

# 2020-2021 APPROVED BUDGET



THIS IS **SAGINAW**  
**WE BUILD**  
**RESILIENCE**



# CITY OF SAGINAW MICHIGAN

Honorable Floyd Kloc  
Mayor



Timothy Morales  
City Manager

Approved by City Council

May 18, 2020

Honorable Brenda F. Moore, Mayor Pro-Tem

Michael D. Balls, Council Member

Annie Boensch, Council Member

Jamie Forbes, Council Member

John Milne, Council Member

Bill J. Ostash, Council Member

Autumn L. Scherzer, Council Member

Reginald Williams II, Council Member

## 2020-2021 APPROVED BUDGET

# CITY OF SAGINAW MICHIGAN

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Administrative Support Clerk

**2020-2021 APPROVED BUDGET**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Saginaw**

**Michigan**

For the Fiscal Year Beginning

**July 1, 2019**

*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, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan, and a communication device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and will be submitting it to GFOA to determine its eligibility for another award.



# Table of Content

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## **Introduction**

City Manager Letter	1
Mission, Vision, and Core Values	13
Elected Officials	14
Management Team	15
Organizational Chart	16
Organizational Structure	17
Policies and Visioning Plan	22
How to Use the Budget Document	29

## **Budget Overview**

Budget and Finance	31
Resource Allocation	36
Financial Org. Chart	40
Summary of Revenues	42
Summary of Expenditures	48
Department Function Chart	56
Long-Range Financial Planning	57
Expenditure by Category	58
Summary of FTE Positions	60
Unassigned Fund Balance	62

## **General Fund**

### **General Fund Revenues**

General Fund Revenue Resource Allocation	64
Schedule of Ad-Valorem Taxable Value	65
General Fund Revenue Summary	66
Revenue Analysis Summary	70
Revenue Analysis Detail	71
General Fund Expenditures	76
General Fund Revenues and Expenditures	77
General Fund Appropriation	78

### **General Fund Departments**

General Government	80
Department of Fiscal Services	92
Community Public Safety – Police	101
Community Public Safety – Fire	113
Neighborhood Services and Inspections	122
Department of Public Services	129
Other General Fund	144

## *Table of Content*

---

### **Special Revenue Funds**

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

Major Streets Fund	145
Local Streets Fund	162

#### **Rubbish Collection (SRF)** 171

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

Public Safety Millage Fund	185
Public Safety Grant Funds	191

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

Clean Energy Coalition	211
Andersen Enrichment Center	215
Saginaw Arts & Enrichment Commission	219
TIFA/LDFA/Brownfields	223

#### **TARP Hardest Hit Grant (SRF)** 231

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

Community Development Block Grant (CDBG)	234
CDBG Residential Loans	244
CDBG Block Grant HOME Program	248
CDBG Neighborhood Stabilization Program	252
Saginaw Economic Development Corporation (SEDC) Revolving Loan	255

#### **Unfunded Liabilities (SRF)** 258

#### **Capital Project Fund (SRF)** 260

#### **Celebration Park (SRF)** 263

#### **Debt Service** 266

#### **Enterprise Funds**

Boat Launch	275
Sewer Operations and Maintenance	278
Water Operations and Maintenance	297

## *Table of Content*

---

### **Internal Service Funds**

Public Works Building	316
Technical Services – GIS	321
Technical Services – IS	327
Radio Operations	332
Motor Pool Operations	337
Self-Insurance	343
Workers Compensation	348

### **Fiduciary Funds**

Unfunded Liabilities	354
Forest Lawn Cemetery	357
Oakwood Cemetery	360
Police and Fire Pension	363

### **Capital Improvement Plan**

367

### **Performance Management & Accountability Report**

393

### **Community Profile**

401

### **Statistical Section**

422

### **Glossary**

427



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

April 27, 2020

Honorable Mayor and City Council:

In accordance with Section 43 of the Charter of the City of Saginaw and M.C.L.A. 141.421 et. seq, the Uniform Budgeting and Accounting Act, I am pleased to present for your consideration the following approved budget for Fiscal Year 2020-2021. 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 2020-2021 Approved Budget will require diligent review and monitoring throughout the fiscal year.

### **Millage Rates**

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

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

*What does this mean for the average homeowner?*

- Average Home Market Value in the City of Saginaw **\$36,208**
- Average taxable value in the City of Saginaw is **\$17,174**, resulting in **\$71 monthly taxes**

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.

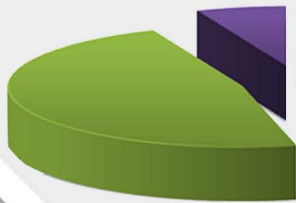
For a more in depth discussion of the budget, please refer to the “Budget Overview” section of the budget document. The major highlights of the fiscal year 2020-2021 Approved Budget follow below:

# CITY OF SAGINAW, MI

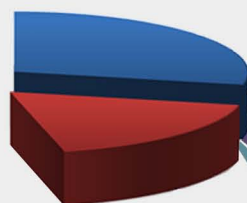
A place to live, work, learn, and play

## 2020/2021 Approved Budget \$124.81 million

2020/2021 Budget by fund type



Resource Allocation



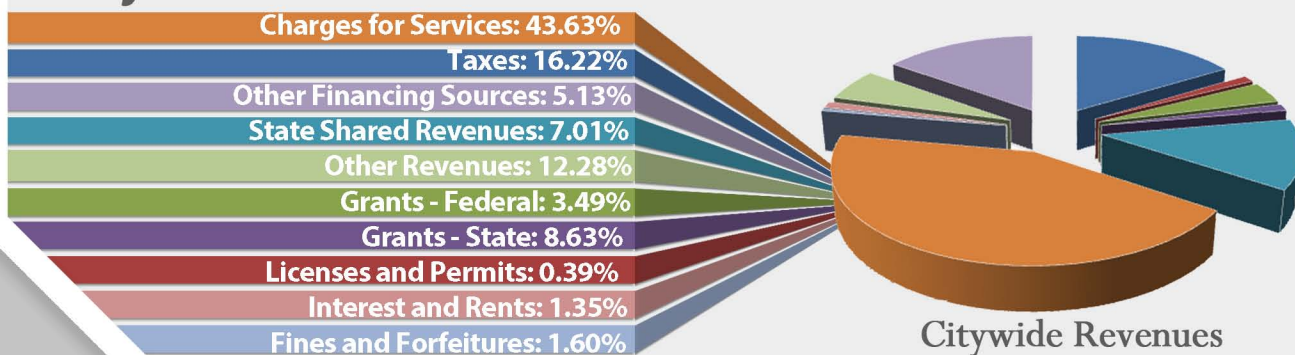
General Fund \$36,273,633: 29.06% of total budget
Special Revenue Funds \$23,580,431: 18.90% of total budget
Enterprise Funds \$57,163,433: 45.80% of total budget
Internal Service Funds \$7,752,672: 6.21% of total budget
Fiduciary Funds \$34,910: 0.03% of total budget

## 2020 City Council Priorities

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



## Citywide Revenues \$124.81 million



Citywide Revenues

**FACT: TAXES WILL FUND 16.22% OF THE CITY'S TOTAL BUDGET FOR FY 2020/2021**



# General Fund Operations

The General Fund is the largest fund of the city and represents 29.06% of the overall budget. This fund consists of the following departments:

General Government \$2.74 million

Fiscal Services \$3.03 million

Community Public Safety - Police \$13.79 million

Community Public Safety - Fire \$8.61 million

Neighborhood Services and Inspections \$1.74 million

General Fund Public Services \$3.75 million

Other General Fund Expenditures \$2.62 million



## Public Safety Activities

Consists of Police, Fire, Inspections  
and Neighborhood Services  
**\$24.14 million**



Neighborhood Services  
and Inspections  
**\$1.74 million**



Community Public  
Safety Police **\$13.79 million**



Community Public Safety  
Fire **\$8.61 million**



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





## **Parks and Facilities Activities**

**are allocated to the General Fund's Department of Public Services. These activities consist of Cemeteries, Parks Ground Maintenance, Weed Abatement, and Facilities - \$2.50 million**

### **Cemeteries**

**The city manages 3 cemeteries:**

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

**Cemeteries - \$850,122**

**Grounds - \$643,908**

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

### **Facilities**

**Facilities - \$926,079**





## Special Revenue Funds

Account for \$23.58 million  
or 18.91% of the citywide budget



## Major\Local Streets

Budgeted at \$9.68 million (combined)

Road Maintenance 27.67%

Snow Removal 10.11%



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

## Road Construction/Maintenance

Budgeted at \$9.68 million (combined)

Federal and State Resources \$9.62 million

City Portion \$55,650



## 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**

**\$4.54 million**

**Household Unit Fee \$220**

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

## **Community Development Block Grant**

**\$4.57 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**

**\$3.58 million**

**Public Safety Millage \$2.83 million**

**Other Public Safety Funds \$750,647**





## Arts and Culture

\$286,844

Andersen Center

Arts and Enrichment Commission



## Downtown Development Authority (DDA)

There are two tax increment financing components to the DDA

Total Budget \$151,270



**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 \$114,447, 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

- \$24.58 MILLION
- USER FEES REPRESENTS 88.59% OF TOTAL REVENUES

## Water Operations and Maintenance Fund

- \$32.56 MILLION
- USER FEES REPRESENTS 65.61% 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

**\$7.75 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 - \$169.66 million**

**Amount Budgeted for Unfunded Liabilities - \$15.35 million**

**Unfunded Liabilities as a Percent of Budget - 12.30%**

**Current OPEB Liabilities - \$282 million**

**Amount Budgeted for OPEB Liabilities - \$250,000**



## 2020/2021 Budget Message.....

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:

- *COVID – 19 Pandemic* – One of the largest variables that will affect the FY 2021 Budget is the COVID – 19 pandemic that has affected the global, nation, state, and our local economy. The total economic effect of this virus is unknown at this time. The city will have to closely monitor spending due to a reduction in revenues and unforeseen costs of COVID related expenses. The lack of revenues will have a significant impact on the city and local businesses. This impact may drive budgetary decisions going forward. However, city administration expects some relief through reimbursements from federal and state government for incurred expenditures as well as our active pursuit of other resources that may be available to us.
- *Water and Sewer – Lead and Copper Galvanized Line Replacement* – the FY 2021 approved 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. This budget continues to address funding of these unfunded liabilities – both retiree healthcare and pension obligations. The FY 2021 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 maintain the financial health and help build our city for the future and to develop it into what we believe it can be going forward. As the city moves through these unprecedented times surrounding the COVID – 19 pandemic, there are many changes that will occur. But we are confident that the city can navigate through this challenge. As you know, city administration has worked diligently over the last 10 years to build stability to its financial position. The city has a sustainable and healthy fund balance to see us through this crisis. In addition, we are maximizing our review of all of our resources to ensure our financial health, as we are not clear at this time of the affects to revenues that will only become apparent over time. What we do know is that there needs to be a constant and continuous monitoring and adjustments to the budget and city operations.

City administration continues 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**.

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 cursive script that reads "Timothy Morales". The signature is written in black ink and is positioned above the printed name.

Timothy Morales, City Manager





# City of Saginaw City Council



Annie Boensch



Floyd Kloc  
Mayor



Brenda F. Moore  
Mayor Pro-Tem



Michael D. Balls



Reginald  
Williams II



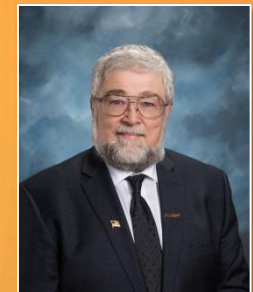
Jamie Forbes



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



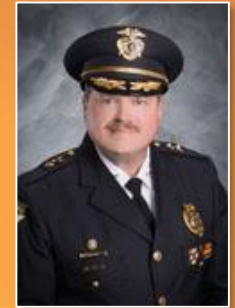
Dennis Jordan  
ACM & Human  
Resources



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



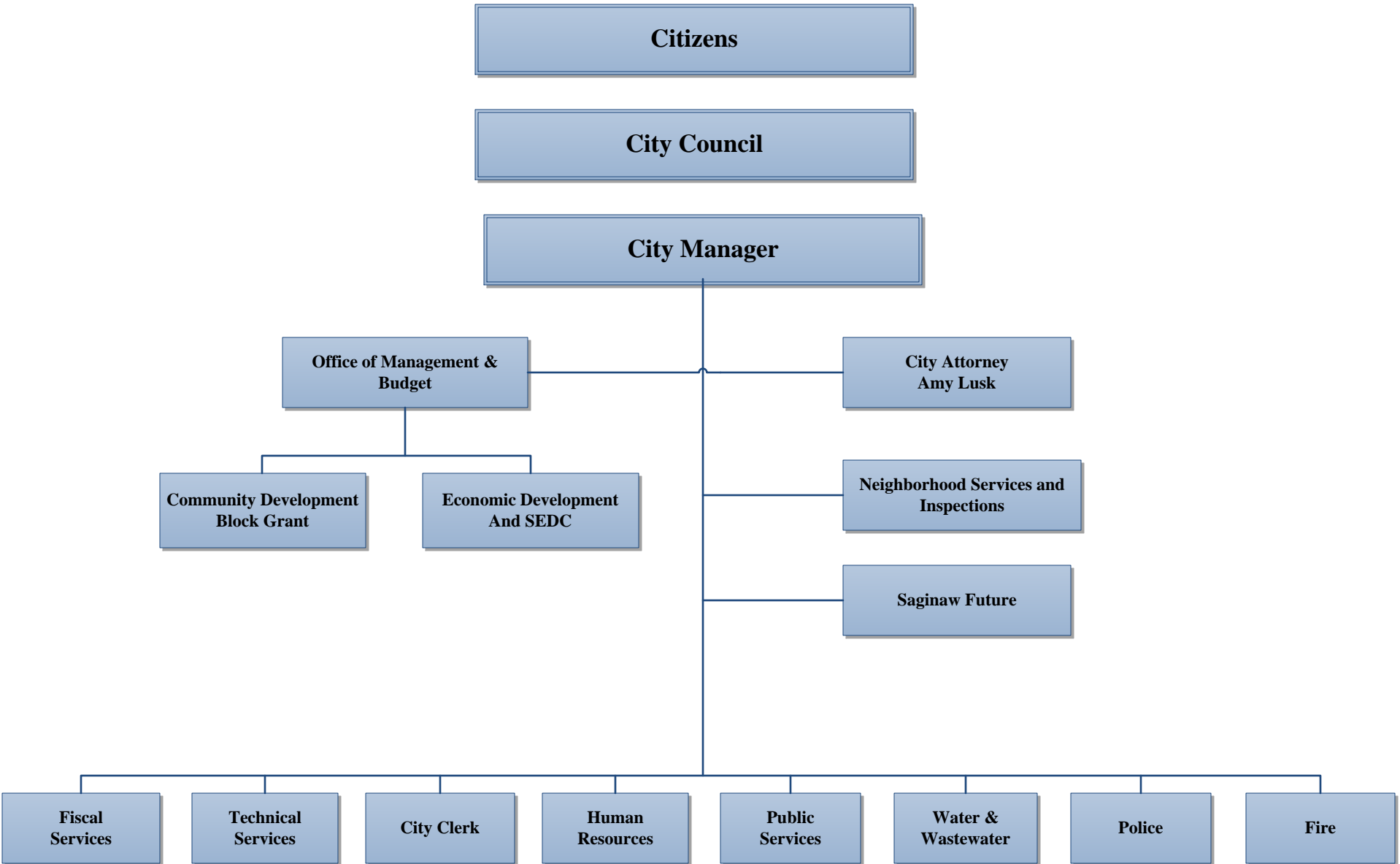
John Stemple  
Neighborhood Services



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 20 Patrol Officers paid through this millage. The Public Safety millage was renewable in FY 2016 and again in March 2020. 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 10 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 a City 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.

#### **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*  
*2020/2021 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.

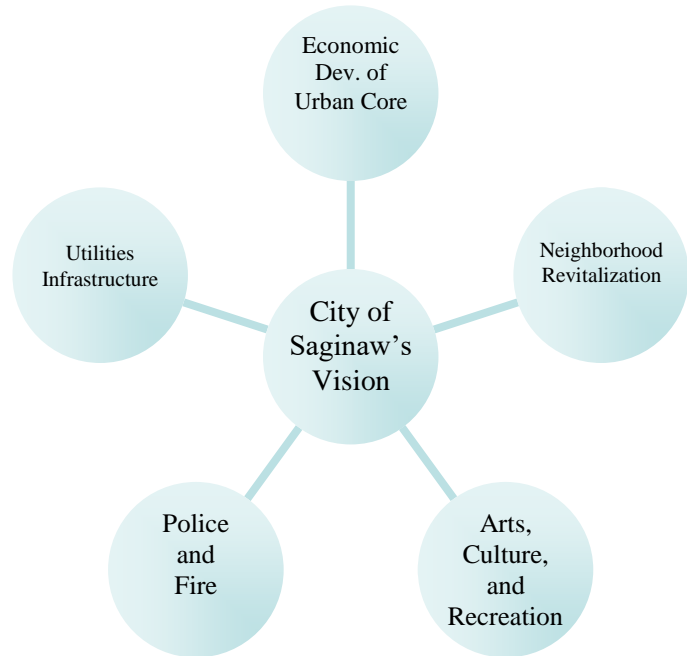
**STRATEGIC PLANNING AND VISIONING STATEMENTS**

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) 2020/2021 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 2020/2021 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 2020/2021 and prior years.

### **Budget Detail**

This section contains information on FY 2020/2021, 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 2017-2019 actual, FY 2020 approved budget, adjusted budget, and year-to-date, and FY 2021 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, the Budget Analyst II, and Budget Analyst I 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, Budget Analyst II, Budget Analyst I 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 2019 Actual Revenues at June 30, 2019

The seven-year average growth rate from 2012 – 2019 multiplied by 2019 actual revenues is used as a projection for the 2020 revenues. By utilizing the average growth rate for an additional year, the 2021 revenues are projected.

**Method 2:** 2020 Actual Revenues at December 31, 2019 / 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 2020 revenues, 2021 revenues are projected. (Please note as more information is provided the revenues are further altered).

**Method 3:** 2020 Actual Revenues at December 31, 2019 / (2019 Actual Revenues at December 31, 2018 / 2019 Actual Revenues at June 30, 2019)

A percent of 2020 revenues are determined from revenues receipts at December 31, 2018. The 2020 revenues at December 31, 2020, are divided by the percentage collected December 31, 2018, to project revenues for 2020. By reviewing revenue trends in conjunction with this method of projections for 2020 revenues, the 2021 revenues are projected.

**Method 4:** Percentage of 2019 Revenue budget collected at June 30, 2019 x 2020 Budget

2020 revenues can be projected by multiplying the percentage of 2019 Budget, which was collected at June 30, 2019, times the 2020 Budget. By reviewing the historical actual to budget ratios, assumptions can be determined to assist in 2021 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, Saginaw Arts and Enrichment Commission, 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. These funds follow the *full accrual basis of accounting*. Budgetary information for these funds is not required in the financial statements. However, 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.

## **Major and Non-major Funds**

A major fund is 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. There are three governmental funds and two enterprise funds that are consider major funds. The General Fund, Major Streets Fund, and Community Development Block Grant Fund are the three major governmental funds and the Sewer Operations and Maintenance Fund and Water Operations and Maintenance Fund are the major two enterprise funds. All other funds are considered non-major funds.

## **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 2020/21:

<b>City of Saginaw – Goals and Objectives</b>	<b>Amount designated from 2021 Approved Budget</b>
Economic Development of Urban Core	\$ 1,029,965
Neighborhood Revitalization	\$ 6,103,330
Arts, Culture, and Recreation	\$ 394,044
Police and Fire	\$25,505,308
Utilities Infrastructure	\$28,681,950

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 \$220 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.

**Police Justice Grant Fund:**

This fund accounts for grant funds received from the Office for Civil Rights, Office of Justice Program. The purpose of these funds is to develop or enhance law enforcement-based victim service programs in order to better support victims throughout the criminal justice process by connecting them with community-based direct victim services program to more quickly and effectively help them.

**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:**

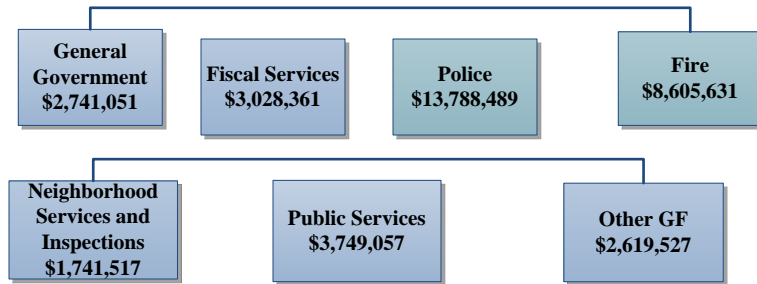
Forest Lawn Cemetery and the Oakwood Cemetery Funds are considered to be a Fiduciary Fund for the City of Saginaw. These funds are used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city's program. In accordance 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.

# CITY OF SAGINAW - FINANCIAL ORGANIZATIONAL CHART

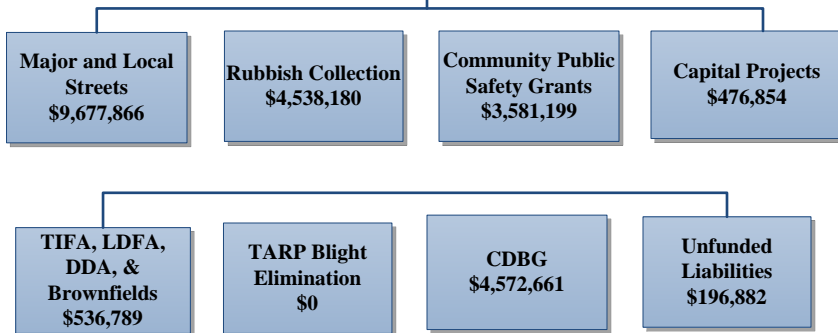
## 2020/2021 APPROVED BUDGET

**Total City Budget  
Approved FY 2021  
\$124,805,079**

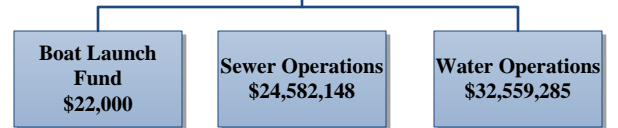
**General Fund  
\$36,273,633**



**Special Revenue Funds  
\$23,580,431**



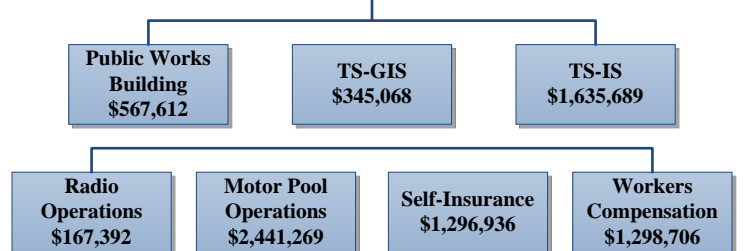
**Enterprise Funds  
\$57,163,433**



**Fiduciary Funds  
\$34,910**

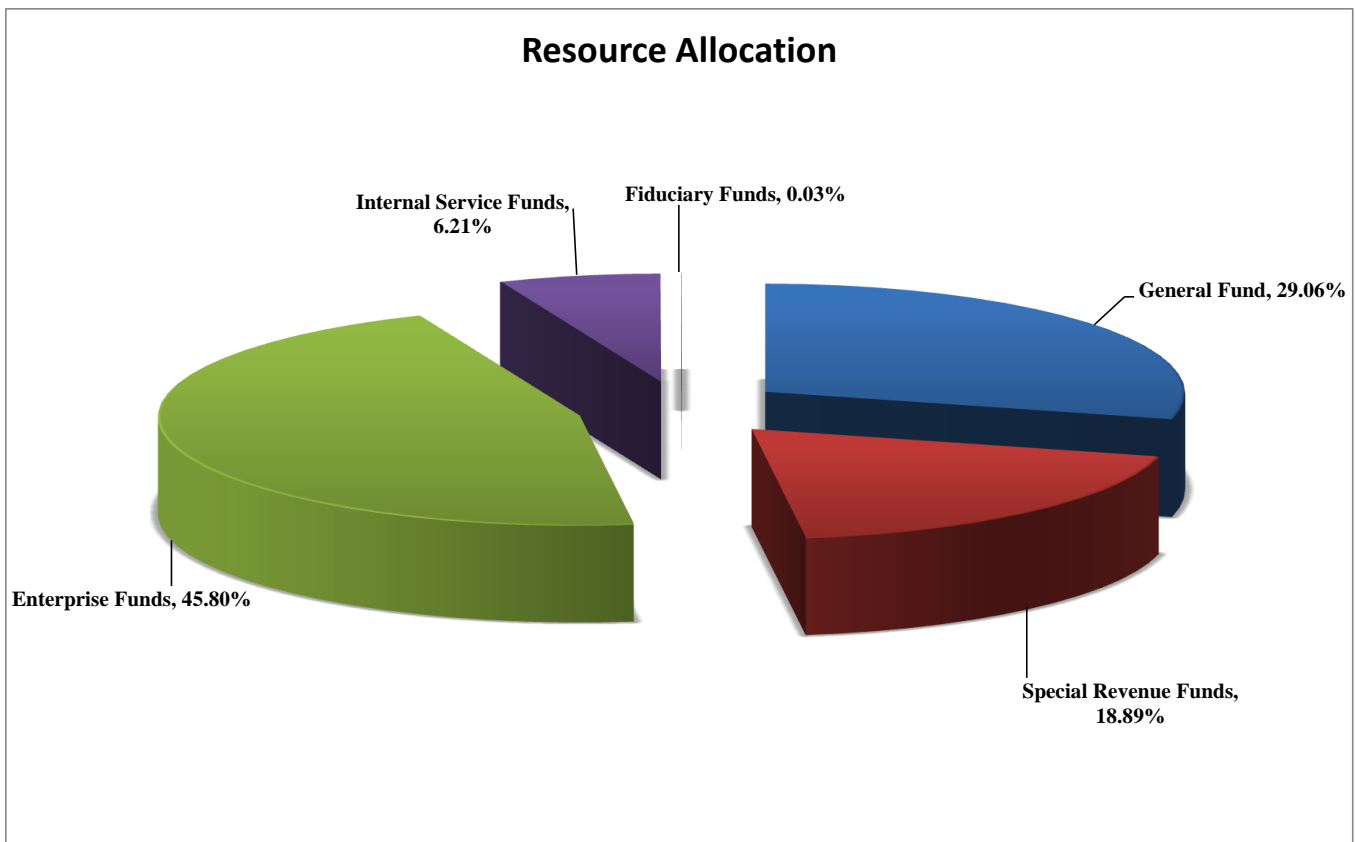


**Internal Service Funds  
\$7,752,672**



**RESOURCE ALLOCATION  
2020/2021 APPROVED BUDGET**

<u>RESOURCES</u>		<u>APPROPRIATION</u>	
GENERAL FUND	\$ 36,273,633	GENERAL FUND	\$ 36,273,633
SPECIAL REVENUE FUNDS	23,580,431	SPECIAL REVENUE FUNDS	23,580,431
ENTERPRISE FUNDS	57,163,433	ENTERPRISE FUNDS	57,163,433
INTERNAL SERVICE FUNDS	7,752,672	INTERNAL SERVICE FUNDS	7,752,672
FIDUCIARY FUNDS	34,910	FIDUCIARY FUNDS	34,910
<b>TOTAL RESOURCES</b>	<b><u>\$ 124,805,079</u></b>	<b>TOTAL APPROPRIATION</b>	<b><u>\$ 124,805,079</u></b>





## SUMMARY OF REVENUES

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### GENERAL FUND

The total General Fund revenues for FY 2021 are projected to be \$36,273,633, which represents an increase of \$1,260,422, or 3.60% from the 2020 approved budgeted levels.

**Property Taxes:** the total property taxes category is \$3,638,045 which is a 77,016, or 2.16% increase from the previous fiscal year. This increase is primarily attributable to an increase in the ad-valorem taxable value of real and personal property.

**City Income Taxes:** The City of Saginaw receives approximately 38.03% of its General Fund revenue from local income tax. For the 2020/2021 budget, revenue from income taxes will remain the same as the previous fiscal year. Due to the current COVID-19 pandemic, these revenues have been projected to remain the same.

**State Revenue Sharing:** The City of Saginaw receives approximately 24.11% of its General Fund revenue from state revenue sharing. The FY 2020/2021 Approved Budget for State Shared Revenues increase .97% or \$84,384. This increase is realized a slight increase to the Liquor Licenses and the recognition of the funds from Department of Treasury for the City's Master Plan.

**Grants:** For FY 2021, the City budgeted \$1,897,884 for grant funding related to police overtime, the Local Community Stabilization funding, and Medicare Part D reimbursement. This is a 47.21% increase from the 2020 approved budget levels. In FY 2021, the City continues to receive State Fire Protection funding. There is a slight increase to Reimbursement/Medicare. Also, in FY 2021, 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, and Fees:** The City will receive \$2,119,102 for licenses, permits, and fees for FY 2021. This represents an increase of \$82,800 over the approved 2020 revenue. This category includes business licenses, building permits, and cable television franchise fees. This increase is realized in the following revenues – Vacant Housing Registration \$3,000, Non-Owner Occupied Registration Fees \$70,000, and Inspection Fees \$5,000.

**Charge for Services:** The total Charges for Services for FY 2021 is \$1,096,922. Charges for Services include cemetery charges, Public Act 425, and police and fire services. Future State of Michigan Public Act 425 agreements and corresponding service agreements are negotiated with other communities as they increase business and residential development. These agreements provide additional revenue to the General Fund. For FY 2021, this revenue source will increase 16.39%. This is due to increases in – cemeteries revenue due to the approved rate change, the Birch Park overtime detail, and fire training services.

**Fines and Forfeitures:** The revenue in this category includes ordinance fines, parking receipts, parking lot receipts, parking violations, and transfer affidavit fees. The revenue increases from the 2020 approved revenue by \$99,100. This increase is directly related to the city pursuing the delinquent parking tickets that is owed to the city.

**Interest and Rents:** Interest revenue increases by 1.90 % from the 2020 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 2021, a total of \$2,659,583 is budgeted for the indirect cost allocation plan. The category of reimbursement equates to \$3,422,122, which is \$162,513, or 4.99% higher than FY 2020. This increase is primarily associated to the increases in the indirect cost allocation to the General Fund based on prior year actual costs.

**Other Revenues:** This category decreases \$52,267 or 14.59% from 2020 budgeted levels. Total revenues are \$305,850. This includes miscellaneous revenues related to police department services, donations, and the sale of assets. This reduction is directly related to no longer recognizing the loan proceeds for then installment contract in the previous fiscal year.

**Fund Balance and Transfers:** The 2020/2021 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 \$23,580,431, for the FY 2021 Approved Budget. This represents a \$749,855 or 3.28% increase from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

### **Major and Local Streets**

The Major Streets Fund's revenues are \$7,620,718, which is a decrease of a net \$73,394, or 0.95% from the FY 2020 approved budgeted levels. This is due to a decrease in use of fund equity for FY 2021. The Local Streets Fund revenues increase by \$77,430 or 3.91% due to an increase in State Revenue Sharing and use of Fund Equity.

### **Public Safety Fund**

For FY 2020/2021, the Public Safety Fund is \$2,830,552. This is an increase of \$37,543 from the previous fiscal year's budget. The increase is in projected real property tax revenues.

### **Rubbish Collection Fund**

The 2021 Budget for the Rubbish Collection Fund is \$4,538,180, which is an increase of \$295,680 from the FY 2020 approved budgeted levels. This increase is largely due to increased use of fund equity and a \$10 increase to the household rubbish fee from \$210 to \$220 per household unit which 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.

### **Arts and Enrichment Commission Fund**

The total Arts and Enrichment Commission Fund is \$198,265 for FY 2021. This is a \$6,915 or 3.61% increase from the previous fiscal year. This increase is due to allocation of grant funds for the commission.

### **Brownfield Authority**

For the 2021 budget, revenues in the Brownfield Redevelopment Authority Fund are \$58,675. This represents a \$5,769 increase from the previous fiscal year. This is attributed to an increase in the tax capture for district 19 (Case Block Project) and 20 (Staples Building aka Michigan Photo).

### **Downtown Development Authority 2011**

The Downtown Development Authority 2011 (DDA 2011) The FY 2021 DDA 2011 Fund revenues are \$151,270. This is a \$29,027 or 16.10% reduction from the previous fiscal year. This reduction is due to no longer capturing on OPRAs and land bank properties, a slight decrease in Community Development Block Grant Funds, and a lessor appropriation of fund equity.

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

The Saginaw County Treatment and Prevention Fund increases \$6,594 or 3.28% for FY 2021. This increase is due to a slight increase in the amount projected to receive the Saginaw County Health Department as well as an increase in the amount transferred from the General Fund.

### **Police ELERV Grant Fund**

The Police ELERV Grant Fund is projected to be \$0 for FY 2021. This is largely due to the completion of the grant in September 2019.

### **Police Justice Grant Fund**

The Police Justice Grant Fund, newly created in FY 2020, will be \$462,236. The City received funds from the Office for Civil Rights, Office of Justice Programs, U.S. Department of Justice. This grant will allocate \$370,236 for the Justice Technology Grant and \$92,000 for the Justice Victims Service Grant.

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

The Community Development Block Grant Fund is \$2,456,880 for FY 2021. This represents a \$62,580 decrease from the previous fiscal year. The decrease in revenues is primarily due to the carryover of funds from FY 2019 into FY 2020 that are not included in FY 2021.

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

The FY 2020 SEDC Revolving Loan fund revenues are \$634,000 which is an increase of \$132,500 from the 2020 approved budgeted levels. This increase is due to an increase the amount projected to be received from loan proceeds as well as increased use of fund balance.

### **Unfunded Liabilities Fund**

The Unfunded Liabilities Fund will be \$196,882 for FY 2021. This is a \$72,000 reduction in the amount that will be allocated to the OPEB obligation. This reduction is due to a decrease in the General Fund's allocation to this fund.

## **ENTERPRISE FUNDS**

The total Enterprise Funds' revenues are \$57,163,433, for the FY 2021 Approved Budget. This represents a \$2,268,533 or 4.13% increase from the previous fiscal year's budgeted levels. Listed below is a discussion on major variances within this fund type:

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

For FY 2020/2021 the budget for Sewer Operations and Maintenance Fund is projected to be \$24,582,148. This represents a \$961,403, or 3.76% reduction from the previous fiscal year. This reduction is directly attributable to a lower appropriation of retained earnings.

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

The FY 2021 Water Operations and Maintenance Fund will be \$32,559,285. This is an increase of \$3,229,936, or 11.01% from the previous fiscal year. This increase is primarily associated to a \$3.4

million increase to the Bond Proceeds account for the various planned projects. This increase will be slightly offset by a reduction in the Service Line Maintenance for the lead and galvanized line project.

## **INTERNAL SERVICE FUNDS**

The total Internal Service Funds' revenues are \$7,752,672, for the 2021 Approved Budget. This represents a \$279,923 or 3.75% increase from FY 2020. Listed below is a discussion on major variances within this fund type:

### **Public Works Building Fund**

The Public Works Building Fund increases by \$65,141 for FY 2021. This is due to an increase in contributions from other funds to pay for capital projects the building needs.

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

The Technical Services – Geographical Information Systems fund's revenues for FY 2021 are \$345,068, this is an increase of \$34,626, or 11.2%, from the previous fiscal year. An increase in charges to user departments is responsible for this as the fund has higher costs than the previous year.

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

The Technical Services – Information Services revenues for FY 2021 are \$1,635,689. This is an increase of \$104,627 and is due to an increase in charges for services.

### **Self-Insurance Fund**

The Self-Insurance Fund Revenues are budgeted at \$1,266,936 for FY 2021. This represents an increase of \$34,041 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 2021. This is the same amount as the previous year. In FY 2021, only the Cemetery Endowment Funds are recognized in this classification.

Overall, for fiscal year 2021, the City of Saginaw's budgeted revenues are \$124,805,079, which represents a 3.79% or \$4,558,733

**SUMMARY OF REVENUES  
2020/2021 APPROVED BUDGET**

FUND	2018/2019 APPROVED BUDGET	2019/2020 APPROVED BUDGET	2020/2021 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<b><u>GENERAL FUND</u></b>					
PROPERTY TAX	4,215,567	3,561,029	3,638,045	77,016	2.16%
CITY INCOME TAX	14,119,061	13,795,000	13,795,000	0	0.00%
STATE REVENUE SHARING	8,460,181	8,660,253	8,744,637	84,384	0.97%
GRANTS	1,884,409	1,289,230	1,897,884	608,654	47.21%
LICENSES, PERMITS, & FEES	1,744,154	2,036,302	2,119,102	82,800	4.07%
CHARGES FOR SERVICES & SALES	885,625	942,469	1,096,922	154,453	16.39%
FINES AND FORFEITURES	258,766	323,400	422,500	99,100	30.64%
INTEREST	545,875	602,035	619,004	16,969	2.82%
RENTS	45,229	42,800	69,600	26,800	62.62%
REIMBURSEMENTS	4,486,536	3,259,609	3,422,122	162,513	4.99%
OTHER REVENUES	250,450	358,117	305,850	(52,267)	-14.59%
TRANSFERS	142,967	142,967	142,967	0	0.00%
<b>TOTAL GENERAL FUND</b>	<b>37,038,820</b>	<b>35,013,211</b>	<b>36,273,633</b>	<b>1,260,422</b>	<b>3.40%</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
MAJOR STREETS	6,701,707	7,694,112	7,620,718	(73,394)	-0.95%
LOCAL STREETS	2,114,646	1,979,718	2,057,148	77,430	3.91%
PUBLIC SAFETY FUND	2,848,322	2,793,009	2,830,552	37,543	1.34%
RUBBISH COLLECTION FUND	4,251,470	4,242,500	4,538,180	295,680	6.97%
CLEAN ENERGY COALITION	40,000	40,000	40,000	0	0.00%
ANDERSEN CENTER FUND	87,510	88,020	88,579	559	0.64%
ARTS AND ENRICHMENT COMMISSION	199,952	191,350	198,265	6,915	3.61%
BROWNFIELD AUTHORITY	43,324	52,906	58,675	5,769	10.90%
DOWNTOWN DEVELOPMENT 2011	172,311	180,297	151,270	(29,027)	-16.10%
POLICE TRAINING FUND	14,000	14,000	14,000	0	0.00%
J.A.G. FUND	0	0	0	0	0.00%
DRUG FORFEITURE FUND	66,956	66,956	66,956	0	0.00%
SAGINAW COUNTY TAPS	176,417	200,861	207,455	6,594	3.28%
POLICE ELERV GRANT FUND	25,000	25,000	0	(25,000)	-100.00%
POLICE JUSTICE GRANT FUND	0	0	462,236	462,236	100.00%
COMM. DEV. BLOCK GRANT FUND	2,249,985	2,520,460	2,456,880	(63,580)	-2.52%
CDBG RESIDENTIAL LOANS	599,437	598,849	581,699	(17,150)	-2.86%
BLOCK GRANT HOME PROGRAM FUND	538,082	898,144	900,082	1,938	0.22%
NEIGHBORHOOD STABLIZATION FUND	59,204	0	0	0	0.00%
SEDC REVOLVING LOAN	426,500	501,500	634,000	132,500	26.42%
UNFUNDED LIABILITIES	268,882	268,882	196,882	(72,000)	-26.78%
CAPITAL PROJECT FUND	539,516	474,012	476,854	2,842	0.60%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>21,423,221</b>	<b>22,830,576</b>	<b>23,580,431</b>	<b>749,855</b>	<b>3.28%</b>

**SUMMARY OF REVENUES  
2020/2021 APPROVED BUDGET**

<b>FUND</b>	<b>2018/2019 APPROVED BUDGET</b>	<b>2019/2020 APPROVED BUDGET</b>	<b>2020/2021 APPROVED BUDGET</b>	<b>INCREASE/ (DECREASE)</b>	<b>% CHANGE</b>
<b><u>ENTERPRISE FUNDS</u></b>					
BOAT LAUNCH FUND	38,219	22,000	22,000	0	0.00%
SEWER OPERATIONS & MAINTENANCE	23,803,200	25,543,551	24,582,148	(961,403)	-3.76%
WATER OPERATIONS & MAINTENANCE	33,098,850	29,329,349	32,559,285	3,229,936	11.01%
<b>TOTAL ENTERPRISE FUNDS</b>	<b><u>56,940,269</u></b>	<b><u>54,894,900</u></b>	<b><u>57,163,433</u></b>	<b><u>2,268,533</u></b>	<b><u>4.13%</u></b>
<b><u>INTERNAL SERVICE FUNDS</u></b>					
PUBLIC WORKS BUILDING FUND	553,979	502,471	567,612	65,141	12.96%
TECHNICAL SERVICES - GIS	481,307	310,442	345,068	34,626	11.15%
TECHNICAL SERVICES - IS	1,405,868	1,531,062	1,635,689	104,627	6.83%
RADIO OPERATION FUND	184,696	167,344	167,392	48	0.03%
MOTOR POOL OPERATIONS	2,399,185	2,402,625	2,441,269	38,644	1.61%
SELF-INSURANCE FUND	1,175,982	1,262,895	1,296,936	34,041	2.70%
WORKERS' COMPENSATION FUND	1,299,518	1,295,910	1,298,706	2,796	0.22%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b><u>7,500,535</u></b>	<b><u>7,472,749</u></b>	<b><u>7,752,672</u></b>	<b><u>279,923</u></b>	<b><u>3.75%</u></b>
<b><u>FIDUCIARY FUNDS</u></b>					
FOREST LAWN CEMETERY	29,674	29,674	29,674	0	0.00%
OAKWOOD CEMETERY	5,236	5,236	5,236	0	0.00%
<b>TOTAL FIDUCIARY FUNDS</b>	<b><u>34,910</u></b>	<b><u>34,910</u></b>	<b><u>34,910</u></b>	<b><u>0</u></b>	<b><u>0.00%</u></b>
<b>TOTAL REVENUES</b>	<b><u>122,937,755</u></b>	<b><u>120,246,346</u></b>	<b><u>124,805,079</u></b>	<b><u>4,558,733</u></b>	<b><u>3.79%</u></b>



## SUMMARY OF EXPENDITURES

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### GENERAL FUND

General Fund expenditures increase \$1,260,422, or 3.60%, from the 2020 Budget. The total General Fund Expenditure Budget will be \$36,273,633.

#### Offices of General Government:

The Offices of General Government is expected to be \$2,741,051 for FY 2021. This is a \$145,368 increase from the FY 2020 approved budgeted levels. The largest increase to these offices will be realized in personnel services, in the amount of \$77,829. For FY 2021, a Human Resource Intern will be added to the complement in the Office of Human Resources. In the Office of the City Manager, the Executive Assistant for the City Manager will be reclassified to the Executive Marketing Coordinator and the Administrative Support Clerk will be reclassified to a higher step and ranges. As it relates to Operating Expenses, the appropriation center will increase 11.76%. This is largely due to the addition of marketing services with the newly created Marketing Division, as well as there will be an increase for election services due to the August primary and the November presidential elections.

#### Department of Fiscal Services:

The Department of Fiscal Services increases by \$59,433 from the FY 2020 approved budget. This increase is largely realized in the Operating Expenses for the department. Most of the increase is due to increased information management charges, required training and development for the Assessing Division, and the purchase of new software for the Income Tax Division. This department will also be affected the 2% across the board salary increases as well as the 3% to 5% increase to healthcare benefits.

#### Community Public Safety (CPS):

The total *Community Public Safety (CPS) - Police* expenditures are \$13,788,489 for FY2020/2021. This represents an overall increase of \$1,087,365 from the 2020 budgeted levels. The largest increase will be realized in Personnel Services. For FY 2021, a police officer position will be added to the personnel complement. In addition, this department will realize an \$802,116 increase to the pension obligation, a 3% to 5% increase to active and retiree healthcare benefits, and the addition of an equipment allowance per officer. Furthermore, in FY 2020, the department started to provide overtime detail to Birch Park. For FY 2021, funds have been allocated for this billable overtime detail. There will also be an offsetting revenue source.

The total *Community Public Safety (CPS) - Fire* expenditures are \$8,605,631 for the FY 2021 budget. This represents an increase of \$264,125. This increase is directly related to the increase to Personnel Services. In FY 2021, a firefighter will be added to the personnel complement. In addition, this department will realize a \$38,556 increase to its pension obligation, a 3% to 5% increase to active and retiree healthcare benefits, and the addition of an inspector allowance. Moreover, Capital Outlay will also increase \$20,000 for the repairs and renovation to the fire training facility and training tower. Through this allocation, the city will receive additional donations from other key stakeholders for this project.

#### Department of Neighborhood Services and Inspections:

The Department of Neighborhood Services and Inspections expenditures are \$1,741,517, which is a decrease of \$7,665 from the 2020 approved budgeted levels. Personnel services decrease by \$22,951, due to a reduction in the cost of unfunded pension liability in the Planning and Zoning Division for the Associate Planner position was eliminated in December of 2019. Operating expenses increase by a net \$13,265 from FY 2020. This increase is mostly due to costs added for the update of the City's master plan in the amount of \$89,500. With this addition, the city received funds from Treasury to assist with the various studies that are required. This increase is partially offset by a reduction in motor pool

charges. Capital Outlay for these divisions will be \$33,784 for FY 2021. This is to recognize the various vehicle lease payments. Miscellaneous expenditures are \$9,967 and consist of 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 \$3,749,057 for FY 2021. This represents a decrease of \$183,154. Personnel Services will actually increase 2.31%. This increase is attributable to the addition of the Cemeteries and Grounds Administrator in the Cemeteries division. This increase in personnel services will be offset by a reduction in part time salaries in the Celebration Park division. Operating expenses decrease by \$162,370 or 8.17% from the FY 2020 budgeted levels. This decrease in expenditures is mostly attributed to decreases in construction projects and their accompanying engineering and design costs. The capital outlay included in FY 2021 is for repairing and replacing portions of walls and the roof at the traffic engineering building, amounting to \$10,000. Miscellaneous expenditures are \$18,048 and include principal and interest payments for the purchase of various pieces of equipment.

**Other General Fund:**

The total Other General Fund expenditures are \$2,619,527 for the 2020/2021 budget. This represents a decrease of \$105,050 or 3.86% from the 2020 approved budgeted levels. This reduction is attributable a reduction in the Operating Transfers to Other Funds for the Unfunded Liabilities Fund.

**SPECIAL REVENUE FUNDS**

The total Special Revenue Funds' expenditures are \$23,580,431, for the FY 2021 Budget. This represents a \$749,855 or 3.28% 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 \$7,620,718 for FY 2021. Expenditures decrease by \$73,394, or .95%. Personnel Services increase \$78,953 for FY 2021. This increase is attributable to a 0.05 FTE increase from FY 2020. The City is also budgeting for the normal contractual step and longevity increases as well as increases in benefit costs such as healthcare. Operating Expenses are \$4,467,720 which is an increase of \$152,636 from FY 2020. This increase in operating expenses is caused mostly by a \$275,000 increase in street resurfacing and a \$50,000 increase in street and road materials in routine maintenance, which are offset by a \$139,410 decrease in construction projects for bridges. These big changes along with many small changes result in the \$152,636 increase. Capital Outlay is \$202,050 and includes a 21 inch drum chipper. There are fewer capital purchases planned for FY 2021 which results in a reduction in this area of \$146,217. Miscellaneous Expenditures are \$316,599 in FY 2021, a decrease of \$158,766. This is due to this fund not completing a transfer to the Local Streets fund this year like it did in FY 2020. This reduction is partially offset by the City starting an installment payment of \$160,000 which will be used for capital purchases.

The total Local Streets Fund expenditures are \$2,057,148 for FY 2021. Personnel Services increased by approximately \$23,972 or 2.76%. 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 2021. Operating Expenses are \$1,156,328, which represents an increase of \$53,458 or 4.85% from FY 2020. This is mostly due to an increase in construction projects of \$165,000 and a decrease in street and road materials of \$110,000. There is no Capital Outlay budgeted for FY 2021. There is \$9,347 in the category of Miscellaneous Expenditures to assist with the City's unfunded OPEB liabilities

### **Public Safety Fund**

The Public Safety Fund expenditures will be \$2,830,552 for FY 2021. This represents a \$37,543 increase from FY 2020. This increase in personnel services due to the increase in salary and benefits for the 30 police and fire personnel.

### **Rubbish Collection Fund**

The Rubbish Collection Fund is projected to increase \$295,680 or 6.97% from the previous fiscal year. This increase is largely due to 2% across the board in salaries, a higher payment to Mid-Michigan Waste Authority, as well as a projected installment loan contract for much needed equipment.

### **Arts and Enrichment Commission Fund**

The total Arts and Enrichment Commission Fund is \$198,265 for FY 2021. This is a \$6,915 or 3.61% increase from the previous fiscal year. This increase is due to allocation of grant funds for the commission.

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

The DDA – 2011 Fund will be \$151,270 for FY 2021. This is a \$29,027 reduction. This decrease will be realized in a reduction in the tax increment payments, professional service fees, and construction projects.

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

The Saginaw County Treatment and Prevention Fund increases \$6,594 from the previous fiscal year. This increase is attributable to the additional funds required to pay the salary and benefits for two police officers.

### **Police ELERV Grant Fund**

The Police ELERV Grant Fund is projected to be \$0 for FY 2021. This is largely due to the completion of the grant in September 2019.

### **Police Justice Grant Fund**

The Police Justice Grant Fund, newly created in FY 2020, will be \$462,236. The City received funds from the Office for Civil Rights, Office of Justice Program, U.S. Department of Justice. This grant will allocate \$370,236 for the Justice Technology Grant and \$92,000 for the Justice Victims Service Grant.

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

The Community Development Block Grant Fund is \$2,456,880 for FY 2021. This represents a \$62,580 decrease from the previous fiscal year, which is due to a decrease in 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 \$581,699 for FY 2021. This is a decrease of \$17,150 from the FY 2020 approved budget. This fund sees a decrease in loan disbursements offset by an increase in salaries and benefit costs.

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

The SEDC Revolving Loan Fund is \$634,000 for FY 2021. This represents a \$132,500, or 26.42% increase from the previous fiscal year. This increase is attributable to an increase in loan disbursements.

### **Unfunded Liabilities Fund**

The Unfunded Liabilities Fund will be \$196,882 for FY 2021. This is a \$72,000 reduction in the amount that will be allocated to the OPEB obligation. This reduction is a result of the General Fund ability to provide a subsidy to the fund.

## **ENTERPRISE FUNDS**

The total Enterprise Funds' expenditures are \$57,163,433, for the FY 2021 Budget. This represents a \$2,268,533 or 4.13% reduction from the previous fiscal year's budgeted levels. Listed below is a discussion on major variances within this fund type:

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

The total Sewer Operations and Maintenance Fund is \$24,582,148 for FY 2021. This represents a \$961,403 or 3.76% reduction from the approved FY 2020 budget. This decrease is directly related to a decrease in planned capital purchases as well as a decrease in the principal and interest payments for the combined sewer overflow system. To offset this increase will be increases to personnel services as well as an increase to operating expenditures for planned construction projects for sewer improvement and construction.

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

The Water Operations and Maintenance Fund is \$32,559,285 for FY 2021. This is an increase of \$3,229,936 from the previous fiscal year. Personnel Services will be \$9,434,217 for FY 2021. This is an increase of \$277,723 or 3.03% from the previous fiscal year. This budget is inclusive of a 2% across the board wage increase, and a 3-5% increase to active and retiree healthcare. Operating expenses will increase 13.85% from the previous fiscal year. This increase is due to the following: increase to indirect cost allocation, the addition of marketing costs to assist in the communication of various topics for the operations, a slight increase to information management charges, the inclusion of the SCADA engineering, design, and implementation plan, an increase to street and road materials for the lead and copper project, and increases to the engineering services for the Surplus Division for the multiple planned projects. These increases will be offset by a reduction in the construction projects in the Surplus Division. Capital outlay increases \$722,370 for FY 2021 from the previous fiscal year. This is attributable to increases in the amount of planned capital requested for FY 2021. The category of miscellaneous expenditures increases \$24,406 from 2020 approved budgeted levels. This increase is attributed to an increase in the principal payment for the 2011A Services and 2016 Water Bond.

## **INTERNAL SERVICE FUNDS**

The total Internal Service Funds' expenditures are \$7,752,672, for the FY 2021 Budget. This represents a \$279,923 or 3.75% increase from FY 2020. Listed below is a discussion on major variances within this fund type:

### **Public Works Building Fund**

The total Public Works Building Fund expenditures are \$567,612 for FY 2021. The fund increases by \$65,141 from the FY 2020 approved budgeted levels. This is due to an increase in capital projects to replace overhead doors and a heating unit in the garage.

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

The total TS-GIS Fund expenditures are \$345,068 for FY 2021. This is an increase of \$34,626 from the FY 2020 approved budget. A majority of this increase is due to increased software costs, online programming for lead and copper related GIS projects, and the purchase of GIS equipment.

**Technical Services - Information Services Fund**

The total TS-IS Fund expenditures are \$1,635,689 for FY 2021. This is an increase of \$104,627 from FY 2020 approved budgeted levels. This is due to an increase in personnel services by \$34,205 for contractually obligated pay increases and increased costs for health insurance, as well as an increase in capital outlay of \$67,500 for purchases of computer hardware and replacement of flooring.

**Self-Insurance Fund**

The Self-Insurance Fund Expenditures are budgeted at \$1,296,936 for FY 2021. This represents an increase of \$34,041 from the previous fiscal year. This increase is due to an increase in insurance rates due to the national market.

**FIDUCIARY SERVICE FUNDS**

The total Fiduciary Service Funds' expenditures are \$34,910, for the 2020/2021 Budget. This is the same as the previous fiscal year.

Overall, for fiscal year 2021, the City of Saginaw's budgeted expenditures are \$124,805,079, which represents a 3.79% or \$4,558,733, increase from the approved 2020 budget.

**SUMMARY OF EXPENDITURES  
2020/2021 APPROVED BUDGET**

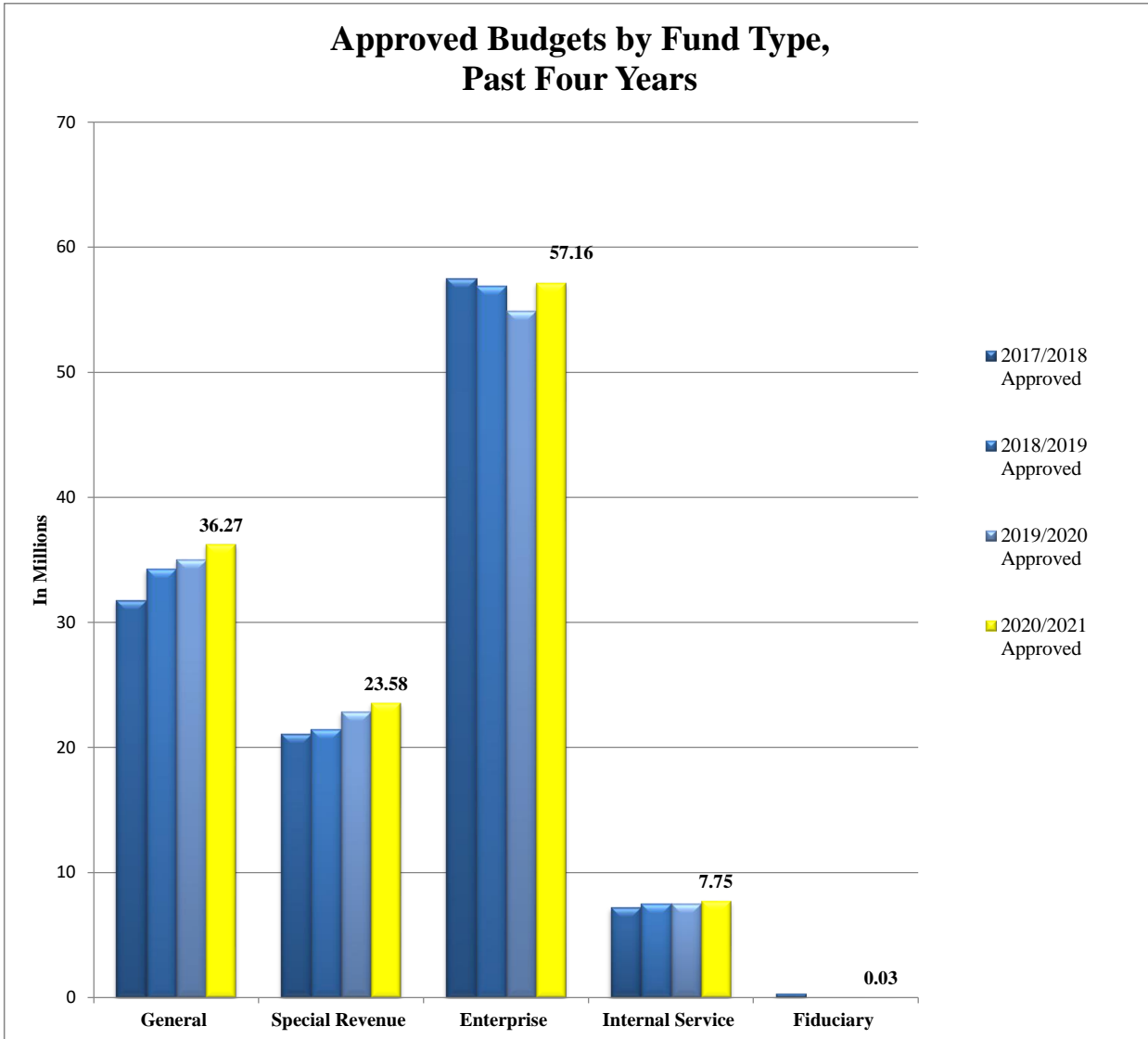
FUND	2018/2019 APPROVED BUDGET	2019/2020 APPROVED BUDGET	2020/2021 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<b><u>GENERAL FUND</u></b>					
GENERAL GOVERNMENT	2,481,179	2,595,683	2,741,051	145,368	5.60%
FISCAL SERVICES	2,925,442	2,968,928	3,028,361	59,433	2.00%
COMMUNITY PUBLIC SAFETY- POLICE	12,084,096	12,701,124	13,788,489	1,087,365	8.56%
COMMUNITY PUBLIC SAFETY - FIRE	8,142,106	8,341,506	8,605,631	264,125	3.17%
NEIGHBORHOOD SERVICES AND INSPECTIONS	1,676,700	1,749,182	1,741,517	(7,665)	-0.44%
PUBLIC SERVICES (GF)	3,902,783	3,932,211	3,749,057	(183,154)	-4.66%
OTHER GENERAL FUND	3,054,737	2,724,577	2,619,527	(105,050)	-3.86%
<b>TOTAL GENERAL FUND</b>	<b>34,267,043</b>	<b>35,013,211</b>	<b>36,273,633</b>	<b>1,260,422</b>	<b>3.60%</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
MAJOR STREETS	6,701,707	7,694,112	7,620,718	(73,394)	-0.95%
LOCAL STREETS	2,114,646	1,979,718	2,057,148	77,430	3.91%
PUBLIC SAFETY FUND	2,848,322	2,793,009	2,830,552	37,543	1.34%
RUBBISH COLLECTION FUND	4,251,470	4,242,500	4,538,180	295,680	6.97%
CLEAN ENERGY COALITION	40,000	40,000	40,000	0	0.00%
ANDERSEN CENTER FUND	87,510	88,020	88,579	559	0.64%
ARTS AND ENRICHMENT COMMISSION	199,952	191,350	198,265	6,915	3.61%
BROWNFIELD AUTHORITY	43,324	52,906	58,675	5,769	10.90%
DOWNTOWN DEVELOPMENT 2011	172,311	180,297	151,270	(29,027)	-16.10%
POLICE TRAINING FUND	14,000	14,000	14,000	0	0.00%
J.A.G. FUND	0	0	0	0	0.00%
DRUG FORFEITURE FUND	66,956	66,956	66,956	0	0.00%
SAGINAW COUNTY TAPS	176,417	200,861	207,455	6,594	3.28%
POLICE ELERV GRANT FUND	25,000	25,000	0	(25,000)	-100.00%
POLICE JUSTICE GRANT FUND	0	0	462,236	462,236	100.00%
COMM. DEV. BLOCK GRANT FUND	2,249,985	2,520,460	2,456,880	(63,580)	-2.52%
CDBG RESIDENTIAL LOANS	599,437	598,849	581,699	(17,150)	-2.86%
BLOCK GRANT HOME PROGRAM FUND	538,082	898,144	900,082	1,938	0.22%
NEIGHBORHOOD STABLIZATION FUND	59,204	0	0	0	0.00%
SEDC REVOLVING LOAN	426,500	501,500	634,000	132,500	26.42%
UNFUNDED LIABILITIES	268,882	268,882	196,882	(72,000)	-26.78%
CAPITAL PROJECT FUND	539,516	474,012	476,854	2,842	0.60%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>21,423,221</b>	<b>22,830,576</b>	<b>23,580,431</b>	<b>749,855</b>	<b>3.28%</b>

**SUMMARY OF EXPENDITURES  
2020/2021 APPROVED BUDGET**

<b>FUND</b>	<b>2018/2019 APPROVED BUDGET</b>	<b>2019/2020 APPROVED BUDGET</b>	<b>2020/2021 APPROVED BUDGET</b>	<b>INCREASE/ (DECREASE)</b>	<b>% CHANGE</b>
<b><u>ENTERPRISE FUNDS</u></b>					
BOAT LAUNCH FUND	38,219	22,000	22,000	0	0.00%
SEWER OPERATIONS & MAINTENANCE	23,803,200	25,543,551	24,582,148	(961,403)	-3.76%
WATER OPERATIONS & MAINTENANCE	33,098,850	29,329,349	32,559,285	3,229,936	11.01%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>56,940,269</b>	<b>54,894,900</b>	<b>57,163,433</b>	<b>2,268,533</b>	<b>4.13%</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>					
PUBLIC WORKS BUILDING FUND	553,979	502,471	567,612	65,141	12.96%
TECHNICAL SERVICES-GIS	481,307	310,442	345,068	34,626	11.15%
TECHNICAL SERVICES-IS	1,405,868	1,531,062	1,635,689	104,627	6.83%
RADIO OPERATION FUND	184,696	167,344	167,392	48	0.03%
MOTOR POOL OPERATIONS	2,399,185	2,402,625	2,441,269	38,644	1.61%
SELF-INSURANCE FUND	1,175,982	1,262,895	1,296,936	34,041	2.70%
WORKERS' COMPENSATION FUND	1,299,518	1,295,910	1,298,706	2,796	0.22%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>7,500,535</b>	<b>7,472,749</b>	<b>7,752,672</b>	<b>279,923</b>	<b>3.75%</b>
<b><u>FIDUCIARY FUNDS</u></b>					
FOREST LAWN CEMETERY	29,674	29,674	29,674	0	0.00%
OAKWOOD CEMETERY	5,236	5,236	5,236	0	0.00%
<b>TOTAL FIDUCIARY FUNDS</b>	<b>34,910</b>	<b>34,910</b>	<b>34,910</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL EXPENDITURES</b>	<b>120,165,978</b>	<b>120,246,346</b>	<b>124,805,079</b>	<b>4,558,733</b>	<b>3.79%</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 \$23,116,806, of which \$12,390,710 has been included in the 2021 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.

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

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The Expenditure by Category Analysis chart on the following page compares the 2019/2020 Approved Budget to the 2020/2021 Approved Budget, by category, for all fund types. The analysis below discusses the change in each of the categories.

Personnel Services category is \$61,590,833 of the total citywide 2020/2021 Approved Budget, making it the largest expenditure category at 49.35%. This category increases \$2,521,134 or 4.27% from the previous fiscal year. Causes of this increase include an increase in retiree healthcare costs of 5%, an increase in police pension obligations of \$800,000, the addition of several positions to the personnel complement, and 3% increases in active benefit costs. As it relates to personnel, the following positions have been added to the personnel complement – 2 Water/Sewer Interns in the Maintenance & Service Division, 2 Water/Sewer Interns in the Sewer Operations and Maintenance Fund – Treatment and Pumping Division, 2 Water/Sewer Interns in the Water Operations and Maintenance Fund – Treatment and Pumping Division, a Chemist in the Water Treatment and Pumping Division, GIS Supervisor, an HR Intern to Human Resources, Wastewater Instrument Technician, and a ROW Foreman for Streets. To offset the increase in personnel will be the following reductions: 2 Summer Temps in Water and Sewer, Lab Technician, and an Asset Management Coordinator, Sewage Plant Maintenance Person II, Heavy Equipment Operator II. In addition, in the Office of the City Manager, the Executive Assistant to the City Manager will be reclassified to the Executive Marketing Coordinator, the Rehabilitation Application Specialist reclassified to the Housing Rehabilitation Program Coordinator, and the Traffic Foreman will be reclassified to the Traffic and Electrical Administrator. (*Other personnel changes are listed under Summary of Positions*).

Operating Expenses make up 39.62% of the total 2020/2021 Approved Budget. This category increases, overall, approximately \$3.50 million, or 7.62% from the previous fiscal year. This increase is largely due to a planned increase in construction projects in the Water and Sewer Operations and Maintenance Funds. These will be paid for with a bond issuance. The total operating budget for the Water Treatment and Operations Fund increases by \$2.2 million for FY 2021. This is largely due to the continuous replacement of lead and galvanizing lines throughout the city as planned for by the department. In addition to this, the Sewer Treatment and Operations fund's Surplus Division also increases by roughly \$750,000 due to an increase in planned construction and capital projects.

Miscellaneous Expenditures represent 7.56% of the total citywide budget. This category consists of Transfers, Increase in Fund Equity, Debt Services, Grants, and Block Grant Services. For FY 2021, this category decreases by 0.14% from the 2020 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 in FY 2020 will not be recognized this year, resulting in a decrease.

Capital Outlay, which accounts for 3.46% of the total citywide budget, decreases \$1.29 million from FY 2020 to a total of \$4,327,205. This reduction is a direct result in a reduction in the planned capital outlay purchase for the Sewer and Water Operations and Maintenance Funds.

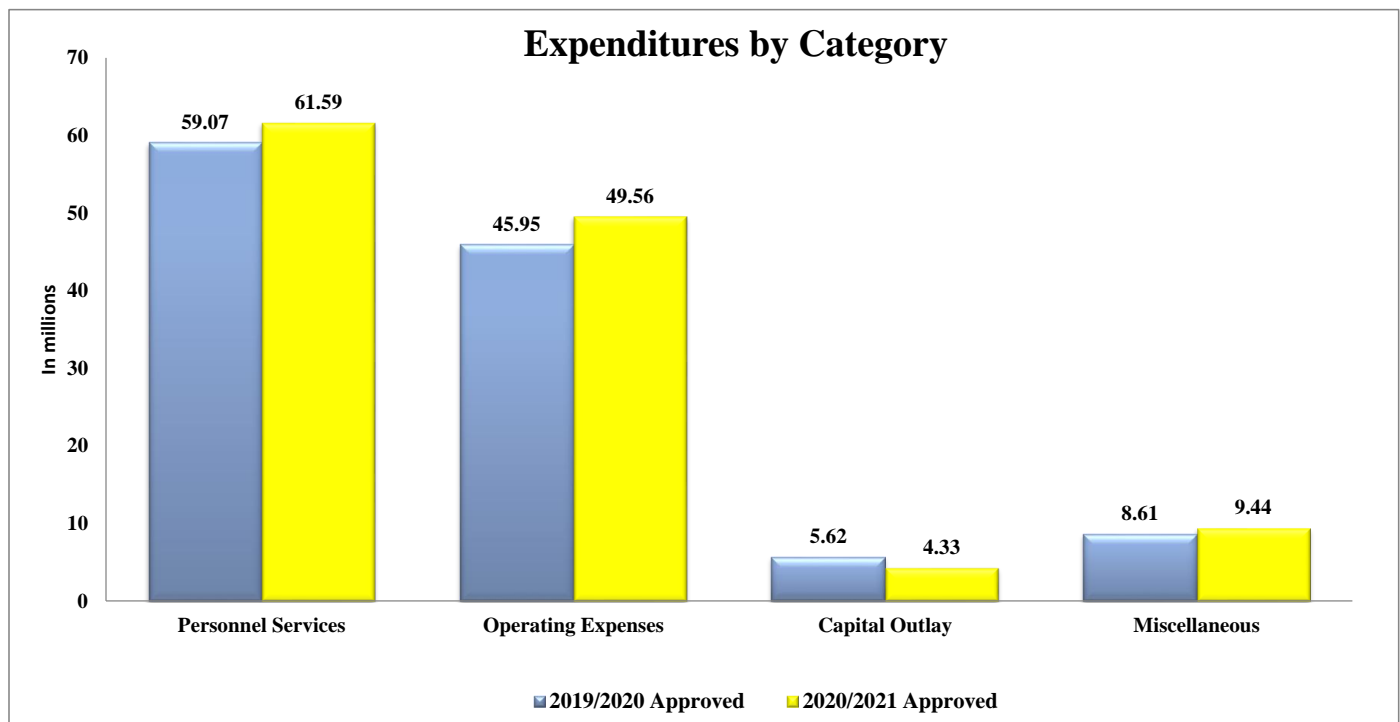
**EXPENDITURES BY CATEGORY ANALYSIS  
2020/2021 APPROVED BUDGET**

<u>EXPENDITURE CATEGORY</u>	<b>2019/2020 APPROVED BUDGET</b>		<b>2020/2021 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	59,069,699	49.12%	61,590,833	49.35%	2,521,134	2.10%	4.27%
Operating Expenses	45,950,209	38.21%	49,451,571	39.62%	3,501,362	2.91%	7.62%
Capital Outlay	5,619,315	4.67%	4,327,205	3.47%	(1,292,110)	-1.07%	-22.99%
Miscellaneous***	9,607,123	7.99%	9,435,470	7.56%	(171,653)	-0.14%	-1.79%
<b>TOTAL FUNDS</b>	<b><u>120,246,346</u></b>	<b><u>100%</u></b>	<b><u>124,805,079</u></b>	<b><u>100%</u></b>	<b><u>4,558,733</u></b>	<b><u>3.79%</u></b>	<b><u>N/A</u></b>

\* Change in each expenditure category as a percentage of the total 2019/2020 Approved Budget.

\*\* Change in each expenditure category as a percentage of total 2019/2020 expenditure category.

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



## ***SUMMARY OF POSITIONS***

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The chart listed below summarizes and compares positions in the 2021 Budget with those in the 2020 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 15 part-time positions for FY 2021. For FY 2021, the Human Resources Office adds a HR Intern to the complement. In addition, in the office of the City Manager, the Executive Assistant to the City Manager is reclassified to the Executive Marketing Coordinator.

### **Fiscal Services:**

The total personnel complement for the Department of Fiscal Services is 30.00 FTE for FY 2021. This is the same as the previous year.

### **Community Public Safety:**

The personnel complement for Community Public Safety – Police is (71) full-time and (24) part-time positions for FY 2021. For FY 2021, the personnel complement adds an additional police officer.

Community Public Safety – Fire’s personnel complement for FY 2021 is 40.00. For FY 2021, the personnel complement adds an additional firefighter.

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

The total personnel complement for this area is 14.00 positions – (12) full-time and (2) part-time. This is the same as the previous year.

### **Public Services:**

For FY 2021, the total personnel complement for the Department of Public Services is 144.00. The budget includes the addition (2) Water/Sewer Interns in the Maintenance & Service division of Sewer and Water Operations and Maintenance Funds. These additions are offset by the deletion of (2) Part time laborers in Maintenance & Service. In addition, in mid-year FY 2020 a Cemeteries/Grounds Administrator was added while eliminating a Celebration Park Coordinator and a Celebration Park Attendant from the complement. In addition, the Traffic Foreman position was reclassified to the Traffic & Electrical Administrator and a ROW Foreman replaced a vacant Heavy Equipment Operator II position.

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

The Department of Water and Wastewater Treatment Services have a total personnel complement of 103.00. This is the same as the previous fiscal year. For FY 2021, this department eliminated (3) Summer Temp employees and replace them with (4) Water/Sewer Interns. These replacements are interns for the department. This will help train new water and wastewater personnel in the area to support the local Delta College Water Environment Technology program. This will aid in attracting water professionals to these facilities. In addition to adding these interns, the department has reclassified the Laboratory Technician to a Chemist position and a Sewage Plant Maintenance Person II to a Wastewater Instrument Technician.

**Technical Services:**

In the Department of Technical Services, the FTE complement is 9.00. This includes the Technical Services Director and Assistant Director, an SGTV Coordinator, an Enterprise & Operations Analyst, two Technical Support positions, a GIS Supervisor, GIS Specialist, and a GIS Technician – Water & Sewer.

**Full-Time Complement:**

<b>COMPLEMENT SUMMARY (FTE)</b>						
<b>2020/2021 APPROVED BUDGET</b>						
<b>DEPARTMENT</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>
General Government	11.50	11.50	13.00	14.00	15.00	15.00
Fiscal Services	28.25	27.25	28.25	29.00	30.00	30.00
CPS - Police	65.40	67.40	66.40	68.00	70.00	71.00
CPS - Fire	38.00	51.00	51.00	38.00	39.00	40.00
Neighborhood Serv.	7.90	8.90	8.90	10.00	12.00	12.00
Technical Services	8.00	8.00	8.00	9.00	8.00	9.00
Community Services	6.90	6.90	6.90	7.00	7.00	7.00
Public Services	79.85	104.00	107.00	114.00	121.00	122.00
Water & Wastewater	99.60	87.00	85.00	87.00	91.00	91.00
<b>Total FTE:</b>	<b>345.40</b>	<b>371.95</b>	<b>374.45</b>	<b>376.00</b>	<b>393.00</b>	<b>397.00</b>

**Part-Time Complement:**

<b>COMPLEMENT SUMMARY (PTE)</b>						
<b>2020/2021 APPROVED BUDGET</b>						
<b>DEPARTMENT</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>
General Government	14.85	16.00	16.00	16.00	14.00	15.00
Fiscal Services	1.00	1.00	0.00	0.00	0.00	0.00
CPS - Police	23.00	24.00	24.00	24.00	24.00	24.00
CPS - Fire	1.00	1.00	1.00	1.00	0.00	0.00
Neighborhood Serv.	2.00	3.00	4.00	4.00	2.00	2.00
Technical Services	3.00	4.00	3.00	3.00	0.00	0.00
Community Services	0.00	0.00	0.00	0.00	0.00	0.00
Public Services	30.10	28.00	26.00	27.00	24.00	22.00
Water & Wastewater	12.00	11.00	12.00	12.00	12.00	12.00
<b>Total PTE:</b>	<b>86.95</b>	<b>88.00</b>	<b>86.00</b>	<b>87.00</b>	<b>76.00</b>	<b>75.00</b>
<b>Total FTE and PTE:</b>	<b>432.35</b>	<b>459.95</b>	<b>460.45</b>	<b>463.00</b>	<b>469.00</b>	<b>472.00</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 2021, the City did not appropriate any use of unassigned fund balance in the General Fund approved budget. The 2021 budget is a balanced budget. It should be noted that the city continuously struggles to maintain revenue sources as well as realize any new revenues. The major revenue streams for the General Fund is Property Taxes, which has a dollar and millage cap; State Shared Revenues – Constitutional and Statutory; and Income Taxes. Because of flat revenues, the Financial Management Team monitors the activities of the General Fund throughout the course of the year. For FY 2020, the city financial un-audited position of the General Fund is projected at \$5,213,762. This is a decrease of \$1,980,043. The majority of this reduction is a result of operating transfers to the Capital Project Fund for ongoing projects.

The Special Revenue Funds is projected to end FY 2021 in a budgetary deficit. The primary reason for this is due the deficits listed in the Community Development Block Grant Funds for the last five years, as well as a budgeted net use of fund balance of \$1,413,952 for the Major and Local Street and Rubbish Collection Funds. The estimated unassigned fund balance for this fund type is (\$2,756,059).

Enterprise Funds for year-ending FY 2021 is projected to have a deficit of \$29,754,723. 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, 2021 unassigned fund balance is projected at (\$6,080,798). 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, 2021.

**UNASSIGNED (UNAUDITED) FUND BALANCE ANALYSIS  
2020/2021 BUDGET**

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS
Unassigned Fund Balance (Deficit) - June 30, 2019	7,193,805	(228,393)	(29,754,723)	(6,846,172)	0
FY 2020 Projected Revenues	33,868,187	18,016,146	40,059,678	7,699,588	0
FY 2020 Projected Expenditures (w/ Encumb)	35,582,693	18,596,196	40,349,222	6,934,214	0
Est. Unassigned Fund Balance (Deficit) - June 30, 2020	5,479,299	(808,443)	(30,044,267)	(6,080,798)	0
FY 21 Estimated Revenues:					
Property Taxes	3,908,045	2,713,556	(80,000)	0	0
City Income Taxes	13,800,000		0	0	0
State Revenue Sharing	8,997,783	8,417,694	0	0	0
Grants	1,644,738	4,623,682	0	0	0
Licenses, Permits, and Fees	2,239,584	33,500	22,800	0	0
Charge for Services	1,053,363	4,245,720	44,716,368	7,736,506	0
Fines and Forfeitures	391,500	1,000	70,000	0	0
Interest	620,004	76,450	791,500	1,766	0
Rents	69,600		0	0	0
Reimbursements	3,053,099	138,061	0	0	0
Other Revenues	352,950	729,910	7,452,300	14,400	0
Transfers In	142,967	867,667	0	0	0
Total FY 21 Estimated Revenues	36,273,633	21,847,240	52,972,968	7,752,672	0
Total Resources Available for Appropriation	41,752,932	21,038,797	22,928,701	1,671,874	0
FY 21 Expenditure Appropriations:					
General Government	4,883,901	0	0	0	0
Fiscal Services	3,028,361	0	0	0	0
Police	13,788,489	2,718,608	0	0	0
Fire*	8,606,061	862,591	0	0	0
Highways and Streets	0	9,705,927	0	0	0
Garbage and Rubbish	0	4,677,000	0	0	0
Public Works	0	0	57,210,940	567,612	0
Development	1,583,748	3,938,661	0	0	0
Public Services (GF)	2,220,356	326,844	22,000	0	0
Other General Services	2,428,254	1,565,225	0	7,185,060	0
Total FY 21 Expenditure Appropriations	36,539,170	23,794,856	57,232,940	7,752,672	0
<b>Estimated Unassigned Fund Balance - June 30, 2021</b>	<b>5,213,762</b>	<b>(2,756,059)</b>	<b>(34,304,239)</b>	<b>(6,080,798)</b>	<b>0</b>



**RESOURCE ALLOCATION  
2020/2021 APPROVED BUDGET**

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
PROPERTY TAXES	3,638,045	GENERAL GOVERNMENT	2,741,051
CITY INCOME TAXES	13,795,000	FISCAL SERVICES	3,028,361
STATE REVENUE SHARING	8,744,637	COMMUNITY PUBLIC SAFETY - POLICE	13,788,489
GRANTS	1,897,884	FIRE	8,605,631
LICENSES, PERMITS, & FEES	2,119,102	NEIGHBORHOOD SERVICES AND INSPECTIONS	1,741,517
CHARGE FOR SERVICES	1,096,922	PUBLIC SERVICE (GF)	3,749,057
FINES AND FORFEITURES	422,500	OTHER GENERAL FUND	2,619,527
INTEREST	619,004		
RENTS	69,600		
REIMBURSEMENTS	3,422,122		
OTHER REVENUES	305,850		
FUND BALANCE	0		
TRANSFERS	142,967		
<b>TOTAL RESOURCES</b>	<b><u><u>36,273,633</u></u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u><u>36,273,633</u></u></b>

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

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>BY PROPERTY TYPE</b>					
Real Property					
Agricultural	112,395	29,593	30,302	30,302	66,445
Commercial	89,997,662	84,778,764	79,516,069	79,516,069	75,273,043
Industrial	30,489,558	29,253,146	27,780,845	27,780,845	25,238,078
Residential	350,887,163	334,056,853	317,901,841	317,901,841	290,437,817
Total Real	<u>471,486,778</u>	<u>448,118,356</u>	<u>425,229,057</u>	<u>425,229,057</u>	<u>391,015,383</u>
Personal Property					
Commercial	36,309,220	32,741,000	32,725,100	32,725,100	29,725,400
Industrial	41,319,400	40,166,500	33,645,600	33,645,600	25,515,700
Utility	19,876,600	21,003,700	21,967,300	21,967,300	27,270,700
Total Personal	<u>97,505,220</u>	<u>93,911,200</u>	<u>88,338,000</u>	<u>88,338,000</u>	<u>82,511,800</u>
Total Real & Personal	<u>568,991,998</u>	<u>542,029,556</u>	<u>513,567,057</u>	<u>513,567,057</u>	<u>473,527,183</u>

<b>BY TAXPAYER CLASS</b>					
Agricultural	112,395	29,593	30,302	30,302	66,445
Commercial	126,306,882	117,519,764	112,241,169	112,241,169	104,998,443
Industrial	71,808,958	69,419,646	61,426,445	61,426,445	50,753,778
Residential	350,887,163	334,056,853	317,901,841	317,901,841	290,437,817
Utility	19,876,600	21,003,700	21,967,300	21,967,300	27,270,700
Total	<u>568,991,998</u>	<u>542,029,556</u>	<u>513,567,057</u>	<u>513,567,057</u>	<u>473,527,183</u>

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<b>BY PROPERTY TYPE</b>					
Real Property					
Agricultural	73,993	74,657	76,223	90,455	70,500
Commercial	76,069,247	74,439,749	72,880,431	73,776,090	73,632,584
Industrial	24,787,448	25,056,215	25,387,123	24,787,623	23,906,478
Residential	286,410,811	288,214,483	288,065,443	280,369,831	286,054,900
Total Real	<u>387,341,499</u>	<u>387,785,104</u>	<u>386,409,220</u>	<u>379,023,999</u>	<u>383,664,462</u>
Personal Property					
Commercial	29,061,200	28,485,000	25,915,284	28,638,800	27,672,100
Industrial	15,237,600	13,254,400	11,763,400	5,879,700	5,171,700
Utility	28,137,000	30,071,100	31,517,500	32,799,500	36,130,300
Total Personal	<u>72,435,800</u>	<u>71,810,500</u>	<u>69,196,184</u>	<u>67,318,000</u>	<u>68,974,100</u>
Total Real & Personal	<u>459,777,299</u>	<u>459,595,604</u>	<u>455,605,404</u>	<u>446,341,999</u>	<u>452,638,562</u>

<b>BY TAXPAYER CLASS</b>					
Agricultural	73,993	74,657	76,223	90,455	70,500
Commercial	105,130,447	102,924,749	98,795,715	102,414,890	101,304,684
Industrial	40,025,048	38,310,615	37,150,523	30,667,323	29,078,178
Residential	286,410,811	288,214,483	288,065,443	280,369,831	286,054,900
Utility	28,137,000	30,071,100	31,517,500	32,799,500	36,130,300
Total	<u>459,777,299</u>	<u>459,595,604</u>	<u>455,605,404</u>	<u>446,341,999</u>	<u>452,638,562</u>

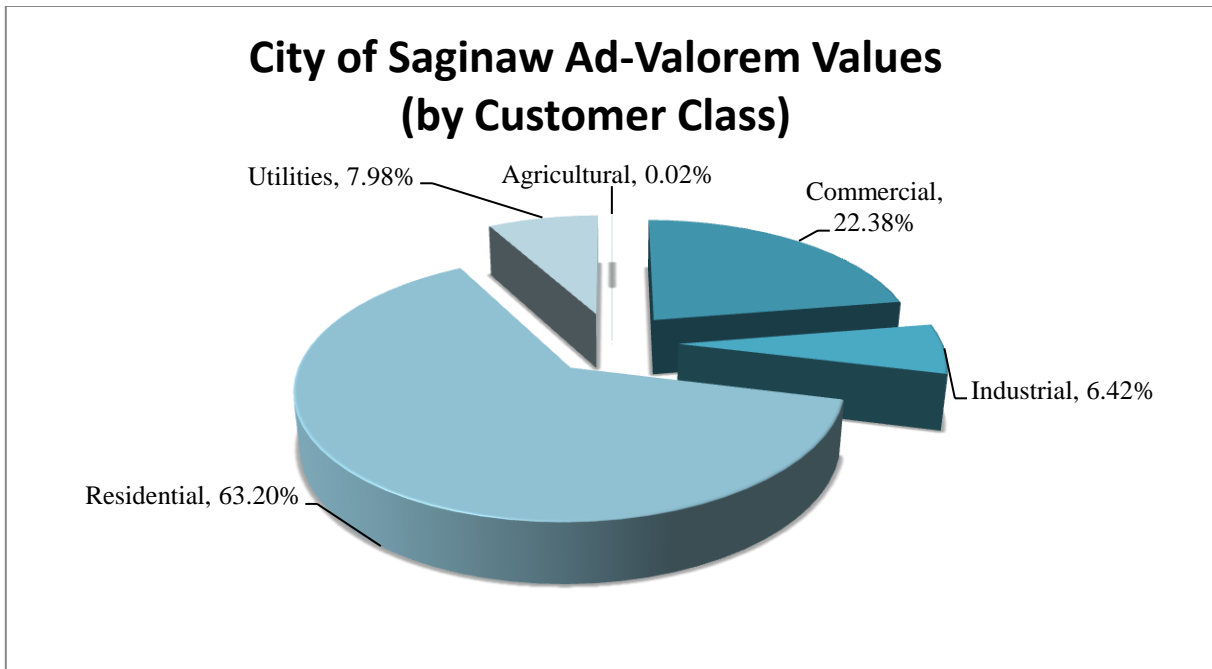
## *General Fund Revenues*

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Total 2020/2021 General Fund resources are budgeted at \$36,273,633, which represents an increase of \$1,260,422, from the 2020 approved resources of \$35,013,211.

### **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, 2020 levy will be assessed at \$383,664,462 and personal property taxable value will be assessed at \$68,974,100.



*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 2021 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 38.03% of its General Fund revenue from local income tax. For the 2020/2021 Approved Budget, revenue from income taxes will remain the same as the previous fiscal year. Due to the current COVID-19 pandemic, these revenues have been projected to remain the same.

### **STATE SHARED REVENUES**

The City of Saginaw receives approximately 24.11% of its General Fund revenue from state revenue sharing. The FY 2020/2021 Approved Budget for State Shared Revenues increase .97% or \$84,384. This increase is realized a slight increase to the Liquor Licenses and the recognition of the funds from Department of Treasury for the City's Master Plan.

## **GRANTS**

For FY 2021, the City budgeted \$1,897,884 for grant funding related to police overtime, the Local Community Stabilization funding, and Medicare Part D reimbursement. This is a 47.21% increase from the 2020 approved budget levels. In FY 2021, the City continues to receive State Fire Protection funding. There is a slight increase to Reimbursement/Medicare. Also, in FY 2021, 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 \$2,119,102 for licenses, permits, and fees for FY 2021. This represents an increase of \$82,800 over the approved 2020 revenue. This category includes business licenses, building permits, and cable television franchise fees. This increase is realized in the following revenues – Vacant Housing Registration \$3,000, Non-Owner Occupied Registration Fees \$70,000, and Inspection Fees \$5,000.

## **CHARGE FOR SERVICES**

The total Charges for Services for FY 2021 is \$1,096,922. 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. For FY 2021, this revenue source will increase 16.39%. This is due to increases in – cemeteries revenue due to the approved rate change, the Birch Park overtime detail, and fire training services.

## **FINES AND FORFEITURES**

The revenue in this category includes ordinance fines, parking receipts, parking lot receipts, parking violations, and transfer affidavit fees. The revenue increases from the 2020 approved revenue by \$99,100. This increase is directly related to the city pursuing the delinquent parking tickets that is owed to the city.

## **INTEREST AND RENTS REVENUE**

Interest revenue increases by 1.90% from the 2020 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 2021, a total of \$2,659,583 is budgeted for the indirect cost allocation plan. The category of reimbursement equates to \$3,422,122, which is \$162,513, or 4.99% higher than FY 2020. This increase is primarily associated to the increases in the indirect cost allocation to the General Fund based on prior year actual costs.

## **OTHER REVENUES**

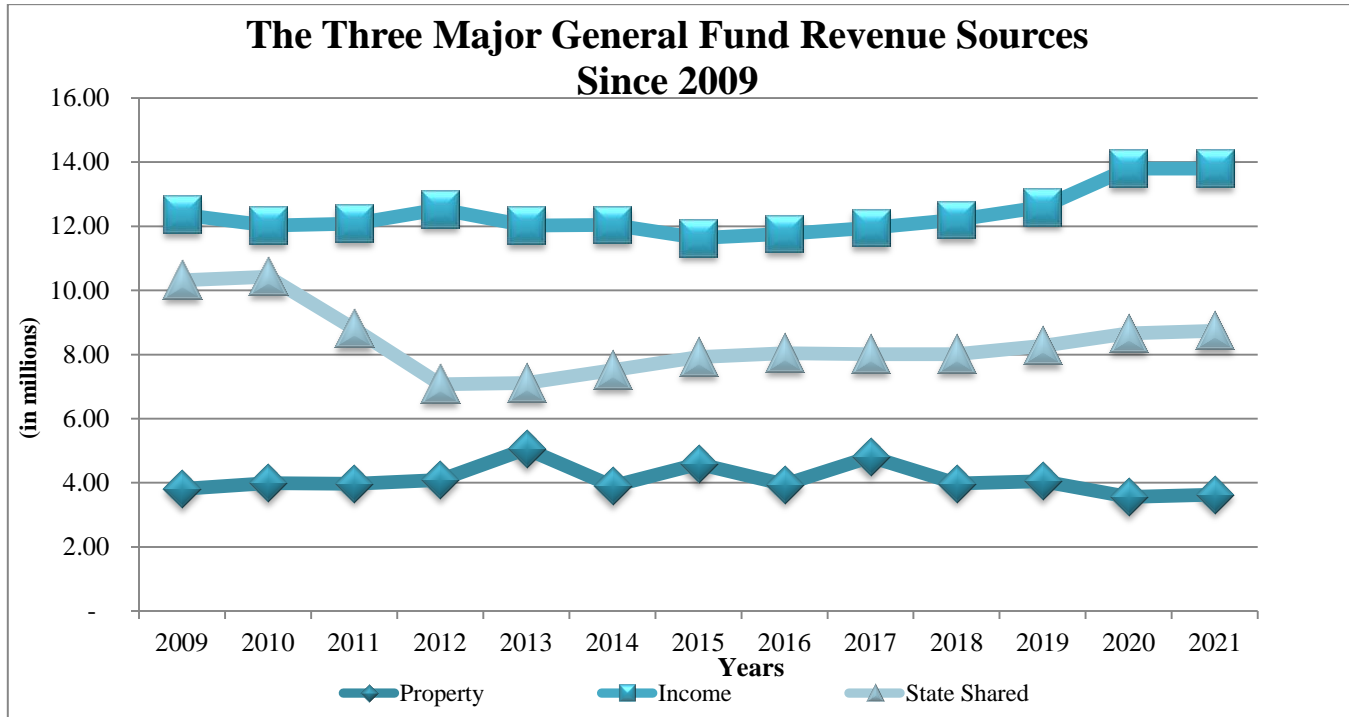
This category decreases \$52,267 or 14.59% from 2020 budgeted levels. Total revenues are \$305,850. This includes miscellaneous revenues related to police department services, donations, and the sale of assets. This reduction is directly related to no longer recognizing the loan proceeds for then installment contract in the previous fiscal year.

## USE OF FUND EQUITY AND TRANSFERS

The 2020/2021 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:

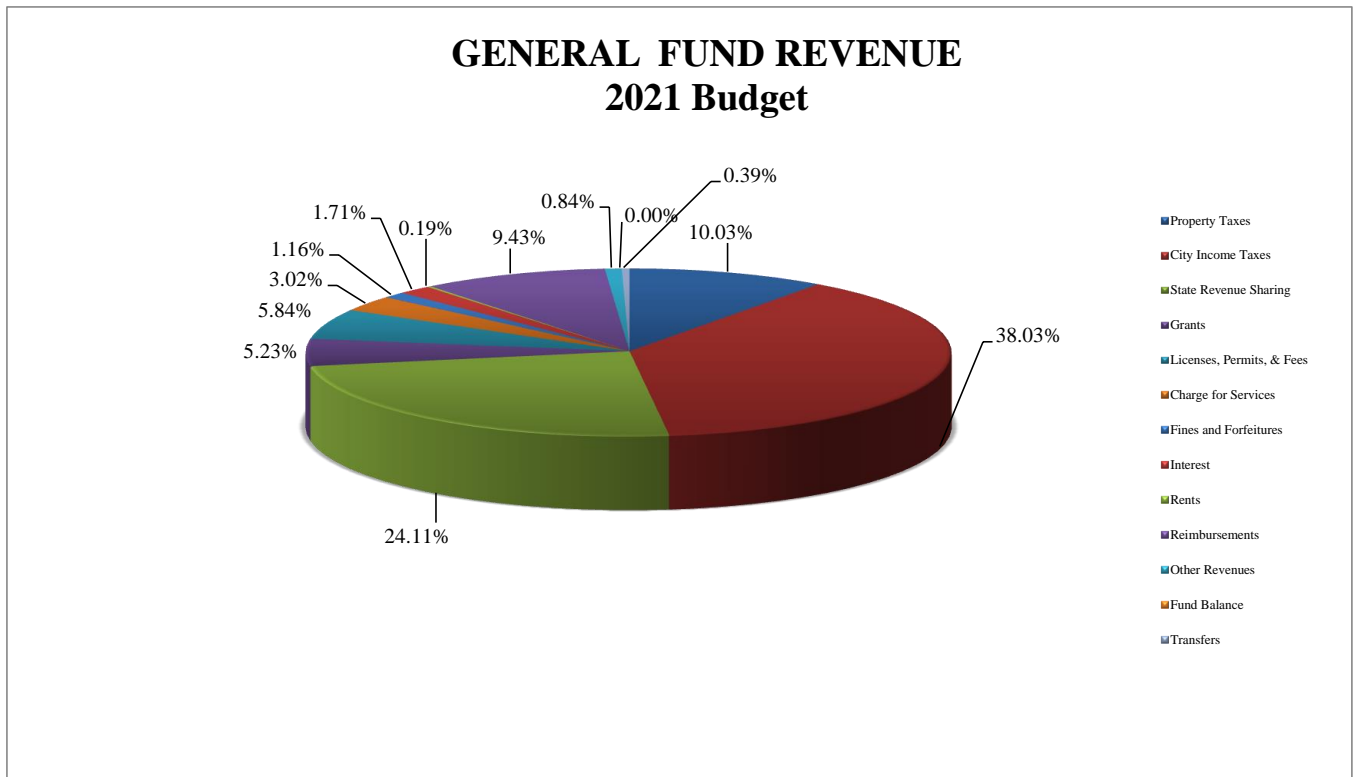
The three major revenue sources for the City of Saginaw are Property Taxes, Income Taxes, and State Shared Revenues. Listed below is a graphical representation of the history of these revenue sources from FY 2009 through the budgeted FY 2021.



The chart above reveals that the amount of revenues received from property taxes have changed little since 2009. 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 2021, this trend begins to move upward. This is due to anticipated increases in the CVTR and Constitutional revenue sharing and other state received revenues. 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  
2020/2021 APPROVED BUDGET**

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Approved Budget</b>	<b>2020 Adjusted Budget</b>	<b>2020 Projected</b>	<b>2021 Approved Budget</b>
Property Taxes	3,597,967	3,558,980	4,215,567	3,561,029	3,564,466	3,649,155	3,638,045
City Income Taxes	13,212,804	13,722,888	14,119,061	13,795,000	13,795,000	12,114,444	13,795,000
State Revenue Sharing	8,067,375	8,217,270	8,460,181	8,660,253	8,670,410	7,216,341	8,744,637
Grants	960,971	1,433,411	1,884,409	1,289,230	1,644,735	1,650,983	1,897,884
Licenses, Permits, & Fees	1,443,238	1,500,154	1,744,154	2,036,302	2,028,421	1,748,890	2,119,102
Charge for Services	860,181	880,651	885,625	942,469	1,033,646	969,141	1,096,922
Fines and Forfeitures	363,751	308,841	258,766	323,400	249,805	233,903	422,500
Interest	368,602	393,958	545,875	602,035	572,035	440,237	619,004
Rents	45,371	13,538	45,229	42,800	77,167	79,086	69,600
Reimbursements	2,651,013	3,027,269	4,486,536	3,259,609	3,329,839	3,306,191	3,422,122
Other Revenues	397,911	(86,820)	959,567	358,117	123,915	111,188	305,850
Fund Balance	0	0	0	0	2,474,635	3,758,907	0
Transfers	396,120	154,562	142,967	142,967	164,147	164,146	142,967
<b>TOTAL RESOURCES</b>	<b>32,365,304</b>	<b>33,124,702</b>	<b>37,747,937</b>	<b>35,013,211</b>	<b>37,728,221</b>	<b>35,442,612</b>	<b>36,273,633</b>



**REVENUE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

	2017 Actual	2018 Actual	2019 Actual	2020 Approved Budget	2020 Adjusted Budget	2020 Projected	2021 Approved Budget
<b>TAXES</b>							
Real Property	2,847,685	2,796,971	2,785,035	2,745,484	2,745,484	2,747,054	2,788,730
Real Property - IFT	11,179	11,770	11,766	4,829	4,829	11,755	11,755
Refund of Capture	0	0	608,381	0	3,437	3,437	0
Personal Property	503,374	496,117	487,856	487,622	487,622	484,141	501,350
Personal Property - IFT	1,941	1,605	1,856	2,465	2,465	1,871	1,210
Personal Property - DPPT	5,249	9,458	13,241	10,000	10,000	5,392	10,000
Property Taxes, - PY Refunds	0	37,946	0	0	0	0	0
Property Taxes - Chargeback	(97,870)	(93,956)	(68,891)	(50,000)	(50,000)	(273)	(45,000)
Penalties & Interest	53,266	82,089	88,428	80,000	80,000	102,315	88,000
Tax Administration Fees	216,413	216,980	223,143	223,629	223,629	225,042	225,000
<b>PROPERTY TAXES</b>	<b>3,541,237</b>	<b>3,558,980</b>	<b>4,150,815</b>	<b>3,504,029</b>	<b>3,507,466</b>	<b>3,580,734</b>	<b>3,581,045</b>
Housing Commission	0	0	0	0	0	0	0
P.L.L.O.T. Taxes	56,730	0	64,752	57,000	57,000	68,421	57,000
<b>P. I. L. O. T. TAXES</b>	<b>56,730</b>	<b>0</b>	<b>64,752</b>	<b>57,000</b>	<b>57,000</b>	<b>68,421</b>	<b>57,000</b>
<b>TOTAL PROPERTY TAXES</b>	<b>3,597,967</b>	<b>3,558,980</b>	<b>4,215,567</b>	<b>3,561,029</b>	<b>3,564,466</b>	<b>3,649,155</b>	<b>3,638,045</b>
City Income Taxes	12,023,063	12,404,634	12,821,013	12,400,000	12,400,000	10,975,999	12,400,000
Delinq City Income Tax	1,194,682	1,323,113	1,302,102	1,400,000	1,400,000	1,142,839	1,400,000
425 Agreement Refund	(4,941)	(4,859)	(4,054)	(5,000)	(5,000)	(4,394)	(5,000)
<b>INCOME TAXES</b>	<b>13,212,804</b>	<b>13,722,888</b>	<b>14,119,061</b>	<b>13,795,000</b>	<b>13,795,000</b>	<b>12,114,444</b>	<b>13,795,000</b>
<b>TOTAL TAXES</b>	<b>16,810,771</b>	<b>17,281,868</b>	<b>18,334,628</b>	<b>17,356,029</b>	<b>17,359,466</b>	<b>15,763,599</b>	<b>17,433,045</b>
<b>INTERGOVERNMENTAL</b>							
EVIP/CVTR	3,905,092	3,946,690	3,905,092	4,038,247	4,038,247	3,364,375	4,038,247
CVTR Supplemental	0	0	41,390	6,900	0	0	0
Constitutional	4,124,385	4,231,473	4,428,231	4,578,606	4,480,663	3,774,595	4,578,606
Liquor Licenses	37,898	39,107	37,399	36,500	36,500	37,784	37,784
State Grants	0	0	48,069	0	115,000	39,587	90,000
<b>STATE SHARED REV.</b>	<b>8,067,375</b>	<b>8,217,270</b>	<b>8,460,181</b>	<b>8,660,253</b>	<b>8,670,410</b>	<b>7,216,341</b>	<b>8,744,637</b>
FEMA	68,670	32,312	19,848	0	68,094	67,634	0
Other State Grants	0	0	0	0	0	0	0
Federal Grants	22,716	2,710	0	0	0	0	0
Other Federal Grants			3,886	0	0	3,688	0
HUD	0	0	0	0	0	0	0
Fire Federal Grants	0	0	1,000	0	0	430	0
State Fire Protection Grant	67,798	51,490	58,975	58,975	111,881	111,882	111,881
Foundation Grant	0	0	0	0	0	0	0
Donations	0	0	0	0	0	0	0
Police Drug Billable Overtime	4,572	6,979	21,989	21,000	21,000	17,509	21,000
Police Department		0					
Fireworks Delegation Fees	1,960	0	0	0	0	0	0
Reimbursement/Medicare	935,553	1,130,665	1,547,446	1,000,000	1,150,524	1,163,937	1,488,430
Local Community Stabilization	160,110	209,255	231,265	209,255	259,255	259,870	231,265
PSN Grant	0	0	0	0	33,981	26,033	45,308
<b>GRANTS</b>	<b>1,261,379</b>	<b>1,433,411</b>	<b>1,884,409</b>	<b>1,289,230</b>	<b>1,644,735</b>	<b>1,650,983</b>	<b>1,897,884</b>
<b>TOTAL INTERGOV'TAL</b>	<b>9,328,754</b>	<b>9,650,681</b>	<b>10,344,590</b>	<b>9,949,483</b>	<b>10,315,145</b>	<b>8,867,324</b>	<b>10,642,521</b>



**REVENUE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Approved Budget</b>	<b>2020 Adjusted Budget</b>	<b>2020 Projected</b>	<b>2021 Approved Budget</b>
<b>LICENSES, PERMITS &amp; FEES</b>							
Occupational	28,394	24,831	25,959	16,000	16,000	22,705	18,000
General Business License	68,275	76,425	108,144	72,000	95,000	113,275	75,000
General Business License - Delinquent	0	0	14,628	5,000	5,000	14,865	5,000
<b>TOTAL LICENSES</b>	<b>96,669</b>	<b>101,256</b>	<b>148,731</b>	<b>93,000</b>	<b>116,000</b>	<b>150,845</b>	<b>98,000</b>
Housing Registration Fees	512,332	0	0	0	0	0	0
Building Permits	106,943	121,657	149,439	200,000	218,136	224,892	200,000
Electrical Permits	32,789	31,134	46,776	45,000	45,000	34,283	45,000
Mechanical Permits	42,566	41,460	49,345	50,000	50,000	44,188	50,000
Plumbing Permits	14,145	22,825	21,956	25,000	25,000	12,518	25,000
Demolition Permits	21,473	37,048	28,141	25,000	25,000	15,877	25,000
Sign Permits	1,864	1,375	1,550	1,675	1,675	805	1,675
Fire Department Permits	225	75	150	225	225	150	225
Open Burn Permits	2,650	1,800	2,000	1,200	1,200	450	1,000
Vacant Housing Registration Fees	0	81,790	88,785	82,000	82,000	67,611	85,000
Vacant Housing Past Due Fees	0	40,950	23,390	25,000	25,000	15,610	25,000
Non-Owner Occupied Reg. Fees	0	359,265	561,980	680,000	703,598	716,331	750,000
Non-Owner Occupied Past Due Fees	0	91,650	36,570	112,500	37,500	23,725	112,500
Inspection Fees	0	4,242	7,728	4,000	6,385	6,889	9,000
Barricade Permits	0	(15)	0	0	0	0	0
<b>TOTAL PERMITS</b>	<b>734,987</b>	<b>835,256</b>	<b>1,017,810</b>	<b>1,251,600</b>	<b>1,220,719</b>	<b>1,163,329</b>	<b>1,329,400</b>
Cable TV Franchise Fees	544,180	523,564	525,129	583,000	583,000	395,206	583,000
Cable TV PEG Fees	67,402	40,078	52,484	108,702	108,702	39,510	108,702
<b>TOTAL FEES</b>	<b>611,582</b>	<b>563,642</b>	<b>577,613</b>	<b>691,702</b>	<b>691,702</b>	<b>434,716</b>	<b>691,702</b>
<b>TOTAL LIC./PERM/FEES</b>	<b>1,443,238</b>	<b>1,500,154</b>	<b>1,744,154</b>	<b>2,036,302</b>	<b>2,028,421</b>	<b>1,748,890</b>	<b>2,119,102</b>
<b>CHARGE FOR SERVICES</b>							
Boot Removal Fee	7,165	10,216	6,010	15,000	15,000	4,890	15,000
Witness Fees	2,035	1,895	1,869	2,000	2,000	1,380	2,000
Zoning Code Fees	8,459	5,060	4,095	6,000	6,000	7,608	6,000
Fire System Plan Review	3,875	3,800	2,275	3,450	3,450	4,625	3,500
Fire False Alarm	0	50	0	0	0	0	0
Police False Alarm	12,737	12,259	0	0	0	0	0
False Alarm Fees - Public Safety	0	0	9,906	13,200	13,200	11,172	13,200
Fire Training Services	300	569	3,760	200	831	830	1,000
Fire Dept - Inspection Services	1,754	1,588	0	1,500	1,500	1,600	1,500
Fire Dept - Admin Charges	540	390	415	500	500	440	500
Dog Registration Fees	770	1,010	865	400	400	670	882
Public Act 425	244,490	213,938	214,745	216,395	239,060	239,060	275,000
Police Billable Overtime	36,786	32,034	44,468	70,000	70,000	32,655	88,750
Police Dept PTV Charges	0	100	60	0	30	30	0
Special Events Services	838	6,759	2,571	4,000	4,000	1,225	4,000
Special Events Ojibway	8,675	5,068	2,875	5,600	5,600	1,600	5,600
Grass Cutting Services	189	251	0	0	0	537	0
Engineering Plans/Records	0	0	8	0	0	0	0
Abandoned Vehicles	723	125	144	0	0	85	0
Fire Apparatus Testing	0	291	0	0	0	0	0
Sale of Junk	0	1,017	1,368	300	1,158	939	1,158
Construction Plan Review	7,119	39,285	8,188	15,000	33,129	33,727	20,000
Election Services	17,133	26	0	0	0	0	0
Materials and Services	2,518	(6,605)	22,426	14,600	14,600	6,470	14,600
Abatement Fees	0	0	0	0	500	500	0
<b>TOTAL GENERAL GOV'T.</b>	<b>356,106</b>	<b>329,126</b>	<b>326,048</b>	<b>368,145</b>	<b>410,958</b>	<b>350,043</b>	<b>452,690</b>

**REVENUE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

	2017 Actual	2018 Actual	2019 Actual	2020 Approved Budget	2020 Adjusted Budget	2020 Projected	2021 Approved Budget
Gun Registration Fees	1,071	1,144	1,309	1,000	1,000	749	1,000
Vehicle Storage Fees	32,948	33,075	29,550	30,000	39,523	42,448	32,000
Hazmat Clean Up Fees	21,299	33,330	11,477	33,000	33,000	14,397	33,000
Police Department	23,568	27,894	30,521	30,000	30,000	29,756	30,000
Fire Dept - Cost Recoveries	11,984	6,943	5,748	6,000	6,000	510	6,000
<b>TOTAL POLICE &amp; FIRE</b>	<b>90,870</b>	<b>102,386</b>	<b>78,605</b>	<b>100,000</b>	<b>109,523</b>	<b>87,860</b>	<b>102,000</b>
Internment Services	231,194	255,950	249,243	254,200	254,200	268,315	271,675
Markers and Bases	16,314	36,592	15,558	16,285	16,285	16,348	16,957
Grave Spaces	98,016	119,126	144,982	145,150	160,506	156,506	178,375
Materials and Services	67,681	37,471	71,189	58,689	82,174	90,069	75,225
<b>TOTAL CEMETERIES</b>	<b>413,205</b>	<b>449,139</b>	<b>480,972</b>	<b>474,324</b>	<b>513,165</b>	<b>531,238</b>	<b>542,232</b>
<b>TOTAL CHARGE SVC.</b>	<b>860,181</b>	<b>880,651</b>	<b>885,625</b>	<b>942,469</b>	<b>1,033,646</b>	<b>969,141</b>	<b>1,096,922</b>
<b>FINES &amp; FORFEITURES</b>							
Parking Lot Receipts	64,713	44,233	10,875	30,000	0	0	30,000
Ordinance Fines	89,231	93,428	96,784	90,000	90,000	85,796	95,000
Parking Violation Fines	167,334	166,109	130,312	175,000	131,405	136,894	185,000
Parking Violation Fines - Delinquent	0	0	0	0	0	0	90,000
Civil Infractions	2,100	(26,635)	6,300	4,500	4,500	4,750	4,500
Parking Tickets - Police	7,430	5,592	5,705	10,000	10,000	525	10,000
Transfer Affidavit Fines	24,828	20,196	7,043	13,400	13,400	2,400	7,000
Penalties - Clerks Office	8,115	5,918	1,747	500	500	3,538	1,000
<b>TOTAL FINES &amp; FORFEIT.</b>	<b>363,751</b>	<b>308,841</b>	<b>258,766</b>	<b>323,400</b>	<b>249,805</b>	<b>233,903</b>	<b>422,500</b>
<b>INTEREST</b>							
Interest on Investments	0	0	0	30,000	0	0	30,000
Cemetery Endowments	0	0	0	265	265	0	265
Interest on City Income Taxes	352,614	366,711	376,009	350,000	350,000	310,306	365,000
Interest on Spec Asmts	0	0	168	100	100	427	100
Interest and Penalties	3,502	1,652	3,566	1,670	1,670	1,115	1,670
Cemetery Int on Investments	6,129	19,279	160,128	215,965	215,965	123,409	215,965
Dividends	6,357	6,316	6,004	4,035	4,035	4,980	6,004
<b>TOTAL INTEREST</b>	<b>368,602</b>	<b>393,958</b>	<b>545,875</b>	<b>602,035</b>	<b>572,035</b>	<b>440,237</b>	<b>619,004</b>
<b>RENTS &amp; PRIVILEGES</b>							
Land and Building Rentals	40,571	8,738	40,429	38,000	72,367	74,286	60,000
Radio Tower Rent	4,800	4,800	4,800	4,800	4,800	4,800	9,600
<b>TOTAL RENTS &amp; PRIV.</b>	<b>45,371</b>	<b>13,538</b>	<b>45,229</b>	<b>42,800</b>	<b>77,167</b>	<b>79,086</b>	<b>69,600</b>

**REVENUE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

	2017 Actual	2018 Actual	2019 Actual	2020 Approved Budget	2020 Adjusted Budget	2020 Projected	2021 Approved Budget
<b>OTHER REVENUES</b>							
Saginaw County	57,853	118,000	3,329	50,000	0	0	50,000
Riverfront Comm Donations	1,545	3,250	1,920	2,000	2,000	0	2,000
Google Advertising Revenue	1,757	1,490	1,512	1,700	1,700	1,234	1,700
Contributions	0	0	0	6,000	7,971	1,100	7,000
<b>CONTRIBUTIONS</b>	<b>61,155</b>	<b>122,740</b>	<b>6,761</b>	<b>59,700</b>	<b>11,671</b>	<b>2,334</b>	<b>60,700</b>
Sale of Land/Buildings	0	3	1	40,000	0	0	40,000
Sale of Property Items			14,449	0	0	0	0
Sale of Property - Police	2,222	2,563	58,734	0	2,040	2,105	0
Sale of Material/Service	1,028	110	0	0	0	0	0
Sale of Property - Fire	1,269	0	3,054	500	7,569	7,570	1,000
<b>SALES OF PROPERTY</b>	<b>4,519</b>	<b>2,676</b>	<b>76,238</b>	<b>40,500</b>	<b>9,609</b>	<b>9,675</b>	<b>41,000</b>
Special Assessments	(8,162)	(145,338)	34,410	150,000	25,252	25,252	150,000
<b>TOTAL SPECIAL ASSESS.</b>	<b>(8,162)</b>	<b>(145,338)</b>	<b>34,410</b>	<b>150,000</b>	<b>25,252</b>	<b>25,252</b>	<b>150,000</b>
Surplus Receipts	3,889	17,772	102	1,000	1,000	477	1,000
Demolition Contracts	250	(620,724)	75	0	0	0	0
Installment Contract Proceeds	0	344,466	767,249	73,767	0	0	0
Cash Over and Short	53	(142)	(769)	500	500	(247)	500
Smoke Detectors	0	0	0	0	0	0	0
Clerk's Dept Fees	1,480	1,013	997	1,000	1,000	456	700
Police Donations	7,779	11,227	32,138	0	29,100	100	0
Fire Donations	4,062	2,850	8,235	500	3,050	2,550	1,000
Saginaw County Parks	0	105,000	0	0	0	0	0
Encroachment	6,635	3,813	4,883	3,150	3,150	4,473	3,200
Pawn Shop	11,740	8,835	8,835	10,000	10,000	7,620	10,000
Board Ups	12,119	(2,861)	10,807	9,000	9,000	12,303	10,000
Other Revenue	0	0	0	0	0	0	0
Detachment	0	0	0	0	0	0	0
<b>TOTAL SURPLUS RECEIPT</b>	<b>48,007</b>	<b>(128,751)</b>	<b>832,552</b>	<b>98,917</b>	<b>56,800</b>	<b>27,732</b>	<b>26,400</b>
Indirect Costs	2,252,392	2,691,707	3,718,810	2,561,600	2,558,231	2,558,231	2,659,583
Administration Fee	0	0	0	0	0	0	0
Insurance Proceeds	94,852	0	697	0	0	0	0
Insurance Premiums	750	720	720	14,500	14,500	615	14,500
Fire Dept Overtime Reimbursements	20,685	10,748	28,610	5,000	5,000	4,033	5,000
Reimbursements	106,140	91,020	324,786	71,794	196,753	195,367	87,098
Reimbursements - PD			25,919	0	17,777	17,777	0
Saginaw Housing Comm	123,614	107,512	114,752	204,418	129,418	124,235	204,418
Inspections	44,135	70,605	67,685	82,500	49,675	49,675	82,500
Reimbursements - Police/Covenant	0	48,616	190,308	314,797	353,485	353,485	363,823
Facilities - Labor	5,058	1,962	1,730	2,000	2,000	518	2,000
Facilities - Material	2,749	3,391	11,493	2,000	2,000	1,207	2,000
Fire - Labor	638	988	1,026	1,000	1,000	1,048	1,200
<b>TOTAL REIMBURSEMENTS</b>	<b>2,651,013</b>	<b>3,027,269</b>	<b>4,486,536</b>	<b>3,259,609</b>	<b>3,329,839</b>	<b>3,306,191</b>	<b>3,422,122</b>

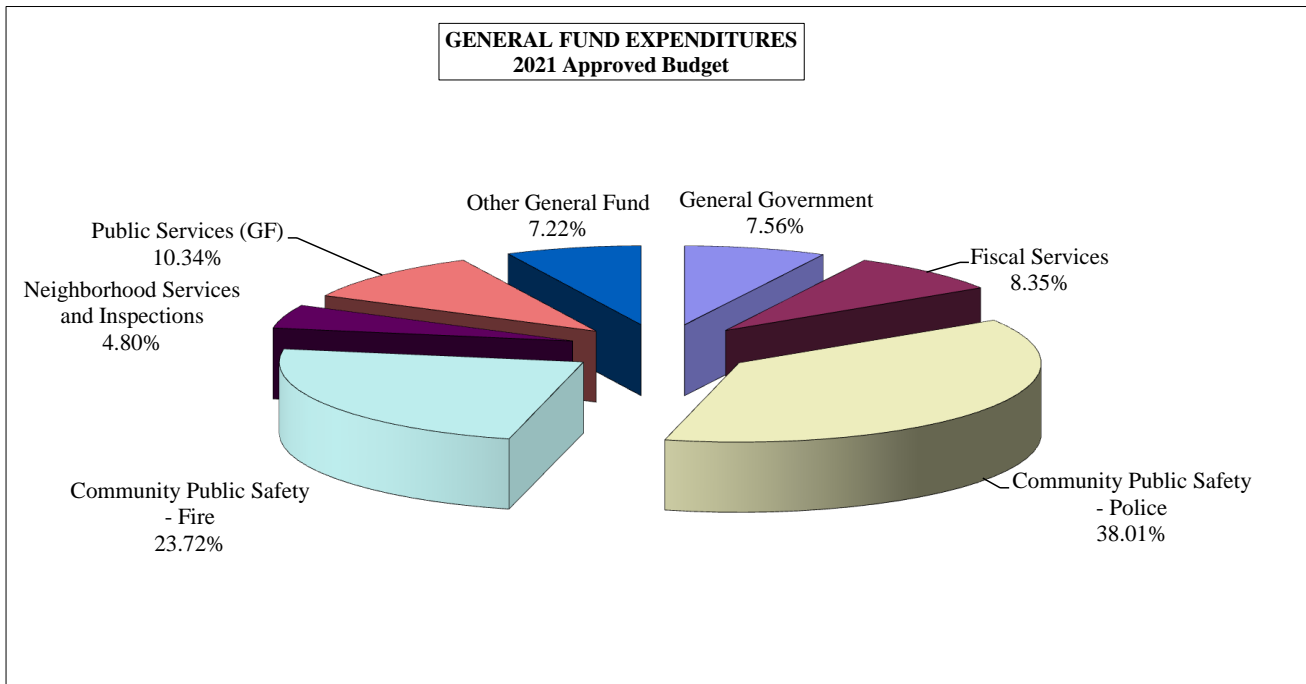
**REVENUE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

	2017 Actual	2018 Actual	2019 Actual	2020 Approved Budget	2020 Adjusted Budget	2020 Projected	2021 Approved Budget
Police Dept Services	0	70,944	9,606	9,000	10,512	35,512	27,750
<b>TOTAL PUB. SAFETY FEE</b>	<b>0</b>	<b>70,944</b>	<b>9,606</b>	<b>9,000</b>	<b>10,512</b>	<b>35,512</b>	<b>27,750</b>
Gain/Loss on Investment	(8,016)	(9,091)	3,858	0	10,071	10,683	0
<b>TOTAL G/L ON INVEST.</b>	<b>(8,016)</b>	<b>(9,091)</b>	<b>3,858</b>	<b>0</b>	<b>10,071</b>	<b>10,683</b>	<b>0</b>
<b>TOTAL OTHER REVENUE</b>	<b>2,748,516</b>	<b>2,940,449</b>	<b>5,449,961</b>	<b>3,617,726</b>	<b>3,453,754</b>	<b>3,417,379</b>	<b>3,727,972</b>
Decrease in Fund Equity	0	0	0	0	2,474,635	3,758,907	0
<b>TOTAL FUND EQUITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,474,635</b>	<b>3,758,907</b>	<b>0</b>
Community Dev. Block Grant	181,276	154,562	142,967	142,967	142,967	142,967	142,967
Transfer from Other Funds	64,095	0	0	0	0	0	0
Public Safety	150,749	0	0	0	0	0	0
Water Fund	0	0	0	0	0	0	0
Blight Elimination	0	0	0	0	21,180	21,179	0
<b>TOTAL TRANSFERS</b>	<b>396,120</b>	<b>154,562</b>	<b>142,967</b>	<b>142,967</b>	<b>164,147</b>	<b>164,146</b>	<b>142,967</b>
<b>TOTAL GENERAL FUND</b>	<b>32,365,304</b>	<b>33,124,702</b>	<b>37,751,795</b>	<b>35,013,211</b>	<b>37,728,221</b>	<b>35,442,612</b>	<b>36,273,633</b>

**GENERAL FUND EXPENDITURES  
BY DEPARTMENT AND CATEGORY  
2020/2021 APPROVED BUDGET**

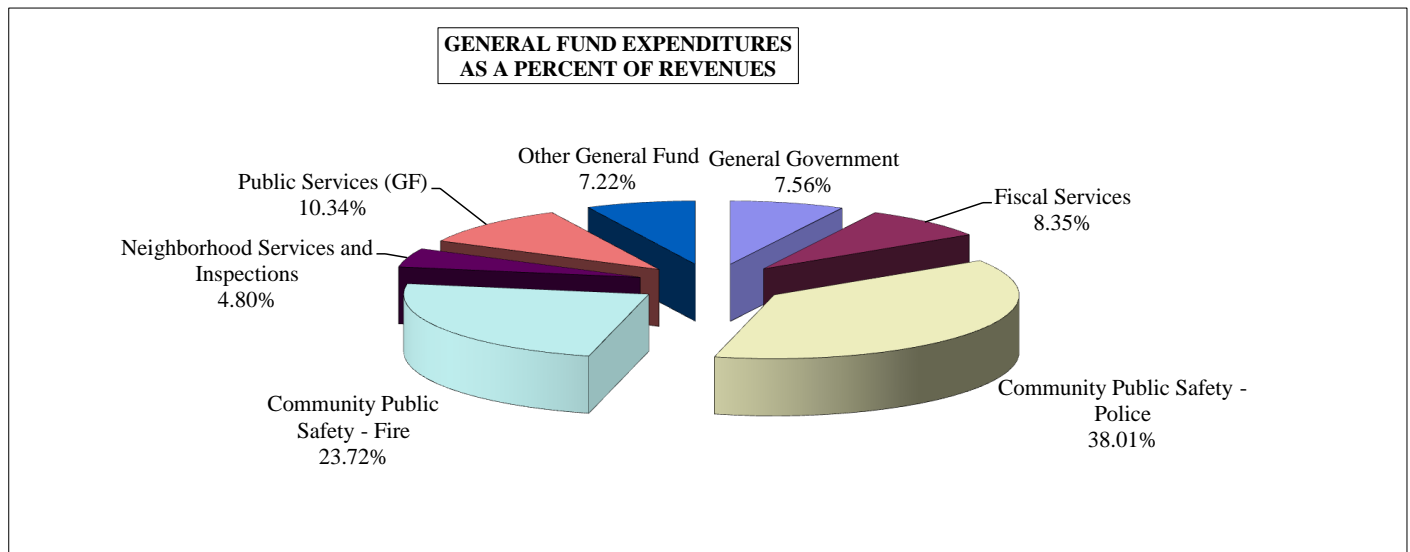
	2017 Actual	2018 Actual	2019 Actual	2020 Approved Budget	2020 Adjusted Budget	2020 Projected	2021 Approved Budget
General Government	1,998,957	2,271,902	2,300,163	2,595,683	2,762,820	2,485,119	2,741,051
Fiscal Services	2,424,816	2,791,589	2,697,977	2,968,928	2,982,912	2,813,920	3,028,361
Community Public Safety - Police	11,104,961	10,385,648	12,531,147	12,701,124	12,992,551	12,565,652	13,788,489
Community Public Safety - Fire	7,788,681	8,439,959	8,292,097	8,341,506	8,981,331	8,951,282	8,605,631
Neighborhood Services and Inspections	1,533,361	1,482,666	1,661,074	1,749,182	1,846,928	1,594,661	1,741,517
Public Services (GF)	3,072,297	3,240,904	3,572,950	3,932,211	4,260,145	3,855,544	3,749,057
Other General Fund	2,725,661	2,807,924	3,125,470	2,724,577	3,901,534	3,186,434	2,619,527
<b>TOTAL GENERAL FUND</b>	<b>30,648,734</b>	<b>31,420,592</b>	<b>34,180,878</b>	<b>35,013,211</b>	<b>37,728,221</b>	<b>35,452,612</b>	<b>36,273,633</b>

Personnel Services	24,249,638	24,749,492	26,002,616	27,771,159	28,144,407	27,674,953	29,181,235
Operating Expenses	5,726,381	5,396,871	5,696,405	6,301,137	6,356,311	5,526,808	6,277,934
Capital Outlay	291,085	611,464	1,565,301	94,393	1,187,865	935,625	34,250
Miscellaneous	381,630	662,765	916,556	846,522	2,039,638	1,315,226	780,214
<b>TOTAL GENERAL FUND</b>	<b>30,648,734</b>	<b>31,420,592</b>	<b>34,180,878</b>	<b>35,013,211</b>	<b>37,728,221</b>	<b>35,452,612</b>	<b>36,273,633</b>



**GENERAL FUND REVENUES AND EXPENDITURES  
2020/2021 APPROVED BUDGET**

	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Approved Budget</b>	<b>2020 Adjusted Budget</b>	<b>2020 Projected</b>	<b>2021 Approved Budget</b>
Property Taxes	3,597,967	3,558,980	4,215,567	3,561,029	3,564,466	3,649,155	3,638,045
City Income Taxes	13,212,804	13,722,888	14,119,061	13,795,000	13,795,000	12,114,444	13,795,000
State Revenue Sharing	8,067,375	8,217,270	8,460,181	8,660,253	8,670,410	7,216,341	8,744,637
Grants	960,971	1,433,411	1,884,409	1,289,230	1,644,735	1,650,983	1,897,884
Licenses, Permits, & Fees	1,443,238	1,500,154	1,744,154	2,036,302	2,028,421	1,748,890	2,119,102
Charge for Services	860,181	880,651	885,625	942,469	1,033,646	969,141	1,096,922
Fines and Forfeitures	363,751	308,841	258,766	323,400	249,805	233,903	422,500
Interest	368,602	393,958	545,875	602,035	572,035	440,237	619,004
Rents	45,371	13,538	45,229	42,800	77,167	79,086	69,600
Reimbursements	2,651,013	3,027,269	4,486,536	3,259,609	3,329,839	3,306,191	3,422,122
Other Revenues	397,911	(86,820)	959,567	358,117	123,915	111,188	305,850
Fund Balance	0	0	0	0	2,474,635	0	0
Transfers	396,120	154,562	142,967	142,967	164,147	164,146	142,967
<b>TOTAL RESOURCES</b>	<b>32,365,304</b>	<b>33,124,702</b>	<b>37,747,937</b>	<b>35,013,211</b>	<b>37,728,221</b>	<b>31,683,705</b>	<b>36,273,633</b>
General Government	1,998,957	2,271,902	2,300,163	2,595,683	2,762,820	2,485,119	2,741,051
Fiscal Services	2,424,816	2,791,589	2,697,977	2,968,928	2,982,912	2,813,920	3,028,361
Community Public Safety - Police	11,104,961	10,385,648	12,531,147	12,701,124	12,992,551	12,565,652	13,788,489
Community Public Safety - Fire	7,788,681	8,439,959	8,292,097	8,341,506	8,981,331	8,951,282	8,605,631
Neighborhood Services and Inspections	1,533,361	1,482,666	1,661,074	1,749,182	1,846,928	1,594,661	1,741,517
Public Services (GF)	3,072,297	3,240,904	3,572,950	3,932,211	4,260,145	3,855,544	3,749,057
Other General Fund	2,725,661	2,807,924	3,125,470	2,724,577	3,901,534	3,186,434	2,619,527
<b>TOTAL APPROPRIATIONS</b>	<b>30,648,734</b>	<b>31,420,592</b>	<b>34,180,878</b>	<b>35,013,211</b>	<b>37,728,221</b>	<b>35,452,612</b>	<b>36,273,633</b>





**GENERAL FUND APPROPRIATIONS**

*GENERAL GOVERNMENT*

*DEPARTMENT OF FISCAL SERVICES*

*COMMUNITY PUBLIC SAFETY - POLICE*

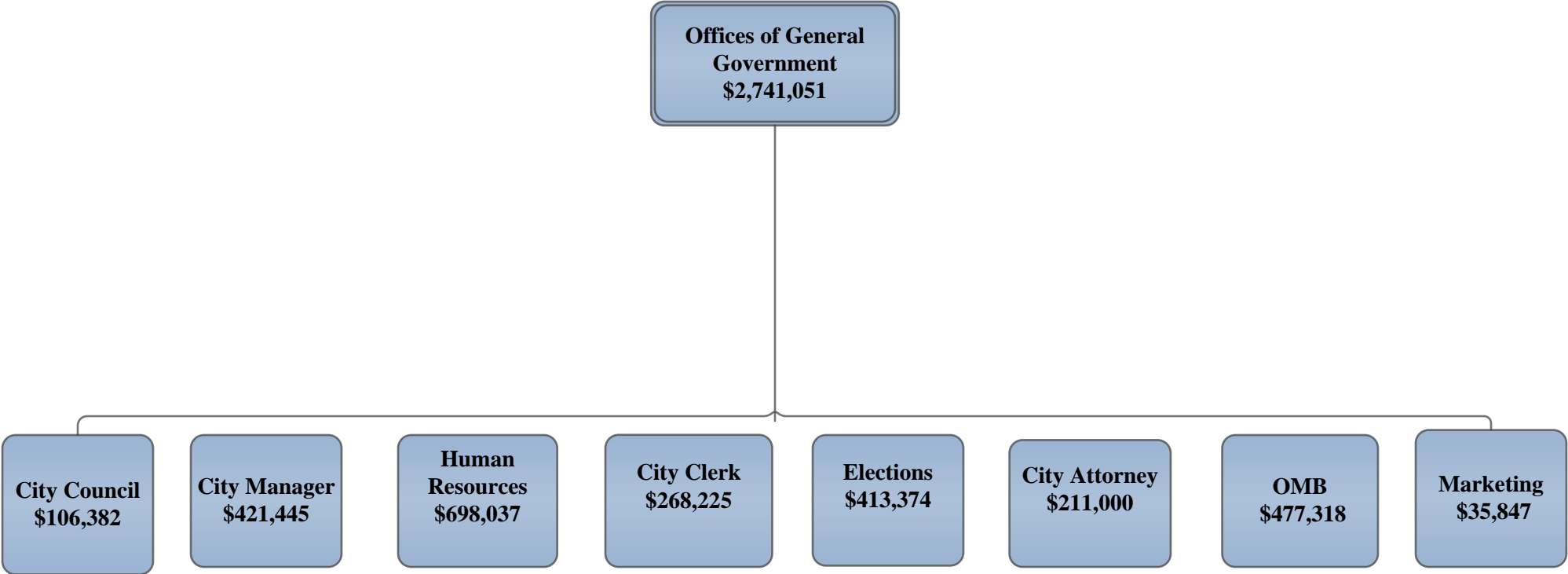
*COMMUNITY PUBLIC SAFETY - FIRE*

*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 \$109,413. This division is represented under the Department of Technical Services. The total 2021 Budget for the Offices of General Government is \$2,741,051.*

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

### **EXPENDITURE BUDGET SUMMARY**

The Offices of General Government is expected to be \$2,741,051 for FY 2021. This is a \$145,368 increase from FY 2020 approved budgeted levels. *Personnel Services* increases by \$77,829. (*The personnel complement changes are listed in detail under Summary of Positions.*) For FY 2021, a HR Intern will be added to the Office of Human Resources. In addition the Executive Assistant to the City Manager will be reclassified to the Executive Marketing Coordinator and the Administrative Support Clerk will be reallocated to a higher step and range. As it relates to *Operating Expenses*, this department reflects an \$83,915, or 11.76% increase. This is largely due to the addition of marketing services in the newly created Marketing Division. In FY 2020, these expenditures were recognized in OMB. In addition, the cost of Election Workers will increase in the Election Division due to the August primary and the November Presidential Elections. *Capital Outlay* expenditures budgeted in FY 2021 will be \$4,250.

### **FUNDING LEVEL SUMMARY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
0101 City Council	64,190	64,413	84,158	104,694	130,100	93,964	106,382
1710 Office of the City Manager	354,030	373,109	358,630	409,239	415,102	373,215	421,455
1711 SGTV	54,862	135,757	98,418	108,109	109,420	101,956	109,413
1725 Human Resources	539,573	637,490	643,212	665,428	714,060	675,793	698,037
1730 City Clerk's Office	237,892	246,509	227,859	308,137	308,529	277,734	268,225
1731 Elections	272,365	295,359	367,039	299,107	356,690	290,307	413,374
1734 City Attorney's Office	155,017	152,035	151,017	211,000	211,000	145,733	211,000
1735 Office of Management and Budget	321,028	367,372	369,830	489,969	517,919	442,465	477,318
1736 Marketing	0	0	0	0	0	0	35,847
<b>Total Expenditures</b>	<b>1,998,957</b>	<b>2,272,044</b>	<b>2,300,163</b>	<b>2,595,683</b>	<b>2,762,820</b>	<b>2,401,167</b>	<b>2,741,051</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Personnel Services	1,437,026	1,704,832	1,660,098	1,861,457	1,923,080	1,801,204	1,939,286
Operating Expenses	540,967	529,052	553,689	713,600	754,670	556,779	797,515
Capital Outlay	20,964	38,160	86,376	20,626	85,070	43,184	4,250
<b>Total Expenditures</b>	<b>1,998,957</b>	<b>2,272,044</b>	<b>2,300,163</b>	<b>2,595,683</b>	<b>2,762,820</b>	<b>2,401,167</b>	<b>2,741,051</b>

**SUMMARY OF POSITIONS**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
City Council	9.25	9.25	9.30	9.40	9.40	9.40	9.40
Office of the City Manager	2.25	2.25	2.35	2.40	2.35	2.35	2.40
SGTV	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources	4.15	4.40	4.40	4.40	4.40	4.40	5.40
City Clerk's Office	2.60	2.05	1.95	2.90	2.90	2.90	2.00
Elections	5.15	5.70	5.75	5.80	5.75	5.75	6.60
Office of Management and Budget	4.35	4.35	4.35	3.25	3.25	3.25	3.25
<b>Total Positions</b>	<b>28.75</b>	<b>29.00</b>	<b>29.10</b>	<b>29.15</b>	<b>29.05</b>	<b>29.05</b>	<b>30.05</b>

The total Office of General Government will be 30.05 FTE for FY 2021. This is .90 FTE more from the 2020 approved budgeted levels.

- In the Office of the City Manager, the personnel complement remains the same. However, the Executive Assistant to the City Manager will be reclassified to the Executive Marketing Coordinator.
- In the Office of Human Resources, an HR Intern will be added to the personnel complement.
- In the Office of the City Clerk and Election, the personnel complement will decrease .90. This reduction is primarily due to a reallocation of personnel to the Election Division for the August Primary and November Presidential Elections.


**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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Increase the number of collaborative projects with city departments	10	9	15	10	10

**Explanation of variances:**


 The key performance indicator to “increase the number of collaborative projects with city departments” reflect to have been mostly achieved. This is because with the COVID-19 shut-down, in person collaborative projects have been put on hold.

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

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

Key Performance Indicator	FY 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
Percentage of positions filled with highly qualified candidates within 75 business days of the announcement closing	90%	85.20%	90%	90%	90%
Process all enrollment changes within 30 business days of notification from employee	100%	100%	100%	100%	100%

**Explanation of variances:**


 The key performance indicator of “percentage of positions filled with highly qualified candidates within 75 business days of the announcement closing” reflects to have been mostly achieved. This is due to the COVID -19 crisis, employment was suspended from 3/16/2020 thru 05/08/2020. This brought the actual goal down from 97.8% (FY 2019) to 85.20% this current FY 2020.


**Office of the City Clerk** – (summary of services)

The City Clerk’s office serves as the City’s Bureau of Information and Complaints, as stated in the City Charter; maintains agreements, reports, petitions, and informational documentation related to the City. Serves as Clerk to Council and the Civil Service Commission and preserves a record of their proceedings. Additionally, this division administers oaths and affirmations; facilitates tax abatements; preserves ordinances; manages the City’s license requirements; coordinates the annual special single lot assessments and provides risk management service through coordination of insurance coverage and handling of claims.

Key Performance Indicator	FY 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
% of proposed minutes made available to the public within 8 business days after the meeting	80%	100%	81%	82%	83%
% of past due notices for licensing and registration mailed w/in 30 business days of violation	74%	100%	75%	76%	77%

**Explanation of variances:**

 The key performance measure of “% of proposed minutes made available to the public within 8 business days after the meeting” reflects to have been fully achieved. This is due to the Clerk’s Office having the ability to exceed the goal due to the streamlined process for minutes and focus on the requirement to have draft minutes available to the public within 8 days of the meeting as required by the OMA.

 The key performance indicator of “% of past due notices for licensing and registration mailed within 30 business days of violations” reflects to have been fully achieved. This is due to the establishment of the process to utilize the BS&A system to track and generate our notices for easier preparation and timely mailing of notices. Amended ordinance to create an efficient flow for all notices and enforcement process recently established.


**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 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
% of precincts without errors as noted by the County Board of Canvassers	63%	53%	64%	65%	66%

**Explanation of variances:**


 The key performance indicator of “% of precincts without errors as noted by the County Board of Canvassers” reflect to have been mostly achieved. As such, the City Clerk’s office continues to provide training sessions with hands on experience, video viewing, and Q&A activities. There is still a need for skilled workers due to increase use of technology and aging worker list. Efforts continue for the recruitment of younger skilled workers. The Clerk’s Office continues to incorporate partial shifts.

**Office of the City Attorney – (summary of services)**

The office of the City Attorney is an appointed office of the City Charter and recognized by ordinance as the Department of Law. Unless specified otherwise, the appointed City Attorney initially reviews requests for legal services, which may include conducting review of City contracts, drafting City contracts, ordinances, and other materials, and conducting legal research and preparing opinions on a wide range of municipal matters. Generally, ordinance prosecution, labor relations, and some 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 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 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 approximately twice a month	24 meetings	19 meetings	22 meetings	22 meetings	22 meetings
Provide initial review of all legal requests (including contracts) within five (5) business days	95%	98%	95%	95%	95%
Provide response to all legal requests (including contracts) by the designated due date	90%	94%	90%	90%	90%

**Explanation of variances:**

 The key performance indicator of “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 approximately twice a month” reflects to have been mostly achieved. 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 working remotely as a result of Governor’s order, conflicts in schedule, or time off of work. The City Manager’s office determines when LLAT meetings are necessary and is responsible for the scheduling of same. The City Attorney attended all scheduled LLAT meetings for the fiscal year.



**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.

<b>Key Performance Indicator</b>	<b>FY 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Increase the City’s GFOA Distinguished Budget Award Rating to 3.5 in each area	3.25	3.07	3.15	3.20	3.25
Percentage of General Fund Revenues and Expenditures projections to adjusted budget	95%	99.18%	96%	96%	95%

**Explanation of variances:**

The key performance indicator to “increase the City’s GFOA Distinguished Budget Award Rating to 3.5 in each area” reflects to have been mostly achieved. This is primarily due to a decrease in the ranking in two areas of the GFOA criteria.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**101-0101 City Council**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	35,095	Council Members	9.00	18,870
Overtime	0	Admin Support Clerk	0.40	16,225
Fringe Benefits	24,438			
		<b>Total Personnel</b>	<u>9.40</u>	<u>35,095</u>
<b>TOTAL</b>	<u><b>59,533</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	1,550	FICA		2,685
Internal Services	3,599	Healthcare Benefits - Active		8,914
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,000	Pension		12,839
Maintenance Fees	950			
Other Contracted Fees	38,000	<b>Total Fringe Benefits</b>		<u>24,438</u>
<b>TOTAL</b>	<u><b>45,099</b></u>			
		<b>TOTAL</b>	<u><b>9.40</b></u>	<u><b>59,533</b></u>
<b>CAPITAL OUTLAY</b>	1,750			
<b>TOTAL</b>	<u><b>1,750</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>106,382</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-1710 City Manager**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	216,958	City Manager	1.00	140,514
Overtime	0	Executive Marketing		
Add Pays	6,000	Coordinator	1.00	60,219
Fringe Benefits	132,928	Admin Support Clerk	0.40	16,225
<b>TOTAL</b>	<b>355,886</b>	<b>Total Personnel</b>	<b>2.40</b>	<b>216,958</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>0</b>
Supplies	4,550			
Internal Services	23,034	Car Allowance		6,000
Other Services				
Professional Fees	16,585	<b>Total Add Pays</b>		<b>6,000</b>
Maintenance Fees	3,250			
Other Contracted Fees	15,650			
<b>TOTAL</b>	<b>63,069</b>	FICA		16,839
		Healthcare Benefits - Active		21,848
		Healthcare Benefits - Retirees		0
		Pension		94,241
<b>CAPITAL OUTLAY</b>	2,500	<b>Total Fringe Benefits</b>		<b>132,928</b>
<b>TOTAL</b>	<b>2,500</b>			
<b>TOTAL APPROPRIATION</b>	<b>421,455</b>	<b>TOTAL</b>	<b>2.40</b>	<b>355,886</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-1711 SGTV**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	47,734	SGTV Program Coord.	1.00	47,734
Overtime	0			
Fringe Benefits	54,394	<b>Total Personnel</b>	1.00	47,734
<b>TOTAL</b>	<b>102,128</b>	<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	400	FICA		3,652
Internal Services	5,185	Healthcare Benefits - Active		17,929
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,000	Pension		32,813
Maintenance Fees	600	<b>Total Fringe Benefits</b>		54,394
Other Contracted Fees	100			
<b>TOTAL</b>	<b>7,285</b>	<b>TOTAL</b>	<b>1.00</b>	<b>102,128</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>109,413</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-1725 Human Resources**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	328,362	Assistant City Manager/ Human Resources Director	1.00	118,778
Overtime	0	Human Resources Generalist	1.00	70,595
Fringe Benefits	218,799	Human Resources Specialist	0.40	24,601
		HR Benefit Analyst	1.00	57,363
		HR Support Staff (PT)	1.00	39,553
		HR Intern	1.00	17,472
<b>TOTAL</b>	<b>547,161</b>			
<b>OPERATING EXPENSES</b>				
		<b>Total Personnel</b>	<b>5.40</b>	<b>328,362</b>
Supplies	4,800			
Internal Services	30,887			
Other Services		<b>Overtime</b>		<b>0</b>
Professional Fees	91,419			
Maintenance Fees	7,900			
Other Contracted Fees	15,870	FICA		25,120
		Healthcare Benefits - Active		71,210
<b>TOTAL</b>	<b>150,876</b>	Healthcare Benefits - Retirees		0
		Pension		122,469
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>218,799</b>
<b>TOTAL</b>	<b>0</b>			
		<b>TOTAL</b>	<b>5.40</b>	<b>547,161</b>
<b>TOTAL APPROPRIATION</b>	<b>698,037</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

101-1730 City Clerk

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2020/ 2021 BUDGET ALLOCATION
<b>PERSONNEL SERVICES</b>			
Salaries	106,534	City Clerk	0.50 50,665
Overtime	0	Deputy City Clerk	0.30 18,802
Fringe Benefits	78,938	Office Assistant III	0.70 28,513
		Skilled Clerical I (PT)	0.50 8,554
<b>TOTAL</b>	<b>185,472</b>	<b>Total Personnel</b>	<b>2.00 106,534</b>
<b>OPERATING EXPENSES</b>			
		<b>Overtime</b>	<b>0</b>
Supplies	3,000		
Internal Services	49,483		
Other Services		FICA	8,245
Professional Fees	13,400	Healthcare Benefits - Active	18,710
Maintenance Fees	10,668	Healthcare Benefits - Retirees	0
Other Contracted Fees	6,202	Pension	51,983
<b>TOTAL</b>	<b>82,753</b>	<b>Total Fringe Benefits</b>	<b>78,938</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>TOTAL</b>	<b>2.00 185,472</b>
<b>TOTAL</b>	<b>0</b>		
<b>TOTAL APPROPRIATION</b>	<b>268,225</b>		



**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-1731 Elections**

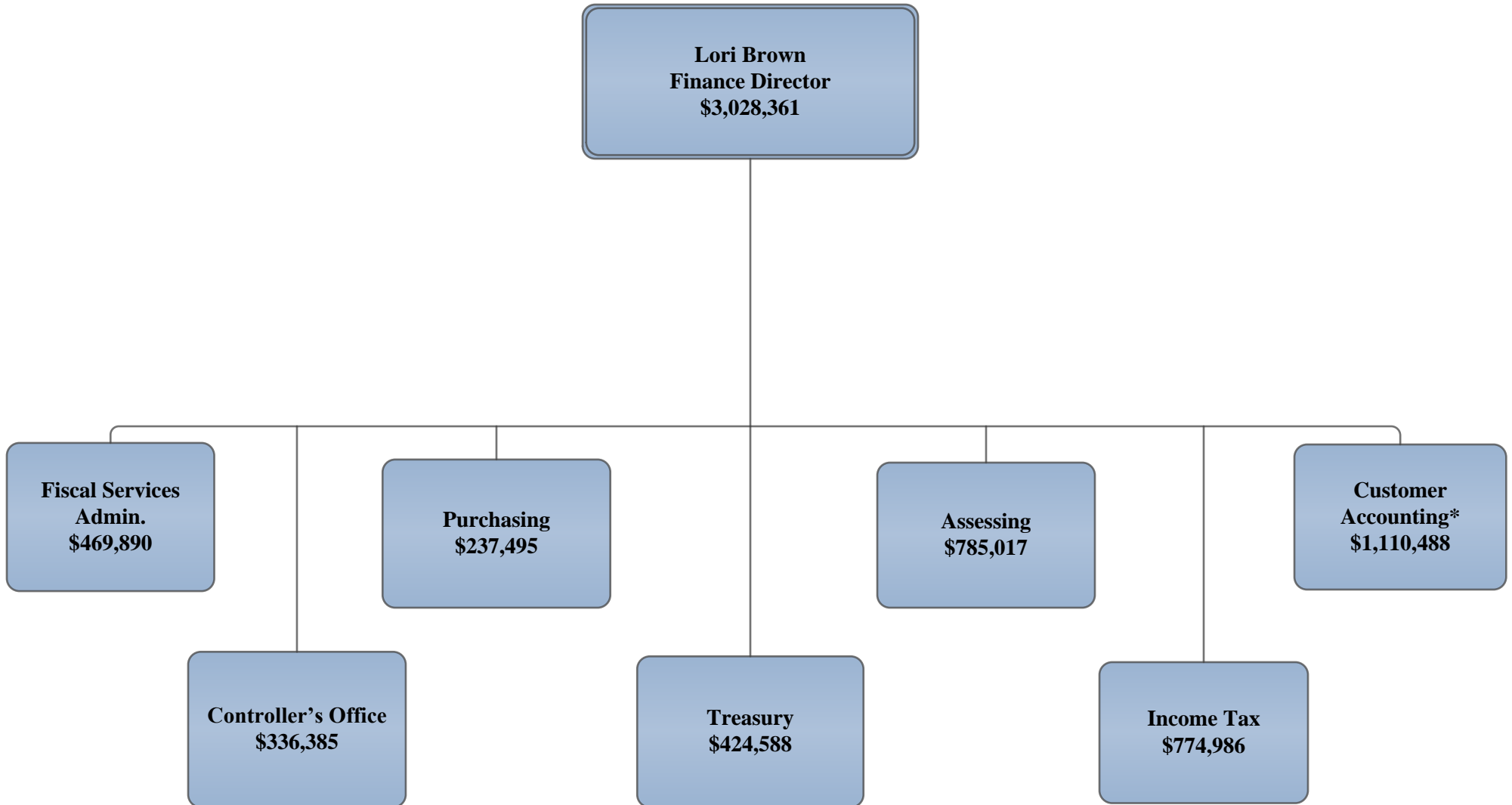
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	161,136	City Clerk	0.40	40,532
Overtime	6,000	Deputy City Clerk	0.40	37,603
Fringe Benefits	121,023	Office Assistant III	1.30	53,115
		Skilled Clerical I (PT)	1.50	25,662
		Election Asst (Temp)	3.00	4,224
<b>TOTAL</b>	<b>288,159</b>			
		<b>Total Personnel</b>	<b>6.60</b>	<b>161,136</b>
<b>OPERATING EXPENSES</b>				
Supplies	3,780	<b>Overtime</b>		6,000
Internal Services	25,756			
Other Services		FICA		12,882
Professional Fees	84,680	Healthcare Benefits - Active		30,400
Maintenance Fees	7,304	Healthcare Benefits - Retirees		0
Other Contracted Fees	3,695	Pension		77,741
<b>TOTAL</b>	<b>125,215</b>			
		<b>Total Fringe Benefits</b>		<b>121,023</b>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>6.60</b>	<b>288,159</b>
<b>TOTAL APPROPRIATION</b>				<b>413,374</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

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

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	230,622	Director of OMB	1.00	104,116
Overtime	0	Budget Analyst II	1.00	63,193
Fringe Benefits	170,325	Budget Analyst I	1.00	52,880
		Economic Dev. Coord.	0.05	2,321
		Admin. Support Clerk	0.20	8,113
<b>TOTAL</b>	<b>400,947</b>			
		<b>Total Personnel</b>	<b>3.25</b>	<b>230,622</b>
<b>OPERATING EXPENSES</b>				
Supplies	2,825	<b>Overtime</b>		0
Internal Services	40,439			
Other Services				
Professional Fees	21,601	FICA		17,643
Maintenance Fees	4,506	Healthcare Benefits - Active		38,490
Other Contracted Fees	7,000	Healthcare Benefits - Retirees		0
		Pension		114,192
<b>TOTAL</b>	<b>76,371</b>	<b>Total Fringe Benefits</b>		<b>170,325</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>3.25</b>	<b>400,947</b>
<b>TOTAL APPROPRIATION</b>	<b>477,318</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 will increase by \$59,433 from the FY 2020 approved budgeted levels. The largest increase to this department will be realized in *Operating Expenses*, which increases by \$31,038. Most of this increase is due to increased information management charges and required training and development in the Assessing division and the purchase of new software for the Income Tax division. *Personnel Services* are expected to increase by \$28,395 from the FY 2020 Approved Budget. This increase is directly related to the 2% across the board increases as well as a 3% to 5% increase to healthcare benefits. No *Capital Outlay* purchases will be budgeted in the Department of Fiscal Services for FY 2021.

### FUNDING LEVEL SUMMARY

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
1740 Administration	355,731	475,621	468,530	470,013	470,984	428,555	469,890
1741 City Controller	322,022	326,856	316,747	326,008	326,008	321,528	336,385
1742 Purchasing	191,429	221,519	210,318	225,690	228,529	218,131	237,495
1743 Treasury	356,852	403,035	358,935	422,514	422,514	388,124	424,588
1744 Assessor	574,005	628,605	643,709	764,369	764,690	696,730	785,017
1745 Income Tax	624,777	727,977	699,738	760,334	770,187	712,802	774,986
<b>Total Expenditures</b>	<b>2,424,816</b>	<b>2,783,613</b>	<b>2,697,977</b>	<b>2,968,928</b>	<b>2,982,912</b>	<b>2,765,870</b>	<b>3,028,361</b>

### FUNDING LEVEL BY CATEGORY

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	1,712,053	2,059,603	2,008,431	2,212,039	2,225,052	2,078,950	2,240,434
Operating Expenses	678,195	695,022	667,602	756,889	752,062	685,467	787,927
Capital Outlay	34,568	28,988	21,944	0	5,798	1,453	0
<b>Total Expenditures</b>	<b>2,424,816</b>	<b>2,783,613</b>	<b>2,697,977</b>	<b>2,968,928</b>	<b>2,982,912</b>	<b>2,765,870</b>	<b>3,028,361</b>

### SUMMARY OF POSITIONS

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Administration	3.75	3.75	3.60	3.50	3.50	3.50	3.50
Purchasing Office	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Treasury Office	3.55	3.25	2.83	2.83	2.83	2.83	2.83
Office of the Assessor	5.70	6.00	6.20	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	8.47	9.47	9.47	9.47	9.47
<b>Total Positions</b>	<b>28.25</b>	<b>28.25</b>	<b>29.10</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>

The total personnel complement for the Department of Fiscal Services will be 30.00 FTE for FY 2021. This is the same as the previous fiscal year's complement.

**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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Percent of bank reconciliations completed within 30 days of month end	90%	75%	90%	90%	90%
Percent of correcting accounting entries to total accounting entries	5%	2%	5%	5%	5%

**Explanation of variances:**

The key performance indicator of “percent of bank reconciliations completed within 30 days of month end” reflects to have been mostly achieved. The August bank reconciliations were delayed as the month of September was spent preparing for the audit. The audit tasks were more urgent and needed to be completed in a timely manner. Additionally, the pooled cash bank reconciliations were delayed once the Stay-At-Home order was enacted in March, 2020.

The key performance indicator of “percent of correcting accounting entries to total accounting entries” reflects to have not been achieved. The City Staff working on site was reduced and thus, responsibilities expanded. Completing some of the normal tasks had to be deferred to more crucial tasks.

**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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Increase the percentage of city bids obtained through joint venture procurement sources.	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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 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 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
Review 25% of real property w/in the city per year	4,600	3,759	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 mostly achieved. This is because Assessing fell slightly short of meeting FY 2020 goal due to staff reductions for March, April and May in response to COVID 19 and Stay at Home Order.

**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 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
Total collection of delinquent income taxes as a percentage of total income tax revenue	11%	12%	11%	11%	11%
Increase the number of income tax warrant files completed	1,750	1,375	1,800	1,850	1,850

**Explanation of variances:**

The key performance indicator to “increase the number of income tax warrant files completed” reflects to have been mostly achieved. The reason for this is because there was a decrease in the number of income tax warrant files completed due to staff reductions and courthouse closure in response to COVID 19 and Stay at Home Order.

**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 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
Increase the collection of unpaid balances on closed accounts	5%	5%	5%	7%	7%

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**101-1740 Fiscal Services Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	200,109	Finance Director	0.50	50,665
Add Pay	250	Payroll Specialist	1.00	49,436
Fringe Benefits	208,222	Acct Payable Coordinator	1.00	42,512
		Collection/Revenue Coord	1.00	57,496
<b>TOTAL</b>	<b>408,581</b>	<b>Total Personnel</b>	<b>3.50</b>	<b>200,109</b>
<b>OPERATING EXPENSES</b>				
Supplies	2,000	<b>Education Pay</b>		250
Internal Services	27,977			
Other Services				
Professional Fees	2,500	FICA		15,327
Maintenance Fees	8,620	Healthcare Benefits - Active		61,968
Other Contracted Fees	20,212	Healthcare Benefits - Retirees		0
		Pension		130,927
<b>TOTAL</b>	<b>61,309</b>	<b>Total Fringe Benefits</b>		<b>208,222</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>3.50</b>	<b>408,581</b>
<b>TOTAL APPROPRIATION</b>	<b>469,890</b>			



**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-1742 Purchasing**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	109,853	Purchasing Officer	1.00	58,010
Overtime	0	Purchasing Assistant	1.00	51,843
Fringe Benefits	104,506			
		<b>Total Personnel</b>	2.00	109,853
<b>TOTAL</b>	<b>214,359</b>			
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		0
Supplies	1,250	FICA		8,404
Internal Services	14,236	Healthcare Benefits - Active		29,037
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	2,500	Pension		67,065
Maintenance Fees	2,000			
Other Contracted Fees	3,150	<b>Total Fringe Benefits</b>		104,506
<b>TOTAL</b>	<b>23,136</b>			
		<b>TOTAL</b>	<b>2.00</b>	<b>214,359</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>237,495</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-1743 Treasury**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	159,255			
Overtime	0	Treasurer	1.00	78,698
Fringe Benefits	180,322	Treasury Specialist	1.00	52,230
		Treasury Coordinator	0.25	8,957
<b>TOTAL</b>	<b>339,577</b>	Treasury Clerk	0.50	16,796
		Office Assistant II	0.08	2,574
		<b>Total Personnel</b>	<b>2.83</b>	<b>159,255</b>
<b>OPERATING EXPENSES</b>				
Supplies	7,000			
Internal Services	29,902	<b>Overtime</b>		<b>0</b>
Other Services				
Professional Fees	2,919	FICA		12,279
Maintenance Fees	30,962	Healthcare Benefits - Active		48,805
Other Contracted Fees	14,228	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>85,011</b>	Pension		119,238
		<b>Total Fringe Benefits</b>		<b>180,322</b>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>2.83</b>	<b>339,577</b>
<b>TOTAL APPROPRIATION</b>	<b>424,588</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

101-1744 Assessor

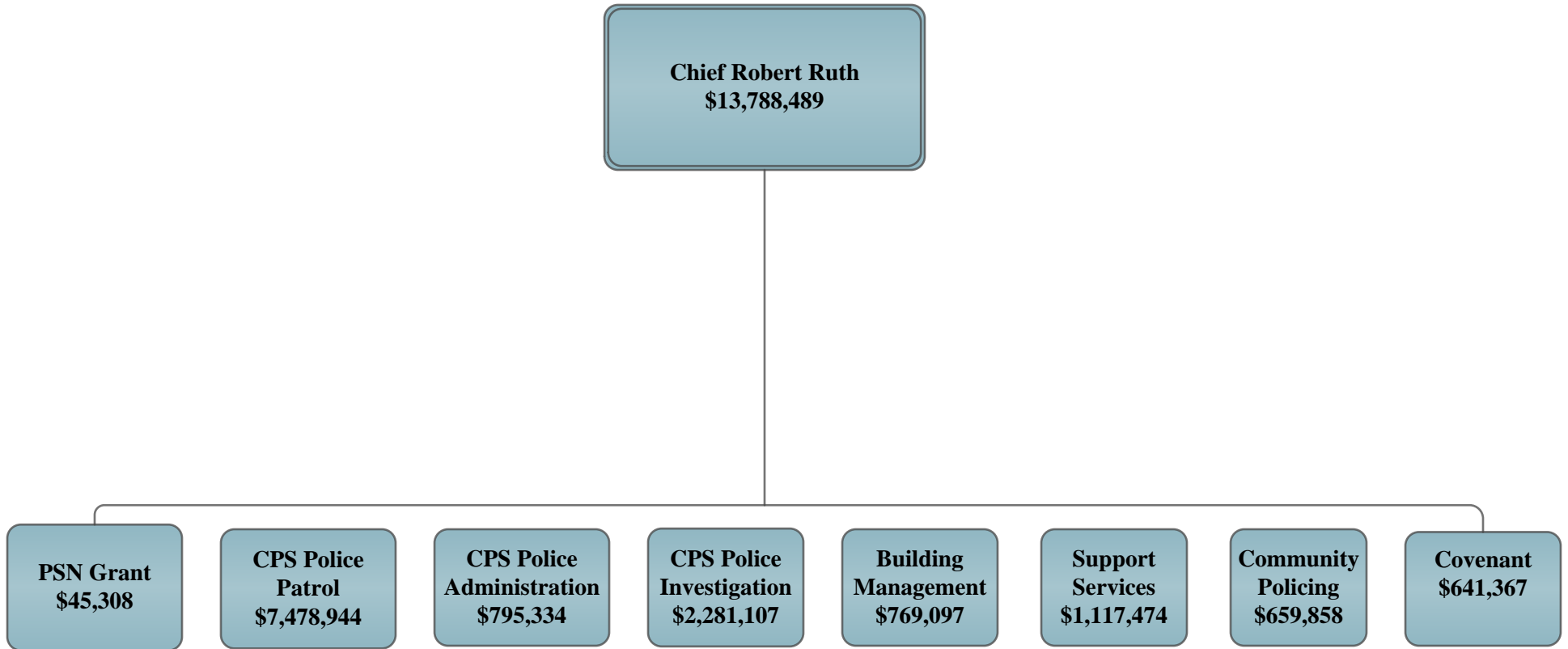
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	343,282	Finance Director	0.50	50,665
Add Pay	250	Assessor Administrator	1.00	66,080
Fringe Benefits	321,688	Property Appraiser III	2.00	111,444
		Property Appraiser II	1.00	56,387
		Assessing Technician	1.00	36,188
		Office Assistant II	0.70	22,518
<b>TOTAL</b>	<b>665,220</b>			
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	6.20	343,282
Supplies	3,870			
Internal Services	72,832	<b>Education Pay</b>		250
Other Services				
Professional Fees	4,722	FICA		26,280
Maintenance Fees	25,265	Healthcare Benefits - Active		87,233
Other Contracted Fees	13,108	Healthcare Benefits - Retirees		0
		Pension		208,175
<b>TOTAL</b>	<b>119,797</b>	<b>Total Fringe Benefits</b>		321,688
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>6.20</b>	<b>665,220</b>
<b>TOTAL APPROPRIATION</b>	<b>785,017</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-1745 Income Tax**

Allocation Plan		Position Control		
		JOB CLASISIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	283,349	Income Tax Administrator	1.00	62,153
Overtime	0	Income Tax Auditor	4.00	183,723
Fringe Benefits	329,348	Office Assistant III	1.00	37,474
<b>TOTAL</b>	<b>612,697</b>	<b>Total Personnel</b>	<b>6.00</b>	<b>283,349</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>0</b>
Supplies	42,300			
Internal Services	64,489	FICA		21,867
Other Services		Healthcare Benefits - Active		110,907
Professional Fees	3,050	Healthcare Benefits - Retirees		0
Maintenance Fees	49,950	Pension		196,574
Other Contracted Fees	2,500			
<b>TOTAL</b>	<b>162,289</b>	<b>Total Fringe Benefits</b>		<b>329,348</b>
		<b>TOTAL</b>	<b>6.00</b>	<b>612,697</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>774,986</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 \$13,788,489 for FY 2020/2021. This represents an overall increase of \$1,087,365 from the 2020 budgeted levels. The largest increase is realized in *Personnel Services* in the amount of \$1,095,462, or 9.69%. This increase is due to \$802,116 increase to the pension obligation, the addition of a police officer position, a 3% to 5% increase related to active and retiree healthcare costs, the addition of equipment allowance, as well as the additional of billable overtime for the Birch Park Overtime detail and the PSN Grant allocation for billable overtime. *(The personnel complement changes are listed in detail under Summary of Positions.)* *Operating Expenses* are expected to decrease \$8,201 from 2020 budgeted levels. This reduction can be realized in the decrease in employment agency fees in the Support Services division. To offset this reduction will be increases to information management charges, insurance, and the operating services for the small range clean out. *Capital Outlay* purchases are budgeted at \$69,842 for FY 2021. In the category of *Miscellaneous Expenditures*, in FY 2021, the budget will increase \$727. The budget will be \$53,260. 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3510 PSN Grant	20,418	0	0	0	33,981	28,478	45,308
3511 CPS - Police Patrol	6,503,145	5,554,102	6,355,090	6,838,100	6,761,524	6,658,167	7,478,944
3512 CPS - Police Administration	638,798	705,751	768,970	747,822	758,270	744,441	795,334
3513 CPS - Police Investigation	1,592,861	1,794,014	1,917,438	2,093,016	2,067,980	1,972,767	2,281,107
3514 Building Management	882,680	712,837	1,634,412	776,595	1,039,381	957,427	769,097
3515 Support Services	936,095	1,057,759	1,021,782	1,108,758	1,160,698	1,108,047	1,117,474
3516 Community Policing	530,964	515,335	549,165	581,152	580,652	568,120	659,858
3517 Covenant	0	45,995	284,290	555,681	590,065	548,891	641,367
<b>Total Expenditures</b>	<b>11,104,961</b>	<b>10,385,793</b>	<b>12,531,147</b>	<b>12,701,124</b>	<b>12,992,551</b>	<b>12,586,337</b>	<b>13,788,489</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	9,627,118	9,089,647	10,301,820	11,303,381	11,273,727	10,990,549	12,398,843
Operating Expenses	1,330,012	1,263,947	1,246,806	1,274,745	1,303,255	1,295,278	1,266,544
Capital Outlay	147,831	32,199	982,521	70,465	346,254	231,195	69,842
Miscellaneous	0	0	0	52,533	69,315	69,315	53,260
<b>Total Expenditures</b>	<b>11,104,961</b>	<b>10,385,793</b>	<b>12,531,147</b>	<b>12,701,124</b>	<b>12,992,551</b>	<b>12,586,337</b>	<b>13,788,489</b>

**SUMMARY OF POSITIONS**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
CPS - Police Patrol	32.00	32.00	32.00	31.00	31.00	31.00	32.00
CPS - Police Administration	2.25	3.00	3.00	3.00	3.00	3.00	3.00
CPS - Police Investigation	11.00	10.00	10.00	12.00	12.00	12.00	12.00
Building & Property Mgmt	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Support Services	17.75	18.00	18.00	18.00	18.00	18.00	18.00
Community Policing	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Covenant	0.00	2.00	2.00	4.00	4.00	4.00	4.00
<b>Total General Fund Positions</b>	<b>67.40</b>	<b>69.40</b>	<b>69.40</b>	<b>72.40</b>	<b>72.40</b>	<b>72.40</b>	<b>73.40</b>
CPS - Police Patrol	21.00	21.00	21.00	20.00	20.00	20.00	20.00
<b>Total Public Safety Fund Positions</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>
Community Policing	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Saginaw County TAPS	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Police ELERV	1.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Grant 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>
<b>Total Positions</b>	<b>90.40</b>	<b>92.40</b>	<b>92.40</b>	<b>94.40</b>	<b>94.40</b>	<b>94.40</b>	<b>95.40</b>

The personnel complement for Community Public Safety – Police will be 95.40 FTE for FY 2021. This is a (1) position police officer increase from the approved 2020 budget.

**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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Decrease the number of Part One crimes by 5%	5%	4%	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.

**Explanation of variances:**

The key performance indicator to “decrease the number of Part One crimes by 5%” reflects to have been mostly achieved for FY 2020. This is largely due to the Coronavirus pandemic that affected the latter half of the fiscal year. The department missed the goal by 1% due to less contact with the citizens.



**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 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
To attain the case closure rate for the division of 70% or greater	70%	74%	70%	70%	70%
To increase the closure rate of part one crime committed by 5%	70%	74%	75%	80%	85%

**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 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
Eliminate LEIN** violations for department	0	0	0	0	0
Track the number of FOIA 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.

Key Performance Indicator	FY 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
Complete three problem oriented policing initiatives* per quarter	13	128	13	24	24
Track the number of Citizen Association meetings attended by community police officers**	72	59	72	72	72

\*Types of initiatives: 1.) Crime Suppression initiatives, 2.) Income Tax Sweeps, 3.) Curfew Sweeps, 4.) Organizing Recreational events targeting youth  
 \*\*This is a counting measure and not an output measure.

**Explanation of variances:**

 The key performance indicator to “complete three problem oriented policing initiatives per quarter” reflects to have more than been achieved. This is due to the way that current measure are tracked by the Community Police Officers. This measure is under review by the Chief.

 The key performance indicator to “track the number of Citizen Association meetings attended by community police officers” reflects to have not been achieved. This is primarily attributed to the fact that no Citizen Association meetings were held due to the COVID – 19 pandemic.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

101-3511 CPS - Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	1,202,603	Police Lieutenant	1.00	84,167
Overtime	181,004	Police Sergeant	8.00	595,272
Add Pays	25,800	Police Officer	9.00	458,460
Fringe Benefits	5,907,188	School Crossing Guard	14.00	64,705
<b>TOTAL</b>	<b>7,316,595</b>	<b>Total Personnel</b>	<b>32.00</b>	<b>1,202,603</b>
<b>OPERATING EXPENSES</b>				
		Overtime		92,254
		Billable Overtime		88,750
Supplies	0	<b>Total Overtime</b>		<b>181,004</b>
Internal Services	162,349			
Other Services		Education Bonus		9,500
Professional Fees	0	Food/Clothing Allowance		5,500
Maintenance Fees	0	Equipment Allowance		10,800
Other Contracted Fees	0	<b>Total Add Pays</b>		<b>25,800</b>
<b>TOTAL</b>	<b>162,349</b>			
<b>CAPITAL OUTLAY</b>				
	0	FICA		80,939
<b>TOTAL</b>	<b>0</b>	Healthcare Benefits - Active		369,775
		Healthcare Benefits - Retirees		2,606,026
		Pension - Sworn		2,850,448
<b>TOTAL APPROPRIATION</b>	<b>7,478,944</b>	<b>Total Fringe Benefits</b>		<b>5,907,188</b>
		<b>TOTAL</b>	<b>32.00</b>	<b>7,316,595</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-3512 CPS - Police Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	244,923	Police Chief	1.00	114,576
Overtime	15,000	Police Lieutenant	1.00	84,167
Add Pays	2,850	Administrative Professional	1.00	46,180
Fringe Benefits	281,687			
		<b>Total Personnel</b>	<u>3.00</u>	<u>244,923</u>
<b>TOTAL</b>	<u><b>544,460</b></u>			
		<b>Overtime</b>		<u>15,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	1,987	Education Bonus		1,500
Internal Services	20,318	Clothing Allowance		750
Other Services		Equipment Allowance		600
Professional Fees	184,309			
Maintenance Fees	0	<b>Total Add Pays</b>		<u>2,850</u>
Other Contracted Fees	44,260			
<b>TOTAL</b>	<u><b>250,874</b></u>			
		FICA		6,663
		Healthcare Benefits - Active		69,678
		Healthcare Benefits - Retirees		0
<b>CAPITAL OUTLAY</b>	0	Pension - Civilian		32,658
		Pension - Sworn		172,688
<b>TOTAL</b>	<u><b>0</b></u>			
		<b>Total Fringe Benefits</b>		<u>281,687</u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>795,334</b></u></u>			
		<b>TOTAL</b>	<u><u><b>3.00</b></u></u>	<u><u><b>544,460</b></u></u>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-3513 CPS - Police Investigation**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	766,523	Police Sergeant	2.00	149,268
Overtime	121,000	Police Officers	10.00	617,255
Add Pays	58,200			
Fringe Benefits	1,232,427	<b>Total Personnel</b>	<u>12.00</u>	<u>766,523</u>
<b>TOTAL</b>	<u><b>2,178,150</b></u>			
		Overtime		100,000
		Billable Overtime		21,000
<b>OPERATING EXPENSES</b>				<u>121,000</u>
		<b>Overtime</b>		
Supplies	5,050			
Internal Services	47,807			
Other Services		Standby Pay		47,000
Professional Fees	49,700	Education Bonus		4,000
Maintenance Fees	0	Equipment Allowance		7,200
Other Contracted Fees	400	<b>Total Add Pays</b>		<u>58,200</u>
<b>TOTAL</b>	<u><b>102,957</b></u>			
		FICA		13,409
		Healthcare Benefits - Active		253,750
<b>CAPITAL OUTLAY</b>	0	Healthcare Benefits - Retirees		0
		Pension - Sworn		965,268
<b>TOTAL</b>	<u><b>0</b></u>	<b>Total Fringe Benefits</b>		<u>1,232,427</u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>2,281,107</b></u></u>	<b>TOTAL</b>	<u><u><b>12.00</b></u></u>	<u><u><b>2,178,150</b></u></u>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-3514 Building Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	20,763	Facilities Administrator	0.05	3,627
Overtime	1,500	Labor Foreman, Parks		
Add Pays	10	and Facilities	0.05	2,685
Fringe Benefits	25,681	Maintenance Person III	0.10	4,807
		Maintenance Person II	0.15	7,274
<b>TOTAL</b>	<b>47,954</b>	Parks Mechanic/Mtce		
		Person II	0.05	2,370
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>0.40</b>	<b>20,763</b>
Supplies	158,747	<b>Overtime</b>		<b>1,500</b>
Internal Services	721	Education Bonus		10
Other Services		<b>Total Add Pays</b>		<b>10</b>
Professional Fees	67,400	FICA		1,972
Maintenance Fees	371,173	Healthcare Benefits - Active		9,049
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>598,041</b>	Pension - Civilian		14,660
<b>CAPITAL OUTLAY</b>	<b>69,842</b>	<b>Total Fringe Benefits</b>		<b>25,681</b>
		<b>TOTAL</b>	<b>0.40</b>	<b>47,954</b>
<b>MISCELLANEOUS</b>	<b>53,260</b>			
<b>TOTAL</b>	<b>53,260</b>			
<b>TOTAL APPROPRIATION</b>	<b>769,097</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-3515 Support Services**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	536,585	Support Services Admin.	1.00	66,729
Overtime	10,000	Property and Impound		
Fringe Benefits	440,060	Specialist	1.00	46,136
		Support Services Specialist	1.00	50,530
		Property & Evidence		
		Specialist	1.00	44,336
		TAC/LEIN Operator	1.00	42,727
		Office Assistant II	3.00	113,737
		Clerical I (PT) SEIU	1.00	23,296
		Skilled Clerical I (PT)	5.00	85,176
		Basic Clerical (PT)	2.00	32,760
		Basic Labor (PT)	2.00	31,158
<b>TOTAL</b>	<b>986,645</b>	<b>Total Personnel</b>	<b>18.00</b>	<b>536,585</b>
<b>OPERATING EXPENSES</b>				
Supplies	0	<b>Overtime</b>		10,000
Internal Services	87,406			
Other Services		FICA		40,752
Professional Fees	1,400	Healthcare Benefits - Active		123,283
Maintenance Fees	42,023	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension - Civilian		276,025
<b>TOTAL</b>	<b>130,829</b>	<b>Total Fringe Benefits</b>		<b>440,060</b>
<b>CAPITAL OUTLAY</b>				
	0	<b>TOTAL</b>	<b>18.00</b>	<b>986,645</b>
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>				
	<b>1,117,474</b>			



**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-3516 Community Policing**

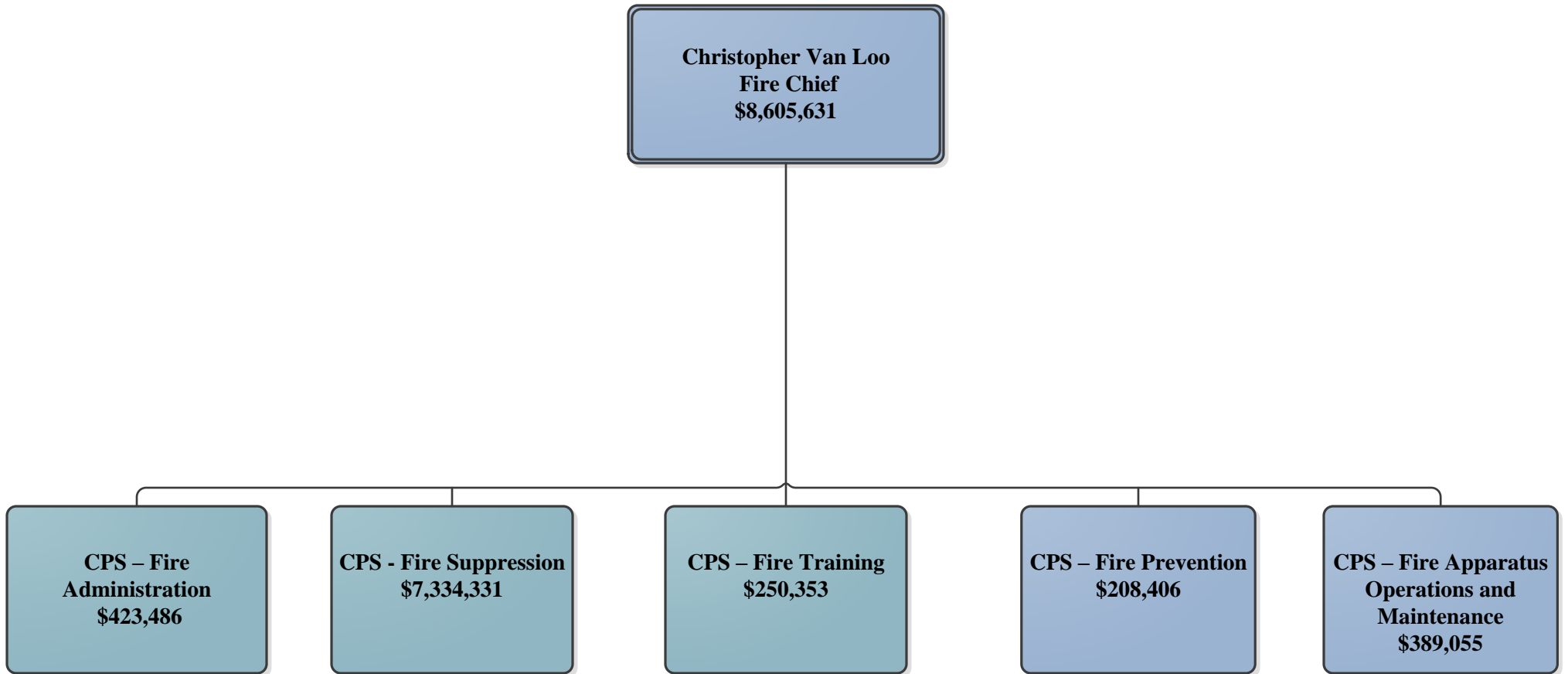
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	230,214	Police Officer	4.00	230,214
Overtime	40,000			
Add Pays	3,400	<b>Total Personnel</b>	4.00	230,214
Fringe Benefits	372,467			
<b>TOTAL</b>	<b>646,081</b>	<b>Overtime</b>		40,000
<b>OPERATING EXPENSES</b>				
		Education Bonus		1,000
		Equipment Allowance		2,400
Supplies	0	<b>Total Add Pays</b>		3,400
Internal Services	10,777			
Other Services		FICA		4,004
Professional Fees	0	Healthcare Benefits - Active		60,242
Maintenance Fees	3,000	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension - Sworn		308,221
<b>TOTAL</b>	<b>13,777</b>	<b>Total Fringe Benefits</b>		372,467
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>4.00</b>	<b>646,081</b>
<b>TOTAL APPROPRIATION</b>	<b>659,858</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-3517 Covenant**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	225,386	Police Officer	4.00	225,386
Overtime	5,000			
Add Pays	3,200	<b>Total Personnel</b>	<u>4.00</u>	<u>225,386</u>
Fringe Benefits	397,004			
<b>TOTAL</b>	<u><b>630,590</b></u>	<b>Overtime</b>		<u>5,000</u>
<b>OPERATING EXPENSES</b>				
		Education Bonus		1,000
		Equipment Allowance		2,200
Supplies	0	<b>Total Add Pays</b>		<u>3,200</u>
Internal Services	10,777			
Other Services		FICA		3,388
Professional Fees	0	Healthcare Benefits - Active		86,330
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension - Sworn		307,286
<b>TOTAL</b>	<u>10,777</u>	<b>Total Fringe Benefits</b>		<u>397,004</u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><b>4.00</b></u>	<u><b>630,590</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>641,367</b></u></u>			

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



## COMMUNITY PUBLIC SAFETY - FIRE

### EXPENDITURE BUDGET SUMMARY

The total Community Public Safety (CPS) - Fire expenditures are \$8,605,631 for the 2021 budget. This represents an increase of \$264,125, or 3.17% from the 2020 budgeted levels. The category of *Personnel Services* increases \$240,114 for FY 2021. This increase is related to the addition of one firefighter, a 3% to 5% increase to active and retiree healthcare, and a slight increase to the pension obligation. As it relates to *Operating Expenses*, CPS –Fire expenditures are expected to increase \$4,420 for FY 2021. This increase is attributable to increases to clothing supplies, parts and supplies, insurance, information management charges utilities, dues, and general repairs for the various stations. *Capital Outlay* is budgeted at \$20,000 for FY 2021. This is for the repairs and renovation to the fire training facility and training tower. The city will receive additional donations from other key stakeholders for this project. *Miscellaneous Expenditures* are \$91,039 in FY 2021. 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	277,084	299,233	296,045	402,857	413,924	419,969	423,486
3551 CPS - Fire Suppression	6,893,105	6,918,887	7,151,715	7,120,797	7,620,414	7,720,060	7,334,331
3552 CPS - Fire Training	198,130	285,304	124,135	228,540	256,632	260,548	250,353
3553 CPS - Fire Prevention	201,296	224,135	255,803	199,191	252,285	202,533	208,406
3554 CPS - Fire Apparatus Operations and Maintenance	219,066	721,607	360,747	390,121	438,076	355,415	389,055
<b>Total Expenditures</b>	<b>7,788,681</b>	<b>8,449,166</b>	<b>8,292,097</b>	<b>8,341,506</b>	<b>8,981,331</b>	<b>8,967,295</b>	<b>8,605,631</b>

### FUNDING LEVEL BY CATEGORY

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	7,095,873	7,225,021	7,206,390	7,396,706	7,734,777	7,863,795	7,625,840
Operating Expenses	653,249	749,686	727,901	853,352	868,974	738,582	868,752
Capital Outlay	0	395,341	277,813	0	286,132	273,950	20,000
Miscellaneous	39,559	79,118	79,993	91,448	91,448	90,968	91,039
<b>Total Expenditures</b>	<b>7,788,681</b>	<b>8,449,166</b>	<b>8,292,097</b>	<b>8,341,506</b>	<b>8,981,331</b>	<b>8,967,295</b>	<b>8,605,631</b>

**SUMMARY OF POSITIONS**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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	25.00	25.00	25.00	26.00
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>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>30.00</b>
CPS - Fire Suppression	11.00	11.00	11.00	10.00	10.00	10.00	10.00
<b>Total Public Safety Fund Positions</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
Homeland Sec. - SAFER Fund	<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>0.00</b>
<b>Total Grant Fund Positions</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>0.00</b>
<b>Total Positions</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>	<b>40.00</b>

Community Public Safety – Fire’s personnel complement for FY 2021 is 40.00. This increase is due to the additional of one firefighter position.


**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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Confine structure fires (NFIRS code 111) to the room of fire origin	25%	35%	25%	25%	25%
Incrementally increase total fire company pre-fire plans by 5% per year.	73	19	70	74	77

**Explanation of variances:**

 The key performance indicator to “confine structure fires to the room of fire origin” reflect to have been fully achieved. This measure actual reflects to have exceed the goal of 25%. This is primarily due to good fire ground tactics and training.

 The key performance indicator of “incrementally increase total fire company pre-fire plans by 5% per year” reflect to have not been achieved. This is directly related to the COVID – 19 pandemic. Non-critical operations were ceased on March 13, 2020. The majority of pre-plans are completed in the spring of each year.

**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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Annually train and certify 2 Operations personnel as Michigan Fire Fighter Training Council (MFFTC) Fire Instructor	2	2	2	2	2
Annually conduct 4 (one each quarter) joint training session with neighboring mutual aid fire departments or first responders agencies	4	3	4	4	4

**Explanation of variances:**

The key performance indicator of “annually conduct 4 (one each quarter) joint training session with neighboring mutual aid fire departments of first responders agencies” reflect to have been mostly achieved. This achievement is related to the COVID – 19 pandemic. Non-critical operations and external training were ceased on March 13, 2020 per the Governor’s Executive Orders and Saginaw County Health Department guidance. Joint training in the 4<sup>th</sup> quarter of FY 2020 was not completed.

**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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Increase Fire and Life Safety Public Presentations by 5% annually	89	104	93	98	103
Increase Business and Industrial Fire Code Inspections and Re-inspections by 10% annually	250	217	262	275	302

**Explanation of variances:**

The key performance indicator to “increase business and industrial fire code inspections and re-inspections by 10% annually” reflect to have been mostly achieved. This achievement is related to the COVID – 19 pandemic. Non-critical operations and external training were ceased on March 13, 2020 per the Governor’s Executive Orders and Saginaw County Health Department guidance.

## 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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Reduce outside vendor repairs by 2% through daily apparatus checks and minor repairs	\$4,730	\$4,800	\$4,825	\$4,922	\$5,020

### Explanation of variances:

The key performance indicator to “reduce outside vendor repairs by 2% through daily apparatus checks and minor repairs” reflect to have been fully achieved. Overall repair costs increased in FY 2020 due to larger repairs required on some apparatus. Fire Operations personnel did complete a project on Engine 1 and Engine 2 saving the city approximately \$4,800 by fabricating and installing custom equipment shelving and appliance holders. The savings were realized through savings on labor and custom manufacturing as crews completed this project as part of their regular duty.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**101-3550 CPS - Fire Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	151,356	Fire Chief	1.00	106,979
Overtime	0	Administrative Professional	1.00	44,377
Fringe Benefits	149,495			
		<b>Total Personnel</b>	<u>2.00</u>	<u>151,356</u>
<b>TOTAL</b>	<u><b>300,851</b></u>			
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<u>0</u>
Supplies	4,000	FICA		5,137
Internal Services	14,962	Healthcare Benefits - Active		36,964
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	99,164	Pension - Civilian		32,728
Maintenance Fees	600	Pension - Sworn		74,666
Other Contracted Fees	3,909			
		<b>Total Fringe Benefits</b>		<u>149,495</u>
<b>TOTAL</b>	<u><b>122,635</b></u>			
		<b>TOTAL</b>	<u><u><b>2.00</b></u></u>	<u><u><b>300,851</b></u></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>423,486</b></u></u>			



**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-3551 CPS - Fire Suppression**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	1,766,032	Battalion Chief	3.00	256,548
Overtime	140,000	Fire Captain	3.00	231,645
Add Pays	39,400	Fire Lieutenant	6.00	424,019
Fringe Benefits	4,990,246	Fire Engineer	10.00	638,337
		Firefighter	4.00	215,484
<b>TOTAL</b>	<b>6,935,678</b>	<b>Total Personnel</b>	<b>26.00</b>	<b>1,766,032</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>140,000</b>
Supplies	128,200			
Internal Services	109,073			
Other Services		Food Allowance		31,400
Professional Fees	28,180	Education Bonus		4,000
Maintenance Fees	111,200	Fire Inspections		4,000
Other Contracted Fees	2,000	<b>Total Add Pays</b>		<b>39,400</b>
<b>TOTAL</b>	<b>378,653</b>	FICA		28,391
		Healthcare Benefits - Active		603,881
<b>CAPITAL OUTLAY</b>	<b>20,000</b>	Healthcare Benefits - Retirees		2,041,219
		Pension - Sworn		2,316,755
<b>TOTAL</b>	<b>20,000</b>	<b>Total Fringe Benefits</b>		<b>4,990,246</b>
<b>TOTAL APPROPRIATION</b>	<b>7,334,331</b>	<b>TOTAL</b>	<b>26.00</b>	<b>6,935,678</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-3552 CPS - Fire Training**

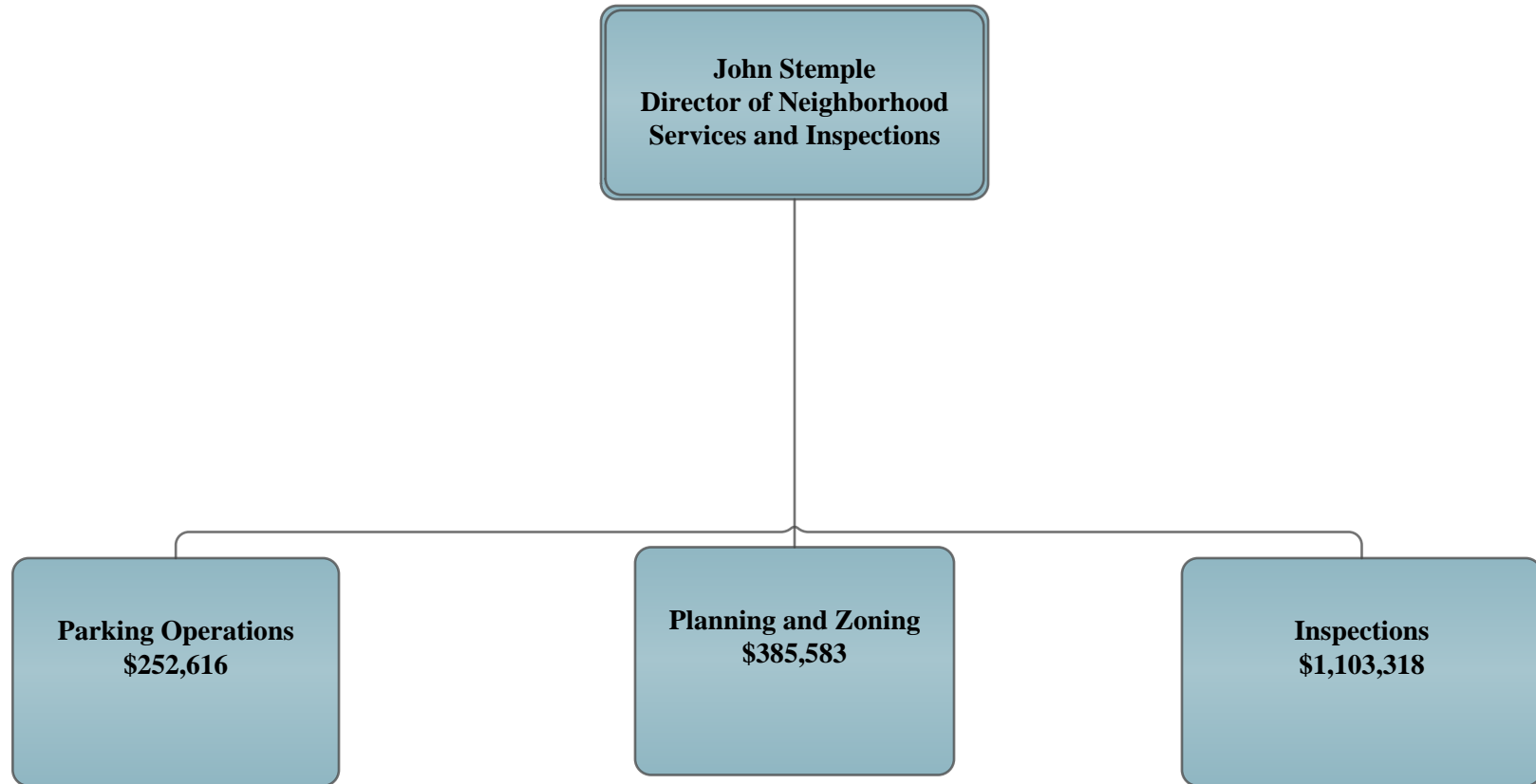
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	84,678	Fire Training &		
Overtime	15,000	Safety Officer	1.00	84,678
Add Pays	1,400			
Fringe Benefits	94,081	<b>Total Personnel</b>	<u>1.00</u>	<u>84,678</u>
<b>TOTAL</b>	<u><b>195,159</b></u>	<b>Overtime</b>		<u>15,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	36,800	Education Bonus		200
Internal Services	4,384	Food/Clothing Allowance		1,200
Other Services		<b>Total Add Pays</b>		<u>1,400</u>
Professional Fees	0	FICA		1,449
Maintenance Fees	0	Healthcare Benefits - Active		26,086
Other Contracted Fees	14,010	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<u><b>55,194</b></u>	Pension - Sworn		66,546
<b>CAPITAL OUTLAY</b>	0	<b>Total Fringe Benefits</b>		<u>94,081</u>
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>195,159</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>250,353</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-3553 CPS - Fire Prevention**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	85,398	Fire Marshal	1.00	85,398
Overtime	4,500			
Add Pays	200	<b>Total Personnel</b>	<u>1.00</u>	<u>85,398</u>
Fringe Benefits	104,054			
<b>TOTAL</b>	<u><b>194,152</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	5,194			
Other Services		FICA		1,306
Professional Fees	1,720	Healthcare Benefits - Active		28,082
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	5,140	Pension - Sworn		74,666
<b>TOTAL</b>	<u><b>14,254</b></u>	<b>Total Fringe Benefits</b>		<u>104,054</u>
<b>CAPITAL OUTLAY</b>	0	<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>194,152</b></u>
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>208,406</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 \$1,741,517 for FY 2021, which is a decrease of \$7,665 from the 2020 approved budgeted levels. *Personnel Services* decrease by \$22,951, due to a reduction in the cost of unfunded pension liability in the Planning and Zoning Division for the Associate Planner position was eliminated in December of 2019. *Operating Expenses* increase by a net \$13,265 from FY 2020. This increase is mostly due to costs added for the update of the City's master plan in the amount of \$89,500. This increase is partially offset by a reduction in motor pool charges. *Capital Outlay* is \$33,784 for FY 2021. This is to recognize the various vehicle lease payments. *Miscellaneous Expenditures* are \$9,967 that consists of principal and interest payments on an installment contract entered into in FY 2019 for additional vehicles.

### FUNDING LEVEL SUMMARY

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
3863 Planning and Zoning	226,171	250,716	264,110	369,786	491,661	326,603	385,583
3865 Inspections	1,090,019	931,715	1,122,705	1,100,123	1,070,054	1,039,398	1,103,318
3868 Parking Operations	217,171	302,451	274,259	279,273	285,213	227,491	252,616
<b>Total Expenditures</b>	<b>1,533,361</b>	<b>1,484,882</b>	<b>1,661,074</b>	<b>1,749,182</b>	<b>1,846,928</b>	<b>1,593,492</b>	<b>1,741,517</b>

### FUNDING LEVEL BY CATEGORY

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	784,016	960,834	1,076,689	1,157,991	1,183,761	1,191,235	1,135,040
Operating Expenses	747,634	516,348	482,602	549,461	620,827	367,572	562,726
Capital Outlay	1,711	7,700	80,957	31,790	32,400	24,745	33,784
Miscellaneous	0	0	20,826	9,940	9,940	9,940	9,967
<b>Total Expenditures</b>	<b>1,533,361</b>	<b>1,484,882</b>	<b>1,661,074</b>	<b>1,749,182</b>	<b>1,846,928</b>	<b>1,593,492</b>	<b>1,741,517</b>

### SUMMARY OF POSITIONS

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Planning and Zoning	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspections	5.90	5.90	6.90	6.90	6.90	6.90	6.90
Parking Operations	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Total Positions</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>	<b>9.90</b>

The personnel complement for the Department of Neighborhood Services and Inspections for FY 2021 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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Review and Update the City of Saginaw’s Zoning Ordinance.	70%	80%	80%	20%	40%
Initiate Actions Steps Identified in the City of Saginaw’s 2011 Master Plan	2	0	2	2	2

**Explanation of variance:**

 The key performance indicator to “review and update the City of Saginaw’s Zoning Ordinance” reflects to have been fully achieved. Three (3) updates have occurred or are being worked on with regard to updating the City of Saginaw’s Zoning Ordinance: 1) The Small Cell Wireless Facilities (effective 11-14-2019); 2) Proposed Marihuana Establishments Ordinance (currently in process); and, 3) Proposed Ordinance to regulate cargo shipping containers (Planning Commission Consideration). The actual percentage for FY 2020 is based upon an increase from the FY 2020 Goal.

Because the Master Plan is the foundational basis for the zoning ordinance, it is anticipated that FY 2021 will not have much of a projected increase. In FY 2022 and FY 2023, it is the goal of Planning and Zoning to review the entire Zoning Ordinance to reflect the adoption of the Master plan in 2021 and its corresponding action steps and to update the ordinance accordingly. These projections were therefore reset to represent the work plan.

 The key performance indicator to “initiate action steps identified in the City of Saginaw’s 2011 Master Plan” reflects to have not been achieved. No new Planning and Zoning action steps were taken with regard to the 2011 Master Plan however all ongoing action steps were continued with the addition of the Urban Planner to the complement, who was charged with updating the 2011 Master Plan. A contract with Spicer Group was approved to assist with the update. That process was delayed due to the COVID - 19 pandemic. As with the zoning ordinance review and update, the performance indicator to initiate actions steps identified in the City of Saginaw’s Master Plan (anticipated adoption September 2021) will reset in FY 2021 through FY 2023. The performance indicators may be readjusted once the Master Plan has been adopted.


**Inspections –**

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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 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	4,113	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 variance:**


 The key performance indicator to “increase the issuance of City initiated code enforcement citations” reflect to have been mostly achieved. This is due to the COVID -19 pandemic reduced annual man hours by approximately 15%.

**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 2020 Goal</b>	<b><i>FY 2020 Actual</i></b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Increase the number of citations issued for parking violations by five percent (5%)	10,081	5,436	10,585	10,600	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. This is because of the two parking enforcement officers, one has been on medical leave since March 5, 2020. The other Officer was off due to COVID - 19 from March 24, 2020 until June 15<sup>th</sup> 2020. There was also a mandate from the City Manager to not write parking tickets during the COVID-19 shutdown.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**101-3863 Planning and Zoning**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	69,412	Urban Planner I	1.00	69,412
Overtime	0			
Fringe Benefits	58,211	<b>Total Personnel</b>	<u>1.00</u>	<u>69,412</u>
<b>TOTAL</b>	<u><b>127,623</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	1,000	FICA		5,310
Internal Services	12,867	Healthcare Benefits - Active		17,920
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	218,500	Pension		34,981
Maintenance Fees	21,575	<b>Total Fringe Benefits</b>		<u>58,211</u>
Other Contracted Fees	4,018			
<b>TOTAL</b>	<u><b>257,960</b></u>	<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>127,623</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>385,583</b></u></u>			



**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-3865 Inspections**

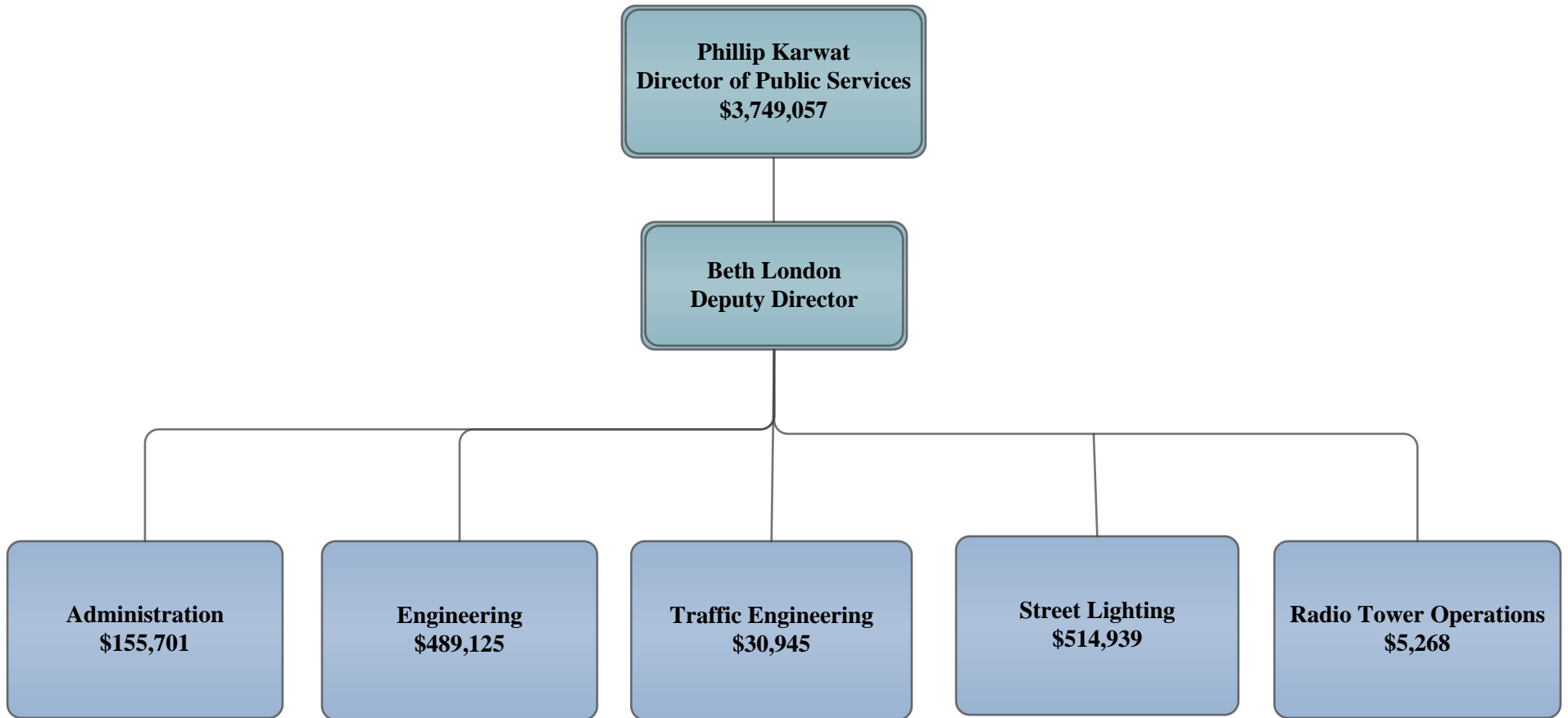
<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	416,779	Director Of Neighborhood	
Overtime	0	Services and Inspections	1.00 95,978
Fringe Benefits	425,397	Chief Inspector	0.90 75,369
		Electrical Inspector	1.00 54,046
<b>TOTAL</b>	<b>842,176</b>	Code Enforce. Inspectors	2.40 117,936
		Office Assistant III	0.50 21,222
		Dangerous Building Inspector	0.60 31,261
		Environmental Support Specialist	0.50 20,967
			<hr/>
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	6.90 416,779
Supplies	11,500		
Internal Services	40,560	<b>Overtime</b>	<hr/> 0
Other Services			
Professional Fees	2,800	FICA	32,075
Maintenance Fees	166,397	Healthcare Benefits - Active	112,328
Other Contracted Fees	7,536	Healthcare Benefits - Retirees	0
		Pension	280,994
<b>TOTAL</b>	<b>228,793</b>		<hr/>
		<b>Total Fringe Benefits</b>	425,397
<b>CAPITAL OUTLAY</b>	22,382		
		<b>TOTAL</b>	<hr/> <b>6.90 842,176</b> <hr/>
<b>TOTAL</b>	<b>22,382</b>		
<b>MISCELLANEOUS</b>	9,967		
<b>TOTAL</b>	<b>9,967</b>		
<b>TOTAL APPROPRIATION</b>	<b>1,103,318</b>		

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

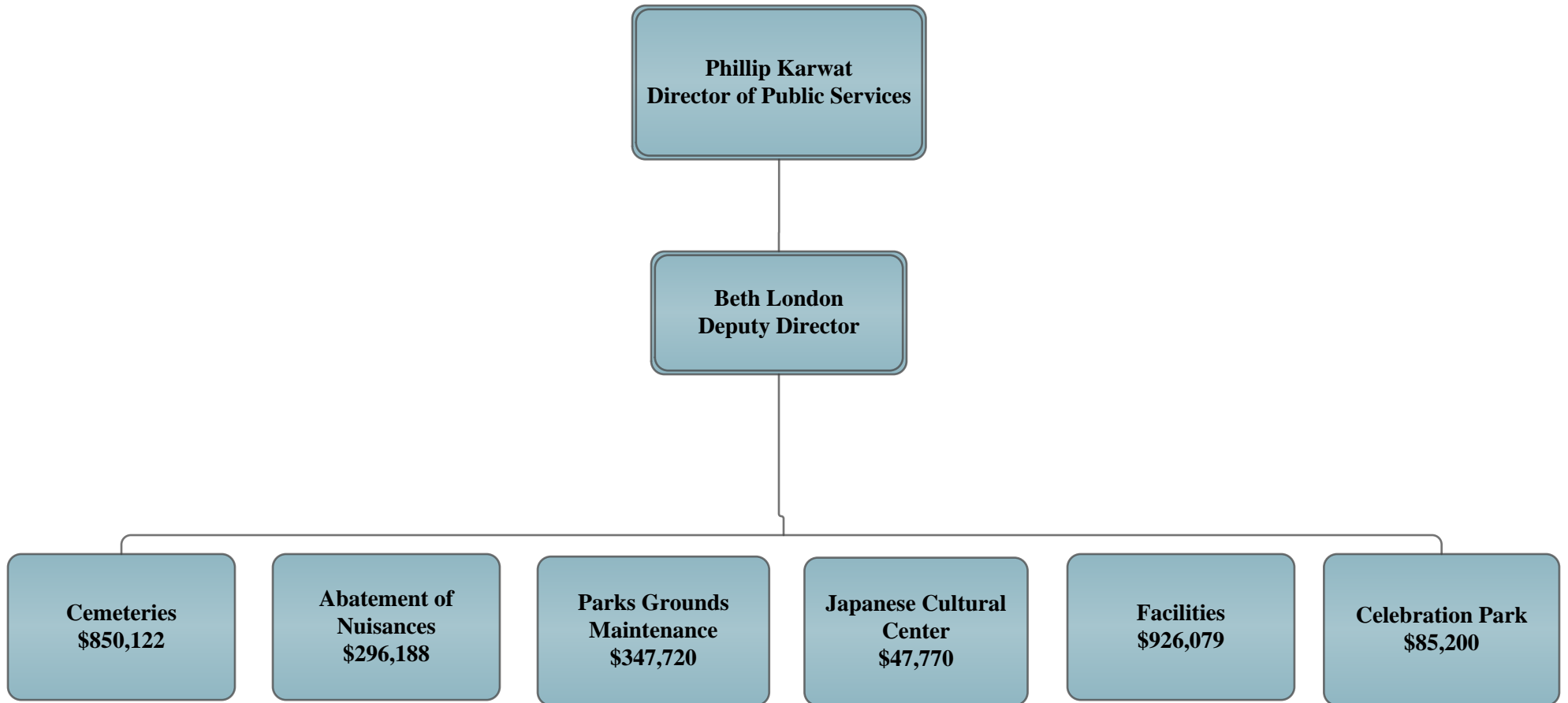
**101-3868 Parking Operations**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	66,266	Parking Enforcement		
Overtime	0	Officer	2.00	66,266
Fringe Benefits	98,975			
		<b>Total Personnel</b>	<u>2.00</u>	<u>66,266</u>
<b>TOTAL</b>	<u><b>165,241</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	4,900	FICA		5,261
Internal Services	4,774	Healthcare Benefits - Active		31,007
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	36,000	Pension		62,707
Maintenance Fees	14,384			
Other Contracted Fees	15,915	<b>Total Fringe Benefits</b>		<u>98,975</u>
<b>TOTAL</b>	<u><b>75,973</b></u>	<b>TOTAL</b>	<u><b>2.00</b></u>	<u><b>165,241</b></u>
<b>CAPITAL OUTLAY</b>	11,402			
<b>TOTAL</b>	<u><b>11,402</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>252,616</b></u></u>			

**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 decreases by \$183,154 from the 2020 approved levels. *Personnel Services* increase by 42,890, or 2.31%. A majority of this increase is due to the addition of the Cemeteries and Grounds Administrator in the Cemeteries division. To offset this increase will be a reduction to part time salaries in the Celebration Park division. *(The personnel complement changes are listed in detail under Summary of Positions.)* *Operating Expenses* decrease by \$162,370 or 8.17% from the FY 2020 budgeted levels. This decrease in expenditures is mostly attributed to decreases in construction projects and their accompanying engineering and design costs. The *Capital Outlay* equates to \$10,000 for FY 2021. These costs are associated with repairs and replacement of portions of walls and the roof at the traffic engineering building. *Miscellaneous Expenditures* are \$18,048 and include principal and interest payments for the purchase of various pieces of equipment.

### FUNDING LEVEL SUMMARY

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
1747 Cemeteries Operations	820,021	762,830	854,269	819,238	1,103,641	994,950	850,122
4610 Administration	41,869	98,517	111,472	151,166	156,902	151,220	155,701
4611 Engineering	308,681	415,915	454,376	504,783	469,743	428,192	489,125
4620 Street Lighting	418,820	447,156	446,518	604,038	621,021	555,427	514,939
4621 Traffic Engineering	25,071	24,472	29,467	30,788	30,788	23,647	30,945
4910 Radio Tower Operations	4,417	2,850	2,663	5,088	5,088	2,765	5,268
7534 Japanese Cultural Center	52,779	46,457	50,027	47,705	47,705	47,921	47,770
7570 Parks Grounds Maintenance	0	192,355	359,229	392,263	396,337	353,636	347,720
7571 Abatement of Nuisances	274,968	349,559	279,787	318,808	362,640	321,304	296,188
7575 Facilities	1,125,671	901,333	949,001	938,278	985,153	901,264	926,079
7580 Celebration Park	0	0	36,141	120,056	81,127	58,514	85,200
<b>Total Expenditures</b>	<b>3,072,297</b>	<b>3,241,444</b>	<b>3,572,950</b>	<b>3,932,211</b>	<b>4,260,145</b>	<b>3,838,840</b>	<b>3,749,057</b>

### FUNDING LEVEL BY CATEGORY

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	1,396,977	1,628,260	1,590,266	1,853,627	1,818,072	1,715,939	1,896,517
Operating Expenses	1,591,809	1,504,108	1,866,994	1,986,862	1,890,275	1,685,291	1,824,492
Capital Outlay	83,511	109,076	115,690	73,767	533,843	419,679	10,000
Miscellaneous Expenses	0	0	0	17,955	17,955	17,931	18,048
<b>Total Expenditures</b>	<b>3,072,297</b>	<b>3,241,444</b>	<b>3,572,950</b>	<b>3,932,211</b>	<b>4,260,145</b>	<b>3,838,840</b>	<b>3,749,057</b>

**SUMMARY OF POSITIONS**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Cemeteries	3.95	3.95	4.15	4.15	4.15	4.15	4.90
Public Services Administration	0.25	0.60	0.80	0.80	0.80	0.80	0.80
Engineering	2.30	2.50	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	3.02	3.57	3.32	3.32	3.32	3.22
Abatement of Nuisances	1.50	1.23	1.38	1.58	1.58	1.58	1.38
Facilities	10.90	8.64	8.09	7.64	7.64	7.64	6.99
Celebration Park	0.00	0.00	11.00	11.00	11.00	11.00	9.00
<b>Total Positions</b>	<b>20.15</b>	<b>21.19</b>	<b>32.74</b>	<b>32.24</b>	<b>32.24</b>	<b>32.24</b>	<b>30.04</b>

The total FY 2021 personnel complement for General Fund - Public Services is 30.04 FTE. This is a net decrease of 2.20 FTE. This decrease is associated with the following changes:

- In the Cemeteries Division, a Cemeteries and Ground Administrator was added to the complement. This position will be split with the Facilities Division.
- In the Parks Grounds Maintenance division, a Maintenance Person III was reduced by 0.10 FTE.
- In the Abatement of Nuisances division, a Groundskeeper I was reduced by 0.20 FTE.
- In the Facilities division, a seasonal part time laborer was reduced by 1.00 FTE. This is partially offset by an increase of 0.10 FTE for a Maintenance Person III.
- In the Celebration Park division, a Celebration Park Coordinator position and a Celebration Park Attendant position have been removed, marking a reduction of 2.00 FTE


**Performance Measures/Metrics: Public Services - GF:**

**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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Percentage of burial records entered into online database within 5 days of burial	100%	90%	100%	100%	100%
% of times an entire cutting cycle is completed for all 3 Cemeteries, two times within 30 days	100%	100%	100%	100%	100%
% Burials Headstones meeting the goal of 90 days	100%	100%	100%	100%	100%

**Explanation of variances:**

 The key performance indicator of “percentage of burial records entered into online databased within 5 days of burial” reflects to have been mostly achieved. Ninety percent of key performance indicator measures were met for the

year for the number of burials entered into online database within 5 days of burial. Getting burials cataloged is a crucial aspect in the cemeteries division’s day-to-day operations. It helps when relations 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 department is currently training part time staff to enter records when full time staff is off for any period.


 The key performance indicator of “percentage of times an entire cutting cycle is completed for all 3 Cemeteries, two times within 30 days” reflects to have been fully achieved. The KPI goal for grass cutting was met, but only with the support of other divisions and volunteers. We were unable to keep a full complement of temporary workers as Trillium was unable to fulfill the requests for laborers. The Facilities/Parks division is still cutting Brady Hill Cemetery for Cemeteries. The city was only able to weed whip Forest and Oakwood Cemeteries once per month due to the low staffing.


**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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Lane miles of pavement reconstructed, rehabilitated, or resurfaced	1.80 lane - miles	15.02 lane-miles	7.75 lane - miles	14.00 lane - miles	8.00 lane-miles
Miles of water mains or water services replaced	.60 mile	0.82 mile	.61 mile	0.25 mile	0.6 mile
% of sidewalk complaints that have been inspected and temporary repairs made within 10 calendar days	90%	85%	90%	90%	90%

**Explanation of variances:**

 The key performance indicator of “lane miles of payment reconstructed, rehabilitated, or resurfaced” reflects to have been mostly achieved. Additional lane-miles of road work were completed this year because FY 2020 scheduled reconstruction projects were postponed. The road funds not used on the postponed projects were utilized on a milling and resurfacing project. Milling and resurfacing projects cost significantly less per lane-mile than a reconstruction project, allowing us to complete more lane-miles. Also, the FY 2018 and FY 2019 CDBG road projects were completed in FY 2020.

 The key performance indicator of “miles of water mains or water services replaced” reflects to have been fully achieved. An additional 0.22 miles of water improvements were completed as part of the FY 2018 and FY 2019 CDBG road projects. These projects were scheduled to be completed in FY 2019 but were delayed until FY 2020.

 The key performance indicator of “percent of sidewalk complaints inspected and temporary repairs made within 10 calendar days” reflects to have been mostly achieved. Temporary repairs could not be made at 4 of the 90 sidewalk complaint locations due to inclement weather and snow. Additional delays in responding were caused by staffing shortages.


**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 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
% of Traffic study requests completed within 9 months	65%	56%	65%	65%	65%
% of street light complaints addressed within 10 business days	98%	96%	98%	98%	98%

**Explanation of variances:**

 The key performance indicator of “percent of traffic study requests completed within 9-months” reflects to have been mostly achieved. Delays are attributed to the vacancy of the Transportation Engineering Assistant position which has been vacant since December of 2017. Current staff assigned to other positions are filling in and some work has been consulted out. Also, the collection of traffic data necessary to complete some studies has been delayed because of COVID-19. .


 The key performance indicator of “percent of street light complaints addressed within 10 business days” reflected to have been mostly achieved. There were five complaints received in the beginning of November, out of 127 total complaints in the fiscal year, that were not responded to within the 10 business days. This was due to two storm events and scheduled November vacations for hunting season and the Thanksgiving holiday.

**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 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
Number of times program will complete cutting cycle.	7	5.5	6	6	6

**Explanation of variances:**

 The key performance indicator of “number of times program will complete cutting cycle” reflects to have mostly achieved. This was due in part that the department never got to full complement of five 2-Man crews for cutting and the rainy season extended well into early summer causing the grass/weeds to grow fast and long. For 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. The full-city cutting cycle will be changed to 6 per season for FY21, FY22 and FY23.


**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.




<b>Key Performance Indicator</b>	<b>FY 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
% of building maintenance work requests responded to within 72 hours	80%	70%	80%	80%	80%
% of time parks cut cycle completed within 15 days	100%	75%	100%	100%	100%
% of time boulevards cut cycle completed within 9 days	100%	70%	100%	100%	100%

**Explanation of variances:**

 The key performance indicator of “% of building maintenance work requests responded to within 72 hours” reflects to have been mostly achieved. Building maintenance work requests goal number for FY20 was mostly met due in part to the forman being new and not getting the information to the staff as soon as he received it. This will be corrected this next year.

 The key performance indicator of “% of time parks cut cycle completed within 15 days” reflects to have been mostly achieved. Parks anticipated goal number for FY20 was due in part to lack of personnel. The department normally has two people running the 580-590 mowers and have only had that for about 2/3 of the time. The department needed to pull this person over to other areas to help out when it the grass was overly long. If The department has full trained staff this is a good number to use.

 The key performance indicator of “% of time boulevards cut cycle completed within 9 days” reflect to have been partially achieved. Boulevards anticipated goal number for FY20 was partially achieved due in part to lack of people as well. This is a 2 Man crew and one person is doing all of it. Again if the department had fully trained staff this is an obtainable goal.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**101-1747 Cemeteries**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	253,440	Facilities Administrator	0.25	18,136
Overtime	10,000	Cemeteries/Grounds		
Add Pays	100	Administrator	0.75	46,571
Fringe Benefits	250,778	Cemeteries Foreman	1.00	58,936
		Admin. Professional	0.70	31,955
		Maintenance Person II	2.00	94,348
		Skilled Clerical (PT)	0.20	3,494
<b>TOTAL</b>	<b>514,318</b>			
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>4.90</b>	<b>253,440</b>
Supplies	58,675			
Internal Services	18,900	<b>Overtime</b>		<b>10,000</b>
Other Services				
Professional Fees	143,815			
Maintenance Fees	102,150	Education Bonus		100
Other Contracted Fees	7,413			
<b>TOTAL</b>	<b>330,953</b>	<b>Total Add Pays</b>		<b>100</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>	FICA		20,238
		Healthcare Benefits - Active		82,156
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>0</b>	Pension		148,384
		<b>Total Fringe Benefits</b>		<b>250,778</b>
<b>MISCELLANEOUS</b>	<b>4,851</b>			
<b>TOTAL</b>	<b>4,851</b>	<b>TOTAL</b>	<b>4.90</b>	<b>514,318</b>
<b>TOTAL APPROPRIATION</b>	<b>850,122</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-4610 Public Services Administration**

<b>Allocation Plan</b>		<b>Position Control</b>	
<b>PERSONNEL SERVICES</b>		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>
			<b>ALLOCATION</b>
Salaries	77,969	Director of Public Services	0.30 35,088
Overtime	0	Deputy Director of Public Services	0.30 31,642
Add Pays	1,500	Public Services Specialist	0.20 11,238
Fringe Benefits	51,069		
		<b>Total Personnel</b>	<u>0.80 77,969</u>
<b>TOTAL</b>	<u><b>130,538</b></u>		
		<b>Overtime</b>	<u>0</u>
<b>OPERATING EXPENSES</b>			
		Car Allowance	750
Supplies	300	Education Bonus	750
Internal Services	10,493		
Other Services		<b>Total Add Pays</b>	<u>1,500</u>
Professional Fees	11,920		
Maintenance Fees	950	FICA	6,137
Other Contracted Fees	1,500	Healthcare Benefits - Active	12,062
		Healthcare Benefits - Retirees	0
<b>TOTAL</b>	<u><b>25,163</b></u>	Pension	32,870
		<b>Total Fringe Benefits</b>	<u>51,069</u>
<b>CAPITAL OUTLAY</b>	0		
		<b>TOTAL</b>	<u><u><b>0.80 130,538</b></u></u>
<b>TOTAL</b>	<u><b>0</b></u>		
<b>TOTAL APPROPRIATION</b>	<u><u><b>155,701</b></u></u>		

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-4611 Engineering**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	150,470	City Engineer	0.30	28,357
Overtime	5,000	Assistant City Engineer	0.20	14,054
Fringe Benefits	140,022	Admin. Professional	0.25	11,363
		Engin.Office Supervisor	0.25	16,871
<b>TOTAL</b>	<b>295,492</b>	Engineering Tech. I	0.50	28,531
		Engineering Assistant	1.00	51,295
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>2.50</b>	<b>150,470</b>
Supplies	8,550			
Internal Services	85,147	<b>Overtime</b>		<b>5,000</b>
Other Services				
Professional Fees	36,700			
Maintenance Fees	61,923	FICA		11,894
Other Contracted Fees	300	Healthcare Benefits - Active		36,882
<b>TOTAL</b>	<b>192,620</b>	Healthcare Benefits - Retirees		0
		Pension		91,246
		<b>Total Fringe Benefits</b>		<b>140,022</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>2.50</b>	<b>295,492</b>
<b>MISCELLANEOUS</b>	<b>1,013</b>			
<b>TOTAL</b>	<b>1,013</b>			
<b>TOTAL APPROPRIATION</b>	<b>489,125</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-4620 Street Lighting**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	74,477	Traffic & Electrical Admin.	0.25	15,784
Overtime	12,000	Traffic Electrician II	0.50	30,208
Add Pays	2,102	Traffic Electrician I	0.50	28,486
Fringe Benefits	77,017			
		<b>Total Personnel</b>	<u>1.25</u>	<u>74,477</u>
<b>TOTAL</b>	<u><b>165,596</b></u>			
		<b>Overtime</b>		<u>12,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	41,150	Standby Pay		2,102
Internal Services	2,462			
Other Services		<b>Total Add Pays</b>		<u>2,102</u>
Professional Fees	14,000			
Maintenance Fees	269,197	FICA		6,776
Other Contracted Fees	350	Healthcare Benefits - Active		24,690
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<u><b>327,159</b></u>	Pension		45,551
		<b>Total Fringe Benefits</b>		<u>77,017</u>
<b>CAPITAL OUTLAY</b>	10,000			
		<b>TOTAL</b>	<u><b>1.25</b></u>	<u><b>165,596</b></u>
<b>TOTAL</b>	<u><b>10,000</b></u>			
<b>MISCELLANEOUS</b>	12,184			
<b>TOTAL</b>	<u><b>12,184</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>514,939</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-7570 Parks Grounds Maintenance**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	88,419	Facilities Administrator	0.10	7,254
Overtime	1,200	Labor Foreman	0.15	8,054
Add Pays	20	Park Mechanic/Maint.	0.10	4,740
Fringe Benefits	70,961	Maintenance Person II	0.20	9,687
		Traffic Electrician I	0.05	2,849
<b>TOTAL</b>	<b>160,600</b>	Groundskeeper II	2.00	38,383
		Groundskeeper I	0.20	3,425
<b>OPERATING EXPENSES</b>		Tree Trimmer III	0.12	5,968
		Administrative Professional	0.10	4,565
Supplies	23,475	Skilled Clerical (PT)	0.20	3,494
Internal Services	4,358	<b>Total Personnel</b>	<b>3.22</b>	<b>88,419</b>
Other Services				
Professional Fees	30,000	<b>Overtime</b>		<b>1,200</b>
Maintenance Fees	129,287			
Other Contracted Fees	0	Education Bonus		20
<b>TOTAL</b>	<b>187,120</b>	<b>Total Add Pays</b>		<b>20</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>	FICA		6,858
		Healthcare Benefits - Active		33,339
<b>TOTAL APPROPRIATION</b>	<b>347,720</b>	Healthcare Benefits - Retirees		0
		Pension		30,764
		<b>Total Fringe Benefits</b>		<b>70,961</b>
		<b>TOTAL</b>	<b>3.22</b>	<b>160,600</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-7571 Abatement and Nuisance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	53,287	Facilities Administrator	0.10	7,254
Overtime	1,500	Labor Foreman	0.25	13,424
Add Pays	35	Park Mechanic/Maint	0.35	16,590
Fringe Benefits	54,668	Admin. Professional	0.10	4,565
		Office Assistant II	0.08	2,773
		Groundskeeper I	0.30	5,187
		Skilled Clerical (PT)	0.20	3,494
<b>TOTAL</b>	<b>109,490</b>	<b>Total Personnel</b>	<b>1.38</b>	<b>53,287</b>
<b>OPERATING EXPENSES</b>				
Supplies	22,500	<b>Overtime</b>		<b>1,500</b>
Internal Services	15,750			
Other Services		Education Bonus		35
Professional Fees	78,600			
Maintenance Fees	69,848	<b>Total Add Pays</b>		<b>35</b>
Other Contracted Fees	0			
<b>TOTAL</b>	<b>186,698</b>			
<b>CAPITAL OUTLAY</b>	<b>0</b>	FICA		4,194
		Healthcare Benefits - Active		21,076
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>0</b>	Pension		29,398
		<b>Total Fringe Benefits</b>		<b>54,668</b>
<b>TOTAL APPROPRIATION</b>	<b>296,188</b>	<b>TOTAL</b>	<b>1.38</b>	<b>109,490</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-7575 Facilities**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	238,072	Facilities Administrator	0.25	18,136
Overtime	5,000	Cemeteries/Grounds		
Add Pays	45	Administrator	0.25	15,524
Fringe Benefits	240,966	Labor Foreman, Parks & Facilities	0.30	16,109
		Maintenance Person II	0.90	43,717
<b>TOTAL</b>	<b>484,083</b>	Maintenance Person III	0.90	43,265
		Admin. Professional	0.10	4,565
<b>OPERATING EXPENSES</b>				
		Park Mechanic/Maint.	0.35	16,590
Supplies	58,150	Traffic Electrician	0.15	8,546
Internal Services	132,564	Custodial Worker (PT) SEIU	1.00	14,924
Other Services		Office Assistant II	0.04	1,386
Professional Fees	79,765	Skilled Clerical I (PT)	0.20	3,494
Maintenance Fees	150,453	Groundskeeper (S)	1.55	26,545
Other Contracted Fees	21,064	Basic Labor (PT)	0.50	7,462
		Custodian/Laborer I	0.50	17,810
<b>TOTAL</b>	<b>441,996</b>	<b>Total Personnel</b>	<b>6.99</b>	<b>238,072</b>
<b>CAPITAL OUTLAY</b>				
	0	<b>Overtime</b>		5,000
<b>TOTAL</b>	<b>0</b>			
		Education Bonus		45
<b>TOTAL APPROPRIATION</b>	<b>926,079</b>	<b>Total Add Pays</b>		<b>45</b>
		FICA		18,599
		Healthcare Benefits - Active		95,007
		Healthcare Benefits - Retirees		0
		Pension		127,360
		<b>Total Fringe Benefits</b>		<b>240,966</b>
		<b>TOTAL</b>	<b>6.99</b>	<b>484,083</b>



**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**101-7580 Celebration Park**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	32,082	Celebration Park Coordinator	3.00	10,950
Overtime	0	Celebration Park Attendant	6.00	21,132
Fringe Benefits	4,318			
		<b>Total Personnel</b>	<u>9.00</u>	<u>32,082</u>
<b>TOTAL</b>	<u><b>36,400</b></u>			
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<u>0</u>
Supplies	9,000	FICA		2,454
Internal Services	0	Healthcare Benefits - Active		1,864
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	6,300	Pension		0
Maintenance Fees	33,500			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>4,318</u>
<b>TOTAL</b>	<u><b>48,800</b></u>			
		<b>TOTAL</b>	<u><b>9.00</b></u>	<u><b>36,400</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>85,200</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 \$2,619,527 for the 2020/21 budget. This represents a decrease of 3.86% from the 2020 approved budgeted levels. This reduction is largely attributable to a reduction in the Operating Transfer to Other Funds for the Unfunded Liabilities Fund as well as decreases to the retiree healthcare cost in the Retiree Healthcare Division and Saginaw Housing Commission Division.

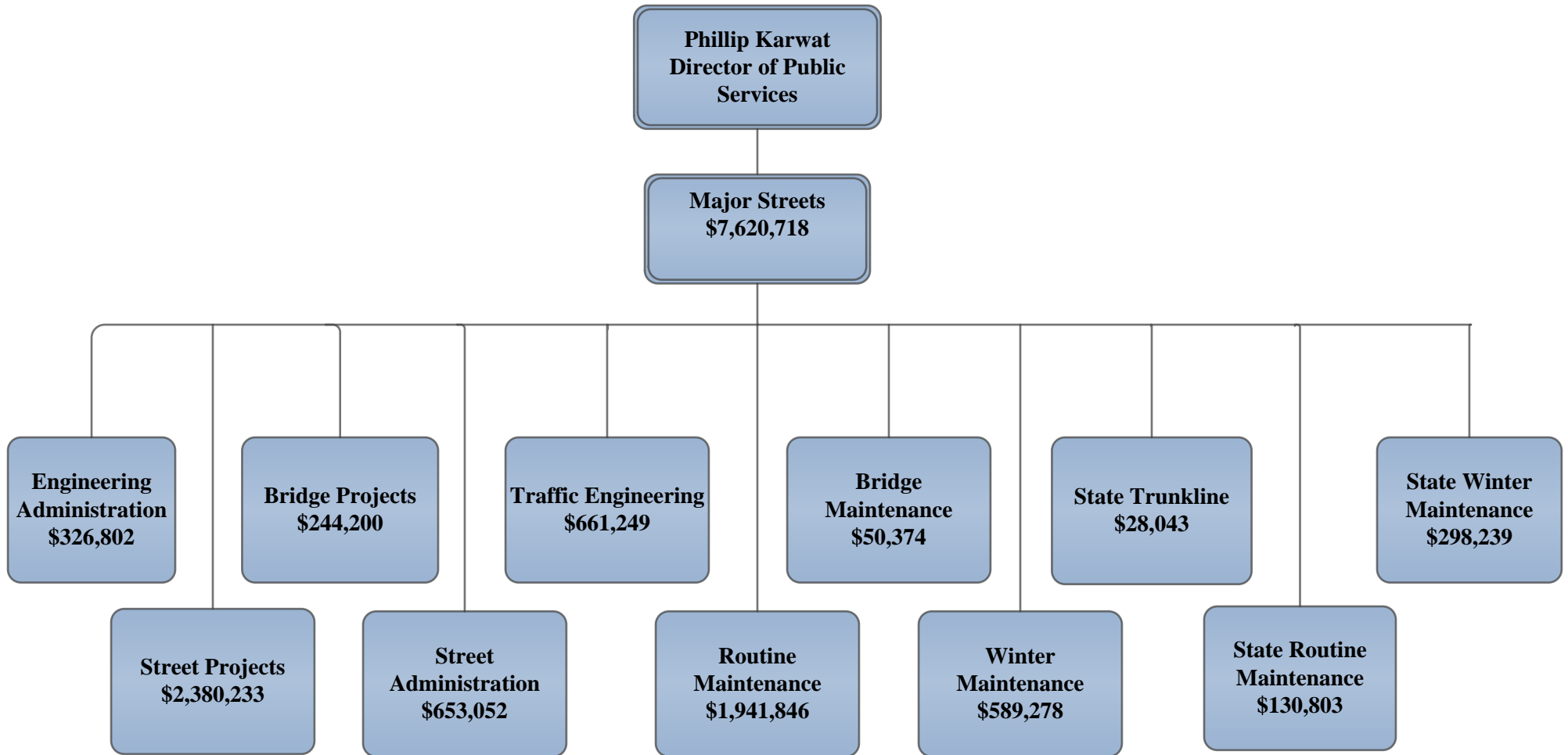
### **FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	2,106,253	1,920,969	1,982,151	1,870,257	1,870,257	1,892,543	1,854,807
8515 Retiree Pension	7,930	44,389	0	0	0	0	0
8520 Unemployment	1,841	5,071	38	5,000	5,000	0	5,000
8525 Saginaw Housing Commission	223,507	246,021	248,605	220,701	220,701	210,209	193,058
8540 Contributions	1,000	1,000	1,000	1,000	1,000	1,000	1,000
8541 Payment to Other Govts	1,660	0	0	0	0	0	0
8547 GIS Charges	41,399	43,137	77,939	55,228	55,228	55,228	61,388
9660 Operating Transfers	342,071	812,327	788,145	572,391	1,749,348	1,032,841	504,274
<b>Total Expenditures</b>	<b>2,725,661</b>	<b>3,072,914</b>	<b>3,125,470</b>	<b>2,724,577</b>	<b>3,901,534</b>	<b>3,191,821</b>	<b>2,619,527</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	2,228,923	2,119,442	2,158,922	1,985,958	1,985,958	1,994,145	1,962,865
Operating Expenses	154,667	141,145	150,811	166,228	166,228	164,835	152,388
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	342,071	812,327	788,145	572,391	1,749,348	1,032,841	504,274
<b>Total Expenditures</b>	<b>2,725,661</b>	<b>3,072,914</b>	<b>3,125,470</b>	<b>2,724,577</b>	<b>3,901,534</b>	<b>3,191,821</b>	<b>2,619,527</b>

# CITY OF SAGINAW MAJOR STREETS FUND



*The total Major Street Fund is \$7,620,718. Transfers and Debt Service equate to \$316,599, which is not reflected in the organizational chart.*

**MAJOR STREETS FUND (202)  
RESOURCE ALLOCATION  
2020/2021 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	6,595,107	ENGINEERING ADMIN.	326,802
STATE REIMBURSEMENTS	477,427	STREET PROJECTS	2,380,233
NON BUSINESS PERMITS	36,500	BRIDGE PROJECTS	244,200
SERVICES - SALES	4,150	TRAFFIC ENGINEERING	661,249
OTHER REVENUES	15,000	STREET ADMINISTRATION	653,052
FUND EQUITY	492,534	ROUTINE MAINTENANCE	1,941,846
		BRIDGE MAINTENANCE	50,374
		WINTER MAINTENANCE	589,278
		STATE TRUNKLINE	28,043
		STATE ROUTINE MAINTENANCE	130,803
		STATE WINTER MAINTENANCE	298,239
		DEBT SERVICE	302,441
		TRANSFERS	14,158
<b>TOTAL RESOURCES</b>	<b><u>7,620,718</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>7,620,718</u></b>

## **MAJOR STREETS FUND**

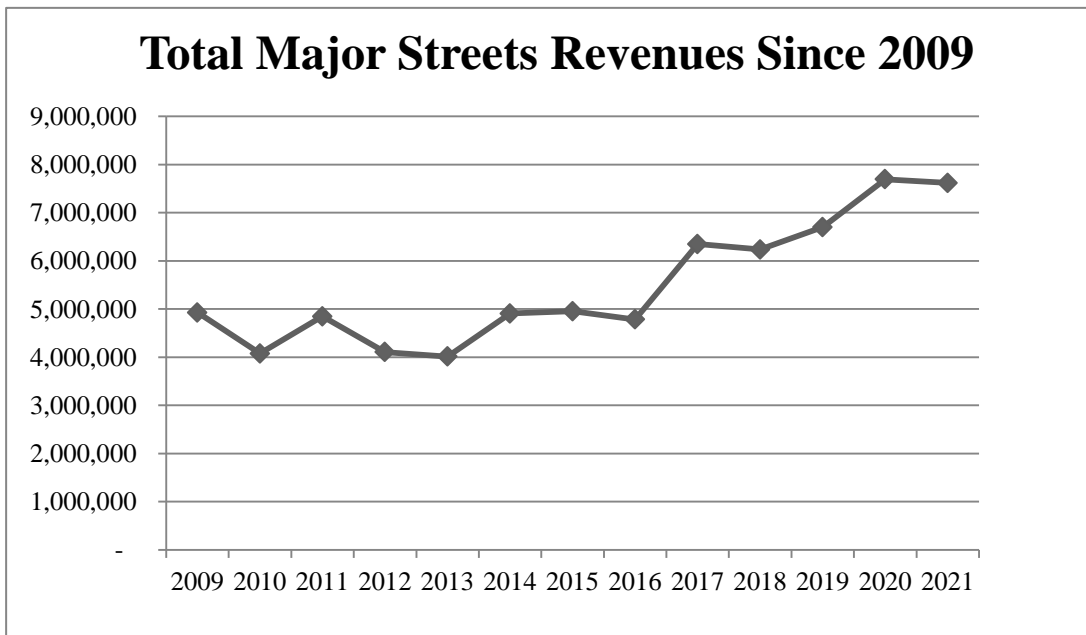
### **REVENUE BUDGET SUMMARY**

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 \$6,595,107 in FY 2021. This source of revenue increased by \$595,471, or 9.93%. 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 \$7,620,718, which is a decrease of a net \$73,394, or 0.95% from the FY 2020 approved budgeted levels.

### **SUMMARY OF REVENUE**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
State Revenue	4,320,909	5,658,951	6,522,448	5,999,636	5,693,310	4,966,660	6,595,107
State Reimbursements	468,243	512,056	500,834	476,909	658,733	542,041	477,427
Non-Business Permits	29,915	41,420	38,445	45,000	45,000	26,895	36,500
Services-Sales	8,178	14,016	6,877	4,150	7,444	16,562	4,150
Interests and Rents	472	2,771	5,154	0	3,110	3,774	0
Other Revenue	2,500	0	358,695	73,767	20,809	20,049	0
Reimbursements	889,221	106,047	78,538	0	34,619	35,759	0
Use of Fund Equity	0	0	0	1,082,650	2,145,255	1,303,038	492,534
Services Rendered	24,238	18,492	8,521	12,000	14,947	14,947	15,000
<b>Total Revenues</b>	<b>5,743,676</b>	<b>6,353,753</b>	<b>7,519,512</b>	<b>7,694,112</b>	<b>8,623,227</b>	<b>6,929,725</b>	<b>7,620,718</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected Revenues and FY 2021 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 2021 shows a slight decrease from FY 2020 approved budget revenues due to a decrease in the use of fund equity.

**DETAIL REVENUES ANALYSIS**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	4,320,909	5,175,969	5,500,747	5,999,636	5,679,674	4,943,093	6,595,107
Trunkline Maintenance	234,799	276,881	265,141	241,734	241,734	281,131	241,734
MDOT Reimbursements	0	73,053	57,247	0	181,824	0	0
Right of Way Revenue	233,444	235,175	235,693	235,175	235,175	260,910	235,693
Sidewalk Permits	1,825	4,275	3,350	5,000	5,000	3,075	3,500
Curb Cut	1,550	2,600	2,750	5,000	5,000	2,300	3,000
Barricade Permits	10,850	14,025	16,325	15,000	15,000	9,700	15,000
Right of Way Permits	15,690	20,520	16,020	20,000	20,000	11,820	15,000
Engineering Plans/Records	250	100	175	0	0	0	0
Special Events Service	24,238	18,653	8,521	12,000	14,947	14,947	15,000
Sale of Junk	1,232	2,422	2,168	1,000	2,551	10,098	1,000
Materials and Service	6,696	11,333	4,534	3,000	4,743	6,464	3,000
Neighborhood Watch Signs	0	0	0	150	150	0	150
Interests on Investments	472	2,771	5,154	0	3,110	3,774	0
Sale of Property Items	0	0	515	0	17,081	17,081	0
State Grants	0	482,982	1,021,701	0	13,636	23,567	0
Local Grants	2,500	0	0	0	0	0	0
Reimbursements	889,221	32,994	21,291	0	34,619	35,759	0
Installment Contract	0	0	350,083	73,767	0	0	0
Special Assessments	0	0	8,097	0	3,728	2,968	0
Use of Fund Equity	0	0	0	1,082,050	2,145,255	1,303,038	492,534
<b>Totals</b>	<b>5,743,676</b>	<b>6,353,753</b>	<b>7,519,512</b>	<b>7,694,112</b>	<b>8,623,227</b>	<b>6,929,725</b>	<b>7,620,718</b>

**EXPENDITURE BUDGET SUMMARY**

Total Major Streets Fund expenditures are \$7,620,718 for FY 2021. Expenditures decrease by \$73,394, or .95%. *Personnel Services* increase \$78,953 for FY 2021. This increase is attributable to a 0.05 FTE increase from FY 2020. 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 \$4,467,720 which is an increase of \$152,636 from FY 2020. This increase in operating expenses is caused mostly by a \$275,000 increase in street resurfacing and a \$50,000 increase in street and road materials in routine maintenance, which are offset by a \$139,410 decrease in construction projects for bridges. These big changes along with many small changes result in the \$152,636 increase. *Capital Outlay* is \$202,050 and includes a 21 inch drum chipper. There are fewer capital purchases planned for FY 2021 which results in a reduction in this area of \$146,217. *Miscellaneous Expenditures* are \$316,599 in FY 2021, a decrease of \$158,766. This is due to this fund not completing a transfer to the Local Streets fund this year like it did in FY 2020. This reduction is partially offset by the City starting an installment payment of \$160,000 which will be used for capital purchases.

**FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	169,671	143,434	150,253	300,605	250,266	198,336	326,802
4614 Street Projects	2,528,532	1,960,957	2,373,871	2,125,362	2,308,849	1,857,249	2,380,233
4616 Bridge Projects	344,188	88,772	303,553	348,610	365,318	243,826	244,200
4621 Traffic Engineering	517,266	537,419	568,286	734,126	875,256	692,455	661,249
4650 Street Administration	679,048	588,122	666,598	636,259	640,309	613,001	653,052
4651 Routine Maintenance	1,569,314	1,629,219	1,728,514	1,911,840	2,366,979	1,986,463	1,941,846
4654 Bridge Maintenance	111,220	117,531	119,541	70,192	71,366	49,157	50,374
4655 Winter Maintenance	173,796	344,970	370,799	638,913	808,509	692,062	589,278
4690 State Trunkline	26,966	36,335	28,575	26,699	27,661	32,160	28,043
4691 State Routine Maintenance	104,545	189,812	115,800	139,487	142,621	126,723	130,803
4692 State Winter Maintenance	211,885	294,939	217,156	286,654	290,728	282,040	298,239
4695 Debt Service	84,568	84,568	84,569	142,126	142,126	142,095	302,441
9660 Transfers	0	14,158	19,272	333,239	333,239	14,158	14,158
<b>Totals</b>	<b>6,520,999</b>	<b>6,030,236</b>	<b>6,746,787</b>	<b>7,694,112</b>	<b>8,623,277</b>	<b>6,929,725</b>	<b>7,620,718</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	1,788,617	2,175,018	2,117,434	2,555,396	2,548,526	2,409,816	2,634,349
Operating Expenses	4,296,788	3,539,176	4,332,871	4,315,084	4,615,769	3,737,649	4,467,720
Capital Outlay	351,026	217,316	192,641	348,267	983,567	626,007	202,050
Miscellaneous	84,568	98,726	103,841	475,365	475,415	156,253	316,599
<b>Total Expenditures</b>	<b>6,520,999</b>	<b>6,030,236</b>	<b>6,746,787</b>	<b>7,694,112</b>	<b>8,623,277</b>	<b>6,929,725</b>	<b>7,620,718</b>

**SUMMARY OF POSITIONS**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
4612 Engineering Administration	1.22	1.17	1.17	1.67	1.67	1.67	1.87
4614 Streets Projects	0.50	0.50	0.50	0.50	0.50	0.50	0.50
4621 Traffic Engineering	2.50	2.80	2.80	2.80	2.80	2.80	2.80
4650 Street Administration	0.38	0.42	0.32	0.32	0.32	0.32	0.32
4651 Routine Maintenance	5.40	6.03	7.83	8.33	8.33	8.33	8.18
4654 Bridge Maintenance	0.45	0.45	0.45	0.45	0.45	0.45	0.45
4655 Winter Maintenance	0.50	1.10	2.00	1.50	1.50	1.50	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	1.75	1.35	1.35	1.35	1.35	1.35
<b>Total Positions</b>	<b>13.55</b>	<b>15.47</b>	<b>17.67</b>	<b>18.17</b>	<b>18.17</b>	<b>18.17</b>	<b>18.22</b>

The total personnel complement in this fund will be 18.22 FTE for FY 2021. This is an increase of 0.05 FTE from FY 2020. The changes made in this fund include a .20 FTE increase to the Engineering Administration division due to a reallocation of the City Engineer (.15 to .25) and a reallocation of the Assistant City Engineer (.20 to .30). Also, there is a .15 FTE decrease in the Routine Maintenance division due to reclassification .50 FTE of a Heavy Equipment Operator II into a ROW Foreman, a reduction of a Laborer II (1.0 to .70), and an addition of .15 of a Groundskeeper I which is currently vacant.


**Performance Measures/Metrics: Major and Local Streets Major and Local Streets** – (summary of services)


The Major and Local Streets Divisions manage and maintain the city streets that 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.

<b>Key Performance Indicator</b>	<b>FY 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Number of trees removed and trimmed (each)	400	712	400	400	500
Street Sweeping (min 3x per each mile per year) (miles)	1,800	1,800	1,800	1,800	1,800
Plowing and Salting - open majors and state highways within 24 hours of snow event	100%	100%	100%	100%	100%
Plowing - open all locals within 72 hours of snow event	75%	100%	100%	100%	100%
% of time potholes complaints responded to within 10 days	90%	77%	85%	85%	85%



**Explanation of variances:**

 The key performance indicator of “number of trees removed or rimmed (each)” reflects to have been fully achieved. The City purchased a new aerial tree truck in FY 2020 which increased the tree removal and trimming efficiency. Streets personnel also focused on decreasing the number of outstanding tree complaints and requests. As a result less road repairs were completed by the Streets Division in FY 2020.

 The key performance indicator of “percent of pothole complaints responded to within 10 days” reflects to have been mostly achieved. Responses to pothole complaints correspond to major snow and ice events over the winter months.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**202-4612 Engineering**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	117,609	City Engineer	0.25	23,630
Overtime	3,000	Assistant City Engineer	0.30	21,081
Fringe Benefits	123,524	Engin. Ofc Supervisor	0.12	8,098
		Admin. Professional	0.20	9,090
<b>TOTAL</b>	<b>244,133</b>	Civil Engineer I	0.50	26,391
		Engineeering Assistant	0.50	29,319
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>1.87</b>	<b>117,609</b>
Supplies	0			
Internal Services	27,934	<b>Overtime</b>		<b>3,000</b>
Other Services				
Professional Fees	37,085	FICA		8,997
Maintenance Fees	3,200	Healthcare Benefits - Active		36,794
Other Contracted Fees	7,950	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>76,169</b>	Pension		77,733
		<b>Total Fringe Benefits</b>		<b>123,524</b>
<b>CAPITAL OUTLAY</b>	<b>6,500</b>			
<b>TOTAL</b>	<b>6,500</b>	<b>TOTAL</b>	<b>1.87</b>	<b>244,133</b>
<b>TOTAL APPROPRIATION</b>	<b>326,802</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**202-4614 Street Projects**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	28,531	Engineering Tech. I	0.50	28,531
Overtime	25,000			
Fringe Benefits	30,272	<b>Total Personnel</b>	<u>0.50</u>	<u>28,531</u>
<b>TOTAL</b>	<u><b>83,803</b></u>			
		<b>Overtime</b>		<u>25,000</u>
<b>OPERATING EXPENSES</b>				
		FICA		4,096
Supplies	2,700	Healthcare Benefits - Active		4,599
Internal Services	3,080	Healthcare Benefits - Retirees		0
Other Services		Pension		21,577
Professional Fees	485,000	<b>Total Fringe Benefits</b>		<u>30,272</u>
Maintenance Fees	1,805,650			
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>2,296,430</b></u>	<b>TOTAL</b>	<u><b>0.50</b></u>	<u><b>83,803</b></u>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>2,380,233</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**202-4621 Traffic Engineering**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	134,162	Traffic and Electrical		
Overtime	25,000	Administrator	0.25	15,784
Add Pays	2,102	Traffic Electrician II	0.30	18,125
Fringe Benefits	223,893	Traffic Electrician I	0.30	17,091
		Trans. Engr. Assistant	0.40	19,518
<b>TOTAL</b>	<b>385,157</b>	Traffic Mtce. Technician	1.15	45,216
		Traffic Mtce. Technician II	0.40	18,428
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>2.80</b>	<b>134,162</b>
Supplies	105,300			
Internal Services	32,815	<b>Overtime</b>		<b>25,000</b>
Other Services				
Professional Fees	78,514	Standby Pay		2,102
Maintenance Fees	24,813			
Other Contracted Fees	4,650	<b>Total Add Pays</b>		<b>2,102</b>
<b>TOTAL</b>	<b>246,092</b>			
<b>CAPITAL OUTLAY</b>	<b>30,000</b>	FICA		12,337
		Healthcare Benefits - Active		47,899
		Healthcare Benefits - Retirees		60,001
<b>TOTAL</b>	<b>30,000</b>	Pension		103,656
		<b>Total Fringe Benefits</b>		<b>223,893</b>
<b>TOTAL APPROPRIATION</b>	<b>661,249</b>			
		<b>TOTAL</b>	<b>2.80</b>	<b>385,157</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**202-4650 Street Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	17,949	Director of Public Services	0.05	5,848
Overtime	500	Deputy Dir. Of Public Services	0.05	5,274
Add Pays	250	Office Assistant II	0.22	6,828
Fringe Benefits	403,345			
		<b>Total Personnel</b>	0.32	17,949
<b>TOTAL</b>	<b>422,044</b>			
		<b>Overtime</b>		500
<b>OPERATING EXPENSES</b>				
		Car Allowance		125
		Education Bonus		125
Supplies	500			
Internal Services	180,801	<b>Total Add Pays</b>		250
Other Services				
Professional Fees	42,207	FICA		1,440
Maintenance Fees	2,650	Healthcare Benefits - Active		5,869
Other Contracted Fees	350	Healthcare Benefits - Retirees		384,267
		Pension		11,769
<b>TOTAL</b>	<b>226,508</b>	<b>Total Fringe Benefits</b>		403,345
<b>CAPITAL OUTLAY</b>	4,500			
<b>TOTAL</b>	<b>4,500</b>	<b>TOTAL</b>	<b>0.32</b>	<b>422,044</b>
<b>TOTAL APPROPRIATION</b>	<b>653,052</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**202-4651 Routine Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	358,736	Chief ROW Foreman	0.15	10,878
Overtime	15,000	ROW Foreman	1.00	56,368
Add Pays	5,473	Heavy Equipment Operator I	2.00	96,238
Fringe Benefits	551,650	Heavy Equipment Operator II	0.50	24,553
		Heavy Equipment Operator III	0.50	24,896
<b>TOTAL</b>	<b>930,859</b>	Tree Trimmer I	0.40	18,869
		Tree Trimmer II	0.80	38,116
		Tree Trimmer III	0.18	8,952
<b>OPERATING EXPENSES</b>		Laborer II Streets	0.70	29,049
Supplies	368,900	Compost Site Operator	0.25	12,276
Internal Services	69,861	Packer Operator	1.00	29,049
Other Services		Groundskeeper I	0.70	9,494
Professional Fees	85,509	<b>Total Personnel</b>	<b>8.18</b>	<b>358,736</b>
Maintenance Fees	338,967			
Other Contracted Fees	4,500	<b>Overtime</b>		<b>15,000</b>
<b>TOTAL</b>	<b>867,737</b>			
		Standby Pay		5,373
<b>CAPITAL OUTLAY</b>	143,250	Education Bonus		100
<b>TOTAL</b>	<b>143,250</b>	<b>Total Add Pays</b>		<b>5,473</b>
<b>TOTAL APPROPRIATION</b>	<b>1,941,846</b>	FICA		29,098
		Healthcare Benefits - Active		140,737
		Healthcare Benefits - Retirees		46,719
		Pension		335,096
		<b>Total Fringe Benefits</b>		<b>551,650</b>
		<b>TOTAL</b>	<b>8.18</b>	<b>930,859</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**202-4654 Bridge Maintenance**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	21,228	Tree Trimmer I	0.45	21,228
Overtime	0			
Fringe Benefits	29,146	<b>Total Personnel</b>	0.45	21,228
<b>TOTAL</b>	<b>50,374</b>	<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
		FICA		1,624
Supplies	0	Healthcare Benefits - Active		11,387
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension		16,135
Professional Fees	0	<b>Total Fringe Benefits</b>		29,146
Maintenance Fees	0			
Other Contracted Fees	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>0.45</b>	<b>50,374</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>50,374</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**202-4655 Winter Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	61,330	Brush Collector	0.60	24,792
Overtime	20,000	Packer Operator	0.90	36,539
Fringe Benefits	110,161			
		<b>Total Personnel</b>	<u>1.50</u>	<u><b>61,330</b></u>
<b>TOTAL</b>	<u><b>191,491</b></u>			
		<b>Overtime</b>		<u>20,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	150,000	FICA		6,222
Internal Services	7,140	Healthcare Benefits - Active		25,833
Other Services		Healthcare Benefits - Retirees		14,375
Professional Fees	3,500	Pension		63,731
Maintenance Fees	219,347			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>110,161</u>
<b>TOTAL</b>	<u><b>379,987</b></u>			
		<b>TOTAL</b>	<u><u><b>1.50</b></u></u>	<u><u><b>191,491</b></u></u>
<b>CAPITAL OUTLAY</b>	17,800			
<b>TOTAL</b>	<u><b>17,800</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>589,278</b></u></u>			



**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

202-4690 State Trunkline

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	9,699	Traffic Mtce. Technician I	0.25	9,699
Overtime	4,000			
Fringe Benefits	14,344	<b>Total Personnel</b>	0.25	9,699
<b>TOTAL</b>	<b>28,043</b>	<b>Overtime</b>		4,000
<b>OPERATING EXPENSES</b>				
Supplies	0	FICA		1,048
Internal Services	0	Healthcare Benefits - Active		4,541
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		8,755
Maintenance Fees	0	<b>Total Fringe Benefits</b>		14,344
Other Contracted Fees	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>0.25</b>	<b>28,043</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>28,043</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**202-4691 State Routine Maintenance**

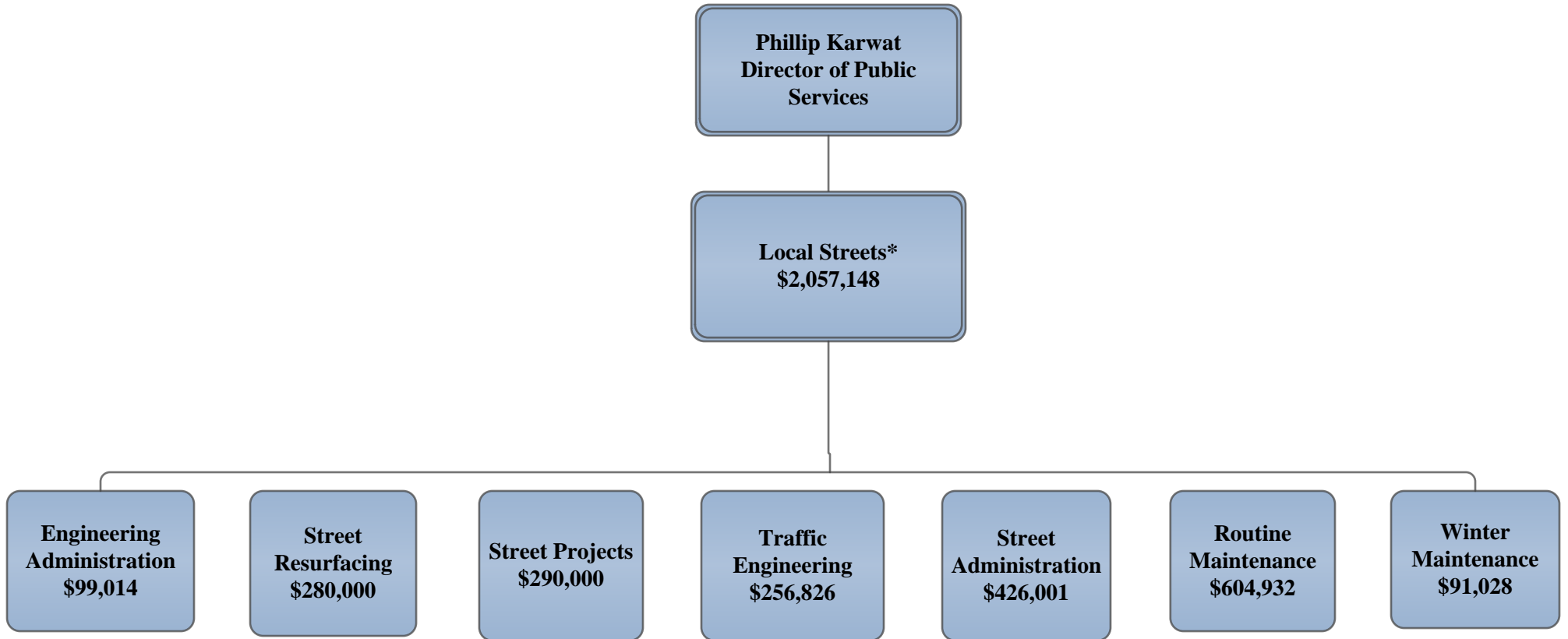
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	56,371	Chief ROW Foreman	0.15	10,878
Overtime	1,000	ROW Foreman	0.35	20,627
Add Pays	4,266	Tree Trimmer III	0.50	24,866
Fringe Benefits	65,630			
		<b>Total Personnel</b>	<u>1.00</u>	<u>56,371</u>
<b>TOTAL</b>	<u><b>127,267</b></u>			
		<b>Overtime</b>		<u>1,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	0	Standby Pay		4,196
Internal Services	3,536	Education Bonus		70
Other Services				
Professional Fees	0	<b>Total Add Pays</b>		<u>4,266</u>
Maintenance Fees	0			
Other Contracted Fees	0	FICA		4,710
		Healthcare Benefits - Active		22,179
<b>TOTAL</b>	<u><b>3,536</b></u>	Healthcare Benefits - Retirees		0
		Pension		38,741
		<b>Total Fringe Benefits</b>		<u>65,630</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>127,267</b></u>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**202-4692 State Winter Maintenance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	67,863	Chief ROW Foreman	0.15	10,878
Overtime	16,000	Tree Trimmer I	0.40	18,870
Add Pays	1,449	Tree Trimmer II	0.80	38,116
Fringe Benefits	85,866			
		<b>Total Personnel</b>	1.35	67,863
<b>TOTAL</b>	<b>171,178</b>			
		<b>Overtime</b>		16,000
<b>OPERATING EXPENSES</b>				
Supplies	126,000	Standby Pay		1,449
Internal Services	1,061			
Other Services		<b>Total Add Pays</b>		<b>1,449</b>
Professional Fees	0			
Maintenance Fees	0	FICA		6,603
Other Contracted Fees	0	Healthcare Benefits - Active		28,749
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<b>127,061</b>	Pension		50,514
		<b>Total Fringe Benefits</b>		<b>85,866</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>1.35</b>	<b>171,178</b>
<b>TOTAL APPROPRIATION</b>	<b>298,239</b>			

# CITY OF SAGINAW LOCAL STREETS FUND



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

**LOCAL STREETS FUND (203)**  
**RESOURCE ALLOCATION**  
**2020/2021 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	1,822,857	ENGINEERING ADMIN.	99,014
OTHER REVENUES	234,291	STREET RESURFACING	280,000
		STREET PROJECTS	290,000
		TRAFFIC ENGINEERING	256,826
		STREET ADMINISTRATION	426,001
		ROUTINE MAINTENANCE	604,932
		WINTER MAINTENANCE	91,028
		TRANSFERS	9,347
<b>TOTAL RESOURCES</b>	<b><u>2,057,148</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>2,057,148</u></b>

## **LOCAL STREETS FUND**

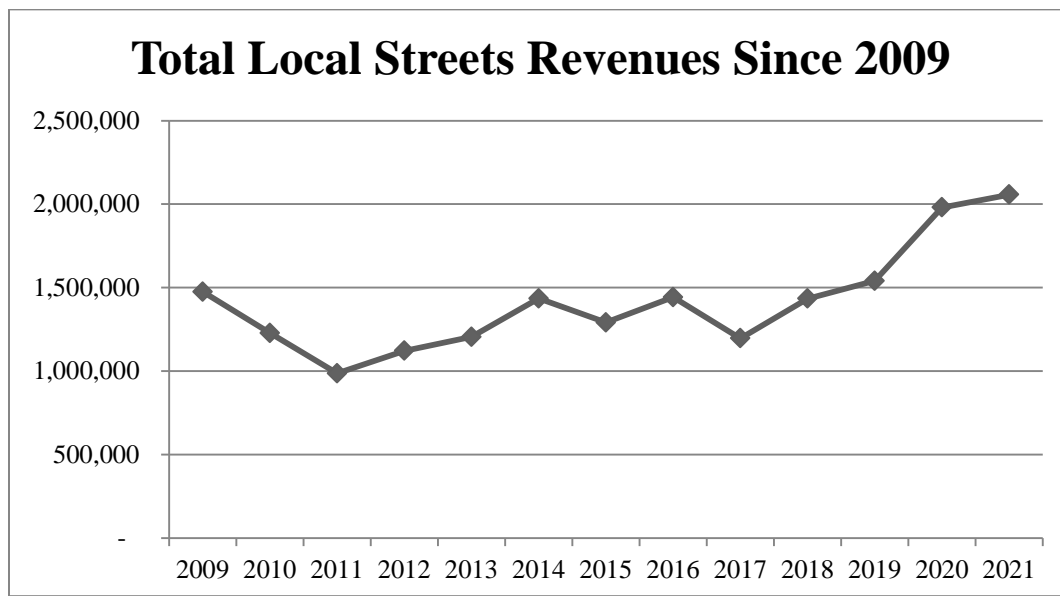
### **REVENUE BUDGET SUMMARY**

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 \$1,822,857 in FY 2021. This source of revenue increased by approximately 9.77% or \$162,220 from the FY 2020 approved budgeted levels.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
State Revenue Sharing	1,195,194	1,432,187	1,521,059	1,660,637	1,572,075	1,367,021	1,822,857
Interest and Rents	200	725	949	0	562	869	0
Other Revenues	503	461	5,216	0	3,047	3,957	0
Use of Fund Equity	0	0	0	0	256,744	236,506	234,291
Transfers from Other Funds	0	0	0	319,081	319,081	0	0
<b>Total Revenues</b>	<b>1,195,897</b>	<b>1,433,373</b>	<b>1,540,436</b>	<b>1,979,718</b>	<b>2,152,265</b>	<b>1,608,353</b>	<b>2,057,148</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues and FY 2020 Projected and FY 2021 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 2021 revenues increase slightly due to an increase in Act 51 Revenues from the state.

**DETAIL REVENUES ANALYSIS**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Gas and Weight Tax	1,195,194	1,432,187	1,521,059	1,660,637	1,572,075	1,366,033	1,822,857
Materials and Services	26	0	0	0	0	0	0
Interest on Investments	200	725	949	0	516	689	0
Interest on Spec. Assmts	0	0	0	0	46	180	0
Special Assessments	0	0	13,212	0	3,047	3,957	0
Reimbursement	477	461	5,216	0	756	988	0
Use of Fund Equity	0	0	0	0	256,744	236,506	234,291
Transfer from Other Funds	0	0	0	0	0	0	0
Major Street Fund	0	0	0	319,081	319,081	0	0
<b>Totals</b>	<b>1,195,897</b>	<b>1,433,373</b>	<b>1,540,436</b>	<b>1,979,718</b>	<b>2,152,265</b>	<b>1,608,353</b>	<b>2,057,148</b>

**EXPENDITURE BUDGET SUMMARY**

The total Local Streets Fund expenditures are \$2,057,148 for FY 2021. *Personnel Services* increased by approximately \$23,972 or 2.76%. 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 2021. (*Personnel complement changes are listed in the detail under Summary of Positions.*) *Operating Expenses* are \$1,156,328, which represents an increase of \$53,458 or 4.85% from FY 2020. This is mostly due to an increase in construction projects of \$165,000 and a decrease in street and road materials of \$110,000. There is no *Capital Outlay* budgeted for FY 2021. There is \$9,347 in the category of *Miscellaneous Expenditures* to assist with the City's unfunded OPEB liabilities.

**FUNDING LEVEL SUMMARY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
4612 Engineering Administration	70,257	72,827	75,006	94,617	73,971	73,817	99,014
4613 Street Resurfacing	128,379	25,463	157,911	250,000	171,595	152,879	280,000
4614 Street Projects	0	24,393	56,442	155,000	337,900	82,011	290,000
4621 Traffic Engineering	231,895	247,182	227,648	247,728	276,931	207,903	256,826
4650 Street Administration	418,929	372,528	461,921	414,149	414,149	406,053	426,001
4651 Routine Maintenance	508,942	555,162	481,170	715,533	770,481	577,263	604,932
4655 Winter Maintenance	93,842	109,622	92,072	93,344	97,831	99,080	91,028
9660 Transfers	0	9,347	11,174	9,347	9,347	9,347	9,347
<b>Totals</b>	<b>1,452,244</b>	<b>1,416,524</b>	<b>1,563,344</b>	<b>1,979,718</b>	<b>2,152,265</b>	<b>1,608,353</b>	<b>2,057,148</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	827,463	820,403	760,718	867,501	889,254	829,623	891,473
Operating Expenses	594,081	586,774	791,452	1,102,870	1,211,365	747,363	1,156,328
Capital Outlay	30,700	0	0	0	42,299	22,020	0
Miscellaneous	0	9,347	11,174	9,347	9,347	9,347	9,347
<b>Total Expenditures</b>	<b>1,452,244</b>	<b>1,416,524</b>	<b>1,563,344</b>	<b>1,979,718</b>	<b>2,152,265</b>	<b>1,608,353</b>	<b>2,057,148</b>

**SUMMARY OF POSITIONS**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	1.06	1.03	1.03	1.13	1.13	1.13	1.13
4621 Traffic Engineering	1.60	1.60	1.60	1.60	1.60	1.60	1.60
4650 Street Administration	0.21	0.21	0.06	0.06	0.06	0.06	0.06
4651 Routine Maintenance	4.45	4.45	5.15	5.20	5.20	5.20	5.20
4655 Winter Maintenance	0.50	0.50	0.50	0.00	0.00	0.00	0.00
<b>Total Positions</b>	<b>7.82</b>	<b>7.79</b>	<b>8.34</b>	<b>7.99</b>	<b>7.99</b>	<b>7.99</b>	<b>7.99</b>

The personnel complement for the Local Street Fund is 7.99 FTE for FY 2021, which is the same as it was in FY 2020.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**203-4612 Engineering Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	48,353	City Engineer	0.15	14,178
Overtime	0	Asst. City Engineer	0.10	7,027
Fringe Benefits	41,891	Engineering Office Supervisor	0.13	8,773
		Administrative Professional	0.15	6,818
<b>TOTAL</b>	<b>90,244</b>	Civil Engineer I	0.10	5,278
		Engineering Intern	0.50	6,279
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>1.13</b>	<b>48,353</b>
Supplies	0			
Internal Services	8,770	FICA		3,929
Other Services		Healthcare Benefits - Active		12,607
Professional Fees	0	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		25,355
Other Contracted Fees	0			
<b>TOTAL</b>	<b>8,770</b>	<b>Total Fringe Benefits</b>		<b>41,891</b>
		<b>TOTAL</b>	<b>1.13</b>	<b>90,244</b>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>				
	<b>99,014</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**203-4621 Traffic Engineering**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	75,214	Traffic and Electrical		
Overtime	2,000	Administrator	0.25	15,784
Add Pays	2,102	Tran. Engineering Assist.	0.40	19,518
Fringe Benefits	110,584	Traffic Maint. Tech. II	0.35	16,124
		Traffic Maint. Tech. I	0.60	23,788
<b>TOTAL</b>	<b>189,900</b>	<b>Total Personnel</b>	<b>1.60</b>	<b>75,214</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>2,000</b>
Supplies	34,800			
Internal Services	9,447			
Other Services		Standby Pay		2,102
Professional Fees	16,837			
Maintenance Fees	4,392	<b>Total Add Pays</b>		<b>2,102</b>
Other Contracted Fees	1,450			
<b>TOTAL</b>	<b>66,926</b>	FICA		6,068
		Healthcare Benefits - Active		29,745
		Healthcare Benefits - Retirees		14,375
<b>CAPITAL OUTLAY</b>	<b>0</b>	Pension		60,396
<b>TOTAL</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>110,584</b>
<b>TOTAL APPROPRIATION</b>	<b>256,826</b>	<b>TOTAL</b>	<b>1.60</b>	<b>189,900</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**203-4650 Street Administration**

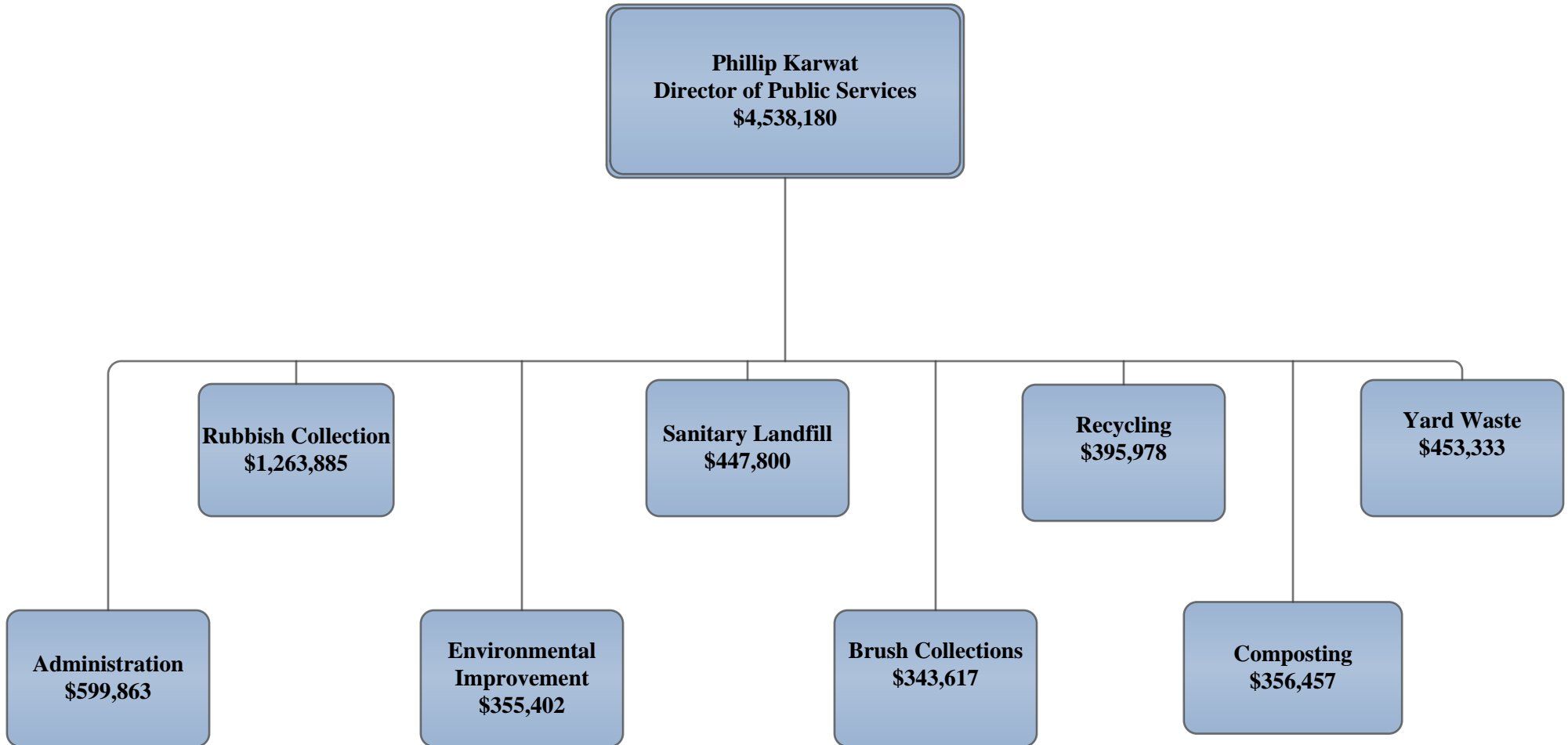
<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	2,080	Office Assistant II	0.06 2,080
Overtime	0		
Fringe Benefits	247,579	<b>Total Personnel</b>	<u>0.06 2,080</u>
<b>TOTAL</b>	<u><b>249,659</b></u>	<b>Overtime</b>	<u>0</u>
<b>OPERATING EXPENSES</b>			
		FICA	159
		Healthcare Benefits - Active	1,266
Supplies	150	Healthcare Benefits - Retirees	244,078
Internal Services	159,789	Pension	2,076
Other Services		<b>Total Fringe Benefits</b>	<u>247,579</u>
Professional Fees	15,403		
Maintenance Fees	1,000	<b>TOTAL</b>	<u><u><b>0.06 249,659</b></u></u>
Other Contracted Fees	0		
<b>TOTAL</b>	<u><b>176,342</b></u>		
<b>CAPITAL OUTLAY</b>	0		
<b>TOTAL</b>	<u><b>0</b></u>		
<b>TOTAL APPROPRIATION</b>	<u><u><b>426,001</b></u></u>		

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**203-4651 Routine Maintenance**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	163,272	Chief ROW Foreman	0.5	31,581
Overtime	5,000	Heavy Equip. Operator I	1.00	48,119
Add Pays	2,415	Heavy Equip. Operator II	0.25	12,276
Fringe Benefits	184,422	Heavy Equip. Operator III	0.25	12,448
		Groundskeeper I	3.20	58,848
<b>TOTAL</b>	<b>355,109</b>	<b>Total Personnel</b>	<b>5.20</b>	<b>163,272</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>5,000</b>
Supplies	157,850			
Internal Services	17,709			
Other Services		Standby Pay		2,415
Professional Fees	0			
Maintenance Fees	74,264	<b>Total Add Pays</b>		<b>2,415</b>
Other Contracted Fees	0			
<b>TOTAL</b>	<b>249,823</b>	FICA		13,230
		Healthcare Benefits - Active		72,002
		Healthcare Benefits - Retirees		7,188
<b>CAPITAL OUTLAY</b>	<b>0</b>	Pension		92,002
<b>TOTAL</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>184,422</b>
<b>TOTAL APPROPRIATION</b>	<b>604,932</b>	<b>TOTAL</b>	<b>5.20</b>	<b>355,109</b>

# CITY OF SAGINAW RUBBISH COLLECTION FUND



**In FY 2021, the Rubbish Collection Fund has funds budgeted for Debt Service of \$177,063 and for Transfers of \$144,782.**

**RUBBISH COLLECTIONS (226)  
RESOURCE ALLOCATION  
2020/2021 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>(116,996)</b>	<b>ADMINISTRATION</b>	<b>599,863</b>
<b>SERVICES AND SALES</b>	<b>1,300</b>	<b>RUBBISH COLLECTIONS</b>	<b>1,263,885</b>
<b>CHARGE FOR SERVICES</b>	<b>2,317,056</b>	<b>ENVIRONMENTAL IMPROVEMENT</b>	<b>355,402</b>
<b>INTEREST AND RENTS</b>	<b>75,000</b>	<b>SANITARY LANDFILL</b>	<b>447,800</b>
<b>OTHER REVENUES</b>	<b>1,858,585</b>	<b>BRUSH COLLECTIONS</b>	<b>343,617</b>
<b>USE OF FUND EQUITY</b>	<b>403,235</b>	<b>RECYCLING</b>	<b>395,978</b>
		<b>COMPOSTING</b>	<b>356,457</b>
		<b>YARD WASTE</b>	<b>453,333</b>
		<b>DEBT SERVICE</b>	<b>177,063</b>
		<b>TRANSFERS</b>	<b>144,782</b>
<b>TOTAL RESOURCES</b>	<b><u>4,538,180</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>4,538,180</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.

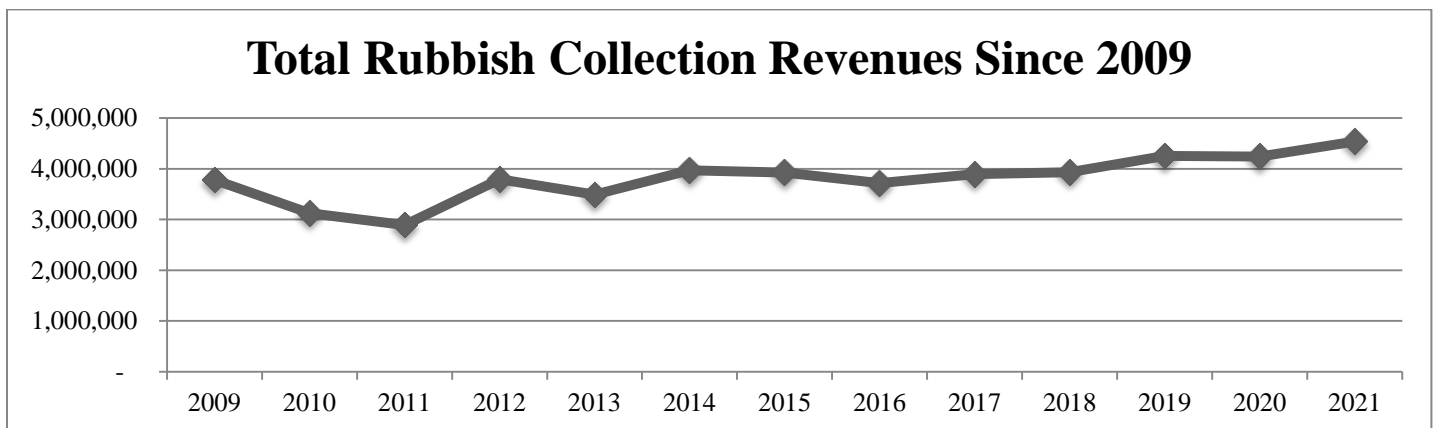
In FY 2017, the household rubbish fee was increased by \$25 from \$175 to \$200 per household unit. This increase was necessary due to the increasing cost of providing services and the continual decline in household count. In FY 2020 the fee was increased again from \$200 to \$210.

The 2021 Budget for the Rubbish Collection Fund is \$4,538,180, which is an increase of \$295,680 from the FY 2020 approved budgeted levels. This increase is largely due to increased use of fund equity and a \$10 increase to the household rubbish fee from \$210 to \$220 per household unit which is necessary to meet the increasing cost of providing services.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	(150,877)	(133,318)	(42,838)	(146,996)	(146,996)	3,203	(116,996)
Services - Sales	16,329	601	3,595	1,000	1,000	2,145	1,300
Charge for Services	2,156,369	2,159,807	2,139,018	2,211,307	2,211,307	2,483,269	2,317,056
Interest and Rents	79,130	81,849	85,574	75,000	75,000	104,300	75,000
Other Revenues	1,793,955	1,820,189	2,162,229	1,814,885	1,814,885	1,174,867	1,858,585
Use of Fund Equity	0	0	0	287,304	466,591	202,434	403,235
<b>Total Revenues</b>	<b>3,894,906</b>	<b>3,929,128</b>	<b>4,347,578</b>	<b>4,242,500</b>	<b>4,421,787</b>	<b>3,970,218</b>	<b>4,538,180</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009-FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 Approved Revenues. Rubbish Collection revenues have been steadily declining since fiscal year 2009. 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. Another \$10 increase to the household fee will occur in FY 2021, which along with increased use of fund equity will result in an increase in revenues. City administration will review the revenue base for the fund for the upcoming fiscal years.

### **DETAIL REVENUES ANALYSIS**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	4,849	63,064	0	0	0	0
Personal Property	57	57	57	57	57	57	57
Personal Property - DPPT	810	1,607	1,529	0	0	199	0
Property Taxes - Chargeback	(154,691)	(142,778)	(110,435)	(150,000)	(150,000)	0	(120,000)
Chargebacks – Trash Removal	0	0	0	0	0	0	0
Abandoned Vehicles	731	225	1,031	700	700	1,828	1,000
Sale of Junk	0	0	0	0	0	141	0
Sale of Recycling Bins	248	376	2,564	300	300	176	300
Household Rubbish Fees	2,067,764	2,082,947	2,065,120	2,132,432	2,132,432	2,407,492	2,242,856
Trash Removal	21,278	7,037	5,838	8,875	8,875	12,212	4,200
Compost Site Dump Fees	67,327	69,823	68,060	70,000	70,000	63,565	70,000
Interest on Investments	104	824	1,811	0	0	1,723	0
Interest on Spec Asmts	563	158	7,974	0	0	11,874	0
Penalties on Rubbish Fees	78,463	80,867	75,789	75,000	75,000	90,703	75,000
Materials & Services	15,350	0	0	0	0	0	0
Install Contract Proceeds	0	0	343,961	0	0	0	0
Special Assessments – Household Rubbish	890,339	887,872	858,166	865,858	865,858	298,905	916,437
Special Assessments – Trash Removal	5,882	5,622	10,473	11,240	11,240	5,107	4,397
Sale of Property Items	0	0	12,020	0	0	32,440	0
Saginaw County – Trash Removal	14,304	3,741	17,783	34,283	34,283	15,049	6,524
Saginaw County Rubbish Fee	881,074	920,354	905,173	903,504	903,504	820,775	931,227
Reimbursement	2,356	2,600	14,653	0	0	2,591	0
Use of Fund Equity	0	0	0	287,304	466,591	202,434	403,235
<b>Totals</b>	<b>3,894,906</b>	<b>3,929,128</b>	<b>4,347,578</b>	<b>4,242,500</b>	<b>4,421,787</b>	<b>3,970,218</b>	<b>4,538,180</b>



## ***RUBBISH COLLECTION FUND***

### **EXPENDITURE BUDGET SUMMARY**

The total Rubbish Collection Fund is \$4,538,180 for FY 2021. This is a \$295,680, or 6.97 % increase from the approved FY 2020 budgeted level. The cost of *Personnel Services* is \$92,288 or 6.73% more than the FY 2020 budgeted level. This increase is due to contractually obligated salary increases, increased unfunded pension liability, an increase to active and retiree healthcare, and an increase of 1 net FTE within this fund. *(The personnel complement changes are listed in detail under Summary of Positions.)* *Operating Expenses* increases by \$86,729 from the FY 2020 budget. This is largely attributable to an increase in the rate the city has to pay to Mid-Michigan Waste Authority in the Rubbish Collection division as well as for administrative services in the Rubbish Administration division. *Capital Outlay* for FY 2021 is \$24,250 and is for the replacement of a Skidsteer in the Brush Collection division. The category of *Miscellaneous Expenditures* is \$321,845 in FY 2021. 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	545,514	451,421	558,146	542,934	560,291	556,845	599,863
4582 Rubbish Collections	1,208,562	1,270,006	1,332,778	1,311,747	1,286,032	1,186,874	1,263,885
4583 Environmental Improvement	279,687	304,295	416,586	370,645	372,640	281,765	355,402
4584 Sanitary Landfill	410,124	405,374	428,402	444,840	438,832	409,572	447,800
4585 Brush Collections	204,501	281,893	232,184	186,924	354,827	312,759	343,617
4586 Recycling	241,330	386,091	233,378	350,652	348,121	317,618	395,978
4587 Composting	250,255	232,960	349,073	339,380	336,756	273,871	356,457
4588 Yard Waste	246,143	257,853	387,239	466,706	494,706	436,012	453,333
4590 Debt Services	28,383	28,383	28,383	84,755	84,905	84,904	177,063
9660 Transfer	39,935	123,576	143,354	144,677	144,677	109,998	144,782
<b>Total Expenditures</b>	<b>3,454,434</b>	<b>3,741,852</b>	<b>4,109,523</b>	<b>4,242,500</b>	<b>4,421,787</b>	<b>3,970,218</b>	<b>4,538,180</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	1,002,754	1,194,044	1,123,199	1,371,736	1,397,355	1,257,667	1,464,024
Operating Expenses	2,364,362	2,387,345	2,542,225	2,641,332	2,660,154	2,434,658	2,728,061
Capital Outlay	19,000	8,504	272,362	0	134,696	82,991	24,250
Miscellaneous	68,318	151,959	171,737	229,432	229,582	194,902	321,845
<b>Total Expenditures</b>	<b>3,454,434</b>	<b>3,741,852</b>	<b>4,109,523</b>	<b>4,242,500</b>	<b>4,421,787</b>	<b>3,970,218</b>	<b>4,538,180</b>

**SUMMARY OF POSITIONS**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
4581 Rubbish Administration	1.17	1.15	1.05	1.05	1.05	1.05	0.85
4583 Environmental Improvement	5.10	5.10	5.10	4.10	4.10	4.10	4.00
4585 Brush Collections	1.00	2.60	2.40	1.00	1.00	1.00	2.10
4586 Recycling	2.60	3.10	1.60	1.95	1.95	1.95	1.95
4587 Composting	0.87	0.12	0.87	0.87	0.87	0.87	0.87
4585 Yard Waste	2.60	2.10	2.70	3.75	3.75	3.75	3.95
<b>Total Positions</b>	<b>13.34</b>	<b>14.17</b>	<b>13.72</b>	<b>12.72</b>	<b>12.72</b>	<b>12.72</b>	<b>13.72</b>

The total Rubbish Collection Fund personnel complement for FY 2021 is 13.72 FTE. This is an increase of 1 FTE.

Changes are described as follows:

- The Rubbish Administration Division will decrease by a 0.20 FTE due to the reduction of 0.10 FTE for both the City Engineer and Assistant City Engineer.
- The Environmental Improvement Division will decrease by 0.10 FTE. This is due to the reduction of 0.10 of the Chief Inspector.
- The Brush Collection division increases 1.10 FTE from the previous fiscal year. There is an increase of 0.40 Laborer II – Streets and 0.70 of a Brush Collector.
- The Yard Waste division increased by a net 0.20 FTE. This is due to the reallocation of 0.20 Laborer II – Streets into this division.


**Performance Measures/Metrics: Rubbish Collection:**


**Rubbish Collection** – (summary of services)


The Rubbish Collection Division plans, coordinates and supervises solid waste collection and disposal. In addition, it promotes healthy neighborhood environments through weekly residential rubbish collection throughout the City. Provide seasonal citywide curbside collection of non-commercially cut brush and yard waste. This Division operates the convenience station for City residents on the 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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
% of monthly brush collection completed on time	85%	66%	85%	75%	75%
Compost Site Compost sold (cyds)	2,000	2,764	2,000	2,500	2,500
% of time convenience station open monthly	100%	83%	100%	100%	100%

**Explanation of variances:**

 The key performance indicator of “percent of monthly brush collection completed on time” reflects to have been mostly achieved. The brush collection schedule was not met in July of 2019, April 2020 and June of 2020 due to a major neighborhood clean-up in July Of 2019, no brush pick-up in April of 2020 due to COVID-19 and a major storm event in June Of 2020.

 The key performance indicator of “compost site compost sold (Cyd)” reflects to have been fully achieved. City sold more compost in FY 2020 than anticipated.


 The key performance indicator of “percent of time convenience station open monthly” reflects to have been fully achieved. The convenience station was not open in the April or May of 2020 due to COVID-19.

**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 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Remove debris from residential property	600 tons	271 tons	600 tons	600 tons	600 tons

**Explanation of variances:**

 The key performance indicator to “remove debris from residential property” reflects to have not been achieved. This is primarily due to the COVID – 19 pandemic as well as other absences during the year. There were zero employees working from March 24, 2020 through May 1, 2020. One employee working from July 1, 2019 through October 1, 2019. Two employees working from October 2, 2019 through March 23, 2020 and from May 4, 2020 through June 1, 2020. This compliment is at capacity at one full time and two part-time employees.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**226-4581 Rubbish Collection Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	59,174	Director of Public Services	0.10	11,696
Overtime	500	Deputy Dir. Public Svcs.	0.10	10,547
Add Pays	4,575	Chief ROW Foreman	0.30	21,757
Fringe Benefits	225,446	ROW Foreman, Streets	0.15	8,840
		Office Assistant II	0.20	6,334
<b>TOTAL</b>	<b>289,695</b>	<b>Total Personnel</b>	<b>0.85</b>	<b>59,174</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>500</b>
Supplies	1,000			
Internal Services	142,722			
Other Services		Standby Pay		4,075
Professional Fees	125,843	Education Bonus		250
Maintenance Fees	60	Car Allowance		250
Other Contracted Fees	40,543			
<b>TOTAL</b>	<b>310,168</b>	<b>Total Add Pays</b>		<b>4,575</b>
<b>CAPITAL OUTLAY</b>				
	0	FICA		4,934
		Healthcare Benefits - Active		18,098
		Healthcare Benefits - Retirees		166,509
<b>TOTAL</b>	<b>0</b>	Pension		35,905
		<b>Total Fringe Benefits</b>		<b>225,446</b>
<b>TOTAL APPROPRIATION</b>	<b>599,863</b>	<b>TOTAL</b>	<b>0.85</b>	<b>289,695</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**226-4582 Rubbish Collection**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	0		
Overtime	16,060	<b>Total Personnel</b>	<u>0</u>
Fringe Benefits	1,229		
<b>TOTAL</b>	<u><b>17,289</b></u>	<b>Overtime</b>	<u>16,060</u>
<b>OPERATING EXPENSES</b>			
		FICA	1,229
Supplies	1,500	Healthcare Benefits - Active	0
Internal Services	1,884	Healthcare Benefits - Retirees	0
Other Services		Pension	0
Professional Fees	1,227,462	<b>Total Fringe Benefits</b>	<u>1,229</u>
Maintenance Fees	8,667		
Other Contracted Fees	7,083		
<b>TOTAL</b>	<u><b>1,246,596</b></u>	<b>TOTAL</b>	<u><u><b>0.00</b></u></u>
<b>CAPITAL OUTLAY</b>	0		<u><u><b>17,289</b></u></u>
<b>TOTAL</b>	<u><b>0</b></u>		
<b>TOTAL APPROPRIATION</b>	<u><u><b>1,263,885</b></u></u>		

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**226-4583 Environmental Improvement**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	117,259	Office Assistant III	1.00	42,189
Overtime	1,000	Environmental Enforcement		
Fringe Benefits	138,291	Officer	1.00	34,302
		Skilled Laborer II (PT)	2.00	40,768
<b>TOTAL</b>	<b>256,550</b>	<b>Total Personnel</b>	<b>4.00</b>	<b>117,259</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>1,000</b>
Supplies	7,850			
Internal Services	38,103			
Other Services		FICA		9,239
Professional Fees	3,000	Healthcare Benefits - Active		37,611
Maintenance Fees	49,899	Healthcare Benefits - Retirees		14,375
Other Contracted Fees	0	Pension		77,066
<b>TOTAL</b>	<b>98,852</b>	<b>Total Fringe Benefits</b>		<b>138,291</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>TOTAL</b>	<b>4.00</b>	<b>256,550</b>
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>355,402</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**226 - 4585 Brush Collections**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	93,396	Tree Trimmer III	0.20	9,946
Overtime	7,000	Tree Trimmer II	0.40	19,058
Fringe Benefits	143,170	Tree Trimmer I	0.40	18,870
		Laborer II - Streets	0.40	16,599
		Brush Collector	0.70	28,924
<b>TOTAL</b>	<b>243,566</b>			
		<b>Total Personnel</b>	<b>2.10</b>	<b>93,396</b>
<b>OPERATING EXPENSES</b>				
Supplies	13,900	<b>Overtime</b>		7,000
Internal Services	17,155			
Other Services				
Professional Fees	510	FICA		7,719
Maintenance Fees	44,236	Healthcare Benefits - Active		48,266
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
		Pension		87,185
<b>TOTAL</b>	<b>75,801</b>			
		<b>Total Fringe Benefits</b>		<b>143,170</b>
<b>CAPITAL OUTLAY</b>				
	24,250			
<b>TOTAL</b>	<b>24,250</b>	<b>TOTAL</b>	<b>2.10</b>	<b>243,566</b>
<b>TOTAL APPROPRIATION</b>				
	<b>343,617</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

226 - 4586 Recycling

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2020/2021 BUDGET ALLOCATION
<b>PERSONNEL SERVICES</b>			
Salaries	74,974	Packer Operator	1.35 55,673
Overtime	5,000	Office Assistant II	0.60 19,301
Fringe Benefits	123,999		
<b>TOTAL</b>	<b>203,973</b>	<b>Total Personnel</b>	<b>1.95 74,974</b>
		<b>Overtime</b>	<b>5,000</b>
<b>OPERATING EXPENSES</b>			
Supplies	19,510	FICA	6,119
Internal Services	27,189	Healthcare Benefits - Active	49,664
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	79,835	Pension	68,216
Maintenance Fees	65,471		
Other Contracted Fees	0	<b>Total Fringe Benefits</b>	<b>123,999</b>
<b>TOTAL</b>	<b>192,005</b>	<b>TOTAL</b>	<b>1.95 203,973</b>
<b>CAPITAL OUTLAY</b>			
	0		
<b>TOTAL</b>	<b>0</b>		
<b>TOTAL APPROPRIATION</b>	<b>395,978</b>		



**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

226-4587 Composting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	40,390	Compost Site Operator	0.75	36,829
Overtime	8,000	Office Assistant II	0.12	3,561
Fringe Benefits	68,722			
		<b>Total Personnel</b>	0.87	40,390
<b>TOTAL</b>	<b>117,112</b>			
		<b>Overtime</b>		8,000
<b>OPERATING EXPENSES</b>				
Supplies	43,606	FICA		3,702
Internal Services	15,576	Healthcare Benefits - Active		23,679
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	59,250	Pension		41,341
Maintenance Fees	120,913			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		68,722
<b>TOTAL</b>	<b>239,345</b>			
		<b>TOTAL</b>	<b>0.87</b>	<b>117,112</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>356,457</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

226-4588 Yard Waste

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2020/2021 BUDGET ALLOCATION
<b>PERSONNEL SERVICES</b>			
Salaries	127,606	Packer Operator	1.75 71,082
Overtime	6,000	Office Assistant II	0.60 19,301
Fringe Benefits	202,233	Brush Collector	1.40 28,924
		Laborer II - Streets	0.20 8,300
<b>TOTAL</b>	<b>335,839</b>		
		<b>Total Personnel</b>	<b>3.95 127,606</b>
<b>OPERATING EXPENSES</b>			
Supplies	24,250	<b>Overtime</b>	<b>6,000</b>
Internal Services	45,931		
Other Services		FICA	10,221
Professional Fees	510	Healthcare Benefits - Active	71,824
Maintenance Fees	46,803	Healthcare Benefits - Retirees	0
Other Contracted Fees	0	Pension	120,188
<b>TOTAL</b>	<b>117,494</b>	<b>Total Fringe Benefits</b>	<b>202,233</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>		
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>3.95 335,839</b>
<b>TOTAL APPROPRIATION</b>	<b>453,333</b>		

**PUBLIC SAFETY FUND (205)**  
**RESOURCE ALLOCATION**  
**2020/2021 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	2,830,552	CPS - POLICE PATROL	1,967,961
		CPS - FIRE SUPPRESSION	862,591
<b>TOTAL RESOURCES</b>	<b>2,830,552</b>	<b>TOTAL APPROPRIATIONS</b>	<b>2,830,552</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.

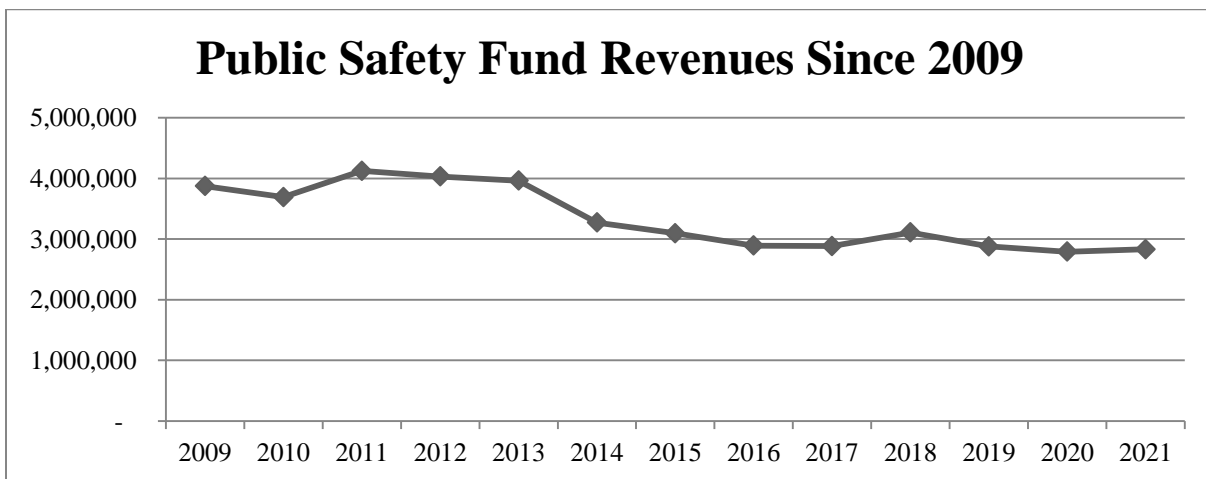
In March 2020, the City petitioned again, the electorate for a renewal of the 6 mills with an additional 1.5 mills. The electorate approved the Public Safety millage at the same level. The General fund may have to continue to provide a subsidy to this fund, especially as it relates to the pension and unfunded pension obligation. The term of the renewed millage will be FY 2021 – FY 2025.

For FY 2021, the Public Safety Fund’s revenues are \$2,830,552. This is an increase of \$37,543 from the previous fiscal year’s budget. This increase is largely due to an increase in real property tax revenues and real property IFT.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Property Taxes	2,883,221	2,880,720	2,878,640	2,793,009	2,793,009	2,870,138	2,830,552
Use of Fund Equity	0	0	0	0	0	0	0
Transfers	0	228,680	0	0	0	0	0
<b>Total Revenues</b>	<b>2,883,221</b>	<b>3,109,400</b>	<b>2,878,640</b>	<b>2,793,009</b>	<b>2,793,009</b>	<b>2,870,138</b>	<b>2,830,552</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 Approved Revenues. In review of the financial data from FY 2009 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 reflect a reduction in revenues. This is attributable to a reduction in real property tax revenues. The FY 2020/21 budget projects to have a \$37,543 increase. This increase is attributable to a project increase to real property tax revenues as well as in the real property tax IFT funds.

**EXPENDITURE BUDGET SUMMARY**

The Public Safety Fund expenditures are \$2,830,552 for FY 2021. *Personnel Services* is \$37,543 more than in FY 2020. This increase in personnel services is directly associated with this funds ability to cover all costs of 30 employees. This fund is reflective of the 2% across the board increase, increase to active healthcare and pension cost. 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**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
3511 CPS - Police Patrol	1,847,142	2,045,259	1,825,245	1,797,326	1,797,326	1,782,036	1,967,961
3551 CPS - Fire Suppression	1,129,845	1,173,280	1,053,569	995,683	995,683	896,891	862,591
9660 Transfers	150,749	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>3,127,736</b>	<b>3,218,539</b>	<b>2,878,814</b>	<b>2,793,009</b>	<b>2,793,009</b>	<b>2,678,927</b>	<b>2,830,552</b>

**FUNDING LEVEL BY CATEGORY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	2,976,987	3,218,539	2,878,814	2,793,009	2,793,009	2,678,927	2,830,552
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	150,749	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>3,127,736</b>	<b>3,218,539</b>	<b>2,878,814</b>	<b>2,793,009</b>	<b>2,793,009</b>	<b>2,678,927</b>	<b>2,830,552</b>

**SUMMARY OF POSITIONS**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	21.00	21.00	21.00	20.00	20.00	20.00	20.00
3551 CPS - Fire Suppression	11.00	11.00	11.00	10.00	10.00	10.00	10.00
<b>Total Positions</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>

The total personnel complement for the 2021 budget is 30.00 FTE. This is the same as the previous fiscal year.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/21 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  
2020/2021 APPROVED BUDGET**

**205-3511 CPS - Police Patrol**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	1,190,832	Police Officer	20.00	1,190,832
Overtime	171,539			
Add Pays	27,500	<b>Total Personnel</b>	<u>20.00</u>	<u>1,190,832</u>
Fringe Benefits	578,090			
<b>TOTAL</b>	<u><b>1,967,961</b></u>	<b>Overtime</b>		<u>171,539</u>
<b>OPERATING EXPENSES</b>				
		Education Bonus		15,500
		Equipment Allowance		12,000
Supplies	0			
Internal Services	0	<b>Total Add Pays</b>		<u>27,500</u>
Other Services				
Professional Fees	0			
Maintenance Fees	0	FICA		20,262
Other Contracted Fees	0	Healthcare Benefits - Active		346,235
<b>TOTAL</b>	<u><b>0</b></u>	Healthcare Benefits - Retirees		0
		Pension - Sworn		211,593
		<b>Total Fringe Benefits</b>		<u>578,090</u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><b>20.00</b></u>	<u><b>1,967,961</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>1,967,961</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**205-3551 CPS - Fire Suppression**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	487,992	Fire Engineers	2.00	126,100
Overtime	50,000	Firefighter	8.00	361,892
Add Pays	12,600			
Fringe Benefits	311,999	<b>Total Personnel</b>	<u>10.00</u>	<u>487,992</u>
<b>TOTAL</b>	<u><b>862,591</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		600
Other Services		<b>Total Add Pays</b>		<u>12,600</u>
Professional Fees	0	FICA		8,020
Maintenance Fees	0	Healthcare Benefits - Active		221,091
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<u><b>0</b></u>	Pension - Sworn		82,888
<b>CAPITAL OUTLAY</b>	0	<b>Total Fringe Benefits</b>		<u>311,999</u>
<b>TOTAL</b>	<u><b>0</b></u>	<b>TOTAL</b>	<u><b>10.00</b></u>	<u><b>862,591</b></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>862,591</b></u></u>			



**PUBLIC SAFETY GRANTS  
RESOURCE ALLOCATION  
2020/2021 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	207,455	SAGINAW COUNTY TAPS	207,455
POLICE ELERV GRANT	0	POLICE ELERV GRANT	0
POLICE JUSTICE GRANT	462,236	POLICE JUSTICE GRANT	462,236
<b>TOTAL RESOURCES</b>	<b><u><u>750,647</u></u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u><u>750,647</u></u></b>

## **COMMUNITY POLICING FUND**

### **REVENUE BUDGET SUMMARY**

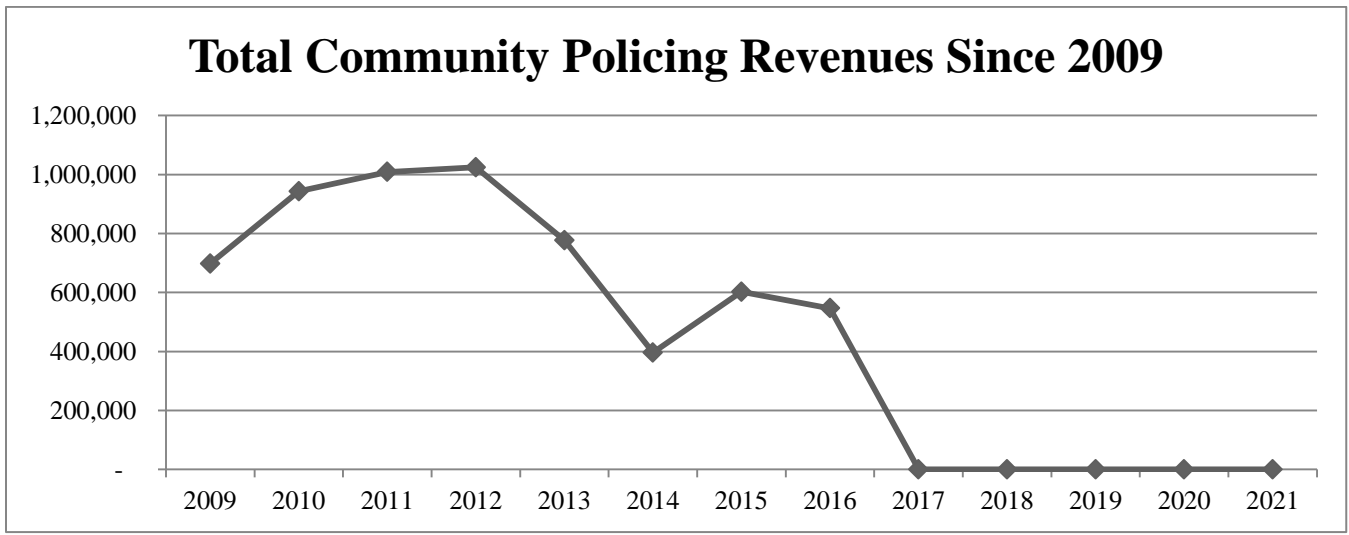
The Community Policing Fund accounts for revenues and expenditures of police officers assigned to various city neighborhoods. These programs and technologies provide residents with a greater sense of protection and provide the opportunity to develop and implement problem-solving strategies in their neighborhoods.

For FY 2021, the Community Policing Fund revenues are \$0. This is consistent with FY 2018 through FY 2020 because the fund is no longer a standalone fund and must be reflected in the general fund. 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	18	84	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>18</b>	<b>84</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 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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. 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. 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 2021, Community Policing will be recognized in the General Fund.

**EXPENDITURE BUDGET SUMMARY**

The total Community Policing Fund expenditures are \$0 for FY 2021. This is consistent with 2020 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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 2021. These individual positions have been moved to the General Fund.

## ***POLICE TRAINING FUND***

### **REVENUE BUDGET SUMMARY**

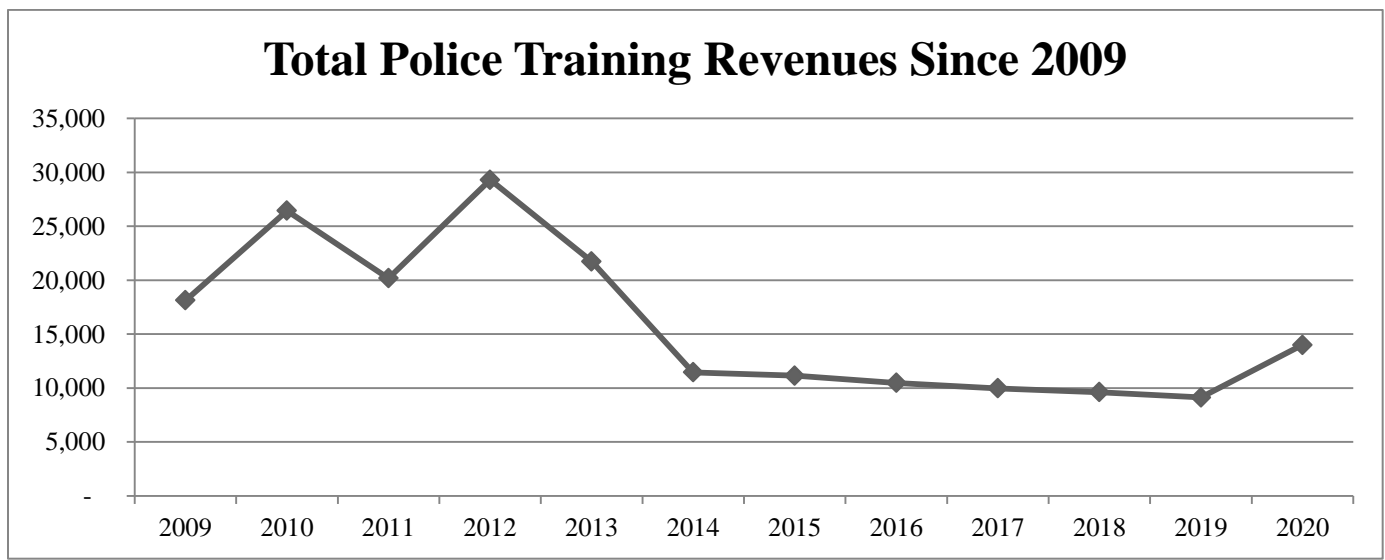
The Police Training Fund accounts for allocations received from the State of Michigan pursuant to Act 302 of the Public Act of 1982. These monies are disbursed twice a year based on the number of sworn police officers. These funds can only be expended for direct costs of criminal justice training of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

The 2020/2021 budget revenues for the Police Training Fund are \$14,000. This is the same as the 2020 budgeted levels.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
State Grants	9,967	9,600	9,107	14,000	14,000	8,925	14,000
Interest and Rents	3	15	19	0	0	9	0
Transfers	0	0	0	0	9,380	9,379	0
<b>Total Revenues</b>	<b>9,970</b>	<b>9,615</b>	<b>9,126</b>	<b>14,000</b>	<b>23,380</b>	<b>18,313</b>	<b>14,000</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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 2021. No *Personnel Services* have been allocated to this fund. *Operating Expenses* make up the budget for this fund, which are the same as the 2020 budgeted levels. No monies are allocated for *Capital Outlay*.

**FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	9,968	9,732	9,126	14,000	23,380	18,313	14,000
<b>Total Expenditures</b>	<b>9,968</b>	<b>9,732</b>	<b>9,126</b>	<b>14,000</b>	<b>23,380</b>	<b>18,313</b>	<b>14,000</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	9,968	9,732	9,126	14,000	23,380	18,313	14,000
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>9,968</b>	<b>9,732</b>	<b>9,126</b>	<b>14,000</b>	<b>23,380</b>	<b>18,313</b>	<b>14,000</b>

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

### **REVENUE BUDGET SUMMARY**

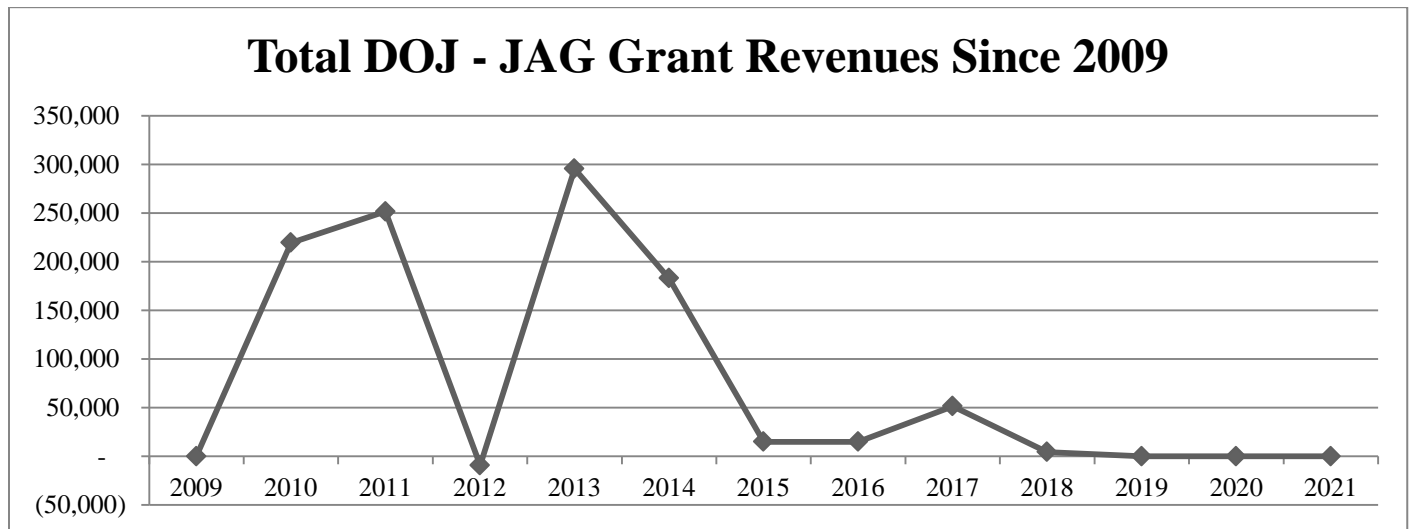
The Department of Justice (DOJ) – Justice Assistance Grant (JAG) Fund accounts for revenues and expenditures related to various projects that provide better service and fight crime in the community as approved by the United States DOJ. This funding allocation is based on the community’s violent crime 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 2021 budget for the DOJ – JAG is \$0. This represents the same amount budgeted in FY 2020. Generally, the city has budgeted to receive these funds after the budget has been approved by city council. In July/August, the city is notified of the award.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Grants	44,452	0	33,590	0	28,562	0	0
Interest	0	67	19	0	7	30	0
Other Revenue	0	4,350	13,516	0	5,520	5,520	0
Decrease of Fund Equity	0	0	0	0	48,252	0	0
Transfers	7,066	0	0	0	0	0	0
<b>Total Revenues</b>	<b>51,518</b>	<b>4,417</b>	<b>47,125</b>	<b>0</b>	<b>82,341</b>	<b>5,550</b>	<b>0</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 Approved Revenues. Revenues for this fund are dependent on what the federal government allocates to the municipality. For FY 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 through FY 2021 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 2021, 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3335 DOJ Grant (2016)	51,517	0	0	0	0	0	0
3336 DOJ Grant (2017)	0	0	33,590	0	0	0	0
3337 DOJ Grant (2018)	0	0	0	0	53,779	0	0
3338 DOJ Grant (2019)	0	0	0	0	28,562	0	0
3340 FEMA Region 5	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>51,517</b>	<b>0</b>	<b>33,590</b>	<b>0</b>	<b>81,341</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	51,517	0	33,590	0	82,341	0	0
<b>Total Expenditures</b>	<b>51,517</b>	<b>0</b>	<b>33,590</b>	<b>0</b>	<b>82,341</b>	<b>0</b>	<b>0</b>



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

### **REVENUE BUDGET SUMMARY**

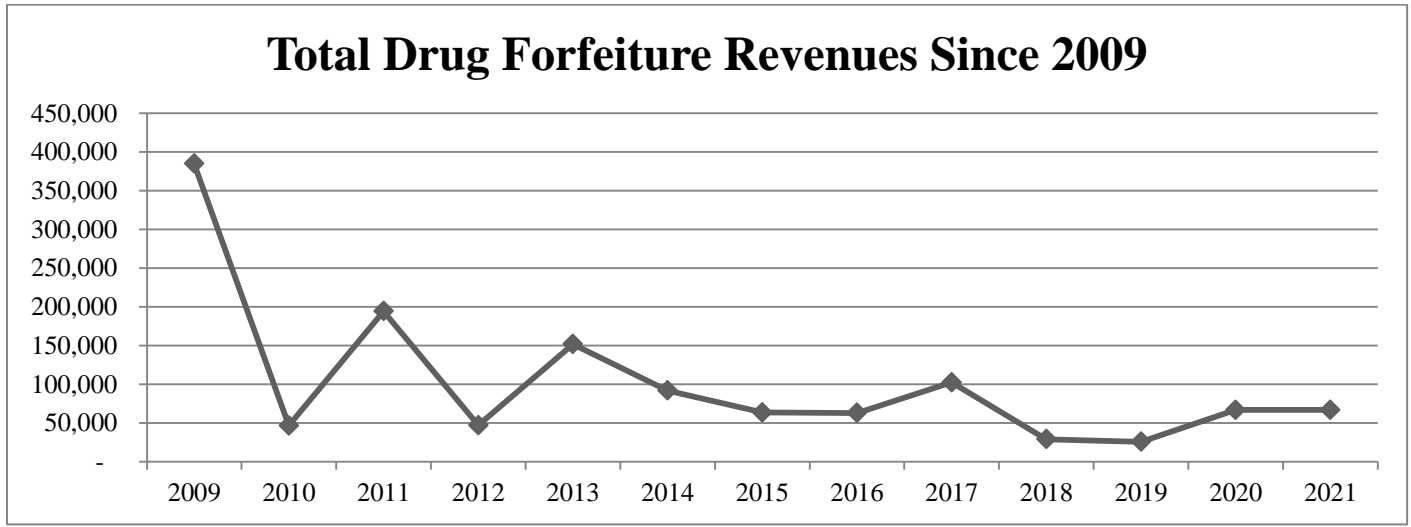
The Drug Forfeiture Fund accounts for all revenues and expenditures received from the forfeiture of cash and property seized during a drug raid. The major revenue sources for the Drug Forfeiture Fund are fines along with Federal and State forfeitures. After a drug raid, the City turns over these monies 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 2021 proposed budget for this fund is \$66,956. This is the same as the 2020 approved budget.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Fines and Forfeitures	91,374	5,194	2,503	0	0	0	0
Interest and Rents	999	1,365	2,670	1,000	2,155	2,154	1,000
Other Revenues	10,107	22,590	20,671	0	4,239	4,239	0
Use of Fund Equity	0	22,505	0	65,956	80,956	0	65,956
<b>Total Revenues</b>	<b>102,480</b>	<b>51,654</b>	<b>25,844</b>	<b>66,956</b>	<b>84,710</b>	<b>6,215</b>	<b>66,956</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 Approved Revenues. In FY 2009 continuing from FY 2008, 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. FY 2019 through FY 2021 revenues will remain the same.

**EXPENDITURE BUDGET SUMMARY**

The total Drug Forfeiture Fund expenditures are \$66,956 for FY 2021. No monies will be appropriated for *Personnel Services*. *Operating Expenses* will be \$56,956 for the upcoming year. This is the same as FY 2020. The category of *Capital Outlay* will be \$10,000 for next fiscal year. This appropriation is for the purchase of electronics and camera repairs.

**FUNDING LEVEL SUMMARY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
3040 Drug Forfeiture	47,328	51,654	29,838	66,956	87,350	67,238	66,956
<b>Total Expenditures</b>	<b>47,328</b>	<b>51,654</b>	<b>29,838</b>	<b>66,956</b>	<b>87,350</b>	<b>67,238</b>	<b>66,956</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	15,074	19,561	26,988	56,956	77,350	62,853	56,956
Capital Outlay	32,254	32,093	2,850	10,000	10,000	4,385	10,000
<b>Total Expenditures</b>	<b>47,328</b>	<b>51,654</b>	<b>29,838</b>	<b>66,956</b>	<b>87,350</b>	<b>67,238</b>	<b>66,956</b>

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

### REVENUE BUDGET SUMMARY

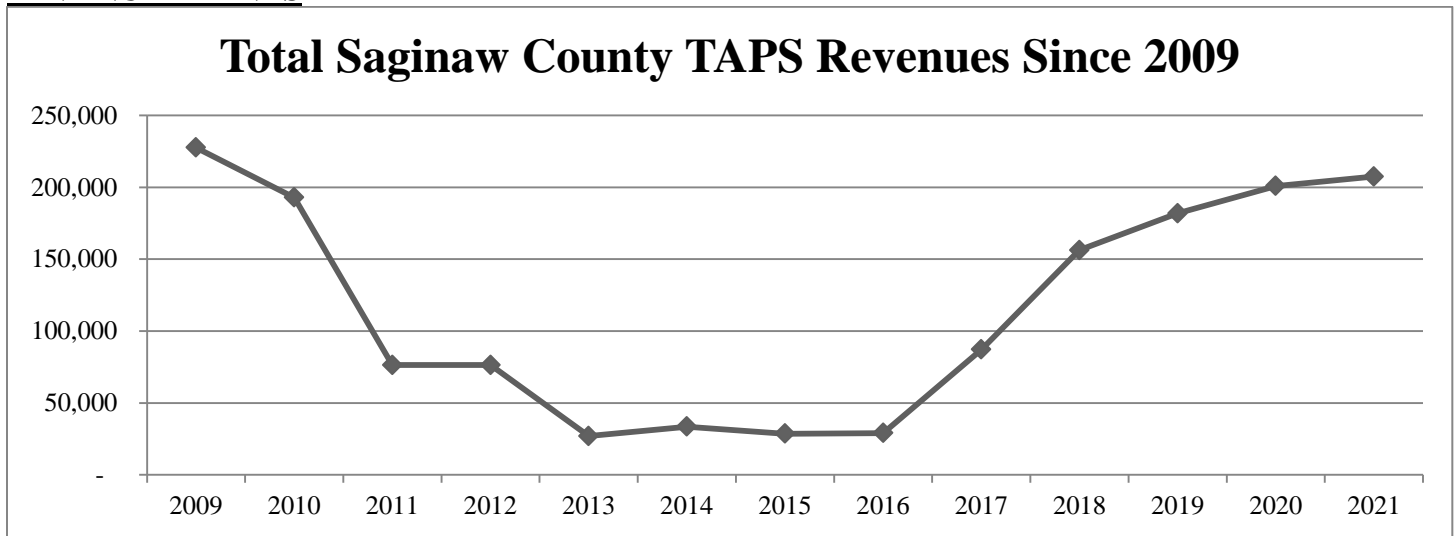
The Saginaw County Treatment and Prevention Services (TAPS) Fund, formerly the Youth Initiative Fund, accounts for grant monies received from the United States DOJ through the Saginaw County Department of Public Health. These funds are used to engage youth and provide facilities to the programs that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

The approved 2020/21 revenue budget for the Saginaw County TAPS Fund is \$207,455, which is \$6,594 more than the previous fiscal year. These programs continue to assess and reduce teen alcohol and drug use through education and outreach programs for high risk and underserved citizens in the Saginaw Community. The grant funding for this program is expected to end by September 30, 2020. Funds have been renewed annually. The General Fund will continue to provide a subsidy to this fund in the amount of \$25,592.

### SUMMARY OF REVENUES

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Interest	2	9	1	0	0	0	0
Other Revenues	106,907	156,301	181,863	176,417	199,635	165,422	181,863
Transfer from Other Funds	0	0	0	24,444	24,444	23,150	25,592
<b>Total Revenues</b>	<b>106,909</b>	<b>156,310</b>	<b>181,864</b>	<b>200,861</b>	<b>224,079</b>	<b>188,572</b>	<b>207,455</b>

### REVENUE TRENDS



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 Approved Revenues. From FY 2009 – 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. Now in FY 2021, revenues will increase \$6,594. This increase is largely due to an increase to the General Fund subsidy and an increase to the fund received from the county.

**EXPENDITURE BUDGET SUMMARY**

The total Saginaw County TAPS Fund expenditures are \$207,455 for FY 2021. *Personnel Services* is \$198,600 for FY 2021. This budget reflects an increase to salary and fringe benefits for the two police officers allocated to it. *Operating Expenses* is \$8,855. This is a reduction of \$6,145. This decrease is largely to reductions in training and development, telephones, and travel/meals/lodging. This should be sufficient to cover the expense to maintain the program. No funds will be appropriated for *Capital Outlay*.

**FUNDING LEVEL SUMMARY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
3325 Saginaw County TAPS	110,111	154,929	185,031	200,861	224,079	188,572	207,455
<b>Total Expenditures</b>	<b>110,111</b>	<b>154,929</b>	<b>185,031</b>	<b>200,861</b>	<b>224,079</b>	<b>188,572</b>	<b>207,455</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Personnel Services	109,511	144,003	180,301	185,861	209,079	186,537	198,600
Operating Expenses	600	10,926	4,730	15,000	15,000	2,035	8,855
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>110,111</b>	<b>154,929</b>	<b>185,031</b>	<b>200,861</b>	<b>224,079</b>	<b>188,572</b>	<b>207,455</b>

**SUMMARY OF POSITIONS**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3325 Saginaw County TAPS	1.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Total Positions</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>	<b>2.00</b>

The personnel complement for the Saginaw TAPS Fund will be 2 FTE for FY 2021.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

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

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	122,227	Police Officer	2.00	122,227
Overtime	20,000			
Add Pays	2,400	<b>Total Personnel</b>	<u>2.00</u>	<u>122,227</u>
Fringe Benefits	53,973			
<b>TOTAL</b>	<u><b>198,600</b></u>	Overtime		<u>20,000</u>
		Education Bonus		1,200
<b>OPERATING EXPENSES</b>		Equipment Bonus		1,200
Supplies	2,855	<b>Total Add Pays</b>		<u>2,400</u>
Internal Services	0			
Other Services		FICA		2,133
Professional Fees	500	Healthcare Benefits - Active		35,313
Maintenance Fees	1,500	Healthcare Benefits - Retirees		0
Other Contracted Fees	4,000	Pension - Sworn		16,527
<b>TOTAL</b>	<u><b>8,855</b></u>	<b>Total Fringe Benefits</b>		<u>53,973</u>
<b>CAPITAL OUTLAY</b>	0	<b>TOTAL</b>	<u><b>2.00</b></u>	<u><b>198,600</b></u>
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>207,455</b></u></u>			

## **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 2020/21 revenue is \$0. This grant was completed as of September 2019.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Grants	91,822	81,265	141,802	25,000	94,031	94,030	0
Interest	0	38	52	0	0	34	0
Other Revenue	0	0	100	0	0	0	0
<b>Total Revenues</b>	<b>91,822</b>	<b>81,303</b>	<b>141,954</b>	<b>25,000</b>	<b>55,000</b>	<b>94,064</b>	<b>0</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Police ELERV Grant expenditures are \$0 for FY 2021. This grant was completed on September 30, 2019.

### **FUNDING LEVEL SUMMARY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
3341 Police ELERV Grant	83,095	81,302	141,952	25,000	55,000	50,476	0
<b>Total Expenditures</b>	<b>83,095</b>	<b>81,302</b>	<b>141,952</b>	<b>25,000</b>	<b>55,000</b>	<b>50,476</b>	<b>0</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Personnel Services	36,033	11,804	63,613	5,073	35,073	27,321	0
Operating Expenses	47,062	69,498	78,339	19,927	19,927	23,155	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>83,095</b>	<b>81,302</b>	<b>141,952</b>	<b>25,000</b>	<b>55,000</b>	<b>50,476</b>	<b>0</b>

**SUMMARY OF POSITIONS**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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 personnel complement for FY 2021 will be zero. In the previous fiscal year, overtime was recognized in this fund.



***POLICE JUSTICE GRANT FUND***

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**REVENUE BUDGET SUMMARY**

In fiscal year 2020, Community Public Safety –Police received two grant allocations, one from the Office for Civil Rights, Office of Justice Program, U.S. Department of Justice for the Law Enforcement Based Victim Specials Program and the other from the U.S. Department of Justice, Office of Justice for Policing Innovation Grant.

The purpose of the FY 2019 Law Enforcement Based Victim Specialist Program grant is to develop or enhance law enforcement-based victim service programs in order to better support victims throughout the criminal justice process by connecting them with community-based direct victim services program to more quickly and effectively help them. This grant provides needed resources and opportunities to the Saginaw Police Department to continue to identify and respond to the needs of crime victims by funding the position for the Victim Services Specialist.

The FY 2019 Strategies for Policing Innovations grant is to assist in the reduction of crime and improve the functioning of the criminal justice system, specifically through support for innovation and evidence-based policing practices, more effective information sharing, and multi-agency collaboration. This grant provides needed resources and opportunities to the Saginaw Police Department to identify and define the City’s most pressing crime programs, funds department personnel training and the purchase of technology-based crime fighting tools.

The FY 2020/2021 revenue is expected to be \$462,236. As this is a new grant, the breakdown is as follows: Justice Technology Grant accounts for \$370,236 and the Justice Victims Service Grant accounts for \$92,000.

**SUMMARY OF REVENUES**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Grants	0	0	0	0	428,500	21,265	462,236
Interest	0	0	0	0	0	27	0
Other Revenue	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>428,500</b>	<b>21,292</b>	<b>462,236</b>

**EXPENDITURE BUDGET SUMMARY**

The total Police Justice Grant expenditures are \$462,236 for FY 2021. *Personnel Services* will be budgeted at \$34,000 to cover the cost of overtime for personnel to work on grant activity. *Operating Expenses* equates to \$196,236. The budget consists of funds to cover the contracted services agreement with the CAN Council, SVSU and MSU Research Partners to provide counseling services in accordance with the grant guidelines. Furthermore, funds have been included for training and development. For *Capital Outlay* have will be allocated for the purchase of cameras.

**FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
3342 Justice Tech Grant	0	0	0	0	359,500	0	370,236
3343 Justice Victims Grant	0	0	0	0	69,000	31,230	92,000
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>428,500</b>	<b>31,230</b>	<b>462,236</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	40,750	192	34,000
Operating Expenses	0	0	0	0	150,750	26,407	196,236
Capital Outlay	0	0	0	0	237,000	4,631	232,000
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>428,500</b>	<b>31,230</b>	<b>462,236</b>

**HOMELAND SECURITY STAFFING FOR ADEQUATE FIRE AND EMERGENCY  
RESPONSE GRANT FUND**

**REVENUE BUDGET SUMMARY**

The Homeland Security Staffing for Adequate Fire and Emergency Response (SAFER) Grant Fund was created in FY 2014. This is a federal grant received from the Department of Homeland Security. Their purpose 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 2021. This is the result of the City not being awarded the Safer Grant after it expired in 2017.

**SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Homeland Security Grant	0	0	0	0	0	0	0
Homeland Security II	992,850	564,266	0	0	0	0	0
<b>Total Revenues</b>	<b>992,850</b>	<b>564,266</b>	<b>0</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 2021. This is the result of the Safer Grant not being awarded to the city after the grant expired in 2017.

**FUNDING LEVEL SUMMARY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
3551 Homeland Security - SAFER	0	564,267	0	0	0	0	0
3555 Homeland Security II	783,917	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>783,917</b>	<b>564,267</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Personnel Services	783,917	564,267	0	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>783,917</b>	<b>564,267</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUMMARY OF POSTIONS**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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**  
**2020/2021 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***

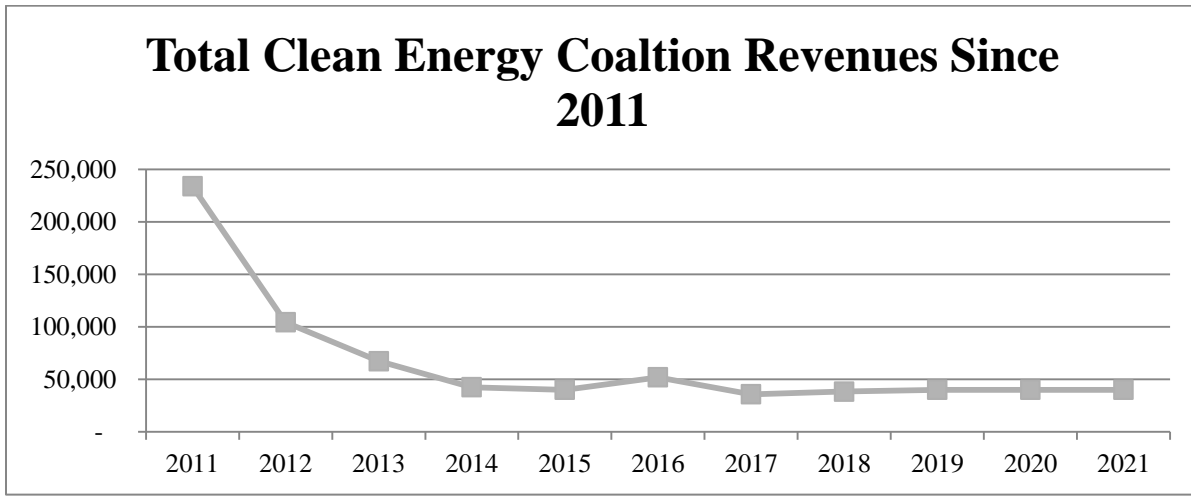
### **REVENUE BUDGET SUMMARY**

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 2021 are \$40,000, which is the same as the FY 2020.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Federal Grant	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Interest on Investments	0	1	3	0	0	0	0
Loan Proceeds	0	0	0	0	0	0	0
Use of Fund Equity	0	0	0	0	0	0	0
Transfers from Other Funds	35,722	38,267	36,724	40,000	40,000	40,000	40,000
<b>Total Revenues</b>	<b>35,722</b>	<b>38,268</b>	<b>36,727</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2011 - 2019 Actual Revenues, FY 2020 Projected and FY 2021 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 2021, 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 2020 approved budgeted levels. *Personnel Services* total \$10,326 for FY 2021. 10% of the Engineering Assistant continues to be allocated to this fund. *Operating Expenses* are \$21,647. This is a \$458 decrease from the FY 2020 budget. This reduction is due to a decrease in the indirect cost allocation and parts and supplies. There is no *Capital Outlay* planned for FY 2020. The *Miscellaneous Expenditures* budget covers expenses related to loan repayments to Saginaw County.

**FUNDING LEVEL SUMMARY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
1795 Clean Energy Coalition	35,722	38,061	36,726	40,000	40,000	40,000	40,000
<b>Total Expenditures</b>	<b>35,722</b>	<b>38,061</b>	<b>36,726</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>

**FUNDING LEVEL BY CATEGORY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	3,610	9,766	9,301	9,894	9,894	9,895	10,326
Operating Expenses	24,110	20,294	19,424	22,105	22,105	22,105	21,647
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	8,002	8,001	8,001	8,001	8,001	8,000	8,000
<b>Total Expenditures</b>	<b>35,722</b>	<b>38,061</b>	<b>36,726</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>

**SUMMARY OF POSITIONS**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 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 2021 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 2020/2021 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  
2020/2021 APPROVED BUDGET**

**230-1795 Clean Energy Coalition**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	5,290	Engineering Assistant	0.10	5,290
Overtime	0			
Fringe Benefits	5,036	<b>Total Personnel</b>	0.10	5,290
<b>TOTAL</b>	<b>10,326</b>	<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	14,641	FICA		405
Internal Services	7,033	Healthcare Benefits - Active		988
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		3,643
Maintenance Fees	0	<b>Total Fringe Benefits</b>		5,036
Other Contracted Fees	0			
<b>TOTAL</b>	<b>21,674</b>	<b>TOTAL</b>	<b>0.10</b>	<b>10,326</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>DEBT SERVICE</b>	8,000			
<b>TOTAL</b>	<b>8,000</b>			
<b>TOTAL APPROPRIATION</b>	<b>40,000</b>			



**ANDERSEN ENRICHMENT CENTER (236)**  
**RESOURCE ALLOCATION**  
**2020/2021 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.	88,579
INTEREST AND RENTS	52,079		
OTHER REVENUES	13,000		
<b>TOTAL RESOURCES</b>	<b><u>88,579</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>88,579</u></b>

## **ANDERSEN ENRICHMENT CENTER**

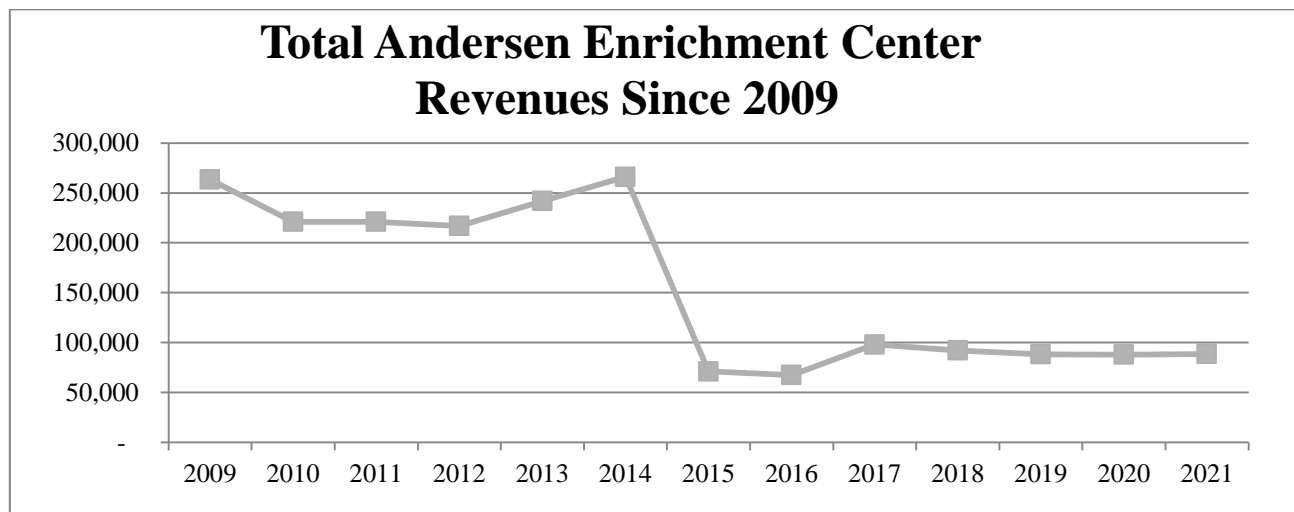
### **REVENUE BUDGET SUMMARY**

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 \$52,079, respectively, in FY 2021. The revenues for FY 2021 increase \$559 to a total of \$88,579.

### **SUMMARY OF REVENUES**

	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charges For Services	23,500	27,676	23,000	23,500	23,500	23,393	23,500
Interest and Rents	42,592	51,865	52,319	51,520	51,520	32,080	52,079
Other Revenues	13,479	12,669	13,018	13,000	13,000	10,815	13,000
Transfers from Other Funds	18,565	0	0	0	0	0	0
<b>Total Revenues</b>	<b>98,136</b>	<b>92,210</b>	<b>88,337</b>	<b>88,020</b>	<b>88,020</b>	<b>66,288</b>	<b>88,579</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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 2021 shows a slight increase from the previous year.

**EXPENDITURE BUDGET SUMMARY**

The total Andersen Enrichment Center Fund expenditures are \$88,579 for FY 2021, an increase of \$559. *Personnel Services* costs are \$37,445 for FY 2021. The personnel complement for FY 2021 is projected to be 3 positions, which is the same as the previous year. *Operating Expenses* are \$33,134; this represents an increase of \$376 from the FY 2020 approved budgeted level. There is \$18,000 in *Capital Outlay* expenditures budgeted for this fund in FY 2021. There are no *Miscellaneous Expenditures* for FY 2021.

**FUNDING LEVEL SUMMARY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
7540 Andersen Enrichment Center	61,235	67,197	64,218	69,259	73,502	58,332	88,579
8559 Increase to Fund Equity	36,901	25,013	0	18,761	14,518	0	0
9660 Operating Transfers	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>98,136</b>	<b>92,210</b>	<b>64,218</b>	<b>88,020</b>	<b>88,020</b>	<b>58,332</b>	<b>88,579</b>

**FUNDING LEVEL BY CATEGORY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	32,174	35,104	34,077	36,501	36,001	28,335	37,445
Operating Expenses	29,061	28,667	30,141	32,758	33,301	25,797	33,134
Capital Outlay	0	3,426	0	0	4,200	4,200	18,000
Miscellaneous Expenditures	36,901	25,013	0	18,761	14,518	0	0
<b>Total Expenditures</b>	<b>98,136</b>	<b>92,210</b>	<b>64,218</b>	<b>88,020</b>	<b>88,020</b>	<b>58,332</b>	<b>88,579</b>

**SUMMARY OF POSITIONS**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Andersen Enrichment Center	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Total Positions</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>	<b>3.00</b>

The personnel for the Andersen Center is 3 PTE for FY 2021. This is the same as FY 2020.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**236-7540 Andersen Enrichment Center**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	34,788	Andersen Ctr. Site Super.	2.00	19,188
Overtime	0	Andersen Center Director	1.00	15,600
Fringe Benefits	2,657			
		<b>Total Personnel</b>	3.00	34,788
<b>TOTAL</b>	<b>37,445</b>			
		<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	5,041	FICA		2,657
Internal Services	1,218	Healthcare Benefits - Active		0
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	9,637	Pension		0
Maintenance Fees	17,238			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<b>2,657</b>
<b>TOTAL</b>	<b>33,134</b>			
		<b>TOTAL</b>	<b>3.00</b>	<b>37,445</b>
<b>CAPITAL OUTLAY</b>	18,000			
<b>TOTAL</b>	<b>18,000</b>			
<b>TOTAL APPROPRIATION</b>	<b>88,579</b>			

**SAGINAW ARTS AND ENRICHMENT COMMISSON  
RESOURCE ALLOCATION  
2020/2021 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	158,915	SAGINAW ARTS AND ENRICHMENT COMMISSION	198,265
INTEREST AND RENTS	450		
OTHER REVENUES	38,900		
<b>TOTAL RESOURCES</b>	<b>198,265</b>	<b>TOTAL APPROPRIATIONS</b>	<b>198,265</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 \$158,915 in FY 2021. The 2021 revenues for the Saginaw Arts and Enrichment Commission Fund are \$198,265. This is an increase of 3.61% from FY 2020 approved revenues.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Donations	168,128	179,379	152,694	152,000	152,000	174,265	158,915
Interest and Rents	1,071	495	591	450	450	357	450
Other Revenues	39,864	37,727	39,571	38,900	38,900	36,606	38,900
Transfer From Other Funds	0	0	0	0	0	0	0
Use of Fund Balance	0	0	3,097	0	0	0	0
<b>Total Revenues</b>	<b>209,063</b>	<b>217,601</b>	<b>195,953</b>	<b>191,350</b>	<b>191,350</b>	<b>211,228</b>	<b>198,265</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Saginaw Arts and Enrichment Commission Fund expenditures are \$198,265 for FY 2021. *Personnel Services* is \$51,495 and covers the salary and FICA costs of the Director of the Saginaw Arts Commission and the Director of Marketing. *Operating Expenses* are \$146,770. This is an increase of \$7,084 and is due to an increase in operating services. There is no *Capital Outlay* or *Miscellaneous Expenditures* budgeted for this fund in FY 2021.

### **FUNDING LEVEL SUMMARY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
7541 Arts & Enrichment Commission	206,895	213,195	195,953	191,350	191,350	178,517	198,265
8559 Increase in Fund Equity	2,168	4,406	0	0	0	0	0
<b>Total Expenditures</b>	<b>209,063</b>	<b>217,601</b>	<b>195,953</b>	<b>191,350</b>	<b>191,350</b>	<b>178,517</b>	<b>198,265</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Personnel Services	51,639	51,639	51,639	51,664	51,664	41,094	51,495
Operating Expenses	155,256	161,556	144,314	139,686	139,686	137,423	146,770
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous Expenditures	2,168	4,406	0	0	0	0	0
<b>Total Expenditures</b>	<b>209,063</b>	<b>217,601</b>	<b>195,953</b>	<b>191,350</b>	<b>191,350</b>	<b>178,517</b>	<b>198,265</b>

**SUMMARY OF POSITIONS**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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 2021 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 2020/2021 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  
2020/2021 APPROVED BUDGET**

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

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<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	3,655			
		<b>Total Personnel</b>	2.00	47,840
<b>TOTAL</b>	<b>51,495</b>			
		<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	2,500	FICA		3,655
Internal Services	0	Healthcare Benefits - Active		0
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	49,170	Pension		0
Maintenance Fees	13,100			
Other Contracted Fees	82,000	<b>Total Fringe Benefits</b>		3,655
<b>TOTAL</b>	<b>146,770</b>			
		<b>TOTAL</b>	<b>2.00</b>	<b>51,495</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>198,265</b>			



**TAX INCREMENT FINANCING AUTHORITY (TIFA) AND  
LAND DEVELOPMENT FINANCING AUTHORITY (LDFA)  
RESOURCE ALLOCATION  
2020/2021 APPROVED BUDGET**

<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
BROWNFIELD AUTHORITY	58,675	BROWNFIELD AUTHORITY	58,675
DOWNTOWN DEVELOPMENT AUTHORITY 2011	151,270	DOWNTOWN DEVELOPMENT AUTHORITY 2011	151,270
<b>TOTAL RESOURCES</b>	<b><u>209,945</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>209,945</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 2021 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	21,406	0	0	0	0	0	0
Interest and Rents	22	102	0	0	0	0	0
Other Revenues	0	0	0	0	6,762	6,762	0
<b>Total Revenues</b>	<b>21,428</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>6,762</b>	<b>6,762</b>	<b>0</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Commerce Center DDA expenditures for 2021 are \$0.

### **FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	21,338	0	0	0	0	0	0
9660 Transfer Out	0	0	0	0	6,762	6,762	0
<b>Total Expenditures</b>	<b>21,338</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,762</b>	<b>6,762</b>	<b>0</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	21,338	0	0	0	6,762	6,762	0
<b>Total Expenditures</b>	<b>21,338</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,762</b>	<b>6,762</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 2021 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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 2021. This fund is no longer being utilized.

### **FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	38,615	70,946	0	0	0	0	0
6050 Redevelopment Grant	340,188	274,910	0	0	0	0	0
8559 Increase in Fund Equity	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>378,803</b>	<b>345,856</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	378,803	345,856	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>378,803</b>	<b>345,856</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 2021 budget, revenues in the Brownfield Redevelopment Authority Fund are \$58,675. This represents a \$5,769 increase from the previous fiscal year. This is attributed to an increase in the tax capture for district 19 (Case Block) and 20 (Staples Building aka Michigan Photo). These districts were added to the brownfield plan in FY 2019.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	40,721	52,348	45,035	52,906	52,906	53,388	58,675
Interest on Investments	109	91	13	0	0	(13)	0
Use of Fund Equity	13,019	225,126	50,757	0	0	0	0
<b>Total Revenues</b>	<b>53,849</b>	<b>277,565</b>	<b>95,805</b>	<b>52,906</b>	<b>52,906</b>	<b>53,375</b>	<b>58,675</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Brownfield Redevelopment Authority Fund expenditures for FY 2021 are \$58,675. The category of *Miscellaneous Expenditures* will increase due to the amount appropriated for reinvestment in these districts.

### **FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	53,849	277,565	95,805	52,906	52,906	0	58,675
<b>Total Expenditures</b>	<b>53,849</b>	<b>277,565</b>	<b>95,805</b>	<b>52,906</b>	<b>52,906</b>	<b>0</b>	<b>58,675</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	53,849	277,565	95,805	52,906	52,906	0	58,675
<b>Total Expenditures</b>	<b>53,849</b>	<b>277,565</b>	<b>95,805</b>	<b>52,906</b>	<b>52,906</b>	<b>0</b>	<b>58,675</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>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Property Taxes	0	0	0	0	0	0	0
Interest and Rents	1,478	(986)	64	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Use of Fund Equity	0	0	3,202,917	0	0	0	0
<b>Total Revenues</b>	<b>1,478</b>	<b>(986)</b>	<b>3,202,981</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL SUMMARY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
1775 Component Unit	0	0	3,202,981	0	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>3,202,981</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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	3,202,981	0	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>3,202,981</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

**REVENUE/EXPENDITURE BUDGET SUMMARY**

The Downtown Development Authority 2011 (DDA 2011) Fund became a new fund in FY 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 2021 DDA 2011 Fund revenues and expenditures are \$151,270. 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. However, the budget decreases due to a reduction in real property taxes that was captured for obsolete property rehabilitation act and land bank properties.

**SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	10,562	138,975	147,101	139,847	139,847	166,580	113,297
Interest and Rents	4	187	983	150	150	773	150
Other Revenues	0	0	122,589	(2,000)	(2,000)	0	1,000
Use of Fund Equity	0	0	1000	9,800	280,181	25,770	4,323
Transfers from Other Funds	0	0	84,864	32,500	39,262	26,494	32,500
<b>Total Revenues</b>	<b>10,566</b>	<b>139,162</b>	<b>356,537</b>	<b>180,297</b>	<b>457,440</b>	<b>219,617</b>	<b>151,270</b>

**FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	81,623	6,316	23,131	28,726	26,546	0
1776 Grant	0	0	41,996	32,500	32,500	38,896	32,500
1777 2 Mill Levy	0	0	88,409	124,666	146,057	110,692	118,770
6050 Redevelopment Grant	0	0	122,631	0	249,000	25,770	0
8559 Increase to Fund Equity	0	57,539	0	0	1,157	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>139,162</b>	<b>259,040</b>	<b>180,297</b>	<b>457,440</b>	<b>201,904</b>	<b>151,270</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	73,542	207,832	110,297	354,902	135,093	81,270
Capital Outlay	0	5,445	0	15,000	36,381	33,061	15,000
Miscellaneous	0	60,175	51,520	55,000	66,157	33,750	55,000
<b>Total Expenditures</b>	<b>0</b>	<b>139,162</b>	<b>259,040</b>	<b>180,297</b>	<b>457,440</b>	<b>201,904</b>	<b>151,270</b>



**TARP HARDEST HIT (274)  
RESOURCE ALLOCATION  
2020/2021 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).

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<b>RESOURCES</b>		<b>APPROPRIATIONS</b>	
STATE GRANTS	0	TARP GRANT	0
<b>TOTAL RESOURCES</b>	0	<b>TOTAL APPROPRIATIONS</b>	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 2021 revenues are \$0.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	82,367	417,633	0	0	0	0
Interest and Rents	7	19	29	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>7</b>	<b>82,386</b>	<b>417,662</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **EXPENDITURE BUDGET SUMMARY**

The TARP Hardest Hit Fund is \$0 in FY 2021. This grant was completed before the end of FY 2019, so there will be no expenditures.

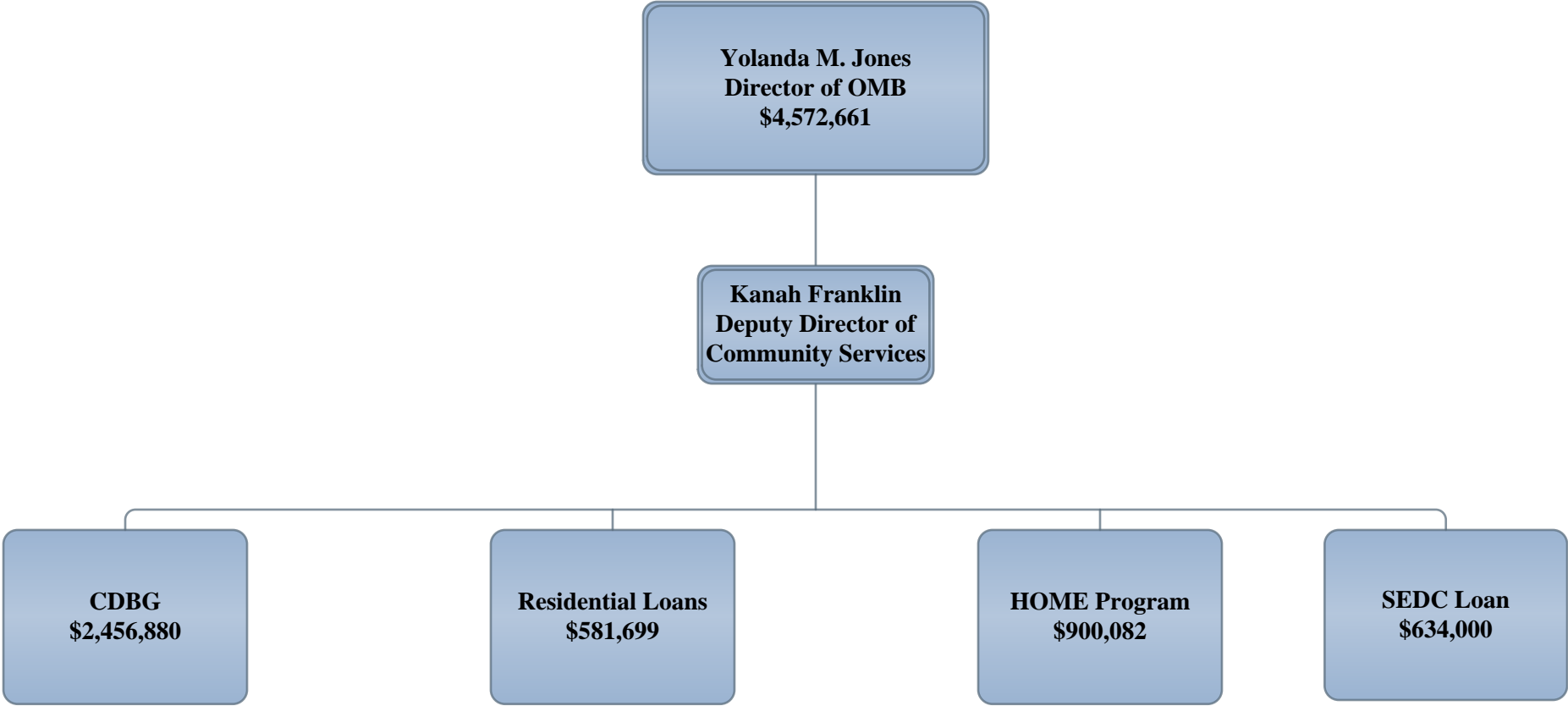
### **FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	12,125	131,455	368,545	0	0	0	0
<b>Total Expenditures</b>	<b>12,125</b>	<b>131,455</b>	<b>368,545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	12,125	131,455	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>131,455</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CITY OF SAGINAW  
COMMUNITY DEVELOPMENT BLOCK GRANT**



*The Office of OMB and Community Services includes the Office of OMB which is listed under the Offices of General Government. This office equates to \$477,318.*

**COMMUNITY DEVELOPMENT BLOCK GRANT (275)  
RESOURCE ALLOCATION  
2020/2021 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	2,456,880	CDBG ADMINISTRATION	491,572
		SPECIAL PROJECTS	993,072
		ECONOMIC DEVELOPMENT	38,000
		ECON. DEVE. SUBGRANTEES	356,469
		SAGINAW ECON. DEV. CORP	142,195
		CODE COMPLIANCE	116,275
		SUBGRANTEES	137,488
		MCKINNEY HOMELESS	181,809
<b>TOTAL RESOURCES</b>	<b><u>2,456,880</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>2,456,880</u></b>

## **COMMUNITY DEVELOPMENT BLOCK GRANT**

### **REVENUE BUDGET SUMMARY**

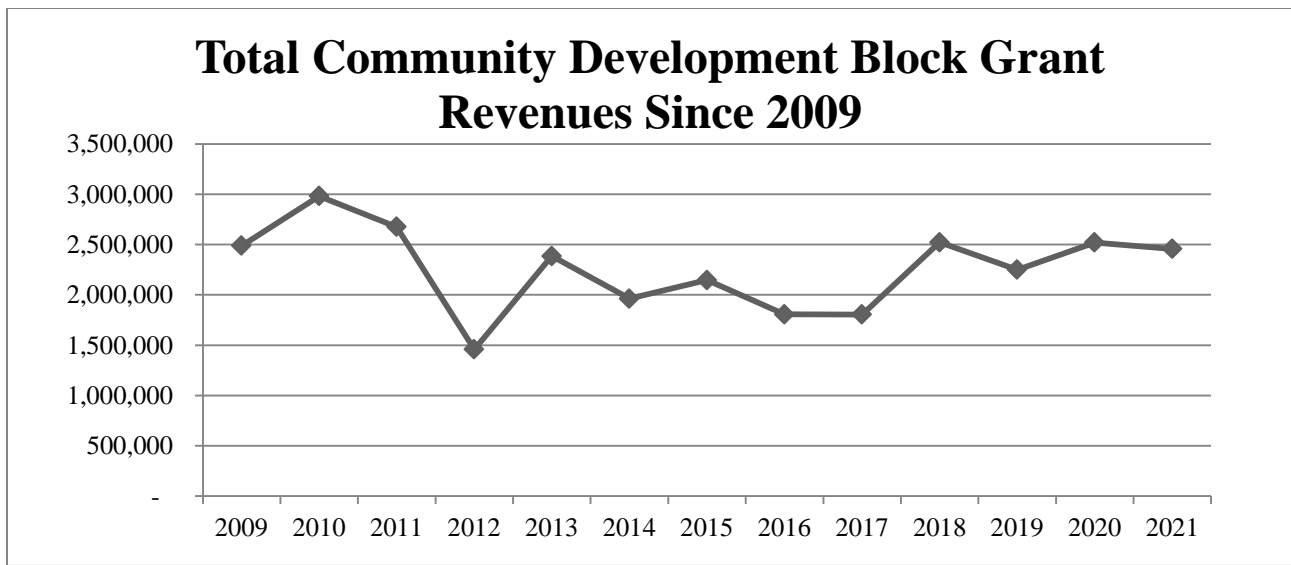
The Community Development Block Grant (CDBG) Fund is used to account for the revenues and expenditures of the CDBG Program. This is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for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

For FY 2021, CDBG revenues decrease by \$62,580 from the 2020 approved budgeted levels, to \$2,456,880. The decrease in revenues is primarily due to the reduction in the amount of carryover of funds from FY 2019 into FY 2020 that are not included in FY 2021.

### **SUMMARY OF REVENUES**

	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	2,002,803	2,142,917	1,853,920	2,519,460	2,665,577	1,691,070	2,456,880
Interests and Rents	55	134	491	0	0	354	0
Other Revenues	4,135	564	0	1,000	1,000	27,660	0
Transfers From Other Funds	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>2,006,993</b>	<b>2,143,615</b>	<b>1,854,411</b>	<b>2,520,460</b>	<b>2,666,577</b>	<b>1,719,084</b>	<b>2,456,880</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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. FY 2021 sees a reduction in the amount of these carryover funds that have been appropriated.

**DETAIL REVENUES ANALYSIS**

	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Block Grant Entitlement	1,815,522	1,976,490	1,685,165	2,345,209	2,491,326	1,528,819	2,275,071
Stewart McKinney Homeless	183,511	165,427	172,355	174,251	174,251	162,251	181,809
Interest on Investments	55	134	0	0	0	354	0
Reimbursements	4,135	564	491	0	0	0	0
Demolition Contracts	0	0	0	0	0	16,660	0
Business Expo Revenue	3,770	1,000	0	0	0	0	0
Donations	0	0	0	1,000	1,000	11,000	0
<b>Total Revenues</b>	<b>2,006,993</b>	<b>2,143,615</b>	<b>1,854,411</b>	<b>2,520,460</b>	<b>2,666,577</b>	<b>1,719,084</b>	<b>2,456,880</b>

**EXPENDITURE BUDGET SUMMARY**

The total Community Development Block Grant (CDBG) Fund expenditures are \$2,456,880 for FY 2021. This represents a \$62,580 decrease from the FY 2020 approved budget. *Personnel Services* expenditures increase by \$21,368 or 3.03%. This increase is due to the normal across the board 2% salary increases as well as 3% to 5% increase in active and retiree healthcare costs. *Operating Expenses* for the CDBG decrease by \$99,864. Most of this decrease comes from a return to normal funding after entitlement funds were carried over from the year before. These reductions are seen in a reduced amount of spending for street resurfacing. There is no *Capital Outlay* in FY 2021. The category of *Miscellaneous Expenditures* is \$864,216 for FY 2021. This represents an increase of \$14,916 for the upcoming year, which is due to an increase in awards issued to sub-grantees.

**FUNDING LEVEL SUMMARY**

	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6510 CDBG Administration	386,422	405,172	400,577	460,733	460,733	407,017	491,572
6511 Special Projects	642,084	799,645	583,098	989,124	1,046,581	552,219	993,072
6512 Economic Development	32,759	63,200	31,200	35,580	35,580	14,769	38,000
6513 Econ. Development Subgrantees	348,930	344,456	341,906	358,898	358,898	283,338	356,469
6520 Saginaw Econ. Development Corp.	103,818	109,667	102,897	137,983	138,983	110,164	142,195
6572 Code Compliance	102,777	108,546	80,252	126,403	128,203	84,160	116,275
6574 Subgrantees	3,823	176,885	123,990	237,488	323,348	105,166	137,488
6585 McKinney Homeless	195,527	165,427	172,354	174,251	174,251	162,251	181,809
<b>Total Expenditures</b>	<b>1,816,140</b>	<b>2,172,998</b>	<b>1,836,274</b>	<b>2,520,460</b>	<b>2,666,577</b>	<b>1,719,084</b>	<b>2,456,880</b>

**FUNDING LEVEL BY CATEGORY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	581,160	641,457	546,189	705,918	705,918	629,431	727,286
Operating Expenses	625,079	695,925	591,301	965,242	967,142	475,803	865,378
Capital Outlay	227	1,421	0	0	1,900	1,871	0
Miscellaneous	609,674	834,195	698,784	849,300	991,617	611,979	864,216
<b>Total Expenditures</b>	<b>1,816,140</b>	<b>2,172,998</b>	<b>1,836,274</b>	<b>2,520,460</b>	<b>2,666,577</b>	<b>1,719,084</b>	<b>2,456,880</b>

**SUMMARY OF POSITIONS**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
6510 CDBG Administration	2.10	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	0.95	0.95	0.95	0.95
6572 Code Compliance	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Positions</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.05</b>	<b>5.05</b>	<b>5.05</b>	<b>5.05</b>

The Community Development Block Grant personnel complement is 5.05 FTE for FY 2021. 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.

Key Performance Indicator	FY 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
Secure the release of CDBG, HOME, and ESG funds no later than July 1 <sup>st</sup> .	October 1 <sup>st</sup>	September 10	October 1 <sup>st</sup>	October 1 <sup>st</sup>	September 1 <sup>st</sup>
Obligate 75% of total funds appropriated by HUD for business loans through SEDC	80%	10%	80%	80%	80%
Spend 50% of total funds allocated by HUD to the City of Saginaw.	70%	52%	70%	70%	70%

**Explanation of variances:**

 The key performance indicator to “obligate 75% of total funds appropriated by HUD for business loans through SEDC” reflects to have not been achieved. This is primarily due to the COVID - 19 pandemic that caused a shutdown of services. In addition, SEDC was not able to connect with future and existing businesses.

 The key performance indicator to “spend 50% of total funds allocated by HUD to the City of Saginaw” reflects to have been mostly achieved. The COVID – 19 pandemic caused a shutdown of organizations which results in spending allocations timely. Some programs are still not fully operational. The housing rehabilitation programs also suffered a loss of available contractors due to the area floods.



The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**275-6510 CDBG Administration**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	140,084	Deputy Dir. Comm. Serv.	0.60	50,103
Overtime	0	Block Grant Specialist	1.00	59,081
Add Pays	0	Block Grant Accountant	0.50	30,900
Fringe Benefits	264,967			
		<b>Total Personnel</b>	2.10	140,084
<b>TOTAL</b>	<b>405,051</b>			
		<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
		FICA		10,716
Supplies	2,155	Healthcare Benefits - Active		42,233
Internal Services	13,807	Healthcare Benefits - Retirees		120,002
Other Services		Pension		92,016
Professional Fees	49,059			
Maintenance Fees	12,000	<b>Total Fringe Benefits</b>		264,967
Other Contracted Fees	9,500			
<b>TOTAL</b>	<b>86,521</b>	<b>TOTAL</b>	<b>2.10</b>	<b>405,051</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>491,572</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**275-6511 Special Projects**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	49,732	Dangerous Building		
Overtime	0	Inspector	0.20	10,420
Fringe Benefits	60,614	Code Enforcement Officer	0.80	39,312
<b>TOTAL</b>	<b>110,346</b>	<b>Total Personnel</b>	<b>1.00</b>	<b>49,732</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>0</b>
Supplies	0	FICA		3,805
Internal Services	6,413	Healthcare Benefits - Active		15,372
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		41,437
Maintenance Fees	876,313	<b>Total Fringe Benefits</b>		<b>60,614</b>
Other Contracted Fees	0			
<b>TOTAL</b>	<b>882,726</b>	<b>TOTAL</b>	<b>1.00</b>	<b>110,346</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>993,072</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

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

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	44,090	Economic Dev. Coord.	0.95	44,090
Overtime	0			
Fringe Benefits	57,453	<b>Total Personnel</b>	<u>0.95</u>	<u>44,090</u>
<b>TOTAL</b>	<u><b>101,543</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	2,400	FICA		3,373
Internal Services	6,719	Healthcare Benefits - Active		20,090
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	14,000	Pension		33,990
Maintenance Fees	11,783	<b>Total Fringe Benefits</b>		<u>57,453</u>
Other Contracted Fees	5,750			
<b>TOTAL</b>	<u><b>40,652</b></u>	<b>TOTAL</b>	<u><b>0.95</b></u>	<u><b>101,543</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>142,195</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**275-6572 Code Compliance**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	49,732	Code Enforcement Officer Dangerous Building	0.80	39,312
Overtime	0	Inspector	0.20	10,420
Fringe Benefits	60,614			
		<b>Total Personnel</b>	<u>1.00</u>	<u>49,732</u>
<b>TOTAL</b>	<u><b>110,346</b></u>			
		<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
Supplies	0	FICA		3,805
Internal Services	5,929	Healthcare Benefits - Active		15,372
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		41,437
Maintenance Fees	0			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>60,614</u>
<b>TOTAL</b>	<u><b>5,929</b></u>			
		<b>TOTAL</b>	<u><b>1.00</b></u>	<u><b>110,346</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>116,275</b></u></u>			

**CDBG RESIDENTIAL LOANS (276)**  
**RESOURCE ALLOCATION**  
**2020/2021 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	542,287	RESIDENTIAL LOANS	256,699
INTEREST AND RENTS	9,412	SINGLE FAMILY	325,000
OTHER REVENUES	30,000		
<b>TOTAL RESOURCES</b>	<b><u>581,699</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>581,699</u></b>

## **CDBG RESIDENTIAL LOANS**

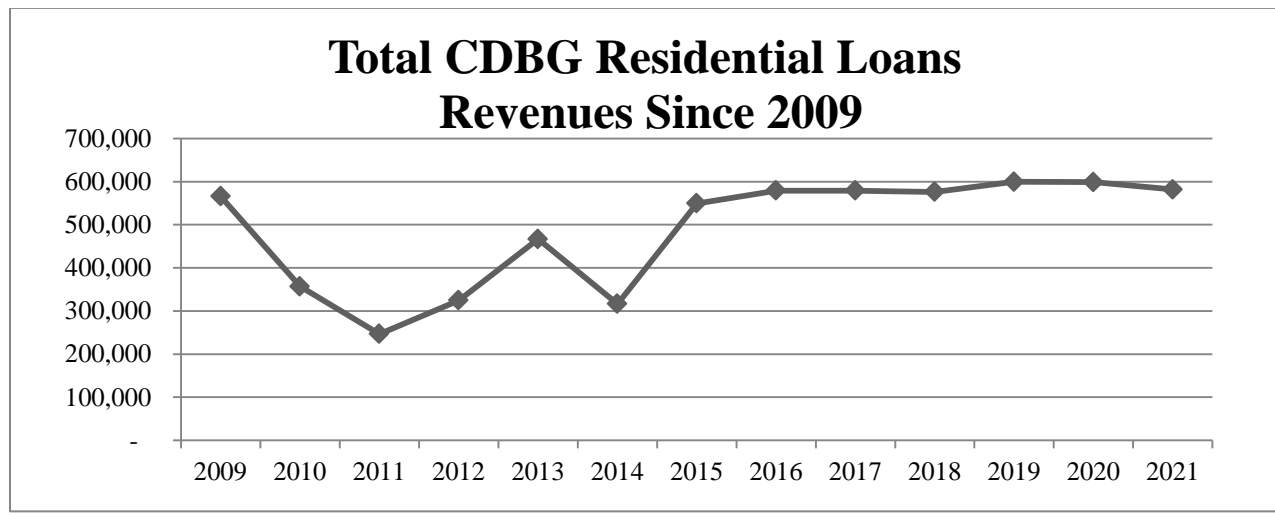
### **REVENUE BUDGET SUMMARY**

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 \$542,287 in FY 2021. CDBG Residential Loan Fund revenues decrease by \$17,150 from FY 2020 totals. This is primarily due to a decrease in the entitlement dollars.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Federal Grants	339,817	332,386	238,703	559,437	559,437	135,977	542,287
Interests and Rents	12,454	9,855	12,287	9,412	10,073	10,041	9,412
Other Revenues	34,320	40,408	37,578	30,000	204,133	210,292	30,000
<b>Total Revenues</b>	<b>386,591</b>	<b>382,649</b>	<b>288,568</b>	<b>598,849</b>	<b>773,643</b>	<b>356,310</b>	<b>581,699</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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 2021 revenues decreased by \$17,150.

## EXPENDITURE BUDGET SUMMARY

The total CDBG Residential Loan Fund expenditures are \$581,699 for FY 2021. This is a decrease of \$17,150 from the FY 2020 approved budget. Expenditures for *Personnel Services* increase by 5.5% or \$9,169 due to contractually obligated increases in salaries and benefits. In addition, the Rehabilitation Application Specialist was reclassified to the Housing Rehabilitation Program Coordinator. *Operating Expenses* for the CDBG Residential Loans Fund decrease by \$1,736. This can be attributed to a decrease in insurance costs. There are no *Capital Outlay* expenditure requests budgeted for this fund. The category of *Miscellaneous Expenditures* is \$325,000, a \$24,583 decrease from FY 2020. This is attributed to a decrease in loan disbursements.

## FUNDING LEVEL SUMMARY

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
6540 Residential Loans	186,713	190,896	185,139	249,266	249,266	184,968	256,699
6550 Single Families	199,012	191,751	103,428	349,583	524,377	133,566	325,000
<b>Total Expenditures</b>	<b>385,725</b>	<b>382,647</b>	<b>288,567</b>	<b>598,849</b>	<b>773,643</b>	<b>318,534</b>	<b>581,699</b>

## FUNDING LEVEL BY CATEGORY

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	147,158	142,613	149,842	165,823	165,823	152,209	174,992
Operating Expenses	39,555	47,878	34,455	83,443	83,443	32,759	81,707
Capital Outlay	0	405	842	0	0	0	0
Miscellaneous	199,012	191,751	103,428	349,583	524,377	133,566	325,000
<b>Total Expenditures</b>	<b>385,725</b>	<b>382,647</b>	<b>288,567</b>	<b>598,849</b>	<b>678,849</b>	<b>272,082</b>	<b>581,699</b>

## SUMMARY OF POSITIONS

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
6540 Residential Loans	1.60	1.60	1.60	1.60	1.60	1.60	1.60
<b>Total Positions</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>	<b>1.60</b>

The Residential Loan personnel complement is 1.60 FTE for FY 2021. This is the same as in the previous fiscal year.

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**276-6540 Residential Loans**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	87,849	Deputy Dir. Comm. Serv.	0.10	8,351
Overtime	0	Block Grant Accountant	0.50	30,900
Add Pays	0	Housing Rehabilitation		
Fringe Benefits	87,143	Program Coordinator	1.00	48,599
<b>TOTAL</b>	<b>174,992</b>	<b>Total Personnel</b>	<b>1.60</b>	<b>87,849</b>
<b>OPERATING EXPENSES</b>		<b>Overtime</b>		<b>0</b>
Supplies	3,300	FICA		6,720
Internal Services	9,857	Healthcare Benefits - Active		21,817
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	8,000	Pension		58,606
Maintenance Fees	54,300	<b>Total Fringe Benefits</b>		<b>87,143</b>
Other Contracted Fees	6,250			
<b>TOTAL</b>	<b>81,707</b>	<b>TOTAL</b>	<b>1.60</b>	<b>174,992</b>
<b>MISCELLANEOUS</b>	<b>0</b>			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>256,699</b>			

**HOME PROGRAM (278)  
RESOURCE ALLOCATION  
2020/2021 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	900,082	HOME PROGRAM	900,082
<b>TOTAL RESOURCES</b>	<b><u>900,082</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>900,082</u></b>

## *HOME PROGRAM*

### REVENUE BUDGET SUMMARY

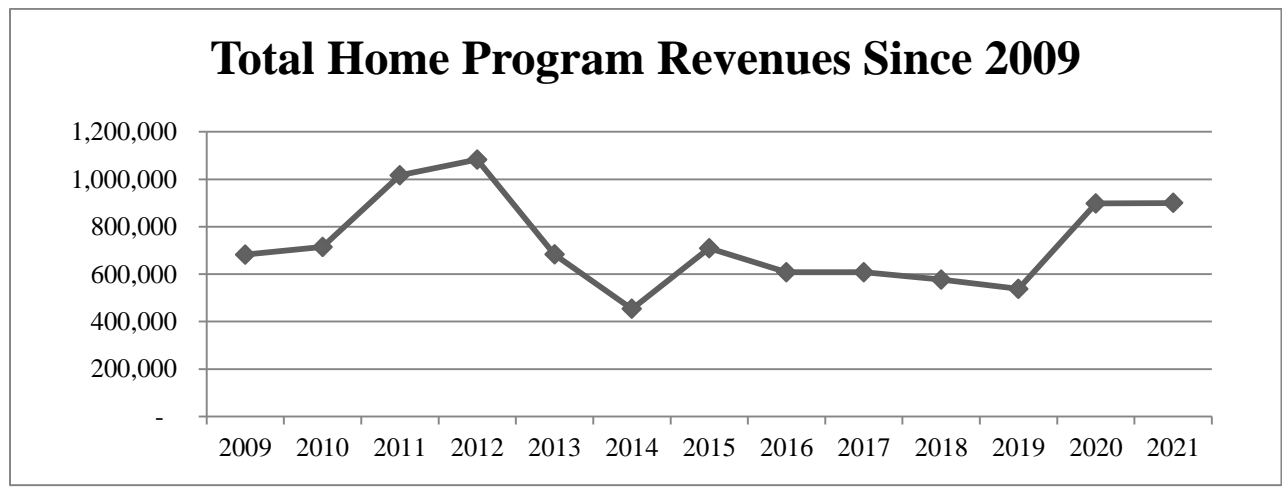
The HOME Program Fund provides for city generated housing activities as well as current City of Saginaw Community Housing Development Organization (CHDO) sub-recipients. The focus is on providing affordable products to eligible low-income families for housing rehabilitation. This fund is classified as 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 \$900,082 for FY 2021, an increase of \$1,938. This is due to an increase in carryover of prior year funds.

### SUMMARY OF REVENUES

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Federal Grants	477,217	268,822	417,549	898,144	1,138,144	223,750	900,082
Other Revenues	0	3	40,294	0	0	0	0
<b>Total Revenues</b>	<b>477,217</b>	<b>268,825</b>	<b>457,843</b>	<b>898,144</b>	<b>1,138,144</b>	<b>223,750</b>	<b>900,082</b>

### REVENUE TRENDS



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 Approved Revenues. The lowest points of revenues for this fund was in 2014. In this year the significant decrease was due to reductions in the HOME Program allocation. The year with the highest revenue for this fund was 2012. Revenue increased 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. Revenues increase in FY 2021 by \$1,938.

## EXPENDITURE BUDGET SUMMARY

The total HOME Program Fund expenditures are \$900,082 for FY 2021. This represents an increase of \$1,938 from the FY 2020 approved budget. *Personnel Services* increase by \$1,837. *Operating Expenses* for the HOME Program Fund are \$1,520. This is an increase of \$101 in information management charges. There are no *Capital Outlay* costs and *Miscellaneous Expenditures* remain the same.

## FUNDING LEVEL SUMMARY

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
6580 HOME Program	477,218	268,825	457,844	898,144	1,138,144	223,750	900,082
<b>Total Expenditures</b>	<b>477,218</b>	<b>268,825</b>	<b>457,844</b>	<b>898,144</b>	<b>1,138,144</b>	<b>223,750</b>	<b>900,082</b>

## FUNDING LEVEL BY CATEGORY

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	29,633	28,940	41,055	42,946	42,946	39,776	44,783
Operating Expenses	2,374	1,414	1,377	1,419	1,419	1,419	1,520
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	445,211	238,471	415,412	853,779	1,093,779	182,555	853,779
<b>Total Expenditures</b>	<b>477,218</b>	<b>268,825</b>	<b>457,844</b>	<b>898,144</b>	<b>1,138,144</b>	<b>223,750</b>	<b>900,082</b>

## SUMMARY OF POSITIONS

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
6580 CDBG HOME Program	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 HOME Program's personnel complement is 0.30 FTE for FY 2021. This is the same as the previous fiscal year.

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**278-6580 HOME Program**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	25,052	Deputy Dir. Comm. Serv.	0.30	25,052
Overtime	0			
Fringe Benefits	19,731	<b>Total Personnel</b>	<u>0.30</u>	<u>25,052</u>
<b>TOTAL</b>	<u><b>44,783</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
		FICA		1,916
Supplies	0	Healthcare Benefits - Active		5,969
Internal Services	1,520	Healthcare Benefits - Retirees		0
Other Services		Pension		11,846
Professional Fees	0	<b>Total Fringe Benefits</b>		<u>19,731</u>
Maintenance Fees	0			
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>1,520</b></u>	<b>TOTAL</b>	<u><b>0.30</b></u>	<u><b>44,783</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>900,082</b></u></u>			

**NEIGHBORHOOD STABILIZATION PROGRAM (279)  
 RESOURCE ALLOCATION  
 2020/2021 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**

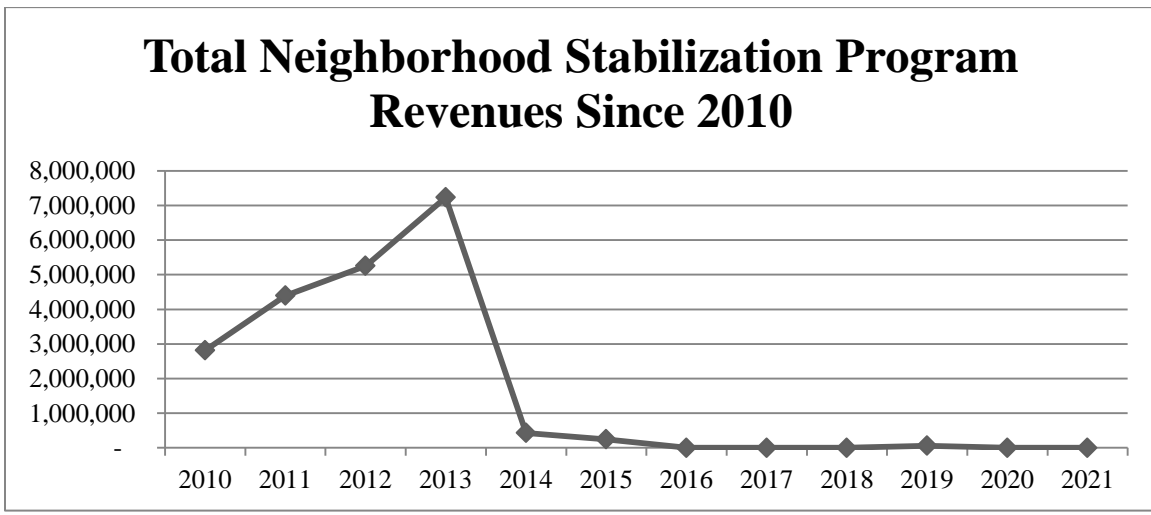
This fund is a combination of NSP I, II and III. The City no longer receives NSP funding from the Federal Government. The statutory deadline for NSP II funding was met in February 2013. This fund is classified as a Special Revenue Fund, which means it is used to account for proceeds of specific revenue 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 2021. 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	43,108	0	0	0	0	0	0
Transfers From Other Funds	426,350	0	59,204	0	59,204	59,204	0
<b>Total Revenues</b>	<b>469,458</b>	<b>0</b>	<b>59,204</b>	<b>0</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 2020 Projected and FY 2021 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 2021 to make this year's payment toward the plan.

**EXPENDITURE BUDGET SUMMARY**

The total Neighborhood Stabilization Program Fund expenditures are \$0 for FY 2021. There are no *Personnel Services* expenditures budgeted in FY 2021. 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	0	0	0	0	0	0	0
NSP III	43,108	0	0	0	0	0	0
NSP IV	0	0	0	0	0	0	0
Increase in Fund Equity	0	0	0	0	59,204	59,204	0
<b>Total Expenditures</b>	<b>43,108</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59,204</b>	<b>59,204</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	43,108	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	59,204	59,204	0
<b>Total Expenditures</b>	<b>43,108</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59,204</b>	<b>59,204</b>	<b>0</b>



**SEDC REVOLVING LOAN (282)  
RESOURCE ALLOCATION  
2020/2021 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	634,000
OTHER REVENUES	314,000		
USE OF FUND EQUITY	255,000		
<b>TOTAL RESOURCES</b>	<b>634,000</b>	<b>TOTAL APPROPRIATIONS</b>	<b>634,000</b>

## **SEDC REVOLVING LOAN**

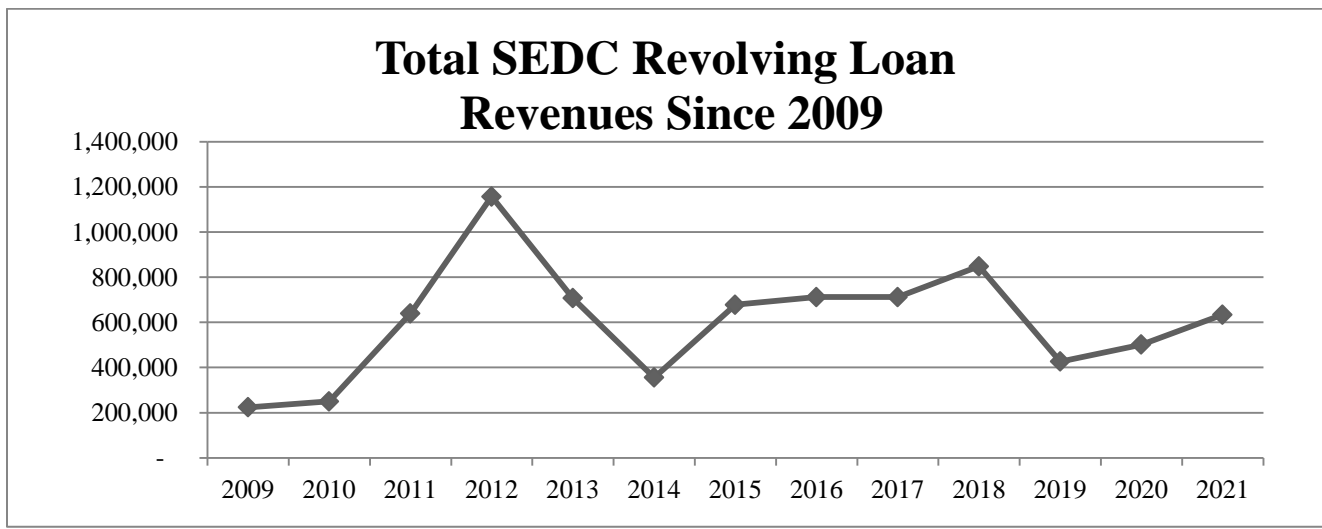
### **REVENUE BUDGET SUMMARY**

The purpose of the SEDC Revolving Loan Fund (RLF) is to create permanent, long-term jobs within the City of Saginaw by providing “gap” and start-up financing to qualified businesses for eligible activities. Loans made through the Revolving Loan Fund are intended to help bridge the gap created by shortfalls in commercial financing. This fund is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. The FY 2021 SEDC Revolving Loan fund revenues are \$634,000 which is an increase of \$132,500 from the 2020 approved budgeted levels. This increase is due to an increase in loan proceeds collected as well as a higher appropriation of fund balance.

### **SUMMARY OF REVENUE**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Federal Grants	0	38,493	39,892	0	0	0	2,500
Charge for Services	1,250	1,600	300	1,500	1,500	400	1,500
Interest and Rents	64,223	34,326	64,674	65,000	65,000	50,709	65,000
Other Revenues	202,874	390,662	402,526	185,000	185,000	392,540	310,000
Use of Fund Equity	0	0	0	250,000	250,000	0	255,000
<b>Total Revenues</b>	<b>268,347</b>	<b>465,081</b>	<b>507,392</b>	<b>501,500</b>	<b>501,500</b>	<b>443,649</b>	<b>634,000</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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 2021 revenues will increase due to increased loan proceeds collected and an increase in the use of fund equity.

## EXPENDITURE BUDGET SUMMARY

The total SEDC Revolving Loan Fund expenditures are \$634,000 for FY 2021. There are no *Personnel Services* expenditures for FY 2021. *Operating Expenses* amount to \$25,000 for utilities, rents and taxes, and operating services. There are no *Capital Outlay* purchase requests budgeted for this fund. The category of *Miscellaneous Expenditures* is \$609,000, an increase of \$117,500 due to an increase in loan disbursements and event costs.

## FUNDING LEVEL SUMMARY

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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.	170,035	524,764	310,123	501,500	501,500	48,341	634,000
<b>Total Expenditures</b>	<b>170,035</b>	<b>524,764</b>	<b>310,123</b>	<b>501,500</b>	<b>501,500</b>	<b>48,341</b>	<b>634,000</b>

## FUNDING LEVEL BY CATEGORY

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	12,290	15,049	320	10,000	10,000	5,299	25,000
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	157,745	509,715	309,803	491,500	491,500	42,884	609,000
<b>Total Expenditures</b>	<b>170,035</b>	<b>524,764</b>	<b>310,123</b>	<b>501,500</b>	<b>501,500</b>	<b>48,341</b>	<b>634,000</b>

**UNFUNDED LIABILITIES FUND (296)**  
**RESOURCE ALLOCATION**  
**2020/2021 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	196,882
OTHER REVENUES	178,000		
<b>TOTAL RESOURCES</b>	<b><u>196,882</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>196,882</u></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 2021, the Unfunded Liabilities Fund’s revenues are \$196,882. This is a \$72,000 reduction from the previous fiscal year. This reduction is related to a decrease in the General Fund contribution to the fund.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Interest	0	0	85,607	18,882	18,882	2,314	18,882
Other Revenues	0	0	0	0	0	0	0
Transfers	0	0	277,592	250,000	250,000	250,000	178,000
Use of Fund Balance	0	0	629,743	0	0	0	0
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>992,942</b>	<b>268,882</b>	<b>268,882</b>	<b>252,314</b>	<b>196,882</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Unfunded Liabilities Fund Expenditures are \$196,882 for FY 2021. The City appropriated these funds to pay toward the OPEB Liability.

### **FUNDING LEVEL SUMMARY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
8525 Retiree Health	0	0	973,340	18,882	0	973,340	18,882
8559 Increase Fund Equity	0	0	19,602	250,000	268,882	63	178,000
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>992,942</b>	<b>268,882</b>	<b>268,882</b>	<b>973,403</b>	<b>196,882</b>

### **FUNDING LEVEL BY CATEGORY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Personnel Services	0	0	973,340	0	0	973,340	0
Operating Expenses	0	0	19,602	18,882	18,882	63	18,882
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	250,000	250,000	0	178,000
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>992,942</b>	<b>268,882</b>	<b>268,882</b>	<b>973,403</b>	<b>196,882</b>

**CAPITAL PROJECT FUND (401)  
 RESOURCE ALLOCATION  
 2020/2021 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	476,854	GENERAL FUND - CEMETERIES	112,621
		STREET LIGHTING	112,706
		FACILITIES	112,707
		RUBBISH COLLECTION -	138,820
<b>TOTAL RESOURCES</b>	<b>476,854</b>	<b>TOTAL APPROPRIATIONS</b>	<b>476,854</b>

## ***CAPITAL PROJECT FUND***

### **REVENUE BUDGET SUMMARY**

Capital Project Fund is considered 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 2021, the city will pay interest and principal payments through the Capital Project Fund that equates to \$476,854. This represents a \$2,842 increase from the previous fiscal year. This increase is due to normal increases to the repayment of the General Obligation Limited Tax Capital Improvement Bond, which requires an increase to the contributing funds.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	12	135	11	0	0	36	0
Reimbursements	0	0	0	0	47,320	33,000	0
Transfer from Other Fund	380,540	445,616	663,902	474,012	1,576,245	871,569	476,854
<b>Total Revenues</b>	<b>380,552</b>	<b>445,751</b>	<b>663,913</b>	<b>474,012</b>	<b>1,623,565</b>	<b>904,605</b>	<b>476,854</b>

### **EXPENDITURE BUDGET SUMMARY**

The total Capital Project Fund for FY 2021 is \$476,854. This is \$2,842 increase from FY 2020

### **FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	27,253	107,166	104,633	111,766	111,766	105,466	112,621
3868 GF Parking	0	0	0	0	799,200	186,149	0
4581 Rubbish Administration	106	0	0	0	0	0	0
4582 Rubbish Collection	33,718	133,005	129,862	138,714	138,714	130,896	138,820
4611 Engineering	0	0	0	0	93,020	10,520	0
4620 GF – Street Lighting	27,253	107,166	104,633	111,766	111,766	105,465	112,706
7575 GF – Facilities	255,912	392,222	182,572	111,766	321,779	300,024	112,707
7580 GF – Celebration Park	0	0	142,211	0	47,320	47,320	0
<b>Total Expenditures</b>	<b>344,242</b>	<b>739,559</b>	<b>663,911</b>	<b>474,012</b>	<b>1,623,565</b>	<b>885,840</b>	<b>476,854</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	229,020	285,417	361	0	159,970	61,730	0
Capital Outlay	0	0	220,150	0	911,486	377,179	0
Miscellaneous	115,222	454,142	443,400	474,012	552,109	446,931	476,854
<b>Total Expenditures</b>	<b>344,242</b>	<b>739,559</b>	<b>663,911</b>	<b>474,012</b>	<b>1,623,565</b>	<b>885,840</b>	<b>476,854</b>



**CELEBRATION PARK (508)  
RESOURCE ALLOCATION  
2020/2021 APPROVED BUDGET**

Frank N. Andersen - Celebration Park (formerly known as Andersen Water Park) is the City of Saginaw's newest community recreation experience located in the heart of the City. Celebration Park has been redeveloped into the most exciting recreation experience in the Tri-Cities. The City's mission was to repurpose the former Andersen Water Park into a lower cost, lower maintenance facility that is free to the public and for the use of people of all ages and abilities.

Frank N. Andersen - Celebration Park is a community park that is comfortable and easily accessible with shaded areas, walking paths, and leisure activities. It contains a variety of activities and learning experiences, and takes advantage of the natural surroundings. The park provides a relaxed setting for social interaction and focuses on improving the community and the families that live here. The new park features a water splash park, skateboarding plaza, playground, a scenic boardwalk along Lake Linton, bocce ball courts, volleyball courts, picnic pavilion, exercise path, and open green space. Best of all, the park is free to the public.

<b>RESOURCES</b>	<b>APPROPRIATIONS</b>
TRANSFERS	CELEBRATION PARK
0	0
<b>TOTAL RESOURCES</b>	<b>TOTAL APPROPRIATIONS</b>
0	0

## **CELEBRATION PARK**

### **REVENUE BUDGET SUMMARY**

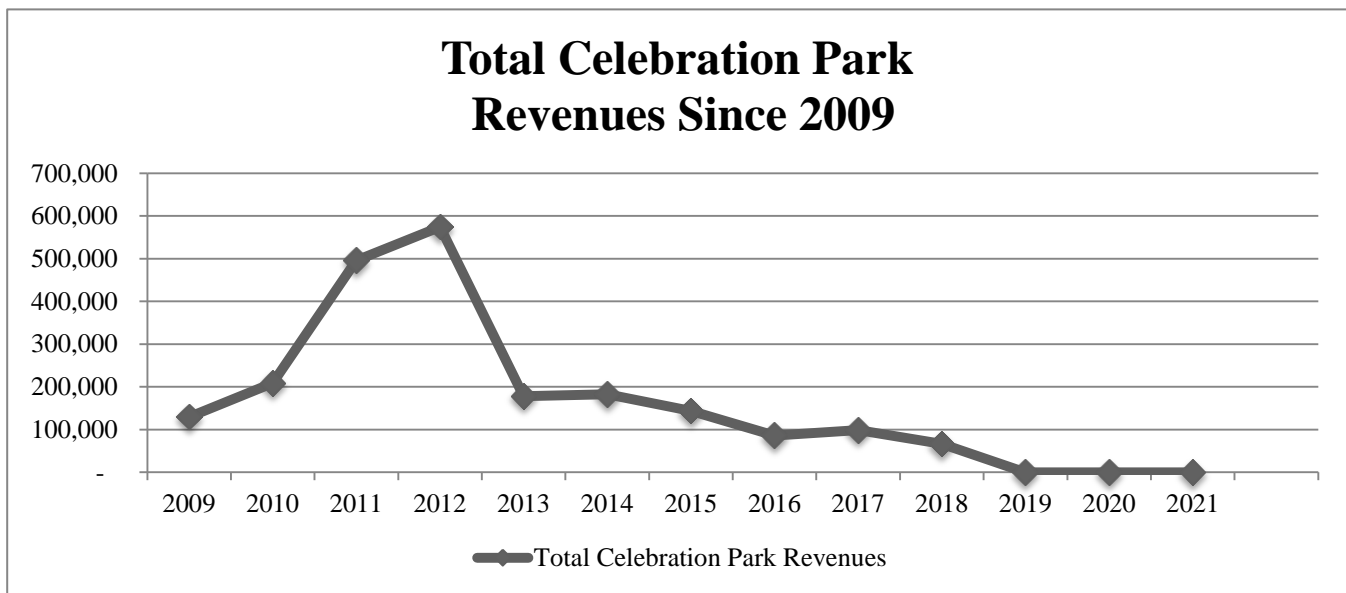
The Celebration Park Fund is considered to be a Special Revenue Fund of the City. Revenues and expenditures related to the construction and operation of the Frank N. Andersen – Celebration Park is recorded in this fund.

The Celebration Park Fund revenue is \$0 for FY 2021. In FY 2019 Celebration Park operations were merged into the general fund, so all activity will be recognized there.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
State Grants	0	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	11	29	0	0	0	0	0
Use of Fund Equity	0	0	0	0	0	0	0
Transfer from Other Fund	55,852	63,658	0	0	0	0	0
<b>Total Revenues</b>	<b>55,863</b>	<b>63,687</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 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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 2021. Celebration Park operations have been merged into the general fund.

**FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	56,252	75,543	0	0	0	0	0
<b>Total Expenditures</b>	<b>56,252</b>	<b>75,543</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Personnel Services	24,295	22,622	0	0	0	0	0
Operating Expenses	31,957	52,921	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>56,252</b>	<b>75,543</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUMMARY OF POSITIONS**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	0.00	0.00	0.00	0.00	0.00
<b>Total Positions</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>	<b>0.00</b>

The FY 2021 personnel complement for this fund is zero. Personnel has been reallocated to 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 introduced in the 2020 Budget for informational purposes and continued into future fiscal years.

### Introduction

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

### 1. General Debt Policy

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

### 2. Taxpayer Equity

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

### 3. Uses

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

### 4. Decision Analysis

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

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

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

### 5. Debt Planning

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

### 6. Communication and Disclosure

- 6.1 Significant financial reports affecting or commenting on the City will be forwarded to the rating agencies. Each bond prospectus will follow the disclosure guidelines of the Government Finance Officers Association of the U.S. & Canada.
- 6.2 The City should attempt to develop coordinated communication processes concerning collective plans for future debt issues with all other jurisdictions with which it shares a common property tax base. Reciprocally, shared information on debt plans including amounts, purposes, timing, and types of debt would aid each jurisdiction in its debt planning decisions.

- 6.3 The net indebtedness, also known as debt margin, of the City shall not exceed 10% of the State Equalized Valuation of all assessed real and personal property. Obligations that are not included in the computation of legal debt margin are: special assessment bonds, mortgage bonds, Michigan Transportation bonds, revenue bonds, bonds issued, contracts or assessment obligations incurred to comply with an order of the Department of Environmental Quality or a court of competent jurisdiction, and other obligations incurred for water supply and drainage or refuse disposal projects necessary to protect the public health by abutting pollution.

## 7. General Obligation/ Revenue Bonds

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

## 8. Limited Tax General Obligation Debt

- 8.1 Limited tax general obligation bonds should be considered when constraints preclude the practice of voter approved general obligation bonds. As a precondition to the issuance of limited tax general obligation bonds, all alternative methods of financing should have been investigated. Consideration should always be given to provide a pledge of facility revenue to accompany the basic pledge of limited tax revenues.
- 8.2 Limited tax general obligation bonds should be issued under certain conditions:
- 8.2.a A project to be financed will generate positive net revenues, i.e., additional revenues generated by the project will be greater than the debt service requirements. The net revenues should be positive over the life of the bonds and be positive each year if possible. The City recognizes that net revenues may not be positive in the early years of certain projects, but should be positive within a reasonable time period of five to seven years. These calculations will be made on a conservative basis so that the potential for a long-term net decrease in general fund revenues is minimized.
- 8.2.b Matching fund monies are available which may be lost if not applied for in a timely manner.
- 8.2.c Catastrophic conditions.
- 8.2.d A project may be financed when the analysis shows the impact to the organization is in the best interest of the City for the long-term.

## 9. Short Term Financing/Capital Lease Debt

- 9.1 Short-term financing, (for 3 to 12 months) or capital lease debt will be considered when financing certain equipment and rolling stock purchases when the aggregate cost of equipment to be purchased exceeds \$25,000. Adequate funds for the repayment of principal and interest must be included in the requesting service area's approved budget.
- 9.2 The term of short-term financing will be limited to the usual useful life period of the vehicle or equipment, but in no case will exceed fifteen years.

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

#### 10. Defeasance of Bonds (Refunding)

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

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

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

In this analysis, the following must be considered: issuance costs and the interest rate at which the bonds can be issued, the maturity date of the refunded bonds, call date of the refunded bonds, call premium on the refunded bonds, structure and yield of the refunding escrow, any transferred proceeds penalty, and the internal rate of return is greater than the cost of the capital.

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

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

#### **OVERVIEW:**

The City currently has five debt issues outstanding of a general obligation nature. These issues are ultimately secured by the full faith, credit and taxing power of the City.

#### **The Saginaw-Midland Municipal Water Supply Corporation, 2009 Issue**

On January 29, 2009, the corporation issued \$5,910,000 in Water Supply System Revenue Refunding Bonds, Series 2009. These bonds were issued under the provision Act 94, Public Acts of Michigan 1933, as amended, Act 233, Public Acts of Michigan, 1995, as amended, and the resolutions and ordinances of the Saginaw-Municipal Water Supply Corporation. These bonds were secured for the purpose of refunding certain of the City's outstanding Water Supply System Refunding Bonds, 1998 Refunding Issue. These bonds are payable solely from net revenues of the system.

#### **Water Supply System Revenue Refunding Bonds, Series 2012**

On February 26, 2012, the cooperation issued the Water Supply System Revenue Refunding Bonds, Series 2012. These bonds were issued under the provision Act 94, Public Acts of Michigan, 1933 as amended, Act 233, Public Acts of Michigan, 1955, as amended, and Ordinance No. One of the Corporation adopted on June 21, 1979, as amended by subsequently adopted ordinances including Ordinance No. 2012-1, adopted on February 16, 2012, authorizing the Bonds of the Saginaw-Midland Municipal Water Supply Corporation (Corporation) for the purpose of refunding all ~~of a~~ portion

of the Corporation's Water Supply System Water Supply System Refunding Revenues Bonds, Series 2002, and the Corporation's Water Supply System Revenue Bonds, Series 2006. The 2012 Bonds are payable solely from the net revenues of the system.

### **The Saginaw-Midland Municipal Water Supply Corporation, Series 2013**

On November 6, 2013 the cooperation issued the Water Supply System Revenue Bonds, (Limited Tax General Obligation), Series 2013. These bonds were issued under the provision Act 94, Public Acts of Michigan, 1933 as amended, Act 233, Public Acts of Michigan, 1955, as amended, and Ordinance No. One adopted on June 21, 1979, as amended by subsequently adopted Ordinances and Ordinance No. 2013-1, adopted on August 15, 2013, by Saginaw-Midland Municipal Water Supply Corporation (Corporation) for the purpose of defraying the cost of acquiring and constructing enlargements and extensions to the Saginaw – Midland Water Supply system (the "System"). The system is being extended to supply raw water services to a new Bay Area Water Treatment Plan to be operated by the County of Bay, Michigan (the "County"), pursuant to a 40 year contract (the "County Contract") between the Corporation and the County.

### **General Obligation Limited Tax Capital Improvement Bonds, Series 2015**

On October 19, 2015, the City Council of the City of Saginaw authorized the issuance of its General Obligation Limited Tax Capital Improvement Bonds, Series 2015 in the principal sum of not to exceed \$5,215,000 for the purpose of acquiring vehicles for the use by City's Department of Public Services and making capital improvements to the City's street light system and the City energy management system. These bonds are issues pursuant to the authorization contained in Act No. 34, Public Acts of Michigan 2001, as amended. These bonds were executed on November 4, 2015.

### **Water Supply System Revenue and Revenue Refunding Bond, Series 2016**

On October 13, 2016, the City Council of the City of Saginaw authorized the issuance of its Water Supply system Revenue and Revenue Refunding Bond, Series 2016 in the principal amount of \$23,730,000 for the purpose of (i) paying the cost of acquiring and constructing improvements to the City's Water Supply System (the System); (ii) refunding certain outstanding water supply system revenue bonds of the City; and (iii) paying the cost of issuing the Series 2016 Bonds.



**RATIO OF OUTSTANDING DEBT:**

City of Saginaw												
Ratios of Outstanding Debt by Activities												
Last Ten Fiscal Years												
	Governmental Activities					Business Type Activities						
Fiscal Year	General Obligation Bonds	Installment Purchase Contracts	Section 108 Loans	Energy Efficiency Loans		Revenue Bonds	Bond Premium	Deferred Bond Refunding Chg	Bond Discount	Installment Purchase Contracts	General Obligation Bonds	Total Primary Government
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	457,007	17,815,000	-	-	(69,920)	-	17,398,415	36,913,975
2016	3,692,946	1,117,736	-	76,881	34,992	16,905,000	-	-	(64,507)	-	16,563,849	38,326,897
2017	3,692,946	1,001,119	-	70,744	90,806	31,870,000	3,130,886	(500,761)	-	-	14,280,310	53,636,050
2018	3,348,571	1,195,091	-	63,921	63,942	30,370,000	2,968,944	(474,860)	-	-	11,984,685	49,520,294
2019	3,004,368	2,240,264	-	57,974	213,669	28,735,000	2,807,001	(448,958)	-	73,149	9,688,034	46,370,501

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
2020	687,082	161,285	3,543,280	1,513,692
2021	703,245	139,432	2,657,297	1,404,380
2022	733,175	117,054	2,809,534	1,316,012
2023	745,187	94,020	2,864,891	1,219,291
2024	757,824	70,609	2,825,280	1,119,381
2025-2029	1,676,093	75,408	13,899,268	3,947,720
2030-2034	-	-	7,426,633	1,539,422
2035-2036	-	-	2,470,000	186,750
	<u>\$ 5,808,867</u>	<u>\$ 795,888</u>	<u>\$ 38,496,183</u>	<u>\$ 12,246,648</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
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
2019	12,692,402	-	-	12,692,402

**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	\$ 5,516,275	100.00%	\$ 5,516,275
Indirect debt			
Saginaw County	9,920	100.00%	9,920
Multi-Authority	2,372,209	100.00%	2,372,209
Total indirect debt:			2,382,129
Overlapping debt:			
Saginaw School District	44,920,000	67.14%	30,159,288
Saginaw County	117,682,410	8.84%	10,403,125
Saginaw ISD	355,000	8.96%	31,808
Delta Community College	-	3.98%	-
Total overlapping debt:			40,594,221
Total direct and overlapping debt:			\$ 48,492,625

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)										
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Debt Limit	\$ 69,369	\$ 61,017	\$ 57,377	\$ 54,311	\$ 51,403	\$ 49,753	\$ 47,826	\$ 47,034	\$ 46,829	\$ 46,389
Total net debt applicable to limit	15,283	13,531	4,444	7,465	7,973	7,157	9,384	7,837	7,354	7,898
Legal debt margin	\$ 54,086	\$ 47,486	\$ 52,933	\$ 46,846	\$ 43,430	\$ 42,596	\$ 38,442	\$ 39,197	\$ 39,474	\$ 38,490
Total net debt applicable to the limit as a percentage of debt limit	22.03%	22.18%	7.75%	13.74%	15.51%	14.39%	19.62%	16.66%	15.70%	17.03%
<b>Legal Debt Margin Calculation for Fiscal Year 2018</b>										
Assessed valuation, December 31, 2017		\$ 463,886								
Debt limit (10% of assessed valuation)		46,389								
Debt applicable to limit:	7,898									
Less:										
Total amount of debt applicable to debt limit:		7,898								
Legal Debt Margin		\$ 38,490								

**Limitations on Borrowing**

1. Act 279 Public Acts of Michigan, 1909, as amended, and provisions of the City Charter state that net bonded indebtedness of the city shall not exceed 10 percent of the City's assessed valuation.

Bonds which are not required to be included in this computation, according to Act 279, are:

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

**PLEDGED REVENUE COVERAGE:**

City of Saginaw							
Pledged Revenue Coverage							
Last Ten Fiscal Years							
Water System Revenue Bonds							
Fiscal Year	Operating Revenues (1)	Operating Expenses (2)(3)	Net Available Revenue	Debt Service		Total	Coverage
				Principal (4)	Interest		
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
2019	18,377,741	12,774,757	5,602,984	1,635,000	1,382,506	3,017,506	1.86
<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**  
**2020/2021 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	17,500
		TRANSFERS	4,500
<b>TOTAL RESOURCES</b>	<b>22,000</b>	<b>TOTAL APPROPRIATIONS</b>	<b>22,000</b>

## ***BOAT LAUNCH OPERATIONS***

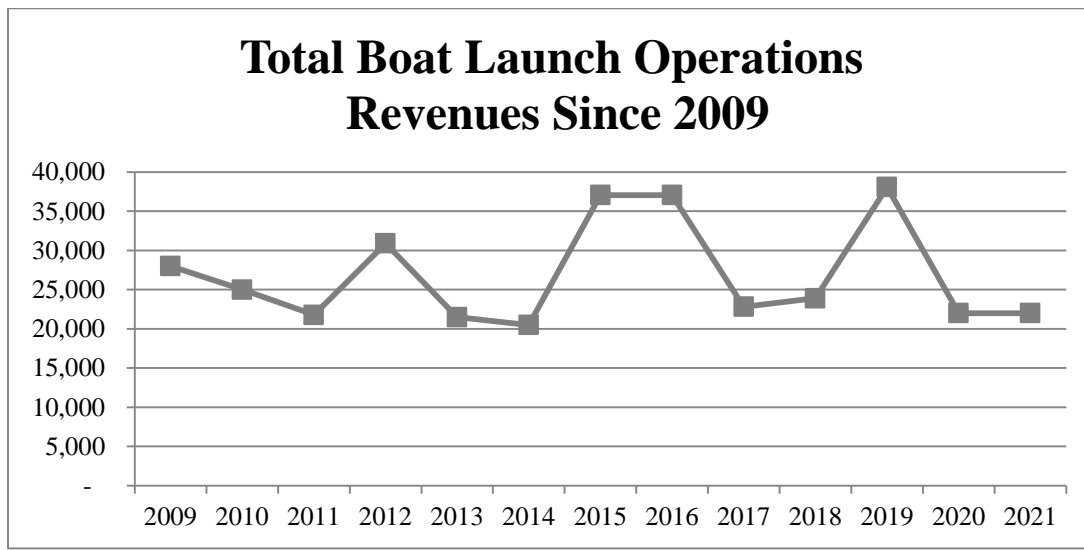
### **REVENUE BUDGET SUMMARY**

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 2021. This budget remains the same as the previous year.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	22,807	23,868	11,509	22,000	22,000	23,278	22,000
Interest and Rents	13	38	31	0	0	7	0
Other Revenues	0	0	0	0	24,870	24,870	0
Use of Fund Equity	0	0	0	0	5,000	4,447	0
<b>Total Revenues</b>	<b>22,820</b>	<b>23,906</b>	<b>11,540</b>	<b>22,000</b>	<b>51,870</b>	<b>52,602</b>	<b>22,000</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, and FY 2020 Projected and FY 2021 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. FY 2021’s revenues are expected to be the same as the previous year.

**EXPENDITURE BUDGET SUMMARY**

The Boat Launch Fund is \$22,000 in FY 2021, which is the same as FY 2020. For *Personnel Services*, there are no expenditures for FY 2021. *Operating Expenses* are \$13,391 for FY 2021, a decrease of \$8,609. This is due to the addition of an automated kiosk to replace the cost of temporary employees manning the station. *Capital Outlay* of \$4,109 is planned for this year for the addition of an electronic lock system for the restrooms. The category of *Miscellaneous Expenditures* will be \$4,500 for FY 2021. This increase is to repay the General Fund for the loan for the automated kiosk.

**FUNDING LEVEL SUMMARY**

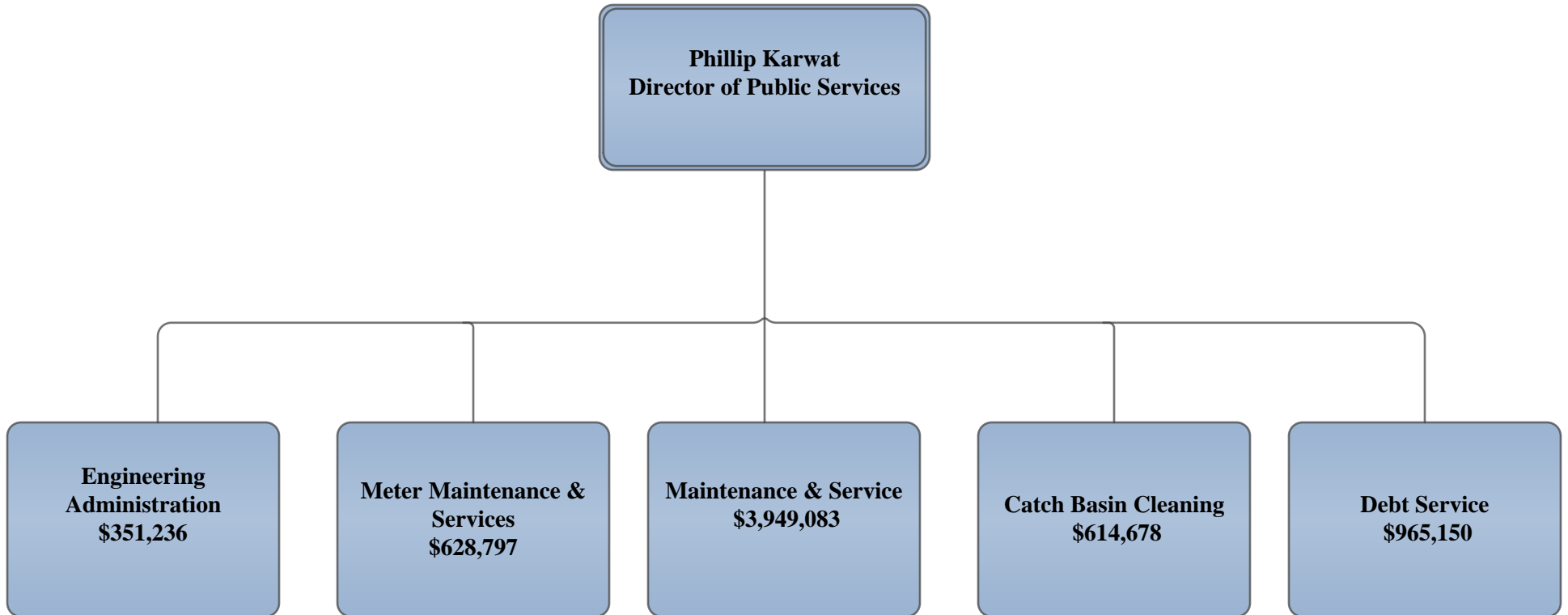
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
7546 Boat Launch Operation	29,787	29,316	26,573	22,000	51,870	52,602	17,500
9660 Transfers	0	0	0	0	0	0	4,500
<b>Total Expenditures</b>	<b>29,787</b>	<b>29,316</b>	<b>26,573</b>	<b>22,000</b>	<b>51,870</b>	<b>52,602</b>	<b>22,000</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	29,787	29,316	26,573	22,000	8,770	11,347	13,391
Capital Outlay	0	0	0	0	43,100	41,255	4,109
Miscellaneous	0	0	0	0	0	0	4,500
<b>Total Expenditures</b>	<b>29,787</b>	<b>29,316</b>	<b>26,573</b>	<b>22,000</b>	<b>51,870</b>	<b>52,602</b>	<b>22,000</b>

# CITY OF SAGINAW

## SEWER OPERATIONS AND MAINTENANCE FUND

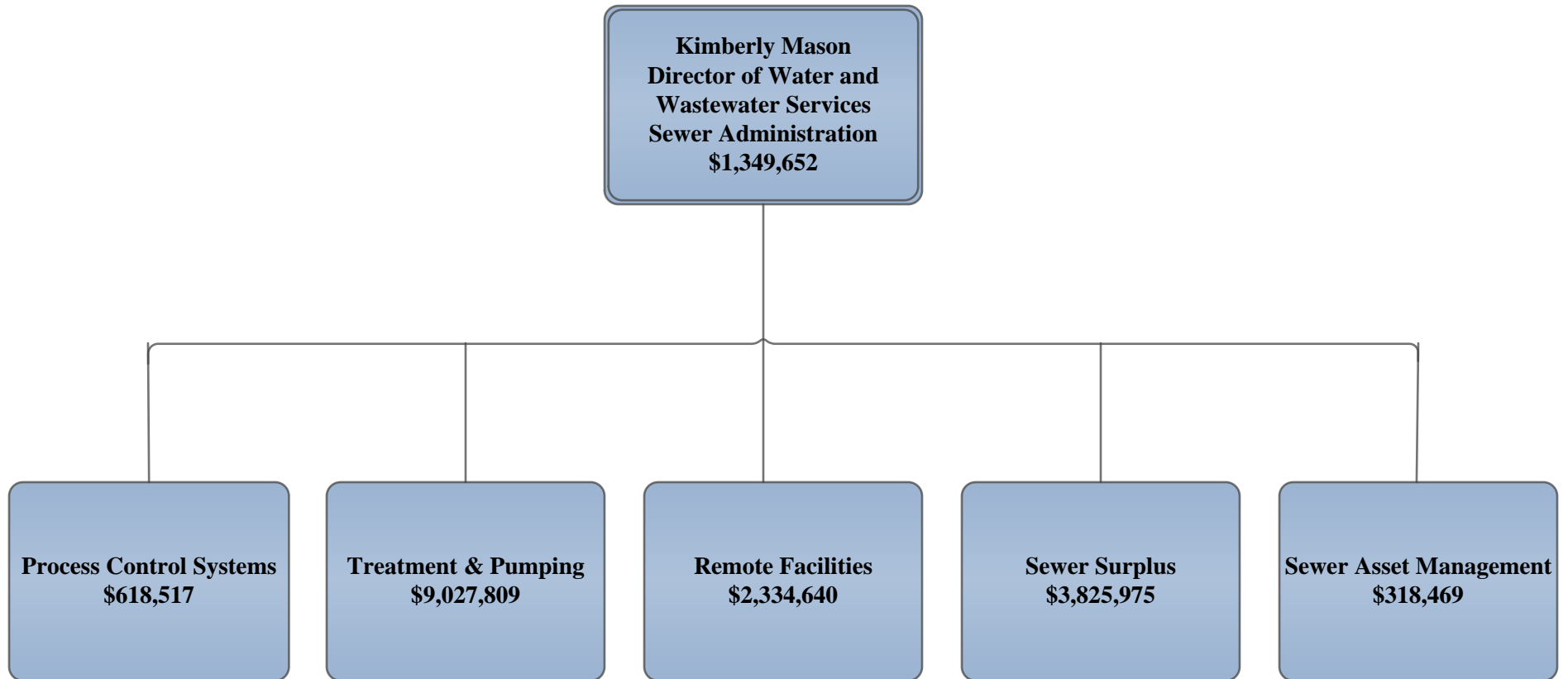


*The total Sewer Operations and Maintenance Fund is \$24,582,148 for FY 2021. Customer Accounting is recognized with the Department of Fiscal Services \$551,092 and there are operating transfers out of \$47,050.*



# CITY OF SAGINAW

## SEWER OPERATIONS AND MAINTENANCE FUND



*The total Sewer Operations and Maintenance Fund is \$24,582,148 for FY 2021. Customer Accounting is recognized with the Department of Fiscal Services \$551,092 and there are operating transfers out of \$47,050.*

**SEWER OPERATIONS AND MAINTENANCE FUND (590)**  
**RESOURCE ALLOCATION**  
**2020/2021 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	(40,000)	SEWER ADMINISTRATION	1,349,652
NON-BUSINESS PERMITS	800	ENGINEERING ADMIN.	351,236
SERVICES - SALES	21,775,000	PROCESS CONTROL SYSTEMS	618,517
FINES AND FORFEITURES	70,000	METER MAINT. & SERVICE	628,797
INTEREST AND RENTS	561,500	MAINTENANCE & SERVICE	3,949,083
OTHER REVENUES	105,813	CATCH BASIN CLEANING	614,678
USE OF RETAINED EARNINGS	2,109,035	TREATMENT & PUMPING	9,027,809
		SEWER ASSET MANAGEMENT	318,469
		REMOTE FACILITIES	2,334,640
		SEWER SURPLUS	3,825,975
		DEBT SERVICE	965,150
		CUSTOMER ACCOUNTING	551,092
		TRANSFERS OUT	47,050
<b>TOTAL RESOURCES</b>	<b><u>24,582,148</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>24,582,148</u></b>

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

### **REVENUES BUDGET SUMMARY**

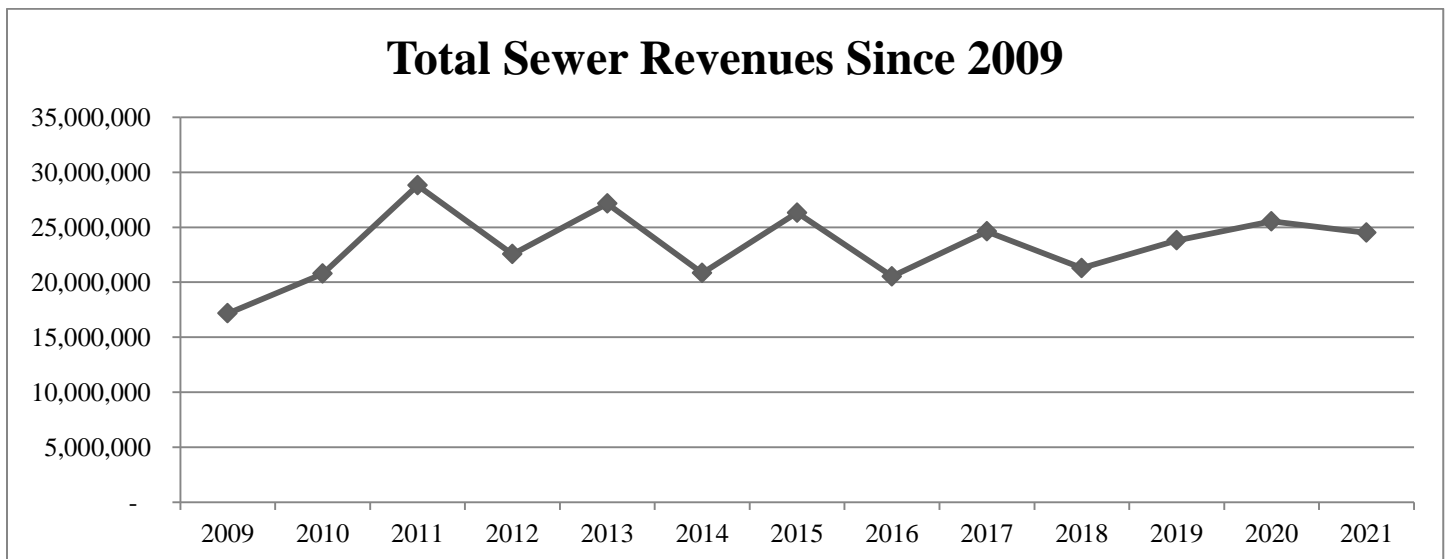
The Sewer Operation and Maintenance Fund’s major revenue sources are charges based upon the size of the meter, “readiness-to-serve charges” and the quantity of water consumed “commodity charge”. This is based on the water consumption. The City also assesses a utility lien charge for industrial users 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 2021, the Sewer Operations and Maintenance Fund’s revenues are \$24,582,148. This is a decrease of \$961,403 or 3.76%. The decrease in revenues is a direct result of a lower appropriation of retained earnings.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	(17,283)	(30,747)	(38,650)	(31,000)	(31,000)	(460)	(40,000)
State Grants	1,677,863	302,3390	0	0	0	0	0
Non-Business Permits	200	0	2400	3,000	3,000	0	800
Services – Sales	19,551,633	20,280,038	19,750,254	21,778,000	21,778,000	19,456,942	21,775,000
Fines and Forfeitures	95,468	72,852	77,710	81,000	81,000	69,771	70,000
Interest and Rents	509,736	510,350	575,001	561,500	610,420	398,277	561,500
Other Revenues	357,523	145,698	191,466	105,813	127,824	141,738	105,813
Use of Fund Equity	0	0	0	3,045,238	8,050,829	1,696,610	2,109,035
<b>Total Revenues</b>	<b>22,175,140</b>	<b>21,280,530</b>	<b>20,558,181</b>	<b>25,543,551</b>	<b>30,620,073</b>	<b>21,762,878</b>	<b>24,582,148</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues and FY 2020 Projected and FY 2021 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 however the FY 2021 reflects a slight decrease in use of retained earnings.

**DETAIL REVENUES ANALYSIS**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	(17,283)	(30,747)	(38,650)	(31,000)	(31,000)	(460)	(40,000)
State Grants	1,677,863	302,339	0	0	0	0	0
IPP Permits	200	0	2400	3,000	3,000	0	800
Trunkline Maintenance	0	83,486	54,209	53,213	53,213	67,217	53,213
Sale of Junk	12,852	17,796	14512	15,000	15,000	16,622	15,000
Sewer	19,262,939	19,995,729	19,461,257	21,500,000	21,500,000	19,117,112	21,500,000
Sewer Connection	12,495	9,198	13440	10,000	10,000	10,035	10,000
IPP Testing & Sampling	51,819	55,190	49,165	53,000	53,000	43,143	50,000
Materials & Services	211,528	202,125	211,880	200,000	200,000	270,030	200,000
IPP Fines & Charges	95,468	72,852	77,710	81,000	81,000	69,771	70,000
Interest on Investments	24,417	47,850	64061	25,000	73,920	50,292	25,000
Interest on Spec. Assmt	439	479	279	1,500	1,500	358	1,500
Interest & Penalties	484,880	462,021	468,773	525,000	525,000	335,831	525,000
Special Assessments	49,308	51,411	99,305	52,600	52,600	52,233	52,600
Reimbursements	329,480	21,685	22,012	0	18,513	18,790	0
Sale of Property	5,155	11,869	15,940	0	3,498	3,498	0
Gain/Loss on Investments	(26,420)	(22,753)	41,888	10,000	10,000	11,796	10,000
Use of Fund Equity	0	0	0	3,045,238	8,050,829	1,696,610	2,109,035
<b>Total Revenues</b>	<b>22,175,140</b>	<b>21,280,530</b>	<b>20,558,181</b>	<b>25,543,551</b>	<b>30,620,073</b>	<b>21,762,878</b>	<b>24,582,148</b>

## SEWER OPERATIONS AND MAINTENANCE

### EXPENDITURE BUDGET SUMMARY

The total Sewer Operations and Maintenance Fund is \$24,582,148 for FY 2021. This is a decrease of \$961,403, or 3.76% from the approved 2020 budgeted levels. *Personnel Services* representing \$11,210,559 of the total budget, increase \$413,670. *(The personnel complement changes are listed in detail under Summary of Positions.) Operating Expenses* increase by \$949,156 from FY 2020. This increase is largely due to planned construction projects for sewer improvements and construction. These include: Hardin Street, Court – Bay, Mackinaw, Alexander – Hamilton, 17<sup>th</sup> Street, Walnut – Witters, and Baum, Hoyt - Thompson. Other projects include the sewer lining and replacement project and parking, security, building and HVAC improvements for Maintenance and Services. *Capital Outlay* decreases \$1,224,450 or 39.82%. Major planned purchase are a Wastewater Control Panel Upgrade, a rebuild of the chlorine and Sulphur dioxide systems, replacement of retention basin flow meters, and the replacement of a street sweeper. The category of *Miscellaneous Expenditures* decreases \$1,099,779 from the 2020 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

	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2020/21</u>
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4810 Sewer Administration	21,110,641	6,955,386	7,705,366	1,332,176	4,858,273	1,198,487	1,349,652
4811 Engineering Administration	196,542	244,492	232,133	333,152	325,656	266,872	351,236
4815 Process Control Systems	145,413	194,253	157,462	569,798	599,438	280,450	618,517
4820 Meter Maint. & Service	414,462	451,192	432,605	679,116	673,116	518,650	628,797
4821 Maintenance & Service	2,731,589	3,416,909	3,199,371	3,746,856	3,760,729	3,184,984	3,949,083
4822 Catch Basin Cleaning	341,841	345,387	333,268	448,754	568,341	435,972	614,678
4830 Treatment and Pumping	6,047,998	6,997,911	6,335,124	8,803,561	8,867,162	7,279,706	9,027,809
4832 Asset Management	0	0	161,299	308,121	310,529	236,435	318,469
4835 Remotes Facilities	1,331,592	1,595,620	1,473,509	2,317,525	2,885,934	2,192,982	2,334,640
4840 Sewer Surplus	395,887	139,352	273,196	4,357,750	5,101,888	3,709,307	3,825,975
4845 Debt Service	336,627	298,305	242,782	2,064,929	2,064,929	1,956,459	965,150
5311 Customer Accounting	340,638	409,091	408,248	534,763	557,028	475,897	551,092
9660 Operating Transfers	55,412	26,677	26,677	47,050	47,050	26,677	47,050
<b>Totals</b>	<b>33,448,642</b>	<b>21,074,575</b>	<b>20,981,040</b>	<b>25,543,551</b>	<b>30,620,073</b>	<b>21,762,878</b>	<b>24,582,148</b>

### FUNDING LEVEL BY CATEGORY

	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2019/20</u>	<u>2020/21</u>
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	21,900,174	9,236,468	9,316,161	10,796,889	10,893,849	9,902,834	11,210,559
Operating Expenses	11,052,905	11,359,677	11,105,149	9,560,083	10,280,618	6,839,868	10,509,239
Capital Outlay	103,524	153,148	290,271	3,074,600	7,325,860	3,159,805	1,850,150
Miscellaneous	392,039	325,282	269,459	2,111,979	2,119,746	1,860,371	1,012,200
<b>Total Expenditures</b>	<b>33,448,642</b>	<b>21,074,575</b>	<b>20,981,040</b>	<b>25,543,551</b>	<b>30,620,073</b>	<b>21,762,878</b>	<b>24,582,148</b>

**SUMMARY OF POSITIONS**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	1.60	1.90	2.40	2.40	2.40	2.40
4811 Engineering Administration	1.70	1.90	2.40	2.55	2.55	2.55	2.55
4815 Process Control Systems	1.00	1.00	1.00	1.50	1.50	1.50	1.50
4820 Meter Maint. & Service	4.75	3.50	3.75	4.25	4.25	4.25	3.70
4821 Maintenance & Service	17.75	18.50	18.50	17.20	17.20	17.20	18.45
4822 Catch Basin Cleaning	2.45	1.85	1.85	2.10	2.10	2.10	2.10
4830 Treatment and Pumping	46.35	46.35	44.25	45.10	45.10	45.10	46.00
4832 Asset Management	0.00	0.00	1.75	1.75	1.75	1.75	1.75
4835 Remotes Facilities	11.65	11.65	11.65	12.65	12.65	12.65	12.75
<b>Total Positions</b>	<b>87.45</b>	<b>86.35</b>	<b>87.90</b>	<b>89.50</b>	<b>89.50</b>	<b>89.50</b>	<b>91.20</b>

The Sewer Operations and Maintenance Fund’s personnel complement for FY 2021 is 91.20 FTE. This is a 1.70 FTE increase from the 2020 approved budgeted levels. Listed below are the changes that occur in FY 2021.

- In the Engineering Administration division, the Traffic Foreman position will be reclassified to a Traffic and Electrical Administrator.
- The Meter Maintenance and Service division decreases by .75 FTE. This increase is due the redistribution .25 of a Utilities Person III into the division and 1.00 FTE of a Utilities Person II moved out of this division. 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 increase 2.25 FTE for FY 2021. This increase is due to the redistribution of .75 of a Utilities Person II, .50 of a Utilities Person I, and .25 of a Laborer II into this division. These additions are offset by a reduction of .25 of a Crossover Operator and 1.00 of a temporary laborer. In addition, 2 Water/Sewer Interns have been added to the budget this year in this division.
- The Treatment and Pumping division increases by a net .90 FTE. This change includes a reduction of .10 of a Laboratory Technician position and a temporary laborer position. This is offset by the addition of two Water/Sewer interns to this division. In addition, one of the Sewage Plant Maintenance Person II position will be retitled to a Wastewater Instrument Technician.
- In the Sewer Asset Management division, the personnel complement remains the same, however, the GIS Asset Management Coordinator will be reclassified to the GIS Supervisor.
- Remote Facilities increases by 0.10 FTE due to a 0.10 increase of a Laboratory Technician.

*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.


<b>Key Performance Indicator</b>	<b>FY 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Sewer Cleaned (miles)	50+	50+	50+	50+	50+
Catch Basins Restrictors Cleaned	18,000+	11,089	18,000+	18,000+	18,000+
Sewer Rat Baiting	500+	422	750+	750+	750+
Permanent Street Repairs (Water & Sewer combined)	500+	843	500+	500+	500+

**Explanation of variances:**

 The key performance indicator of “sewer cleaned (miles)” reflects to have been fully achieved. M&S has met its goal of 50+ miles of sewer cleaning in FY20. With the addition of a hydro-excavator M&S was able to continue to clean sewers and hydro-excavate service lines for service line verification.

 The key performance indicator of “catch basins restrictors cleaned” reflects to have been partially achieved. M&S fell short on the number of catch basins restrictors cleaned in FY20 due to adapting to unexpected COVID-19 regulations. M&S staffing had rotating shifts in the early spring working two (2) days on, (2) days off and limited to one (1) employee per vehicle. This job requires two (2) employees to perform these duties; using separate vehicles would have been inefficient and would have congested City intersections.

 The key performance indicator of “sewer rate baiting” reflects to have been mostly achieved. M&S 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” reflects to have been fully achieved. M&S set the goal of doing 500 permanent street patches in the ROW for FY20 and exceeded that goal by 343 patches. 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 2020 Projection</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Number of National Pollutant Discharge Elimination System (NPDES) Permit parameters achieved per 1704 possible annually at Wastewater Treatment Plant	100%	100%	100%	100%	100%
Number of NPDES Permit parameters achieved per 2639 possible annually at the Remote Treatment Basins	100%	99.6%	100%	100%	100%
Percent of Industrial Users sewer use ordinance violations responded to within 30 days of knowledge of violation	100%	100%	100%	100%	100%

**Explanation of variances:**

 The key performance indicator of “number of NPDES permits parameter achieved per 2639 possible annually at the Remote Treatment basin” reflects to have been fully achieved. On 9/23/2019, the discharge limits for fecal coliform were exceeded at the Webber Retention Treatment Basin (RTB) due to the mechanical failure of chlorine feed equipment.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**590-4810 Sewer Administration**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	218,452	Director of Public Services	0.25	29,240
Overtime	500	Director of Water/ Wastewater Treatment	0.50	57,334
Add Pays	3,250	Deputy Dir. WT/WWT	0.50	54,187
Fringe Benefits	816,866	Deputy Dir. Public Services	0.25	26,368
<b>TOTAL</b>	<b>1,039,068</b>	WT/WWT Specialist	0.50	28,846
		Public Service Specialist	0.40	22,477
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>2.40</b>	<b>218,452</b>
Supplies	1,000	<b>Overtime</b>		500
Internal Services	176,456	Education Bonus		1,375
Other Services		Car Allowance		1,875
Professional Fees	58,572	<b>Total Add Pays</b>		3,250
Maintenance Fees	15,350			
Other Contracted Fees	50,706			
<b>TOTAL</b>	<b>302,084</b>			
<b>CAPITAL OUTLAY</b>	8,500	FICA		17,046
<b>TOTAL</b>	<b>8,500</b>	Healthcare Benefits - Active		35,192
		Healthcare Benefits - Retirees		659,260
		Pension		105,368
<b>TOTAL APPROPRIATION</b>	<b>1,349,652</b>	<b>Total Fringe Benefits</b>		<b>816,866</b>
		<b>TOTAL</b>	<b>2.40</b>	<b>1,039,068</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**590-4811 Engineering Administration**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	129,379	City Engineer	0.10 9,452
Overtime	5,000	Assistant City Engineer	0.20 14,054
Add Pays	420	Engineering Office Supv.	0.25 16,871
Fringe Benefits	141,226	Traffic & Electrical Administrator	0.05 3,157
<b>TOTAL</b>	<b>276,025</b>	Civil Engineer I	0.15 7,917
		Transportation Engineer Asst	0.10 4,880
		Engineering Technician I	0.20 11,412
<b>OPERATING EXPENSES</b>		ROW Permits Technician	0.25 14,660
Supplies	1,500	Engineering Assistant	0.30 14,799
Internal Services	45,961	Traffic Maint. Tech. II	0.10 4,607
Other Services		Traffic Maint. Tech. I	0.45 17,613
Professional Fees	21,300	Administrative Professional	0.15 6,818
Maintenance Fees	150	Engineering Intern	0.25 3,140
Other Contracted Fees	3,300	<b>Total Personnel</b>	<b>2.55 129,379</b>
<b>TOTAL</b>	<b>72,211</b>		
		<b>Overtime</b>	<b>5,000</b>
<b>CAPITAL OUTLAY</b>	<b>3,000</b>		
		Standby Pay	420
<b>TOTAL</b>	<b>3,000</b>	<b>Total Add Pays</b>	<b>420</b>
<b>TOTAL APPROPRIATION</b>	<b>351,236</b>		
		FICA	10,313
		Healthcare Benefits - Active	38,690
		Healthcare Benefits - Retirees	0
		Pension	92,223
		<b>Total Fringe Benefits</b>	<b>141,226</b>
		<b>TOTAL</b>	<b>2.55 276,025</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**590-4815 Process Control Systems**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	89,284	Instrument & Control Admin	0.50	39,267
Overtime	2,000	Instrument & Control Tech II	0.50	28,486
Add Pays	2,500	Instrument & Control Tech I	0.50	21,531
Fringe Benefits	92,339			
		<b>Total Personnel</b>	<u>1.50</u>	<u>89,284</u>
<b>TOTAL</b>	<u><b>186,123</b></u>			
		<b>Overtime</b>		<u>2,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	91,000	Standby Pay		2,500
Internal Services	26,094			
Other Services		<b>Total Add Pays</b>		<u>2,500</u>
Professional Fees	250,000	FICA		6,983
Maintenance Fees	9,300	Healthcare Benefits - Active		24,384
Other Contracted Fees	16,000	Healthcare Benefits - Retirees		0
		Pension		60,972
<b>TOTAL</b>	<u><b>392,394</b></u>	<b>Total Fringe Benefits</b>		<u>92,339</u>
<b>CAPITAL OUTLAY</b>	40,000			
<b>TOTAL</b>	<u><b>40,000</b></u>	<b>TOTAL</b>	<u><u><b>1.50</b></u></u>	<u><u><b>186,123</b></u></u>
<b>TOTAL APPROPRIATION</b>	<u><u><b>618,517</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**590-4820 Meter Maintenance & Service**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	193,033	Superintendent, M&S	0.20	17,076
Overtime	8,000	Asst. Supt. Of Mtce & Service	0.20	14,027
Add Pays	5,269	Administrative Professional	0.25	11,995
Fringe Benefits	247,328	Office Assistant II	0.25	8,373
<b>TOTAL</b>	<b>453,630</b>	ROW Foreman, Utilities	0.80	44,141
		Mech. Equip. Repair II	0.25	12,433
		Utilities Person III	0.75	37,049
<b>OPERATING EXPENSES</b>		Utilities Person II	0.50	23,886
Supplies	9,500	Crossover Operator	0.50	24,053
Internal Services	67,417	<b>Total Personnel</b>	<b>3.70</b>	<b>193,033</b>
Other Services				
Professional Fees	15,000	<b>Overtime</b>		<b>8,000</b>
Maintenance Fees	7,750			
Other Contracted Fees	0	Standby Pay		4,464
<b>TOTAL</b>	<b>99,667</b>	Education Bonus		805
		<b>Total Add Pays</b>		<b>5,269</b>
<b>CAPITAL OUTLAY</b>	<b>75,500</b>			
<b>TOTAL</b>	<b>75,500</b>	FICA		15,871
		Healthcare Benefits - Active		84,148
<b>TOTAL APPROPRIATION</b>	<b>628,797</b>	Healthcare Benefits - Retirees		0
		Pension		147,309
		<b>Total Fringe Benefits</b>		<b>247,328</b>
		<b>TOTAL</b>	<b>3.70</b>	<b>453,630</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**590-4821 Maintenance & Service**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	817,588	Supt of Maintenance		
Overtime	30,000	& Service	0.20	17,076
Add Pays	5,944	Asst. Supt. Of Mtce		
Fringe Benefits	1,070,018	& Service	0.20	14,027
		Administrative Professional	0.25	11,995
<b>TOTAL</b>	<b>1,923,550</b>	ROW Foreman, Utilities	0.80	44,141
		Mech. Equip. Repair II	0.25	12,433
		Utilities Person III	1.25	62,275
<b>OPERATING EXPENSES</b>		Utilities Person II	4.75	226,439
Supplies	574,725	Utilities Person I	5.50	251,328
Internal Services	209,767	Crossover Operator	0.75	36,284
Other Services		Laborer II, M&S	1.25	50,230
Professional Fees	750,305	Laborer I, M&S	1.50	54,283
Maintenance Fees	376,786	Office Assistant II	0.25	8,373
Other Contracted Fees	14,250	Custodial Worker (PT) SEIU	0.50	11,232
		Water/Sewer Intern	1.00	17,472
<b>TOTAL</b>	<b>1,925,833</b>	<b>Total Personnel</b>	<b>18.45</b>	<b>817,588</b>
<b>CAPITAL OUTLAY</b>	99,700	<b>Overtime</b>		<b>30,000</b>
<b>TOTAL</b>	<b>99,700</b>	Standby Pay		4,464
		Education Bonus		1,480
<b>TOTAL APPROPRIATION</b>	<b>3,949,083</b>	<b>Total Add Pays</b>		<b>5,944</b>
		FICA		64,736
		Healthcare Benefits - Active		378,570
		Healthcare Benefits - Retirees		0
		Pension		626,712
		<b>Total Fringe Benefits</b>		<b>1,070,018</b>
		<b>TOTAL</b>	<b>18.45</b>	<b>1,923,550</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**590-4822 Catch Basin Cleaning**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	102,804	ROW Foreman	0.25	13,450
Overtime	5,000	Heavy Equip. Operator III	0.25	12,448
Fringe Benefits	142,629	Heavy Equip. Operator II	0.50	12,276
		Heavy Equip. Operator I	1.00	48,119
		Tree Trimmer I	0.35	16,511
<b>TOTAL</b>	<b>250,433</b>			
		<b>Total Personnel</b>	<b>2.10</b>	<b>102,804</b>
<b>OPERATING EXPENSES</b>				
Supplies	10,000	Overtime		5,000
Internal Services	59,450			
Other Services				
Professional Fees	114,750	FICA		8,247
Maintenance Fees	180,045	Healthcare Benefits - Active		45,189
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
		Pension		89,193
<b>TOTAL</b>	<b>364,245</b>			
		<b>Total Fringe Benefits</b>		<b>142,629</b>
<b>CAPITAL OUTLAY</b>				
	0			
<b>TOTAL</b>	<b>0</b>			
		<b>TOTAL</b>	<b>2.10</b>	<b>250,433</b>
<b>TOTAL APPROPRIATION</b>				<b>614,678</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**590-4830 Treatment & Pumping**

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2020/ 2021 BUDGET ALLOCATION
<b>PERSONNEL SERVICES</b>			
Salaries	2,241,640	Supt of Wastewater Tmt	0.80 74,288
Overtime	100,000	Asst Supt of Wastewater	0.80 61,314
Add Pays	66,380	Chief Chemist	0.90 58,782
Fringe Benefits	2,782,658	Operating Foreman	7.00 397,724
		Plant Mtce Foreman WW	1.00 58,936
<b>TOTAL</b>	<b>5,190,678</b>	Electrical Mtce Foreman	1.00 66,729
		Plant Maintenance Supervisor	0.80 58,018
		Environ Compliance Admin.	1.00 72,522
<b>OPERATING EXPENSES</b>		Environ Compliance Analyst	2.00 102,044
		Plant Mtce Electrician B	2.00 107,806
Supplies	726,750	Plant Operator B	8.00 379,457
Internal Services	588,581	Safety Specialist	0.50 22,990
Other Services		Administrative Professional	0.75 34,635
Professional Fees	1,122,205	Laboratory Technician	1.80 88,159
Maintenance Fees	1,200,645	Plant Mtce. Mechanic B	2.00 108,846
Other Contracted Fees	27,950	Sewage Plant Mtce Person III	1.00 46,605
<b>TOTAL</b>	<b>3,666,131</b>	WWT Instrument Technican	1.00 45,510
		Sewage Plant Mtce Person II	3.90 186,449
<b>CAPITAL OUTLAY</b>	171,000	Sewage Plant Mtce Person I	2.00 96,532
		Stock Clerk WWT	0.75 35,705
<b>TOTAL</b>	<b>171,000</b>	Laborer I	2.00 71,407
		Basic Laborer (PT)	1.00 14,560
<b>TOTAL APPROPRIATION</b>	<b>9,027,809</b>	Labor (Temp)	1.00 10,400
		Intern	1.00 7,280
		Water/Sewer Intern	2.00 34,944
		<b>Total Personnel</b>	<b>46.00 2,241,640</b>
		<b>Overtime</b>	<b>100,000</b>
		Education Bonus	4,430
		Standby Pay	61,950
		<b>Total Add Pays</b>	<b>66,380</b>
		FICA	183,171
		Healthcare Benefits - Active	737,262
		Healthcare Benefits - Retirees	254,379
		Pension	1,607,846
		<b>Total Fringe Benefits</b>	<b>2,782,658</b>
		<b>TOTAL</b>	<b>46.00 5,190,678</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**590-4832 Sewer Asset Management**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>		<b>JOB CLASSIFICATION</b>	
Salaries	106,098	Safety Specialist	0.25 11,495
Overtime	1,000	Water/Sewer Engineer	0.50 39,267
Fringe Benefits	98,300	Asset Mgmt Supervisor	0.50 34,479
		GIS Supervisor	0.50 20,857
		GIS Technician - W&S	0.50 20,857
<b>TOTAL</b>	<b>205,398</b>	<b>Total Personnel</b>	<b>1.75 106,098</b>
<b>OPERATING EXPENSES</b>			
Supplies	1,000	<b>Overtime</b>	<b>1,000</b>
Internal Services	30,571		
Other Services			
Professional Fees	75,000	FICA	8,194
Maintenance Fees	4,000	Healthcare Benefits - Active	25,004
Other Contracted Fees	2,500	Healthcare Benefits - Retirees	0
		Pension	65,102
<b>TOTAL</b>	<b>113,071</b>	<b>Total Fringe Benefits</b>	<b>98,300</b>
<b>CAPITAL OUTLAY</b>	<b>0</b>		
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>1.75 205,398</b>
<b>TOTAL APPROPRIATION</b>	<b>318,469</b>		



**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**590-4835 Remote Facilities**

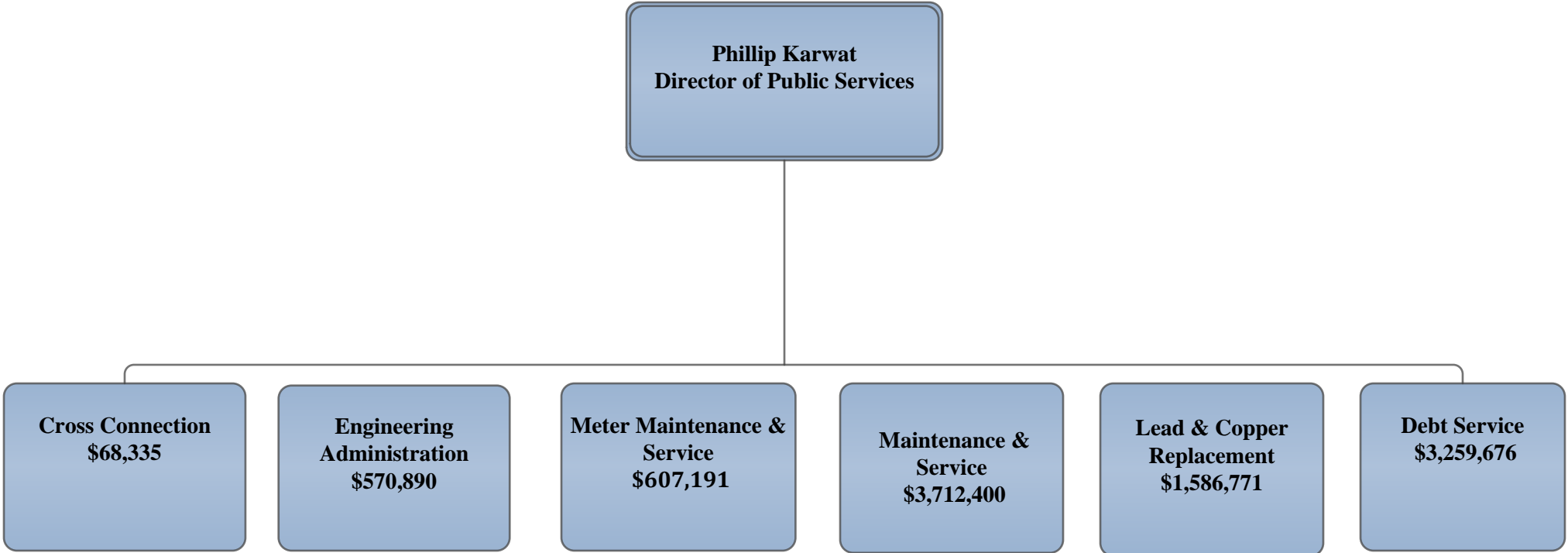
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	573,144	Supt of Wastewater Tmt	0.20	18,572
Overtime	10,000	Asst. Supt of Wastewater	0.20	15,329
Add Pays	27,546	Administrative Professional	0.25	11,545
Fringe Benefits	662,058	Chief Chemist	0.10	6,531
		Laboratory Technicians	0.20	9,795
<b>TOTAL</b>	<b>1,272,748</b>	Plant Maintenance Supervisor	0.20	14,504
		Remote RTB Facilities Foreman	1.00	56,224
		Plant Mtce Electrician B	1.00	53,910
<b>OPERATING EXPENSES</b>		Safety Specialist	0.25	11,495
Supplies	291,150	Sewage Plant Mtce Person II	0.10	4,911
Internal Services	143,272	Stock Clerk WWT	0.25	11,902
Other Services		Plant Maint Mechanic B	1.00	52,796
Professional Fees	174,775	Remote Facilities Person III	1.00	46,605
Maintenance Fees	357,045	Remote Facilities Person II	5.00	238,226
Other Contracted Fees	5,650	Labor (Temp)	2.00	20,800
<b>TOTAL</b>	<b>971,892</b>	<b>Total Personnel</b>	<b>12.75</b>	<b>573,144</b>
		<b>Overtime</b>		<b>10,000</b>
<b>CAPITAL OUTLAY</b>	<b>90,000</b>	Standby Pay		26,376
<b>TOTAL</b>	<b>90,000</b>	Education Bonus		1,170
		<b>Total Add Pays</b>		<b>27,546</b>
<b>TOTAL APPROPRIATION</b>	<b>2,334,640</b>	FICA		47,186
		Healthcare Benefits - Active		204,115
		Healthcare Benefits - Retirees		0
		Pension		410,757
		<b>Total Fringe Benefits</b>		<b>662,058</b>
		<b>TOTAL</b>	<b>12.75</b>	<b>1,272,748</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**590-5311 Customer Accounting**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	188,008	Admin of Utilities Accounts	0.50	31,233
Overtime	0	Office Assistant III	3.00	114,091
Fringe Benefits	224,898	Treasury Coordinator	0.38	13,615
		Treasury Clerk	0.76	25,530
		Office Assistant II	0.11	3,539
<b>TOTAL</b>	<b>412,906</b>			
		<b>Total Personnel</b>	<b>4.75</b>	<b>188,008</b>
<b>OPERATING EXPENSES</b>				
Supplies	2,500	<b>Overtime</b>		0
Internal Services	73,431			
Other Services				
Professional Fees	54,955	FICA		15,006
Maintenance Fees	4,500	Healthcare Benefits - Active		37,046
Other Contracted Fees	1,700	Healthcare Benefits - Retirees		0
		Pension		172,846
<b>TOTAL</b>	<b>137,086</b>			
		<b>Total Fringe Benefits</b>		<b>224,898</b>
<b>CAPITAL OUTLAY</b>				
	1,100			
<b>TOTAL</b>	<b>1,100</b>	<b>TOTAL</b>	<b>4.75</b>	<b>412,906</b>
			<b>4.75</b>	<b>412,906</b>
<b>TOTAL APPROPRIATION</b>				<b>551,092</b>

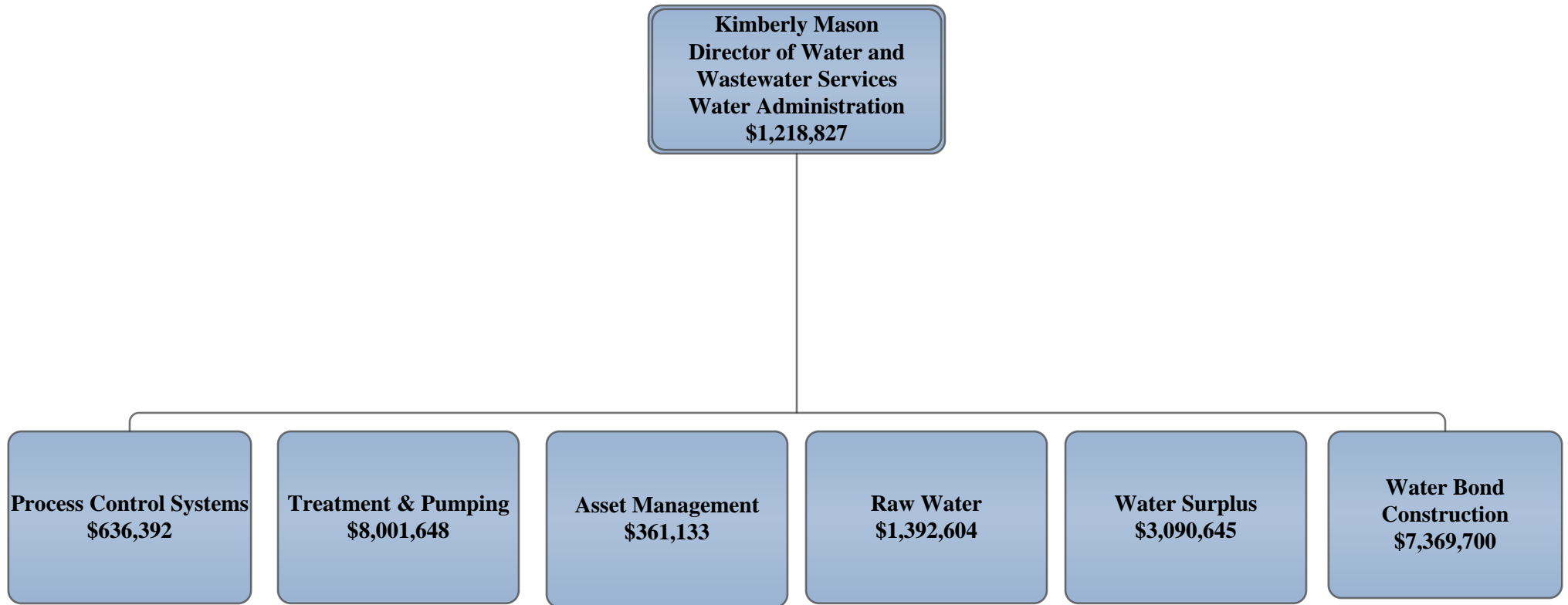
**CITY OF SAGINAW**  
**WATER OPERATIONS AND MAINTENANCE FUND**



*The total Water Operations and Maintenance Fund are \$32,559,285 for FY 2021. Transfer equates to \$123,677, which is not reflected in either of the organizational charts. In addition the Customer Accounting division, \$559,396 are recognized in the Department of Fiscal Services.*

# CITY OF SAGINAW

## WATER OPERATIONS AND MAINTENANCE FUND



*The total Water Operations and Maintenance Fund is \$32,559,285 for FY 2021. Transfer equates to \$123,677, which is not reflected in either of the organizational charts. In addition the Customer Accounting division, \$559,396 are recognized in the Department of Fiscal Services.*

**WATER OPERATIONS AND MAINTENANCE (591)  
RESOURCE ALLOCATION  
2020/2021 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	68,335
SERVICES - SALES	22,908,155	WATER ADMINISTRATION	1,218,827
INTEREST AND RENTS	240,000	ENGINEERING ADMINISTRATION	570,890
OTHER REVENUES	7,369,700	PROCESS CONTROL SYSTEMS	636,392
RETAINED EARNINGS	2,081,430	METER MAINT. & SERVICE	607,191
		MAINTENANCE & SERVICE	3,712,400
		LEAD & COPPER REPLACEMENT	1,586,771
		TREATMENT & PUMPING	8,001,648
		WATER ASSET MANAGEMENT	361,133
		RAW WATER	1,392,604
		WATER SURPLUS	3,090,645
		WATER BOND CONSTRUCTION	7,369,700
		DEBT SERVICE	3,259,676
		CUSTOMER ACCOUNTING	559,396
		TRANSFERS	123,677
<b>TOTAL RESOURCES</b>	<b><u><u>32,559,285</u></u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u><u>32,559,285</u></u></b>

## **WATER OPERATIONS AND MAINTENANCE**

### **REVENUE BUDGET SUMMARY**

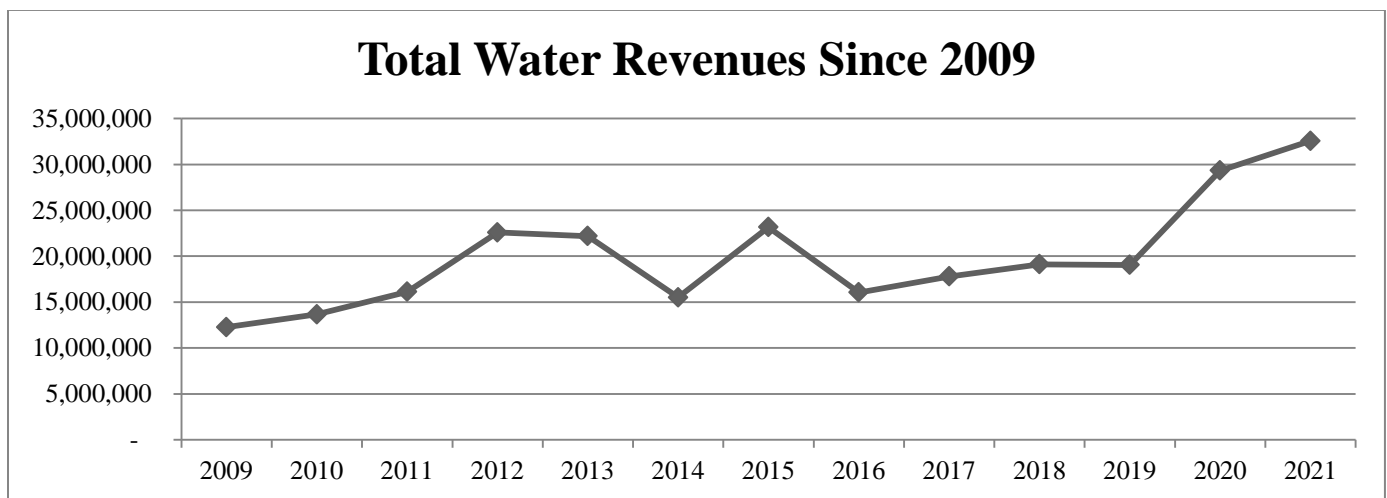
The Water Operations and Maintenance Fund’s major revenue sources are charges based upon the size of the meter, “readiness-to-serve charges,” and the quantity of water consumed “commodity charge”. The net rate charged for treated and filtered water to consumers within the limits of the City is the sum 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 2021 budget increases \$3,229,936, or 11.01%. This is primarily due to a \$3.4 million increase to the Bond Proceeds account for various projects planned for the fund. To slightly offset this increase is a reduction to the Service Line Maintenance for the lead and galvanized line project.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	(54,032)	(18,186)	(23,352)	(40,000)	(40,000)	(460)	(40,000)
Grants	0	0	434,772	1,000,000	1,000,000	528,228	0
Services – Sales	17,638,036	18,872,541	18,173,417	21,720,771	21,720,771	19,106,998	22,908,155
Interest and Rents	283,133	303,920	394,373	240,000	326,745	292,154	240,000
Charge for Services	0	0	0	0	180	180	0
Other Revenues	(79,071)	(43,479)	129,812	3,900,000	3,913,780	14,001	7,369,700
Use of Fund Equity	0	0	0	2,508,578	5,818,285	0	2,081,430
<b>Total Revenues</b>	<b>17,788,066</b>	<b>19,114,796</b>	<b>19,043,865</b>	<b>29,329,349</b>	<b>32,739,761</b>	<b>19,941,101</b>	<b>32,559,285</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues and FY 2020 Projected and FY 2021 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. The FY 2021 proposed budget reflects a \$3.29 million increase. This is due to an increased to the amount of bond projects planned for the year.

**DETAIL REVENUES ANALYSIS**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Property Taxes	(54,032)	(18,186)	(23,352)	(40,000)	(40,000)	0	(40,000)
State Grant	0	0	434,772	1,000,000	1,000,000	528,228	0
Sale of Junk	6,742	2,316	1168	5,000	5,000	773	5,000
Service Fees	44,030	383,136	393,929	380,000	380,000	213,153	380,000
Service Line Maint.	0	0	0	1,272,771	1,272,771	159,932	1,160,155
Water	17,169,247	18,421,294	17,746,327	20,000,000	20,000,000	16,671,854	21,300,000
Water Connections	4,923	8,642	6,119	5,000	5,000	4,675	5,000
Materials & Services	413,094	57,153	25,874	58,000	58,000	17,392	58,000
Lead and Copper Testing	0	0	0	0	0	180	0
Interest on Investments	39,159	55,364	85,675	30,000	30,000	59,962	30,000
Dividends	77,510	74,683	78,881	50,000	50,000	55,246	50,000
Interest on Spec. Asmts.	12	0	250	0	0	45	0
Interest and Penalties	166,452	173,873	164,410	160,000	160,000	122,545	160,000
Special Assessments	0	0	4056	0	0	424	0
Sale of Property	5,155	8,314	1,387	0	0	813	0
Reimbursement	8,716	53,465	59,212	0	0	9,485	0
Gain/Loss on Invest.	(92,942)	(105,258)	65,157	0	0	23,954	0
Bond Proceeds	0	0	0	3,900,000	3,900,000	0	7,369,700
Use of Fund Equity	0	0	0	2,508,578	3,827,473	0	2,081,430
Install Contract Proceeds				0	0	0	0
<b>Totals</b>	<b>17,788,066</b>	<b>19,114,796</b>	<b>19,043,865</b>	<b>29,329,349</b>	<b>32,739,761</b>	<b>19,941,101</b>	<b>32,559,285</b>

## **WATER OPERATIONS AND MAINTENANCE**

### **EXPENDITURE BUDGET SUMMARY**

The Water Operations and Maintenance Fund is \$32,559,285 for FY 2021. This is an increase of \$3,229,936 from the previous fiscal year. **Personnel Services** will be \$9,434,217 for FY 2021. This is an increase of \$277,723 or 3.03% from the previous fiscal year. This budget is inclusive of a 2% across the board wage increase, and a 3-5% increase to active and retiree healthcare. *(The personnel complement changes are listed in detail under Summary of Positions.)* **Operating Expenses** will increase 13.85% from the previous fiscal year. This increase is due to the following: increase to indirect cost allocation, the addition of marketing costs to assist in the communication of various topics for the operations, a slight increase to information management charges, the inclusion of the SCADA engineering, design, and implementation plan, an increase to street and road materials for the lead and copper project, and increases to the engineering services for the Surplus Division for the multiple planned projects. These increases will be offset by a reduction in the construction projects in the Surplus Division. **Capital Outlay** increases \$722,370 for FY 2021 from the previous fiscal year. This is attributable to increases in the amount of planned capital requested for FY 2021. The category of **Miscellaneous Expenditures** increases \$24,406 from 2020 approved budgeted levels. This increase is attributed to an increase in the principal payment for the 2011A Services and 2016 Water Bond.

### **FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	54,465	42,017	6,036	61,183	64,859	23,046	68,335
4710 Water Administration	12,974,903	2,163,164	3,355,432	1,148,806	3,153,659	1,016,818	1,218,827
4711 Engineering Administration	353,006	430,338	423,740	558,723	548,822	440,291	570,890
4715 Process Control Systems	168,046	202,624	166,392	577,216	595,719	302,016	636,392
4720 Meter Maint. and Service	427,673	767,409	435,388	690,806	690,806	556,595	607,191
4721 Maintenance and Services	2,770,423	3,125,819	2,878,274	3,703,736	3,730,235	3,090,056	3,712,400
4722 Lead & Copper Service Lines	0	0	0	1,272,771	1,274,799	453,740	1,586,771
4730 Treatment and Pumping	4,508,433	5,229,014	5,207,970	7,779,776	7,792,284	5,768,506	8,001,648
4732 Asset Mgmt.	0	0	189,562	349,616	356,617	253,934	361,133
4735 Raw Water	652,544	1,895,600	913,654	1,392,604	1,392,604	905,448	1,392,604
4740 Water Surplus	55,464	268,765	300,604	3,986,500	4,984,121	1,314,611	3,090,645
4741 Water Bond Construction	325,816	15,000	483	3,900,000	4,183,033	149,105	7,369,700
4745 Debt Service	2,161,523	1,304,637	1,776,464	3,235,270	3,235,270	3,233,408	3,259,676
5310 Customer Accounting	336,385	411,369	415,698	548,662	590,256	490,703	559,396
9660 Transfers	46,825	28,778	108,306	123,677	123,677	21,208	123,677
Addition to Fund Balance	0	0	0	0	0	1,921,616	0
<b>Totals</b>	<b>24,835,506</b>	<b>15,884,534</b>	<b>16,178,003</b>	<b>29,329,349</b>	<b>32,739,761</b>	<b>19,941,101</b>	<b>32,559,285</b>



**FUNDING LEVEL BY CATEGORY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Personnel Services	15,960,806	6,074,239	6,774,296	9,156,494	9,235,781	7,983,426	9,434,217
Operating Expenses	6,601,332	8,374,311	7,437,167	15,918,508	17,069,020	6,346,478	18,123,945
Capital Outlay	65,020	102,569	81,770	895,400	1,092,925	441,581	1,617,770
Miscellaneous	2,208,348	1,333,415	1,884,770	3,358,947	5,342,035	5,169,616	3,383,353
<b>Total Expenditures</b>	<b>24,835,506</b>	<b>15,884,534</b>	<b>16,178,003</b>	<b>29,329,349</b>	<b>32,739,761</b>	<b>19,941,101</b>	<b>32,559,285</b>

**SUMMARY OF POSITIONS**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
3867 Cross Connection	0.50	0.50	0.00	0.50	0.50	0.50	0.50
4710 Water Administration	1.80	1.65	2.00	2.50	2.50	2.50	2.50
4711 Engineering Administration	3.00	3.20	3.70	3.95	3.95	3.95	3.95
4715 Process Control System	1.00	1.00	1.00	1.50	1.50	1.50	1.50
4720 Meter Maint. and Service	3.75	3.50	3.75	4.45	4.45	4.45	4.45
4721 Maintenance and Service	17.75	18.50	18.50	17.20	17.20	17.20	18.45
4722 Lead & Copper Service	0.00	0.00	0.00	4.20	4.20	4.20	5.20
4730 Treatment and Pumping	35.50	35.50	37.00	40.50	40.50	40.50	40.50
4732 Asset Management	0.00	0.00	2.00	2.00	2.00	2.00	2.00
<b>Total Positions</b>	<b>63.30</b>	<b>63.85</b>	<b>67.95</b>	<b>76.80</b>	<b>76.80</b>	<b>76.80</b>	<b>79.05</b>

The Water Operations and Maintenance Fund’s personnel complement will be 79.05 FTE for FY 2021. This is a net increase of 2.25 positions. This change is due to the following:

- In the Engineering Administration division, the Traffic Foreman position was reallocated to Traffic & Electrical Administration position
- The Maintenance and Service division will increase a net .05. For FY 2021, .75 of a Utilities Person III position and .50 of a Utilities Person II position will be added to this division. In addition, in FY 2021 the temporary Laborer position will be replaced by a newly created Water/Sewer Intern.
- The Lead and Copper Line Replacement Division will increase 1 FTE. In FY 2021, .50 of a Utilities Person I and .50 of a Utilities Person II position has been added to the division.
- The Treatment and Pumping division will remain the same for FY 2021. However, there will be a reclassification of a Laboratory Technician to a Chemist position. In addition (2) temporary Laborer position will be eliminated and replaced with (2) newly created Water/Sewer Interns.
- In the Asset Management division the personnel complement will remain the same as the FY 2020 approved complement. The only change will be the reclassification of the Asset Management Coordinator to the GIS Supervisor.

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, it maintains the automated meter reading and security systems for various city operations.

Key Performance Indicator	FY 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
Response to Level I service calls within 24 hours	100 %	100%	100%	100%	100%
Response to Level II service calls within 72 hours	95%	93.66%	95%	95%	95%

**Explanation of variances:**


 The key performance indicator to “respond to Level II service calls within 72 hours” reflect to have been mostly achieved. This department experienced a decrease in the number of calls in FY 2020, predominantly in the last few months when the COVID – 19 pandemic hit. It was a belief that the operations staff was willing to deal with small issues and requested fewer changes due to the desire for social distancing.


**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, continue to move forward with the lead service line replacement and service line verification.

Key Performance Indicator	FY 2020 Goal	FY 2020 Actual	FY 2021 Projection	FY 2022 Projection	FY 2023 Projection
Lead Water Service Lines replaced with copper	5% of base	273	5% of total base	5% of total base	5% of total base
Lead/Galvanized water extensions replaced with copper	5% of base	314	5% of total base	5% of total base	5% of total base
Water Service Lines verified for material type by hydro-excavation	10% of base	1,382	10% of total base	10% of total base	10% of total base

**Explanation of variances:**

 The key performance indicator of “lead water service lines replaced with copper” reflects to have been fully achieved. M&S has reached a mark of 5% in FY20 for lead connection replacement based on the preliminary distribution system material inventory of active service accounts. These numbers may vary in the upcoming years as we get an actual count of lead service lines through our verification program. Proactive measures will be taken as we narrow the scope of the project through the verification process.

 The key performance indicator of “lead/galvanized water extension replaced with copper” reflects to have been fully achieved. M&S has reached a mark of 9% in FY20 for galvanized extension replacement based on the preliminary distribution system material inventory of active service accounts. These numbers, like the lead connection replacement, may vary in the upcoming years as we get an actual count of lead service lines through our verification program. Proactive measures will be taken as we narrow the scope of the project through the verification process.

 The key performance indicator of “water service lines verified for material type by hydro-excavation” reflects to have been mostly achieved. M&S fell short of the 10% goal in FY20 for water service line verification. M&S verified 8% of the service lines based on the number of active accounts. M&S has been developing a plan to heighten the number of service lines verified each day to reach or exceed the number of service lines verified throughout the remaining years of this program. M&S is aware that there are approximately 34,000 service lines throughout the City, which is double that of the active lines. Those lines not in use will be cut and capped at the main or replaced during the 20-year replacement program without having to be physically verified.

**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, 17.2 million gallons of potable water is delivered to customers.

<b>Key Performance Indicator</b>	<b>FY 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
To meet all primary and secondary drinking water standards determined by governmental regulatory agencies.	0 violations	0 violations	0 violations	0 violations	0 violations
Meet partnership for safe water target goals for measured* finished water turbidity (100% < 0.1 NTU)	100% < 0.1 NTU	99.73%	100% < 0.1 NTU	100% < 0.1 NTU	100% < 0.1 NTU
% of time met water quality complaint response** goal (respond to complaints in <48 hours of notification)	100%	100%	100%	100%	100%

\*Note: The city is in Phase II (data collection and reporting). We intend to complete Phase III (comprehensive self-assessment/evaluation) in the next year or two.

\*\*Response time measured from time of notification until contact is made. Note: There may be times when response by phone is adequate depending on results of investigations.

**Explanation of variances:**

 The key performance indicator to “meet partnership for safe water target goals for measured finished water turbidity” reflects to have been mostly achieved. 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 2020/2021 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  
2020/2021 APPROVED BUDGET**

**591-3867 Cross Connection**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	24,866	Utilities Person III	0.50	24,866
Overtime	1,500			
Add Pays	250	<b>Total Personnel</b>	0.50	<b>24,866</b>
Fringe Benefits	33,903			
<b>TOTAL</b>	<b>60,519</b>	<b>Overtime</b>		1,500
<b>OPERATING EXPENSES</b>				
		Education Bonus		250
Supplies	200	<b>Total Add Pays</b>		<b>250</b>
Internal Services	6,616			
Other Services		FICA		2,036
Professional Fees	0	Healthcare Benefits - Active		13,915
Maintenance Fees	1,000	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		17,952
<b>TOTAL</b>	<b>7,816</b>	<b>Total Fringe Benefits</b>		<b>33,903</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>	<b>TOTAL</b>	<b>0.50</b>	<b>60,519</b>
<b>TOTAL APPROPRIATION</b>	<b>68,335</b>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**591-4710 Water Administration**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	229,574	Director of Public Services	0.30	35,088
Overtime	500	Director of Water &		
Add Pays	3,500	Wastewater Treatment	0.50	57,334
Fringe Benefits	610,241	Deputy Director of Public		
		Services	0.30	31,642
<b>TOTAL</b>	<b>843,815</b>	Deputy Director of Water		
		& Wastewater Treatment	0.50	54,187
		WT/WWT Specialist	0.50	28,846
		Public Service Specialist	0.40	22,477
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>2.50</b>	<b>229,574</b>
Supplies	1,500			
Internal Services	165,701	<b>Overtime</b>		500
Other Services				
Professional Fees	167,161	Car Allowance		2,000
Maintenance Fees	2,500	Education Bonus		1,500
Other Contracted Fees	29,650			
<b>TOTAL</b>	<b>366,512</b>	<b>Total Add Pays</b>		<b>3,500</b>
<b>CAPITAL OUTLAY</b>	<b>8,500</b>			
<b>TOTAL</b>	<b>8,500</b>	FICA		17,925
		Healthcare Benefits - Active		36,549
		Healthcare Benefits - Retirees		446,163
<b>TOTAL APPROPRIATION</b>	<b>1,218,827</b>	Pension		109,604
		<b>Total Fringe Benefits</b>		<b>610,241</b>
		<b>TOTAL</b>	<b>2.50</b>	<b>843,815</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**591-4711 Engineering Administration**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2020/2021 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	206,567	City Engineer	0.20 18,904
Overtime	25,000	Assistant City Engineer	0.20 14,054
Add Pays	841	Engineering Office Super.	0.25 16,871
Fringe Benefits	226,803	Civil Engineer I	0.25 13,195
		Traffic & Electrical Admin.	0.10 6,314
<b>TOTAL</b>	<b>459,211</b>	Transportation Engineer Asst	0.10 4,880
		Engineering Technician I	0.80 45,650
		Engineering Assistant	0.60 29,062
		ROW Permits Technician	0.25 14,660
<b>OPERATING EXPENSES</b>		Traffic Maint. Tech. II	0.15 6,910
Supplies	1,500	Traffic Maint. Tech. I	0.55 21,565
Internal Services	80,179	Administrative Professional	0.25 11,363
Other Services		Engineering Intern	0.25 3,140
Professional Fees	21,300	<b>Total Personnel</b>	<b>3.95 206,567</b>
Maintenance Fees	0		
Other Contracted Fees	5,700	<b>Overtime</b>	<b>25,000</b>
<b>TOTAL</b>	<b>108,679</b>		
		Standby Pay	841
<b>CAPITAL OUTLAY</b>	<b>3,000</b>	<b>Total Add Pays</b>	<b>841</b>
<b>TOTAL</b>	<b>3,000</b>		
		FICA	17,780
<b>TOTAL APPROPRIATION</b>	<b>570,890</b>	Healthcare Benefits - Active	61,091
		Healthcare Benefits - Retirees	0
		Pension	147,932
		<b>Total Fringe Benefits</b>	<b>226,803</b>
		<b>TOTAL</b>	<b>3.95 459,211</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**591-4715 Process Control Systems**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	89,284	Instrument & Control Admin.	0.50	39,267
Overtime	2,000	Instrument & Control Tech II	0.50	28,486
Add Pays	2,500	Instrument & Control Tech I	0.50	21,531
Fringe Benefits	92,339			
		<b>Total Personnel</b>	<u>1.50</u>	<u>89,284</u>
<b>TOTAL</b>	<u><b>186,123</b></u>			
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<u>2,000</u>
Supplies	91,000	Standby Pay		2,500
Internal Services	28,969			
Other Services		<b>Total Add Pays</b>		<u>2,500</u>
Professional Fees	260,000			
Maintenance Fees	6,300	FICA		6,983
Other Contracted Fees	24,000	Healthcare Benefits - Active		24,384
		Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<u><b>410,269</b></u>	Pension		60,972
		<b>Total Fringe Benefits</b>		<u>92,339</u>
<b>CAPITAL OUTLAY</b>	40,000			
		<b>TOTAL</b>	<u><b>1.50</b></u>	<u><b>186,123</b></u>
<b>TOTAL</b>	<u><b>40,000</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>636,392</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**591-4720 Water Metering Maintenance & Service**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	180,600	Superintendent, M&S	0.20	17,076
Overtime	8,000	Asst. Supt. Of Mtce & Service	0.20	14,027
Add Pays	5,144	Administrative Professional	0.25	11,995
Fringe Benefits	230,275	Office Assistant II	0.25	8,373
		ROW Foreman, Utilities	0.80	44,141
<b>TOTAL</b>	<b>424,019</b>	Mech. Equip Repair Person II	0.25	12,433
		Utilities Person III	0.50	24,616
<b>OPERATING EXPENSES</b>		Utilities Person II	1.50	23,886
Supplies	9,500	Crossover Operator	0.50	24,053
Internal Services	75,422	<b>Total Personnel</b>	4.45	180,600
Other Services		<b>Overtime</b>		8,000
Professional Fees	15,000	Standby Pay		4,464
Maintenance Fees	7,750	Education Bonus		680
Other Contracted Fees	0	<b>Total Add Pays</b>		5,144
<b>TOTAL</b>	<b>107,672</b>	FICA		14,911
		Healthcare Benefits - Active		77,032
<b>CAPITAL OUTLAY</b>	75,500	Healthcare Benefits - Retirees		0
		Pension		138,332
<b>TOTAL</b>	<b>75,500</b>	<b>Total Fringe Benefits</b>		230,275
<b>TOTAL APPROPRIATION</b>	<b>607,191</b>	<b>TOTAL</b>	<b>4.45</b>	<b>424,019</b>



**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**591-4721 Maintenance & Service**

<b>Allocation Plan</b>		<b>Position Control</b>	
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET ALLOCATION</b>
<b>PERSONNEL SERVICES</b>			
Salaries	805,155	Supt of Maintenance & Service	0.20 17,076
Overtime	70,000	Asst. Supt. Of Mtce & Service	0.20 14,027
Add Pays	5,819	Administrative Professional	0.25 11,995
Fringe Benefits	1,056,026	ROW Foreman, Utilities Mech. Equip Repair Person II	0.80 44,141 0.25 12,433
<b>TOTAL</b>	<b>1,937,000</b>	Utilities Person III	1.25 49,842
<b>OPERATING EXPENSES</b>		Utilities Person II	4.75 226,439
Supplies	593,225	Utilities Person I	5.50 251,328
Internal Services	240,365	Crossover Operator	0.75 36,284
Other Services		Laborer II, M&S	1.25 50,230
Professional Fees	482,213	Laborer I, M&S	1.50 54,283
Maintenance Fees	346,847	Office Assistant II	0.25 8,373
Other Contracted Fees	18,550	Custodial Worker (PT) SEIU	0.50 11,232
<b>TOTAL</b>	<b>1,681,200</b>	Water/Sewer Intern	1.00 17,472
		<b>Total Personnel</b>	<b>18.45 805,155</b>
<b>CAPITAL OUTLAY</b>	<b>94,200</b>	<b>Overtime</b>	<b>70,000</b>
<b>TOTAL</b>	<b>94,200</b>	Standby Pay	4,464
<b>TOTAL APPROPRIATION</b>	<b>3,712,400</b>	Education Bonus	1,355
		<b>Total Add Pays</b>	<b>5,819</b>
		FICA	66,835
		Healthcare Benefits - Active	371,875
		Healthcare Benefits - Retirees	0
		Pension	617,316
		<b>Total Fringe Benefits</b>	<b>1,056,026</b>
		<b>TOTAL</b>	<b>18.45 1,937,000</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**591-4722 Lead and Copper Line Replacement**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	233,681	Supt of Maintenance		
Overtime	20,000	& Service	0.20	17,076
Add Pays	4,994	Asst. Supt. Of Mtce		
Fringe Benefits	298,052	& Service	0.20	14,027
<b>TOTAL</b>	<b>556,727</b>	ROW Foreman, Utilities	0.80	44,141
		Utilities Person II	0.50	23,833
		Utilities Person I	2.00	90,942
		Crossover Operator	0.50	23,593
		Laborer II, M&S	1.00	20,069
<b>OPERATING EXPENSES</b>		<b>Total Personnel</b>	<b>5.20</b>	<b>233,681</b>
Supplies	660,450			
Internal Services	69,270	<b>Overtime</b>		<b>20,000</b>
Other Services		Standby Pay		4,464
Professional Fees	132,000	Education Bonus		530
Maintenance Fees	144,224	<b>Total Add Pays</b>		<b>4,994</b>
Other Contracted Fees	2,000			
<b>TOTAL</b>	<b>1,007,944</b>			
<b>CAPITAL OUTLAY</b>	22,100	FICA		19,926
<b>TOTAL</b>	<b>22,100</b>	Healthcare Benefits - Active		105,738
		Healthcare Benefits - Retirees		0
		Pension		172,388
<b>TOTAL APPROPRIATION</b>	<b>1,586,771</b>	<b>Total Fringe Benefits</b>		<b>298,052</b>
		<b>TOTAL</b>	<b>5.20</b>	<b>556,727</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**591-4730 Treatment & Pumping**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	1,898,235	Supt of Water Treatment	1.00	85,777
Overtime	90,000	Asst Super of Water Tmt	1.00	78,535
Add Pays	46,816	Chief Chemist	1.00	65,314
Fringe Benefits	2,281,644	Operating Foreman	6.00	347,223
		Chief Mtce Foreman (WT)	1.00	72,522
<b>TOTAL</b>	<b>4,316,695</b>	Plant Mtce Foreman (WT)	1.00	59,912
		Biologist	1.00	54,803
<b>OPERATING EXPENSES</b>		Plant Mtce Electrician II	1.00	60,415
		Plant Mtce Electrician I	1.00	53,339
Supplies	685,400	Filtration Plant Mtce III	2.00	85,453
Internal Services	580,932	Filtration Plant Mtce II	2.00	84,690
Other Services		Plant Mtce Mechanic A	3.00	164,766
Professional Fees	775,841	Plant Operator A	6.00	260,598
Maintenance Fees	1,093,665	Equipment & Safety Specialist	0.50	24,140
Other Contracted Fees	75,765	Administrative Professional	1.00	46,180
<b>TOTAL</b>	<b>3,211,603</b>	Laboratory Technician	1.00	49,141
		Chemist	1.00	54,433
<b>CAPITAL OUTLAY</b>	473,350	Stock Clerk WT	1.00	43,837
		Laborer I, Water	2.00	73,648
<b>TOTAL</b>	<b>473,350</b>	Custodial Worker A	1.00	47,751
		Skilled Clerical I (PT)	1.00	20,020
		Water/Sewer Intern	2.00	34,944
		Labor (Temp)	3.00	30,794
<b>TOTAL APPROPRIATION</b>	<b>8,001,648</b>	<b>Total Personnel</b>	<b>40.50</b>	<b>1,898,235</b>
		<b>Overtime</b>		<b>90,000</b>
		Standby Pay		41,416
		Education Bonus		5,400
		<b>Total Add Pays</b>		<b>46,816</b>
		FICA		156,835
		Healthcare Benefits - Active		628,147
		Healthcare Benefits - Retirees		177,503
		Pension		1,319,159
		<b>Total Fringe Benefits</b>		<b>2,281,644</b>
		<b>TOTAL</b>	<b>40.50</b>	<b>4,316,695</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**591-4732 Water Asset Management**

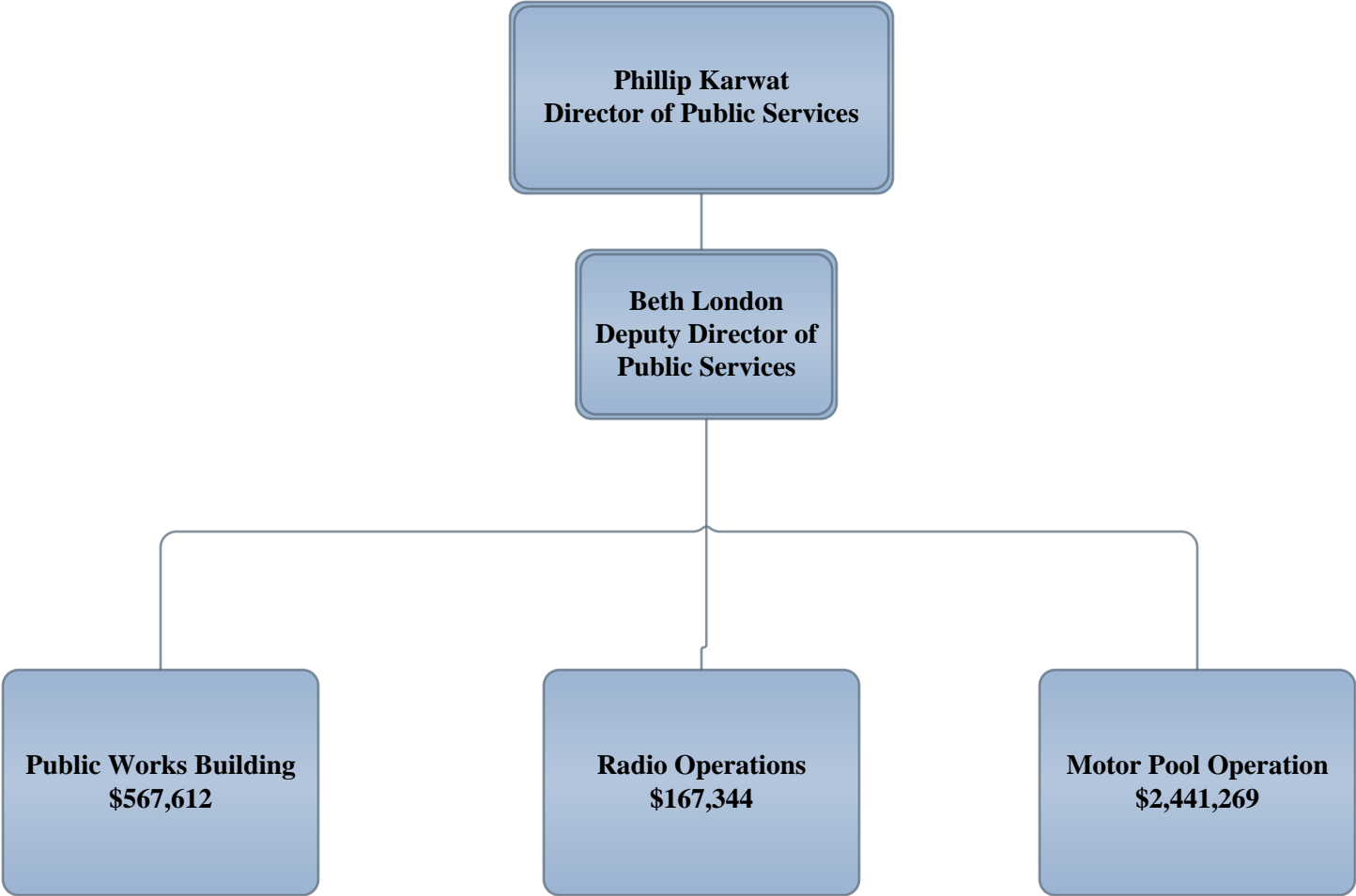
<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	118,743	Water/Sewer Engineer and		
Overtime	3,000	Asset Mgmt Supervisor	0.50	39,267
Add Pays	0	GIS Supervisor	0.50	34,479
Fringe Benefits	117,951	Equipment & Safety Specialist	0.50	24,140
		GIS Technican - W/S	0.50	20,857
<b>TOTAL</b>	<b>239,694</b>	<b>Total Personnel</b>	<b>2.00</b>	<b>118,743</b>
<b>OPERATING EXPENSES</b>				
		<b>Overtime</b>		<b>3,000</b>
Supplies	1,000			
Internal Services	37,939			
Other Services		Standby Pay		0
Professional Fees	75,000	Education Bonus		0
Maintenance Fees	4,500			
Other Contracted Fees	3,000	<b>Total Add Pays</b>		<b>0</b>
<b>TOTAL</b>	<b>121,439</b>			
		FICA		9,314
		Healthcare Benefits - Active		27,638
<b>CAPITAL OUTLAY</b>	<b>0</b>	Healthcare Benefits - Retirees		0
		Pension		80,999
<b>TOTAL</b>	<b>0</b>	<b>Total Fringe Benefits</b>		<b>117,951</b>
<b>TOTAL APPROPRIATION</b>	<b>361,133</b>	<b>TOTAL</b>	<b>2.00</b>	<b>239,694</b>

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**591-5310 Customer Accounting**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	186,977	Admin of Utilities Accounts	0.50	31,233
Overtime	0	Treasury Coordinator	0.37	13,257
Fringe Benefits	223,437	Treasury Clerk	0.74	24,858
		Office Assistant III	3.00	114,090
		Office Assistant II	0.11	3,539
<b>TOTAL</b>	<b>410,414</b>			
		<b>Total Personnel</b>	<b>4.72</b>	<b>186,977</b>
<b>OPERATING EXPENSES</b>				
Supplies	2,500	<b>Overtime</b>		0
Internal Services	84,227			
Other Services		FICA		14,923
Professional Fees	54,955	Healthcare Benefits - Active		37,357
Maintenance Fees	4,500	Healthcare Benefits - Retirees		0
Other Contracted Fees	1,700	Pension		171,157
<b>TOTAL</b>	<b>147,882</b>	<b>Total Fringe Benefits</b>		<b>223,437</b>
<b>CAPITAL OUTLAY</b>	<b>1,100</b>			
<b>TOTAL</b>	<b>1,100</b>	<b>TOTAL</b>	<b>4.72</b>	<b>410,414</b>
<b>TOTAL APPROPRIATION</b>	<b>559,396</b>			

**CITY OF SAGINAW**  
**DEPARTMENT OF PUBLIC SERVICES – INTERNAL SERVICE FUNDS**



**PUBLIC WORKS BUILDING (641)  
 RESOURCE ALLOCATION  
 2020/2021 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	567,612	PUBLIC WORKS BUILDING	567,612
<b>TOTAL RESOURCES</b>	<b>567,612</b>	<b>TOTAL APPROPRIATIONS</b>	<b>567,612</b>

## ***PUBLIC WORKS BUILDING FUND***

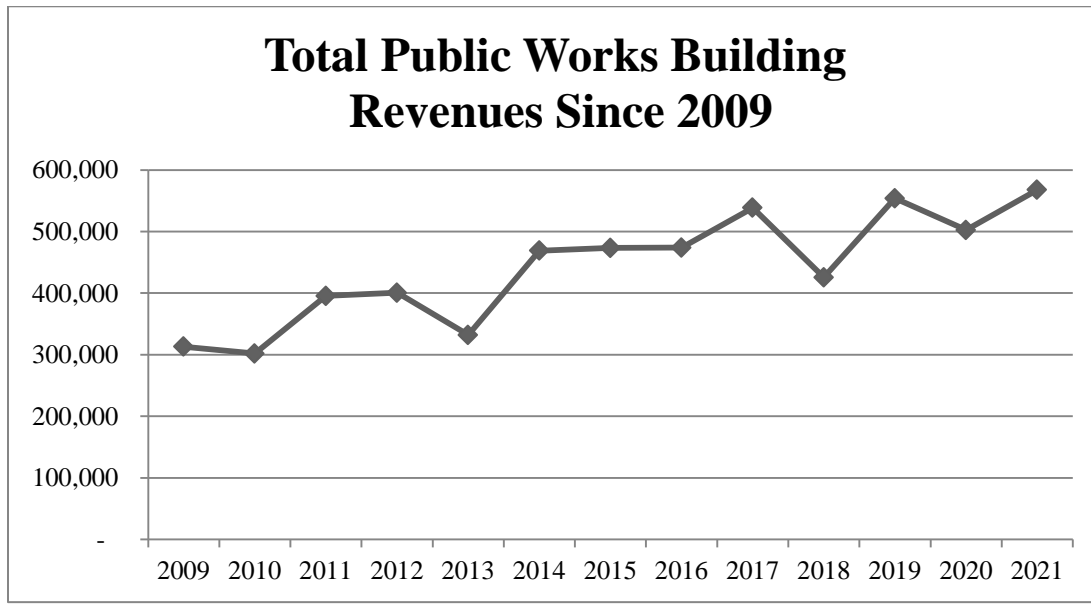
### **REVENUE BUDGET SUMMARY**

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 \$567,612 in FY 2021. 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 increases by \$65,141 for FY 2021. This is due to an increase in contributions from other funds to pay for capital projects the building needs.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Services - Sales	538,424	424,521	553,979	502,471	502,471	502,471	567,612
Interest and Rents	113	1,068	825	0	0	660	0
Other Revenues	30	116	655	0	0	0	0
<b>Total Revenues</b>	<b>538,567</b>	<b>425,705</b>	<b>555,459</b>	<b>502,471</b>	<b>502,471</b>	<b>503,131</b>	<b>567,612</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 Approved Revenues. Since 2009, 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. FY 2021 will see an increase as those capital projects have been included in the budget.



## EXPENDITURE BUDGET SUMMARY

The total Public Works Building Fund expenditures are \$567,612 for FY 2021. The fund increases by \$65,141 from the FY 2020 approved budgeted levels. *Personnel Services* increase by \$8,496 or 3.73% in FY 2021. This is largely attributable to an increase in full time salaries and benefit costs. *Operating Expenses* are \$271,988 for the upcoming year. This represents a \$96 decrease from the FY 2020 budget. There is \$56,000 of *Capital Outlay Expenditures* in FY 2021 which includes replacement of overhead doors in the garage and replacing a heating unit in the garage. *Miscellaneous Expenditures* will be \$3,611 for FY 2021. This is to recognize depreciation.

## FUNDING LEVEL SUMMARY

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
4439 Public Works Building	738,299	262,683	394,196	502,471	493,121	430,815	567,612
9660 Transfers Out	0	0	0	0	9,350	9,350	0
<b>Total Expenditures</b>	<b>738,299</b>	<b>262,683</b>	<b>394,196</b>	<b>502,471</b>	<b>502,471</b>	<b>440,165</b>	<b>567,612</b>

## FUNDING LEVEL BY CATEGORY

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	436,291	76,589	161,173	227,517	227,517	172,548	236,013
Operating Expenses	197,308	186,094	231,166	272,082	262,732	258,267	271,988
Capital Outlay	104,700	0	0	0	15,908	0	56,000
Miscellaneous	0	0	1,857	2,872	11,222	9,350	3,611
<b>Total Expenditures</b>	<b>738,299</b>	<b>262,683</b>	<b>394,196</b>	<b>502,471</b>	<b>502,471</b>	<b>440,165</b>	<b>567,612</b>

## SUMMARY OF POSITIONS

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
4439 Public Works Building	3.68	3.48	3.98	2.68	2.68	2.68	2.68
<b>Total Positions</b>	<b>3.68</b>	<b>3.48</b>	<b>3.98</b>	<b>2.68</b>	<b>2.68</b>	<b>2.68</b>	<b>2.68</b>

The Public Works Building personnel complement is 2.68 FTE for FY 2021. This is the same as the previous fiscal year.

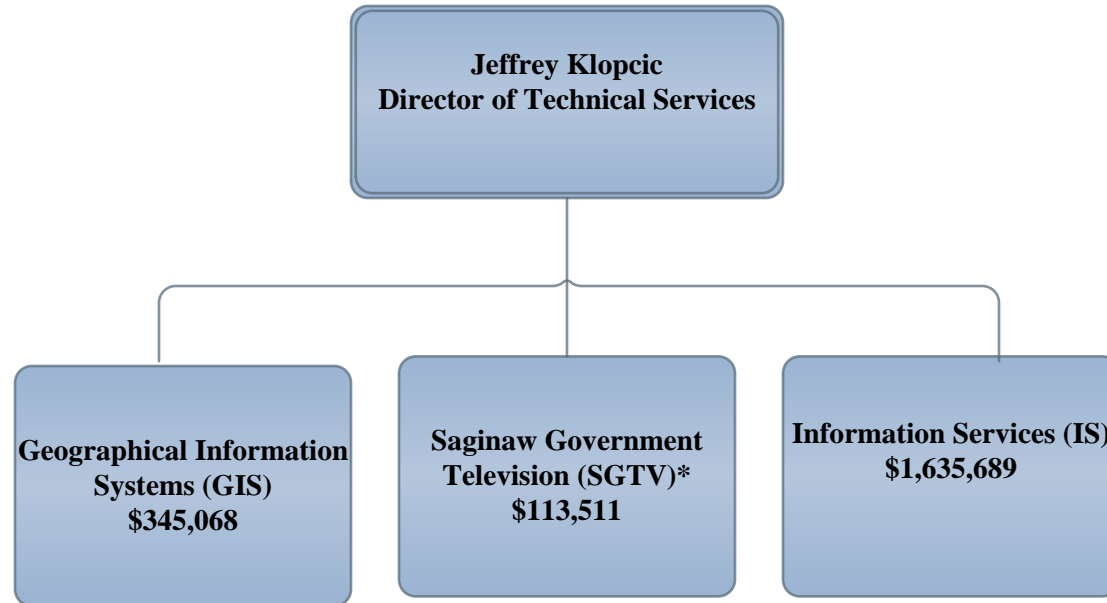
The following "Expenditure Detail" page will outline the total amounts allocated in FY 2020/2021 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How to Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**641-4439 Public Works Building**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	106,399	Facilities Administrator	0.25	18,136
Overtime	3,000	Labor Foreman, Parks & Facilities	0.25	13,424
Add Pays	612	Maintenance Person II	0.75	36,191
Fringe Benefits	126,002	Parks/Maint. Person II	0.15	7,110
<b>TOTAL</b>	<b>236,013</b>	Office Assistant II	0.08	2,773
		Custodian/Laborer I	0.50	17,810
		Skilled Clerical I (PT)	0.20	3,494
		Basic Labor (PT)	0.50	7,462
<b>OPERATING EXPENSES</b>				
Supplies	23,150	<b>Total Personnel</b>	2.68	106,399
Internal Services	19,641			
Other Services		<b>Overtime</b>		3,000
Professional Fees	88,767			
Maintenance Fees	130,430	Education Bonus		90
Other Contracted Fees	10,000	Standby Pay		522
<b>TOTAL</b>	<b>271,988</b>	<b>Total Add Pays</b>		612
<b>CAPITAL OUTLAY</b>				
	56,000			
<b>TOTAL</b>	<b>56,000</b>	FICA		8,376
		Healthcare Benefits - Active		46,420
		Healthcare Benefits - Retirees		0
<b>MISCELLANEOUS</b>	3,611	Pension		71,206
<b>TOTAL</b>	<b>3,611</b>	<b>Total Fringe Benefits</b>		126,002
<b>TOTAL APPROPRIATION</b>	<b>567,612</b>	<b>TOTAL</b>	<b>2.68</b>	<b>236,013</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**  
**2020/2021 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	345,068	GEOGRAPHICAL INFORMATION SYSTEMS	345,068
<b>TOTAL RESOURCES</b>	<b><u>345,068</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>345,068</u></b>

**DEPARTMENT OF TECHNICAL SERVICES –  
GEOGRAPHICAL INFORMATION SYSTEM (GIS)**

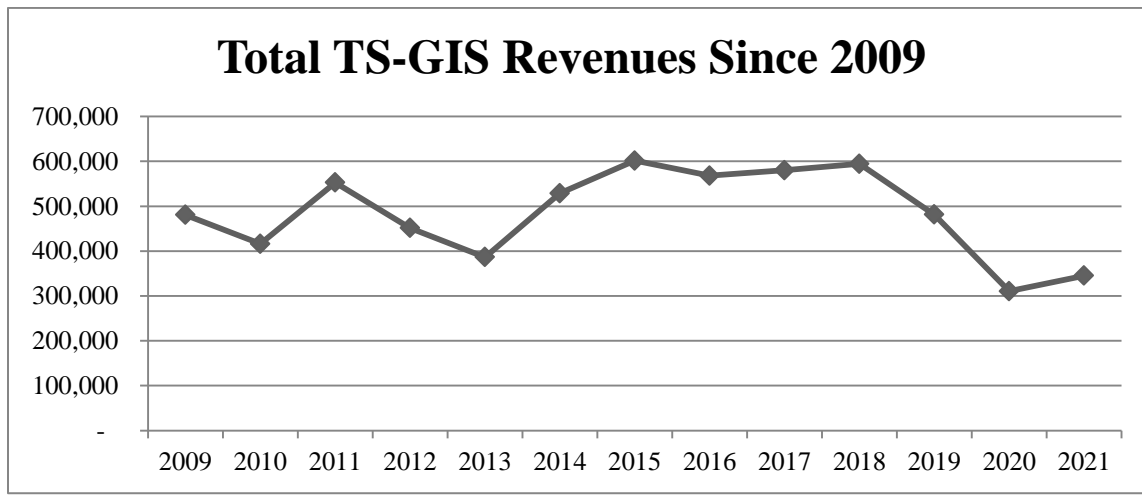
**REVENUE BUDGET SUMMARY**

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 2021, the TS-GIS Fund’s total revenues are \$345,068. This is an increase of \$34,626, or 11.15%, from the previous fiscal year.

**SUMMARY OF REVENUES**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Services - Sales	600	(1,902)	0	0	0	0	0
Charges for Services	568,123	591,966	432,911	310,442	310,442	313,978	345,068
Other Revenues	11,433	4,449	2,989	0	0	0	0
<b>Total Revenues</b>	<b>580,156</b>	<b>594,513</b>	<b>435,900</b>	<b>310,442</b>	<b>310,442</b>	<b>313,978</b>	<b>345,068</b>

**REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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. FY 2021 will see an increase of 11.15%.

**EXPENDITURE BUDGET SUMMARY**

The total TS-GIS Fund expenditures are \$345,068 for FY 2021. This is an increase of \$34,626 from the FY 2020 approved budget. *Personnel Services* increase by \$11,688 in FY 2021. A majority of this increase is due to an increase in salaries. *Operating Expenses* are \$135,112 for the upcoming year, representing a \$21,576 increase. This increase is due to the projected purchase of software and online programming for lead and copper associated with GIS projects. *Capital Outlay* expenditures are \$3,000 for FY 2021. This is for the purchase of GIS equipment. The category of *Miscellaneous Expenditures* will be \$1,783 which accounts for depreciation.

**FUNDING LEVEL SUMMARY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
1738 GIS	1,149,350	231,912	119,837	310,442	310,442	268,228	345,068
1739 Call Center	71,620	66,872	30,224	0	0	0	0
<b>Total Expenditures</b>	<b>1,220,970</b>	<b>298,784</b>	<b>150,061</b>	<b>310,442</b>	<b>310,442</b>	<b>268,228</b>	<b>345,068</b>

**FUNDING LEVEL BY CATEGORY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	1,121,384	197,291	42,662	193,485	193,485	207,224	205,173
Operating Expenses	98,827	101,493	105,616	113,536	113,536	61,004	135,112
Capital Outlay	759	0	0	2,000	2,000	0	3,000
Miscellaneous	0	0	1,783	1,421	1,421	0	1,783
<b>Total Expenditures</b>	<b>1,220,970</b>	<b>298,784</b>	<b>150,061</b>	<b>310,442</b>	<b>310,442</b>	<b>268,228</b>	<b>345,068</b>

**SUMMARY OF POSITIONS**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
1738 TE - GIS	3.50	3.50	2.50	1.50	1.50	1.50	1.50
1739 Call Center	3.00	3.00	3.00	0.00	0.00	0.00	0.00
<b>Total Positions</b>	<b>6.50</b>	<b>6.50</b>	<b>5.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

The Department of Technical Services – GIS personnel complement is 1.50 FTE for FY 2021. This is the same as the previous year.


**Performance Measures/Metrics: Geographical Information System:**

**Geographical Information System (GIS) – (summary of services)**

The GIS Division maintains and develops land-based computer layers for City business processes. This division also creates and maintains desktop and web applications for end user information retrieval and provides map creation and plotting services for departmental use. This division also provides similar services to multiple governmental entities and private vendors.

<b>Key Performance Indicator</b>	<b>FY 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Convert city web applications to new technology	2 apps	3 apps	2 apps	2 apps	4 apps

**Explanation of variances:**

 The key performance indicator to “convert city web applications to new technology” reflects to have been fully achieved. The City created a division with the Water/Sewer and GIS Division, which allowed the new GIS team to create and implement new cloud based data collection applications. These applications allow field crews to capture important information into the GIS system. The data is used to track lead replacement in the water system.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**650-1738 TS - GIS**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	110,574	Technical Services		
Overtime	1,000	Director	0.50	54,961
Out of Class Pay	1,000	GIS Specialist	1.00	55,613
Fringe Benefits	92,599			
		<b>Total Personnel</b>	1.50	110,574
<b>TOTAL</b>	<b>205,173</b>			
		<b>Overtime</b>		1,000
<b>OPERATING EXPENSES</b>		<b>Out of Class Pay</b>		1,000
Supplies	6,016			
Internal Services	30,908	FICA		8,536
Other Services		Healthcare Benefits - Active		26,299
Professional Fees	80,688	Healthcare Benefits - Retirees		0
Maintenance Fees	7,000	Pension		57,764
Other Contracted Fees	10,500			
		<b>Total Fringe Benefits</b>		92,599
<b>TOTAL</b>	<b>135,112</b>			
		<b>TOTAL</b>	<b>1.50</b>	<b>205,173</b>
<b>CAPITAL OUTLAY</b>	3,000			
<b>TOTAL</b>	<b>3,000</b>			
<b>Miscellaneous</b>	1,783			
<b>TOTAL</b>	<b>1,783</b>			
<b>TOTAL APPROPRIATION</b>	<b>345,068</b>			



**DEPARTMENT OF TECHNICAL SERVICES (658)  
 INFORMATION SERVICES  
 RESOURCE ALLOCATION  
 2020/2021 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	1,632,689	INFORMATION SERVICES	1,635,689
SALE OF PROPERTY	3,000		
<b>TOTAL RESOURCES</b>	<b>1,635,689</b>	<b>TOTAL APPROPRIATIONS</b>	<b>1,635,689</b>

**DEPARTMENT OF TECHNICAL SERVICES – INFORMATION SERVICES (IS)**

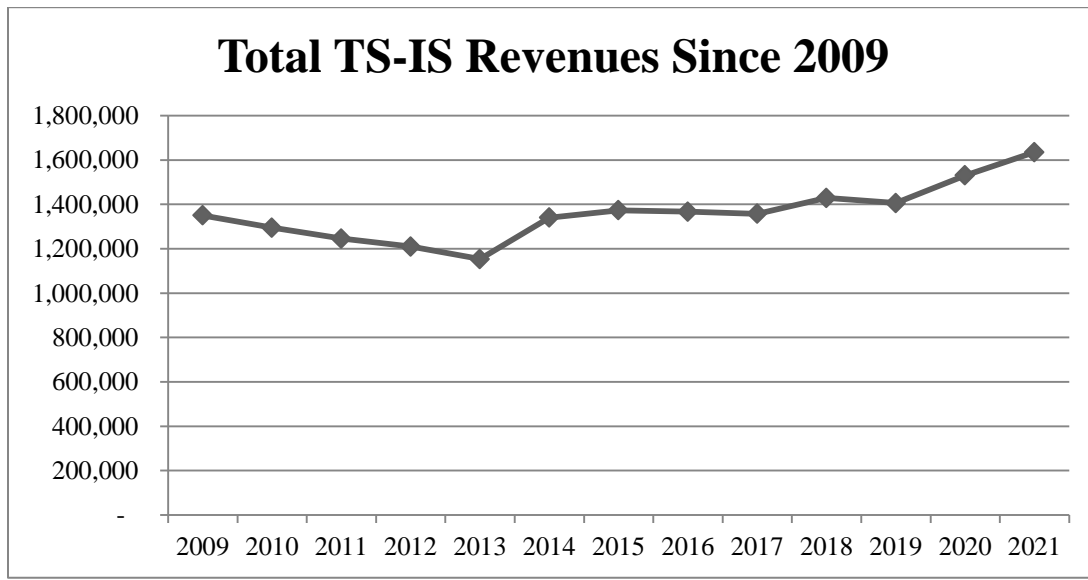
**REVENUE BUDGET SUMMARY**

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 \$1,632,689 in FY 2021. 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 \$1,635,689, an increase of \$104,627.

**SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>	<b>Adjusted</b>	<b>Projected</b>	<b>Approved</b>
Services - Sales	1,632	1,839	4,139	2,000	2,000	2,399	3,000
Interest and Rents	157	850	1,256	0	0	1,093	0
Charges for Services	1,348,382	1,426,572	1,403,868	1,529,062	1,533,062	1,529,112	1,632,689
Other Revenues	7,399	0	2,823	0	0	0	0
<b>Total Revenues</b>	<b>1,357,570</b>	<b>1,429,261</b>	<b>1,412,086</b>	<b>1,531,062</b>	<b>1,535,062</b>	<b>1,532,604</b>	<b>1,635,689</b>

**REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 Approved Revenues. From FY 2009 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 2009 to 2019, with a slight increase since 2013 due to changes in the City’s enterprise software. FY 2021 Revenues are \$1,635,689, which is \$104,627 higher due to a higher appropriation of funds from the user departments.

**EXPENDITURE BUDGET SUMMARY**

The total TS-IS Fund expenditures are \$1,635,689 for FY 2021. This is an increase of \$104,627 from FY 2020 approved budgeted levels. *Personnel Services* increase by \$34,205 or 5.11%, in FY 2021. Outside of the regular increases to salary and benefits, there will be a slight increase to the Technical Support Specialist position. The total FTE will stay the same. *Operating Expenses* are \$820,975 for the upcoming year. This represents an increase of \$3,564. This can be attributed mainly to the purchase of computer software offset by a reduction in contracting for professional services to update the City’s website. *Capital Outlay* is \$95,000 for FY 2021 for the replacement of flooring in the IS department as well as purchase of network switches, scanners, and computer monitors. The category of *Miscellaneous Expenditures* is \$16,723 for the upcoming year. This is to recognize depreciation.

**FUNDING LEVEL SUMMARY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
1720 Information Services	1,952,150	1,091,860	1,287,028	1,531,062	1,535,062	1,294,549	1,635,689
9660 Transfers	13,502	11,359	0	0	0	0	0
<b>Total Expenditures</b>	<b>1,965,652</b>	<b>1,103,219</b>	<b>1,287,028</b>	<b>1,531,062</b>	<b>1,535,062</b>	<b>1,294,549</b>	<b>1,635,689</b>

**FUNDING LEVEL BY CATEGORY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	1,285,184	523,455	629,585	668,786	668,786	602,528	702,991
Operating Expenses	632,621	556,345	643,098	817,411	821,411	689,428	820,975
Capital Outlay	32,838	11,034	13,821	27,500	27,500	2,593	95,000
Miscellaneous	15,009	12,385	524	17,365	17,365	0	16,723
<b>Total Expenditures</b>	<b>1,965,652</b>	<b>1,103,219</b>	<b>1,287,028</b>	<b>1,531,062</b>	<b>1,535,062</b>	<b>1,294,549</b>	<b>1,635,689</b>

**SUMMARY OF POSITIONS**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 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 2021. This is the same as in previous fiscal years.

**Performance Measures/Metrics: Information Services:**


**Information Services– (summary of services)**

The IS Division develops, enhances and facilitates the integration of technology through the City’s enterprise software system, specialized web applications, instructional courses and help desk support. Manage and enhance our network

infrastructure to provide reliable and fast access to City/department applications while providing secure electronic data storage. Promote new and innovative uses of technology.

<b>Key Performance Indicator</b>	<b>FY 2020 Goal</b>	<b><i>FY 2020 Actual</i></b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
Change out computer equipment according to lease schedule	100%	90%	100%	100%	90%

**Explanation of variances:**

 The key performance indicator to “change out computer equipment according to lease schedule” reflects to have been mostly achieved. With the COVID – 19 mandatory shutdown of non-essential staff, the Technical Services Department was operating with only two personnel. We only worked on critical projects during this time, computer swaps was determined not to be critical.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**658-1720 TS - IS**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	299,924	Technical Services		
Overtime	3,000	Director	0.50	54,961
Out of Class Pay	2,500	Assistant Director of		
Fringe Benefits	397,567	Technical Services	1.00	78,535
		Enterprise Analyst	1.00	64,897
		Tech. Support Specialist	2.00	101,532
<b>TOTAL</b>	<b>702,991</b>	<b>Total Personnel</b>	<b>4.50</b>	<b>299,924</b>
<b>OPERATING EXPENSES</b>				
Supplies	301,100	<b>Overtime</b>		3,000
Internal Services	98,798	<b>Out of Class Pay</b>		2,500
Other Services				
Professional Fees	212,877	FICA		23,174
Maintenance Fees	194,700	Healthcare Benefits - Active		80,030
Other Contracted Fees	13,500	Healthcare Benefits - Retirees		100,095
		Pension		194,268
<b>TOTAL</b>	<b>820,975</b>	<b>Total Fringe Benefits</b>		<b>397,567</b>
<b>CAPITAL OUTLAY</b>	95,000			
<b>TOTAL</b>	<b>95,000</b>	<b>TOTAL</b>	<b>4.50</b>	<b>702,991</b>
<b>MISCELLANEOUS</b>	16,723			
<b>TOTAL</b>	<b>16,723</b>			
<b>TOTAL APPROPRIATION</b>	<b>1,635,689</b>			

**RADIO OPERATIONS (660)  
RESOURCE ALLOCATION  
2020/2021 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	548	RADIO OPERATIONS	167,392
CHARGE FOR SERVICES	166,844		
<b>TOTAL RESOURCES</b>	<b>167,392</b>	<b>TOTAL APPROPRIATIONS</b>	<b>167,392</b>

## **RADIO OPERATIONS FUND**

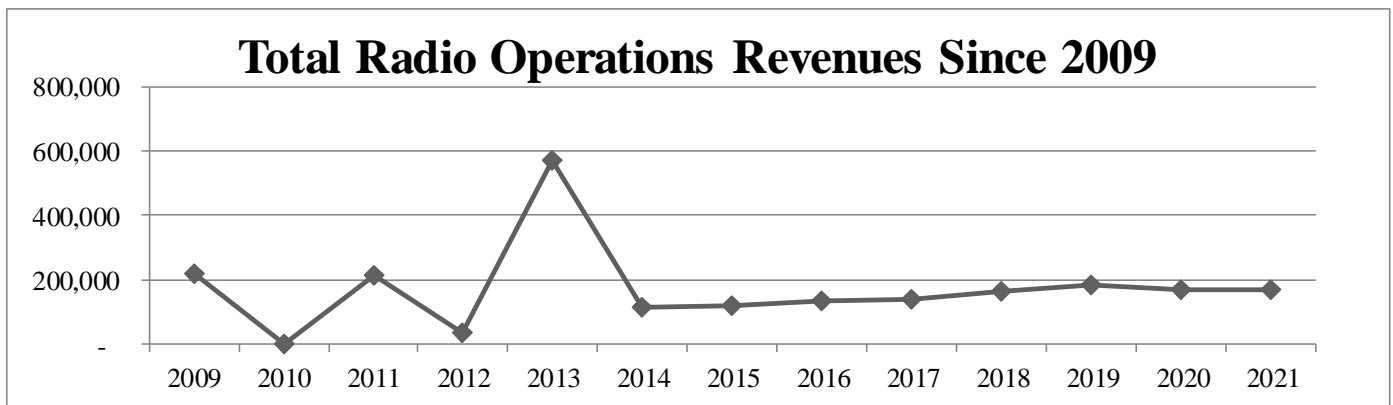
### **REVENUE BUDGET SUMMARY**

The Radio Operations Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. This fund provides radio repair and replacement to: Cemeteries, Community Public Safety – Police and Fire, Major and Local Streets, Rubbish Collection, Parking, Sewer and Water Operations and Maintenance, and Motor Pool Operations. The major revenue source for this fund is “Charges for Service”, which is \$166,844 for the next fiscal year. The overall FY 2021 Radio Operations budget is \$167,392. This is an increase of \$48 from the previous fiscal year.

### **SUMMARY OF REVENUES**

	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charges for Service	141,276	161,146	184,196	166,844	166,844	166,844	166,844
Interest and Rents	223	1,122	1,744	500	500	1,246	548
Other Revenues	56,074	0	0	0	0	33	0
<b>Total Revenues</b>	<b>197,573</b>	<b>162,268</b>	<b>185,940</b>	<b>167,344</b>	<b>167,344</b>	<b>168,123</b>	<b>167,392</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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. FY 2021 shows only a \$48 increase in revenue from the previous year. The city at this time is not allocating funds for replacement.

**SUMMARY OF EXPENDITURES**

The total Radio Fund expenditures for FY 2021 are \$167,392. This represents a \$48 reduction from the previous fiscal year. *Personnel Services* are \$40,647 for FY 2021. This is a 3.03% increase from FY 2020. This increase is primarily attributed to an overall increase in salary and benefit costs. *Operating Expense* decreases by \$1,221 during FY 2021. The budget is set at \$43,616. *Capital Outlay* expenditures are \$28,000 for FY 2021 for the purchase of new radios as well as repairs to the tornado siren system. The category of *Miscellaneous Expenditures* reflects the amount of \$55,129 for FY 2021. This represents depreciation.

**FUNDING LEVEL SUMMARY**

	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4422 Radio Operation	187,487	119,550	128,851	167,344	167,344	84,055	167,392
8559 Increase to Fund Equity	0	0	0	0	0	0	0
<b>Total</b>	<b>187,487</b>	<b>119,550</b>	<b>128,851</b>	<b>167,344</b>	<b>167,344</b>	<b>84,055</b>	<b>167,392</b>

**FUNDING LEVEL BY CATEGORY**

	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	80,959	28,815	34,787	39,453	43,611	43,152	40,647
Operating Expenses	106,528	90,735	32,959	44,837	43,417	36,483	43,616
Capital Outlay	0	0	2,367	23,000	20,262	4,420	28,000
Miscellaneous	0	0	58,738	60,054	60,054	0	55,129
<b>Total Expenditures</b>	<b>187,487</b>	<b>119,550</b>	<b>128,851</b>	<b>167,344</b>	<b>167,344</b>	<b>84,055</b>	<b>167,392</b>

**SUMMARY OF POSITIONS**

	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4422 Radio Operations	0.30	0.30	0.30	0.30	0.30	0.30	0.30
<b>Total Positions</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>

The Radio Operations personnel complement is 0.30 FTE for FY 2021. 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 2020 Goal</b>	<b><i>FY 2020 Actual</i></b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
% of City radios operational daily	95%	99%	95%	98%	98%

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**660-4422/8559 Radio Operations**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	18,397	Traffic & Electrical Admin.	0.10	6,314
Overtime	1,000	Traffic Electrician II	0.20	12,083
Add Pays	841			
Fringe Benefits	20,409	<b>Total Personnel</b>	<u>0.30</u>	<u>18,397</u>
<b>TOTAL</b>	<u><b>40,647</b></u>	<b>Overtime</b>		<u>1,000</u>
<b>OPERATING EXPENSES</b>				
Supplies	7,394	Standby Pay		841
Internal Services	19,913			
Other Services		<b>Total Add Pays</b>		<u>841</u>
Professional Fees	15,940	FICA		1,549
Maintenance Fees	0	Healthcare Benefits - Active		6,458
Other Contracted Fees	369	Healthcare Benefits - Retirees		0
<b>TOTAL</b>	<u><b>43,616</b></u>	Pension		12,402
<b>CAPITAL OUTLAY</b>	28,000	<b>Total Fringe Benefits</b>		<u>20,409</u>
<b>TOTAL</b>	<u><b>28,000</b></u>	<b>TOTAL</b>	<u><b>0.30</b></u>	<u><b>40,647</b></u>
<b>MISCELLANEOUS</b>	55,129			
<b>TOTAL</b>	<u><b>55,129</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>167,392</b></u></u>			

**MOTOR POOL OPERATIONS (661)**  
**RESOURCE ALLOCATION**  
**2020/2021 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	2,429,869	GARAGE ADMINISTRATION	1,155,287
OTHER REVENUES	11,400	GARAGE OPERATIONS	1,285,982
<b>TOTAL RESOURCES</b>	<b>2,441,269</b>	<b>TOTAL APPROPRIATIONS</b>	<b>2,441,269</b>

## **MOTOR POOL OPERATIONS FUND**

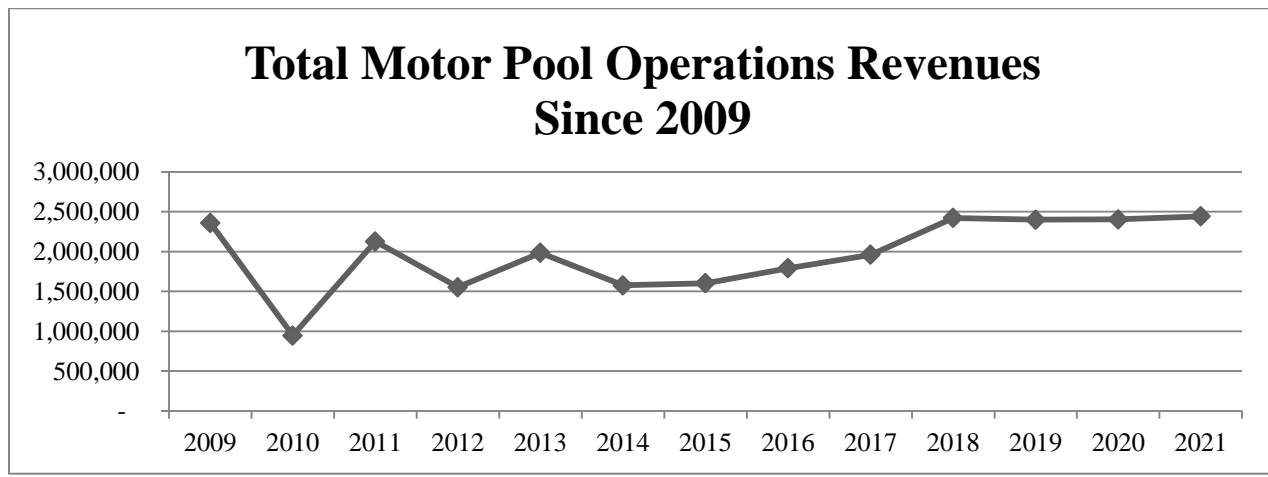
### **REVENUE BUDGET SUMMARY**

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 \$2,429,869 in FY 2021. 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 2021, the Motor Pool Operations Fund’s total revenues are \$2,441,269. This is an increase of \$38,644, or 1.61% from the previous fiscal year. This increase is realized in the “Charge for Services”.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Charge for Services	2,228,431	2,381,104	2,378,808	2,391,225	2,483,012	2,400,869	2,429,869
Interest and Rents	242	1,294	2,136	0	0	1,678	0
Other Revenues	144,183	39,489	18,521	11,400	11,400	7,831	11,400
<b>Total Revenues</b>	<b>2,372,856</b>	<b>2,421,887</b>	<b>2,399,465</b>	<b>2,402,625</b>	<b>2,494,412</b>	<b>2,410,378</b>	<b>2,441,269</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 Approved Revenues. 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 reflected a slight increase due to the addition of the Parks and Lead and Copper Divisions. For FY 2021, Motor Pool Operations is expected to increase 1.61% due to an increase to the fixed charges in the fund.

**EXPENDITURE BUDGET SUMMARY:**

The total Motor Pool Operations Fund expenditures will be \$2,441,269 for FY 2021. This budget increases from FY 2020 by \$38,644. *Personnel Services* increase \$35,153. This increase is attributable to the 2% across the board increases per the collective bargaining agreement, and between 3% to 5% increase to active and retiree healthcare. *(The personnel complement changes are listed in detail under Summary of Positions.)* *Operating Expenses* decreases by \$10,268, or 1.03%. This reduction is largely due to a decrease in the following items – obsolete inventory, indirect charge for the cost allocation plan, parts and supplies, and operating services. *Capital Outlay* reflects to be \$34,000. The Department of Public Services is planning to continue replacing minor garage tools as well as replace a pick-up truck. The category of *Miscellaneous Expenditures* is \$47,183 for FY 2021. This is to recognize the depreciation cost for vehicles and equipment in the Motor Pool Operations Fund.

**FUNDING LEVEL SUMMARY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
4480 Garage Administration	2,821,584	365,903	1,473,516	1,117,986	1,119,593	1,079,121	1,155,287
4481 Garage Operations	959,735	1,146,945	1,116,722	1,284,639	1,374,819	1,167,365	1,285,982
<b>Total Expenditures</b>	<b>3,781,319</b>	<b>1,512,848</b>	<b>2,590,238</b>	<b>2,402,625</b>	<b>2,494,412</b>	<b>2,246,486</b>	<b>2,441,269</b>

**FUNDING LEVEL BY CATEGORY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	2,810,160	528,455	1,572,263	1,334,270	1,343,270	1,333,277	1,369,423
Operating Expenses	952,330	965,399	1,009,255	1,000,931	1,083,718	895,882	990,663
Capital Outlay	18,829	18,994	8,720	26,900	26,900	17,327	34,000
Miscellaneous	0	0	0	40,524	40,524	0	47,183
<b>Total Expenditures</b>	<b>3,781,319</b>	<b>1,512,848</b>	<b>2,590,238</b>	<b>2,402,625</b>	<b>2,494,412</b>	<b>2,246,486</b>	<b>2,441,269</b>

**SUMMARY OF POSITIONS**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
4480 Garage Administration	2.00	2.00	2.00	2.00	2.00	1.90	1.90
4481 Garage Operations	7.00	7.00	8.00	8.00	8.00	8.10	8.10
<b>Total Positions</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>	<b>10.00</b>

The Motor Pool Operations personnel complement is 10 employees for FY 2021. This is the same personnel complement as FY 2020.

**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 23 police patrol vehicles and 321 other vehicles and pieces of equipment, excluding those used by the Saginaw Fire Department. This division also maintains the fuel system records provided by the fuel vendor.

<b>Key Performance Indicator</b>	<b>FY 2020 Goal</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Projection</b>	<b>FY 2022 Projection</b>	<b>FY 2023 Projection</b>
% of fleet operational on a daily basis by month - Police Department	90%	90.33%	90%	90%	90%
% of fleet operational on a daily basis by month - All Others	90%	92.85%	90%	90%	90%
% of Mechanics Productivity - annual	85%	88.66%	85%	85%	86%
% of PM Compliance - annual	70%	45.56%	70%	70%	70%

**Explanation of variances:**

The key performance indicator of “% of PM compliance annual” reflects to have been partially achieved. PM Compliance” is based on a report run in Dossier that measures how many vehicles were in compliance during each month. When performing Preventative Maintenance on a vehicle/equipment the goal is to inspect all vehicles/equipment regardless of usage within the year to insure the vehicle/equipment is safe to operate. Beginning in April the garage had a mechanic off on disability causing workloads to pile up pulling the full time Preventative Maintenance Technician out of that roll. COVID -19 has also caused difficulty in scheduling vehicles for preventative maintenance as all divisions are adhering to CDC guidelines by assigning one operator per vehicle. The Motor Pool Operations will continue to work on inspecting equipment according to the recommendations of the manufacturer.

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 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  
2020/2021 APPROVED BUDGET**

**661-4480 MPO - Garage Operations**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	109,398	MPO Administrator	0.90	63,092
Overtime	24,500	Motor Pool Coordinator	1.00	46,306
Fringe Benefits	620,474			
		<b>Total Personnel</b>	<u>1.90</u>	<u>109,398</u>
<b>TOTAL</b>	<u><b>754,372</b></u>			
		<b>Overtime</b>		<u>24,500</u>
<b>OPERATING EXPENSES</b>				
Supplies	1,500	FICA		10,243
Internal Services	248,236	Healthcare Benefits - Active		34,224
Other Services		Healthcare Benefits - Retirees		204,418
Professional Fees	103,996	Pension		371,589
Maintenance Fees	0			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		<u>620,474</u>
<b>TOTAL</b>	<u><b>353,732</b></u>			
		<b>TOTAL</b>	<u><b>1.90</b></u>	<u><b>754,372</b></u>
<b>CAPITAL OUTLAY</b>	<b>0</b>			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>MISCELLANEOUS</b>	<b>47,183</b>			
<b>TOTAL</b>	<u><b>47,183</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>1,155,287</b></u></u>			

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**661-4481 Motor Pool Operations**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	391,987	Motor Pool Administrator	0.10	7,010
Overtime	30,108	Fleet Mtce Technician III	2.00	102,756
Fringe Benefits	192,956	Fleet Mtce Technician II	4.00	194,432
		Fleet Mtce Technician I	1.00	40,762
		Parts Stock Clerk II B	1.00	47,026
<b>TOTAL</b>	<b>615,051</b>	<b>Total Personnel</b>	<b>8.10</b>	<b>391,987</b>
<b>OPERATING EXPENSES</b>				
Supplies	487,051	<b>Overtime</b>		30,108
Internal Services	0			
Other Services				
Professional Fees	14,000	FICA		32,290
Maintenance Fees	126,080	Healthcare Benefits - Active		132,444
Other Contracted Fees	9,800	Healthcare Benefits - Retirees		0
		Pension		28,222
<b>TOTAL</b>	<b>636,931</b>	<b>Total Fringe Benefits</b>		<b>192,956</b>
<b>CAPITAL OUTLAY</b>	<b>34,000</b>			
<b>TOTAL</b>	<b>34,000</b>	<b>TOTAL</b>	<b>8.10</b>	<b>615,051</b>
<b>TOTAL APPROPRIATION</b>	<b>1,285,982</b>			



**SELF-INSURANCE FUND (677)**  
**RESOURCE ALLOCATION**  
**2020/2021 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	1,295,718	SELF-INSURANCE	1,296,936
INTEREST	1,218		
<b>TOTAL RESOURCES</b>	<b>1,296,936</b>	<b>TOTAL APPROPRIATIONS</b>	<b>1,296,936</b>

## ***SELF - INSURANCE FUND***

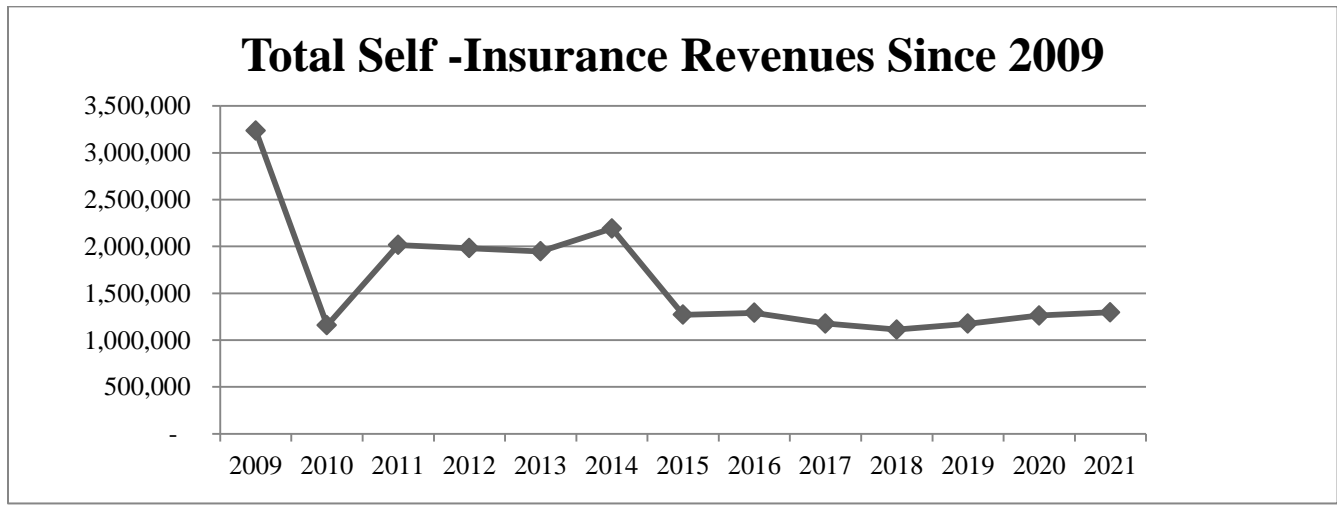
### **REVENUE BUDGET SUMMARY**

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 2021, the Self-Insurance Fund’s revenues are \$1,296,936. This is an increase of \$34,041 from the previous fiscal year.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Charge for Services	1,177,395	1,105,331	1,175,912	1,262,002	1,262,002	1,367,168	1,295,718
Interest and Rents	506	2,459	2,928	893	893	1,720	1,218
Other Revenues	477	4,911	340,372	0	1,582	80,021	0
Use of Fund Equity	0	0	0	0	0	334,922	0
<b>Total Revenues</b>	<b>1,178,378</b>	<b>1,112,701</b>	<b>1,519,212</b>	<b>1,262,895</b>	<b>1,264,477</b>	<b>1,783,831</b>	<b>1,296,936</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 Approved Revenues. The Self-Insurance revenues fluctuated dramatically from FY 2009-2011. In 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. For FY 2021, revenues are expected to increase \$34,041 or 2.7%. This increase is due to an increase in the insurance rates due to the national market.

**EXPENDITURE BUDGET SUMMARY**

The total Self-Insurance Fund expenditures are \$1,296,936 for FY 2021, which is 2.70% increase from the FY 2020 approved budgeted levels. *Personnel Services* decreases a 12,301 from the previous fiscal year. This reduction is attributable to the reallocation of .10 of the City Clerk and the Deputy City Clerk to the General Fund, Office of the General Government, Office of Elections for the August primary and the November presidential election. *Operating Expenses* are \$1,268,662 for the upcoming year. This represents a \$46,342 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 2020/2021.

**FUNDING LEVEL SUMMARY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
1762 Self Insurance	722,389	1,294,850	1,665,681	1,262,895	1,264,477	1,783,831	1,296,936
<b>Total Expenditures</b>	<b>722,389</b>	<b>1,294,850</b>	<b>1,665,681</b>	<b>1,262,895</b>	<b>1,264,477</b>	<b>1,783,831</b>	<b>1,296,936</b>

**FUNDING LEVEL BY CATEGORY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	68,492	11,016	49,025	40,575	40,575	40,606	28,274
Operating Expenses	653,897	1,283,834	1,616,656	1,222,320	1,223,902	1,743,225	1,268,662
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>722,389</b>	<b>1,294,850</b>	<b>1,665,681</b>	<b>1,262,895</b>	<b>1,264,477</b>	<b>1,783,831</b>	<b>1,296,936</b>

**SUMMARY OF POSITIONS**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
1762 Self-Insurance	0.25	0.25	0.30	0.30	0.30	0.30	0.20
<b>Total Positions</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>	<b>0.20</b>

The personnel complement for the Self-Insurance is .20 for FY 2021. This decrease is due to a reallocation of .10 of the City Clerk and Deputy City Clerk to the General Fund, Office of the General Government, Office of Elections for the August primary and the November presidential election.

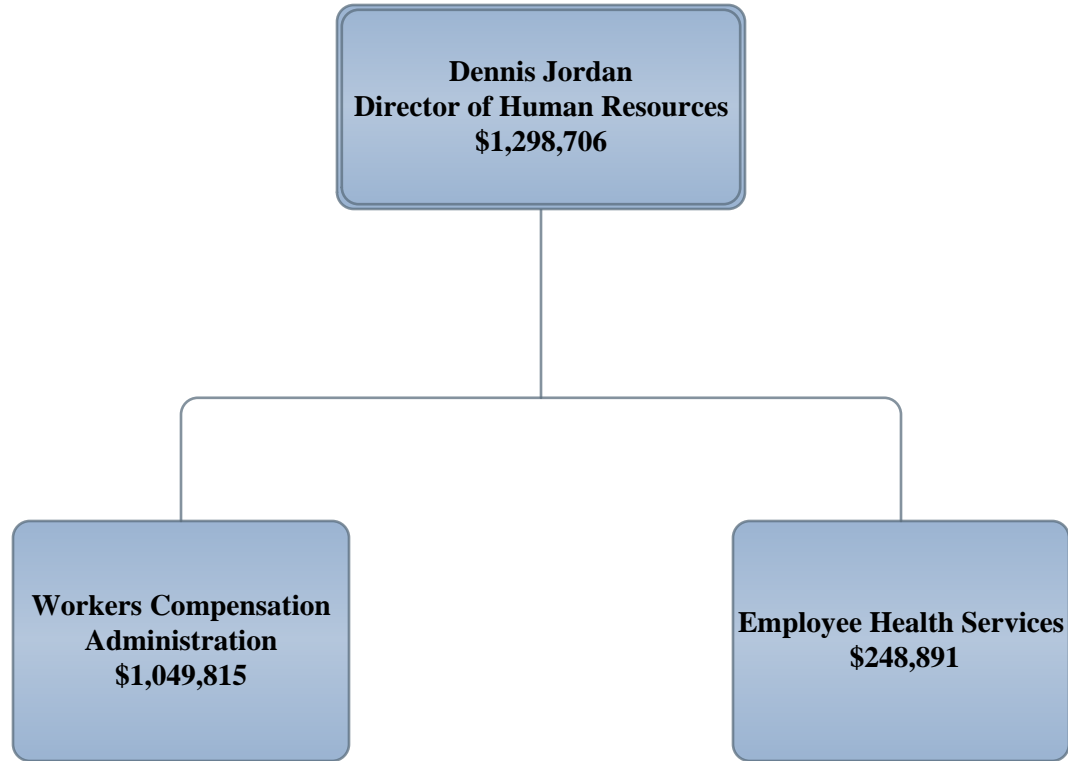
The following “Expenditure Detail” page will outline the total amounts allocated in FY 2020/2021 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL  
2020/2021 APPROVED BUDGET**

**677-1762 Self-Insurance**

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2020/ 2021 BUDGET	ALLOCATION
<b>PERSONNEL SERVICES</b>				
Salaries	16,400	City Clerk	0.10	10,133
Overtime	0	Deputy City Clerk	0.10	6,267
Fringe Benefits	11,874			
		<b>Total Personnel</b>	0.20	16,400
<b>TOTAL</b>	<b>28,274</b>			
		<b>Overtime</b>		0
<b>OPERATING EXPENSES</b>				
Supplies	0	FICA		1,255
Internal Services	16,587	Healthcare Benefits - Active		2,752
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,252,000	Pension		7,868
Maintenance Fees	75			
Other Contracted Fees	0	<b>Total Fringe Benefits</b>		11,874
<b>TOTAL</b>	<b>1,268,662</b>			
		<b>TOTAL</b>	<b>0.20</b>	<b>28,274</b>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<b>0</b>			
<b>TOTAL APPROPRIATION</b>	<b>1,296,936</b>			

**CITY OF SAGINAW**  
**WORKERS COMPENSATION FUND – INTERNAL SERVICE FUND**



**WORKERS COMPENSATION (678)**  
**RESOURCE ALLOCATION**  
**2020/2021 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	1,298,706	WORKERS COMPENSATION ADMINISTRATION	1,049,815
		EMPLOYEE HEALTH SERV.	248,891
<b>TOTAL RESOURCES</b>	<b><u>1,298,706</u></b>	<b>TOTAL APPROPRIATIONS</b>	<b><u>1,298,706</u></b>

## **WORKERS COMPENSATION FUND**

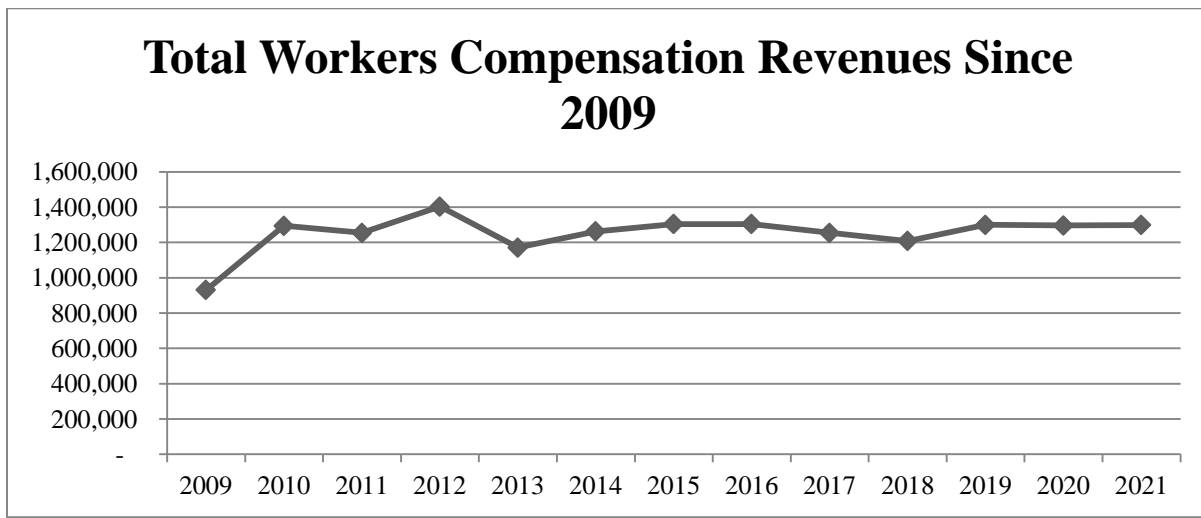
### **REVENUE BUDGET SUMMARY**

The Workers Compensation Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. In the case of this fund, the workers compensation revenues are based on a percentage of gross wages for all employees, depending on job classification. The City utilizes the median of industrial rates to determine the percentage to assess to each employment classification. Saginaw Bay Underwriters assists the City with determining those rates. The Workers Compensation Fund Revenues are budgeted at \$1,298,706 for FY 2021. This is an increase of \$2,796 from the FY 2020 approved budget.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
Charge for Services	1,100,047	1,193,067	1,161,372	1,295,910	1,295,910	1,295,910	1,298,706
Interest and Rents	4,910	12,595	31,078	0	0	24,478	0
Other Revenues	149,670	2,617	1,300	0	0	2,269	0
Use of Fund Equity	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>1,254,627</b>	<b>1,208,279</b>	<b>1,193,750</b>	<b>1,295,910</b>	<b>1,295,910</b>	<b>1,322,465</b>	<b>1,298,706</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 Approved Revenues. As previously mentioned, the Workers Compensation Fund is based on a percentage of gross wages citywide. Since 2009, the City experienced fluctuations in revenue. 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 \$1,298,706 for FY 2021. This budget increases by \$2,796 from the FY 2020 approved budgeted levels. *Personnel Services* increase by \$2,969 or 4.65%. This increase is due to contractually obligated increases. The personnel complement remains the same as prior fiscal years. *Operating Expenses* decrease by \$173. There are no *Capital Outlay* purchases for FY 2021.

**FUNDING LEVEL SUMMARY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
1750 Workers Compensation Administration	662,899	(156,390)	444,945	1,050,048	1,050,048	582,795	1,049,815
1751 Employee Health Service	283,991	216,616	86,128	245,862	245,862	221,733	248,891
<b>Total Expenditures</b>	<b>946,890</b>	<b>60,226</b>	<b>531,073</b>	<b>1,295,910</b>	<b>1,295,910</b>	<b>804,528</b>	<b>1,298,706</b>

**FUNDING LEVEL BY CATEGORY**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
Personnel Services	145,019	40,690	52,605	63,916	63,916	64,482	66,885
Operating Expenses	801,871	19,536	478,468	1,231,994	1,231,994	740,046	1,231,821
Capital Outlay	0	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>946,890</b>	<b>60,226</b>	<b>531,073</b>	<b>1,295,910</b>	<b>1,295,910</b>	<b>804,528</b>	<b>1,298,706</b>

**SUMMARY OF POSITIONS**

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Approved	2019/20 Adjusted	2019/20 Projected	2020/21 Approved
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 2021. This consists of 0.60 of a Human Resources Specialist and is the same allocation as in previous fiscal years.

**Performance Measures/Metrics: Workers Compensation:**

**Workers Compensation** – (summary of services)

The Workers Compensation Division provides supporting and administrative services that encourage a safe and healthy work environment for all City of Saginaw employees. These services include processing and monitoring workers compensation claims, coordinating bi-weekly payments, scheduling post-injury examinations, filing state and federal compliance reports, and managing litigation claims collaboratively with outside legal counsel.

Key Performance Indicator	FY 2020 Goal	FY 2020 Actual	FY 2020 Projection	FY 2022 Projection	FY 2023 Projection
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 2020/2021 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  
2020/2021 APPROVED BUDGET**

**678-1751 Employee Health Services**

<b>Allocation Plan</b>		<b>Position Control</b>		
		<b>JOB CLASSIFICATION</b>	<b>2020/ 2021 BUDGET</b>	<b>ALLOCATION</b>
<b>PERSONNEL SERVICES</b>				
Salaries	36,901	Human Resources Specialist	0.60	36,901
Overtime	0			
Fringe Benefits	29,984	<b>Total Personnel</b>	<u>0.60</u>	<u>36,901</u>
<b>TOTAL</b>	<u><b>66,885</b></u>	<b>Overtime</b>		<u>0</u>
<b>OPERATING EXPENSES</b>				
		FICA		2,823
Supplies	0	Healthcare Benefits - Active		4,788
Internal Services	19,006	Healthcare Benefits - Retirees		0
Other Services		Pension		22,373
Professional Fees	163,000	<b>Total Fringe Benefits</b>		<u>29,984</u>
Maintenance Fees	0			
Other Contracted Fees	0			
<b>TOTAL</b>	<u><b>182,006</b></u>	<b>TOTAL</b>	<u><b>0.60</b></u>	<u><b>66,885</b></u>
<b>CAPITAL OUTLAY</b>	0			
<b>TOTAL</b>	<u><b>0</b></u>			
<b>TOTAL APPROPRIATION</b>	<u><u><b>248,891</b></u></u>			

**UNFUNDED LIABILITIES FUND (674)**  
**RESOURCE ALLOCATION**  
**2020/2021 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**

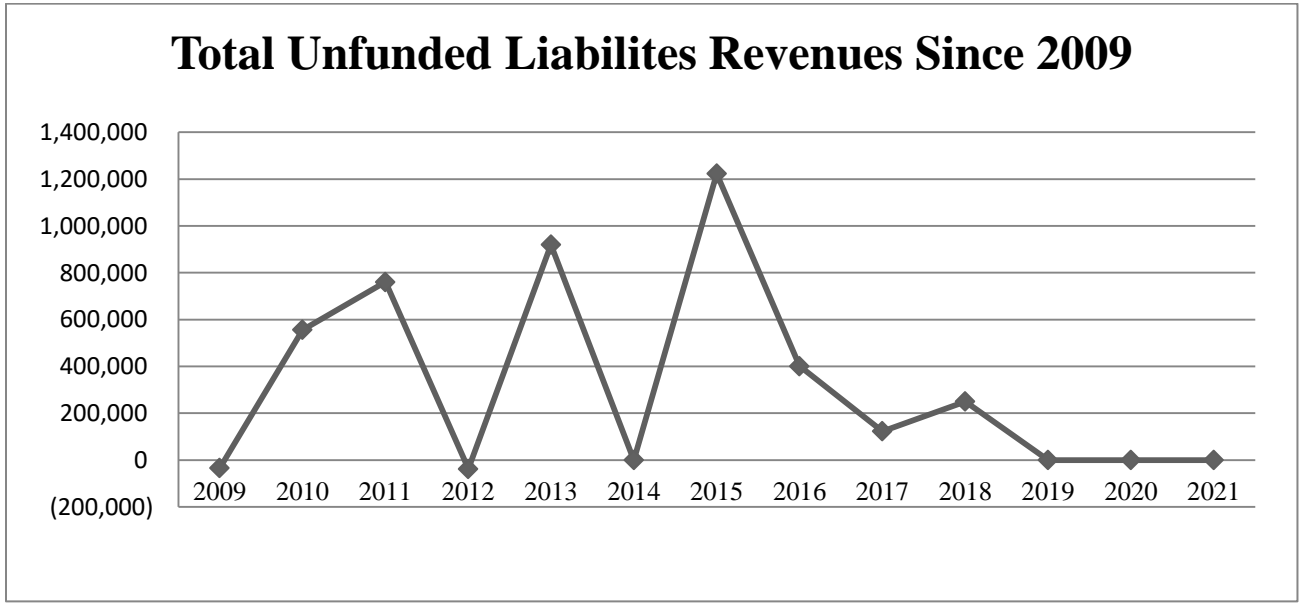
The Unfunded Liabilities Fund is considered a Special Revenue Fund of the City of Saginaw. This fund was established to start funding the unfunded health insurance premiums or Other Post Employee Benefits (OPEB) that are fully paid for city retirees. As of FY 2016, the total unfunded liability was estimated 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 2021, the Unfunded Liabilities Fund’s revenues are \$0.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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 2021, this budget will remain zero.

**EXPENDITURE BUDGET SUMMARY**

The total Unfunded Liabilities Fund Expenditures are \$0 for FY 2021.

**FUNDING LEVEL SUMMARY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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**  
**2020/2021 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**

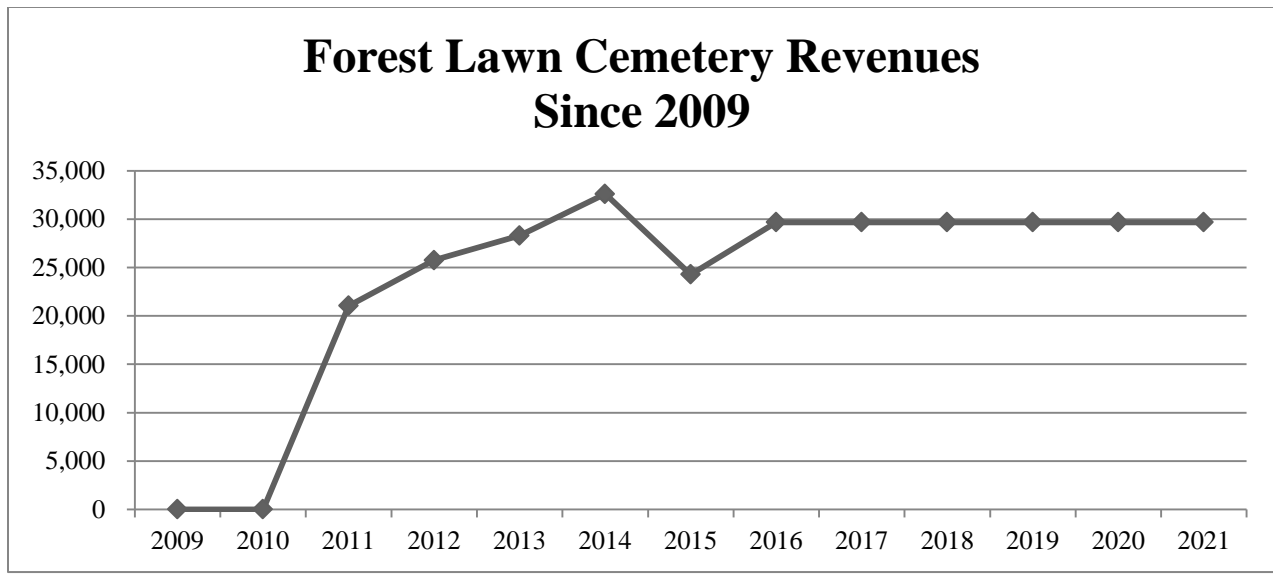
Forest Lawn Cemetery Fund is considered a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city’s program. In accordance with Chapter XIII, Section 83 Cemetery 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 2021, 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	31,380	35,463	41,572	29,674	29,674	44,343	29,674
Gain/Loss on Investment	(13,486)	(21,491)	42,066	0	0	27,944	0
<b>Total Revenues</b>	<b>17,894</b>	<b>13,972</b>	<b>83,638</b>	<b>29,674</b>	<b>29,674</b>	<b>72,287</b>	<b>29,674</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009– FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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 Controllars 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 – 2021, 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 2021. 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>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	17,894	13,972	83,638	29,674	29,674	72,287	29,674
<b>Total Expenditures</b>	<b>17,894</b>	<b>13,972</b>	<b>83,638</b>	<b>29,674</b>	<b>29,674</b>	<b>72,287</b>	<b>29,674</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	17,894	13,972	83,638	29,674	29,674	72,287	29,674
<b>Total Expenditures</b>	<b>17,894</b>	<b>13,972</b>	<b>83,638</b>	<b>29,674</b>	<b>29,674</b>	<b>72,287</b>	<b>29,674</b>

**OAKWOOD CEMETERY (712)  
 RESOURCE ALLOCATION  
 2020/2021 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**

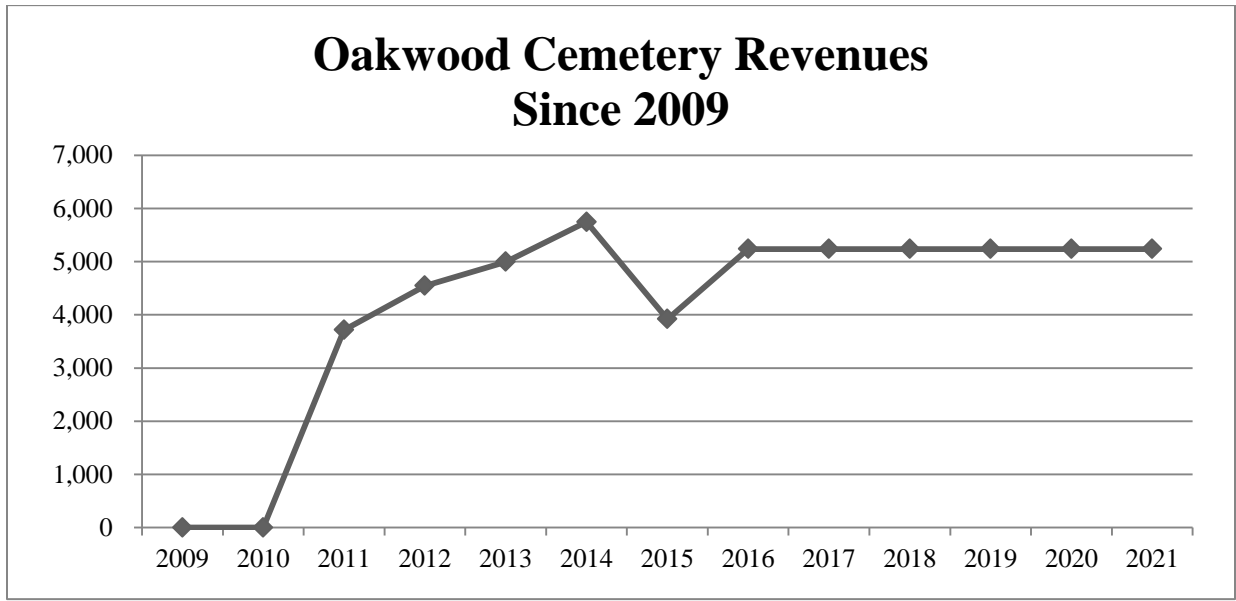
Oakwood Cemetery Fund is considered a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city’s program. In accordance with Chapter XIII, Section 83 Cemetery 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 2021, the Oakwood Cemetery Fund revenues are the same as the previous fiscal year at \$5,236.

### **SUMMARY OF REVENUES**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</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	5,538	6,258	7,366	5,236	5,236	7,825	5,236
Use of Fund Equity	(3,786)	(6,033)	11,808	0	0	7,844	0
<b>Total Revenues</b>	<b>1,752</b>	<b>225</b>	<b>19,174</b>	<b>5,236</b>	<b>5,236</b>	<b>15,669</b>	<b>5,236</b>

### **REVENUE TRENDS**



The above graph reflects numerical data from FY 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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 2021 the revenues from grave and lot sales are expected to remain the same.

**EXPENDITURE BUDGET SUMMARY**

Oakwood Cemetery Fund is \$5,236, for FY 2021. 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.

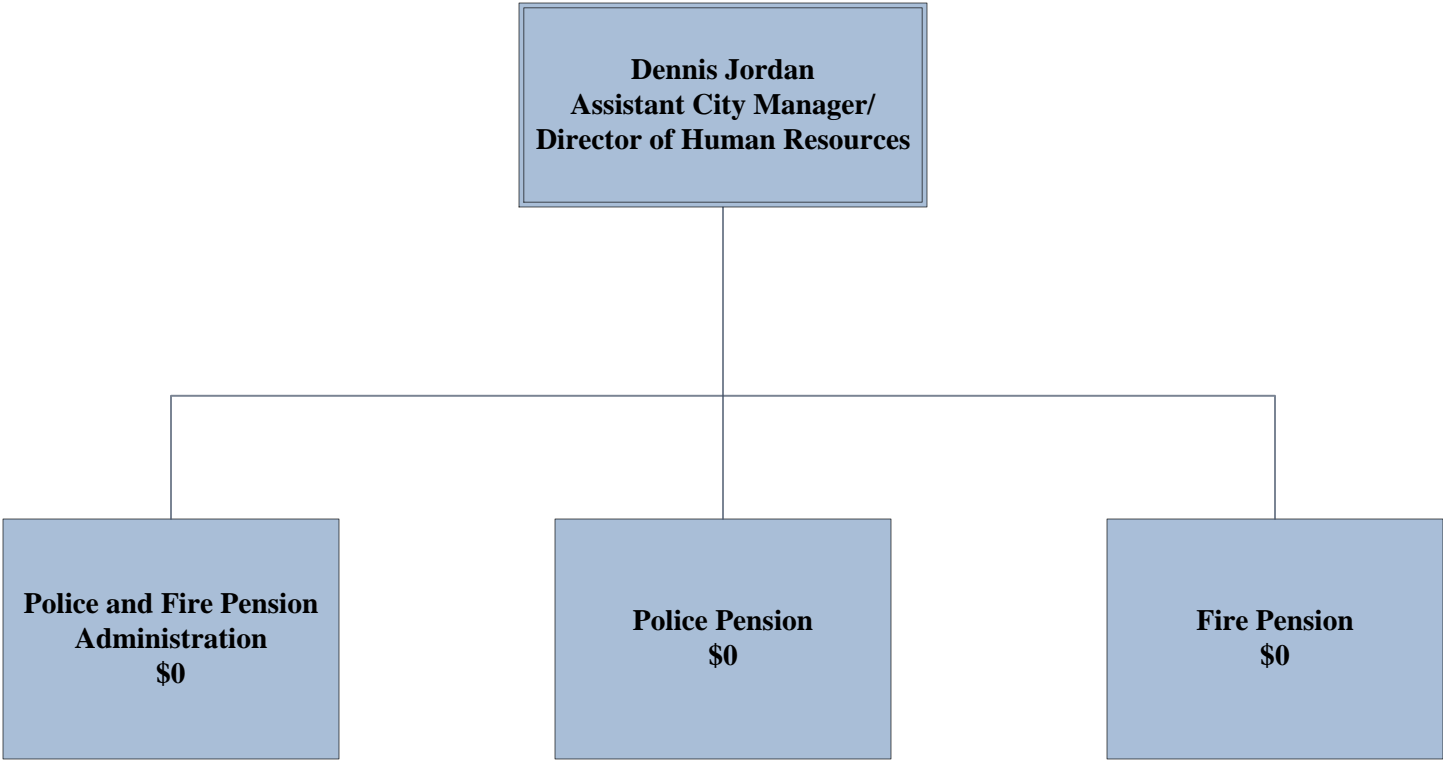
**FUNDING LEVEL SUMMARY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 Approved</b>
1747 Cemeteries	0	0	0	0	0	0	0
8559 Increase Fund Equity	1,752	225	19,174	5,236	5,236	15,669	5,236
<b>Total Expenditures</b>	<b>1,752</b>	<b>225</b>	<b>19,174</b>	<b>5,236</b>	<b>5,236</b>	<b>15,669</b>	<b>5,236</b>

**FUNDING LEVEL BY CATEGORY**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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	1,752	225	19,174	5,236	5,236	15,669	5,236
<b>Total Expenditures</b>	<b>1,752</b>	<b>225</b>	<b>19,174</b>	<b>5,236</b>	<b>5,236</b>	<b>15,669</b>	<b>5,236</b>

**CITY OF SAGINAW**  
**POLICE AND FIRE PENSION FUND – FIDUCIARY FUND**



**POLICE AND FIRE PENSION FUND (732)**  
**RESOURCE ALLOCATION**  
**2020/2021 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**

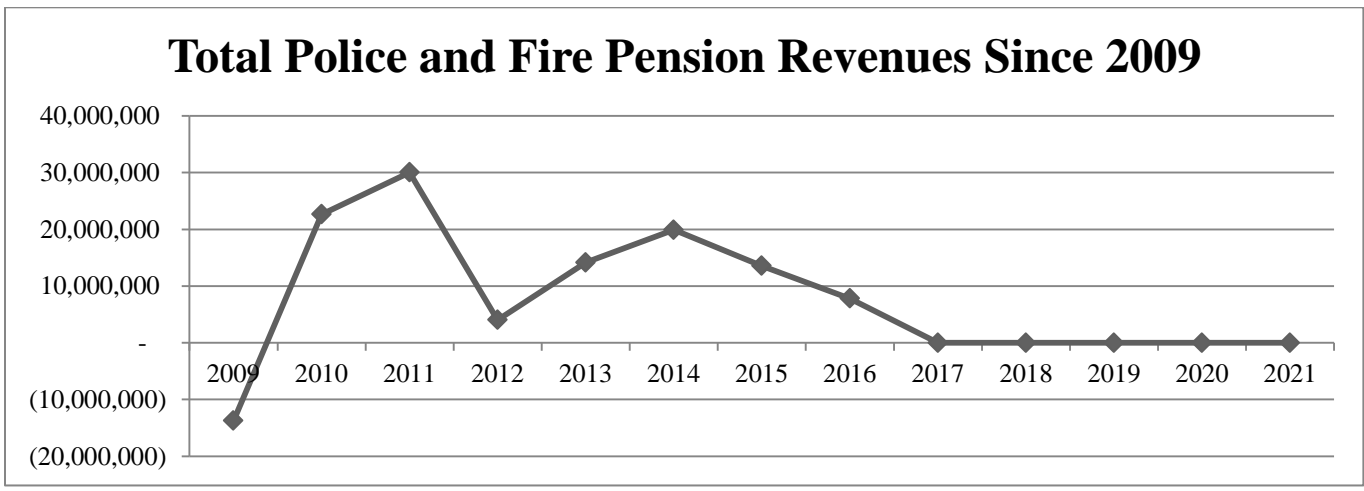
In accordance with Chapter XVI of Policemen and Firemen Retirement System, of the City of Saginaw’s City Charter, the Police and Fire Pension Fund was established. This fund accounts for assets accumulated for the payment of retirement benefits for City Police and Fire personnel. Benefits for retired 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 2021, the Police and Fire Pension Fund revenues are \$0.

### **SUMMARY OF REVENUES**

	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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 2009 – FY 2019 Actual Revenues, FY 2020 Projected and FY 2021 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 2021, 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>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Approved</b>	<b>2019/20 Adjusted</b>	<b>2019/20 Projected</b>	<b>2020/21 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 2021 budget is projected to be zero.



# ***CAPITAL IMPROVEMENT PLAN***

## ***FY 2021 – FY 2026***

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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 2021 to FY 2026 is \$114,972,317. The FY 2021 Capital Improvement Plan consists of Capital purchase requests in the amount of \$23,116,806, of which only \$12,390,710 have been included in the 2021 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 2021 – FY 2026***

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Total capital project requests for FY 2021 – 2026 are \$114,972,317, of which \$23,116,806 is designated for FY 2021. However, due to fiscal constraints, only approximately \$12,390,710 has been incorporated in the FY 2021 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 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 2021. For the purpose of this discussion section, a major capital project is defined as any project that has an impact of \$750,000 or more in the FY 2021 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 Transmission Main 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 2021 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. 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 \$2,244,700.

### **Clean, Line, and Replace Sewer Main (Wastewater)**

This project is to line, rehabilitate, and replace sewer lines throughout the City. These functions are required as part of industry standards for asset management.

### **Mackinaw Street Reconstruction and Watermain Improvements (Hamilton to Alexander)**

A complete road reconstruction of Mackinaw Street between Hamilton and Alexander Streets. This project will include reconstruction of all three lanes as well as new curbs, gutters, and ADA compliant sidewalk ramps. It also includes 0.29 miles of water main replacement including fire hydrants, catch basins, and manholes. The estimated cost for FY 2021 is \$1,824,100.

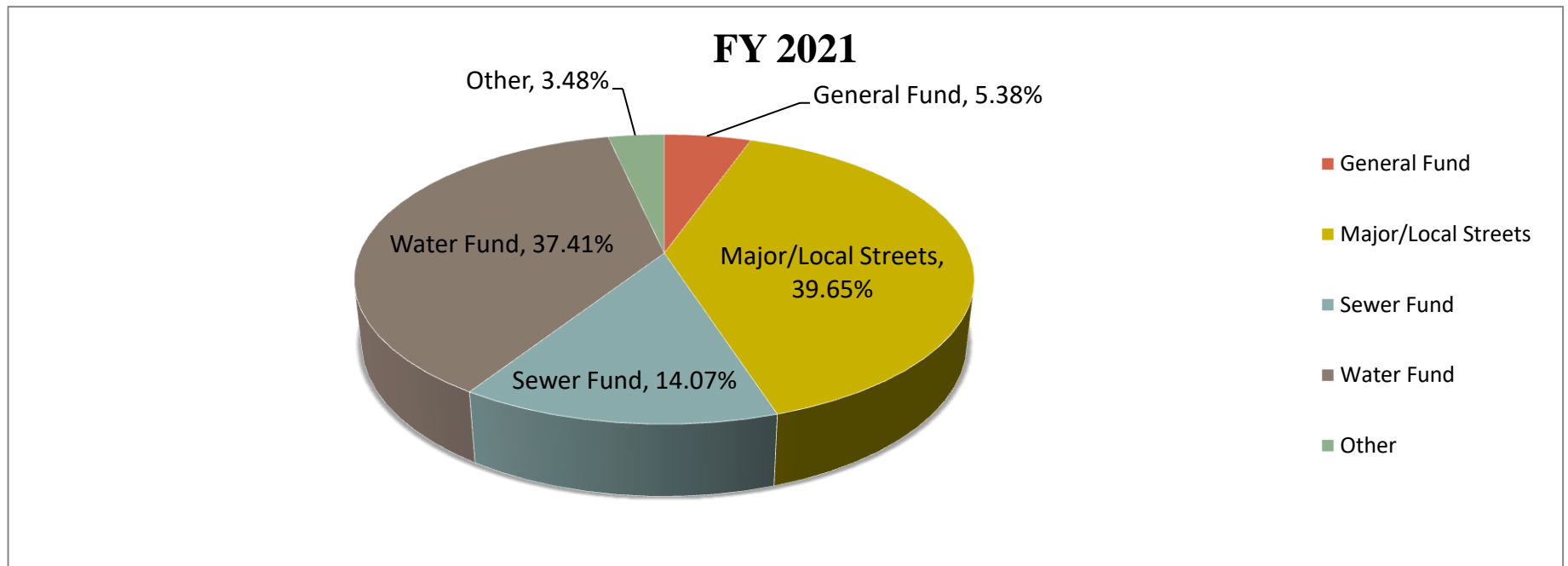
**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN  
SUMMARY OF REVENUES AND EXPENDITURES  
FY 2021 - FY 2026**

<b>Projected Revenues</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Total</b>
General Fund	1,244,749	551,749	556,750	458,416	439,668	439,668	3,691,000
Major/Local Street	8,966,100	7,646,100	4,203,392	15,055,880	4,235,800	1,897,360	42,004,632
Rubbish Collections	324,000	0	0	0	0	0	324,000
Andersen Enrichment Center	18,000	0	0	0	0	0	18,000
Technical Services	50,000	0	0	0	0	0	50,000
Motor Pool	32,000	16,000	30,000	18,000	0	0	96,000
Sewer Fund (user fees/bond)	3,253,000	2,927,100	2,405,500	6,090,000	2,421,000	5,852,000	22,948,600
Water Fund (user fees/bond)	8,648,210	13,372,600	13,064,500	3,216,000	3,265,250	2,758,000	44,324,560
Public Works Building	380,747	300,263	262,515	74,000	49,000	49,000	1,115,525
Federal Grants	200,000	200,000	0	0	0	0	400,000
<b>TOTAL RESOURCES</b>	<b>23,116,806</b>	<b>25,013,812</b>	<b>20,522,657</b>	<b>24,912,296</b>	<b>10,410,718</b>	<b>10,996,028</b>	<b>114,972,317</b>

<b>Estimated Expenditures</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Total</b>
General Fund	1,244,749	551,749	556,750	458,416	439,668	439,668	3,691,000
Major/Local Streets	9,166,100	7,846,100	4,203,392	15,055,880	4,235,800	1,897,360	42,404,632
Rubbish Collection	324,000	0	0	0	0	0	324,000
Andersen Enrichment Center	18,000	0	0	0	0	0	18,000
Technical Services	50,000	0	0	0	0	0	50,000
Motor Pool	32,000	16,000	30,000	18,000	0	0	96,000
Sewer Fund	3,253,000	2,927,100	2,405,500	6,090,000	2,421,000	5,852,000	22,948,600
Water Fund	8,648,210	13,372,600	13,064,500	3,216,000	3,265,250	2,758,000	44,324,560
Public Works Building	380,747	300,263	262,515	74,000	49,000	49,000	1,115,525
<b>TOTAL APPROPRIATIONS</b>	<b>23,116,806</b>	<b>25,013,812</b>	<b>20,522,657</b>	<b>24,912,296</b>	<b>10,410,718</b>	<b>10,996,028</b>	<b>114,972,317</b>

**CITY OF SAGINAW  
CIP PROJECTS FOR FY 2021-2026**

<b>PROJECTS</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Total</b>
General Fund	1,244,749	551,749	556,750	458,416	439,668	439,668	<b>3,691,000</b>
Major/Local Streets	9,166,100	7,846,100	4,203,392	15,055,880	4,235,800	1,897,360	<b>42,404,632</b>
Rubbish Collection	324,000	0	0	0	0	0	<b>324,000</b>
Andersen Enrichment Center	18,000	0	0	0	0	0	<b>18,000</b>
Technical Services	50,000	0	0	0	0	0	<b>50,000</b>
Motor Pool	32,000	16,000	30,000	18,000	0	0	<b>96,000</b>
Sewer Fund	3,253,000	2,927,100	2,405,500	6,090,000	2,421,000	5,852,000	<b>22,948,600</b>
Water Fund	8,648,210	13,372,600	13,064,500	3,216,000	3,265,250	2,758,000	<b>44,324,560</b>
Public Works Building	380,747	300,263	262,515	74,000	49,000	49,000	<b>1,115,525</b>
<b>TOTAL APPROPRIATIONS</b>	<b>23,116,806</b>	<b>25,013,812</b>	<b>20,522,657</b>	<b>24,912,296</b>	<b>10,410,718</b>	<b>10,996,028</b>	<b>114,972,317</b>



**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN  
SUMMARY OF EXPENDITURES BY TYPE AND PROJECT  
FY 2021 - FY 2026**

<b>Expenditure Types</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Total</b>
Architecture/Engineering	1,610,000	3,350,000	3,600,000	550,000	550,000	50,000	9,710,000
Construction/Acquisition	14,186,713	17,011,529	12,968,574	16,584,213	6,209,133	3,870,695	70,830,857
Equipment	979,000	911,000	380,000	438,000	190,000	320,000	3,218,000
Vehicles	3,203,343	1,366,533	827,333	814,333	813,585	444,333	7,469,460
Other	3,137,750	2,374,750	2,746,750	6,525,750	2,648,000	6,311,000	23,744,000
	<b>23,116,806</b>	<b>25,013,812</b>	<b>20,522,657</b>	<b>24,912,296</b>	<b>10,410,718</b>	<b>10,996,028</b>	<b>114,972,317</b>

<b>Project Type</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Total</b>
Routine Replacement	2,343,333	2,283,333	2,194,334	2,127,000	2,197,000	2,054,000	13,199,000
Rehabilitation or Enhancement	16,078,130	19,083,946	15,917,990	20,222,963	5,900,133	6,997,695	84,200,857
Efficiency Project	125,000	50,000	0	0	0	0	175,000
New/Expansion	1,367,000	2,230,000	1,583,000	1,748,000	1,500,000	1,500,000	9,928,000
Vehicles	3,203,343	1,366,533	827,333	814,333	813,585	444,333	7,469,460
	<b>23,116,806</b>	<b>25,013,812</b>	<b>20,522,657</b>	<b>24,912,296</b>	<b>10,410,718</b>	<b>10,996,028</b>	<b>114,972,317</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 21	Manager Approved FY 21	FY 22	FY 23	Future Years			FY 26
							FY 24	FY 25		
<b>COMMUNITY PUBLIC SAFETY - POLICE</b>										
3514	Police - Parking Lot Repair	GF	50,000	0	0	0	0	0	0	0
		Priority	3							
									<b>TOTAL PROJECT COST</b>	<u><u>50,000</u></u>
3514	Police - Indoor Range Rebuild	GF	80,000	0	0	0	0	0	0	0
		Priority	3							
									<b>TOTAL PROJECT COST</b>	<u><u>80,000</u></u>
3514	Elevator Replacement	GF	80,000	80,000	0	0	0	0	0	0
		Priority	2							
									<b>TOTAL PROJECT COST</b>	<u><u>80,000</u></u>
3514	Brick Repair to Outer Walls of Parking Area	GF	20,000	0	0	0	0	0	0	0
		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>20,000</u></u>
									<b>TOTAL COMMUNITY PUBLIC SAFETY - POLICE</b>	<u><u>230,000</u></u>
<b>COMMUNITY PUBLIC SAFETY - FIRE</b>										
3554	Replace Training Officer's Vehicle	GF	0	0	50,000	0	0	0	0	0
		Priority	2							
									<b>TOTAL PROJECT COST</b>	<u><u>50,000</u></u>
3554	Replace Fire Marshal's Vehicle	GF	0	0	0	55,000	0	0	0	0
		Priority	2							
									<b>TOTAL PROJECT COST</b>	<u><u>55,000</u></u>
3551	Replacement of manhole vaults and resurface parking lot at station #2	GF	36,000	0	0	0	0	0	0	0
		Priority	2							
									<b>TOTAL PROJECT COST</b>	<u><u>36,000</u></u>
3551	Resurface Station #1 Parking Lot	GF	50,000	0	0	0	0	0	0	0
		Priority	3							
									<b>TOTAL PROJECT COST</b>	<u><u>374 50,000</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 22	Future Years			
			FY 21	Approved FY 21		FY 23	FY 24	FY 25	FY 26
3554	Platform Aerial Ladder Truck	GF	150,000	0	150,000	150,000	150,000	150,000	150,000
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>900,000</b>
3554	Replacement Fire Pumper	GF	50,000	0	50,000	50,000	50,000	50,000	50,000
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>300,000</b>
3551	Fire Training Facility Improvements	GF	20,000	20,000	20,000	20,000	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>60,000</b>
								<b>TOTAL COMMUNITY PUBLIC SAFETY - FIRE</b>	<b>1,451,000</b>
<b>CEMETERIES</b>									
1747	Replacement Backhoe with Frost Bucket Attachment	GF	16,333	0	16,333	16,333	16,333	16,335	16,333
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>98,000</b>
1747	Giant Leaf Vacuum	Capital Bonds	30,000	0	0		0	0	0
		Priority	3						
								<b>TOTAL PROJECT COST</b>	<b>30,000</b>
								<b>TOTAL CEMETERIES</b>	<b>128,000</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 21	Manager Approved FY 21	FY 22	FY 23	Future Years FY 24	FY 25	FY 26
<b>TECHNICAL SERVICES</b>									
1720	Raised Floor Replacement and Carpet	TS	50,000	50,000	0	0	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<u><u>50,000</u></u>
<b>TOTAL TS</b>									<u><u>50,000</u></u>
<b>CLERK'S OFFICE</b>									
1731	High Speed Ballot Scanner Purchase	GF	37,000	37,000	0	0	0	0	0
		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>									
7570	Repairs to Fordney Park	DPW	15,000	15,000	0	0	0	0	0
		Priority	3						
<b>TOTAL PROJECT COST</b>									<u><u>15,000</u></u>
7546	Boat Launch Parking Lot Repairs	DPW	37,747	0	251,263	213,515	25,000	0	0
		Priority	3						
<b>TOTAL PROJECT COST</b>									<u><u>527,525</u></u>
4439	Exterior Masonry Tuckpointing of Public Works Building	DPW	150,000	0	0	0	0	0	0
		Priority	3						
<b>TOTAL PROJECT COST</b>									<u><u>150,000</u></u>
7575	City Hall Exterior Masonry Restoration	GF	223,333	0	223,333	223,333	223,333	223,333	223,335
		Priority	1						
<b>TOTAL PROJECT COST</b>									<u><u>1,340,000</u></u>
7575	City Hall Old Garage Roof Replacement	GF	75,000	0	0	0	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<u><u>75,000</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 22	Future Years			FY 25	FY 26
			FY 21	Approved FY 21		FY 23	FY 24			
7575	City Hall Elevator Replacement	GF	23,333	0	23,333	23,334	0	0	0	
		Priority	1							
							<b>TOTAL PROJECT COST</b>		<b>70,000</b>	
4439	Lower Level Restrooms Conversion	GF	80,000	0	0	0	0	0	0	
		Priority	3							
							<b>TOTAL PROJECT COST</b>		<b>80,000</b>	
4439	Additional LED Lighting in Garage	DPW	22,000	0	0	0	0	0	0	
		Priority	2							
							<b>TOTAL PROJECT COST</b>		<b>22,000</b>	
7575	City Hall Building HVAC Mechanical Upgrades	GF	18,750	0	18,750	18,750	18,750	0	0	
		Priority	3							
							<b>TOTAL PROJECT COST</b>		<b>75,000</b>	
4439	Replacement of Roof Top Air Units - Public Works Building	DPW	42,000	42,000	35,000	35,000	35,000	35,000	35,000	
		CM Priority	2							
							<b>TOTAL PROJECT COST</b>		<b>217,000</b>	
4439	Holland and Washington Auto Gates Upgrades	DPW	15,000	0	0	0	0	0	0	
		Priority	2							
							<b>TOTAL PROJECT COST</b>		<b>15,000</b>	
4439	DPW Door Replacement in Garage Continuation	DPW	14,000	14,000	14,000	14,000	14,000	14,000	14,000	
		Priority	1							
							<b>TOTAL PROJECT COST</b>		<b>84,000</b>	
4439	Exterior Light Fixture Replacement	DPW	20,000	0	0	0	0	0	0	
		CM Priority	1							
							<b>TOTAL PROJECT COST</b>		<b>20,000</b>	
<b>TOTAL BUILDING AND GROUND MAINTENANCE</b>									<b>2,690,525</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 21	Manager Approved FY 21	FY 22	FY 23	Future Years			FY 26
							FY 24	FY 25		
<b>ANDERSEN ENRICHMENT CENTER</b>										
7540	Upgrade Phone System	AEC	13,000	13,000	0	0	0	0	0	0
		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>13,000</u></u>
7540	Sidewalk Replacement	AEC	5,000	5,000	0	0	0	0	0	0
		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>5,000</u></u>
									<b>TOTAL ANDERSEN CENTER</b>	<u><u>18,000</u></u>
<b>STREETS (MAJOR AND LOCAL)</b>										
4651-4655	Single Axle Hook Loader Truck with Salter Box, Dump Body, and Plow	MS	235,000	0	0	0	0	0	0	0
		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>235,000</u></u>
4651	Milling Machine Attachment for Loader	MS	0	0	0	0	110,000	0	0	0
		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>110,000</u></u>
4651	Curb Machine for Reconstruction of Entire Blocks of Local Streets	MS	0	0	0	0	120,000	0	0	0
		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>120,000</u></u>
4840	Replace Street Sweeper	MS/WWT	230,000	230,000	0	0	0	0	0	0
		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>230,000</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 22	FY 23	Future Years			FY 26
			FY 21	Approved FY 21			FY 24	FY 25		
4651	Replace Brush Chipper	MS/RC	105,000	105,000	0	0	0	0	0	0
		Priority	1							
							<b>TOTAL PROJECT COST</b>	<b><u>105,000</u></b>		
4651	Replace High Ranger	MS	205,000	0	0	0	0	0	0	0
							<b>TOTAL PROJECT COST</b>	<b><u>205,000</u></b>		
4651-4655	Single Axle Hook Loader Truck with Salter Box, Dump Body, and Plow	MS/RC	235,000	0	0	0	0	0	0	0
		Priority	1							
							<b>TOTAL PROJECT COST</b>	<b><u>235,000</u></b>		
4651/4655	Replacement Skidsteer	MS/RC	127,000	127,000	0	0	0	0	0	0
		Priority	2							
							<b>TOTAL PROJECT COST</b>	<b><u>127,000</u></b>		
4651	Replace Claw Truck	MS	200,000	0	0	0	0	0	0	0
		Priority	1							
							<b>TOTAL PROJECT COST</b>	<b><u>200,000</u></b>		
4651	Dozer and Trailer for Street Repair	MS	0	0	0	0	240000	0	0	0
		Priority	1							
							<b>TOTAL PROJECT COST</b>	<b><u>240,000</u></b>		
4655/4585	Single Axle Hook Loader Truck with Salter Box, Dump Body, and Plow	MS/RC	235,000	0	0	0	0	0	0	0
		Priority	1							
							<b>TOTAL PROJECT COST</b>	<b><u>235,000</u></b>		
4651	Backhoe for Street Repairs	MS/RC	0	0	180,000	0	0	0	0	0
		Priority	1							
							<b>TOTAL PROJECT COST</b>	<b><u>180,000</u></b>		
							<b>379</b>		<b><u>180,000</u></b>	

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

*(please note that only those items that were budgeted or has request for multiple years are reflected in the report)*

Dept.	Project	Funding	Request	Manager	FY 22	Future Years			
			FY 21	Approved FY 21		FY 23	FY 24	FY 25	FY 26
4651	Purchase Additional Stump Grinder	MS	0	0	0	65,000	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<u><u>65,000</u></u>
4651	Crack Sealer	MS	55,000	0	0	0	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<u><u>55,000</u></u>
4651	Asphalt Roller	MS	150,000	0	0	0	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<u><u>150,000</u></u>
4655/4587	Replace One Loader 76-0826	MS/RC	300,000	0	0	0	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<u><u>300,000</u></u>
4655	Replace Small Loader	MS/RC	0	0	150,000	0	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<u><u>150,000</u></u>
<b>TOTAL STREETS</b>									<u><u>2,942,000</u></u>
<b>RUBBISH COLLECTION</b>									
4586	Replace Rear Packer Truck 76-0718	RC	180,000	0	0	0	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<u><u>180,000</u></u>
4583/4655	Replacement Bobcat/Skidsteer 806	RC/MS	74,000	0	0	0	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<u><u>74,000</u></u>
4585	Replace Brush Chipper	RC	70,000	0	0	0	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<u><u>70,000</u></u>
<b>TOTAL RUBBISH COLLECTION</b>									<u><u>380 324,000</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 22	FY 23	Future Years		
			FY 21	Approved FY 21			FY 24	FY 25	FY 26
<b>MOTOR POOL OPERATIONS</b>									
4481	Pick up/Service Truck	MPO	32,000	0	0	0	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>32,000</u></u>
4481	Portable 4 Post Lift	MPO	0	0	0	18,000	18,000	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>36,000</u></u>
4481	Overhead Hoist Replacements	MPO	0	0	16,000	12,000	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>28,000</u></u>
								<b>TOTAL MOTOR POOL</b>	<u><u>96,000</u></u>
<b>SEWER &amp; WATER OPERATIONS AND MAINTENANCE</b>									
4840	Replace Chlorine and Sulfur Dioxide Feed Systems	WWT	100,000	100,000	100,000	100,000	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>300,000</u></u>
4840	Replace Wastewater Samplers	WWT	25,000	25,000	25,000	0	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>50,000</u></u>
4840	Replace Stored Sludge Pumps	WWT	25,000	25,000	25,000	0	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>50,000</u></u>
4840	Install Variable Frequency Drives on Raw Sewage Pumps 1 & 2	WWT	50,000	50,000	50,000	0	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>100,000</u></u>
4840	Reline Hypochlorite Tanks at RTB's	WWT	22,000	22,000	22,000	22,000	22,000	22,000	22,000
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<u><u>132,000</u></u>

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 21	Manager Approved FY 21	FY 22	FY 23	Future Years		FY 26
							FY 24	FY 25	
4840	WTP Parking Lot Improvements	WWT	0	0	300,000	0	0	0	0
		Priority	2						
							<b>TOTAL PROJECT COST</b>		<b><u>300,000</u></b>
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
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>300,000</u></b>
4840	Replace Retention Basin Flow Meters	WWT	120,000	120,000	120,000	120,000	120,000	120,000	120,000
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>720,000</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
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>300,000</u></b>
4840	Install Generators at Retention Treatment Basins	WWT	0	0	600,000	0	0	0	0
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>600,000</u></b>
4740	Discharge Improvements Court 1 & Washington Line Valve	WWT	700,000	700,000	0	0	0	0	0
		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	25,000	25,000	25,000
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>150,000</u></b>



**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 21	Manager Approved FY 21	FY 22	FY 23	Future Years		FY 26
							FY 24	FY 25	
4740	Water Treatment Main Processor Panel I/O Upgrade	WT	150,000	150,000	0	0	0	0	0
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>150,000</b>
4840	Replace Raw Sewage Isolation Valves	WWT	25,000	25,000	25,000	25,000	25,000	0	0
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>100,000</b>
4840	Replace Raw Sewage Discharge Valves	WWT	30,000	30,000	30,000	30,000	30,000	30,000	30,000
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>180,000</b>
4840	Replace Primary Clarifier Center Column and Sweep Arm	WWT	0	0	0	0	100,000	100,000	100,000
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>300,000</b>
4840	Repair Concrete Structures at the WWTP and Remote Facilities	WT	100,000	100,000	100,000	200,000	200,000	200,000	200,000
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>1,000,000</b>
4740	Roof Projects WTF Switch Gear and Freeland Station	WWT	125,000	125,000	0	0	0	0	0
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>125,000</b>
4815	SCADA Computer and Server Replacement	WT/WWT	0	0	130,000	0	0	0	0
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>130,000</b>
4740	Lake Linton Raw Water Improvements	WT	140,000	140,000	1,300,000	0	0	0	0
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b>1,440,000</b>

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request	Manager	FY 22	Future Years			
			FY 21	Approved FY 21		FY 23	FY 24	FY 25	FY 26
4740	Kochville Reservoir Improvements	WT	1,927,500	<b>1,927,500</b>	1,927,500	0	0	0	0
		CM Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>3,855,000</u></b>
4740	Vehicles and Equipment Maintenance & Service (Water)	WT	264,500	<b>264,500</b>	317,600	234,000	136,000	135,750	70,000
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>1,157,850</u></b>
4840	Vehicles and Equipment Maintenance & Service (Sewer)	WWT	264,500	<b>264,500</b>	317,600	234,000	136,000	373,500	70,000
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>1,395,600</u></b>
4840	Vehicles and Equipment Water Treatment	WT	100,010	<b>100,010</b>	65,000	18,000	16,000	18,000	18,000
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>235,010</u></b>
4740	Lead Service Line Replacements Main to Meter	WT	750,000	<b>750,000</b>	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
		CM Priority	1						
		PC Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>8,250,000</u></b>
4741	Water Quality Upgrades to WT and Storage	WF	460,000	<b>460,000</b>	3,100,000	0	0	0	0
		CM Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>3,560,000</u></b>
4740/4840	Maintenance and Services Security and Building Additions	WT/WWT	345,000	<b>345,000</b>	145,000	0	0	0	0
		Priority	1						
							<b>TOTAL PROJECT COST</b>		<b><u>490,000</u></b>
4740	Line Rehabilitate and Replace Water Main	WT/WWT	500,000	<b>500,000</b>	600,000	600,000	600,000	750,000	600,000
		CM Priority	2						
							<b>TOTAL PROJECT COST</b>		<b><u>3,650,000</u></b>

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request	Manager	FY 22	Future Years			
			FY 21	Approved FY 21		FY 23	FY 24	FY 25	FY 26
4840	Clean Line and Replace Sewer Main	WT/WWT	1,063,000	<b>1,063,000</b>	1,060,000	1,025,000	1,068,000	1,013,000	1,020,000
		CM Priority	2						
<b>TOTAL PROJECT COST</b>									<b><u>6,249,000</u></b>
4840	New Public Services Materials Stock Yard (1010 Williamson)	WT/WWT	375,000	<b>375,000</b>	0	0	0	0	0
		CM Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>375,000</u></b>
4741	Dixie Highway Parallel Main Improvements	WT	200,000	<b>200,000</b>	3,400,000	0	0	0	0
		CM Priority	2						
<b>TOTAL PROJECT COST</b>									<b><u>3,600,000</u></b>
4741	20" Redundant Transmission Feed Junction Road	WT	2,244,700	<b>2,244,700</b>	0	0	0	0	0
		CM Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>2,244,700</u></b>
4741	East West Transmission Loop Improvements	WT	0	<b>0</b>	400,000	6,600,000	0	0	0
		CM Priority	2						
<b>TOTAL PROJECT COST</b>									<b><u>7,000,000</u></b>
4840	Replace Rotork Valve Actuators at WWTP and Remote Facilities	WT	30,000	<b>30,000</b>	30,000	30,000	30,000	30,000	30,000
		Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>180,000</u></b>
4740	Train Shed Structural Repairs	WT	550,000	<b>550,000</b>	0	0	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>550,000</u></b>
4740	Variable Flow Project New Pump Station with Electrical Upgrades	WT	400,000	<b>400,000</b>	200,000	3,050,000	0	0	0
		Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>3,650,000</u></b>

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 21	Manager Approved FY 21	FY 22	FY 23	Future Years			FY 26		
							FY 24	FY 25				
4741	Clearwall Upgrades at WTP Existing 20 MG Onsite Storage	WT	0	0	0	500,000	500,000	500,000				
		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	30,000		
		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	0		
		Priority	1								<b>TOTAL PROJECT COST</b>	<b><u>100,000</u></b>
4840	Replace Vehicles at Plant and Remote Facilities	WWT	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000		
		Priority	1								<b>TOTAL PROJECT COST</b>	<b><u>420,000</u></b>
4840	Replace FST Channel Air Blowers	WWT	0	0	75,000	75,000	0	0	0	0		
		Priority	1								<b>TOTAL PROJECT COST</b>	<b><u>150,000</u></b>
4840	Aqua Ground Storage Tank Abrasive Blast and Paint	WWT	0	0	60,000	637,000	0	0	0	0		
		Priority	1								<b>TOTAL PROJECT COST</b>	<b><u>697,000</u></b>
4840	Gratiot Ground Storage Tank Abrasive Blast and Paint	WWT	0	0	0	0	48,000	544,000	0	0		
		Priority	1								<b>TOTAL PROJECT COST</b>	<b><u>592,000</u></b>
4840	Elevated Storage Tanks Phased	WWT	0	0	0	75,000	4,425,000	75,000	4,425,000	4,425,000		
		Priority	1								<b>TOTAL PROJECT COST</b>	<b><u>9,000,000</u></b>

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request	Manager	FY 22	Future Years			FY 26
			FY 21	Approved FY 21		FY 23	FY 24	FY 25	
4840	Dredge and Reline 14th Street Ditch	WWT	100,000	100,000	0	0	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>100,000</b>
4840	Reline Ferrous Sulfate Tank	WWT	0	0	0	0	75,000	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>75,000</b>
4740	Pump Rehab and Replacement	WWT	50,000	50,000	50,000	50,000	50,000	50,000	50,000
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>300,000</b>
4840	SCADA Switch Upgrade	WT	40,000	40,000	0	0	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>40,000</b>
4815	CSO Basin Control Panel Upgrade	WT	0	0	0	120,000	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>120,000</b>
4740	Water Treatment Plant Main Processor Panel Upgrade	WT	150,000	150,000	0	0	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>150,000</b>
4840	Wastewater Control Panel Upgrade	WWT	150,000	150,000	0	0	0	0	0
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>150,000</b>
4840	SCADA Computer Upgrade	WT	0	0	0	0	0	0	130,000
		Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>130,000</b>
								<b>TOTAL WATER/SEWER OPERATIONS AND MAINTENANCE:</b>	<b>67,273,160</b>

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 21	Manager Approved FY 21	FY 22	FY 23	Future Years			FY 26
							FY 24	FY 25		
<b>TRAFFIC ENGINEERING AND ENGINEERING SERVICES</b>										
4621	Traffic Building Roof and Exterior Wall Repairs	TENG/WT/WWT	140,000	68,000	0	0	0	0	0	0
		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>140,000</u></u>
4620	Replace Aerial Truck	TENG	130,000	0	0	0	0	0	0	0
		Priority	2							
									<b>TOTAL PROJECT COST</b>	<u><u>130,000</u></u>
									<b>TOTAL TRAFFIC AND ENGINEERING:</b>	<u><u>270,000</u></u>
<b>Engineering, Construction and Infrastructure Capital Projects</b>										
4614	S. Jefferson Ave Reconstruction from Millard to Janes	MS	0	0	0	80,000	1,096,880	290,000		0
		CM Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>1,466,880</u></u>
4614	Sheridan Avenue Mill and Resurface from Hess to Rust	MS	0	0	0	50,000	800,000	0		0
		CM Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>850,000</u></u>
4614	State Street Reconstruction	MS	0	0	0	80,000	10,490,000	540,000		0
		CM Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>11,110,000</u></u>
4614	Hess Avenue Reconstruction from Owen to Sheridan	MS	0	0	0	0	130,000	1,775,800		437,360
		CM Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>2,343,160</u></u>
4740	Traffic Signal Upgrade at Intersection of Alexander, Bay, and Court	MS	30,000	0	210,000	0	0	0		0
		Priority	1							
									<b>TOTAL PROJECT COST</b>	<u><u>240,000</u></u>

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request	Manager	FY 22	Future Years			
			FY 21	Approved FY 21		FY 23	FY 24	FY 25	FY 26
4616	Holland Avenue Bridge Preventive Maintenance	MS	30,000	0	401,000	0	0	0	0
		CM Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>431,000</b>
4616	Genesee Avenue Bridge Preventive Maintenance	MS	26,000	0	280,000	0	0	0	0
		CM Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>306,000</b>
4614	Wickes Park Drive Conversion to Non-Motorized Trail	MS	390,000	390,000	575,000	0	0	0	0
		CM Priority	1						
		PC Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>965,000</b>
4614	Riverfront/Iron Belle Trail Resurfacing from Wickes Park Dr. to Ojibway Island	MS	30,000	0	137,000	133,000	0	0	0
		CM Priority	1						
		PC Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>300,000</b>
4614	Riverfront/Iron Belle Trail Resurfacing from Ojibway Island to Janes Avenue	MS	0	0	40,000	193,000	189,000	0	0
		CM Priority	1						
		PC Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>422,000</b>
4614	Lapeer Avenue Reconstruction and Water Main Replacement from 4th to 6th	MS/WWT/WT	255,000	0	365,000	0	0	0	0
		CM Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>620,000</b>
4614	Lapeer Avenue Reconstruction and Water Main Replacement from 2nd to 4th	MS/WWT/WT	55,000	0	565,000	0	0	0	0
		CM Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>620,000</b>
4614	Center Street Bridge Preventative Maintenance	MS/WWT/WT	300,000	13,200	0	0	0	0	0
		CM Priority	1						
		PC Priority	1						
								<b>TOTAL PROJECT COST</b>	<b>300,000</b>

**CITY OF SAGINAW  
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 21	Manager Approved FY 21	FY 22	FY 23	Future Years			FY 26
							FY 24	FY 25		
4614	Baum Street Reconstruction from Hoyt to Thompson	MS/WWT/WT	394,000	352,000	0	0	0	0	0	0
		CM Priority	1							
		PC Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>394,000</b>
4614	E. Remington Street Rehabilitation from Water St to Jefferson Ave	MS/WWT/WT	40,000	0	567,000	0	0	0	0	0
		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	65,000	0	995,800	0	0	0	0	0
		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	20,000	0	110,300	0	0	0	0	0
		CM Priority	1							
		PC Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>130,300</b>
4614	Traffic Signal Upgrade at Intersection of Gratiot, Mackinaw, and Michigan	MS/WWT/WT	240,000	0	0	0	0	0	0	0
		CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>240,000</b>
4614	Mackinaw Reconstruction and Watermain Improvements Alexander to Hamilton	MS/WWT/WT	1,824,100	775,000	860,000	0	0	0	0	0
		CM Priority	1							
		PC Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>2,684,100</b>
4614	Install ADA Sidewalk Ramps	MS	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
		CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>480,000</b>
4614	Sidewalk Repairs Throughout City per Letters Sent	MS	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
		CM Priority	1							
							<b>TOTAL PROJECT COST</b>			<b>480,000</b>



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CAPITAL IMPROVEMENT PLAN**

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			FY 21	Approved FY 21		FY 23	FY 24	FY 25	FY 26
4614	Mill and Resurfacing Project	MS	475,000	0	550,000	370,000	420,000	500,000	500,000
		CM Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>2,815,000</u></b>
4614	Hancock Street Reconstruction and Water Main Replacement from Michigan to Niagara	MS	40,000	0	420,000	220,000	0	0	0
		CM Priority	2						
<b>TOTAL PROJECT COST</b>									<b><u>680,000</u></b>
4614	Annual Concrete Road Repairs	MS	350,000	0	350,000	350,000	350,000	350,000	350,000
		CM Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>2,100,000</u></b>
4614	Annual Cape Seal Project	MS	200,000	0	200,000	200,000	200,000	200,000	200,000
		CM Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>1,200,000</u></b>
4616	Norman Street Bridge	MS	115,000	103,900	0	0	0	0	0
		CM Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>115,000</u></b>
4614	Adams and Cass Street Reconstruction from N.Michigan to Niagara	MS/WWT/WT	510,000	0	325,000	0	0	0	0
		CM Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>835,000</u></b>
4614	Reconstruct/Resurface Approaches to Holland, Jefferson, and Davenport RR Crossings	MS/WWT/WT	150,000	0	0	0	0	0	0
		CM Priority	1						
		PC Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>150,000</u></b>
4614	17th Street Rehabilitation from Whittier to Walnut	MS/WWT/WT	198,000	198,000	0	0	0	0	0
		CM Priority	1						
		PC Priority	1						
<b>TOTAL PROJECT COST</b>									<b><u>198,000</u></b>

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CAPITAL IMPROVEMENT PLAN**

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			FY 21	Approved FY 21		FY 23	FY 24	FY 25	
4614	Local Street Reconstruction - 23rd Streets from Wadsworth to Norman	MS/WWT/WT	0	0	250,000	0	250,000	0	250,000
		CM Priority	2						
								<b>TOTAL PROJECT COST</b>	<b><u>750,000</u></b>
4614	Local Street Reconstruction - Hardin Street Reconstruction from Court to Bay	MS/WWT/WT	660,000	495,000	0	420,000	0	420,000	0
		CM Priority	2						
								<b>TOTAL PROJECT COST</b>	<b><u>1,500,000</u></b>
4614	Niagara Street Reonstruction Sewer Repairs and Water Service from Genesee to Davenport	MS/WWT/WT	266,000	266,000	0	0	0	0	0
		CM Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>266,000</u></b>
4614	Niagara Street Reconstruction Sewer Repairs and Water Service from RR Tracks to Genesee	MS/WWT/WT	266,000	233,400	0	0	0	0	0
		CM Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>266,000</u></b>
4614	Mackinaw Street Reconstruction from Alexander to Congress	MS/WWT/WT	0	0	155,000	1,882,392	500,000	0	0
		CM Priority	1						
								<b>TOTAL PROJECT COST</b>	<b><u>2,537,392</u></b>
								<b>TOTAL INFRASTRUCTURE CAPITAL PROJECTS:</b>	<b><u>39,462,632</u></b>
								<b>TOTAL 6-YEAR CIP:</b>	<b><u>114,972,317</u></b>

# Performance Management & Accountability Report 2020



*“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 2020.

### **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.

<b><u>Department</u></b>	<b><u># of KPIs</u></b>	<b><u>City Council Initiatives</u></b>							
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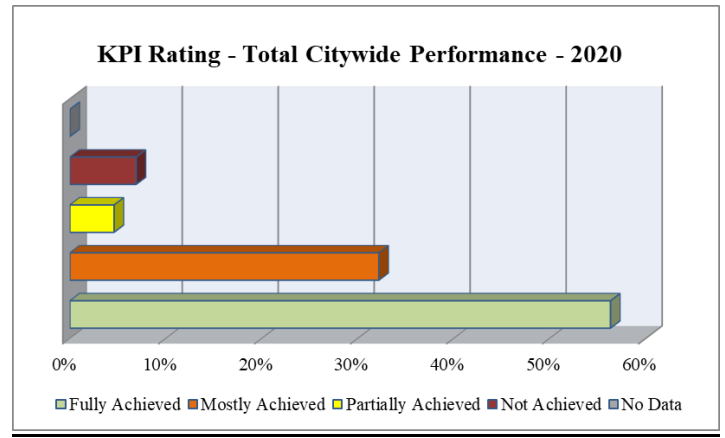
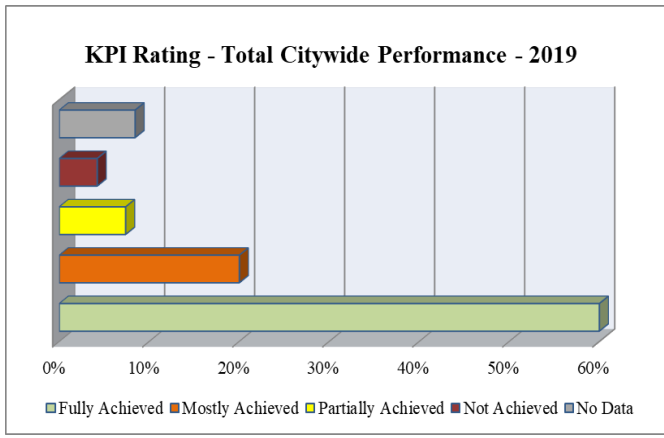
		Economic Dev. Of Urban Core	Neighborhood Revitalization	Arts, Culture, and Recreation	Police and Fire	Utilities and Infrastructure	City Services	Revenue Generating	Other - Services
City Clerk	3						1	1	1
City Attorney	3						3		
Human Resources	3						2	1	
OMB/Community Services	5	1					3	1	
Fiscal Services	8						2	6	
Technical Services	3					1	2		
CPS - Police	7		1		7				
CPS - Fire	7				5			2	
Neighborhood Services and Inspections	7	3	3					1	
Public Services	33		4		1	12	12	2	1
Water and Wastewater Services	8					8			
<b><u>Total</u></b>	<b><u>87</u></b>	<b><u>4</u></b>	<b><u>8</u></b>	<b><u>0</u></b>	<b><u>13</u></b>	<b><u>21</u></b>	<b><u>25</u></b>	<b><u>14</u></b>	<b><u>2</u></b>

### **Analytical Summary:**

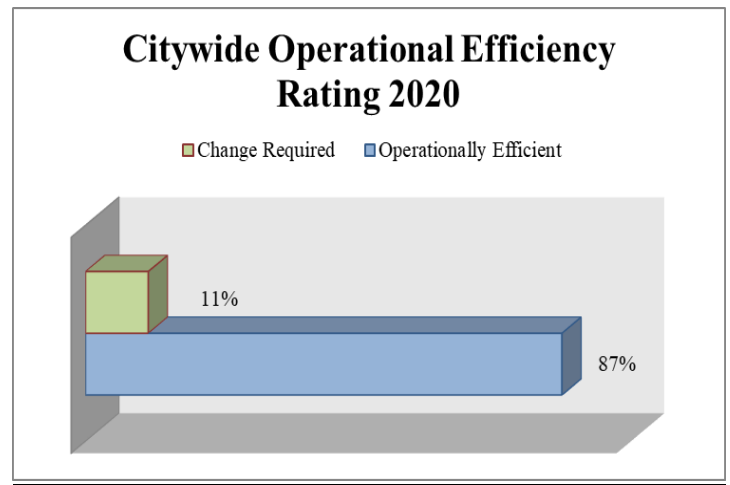
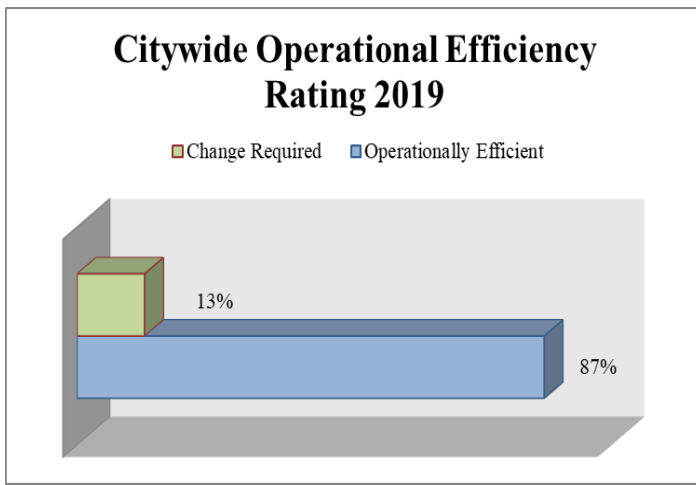
Contained within this 2021 Budget is the FY 2020 Accountability Scorecard for the City of Saginaw based on performance measurement activities that occurred over the fiscal year. This Accountability Scorecard reflects the overall performance of the City as well as the performance of each individual department/division, 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 87 key performance indicators listed within this document, this section will discuss the overall performance of the City and reveals that 56% of these indicators were Fully Achieved, 32% were Mostly Achieved, 5% were Partially Achieved, 7% were Not Achieved and 0% had No Data Available or No Data was provided.

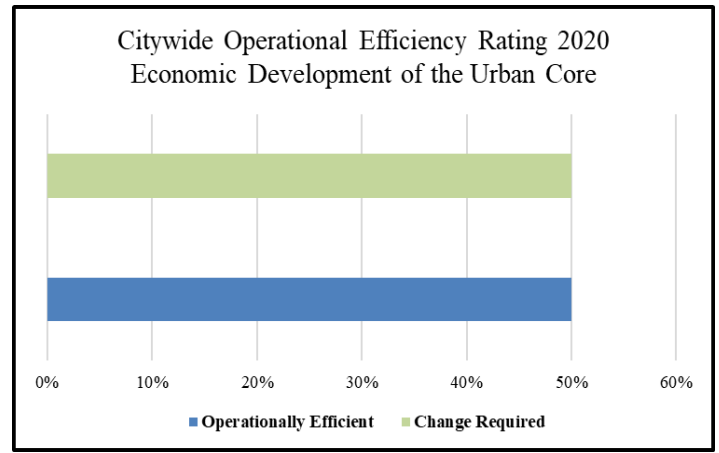
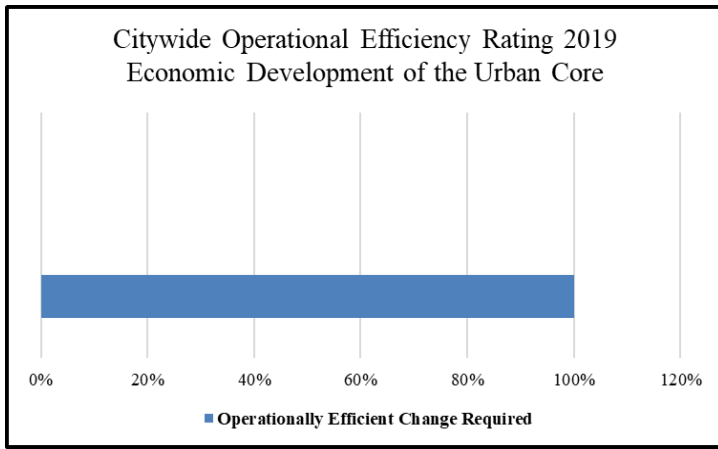


**Efficiency Rating:** The citywide operational efficiency is gauged on activities that are greater than 75% achieved. Any KPI that received a rated less than 75% may require an action plan. The citywide operational efficiency rating reflects to be 87% efficient. Based on the rating table above, citywide, 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.



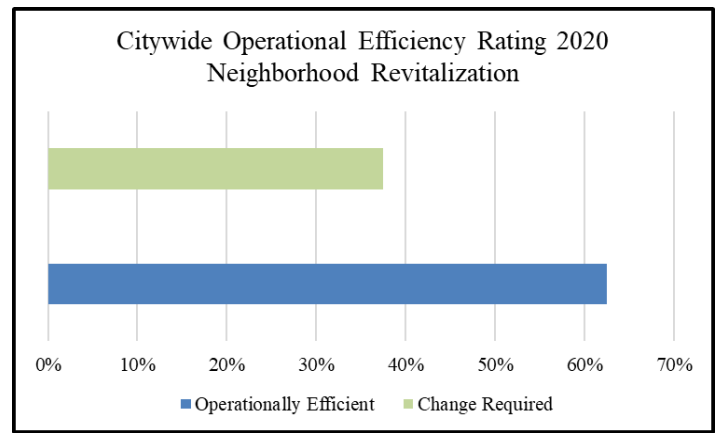
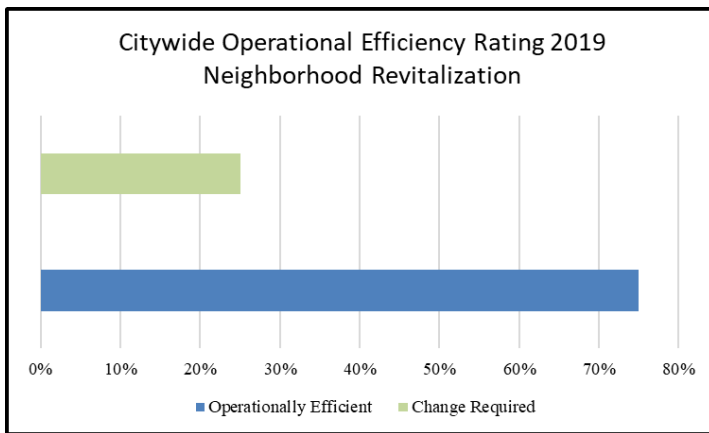
**Economic Development of the Urban Core:**

The number one priority of city council and city administration is the Economic Development of the Urban Core. In FY 2021, approximately \$1,029,965 is allocated for this strategic objective compared to the previous fiscal year’s allocation of \$882,203. Of the 87 key performance indicators, 4 indicators are allocated to this objective. As a rate of efficiency, in FY 2020, 50% objectives were operationally efficient, and 50% objectives require change. This is a significant change from the FY 2019 measurement wherein this priority was operational. This change is due to services have been affected by the COVID 19 pandemic.



**Neighborhood Revitalization:**

The number two prior of city council and city administration is Neighborhood Revitalization. In FY 2021, approximately \$6,103,330 is allocated for this strategic objective compared to the previous fiscal year’s allocation of \$5,619,135. Of the 87 key performance indicators, 8 indicators are allocated to this objective. As a rate of efficiency, 63% objectives were operationally efficient, and 38% objectives require change for FY 2020. This is a reduction from the FY 2019 of 75% objectives were operationally efficient, and 25% objectives require change.



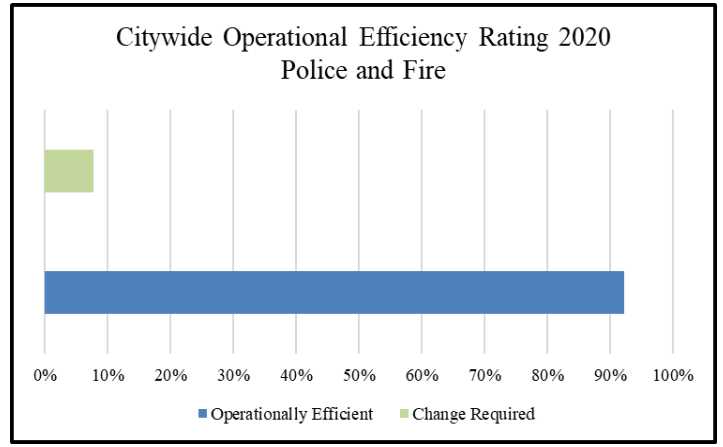
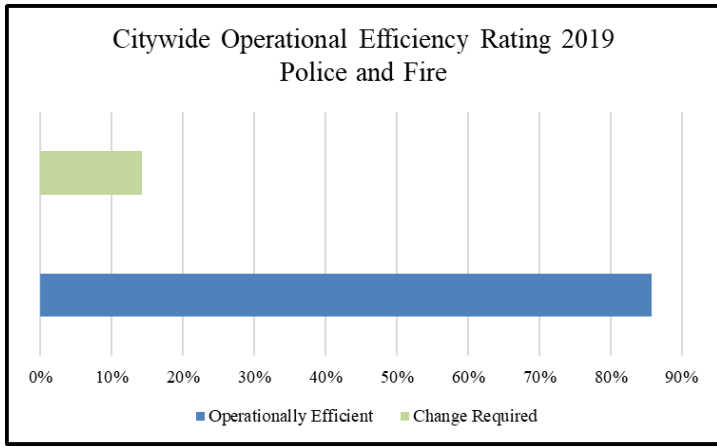
**Arts, Culture, and Recreation:**

The number three prior of city council and city administration is Arts, Culture, and Recreation. In FY 2021, approximately \$394,044 is allocated for this strategic objective compared to the previous fiscal year’s allocation of \$399,426. Of the 87 key performance indicators, no indicators have been allocated towards this priority.

**Police and Fire:**

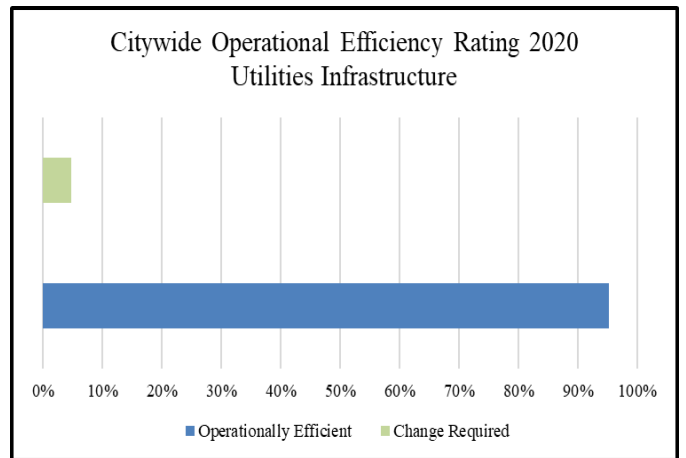
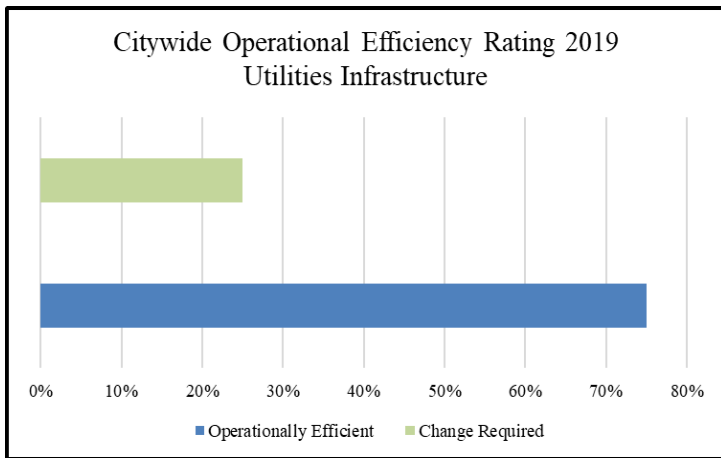
The number four prior of city council and city administration is Police and Fire. In FY 2021, approximately \$25,505,308 is allocated for this strategic objective compared to the previous fiscal year’s allocation of \$24,142,456. Of the 87 key performance indicators, 13 indicators are allocated to this objective. As a rate of efficiency, 92% objectives were operationally efficient, and 8% objectives require change for FY 2020. This is an improvement from the FY 2019 of 86% objectives were operationally efficient, and 14% objectives require change.





**Utilities Infrastructure:**

The number five prior of city council and city administration is Utilities Infrastructure. In FY 2021, approximately \$28,681,950 is allocated for this strategic objective compared to the previous fiscal year’s allocation of \$29,442,904. Of the 87 key performance indicators, 21 indicators are allocated to this objective. As a rate of efficiency, 95% objectives were operationally efficient, and 5% objectives require change for FY 2020. This is an improvement from the FY 2019 of 75% objectives were operationally efficient, and 25% objectives require change.

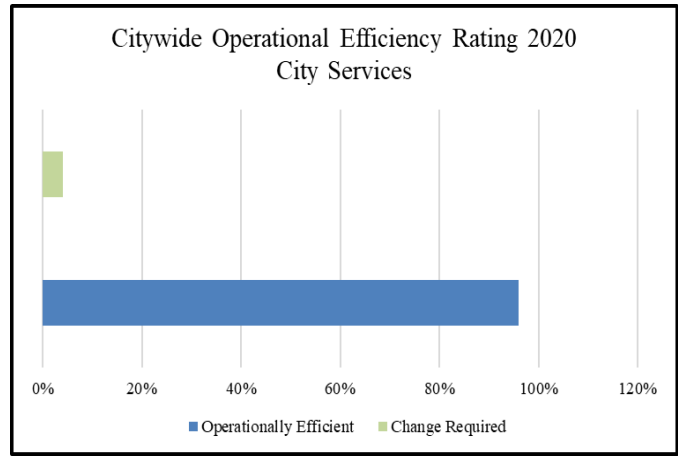
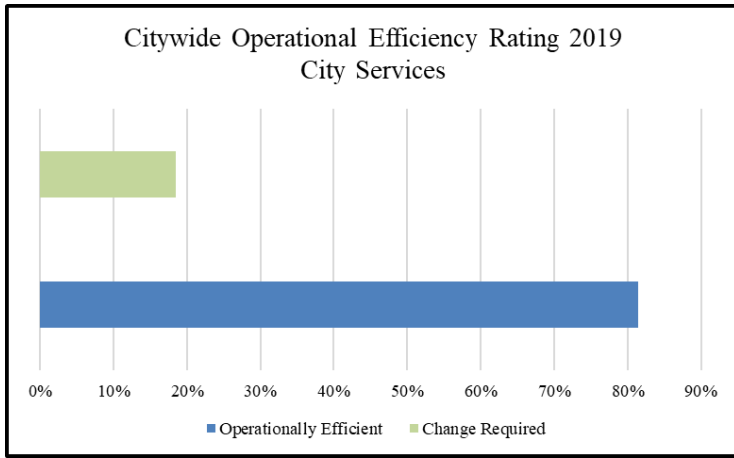


**Additional Key Performance Indicators:**

The five above listed priorities are the official strategic goals of the City of Saginaw. However, the accountability report takes into consideration three additional key performance indicators – City Services, Revenue Generating, and Other Services. The results of the performance from the previous fiscal year are illustrated below.

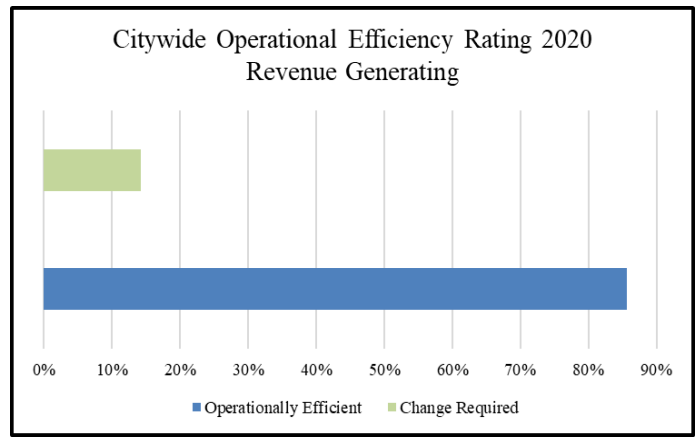
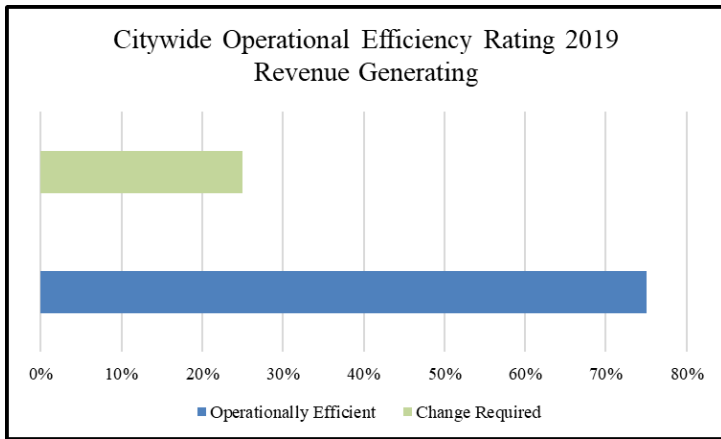
**City Services:**

The number six key objective is City Services. Of the 87 key performance indicators, 25 indicators are allocated to this objective. As a rate of efficiency, 96% objectives were operationally efficient, and 4% objectives require change for FY 2020. This is an improvement from the FY 2019 of 81% objectives were operationally efficient, and 19% objectives require change.



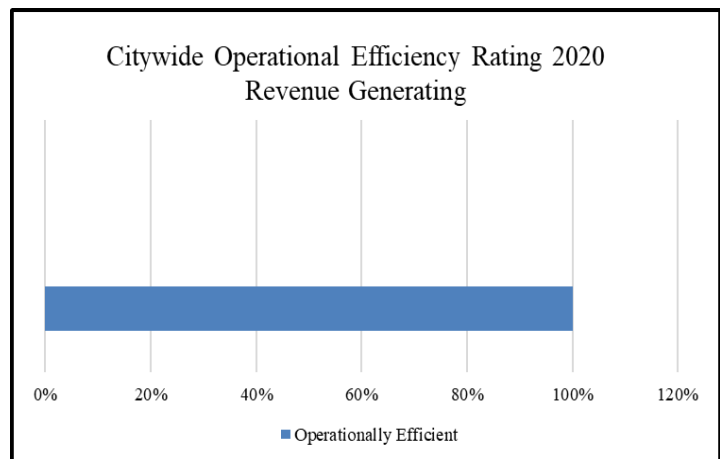
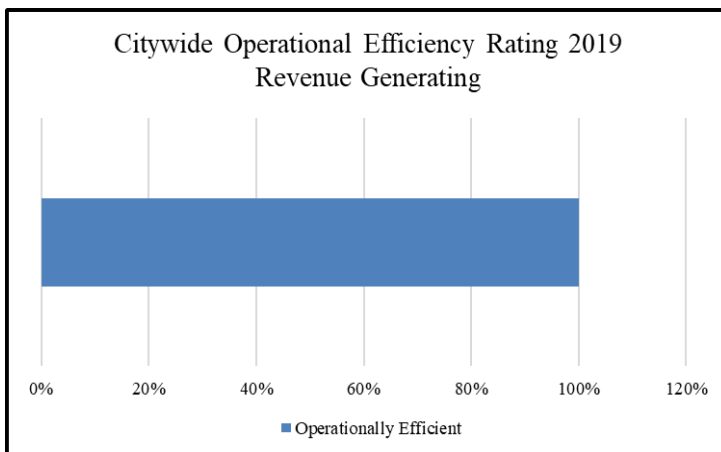
**Revenue Generating:**

The number seven key objective is Revenue Generating. Of the 87 key performance indicators, 14 indicators are allocated to this objective. As a rate of efficiency, 86% objectives were operationally efficient, and 14% objectives require change for FY 2020. This is an improvement from the FY 2019 of 75% objectives were operationally efficient, and 25% objectives require change.



**Other Services:**

The number eight key objective is Other Services. Of the 87 key performance indicators, 2 indicators are allocated to this objective. As a rate of efficiency, 100% objectives were operationally efficient, and 0% objectives require change for FY 2020. This is the same as FY 2019.





**CITY OF SAGINAW**  
**COMMUNITY PROFILE**  
**2020 - 2021**

# 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 sq. ft. 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 pavers 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 Dow Event Center is also home to the OHL hockey team, 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.



## CULTURAL INDULGENCES

### 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. 2020 marks the 52<sup>nd</sup> anniversary of The African Culture Festival. The event will be held virtually this year but will still feature 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 2020 summer season, Art & About brought to the City a 26-foot “American Gothic” art piece along with 10 life-sized bronze sculptures. The life-size sculptures are a part of Seward’s Celebrating the Familiar series, which aims to act as a mirror for anyone who encounters the statues that echo myriad tasks and activities. Other projects initiated by Art & About include the painted pianos, 20 human-like sculptures and the “SAGINAW” letters project that were placed around the city in different locations.



### CINCO DE MAYO PARADE AND FESTIVAL

The 41st annual Cinco de Mayo Parade and Festival took place in 2019, 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. 2019 marked the 17<sup>th</sup> season of the Lawn Chair Film Festival. The 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.



### MARY FREE BED REHABILITATION HOSPITAL

Covenant Healthcare partnered with Mary Free Bed to build leading edge-rehabilitation hospital on the Saginaw Covenant Healthcare Campus. The rehabilitation center provides the necessary care when a patient must relearn how to live, involving focused expertise and technical skills. Mary Free Bed brings higher quality rehabilitation and technological innovation to Saginaw and Michigan. The partnership between has already improved the patient experience and services offered and the dedicated care of the staff at the Covenant Healthcare rehabilitation facility.



### 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 Brownstone 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 2nd 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.



## EDUCATION

### 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 Zahn 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.





## TRANSPORTATION

### 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 1, 2019 – JUNE 30, 2020 DISTINGUISHED BUDGET AWARD:**

For the twelfth year in a row, the City of Saginaw received the Government’s Finance Officers Association (GFOA) Distinguished Budget Award. The GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA’s recommended practices on budgeting. Only a very small portion of the nearly 90,000 state and local governments are given the rating of “outstanding” and recognized by the GFOA for achieving this level of excellence.



**JULY 1, 2019 – JUNE 30, 2020 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, 2020. This is the twelfth 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.



**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 is the second time in three years the City of Saginaw has received this honor. 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)
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
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
ADA Sidewalk Ramps	\$80,000	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
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
2019	\$276,197.40	1,185

## BREAKDOWN OF PERMITS ISSUED

Year	Demolition	Electrical	Mechanical	Building	Plumbing
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
2019	46	380	140	179	35

*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 2019

Rank	Company/Organization	2018 Withholding Amount
1	Covenant Medical Center, Inc.	\$1,815,082.11
2	Ascension Health Ministry/St. Mary's	\$699,824.47
3	General Motors LLC	\$682,419.45
4	US Government Def Fin	\$537,422.17
5	Nexteer Auto Corp	\$473,396.06
6	State of Michigan	\$269,600.75
7	School District City of Saginaw	\$223,571.33
8	Saginaw County	\$213,738.97
9	CMU Medical Education Partners	\$213,406.25
10	Quality Temporary Services, Inc	\$202,003.13
11	City of Saginaw	\$191,240.12
12	. Great Lakes Bay Health Partners	\$175,443.44
13	AT&T Services, Inc.	\$125,461.80
14	Meijer Great Lakes	\$109,195.62
15	Saginaw County Community Mental	\$105,502.65
16	Spicer Group, Inc.	\$101,239.75
17	Advanced Diagnostic Imaging PC	\$93,891.83
18	Linear Motion LLC	\$91,190.09
19	Means Industries	\$76,454.23
20	Wolverine Human Services	\$73,671.54
<b>Totals:</b>		<b>\$6,473,755.76</b>

**CITY BUSINESSES ON TAX-ROLL COMPARED TO  
HOUSEHOLDS  
YEAR ENDING 2000-2020**

A comparison of the City of Saginaw's condition	Year Ended 2000	Year Ended 2010	Year Ended 2020
Number of Businesses on City Business Tax-rolls:	1,546	1438	1270
Number of Households:	20,707	19,571	16,767

*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> <i>Source:</i> (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				1,414,108
17	AT&T Services LLC	3	1,261,114		101,600		1,362,714
18	Covenant Medical Center Inc	1			1,143,700		1,143,700
19	Means Industries	191	991,456	131,633			1,123,089
20	Sprintcom Inc	4	693,569		348,700		1,042,269
21	Uvalde Inc	6			1,015,600		1,015,600
22	Nurtien Ag Solutions Inc	85	1,003,697				1,003,697
23	MSA Ventures II LLC	2	709,525		245,500		955,025
24	Cliff Properties LLC	11	837,182				837,182
25		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
COVID-19	COronoVirus Disease 2019
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-

EGLE	Michigan Department of Environment, Great Lakes, and Energy
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

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FYI Family Youth Initiative

**-G-**

Gals. Gallons  
GAAP Generally Accepted Accounting Principles  
GASB Governmental Accounting Standards Board  
GF General Fund  
GFOA Government Finance Officers Association  
GIS Geographical Information System  
GM General Motors  
Govt. Government

**-H-**

H.R. Human Resources  
HVAC Heating, Ventilation and air conditioning

**-I-**

IAFF International Association of Fire Fighters  
IFT Industrial Facilities Tax  
Inc. Incorporated  
IS Information Services  
ITS Intelligent Transportation System

**-J-**

J.A.G. Justice Assistance Grant

**-K-**

KPI Key Performance Indicators  
KWH Kilowatt Hour

**-L-**

Lbs. Pounds  
LDFA Local Development Finance Authority  
L.E.I.N. Law Enforcement Information Network  
LELI Law Enforcement Leadership Institute  
LLC Limited Liability Company

**-M-**

MBS Midland, Bay City, and Saginaw  
MCL Michigan Compiled Laws  
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 Zone
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-Employment 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	Saginaw Online Network of Accessible Records
SRF	Special Revenue Fund
STARS	Saginaw Transit Authority Regional Services
SVC	Service/Service/Service
SVSU	Saginaw Valley State University



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<b>-T-</b>	
TARP	Troubled Asset Relief Program
TAPS	Treatment and Prevention Services
Temp.	Temporary
TIFA	Tax Increment Finance Authority
TV	Television
TBD	To Be Determined
<b>-U-</b>	
USA	United States of America
USDA	United States Department of Agriculture
<b>-W-</b>	
WWTP	Wastewater Treatment Plant
<b>-Y-</b>	
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, Propriety (Utility) Funds, and Trust and Agency Funds.

**FUND BALANCE** – A cumulative excess of revenues over expenditures segregated by fund.

**G** –

**GENERAL OBLIGATION BOND and NOTE** – Forms of borrowing (debt financing) which reflect written promises from the City to repay sums of money on specific dates at specified interest rates backed by the full faith, credit, and taxing power of the municipality.

**GENERAL FUND** – The City’s major operating account for all financial resources except those required to be accounted for in another fund.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD** – Source of generally accepted accounting principles.

**GOVERNMENTAL FUNDS** – Funds that account for the services provided to the general citizenry as opposed to a specific group. These funds focus on current financial resources, emphasizing budgetary control and available cash.

**GRANT** – A sum of money allotted from a specific governmental or non-profit organization to be used under certain circumstances for a designated purpose.

**I** –

**INDIRECT COSTS** – Costs that are incidental to the production of goods and services, such as administration, budgeting, accounting, personnel, purchasing, legal, and similar staff support services. Unlike direct costs, indirect costs do not disappear if the service or good is discontinued. Also known as **overhead**.

**INFRASTRUCTURE** – The basic physical framework or foundation of the City, referring to its buildings, roads, bridges, sidewalks, water system, and sewer system.

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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.

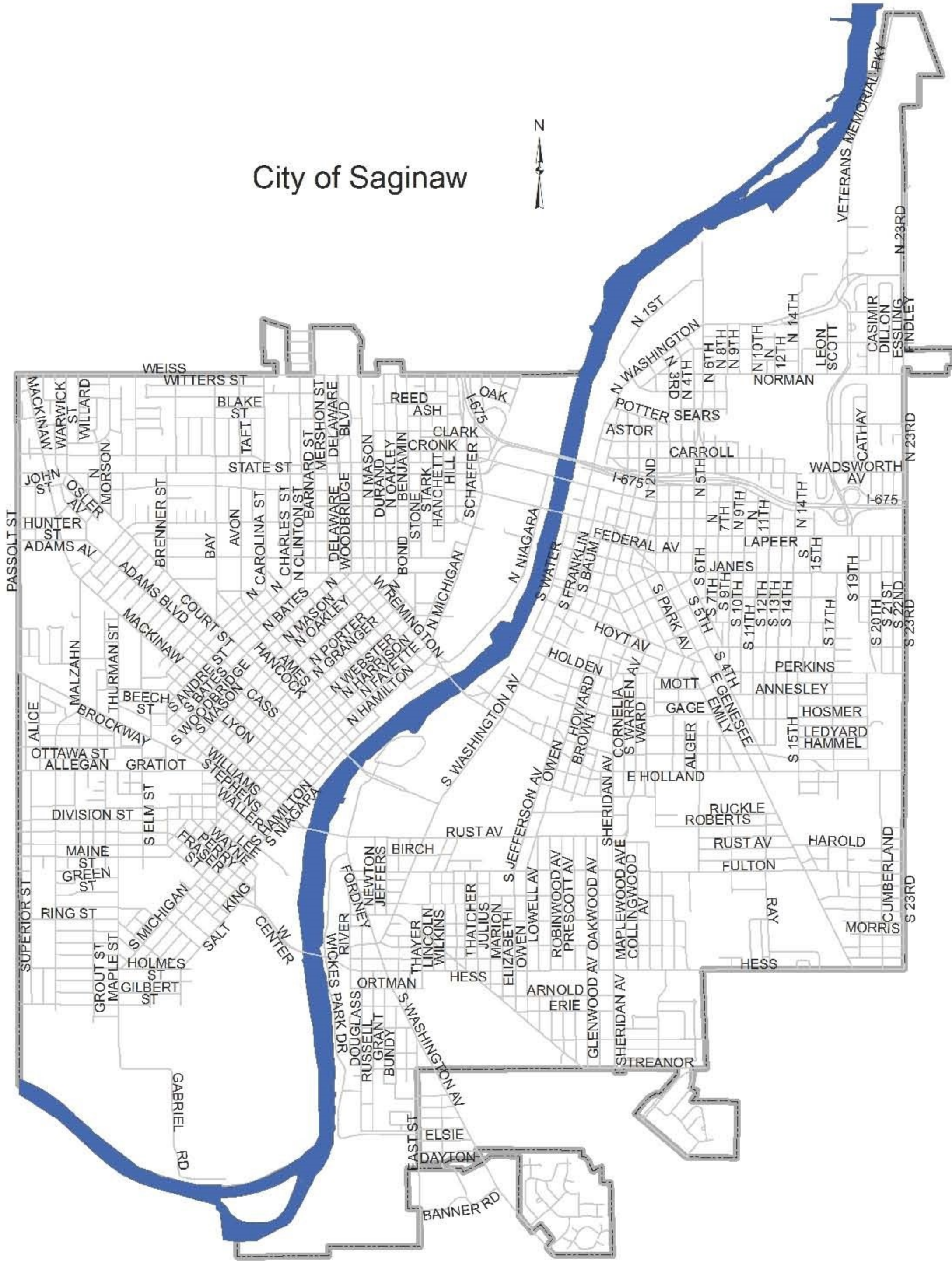
**UNIT** – The smallest organizational component within a bureau, which by design further delineates the distribution of workload to achieve a specific output or function.

**Y** –

**YIELD** – The rate of return earned on an investment based on the cost of the investment.



# City of Saginaw



1315 SOUTH WASHINGTON AVENUE  
SAGINAW, MICHIGAN 48601