %	100%	100%	100%
% of times an entire cutting cycle is completed for all 3 Cemeteries, three times within 30 days.	100%	33%	N/A	N/A	N/A
% of times an entire cutting cycle is completed for all 3 Cemeteries, two times within 30 days.	New	New	100%	100%	100%
% Burial Headstones Setting meeting the goal of 90 days after headstone delivery	100%	100%	100%	100%	100%

**Explanation and Variances:**

 The key performance indicator of “% of burial records entered into online database within 5 days of burial” reflects to be 84% and is mostly achieved. Getting these burials cataloged is a crucial aspect in the Cemeteries Division’s day-to-day operations. It helps when families come in to look for their loved ones. It is one of the first steps in getting the burials permanently archived. All of the burial records not entered within 5 days can be traced back to periods

of time when full time administrative staff was out of the office. All of these instances were entered within 10 days of burial. The exception would be in May and June when staff was unexpectedly out for 2 months. The Department of Public Services is currently training part time staff to enter records when full time staff is absent.

The key performance indicator of “% of time an entire cutting cycle is completed for all 3 Cemeteries within 30 days” reflect to have not been met. The cemetery support staff was only at full capacity 25% of the year. Requests were made to employment agencies to send Laborers to fill the 5 available temp positions, but they did not fulfill the requests. Being short-handed, the cemetery crew was not able to get three cuts within the set goal period. Support from other divisions and volunteers were provided during the spring rainy season. Cemeteries will attempt to get their third cemetery Brady Hill, grass cutting back under their scope of responsibility, which is currently being cut by Parks and Weed Abatement cutting crews at least twice per month.

**Engineering – (summary of services)**

The Engineering Division provides multi-disciplinary engineering and full contract administration duties to the City as it relates to bridge construction and maintenance, roadway reconstruction, resurfacing and streetscaping, utility upgrades for water and sewer systems and energy efficiency projects.

<b>Key Performance Indicator</b>	<b>FY 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Lane miles of pavement reconstructed, rehabilitated, or resurfaced	2.15 lane - miles	15.48 lane-miles	1.80 lane - miles	7.75 lane - miles	14.00 lane-miles
Miles of water mains or water services replaced	0.12 miles	0.77 mile	0.60 mile	0.61 mile	0.25 mile
% of sidewalk complaints that have been inspected and temporary repairs made within 10 calendar days	90%	90%	90%	90%	90%

**Explanation of variances:**

The key performance indicator of “lane-miles of pavement reconstructed, rehabilitated, or resurfaced” reflects to have fully been achieved. During 2019, the City received an additional \$482,982 in state general fund monies (designated for road work) that allowed us to resurface an additional 6 lane-miles. In addition to this, the City has changed their emphasis to road preservation which costs less per mile, increasing the number or lane-miles that are reconstructed, rehabilitated or resurfaced.

The key performance measurement of “miles of water mains or water services replaced” reflects to have been fully achieved and exceeded the goal by .65 miles. This is due to the replacement of the Bay Street water main between State Street and Genesee Avenue (M-84) that was added to the fiscal year 2019 budget after the City received notice that MDOT was going to mill and resurface this section of roadway. This was not a planned project due to last minute notification from MDOT.

**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 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
% of Traffic study requests completed within 9 months	75%	55%	65%	65%	65%
% of street light complaints addressed within 10 business days	100%	100%	98%	98%	98%

**Explanation of variances:**

The key performance indicator of “% of traffic study requests completed within 9 months” reflects to have been partially achieved at 73.34% of the goal. The Traffic Engineering Assistant is responsible for the completion of traffic studies. This position has been vacant since December 29, 2017. Other staff has filled in to complete some studies and some studies have been completed by engineering firms but other studies have been put on hold. The city does not expect this position to be filled in the near future but will hire engineering firms to complete more of the studies or pay existing personnel out of class pay to complete the back log in FY 2020.

**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 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
Number of times program will complete cutting cycle through entire City	7	5	7	7	7

**Explanation and Variances:**


The key performance indicator of “number of times program will complete cutting cycle through entire City” reflect to be partially achieved. The department anticipated the goal number of complete city cut cycle is seven. This was due in part to most of the cutting season we operated with four or less 2-man work crews. The use of the flail equipment was used to assist in getting grass/weed lengths short enough to start the regular mowing with the zero turn mowers in some areas.

**Facilities [Inclusive of the Public Works Building] – (summary of services)**

The Facilities Division provides for the maintenance and improvements to City buildings and grounds including Public Works Building, Police Department building, buildings located in park system, City Hall, Green Point Nature Center, Ojibway Island, River walk and Westside Riverfront Park Broadside Docking Facility. This division is also responsible for janitorial staff and set-up of special events.


Key Performance Indicator	FY 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
% of building maintenance work requests responded to within 72 hours	80%	71%	80%	80%	80%
% of time parks cut cycle completed within 15 days	100%	50%	100%	100%	100%
% of time boulevards cut cycle completed within 9 days	100%	100%	100%	100%	100%


## Explanation and Variances:

 The key performance indicator of “% of building maintenance work requests responded to within 72 hours” reflect to have been mostly achieved. As this is the fourth year of implementation of the Lotus Notes Facility Work Request System, there are continually still some issues that need to be worked out as far as getting work requests correctly processed by Facilities staff. Often times the changing of 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. Additionally, some work order requests have a due date of unrealistic expectations, meaning that the “requested due date” by the requester does not coincide with the detailed project scope. Some of the work requests will not meet the 72 hour response time goal due to the type of work detail required and will take much longer than the requested due date. Requesters must fill in a more realistic timeframe for expectations in completing project work requests.

The Facilities Staff did not meet the set percentage goal of completing work requests in the 72 hour timeframe for each month at 71%. Most of this was due to the former Labor Foreman retiring in mid fiscal year and the new Labor Foreman being out on medical leave for three months and there was a large learning curve for the acting Foreman during that time. Also the project installation of carpeting within the City Hall building took precedence over a lot of work order requests during the months October through February.

Try as we might, one of Facilities’ goals is to eliminate email and phone submitted work requests. If these requests would be followed up with using the Lotus Notes Facilities Work Request System, it would help in meeting KPI goals. The Lotus Notes Facilities Work Request is available for all Users and is the preferred method for more accurate KPI reporting.

 The key performance indicator of “% of time parks cut cycle completed within 15 days” reflect to have not been achieved at 50%. The department’s 15-day cut cycle goal for Parks was not completed in the spring months of 2019. This was due to the excessive rainfall during this period and some of the parks being under water, preventing these entire parks from being able to be cut. Grass was longer in low-lying areas and the large mowers got stuck many times trying to get as much cut as possible. The cycle time to cut parks was faster 6-7 days due to a lot of the areas that were not able to get cut in most parks, the Parks mowing crew would move on to the next park.

 The key performance indicator of “% of time boulevards cut cycle completed within 9 days” reflect to have been fully achieved. One Groundskeeper grass cutting person is committed to cutting both the Westside and Eastside boulevards. This allows for more time for them to trim and spray weeds in these areas by this person.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**101-1747 Cemeteries**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	194,512	Facilities Administrator	0.25	18,274
Overtime	10,000	Cemeteries Foreman	1.00	54,852
Add Pays	100	Admin. Professional	0.70	29,347
Fringe Benefits	238,375	Maintenance Person II	2.00	88,690
		Skilled Clerical (PT)	0.20	3,349
<b>TOTAL</b>	<b>442,987</b>	<b>Total Personnel</b>	<b>4.15</b>	<b>194,512</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>10,000</b>
Supplies	61,095			
Internal Services	17,839			
Other Services		Education Pay		100
Professional Fees	137,500			
Maintenance Fees	147,758	<b>Total Add Pays</b>		<b>100</b>
Other Contracted Fees	7,232			
<b>TOTAL</b>	<b>371,424</b>	FICA		15,738
		Healthcare Benefits - Active		67,429
		Healthcare Benefits - Retirees		0
<b>CAPITAL OUTLAY</b>	<b>0</b>	Pension		155,208
<b>TOTAL</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>238,375</b>
<b>MISCELLANEOUS</b>	<b>4,827</b>	<b>TOTAL</b>	<b>4.15</b>	<b>442,987</b>
<b>TOTAL</b>	<b>4,827</b>			
<b>TOTAL APPROPRIATION</b>	<b>819,238</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-4610 Public Services Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
<b>PERSONNEL SERVICES</b>		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
Salaries	69,578	Director of Public Services	0.30	32,663
Overtime	0	Deputy Director of Public Services	0.30	26,426
Add Pays	1,500	Public Services Specialist	0.20	10,489
Fringe Benefits	56,069			
<b>TOTAL</b>	<b>127,147</b>	<b>Total Personnel</b>	<b>0.80</b>	<b>69,578</b>
		<b>Overtime</b>		<b>0</b>
<b>OPERATING EXPENSES</b>				
Supplies	300	Car Allowance		750
Internal Services	9,640	Education Bonus		750
Other Services		<b>Total Add Pays</b>		<b>1,500</b>
Professional Fees	11,629			
Maintenance Fees	950	FICA		5,437
Other Contracted Fees	1,500	Healthcare Benefits - Active		15,956
<b>TOTAL</b>	<b>24,019</b>	Healthcare Benefits - Retirees		0
		Pension		34,676
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>56,069</b>
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>0.80</b>	<b>127,147</b>
<b>TOTAL APPROPRIATION</b>	<b>151,166</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-4611 Engineering**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	144,454	City Engineer	0.30	26,392
Overtime	5,000	Assistant City Engineer	0.20	14,335
Fringe Benefits	148,972	Admin. Professional	0.25	10,853
		Engin.Office Supervisor	0.25	15,859
<b>TOTAL</b>	<b>298,426</b>	Engineering Tech. I	0.50	26,734
		Engineering Assistant	1.00	50,281
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>2.50</b>	<b>144,454</b>
Supplies	9,550			
Internal Services	78,169	<b>Overtime</b>		<b>5,000</b>
Other Services				
Professional Fees	52,200	FICA		11,491
Maintenance Fees	64,831	Healthcare Benefits - Active		35,129
Other Contracted Fees	600	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>205,350</b>	Pension		102,352
		<b>Total Fringe Benefits</b>		<b>148,972</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>2.50</b>	<b>298,426</b>
<b>MISCELLANEOUS</b>	<b>1,007</b>			
<b>TOTAL</b>	<b>1,007</b>			
<b>TOTAL APPROPRIATION</b>	<b>504,783</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-4620 Street Lighting**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	69,902	Traffic Foreman	0.25	14,691
Overtime	12,000	Traffic Electrician II	0.50	28,402
Add Pays	2,750	Traffic Electrician I	0.50	26,810
Fringe Benefits	79,651			
		<b>Total Personnel</b>	<u>1.25</u>	<u>69,902</u>
<b>TOTAL</b>	<u><b>164,303</b></u>			
		<b>Overtime</b>		<u>12,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	41,150	Standby Pay		2,750
Internal Services	2,347			
Other Services		<b>Total Add Pays</b>		<u>2,750</u>
Professional Fees	19,000	FICA		6,687
Maintenance Fees	291,000	Healthcare Benefits - Active		23,815
Other Contracted Fees	350	Healthcare Benefits - Retirees		0
		Pension		49,149
<b>TOTAL</b>	<u><b>353,847</b></u>	<b>Total Fringe Benefits</b>		<u>79,651</u>
<b>CAPITAL OUTLAY</b>	<u>73,767</u>			
<b>TOTAL</b>	<u><b>73,767</b></u>	<b>TOTAL</b>	<u><u>1.25</u></u>	<u><u>164,303</u></u>
<b>MISCELLANEOUS</b>	<u>12,121</u>			
<b>TOTAL</b>	<u><b>12,121</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>604,038</b></u></u>			



**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-7570 Parks Grounds Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	88,367	Facilities Administrator	0.10	7,309
Overtime	1,200	Labor Foreman	0.15	7,571
Add Pays	333	Park Mechanic/Maint.	0.10	4,453
Fringe Benefits	78,765	Maintenance Person II	0.20	9,112
		Maintenance Person III	0.10	4,519
<b>TOTAL</b>	<b>168,665</b>	Traffic Electrician I	0.05	2,681
		Groundskeeper II (S)	2.00	36,237
		Groundskeeper I (S)	0.20	3,326
<b>OPERATING EXPENSES</b>		Tree Trimmer III	0.12	5,618
Supplies	23,475	Administrative Professional	0.10	4,192
Internal Services	4,060	Skilled Clerical (PT)	0.20	3,349
Other Services		<b>Total Personnel</b>	<b>3.32</b>	<b>88,367</b>
Professional Fees	54,241			
Maintenance Fees	141,822	<b>Overtime</b>		<b>1,200</b>
Other Contracted Fees	0			
<b>TOTAL</b>	<b>223,598</b>	Standby Pay		313
		Education Bonus		20
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>Total Add Pays</b>		<b>333</b>
<b>TOTAL</b>	<b>0</b>			
		FICA		7,004
<b>TOTAL APPROPRIATION</b>	<b>392,263</b>	Healthcare Benefits - Active		35,003
		Healthcare Benefits - Retirees		0
		Pension		36,758
		<b>Total Fringe Benefits</b>		<b>78,765</b>
		<b>TOTAL</b>	<b>3.32</b>	<b>168,665</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-7571 Abatement and Nuisance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	53,903	Facilities Administrator	0.10	7,309
Overtime	1,500	Labor Foreman	0.25	12,619
Add Pays	557	Park Mechanic/Maint	0.35	15,584
Fringe Benefits	62,408	Admin. Professional	0.10	4,192
		Office Assistant II	0.08	2,535
		Groundskeeper I (S)	0.50	8,315
		Skilled Clerical (PT)	0.20	3,349
<b>TOTAL</b>	<b>118,368</b>	<b>Total Personnel</b>	<b>1.58</b>	<b>53,903</b>
<b>OPERATING EXPENSES</b>				
Supplies	26,500	<b>Overtime</b>		<b>1,500</b>
Internal Services	15,115			
Other Services		Standby Pay		522
Professional Fees	83,200	Education Bonus		35
Maintenance Fees	75,625	<b>Total Add Pays</b>		<b>557</b>
Other Contracted Fees	0			
<b>TOTAL</b>	<b>200,440</b>			
<b>CAPITAL OUTLAY</b>	<b>0</b>	FICA		4,492
		Healthcare Benefits - Active		25,556
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>0</b>	Pension		32,360
		<b>Total Fringe Benefits</b>		<b>62,408</b>
<b>TOTAL APPROPRIATION</b>	<b>318,808</b>	<b>TOTAL</b>	<b>1.58</b>	<b>118,368</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-7575 Facilities**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	220,483	Facilities Administrator	0.25	18,273
Overtime	5,000	Labor Foreman, Parks & Facilities	0.30	15,143
Add Pays	671	Maintenance Person II	0.90	41,162
Fringe Benefits	259,749	Maintenance Person III	0.80	36,151
		Admin. Professional	0.10	4,192
<b>TOTAL</b>	<b>485,903</b>	Park Mechanic/Maint.	0.35	15,584
		Traffic Electrician I	0.15	8,043
<b>OPERATING EXPENSES</b>		Custodial Worker (PT) SEIU	1.00	21,216
		Office Assistant II	0.04	1,267
Supplies	69,650	Skilled Clerical I (PT)	0.20	3,349
Internal Services	119,074	Groundskeeper I (S)	1.55	25,776
Other Services		Basic Labor (PT)	0.50	7,098
Professional Fees	79,765	Laborer (T) City Hall	1.00	6,916
Maintenance Fees	160,562	Custodian/Laborer I	0.50	16,313
Other Contracted Fees	23,324			
<b>TOTAL</b>	<b>452,375</b>	<b>Total Personnel</b>	<b>7.64</b>	<b>220,483</b>
		<b>Overtime</b>		<b>5,000</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	Standby Pay		626
		Education Bonus		45
		<b>Total Add Pays</b>		<b>671</b>
<b>TOTAL APPROPRIATION</b>	<b>938,278</b>			
		FICA		16,238
		Healthcare Benefits - Active		108,963
		Healthcare Benefits - Retirees		0
		Pension		134,548
		<b>Total Fringe Benefits</b>		<b>259,749</b>
		<b>TOTAL</b>	<b>7.64</b>	<b>485,903</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**101-7580 Celebration Park**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	42,360	Celebration Park Coordinator	4.00	16,093
Overtime	0	Celebration Park Attendant	7.00	26,268
Fringe Benefits	5,468			
		<b>Total Personnel</b>	<u>11.00</u>	<u>42,360</u>
<b>TOTAL</b>	<u><b>47,828</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	9,000	FICA		3,241
Internal Services	0	Healthcare Benefits - Active		2,227
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	28,228	Pension		0
Maintenance Fees	35,000			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>5,468</u>
<b>TOTAL</b>	<u><b>72,228</b></u>	<b>TOTAL</b>	<u><b>11.00</b></u>	<u><b>47,828</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>120,056</b></u></u>			

## ***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 for operating transfers, 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 \$2,724,577 for the 2019/20 budget. This represents a decrease of \$330,160 or 10.81% from the 2019 approved budgeted levels. This reduction is attributable to a lower apportionment of GIS Charges due to utilization, a 10.71% reduction to retiree healthcare cost in the Retiree Healthcare Division as well as a 9.71% reduction to the Operating Transfers to Other Funds for installment payments.

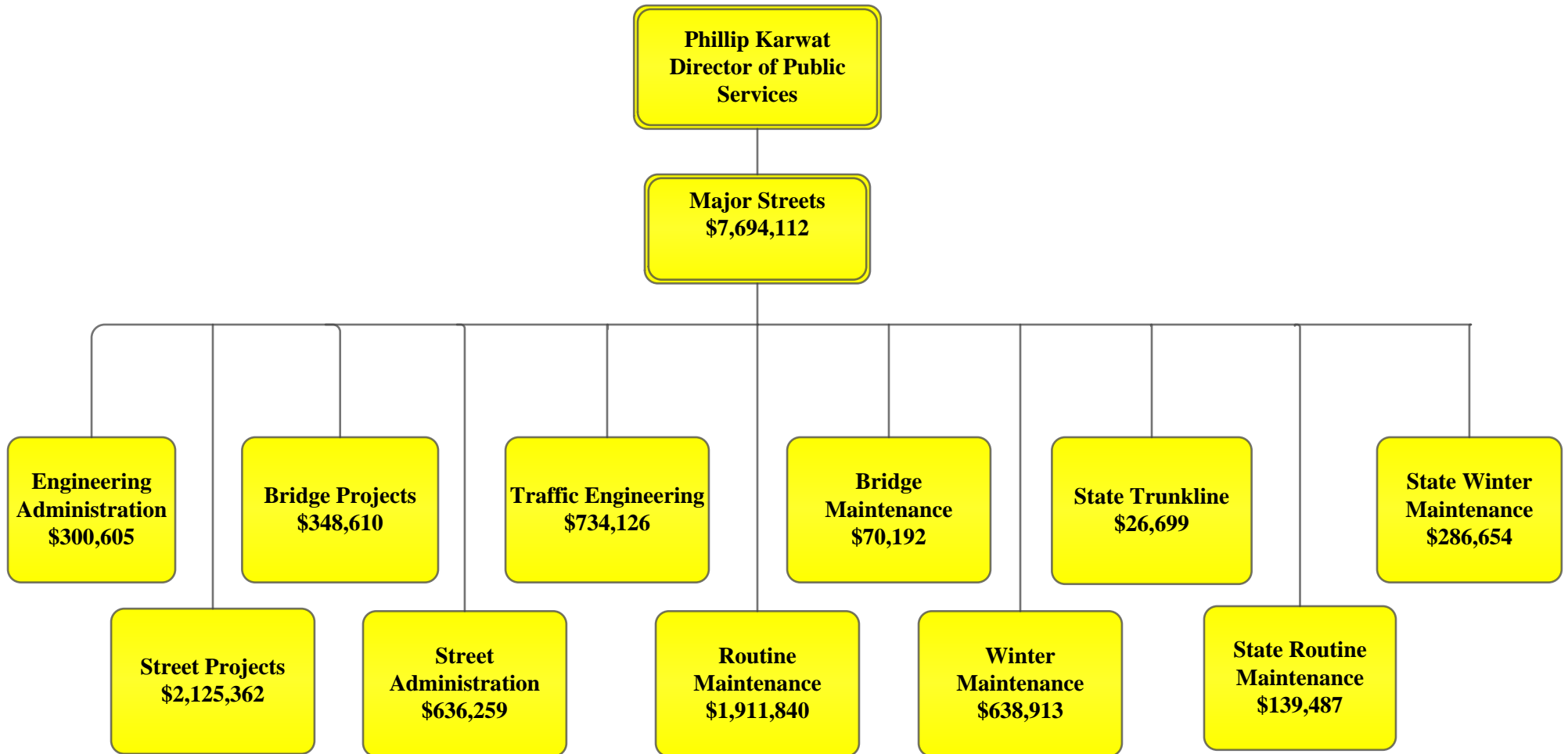
### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	2,223,385	2,106,253	1,920,969	2,071,275	2,379,629	1,728,138	1,870,257
8515 Retiree Pension	27,662	7,930	44,389	0	0	0	0
8520 Unemployment	866	1,841	5,071	9,000	9,000	38	5,000
8525 Saginaw Housing Commission	146,034	223,507	246,021	253,974	253,974	213,895	220,701
8540 Contributions	1,000	1,000	1,000	1,000	1,000	1,000	1,000
8541 Payment to Other Govts	96	1,660	0	0	0	0	0
8547 GIS Charges	40,567	41,399	43,137	85,535	77,939	77,939	55,228
8559 Increase in Fund Equity	0	0	0	0	108,253	0	0
9660 Operating Transfers	311,554	342,071	812,327	633,953	758,195	777,136	572,391
<b>Total Expenditures</b>	<b>2,751,164</b>	<b>2,725,661</b>	<b>3,072,914</b>	<b>3,054,737</b>	<b>3,587,990</b>	<b>2,795,146</b>	<b>2,724,577</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	2,277,539	2,228,923	2,119,442	2,224,249	2,534,478	1,883,510	1,985,958
Operating Expenses	162,071	154,667	141,145	196,535	187,064	134,500	166,228
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	311,554	342,071	812,327	633,953	866,448	777,136	572,391
<b>Total Expenditures</b>	<b>2,751,164</b>	<b>2,725,661</b>	<b>3,072,914</b>	<b>3,054,737</b>	<b>3,587,990</b>	<b>2,795,146</b>	<b>2,724,577</b>

# CITY OF SAGINAW MAJOR STREETS FUND



*The total Major Street Fund is \$7,694,112. Transfers and Debt Service equate to \$475,455, which is not reflected in the organizational chart.*

**MAJOR STREETS FUND (202)  
RESOURCE ALLOCATION  
2019/2020 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	5,999,636	ENGINEERING ADMIN.	300,605
STATE REIMBURSEMENTS	476,909	STREET PROJECTS	2,125,362
NON BUSINESS PERMITS	45,000	BRIDGE PROJECTS	348,610
SERVICES - SALES	4,150	TRAFFIC ENGINEERING	734,126
OTHER REVENUES	85,767	STREET ADMINISTRATION	636,259
FUND EQUITY	1,082,650	ROUTINE MAINTENANCE	1,911,840
		BRIDGE MAINTENANCE	70,192
		WINTER MAINTENANCE	638,913
		STATE TRUNKLINE	26,699
		STATE ROUTINE MAINTENANCE	139,487
		STATE WINTER MAINTENANCE	286,654
		DEBT SERVICE	142,126
		TRANSFERS	333,329
<b>TOTAL RESOURCES</b>	<b><u><u>7,694,112</u></u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u><u>7,694,112</u></u></b>

## **MAJOR STREETS FUND**

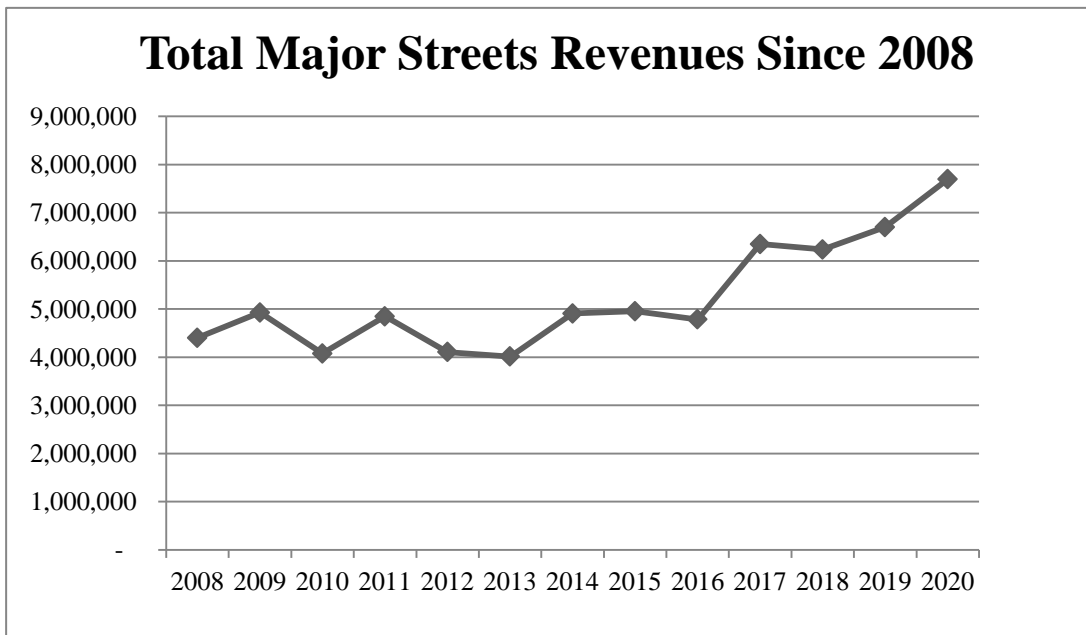
### **REVENUE BUDGET SUMMARY**

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 \$5,999,636 in FY 2020. This source of revenue increased by \$378,725, or 6.74%. This revenue has been steadily increasing since an increase in the state tax on gasoline by 7.3 cents per gallon went into effect on January 1, 2017. 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 \$7,694,112, which is an increase of a net \$992,405, or 14.81% from the FY 2019 approved budgeted levels.

### **SUMMARY OF REVENUE**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
State Revenue	3,880,911	4,320,909	5,658,951	5,620,911	6,470,181	5,539,862	5,999,636
State Reimbursements	529,810	468,243	512,056	470,800	470,800	470,784	476,909
Non-Business Permits	20,455	29,915	41,420	31,000	31,000	38,445	45,000
Services-Sales	26,097	32,416	32,508	9,650	1,650	6,877	4,150
Interests and Rents	(207)	472	2,771	0	0	4,645	0
Other Revenue	3,405	2,500	0	0	350,082	357,409	73,767
Reimbursements	281,491	889,221	106,047	0	56,866	78,449	0
Use of Fund Equity	0	0	0	569,346	872,092	412,611	1,082,650
Services Rendered	0	0	0	0	8,000	8,521	12,000
<b>Total Revenues</b>	<b>4,741,962</b>	<b>5,743,676</b>	<b>6,353,753</b>	<b>6,701,707</b>	<b>8,260,671</b>	<b>6,917,603</b>	<b>7,694,112</b>

### **REVENUE TRENDS**





The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 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. FY 2020 shows another increase due to an increase in state shared revenues and increased use of fund equity.

**DETAIL REVENUES ANALYSIS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	3,161,666	4,320,909	5,175,969	5,407,853	5,407,853	4,518,161	5,999,636
Trunkline Maintenance	290,671	234,799	276,881	237,400	237,400	235,091	241,734
MDOT Reimbursements	0	0	73,053	0	56,866	57,247	0
Right of Way Revenue	239,139	233,444	235,175	233,400	233,400	235,091	235,175
Sidewalk Permits	4,150	1,825	4,275	4,000	4,000	3,350	5,000
Curb Cut	3,775	1,550	2,600	4,000	4,000	2,725	5,000
Barricade Permits	5,000	10,850	14,025	10,000	10,000	16,325	15,000
Right of Way Permits	7,530	15,690	20,520	13,000	13,000	16,020	20,000
Engineering Plans/Records	125	250	100	0	0	175	0
Special Events Service	16,671	24,238	18,653	8,000	8,000	8,521	12,000
Sale of Junk	2,181	1,232	2,422	500	500	2,168	1,000
Materials and Service	7,120	6,696	11,333	1,000	1,000	4,534	3,000
Neighborhood Watch Signs	0	0	0	150	150	0	150
Interests on Investments	(207)	472	2,771	0	0	4,645	0
Sale of Property Items	905	0	0	0	0	0	0
State Grants	719,245	0	482,982	213,058	1,062,328	1,021,701	0
Local Grants	2,500	2,500	0	0	0	0	0
Reimbursements	281,491	889,221	32,994	0	0	21,202	0
Installment Contract	0	0	0	0	350,082	350,217	73,767
Special Assessments	0	0	0	0	0	6,677	0
Use of Fund Equity	0	0	0	569,346	872,092	412,611	1,082,050
<b>Totals</b>	<b>4,741,962</b>	<b>5,743,676</b>	<b>6,353,753</b>	<b>6,701,707</b>	<b>8,260,671</b>	<b>6,917,603</b>	<b>7,694,112</b>

**EXPENDITURE BUDGET SUMMARY**

Total Major Streets Fund expenditures are \$7,694,112 for FY 2020. Expenditures increase by \$992,405 or 14.81%. *Personnel Services* increase by 0.50 FTE from FY 2019 and total funding will increase by 3.44%. The City is also budgeting for the normal contractual step and longevity increases as well as increases in benefit costs such as healthcare. *(The personnel complement changes are listed in detail under Summary of Positions.) Operating Expenses* are \$4,315,084 which is an increase of \$774,835 from FY 2019. This is due to having more construction and street resurfacing projects planned, with the major ones being reconstruction of Mackinaw Street from Congress to State and the reconstruction of Adams and Cass Streets from Michigan to Niagara. *Capital Outlay* is \$348,267 and includes two aerial trucks and a single axle hook loader. *Miscellaneous Expenditures* are \$475,365 in FY 2020. This is due to providing a transfer of \$319,081 to the Local Streets fund, providing \$14,158 to assist with the funding of the City’s OPEB liability, and various debt service payments for capital purchases.

**FUNDING LEVEL SUMMARY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
4612 Engineering Administration	185,410	169,671	143,434	217,323	239,233	152,881	300,605
4614 Street Projects	890,771	2,528,532	1,960,957	1,606,067	2,574,349	2,345,149	2,125,362
4616 Bridge Projects	128,871	344,188	88,772	223,840	373,496	282,549	348,610
4621 Traffic Engineering	474,739	517,266	537,419	602,790	675,966	522,234	734,126
4650 Street Administration	676,686	679,048	588,122	692,648	695,532	615,469	636,259
4651 Routine Maintenance	1,536,612	1,569,314	1,629,219	2,084,256	2,189,838	1,689,727	1,911,840
4654 Bridge Maintenance	101,257	111,220	117,531	69,444	135,247	121,027	70,192
4655 Winter Maintenance	196,623	173,796	344,970	364,103	525,060	414,315	638,913
4690 State Trunkline	24,724	26,966	36,335	28,370	30,868	29,311	26,699
4691 State Routine Maintenance	116,188	104,545	189,812	139,756	139,756	119,268	139,487
4692 State Winter Maintenance	243,782	211,885	294,939	269,519	274,794	264,493	286,654
4695 Debt Service	84,569	84,568	84,568	116,272	118,786	83,378	142,126
9660 Transfers	178,750	0	14,158	286,319	287,746	277,802	333,239
<b>Totals</b>	<b>4,838,982</b>	<b>6,520,999</b>	<b>6,030,236</b>	<b>6,701,707</b>	<b>8,260,671</b>	<b>6,917,603</b>	<b>7,694,112</b>

**FUNDING LEVEL BY CATEGORY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Personnel Services	1,925,566	1,788,617	2,175,018	2,470,492	2,452,850	2,121,341	2,555,396
Operating Expenses	2,179,740	4,296,788	3,539,176	3,540,249	4,753,304	4,242,441	4,315,084
Capital Outlay	470,307	351,026	217,316	288,375	647,985	192,641	348,267
Miscellaneous	263,319	84,568	98,726	402,591	406,532	361,180	475,365
<b>Total Expenditures</b>	<b>4,838,982</b>	<b>6,520,999</b>	<b>6,030,236</b>	<b>6,701,707</b>	<b>8,260,671</b>	<b>6,917,603</b>	<b>7,694,112</b>

**SUMMARY OF POSITIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
4612 Engineering Administration	0.72	1.22	1.17	1.17	1.17	1.17	1.67
4614 Streets Projects	0.50	0.50	0.50	0.50	0.50	0.50	0.50
4621 Traffic Engineering	2.50	2.50	2.80	2.80	2.80	2.80	2.80
4650 Street Administration	0.75	0.38	0.42	0.32	0.32	0.32	0.32
4651 Routine Maintenance	4.50	5.40	6.03	7.83	7.83	7.83	8.33
4654 Bridge Maintenance	0.30	0.45	0.45	0.45	0.45	0.45	0.45
4655 Winter Maintenance	0.50	0.50	1.10	2.00	2.00	2.00	1.50
4690 State Trunkline	0.25	0.25	0.25	0.25	0.25	0.25	0.25
4691 State Routine Maintenance	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4692 State Winter Maintenance	1.35	1.35	1.75	1.35	1.35	1.35	1.35
<b>Total Positions</b>	<b>12.37</b>	<b>13.55</b>	<b>15.47</b>	<b>17.67</b>	<b>17.67</b>	<b>17.67</b>	<b>18.17</b>

There are a few personnel changes in the Major Streets Fund for FY 2020. The total personnel complement in this fund is 18.17 FTE-- an increase of 0.50 FTE from FY 2019. The following changes were made:

- The Engineering Administration division increased by 0.50 FTE due to the creation of a Civil Engineer I position, of which 50% is assigned to this division.
- The Routine Maintenance Division increased by 0.50 FTE. Additions to this division are 0.50 FTE for a Heavy Equipment Operator I and a Packer Operator. These additions are partially offset by the reduction of a Laborer II.
- The Winter Maintenance Division decreases from 2.00 FTE to 1.50 FTE due to the reduction of 0.50 FTE for a Heavy Equipment Operator III.


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


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

The Major and Local Streets Divisions manage and maintain the city streets that includes seasonal services such as snow and ice control, crack sealing, pothole patching and debris removal to allow for safe transportation throughout the community. Responsible for the maintenance and repair of the City’s 302 miles of paved streets and 7 vehicular and 6 pedestrian bridges. Provide for the maintenance of trees that can create hazards to the public by trimming limbs that block street signs, traffic signals, sidewalks and roadways and also remove damaged or diseased trees on City right of ways and City property.

Key Performance Indicator	FY 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
Number of trees removed (each)	450	285	N/A	N/A	N/A
Number of trees removed and trimmed (each)	<i>New</i>	<i>New</i>	400	400	400
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%	100%	100%
% of time potholes complaints responded to within 10 days	90%	76%	90%	85%	85%

**Explanation of variances:**

 The key performance indicator of the “number of trees removed (each)” reflects to have been partially achieved; representing 63% of the projected goal. Crews are concentrating more on tree trimming. This is partially due to our tree maintenance operation becoming more proactive but also due to a decrease in requests to remove trees and an increase in requests to trim trees. A combined KPI for Tree Trimming and Removal would make more sense and is suggested.

 The key performance indicator of “% of time potholes complaints responded to within 10 days” reflects to be mostly achieved. The number of pothole complaints more than doubled from last year, making it difficult to respond as fast. Last winter was a very harsh winter and that may have contributed to more deterioration of the roads and an increase in potholes and complaints.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**202-4612 Engineering**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	93,030	City Engineer	0.15	13,196
Overtime	3,000	Assistant City Engineer	0.20	14,335
Fringe Benefits	102,944	Engin. Ofc Supervisor	0.12	7,612
		Admin. Professional	0.20	8,682
<b>TOTAL</b>	<b>198,974</b>	Civil Engineer I	0.50	25,242
		ROW Permits Technician	0.50	23,963
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>1.67</b>	<b>93,030</b>
Supplies	0			
Internal Services	22,881	<b>Overtime</b>		<b>3,000</b>
Other Services				
Professional Fees	61,300	FICA		7,375
Maintenance Fees	3,200	Healthcare Benefits - Active		32,459
Other Contracted Fees	7,750	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>95,131</b>	Pension		63,110
		<b>Total Fringe Benefits</b>		<b>102,944</b>
<b>CAPITAL OUTLAY</b>	<b>6,500</b>			
<b>TOTAL</b>	<b>6,500</b>	<b>TOTAL</b>	<b>1.67</b>	<b>198,974</b>
<b>TOTAL APPROPRIATION</b>	<b>300,605</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**202-4614 Street Projects**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	26,734	Engineering Tech. I	0.50	26,734
Overtime	25,000			
Fringe Benefits	31,792	<b>Total Personnel</b>	<u>0.50</u>	<u>26,734</u>
<b>TOTAL</b>	<u><b>83,526</b></u>			
		<b>Overtime</b>		<u>25,000</u>
<b>OPERATING EXPENSES</b>				
		FICA		3,958
Supplies	2,700	Healthcare Benefits - Active		6,496
Internal Services	2,886	Healthcare Benefits - Retirees		0
Other Services		Pension		21,338
Professional Fees	464,000	<b>Total Fringe Benefits</b>		<u>31,792</u>
Maintenance Fees	1,572,250			
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>2,041,836</b></u>	<b>TOTAL</b>	<u><b>0.50</b></u>	<u><b>83,526</b></u>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>2,125,362</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**202-4621 Traffic Engineering**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	126,085	Traffic Foreman	0.25	14,691
Overtime	25,000	Traffic Electrician II	0.30	17,041
Add Pays	2,750	Traffic Electrician I	0.30	16,086
Fringe Benefits	220,337	Trans. Engr. Assistant	0.40	18,669
		Traffic Mtce. Technician	1.15	42,259
		Traffic Mtce. Technician II	0.40	17,340
<b>TOTAL</b>	<b>374,172</b>			
		<b>Total Personnel</b>	<b>2.80</b>	<b>126,085</b>
<b>OPERATING EXPENSES</b>				
Supplies	66,000	<b>Overtime</b>		25,000
Internal Services	31,427			
Other Services		Standby Pay		2,750
Professional Fees	89,514	Education Bonus		0
Maintenance Fees	26,616			
Other Contracted Fees	4,630	<b>Total Add Pays</b>		<b>2,750</b>
<b>TOTAL</b>	<b>218,187</b>			
<b>CAPITAL OUTLAY</b>	<b>141,767</b>	FICA		12,246
		Healthcare Benefits - Active		46,730
		Healthcare Benefits - Retirees		57,785
<b>TOTAL</b>	<b>141,767</b>	Pension		103,576
		<b>Total Fringe Benefits</b>		<b>220,337</b>
<b>TOTAL APPROPRIATION</b>	<b>734,126</b>			
		<b>TOTAL</b>	<b>2.80</b>	<b>374,172</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**202-4650 Street Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	16,346	Director of Public Services	0.05	5,444
Overtime	500	Deputy Dir. Of Public Services	0.05	4,404
Add Pays	250	Office Assistant II	0.22	6,498
Fringe Benefits	410,627			
		<b>Total Personnel</b>	0.32	16,346
<b>TOTAL</b>	<b>427,723</b>			
		<b>Overtime</b>		500
<b>OPERATING EXPENSES</b>				
		Car Allowance		125
		Education Bonus		125
Supplies	1,000			
Internal Services	162,991	<b>Total Add Pays</b>		250
Other Services				
Professional Fees	41,245			
Maintenance Fees	2,950	FICA		2,104
Other Contracted Fees	350	Healthcare Benefits - Active		6,332
		Healthcare Benefits - Retirees		390,474
		Pension		11,717
<b>TOTAL</b>	<b>208,536</b>	<b>Total Fringe Benefits</b>		410,627
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>0.32</b>	<b>427,723</b>
<b>TOTAL APPROPRIATION</b>	<b>636,259</b>			



**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**202-4651 Routine Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	357,886	Chief ROW Foreman	0.15	10,125
Overtime	20,000	ROW Foreman	0.50	27,426
Add Pays	7,250	Heavy Equipment Operator I	2.00	89,873
Fringe Benefits	530,056	Heavy Equipment Operator II	1.00	46,247
		Heavy Equipment Operator III	0.50	23,407
<b>TOTAL</b>	<b>915,192</b>	Tree Trimmer I	0.40	17,738
		Tree Trimmer II	0.80	35,918
		Tree Trimmer III	0.18	8,426
<b>OPERATING EXPENSES</b>		Laborer II Streets	1.00	39,009
Supplies	318,100	Compost Site Operator	0.25	11,562
Internal Services	87,894	Packer Operator	1.00	39,009
Other Services		Groundskeeper I (S)	0.55	9,146
Professional Fees	82,534	<b>Total Personnel</b>	<b>8.33</b>	<b>357,886</b>
Maintenance Fees	363,620	<b>Overtime</b>		<b>20,000</b>
Other Contracted Fees	4,500			
<b>TOTAL</b>	<b>856,648</b>	Standby Pay		7,150
		Education Bonus		100
<b>CAPITAL OUTLAY</b>	140,000	<b>Total Add Pays</b>		<b>7,250</b>
<b>TOTAL</b>	<b>140,000</b>			
<b>TOTAL APPROPRIATION</b>	<b>1,911,840</b>	FICA		30,106
		Healthcare Benefits - Active		151,665
		Healthcare Benefits - Retirees		38,009
		Pension		310,276
		<b>Total Fringe Benefits</b>		<b>530,056</b>
		<b>TOTAL</b>	<b>8.33</b>	<b>915,192</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**202-4654 Bridge Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	19,955	Tree Trimmer I	0.45	19,955
Overtime	0			
Fringe Benefits	30,237	<b>Total Personnel</b>	<u>0.45</u>	<u>19,955</u>
<b>TOTAL</b>	<u><b>50,192</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	20,000	FICA		1,527
Internal Services	0	Healthcare Benefits - Active		12,571
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		16,139
Maintenance Fees	0	<b>Total Fringe Benefits</b>		<u>30,237</u>
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>20,000</b></u>	<b>TOTAL</b>	<u><b>0.45</b></u>	<u><b>50,192</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>70,192</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**202-4655 Winter Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	58,053	Brush Collector	0.60	23,368
Overtime	20,000	Packer Operator	0.90	34,686
Fringe Benefits	104,631			
		<b>Total Personnel</b>	1.50	<b>58,053</b>
<b>TOTAL</b>	<b>182,684</b>			
		<b>Overtime</b>		20,000
<b>OPERATING EXPENSES</b>				
Supplies	148,000	FICA		5,971
Internal Services	7,083	Healthcare Benefits - Active		31,892
Other Services		Healthcare Benefits - Retirees		13,821
Professional Fees	3,500	Pension		52,947
Maintenance Fees	237,646			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		104,631
<b>TOTAL</b>	<b>396,229</b>			
		<b>TOTAL</b>	<b>1.50</b>	<b>182,684</b>
<b>CAPITAL OUTLAY</b>	60,000			
<b>TOTAL</b>	<b>60,000</b>			
<b>TOTAL APPROPRIATION</b>	<b>638,913</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**202-4690 State Trunkline**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	9,067	Traffic Mtce. Technician I	0.25	9,067
Overtime	3,500			
Fringe Benefits	14,132	<b>Total Personnel</b>	0.25	9,067
<b>TOTAL</b>	<b>26,699</b>	<b>Overtime</b>		3,500
<b>OPERATING EXPENSES</b>				
Supplies	0	FICA		962
Internal Services	0	Healthcare Benefits - Active		4,407
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		8,763
Maintenance Fees	0	<b>Total Fringe Benefits</b>		14,132
Other Contracted Fees	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>0.25</b>	<b>26,699</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>26,699</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**202-4691 State Routine Maintenance**

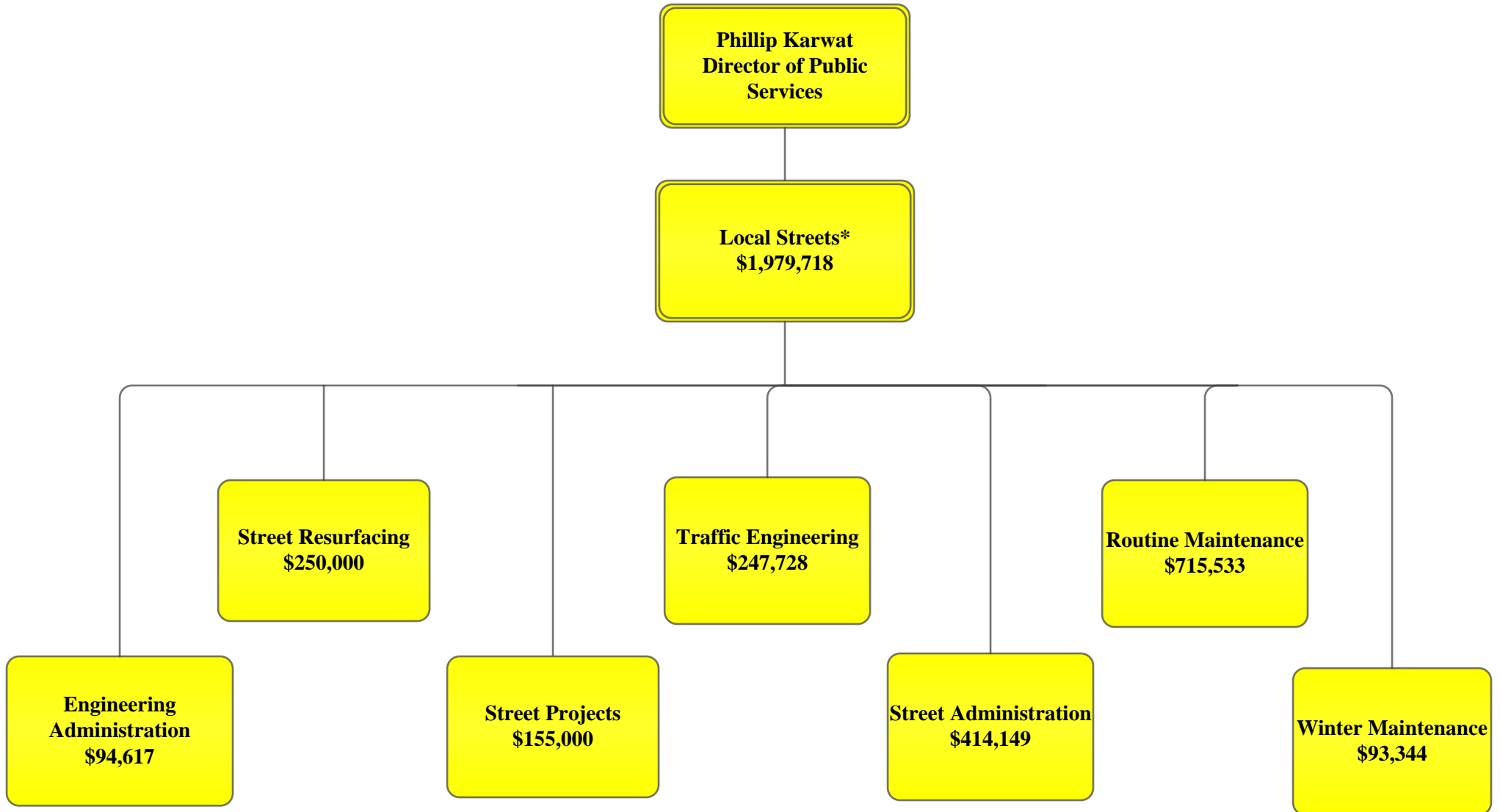
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	52,730	Chief ROW Foreman	0.15	10,125
Overtime	4,000	ROW Foreman	0.35	19,198
Add Pays	5,570	Tree Trimmer III	0.50	23,407
Fringe Benefits	66,393			
<b>TOTAL</b>	<b>128,693</b>	<b>Total Personnel</b>	<b>1.00</b>	<b>52,730</b>
		<b>Overtime</b>		<b>4,000</b>
<b>OPERATING EXPENSES</b>				
Supplies	7,500	Standby Pay		5,500
Internal Services	3,294	Education Bonus		70
Other Services				
Professional Fees	0	<b>Total Add Pays</b>		<b>5,570</b>
Maintenance Fees	0			
Other Contracted Fees	0	FICA		5,187
<b>TOTAL</b>	<b>10,794</b>	Healthcare Benefits - Active		22,519
		Healthcare Benefits - Retirees		0
		Pension		38,687
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>66,393</b>
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>1.00</b>	<b>128,693</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**202-4692 State Winter Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	65,431	Chief ROW Foreman	0.15	11,775
Overtime	16,000	Tree Trimmer I	0.40	17,738
Add Pays	1,650	Tree Trimmer II	0.80	35,918
Fringe Benefits	84,460			
		<b>Total Personnel</b>	<u>1.35</u>	<u>65,431</u>
<b>TOTAL</b>	<u><b>167,541</b></u>			
		<b>Overtime</b>		<u>16,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	118,125	Standby Pay		1,650
Internal Services	988			
Other Services		<b>Total Add Pays</b>		<u><b>1,650</b></u>
Professional Fees	0			
Maintenance Fees	0	FICA		6,433
Other Contracted Fees	0	Healthcare Benefits - Active		27,627
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<u><b>119,113</b></u>	Pension		50,400
		<b>Total Fringe Benefits</b>		<u><b>84,460</b></u>
<b>CAPITAL OUTLAY</b>	<u><b>0</b></u>			
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><b>1.35</b></u>	<u><b>167,541</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>286,654</b></u></u>			

# 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  
2019/2020 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	1,660,637	ENGINEERING ADMIN.	94,617
OTHER REVENUES	319,081	STREET RESURFACING	250,000
		STREET PROJECTS	155,000
		TRAFFIC ENGINEERING	247,728
		STREET ADMINISTRATION	414,149
		ROUTINE MAINTENANCE	715,533
		WINTER MAINTENANCE	93,344
		TRANSFERS	9,347
<b>TOTAL RESOURCES</b>	<b><u>1,979,718</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>1,979,718</u></b>



## **LOCAL STREETS FUND**

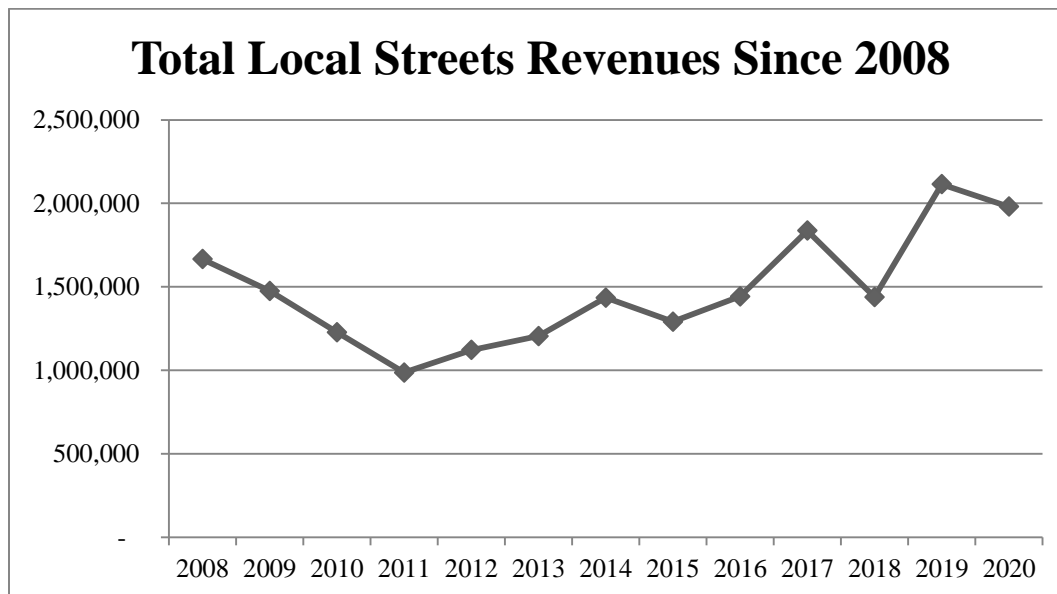
### **REVENUE BUDGET SUMMARY**

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 \$1,660,637 in FY 2020. This source of revenue increased by approximately 10.99% or \$164,465 from the FY 2019 approved budgeted levels. Other sources of revenue for this fund include a transfer from the Major Streets fund of \$319,081.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	874,255	1,195,194	1,432,187	1,496,172	1,496,172	1,249,521	1,660,637
Interest and Rents	(119)	200	725	0	0	872	0
Other Revenues	0	503	461	0	0	16,111	0
Use of Fund Equity	0	0	0	350,000	508,661	0	0
Transfers from Other Funds	178,750	0	0	268,474	268,474	258,530	319,081
<b>Total Revenues</b>	<b>1,052,886</b>	<b>1,195,897</b>	<b>1,433,373</b>	<b>2,114,646</b>	<b>2,273,307</b>	<b>1,525,034</b>	<b>1,979,718</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues and FY 2019 and FY 2020 Approved Revenues. There was a gradual decline in revenues from 2008 until 2011 due to 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 2019 saw a substantial increase due to more State Shared Revenue, a transfer from the Major Streets fund, and use of fund equity. FY 2020 revenues decrease slightly due to no use of fund equity.

**DETAIL REVENUES ANALYSIS**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Gas and Weight Tax	874,255	1,195,194	1,432,187	1,496,172	1,496,172	1,249,521	1,660,637
Materials and Services	0	26	0	0	0	0	0
Interest on Investments	(119)	200	725	0	0	872	0
Interest on Spec. Assmts	0	0	0	0	0	0	0
Special Assessments	0	0	0	0	0	10,895	0
Reimbursement	0	477	461	0	0	5,216	0
Use of Fund Equity	0	0	0	350,000	508,661	0	0
Transfer from Other Funds	0	0	0	0	0	0	0
Major Street Fund	178,750	0	0	268,474	268,474	258,530	319,081
<b>Totals</b>	<b>1,052,886</b>	<b>1,195,897</b>	<b>1,433,373</b>	<b>2,114,646</b>	<b>2,273,307</b>	<b>1,525,034</b>	<b>1,979,718</b>

**EXPENDITURE BUDGET SUMMARY**

The total Local Streets Fund expenditures are \$1,979,718 for FY 2020. *Personnel Services* increased by approximately \$5,672 or 0.67%. This is mostly due to contractually obligated pay increases and increased cost for health insurance. The total Local Streets' personnel complement is 7.99 FTE for FY 2020, a decrease of 0.35 FTE. (*Personnel complement changes are listed in the detail under Summary of Positions.*) *Operating Expenses* are \$1,102,870, which represents a decrease of 12.63% from FY 2019. There are fewer projects planned for FY 2020 than in FY 2019, which causes the reduction in expenditures. There is no *Capital Outlay* budgeted for FY 2020. There is \$9,347 in *Miscellaneous Expenditures* to assist with the City's unfunded OPEB liabilities.

**FUNDING LEVEL SUMMARY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
4612 Engineering Administration	65,690	70,257	72,827	85,429	85,429	77,123	94,617
4613 Street Resurfacing	0	128,379	25,463	140,000	314,952	157,911	250,000
4614 Street Projects	0	0	24,393	345,000	333,709	54,534	155,000
4621 Traffic Engineering	220,923	231,895	247,182	260,915	267,683	223,230	247,728
4650 Street Administration	418,588	418,929	372,528	457,763	457,799	430,184	414,149
4651 Routine Maintenance	486,728	508,942	555,162	703,578	686,908	463,247	715,533
4655 Winter Maintenance	97,745	93,842	109,622	111,280	115,653	107,631	93,344
9660 Transfers	0	0	9,347	10,681	11,174	11,174	9,347
<b>Totals</b>	<b>1,289,674</b>	<b>1,452,244</b>	<b>1,416,524</b>	<b>2,114,646</b>	<b>2,273,307</b>	<b>1,525,034</b>	<b>1,979,718</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	832,213	827,463	820,403	861,829	844,187	739,393	867,501
Operating Expenses	392,462	594,081	586,774	1,242,136	1,417,946	774,467	1,102,870
Capital Outlay	64,999	30,700	0	0	0	0	0
Miscellaneous	0	0	9,347	10,681	11,174	11,174	9,347
<b>Total Expenditures</b>	<b>1,289,674</b>	<b>1,452,244</b>	<b>1,416,524</b>	<b>2,114,646</b>	<b>2,273,307</b>	<b>1,525,034</b>	<b>1,979,718</b>

**SUMMARY OF POSITIONS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	0.56	1.06	1.03	1.03	1.03	1.03	1.13
4621 Traffic Engineering	1.60	1.60	1.60	1.60	1.60	1.60	1.60
4650 Street Administration	0.30	0.21	0.21	0.06	0.06	0.06	0.06
4651 Routine Maintenance	3.55	4.45	4.45	5.15	5.15	5.15	5.20
4655 Winter Maintenance	0.50	0.50	0.50	0.50	0.50	0.50	0.00
<b>Total Positions</b>	<b>6.51</b>	<b>7.82</b>	<b>7.79</b>	<b>8.34</b>	<b>8.34</b>	<b>8.34</b>	<b>7.99</b>

The personnel complement for the Local Street Fund is 7.99 FTE for FY 2020. This is a decrease of 0.35 FTE which includes an addition of 0.10 FTE in the Engineering Administration division for a Civil Engineer I, an increase of 0.25 FTE for a Heavy Equipment Operator I and a decrease of 0.20 FTE for a Groundskeeper in the Routine Maintenance division, and a reduction of 0.50 FTE for a Heavy Equipment Operator III in Winter Maintenance.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**203-4612 Engineering Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	46,176	City Engineer	0.15	13,196
Overtime	0	Asst. City Engineer	0.10	7,168
Fringe Benefits	39,571	Engineering Office Supervisor	0.13	8,246
		Administrative Professional	0.15	6,512
<b>TOTAL</b>	<b>85,747</b>	Civil Engineer I	0.10	5,048
		Intern	0.50	6,006
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>1.13</b>	<b>46,176</b>
Supplies	0			
Internal Services	8,870	FICA		3,561
Other Services		Healthcare Benefits - Active		10,760
Professional Fees	0	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		25,250
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<b>39,571</b>
<b>TOTAL</b>	<b>8,870</b>	<b>TOTAL</b>	<b>1.13</b>	<b>85,747</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>94,617</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**203-4621 Traffic Engineering**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	70,759	Traffic Foreman	0.25	14,690
Overtime	3,000	Tran. Engineering Assist.	0.40	18,669
Add Pays	2,750	Traffic Maint. Tech. II	0.35	15,172
Fringe Benefits	109,421	Traffic Maint. Tech. I	0.60	22,228
<b>TOTAL</b>	<b>185,930</b>	<b>Total Personnel</b>	<b>1.60</b>	<b>70,759</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>3,000</b>
Supplies	25,300			
Internal Services	12,535	Standby Pay		2,750
Other Services		<b>Total Add Pays</b>		<b>2,750</b>
Professional Fees	16,837			
Maintenance Fees	5,676			
Other Contracted Fees	1,450			
<b>TOTAL</b>	<b>61,798</b>	FICA		6,130
		Healthcare Benefits - Active		29,150
		Healthcare Benefits - Retirees		13,821
		Pension		60,320
<b>CAPITAL OUTLAY</b>	0	<b>Total Fringe Benefits</b>		<b>109,421</b>
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>247,728</b>	<b>TOTAL</b>	<b>1.60</b>	<b>185,930</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**203-4650 Street Administration**

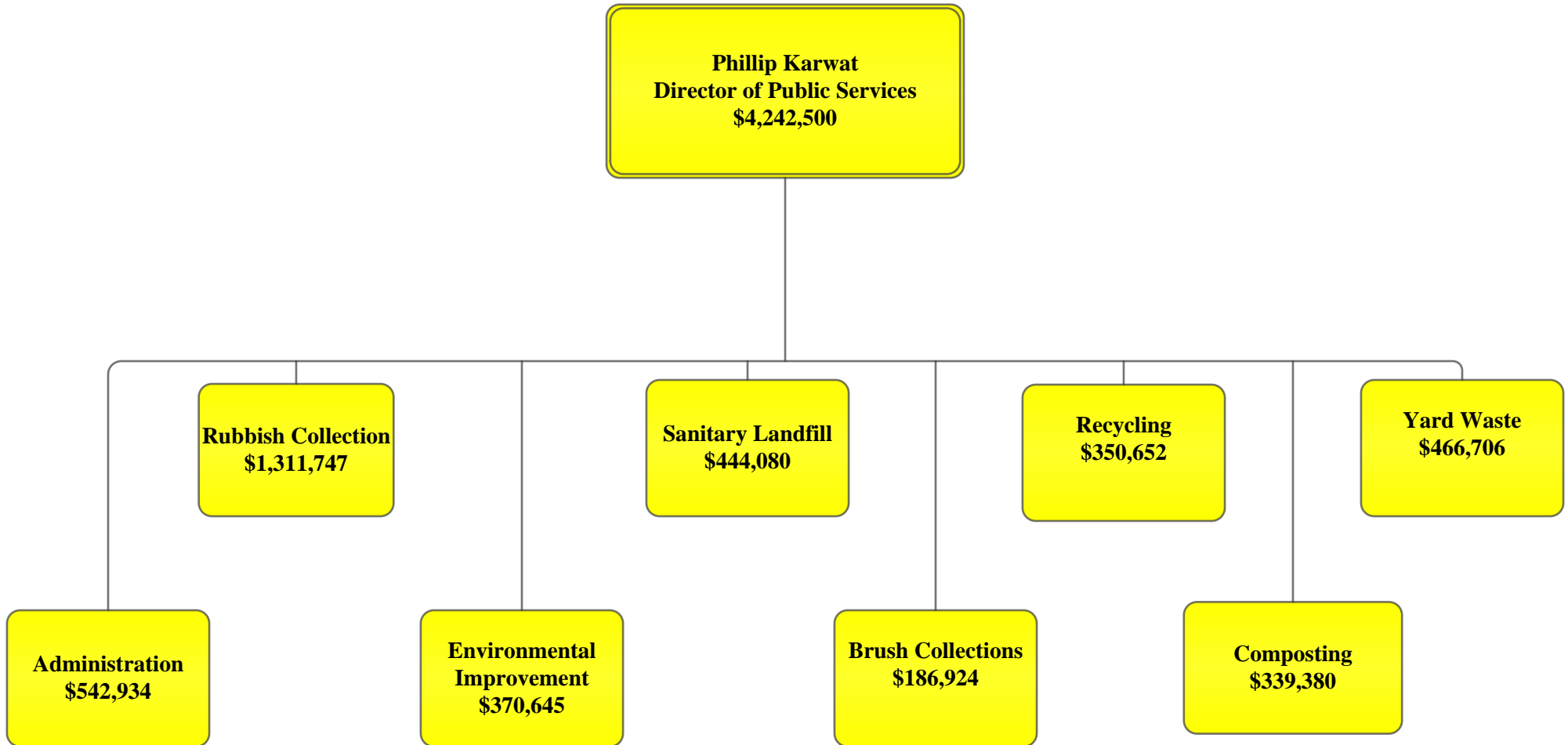
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	1,901	Office Assistant II	0.06	1,901
Overtime	0			
Fringe Benefits	245,300	<b>Total Personnel</b>	<u>0.06</u>	<u>1,901</u>
<b>TOTAL</b>	<u><b>247,201</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
		FICA		452
		Healthcare Benefits - Active		1,032
Supplies	150	Healthcare Benefits - Retirees		241,740
Internal Services	150,771	Pension		2,076
Other Services		<b>Total Fringe Benefits</b>		<u>245,300</u>
Professional Fees	15,027			
Maintenance Fees	1,000	<b>TOTAL</b>	<u><b>0.06</b></u>	<u><b>247,201</b></u>
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>166,948</b></u>			
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>414,149</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**203-4651 Routine Maintenance**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	149,852	Chief ROW Foreman	0.25	16,875
Overtime	5,000	Heavy Equip. Operator I	1.00	44,936
Add Pays	2,750	Heavy Equip. Operator II	0.50	23,124
Fringe Benefits	184,460	Heavy Equip. Operator III	0.25	11,703
		Groundskeeper I (S)	3.20	53,214
<b>TOTAL</b>	<b>342,062</b>			
		<b>Total Personnel</b>	<b>5.20</b>	<b>149,852</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		5,000
Supplies	267,650			
Internal Services	29,988			
Other Services		Standby Pay		2,750
Professional Fees	0			
Maintenance Fees	75,833	<b>Total Add Pays</b>		2,750
Other Contracted Fees	0			
<b>TOTAL</b>	<b>373,471</b>			
		FICA		12,439
		Healthcare Benefits - Active		77,952
		Healthcare Benefits - Retirees		3,455
<b>CAPITAL OUTLAY</b>	0	Pension		90,614
<b>TOTAL</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>184,460</b>
<b>TOTAL APPROPRIATION</b>	<b>715,533</b>	<b>TOTAL</b>	<b>5.20</b>	<b>342,062</b>

# CITY OF SAGINAW RUBBISH COLLECTION FUND



In FY 2020, the Rubbish Collection Fund has funds budgeted for Debt Service of \$84,755 and for Transfers of \$144,677.



**RUBBISH COLLECTIONS (226)  
RESOURCE ALLOCATION  
2019/2020 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>(146,996)</b>	<b>ADMINISTRATION</b>	<b>542,934</b>
<b>SERVICES AND SALES</b>	<b>1,000</b>	<b>RUBBISH COLLECTIONS</b>	<b>1,311,747</b>
<b>CHARGE FOR SERVICES</b>	<b>2,211,307</b>	<b>ENVIRONMENTAL IMPROVEMENT</b>	<b>370,645</b>
<b>INTEREST AND RENTS</b>	<b>75,000</b>	<b>SANITARY LANDFILL</b>	<b>444,080</b>
<b>OTHER REVENUES</b>	<b>1,814,885</b>	<b>BRUSH COLLECTIONS</b>	<b>186,924</b>
<b>USE OF FUND EQUITY</b>	<b>287,304</b>	<b>RECYCLING</b>	<b>350,652</b>
		<b>COMPOSTING</b>	<b>339,380</b>
		<b>YARD WASTE</b>	<b>466,706</b>
		<b>DEBT SERVICE</b>	<b>84,755</b>
		<b>TRANSFERS</b>	<b>144,677</b>
<b>TOTAL RESOURCES</b>	<b><u>4,242,500</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>4,242,500</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.

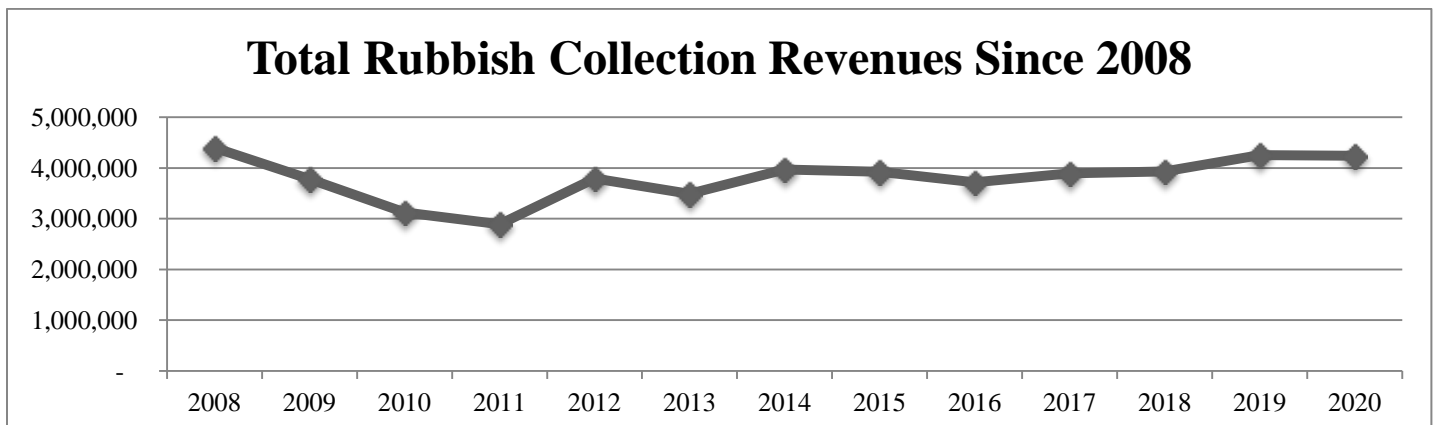
In FY 2017, the household rubbish fee was increased by \$25 from \$175 to \$200 per household unit. This increase was necessary due to the increasing cost of providing services and the continual decline in household count.

The 2020 Budget for the Rubbish Collection Fund is \$4,242,500, which is a decrease of \$8,970 from the FY 2019 approved budgeted levels. This reduction is largely due to the following decreases: refund of capture funds by \$50,000, special assessments for household rubbish fees by \$43,788, and Saginaw County Rubbish Fee by \$85,242. This reduction will be offset by \$10 increase to the household rubbish fee from \$200 to \$210 per household unit. This increase is necessary to meet the increasing cost of providing services. In addition, city administration plans to review the fee structure over the next few years.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	(98,308)	(150,877)	(133,318)	(96,996)	(96,996)	(39,704)	(146,996)
Services - Sales	716	16,329	601	900	900	4,114	1,000
Charge for Services	2,787,534	2,156,369	2,159,807	2,125,707	2,125,707	2,153,534	2,211,307
Interest and Rents	68,842	79,130	81,849	75,000	75,000	85,487	75,000
Other Revenues	959,576	1,793,955	1,820,189	1,919,913	2,274,853	1,515,385	1,814,885
Use of Fund Equity	0	0	0	226,946	226,946	35,940	287,304
<b>Total Revenues</b>	<b>3,718,360</b>	<b>3,894,906</b>	<b>3,929,128</b>	<b>4,251,470</b>	<b>4,606,410</b>	<b>3,754,756</b>	<b>4,242,500</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008-FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. Rubbish Collection revenues have been steadily declining since fiscal year 2008. 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 2019 budget increased slightly due to an increased use of fund equity. The FY 2020 budget reflects a \$10 increase to the household fee. Even with an increase to the household rubbish fee, the fund still reflects an overall reduction due to loss of one time revenues sources as well as return on the funds from special assessments and Saginaw County. City administration will review the revenue base for the fund for the upcoming fiscal years.

### **DETAIL REVENUES ANALYSIS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	2,947	2,947
Refund of Capture	0	0	4,849	50,000	50,000	63,064	0
Personal Property	57	57	57	57	57	57	57
Personal Property - DPPT	1,434	810	1,607	0	0	1,305	0
Property Taxes - Chargeback	(102,699)	(154,691)	(142,778)	(150,000)	(150,000)	(107,077)	(150,000)
Chargebacks – Trash Removal	(47)	0	0	0	0	0	0
Abandoned Vehicles	37	731	225	700	700	1,550	700
Sale of Junk	391	0	0	0	0	0	0
Sale of Recycling Bins	288	248	376	200	200	2,564	300
Household Rubbish Fees	2,541,248	2,067,764	2,082,947	2,051,707	2,051,707	2,065,120	2,132,432
Trash Removal	12,855	21,278	7,037	7,000	7,000	16,828	8,875
Compost Site Dump Fees	233,431	67,327	69,823	67,000	67,000	71,586	70,000
Interest on Investments	(12)	104	824	0	0	1,724	0
Interest on Spec Asmts	0	563	158	0	0	7,974	0
Penalties on Rubbish Fees	68,854	78,463	80,867	75,000	75,000	75,789	75,000
Materials & Services	0	15,350	0	0	0	0	0
Install Contract Proceeds	0	0	0	0	343,966	343,627	0
Special Assessments – Household Rubbish	22,982	890,339	887,872	909,646	909,646	214,470	865,858
Special Assessments – Trash Removal	0	5,882	5,622	6,000	6,000	8,314	11,240
Sale of Property Items	0	0	0	0	0	12,020	0
Saginaw County – Trash Removal	0	14,304	3,741	15,521	15,521	17,783	34,283
Saginaw County Rubbish Fee	935,024	881,074	920,354	988,746	988,746	905,173	903,504
Reimbursement	1,570	2,356	2,600	0	10,974	13,998	0
Use of Fund Equity	0	0	0	226,946	226,946	35,940	287,304
<b>Totals</b>	<b>3,718,360</b>	<b>3,894,906</b>	<b>3,929,128</b>	<b>4,251,470</b>	<b>4,606,410</b>	<b>3,754,756</b>	<b>4,242,500</b>

## ***RUBBISH COLLECTION FUND***

### **EXPENDITURE BUDGET SUMMARY**

The total Rubbish Collection Fund is \$4,242,500 for FY 2020. This is an \$8,970, or .21% reduction from the approved FY 2019 budgeted level. The cost of *Personnel Services* is \$53,390 or 4.05% more than the FY 2019 budgeted level. This increase is due to the 10% to 12% increase to active healthcare and the addition of a full time Environmental Enforcement Officer in the Environmental Improvement Division. (*The personnel complement changes are listed in detail under Summary of Positions.*) *Operating Expenses* decreases by \$67,725 from the FY 2019 budget. This is largely attributable to reduction to the rate the city has to pay to Mid-Michigan Waste Authority in the Rubbish Collection division, fuel in the Environmental Improvement division, and in motor pool charges in the Composting division. *Capital Outlay* for FY 2020 is \$0. The category of *Miscellaneous Expenditures* is \$229,432 in FY 2020. 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 makes payments on its portion of the 2015 G.O. Limited Tax Capital Improvement Bonds, \$5,962 for its share to help fund the City's OPEB liability, and is anticipated to have an additional debt service payment for the purchase of new vehicles and equipment that are needed to continue providing necessary services.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	560,066	545,514	451,421	594,907	584,907	522,898	542,934
4582 Rubbish Collections	1,304,055	1,208,562	1,270,006	1,412,973	1,385,448	1,136,128	1,311,747
4583 Environmental Improvement	254,758	279,687	304,295	348,164	515,781	415,871	370,645
4584 Sanitary Landfill	406,233	410,124	405,374	441,840	441,840	342,061	444,840
4585 Brush Collections	198,187	204,501	281,893	269,546	406,442	245,673	186,924
4586 Recycling	283,135	241,330	386,091	262,043	275,668	232,669	350,652
4587 Composting	397,769	250,255	232,960	373,489	422,176	298,514	339,380
4588 Yard Waste	55,993	246,143	257,853	343,991	367,374	388,015	466,706
4590 Debt Services	28,383	28,383	28,383	61,905	63,375	29,573	84,755
9660 Transfer	0	39,935	123,576	142,612	143,354	143,354	144,677
<b>Total Expenditures</b>	<b>3,488,579</b>	<b>3,454,434</b>	<b>3,741,852</b>	<b>4,251,470</b>	<b>4,606,410</b>	<b>3,754,756</b>	<b>4,242,500</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	830,879	1,002,754	1,194,044	1,318,346	1,321,719	1,138,997	1,371,736
Operating Expenses	2,629,317	2,364,362	2,387,345	2,708,607	2,722,506	2,170,470	2,641,332
Capital Outlay	0	19,000	8,504	20,000	355,354	272,362	0
Miscellaneous	28,383	68,318	151,959	204,517	206,729	172,927	229,432
<b>Total Expenditures</b>	<b>3,488,579</b>	<b>3,454,434</b>	<b>3,741,852</b>	<b>4,251,470</b>	<b>4,606,410</b>	<b>3,754,756</b>	<b>4,242,500</b>

**SUMMARY OF POSITIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
4581 Rubbish Administration	1.47	1.17	1.15	1.05	1.05	1.05	1.05
4583 Environmental Improvement	5.10	5.10	5.10	5.10	5.10	5.10	4.10
4585 Brush Collections	1.00	1.00	2.60	2.40	2.40	2.40	1.00
4586 Recycling	2.60	2.60	3.10	1.60	1.60	1.60	1.95
4587 Composting	1.80	0.87	0.12	0.87	0.87	0.87	0.87
4585 Yard Waste	2.60	2.60	2.10	2.70	2.70	2.70	3.75
<b>Total Positions</b>	<b>14.57</b>	<b>13.34</b>	<b>14.17</b>	<b>13.72</b>	<b>13.72</b>	<b>13.72</b>	<b>12.72</b>

The total Rubbish Collection Fund personnel complement for FY 2020 is 12.72 FTE. This is a net decrease of 1.00 FTE.

These changes are described as follows:

- The Environmental Improvement Division decreases by a net one position. During the past few years, it has become difficult to fill the part time Skilled Laborer II positions. Therefore, for FY 2020, the personnel complement adds a full time Environmental Enforcement Officer and eliminates two Skilled Laborer II positions.
- The Brush Collection division decreases 1.40 FTE from the previous fiscal year. This reduction is due to a reallocation of 1.40 of a Brush Collector to the Yard Waste division.
- The Recycling division increases .35 FTE from the previous fiscal year. This increase is due to the reallocation of the Packer Operators from the Yard Waste division.
- The Yard Waste division increased by a net 1.05 FTE. This is due to the reallocation 1.40 FTE of the Brush Collectors from the Brush Collection division. This is offset by a .35 reduction of the Packer Operator to the Recycling division.

**Performance Measure/Metric: 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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
% of monthly brush collection completed on time	85%	52%	85%	85%	75%
Compost Site Compost sold (cyds)	2,500	3,660	2,000	2,000	2,500
% 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 have been partially achieved. In review of the process the Brush Route Crews were required to provide brush pick-up for many neighborhood clean-ups and private property clean-ups for various groups such as the Land Bank, Saginaw Basin Land Conservancy, and One Week One Street. If brush pick-up continues to be required for neighborhood groups and other organizations, the city may need to add additional positions. Code compliance is not citing oversized or illegal brush piles. Oversized and illegal brush piles require more time to remove. The citing of oversized and illegal brush piles would help eliminate this problem and should help the Brush Route Crews to meet this key performance indicator.

The key performance indicator of “Compost Site Compost sold (cyds)” reflects to be fully achieved. This is due to the increase was due to the Michigan Department of Transportation purchasing 1,000 cyds of compost.

**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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Remove debris from residential property	600 tons	407.74 tons	600 tons	600 tons	600 tons

**Explanation of variances:**

The key performance indicator to “remove debris from residential property” reflects to have been partially achieved. During this period, the Environmental Improvement Division has had only one part time employee for the year and a second part time employee for 4 months. This projection was compiled with anticipation of having 4 part time employees year round.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**226-4581 Rubbish Collection Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	70,121	Director of Public Services	0.10	10,888
Overtime	500	Deputy Dir. Public Svcs.	0.10	8,809
Add Pays	5,480	City Engineer	0.10	8,797
Fringe Benefits	218,292	Assistant City Engineer	0.10	7,168
		Chief ROW Foreman	0.30	20,249
<b>TOTAL</b>	<b>294,393</b>	ROW Foreman, Streets	0.15	8,228
		Office Assistant II	0.20	5,983
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>1.05</b>	<b>70,121</b>
Supplies	1,350			
Internal Services	126,409	<b>Overtime</b>		<b>500</b>
Other Services				
Professional Fees	81,168	Standby Pay		4,950
Maintenance Fees	60	Education Bonus		280
Other Contracted Fees	39,554	Car Allowance		250
<b>TOTAL</b>	<b>248,541</b>	<b>Total Add Pays</b>		<b>5,480</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	FICA		6,356
		Healthcare Benefits - Active		22,120
		Healthcare Benefits - Retirees		146,401
		Pension		43,415
<b>TOTAL APPROPRIATION</b>	<b>542,934</b>	<b>Total Fringe Benefits</b>		<b>218,292</b>
		<b>TOTAL</b>	<b>1.05</b>	<b>294,393</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**226-4582 Rubbish Collection**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	0			
Overtime	16,000	<b>Total Personnel</b>	<u>0.00</u>	<u>0</u>
Fringe Benefits	1,224			
<b>TOTAL</b>	<u><b>17,224</b></u>	<b>Overtime</b>		<u>16,000</u>
<b>OPERATING EXPENSES</b>				
		FICA		1,224
		Healthcare Benefits - Active		0
Supplies	0	Healthcare Benefits - Retirees		0
Internal Services	65,628	Pension		0
Other Services				
Professional Fees	1,176,154	<b>Total Fringe Benefits</b>		<u>1,224</u>
Maintenance Fees	45,831			
Other Contracted Fees	6,910			
<b>TOTAL</b>	<u><b>1,294,523</b></u>	<b>TOTAL</b>	<u><b>0.00</b></u>	<u><b>17,224</b></u>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>1,311,747</b></u></u>			



**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**226-4583 Environmental Improvement**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	117,899	Chief Inspector	0.10	7,085
Overtime	0	Office Assistant III	1.00	39,625
Fringe Benefits	153,962	Environmental Enforcement Officer	1.00	31,878
<b>TOTAL</b>	<b>271,861</b>	Skilled Laborer II (PT)	2.00	39,312
		<b>Total Personnel</b>	<b>4.10</b>	<b>117,899</b>
<b>OPERATING EXPENSES</b>				
Supplies	13,850	<b>Overtime</b>		<b>0</b>
Internal Services	23,971			
Other Services		FICA		9,210
Professional Fees	6,667	Healthcare Benefits - Active		49,357
Maintenance Fees	54,296	Healthcare Benefits - Retirees		13,821
Other Contracted Fees	0	Pension		81,574
<b>TOTAL</b>	<b>98,784</b>	<b>Total Fringe Benefits</b>		<b>153,962</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>4.10</b>	<b>271,861</b>
<b>TOTAL APPROPRIATION</b>	<b>370,645</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**226 - 4585 Brush Collections**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	45,060	Tree Trimmer III	0.20	9,363
Overtime	7,000	Tree Trimmer II	0.40	17,959
Add Pays	0	Tree Trimmer I	0.40	17,738
Fringe Benefits	61,286			
		<b>Total Personnel</b>	<u>1.00</u>	<u>45,060</u>
<b>TOTAL</b>	<u><b>113,346</b></u>			
		<b>Overtime</b>		<u>7,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	7,900	Education Bonus		0
Internal Services	17,242			
Other Services		<b>Total Add Pays</b>		<u>0</u>
Professional Fees	510			
Maintenance Fees	47,926	FICA		4,021
Other Contracted Fees	0	Healthcare Benefits - Active		21,331
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<u><b>73,578</b></u>	Pension		35,934
		<b>Total Fringe Benefits</b>		<u>61,286</u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>113,346</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>186,924</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

226 - 4586 Recycling

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	70,577	Packer Operator	1.35	52,452
Overtime	3,000	Office Assistant II	0.60	18,126
Fringe Benefits	121,727			
		<b>Total Personnel</b>	1.95	70,577
<b>TOTAL</b>	<b>195,304</b>			
		<b>Overtime</b>		3,000
<b>OPERATING EXPENSES</b>				
Supplies	19,300	FICA		5,629
Internal Services	17,698	Healthcare Benefits - Active		47,755
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	65,510	Pension		68,343
Maintenance Fees	52,840			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		121,727
<b>TOTAL</b>	<b>155,348</b>			
		<b>TOTAL</b>	<b>1.95</b>	<b>195,304</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>350,652</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**226-4587 Composting**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	38,133	Compost Site Operator	0.75	34,685
Overtime	8,000	Office Assistant II	0.12	3,448
Fringe Benefits	66,774			
		<b>Total Personnel</b>	<u>0.87</u>	<u>38,133</u>
<b>TOTAL</b>	<u><b>112,907</b></u>			
		<b>Overtime</b>		<u>8,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	43,200	FICA		3,529
Internal Services	20,499	Healthcare Benefits - Active		22,528
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	57,450	Pension		40,717
Maintenance Fees	105,324			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>66,774</u>
<b>TOTAL</b>	<u><b>226,473</b></u>			
		<b>TOTAL</b>	<u><u><b>0.87</b></u></u>	<u><u><b>112,907</b></u></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>339,380</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

226-4588 Yard Waste

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	140,141	Packer Operator	1.75	67,491
Overtime	5,000	Office Assistant II	0.60	18,126
Fringe Benefits	221,560	Brush Collector	1.40	54,525
<b>TOTAL</b>	<b>366,701</b>	<b>Total Personnel</b>	<b>3.75</b>	<b>140,141</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>5,000</b>
Supplies	24,750	FICA		11,104
Internal Services	21,504	Healthcare Benefits - Active		78,587
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	510	Pension		131,869
Maintenance Fees	53,241	<b>Total Fringe Benefits</b>		<b>221,560</b>
Other Contracted Fees	0			
<b>TOTAL</b>	<b>100,005</b>	<b>TOTAL</b>	<b>3.75</b>	<b>366,701</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>466,706</b>			

**PUBLIC SAFETY FUND (205)  
RESOURCE ALLOCATION  
2019/2020 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	2,793,009	CPS - POLICE PATROL	1,797,326
		CPS - FIRE SUPPRESSION	995,683
<b>TOTAL RESOURCES</b>	<b>2,793,009</b>	<b>TOTAL APPROPRIATIONS</b>	<b>2,793,009</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.

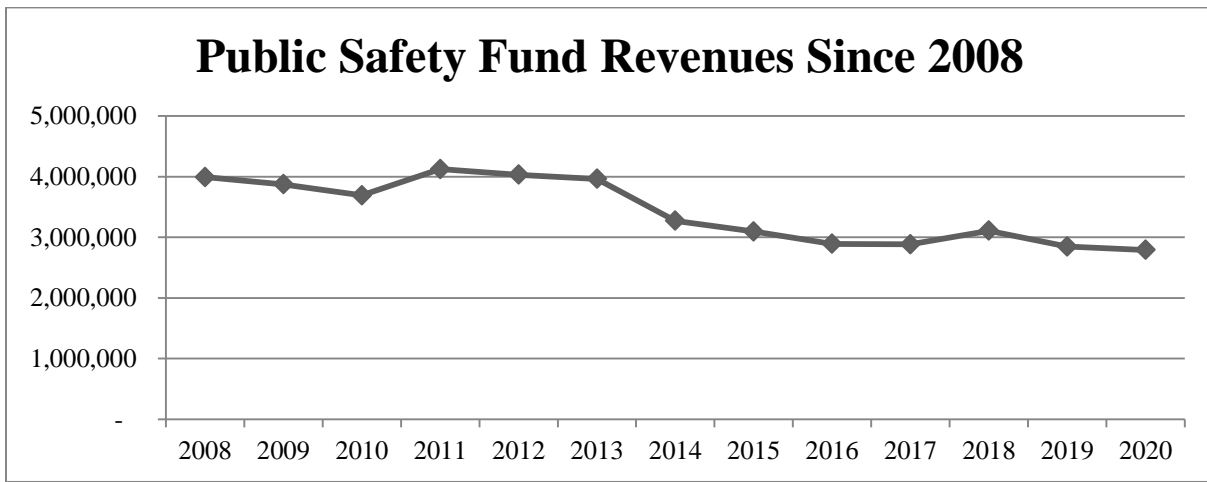
Five years later, in November of 2010, the City petitioned the electorate again for a renewal of the 6 mills with an additional 1.5 mills. Again, the electorate approved the Public Safety millage at its new level. The General Fund continues to provide a subsidy to this fund for unfunded pension contributions. 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 2020, the Public Safety Fund’s revenues are \$2,793,009. This is a decrease of \$55,313 from the previous fiscal year’s budget. This reduction is largely due to a decrease in real property tax revenues.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	2,921,305	2,883,221	2,880,720	2,848,322	2,848,322	2,878,808	2,793,009
Use of Fund Equity	0	0	0	0	0	0	0
Transfers	0	0	228,680	0	0	0	0
<b>Total Revenues</b>	<b>2,921,306</b>	<b>2,883,221</b>	<b>3,109,400</b>	<b>2,848,322</b>	<b>2,848,322</b>	<b>2,878,808</b>	<b>2,793,009</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. In review of the financial data from FY 2008 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. The FY 2018/19 budget for the Public Safety Millage Fund reflects a slight decrease due to a reduction in real property tax revenues. The FY 2019/20 budget continues to reflect a reduction in revenues. This is attributable to a reduction in real property tax revenues.

**EXPENDITURE BUDGET SUMMARY**

The Public Safety Fund expenditures are \$2,793,009 for FY 2020. *Personnel Services* is \$55,313 less than in FY 2019. This decrease in personnel services is directly associated with this funds ability to cover all costs of 32 employees. In fact, one police officer and one firefighter has been reallocated to the General Fund. In addition, the majority of the pension liability has also been transferred to Community Public Safety – Police and Fire in the General Fund. *(The personnel complement changes are listed in detail under Summary of Positions.)*

**FUNDING LEVEL SUMMARY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
3511 CPS - Police Patrol	1,771,066	1,847,142	2,045,259	1,839,807	1,839,807	1,752,625	1,797,326
3551 CPS - Fire Suppression	946,652	1,129,845	1,173,280	1,008,515	1,008,515	1,003,578	995,683
9660 Transfers	0	150,749	0	0	0	0	0
<b>Total Expenditures</b>	<b>2,717,718</b>	<b>3,127,736</b>	<b>3,218,539</b>	<b>2,848,322</b>	<b>2,848,322</b>	<b>2,756,203</b>	<b>2,793,009</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Personnel Services	2,717,718	2,976,987	3,218,539	2,848,322	2,848,322	2,756,203	2,793,009
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	150,749	0	0	0	0	0
<b>Total Expenditures</b>	<b>2,717,718</b>	<b>3,127,736</b>	<b>3,218,539</b>	<b>2,848,322</b>	<b>2,848,322</b>	<b>2,756,203</b>	<b>2,793,009</b>



**SUMMARY OF POSITIONS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	221.00	221.00	21.00	21.00	21.00	21.00	20.00
3551 CPS - Fire Suppression	11.00	11.00	11.00	11.00	11.00	11.00	10.00
<b>Total Positions</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>	<b>30.00</b>

The total personnel complement for the 2020 budget is 30.00 FTE. This is a two position reduction from the previous fiscal year.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/20 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  
2019/2020 APPROVED BUDGET**

**205-3511 CPS - Police Patrol**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	1,115,219	Police Officer	20.00	1,115,219
Overtime	171,539			
Add Pays	14,500	<b>Total Personnel</b>	<u>20.00</u>	<u>1,115,219</u>
Fringe Benefits	496,068			
<b>TOTAL</b>	<u><b>1,797,326</b></u>	<b>Overtime</b>		<u>171,539</u>
<b>OPERATING EXPENSES</b>				
		Education Bonus		14,500
Supplies	0	<b>Total Add Pays</b>		<u>14,500</u>
Internal Services	0			
Other Services		FICA		18,773
Professional Fees	0	Healthcare Benefits - Active		337,615
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension - Sworn		139,680
<b>TOTAL</b>	<u><b>0</b></u>	<b>Total Fringe Benefits</b>		<u>496,068</u>
<b>CAPITAL OUTLAY</b>				
	0	<b>TOTAL</b>	<u><b>20.00</b></u>	<u><b>1,797,326</b></u>
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>1,797,326</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**205-3551 CPS - Fire Suppression**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	592,787	Fire Engineers	6.00	423,401
Overtime	50,000	Firefighter	4.00	169,386
Add Pays	13,350			
Fringe Benefits	339,546	<b>Total Personnel</b>	<u>10.00</u>	<u>592,787</u>
<b>TOTAL</b>	<u><b>995,683</b></u>	<b>Overtime</b>		<u>50,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	0	Food/Clothing Allowance		12,000
Internal Services	0	Fire Certification		1,350
Other Services		<b>Total Add Pays</b>		<u>13,350</u>
Professional Fees	0			
Maintenance Fees	0	FICA		9,442
Other Contracted Fees	0	Healthcare Benefits - Active		251,306
<b>TOTAL</b>	<u><b>0</b></u>	Healthcare Benefits - Retirees		0
		Pension - Sworn		78,798
<b>CAPITAL OUTLAY</b>	0	<b>Total Fringe Benefits</b>		<u>339,546</u>
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><b>10.00</b></u>	<u><b>995,683</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>995,683</b></u></u>			

**PUBLIC SAFETY GRANTS  
RESOURCE ALLOCATION  
2019/2020 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	200,861	SAGINAW COUNTY TAPS	200,861
POLICE ELERV GRANT	25,000	POLICE ELERV GRANT	25,000
<b>TOTAL RESOURCES</b>	<b><u>306,817</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>306,817</u></b>

## **COMMUNITY POLICING FUND**

### **REVENUE BUDGET SUMMARY**

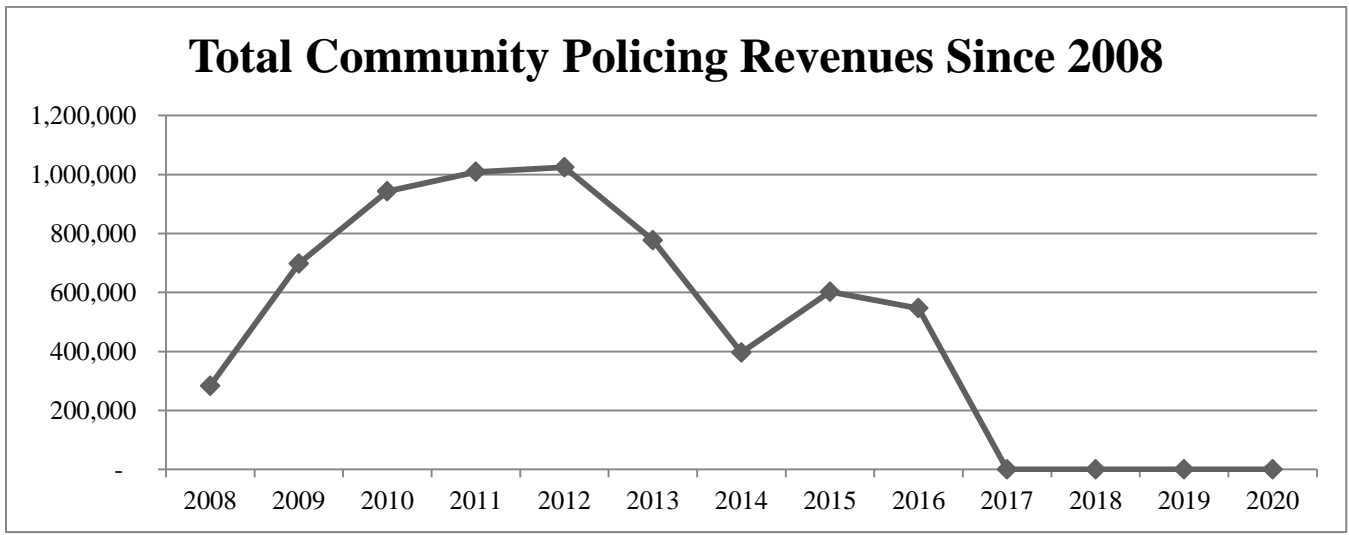
The Community Policing Fund accounts for revenues and expenditures of police officers assigned to various city neighborhoods. These programs and technologies provide residents with a greater sense of protection and provide the opportunity to develop and implement problem-solving strategies in their neighborhoods.

For FY 2020, the Community Policing Fund revenues are \$0. This is consistent with FY 2018 and FY 2019 because the fund is no longer in use. This reduction is due primarily to this fund’s inability to be self-supporting; in addition, a major source of revenue was transfers from other funds.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	(7)	0	84	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Transfers	418,910	0	0	0	0	0	0
<b>Total Revenues</b>	<b>418,903</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 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 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. From FY 2017 through 2020, Community Policing is recognized in the General Fund.

**EXPENDITURE BUDGET SUMMARY**

The total Community Policing Fund expenditures are \$0 for FY 2020. This is consistent with 2019 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 being transfers from other funds. Because of this, the City Auditor requires that this fund be allocated to the General Fund.

**FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	392,170	0	0	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>392,170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	380,898	0	0	0	0	0	0
Operating Expenses	11,272	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>392,170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUMMARY OF POSITIONS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	4.00	0.00	0.00	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>4.00</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>

The total Community Policing Fund’s personnel complement is zero FTE for FY 2020. These individual positions have been moved to the General Fund.

## ***POLICE TRAINING FUND***

### **REVENUE BUDGET SUMMARY**

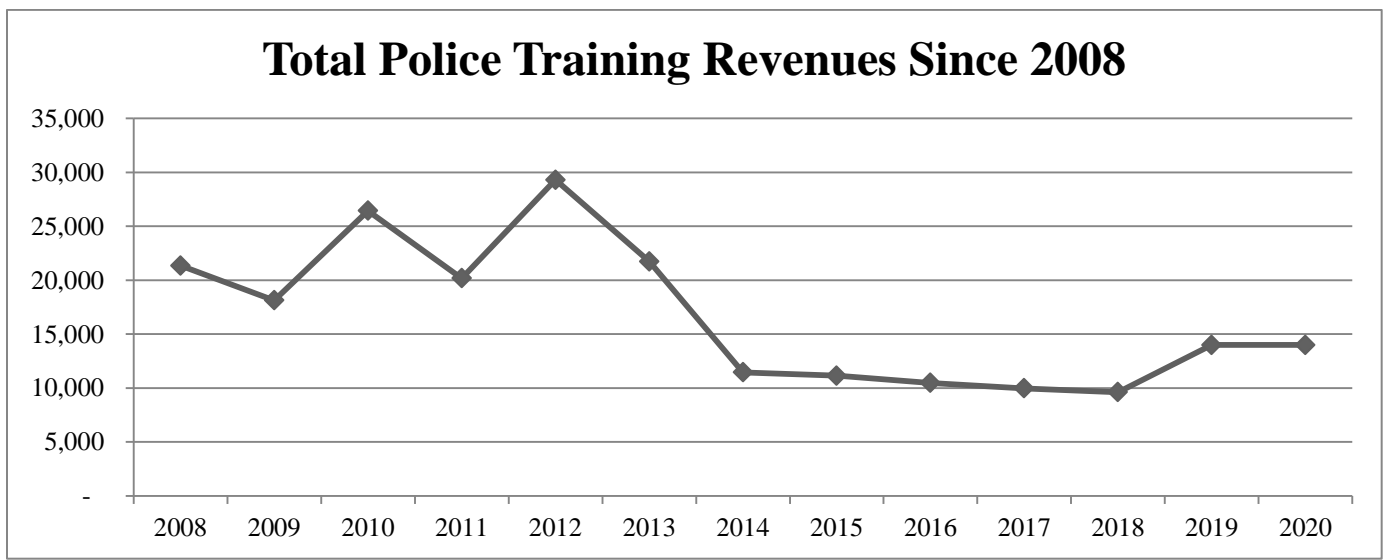
The Police Training Fund accounts for allocations received from the State of Michigan pursuant to Act 302 of the Public Act of 1982. These monies are disbursed twice a year based on the number of sworn police officers. These funds can only be expended for direct costs of criminal justice training of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

The 2019/2020 budget revenues for the Police Training Fund are \$14,000. This is the same as the 2019 budgeted levels.

### **SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
State Grants	10,485	9,967	9,600	14,000	14,000	9,107	14,000
Interest and Rents	(1)	3	15	0	0	18	0
Transfers	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>10,484</b>	<b>9,970</b>	<b>9,615</b>	<b>14,000</b>	<b>14,000</b>	<b>9,125</b>	<b>14,000</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 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 are \$14,000 for FY 2020. No *Personnel Services* have been allocated to this fund. *Operating Expenses* make up the budget for this fund. *Operating Expenses* are the same as the 2019 budgeted levels. No monies are allocated for *Capital Outlay*.

**FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3323 Police Training	5,601	9,968	9,732	14,000	14,000	9,123	14,000
<b>Total Expenditures</b>	<b>5,601</b>	<b>9,968</b>	<b>9,732</b>	<b>14,000</b>	<b>14,000</b>	<b>9,123</b>	<b>14,000</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	5,601	9,968	9,732	14,000	14,000	9,123	14,000
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>5,601</b>	<b>9,968</b>	<b>9,732</b>	<b>14,000</b>	<b>14,000</b>	<b>9,123</b>	<b>14,000</b>

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

### **REVENUE BUDGET SUMMARY**

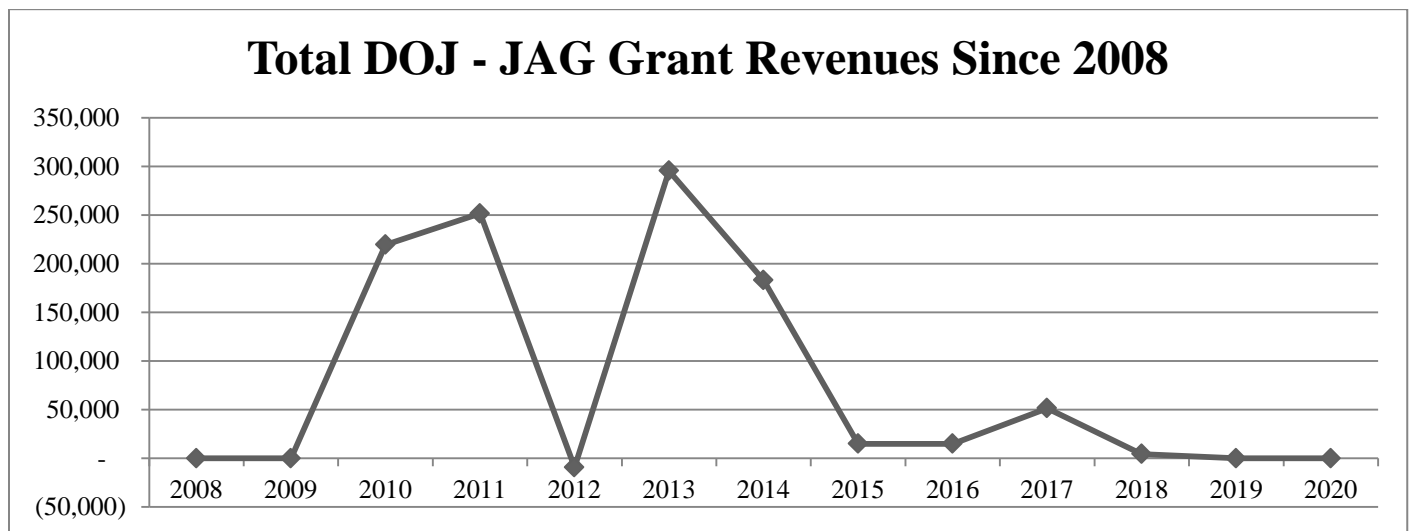
The Department of Justice (DOJ) – Justice Assistance Grant (JAG) Fund accounts for revenues and expenditures related to various projects that provide better service and fight crime in the community as approved by the United States DOJ. This funding allocation is based on the community’s violent crime 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 2020 budget for the DOJ – JAG is \$0. This represents the same amount budgeted in FY 2019. Generally, the city has budgeted to receive these funds; however, at this point the funds reflected in the amended budget are questionable based on lack of communication from the federal levels.

### **SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Grants	118,494	44,452	0	0	63,956	33,590	0
Interest	0	0	67	0	13	16	0
Other Revenue	0	0	4,350	0	17,241	13,516	0
Use of Fund Equity	0	0	0	0			
Transfers	0	7,066	0	0	0	0	0
<b>Total Revenues</b>	<b>118,494</b>	<b>51,518</b>	<b>4,417</b>	<b>0</b>	<b>81,485</b>	<b>47,122</b>	<b>0</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. Revenues for this fund are dependent on what the federal government allocates to the municipality. For FY 2008 – 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 was budgeted at zero since the previous year’s allocations were spent during FY 2017. The FY 2019 and FY 2020 budgets reflect to be zero based on questionable revenues that may be received from the federal government.

**EXPENDITURE BUDGET SUMMARY**

The total DOJ – JAG Grant expenditures are \$0 for FY 2020, which is the same as 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**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3332 DOJ Grant (2013)	30,074	0	0	0	0	0	0
3333 DOJ Grant (2014)	50,193	0	0	0	0	0	0
3334 DOJ Grant (2015)	38,227	0	0	0	0	0	0
3335 DOJ Grant (2016)	0	51,517	0	0	0	0	0
3336 DOJ Grant (2017)	0	0	0	0	33,590	33,590	0
3337 DOJ Grant (2018)	0	0	0	0	47,895	0	0
3340 FEMA Region 5	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>118,494</b>	<b>51,517</b>	<b>0</b>	<b>0</b>	<b>81,210</b>	<b>33,590</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	118,494	51,517	0	0	81,485	33,590	0
<b>Total Expenditures</b>	<b>118,494</b>	<b>51,517</b>	<b>0</b>	<b>0</b>	<b>81,210</b>	<b>33,590</b>	<b>0</b>

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

### **REVENUE BUDGET SUMMARY**

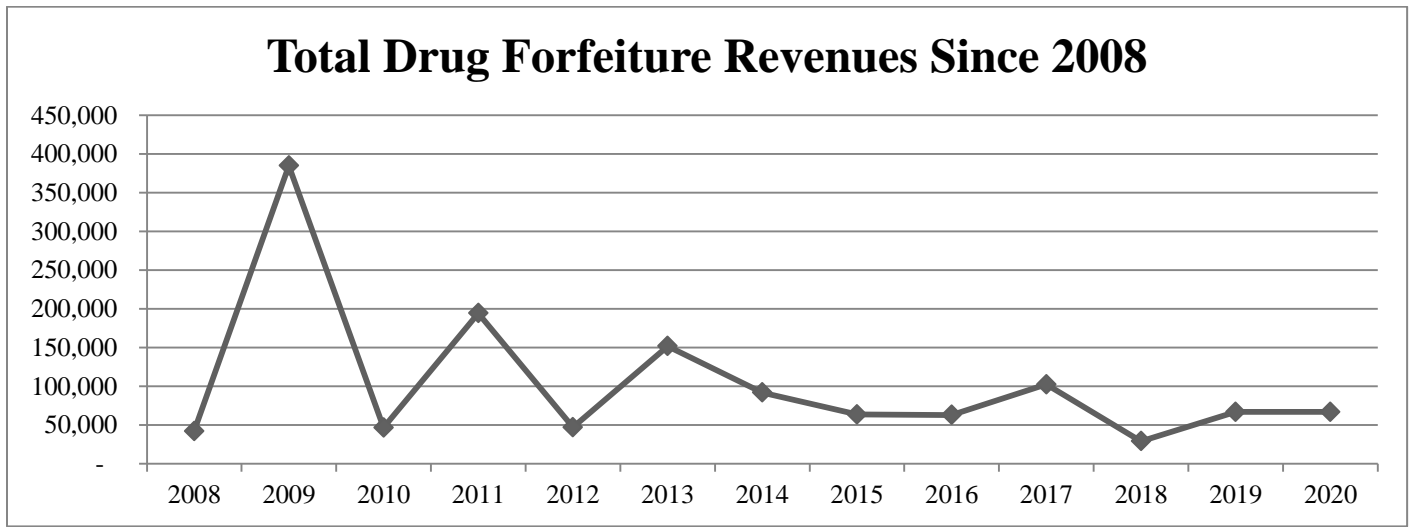
The Drug Forfeiture Fund accounts for all revenues and expenditures received from the forfeiture of cash and property seized during a drug raid. The major revenue sources for the Drug Forfeiture Fund are fines along with Federal and State forfeitures. After a drug raid, the City turns over these monies 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 2020 proposed budget for this fund is \$66,956. This is the same as the 2019 approved budget.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	2,975	91,374	5,194	0	2,500	2,503	0
Interest and Rents	1,071	999	1,365	1,000	2,242	2,670	1,000
Other Revenues	52,235	10,107	22,590	0	20,666	20,671	0
Use of Fund Equity	0	0	22,505	65,956	65,956	3,079	65,956
<b>Total Revenues</b>	<b>56,281</b>	<b>102,480</b>	<b>51,654</b>	<b>66,956</b>	<b>91,364</b>	<b>28,923</b>	<b>66,956</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. From FY 2008 to 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 being 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

decrease due to the amount of funds appropriated from reserves. The FY 2019 and the FY 2020 will remain the same as the approved FY 2018 budget.

**EXPENDITURE BUDGET SUMMARY**

The total Drug Forfeiture Fund expenditures are \$66,956 for FY 2020. No monies will be appropriated for *Personnel Services*. *Operating Expenses* are \$56,956 for the upcoming year. This is the same as FY 2019. The category of *Capital Outlay* is \$10,000 for next fiscal year. This appropriation is for the purchase of electronics and camera repairs.

**FUNDING LEVEL SUMMARY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
3040 Drug Forfeiture	128,411	47,328	51,654	66,956	91,364	28,923	66,956
<b>Total Expenditures</b>	<b>128,411</b>	<b>47,328</b>	<b>51,654</b>	<b>66,956</b>	<b>91,364</b>	<b>28,923</b>	<b>66,956</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	18,509	15,074	19,561	56,956	81,364	26,073	56,956
Capital Outlay	109,902	32,254	32,093	10,000	10,000	2,850	10,000
<b>Total Expenditures</b>	<b>128,411</b>	<b>47,328</b>	<b>51,654</b>	<b>66,956</b>	<b>91,364</b>	<b>28,923</b>	<b>66,956</b>

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

### REVENUE BUDGET SUMMARY

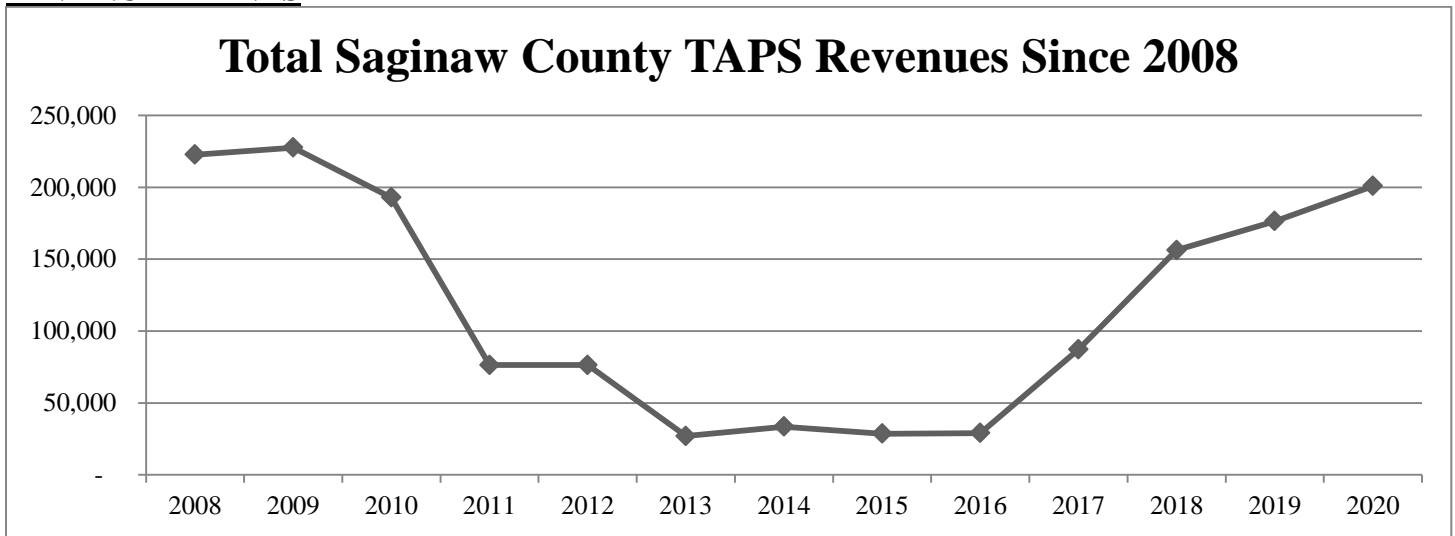
The Saginaw County Treatment and Prevention Services (TAPS) Fund, formerly the Youth Initiative Fund, accounts for grant monies received from the United States DOJ through the Saginaw County Department of Public Health. These funds are used to engage youth and provide facilities to the programs that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

The approved 2019/20 revenue budget for the Saginaw County TAPS Fund is \$200,861, which is \$24,444 more than the previous fiscal year. This increase is due to an operating transfer from the general fund to support the operation. 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, 2019. Funds have been renewed annually.

### SUMMARY OF REVENUES

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Interest	(4)	2	9	0	0	1	0
Other Revenues	56,438	106,907	156,301	176,417	186,451	176,602	176,417
Transfer from Other Funds	0	0	0	0	0	0	24,444
<b>Total Revenues</b>	<b>56,434</b>	<b>106,909</b>	<b>156,310</b>	<b>176,417</b>	<b>186,451</b>	<b>176,603</b>	<b>200,861</b>

### REVENUE TRENDS



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. From FY 2008 – 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. For FY 2019, the Saginaw TAPS grant covers the salary and benefits of two police officers. For FY 2020, this fund requires support from the General Fund to cover the cost of 2 police officers.

**EXPENDITURE BUDGET SUMMARY**

The total Saginaw County TAPS Fund expenditures are \$200,861 for FY 2020. *Personnel Services* is \$185,861 for FY 2020. This budget reflects an increase to salary and fringe benefits for the two police officers 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**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
3325 Saginaw County TAPS	63,887	110,111	154,929	176,417	186,451	176,603	200,861
<b>Total Expenditures</b>	<b>63,887</b>	<b>110,111</b>	<b>154,929</b>	<b>176,417</b>	<b>186,451</b>	<b>176,603</b>	<b>200,861</b>

**FUNDING LEVEL BY CATEGORY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Personnel Services	60,686	109,511	144,003	161,417	171,451	172,868	185,861
Operating Expenses	3,201	600	10,926	15,000	15,000	3,735	15,000
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>63,887</b>	<b>110,111</b>	<b>154,929</b>	<b>176,417</b>	<b>186,451</b>	<b>176,603</b>	<b>200,861</b>

**SUMMARY OF POSITIONS**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
3325 Saginaw County TAPS	0.30	1.00	2.00	2.00	2.00	2.00	2.00
<b>Total Positions</b>	<b>0.30</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

The personnel complement for the Saginaw TAPS Fund is 2 FTE.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

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

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	111,981	Police Officer	2.00	111,981
Overtime	20,000			
Add Pays	1,200	<b>Total Personnel</b>	2.00	111,981
Fringe Benefits	52,680			
<b>TOTAL</b>	<b>185,861</b>	Overtime		20,000
		Education Bonus		1,200
<b>OPERATING EXPENSES</b>		<b>Total Add Pays</b>		1,200
Supplies	4,000	FICA		1,931
Internal Services	0	Healthcare Benefits - Active		36,036
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	500	Pension - Sworn		14,713
Maintenance Fees	2,500	<b>Total Fringe Benefits</b>		52,680
Other Contracted Fees	8,000			
<b>TOTAL</b>	<b>15,000</b>	<b>TOTAL</b>	<b>2.00</b>	<b>185,861</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>200,861</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; fosters 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 2019/20 revenue is \$25,000. This grant will be completed as of September 2019.

### **SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Grants	13,982	91,822	81,265	25,000	221,266	146,259	25,000
Interest	0	0	38	0	0	48	0
Other Revenue	0	0	0	0	100	100	0
<b>Total Revenues</b>	<b>13,982</b>	<b>91,822</b>	<b>81,303</b>	<b>25,000</b>	<b>221,366</b>	<b>146,407</b>	<b>25,000</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Police ELERV Grant expenditures are \$25,000 for FY 2020. *Personnel Services* have been budgeted at \$5,073 to cover the cost of overtime for personnel to work on grant activity. *Operating Expenses* equates to \$19,927. The budget consists of funds to cover the contracted services agreement with the CAN Council to provide counseling services in accordance with the grant guidelines. No funds will be appropriated for *Capital Outlay*.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
3341 Police ELERV Grant	22,706	83,095	81,302	25,000	221,366	129,202	25,000
<b>Total Expenditures</b>	<b>22,706</b>	<b>83,095</b>	<b>81,302</b>	<b>25,000</b>	<b>221,366</b>	<b>129,202</b>	<b>25,000</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	22,024	36,033	11,804	5,073	83,823	61,327	5,073
Operating Expenses	0	47,062	69,498	19,927	137,543	67,875	19,927
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>22,706</b>	<b>83,095</b>	<b>81,302</b>	<b>25,000</b>	<b>221,366</b>	<b>129,202</b>	<b>25,000</b>

**SUMMARY OF POSITIONS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	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>

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 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>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
Salaries			
Overtime			
Add Pays			
Fringe Benefits			
<b>TOTAL</b>			
	<b>Total Personnel</b>	0.00	0.00
	Overtime		5,000
	Education Bonus		0
	<b>Total Add Pays</b>		0
<b>OPERATING EXPENSES</b>			
Supplies			
Internal Services			
Other Services			
Professional Fees			
Maintenance Fees			
Other Contracted Fees			
<b>TOTAL</b>			
	<b>Total Fringe Benefits</b>		73
	<b>TOTAL</b>	0.00	5,073
<b>CAPITAL OUTLAY</b>			
<b>TOTAL</b>			0
<b>TOTAL APPROPRIATION</b>			25,000

## ***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 for 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 \$0 for FY 2019. This is the result of the City not being awarded the Safer Grant after it expired in 2017.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Homeland Security Grant	242,754	0	0	0	0	0	0
Homeland Security II	405,348	992,850	564,266	0	0	0	0
<b>Total Revenues</b>	<b>648,102</b>	<b>992,850</b>	<b>564,266</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **EXPENDITURE BUDGET SUMMARY**

The Homeland Security SAFER II Grant Fund is \$0 for FY 2019. This is the result of the Safer Grant not being awarded to the city after the grant expired in 2017.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3551 Homeland Security - SAFER	208,420	0	564,267	0	0	0	0
3555 Homeland Security II	648,617	783,917	0	0	0	0	0
<b>Total Expenditures</b>	<b>857,037</b>	<b>783,917</b>	<b>564,267</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Personnel Services	857,037	783,917	564,267	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>857,037</b>	<b>783,917</b>	<b>564,267</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUMMARY OF POSTIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
3551 Homeland Security - SAFER	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3555 Homeland Security II	13.00	13.00	13.00	0.00	0.00	0.00	0.00
<b>Total Positions</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**CLEAN ENERGY COALITION FUND (230)**  
**RESOURCE ALLOCATION**  
**2019/2020 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>40,000</b>	<b>TOTAL APPROPRIATIONS</b>	<b>40,000</b>

## ***CLEAN ENERGY COALITION***

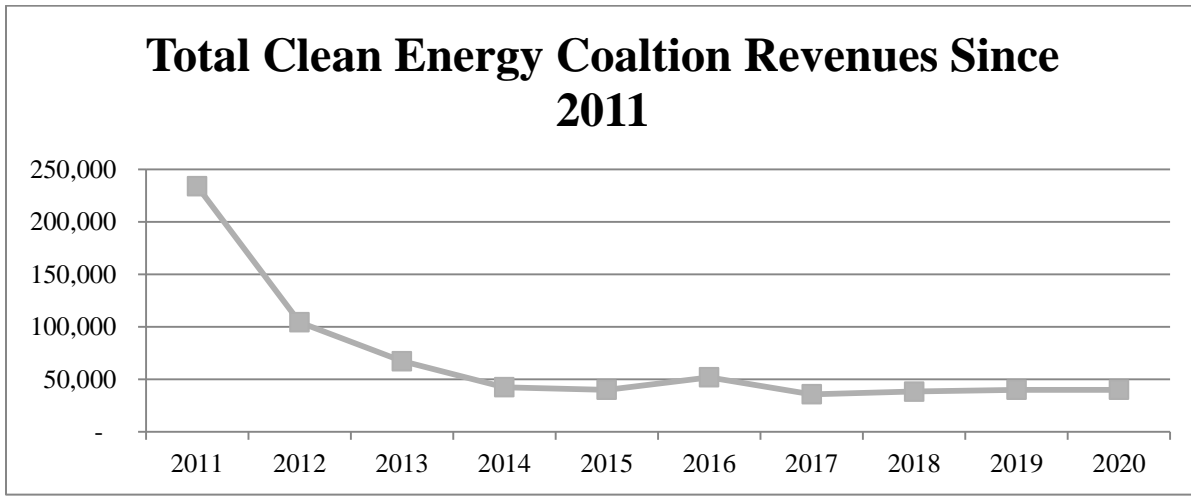
### **REVENUE BUDGET SUMMARY**

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. Annually project income is expected and those monies must be reallocated into additional energy savings projects. CEC Revenues for FY 2020 are \$40,000, which is the same as the FY 2019.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	21,805	0	0	0	0	0	0
Interest on Investments	(3)	0	1	0	0	3	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	30,000	35,722	38,267	40,000	40,000	37,222	40,000
<b>Total Revenues</b>	<b>51,802</b>	<b>35,722</b>	<b>38,268</b>	<b>40,000</b>	<b>40,000</b>	<b>37,225</b>	<b>40,000</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2011 - 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. FY 2013 recognized a reduction of \$37,036 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. In FY 2020, General Fund transfers are 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 2019 approved budgeted levels. *Personnel Services* total \$9,894 for FY 2020. 10% of the Engineering Assistant continues to be allocated to this fund. *Operating Expenses* are \$22,105. This is a \$1,753 increase from the FY 2019 budget. This consists of increases to parts and supplies and internal service costs. There is no *Capital Outlay* planned for FY 2020. The *Miscellaneous Expenditures* budget covers expenses related to loan repayments.

**FUNDING LEVEL SUMMARY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
1795 Clean Energy Coalition	51,214	35,722	38,061	40,000	40,000	37,225	40,000
<b>Total Expenditures</b>	<b>51,214</b>	<b>35,722</b>	<b>38,061</b>	<b>40,000</b>	<b>40,000</b>	<b>37,225</b>	<b>40,000</b>

**FUNDING LEVEL BY CATEGORY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Personnel Services	9,323	3,610	9,766	10,095	10,095	9,800	9,894
Operating Expenses	33,890	24,110	20,294	20,352	20,352	19,424	22,105
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	8,001	8,002	8,001	9,553	9,553	8,001	8,001
<b>Total Expenditures</b>	<b>51,214</b>	<b>35,722</b>	<b>38,061</b>	<b>40,000</b>	<b>40,000</b>	<b>37,225</b>	<b>40,000</b>

**SUMMARY OF POSITIONS**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 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 2020 Budget for the Clean Energy Coalition Fund is .10 FTE. This represents 10% of an Engineering Assistant.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**230-1795 Clean Energy Coalition**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	4,928	Engineering Asst/Energy	0.10	4,928
Overtime	0	Coordinator		
Fringe Benefits	4,966	<b>Total Personnel</b>	0.10	4,928
<b>TOTAL</b>	<b>9,894</b>	<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	14,962	FICA		377
Internal Services	7,143	Healthcare Benefits - Active		954
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		3,635
Maintenance Fees	0	<b>Total Fringe Benefits</b>		4,966
Other Contracted Fees	0			
<b>TOTAL</b>	<b>22,105</b>	<b>TOTAL</b>	<b>0.10</b>	<b>9,894</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>DEBT SERVICE</b>	8,001			
<b>TOTAL</b>	<b>8,001</b>			
<b>TOTAL APPROPRIATION</b>	<b>40,000</b>			

**ANDERSEN ENRICHMENT CENTER (236)**  
**RESOURCE ALLOCATION**  
**2019/2020 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	23,500	ANDERSEN ENRICH. CTR.	69,259
INTEREST AND RENTS	51,520	INCREASE TO FUND EQUITY	18,761
OTHER REVENUES	13,000		
<b>TOTAL RESOURCES</b>	<b><u>88,020</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>88,020</u></b>

## **ANDERSEN ENRICHMENT CENTER**

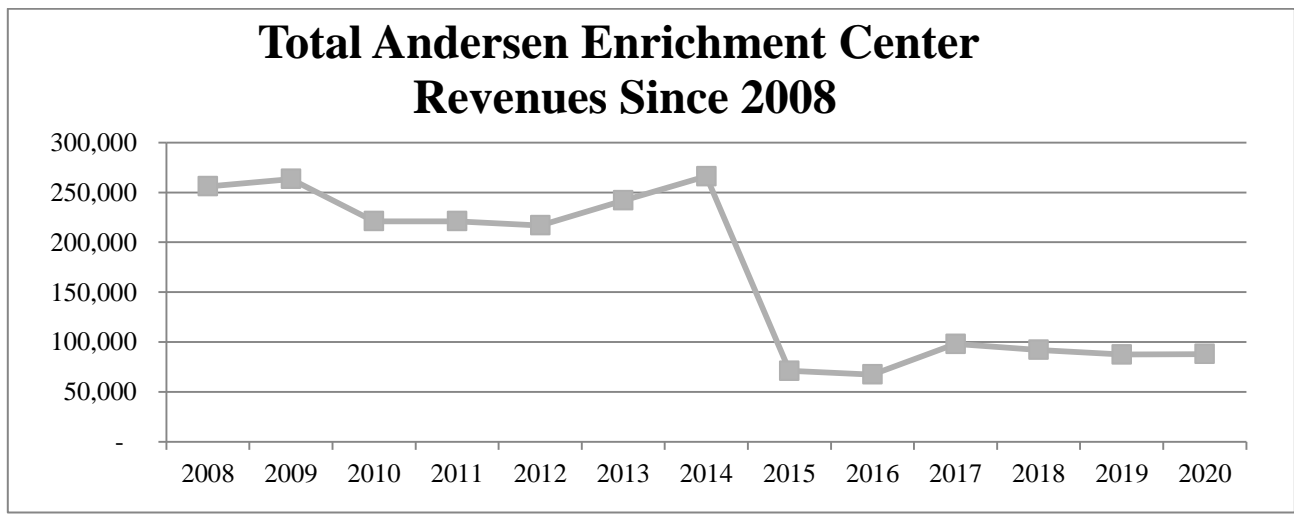
### **REVENUE BUDGET SUMMARY**

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 sources for this fund are “Charges for Services” and “Interest and Rents”, which are \$23,500 and \$51,520, respectively, in FY 2020. The revenues for FY 2020 increase \$510 to a total of \$88,020. 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 and FY 2019 budgets reflected steps taken toward implementing the Deficit Elimination Plan and the FY 2020 budget shares the same goal.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	19,750	23,500	27,676	23,500	23,500	23,000	23,500
Interest and Rents	47,819	42,592	51,865	51,010	51,010	51,487	51,520
Other Revenues	(86)	13,479	12,669	13,000	13,000	13,018	13,000
Transfers from Other Funds	0	18,565	0	0	0	0	0
<b>Total Revenues</b>	<b>67,483</b>	<b>98,136</b>	<b>92,210</b>	<b>87,510</b>	<b>87,510</b>	<b>87,505</b>	<b>88,020</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 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 of \$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. FY 2020 shows a slight increase from the previous year.

**EXPENDITURE BUDGET SUMMARY**

The total Andersen Enrichment Center Fund expenditures are \$88,020 for FY 2020, an increase of \$510. *Personnel Services* costs are \$36,501 for FY 2020. The personnel complement for FY 2020 is projected to be 3 positions, which is the same as the previous year. *Operating Expenses* are \$32,758; this represents a decrease of \$163 from the FY 2019 approved budgeted level. There are no *Capital Outlay* expenditures budgeted for this fund in FY 2020. *Miscellaneous Expenditures* for FY 2020 are \$18,761. This is an increase to fund equity as part of the City’s Deficit Elimination Plan for this fund.

**FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
7540 Andersen Enrichment Center	87,416	61,235	67,197	68,413	68,413	60,758	69,259
8559 Increase to Fund Equity	0	36,901	25,013	19,097	19,097	26,747	18,761
9660 Operating Transfers	72,466	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>159,882</b>	<b>98,136</b>	<b>92,210</b>	<b>87,510</b>	<b>87,510</b>	<b>87,505</b>	<b>88,020</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	34,731	32,174	35,104	35,492	34,442	32,878	36,501
Operating Expenses	125,151	29,061	28,667	32,921	33,971	27,880	32,758
Capital Outlay	0	0	3,426	0	0	0	0
Miscellaneous Expenditures	0	36,901	25,013	19,097	19,097	26,747	18,761
<b>Total Expenditures</b>	<b>159,882</b>	<b>98,136</b>	<b>92,210</b>	<b>87,510</b>	<b>87,510</b>	<b>87,505</b>	<b>88,020</b>

**SUMMARY OF POSITIONS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Andersen Enrichment Center	2.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Total Positions</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

The personnel for the Andersen Center is 3 PTE for FY 2020. This is the same as FY 2019.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**236-7540 Andersen Enrichment Center**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	33,800	Andersen Ctr. Site Super.	2.00	18,200
Overtime	0	Andersen Center Director	1.00	15,600
Fringe Benefits	2,701			
		<b>Total Personnel</b>	<u>3.00</u>	<u>33,800</u>
<b>TOTAL</b>	<u><b>36,501</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	5,041	FICA		2,586
Internal Services	1,170	Healthcare Benefits - Active		115
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	9,568	Pension		0
Maintenance Fees	16,979			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>2,701</u>
<b>TOTAL</b>	<u><b>32,758</b></u>			
		<b>TOTAL</b>	<u><b>3.00</b></u>	<u><b>36,501</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>MISCELLANEOUS</b>	18,761			
<b>TOTAL</b>	<u><b>18,761</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>88,020</b></u></u>			

**SAGINAW ARTS AND ENRICHMENT COMMISSON  
RESOURCE ALLOCATION  
2019/2020 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	152,000	SAGINAW ARTS AND ENRICHMENT COMMISSION	191,350
INTEREST AND RENTS	450		
OTHER REVENUES	38,900		
<b>TOTAL RESOURCES</b>	<b>191,350</b>	<b>TOTAL APPROPRIATIONS</b>	<b>191,350</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 \$152,000 in FY 2020. The 2020 revenues for the Saginaw Arts and Enrichment Commission Fund are \$191,350. This is a decrease of 4.3% from FY 2019 approved revenues.

### **SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Donations	173,165	168,128	179,379	161,600	161,600	154,385	152,000
Interest and Rents	614	1,071	495	352	352	583	450
Other Revenues	38,183	39,864	37,727	38,000	47,289	39,571	38,900
Transfer From Other Funds	72,466	0	0	0	0	0	0
<b>Total Revenues</b>	<b>284,428</b>	<b>209,063</b>	<b>217,601</b>	<b>199,952</b>	<b>209,241</b>	<b>194,539</b>	<b>191,350</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Saginaw Arts and Enrichment Commission Fund expenditures are \$191,350 for FY 2020. *Personnel Services* is \$51,664 and covers the salary and FICA costs of the Director of the Saginaw Arts Commission and the Director of Marketing. *Operating Expenses* are \$139,686. This is a decrease of \$8,434 and is due to a decrease in operating services and is offset by increases in advertising and training and development. There is no *Capital Outlay* or *Miscellaneous Expenditures* budgeted for this fund in FY 2020.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
7541 Arts & Enrichment Commission	208,515	206,895	213,195	187,313	196,385	194,539	191,350
8559 Increase in Fund Equity	75,913	2,168	4,406	12,639	12,856	0	0
<b>Total Expenditures</b>	<b>284,428</b>	<b>209,063</b>	<b>217,601</b>	<b>199,952</b>	<b>209,241</b>	<b>194,539</b>	<b>191,350</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	51,722	51,639	51,639	39,193	48,265	50,232	51,664
Operating Expenses	156,793	155,256	161,556	148,120	148,120	144,307	139,686
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous Expenditures	75,913	2,168	4,406	12,639	12,856	0	0
<b>Total Expenditures</b>	<b>284,428</b>	<b>209,063</b>	<b>217,601</b>	<b>199,952</b>	<b>209,241</b>	<b>194,539</b>	<b>191,350</b>

**SUMMARY OF POSITIONS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Arts & Enrichment Commission	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Total Positions</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>	<b>2.00</b>

The Saginaw Arts and Enrichment Commission’s personnel complement for FY 2020 is 2 PTE. 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 2019/2020 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  
2019/2020 APPROVED BUDGET**

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

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	47,840	Director of Sag. Art Comm.	1.00	18,720
Overtime	0	Director of Marketing	1.00	29,120
Fringe Benefits	3,824			
		<b>Total Personnel</b>	2.00	47,840
<b>TOTAL</b>	<b>51,664</b>			
		<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	2,500	FICA		3,660
Internal Services	0	Healthcare Benefits - Active		164
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	42,650	Pension		0
Maintenance Fees	14,036			
Other Contracted Fees	80,500	<b>Total Fringe Benefits</b>		3,824
<b>TOTAL</b>	<b>139,686</b>			
		<b>TOTAL</b>	<b>2.00</b>	<b>51,664</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>MISCELLANEOUS</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>191,350</b>			

**TAX INCREMENT FINANCING AUTHORITY (TIFA) AND  
 LAND DEVELOPMENT FINANCING AUTHORITY (LDFA)  
 RESOURCE ALLOCATION  
 2019/2020 APPROVED BUDGET**

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
BROWNFIELD AUTHORITY	52,906	BROWNFIELD AUTHORITY	52,906
DOWNTOWN DEVELOPMENT AUTHORITY 2011	180,297	DOWNTOWN DEVELOPMENT AUTHORITY 2011	180,297
<b>TOTAL RESOURCES</b>	<b><u>233,203</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>233,203</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 the related tax dollars. After these dollars have been collected a portion of captured monies must be utilized for reinvestment 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 2020 budget, revenues in the Commerce Center DDA Fund are \$0. This is due to the dissolution of the district in FY 2017.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	23,169	21,406	0	0	0	0	0
Interest and Rents	(10)	22	102	0	0	0	0
Other Revenues	0	0	0	0	0	58,626	0
<b>Total Revenues</b>	<b>23,159</b>	<b>21,428</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>58,626</b>	<b>0</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Commerce Center DDA expenditures for 2020 are \$0.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	22,875	21,338	0	0	0	58,626	0
<b>Total Expenditures</b>	<b>22,875</b>	<b>21,338</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58,626</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	22,875	21,338	0	0	0	58,626	0
<b>Total Expenditures</b>	<b>22,875</b>	<b>21,338</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58,626</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 of 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 continues to not generate property tax revenue because property values in the district have dropped below the baseline level for tax capture.

For the 2020 budget, revenues in the Downtown Development Authority Fund are \$0. This is attributable to the fund becoming defunct and all future activity being moved to the DDA 2011 fund.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Grants	82,259	340,331	0	0	0	0	0
Transfers	0	0	63,200	0	0	0	0
Interest and Rents	(13)	30	92	0	0	0	0
Sale of Real Property	0	24,400	0	0	0	0	0
Fund Equity	8,531	0	7,654	0	0	0	0
Other Revenues	34,715	33,953	274,910	0	0	0	0
<b>Total Revenues</b>	<b>116,961</b>	<b>398,714</b>	<b>345,856</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Downtown Development Authority Fund's expenditures are \$0 for FY 2020. This fund is no longer being utilized.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	43,089	38,615	70,946	0	0	0	0
6050 Redevelopment Grant	82,403	340,188	274,910	0	0	0	0
8559 Increase in Fund Equity	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>125,492</b>	<b>378,803</b>	<b>345,856</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	125,992	378,803	345,856	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>125,492</b>	<b>378,803</b>	<b>345,856</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## ***ECONOMIC DEVELOPMENT FUND***

### **REVENUE BUDGET SUMMARY**

The Economic Development Fund was established to provide funds to be used as the 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 2020 budget is \$0.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	(10)	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>(10)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Economic Development Fund expenditures are \$0 for FY 2020. This is consistent with the fund no longer being utilized.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	64,095	0	0	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>64,095</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	64,095	0	0	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## ***BROWNFIELD REDEVELOPMENT AUTHORITY***

### **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 city limits. Plans must be developed and approved by City Council prior to the City Assessor capturing tax dollars. A portion of these tax dollars must be utilized on reinvestment in the designated brownfield area. 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 2020 budget, revenues in the Brownfield Redevelopment Authority Fund are \$52,906. This represents a \$9,582 increase from the previous fiscal year. This is attributed to an increase in the tax capture for district 14, for previously, these funds were split between the Downtown Development Authority and the Brownfield district.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	73,596	40,830	52,439	43,324	43,324	45,041	52,906
Use of Fund Equity	0	13,019	225,126	0	0	50,764	0
<b>Total Revenues</b>	<b>73,596</b>	<b>53,849</b>	<b>277,565</b>	<b>43,324</b>	<b>43,324</b>	<b>95,805</b>	<b>52,906</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Brownfield Redevelopment Authority Fund expenditures for FY 2020 are \$52,906. The category of *Miscellaneous Expenditures* will increase due to the amount appropriated for reinvestment in these districts.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	31,318	53,849	277,565	43,324	43,324	95,805	52,906
<b>Total Expenditures</b>	<b>31,318</b>	<b>53,849</b>	<b>277,565</b>	<b>43,324</b>	<b>43,324</b>	<b>95,805</b>	<b>52,906</b>



**FUNDING LEVEL BY CATEGORY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	1,888	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	31,318	53,849	277,565	43,324	43,324	93,917	52,906
<b>Total Expenditures</b>	<b>31,318</b>	<b>53,849</b>	<b>277,565</b>	<b>43,324</b>	<b>43,324</b>	<b>95,805</b>	<b>52,906</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.

In FY 2019, the Thomson LDFA was liquidated and paid out. Moving forward there is no planned activity in this fund.

**SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	52	1,478	(986)	0	0	64	0
Other Revenues	0	0	0	0	0	0	0
Use of Fund Equity	0	0	0	0	3,204,588	3,202,917	0
<b>Total Revenues</b>	<b>52</b>	<b>1,478</b>	<b>(986)</b>	<b>0</b>	<b>3,204,588</b>	<b>3,202,981</b>	<b>0</b>

**FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	3,204,588	3,202,981	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,204,588</b>	<b>3,202,981</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	0	3,204,588	3,202,981	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,204,588</b>	<b>3,202,981</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 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 2020 DDA 2011 Fund revenues and expenditures are \$180,297. This is due to the adoption of a two mill levy for properties in the district and funds will be used to reinvest in the district. Beginning in FY 2019 year the original DDA fund has become non-operational and its revenues and expenditures will be included in this fund’s budget.

**SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Property Taxes	715	10,562	138,975	139,143	139,293	146,969	137,847
Interest and Rents	(1)	4	187	150	0	512	150
Other Revenues	0	0	0	0	123,631	124,631	0
Use of Fund Equity	0	0	0	518	14,321	0	9,800
Transfers from Other Funds	0	0	0	32,500	91,126	84,864	32,500
<b>Total Revenues</b>	<b>714</b>	<b>10,566</b>	<b>139,162</b>	<b>172,311</b>	<b>368,371</b>	<b>356,976</b>	<b>180,297</b>

**FUNDING LEVEL SUMMARY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
1775 Component Unit	0	0	81,623	15,871	10,871	6,265	23,131
1776 Grant	0	0	0	33,085	33,609	27,447	32,500
1777 2 Mill Levy	0	0	0	98,700	140,989	82,294	124,666
6050 Redevelopment Grant	0	0	0	0	122,631	122,631	0
8559 Increase to Fund Equity	0	0	57,539	24,655	60,271	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>139,162</b>	<b>172,311</b>	<b>368,371</b>	<b>238,637</b>	<b>180,297</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	73,542	97,656	206,711	190,502	110,297
Capital Outlay	0	0	5,445	15,000	36,381	0	15,000
Miscellaneous	0	0	60,175	59,655	125,279	48,135	55,000
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>139,162</b>	<b>172,311</b>	<b>368,371</b>	<b>238,637</b>	<b>180,297</b>

**TARP HARDEST HIT (274)  
 RESOURCE ALLOCATION  
 2019/2020 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>TOTAL APPROPRIATIONS</b>
0	0

## ***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 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, the 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. An additional grant was received in FY 2018 and grant funds were expended prior to the end of FY 2019, so FY 2020 revenues are \$0.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	82,367	0	368,546	417,633	0
Interest and Rents	(3)	7	19	0	0	25	0
Other Revenues	78,750	0	0	0	0	0	0
<b>Total Revenues</b>	<b>78,747</b>	<b>7</b>	<b>82,386</b>	<b>0</b>	<b>368,546</b>	<b>417,658</b>	<b>0</b>

### **EXPENDITURE BUDGET SUMMARY**

The TARP Hardest Hit Fund is \$0 in FY 2020. This grant was completed before the end of FY 2019, so there will be no expenditures.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	68,217	12,125	131,455	0	368,546	417,658	0
<b>Total Expenditures</b>	<b>68,217</b>	<b>12,125</b>	<b>131,455</b>	<b>0</b>	<b>368,546</b>	<b>417,658</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

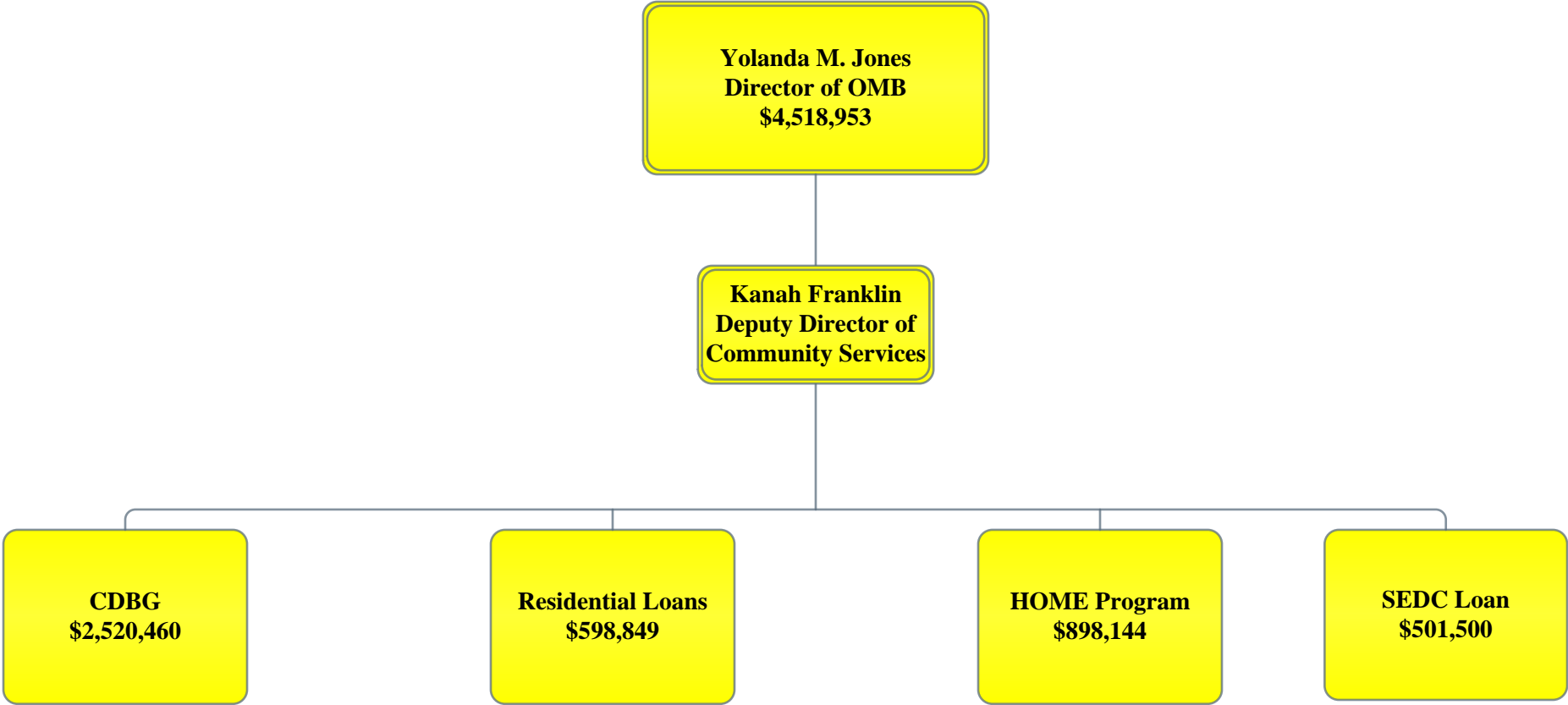
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	68,217	12,125	131,455	0	368,545	417,658	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>68,217</b>	<b>0</b>	<b>131,455</b>	<b>0</b>	<b>368,545</b>	<b>417,658</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**





**COMMUNITY DEVELOPMENT BLOCK GRANT (275)  
RESOURCE ALLOCATION  
2019/2020 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	2,519,460	CDBG ADMINISTRATION	460,733
CHARGES FOR SERVICES	1,000	SPECIAL PROJECTS	989,124
		ECONOMIC DEVELOPMENT	35,580
		ECON. DEVE. SUBGRANTEES	358,898
		SAGINAW ECON. DEV. CORP	137,983
		CODE COMPLIANCE	126,403
		SUBGRANTEES	237,488
		MCKINNEY HOMELESS	174,251
<b>TOTAL RESOURCES</b>	<b><u>2,520,460</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>2,520,460</u></b>

## **COMMUNITY DEVELOPMENT BLOCK GRANT**

### **REVENUE BUDGET SUMMARY**

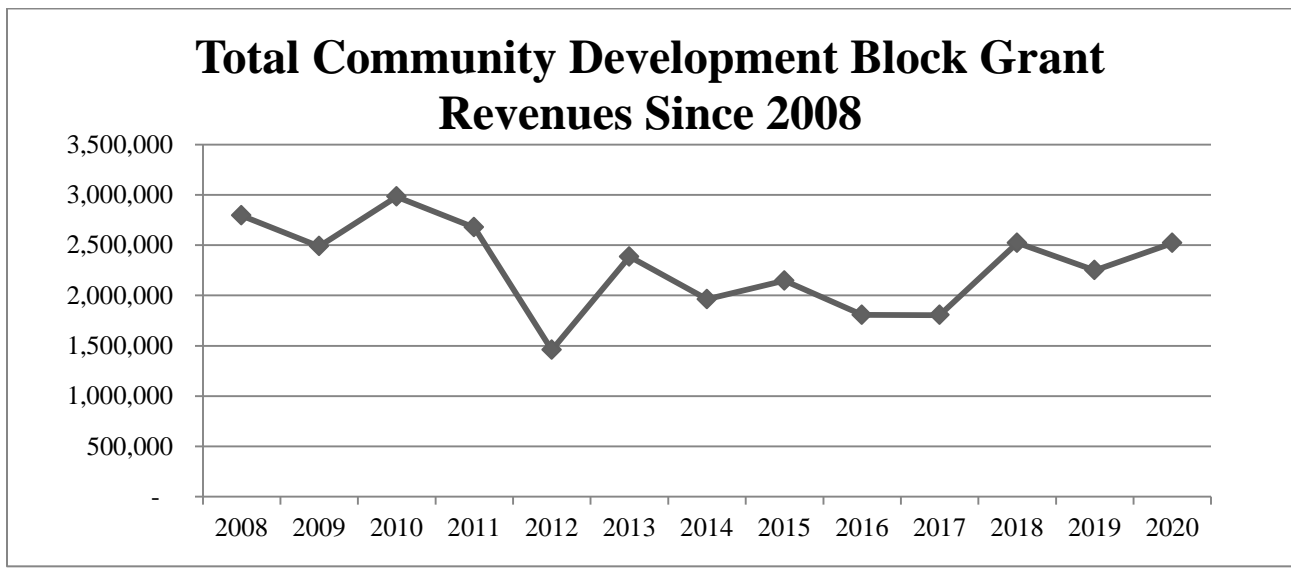
The Community Development Block Grant (CDBG) Fund is used to account for the revenues and expenditures of the CDBG Program. This is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. The major source of revenue for this fund is the Federal Department of Housing and Urban Development (HUD) entitlement monies.

For FY 2020, CDBG revenues increase by \$270,475 from the 2019 approved budgeted levels, to \$2,520,460. The increase in revenues is primarily due to the carryover of funds from FY 2019 for additional demolition and housing rehabilitation projects.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Federal Grants	1,446,904	2,002,803	2,142,917	2,249,985	2,772,371	1,588,610	2,519,460
Interests and Rents	40	55	134	0	0	475	0
Other Revenues	983	4,135	564	0	0	24,366	1,000
Transfers From Other Funds	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>1,447,927</b>	<b>2,006,993</b>	<b>2,143,615</b>	<b>2,249,985</b>	<b>2,772,371</b>	<b>1,613,451</b>	<b>2,520,460</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. This trend reveals three significant spikes in revenue: 2010, 2013, and 2018. In 2009, there was a -13.77% decrease in block grant entitlement monies. In 2010 there was a 200% increase in monies for the Stewart McKinney Homeless Program. 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 remained nearly the same, decreasing by \$455.

In FY 2018, revenues increased and included a carryover of entitlement funds from previous years. FY 2019 saw a decrease as those entitlement funds have been used up. In FY 2020 revenues increase slightly again due to another carryover of funds from the previous year.

**DETAIL REVENUES ANALYSIS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	1,256,346	1,815,522	1,976,490	2,070,067	2,593,453	1,445,603	2,345,209
Stewart McKinney Homeless	190,558	183,511	165,427	178,918	178,918	143,007	174,251
Interest on Investments	40	55	134	0	0	475	0
Reimbursements	983	4,135	564	0	0	0	0
Demolition Contracts	0	0	0	0	0	20,826	0
Business Expo Revenue	0	3,770	1,000	1,000	1,000	3,540	0
<b>Total Revenues</b>	<b>1,447,927</b>	<b>2,006,993</b>	<b>2,143,615</b>	<b>2,249,985</b>	<b>2,772,371</b>	<b>1,613,451</b>	<b>2,520,460</b>

**EXPENDITURE BUDGET SUMMARY**

The total Community Development Block Grant (CDBG) Fund expenditures are \$2,520,460 for FY 2020. This represents a \$270,475 increase from the FY 2019 approved budget. *Personnel Services* expenditures increase by \$14,267 or 2.06%. *Operating Expenses* for the CDBG increase by \$147,410. Most of this increase comes from increased funds for demolitions and a carryover of funds for street resurfacing. There is no *Capital Outlay* in FY 2020. The Category of *Miscellaneous Expenditures* is \$849,300 for FY 2020. This represents an increase of \$108,798 or 14.7% for the upcoming year, which is due to an increase in awards issued to sub-grantees.

**FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	417,912	386,422	405,172	433,637	432,127	389,955	460,733
6511 Special Projects	445,279	642,084	799,645	871,220	1,211,245	435,502	989,124
6512 Economic Development	31,975	32,759	63,200	0	31,200	26,238	35,580
6513 Econ. Development Subgrantees	368,423	348,930	344,456	324,096	355,148	303,600	358,898
6520 Saginaw Econ. Development Corp.	82,071	103,818	109,667	90,863	124,872	105,877	137,983
6572 Code Compliance	96,748	102,777	108,546	113,763	129,011	100,267	126,403
6574 Subgrantees	5,225	3,823	176,885	237,488	309,850	109,006	237,488
6585 McKinney Homeless	190,558	195,527	165,427	178,918	178,918	143,006	174,251
<b>Total Expenditures</b>	<b>1,638,191</b>	<b>1,816,140</b>	<b>2,172,998</b>	<b>2,249,985</b>	<b>2,772,371</b>	<b>1,613,451</b>	<b>2,520,460</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	610,400	581,160	641,457	691,651	691,651	640,681	705,918
Operating Expenses	370,661	625,079	695,925	817,832	1,937,253	829,803	1,671,575
Capital Outlay	7,799	227	1,421	0	500	0	0
Miscellaneous	649,331	609,674	834,195	740,502	142,967	142,967	142,967
<b>Total Expenditures</b>	<b>1,638,191</b>	<b>1,816,140</b>	<b>2,172,998</b>	<b>2,249,985</b>	<b>2,772,371</b>	<b>1,613,451</b>	<b>2,520,460</b>

**SUMMARY OF POSITIONS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	1.85	2.10	2.10	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.	0.90	0.90	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>4.75</b>	<b>5.00</b>	<b>5.00</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 2020. This is the same as the previous fiscal year.


**Performance Measures/Metrics: Community Development Block Grant:**


**Block Grant Services-(summary of services)**


The Community Services manages over forty programs in Community Development Block Grant (CDBG), HOME, Emergency Solutions Grant, Section 108 Loan, and Neighborhood Stabilization Programs. Services include processing loan applications, hosting vendor trainings, and overseeing federal grant money drawdowns.

<b>Key Performance Indicator</b>	<b>FY 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 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 24th</i>	October 1 <sup>st</sup>	October 1 <sup>st</sup>	October 1 <sup>st</sup>
Obligate 75% of total funds appropriated by HUD for business loans through SEDC	75%	<i>73%</i>	80%	80%	80%
Spend 50 % of total funds allocated by HUD to the City of Saginaw.	65%	<i>58%</i>	70%	70%	70%

**Explanation of variances:**

 The key performance measure to “secure the release of CDBG, HOME, and ESG funds no later than July 1<sup>st</sup>” reflect to have been mostly achieved. The annual plan was submitted to HUD in a timely fashion. There was a delay in the release of funds at the congressional level. There is a concentrated effort every year to access the funds as soon as possible. However, for FY 2020 – 2022, the projections will be changed to October 1<sup>st</sup> for the funds will only be release from the federal government in correspondence with their fiscal year which starts October 1<sup>st</sup>.

 The key performance indicator to “obligate 75% of total funds appropriated by HUD for business loans through SEDC” reflect to have been mostly achieved. The SEDC loan expenditures were close to the goal for 75%. The vacant position in the program has been filled and SEDC is on track to meet the 2020 projection.

 The key performance indicator to “spend 50% of the total funds allocated by HUD to the City of Saginaw” reflects to have been mostly achieved. The 58% of actual funds spent that were allocated by HUD was close to the projected 65%. There was a decrease in housing expenditures due to the decrease in number of contractors participating in the program. We have increased our recruiting effort and hope to meet the 70% project for 2020.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**275-6510 CDBG Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	131,645	Deputy Dir. Comm. Serv.	0.60	47,132
Overtime	0	Block Grant Specialist	1.00	55,466
Add Pays	0	Block Grant Accountant	0.50	29,046
Fringe Benefits	258,033			
		<b>Total Personnel</b>	<u>2.10</u>	<u>131,645</u>
<b>TOTAL</b>	<u><b>389,678</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	2,155			
Internal Services	12,900	FICA		10,454
Other Services		Healthcare Benefits - Active		41,018
Professional Fees	34,500	Healthcare Benefits - Retirees		115,571
Maintenance Fees	12,000	Pension		90,990
Other Contracted Fees	9,500			
		<b>Total Fringe Benefits</b>		<u>258,033</u>
<b>TOTAL</b>	<u><b>71,055</b></u>			
		<b>TOTAL</b>	<u><u><b>2.10</b></u></u>	<u><u><b>389,678</b></u></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>460,733</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**275-6511 Special Projects**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	46,530	Dangerous Building		
Overtime	0	Inspector	0.20	9,817
Fringe Benefits	62,694	Code Enforcement Officer	0.80	36,713
<b>TOTAL</b>	<b>109,224</b>	<b>Total Personnel</b>	<b>1.00</b>	<b>46,530</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>0</b>
Supplies	0	FICA		3,560
Internal Services	5,976	Healthcare Benefits - Active		18,067
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		41,067
Maintenance Fees	873,924	<b>Total Fringe Benefits</b>		<b>62,694</b>
Other Contracted Fees	0			
<b>TOTAL</b>	<b>879,900</b>	<b>TOTAL</b>	<b>1.00</b>	<b>109,224</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>MISCELLANEOUS</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>989,124</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**275-6520 Saginaw Economic Development Corp.**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	41,129	Economic Dev. Coord.	0.95	41,129
Overtime	0			
Fringe Benefits	56,663	<b>Total Personnel</b>	0.95	41,129
<b>TOTAL</b>	<b>97,792</b>	<b>Overtime</b>		<b>0</b>
<b>OPERATING EXPENSES</b>				
Supplies	2,400	FICA		3,146
Internal Services	6,258	Healthcare Benefits - Active		19,547
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	14,000	Pension		33,970
Maintenance Fees	11,783	<b>Total Fringe Benefits</b>		<b>56,663</b>
Other Contracted Fees	5,750			
<b>TOTAL</b>	<b>40,191</b>	<b>TOTAL</b>	<b>0.95</b>	<b>97,792</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>137,983</b>			



**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**275-6572 Code Compliance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	46,530	Code Enforcement Officer Dangerous Building	0.80	36,713
Overtime	0	Inspector	0.20	9,817
Fringe Benefits	62,694			
		<b>Total Personnel</b>	<u>1.00</u>	<u>46,530</u>
<b>TOTAL</b>	<u><b>109,224</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	0	FICA		3,560
Internal Services	5,532	Healthcare Benefits - Active		18,067
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	11,647	Pension		41,067
Maintenance Fees	0			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>62,694</u>
<b>TOTAL</b>	<u><b>17,179</b></u>			
		<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>109,224</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>126,403</b></u></u>			

**CDBG RESIDENTIAL LOANS (276)**  
**RESOURCE ALLOCATION**  
**2019/2020 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	559,437	RESIDENTIAL LOANS	249,266
INTEREST	4,000	SINGLE FAMILY	349,583
OTHER REVENUES	35,412		
<b>TOTAL RESOURCES</b>	<b><u>598,849</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>598,849</u></b>

## **CDBG RESIDENTIAL LOANS**

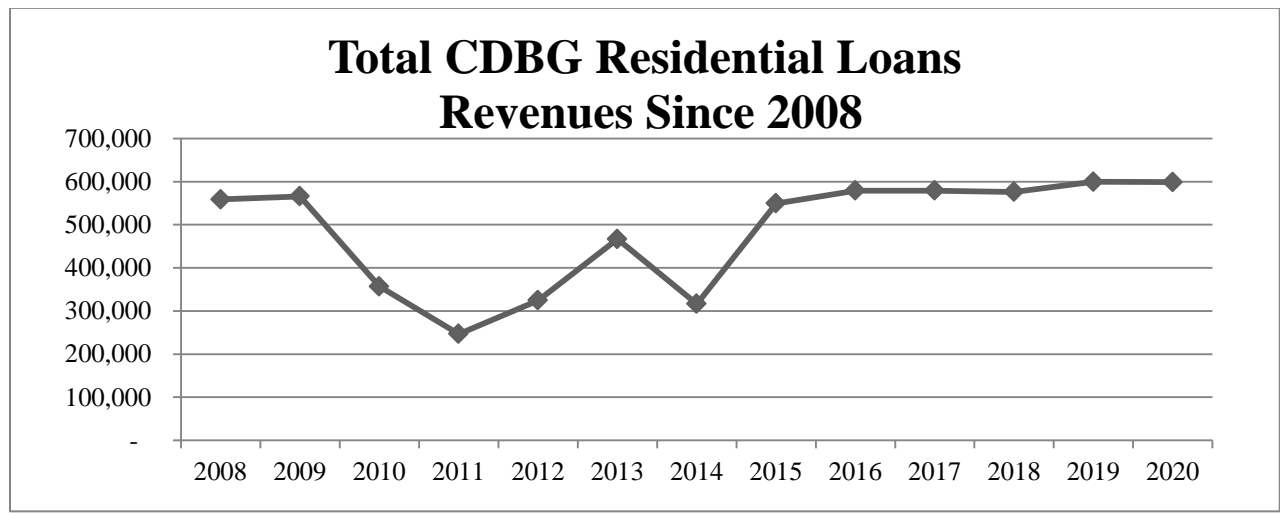
### **REVENUE BUDGET SUMMARY**

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 \$559,437 in FY 2020. CDBG Residential Loan Fund revenues decrease by \$588 from FY 2019 totals.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Federal Grants	364,464	339,817	332,386	559,437	569,407	214,882	559,437
Interests and Rents	15,492	12,454	9,855	4,000	4,000	15,946	9,412
Other Revenues	42,510	34,320	40,408	36,000	36,000	80,255	30,000
<b>Total Revenues</b>	<b>422,466</b>	<b>386,591</b>	<b>382,649</b>	<b>599,437</b>	<b>609,407</b>	<b>311,083</b>	<b>598,849</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. This fund has 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 decreased by \$2,799. In FY 2019 there is an increase of \$23,233. In FY 2020 revenues decrease by \$588.

**EXPENDITURE BUDGET SUMMARY**

The total CDBG Residential Loan Fund expenditures are \$598,849 for FY 2020. This is a decrease of \$588 from the FY 2019 approved budget. Expenditures for *Personnel Services* decrease by 1.9% or \$3,247 due to a decrease in unfunded pension liability costs for this fund. The number of employees allocated to this fund will be 1.60 FTE, which is the same as in FY 2019. *Operating Expenses* for the CDBG Residential Loans Fund increase by \$3,076. This can be attributed to an increase in internal service charges. There are no *Capital Outlay* expenditure requests budgeted for this fund. The category of *Miscellaneous Expenditures* is \$349,583, a \$417 decrease from FY 2019.

**FUNDING LEVEL SUMMARY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
6540 Residential Loans	219,432	186,713	190,896	249,437	249,437	207,655	249,266
6550 Single Families	198,436	199,012	191,751	350,000	359,970	103,428	349,583
<b>Total Expenditures</b>	<b>417,868</b>	<b>385,725</b>	<b>382,647</b>	<b>599,437</b>	<b>609,407</b>	<b>311,083</b>	<b>598,849</b>

**FUNDING LEVEL BY CATEGORY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Personnel Services	166,354	147,158	142,613	169,070	169,070	156,706	165,823
Operating Expenses	53,078	39,555	47,878	80,367	440,337	137,369	83,443
Capital Outlay	0	0	405	0	0	0	0
Miscellaneous	198,436	199,012	191,751	350,000	0	17,008	349,583
<b>Total Expenditures</b>	<b>417,868</b>	<b>385,725</b>	<b>382,647</b>	<b>599,437</b>	<b>609,407</b>	<b>311,083</b>	<b>598,849</b>

**SUMMARY OF POSITIONS**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
6540 Residential Loans	1.65	1.60	1.60	1.60	1.60	1.60	1.60
<b>Total Positions</b>	<b>1.65</b>	<b>1.60</b>	<b>1.60</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 2020. This is the same as in the previous fiscal year.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**276-6540 Residential Loans**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	80,151	Deputy Dir. Comm. Serv.	0.10	7,856
Overtime	0	Block Grant Accountant	0.50	29,046
Add Pays	0	Rehabilitation Application Specialist	1.00	43,249
Fringe Benefits	85,672			
<b>TOTAL</b>	<b>165,823</b>	<b>Total Personnel</b>	<b>1.60</b>	<b>80,151</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>0</b>
Supplies	3,300	FICA		6,132
Internal Services	9,193	Healthcare Benefits - Active		21,240
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	10,100	Pension		58,300
Maintenance Fees	54,600	<b>Total Fringe Benefits</b>		<b>85,672</b>
Other Contracted Fees	6,250			
<b>TOTAL</b>	<b>83,443</b>	<b>TOTAL</b>	<b>1.60</b>	<b>165,823</b>
<b>MISCELLANEOUS</b>				
	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>249,266</b>			

**HOME PROGRAM (278)  
RESOURCE ALLOCATION  
2019/2020 APPROVED BUDGET**

The HOME Program Fund provides for city generated housing activities as well as current City of Saginaw Community Housing Development Organization (CHDO) sub-recipients. The focus is on providing affordable products to eligible low-income families for housing rehabilitation. The CHDO activity allows the city to participate with developers in new home construction.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
FEDERAL GRANTS	898,144	HOME PROGRAM	898,144
<b>TOTAL RESOURCES</b>	<b><u>898,144</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>898,144</u></b>

## **HOME PROGRAM**

### **REVENUE BUDGET SUMMARY**

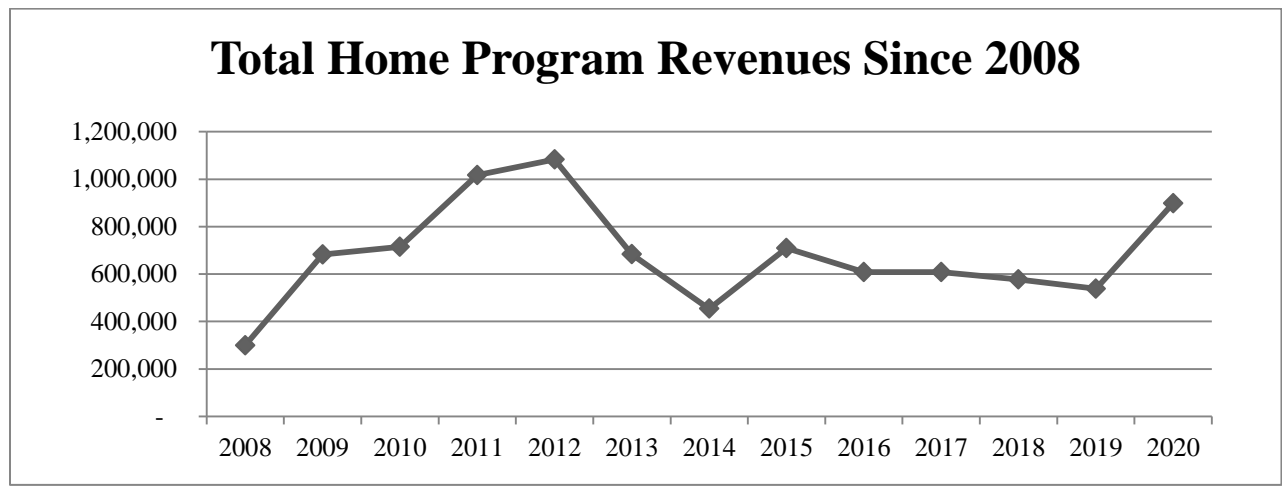
The HOME Program Fund provides for city generated housing activities as well as current City of Saginaw Community Housing Development Organization (CHDO) sub-recipients. The focus is on providing affordable products to eligible low-income families for housing rehabilitation. This fund is classified as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

HOME Program revenues are \$898,144 for FY 2020, an increase of \$360,062. This is due to an increase in federal entitlement funding.

### **SUMMARY OF REVENUES**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Federal Grants	367,325	477,217	268,822	538,082	538,082	376,493	898,144
Other Revenues	(6)	0	3	0	72,600	72,600	0
<b>Total Revenues</b>	<b>367,319</b>	<b>477,217</b>	<b>268,825</b>	<b>538,082</b>	<b>610,682</b>	<b>449,093</b>	<b>898,144</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 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 year with the highest revenue for this fund was 2012. Revenue increases by \$360,062 for FY 2020 to a total of \$898,144 due to an increase in federal entitlement funding and use of carryover funds.

### **EXPENDITURE BUDGET SUMMARY**

The total HOME Program Fund expenditures are \$898,144 for FY 2020. This represents an increase of \$360,062 from the FY 2019 approved budget. *Personnel Services* decrease by \$120. *Operating Expenses* for the HOME Program Fund are \$1,419. This is an increase of \$42 in information management charges. There are no *Capital Outlay* or *Miscellaneous Expenditures*.

**FUNDING LEVEL SUMMARY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
6580 HOME Program	416,748	477,218	268,825	538,082	610,682	449,093	898,144
<b>Total Expenditures</b>	<b>416,748</b>	<b>477,218</b>	<b>268,825</b>	<b>538,082</b>	<b>610,682</b>	<b>449,093</b>	<b>898,144</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Personnel Services	40,626	29,633	28,940	43,066	43,066	41,655	42,946
Operating Expenses	25,299	2,374	1,414	1,377	567,616	386,765	855,198
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	350,823	445,211	238,471	493,639	0	20,673	0
<b>Total Expenditures</b>	<b>416,748</b>	<b>477,218</b>	<b>268,825</b>	<b>538,082</b>	<b>610,682</b>	<b>449,093</b>	<b>898,144</b>

**SUMMARY OF POSITIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
6580 CDBG HOME Program	0.50	0.30	0.30	0.30	0.30	0.30	0.30
<b>Total Positions</b>	<b>0.50</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 HOME Program’s personnel complement is 0.30 FTE for FY 2020. This is the same as the previous fiscal year.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**278-6580 HOME Program**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	23,566	Deputy Dir. Comm. Serv.	0.30	23,566
Overtime	0			
Fringe Benefits	19,380	<b>Total Personnel</b>	<u>0.30</u>	<u>23,566</u>
<b>TOTAL</b>	<u><b>42,946</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
		FICA		1,803
Supplies	0	Healthcare Benefits - Active		5,792
Internal Services	1,419	Healthcare Benefits - Retirees		0
Other Services		Pension		11,785
Professional Fees	0	<b>Total Fringe Benefits</b>		<u>19,380</u>
Maintenance Fees	0			
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>1,419</b></u>	<b>TOTAL</b>	<u><b>0.30</b></u>	<u><b>42,946</b></u>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>MISCELLANEOUS</b>				
	853,779			
<b>TOTAL</b>	<u><b>853,779</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>898,144</b></u></u>			

**NEIGHBORHOOD STABILIZATION PROGRAM (279)  
 RESOURCE ALLOCATION  
 2019/2020 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
TRANSFERS IN	0
<b>TOTAL RESOURCES</b>	<b>0</b>
	<b>TOTAL APPROPRIATIONS</b>
	<b>0</b>

## ***NEIGHBORHOOD STABILIZATION PROGRAM (NSP)***

### **REVENUE BUDGET SUMMARY**

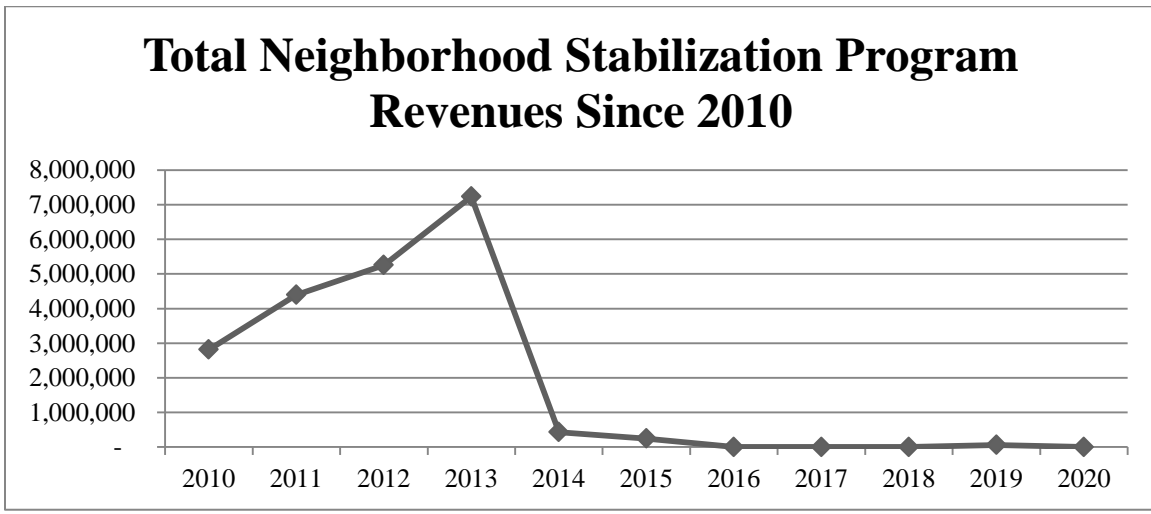
This fund is a combination of NSP I, II and III. The City no longer receives NSP funding from the Federal Government. The statutory deadline for NSP II funding was met in February 2013. This fund is classified as a Special Revenue Fund, which means it is used to account for proceeds of specific revenue 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 2020. A transfer in the amount of \$59,204 from the general fund as part of an internal deficit elimination plan for NSP II will be made near the end of the fiscal year. This plan has been put in place to pay off the deficit over five years beginning in FY 2019.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	0	0	0	0	0	0
Other Revenues	165,172	43,108	0	0	0	0	0
Transfers From Other Funds	0	426,350	0	59,204	59,204	59,204	0
<b>Total Revenues</b>	<b>165,172</b>	<b>469,458</b>	<b>0</b>	<b>59,204</b>	<b>59,204</b>	<b>59,204</b>	<b>0</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2010 through 2018 Actual Revenues, FY 2019 and FY 2020 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 is no longer available beginning as of FY 2016. A five year internal deficit elimination plan for NSP II begins in FY 2019 in the amount of \$59,204. A transfer will be made at the end of FY 2020 to make this year's payment toward the plan.

**EXPENDITURE BUDGET SUMMARY**

The total Neighborhood Stabilization Program Fund expenditures are \$0 for FY 2020. There are no *Personnel Services* expenditures budgeted in FY 2020. The city does not anticipate any activity related to NSP I, II, or III. There are no *Operating Expenses* or *Capital Outlay*.

**FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	14,033	0	0	0	0	0	0
NSP III	0	43,108	0	0	0	0	0
NSP IV	142,063	0	0	0	0	0	0
Increase in Fund Equity	0	0	0	59,204	59,204	59,204	0
<b>Total Expenditures</b>	<b>156,096</b>	<b>43,108</b>	<b>0</b>	<b>59,204</b>	<b>59,204</b>	<b>59,204</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	142,322	43,108	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	13,774	0	0	59,204	59,204	59,204	0
<b>Total Expenditures</b>	<b>156,096</b>	<b>43,108</b>	<b>0</b>	<b>59,204</b>	<b>59,204</b>	<b>59,204</b>	<b>0</b>

**SEDC REVOLVING LOAN (282)  
RESOURCE ALLOCATION  
2019/2020 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	65,000	SEDC	501,500
OTHER REVENUES	186,500		
USE OF FUND EQUITY	250,000		
<b>TOTAL RESOURCES</b>	<b>501,500</b>	<b>TOTAL APPROPRIATIONS</b>	<b>501,500</b>

## **SEDC REVOLVING LOAN**

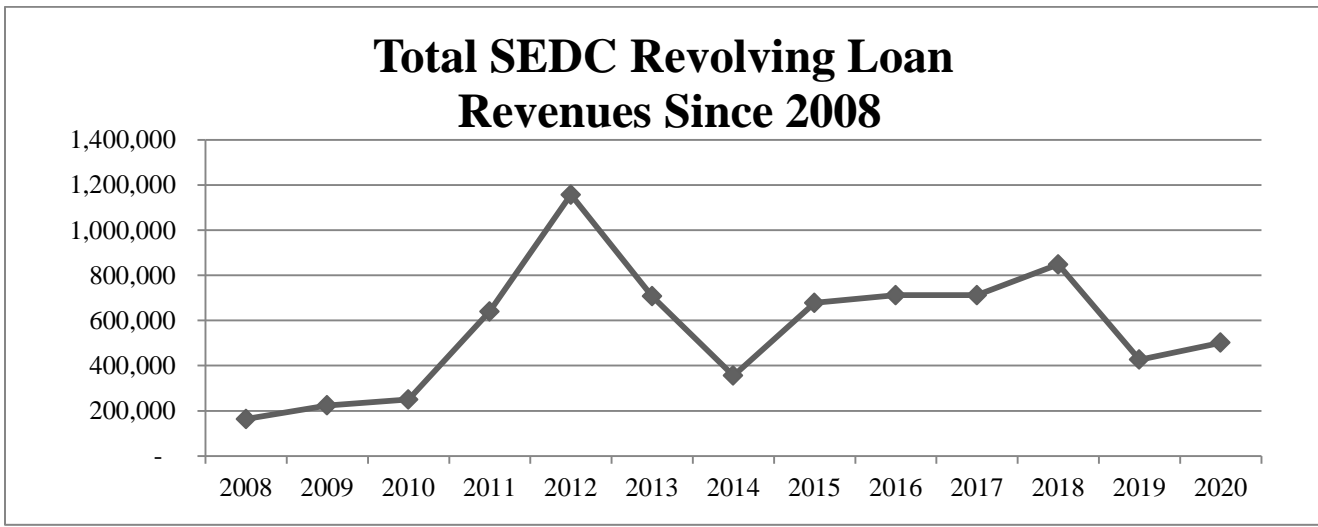
### **REVENUE BUDGET SUMMARY**

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 2020 SEDC Revolving Loan fund revenues are \$501,500 which is an increase of \$75,000 from the 2019 approved budgeted levels. This increase is due to an increase in loan proceeds collected as well as increased use of fund balance.

### **SUMMARY OF REVENUE**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	0	38,493	0	0	0	0
Charge for Services	750	1,250	1,600	1,500	1,500	550	1,500
Interest and Rents	66,131	64,223	34,326	65,000	65,000	64,532	65,000
Other Revenues	246,065	202,874	377,215	160,000	160,000	226,624	185,000
Use of Fund Equity	0	0	59,683	200,000	200,000	17,921	250,000
<b>Total Revenues</b>	<b>312,946</b>	<b>268,347</b>	<b>524,764</b>	<b>426,500</b>	<b>426,500</b>	<b>309,627</b>	<b>501,500</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. 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 2016 and 2017 recognized the same amount of revenue. FY 2018 recognized an increase over FY 2017 due to the recognition of additional program income. FY 2019 saw a large decrease due to a reduction in the use of fund balance. FY 2020 revenues will increase due to increased loan proceeds collected as well as increased use of fund balance.

## **EXPENDITURE BUDGET SUMMARY**

The total SEDC Revolving Loan Fund expenditures are \$501,500 for FY 2020. There are no *Personnel Services* expenditures for FY 2020. *Operating Expenses* amount to \$10,000 for rents and taxes. There are no *Capital Outlay* purchase requests budgeted for this fund. The category of *Miscellaneous Expenditures* is \$491,500, an increase of \$75,000 due to an increase in loan disbursements.

## **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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.	592,265	170,035	524,764	426,500	426,500	309,627	501,500
<b>Total Expenditures</b>	<b>592,265</b>	<b>170,035</b>	<b>524,764</b>	<b>426,500</b>	<b>426,500</b>	<b>309,627</b>	<b>501,500</b>

## **FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	13,991	12,290	15,049	10,000	11,500	1,559	10,000
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	578,274	157,745	509,715	416,500	415,000	308,068	491,500
<b>Total Expenditures</b>	<b>592,265</b>	<b>170,035</b>	<b>524,764</b>	<b>426,500</b>	<b>426,500</b>	<b>309,627</b>	<b>501,500</b>

**UNFUNDED LIABILITIES FUND (296)**  
**RESOURCE ALLOCATION**  
**2019/2020 APPROVED BUDGET**

This fund was established to begin funding the unfunded health insurance premiums that are fully paid for all city retirees. The unfunded liability, as of 2016, was estimated to be \$272 million. An actuarial valuation provides recommended funding levels over the next five years.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
INTEREST	18,882	INCREASE FUND EQUITY	268,882
OTHER REVENUES	250,000		
<b>TOTAL RESOURCES</b>	<b>268,882</b>	<b>TOTAL APPROPRIATIONS</b>	<b>268,882</b>



## ***UNFUNDED LIABILITIES FUND***

### **REVENUE BUDGET SUMMARY**

The Unfunded Liabilities Fund is considered a Special Revenue 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 city retirees. As of FY 2016, the total unfunded liability was estimated at \$272 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 liability. In general, this amount has been \$250,000. 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. An additional revenue source for this fund is revenues received from interest on investments. Generally, this revenue is driven by market conditions and thereby fluctuates from year to year.

For FY 2020, the Unfunded Liabilities Fund’s revenues are \$268,882. This is the same as what was budgeted for in FY 2019. The city will continue to receive additional interest revenues.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Interest	0	0	0	18,882	18,882	85,608	18,882
Other Revenues	0	0	0	0	0	0	0
Transfers	0	0	0	250,000	250,000	277,592	250,000
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>268,882</b>	<b>268,882</b>	<b>363,200</b>	<b>268,882</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Unfunded Liabilities Fund Expenditures are \$268,882 for FY 2020. The City appropriated these funds to pay towards the OPEB Liability.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
8525 Retiree Health	0	0	0	0	0	19,602	18,882
8559 Increase Fund Equity	0	0	0	268,882	268,882	0	250,000
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>268,882</b>	<b>268,882</b>	<b>19,602</b>	<b>268,882</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	18,882	18,882	19,602	18,882
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	250,000	250,000	0	250,000
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>268,882</b>	<b>268,882</b>	<b>19,602</b>	<b>268,882</b>

**CAPITAL PROJECT FUND (401)  
 RESOURCE ALLOCATION  
 2019/2020 APPROVED BUDGET**

The Capital Project Fund accounts for the financial resources that are used for long-term investment projects requiring large sums of capital to acquire, develop, improve, and/or maintain capital assets.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
TRANSFERS	474,012	GENERAL FUND - CEMETERIES	111,766
		STREET LIGHTING	111,766
		FACILITIES	111,766
		RUBBISH COLLECTION -	138,714
<b>TOTAL RESOURCES</b>	<u><u>474,012</u></u>	<b>TOTAL APPROPRIATIONS</b>	<u><u>474,012</u></u>

## ***CAPITAL PROJECT FUND***

### **REVENUE BUDGET SUMMARY**

Capital Project Fund is considered to be a Special Revenue Fund of the City. Revenues and expenditures are 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 2020, the city is expected to pay interest and principal payments. This equates to \$474,012. This represents a \$65,504 or 12.14% reduction from the previous fiscal year. This reduction is due largely to no capital purchases projected for the fiscal year.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	3,693,007	12	135	0	0	11	0
Reimbursements	0	0	0	0	59,587	37,767	0
Transfer from Other Fund	0	380,540	445,616	539,516	668,420	663,879	474,012
Use of Fund Equity	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>3,693,007</b>	<b>380,552</b>	<b>445,751</b>	<b>539,516</b>	<b>728,007</b>	<b>701,657</b>	<b>474,012</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Capital Project Fund for FY 2020 is \$474,012. This is \$65,504 or 12.14% decrease from FY 2019. This reduction is due to no capital purchases projected for FY 2020.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	314,896	27,253	107,166	108,348	108,348	104,633	111,766
4581 Rubbish Administration	12,382	106	0	0	0	0	0
4582 Rubbish Collection	1,081,019	33,718	133,005	134,472	134,472	129,862	138,714
4620 GF – Street Lighting	1,933,416	27,253	107,166	108,348	108,348	104,634	111,766
7575 GF – Facilities	89,560	255,912	392,222	188,348	217,252	220,316	111,766
7580 GF – Celebration Park	0	0	0	0	159,587	142,212	0
<b>Total Expenditures</b>	<b>3,431,273</b>	<b>344,242</b>	<b>739,559</b>	<b>539,516</b>	<b>728,007</b>	<b>701,657</b>	<b>474,012</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	697,947	229,020	285,417	0	365	361	0
Capital Outlay	2,688,837	0	0	80,000	268,491	257,896	0
Miscellaneous	44,489	115,222	454,142	459,516	459,151	443,400	474,012
<b>Total Expenditures</b>	<b>3,431,273</b>	<b>344,242</b>	<b>739,559</b>	<b>539,516</b>	<b>728,007</b>	<b>701,657</b>	<b>474,012</b>

**CELEBRATION PARK (508)  
RESOURCE ALLOCATION  
2019/2020 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>	
<b>TRANSFERS</b>	0	<b>CELEBRATION PARK</b>	0
<b>TOTAL RESOURCES</b>	<b>0</b>	<b>TOTAL APPROPRIATIONS</b>	<b>0</b>

## **CELEBRATION PARK**

### **REVENUE BUDGET SUMMARY**

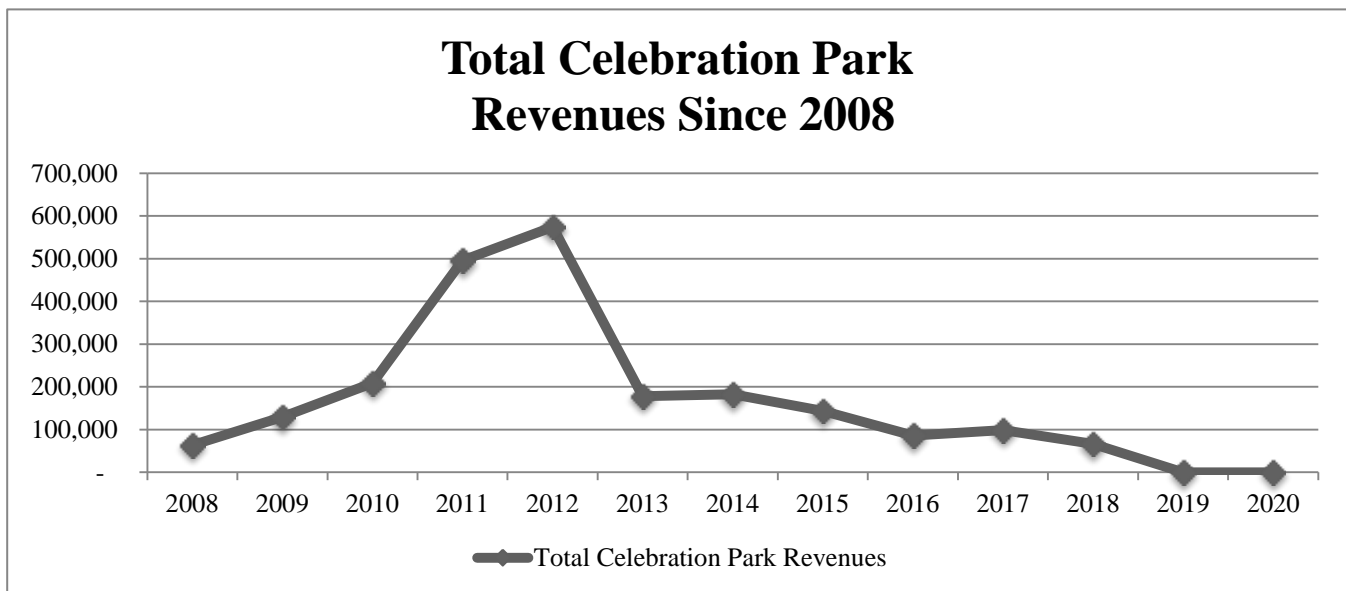
The Celebration Park Fund is considered to be a Special Revenue Fund of the City. Revenues and expenditures related to the construction and operation of the Frank N. Andersen – Celebration Park is recorded in this fund.

The Celebration Park Fund revenue is \$0 for FY 2020. In FY 2019 Celebration Park operations were merged into the general fund, so all activity will be recognized there.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
State Grants	6,700	0	0	0	0	0	0
Local Grants	0	0	0	0	0	0	0
Services and Sales	0	0	0	0	0	0	0
Interests and Rents	(7)	11	29	0	0	0	0
Use of Fund Equity	0	0	0	0	0	0	0
Transfer from Other Fund	76,118	55,852	63,658	0	0	0	0
<b>Total Revenues</b>	<b>82,811</b>	<b>55,863</b>	<b>63,687</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2018 Actual Revenues, FY 2019 and FY 2020 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 decreased 33%, due to fewer operating transfers needed to support the operation of Celebration Park. In FY 2019, Celebration Park operations were merged into the general fund, so revenues will be zero because the Celebration Park fund will no longer be used.

**EXPENDITURE BUDGET SUMMARY**

The total Celebration Park Fund expenditures are \$0 for FY 2020. Celebration Park operations have been merged into the general fund.

**FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
7580 Celebration Park	48,838	56,252	75,543	0	0	0	0
<b>Total Expenditures</b>	<b>48,838</b>	<b>56,252</b>	<b>75,543</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	23,825	24,295	22,622	0	0	0	0
Operating Expenses	25,013	31,957	52,921	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>48,838</b>	<b>56,252</b>	<b>75,543</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUMMARY OF POSITIONS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
7580 Celebration Park (PTE)	11.00	11.00	11.00	0.00	0.00	0.00	0.00
<b>Total Positions</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

In FY 2020, the Celebration Park part-time personnel complement will be 0.00 positions because operations have been merged into the general fund.

# DEBT SERVICE

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## **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 2020 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 ~~at~~ 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:**

City of Saginaw											
Ratios of Outstanding Debt by Activities											
Last Ten Fiscal Years											
Fiscal Year	Governmental Activities				Business Type Activities					General Obligation Bonds	Total Primary Government
	General Obligation Bonds	Installment Purchase Contracts	Section 108 Loans	Energy Efficiency Loans	Revenue Bonds	Bond Premium	Deferred Bond Refunding Chg	Bond Discount			
2009	-	65,535	470,000	-	11,100,000	-	-	(102,399)	41,895,580	53,428,716	
2010	-	30,028	-	-	10,850,000	-	-	(96,986)	36,858,387	47,641,429	
2011	-	-	-	-	10,600,000	-	-	(91,572)	31,864,706	42,373,134	
2012	-	-	-	100,000	20,870,000	-	-	(86,159)	28,170,711	49,054,552	
2013	-	-	-	94,435	19,410,000	-	-	(80,746)	24,217,673	43,641,362	
2014	-	694,872	-	88,729	18,615,000	-	-	(75,333)	20,680,307	40,003,575	
2015	-	1,230,594	-	82,879	17,815,000	-	-	(69,920)	17,398,415	36,456,968	
2016	3,692,946	1,117,736	-	76,881	16,905,000	-	-	(64,507)	16,563,849	38,291,905	
2017	3,692,946	1,001,119	-	70,744	31,870,000	3,130,886	(500,761)	-	14,280,310	53,545,244	
2018	3,348,571	1,195,091	-	63,921	30,370,000	2,968,944	(474,860)	-	11,984,685	49,456,352	

The annual requirements to pay principal and interest on long-term obligations outstanding at June 30, 2018, 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
2019	506,261	138,080	3,931,656	1,627,589
2020	526,066	121,874	3,534,086	1,510,955
2021	535,141	105,213	2,647,591	1,402,004
2022	558,858	88,036	2,799,471	1,313,997
2023	564,607	70,393	2,854,471	1,217,651
2024-2028	1,917,251	109,487	14,830,696	4,519,398
2029-2033	-	-	8,141,714	1,903,840
2034-2036	-	-	3,615,000	367,500
	<u>\$ 4,608,184</u>	<u>\$ 633,083</u>	<u>\$ 42,354,685</u>	<u>\$ 13,862,934</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
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
2017	17,973,256	-	-	17,973,256
2018	15,333,256	-	-	15,333,256

**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	\$ 4,671,525	100.00%	\$ 4,671,525
Indirect debt			
Saginaw County	11,200	100.00%	11,200
Multi-Authority	2,671,744	100.00%	2,671,744
Total indirect debt:			2,682,944
Overlapping debt:			
Saginaw School District	46,450,000	67.83%	31,507,035
Saginaw County	116,460,524	9.19%	10,702,722
Saginaw ISD	695,000	9.31%	64,705
Delta Community College	-	4.10%	-
Total overlapping debt:			42,274,462
Total direct and overlapping debt:			\$ 49,628,931

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)										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Debt Limit	\$ 74,844	\$ 69,369	\$ 61,017	\$ 57,377	\$ 54,311	\$ 51,403	\$ 49,753	\$ 47,826	\$ 47,034	\$ 46,829
Total net debt applicable to limit	10,393	15,283	13,531	4,444	7,465	7,973	7,157	9,384	7,837	7,354
Legal debt margin	\$ 64,451	\$ 54,086	\$ 47,486	\$ 52,933	\$ 46,846	\$ 43,430	\$ 42,596	\$ 38,442	\$ 39,197	\$ 39,474
Total net debt applicable to the limit as a percentage of debt limit	13.89%	22.03%	22.18%	7.75%	13.74%	15.51%	14.39%	19.62%	16.66%	15.70%
<b>Legal Debt Margin Calculation for Fiscal Year 2018</b>										
Assessed valuation, December 31, 2017		\$ 468,285								
Debt limit (10% of assessed valuation)		46,829								
Debt applicable to limit:	\$ 7,354									
Less:										
Total amount of debt applicable to debt limit:		7,354								
Legal Debt Margin		\$ 39,474								

**Limitations on Borrowing**

- 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:

- Special assessment Bonds
- Mortgage Bonds
- Motor Vehicle Highway Fund Bonds
- Revenue Bonds
- Bonds Issued, or contracts or assessment obligations, incurred to comply with an order of the Water Resources Commission or a court competent jurisdiction
- Other obligations incurred for water supply, sewage, drainage or refuse disposal projects necessary to protect the public health by abating pollution

**PLEDGED REVENUE COVERAGE:**

<b>Water System Revenue Bonds</b>							
<b>Fiscal Year</b>	<b>Operating Revenues (1)</b>	<b>Operating Expenses (2)(3)</b>	<b>Net Available Revenue</b>	<b>Debt Service</b>		<b>Total</b>	<b>Coverage</b>
				<b>Principal (4)</b>	<b>Interest</b>		
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
2017	17,759,149	11,989,067	5,770,082	1,465,000	1,276,229	2,741,229	2.10
2018	19,081,693	12,499,508	6,582,185	1,500,000	1,440,531	2,940,531	2.24
<i>(1) Includes interest earnings.</i>							
<i>(2) Net of depreciation expense.</i>							
<i>(3) Net of pension expense</i>							
<i>(4) 2017 Principal does not include the amount paid by the refunding of the 2008 bond</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.*



**BOAT LAUNCH OPERATIONS (239)**  
**RESOURCE ALLOCATION**  
**2019/2020 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. 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	22,000	BOAT LAUNCH OPERATION	22,000
<b>TOTAL RESOURCES</b>	<b><u>22,000</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>22,000</u></b>

## ***BOAT LAUNCH OPERATIONS***

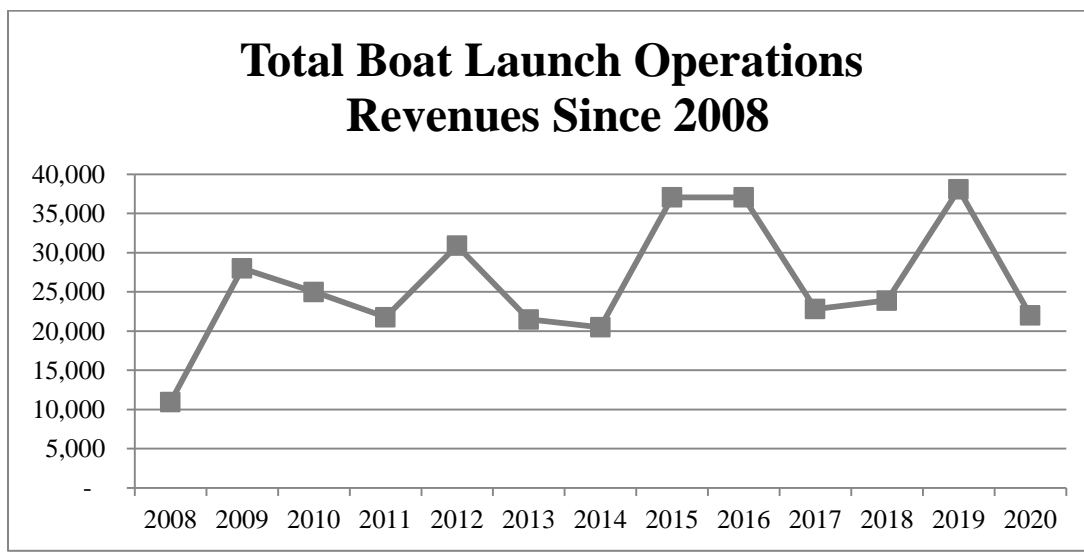
### **REVENUE BUDGET SUMMARY**

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. 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 \$22,000 in FY 2020. This budget decreases \$16,219 or 42.44%. This reduction is due to a decrease in the appropriation of fund equity.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	23,381	22,807	23,868	22,000	22,000	11,509	22,000
Interest and Rents	(7)	13	38	0	0	29	0
Other Revenues	1,028,892	0	0	0	0	0	0
Use of Fund Equity	0	0	5,410	16,219	16,219	13,887	0
<b>Total Revenues</b>	<b>1,052,266</b>	<b>22,820</b>	<b>29,316</b>	<b>38,219</b>	<b>38,219</b>	<b>25,425</b>	<b>22,000</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, and FY 2019 and FY 2020 Approved Revenues. The revenue trend above illustrates four significant drops in revenue: in 2011, 2013, 2017, and 2020. All four decreases were due to significant drop in the payment of Boat Launch services from private citizens. However, the drop in FY 2020 also results from not using any fund equity compared to the prior year. Because of the lack of revenues that have been collected from the Boat Launch operations, City administration is currently reviewing viable options in order to sustain this operation.

**EXPENDITURE BUDGET SUMMARY**

The Boat Launch Fund is \$22,000 in FY 2020, which is a \$16,219 decrease from FY 2019. For *Personnel Services*, there are no expenditures for FY 2020. *Operating Expenses* are \$22,000 for FY 2020. There is no *Capital Outlay* planned for this year. Because of the lack of revenues that have been collected from the Boat Launch operations, City administration is currently reviewing viable options in order to sustain this operation.

**FUNDING LEVEL SUMMARY**

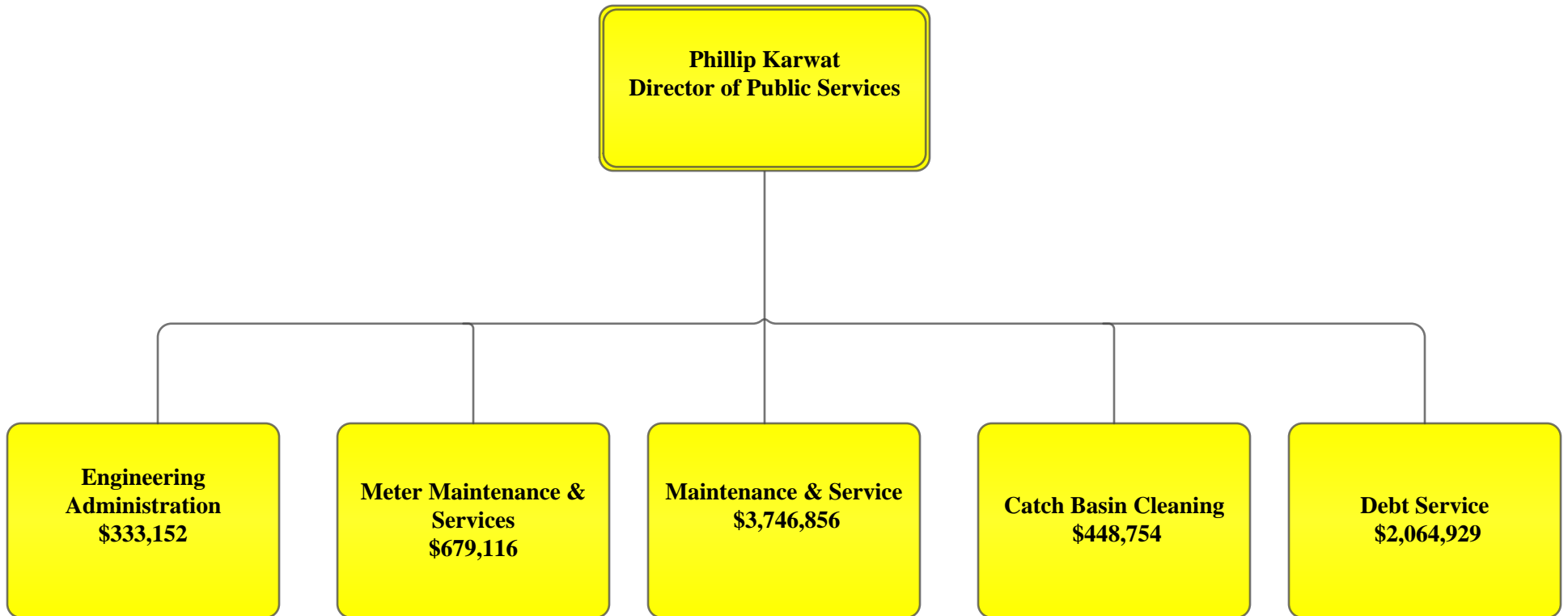
	2015/16	2016/17	2017/18	2018/19	2018/19	2018/19	2019/20
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7546 Boat Launch Operation	28,021	29,787	29,316	38,219	38,219	25,425	22,000
<b>Total Expenditures</b>	<b>28,021</b>	<b>29,787</b>	<b>29,316</b>	<b>38,219</b>	<b>38,219</b>	<b>25,425</b>	<b>22,000</b>

**FUNDING LEVEL BY CATEGORY**

	2015/16	2016/17	2017/18	2018/19	2018/19	2018/19	2019/20
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	(273)	0	0
Operating Expenses	28,021	29,787	29,316	33,719	38,492	25,425	22,000
Capital Outlay	0	0	0	4,500	0	0	0
<b>Total Expenditures</b>	<b>28,021</b>	<b>29,787</b>	<b>29,316</b>	<b>38,219</b>	<b>38,219</b>	<b>25,425</b>	<b>22,000</b>

# CITY OF SAGINAW

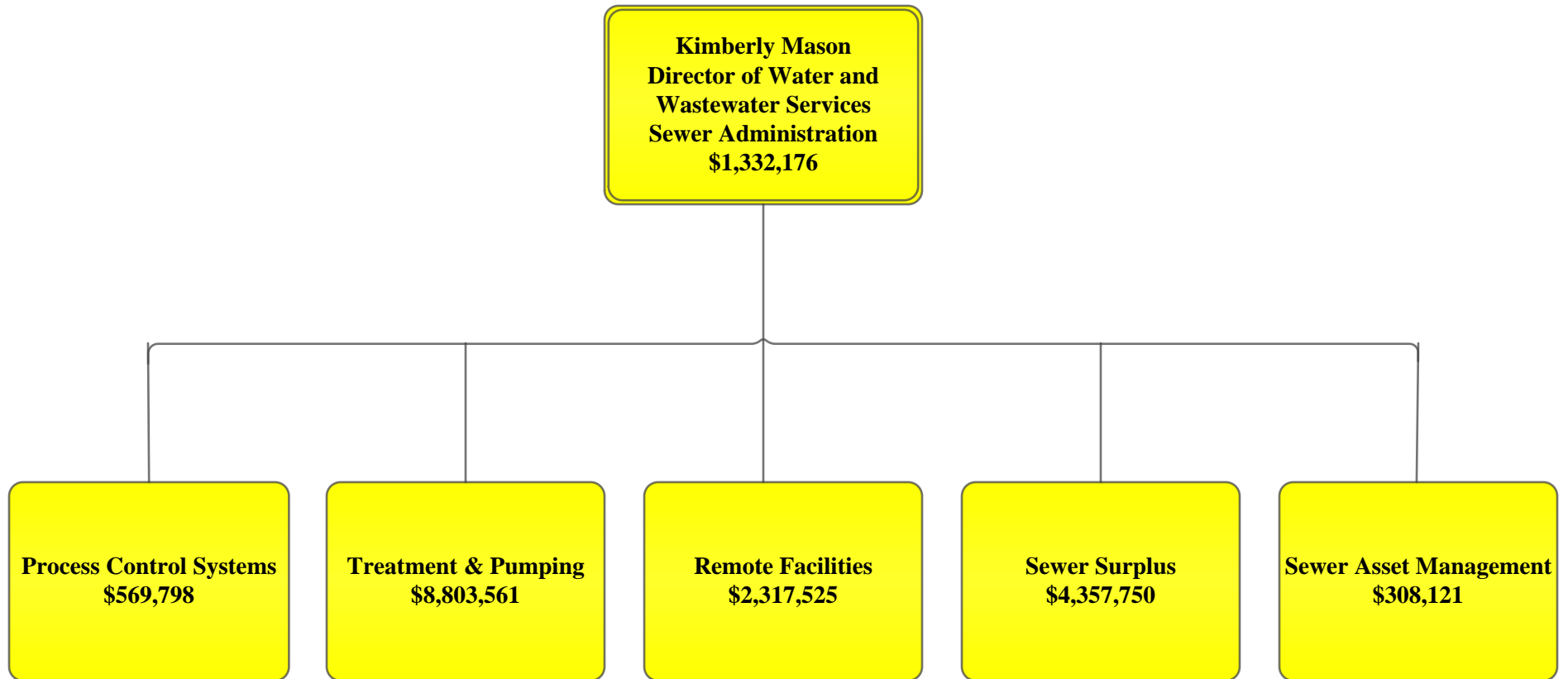
## SEWER OPERATIONS AND MAINTENANCE FUND



*The total Sewer Operations and Maintenance Fund is \$25,543,551 for FY 2020. Customer Accounting is recognized with the Department of Fiscal Services \$534,763 and there are operating transfers out of \$47,050.*

# CITY OF SAGINAW

## SEWER OPERATIONS AND MAINTENANCE FUND



*The total Sewer Operations and Maintenance Fund is \$25,543,551 for FY 2020. Customer Accounting is recognized with the Department of Fiscal Services \$534,763 and there are operating transfers out of \$47,050.*

**SEWER OPERATIONS AND MAINTENANCE FUND (590)**  
**RESOURCE ALLOCATION**  
**2019/2020 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	(31,000)	SEWER ADMINISTRATION	1,332,176
NON-BUSINESS PERMITS	3,000	ENGINEERING ADMIN.	333,152
SERVICES - SALES	21,778,000	PROCESS CONTROL SYSTEMS	569,798
FINES AND FORFEITURES	81,000	METER MAINT. & SERVICE	679,116
INTEREST AND RENTS	551,500	MAINTENANCE & SERVICE	3,746,856
OTHER REVENUES	115,813	CATCH BASIN CLEANING	448,754
USE OF FUND EQUITY	3,045,238	TREATMENT & PUMPING	8,803,561
		SEWER ASSET MANAGEMENT	308,121
		REMOTE FACILITIES	2,317,525
		SEWER SURPLUS	4,357,750
		DEBT SERVICE	2,064,929
		CUSTOMER ACCOUNTING	534,763
		TRANSFERS OUT	47,050
<b>TOTAL RESOURCES</b>	<b><u><u>25,543,551</u></u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u><u>25,543,551</u></u></b>

## ***SEWER OPERATIONS AND MAINTENANCE***

### **REVENUES BUDGET SUMMARY**

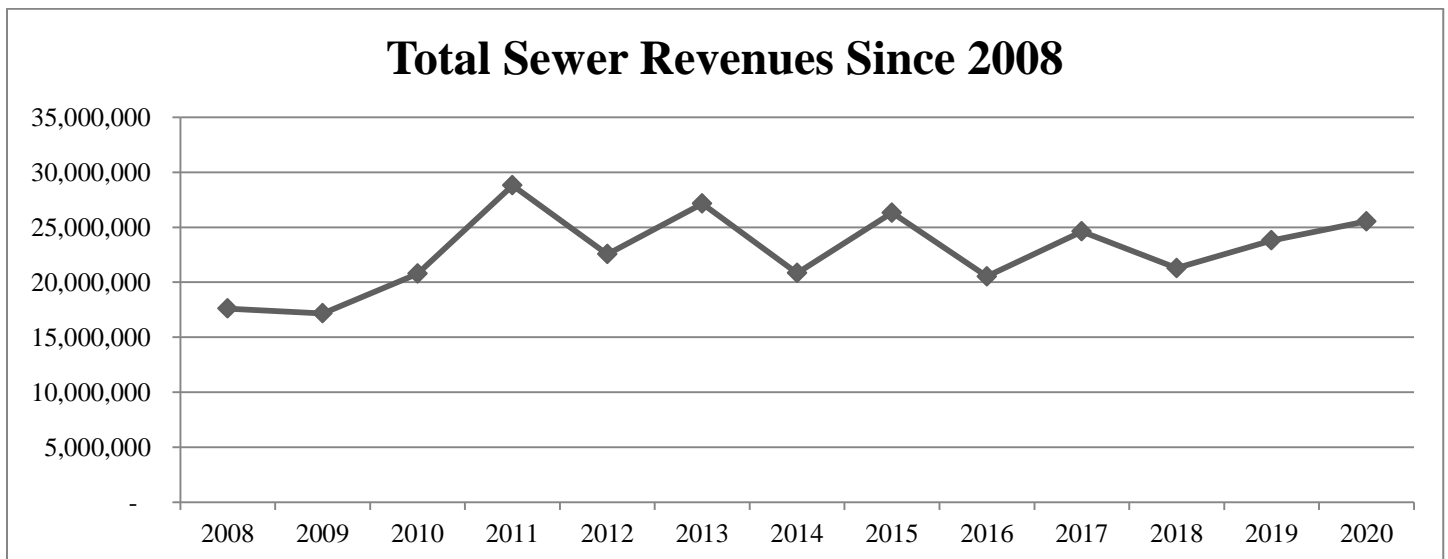
The Sewer Operation and Maintenance Fund’s major revenue sources are charges based upon the size of the meter, “readiness-to-serve charges” and the quantity of water consumed “commodity charge”. This is based on the water consumption. The City also assesses a utility lien charge for industrial users 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 2020, the Sewer Operations and Maintenance Fund’s revenues are \$25,543,551. This is an increase of \$1.74 million or 7.31%. The increase in revenues is a direct result of a higher appropriation of retained earnings.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	(2,971)	(17,283)	(30,747)	(31,000)	(31,000)	(38,651)	(31,000)
State Grants	0	1,677,863	302,3390	0	41,901	41,901	0
Non-Business Permits	400	200	0	600	2,800	2,800	3,000
Services – Sales	19,845,427	19,551,633	20,280,038	21,776,916	21,780,356	19,310,430	21,778,000
Fines and Forfeitures	63,375	95,468	72,852	80,906	80,906	77,710	81,000
Interest and Rents	536,785	509,736	510,350	551,500	551,500	533,123	551,500
Other Revenues	80,631	357,523	145,698	62,600	192,274	175,229	115,813
Use of Fund Equity	0	0	0	1,361,678	7,698,662	2,467,938	3,045,238
<b>Total Revenues</b>	<b>20,523,647</b>	<b>22,175,140</b>	<b>21,280,530</b>	<b>23,803,200</b>	<b>30,317,399</b>	<b>22,570,480</b>	<b>25,543,551</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues and FY 2019 and FY 2020 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. FY 2019 and FY 2020 show slight increases due to a higher use of retained earnings.

**DETAIL REVENUES ANALYSIS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	(2,971)	(17,283)	(30,747)	(31,000)	(31,000)	(38,651)	(31,000)
State Grants	0	1,677,863	302,339	0	0	0	0
IPP Permits	400	200	0	600	2,800	2,800	3,000
Trunkline Maintenance	0	0	83,486	0	41,901	41,901	53,213
Sale of Junk	13,121	12,852	17,796	15,000	15,000	14,512	15,000
Sewer	19,543,853	19,262,939	19,995,729	21,500,000	21,500,000	19,021,178	21,500,000
Sewer Connection	7,351	12,495	9,198	10,000	13,440	13,440	10,000
IPP Testing & Sampling	59,327	51,819	55,190	51,916	51,916	49,421	53,000
Materials & Services	221,775	211,528	202,125	200,000	200,000	211,880	200,000
IPP Fines & Charges	63,375	95,468	72,852	80,906	80,906	77,710	81,000
Interest on Investments	19,255	24,417	47,850	25,000	25,000	64,061	25,000
Interest on Spec. Assmt	550	439	479	1,500	1,500	279	1,500
Interest & Penalties	516,980	484,880	462,021	525,000	525,000	468,773	525,000
Installment Contract Proceeds	0	0	0	0	67,173	0	0
Special Assessments	54,759	49,308	51,411	52,600	94,015	95,399	52,600
Reimbursements	11,846	329,480	21,685	0	18,993	22,012	0
Sale of Property	4,909	5,155	11,869	0	2,093	15,940	0
Gain/Loss on Investments	9,117	(26,420)	(22,753)	10,000	10,000	41,888	10,000
Use of Fund Equity	0	0	0	1,361,678	7,698,662	2,467,938	3,045,238
<b>Total Revenues</b>	<b>20,523,647</b>	<b>22,175,140</b>	<b>21,280,530</b>	<b>23,803,200</b>	<b>30,317,399</b>	<b>22,570,480</b>	<b>25,543,551</b>



## SEWER OPERATIONS AND MAINTENANCE

### EXPENDITURE BUDGET SUMMARY

The total Sewer Operations and Maintenance Fund is \$25,543,551 for FY 2020. This is an increase of \$1,740,351, or 7.31% from the approved 2019 budgeted levels. *Personnel Services* representing \$10,796,859 of the total budget, increase \$401,784. (*The personnel complement changes are listed in detail under Summary of Positions.*) *Operating Expenses* increase by \$976,335 from FY 2019. This increase is largely due to planned construction projects for sewer improvements and construction. These include: Hardin Street, Court – Bay, Lapeer Avenue, 6<sup>th</sup> – 9<sup>th</sup> Street, Mackinaw, Congress to State, Niagara, railroad tracks to Genesee. Other projects include the sewer lining and replacement project and parking, security, building and HVAC improvements for Maintenance and Services. To offset these increase is a reduction to the indirect cost for the fund. *Capital Outlay* increases \$790,800 or 34.64%. The major increase is realized in the upgrade of the electrical system at the treatment facility. Other major planned purchase are: mini excavator and two trailers for the Maintenance and Services division, SCADA System radio replacement for Process Control Systems, and the replacement of a 4WD 1 ton pickup truck, a GMC Savanna Van, Chevy half ton pickup and ¾ ton pickup truck for the treatment plant. The category of *Miscellaneous Expenditures* decreases \$428,568 from the 2019 approved budgeted levels. This decrease is due to the reduction in the principal and interest payments for the Combined Sewer Overflow systems.

### FUNDING LEVEL SUMMARY

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
4810 Sewer Administration	(337,795)	21,110,641	6,955,386	2,163,173	7,549,122	7,477,276	1,332,176
4811 Engineering Administration	229,128	196,542	244,492	306,889	317,382	240,971	333,152
4815 Process Control Systems	180,547	145,413	194,253	375,109	375,109	180,812	569,798
4820 Meter Maint. & Service	400,615	414,462	451,192	554,230	554,230	452,636	679,116
4821 Maintenance & Service	3,027,310	2,731,589	3,416,909	3,812,048	3,813,876	3,265,798	3,746,856
4822 Catch Basin Cleaning	519,819	341,841	345,387	390,823	397,823	333,268	448,754
4830 Treatment and Pumping	6,944,054	6,047,998	6,997,911	8,424,078	8,444,488	6,399,796	8,803,561
4832 Asset Management	0	0	0	271,091	281,591	161,158	308,121
4835 Remotes Facilities	1,393,597	1,331,592	1,595,620	2,177,201	2,183,718	1,473,509	2,317,525
4840 Sewer Surplus	740,777	395,887	139,352	2,316,000	3,337,073	1,874,861	4,357,750
4845 Debt Service	370,018	336,627	298,305	2,493,497	2,540,444	242,781	2,064,929
5311 Customer Accounting	432,501	340,638	409,091	472,011	475,493	420,565	534,763
9660 Operating Transfers	0	55,412	26,677	47,050	47,050	47,050	47,050
<b>Totals</b>	<b>13,900,571</b>	<b>33,448,642</b>	<b>21,074,575</b>	<b>23,803,200</b>	<b>30,317,399</b>	<b>22,570,480</b>	<b>25,543,551</b>

### FUNDING LEVEL BY CATEGORY

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Personnel Services	1,536,858	21,900,174	9,236,468	10,395,075	10,384,988	9,073,853	10,796,859
Operating Expenses	11,947,088	11,052,905	11,359,677	8,583,778	14,986,988	6,219,450	9,561,213
Capital Outlay	47,456	103,524	153,148	2,283,800	2,357,929	1,570,766	3,073,500
Miscellaneous	370,018	392,039	325,282	2,540,547	2,587,494	5,706,411	2,111,979
<b>Total Expenditures</b>	<b>13,900,571</b>	<b>33,448,642</b>	<b>21,074,575</b>	<b>23,803,200</b>	<b>30,317,399</b>	<b>22,570,480</b>	<b>25,543,551</b>

## SUMMARY OF POSITIONS

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	1.60	1.90	1.90	1.90	2.40
4811 Engineering Administration	1.70	1.70	1.90	2.40	2.40	2.40	2.55
4815 Process Control Systems	1.00	1.00	1.00	1.00	1.00	1.00	1.50
4820 Meter Maint. & Service	3.00	4.75	3.50	3.75	3.75	3.75	4.25
4821 Maintenance & Service	16.50	17.75	18.50	18.50	18.50	18.50	17.20
4822 Catch Basin Cleaning	3.50	2.45	1.85	1.85	1.85	1.85	2.10
4830 Treatment and Pumping	46.35	46.35	46.35	44.25	44.25	44.25	45.10
4832 Asset Management	0.00	0.00	0.00	1.75	1.75	1.75	1.75
4835 Remotes Facilities	11.65	11.65	11.65	12.50	12.50	12.50	12.65
<b>Total Positions</b>	<b>85.50</b>	<b>87.45</b>	<b>86.35</b>	<b>87.90</b>	<b>87.90</b>	<b>87.90</b>	<b>89.50</b>

The Sewer Operations and Maintenance Fund's personnel complement for FY 2020 is 89.50 FTE. This is a 1.60 increase from the 2019 approved budgeted levels. Listed below are the changes that occur in FY 2020.

- The Sewer Administration division increases by 0.50 FTE. This is due to the addition of 0.50 of the Deputy Director of Water and Wastewater Services into this division.
- The Engineering Administration division will increase .15 for the addition of the Civil Engineer to the personnel complement as well as a reclassification of .25 of an Engineering Assistant to .25 of a ROW Permits Technician, which was approved by city council for mid-year.
- The Process Control System division will increase .50 from the previous fiscal year. This increase is due to the addition of .50 of the Instrumentation & Control Technician I to the complement. In addition, the previous Instrumentation & Control Technician will be reclassified to Instrument & Control Technician II.
- The Meter Maintenance and Service division increases by .50 FTE. This increase is largely due to the addition of .20 of the Superintendent of Maintenance and Services, .05 of a ROW Foreman - Utilities, and .50 of a Utilities Person II position. These increase will be offset by the redistribution of .05 of the Assistant Superintendent of Maintenance and Services, .25 of a Utilities Person III, and .25 of a Laborer I for M&S. These positions have been added or redistributed to the new division in the Water Operations and Maintenance Fund – Lead & Copper Services division.
- The Maintenance and Service division will decrease 1.30 FTE for FY 2020. This reduction is largely due to the redistribution of .50 of a Utilities Person II and .50 of a Crossover Operator positions. In addition .25 of the Administrative Professional will be redistributed elsewhere within the fund. To offset these reductions will be the addition of .25 of a Laborer I and .05 of a ROW Foreman – Utilities. Furthermore .25 of the Superintendent of Water Treatment & Field Operations will be replaced by .20 of a Superintendent of Maintenance and Services.
- The Catch Basin division will increase by .25 FTE. This increase will be realize by .25 of a Heavy Equipment Operator I.
- The Treatment and Pumping division increases by a net .85 FTE. This increase is due to the addition of a Plant Maintenance Mechanic B position as well as .10 of a Laboratory Technician position. This increase is slightly offset by a .25 reduction in the Administrative Professional position.

- Remote Facilities increases by 0.15 FTE. This is due to the additions of 0.25 of the Administrative Professional. This is offset by a 0.10 decrease of the Laboratory Technicians.

*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 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
Sewer Cleaned (miles)	50+	38.5	50+	50+	50+
Catch Basins Restrictors Cleaned	18,000+	19,351	18,000+	18,000+	18,000+
Sewer Rat Baiting	1,000+	397	500+	750+	750+
Permanent Street Repairs (Water & Sewer combined)	500+	631	500+	500+	500+

**Explanation of variances:**

 The key performance indicator of “sewer cleaned (miles)” reflects to have been mostly achieved. Maintenance & Services fell short of its 50+ mile goal of sewer cleaned in FY19 due to the fact that one of the two sewer jets was used by the Water Section of the Maintenance & Services Division for hydro-excavating lead/galvanized water service lines that needed to either be repaired or verified for material make-up. The Water Section of the Maintenance & Services Division has acquired a hydro-excavating unit of their own, so it makes it achievable to hit the divisional goal of 50+ miles of sewer cleaned for FY20.

 The key performance indicator of “catch basins restrictors cleaned” reflects to have been fully achieved. Maintenance & Services was able to clean more catch basin restrictors than what was predicted due to the unseasonably warm fall / early winter.

 The key performance indicator of “sewer rat baiting” reflect to have not been met. Maintenance & Service did not receive as many rat complaints in FY19 as they did in FY18, so the total number of manholes rat baited reflect this. This is a service that is complaint driven.

 The key performance indicator of “permanent street repairs (water & sewer combined)” reflects to have been fully achieved for FY 2019. Maintenance & Service set the goal of doing 500 permanent street patches in the ROW for FY19 and exceeded that goal by 131 patches. It is felt that the goal of 500+ patches can be achieved as long as staffing and budget allows.

**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.

<b>Key Performance Indicator</b>	<b>FY 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Number of National Pollutant Discharge Elimination System (NPDES) Permit parameters achieved per 1704 possible annually at Wastewater Treatment Plant	100%	100%	100%	99.4%	100%
Number of NPDES Permit parameters achieved per 2639 possible annually at the Remote Treatment Basins	100%	99.96%	100%	99.77%	100%
Percent of Industrial Users sewer use ordinance violations responded to within 30 days of knowledge of violation	100%	100%	100%	100%	100%

**Explanation of variances:**

The key performance measures of “number of NPDES Permits parameters achieved per 2,639 possible annually at Remote Treatment Basins” reflect to have been fully achieved. Although, in August of 2018, high flows for consecutive days due to storms caused the Wastewater Treatment Plant to exceed the monthly average requirements for ammonia. On 8/27/2018, 8/28/2018 and 5/25/19, one or more Retention Treatment Basins exceeded the monthly average requirements for fecal coliform. Rains occurred on consecutive days and staff were unable maintain adequate chlorine concentrations.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**590-4810 Sewer Administration**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	202,268	Director of Public Services	0.25	27,219
Overtime	500	Director of Water/ Wastewater Treatment	0.50	54,439
Add Pays	4,250	Deputy Dir. WT/WWT	0.50	50,442
Fringe Benefits	811,204	Deputy Dir. Public Services	0.25	22,022
		WT/WWT Specialist	0.50	27,170
		Public Service Specialist	0.40	20,978
<b>TOTAL</b>	<b>1,018,222</b>			
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>2.40</b>	<b>202,268</b>
Supplies	1,000	<b>Overtime</b>		500
Internal Services	193,635	Education Bonus		1,125
Other Services		Car Allowance		3,125
Professional Fees	46,000			
Maintenance Fees	15,350	<b>Total Add Pays</b>		4,250
Other Contracted Fees	49,469			
<b>TOTAL</b>	<b>305,454</b>			
<b>CAPITAL OUTLAY</b>		FICA		16,182
	8,500	Healthcare Benefits - Active		37,429
<b>TOTAL</b>	<b>8,500</b>	Healthcare Benefits - Retirees		638,210
		Pension		119,383
<b>TOTAL APPROPRIATION</b>	<b>1,332,176</b>	<b>Total Fringe Benefits</b>		811,204
		<b>TOTAL</b>	<b>2.40</b>	<b>1,018,222</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**590-4811 Engineering Administration**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	122,608	City Engineer	0.10 8,797
Overtime	5,000	Assistant City Engineer	0.20 14,335
Add Pays	550	Engineering Office Supv.	0.25 15,859
Fringe Benefits	139,861	Traffic Foreman	0.05 2,938
		Civil Engineer I	0.15 7,573
<b>TOTAL</b>	<b>268,019</b>	Transportation Engineer Asst	0.10 4,667
		Engineering Technician I	0.20 10,694
<b>OPERATING EXPENSES</b>		ROW Permits Technician	0.25 11,981
		Engineering Assistant	0.30 15,452
Supplies	1,500	Traffic Maint. Tech. II	0.10 4,335
Internal Services	35,883	Traffic Maint. Tech. I	0.45 16,463
Other Services		Administrative Professional	0.15 6,512
Professional Fees	21,300	Engineering Intern	0.25 3,003
Maintenance Fees	150	<b>Total Personnel</b>	<b>2.55 122,608</b>
Other Contracted Fees	3,300		
<b>TOTAL</b>	<b>62,133</b>	<b>Overtime</b>	<b>5,000</b>
<b>CAPITAL OUTLAY</b>	<b>3,000</b>	Standby Pay	550
<b>TOTAL</b>	<b>3,000</b>	<b>Total Add Pays</b>	<b>550</b>
<b>TOTAL APPROPRIATION</b>	<b>333,152</b>	FICA	9,885
		Healthcare Benefits - Active	38,775
		Healthcare Benefits - Retirees	0
		Pension	91,201
		<b>Total Fringe Benefits</b>	<b>139,861</b>
		<b>TOTAL</b>	<b>2.55 268,019</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**590-4815 Process Control Systems**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	84,316	Instrument & Control Admin	0.50	36,912
Overtime	2,000	Instrument & Control Tech II	0.50	26,810
Add Pays	2,500	Instrument & Control Tech I	0.50	20,594
Fringe Benefits	93,575			
		<b>Total Personnel</b>	1.50	84,316
<b>TOTAL</b>	<b>182,391</b>			
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		2,000
Supplies	93,000	Standby Pay		2,500
Internal Services	29,107			
Other Services		<b>Total Add Pays</b>		2,500
Professional Fees	217,500	FICA		6,795
Maintenance Fees	7,800	Healthcare Benefits - Active		26,379
Other Contracted Fees	8,000	Healthcare Benefits - Retirees		0
		Pension		60,401
<b>TOTAL</b>	<b>355,407</b>	<b>Total Fringe Benefits</b>		93,575
<b>CAPITAL OUTLAY</b>	32,000			
<b>TOTAL</b>	<b>32,000</b>	<b>TOTAL</b>	<b>1.50</b>	<b>182,391</b>
<b>TOTAL APPROPRIATION</b>	<b>569,798</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**590-4820 Meter Maintenance & Service**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	213,245	Superintendent, M&S	0.20 12,378
Overtime	8,000	Asst. Supt. Of Mtce & Service	0.20 15,849
Add Pays	8,172	Administrative Professional	0.25 11,213
Fringe Benefits	288,596	Office Assistant II	0.25 7,630
<b>TOTAL</b>	<b>518,013</b>	ROW Foreman, Utilities	0.80 41,641
		Maint. Equip Repairperson II	0.25 11,704
		Utilities Person III	0.50 22,847
<b>OPERATING EXPENSES</b>		Utilities Person II	1.50 67,024
Supplies	9,500	Crossover Operator	0.50 22,960
Internal Services	46,728	<b>Total Personnel</b>	<b>4.25 213,245</b>
Other Services			
Professional Fees	15,000	<b>Overtime</b>	<b>8,000</b>
Maintenance Fees	14,375		
Other Contracted Fees	0	Standby Pay	7,512
<b>TOTAL</b>	<b>85,603</b>	Education Bonus	660
		<b>Total Add Pays</b>	<b>8,172</b>
<b>CAPITAL OUTLAY</b>	<b>75,500</b>		
<b>TOTAL</b>	<b>75,500</b>	FICA	18,282
		Healthcare Benefits - Active	97,940
<b>TOTAL APPROPRIATION</b>	<b>679,116</b>	Healthcare Benefits - Retirees	0
		Pension	172,374
		<b>Total Fringe Benefits</b>	<b>288,596</b>
		<b>TOTAL</b>	<b>4.25 518,013</b>



**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**590-4821 Maintenance & Service**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	706,351	Supt of Maintenance & Service	0.20 12,378
Overtime	30,000	Asst. Supt. Of Mtce & Service	0.20 15,849
Add Pays	9,747	Administrative Professional	0.25 11,213
Fringe Benefits	974,539	ROW Foreman, Utilities	0.80 41,641
<b>TOTAL</b>	<b>1,720,637</b>	Maint. Equip Repairperson II	0.25 11,703
<b>OPERATING EXPENSES</b>			
Supplies	570,210	Utilities Person III	1.25 58,048
Internal Services	257,278	Utilities Person II	4.00 179,540
Other Services		Utilities Person I	5.00 219,230
Professional Fees	748,152	Crossover Operator	1.00 45,224
Maintenance Fees	382,979	Laborer II, M&S	1.00 38,811
Other Contracted Fees	13,850	Laborer I, M&S	1.50 51,911
<b>TOTAL</b>	<b>1,972,469</b>	Office Assistant II	0.25 7,630
		Custodial Worker (PT) SEIU	0.50 10,608
		Laborer (T)	1.00 2,565
		<b>Total Personnel</b>	<b>17.20 706,351</b>
<b>CAPITAL OUTLAY</b>		<b>Overtime</b>	<b>30,000</b>
<b>TOTAL</b>	<b>53,750</b>	Standby Pay	7,512
		Education Bonus	2,235
<b>TOTAL APPROPRIATION</b>		<b>Total Add Pays</b>	<b>9,747</b>
		FICA	57,178
		Healthcare Benefits - Active	336,669
		Healthcare Benefits - Retirees	0
		Pension	580,692
		<b>Total Fringe Benefits</b>	<b>974,539</b>
		<b>TOTAL</b>	<b>17.20 1,720,637</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**590-4822 Catch Basin Cleaning**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	95,284	Heavy Equip. Operator III	0.25	11,703
Overtime	5,000	Heavy Equip. Operator II	0.50	23,124
Fringe Benefits	141,137	Heavy Equip. Operator I	1.00	44,936
		Tree Trimmer I	0.35	15,521
<b>TOTAL</b>	<b>241,421</b>	<b>Total Personnel</b>	<b>2.10</b>	<b>95,284</b>
<b>OPERATING EXPENSES</b>				
		Overtime		5,000
Supplies	0			
Internal Services	54,583			
Other Services		FICA		7,672
Professional Fees	152,750	Healthcare Benefits - Active		45,160
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		88,305
<b>TOTAL</b>	<b>207,333</b>	<b>Total Fringe Benefits</b>		<b>141,137</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>TOTAL</b>	<b>2.10</b>	<b>241,421</b>
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>448,754</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**590-4830 Treatment & Pumping**

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2019/ 2020 BUDGET ALLOCATION
<b>PERSONNEL SERVICES</b>			
Salaries	2,078,263	Supt of Wastewater Tmt	0.80 69,833
Overtime	100,000	Asst Supt of Wastewater	0.80 57,637
Add Pays	56,118	Chief Chemist	0.90 55,257
Fringe Benefits	2,745,852	Operating Foreman	5.00 262,159
<b>TOTAL</b>	<b>4,980,233</b>	Plant Mtce Foreman WW	1.00 55,401
		Electrical Mtce Foreman	1.00 62,727
		Plant Maintenance Supervisor	0.80 54,538
		Environ Compliance Admin.	1.00 68,173
		Environ Compliance Analyst	2.00 96,010
<b>OPERATING EXPENSES</b>		Plant Mtce Electrician B	2.00 101,152
Supplies	726,750	Plant Operator B	10.00 451,023
Internal Services	573,504	Safety Specialist	0.50 21,514
Other Services		Administrative Professional	0.75 32,558
Professional Fees	1,118,168	Laboratory Technician	1.90 86,897
Maintenance Fees	1,205,956	Plant Mtce. Mechanic B	2.00 102,424
Other Contracted Fees	27,950	Sewage Plant Mtce Person III	1.00 44,576
<b>TOTAL</b>	<b>3,652,328</b>	Sewage Plant Mtce Person II	4.90 222,201
		Sewage Plant Mtce Person I	2.00 90,556
		Stock Clerk WWT	0.75 33,554
		Laborer I	2.00 69,564
<b>CAPITAL OUTLAY</b>	171,000	Basic Laborer (PT)	1.00 13,832
<b>TOTAL</b>	<b>171,000</b>	Labor (Temp)	2.00 19,760
		Intern (Temp)	1.00 6,916
<b>TOTAL APPROPRIATION</b>	<b>8,803,561</b>	<b>Total Personnel</b>	<b>45.10 2,078,263</b>
		<b>Overtime</b>	<b>100,000</b>
		Education Bonus	4,110
		Standby Pay	52,008
		<b>Total Add Pays</b>	<b>56,118</b>
		FICA	174,641
		Healthcare Benefits - Active	737,470
		Healthcare Benefits - Retirees	231,142
		Pension	1,602,599
		<b>Total Fringe Benefits</b>	<b>2,745,852</b>
		<b>TOTAL</b>	<b>45.10 4,980,233</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**590-4832 Sewer Asset Management**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	96,883	Safety Specialist	0.25	10,757
Overtime	1,000	Water/Sewer Engineer	0.50	36,912
Fringe Benefits	102,224	Asset Mgmt Supervisor		
		Asset Mgmt Coordinator	0.50	30,043
		GIS Technician - W&S	0.50	19,171
<b>TOTAL</b>	<b>200,107</b>	<b>Total Personnel</b>	<b>1.75</b>	<b>96,883</b>
<b>OPERATING EXPENSES</b>				
Supplies	1,000	<b>Overtime</b>		1,000
Internal Services	25,514			
Other Services		FICA		7,489
Professional Fees	75,000	Healthcare Benefits - Active		30,048
Maintenance Fees	4,500	Healthcare Benefits - Retirees		0
Other Contracted Fees	2,000	Pension		64,687
<b>TOTAL</b>	<b>108,014</b>	<b>Total Fringe Benefits</b>		<b>102,224</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>1.75</b>	<b>200,107</b>
<b>TOTAL APPROPRIATION</b>	<b>308,121</b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**590-4835 Remote Facilities**

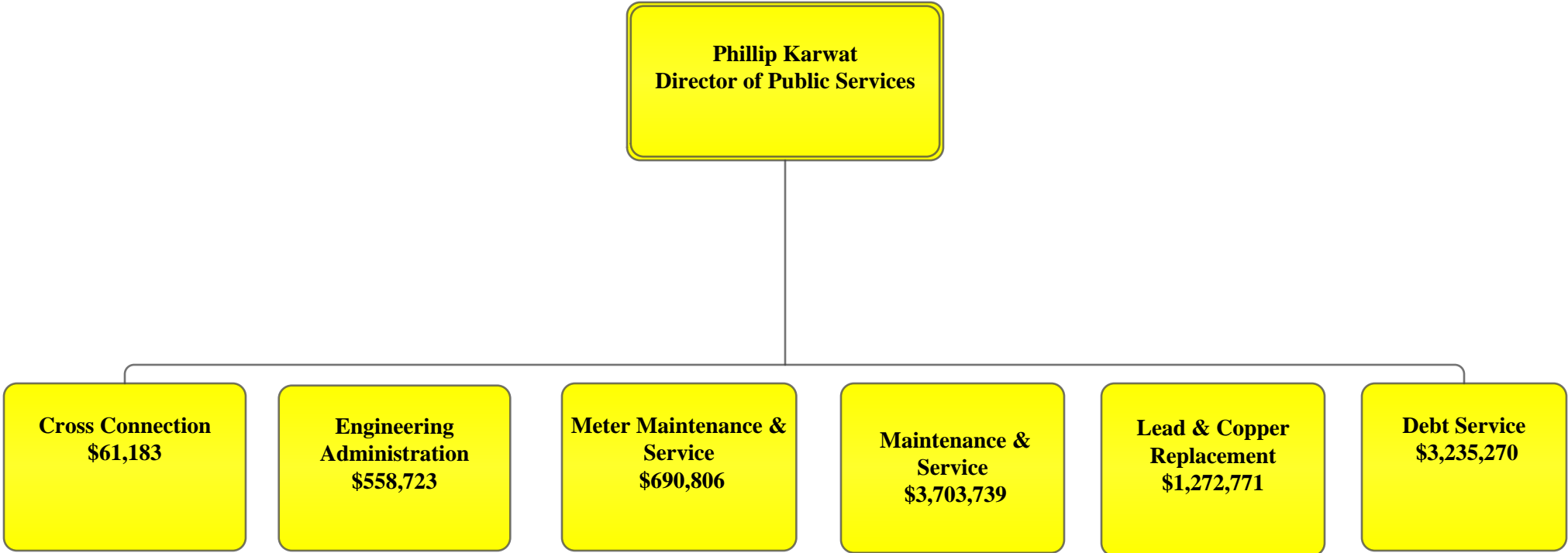
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	538,704	Supt of Wastewater Tmt	0.20	17,458
Overtime	10,000	Asst. Supt of Wastewater	0.20	14,409
Add Pays	34,235	Administrative Professional	0.25	10,853
Fringe Benefits	669,227	Chief Chemist	0.10	6,140
		Laboratory Technicians	0.10	4,801
<b>TOTAL</b>	<b>1,252,166</b>	Plant Maintenance Supervisor	0.20	13,635
		Remote RTB Facilities Foreman	1.00	55,401
		Plant Mtce Electrician B	1.00	50,584
<b>OPERATING EXPENSES</b>		Safety Specialist	0.25	10,757
Supplies	291,150	Sewage Plant Mtce Person II	0.10	4,625
Internal Services	143,492	Stock Clerk WWT	0.25	11,185
Other Services		Plant Maint Mechanic B	1.00	49,871
Professional Fees	172,711	Remote Facilities Person III	1.00	44,576
Maintenance Fees	362,356	Remote Facilities Person II	5.00	224,651
Other Contracted Fees	5,650	Labor (Temp)	2.00	19,760
<b>TOTAL</b>	<b>975,359</b>	<b>Total Personnel</b>	<b>12.65</b>	<b>538,704</b>
		<b>Overtime</b>		<b>10,000</b>
<b>CAPITAL OUTLAY</b>	<b>90,000</b>	Standby Pay		32,745
<b>TOTAL</b>	<b>90,000</b>	Education Bonus		1,490
		<b>Total Add Pays</b>		<b>34,235</b>
<b>TOTAL APPROPRIATION</b>	<b>2,317,525</b>	FICA		46,211
		Healthcare Benefits - Active		216,069
		Healthcare Benefits - Retirees		0
		Pension		406,947
		<b>Total Fringe Benefits</b>		<b>669,227</b>
		<b>TOTAL</b>	<b>12.65</b>	<b>1,252,166</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**590-5311 Customer Accounting**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	173,908	Admin of Utilities Accounts	0.50	29,381
Overtime	0	Office Assistant III	3.00	103,659
Fringe Benefits	241,772	Treasury Coordinator	0.38	13,549
		Treasury Clerk	0.76	23,989
		Office Assistant II	0.11	3,329
<b>TOTAL</b>	<b>415,680</b>			
		<b>Total Personnel</b>	<b>4.75</b>	<b>173,908</b>
<b>OPERATING EXPENSES</b>				
Supplies	2,500	<b>Overtime</b>		<b>0</b>
Internal Services	56,933			
Other Services		FICA		13,664
Professional Fees	52,650	Healthcare Benefits - Active		55,472
Maintenance Fees	4,500	Healthcare Benefits - Retirees		0
Other Contracted Fees	1,400	Pension		172,636
<b>TOTAL</b>	<b>117,983</b>	<b>Total Fringe Benefits</b>		<b>241,772</b>
<b>CAPITAL OUTLAY</b>	<b>1,100</b>			
<b>TOTAL</b>	<b>1,100</b>	<b>TOTAL</b>	<b>4.75</b>	<b>415,680</b>
<b>TOTAL APPROPRIATION</b>	<b>534,763</b>			

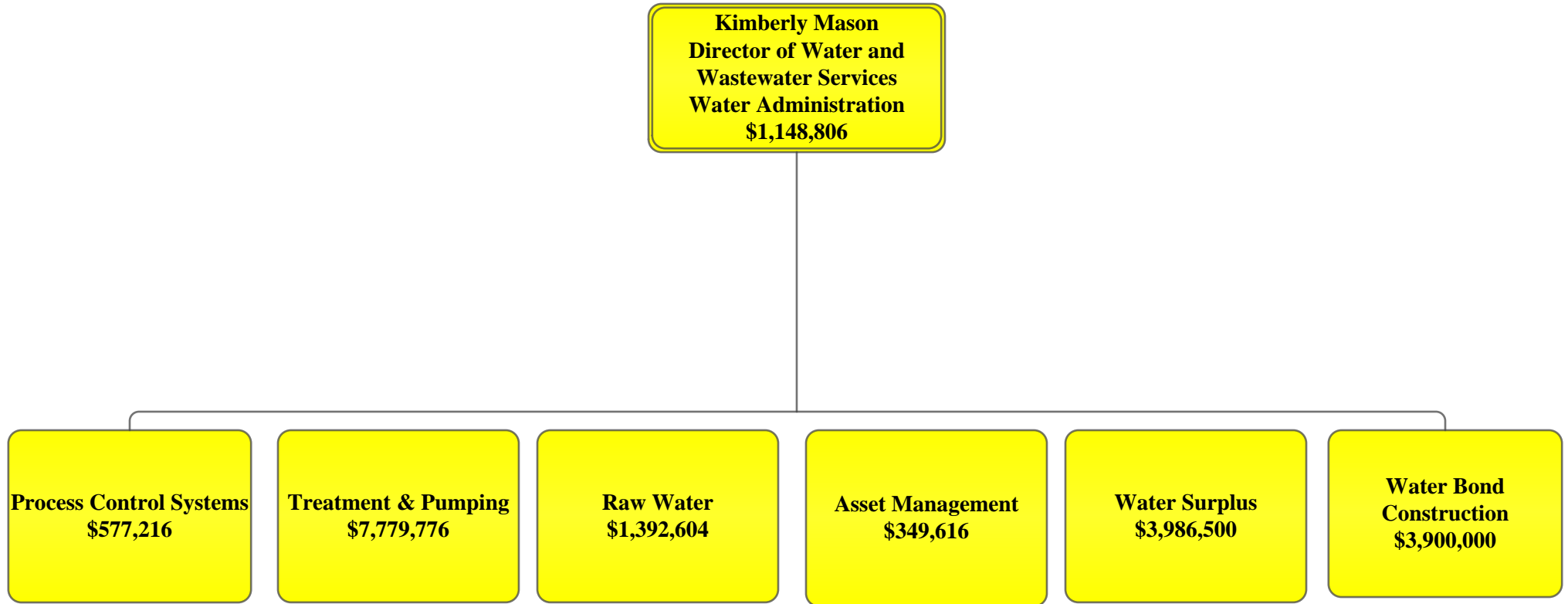
**CITY OF SAGINAW**  
**WATER OPERATIONS AND MAINTENANCE FUND**



*The total Water Operations and Maintenance Fund are \$29,329,349 for FY 2020. Transfer equates to \$123,677, which is not reflected in either of the organizational charts. In addition the Customer Accounting division, \$548,662 are recognized in the Department of Fiscal Services.*

# CITY OF SAGINAW

## WATER OPERATIONS AND MAINTENANCE FUND



*The total Water Operations and Maintenance Fund is \$29,329,349 for FY 2020. Transfer equates to \$123,677, which is not reflected in either of the organizational charts. In addition the Customer Accounting division, \$548,662 are recognized in the Department of Fiscal Services.*



**WATER OPERATIONS AND MAINTENANCE (591)  
RESOURCE ALLOCATION  
2019/2020 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	(40,000)	CROSS CONNECTIONS	61,183
STATE GRANTS	1,000,000	WATER ADMINISTRATION	1,148,806
SERVICES - SALES	21,720,771	ENGINEERING ADMINISTRATION	558,723
INTEREST AND RENTS	240,000	PROCESS CONTROL SYSTEMS	577,216
OTHER REVENUES	3,900,000	METER MAINT. & SERVICE	690,806
RETAINED EARNINGS	2,508,578	MAINTENANCE & SERVICE	3,703,739
		LEAD & COPPER REPLACEMENT	1,272,771
		TREATMENT & PUMPING	7,779,776
		WATER ASSET MANAGEMENT	349,616
		RAW WATER	1,392,604
		WATER SURPLUS	3,986,500
		WATER BOND CONSTRUCTION	3,900,000
		DEBT SERVICE	3,235,270
		CUSTOMER ACCOUNTING	548,662
		TRANSFERS	123,677
<b>TOTAL RESOURCES</b>	<b><u><u>29,329,349</u></u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u><u>29,329,349</u></u></b>

## **WATER OPERATIONS AND MAINTENANCE**

### **REVENUE BUDGET SUMMARY**

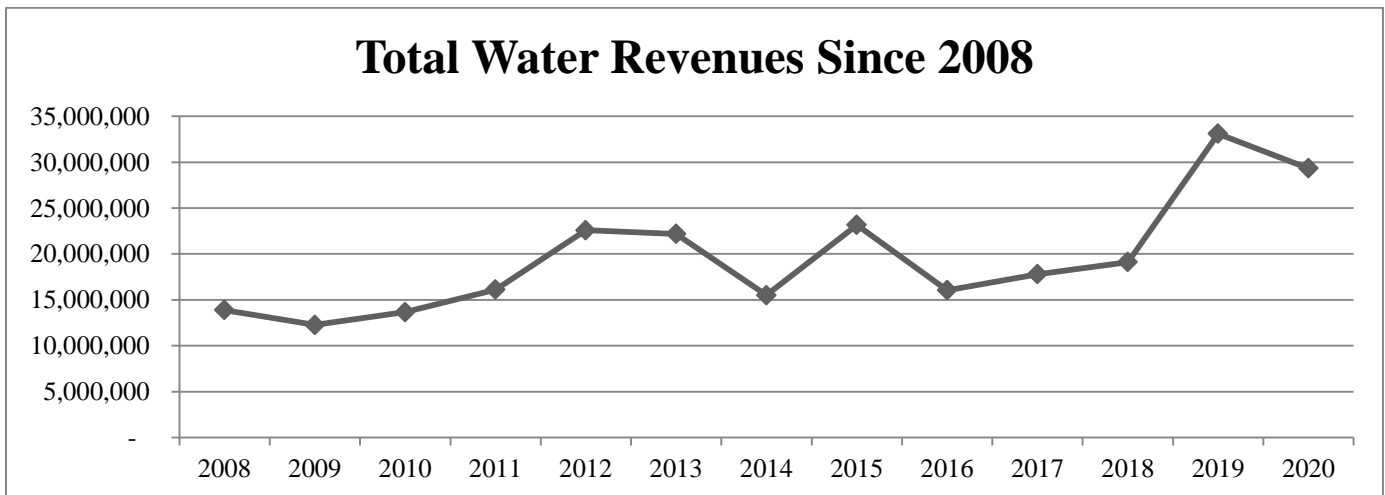
The Water Operations and Maintenance Fund’s major revenue sources are charges based upon the size of the meter, “readiness-to-serve charges,” and the quantity of water consumed “commodity charge”. The net rate charged for treated and filtered water to consumers within the limits of the City is the sum 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 2020 budget decreases \$3,769,501, or 11.39%. This is due to a \$5,200,000 reduction to the Bond Proceeds account. In previous fiscal years, the city utilized restricted bond proceeds to cover the cost of the Davis Road Improvement project. This project is in its final stages. To slightly offset this reduction is an increase to the Service Line Maintenance for the lead and galvanized line project. This revenue covers the total amount of the new Lead Services division on the expenditure side.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	(38,321)	(54,032)	(18,186)	(50,000)	(50,000)	(23,353)	(40,000)
Grants	0	0	0	1,000,000	1,000,000	434,772	1,000,000
Services – Sales	15,751,010	17,638,036	18,872,541	20,448,000	20,449,119	17,902,547	21,720,771
Interest and Rents	259,703	283,133	303,920	240,000	240,000	329,892	240,000
Other Revenues	76,116	(79,071)	(43,479)	9,100,000	9,167,034	129,812	3,900,000
Use of Fund Equity	0	0	0	2,360,850	6,283,184	1,812,685	2,508,578
<b>Total Revenues</b>	<b>16,048,508</b>	<b>17,788,066</b>	<b>19,114,796</b>	<b>33,098,850</b>	<b>37,089,337</b>	<b>20,586,355</b>	<b>29,329,349</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues and FY 2019 and FY 2020 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 increased due to increased water usage from an unusually dry summer. This does not represent a rate increase. 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 to 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 were 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 decreased by \$68,736. To slightly offset this reduction is an increase to the Water rates in accordance with the approved rate ordinance. For FY 2019, there is a net \$1.48 million reduction due to the decrease in the amount appropriated for retained earnings. This reduction is offset by \$1 million grant monies received for the Pilot Drinking Water Infrastructure Grant. The FY 2020 budget reflects a \$3.77 million drop due to a decrease in the funds appropriated from bond proceeds.

**DETAIL REVENUES ANALYSIS**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	(38,321)	(54,032)	(18,186)	(50,000)	(50,000)	(23,353)	(40,000)
State Grant	0	0	0	1,000,000	1,000,000	434,772	1,000,000
Sale of Junk	3,427	6,742	2,316	5,000	5,000	1,168	5,000
Service Fees	139,620	44,030	383,136	380,000	380,000	387,448	380,000
Service Line Maint.	0	0	0	0	0	0	1,272,771
Water	15,375,846	17,169,247	18,421,294	20,000,000	20,000,000	17,480,848	20,000,000
Water Connections	5,474	4,923	8,642	5,000	6,119	6,119	5,000
Materials & Services	226,643	413,094	57,153	58,000	58,000	26,963	58,000
Interest on Investments	22,837	39,159	55,364	30,000	30,000	84,675	30,000
Dividends	75,028	77,510	74,683	50,000	50,000	79,557	50,000
Interest on Spec. Asmts.	33	12	0	0	0	250	0
Interest and Penalties	161,805	166,452	173,873	160,000	160,000	164,410	160,000
Special Assessments	170	0	0	0	3,951	4,056	0
Surplus Receipts	2	0	0	0	0	0	0
Sale of Property	2,208	5,155	8,314	0	1,387	1,387	0
Reimbursement	7,880	8,716	53,465	0	55,719	57,212	0
Gain/Loss on Invest.	65,856	(92,942)	(105,258)	0	0	65,157	0
Bond Proceeds	0	0	0	9,100,000	9,100,000	0	3,900,000
Use of Fund Equity	0	0	0	2,360,850	6,283,184	1,812,685	2,508,578
Install Contract Proceeds	0	0	0	0	5,977	0	0
<b>Totals</b>	<b>16,048,508</b>	<b>17,788,066</b>	<b>19,114,796</b>	<b>33,098,850</b>	<b>37,089,337</b>	<b>20,586,355</b>	<b>29,329,349</b>

## **WATER OPERATIONS AND MAINTENANCE**

### **EXPENDITURE BUDGET SUMMARY**

The Water Operations and Maintenance Fund is \$29,329,349 for FY 2020. This is a decrease of \$3,769,501 from the previous fiscal year. *Personnel Services* is \$9,156,494 for FY 2020. This is an increase of 1.13 million or 14.09% from the previous fiscal year. What is notable for FY 2020 is the creation of the Lead & Copper Service Line Replacement Division, which adds additional staff to the personnel complement. *(The personnel complement changes are listed in detail under Summary of Positions.)* *Operating Expenses* decrease 8.68% from the previous fiscal year. This reduction is largely due to a reduction in the amount of construction projects planned for in FY 2020. *Capital Outlay* decreases \$3,349,725 for FY 2020. This is attributable to a decrease in the amount of planned capital requested for in FY 2020. The category of *Miscellaneous Expenditures* decrease \$37,990 from 2019 approved budgeted levels. This decrease is attributed to a reduction in the interest payment for the 2016 Water Bond.

### **FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3867 Cross Connection	61,295	54,465	42,017	6,303	6,303	5,910	61,183
4710 Water Administration	(1,820,573)	12,974,903	2,163,164	1,827,370	3,896,415	3,651,232	1,148,806
4711 Engineering Administration	405,834	353,006	430,338	490,148	496,713	432,592	558,723
4715 Process Control Systems	172,736	168,046	202,624	392,031	392,031	189,742	577,216
4720 Meter Maint. and Service	559,288	427,673	767,409	562,847	562,847	455,417	690,806
4721 Maintenance and Services	2,572,473	2,770,423	3,125,819	3,949,990	3,952,118	2,953,294	3,703,736
4722 Lead & Copper Service Lines	0	0	0	0	0	0	1,272,771
4730 Treatment and Pumping	5,090,673	4,508,433	5,229,159	6,512,654	6,573,642	5,317,950	7,779,776
4732 Asset Mgmt.	0	0	0	298,609	309,109	189,419	349,616
4735 Raw Water	1,019,118	652,544	1,895,600	1,392,604	1,392,604	913,654	1,392,604
4740 Water Surplus	(1,224)	55,464	268,765	4,690,500	6,626,851	2,561,028	3,986,500
4741 Water Bond Construction	0	325,816	15,000	9,100,000	9,001,428	228,908	3,900,000
4745 Debt Service	807,908	2,161,523	1,304,637	3,273,260	3,273,260	3,135,520	3,235,270
5310 Customer Accounting	421,875	336,385	411,369	478,857	482,339	428,012	548,662
9660 Transfers	0	46,825	28,778	123,677	123,677	123,677	123,677
<b>Totals</b>	<b>9,289,403</b>	<b>24,835,506</b>	<b>15,884,679</b>	<b>33,098,850</b>	<b>37,089,337</b>	<b>20,586,355</b>	<b>29,329,349</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Personnel Services	1,739,581	15,960,806	6,074,239	8,025,925	8,020,833	7,067,843	9,156,494
Operating Expenses	4,926,772	6,601,332	8,222,013	17,430,863	21,166,626	7,257,748	15,918,508
Capital Outlay	40,757	65,020	255,012	4,245,125	4,504,941	871,034	895,400
Miscellaneous	2,582,293	2,208,348	1,333,415	3,396,937	3,396,937	5,389,730	3,358,947
<b>Total Expenditures</b>	<b>9,289,403</b>	<b>24,835,506</b>	<b>15,884,679</b>	<b>33,098,850</b>	<b>37,089,337</b>	<b>20,586,355</b>	<b>29,329,349</b>

**SUMMARY OF POSITIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
3867 Cross Connection	0.50	0.50	0.50	0.00	0.00	0.00	0.50
4710 Water Administration	1.80	1.80	1.65	2.00	2.00	2.00	2.50
4711 Engineering Administration	3.00	3.00	3.20	3.70	3.70	3.70	3.95
4715 Process Control System	1.00	1.00	1.00	1.00	1.00	1.00	1.50
4720 Meter Maint. and Service	3.50	3.75	3.50	3.75	3.75	3.75	4.45
4721 Maintenance and Service	16.50	17.75	18.50	18.50	18.50	18.50	17.20
4722 Lead & Copper Service	0.00	0.00	0.00	0.00	0.00	0.00	4.20
4730 Treatment and Pumping	35.50	35.50	35.50	37.00	37.00	37.00	40.50
4732 Asset Management	0.00	0.00	0.00	2.00	2.00	2.00	2.00
<b>Total Positions</b>	<b>61.80</b>	<b>63.30</b>	<b>63.85</b>	<b>67.95</b>	<b>67.95</b>	<b>67.95</b>	<b>76.80</b>

The Water Operations and Maintenance Fund’s personnel complement is 76.80 FTE for FY 2020. This is a net increase of 8.85 positions. This change is due to the following:

- The Cross Connection division increases 0.50 FTE for FY 2020. This is to recognize .50 of a Utilities Person III position.
- The Water Administration division increases by 0.50 FTE. This is due to the addition of 0.50 of the Deputy Director of Water and Wastewater Services in this division.
- The Engineering Administration division increases .25 FTE for FY 2020. This increase is attributable to the addition of the Civil Engineer to the personnel complement as well as a reclassification of .25 of an Engineering Assistant to .25 of a ROW Permits Technician, which was approved by city council for mid-year.
- The Process Control System division increases .50 from the previous fiscal year. This increase is due to the addition of .50 of the Instrumentation & Control Technician I to the complement. In addition, the previous Instrumentation & Control Technician will be reclassified to Instrument & Control Technician II.
- The Meter Maintenance and Service division increases by .70 FTE. This increase is largely due to the addition of .20 of the Superintendent of Maintenance and Services, .05 of a ROW Foreman - Utilities, and .25 of an Administrative Professional position. These increase will be offset by the redistribution of .05 of the Assistant

Superintendent of Maintenance and Services, .25 of a Utilities Person III, and .25 of a Laborer I for M&S. These positions have been added or redistributed to the new division in the Water Operations and Maintenance Fund – Lead & Copper Services division.

- The Maintenance and Service division decreases 1.30 FTE for FY 2020. This reduction is largely due to the redistribution of .50 of a Utilities Person II and .50 of a Crossover Operator positions. In addition .25 of the Administrative Professional and Office Assistant II will be redistributed elsewhere within the fund. To offset these reductions will be the addition of .25 of a Laborer I and .05 of a ROW Foreman – Utilities. Furthermore .25 of the Superintendent of Water Treatment & Field Operations will be replaced by .20 of a Superintendent of Maintenance and Services.
- New for FY 2020, is the creation of the Lead & Copper Service Line Replacement division. The personnel complement for this division will be 4.20 FTE. This division includes .20 of the Superintendent of Maintenance and Services, .20 of the Assistant Superintendent of Maintenance and Services, .80 of a ROW Foreman – Utilities, two Utilities Person I and one Laborer II – M&S. Additional staff will be added in the future as the city attempts to meet the State of Michigan’s mandate on lead and galvanizing lines replacement.
- The Treatment and Pumping division increases by a net 3.50 FTE. During FY 2020, the Superintendent of Water Treatment & Field Operations will be replaced by the Superintendent of Water Treatment at the Water Treatment Facility. In addition, the following positions will be added to the complement, an Operating Foreman, two Plant Maintenance Mechanic A, a Laboratory Technician, and two Laborer I – WT. These positions will be offset by a reduction in both of the Filtration Plant Maintenance III and II by one FTE.

*The employees listed under Water Operations and Maintenance Fund’s Customer Accounting Division are reflected within the Department of Fiscal Services.*


**Performance Measures/Metrics: Water Operations and Maintenance:**

**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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 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%	92.66%	95%	95%	95%

**Explanation of variances:**


 The key performance indicator of “response to Level II service calls within 72 hours” reflects to have been mostly achieved. We experienced a slight decrease in the number of calls in Fiscal Year 2019, most likely due to the stabilization of issues in the new, more robust SCADA system installed in 2018. Calls also decreased from Water Billing since the installation of the new Analytics Meter Reading System. In addition, this division had fewer level one calls than the previous year. These calls are more critical and sometimes increase the response time on less critical calls.


**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 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
% of high hazard cross connection inspections completed annually. (** Calendar yr. 1/1 to 12/31)	100%	33%	100%	100%	100%
% of all monthly meter read cycles completed annually	100%	100%	100%	100%	100%
Number of automated meter reading upgrades installed annually	150-200	139	150-200	150-200	150-200
Lead Water Service Lines replaced with copper	<i>New</i>	<i>New</i>	5% of base	10% of total base	15% of total base
Lead / Galvanized water extensions replaced with copper	<i>New</i>	<i>New</i>	5% of base	10% of total base	15% of total base
Water Service Lines verified for material type by hydro-excavation	<i>New</i>	<i>New</i>	5% of base	10% of total base	15% of total base

**Explanation of variances:**

 The key performance indicator of “% of high hazard cross connection inspections completed annually” reflect to have not been achieved. The completion percentage of 33% for high hazard cross connection inspections completed for FY 2019 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 and does not coincide with the City’s fiscal year . Maintenance & Service completed 513 high hazard inspections out of 525 required in the 2018 calendar year for a 98% completion rate which is stated on the 2018 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 situation’s we can’t control 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 “% of all monthly meter read cycles completed annually” reflects to have been fully achieved. The City did not have estimate any of meter read billing cycles for FY19 due

 The key performance indicator of “number of automated meter reading upgrades installed annually” reflects to have been mostly achieved. Maintenance & Service replaced 139 AMRS in FY19 due to being damaged by property owners, vandalism or mech. failure.

**Water Treatment** – (summary of services)


The Water Treatment and Pumping Division provide high quality drinking water to the residents of 23 water systems in a three county service area. The City of Saginaw has owned, operated, and maintained these facilities for more than 80 years. On a daily basis, 19.2 million gallons of potable water is delivered to customers.

Key Performance Indicator	FY 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
To meet all primary and secondary drinking water standards determined by governmental regulatory agencies.	0 violations	1 violation	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	99.0% < 0.1 NTU	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 all primary and secondary drinking water standards determined by the governmental regulatory agencies. The WTP experienced one monitoring violation (lowest in severity) for operation of a filter without required on line turbidity monitoring equipment calibration. This violation occurred for a few hours and we believe there was no actual danger to the public. This was due to human error, not a policy or other administrative reason. Procedures and policies are in place to help prevent a similar violation in the future. The violation was reported as required in the Annual Consumer Confidence Report published in June of 2019. The goal for 100% turbidity below 0.1 NTU finished water turbidity is a high quality goal and not a regulatory goal. This target is aggressive and will not be consistently met.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**591-3867 Cross Connection**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	22,866.89	Utilities Person III	0.50	22,867
Overtime	1,500			
Add Pays	250.00	<b>Total Personnel</b>	<u>0.50</u>	<u>22,867</u>
Fringe Benefits	32,958			
<b>TOTAL</b>	<u><b>57,575</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	2,408			
Other Services		FICA		1,883
Professional Fees	0	Healthcare Benefits - Active		13,049
Maintenance Fees	1,000	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		18,026
<b>TOTAL</b>	<u><b>3,608</b></u>	<b>Total Fringe Benefits</b>		<u><b>32,958</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><b>0.50</b></u>	<u><b>57,575</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>61,183</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**591-4710 Water Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	212,116	Director of Public Services	0.30	32,663
Overtime	500	Director of Water & Wastewater Treatment	0.50	54,439
Add Pays	4,500	Deputy Director of Public Services	0.30	26,426
Fringe Benefits	588,791	Deputy Director of Water & Wastewater Treatment	0.50	50,442
<b>TOTAL</b>	<b>805,907</b>	WT/WWT Specialist	0.50	27,170
<b>OPERATING EXPENSES</b>		Public Service Specialist	0.40	20,978
Supplies	1,500	<b>Total Personnel</b>	<b>2.50</b>	<b>212,116</b>
Internal Services	148,233	<b>Overtime</b>		<b>500</b>
Other Services		Car Allowance		3,250
Professional Fees	152,516	Education Bonus		1,250
Maintenance Fees	16,500	<b>Total Add Pays</b>		<b>4,500</b>
Other Contracted Fees	15,650			
<b>TOTAL</b>	<b>334,399</b>			
<b>CAPITAL OUTLAY</b>				
	8,500	FICA		16,763
<b>TOTAL</b>	<b>8,500</b>	Healthcare Benefits - Active		39,452
<b>TOTAL APPROPRIATION</b>		Healthcare Benefits - Retirees		409,040
	<b>1,148,806</b>	Pension		123,536
		<b>Total Fringe Benefits</b>		<b>588,791</b>
		<b>TOTAL</b>	<b>2.50</b>	<b>805,907</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**591-4711 Engineering Administration**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	197,460	City Engineer	0.20 17,595
Overtime	30,000	Assistant City Engineer	0.20 14,335
Add Pays	1,100	Engineering Office Super.	0.25 15,859
Fringe Benefits	229,048	Civil Engineer I	0.25 12,621
		Traffic Foreman	0.10 5,876
<b>TOTAL</b>	<b>457,608</b>	Transportation Engineer Asst	0.10 4,667
		Engineering Technician I	0.80 42,775
		Engineering Assistant	0.60 31,237
		ROW Permits Technician	0.25 11,981
<b>OPERATING EXPENSES</b>		Traffic Maint. Tech. II	0.15 6,502
Supplies	1,500	Traffic Maint. Tech. I	0.55 20,156
Internal Services	70,015	Administrative Professional	0.25 10,853
Other Services		Intern	0.25 3,003
Professional Fees	23,300	<b>Total Personnel</b>	<b>3.95 197,460</b>
Maintenance Fees	0		
Other Contracted Fees	3,300	<b>Overtime</b>	<b>30,000</b>
<b>TOTAL</b>	<b>98,115</b>		
		Standby Pay	1,100
<b>CAPITAL OUTLAY</b>	<b>3,000</b>	<b>Total Add Pays</b>	<b>1,100</b>
<b>TOTAL</b>	<b>3,000</b>		
		FICA	17,637
<b>TOTAL APPROPRIATION</b>	<b>558,723</b>	Healthcare Benefits - Active	60,964
		Healthcare Benefits - Retirees	0
		Pension	150,447
		<b>Total Fringe Benefits</b>	<b>229,048</b>
		<b>TOTAL</b>	<b>3.95 457,608</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**591-4715 Process Control Systems**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	84,316	Instrument & Control Admin.	0.50	36,912
Overtime	2,000	Instrument & Control Tech II	0.50	26,810
Add Pays	2,500	Instrument & Control Tech I	0.50	20,594
Fringe Benefits	93,575			
		<b>Total Personnel</b>	<u>1.50</u>	<u>84,316</u>
<b>TOTAL</b>	<b><u>182,391</u></b>			
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<u>2,000</u>
Supplies	93,000	Standby Pay		2,500
Internal Services	25,025			
Other Services		<b>Total Add Pays</b>		<u>2,500</u>
Professional Fees	223,000			
Maintenance Fees	12,800	FICA		6,795
Other Contracted Fees	8,000	Healthcare Benefits - Active		26,379
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b><u>361,825</u></b>	Pension		60,401
		<b>Total Fringe Benefits</b>		<u>93,575</u>
<b>CAPITAL OUTLAY</b>	<b>33,000</b>			
		<b>TOTAL</b>	<b><u>1.50</u></b>	<b><u>182,391</u></b>
<b>TOTAL</b>	<b><u>33,000</u></b>			
<b>TOTAL APPROPRIATION</b>	<b><u><u>577,216</u></u></b>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**591-4720 Water Metering Maintenance & Service**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	213,245	Superintendent, M&S	0.20 12,378
Overtime	8,000	Asst. Supt. Of Mtce & Service	0.20 15,849
Add Pays	8,112	Administrative Professional	0.25 11,213
Fringe Benefits	288,596	Office Assistant II	0.25 7,630
		ROW Foreman, Utilities	0.80 41,641
<b>TOTAL</b>	<b>517,953</b>	Maint. Equip. Repairperson II	0.25 11,704
		Utilities Person III	0.50 22,847
		Utilities Person II	1.50 67,024
		Crossover Operator	0.50 22,960
<b>OPERATING EXPENSES</b>			
Supplies	9,500	<b>Total Personnel</b>	<b>4.45 213,245</b>
Internal Services	65,040		
Other Services		<b>Overtime</b>	<b>8,000</b>
Professional Fees	15,000		
Maintenance Fees	7,813	Standby Pay	7,512
Other Contracted Fees	0	Education Bonus	600
<b>TOTAL</b>	<b>97,353</b>	<b>Total Add Pays</b>	<b>8,112</b>
<b>CAPITAL OUTLAY</b>			
	75,500	FICA	18,282
<b>TOTAL</b>	<b>75,500</b>	Healthcare Benefits - Active	97,940
		Healthcare Benefits - Retirees	0
<b>TOTAL APPROPRIATION</b>	<b>690,806</b>	Pension	172,374
		<b>Total Fringe Benefits</b>	<b>288,596</b>
		<b>TOTAL</b>	<b>4.45 517,953</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**591-4721 Maintenance & Service**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	706,351	Supt of Maintenance & Service	0.20	12,378
Overtime	70,000	Asst. Supt. Of Mtce & Service	0.20	15,849
Add Pays	8,907	Administrative Professional	0.25	11,213
Fringe Benefits	977,597	ROW Foreman, Utilities	0.80	41,641
<b>TOTAL</b>	<b>1,762,855</b>	Maint. Equip. Repairperson II	0.25	11,703
		Utilities Person III	1.25	58,048
<b>OPERATING EXPENSES</b>		Utilities Person II	4.00	179,540
		Utilities Person I	5.00	219,230
Supplies	884,150	Crossover Operator	1.00	45,224
Internal Services	206,196	Laborer II, M&S	1.00	38,811
Other Services		Laborer I, M&S	1.50	51,911
Professional Fees	397,656	Office Assistant II	0.25	7,630
Maintenance Fees	369,582	Custodial Worker (PT) SEIU	0.50	10,608
Other Contracted Fees	15,850	Laborer (T)	1.00	2,565
<b>TOTAL</b>	<b>1,873,434</b>	<b>Total Personnel</b>	<b>17.20</b>	<b>706,351</b>
<b>CAPITAL OUTLAY</b>		<b>Overtime</b>		<b>70,000</b>
	67,450			
<b>TOTAL</b>	<b>67,450</b>	Standby Pay		7,512
		Education Bonus		1,395
<b>TOTAL APPROPRIATION</b>		<b>Total Add Pays</b>		<b>8,907</b>
	<b>3,703,739</b>	FICA		60,237
		Healthcare Benefits - Active		336,669
		Healthcare Benefits - Retirees		0
		Pension		580,691
		<b>Total Fringe Benefits</b>		<b>977,597</b>
		<b>TOTAL</b>	<b>17.20</b>	<b>1,762,855</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**591-4722 Lead and Copper Line Replacement**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	194,151	Supt of Maintenance & Service	0.20 12,378
Overtime	20,000	Asst. Supt. Of Mtce & Service	0.20 15,849
Add Pays	7,972	ROW Foreman, Utilities	0.80 41,641
Fringe Benefits	270,241	Utilities Person I	2.00 85,940
		Laborer II, M&S	1.00 38,343
<b>TOTAL</b>	<b>492,364</b>	<b>Total Personnel</b>	<b>4.20 194,151</b>
<b>OPERATING EXPENSES</b>			
Supplies	534,450	<b>Overtime</b>	20,000
Internal Services	59,243	Standby Pay	7,512
Other Services		Education Bonus	460
Professional Fees	35,000	<b>Total Add Pays</b>	<b>7,972</b>
Maintenance Fees	149,714		
Other Contracted Fees	2,000		
<b>TOTAL</b>	<b>780,407</b>		
<b>CAPITAL OUTLAY</b>			
	0	FICA	17,044
		Healthcare Benefits - Active	100,216
<b>TOTAL</b>	<b>0</b>	Healthcare Benefits - Retirees	0
		Pension	152,981
		<b>Total Fringe Benefits</b>	<b>270,241</b>
<b>TOTAL APPROPRIATION</b>	<b>1,272,771</b>	<b>TOTAL</b>	<b>4.20 492,364</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

591-4730 Treatment & Pumping

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	1,782,050			
Overtime	90,000	Supt of Water Treatment	1.00	79,246
Add Pays	48,400	Asst Super of Water Tmt	1.00	73,825
Fringe Benefits	2,312,926	Chief Chemist	1.00	61,397
<b>TOTAL</b>	<b>4,233,376</b>	Operating Foreman	6.00	327,341
		Chief Mtce Foreman (WT)	1.00	68,173
		Mtce Foreman (WT)	1.00	55,401
		Biologist	1.00	51,358
<b>OPERATING EXPENSES</b>		Plant Mtce Electrician II	1.00	56,803
Supplies	680,400	Plant Mtce Electrician I	1.00	49,586
Internal Services	489,611	Filtration Plant Mtce III	2.00	87,565
Other Services		Filtration Plant Mtce II	2.00	84,793
Professional Fees	833,536	Plant Mtce Mechanic A	3.00	153,911
Maintenance Fees	1,097,783	Plant Operator A	6.00	246,850
Other Contracted Fees	49,720	Equipment & Safety Specialist	0.50	22,746
<b>TOTAL</b>	<b>3,151,050</b>	Administrative Professional	1.00	43,411
		Laboratory Technician	2.00	89,132
		Stock Clerk WT	1.00	41,677
<b>CAPITAL OUTLAY</b>	395,350	Laborer I, Water	2.00	74,834
		Custodial Worker A	1.00	37,162
<b>TOTAL</b>	<b>395,350</b>	Skilled Clerical I (PT)	1.00	18,928
		Labor (Temp)	5.00	57,912
		<b>Total Personnel</b>	<b>40.50</b>	<b>1,782,050</b>
<b>TOTAL APPROPRIATION</b>	<b>7,779,776</b>	<b>Overtime</b>		<b>90,000</b>
		Standby Pay		43,800
		Education Bonus		4,600
		<b>Total Add Pays</b>		<b>48,400</b>
		FICA		150,624
		Healthcare Benefits - Active		681,006
		Healthcare Benefits - Retirees		168,357
		Pension		1,312,939
		<b>Total Fringe Benefits</b>		<b>2,312,926</b>
		<b>TOTAL</b>	<b>40.50</b>	<b>4,233,376</b>



**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**591-4732 Water Asset Management**

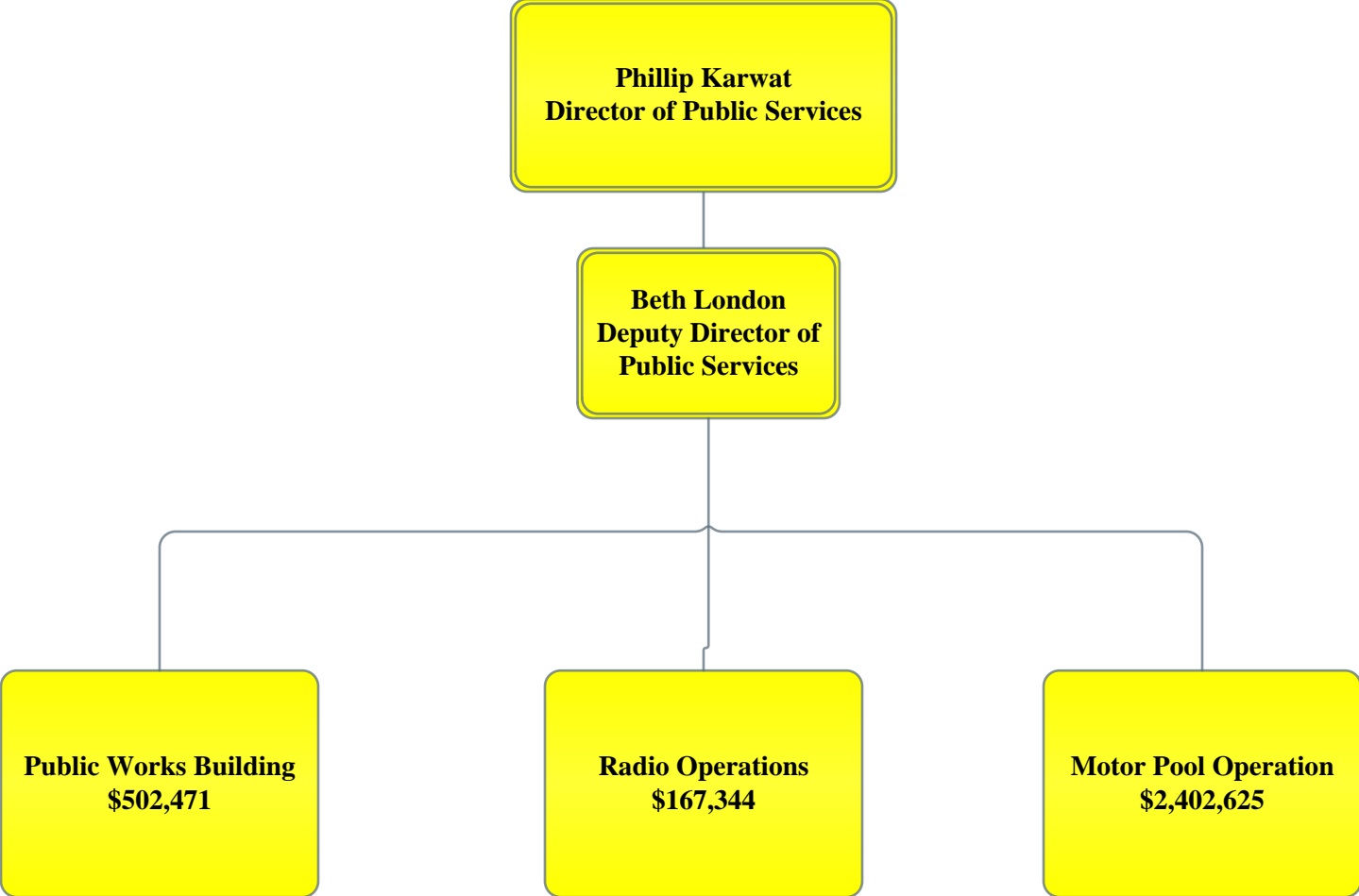
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	108,872	Water/Sewer Engineer and Asset Mgmt Supervisor	0.50	36,912
Overtime	3,000	Asset Mgmt Coordinator	0.50	30,043
Add Pays	0	Equipment & Safety Specialist	0.50	22,746
Fringe Benefits	121,499	GIS Technican - W/S	0.50	19,171
<b>TOTAL</b>	<b>233,371</b>	<b>Total Personnel</b>	<b>2.00</b>	<b>108,872</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>3,000</b>
Supplies	1,000			
Internal Services	32,745	Standby Pay		0
Other Services		Education Bonus		0
Professional Fees	75,000	<b>Total Add Pays</b>		<b>0</b>
Maintenance Fees	5,500			
Other Contracted Fees	2,000			
<b>TOTAL</b>	<b>116,245</b>	FICA		8,559
		Healthcare Benefits - Active		32,784
		Healthcare Benefits - Retirees		0
<b>CAPITAL OUTLAY</b>	<b>0</b>	Pension		80,156
<b>TOTAL</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>121,499</b>
<b>TOTAL APPROPRIATION</b>	<b>349,616</b>	<b>TOTAL</b>	<b>2.00</b>	<b>233,371</b>

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**591-5310 Customer Accounting**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	172,920	Admin of Utilities Accounts	0.50	29,381
Overtime	0	Treasury Coordinator	0.37	13,193
Fringe Benefits	240,174	Treasury Clerk	0.74	23,358
		Office Assistant III	3.00	103,659
		Office Assistant II	0.11	3,329
<b>TOTAL</b>	<b>413,094</b>	<b>Total Personnel</b>	<b>4.72</b>	<b>172,920</b>
<b>OPERATING EXPENSES</b>				
Supplies	2,500	<b>Overtime</b>		0
Internal Services	73,918			
Other Services		FICA		13,586
Professional Fees	52,650	Healthcare Benefits - Active		54,997
Maintenance Fees	4,500	Healthcare Benefits - Retirees		0
Other Contracted Fees	900	Pension		171,591
<b>TOTAL</b>	<b>134,468</b>	<b>Total Fringe Benefits</b>		<b>240,174</b>
<b>CAPITAL OUTLAY</b>	<b>1,100</b>			
<b>TOTAL</b>	<b>1,100</b>	<b>TOTAL</b>	<b>4.72</b>	<b>413,094</b>
<b>TOTAL APPROPRIATION</b>	<b>548,662</b>			

**CITY OF SAGINAW**  
**DEPARTMENT OF PUBLIC SERVICES – INTERNAL SERVICE FUNDS**



**PUBLIC WORKS BUILDING (641)  
 RESOURCE ALLOCATION  
 2019/2020 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	502,471	PUBLIC WORKS BUILDING	502,471
<b>TOTAL RESOURCES</b>	<b>502,471</b>	<b>TOTAL APPROPRIATIONS</b>	<b>502,471</b>

## ***PUBLIC WORKS BUILDING FUND***

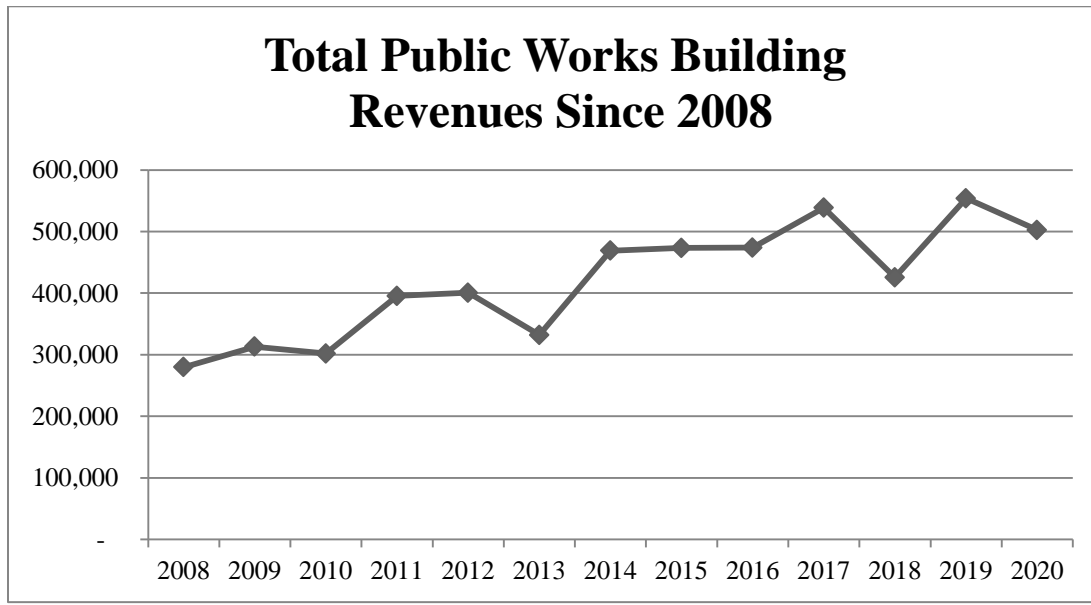
### **REVENUE BUDGET SUMMARY**

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 \$502,471 in FY 2020. 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 \$51,508 for FY 2020. This is due to a decrease in contributions from other funds.

### **SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Services - Sales	473,874	538,424	424,521	553,979	553,979	553,979	502,471
Interest and Rents	(20)	113	1,068	0	0	751	0
Other Revenues	0	30	116	0	0	655	0
<b>Total Revenues</b>	<b>473,854</b>	<b>538,567</b>	<b>425,705</b>	<b>553,979</b>	<b>553,979</b>	<b>555,385</b>	<b>502,471</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. Since 2008, the cost of operating the Public Services Building has generally been trending upward. There was 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 reduced. Conversely, in FY 2014, there were more full-time employees allocated here causing the expenses, and therefore the revenue, to increase. After a decrease in FY 2018, the revenue for FY 2019 increases to former levels. In FY 2020 revenues decrease slightly due to a lack of capital projects planned for this year.

## EXPENDITURE BUDGET SUMMARY

The total Public Works Building Fund expenditures are \$502,471 for FY 2020. The fund decreases by \$51,508 from the FY 2019 approved budgeted levels. *Personnel Services* increase by \$11,553 or 5.35% in FY 2020. This is largely attributable to an increase in full time salaries and benefit costs. *Operating Expenses* are \$272,082 for the upcoming year. This represents a \$16,067 increase from the FY 2019 budget and is mainly due to the addition of outside custodial services to the building. There are no *Capital Outlay Expenditures* in FY 2020. *Miscellaneous Expenditures* will be \$2,872 for FY 2020. This is to recognize depreciation.

## FUNDING LEVEL SUMMARY

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
4439 Public Works Building	278,272	738,299	262,683	553,979	553,979	555,385	502,471
<b>Total Expenditures</b>	<b>278,272</b>	<b>738,299</b>	<b>262,683</b>	<b>553,979</b>	<b>553,979</b>	<b>555,385</b>	<b>502,471</b>

## FUNDING LEVEL BY CATEGORY

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Personnel Services	82,537	436,291	76,589	215,964	200,944	178,857	227,517
Operating Expenses	191,870	197,308	186,094	256,015	245,510	212,721	272,082
Capital Outlay	3,865	104,700	0	82,000	107,525	28,901	0
Miscellaneous	0	0	0	0	0	134,906	2,872
<b>Total Expenditures</b>	<b>278,272</b>	<b>738,299</b>	<b>262,683</b>	<b>553,979</b>	<b>553,979</b>	<b>555,385</b>	<b>502,471</b>

## SUMMARY OF POSITIONS

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
4439 Public Works Building	3.80	3.68	3.48	3.98	3.98	3.98	2.68
<b>Total Positions</b>	<b>3.80</b>	<b>3.68</b>	<b>3.48</b>	<b>3.98</b>	<b>3.98</b>	<b>3.98</b>	<b>2.68</b>

The Public Works Building personnel complement is 2.68 FTE for FY 2020. This is a decrease of 1.30 FTE from the previous fiscal year. These changes include a reduction of 1 FTE in Basic Labor positions and 0.80 FTE for a Skilled Labor I position. These positions are replaced with a full time Custodian/Laborer that is split with City Hall Facilities, so there is an increase of 0.50 FTE.

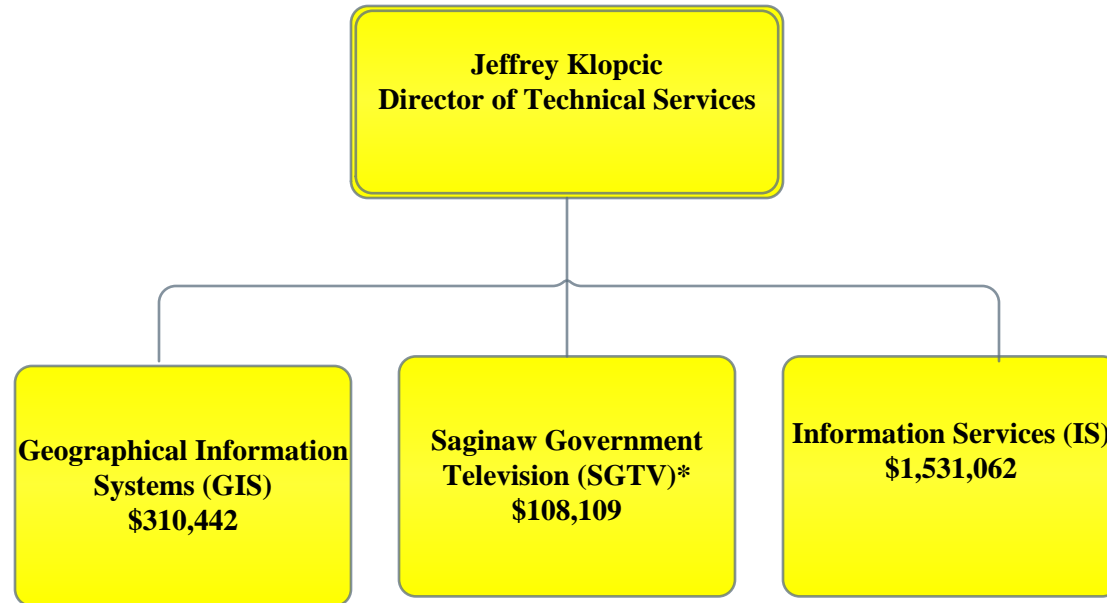
The following "Expenditure Detail" page will outline the total amounts allocated in FY 2019/2020 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How to Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**641-4439 Public Works Building**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	100,867	Facilities Administrator	0.25	18,273
Overtime	3,000	Labor Foreman, Parks & Facilities	0.25	12,619
Add Pays	612	Maintenance Person II	0.75	34,001
Fringe Benefits	123,038	Parks/Maint. Person II	0.15	6,679
<b>TOTAL</b>	<b>227,517</b>	Office Assistant II	0.08	2,535
		Custodian/Laborer I	0.50	16,313
		Skilled Clerical I (PT)	0.20	3,349
		Basic Labor (PT)	0.50	7,098
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>2.68</b>	<b>100,867</b>
Supplies	22,753			
Internal Services	14,994	<b>Overtime</b>		<b>3,000</b>
Other Services				
Professional Fees	88,417	Education Bonus		90
Maintenance Fees	135,918	Standby Pay		522
Other Contracted Fees	10,000	<b>Total Add Pays</b>		<b>612</b>
<b>TOTAL</b>	<b>272,082</b>			
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	FICA		8,203
		Healthcare Benefits - Active		43,505
		Healthcare Benefits - Retirees		0
<b>MISCELLANEOUS</b>	<b>2,872</b>	Pension		71,330
<b>TOTAL</b>	<b>2,872</b>	<b>Total Fringe Benefits</b>		<b>123,038</b>
<b>TOTAL APPROPRIATION</b>	<b>502,471</b>	<b>TOTAL</b>	<b>2.68</b>	<b>227,517</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**  
**2019/2020 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>	
CHARGE FOR SERVICES	310,442	GEOGRAPHICAL INFORMATION SYSTEMS	310,442
<b>TOTAL RESOURCES</b>	<b><u>310,442</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>310,442</u></b>

**DEPARTMENT OF TECHNICAL SERVICES –  
GEOGRAPHICAL INFORMATION SYSTEM (GIS)**

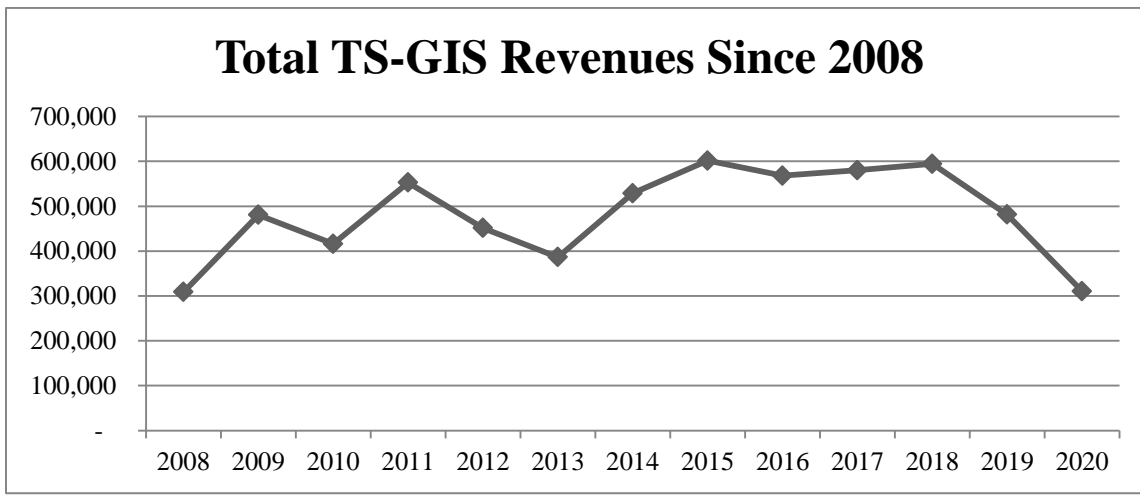
**REVENUE BUDGET SUMMARY**

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. 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 from contributions from other city funds that use the service. For FY 2020, the TS-GIS Fund’s total revenues are \$310,442. This is a decrease of \$170,865, or 35.5%, from the previous fiscal year.

**SUMMARY OF REVENUES**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Services - Sales	1,800	600	(1,902)	500	500	0	0
Charges for Services	556,702	568,123	591,966	480,807	431,667	432,911	310,442
Other Revenues	9,592	11,433	4,449	0	0	2,960	0
<b>Total Revenues</b>	<b>568,094</b>	<b>580,156</b>	<b>594,513</b>	<b>481,307</b>	<b>432,167</b>	<b>435,871</b>	<b>310,442</b>

**REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. From 2010 to 2011, there was a significant increase in revenue, 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 2008. FY 2019 saw a 19.24% decrease, largely due to the reclassification of a position to other funds. FY 2020 sees another large decrease due to the elimination of the Call Center division as well as the elimination of the IT Analyst position.

**EXPENDITURE BUDGET SUMMARY**

The total TS-GIS Fund expenditures are \$310,442 for FY 2020. This is a decrease of \$170,865 from the FY 2019 approved budget. *Personnel Services* decrease by \$171,438 in FY 2020. A majority of this decrease is due to a reduction of 4 FTE for the IT Analyst and three call center positions. *Operating Expenses* are \$113,536 for the upcoming year, representing a \$1,348 decrease. *Capital Outlay* expenditures are \$2,000 for general GIS equipment. The category of *Miscellaneous Expenditures* will be \$1,421 to account for depreciation.

**FUNDING LEVEL SUMMARY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
1738 GIS	215,633	1,149,350	231,912	401,944	401,944	405,647	310,442
1739 Call Center	73,420	71,620	66,872	79,363	30,223	30,224	0
<b>Total Expenditures</b>	<b>289,053</b>	<b>1,220,970</b>	<b>298,784</b>	<b>481,307</b>	<b>432,167</b>	<b>435,871</b>	<b>310,442</b>

**FUNDING LEVEL BY CATEGORY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Personnel Services	177,684	1,121,384	197,291	364,923	316,170	262,287	193,485
Operating Expenses	111,140	98,827	101,493	114,884	115,984	105,503	113,536
Capital Outlay	229	759	0	1,500	13	0	2,000
Miscellaneous	0	0	0	0	0	68,081	1,421
<b>Total Expenditures</b>	<b>289,053</b>	<b>1,220,970</b>	<b>298,784</b>	<b>481,307</b>	<b>432,167</b>	<b>435,871</b>	<b>310,442</b>

**SUMMARY OF POSITIONS**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
1738 TE - GIS	3.50	3.50	3.50	2.50	2.50	2.50	1.50
1739 Call Center	3.00	3.00	3.00	3.00	0.00	0.00	0.00
<b>Total Positions</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>5.50</b>	<b>2.50</b>	<b>2.50</b>	<b>1.50</b>

The Department of Technical Services – GIS personnel complement is 1.50 FTE for FY 2020. This is a reduction of 4 FTE due to the elimination of the IT Analyst as well as three Skilled Clerical positions as part of the elimination of the Call Center division.

**Performance Measures/Metrics: Geographical Information Systems:**

**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 2019 Goal</b>	<b><i>FY 2019 Actual</i></b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Convert city web applications to new technology	3 apps	<i>3 apps</i>	2 apps	2 apps	2 apps

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**650-1738 TS - GIS**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	101,787	Technical Services		
Overtime	1,000	Director	0.50	51,162
Fringe Benefits	90,698	GIS Specialist	1.00	50,626
<b>TOTAL</b>	<b>193,485</b>	<b>Total Personnel</b>	<b>1.50</b>	<b>101,787</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>1,000</b>
Supplies	4,000	FICA		7,864
Internal Services	28,494	Healthcare Benefits - Active		25,513
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	67,042	Pension		57,321
Maintenance Fees	7,000	<b>Total Fringe Benefits</b>		<b>90,698</b>
Other Contracted Fees	7,000			
<b>TOTAL</b>	<b>113,536</b>	<b>TOTAL</b>	<b>1.50</b>	<b>193,485</b>
<b>CAPITAL OUTLAY</b>	<b>2,000</b>			
<b>TOTAL</b>	<b>2,000</b>			
Miscellaneous	1,421			
<b>TOTAL</b>	<b>1,421</b>			
<b>TOTAL APPROPRIATION</b>	<b>310,442</b>			

**DEPARTMENT OF TECHNICAL SERVICES (658)  
 INFORMATION SERVICES  
 RESOURCE ALLOCATION  
 2019/2020 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	1,529,062	INFORMATION SERVICES	1,531,062
SALE OF PROPERTY	2,000		
<b>TOTAL RESOURCES</b>	<b>1,531,062</b>	<b>TOTAL APPROPRIATIONS</b>	<b>1,531,062</b>

*DEPARTMENT OF TECHNICAL SERVICES – INFORMATION SERVICES (IS)*

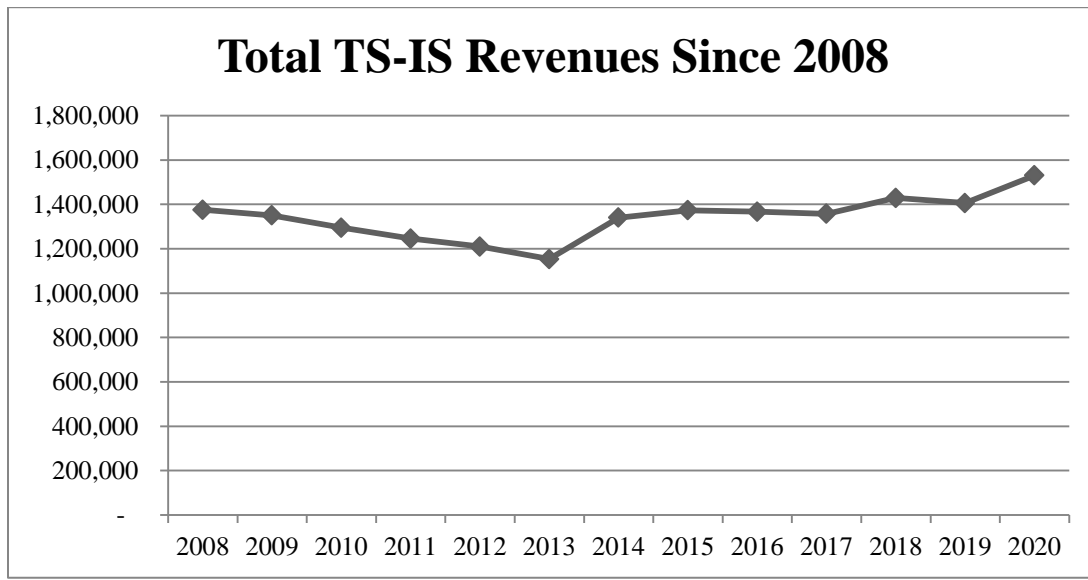
**REVENUE BUDGET SUMMARY**

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 “Charges to Other Funds”, which is \$1,529,062 in FY 2020. 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 sale of property items. For the upcoming year, the TS-IS Fund’s total revenues will be \$1,531,062, an increase of \$125,194.

**SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Services - Sales	0	1,632	1,839	2,000	2,000	4,139	2,000
Interest and Rents	(41)	157	850	0	0	1,146	0
Charges for Services	1,359,825	1,348,382	1,426,572	1,403,868	1,409,856	1,403,868	1,529,062
Other Revenues	1,168	7,399	0	0	2,768	2,823	0
<b>Total Revenues</b>	<b>1,360,952</b>	<b>1,357,570</b>	<b>1,429,261</b>	<b>1,405,868</b>	<b>1,414,624</b>	<b>1,411,976</b>	<b>1,531,062</b>

**REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. From FY 2008 to FY 2013 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. 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. FY 2020 Revenues are \$1,531,062, which is \$125,194 higher due to a higher appropriation of funds from the user departments.

**EXPENDITURE BUDGET SUMMARY**

The total TS-IS Fund expenditures are \$1,531,062 for FY 2020. This is an increase of \$125,194 from FY 2019 approved budgeted levels. *Personnel Services* increase by \$21,187 or 3.27%, in FY 2020. The total FTE will stay the same. *Operating Expenses* are \$817,411 for the upcoming year. This represents an increase of \$82,642. This can be attributed mainly to the purchase of computer software as well as contracting for professional services to update the City’s website. *Capital Outlay* is \$27,500 for FY 2020 for the purchase of network switches, scanners, and computer monitors. The category of *Miscellaneous Expenditures* is \$17,365 for the upcoming year. This is to recognize depreciation.

**FUNDING LEVEL SUMMARY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
1720 Information Services	810,838	1,952,150	1,091,860	1,405,868	1,412,624	1,409,976	1,531,062
9660 Transfers	15,224	13,502	11,359	0	2,000	2,000	0
<b>Total Expenditures</b>	<b>826,062</b>	<b>1,965,652</b>	<b>1,103,219</b>	<b>1,405,868</b>	<b>1,414,624</b>	<b>1,411,976</b>	<b>1,531,062</b>

**FUNDING LEVEL BY CATEGORY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Personnel Services	237,861	1,285,184	523,455	647,599	647,599	609,846	668,786
Operating Expenses	534,943	632,621	556,345	734,769	733,525	611,673	817,411
Capital Outlay	36,066	32,838	11,034	23,500	31,500	26,504	27,500
Miscellaneous	17,192	15,009	12,385	0	2,000	163,953	17,365
<b>Total Expenditures</b>	<b>826,062</b>	<b>1,965,652</b>	<b>1,103,219</b>	<b>1,405,868</b>	<b>1,414,624</b>	<b>1,411,976</b>	<b>1,531,062</b>

**SUMMARY OF POSITIONS**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
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 2020. This is the same as in previous fiscal years.

**Performance Measures/Metrics: Information Services:**

**Information Services– (summary of services)**

The Information Services Division of the Department of Technical Services 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 2019 Goal</b>	<b><i>FY 2019 Actual</i></b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Change out computer equipment according to lease schedule	100%	<i>100%</i>	100%	100%	100%

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**658-1720 TS - IS**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	278,819	Technical Services		
Overtime	2,000	Director	0.50	51,162
Fringe Benefits	387,967	Assistant Director of Technical Services	1.00	73,094
<b>TOTAL</b>	<b>668,786</b>	Enterprise Analyst	1.00	61,005
		Tech. Support Specialist	2.00	93,559
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>4.50</b>	<b>278,819</b>
Supplies	268,750	<b>Overtime</b>		2,000
Internal Services	97,546	FICA		21,483
Other Services		Healthcare Benefits - Active		77,739
Professional Fees	245,415	Healthcare Benefits - Retirees		96,750
Maintenance Fees	195,500	Pension		191,995
Other Contracted Fees	10,200	<b>Total Fringe Benefits</b>		<b>387,967</b>
<b>TOTAL</b>	<b>817,411</b>			
<b>CAPITAL OUTLAY</b>	27,500			
<b>TOTAL</b>	<b>27,500</b>	<b>TOTAL</b>	<b>4.50</b>	<b>668,786</b>
<b>MISCELLANEOUS</b>	17,365			
<b>TOTAL</b>	<b>17,365</b>			
<b>TOTAL APPROPRIATION</b>	<b>1,531,062</b>			

**RADIO OPERATIONS (660)  
RESOURCE ALLOCATION  
2019/2020 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>	
INTEREST	500	RADIO OPERATIONS	167,344
CHARGE FOR SERVICES	166,844		
<b>TOTAL RESOURCES</b>	<b>167,344</b>	<b>TOTAL APPROPRIATIONS</b>	<b>167,344</b>

## **RADIO OPERATIONS FUND**

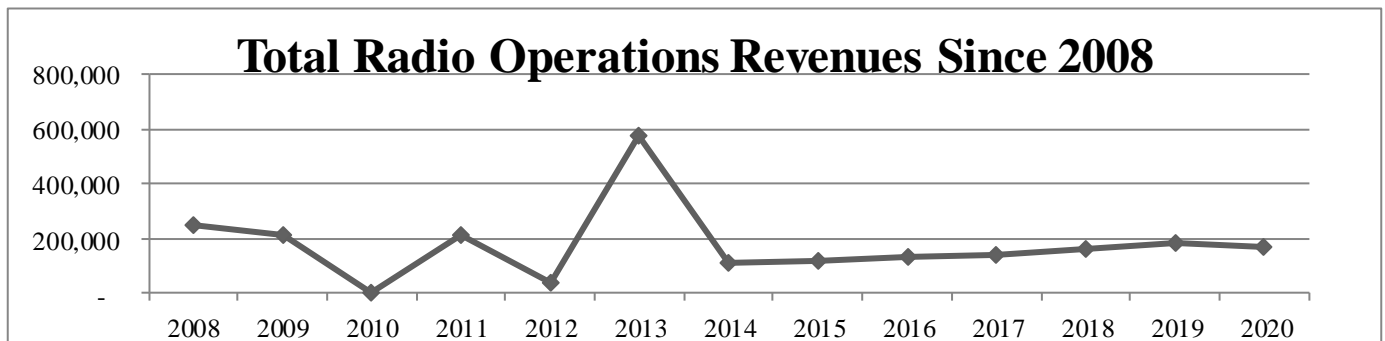
### **REVENUE BUDGET SUMMARY**

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, 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 “Charges for Service”, which is \$166,844 for the next fiscal year. The overall FY 2020 Radio Operations budget is \$167,344. This is a decrease of \$17,352 or 9.39% from the previous fiscal year. The reduction is primarily due to no funds allocated for replacement of the citywide radio system.

### **SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Charges for Service	133,560	141,276	161,146	184,196	184,196	184,196	166,844
Interest and Rents	(74)	223	1,122	500	500	1,745	500
Other Revenues	0	56,074	0	0	0	0	0
<b>Total Revenues</b>	<b>133,486</b>	<b>197,573</b>	<b>162,268</b>	<b>184,696</b>	<b>184,696</b>	<b>185,941</b>	<b>167,344</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 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 2019 budget is slightly higher due to the increase in the maintenance charges and replacement costs to user departments. The FY 2020 budget reflects a slight decrease from the previous years due to a reduction in the Contributions from Other Funds. The city at this time is not allocating funds for replacement.

**SUMMARY OF EXPENDITURES**

The total Radio Fund expenditures for FY 2020 are \$167,344. This represents a \$17,352 or 9.39% reduction from the previous fiscal year. *Personnel Services* are \$39,453 for FY 2020. This is a 1.46% increase from FY 2019. This increase is primarily attributed to an overall increase in benefit costs. *Operating Expense* also decreases during FY 2020. The budget is set at \$44,837, which is a \$1,974 decrease. *Capital Outlay* expenditures are \$23,000 for FY 2020 for the purchase of new radios as well as repairs to the tornado siren system. The category of *Miscellaneous Expenditures* reflects the amount of \$60,054 for FY 2020. This represents depreciation.

**FUNDING LEVEL SUMMARY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
4422 Radio Operation	122,012	187,487	119,550	153,118	164,176	94,421	167,344
8559 Increase to Fund Equity	0	0	0	31,578	20,520	0	0
<b>Total</b>	<b>122,012</b>	<b>187,487</b>	<b>119,550</b>	<b>184,696</b>	<b>184,696</b>	<b>94,421</b>	<b>167,344</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Personnel Services	11,132	80,959	28,815	38,886	38,886	38,038	39,453
Operating Expenses	100,066	106,528	90,735	46,811	43,811	32,958	44,837
Capital Outlay	10,814	0	0	10,000	21,058	23,425	23,000
Miscellaneous	0	0	0	88,999	77,941	0	60,054
<b>Total Expenditures</b>	<b>122,012</b>	<b>187,487</b>	<b>119,550</b>	<b>184,696</b>	<b>184,696</b>	<b>94,421</b>	<b>167,344</b>

**SUMMARY OF POSITIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
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 2020. 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 2019 Goal</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
% of City radios operational daily	95%	99%	95%	95%	98%

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**660-4422/8559 Radio Operations**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	17,237	Traffic Foreman	0.10	5,876
Overtime	1,000	Traffic Electrician II	0.20	11,361
Add Pays	1,100			
Fringe Benefits	20,116	<b>Total Personnel</b>	0.30	17,237
<b>TOTAL</b>	<b>39,453</b>			
		<b>Overtime</b>		1,000
<b>OPERATING EXPENSES</b>				
Supplies	5,532	Standby Pay		1,100
Internal Services	18,141			
Other Services		<b>Total Add Pays</b>		1,100
Professional Fees	15,795			
Maintenance Fees	5,000	FICA		1,564
Other Contracted Fees	369	Healthcare Benefits - Active		6,251
<b>TOTAL</b>	<b>44,837</b>	Healthcare Benefits - Retirees		0
		Pension		12,301
<b>CAPITAL OUTLAY</b>	23,000	<b>Total Fringe Benefits</b>		20,116
<b>TOTAL</b>	<b>23,000</b>			
		<b>TOTAL</b>	<b>0.30</b>	<b>39,453</b>
<b>MISCELLANEOUS</b>	60,054			
<b>TOTAL</b>	<b>60,054</b>			
<b>TOTAL APPROPRIATION</b>	<b>167,344</b>			

**MOTOR POOL OPERATIONS (661)**  
**RESOURCE ALLOCATION**  
**2019/2020 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	2,391,225	GARAGE ADMINISTRATION	1,117,986
OTHER REVENUES	11,400	GARAGE OPERATIONS	1,284,639
<b>TOTAL RESOURCES</b>	<b>2,402,625</b>	<b>TOTAL APPROPRIATIONS</b>	<b>2,402,625</b>



## **MOTOR POOL OPERATIONS FUND**

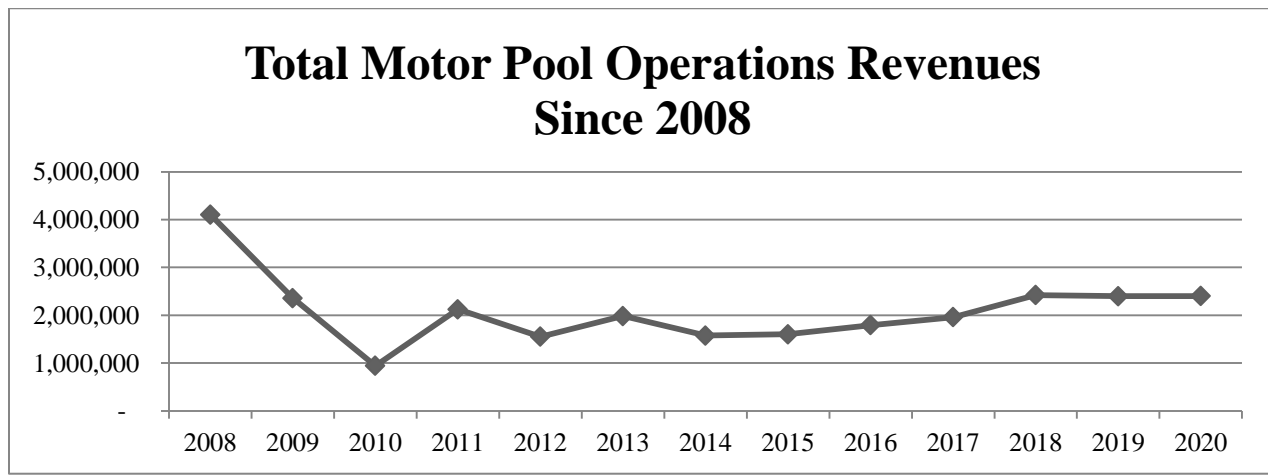
### **REVENUE BUDGET SUMMARY**

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 \$2,391,225 in FY 2020. 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 because this department utilizes specialized equipment that must be handled by certified mechanics that are familiar with fire apparatuses. Other revenue sources for this fund are: sale of property, fluids, surplus receipts, insurance proceeds, and the appropriation of fund equity. For FY 2020, the Motor Pool Operations Fund’s total revenues are \$2,402,625. This is an increase of \$3,440, or .14% from the previous fiscal year. This increase is realized in the “Charge for Services”.

### **SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Charge for Services	2,122,164	2,228,431	2,381,104	2,388,185	2,571,005	2,377,291	2,391,225
Interest and Rents	(9)	242	1,294	0	0	2,136	0
Other Revenues	78,192	144,183	39,489	11,000	16,562	20,037	11,400
<b>Total Revenues</b>	<b>2,200,347</b>	<b>2,372,856</b>	<b>2,421,887</b>	<b>2,399,185</b>	<b>2,587,567</b>	<b>2,399,464</b>	<b>2,402,625</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. 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 three year historical charge should be allocated to each of the user departments. Additionally, in FY 2012 the City increased its appropriation of fund equity for the repayment of vehicles replacement cost to other funds that have contributed

replacement monies into the Motor Pool. In FY 2013, revenues reflect an upward trend. FY 2016 revenue budget continued to realize the same problems as FY 2012. 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. From 2017- 2019 the Motor Pool Operations budgets reflect an increase due to higher charges to user departments. The FY 2020 budget reflects a slight increase due to the addition of the Parks and Lead and Copper Divisions.

**EXPENDITURE BUDGET SUMMARY:**

The total Motor Pool Operations Fund expenditures are \$2,402,625 for FY 2019. This budget increases from FY 2019 by \$3,440. *Personnel Services* decrease by a net \$699. (*The personnel complement changes are listed in detail under Summary of Positions.*) *Operating Expenses* increase by \$18,392, or 1.87%. This increase is primarily associated with increases to the Motor Vehicle Supplies and Motor Vehicle Repair accounts. *Capital Outlay* reflects to be \$26,900. The Department of Public Services is planning to continue replacing overhead hoists due to the fact that the current hoists are requiring more extensive repairs; the installation of five fluid and air dispensing 50’ hose reels; and the replacement of a 12-year old vehicle scanner. The category of *Miscellaneous Expenditures* is \$40,524 for FY 2020. This is to recognize the depreciation cost for vehicles and equipment in the Motor Pool Operations Fund.

**FUNDING LEVEL SUMMARY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
4480 Garage Administration	1,350,910	2,821,584	365,903	1,195,040	1,200,901	1,205,118	1,117,986
4481 Garage Operations	849,464	959,735	1,146,945	1,204,145	1,386,606	1,162,095	1,284,639
<b>Total Expenditures</b>	<b>2,200,374</b>	<b>3,781,319</b>	<b>1,512,848</b>	<b>2,399,185</b>	<b>2,587,567</b>	<b>2,367,213</b>	<b>2,402,625</b>

**FUNDING LEVEL BY CATEGORY**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
Personnel Services	1,304,710	2,810,160	528,455	1,334,969	1,334,969	1,305,672	1,334,270
Operating Expenses	892,706	952,330	965,399	982,539	1,170,921	983,144	1,000,931
Capital Outlay	2,958	18,829	18,994	35,400	35,400	32,120	26,900
Miscellaneous	0	0	0	46,277	46,277	46,277	40,524
<b>Total Expenditures</b>	<b>2,200,374</b>	<b>3,781,319</b>	<b>1,512,848</b>	<b>2,399,185</b>	<b>2,587,567</b>	<b>2,,367,213</b>	<b>2,402,625</b>

**SUMMARY OF POSITIONS**

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Approved	2018/19 Adjusted	2018/19 Projected	2019/20 Approved
4480 Garage Administration	2.00	2.00	2.00	2.00	2.00	2.00	1.90
4481 Garage Operations	7.00	7.00	7.00	8.00	8.00	8.00	8.10
<b>Total Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

The Motor Pool Operations personnel complement is 10 employees for FY 2020. Personnel Changes include changes in distribution for the Motor Pool Administrator from 50% Administration and 50% Operations. For FY 2020, this positions new distribution is 90% Administration and 10% Garage Operations. In FY 2020 the Parts Stock Clerk II is allocated 100% to Garage Operations.

**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 24 police patrol vehicles and 290 other various pieces of equipment, excluding those used by the Saginaw Fire Department. This division also maintains the fuel system records provided by the fuel vendor.

Key Performance Indicator	FY 2019 Goal	FY 2019 Actual	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
% of fleet operational on a daily basis - Police Department	87%	86.34%	90%	90%	90%
% of fleet operational on a daily basis - All Others	90%	87.39%	90%	90%	90%
Mechanic Productivity	85%	81.62%	85%	85%	85%
PM Compliance	60%	61%	70%	70%	72%


\*Count measures and not output measures.

**Explanation of variances:**

 The key performance indicator of “% of fleet operational on a daily basis – Police Department” reflects to be fully achieved at 99.24%. Percentage of Fleet Operational on a daily basis” for both Police and all other divisions is based on a report run in Dossier that measures how long a vehicle is not in service. The “Percentage of Fleet Operational” report tracks the hours of downtime on every vehicle based on an 8.5 hour work day 5 days a week. The current percentage was caused by falling behind due to one Fleet Maintenance Technician being off on injury leave for 2 months and a second position being unfilled for 5 months. As the city continues to replace vehicles and equipment it is anticipate that the fleet operational on a daily basis to stay around 90%.

 The key performance indicator of “% of fleet operational on a daily basis – All Others” reflects to be mostly achieved at 97.1%. Percentage of Fleet Operational on a daily basis” for all other divisions is based on a report run in Dossier that measures how long a vehicle is not in service. The “Percentage of Fleet Operational” report tracks the hours of downtime on every vehicle based on an 8.5 hour work day 5 days a week. The current percentage was caused by falling behind due to one Fleet Maintenance Technician being off on injury leave for 2 months and a second position being

unfilled for 5 months. As the city continues to replace vehicles and equipment it is anticipate that the fleet operational on a daily basis to stay around 90%.

 The key performance indicator for “Mechanic Productivity” reflects to have been mostly achieved at 96.02%. The Department of Public Services expects that these mechanics 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%. The department finds the achieved 81.62% acceptable but will continue to track reported labor hours for accuracy.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**661-4480 MPO - Garage Operations**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	102,837	MPO Administrator	0.90	59,308
Overtime	18,000	Motor Pool Coordinator	1.00	43,529
Fringe Benefits	608,808			
		<b>Total Personnel</b>	<u>1.90</u>	<u>102,837</u>
<b>TOTAL</b>	<u><b>729,645</b></u>			
		<b>Overtime</b>		<u>18,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	10,000	FICA		9,244
Internal Services	236,358	Healthcare Benefits - Active		32,548
Other Services		Healthcare Benefits - Retirees		196,264
Professional Fees	101,459	Pension		370,752
Maintenance Fees	0			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>608,808</u>
<b>TOTAL</b>	<u><b>347,817</b></u>			
		<b>TOTAL</b>	<u><b>1.90</b></u>	<u><b>729,645</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>MISCELLANEOUS</b>	40,524			
<b>TOTAL</b>	<u><b>40,524</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>1,117,986</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**661-4481 Motor Pool Operations**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2019/ 2020 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	369,236	Motor Pool Administrator	0.10	6,590
Overtime	36,608	Fleet Mtce Technician III	2.00	96,808
Fringe Benefits	198,781	Fleet Mtce Technician II	4.00	182,874
		Fleet Mtce Technician I	1.00	38,716
		Parts Stock Clerk II B	1.00	44,248
<b>TOTAL</b>	<b>604,625</b>			
		<b>Total Personnel</b>	<b>8.10</b>	<b>369,236</b>
<b>OPERATING EXPENSES</b>				
Supplies	487,400	<b>Overtime</b>		36,608
Internal Services	0			
Other Services				
Professional Fees	18,000	FICA		31,048
Maintenance Fees	139,280	Healthcare Benefits - Active		141,149
Other Contracted Fees	8,434	Healthcare Benefits - Retirees		0
		Pension		26,584
<b>TOTAL</b>	<b>653,114</b>			
		<b>Total Fringe Benefits</b>		<b>198,781</b>
<b>CAPITAL OUTLAY</b>	26,900			
		<b>TOTAL</b>	<b>8.10</b>	<b>604,625</b>
<b>TOTAL</b>	<b>26,900</b>			
<b>TOTAL APPROPRIATION</b>	<b>1,284,639</b>			

**SELF-INSURANCE FUND (677)**  
**RESOURCE ALLOCATION**  
**2019/2020 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	1,262,002	SELF-INSURANCE	1,262,895
INTEREST	893		
<b>TOTAL RESOURCES</b>	<b>1,262,895</b>	<b>TOTAL APPROPRIATIONS</b>	<b>1,262,895</b>

## ***SELF - INSURANCE FUND***

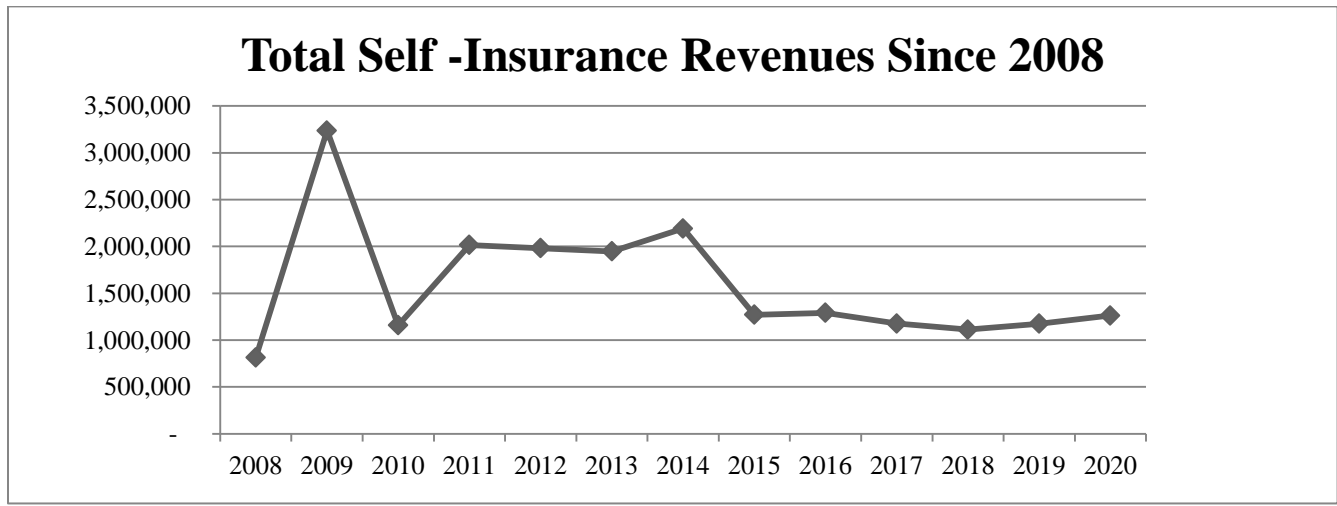
### **REVENUE BUDGET SUMMARY**

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 have general liability insurance coverage on equipment and services. The City contracts with a third party administrator, Saginaw Bay Underwriters, who obtain insurance rates. The City’s two policies are renewed twice a year, in February and July. For FY 2020, the Self-Insurance Fund’s revenues are \$1,262,895. This is an increase of \$86,913 from the previous fiscal year.

### **SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Charge for Services	1,107,334	1,177,395	1,105,331	1,175,912	1,175,912	1,175,912	1,262,002
Interest and Rents	(184)	506	2,459	70	70	2,675	893
Other Revenues	67,794	477	4,911	0	492,723	340,572	0
Use of Fund Equity	0	0	0	0	0	119,399	0
<b>Total Revenues</b>	<b>1,174,944</b>	<b>1,178,378</b>	<b>1,112,701</b>	<b>1,175,982</b>	<b>1,668,705</b>	<b>1,638,558</b>	<b>1,262,895</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. The Self-Insurance revenues fluctuated dramatically from FY 2008-2011. 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 budget realizes another reduction of \$6,232, or .53%. This is related to reductions in operating expenditures. For FY 2019, there is a slight increase to Charge for Services in the amount of \$4,749. For FY 2020, revenues increase \$86,913. This increase is due to increase in user charges associated with claims.

**EXPENDITURE BUDGET SUMMARY**

The total Self-Insurance Fund expenditures are \$1,262,895 for FY 2020, which is 7.39% increase from the FY 2019 approved budgeted levels. *Personnel Services* increase a net \$3,625 from the previous fiscal year. This increase is attributable to the reallocation of .05 of the City Clerk which is slightly offset by a decrease of .05 of the Deputy City Clerk to this fund. *Operating Expenses* are \$1,222,320 for the upcoming year. This represents an \$83,288 increase. This increase is attributable to increases in claims. In the categories of *Capital Outlay* and *Miscellaneous Expenditures*, these budget remains at zero for FY 2019/2020.

**FUNDING LEVEL SUMMARY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
1762 Self Insurance	630,471	722,389	1,294,850	1,175,982	1,668,705	1,637,558	1,262,895
<b>Total Expenditures</b>	<b>630,471</b>	<b>722,389</b>	<b>1,294,850</b>	<b>1,175,982</b>	<b>1,668,705</b>	<b>1,637,558</b>	<b>1,262,895</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Personnel Services	13,165	68,492	11,016	37,016	36,950	37,117	40,575
Operating Expenses	617,306	653,897	1,283,834	1,138,966	1,631,755	1,600,441	1,222,320
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>630,471</b>	<b>722,389</b>	<b>1,294,850</b>	<b>1,175,982</b>	<b>1,668,705</b>	<b>1,637,558</b>	<b>1,262,895</b>

**SUMMARY OF POSITIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
1762 Self-Insurance	0.30	0.25	0.25	0.30	0.30	0.30	0.30
<b>Total Positions</b>	<b>0.30</b>	<b>0.25</b>	<b>0.25</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>

The personnel complement for the Self-Insurance is .30 for FY 2020. This increase is the same as FY 2019.

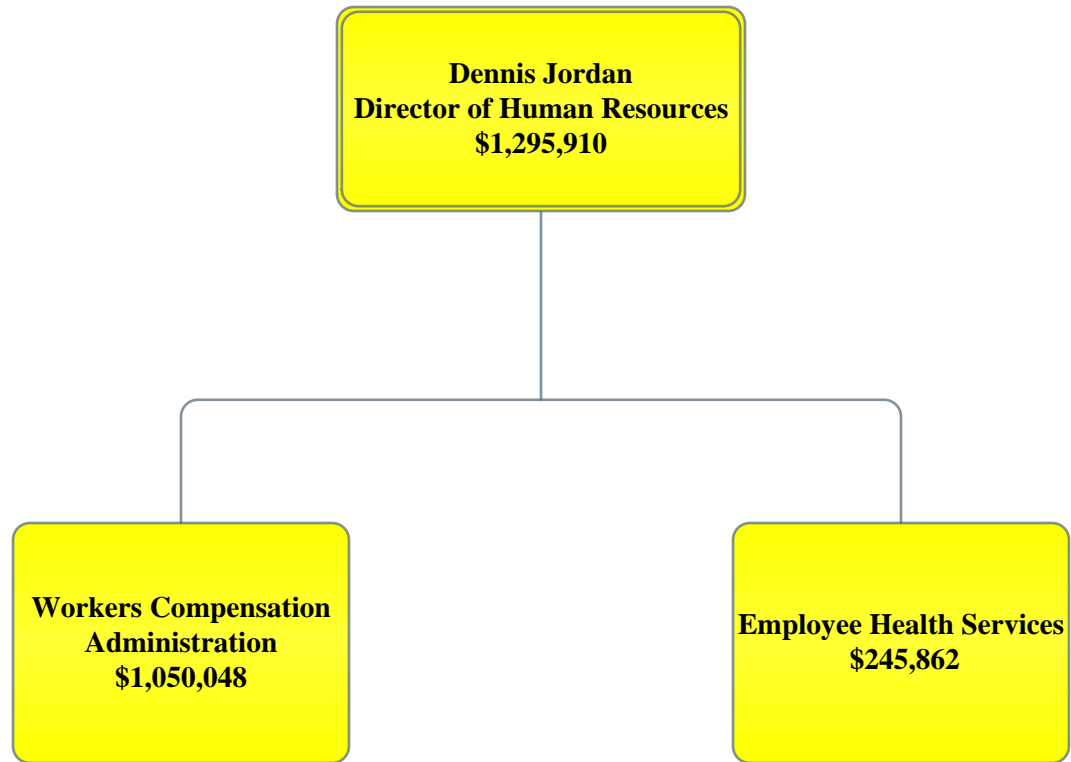
The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL  
2019/2020 APPROVED BUDGET**

**677-1762 Self-Insurance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	23,075	City Clerk	0.15	14,149
Overtime	0	Deputy City Clerk	0.15	8,926
Fringe Benefits	17,500			
		<b>Total Personnel</b>	<u>0.30</u>	<u>23,075</u>
<b>TOTAL</b>	<u><b>40,575</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	0	FICA		1,765
Internal Services	15,245	Healthcare Benefits - Active		4,000
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,207,000	Pension		11,735
Maintenance Fees	75			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>17,500</u>
<b>TOTAL</b>	<u><b>1,222,320</b></u>			
		<b>TOTAL</b>	<u><b>0.30</b></u>	<u><b>40,575</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>1,262,895</b></u></u>			

**CITY OF SAGINAW**  
**WORKERS COMPENSATION FUND – INTERNAL SERVICE FUND**



**WORKERS COMPENSATION (678)**  
**RESOURCE ALLOCATION**  
**2019/2020 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	1,295,910	WORKERS COMPENSATION ADMINISTRATION	1,050,048
		EMPLOYEE HEALTH SERV.	245,862
<b>TOTAL RESOURCES</b>	<b>1,295,910</b>	<b>TOTAL APPROPRIATIONS</b>	<b>1,295,910</b>

## **WORKERS COMPENSATION FUND**

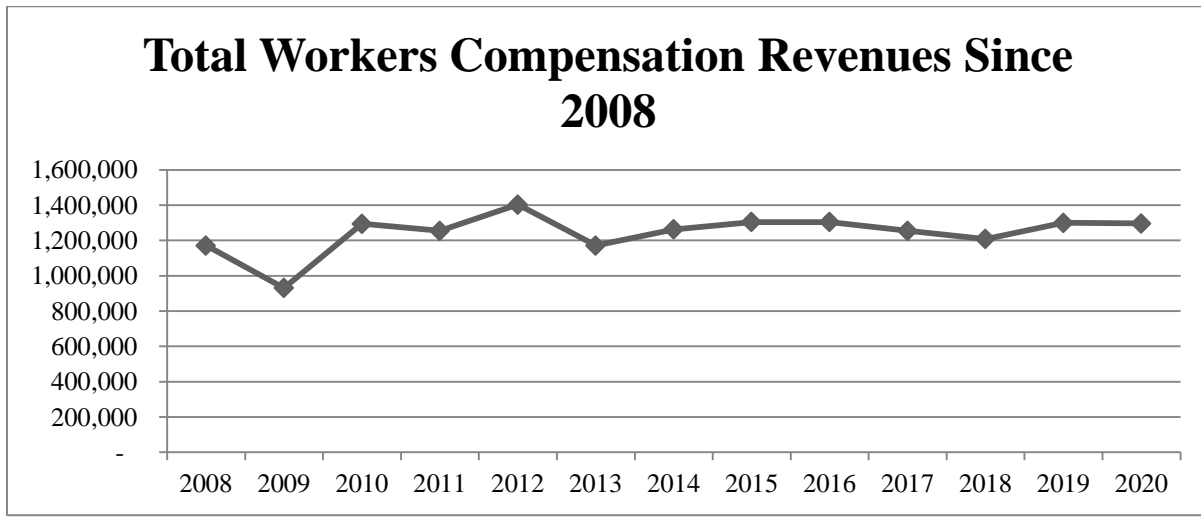
### **REVENUE BUDGET SUMMARY**

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 \$1,295,910 for FY 2020. This is a decrease of \$3,608 from the FY 2019 approved budget.

### **SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Charge for Services	1,055,997	1,100,047	1,193,067	1,299,518	1,299,518	1,161,372	1,295,910
Interest and Rents	2,980	4,910	12,595	0	0	30,756	0
Other Revenues	341	149,670	2,617	0	0	0	0
Use of Fund Equity	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>1,059,318</b>	<b>1,254,627</b>	<b>1,208,279</b>	<b>1,299,518</b>	<b>1,299,518</b>	<b>1,192,128</b>	<b>1,295,910</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 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 resulted from increases to employee wages. From FY 2013 to present, revenue has remained stagnant.

## EXPENDITURE BUDGET SUMMARY

The total Workers Compensation Fund expenditures are \$1,295,910 for FY 2020. This budget decreases by \$3,608 from the FY 2019 approved budgeted levels. *Personnel Services* increase by \$767 or 1.2%. This increase is due to contractually obligated increases. The personnel complement remains the same as prior fiscal years. *Operating Expenses* decrease by \$4,375. This is related to the reduction in the indirect cost allocation. There are no *Capital Outlay* purchases for FY 2020.

## FUNDING LEVEL SUMMARY

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	443,311	662,899	(156,390)	1,050,272	1,050,272	973,731	1,050,048
1751 Employee Health Service	242,566	283,991	216,616	249,246	249,246	218,397	245,862
<b>Total Expenditures</b>	<b>685,877</b>	<b>946,890</b>	<b>60,226</b>	<b>1,299,518</b>	<b>1,299,518</b>	<b>1,192,128</b>	<b>1,295,910</b>

## FUNDING LEVEL BY CATEGORY

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	15,683	145,019	40,690	63,149	63,149	60,756	63,916
Operating Expenses	669,297	801,871	19,536	1,236,369	1,236,369	1,131,372	1,231,994
Capital Outlay	897	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>685,877</b>	<b>946,890</b>	<b>60,226</b>	<b>1,299,518</b>	<b>1,299,518</b>	<b>1,192,128</b>	<b>1,295,910</b>

## SUMMARY OF POSITIONS

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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 2020. This consists of 0.60 of a Human Resources Specialist and is the same allocation as in previous fiscal years.

## Performance Measure/Metrics: Workers Compensation:

### **Workers Compensation** – (summary of services)

The Workers Compensation Division provides supporting and administrative services that encourage a safe and healthy work environment for all City of Saginaw employees. These services include processing and monitoring workers compensation claims, coordinating bi-weekly payments, scheduling post-injury examinations, filing state and federal compliance reports, and managing litigation claims collaboratively with outside legal counsel.

<b>Key Performance Indicator</b>	<b>FY 2019 Goal</b>	<b><i>FY 2019 Actual</i></b>	<b>FY 2019 Projection</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>
Submit all Workers Compensation claims w/in 24 hours of receiving the completed paperwork	96%	96%	96%	96%	96%

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2019/2020 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  
2019/2020 APPROVED BUDGET**

**678-1751 Employee Health Services**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2019/ 2020 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	34,351	Human Resources Specialist	0.60	34,351
Overtime	0			
Fringe Benefits	29,565	<b>Total Personnel</b>	0.60	34,351
<b>TOTAL</b>	<b>63,916</b>	<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	0	FICA		2,628
Internal Services	18,946	Healthcare Benefits - Active		4,645
Other Services		Healthcare Benefits - Retirees		
Professional Fees	163,000	Pension		22,292
Maintenance Fees	0	<b>Total Fringe Benefits</b>		29,565
Other Contracted Fees	0			
<b>TOTAL</b>	<b>181,946</b>	<b>TOTAL</b>	<b>0.60</b>	<b>63,916</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>245,862</b>			



**UNFUNDED LIABILITIES FUND (674)**  
**RESOURCE ALLOCATION**  
**2019/2020 APPROVED BUDGET**

This fund was established to begin funding the unfunded health insurance premiums that are fully paid for all city retirees. The unfunded liability, as of 2016, was estimated to be \$272 million. An actuarial valuation provides recommended funding levels over the next five years.

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
INTEREST	0	INCREASE FUND EQUITY	0
OTHER REVENUES	0		
<b>TOTAL RESOURCES</b>	<b>0</b>	<b>TOTAL APPROPRIATIONS</b>	<b>0</b>

## **UNFUNDED LIABILITIES FUND**

### **REVENUE BUDGET SUMMARY**

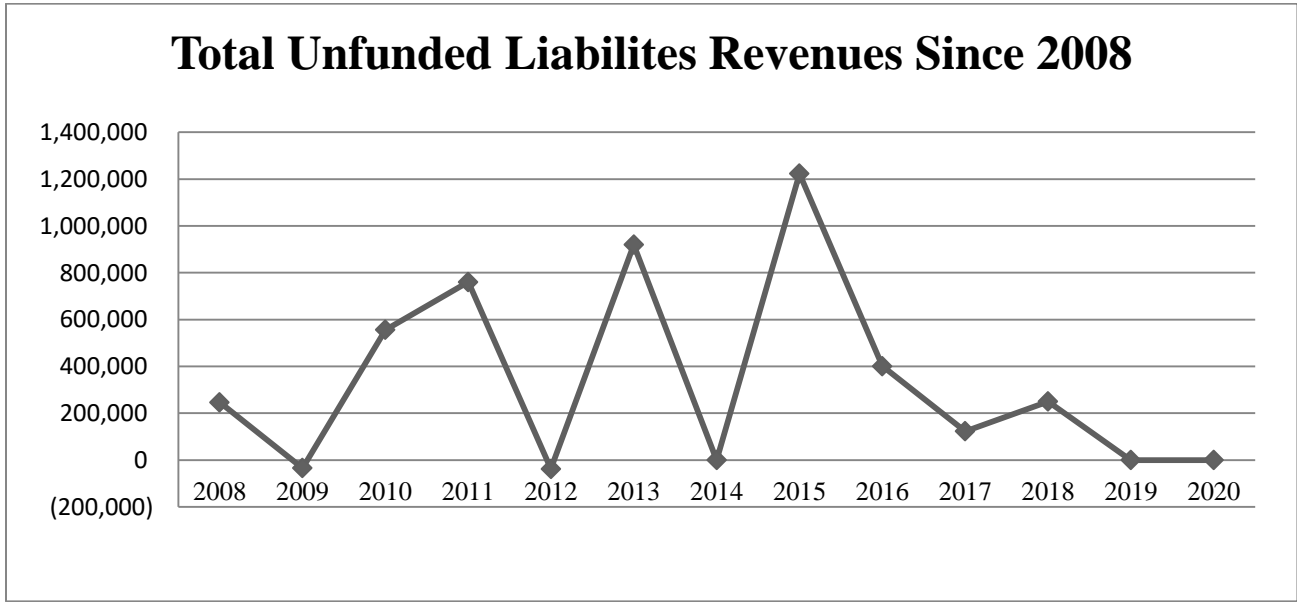
The Unfunded Liabilities Fund is considered a Special Revenue Fund of the City of Saginaw. This fund was established to start funding the unfunded health insurance premiums or Other Post Employee Benefits (OPEB) that are fully paid for city retirees. As of FY 2016, the total unfunded liability was estimated at \$272 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 2020, the Unfunded Liabilities Fund’s revenues are \$0.

### **SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Interest	15,352	25,790	29,669	0	0	0	0
Other Revenues	(76,114)	45,115	28,380	0	0	0	0
Transfers	0	0	250,000	0	0	0	0
<b>Total Revenues</b>	<b>(60,762)</b>	<b>70,905</b>	<b>308,049</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 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 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 appropriated funding toward the City’s OPEB Liability.

The General, Major and Local Streets, Rubbish Collection, Sewer Operations and Maintenance and Water Operations Funds began providing subsidies. For FY 2019, this fiduciary fund was reallocated to a special revenue fund. For FY 2020, this budget will remain zero.

**EXPENDITURE BUDGET SUMMARY**

The total Unfunded Liabilities Fund Expenditures are \$0 for FY 2020.

**FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
8525 Retiree Health	401,135	105,434	0	0	0	0	0
8559 Increase Fund Equity	0	17,480	18,909	0	0	0	0
<b>Total Expenditures</b>	<b>401,135</b>	<b>122,914</b>	<b>18,909</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	401,135	105,434	0	0	0	0	0
Operating Expenses	0	17,480	18,909	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>401,135</b>	<b>122,914</b>	<b>18,909</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FOREST LAWN CEMETERY (711)  
 RESOURCE ALLOCATION  
 2019/2020 APPROVED BUDGET**

Forest Lawn Cemetery is considered 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**

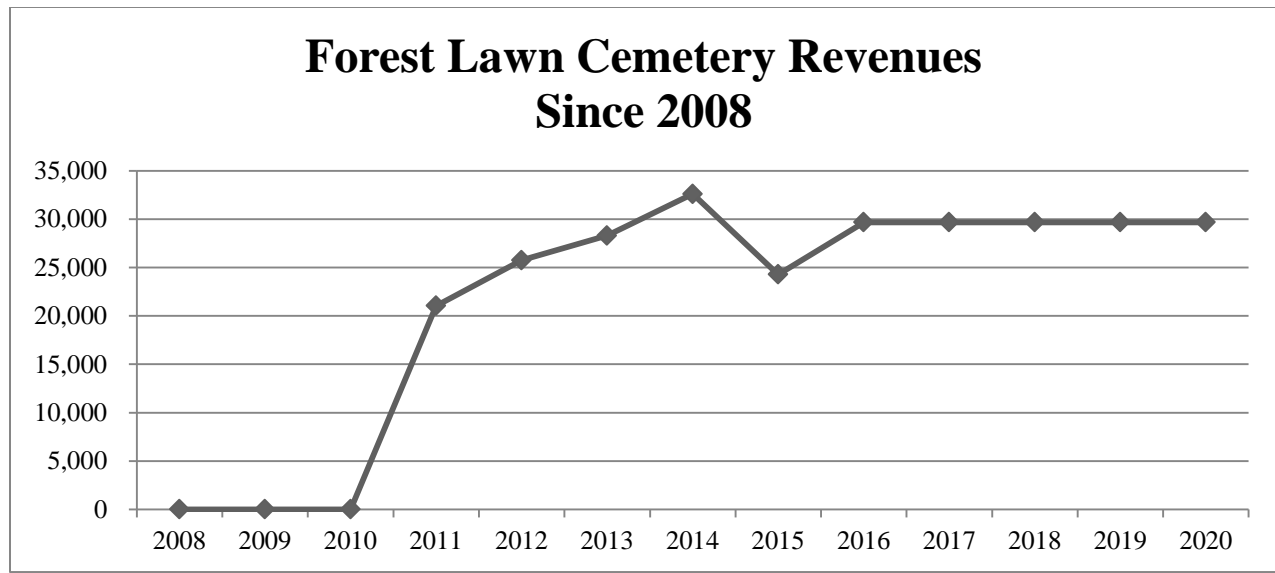
Forest Lawn Cemetery Fund is considered a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city’s program. In accordance with Chapter XIII, Section 83 Cemetery 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 2020, the Forest Lawn Cemetery Fund revenues are \$29,674. This is the same level of revenues as 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>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	34,642	31,380	35,463	29,674	29,674	41,572	29,674
Gain/Loss on Investment	49,189	(13,486)	(21,491)	0	39,576	39,576	0
<b>Total Revenues</b>	<b>83,831</b>	<b>17,894</b>	<b>13,972</b>	<b>29,674</b>	<b>69,250</b>	<b>81,148</b>	<b>29,674</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008– FY 2018 Actual Revenues, FY 2019 and FY 2020 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. 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. From FY 2013 – 2014, the City realized an upward trend in revenues. In FY 2015 the fund realized a decline in revenues. From FY 2016 – 2020, the city generates \$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 2020. This is the same level of expenditures as 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**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	83,831	17,894	13,972	29,674	69,250	81,148	29,674
<b>Total Expenditures</b>	<b>83,831</b>	<b>17,894</b>	<b>13,972</b>	<b>29,674</b>	<b>69,250</b>	<b>81,148</b>	<b>29,674</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	83,831	17,894	13,972	29,674	69,250	81,148	29,674
<b>Total Expenditures</b>	<b>83,831</b>	<b>17,894</b>	<b>13,972</b>	<b>29,674</b>	<b>69,250</b>	<b>81,148</b>	<b>29,674</b>

**OAKWOOD CEMETERY (712)  
 RESOURCE ALLOCATION  
 2019/2020 APPROVED BUDGET**

Oakwood Cemetery is considered 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**

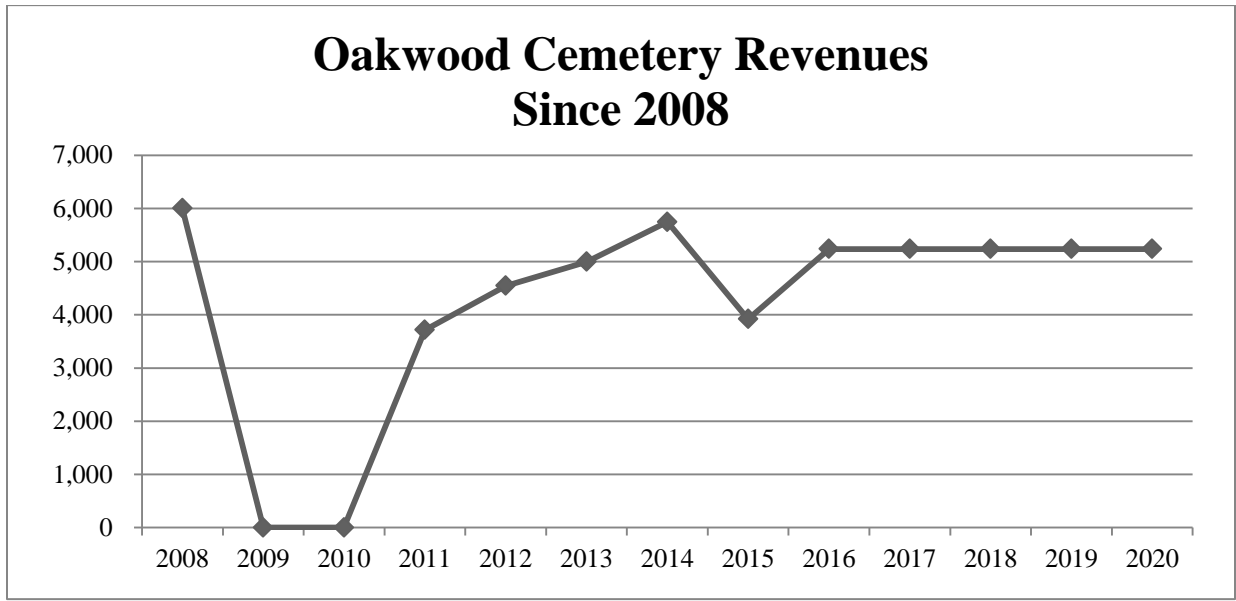
Oakwood Cemetery Fund is considered a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city’s program. In accordance with Chapter XIII, Section 83 Cemetery 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 2020, the Oakwood Cemetery Fund revenues are the same as the previous fiscal year at \$5,236.

### **SUMMARY OF REVENUES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	6,113	5,538	6,258	5,236	5,236	7,366	5,236
Use of Fund Equity	13,807	(3,786)	(6,033)	0	11,109	11,109	0
<b>Total Revenues</b>	<b>19,920</b>	<b>1,752</b>	<b>225</b>	<b>5,236</b>	<b>16,345</b>	<b>18,475</b>	<b>5,236</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 Approved Revenues. In FY 2009 - 2010, revenues were not recognized in this fund. This was attributed to an accounting error with the change in the City’s Controllers Office. In FY 2011 – 2012 this misallocation was corrected and revenues were recognized in this fund. In FY 2019-2020 the revenues from grave and lot sales are expected to remain the same.



**EXPENDITURE BUDGET SUMMARY**

Oakwood Cemetery Fund is \$5,236, for FY 2020. 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.

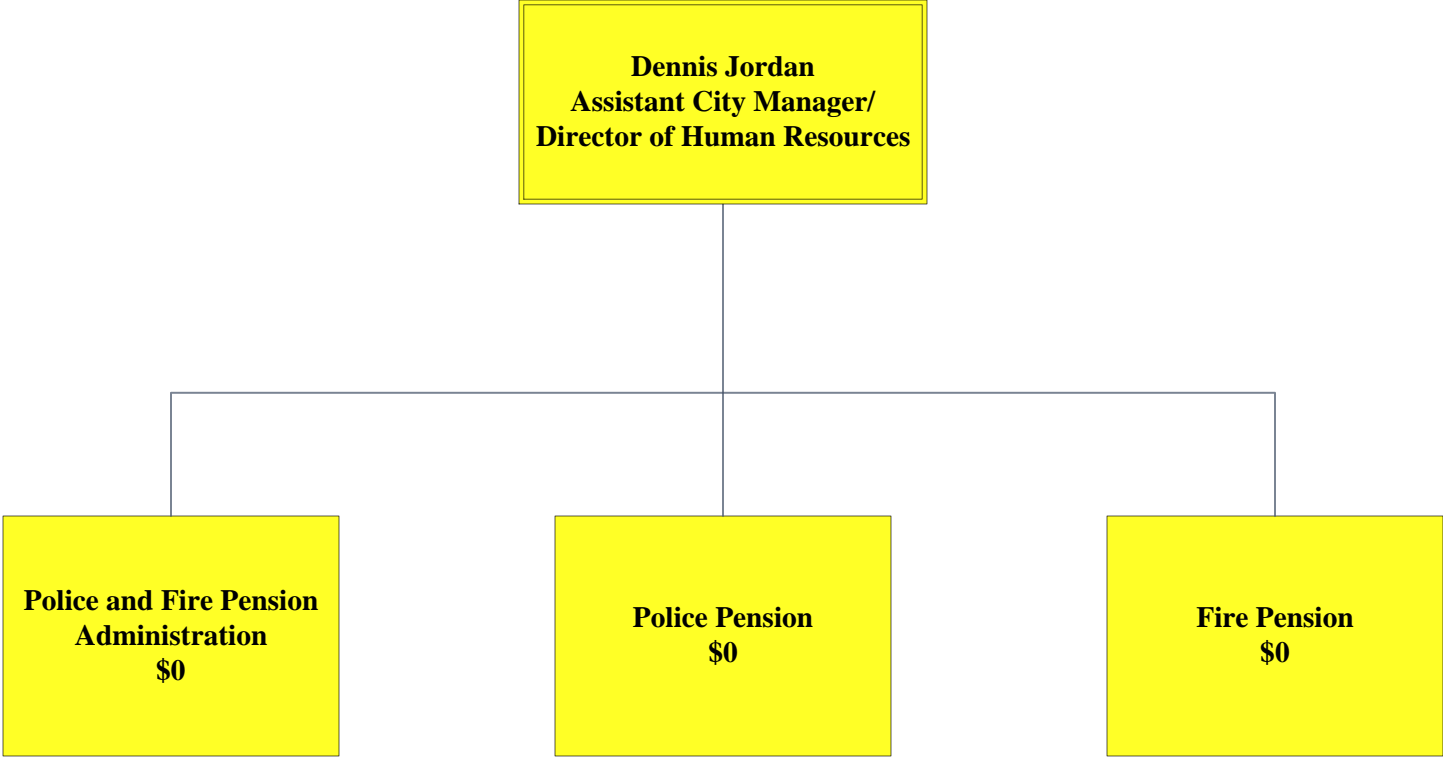
**FUNDING LEVEL SUMMARY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	19,920	1,752	225	5,236	16,345	18,475	5,236
<b>Total Expenditures</b>	<b>19,920</b>	<b>1,752</b>	<b>225</b>	<b>5,236</b>	<b>16,345</b>	<b>18,475</b>	<b>5,236</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</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	19,920	1,752	225	5,236	16,345	18,475	5,236
<b>Total Expenditures</b>	<b>19,920</b>	<b>1,752</b>	<b>225</b>	<b>5,236</b>	<b>16,345</b>	<b>18,475</b>	<b>5,236</b>

**CITY OF SAGINAW**  
**POLICE AND FIRE PENSION FUND – FIDUCIARY FUND**



**POLICE AND FIRE PENSION FUND (732)**  
**RESOURCE ALLOCATION**  
**2019/2020 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><u>0</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>0</u></b>

## ***POLICE AND FIRE PENSION FUND***

### **REVENUE BUDGET SUMMARY**

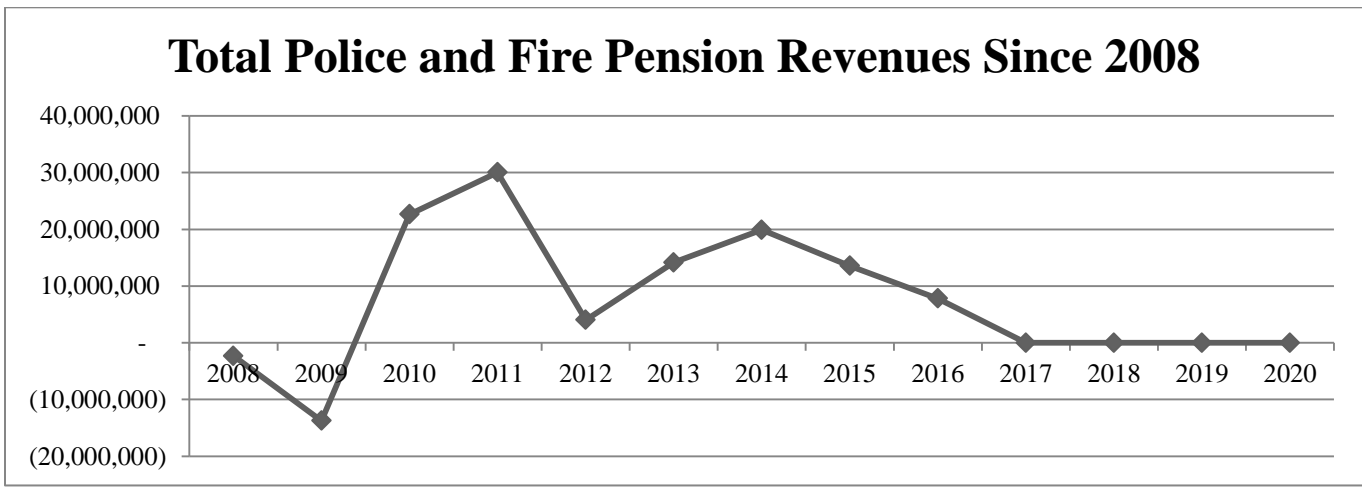
In accordance with Chapter XVI of Policemen and Firemen Retirement System, of the City of Saginaw’s City Charter, the Police and Fire Pension Fund was established. This fund accounts for assets accumulated for the payment of retirement benefits for City Police and Fire personnel. Benefits for retired 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 2020, the Police and Fire Pension Fund revenues are \$0.

### **SUMMARY OF REVENUES**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Charge to Other Funds	1,376,321	0	0	0	0	0	0
Interest and Rents	271,362	0	0	0	0	0	0
Other Revenues	(1,243,692)	0	0	0	0	0	0
<b>Total Revenues</b>	<b>403,991</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 2008 – FY 2018 Actual Revenues, FY 2019 and FY 2020 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 decreased slightly from the previous fiscal year. The 2016 revenues continue to reflect a decrease from the previous year due to the movement of the POAM and COAM members to the Michigan Municipal Employee Retirement System, effective June 2015. In FY 2017 – FY

2020, the budget is zero because both the Police and Fire unions moved their pension portfolios to the Michigan Municipal Employee Retirement System.

**EXPENDITURE BUDGET SUMMARY**

The total Police and Fire Pension Fund expenditures are \$0 for the 2020 Budget. This is due to the Police and Fire unions moving their pension portfolios to the Michigan Municipal Employee Retirement System.

**FUNDING LEVEL SUMMARY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
1765 Police and Fire Pension Administration	147,294	0	0	0	0	0	0
1766 Police Pension	3,959	0	0	0	0	0	0
1767 Fire Pension	54,895,361	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>55,046,614</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
Personnel Services	54,927,714	0	0	0	0	0	0
Operating Expenses	118,900	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>55,046,614</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUMMARY OF POSTIONS**

	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Approved</b>	<b>2018/19 Adjusted</b>	<b>2018/19 Projected</b>	<b>2019/20 Approved</b>
1765 Police and Fire Pension Administration	0.60	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Positions</b>	<b>0.60</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>

The Police and Fire Pension Fund’s personnel complement for the 2020 budget is projected to be zero.

## ***CAPITAL IMPROVEMENT PLAN FY 2020 – FY 2025***

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### **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 2020 to FY 2025 is \$88,815,949. The FY 2020 Capital Improvement Plan consists of Capital purchase requests in the amount of \$19,594,079, of which only \$14,912,650 have been included in the 2020 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 2020 – FY 2025***

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Total capital project requests for FY 2020 – 2025 are \$88,815,949, of which \$19,594,079 is designated for FY 2020 Budget. However, due to fiscal constraints, only approximately \$14,912,650 has been incorporated in the FY 2020 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 2020. For the purpose of this discussion section, a major capital project is defined as any project that has an impact of \$1,000,000 or more in the FY 2020 operating budget. A six year summary report is provided after this section for all projects included in the Capital Improvement Plan.

Due to the large number of projects being undertaken by the Water Maintenance and Operations Fund, the City is planning on completing a bond issuance to cover the costs. Many of these projects have been listed as areas of concern for several years, but due to funding issues have been unable to be completed. The City is aware of how important it is to maintain responsible debt levels and these projects were all chosen as they are believed to provide the best increases in quality to the residents.

**Davis Road Phase II Abandonment Project**

This is the final abandonment of portions of 36 inch finished transmission main and 48 inch raw transmission main along Davis Road in Kochville Township. This is the final part of the larger Davis Road water main replacement project that has been underway for several years. This was a bond funded project to replace the raw water main coming from the water source in Au Gres, Michigan and the finished water main serving the Kochville Township area. This final part of the project that will be completed in FY 2020 has an estimated cost of \$1,927,500.

**Lead and Galvanized Service Line Replacement**

In response to new regulations implemented by the State of Michigan, the City of Saginaw has begun the process of replacing all service lines that contain lead. These replacements are intended to minimize the community's risk to lead exposure from drinking water. This will be a long term project, with roughly 5% of service lines replaced each year. Currently, the City is completing an inventory of all of its lead service lines and is only replacing lines based on emergencies. Full replacements will begin once the inventory is complete. In FY 2019, the City received a grant for \$1,000,000 from the Michigan Department of Environmental Quality for upgrades to the system. In FY 2020 and future years, funding will be found from other sources.



### **Redundant Transmission Line, Junction Road**

This project is to install a redundant transmission line to serve the Frankenmuth area. There have been reliability issues with the original line including breaks and this installation will improve service and quality to the residents in the area. The total cost for this project is estimated at \$2,320,000.

### **Electrical Upgrades (Wastewater)**

Replacement of the main plant switchgear and motor starts for the six raw sewage pumps. The current ones are part of the original 1948 construction and are becoming unreliable. Replacing these parts would help prevent failure of the system. This replacement is estimated at \$1,800,000, all of which is budgeted in FY 2020.

### **Mackinaw Street Reconstruction (Congress to State)**

A complete road reconstruction of Mackinaw Street between Congress and State Streets. This project will include reconstruction of all three lanes as well as new curbs, gutters, and sidewalk ramps. It also includes 0.58 miles of water main replacement including fire hydrants, catch basins, and manholes. The estimated cost for FY 2020 is \$1,265,000.

### **Niagara Street Reconstruction, Sewer Repairs, and Water Service (Genesee to Davenport)**

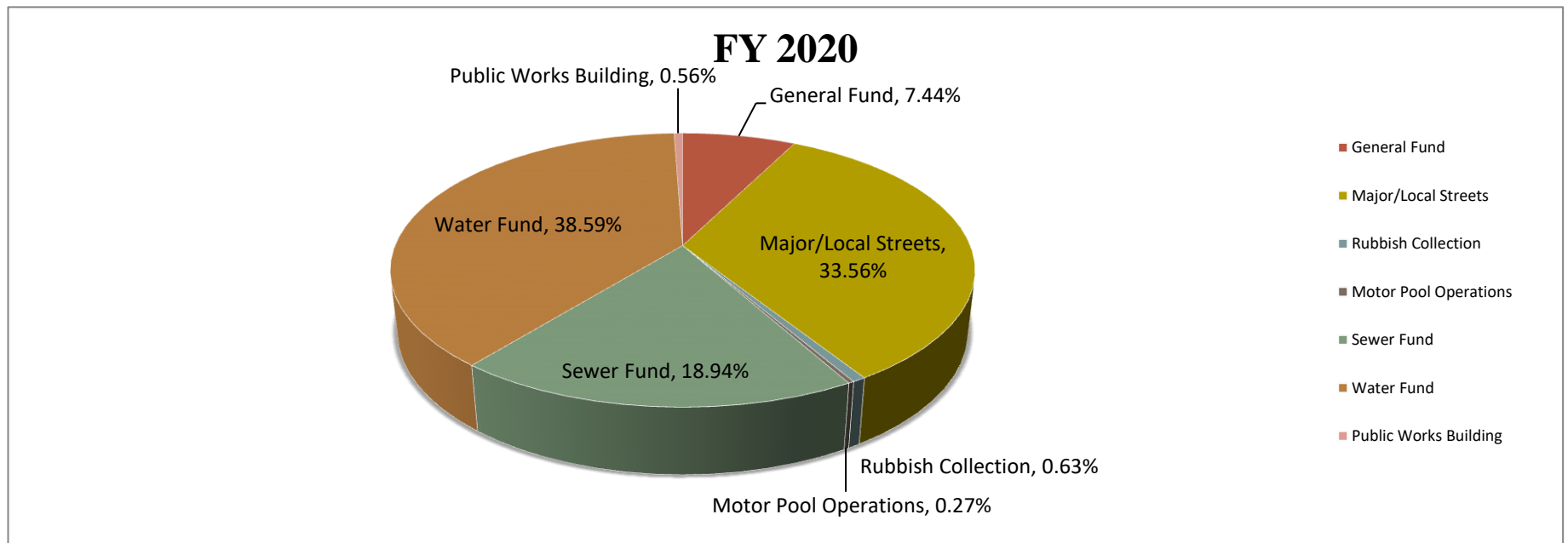
This project is to reconstruct Niagara Street between the railroad tracks and Genesee Avenue. It will include 0.27 miles of 2 lane road, 0.22 miles of 3 lane road, new curbs and ADA sidewalk ramps. There will also be replacement of water services, fire hydrants, catch basins, and manholes. Estimated costs for FY 2020 are \$1,240,104.

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN  
SUMMARY OF REVENUES AND EXPENDITURES  
FY 2020 - FY 2025**

<b>Projected Revenues</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
General Fund	1,458,625	948,500	45,000	217,000	45,000	45,000	2,759,125
Major/Local Street	6,141,204	5,652,100	4,553,100	3,602,392	4,042,640	1,965,000	25,956,436
Rubbish Collections	124,000	252,000	0	130,000	180,000	0	686,000
Motor Pool	52,500	73,000	40,000	46,000	31,000	27,000	269,500
Sewer Fund (user fees/bond)	3,711,750	3,531,504	2,848,600	1,776,750	2,087,000	2,085,000	16,040,604
Water Fund (user fees/bond)	5,134,500	10,965,763	3,452,049	12,791,986	3,136,000	3,182,486	38,662,784
Public Works Building	109,000	287,000	12,000	22,000	22,000	12,000	464,000
Federal Grants	2,862,500	1,115,000	0	0	0	0	3,977,500
<b>TOTAL RESOURCES</b>	<b>19,594,079</b>	<b>22,824,867</b>	<b>10,950,749</b>	<b>18,586,128</b>	<b>9,543,640</b>	<b>7,316,486</b>	<b>88,815,949</b>
<b>Estimated Expenditures</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
General Fund	1,458,625	948,500	45,000	217,000	45,000	45,000	2,759,125
Major/Local Streets	6,576,204	5,652,100	4,553,100	3,602,392	4,042,640	1,965,000	26,391,436
Rubbish Collection	124,000	252,000	0	130,000	180,000	0	686,000
Motor Pool	52,500	73,000	40,000	46,000	31,000	27,000	269,500
Sewer Fund	3,711,750	3,531,504	2,848,600	1,776,750	2,087,000	2,085,000	16,040,604
Water Fund	7,562,000	12,080,763	3,452,049	12,791,986	3,136,000	3,182,486	42,205,284
Public Works Building	109,000	287,000	12,000	22,000	22,000	12,000	464,000
<b>TOTAL APPROPRIATIONS</b>	<b>19,594,079</b>	<b>22,824,867</b>	<b>10,950,749</b>	<b>18,586,128</b>	<b>9,543,640</b>	<b>7,316,486</b>	<b>88,815,949</b>

**CITY OF SAGINAW  
CIP PROJECTS FOR FY 2020-2025**

<b>PROJECTS</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
General Fund	1,458,625	948,500	45,000	217,000	45,000	45,000	<b>2,759,125</b>
Major/Local Streets	6,576,204	5,652,100	4,553,100	3,602,392	4,042,640	1,965,000	<b>26,391,436</b>
Rubbish Collection	124,000	252,000	0	130,000	180,000	0	<b>686,000</b>
Motor Pool	52,500	73,000	40,000	46,000	31,000	27,000	<b>269,500</b>
Sewer Fund	3,711,750	3,531,504	2,848,600	1,776,750	2,087,000	2,085,000	<b>16,040,604</b>
Water Fund	7,562,000	12,080,763	3,452,049	12,791,986	3,136,000	3,182,486	<b>42,205,284</b>
Public Works Building	109,000	287,000	12,000	22,000	22,000	12,000	<b>464,000</b>
<b>TOTAL APPROPRIATIONS</b>	<b>19,594,079</b>	<b>22,824,867</b>	<b>10,950,749</b>	<b>18,586,128</b>	<b>9,543,640</b>	<b>7,316,486</b>	<b>88,815,949</b>



**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN  
SUMMARY OF EXPENDITURES BY TYPE AND PROJECT  
FY 2020 - FY 2025**

<b>Expenditure Types</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
Architecture/Engineering	1,865,000	750,000	50,000	82,000	50,000	50,000	2,847,000
Construction/Acquisition	15,260,534	16,782,600	8,071,100	16,172,392	7,305,640	5,278,000	68,870,266
Equipment	482,500	604,000	442,000	533,000	678,000	99,000	2,838,500
Vehicles	1,068,045	1,441,267	1,480,649	1,071,736	653,000	1,237,486	6,952,183
Other	918,000	3,247,000	907,000	727,000	857,000	652,000	7,308,000
	<b>19,594,079</b>	<b>22,824,867</b>	<b>10,950,749</b>	<b>18,586,128</b>	<b>9,543,640</b>	<b>7,316,486</b>	<b>88,815,949</b>

<b>Project Type</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Total</b>
Routine Replacement	2,523,330	2,950,000	3,902,000	3,832,000	3,777,000	3,584,000	20,568,330
Rehabilitation or Enhancement	10,590,804	17,508,600	4,683,100	10,459,392	4,674,640	2,357,000	50,273,536
Efficiency Project	2,420,000	37,000	0	0	0	0	2,457,000
New/Expansion	2,991,900	888,000	885,000	3,223,000	439,000	138,000	8,564,900
Vehicles	1,068,045	1,441,267	1,480,649	1,071,736	653,000	1,237,486	6,952,183
	<b>19,594,079</b>	<b>22,824,867</b>	<b>10,950,749</b>	<b>18,586,128</b>	<b>9,543,640</b>	<b>7,316,486</b>	<b>88,815,949</b>

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Dept.	Project	Funding	Request FY 20	Manager Approved FY 20	FY 21	FY 22	Future Years			FY 25
							FY 23	FY 24		
<b>COMMUNITY PUBLIC SAFETY - POLICE</b>										
3514	Police - Parking Lot Repair	GF	0	0	50,000	0	0	0	0	0
If deferred:		Priority	3							
									<b>TOTAL PROJECT COST</b>	<u><u>50,000</u></u>
3514	Police - Indoor Range Rebuild	GF	0	0	70,000	0	0	0	0	0
If deferred:		Priority	3							
									<b>TOTAL PROJECT COST</b>	<u><u>70,000</u></u>
3514	Elevator Replacement	GF	0	0	80,000	0	0	0	0	0
If deferred:		Priority	2							
									<b>TOTAL PROJECT COST</b>	<u><u>80,000</u></u>
3514	Brick Repair to Outer Walls of Parking Area	GF	0	0	20,000	0	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>20,000</u></u>
									<b>TOTAL COMMUNITY PUBLIC SAFETY - POLICE</b>	<u><u>220,000</u></u>
<b>COMMUNITY PUBLIC SAFETY - FIRE</b>										
3551	Breathing Air Compressor Replacement Station #1	GF	50,000	0	0	0	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>50,000</u></u>
3551	Replace Truck 1's Frame Rails	GF	150,000	0	0	0	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>150,000</u></u>
3551	Replace Truck 3's Frame Rails	GF	60,000	0	0	0	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>60,000</u></u>
3554	Replace Training Officer's Vehicle	GF	0	0	55,000	0	0	0	0	0
If deferred:		Priority	3							
									<b>TOTAL PROJECT COST</b>	<u><u>55,000</u></u>

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Dept.	Project	Funding	Request	Manager	FY 21	Future Years			
			FY 20	Approved		FY 22	FY 23	FY 24	FY 25
			FY 20	FY 20					
3551	Battery Powered Hydraulic Extricator Tools	GF	0	0	25,000	0	0	0	0
If deferred:		Priority	2						
								<b>TOTAL PROJECT COST</b>	<u><u>25,000</u></u>
3554	Replace Fire Marshal's Vehicle	GF	0	0	55,000	0	0	0	0
If deferred:		Priority	3						
								<b>TOTAL PROJECT COST</b>	<u><u>55,000</u></u>
3551	Station #1 Roof Replacement	GF	54,000	0	38,000		0	0	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>92,000</u></u>
3551	Station #4 Roof Replacement	GF	21,330	0	0		0	0	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>21,330</u></u>
3551	Resurface Station #1 Parking Lot	GF	20,000	0	18,500	0	0	0	0
If deferred:		Priority	2						
								<b>TOTAL PROJECT COST</b>	<u><u>38,500</u></u>
3554	Replacement Fire Engine	GF	0	0	45,000	45,000	45,000	45,000	45,000
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>225,000</u></u>
3551	Fire Training Facility Improvements	GF	25,000	0	25,000	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>50,000</u></u>
<b>TOTAL COMMUNITY PUBLIC SAFETY - FIRE</b>									<u><u>821,830</u></u>

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Dept.	Project	Funding	Request FY 20	Manager Approved FY 20	FY 21	FY 22	Future Years			FY 25
							FY 23	FY 24		
<b>CEMETERIES</b>										
1747	<b>Replacement Backhoe with Frost Bucket Attachment</b>	GF	98,000	0	0	0	0	0	0	0
If deferred:	Denied due to fiscal constraints	Priority	4							
									<b>TOTAL PROJECT COST</b>	<u><u>98,000</u></u>
1747	<b>Giant Leaf Vacuum</b>	Capital Bonds	30,000	0	0		0	0	0	0
If deferred:	Denied due to fiscal constraints	Priority	7							
									<b>TOTAL PROJECT COST</b>	<u><u>30,000</u></u>
1747	<b>New Stone Signs for Forest Lawn and Oakwood</b>	Capital Bonds	13,000	0	0	0	0	0	0	0
If deferred:	Denied due to fiscal constraints	Priority	8							
									<b>TOTAL PROJECT COST</b>	<u><u>13,000</u></u>
1747	<b>Mini Dump Truck</b>	GF	46,795	0	0	0	0	0	0	0
If deferred:	Deferred Due to Fiscal Constraints	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>46,795</u></u>
1747	<b>Forest Lawn Soil Storage Barn Eletrical power and Surveillance</b>	GF	0	0	0	0	32,000	0	0	0
If deferred:	Deferred Due to Fiscal Constraints	CM Priority	6							
									<b>TOTAL PROJECT COST</b>	<u><u>32,000</u></u>
1747	<b>Oakwood Service Barn</b>	GF	0	0	105,000	0	0	0	0	0
If deferred:	Deferred Due to Fiscal Constraints	Priority	3							
									<b>TOTAL PROJECT COST</b>	<u><u>105,000</u></u>
1747	<b>Forest Lawn Service Barn</b>	GF	105,000	0	0	0	0	0	0	0
If deferred:	Deferred Due to Fiscal Constraints	Priority	2							
									<b>TOTAL PROJECT COST</b>	<u><u>105,000</u></u>
1747	<b>Bobcat Equipment with Attachments</b>	GF	0	0	0	0	50,000	0	0	0
If deferred:	Deferred Due to Fiscal Constraints	Priority	5							
									<b>TOTAL PROJECT COST</b>	<u><u>50,000</u></u>
									<b>TOTAL CEMETERIES</b>	<u><u>479,795</u></u>

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Dept.	Project	Funding	Request	Manager	FY 21	FY 22	Future Years			FY 25
			FY 20	Approved FY 20			FY 23	FY 24		
<b>OMB</b>										
1735	Window Replacements in OMB	GF	10,500	0	0	0	0	0	0	0
If deferred:	Deferred Due to Fiscal Constraints	Priority	1							
										<b>TOTAL PROJECT COST</b>
										<u><u>10,500</u></u>
<b>TOTAL OMB</b>										
<u><u>10,500</u></u>										
<b>Clerk's Office</b>										
1731	High Speed Ballot Scanner Purchase	GF	0	0	37,000	0	0	0	0	0
If deferred:	Deferred Due to Fiscal Constraints	Priority	1							
										<b>TOTAL PROJECT COST</b>
										<u><u>37,000</u></u>
<b>TOTAL CLERKS OFFICE</b>										
<u><u>37,000</u></u>										
<b>FACILITIES</b>										
4439	Exterior Masonry Tuckpointing of Public Works Building	DPW	0	0	150,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	3							
										<b>TOTAL PROJECT COST</b>
										<u><u>150,000</u></u>
4439	Storm Drain Compliance	DPW	15,000	0	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	2							
										<b>TOTAL PROJECT COST</b>
										<u><u>15,000</u></u>
7575	City Hall Exterior Masonry Restoration	GF	325,000	0	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1							
										<b>TOTAL PROJECT COST</b>
										<u><u>325,000</u></u>
7575	City Hall Total Replacement of Exterior Windows	GF	200,000	0	0	0	0	0	0	0
If deferred:	Deferred due fiscal constraints	Priority	2							
										<b>TOTAL PROJECT COST</b>
										<u><u>200,000</u></u>
7575	City Hall Old Garage Exterior Masonary Repairs	GF	0	0	250,000	0	0	0	0	0
If deferred:	Deferred due fiscal constraints	Priority	4							
										<b>TOTAL PROJECT COST</b>
										<u><u>250,000</u></u>



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Dept.	Project	Funding	Request	Manager	FY 21	FY 22	Future Years		
			FY 20	Approved FY 20			FY 23	FY 24	FY 25
7575	<b>City Hall Old Garage Roof Replacement</b>	GF	0	0	75,000	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	5						
								<b>TOTAL PROJECT COST</b>	<u><u>75,000</u></u>
7575	<b>City Hall Replacement of Steam Boiler</b>	GF	0	0	0	0	65,000	0	0
If deferred:	Deferred due fiscal constraints	Priority	6						
								<b>TOTAL PROJECT COST</b>	<u><u>65,000</u></u>
4439	<b>Motor Pool Office Windows Replacement</b>	DPW	0	0	0	0	0	10,000	0
If deferred:	Deferred due fiscal constraints	Priority	8						
								<b>TOTAL PROJECT COST</b>	<u><u>10,000</u></u>
7575	<b>Panic Button Replacements City Hall and DPW</b>	GF	7,000	0	0	0	0	0	0
If deferred:	Deferred due fiscal constraints	Priority	3						
								<b>TOTAL PROJECT COST</b>	<u><u>7,000</u></u>
7575	<b>City Hall Old Clinic Renovations</b>	GF	0	0	0	0	25,000	0	0
If deferred:	Deferred due fiscal constraints	Priority	7						
								<b>TOTAL PROJECT COST</b>	<u><u>25,000</u></u>
7575/4439	<b>DPW North Parking Lot Repair</b>	GF/DPW	0	0	100,000			0	0
If deferred:		CM Priority	6						
								<b>TOTAL PROJECT COST</b>	<u><u>100,000</u></u>

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Dept.	Project	Funding	Request	Manager	FY 21	FY 22	Future Years		
			FY 20	Approved			FY 23	FY 24	FY 25
			FY 20	FY 20					
4439	Holland and Washington Auto Gates Upgrades	DPW	0	0	0	0	10,000	0	0
If deferred:		Priority	7						
							<b>TOTAL PROJECT COST</b>		<b>10,000</b>
4439	DPW Replace the Surveillance Video Cameras	DPW	0	0	25,000		0	0	0
If deferred:		Priority	4						
							<b>TOTAL PROJECT COST</b>		<b>25,000</b>
4439	DPW Door Replacement in Garage Continuation	DPW	12,000	0	12,000	12,000	12,000	12,000	12,000
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>72,000</b>
4439	Exterior Light Pole and Fixture Replacement	DPW	75,000	0	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	CM Priority	5						
							<b>TOTAL PROJECT COST</b>		<b>75,000</b>
							<b>TOTAL BUILDING AND GROUND MAINTENANCE</b>		<b>1,404,000</b>
<b>Inspections</b>									
4583	New Environmental Bobcat	Rubbish	37,000	0	0	0	0	0	0
If deferred:	Schedule for FY2022	Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>37,000</b>
							<b>TOTAL INSPECTIONS</b>		<b>37,000</b>
<b>STREETS (MAJOR AND LOCAL)</b>									
4651-4655	Single Axle Hook Loader Truck with Salter Box, Dump Body, and Plow	MS	200,000	200,000	0	0	0	0	0
If deferred:	Part of Capital Installment Contract	Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>200,000</b>
4611/4612	Replace GMC 4-WD Pickup Truck	MS/WT/WWT	0	0	45,000	0	0	0	0
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>388 45,000</b>

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Dept.	Project	Funding	Request FY 20	Manager Approved FY 20	FY 21	FY 22	Future Years			FY 25
							FY 23	FY 24		
4655/4587	<b>Replace One-Ton Mini Dump Truck</b>	MS/RC	75,000		0	0	0	0	0	0
If deferred:	Denied due to Fiscal Constraints	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>75,000</u></u>
4822	<b>Replace (2) Street Sweepers</b>	WWT	0	0	230,000	0	0	0	0	230,000
If deferred:	Deferred due to fiscal constraints.	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>460,000</u></u>
4651	<b>Replace High Ranger</b>	MS	0	0	0	180,000	0	0	0	0
If deferred:	Schedule for FY 2022	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>180,000</u></u>
4655/4585	<b>Single Axle Hook Loader Truck with Salter Box, Dump Body, and Plow</b>	MS/RC	0	0	0	200,000	0	0	0	0
If deferred:	Scheduled for FY2020	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>200,000</u></u>
4651/4655	<b>Replacement Skidsteer</b>	MS/RC	90,000	0	0	0	0	0	0	0
If deferred:	Scheduled for FY2019	Priority	2							
									<b>TOTAL PROJECT COST</b>	<u><u>90,000</u></u>
4651	<b>Replace Claw Truck</b>	MS	0	0	300,000	0	0	0	0	0
If deferred:	Scheduled for FY2019	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>300,000</u></u>
4651	<b>Dozer and Trailer for Street Repair</b>	MS	0	0	0	0	0	240,000	0	0
If deferred:	Scheduled for FY2024	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>240,000</u></u>

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			FY 20	Approved FY 20			FY 23	FY 24	FY 25
4655/4585	Single Axle Hook Loader Truck with Salter Box, Dump Body, and Plow	MS/RC	0	0	0	0	200,000	0	0
If deferred:	Scheduled for FY2021	Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>200,000</u></b>	
4655/4585	Replace Compost Site Loader	MS/RC	0	0	0	300,000	0	0	0
If deferred:	Scheduled for FY2021	Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>300,000</u></b>	
<hr/>									
4651/4585	Replace Truck 613 with Mini Dump Truck with Front Plow and Samll Salter	MS/RC	0	0	0	75,000	0	0	0
If deferred:	Scheduled for FY 2020	Priority	2						
							<b>TOTAL PROJECT COST</b>	<b><u>75,000</u></b>	
<hr/>									
4651	Backhoe for Street Repairs	MS/RC	0	0	0	0	180,000	0	0
If deferred:	Scheduled for FY 2023	Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>180,000</u></b>	
<hr/>									
4651	Purchase Additional Stump Grinder	MS	0	0	0	0	0	65,000	0
If deferred:	Scheduled for FY 2024	Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>65,000</u></b>	
<hr/>									
4651	Milling Machine Attachment for Loader	MS	0	0	0	0	0	110,000	0
If deferred:	Scheduled for FY 2024	Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>110,000</u></b>	

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							FY 23	FY 24		
4651	<b>Purchase Curb Machine</b>	MS	0	0	0	0	0	120,000		0
If deferred:	Scheduled for FY 2024	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>120,000</u></u>
4655/4587	<b>Replace One Loader 76-0826</b>	MS/RC	0	0	0	0	0	0		250,000
If deferred:	Scheduled for FY 2025	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>250,000</u></u>
4655	<b>Replace Small Loader</b>	MS/RC	0	0	0	0	150,000	0		0
If deferred:	Scheduled for FY 2023	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>150,000</u></u>
									<b>TOTAL STREETS</b>	<u><u>3,240,000</u></u>
<b><u>RUBBISH COLLECTION</u></b>										
4586	<b>Replace Rear Packer Truck 76-0718</b>	RC	0	0	180,000	0	0	0		0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>180,000</u></u>
4583/4655	<b>Replacement Bobcat/Skidsteer 806</b>	RC/Streets	75,000	0	0	0	0	0		0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>75,000</u></u>
4586	<b>Replace Rear Packer Truck Wheels and Tires</b>	RC	12,000	0	0	0	0	0		0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>12,000</u></u>
4587	<b>Replace Compost Screener with Hopper Feeder</b>	RC	0	0	0	0	0	180,000		0
If deferred:	Scheduled for FY2024	Priority	3							
									<b>TOTAL PROJECT COST</b>	<u><u>180,000</u></u>
4585	<b>Replace Brush Chipper</b>	RC	0	0	0	0	130,000	0		0
If deferred:	Scheduled for FY2023	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>130,000</u></u>

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			FY 20	Approved FY 20			FY 23	FY 24		
4585	Replace Brush Chipper	RC	0	0	72,000	0	0	0	0	0
If deferred:	Scheduled for FY2021	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>72,000</u></u>
									<b>TOTAL RUBBISH COLLECTION</b>	<u><u>649,000</u></u>
<b>MOTOR POOL OPERATIONS</b>										
4481	Pick up/Service Truck	MPO	32,000	0	0	0	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>32,000</u></u>
4481	Service Truck Tools	MPO	10,000	0	0	0	0	0	0	0
If deferred:		Priority	2							
									<b>TOTAL PROJECT COST</b>	<u><u>10,000</u></u>
4481	Additional Overhead Fluid Dispensing Hose Reels	MPO	0	0	18,000	0	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>18,000</u></u>
4481	Overhead Fluid Dispensing Pumps	MPO	0	0	0	0	0	0	0	8,000
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>8,000</u></u>
4481	Evaporative Cooling Machine	MPO	5,000	5,000	5,000	5,000	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>15,000</u></u>
4481	Portable 4 Post Lift	MPO	0	0	50,000	0	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>50,000</u></u>
4481	Overhead Hoist Replacements	MPO	0	0	0	17,000	17,000	17,000	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>51,000</u></u>

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			FY 20	Approved FY 20			FY 23	FY 24	FY 25
4481	Air Conditioning Service Unit Replacement	MPO	5,500	5,500	0	0	0	0	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>5,500</u></u>
4481	Shop Lathe	MPO	0	0	0	0	11,000	0	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>11,000</u></u>
4481	Verticle Milling Machine	MPO	0	0	0	0	0	14,000	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>14,000</u></u>
4481	Replacement of Exisiting Hoists	MPO	0	0	0	18,000	18,000	0	19,000
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>55,000</u></u>
								<b>TOTAL MOTOR POOL</b>	<u><u>269,500</u></u>
<b>SEWER &amp; WATER OPERATIONS AND MAINTENANCE</b>									
4840	Replace Chlorine and Sulfur Dioxide Feed Systems	WWT	0	0	0	75,000	75,000	0	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>150,000</u></u>
4840	Reline Hypochlorite Tanks at RTB's	WWT	0	0	22,000	22,000	22,000	22,000	22,000
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>110,000</u></u>
4840	WTP Parking Lot Improvements	WWT	0	0	300,000	0	0	0	0
If deferred:		Priority	2						
								<b>TOTAL PROJECT COST</b>	<u><u>300,000</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 20	Manager Approved FY 20	FY 21	FY 22	Future Years			FY 25
							FY 23	FY 24		
4840	Repair/Replace Roofs at Wastewater Plant and Remote Facilities	WWT	50,000	50,000	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	Replace Retention Basin Flow Meters	WWT	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<b><u>450,000</u></b>
4840	Clean Test and Calibrate WWTP and Remote Facilities Electrical Substations	WWT	50,000	50,000	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	Replace Suction (Isolation) Valves	WWT	0	0	0	25,000	25,000	25,000	25,000	25,000
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<b><u>100,000</u></b>
4840	Install Generators at Retention Treatment Basins	WWT	0	0	50,000	550,000	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<b><u>600,000</u></b>
4840	Discharge Improvements Court 1 & Washington Line Valve	WWT	0	0	700,000	0	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<b><u>700,000</u></b>
4840	Replace Rooftop Heaters at Remote Treatment Basins	WWT	25,000	25,000	25,000	25,000	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<b><u>75,000</u></b>



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Dept.	Project	Funding	Request FY 20	Manager Approved FY 20	FY 21	FY 22	Future Years			FY 25
							FY 23	FY 24		
4740	Water Treatment Main Processor Panel I/O Upgrade	WF	0	0	0	130,000	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>130,000</u></u>
4840	Replace Raw Sewage Discharge Valves	4840	0	0	0	30,000	30,000	30,000	30,000	30,000
If deferred:	Deferred due to fiscal constraints	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>120,000</u></u>
4840	Replace Primary Clarifier Center Column and Sweep Arm	WWT	0	0	0	100,000	100,000	100,000		0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>300,000</u></u>
4840	Repair Concrete Structures at the WWTP and Remote Facilities	WF	0	0	100,000	100,000	200,000	200,000	200,000	200,000
If deferred:	Schedule for FY2021	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>800,000</u></u>
4740	Roof Projects WTF Switch Gear and Freeland Station	WWT	75,000	75,000	0	0	0	0	0	0
If deferred:	Scheduled for FY2020	Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>75,000</u></u>
4815	SCADA Computer and Server Replacement	WF/WWT	0	0	0	130,000	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>130,000</u></u>
4740	Lake Linton Raw Water Improvements	WF	140,000	140,000	1,300,000	0	0	0	0	0
If deferred:		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>1,440,000</u></u>
4740	Kochville Reservoir Improvements	WF	0	0	336,000	168,000	0	0	0	0
If deferred:		CM Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>504,000</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	Manager	FY 21	FY 22	Future Years		
			FY 20	Approved FY 20			FY 23	FY 24	FY 25
4740	Vehicles and Equipment Maintenance & Service (Water)	WF	28,500	28,500	204,763	324,049	201,986	176,000	202,486
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>1,137,784</u></b>	
4840	Vehicles and Equipment Maintenance & Service (Sewer)	WWT	83,500	83,500	206,000	308,600	201,000	176,000	439,000
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>1,414,100</u></b>	
4840	Vehicles and Equipment Water Treatment	WWT	25,000	25,000	22,754	48,000	18,000	16,000	18,000
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>147,754</u></b>	
4740	Lead Service Line Replacements Main to Meter	WF	500,000	500,000	750,000	1,500,000	1,500,000	1,500,000	1,500,000
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>7,250,000</u></b>	
4741	Water Quality Upgrades to WT and Storage	WF	460,000	460,000	3,100,000	0	0	0	0
If deferred:		CM Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>3,560,000</u></b>	
4741	Structural Reline Miller Lockbar and Riveted Steel	WF	230,000	230,000	2,300,000	0	0	0	0
If deferred:	Scheduled for FY2019	CM Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>2,530,000</u></b>	
4740/4840	Maintenance and Services Security and Building Additions	WF/WWT	575,000	575,000	345,000	145,000	0	0	0
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>	<b><u>1,065,000</u></b>	
4740	Line Rehabilitate and Replace Water Main	WF/WWT	500,000	500,000	500,000	600,000	600,000	600,000	750,000
If deferred:		CM Priority	2						
							<b>TOTAL PROJECT COST</b>	<b><u>3,550,000</u></b>	

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request	Manager	FY 21	FY 22	Future Years		
			FY 20	Approved FY 20			FY 23	FY 24	FY 25
4840	Clean Line and Replace Sewer Main	WF/WWT	618,000	618,000	1,063,000	1,060,000	1,025,000	1,068,000	1,013,000
If deferred:		CM Priority	2						
							<b>TOTAL PROJECT COST</b>		<b>5,847,000</b>
4741	Dixie Highway Parallel Main Improvements	WF	200,000	200,000	3,400,000	0	0	0	0
If deferred:	Scheduled for FY2020	CM Priority	2						
							<b>TOTAL PROJECT COST</b>		<b>3,600,000</b>
4741	20" Redundant Transmission Feed Junction Road	WF	2,320,000	2,320,000	0	0	0	0	0
If deferred:		CM Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>2,320,000</b>
4741	East West Transmission Loop Improvements	WF	0	0	0	400,000	6,600,000	0	0
If deferred:		CM Priority	2						
							<b>TOTAL PROJECT COST</b>		<b>7,000,000</b>
4840	Replace Rotork Valve Actuators at WWTP and Remote Facilities	WF	30,000	30,000	30,000	30,000	30,000	30,000	30,000
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>180,000</b>
4740	Davis Rd. Phase II Abandonment Project	WF	1,927,500	1,927,500	0	0	0	0	0
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>1,927,500</b>
4740	Train Shed Structural Repairs	WF	550,000	550,000	0	0	0	0	0
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>550,000</b>
4740	Variable Flow Project New Pump Station with Electrical Upgrades	WF	400,000	400,000	0	200,000	3,050,000	0	0
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>3,650,000</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 20	Manager Approved FY 20	FY 21	FY 22	Future Years			FY 25
							FY 23	FY 24		
4741	Clearwall Upgrades at WTP Existing 20 MG Onsite Storage	WF	0	0	0	0	500,000	500,000		500,000
If deferred:		Priority	1							<b>TOTAL PROJECT COST</b>
										<b><u>1,500,000</u></b>
4840	Replace Valves at Remote Facilities	WWT	30,000	30,000	30,000	30,000	30,000	30,000		30,000
If deferred:		Priority	1							<b>TOTAL PROJECT COST</b>
										<b><u>180,000</u></b>
4840	Conduct a Study to Determine the Most Cost Effective Method of Solids Handling	WWT	100,000	100,000	0	0	0	0		0
If deferred:		Priority	1							<b>TOTAL PROJECT COST</b>
										<b><u>100,000</u></b>
4840	Replace Vehicles at Plant and Remote Facilities	WWT	155,250	155,250	97,750	0	25,750	0		53,000
If deferred:		Priority	1							<b>TOTAL PROJECT COST</b>
										<b><u>331,750</u></b>
4840	Replace FST Channel Air Blowers	WWT	0	0	75,000	75,000	0	0		0
If deferred:		Priority	1							<b>TOTAL PROJECT COST</b>
										<b><u>150,000</u></b>
4840	Install Automatic Barscreen at Salt/Fraser	WWT	0	0	140,000	0	0	0		0
If deferred:		Priority	1							<b>TOTAL PROJECT COST</b>
										<b><u>140,000</u></b>
4840	Dredge and Reline 14th Street Ditch	WWT	0	0	0	0	0	320,000		0
If deferred:		Priority	1							<b>TOTAL PROJECT COST</b>
										<b><u>320,000</u></b>
4840	Reline Ferrous Sulfate Tank	WWT	0	0	0	0	0	75,000		0
If deferred:		Priority	1							<b>TOTAL PROJECT COST</b>
										<b><u>75,000</u></b>

**CITY OF SAGINAW  
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Dept.	Project	Funding	Request	Manager	FY 21	FY 22	Future Years		
			FY 20	Approved			FY 23	FY 24	FY 25
4740	Pump Rehab and Replacement	WWT	50,000	50,000	50,000	50,000	50,000	50,000	50,000
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>300,000</b>
4840	SCADA Switch Upgrade	WF	0	0	60,000	0	0	0	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>60,000</b>
4815	Basin SCADA Hardware Upgrade (Single Basin Upgrade)	WF	0	0	0	0	110,000	0	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>110,000</b>
4740	Water High Service Panel Upgrade	WF	166,000	166,000	0	0	0	0	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>166,000</b>
4840	Basin SCADA Hardware Upgrade	WF	110,000	110,000	0	0	0	0	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>110,000</b>
4815	WWT SCADA Processor Panel Upgrade	WF	0	0	0	0	0	130,000	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>130,000</b>
4840	Electrical Upgrades	WWT	1,800,000	1,800,000	0	0	0	0	0
If deferred:		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>1,800,000</b>
<b>TOTAL WATER/SEWER OPERATIONS AND MAINTENANCE:</b>									<b>57,785,888</b>

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request	Manager	FY 21	FY 22	Future Years		
			FY 20	Approved FY 20			FY 23	FY 24	FY 25
<b>TRAFFIC ENGINEERING AND ENGINEERING SERVICES</b>									
4621	Traffic Building Roof and Exterior Wall Repairs	TENG/WT/WWT	140,000	112,000	0	0	0	0	0
If deferred:		Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>140,000</b>	
4620	Replace Aerial Truck	TENG	110,000	55,000	0	0	0	0	0
If deferred:		Priority	2						
							<b>TOTAL PROJECT COST</b>	<b>110,000</b>	
							<b>TOTAL TRAFFIC AND ENGINEERING:</b>	<b>250,000</b>	
<b>Engineering, Construction and Infrastructure Capital Projects</b>									
4614	S. Jefferson Ave Reconstruction from Millard to Janes	MS	0	0	0	0	50,000	757,640	225,000
If deferred:		CM Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>1,032,640</b>	
4614	Congress Ave Reconstruction from Durand to Hill	MS	0	0	0	0	60,000	1,310,000	410,000
If deferred:		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>1,780,000</b>	
4616	Ojibway Island Trail, Bridge, and Restroom Improvements	MS	70,000	70,000	0	0	0	0	0
If deferred:		CM Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>70,000</b>	
4616	Holland Avenue Bridge Deep Overlay	MS	6,400		0	0	0	0	0
If deferred:		CM Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>6,400</b>	
4614	Wickes Park Drive Conversion to Non-Motorized Trail	MS	365,000	365,000	365,000	0	0	0	0
If deferred:	N/A	CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>	<b>730,000</b>	

**CITY OF SAGINAW  
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Dept.	Project	Funding	Request FY 20	Manager Approved FY 20	FY 21	FY 22	Future Years			FY 25
							FY 23	FY 24		
4614	Lapeer Avenue Reconstruction and Water Main Replacement from 6th to 9th	MS/WWT/WT	50,000		0	0	0	0	0	0
If deferred:		CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>50,000</b>
4614	Center Street Bridge Preventative Maintenance	MS/WWT/WT	0	0	300,000	0	0	0	0	0
If deferred:		CM Priority	1							
		PC Priority	1				<b>TOTAL PROJECT COST</b>			<b>300,000</b>
4614	Baum Street Reconstruction from Hoyt to Thompson	MS/WWT/WT	0	0	357,000	0	0	0	0	0
If deferred:		CM Priority	1							
		PC Priority	1				<b>TOTAL PROJECT COST</b>			<b>357,000</b>
4614	E. Remington Street Rehabilitation from Water St to Jefferson Ave	MS/WWT/WT	0	0	40,000	567,000	0	0	0	0
If deferred:		CM Priority	1							
		PC Priority	1				<b>TOTAL PROJECT COST</b>			<b>607,000</b>
4614	W. Holland Ave Rehabilitation from N. Woodbridge St to Hamilton	MS/WWT/WT	0	0	65,000	995,800	0	0	0	0
If deferred:		CM Priority	1							
		PC Priority	1				<b>TOTAL PROJECT COST</b>			<b>1,060,800</b>
4614	E. Holland Rehabilitation from Water to Washington Ave	MS/WWT/WT	0	0	20,000	110,300	0	0	0	0
If deferred:		CM Priority	1							
		PC Priority	1				<b>TOTAL PROJECT COST</b>			<b>130,300</b>
4614	Mackinaw Reconstruction and Watermain Improvements Alexander to Hamilton	MS/WWT/WT	175,000	0	1,774,100	810,000	0	0	0	0
If deferred:		CM Priority	1							
		PC Priority	1				<b>TOTAL PROJECT COST</b>			<b>2,759,100</b>
4614	Install ADA Sidewalk Ramps	MS	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
If deferred:	Deferred due to Fiscal Constraints	CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>480,000</b>

**CITY OF SAGINAW  
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Dept.	Project	Funding	Request FY 20	Manager Approved FY 20	FY 21	FY 22	Future Years			FY 25
							FY 23	FY 24		
4614	Sidewalk Repairs Throughout City per Letters Sent	Streets	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
If deferred:		CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>480,000</b>
4614	Mill and Resurfacing Project	MS	300,000		300,000	300,000	300,000	300,000	300,000	300,000
If deferred:		CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>1,800,000</b>
4614	Hancock Street Reconstruction and Water Main Replacement from Michigan to Niagara	MS	40,000		420,000	220,000	0	0	0	0
If deferred:		CM Priority	2							
							<b>TOTAL PROJECT COST</b>			<b>680,000</b>
4614	Annual Cape Seal Project	MS	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
If deferred:		CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>1,200,000</b>
4614	CDBG Resurfacing	MS/WF	228,000		180,000	0	0	0	0	0
If deferred:		CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>408,000</b>
4616	Various Bridge Down Spout Replacement and Repairs	MS	10,500	10,500	0	0	0	0	0	0
If deferred:		CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>10,500</b>
4616	Norman Street Bridge	MS	946,200	103,900	115,000	0	0	0	0	0
If deferred:		CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>1,061,200</b>
4614	Adams and Cass Street Reconstruction from N.Michigan to Niagara	MS/WWT/WT	510,000	510,000	325,000	0	0	0	0	0
If deferred:	Deferred due to Fiscal Constraints	CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>835,000</b>



**CITY OF SAGINAW  
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Dept.	Project	Funding	Request FY 20	Manager Approved FY 20	FY 21	FY 22	Future Years			FY 25
							FY 23	FY 24		
4614	Mackinaw Street Reconstruction from Congress to State	MS/WWT/WT	1,265,000	1,265,000	0	0	0	0	0	0
If deferred:	N/A	CM Priority	1							
		PC Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>1,265,000</u></u>
4614	Local Street Reconstruction - 23rd Streets from Wadsworth to Norman	MS/WWT/WT	250,000		0	250,000	0	250,000	0	0
If deferred:	Deferred due to Fiscal Constraints	CM Priority	2							
									<b>TOTAL PROJECT COST</b>	<u><u>750,000</u></u>
4614	Local Street Reconstruction - Hardin Street Reconstruction from Court to Bay	MS/WWT/WT	395,000	322,000	420,000	30,000	420,000	30,000	420,000	420,000
If deferred:	Deferred due to Fiscal Constraints	CM Priority	2							
									<b>TOTAL PROJECT COST</b>	<u><u>1,715,000</u></u>
4614	Niagara Street Reonstruction Sewer Repairs and Water Service from Genesee to Davenport	MS/WWT/WT	1,240,104	255,000	266,000	0	0	0	0	0
If deferred:		CM Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>1,506,104</u></u>
4614	Mackinaw Street Reconstruction from Alexander to Congress	MS/WWT/WT	0	0	0	155,000	1,882,392	500,000	0	0
If deferred:	Schedule for FY2021	CM Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>2,537,392</u></u>
<b>TOTAL INFRASTRUCTURE CAPITAL PROJECTS:</b>										<u><u>23,611,436</u></u>
<b>TOTAL 6-YEAR CIP:</b>										<u><u>88,815,949</u></u>

# Performance Management & Accountability Report 2019



*“We are what we repeatedly do. Excellence, then, is not an act but a habit.”*

*Aristotle*

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# Performance Management & Accountability Report

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## **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 scarcer. 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). 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 can be 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 2019.

### **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/goal for FY 2019. A rating of 51% - 74.99% illustrates that a key performance indicator is Partially Achieved. 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

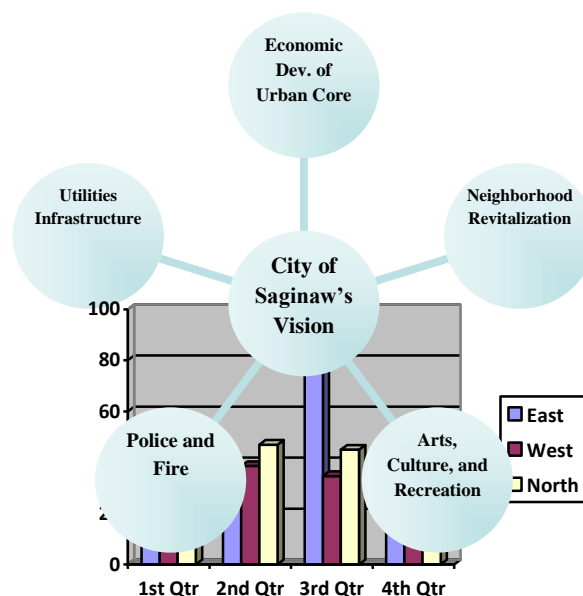
Calculation:

$$\frac{(\% \text{ score KPI\#1, \%score KPI\#2} + \% \text{score KPI\#3} \dots)}{\# \text{of KPI's}}$$

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



## 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. Additional categories have been included – City Services, Revenue Generating, and Others Services. In FY 2019, there are 95 total indicators measured.

<u>Department</u>	<u># of KPIs</u>	<u>City Council Initiatives</u>							
		Economic Dev. Of Urban Core	Neighborhood Revitalization	Arts, Culture, and Recreation	Police and Fire	Utilities and Infrastructure	City Services	Revenue Generating	Other - Services
City Clerk	3						1	1	1
City Attorney	3						3		
Human Resources	3						2	1	
OMB/Community Services	5	1					3	1	
Fiscal Services	9						2	7	
Technical Services	3					1	2		
CPS - Police	8		1		7				
CPS - Fire	9				6			3	
Neighborhood Services and Inspections	7	3	3					1	
Public Services	37		4		1	15	14	2	1
Water and Wastewater Services	8					8			
<b>Total</b>	<b>95</b>	<b>4</b>	<b>8</b>	<b>0</b>	<b>14</b>	<b>24</b>	<b>27</b>	<b>16</b>	<b>2</b>

### Analytical Summary:

Contained within this 2020 Budget is the FY 2019 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 2020 budget).*

### Citywide Analysis:

In evaluation of the total 95 key performance indicators listed within this document, this section will discuss the overall performance of the City and reveals that 60% of these indicators were Fully Achieved, 20% were Mostly Achieved, 7% were Partially Achieved, 4% were Not Achieved and 8% 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 87% efficient. Based on the rating table above, citywide, the performance is given a **“B” rating**. Approximately, 13% of the key performance areas require changes or are new for the year. This is 1% more than in the previous years, especially with the use of different citywide goals and objectives.





# CITY OF SAGINAW

## COMMUNITY PROFILE

### 2019 - 2020

# 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 STAPLES



### ANDERSEN ENRICHMENT CENTER

The Andersen Enrichment Center overlooks the manicured Lucille E. Andersen Memorial Garden, which includes a circular pool graced with a sculpture by Marshall M. Fredricks in its center. The garden is surrounded by beautiful flowers, shrubs, trees and plants. The elegant art deco facility is considered the jewel of Celebration Square and serves as the home to the Saginaw County Arts and Enrichment Commission, whose mission is to promote the arts and entertainment in the area. Creating memorable events since 1993, the facility and garden have received awards from Keep Michigan Beautiful, Inc. and the American Society of Landscape Artists. The Andersen Enrichment 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. The most prominent leaders of Saginaw made their homes in this neighborhood during the 1890s through the 1950s. The homes encompass what is now known as downtown Saginaw. The Cathedral District is currently undergoing an infusion of capital and civic energy to preserve the historic properties as well as rid the area of its blight.



### FRANK N. ANDERSEN CELEBRATION PARK

Frank N. Andersen Celebration Park is a 4-acre park, which features a 15,000 sqft. skateboard and inline skate park. The park is also home to a cedar-interior pavilion with picnic tables, bocce ball courts, and a European-style playscape complete with three slides and a rock-climbing wall. The Park also features a quarter mile of walking paths and benches along Lake Linton, perfect for leisurely strolls and nature walking. Celebration Square Splash Park, a free water recreation facility, is also located in the park and is open daily from 10:00 AM. To 7:00 PM throughout the summer.



### HOYT PARK

Historic Hoyt Park is conveniently located downtown and provides a plethora of fun and family-oriented activities for individuals of all ages. The park boasts six softball/baseball fields in the summer months, which feature youth baseball leagues. This contributes to why it is a great place to play, bike, run, or even enjoy a leisurely walk. In 2013 the park opened an outdoor winter ice-rink for ice-skating and hockey. The rink is even complete with a warming house, hot chocolate, and skate rentals. Hoyt Park is the perfect way to escape the confinement of a Michigan winter. Located at the top of the hill of Hoyt Park is the Veterans Memorial Plaza which includes flagpoles, engraved pacers and separate monuments honoring the veterans of Saginaw who fought and served this country.



### **HUNTINGTON EVENT PARK**

The Huntington Event Park opened in August 2013 and serves as an outdoor, multipurpose venue. The location includes a pavilion, main stage, and a grassy area capable holding hold 5500 people. Adjacent to the Dow Event Center, this outdoor facility is the ideal place to host events ranging from community gatherings, major concerts, festivals and more. On top of national touring concerts, community events, and a variety of festivals, the Huntington Event Park is now home to the very popular Saginaw Eddy Band concerts and community events like the Food Truck Faceoff and Movies Under the Stars.



### **JAPANESE CULTURAL CENTER & TEA HOUSE**

The Japanese Cultural Center & Tea House opened its doors to the public in 1971. Since then the center has sought to “promote intercultural understanding and peace through a bowl of tea”. The Tea House serves as a symbol of friendship and cultural exchange with Saginaw’s Sister City, Tokushima, Japan, and was constructed in 1986. Its foundation rests part on American soil and part on Japanese soil. It is treasured as one of the most authentic tea houses in North America. The tea ceremony performed within the Tea House dates back in an unbroken lineage to 1600 AD.



### **MORLEY PLAZA**

Morley Plaza hosts numerous activities for the citizens of Saginaw year round. One of the most popular events hosted 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 in genre, ranging from Motown to Big Band Oldies to Classic Rock to Country. Morley Plaza provides the opportunity for people to enjoy each other’s company, activities, music, weather and the beautiful City of Saginaw.



### **OJIBWAY ISLAND**

Ojibway Island, named after the Ojibwa (Chippewa) natives, is an island park along the Saginaw River. The Island is filled with naturally lush scenery providing the perfect opportunity for beautiful strolls along the riverfront, family fun recreation such as bike rides, fishing on the docks, and picnics. Ojibway Island is home to many key community events like ice fishing in the winter and the Fourth of July fireworks each summer. In the winter you can find people using the island as the perfect ice fishing location, or even enjoying a brisk winter walk. Ojibway Island provides a calm sanctuary amongst the hustle of downtown Saginaw, emphasizing the natural beauty that fills Saginaw.



### **PIT & BALCONY COMMUNITY THEATRE**

Pit and Balcony Theatre is one of the oldest community theatres in the country. It provides Saginaw with a variety of shows and entertainment events every year including numerous Broadway shows, musicals, and auditions for upcoming shows. Pit and Balcony Theatre also strives to provide the Saginaw area with a means of education in literature, theory and practical application of the science and art of drama. This creative outlet is available for all ages to enjoy, and offers twelve months of on-stage opportunities for actors, actresses, and audiences alike.



### **SAGINAW ART MUSEUM**

Housed in a historical 1904 Georgian-Revival Mansion with Italianate gardens and two award-winning modern wings, the Saginaw Art Museum has a permanent collection of art in excess of 2,000 objects spanning 4,500 years, a dynamic exhibition program, a significant art reference library, and collaborative education programs. The Asian art collection highlighted in the museum, emphasizes the celebration of Saginaw's Sister City relationship with Tokushima, Japan. The museum offers art programs, guided tours, lectures and entertainment that provide enjoyable and enriching experiences for all visitors and members to "Take Part in the Art."



### **SAGINAW CHILDREN'S ZOO**

The Saginaw Children's Zoo is not just home to bobcats, alligators, macaws, bald eagles, or cotton-top monkeys, but also to volunteers, interns, and sponsors that help to provide an exciting and educational atmosphere to a variety of ages. The Children's Zoo offers guests a ride on the magnificent Celebration Square Carousel or a tour of the zoo on a miniature train. An addition to the train this year is an ADA accessible train car that allows children with handicaps to participate in the train ride as well. Visitors can also throw an awesome birthday party in the Party Pavilion or get creative with the Adopt-a-Garden program. The Saginaw Children's Zoo hosts hundreds of class field trips each year to the interactive Living Learning Lab and Zoo Amphitheater.



### **RIVERFRONT SAGINAW**

Saginaw's Riverfront is home to a picturesque area that provides a beautiful outlet for outdoor recreation such as walking, jogging, fishing, or biking, with 4.15 miles of walkway to enjoy. The Riverfront can also be utilized for quiet relaxation with an amazing view. Surrounded by fine dining, great entertainment and shopping locations, the Riverfront is a central location for everything one might want to indulge in. 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 Basin Land Basin Conservatory has also begun outdoor recreation projects for the Riverfront Area, replacing unused parking lot space with public green space.





### TEMPLE THEATRE

The Temple Theatre opened its doors on July 28, 1927. At the time, the Temple Theatre was the largest theatre in Michigan outside of the Detroit area. Currently, the Temple Theatre is home to the Saginaw Bay Symphony Orchestra and frequently features entertainment legends, new talent, and family friendly events. In 2016, the Temple Theatre updated its facility outside with a new marquee, which is a digital sign made to represent the original marquee from the 1920s. The Saginaw community gathers at the Temple Theatre to experience high quality entertainment through performance art.



### THE CASTLE MUSEUM

Since 1992, the Castle Museum has been owned and operated by the Historical Society of Saginaw County. The story of the City of Saginaw is told through exploration, preservation and presentation of authentic Saginaw artifacts and documents. With its unique architectural structure, the Castle Museum is listed on the National Register of Historic Places. Saginaw's French lineage is outlined in the Castle, which can be seen through the current architecture, which originated as a federal post office in 1898. The Castle Museum's recent exhibits include "Pretty as a Postcard", which displays black and white photos as well as duplicated colored postcards of the same scene.



### THE DOW EVENT CENTER

The Dow Event Center, previously known as the Saginaw Civic Center, was built in 1972 by the City of Saginaw. It is comprised of three main parts: Wendler Arena, Heritage Theatre, and Unity Hall. The Center offers residents a variety of entertainment, sports, cultural, and educational opportunities annually. In the past, the Dow Event Center has hosted guests such as Elvis Presley, Stevie Wonder, Kid Rock, Les Miserables, The Nutcracker Ballet, and Riverdance. The 2018 event lineup includes incredible performances such as Bill Engvall, Glo Hard Paint Party, Elf the Musical, and The Wizard of Oz. Also being featured is another exciting season of OHL hockey action with our very own Saginaw Spirit.



### THEODORE ROETHKE HOUSE

Theodore Roethke, born in Saginaw in 1908, is considered to be one of the great and innovative voices of 20<sup>th</sup> century poetry. During his lifetime, Theodore Roethke received honorable awards like 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 childhood home on Gratiot Street, is maintained as a museum in honor of his life and his work. The museum is considered both a National and State Historical Site, and is also recognized as a National Literary Site.



### AFRICAN CULTURAL FESTIVAL

The annual African Cultural Festival is a three day event featuring food, music, and children’s activities. Its main purpose is to pass down history to younger generations and celebrate African culture. 2019 marks the 51st anniversary of The African Culture Festival. The event features performances including spoken word, arts and crafts, and authentic dancing. The City of Saginaw formalized a sister city relationship with Amanokrom, Ghana. There has been a prolific 50-year Saginaw African Cultural Festival and the established exchange between Saginaw Valley State University and students from Pentecost University College in the Greater Accra Region of Ghana. It was decided that this sister city relationship would have three components: Culture, Education and Economic Development.

### ART & ABOUT

Art & About is a summer art initiative to bring art and inspiration to the downtown and Old Town areas of Saginaw, Michigan. During the 2019 summer season, Art & About brought to the City the “Giant Painted Letters Project.” This project features letters that spell “SAGINAW,” Seven local artist were responsible for designing the font and decorating the letter. These letters were dispersed at different locations through the Saginaw Riverfront, making it a scavenger hunt to find them. Other projects initiated by Art & About include the painted pianos and the 20 human-like sculptures that were placed around the city in different locations.



### CINCO DE MAYO PARADE AND FESTIVAL

The 40th annual Cinco de Mayo Parade and Festival took place this year, in celebration of the Mexican Army’s unlikely victory at the Battle of Puebla in 1862. The parade and festival have been noted to be the largest Cinco de Mayo celebration in the state of Michigan. The parade route takes place from Ojibway Island to Saginaw Arts and Sciences Academy, filling the streets with low-riders, floats, and revelers covered in red, white, and green. The festival is hosted at the Huntington Event Park and features Mexican food vendors, live music, and folkloric dancers. This year’s theme was “La Vida De Artes” meaning “The Life of Arts”, and the event was well attended, as per usual.



### MEMORIAL DAY PARADE

The annual Memorial Day Parade is a staple event in downtown Saginaw. The parade starts on the corner of East Genesee and South Washington and concludes at the Saginaw County Veterans Memorial Plaza at Hoyt Park. After the conclusion of the parade a ceremony is hosted to honor those men and women who sacrificed their lives while serving in our armed forces. A distinguished veteran is featured each year as the Grand Marshal to assist in this ceremony. The Memorial Day Parade is a great way for the Saginaw community to come together and remember those who served our nation.







### GREEN POINT ENVIRONMENTAL LEARNING CENTER

The Green Point Environmental Learning Center is located within the City of Saginaw and is affiliated with the Shiawassee National Wildlife Refuge. Bird watching areas, ponds, restored grasslands and learning center displays are all features of the center. Furthermore, the center includes a boardwalk, study pier, 2.5 miles of nature trails for hiking, and non-groomed cross-country skiing. A major highlight of the center is the migrating songbird population that visits annually. 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 habitats, wildlife of Green Point, invasive species, and ecosystems.



### JANET H. NASH RIVERFRONT PRESERVE

What used to be an eyesore near Saginaw's downtown riverfront will now draw eyes for a different reason. The Saginaw Land Conservancy unveiled the Janet H. Nash Riverfront Preserve project in 2017, which sits at the corner of Genesee and Niagara streets across from Saginaw Arts and Sciences Academy (SASA). This 3-acre project creates an access point to the Saginaw River, while providing a variety of amenities for the public including a new section of paved trail to expand Saginaw's riverfront trail system, a paved plaza with benches and seating, and thousands of native plants and flowers in full bloom.



### JAZZ ON JEFFERSON

The 16<sup>th</sup> annual Jazz on Jefferson was hosted in 2019. This event is an experience in which our community holds near and dear. For one night in June, Downtown Saginaw turns into a slice of San Francisco along the historic Jefferson corridor filled with Jazz music. The free festival includes carriage rides, sidewalk cafes, street performers and front-yard musicians. Also included is a classic car show, art displays and even strawberry shortcake from the Castle Museum. The street festival captures culture and provides the audience with a memorable experience through jazz music, art, and food.



### LAWN CHAIR FILM FESTIVAL

The Lawn Chair Film takes place every Sunday outside at dusk during the summer months at the corner of Ames and North Hamilton Street in Old Saginaw City. Before films are shown, musical entertainment is provided and creates a fun, easy-going atmosphere. In its 17<sup>th</sup> season now, the Lawn Chair Film Festival still offers free admission, and features newly released films. The 2019 movie lineup included *Crazy Rich Asians*, *Incredibles 2*, and *Green Book*. Audience members are encouraged to bring their own lawn chair and an appetite, as concessions are available at every showing.



### **MID-MICHIGAN CHILDREN'S MUSEUM**

The Mid-Michigan Children's Museum is a fun, hands-on place where children are encouraged to use their curiosity and creativity to learn about the world. The Museum aims to broaden and enrich the educational opportunities for children ages 0-12, in order to enhance their understanding of the world around them and to support parents, caregivers, and education facilitators of children's explorations. The Mid-Michigan Children's Museum has been active in the City of Saginaw for over 10 years. The Museum also features and hosts a variety of events including Arts from the Heart, where adults can play like kids with gallery games, while also enjoying food, adult beverages, and giving back.



### **POSITIVE RESULTS DOWNTOWN SAGINAW**

Positive Results Downtown Saginaw, formerly known as "PRIDE," was formed in 1975 with the purpose and mission of promoting and beautifying Downtown Saginaw. Composed of volunteers, annual events are hosted to bring light to the wonders of Saginaw. These annual events include the Memorial Day Parade, Annual Christmas Parade, Holidays in the Heart of the City, and Friday Night Live concerts. The volunteers of Positive Results Downtown Saginaw received the Community Service Award from the Michigan Recreation Parks Association in 2016. This was awarded to them for their outstanding support of public recreation programs in the community.



### **RIVERSIDE SAGINAW FILM FESTIVAL**

The Riverside Saginaw Film Festival (RSFF) was established in 2007 as a grass-roots effort to bring interesting, entertaining and thought-provoking contemporary movies to the Saginaw area. Other goals include providing an economic boost to the area, supporting local venues and other non-profit groups and showcasing emerging filmmakers. The 13<sup>th</sup> annual Riverside Saginaw Film Festival is to be hosted in landmark areas in the City of Saginaw. These locations include the Temple Theatre, Castle Museum, Pit & Balcony Community Theatre, and Hoyt Library. The Riverside Film Festival is designed to celebrate, explore, and screen great movies in hopes of adding to the cultural life of the City of Saginaw and beyond.



### **SAGINAW ARTS & ENRICHMENT COMMISSION**

The Saginaw Arts & Enrichment Commission promotes the arts by developing and emphasizing organization and activities that enhance the economic vitality and quality of life in Saginaw. Its mission is to support and champion arts and culture in our community. Some activities hosted by the Saginaw Arts & Enrichment Commission include student art showcases, Saginaw Cultural Events Roundtable, and the Hollyday Fair. The Commission is proud to host and organize numerous art exhibitions, special events, and to serve as the Region 5 re-granting agency for the Michigan Council for Arts and Cultural Affairs.





### **SAGINAW BAY SYMPHONY ORCHESTRA**

The Saginaw Bay Symphony Orchestra was created in 1935, and since then has brought the Great Lakes Bay Region together to experience great classical music. The Orchestra is now in its 84<sup>th</sup> performing season. The mission of the Saginaw Bay Symphony Orchestra is to advance the appreciation of orchestral music to a diverse audience through high quality performances and innovative educational programs. The Saginaw Bay Symphony Orchestra features members from all across Michigan, and provides a wide variety of chamber, pops, educational and historical concerts, plus opera, ballet, and modern dance.



### **SAGINAW CHORAL SOCIETY**

The Saginaw Choral Society consists of 85 volunteer singers including members from all walks of life representing counties throughout the Great Lakes Bay region. These volunteers rehearse Monday evenings from September through May at St. John's Episcopal Church in Saginaw. Concerts are held in the magnificent Temple Theatre in Saginaw as well as in smaller venues in the region: First United Methodist Church, First Presbyterian Church, St. Mary's Cathedral, and the Castle Museum. Over its long history, the award-winning Saginaw Choral Society has performed with nationally renowned artists, including the Boys Choir of Harlem, jazz great Dave Brubeck and popular favorites Doc Severinson, Judy Collins, Michael Feinstein, The Canadian Brass, as well as countless local artists and professional musicians.



### **SAGINAW EDDY CONCERT BAND**

Considered to be a gem of Saginaw, The Saginaw Eddy Concert Band is composed of an exciting and entertaining group of talented musicians that gather each summer to provide free concerts to the Saginaw Community. The band has been performing since 1927 with the original mission to perform for civic events at parades. Today, the Saginaw Eddy Concert Band is recognized as one of the region's finest concert bands and is a proud part of the City of Saginaw. 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. Through their summer concerts and special Holiday performances, the Band continues to provide entertainment, edification, and enchantment to Saginaw.



### **SAGINAW SPIRIT**

Saginaw is home to the Saginaw Spirit Hockey Club, which is a member of the Ontario Hockey League. The Spirit's season runs from September through March each year, and games are hosted at the Dow Event Center. With its extensive promotions to the Mid-Michigan area, the Saginaw Spirit has one of the highest attendance rates in the Ontario Hockey League. In 2019, the Saginaw Spirit gained the title of West Division champs and had three of their players drafted to the National Hockey League. This marks the 10th player to be drafted into the National Hockey League from the Saginaw Spirit, with countless others being drafted into other professional leagues.



## CITY DEVELOPMENTS



### MICHIGAN CARDIOVASCULAR INSTITUTE

Saginaw features 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.



### MAJOR HOSPITALS

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. In 2018, Covenant Healthcare opened the Hybrid Operating Room. This new robotic technology is the first of its kind in the Great Lakes Bay Region, second in Michigan, and it's changing the way surgeons view the human body.



### CMU MEDICAL EDUCATION PARTNERS

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.



### CMU HEALTHCARE

CMU Healthcare, previously known as 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. Its annual new operating revenue is \$26 million, employing nearly 200 employees, 120 faculty, physicians and residents, while serving approximately 10,000 area residents.

### **BANCROFT LUXURY APARTMENTS**



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. 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.

### **RIVERVIEW BROWNSTONE ON HAMILTON**



Sandwiched between North Hamilton and the riverfront near Old Town, the Riverview Brownstone condominiums have made their appearance in Saginaw. With a view to the natural beauty of Saginaw, the all new Riverview Brownstones condominiums welcome individuals who appreciate urban momentum within a community that is rich with history, energy and vision. Riverview Brownstones is offered by Shaheen Development, a family-owned company that is passionate about community-based real estate development.

### **DOWNTOWN SAGINAW FARMERS' MARKET**



The Downtown Saginaw Farmers' Market is located under the blue, yellow, and white pavilions on S. Washington Avenue for all citizens of Saginaw to enjoy throughout the summer months and into the Harvest Days of Fall. The market hosts more than fifty 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.

### **SVRC MARKETPLACE**



The SVRC Marketplace has recently celebrated its one year anniversary. SVRC Industries, in partnership with the Downtown Saginaw Farmers' Market, the City of Saginaw, and the Saginaw DDA, developed the iconic former Saginaw News building into a 100,000 square foot mixed-use facility featuring an indoor/outdoor farmers' market, mini retail businesses, business-incubators, Children's Trauma Assessment Center, cooler rental space, offices and retail spaces. The SVRC Marketplace is a sustainable project that builds on SVRC's core-mission of creating employment opportunities and community access by offering healthy food options, integrated jobs, supportive services, and vibrant gathering spaces in a single downtown development.

**SAGINAW VALLEY STATE UNIVERSITY (SVSU):**



Saginaw Valley State University also referred to as SVSU, SV, and Saginaw Valley, is the youngest of Michigan’s fifteen public colleges and universities. In November 1963, Saginaw Valley College was chartered as a private college, and it was not until 1987 that Saginaw Valley State College was reclassified as Saginaw Valley State University. Throughout this reclassification period, SVSU’s academic excellence was recognized through multiple accreditations including accreditation at the master’s degree level. Furthermore, other programs like business, chemistry, education, electrical engineering, mechanical engineering, nursing, occupational therapy, education, etc. were also awarded special accreditation.



Now offering over 100 academic programs at the undergraduate and graduate level, SVSU maintains a student population of 8,500, including both domestic and international students. Saginaw Valley is divided into five separate colleges: Arts and Behavioral Sciences, Science and Engineering, Business, Education, and Health and Human Services. These colleges are home to over 90 undergraduate programs of study that SVSU offers. There are also 15 graduate programs currently offered at SVSU, with one being a doctoral program. Saginaw Valley State University Alumni have taken their education across the globe and workforce. High ranking positions like Vice President of the Michigan Economic Development Corporation, Superintendent of Frankenmuth Schools, and CEO of CMU Healthcare, are held by SVSU Alumni.



Also recognized for their athletics, SVSU is ranked as a NCAA Division II school, which fields 19 varsity teams such as football, basketball, swim & dive, and volleyball. These varsity teams have played competitively in the NCAA Division II region, and yield a wide array of fans to support at each game. In addition to varsity athletics, SVSU also offers 26 club sports teams and a variety of intermural teams.



In 2017 SVSU received a \$12 million dollar renovation to their Zahnow Library, with funding coming from private donations as well as existing funds appropriated to campus construction and renovation. The library now features more flexible study spaces, group study rooms, new furniture, and increased support services within the facility. These updates have provided the library with a more modern aesthetic, which help maintain the library as the heart of teaching and learning at SVSU. Furthermore, SVSU’s College of Business & Management is in the midst of building a 40,000 square foot building addition to the home the College of Business & Management.



## DELTA COLLEGE:



Delta College is a community college 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. Research shows that 1 in 8 people in our community age 17-70 have taken a class at Delta College.

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 now the Downtown Saginaw Center – to better serve each community.



After more than ten years in the making, Delta College's satellite campus in downtown Saginaw is complete. In August 2019, classes began at the Downtown Saginaw Center with 657 students registered for the fall semester. The \$12.7 million, 35,000-square-foot facility located at 319 East Genesee will be a great asset to the community by creating access to education, giving people a reason to come downtown, and creating a positive image for the City of Saginaw. The Center features state-of-the-art technology, special use training rooms, a science lab and full access to all student services.



**MIDLAND, BAY, SAGINAW (MBS) INTERNATIONAL AIRPORT:**



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.

**SAGINAW TRANSIT AUTHORITY REGIONAL SERVICES (STARS):**



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.





**2019 CERTIFIED REDEVELOPMENT READY COMMUNITY**

The Redevelopment Ready Communities® (RRC) Program is a state-wide certification program that supports communities to become development ready and competitive in today’s economy. It encourages communities to adopt innovative redevelopment strategies and efficient processes which build confidence among businesses and developers. Through the RRC program, local municipalities receive assistance in establishing a solid foundation for development to occur in their communities – making them more attractive for investments that create places where people want to live, work and play.

**JULY 1ST, 2018 – JUNE 30TH, 2019 DISTINGUISHED BUDGET AWARD:**



For the eleventh 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 1ST, 2018 – JUNE 30TH, 2019 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, 2019. This is the eleventh 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.



**2017 TOP PERFORMING ENTREPRENEURIAL COMMUNITY:**

An annual eCities study was conducted by iLabs, University of Michigan-Dearborn’s Center for Innovation Research, and its findings identified Saginaw’s strategies employed to foster entrepreneurial growth and economic developed as successful in contributing to Michigan’s growth. This award recognizes the City of Saginaw’s commitment to working with businesses to create jobs and reinvent our city.

## DEVELOPING PROJECTS

PROJECT	COST	Scheduled Completion Date (Fiscal Year)
Williamson Street Reconstruction and Capital Preventative Maintenance & Water Main and Service Replacement - Thayer to Treanor	\$2,353,000	2019
N. Hamilton Street Streetscape - Court to Madison	\$641,000	2019
Sidewalk Repairs Throughout the City (2017)	\$80,000	2019
14 <sup>th</sup> Street Resurfacing - Perkins to Janes (2017 CDBG)	\$368,000	2019
Madison Street Resurfacing - Fayette to Niagara	\$126,000	2019
Mill and Resurface on Malzahn Street – Brockway to Congress	\$139,000	2019
Mill and Resurface on Webber Street – S. Washington (M-13) to RR Tracks East of Sheridan	\$232,000	2019
Mill and Resurface on Webber Street – Bagley to East City Limits	\$277,000	2019
Bay Street Water Main Improvements – W. Genesee to Weiss	\$1,381,000	2019
Center Street Bridge, Court Street Bridge and Johnson Street Bridge over the Saginaw River Deck Drain Extension Repairs and Replacements	\$169,000	2019
Holland Avenue Bridge Over the Saginaw River Deep Overlay	\$103,000	2019
Ojibway Island Improvements	\$443,000	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
Sidewalk Repairs Throughout the City (2018)	\$80,000	2019
ADA Sidewalk Ramps (Webster and Harrison Intersections with Hayes, Monroe and Madison)	\$65,000	2019
W. Holland RR Crossing Improvements	\$25,000	2019
Hardin Street Reconstruction – Court to Bay	\$320,000	2020
Mackinaw Street Reconstruction and Water Main Replacement – Congress to State (M-58)	\$2,400,000	2020



PROJECT	COST	Scheduled Completion Date (Fiscal Year)
Lapeer Ave Reconstruction & Water Main Replacement - 6th Street to 11th (2018 and 2019 CDBG)	\$850,000	2020
Annual Major Street Mill and Resurface (2020) – Wheeler from W. Michigan to Gratiot, E. Remington from Sheridan to Owen, Congress from Bond to Schafer, Fifth Avenue from Norman to Wadsworth	\$500,000	2020
Annual Local Street Mill and Resurface (2020)	\$250,000	2020
E. Remington RR Crossing Improvement	\$50,000	2020
Conversion of Wickes Park Drive to Multi-Use Pathway, Including Lighting	\$770,000	2021
Norman Street Bridge Rehabilitation	\$1,039,000	2021
Niagara Street Reconstruction and Water Service Replacement – RR Tracks to Genesee	\$1,315,000	2021
Baum Street Reconstruction and water main and sewer replacement – Hoyt to Thompson	\$300,000	2022
Mackinaw Street Reconstruction and Water Main Replacement – Alexander to Hamilton	\$3,000,000	2022
Mackinaw Street Reconstruction – Congress to Alexander	\$2,500,000	2023

*Provided by the Public Services Department, Right of Way Division, Office of the City Engineer, 8-3-2018*



## 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
2017	\$231,148.20	998
2018	\$336,276.59	1,143

## 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
2017	163	212	320	223	80
2018	134	389	265	272	83

*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 2018

Rank	Company/Organization	2018 Withholding Amount
1	Covenant Medical Center, Inc.	\$1,849,215.24
2	General Motors LLC	\$640,835.78
3	Ascension Health Ministry/St. Mary's	\$614,338.96
4	Nexteer Auto Corp	\$545,198.61
5	US Government Def Fin	\$523,620.72
6	State of Michigan	\$258,500.02
7	School District City of Saginaw	\$250,782.58
8	Saginaw County	\$210,463.98
9	CMU Medical Education Partners	\$188,924.52
10	City of Saginaw	\$183,795.39
11	Great Lakes Bay Health Partners	\$163,658.18
12	Quality Temporary Services, Inc.	\$160,976.55
13	AT&T Services, Inc.	\$133,844.34
14	Linear Motion LLC	\$105,785.34
15	Advanced Diagnostic Imaging PC	\$104,501.11
16	Saginaw County Community Mental	\$103,143.58
17	Meijer Great Lakes	\$103,055.78
18	United States Postal Service	\$79,209.59
19	Spicer Group, Inc.	\$78,789.02
20	Healthsource Saginaw, Inc.	\$69,887.94
<b>Totals:</b>		<b>\$6,368,527.23</b>

**CITY BUSINESSES ON TAX-ROLL COMPARED TO  
HOUSEHOLDS**  
YEAR ENDING 1999-2019

A comparison of the City of Saginaw's condition	Year Ended 1999	Year Ended 2009	Year Ended 2019
Number of Businesses on City Business Tax-rolls:	1,633	1,674	1,224
Number of Households:	20,886	19,917	16,837

*Source: Information provided by The City of Saginaw's Income Tax 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 2018

Officers by Rank:	2018	2019	Change
Police Chief	1	1	0
Lieutenants	2	2	0
Sergeants	10	10	0
Police Officers	43	46	3
<b>Total Police</b>	<b>56</b>	<b>59</b>	<b>3</b>
Crimes by Type:	2016	2017	% Change
Homicide	11	16	45.45%
Criminal Sexual Conduct	71	80	12.67%
Robbery	68	69	1.47%
Felonious Assault	477	466	(-2.31%)
Burglary	320	337	5.31%
Larceny	515	441	(-14.37%)
Motor Vehicle Theft	55	70	2.73%
Arson	29	20	(-31.03%)
<b>Total Crimes by Type:</b>	<b>1,546</b>	<b>1,499</b>	<b>(-3.04%)</b>
<i>Note: All positions listed for Community Public Safety Police and Fire are sworn in positions only.</i> Source: (1) CPS Fire & Police Complement information retrieved from the City of Saginaw's 2018 and 2019 Personnel Complements (2) Police crimes by type information retrieved from Community Public Safety Police, State of Michigan Index Crime report (3) CPS Police calls by situation information retrieved from City of Saginaw's Community Public Safety Police			



## 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 2018

Personnel by Rank:	2018	2019	Change
Fire Chief	1	1	0
Battalion Chiefs	3	3	0
Fire Captains	3	3	0
Lieutenants	10	7	(-3)
Fire Marshall	1	1	0
Fire Engineer	13	10	(-3)
Fire Training & Safety Officer	1	1	0
Firefighters	19	12	(-7)
<b>Total</b>	<b>51</b>	<b>38</b>	<b>(-13)</b>

*Note: All positions listed for CPS- Police & Fire are sworn in positions only.*

Calls for Service by Situation Found:	2017	2018	% Change
Fire	297	280	(-5.72%)
Rescue	1,265	1,545	22.13%
Hazardous Condition	402	374	(-6.97%)
Service Call	489	1,467	200%
Good Intent	397	331	(-16.62%)
False Call	253	272	7.51%
<b>Total Calls by Situation:</b>	<b>3,103</b>	<b>4,269</b>	<b>37.58%</b>

*Source:*

*(1) Fire & Police Bureau Complement information retrieved from the City of Saginaw’s 2018 and 2019 Personnel Complements*

*(2) Fire department calls by situation information retrieved from City of Saginaw’s Fire Department*



**PRINCIPAL REAL ESTATE TAXPAYERS**  
**TOP 25 TAXPAYERS**  
As of December 31, 2018

Rank	Owner (Taxpayer)	# of Parcels	Real Property		Personal Property		Total
			Ad Valorem	Special Act Rolls	Ad Valorem	Special Act Rolls	
1	Consumers Energy	57	211,199		32,671,300		32,882,499
2	General Motors LLC	11	3,316,127	944,075	900		4,261,102
3	Charter Communications II LP HCII 1015 S Washington Avenue LLC	1			3,337,100		3,337,100
4	Hausbeck Pickle Company	2	2,904,996				2,904,996
5	Community Hospital Services	16	1,429,333	399,200	612,700	358,800	2,800,033
6	Equiland LLC	3	708,460		2,075,000		2,783,460
7	Roco Bancroft LLC	3	2,696,400				2,696,400
8	SSP Associates Inc	11	123,500	2,522,545	46,600		2,692,645
9	Menard Inc	11	1,370,630	930,988	61,800		2,363,418
10	Downtown Area Development LLC III	8	1,602,273		741,700		2,343,973
11	B&P Process Equip & Sys LLC	2	1,785,343				1,785,343
12	Meredith Corp	4	340,608		1,424,100		1,764,708
13	CDSF Ltd	3	483,153		1,175,200		1,658,353
14	Applied Partners LLC	5	1,347,989			192,308	1,540,297
15	BBC Saginaw LLC	2	1,483,300				1,483,300
16	Reardon Properties LLC	2	1,414,108		101,600		1,414,108
17	AT&T Services LLC	3	1,261,114		1,143,700		1,362,714
18	Covenant Medical Center Inc	1	991,456	131,633			1,123,089
19	Means Industries	4	693,569		348,700		1,042,269
20	Sprintcom Inc	6			1,015,600		1,015,600
21	Uvalde Inc	85	1,003,697				1,003,697
22	Nurtien Ag Solutions Inc	2	709,525		245,500		955,025
23	MSA Ventures II LLC	11	837,182				837,182
24	Cliff Properties LLC	3	719,185		116,700		835,885
	<b>TOTALS</b>	<b>447</b>	<b>27,433,147</b>	<b>4,928,441</b>	<b>45,118,200</b>	<b>551,108</b>	<b>78,030,896</b>

**Notes:**

*Source: Department of Fiscal Services – Assessing – 2019 Top 40 Taxpayers*

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# CITY OF SAGINAW



## GLOSSARY ABBREVIATIONS AND TERMS

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## GLOSSARY OF ABBREVIATED TERMS

### -A-

AASHTO	American Association of State Highway and Transportation Officials
AFSCME	American Federation of State, County & Municipal Employees
AMR	Automated Meter Reading
ARMS	Automated Record Management System
Asmt.	Assessment
ATPA	Automobile Theft Prevention Authority
Auth.	Authority
Avg.	Average
AWWA	American Water Works Association

### -B-

BP	Building Permit
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### -C-

CAD	Computer-Aided Design
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

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**-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
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**-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

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**-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
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**-R-**

READ	Read Enjoy and Discover
Rev.	Revenue
RLF	Revolving Loan Fund
RSSI	Received Signal Strength Indication
RTBs	Retention Treatment Basins
RV	Recreational Vehicle

**-S-**

SAFER	Staffing for Adequate Fire and Emergency Response
SBC	Southwestern Bell Corporation
SCADA	Supervisory Control and Data Acquisition
SCATT	Saginaw County Auto Theft Team
SCENIC	Saginaw Code Enforcement Neighborhood Improvement Cooperative
SEDC	Saginaw Economic Development Corporation
SEIU	Service Employees International Union
SGTV	Saginaw Government Television
SMMWSC	Saginaw-Midland Municipal Water Supply Corporation
SONAR	Sound Navigation & Ranging
SRF/SRRF	Special Revenue Fund
STARS	Saginaw Transit Authority Regional Services
SVC	Service/Serviced/Servicing
SVSU	Saginaw Valley State University

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**-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

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## 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.

**AMORTIZATION** – The process of allocating the cost of an asset over a period of time. (loan principle, etc.)

**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.

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**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.



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**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, Proprietary (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.

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**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** –

**MAJOR FUND** – A fund whose revenues, expenses, assets, or liabilities are at least 10% of the total of all funds of the same category and 5% of the aggregate of all funds of the same type. Management can also classify a fund as a major fund if they feel it is important. (Ex. Assets are 15% of governmental funds and 8% of all assets combined so it is a major fund.)

**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.

**NON-MAJOR FUND** – Non-major funds do not meet the qualifications to be considered a major fund. Typically non-major funds are one of four categories: special revenue funds, debt service funds, capital project funds, or permanent funds.

**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

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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.

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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.



